

**13th International Congress
GEMBAKAIZEN™
23-24-25 November 2016
Haston City Hotel Wrocław**

**Developing KAIZEN™ Culture
Daily KAIZEN™**



Masaaki Imai

Lean and KAIZEN™ guru, world famous expert with the only visit to Poland this year!

Role model for thousands of managers all over the world. In Poland provides inspiration both at the Congress and during individual meetings in their organisations.

"Toyota Way: 14 Management Principles from the World's Greatest Manufacturer"

New edition of the international best-seller.



Ladies and Gentlemen,

I have the honour to invite you to participate in the next edition of our KAIZEN™ discussion. What is the secret of corporations that managed to embed the idea of Continuous Improvement in their organisational DNA? Previous editions of the Congress showed that corporate culture transformations first and foremost involve emotions and then technological modifications. Therefore finding a balance between soft and hard aspects of KAIZEN™ culture within an organisation seems a key priority for a modern manager. We also remember that successful KAIZEN™ implementation requires that all the planned actions are always expected, verified and supported by the executive staff. It needs a well-tailored long-term strategy. The management has to invest its most precious asset - TIME! Time to get involved in the team activities, to monitor the progress and time to recognise the staff members committed to problem solving and submitting new innovative ideas. However, there is something more. We are fully aware that building KAIZEN™ culture is an arduous and frequently a flawed task. Perhaps other market players may offer some proved solutions referring to their long experience. They can protect you against traps on your way to perfection. I would like to present one of the Kaizen Institute original ideas drawn from 30 year global experience. The idea was made into practice to reach its operational excellence through questioning the paradigms. Businesses that resolve upon the implementation of human resources based Business Excellence System are more likely to maintain their competitive advantage in the market. The model introduction assumes ca. two-year period of cultural transformation. The transformation itself is divided into six stages. The first one - KAIZEN™ Strategic Planning - involves a series of kick-off activities. It should take not more than 2 months. The second - the modelling phase - is meant to identify Gemba team models, value stream models, managing team models, etc.. As a principle the phase should be completed within 6 months. The third stage - standardisation - outlines the way the models are embedded in the organisation. This should also take 6 months. The fourth stage involves the implementation, progress, the model multiplication and expansion. Delivery time - 6 months. The next six-month-long phase is the time to generate ways and ideas that lead to corporate excellence. The final phase will naturally be the retaining stage. By definition, these will be ongoing

activities aimed at maintaining perfection. Due to the fact that the Congress is focused on Daily KAIZEN™, I am going to emphasise the phase defining everyday KAIZEN™ activities. It is an element of the first stage - KAIZEN™ strategic planning. This stage determines the whole process success therefore it must be approached with special care. The phase consists of 4 areas - Daily KAIZEN™ is supposed to change corporate approach and culture to Gemba getting all the staff involved every day and everywhere, KAIZEN™ Leadership focuses on the executive staff commitment in KAIZEN™ operations, KAIZEN™ Projects is necessary for breakthrough achievements, KAIZEN™ Support is indispensable to implement and enforce the best practices. Is the proposed model an innovative idea? It should be treated as a proposal that works well in practice. Certainly you have already been taking advantage of many of the above mentioned elements. However, it is worthwhile to review our routines and to make sure that all our solutions are the right ones. Our postulates may also be considered as a guide how to get everyone committed to the common goal defined as lean every time and everywhere. It means building KAIZEN™ CULTURE, not only mere implementation of the tools.

Renowned lecturers and practitioners, will be with us to discuss KAIZEN™ culture, share their experience and show both advantages and disadvantages of solutions used. Proposed subject matter again will help managers find answers to many difficult questions corresponding to current market conditions. I wish we all could leave the Congress confident that KAIZEN™ oriented organisations are success bound enterprises.

Be there with us!
Mariusz Bryke
Managing Director, Kaizen Institute Poland



Masaaki Imai

“Guru lean” is a pioneer and leader in promoting KAIZEN™ philosophy across the world. The first to introduce KAIZEN ideas in the West, explaining and advocating lean management principles known as Toyota Production System (TPS). Masaaki Imai acted as a long-term partner of Taiichi Ohno - major architect of the Toyota Production System. In 1985 he set up KAIZEN Institute, a global organisation operating in more than 30 countries. For thirty years now, Masaaki Imai has been assisting businesses across the world in implementing KAIZEN™. Masaaki Imai presented all the KAIZEN™ major principles in his three milestone works - KAIZEN™, the Key to Japan’s Competitive Success, Gemba KAIZEN™ and Gemba KAIZEN™ II. Even the first of his books was exceptionally successful. It was translated into more than 20 languages and sold well over 300 000 copies. All the three books have also been published in Poland. He has been a frequent guest at international conferences where he would share his knowledge and experience. He educates top managers in many countries, including Poland, in implementing KAIZEN™ techniques, concepts and tools. This year Masaaki Imai will come to Poland for the thirteenth time. He has already visited plenty of renowned companies to advise on successful business management and KAIZEN™ principles.

In 1985 Masaaki Imai set up Kaizen Institute, a global organisation operating in more than 30 countries.

He was interviewed by Polish press, radio and television. Masaaki Imai will present a keynote address at this year’s GEMBAKAIZEN™ Congress.

Kaizen Transformation, Implementation Frames

KAIZEN™ Goals
to show business objectives

Daily KAIZEN™

to change culture and approach at Gemba

KAIZEN™ Leadership

to get top management involved

KAIZEN™ Projects

to achieve breakthrough results

KAIZEN™ Support
to implement best practices

KAIZEN™ Streams
workshops with experts



Gemba Walks
best practices
and ready-to-use
solutions



Case Studies
Global experience



Reception
Inspiring backstage talks

Day 1: Tools Day

Wednesday, 23 November 2016

7.30 Registration and welcoming coffee

8.30 Official opening and hosting
Mariusz Bryke - Managing Director
Kaizen Institute Poland

8.50 Kaizen Institute Consulting Group

Masaaki Imai **Daily KAIZEN™ - message from KAIZEN™ guru**

Founder of
Kaizen Institute

Daily KAIZEN™ - everyday KAIZEN™ activities - is aimed at changing staff approach to Gemba. This may happen through leaders' activities performed with their teams every day, everywhere with every individual. An organisation may successfully focus on changing its staff approach thanks to effective organisation of teams managed with the support of state-of-the-art communication channels, effective organisation of a workplace based on the 5S principles in compliance with health and safety regulations, the exchange of best practices as well as to the improvement of processes by means of structural problem solving, process mapping and waste elimination. By getting employees involved in frequent KAIZEN™ activities, making them sensitive to ongoing waste identification and elimination, the employer facilitates standards implementation processes, monitors indicators, takes necessary preventive measures and first and foremost develops the new corporate culture - the culture of Continuous Improvement. Daily KAIZEN™ is the key factor for developing a modern enterprise.

9.50 Coffee break

10.10 Case Study: Carlsberg Polska

Michał Jankowski
Regional Manager for
Continuous Improvement

Developing kaizen culture within Autonomous Maintenance teams

The presentation will show a case study illustrating how the culture of Continuous Improvement was built in Carlsberg company. The case is based on the example of the Autonomous Maintenance teams' performance. The speakers will outline particular stages of team development and define the scope of its responsibilities. Carlsberg programme focuses mainly on the improvement efficiency indicators through teamwork and better operators' understanding of their responsibility for good performance. It aims at building stable long-term upward trends instead of short-sighted pursuit of short-term success that unfortunately can be observed in numerous businesses.

Mariusz Domański
Head of Continuous
Improvement
in Bosman Brewery

10.55 Case Study: KGHM Polska Miedź

Konrad Zaręba
Manager of Human
Resources Strategic
Planning Process

Bottom-up inspiration...

Can everyday KAIZEN™ activities have a global impact across the organisation? Our presentation will make an attempt to answer that important question basing on the examples drawn from KGHM Polska Miedź. We will show you how to employ staff knowledge in getting processes lean and standardised in extremely difficult conditions one kilometre below ground. We will discuss how to build KAIZEN™ culture responding to the needs of people who add value to the products and work in the process. Their professional skills, properly directed, will boost the changes on the way to lean organisation.

11.40 Coffee break

12.00 Case Study: Volvo Poland

Bengt Lundström
President Industry Europe

Building team commitment culture

Many organisations invest their time, assets and all sorts of resources to implement lean tools and methods. Nevertheless, in order to build the lean culture it is significant to build a lean driven vision of corporate growth, to identify the problems to be solved in this way and to realise the reasons for all the efforts made. It is necessary to get teams involved and to make them concerned and motivated to work the new way. Only then do we have an opportunity to set up the system of Continuous Improvement that is likely to be adjusted at any time.

Tomasz Maleszka
VPS/OD Director

12.45 Case Study: Jeronimo Martins. Chemists and pharmacy

Jose Pires
Senior Partner and
Operations Manager of
Kaizen Institute
Western Europe

How to develop teams and sustain the results?

Daily Kaizen answers the question: How to develop teams and sustain the results? When Daily Kaizen is well implemented it generates a Kaizen culture transformation with improved communication, KPI's monitoring in a frequently basis, standard work implementation and quick reaction with countermeasures. The Daily Kaizen can be implemented in a transversal way in organizations: "Daily" means "Frequent", the Daily Kaizen Leaders are the Leaders of Natural Teams, the main objective is to create Team Leaders that develop their teams to become autonomous, with capability to maintain and improve their own processes as work areas in a daily bases. In the Daily Kaizen there are 5 very important capabilities to the Group Team Leaders: Knowledge of Work, Skills to Lead, Skills to Teach, Skills to Improve and Knowledge of Responsibilities. On the other hand there are also 3 golden rules: react Quickly to a Team Member Call, monitor and communicate the Team's Performance, implement required Improvements & Identify more. On the basis of implementing from large format commercial network, including the pilot project in the HEBE company, international team of speakers will present what the challenge for teams striving for excellence is to implement the Daily KAIZEN, as it looks like the use of improvement tools to solve current issues, searching for their sources, systematic monitoring of progress, promoting the exchange of knowledge among team members and ensure the effectiveness of the subsequent actions within the standards.

13.30 Lunch

14.30 Case Study: Mondelez Polska Production, Skarbimierz Chewing Gum Plant

Aleksandra Adamczyk
CI Engineer

Can any eye see the same?

How many times have organisations you work for developed or implemented new systems, programmes, tools or approaches? How many times have you wondered what went wrong? Why some things have not gone as smoothly as they should? How many times have you asked the question to yourself and how many times at Gemba? The presentation will outline the case study of Skarbimierz chewing gum plants. The factory has been introducing the Integrated Lean Six Sigma programme for two years. The implementation involves in the first place commitment of all the staff members. How? Through continuous human resources development, assigning responsibilities and ownership of systems and machines. Do green figures justify the successful IL6S programme implementation? Is the programme perception always the same? Real dilemmas approached in the course of implementation will be addressed. What was the top management's and model line operators' reaction to the problems identified? Who failed and when? The issue will be

Wioletta Sobina
Key Operator

Sylwia Zalewska
Senior Operator

KAIZEN™ Streams

choice of workshops

addressed from the perspective of the Integrated Lean Six Sigma coordinator who not only introduced the tools but also got the whole model line ready for the implementation. At the same time the contrasting perception of the operators - new owners of KAIZEN™ and OPL systems owners - will be discussed.

15.15 Summary and further Congress logistics

Mariusz Bryke
Managing Director
Kaizen Institute Poland

15.45 KAIZEN™ Streams: all the workshops will be carried out simultaneously so you are invited to choose one,

Masaaki Imai
Founder of
Kaizen Institute

A. KAIZEN™ Culture

Does corporate culture based on KAIZEN™ philosophy create competitive advantage? Yes, providing that an organisation implements KAIZEN™ principles through shared approaches and values and puts everyday routines into practice in order to enforce good practices and principles which should not be accepted blindly. KAIZEN™ provides staff with tools that let them enhance any process. everybody, every day, everywhere. Yet, in practice it usually seems to be different - somebody, sometimes, somewhere. So, although most of professionally managed organisations appreciate the benefits of KAIZEN™, only some of them were able to maintain its positive effects in a long-term perspective. Survey performed by KAIZEN Institute shows that only 5% of all the organisations that resolved upon the implementation of KAIZEN™ values and philosophy managed to build lasting Continuous Improvement culture. The change comes down from the top management and cannot be delegated. Executives are obliged to lead the change, to open themselves and the staff to innovative solutions, to understand, to put ideas into practice, to learn by mistakes and to adapt particular methods to their own business environment. It involves their approval to human curiosity, tolerance of experiments and failure as well as creating guilt-free atmosphere at work place. Lean/KAIZEN™ guru himself will share his experience in this area providing the stream participants with an opportunity of personal discussion to address some issues specific for Polish companies.

Aneta Olczyk
Optimisation specialist

B. Lean/ KAIZEN™ Assessment

Businesses are likely to start their lean manufacturing experience with implementation of tools and methods, such as 5S system, KAIZEN™ suggestion system or visual management. As time goes by, the effects get increasingly blurred and there is a threat of taking a step backwards. Sooner or later organisations appreciate the importance of their corporate culture transformation. Everyday routine based on certain approach, such as continuous improvement or the "go and see" principle, encourage the need to develop in practically every area of an organisation. The following question arises: "What is our Star of the North?", "What way are we going to get there?", "What should be the next step"? An enterprise is slowly growing ready to develop in a systematic way leading to our defined Star of the North. Moreover it starts to appreciate the importance of self-assessment, of careful analysis of its current position and necessary track corrections. The evaluation is referred to as Lean assessment. During

Michał Nowak
CI Coordinator,
Phoenix Contact
Wielkopolska

Małgorzata Bednarek
Senior Consultant,
Kaizen Institute Poland

the workshop participants will enjoy an opportunity to get to know the idea of lean assessment and to work out the concept of lean assessment that supports systematic approach to continuous improvement implementation across an organisation. The workshops will also be partly dedicated to key success determinants of lean assessment. Workshop leaders are going to outline the effects of lean assessment as implemented in their own organisation as well.

Tomasz Maleszka
VPS/OD Director

C. KAIZEN™ Toolbox

This interactive workshop is dedicated mainly to key factors that boost the production effectiveness. Firstly, the workshop will help to sort out one's knowledge of selected tools, secondly it will provide the participants with a unique opportunity to swap skills and experience and to combine hard tools with soft implementation techniques. Which tools are the best in a specific situation - Problem Solving, waste identification, suggestion systems, staff commitment, or perhaps popular tools such as 5S, SMED or AM? What is the most important and how to meet the activities in the most effective way to finally develop an effective system of interrelations resulting in successful business performance. The workshop will draw from real and verified solutions applied in VOLVO Poland.

Andrzej Bal
Coach VPS/ OD

Karol Wyzga
Coach VPS/ OD,
Volvo Poland

D. KAIZEN™ New Technologies

At the workshop participants will take part in an interactive discussion on KAIZEN™ operations aimed at supporting an organisation's efforts to build technology-driven competitive advantage in the market. No doubt that KAIZEN™ implementation in a corporation requires particular tools and IT systems that support production, logistics and other systems. Nowadays a successful organisation not only offers a high-quality product but it gains competitive advantage by delivering it to a Client in the right place, time and amount. Being aware of the cost factor, organisations do their best to minimize expenses incurred to meet the Client's expectations. Healthy balance between the elements and the organisation's ability to respond quickly to market fluctuations let improve corporate effectiveness and shorten the lead time. Smart integration of systems implemented before will facilitate the process as well. Prompt return of the assets invested in modern technologies is a key success indicator. State-of-the-art technologies are no longer a novelty but rather everyday reality. They make it possible to manage an organisation and its major assets. One of the most significant corporate optimisation solutions is a knowledge management system perceived as a tool that makes every day processes more efficient not as a mere IT application. During the workshop every participant will have an opportunity to learn about managing corporate know-how to reduce onboarding time, accelerate work in projects, enable effective remote work, improve information flow across the organisation and eliminate waste resulting from outdated know-how. KAIZEN™ in the area of modern technologies no longer involves periodical 5S activities performed on server discs. First and foremost KAIZEN™ must be perceived as the ability to open up ones' minds to introduce solutions based on state-of-the-art technologies.

E. KAIZEN™ Suggestions

Managers in the organisations where KAIZEN™ philosophy became an integral part of corporate operations make attempts to develop an efficient system of submitting staff suggestions how to improve processes. Suggestion system is an inherent element of the management system implementation there. The concept of encouraging staff to submit all possible ideas to improve comes from the belief that human resources at work place are the major driving

force. Thus, the Suggestion System may well be called a formal form of "the voice of the employees" which lets them put forward their ideas of new standards, practices, to postulate old concepts updates or to express opinions about the work place. How can we unleash the staff potential and make them feel free to disclose their ideas and opinions in the suggestion system? It is the management that undertake any initiative aimed to stimulate creativity, to encourage commitment and to make better use of staff's skills and knowledge. Therefore their role and approach are key determinants of the suggestion system success. With no support or involvement from the management the employees will be impotent even when a perfect system is in place.

Michał Jankowski
Regional CI Manager
Carlsberg Supply
Company Polska

F. KAIZEN™ Policy Deployment

How to relate optimisation activities with current operations? How to make "lean activities" the natural management model, not an extra tool. This workshop stream will focus on a real corporate processes knowns as Policy Deployment. The form of the workshop guarantees high added value and sound working knowledge to adapt and apply in an organisation.

Mariusz Domański
Head of Continuous
Improvement
in Bosman Brewery

Maryla Korczyńska
Managing Consultant,
Profes

G. KAIZEN™ Leadership

The interactive workshop will get participants involved in an unusual discussion on "Ways to kill initiative in KAIZEN™ culture implementation and thus become an anti-leader?" We all know that introducing new ideas, approaches and a new corporate culture poses a tough challenge. We have experienced it ourselves. We often complain - "I would like to but my staff..." It seems that wishful thinking is one thing while real approach and action is quite another. Let's review our sins here! Let's consider top managers' and the board's role and duties? How do we slay even small-scale early symptoms of expected initiatives, ideas and behaviours? What are the idea-killers? Everybody has sinned, yet sometimes we can only blame our ignorance. Is that really the case? We will go even further. We will try to translate our sins into a set of constructive principles and ideas. We will make use of our own good practices. It is our goal to implement KAIZEN™ culture in the most effective way. We will also focus on the issue of change implementation because introduction of KAIZEN™ philosophy involves big changes - what are the major determinants of a successful change implementation here?

Mirosław Bachorz
Eco-effectiveness
Specialist,
Eco-Effectiveness

H. KAIZEN™/Human Lean Green

Intense competition, clients' expectations and legal regulations are likely to drive energy and material inefficient products out of the market. The same may happen to companies that fail to satisfy low-emission and material saving standards or operate in compliance with the circular business model. What is the eco-effectiveness level of your organisation? What is your plan to reduce the emission of greenhouse gases by 40% and improve the energy effectiveness by 27% in order to meet the requirements of the EU Climate and Energy Package? How are you going to take up the challenge of increasing materials productivity by 30%, using secondary raw materials and at the same time operate in compliance with the circular business model accepted by the European Union? Workshop participants will learn about current EU business sustainability requirements. Tools and solutions helpful to meet the requirements and fulfil your business and environmental goals (e.g. Human Lean Green diagnosis, Lean and Green, Zero Waste, Design for Environment, Daily KAIZEN™, Circular Economy) will be presented as well.

Maciej Piwko,
Grzegorz Golaś
Business
Development
Managers,
Tagatic

Klaudia Kobyłecka
Senior Consultant,
Kaizen Institute Poland

I. KAIZEN™ Visual Management

Visual Management constitutes an integral element of developing KAIZEN™ culture in an organisation. Visualisation enables effective and easy communication and information flow monitoring in a way that everybody understands. Most people are visual learners. Surveys show that as much as 83% information is acquired visually. According to Masaaki Imai there are three main reasons for implementing visual management - the need to make problems visible, stuff and management support in controlling Gemba as well as presenting and explaining employees the continuous improvement objectives. Visual management enables prompt verification of current situation and immediate reaction to any deviations identified. Visual management is essential to understanding the goal. If employees are well informed about goal cascading and the business strategy they will find it easier to understand their role and impact on particular elements of the process, the sense of their active involvement in Daily KAIZEN™ as well as to accept and comply with the standards. Visualisation is universal by nature, it is a tool that may be adapted in any area of business operations. There is a wide choice of solutions so sky is the limit. We can only be stopped by our own imagination... or financial resources. Businesses vary therefore it is important to select the best solution for specific needs. Stream participants will learn to design their own board by means of a unique MOBO tool. They will learn basic rules of board design, will see the examples of well and poorly designed visualisations (case study and the discussion), will get acquainted with major design principles (content grouping, location), will see how to present indicator figures in an attractive way and will study the basics of typography and composition. In the first place the participants will learn functionalities of MOBO - an excellent solution which enables designing visual boards in compliance with PDCA method.

18.00 End of Day One

20.00-01.00 Banquet at the Haston City Hotel
Meeting of KAIZEN™ practitioners and fans

21.00 Opening

Masaaki Imai Official awards ceremony and thanks to
Founder of Kaizen Institute Poland Partners, prize draw

Kaizen Institute Poland
team, Mariusz Bryke
Managing Director, Kaizen
Institute Poland



Day Two: Gemba Benchmarktour Day

Thursday, 24 November, 2016

Traditionally the second day of the Congress is held in GEMBA WALK companies. It is our goal to provide the Congress participants with an opportunity to share knowledge and skills and to exchange experience with the best.

GEMBA WALK companies reserve the right to refuse the visit of a participant from a competitor company.

This year we are going to visit companies that succeeded in implementing high standards of kaizen culture and tools in line with the central idea of the congress. The participants may choose from a group of companies operating in various industries. Each of them presents different perspective of kaizen culture with accompanying processes and tools.

We provide bus/van transport from Wrocław to the host factory and back, refreshments and lunch

GEMBA WALK programme:

1. presentation of companies and processes
2. visit to the factory and going through the processes
3. looking for MUDA and improvement potential
4. presentation of results
5. conclusion and discussion

Moderators: Kaizen Institute Poland consultants and KAIZEN/lean Coordinators in particular organisations

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|----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| <p>Group 1 Fiat Chrysler Automobiles Poland (TYCHY) Automotive manufacturer</p> | <p>Group 2 Fiat Chrysler Automobiles Poland (TYCHY) Automotive manufacturer</p> | <p>Group 3 Mondelez Poland Production (SKARBIMIERZ) Chewing gum manufacturer</p> | <p>Group 4 Velux Poland (NAMYSŁÓW) Slope roof windows manufacturer</p> |
| <p>Group 5 Leoni Cable Poland (WIERZBICE) Wire bundles manufacturer</p> | <p>Group 6 Wabco Poland (WROCŁAW) Automotive industry technology manufacturer</p> | <p>Group 7 Whirlpool Poland (WROCŁAW) Household appliances manufacturer</p> | <p>Group 8 Manufacturing Company TBD</p> |
| <p>Group 9 Manufacturing Company TBD</p> | <p>Group 10 Manufacturing Company TBD</p> | <p>Group 11 Volvo Poland (WROCŁAW) Bus manufacturer</p> | <p>Group 12 General Electric (KŁODZKO) Safety sensors and technology manufacturer</p> |

Day Three: Gemba Workshop Day

Friday, 25 November, 2016

Day Three - a novelty in the Congress formula - targeted workshops in production plants.

The workshops are aimed to show the participants practical skills of KAIZEN™ tools application and the way they are used in practice in a host factory. The participants will also enjoy an opportunity to exchange their experience with the best practitioners.

Host factories - based in Wrocław or its vicinities - are benchmark organisations for implementing KAIZEN™ culture and tools, in particular in the area of Daily KAIZEN™. Congress participants can choose - by their preferences - a visit in one of the two host factories where they will see the KAIZEN™ culture at close range and will get inspired by its processes and tools. Additionally they will be invited to take part in an interesting thematic workshop.

We provide bus/van transport from Wrocław to the host factory and back, refreshments and lunch

Agenda:

1. presentation of business and processes
2. visit o the plant, going through processes
3. workshop
4. summary and discussion

Moderator:

Kaizen Institute Poland consultants and KAIZEN™/lean local coordinators.

Group 1

Leoni Cable Poland
(WIERZBICE)
Wire bundles manufacturer

Group 2

Volvo Poland
(WROCŁAW)
Bus manufacturer

Organizational conditions

Register before 7 October 2016 and get the special discount of 15% on the price of participation.

kongreskaizen.pl

Register form to download on the www.kongreskaizen.pl

Cost of participation: In the case of more employees from one company we allow the possibility of individual negotiations depended on the amount of participants.

| | |
|------------------------------|--------------------|
| The first, second, third day | 3700 PLN + 23% VAT |
| The first and second day | 2900 PLN +23% VAT |
| The first day | 1900 PLN + 23% VAT |
| The second day | 1100 PLN + 23% VAT |
| The third day | 1100 PLN + 23% VAT |

The Price includes: lectures, Kaizen Streams, a visit to a company or workshops, conference materials, catering, day 1 banquet, transport from Wrocław to the GEMBA WALK company and back, Workshop Day - materials, catering, transport.

The place of the Congress: Haston City Hotel ★★★★★
ul. Irysowa 1-3
51-117 Wrocław

Improving the World with Everyone, Everywhere, Everyday - The KAIZEN™ Way

Over the last three decades, Kaizen Institute has been the leading provider of a sustainable, competitive advantage for all industries. Our clients achieve successful organizational transformations with a long term, people-based business excellence system. We help them improve quality, cost, delivery, service and motivation which leads to better results, growth and development. Our defined methodologies increase the ability to change and significantly transform the organizational culture.

We work with people at all levels to be equipped with the principles and tools necessary to enhance only value added activities. As a result, business goals and high values are achieved throughout the entire organization. Kaizen Institute provides authentic, holistic and practical services worldwide. We serve our clients through consultation, training - and certification programs, seminars and networking events, benchmarking tours, award programs, and various publications including books, training materials and online learning.

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