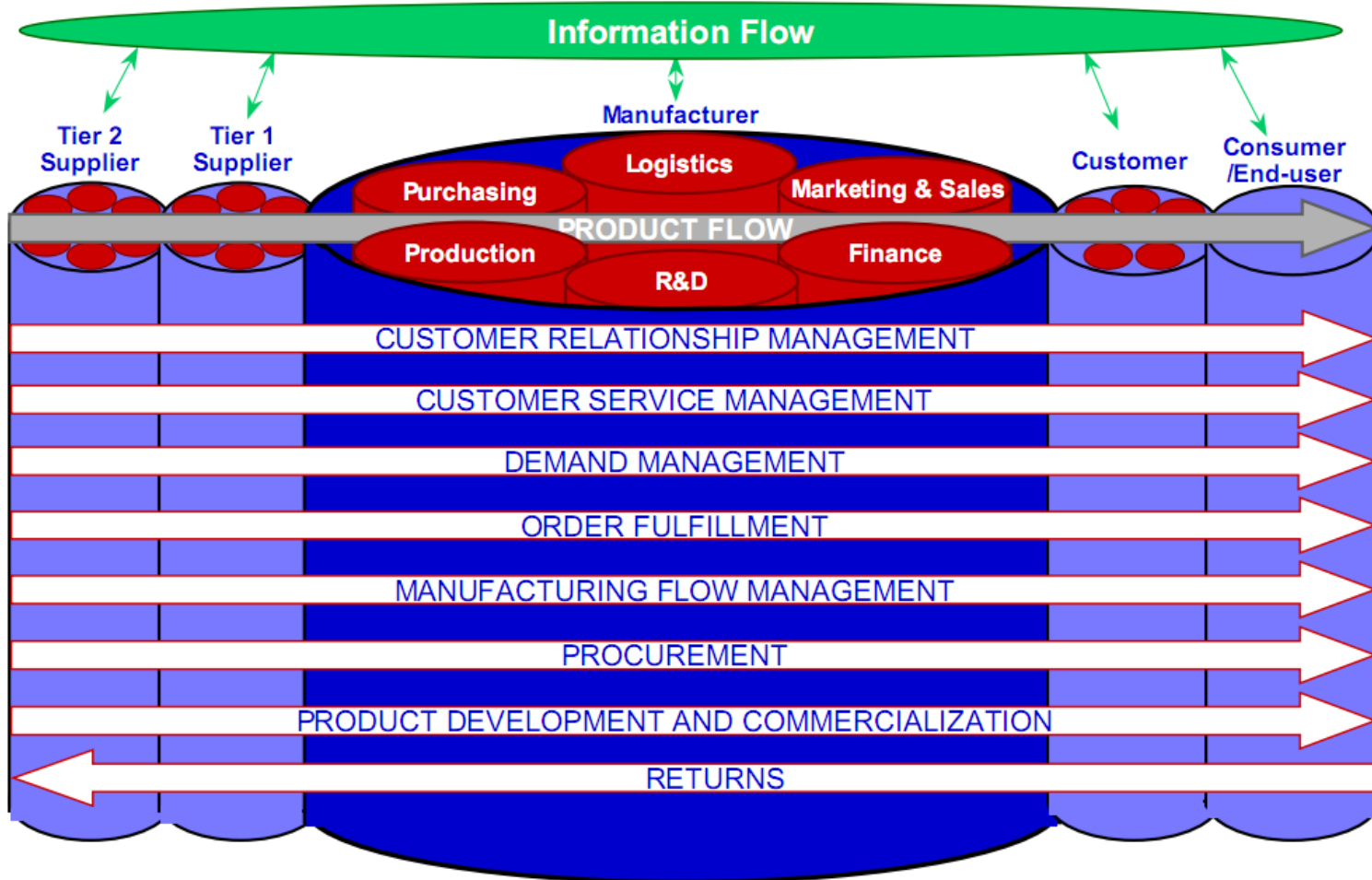


- EFQM = European Foundation for Quality Management
- EFQM created a standard assessment methodology to determine status-quo and to-be improvements using 9 focus categories:
  - **Results** (Fruits of Labor)
    - 1) Business Results
      - 1a) Innovation Power
    - 2) Employee Satisfaction
    - 3) Customer Satisfaction
      - 3a) Supplier Integration / Satisfaction
    - 4) External Perception / Image
  - **Enablers** (Nutrients, Soil)
    - 5) Process Management and Organization
    - 6) Employee Focus and Empowerment
    - 7) Corporate Policy and Strategy
    - 8) Resource Management
    - 9) Culture of Leadership

Approach

## Integrating and Managing Processes Across the Supply Chain



Approach

Supply Chain Business Processes

Total time (365 days x 24 hrs)			
Total Operations time			Not scheduled
Loading time			Unscheduled (-)
Running time (Production time)		Failures	Idling Line restraint
Theoretical output			
Actual output		Reduced Speed	Minor stoppages

Good!	Scrap	Rework	Six Big Loss Category	OEE Loss Category	Event Examples	Comment
			<b>Breakdowns</b>	Down Time Loss	<ul style="list-style-type: none"> <li>Tooling Failures</li> <li>Unplanned Maintenance</li> <li>General Breakdowns</li> <li>Equipment Failure</li> </ul>	There is flexibility on where to set the threshold between a Breakdown (Down Time Loss) and a Small Stop (Speed Loss).
			<b>Setup and Adjustments</b>	Down Time Loss	<ul style="list-style-type: none"> <li>Setup/Changeover</li> <li>Material Shortages</li> <li>Operator Shortages</li> <li>Major Adjustments</li> <li>Warm-Up Time</li> </ul>	This loss is often addressed through setup time reduction programs.
			<b>Small Stops</b>	Speed Loss	<ul style="list-style-type: none"> <li>Obstructed Product Flow</li> <li>Component Jams</li> <li>Misfeeds</li> <li>Sensor Blocked</li> <li>Delivery Blocked</li> <li>Cleaning/Checking</li> </ul>	Typically only includes stops that are under five minutes and that do not require maintenance personnel.
			<b>Reduced Speed</b>	Speed Loss	<ul style="list-style-type: none"> <li>Rough Running</li> <li>Under Nameplate Capacity</li> <li>Under Design Capacity</li> <li>Equipment Wear</li> <li>Operator Inefficiency</li> </ul>	Anything that keeps the process from running at its theoretical maximum speed (a.k.a. Ideal Run Rate or Nameplate Capacity).
			<b>Startup Rejects</b>	Quality Loss	<ul style="list-style-type: none"> <li>Scrap</li> <li>Rework</li> <li>In-Process Damage</li> <li>In-Process Expiration</li> <li>Incorrect Assembly</li> </ul>	Rejects during warm-up, startup or other early production. May be due to improper setup, warm-up period, etc.
			<b>Production Rejects</b>	Quality Loss	<ul style="list-style-type: none"> <li>Scrap</li> <li>Rework</li> <li>In-Process Damage</li> <li>In-Process Expiration</li> <li>Incorrect Assembly</li> </ul>	Rejects during steady-state production.

Approach