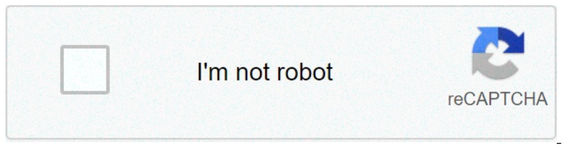

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Supply chain value stream mapping

In case this is the first time you are reading about supply chain mapping, its concept couldn’t be simpler. The truth is that supply chain mapping is simply a visual representation of information, goods, processes, and money flowing that occur within a supply chain.One of the main trends among companies all around the world is the use of supply chain mapping. After all, there are many different reasons for using a supply chain mapping. These are the most important ones:A supply chain mapping is easy to interpret. So, you can easily notice any inefficiencies that may be present.A supply chain mapping provides a methodology to analyze processes. This way, you will be able to determine if the process that is being used is showing signs of poor performance as well as you can also spot strategic places that need to be improved.A supply chain mapping is easy to distribute.A supply chain mapping can focus on many different aspects. It can focus on a particular user or use, on a specific theme or even on the processes, organizations, flows, facilities, and geographic relationships.A supply chain mapping is a point of strategic advantage.To create your own supply chain map, you just need to follow the next steps:Step-1: Organize the supplier team and the customer:In this stage, there should be a meeting between the supply chain directors and the management. The main goal is to not only discuss the current situation as well as to determine the main competencies of the supply chain.Step-2: Draw the current value stream map:This is the stage where you will need to identify all the activities that are required in transaction. You should then use boxes to represent transactional documents and entities. Make sure that you use arrows to show the flow of products and information as well as you should label the time that each step takes.Step-3: Draw the future value stream map and the implementation plan:This is when you are going to discover the area where you can improve processes. So, you will need to prioritize each area based on the ease of implementation as well as on the potential benefits that it can bring.Step-4: Execute the implementation plan:During this stage, you will start implementing the plan that you draw in the previous stage. You will need to begin with the most value-added changes first. You need to ensure that you keep track of all the changes in terms of cost and improvement.Step-5: Repeat the process for continuous improvement:STRATEGIC APPROACHES IN SUPPLY CHAIN MAPPING:The truth is that organizations supply and delivery systems are becoming increasingly complicated as they become global. So, besides the need to visualize the supply chain itself, there is also a need to have a well-established process that allows you to build the map. This ensures that you can easily distribute knowledge among organizations and managers.In addition to all this, it is important to keep in mind that your supply chain map should link to the strategic planning process. This will make the evaluation of the supply chain easier and more efficient. With this in mind, before you even define a supply chain mapping, you need to understand its importance, the role that the supply chain mapping has in your strategy, and all the inherent characteristics of supply chain maps.SUPPLY CHAIN MAPPING EXAMPLESIf you look around, you can easily find three different supply chain mapping examples:First Example: Big Box Supply Chain:This is the case of Walmart, for example. As you probably know, the company carefully selects manufacturers and they then buy large quantities. This way, they can take advantage of economies of scale. The company then has strategically-located distribution centers where they hold their inventory.Second Example: eCommerce Platform Supply Chain:This is Amazon’s case. As you know, Amazon has its own brand name suppliers, their own goods, and independent sellers. They then have strategically-located automated warehouses that guarantee the delivery of the products directly to consumers.Third Example: Specialized Own Supply Chain:This is the case of Tesla. The company has its own raw materials suppliers that are gathered on Tesla-owned manufacturing plants. The company builds their cars which are then delivered to the nearest service center for pickup by customers.WHAT ARE SUPPLY CHAIN MAPPING TOOLS?The truth is that there are many different supply chain mapping tools that you can use depending on your company and on your goals. Some of the most used tools are data collection, histograms, check sheets, cause-and-effect diagrams, stratification, Pareto charts, cross-functional process mapping, flow charts, scatter plots, and control charts. Our students learn to map supply chains, during the logistics certification, supply chain management certification, diploma in supply chain management and supply chain management degree programs, offered by AIMS. Since we have already covered the basics of VSM with our Value Stream Mapping Guide, we thought of making it easier for you to create value stream maps by introducing to you some helpful (professionally-designed)value stream mapping templates. These value stream mapping templates are created using the standard symbols available in the Creately value stream mapping tool library. If you find the VSM templates that suit your requirements, simply click it to open it in the Creately editor; you can edit it as you want from there and download it as a PDF or an image (PNG, JPEG etc.). Production Control Value Stream Map This VSM template can be used to visualize the flow of materials and information within a product’s production path from the supplier to the customer. Go ahead and click on the template to start editing it. Click the template to edit it online Current State Value Stream Map This current state value stream map example is that of the Toyota model production system. A current state map that helps identify the bottlenecks and inefficiencies in the current system, serves as the foundation for the future state map. Click the template to edit it online. Click the template to edit it online Value Stream Map for Software Development Process Developing a software? Make sure that the process contributes to the product’s value with the help of a value stream map like the one below. A VSM template like this is useful in increasing the value from the requirement specification to the actual product used by the customer. Click the image to start mapping right away. Click the template to edit it online Funnel Shaped Value Stream Model This current state map is a funnel-shaped value stream model. This model is used when there are large incoming amounts of material and fast initial processing. Click to commit the necessary changes. Click the template to edit it online Value Stream Map for Supply Chain Management This is one of the value stream mapping templates that you can use to visualize supply chain management process. Click to download or edit online. Click the template to edit it online Pyramid Shaped Value Stream Map Pyramid shaped value stream maps are the opposite of funnel-shaped model, that is, it’s used when the incoming of materials or orders is slow and outputs are large. Click to open it in the Creately editor. Click the template to edit it online Value Stream Map for Data Management This is a value stream map that illustrates a simplified data management system. You can directly download it or edit it according to your system’s requirements, simply click the template. Click the template to edit it online Future State Value Stream Map The following value stream mapping template is an example of a future state map. A future state map represents the ideal state of the system. This can be realized with the current state map that helps you identify the wasteful elements of the existing system that need to be eliminated. Click the template to edit it online Pipe Shaped Value Stream Map This is a pipe-shaped value stream map. Since this type of value stream maps already has the required shape, they are considered on their way to becoming lean. Click the template to edit it per your requirements. Click the template to edit it online Get More Value Stream Mapping Templates Need more free value stream mapping templates? Check out our value stream mapping examples which you can use as customizable templates. Creately also offers unique real-time collaboration features help eliminate any issue that may occur when working with cross-functional team on a value stream map; wherever the team members are, they can work on the same map at the same time while sharing comments and suggestions seamlessly. More Diagramming Templates Join over thousands of organizations that use Creately to brainstorm, plan, analyze, and execute their projects successfully.Get started here value stream map value stream mapping templates VSM VSM templates Part of a series onStrategy Major dimensions Strategy • Strategic management Military strategy • Maritime strategy Strategic planning • Game theory Strategic studies • Strategic thinking Major thinkers Michael Porter • Rita Gunther McGrath Bruce Henderson • Gary Hamel Candace A. Yano • C. K. Prahalad Jim Collins • Liddell Hart Carl von Clausewitz • Sun Tzu Julian Corbett • Alfred Thayer Mahan J.C. Wylie • Adrian Slywotzky Sharon Oster • Chris Zook Henry Mintzberg • Clay Christensen Concepts Business model Competitive advantage • Experience curve Value chain • Portfolio theory Core competency • Generic strategies Uberisation Sharing economy • Performance effects Frameworks and tools SWOT • Five forces Balanced scorecard PEST analysis • Growth–share matrix vte A value chain is a set of activities that a firm operating in a specific industry performs in order to deliver a valuable product (i.e., good and/or service) for the market. The concept comes through business management and was first described by Michael Porter in his 1985 best-seller, Competitive Advantage: Creating and Sustaining Superior Performance.[1] The idea of the value chain is based on the process view of organizations, the idea of seeing a manufacturing (or service) organization as a system, made up of subsystems each with inputs, transformation processes and outputs. Inputs, transformation processes, and outputs involve the acquisition and consumption of resources – money, labour, materials, equipment, buildings, land, administration and management. How value chain activities are carried out determines costs and affects profits.— IfM, Cambridge[2] The concept of value chains as decision support tools, was added onto the competitive strategies paradigm developed by Porter as early as 1979.[dubious – discuss][3] In Porter's value chains, Inbound Logistics, Operations, Outbound Logistics, Marketing and Sales, and Service are categorized as primary activities. Secondary activities include Procurement, Human Resource management, Technological Development and Infrastructure (Porter 1985, pp. 11–15) harv error: no target: CITEREFPorter1985 (help).[1][2] According to the OECD Secretary-General (Gurría 2012) harv error: no target: CITEREFGurría2012 (help)[4] the emergence of global value chains (GVCs) in the late 1990s provided a catalyst for accelerated change in the landscape of international investment and trade, with major, far-reaching consequences on governments as well as enterprises (Gurría 2012) harv error: no target: CITEREFGurría2012 (help).[4] Firm-level Michael Porter's value chain The appropriate level for constructing a value chain is the business unit,[5] not division or corporate level. Products pass through a chain of activities in order, and at each activity the product gains some value. The chain of activities gives the products more added value than the sum of added values of all activities.[5] The activity of a diamond cutter can illustrate the difference between cost and the value chain. The cutting activity may have a low cost, but the activity adds much of the value to the end product, since a rough diamond is significantly less valuable than a cut diamond. Typically, the described value chain and the documentation of processes, assessment and auditing of adherence to the process routines are at the core of the quality certification of the business, e.g. ISO 9001.[citation needed] A firm's value chain forms a part of a larger stream of activities, which Porter calls a value system.[citation needed] A value system, or an industry value chain, includes the suppliers that provide the inputs necessary to the firm along with their value chains. After the firm creates products, these products pass through the value chains of distributors (which also have their own value chains), all the way to the customers. All parts of these chains are included in the value system. To achieve and sustain a competitive advantage, and to support that advantage with information technologies, a firm must understand every component of this value system.[citation needed] Primary activities All five primary activities are essential in adding value and creating a competitive advantage and they are: Inbound logistics: arranging the inbound movement of materials, parts, and/or finished inventory from suppliers to manufacturing or assembly plants, warehouses, or retail stores Operations: concerned with managing the process that converts inputs (in the forms of raw materials, labor, and energy) into outputs (in the form of goods and/or services). Outbound logistics: is the process related to the storage and movement of the final product and the related information flows from the end of the production line to the end user Marketing and sales: selling products and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. Service: includes all the activities required to keep the product working effectively for the buyer after it is sold and delivered. Companies can harness a competitive advantage at any one of the five activities in the value chain. For example, by creating outbound logistics that are highly efficient or by reducing a company's shipping costs, it allows to either realize more profits or pass the savings to the consumer by way of lower prices.[6] Support activities Using support activities helps make primary activities more effective. Increasing any of the four support activities helps at least one primary activity to work more efficiently. Infrastructure: consists of activities such as accounting, legal, finance, control, public relations, quality assurance and general (strategic) management. Technological development: pertains to the equipment, hardware, software, procedures and technical knowledge brought to bear in the firm's transformation of inputs(Raw materials) into outputs(Finished goods). Human resources management: consists of all activities involved in recruiting, hiring, training, developing, compensating and (if necessary) dismissing or laying off personnel. Procurement: the acquisition of goods, services or works from an outside external source. In this field company also makes decisions of purchases. Virtual value chain The virtual value chain, created by John Sviokla and Jeffrey Rayport,[7] is a business model describing the dissemination of value-generating information services throughout an Extended Enterprise . This value chain begins with the content supplied by the provider, which is then distributed and supported by the information infrastructure; thereupon the context provider supplies actual customer interaction. It supports the physical value chain of procurement, manufacturing, distribution and sales of traditional companies. Industry-level An industry value-chain is a physical representation of the various processes involved in producing goods (and services), starting with raw materials and ending with the delivered product (also known as the supply chain). It is based on the notion of value-added at the link (read: stage of production) level. The sum total of link-level value-added yields total value. The French Physiocrats' Tableau économique is one of the earliest examples of a value chain. Wasilly Leontief's Input-Output tables, published in the 1950s, provide estimates of the relative importance of each individual link in industry-level value-chains for the U.S. economy. Global value chains Main article: Global value chain Cross border / cross region value chains Often multinational enterprises (MNEs) developed global value chains, investing abroad and establishing affiliates that provided critical support to remaining activities at home. To enhance efficiency and to optimize profits, multinational enterprises locate "research, development, design, assembly, production of parts, marketing and branding" activities in different countries around the globe. MNEs offshore labour-intensive activities to China and Mexico, for example, where the cost of labor is the lowest.(Gurría 2012) harv error: no target: CITEREFGurría2012 (help)[4] the emergence of global value chains (GVCs) in the late 1990s provided a catalyst for accelerated change in the landscape of international investment and trade, with major, far-reaching consequences on governments as well as enterprises.(Gurría 2012) harv error: no target: CITEREFGurría2012 (help)[4] Global value chains in development Through global value chains, there has been growth in interconnectedness as MNEs play an increasingly larger role in the internationalisation of business. In response, governments have cut Corporate income tax (CIT) rates or introduced new incentives for research and development to compete in this changing geopolitical landscape.(LeBlanc, Matthews & Mellbye 2013, p. 6) harv error: no target: CITEREFLeBlancMatthewsMellbye2013 (help)[8] In an (industrial) development context, the concepts of global value chain analysis were first introduced in the 1990s (Gereffi et al.)[9] and have gradually been integrated into development policy by the World Bank, Unctad,[10] the OECD and others. Value chain analysis has also been employed in the development sector as a means of identifying poverty reduction strategies by upgrading along the value chain.[11] Although commonly associated with export-oriented trade, development practitioners have begun to highlight the importance of developing national and intra-regional chains in addition to international ones.[12] For example, the International Crops Research Institute for the Semi-Arid Tropics (ICRISAT) has investigated strengthening the value chain for sweet sorghum as a biofuel crop in India. Its aim in doing so was to provide a sustainable means of making ethanol that would increase the incomes of the rural poor, without sacrificing food and fodder security, while protecting the environment.[13] Significance The value chain framework quickly made its way to the forefront of management thought as a powerful analysis tool for strategic planning. The simpler concept of value stream mapping, a cross-functional process which was developed over the next decade,[14] had some success in the early 1990s.[15] The value-chain concept has been extended beyond individual firms. It can apply to whole supply chains and distribution networks. The delivery of a mix of products (goods and services) to the end customer will mobilize different economic factors, each managing its own value chain. The industry wide synchronized interactions of those local value chains create an extended value chain, sometimes global in extent. Porter terms this larger interconnected system of value chains the "value system". A value system includes the value chains of a firm's supplier (and their suppliers all the way back), the firm itself, the firm distribution channels, and the firm's buyers (and presumably extended to the buyers of their products, and so on). Capturing the value generated along the chain is the new approach taken by many management strategists. For example, a manufacturer might require its parts suppliers to be located nearby its assembly plant to minimize the cost of transportation. By exploiting the upstream and downstream information flowing along the value chain, the firms may try to bypass the intermediaries creating new business models, or in other ways create improvements in its value system. Value chain analysis has also been successfully used in large petrochemical plant maintenance organizations to show how work selection, work planning, work scheduling and finally work execution can (when considered as elements of chains) help drive lean approaches to maintenance. The Maintenance Value Chain approach is particularly successful when used as a tool for helping change management as it is seen as more user-friendly than other business process tools. A value chain approach could also offer a meaningful alternative to evaluate private or public companies when there is a lack of publicly known data from direct competition, where the subject company is compared with, for example, a known downstream industry to have a good feel of its value by building useful correlations with its downstream companies. Moreover, it can offer an insight in how e-commerce and m-commerce (mobile commerce) add value in the flow of activities and processes involved in business-to-consumer markets.[16] In 2019, ITIL 4 was released by AXELOS. Included in ITIL 4 is the Service Value Chain. The central element in the ITIL Service Value System is the Service Value Chain. Use with other analysis tools This section does not cite any sources. Please help improve this section by adding citations to reliable sources. Unsourced material may be challenged and removed. (September 2014) (Learn how and when to remove this template message) Once value has been analysed and the contributing parts of the organisation have been identified, other models can be used in conjunction with the value chain to assess how these areas can either be improved or capitalised upon. For example, a SWOT analysis can be used within the "outbound logistics" function to understand what its strengths and weaknesses are, and what opportunities there may be to improve that area, or identify the threats to what may be a critical part of the value delivery system. Equally, other models can be used to assess performance, risk, market potential, environmental waste, etc. SCOR The Supply-Chain Council, a global trade consortium in operation with over 700 member companies, governmental, academic, and consulting groups participating in the last 10 years, manages the Supply-Chain Operations Reference (SCOR), the de facto universal reference model for Supply Chain including Planning, Procurement, Manufacturing, Order Management, Logistics, Returns, and Retail; Product and Service Design including Design Planning, Research, Prototyping, Integration, Launch and Revision, and Sales including CRM, Service Support, Sales, and Contract Management which are congruent to the Porter framework. The SCOR framework has been adopted by hundreds of companies as well as national entities as a standard for business excellence, and the U.S. Department of Defense has adopted the newly launched Design-Chain Operations Reference (DCOR) framework for product design as a standard to use for managing their development processes. In addition to process elements, these reference frameworks also maintain a vast database of standard process metrics aligned to the Porter model, as well as a large and constantly researched database of prescriptive universal best practices for process execution. See also Agricultural value chain Beneficiation Business unit Calculating Demand Forecast Accuracy Delta model Demand chain Industry information Marketing strategy Porter 5 forces analysis Porter generic strategies Strategic management Value Value migration Value network Value shop Wardley map Human Resource value chain is to help improve business performance by applying the full capabilities of people. 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