

Winner:  
The BPM Awards 2007

## GE Aviation Systems, Customer Services – BPM Project



GE  
Aviation

### Overview

In 2005, the Systems division of GE Aviation transformed its Customer Services operations that was based on three autonomous regional organisations. It is now a global, cross-functional and matrix based enterprise. A project was initiated to develop an holistic Business Process Management (BPM) framework. The project was to establish a firm foundation on which to build a proper BPM discipline and provide the necessary tools and training to correctly design global processes. The Business Improvement group in Customer Services integrated all previous improvement methods into an over-arching BPM framework and put structures in place to successfully implement BPM. An enterprise view of current processes was developed. A common definition was agreed regarding the core end-to-end processes. Senior executives accepted responsibility as Process Owners of these cross-functional business processes. Process improvement plans were developed with each Process Owner and priority projects commenced. All the initial business case objectives were met. Work continues to build towards higher levels of BPM maturity.

### Business Drivers

The key business drivers for this work were:

- significant changes occurring in the volume and velocity of change in the market place
- the strategic goal to become a vital Tier One supplier to the aerospace industry
- achieving competitive advantage by capturing once and reusing processes, procedures and methods
- creating best-in-class global processes for design, testing, implementation, automation and control
- creating a common business system
- developing metrics across inter-departmental processes to support quality decision making.



### Innovation Impact

There was an existing, and ongoing, commitment to Lean Six Sigma. Lean improves the value stream flow and removes waste from processes. Six Sigma removes variation. BPM principles were used to create an overall process architecture incorporating Lean Six Sigma into an holistic BPM approach.

Compliance is paramount in this business and there are many regulatory bodies. The existing mature quality system was integrated by aligning processes and linking them to high level quality models.

### Business Benefits

A range of important business benefits were delivered by this project.

- a more holistic approach to managing business processes and continuous improvement
- transformation towards an enterprise wide process thinking organisation
- improvement activities aligned and resources focused on the important customer requirements
- skills and knowledge of improvement methods focused for more effective use by the business
- increased flexibility to change rapidly as is required in the current changing market environment.