Enterprise Strategic Analysis for Transformation Primer

Dr. Jayakanth Srinivasan
(jksrini@mit.edu)

LAI ANNUAL CONFERENCE
Dana Point CA
Outline

• Understanding the ESAT Context

• From Lean Now! → EVSMA → ESAT

• Key elements of ESAT

• Executing an ESAT

• Discussion Panel
Enterprise Definition

“A systematic purposeful activity”
- Merriam-Webster.com

“One or more persons or organizations that have related activities, unified operation or common control, and a common business purpose”
- Blacks Law Dictionary, 1999

“A lean enterprise is an integrated entity which effectively and efficiently creates value for its multiple stakeholders by employing lean enterprise principles and practices.”
- Lean Advancement Initiative, MIT, 2008
Second-order change is a multi-dimensional, multi-level, qualitative, discontinuous, radical, organization change involving a paradigmatic shift

- Levy and Merry*


Source: Terry Bryan

Support Decision Making

- **Strategic**
- **Tactical**
- **Operational**

“We define a strategic decision as one which is important, in terms of the actions taken, the resources committed, or the precedents set... that is, we focus on those infrequent decisions made by the top leaders of an organization that critically affect organizational health and survival”

– Eisenhardt and Zbaracki

What are we trying to transform?

“A minimal defining characteristic of a formal organization is the distinction between members and non-members, with an organization existing to the extent that some persons are admitted, while others are excluded, thus allowing an observer to draw a boundary around the organizations”

- Thompson


Source: Wolfenbarger and Bowman (2004), C-17 Journey towards a Lean Enterprise, LAI Executive Board Presentation,
Who is the enterprise creating value for?

In strategic decisions, many of the most important assumptions deal with the behaviour of groups or individuals who are important to the success of the strategy and who have a stake in the outcome of the strategy

- Schwenk

“How various stakeholders find particular worth, utility, benefit, or reward in exchange for their respective contributions to the enterprise.”*

* Source: Murman et al., Lean Enterprise Value, Palgrave 2002
How does the enterprise create and deliver value?

Strategic, high level, cross-functional activities, decisions, and interfaces involved in creating and delivering value to one or more enterprise stakeholders.
How does the enterprise manage performance?

“You are what you measure”

- Hauser & Katz
Enterprise Transformation Roadmap

**STRATEGIC CYCLE**

**Determine Strategic Imperative**
- Articulate the Case for Transformation
- Focus on Stakeholder Value
- Leverage Transformation Gains

**Pursue & Sustain Enterprise Transformation**
- Convey Urgency
- Cultivate Enterprise Thinking
- Obtain Executive Buy-In
- Establish Executive Transformation Council

**Engage Leadership in Transformation**
- Convey Urgency
- Cultivate Enterprise Thinking
- Obtain Executive Buy-In
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**STRATEGIC CYCLE**

**Nurture Process & Embed Enterprise Thinking**
- Monitor & Measure the Outcomes
- Nurture Process & Embed Enterprise Culture
- Capture & Diffuse Lessons Learned
- Synchronize Strategic Planning & Execution Cycles

**Implement & Coordinate Transformation Plan**
- Develop Detailed Project Implementation Plans
- Synchronize Detailed Plans
- Commit Resources
- Provide Education & Training
- Implement Projects and Track Progress

**EXECUTION CYCLE**

**Create Transformation Plan**
- Identify Improvement for Focus Areas
- Determine Impact On Enterprise Performance
- Prioritize, Select and Sequence Project Areas
- Publish Communication Plan

**Align Enterprise Structure and Behaviors**
- Rationalize Systems & Policies
- Align Performance Measurement System
- Align Incentives
- Empower Change Agents

**PLANNING CYCLE**

**Understand Current State**
- Perform Stakeholders Analysis
- Analyze Processes & Interactions
- Perform Enterprise Maturity Assessment
- Assess Current Performance Measurement System

**Capabilities & Deficiencies Identified**
- Create Vision of Future State
- Architect “To-Be” Enterprise Value Stream
- Perform Gap Analysis Between Current and Future States

**Envision & Design Future Enterprise**
- Create Vision of Future State
- Architect “To-Be” Enterprise Value Stream
- Perform Gap Analysis Between Current and Future States

**Enterprise Vision**
- Perform Stakeholders Analysis
- Analyze Processes & Interactions
- Perform Enterprise Maturity Assessment
- Assess Current Performance Measurement System

**Understanding Current State**
- Perform Stakeholders Analysis
- Analyze Processes & Interactions
- Perform Enterprise Maturity Assessment
- Assess Current Performance Measurement System
CAROL, SCHEDULE A STAFF MEETING.

WHAT'S THE TOPIC?

I PLAN TO FUSE SIX SIGMA WITH LEAN METHODS TO ELIMINATE THE GAP BETWEEN OUR STRATEGY AND OUR OBJECTIVES.

I'LL JUST SAY "WASTE OF TIME."

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Lean Now Objectives

1. Alpha Contracting
2. GH Contracting
3. ISS Contracting
4. Closeout
5. Lean Now Workshop
6. Developed
7. Strategic

Lean Now Prototypes...Summarized

- **F/A-22**: Operational Flight Program (OFP) install timeline (Lockheed Martin, Boeing)
  - Decreased timeline from 34 to 8 days
  - Aggressively attacking new areas

- **F-16**: Contract closeout (Lockheed Martin, Boeing)
  - Attacking policy constraints blocking efficient and logical contract closeout
  - Leveraging DCMA, DCAA, and DFAS participation
  - Closing contracts with 3000 mods will free up huge resources in manpower and funding ($B$s in Unliquidated Obligations)

- **GLOBAL HAWK**: Alpha Contracting (Northrop-Grumman, Raytheon)
  - First ever enterprise-wide VSM
  - Attacking key cycle times and cost drivers
  - Building better acquisition strategy

Source: lean.mit.edu  [publications – lean now]
Enterprise Value Stream Mapping and Analysis (alpha)

EVSMA Methodology

Outcomes

• Current and Future State Value Stream Maps
• Enterprise vision 2-5 years out
• Implementation Plan

“EVSMA provided our management team with several insights about how our enterprise actually functions. It also provided a way to identify improvement activities that support our total enterprise strategic objectives and optimize functional integration in the value stream.”

- Site Director
Define and Characterize the Current State

Create the Future State

Lean Enterprise Vision
5-10 years in the future
• Enterprise goals
• Vivid description
• Focus areas
• Revised system of metrics

Enterprise Boundaries

Close the Gap

Prioritized Improvement Plan

Enterpris Boundaries

Enterprise Interactions

LESAT

Stakeholder Values

Strategic Objectives

Enterprise Processes

Enterprise Wastes
1. Define the Enterprise
   - Enterprise Commitment
   - ESAT Team
   - Facilitators
   - Enterprise Lean Training
   - Current Enterprise Goals

2. Collect Data
   - Team Charter
   - Enterprise Description: Boundaries, Stakeholders, Processes

3. Construct Current State Perspectives
   - Prioritized Stakeholder Values
   - LESAT Scores
   - Enterprise Resource Allocation Based on Processes
   - Current Metric Values

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 Plans
   - Strategic Transformation Plan
   - Governance Model
   - Revised System of Metrics
   - Communication Plan
Source: www.dilbert.com
Enterprise Strategic Analysis for Transformation

1. Define the Enterprise
   - Enterprise Commitment
   - ESAT Team
   - Current Enterprise Goals

2. Collect Data
   - Team Charter
   - Enterprise Description: Boundaries, Stakeholders, Processes

3. Construct Current State Perspectives
   - Stakeholder Value 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
   - 3 - 5-yr Goal
   - Transformation Focus Areas
   - Waypoint Goals

6. Create Transformation Plans
   - Strategic Transformation Plan
   - Governance Model
   - Revised System of Metrics
   - Communication Plan

7. Create Actionable Project Descriptions
   - Project Portfolios
   - Detailed Descriptions
   - Recommended Metrics
   - Resources Required by Project
   - Project Benefits

8. Create Deployment Plans
   - Integrated Transformation Plan

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ESAT Differentiators

• Enterprise Perspective
  • Enables a clear definition of the enterprise as a whole
  • Fosters enterprise thinking and system-wide improvement

• Stakeholder Centricity
  • Process focuses on maximizing value delivery to all key enterprise stakeholders

• Data Driven
  • Qualitative data through stakeholder interviews
  • Quantitative data from performance against key processes and strategic goals
KEY ELEMENTS
Define the Enterprise

- Identify enterprise goals/strategic objectives and motivate change
- Identify and empower ESAT participants
- Create team charter
- Describe enterprise
- Identify key stakeholders
- Identify major enterprise processes
- Identify high-level metrics related to strategic objectives
- Create communications plan and initiate communication about ESAT effort and its purpose (internal/external)
- Summarize insights and document progress
Stakeholder Analysis

- Identification & Grouping
- Prioritization
- Value Elicitation
- Analysis
Stakeholder Identification

Source: Stoyanov and Srinivasan 2010

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## Supplier Value Exchange

<table>
<thead>
<tr>
<th>Value Expected from the Enterprise</th>
<th>Stakeholders</th>
<th>Value Contributed to the Enterprise</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Stable Drawings</td>
<td><strong>Suppliers</strong></td>
<td>• Quality Product</td>
</tr>
<tr>
<td>• On-Time Payment</td>
<td>• Murray Engineering</td>
<td>• On-Time Delivery</td>
</tr>
<tr>
<td>• Clear requirements</td>
<td>• Lamming Composites</td>
<td>• R&amp;D support</td>
</tr>
<tr>
<td>• Ordering Effectiveness</td>
<td>• Romance Specialty Materials</td>
<td>• Sustainability</td>
</tr>
<tr>
<td>• Communications</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Collaboration</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Stakeholder Values

<table>
<thead>
<tr>
<th>Stakeholder Group:</th>
<th>Stakeholder Name:</th>
</tr>
</thead>
</table>

Ask the stakeholder what they value. What do they expect to get from their involvement with your enterprise? What are the things that would make your enterprise highly thought of by them?

<table>
<thead>
<tr>
<th></th>
<th>On a scale of 1 to 5 how important is this value to the stakeholder?</th>
<th>On a scale of 1 to 5 how well is the enterprise delivering this value?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</table>
## Understanding Value Exchange

### Person to Project

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<thead>
<tr>
<th></th>
<th>Dev1</th>
<th>Dev2</th>
<th>Dev3</th>
<th>Dev4</th>
<th>Dev5</th>
<th>Expected</th>
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<tr>
<td>Software engineering skills</td>
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<td>4</td>
<td>3</td>
<td>5</td>
<td>3</td>
<td>4</td>
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<td>Problem solving skills</td>
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<td>4</td>
<td>2</td>
<td>4</td>
<td>0</td>
<td>4</td>
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<td>Build effective work environment and team</td>
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<td>3</td>
<td>0</td>
<td>3</td>
<td>3</td>
<td>5</td>
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<td>Timely decisions</td>
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<td>2</td>
<td>5</td>
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<tr>
<td>Timely deliveries</td>
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<td>3</td>
<td>2</td>
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<td>Working process best practices</td>
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<td>Customer satisfaction</td>
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<td>4</td>
<td>0</td>
<td>5</td>
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</tbody>
</table>

### Project to Person

<table>
<thead>
<tr>
<th></th>
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<th>Dev2</th>
<th>Dev3</th>
<th>Dev4</th>
<th>Dev5</th>
<th>Expected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application of best practices(process)</td>
<td>4</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>4</td>
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<tr>
<td>Application of best practices(engineering)</td>
<td>4</td>
<td>2</td>
<td>5</td>
<td>4</td>
<td>4</td>
<td>4</td>
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<tr>
<td>Learning opportunities</td>
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<td>5</td>
<td>5</td>
<td>5</td>
<td>0</td>
<td>4</td>
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<tr>
<td>Multiplatform portable development</td>
<td>5</td>
<td>4</td>
<td>5</td>
<td>5</td>
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<tr>
<td>Flexible working time</td>
<td>5</td>
<td>0</td>
<td>3</td>
<td>2</td>
<td>5</td>
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<tr>
<td>Research and Analysis</td>
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<tr>
<td>Technology trends</td>
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<td>0</td>
<td>3</td>
<td>5</td>
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<tr>
<td>Communication opportunities</td>
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<td>3</td>
<td>0</td>
<td>3</td>
<td>3</td>
<td>4</td>
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<td>Gain experience in real project</td>
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<td>3</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>5</td>
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<td>Failure tolerance</td>
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<td>0</td>
<td>0</td>
<td>3</td>
<td>0</td>
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<td>OOAD</td>
<td>0</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>5</td>
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<tr>
<td>Innovation opportunities</td>
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<td>0</td>
<td>3</td>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Estimation &amp; planning improvement</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>

Source: Stoyanov and Srinivasan 2010

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Stakeholder: Employee

- Fair Wages
- Benefits
- Job Satisfaction
- Career Growth
- Training
- Tools to Do Job
- Facilities
- Security
- Rewards

High Relative Importance

Low Relative Importance

Current Performance

Low

High
The diagram illustrates a process with inputs, process, and outputs. The inputs include:
- Team Charter
- Enterprise Description: Boundaries, Stakeholders, Processes

The process involves:
- Collect Data
  - Identify enterprise costs
  - Define value exchange between each stakeholder and enterprise
  - Conduct LESAT
  - Collect enterprise process headcount data
  - Collect enterprise performance data, based on enterprise metrics

The outputs are:
- Prioritized Stakeholder Values
- LESAT Scores
- Enterprise Resource Allocation Based on Processes
- Current Metric Values
Inputs

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

Process

3

Outputs

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

Construct Current State Perspectives

- Analyze stakeholder value delivery
- Analyze LESAT results
- Review enterprise process data
- Assess process interactions
- Review current enterprise performance, based on high-level metrics
- Summarize insights and document progress
- Stakeholder Value Analysis
- Current State Process Map
- Process Interactions

Identify Enterprise Opportunities

θ Assess alignment of enterprise goals, metrics, processes, and stakeholder values
θ Identify enterprise-level waste
θ Summarize opportunities for improvement

- Alignment of Goals, Values, Processes, Metrics
- List of Wastes
- List of Opportunities
X-Matrix Assessment Process

- The grids in each corner of the matrix represent potential interaction between the row and column they connect:
  - Strategic objectives
  - Enterprise metrics
  - Enterprise processes
  - Stakeholders values
X-MATRIX Template

Strategic Objectives
- Enterprise Process
- Enterprise Process
- Enterprise Process
- Enterprise Process
- Enterprise Process

Metrics
- Key Processes
- Stakeholder Values
- Strategically Relevant

Stakeholder Value
- Enterprise Process
- Enterprise Process
- Enterprise Process
- Enterprise Process
- Enterprise Process

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X-Matrix Completion Process

Move around the matrix in a *counter-clockwise* direction

The following questions will help fill in the matrix with either, strong, weak, or no interaction.

1. Is this strategic objective measured by this metric?
2. Does this metric measure performance of this process?
3. Does this process contribute to delivering this stakeholder value?
4. Is this stakeholder value represented by this strategic objective?
Example: Filling in the X-MATRIX

Is this strategic objective measured by this metric?

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VA X-Matrix Analysis

Metrics vs. Objectives

- Very strong alignment with most metrics on target
- Goals are not formal or documented
- Research is a goal but not measured locally

Values vs. Goals

- Strong alignment with areas in service, care, & research
- Gap lies in aligning goals to values such as:
  - Operating within budget
  - Well-documented monetary transactions

Metrics vs. Processes

- Strong alignment with outpatient treatment and clinic wait times
- Missing metrics for key processes
  - Transfers to inpatient
  - Program referrals

Processes vs. Values

- Strong alignment in areas of service, research, & quality
- Processes addressing the least stakeholder values are primarily patient movement

Values vs. Goals

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- Gap lies in aligning goals to values such as:
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## Enterprise Level Wastes

<table>
<thead>
<tr>
<th>Waste Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waiting Delays</td>
<td>Idle time due to late decisions, cumbersome and excessive approvals, and unsynchronized enterprise processes</td>
</tr>
<tr>
<td>Excessive Transportation</td>
<td>Unnecessary movement (including electronically) of administrative information and people; multiple approvals and handoffs</td>
</tr>
<tr>
<td>Inappropriate Processing / Ineffuctual Effort</td>
<td>Effort expended that does not increase value to any of the enterprise’s stakeholders; can occur within the workforce, within management ranks, or across the entire enterprise</td>
</tr>
<tr>
<td>Inventory</td>
<td>Unnecessary levels of any enterprise resource: capacity, space, workforce, suppliers, information/data</td>
</tr>
<tr>
<td>Excessive Motion</td>
<td>Any human effort that does not increase stakeholder value.</td>
</tr>
<tr>
<td>Defects/Rework</td>
<td>Erroneous results from defective enterprise processes and decisions</td>
</tr>
<tr>
<td>Over Production</td>
<td>Any creation of enterprise outputs that does not increase stakeholder value</td>
</tr>
<tr>
<td>Structural Inefficiencies</td>
<td>Waste resulting from inappropriate organizational structure, policies, business model structure, alignment, or strategies</td>
</tr>
<tr>
<td>Opportunity Costs</td>
<td>Wastes resulting from lost opportunities, e.g., untapped talent in the workforce</td>
</tr>
</tbody>
</table>
Enterprise Opportunities

- Begins the transition to the future state
- This will capture the insights...the “ah-ha”, issues and opportunities
- Dependent on... and a summary of all previous work
  - Will document the current insights and opportunities
- What opportunities do we want to address in our future state vision?
Inputs

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

Process

Describe Future State Vision

- Develop lean enterprise vision, including 5-10 year goal and future enterprise description
- Develop future state metrics that are aligned with “BHAG”
- Identify focus areas to move towards vision
- Collect and analyze data on gaps between current state and future vision to make recommendations for prioritized improvements

Outputs

- 5-10 year Goal
- Focus Areas
- Mid-point Goals
• 5-10 year Goal
• Focus Areas
• Mid-point Goals

Create Transformation Plans

Inputs  

Process  

6

Outputs

• Strategic Transformation Plan
• Governance Model
• Revised System of Metrics
• Communications Plan

θ Develop strategic transformation plan
θ Prepare hand-off packages for subsequent improvement teams
θ Develop an on-going governance model
θ Update enterprise metrics
θ Provide input to communication plan
Inputs

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

Outputs

- Individual Project portfolios
  - Actionable project detail descriptions
  - Recommended Project Metrics
  - Resource draw by project
  - Pre-event data requirements
  - Projects Benefits
  - Recommended project teams and Project duration

Process

Create Actionable Project Descriptions

- Develop individual actionable projects
- Prepare project portfolios
- Develop resource and project duration descriptions by project
- Develop project metrics
- Develop pre event data collection matrix by project
- Develop expected benefits matrix
- Develop inputs to initial transformation communications Plan
- Develop exit strategy for each project proposed
**Inputs**

- Individual Project portfolios
  - Actionable project detail descriptions
  - Recommended Project Metrics
  - Resource draw by project
  - Pre-event data requirements
  - Projects Benefits

**Process**

- Prioritize projects
- Develop timelines for each prioritized project
- Establish resource commitment for top 3-5 projects
- Develop metrics for tracking projects to completion
- Develop top level governance for project mentoring and tracking

**Outputs**

- Prioritized list of actionable projects
- Project timelines established
- Resource commitments received
- Tracking metrics in place
- Project tracking schedules
EXECUTING ESAT
Goals and Expected Outcomes

• Create a vision of the enterprise five to ten years in the future which optimizes enterprise value creation and delivery

• 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 enterprise
  • Determine significant gaps between current and future states
  • Prioritize opportunities for eliminating waste and increasing value delivery for the maximum benefit of the total enterprise
Estimated Resources Required

• Small execution team including:
  • Enterprise leader as champion or sponsor
  • Team lead, one of the enterprise leaders direct reports
  • Facilitator, with background in lean and ESAT method
  • Enterprise process owners on an ad hoc basis as needed to provide information

• Following the ESAT methodology can take up to two to three months total time
  • Down from six months
1. Adopt a holistic approach to enterprise transformation.

2. Secure leadership commitment to drive and institutionalize enterprise behaviors.

3. Identify relevant stakeholders and determine their value propositions.

4. Focus on enterprise effectiveness before efficiency.

5. Address internal and external enterprise interdependencies.

6. Ensure stability and flow within and across the enterprise.


Source: D. Nightingale and J. Srinivasan, MIT 2009
Stakeholder Values

<table>
<thead>
<tr>
<th>Stakeholder Group:</th>
<th>Stakeholder Name:</th>
</tr>
</thead>
</table>

Ask the stakeholder what they value. What do they expect to get from their involvement with your enterprise? What are the things that would make your enterprise highly thought of by them?

<table>
<thead>
<tr>
<th>On a scale of 1 to 5 how important is this value to the stakeholder?</th>
<th>On a scale of 1 to 5 how well is the enterprise delivering this value?</th>
</tr>
</thead>
<tbody>
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</table>
## Value Exchange Template

<table>
<thead>
<tr>
<th>Value Expected from the Enterprise</th>
<th>Stakeholders</th>
<th>Value Contributed to the Enterprise</th>
</tr>
</thead>
<tbody>
<tr>
<td>• List the data collected about value expected here</td>
<td><strong>NAME</strong></td>
<td>• List the enterprise Stakeholders here</td>
</tr>
<tr>
<td></td>
<td></td>
<td>This list is a starting place, tailor it as appropriate.</td>
</tr>
</tbody>
</table>
“Classical” Lean Thinking

Specify value from the standpoint of the end customer by product family.

Identify all the steps in the value stream for each product family, eliminating whenever possible those steps that do not create value.

Make the value-creating steps occur in tight sequence so the product will flow smoothly toward the customer.

As flow is introduced, let customers pull value from the next upstream activity.

As value is specified, value streams are identified, wasted steps are removed, and flow and pull are introduced, begin the process again and continue it until a state of perfection is reached in which perfect value is created with no waste.

http://lean.mit.edu
Lean Enterprise Principles

Create lean value by doing the job right and by doing the right job

Deliver value only after identifying stakeholder value and constructing robust value propositions

Fully realize lean value only by adopting an enterprise perspective

Address the interdependencies across enterprise levels to increase lean value

People, not just processes, effectuate lean value

http://lean.mit.edu

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"Every real system, such as a business, must have within it at least one constraint. If this were not the case then the system could produce unlimited amounts of whatever it was striving for, profit in the case of a business..."

- Eli Goldratt

Theory of Constraints

Step 1: Identify the system’s constraints.

Step 2: Decide how to exploit the system’s constraints.

Step 3: Subordinate everything else to the decisions of Step 2.

Step 4: Elevate the system’s constraints.

Step 5: If a constraint is broken in Step 4, go back to Step 1

- Defined System
- System Goals Defined by Owners
- Constraints on the System Defined
- Measurements in line with the Goal and Constraints

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Benefits of ESAT

- Focuses at total enterprise level
- Provides a cohesive method for diagnosing an enterprise in order to expose sources of waste and to identify barriers to value delivery
- Gives consideration to the needs/values of all stakeholders
- Focuses on enterprise-wide processes
- Identifies process interfaces, disconnects and delays
- Identifies improvement opportunities that will benefit the entire enterprise