

A global Six Sigma programme to deliver Operational Excellence

Company Name: T-Systems

Location: Europe

Sector: Telecoms

Function: All services

Business Challenges:

Implement a One-Company approach to drive quality and operational improvements in a complex global business

Consulting Services:

Performance Improvement, Change Management

Capabilities: Process Excellence (Six Sigma)

Client Quote:

“Celerant has accompanied us from the early pilot phase up to where we are now, where Six Sigma is integrated in our everyday processes.” Head of Operational Excellence

Situation

Operating in a highly competitive ICT market with price pressures and increasing quality expectations on the customer side, T-Systems has the ambition to become one of the world's Top 5 players. To achieve this, the decision was taken to implement a global Six Sigma programme that would build a One-Company approach to quality improvements and deliver real behavioural change throughout the organisation.

Approach & Delivery

The programme began with a pilot of 10 projects in the ICT Operations division. Celerant Consulting was asked to support the whole journey by:

- Implementing an overarching programme governance
- Qualifying and developing internal resources
- Coaching projects to ensure benefits and project success

Leveraging our experience from past major deployments, we were able to rapidly set up an effective programme structure. Also the global roll-out could be supported in all the regions, engaging local management and ensuring the envisioned One-Company approach.

The consequent focus on the development of internal talent finally made it possible to hand-over step-by-step responsibility to the client and bring the project to where it is now: an established change and improvement programme.

Results

Realised significant process improvements with impact both on service quality and cost.

Rise in customer satisfaction by 20% according to an external survey.

Focused development of internal resources – with more than 20 Master Black Belts and 100 Black Belts.

Implemented improvement programme globally rolled out in 20 countries.

Client Satisfaction

“Six Sigma became for us the determining factor to reach our strategic vision and to implement the Change projects successfully. Celerant was an important partner on this journey of change.”
Head of Process & Quality Management