

OPERATIONS MANAGEMENT TEAM:

A SCIENTIFIC APPROACH TO PRACTICAL SOLUTIONS

Process Analysis
& Improvement





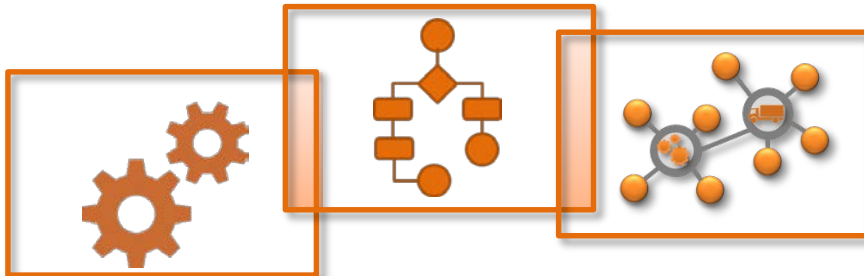
OPERATIONS MANAGEMENT TEAM



- OM Team is a spin-off of the Enterprise Engineering Department of “Tor Vergata” University of Rome, founded in 2010.
- It collects the wide expertise of the Operations Management research group, and inherits the experiences of collaboration with companies gained over the years.

Consulting areas

- Production and Operations
- Business Processes
- Supply Chain



Our profile



Vision

Lead companies to reach excellence through a continuous research for concrete and innovative solutions



Mission

Spread a scientific methodological approach to help companies achieving their goals



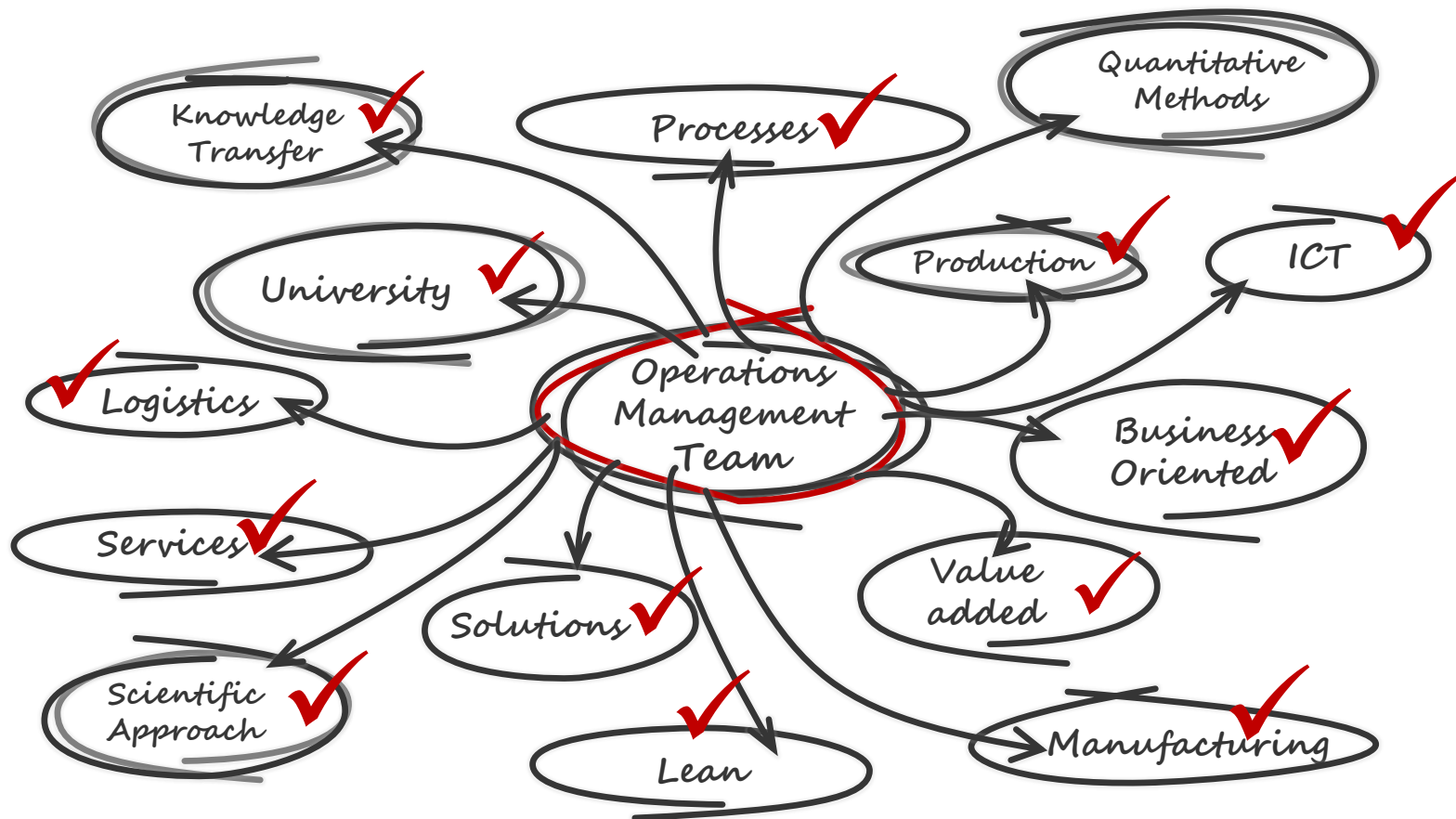
Goal

Create a network between companies and the academic world in order to exploit the synergies and develop innovative solutions



AN ORIGINAL APPROACH

The strength of our working methodology relies in the Team's **specialist skills** that concern the ability to apply methods, approaches and techniques from **Operations Management** to Industrial Engineering and Management.



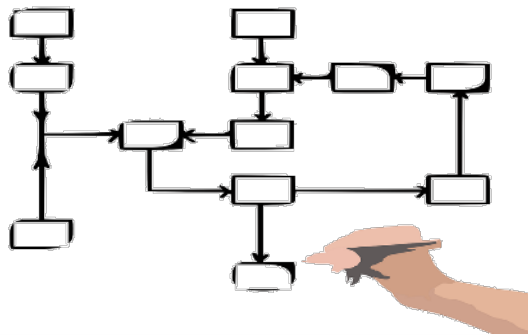


PROCESS ANALYSIS AND IMPROVEMENT

Our proposal

- The Process Analysis and Improvement is an approach that aims to define, optimize, monitor and integrate business processes, working through enterprise management techniques and information technology tools.
- The division Process Analysis and Improvement of OM Team deals with the optimization of business processes, applying techniques such as BPM and Lean Management.
- Process Analysis and Improvement projects allow to achieve advantages in terms of:
 - Reduction of efficiency losses and non value added activities
 - Optimization of accessibility and resource exploitation
 - Improvement in the use of information systems
 - Reduction of errors, delays, omissions or misunderstandings

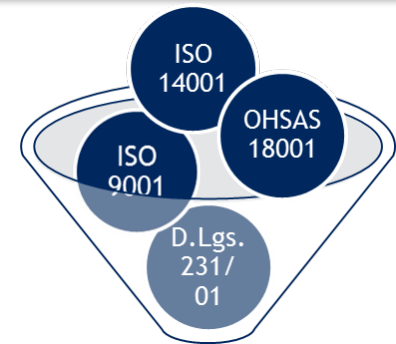
Areas



**Business Process
Management**



**Process
Automation**

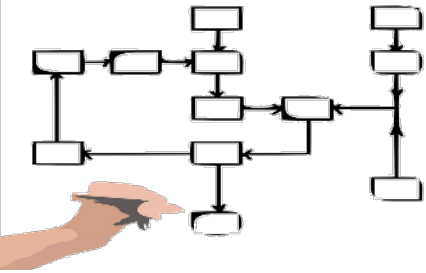


**Integrated Management
Systems**



BUSINESS PROCESS MANAGEMENT

Improvement areas

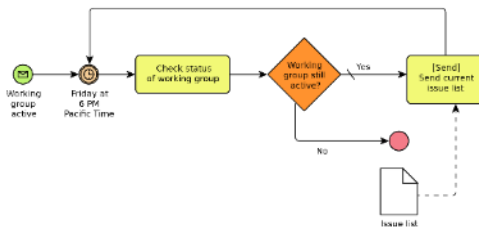


- Scarce awareness of procedures, often unclear
- Uncorrect headcount sizing
- Resource allocation and roles definition
- Low control on process performance and risks
- Unefficient processes, several non-value added activities

Potential actions

Process Re-Design

Identification of tasks and the connection among them, input and output of the process. Reduction of non value added activities and optimization of flow.



Task Description

Identify missing or incomplete policies
Establish Policies as necessary and ensure adoption globally
Completion of necessary Policies
Document Policies as appropriate
Approve Policies
Communicate Policies as required
Ensure Policies are compatible with standards and best practice
Escalate non standard or missing policies
BP Sponsor with agreement from BPB colleagues decides on exception or not

Sponsor	Business Owner	Business Program Mgr	Process Manager
	R	A	R
	A	R	R
	R	A	R
	R	R	A
A	C	I	I
	A	I	I
	R	R	A
R	R	R	A
A	I	I	I

Evaluation of time to perform task, identification of the critical path, resource allocation, workload evaluation and role definition.

Workload Analysis

Performance Monitoring

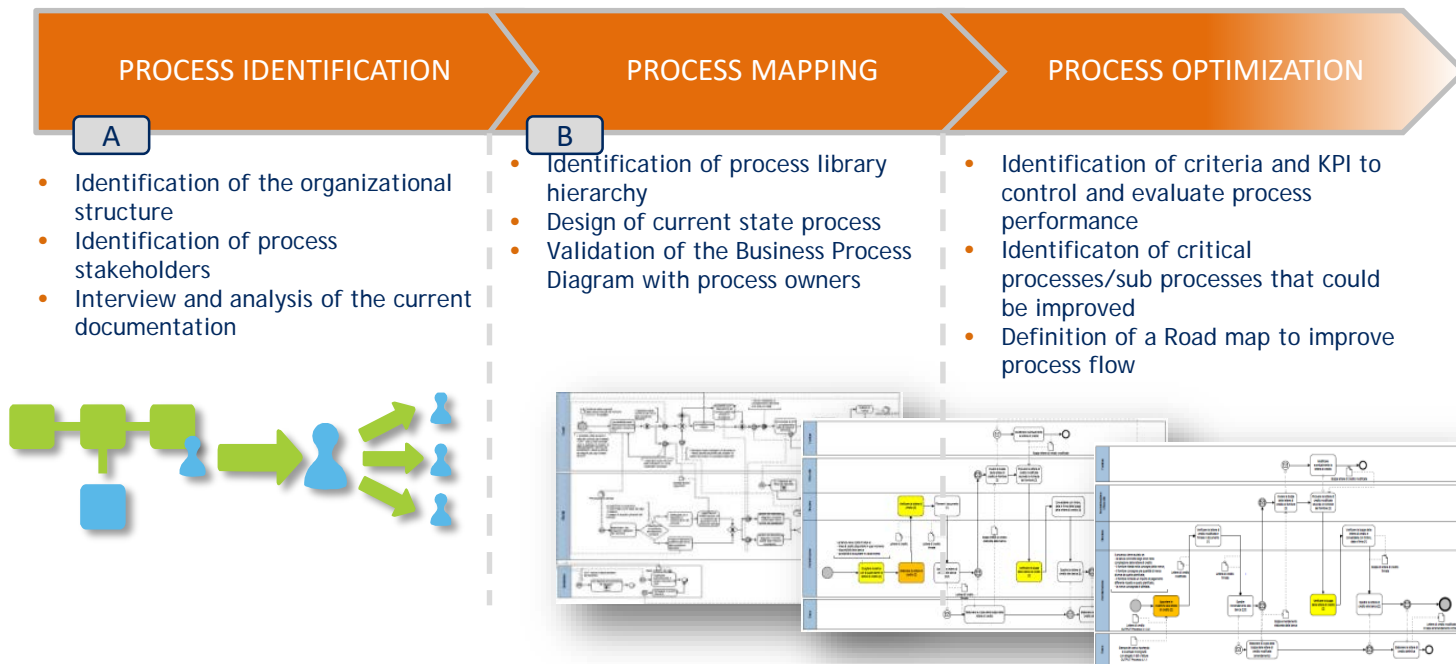
Identification of business success factor and definition of a KPI scorecard in order to control process performance





BUSINESS PROCESS MANAGEMENT: SUCCESS CASE

- **Context:** important company of the Italian Fashion Industry
- **Goal:** analyse process and re-design procedures in order to facilitate improvement actions and facilitate business process re-engineering actions



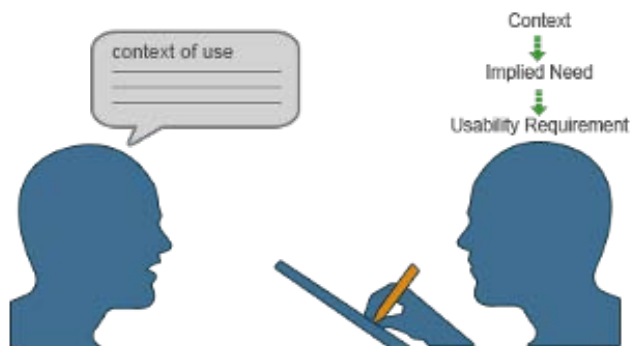
- **Results:** Definition of a process library, made of 200 processes, regarding all business area



- Not effective exploitation of the Information Technology Systems
- Unclear requirements for Information Technology Systems
- Not adequate IT infrastructure
- Not efficient and customized IT systems
- Frequent error, delays, failed deadline

User Requirement Definition

Support in defining critical to quality attribute for systems, user requirements editing for further implementation

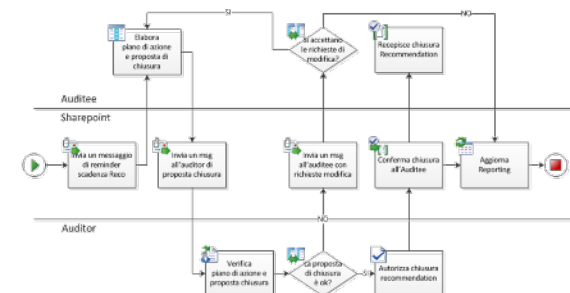


Performance comparison among vendors, considering requirement and nice to have, support in the decision making phase and definition of required customization

Software Vendor Selection

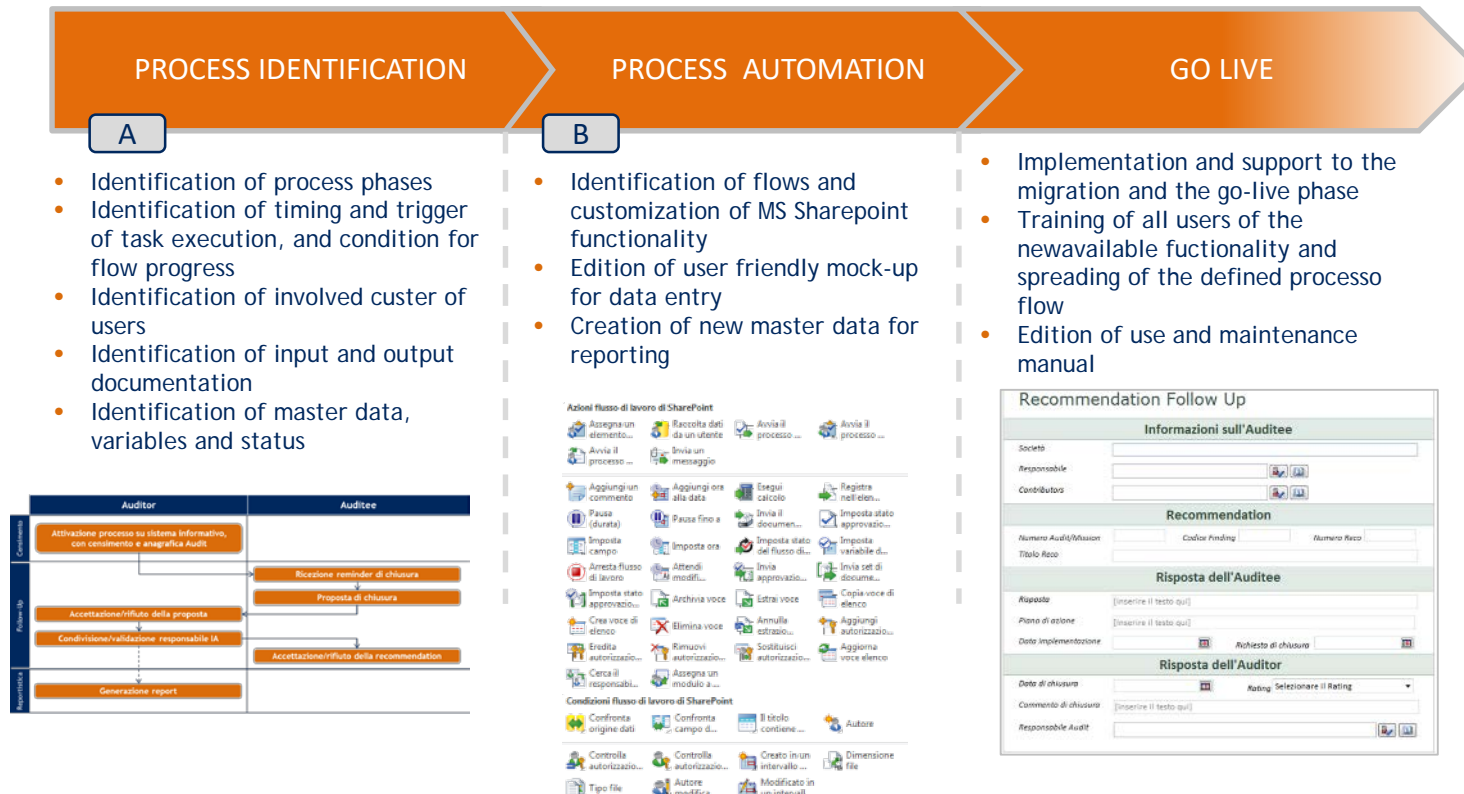
Workflow Design

Representation of process workflows on diagrams, identification of task and involved users, identification of conditions and triggers that allows process start and flows



PROCESS AUTOMATION: SUCCESS CASE

- **Context:** Internal Audit department of a leading Italian financial-insurance group
- **Goal:** define and automate «follow-up» phase of the audit process

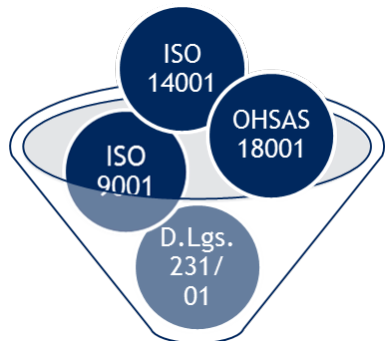


- **Results:** Definition of an automated system that allows to manage efficiently follow-up process



INTEGRATED MANAGEMENT SYSTEM

Improvement areas

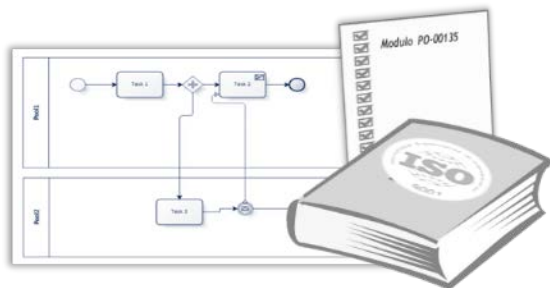


- Need to comply new standard in order to enter new markets or gain the access to other credit source
- Not well integrated management system, that results
- Lack of control system and plan for risk mitigation
- Lack of system for continuous improvement

Potential action

Quality Management System

Introduction of management principle belonging to ISO9000 standards, tutoring in certification phase

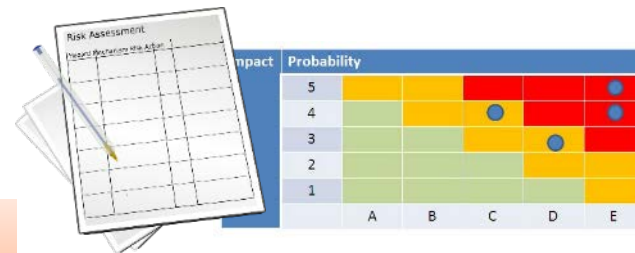


Definition of entity, procedures and rules in order to establish a corporate organizational model and reduce crime risks according to D.lgs 231/01

Organizational Model

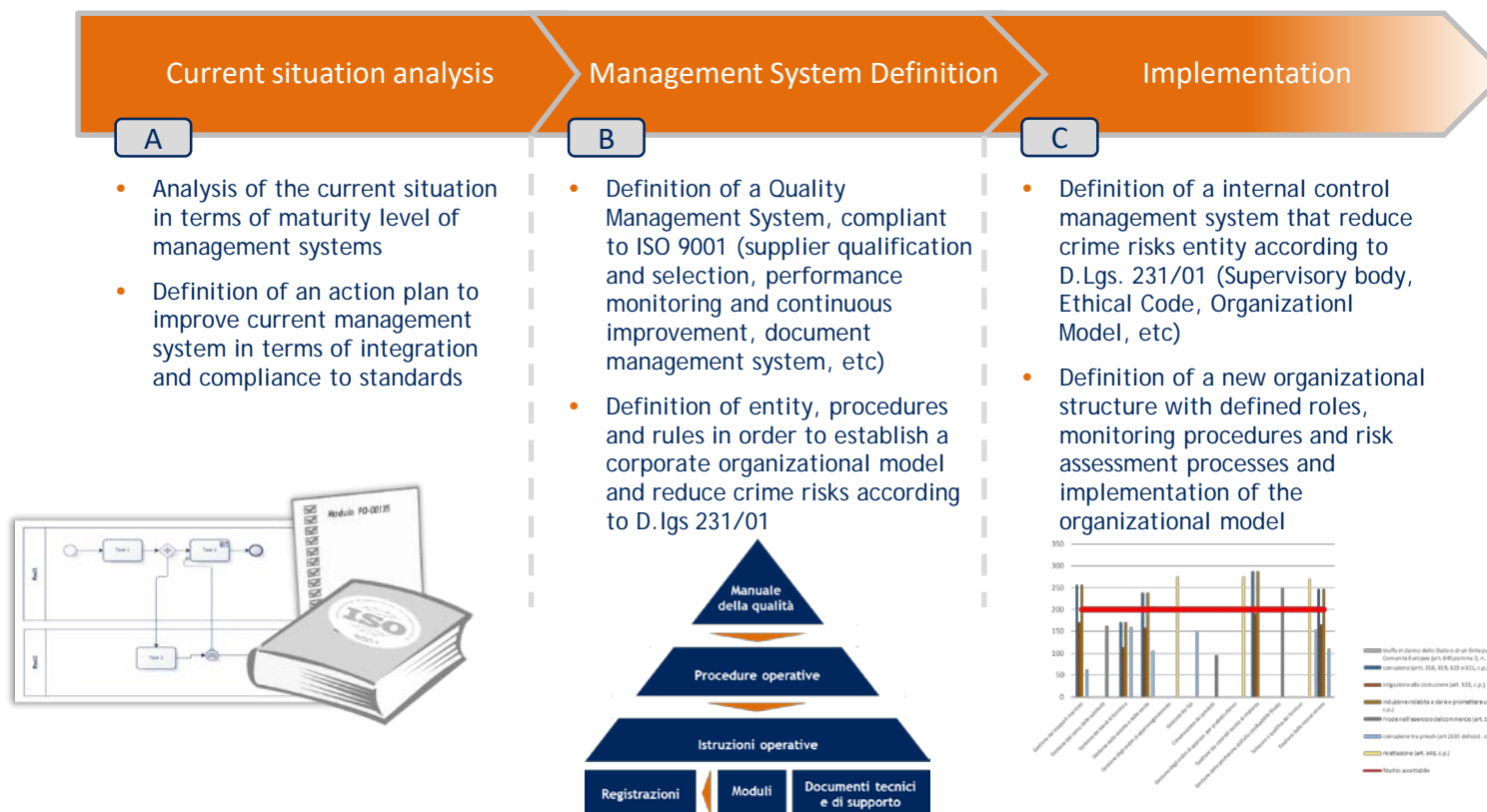
Health and Safety Management Systems

Definition of a management system in order to identify and control health and safety risks, reduce the potential for accidents and improve overall performance.



INTEGRATED MANAGEMENT SYSTEM: SUCCESS CASE

- Context: important oil and gas company
- Goal: structure an integrated management system for quality and crime risk control



- Results: ISO 9001 certification achievement and introduction of an integrated Organizational Model



OUR CUSTOMERS

OM Team provides services to several companies in different sectors:



REFERENCES



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