

lean INNOVATION FORUM

2017

24 - 26 OCTOBER · Madrid, Spain

www.lean-analytics.org/lif-2017/ | #LAALIF



The Lean Analytics Association

ABOUT US

The Lean Analytics Association (LAA) is a non-profit organization founded in Switzerland in 2012 as a spin-off of the École Polytechnique Fédérale de Lausanne (EPFL) to disseminate and exploit the outcomes of the Lean Product and Process Development (LeanPPD) project funded by the European Commission during 2009 - 2013.

OUR MISSION

Our mission is to inspire companies to transform their mindset and ways of working, by applying lean thinking practices in their end-to-end innovation process. To accomplish our mission, we focus on motivating professionals to learn, innovate and share by:

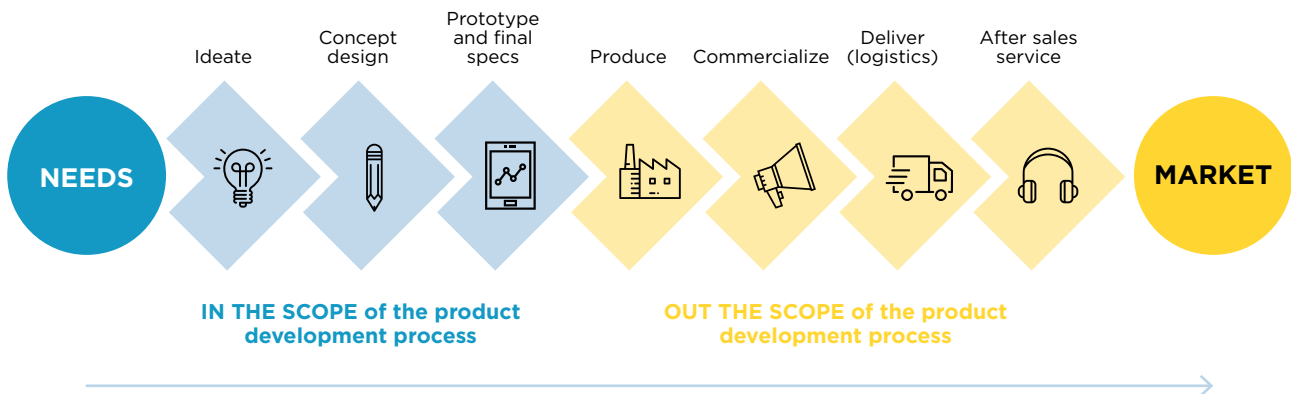
- Developing talent through customized training.
- Carrying out SMART maturity assessments and benchmarking analysis.
- Organizing networking events such as forums and webinars.
- Researching and diffusing the latest trends and best practices through cases and books.
- Creating a community of lean innovation experts to share experiences.



What Is Lean Innovation?

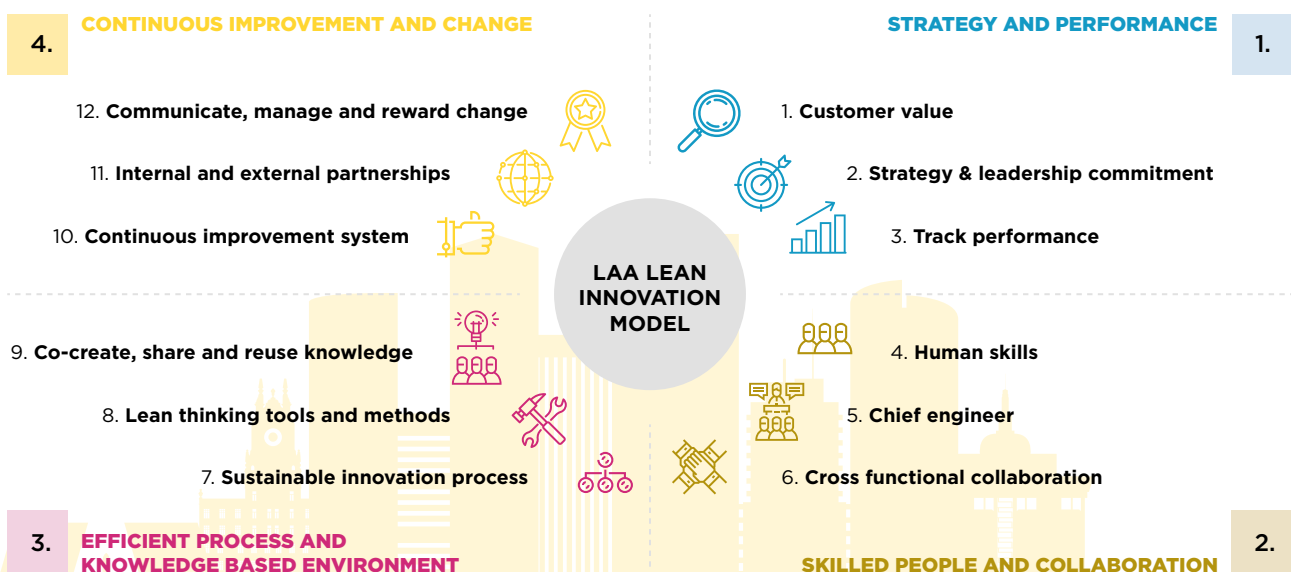
Lean Innovation is the implementation of lean principles along the end-to-end innovation process to significantly increase market success and achieve long-lasting benefits, providing more customer value while focusing on reducing waste.

Lean innovation focuses on addressing customer requirements by integrating lean principles and innovation approaches across different functions and teams to ensure the new product or service is delivered in the most efficient way from the idea to its commercialization, maximizing the company's return on investment and business impact.



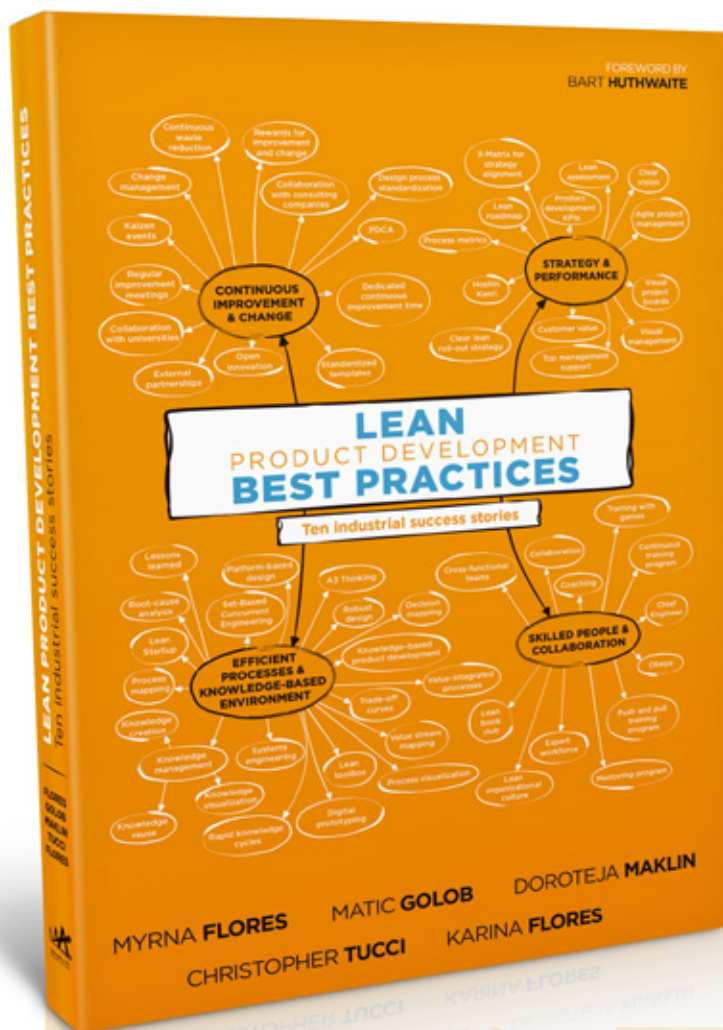
LEAN INNOVATION (end-to-end innovation)

The Lean Analytics Association (LAA) has proposed the following model as a framework to map and document the existing and emerging practices to enable the transformation toward a lean innovation process.



Lean Best practices

LEAN PRODUCT DEVELOPMENT BEST PRACTICES 10 industrial success stories



AIRBUS
DEFENCE & SPACE

CAREL

COMPTON

HERRERO

Interface®

Munters

Pratt & Whitney
A United Technologies Company

SIEMENS

Telefónica

WIN G2
Winners Group & Global

The Lean Innovation Forum

The Lean Analytics Association (LAA) is organizing the 3rd Lean Innovation Forum (LiF 2017) which will be held between Tuesday, Oct 24 and Thursday, Oct 26 in Madrid, Spain.

The Lean Innovation Forum was established as part of our mission to help organizations learn about the latest trends and best practices, as well as innovating more effectively and disruptively, and to share the experience with the community of lean innovation practitioners and experts.

The LiF2017 presents an exciting opportunity for lean practitioners, organizations, experts and researchers to meet new professionals, catch-up with their existing network and exchange their latest learnings.

The LiF 2017 is a three-day event divided into the pre-forum and post-forum trainings, and the main one-day event - the Lean Innovation Forum.



PRE-FORUM WORKSHOPS

Telefónica & Toyota Auditorium



LEAN INNOVATION FORUM

Toyota Auditorium



POST-FORUM WORKSHOPS

Airbus Defence and Space

This year, we are very proud to collaborate with two innovative companies to offer in-company workshops and enable external insights, as participants will have the opportunity to visit the Telefónica I+D and Airbus Defence and Space innovation facilities.

The workshop days are designed in a way to offer an interesting topic for everyone. Both experienced professionals looking to expand their knowledge and individuals who are starting their lean innovation journey and wish to learn about the basic concepts, will find topics suitable for their needs and interests.

The Lean Innovation Forum aims to become the single biggest annual lean innovation event for practitioners, experts, and people/organizations striving to become better, faster and more user-centric by enabling participants to:

- Share and exchange knowledge and experiences, and discuss the latest trends in Lean Thinking for Innovation
- Learn from the best lean practitioners, organizations, experts and researchers
- Meet and network with like-minded people and organizations
- Find out about the possible future directions and new ideas for their lean journey
- Shape the future through solving today's challenges
- Establish themselves as thought-leaders in innovation and lean thinking

3-Day Event Program

TUESDAY, OCTOBER 24	PRE-FORUM WORKSHOPS
MORNING Parallel sessions	Introduction to Lean Startup workshop
	Use of the “Makigami Wall” for Visual Communication workshop
	Knowledge-Based Environment to Enable Lean Thinking in Product Development workshop
	Leading People and Cross-Functional Teams in a Lean Innovation Environment workshop
AFTERNOON Parallel sessions	Design Thinking workshop
	The DARE Approach to Deploy Lean Innovation Best Practices to Accelerate New Product Development workshop
	Methodology to Define a Pipeline of Strategic Innovation Projects workshop
WEDNESDAY, OCTOBER 25	
FULL DAY	Lean Innovation Forum
THURSDAY, OCTOBER 26	POST- FORUM WORKSHOP
FULL DAY	Hoshin Kanri into Practice – Linking Strategy to Innovation workshop

Registration Fees

3-DAY PACKAGE	€2195
LEAN INNOVATION FORUM	€995
PRE-FORUM WORKSHOP (MORNING)	€395
PRE-FORUM WORKSHOP (AFTERNOON)	€395
POST-FORUM WORKSHOP (FULL DAY)	€795



Pre-forum Workshops

All workshops are designed to maximize the learning experience and learners' engagement. What is more, all sessions are led by lean practitioners covering the trends in innovation with the support of many industrial examples. Learn through workshops that simulate real-world events and processes, and provide an entertaining way for quick and efficient learning.

* Spaces for workshops are limited.

TUESDAY, OCTOBER 24

TIME	VENUE	WORKSHOP
9.30 - 14.00	DISTRITO TELEFÓNICA	<p>INTRODUCTION TO LEAN STARTUP AT TELEFÓNICA</p> <p>Susana Jurado, Head of Innovation Portfolio at Product Innovation · Telefónica</p> <p>The application of Lean Startup at a large corporation is complex but definitely pays off, as it speeds up the innovation process and is able to create more value with fewer resources while keeping a clear focus on the market and customers.</p> <p>The workshop will cover an introduction to the Lean Startup methodology, going through the basics and explaining the key tools.</p> <p>Participants will engage in a hands-on activity using as an example a real innovation project from Telefónica.</p> <p>PARTICIPATION IN THE WORKSHOP INCLUDES:</p> <ul style="list-style-type: none"> — The Introduction to Lean Startup workshop — A visit at Telefónica's innovation facilities — A networking lunch <p>*Lunch included at Telefónica's premises</p>
8.30 - 13.00	TOYOTA AUDITORIUM	<p>THE USE OF THE "MAKIGAMI WALL" FOR VISUAL COMMUNICATION</p> <p>Paulo Napolitano, Knowledge Area Leader for Operations, Lean, and Innovation · Herrero Builders</p> <p>The use of visual communication is a key factor for teams to innovate. The "Makigami Wall" is a methodology used to develop visuals to enhance collaboration, share new ideas, and solve complex problems. This workshop will give participants an overall idea of how to create a "Makigami Wall" following 5 basic steps. The workshop will cover the theory with many real examples from the industry, as well as a hands-on exercise where participants will practice and build their own "Makigami Wall".</p> <p>PARTICIPATION IN THE WORKSHOP INCLUDES:</p> <ul style="list-style-type: none"> — The Use of the "Makigami Wall" for Visual Communication workshop — A networking lunch

Pre-forum Workshops

TUESDAY, OCTOBER 24

TIME	VENUE	WORKSHOP
8.30 - 13.00	TOYOTA AUDITORIUM	<p>KNOWLEDGE-BASED ENVIRONMENT TO ENABLE LEAN THINKING IN PRODUCT DEVELOPMENT</p> <p>Dr Ahmed Al-Ashaab, Reader in Lean Product Development · Cranfield University</p> <p>Lean PPD is the application of lean thinking in product design, engineering and development. It focuses on value creation, the provision of a knowledge environment, continuous improvement and a set-based concurrent engineering (SBCE) process that encourage innovation and collaboration. It provides a knowledge-based user-centric design and development environment to support value creation for the customers in terms of innovation and customization, quality, as well as sustainable and affordable products.</p> <p>LeanPPD is product development in a knowledge-based environment. This session presents an overview of LeanPPD and its core element, SBCE, as well as the Lean Knowledge Life Cycle (LeanKLC), a methodology which enables companies to systematically capture, re-use and create knowledge in product development. The session will also introduce Trade-off Curves (ToC) as a knowledge visualization tool which enables SBCE applications. This is done through generating sets of designs, comparing different design solutions, narrowing sets of design solutions, and optimizing the final design solution.</p> <p>During the workshop, participants will have hands-on experiences in the application of ToC using realistic industrial data to generate a set of designs within a SBCE environment.</p> <p>PARTICIPATION IN THE WORKSHOP INCLUDES:</p> <ul style="list-style-type: none"> — The Knowledge-Based Environment to Enable Lean Thinking in Product Development workshop — A networking lunch
8.30 - 13.00	TOYOTA AUDITORIUM	<p>LEADING PEOPLE AND CROSS-FUNCTIONAL TEAMS IN A LEAN INNOVATION ENVIRONMENT</p> <p>Norbert Majerus, Lean Champion · Goodyear</p> <p>Many lean change agents cite “the people” as the biggest challenge in the transformation. This was certainly an experience that Goodyear’s lean champion, Norbert Majerus, also had. He learned that people must be fully engaged in the transformation to produce sustainable results.</p> <p>A lot has been published about how Toyota manages people – and all of that is very good. But many companies have experienced challenges in copying the Toyota model because they have a different culture and organization.</p> <p>It is obvious to Goodyear now that they have a different organization and culture and that people must be managed differently. To get there, it helps to understand the principles, specific needs and challenges.</p> <p>Through the workshop, participants will learn about the experience Goodyear’s innovation centers had during and after the lean transformation.</p> <p>The workshop is based on the training Goodyear provides to its associates, and includes many industrial examples as well as hands-on exercises through which the participants will understand how to lead the transformation from the people perspective.</p> <p>PARTICIPATION IN THE WORKSHOP INCLUDES:</p> <ul style="list-style-type: none"> — The Leading People and Cross-Functional Teams in a Lean Innovation Environment workshop — A networking lunch

Pre-forum Workshops

TUESDAY, OCTOBER 24

TIME	VENUE	WORKSHOP
13.00 - 14.00	TOYOTA AUDITORIUM	NETWORKING LUNCH FOR WORKSHOP PARTICIPANTS
14.00 - 18.00	TOYOTA AUDITORIUM	DESIGN THINKING Prof. Christopher Tucci , Dean of College of Management of Technology and Chair in Corporate Strategy & Innovation · École Polytechnique Fédérale de Lausanne <p>In this session, participants will engage in a multidisciplinary collaboration to tackle real-world problems using a human-centered approach. Through a very hands-on session, participants are encouraged to discover through observation what is meaningful and to whom, to generate empathy with users, to find a specific focus on a challenge and to ideate on possible solutions. These must, then, be quickly prototyped, tested and iterated based on customer feedback.</p> <p>The participants will learn about some of the different tools and exercises to generate insights, collaborative working, idea building, rapid prototyping and iterative testing.</p> <p>PARTICIPATION IN THE WORKSHOP INCLUDES:</p> <ul style="list-style-type: none"> — The Design Thinking workshop — A networking lunch

14.00 - 18.00	TOYOTA AUDITORIUM	THE DARE APPROACH TO DEPLOY LEAN INNOVATION BEST PRACTICES TO ACCELERATE NEW PRODUCT DEVELOPMENT Dr. Myrna Flores , President and Co-founder · Lean Analytics Association and Visiting Researcher and Lecturer · École Polytechnique Fédérale de Lausanne <p>The DARE Cycle proposes a continuous learning approach to enable the lean transformation in the innovation/product development process.</p> <p>Through the workshop, participants will learn about the four proposed phases: Discover, Assess, Roadmap and Execute.</p> <p>Through a hands-on session based on lean product development best practices identified through action-based research, participants will learn through a simulated case how to collaboratively prepare a roadmap to tackle identified gaps.</p> <p>Discover. Drive awareness by sharing the lean thinking latest trends and practices in product development, resulting from several best practices research projects carried out in more than 20 companies to energize teams to start their lean product development journey. The Lean Innovation Model will also be explained as a guideline to identify different enablers to enable the lean transformation.</p> <p>Assess. Identify the readiness and maturity level of implementing lean thinking practices using the SMART Assessment.</p> <p>Roadmap. Create a roadmap to execute strategic lean initiatives to reduce the biggest gaps resulting from the SMART Assessment.</p> <p>Execute. Expose participants to different scenarios to execute the lean innovation roadmap, engaging cross-functional teams.</p> <p>PARTICIPATION IN THE WORKSHOP INCLUDES:</p> <ul style="list-style-type: none"> — The DARE Approach to Deploy Lean Innovation Best Practices to Accelerate New Product Development workshop — A networking lunch
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Pre-forum Workshops

TUESDAY, OCTOBER 24

TIME	VENUE	WORKSHOP
14.00- 18.00	TOYOTA AUDITORIUM	<p>A METHODOLOGY TO DEFINE A PIPELINE OF STRATEGIC INNOVATION PROJECTS</p> <p>Dr. Alberto Hernández, Director of R&D Industrial Liaison · Tecnológico de Monterrey</p> <p>One of the main challenges of any organization interested in implementing initiatives for innovation and continuous improvement is the identification of strategic projects.</p> <p>This workshop will enable participants to learn a methodology to systematically determine a pipeline and portfolio of innovation projects aligned with the strategy of an organization (company, business unit or department).</p> <p>The methodology consists of a series of tools integrated to facilitate multifunctional teams to generate the innovation vision and strategies, identify problems that obstruct their achievement, and define strategic innovation projects to solve them.</p> <p>PARTICIPATION IN THE WORKSHOP INCLUDES:</p> <ul style="list-style-type: none"> — The Methodology to Define a Pipeline of Strategic Innovation Projects workshop — A networking lunch

Lean Innovation Forum Program

WEDNESDAY, OCTOBER 25 · Toyota Auditorum

TIME	PRESENTATION
8.30	REGISTRATION
9.00 - 9.10	WELCOME AND INITIAL REMARKS Dr. Myrna Flores , President and Co-founder · Lean Analytics Association and Visiting Researcher and Lecturer · École Polytechnique Fédérale de Lausanne Dr. Lourdes Sosa , Associate Professor · London School of Economics
9.10 - 10.00	DARE TO DEVELOP YOUR LEAN INNOVATION ROADMAP Dr. Myrna Flores , President and Co-founder · Lean Analytics Association and Visiting Researcher and Lecturer · École Polytechnique Fédérale de Lausanne
10.00 - 10.30	AIRBUS D&S LEAN JOURNEY TO ACCELERATE INNOVATION David Muñoz Sánchez , Lean Expert and P&I architect · Airbus Defence & Space Silvia Pascual García , Lean Expert and P&I architect · Airbus Defence & Space
10.30 - 11.00	TRENDS IN LEAN AND DESIGN THINKING IN THE BANKING INDUSTRY Rajesh Dash , Regional Manager, TS Sales · ING Bank
11.00 - 11.30	BREAK
11.30 - 12.00	INSIDE OUT LEAN TRANSFORMATION FOR INNOVATION - ENGAGING PEOPLE TO DEPLOY LEAN PRINCIPLES Norbert Majerus , Lean Champion · Goodyear
12.00 - 12.30	APPLYING LEAN THINKING PRACTICES IN THE CHASSIS ENGINEERING DEPARTMENT IN JAGUAR LAND ROVER George Sherrey , Senior Manager · Jaguar Land Rover
12.30 - 13.00	AN INTEGRATED MODEL FOR INNOVATION AND CONTINUOUS IMPROVEMENT Dr. Alberto Hernández , Director of R&D Industrial Liaison · Tecnológico de Monterrey
13.00 - 14.00	LUNCH

Lean Innovation Forum Program

WEDNESDAY, OCTOBER 25 · Toyota Auditorum

TIME	PRESENTATION
14.00 - 14.30	INDUSTRY 4.0 AND NEW BUSINESS MODELS Prof. Christopher Tucci , Dean of College of Management of Technology and Chair in Corporate Strategy & Innovation · École Polytechnique Fédérale de Lausanne
14.30 - 15.00	OPEN INNOVATION TO ACCELERATE THE LEAN JOURNEY IN PRODUCT DEVELOPMENT Dr. Najam Beg , Managing Director · Caltec Dr. Ahmed Al-Ashaab , Reader in Lean Product Development · Cranfield University
15.00 - 15.30	HOSHIN KANRI AND THE SERVOMEX SHIP FOR LEAN LEADERSHIP Stephen Young , Engineering director · Servomex
15.30 - 15.50	BREAK
15.50 - 16.10	VISUAL COMMUNICATION FOR CROSS-FUNCTIONAL ENGAGEMENT Paulo Napolitano , Knowledge Area Leader for Operations, Lean, and Innovation · Herrero Builders
16.10 - 16.30	LEAN INNOVATION PLANNING Marcos Eguillor , Adjunct Professor · IE Business School
16.30 - 16.40	DIFFUSING LEAN THINKING IN SPAIN Jorge Thomas Curras , Technological Solutions Director · MAPFRE and Vicepresident · AELIT
16.40 - 17.30	PANEL: LEAN PRODUCT DEVELOPMENT IMPACT AND CHALLENGES IN THE AUTOMOTIVE SECTOR Norbert Majerus , Lean Champion · Goodyear and LPPDE José Antonio Martín Fontanillo , Business Development Director · Renault-Nissan Consulting Paul Ewers , Director – Product Development Quality · Visteon Dr. Alberto Hernández , Director of R&D Industrial Liaison · Tecnológico de Monterrey Dr. Göran Gustafsson , Senior Lecturer · Chalmers University of Technology and LPPDE
17.30 - 17.40	CLOSING REMARKS
18.00 - 19.30	LEAN INNOVATION COMMUNITY NETWORKING APERITIF LAA members and Forum speakers *By invitation only

Post-forum Workshop

THURSDAY, OCTOBER 26

TIME	VENUE	WORKSHOP
8.30 - 18.30	AIRBUS DEFENCE & SPACE	<p>HOSHIN KANRI INTO PRACTICE - LINKING STRATEGY TO INNOVATION</p> <p>David Muñoz Sánchez, Lean Expert and P&I architect · Airbus Defence & Space Silvia Pascual García, Lean Expert and P&I architect · Airbus Defence & Space</p> <p>Hoshin Kanri, also known as Hoshin Planning, Objective Cascade or Policy Deployment, is a technique that enables a company's vision to be translated into objectives and actions for all functions and at all levels.</p> <p>Airbus began using Hoshin Kanri in late 2013 with the purpose to achieve alignment across all functions and levels. Perfecting the application of Hoshin Kanri over the past 4 years, the Airbus team will reveal how they achieved transition from the classical management style (by objectives) to a new and improved "management by improvements" style, enabled by Hoshin Kanri.</p> <p>In this training, participants will receive an overview of Hoshin Kanri and experience how the waste resulting from inconsistent direction and poor communication can be eliminated. The second part of the training will be dedicated to the use of Hoshin Kanri and how a 3 to 5-year improvement strategy aligned with the company's values and vision can be developed.</p> <p>PARTICIPATION IN THE WORKSHOP INCLUDES:</p> <ul style="list-style-type: none"> — A visit at the Airbus Commercial and Airbus Defence & Space's sites — A networking lunch — Practical training in Hoshin Kanri — Networking tapas after the training

Participating Organizations

Don't miss out on this great opportunity to learn and network with lean practitioners, organizations, experts and researchers!

ORGANIZERS



SPONSORS



SPEAKERS



Speakers

The speakers at the Lean Innovation Forum 2017 are lean practitioners and experts who have themselves not only navigated through the challenging waters of lean implementation, but are happy to share their stories, too.

You can find out more about each speaker by visiting www.lean-analytics.org/lif-2017



SUSANA JURADO

Head of Innovation Portfolio
at Product Innovation
· [Teléfonica](#)



PAULO NAPOLITANO

Knowledge Area Leader
for Operations, Lean, and
Innovation · [Herrero Builders](#)



DR. AHMED AL-ASHAAB

Reader in Lean Product
Development · [Cranfield
University](#)



NORBERT MAJERUS

Lean Champion · [Goodyear](#)
and LPPDE Board Member



PROF. CHRISTOPHER TUCCI

Dean of College of
Management of Technology
and Chair in Corporate
Strategy & Innovation · [École
Polytechnique Fédérale de
Lausanne](#)



DR. MYRNA FLORES

President and Co-founder ·
[Lean Analytics Association](#)
Visiting Researcher
and Lecturer · [École
Polytechnique Fédérale de
Lausanne](#)



DR. ALBERTO HERNÁNDEZ

Director of R&D Industrial
Liaison · [Tecnológico de
Monterrey](#)



DR. LOURDES SOSA

Associate Professor · [London
School of Economics](#)

The speakers are listed in the order of the Lean Innovation Forum Program.

Speakers



MICHEL HOFMAN
CIO · [Toyota Spain](#)



DAVID MUÑOZ SÁNCHEZ
Lean Expert and P&I architect
· [Airbus Defence & Space](#)



SILVIA PASCUAL GARCÍA
Lean Expert and P&I architect
· [Airbus Defence & Space](#)



RAJESH DASH
Innovation Lead
· [ING Bank](#)



GEORGE SHERREY
Senior Manager · [Jaguar Land Rover](#)



JOSÉ ANTONIO MARTÍN FONTANILLO
Business Development
Director · [Renault-Nissan Consulting](#)



DR. NAJAM BEG
Managing Director · [Caltec](#)



STEPHEN YOUNG
Engineering director
· [Servomex](#)



MARCOS EGUILLOR
Adjunct Professor
· [IE Business School](#)



JORGE THOMAS CURRAS
Technological Solutions
Director · [MAPFRE](#)
Vicepresident · [AELIT](#)



PAUL EWERS
Director – Product
Development Quality
· [Visteon](#)



DR. GÖRAN GUSTAFSSON
Senior Lecturer · [Chalmers University of Technology](#)
and [LPPDE Board Member](#)

Locations

The Lean Innovation Forum 2017 will be held in the capital of Spain, Madrid, across three locations.

Madrid is very well connected with the main international airport, Adolfo Suarez Madrid-Barajas Airport (MAD), through public transport networks.



TOYOTA AUDITORIUM

ARRIVING BY PUBLIC TRANSPORT



METRO NORTE

Line 10 - Station: La Moraleja

For more information on stops, plans and timetables, please consult the official website of the Metro de Madrid.

www.metromadrid.es

ARRIVING BY CAR



22, Av. de Bruselas
28108 Alcobendas
Madrid



DISTRITO TELEFÓNICA

ARRIVING BY PUBLIC TRANSPORT



METRO NORTE

Line 10 - Station: Ronda de la Comunicación

For more information on stops, plans and timetables, please consult the official website of the Metro de Madrid.

www.metromadrid.es

ARRIVING BY CAR



1, Edificio Oeste
Ronda de la Comunicación s/n
28050 Madrid



AIRBUS DEFENCE & SPACE

ARRIVING BY PUBLIC TRANSPORT



BUS 227 FROM AVENIDA DE AMÉRICA

Station: Fabrica Iveco-Pegaso

For more information on stops, plans and timetables, please consult the official website of ALSA transport provider.

www.alsa.es/en/

ARRIVING BY CAR



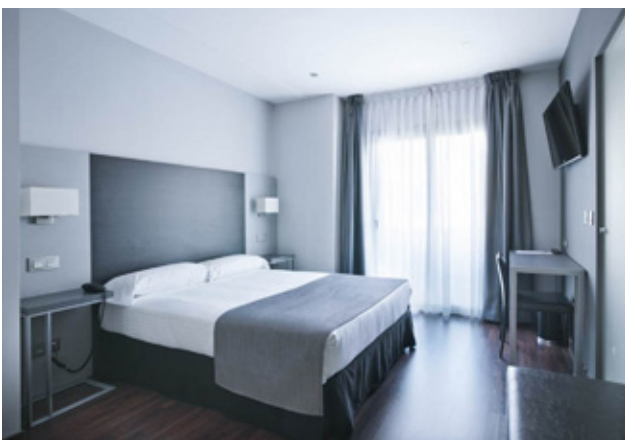
Avda. John Lennon S/N
Getafe. Access Gate SUR,
Calle Eratóstenes

*Transportation will be available for participants to and from Toyota for this workshop

Hotel Information

Below is a list of recommended hotels for the Lean Innovation Forum participants close to the Toyota Auditorium:

UVE ALCOBENDAS ***



The UVE Alcobendas is next to La Vega Shopping Center and a 10-minute drive from Barajas International Airport. It offers free Wi-Fi and free parking.

Rooms at the UVE Alcobendas are modernly decorated in neutral tones. They are air conditioned and come with a 37-inch flat-screen TV, minibar and private bathroom with hairdryer and free toiletries. All rooms have views over Alcobendas. The hotel serves a daily buffet breakfast and features a 24-hour reception, fitness center and an elegant restaurant serving Italian and Mediterranean cuisine. It also houses meeting and banquet facilities.

📍 10, Bulevar de Salvador Allende 28100, Alcobendas, Madrid
 ☎ (+ 34) 916 524 600
www.uvehoteles.com

RATE PER NIGHT

- **Single Room** EUR 109 (including breakfast & VAT)
- **Double Room** EUR 119 (including breakfast & VAT)

BOOKING

Call the hotel and inform them you will be attending the Lean Innovation Forum.

The hotel will apply the discount to the room rate.

TRANSFER AIRPORT TO HOTEL

🚗 **TAXI** 20 minutes (€30)

🚌 **HOTEL SHUTTLE** €9 per person each way
 Booking is not necessary.
 Please call +34 91 652 46 00 when you claim your baggage at arrivals.
Hours of operation: Monday to Friday, from 7am to 11pm and Saturday and Sunday, from 7am to 2pm

🚇 **METRO** From Marqués de la Valdavia station it is a 10 minute walk
Lines 8 and 10

TRANSFER HOTEL TO TOYOTA AUDITORIUM

🚶 **WALKING** 20 minutes

🚗 **TAXI** 5 minutes

🚌 **HOTEL SHUTTLE** Transfer Hotel-Toyota Auditorium included [depending on hotel availability](#)

Hotel Information

RAFAEL HOTELES MADRID NORTE ****



Rafaelhoteles Madrid Norte is a functional and modern hotel, which has been especially designed for hosting any type of professional event, from a full convention, product/vehicle presentation to a private event. Thanks to its magnificent and unbeatable multi-purpose facilities, the hotel can adapt to every need. Its rooms have been decorated in very different designs, many of which have views over Madrid's mountains. The large, vertical windows provide the rooms with plenty of light, which will leave behind an unforgettable memory.

📍 22, Parque Empresarial Omega, Avenida de Barajas
28108, Alcobendas, Madrid

☎ (+34) 911 842 500
www.rafaelhoteles.com



TRANSFER AIRPORT TO HOTEL

🚗 **TAXI** 20 minutes (€30)

🚌 **BUS** Línea 827 gets you to the hotel.
Hours of operation: the bus runs every 30 minutes

TRANSFER HOTEL TO TOYOTA AUDITORIUM

🚶 **WALKING** 15 minutes

🚗 **TAXI** 5 minutes

Hotel Information

HOTEL AMURA ALCOBENDAS ****



Bringing contemporary comfort and business-friendly amenities together in a unique style, Hotel Amura Alcobendas is one of the best hotels near Barajas Airport Madrid. With chic, modern rooms, resort-style amenities like a rooftop pool and a fitness centre and complimentary amenities that include Wi-Fi and shuttle service to the airport and local Madrid businesses and attractions, this four-star hotel is the premier business travel destination in Madrid.

📍 2, Avenida Valdelaparra, 28100, Alcobendas, Madrid
 ☎ (+34) 917 874 545
www.hotelamura.com

RATE PER NIGHT

- **Single Room** EUR 140 (including breakfast & VAT)
- **Double Room** EUR 155 (including breakfast & VAT)



TRANSFER AIRPORT TO HOTEL

- 🚗 **TAXI** 20 minutes (€30)
- 🚌 **HOTEL SHUTTLE** Transportation is free
 It is necessary to book. Please call +34 91 787 45 45 detailing your flight number and Contact Phone Number
 Hours of operation: Monday to Friday, from 7am to 11pm
- 🚇 **METRO** From Marqués de la Valdavia station it is a 10 minute walk
 Lines 8 and 10

TRANSFER HOTEL TO TOYOTA AUDITORIUM

- 🚶 **WALKING** 20 minutes
- 🚗 **TAXI** 5 minutes
- 🚌 **HOTEL SHUTTLE** Transfer Hotel-Toyota Auditorium included depending on hotel availability

What to do and see in Madrid

The city of Madrid has so much to offer to individuals and groups visiting just for a day or spending longer periods in the Spanish metropolis.

Find below some ideas on how to spend your time around the Lean Innovation Forum.

TOUR OF MADRID for the Lean Innovation Forum participants



During the tour, a knowledgeable tour guide will lead us through an entertaining and informative journey about the history, culture and secrets of the city of Madrid. We will visit Plaza Mayor, Puerta del Sol, Royal Palace, La Almudena Cathedral, La Ópera, Congress of Deputies, Callao, and other important sights of Madrid...

DATE

24 October 2017

TIME

7.30pm – 9.30pm (departing from Toyota Auditorium)

PRICE

€10 per person

BOOKING

Send an email to info@lean-analytics.org or sign up at the registration desk during the event



What to do and see in Madrid

HOP-ON HOP-OFF MADRID CITY TOUR BUS



ROUTE 1 HISTORIC MADRID

The first route starts off from Calle Felipe IV, next to the Prado Museum, goes on to Puerta de Alcalá and the Prado-Recoletos thoroughfare – where you can find the Neptuno and Cibeles Fountains –, followed by Gran Vía. The bus continues along central avenue to Plaza de España, passes the Debod Temple, entering the old part of the city, where you'll discover the Royal Palace, La Almudena Cathedral and Puerta del Sol. The last part of the journey takes you back along Paseo del Prado passing the Royal Botanical Gardens, and the Reina Sofia and Thyssen-Bornemisza Museums before returning to the Prado Museum.

ROUTE 2 MODERN MADRID

The second route offered by Madrid City Tour also starts off next to the Prado Museum, and continues along some of the city's main thoroughfares, such as Castellana, Prado and Recoletos, and their side streets. Sights include the Cibeles Palace, now home to the Madrid City Council and one of the most spectacular buildings along this route. The bus passes by the Marqués de Salamanca Palace, the Nuevos Ministerios buildings, the AZCA shopping complex and the Santiago Bernabéu stadium. This route also takes you into Barrio de Salamanca, with its designer boutiques, and past the Lázaro Galdiano Museum. The final stage of the journey takes in Puerta del Sol, the Congress of Deputies and Plaza de Neptuno, the square where the journey comes to an end.



TIMES

Every day (from 10am to 6pm)

TICKETS

Online at madrid.city-tour.com/en/tourist-bus-routes-madrid

On the bus and at selected stations (please see the website for details).

PRICE

€21 per person (EUR 19 online) for the one-day pass

€25 per person (EUR 22.5 online) for the two-day pass

What to do and see in Madrid

REAL MADRID STADIUM (BERNABÉU) TOUR



The Santiago Bernabéu Stadium is the home stadium of Real Madrid since its completion in 1947, with a current seating capacity of 81,044 people.

The Bernabéu Self-Guided Tour takes visitors around the club's most iconic spots and shows the stadium the way the authorities see it, ie. from the Presidential Balcony, from the players' perspective, ie. from the pitch itself, and from the coach's viewpoint, ie. sitting on the heated ergonomic seats in the bench area. The tour route includes the players' dressing rooms where few can resist having their photo taken next to their favourite player's locker.

OPENING TIMES

Monday to Saturday, from 10am to 7pm;

On match days, the Tour runs up to 5 hours before kick-off.

TICKETS

Online at www.realmadrid.com/en/tickets/bernabeu-tour

Tickets are also sold at Box Office 10, by Gate 7 (Paseo de la Castellana, entrance at Tower B).

PRICE

€25 per person

TRANSPORT

Metro: Santiago Bernabéu (Line 10)

Cercanías (Local train): Madrid – Nuevos Ministerios



What to do and see in Madrid

THEATRE

BILLY ELLIOT, THE MUSICAL



17 years after opening in London's West End, the musical featuring music by the great Sir Elton John arrives to the Spanish capital at Nuevo Teatro Alcalá.

TICKETS

Online at www.billyeliot.com

OPENING TIMES

Tue-Thu: 8.30pm

THE LION KING (EL REY LEÓN)



The largest musical production ever seen in Spain with over 85 million viewers around the world (Teatro Lope de Vega).

TICKETS

Online at www.elreyleon.es

OPENING TIMES

Tue-Thu: 8.30pm

Call For Companies

LEAN PRODUCT DEVELOPMENT BEST PRACTICES DISCOVERY PROJECT 2018



The Lean Analytics Association (LAA) and the École Polytechnique Fédérale de Lausanne (EPFL) are sponsoring the Best Practices Discovery project since 2015.

THE AIM is to discover, document and share best practices of the world's leading companies from different industrial sectors which have been focusing on the implementation of lean principles in product development.

A BEST PRACTICE is a solution that has consistently produced positive and sustainable results compared to those achieved by other means.

CONFIRM YOUR PARTICIPATION AT THE LATEST BY FEBRUARY 15, 2018.

TO FIND OUT MORE about the Lean Product Development Best Practices Discovery Project 2018, visit the Lean Analytics Association website on www.lean-analytics.org/bpdp-2018

PARTICIPATING COMPANIES FROM PREVIOUS YEARS



Lean Innovation Forums 2018

MONTERREY (MEXICO)

JULY 2018



UNITED KINGDOM

OCTOBER 2018





GET IN TOUCH

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The Lean Analytics Association is a non-profit spin-off organization that connects innovation challenges to lean solutions through a network of international experts.

We focus on creating a community of innovation practitioners, facilitating the exchange of lessons learned via engaging networking events. The goal is to inspire the application of lean thinking tools and methods in the innovation process.