Background

- Applying Lean since 2005
- Started process focused
- Revisited Lean definition (What does Lean mean?)
- Realigned Lean transformation according to Lean definition
- Alignment around values (3 drivers)
- Developed supporting processes
VALUE Integration PROCESS

Discovering and Delivering Maximum Value
What is project VIP??
Project VIP™ relies on three pillars

- First is our **Project Management Plan** which enables the right thinking and empowers the right people.

- The second is **Collective Value Discovery™** that is the understanding of the value system generated by a project's customers and the development of True North Indicators to guide each team's direction.

- And third is **Continuous Improvement** that helps us understand how much we are deviating from this value system and develops
VIP Statistics

Herrero – Management Production Unit

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INITIAL PROCESSES

QUALITY CONTROL & IMPROVEMENT

CUSTOMER’S SATISFACTION

TEAM’S BEHAVIOR

PLANNING

QUALITY CONTROL & IMPROVEMENT

Execution

Cost Control

Safety Program

Customer Satisfaction

Team’s Behavior

Trade Partners

Initial Processes

Planning

Quality Control & Improvement
The Structure

- The Structure; Each block of the Herrero - Management Production Unit structure is specifically designed to help teams develop a systemic approach for projects.
Initial Processes; Beginning with the foundation of the structure, the team begins down the path to success through defined deliverables and tools.

- Preconstruction
- Dwg / Spec Coordination
- BIM / VDC
- ...
- ...
- ...
Linked Documents; Providing the tools to be successful is vital. By linking each step of **Herrero Production Unit** process to a document, and tracking it so the user knows what has been completed and what has not we can provide a defined path to success!
Target Value Management©

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Target Value Management©

- Structure Management based on $$ available
  - Aligning Management Plan with Management Budget

- Create Management Plan
  - The actions we need to perform to deliver the project
  - Define Roles and responsibilities
  - Create Weekly Work Plans

- Communication
  - Communication Plan according to WWPs
  - Visuals to synchronize work among team members

- Continuous Improvement
  - Create a Management reference for lessons learned
• Step one; Define the project start and end date which delivers a timeline for your project.
- Step two: Assign a responsibility and review time percentage to the right of each task in the appropriate employee/job titles column.
• Step four; Each reoccurring task is assigned a day in which the task is planned to be done or divided up into a couple days.
- Step five: The individual weekly work plans are combined into a team weekly work plan where the entire team can see and share workloads, plan, and fill in actual hours which will be used to measure against planned hours and completed deliverables.
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Herrero will be in booth 19 in Congress