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**Course ID: S10**

## **VALUE STREAM MAPPING (VSM)**

**Onsite course: One day workshop**

### **1. What is this course about?**

Value stream mapping (VSM) is a high-level diagnostic tool that provides a foundation for a continuous improvement journey. VSM enables a management team to take a systems approach to increasing customer satisfaction and decreasing the cost of operations along the entire product and service value stream. VSM enables an organisation to set its strategic and tactical direction over a number of years, as well as select and scope the projects that will deliver change.

A VSM workshop is facilitated for each major product or service range on an annual basis during which "one year's worth" of projects is identified to further enhance customer service and process performance. This course introduces participants to VSM, using paper and Post It methods to document the process and identify system disconnects.

This course is offered on an in-company basis only i.e. all candidates are from the one organization for a minimum of 8 and maximum of 15 candidates.

### **2. What will I achieve?**

At the end of this workshop, you will:

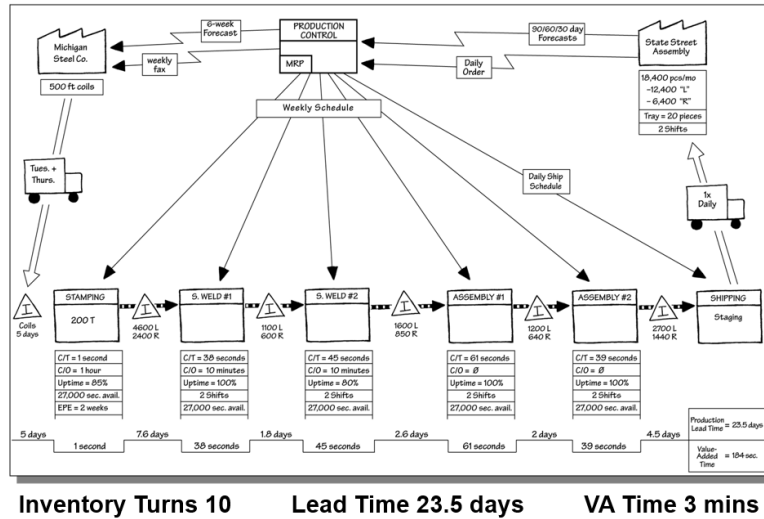
- understand the purpose and format of a high-level VSM;
- know how to develop a physical detailed current state VSM for product that includes performance quantification in the areas of forecasting, order processing, planning, purchasing, production, quality and distribution.
- Understand how to develop 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
  - Understand the key performance metrics, the achievement of which will help to guarantee consistent delivery of customer value.

In addition, you will have an understanding of a broad range of lean process design tools, each of which adds value to the understanding of process and system performance. This knowledge will enable you to facilitate a VSM workshop with confidence.

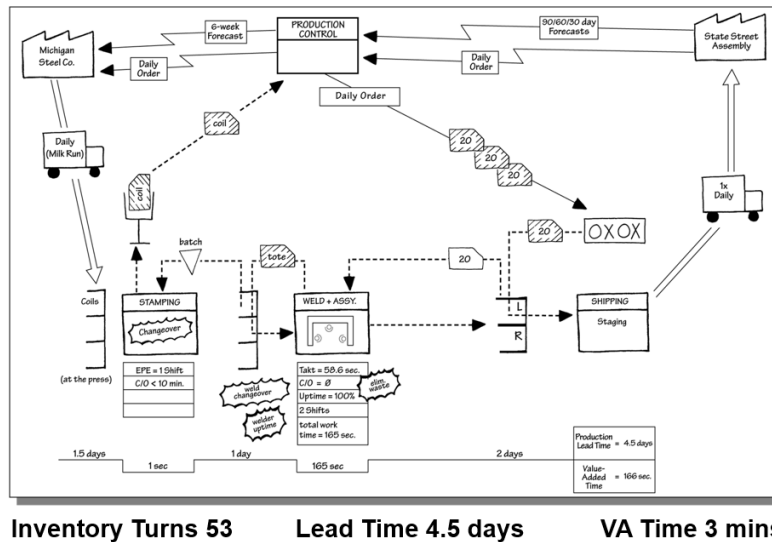
See VSM examples in figures 1 and 2 below. Before the course starts, the organisation will select a product on which to work during the course. This is typically a high revenue/growing demand product. In

consultation with the course tutor, data in connection with the product parameters is collected in advance of the workshop.

Following the course, the Lean Ireland tutor will be available online, as required, to answer any follow up questions you may have.



*Figure 1.* Current state VSM for job shop



*Figure 2.* Future state VSM for job shop

(Illustrations courtesy of Rother & Shook, *Learning to See*, Lean Enterprise Institute, Brookline Mass, USA)

### 3. Workshop agenda

Time	Item
8.30	Introductions Workflow Principles <ul style="list-style-type: none"><li>- Takt Time</li><li>- The 7 Wastes</li></ul> Product overview: <ul style="list-style-type: none"><li>- Process steps</li><li>- Process performance</li></ul> Value Stream Mapping (VSM) physical map drawing and review
10.00	Break
10.15	Value Stream Mapping (VSM) physical map drawing and review
12.30	Lunch
13.30	VSM physical map drawing and review
15.30	VSM summary <ul style="list-style-type: none"><li>Value &amp; non-value add activities</li><li>Issues list</li><li>Metrics &amp; performance levels</li></ul>
16.30	VSM action list & next steps.
17.00	Close

The workshop is highly interactive in nature with active contributions from such functions as sales, supply chain product planning, procurement, operations, engineering and quality. Some weeks following the initial 'current state' VSM, the Lean Ireland consultant will facilitate a half day 'future state' map, as and when required.

#### 4. Who is this course for?

This course is designed for senior continuous improvement and senior managers in the organisation. VSM enables an organisation to set its strategic and tactical direction over a number of years, as well as select and scope the projects that will deliver change. As such, a VSM workshop should always be facilitated by an individual who can influence change at a structural and cultural level in the organisation.

#### 5. Where can you find out more?

Please contact Bernie Rushe at Lean Ireland,  
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