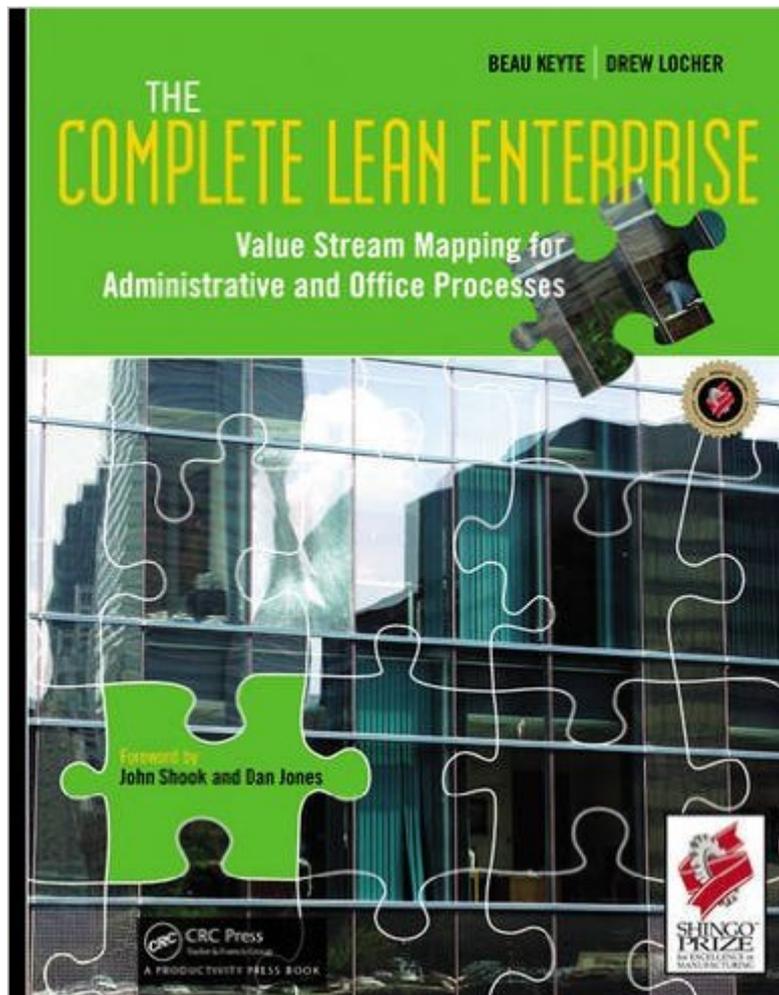# The Complete Lean Enterprise: Value Stream Mapping For Administrative And Office Processes

Synopsis

"Winner of the 2005 Shingo Prize for Excellence in Manufacturing Research" Most lean initiatives conducted by manufacturers are focused mostly on shop-floor activities â " mapping the value stream of raw material to the shop-floor customer. Much of the untapped potential for productivity improvements lies, however, in non-production areas â " where the value stream is administrative (i.e., "order to cash"). These "office" value streams directly support the daily production needs of an enterprise. Beau Keyte and Drew Locher's new book, The Complete Lean Enterprise: Value Stream Mapping for Administrative and Office Processes, offers a step-by-step approach to applying lean initiatives to the administrative and office environment. It's a must read for leaders looking to improve their production support activities within their order-to-cash value stream. The Complete Lean Enterprise is a valuable tool in applying value stream mapping (VSM) to non-production areas, identifying office wastes, establishing performance metrics, speeding up administrative workflow, and improving office efficiency.

Book Information

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Customer Reviews

For a long time "lean thinking" has been focused on the shop floor. Almost all the books and training materials deal exclusively with production issues. At last, we have a practical book on how to apply lean to office processes. In this book Locher & Keyte show how to extend value stream mapping out of the shop floor and into the all-important support processes like order-entry, customer service, product configuration & design, purchasing, accounts payable, and others. The step-by-step

approach makes it easy to adapt these examples to your own real-life situation. This book will become the standard approach to office process improvements and kaizens.

This book is a good tutorial to apply Lean to an office setting, but a basic understanding of the Lean principles is required to take full advantage of the work as many parallels are drawn between manufacturing applications and their office counterparts. Overall very useful, but especially in a manufacturing/production-support office environment more than in a traditional service or other type of office setting.

The value of this book depends strongly on your personal knowledge about VSM and JIT/Lean. I was more used to the approach from Quick-Response-Manufacturing as Tagging&Process Mapping. Anyway, for people searching an introduction to Value-Stream-Mapping and especially the office part, I can recommend this book - the production part of the good example used, is not discussed in details - but this is not the goal of the book anyway. I read many different books to get started with VSM, but this one is one of the simpliest and most consistent books about VSM for office operation. The writters refer to one single example of a company and develop the case in a understandable manner.Readers interested in VSM for the shoopfloor should read this book as well. As a matter, it is unfortunatelly true, that companies focus there attention to the shopfloor operations, meanwhile the potential of upstream and non-production processes are ignored. This book gives you a good knowledge, how to start your journey.I bought both books, Complete-Lean-Enterprise (the one I refer to here) as well as Value-Stream-Management-for-the-Lean-Office. Meanwhile the first one gave me a much better overview how to practice VSM, the second one was quite week (bad case example in my oppinion) and I could not get the point how to proceed with the VSM-technique. On the other side, the later book provides more information about important issues as pitch, heijunka, work balancing etc., but already using VSM for the shopfloor and having knowledge about JIT/Lean, this will not provide new insights to you anyway. Conclusion, I would recommend this book here to get started and definetly not the book Value-Stream-Mgmnt.-for-the-Lean-office!Best Regards,Oliver

Although the subtitle of this book is "Value Stream Mapping for Administrative and Office Processes", it should be entitled "Value Stream Mapping for 'Manufacturing Industry' Administrative and Office Processes". The two "case studies" presented cover office processes used in manufacturing a product (Purchase of Raw Materials, Bills of Materials Creation, CAD Drawing

creation, and Order Entry), and in creating and releasing CAD Drawings. If you're in a Service industry like Healthcare, Financial Services, Transportation, Utilities, Government, Social Service or Education, where a customer tends to enter a value stream at multiple steps in the process, this book may be of limited help. This is also the case with Locher's "Lean Office and Service Simplified".

I chose five stars because I can count on to always deliver my purchase in a timely manner and in good condition.Our PES office is all about Lean Manufacturing. They use these books a lot and give them to others to read. It has some good information included.

This is concise and has very clear examples. Like others have said I wish it would maybe do a different industry. Still one of my favorite things is it gave examples of how to look for the 8 wastes in the office and the mapping examples were much more helpful for my service industry application in Property Management.

The Complete Lean Enterprise is very complete to guide you step by step with many important tips how to perform a VSM on Administrative process strongly connected to the production process. This book has developed a strategic lean tool that connects the value stream management of manufacturing processes to the rest of the enterprise. A systematic approach to eliminate waste along the entire value stream (Enter Order, Generate Drawings, Customer Approval, BOM, Purchase, Suppliers, Pay Suppliers, Pack and Ship, Collect Cash, etc.)I really recommend to invest a time to read this one, if already know the principles and the way it is also a good reference to teach and transfer knowledge to the colleagues.

This is an excellent resource for office staff wanting to value stream map their work. Its written in a clear no nonsense style with ideas you can put into practice immediately.I like the insider 'Lean Note' every so often providing hits and ideas you would only get from an experienced lean leader, these tips are designed to stop you going down a blind ally.If you are thinking of running a Kaizen event in your administrative area you would benefit from everyone on your team having this resource to hand.The approach is particularly useful for manufacturing companies who have already gone lean on the production floor and are waiting for their office support and administration functions to catch up.Highly recommended..

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