



**BUREAU
VERITAS**

EXCELLENCE @BV

Vincent Della Valle



Origin

- Launched in 2012 to handle BV transformation
- Expansion, diversification, internationalization, growth

Rationale

- Move from performance based on people's experience to performance based on process control
- Establish a lean culture

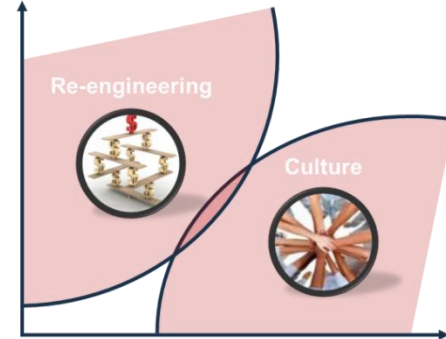
Scope

- Lean, Purchasing, Shared Services

THE TWO ENGINES OF LEAN@BV



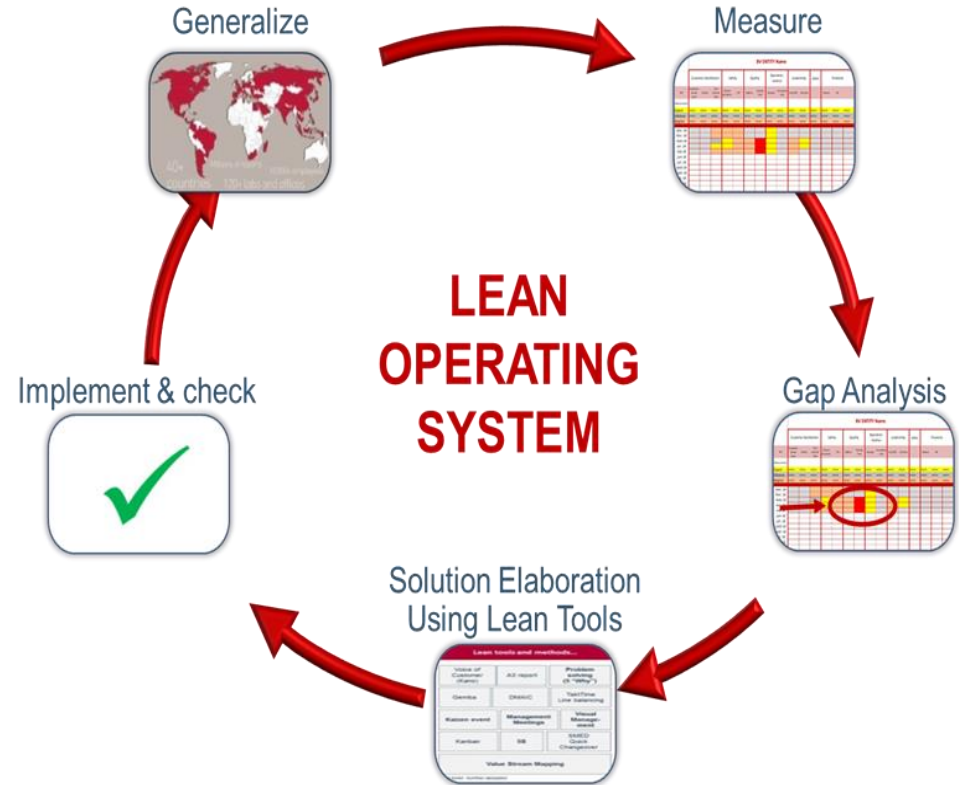
Savings per project



Number of People engaged

$$1 \times \text{€}1\text{m} + 1\text{m} \times \text{€}1$$

LEAN CULTURE: PROCESS MANAGEMENT - PEOPLE ENGAGEMENT



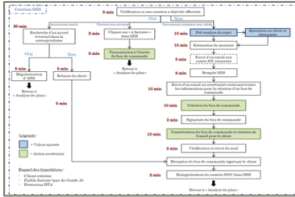
RE-ENGINEERING EXAMPLES

Scheduling (Marine plan approval offices)

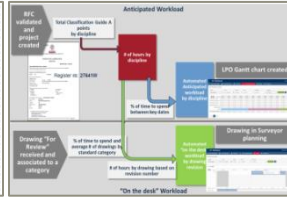
As-is Client Perception (2014)



Lean Management & Value Stream Mapping

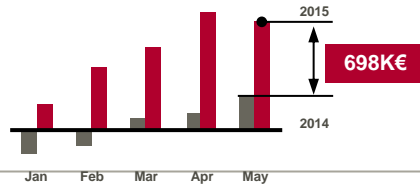


Scheduling tool Process re-engineering

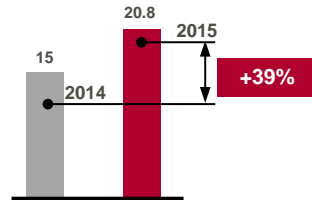


Margin

ΔOP YTD



Productivity



Value Stream Mapping in labs

Local central kick-off



Local leadership



TANGIBLE GAINS,
ALL LEVELS OF THE ORGANIZATION INVOLVED

POCKETS OF PRODUCTIVITY

Data management

Dematerialization



Auto notification



A man in a dark shirt is pointing his right index finger towards the camera. He is standing in front of a chalkboard that is covered in various business-related diagrams and text written in white chalk. The diagrams include a flowchart with a lightbulb in the center, a circular process diagram, a marketing funnel, and several organizational charts. Text labels include 'Marketing', 'Process', 'Vision', 'Strategy', 'Solution', 'Organization', 'Management', 'Analysis', and 'Growth'. There are also some mathematical symbols like '+++' and '+++'. The overall theme is business strategy and innovation.

Process re-engineering



Scheduling



Route management

PURCHASING @BV

Best Value



Savings

Increased
Global contracts

Best Way

Business Process



Actionable supply base

Supplier reduced
Harmonized processes

Best Behavior

Compliance

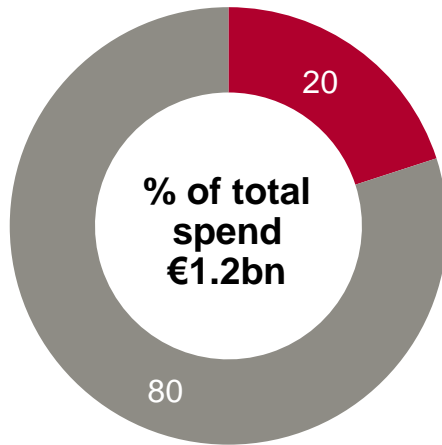


100% Active Compliance

Professional network
Critical suppliers
secured

BEST VALUE

Coverage



■ Best value ■ Others

BV Projects

Group initiatives



Office supplies



Travels



Car Fleet



Int'l Couriers



Non Exclusive Contractors



Lab Equipment & supply

SHARED SERVICES

Active Management

- 10 Large Country Committees (LCC)
- 9 Regional IT shared services

Offshore Shared services (India)

- Australia, US, Canada (partial), Singapore
- IT outsourced applications

Processes Harmonization ERP (JDE), HRIS, CRM

- Finance, HR, Commercial back office

Footprint rationalization

- Leases re-negotiation

KEY TAKEAWAYS

- **Excellence@BV**
our operating model
- Improved **productivity and efficiency**
- To achieve **mid/long term adj. operating margin of ~17.5%**

