

QUALITY & OPERATIONAL EXCELLENCE | COURSE BROCHURE

Flow and Takt Time in Service Processes

5 days | Classroom training | English

SMART HORIZON

info@smart-horizon.eu
Amsterdam
The Netherlands

Explore current programmes

https://smart-horizon.eu



Course content

Why attend

Lean flow concepts apply as much to offices, hospitals and service centres as to factories. This course shows how to apply takt time, flow, work balancing, queues and work-in-progress limits to service processes, reducing waiting times and improving consistency for customers.

Service queues and delays frustrate customers and staff. You will learn to design service processes that flow.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

Service process simulations, takt calculations, workload balancing exercises and case studies.

Course objectives

By the end of this course, participants will be able to:
• Explain flow and takt time in services
• Calculate takt time from customer demand
• Balance work across team members
• Manage queues and work in progress
• Reduce waiting and handoffs
• Monitor flow performance

Target audience

This course is suitable for:
• Service operations managers
• Process improvement practitioners
• Team leaders in offices and centres
• Healthcare managers
• Shared service managers



Course content

Target competencies

Participants will develop competencies in:

- Flow design
- Takt calculation
- Workload balancing
- Queue management
- Performance monitoring

Course outline

Day 1: Flow in Services

09:00–10:08	Service waste
10:08–11:00	Flow principles
11:00–11:30	**Coffee break**
11:30–11:45	Flow principles (continued)
11:45–12:53	Simulation round 1
12:53–14:00	Exercise

Day 2: Takt Time

09:00–10:08	Customer demand
10:08–11:00	Takt calculation
11:00–11:30	**Coffee break**
11:30–11:45	Takt calculation (continued)
11:45–12:53	Variation
12:53–14:00	Exercise

Day 3: Balancing Work

09:00–10:08	Work content
10:08–11:00	Line balancing
11:00–11:30	**Coffee break**



Course content

11:30–11:45	Line balancing (continued)
11:45–12:53	Cross-training
12:53–14:00	Workshop

Day 4: Queues and WIP

09:00–10:08	Queues
10:08–11:00	WIP limits
11:00–11:30	**Coffee break**
11:30–11:45	WIP limits (continued)
11:45–12:53	Handoffs
12:53–14:00	Simulation round 2

Day 5: Monitoring

09:00–10:08	Flow metrics
10:08–11:00	Visual boards
11:00–11:30	**Coffee break**
11:30–11:45	Visual boards (continued)
11:45–12:53	Improvement
12:53–14:00	Action plan

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.



Course content

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Rome Confirmed dates	23 Nov 2026	27 Nov 2026	**€2,450.–**
Online Confirmed dates	23 Nov 2026	27 Nov 2026	**€1,250.–**
Istanbul Confirmed dates	14 Dec 2026	18 Dec 2026	**€2,650.–**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.–**
Dubai Confirmed dates	18 Jan 2027	22 Jan 2027	**€3,150.–**
Online Confirmed dates	18 Jan 2027	22 Jan 2027	**€1,250.–**
Vienna Confirmed dates	1 Feb 2027	5 Feb 2027	**€2,940.–**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,250.–**
Cape Town Confirmed dates	22 Feb 2027	26 Feb 2027	**€1,890.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	22 Feb 2027	26 Feb 2027	**€1,250.–**
London Confirmed dates	15 Mar 2027	19 Mar 2027	**€2,450.–**
Online Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,250.–**
Vienna Confirmed dates	5 Apr 2027	9 Apr 2027	**€2,940.–**
Online Confirmed dates	5 Apr 2027	9 Apr 2027	**€1,250.–**
Cape Town Confirmed dates	26 Apr 2027	30 Apr 2027	**€1,890.–**
Online Confirmed dates	26 Apr 2027	30 Apr 2027	**€1,250.–**
London Confirmed dates	10 May 2027	14 May 2027	**€2,450.–**
Online Confirmed dates	10 May 2027	14 May 2027	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Rome Confirmed dates	31 May 2027	4 Jun 2027	**€2,450.-**
Online Confirmed dates	31 May 2027	4 Jun 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,450.-**
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.-**
Rome Confirmed dates	12 Jul 2027	16 Jul 2027	**€2,450.-**
Online Confirmed dates	12 Jul 2027	16 Jul 2027	**€1,250.-**
Dubai Confirmed dates	2 Aug 2027	6 Aug 2027	**€3,150.-**
Online Confirmed dates	2 Aug 2027	6 Aug 2027	**€1,250.-**
Amsterdam Confirmed dates	16 Aug 2027	20 Aug 2027	**€2,540.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,250.-**
Dubai Confirmed dates	6 Sept 2027	10 Sept 2027	**€3,150.-**
Online Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,250.-**
Paris Confirmed dates	27 Sept 2027	1 Oct 2027	**€2,860.-**
Online Confirmed dates	27 Sept 2027	1 Oct 2027	**€1,250.-**
Cape Town Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,890.-**
Online Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,250.-**
Barcelona Confirmed dates	8 Nov 2027	12 Nov 2027	**€2,840.-**
Online Confirmed dates	8 Nov 2027	12 Nov 2027	**€1,250.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Frankfurt Confirmed dates	22 Nov 2027	26 Nov 2027	**€2,650.-**
Online Confirmed dates	22 Nov 2027	26 Nov 2027	**€1,250.-**
Barcelona Confirmed dates	13 Dec 2027	17 Dec 2027	**€2,840.-**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,250.-**

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

info@smart-horizon.eu
Amsterdam
The Netherlands

View the latest course details online