

### **Animation 10.5**

This diagram shows an operation in which there are four basic functions – sales, manufacturing, distribution, and accounts. It then shows a simple process that spans these four functional areas.

The process begins with sending out a quotation. This is followed by an order being received. Both of these are the responsibility of the Sales team. The order is then passed to manufacturing who manufacture the product. It then becomes the responsibility of the Distribution function to despatch the product.

Finally the Accounts function has to invoice the customer and ensure payment is received.

Mapping processes in this way is particularly useful when a process spans different functional areas. Often breakdowns in process performance occur at the boundary between one department and another. This may be because the people in one department are in a different location to the others, so that physical distance makes effective communication challenging.

Or it may be that the two departments simply do not get on well together. This type of process map also helps to clearly identify whom is responsible for what stage in the process.