Enterprise Value Stream Mapping and Analysis (EVSMA) and Lean Enterprise Value (LEV) Training: A role for EdNet?
EVSMA - A systematic approach to understanding and improving complex enterprises

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

Close the Gap
EVSMA Expected Outcomes

• Create a vision of a lean enterprise three to five years in the future which optimizes the enterprise value stream

• 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 lean enterprise
  • Determine significant gaps between current and future states
  • Prioritize opportunities for eliminating waste and increasing value deliver for the maximum benefit of the total enterprise
  • Understand and initiate necessary management, organizational and culture changes
1. Define the Enterprise
- Enterprise Commitment
- EVSMA Team
- Facilitators
- Enterprise Lean Training
- Current Enterprise Goals

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

3. Construct Current State Perspectives
- Stakeholder Values Analysis
- Current State Process Map
- Process Interactions

4. Identify Enterprise Opportunities
- Prioritized Stakeholder Values
- LESAT Scores
- Enterprise Resource Allocation Based on Processes
- Current Metric Values
- 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 Plan
- Strategic Transformation Plan
- Governance Model
- Revised System of Metrics
- Communication Plan
Lean Enterprise Value (LEV) Training Simulation

• A Simulation of a Complex Aerospace Enterprise
  • Manufacturing, Engineering, Supply Network and Service and Support Modules
  • Modular and adaptable for a variety of learning objectives and events

• A Training and Facilitation tool for Enterprise Transformation
  • Teaches the application of lean tools through active participatory learning
  • Develops enterprise thinking and analysis skills and experience the benefits of the lean enterprise
  • Accelerates transition to productive work in lean interventions (e.g., value stream mapping events, EVSMA)
  • Builds stronger relationships in the value stream with customers, partners, and suppliers
Integrating EVSMA and the LEV simulation training

- EVSMA used as the process for enterprise level improvement of the LEV simulated enterprise
- LEV provides an orderly process for learning about enterprise change
- LEV provides a practice field for learning and experiencing the EVSMA process
- Integrated event provides a very efficient preparation for performing real EVSMA
Use to Date

- EVSMA / LEV process piloted with successful event at USAF Space and Missile Command (SMC) Summer/Fall 06
  - Pressure to get past “training” to do “real work”
  - Having training interwoven with event worked
  - Full training/facilitation team involvement helped a lot
- EVSMA / LEV KEE June 07
  - Open enrollment class
  - Training with real-world “reflection” periods
  - Introduced certification process for EVSMA facilitators (class was first step of 5)
Challenge

• EVSMA / LEV is resource intensive
  • Need trained facilitators in BOTH EVMSA and LEV
  • Minimum 4 days training
  • Events take 2 weeks in-room, plus homework
  • High-level, high-value personnel required

• Resources are very limited
  • Events have failed to launch due to insufficient resources and/or excessive quoted cost

• Group could contribute to improvement
  • Method is far from perfect

Can EdNet Help?
Lean Enterprise Product Development (LEPD) Simulation

- Teaches principles of Lean product development (PD) and its role in the Lean enterprise
  - PD value stream mapping and related improvement techniques
  - Best practices of organizational design for lean PD
- Companion to LAI PDVSM manual
- A simulation of a complex aerospace PD enterprise
  - Builds on the Lean Enterprise Value (LEV) simulation
  - Draws heavily on LAI research and LAI member experience
- Lean improvements demonstrate:
  - ~4x improvement in program cycle time and throughput
  - ~60% improvement in engineering hours
  - Significantly better and more consistent financial performance