

Value Stream Mapping

establishing what is of value and who are the customers
presented by
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Value Stream mapping is one of the Lean tools. Although Lean was only given its name in 1990, it is a methodology which was used by Henry Ford in Highland Park, by Boeing to build bombers in the 1940s and has been developed by Toyota since the late 1960s.

① Two classic methods

... are used in LSS, both based on Deming's PDCA:

DMAIC - Define, Measure, Analyse, Improve, Control

8 step - Identify & Prioritise Opportunities, Project Definition, Document & Measure Current Reality, Analyse & Id Waste, Optimise Flow & Reduce Friction, Implement & Validate, Measure & Sustain, Communicate & Acknowledge Success

② Defining Value

A process which transforms the product (or service)

AND

For which the customer is willing to pay

So to create a Value Stream Map we need to define who the customers are

AND

what it is being provided that they value

③ Ideas from those attending of the Product/Service provided by CQI

The meeting split into groups and the following ideas (in no particular order) were gathered

- * Developing the competencies of the members
- * Providing recognition to members
- * Networking opportunities
- * Influencing development of standards
- * Discipline for Quality in industry
- * A service to local business
- * Body of knowledge and access to it
- * Professional profile
- * Training
- * Quality World
- * Auditors register
- * Consultants register
- * Branch events

... we were reminded at this point of the CQI Vision:

To place Quality at the heart of every organisation

④ Perceived Customers of CQI

The list of customers

- * Members
- * Trainees
- * Employers
- * Industry
- * Government

⑤ Differences between a Process Map and a Value Stream Map

The groups expanded on the initial list provided of differences between a VSM and a Process map

VALUE STREAM MAP

- * High level
- * Interested in flow between major stages
- * Customer requirements
- * Total process
- * Prioritises waste elimination
- * Illustrates strategy of achieving
- * Outcomes
- * No decisions
- * Cost benefits
- * Where the problems are
- * General steps
- * Product / service that meets needs

PROCESS MAP

- * Detailed
- * Flow of detailed process
- * Process requirements
- * Partial / internal process
- * Reducing variability
- * Allows process to be replicated
- * Outputs
- * Decisions
- * Indirect cost benefits
- * Refine the process
- * Documented tasks
- * Reassurance doing the right thing

Time prevented any further illustration of the final map, but understanding the concept of Value is vital for further work.

Useful books – the first of these (expensive \$50+) has good examples illustrating a VSM

Learning to See (value stream mapping to create value and eliminate Muda)

Rother & Shook
ISBN 0-96678473-0-8

Six Sigma

Mike Harry & Richard Schroeder
ISBN 0-385-49438-6

Office Kaizen

William Laveau
ISBN 0-87389-556-8

Lean Thinking

Wanak & Jones
ISBN 0-7432-4927-5

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