

# Operational Excellence

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with an integrated approach of  
six sigma<sup>+lean</sup>, BPM and structured  
quality management system

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Berlin, 2011




proXcel, host of the european  
six sigma conference 2011



# Common Initial Situation

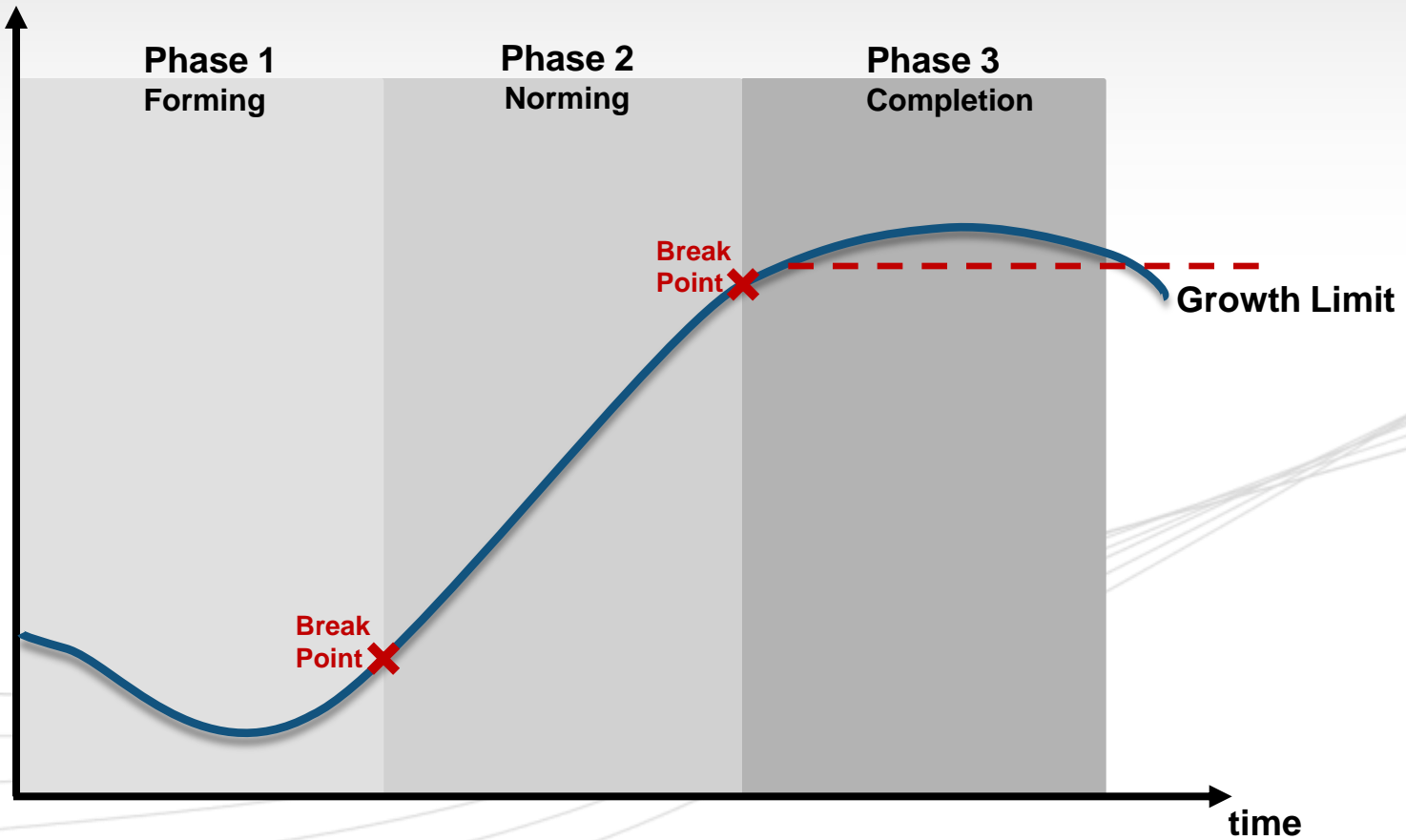
- centralization of process structures
- harmonizing business processes, IT Systems as well as IT architecture
- no institutionalized approaches
- end-to-end view with sub-models, data flows, organization and used application information are only known basically
- Missing KPI's
- Missing or weak business process manual
- sustainable business process improvements are huge need, because a small mistake can have a big impact
- no existing standardized process improvement strategy



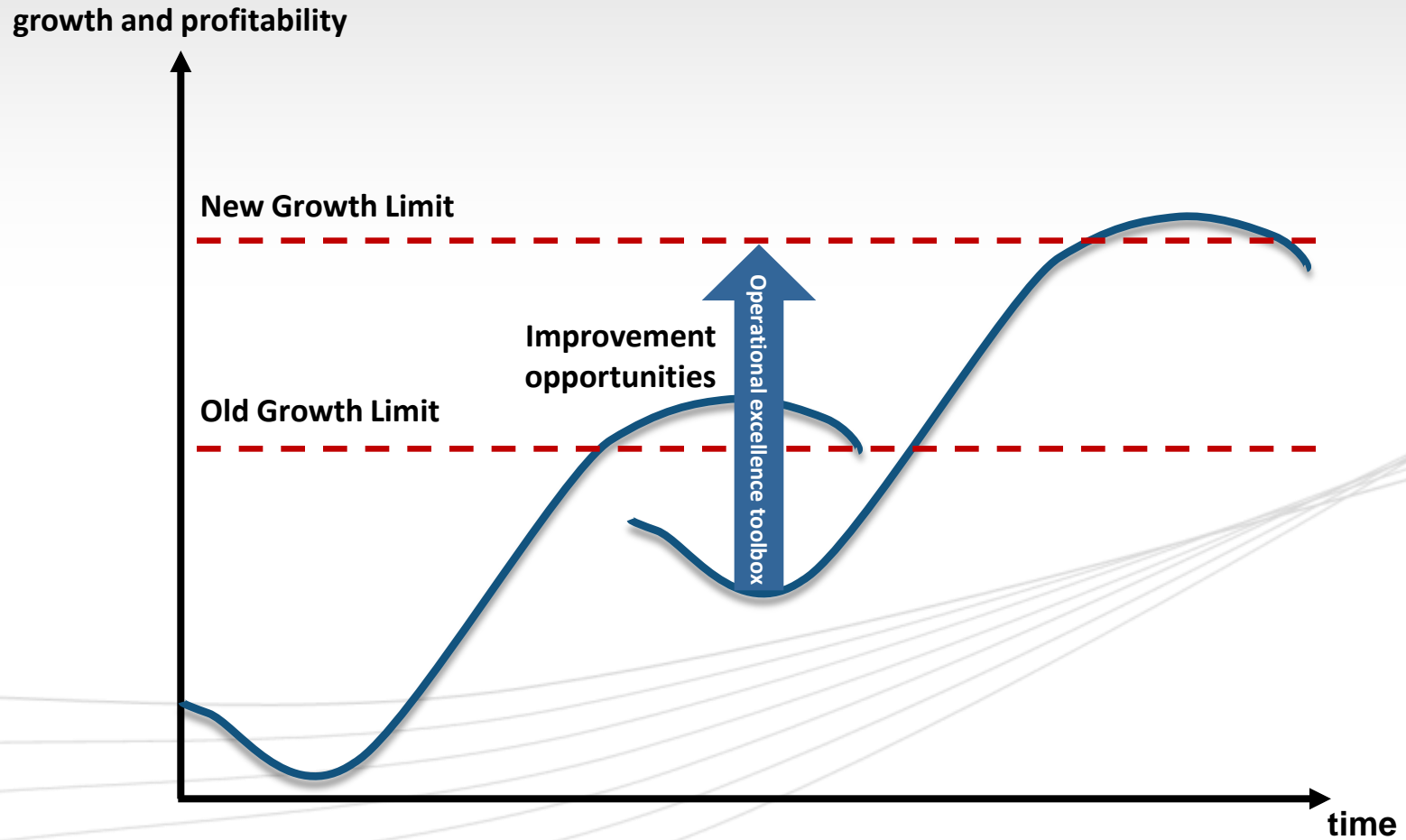
Mostly we do not take time to re-think our current running systems and thus processes. Furthermore we do not know how to handle with internal as well external challenges in a systematic and structured approach.

# Changes are sometimes necessary... (1/2)

growth and profitability



# Changes are sometimes necessary... (2 / 2)

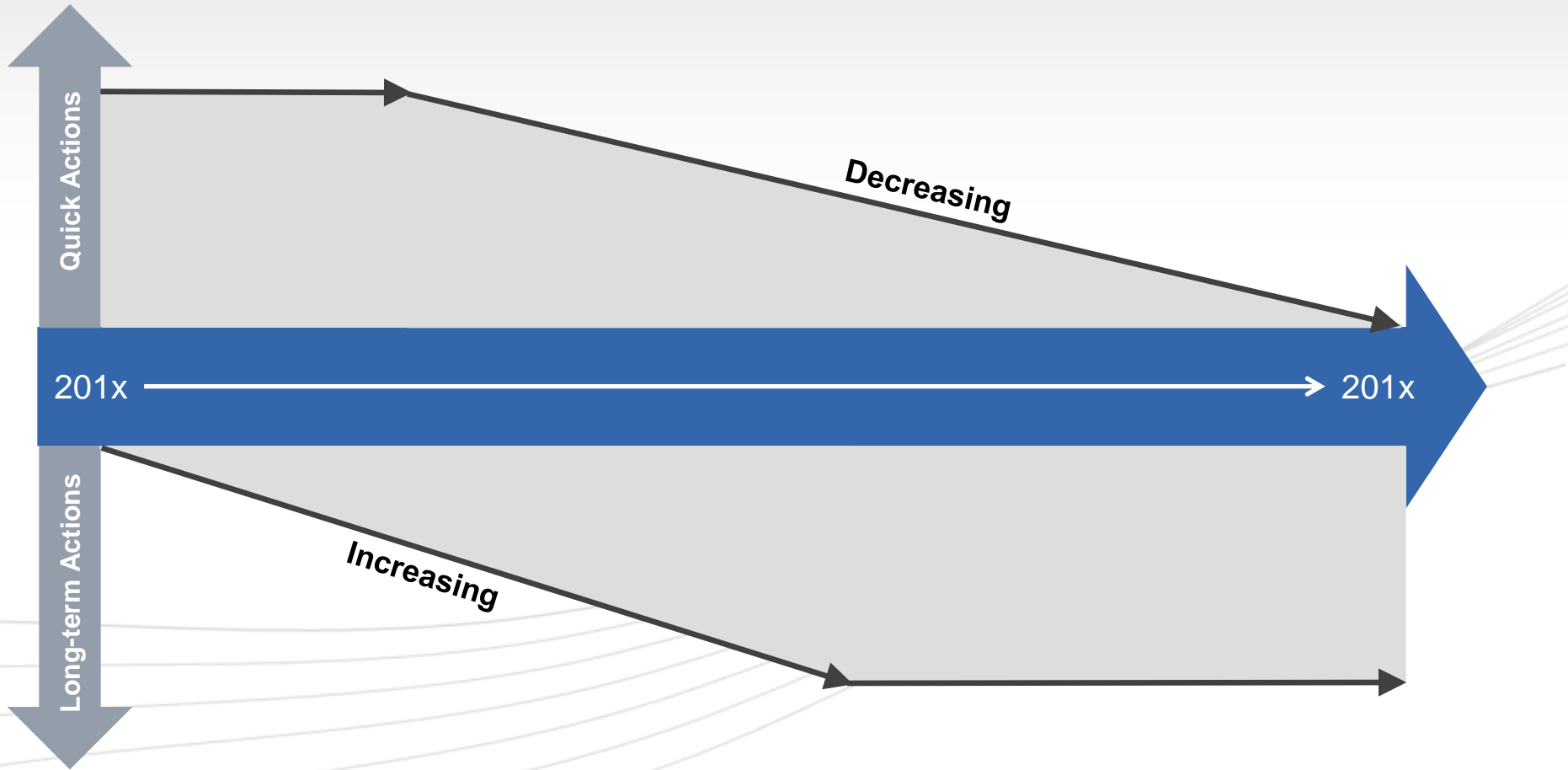


# Project Goals (1/2)

▶ ...to follow a bi-directional strategy which is focussing and enabling quick as well as long-term actions.

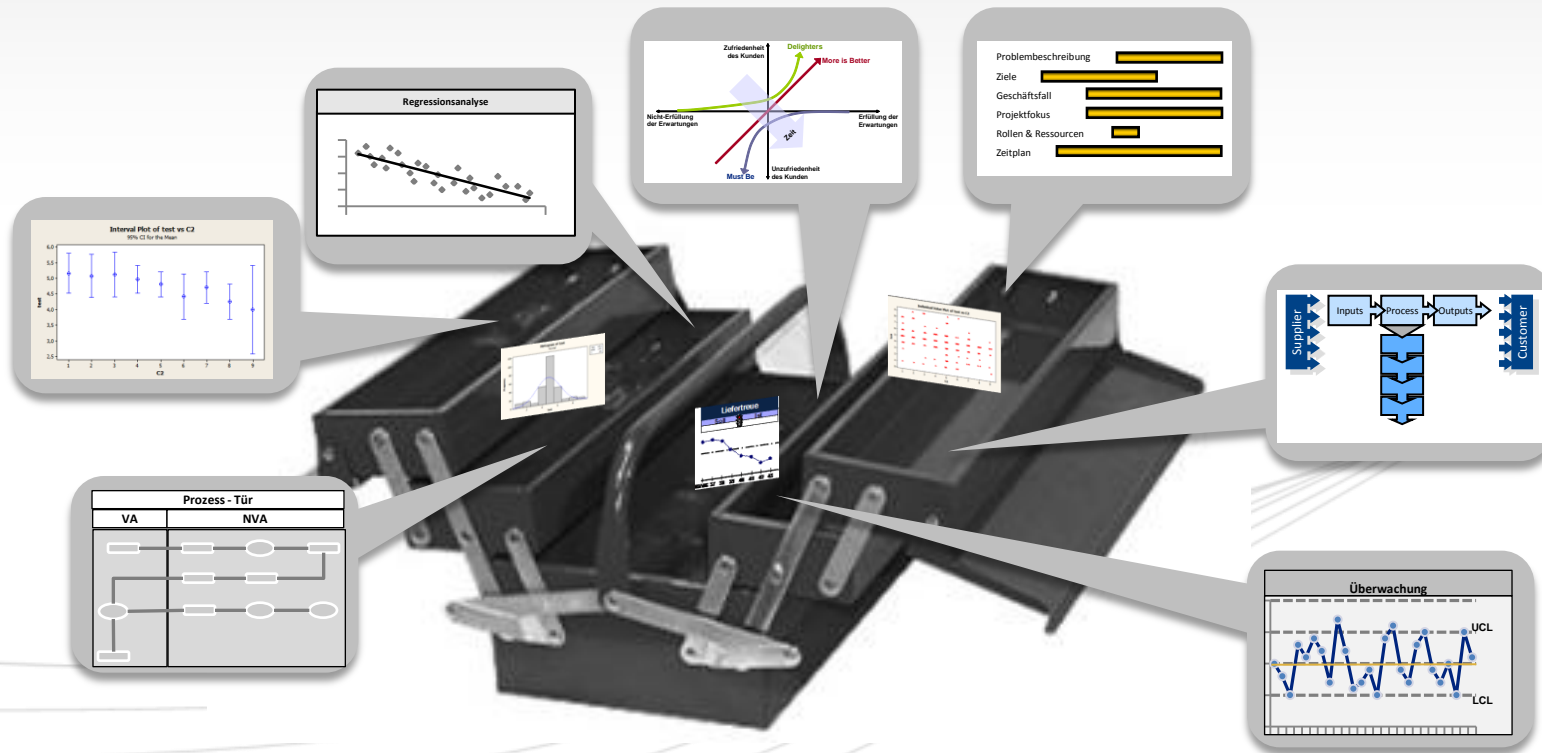


# Project Goals (2/2)



# Why an operational excellence toolbox?

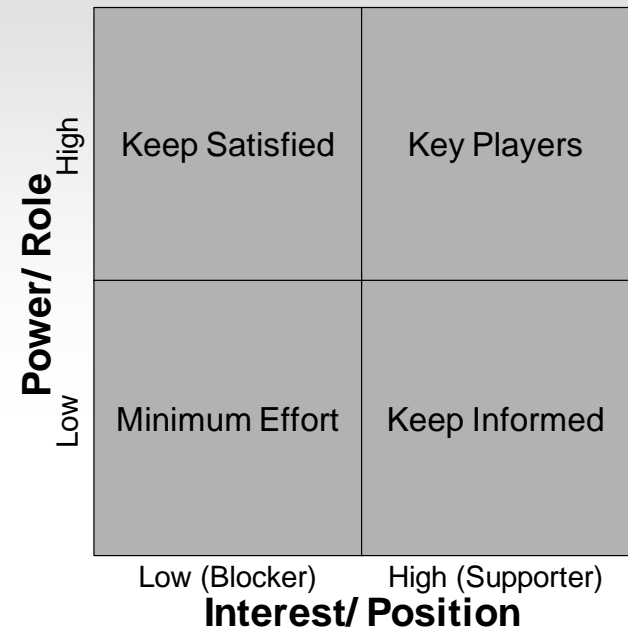
- The selected approach and methods are depending on the complexity level
- Choosing the right methods / instruments of the operational excellence toolbox for the existing situation



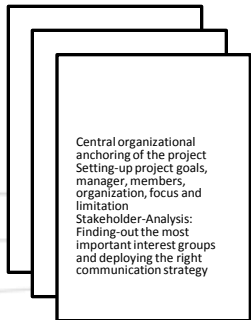
# operational excellence concept



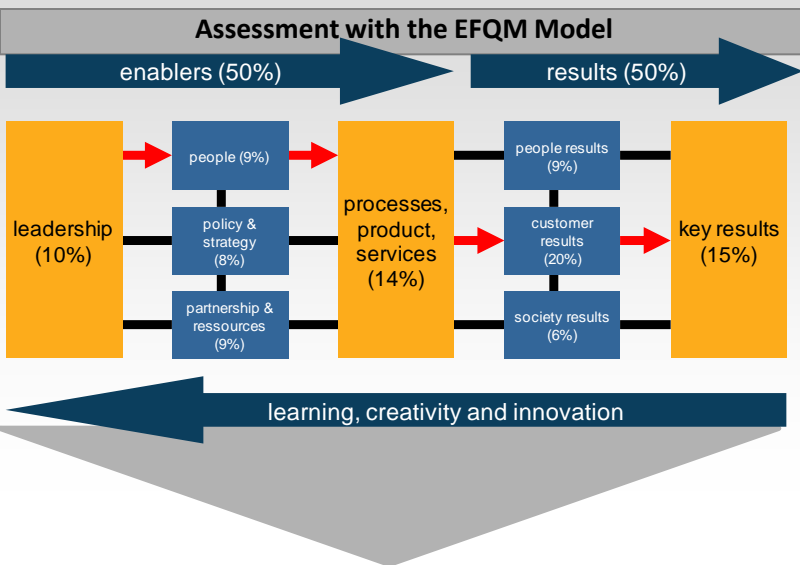
# WP 1: project set-up



- organizational anchoring of the project
- setting-up project goals, manager, members, organization, focus and limitation
- stakeholder-analysis: Finding-out the most important interest groups and deploying the right communication strategy (e.g. work council)
- commitment of the responsible and the most important (critical) stakeholders
- detailed project plan with exact defined milestones
- communication roadmap



# WP 2: maturity level

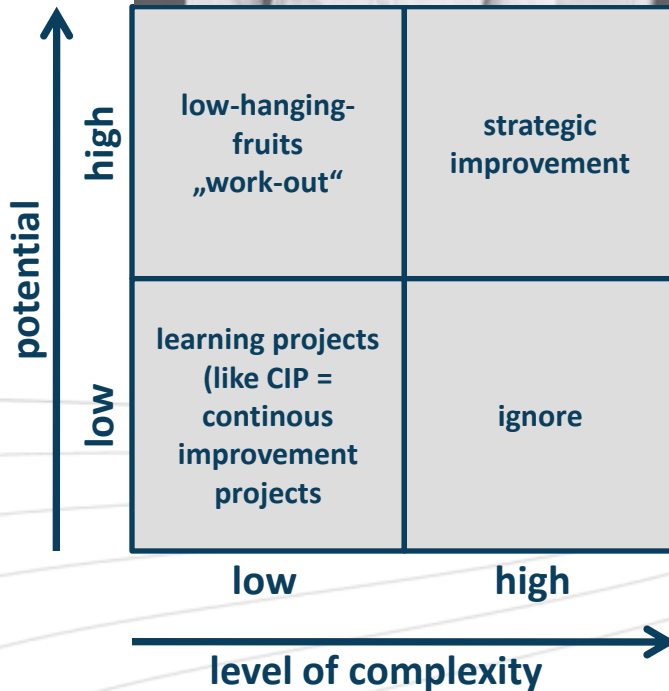


- holistic assessment of the organizational structure with the EFQM-Model
- as-is-analysis of the most important enablers (leadership, people, policy & strategy, partnership & resources, processes, product and services) and results (people, customer, society)
- setting-up the to-be-situation
- SWOT-Analysis
- using the model of DIN EN ISO 9004:2000 to determine the maturity degree in order to define the right six sigma<sup>+lean</sup> way
- action plan

**Maturity Model of DIN EN ISO 9004:2000**

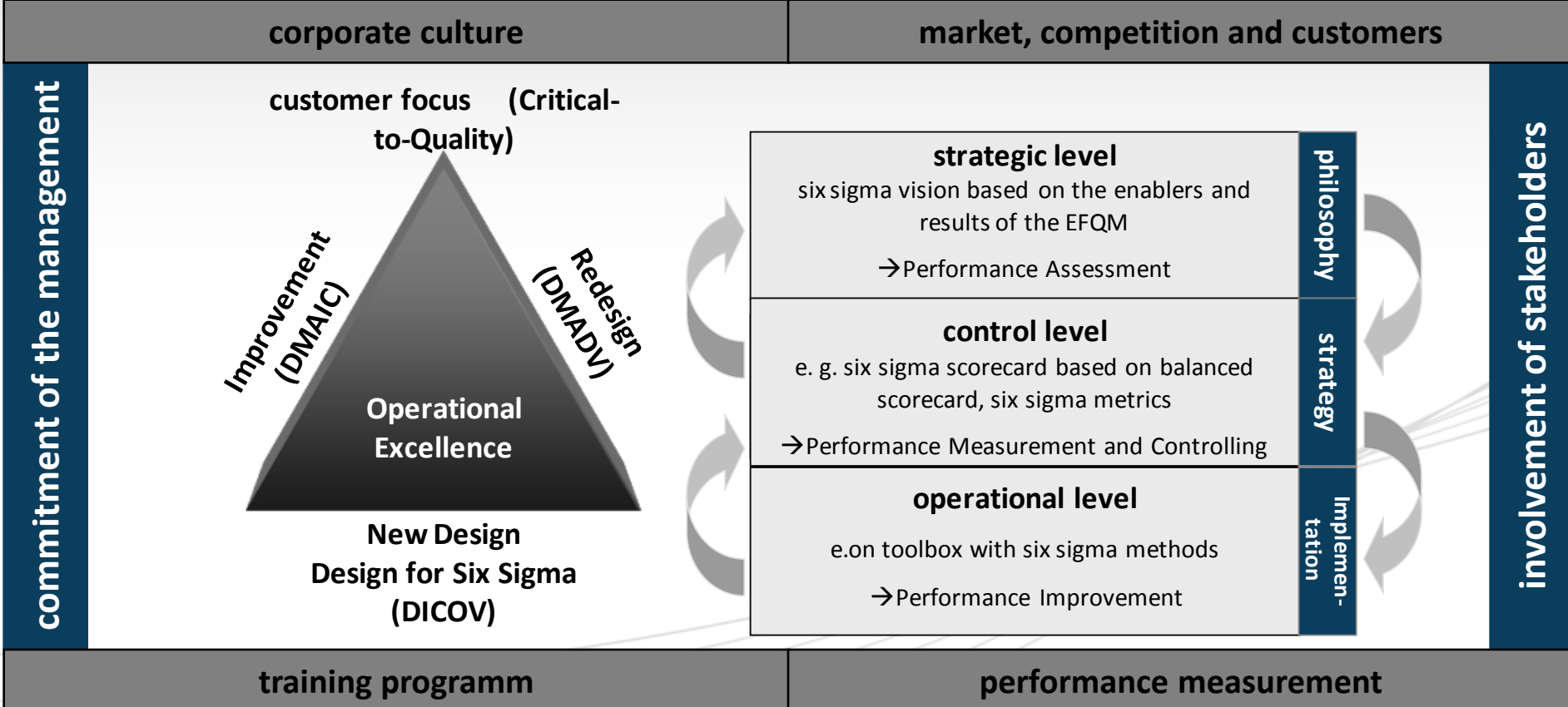
maturity level	performance level	explanation
5	Best Performance „Lead Company“	Best practise with benchmark results, participation at european quality award
4	Focus on continuous improvement	Quantitative understanding of process capability; quality of product is quantitatively known. The implemented process becomes itself subject of innovation and continuous improvement
3	Well-defined	Organisation-wide standard process
2	Planned and tracked	Planning and tracking of the process is possible. Work products satisfy established requirements.
1	Not performed till performed informally	Process is not implemented and/ or doesn't meet any quality requirements. Best practises could be available. Identifiable work products.

# WP 3: project and candidate selection



- select the right people for implementing six sigma<sup>+lean</sup> according to the roll-out-concept and the results of the stakeholder analysis
- focus on projects with high potential and probably low complexity of implementing (low-hanging-fruits)

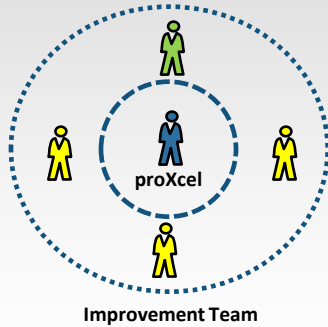
# WP 4: six sigma<sup>+lean</sup> business system



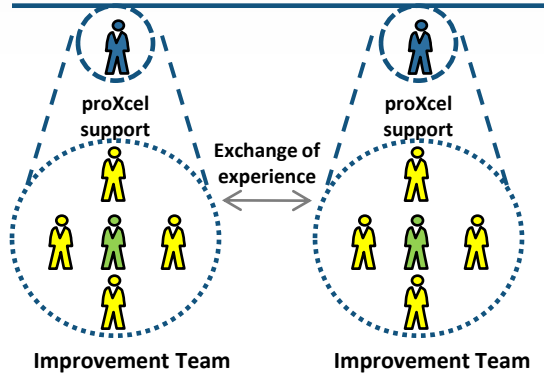
# WP 6: project execution and coaching

**“tools don't solve problems, people do”**

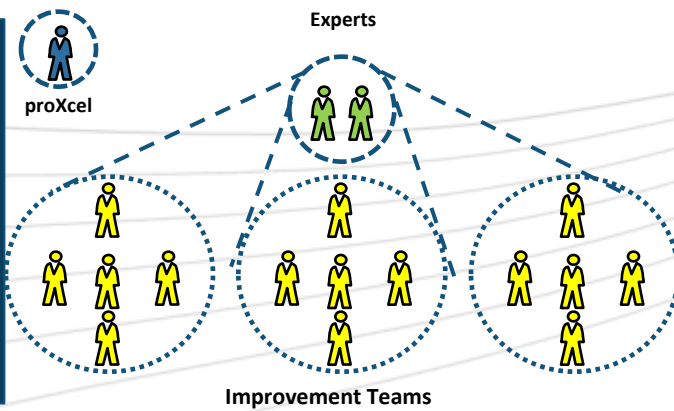
1st step



2nd step



3rd step



- On-site support of the teams
- Transferring consulting knowledge to the staff knowledge
- Building-up strong teams
- proXcel support will decrease in future.

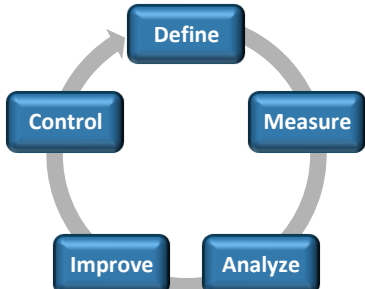


# WP 6: project execution and coaching

## General description

proXcel has a specific solution expertise, which brings customers in the three phases the success. In the first step, the need will be determined through effective project selection. In the next step appropriate solutions will be introduced and their sustainability will be ensured.

The DMAIC methodology is a systematic problem solving approach of the Lean Six Sigma quality improvement philosophy . The R-DMAIC process is characterized by a well structured procedure of interconnected phases.

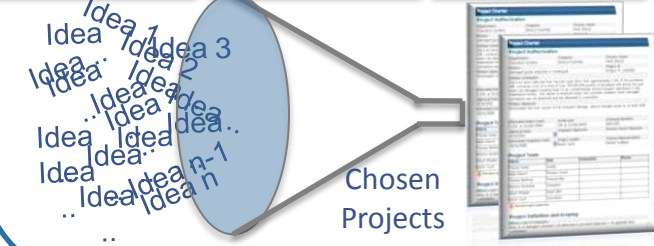
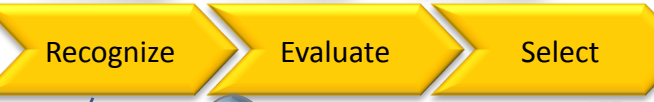


## R-DMAIC

**Phase I:**  
As-is analysis and project selection

**Phase II:**  
Problem solving

**Phase III:**  
Sustainability



- Understanding the project contract and agreement
- Setting objectives and responsibilities

- Record initial situation and quantifying [y=f(x)...]
- Detailed process analysis

- Analysis of the collected data
- Identification and understanding of causes

- Generate, selecting and of possible solutions
- Implementation and enforcement of the solution

- Introduction of a capable solution and securing for long-term
- Controlling of the process improvement with KPIs

# proXcel GmbH Company information

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