

# Affinia Creates Business-Driven IT Transformation Program

**Capgemini helps automotive aftermarket supplier Affinia Group create a business-driven IT transformation roadmap that aligns to the company's 2010 vision and strategy of transforming the company to become market-driven and customer focused**

## The Situation

Affinia Group Inc. is a global leader in the on- and off-highway replacement products and service industry. Primary products include filtration, braking systems and chassis components.

Affinia has developed a strategy and vision for 2010 that focuses on being "faster" in meeting its customers needs and bringing innovations to market; "smarter" in how it manufactures, sources and markets its products worldwide; and "leaner" through alignment of goals and resources. As part of that strategy and vision, Affinia was committed to transforming its IT capabilities from "adequate" into an innovating and enabling competitive business advantage in the coming five years.

## The Solution

Capgemini was selected by Affinia Group to create a business-driven IT transformation roadmap that would align to Affinia Group's 2010 vision and strategy. The project centered on Capgemini's Kickstart Business/IT Alignment Framework, benchmarks and leading practice models to develop a series of business process assessments, applications analyses and data analyses coming together in a single, integrated IT transformation roadmap for Affinia Group.

## The Result

The IT transformation program is helping Affinia realize benefits that include leading-edge global channel connectivity, internal transparency, integration, standardization, consolidated information, improved governance/accountability and greater employee satisfaction.

## How Affinia Group and Capgemini Worked Together

Affinia Group is rallying around the watchwords of "faster, smarter, leaner" as it focuses on becoming a world-class global manufacturer and distributor of on- and off-highway replacement parts and services. Industry-leading brands, worldwide manufacturing and sourcing, steadily increasing product demand and a seasoned management team underpin the company's business strategies for the years ahead.

Part of Affinia's 2010 vision and strategy was an information systems reconstruction program.

**“As we approach the year 2010, we are committed to being ‘faster’ in meeting our customers’ needs and bringing innovations to market; ‘smarter’ in how we manufacture, source and market our products worldwide; and ‘leaner’ through alignment of goals and resources. Working with Capgemini, we will ensure that the business and IT organization are aligned in order to make progress in meeting these goals every day, which will make Affinia a uniquely competitive organization in the industry.”**

**Jim Burdiss,**  
CIO,  
Affinia Group



The company wanted to move from a present-state situation characterized by limited product range, "traditional" distribution, North American focus, high costs and a product-driven approach, to a future state characterized by diversified markets, products and customers, as well as global growth, a global cost base and a market-driven/customer-centric approach.

Affinia chose Capgemini to help it determine the future business priorities and the IT roadmap that would align to the business objectives and enable the company to achieve its future business vision.

A critical element of the transformation program was the use of Capgemini's Accelerated Solutions Environment (ASE). The ASE forms the infrastructure for leveraging innovative work processes that link technology, collaborative design, knowledge base and adaptable environments to accelerate problem solving and decision-making. The ASE methodology accomplishes in a few days what usually takes companies three to six months to accomplish using traditional linear approaches.

Two ASE sessions were held. The first focused on executive alignment around the key business priorities for the three-year transformation roadmap. In the second, strategy-oriented session, participants prioritized business imperatives, reviewed the alignment of IT initiatives with business imperatives, identified any changes to existing IT initiatives or new IT initiatives to improve alignment with the business priorities, and developed an initial prioritization of IT initiatives to match business and IT priorities.

A four-step approach was taken:

**1. Business Strategy Development and Alignment:**

This step focused on Affinia's strategy development, cost minimization, revenue enhancement, asset management strategy development and alignment of developed strategy.

**2. Business and IT As-Is Assessment:**

Current processes, roles and responsibilities, current structure, and root causes and hypotheses for improvements were reviewed.

**3. Business and IT To-Be Design:**

This step involved alignment of business/IT capabilities and organization to strategy, as well as a gap analysis and recommendations.

**4. IT Transformation Roadmap:**

In the final step a tiered implementation roadmap was developed with options for the transformation, as well as deliverables, activities, time schedule, milestones for detailed design, and project organization.

Underpinning the approach were three key threads: business analysis, applications analysis and data analysis.

This process helped paint a clear, accurate and comprehensive picture of where Affinia stood in terms of organization alignment, applications, information management and business processes. It also helped the company form an equally clear picture of where it wanted to be strategically and operationally in a five-year window.

Both business and IT gaps were analyzed between where the company was and where it wanted to be in the future. The program enabled the team to take steps to fill the gaps through additional business capabilities, business and IT process improvements, applications modernization and/or replacement, resource alignment and overall "clearer thinking."

In addition, the team analyzed current data management issues in the Sales and Marketing, Product Category Management and Operations areas of the business, and identified the best way to address the issues and define a future target data environment.

The information systems reconstruction program has helped Affinia target a number of benefits:

- Leading-edge global e-connectivity
- Internal transparency
- External integration with channel partners, customers and suppliers
- Standardization of process and information systems
- Consolidated information to make fact-based decisions
- Improved IT governance, leading to greater accountability
- Higher employee and customer satisfaction.

Collaboration between the business and IT organizations was a critical success factor in creating and institutionalizing Affinia's IT transformation roadmap. By targeting value, mitigating risk and optimizing capabilities, Capgemini was able to assist Affinia Group in aligning the organization around its 2010 vision and strategy in developing the most innovative products, marketing strategies and venues for serving its on- and off-highway aftermarket customers.



## 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.

Capgemini employs over 80,000 people worldwide and reported 2007 global revenues of 8.7 billion euros.

More information about our services, offices and research is available at [www.capgemini.com](http://www.capgemini.com).

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Consulting Services  
Technology Transformation

**Approved by:**

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In collaboration with



Affinia Group Inc. is a global leader in the on- and off-highway replacement products

and service industry. In North America the Affinia family of brands includes WIX® filters, Raybestos® brand brakes, Brake Pro®, AIMCO® brake products, and McQuay-Norris® and Spicer® Chassis parts. South American and European brands include Nakata®, Filtron®, Urba® and Quinton Hazell®.