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**ANALYSIS EFFICIENCY AND EFFECTIVENESS WITH LEAN TOOLBOX
IN SERVICE PROVIDING COMPANIES^{17 18}**

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Abstract: *The paper reviews existing methods for efficiency and effectiveness in service providing companies. How Lean toolset could support the management of service providers in achieving better results and profitability. Dynamic analyses with expert group are explored with the purposes: (1) to demonstrate efficiency and effectiveness of the most applicable lean instruments in service providing companies. (2) to invest in this toolset, which have been proven by the experts' research aiming higher commercial benefits for the company. The research findings are introduced as a numerical real problem solution, i.e. a simplified model, which can be applied for this cluster. It covers all the aspects connected to the main research topics in the field of service management and Lean management. The report provides the practical examples and statistical examples in two different organizations before and after applying Lean toolbox. The conclusions drawn from the conducted research, the presented arguments, methodology, results and guidelines can be structured in the following main directions per the objective and tasks set: 1) theoretical features of Lean tools and service management are analysed; 2) opportunities to improve service providing companies are discussed; 3) some preliminary benefits for service management of Lean tools are demonstrated.*

Keywords: *Lean Tools, Operations Management.*

JEL Codes: *L23, M11*

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