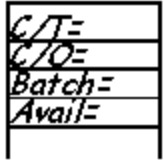




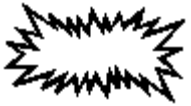
Customer/supplier icon represents starting and end points.



A data box represents a process, operation, or machine and details the steps in the part of process where it is positioned.



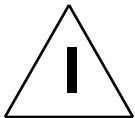
Represents pushing material from one area to the next.



Kaizen burst identifies improvement needs and helps plan Kaizen workshops.



A general box that is used for additional information.



Illustrates inventory before and between work areas or processes.



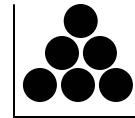
The operator icon shows the number of workers in an area.



Represents the movement of material into and out of a facility.



Shipments into and out of a facility.



Represents the storage of raw information or material before a process.



The timeline shows value added times and non-value added (wait) times.

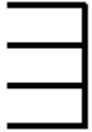


Represents electronic flows such as EDI, the Internet, Intranets, and local area networks.

Current State Value Stream Mapping Icons



A location where kanban signals reside for pickup. It is also a point to exchange production and withdrawal cards.



Represents an inventory “supermarket” where small amounts of inventory are available to support downstream operations.



Represents temporary safety stock to protect against uncertainties such as demand changes or machine downtime.



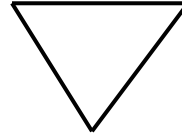
This indicates the physical pulling of material or information from an upstream work center to a downstream work center.



Represents a pull system that gives instruction to subassembly processes to produce a predetermined type and quantity of product.



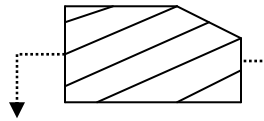
The level load icon is used to reorder kanbans to level the production volume and mix over a period of time.



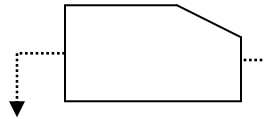
Used to signal the production of a predetermined batch whenever the inventory level in the supermarket between two processes drops to a trigger or minimum point.



Conveys a process standard to use the oldest inventory first.



Represents a kanban that instructs a material handler to retrieve parts from a supermarket to support a downstream work center.



Represents a kanban that triggers production of a pre-determined number of parts.

Future State Value Stream Mapping Icons