## Lean Service Transformation: Phase 1 (9 – 18 months)

Strategy
Deployment /
Perform an
Assessment /
Train Executive
Team

Identify, Train, and Coach a Core Team of internal change agents. Select and improve key pilot areas through kaizen activities and projects.

Perform Value
Stream Mapping
on key
product/service
lines

Perform team kaizen activities and projects to execute VSM plans.

Identify vision, goals, True North metrics, key value streams.
Identify resources and develop detailed plan.

Develop internal group of individuals who will lead the change and become coaches, teachers, and facilitators.

Impact highly visible areas within the company, and build momentum.

Identify needed kaizen activities and daily kaizen targets through VSM and a 6 – 12 month detailed plan.

Create lean value streams.

Develop internal problem solving capabilities for daily kaizen and daily management.

Train Operations
front-line
employees and
supervisors with
a "Lean 101"
course

EMS Consulting Group

7040 Avenida Encinas, Suite 104-189 Carlsbad, CA 92011 866-559-5598 www.emsstrategies.com Begin to drive change where the work happens.

EMS Consulting Facilitates

EMS facilitates, transition to Client

Client Facilitates

## Lean Service Transformation: Phase 2 (9 - 18 months)

Strategy
Deployment /
Perform an
Assessment

Identify, Train, and Coach additional lean change agents. Perform Cross-Functional VSM of key support functions Perform team kaizen activities and projects to execute VSM plans.

Identify vision, goals, metrics, and key areas of opportunity within support functions and other value streams.

Build a larger internal knowledge base of individuals who will become coaches, teachers, and facilitators.

Identify needed kaizen activities and daily kaizen targets through VSM and a 6 – 12 month detailed plan.

Create lean support value streams. Develop internal problem solving capabilities for daily kaizen and daily mgmt.

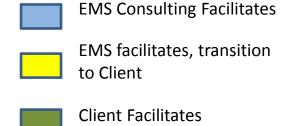
Perform Value
Stream Mapping
and kaizen
activities on
additional core
value streams.

Train Support
Function
employees and
supervisors with
a "Lean 101"
course

exect activities of the company of the consulting Group www.emsstrategies.com

Identify and execute kaizen activities based on VSM.

Begin to drive change where the work happens for support / administrative functions.



## Lean Improvement Model

| Strategy<br>Deployment  | Annually, looks out 3 – 5 Years |              |              |  |
|---|---------------------------------|--------------|--------------|--|
| Value Stream<br>Mapping   | 1-2 Times/Yr                    | 1-2 Times/Yr | 1-2 Times/Yr |  |
| Kaizen Events /<br>Projects   | 4-12 times/yr per value         | stream       |              |  |
| Daily Kaizen<br>-Improvement Kata (80 – 90%)<br>-Idea Program (10% - 20%) | Continuous Improveme            | nt, Daily    |              |  |

- Strategy Deployment creates the key goals/initiatives for the year.
- VSM sets the direction and detailed goals for kaizen activities.
- Kaizen Events, DMAIC projects, and Daily Kaizen are the means by which the goals are met.



7040 Avenida Encinas, Suite 104-189 Carlsbad, CA 92011 866-559-5598 www.emsstrategies.com