ABSTRACT

Process Excellence (PE) framework was developed to help Johnson & Johnson operating units in attaining the highest standards of business excellence, encourage the deployment and use of systematic tools, improvement methodologies and provide recognition to organizations that have achieved the highest standards of excellence. Rewards from succeeding PE assessment were: Gold, Silver, Bronze, and Commitment. For 2004 business cycle Johnson & Johnson Indonesia (JJI) target was to achieve Bronze, which mean at the lowest where there must be evidence of effective deployment of PE approaches, some excellent.

This GFP team was very unique due to its two different objectives and methodology in supporting PE initiatives. The first objective was to develop management dashboard, which was developed by combining J&J dashboard roadmap and Balance Scorecard (BSC). The second objective was to conduct analysis of the potential to streamlined Supply Chain Organization (SCO) into a Franchise-Based Organization (FBO).

From this project we concluded that JJI should standardize their strategic plan and strengthen alignment between departments. Then strategic plan should be translated into action through the help of a dashboard. From the streamlining side, we conclude that JJI need to change their current business process. We proposed to alter the original idea by strengthening the team and knowledge area. The team should be transformed into a Self Directed Work Team (SDWT) so at the end they can develop quality circle that able to implement lean thinking.

Keywords: Process Excellence, Dashboard, Balance Scorecard, Business Process Orientation, Business Process Reengineering, Lean Thinking, and Self-Directed Work Team.