

# Process Improvement Implementation for a High-Technology Manufacturer

**The client and Capgemini collaborated to develop and re-engineer core operational efficiencies through a Lean Six Sigma approach**

## **The Situation**

The client, a high-tech manufacturer, was seeking to make substantial improvements to its core business processes to improve product quality, customer satisfaction, and reduce costs. In addition, the client wanted to gain a better understanding of customer satisfaction levels related to various aspects of its products and services.

## **The Solution**

The Capgemini team assessed the client's operations and developed a set of recommendations to improve core business processes, and deliver process improvement skills to the company's staff using the Lean Six Sigma methodology.

Capgemini developed an overarching improvement strategy and deployment roadmap, conducted customer satisfaction surveys, and analyzed results to guide process improvement program.



The team set up a Program Management Office (PMO) to guide and monitor progress of improvement initiatives, and led cross-functional teams to identify and implement solutions across manufacturing and non-manufacturing areas. Several key activities included:

- Defining management processes
- Training and certifying over 60 staff in Lean Six Sigma methodology (Green Belt level)
- Working with leadership to develop a long-term staff development strategy, including Black Belt staff development
- Completed a satisfaction and benchmarking survey with 600-plus customers, enabling new insights into customers' needs.

### The Result

The team identified major opportunities to improve product quality, reduce cycle times, and decrease waste. This achieved significant cost savings of more than \$1 million annually. It also improved customer satisfaction and achieved organizational improvements.

### How the Client and Capgemini Worked Together

The client had previously been a limited user of consulting services based on the inability to find a partner that was able to immediately recognize the unique challenges of its business. The Capgemini team was able to establish confidence by rapidly understanding the client's issues and presenting a collaborative solution which fit the client's needs.

Capgemini presented a methodology for utilizing Lean Six Sigma as a primary enabler within the company, including the establishment of a Lean Six Sigma group within the client's organization.

The team led Lean Six Sigma training of the client's staff and served as project managers for Green Belt certification projects. This formed the basis for the creation of a Lean Six Sigma group within the client's overall organization. This group was responsible for driving future improvements. Projects that were managed as part of this effort identified more than \$1 million in annual improvement opportunities through cost savings.

Capgemini helped the client mitigate its future risks by using the Lean Six Sigma methodology to identify and prevent product/process failures. The collaborative solution also provided an optimized process improvement capability through the understanding of Lean Six Sigma, which the whole organization can align itself around for future improvements.



### About Capgemini and the Collaborative Business Experience

Capgemini, one of the world's foremost providers of Consulting, Technology and Outsourcing services, has a unique way of working with its clients, called the Collaborative Business Experience.

Backed by over three decades of industry and service experience, the Collaborative Business Experience is designed to help our clients achieve better, faster, more sustainable results through seamless access to our network of world-leading technology partners and

collaboration-focused methods and tools. Through commitment to mutual success and the achievement of tangible value, we help businesses implement growth strategies, leverage technology, and thrive through the power of collaboration.

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