DOWNLOAD FOR MODULE 10 · PRACTICE COMPANY (FICTITIOUS)

Brenner & Son: model solution

Ten processes instead of 14 — five deleted (never existed), M4 integrated into M3, installation new, haulage external.

New map

No.	Process	Owner	KPI with target
M1	**Management review**	MD senior	Decisions implemented on time 100 %
M2	**Risks and opportunities**	MD senior	Actions effective (annually)
M3	**Internal audit**	Quality manager	Audit programme fulfilled; actions on time 100 %
M5	**Training**	MD junior	Training plan fulfilled; manufacturer training of fitters up to date
V1	**Sales and order (counter, phone, online shop)**	Head of sales	Availability from stock ≥ 95 %
V2	**Warehouse, picking, shipping**	Warehouse manager	Picking errors ≤ 0.5 %
V3	**Installation of gate drives**	MD junior	Rework after installation ≤ 2 %; on-time ≥ 95 %
S1	**Purchasing and goods receipt**	Purchasing	Supplier on-time delivery ≥ 90 %
S4	**Returns and complaints**	Head of sales	Complaint rate ≤ 1 %; lead time ≤ 10 days
S6	**Fleet, warehouse, IT**	Warehouse manager	Maintenance plan fulfilled 100 %

External: haulage (pallet shipments) — controlled via S1 (supplier evaluation) and V2 (shipping check). Deleted: development, production, measuring equipment, maintenance of machines, calibration — deletion list with reason “does not exist”. M4 actions as part of M3 (action plan).

These documents were created with AI support. The contents are reviewed by the project manager.

V3 Installation of gate drives

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Owner: MD junior · Status 2027-12 · Approved MD/bv

Purpose: Every gate drive is installed according to the manufacturer's specification, tested, explained to the customer and handed over without rework.
Input: Order with installation from V1 (survey, type, date). **Output:** installed, tested drive; acceptance report; invoice release.

No.	Step	Who	How / with what	Record
1	Check the order	Head of installation	Survey sheet, type, manufacturer's instructions (EXT), date	Installation order
2	Pick the material	Warehouse	Parts list per type; completeness	Picking slip
3	Installation	Fitter	Manufacturer's instructions, current revision; installation checklist	Checklist
4	Function test	Fitter	End positions, safety functions, tightening torques (torque wrench) per manufacturer; electrical safety test (installation tester)	Test values on the checklist
5	Customer briefing and acceptance	Fitter	Explain operation, have the acceptance report signed	Acceptance report
6	What to do if: defect at acceptance	Fitter → head of installation	Note the defect, follow-up appointment within 5 working days, no invoice sent	Note, defect tally sheet
7	Invoice release	Head of installation	Acceptance report without open defects	Release in the system

With what: 2 fitters (manufacturer training), installation vehicle, torque wrench and installation tester (equipment list, externally calibrated). **KPI:** rework ≤ 2 %, on-time ≥ 95 %. **Risks:** V3-1 fitter without current manufacturer training; V3-2 instructions outdated. **Related:** EXT manufacturer's instructions, CL installation, FO acceptance report.

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S4 Returns and complaints

S4 Returns and complaints

Owner: head of sales · Status 2027-12 · Approved MD/bv

Purpose: Every return and complaint is answered within one working day, handled correctly and — for the company's own errors — closed with a cause.
Input: Return at the counter, complaint by phone/e-mail, installation defect. **Output:** credit note/replacement/rectification; entry in the defect tally sheet; complaint to the supplier.

No.	Step	Who	How / with what	Record
1	Record	Sales	Return/complaint in the system with complaint number; reason: customer / supplier / company	Complaint number
2	Response	Sales	Within 1 working day: solution or interim reply	Note, e-mail
3	Customer return (wrong purchase)	Sales, warehouse	Return rule (14 days, unused); credit note; goods back to stock	Credit note, goods receipt
4	Supplier error	Purchasing	Complaint to the supplier; replacement; entry in the supplier list	Supplier complaint
5	Own error (picking, installation)	Head of sales + owner	Correction immediately; cause (5 whys); action	Defect tally sheet, action plan
6	What to do if: goodwill above the agreed limit	Head of sales → MD	Decision by MD	Note
7	Closure	Sales	Customer informed; complaint closed	Status change

KPI: complaint rate ≤ 1 % of orders; lead time ≤ 10 days. **Risks:** S4-1 installation defects recur (→ V3 checklist). **Related:** FO complaint form, defect tally sheet, return rule (notice at the counter).

Interface table (three handovers)

Handover	What	Form	Record	Typical error
V1 Sales → V2 Warehouse	Picking order	System: article, quantity, delivery date, collection/delivery/installation	Picking slip	Delivery type missing → goods stand at the counter
V2 Warehouse → V3 Installation	Complete material	Parts list per drive type ticked off	Picking slip with initials	Accessories missing on site
Customer → S4	Complaint	Complaint number in the system within 1 working day	Complaint number	Installation defect “settled by phone”, no cause

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Learning point: Afterwards the map is the company, not the standard — and the process that caused the complaints (installation) has an owner, a checklist and a KPI for the first time.

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