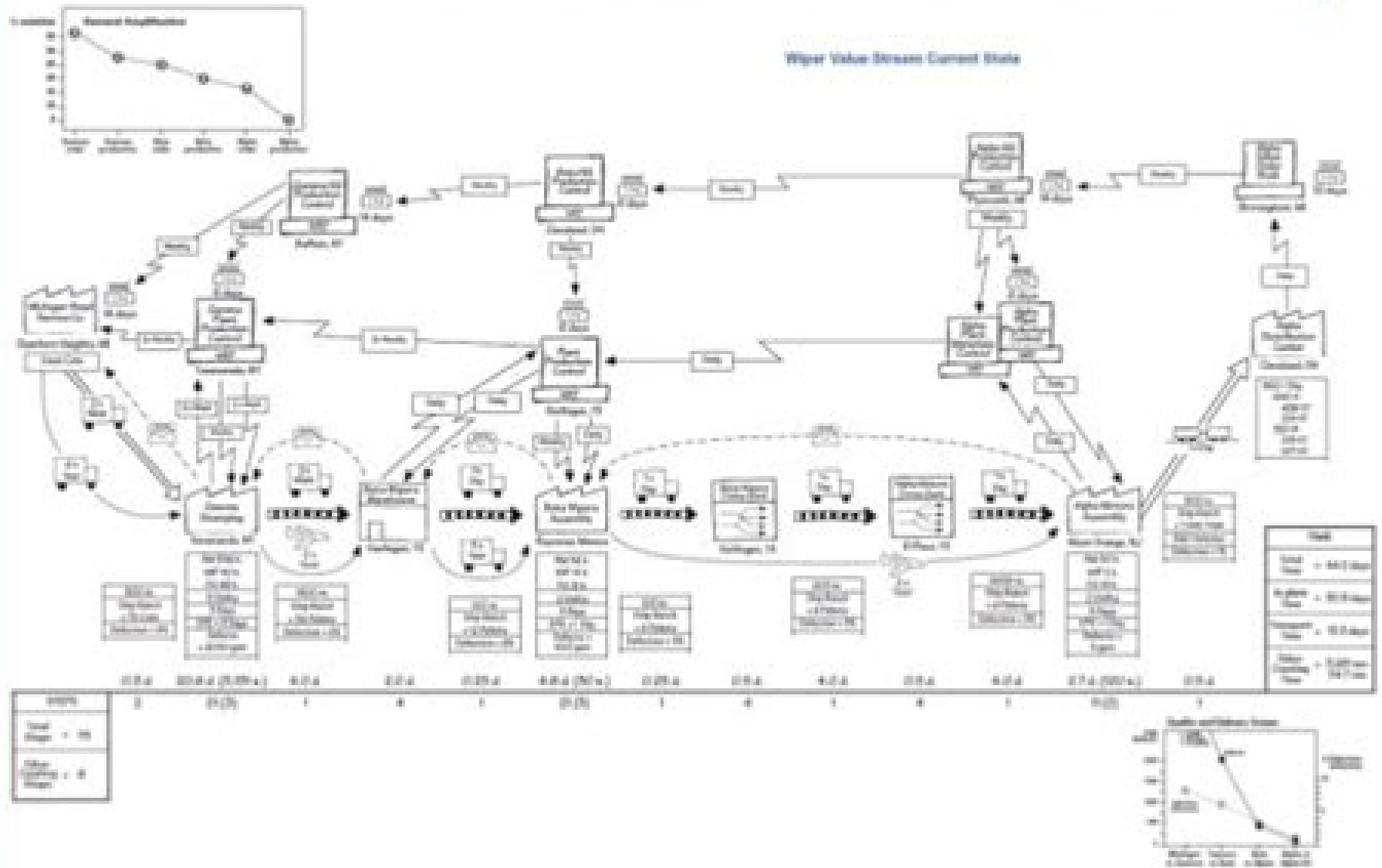


Current-State Extended Value-Stream Map



Seeing The Whole Mapping The Extended Value Stream

Modrák, Vladimír, Semančo, Pavol



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 *Improving the Extended Value Stream* Darren Dolcemascolo,2019-09-16 This book discusses a system for extending lean manufacturing across the entire supply chain It is divided into three parts planning and analysis of the lean extended value stream implementation of a lean supply chain and sustaining and continuously improving the lean extended value chain **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 [A Stakeholder Approach to Managing Food](#) Adam Lindgreen,Martin K. Hingley,Robert J. Angell,Juliet Memery,2016-08-05 This research anthology explores the concept of food production and supply from farm gate to plate bringing together contemporary thinking and research on local national and global issues from a stakeholder perspective A Stakeholder Approach to Managing Food includes a number of sections to represent these challenges opportunities conflicts and cohesions affecting relevant stakeholder groups within food production and supply and their reaction to engagement with and co creation of the food environment For some local national and global interests may seem at odds We are in an era of growing and pervasive multi national corporations and these corporations have significant influence at all levels Rapidly growing economies such as China are a focus for the global brand but is this a scenario of adaptation or homogenization of food Alongside this trend toward national and global development in food this volume presents the counter reaction that is taking place especially in developed countries toward local speciality and culturally bound foods with emphasis on the importance of the inter connection of local communities and agri food culture and economy With an in depth analysis of agricultural businesses this book shows that the entrepreneurial spirit is alive and well in rural communities with often renewed and engaged connection with consumers and imaginative use

of new media This book will be of interest to students researchers and policy makers concerned with agriculture food production and economics cultural studies *Lean Transformations for Small and Medium Enterprises* Arnaldo Camuffo,2017-01-06 Lean Transformations for Small and Medium Enterprises Lessons Learned from Italian Businesses summarizes two decades of research teaching and practice on lean thinking Based on quantitative analysis of 100 cases of Lean transformations and 20 in depth case studies of successfully transformed SMEs it explains how to undertake lean transformations that lead to operational and financial performance improvement and uses the Lean Transformation Framework conceptualized by John Shook at the Lean Enterprise Institute as a practical approach to design and de risk the transformation process SMEs leaders wishing to undertake and sustain a lean transformation must Make a serious and lasting commitment to transform avoiding the temptation to change course of action Choose accurately the value streams that require improvement as defined by strategy deployment Build capabilities to sustain the transformation Lead by example by going to gemba and creating a culture of respect for people that goes beyond the visible devices and artifacts of Lean tools Lean Enterprise Systems Steve Bell,2005-10-19 Learn how Lean IT can help companies deliver better customer service and value Lean Enterprise Systems effectively demonstrates how the techniques derived from Lean Manufacturing combined with the thoughtful application of information technology can help all enterprises improve business performance and add significant value for their customers The author also demonstrates how the basic concepts of Lean Manufacturing can be applied to create agile and responsive Lean IT The book is divided into three parts that collectively explore how people processes and technology combine forces to facilitate continuous improvement Part One Building Blocks of the Lean Enterprise sets forth the essentials of Lean Readers discover where when and how Lean IT adds substantial value to the Lean Enterprise through integrated processes of planning scheduling execution control and decision making across the full spectrum of operations Part Two Building Blocks of Information Systems explores the primary components of an enterprise information system and how these components may be integrated to improve the flow of information supporting value streams Readers learn how information systems help organize and deliver knowledge when and where it s needed Part Three Managing Change with IT demonstrates how the skillful combination of process and information technology improvements empowers people to continuously improve the Lean Enterprise Readers develop the skills to exploit emerging information technology tools and change management methods crafting a Lean IT framework reducing waste complexity and lead time while adding measurable value Executives managers and improvement teams across a broad range of industries as well as IT professionals can apply the techniques described in this publication to improve performance add value and create competitive advantage The book s clear style and practical focus also makes it an excellent textbook for upper level undergraduate and graduate courses in business operations management and business information systems **Lean Production for the Small Company** Mike Elbert,2018-02-19 A hands on guide to adapting Lean principles and the Toyota

Production System to high mix low volume environments Lean Production for the Small Company uses charts pictures and easy to understand language to describe the methods needed to improve processes and eliminate waste It walks readers through the correct order of implementation and desc

Industrial Resource Utilization and Productivity Anil Mital, Ph.D.,2010-08-16 This new compendium of recent advances in the use of modern technology and management concepts from distributed virtual manufacturing enterprises to integrating green technology in a cost effective manner to materials and energy savings will offer engineers and technical managers the needed insight to plan for future growth and success Greater utilization and availability of resources in the workplace are directly related to better design and better engineering in the manufacturing economy The book will explore how energy efficient smart materials and structures hold tremendous potential for realizing cost savings and improving energy use in the modern industrial workplace It will also show how industrial engineers have developed a variety of analytical and computer based tools and technologies for planning forecasting and scheduling resources including time labor and more recently energy Readers will also find New trends in i Manufacturing Finding optimal ways to distribute goods and services Human Resources Management in the context of efficient manufacturing Resources Planning Forecasting and Scheduling Distribution Logistics and Supply Chain Optimization Green Design and Manufacturing

Managing Innovation and Change David Mayle,2006-08-30 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

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

Continuous Improvement in Organizations José Dinis Carvalho,2023-02-17 This book presents what you need to know to really implement continuous improvement in companies or other organizations In addition to all the support needed for this to make sense the importance of the right direction to guide it is unveiled The reader will find in this book the origins of continuous improvement and all the framing that justifies and demystifies it in the aspects that characterize the socio technical nature of organizations This work also explores the need for effective coexistence between technical aspects and behavioral and cultural aspects so that continuous improvement and excellence are achieved in organizations Topics discussed in the book include The origins of continuous improvement The main operational excellence models The invisible side of organizations The visible side of organizations Decoding continuous improvement The maturity levels of continuous improvement Some models and tips for the implementation of continuous improvement Main tools associated to excellence in organizations This book was written with the aim of helping engineering students in courses related to operations management to develop skills in this area as well as businessmen with curiosity about this subject production directors people responsible for continuous improvement and all professionals working in companies or other organizations with responsibility for their performance and their future

Handbook of Research on Design and Management of Lean Production Systems Modrák, Vladimír,Semančo, Pavol,2014-01-31 This book explores the recent advancements in the areas of lean production management and the system and layout design for manufacturing environments capturing the building blocks of lean transformation on a shop floor level

Lean Solutions James P.

Womack, Daniel T. Jones, 2015-08-18 As consumers we have a greater selection of higher quality goods services to choose from yet our experience of obtaining using these items is more frustrating than ever At the same time companies find themselves with declining customer loyalty greater challenges in fulfilling orders This text offers solutions to these problems

Making materials flow Rick Harris, Chris Harris, Earl Wilson, 2003 *More Perfect by Design* Angelo Baratta, 2011-01-14 Excellence doesn't just happen It needs to be designed and even the best designs can be improved upon That's something that Angelo Baratta who spent more than thirty years leading more than a hundred projects for more than fifty organizations discovered the hard way While most of these projects succeeded success rates were never as high as they should have been This he determined was the direct result of the design of the business processes By mastering process design organizations can achieve much higher success rates and all stakeholders can benefit With this guidebook you'll learn how to improve performance by employing the Relational Process Model a systematic approach to designing a business processes You'll learn the power of linking execution to strategy various strategies to make value visible how to measure and promote excellence ways to promote meaningful change many other methods to improve business operations It is essential to improve the design of business processes because organizations don't just deliver services they are also where people spend a good portion of their lives Connect strategy processes projects and performance and equip yourself with the tools you need to improve your organization with *More Perfect by Design* **Manufacturing Systems and Technologies for the New Frontier** Fumihiko Kimura, 2008-05-19 Collected here are 112 papers concerned with new directions in manufacturing systems given at the 41st CIRP Conference on Manufacturing Systems The high quality material includes reports of work from both scientific and engineering standpoints **Lean Thinking** James P. Womack, Daniel T. Jones, 2013-09-26 Lean Thinking was launched in the fall of 1996 just in time for the recession of 1997 It told the story of how American European and Japanese firms applied a simple set of principles called lean thinking to survive the recession of 1991 and grow steadily in sales and profits through 1996 Even though the recession of 1997 never happened companies were starving for information on how to make themselves leaner and more efficient Now we are dealing with the recession of 2001 and the financial meltdown of 2002 So what happened to the exemplar firms profiled in Lean Thinking In the new fully revised edition of this bestselling book those pioneering lean thinkers are brought up to date Authors James Womack and Daniel Jones offer new guidelines for lean thinking firms and bring their groundbreaking practices to a brand new generation of companies that are looking to stay one step ahead of the competition *Advances in Production Management Systems: New Challenges, New Approaches* Bruno Vallespir, Thècle Alix, 2010-10-15 The present economic and social environment has given rise to new situations within which companies must operate As a first example the globalization of the economy and the need for performance has led companies to outsource and then to operate inside networks of enterprises such as supply chains or virtual enterprises A second instance is related to environmental issues The statement about the impact of industrial activities on the environment has led

companies to revise processes to save energy to optimize transportation A last example relates to knowledge Knowledge is considered today to be one of the main assets of a company How to capitalize to manage to reuse it for the benefit of the company is an important current issue The three examples above have no direct links However each of them constitutes a challenge that companies have to face today This book brings together the opinions of several leading researchers from all around the world Together they try to develop new approaches and find answers to those challenges Through the individual chapters of this book the authors present their understanding of the different challenges the concepts on which they are working the approaches they are developing and the tools they propose The book is composed of six parts each one focuses on a specific theme and is subdivided into subtopics

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