

Business Process Improvement

Make positive changes that will last



How to **reduce process lead time?**

How to **provide more value to my customers?**

How to **monitor and control processes?**

How to **reduce costs and increase quality?**

How to **make processes more flexible and efficient?**

How to **select improvement projects with the best ROI?**

Business Process Improvement (BPI) network is a pool of experts that support our clients to perform step changes on process performance

Based upon the 3 pillars that support Performance: Method & Tools, Animation and Continuous Improvement, Capgemini is a vehicle of added value.

Capgemini provides you with methods and tools on:

- Process Modelling;
- Process Measuring;
- Root Cause Analysis;
- Process Optimization;
- Performance Management.

BPI is an interactive process leading to an operational excellence.

People matter, results count.

How to achieve operations agility at optimum costs?

Process definition using strong and efficient methods: Lean Six Sigma

- 1. Define scope and key steps** to gather the customer voices and convert them into project objectives, deliverables and key steps.
- 2. Map the process environment** to define the scope to be studied: macro-processes, process categorizations and main flows inter-processes.
- 3. Define detailed process activities** to confirm links and triggers, RACI inputs/outputs, tasks, and IT systems used once the environment is agreed.
- 4. Process Modelling** if required.



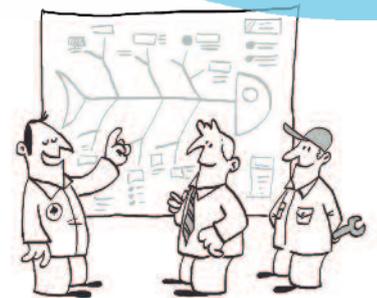
How to focus on the issue at the right level of detail and to set realistic & consistent improvement objectives?



How to base analysis on relevant and reliable data?

Process Measurement: identify, locate and quantify

- 1. Activities categorization per type** and detection of waste & bottlenecks, disruption, etc.
- 2. Definition of Measurement Plan** in order to measure each activity characteristics What? Who? How? When?. If needed, the measurement system is analyzed.
- 3. Results Tracking** to deploy the Measurement Plan all along the process and allow to quantify all its activities and key inputs/outputs.
- 4. VA, VAE, NVA Quantification** to consolidate and formalize the data measures into a Value Stream Map (process issues and wastes are presented and quantified).



How to ensure that project is addressing the main issue?

A pragmatic approach to eradicate root causes

- 1. Understand question in order** to recognize that there are issues to solve, because if the situation is perceived as normal, it will never improve. This recognition is based on facts and not on assumptions.
- 2. Agree on issue causes.** Recognize the problem by all stakeholders (brainstorming, nominal group techniques, ...).
- 3. Collect data and analyse problem cause.** Understand the nature of the problem and confirm with figures.
- 4. Identify root causes** to support improvement identification.



How to detect and fix processes deviations?

No more endless fire fighting

- 1. Define process performance targets.** Ensure critical requirements identification and selection.
- 2. Build control plan.** Propose relevant tools for process performance controlling: Key Performance Indicators, control card, visual management approach.
- 3. Set-up standard response plan.** Define clear governance model to ensure quick and efficient response in case of process failure.
- 4. Implement continuous improvement strategy.** Ensure handover of continuous improvement culture to operational teams (awareness sessions, training materials).
- 5. Project closure.** Obtain the validation from customers about project success and transfer responsibility.

Process optimization finds the optimum setting of the critical method parameters

- 1. Generate solutions.** Mobilize all process actors and stakeholders to identify solutions (Brainstorming, Brainwriting).
- 2. Select solutions.** Point out the most relevant solutions.
- 3. Establish deployment plan.** Define a change management and communication plan with clear organisation and work breakdown structure.
- 4. Deploy pilot solution.**
- 5. Perform REX and fine tuning.** Standardize the solution and refine the deployment plan according to pilot solution feedbacks.



How to deploy more optimized processes ?



Success story

Capgemini is currently applying the Business Process Improvement approach, methods and tools for the optimization of the consecutive Quality Gates, that occur all along the Aircraft assembly process of a major European aircraft manufacturer.

The target solution is offering a robust and standardized process based on realistic criteria & thresholds, as well as an early warning system to anticipate issues. The project covers the whole product delivery flow. The direct result should be a significant reduction of outstanding work stack up. The features Cost, Time and Quality of the delivery process should be greatly improved.

The implementation of a warning system at the beginning, associated with the quality gates, allows an early detection of potential quality deviations in order to smooth/ straighten the production (anticipate issues). Consistent action plans are then deployed in order to fix durably the problem.

Business Process Improvement in figures

- **25 experienced consultants: 6 Black Belts - 10 Green Belts**
- **24 skills and 150 tools aiming at operational excellence**
- **Portfolio of major accounts in aeronautics**

Business Process Improvement Community

Capgemini relies on a community of Black and Green Belt Lean Six Sigma certified consultants. The resulting social structure capitalized on each expert's experiences and built-up a robust and operational methodology.

The social bonds within the practice community are key to the dissemination and sharing of collective knowledge among the members, but they also fuel the elaboration of new skills and deeper insights. The community has already proved its relevance and can rely on the full support (training, facilities, ...) of its management.

Strongly committed to developing shared values such as Engagement, "Out of the box" thinking and Convergence Minded, the community keeps on enriching its methodology and creates the best conditions to support on-going projects, meeting challenges and providing more added value. The continuous flow of collective intelligence really boosts the projects and the customers get the full appreciation of the benefits of operational excellence serving their best interests.



About Capgemini

With more than 125,000 people in 44 countries, Capgemini is one of the world's foremost providers of consulting, technology and outsourcing services. The Group reported 2012 global revenues of EUR 10.3 billion. Together with its clients, Capgemini creates and delivers business and technology solutions that fit their needs and drive the results they want. A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.

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