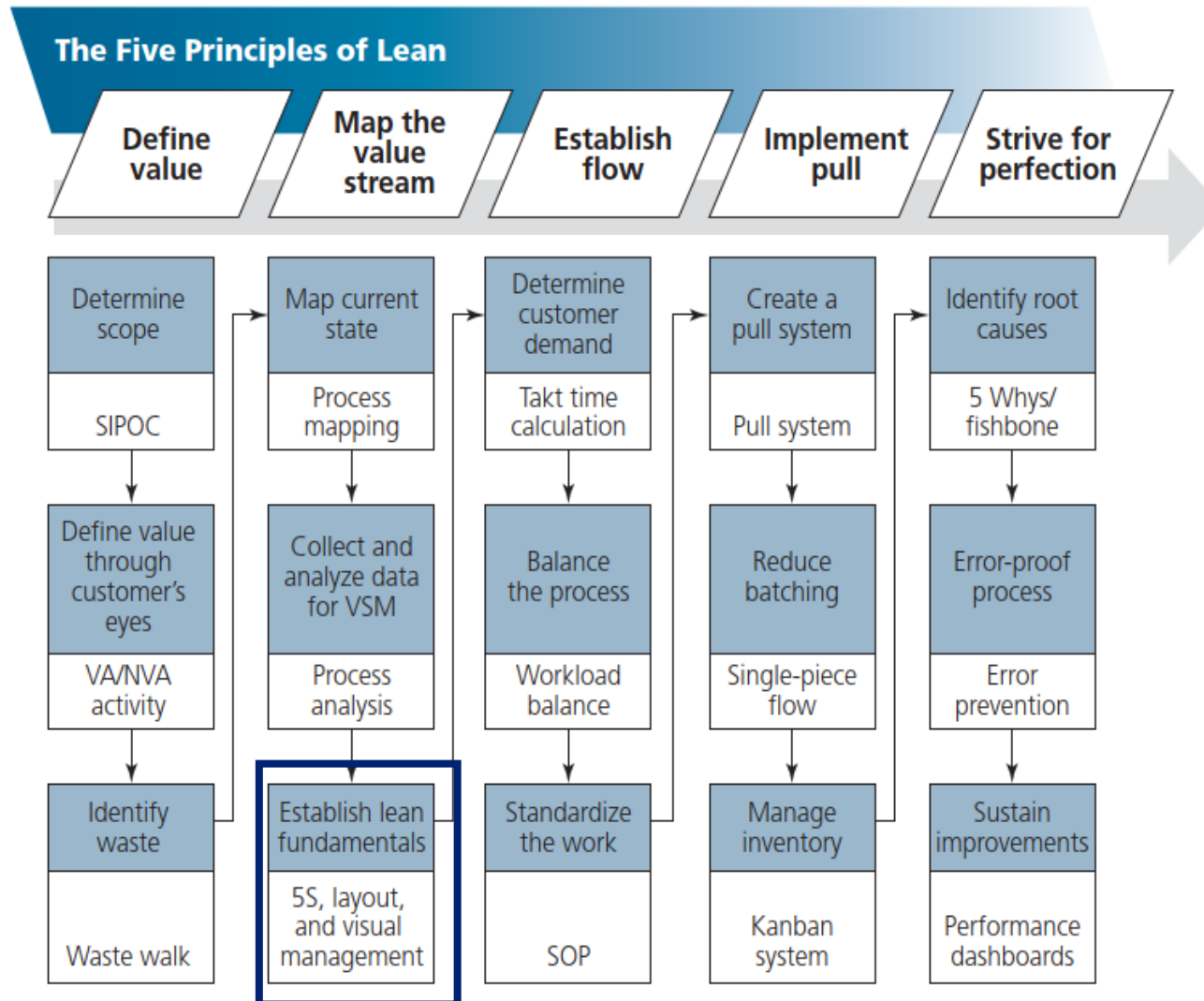


Establish flow - Exercise

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Let's continue



What we have in our hands now

- **Selected the process or subprocess to be process-mapped**
- **Defined the process**
 - ❖ Inputs to the process, including suppliers
 - ❖ Outputs from the process
 - ❖ Users/customers to whom outputs are directed
 - ❖ Requirements of users/customers
 - ❖ Constraints (such as standards, regulations, and policies)
- **Map out the principal flow (the main flow without exceptions)**
- **Add the decision points and alternative paths**
- **Add the check/inspection points and alternative paths**

FILL IN THE COMPUTER TOGETHER THE QUESTIONS

[[Customer] [demand]] identification

- **Classify your customers. Identify what makes them different. Is the type of service that they require? Is when they arrive? Is the information that they provide? Is just the type of contract?**
- **Do you have a clear statement of what should be accomplished in each step?**
- **Do you identify non stated demands that should be done by another service?**

[[Customer] [demand]] identification

- **How much time takes each one of the actions to provide a service. Do you have statistics? Do you analyze them?**

- **How do you monitor the flux of customers? Can be anticipated, controlled, modulated, adapted?**

Balance the process

- **Is the personnel adapted to the flow (number of people)? Shall change in function of the day?**
- **Is the space adapted to the flow? Can be improved? Shall change in function of the day?**
- **Is the tooling that blocks the flow?**

Standardize the process

- **Is every task defined? It is on written? (Standard Operational Procedures – SOP)**
- **Has the team validated them?**
- **Are validated/crosschecked with other teams that interact with them?**

Standardize the process

- **Are reviewed systematically and timely?**
- **Are available in a language that is understood by all members of the team?**
- **Do you have templates or forms?**

Next steps

- **Analyse the process flow to identify**
 - ❖ Non-value-added steps
 - ❖ Redundancies
 - ❖ Bottlenecks
 - ❖ Inefficiencies
 - ❖ Deficiencies
- **Prioritize problems:**
 - ❖ Quantify the results of each problem
 - ❖ Identify the impact each problem has on the overall process
 - ❖ Subject the problems to Pareto analysis and identify the most important problem
- **Redo the map to remove a primary problem**

THINK BUT DO NOT DO IT YET



home.cern

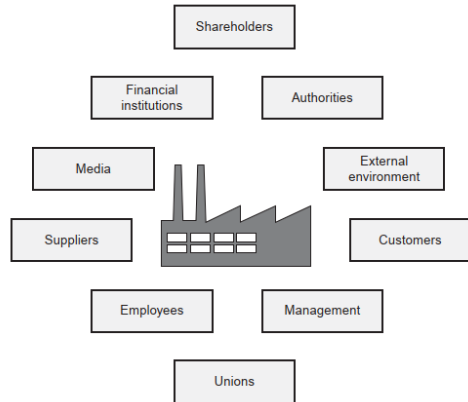
Use the tools

Remember **Making a bad process quicker just produces waste more quickly**

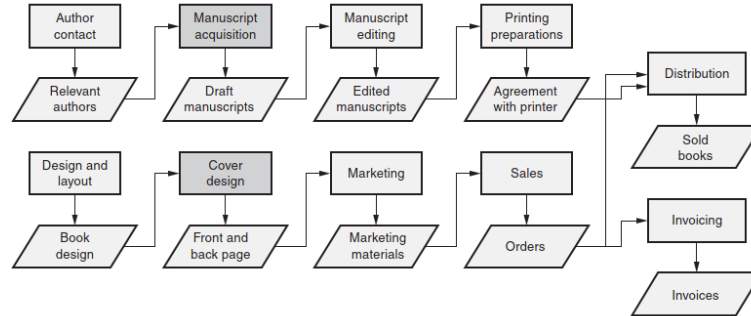
Sort	involves quickly assessing whether a particular information item is needed and disposing of it as soon as that is clear
Set in order	is a key element and requires assessing the needed information items and determining what type of action (if any) is required
Shine	minimizing your mess—for example, unsubscribing from mailing lists. It also can refer to minimizing the mess for others by limiting the distribution of emails and meeting invitations.
Standardize	The organization benefits from a standard approach to information management, but creative workers need the flexibility to adopt the standard approach using tools that work for them.
Sustain	requires a maintenance and audit process to ensure that the organizational process continues to function and does not start to accumulate waste material.

How it looks like

Stakeholder maps



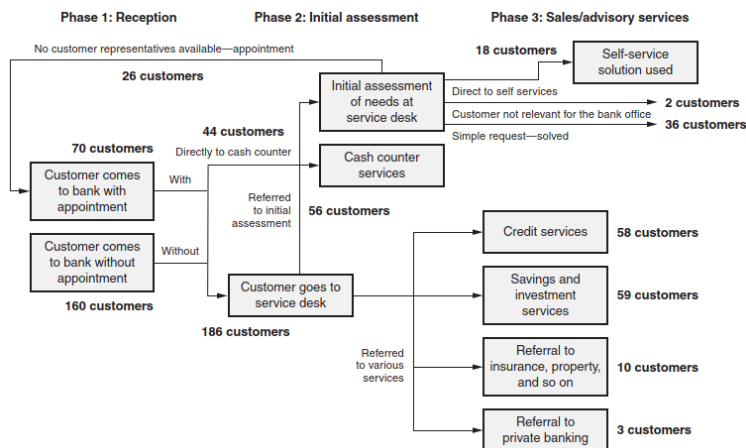
High level process



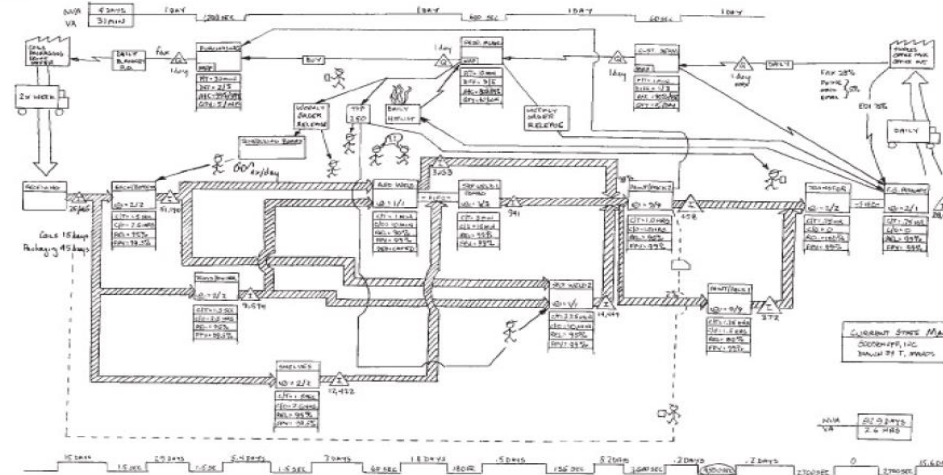
How they connect + in and out

Suppliers	Inputs	Process steps	Outputs	Customers
Customer's purchasing agent	Purchase order sent via fax, e-mail, or EDI	Order is sent	Legible text and usable format	Order entry staff (customer service)
Customer's purchasing agent	Product codes, quantity, and prices	Confirm order details	Order data ready for entry into system	Backup service reps in case entry is delayed
Our account manager	Current catalog or promotion/special	Valid info?	Pricing revisions, codes for special promotions	Marketing department needs promotion data
Our supply chain function	Table of production schedules by category	Check product availability	Product availability dates	Order entry staff (customer service)
Our production operations	Estimated production or availability	Available?	Estimated ship date for this order	Order entry staff and end customer
Order entry staff	Reserve note template and required data	Prepare reserve note	Reserve note document sent	End customer
Order entry staff	Shipment confirmation template and data	Confirm shipment date	Shipment notification sent	End customer
Our accounts receivable team	Initial invoice template and required data	Prepare initial invoice	Initial invoice sent	End customer

Bottlenecks



Probably not yet the global view of all together



Are you ready?

Next week we will have to identify the flow. Which are the steps? Which is the added value in each one of them? Bottlenecks? Can be solved?

