Managing to Create:
The secret of a Value Creation Architect (VCA)
企业创新的秘密武器：VCA

Shanghai Lean Summit
June 2018
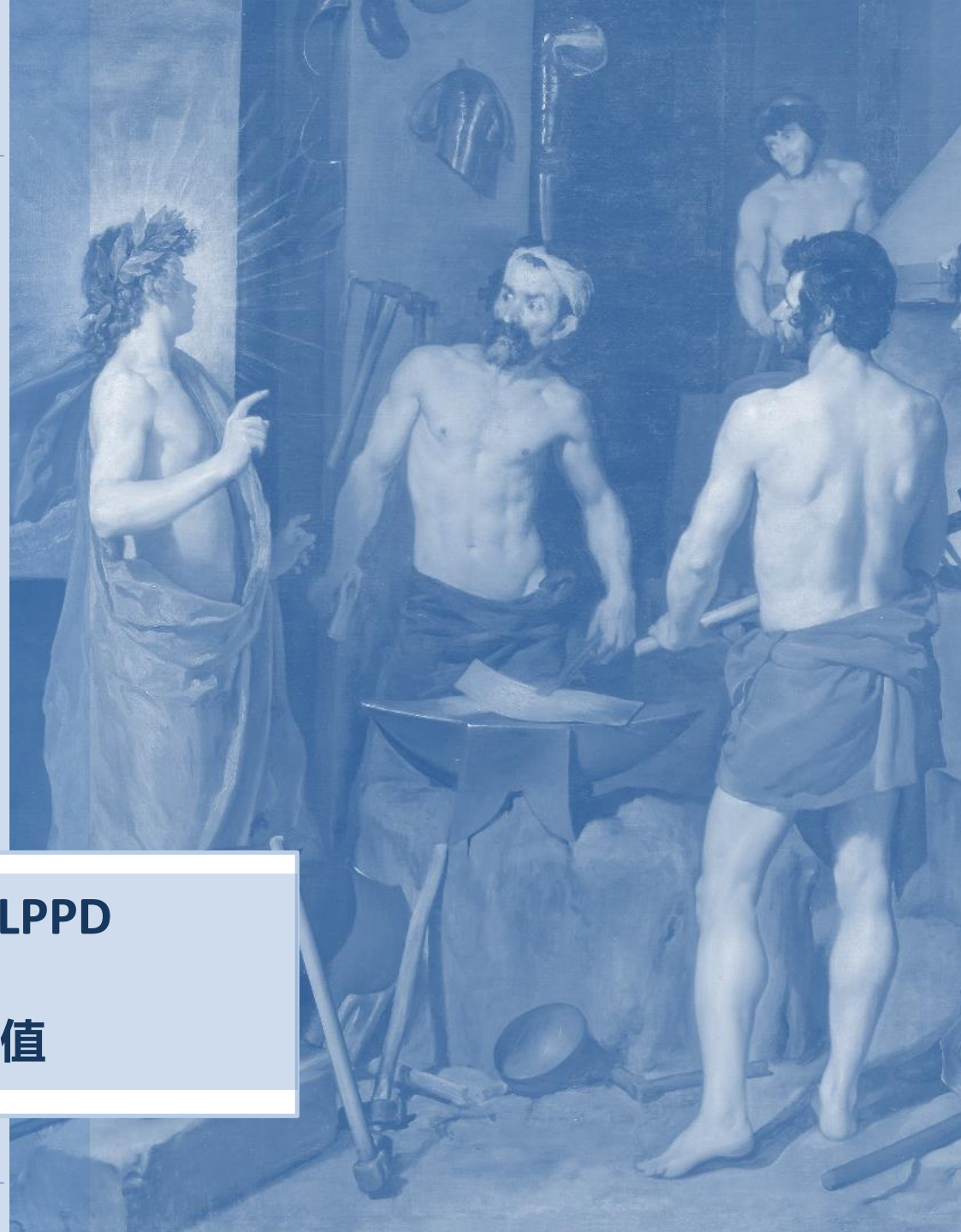
Dr. Boaz Tamir,
Founder and president of Israel Lean Enterprise **(ILE)**
ILE创始人兼总裁

Products产品

Values价值

Purpose
目标

WHY为什么

HOW怎么做

WHAT 是什么

To create value through LPPD thinking and practice
通过LPPD思想和实践创造价值

Creation = Scientific thinking
创造 = 科学思维

The aim of a Lean Product & Process Development (LPPD) **strategy is to learn to solve the right problem** and avoid wasteful solutions.
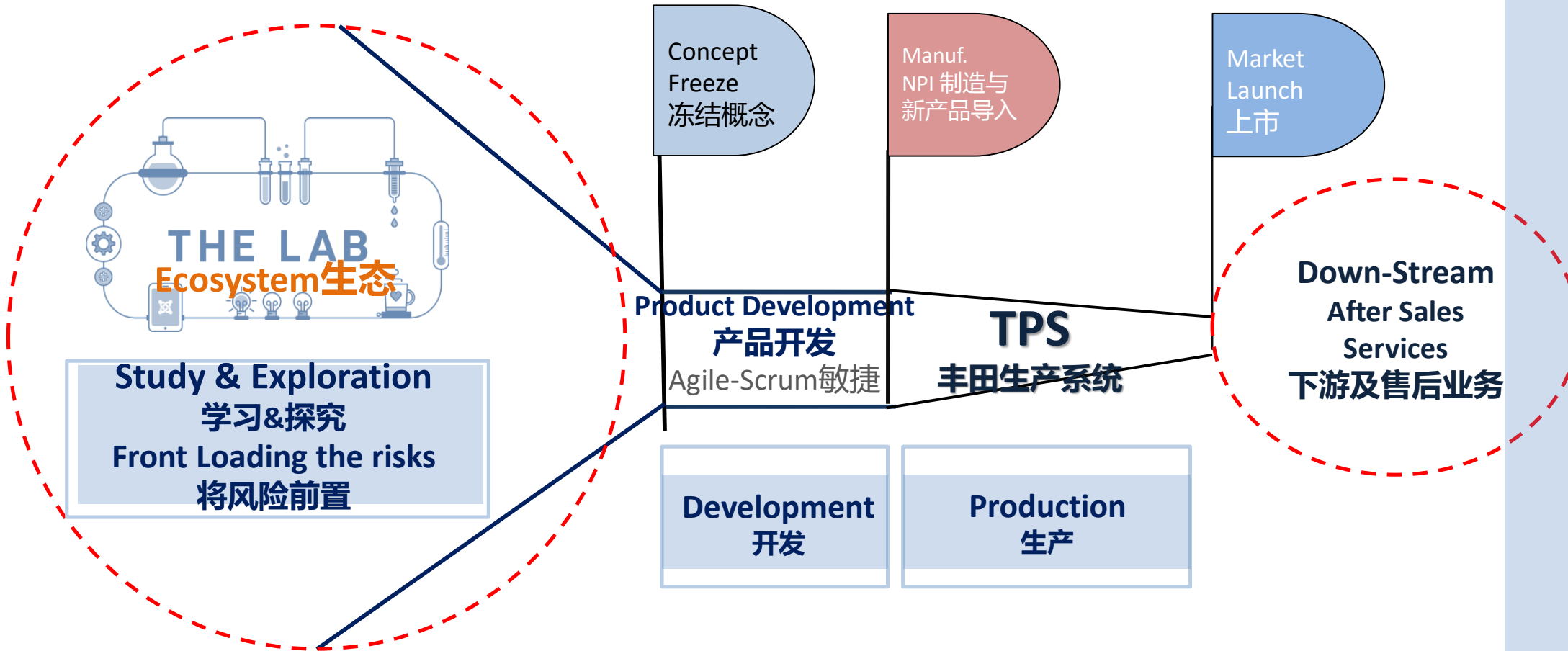精益产品和流程开发的目标，是学习如何去解决正确的问题，同时避免不实用、不经济的解决方案。

Tension is the **source of learning**
压力是学习的源泉

Gap is the **foundation of Strategy**
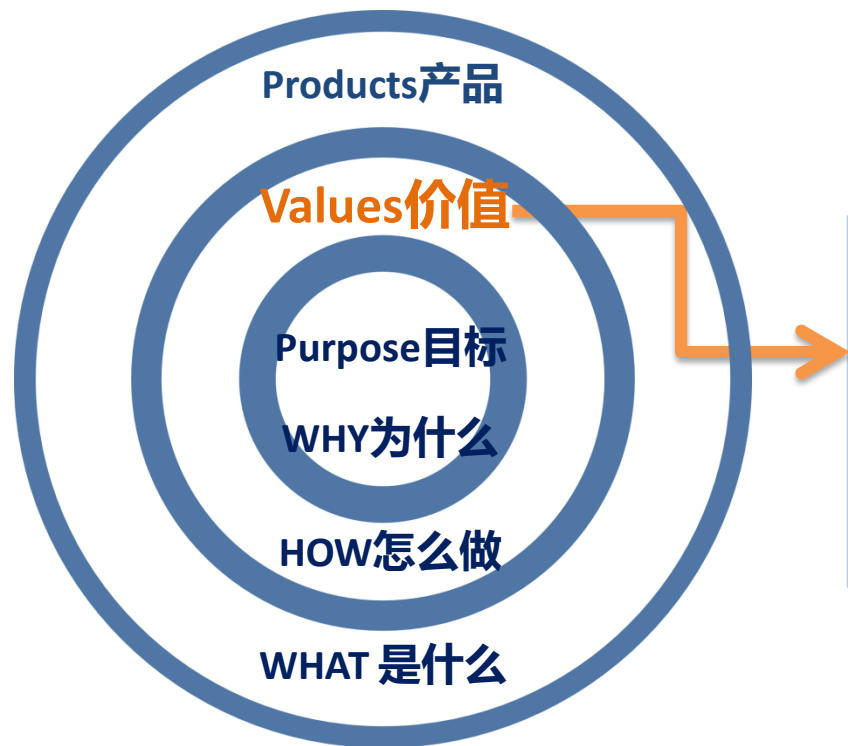**差距是战略的基础**

Current
Situation
现状

THE LAB

Ecosystem生态

Study & Exploration
学习&探究
Front Loading the risks
将风险前置

Concept Freeze
冻结概念

Manuf. NPI 制造与
新产品导入

Market Launch
上市

Product Development
产品开发
Agile-Scrum敏捷

TPS
丰田生产系统

Down-Stream
After Sales Services
下游及售后业务

Development
开发

Production
生产

ILE – Israel Lean Enterprise

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The LPPD strategy is to transform **information** & queries into **knowledge**.

精益产品及流程开发战略，是把信息和质询转化为知识。

Which problems are we trying to solve?
我们要尝试解决什么问题?

Case Study # 1:
Global Digital Printing
全球数字印刷

EXPECT DELAYS AHEAD

Product & Service Delays
产品和服务延迟

support design
PRODUCT DEVELOPMENT
fulfill make
market

Robust Product Development
系统的产品开发

amazon web services

Digital Mobility
数字移动性

Mass-Customization
大规模客户定制

Which problems are we trying to solve?
我们要尝试解决什么问题?

Case Study # 2:
Banking银行

Complex Financial Ecosystem
复杂的金融生态系统

Technological disruption
Digitalization, Block-Chain, Bitcoins
技术颠覆：数字化、区块链、比特币

The new financial Order
Regulation
新的金融法律法规

Digital Transformation
数字化转型

Design industry disruptive
value proposition
设计行业颠覆性的价值主张

The VCA Obeya
VCA的大部屋

VCA价值创造官

Marketing & Management市场&管理层

Value Proposition价值主张

Analysis分析

Feasible 可行性

| Portfolio 型谱 |
| Program 项目 |
| Section 功能模块 |
| Workgroup 工作组 |

Strategic Portfolio Planning 战略型谱规划

Vintage Chart年份表

VCA价值创造官　　**R&D Reps.研发部代表**

Program Planning 项目规划

Hoshin - A3 Tree 方针-A3树

Cluster Scoping 集群规划

Program plan项目计划

Planning Review计划审核

Cascading分解

SM　　**Functional management. 功能块管理**

Work Allocation 工作分配

WG adjustment & designation 工作组调整及任命

Allocated work分配的工作

WTs & Headcount 工作组及编制

Planning Review 计划审核

Catch ball 接球

Work-Teams工作组

WG Planning 工作组计划

WT Annual Plan工作组年度计划

WT Short Term Plan – 2M 工作组短期计划-2个月

WT Sprint Plan – 2w 工作组滚动计划-2周

WGs Feedback 工作组反馈

Planning Process 规划流程

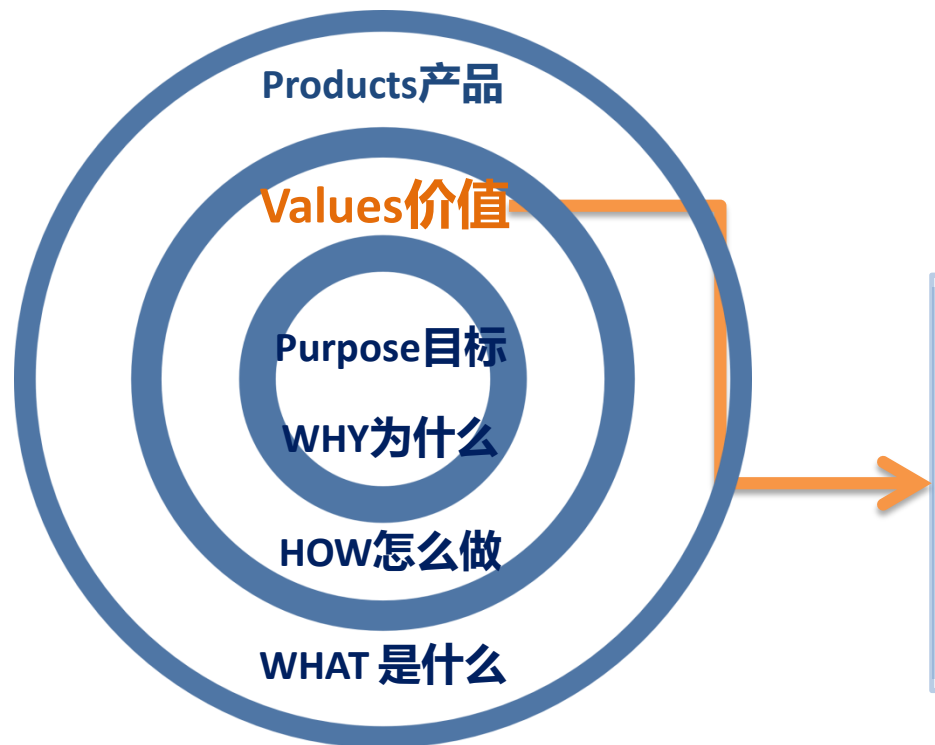**The Lean Thinkers – The Kaizen challenge**
精益的思想者-改善的挑战

What should be the common language and working procedure of Lean thinkers around the globe？

全球精益思想者的共同语言和工作方式会是什么?

The creation of
Lean New Global Architecture
(LNGA)

精益全球新架构平台的创建

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Design a new Lean standard as a platform to be used for communication and working protocols: **LNGA – Lean New Global Architecture**
设计一种新的精益标准，把它作为平台，用于沟通和工作开展
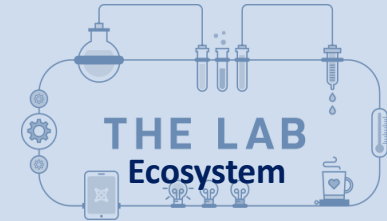
Learning by DOING 在行动中学习

The Wisdom of the Crowd   众人的智慧

How should the **LPPD** multi-skilled teams operate and align to deploy reusable knowledge? 精益产品和流程开发的多技能团队如何有效运作和协同，去部署可以反复使用的知识?

The **V**alue **C**reation **A**rchitect **(VCA / ESD),**
Toyota **"Chief Engineer":**
Guiding & Leading the LPPD endeavor
价值创造官、丰田的总工程师，引领精益产品和流程开发的努力。

The VCA system is the **heart** of the Lean
Product & Process Development **(LPPD)**
Design Thinking (similar to Toyota Chief Engineer).

价值创造官系统，是精益产品和流程开发设计思维的心脏（类似丰田总工程师）。

The Leadership Framework

领导力框架

The VCA Leadership system:

a global experimental laboratory

inclusive and open to all who wish to participate, initiate, and develop learning.

价值创造官领导力系统：一个全球试验性的实验室，向所有愿意参与、牵头、学习的同好开放。

ILE – Israel Lean Enterprise

www.leanil.com/en/

http://LNGA.insights.us/1001

Thank **Y**ou**!**

Dr. Boaz Tamir

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Pull out your smartphone, take a picture of the LNGA Lab URL and join us!