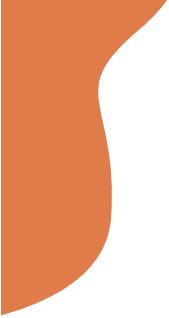




REFERENTNI MODELI PROCESA

Aleksandar Đošić 797/2019
Jovana Lazić 815/2019



Sadržaj:

- Pojam referentnog modela
 - **SCOR** (Supply Chain Operations Reference Model)
 - **VRM** (Value Chain Operations Reference Model – VCOR)
 - **eTOM** (The Enhanced Telecom Operations Map)
 - **FEAF** (Federal Enterprise Architecture Framework)
 - Primena referentnog modela
 - **PCF** (Process Classification Framework) – APQC
- 

Pojam referentnog modela

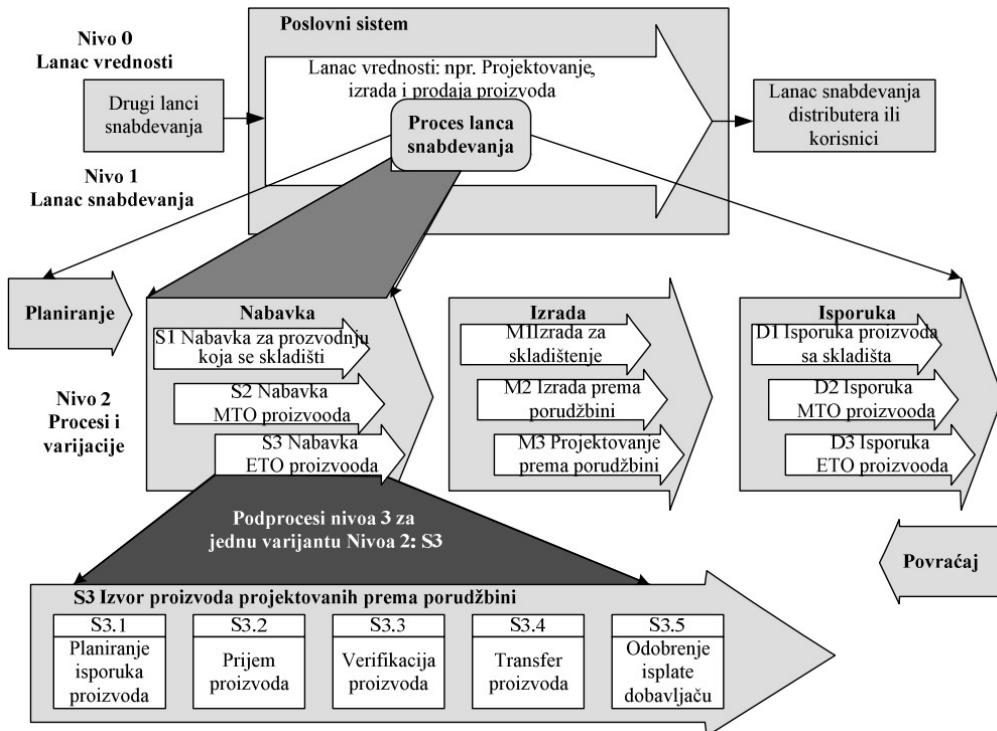
- Referentni modeli sadrže:
 - standardizovani model procesa
 - opis poslovnog procesa
 - identifikatore performansi procesa iz modela
- Kreiraju se za specifične delatnosti
- Najpoznatiji su: SCOR, VRM, eTOM, FEAF...

SCOR

**(Supply Chain Operations
Reference Model)**



- Referentni model za upravljanje lancima snabdevanja
- Kreiran od strane Saveta za upravljanje lancima snabdevanja (Supply Chain Council – SCC)
- Najrazvijeniji referentni model
- Omogućava efektivnu komunikaciju između partnera u lancu snabdevanja



Slika 1. Tri nivoa SCOR arhitekture (Harmon, 2007)



Prednosti i nedostaci SCOR modela

Prednosti:

- brzina izrade i unapred definisane performanse procesa
- mogućnost uvida u najbolju praksu drugih kompanija
- kompanije nakon primene modela mogu da utvrde razlike između ciljnih i ostvarenih vrednosti performansi

Nedostaci:

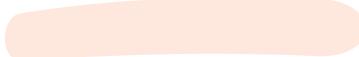
- tretira samo jedan proces, a zanemaruje ostale, kao što su marketing, razvoj...





VRM

**(Value Chain Operations
Reference Model)**



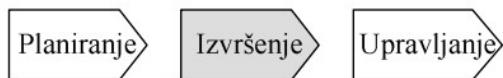
- Referentni model lanca vrednosti
- Predstavlja proširenje SCOR modela
- Razvila ga je svetska neprofitna organizacija
- Struktura ovog modela omogućava korporacijama da integrišu svoje tri ključne oblasti:
 - razvoj globalnog proizvoda
 - integraciju globalnih mreža snabdevanja
 - globalni uspeh korisnika



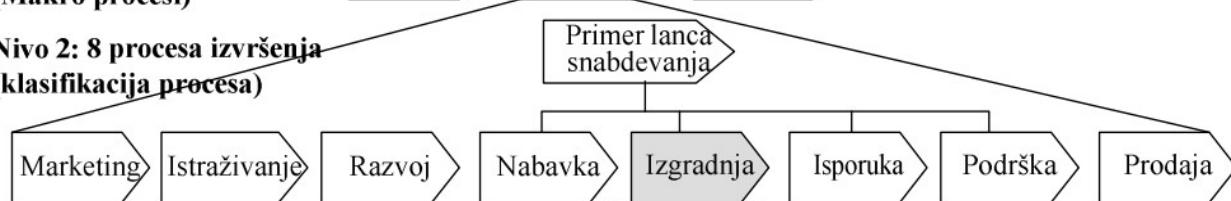
Lanac vrednosti: Proizvodna kompanija
Poslovni proces. Lanac snabdevanja

Nivo 1:

**Tri generička tipa procesa
(Makro procesi)**

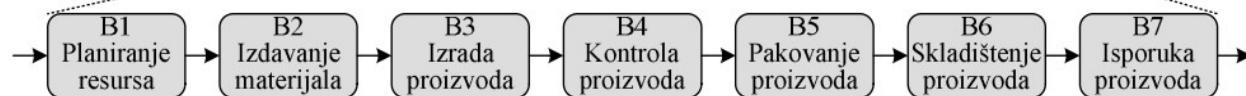


**Nivo 2: 8 procesa izvršenja
(klasifikacija procesa)**



**Nivo 3.
(Grupisanje procesa)**

U VRM, određene varijacije lanca snabdevanja koje se koriste u SCOR se pominju kao Strateške konfiguracije



Slika 2. VRM koncept (Brocke & Rosemann (ed), 2010)



Prednosti VRM modela

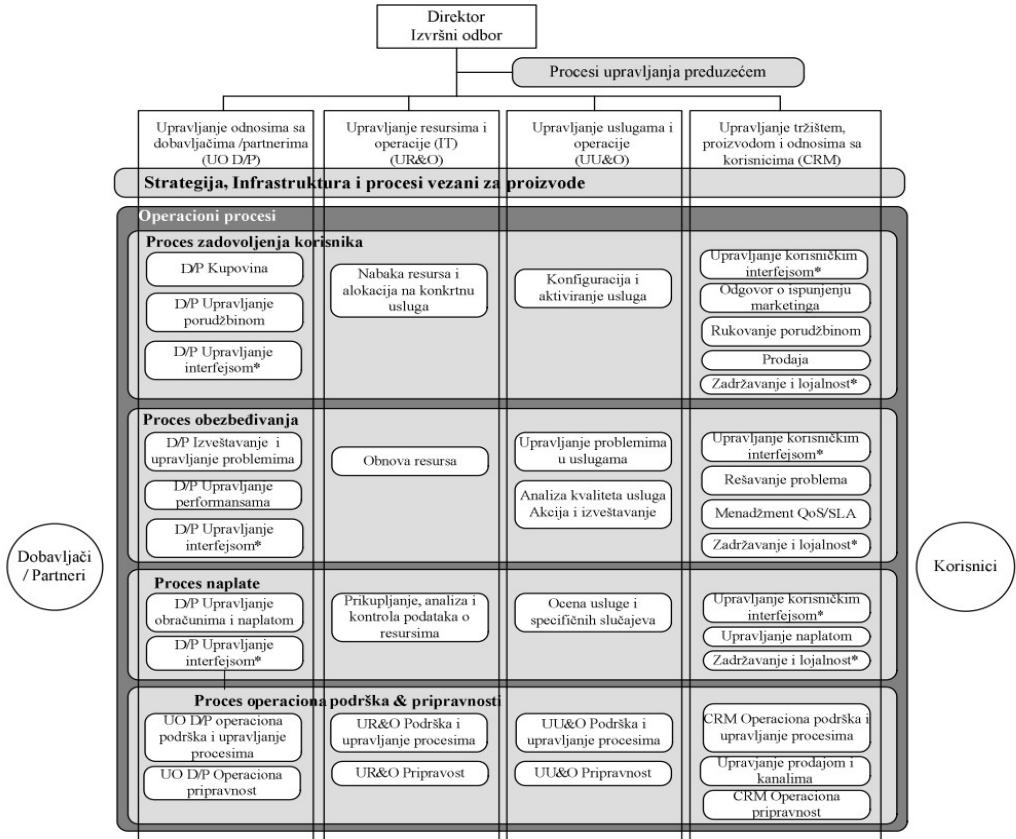
- Omogućava referentno modeliranje vrednosti svih poslovnih procesa
- Predstavlja kamen temeljac okvira za transformaciju poslovnih procesa
- Obezbeđuje izvrsnost:
 - proizvoda
 - poslovanja
 - korisnika

eTOM

(The Enhanced Telecom
Operations Map)



- Mapa funkcionisanja telekomunikacija
- Ne može se koristiti u kompanijama koje se bave drugačijom delatnošću
- Ima matričnu strukturu
- U okviru modela definisane su **4 ključne funkcije:**
 - Upravljanje odnosima sa dobavljačima/partnerima
 - Upravljanje resursima i operacijama
 - Upravljanje uslugama i operacijama
 - Upravljanje tržištem, proizvodom i odnosima sa korisnicima



Slika 3. TQM referentna arhitektura TeleManagement foruma (Harmon, 2007)

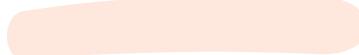
Prednosti eTOM modela

- Jasno se vide odgovornosti vlasnika procesa i funkcionalnih menadžera
- Nivo detaljnosti u razradi procesa omogućava kompaniji da kreira model uz samo dodatno opisivanje svakog podprocesa

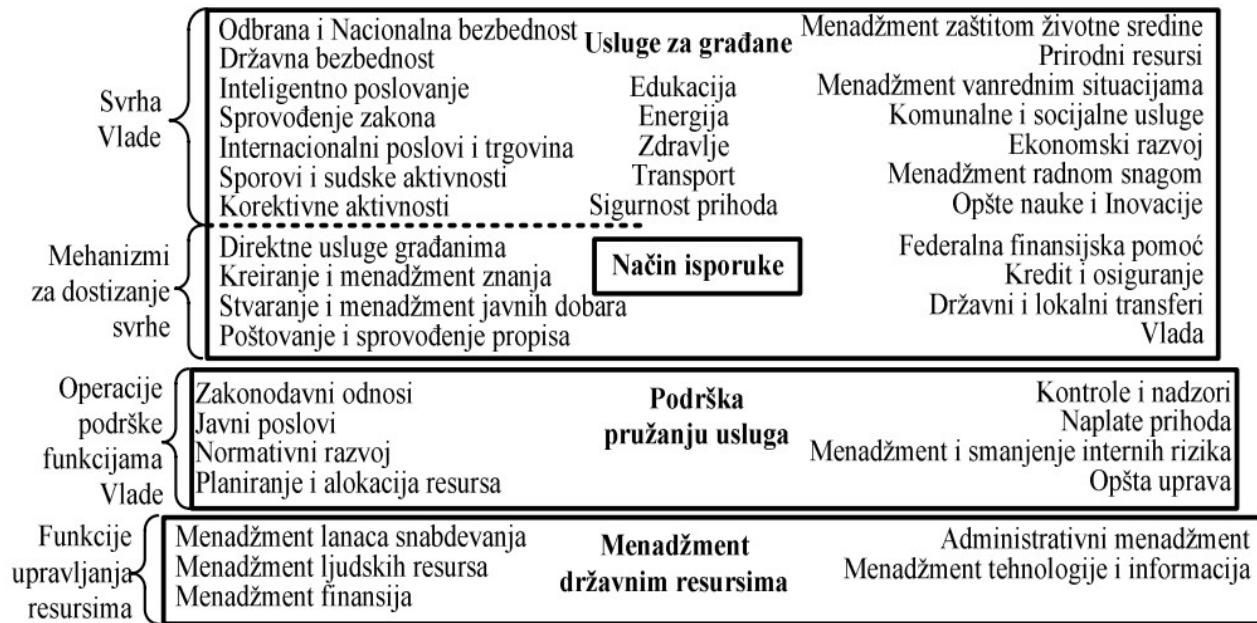


FEAF

(Federal Enterprise
Architecture Framework)



- Model kreiran isključivo za oblast javne uprave
- Kreiran od strane FCIOC – a (Federal Chief Information Officers Council) iz SAD – a
- Sastoji se iz 5 referentnih modela:
 - performansi
 - poslovanja
 - komponenti usluga
 - podataka
 - tehnologija



Slika 4. Referentni model poslovanja Vlade USA



Prednosti i nedostaci FEAF modela

Prednosti:

- dobra komunikacija i saradnja
- lakša koordinacija zajedničkih procesa
- brzina izrade procesnog modela
(template)

Nedostaci:

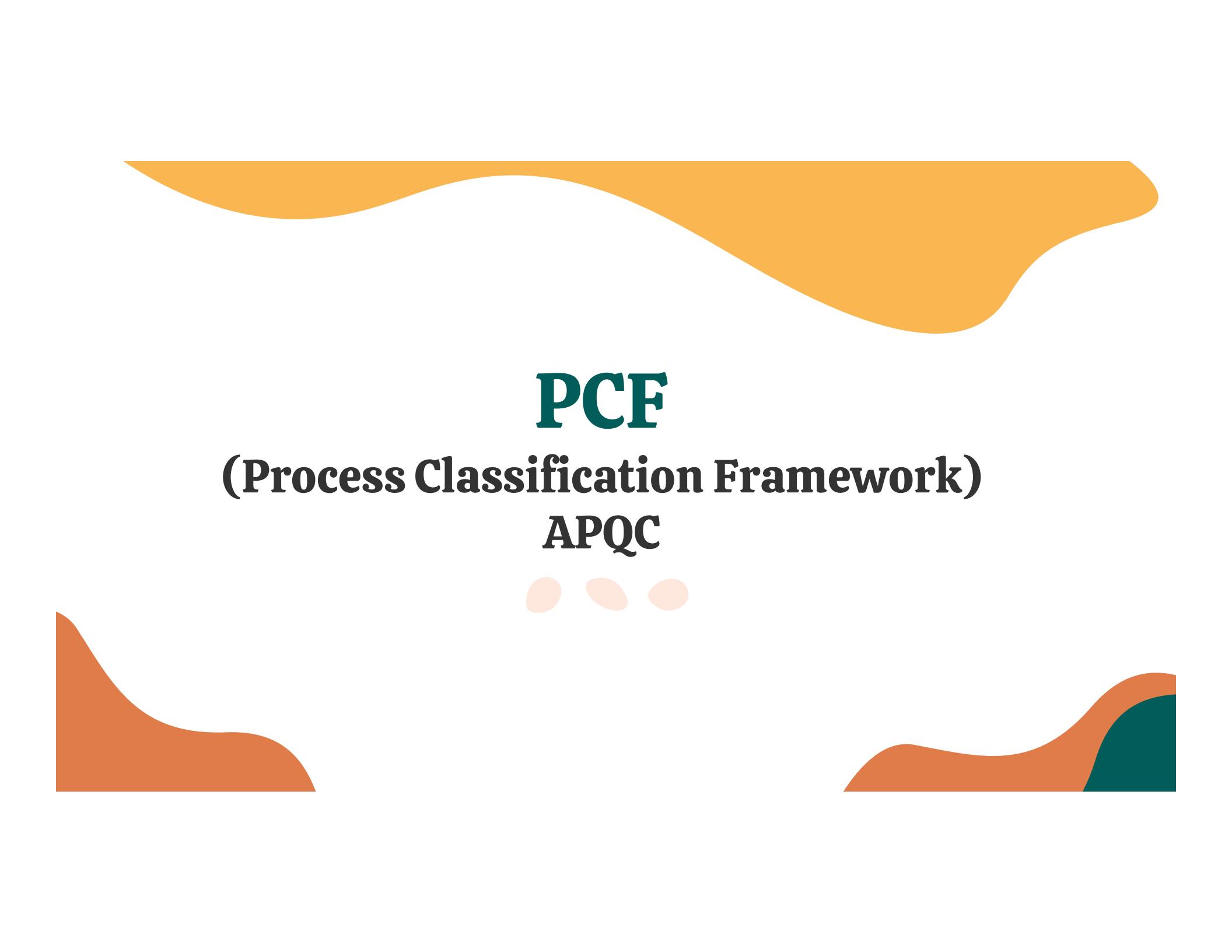
- nepotpuna identifikacija procesa
- može dovesti do pogrešnih informacija o performansama
- ne pruža kompaniji strategiju upravljanja
- ne daje smernice za specifična usklađivanja



Primena referentnog modela

- Glavno pitanje: Koliko primena referentnog modela utiče na ostvarivanje konkurenčkih prednosti poslovnog sistema?



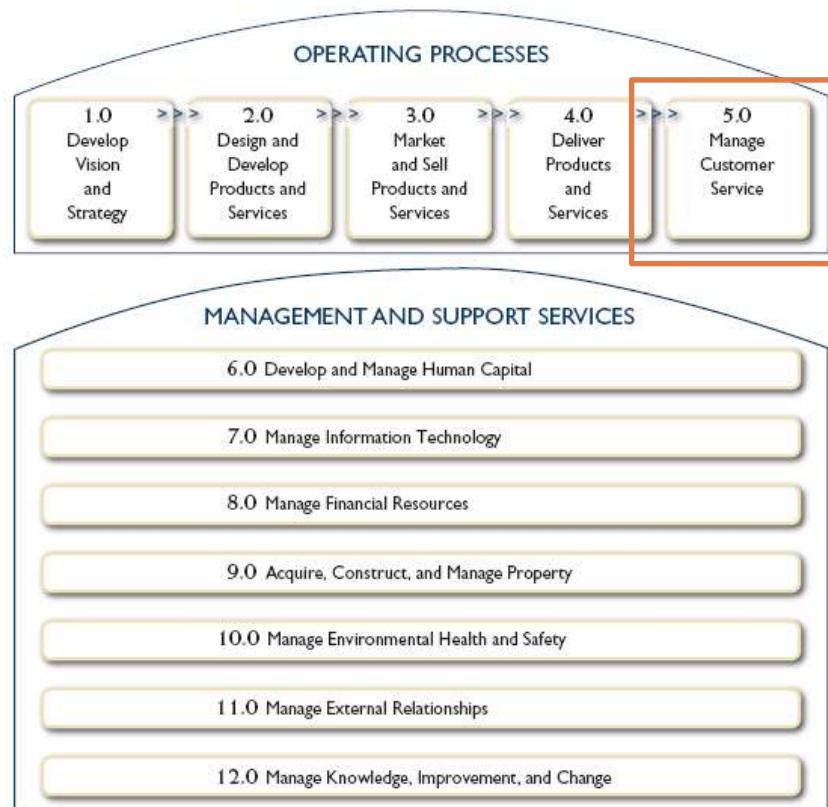


PCF

(Process Classification Framework)

APQC

- Hijerarhijska lista poslovnih procesa
- Sastoji se iz 4 nivoa:
 - kategorija
 - grupnih procesa
 - procesa
 - aktivnosti
 - zadataka
- Zašto organizacije koriste PCF?



Kategorija

Slika 5. Pregled PCF modela – APQC

Grupa procesa

Aktivnost

Proces

- 4.2 Procure materials and services (10216)**
 - 4.2.1 Develop sourcing strategies (10277)
 - 4.2.1.1 Develop procurement plan (10281)
 - 4.2.1.2 Clarify purchasing requirements (10282)
 - 4.2.1.3 Develop inventory strategy (10283)
 - 4.2.1.4 Match needs to supply capabilities (10284)
 - 4.2.1.5 Analyze company's spend profile (10285)
 - 4.2.1.6 Seek opportunities to improve efficiency and value (10286)
 - 4.2.1.7 Collaborate with suppliers to identify sourcing opportunities (10287)
 - 4.2.2 Select suppliers and develop/maintain contracts

- 4.1.8.4 Identify performance trends (10273)
- 4.1.8.5 Analyze performance benchmark gaps (10274)
- 4.1.8.6 Prepare appropriate reports (10275)
- 4.1.8.7 Develop performance improvement plan (10276)
- 4.1.9 Develop quality standards and procedures (10368)
 - 4.1.9.1 Establish quality targets (10371)
 - 4.1.9.2 Develop standard testing procedures (10372)
 - 4.1.9.3 Communicate quality specifications (10373)
- 4.3 Produce products and services (10304)**
 - 4.3.1 Release production orders and create lots (10309)
 - 4.3.2 Produce product (10304)
 - 4.3.2.1 Manage raw material inventory (10310)
 - 4.3.2.2 Execute detailed line schedule (10311)
 - 4.3.2.3 Rerun defective items (10313)
 - 4.3.2.4 Assess production performance (10314)
 - 4.3.3 Schedule and perform maintenance (10305)
 - 4.3.3.1 Determine process for preventive (planned) maintenance (Preventive Maintenance Orders) (10315)
 - 4.3.3.2 Determine process for requested (unplanned) maintenance (Work Order Cycle) (10316)
 - 4.3.3.3 Execute maintenance (10317)
 - 4.3.3.4 Calibrate test equipment (10318)
 - 4.3.3.5 Report maintenance issues (10319)
 - 4.3.4 Perform quality testing (10369)
 - 4.3.4.1 Perform testing using the standard testing procedure (10374)
 - 4.3.4.2 Record test results (10375)
 - 4.3.5 Maintain production records and manage lot traceability (10370)
 - 4.3.5.1 Determining lot numbering system (10276)

Slika 6. Klasifikacija procesa – APQC



Pregled procesa - APQC

Hierarchy ID	Name
1.0	Develop Vision and Strategy
1.1	Define the business concept and long-term vision
1.1.1	Assess the external environment
1.1.2	Survey market and determine customer needs and wants
1.1.3	Assess the internal environment
1.1.4	Establish strategic vision
1.1.5	Conduct organization restructuring opportunities
1.2	Develop business strategy
1.2.1	Develop overall mission statement
1.2.2	Define and evaluate strategic options to achieve the objectives
1.2.3	Select long-term business strategy

Hierarchy ID	Name
2.0	Develop and Manage Products and Services
2.1	Govern and manage product/service development program
2.1.1	Manage product and service portfolio
2.1.2	Manage product and service life cycle
2.1.3	Manage patents, copyrights, and regulatory requirements
2.1.4	Manage product and service master data
2.2	Generate and define new product/service ideas
2.2.1	Perform discovery research
2.2.2	Generate new product/service concepts
2.2.3	Define product/service development requirements



Pregled procesa - APQC

Hierarchy ID	Name
3.0	Market and Sell Products and Services
3.1	Understand markets, customers, and capabilities
3.1.1	Perform customer and market intelligence analysis
3.1.2	Evaluate and prioritize market opportunities
3.2	Develop marketing strategy
3.2.1	Define offering and customer value proposition
3.2.2	Define pricing strategy
3.2.3	Define and manage channel strategy
3.2.4	Analyze and manage channel performance

Hierarchy ID	Name
4.0	Deliver Physical Products
4.1	Plan for and align supply chain resources
4.1.1	Develop production and materials strategies
4.1.2	Manage demand for products
4.1.3	Create materials plan
4.1.4	Create and manage master production schedule
4.1.5	Plan distribution requirements
4.2	Procure materials and services
4.2.1	Provide sourcing governance and perform category management
4.2.2	Develop sourcing and category management strategies
4.2.3	Select suppliers and develop/maintain contracts
4.2.4	Order materials and services



Pregled procesa – APQC

Hierarchy ID	Name
5.0	Deliver Services
5.1	Establish service delivery governance and strategies
5.1.1	Establish service delivery governance
5.1.2	Develop service delivery strategies
5.2	Manage service delivery resources
5.2.1	Manage service delivery resource demand
5.2.2	Create and manage resource plan
5.2.3	Enable service delivery resources

Hierarchy ID	Name
6.0	Manage Customer Service
6.1	Develop customer care/customer service strategy
6.1.1	Define customer service requirements across the enterprise
6.1.2	Define customer service experience
6.1.3	Define and manage customer service channel strategy
6.1.4	Define customer service policies and procedures
6.1.5	Establish target service level for each customer segment
6.1.6	Define warranty offering
6.2	Plan and manage customer service contacts
6.2.1	Plan and manage customer service work force
6.2.2	Manage customer service problems, requests, and inquiries
6.2.3	Manage customer complaints
6.2.4	Process returns



Pregled procesa – APQC

Hierarchy ID	Name
7.0	Develop and Manage Human Capital
7.1	Develop and manage human resources planning, policies, and strategies
7.1.1	Develop human resources strategy
7.1.2	Develop and implement workforce strategy and policies
7.1.3	Monitor and update strategy, plans, and policies
7.1.4	Develop competency management models
7.2	Recruit, source, and select employees
7.2.1	Manage employee requisitions
7.2.2	Recruit/Source candidates
7.2.3	Screen and select candidates

Hierarchy ID	Name
8.0	Manage Information Technology (IT)
8.1	Develop and manage IT customer relationships
8.1.1	Understand IT customer needs
8.1.2	Identify IT customer transformation needs
8.1.3	Plan and communicate IT services
8.1.4	Provide IT transformation guidance
8.1.5	Develop and manage IT service levels
8.1.6	Manage IT customer relationships
8.2	Develop and manage IT business strategy
8.2.1	Define business technology and governance strategy
8.2.2	Manage IT portfolio strategy
8.2.3	Define and maintain enterprise architecture



Pregled procesa – APQC

Hierarchy ID	Name
9.0	Manage Financial Resources
9.1	Perform planning and management accounting
9.1.1	Perform planning/budgeting/forecasting
9.1.2	Perform cost accounting and control
9.1.3	Perform cost management
9.1.4	Evaluate and manage financial performance
9.2	Perform revenue accounting
9.2.1	Process customer credit
9.2.2	Invoice customer
9.2.3	Process accounts receivable (AR)
9.2.4	Manage and process collections

Hierarchy ID	Name
10.0	Acquire, Construct, and Manage Assets
10.1	Plan and acquire assets
10.1.1	Develop property strategy and long term vision
10.1.2	Plan facility
10.1.3	Provide workspace and facilities
10.1.4	Manage facilities operations
10.2	Design and construct productive assets
10.2.1	Manage capital program for productive assets
10.2.2	Design and plan asset construction
10.2.3	Schedule and perform construction work
10.2.4	Manage asset construction

Pregled procesa – APQC

Hierarchy ID	Name
11.0	Manage Enterprise Risk, Compliance, Remediation, and Resiliency
11.1	Manage enterprise risk
11.1.1	Establish the enterprise risk framework and policies
11.1.2	Oversee and coordinate enterprise risk management activities
11.1.3	Manage business unit and function risk
11.2	Manage compliance
11.2.1	Establish compliance framework and policies
11.2.2	Manage regulatory compliance

Hierarchy ID	Name
12.0	Manage External Relationships
12.1	Build investor relationships
12.1.1	Plan, build, and manage lender relations
12.1.2	Plan, build, and manage analyst relations
12.1.3	Communicate with shareholders
12.2	Manage government and industry relationships
12.2.1	Manage government relations
12.2.2	Manage relations with quasi-government bodies
12.2.3	Manage relations with trade or industry groups
12.2.4	Manage lobby activities

Hierarchy ID	Name
13.0	Develop and Manage Business Capabilities
13.1	Manage business processes
13.1.1	Establish and maintain process management governance
13.1.2	Define and manage process frameworks
13.1.3	Define processes
13.2	Manage portfolio, program, and project
13.2.1	Manage portfolio
13.2.2	Manage programs
13.2.3	Manage projects



HVALA NA PAŽNJI!