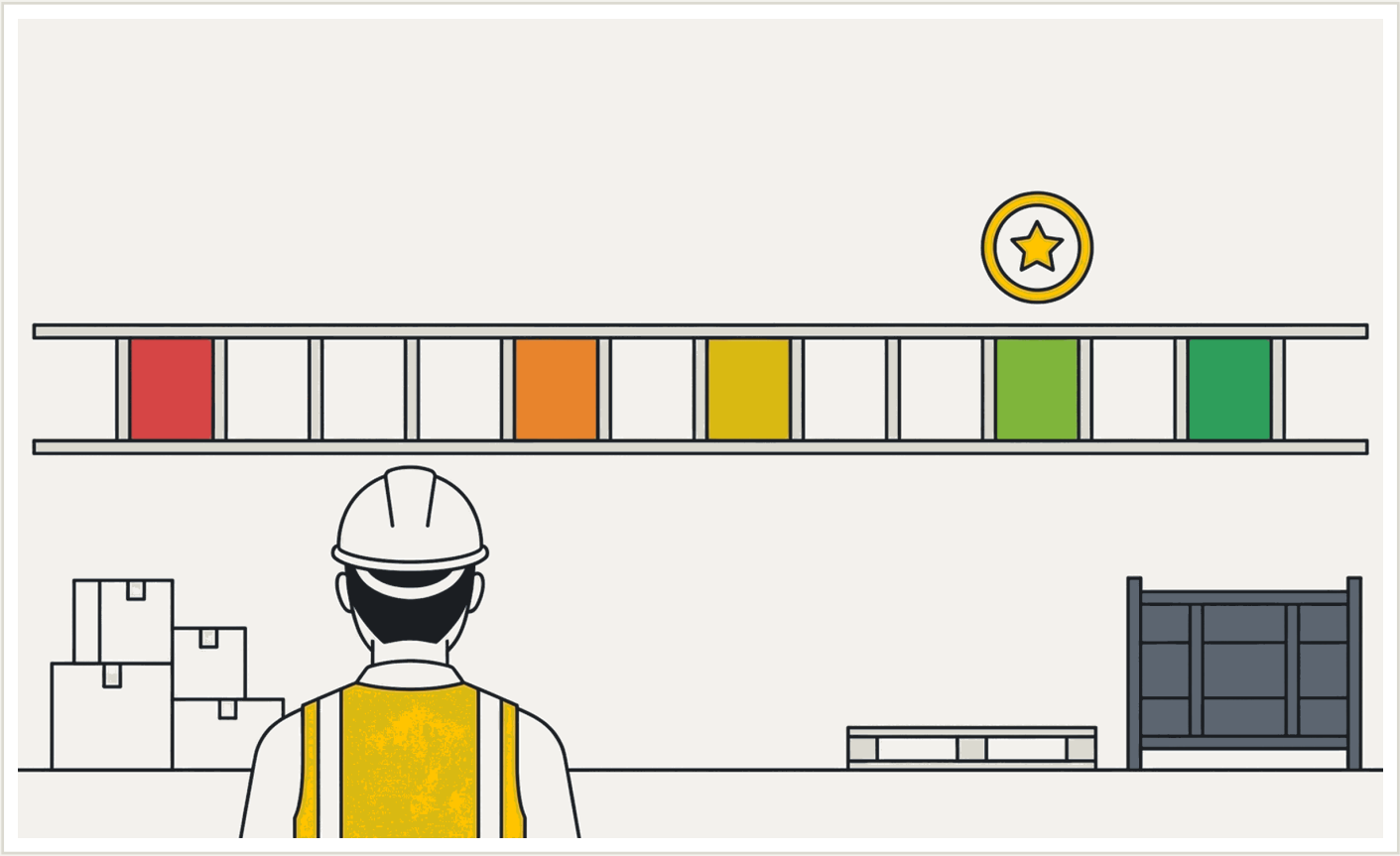
VALUE OR WASTE

The customer pays for minutes, not hours.

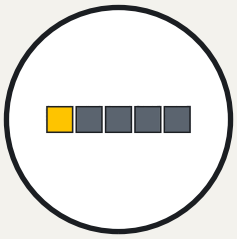


List the steps. Mark the ones the customer would actually pay for. Divide that by the whole lead time and you get process cycle efficiency - and the first honest answer is usually under ten percent.



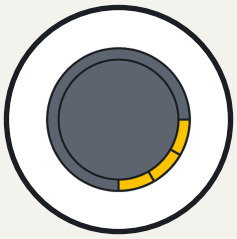
LIST THE STEPS

Everything between order and door



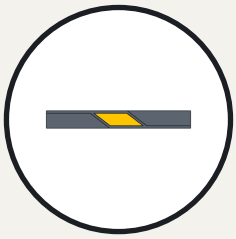
MARK THE VALUE

Would the customer pay for this?



THE RATIO

Value time over lead time



ATTACK THE GAP

The waiting is the prize

BE HARSH

Moving it, checking it, storing it - the customer pays for none of it.

EXPECT A SMALL NUMBER

Five percent is normal. It is not an insult; it is a map.

SHRINK THE WAITS

The value minutes rarely need to get faster. The gaps between them do.

MEASURE AGAIN

PCE is a trend, not a trophy. Re-walk it after every change.

Ninety-five percent of lead time is waiting. Start there.