Pioneering the Future of Aerospace:
Focusing On the Total Enterprise

Presented By
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An LAI Plenary Conference
Celebrating Our Pioneering Spirits

The Wright Brothers as Innovators and Risk Takers!
The Lean Aerospace Initiative: Pioneering the Future of Aerospace
Where We’ve Been: An Evolution In Thinking, Products, and Process

- Benchmarking for Best Practices
- A Lean Understanding in Aerospace Context
- Identify “Low-Hanging Fruit”

- Focused Research
- Deeper Dive Into Content
- Connecting Discrete Pieces

- The Beginning of Enterprise Research
- Emerging Systems Thinking
- A Transition From Waste Minimization to Value Creation
- Moving Closer to the Front End
The Enterprise Value Phase: YOU Told Us . . .

. . . Do for the rest of the enterprise what we did for manufacturing
. . . Help make the government a lean customer
. . . Educate industry and government in lean practices
. . . Make lean a success for employees across the enterprise
. . . Sustain lean knowledge and tools
LAI: Where We Are Going

Action Oriented, Fact Based . . . Delivering Value to the Total U.S. Aerospace Enterprise

Knowledge to Accelerate Transformation
The Total Enterprise

“A lean enterprise is an integrated entity that efficiently creates value for its multiple stakeholders by employing lean principles and practices.”

– Lean Enterprise Value, Murman et al.
A Total Enterprise Can Be . . .

A Program Enterprise

A Multi-Program Enterprise
... The Global Enterprise
Enterprise Value Focus And The Value Proposition Network

Processes And Value Propositions Of the Total Aerospace Enterprise Are Highly Interrelated

Enterprise Approach Is Key to Optimize Speed, Quality & Efficiency Of Delivery Of Value
An Evolution In Consortium Priorities: Enterprise Goals

LAI Mission: Research, develop and promulgate knowledge, principles, practices and tools to enable and accelerate the envisioned transformation of the greater US aerospace enterprise through people and processes.

1. Support the on-going lean transformation of industry
2. Enable lean value-creating supplier base
3. Support lean transformation of the government
4. Educate and train stakeholders in value-creating lean principles and practices
5. Improve effectiveness of organizations and all the employees across the total enterprise
6. Support member lean implementation efforts by sustaining tools and knowledge base and by sponsoring outreach events
LAI Knowledge Cycle

Achieve Total Enterprise Value

6 LAI Goals

Outcomes/Measures

Experience and Lessons Learned

Requirements

LAI Consortium

LAI Community Implementation

Research

Knowledge Collection

Knowledge Deployment

Consortium Expertise

Products/New Knowledge

Data Site Visits Workshops etc.

Web Curriculum Workshops etc.

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Making the LAI Knowledge Cycle Work For You

• Providing expert knowledge
• Facilitating MIT research
• Participating in learning events
• Deploying LAI transformation tools and knowledge
• Providing timely feedback

Being Engaged as an Active Learner Here Today!
Real Work Right Now to Support Consortium Goals

1. Support the on-going lean transformation of industry
   • Conference Highlights:
     • Keynote by Dan Burnham, Chairman and CEO, Raytheon
     • Break Outs around “Experiencing Enterprise Transformation” and Enabling Value to Multiple Stakeholders
   • Consortium Highlights:
     • LESAT, EVSMA, PD Value Stream Mapping

2. Enable lean value-creating supplier base
   • Conference Highlights:
     • Break Out around “Aligning Supplier Value Streams”
   • Consortium Highlights:
     • Transformation tools: Supplier Network Toolkit
Real Work Right Now to Support Consortium Goals

   - Conference Highlights:
     - Keynotes by Gen Lyles, MGen Mushala, MGen Wetekam
     - Gen session with Lean Now! Prototypes and Break Out around “Spiral Development Theory and Practice”
   - Consortium Highlights:
     - Lean Now! and Government LESAT

4. Educate and train stakeholders in value-creating lean principles and practices
   - Conference Highlights:
     - Break Out around “Creative Approaches to Learning Lean”
   - Consortium Highlights:
     - Intro to Lean On-Line course and the LAI Educational Network
5. Improve effectiveness of organizations and all the employees across the total enterprise
   • Conference Highlights:
     • Break Out around “Willingness to Change: Transformation Through Innovation and Risk-taking
   • Consortium Highlights:
     • LARA Reports and LAI workshops

6. Support member lean implementation efforts by sustaining tools and knowledge base and by sponsoring outreach events
   • Conference Highlights:
     • Entire Conference!
   • Consortium Highlights:
     • WEB deployment channels
Are you Ready to Flap Your Wings?

Accelerating Lean Transformation ... Across Enterprise Boundaries

Educate  Motivate  Innovate

"Isn't it astonishing that all these secrets (of flight) have been preserved for so many years just so we could discover them."

-- Orville Wright, 1903