

Value Stream Mapping

Getting Started



Welcome!





Why VSM?



VSM Principles



Current VSM

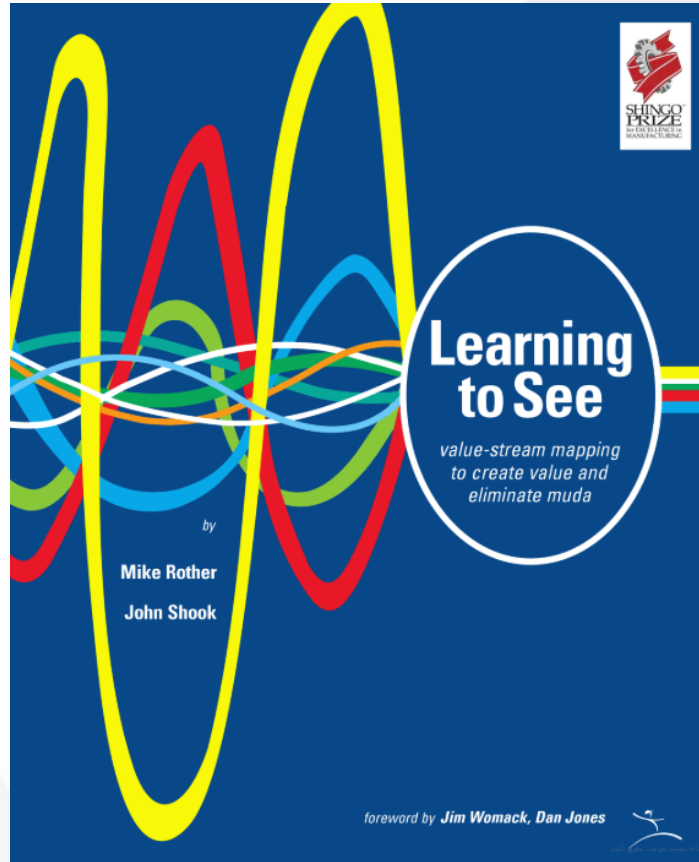


Lean Guidelines



Future VSM

Content



Good to Know

- Lean Enterprise Institute, producers of this book is the first entity to coin the word “Lean”, referring to Toyota’s Philosophy of Management.
- A good reference for service oriented VSM:
 - Value Stream Mapping: How to Visualize Work and Align Leadership for Organizational Transformation, Book by Karen Martin and Mike Osterling

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What is the problem with “point improvements”

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- **Point improvements:** searching for wastes “muda” and doing projects to eliminate them

Pros

- Quick Wins
- Buy-in
- Learning experience

Cons

- Value flow comes to a halt in the swamp of inventories and detours ahead of the next downstream step.
- Doesn't guarantee **bottom line improvements or customer satisfaction**
- **Isolated victories** over muda, some of them quite dramatic, which **fail to improve** the whole.

Good to Know

- Kaizen efforts, or any lean manufacturing technique, are most effective when applied strategically within the context of building a lean value stream.

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Why Value Stream Mapping is an Essential Tool?

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- It helps **visualizing the whole flow** (Material + Information)
- Helps identifying **key wastes** and their sources
- Provides **common language** to discuss manufacturing processes
- It ties together **lean concepts and techniques**, which helps you avoid “**ad-hoc improvement**”
- It forms the basis of an **implementation plan**. By helping you design how the whole door-to-door flow should operate.

Good to Know

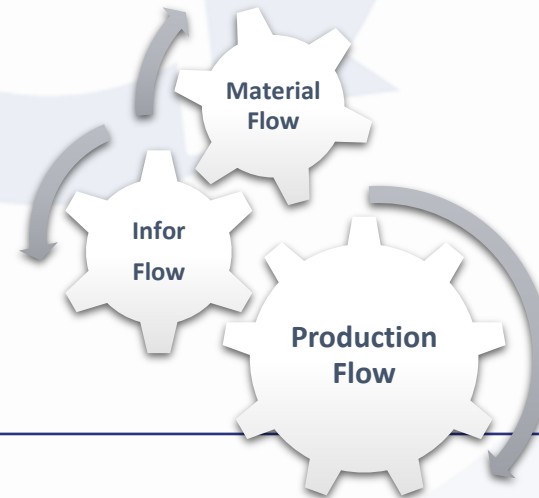
- What we mean by value stream mapping is simple: Follow a product's production path from customer to supplier, and carefully draw a visual representation of every process in the material and information flow.

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- Within the production flow, the **movement of material** through the factory is the flow that usually comes to mind.
- But there is another flow—of information—that tells each process what to make or do next. Material and information flow are two sides of the same coin.
- **You must map both of them.**



Good to Know

- In lean manufacturing the information flow is treated with just as much importance as the material flow.

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Selecting a Product Family

Content

- A family is a **group of products** that pass through **similar processing steps** and over **common equipment** in your downstream processes.
- Write down clearly what your **selected product family** is, how many **different finished part numbers** there are in the family, and the demand patterns (when, how much)

Good to Know

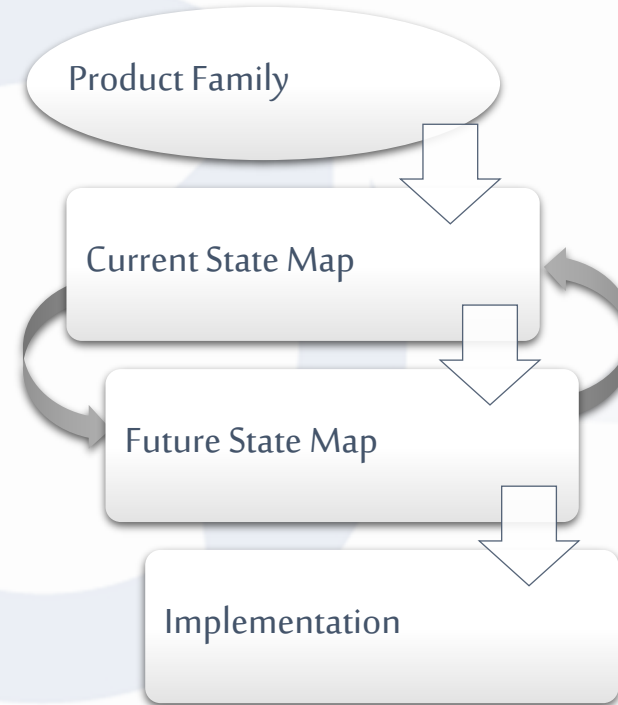
- Identify your product families from the customer end of the value stream.

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- One point to understand clearly before starting is the need to **focus on one product family**.
- Unless you have a small, **one-product plant**, drawing all your product flows on one map is too complicated.
- Value stream mapping means walking and drawing the **processing steps** (material and information) for one product family from door to door in your plant.



Good to Know

- Identify your product families from the customer end of the value stream.

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Selecting a Product Family

Content

- If your product mix is complicated you can create a matrix with assembly steps and equipment on one axis, and your products on the other axis

		ASSEMBLY STEPS & EQUIPMENT							
		1	2	3	4	5	6	7	8
PRODUCTS	A	X	X	X		X	X		
	B	X	X	X	X	X	X		
	C	X	X	X		X	X	X	
	D		X	X	X			X	X
	E		X	X	X			X	X
	F	O		O		O	O	O	
	G	O		O		O	O	O	

Good to Know

- Identify your product families from the customer end of the value stream.

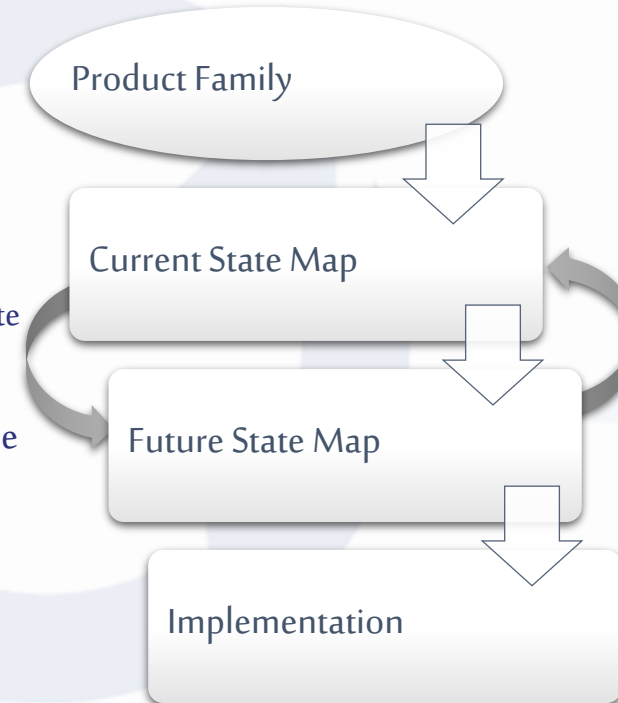
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Using the Mapping Tool – Key Tips

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- Value-stream mapping initially follows the steps shown at right.
- A current state without a future state is not much use. The future-state map is most important.
- Arrows indicate:
 - Future state ideas will come up as you are mapping the current state.
 - Likewise, drawing your future state will often point out important current-state information you have overlooked.
- Then, as your future state becomes reality, a new future-state map should be drawn.
- In about two days you should have a future-state map drawn to the point where implementation can begin.
- Don't get hung up trying to make all the details on your future-state map perfectly correct.
- Fine-tune your future-state map as implementation progresses.



Good to Know

- As with any new language, the best way to learn mapping is to practice it formally at first, until you can use it instinctively.

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