**Concept-Value**

- **Value** is defined from the vantage point of the client (i.e., what the client needs).

- **Types of work activities in process steps:**
  - *Value-added (VA)*
  - *Non-valued added (NVA)*
  - *Required non-value added (RNVA)*
Concept-Value Streams

**Current State**

- Value-Added Activity
- Non-Value Added Activity
- Required Non-Value Added Activity

**Future State**

- VA
- NVA
- RNVA