

Learning Enrichment Activity

Value Stream Mapping

Oakland University
Pawley Lean Institute
6633 18 Mile Road
Sterling Heights, MI 48314

What is Value Stream Mapping?

Value Stream Mapping (VSM) is a paper and pencil tool that helps you see and understand the flow of material and information as a product or service makes its way through the value stream from “door to door.”

The Value Stream:

- Map the flow of the work.
- Find ways to speed it up or reduce costs, work in progress (WIP) or complexity.

Elements to Map for Clear Understanding:

- Material flow
- Information flow
- People flow

What are the Benefits of VSM?

- It helps you visualize more than just the single-process level.
- It helps you see more than waste. It helps you see the sources of waste in your value stream.
- It provides a common language for talking about processes.
- It makes decisions about the flow apparent, so you can discuss them.
- It ties together lean concepts and techniques and helps you avoid “cherry picking.”
- It forms the basis of an implementation plan.
- It shows the linkage between information flow and the material flow.

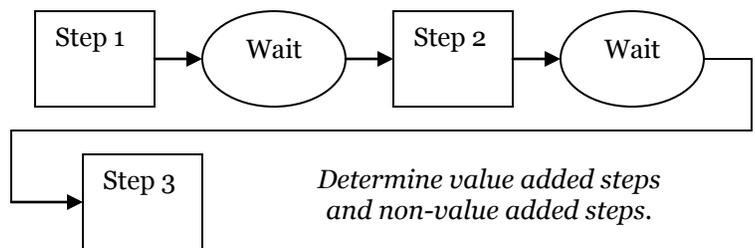
Example:

Using VSM for mapping core Human Resources processes forces the business leadership team to decide on the future service delivery model – to what extent should the business adopt a self-service approach, what tasks will be performed by HR specialists versus local generalists, etc.

Implementing Value Stream Mapping:

1. Identify a specific value stream or process to be improved and its boundaries (beginning and end points)
2. Identify the customers served by the value stream and their various needs and wants. This is known as customer value.
3. Map the value stream (similar to flow charting the current state of a system or process), including:
 - Each individual process and its order
 - The time it takes for each action (processing time)
 - The time it takes between each action (wait time)
 - Amounts of WIP
4. Study the value stream to find the largest wastes of time and WIP.
5. Brainstorm to map an ideal value stream – one that creates the least amount of waste possible or creates throughput (output or production) in the least amount of time.
6. Create and implement improvement plans.
7. As you study the current and ideal value stream maps, improvement ideas seem to clearly stand out.
8. Measure the improvement made from attempted changes.
9. Either standardize the new process or start again.

Example Format:



Activity:

Every process has a value stream.

This activity will teach you how to value stream map a process.

Remember to include the three elements when mapping: material, information and people flow.

As a class or in teams, value stream map the U-Scan check-out process at a grocery store utilizing the steps listed.

Debrief the activity:

- Discuss current and ideal value stream maps.
- What are the value added steps and non-value added steps?

Think about processes at work! What processes may be good candidates for value stream mapping?