Abstract

Many companies, including Xerox and Texas Instruments, are using cross-functional systems to deal with the increasingly complex and competitive business environment. However, few firms within the aerospace industry appear to be aware of the significant benefits that cross-functional systems can provide. This presentation will cover those benefits and will also discuss a flexible methodology companies can use to identify and develop cross-functional systems that will help improve organizational performance. In addition, it will address some of the managerial issues that cross-functional systems may raise and will use specific examples to explore networking's contributions to cross-functional systems.
Objective
To Appreciate Cross-Functional Systems

- Definition & Benefits
- Methodology
- Key Requirements
- Question & Answer
Cross-Functional System

- Inter-Related Processes
- Unified Whole
- Common Purpose

Inputs | Processes | Outputs

Feedback
Benefits

- Specific Accountability
- Improved Coordination between Units
- Greater Customer Satisfaction
Methodology
Senior Management Tasks

- Identify Key CF Systems
  Critical Success Factors

- Clarify Purposes
  "WHY" before "HOW"

- Identify System Managers
  Output Accountability
Methodology
System Manager Tasks

- Identify & Document
  High-level flowcharts

- Track Performance
  Value-Added to System

- Analyze & Redesign Processes
  IT Capabilities

- Review Constantly
  Continuous Improvement
Key Requirements

- Senior Management Participation
- Independent Cross-Functional Consultants
- Cross-Functional Systems Training
- Integrated Information Infrastructure
Networking’s Contribution

- Enables Communication & Coordination

Texas Instruments
"WHY" before "HOW"

Accounts Payable

Mazda
Pay when
Receive
Goods

Ford
Pay when
Receive
Invoices
Withdrawal System

Inputs

Mailroom, Customer Service, Accounting

Outputs

Feedback
Supplemental Reading Materials

