5s value stream mapping

5S Value Stream Mapping: A Practical Guide to Lean Transformation

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Introduction:

The pursuit of efficiency and waste reduction is a constant endeavor in any organization, regardless of industry. Traditional methods often fall short in visualizing and tackling the root causes of inefficiencies within complex processes. This is where 5S Value Stream Mapping emerges as a powerful tool. This methodology seamlessly integrates the principles of 5S (Sort, Set in Order, Shine, Standardize, Sustain) with the visual power of Value Stream Mapping (VSM), leading to a more streamlined, efficient, and organized workflow. This article will explore the practical application of 5S Value Stream Mapping, drawing on real-world case studies and personal anecdotes to illuminate its transformative potential.

Understanding the Synergy of 5S and Value Stream Mapping

Value Stream Mapping (VSM) is a powerful lean management tool that provides a visual representation of all the steps involved in bringing a product or service to the customer. It helps identify bottlenecks, waste, and areas for improvement. However, VSM alone doesn’t address the underlying organizational issues that contribute to waste. This is where 5S comes in. 5S is a workplace organization methodology that focuses on creating a clean, orderly, and efficient work environment. By implementing 5S before or concurrently with VSM, organizations can create a foundation for sustained improvement.

The synergy is significant. A well-organized workplace (achieved through 5S) allows for easier identification of waste and bottlenecks during the VSM process. Furthermore, the standardization aspects of 5S ensure that improvements identified during VSM are maintained over time. This prevents the system from reverting back to its inefficient state.

Case Study 1: The Automotive Parts Supplier

During my consultancy with a major automotive parts supplier, we witnessed firsthand the transformative power of 5S Value Stream Mapping. The company struggled with high inventory levels, long lead times, and frequent production stoppages. Their initial VSM revealed a chaotic workflow with significant bottlenecks in the assembly line. However, simply mapping the process didn't offer a complete solution. We implemented 5S first, focusing on clearly defined work areas, organized tools and materials, and a rigorous cleaning schedule. This significantly improved workflow visibility and allowed for a more accurate second VSM. The revised VSM, informed by the implemented 5S, led to the identification of further inefficiencies, resulting in a 20% reduction in lead time and a 15% decrease in inventory. The clean and organized environment also boosted employee morale and reduced workplace accidents.

Case Study 2: The Healthcare Clinic

Another compelling example comes from a busy healthcare clinic struggling with long patient wait times and inefficient paperwork processes. Implementing 5S Value Stream Mapping resulted in a noticeable improvement. We began by sorting patient files, organizing examination rooms, and standardizing cleaning protocols. The initial VSM showed significant delays in the patient check-in process. After implementing 5S, the clinic team re-mapped their processes. This revised VSM revealed opportunities to streamline the check-in process, reducing patient wait times by 30% and freeing up staff time for patient care. The standardized cleaning procedures also contributed to a reduction in infection rates.

Personal Anecdote:

In my early career, I worked in a manufacturing plant where clutter and disorganization were rampant. Trying to conduct a VSM was nearly impossible. We could hardly find the necessary tools or information. The implementation of 5S was a watershed moment. The improved orderliness revealed hidden inefficiencies we previously overlooked. The clarity it brought to the process allowed us to create a far more effective and accurate VSM, leading to significant improvement in productivity.

Implementing 5S Value Stream Mapping: A Step-by-Step Guide

1. Define the Scope: Identify the specific process or product you will be mapping.
2. Conduct a 5S Assessment: Evaluate the current state of 5S in the chosen area.
3. Implement 5S: Systematically implement the 5S principles: Sort, Set in

Order, Shine, Standardize, Sustain.

4. Create the Current State Value Stream Map: Map the existing process, identifying all steps, time delays, and bottlenecks.

5. Identify Waste: Analyze the VSM to pinpoint areas of waste (e.g., transportation, inventory, motion, waiting).

6. Develop Future State Value Stream Map: Design an improved process, eliminating waste and optimizing workflow.

7. Implement Improvements: Put the changes into action.

8. Monitor and Maintain: Continuously monitor performance and make adjustments as needed. Sustain the 5S improvements.

The Importance of Standardization in 5S Value Stream Mapping

The "Standardize" element of 5S is crucial for long-term success with 5S Value Stream Mapping. Standardized procedures ensure that improvements are maintained over time and prevent the system from reverting to its previous inefficient state. This involves documenting best practices and training employees on the new processes. Regular audits and checks help to maintain these standards.

Conclusion:

5S Value Stream Mapping offers a powerful and holistic approach to process improvement. By combining the organizational benefits of 5S with the visual power of VSM, organizations can achieve significant improvements in efficiency, productivity, and overall performance. The case studies and anecdotes presented in this article demonstrate the transformative potential of this methodology across diverse industries. The key to successful implementation lies in a systematic approach, a commitment to continuous improvement, and a focus on maintaining the standardized processes achieved through 5S.

FAQs:

1. What is the difference between traditional Value Stream Mapping and 5S Value Stream Mapping? Traditional VSM focuses primarily on the process flow. 5S VSM integrates workplace organization, ensuring a foundation for accurate mapping and sustainable improvements.

1. Can 5S Value Stream Mapping be applied to service industries? Absolutely. It's highly effective in healthcare, banking, and other service sectors to streamline processes and improve customer experience.

1. How long does it take to implement 5S Value Stream Mapping? The time varies depending on the complexity of the process. It can range from a few weeks to several months.

1. What are the key metrics to track after implementing 5S Value Stream Mapping? Key metrics include lead time, cycle time, inventory levels, defect rates, and employee satisfaction.

1. What are the potential challenges of implementing 5S Value Stream Mapping? Resistance to change, lack of employee buy-in, and insufficient training can hinder implementation.

1. How can I ensure the sustainability of 5S improvements? Regular audits, ongoing training, and clear communication are vital for sustained improvements.

1. What is the role of leadership in successful 5S Value Stream Mapping implementation? Strong leadership support and commitment are crucial for driving change and ensuring employee buy-in.

1. Can 5S Value Stream Mapping be used for small businesses? Yes, even small businesses can benefit significantly from this methodology. It's adaptable to any size organization.

1. What software tools can support 5S Value Stream Mapping? Various software tools can help with creating and managing VSMs and tracking progress.

Related Articles:

1. "The 5S Methodology: A Foundation for Lean Improvement": This article explores the individual principles of 5S in detail and provides practical tips for implementation.

1. "Value Stream Mapping for Beginners": A comprehensive guide to understanding and applying Value Stream Mapping principles.

1. "Overcoming Resistance to Change in Lean Transformations": Addresses common challenges in implementing Lean initiatives and offers strategies for overcoming resistance.

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1. "5S and Kaizen: A Powerful Combination for Continuous Improvement": Explores the synergy between 5S and Kaizen (continuous improvement) methodologies.

1. "Visual Management and its Role in 5S Value Stream Mapping": This article highlights the importance of visual aids in creating a clear and effective VSM.

1. "Case Studies in 5S Value Stream Mapping: Healthcare and Manufacturing": A collection of case studies illustrating the application of 5S VSM in different industries.

1. "Developing a 5S Value Stream Mapping Implementation Plan": Provides a step-by-step guide for creating a comprehensive implementation plan.

1. "The Role of Technology in 5S Value Stream Mapping": Explores the use of software and digital tools to enhance the effectiveness of 5S VSM.

5s value stream mapping: The Power of Process Matthew Zayko, Eric Ethington, 2021-10-28 Lean Process Creation teaches the specific frames—the 6CON model—to look through to properly design any new process while optimizing the value-creating resources. The framing is applicable to create any process that involves people, technology, or equipment—whether the application is in manufacturing, healthcare, services, retail, or other industries. If you have a process, this approach will help. The result is 30% to 50% improvement in first-time quality, customer lead time, capital efficiency, labor productivity, and floorspace that could add up to millions of dollars saved per year. More important, it will increase both employee and customer satisfaction. The book details a case study from a manufacturing standpoint, starting with a tangible example to reinforce the 6CON model. This is the first book written from this viewpoint—connecting a realistic transformation with the detailed technical challenges, as well as the engagement of the stakeholders, each with their own bias. Key points and must-do actions are sprinkled throughout the case study to reinforce learning from the specific to the general. In this study, an empowered working team is charged with developing a new production line for a critical new product. As the story unfolds, they create an improved process that saves $5.6 million (10x payback on upfront resource investment) over the short life cycle of the product, as well as other measurable benefits in quality, ergonomics, and delivery. To an even greater benefit, they establish a new way of working that can be applied to all future process creation activities. Some organizations have tried their version of Lean process design following a formula or cookie-cutter approach. But true Lean process design goes well beyond forcing concepts and slogans into every situation. It is purposeful, scientific, and adaptable because every situation starts with a unique current state. In addition, Lean process design must include both the technical and social aspects, as they are essential to sustaining and improving any system. Observing the recurring problem of reworking processes that were newly launched brought the authors to the conclusion that a practical book focused on introducing the critical frames of Lean process creation was needed. This book enables readers to consider the details within each frame that must be addressed to create a Lean process. No slogans, no absolutes. Real thinking is required. This type of thinking is best learned from an example, so the authors provide this case study to demonstrate the thinking that should be applied to any process. High volume or low, simple or complex mix, manufacturing or service/transactional—the framing and thinking works. Along with the thinking, readers are enabled to derive their own future states. This is demonstrated in the story that surrounds the case study.

5s value stream mapping: *Creating Mixed Model Value Streams* Kevin J. Duggan, 2018-02-05 Following in the footsteps of its bestselling predecessor, Kevin J. Duggan, an executive mentor and recognized authority on Lean and Operational Excellence, draws on more than 10 years of experience and learning to provide Creating Mixed Model Value Streams, Second Edition. This second edition takes a step-by-step approach to implementing Lean in c

5s value stream mapping: The Lean Manager Freddy Ballé, Michael Ballé, 2011-09-15 In this groundbreaking sequel to The Gold Mine, authors Michael and Freddy Ballé present a compelling story that teaches readers the most important lean lesson of all: how to transform themselves and their workers through the discipline of learning the lean system. The Lean Manager: A Novel of Lean Transformation reveals how individuals can go beyond the short-term gains from tools, and realize a deeper, sustainable path of improvement. Full of human moments that capture

the excitement and drama of lean implementation, as well as clear explanations of how tools and systems go hand-in-hand, this book will teach and inspire every person working to make lean a reality in their organization today. This book will help you learn both the how of doing lean, as well as the why behind the tools, enabling you to become lean. Lean is the most important business model for competitive success today. Yet companies still struggle to sustain enduring and deep-rooted business success from their lean implementation efforts. The most important problem for these companies is becoming lean: how can they advance beyond realizing isolated gains from deploying lean tools, to fundamentally changing how they operate, think, and learn? In other words, how can companies learn to go beyond lean turnaround to achieve lean transformation? The Lean Manager: A Novel of Lean Transformation, by lean experts Michael and Freddy Ballé, addresses this critical problem. As we move from what Jim Womack, author, lean management authority, and LEI founder, calls "the era of lean tools to the era of lean management," The Lean Manager gives companies a definitive guide for sustaining their ability to learn and improve operations and financial performance, while continually developing people. "The only way to become and stay lean is to produce lean managers," says Womack. "Every isolated effort will recede—or fail—unless companies learn to use the lean process as a way of developing individual problem-solvers with the ownership, initiative, and know-how to solve problems, learn, and ultimately coach new individuals in this discipline. That's why this book matters so much." The Lean Manager, the sequel to the Ballé's international bestselling business novel The Gold Mine, tells the compelling story of plant manager Andrew Ward as he goes through the challenging but rewarding journey to becoming a lean manager. Under the guidance of Phil Jenkinson (whose own lean journey was at the core of The Gold Mine), Ward learns to use a deep understanding of lean tools, as well as a technical know-how of his plant's operations, to foster a lean attitude that sustains continuous improvement. Where The Gold Mine shows you how to introduce a complete lean system, The Lean Manager demonstrates how to sustain it. Ward moves beyond fluency with tools to changing his behavior as a manager and leader. He shifts from giving orders and answers to asking the right questions so people identify and address problems. He learns how to use tools to unleash the creativity and motivation of people, so they learn how to solve problems as well as coach and teach others to solve problems. Ward learns how to create lean managers. "I am excited and have hopes that this book will enlighten readers about what it really means to live a business transformation that puts customers first and does this through developing people," said Jeffrey Liker, author of The Toyota Way and professor of Industrial and Operations Engineering at the University of Michigan. "People who do the work have to improve the work. There are tools, but they are not tools for 'improving the process.' They are tools for making problems visible and for helping people think about how to solve those problems."

5s value stream mapping: Lean Lexicon John Shook, Chet Marchwinski, 2014-01-21 With 14 new definitions touching on management, healthcare, startups, manufacturing, and service, the 5th edition of the Lean Lexicon, is the most comprehensive edition yet of the handy and practical glossary for lean thinkers. The latest Lexicon, updated in 2014, contains 60+ graphics and 207 terms from A3 Report to Yokoten. The Lexicon covers such key lean terms as andon, jidoka, kaizen, lean consumption, lean logistics, pull, plan-for- every-part, standardized work, takt time, value-stream mapping, and many more. The new terms are: • Basic Stability • Coaching • Gemba Walk • Huddle • Kamishibai Board • Kata • Leader Standard Work • Lean Management • Lean Management Accounting • Lean Startup • Problem Solving • Service Level Agreement • Training Within Industry (TWI) • Value-stream Improvement Unlike most other business glossaries in print or online, the Lexicon, introduced in January 2003, is focused exclusively on lean thinking and practice. Like the past four, the fifth edition of the Lean Lexicon incorporates terms and improvement ideas from our customers. We continue to welcome suggestions from the growing lean community in its traditional industries and beyond.

5s value stream mapping: Installing Efficiency Methods Charles Edward Knoeppel, 1915

5s value stream mapping: Lean Kaizen V. George Alukal, Anthony Manos, 2006-02-06 To compete successfully in today's economy, organizations need to be as good as or better than their

global competitors. This goes not only for quality, but also for costs and cycle times (lead time, processing time, delivery time, set-up time, response time, etc.). Lean addresses these needs in its emphasis on teamwork, continuous training and learning, produce to demand (“pull”), mass customization and batch size reduction, cellular flow, quick changeover, and total productive maintenance. Originally applied in manufacturing settings, lean has now migrated to non-shop floor activities: in business support functions, such as sales, customer service, accounting, human resources, engineering, purchasing; within manufacturing firms; and also in purely service areas like finance, government, and healthcare. The intended audience for this book is any quality or operational professional who wants to start their lean journey or enhance their career opportunities. After introducing the concepts of lean and kaizen, various building blocks of a lean enterprise are described. After reading this book, any reader will have a foundation of what is understood today as lean. All the examples of kaizens presented in the book are from the authors' experience associated with real lean transformations. In addition, the forms, figures, and checklists included as part of this book and also on the accompanying CD-ROM can be customized and used in the readers’ own lean journey when they perform kaizens. COMMENTS FROM OTHER CUSTOMERS Average Customer Rating: (4 of 5 based on 1 review) This book gives a great introduction to kaizen, along with a sensible how to and several case studies across various industries, including for non-manufacturing applications. It also gives a good introduction to Lean in general, and it places enough emphasis on the human side of implementing Lean so that the reader walks away with an understanding that the Lean tools may be fairly simple but the implementation of them requires special attention to human nature and the associated challenges. It is easy to read and comprehend. Plenty of pictures and samples are provided. This could easily be used as a training tool for employees who will be serving on kaizen teams. A reader in Bradenton, Florida

5s value stream mapping: The Gold Mine Michael Ballé, 2010-01-12 Mike Woods urges his retired father into helping out a friend's failing company. But for Bob Woods, another struggle to introduce lean manufacturing quickly rehashes production battles that he's long since fought. And not even the senior Woods, son Mike, or friend Phil and his colleagues really grasp what's in store for them.--Cover.

5s value stream mapping: The Complete Guide to Mixed Model Line Design Gerard Leone, Richard D. Rahn, 2021-10-27 In today's hyper-competitive world, organizations need to make high performance and continuous improvement their highest priority. From a variety of process improvement philosophies and methods, one has emerged as the clear winner: Lean. Based on work by pioneers like Frederick Winslow Taylor, and Frank and Lillian Gilbreth, matured by global organizations like the Toyota Motor Company, and adapted world-wide since the 1980's, companies that have embraced Lean have consistently risen to the top of their industries. This is true for both manufacturing and non-manufacturing organization, like hospitals. The heart of the Lean method for manufacturing is flow, the ability to do work as a continuous, uninterrupted process, without waste, mistakes, or delays. The more that work can flow, the closer the company gets to high profitability, fast response time, zero waste, happy customers, and a host of other benefits. All of the extensive tools of Lean are focused on this objective: to be able to flow work. More specifically, organizations need to flow work of different types, the concept of Mixed Model production. The Complete Guide to Mixed Model Line Design is a practical guidebook that explains the Lean line design method, step-by-step and in plain English. This data-driven approach has been implemented successfully thousands of times, and has been proved in every industry. The Complete Guide to Mixed Model Line Design, and the methodology it explains, should be a part of every organization's improvement strategy, and be a part of the training for everyone involved in continuous improvement.

5s value stream mapping: Value Stream Management for the Lean Office Don Tapping, Tom Shuker, 2018-02-19 Bring Lean Improvements to the Administrative Areas of Your Organization! Extending their eight-step process to the realization of a lean office, Tapping and Shuker use a customer service case studyto illustrate the effectiveness of the value stream storyboard.This popular volume provides organizations with a proven system for implementing lean

principles in the office. In addition to providing a thorough overview of basic lean concepts, this book details methods for identifying the administrative activities in need of attention. To address these, it applies the eight-step process for removing waste and reorganizing workflow. Accompanying the book are downloadable resources containing a lean assessment tool, a storyboard template, charts, a team charter, and worksheets. Along with this book you receive downloadable resources containing a lean assessment tool, a storyboard template, useful charts, a team charter, forms, reports, and worksheets!

5s value stream mapping: Learning to See Mike Rother, John Shook, 2003 Lean production is the gold standard in production systems, but has proven famously difficult to implement in North America. Mass production relies on large inventories, uses push processes and struggles with long lead times. Moving towards a system that eliminates muda (waste) caused by overproduction, while challenging, proves necessary for improved efficiency. Often overlooked, value stream mapping is the essential planning stage for any Lean transformation. In Mike Rother and John Shook's essential guide, you follow the value stream mapping undertaken for Acme Stamping, for its current and future state. Fully illustrated and well-organized, Learning to See is a must-see for the value stream manager.

5s value stream mapping: Metrics-Based Process Mapping Karen Martin, Mike Osterling, 2012-10-22 Metrics-Based Process Mapping (MBPM) is a tactical-level, visual mapping approach that enables improvement teams to make effective, data-based decisions regarding waste elimination and measure ongoing process performance. The mapping technique, often used to drill down from a value stream map, integrates the functional orientation of traditional swim-lane process maps with time and quality metrics that are essential for designing improved processes. Building on the success of its popular predecessor, Metrics-Based Process Mapping: An Excel-Based Solution, this book takes readers to the next level in understanding processes and process improvement. Included with the book is an interactive macro-driven Excel tool, which allows users to electronically capture their current and future state maps. The tool also audits the maps for completeness, summarizes the metrics, and auto-calculates the improvements. Improvements to this version include: Foundational content about processes—what they are and how they vary A description of the difference between value-stream and process-level maps New content about how to bridge the gap between your current state and your desired future state Tips for effective team formation and mapping facilitation An implementation plan for those using the mapping methodology as a standalone tool and not part of a Kaizen Event The Excel-based tool included on the accompanying CD provides readers with a user-friendly way to electronically archive manually created maps in team settings for easier storage and distribution across your entire organization. While current and future state MBPMs are initially created during team-based activities using butcher paper and post-its, the electronic maps serve as standard work documentation for the improved process, enabling training, communication, and process monitoring activities. This flexible, user-friendly tool includes: A custom toolbar that simplifies map creation and editing Automated calculation of key metrics An audit feature to prevent mapping errors The ability to simulate how improvements will impact staffing requirements System Requirements: The tool is intended for use on PCs using Excel 2003 or later—it will NOT function with earlier versions of Excel, or on Macintosh computers. View a demo of the Excel tool at: www.mbpmapping.com

5s value stream mapping: Lean Transformations Thijs Panneman, 2019-10-20 Lean transformations is your start-to-expert guide for Lean. It describes the crucial steps to implement lean tools which directly lead to measurable productivity improvements, while minimizing investments. Part one of the book describes the Leadership skills required to make Lean work for the organization in the long term. Part two describes why Lean can help you, your team and your organization in process improvement, based on the history and learnings of other organizations in using Lean. Part three describes The Four Levels of Lean Maturity, where the crucial steps of different tools are highlighted, and more importantly: how you use the tools to reach your organizational targets. Part four is focused on Value Stream Mapping, where the 8 step approach

will help you identify the most important process design improvements to improve total performance. Part five describes another set of lean tools in more detail. Lean Transformations will give you the theory and practical steps you need to create a culture of continuous improvement in your organization in which people continuously use lean tools to find the next improvement. Get your copy now to reap the real benefits of lean, starting today!

5s value stream mapping: The Complete Lean Enterprise Beau Keyte, Drew A. Locher, 2004-07-30 Winner of the 2005 Shingo Prize for Excellence in Manufacturing Research Most lean initiatives conducted by manufacturers are focused mostly on shop-floor activities — mapping the value stream of raw material to the shop-floor customer. Much of the untapped potential for productivity improvements lies, however, in non-production areas — where the value stream is administrative (i.e., order to cash). These office value streams directly support the daily production needs of an enterprise. Beau Keyte and Drew Locher's new book, The Complete Lean Enterprise: Value Stream Mapping for Administrative and Office Processes, offers a step-by-step approach to applying lean initiatives to the administrative and office environment. It's a must read for leaders looking to improve their production support activities within their order-to-cash value stream. The Complete Lean Enterprise is a valuable tool in applying value stream mapping (VSM) to non-production areas, identifying office wastes, establishing performance metrics, speeding up administrative workflow, and improving office efficiency.

5s value stream mapping: Using Hoshin Kanri to Improve the Value Stream Elizabeth A. Cudney, 2018-01-29 In Using Hoshin Kanri to Improve the Value Stream, leading lean and quality expert Elizabeth Cudney constructs a complete how-to guide that any organization can employ to start a Lean effort correctly and keep it on track. Rooted in practical examples garnered over years of hand-on practice, she illustrates the key principles of lean and value, and

5s value stream mapping: Value Stream Mapping: How to Visualize Work and Align Leadership for Organizational Transformation Karen Martin, Mike Osterling, 2013-10-25 The first of its kind—a Value Stream Mapping book written for those in service and office environments who need to streamline operations Value Stream Mapping is a practical, how-to guide that helps decision-makers improve value stream efficiency in virtually any setting, including construction, energy, financial service, government, healthcare, R&D, retail, and technology. It gives you the tools to address a wider range of important VSM issues than any other such book, including the psychology of change, leadership, creating teams, building consensus, and charter development. Karen Martin is principal consultant for Karen Martin & Associates, LLC, instructor for the University of California, San Diego's Lean Enterprise program, and industry advisor to the University of San Diego's Industrial and Systems Engineering program. Mike Osterling provides support and leadership to manufacturing and non-manufacturing organizations on their Lean Transformation Journey. In a continuous improvement leadership role for six years, Mike played a key role in Square D Company's lean transformation in the 1990s.

5s value stream mapping: Creating Continuous Flow Mike Rother, Rick Harris, 2001-12 This workbook explains in simple, step-by-step terms how to introduce and sustain lean flows of material and information in pacemaker cells and lines, a prerequisite for achieving a lean value stream.A sight we frequently encounter when touring plants is the relocation of processing steps from departments (process villages) to product-family work cells, but too often these cells produce only intermittent and erratic flow. Output gyrates from hour to hour and small piles of inventory accumulate between each operation so that few of the benefits of cellularization are actually being realized; and, if the cell is located upstream from the pacemaker process, none of the benefits may ever reach the customer.This sequel to Learning to See (which focused on plant level operations) provides simple step-by-step instructions for eliminating waste and creating continuous flow at the process level. This isn't a workbook you will read once then relegate to the bookshelf. It's an action guide for managers, engineers, and production associates that you will use to improve flow each and every day.Creating Continuous Flow takes you to the next level in work cell design where you'll achieve even greater cost and lead time savings. You'll learn: where to focus your continuous flow

efforts, how to create much more efficient work cells and lines, how to operate a pacemaker process so that a lean value stream is possible, how to sustain the gains, and keep improving.Creating Continuous Flow is the next logical step after Learning to See. The value-stream mapping process defined the pacemaker process and the overall flow of products and information in the plant. The next step is to shift your focus from the plant to the process level by zeroing in on the pacemaker process, which sets the production rhythm for the plant or value stream, and apply the principles of continuous flow.Every production facility has at least one pacemaker process. The pacemaker processes is usually where products take their final form before going to external customers. It’s called the pacemaker because how you operate here determines both how well you can serve the customer and what the demand pattern is like for your upstream supplying processes.How the pacemaker process operates is critically important. A steady and consistently flowing pacemaker places steady and consistent demands on the rest of the value stream. The continuous flow processing that results allows companies to create leaner value streams.[Source : 4e de couv.]

5s value stream mapping: Kaizen Express Toshiko Narusawa, John Shook, 2009

5s value stream mapping: Machine that Changed the World James P. Womack, Daniel T. Jones, Daniel Roos, Massachusetts Institute of Technology, 1990 Draws conclusions for the future of the industry in the USA.

5s value stream mapping: Creating Level Pull Art Smalley, 2004 The Creating Level Pull workbook shows you how to advance a lean transformation from a focus on isolated improvements to improving the entire plantwide production system by implementing a lean production control system. The workbook is unique because it is a step-by-step case study on how to implement a level, pull-based production control system, said author Art Smalley. This is a new step towards 'system kaizen that is not yet well understood outside of Toyota.The lean efforts at most companies focus on point kaizen (e.g., reducing set up times, implementing 5S, etc.) that improves a small portion of the value stream running from raw materials to finished products. Or they focus on flow kaizen that improves the entire value stream for one product family. Creating Level Pull shows how companies can make the leap to system kaizen by introducing a lean production control system that ties together the flows of information and materials supporting every product family in a facility. With this system in place, each production activity requests precisely the materials it needs from the previous activity and demand from the customer is levelled to smooth production activities throughout the plant.[Source : 4e de couv.].

5s value stream mapping: *Planning and Implementing 5S* Brice Alvord, 2010-07-10 The Planning & Implementing 5S program shows you how to create a 5S program based on Management committment and business needs. You will learn how to organize a 5S tean, select target areas and develop plans and schedules for your project. This book covers how to analyze the workplace, how to plan a facility-wide improvement program, and how to sustain your efforts.New and Improved! This book has been revised with sections added to the original.

5s value stream mapping: *Managing to Learn* John Shook, 2008 The process by which a company identifies, frames, acts and reviews progress on problems, projects and proposals can be found in the structure of the A3 process ... follow the story of a manager ... and his report ... which will reveal how the A3 can be used as a management process to create a standard method for innovating, planning, problem-solving, and building structures for a broader and deeper form of thinking - a practical and repeatable approach to organizational learning--Publisher's description.

5s value stream mapping: Value Stream Mapping for the Process Industries Peter L. King, Jennifer S. King, 2017-08-25 Providing a framework that highlights waste and its negative effects on process performance, value stream maps (VSMs) are essential components for successful Lean initiatives. While the conventional VSM format has the basic structure to effectively describe process operations, it must be adapted and expanded to serve its purpose in the process indu

5s value stream mapping: A Guide to Lean Healthcare Workflows Jerry Green, Amy Valentini, IBM Redbooks, 2016-10-11 Is Lean a fit for your healthcare organization? Various methodologies can be used to help organizations achieve their objectives depending on their

criteria: lowest risk of failure, fast to resolution, or lowest cost for deployment. But what every organization should consider is which methodology will have the greatest impact. Lean, a systematic approach to understanding and optimizing processes, may be the fit for your organization. Learn more in this new IBM® RedpaperTM publication, A Guide to Lean Healthcare Workflows, by Jerry Green and Amy Valentini of Phytel (An IBM Company). The paper delves into the five steps of Lean: Define value from the patient's perspective Map the value stream, and identify issues and constraints Remove waste, and make the value flow without interruption Implement the solution, and allow patients to pull value Maintain the gain, and pursue perfection It describes each step in-depth and includes techniques, example worksheets, and materials that can be used during the overall analysis and implementation process. And it provides insights that are derived from the real-world experience of the authors. This paper is intended to serve as a guide for readers during a process-improvement project and is not necessarily intended to be read end-to-end in one sitting. It is written primarily for clinical practitioners to use as a step-by-step guide to lean out clinical workflows without having to rely on complex statistical hypothesis-testing tools. This guide can also be used by clinical or nonclinical practitioners in non-patient-centered workflows. The steps are based on a universal Lean language that uses industry-standard terms and techniques and, therefore, can be applied to almost any process.

5s value stream mapping: Mapping the Total Value Stream Mark A. Nash, Sheila R. Poling, 2011-03-23 Mapping the Total Value Stream defines and elaborates on the concepts of value stream mapping (VSM) for both production and transactional processes. This book reshapes and extends the lessons originally put forward in a number of pioneering works including the popular ,Value Stream Management for the Lean Office. It reinforces fundamental concepts and theoretical models with real-world applications and complete examples of the value stream mapping technique. To educate VSM mappers on the specific mechanics of the technique, the text provides in-depth explanations for commonly encountered situations. The authors also provide a more complete perspective on the concept of availability. While they discuss availability of equipment in transactional processes, they extend the concept by elaborating on availability as it applies to employees. The calculation of process lead time for work queues is taken to an advanced level – not only is the calculation of this lead time explained, but the text also covers the very real possibility of having more work in the queue than available time. While previous books have focused on only production process VSM or transactional process VSM, this work meets the real needs of both manufacturers and service sector organizations by dealing with both types. It goes beyond explaining each scenario, to teach readers what techniques are commonly applicable to both, and also explains areas of difference so that mappers will be able to readily adapt to whatever unique situations present themselves.

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leading and advising Toyota operations in a wide variety of operations to tell the story of radical improvement at Toyota Logistics & Forklift (TL&F). This book tells in great detail what the author did with TL&F, how they did it, and the dramatic results that ensued. TL&F has long been a global leader in its industry. TL&F is part of Toyota Industries Corporation, which was founded by Toyota Group founder Sakichi Toyoda almost 100 years ago. Sakichi Toyoda is legendary in the Lean community as the originator of the all-important JIDOKA pillar of TPS, which ensures 1) built-in quality and 2) respect for people through ensuring that technology works for people rather than the other way around. Although TL&F seemed to be performing well, insiders knew that, as the founding company of the Toyota group, it needed to do better, especially in the quality performance of its global subsidiary operations. But improvement would not be easy in a company that already prided itself in its history as an exemplar in providing highest quality products and services. In 2006, TL&F requested assistance from Sadao Nomura. The initial request was for Mr. Nomura to support quality improvement in three global operations that had become part of TL&F through acquisition: US, Sweden, and France. Improvement was expected at these affiliates, but the dramatic nature of the improvement was not. Further, the improvement activities were so powerful that they were also instituted at the parent operations in Japan. Over a period of almost ten years, the company with the name most associated with product quality experienced quality improvement unparalleled in its history. Dantotsu means extreme, radical, or unparalleled.

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