



Value Stream Mapping

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Value Stream Mapping uncovers opportunities to provide value to customers, simplify information flow, identify and eliminate waste, streamline and connect material flow, and pull production based on the customer demand rate (takt time). Value Stream Mapping is an organized approach, used on selected product families, whereby cross-functional project teams walk and map the current material and information flow. They then apply lean thinking to create a future state map, with lean elements such as kanban systems and cellular flow. Kaizen breakthrough event targets are identified. The team is shown several lean possibilities and facilitated to develop their own creative application.

Value Stream Maps help to depict and analyze door-to-door (and beyond) flow instead of discrete production processes, and to implement lean systems instead of isolated process improvements. Value Stream Maps combine material and information flow.

The current state map shows the existing, often convoluted, material and information flows and includes present statistics such as cycle times, distances traveled, yields, resource availability and lead-times measured in days of supply of inventory. The future state map integrates material and information flows in a more seamless fashion using lean tools such as cellular manufacturing, pull systems, and pacemaker scheduling. It further identifies where targeted Kaizen breakthrough events are needed to implement such changes as bottleneck breaking, preventive maintenance and yield improvements. A value stream project plan is required to map out the transition, establish sponsorship, define resources, identify actions, assign responsibilities, and track implementation progress.

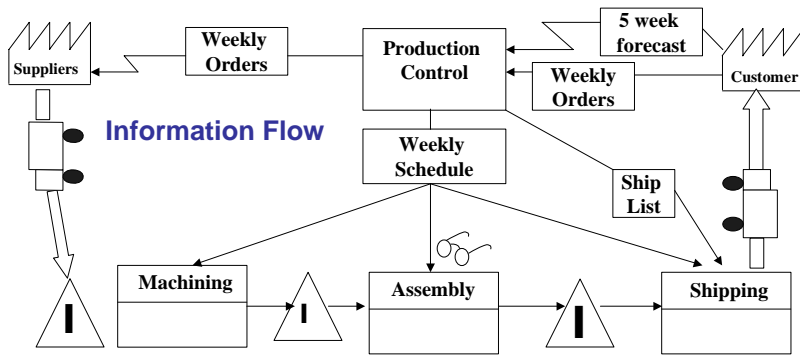
Key Benefits

- Teams focus on customers and product families to improve performance where it counts
- Combined material and information flow visualization supports integrated systems thinking
- Current state baseline and future state - lean blueprint teams better visualize changes
- Improvement targets, tied to critical metrics, recognize and reinforce performance gains
- Value Stream Maps link to organization strategy and value stream transition plan with specific kaizen breakthrough events diagrammed to target implementation of lean practices

Steps

- Define customers and their needs within corresponding product families
- Map internal material flow and information flow from customers to production and suppliers
- Define current state map with baseline measures of inventory, lead-time, cycle-times, travel distance, yield and process availability
- Present lean transformation concepts and techniques - apply to the situation and map to envision the future state map
- Target kaizen breakthrough events on future state map and value stream project plan

If you are unclear on where to start your lean journey, Value Stream Mapping provides a great tool to focus your efforts. It offers a way to visualize the current state of the business in relation to the customer and the product family. Future state map helps to give the team a lean vision to rally around. By tying the transition plan to the organizations strategy, and with consistent review and support from management, cross-functional teams achieve dramatic results.

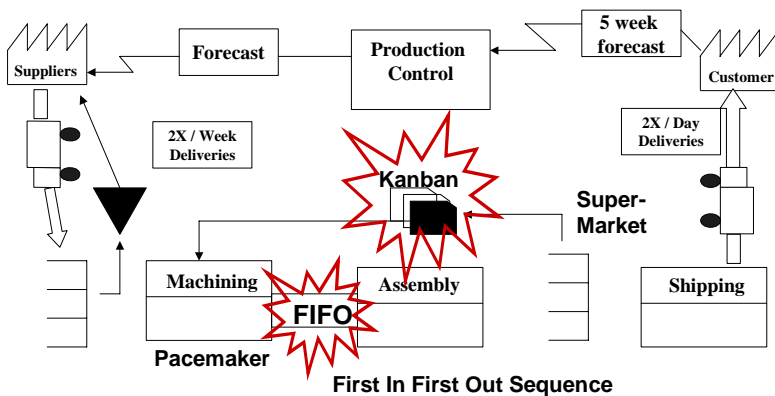
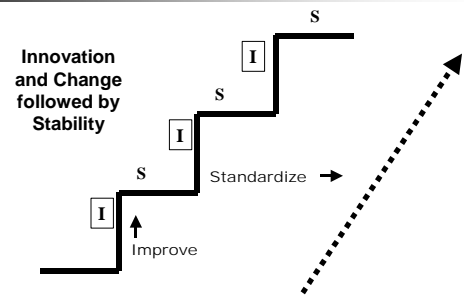


Material Flow

Current State Value Stream Map

Disconnected Flow – High Inventory

The Lean Journey....
Stair-steps to "Perfection"



Combine Material and Information Flow
Future State Value Stream Map

Kaizen Breakthrough Events to Implement