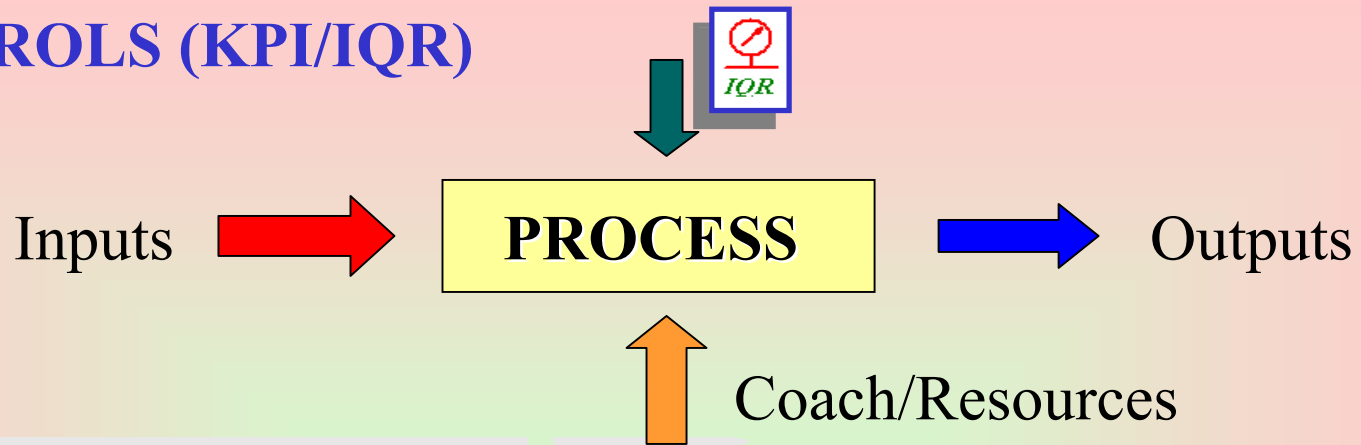




Processes Management

BSH Business Excellence Forum - 24 Jan. 2002

CONTROLS (KPI/IQR)



The **Inputs** of a process are the things that are transformed by the process in to the end product or service required by the customer of the process.

Inputs can be tangible, e.g. written data, or intangible, e.g. verbal requests.

The **Outputs** of a process can be products or services and should conform to the specifications agreed in advance with the recipient, i.e., with the customer, internal or external.

Outputs can also be tangible, e.g. product, or intangible, e.g. advice.

Process **controls** may be imposed either externally or internally, e.g. customer specifications, legislative requirements and copyright laws are all externally imposed, whereas internal quality checks and organisational procedures are derived from within the organisation.

Process **Resources** are all the things that a process must routinely have to be able to convert the inputs into outputs. Resources may be tangible, e.g., people a PC, software, or intangibles, e.g., skills and experience.

THE KEY ROLES OF PROCESS MANAGEMENT

Effective process management requires 4 key roles:

- **The process sponsor/coach**
- **The process owner**
- **The process manager**
- **The process worker**

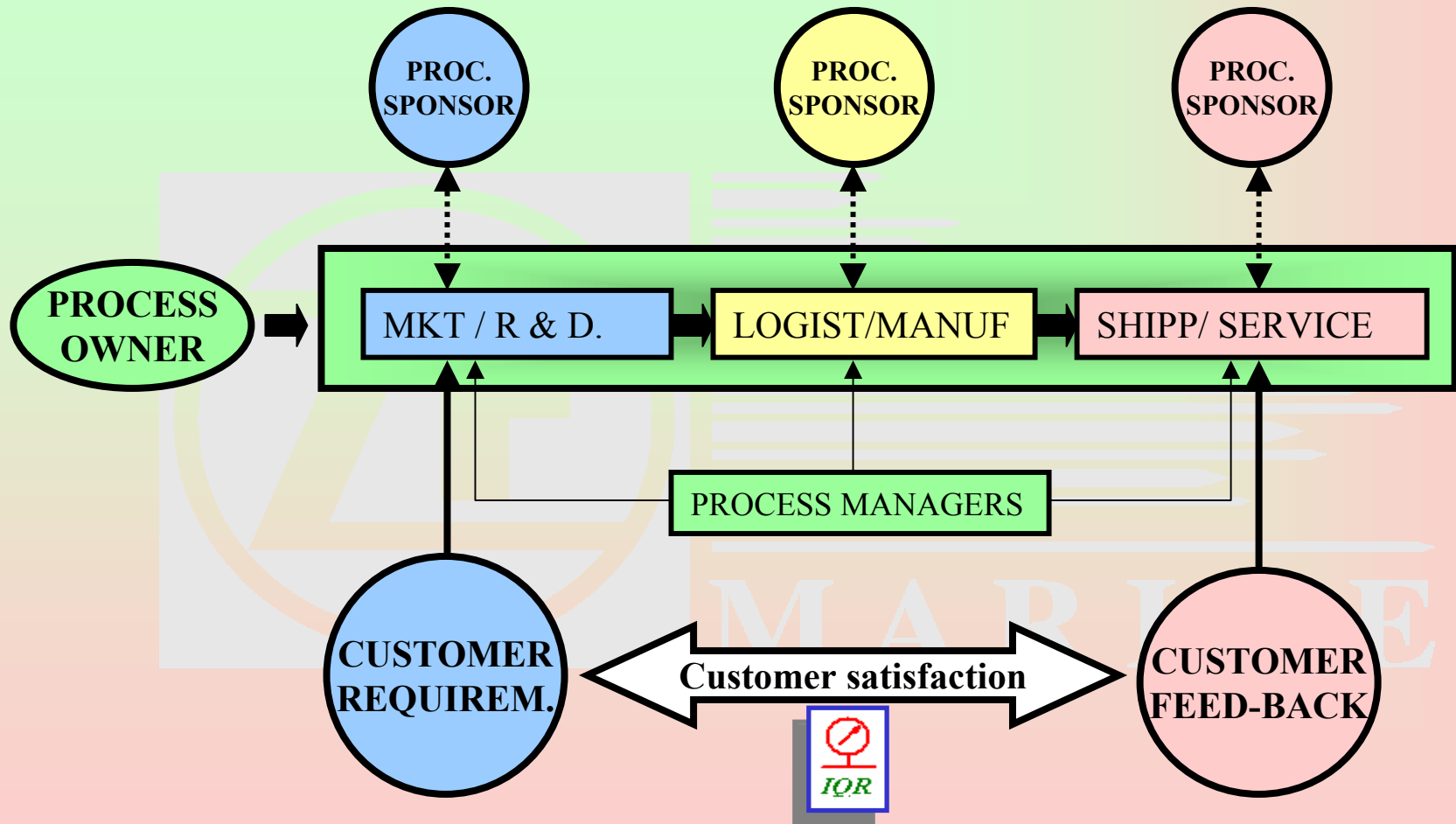
The Process Sponsor is the person who **provides direction** and ensures that there is sufficient resource available to improve a process. He or she is normally at a senior level in an organisation.

The Process Owner usually sits **outside the process** and is directly and personally accountable for the end-to-end process. He or she is the final arbiter for the process and should drive any process improvement initiatives and activities.

The process Manager works **inside the process** and is responsible for discrete parts of it. He or she ensures day-to-day production performance, directly manages process workers and supplier relationships and provides the process owner with metrics, reports and improvement ideas.

The process Worker works inside the process with responsibility for **specific delivery to agreed standards**. He or she may manage small teams of less experienced workers and provide the process manager with metrics, reports and improvement ideas.

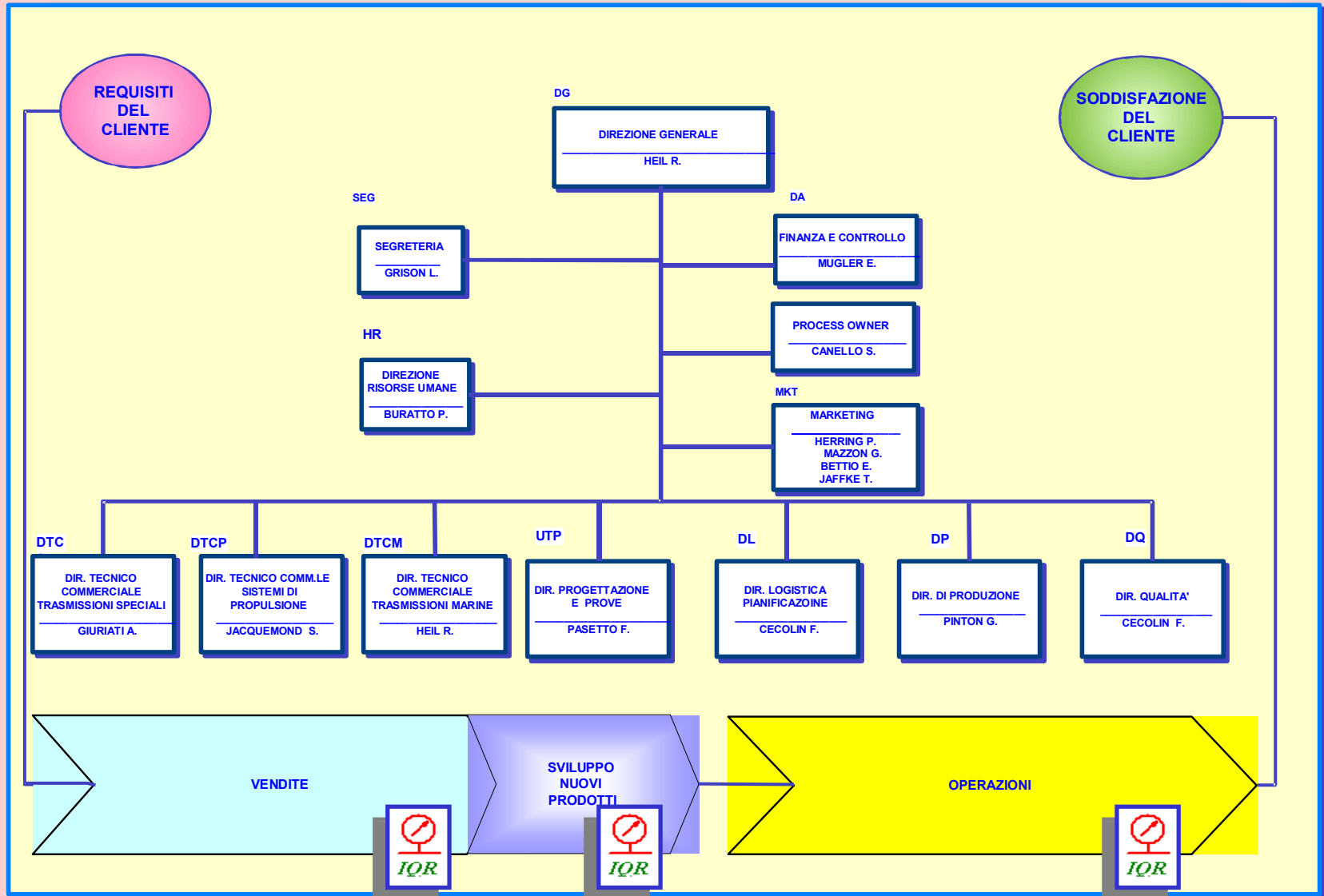
VALUE ADDED PROCESSES: KEY PEOPLE



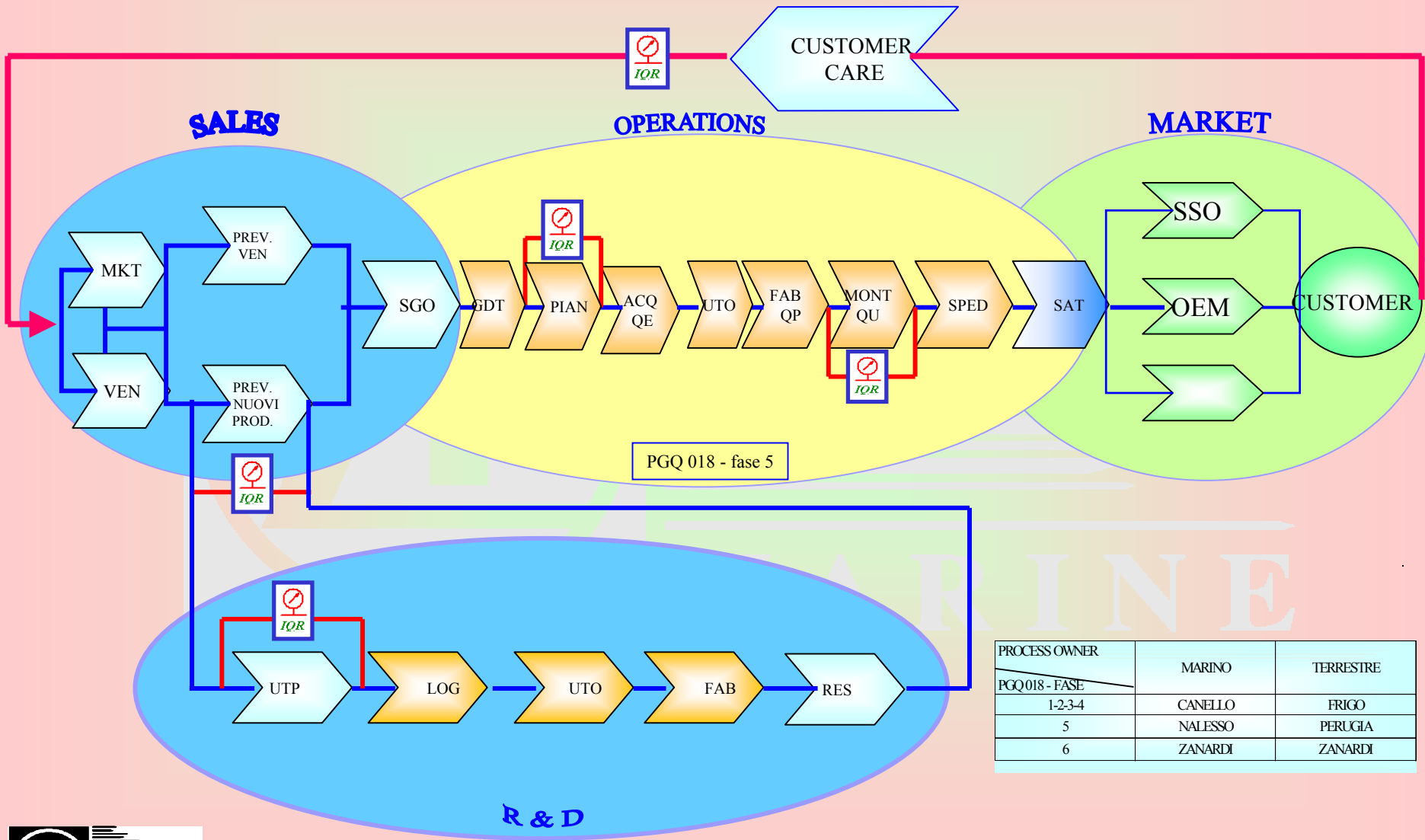
VISION 2000 IN ZF PADOVA: PROCESS ORGANIZATION



ZF PADOVA: PROCESSES vs. DEPARTMENTS

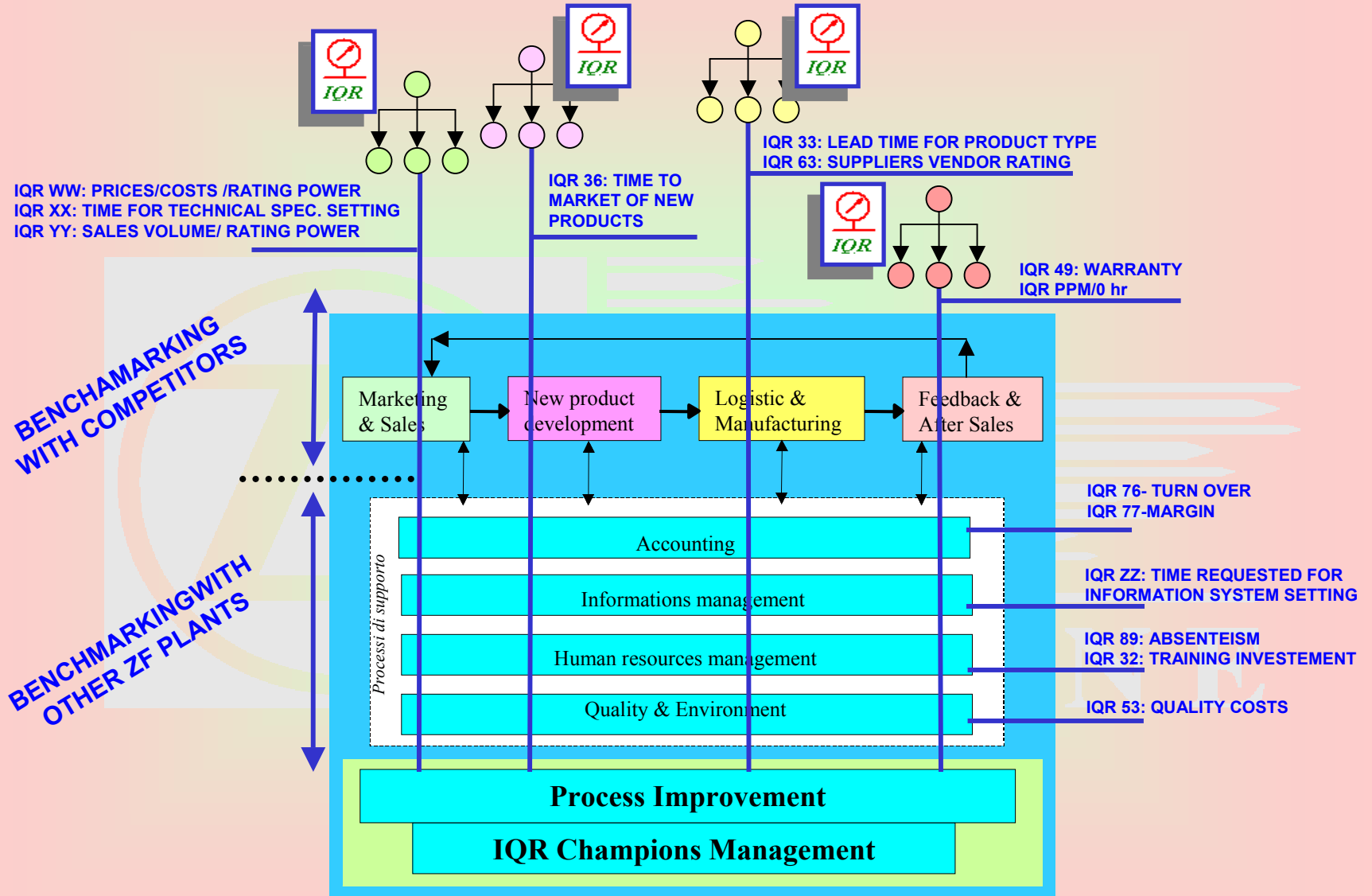


VISION 2000 IN ZF PADOVA PROCESS MANAGEMENT: SEQUENTIAL DEVELOPMENT WITH REFERENCE TO IQR

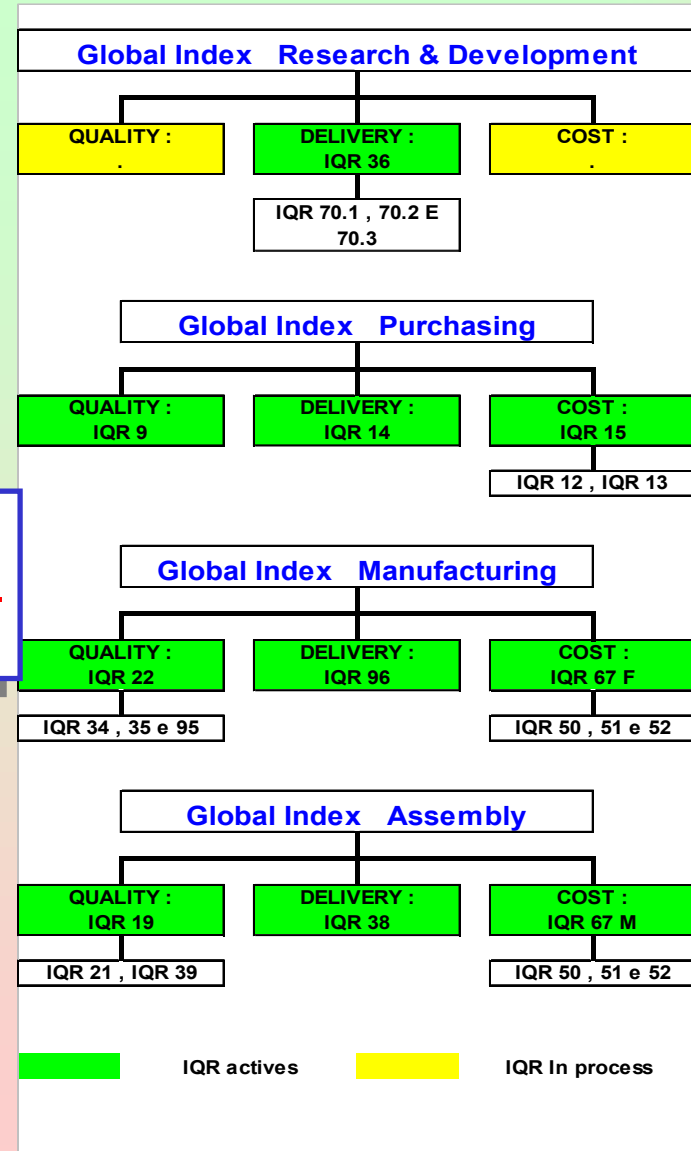
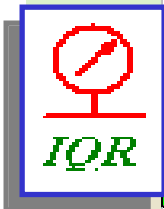
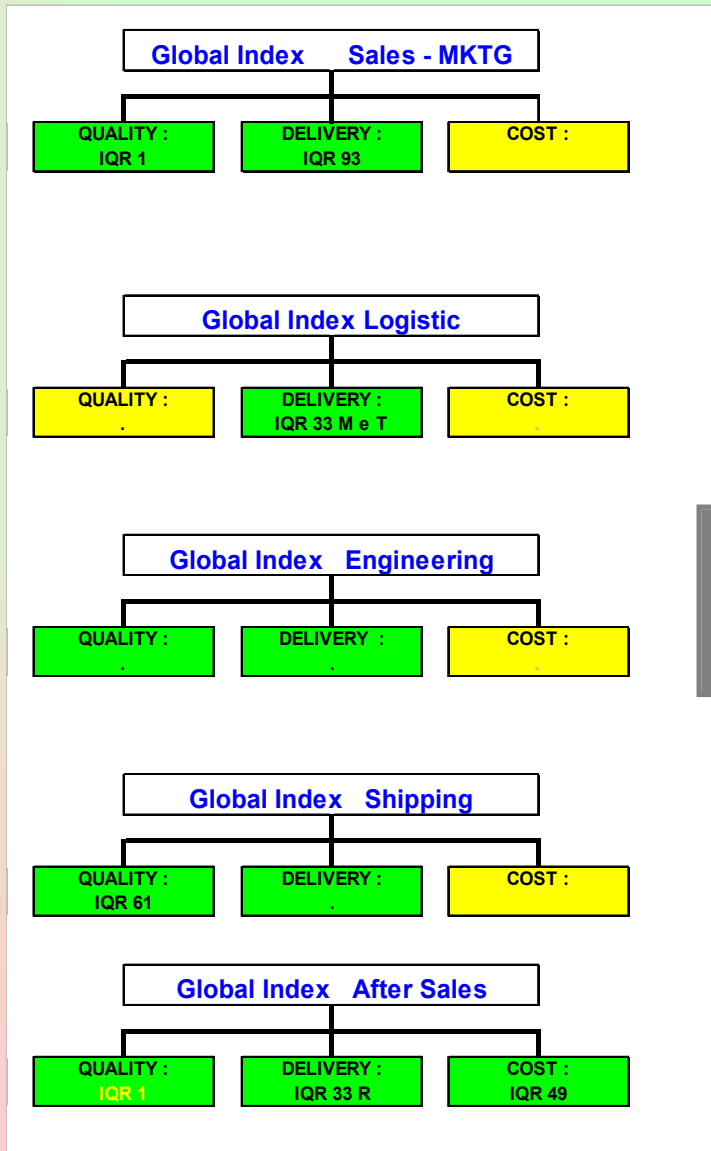


PROCESS OWNER	MARINO	TERRESTRE
PGQ018 - FASE		
1-2-3-4	CANELLO	FRIGO
5	NALESSO	PERUGIA
6	ZANARDI	ZANARDI

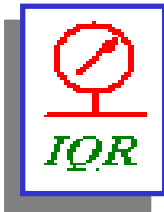
IQR SYSTEM: GLOBAL KPI's AND HIERARCHY



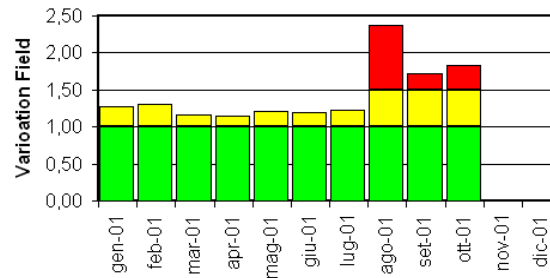
KPI/IQR: TWO LEVELS RELATIONSHIP



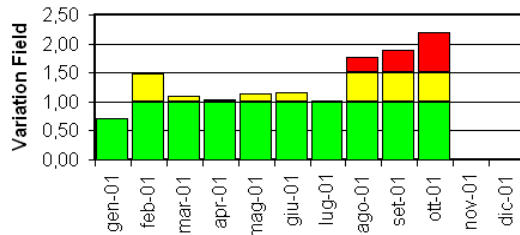
KPI/IQR: GRAPHICAL RELATIONSHIP



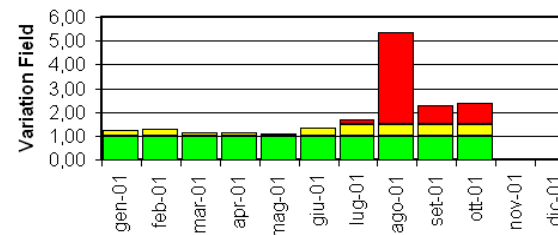
IG MONT ÷ Assembly Global Index



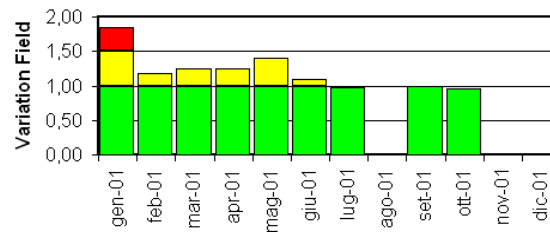
QUALITY ÷ IQR 19



COST ÷ IQR 67M



DELIVERY ÷ IQR 38



IQR 21

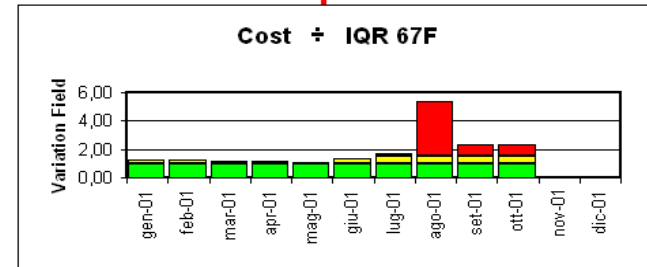
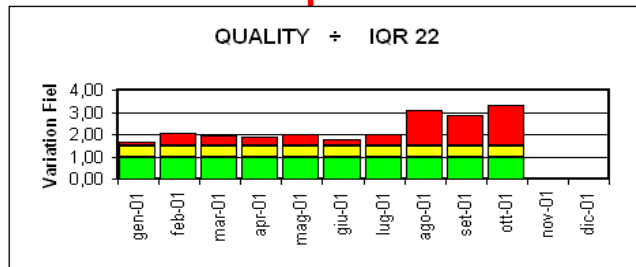
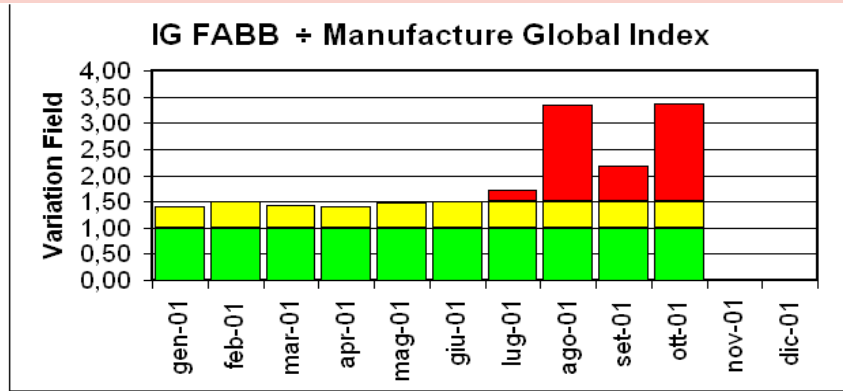
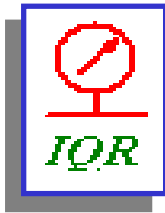
IQR 39

IQR 50M

IQR 51M

IQR 52M

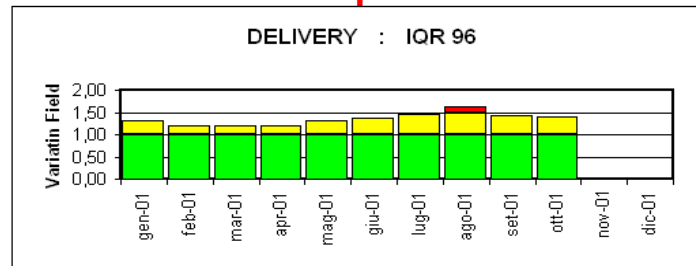
KPI/IQR: GRAPHICAL RELATIONSHIP



IQR 35

IQR 34

IQR 95



IQR 50F

IQR 51F

IQR 52F