For Comments Only

Draft Indian Standard

Value Stream Management (VSM)

ICS 03.100.01

Not to be reproduced without the permission of BIS or used as Standard	Last Date for receipt of Comments is October 2023

NATIONAL FOREWORD

(Formal clauses to be added later on)

The text of the International Standard has been approved as suitable for publication as an Indian Standard without deviations. Certain conventions are, however, not identical to those used in Indian Standards. Attention is particularly drawn to the following:

a) Wherever the words 'International Standard' appear referring to this standard, they should be read as 'Indian Standard'.

Annex A is integral part of this standard. Annex B for information only.

Note: The technical content of the document is not available on website. For details, please refer the corresponding ISO 22468: 2020 or kindly contact:

Head
Management and Systems Department
Bureau of Indian Standards
Manak Bhawan, 9, B.S. Zafar Marg
New Delhi – 110 002
Email: msd@bis.org.in
Telephone/Fax: 011-23231106

Scope

This document provides guidelines for the application of VSM with regard to the collection, evaluation and continuous improvement of value stream relevant data. In addition, it describes the assessment of value streams based on defined key performance indicators.

The VSM method described in this document is generally applicable to material-, energy- or data-related process types. In practice, there are often hybrid forms of these main process types.

Introduction

The value stream management (VSM) method is an effective tool for the collection, evaluation and continuous improvement of product and information flows within organizations. The VSM methodology includes the analysis, design and planning of value streams. In consideration of an ideal state, the current state of the value stream is mapped according to the gathered data and subsequently analyzed to design a future state with less waste and a reduced lead time. Based on a variety of different VSM approaches, which have been developed in the framework of Lean Production primarily since the 1990s, there are communication and collaboration issues during the application of VSM in practice due to different value stream visualizations and associated calculation procedures. In particular, these challenges occur at the interfaces of departments, corporate groups or entire supply chains (see Figure 1). Therefore, the adherence of rules and guidelines in regard to VSM is required to ensure a common and standardized method for the collection, evaluation and continuous improvement of value streams within cross-enterprise value networks.
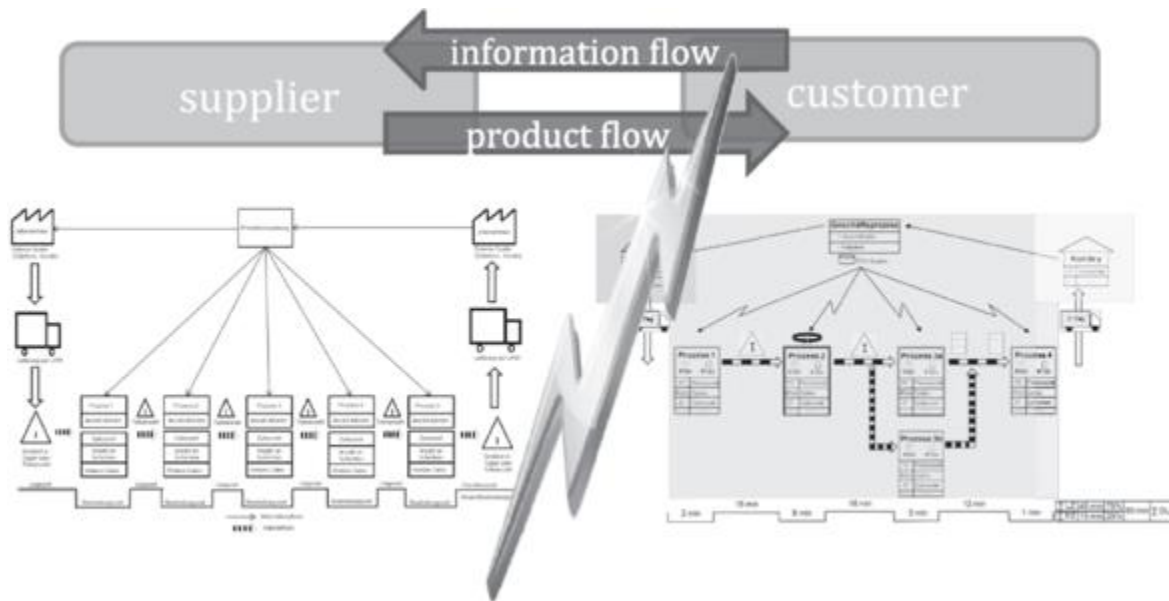

Figure 1 — Communication issues at supply chain interface

This common and goal-oriented application of VSM leads to a reduction or elimination of waste, e.g. unnecessary discussions or the multiple and thus redundant preparation of value stream data targeted to each contact person or auditor are omitted. With the help of a defined procedure in terms of a unique VSM method, value streams of different sectors and process

types are holistically improved. In addition, consistent product and information flows based on a unified VSM method enable a coordinated process planning (see Figure 2).
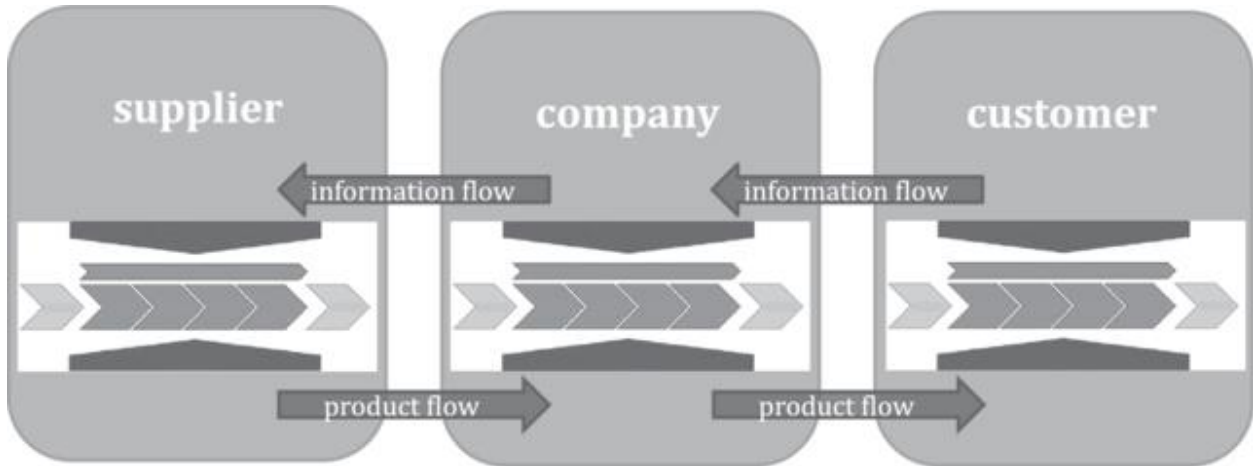

Figure 2 — Integrated supply chain

A common understanding of value streams enables organizations to streamline their internal and external processes. In this regard, the standardized VSM method ensures a unified collection, visualization and calculation of value streams, first within companies or corporations and consequentially along supply chains.

All information or requirements within this document can be transferred to any process type. Figure 3 shows a suitable scheme for the structuring of different process types[2].
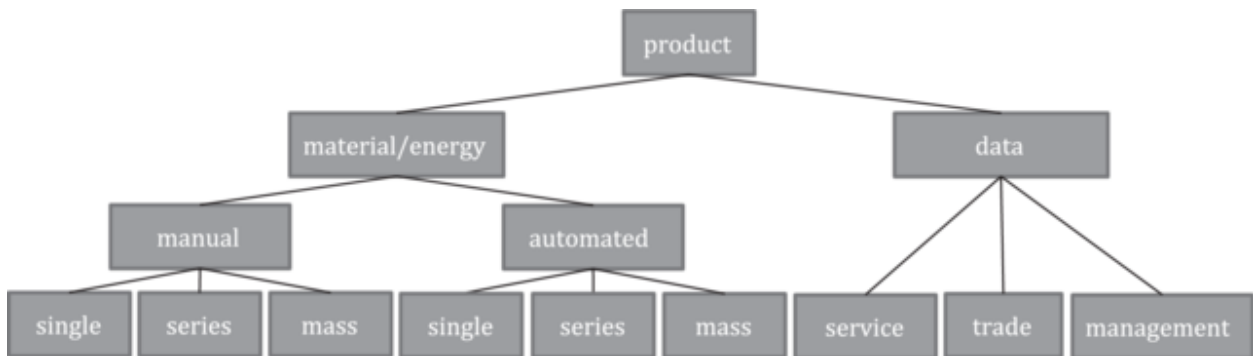

Figure 3 — Main process types

The downstream-oriented product flow in Figure 2 can be generated by material-, energy- or data-related processes. The material- or energy-related processes can be further separated in manual or automated processes of either single, series or mass production. The data-related processes comprise service, trade or management processes.