

Animation 13.2

Lean Production ensures that all unnecessary waste is removed from each process stage thereby giving customers true value. One method which can be used to determine value from the customer's perspective is Value Stream Mapping.

In the previous example we saw a value stream map for a typical manufacturing operation. We can now see how this might look in an ideal world once all of the Work in Process has been removed.

Here we can see that by reorganizing the factory operations and by restructuring the initial process so that pre-cut material is received daily from the supplier a much faster throughput can be achieved.

The throughput time now is 1 day rather than 2 weeks.

In addition the reorganization has reduced the overall Value Added time to 2 hours, which is now 16.7% of the new throughput time.

The customer is now able to get their product cut, printed, assembled and despatched within one day at a lower cost. The organization uses continuous inspection techniques which also improves employee satisfaction as each member of the workforce is now involved in more operations and sees the final product out of the door.