

Lean Aerospace Initiative



Enterprise Value: The New Lean Horizon

Future Vision: The Lean Enterprise Value Phase

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Lean Enterprise Value: The Central Concept

Lean is not just a matter of eliminating waste, rather becoming lean is a process of eliminating waste with the goal of creating value for enterprise stakeholders.

-Lean Enterprise Value, Palgrave Publishing

LAI Stakeholders Shaping the Lean Enterprise Value Phase

- 1. Do for the rest of the enterprise what we did for manufacturing**
- 2. Help make the government a lean customer**
- 3. Educate industry and government in lean practices**
- 4. Make lean a success for the workforce**
- 5. Sustain lean knowledge and tools.**

“ConOps”

Key Stakeholder Value Expectations

Gen Lester Lyles, Commander, AFMC

- **Get the word out; create and teach lean curriculum across the country**
- **“Kick it up a notch!”**

Mrs. Darlene Druyun, Principal Deputy Assistant Secretary, SAF/AQ

- **Lean promises and can deliver big improvements in productivity and efficiency**
- **Expand beyond the factory floor and into the rest of the organization, where the big costs are**
- **Lean must be driven into the supplier base**
- **Support Acquisition Center of Excellence**

****Government Co-Chair for the LEV Phase***

Lean Enterprise Value Phase Vision & Mission

Vision: U.S. aerospace enterprises reliably and efficiently creating value and rapidly adapting to change

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

Mission Team: Enterprise Stakeholders—US military Services, aerospace industry, organized labor, academia

Overarching Goal: Accelerate the Lean Enterprise transformation of the U.S. aerospace enterprise

Sub-Goal: Continue the transformation of industry

Sub-Goal: Support transformation of the government to be a Lean customer

Sub-Goal: Enhance the effectiveness of the national workforce

Enabling Goal: Educate and train stakeholders in value-creating Lean principles and practices

Enabling Goal: Enable Lean value-creating supplier base

Lean Enterprise Value Phase Sept 2002-2005

Executive Board – Co-Chairs

Executive Committee

Stewards Council

LAI Operations at MIT

Similar Team Structure

Joint and Cooperative R&D



**Enterprise
Perspective**

LEV Phase: Challenge To LAI Members

- **Shift to an Enterprise Mindset**
 - Focus home organization on LEV Phase vision and potential benefits
- **Broaden LAI Impact**
 - Up, down, and across your value stream
 - Out of “silos” into the enterprise
- **Read “Lean Enterprise Value”**
 - Share lessons with colleagues
- **Bring your new perspectives to the LAI teams**

New Lean Horizons, New Challenges, New Benefits