
Flow and Waste Reduction Training Course: Current-State and Future-State Value Stream Maps

22 – 26 March 2027
Amsterdam





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Programme Summary

Flow and waste reduction with current-state and future-state value stream maps is the subject of this one-week training course for operations managers, process owners and improvement leaders, ending in a value stream improvement plan for one product or service. Work often waits longer than it is worked on, yet teams improve single steps and miss the delays between them. The programme maps the whole flow from request to delivery, measures lead time and waste, and designs a future state using Lean principles and kaizen. Mars Training Centre UK delivers this programme on flow and waste reduction with value stream maps to mixed-organisation cohorts.

The Business Case

In most operations, only a small share of elapsed time adds value for the customer. The rest is queues, rework, approvals and handovers that no single manager sees. A value stream map shows the whole path on one page, so leaders can target the delays that matter.

- Lead Time: Falls as queues and handovers between steps are found and removed.
- Work in Progress: Falls as flow is paced to customer demand rather than pushed forward.
- Rework and Waiting Cost: Falls as the sources of repeat work are traced and closed.

Principles and Evidence Base

- Lean thinking: Defining value from the customer's view and removing waste frames the programme.
- Value stream map notation: Standard symbols for processes, inventory and information flow set the drawing rules in Session 2.
- Takt time: Matching the pace of work to customer demand guides the future-state design in Session 4.
- Kaizen: Short improvement actions form the plan completed in Session 5.
- 5 Whys and A3: Cause tracing and one-page reporting support Sessions 3 and 5.

Intended Participants

- Operations managers who are accountable for delivery speed and cost of a product or service.
- Process owners who control work that crosses several teams.
- Improvement leaders who facilitate mapping and kaizen activity.
- Functional heads who decide which delays to remove first.

Typical functions include manufacturing, logistics, healthcare operations, banking back offices and public service delivery.



Learning Outcomes

1. Participants will be able to construct a current-state value stream map for one product or service family.
2. Participants will be able to evaluate process time, lead time and the value-added ratio from observed data.
3. Participants will be able to diagnose the main wastes and delays that hold back flow.
4. Participants will be able to design a future-state map paced to customer demand.
5. Participants will be able to prioritise improvement actions by effect on lead time and effort.
6. Participants will be able to justify a transformation plan to an executive sponsor.

Programme Structure

Day 1: Value, Waste and Choosing the Value Stream

Which product or service flow is worth mapping, and what does the customer value in it?

- Customer Value Statement
- Seven Wastes Checklist
- Product Family Matrix
- Value Stream Scope Sheet
- Mapping Team Charter

Day 2: Drawing the Current-State Map

What really happens between the request and the delivery, step by step?

- Process Walk Plan
- Value Stream Map Symbols
- Information Flow Mapping
- Inventory and Queue Count
- Timeline Ladder

Day 3: Measuring Flow and Diagnosing Waste

Where does time go, and which delays have causes that can be removed?

- Cycle Time and Changeover Data
- Lead Time and Value-Added Ratio
- Bottleneck Review
- 5 Whys Chain
- Waste Hotspot Map



Day 4: Designing the Future-State Map

How should work flow once the main delays are taken out?

- Takt Time Calculation
- Flow and Pull Design Options
- Supermarket and Buffer Rules
- Future-State Map
- Kaizen Burst Markers

Day 5: Applying the Maps to One Value Stream

Do the current state, the diagnosis and the future state form one plan that can be approved?

- Applying the Session 2 Current-State Map
- Using the Session 3 Waste Hotspot Map
- Testing the Session 4 Takt Time Calculation
- Checking the Session 1 Value Stream Scope Sheet
- Completing the Transformation Plan on an A3 Page

Methodology

The programme uses a case analysis method built on anonymised process records from manufacturing, healthcare and service settings. Participants draw maps by hand, work on a flow of their own choice in peer groups and receive written facilitator feedback on every exercise set.

- Suggested activity: Walking a supplied process description and drawing the current-state map from it.
- Suggested activity: Calculating lead time and value-added ratio from a timeline.
- Suggested activity: Redrawing a map to remove one queue and stating the effect.

Capstone Output

Each participant completes a value stream improvement plan for one product or service. It holds a current-state map, a waste and delay diagnosis, a future-state map, a ranked list of kaizen actions and a one-page A3 summary. The plan is used at work to brief the process team, win sponsor support and track lead time.



Frequently Asked Questions

Is flow and waste reduction with value stream maps suitable for managers who have not mapped before?

Yes. Flow and waste reduction with value stream maps assumes operational experience, not Lean expertise, and builds drawing and measuring skills step by step.

Which principles does flow and waste reduction with value stream maps rest on?

Flow and waste reduction with value stream maps rests on Lean thinking, standard map symbols, takt time and kaizen, with 5 Whys and A3 reporting as supporting tools.

How is the plan from flow and waste reduction with value stream maps used at work?

You use the value stream improvement plan to brief the process team, gain sponsor approval and sequence kaizen actions.

How does flow and waste reduction with value stream maps differ from general process mapping?

Flow and waste reduction with value stream maps follows the whole path from request to delivery with time data, while general process mapping describes the steps of one procedure.