



Lean on Print

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Lean on Print Blog

This e-zine is generating lots of discussions that I would like to share with the community. Please log onto my blog at LeanOnPrint.blogspot.com to discuss the current month's topic. I'm looking forward to opening a constructive dialogue.



Tim Daisy's career and interests have focused on business process improvement through the application of innovative management and production techniques and philosophies. He has spoken and published on subjects ranging from computer integrated manufacturing to finite scheduling and is an active contributor to the CIP4 organization, currently serving as Membership Officer on the Board of Directors.

Tim received his Bachelor of Science in Mechanical Engineering with High Distinction from Worcester Polytechnic Institute and has pursued a career in process improvement in the semi conductor and printing industries.

Dear Tim,

The economy and our print market are shrinking. It's time we shrink our cycle times as well. This month's issue focuses on cycle time reduction, and, specifically, identifying non-value added time in your business and production processes.

If you think others will find this useful, please use the link at the end of the e-zine, **Forward Email**, to share this with your associates and customers.



Identifying Non-Value Added Time

Eighty percent and more of business and production process time is non-value added. Although this is anecdotal, it is based on close to 20 years of mapping these processes in an effort to reduce cost and cycle time. One of the many tools in the Lean tool chest is Value Stream Mapping. However, I've used a lesser known tool since 1990 to identify wasted time in any type of process. This tool is called **A-Delta-T**: **A** being the actual cycle time, **T** being the theoretical best cycle time, and **Delta** being the difference between the two, or waste. I'll get into the mechanics of using A-Delta-T in a future issue, but for now I want to concentrate on what I consider non-value-added time in a process. For those wanting more information right now, Google 'A Delta T' or go right to [this](#) description of the process.

For this issue, I would like to concentrate on non-value added time. The beauty of using time in any improvement effort is that time is

1. Easy to measure
2. Easy to understand by all members of the process improvement team
3. Easy to translate to money.

Focus on the time in your business and you hold the key to a competitive advantage!

How can non-value added time represent 80%+ of a business or production process? Most of that time is queue time, or waiting time in between steps. But other time might surprise you. Consider this exchange I had while facilitating a team working reduce the cycle time of producing saddle-stitched catalogs. After we had mapped out the process from receiving the digital files through shipping we set about trying to identify all of the non-value added steps. Waiting for proof approval? Sure, non-value added. Waiting for stock to be delivered to press? Yes, non-value added. Setting up the press? No way. The customer pays us for this. I challenged the room on this one.

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"So, the customer is willing to pay us for this?"

"They always have."

"The communications company down the street runs this exact type of job one after the other. They don't have to set up for it. They don't have to charge the customer for it if they don't chose to. Are we really adding value to the finished product?"

"Well, if we didn't set up for the job, the customer would not like what they get."

"Understood. However, a non-value added task does not necessarily mean that it doesn't have to be done in your current environment. It just means that it adds no value."

There are so many of these types of steps in a process. In looking at the hours it took a printer to create an estimate the team discussed the step of routing the estimate to the President for final approval of pricing. Although necessary in the current process, it did not add value and was marked as such.

Give this some thought as you look to streamline your own processes. It will come in handy when using A-Delta-T!

Lean Tool

Prism's QTMS Production Management System enables lean manufacturing by measuring and controlling all aspects of material flow and manipulation through a printing process. Dead-on counts; WIP, pallet, and insert tracking; and inventory control all enable the Lean approach of the Plant Mass Balance. We will be exploring the mass balance approach to process improvement in an upcoming issue.



Continuous Improvement Conference

The Printing Industries of America is holding its annual Continuous Improvement Conference in Lexington, Kentucky April 5 - 8. The highlight this year will be a tour of Toyota Motor Manufacturing Kentucky, the father of Lean or what was once called the Toyota Production System. In addition, there will be seminars to help you reduce your make ready time by 47%. How's *that* for reducing non-value added time! Register at www.printing.org and search on CI Conference.

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