tgg

VSM Kaizen 改善

Overview:

There are a lot of tools used in Lean, but the value stream map – and extended value stream map are extremely valuable *when used properly*. We consider this an 'advanced' tool in Lean and recommend that clients get professional guidance when learning how to properly conduct a VSM session.

The amount of data & information can be overwhelming and often inexperienced practitioners can use the tool incorrectly producing dismal & misleading recommendations.

Questions that need to be addressed:

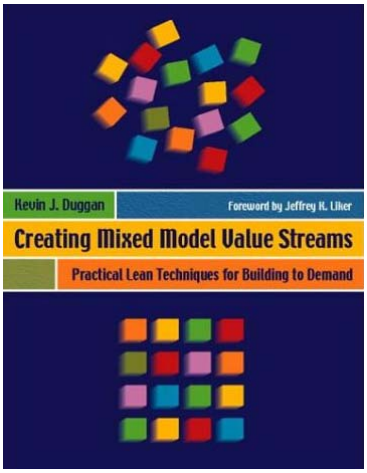
- What information do we collect?
- What skill sets do we need on the team?
- How long will it take?
- How often should we review the VSM?
- Which products / services do we map?
- Should we model or simulate our process?
- Should we take snapshots for data or consider seasonality into the VSM?

TGG has conducted VSM's in all major industries stretching all across the US and even maps that extend internationally. Let us either guide you through this process directly or indirectly – just contact us for more information.

*Some processes require more than (1) future state
** (4) days typically is enough time; there are some extended supply chains that take longer.

Session Deliverables

- Current state VSM
- Future state VSM*
- (12) Month plan
- Prioritized Project Hopper
- Who Hopper



Location / Duration:

On site at your location – 4 days

Other Specifics:

Team size 8 – 12 participants

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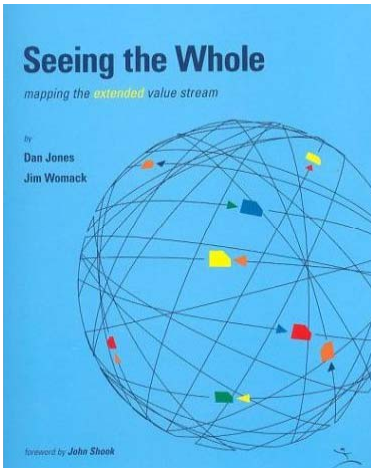
We use iGrafx software for value stream mapping and think it provides a competitive advantage over other software & methods. Let us show you how to take advantage of 'custom data summaries' and the software's ability to be customized to your industry and application.



iGrafx®

We don't require that you purchase software for your project; some clients just allow us to map it and then print out the results thus saving the cost of the software.

The VSM current state session allows you to populate a project hopper with at least (12) months of work out, Kaizen, and DMAIC projects. When you look at your process at the VSM level we'll show you disconnects in how your business is measured.

Customers typically look at your process much differently than you do as managers – we refer to their perspective as 'horizontal.' They don't see departments and silos … they just see the steps that create their product or service.

The future state allows your team to work with a 'clean sheet' of paper and to begin asking a lot of 'what-if' questions.

"The best way to predict your future is to create it", said Lincoln, and although he wasn't referring to value streams when he said it – there is direct application here.

Let us show you how financial metrics follow time-based ones and schedule a VSM Kaizen today.

What do we collect?

- Takt time
- Line of balance
- OEE
- RM, WIP, FG
- Labor
- Scheduling & information flow
- Transportation, warehousing & handling
- And more …

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A Kaizen Story "Failure to Lead" (3rd Quarter, 2006. Racine, WI)

It was Tuesday morning of our VSM event and John was already testy. Prior to the event he had 'needled' me about the *schedule* and about how much we had to accomplish during the event. It was on that Tuesday morning that the circuit blew.

I was in front of the group and announced that we were now going to take (2) hours and go to the Genba and walk the process. When John heard this (2) hour 'delay' he visibly changed. He quickly interrupted me and asked to see me outside in the hall.

"You are a failure. You've failed to lead since you got here and I will not stand by and let you continue to waste valuable team time. I've assembled the best SME's for this event and there's *nothing* that we can't answer from inside this conference room." He was red-faced … not to mention pretty close to my face.

"John – we have to go to the actual process, talk w/ the actual people, and observe the Genba – it's how we can identify the waste," I replied. "I'd strongly recommend that you 'stand down' and simply let me fail by myself." I further explained that I'd take complete responsibility for this team's failure at the end of the week.

John reluctantly agreed and the team proceeded to observe the process.

When the group returned John's demeanor had changed significantly and he was excited about what he had learned during the break. He experienced 1st hand a 'team' of co-op students that were several months behind in documentation. He had seen stacks, stacks, and more stacks of work that hadn't been entered in the system.

Apologize? Not really. An apology wasn't important to me – learning the power of Genba was. Mission accomplished!

When we explain a process we'll do one of two things. Explain

1) What we *think* the process does
2) What we *wish* the process does, but never
3) Reflect what the process actually does