



PROJECT REPORT

PROFERO EVENT:

Value Stream Mapping, Future State #2

“After you complete your first Value Stream Map, what happens next?”

OVERVIEW

Profero did their first Value Stream Map with Acme Industries in March 2006. Six months later in September 2006, we went in for the second VSM to review:

- ∞ **The plan**, to see what worked and what didn't work
- ∞ **The status** of varied projects that were in place during the first VSM
- ∞ **The lessons learned** from the first Value Stream Map

EVALUATION

When the project began 6 months ago, Profero consultants decided with the team what they wanted the outlook to be in the next 6 months (Future State) and set appropriate goals and projects. So one of the first things we did during the review session was to “**walk the flow**,” that is, walk the process to see where the orders came in and where purchasing took place, to see if anything was out of order and update our original info about procedures. During this process, the team commented that the use of a facilitator was effective because it helped them stay on track and improved their quality on paperwork known as **A&C (Accuracy and Complete)** in value stream mapping terms. In addition, Profero and the team set appropriate goals for Acme's next “**Future State**,” and formed a new draft plan for the following 6 months. This new draft plan covered **time-management skills** extensively, since many team members noted that they had difficulties prioritizing time for the VSM projects when their other work kept them very busy. Still others commented that others were unclear on exactly what the maps were or how to read them.

To address this, we provided instruction and direction on time-saving activities like:

- ∞ **Using agendas** in meetings (which wasn't currently being done)
- ∞ **Dedicating approximately 4 hours** each week to their VSM projects
- ∞ **Using a daily planner** to ensure that employees' most important tasks get accomplished

CONCLUSION

One positive result of our evaluation was determining that the first map was a good one that produced positive results—the team agreed that there were many more improvements than declines. This was partially because workers were now **cross-trained at more tasks** and more cross-the-board experience allowed for faster processing times by eliminating waste.

The evaluation also made it very clear what changes in the VSM map needed to occur. We implemented those in the forward (6-month) plan to ensure that these “action items” would be executed. In 6 months, Profero will check in again with the company to reassess and reevaluate



Leaders in Lean Enterprise

the VSM progress and make additional adjustments, always being responsive to team feedback and changing tools and modes in Acme's workplace. In the meantime, Acme is reaping the benefits of substantially less waste, and, with their efforts toward maximizing their employees' time, they are also on their way to maximizing overall productivity and profits.