



Would you like to join us in China to experience **real Lean** in action?

Join an inspiring study tour to China where we visit world-leading companies that deliver and transform through innovation, technology and continuous improvement.

VISIT:



NIO

See how one of China's leading EV manufacturers thinks Lean, quality and innovation.



iFLYTEK

Visit the AI company iFLYTEK and see how technology and Lean go hand in hand.



MIDEA

See how one of the world's largest manufacturing groups combines Lean, automation, robotics and operational excellence at scale.



MEET PEOPLE WHO WORK WITH LEAN

Exchange experiences, learn from the best and build valuable relationships.



DATE:

27 – 30 SEPTEMBER 2026



PROOF OF YOURSELF



GET INSPIRED



BOOST YOUR COMPETENCE



BUILD VALUABLE RELATIONSHIPS



LEAN STUDY TOUR

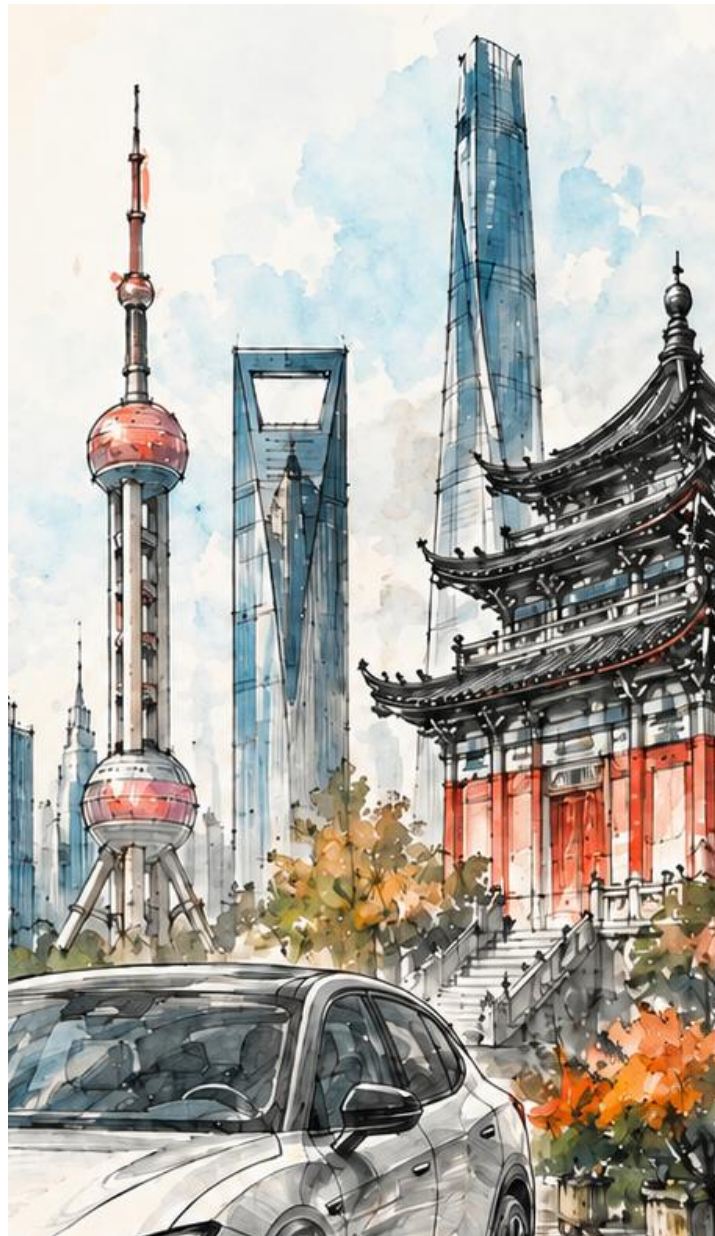
CHINA 2026

LEAN, AI & OPERATIONAL EXCELLENCE
FROM GEMBA TO BUSINESS IMPACT

Join a unique executive journey to China and go behind the scenes at leading companies where Lean thinking, advanced technology and continuous improvement come together at extraordinary speed.

27-30 SEPTEMBER 2026

Organized by lean.no
In collaboration with NIO Norway



COMPANY VISITS

NIO

Customer value, innovation, quality and speed.

iFLYTEK

AI, technology and real-world business applications.

MIDEA

Lean, automation, robotics and operational excellence at scale.

SEE IT. UNDERSTAND IT. BRING IT HOME.

WHY CHINA. WHY NOW.

China is not simply a manufacturing powerhouse. It has become one of the world's most important laboratories for industrial automation, electric mobility and the rapid application of new technology.

54%

of all industrial robots installed globally in 2024 were deployed in China.

IFR World Robotics 2025

2.0M+

industrial robots were operating in Chinese factories in 2024.

IFR World Robotics 2025

~75%

of the world's electric cars were produced in China in 2025.

IEA Global EV Outlook 2026

>80%

of global battery cell production was located in China in 2025.

IEA Global EV Outlook 2026

The question is no longer whether China will influence global competition - but what leaders can learn from the speed at which Chinese companies combine technology, people and execution.

THIS IS WHY WE GO TO THE GEMBA

To see how leading companies turn technology, Lean thinking and execution speed into business performance - and to translate those observations into opportunities at home.

Sources: International Federation of Robotics, World Robotics 2025; International Energy Agency, Global EV Outlook 2026.

SEE. UNDERSTAND. REFLECT. APPLY.

This is not a sightseeing tour. It is a structured learning journey for leaders who want to understand what creates performance - and what can be transferred to their own organizations.

GO & SEE

Experience Lean, AI, automation and innovation where it actually happens.

UNDERSTAND

Explore the leadership, culture and principles behind what we observe.

REFLECT

Challenge assumptions together with experienced leaders and practitioners.

APPLY

Translate insights into opportunities for measurable business impact.

Designed for CEOs, COOs and senior leaders with responsibility for operations, technology, strategy, transformation and continuous improvement.

DAY 1 | SUNDAY, 27 SEPTEMBER

Arrival & Welcome

ARRIVAL IN CHINA

Arrival, hotel check-in and time to settle in.

WELCOME DINNER

An informal opening dinner where participants meet the group, establish relationships and prepare for the learning journey ahead. We introduce the key questions that will guide our observations throughout the study tour.

DAY 2 | MONDAY, 28 SEPTEMBER

Setting the Scene & Exploring AI in Practice

MORNING | WELCOME & INTRODUCTION TO LEAN.NO

Gunnar Førsund - Owner & Managing Partner, lean.no

Purpose, structure and learning objectives for the study tour. What should we look for - and how can we translate what we observe into business value at home?

UNDERSTANDING CHINA: BUSINESS, CULTURE & CONTEXT

Linzhuo Wang - Associate Professor, BI Norwegian Business School

A perspective on the Chinese business environment, culture and ways of thinking that will help us understand what we experience during the company visits.

AFTERNOON | COMPANY VISIT: iFLYTEK

Gemba tour exploring how one of China's leading AI companies combines advanced technology, innovation and operational execution. Reflection: What did we observe? What challenged our assumptions? What could be relevant to our own businesses?

Gemba Day - Innovation, Flow & Operational Excellence

COMPANY VISIT: NIO

Experience how one of China's leading EV companies approaches customer value, quality, innovation, technology and speed. We explore how NIO combines product development, customer experience, digital technology and operational execution.

GEMBA REFLECTION

What enables NIO to move at speed - without losing focus on quality and customer value? What can we transfer, and what is context-specific?

COMPANY VISIT: MIDEA

Gemba tour focusing on smart manufacturing, automation, robotics, operational excellence and continuous improvement at scale. We explore how a major industrial organization combines people, processes and technology to improve performance.

REFLECTION & COMPARISON

We connect observations from NIO and Midea: What do these companies do differently? Which principles are transferable? Where could these insights create competitive advantage in our own organizations?

From Insight to Business Impact

MORNING | LEAN FROM A CHINESE CULTURAL PERSPECTIVE - LEADERSHIP & VALUES

Linzhuo Wang - Associate Professor, BI Norwegian Business School

How do culture, leadership and values influence the ability of organizations to improve, innovate and execute? What can Western leaders learn from the Chinese context - and what needs to be understood differently?

AI & ROBOTIZATION IN A LEAN PERSPECTIVE - HOW TO MULTIPLY IMPACT FAST

Gunnar Førsund - Owner & Managing Partner, lean.no

How can AI, automation and robotization strengthen Lean rather than replace it? We explore how technology can accelerate improvement, increase flow, reduce resource use and multiply the impact of Lean thinking.

AFTERNOON | EXECUTIVE WORKSHOP: FROM INSIGHT TO BUSINESS IMPACT

A facilitated working session where participants translate observations into concrete opportunities for their own organizations.

KEY QUESTIONS

- Where do we see the greatest potential for increased productivity and improved flow?
- Where could AI and automation multiply the effect of Lean?
- What can we learn from the speed and execution capability of Chinese companies?
- What leadership practices should we challenge or strengthen?
- Which opportunities could create measurable business impact within the next 6-12 months?

OUTCOME: Every participant leaves with a prioritized set of ideas and opportunities to explore in their own organization.

TWO PERSPECTIVES. ONE LEARNING JOURNEY.



LINZHUO WANG

**Associate Professor
BI Norwegian Business School**

Academic perspective on Chinese business, culture and leadership - helping participants understand the context behind the practices and organizations visited.



GUNNAR FØRSUND

**Owner & Managing Partner
lean.no**

Lean practitioner and advisor focused on translating Lean principles, technology and leadership into measurable improvements in flow, customer value and business performance.

Linzhuo brings the Chinese cultural and academic perspective. Gunnar connects the observations to Lean, execution and business impact.

IN COLLABORATION WITH NIO NORWAY

A UNIQUE CONNECTION TO NIO



Gunnar Førsund with William Li, Founder, Chairman and CEO of NIO, during Li's visit to NIO Norway in 2025.

The study tour is organized by lean.no in collaboration with NIO Norway. Following the meeting in Norway, Gunnar Førsund approached NIO about bringing an executive group to China.

The request to visit NIO was personally accepted by William Li.

This connection gives the NIO visit a meaningful background while the programme remains focused on learning, observation and business relevance.

YOUR INVESTMENT IN LEARNING

NOK 40,000 (Approx € 3700)

per participant

INCLUDED

Hotel accommodation • Local transport in China • Company visits and guided tours • Executive sessions and facilitated reflections • Selected meals • Networking and learning with the group

EXCLUDED

Flight to and from Shanghai

WHO SHOULD JOIN?

CEOs, COOs, CFOs, CTOs, CI functions, senior executives with responsibility for operations, technology, strategy, transformation or business improvement - leaders who want to learn from the best and bring back ideas that can create real impact.

LIMITED NUMBER OF PLACES

The group is intentionally kept small to support high-quality dialogue, reflection and access. Early registration is recommended.

27-30 SEPTEMBER 2026

LEAN STUDY TOUR CHINA 2026

SEE IT. UNDERSTAND IT. BRING IT HOME.

lean.no