



# Continuous Improvement Toolkit

## World-Class Performance Tools for Business and

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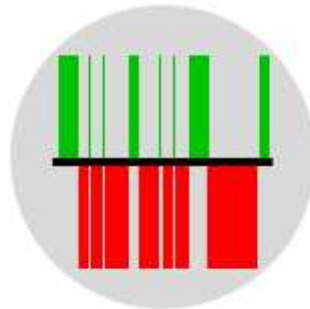
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## Time Value Map

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**Time Value Map** is a tool that tracks how a specific process spends its time. It's 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 and don't contribute to the overall quality of the end product are plotted below the middle line.

Any work activity can be categorized as:

- **Value Added Activities (VA):** Increase the value of the product or service from the customer's perspective.
- **Essential Non-Value Added Activities (ENVA):** Necessary for the business, but the customer would not be willing to pay extra for them. Examples are: invoicing, regulatory, purchasing, R&D, etc.

- **Non-Value Added Activities (NVA):** Add no value and not required for business operational reasons. Consider the 'eight wastes' to identify those activities. Examples are: rework, scrap, over processing, delayed starts, etc.



Once all the activities and their times are identified, projects and systems can be implemented to decrease non-value added activities and decrease the overall waiting time, making the process more efficient while maximizing value added time for the customer.

## Drawing the Map:

Time Value Map 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 which is 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.



## Tips:

- Time Value Map 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.

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