# **Extended Value-Stream Mapping**

- A tool whose time has come
- But only useful if you have the courage to use it
- In partnership with every organization touching your value streams
- To make value and waste visible to everyone
- To envision and achieve continually better value streams from end to end



# **Seeing The Whole Mapping The Extended Value Stream**

**PT Brinkman** 

# **Seeing The Whole Mapping The Extended Value Stream:**

Seeing the Whole Value Stream, 2nd Ed. Jim Womack, Dan Jones, 2011 In this groundbreaking seguel to The Gold Mine authors Michael and Freddy Ball present a compelling story that teaches readers the most important lean lesson of all how to transform themselves and their workers through the discipline of learning the lean system The Lean Manager A Novel of Lean Transformation reveals how individuals can go beyond the short term gains from tools and realize a deeper sustainable path of improvement Full of human moments that capture the excitement and drama of lean implementation as well as clear explanations of how tools and systems go hand in hand this book will teach and inspire every person working to make lean a reality in their organization today Seeing the Whole Value Stream, 2nd Ed. Dan Jones, Jim Womack, David Brunt, Matthew Lovejoy, John Shook, 2011-10-24 Shingo Research and Professional Publication Award recipient When the first edition of Seeing the Whole was published in 2003 the world was in a mad rush to outsource and offshore in pursuit of suppliers with drastically lower piece prices Today the situation is very different currencies have shifted labor costs in many low wage countries have risen and the potential for squeezing further price reductions from suppliers is largely exhausted What's more high product quality and rapid response to changing customer demands have proved elusive along unwieldy opaque supply chains Seeing the Whole Value Stream provides managers with a proven method for understanding and improving the value creating process that suppliers share with customers By identifying all the steps and time required to move a typical product from raw materials to finished goods the authors show that nearly 90 percent of the actions and 99 9 percent of the time required for the supply chain s current state create no value In addition the method clearly shows demand amplification of orders as they travel up the supply chain steadily growing quality problems and steadily deteriorating shipping performance at every point up stream from the customer Applying the method to a realistic example the authors show how four firms sharing a value stream can create a win win win future in which everyone including the end consumer can be better off The workbook goes step by step through an improvement process that converts the traditional supply chain of isolated compartmentalized operations into an ideal future state value stream in which value flows from raw materials to customer in just 6 percent of the time previously needed The dramatically improved value stream also eliminates unnecessary transport links inventories and handoffs the key drivers of hidden connectivity costs The information in the 108 page book is supported by multiple diagrams charts and maps The main sections of the book are Getting Started The Current State Map The Extended Value Stream Future States 1 2 Ideal State Perspectives on Extended Value Streams 5 essays In response to feedback asking for examples in other sectors and questions about how to understand supply chain costs more accurately five essays have been added to the book for this new edition These essays demonstrate how real companies have taken on the challenge of improving their extended value streams working in collaboration with their suppliers and customers The new essays for the book are Spreading value stream thinking from manufacturers to final

customers through service providers extending the wiper example This extends the value stream analysis in the first edition using the same example of a windshield wiper through the auto service system to the end customer Applying extended value stream thinking to retail a look at the Tesco story This follows the path of an individual product through a complex retail channel from manufacturer to end customer Learning to use value stream thinking collaboratively with suppliers and customers This essay demonstrates how a second tier supplier convinced much larger partners to embrace collaborative thinking about their shared value stream Product costing in value stream analysis An essay on adding realistic costing to value streams to more accurately understand total cost Seeing and configuring the global value stream This essays shows how a manufacturer can analyze all of the value streams in a complex supply network **Lean Supply Chain Management** Jeffrey P. Wincel, 2003-12-30 Unlike other strategic procurement guides Lean Supply Chain Management considers an organization s business condition as a contributing factor in the development of a strategic procurement strategy That is rather than taking a one size fits all approach the author's more individualized approach illustrates techniques specific to organizations operating in a standard or crisis environment Highlights include Methods for developing and tracking strategic procurement initiatives Planning in the standard and crisis environments Coordinating supply chain management and lean manufacturing Performance measurement tools Lean Supply Chain Management provides purchasers and supplier development professionals with the tools needed to transform procurement from a mere cost center to a profit generator

On Time, In Full Timothy McLean, 2017-04-21 On Time In Full is an important work Tim McLean provides an easy to follow practical approach to building a highly performing supply chain Drew Locher Shingo Prize Winning Author and Lean Thinker The most fundamental requirement for a manufacturing or distribution business is to deliver to customers what they want in the quantity they want when they want it It doesn t matter how good your product is how much the customer likes your salesperson how slick your marketing campaign is If your customers can t get what they want when they want it they will get it elsewhere and your business will be in serious trouble On Time in Full Achieving Perfect Delivery with Lean Thinking in Purchasing Supply Chain and Production Planning is a step by step practical guide to designing a Lean Supply Chain that will deliver what your customers need when they need it every time Timothy McLean shares his three decades of Lean supply chain experience In simple straightforward language he explores the reasons why supply chains fail to deliver and what you can do about it On Time In Full includes practical guidance for tackling the big issues affecting supply chains including How to understand your extended supply chain with a value stream map The role of forecasting in your supply chain and how to get a meaningful forecast Calculating the right level of inventory for your business Scheduling daily production to meet demand Managing suppliers and your supply chain at home and internationally Selecting and making the best use out of an ERP system Designing an efficient distribution network The book is full of practical case studies and examples as well as references for further study On Time In Full is the complete guide to setting up a supply chain that works

**Lean Thinking** James P. Womack, Daniel T. Jones, 2010-11-23 Expanded updated and more relevant than ever this bestselling business classic by two internationally renowned management analysts describes a business system for the twenty first century that supersedes the mass production system of Ford the financial control system of Sloan and the strategic system of Welch and GE It is based on the Toyota lean model which combines operational excellence with value based strategies to produce steady growth through a wide range of economic conditions. In contrast with the crash and burn performance of companies trumpeted by business gurus in the 1990s the firms profiled in Lean Thinking from tiny Lantech to midsized Wiremold to niche producer Porsche to gigantic Pratt Whitney have kept on keeping on largely unnoticed along a steady upward path through the market turbulence and crushed dreams of the early twenty first century Meanwhile the leader in lean thinking Toyota has set its sights on leadership of the global motor vehicle industry in this decade Instead of constantly reinventing business models lean thinkers go back to basics by asking what the customer really perceives as value It soften not at all what existing organizations and assets would suggest The next step is to line up value creating activities for a specific product along a value stream while eliminating activities usually the majority that don t add value Then the lean thinker creates a flow condition in which the design and the product advance smoothly and rapidly at the pull of the customer rather than the push of the producer Finally as flow and pull are implemented the lean thinker speeds up the cycle of improvement in pursuit of perfection The first part of this book describes each of these concepts and makes them come alive with striking examples Lean Thinking clearly demonstrates that these simple ideas can breathe new life into any company in any industry in any country But most managers need guidance on how to make the lean leap in their firm Part II provides a step by step action plan based on in depth studies of more than fifty lean companies in a wide range of industries across the world Even those readers who believe they have embraced lean thinking will discover in Part III that another dramatic leap is possible by creating an extended lean enterprise for each of their product families that tightly links value creating activities from raw materials to customer In Part IV an epilogue to the original edition the story of lean thinking is brought up to date with an enhanced action plan based on the experiences of a range of lean firms since the original publication of Lean Thinking Lean Thinking does not provide a new management program for the one minute manager Instead it offers a new method of thinking of being and above all of doing for the serious long term manager a method that is Transformation, Flow, and Value changing the world Supply Chain Management Douglas M. Lambert, 2008 Constellations in AEC Projects Stanislaus John Tuholski, 2008 **Streamlined** Mandyam M. Srinivasan, 2004 If you read one book about managing your supply chain read this book There has been a tremendous amount of energy focused on improving efficiencies within a business organization The results have been at best mixed Streamlined Building and Managing the Lean Supply Chain changes everything This insightful and comprehensive book covers the activities of all businesses involved in the flow of products services finances and information from the initial suppliers to the ultimate users Presented using 14

simple yet powerful principles for building and managing the lean supply chain Streamlined develops the thought process that managers need to lead their enterprises into the twenty first century It presents specific steps and instructions to help the manager deal with the complexities of running the business from a logistics and operations perspective The book stresses systems thinking It uniquely integrates two management philosophies the theory of constraints and lean thinking illustrating how they complement and reinforce each other to create the smooth flow of goods and services through the supply chain Srinivasan provides candid discussions of managers tasks and responsibilities and how they may be best accomplished by applying these conceptual tools The concepts in this book can be applied to any organization regardless of the industry one works in Veteran managers will gain a new perspective as they view the supply chain from a holistic approach The 14 principles in the book are presented with common sense explanations Less experienced managers will benefit from the case studies that provide living examples of how each of the 14 principles has been applied successfully in practice The summaries and conclusions throughout the book effectively reinforce the content in each chapter *Quality Today*, 2002

California Management Review ,2012 Soluciones Lean James P. Womack, Daniel T. Jones, 2007-11 En su cl sico best seller de gesti n Lean Thinking James Womack y Daniel Jones presentaron al mundo los principios de la producci n lean es decir principios para eliminar el despilfarro en la producci n Ahora en Soluciones Lean los autores establecen los principios del consumo lean mostrando a las empresas c mo eliminar las ineficiencias durante el consumo En este destacado nuevo libro James Womack y Daniel Jones reconstruyen este maltrecho modelo productor consumidor y muestran c mo gestionar su reparaci n Las empresas de cualquier sector que apliquen los principios del consumo lean aprender n c mo proveer el valor completo que los consumidores desean en los productos sin desperdiciar tiempo ni esfuerzo lo que convertir a estas empresas en m s eficientes y competitivas En este esperado nuevo libro James Womack y Daniel Jones explican a los directivos cuales deben ser las primeras medidas a aplicar para perfeccionar el proceso productivo de su empresa y empiezan a ofrecer a los consumidores lo que realmente desean recibir Strategy & Business ,2008 The Tovota Way Fieldbook Jeffrey K. Liker, David Meier, 2005-10-19 The Toyota Way Fieldbook is a companion to the international bestseller The Toyota Way The Toyota Way Fieldbook builds on the philosophical aspects of Toyota s operating systems by detailing the concepts and providing practical examples for application that leaders need to bring Toyota's success proven practices to life in any organization The Toyota Way Fieldbook will help other companies learn from Toyota and develop systems that fit their unique cultures The book begins with a review of the principles of the Toyota Way through the 4Ps model Philosophy Processes People and Partners and Problem Solving Readers looking to learn from Toyota's lean systems will be provided with the inside knowledge they need to Define the companies purpose and develop a long term philosophy Create value streams with connected flow standardized work and level production Build a culture to stop and fix problems Develop leaders who promote and support the system Find and develop exceptional people and partners Learn the meaning

of true root cause problem solving Lead the change process and transform the total enterprise The depth of detail provided draws on the authors combined experience of coaching and supporting companies in lean transformation Toyota experts at the Georgetown Kentucky plant formally trained David Meier in TPS Combined with Jeff Liker's extensive study of Toyota and his insightful knowledge the authors have developed unique models and ideas to explain the true philosophies and principles of the Toyota Production System **Business Today** ,2008 The Journal for Quality and Participation ,2002 Toyota Way to Success EBOOK BUNDLE Jeffrey K. Liker, David Meier, James K. Franz, 2013-09-20 Four E Books in One The Toyota Way TOYOTA The name signifies greatness world class cars and game changing business thinking In factories around the world Toyota consistently makes the highest quality cars with the fewest defects of any competing manufacturer while using fewer man hours less on hand inventory and half the floor space of its competitors. The international bestseller The Toyota Way written by Jeffrey Liker is the first book for a general audience that explains the management principles and business philosophy behind Toyota s worldwide reputation for quality and reliability The Toyota Way Fieldbook The Toyota Way Fieldbook is a companion to the international bestseller The Toyota Way The book builds on the philosophical aspects of Toyota s operating systems by detailing the concepts and providing practical examples for application that leaders need to bring Toyota's success proven practices to life in any organization. The Toyota Way to Lean Leadership In The Toyota Way to Lean Leadership Jeffrey Liker and Gary L Convis present a four step model top leaders can use to create a culture dedicated to continuous improvement The authors provide the tools to getting employees to refocus their efforts from simply performing their singular function to delivering value across all functions Managers learn how to foster self development in every employee at every level put each employee in the position to develop others and remove obstacles and set the types of goals that ensure every team contributes to continuous improvement and the attainment of long term goals The Toyota Way to Continuous Improvement In The Toyota Way to Continuous Improvement Jeffrey Liker bestselling author teams up with former Toyota production engineer James Franz to explain the underlying thinking behind continuous improvement and why any company needs a disciplined approach to process improvement in every part of the organization Liker and Franz outline the common mistakes in thinking that limit results and they reveal how Toyota achieves its dual objectives of improving business performance and developing its people through following Dr W Edwards Deming s teachings of Plan Do Check Operations Management with Companion Website with GradeTracker Student Access Card Nigel Adjust PDCA Slack, Stuart Chambers, Robert Johnston, 2006-12 Sheds light on the authors comprehensive practical and strategic view of operations management with over 100 contemporary and international examples of operations in practice as well as providing critical commentaries on areas of academic contention and professional debate **Automotive Engineering** International .2000 Forest and Stream ,1898 The Outstanding Organization: Generate Business Results by Eliminating Chaos and Building the Foundation for Everyday Excellence Karen Martin, 2012-07-03 Provides strategies

designed to help create organizational excellence by focusing on four key behaviors including clarity focus discipline and engagement in order to get better results

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