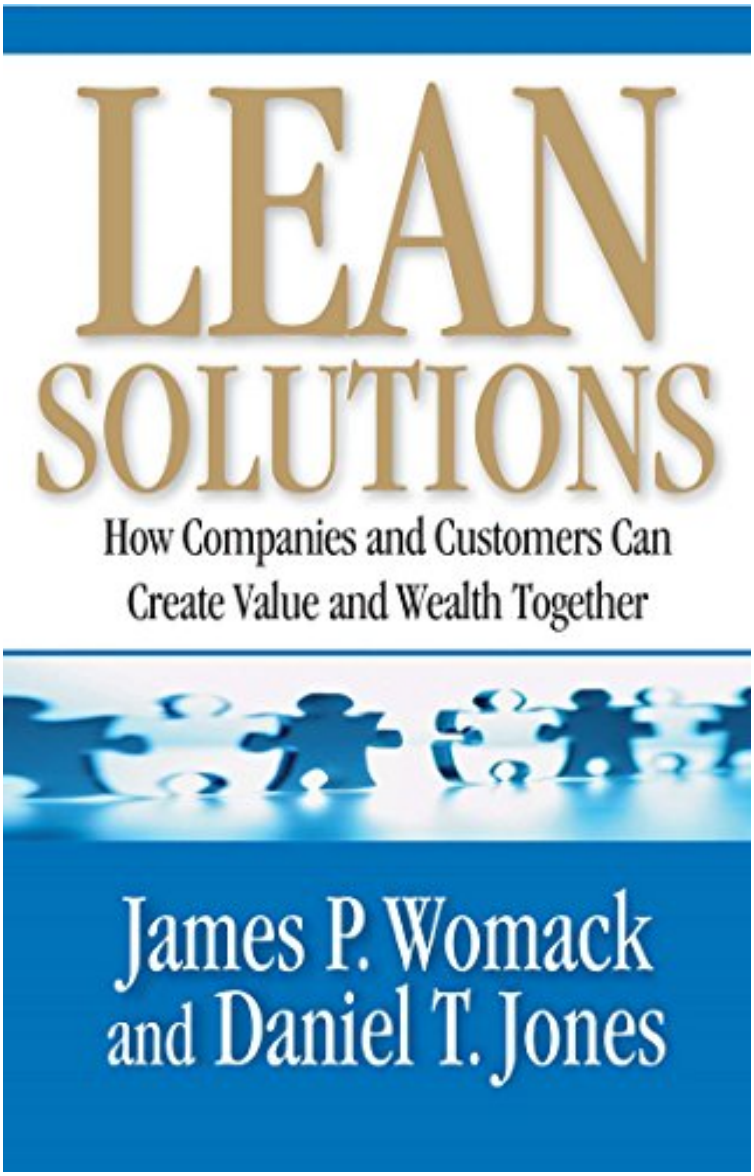
Lean Solutions: How Companies and Customers Can Create Value and Wealth Together (English Edition)



Par James P. Womack, Daniel T. Jones
**Download PDF | ePub | DOC | audiobook | ebooks*

Dtails sur le produit Rang parmi les ventes : #261875 dans eBooksPubli le: 2009-12-01Sorti le: 2009-12-01Format: Ebook Kindle

[Download pdf ebook] Lean Solutions: How Companies and Customers Can Create Value and Wealth Together (English Edition)

Par James P. Womack, Daniel T. Jones : Lean Solutions: How Companies and Customers Can Create Value and Wealth Together (English Edition) before purchasing it in order to gage whether or not it would be worth my time, and all praised Lean Solutions: How Companies and Customers Can Create Value and Wealth Together (English Edition):

Description :

Prsentation de l'diteurWomack and Jones deconstruct the broken producer-consumer model and show businesses how to repair it, by providing the full value consumers desire from products without wasting time or effort.Why is it that, when our computers or our cell phones fail to satisfy our needs, virtually every

interaction with help lines, support centers, or any organization providing service is marked with wasted time and extra hassle? In their bestselling business classic Lean Thinking, James Womack and Daniel Jones introduced the world to the principles of lean productionprinciples for eliminating waste during production. Now, in Lean Solutions, the authors establish the groundbreaking principles of lean consumption, showing companies how to eliminate inefficiency during consumption. Lean Solutions is full of surprising success stories: Fujitsu, a leading service company for technology, has transformed the way call centers solve problemslearning how to eliminate the underlying cause of current problems rather than fixing them again and again. An extremely successful car dealership has adopted lean principles to streamline its business, making for dramatically reduced wait time, fewer return trips, and greater satisfaction for customersand a far more lucrative enterprise. Lean Solutions will inspire managers to take the first steps toward perfecting their company's process of giving consumers what they really want..comAmerican and European feelings towards Japanese business practices have varied dramatically through the last few decades. In the late 1970s and 1980s, a wave of fear swept through many Western leaders as they contemplated Japan's stunningly rapid rise from the ashes of World War II. Then more recently, as the 1990s and early 2000s saw stagflation gripping the Japanese economy, and knowledge-based innovation in technology and financial services bringing unprecedented prosperity to many Western countries, a feeling of vindication (and sometimes smugness) returned to those same corporate chieftains. Most recently, perhaps, the pendulum of conventional wisdom has begun to swing back to a middle position, in between the extremes of adulation and disdain: respect for the positive contributions of Japanese business culture, without blind acceptance. It's with this spirit that the authors of Lean Solutions offer their insightful observations about process design and service delivery in modern companies. James Womack and Daniel Jones are well-recognized contributors to the lean-business movement. Lean Solutions is the consultants' fifth book together, following earlier works like Lean Thinking and The Machine That Changed the World, and springs as before from their keen interest in Japanese business methods and philosophy. What compels them to write yet another book, though, given the well-established literature on lean business? The authors offer an intriguing description of their mission at the beginning of this latest book. Principles of lean design have in fact been adopted by many Western businesses, they acknowledge, and manufacturing quality has steadily risen as a result. Yet customers remain often dissatisfied with their experiences. The cause? To Womack and Jones, the answer rests in a myopic application of lean business principles: companies have successfully improved their manufacturing and product-development environments, but they have not had a large enough view of the overall customer relationship, and of the need for leanness in all aspects of companies' interactions with customers. Put another way: in Lean Solutions, readers find a new and much broader conceptualization of how lean-business methods--which, to be fair to Womack and Jones, have evolved so that they can claim a global heritage as much as a Far Eastern one--might apply across entire customer experiences, rather than just manufacturing processes. The structure of Lean Solutions centers on 6 requests that the authors believe customers implicitly demand from their vendors: "Solve my problem completely; don't waste my time; provide exactly what I want; deliver value where I want it; supply value when I want it; and reduce the number of decisions I must make to solve my problems." With a compelling mix of case studies, and illuminating thought experiments in industries ranging as widely as shoe manufacturing, health care delivery, auto repair, and grocery shopping, Womack and Jones walk readers through careful explanations of how lean thinking might be expanded beyond the factory floor to broader business problems. Lean Solutions isn't for all readers. It rests on an appreciation of the large cumulative effects that many small processes can have on business, and it requires patience from those who want to learn the secrets of lean business. --Peter HanExtraitLean Solutions Chapter 1Learning to See Consumption Lets take a walk. This has been our standard response for many years when an organization asks us to talk about lean thinking. The firms managers usually want to meet in the conference room or the CEOs office. But we know from long experience that value is only created on the gembathe Japanese word for the place in the office or factory where the real work is done. So thats always the place we insist on starting, to learn what the true situation is. Consumers have a gemba, too. Its the path they follow to solve their problems. And most managers seem to have a very hard time seeing it, even when they follow the path themselves, once they take off their provider hats and put on their consumer hats. So, in recent years, weve spent a lot of time walking the consumer gemba, dragging along managers whenever we can. Our objective is simple: We aim to teach managers to see all of the steps a consumer must perform to research, obtain, install, integrate, maintain, repair, upgrade, and recycle the goods and services needed to solve their problem. We then challenge each

step, asking why its necessary at all and why it often cant be performed properly. Once worthless steps are eliminated, we can talk about flow and pull, heading toward perfection. To make this method clear, lets take a walk right now, putting ourselves in the position of a consumer. Lets experience a simple car repair, following the path of Bob Scott, a prototypical consumer whom we first encountered in Lean Thinking when he bent the rear bumper of his pickup. Walking the Consumer Gemba This time the process started when the mysterious check engine light began glowing on the instrument panel, and Bob needed to search for a repair outlet. The choices were the new car dealer he felt victimized by the last time he needed service, other dealers within driving range who sell and service the same type of vehicle, and several local garages, which may or may not have the latest equipment and knowledge about the specific vehicle. After several phone calls describing the problem and inquiring about the likely cost, Bob decided to go to a new car dealer he had not visited previously. The next step was to schedule an appointmentthe equivalent action to placing an order in the case of a product, for example, Dans computer. Bob then took the car to the dealer at the appointed time. At the dealer, the problem needed describing. Because Bob was a stranger, the dealer knew nothing about the history of the vehicle and no information had been collected prior to his arrival. This circumstance required a wait in a queue at the service desk to fill out and sign the appropriate forms. The vehicle couldnt be fixed immediately, and Bob needed to get to work, so a loaner car was provided. This caused another wait while the replacement vehicle was transferred from its storage area. Fortunately, the actual commuting time was no longer than Bobs normal commute, although in many cases it would be. During the day, the dealers service department made the dreaded call to Bob to describe the problems found and to reveal the cost of the repair. Later, Bob received a second call sharing the bad news that the vehicle would not be ready until the next day because of a lack of parts. As we will see, this is a typical experience when the consumer and the provider are strangers who fail to discuss the nature of the problem up front or share any data on the products as is condition. As a result, parts have to be ordered and shop time cant be scheduled accurately. The next evening, Bob returned to the dealer to pick up the vehicle. This required a short wait in line to fill out the paperworkreviewing the statement, providing the credit card, collecting the keys. After paying, he encountered a second wait, while the vehicle was brought around from the remote parking area used to store vehicles once repaired. With the addition of the trip homecounting only the travel time in addition to the daily commute time necessitated by the need to get the car servicedthe consumption process was seemingly complete. However, on the drive home the problem recurred. The mysterious check engine light that instigated the initial service went on again. This is actually a common outcome, as documented by the International Car Distribution Programme (ICDP).1 The chances in North America and Europe of getting a vehicle fixed right the first time are only about 80 percent. And the chances of getting it fixed right the first time and on time are only about 60 percent. Because the dealer had failed to fix the problem but the repair had already been paid for, the search process moving forward was very simple. Bob made another appointment at the same dealer, the vehicle was returned to go through the check-in and checkout steps, andtwo times luckythe car actually worked properly. On the next page we have listed the steps that Bob needed to take to complete what appeared to him to be a simple act of consumption. None of the 16 steps was by their nature complex, and each took only a small amount of time. However, when they are added up, the magnitude of effort and time required is striking. Bob expended three hours and 30 minutes of his own time to solve his problem. Drawing a Consumption Map2 Step lists of the type we have just created can be constructed for any consumption process. They are designed to help managers learn to see the process and its implications. However, we find that many managers and employees are more visual than verbal, so we also draw simple consumption maps to show a process at a glance. In the consumption time map (The Long and Winding Repair Path) depicted on page 24, weve arranged the steps involved from upper left to lower right to illustrate the flow of the process from start to finish, with a back-flow loop of Step 10 through Step 16. We have also drawn the boxes for each step in proportion to the time taken. Consumption Step List Steps Consumer time 1. Search for the best repair facility 25 min. 2. Make appointment with selected facility 5 min. 3. Drive vehicle to facility 20 min. 4. Wait in queue, describe problems, and do paperwork 15 min. 5. Wait for loaner car and sign form 10 min. 6. Discuss problem with service staff and authorize repairs 5 min. 7. Second call to say the car will not be ready until the next day 5 min. 8. Fill out paperwork and wait for delivery of the car 15 min. 9. Drive vehicle home (and discover problem was not corrected) 20 min. 10. Make appointment with same facility 5 min. 11. Drive vehicle to facility 20 min. 12. Wait in queue, describe problems, and do paperwork 15 min. 13. Wait for loaner car and sign form 10 min. 14. Discuss problem with service staff and authorize repairs 5 min. 15. Fill out paperwork

and wait for delivery of the car 15 min. 16. Drive vehicle home 20 min. Total consumer time (16 steps) 210 min.(3 hr. 30 min.) The Long and Winding Repair Path From Consumption Process to Consumer Experience So far there is nothing right or wrong about all this activity. Its just a fact. These are the steps, conducted in a specific sequence, that were required of Bob to get his car fixed. If we were making a list of steps and a process map only for what happens to the car during the repair cycle, we would be done. That is, we would have a very useful map if we were treating this only as a production process of the type we might find in an office or factory. But we are not focusing on the vehicle and the repair process from the standpoint of the provider. We are focusing on the consumer as he experiences this process. So some additional dimensions are needed for our step list and map. First we need to consider the value of each step, where value is defined simply as an activity that the consumer pays for willingly because it seems to be truly necessary to solve the problem. When we look at the list and the map in this light, we note that the activities described are quite different. The drive to the dealer is unavoidable, unless Bob is willing to bear the extra cost of having the dealer pick up the vehicle. (In Chapter 10 we will discover that in the future this may not involve an extra cost.) And few consumers would dispute the necessity of telling the dealer whats wrong with the car and picking up the repaired vehicle at the end of the day. But the last seven steps, which were required to get the car repaired correctly as it should have been the first time, are unlikely to be considered valuable by any consumer anywhere. Indeed, why isnt the dealer compensating Bob for these steps by refunding some of the cost of the repair to offset the value of his wasted time? And even for the first nine steps that seem on their face to create value, what about all the waiting involved: The please hold for the next available service representative message when calling the dealer to inquire about the cost and to make an appointment? The wait at the service desk to describe the problem? The time needed to fill out the forms with information the dealer could have obtained beforehand? The wait for the loaner car? And the wait at pickup time, both at the service desk and for the repaired car to be fetched? When we restate the step list to break out the steps and expenditure of time as wasted vs. value-creating, we see something very interesting. More than 70 percent of the total time expended by the consumer in this case was wasted rather than value-creating. Anyone observing the queues at the dealership could easily see the waste of time in waiting. And any dealer even casually analyzing this process could challenge the repairs that arent really repairs by installing a more robust, first-time-quality process. So why do these waits and wastes persist? The simplest answerwhich we believe is almost universally true in consumption processesis that providers ignore the customers value of time. They either dont see it, or they choose to ignore it because they think that doing so saves them money. And as long as all providers think this way, and consumers fail to demand a better process, this logic goes unchallenged. To help raise managers consciousness, we find it useful to enhance the consumption map by shading the fraction of value-creating time in each step. This consumption-time waste map (Many Steps, Mostly Waste) reveals activities that create value and those that do not. The clear and simple message of the completed mapwith only a small portion of the available space shaded to indicate value-creating activitiesis that even simple consumption activities involve many steps and significant consumer time. And most of this time is wasted. Consumption Steps: Value-Creating vs. Wasted Time Steps Value-creating time Wasted time 1. Search for the best repair facility 5 min. 20 min. 2. Make appointment with selected facility 1 min. 4 min. 3. Drive vehicle to facility 20 min. 4. Wait in queue, describe problems, and do paperwork 5 min. 10 min. 5. Wait for loaner car and sign form 1 min. 9 min. 6. Discuss problem with service staff and authorize repairs 5 min. 7. Second call to say the car will not be ready until the next day 5 min. 8. Fill out paperwork and wait for delivery of the car 1 min. 14 min. 9. Drive vehicle home (and discover problem was not corrected) 20 min. 10. Make appointment with same facility 5 min. 11. Drive vehicle to facility 20 min. 12. Wait in queue, describe problems, and do paperwork 15 min. 13. Wait for loaner car and sign form 10 min. 14. Discuss problem with service staff and authorize repairs 5 min. 15. Fill out paperwork and wait for delivery of the car 15 min. 16. Drive vehicle home 20 min. Total consumer time 58 min. (28%) 152 min. (72%) Many Steps, Mostly Waste Perceptual Time vs. Clock Time So far we have been listing steps and drawing maps as if time is time, and we all measure it the same way. But is this true? Early in our careers, one of us worked on transport planning projects in which it was important to measure the value of the time saved for travelers by building a new highway or opening a new commuter rail line. This was the key benefit for the cost/benefit analysis used by governments to decide which projects were worth the investment. Analysts of these projects learned a long time ago that in many instances, time is not time and that value cannot not be accurately estimated by simply using the clock. For example, time spent waiting for a commuter train late at night on a dark platform in a dangerous area is usually reported by travelers to be much longer than it

actually is. By contrast, time spent in the train, reading or dozing while en route, is often reported to be shorter than it actually is. Therefore, shortening the frequency between trains or increasing the security of the waiting area was actually a better way to save time as perceived by the traveler than increasing the cruising speed of the train. Yet the latter step was typically advocated by public officials who were not themselves involved in the process of traveling. Extending this concept to other consumption activities, like repairing your car, we can easily see that steps that seem unnecessary, such as waiting in lines, or with an uncertain outcome (Will the appliance service man actually show up during the two hour window Ive agreed to wait at home for him?), seem to take longer and be more onerous than steps requiring the same amount of clock time that do seem to actually create value and where a successful result is assured. We call the former hassle time, or time that seems longer than it is. The successful consumption process always seeks to minimize this form of waste. This insight gives us one final way to enhance our map, this time with the steps adjusted to take account of perceptual time as shown on the consumers face. The consumption experience map (Was My Experience Really that Bad?) on the next page illustrates the hassle level for the consumer. What the consumer really wants and what providers should be offering is a much shorter map with all areas shaded and every face smiling. Thats the signature of lean consumption. A World of Unpaid Work You may think that fixing your car or successfully buying and installing a computer are irritating tasks, but that problems of this sort dont happen very frequently. After all, products like cars actually are getting better, as we noted in the Preface, and surely computers will work better some day as soon as the industry matures. Then, once youve had these latest problems solved, along with a few others on your list at the moment, everything should be fine and you can get on with what you really want to do. But this is rarely the case. New problems just keep popping up as quickly as you slay the old ones, like the plastic monsters in the arcade game that our kids smacked down with a mallet. As it happens, this reality has been documented by a little-noticed cottage industry within the academic world that studies the use human beings make of their time.3 To categorize time use, studies conducted across the world have divided the 24 hours in our days into four categories: personal Was My Experience Really that Bad? time (sleeping, dressing, personal hygiene, and eating), paid work, leisure, anda wonderfully suggestive categoryunpaid work. Personal time is known to have been constant at about 540 minutes a day (or nine hours) for more than 200 years. And time expended on paid work has fallen steadily over many decades in the advanced economies, except for some senior executives and technical specialists. The real contest for our time, as it turns out, is between leisure and unpaid work. Leisure is easy to define. Its activities we enjoy and that we perform paid work in order to afford: sports and exercise, entertainment (including pastimes like hobbies and reading), travel for pleasure, and just sitting around relaxing, alone or with friends and family. But what is unpaid work? It is the bothersome tasks we dont want to perform and arent paid to perform, but that are necessary to solve our daily problems and conduct our lives. This includes cleaning up, doing routine chores, and obtaining, installing, maintaining, and disposing of the goods and services we need. Despite the introduction of labor-saving devices, and in many cases because of these labor-saving personal capital goods, unpaid work has been rising in advanced economies in recent years at the expense of leisure. The growth in unpaid work mostly involves the management of consumptionshopping trips, medical visits, bill paying and financial management, home repairs, motor vehicle maintenance. This is not only by the consumer for his or her personal needs, but in many cases on behalf of the consumers parents and children. If the amount of unpaid work needed to operate our households and conduct our lives is rising and if this work is often stressful, what can managers in a wide range of organizations do to make it less time consuming and more satisfying? Even better, what can they do to make this a business opportunity that reduces their costs while increasing their customers satisfaction? To begin the escape from the world of unpaid work, we now need to go to the other side of the equation and look at the value-provision process.