



GENERAL SERVICES ADMINISTRATION

FEDERAL SUPPLY SERVICE
AUTHORIZED FEDERAL SUPPLY SCHEDULE PRICE LIST

On-line access to contract ordering information, terms and conditions, up-to- date pricing, and the option to create an electronic delivery order are available through GSA Advantage!, a menu-driven database system. The INTERNET address for GSA Advantage! is:
<http://www.GSAAdvantage.gov>.

For more information on ordering from Federal Supply Schedules click on the FSS Schedules button at fss.gsa.gov.

The Professional Services Schedule (PSS) 00CORP

Contractor:	Pendaran, Inc.
Contract Number:	GS-02F-038AA
FSC Group:	874
FSC Class:	R499, U009
Special Item No.:	874-1, 874-4
Contract Period:	November 5, 2017 thru November 4, 2022
Business Size:	Small
Contact Information:	Pendaran, Inc. 2790 Parkridge Drive Ann Arbor, MI 48103 Telephone: (734) 368-5242 Fax: (734) 527-6046 Website: www.pendaran.com

Pendaran, Inc. is a Learning Company specializing in Experience Transfer through workplace simulation sessions and onsite implementation coaching. The Pendaran Method™ uniquely combines classroom instruction, workplace simulation, debrief and improvement planning to accelerate the experience needed for individual and organizational transformation. Learning and successful transformation is reinforced with implementation coaching.

Customer Ordering Information

1. 1a. Awarded Special Item Number (SIN).
874 – 1 Consulting Services
874 – 4 Training Services
Please see Pricing Tables and Course Descriptions starting on page 6.

1b. Not Applicable for this item.

1c. Not Applicable for this item.
2. Maximum order.
\$1,000,000.00
3. Minimum order.
\$100.00
4. Geographic coverage (delivery area).
50 United States, Washington D.C., US Territories, and Worldwide.
5. Point(s) of production (city, county, and State or foreign country).
Same as company's address – Ann Arbor, Washtenaw County, Michigan
6. Discount from list, prices or statement of net price.
All prices listed are net prices and include discounts. Discount for services include:
874-1: 10%
874-4: 10% - 60%
7. Quantity discounts.
Quantity discounts are shown in list price. After one buying agency has purchased 50 classes in one fiscal year, each subsequent class booked in that fiscal year, by the same buying agency, will be discounted an additional 5%.
8. Prompt payment terms.
NET 30 days.
9. 9a. Notification that Government purchase cards are accepted at or below the micro-purchase threshold.
Credit cards will be acceptable for payments at or below the micro-purchase threshold.

9b. Notification whether Government purchase cards are accepted or not accepted above the micro-purchase threshold.
Credit cards will be acceptable for payments above the micro-purchase threshold.

10. Foreign items (list items by country of origin).

Not Applicable.

11. 11a. Time of delivery. (Contractor insert number of days.)

30 Days ARO.

11b. Expedited Delivery.

Services are available for expedited delivery; however, this must be discussed at time of order placement and depends on size and nature of order.

11c. Overnight and 2-day delivery.

Not Applicable

11d. Urgent Requirements.

When the Federal Supply Schedule contract delivery period does not meet the bona fide urgent delivery requirements of an ordering activity, ordering activities are encouraged, if time permits, to contact the Contractor for the purpose of obtaining accelerated delivery. The Contractor shall reply to the inquiry within 3 workdays after receipt. (Telephone replies shall be confirmed by the Contractor in writing.) If the Contractor offers an accelerated delivery time acceptable to the ordering activity, any order(s) placed pursuant to the agreed upon accelerated delivery time frame shall be delivered within this shorter delivery time and in accordance with all other terms and conditions of the contract.

12. F.O.B. point(s).

Destination

13. 13a. Ordering address(es).

Pendaran, Inc.

2790 Parkridge Drive

Ann Arbor, MI 48103

Attn: Carol Michaelides

Telephone: (734) 368-5242

Fax: (734) 527-6046

Website: www.pendaran.com

13b. Ordering procedures:

For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPAs), and a sample EPA can be found at the GSA/FSS Schedule homepage (fss.gsa.gov/schedules).

14. Payment address(es)

Pendaran, Inc.

2790 Parkridge Drive

Ann Arbor, MI 48103

Attn: Carol Michaelides

Telephone: (734) 368-5242
Fax: (734) 527-6046

15. Warranty provision.
Not Applicable.

16. Export packing charges, if applicable.
Not Applicable.

17. Terms and conditions of Government purchase card acceptance (any thresholds above the micro-purchase level).
Credit cards will be acceptable for payments below and above the micro-purchase threshold.

18. Terms and conditions of rental, maintenance, and repair (if applicable).
Not Applicable.

19. Terms and conditions of installation (if applicable).
Not Applicable.

20. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable).
Not Applicable.

20a. Terms and conditions for any other services (if applicable).
Not Applicable.

21. List of service and distribution points (if applicable).
Not Applicable.

22. List of participating dealers (if applicable).
Not Applicable.

23. Preventive maintenance (if applicable).
Not Applicable.

24. 24a. Special attributes such as environmental attributes (e.g., recycled content, energy efficiency, and/or reduced pollutants).
Not Applicable.

24b. If applicable, indicate that Section 508 compliance information is available on Electronic and Information Technology (EIT) supplies and services and show where full details can be found (e.g. contractor's website or other location.) The EIT standards can be found at www.Section508.gov/.

Not Applicable.

25. Data Universal Number System (DUNS) number.

049717760

26. Notification regarding registration in Central Contractor Registration (CCR) database.

Pendaran, Inc has registered in the System for Award Management (SAM) database under CAGE code: 66QL4

1a. Pricing Table: 874 – 1 Consulting Services

Consulting Service	Contractor or Customer Site	Domestic or Overseas	Unit	Price Offered to GSA	YR 1	YR 2	YR 3	YR 4	YR 5
					11/05/17 thru 11/04/18	11/05/18 thru 11/04/19	11/05/19 thru 11/04/20	11/05/20 thru 11/04/21	11/05/21 thru 11/04/22
Implementation Coaching&Operations Consulting	Customer Site	Domestic Only	Day	\$ 3,182.48	\$ 3,182.48	\$ 3,309.78	\$ 3,442.17	\$ 3,579.86	\$ 3,723.06
Implementation Coaching&Operations Consulting	Customer Site	Overseas Only	Day	\$ 3,818.98	\$ 3,818.98	\$ 3,971.74	\$ 4,130.61	\$ 4,295.83	\$ 4,467.67
Building a Community of Leaders	Customer Site	Domestic Only	Day	\$ 3,182.48	\$ 3,182.48	\$ 3,309.78	\$ 3,442.17	\$ 3,579.86	\$ 3,723.06
Building a Community of Leaders	Customer Site	Overseas Only	Day	\$ 3,818.98	\$ 3,818.98	\$ 3,971.74	\$ 4,130.61	\$ 4,295.83	\$ 4,467.67
Customized Consulting	Customer Site	Domestic Only	Day	\$ 3,182.48	\$ 3,182.48	\$ 3,309.78	\$ 3,442.17	\$ 3,579.86	\$ 3,723.06
Customized Consulting	Customer Site	Overseas Only	Day	\$ 3,818.98	\$ 3,818.98	\$ 3,971.74	\$ 4,130.61	\$ 4,295.83	\$ 4,467.67

1a. Pricing Table: 874 – 4 Training Courses

Training Course	Contractor or Customer Site	Domestic or Overseas	Participants	Unit	Price Offered to GSA	YR 1	YR 2	YR 3	YR 4	YR 5
						11/05/17 thru 11/04/18	11/05/18 thru 11/04/19	11/05/19 thru 11/04/20	11/05/20 thru 11/04/21	11/05/21 thru 11/04/22
VWS – Maintenance Operations	Contractor Site	Domestic Only	First 1 - 15	Per Person	\$ 5,304.14	\$ 5,304.14	\$ 5,516.31	\$ 5,736.96	\$ 5,966.44	\$ 6,205.10
VWS – Maintenance Operations	Contractor Site	Domestic Only	Incremental 16 - 34	Per Person	\$ 4,773.73	\$ 4,773.73	\$ 4,964.68	\$ 5,163.27	\$ 5,369.80	\$ 5,584.59
VWS – Maintenance Operations	Customer Site	Domestic Only	First 1 to 24	Per Person	\$ 5,893.47	\$ 5,893.47	\$ 6,129.21	\$ 6,374.38	\$ 6,629.35	\$ 6,894.53
VWS – Maintenance Operations	Customer Site	Domestic Only	Increm 25 to 34	Per Person	\$ 2,946.77	\$ 2,946.77	\$ 3,064.64	\$ 3,187.23	\$ 3,314.72	\$ 3,447.30
VWS – Maintenance Operations	Customer Site	Overseas Only	First 1 to 24	Per Person	\$ 7,072.19	\$ 7,072.19	\$ 7,355.08	\$ 7,649.28	\$ 7,955.26	\$ 8,273.47
VWS – Maintenance Operations	Customer Site	Overseas Only	Increm 25 to 34	Per Person	\$ 3,536.10	\$ 3,536.10	\$ 3,677.54	\$ 3,824.64	\$ 3,977.63	\$ 4,136.73
Creating Value - Oper	Both	Domestic Only	First 1 to 15	Per Person	\$ 2,652.07	\$ 2,652.07	\$ 2,758.16	\$ 2,868.48	\$ 2,983.22	\$ 3,102.55
Creating Value - Oper	Both	Domestic Only	Increment 16 to 30	Per Person	\$ 2,386.87	\$ 2,386.87	\$ 2,482.34	\$ 2,581.63	\$ 2,684.90	\$ 2,792.29
Creating Value - Oper	Customer Site	Overseas Only	First 1 to 15	Per Person	\$ 3,182.49	\$ 3,182.49	\$ 3,309.79	\$ 3,442.18	\$ 3,579.86	\$ 3,723.06
Creating Value - Oper	Customer Site	Overseas Only	Increment 16 to 30	Per Person	\$ 2,864.24	\$ 2,864.24	\$ 2,978.81	\$ 3,097.96	\$ 3,221.88	\$ 3,350.75
Intro-Systems Thinking	Both	Domestic Only	Min 1 to Max 30	Per Person	\$ 1,179.64	\$ 1,179.64	\$ 1,226.83	\$ 1,275.90	\$ 1,326.94	\$ 1,380.01
Intro-Systems Thinking	Customer Site	Overseas Only	Min 1 to Max 30	Per Person	\$ 1,415.57	\$ 1,415.57	\$ 1,472.19	\$ 1,531.08	\$ 1,592.32	\$ 1,656.02
Exec-Systems Thinking	Both	Domestic Only	Min 1 to Max 30	Per Person	\$ 2,359.28	\$ 2,359.28	\$ 2,453.65	\$ 2,551.80	\$ 2,653.87	\$ 2,760.03
Exec-Systems Thinking	Customer Site	Overseas Only	Min 1 to Max 30	Per Person	\$ 2,831.14	\$ 2,831.14	\$ 2,944.39	\$ 3,062.16	\$ 3,184.65	\$ 3,312.03
Systems Thinking	Both	Domestic Only	Min 1 to Max 30	Per Person	\$ 4,423.66	\$ 4,423.66	\$ 4,600.60	\$ 4,784.63	\$ 4,976.01	\$ 5,175.05
Systems Thinking	Customer Site	Overseas Only	Min 1 to Max 30	Per Person	\$ 5,308.39	\$ 5,308.39	\$ 5,520.72	\$ 5,741.55	\$ 5,971.21	\$ 6,210.06

Pendaran Structured Problem Solving (SPS) – Making Virtual Workplace Real. See page 14 for details.

Training Course	Contractor or Customer Site	Domestic or Overseas	Participants	Unit	Price Offered to GSA	YR 1 11/05/17 thru 11/04/18	YR 2 11/05/18 thru 11/04/19	YR 3 11/05/19 thru 11/04/20	YR 4 11/05/20 thru 11/04/21	YR 5 11/05/21 thru 11/04/22
Pendaran Structured Problem Solving (SPS) – Making Virtual Workplace Real	Contractor Site	Domestic Only	First 12 - 14	Course	\$ 23,531.49	\$ 23,531.49	\$ 24,472.75	\$ 25,451.66	\$ 26,469.73	\$ 27,528.52
Pendaran Structured Problem Solving (SPS) – Making Virtual Workplace Real	Contractor Site	Domestic Only	For 15 - 21	Course	\$ 35,297.23	\$ 35,297.23	\$ 36,709.12	\$ 38,177.48	\$ 39,704.58	\$ 41,292.77
Pendaran Structured Problem Solving (SPS) – Making Virtual Workplace Real	Contractor Site	Domestic Only	For 22 - 28	Course	\$ 47,062.97	\$ 47,062.97	\$ 48,945.49	\$ 50,903.31	\$ 52,939.44	\$ 55,057.02
Pendaran Structured Problem Solving (SPS) – Making Virtual Workplace Real	Customer Site	Domestic Only	First 15 - 21	Course	\$ 35,297.23	\$ 35,297.23	\$ 36,709.12	\$ 38,177.48	\$ 39,704.58	\$ 41,292.77
Pendaran Structured Problem Solving (SPS) – Making Virtual Workplace Real	Customer Site	Domestic Only	For 22 - 28	Course	\$ 47,062.97	\$ 47,062.97	\$ 48,945.49	\$ 50,903.31	\$ 52,939.44	\$ 55,057.02
Pendaran Structured Problem Solving (SPS) – Making Virtual Workplace Real	Customer Site	Overseas Only	For 22 - 28	Course	\$ 56,474.57	\$ 56,474.57	\$ 58,733.55	\$ 61,082.89	\$ 63,526.21	\$ 66,067.26

Course Descriptions

Title: Virtual Workplace Simulator™ (VWS™) Maintenance Operations

Course Description:

Using the Pendaran Method™ of experiential learning, participants are immersed in a simulated Maintenance Operation. They learn to create a stable and sustainably improved work environment, through accelerated experience. Students will practice running the operation in the simulator. The degree of difficulty increases with each simulated shift. At the end of the course, participants will have learned to prevent problems in the operation and to establish a structure to stabilize and sustain improvements. (Creating Stability)

Objectives:

Participants will learn:

- Implementation Skills – Implementation skills are learned through practice. Participants are required to generate new ideas, make plans, get approval, and implement. They see the results of their efforts.
- System Thinking – System thinking is learned when students recognize that individual or department contribution or is not enough to produce optimum results. They learn, through a holistic understanding of the system, to find and implement system solutions, not local fixes.
- Teamwork - Teamwork is required to work within an organization. Students learn the skills needed to participate and add value in a team, lead when needed, follow when appropriate.
- Firefighting to Preparing to Preventing - Participants learn and experience how to move from firefighting to preparing to preventing. All organizations spend a large portion of their resources on firefighting. In this class, students learn how to change the workplace and prepare for recurring “fires” and more importantly, how to prevent them in the long run.
- Learning Application - Participants not only learn key concepts, such as workplace organization, 5S, waste elimination, theory of constraints, and others. They also learn how to actually apply them in the workplace.
- How to Continuously Improve - Continuous improvement culture is critical for an organization. Participants experience the skill and art of continuous improvement by executing it throughout the week. Any improvement they make can and will be improved again and again.
- Creating Structure for Sustaining Results - Participants learn to create structure for sustaining results (Physical, Organization, Processes, Communication). They learn how to identify and establish the appropriate structure for sustaining any improvement. Without structure, improvements disappear and the organization will revert back to the old way.

Length of Course: One – week, full 5 – day experience

Minimum Number of Participants: 24 participants
Maximum Number of Participants: 34 participants

Support materials: Training manuals

Price of course offered to GSA (YR 1):

For training at Pendaran U.S. location:
\$5,304.14 for the first 1 to 15 students
\$4,773.73 for incremental 16 to 34 students

For training off-site U.S. location:
\$5,893.47 for the first 1 to 24 students
\$2,946.77 for incremental 25 to 34 students

For training off-site overseas location:
\$7,072.19 for the first 1 to 24 students
\$3,536.10 for incremental 25 to 34 students

Title: Creating Value - Operations

Course Description:

Prerequisite: VWS™ – Maintenance Operations.

Participants in Creating Value learn the most important purpose of any operation – creating value for the customer. Building on the experience of the VWS™ class, they learn the pillars of continuous improvement, customer pull and flow of value. They learn how and when to use current and future state mapping, value stream mapping, finance for decision-making, constraint analysis, and A3 management in their own workplace.

Objectives:

Students participate in the Creating Value Course to:

- Reassess leadership. Learn how to achieve and continuously improve personal and organizational goals
- Develop the plan to sustain and continuous improvement in your organization
- Refresh and build on existing continuous improvement and management skills
- Focus on creating value for the customer, learning first to understand the customer's existing perception of value and then to partner with the customer to co-develop the vision and structure to optimize value for all stakeholders
- Establish Customer Pull and Flow of Value as the pillars for continuous improvement to lead to a sustainable culture of continuous improvement, learning to see both value and waste in work processes
- Learn and adopt a common language to describe the current state of processes and develop a future state that changes existing work processes
- Learn how and when to use Current and Future State Value Stream Mapping
- Complete continuous improvement maps and methods and determine structures for sustainable success
- Learn to utilize Lean Finance Methods for Decision Making
- Learn and practice Constraint Analysis and a variety of process improvement techniques to improve throughput
- Develop the knowledge to improve the enterprise using change management tools like A3
- Identify and develop the physical, organizational, process and communications structures to deliver optimal business results
- Identify and practice personal accountability and behaviors to improve performance of self and enterprise
- Learn to see and comprehend the workplace (and the world) through new lenses.

Length of Course: 3 days

Minimum Number of Participants: 15 participants

Maximum Number of Participants: 30 participants

Support materials: Training manuals

Price of course offered to GSA (YR 1):

For training at Pendaran U.S. location or off-site U.S. location:

\$2,652.07 for the first 1 to 15 students

\$2,386.87 for incremental 16 to 30 students

For training off-site overseas location:

\$3,182.49 for the first 1 to 15 students

\$2,864.24 for incremental 16 to 30 students

Title: Systems Thinking

- 1 – Day Introduction to Systems Thinking
- 2 – Day Executive Systems Thinking
- 5 – Day Systems Thinking

Course Description:

Accelerating economic, technological, social, and environmental changes challenge us to learn at increasing rates. Yet learning in such environments is difficult precisely because we do not confront many of the consequences of our most important decisions. Effective learning requires us to become system thinkers.

Pendaran has incorporated System Dynamics and business dynamics modeling, developed at MIT, with work of other leading systems thinkers to provide a practical approach to understanding this dynamic complexity.

All classes are conducted as workshops with hands-on simulations including the production and distribution supply chain “Beer Game” and other scenario simulations. Participants gain an appreciation for the importance of seeing the total system, whether in their organization, community or world. Relevant discussion around the big picture, cause and effect and optimization of the whole vs. the parts brings participants to a new level of understanding of their own systems and the impact that they, as individuals, have in those systems.

Objectives:

Students participate in the Creating Value Course learn to:

- See the total system performance.
- See the interactions between parts and the impact on the system
- See and assess the impact of unintended consequences of an action in a system
- See cause and effect in a complex system
- Optimize for total system performance rather than subsets of the system

Length of Course:

- 1 Day Introduction to Systems Thinking - Overview
- 2 Day Executive Systems Thinking – In depth, facilitated discussion class, targeted to issues of strategic executive management.
- 5 Day Systems Thinking – Detailed, college curriculum delivery with extensive in-class exercises, reading requirements and group projects.

Minimum Number of Participants: 15 participants
Maximum Number of Participants: 30 participants

Support materials: Training manuals

Price of course offered to GSA (YR 1):

For training at Pendaran U.S. location or off-site U.S. location:

- 1 – Day Introduction to Systems Thinking: \$1,179.64
- 2 – Day Executive Systems Thinking: \$2,359.28
- 5 – Day Systems Thinking: \$4,423.66

For training off-site overseas location:

- 1 – Day Introduction to Systems Thinking: \$1,415.57
- 2 – Day Executive Systems Thinking: \$2,831.14
- 5 – Day Systems Thinking: \$5,308.39

Title: Pendaran Structured Problem Solving (SPS) – Making Virtual Workplace Real

Course Description:

The primary goal of Pendaran’s flagship product, *Virtual Workplace Simulator*, is developing employee skills at “Creating Stability” within the operation. Once stable, the next step for the organization is to *improve*.

Pendaran Structured Problem Solving Workshop provides an in-depth opportunity to accelerate implementation of the lessons learned from the Virtual Workplace and see results quickly. Using the context of the Virtual Workplace, the advanced two-day session is focused specifically on problem solving and implementation, as initially introduced in VWS. This is the next level of learning for those who have successfully completed the VWS and delivers a more detailed, hands-on problem solving simulation with implementation of live operational solutions.

Course Benefits:

- Accelerates the realization of measurable, sustainable business results.
- Creates a Problem Solving Culture, with common language and method.
- Reinforces Pendaran learning from Virtual Workplace Simulation.
- Develops organic coaching capability. Internal coaches will be trained and certified by Pendaran. This reduces the need for long term, onsite coaching.

Objectives / Deliverables:

Participants will develop skills to:

- Write a clear and concise Problem Statement.
- Identify the facts and data required to solve the problem and demonstrate a clear understanding of how to generate the data.
- Solve real problems in *their own work operation* using a clear and structured problem solving process.
- Develop action plans to implement the identified solutions, plus skills for developing any action plan rapidly.

Length of Course:

The course is executed as follows:

- Prerequisite: *Virtual Workplace Simulator*.
- Workshops designed for, nominally, up to 4 project teams of 6 or 7 participants each.
- Coach to student ratio: One Pendaran Coach per project team.
- Pre-Work: Pendaran has defined a process for client leadership to identify high priority opportunities in the workplace. Using this process, leadership will identify focused project areas and assign participant teams, prior to attending the SPS Workshop. Preliminary supporting data should be generated in advance.
- Two-day Workshop structure

Day 1: Refresher on VWS learning, followed by intense simulation with interventions focused on structured problem solving, detailing solution structure and sustainment of solution structure.

Day 2: Tackle actual problems from the operation, as prioritized and assigned during the leadership Pre-Work Phase, working project teams through the Structured Problem Solving process. Pendaran coaches model the process for internal trainees.

- Internal development: Train one internal coach per SPS workshop to develop organic coaching capability.

Minimum Number of Participants: 12 participants

Maximum Number of Participants: 28 participants

Support materials: Simulations

Price of course offered to GSA (YR 1):

For training at Pendaran U.S. location:

\$23,531.49 for the first 12 - 14 participants

\$35,297.23 for 15 to 21 participants

\$47,062.97 for 22 to 28 participants

For training off-site U.S. location:

\$35,297.23 for 15 to 21 participants

\$47,062.97 for 22 to 28 participants

For training off-site overseas location:

\$56,474.57 for 22 to 28 participants