

PIT Focus

- **Definition:** An approach to prioritize processes in terms of which, in our customers opinion, should be improved first.

- **Process steps:**
 - Decide which organization is to be addressed.
 - Select a Process Improvement Team (PIT).
 - List customers, customer needs, and customer expectations of their suppliers.
 - Rank the customers in terms of which is most important to this organization.
 - List the critical success factors for this organization. The reputation and results this organization must achieve to be successful; or to achieve their mission, goals, and objectives.
 - List the processes this organization performs to meet it's customer's needs.
 - Name the primary owner or person responsible for each process.
 - Prepare the grid:
 - fill in the customer name.
 - list the critical success factors across the top.
 - list the processes used to meet this customers needs, down the left side.
 - Determine the impact of each process on each critical success factor.
 - Rate the performance of each process.
 - Prioritize the processes.

PIT Focus

- **Decide which organization is to be addressed.**
 - The organization to be addressed may be either a corporation, or a corporate division, or a corporate or division function or department. Any unique unit which performs processes to meet customer needs.

- **Select a Process Improvement Team (PIT).**
 - A team is usually 4 to 7 people.
 - Team members are ideally:
 - 1 or 2 members of the process owner function or department who perform the processes.
 - 1 or 2 members from other functions who also perform part of the processes or receive output from the processes.
 - 1 supplier who provides input to the process.
 - 1 customer or representative of a customer who is the primary customer who receives the process outputs.
 - 1 team leader; usually the process owner or owners delegate.

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- **List customers:**
 - The customers, both internal and external, of this organization.
 - The customers who directly receive outputs from this organization's processes.
 - Customers are those people who receive the output of our every day work, the things we do each day.
 - Typically we should think of the customer as the next person who receives our work. The output of most people goes to an internal customer. Few people are directly connected to the external customer.

- **List customer needs and expectations:**
 - The dynamic needs you meet or fulfill for this customer.
 - The expectations this customer has of you or any supplier with respect to this particular need. As is typically provided by the industries leading edge or best suppliers.
 - Customers expect flawless products; on time, when they want it, not early and not late.
 - Customers expect highly skilled sale, service, and support people who show a sense of urgency and caring for their needs.

PIT Focus

- **Rank the customers in terms of importance to this organization:**
 - Your primary reason for existence.
 - The primary receiver of your outputs.
 - The major revenue customer both now and in the future.
 - The customer who directly pays your salaries or provides your cash flow.
 - No ties, rank them 1 through however many..

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- **List the critical success factors for this organization:**
 - Refer to the organizations mission and business objectives and goals.
 - The critical success factors for this organization.
 - Both necessary and yet sufficient to achieve the organizations mission, objectives, and goals.
 - NOT a process, the result of processes.

- **Examples of critical success factors:**
 - Highest quality products and services.
 - Lowest cost producer.
 - On time delivery.
 - Customer satisfaction.
 - High employee morale; highly motivated employees.
 - Highly skilled employees; the best they can be.
 - Continuous improvement.
 - Market growth by meeting marketplace needs.

PIT Focus

- **List the processes this organization performs:**
 - Processes are those things we do every day; our every day work.
 - List the major processes performed by this organization for both internal and external customers.
 - It may be helpful to identify those processes which are internal only and external only.
- **Name the process owner for each process:**
 - The process owner is typically the management person in an organization responsible for assuring that the process (work or output) gets done.
 - Process owners are the individuals responsible to assure the efficiency and accuracy of the process.

PIT Focus

- **Prepare the grid:**
 - Fill in the customer name.
 - One customer at a time; typically the highest ranked customer.
 - List the critical success factors across the top.
 - This list will be the same for all grids filled in because they pertain to the organization and not to the customer or process.
 - List the processes used to meet this customers needs, down the left side.
 - List only those used to meet this specific customers needs.

PIT FOCUS process / csf grid

Customer _____

Critical success factors	Processes													
												5	6	total

Column 5. 0,3,6,9 Column 6. 1,2,3

PIT FOCUS PROCESS

5. DETERMINE THE IMPACT OF EACH PROCESS ON EACH CRITICAL SUCCESS FACTOR

- By group or team consensus, use the following scale to weight how much each process impacts each critical success factor and enter the weight number on the grid or matrix.

0 =not at all

3 = almost never

6 = somewhat

9 = very much

- Total the scores across for each process and enter the sum in column (5).
- The process with the highest sum number should be process improved first; maybe.

PIT FOCUS PROCESS

6. RATE THE PERFORMANCE OF EACH PROCESS:

- By group or team consensus, rate how well you think you do this process *in the eyes of your customer* and enter the score in the remaining blank column (6) on the grid.

1 = very well

2 = adequate

3 = not very well

- Point off one decimal point on the number total in step 5 above and multiply it by the number posted in the previous step. (col. 5 x .10 x col. 6 = total).
- Post the total numbers in the far right column (total).
- The process with the highest number in the 'total' column should receive highest priority for process improvement.

PIT FOCUS PROCESS

- **PRIORITIZE THE PROCESSES:**
 - The process with the highest number for the most important customer should be improved first.
 - Judgment will need to prevail in terms of whether to improve the process with the highest number for the most important customer or to select another important process.
 - Typically there will be 1 or more processes which stand out as most significant across several customers.
 - Ask some questions like what will be the return on investment by improving this process? How much effort will this take, time and money? Will it return high pay back for the effort it will require?
 - Does this process really affect the major objectives or goals of this organization, both business results and customer satisfaction?

PIT FOCUS process / csf grid

Customer _____

<div style="display: flex; flex-direction: column; align-items: center;"> <div style="transform: rotate(-45deg);">Critical success factors</div> <div style="transform: rotate(45deg);">Processes</div> </div>	<div style="display: flex; justify-content: center; gap: 10px;"> 12345678910 </div>										
	5	6	total								

Column 5. 0,3,6,9 Column 6. 1,2,3