

THE PROCESS OF BECOMING A LEAN ENTERPRISE

The Process of Planning, Mapping and Sustaining Continuous Improvement

1. Make a Commitment to LEAN

Leader must be committed and then appoints Value Stream Manager(s).

2. Choose A Value Stream (Product Family) For the Improvement Focus

Value Stream: *All of the actions (both value added and non-value added) currently required to bring a product or service through the main flows essential to every product or service. Therefore, we are concerned about all actions from raw material through placing the product (or service) into the hands of the customer.*

3. Learn About LEAN

Study Basic Truths, Tenets and Tools of Lean Manufacturing and Waste Elimination.

4. Map the Present-State Value Stream

Walk the process and develop a map of how it really is using real data.

5. Identify the Lean Metrics Important to the Enterprise

Choose measurements that are meaningful to the success of your particular organization that will drive continuous improvement and the elimination of waste.

6. Map the Future-State View of the Value Stream

Add the three key elements of Customer Demand¹, Continuous Flow² and Demand Leveling³.

7. Create Quick-Action Improvement Event Plans

Define the WHO and the WHEN from the WHAT developed from Steps 4 through 6.

8. Implement Quick-Action Improvement Event Plans

Involve everyone through training, empowerment and participation in actual focused improvement events.

Steps 4 through 8 of the process are repeated in a closed-loop cycle of continuous improvement.

LEAN TOOLS:

1. **Customer Demand:** Buffer and Safety Inventory, Finished Goods Supermarkets, Quick Changeovers, Workplace Organization (5S's and Visual Controls) TAKT Time, Autonomous Maintenance.
2. **Continuous Flow:** Cell Design, Standardized Work, Kanban, Activity Based Management, Error-Proofing, One-piece Flow.
3. **Demand Leveling:** Paced Withdrawal or Heijunka, Runner Systems for Information Flow.