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16.660 / 16.853 / ESD.62J Introduction to Lean Six Sigma Methods
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Accounts Payable - II

Value Stream Mapping

Learning Objectives

At the end of this module, you will be able to:

- **Use a case study to practice applying concepts**
- **Apply lean thinking and analysis tools to an office process**
- **Sketch a future state value stream map**
- **Recall the impact that variability has on process performance**

Agenda

- **15 minute Table discussion on answers for Questions 1-4**
- **30 minute class discussion on Questions 1-7**
- **10 min team discussion of future state process map**
- **5 min class wrap up on future state VSM**

Steps for Creating a VSM

1. Define customer value
2. Create a “current state” map
 - “Walk” the process to identify tasks and flows
 - Gather data on resources, time, quality for each
3. Analyze map to determine opportunities for improvement
 - Identify value-added and waste
 - Brainstorm actions to eliminate waste and add value
4. Create “future-state” map to visualize the desired state
5. Create action plans to move towards future-state

AP Future State VSM

- **Regroup with your team and sketch a future state process map for Accounts Payable using postits.**
- **Identify what some of the unknowns are that you would need information on to finish the process map and add data to make a VSM**
- **The class will conclude with discussion of a candidate future state VSM**

General Tips for Creating Future State VSM

- **Visualize what the “ideal state” would be**
- **Reflect on the goals and constraints given by your sponsor**
- **Consider what from that can be achieved in the “future state”**
 - **Maybe there are constraints which limit what can be done now**
- **What is the expected takt time? Can you achieve it?**
- **What is the expected lead time? Can you achieve it?**
- **Are process and information flows clear and visible?**
- **Include actual or estimated times, resources, etc.**

Wrap Up

- **Case studies are a useful approach for learning how to apply lean tools for “beyond the shop floor” activities.**
- **A data driven VSM approach can identify where the real bottlenecks are.**
- **Drawing a future state VSM requires insight into what is possible in any given situation.**

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