

FAST DIAGRAMMING -- A TECHNIQUE TO ACCELERATE THE REENGINEERING EFFORT

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ABSTRACT

This paper discusses the value of using Customer FAST Diagramming to facilitate the Business Reengineering effort. It discusses a method to model and improves processes of a corporation. This method enables a corporation to achieve a defined objective while faced with constraints of budget, time, resources, and technology.

tomorrow's.

The Customer FAST Diagramming method is used to discover the functions and features of processes. The Process Modeling method uses these functions and features to model the work. The work is a series of actions that produces a result. The result is the products and services (facilitated by the Customer FAST) that will satisfy and excite the needs and desires of internal and external customers. The other added benefits of using Processing Modeling to diagram work, is that we will have a measurement tool to insure that the Voice Of The Customer (Customer FAST) aligns with the Voice Of The Process (day to day work).

INTRODUCTION

American management has shaped corporations throughout the 19th and 20th centuries around functional organization. This paper's contention is to retire the concept of functional organizations and adopt a new set of principals to model corporate activities. The concept used in this paper deals with reinventing companies. The basic premise is that American managers must throw out their old notions how businesses should be organized and run. They must abandon the functional organizational and operational principles and procedures they are now using and create entirely new ones. The new organizations will not look much like today's corporations, and the ways in which they buy, make, sell, and deliver products and services will be very different. They will be corporations designed around Functions to specifically operate in today's world and

THE PATH TO CHANGE

Re-engineering does not mean tinkering, it means starting over. Or, it means asking the question: If I was recreating this company, what would it look like. It involves going back to the beginning and discovering a better way of doing work that focuses on the customer. The key question is how does a company re-engineer its business processes? Where does it begin? Who becomes involved? Where do radical changes come from?

The answer lies in the definition of re-engineering. Re-engineering is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service, and speed. In our world we call this Value.

CUSTOMER FAST

The purpose is not to educate the reader how to construct a Customer FAST Diagram. The intent is how to use the Customer FAST to document processes.

The first step is to identify the functions of the process. The second step is to separate the identified functions into basic and supporting functions. The third step involves determining the primary basic functions of the process. If we stop here we have provided the customer with only basic functions. Unfortunately, these are very basic needs that the customer expects. The fourth and final step is to group the remaining functions into the four primary supporting function groups. The categories assigned to this fourth group are Insure Dependability, Insure Convenience, Attract User, and Satisfy User. These categories will delight the customer.

Kano Model Of Quality

The basic functions of a process are all the customer expects. However, the excitement features or pleasant surprises are also left unsaid by the customer. The customer will have trouble verbalizing what's that were never experienced before. These pleasant surprises are known as excitement quality. These three types of quality (performance, basic and excitement) are represented on the chart that plots the type of quality on a grid representing customer satisfaction vs. degree of achievement.

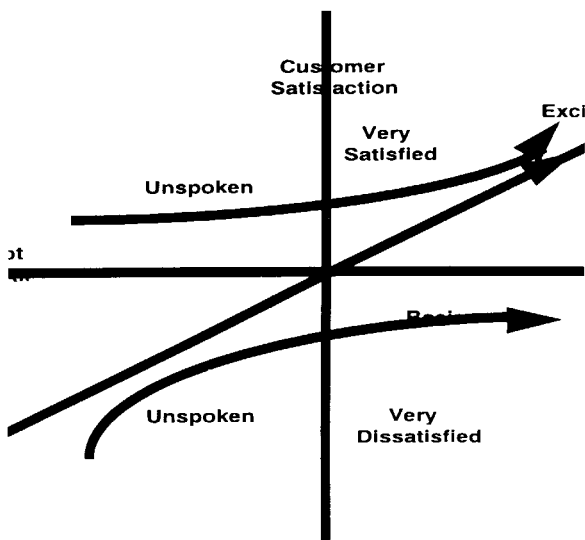


CHART I
KANO MODEL

It will be important to brainstorm and select one or more of the functions that truly excite the customer.

PROCESS MODELING AT THE PROCESS LEVEL

The next step is to build a process that will execute the functions and features of the process. The prevailing practice of corporate management has brought great waste and high cost to corporations. Management By Objectives (MBO) and Management By Results (MBR) have led astray the focus to the customer. MBO and MBR practices suggest taking immediate action with incorporating the ideas of the Customer FAST. Of course, good results are needed, but action initiated without the mapping of the Customer FAST only guarantees more waste to the customer. This is tampering -- the failure to understand the variation between the Voice Of The Customer and the Voice Of The Process.

It is also a mistake to think the results of a process cannot be measured. If this belief is practiced, the process will not be measured. The performance of any component or activity within the process is judged by its contribution to the goals of the process, not for the performance of that function identified during the Customer FAST exercise.

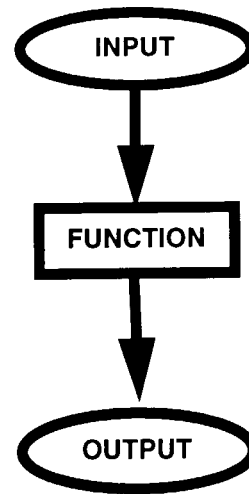


CHART II -- PROCESS MODEL IN ITS SIMPLEST FORM.

Optimization of a process should be developed using the same rules to develop the Customer FAST -- a negotiation between the customer and the supplier. The output of this is the process model.

Process Modeling At The Function Level

In the simplest form, a process is the transformation of inputs into outputs, as depicted in Chart II. To analyze the process, Philip Crosby suggests that the specific scope of work must facilitate the definition in terms of outputs, customers, output requirements, inputs, suppliers, and supplier requirements.

Outputs

Outputs are the results of the function; this outputs are products or services (identified in the Customer FAST) to the end customer or owner of downstream activities.

Customers

Customers are the people who receive the outputs, but customers are not always the ultimate customer of the function. A customer can be the next function in the process network.

Output Requirements

Output requirements describe the results of the function. How do the customers or the downstream functions want the product or service? The output requirements will also tell the process participants how the outputs of that function must be to meet the needs and desires of the downstream activities. These output requirements will also be used as measurement to measure the process and continually improve the process.

Inputs

Completing a function on the process network is a process of blending inputs to produce outputs. Inputs are the materials and information needed to operate the function.

Suppliers

Suppliers are resources who provide the inputs to the function. They can be external or internal to the process. Resources will now be organized around processes and not functions.

Input Requirements

Input Requirements describe the materials and information needed for that specific activity. These requirements tell the resources how the input is

provided to meet the needs of that function.

PROCESS MODEL WORKSHEET

Many tools can be used to model processes. One tool that I have had a lot of success with is the Process Model Worksheet. The proposed Worksheet provides the process team a clear picture of the specific function. The task of documenting the process model is simplified if the worksheet is completed in the following order:

- Name Of The Function
- Identify The Outputs
- Identify The Customer
- Identify The Output Requirements
- Identify The Inputs
- Identify The Supplier
- Identify The Input Requirements

These seven steps must be presented in a structured logical order, so that all parts of the function can be identified. First focus on the output side of the function, because identifying the Output Requirements shows the desired result of that activity. Then go to the input side of the function to identify what is required to produce the conforming output. The important thing is to use the activity worksheet to increase the understanding of the requirements of that activity. Both customers and suppliers of the upstream and downstream functions of the process must be involved in identifying output and input requirements of the different functions.

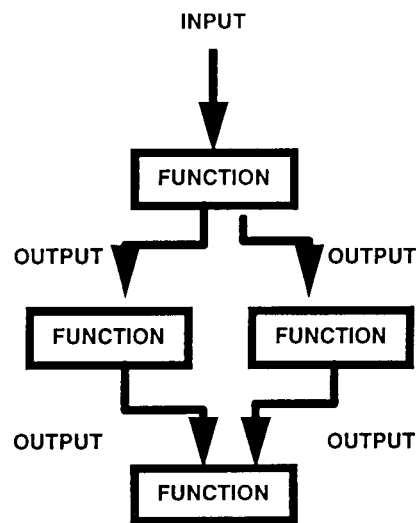


CHART III -- PROCESS MODELING AT THE NETWORK LEVEL

Process Modeling At The Network Level

As mentioned earlier, there are downstream customers for each output of each function, just as there are upstream suppliers for each function. Activities in a process must also be facilitated by two sources of communication. To borrow from Quality Function Deployment one voice is from the customer (Voice Of The Customer) and the other is from the process (Voice Of The Process).

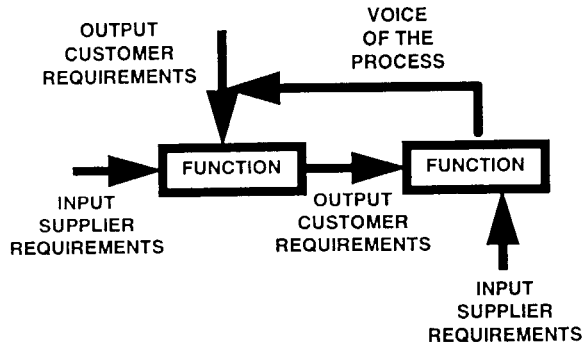


CHART IV -- VOICE OF THE CUSTOMER AND VOICE OF THE PROCESS

The Voice Of The Customer communicates to the upstream activities, the wants and needs of the downstream activities. It can also be viewed as the process's mission and goals. In other words, the Voice Of The Customer serves to characterize and give dimension to the process. The Voice Of The Process is the actual performance of the corporation. This is what W.E. Deming describes as the results the process gives.

Variation Between The Voice Of The Customer And The Voice Of The Process

The job of every process participant is to match the Voice Of The Customer with the Voice Of The Process. However, most business environments are governed by a MBO or MBR mentality, in which management does not understand variation. Typically, the process participants are asked to explain what has happened. It is common in an MBO or MBR business environment to explain variance without understanding the difference between Common Cause and Special Cause problems.

Typically management asks the following questions:

- What happened?
- What is the problem?
- What is going to happen to make sure the process will conform to the customers wishes?

The variation between the Voice Of The Customer and The Voice Of The Process should not come as any surprise. Management typically thinks that if only process participants did as they were told, used the equipment and materials that they were provided, and work in the participative environment that was recently dictated, then there would not be any variation between the Voice Of The Customer and The Voice Of The Process.

In spite of management wishes, not all processes will meet the customer's expectations. Variability will occur in both the Voice Of The Customer and the Voice Of The Process. Unfortunately, variability, is not commonly recognized in most formal management practices. The remainder of this paper will deal with the method of prevention between the Voice Of The Customer and The Voice Of The Process.

Prevention

The method of preventing the variation between the Voice Of The Customer and the Voice Of The Process than detecting variation. The aim of prevention is to prevent bad outcomes from occurring in the downstream activities of the process. Process modeling at the function level and the network level is the key in preventing bad outcomes.

If the process owner viewed the world as deterministic, the action would be taken to reduce the variation between the Voice Of The Customer and the Voice Of The Process would be to adjust or re-blend the resources. However, in a corporate environment, there is a great variation between the needs and desires of the customer, the performance of the process, people, material, equipment, methods, and the business environment (economy). In any business if process incapability or out of control situation is treated as something special, the situation only goes from bad to worse. The process must be elevated in terms of the Customer FAST diagram, the process model at the function level and the network level, and the linkage between the functions and features of the Customer FAST and the process model. The customer and supplier need to be involved in developing and executing the re-engineering effort so that the Voice Of The Customer will meet the Voice Of The Process.

CONCLUSION

The value of any function within the process network must be judged in terms of its contribution to the customer, not for its individual merit. To optimize a process, the basis of negotiation must begin between the customer and supplier starting with the Customer FAST and ending at the process network level. If this approach is used, everyone gains. If the supplier is expected to work hard without managing the customer's expectation, the process and the corporation are doomed to fail. Most companies' re-engineering effort are ruined despite the best efforts and interventions by both the customer and supplier because they do not appreciate functions and processes at the micro level and the network level.

This change in management requires a transformation. The transformation is not stamping out fires during the execution of a process. Rather, the transformation must be led by process participants who are willing to deliver products and services around valued deliverables agreed upon the customer and supplier.

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