



## Solutions in Operations

*How do you design,  
manage, and improve your  
key products and work  
processes?*

*How do you ensure effective  
management of your  
operations?*



# Value Stream Mapping

## WHAT IS A VALUE STREAM MAP AND WHAT IS THE VALUE?

- Enables a company to identify waste in manufacturing and administrative processes and develop a plan to reduce or eliminate it, by streamlining work processes and cutting lead times.
- Maps the current state from customer back to raw material including all steps, both value-added and non-value-added.
- Helps visualize more than just the single process level – “See the Flow”
- Provides a blueprint for Lean Transformation – the Future State Map

## WHY USE THE VALUE STREAM MAPPING APPROACH?

- Determines which steps are values added and non-value added from internal and external customers' points of view.
- Provides a common language.
- Can be more useful than quantitative tools.
- Links the material and information flows.
- Ties together lean concepts and techniques.

## WHAT IS THE PURPOSE?

- Creates a Visual Communication Tool
- Drives Kaizen improvement activities including, but not limited to:
  - » Workplace Organization (5S)
  - » Visual Factory
  - » Implementing Standard Work
  - » Quick Changeover
  - » Cellular/Flow Manufacturing
  - » Pull/Kanban Systems
  - » Total Productive Maintenance (TPM)
- Prioritizes activities to help achieve the Future State in a timely manner

## HOW DO COMPANIES APPROACH A VSM?

- 2-3 day process
- Develop a cross-functional team
- Identify the Value Stream Manager (person responsible for driving the tasks associated with the Value Stream Mapping Process)
- Define the scope; the start and stop of the Value Stream to be mapped
- Educate the team on lean fundamentals such as the types of wastes and value/non-value added activities
- Develop the Current State Map
  - » “Go See” the process
  - » Capture material and information flow
  - » Document “as-is” process times
  - » Note inventory levels at each step of the process
  - » Review batch sizes
  - » Identify hidden factory that may exist
  - » Identify wait times for materials in process
- Develop the Future State Map
  - » What can be accomplished in the next 6-9 months with resources available
  - » Eliminate/ Reduce non-value added activities from the customer’s perspective
  - » Target “one-piece-flow”
  - » Identify Kaizen type improvement activities
  - » Visual that clearly articulates the desired outcome to the team and area affected
- Verify the Value Stream Manager who will drive the implementation process