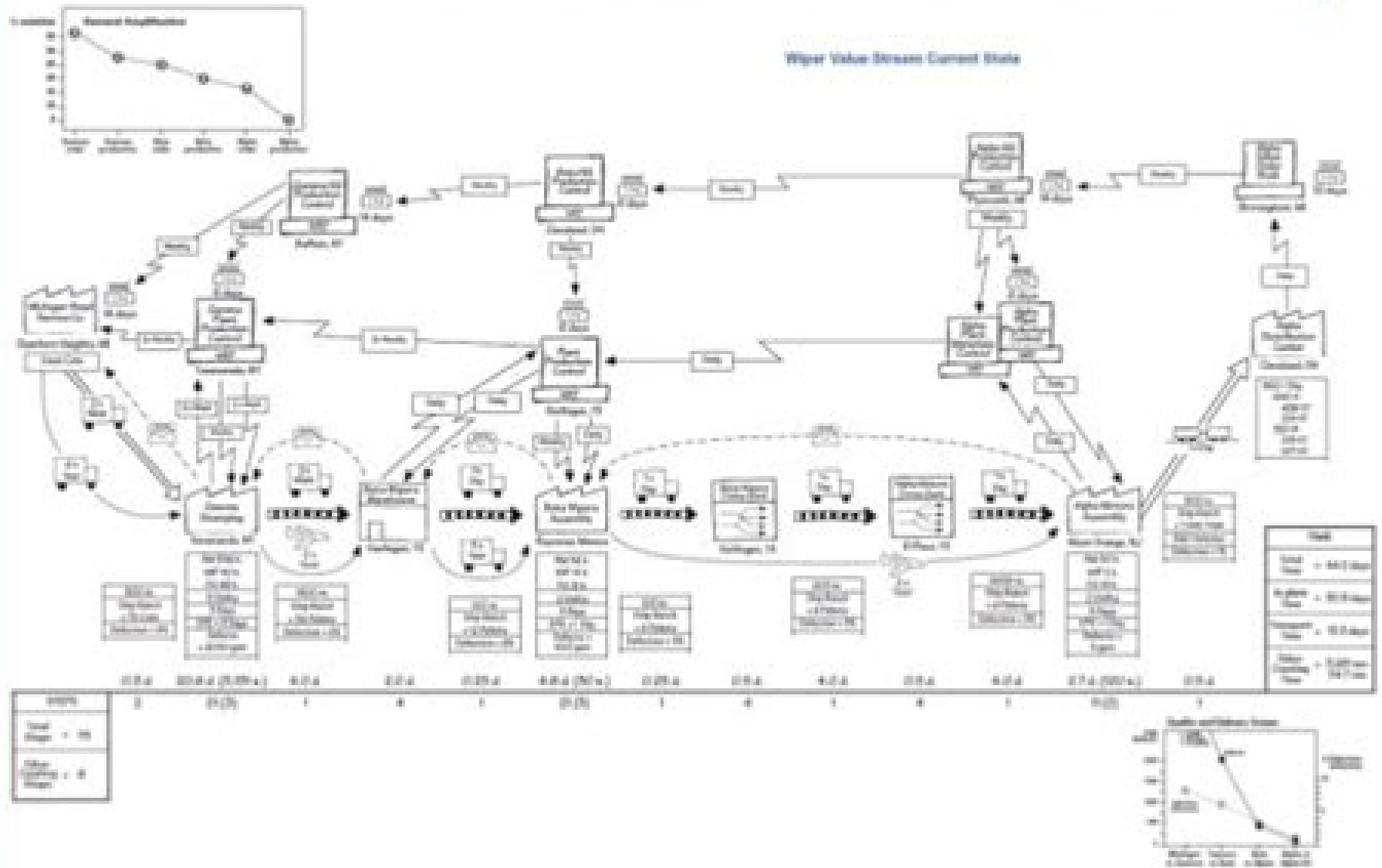


Current-State Extended Value-Stream Map



Seeing The Whole Mapping The Extended Value Stream

James P. Womack, Daniel T. Jones



Seeing The Whole Mapping The Extended Value Stream:

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-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 **Seeing the Whole Value Stream, 2nd Ed.** Jim Womack,Dan Jones,2011 In this groundbreaking sequel 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 **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 **Collaborative Systems for Production Management** Harinder Singh Jagdev,Johan C. Wortmann,Henk Jan Pels,2013-11-11 The business environment throughout the world is currently going through rapid and far reaching change They are analysing their business processes and scrutinising ways to make their systems more streamlined and competitive in order to meet the challenges posed by the Global Economy Forming close alliances and integrating the operational processes with the key suppliers and customers is the mantra every one is embodying In parallel and to support this shift in strategic focus developers are putting forward new concepts in the emerging Information and Communications Technologies ICT to make the integration of processes among collaborating enterprises as seamless and secure as possible Together these developments have yielded a tremendous amount of new knowledge and will continue to offer us new challenges and opportunities well into the future This book brings together the opinions of a number of leading experts analysts academics researchers vendors and industrial practitioners from around the world who have worked extensively in the area of collaborative manufacturing Through individual chapters in this book authors put forward their views approaches and new tools Still other authors present a glimpse of the nature of solutions that may be developed in the near future This book is loosely structured to allow chapters which address common themes to be grouped together In these chapters the reader will learn aU the key issues currently being addressed in production management research and practice throughout the world Sustainable food production and ethics Werner Zollitsch,Christoph Winckler,Susanne Waiblinger,Alexander Haslberger,2023-08-28 Sustainability has become an issue

widely debated in many countries Given the central role of food supply and the emotional relationship that modern mankind still has to its food sustainability is seen as a value which has to be maintained throughout food supply chains The complexity of modern food systems invokes a variety of ethical implications which emerge from contrasts between ideals perceptions and the conditions of technical processes within food systems and the concerns connected to this This book covers a broad range of aspects within the general issue of sustainable food production and ethics Linking different academic disciplines topics range from reflections about the roots of sustainability and the development of concepts and approaches to globalisation and resilience of food systems as well as specific ethical aspects of organic farming and animal welfare Modern technologies which are intensely advocated by certain stakeholder groups and their societal challenges are addressed as are many other specific cases of food production and processing consumer perception and marketing

Managing Innovation and Change David Mayle, 2006-09-18 Building on the success of the Second Edition with 19 new chapters Managing Innovation and Change showcases the best work of thinkers writing in this area and provides a coherent picture of key ideas and concepts to have emerged from this exciting field Frequently radical and intentionally provocative in terms of topic and treatment the book covers the increasing diversity of pressures to which modern enterprises are subjected reviews some of the more persistent acronyms to which the art of management is increasingly prone examines the nature of innovation looks at the broader issues surrounding change and turns to those attributes of leadership which are consistent with the successful management of innovation and change

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