



SSA & Company's Open Enrollment Training Program

CONTINUING OUR TRADITION OF INNOVATION AND LEADERSHIP BY OFFERING THE MOST ADVANCED, FLEXIBLE, AND EFFECTIVE LEAN SIX SIGMA AND PROCESS IMPROVEMENT TRAINING AVAILABLE TODAY.

SSA & COMPANY HAS CREATED the most effective Lean Six Sigma training program available. Previously known as the Six Sigma Academy, we have developed and delivered process improvement training for more than a dozen years to tens of thousands of individuals at hundreds of companies around the globe.

Over the years, we have seen classroom lectures and e-learning become accepted standards when it comes to Lean Six Sigma training. But these methods alone do not fully prepare students for the challenges inherent in real-life business situations. At SSA & Company, we know that developing and growing process improvement leaders requires hands-on project work outside the classroom and

on the company floor. Only then can individuals truly understand how to apply Lean Six Sigma principles and achieve groundbreaking results.

With this in mind, SSA & Company created a new type of training—one in which our Master Black Belts provide one-on-one coaching and mentoring to help participants put the tools and techniques taught in class into practice. We want our students to do more than “know the textbook”; we want them to think beyond frameworks and understand how to achieve results. Only through this personalized approach can you deliver the meaningful, bottom-line benefits that you and your CEO want to see.

SSA & COMPANY'S INNOVATIVE TRAINING MODEL: PROGRESSIVE CURRICULUM

Progressive Curriculum

“Upgrade” expertise by taking only the additional weeks of training you need.

	PRACTICAL LEAN	SIX SIGMA SILVER BELT	SIX SIGMA GOLD BELT
WEEK 1	Week 1 of Practical Lean is the foundation of Silver and Gold Belt programs		
2		Practical Lean participants can upgrade to Silver Belt by taking only Week 2 of the training curriculum	Practical Lean participants can upgrade to Gold Belt by taking Weeks 2-5 of the training curriculum
3			Silver Belts can upgrade to Gold Belt by taking Weeks 3-5 of the training curriculum
4			
5			

IN 2009, SSA & COMPANY introduced a “Progressive Curriculum” approach to its Lean Six Sigma training program. An innovation beyond traditional Lean Six Sigma training, Progressive Curriculum enables individuals to build on their previous Lean and Six Sigma expertise in an efficient, modular, and cost-effective way.

Historically, students wanting to progress through the various Lean Six Sigma “belts” had to repeat a lot of material as they moved from one level to the next. There simply was not an effective way for them to build on their knowledge and skills, which resulted in wasted time, money, and resources for their companies.

To solve this problem, we rearranged and enhanced our curriculum model. Now, with Progressive Curriculum, our students can easily “upgrade” their training from Practical Lean Expert to Silver Belt (our version of Green Belt) to Gold Belt (our version of Black Belt), etc., by taking and paying for only the additional weeks of training they need to reach the new level of expertise desired. For instance, the Practical Lean program is our ground-level, one-week program for those just beginning their Lean Six

Sigma development. The content of that program is now equivalent to the first week of our two-week Six Sigma Silver Belt Certification course. So, if you already took the Practical Lean program and want to pursue your Silver Belt, you only need to attend one more week of classroom training (plus fulfill project requirements) to achieve that new level. Upgrading to Gold Belt works the same way.

Progressive Curriculum has another advantage over traditional Lean Six Sigma training programs. Because the model brings individuals pursuing Lean, Silver Belt, and Gold Belt expertise into a single learning environment, students have greater dialog with each other and are exposed to a broader range of issues and project examples. This greatly enhances their practical understanding of classroom material while creating a dynamic and interactive atmosphere that is otherwise not found in Lean Six Sigma training. Both learners and their companies have been thrilled by the results of Progressive Curriculum: an improved classroom experience, less time and resources, and lower costs.

COURSE DESCRIPTIONS

PRACTICAL LEAN



SSA & Company offers the only practical, hands-on Lean course available through an open enrollment training program. Our Practical Lean curriculum includes five days of classroom training on Lean theory, followed by four days of hands-on, practical application of Lean tools and techniques. We do this by having one of SSA & Company's Master Black Belts co-facilitate a Kaizen event at your facility to solve one of your company's real-world business problems.

Applying Lean methods requires a hands-on approach of walking the process and listening to the Voice of the Customer. Similarly, learning Lean methods requires participants to learn by doing rather than relying solely on classroom, textbook, or web-based instruction. Our Practical Lean training course provides the best instructional learning experience in the industry combined with real-world, on-site application at your company. By applying Lean methods to a real business problem, participants learn by doing, and at the same time deliver quick, meaningful results.

While previous Six Sigma or business process improvement training is beneficial to course participants, Practical Lean attendees need not be certified Green Belts or Black Belts. The course is designed, however, to also address the needs of Green Belts and Black Belts who have not learned how to apply Lean methods in their project work. Topics covered in the training include Lean Principles, Project Charter, Value Stream Mapping, Waste Maps,

Standardization, and 5-S. Additional tools may also be taught based on the needs of class participants and their projects.

BENEFITS / OUTCOMES

- A practical and robust understanding of Lean methodology
- Application of Lean to a real-life problem, resulting in real bottom-line benefits
- Understanding of how to prepare for and facilitate a Kaizen event to make dramatic and quick improvements to your business

COURSE REQUIREMENTS

- Attendance at all five days of classroom training
- Windows-based laptop computer with a CD-ROM (participant must have access to the laptop throughout the training)

REGISTRATION FEE INCLUDES

- Five days of classroom training
- Four additional days on-site at your facility co-facilitating a Kaizen event
- Daily continental breakfast, lunch, refreshments, and snacks
- Certificate of Participation for individuals who complete training

For pricing and schedule information, please refer to SSA & Company's Open Enrollment Course Schedule and Registration Fees insert or visit our website at www.ssaandco.com.

SIX SIGMA SILVER BELT CERTIFICATION

SSA & Company's Six Sigma Silver Belt Certification offering is a 10-day, highly refined and innovative program that steps beyond traditional Green Belt training. In our approach, participants are taught Lean and Six Sigma tools and techniques while executing a real process improvement project at their home companies. Similar to traditional Green Belts, Silver Belts provide the real force behind an organization's process improvement and culture change efforts by integrating Lean Six Sigma methodologies into everyday work.

Unlike conventional Green Belt offerings, where participants have a tendency to leave behind what they learned in the classroom, SSA & Company's Silver Belt Certification program ensures that business process improvement becomes fully ingrained. It encourages participants to integrate Lean and Six Sigma tools into their daily work, and thus empowers them to deliver quantifiable business results for their organization while they are learning. To achieve this, our Silver Belt Certification offering includes 16 hours of individual remote and on-site project mentoring and coaching from our expert trainers. This hands-on, personal support ensures that participants deliver quantifiable, bottom-line results to their organizations.

Silver Belt Certification is designed for professionals at any level of the organization who are responsible for delivering process excellence and continuous improvement in their day-to-day activities.

BENEFITS / OUTCOMES

- ❑ Completion of one project with benefits averaging \$50,000 to \$150,000
- ❑ Additional 16 hours of one-on-one remote and on-site mentoring throughout duration of course
- ❑ Readiness to support Gold Belt (Black Belt) projects and Lean Six Sigma efforts, increasing the effectiveness of business process improvement investments
- ❑ Creation of change agents that dramatically affect the bottom line

COURSE REQUIREMENTS

- Attendance at all 10 days of classroom training
- One potential project that can be completed within a two- to six-month timeframe
- Windows-based laptop computer with a CD-ROM (participant must have access to the laptop throughout the training)

REGISTRATION FEE INCLUDES

- Ten days of classroom training (two five-day sessions separated by four weeks)
- 16 hours of project execution support, to be delivered remotely unless otherwise agreed upon; must be used within 12 months from the start of training
- A set of electronic documentation covered during the training
- MINITAB v.15 software and SSA module
- *The Black Belt Memory Jogger: A Pocket Guide for Six Sigma Success*
- Certificate of Participation for individuals who complete training
- Silver Belt Certification for participants who meet certification requirements
- Daily continental breakfast, lunch, refreshments, and snacks

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SIX SIGMA GOLD BELT CERTIFICATION



SSA & Company's Six Sigma Gold Belt Certification offering is a five-week, highly refined and innovative program that steps beyond traditional Black Belt training. In our approach, participants are taught Lean and Six Sigma tools and techniques while executing a real process improvement project at their home companies. Unlike conventional Black Belt offerings, in which participants are simply taught a series of Six Sigma tools and techniques, SSA & Company's Gold Belt Certification training also offers 40 hours of individual remote and on-site project mentoring and coaching to ensure participants deliver quantifiable, bottom-line results to their organizations. In addition, our Gold Belt Certification training sets a new standard for Six Sigma Black Belt leadership, incorporating Six Sigma, Lean, and Change Management tools into one comprehensive process improvement curriculum.

Gold Belt Certification training is designed for high-performing professionals who are focused on optimizing business process performance for their organization. The five-week accelerated curriculum provides future leaders with the best and most effective Lean Six Sigma training on the market.

BENEFITS / OUTCOMES

- ❑ Completion of two projects with benefits of at least \$250,000 for a realized net savings of \$500,000
- ❑ Additional 40 hours of one-on-one remote and on-site mentoring
- ❑ Knowledge and toolset to solve complex and persistent business problems to dramatically improve bottom-line results

COURSE REQUIREMENTS

- Attendance at all 25 days of classroom training
- Two potential projects that can be completed within 15 months from the start of training
- Windows-based laptop computer with a CD-ROM (participant must have access to the laptop throughout the training)

REGISTRATION FEE INCLUDES

- Five weeks of classroom training over the course of five months (five one-week sessions separated by four weeks)
- 40 hours of project execution support, to be delivered remotely unless otherwise agreed upon; must be used within 15 months from the start of training
- A set of electronic documentation covered during the training
- Minitab v.15 software, SSA module, and Quality Companion 2
- *The Black Belt Memory Jogger: A Pocket Guide for Six Sigma Success*
- Certificate of Participation for individuals who complete training
- Gold Belt Certification for participants who meet certification requirements
- Daily continental breakfast, lunch, refreshments, and snacks

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MASTER BLACK BELT CERTIFICATION

Master Black Belt (MBB) Certification status represents the pinnacle of business process improvement expertise. This role is typically reserved for top-performing, high-potential Lean Six Sigma Black/Gold Belts who have delivered exceptional results. Master Black Belts help shape the future of their company by leading both the strategy and tactics of Lean Six Sigma process improvement activities. This intense four-week certification program helps Master Black Belt candidates achieve an in-depth understanding of Six Sigma, Lean, and Change Management, and equips them to establish and implement process improvement strategies for solving complex business process problems quickly and efficiently. In addition to classroom training, the Master Black Belt Certification program includes 24 hours of individual remote and on-site project mentoring and coaching to ensure participants master the Six Sigma methodology and understand how best to apply it in leading their organizations.

In order to successfully lead and implement process improvement initiatives, Master Black Belts must also have the ability to teach and implement Lean, Six Sigma, and Change Management methodologies within their company's specific business framework. SSA & Company's Master Black Belt Certification course is tailored to both the needs of the individual and the companies they represent so that the Lean and Six Sigma tools and methodologies are aligned directly with an organization's strategic goals. In addition to building knowledge and skills, the Master Black Belt Certification course addresses the practical leadership and cultural change issues that Master Black Belts face in their role as process improvement experts, and as trainers and mentors to Green/Silver Belts and Black/Gold Belts.

SSA & Company's Master Black Belt Certification curriculum also includes one week of Design For Six Sigma (DFSS) training – a Lean Six Sigma-based methodology for designing new products, processes, and/or services that achieve high levels of performance from the initial launch or rollout. The topics covered in this portion of the curriculum include Voice of the Customer (VOC) capture, Quality Function Deployment, requirements flow-down, process capability roll-up, balanced scorecard, invention technologies, and simulation.

BENEFITS / OUTCOMES

- Ability to assist organizational leaders in shaping the future of the business and in leading high-level multi-million-dollar projects
- An in-depth understanding of Six Sigma, Lean, Design For Six Sigma (DFSS) and Change Management
- A powerful roadmap and toolset to solve complex problems efficiently and effectively
- A practical understanding of how to lead strategic change, manage a classroom, develop a topical module, and transfer Lean Six Sigma knowledge via training and mentoring to Green/Silver Belts and Black/Gold Belts

COURSE REQUIREMENTS

- Attendance at all 20 days of classroom training
- Gold Belt or Black Belt Certification (attended training and completed at least two projects); proficiency in the core Lean Six Sigma tools
- Windows-based laptop computer with a CD-ROM (participant must have access to the laptop throughout the training)
- Minitab v.15 (loaded on laptop prior to attending training)
- Strong facilitation, presentation, oral, and written communication skills
- Prior teaching experience and advanced statistical application skills (optional)

REGISTRATION FEE INCLUDES

- Four weeks of classroom training (four one-week sessions, each separated by four weeks)
- 24 hours of project execution support, to be delivered remotely unless otherwise agreed upon; must be used within 12 months from the start of training
- A set of electronic documentation covered during the training
- Certificate of Participation for individuals who complete training
- Master Black Belt Certification for participants who meet certification requirements
- Daily continental breakfast, lunch, refreshments, and snacks

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DESIGN FOR SIX SIGMA (DFSS) CERTIFICATION

Although the Six Sigma DMAIC methodology is excellent for solving operational and business process issues, it does not address how to create new or overhaul existing products, processes, or services to achieve high levels of performance from the outset. For these situations, SSA & Company offers a Design For Six Sigma (DFSS) course that builds upon Lean and Six Sigma methodologies to design innovative processes and products that fuel operational excellence.

Our two-week Design For Six Sigma Certification curriculum teaches participants how to learn and apply techniques related to capturing the Voice of the Customer (VOC), requirements flow-down, process capability roll-up, balanced scorecards, continuous and discrete simulation, experimental design, and invention technologies. In addition, the Design For Six Sigma Certification offering includes 24 hours of project execution support.

DFSS Certification course participants must be certified Black Belts or Gold Belts and are required to come to class with at least one project that will be completed over a 12- to 18-month period. The two weeks of training are separated by a five- to ten-week application of Breakthrough Design for the participants' individual projects. During the application weeks, DFSS Black/Gold Belts are supported and mentored by an assigned Project Champion, who also reviews and critiques the DFSS Black/Gold Belts results along with the instructor and classmates.

BENEFITS / OUTCOMES

- Ability to lead teams in creating new products, processes, or services to achieve high levels of performance
- Ability to lead teams in overhauling existing products, processes, or services to achieve high levels of performance
- Ability to collect precise and detailed customer requirements, translate those requirements into design parameters, then optimize settings for those design parameters through experimentation and simulation
- Ability to lead and/or facilitate innovative projects while developing robust breakthrough designs for products, services, and processes that perform flawlessly on launch

COURSE REQUIREMENTS

- Attendance at all 10 days of classroom training
- One or more projects that can be completed within 12 to 18 months from the start of training
- Gold Belt or Black Belt Certification (attended training and completed at least two projects); proficiency in the core Lean Six Sigma tools
- Windows-based laptop computer with a CD-ROM (participant must have access to the laptop throughout the training)
- Minitab v.15 (loaded on laptop prior to attending training)

REGISTRATION FEE INCLUDES

- Ten days of classroom training (two five-day sessions separated by five to ten weeks)
- 24 hours of project execution support, to be delivered remotely unless otherwise agreed upon; must be used within 18 months from the start of training
- A set of electronic documentation covered during the training
- *The Design For Six Sigma Memory Jogger*
- Certificate of Participation for individuals who complete training
- Certification for participants who meet DFSS certification requirements
- Daily continental breakfast, lunch, refreshments, and snacks

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INNOVATION EXPERT CERTIFICATION

In today's economy, budgets are tight and companies are pressed to "do more with less." Unfortunately, the increased focus on cost cutting and process efficiency has caused many firms to push innovation to the sidelines, effectively allowing the need for near-term efficiency to undermine long-term growth potential. But even when innovation hasn't been pushed aside entirely, traditional approaches tend to have very little structure and, as a result, are often time consuming, unproductive, and ultimately, very costly.

This doesn't have to be the case. Innovation, when approached in a systematic and structured fashion, can, and does, enable real and measurable business results. SSA & Company's new Innovation Expert Certification course is designed to help your company achieve just that.

SSA & Company's Innovation Expert Certification course is a hands-on, results-driven workshop that focuses on unique and proven innovation methodologies. In this three-day course, participants learn not only about creative tools and methodologies, such as TRIZ and Six Hats, but also where and how to apply them most effectively. In addition, attendees learn how to facilitate the entire innovation process, from creating a lengthy idea list to executing a focused implementation plan. We work with you to apply these methodologies to real, current problems at your company and provide four hours of remote coaching and mentoring beyond the classroom to ensure successful execution. Finally, we help you understand when, how, and where to apply innovation techniques to influence company culture, drawing on real-life case studies.

Designed and tested with a number of multi-national companies in a variety of industries, the skills learned in our Innovation Expert Certification course have delivered proven results. For example, one client achieved over

\$5 million in bottom-line savings, and reached a higher level of operational performance as a result of the innovation techniques taught in this class.

BENEFITS / OUTCOMES

- Deep understanding of multiple innovation tools, such as TRIZ and Six Hats
- Ability to identify areas and problems where structured innovation is applicable and how to apply it most effectively
- Hands-on application of the innovation toolset to real-life problems, including the facilitation of at least one innovation session within your company
- Understanding of how to score the ideas generated and move from an idea list to a phased implementation plan
- Understanding of when, how, and where to apply innovation techniques to influence company culture
- Facilitation techniques for how to draw out people's creative abilities to solve problems

COURSE REQUIREMENTS

- Attendance at all three days of classroom training
- Windows-based laptop computer with a CD-ROM (participant must have access to the laptop throughout the training)

REGISTRATION FEE INCLUDES

- Three days of classroom training
- Four hours of project execution support, to be delivered remotely unless otherwise agreed upon; must be used within 12 months from the start of training
- Certificate of Participation for individuals who complete the training
- Daily continental breakfast, lunch, refreshments, and snacks

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INTEGRATED BUSINESS LEADER WORKSHOP



Traditional Lean Six Sigma and process improvement deployments often fall short of their full potential due to the problems associated with needing to train a workforce to adapt to new process improvement responsibilities and leadership roles. In response to this issue, SSA & Company has developed a course to help new leaders prepare their organization to launch a business process improvement program.

SSA & Company's Integrated Business Leader Workshop is a three-day "mini-MBA" course that blends Lean Six Sigma training with broader business acumen topics to help participants effectively lead and/or engage in process improvement initiatives. This course provides participants with skills that prepare them for their company's transition toward process excellence.

The Integrated Business Leader Workshop is specifically designed to help participants translate strategic direction into action. Emphasis is placed on the tactical steps required to ensure successful implementation of business process improvements and deliver bottom-line benefits.

BENEFITS / OUTCOMES

- A practical understanding of the key business drivers that CEOs care about
- Ability to decipher financial statements and conduct high-level business analysis

- Insights on how to establish meaningful business metrics that align process performance with financial results
- A clear understanding of the Lean Six Sigma roadmap
- A detailed view of how an enhanced value stream can illuminate areas of opportunity
- An actionable plan for identifying, scoping, and chartering process improvement projects and selecting the right people to execute those projects

COURSE REQUIREMENTS

- Attendance at all three days of classroom training
- Windows-based laptop computer with a CD-ROM (participant must have access to the laptop throughout the training)

REGISTRATION FEE INCLUDES

- Three days of classroom training
- A set of electronic documentation covered during the workshop
- Certificate of Participation for individuals who complete the training
- Daily continental breakfast, lunch, refreshments, and snacks

For pricing and schedule information, please refer to SSA & Company's Open Enrollment Course Schedule and Registration Fees insert or visit our website at www.ssaandco.com.

CHANGE CAPACITIES



Companies today are facing extraordinary challenges and the pressure to change and evolve is constant. The way in which organizations respond to change is critical, particularly when it comes to people. SSA & Company, in collaboration with iSquared, Inc., has developed a three-day Change Capacities training course to help business leaders understand how to effectively navigate change in their organizations. This course utilizes a theoretical framework that helps leaders improve their ability to guide other people through the inevitable growing pains and anxiety that accompany any change initiative.

The program first introduces a set of change leadership competencies. Then, using data collected from their own organizations, participants assess their company's existing capabilities and outline the steps necessary to lead successful change given their particular situation. Unlike conventional change management courses that provide a single approach to how companies should manage change in their business, SSA & Company's Change Capacities curriculum teaches a wide variety of change management techniques. Our expert trainers help you select the right tools and generate a concrete action plan to ensure process improvement solutions are adopted by the organization—and that the desired results are achieved. Change Capacities participants come away with knowledge, tools, and an improved ability to lead change and produce results within their organizations.

BENEFITS / OUTCOMES

- Understanding of key drivers for sustainable change in participant's organization and insights on where to focus attention to achieve desired results
- Benchmark of organization's current capacity for change
- Improved personal leadership skills and new tools for supporting organizational change
- Concrete action plan for leading change back on the job

COURSE REQUIREMENTS

- Attendance at all three days of classroom training
- Windows-based laptop computer with a CD-ROM (participant must have access to the laptop throughout the training)

REGISTRATION FEE INCLUDES

- Three days of classroom training
- A set of electronic documentation covered during the workshop
- Certificate of Participation for individuals who complete the training
- Daily continental breakfast, lunch, refreshments, and snacks

For pricing and schedule information, please refer to SSA & Company's Open Enrollment Course Schedule and Registration Fees insert or visit our website at www.ssaandco.com.



REGISTRATION INFORMATION

To register for one or more of SSA & Company's course offerings, please go to www.ssaandco.com or contact Adriana Erazo at (212) 332-3790.

CONTACT INFORMATION

SSA & Company is committed to providing a world-class training and certification program for highly motivated individuals. For more information, please contact SSA & Company's office at (212) 332-3790 or go to www.ssaandco.com.

CANCELLATION POLICY

SSA & Company reserves the right to cancel any training session for any reason by notifying participants of such cancellation prior to the beginning of the training. In the event of a cancellation, SSA & Company will not be responsible for any airline, hotel or other costs incurred by the participant. If a client/participant terminates training mid-term, causing SSA & Company to fall below contracted hotel room rate allocation, client/company will be responsible for hotel room and tax charges.

PARTICIPATION RESTRICTIONS

Participants in SSA & Company's Open Enrollment training program may not represent any organization that is a potential competitor of SSA & Company or iSquared, or present a conflict of interest in any way.

ABOUT SSA & COMPANY

SSA & Company is a global operations consulting firm that helps leading companies around the globe increase margins, grow revenues, and improve working capital by improving how they operate. Founded in 1994 by the progenitors of the Six Sigma revolution at Motorola, the company developed the Six Sigma methodology, teaching companies like GE, AlliedSignal, DuPont and AXA how to achieve a higher level of quality with substantially lower costs. Since then, SSA & Company has helped hundreds of companies across multiple industry sectors—including financial services, retail, manufacturing, pharmaceuticals, healthcare, energy, private equity, and venture capital—improve how they operate, delivering billions of dollars of bottom-line benefits. Today, the company continues to improve upon and evolve beyond its Lean Six Sigma legacy, developing the approach into one of the most widely used and regarded management systems—Strategic Process Management, or SPM. SPM delivers results in as little as 90 days and generates ROIs of 5x-10x.

SSA & COMPANY
TRANSFORMING BUSINESS THROUGH SMARTER PROCESS

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NEW YORK, NY 10111
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SSA & Company's Europe Open Enrollment Training Program

2012-13 COURSE SCHEDULE & REGISTRATION FEES

PRACTICAL LEAN

€3,150/£2,650 PER PERSON

Week 1 Apr 16-20, 2012 LONDON, UK

Week 2 On-site by appointment

Week 1 Oct 15-19, 2012 MILAN, ITALY

Week 2 On-site by appointment

SILVER BELT

€4,950/£4,150 PER PERSON

Week 1 Apr 16-20, 2012 LONDON, UK

Week 2 May 21-25, 2012 PARIS, FRANCE**

Week 1 Oct 15-19, 2012 MILAN, ITALY

Week 2 Nov 19-23, 2012 PARIS, FRANCE**

GOLD BELT CERTIFICATION

€12,250/£10,250 PER PERSON

Week 1 Apr 16-20, 2012 LONDON, UK

Week 2 May 21-25, 2012 PARIS, FRANCE**

Week 3 Jun 18-22, 2012 FRANKFURT, GERMANY**

Week 4 July 16-20, 2012 MILAN, ITALY**

Week 5 Sept 10-14, 2012 LONDON, UK**

Week 1 Oct 15-19, 2012 MILAN, ITALY

Week 2 Nov 19-23, 2012 PARIS, FRANCE**

Week 3 Dec 10-14, 2012 FRANKFURT, GERMANY**

Week 4 Jan 14-18, 2013 LONDON, UK**

Week 5 Feb 18-22, 2013 MILAN, ITALY**

MASTER BLACK BELT CERTIFICATION

€12,250/£10,250 PER PERSON

Week 1 Apr 16-20, 2012 LONDON, UK

Week 2 May 21-25, 2012 PARIS, FRANCE

Week 3 Jun 18-22, 2012 FRANKFURT, GERMANY

Week 4 July 16-20, 2012 MILAN, ITALY

Week 1 Sept 10-14, 2012 LONDON, UK

Week 2 Oct 15-19, 2012 MILAN, ITALY

Week 3 Nov 19-23, 2012 PARIS, FRANCE

Week 4 Dec 10-14, 2012 FRANKFURT, GERMANY

CONTACT AND REGISTRATION INFORMATION

SSA & Company is committed to providing a world-class training and certification program for highly motivated individuals. For more information, please contact SSA & Company's European offices at:

- UK at **+44-20-7887-4537**,
- Germany at **+49-89-97007-579**,
- Italy at **+39-02-00681-023**, &
- France at **+33-(0)1-56-60-51-85**.

Or go to our website at www.ssaandco.com

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* Silver Belt upgrade week for previous Practical Lean participants. Registration fee includes 16 hours of individual coaching support.

† Gold Belt upgrade weeks for previous Practical Lean participants. Registration fee includes 40 hours of individual coaching support.

‡ Gold Belt upgrade weeks for previous Silver Belt participants. Registration fee for Gold Belt upgrade weeks includes 40 hours of individual coaching support.