Lean Operations  
Managing Risk and Uncertainty  

**ACADEMIC DIRECTORS:** Achal Bassamboo and Jan Van Mieghem

**TOPIC OVERVIEW — LIVE VIRTUAL FORMAT**

This live virtual program will be offered in half day sessions and will include regular breaks and significant interaction with faculty and other participants. All times are Central Time.

<table>
<thead>
<tr>
<th>WEEK 1</th>
<th>DAY 1: Wednesday</th>
<th>DAY 2: Thursday</th>
<th>DAY 3: Friday</th>
</tr>
</thead>
</table>
| 8:30am - 9:30am CT | Program Welcome and Introductions  
The Strategic Role of Operations  
Van Mieghem | Operational KPIs and The Business Process Flows Framework  
Bassamboo | Analyzing Process Flows: Bottlenecks  
Pizza Pazza  
Van Mieghem |
| 9:45am - 10:45am CT | The Strategic Role of Operations  
Shouldice  
Van Mieghem | Operational KPIs and The Business Process Flows Framework  
Permanent Clothing Solution Rentals  
Bassamboo | Lean Ops  
Van Mieghem |
| 11:00am - 12:00pm CT | The Strategic Role of Operations  
Wriston  
Van Mieghem | Analyzing Process Flows: Impact of Variability  
Bassamboo | Lean Ops, Variability and kaizen  
Van Mieghem |
| Evening | Project Preparation  
Van Mieghem | Project Preparation  
Van Mieghem |

<table>
<thead>
<tr>
<th>WEEK 2</th>
<th>DAY 4: Monday</th>
<th>DAY 5: Tuesday</th>
</tr>
</thead>
</table>
| 8:30am - 9:30am CT | Impact of Uncertainty  
Bassamboo | Risk Management and Operational Hedging  
Bassamboo |
| 9:45am - 10:45am CT | Managing the Corrupting Influence of Variability  
BAT Case  
Bassamboo | Data driven Ops  
UBER  
Bassamboo |
| 11:00am - 12:00pm CT | Inventory+Risk  
Bassamboo | Presentations and Wrap-Up  
Van Mieghem |

Learn more and apply:  
kell.gg/kxleanops  
Consult with an Advisor:  
exced@kellogg.northwestern.edu  
847.467.6018

Northwestern University reserves the right to change without notice any statement in this publication concerning, but not limited to, rules, policies, tuition, fees, curricula and courses. This includes the right to cancel a program at any time for any reason. In case of a cancellation, the university is not responsible for any travel or other related expenses accrued by the program registrant.