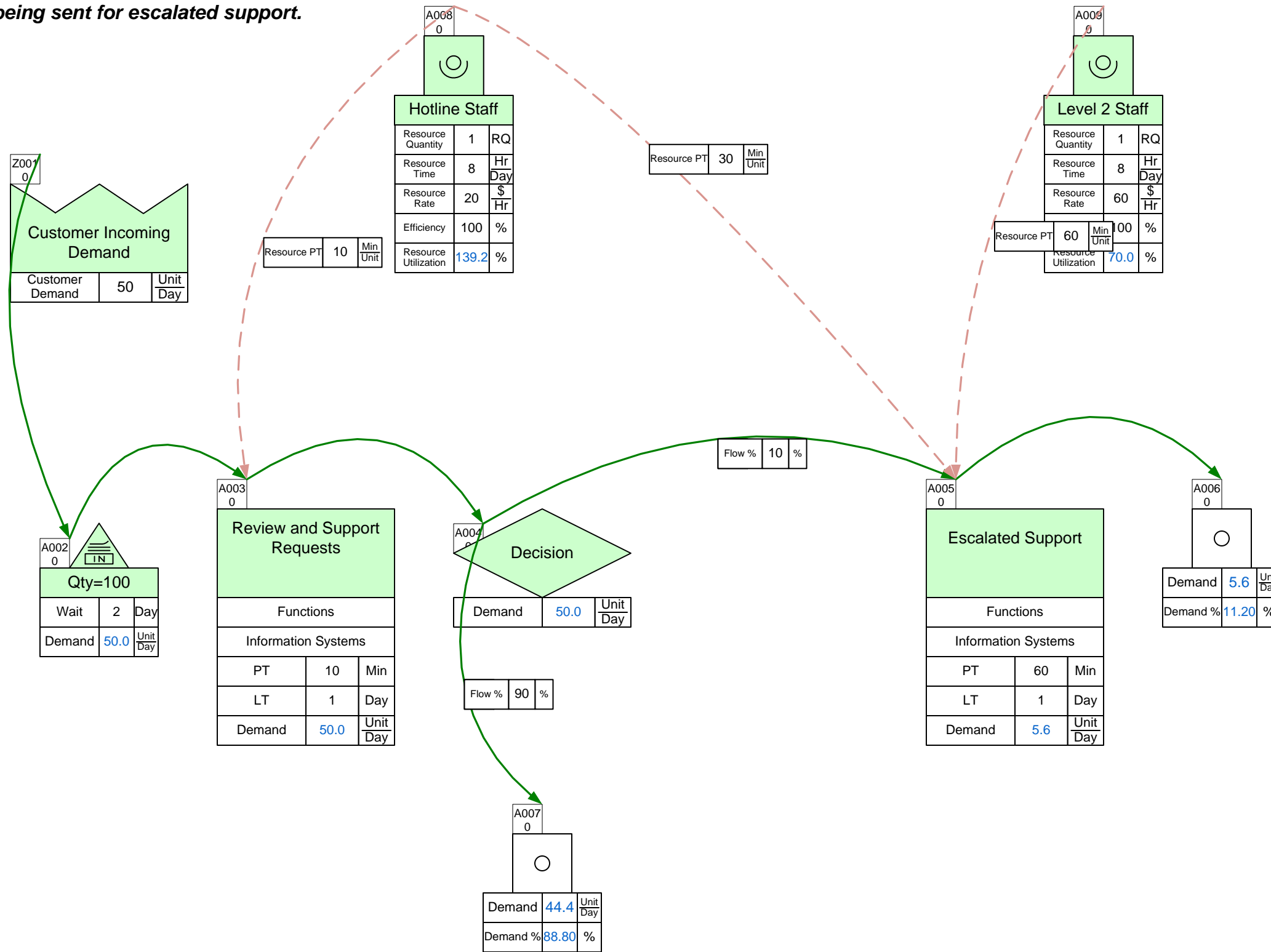


Problem: Resource Requirement

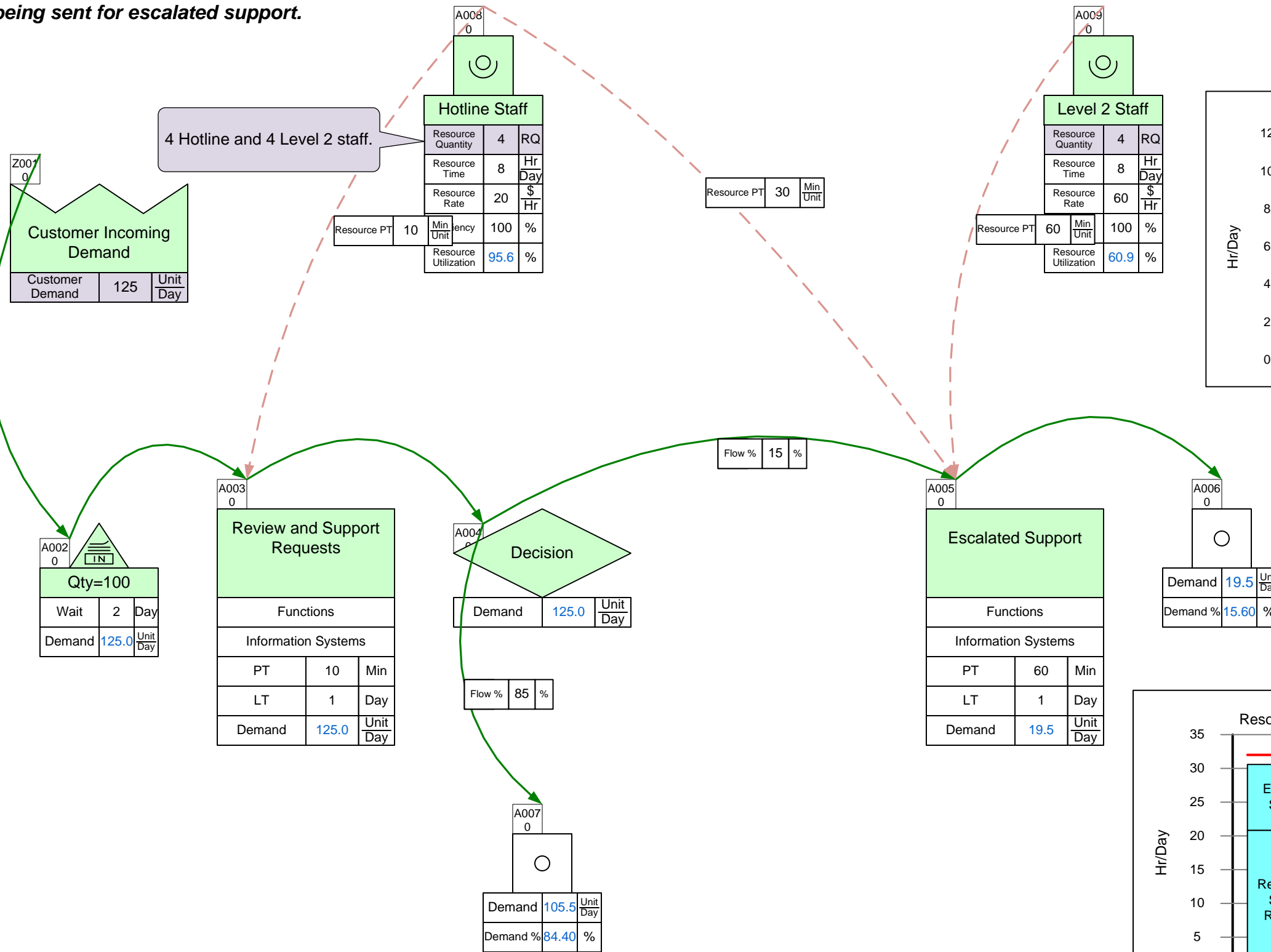
Calculate the resource requirements for both Hotline and Level 2 Staff for holiday peak demand of 125/day and with 5% higher items being sent for escalated support.



Units	Day	Wk	Year
	8	5	52
	Hr	Day	Wk

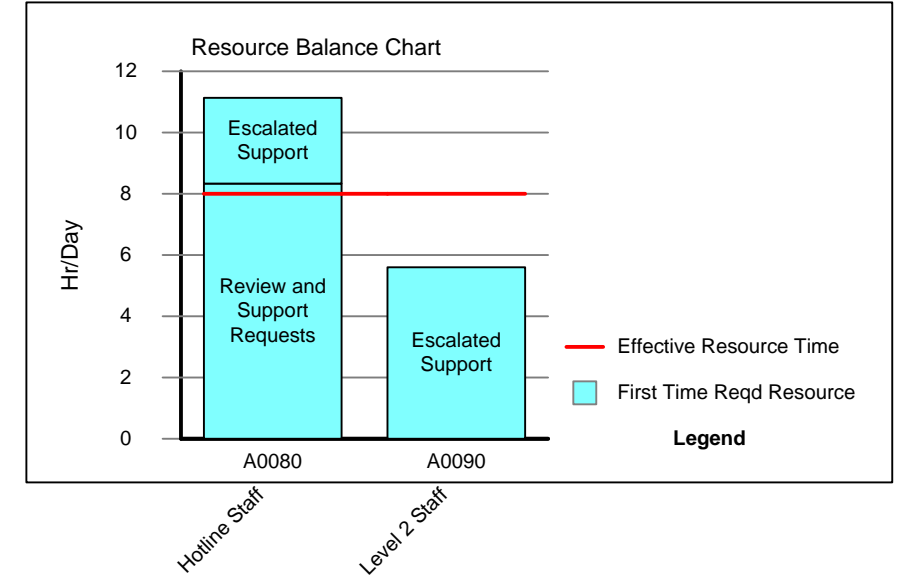
Solution: Resource Requirement

Calculate the resource requirements for both Hotline and Level 2 Staff for holiday peak demand of 125/day and with 5% higher items being sent for escalated support.

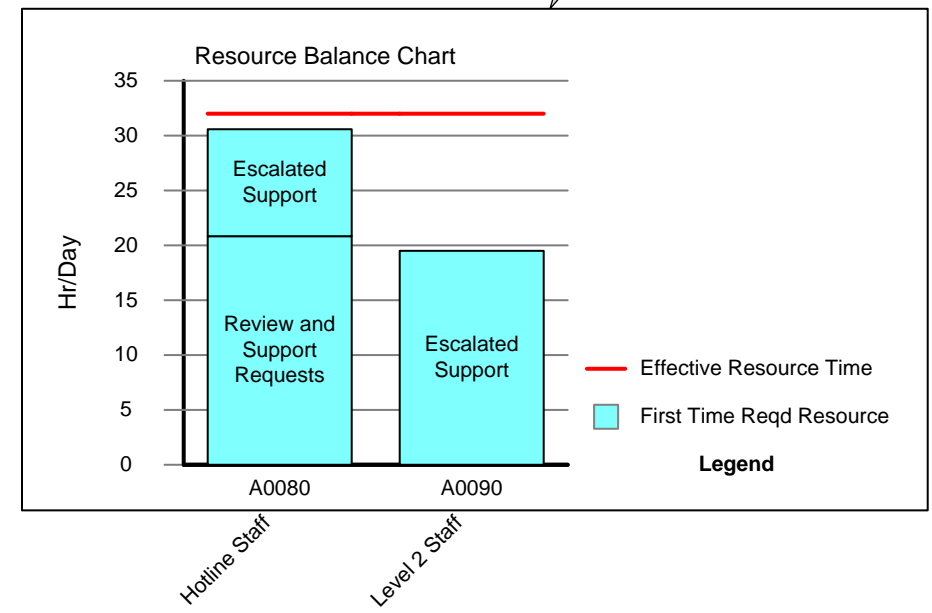


4 Hotline and 4 Level 2 staff.

Resource Usage Chart before adding additional resources, shows that an additional 3 each are needed based on Effective Resource Time.



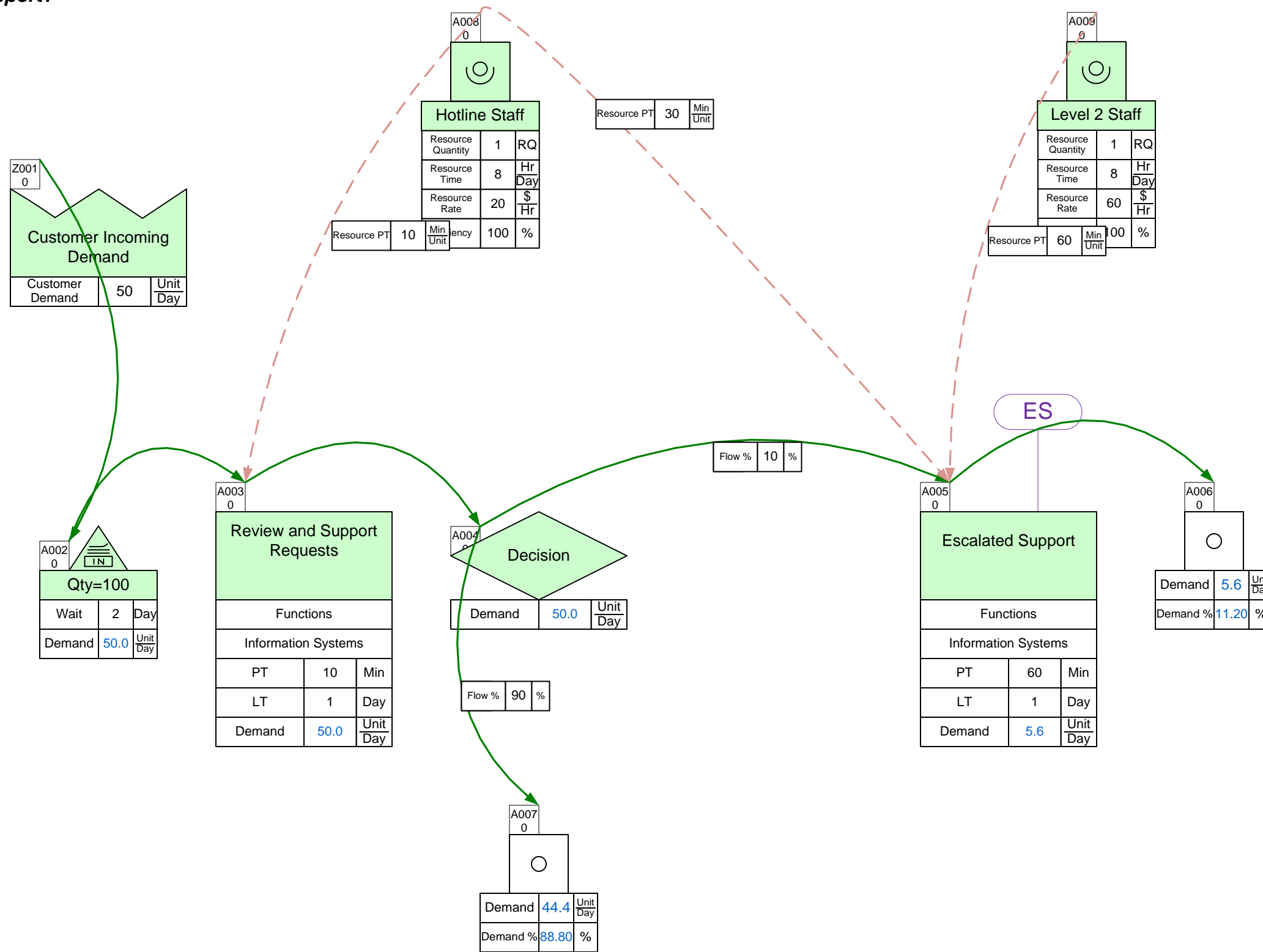
Resource Usage Chart with 4 Hotline and 4 Level 2 staff.



Units	Day	Wk	Year
	8	5	52
	Hr	Day	Wk

Problem: Lead Time

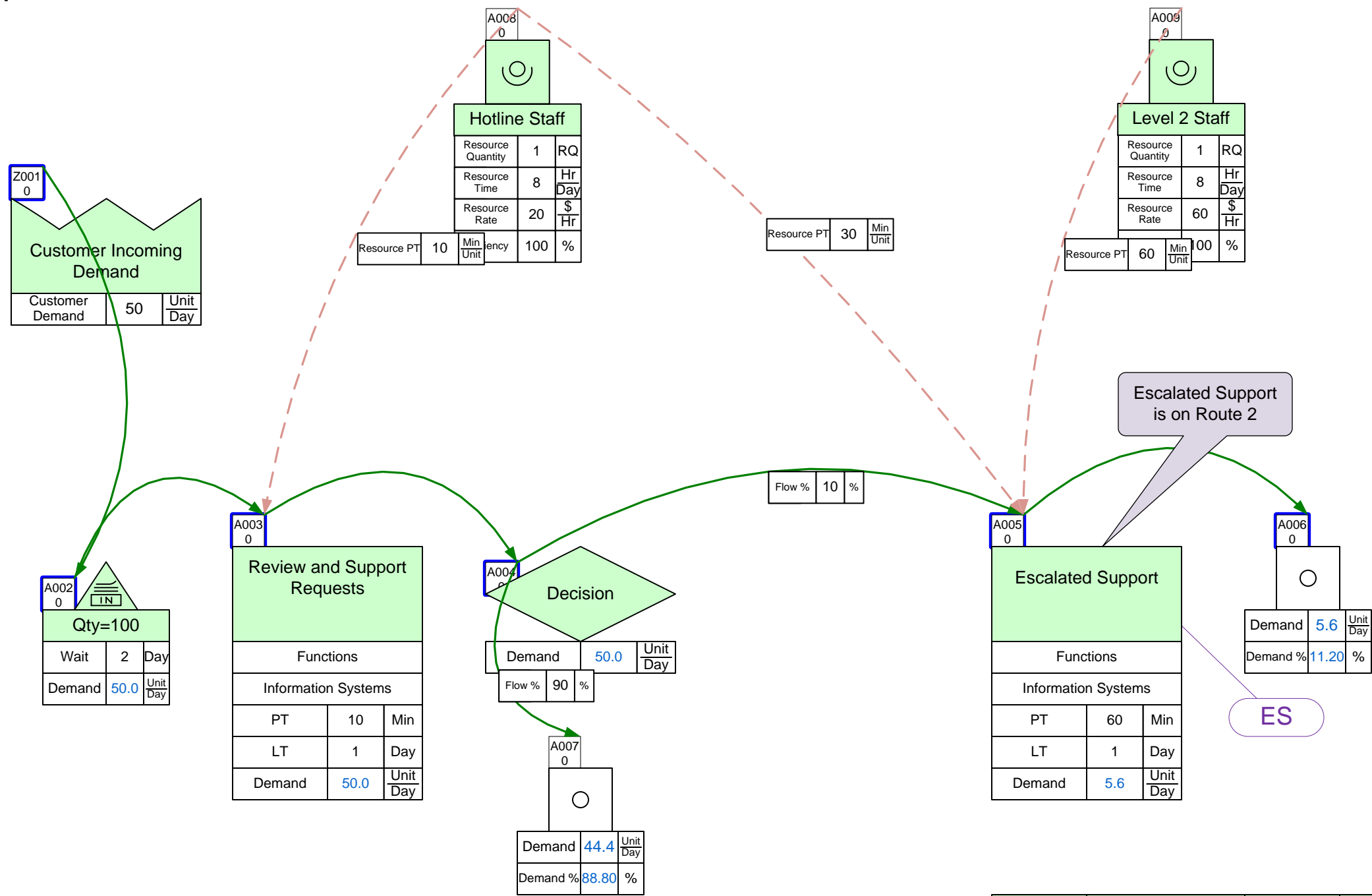
What is the current Lead Time for items going through Escalated Support?



Units	Day	Wk	Year
	8	5	52
	Hr	Day	Wk

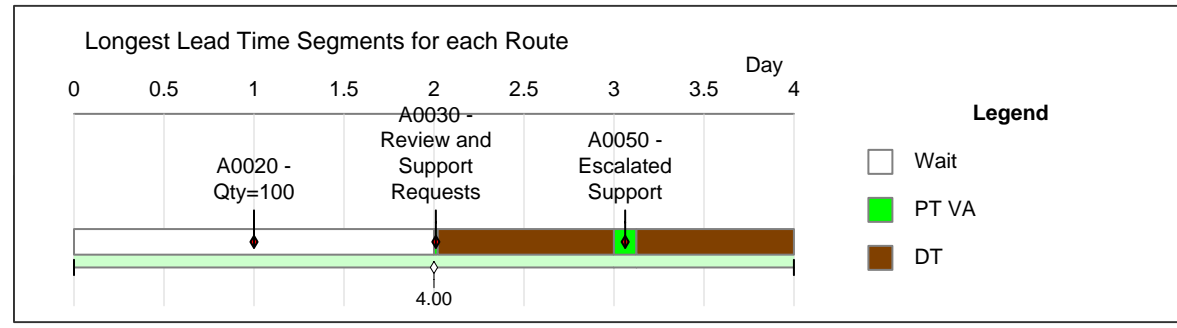
Solution: Lead Time

What is the current Lead Time for items going through Escalated Support?



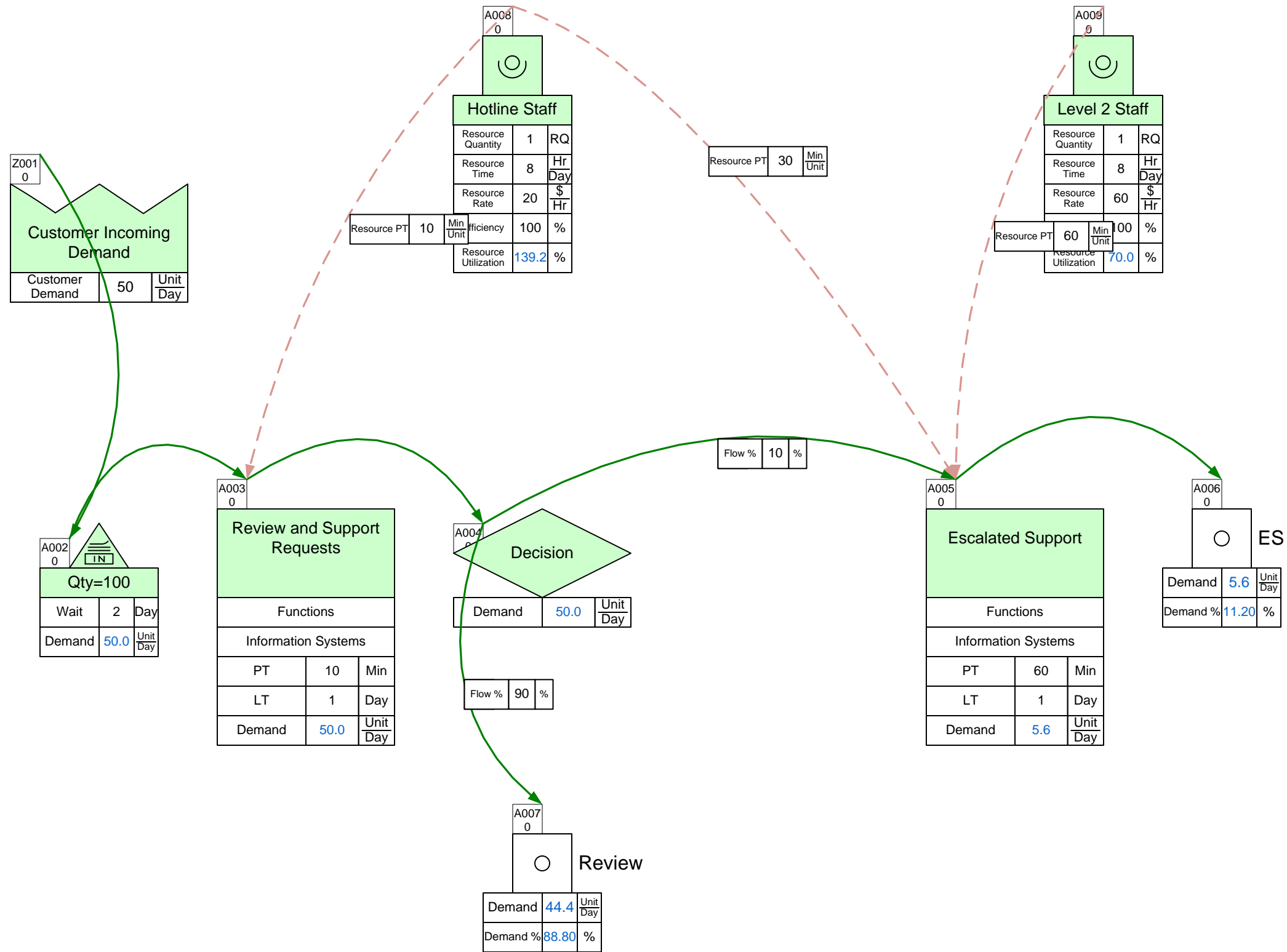
Route Summary for Route 2 gives us the Lead Time for Escalated Support of 4 days.

Route	Route Name	Route Traversals	Route %	Lead Time (longest)	Total Wait	Total PT	PT Percent	Termination Name
	Txt	Unit/Day	%	Day	Hr	Hr	%	Txt
2	ES	5.60	11.20	4.00	32.00	1.17	3.65	A0060
Summary		5.60	11.20	4.00	32.00	1.17	3.65	
Remainder Routes		44.40	88.80	3.00	24.00	0.17	0.69	



Problem: Incorrect Routing

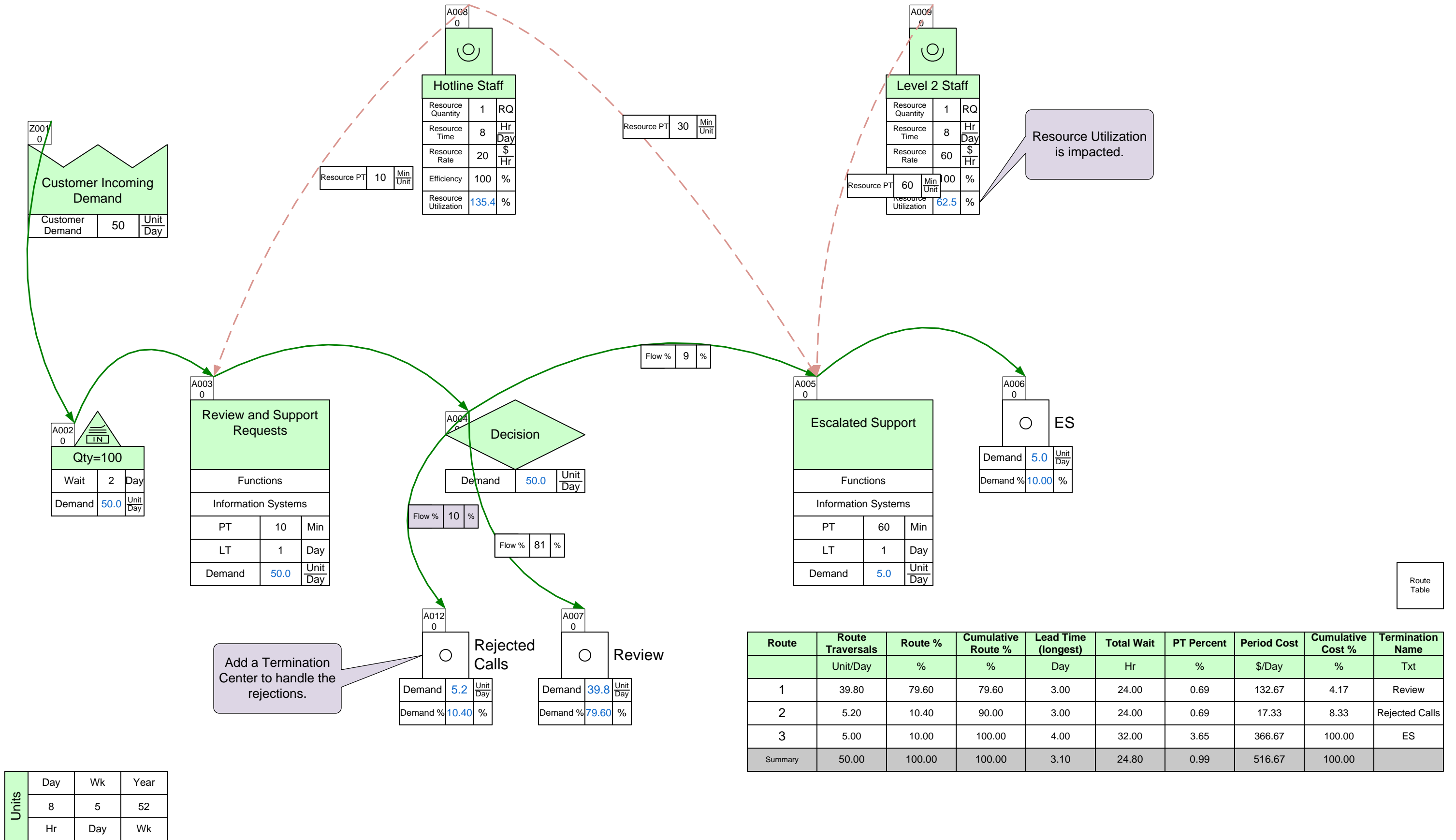
Some of the support requests are rejected at Review because of incorrect routing, typically at 10%. Show the impact on the map.



Units	Day	Wk	Year
	8	5	52
	Hr	Day	Wk

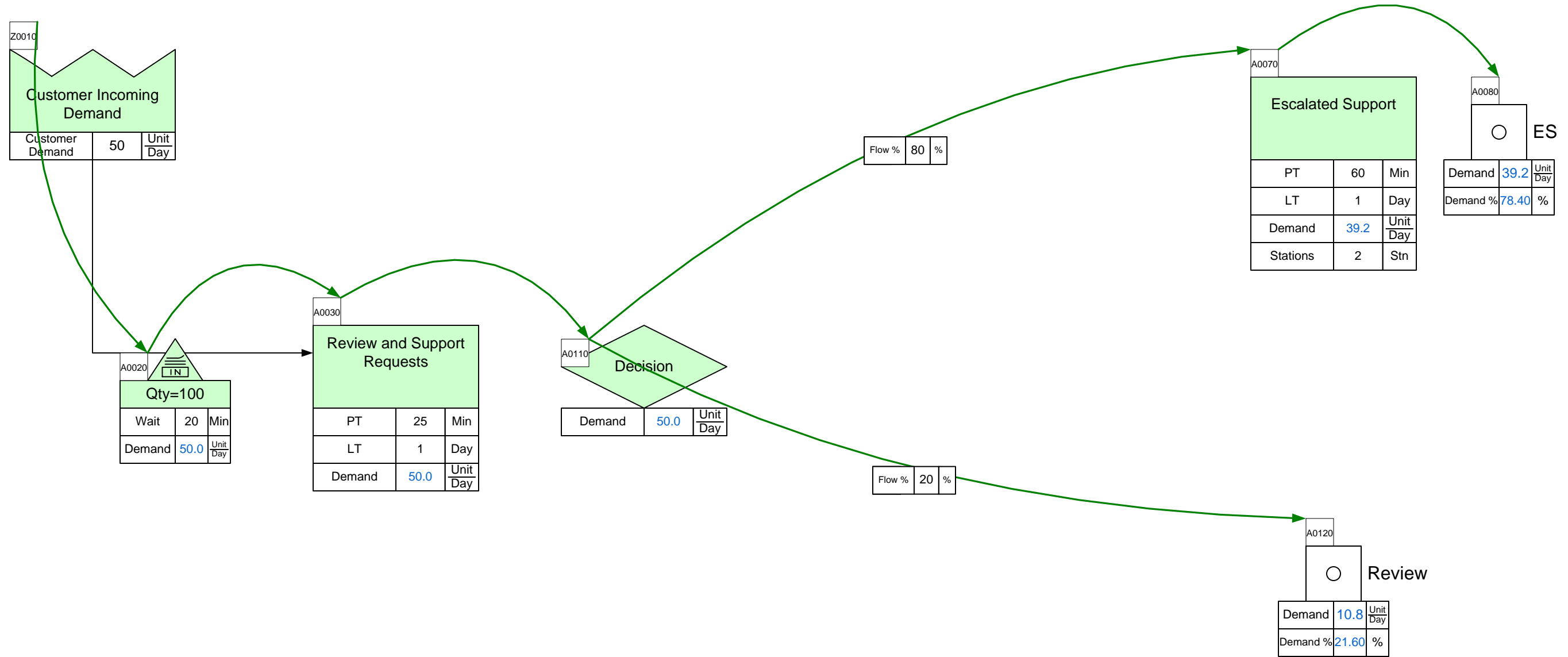
Solution: Incorrect Routing

Some of the support requests are rejected at Review because of incorrect routing, typically at 10%. Show the impact on the map.



Problem: Handling Variation

There is a lot of variation in the number of units per day and also in the review and support turnaround time. How can you handle this on a VSM?



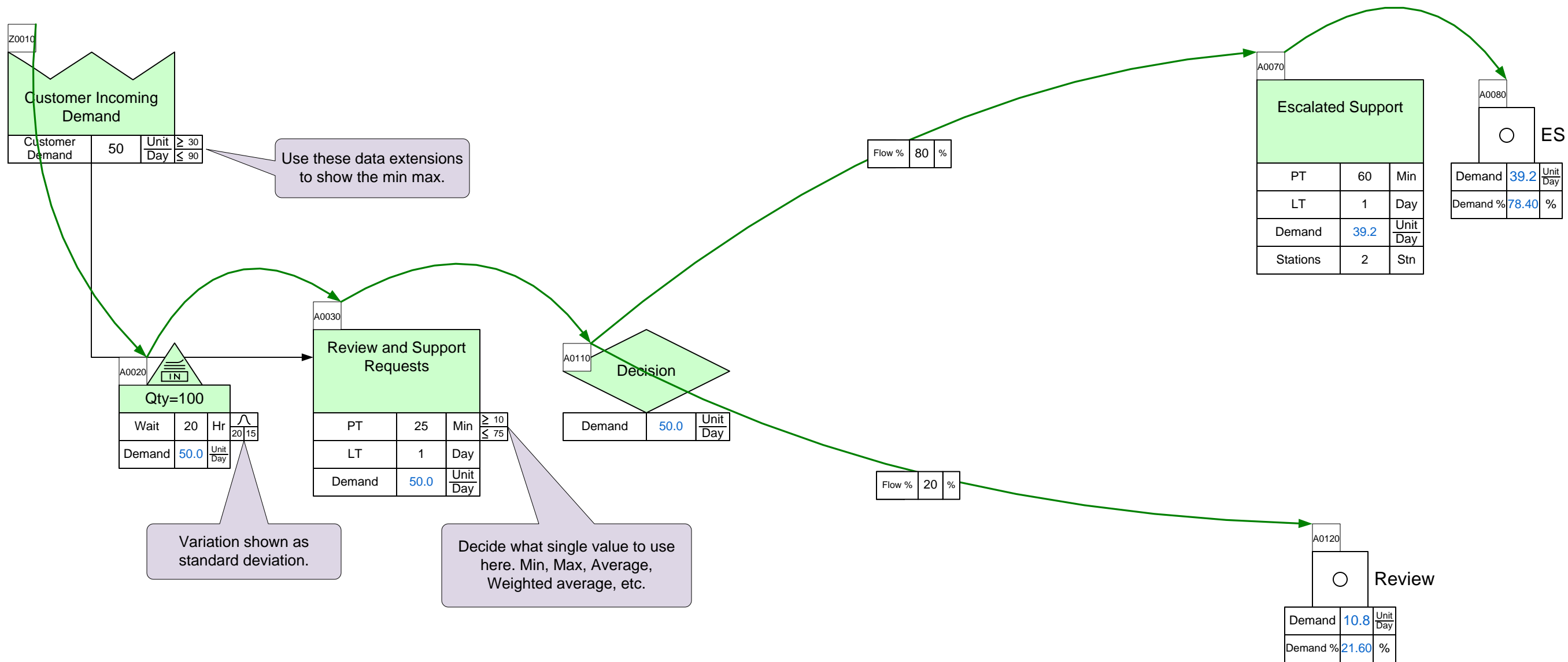
Units	Day	Wk	Year
	24	5	52
	Hr	Day	Wk

Solution: Handling Variation

There is a lot of variation in the number of units per day and also in the review and support turnaround time. How can you handle this on a VSM?

Variation is the root cause of most problems in value streams. Here, variation could be causing long wait times, staff stress, unnecessary costs, errors, etc. The first challenge is to make sure everyone concerned is aware of the variation the value stream has to deal with. This can be done as shown in the example.

Value stream mapping is normally a static analysis based on a single data value for each input. You may use min, max, average, weighted average, or some other value which best represents the data for the analysis you are doing.



Units	Day	Wk	Year
	24	5	52
	Hr	Day	Wk