



Cutting costs while growing customer focus through BeLean®

Smart solutions for tough times
Responding to the economic crisis



As the recession bites, organisations are under intense pressure to cut costs while at the same time becoming even more customer-focused. Capgemini's BeLean® approach solves this apparent contradiction. Our BeLean® service is always about results – typically a minimum 20% step improvement in productivity – and that means significantly reduced cost or increased capacity.

Why BeLean®?

Many cost-out programmes are effective only in the short term. However, BeLean® is never a destructive efficiency exercise that simply saves money at the expense of future business sustainability and employee loyalty. Instead, it also positions the organisation to achieve a sustainable incremental growth thereafter.

This sustainability is a consequence of behavioural change, which does not happen overnight. A progressive approach to BeLean® deployment therefore yields a stronger outcome.

What can we do for you?

We work with people at all levels of your organisation to deliver the required behavioural change. Employees on the front line are given the motivation, methods, and tools they need to make sensible improvements to their daily work. This means they feel ownership and a sense of contribution because they have been involved in the whole process and understand the behavioural change BeLean® thinking implies. In the meantime, your leadership works on the wider organisational problems that have been preventing continuous improvement.

BeLean® attacks the true waste within an existing organisation and works to eliminate only that waste. This means waste (cost) is reduced, but the impact on product, service and operations is negligible – cutting real waste will never affect the customer; in fact it improves their experience. This is very different to the usual approaches to productivity.

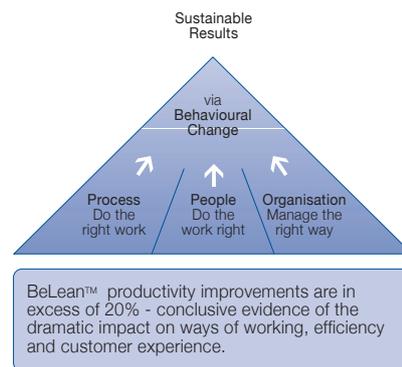
To achieve the necessary behavioural changes, we tackle Lean holistically and consider the overall process, people and organisation together. More common Lean approaches focus on applying tools and techniques to processes, to the exclusion of all else. By contrast, the Capgemini BeLean® methodology works across all three areas and this comprehensive approach means that each strand of process, people and organisation reinforces rather than conflicts with the others. The result? Higher efficiency, improved customer satisfaction, and greater employee engagement. You'll also see a significant return on your investment.

How do we do it?

We think about BeLean® deployment in terms of two distinct levels:

- **Taking control (level 1):** quick wins to create momentum and build a foundation of basic capability from which to progress
- **Creating excellence (level 2):** delivering transformational results, embedding the Lean culture into the new business.

Figure 1: The BeLean® Pyramid



One of the reasons for visualising BeLean® as the pyramid in Figure 1 is that pyramids are built systematically from the bottom up. Similarly, with BeLean®, it is best to build the people, process and organisation blocks within a single level before shifting priorities to blocks in the next level.

Like a pyramid, a BeLean® implementation should also be built to last. Among other things, this means that even when the top is reached, it is still necessary to keep maintaining the foundations to prevent unseen erosion. All successful BeLean® programmes create a culture of continuous improvement – a legacy that enables the organisation to respond to subsequent changes in market conditions.

Why Capgemini Consulting?

Capgemini Consulting has the scale to provide a team of seasoned practitioners for delivering major BeLean® programmes. They offer innovative thought leadership in this area and a wealth of reliable experience, drawing on a track

record with a wide range of blue chip companies across multiple industries and geographies.

In just one example, we are working to overcome the efficiency challenges and cultural barriers within a major government department. In the areas where we delivered Lean, productivity improvements were identified in excess of 20% – conclusive evidence of Lean’s dramatic impact on ways of working, efficiency and the customer experience. We continue to work with the client to extend this approach across the whole department, making a difference to thousands of staff and millions of customers.

**For further information
please contact:**

Jeff Patton
Vice President
+44 (0) 870 238 2300
jeff.patton@capgemini.com

Roy Lenders
Global Supply Chain
Management Lead
+31 (30) 68 90328
roy.lenders@capgemini.com



About Capgemini

Capgemini, one of the world's foremost providers of consulting, technology and outsourcing services, enables its clients to transform and perform through technologies. Capgemini provides its clients with insights and capabilities that boost their freedom to achieve superior results through a unique way of working, the Collaborative Business Experience™. The Group relies on its global delivery model called Rightshore®, which aims to get the right balance of the best talent from multiple locations, working as one team to create and deliver the optimum solution for clients. Present in more than 30 countries, Capgemini reported 2008 global revenues of EUR 8.7 billion and employs over 90,000 people worldwide.

More information is available at www.capgemini.com

Capgemini Consulting is the Global Strategy and Transformation Consulting brand of the Capgemini Group, specializing in advising and supporting organizations in transforming their business, from the development of innovative strategy through to execution, with a consistent focus on sustainable results. Capgemini Consulting proposes to leading companies and governments a fresh approach which uses innovative methods, technology and the talents of over 4,000 consultants world-wide.

For more information: <http://www.capgemini.com/services/consulting/>

Rightshore® is a trademark belonging to Capgemini



Capgemini Consulting · 18 Soho Square · London · W1D 3QL
www.uk.capgemini.com

Capgemini Consulting is the strategy and transformation consulting brand of Capgemini Group