

## VALUE STREAM MAPPING

### One-day workshop

#### 1. Introduction

Value stream mapping (VSM) is a high-level diagnostic tool. VSM enables a management team to take a systems approach to increasing customer satisfaction and decreasing cost of operations along the entire product value stream. A VSM workshop is facilitated on an annual basis during which "one year's worth" of projects is identified to further enhance customer service and process performance.

#### 2. Learning Objective

At the end of this workshop participants will:

- understand the purpose and format of a high-level value stream map;
- have a physical detailed VSM for the product (order processing, planning, purchasing, production, quality and distribution) - see attached sample illustration;
- have identified measures of customer value in key processes;
- have a list of prioritised issues and action items on which to work on during a one-year period, that will deliver a more robust, lower cost and customer friendly process, and
- have identified key performance metrics, the achievement of which will help to guarantee consistent delivery of customer value.

The VSM forms the backbone of the continuous improvement roadmap for a product and will largely determine the project resources & training effort required over each year in the future. In a lean organisation the VSM workshop is repeated annually.

#### 3. Workshop agenda

Time	Item	Format
8.30	Introductions Workflow Principles - Takt Time - The 7 Wastes Product overview: - Process steps - Process performance & desired improvement Value Stream Mapping (VSM) physical map drawing and review	PowerPoint
10.00	Break	VSM interactive mapping exercise with questions, debate and discussion
10.15	Value Stream Mapping (VSM) physical map drawing and review	
12.30	Lunch	
	VSM physical map drawing and review	
	VSM summary Value & non-value add activities Issues list Key metrics & performance levels VSM action list & next steps	Review, discussion and list generation  Team exercise
	Review & close	

#### **4. Preparation**

The client will determine the rationale for selecting a product for VSM e.g. new product or process introduction, high volume product, high revenue product, loss making product, product with most quality problems etc. etc. Typically, the team selects a high revenue product to start and the progresses to others over time.

The client will collect data for the VSM, in an Excel template provided by Lean Ireland. Guidance on data collection will be given by the VSM facilitator over the phone. The data collection effort takes between 2 and 3 hours at the client site.

#### **5. Who should attend?**

VSM is facilitated with the management team, with key operations, quality, engineering and supply chain personnel also in attendance.

Some days or weeks following the workshop Lean Ireland will provide an optional extra training workshop to assist in translating the VSM issues into a meaningful, and appropriately resourced, roadmap of continuous improvement activities for the year.

#### **6. Deliverables**

Deliverables at the end of the workshop include

- A completed physical paper and Post-It map of a key value stream
- A cross-functional agreement on the issues that are currently impeding process excellence.
- A cross-functional agreement on key performance metrics and desired future performance levels for the selected processes to be improved.
- An action list that outlines agreed next steps towards developing a roadmap for improvement.

Immediately following the workshop, a designated member of client staff should commit the paper and Post-It map to an Excel template, provided by the facilitator. This is essential to facilitate year-on-year analysis of process improvement in the organisation.

#### **7. Contact**

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### SAMPLE CURRENT STATE VALUE STREAM MAP

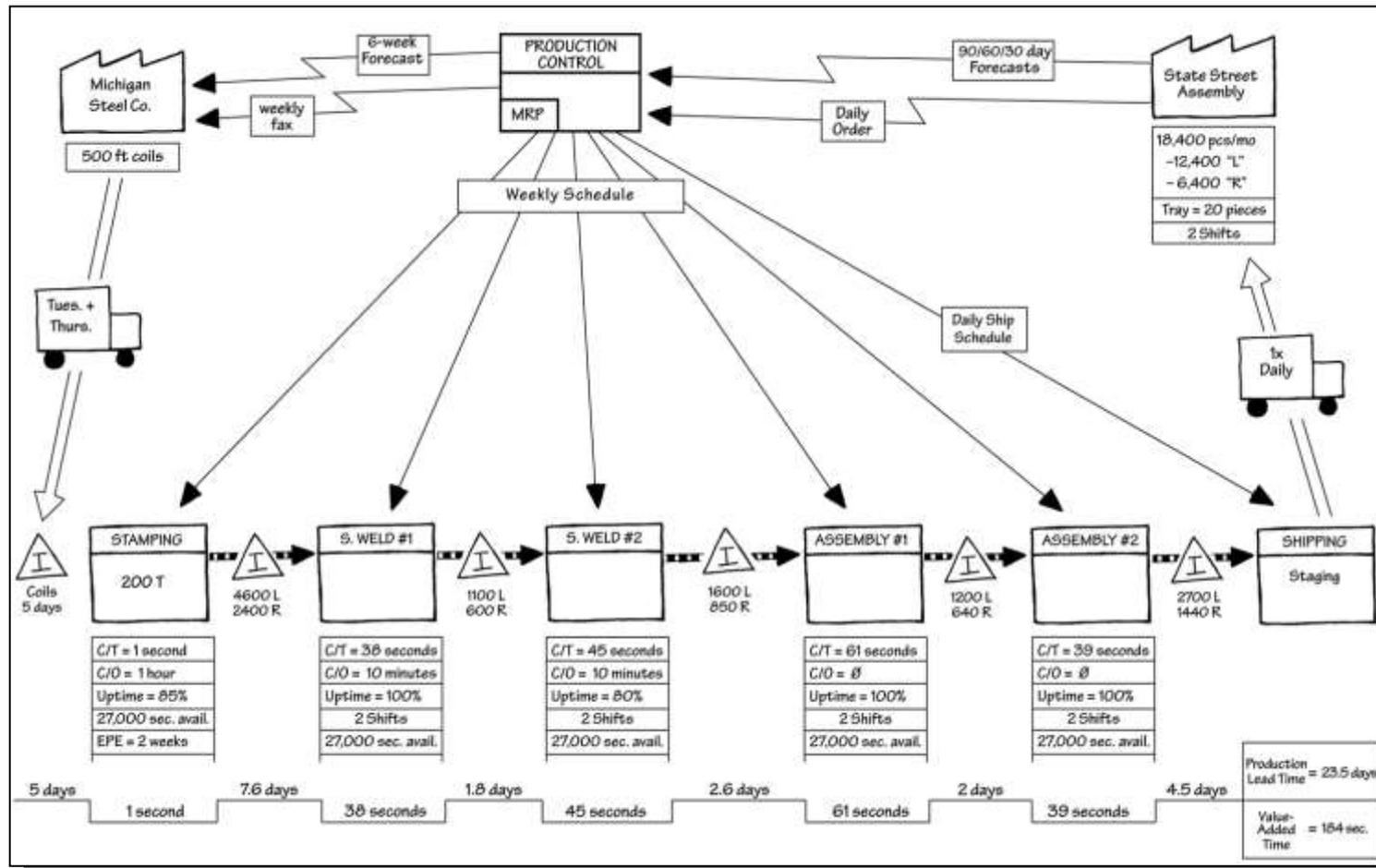


Illustration courtesy of Rother & Shook, *Learning to See*, Lean Enterprise Institute, Brookline Mass, USA.