

Value Stream Mapping



“To do things differently, we must see things differently.”

Overview

This is the workshop to get your lean journey to Operational Excellence moving! Value Stream Mapping is a lean tool that allows us to see the flow of value to the customer. We begin by constructing a Current State Map that starts with the customer then works through the factory. We capture inventory, process times, set-up times and uptime for each process, then add supplier information and information flows. From this data, we develop a lead time ladder – a timeline that compares production lead time to processing time. The total package is presented in a hand drawn picture that explains the current state of flow in the operation, and serves as an eye-opening visual that is hard for students to forget. Typical results are: “The customer wants to buy about an hour of processing from us that takes us 26 days to deliver!”

We don't facilitate brainstorming. We don't go after low hanging fruit. What separates us is that we teach the process to create a Future State Map, including the eight guidelines that make a value stream lean: Takt, finished goods strategy, continuous flow, FIFO, pull, scheduling one point, interval scheduling and pitch. Through a case study, and then by using their own products and processes, students apply the eight guidelines to create their future state. At the end of the class, we cover how to develop an implementation plan so students know where to start in their own operation. The end result is a strategic, step-by-step plan that will build lean value streams to achieve Operational Excellence.

What Participants Say

“We would like to clone the instructor and take him back with us!”

“On a scale of 1 to 5, this class is a 10!”

“Material was clear & concise. Hands-on effort allowed us to implement what we learned.”

Class Duration:

3 Days

Recommended Class Size:

20-25

Languages:

English, Spanish, French, German, Dutch



Prerequisites:

Novices to lean thinking should attend the *Introduction to Lean* session first to familiarize themselves with the basic principles of lean concepts and value stream mapping.

Class Location:

Should be on-site during normal production hours so that “live” mapping can occur.

Who Should Attend:

A good cross-functional group will provide the most benefit to the company. This includes:

- Management of all levels
- Operators
- Supervisors
- Team Leaders
- Production Control
- Manufacturing Engineering
- Industrial Engineering
- Inventory Control
- Quality Control

Value Stream Mapping continued

Program Agenda

The facilitator spends a total of 3.5 days at the host company. The first half-day is for preparation with the company's team, and the following days are spent with the participants facilitating the workshop.

Prep Day

On the day before class starts, the trainer and key sponsor members from the local team make preparations to ensure a rewarding experience for the students.

Preparation Work:

- Tour the work area to become familiar with the activities being performed
- Select product families for the practical mapping exercises
- Calculate Takt times from data collected by the host company prior to the session
- Prepare data sheets for the class for their practical exercises
- Review the class participant list and divide the students into mapping teams
- Prepare the classroom for the session the next day
- Brief senior managers about the training, and implement the appropriate advance communications in the host facility

Day One

- Introduction and getting started
- The current state map
- Case study – EMC current state

Practical Exercise #1: *On the floor: creating current state maps in teams*

Day Two

- Team presentations – current state maps of their value streams
- What makes a lean value stream
- The future state map
- Case study – EMC future state

Practical Exercise #2: *Teams develop future state maps in breakout sessions*

Day Three

Practical Exercise #2: *Teams develop future state maps in breakout sessions (continued)*

- Team presentations – current state maps of their value streams
- Achieving the future state
- Implementation planning
- Workshop conclusion

Materials Provided by Duggan:

Student Guides (containing instructor's slides) and Value Stream Mapping Pads

Materials Provided by Client:

Classroom near production floor, breakout rooms, LCD projector, flipcharts, large whiteboard, photocopy machine, dry erase markers, flipchart markers, pencils, one calculator per team, and refreshments (coffee, lunches, etc.)

Recommended Support Classes Include:

- 5S Workplace Organization to Support Flow
- Standard work
- Total Productive Maintenance
- Creating flow for static build
- Paper to Performance

