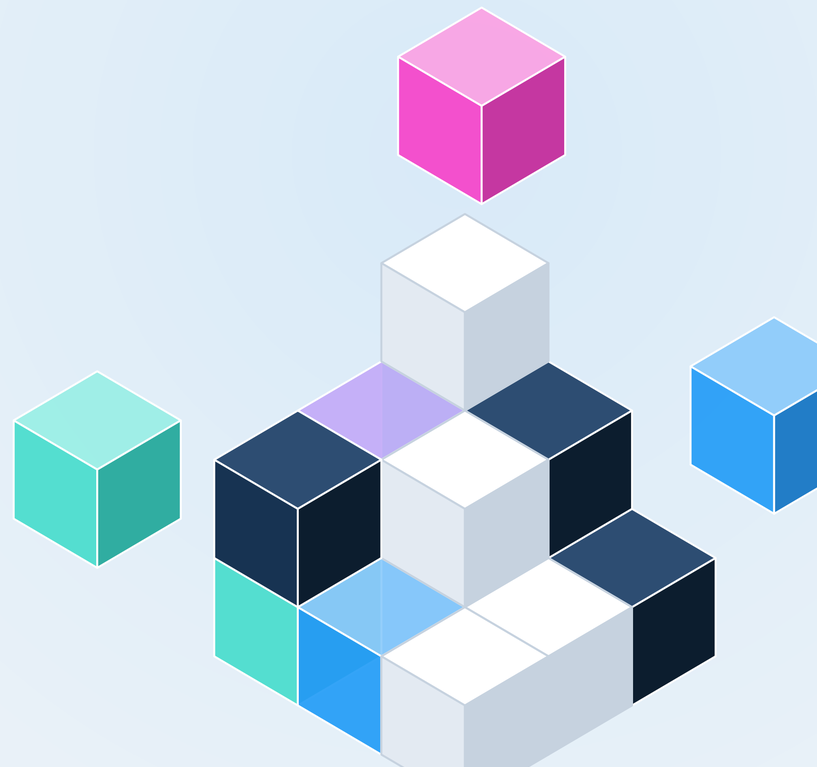
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LEAN FOUNDATIONS

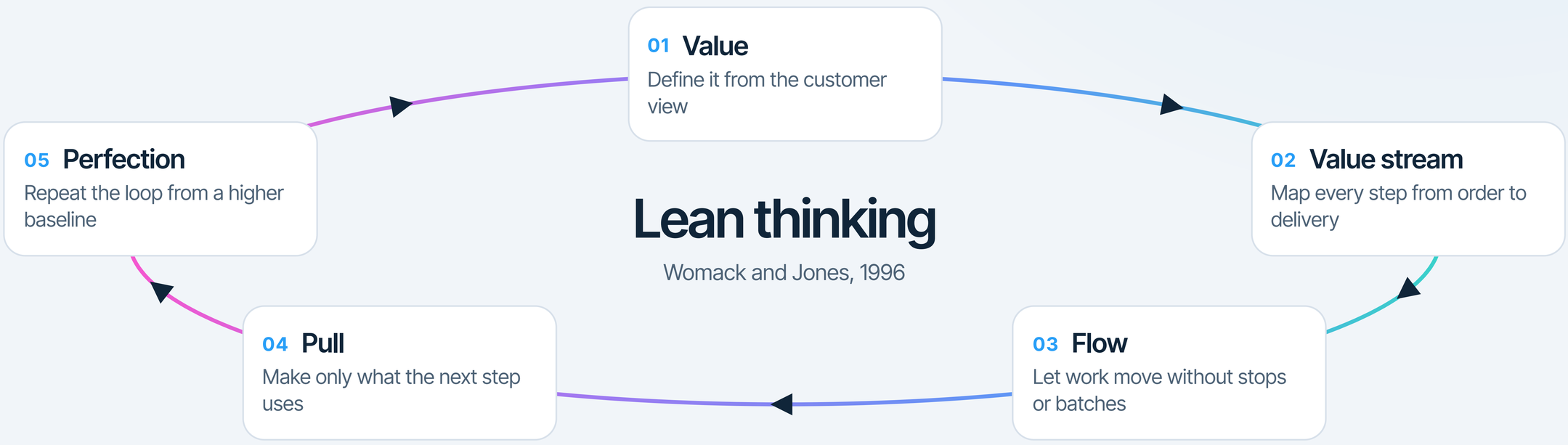
The Five Principles of Lean

Lean thinking turns customer value into a continuous loop: define value, map how it is created, make it flow, let the customer pull it and keep improving toward perfection.



01 THE CORE MODEL

FIVE PRINCIPLES · ONE LOOP



Customer value

The outcome the customer pays for, defined in their terms, not internal ones.

Value stream

All actions, value-adding or not, that bring a product from order to customer.

Pull

Downstream consumption triggers upstream work instead of a forecast push.

02 APPLYING THE LOOP

The principles build on each other: skipping ahead rarely holds.

TOOL-FIRST — SYSTEM-FIRST

TOOLS WITHOUT PRINCIPLES

- Kanban installed before flow is stable
- Value defined by engineering, not customers
- Improvement stalls after the first event

PRINCIPLES IN SEQUENCE

+ Value is clear before the stream is mapped
+ Flow problems surface before pull is added
+ Each loop starts from a higher baseline

03 WORKED EXAMPLE

CABLE HARNESS SUPPLIER · FIRST PASS THROUGH THE LOOP

VALUE	VALUE STREAM	FLOW	PULL
Right spec, on time	Order to dispatch	Cut-crimp-test cell	Kanban to cutting
defined with key accounts	mapped across departments	replaces three batch areas	next loop: perfection

04 MANAGEMENT TAKEAWAYS

01 — Define value with customers

Ask what they pay for and what they would not miss if it vanished.

02 — Map before you improve

A value stream map shows where flow breaks and which waste dominates.

03 — Earn the right to pull

Stabilize flow and quality first; pull on an unstable process amplifies chaos.

05 COMMON MISTAKE

LIMITATION

Treating it as a one-off project

Perfection is a direction, not an end state. Programs that stop after installing pull slowly lose their gains.