Value/Waste
As Waste is reduced, Value is increased.

5 Principles
1. Identify customers and specify value.
2. Identify and map the value stream.
3. Deliver value without waste.
4. Deliver value on demand.
5. Seek perfection.

Customer Voice
1. Identify your customers
2. Identify value for your customer
3. Measure value
   - Surveys
   - Focus Groups
   - Complaints
   - Benchmarking

The Lean View
- Map your current process
- Analyze for areas of improvement
- Use tools to improve
- Value stream your process

A3
P1: Why Change is needed
P2: Current State
P3 Future State
P4: Gap Analysis
D5 Action Plan
C6: Results
A7: Lessons Learned

Value Stream
Value Added:
- Transformational
- Delivers what the customer needs/wants
- Done right the first time, without error
Business Necessary:
- Steps required by law, regulation, policy
Non-Value Added:
- Waste

8 Wastes
Defects
Overproduction
Waiting
Non-Utilized Talent
Transportation (things)
Inventory (excess)
Motion (people)
Extra-Processing

Customer Voice
1. Identify your customers
2. Identify value for your customer
3. Measure value

Spaghetti Map
- Graphic depiction of path of product
- Identifies inefficiencies

Process Map
Start/End
Activity
Flow Line
Decision Y/N

PDCA
Plan
Do
Check
Act

MEAT
Money
Errors
Amounts
Time

8 Wastes
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Standard Work
- Simple written description of work
- Applies best practices
- Drives out defects
- Examples: checklists, job aids, forms

Just Do It (JDI)
Small, customer focused improvement to processes
- Moving equipment to improve flow
- Eliminate steps that don’t add value