

Project Note

Process Optimisation in Product Development

Complex mass ticketing systems are a combination of product development and customer projects. They require well-honed processes and methods. Zühlke offers experience and best practices in development and consulting.

Task

Mass transit ticketing systems have a complex architecture consisting of various hardware and software components. The requirements these systems have to meet vary by country and customer. The components are developed in-house by development teams under customer-specific contracts. Ascom recently underwent comprehensive process re-engineering at its business locations in Switzerland, France and the US. However, the implementation of the development processes differed at each location. The customer turned to Zühlke for assistance in

- Making selective improvements in the existing development processes and
- Achieving a comparable level of professionalism at all business locations.

Implementation

Following a brief assessment the Zühlke management consultant identified possible target areas for optimisation. Through workshops involving all heads of development consensus was reached on the areas to be targeted and their respective objectives. Together the project team devised a benchmark development process that allowed each business location to assess its own progress in process development and to make appropriate adaptations to fit its specific situation. After target areas were selected, based on maximum effect and quick implementation, the consultant worked with each business location to draw up a list of concrete actions: additions to processes, training, and efficient coaching on projects. He then carried out these actions together with the customer's employees. In addition, he devised a training program tailored to each location which further improved overall development capability.



ascom



Customer benefits

- Competent external definition of areas in need of optimisation
- Pragmatic approach based on attaining maximum benefits
- High level of acceptance thanks to personalised approach to implementation at each location and use of the local language
- Barriers between hardware and software development were overcome thanks to Zühlke's credible expertise in both areas
- Monitoring of goal attainment through project coaching

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