



Dear Members,

Seasons Greetings to all members , patrons and Volunteer of the chapter. I wish you all had a wonderful festival holidays. I would like to thank you all for your support towards the formation of new board which started its tenure on 1st Oct 2016. The board leadership is committed for delivering values to the members, project management professionals by demonstrating the best practices in Project Management and in networking opportunities. The chapter is working to strengthen corporate outreach with Government and Academia.

The new Board is encouraging volunteers to step forward and participate in chapter Volunteer program and ultimately to be a part of leadership team. The chapter had always been very much keen to hear the voice of emerging talents welcoming new ideas for establishing a stable and robust strategic framework for strengthening the foundation and steer to the next level of excellence with emerging leadership spirit.

Cheers,
Editor's Desk

Cover Story: VALUESTREAM PROCESS FOR BETTER CUSTOMER SATISFACTION

"It is an immutable law in business that words are words, explanations are explanations, promises are promises, but only performance is reality."– Harold Geneen

In today's business world customer satisfaction and recognition of customer value is one of the most important part of any organisation. While there are number of approaches for gathering customer input on their value definition, the optimal approach incorporates customer feedback regarding value into organization's daily operations. Each and every customer contact provides the opportunity to collect and disseminate information on value definition and at the heart of responsive organization is the inherent motivation to capture the data at the first step in satisfying customer needs. It becomes the lifeblood of the organization whose product and services exist only to satisfy customers' need for value.

Value is what customers want or need, and are willing to pay for. Waste is any activity that consumes resources but create no value for customer, thus waste activity are called "non value added." A value stream consists of all the activities, both value added and non added, required to bring a product from raw material into the hands of customer, a customer requirement from order to delivery , and a design from concept to launch.

Value stream improvements usually begins at the door to door level within a facility and then expand outwards to encompass the full value stream. it consists of product and service flows as well as information flows.



Lean principles are used to analyze the value stream. Lean approach systemically minimizes waste-called "muda" in value stream. Lean principles were developed by Taiichi Ohno , a Toyota production executive and he identified the following types of waste in business such as i) Defects ii) Overproduction iii) Inventories iv) Unnecessary processing v) Unnecessary movement of people vi)Unnecessary transport of goods vii) Waiting viii) Designing goods and services that don't meet customers' needs. Differentiating the Value-added and Non value-added is not an easy task, especially for new product and services but it must be done.

Value Stream Mapping:

Value Stream mapping (VSM), also known as material and information flow mapping, is a variation of process mapping that looks at how value flows into and through a process and to customer, and how information flow facilitates work flow. Although value stream mapping is often associated with manufacturing, it is also used in logistics, supply chain, service related industries, healthcare, software development, product development, and administrative and office processes. Its a powerful visual tools to help to see waste and understand the flow of material and information. It helps understanding how business actually woks, a tool for establishing and implementing new business or product line and process a common language for talking to others about your manufacturing.

Steps followed in VSM:

Selecting the Product (family) to Map: Its an important decision to identify which product or family group of products that should be mapped, we may decide to go with highest volume or value, or take a longer term strategic look at those product ranges that we expect to do more business with in the future or we may be guided by our customers as to what to map. A matrix can be created if their is a complicated mix.

VSM Symbols: The picture below some of the commonly used value stream mapping symbols and their meanings. It is not necessary to use these specific symbols, the relevant / descriptive symbols are to be used in processes.

Defining the Process Boundaries: We need to decide the limits of our map, most value stream maps are conducted from supplier through to customer within an organization and these should be the first boxes placed on your VSM to bound the process. It is possible to map the entire supply chain, in this case the start and end points for your process map would be the raw materials and the final consumer, instead of putting boxes for process steps thereafter however you would use companies.

The Process Steps: The process steps are the various operations that are performed on the product, these are generally located in a single place with one point that inventory enters and then leaves.

Information Flows: One of the things that differentiates a VSM from most other mapping tools is the inclusion of the information flows into the map. We need to include how the customers order product, frequency and method, and how we translate that back to our supplier. We also include how we then communicate requirements to our processes to ensure that we produce what the customer wants.

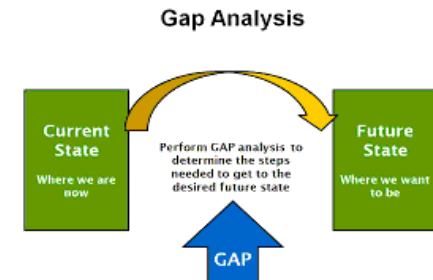
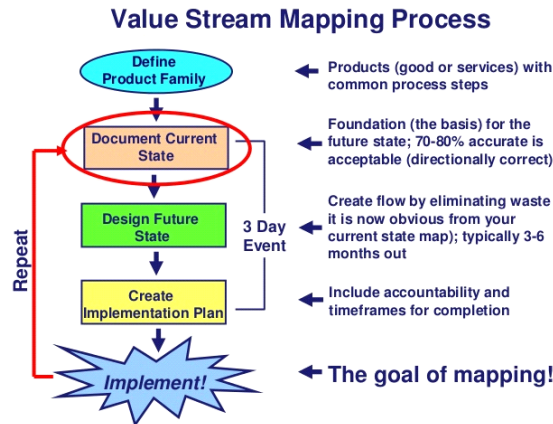
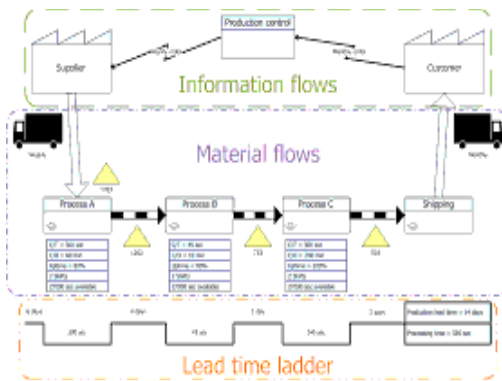
Process Data: The team used to collect data regarding the performance of each step of the process; typical types of date to collect are- Inventory, Cycle time (time taken to make one product),Change over time (from last good piece to next),Up-time (on-demand machine utilization), Number of operators, Shifts worked, Net available working time, Scrap rate, Pack size/pallet sizes, Batch Size etc.

Calculating the Time Line: We create the time line to give us information about total process times and lead times for inventory through our processes; we use the inventory at each stage and the daily demand to calculate the amount of stock in days and add this to the top of the time line, this will allow us to calculate a total lead time. The cycle time for one product is then placed in the lower portion and this will be added to give a total processing time. It is usual to at this point to have lead times that are several days to several weeks and processing times that are only a few minutes which highlights just how much waste there is in our system. This gives us our completed current state VSM; and real work can be started.

Multiple Suppliers and Customers: The map can be used for multiple suppliers and customers, with concentrating on most important suppliers or grouping them into one.

Interpreting the Data: The data boxes and the timeline contain much information about our process, you can now see in one document where the problem areas within your process lie, issues such as-Excessive Inventory, Long cycle times, Low uptime, Excessive Setup Times, Poor Quality / Rework.

Next Steps (Ideal and future state maps): The team guided by the expert should create an ideal state value stream map which should envision the absolute best the process could be, this should then be agreed by senior management as the ultimate goal of our value stream mapping exercise.



Using Value Stream Mapping as a Continuous Improvement Tool:

Value stream mapping is a visual means to depict and improve the flow of manufacturing and production process, as well as the information that controls the flow of materials through the process. It is the preferred methodology for identifying the inherent waste, inefficiencies and losses within complex systems. Since the value stream map integrates information and materials flow, as well as the sequence of tasks -- including cycle time and lag between tasks, it has the ability to identify restrictions, bottlenecks and all other factors that limit effectiveness and efficiency is greatly enhanced. The process is also designed to actively involve all stakeholders in each stage, focusing direction for the lean transformation teams, front-line supervision and upper management towards continuous improvement.

" Whenever there is a product for the Customer, there is a Value Stream. The challenge lies in seeing it."



AGM 2016

PMI West Bengal Chapter conducted AGM on 17th Sep at Indismart. Chapter Members attended the event and the meeting was successfully concluded

Learn & Earn - Webinar

On 27th August 2016, PMI West Bengal Chapter conducted a learn and earn session on "Kanban

–AN ALTERNATE APPROACH TO AGILITY" on a webinar platform.

The seminar was conducted by SUBHABRATA PAL (SUBHO) who holds several certificates and credential like PMI -PMP, PMI -ACP, SAFeAgilist, Certified Disciplined Agilist, AGILE COACH & CONSULTANT, Senior PM IBM INDIA PRIVATE LIMITED , KOLKATA

Participation took place from people of various fields. **Kanban**, a lean approach to agile software development was covered in appropriate way in a short webinar, touching various aspects of it and highlighting its benefit. We also got to learn about the difference in Kanban and Scrum and how Kanban is a better approach.

Learning the importance of Kanban in project management was indeed a knowledgeable session.

The event concluded with interactive question and answer session and participants sharing their view. Chapter expresses sincere gratitude to the speaker Mr. SUBHABRATA PAL (SUBHO) for this fantastic interactive webinar session.



Chapter Elections:

Election 2016 (conducted in July- Sept) concluded with Mr. Sumit Kumar Sinha elected as President , Mr. Tamal Banerjee is elected Vice President , Ms Nitu Tandan Kapoor is elected as Secretary , Mr. Arabinda Bhar is elected as Director, Training and Professional Services . Board had proposed Mr Amitava Banerjee as the Treasurer. The new board was functional from 1st Oct 2016 for a duration of 2 years. New board would strategize new initiatives and hence create space for enhanced volunteering engagements.

Events & ACTIVITIES



Project Management National Conference for 2016 was a three day professional development event was organized and Hosted by PMI Mumbai Chapter and Co Hosted by PMI Pune- Deccan Chapter from 17th till 19th November at Mumbai from 17-19 Nov.

PMI National Conference 2016



The Theme for the conference was Project Management -Indispensable for Vision India. The objective of the Conference was to bring in the thought for enhancing project management skills to realize India's Vision to transform India to a developed nation with world class institutions ,infrastructure product and services.

The conference presented Industry views , case studies invited speeches and technical papers that focus on how project management practitioners play a key role in redefining the way India builds it capabilities

The conference provided a platform for Project Management Practitioners across industries , government , NGOs and academia , to exchange ideas on the challenges and opportunities in managing projects. Mr Sumit Kumar Sinha (President) , Mr Tamal Banerjee(Vice President) and Mr Amitava Banerjee (Treasurer) from PMI West Bengal Chapter have got the opportunity to attended and participated in the three day Conference . PMI Mumbai Chapter had requested to felicitate Key Note Address Speaker: Shirish Sankhe – Global Head Infrastructure & Construction & Senior Partner- McKinsey India.

The key attraction of the Conference was the master class and Special address by Guest of Honor by Kevin Kelly and the Valedictory Address by Harsha Bhogle- Cricket Commentator and Journalist.

Key points addressed by Mr Kevin Kelly :

- Ways of assessing stakeholder.
- How to articulate a Customer Story.
- How to identify a potential problem.
- Identifiers of an Exceptional sales person.
- Art of managing a mob.
- Art of Customer selling—Secret to Success.

Key Points addressed by Mr Harsha Bhogle:

- Traits of an efficient leader.
- How a leader can build trust within a team.
- Build awareness for Team Success.
- Adaptability to accept change.
- Skill to adapt new things with time.



Chapter welcomes our new members

A warm welcome and hearty wishes for a successful career in project management.

Nasim Ali	•	Vinita Daga	•	Mohammed Hossain
Amrita Bandyopadhyay	•	Biman Ranjan Das	•	Debopam Majumdar
Moumi Banerjee	•	Sankarsan Dash	•	Sayantana Majumdar
Sagar Banerjee	•	Satyajit Datta	•	Rupak Malakar
Tapas Banerjee	•	Subhashis Dey	•	Debashis Mishra
Sumit Barman	•	Anirbn Dhar	•	Tirtha Mitra
Pramit Basu	•	Rajib Dutta	•	Dilip Mohanty
Subhomoy Bhattacharya	•	Mousumi Ghosh	•	Satrajit Mukherjee
Navin Bhushan	•	Santanu Guha	•	Sudha Nair
Sujay Kumar Bose	•	Dharmendra Gupta	•	Ashok Pal
Vargab Pathak	•	Somali Sinha	•	Rama Manas Panda
Subhasis Samantaray	•	Jitendra Tripathi	•	Vivek Vishwakarma

Etc that matters

Holistic Approach to Save Tigers

The Corbett Foundation trains villagers close to forest reserves on new skills, helping them reduce dependence on forest resources.

<http://www.pmi.org.in/manageindia/volume6/issue08/>

Nominations Open for PMI India Academic awards

PMI India has announced three awards for recognizing Academicians who through their outstanding contributions in education, research, training, consultancy and advocacy have made extraordinary impact in establishing the role and significance of Project Management education in India.

The last date for receiving the awards nominations is - 15th Dec 2016

<http://www.pmi.org.in/rac2017/awards.asp>

Volunteer of the Quarter

“Those who can, do; those who can do more, they volunteer”

Special Appreciation as
“Volunteer of Quarter ,
Autumn 2016” goes to
Anirban Dasgupta



PMI West Bengal Chapter leadership would like to thank Anirban for his continuous contribution to the chapter initiatives for Training portfolio. This prestigious award of the chapter is in recognition of your leadership to take forward PMI West Bengal Chapter initiatives in the region successfully aligned with its vision

Congrats Anirban!



Share your thoughts and suggestions to
pmiwbc.communication@pmiwbc.org

Visit Chapter Website <http://www.pmiwbc.org/>



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