



Catalyst for change

A Six Sigma approach to company-wide change management at a major telecommunications company enabled Celerant Consulting to help deliver business benefits in excess of \$77 million in record time

Diverse Needs

Meeting the diverse needs of a group of stakeholders that includes customers, shareholders and regulators is no small task.

When you're trying to do that in a company employing 27,000 people, which provides services to over 500 communication companies, network operators, service providers and others, the task becomes even greater.

If, at the same time, structural changes in your industry mean you need to cut \$77 million from your costs, the task might appear overwhelming.

However, Celerant Consulting's (Celerant) introduction of Six Sigma into one organisation was the catalyst needed to achieve all these goals, at an accelerated rate.

COMMON LANGUAGE

Six Sigma has the advantage of helping to create a common language across departments and among diverse, geographically dispersed teams.

Essential to this process is the Six Sigma culture of fact-based decision-making. Teams combining Celerant consultants and company employees worked at multiple sites to define and share the facts about where improvements could most readily be made to create more effective business processes.

Then together the teams decided to focus improvement efforts on four primary operational areas.

Results

- Business benefits in excess of \$77 million, including:
 - Reduced capital expenditure
 - More effective asset utilisation
 - Significant fault reduction
 - Improved repair management
- Significantly increased levels of customer satisfaction
- More robust and effective processes
- A common language created for business improvement
- A clear link between strategy and action

"Six Sigma has been instrumental in helping us sustain leadership in our respective markets." Chief Operations Officer

"We engaged Celerant as they certainly weren't scared of the operational challenges our business faced." Chief Operations Officer



STRATEGIC AND FINANCIAL IMPORTANCE

The four areas were chosen for their strategic or financial importance to the company. Each one had a role in helping to meet stakeholder needs, improve customer satisfaction and/or reduce costs.

For example, new systems and processes were designed to reduce lead times across the supply chain in the company's broadband business. Not only were lead times reduced, but asset utilisation also improved.

Celerant helped with the introduction of new root cause analysis tools in the company's network service operations. These helped to reduce the number of network faults and enhanced customer service levels appreciably.

With the safety of its employees and the public a top priority, the company particularly welcomed help to develop and implement an inspection system for its network components. This enabled the company to build on its already strong safety record – and also to help it manage costs better.

Customers with private communications networks form an important segment of the customer base. Changing the measures by which it assessed its performance in serving these customers, the company was able to improve the management of customer orders and move into a new generation of service delivery.

In parallel with these four improvement streams, Celerant worked with the company to design and implement a broad range of smaller projects that built on successes already achieved across the organisation.

SIX SIGMA BACKBONE

The Six Sigma method formed the backbone of the entire improvement effort. This proven systematic approach brings together people who develop products and processes in cooperation with the people who use them.

In the communications company, Celerant trained some 330 employees to appropriate levels of expertise in the practices and principles of Six Sigma. This gave employees the skills and tools to measure, analyse and improve the business rapidly – not just on a one-time basis, but for long-term sustainable competitive advantage.

Working under a common measurement system, and with a common language, employees at all levels collaborated to achieve outstanding levels of customer satisfaction with minimum defects, cost and cycle time.



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"We are confident the changes and new ways of working, implemented with Celerant Consulting's help, will create new levels of excellence with consistent all-round performance, improved customer service, and high quality, simplified processes." Chief Operations Officer