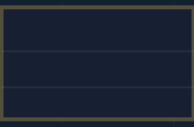


VSM

Value Stream Mapping — symbols, wastes & metrics

SYMBOLS

 Process box A step with its cycle-time data box		 Data box C/T, C/O, uptime under a process	
 Inventory Waiting stock between steps		 Push arrow Material pushed to the next step	
 Supermarket Controlled stock a pull draws from		 Kanban A signal card that triggers work	
 Kaizen burst An improvement to make here		Operator A person working at the step	
 Shipment Delivery to supplier or customer			

THE SEVEN WASTES

1 Overproduction	2 Waiting
3 Excess transport	4 Over-processing
5 Excess inventory	6 Excess motion
7 Defects	

KEY METRICS

Lead Time (LT) Total time a unit spends in the stream, incl. waiting			
Process Time (PT) Time of actual value-adding work			
Flow efficiency PCE = PT / LT — often a few % at the start			
Takt time Available work time ÷ customer demand			