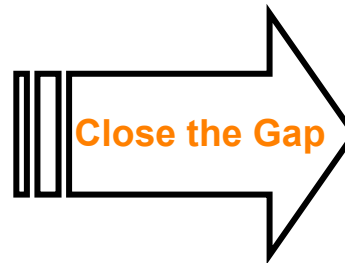
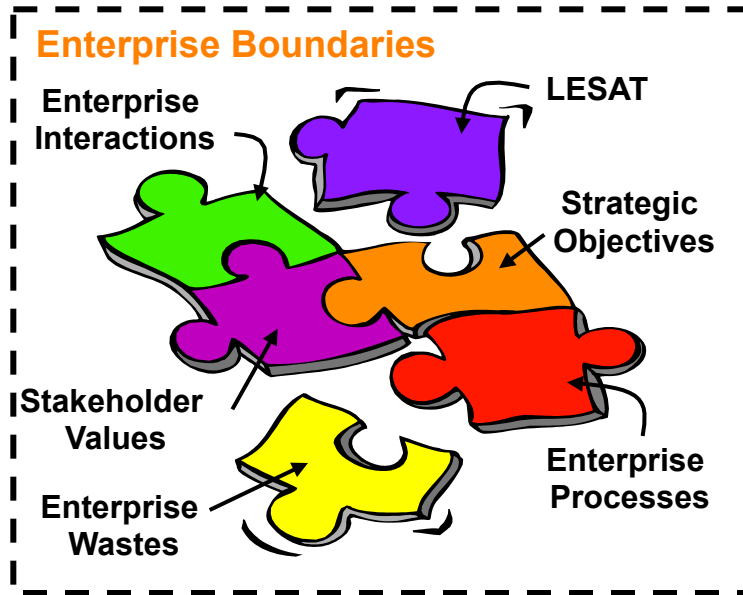




**Enterprise Value Stream Mapping and
Analysis (EVSMA) and Lean Enterprise
Value (LEV) Training:
A role for EdNet?**

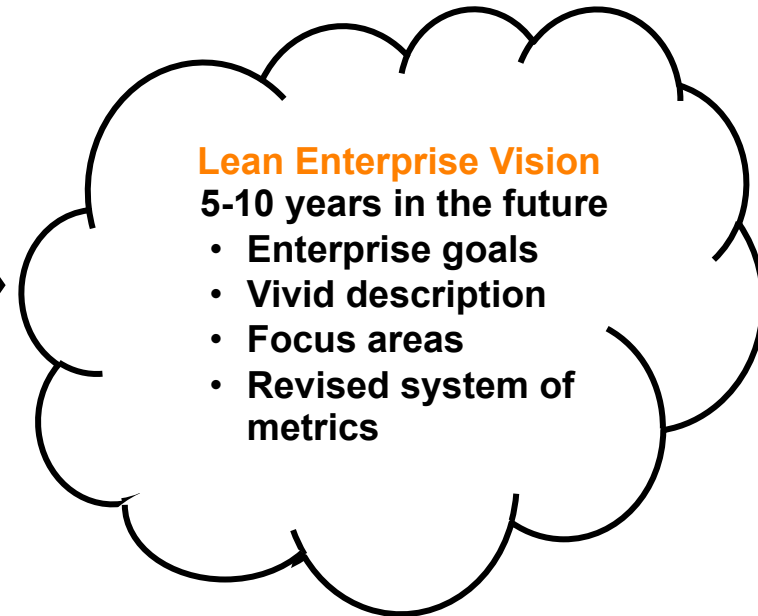
EV SMA - A systematic approach to understanding and improving complex enterprises

Define and Characterize
the
Current State



**Prioritized
Improvement
Plan**

Create
the
Future State



EV SMA Expected Outcomes

- **Create a vision of a lean enterprise three to five years in the future which optimizes the enterprise value stream**
- **Provide enterprise executives with a balanced decision aid to:**
 - **Identify barriers to the creation/delivery of value to each stakeholder**
 - **Specify a vision of their future lean enterprise**
 - **Determine significant gaps between current and future states**
 - **Prioritize opportunities for eliminating waste and increasing value deliver for the maximum benefit of the total enterprise**
 - **Understand and initiate necessary management, organizational and culture changes**



- Enterprise Commitment
- EVSMA Team
- Facilitators
- Enterprise Lean Training
- Current Enterprise Goals

1



Define the Enterprise



- Team Charter
- Enterprise Description : Boundaries , Stakeholders, Processes

2



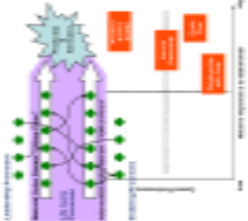
Collect Data



- Prioritized Stakeholder Values
- LESAT Scores
- Enterprise Resource Allocation Based on Processes
- Current Metric Values



3



Construct Current State Perspectives



- Stakeholder Values Analysis
- Current State Process Map
- Process Interactions

4



Identify Enterprise Opportunities



- Alignment of Goals, Values, Processes, Metrics
- List of Wastes
- List of Opportunities



5



Describe Future State Vision



- 5 - 10-yr Goal
- Focus Areas
- Mid-point Goals

6



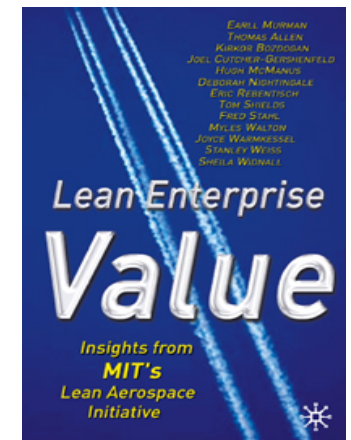
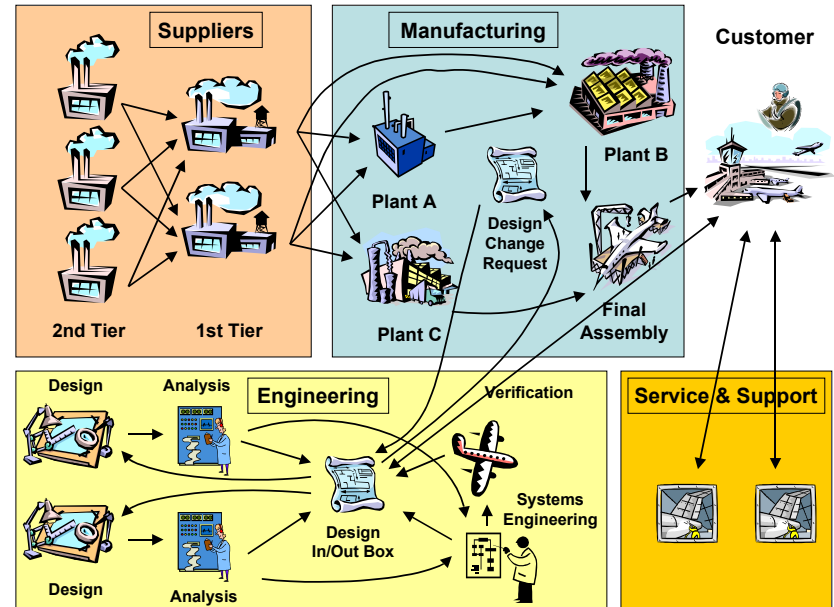
Create Transformation



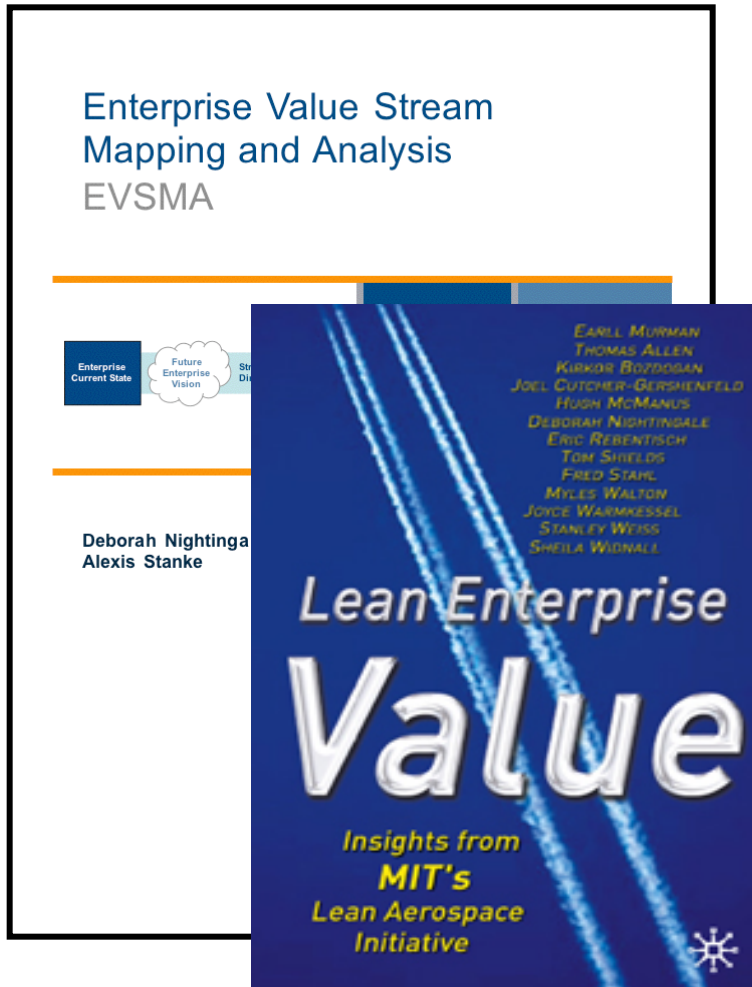
- Strategic Transformation Plan
- Governance Model
- Revised System of Metrics
- Communication Plan

Lean Enterprise Value (LEV) Training Simulation

- **A Simulation of a Complex Aerospace Enterprise**
 - Manufacturing, Engineering, Supply Network and Service and Support Modules
 - Modular and adaptable for a variety of learning objectives and events
- **A Training and Facilitation tool for Enterprise Transformation**
 - Teaches the application of lean tools through active participatory learning
 - Develops enterprise thinking and analysis skills and experience the benefits of the lean enterprise
 - Accelerates transition to productive work in lean interventions (e.g., value stream mapping events, EVSMA)
 - Builds stronger relationships in the value stream with customers, partners, and suppliers



Integrating EVSMA and the LEV simulation training



- EVSMA used as the process for enterprise level improvement of the LEV simulated enterprise
- LEV provides an orderly process for learning about enterprise change
- LEV provides a practice field for learning and experiencing the EVSMA process
- Integrated event provides a very efficient preparation for performing real EVSMA

- **EVSMA / LEV process piloted with successful event at USAF Space and Missile Command (SMC) Summer/Fall 06**
 - Pressure to get past “training” to do “real work”
 - Having training interwoven with event worked
 - Full training/facilitation team involvement helped a lot
- **EVSMA / LEV KEE June 07**
 - Open enrollment class
 - Training with real-world “reflection” periods
 - Introduced certification process for EVSMA facilitators (class was first step of 5)

- **EVSMA / LEV is resource intensive**
 - Need trained facilitators in BOTH EVMSA and LEV
 - Minimum 4 days training
 - Events take 2 weeks in-room, plus homework
 - High-level, high-value personnel required
- **Resources are very limited**
 - Events have failed to launch due to insufficient resources and/or excessive quoted cost
- **Group could contribute to improvement**
 - Method is far from perfect

Can EdNet Help?

Lean Enterprise Product Development (LEPD) Simulation

- Teaches principles of Lean product development (PD) and its role in the Lean enterprise
 - PD value stream mapping and related improvement techniques
 - Best practices of organizational design for lean PD
- Companion to LAI PDVSM manual
- A simulation of a complex aerospace PD enterprise
 - Builds on the Lean Enterprise Value (LEV) simulation
 - Draws heavily on LAI research and LAI member experience
- Lean improvements demonstrate:
 - ~4x improvement in program cycle time and throughput
 - ~60% improvement in engineering hours
 - Significantly better and more consistent financial performance

