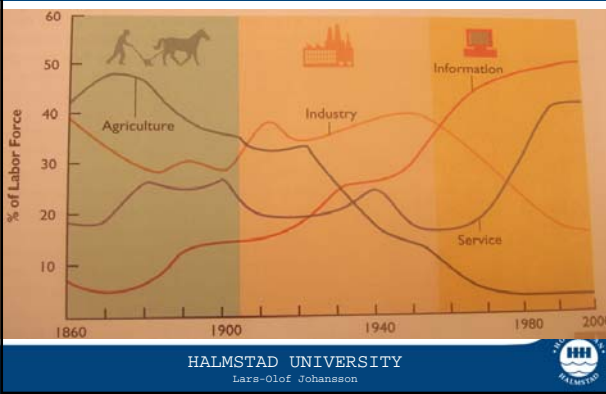
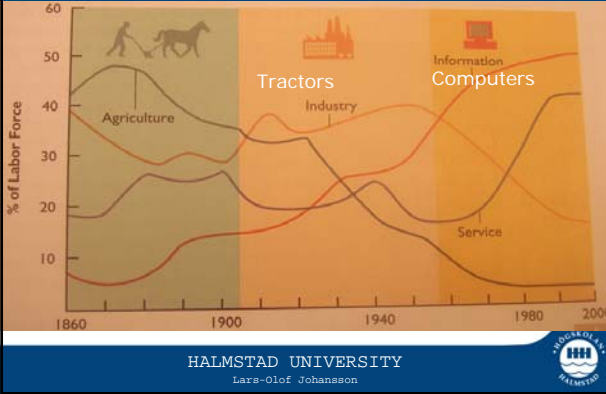


Föreläsning 1

- ✓ Vad är en organisation?
- ✓ Vad är verksamhetsutveckling?
- ✓ Vad är en verksamhetsprocess (Business Process)?







Vad är en organisation?

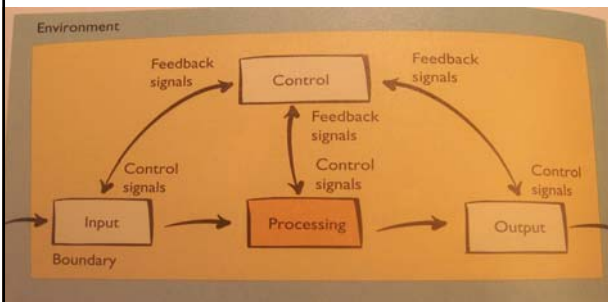
Ett sätt att besvara frågan är att utnyttja systemtänkandet!
Kommer ni ihåg systemteorin?



Ett systems anatomi

- ✓ A **system** is a set of interrelated parts that work together to accomplish a purpose
- ✓ To accomplish its purpose, a system performs three basic functions:
 - Input
 - Processing
 - Output
- ✓ By the above definition, a computer is a system (men även en organisation)
- ✓ A system has two additional functions: feedback and control





Förändringsarbete i organisationer

- ✓ Every system has a **boundary** that defines its limits
 - **Environment:** Anything outside the system's boundary
- ✓ Can be a part, or a **subsystem**, of a larger system
 - En avdelning som är en del av ett företag
- ✓ **Interface:** a shared boundary between systems
 - When the output of one subsystem is used as the input for another subsystem
 - A large system (like the Internet or a corporation) can have many interfacing subsystems



Förändringsarbete i organisationer

Systems thinking

Holism
You **don't** understand the whole (system) by studying a part (subsystem) of the whole!

You **do** understand the parts by studying the whole.

The parts (subsystem) is understood by the characteristics/behaviors of the whole!



Förändringsarbete i organisationer

Systems thinking

A system is a set of interrelated parts (subsystems) that work together to accomplish a purpose

Systemic point of view

Holism – components

Changes of behavior

Interaction to the environment (on the other side of the boundary)



System -Holism

The functionality of a system is different then the functionality of its parts!

It is not possible that a part of the system can produce what the system does!

- A car engine without a car
- A human without a heart
- Individuals that collaborate



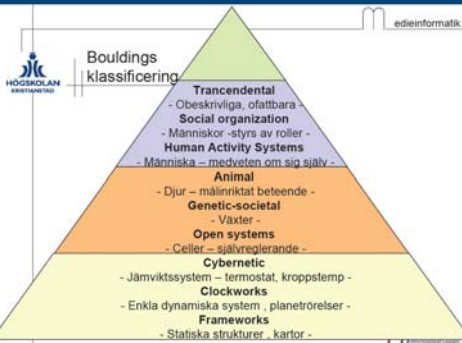
Myths about a system

Improve the parts =>The whole is also improved

False statement:

Try to install a motor from a sports car (Lamborghini) into a trabant.





En organisation som ett system

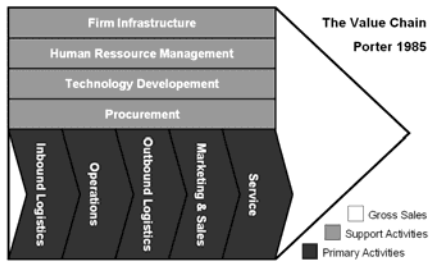
- producerar varor och/eller tjänster



The Value Chain Model of a Business Organization

- ✓ One way to understand a business organization as a system is to use the **value chain model**, developed by Harvard professor Michael E. Porter.
- ✓ According to the value chain model, an organization performs a series of activities to provide products and services for customers.





Förändringsarbete i organisationer

Primary activities: directly related to producing the firm's goods and services

Inbound Logistics

Includes receiving, storing, inventory control, transportation scheduling.

Operations

Includes machining, packaging, assembly, equipment maintenance, testing and all other value-creating activities that transform the inputs into the final product.

Outbound Logistics

The activities required to get the finished product to the customers: warehousing, order fulfillment, transportation, distribution management.

Value Chain model of Michael Porter: Marketing and Sales

The activities associated with getting buyers to purchase the product including channel selection, advertising, promotion, selling, pricing, retail management, etc.

Service

The activities that maintain and enhance the product's value, including customer support, repair services, installation, training, spare parts management, upgrading, etc.



Förändringsarbete i organisationer

Procurement

Procurement of raw materials, servicing, spare parts, buildings, machines, etc. **Support activities: ensure the firm can perform its primary activities efficiently and effectively**

Technology Development

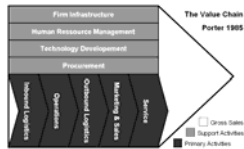
Includes technology development to support the value chain activities, such as Research and Development, Process automation, design, redesign.

Value Chain model of Michael Porter: Human Resource Management

The activities associated with recruiting, development (education), retention and compensation of employees and managers.

Firm Infrastructure

Includes general management, planning management, legal, finance, accounting, public affairs, quality management, etc.



Förändringsarbete i organisationer

- ✓ An Organization's **efficiency** increases when its primary and support activities produce desired output with lower costs.
 - Improve efficiency by:
 - Empowering employees by training them
 - Automating tasks requiring repetition
 - Integrating value chain activities within the company and with other organizations
- ✓ **Effectiveness** is how customers rate the output of the organization's value chain.
 - Improve effectiveness by:
 - Improving how customers interact directly with the company
 - Customizing products to fit with customer' particular desires
 - Having good field service to ensure the products are easy to maintain



Förändringsarbete i organisationer

Verksamhetsutveckling enligt Ljungberg och Larsson

- Att anpassa organisationen till nya förutsättningar
- Att basera sin verksamhetsutveckling på processer och ett processorienterat synsätt har – även om framgångarna är förhållandevis få (men stora) – visat sig vara en framkomlig, mycket lovande och kanske också nödvändig väg.
- För att skapa en förändring krävs förståelse av nuläget
- Det är omvärlden som bestämmer takten, den som inte hänger med går i praktiken bakåt.

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Förändringsarbete i organisationer

Process thinking and product thinking

- ✓ Example from a conference (Spring 2007) (www.affarssystem.nu)!
- ✓ Keynote speaker: Mats Rignell, Supply Chain Manager global, IKEA
- ✓ IKEA "Organizational changes in the future"
- ✓ www.ikea.com

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Förändringsarbete i organisationer



1988	Sweden - Ämnhult	1991	United Arab Emirates - Dubai
1963	Norway - Oslo (Nesbru)	1992	Slovakia - Bratislava
1969	Denmark - Copenhagen (Ballerup)	1994	Taiwan - Taipei
1973	Switzerland - Zurich (Spreitenbach)	1996	Finland - Esbo
1974	Germany - Munich (Eching)	1996	Malaysia - Kuala Lumpur
1975	Australia - Artarnou	1996	China - Shanghai
1976	Canada - Vancouver (Richmond)	2000	Russia - Moscow (Chimki)
1977	Austria - Vienna (Vösendorf)	2001	Israel - Netanya
1978	Netherlands - Rotterdam (Siedrecht)	2001	Greece - Thessaloniki
1978	Singapore - Singapore	2004	Portugal - Lisbon
1980	Spain - Gran Canaria (Las Palmas)	2005	Turkey - Istanbul
1981	Iceland - Reykjavik	2006	Japan - Tokyo (Funabashi)
1981	France - Paris (Bobigny)	2007	Romania - Bucharest
1983	Saudi Arabia - Jeddah	2007	Cyprus - Nicosia
1984	Belgium - Brussels (Zaventem and Ternat)		
1984	Kuwait - Kuwait City		
1985	United States - Philadelphia		
1987	United Kingdom - Manchester (Warrington)		
1989	Italy - Milan (Cinisello Balsamo)		
1990	Hungary - Budapest		
1991	Poland - Platan		
1991	Czech Republic - Prague (Zlicin)		

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Förändringsarbete i organisationer

Process thinking

- ✓ One big problem for IKEA according to Mats Rignell is:
- ✓ 30% of the products presented in the catalogue (191 000 000) are not available in the stores world wide
- ✓ Product thinking – People manufacturing the catalogue has a focus on the catalogue
- ✓ Process thinking - People manufacturing the catalogue has a focus on the catalogue and how it support business processes, are the products presented in the catalogue available.
- ✓ Communication!
- ✓ A big challenge for IKEA is to move (the mindset of) the employees at IKEA from Product thinking to Process thinking

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Förändringsarbete i organisationer

Verksamhetsutveckling enligt Ljungberg och Larsson

Kostnader och intäkter
Tid
Information/kommunikation
Kvalitet
Certifiering
Helhetssyn
Kundfokus
Medarbetarfokus
Effektivitet
Mätning

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Förändringsarbete i organisationer

Ljungberg och Larsson

En **process** är ett repetitivt använt nätverk av i ordning länkade aktiviteter som använder information och resurser för att transformera "objekt in" till "objekt ut", från identifiering till tillfredsställelse av kundens behov.

Processorientering kan mycket förenklat sägas vara accepterandet av processkonceptet och att man arbetar för en användning av detta.

Processbaserad verksamhetsutveckling fokuserar inte bara på vad utan också på hur och kan därför sägas gå steget längre än processorientering.

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Förändringsarbete i organisationer

Definition of a business process

- ✓ A Process Oriented Framework for Assessing the Business Value of Information Technology
- ✓ John G. Mooney, Vijay Gurbaxani, Kenneth L. Kraemer
- ✓ Process has been defined as a "specific ordering of work activities across time and place, with a beginning, an end, and clearly identified inputs and outputs: a structure for action"
- ✓ Separate Business processes into operational processes and management processes.
- ✓ Operational processes are those that embody the execution of tasks comprising the activities of an organization's value chain. "doing of business."
- ✓ Management processes, on the other hand, are those activities associated with the administration, allocation, and control of resources within organizations. "Management processes" should not be taken to refer only to those processes that are carried out by managers, or conducted at the management level of organizations.

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Förändringsarbete i organisationer

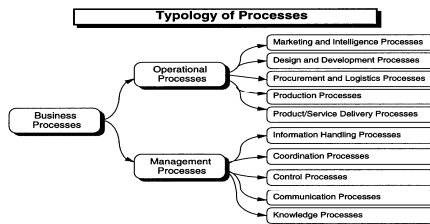


Figure 1. Typology of Business Processes

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Förändringsarbete i organisationer

Ljungberg och Larsson (Sid 44)

Mekanisk/teknisk

En process är en samling länkade aktiviteter som transformerar en input för att skapa en output.

Företagsekonomisk (sekventiell)

En process är en kedja av aktiviteter som i ett återkommande flöde skapar värde för en kund.

Parallellitet/Information

En **process** är ett repetitivt använt nätverk av i ordning länkade aktiviteter som använder information och resurser för att transformera "objekt in" till "objekt ut", från identifiering till tillfredsställelse av kundens behov.

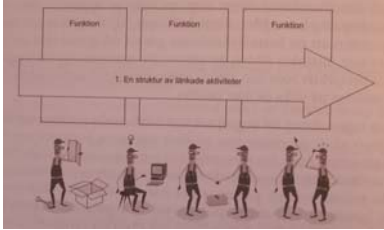
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Förändringsarbete i organisationer

Ljungberg och Larsson (Sid 45)

En process är mer än ett flöde!



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Förändringsarbete i organisationer

Ljungberg och Larsson (Sid 47)

Använd metaforen väg eller resa!



Omorganisation
Flytta gränserna
eller ändra processen!

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Förändringsarbete i organisationer

Torsdag eftermiddag 6/11

Vårt första seminarie:

Lärande organisation vs organisatoriskt lärande

Läs artiklarna (sammanfattningar):

- ✓ **Organizational learning**
- ✓ <http://www.brint.com/papers/orglrng.htm>
- ✓ <http://www.infed.org/biblio/organizational-learning.htm>
- ✓ **Learning organisation**
- ✓ <http://www.infed.org/biblio/learning-organization.htm>
- ✓ <http://www.infed.org/thinkers/senge.htm>

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