1. **VALUE IN THE EYE OF THE CUSTOMER**
   - Fulfilling customer needs supersedes everything except safety.

2. **WORKING IN VALUE STREAMS**
   - Organize our processes around the value streams.
   - Address the end-to-end processes.
   - Entire flow from first contact, thru quoting, scheduling, purchasing, production, shipping, cash collection, and support tasks.
   - Value stream manager has full accountability.

3. **MAXIMIZE THE FLOW & PULL**
   - Materials, information, & cash flow without stopping.
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   - Eliminate obstacles to flow: waiting, motion, transportation, inventory, defects, overproduction, unneeded processes.
   - Every step moves at the rate of the customer need: the Takt Time.
   - All flow comes at the direct pull of the customer.

4. **EMPOWER THE PEOPLE IN THE COMPANY**
   - Plan - Do - Check - Act
   - The scientific method of problem solving & improvement.
   - Standardized work defines each process.
   - Visual management enables lower level decision-making.
   - Train everybody in root causes & problem solving.
   - Empower people for lean improvement every day.
   - Align each person's job to the customer value & company prosperity.

5. **THE PURSUIT OF PERFECTION**
   - Continue lean improvement until every process is 100% value add.
   - Lean is a long term business strategy, not a tactical cost-saving initiative.
   - You don't have to do everything at once. 60% is good enough.
   - Lean improvement comes from aligned & empowered people making small changes every day.

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