

Content highlighted with green colour- Nikhil voice to be recorded

Content highlighted with pink colour- Artificial Voice

We are in a world of digitization where things are available at the click of a button, then why should learning be left behind. A stepping stone towards this is the BPMS Live e-learning module, a concise yet extremely comprehensive video based learning journey. To make this BPMS live session interesting for you, there will be an airport simulation to cover a wide range of topics through highly engaging visuals. After each topic, you will be guided with key take aways and instructions on how to apply these tools in your actual BPMS live project. This e-learning module enables you to learn anytime and anywhere.

Learn at your own pace. So, it has got both the features

- listen to learn

- Read to learn

Leave at a point and then start from the same point. The navigation keys in this module where you can play, pause, resume and replay the topics as many times as you want. You can watch this module on PC, laptops, tabs and mobile. Zero dependency on trainer enables you to get rid of aligning your calendar for classroom trainings. The best part is after one round of completion you don't have to go through the whole training. Just select a particular topic that you would want clarity on, while working on the BPMS live project.

Learn important concepts on Basic Statistics, FMEA, KANO and COPIS through various examples and interactive activities in an extremely dynamic learning environment. This enables you to apply important concepts in real life business scenarios.

Isn't that amazing, Learning made easy in a very interesting way.

All the best and enjoy your learning journey!

Slide 1- Introduction

Slide 2-

Here is the Navigation Tour ,For the module.

- Follow the instruction throughout the module.
- You can play, or pause the module, from here.
- Kate will be your guide, throughout the module, and to view the transcript, click on Kate.
- You can increase, or decrease the volume, of the module here.
- You can jump to previous slide, from here.
- You can replay the slide, from here.
- You can move forward, from here.
- You can view the transcript, over here.

- You can view the topics, to be studied here.
- The board here, will display the phase, we are in.
- The name of the step, will be depicted here.

Slide 3

Welcome to the Module on BPMS live-Business Process Management System Training.

Slide 4

Hi, I am Kate, I will be guiding you through the BPMS live journey.

Slide 5

The Objectives of this module is to thoroughly understand the importance of BPMS Live and its value in Genpact as a certifiable Quality project methodology.

BPMS is the first Quality touch point to a new customer to enhance their satisfaction level by delivering the promise which was made during deal stage.

Slide 6

A Process Management Framework coupled with technology enablers, operational risk assessments and measurement system tools to ensure repeatable and reliable process framework, thereby generating positive business and customer impact.

Slide 7

To have Zero surprise transitions is the main aim of a BPMS Live project. We want to standardize and streamline the process, identify right metrics to be measured, create a measurement system around them and publish dashboards to create visibility to the customers and stakeholders in Genpact.

Ultimate aim is to bring operational excellence culture vibrant and alive on the floor, right during the initial process start up. A journey well begun is half done.

Slide 8

Here's a short activity to assess your understanding. Imagine you are setting up a newly transitioned process, what are the key things that you will solve to ensure stable operations. Drag and drop the correct options on the track.

Response- Great! you know all the key elements required for setting up a process.

Slide 9

BPMS Live, provides a step by step sequence, to these elements; thereby setting up repeatable, stable and consistent operations, which are then destined, for high customer delight.

Slide 10

Now, That you have understood the key things for setting up a process, and why is it important. Let's move forward to understand the 3 phases in detail.

Click on each Phase to know.

Phase 1, Operational Excellence Assessment:

Step 1, Build Process Framework.

Step 2, Finalize Metrics.

Step 3, Operational Excellence Risk Assessment.

Phase 2, Measurement and Reporting:

Step 4, Set up Measurement System.

Step 5, Set up Reporting Structure.

Phase 3, Insights and Improvements:

Step 6, Implement Visual Management.

Step 7, Identify Improvement Opportunities.

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Lets Begin with Phase 1- Operational Excellence Assessment.

Slide 12

The objective of the phase Operational Excellence Assessment is :

- To have a holistic Business Case with clear framework outlined for the project
- Setting up metrics on the ground at input, process and output level as well
- Involving customers in validating Process maps
- Involving cross functional teams to Evaluate Operational Risks, to co-own and mitigate risks together

Slide 13

The first step of Phase 1 is Building Process framework. The first and foremost step of any BPMS Live project is to clearly define the importance and characteristics of the process where a BPMS Live is planned to be done. This lays down the foundation as it begins explaining the process, boundaries & milestones. Expected outcomes of Building Process framework steps are

- BPMS live Project Charter
- Project Schedule
- COPIS
- End to end process maps of all process and sub processes

Slide 14

Project charter is the storyboard of entire project as it clearly defines the mission and scope of action for entire project team. It answers several basic questions that are Expected deliverables of the project.

The Project Charter is reviewed and approved by the project Champion & Sponsor, and gives the team authorization to dedicate organizational resources to the project.

Slide 15

Click on each topic to know more

Business Case –

While drafting business case share some relevance around starting a BPMS project. Detail out explicit & implicit needs to do the project. Critical details like size of process and transition date should be produced in this section to reinforce the need of BPMS live project.

Process Mission –

A process mission must describe the reason the process exists, what is the final outcome and impact of the process. Remember, here you should mention about the importance of the process for which the BPMS Live is being done, not about the BPMS Live project.

Process Deliverables-

Capture key process outcomes as outlined by the client. What does client expects to achieve once the process is offshored to Genpact.

Scope Statement-

Defines the scope of action for project team. What falls inside the scope and what is outside the scope of the respective BPMS Project. It is extremely important to clearly outline the boundaries of the process.

Slide 16

To reinforce the concepts we will follow a case study of a fictitious Air Line named as Happy journey airlines. Happy Journey Airlines has decided to outsource the airport operations on New Delhi international airport to Genpact. There has been an initial assessment done by a core group of people from Genpact and they have identified and classified the working in different buckets in order to perform smooth transition. Happy Journey Airlines was facing tough competition from international airlines. On top of it, cost and performance pressures were building on their business case to outsource work to Genpact. Through initial discussions, the importance to improve the level of service they provide to customers was quite evident.

Please watch the video carefully, as Post Video, there are two activities for you, to check your understanding.

Slide 17

Your customer will always give you candid feedback or requirements, its your job to capture the VOC and translate them in quantifiable metrics.

Now let's go back to the case study and see how Genpact has translated our customers voice into quantifiable metrics.

Slide 18

Next , is a small activity for you. Given are few feed back verbatim, from customers. You have to drag the correct CTQ, from the bottom of the page, and drop it, below its corresponding VOC. Incorrect answers, will get bounced.

Congratulations you selected the correct cq against its quantifiable metrics

Slide 19

Basis on the Conversation Video, that you just saw please locate a project charter and follow all four steps, of project charter.

Step-1

Create Business Case, Remember, its about project, and the burning need to do project.

Step-2

Draft Process Mission , As studied, tell the importance of the process., stress on why is this process critical.

Step-3

What are the key deliverables, expected from this process?

Step 4

Draw Boundaries.

Do this exercise on a blank paper. Once completed, validate it with the correct response shown on next page.

Slide 20

Please click on each element to validate project charter created by you.

Business Case-

The prime objective of the BPMS project in sync with Happy Journey Airline's priority is to establish a repeatable & reliable process & drive improvements in order to improve the traveller experience which in turn impact profit margins & make them best in class.

Process Mission-

The National carrier "Happy Journey" - has been facing stiff challenges off late from International airlines in terms of cost and performance thereby affecting their profit

margins & being the “First Choice” airlines. Sound ground operations is important to improve their passenger experience - as it directly impacts the preference of airline travellers and in turns impacts the revenue.

Genpact has been chosen to partner with Happy Journey Airlines in their turnaround story starting managing the Airport Handling process at New Delhi International airport.

Process Deliverables-

- Boarding Pass Issuance Cycle Time
- Timely Flight Take Off
- Reduction in Lost Baggage Percentage
- Reduction in Baggage Defects Percentage
- Improve Customer Satisfaction Score

Scope Statement-

- In scope - All activities associated with HJA travellers of New Delhi International Airport
- Out of scope – Travelers of other airlines, other airports wherein HJA provides service
- Starts - Time the passenger enters airport
- Stops - Time passengers crosses security check in

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Lets Move on to Project Schedule.

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Amanda- Good morning, welcome to Happy Journey Airlines Call centre, you are talking to Amanda, how may I assist you?

Paul- Hey Amanda, I need some help. I am a new flyer, and I am scheduled to fly tomorrow, from New Delhi to China. I have been told, to arrive 3 hours in advance of the

flight take off time. which is 11:45 am. May I request to understand, why I have been asked to report so early?

Amanda- Great Sir, I will be happy to explain you, your schedule for tomorrow.

- Reach airport at 8:30.
- Baggage weight check by 8:45
- Boarding pass by 9:30.
- Immigration by 10:0' clock
- Security check in by 10:30.
- Board flight by 11:0' clock.
- Flight take off by 11:45.

Paul- Oh!Great! Now I see . In order for me, to fly at right time, I am tasked to follow the schedule. This was very helpful Amanda, and hope to see you tomorrow at Airport.

Planned Schedule ! Well its very important to meet our deadlines . Like anywhere else, these schedules are of key significance for success of any project.

Slide 23

Project Schedule, helps create timeline, for each process steps, or tollgates, review mechanism, and communication plan.

Project tracking, start with few basic questions.

- What tasks are being performed?
- When will they be completed?
- What resources are required?
- Who is responsible, to make sure they get done?

Click on the Button on the right corner, for the Sample Template.

Slide 24

Now as you hold the complete project schedule, let's start with very basics of any business, Which is, "know how" of that process.

To begin with let's understand COPIS that will equip you with overview of the process and will help you understand all the features from customer to supplier to plug the process steps together and ensure quality. Copis is a tool that summarizes the inputs and outputs of one or more processes in table form. Let's now look at the table to understand COPIS

C stands for Customer; Recipient of the process output.

O is Output, Outcome of the process, for the customer. (External or internal).

P is Process, Group of activities required, to transform inputs, into customer desired output.

I stands for, Input - Material, or knowledge required, to produce the desired output.

S is Supplier. Source that supplies the input.

For your practise, next is a video of baggage retrieval process. Please observe carefully and thereafter create a COPIS.

Slide 25

Consider the baggage handling process in an international airport on taxi to halt. Bags are unloaded from the plane and transported to the airport building, where they are sorted on to the correct conveyor belt before being retrieved by the customer. The high level process is defined as unload bag, transport bag, sort bag, load bag and retrieve bag.

Slide 26

Fill in the blanks, by dragging the correct answer, from the top bar.

Please drag process steps, in the sequence, of the occurrence, in the live process.

Congratulations you got that right!

Slide 27

While working on Bpms live project, project owner, must create, and document both current, and adapted process map.

Slide 28

Process map, is a series of steps, or actions that result in an output. Process Map, is a broad term, referring to several different types of diagram, used to visually represent the elements, and relationships of a process. Provides clarity, on the boundaries of the process. Helps understanding the actions, and their relation with other steps of the process.

Smart process map , enables the team to understand, the current design of the process, and what all changes will be required, to transition the process, over to offshore environment.

Slide 29

For example in offshore scenario, agents generate membership number and letter, take the printout of the membership letter, sign it and post it to the end customer. However in offshore scenario, the last three steps of manual signature, printout and post mailer is not possible, so we will have to create an adaptive process map. At Genpact, agent generates membership number and letter, puts a digital signature and saves printable copy in share drive which is retrieved by organisation and agent there takes the print out and mails it.

Slide 30

After completing the current and adopted process map, we finalize metrics for the process. Metrics are standards of measurement by which, efficiency, performance, progress, or quality of a plan, process, or product, can be assessed.

At this stage, when we know the process, it's equally important, we identify key metrics. As they tell accurate measurements, about how the process is functioning, and provide base, to set targets.

Tools that can be used to identify metrics are,

COPIS.

It identifies, input, output, and process metrics.

KANO.

It helps you, prioritizing metrics, and customer requirement, and categorizing them as must have, or delighters.

Slide 31

COPIS, is not a mere process mapping tool. While that might be its primary objective, there are other benefits to be enjoyed with this tool. This tool creates platform for identifying

metrics, at input, process, and output levels. Let's go back to the baggage retrieval process, and review COPIS created there.

How do you identify metrics?

Let's remove supplier and Customer for some time. So, we are now left with output, process, and Input. So, from a customer point of view, output metrics would be timely delivery of baggage.

and accurate delivery of baggage.

You are now tasked, to identify and process metrics.

Congratulations! You got that right

Slide 32

In the previous session, we determined Process Map, to understand the, "as is", and "to be" design, of the process. In this session, we will build upon identifying, and prioritizing customer's requirements. The tool that to be used, in this space, is KANO.

Kano model was developed by Noriaki Kano, to help prioritize customer's wants, and needs. He challenged traditional Customer Satisfaction Models that "More is better", i.e., the more you perform on each service attribute, the more satisfied the customers will be.

Proposed new Customer Satisfaction model, (Kano Model), wherein Performance on product, and service attributes is not equal, in the eyes of the customers, Performance on certain categories attributes, produces higher levels of satisfaction, than others.

Slide 33

Kano, is a relationship, between satisfactions level Viz a Viz. the functionality of an attribute, or a service. This relationship, can be plotted on X and Y axis. On the Y axis, we have satisfaction, and on the X axis, we have Functionality.

The Satisfaction level is plotted on the Y axis, where, the higher the level, the more happy the customer. The Dissatisfaction level, is plotted on the same axis, where, the lower the level, the more dissatisfied the customer.

On the X axis, we look at the services being functional, and dysfunctional.

To understand, what fulfils stakeholders, or customer requirements, it is important to determine, every critical requirement. Now, let's look at this graph, on how do we

differentiate one attribute, from another, in terms of customer requirements. There are three categories on this;

Must Haves, which are Basic Attribute.

One Dimensional, which are also Performance Attributes.

Delighters, which are Attractive Attributes.

Absence, or Presence of these attributes, helps determine, the satisfaction level of customer. If Customers assumes, an attribute to be present in the product, or service. and if they aren't, this will cause dissatisfaction.

The next one is, Performance attribute; these are attributes, that are directly proportionate, to customer satisfaction level, the more it is, the better it is. Increased availability of these attributes, results in increased satisfaction, and decreased availability of these attributes, will lead to dissatisfaction.

The third category is Delighter, these are attribute includes features that delights a customers. These are features that the customer does not assume to be available. These are on top of the expected features, and create a wow factor to the customer.

Notice, there is also another point of view, with time, delighters become must be's . For example, For example, camera in a mobile phone was a delighter in 2001. However camera in the phone has now become a must have for the customer.

Slide 34

To determine positioning of an attribute, on Kano diagram, we ask both, functional, and dysfunctional questions to the customer. Based on the attributes studied, Let's now understand, the concept of Functional, and Dysfunctional questions.

Functional questions will always be positive.

A functional question is framed, for example.

"If the phone has, SMS Service. How do you feel?"

Similarly, a Dysfunctional question it will always be a negative question. Here the positive connotation becomes a negative connotation.

For example. "If the phone does not have a SMS Service. How do you feel?"

Now, for each question there are 5 responses, that the customer will have to tick, these are,

Like, Must be, Neutral, Live with, and Dislike.

The combination of these responses will determine which type of attribute it is.

Click on the button here, to see how Genpact resource, asked functional, as well as, dysfunctional question, to the CEO of Happy Journey airline.

Slide 35

Now, based on the responses, by the CEO of Happy Journey Airlines.

Let's see, how to map the attributes of KANO model, through this grid.

For the functional response. The CEO responded, by a "Must Be", and for the dysfunctional response, he responded, by a "Dislike". So, the combination of these responses will determine.

Whether it's a Must be, Delighter, One dimensional, or an outlier,

So, after mapping the responses.

We get a "Must Be".

Click next to try it yourself.

Slide 36

Lets try plotting attributes on KANO grid bases the responses to each questions shown here. Drag the response icons from here to its correct quadrants in KANO diagram shown here.

Congratulations! You got that right

Slide 37

Operational excellence framework helps establishing strong foundation for successfully running business. Setting up Operational excellence framework serves as a concluding step of Phase 1 of BPMS *Live* methodology.

It provides support to operating team to deliver predictable, low risk and high quality performance with process specific controls that are bound by tolerance limits.

Slide 38

Post this phase, you will be able to understand :

Baselining

Workforce Requirements/FTE Estimation

Operational Risk Assessment

Slide 39

Before we go ahead with understanding baseline and process design assessment it is important to learn Basic Statistics.

Statistics in simplest terms can be defined as the practice of collecting, organizing, and analyzing data allowing us to characterize and describe it. In a way, statistics serves as a means to better understand data. They also allow us to numerically describe and characterize a process by creating universal language, everyone can speak and understand.

Basic Statistics include:

Types of data,

Shapes of data,

Central Tendency,

Variation

Slide 39.11

Not all data is the same, the mathematical attributes for different types of measurements/data are different

A Survey score on a scale of 1-10 has different attributes when compared to room temperature measured in degrees Celsius.

Data is set of unorganized or raw values, such as numbers, observations or even just descriptions of things. These values are either qualitative like color or material of paper. Or it can be quantitative like height, weight, time, speed etc. Within quantitative data, we have two types of data - Continuous & Discrete.

Slide 39.12

Continuous data is a data that can be measured on a continuum or scale. Continuous data can have almost any numeric value and can be meaningfully subdivided into finer and finer increments, depending upon the precision of the measurement system.

For example: Baggage weight

Time taken for security check in

Height of passengers, or

Duration of journey

Slide 39.13

Discrete data is information that can be categorized into a classification. Discrete data is based on counts. Only a finite number of values is possible, and the values cannot be subdivided meaningfully.

For example, Flight delayed or Not delayed.

Passenger satisfaction rate on scale of 1 to 5.

Total count of passengers in flight.

Percentage of defective baggage.

Slide 39.14

Let's do a small activity.

You need to identify correct data type of the above given questions by clicking on arrows.

Slide 39.15

Congratulations! You selected all correct responses.

Slide 39

Slide 39.21

Shapes of data is useful as it can help us understand whether, our process is centered between customer requirements or whether it's skewed towards either of side.

Centered Distribution results in a Bell Curve Shape. Here, concentration of data points are around the center value of the distribution and reducing number of data points moving away from the center. This type of data shape is known as Normal Distribution.

Slide 39.22

Normal distribution depicts 50% of data on left side of centre and 50% of data on right side of centre. In addition, the spread on both sides is symmetrical.

Slide 39.23

Let us take an example here:

If we will plot distribution of height of 30 dogs, the distribution will be quite normal.

However if we will add height of Giraffe on this distribution, the distribution will skewed towards right side. Similarly, if not giraffe but we add height of a pigeon, the distribution will be skewed towards left.

This is known as Skewed Distribution as its biased towards either left or right end of overall distribution. This is commonly referred as, Non Normal Distribution.

Slide39.31

Let's Understand Central Tendency. Central tendency can be simply defined as the mid point of a given data set or a point in the data set where the entire set can be balanced equally on both sides.

The 3 Measurements of Central Tendency are the **mean**, the **median**, and the **mode**. Let's take some time and discuss each one in turn.

Slide Layer 1

Mean

- The average value, calculated by adding all the observations and dividing by the number of observations.
- Calculating the mean is straight forward. Here we see a data set consisting of 9 numbers: 3, 2, 6, 6, 8, 10, 6, 1, 4.
- To calculate the mean we first add the numbers up... which in our example equates to 46.
- We then divide this figure by the total number of data points which, in our case, is 9.
- So, when we divide 46 by 9 we learn that the mean, or the average, is 5.1

Slide Layer 2

Median:

- The next measure of central tendency is the median, which is the mid-point of a data set. Let's use the same data set to learn how to calculate the median.
- Let's use the same data set to learn how to calculate the median.
- The first thing we must do is arrange the numbers in ascending order, or smallest to largest.
- We then locate the mid point of the data set which, in our example is 6 since it lands in the middle of the data set. Now, had we had an even number of data points we would simply average the two middle figures in order to arrive at the median.
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Now, had we had an even number of data points we would simply average the two middle figures in order to arrive at the median.

Slide Layer 3

Mode:

- The last measure of central tendency is the mode which, defined, is the most frequently occurring value in a list.
- Let's learn how to determine the mode using the same data set as before.

- While not mandatory it's helpful to once again order the data in ascending order.
- We then note which value occurs the most... which in our example is 6.

MS Excel has capability of calculating all these values for you. Let see how

Slide No 39.32

Mean Slide Layer 1

Enter the range of numbers, in your, excel spreadsheet.
 Scroll down, and select the average function.
 Enter the cell range, for your list of numbers, in number 1 box.
 The mean, or average, for the list will appear, in the cell you selected.

Congratulations you got that right!

Median Slide Layer 2

Enter the range of numbers, in your, excel spreadsheet.
 Scroll down, and select the median function.
 Enter the cell range, for your list of numbers, in number 1 box.
 The median, or average, for the list will appear, in the cell you selected.

Congratulations you got that right!

Mode Slide Layer 3

Enter the range of numbers, in your, excel spreadsheet.
 Scroll down, and select the mode function.
 Enter the cell range, for your list of numbers, in number 1 box.
 The mode for the list will appear, in the cell you selected.

Congratulations you got that right!

Slide No 39.41

Central Tendency is not sufficient by itself to provide a true picture of performance. The factor that is extremely important to be understood is Variation. Variation can be defined as the difference in the values of the data points in a given data set or the deviation of any given data point from the center of the process. So far we have studied Central Tendency which means that 50% of data lies on the left side of central line & 50% lies on its right side. Now how far or close each data points is from the central line is known as Variation. The more is the distance from Central Tendency, the more is the Variation in process. A

healthy process will have a less Variation & more importantly customer feels Variation.

Measures of Variation. These include: Range, Inter-Quartile Range, Variance and Standard Deviation.

Click on each button to know more.

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Slide No 39.42

RANGE (Slide Layer)

Range: The Range is simply the difference between the largest observation and the smallest observation in a data set. To calculate the Range, we simply subtract the biggest value in the data set from the smallest value in the data set.

IQR (Slide Layer)

Inter-Quartile Range (IQR): Subset of Range is IQR, where instead of looking a difference between maximum & minimum value, we calculate Range between 75th percentile & 25th percentile. A percentile is a score at or below which a certain percentage of the total distribution lies

VARIANCE (Slide Layer)

Variance: It is computed as average squared deviation of each number from its mean.

STANDARD DEVIATION (Slide Layer)

Standard Deviation: It is computed as square root of variance. Standard Deviation is also referred to as the spread of a process . It is denoted as sigma.

MS Excel has capability to calculating all these values for you.
Let's see.

IQR (Slide Layer)

Enter the range of numbers, in your, excel spreadsheet.

Scroll down, and select the percentile function.

Enter the cell range, for your list of numbers, along with the value of percentile you want to calculate in the number 1 box. 75th percentile for the third quarter will appear in the cell you selected.

Now we again use the same formula to calculate 25th percentile. 25th percentile of first quarter will appear in the cell you selected.

To find IQR we simply use the subtraction formula

VARIANCE (Slide Layer)

Enter the range of numbers, in your, excel spreadsheet.

Scroll down, and select the variance function. Enter the cell range, for your list of numbers in the number 1 box

The variance will appear in the cell you selected

STD DVN (Slide Layer)

Enter the range of numbers, in your, excel spreadsheet.

Scroll down, and select the standard deviation function.

Enter the cell range, for your list of numbers in the number 1 box

The standard deviation will appear in the cell you selected

Congratulation you got that right!

Slide No 40

In Normal data, remember data are symmetrically distributed to either side of a central value. So, the entire population can be represented equally well by the mean, median, or the mode.

So, its safe to take Mean as central value to represent data.

However, in non-normal data it's better to take median, as median does not get impacted by extreme values.

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Let's now proceed with first step of Operational Excellence Risk Assessment which is Baselining.

Baselining involved the study of As-Is Process and analysis of available data at customer

location or data available from initial assessment of our performance at customer site to determine the current performance level of the process. During BPMS *Live*, we largely do re-baselining to validate the numbers shared during transition stage. Any deviation between the two (original and revise baselining) shall be and captured as one of the gap and should be reported on timely basis.

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How does Baselining during BPMS *Live* help:

Validating volume patterns like seasonality, spikes, truffs etc.

Validating cycle time for completing various work types

These two further help in validating capacity / resource requirements

Propose targets for key metrics

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FTE stands for Full Time Equivalent or in simple language man power or resources required to work in a process. FTE estimation is a mathematical way to calculate staffing requirements. The output of this step is to determine how many full-time employees would be required to perform the work in a process.

Slide no 44

During the initial stage of transition, the team could have taken either of the following approach to finalize count of resources required to complete work:

Slide no 45

Man to Man Mapping - where we begin the process with exact count of resources that onshore team had.

Slide no 46

Notes:

FTE (Full Time Equivalent) calculation basis volume and cycle time data provided by client.

Slide No 47

As part of BPMS *Live* project, the project owner should revalidate the FTE / resource calculation. Any deviation in planned FTE requirements and actual FTE requirements should be immediately reported as a continuation in this deviation can lead to huge back logs or idle time in process.

Slide No 48

Steps to validate the FTE calculation:

Identify the various work types. In our example, Genpact is managing :

Boarding Pass

Immigration

Security check in

Baggage Retrieval

Slide No 49

Collect data and Baseline volume for each work type - Begin data collection on how much volume do we receive in respective process on daily basis. It's best to collect data at granular level. For example: In a day you see incoming volume of 1000 cases, a more granular look will be volume received during different hours of the day. This is known as intraday volume and enables you to better staff scheduling.

Slide no 50

Next step is measure how long does it take to process a single unit. It's important we have clear operational definitions to understand the start time and end time of the activity we are measuring cycle time for. Please refer to learning from Basic Statistics module to understand how to Baseline Volume & Cycle Time for each work type.

Slide no 51

Calculate total time available (exclude planned break time) - Now that we know how much work needs to be done i.e volume data and we know how long does it take to process a single unit i.e cycle time,

next information that we need is how much time is available with us to complete the process.

Please note, we should exclude scheduled breaks from total time available.

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So how long is your working shift?

9 hours

And how many breaks?

3 breaks: 2 coffee breaks of 15 mins each and one 30 mins break.

So your actual working shift is 8 hours. Any shrinkage?

Yes. 15%

15% subtracting from 8 hours will leave you a 6.8 hours.

Slide no 53

Based on the screen information, we can calculate the FTE's using one of these formula:

Boarding Pass example lets see FTE requirement

Daily Volume - 1000

Cycle Time - 7 mint

$1000 \times 7 = 7000$ mints of work effort required

Please note, it's important to keep units of time consisting. In this case, we calculate efforts in minutes and that's why we converted time available from hours to minutes = 17.15 FTE's

Please note you will not schedule all resources in the same working shift, depending on your incoming volume trends, you should look at intra day cut offs and plan staggered shifts so that you can have optimum utilization of resources. In simple words, count of shifts, shift FTE size and shift timings should be in complete alignment with your incoming volume trends.

Slide no 54

Lets do a small activity on capacity:

Daily volume for security check in is 2500 passengers.

Shift time is 9 hours.

Total break of 1 hour is given to staff.

Shrinkage in process is 15%.

It takes about 3 minutes to complete security check for 1 passenger.

Calculate how many resources are required to manage security check in an airport.

Please calculate FTE and feed the answers upto 2 decimal points, in the blank provided here.

Congratulations! You got that right

Slide no 55

Now next step in BPMS live methodology is conducting FMEA.

The FMEA is a matrix that establishes priorities, based on the risk of failure. Scores are assigned to each potential defect mode of a process in three categories.

Severity: The seriousness of a failure mode.

Occurrence: The likelihood, that a given failure mode will happen.

Detection: The likelihood, that a given failure mode will be detected if it occurs prior to release to a customer.

The combined score conveys the overall risk of a customer problem called the Risk Priority Number, or RPN. The worst case is represented by those defects, which are severe likely to occur and hard to detect. That combination would have the highest RPN and would be the highest priority for improvement. If a severe defect is either less likely to occur or more likely to be detected its priority would be lower.

In relation to BPMS Live, we will study two types of FMEA:

First is Process FMEA.

Process FMEA is done to assess risk associated with the design of the process. It helps us identify failure mode within the process. One example of process risk can be what if boarding pass printer machine stops working.

Second is Operational FMEA:

Operational FMEA is done to ensure seamless transition and stabilization of process. It is more of a checklist that a process or project owner should follow to validate appropriate process planning. An example would be, what if count of employees required at security check is higher than count estimated.

Slide no 56

A Failure Modes Effects Analysis (FMEA) is a

- Structured prioritization tool used for analysis of Potential failure modes within a process, classified by severity and effect of each failures.
- Failure modes are any errors or defects in a process, especially those that affect the customer or the process output, and can be potential or actual.
- Effects refers to studying the consequences of those failures, which includes a criticality analysis, which is used to chart the probability of failure modes against the severity of their consequences.

Slide No 57

So far, you have understood the basics & types of FMEA, let see how to create a Process FMEA.

The most important step while creating any FMEA, is to seek knowledge of many. Please invite SME's from our relevant function, or process is in your FMEA workout. While doing this exercise, you should have the following handy for all SME's. First is Process Maps of the process you are planning to assess risks. Second is FMEA template. Please fill the all details on this template as this template is later used as working FMEA sheet. Details of who all are participated, what data is being conducted, which process is being assessed and so on. Last is Rating Scale for Severity, Likelihood and Detection.

Here, on the left board, we have our Process Map and on the right board, we have a FMEA template.

As a team you will assessed each step to identify key risk or risk associated with it.

Here, we will focus on one of the steps to understand how risks are identified and read it.

What are the potential risks associated with security check in step.

One of the measure risk at this step is at passenger can carry metallic object in his cabin bag.

And what can be possible effect or effect of this failure.

Well metal could be used to harm any passenger on flight.

Ghosh!! That a big threat. Please refer to Severity rating scales & rate this risk on severity, where 1 is in significant & 10 is catastrophic. Help me understand the causes of such failure.

Well apart from plan X, this could also happen due to bad customer education on non-permitted items.

What is the Likelihood of someone carry a metal in their cabin bag?

As per the data, this has been to seen in every 3 to 6 months.

In this case, the Likelihood should be 7.

Hold on! Never be subjective when rating any risk on Severity. Likelihood or Detection always referred to the rating scale. Let's see the Likelihood scale, which is from 1 to 10. 1 is extremely unlikely & 10 is extremely likely to take place.

Still that is the big risk of humanity. How good is a process in detecting the risk.

We do have metal detectors.

How good are the metal detectors?

The metal detectors are 5 years old & they detect only upto 2 layers.

This is serious. Let's see the rating scale for detector. Detection is usually rated on a scale from 1 to 10, where 1 means the control absolutely certain to detect the problem & 10 means the problem is certainly not detectable & can't be controlled.

Let's calculate the Risk Priority Number of this risk. Severity, Time Occurrence, Time Detection equals to RPN, which is 120.

As expected, RPN has helped us validating that this is the big risk & needs immediate attention. Similarly all the other process steps are assessed and associated risk are identified & RPN is calculated. For every RPN, that goes above 100, there is a need to access it & come up with an action plan.

So what is the solution to this risk?

We should procure advances metal detectors available in the market, those which have capability to even identify something as small as safety pin.

And how can we control the Likelihood of this risk.

We can put sign boards on the floor for customer knowledge.

Yes, you are right. Its high time, we should invest in it. We can not put customer's life at risk. Now that we have these metal detectors, the rating occurrence and detection changes

according to the rating scales provided. Let's see the revised RPN.

Please note while calculating revised RPN, Severity of rating does not change, regardless the number of controls you may have put in. If the risk still occurs, it will have the same impact. Hence, Severity remains the same.

Now let's move to Likelihood. In this example, Likelihood has been improved to 4 & the new detection rate is 1. Though revised RPN is 40.

All the other risks are now green, we can proceed further to ensure stable operations. FMEA should be revisited every 3 to 6 months.

Slide No 58

What is Operational FMEA and how it is different from conventional Process FMEA?

Operational FMEA is done to ensure seamless transition and stabilization of process. It is more of a checklist that a process / project owner should follow to validate appropriate process planning. An example would be what if count of employees required at security check is higher than count estimated.

At this step, the focus should be ensuring Operational excellence.

Part 2

Slide No 59

Welcome to Phase 2 of BPMS live. Set up Measurement & Reporting structure. In earlier phase, you developed understanding on operational excellence where large focus was put on creation of process maps, finalizing metrics, volume and FTE base lining and risk assessment.

Slide No 59

Objective of this phase is:

Set up Measurement System

Test and Establish GAGE of the Process

Establish Data Collection Plan

Finalize Reporting Structure

Governance Model and Escalation Metrics

Slide No 60

Measurements are instrumental to monitor performance of identified metrics, they drive actions and provide reliable feedback that is absolutely essential to progress.

Measuring a process is a process in itself, requiring consistent procedures and a systematic

self-diagnostic loop validation and ongoing calibration. The simplified flow chart below displays the typical steps in a measurement process.

Step 1 is Identify What to Measure

Step 2 is Develop Operational Definitions for each Metrics

Step 3 is Validate Measurement System

Step 4 is Create Data Collection Plan

Step 5 is Begin Data Collection

Slide No 61

The very first thing we need to know before we set up measurement system for any process is to identify what we need to measure. In previous phase, we learnt to how to finalize metrics. We need to measure performance of all these metrics, be in input, process or output.

Slide No 62

The second step is Develop Operational Definitions.

This is of utmost importance, as by not defining the metrics right, we might end up measuring it incorrectly. For example, if “Cycle Time to issue boarding pass” is one of the metric and you defined it as “time it takes for HJA staff to prepare and issue a boarding pass to passenger”. However, client wanted Genpact to improve overall time it takes for the passengers from the time they come and stand in queue to the time they finally receive boarding pass”. Did you see the difference in what we measured and what we were actually expected to improve?

Slide No 63

After agreeing on what to measure, we must validate our measurement system. Let's assume, a passenger is allowed to carry 25 kilograms of baggage weight. Before leaving for airport, he weighed his baggage at home on his personal weighing machine; the baggage weight was 24.5 Kg. He picked the same baggage and arrived airport, where HJA staff lifted his bag, placed it at airport weighing machine and the machine showed that it's 27Kg, which is above permitted weight limit. Same luggage was carried from home to airport so what changed in luggage that it's showing two different weights. Actually nothing changed in his luggage but it's actually a gage issue between two weighing machine. In six sigma, this difference is known as Measurement Variation or Measurement Error. Measurement error is considered to be the difference between a value measured and the true value. To further validate the baggage weight, a master weighing machine on airport is used, which has been tested to be accurate and is called standard. Baggage now weights 24.5 kg, which means passenger was right and issue was with our measuring device.

Without reliable and meaningful measurements the path to operational excellence is uncertain at best.

Slide No 64

Critical Aspects of a Measurement System

Accuracy: It is the differences between observed average measurement and a standard. In previous example, we saw this difference where one weighing machine was not giving correct result when compared with the standard.

Repeatability: It is the variation when one person repeatedly measures the same unit with the same measuring equipment.

Reproducibility: It is the variation when two or more people measure the same unit with the same measuring equipment

Let's see an example - Mr. Simon wants to know the measurement his luggage bag. Nikhil who is a trained at measuring the bags at the airport is not available.

An airport staff named Jack measures the luggage bag using a measuring scale as 40 cm. This is his trial 1 of the bag. His trial two measures it at 38 cm. This is repeatability issue - same staff, same unit, and same device - different result.

Rob is another employee, who was passing by and offered to help measure the bag. His trail 1 and 2 of the same bag are measured, which is 39 cm. There is no Repeatability issue observed for Rob. However, his readings are different from that of Jack. This is reproducibility issue - Same unit, same device different result for different operators.

Inference here is either only one of them is measuring it right or none of them is measuring it right. Nikhil is back and he measures the bag to be 39 cm. This validation helped in establishing the fact that existing measurement system has issues and operator Jack needs to be corrected.

Steps to perform an MSA:

Take sample of 20 units to be inspected. In this example, each luggage bag is one unit of measurement.

Give these samples to each operator and ask them to measure each unit. Each unit should be measured 2-3 times.

For Mr. Simon's Luggage our measurements were as follows?

Here is a completed list of observations for 20 samples to measure the luggage bag by two different operators for consideration.

Match the observation and collate in the format shown on screen:

To calculate Repeatability, the formula is: Total no. of units matched between trial 1 & trial 2 divided by total no. of trials.

To calculate Reproducibility, the formula is: Total no. of units matched between operator 1 & operator 2 divided by total no. of trials.

To calculate Accuracy, the formula is: Total no. of units matched between operator 1, 2 &

standard divided by total no. of trials.

The MSA result for the above example is:

Repeatability is 78%

Reproducibility is 65%

Accuracy is 60%

The Repeatability, Reproducibility and Accuracy all the three have failed in this case as all of them are below 90%. Hence overall MSA for the above example is failed.

When MSA fails, i.e., If any of repeatability, reproducibility and accuracy is <90%, another set of data is to be collected for MSA and the process has to be repeated until MSA result is >90%.

Apart from Measurement System, calibration should be performed on operational definition & calculating formula. By doing this, any ambiguity on metrics is kept away from the process.

Slide No 65

The next step in Visual Management is Create Data Collection Plan.

There are several crucial steps that need to be addressed to ensure that the data collection process and measurement systems are stable and reliable. Incorporating these steps into a data collection plan will improve the likelihood that the data and measurements can be used to support the ensuing analysis. Simply stated, the beads must be with you before you sit down to string a necklace.

Slide No 66

4W1H is a simple lean Six Sigma (LSS) tool that can be used to create the data collection plan. The 4W's are: What?, When?, Where? and Who? The H is How? or, the method used. Click on each to know more.

Slide Layer 1

What: Operational definition of the metric you need to collect data for. What data needs to be collected?

Slide Layer 2

When: When should this data be captured and also stress on by when shall we collect the

data?

Slide Layer 3

Where: Where should the data be captured and saved. Create a data collection template in which the data will be captured and share the address for the link where the data needs to be saved?

Slide Layer 4

Who: Who is responsible for this data collection. Demarcate resource aligned for specific data collection?

Slide Layer 5

How: Detailed steps on how; the technique of collecting data shall be documented for clear understanding of data collector?

Slide 67

Last step is to follow the data collection plan and begin collecting data for various metrics at input, process and output level.

Slide No 68

Next step of phase 2 is Reporting Structure.

Once you have collected all required data, collaborate with your client and operating teams to agree on Reports and Dashboards.

Few questions to be asked:

- 1.How many reports should there be in your process? How many reports are there right now?
- 2.How are these being made? Are they created manually or do we have enough of system generated reports.
- 3.How many man-hours are needed to build these reports?

4. Do we have plan and budget to implement automated reports?
5. Do you have MIS resources baked in your contract? If not, please work on getting sign off on MIS resource (if required)

Slide No 69

Outcome of these questions should be strong reporting plan and again you can use 4W & 1H approach to finalize reporting:

1. What report to be created & what is the objective of this report
2. Who will be responsible for creation & publishing of these reports?
3. When should be these reports created and published?
4. Where these reports shall be saved?
5. How shall these reports be created - Manual or system generated?

Slide No 70

After Reporting Structure has been finalised, next step is to Design Dashboards
Dashboard is the pictorial representation of the process performance on the defined metrics. They are easy to read, real-time user interface, showing a graphical presentation of the current status and historical trends of processes key performance indicators (KPIs) or metrics, to enable rapid and informed decisions to be made at a glance. Smart dashboards should presents insights and not just numbers.

At the end of the month, the Happy Journey Airlines leadership wants to review the performance of the airlines through the dashboards and mailer reports.

Leader 1 - You have sent me the dashboard on multiple metrics. What is the target that we are measuring against?

Leader 2 - The flight delay % dashboard is for only one month. I have no clue how have we progressed in last few months.

Leader 3 - The customer satisfaction rate dashboard that has been sent does not have the Customer satisfaction scores across Airlines. What is the industry benchmark and where do we stand in comparison to them?

Slide No 71

Let's not get stuck in a situation like this. Dashboards are beyond reports, where reports will show only numbers, dashboard should enable everyone to draw insights from the reported numbers.

A process dashboard should have the capability of presenting:

Trending - Metric Performance over a period of time - Month on Month & Year on Year.
Comparison of Metric Performance against target.
Comparison of Metric Performance against industry benchmark - if benchmark is available.
Use Pareto charts, histograms or Box plots to clearly highlight bottom performers and key causes.
Precise Updates on Pending Actions, proactively call out Challenges and Action Planning.
Draw insights and drive change in behaviour of impacted stakeholders in the process.

Let us now re-create the dashboards for Happy Airlines and see the change in the leadership behavior in mobilizing commitment for process improvements.

Leader 1 – the dashboard clearly depicts that 3 agents are not meeting the boarding pass cycle time. Training plans should be identified for such agents and a performance tracking mechanism should be put in place.

Leader 2 – The Flight delay % has come down over the last 6 months however we need to still improve on this metric as it is a critical level for our Customer Satisfaction Scores

Leader 3 – the customer satisfaction scores for Happy Airlines are above the industry average yet we have 3 more airlines that are performing better than us on customer satisfaction. I want a benchmarking study to be done and clearly identify gaps so as to improve our services

Therefore – dashboarding is not just a mailer but a medium to drive behavior that will eventually lead to identifying process improvements

Slide No 72

What happens if the process breaks down? Whom do I go to, to solve the breakdowns?
Can we solve the problem with the help of operation managers or do we get the senior management involved?

An Escalation Matrix is a hierarchy driven response plan, which clearly defines as to which level of leadership should be involved at what Severity level of the problem occurred.
As a part of the BPMS *Live* process set up, every process should have an Escalation Matrix.

Slide No 73

How would the customer know that the process is performing good, bad or ugly? How can the client sitting onshore know as to how the process health is and if the SLAs are being met?

A governance plan clearly lays out the participants for the meetings, the level of the meeting, theme of the meetings, frequency and outlined agenda of the meeting.

It is effective ways to program manage the customer so that we provide a sense of comfort and develop confidence and loyalty with the customer, also call out if any help is required.

Slide No 74

With this we have completed phase 2 of BPMS *Live*, where we have set the measurement system & reporting structure. Let's move to phase 3, where we will learn about drawing Insights & Improvement opportunities in the existing process.

Slide No 75

Next we will learn Importance of Visual Management.

Passenger reaches the airport and let us assess at what the reaction is:-

"I need to get an X-Ray check done of my check-in baggage. Where do I go??

After a lot of struggle and asking around, the passenger reached the boarding pass counter.

"I have to go for a security check in. Where do I go??

The passenger again goes through the same ordeal and finally manages to get past security check in.

The boarding pass says Gate Number 15B. The passenger sits to have a cup of coffee while listening to music and misses the boarding announcement of the flight.

"There is no visual display of the flight status and in which direction is departure gate 15B??"

The boarding counter is closed and the passenger misses his flight.

Slide No 76

The Happy Journey Airlines have an end of the day review. The operations managers and the leadership come on the floor area of the operations.

"I want to know what has been the trending on the average turn-around time for issuing

boarding pass during peak hours?”

“Please help me understand the luggage transported accuracy for 2 flight sectors?”

“We are looking at efficiency of our ground staff. It is important to understand the average baggage handling time of the ground staff?”

Imagine a work environment without visuals?? The Leadership visits the shop floor and cannot assess how the process is performing. The Happy Journey Airlines do not have visual directions for passengers to facilitate a hassle free travel

What is Visual Management?

Visual Management is the practice of making all standards, targets and actual conditions highly visible in the workplace, so that everyone can see and understand the actual conditions v/s requirements.

The idea is to make it visible in the workplace (not on dashboards).

There is a defined framework that we follow to set up Visual performance boards on the floor.

Let me explain the Visual Management Framework.

Slide No 77

Step1: Set up a Visual Management Team

Step2: Identify Key Business Outcome and Process Metrics

Step 3: Metrics Drill Down

Step 4: Decide on Granularity and Frequency

Step 5: Create a display plan

Step 6: Implement Visual Management on the floor

Step 7: Performance Monitoring

Step 8: Root Causing and Action Planning

Step 9: Walking the Floor with Leaders

Click on each step to know more

Slide layer 1

Set up a Visual Management Team - Start off with identifying a VM SPOCs who will coordinate the implementation. Also get support from leadership and define the timelines for the entire set up.

Slide layer 2

Identify Key Business Outcome and Process Metrics - Define the key outcome/business metrics that the leadership would want to see. Then look at sub factors impacting these metrics and come up with Process Metrics to support the business outcomes.

Slide layer 3

Metrics Drill Down - Lead and lag indicators which impact the SLAs have to be clearly called out.

Slide layer 4

Decide on Granularity and Frequency - To manage effective operations - the metrics need to have a defined tracking frequency and defined at the right unit level. Frequency could be - intraday, hourly, daily, weekly etc.

Slide layer 5

Create a display plan - Floor space needs to be assessed. What sort of visual displays are to be used. LCD, soft boards, signage etc.

Slide layer 6

Implement Visual Management on the floor - setting up and updating the boards, maintenance of signage.

Slide layer 7

Performance Monitoring - Negative Performance trends to be root caused at the point of occurrence through team huddles.

Slide layer 8

Root Causing and Action Planning - 100% process reviews by leaders on VM. Business

Review Boards

Slide layer 9

Walking the Floor with Leaders - Conduct GEMBA Walk with leadership for showcasing operating floor.

Slide No 78

Now the floor is being Visually Managed. Let us now see how the airport and the operating floors look more vibrant and alive with the Visual Management implemented.

Slide No 79

After the processes have been stabilized and set up for success through repeatable and reproducible operations and we have a stabilized process in production, the next step is to provide a line of sight to the customer on how do we improve the process?

Slide No 80

Happy Journey Airlines processes have been stabilized. It is now time to find process improvement opportunities to further lead to process excellence.

Here are a few ways in which it can be done:

Lean Ideas - Identify small lean ideas that can be implemented on the floor.

Associates/agents should be encouraged to think on these lines and be credited for improving the already stabilized process.

Please ensure that your team members complete e-learning module for "lean thinkers" easily available, on Genpact learning portal, i-learn.

Slide No 81

Quality Projects - If the process improvement has a bigger scope then it can be converted to a potential quality project that the operations team can drive. Please contact your quality team to align these projects with Value Generating Road maps created for client.

To learn more about Continuous Improvement, please complete green belt e-learning module easily available on i-learn.

Next are few of the scenarios to help you understand, how to identify Improvement Opportunities?

Slide No 82

One of the simplest ways of identifying improvements is Process Map Analysis. Looking closer at process design helps a lot to identify improvement opportunities. Team can observe and draw swim lane process maps to understand the flow. Swim lane process maps show movement of input or product between various departments. Once done, cross functional teams can sit together to analyze the process design. This team should challenge each of the following to help improve overall process.

Slide No 83

Rework Loops
Bottlenecks
Inspection & Approval Loops
Handoffs
Non Standard Procedures

Lets look at each of these for better understanding.

Slide No 84

Rework loop are just what they sound like. Its work that's redone over and over again and follows this cycle: DO IT, INSPECT IT, DO IT AGAIN. As a team, look for places where large amounts of transactions are moved back in the process to be fixed. This is a clear improvement opportunity on how shall we design a process where work at each step is done right in the first time.

Slide No 85

Bottlenecks are typically a process designs flow, like a merging highway. Two or more processes can merge into one, and result in slower flow. For example: two or more work streams or processes have to clear a common step of final approval, Bottleneck will appear at this approval step. Instead a blaming approval to be slow, we need to identify these bottlenecks & find creative ways to address them.

Slide No 86

Inspection & Approvals add time to the process and unfortunately, they are not always the best methods of inspection of insuring quality.

"Sir you have to take your boarding pass first.
Where do I get it from?
You will have to go all the way back to counter 8".

A smart process design should have built in quality enabling self-check and successive quality check so that the defect is caught upfront and is not allowed moving to next step of the process. Team should challenge these inspections and approval steps and come up with creative way of ensuring defect free process.

Going back to previous example.

If we had in format of visuals to let passenger know that he has to collect boarding pass first, he would have self realise the mistake and corrected it or, if we had a step of punching digital access code embedded on the boarding pass, the access code gate of the security. Gate would not have allow to passenger to had towards step of immigration and would have saved both - rework and time. This is known as Built in Quality.

Slide No 87

Handoff means transfer of unit from one swim lane to another.

Too many Handoffs generally create opportunities for something to be mishandled or miscommunicated.

Review your process to make sure there are no unnecessarily Handoffs that could contribute to problems. As a team focus on simplifying the process as the simpler it is, the better it is.

Slide No 88

Non Standard process leads to variation in the output of process. As a team you should check do we have standard procedures often referred as SOPs in place, when was the last time these SOPs were updated. Are employees even referring to these SOPs.

There are more that you can question in process design. Remember, a closer view will help you improve your process. Let's proceed to learn what other ways of improving process are.

Slide No 89

Gemba is a Japanese word, which means actual place of work. Gemba walk means touring on actual production floor to understand the entire process, while is live. These walks enable you look beyond process maps and identify gaps and opportunities.

They play an important role, in identifying improvement opportunities.

Let's look at the scenario to learn more:

"Ground Operations, Hey this is Nikhil - I just observed that your ground operations require better planning, at one place passengers are struggling for trolleys and at other place passengers are bothered with too many trolleys coming their way to immigration"

Well you can imagine this opportunity could not have been identified by looking at process maps or reports. Gemba walks help you take note of these issues and work towards perfection. Let's move further to see what else can help in identifying improvement opportunities.

Slide No 90

Let us understand about Performance Monitoring.

Hey Marina. Did you see? Since July, our performance on metric boarding pass issuance cycle time is below target.

Oh yes. This needs improvement.

Look at this, we are consistently performing above targets. We are pretty fine here.

Yes! Its great! That our performance on baggage accuracy is consistently above target. However, there is no end to improvement. This performance graph clearly shows our capability to do even better. Hence, we should plan to take it to next level. You know Marina, we should look beyond our total target as well. As a matter of fact, I am aware that industry benchmark, for similar metric is 94%. (Removed word) We should focus on raising our bar here. To know more about industry benchmarks, please reach out to your practice team. Infact, we should attempt to replicate already completed projects on similar metrics for promoting best practice sharing.

Slide No 91

Client feedback is another great opportunity for us to identify improvement opportunities. Remember, how Genpact employee leveraged customer's voice to identify key metrics for improvement. We should create a roadmap as Genpact and provide the right comfort level to Happy Journey Airlines to tell them that these are the improvement ideas we propose and the timelines for completion of proposed solutions.

Let us look at a classical Improvement roadmaps which we use in Genpact to deliver value to our clients.