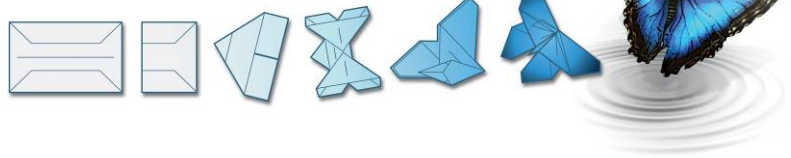
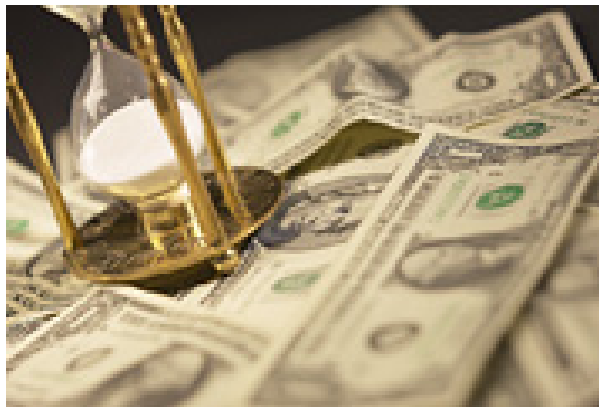


ChangeBEAT



Development Cycle Time Reduction at Panasonic Mobile Communications

Case study



Abstract

The European Development Centre of Panasonic Mobile Communications Division wanted to reduce its development cycle time and improve the efficiency and predictability of its delivery.

As a first step, and also to meet compliance requirements, they worked with ChangeBEAT to define a programme to implement ISO9001:2000 and PACE disciplines to drive a culture change in the development organisation.



Panasonic
Panasonic Mobile Communications Development of Europe Ltd

Introduction

Panasonic Mobile Communications is a global leader in the development and manufacture of mobile communications products.

Based in Yokohama, Japan, Panasonic has been developing cutting edge technologies since 1958, and shipped the world's first 3G video handset in 2001.

Panasonic Mobile Communications Development of Europe (PMCDE) is the UK R&D division of Panasonic Mobile Communications.

The Business Imperative

The development of mobile handsets is a highly competitive business and the winners are those who get the right products most rapidly to market. To compete as a world-class development organisation, PMCDE recognised the need for a development process that provided increased productivity, improved predictability and reduced the time-to-market of PMCDE's products.

In parallel, PMCDE were committed to achieving ISO 9001:2000 certification as well as following the principles of PACE (Product and Cycle-time Excellence).

The requirement

PMCDE required a significantly improved development process, fully compliant with ISO 9001:2000 and PACE. This would be embodied in a business management system consisting of "lightweight", pragmatic and effective processes and tools, enabling a culture where business tools and "best practice" processes are well defined, used consistently and continuously improved.

The approach

ChangeBEAT were engaged by PMCDE to work with their senior management to understand the business situation in detail and devise a programme of performance improvement.

To achieve the required improvement, *ChangeBEAT* identified four things that must happen

- The business improvements must be well defined
- The necessary support tools and process functions must be developed and made available
- People must change their behaviour and operate in the new way
- A continuous improvement process must be put into place to support, measure, review and improve the business improvement.

To enable the process, *ChangeBEAT* also developed a business process framework based on *ChangeBEAT's ProcessMAPPER* that is appropriate for PMCDE's business.

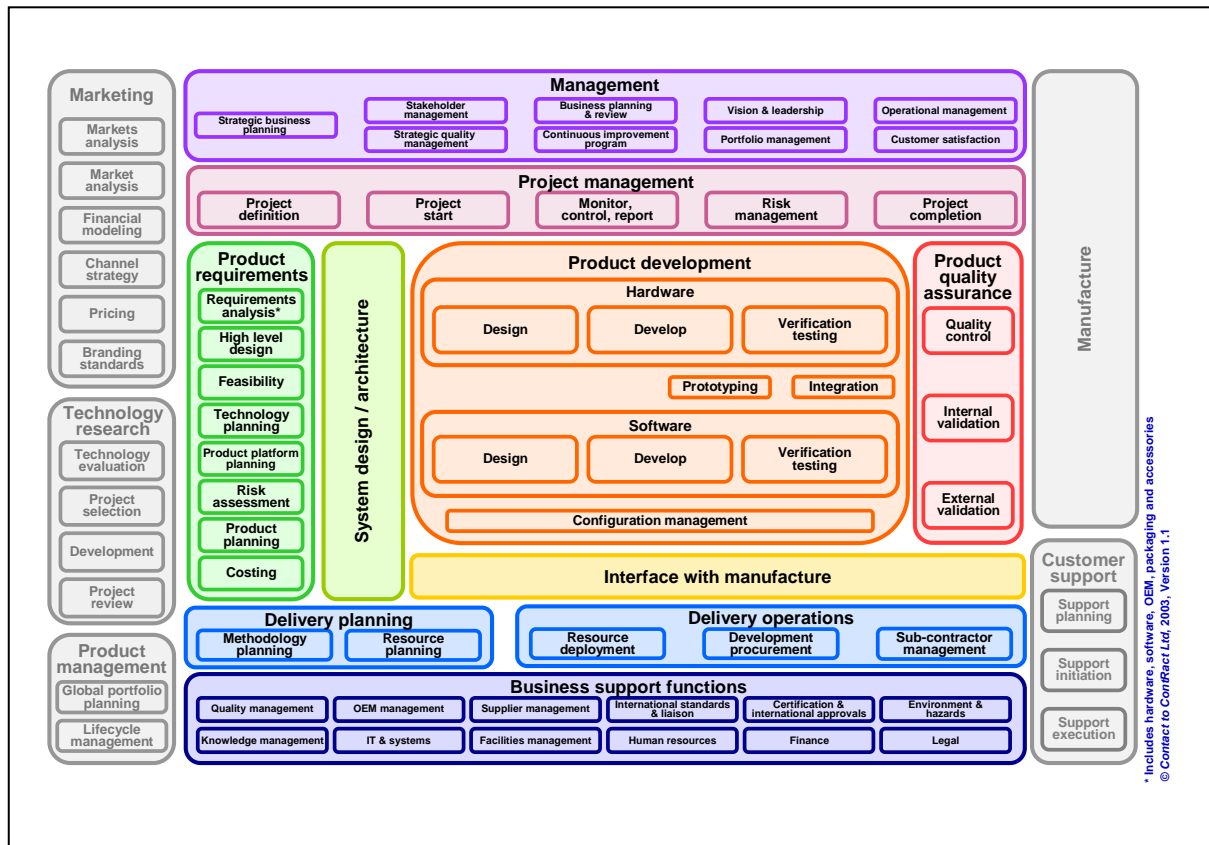


Fig 1: PMCDE's Development Framework.

This new framework became the user-interface to the business management system that is deployed on the company's intranet.

To tackle a business change of this scale the programme was split into phases. Phase one involved

the set-up and planning of the project, and developing some of the process areas.

Phase two involved collating and developing the tools for the core process areas on the framework, for example

- Strategic business planning
- Customer satisfaction
- Project monitor, control, report
- Project completion
- Hardware development
- Software development
- Quality management
- Quality control

The tools consisted of process guides, briefing and reference documents, checklists and forms. To create the tools, *ChangeBEAT* used its *BaseKIT* offering, which is a set of process templates that provide a fast start to developing process documentation. These templates were customised for PMCDE's business and a new brand developed for the business management system to ensure a consistent, professional image.

Phase three of the project consisted of developing several new process areas and improving the process areas from phase two based on feedback from the users and recommendations from *ChangeBEAT*.

The results

"The new process is an important step in PMCDE's commitment to continual improvement and moving PMCDE towards becoming a world-class mobile communications development organisation" said Richard Westmore, Managing Director at PMCDE.

"I am excited that for the first time in PMCDE's history we now have an on-line repository of best practice that meets the high standards of ISO 9001:2000 and which we can use to drive real improvements in our efficiency and development cycle time."



ChangeBEAT defines, develops and executes change programmes that help achieve enduring business benefit rapidly and reliably. Our people have practical field experience, and are equipped with WingBEAT, our proven change methodology, and our extensive tools. We are professional, pragmatic and action oriented.

ChangeBEAT is a trading name and a trademark of Contact to ContRact Ltd.

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