

2027

THE LEAN DIAMONDS

TRANSFORMATION AND CERTIFICATION PROGRAMME

Does your organisation really know what's holding back its growth?

LEAN ANALYTICS ASSOCIATION

WHY ORGANISATIONS DON'T REACH THEIR POTENTIAL?

WHAT THEY SEE

PROFIT

SALES

CASH FLOW

MARKET SHARE

PRODUCTIVITY



WHAT THEY DON´T SEE

INEFFICIENT PROCESSES

UNSKILLED EMPLOYEES

LACK OF PRIORITIES

LACK OF INFORMATION TO MAKE DECISIONS

MISALIGNMENT

WHAT ORGANISATIONS CAN'T SEE, IS WHAT REALLY IMPACTS THEIR RESULTS

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The Lean Diamonds
is a Transformation and Certification Programme that uncovers and celebrates world-class journeys.

We empower organisations to benchmark their capabilities, learn and adopt best practices to accelerate their ongoing efforts towards achieving global competitiveness.



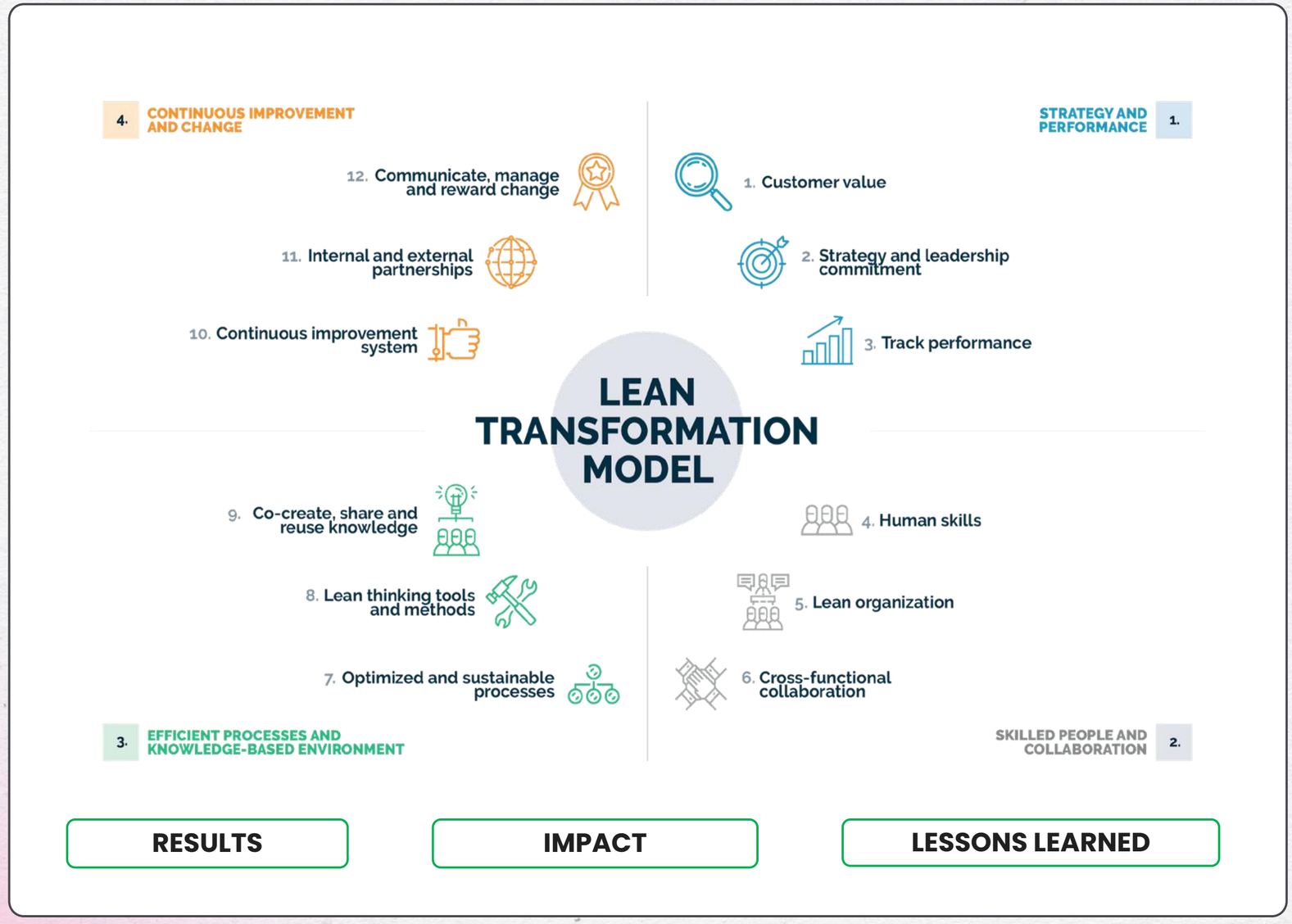




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Our model for discovering and diagnosing best practices towards business growth.

The 360 lean SMART assessment is based on a proven framework



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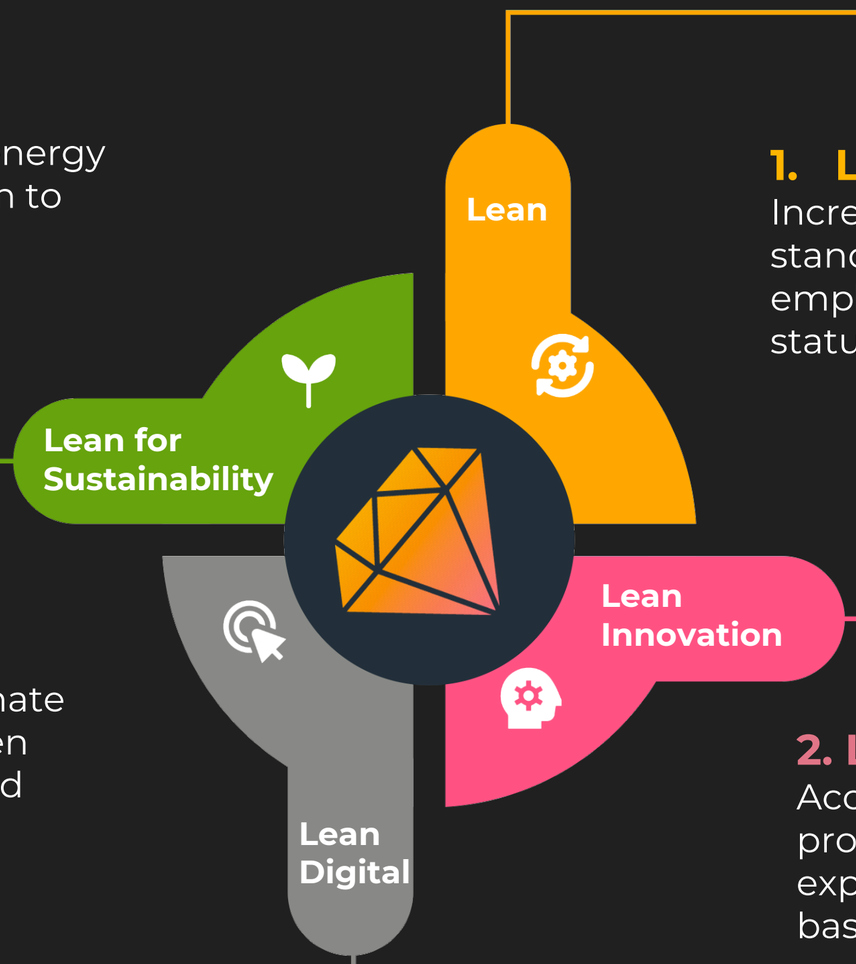
THE 360 LEAN SMART ASSESSMENT

1. Lean
Increase process efficiencies and standardisation. Engage and empower employees to continuously improve the status-quo.

2. Lean Innovation
Accelerate the development of new processes, products, services and experiences. Deliver user-centric solutions based on iterative learning cycles.

3. Lean Digital
Apply digital technologies to automate processes, make smarter data-driven decisions and design new digitalised experiences, products and services.

4. Lean for sustainability
Integrate lean thinking into any sustainability initiative to reduce energy consumption, CO2 emissions, align to the UN 2030 Agenda, implement circular economy, etc.



THE RIGHT DECISIONS TAKEN FROM THE LEAN DIAMONDS ASSESSMENT WILL GENERATE BUSINESS VALUE

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TRANSFORMATION PROGRAMME

THE LEAN DIAMONDS

Discover:

- Highlights best practices and trends to spark organisational transformation.
- Builds awareness and drives momentum for change.
- Offers teams access to 32 expert-led masterclasses.

Assess:

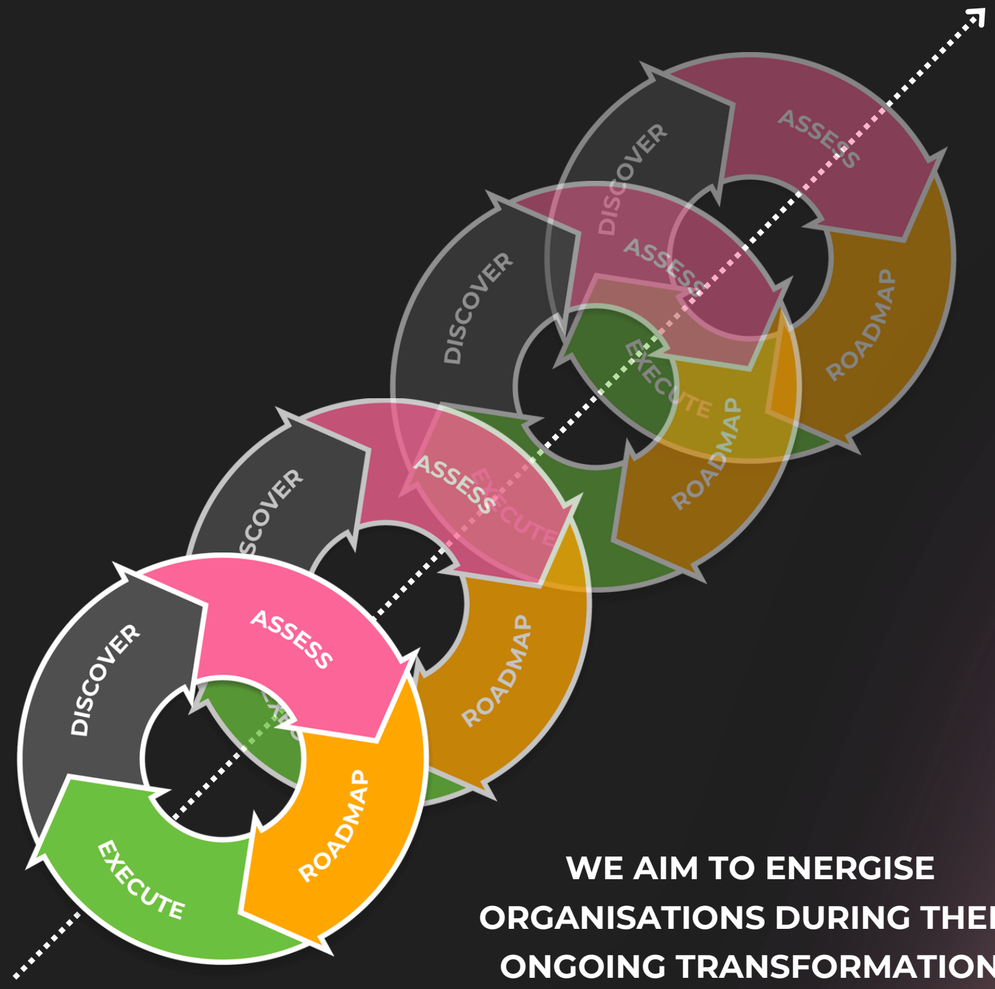
- Assesses the maturity level of current lean capabilities through the 360 SMART self-assessment.
- Establishes a baseline and provides benchmark information.
- Identifies critical gaps, quick wins and opportunities for growth.

Roadmap:

- Refresh or build your roadmap using expert insights gained from Gemba Walks
- Turns diagnostic clarity into a clear set of priorities and goals.
- Delivers a tailored roadmap aligned to your organisation's unique trajectory.

Execute:

- Puts your roadmap into action to progress steadily towards excellence.
- Embeds an iterative cycle of continuous learning and adoption.
- Share progress in a Quarterly call to follow up the impact
- Re-enters the Lean Diamonds cycle to embed a culture of continuous optimisation.

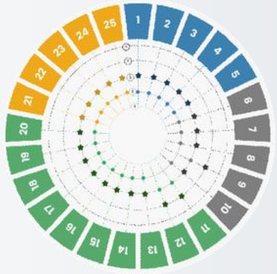


WE AIM TO ENERGISE ORGANISATIONS DURING THEIR ONGOING TRANSFORMATION

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WHAT YOU WILL GET

1



YOUR ASSESSMENT REPORT

2



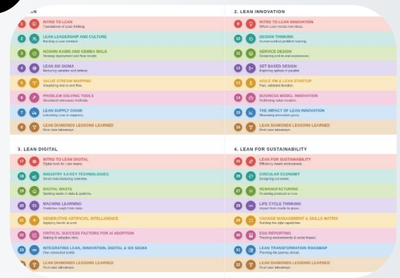
YOUR COMPETITIVE BENCHMARK

3



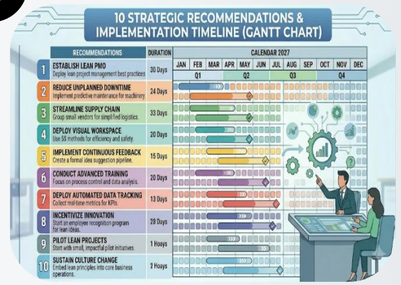
GAPS & RECOMMENDATIONS

4



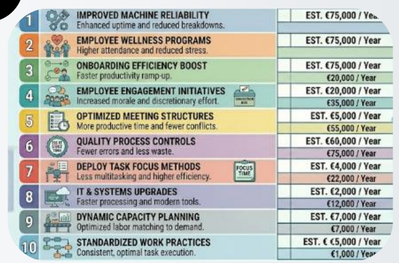
32 MASTERCLASSES

5



MATURITY CERTIFICATION

6



ACTION ROADMAP

FULL VISIBILITY OF THE CURRENT SITUATION

PRIORITISE ON WHAT REALLY MATTERS

TEAM ALIGNMENT TOWARDS YOUR TRUE NORTH

THE LEAN DIAMONDS

LEAN DIAMONDS MEMBERSHIP

IMPLEMENT YOUR ROADMAP

INCREASE RESILIENCE WITHIN THE ORGANISATION

ROI
5 to 10X
or more...

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LEAN CAPABILITY CERTIFICATION

THE LEAN DIAMONDS

DISCOVER YOUR PROGRESS ADOPTING LEAN PRACTICES AND OBTAIN INSIGHTS TO RECHARGE YOUR TRANSFORMATION ROADMAP.

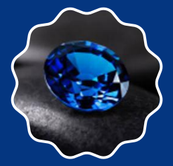
AMBER



START

Lean adoption has not started. The organisation is becoming aware.

SAPPHIRE



MOTIVATE

There is a keen interest to develop a continuous improvement and innovative culture

EMERALD



APPLY

The organisation is currently adopting best practices in a successful way

RUBY



REVIEW AND IMPROVE

A Continuous Improvement and innovative way of working becomes business as usual. Results are visible and can be reviewed and quantified

DIAMOND



TRANSFORMED

The organisation is best-in-class

CERTIFY YOUR JOURNEY.
MULTIPLY YOUR PRODUCTIVITY.

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WHICH ARE THE BENEFITS?



1. **Discover** best practices and gaps
2. **Benchmark** and get recommendations
3. **Upskill** your teams
4. **Document** and coauthor your journey
5. **Recharge** with valuable insights
6. **Develop a Roadmap** Facilitated by experts
7. **Solve challenges** in a Hackathon
8. **Network & Attend** the Lean Forum
9. **Certify** & celebrate your journey
10. **Enhance** Your Brand Reputation



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LEAN DIAMONDS AWARDS 2027

CALENDAR

NOVEMBER 2026 TO APRIL 2027

Registration and Gemba Walk

Launch

JAN TO MAY 2027

Masterclasses with international experts

Live on-line and recorded

Self-assessment (May 2027)

MAY TO NOVEMBER 2027

Cappuccino Talks: Opportunity for participants to share their lean journey and exchange lessons learned

MAY TO NOVEMBER 2027

All cases and self-assessment reports with recommendations are completed

Jury members evaluate the cases

Lean Forum & Hackathon (December 2027)

Book to be published 2028

NOV 2026 — MAY 2027 — DEC 2027

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Individual 45 min sessions
Live on-line and recorded

32 MASTERCLASSES



start

1. Lean

1 Intro to Lean
2 Lean Leadership and Culture
3 Hoshin Kanri
4 Lean Six Sigma
5 Value Stream Mapping
6 Problem Solving Tools and Gemba Walk
7 Lean Supply Chain
8 Lean Diamonds Lessons Learned

2. Lean Innovation

9 Intro to Lean Innovation
10 Design Thinking
11 Service Design
12 Set Based Design
13 Business Model Innovation
14 Lean Startup & Agile Project Management
15 The Impact of Lean Innovation
16 Lean Diamonds Lessons Learned



3. Lean Digital

24 Lean Diamonds Lessons Learned
23 Integrating Lean, Innovation, Digital & Six Sigma
22 Digital Waste
21 Industry 4.0 key technologies
20 Critical Success Factors for AI Adoption
19 Generative AI and Agents
18 Overview of AI & Machine Learning
17 Intro to Lean Digital

4. Lean for Sustainability

32 Lean Diamonds Lessons Learned
31 Lean Transformation Roadmap
30 ESG Reporting
29 Change Management & Skills Matrix
28 Life Cycle Thinking
27 Lean for Sustainability
26 Circular Economy
25 Remanufacturing

LEAN DIAMONDS MASTERCLASSES

***Masterclasses calendar to be published**

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HOW TO PARTICIPATE?

THE LEAN DIAMONDS

Time investment from each participating organisation

1

Registration

November 2026 to April 2027

2

Gemba Walks

November 2026 to April 2027

Estimated time 6 hours

3

Masterclasses

January to May 2027

45 min each (not compulsory)

4

Self-Assessment

May 2027

Estimated time 6 hours

5

Assessment Report, Case Documentation and Webinars

June to November 2027

Estimated time 18 hours

IMPORTANT: Cases will not include confidential information.

IMPORTANT: All organisations will be provided a certificate according to their assessment results: amber, sapphire, ruby, emerald, diamond

6

Lean Forum & Hackathon

Lean Diamonds Awards delivered

December 2027

2 days

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RECOGNITIONS AND AWARDS **2027**

To be delivered at the LAA Forum





All organisations receive a Participation Certificate

1 **One award to:** the most impactful transformation journey

1 **One award to:** the best lean leader

1 **One award to:** the best lean culture

1 **One award to:** the best emerging lean Innovative practices

1 **One award to:** the best lean kickoff

LARGE AND SMALL ORGANISATIONS FROM ALL SECTORS ARE WELCOME TO PARTICIPATE!

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FIVE LEAN DIAMONDS MEMBERSHIPS

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THE LEAN DIAMONDS

EDITION 2027

01 . Engage Membership: Your first step into the Lean Diamonds journey

Your gateway to world-class Lean thinking. *Access on-line webinars to get inspired from trends and successful Lean Diamonds journeys, secure your seat at Lean Forum 2027, and unlock the complete Lean Diamonds Library: 35 real-world cases of Lean excellence, ready to inspire your next move.*

02. Discover Membership: Turn inspiration into insight

Turn inspiration into insight. *Everything in Engage, plus a tailor-made Self-Assessment report and be part of the Lean Diamonds book community and your own Lean journey case fully documented.*

03. Insights Membership: Know where you stand and where you can go

Turn awareness into direction. *Everything in Discover, plus a Benchmarking report with recommendations, your official Lean Diamonds Certification, and the chance to put your creativity to the test at the Lean Diamonds Hackathon.*

04. Elite Membership: Lead the change

This is where transformation accelerates. *Everything in the Insights membership, plus a seat at the exclusive Lean Forum 2027 networking dinner, attend the 32 masterclasses with experts, get the chance to shape the Hackathon by proposing your own challenge, a one-day, in-company facilitated session to build your bespoke Transformation Lean roadmap, and quarterly follow-up throughout 2028 to keep your momentum going.*

05. Community Membership: Multiply the impact

Your transformation, without borders. *Everything in the Elite membership extended across your entire ecosystem: bring your sites and suppliers into the journey and turn individual progress into collective momentum as a group of organisations.*

THE LEAN DIAMONDS
TRANSFORMATION AND CERTIFICATION PROGRAMME

EDITION 2027	FIVE LEAN DIAMONDS MEMBERSHIPS				
	ENGAGE	DISCOVER	INSIGHTS	ELITE	COMMUNITY
1. Access to on-line webinars (Cappuccino Talks)	✓	✓	✓	✓	✓
2. Lean Forum 2027 (on-line or in person)	1 SIT	1 SIT	2 SITS	3 SITS	TBD
3. Digital copy of lean diamonds library (35 documented cases)	✓	✓	✓	✓	✓
4. Join the Lean Diamonds Book Club community		✓	✓	✓	✓
5. Self assessment and maturity level report		✓	✓	✓	✓
6. Lean journey case documentation. Best cases to be published.		✓	✓	✓	✓
7. Gemba Walk* with experts			✓	✓	✓
8. Benchmarking and recommendations report			✓	✓	✓
9. Lean Diamonds Certificate of Organisational Maturity			✓	✓	✓
10. Hackathon participation			✓	✓	✓
11. Networking dinner during lean forum 2027				✓	✓
12. Masterclasses (32 sessions)				✓	✓
13. Propose challenges for hackathon				✓	✓
14. Roadmapping session (one day in company)				✓	✓
15. Quarterly call to follow-up during 2028				✓	✓
* Participate with a group of organisations					✓

WHY WAIT TO UNLOCK YOUR HIDDEN POTENTIAL?

THE LEAN DIAMONDS

The cost of standing still, and what The Lean Diamonds Awards puts in its place



What organisations can't see is what really impacts their results.

Inefficient processes · Misalignment · Lack of priorities · Skills gaps

1 Hidden problems remain

Effort goes to symptoms, not root causes.

→ **Diagnose what lies below the waterline**

2 No reference point

Without a benchmark, priorities are guesswork.

→ **Benchmark against world-class organisations**

3 Momentum fades

Programmes plateau with no external rhythm.

→ **Recharge with the DARE cycle and quarterly calls**

4 Slower to adopt what's next

AI, Industry 4.0 and the circular economy learnt late and alone.

→ **32 masterclasses with global experts**

5 Invisible achievements

Good work stays unseen by clients, investors and talent.

→ **Certify, document and celebrate your journey**

6 Disengaged teams

Improvement champions and employees lose motivation and leave.

→ **Recognise and upskill your people**

7 A lost network

Solving alone what others have already solved.

→ **Connect with peers to exchange ideas and learn**

Don't guess.

Make decisions with data

Join The Lean Diamonds Transformation and Certification Programme 2027. Registration is open until April 2027.

ROI 5 to 10X or more

www.leandiamondsawards.com

BENCHMARK · CERTIFY · CELEBRATE · ACCELERATE

LEAN ANALYTICS ASSOCIATION

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ORGANISATIONS THAT HAVE PARTICIPATED



ALL SECTORS ARE WELCOME TO PARTICIPATE!

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LEAN DIAMONDS AWARDS 2022 - 2026

35
Organisations joined

Participation from
15
Countries

4
Categories

1500+
Research hours

3
Award Ceremonies
(Belgium, Italy, Switzerland)

120+
Registrations

38
International Judges

2
Published Books

150+
Interviews

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“It was a pleasure to participate in the Lean Diamonds Awards 2022, share our three Brazilian sites’ Lean journey, and contribute to the book chapter detailing our learnings. Receiving a top score in employee empowerment validates that we are on the right path, while inspiring us to deepen employee ownership and cultivate servant leadership. Keeping things simple while driving sustainable improvement remains our goal, and the awards provided fantastic inspiration through global best practices.”

Flavio Luiz Fachinello

Operational Excellence Manager for South America & Mexico
Barry Callebaut

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WE ARE A
LEAN
DIAMOND
1st Prize Winner 2023



“Participating in the Lean Diamonds Awards was a transformative experience. It provided invaluable insights and challenged me to view things from fresh perspectives, fostering growth and development of our current processes. Witnessing the impressive work of other companies was truly inspiring. It serves as an audit of our current practices, motivating us to enhance our Digital Lean approach further.”

Magdalena Sobol
Senior Digital Team Manager
Danone Poland

DANONE
ONE PLANET. ONE HEALTH

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WE ARE A
LEAN
DIAMOND
2nd Prize Winner 2023

THE LEAN DIAMONDS



“The Lean Diamonds Awards enabled us to look and reflect at our achievements from the past, to set new goals for the future”,

Stijn Janssen
Plant Manager Wienerberger
The Netherlands

Wienerberger

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WE ARE A
LEAN
DIAMOND
3rd Prize Winner 2023



“The Lean Diamonds Awards was a great opportunity for us to share our lean innovation journey and the methods we used to change our processes, enhancing efficiency and fostering a more satisfying work environment for our team.”

Stefano Murgia
Chief Technology Officer
Mattei Group
Italy

mattei®
COMPRESSED AIR SINCE 1919



"During this fantastic experience, we took pride in how our case study showcases our dedication to excellence and ongoing innovation, driving continuous improvement in our business practices."

Ida Costanzo
Chief Technology Officer
Mattei Group
Italy

mattei®
COMPRESSED AIR SINCE 1919

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Lean Diamonds Awards

THE LEAN DIAMONDS

International partners



Dr. Myrna Flores
President & Co-founder
LAA Switzerland



Dr. Ahmed Al-Ashaab
The Digital Lean Exchange Ltd
United Kingdom



Dr. Monica Rossi
Politecnico di Milano
Italy



Prof. David Romero
TEC de Monterrey
Mexico



Prof. Christopher Tucci
Oxford University
United Kingdom



Enrique Espino Barros
Lean Analytics
Mexico



Soma Banerjee
Business Brio
India



Dr. Dominic Gorecky
Swiss SMART Factory
Switzerland



Prof. Shaun West
Lucerne University of Applied Sciences and Arts, Switzerland



Dr. Alberto Hernández
Lean Methods Group
Mexico



Luis Enrique Rocha
CCM CAINTRA NL
Mexico



David Muñoz
IP Aereo
Spain



Matteo Frigerio
Hiliti
USA



Dr. Milan Kumar
Swiss Innovation
Park Biel, Switzerland



Prof. Konstantinos Salonitis
University College
Dublin, Ireland



Dr. Arturo Molina
IECOS
Mexico



Gautam Banerjee
Business Brio
India



Paolo Gaiardelli
University of Bergamo
Italy



Miguel Mendoza
ADS
Mexico



Flavio Fachinello
Barry Callebaut
Brasil



Dr. Amaia Sopelana
Tecnalia
Spain



Andy Bhattacharyya
Amplo Global Inc
India and USA



Héctor García
CCM CAINTRA NL
Mexico



Mariano Ferrera
Digital Biz
Spain



Mónica Aceves
Thement
Mexico

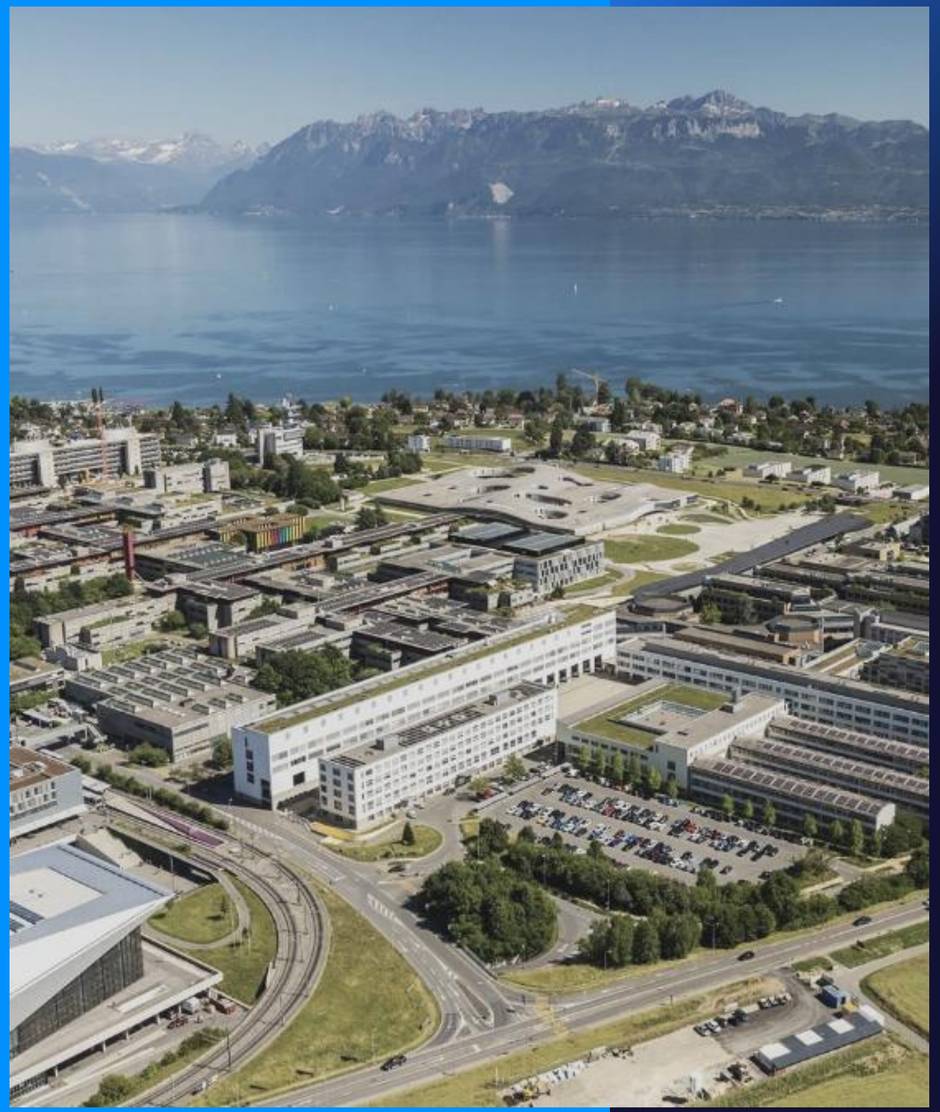


Dr. Lourdes Sosa
London School of Economics, UK



Christian Gutiérrez
TEC de Monterrey
Mexico

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The LAA was founded in Switzerland in 2012 as a spin-off of the Swiss Federal Institute of Technology in Lausanne (EPFL) to disseminate and exploit the outcomes of the European Lean Product and Process Development (LeanPPD) project.

Ever since, LAA has been actively collaborating with organisations from around the world to discover, learn and adopt the latest trends and best practices to accelerate their transformation journeys.

LEAN ANALYTICS ASSOCIATION

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Our solutions

We aim to inspire and collaborate with organisations that dare to transform

LEAN ANALYTICS ASSOCIATION

1 Boost Talent

Bridge the skills gap. Empower your workforce with tailor-made and ready-to-deploy training programmes. Blending immersive in-person workshops with dynamic virtual classrooms, we help global teams build real expertise, wherever they are.

2 Empower Teams

Engage, Solve and Accelerate. We pinpoint growth gaps to tackle problems and complex challenges with our methodologies:

- **DARE2Gemba:** Go, look and see at the Gemba for collaborative problem solving and develop lean leadership skills and behaviours.
- **DARE2Hack:** Rapid 24-48h collaborative events to get disruptive ideas and develop prototypes.
- **DARE2Innovate:** Coach and guide teams to accelerate user-centric innovation.

3 Transform

From gaps to best practices to breakthrough performance.

- **DARE2Assess:** Assessment and benchmarking to identify gaps and opportunities
- **DARE2Digital:** Develop a digital transformation strategy and successfully adopt digital technologies.
- **DARE2Transform:** Roadmapping facilitation and scenario development
- **The Lean Diamonds Programme:** attend masterclasses with global experts, assess your maturity level, document your journey, network with lean leaders, be recognised and get certified for world-class performance

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THE LEAN DIAMONDS

TRANSFORMATION AND CERTIFICATION PROGRAMME

LET'S TALK

www.leandiamondsawards.com

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