Transactional Process Improvement
STANDARD WORK FOR NON-MANUFACTURING
Objectives

- Identify How To Apply Lean Concepts In A Transactional Area
- Complete A High Level Map Of Your Current Transactional State
- Complete A Process Flow Map Of Your “AS-IS” Transactional Process
- Identify And Eliminate Sources Of Variation In Your Transactional Process
- Implement Standard Work In Your Transactional Area
**Kaizen** \ Ki-zen \ A Continuous Improvement Mindset. Everything That We Do Today Can Be Improved. Kaizen Has No End.

Change For The Good
Drives Rapid Continuous Improvement (Not Perfection)
Focuses On AIP Or KPI Gap
Requires A Kaizen Leader & Cross-functional Team
Has Specific Objectives & Deliverables
Has Specific Measurable Stretch Goals
Uses Specific Process Improvement Tools
Delivers Documented Standard Work
Has A “Result Sharing” Report-out.

A Kaizen Is Not…
Status Meeting, Information Sharing Session, Training Session, Or A Discussion Meeting.
Phases Of A Kaizen Event

- **Assessment**: 4 - 6 weeks prior to event
- **Planning Charter**: 3 - 5 days
- **Event**: Ongoing as needed
- **Follow-up / Newspaper**: Ongoing as needed
What Typically Happens In TPI Kaizen Events?

**Kaizen Event Duration (usually 3-5 days)**

- Lean Training
- Review kaizen charter
  -✓ Goals
  -✓ Deliverables
  -✓ Scope
- Begin understanding current process and performance gaps
- Document current process
- Determine areas for improvement
- Design and implement improved process

**Kaizen Report-Out**

- Short summary of results (15-20 minutes)
- “No frills”; hand-drawn material is encouraged
- Entire team develops presentation

Don’t Accept Excuses. Totally Deny The Status Quo.

Don’t Seek Perfection. Don’t Let Perfect Get In The Way Of Better.

Correct Mistakes The Moment They Are Found.
<table>
<thead>
<tr>
<th>Problems Give You A Chance To Use Your Brain.</th>
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<tbody>
<tr>
<td>Ask “Why” Five Times. Then Ask Any And All Other Questions – There Are No Dumb Questions.</td>
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<tr>
<td>Leave Titles At The Door – One Person, One Voice, No Position Or Rank. Ten Person’s Ideas Are Better Than One Person’s.</td>
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<tr>
<td>Improvements Know No Limits.</td>
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<tr>
<td>&quot;Think LEAN And Green&quot;. Always Consider Reduce-recycle-reclaim-reuse.</td>
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<tr>
<td>Involve Those From The Kaizen Area – Those Who Do The Work Day To Day.</td>
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Why Focus on Transactional?

All Processes In Value Stream Must Be Robust.

All Processes Can Be Improved!

Transactional Processes Often Drive Waste Into Other Areas Of The Business
What are Transactional Areas?

What Do Each Of These Areas Have In Common?
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<thead>
<tr>
<th></th>
<th>Manufacturing</th>
<th>Engineering / Office</th>
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<tbody>
<tr>
<td>Define Value</td>
<td>Visible at each step, defined goal</td>
<td>Harder to see, emergent goals</td>
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<tr>
<td>Identify Value Stream</td>
<td>Parts and material</td>
<td>Information &amp; knowledge</td>
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<tr>
<td>Make process flow</td>
<td>Iterations are waste</td>
<td>Iterations often beneficial</td>
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<tr>
<td>Customer pull</td>
<td>Driven by Takt time</td>
<td>Driven by needs of enterprise</td>
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<tr>
<td>Perfection</td>
<td>Process repeatable without errors</td>
<td>Process enables innovation and cuts cycle time</td>
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<tr>
<td>Benefits Of TPI Office Kaizen</td>
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<td>-----------------------------------------------</td>
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<tr>
<td>Reduce Redundancy In Work</td>
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<td>Reduce Errors In Quality Of Information</td>
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<td>Improve Efficiency</td>
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<td>Reduce Time Spent Waiting For Others</td>
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<tr>
<td>Reduce Time/Distance Spent Walking</td>
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<tr>
<td>Create Standard Work For All To Follow</td>
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<tr>
<td>Reduce Amount Of Communications Needed</td>
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<td>Consolidate Amount Of Places For Storing</td>
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<tr>
<td>While Improving Quality Of The Communication</td>
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<tr>
<td>Information</td>
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Capturing The Current-State
High Level
Capturing The Current State: Objectives

- What is a Value Stream Map?
- Why Create A value Stream Map?
- Map The Current State Transactional Value Stream
- Develop Kaizen Bursts And Apply To The Current State Map
VALUE STREAM = HIGH LEVEL PROCESS MAP ON STEROIDS

All Steps, Both VA And NVA, Required For The Process End to End
Use QDC Metrics In Your Data Boxes

<table>
<thead>
<tr>
<th>Quality</th>
<th>Delivery</th>
<th>Cost</th>
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<tbody>
<tr>
<td>% Complete and Accurate</td>
<td>Cycle/Processing Time</td>
<td>Resources and utilization (No. of people @ x%)</td>
</tr>
<tr>
<td>Rework Rate</td>
<td>Lead Time</td>
<td>Scrap Rate</td>
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<tr>
<td># of Defects</td>
<td>Drop-off Rate</td>
<td></td>
</tr>
<tr>
<td># of Exceptions</td>
<td>Queue (waiting) time</td>
<td></td>
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<tr>
<td></td>
<td>Systems Downtime</td>
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</tbody>
</table>
Transactional VSM Helps Point Out Waste In A Value Stream, And Then Identifies The Activities That Can Eliminate The Waste.
“Shot-Gun Kaizen”
“Hit & Run Kaizen”

VS.

“Kaizen with a Purpose”

Don’t Create Islands Of Success In A Sea Of Waste!

How? Follow The TPI Improvement Process…
Determining Where To Focus Transactional Activities


2. Identify Where Transactional Activities Should Be Focused.

3. Use The Symbol (Kaizen Burst) On The Current-state Map To Highlight Where We Will Focus Within The Value Stream.

4. Prioritize Kaizen Activities And Scope What Can Get Done This Week.

5. The Team May Tackle A Portion Of The Value Stream Or Choose To Make Improvements Within The Entire Value Stream.
Go To Gemba And Capture The Current-State

Value Stream Map And Kaizen Bursts
Process Flow Diagram the AS-IS Process
Process Flow Objectives

- Why Process Flow Diagrams
- Process Flow Methodology
- Perform the Process Walk (Use Process Walk Form)
- Utilize the Waste Recording Form
- Utilize the Spaghetti Diagram
- Document the AS-IS Process Flow
Good work, but I think we need just a little more detail right here!
Process Flow Diagram Method

1. Start with the input that initiates the process
2. Ask the question, “What happens next?”
3. Record each step in post-it note boxes flowing left-to-right, or top-to-bottom.
4. Insert arrows to show the direction or flow of the process.
5. When the flow can go in two directions, turn the post-it to a diamond for a yes/no question and put in two arrows to show the two directions.
Use Four Symbols:

**Input / Output, Start / Stop**

**Process - Action, usually a verb**

**Decision - Decision, usually a Question**

**Page Break, Section Break, Connector**
Process Flow Diagram: Helpful Hints

Create Your Process Flow Diagram On A Wall

Use Post-it Notes

Turn The Post-it 45° To Create Decision Diamond

Draw Circles / Ovals On Post-its For Inputs, Outputs, And Line Continuations
### PROCESS FLOW DIAGRAM CONSIDERATIONS

<table>
<thead>
<tr>
<th>What Is The “Right” Amount Of Detail?</th>
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</thead>
<tbody>
<tr>
<td>As The Process Moves You May Use A Different Color Post-it Note For Each Department / Group In The Process To Make The Map More Visual.</td>
</tr>
<tr>
<td>Consider Moving From Left-to-right To Roughly Signify A Passage In Time</td>
</tr>
<tr>
<td>Consider Highlighting Value Added, Inspection, Or Queue Points On The Map</td>
</tr>
</tbody>
</table>
Capturing The As-is Process – Process Walk

**Process Walk Deliverables**

<table>
<thead>
<tr>
<th>Deliverable</th>
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</thead>
<tbody>
<tr>
<td>List process steps on Process Walk Form</td>
</tr>
<tr>
<td>Capture and list wastes on Waste Recording Form</td>
</tr>
<tr>
<td>Develop Spaghetti Diagram / Standard Work Sheet</td>
</tr>
<tr>
<td>Draw / Shoot “Before” pictures of the area</td>
</tr>
<tr>
<td>Summarize data on Process Data Summary Form</td>
</tr>
</tbody>
</table>

Team Completes Formal Process Flow Diagram After Walk
<table>
<thead>
<tr>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>What Do You Do?</td>
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<tr>
<td>What Is Your Typical Processing Time (Cycle Time)?</td>
</tr>
<tr>
<td>How Many Items Are Currently Waiting To Be Processed?</td>
</tr>
<tr>
<td>What Causes Delays Or Problems?</td>
</tr>
<tr>
<td>If You CouldRecommend Changes… What Would They Be?</td>
</tr>
<tr>
<td>Modify Or Use Other Questions As Appropriate</td>
</tr>
</tbody>
</table>

Introduce Team And Purpose Of Questions Prior To Asking Questions Of Others
Process Walk Assignments

Assign Roles To A Team Members Prior To Starting Walk

- Lead the interview
- Record process steps (what and by who)
- Identify cycle times and VA steps
- Identify how much work is in queue
- Measure the distance traveled
- Map the layout and spaghetti diagram
- Identify and document waste

Team Leader Keeps Team On Track!
Go To Gemba: As-is Process Walk

We Must:

- Go To The Actual Place - GEMBA!
- Talk To The Actual People Working Within The Process
- Observe The Actual Process

Now Complete The “AS-IS” Process Walk!
Improve The Targeted Areas
Improve Targeted Areas: Objectives

- Attack Waste
- Combine Processes
- Reduce Variation
- Implement Standard Work
- Develop And Implement Playbooks
- Use The Kaizen Newspaper
Start With What You Know: Eliminate Waste

Where Are We Going To Focus?

- Value Added & Necessary
- Non-VA & Necessary
- Value Added & Non-Necessary
- Non-VA & Non-Necessary

Identify
Challenge & Eliminate
Reduce
Eliminate
Combining Processes

- Shorter Lead Times
- Less Waste In Work Loading
- Less Waste In Rework
- Scheduling Is Made Easier
- Less Waste In Floor Space
- Less Waste In Handling
- Improved Productivity
- Exposes Problems!!

Why Is Each A Benefit Of One-piece Flow?
Do We Need To Change Our Layout To Co-locate & Combine Process Steps?
Variation Reduction Process

1. Develop Process Flow Diagram (COMPLETE)
2. Develop Cause And Effect Diagram
3. Determine Noises And Constants
4. Prioritize Noises And Convert Into Constants By Creating SOPs
5. Implement Improvements

This Is A Sequential Process
Cause / Effect Diagram

Also Called Fishbone Or Ishikawa Diagram

Structured Brainstorming Reasons For Particular Outcome

Data Is Organized In Categories Appropriate To Situation
For Problems With Multiple Causes

- Mother Nature
- Measurement
- Machine
- Manpower
- Method
- Material

Effect Is Listed To The Right On The Diagram, With Causes On The Left

Usually Contains 4-6 Categories, Which May Be Modified To Suit Business Problem

Identify Noises / Constants
Team Brainstorms for Potential Root Causes Based on These or Other Defined Categories

- Environment
  - What in the environment can cause defects? (e.g., dirt, temp)

- Measurement
  - What in the way we measure may actually be causing defects?

- Machine
  - Which equipment or machines cause defects?

- Manpower
  - What variation or causes exist in our manual processes?

- Method
  - Which methods are not robust?

- Material
  - What material causes defects?

Defect or Effect
Brainstorming Rules

- Good Ideas Are Not Praised Or Endorsed. All Judgment Is Suspended Initially In Preference To Generating Ideas.
- Thinking Must Be Unconventional, Imaginative, Or Even Outrageous. Self-criticism And Self-judgment Are Suspended.
- To Discourage Analytical Or Critical Thinking, Team Members Are Instructed To Aim For A Large Number Of New Ideas In The Shortest Possible Time.
- Team Members Should “Hitchhike” On Other Ideas, By Expanding Them, Modifying Them, Or Producing New Ones By Association.
<table>
<thead>
<tr>
<th>Question</th>
<th>Root Cause</th>
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<tbody>
<tr>
<td>Why Did The Customer Satisfaction Data Drop?</td>
<td>Because The Customer Doesn’t Like Our Delivery.</td>
</tr>
<tr>
<td>Why Was The Delivery A Problem?</td>
<td>Because The Customer Didn’t Know When We Would Ship.</td>
</tr>
<tr>
<td>Why Didn’t They Know?</td>
<td>Because They Kept Getting A Different Answer.</td>
</tr>
<tr>
<td>Why Do They Get Different Answers?</td>
<td>Because People In Our Organization Have Different Sources Of Information.</td>
</tr>
<tr>
<td>Why Are There Multiple Sources Of Information?</td>
<td>Because We Have Not Implemented Standard Work In Customer Service</td>
</tr>
</tbody>
</table>
Determining What Is A Noise And What Is A Constant

**NOISE**
Something That We Do Not Control Today Or May Vary

**CONSTANT**
Something That We Control Today Or Does Not Vary

Brainstorm Ways To Convert Noises To Constants – Create SOP’s
## Prioritize Noises to Attack First

<table>
<thead>
<tr>
<th>Easy To Implement</th>
<th>BIG PAYOFF</th>
<th>SMALL PAYOFF</th>
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</thead>
<tbody>
<tr>
<td>Attack First!</td>
<td></td>
<td>Attack Next</td>
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<tr>
<td></td>
<td>(As Decided By Team)</td>
<td>(As Decided By Team)</td>
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</table>

<table>
<thead>
<tr>
<th>Hard To Implement</th>
<th>BIG PAYOFF</th>
<th>SMALL PAYOFF</th>
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<tbody>
<tr>
<td>Attack Next</td>
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<td>Don’t Attack</td>
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<tr>
<td>(As Decided By Team)</td>
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</table>
Reason Code | Number of orders  
---|---  
Customer Data not filled in | 23  
Incorrect Fax Number | 13  
Customer ID number incorrect | 11  
Cannot read data | 2  
Customer not on file | 0

Pareto Is A **Guideline** To Set Priority
Create a Pareto of all the Root Causes for the most significant symptoms.
<table>
<thead>
<tr>
<th>Level 1</th>
<th>OK</th>
<th>Something on Paper</th>
<th>Communicate with sales team that all required info needs to be completed on the form.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 2</td>
<td>Better</td>
<td>Change to the process</td>
<td>Clearly identify the required fields on the order form and reject incomplete orders back to the salesperson.</td>
</tr>
<tr>
<td>Level 3</td>
<td>Best</td>
<td>Irreversible change to the process / Poka-Yoke</td>
<td>IT creates an order form that cannot be transmitted unless all required fields are completed.</td>
</tr>
</tbody>
</table>

We Want To Strive To Achieve SOPs That Are Level 3
Changing Noises to Constants With SOPs

Give Thought To:
1. Core Lean Concepts
2. Combining Processes
3. Attacking Waste
4. Creating Standard Work

Strive To Think Of Many Ways To Solve Each Problem (Noise)!

<table>
<thead>
<tr>
<th>C#</th>
<th>Noise</th>
<th>Noise to Constant</th>
<th>Ease (1-3)</th>
<th>Impact (1-3)</th>
<th>SOP Level</th>
<th>Factor</th>
<th>Who</th>
<th>When</th>
<th>Status/Results</th>
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Noise to Constant Chart:

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<th>C#</th>
<th>Noise</th>
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<th>Impact (1-3)</th>
<th>SOP Level</th>
<th>Factor</th>
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<tr>
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<td>Quality Built Into Each Process</td>
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<td>Lead Time Reduction Through Elimination Of Waste</td>
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<td>One-piece Flow Cellular Design (Where Applicable)</td>
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<td>Standard Work Operator Loading</td>
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<td>Continuous Improvement And Standardization</td>
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<td>Visual Management</td>
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<td>Multi-process Handling</td>
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<td>Value Added Vs Non-value Added</td>
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<td>Eight Wastes</td>
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</table>
Instructions Should Be Clear And Visual
Efficient, Waste-free Process
Meet Customer Demand / CTQs
Measurement System
Management Tool
Drives Continuous Improvement

Goal = Maximum Performance With Minimum Waste Through The Best Combination Of People And Process
## Standard Work Should Be:

<table>
<thead>
<tr>
<th>A Precise Description Of Each Work Activity.</th>
<th>Created And Documented By Stakeholders</th>
<th>Always Followed By Those Performing The Work</th>
<th>Revisited And Refreshed Every 90 Days Or When Takt Time Changes Significantly</th>
<th>Owned By Someone</th>
</tr>
</thead>
</table>
Examples Of Standard Work

Transactional Standard Work You Already Know:

- SOP’s
- Forms, Tables, Checklists
- Pictures
- Process Maps / Flow Charts
- Worksheets
- Playbooks
- Worksheets
Show Number Of Operators Required Versus Time

Show What Work Each Operator Is To Perform Under Certain Circumstances.

For Operations Split Between Operators, Spell Out What Steps Each Operator Starts And Stops

Are Visual – High Visibility Charts Work Best.
Determine Problem Statement
Brainstorm All Issues Causing Problem To Occur (Causes)
Post Causes On Cause And Effect Diagram
Determine Noises And Constants
Prioritize Noises
Brainstorm Ways To Convert Noises To Constants Using N-C Chart
Trystorm Improvements – Create Sops!
Monitor Improvements With Use Of Kaizen Newspaper

It’s Time To Make The Improvements!
Sustain the Improvements Through Gemba Management
Determine Owner Of Kaizen Newspaper

Owner Should Review Status Of Newspaper Weekly At Operations Meeting Or Other Opportunity

Leadership Must Walk The New Process And Review Metrics

Ensure That Misses Are Being Addressed With Problem Solving Actions That Solve Root Cause

Continue To Track Metrics Of New Process As Long As Needed To Ensure Kaizen Sustainability

Reference Gemba Management Training
Key Forms / Tools
Key Tools / Forms

- Process Walk Form
- Process Layout Form
- Spaghetti Diagram
- Noise to Constant Form
- Process Data Summary Form
- Kaizen Newspaper
One of the things you will find as you move along your Lean journey is that going it alone is much harder than if you had a coach. A good coach will push you to greater and greater levels of self-sufficiency. Regardless of where you are on your journey, we can help.

If you are just beginning your concerted continuous improvement efforts, we can help you chart your course and teach you what you need to know to start leading change on your own. For those who are further along your journey, we can help by teaching you more advanced topics, reviewing what you are already doing, and helping you improve your improvement processes.
Ways We Support Our Clients

On-site Coaching / Consulting: In this traditional form of consulting, we come to you and work hand-in-hand with you to bring about change in your organization. Lean assessments, Kaizen facilitation, and policy / strategy deployment coaching are popular ways to use this form of support.

Remote Coaching / Consulting: Remote consulting puts technology to use so we can help you in a variety of ways. Need a quick answer? Want a charter reviewed? Interested in a second opinion about a new layout? Want us to review a video of your process and offer suggestions? With email, telephones, videos, screen sharing, and video chatting at our disposal, we can give you quick answers without much investment.
Lean Help in the NE Ohio Area: There are a lot of factors that go into choosing a coach. Getting a good fit is the most important. But there are some special benefits to having a continuous improvement expert right in your own back yard.

- **Just in Time training.** Want to do a large scale kaizen? No problem! But, having a local Lean coach also allows you to do smaller, Just in Time projects as well. These mini improvement events can yield big gains, but more importantly they require less planning time on your part and have less impact on your team’s production than a traditional kaizen.

- **You save on travel expenses.** No airfare. No lodging. Using a local coach saves you money.

- **You can get help on much shorter notice.** When your Lean coach is nearby you don’t have to wait for the help that you need. There is no need to work around airline schedules or worry about weather causing delays for your consultant.