











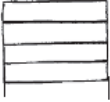

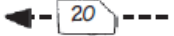













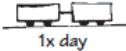



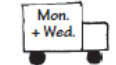

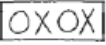
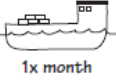




VSM Symbols

	Customer		Inventory		Manual information flow		Buffer or Safety Stock
	Outside Sources or Supplier		In-box or paper queue		Electronic information flow		Phone
	Process		Electronic inbox		Information or Schedule		Milk Run
	Data Box		Delay time		Production Kanban (dotted line indicates kanban path)		Expedited Transport
	Cross-Dock		Push arrow		Withdrawal Kanban		Worker or Operator
	Warehouse		Movement of material or finished goods		Signal Kanban		Kaizen Bursts
	Plane Shipment		Supermarket		Kanban Post or Collection Box		Milestone Pacing
	Train Shipment		Withdrawal		Kanban Arriving in Batches		Go-See Scheduling
	Truck Shipment		First-In-First-Out Processing (FIFO)		Load Leveling		
	Boat Shipment		Service Level Agreement (SLA)		Iteration or rework		