

# Value Stream Mapping for the Process Industries: Creating a Roadmap for Lean Transformation

By Peter L. King, Jennifer S. King

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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 industry.

This book describes in detail how to create a complete VSM for a process industry manufacturing operation. Detailing the unique features of process operations and why they require additions and adjustments to traditional VSMs, the book walks readers through the steps in analyzing the map. It explains how to scope improvement projects, prioritize them, and then use future state VSMs to illustrate and motivate systemic improvement. In doing so, it supplies readers with a roadmap for a complete Lean transformation.

- Describes how to analyze the map for waste and flow issues so that they can be reduced and even eliminated
- Provides examples of the calculations needed for the flow parameters in data boxes
- Explains how the VSM concept can be applied to the entire supply chain
- Includes strategies for engaging your entire workforce in map creation

The book introduces a target manufacturing process and uses it to describe how to create a complete VSM. The target process is complex enough to illustrate the issues often encountered in mapping a process industry operation, but straightforward enough to explain all of the mapping considerations and decisions.

The book includes real examples of how VSMs brought much greater clarity to the real issues the processes faced and cases where the insight enabled management to avoid costly, inappropriate investments.

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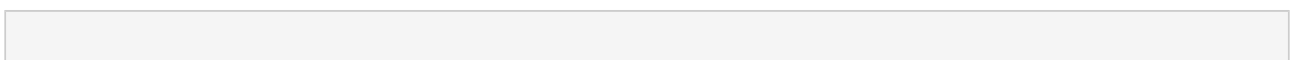
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### Editorial Review

#### Review

*Value Stream Mapping has become a key tool for implementing Lean thinking and positive change across our business. This book describes, in detail, the process by which Pete King has helped many organizations like ours to delight customers and relentlessly drive out waste. A must-read for any executive wanting to facilitate a transformation journey within the process industries.*

?Steve Anderson, Global Vice President of Supply, Afton Chemical

*Pete King has developed an international reputation as a leading authority on the subject of Lean in the process industries. In this book, he superbly condenses his decades of practical experience into a clear and highly effective guide. From diagnosing the major wastes and inhibitors to flow, to designing and executing a roadmap, Pete offers everything required to deliver true operational excellence from Value Stream Mapping.*

?Pete Wright, Managing Director & Principal Consultant, Pico Consulting Ltd.

*A must-read for practitioners and consultants alike. So far, Lean initiatives in the process industry have been handicapped by the fact that all good books on Value Stream Mapping refer to discrete manufacturing. Food, pharma, and chemical processes are, by their nature, different and need an adapted approach. Peter King's deep, hands-on experience provides the process industry with a state-of-the-art toolkit to eliminate waste and reach breakthrough performance.*

?Hans van Oosteren, Managing Partner, Improvium

*The book is very practical in its organization: for each theoretical step, King includes real-world examples. More than a book on VSM, it offers us a meaningful and complete discussion about process industry productivity. As he explains the different parts of the map, King skillfully guides us through various practical approaches used to eliminate waste and create flow. It is remarkable how he managed to include so much knowledge and experience into a book that is so pleasant to read.*

?Henrique Fagundes, Operations Implementation Leader, McKinsey & Company

*Peter has based this book on his extensive experience, to create a clear guide which will be invaluable for both leaders and Lean professionals. The user will be able to use the VSM to identify waste and remove bottlenecks, following the real examples from both the discrete product and process industries. This is the first book I have read on the subject that goes into the required level of depth and detail to clearly demonstrate the path to a complete Lean transformation.*

?John Cockburn-Evans, Fellow, Institute of.Chem.E.; Certified Professional Coach; Senior Consultant & Lean Coach, DuPont Sustainable Solutions

#### About the Author

**Jennifer S. King** is an operations research analyst with MCR LLC, analyzing operational impacts of emerging FAA technologies and developing cost and performance models to support airline investment decisions. Prior to that, she spent five years with the Department of Defense developing discrete event simulation models to assist the army in setting reliability requirements for new platforms, and analyzing

performance of weapon systems alternatives. Her prior publishing experience includes editing textbooks and developing mathematics problems and solutions for ExploreLearning. She is the co-author of *The Product Wheel Handbook?Creating Balanced Flow in High Mix Process Operations* (Productivity Press, 2013).

Jennifer has degrees in Mathematics and Psychology from the University of Virginia, and a master's degree in Operations Research from the University of Delaware. She is a member of INFORMS.

**Peter L. King** is the president of Lean Dynamics, LLC, a manufacturing improvement consulting firm located in Newark, Delaware. Prior to founding Lean Dynamics, Pete spent 42 years with the DuPont Company, in a variety of control systems, manufacturing systems engineering, Continuous Flow Manufacturing, and Lean Manufacturing assignments. That included 18 years applying Lean Manufacturing techniques to a wide variety of products, including sheet goods like DuPont™ Tyvek®, Sontara®, and Mylar®; fibers such as nylon, Dacron®, Lycra®, and Kevlar®; automotive paints; performance lubricants; bulk chemicals; adhesives; electronic circuit board substrates; and biological materials used in human surgery. On behalf of DuPont, Pete has consulted with key customers in the processed food and carpet industries. Pete retired from DuPont in 2007, leaving a position as Principal Consultant in the Lean Center of Competency. Recent clients have included producers of sheet goods, lubricants and fuel additives, vitamins and nutritional supplements, and polyethylene and polypropylene pellets.

Pete received a bachelor's degree in Electrical Engineering from Virginia Tech, graduating with honors. He is Six Sigma Green Belt certified (DuPont, 2001), Lean Manufacturing certified (University of Michigan, 2002), and is a Certified Supply Chain Professional (APICS, 2010). He is a member of the Association for Manufacturing Excellence, APICS, and the Institute of Industrial Engineers.

He served as president of IIE's Process Industry Division in 2009–2010. Pete is the author of *Lean for the Process Industries?Dealing with Complexity* (Productivity Press, 2009), and several published articles on the application of Lean concepts to process operations. He is the co-author of *The Product Wheel Handbook?Creating Balanced Flow in High Mix Process Operations* (Productivity Press, 2013). He has been an invited speaker at several professional conferences and meetings. He has presented seminars and taught courses across the globe on the application of Lean concepts to process operations.

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