

Productivity Management: Planning, Evaluation, Control, and Improvement



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Maturity Model for Production Management

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Abstract

The paper presents a model, developed by the author, of the enterprise maturity in the production management area, called the Productivity Management Model. The model's purpose is to arrange a process of integrated implementation of the contemporary concepts of production management to be effective in increasing enterprise productivity. Results of the model verification in 16 enterprises have been presented and conclusions have been drawn from the verification, important for the model improvement.

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Keywords: best practices; continuous improvement; maturity model; production management; productivity

1. Introduction

Maturity models were developed as a response to the need of measuring a progress achieved by the organization as a result of continuous improvement. They constitute an attempt of a quantitative evaluation of qualitative features. Becoming more mature means systematic improving organization business processes, that they are capable of delivering higher performance over time [1]. The maturity model is a framework of tools and practices, enabling a comprehensive appraisal of organization's key competencies in managing and improving crucial factors leading to the established goals [2].

The usefulness of organizational maturity models lies in their attempt to systematize all the areas and processes existing in a mature organization, setting precise criteria for achieving different maturity levels in each area, as well as recommending methods and techniques, so called "best practices", for particular levels. Excellence is achieved by reaching higher and higher levels in particular areas, which allows a rational plan of an organization's development to be drawn up.

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