EMMa
OPERATIONS

THE METHOD BEHIND EMMa

Efficiency Management Method

Turning a company's Business System from static documentation into an executable operating model — one that triggers work, guides it, validates it and proves it happened.

Concept and operating principles

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A process should not only describe work.
It should trigger, guide and prove its execution.

The Efficiency Management Method in one sentence.

Everything in this presentation follows from that single idea: the way a company defines its work and the way that work actually happens should be the same connected system, not two separate worlds.

Your Business System already exists — on paper

Almost every organization has already defined how work should be performed. The definitions are real, they are often good, and they are usually disconnected from what happens day to day.

Process Maps	**Procedures**	**Work Instructions**	**Turtle Diagrams**	**RACI Matrices**
Policies	**Forms**	**Excel Files**	**PDF & Word Files**	**SharePoint Folders**

What documentation does well

- Explains how the organization intends to operate
- Satisfies audits, ISO and customer requirements
- Preserves knowledge when people change

What documentation cannot do

- Notice that a business event has just occurred
- Give the right person the work at the right moment
- Know whether the work was actually completed

Documentation describes how work should happen. On its own, it cannot make it happen.

What the documents do not know

A procedure can be perfectly written and still be blind to the reality it describes.

THE PROCEDURE SAYS

“When a new employee is hired, required training must be planned and IT equipment must be prepared.”

THE RACI MATRIX SAYS

Trainer	Responsible
HR Responsible	Accountable
IT Responsible	Responsible
Hiring Manager	Consulted

But the documents themselves do not know:

- that a new employee was just created in the application
- who currently fulfils the Trainer responsibility
- who needs to act now
- when the work should be completed
- whether the work was actually completed
- whether the required evidence exists
- whether the process is overdue
- whether the next process step can begin
- whether the whole process finished correctly

EMM exists to close exactly this gap.

Four weaknesses of a static Business System

Whatever the industry, a documentation-only operating model fails in the same four places.

1 Trigger weakness

The organization has defined what should happen, but nothing connects the process to the event that should activate it. Starting the process depends on someone remembering.

2 Responsibility weakness

A RACI matrix names a role. It does not create work for the real person who currently holds that role, with a deadline and an expected result.

3 Execution weakness

Nothing knows whether step A actually happened, whether step C was forgotten, whether approvals were made, or whether the process ever reached a valid end.

4 Evidence weakness

Documentation explains how the organization should operate. It rarely proves how the organization actually operated.

Trigger · Responsibility · Execution · Evidence — EMM addresses all four as one connected system.

1 · Trigger — the process should start by itself

The Employee Onboarding process may exist on paper, but its activation depends on human memory and informal e-mail.

HOW IT USUALLY WORKS

A new employee is hired

Someone must remember

Someone e-mails IT

Someone informs the Trainer

WITH EMM

Business event
Employee.Created

Process trigger

Process instance starts automatically

The process starts because something happened in the business — not because someone remembered.

2 · Responsibility — from a role on a matrix to real work

A RACI matrix says “Trainer is Responsible.” That sentence never reaches the person who has to do something today. EMM resolves the abstract responsibility down to an actual assignment.

RACI PERSONA

Trainer

Defined once, in the Business System

→

FACTORY CONFIGURATION

Training Specialist

How this plant names the responsibility

→

ORGANIZATION

Maria Ionescu

The person holding that job today

→

ASSIGNMENT

Plan training for Employee X

Due date · expected result · evidence

The Business System stays stable when people leave, move or change job titles — only the mapping changes.

3 & 4 · Execution and Evidence

A document cannot hold the state of a real case, and it cannot remember what was done.

3 Execution

Documentation cannot guarantee that:

- step A actually happened
- step B happened after step A
- step C was not forgotten
- required approvals were completed
- parallel responsibilities were finished
- deadlines were respected

EMM keeps the live state of every real case.

4 Evidence

Traditional documentation answers “how should we operate?” but rarely “how did we actually operate?” EMM records:

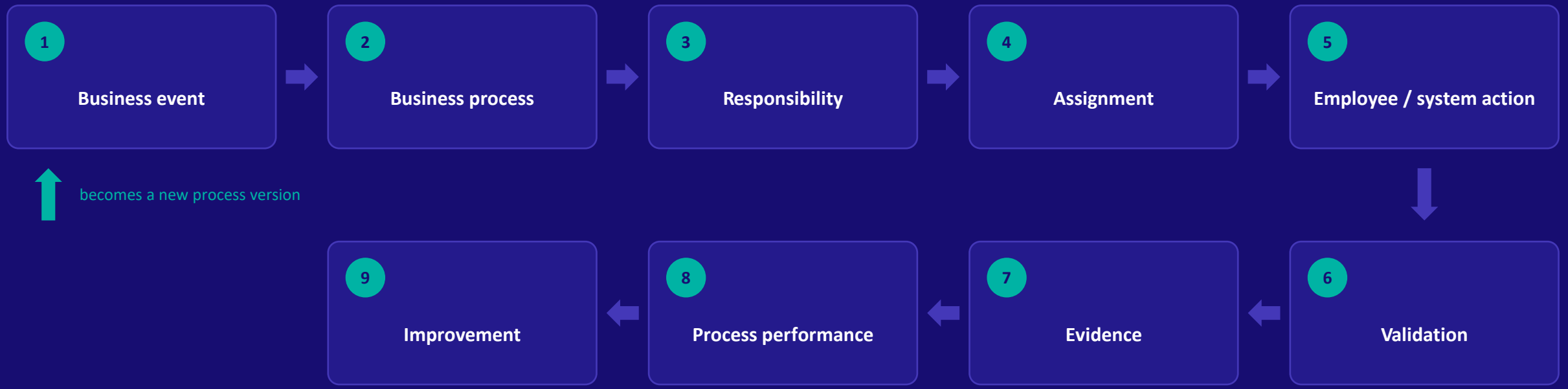
- who performed each step
- when each step started and completed
- which process version was used
- which evidence was generated
- which delays and deviations occurred
- whether the process completed successfully

Designed process and executed process, side by side.

Execution makes the process visible. Evidence makes completion provable.

The EMM operating loop

Nine steps that connect a business fact to a measurable improvement — and then start again.



A closed loop between the Business System you designed and the operation you actually run.

Design → Configure → Execute → Prove

The practical way to introduce EMM into an organization is in four stages. Each stage answers one question.

1

DESIGN

How should the business operate?

Processes, steps, personas, RACI, triggers, controls, KPIs and required evidence are defined once, explicitly.

2

CONFIGURE

How does this organization map it?

Abstract responsibilities are mapped to this plant's job titles and to the people who currently hold them.

3

EXECUTE

What is happening right now?

Business events activate processes, assignments reach the right people, and the system holds the live state.

4

PROVE

What actually happened?

Every completed step leaves evidence: who, when, which version, which record, which approval.

The first two stages are a project. The last two are how the company operates from then on.

1 DESIGN — how should the organization operate?

The Business System defines the intended operating model explicitly — not buried inside software code and not scattered across folders.

Business Areas	**Processes**	**Process Steps**	**Process Relationships**
Inputs	**Outputs**	**Process Owners**	**Personas**
RACI	**Risks**	**Controls**	**KPIs**
Competencies	**Documents**	**Business Events**	**Process Triggers**

Two design elements matter more than the rest

REQUIRED EVIDENCE

What must exist before this step can count as done.

VALIDATION RULES

The conditions the process checks before it is allowed to continue.

Design is not documentation for its own sake — every element above has a job at runtime.

2 CONFIGURE — map the model onto your organization

Processes are defined with abstract business responsibilities, never with individual names. Each plant maps those responsibilities to its own structure.

THE SAME PROCESS STEP

Plan Required Training

Responsible persona: Trainer

THREE DIFFERENT FACTORIES

Factory A	Trainer → Training Specialist
Factory B	Trainer → HR Specialist
Factory C	Trainer → Training Coordinator

Because the model is mapped rather than hard-coded, the Business System stays valid when:

- employees leave
- employees change roles
- job titles change
- responsibilities move between departments

The process stays the same. Only the organizational mapping changes.

3 EXECUTE — the Business System becomes operational

Application events connect operational reality to the Business System. From there the process engine takes over.

HR creates an employee

↓

The application publishes Employee.Created

↓

The Business System recognises the trigger

↓

Employee Onboarding starts

What the process engine then does

1. Creates a process instance for this real case
2. Determines the current process step
3. Reads the RACI / persona definition
4. Resolves the persona to the actual employee
5. Creates an assignment, approval or notification
6. Waits for the expected result
7. Validates completion against the rules
8. Starts the next step, until the process is complete

The same event can start several processes — the publishing module does not need to know which.

4 PROVE — what actually happened

Execution generates evidence automatically. This is a real process record, not a report someone assembled afterwards.

Employee Onboarding #18273

Subject: John Smith Triggered by: Employee.Created Process version: v3

TRAINING Maria Ionescu	Started 24-Aug 09:04 · Completed 25-Aug 13:17	Evidence: Training Plan #TP-449 Training Record #TR-912	Completed
IT PREPARATION Andrei Pop	Completed 24-Aug 15:42	Evidence: Laptop Asset #IT-8392 Access Profile #ENG-STD	Completed
FINAL VALIDATION HR Responsible	Approved 26-Aug 08:13	Evidence: Onboarding validated — process closed	Approved

The organization no longer has only a procedure saying what should happen. It has proof of what happened.

Business events — the language that connects everything

An event is a business fact, not a click. Application modules publish facts; the Business System decides what must happen because of them.

BUSINESS EVENTS

```
Employee.Created
Employee.Terminated
Training.Completed
CustomerOrder.Created
ProductionOrder.Released
NonConformity.Escalated
Machine.BreakdownReported
Maintenance.Completed
```

NOT EVENTS

```
ButtonClicked
PageOpened
DialogClosed
```

A business event represents a meaningful change in business reality — something a manager would recognise as having happened.

ONE EVENT, SEVERAL PROCESSES

Modules own business data. The Business System owns process orchestration. Neither has to know the other's internals.

Personas and executable RACI

A persona is an abstract responsibility inside the Business System — not a user, not a job title, not an application role. RACI then decides what each persona what each persona receives at runtime.

PERSONA EXAMPLES

- **Trainer**
- **HR Responsible**
- **IT Responsible**
- **Production Manager**
- **Quality Manager**
- **Process Owner**

RACI BECOMES RUNTIME BEHAVIOUR

R	**Responsible**	receives an assignment with a due date
A	**Accountable**	approves, validates, and is escalated to
C	**Consulted**	is asked before the step can complete
I	**Informed**	receives a notification, nothing to complete

Assignment — “you must do something”

Carries an employee, process step, business subject, due date, expected result, evidence and a completion state.

Notification — “you need to know something”

Requires no completion and never blocks a process. Keeping the two apart is what stops task lists from becoming noise.

Designed Business System vs Executed Business System

EMM deliberately keeps both perspectives and keeps them comparable. That comparison is where process intelligence comes from.

DESIGNED

What should happen

- Process definitions and process versions
- RACI and personas
- Controls and risks
- KPIs and expected duration
- Triggers
- Required evidence

compare

EXECUTED

What actually happened

- Process instances and step instances
- Assignments and actual employees
- Actual duration and waiting time
- Evidence produced
- Deviations, rework and delays
- Completion

A process version is never overwritten. Instance #18273 stays linked to Employee Onboarding v3 even after v4 is published — so historical evidence keeps its original meaning.

Process performance you could not measure before

Once execution is recorded, the organization can measure the process itself — not only the product.

Employee Onboarding — last 90 days

3 days	4.7 days	18%	94%
Expected lead time	Actual average lead time	IT preparation overdue	Process compliance

The conversation changes

Not “we think onboarding takes too long” but “IT preparation is late in 18% of cases and it is the step holding the process.”

PROCESS KPIs AVAILABLE BY DEFAULT

- Processes started and completed
- Average and median lead time
- SLA compliance and overdue rate
- Rework and blocked rate
- Skipped-step rate
- Validation failure rate
- Average waiting time per step
- Bottleneck steps
- Responsibility resolution failures

The organization can now improve the Business System using facts instead of opinions.

Improvement built into the operating model

A digitalized Business System must not become the new static system. Execution data feeds improvement, and improvement produces a new process version.

D

Detect

A recurring delay or failure appears in the process data.

R

Root Cause

The real reason is investigated, using the execution history.

I

Improve

The process definition, the rule or the responsibility is changed.

V

Verify

The next executions show whether the change actually worked.

E

Evolve

The improvement becomes the new standard process version.

EMM does not replace Lean, Six Sigma or your ISO management system. It gives them something they have always lacked: complete, automatic, trustworthy execution data.

A factory is a network of connected routes

Traditional software presents modules. EMM presents the flows that cross them — which is how the business actually experiences the factory.

THE MAP METAPHOR

Business areas	locations
Business processes	routes
Process steps	checkpoints
Business events	route starts and signals
RACI	responsibility at each checkpoint
Evidence	proof of the journey

A LIVE ROUTE, SEEN BY ANY MANAGER

Customer Order	Completed
Capacity Validation	Completed
Delivery Planning	Active
Production Planning	Waiting
Production	Waiting
Delivery	Waiting

Clicking a checkpoint shows its purpose, trigger, responsible persona, actual employee, status, evidence and history.

Three levels of Business System maturity

Most organizations are at Level 1. Digitalization projects usually stop at Level 2. EMM targets Level 3.

LEVEL 1

Documented

We know how work should happen.

Procedures · Process maps · RACI · Turtle diagrams · Work instructions

LEVEL 2

Digital

The Business System is digitally available and easy to understand.

Digital process maps · Search · Documents · KPIs · Digital RACI · AI explanation

LEVEL 3

Executable

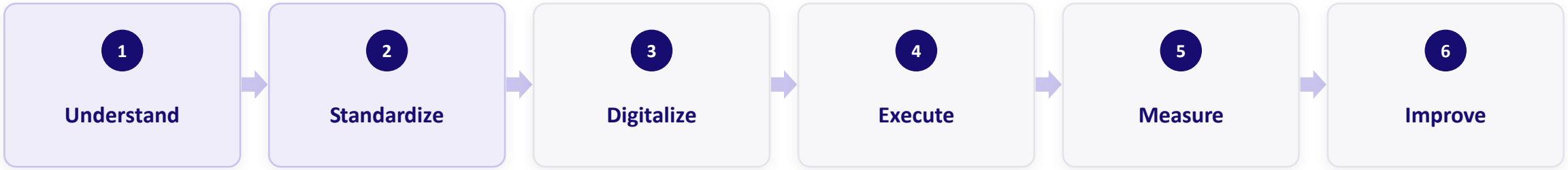
The Business System participates in making the process happen.

Events → Processes → Responsibilities → Assignments → Execution → Validation → Evidence

Level 2 makes the Business System easier to read. Level 3 makes it do something.

People → Process → Technology, in that order

EMM is deliberately not a shortcut. Technology should never be used to automate a process nobody understands yet.



The first two steps happen with people, not with software. EMM only makes the last four possible.

Software should amplify a good process.
It should not make a bad process faster.

What EMM delivers — and what it deliberately does not

EMM is a method for connecting the Business System with digital operational reality. It complements what you already run.

WHAT EMM AIMS TO ACHIEVE

- **Clarity**
  Employees understand their role, processes and priorities.
- **Reaction speed**
  Business events activate the relevant process immediately.
- **Responsibility**
  The right employee receives the required work.
- **Execution discipline**
  The process controls progression and completion.
- **Traceability**
  The organization knows what happened, and when.
- **Evidence**
  Completion is supported by real operational records.
- **Visibility**
  Managers see the current state of every process.
- **Improvement**
  Execution history becomes the input for change.

WHAT EMM DOES NOT TRY TO DO

- ✕ Replace Lean or Six Sigma
- ✕ Replace ISO management systems
- ✕ Replace ERP or MES
- ✕ Replace management responsibility
- ✕ Let AI autonomously run the factory
- ✕ Turn every business rule into user-editable workflow logic

EMM and EMMa are not the same thing

EMM is the method. EMMa is a standard manufacturing application built according to that method.

EMM

Efficiency Management Method

The general method. It defines how business requirements, processes, application events, responsibilities, execution, evidence and improvement stay connected.

Independent of any one software product

EMMa OPERATIONS

A standard manufacturing application built according to EMM, arriving with a predefined factory Business System already implemented:

- Customer Orders
- Capacity Validation
- Delivery Planning
- Production Planning
- Production Execution
- Quality
- Maintenance
- Onboarding & Training
- Problem Solving

Implementing EMMa is mainly fit validation, not requirements analysis: Validate → Map → Prepare master data → Train → Activate → Verify

EMM in one flow

Business event → Process → Responsibility → Assignment → Action → Validation → Evidence → Improvement

Connect the designed operating model of the organization with what actually happens in daily operation — so that processes are triggered at the right moment, responsibilities become real work, execution becomes visible, and completion becomes provable.

Want to go further?

EMMa Operations, developed by Elgibe Solutions SRL, applies this method to manufacturing — with a standard factory Business System built in. Contact details on the next page.

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Talk to us

This document explains the method. If you want to see what it looks like inside your own factory — or need help preparing the ground before digitalization starts — talk to the people who built it.

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The product — EMMa Operations

A standard manufacturing application built according to EMM, arriving with a predefined factory Business System already implemented.
emma-operations.com

The service — digitalization consultancy

Understanding and standardizing your processes, fit validation against the EMMa standard, organizational mapping, implementation and employee training.