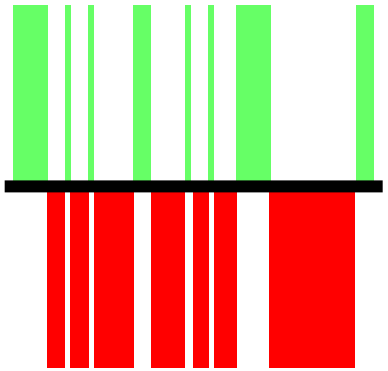
Continuous Improvement Toolkit

Time Value Map



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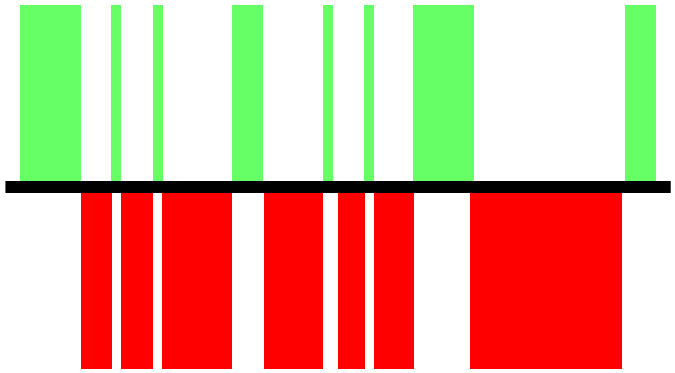
- Time Value Map

- It is a tool that tracks how a specific process spends its time.
- It is a graphical description of value-added and non-value added time in a process.
- The aim is to eliminate waste and streamline the process whenever possible.
- Only activities that are seen as value-added by the customer are plotted above the middle line.
- Activities and tasks that do not add value to the customer are plotted below the middle line.



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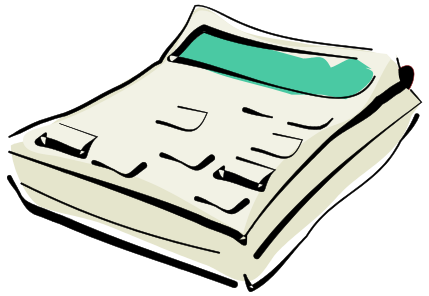
We Can Track any Work Item into One of 3 categories:



- **Value Added Activities (VA):**
  - Increase the value of the product or service from the customer perspective.
- **Essential Non-Value Added Activities (ENVA):**
  - Necessary for the business, but the customer would not be willing to pay extra for them (unavoidable wastes).
  - Examples: Invoicing, regulatory, purchasing, R&D, etc.
- **Non-Value Added Activities (NVA):**
  - Add no value and not required for business operational reasons.
  - Examples: Rework, Scrap, over processing, delayed starts, etc.
  - Consider the 8 wastes.

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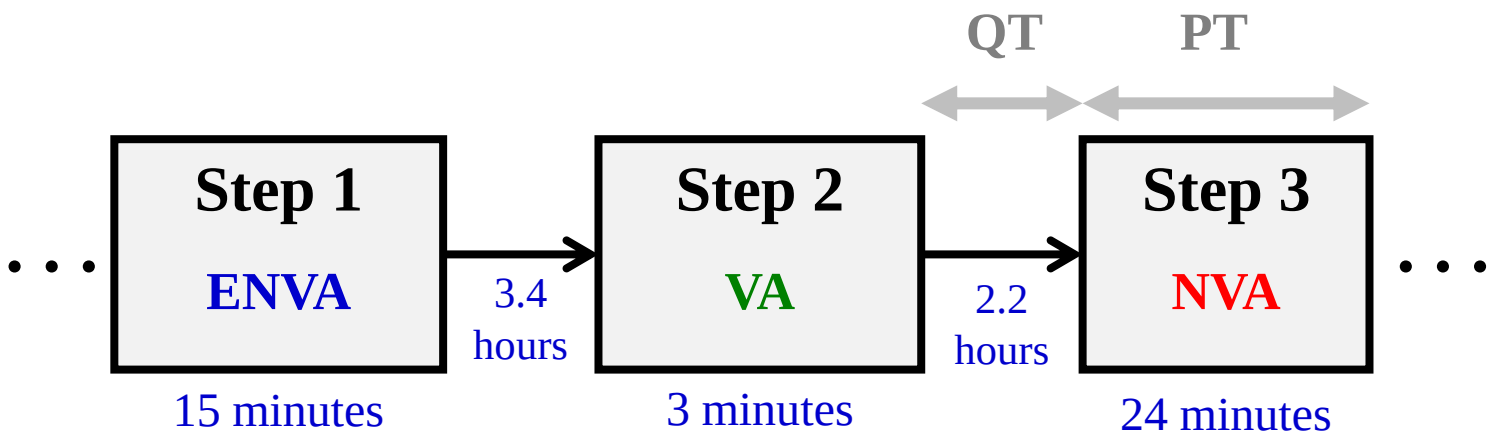
- Once all the activities and their times are identified, projects and systems can be implemented to:
  - Decrease non-value added activities.
  - Decrease the overall waiting time.



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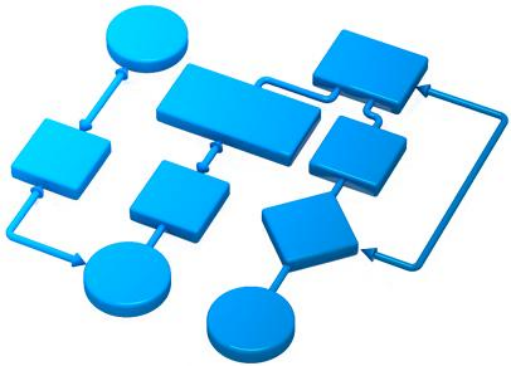
Drawing the Map:

- It is usually constructed using the Queue and Process times recorded during the Value Stream Mapping process:
- Make sure that everyone is clear on what is going to be tracked.
- Start by drawing the center line (the timeline of the process).
- Above this line, chart the activities that are adding value.
- Below the timeline, track the non value-added activities with two different colors (to differentiate between unavoidable and avoidable waste).
- The idle queuing time could be represented by the blank space.



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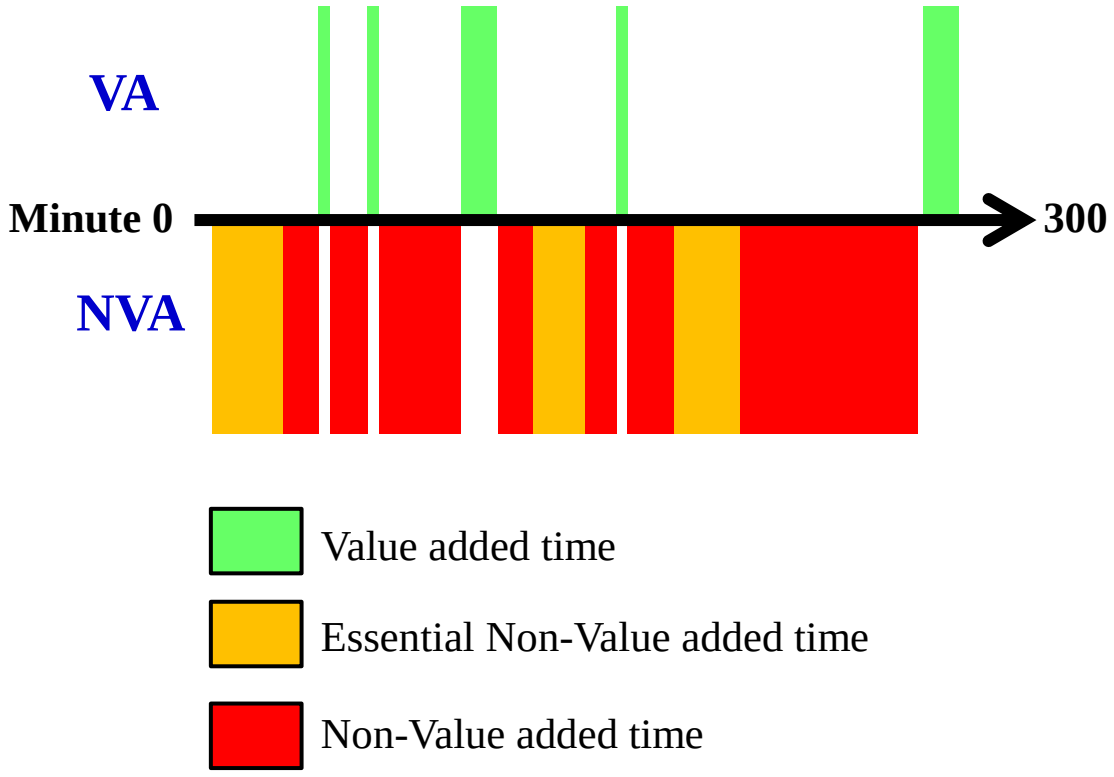

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Tips:

- It provides a good representation of the overall cycle time in the process.
- Unlike the Value Stream Map and the Value Add Chart, it places a great emphasis on showing the wasted amount of time.