

# Portrait Dr. Thomas Fehlmann

Customer  
Orientation



## Personal Profile

Dr. sci. math. ETH

Executive director Euro Project Office AG

Since 1983 various managing and consulting positions in software development, quality management, marketing, and sales of ICT projects

Six Sigma Black Belt since 1991; Akao Prize awarded for outstanding contributions to the advancement of Quality Function Deployment in 2001; Convenor CEN/ISSS Workshop e-Trust 2002–2003 (CWA 14842:2003); Member of the Board of the QFD Institute Deutschland; Expert of swissICT for Software–Metrics; QFD Architect 2005; Net Promoter® Certified Associate 2011; Member of the Board in the German SW Metrics Association DASMA 2012

Lean  
Six Sigma

## Professional Experiences and Skills

Enabling Customer Orientation in Information & Communication Technology (ICT) throughout the value chain: from Proposal Center services to Delivery, Operations, and Portfolio Management

Voice of the Customer based on Net Promoter® Score

Early realistic project planning and estimation, risk management, quality planning, test planning, and other project processes based on functional sizing (ISO/IEC 19761 and ISO/IEC 20926)

Six Sigma for Software; Design for Six Sigma, Transfer Functions for Value Chains, Software Metrics and Measurement

Project Office services, project audits and quality assessment for ICT projects

Product development and improvement based on Quality Function Deployment and New Lanchester Theory, and other Six Sigma techniques

Customer Identity Management, security and privacy management for business processes, e-Commerce and e-Banking.

Agile  
Processes

Process  
Metrics

## Sample Projects

- Leading Six Sigma Project as Master Black Belt, Switzerland, Czech Republic, USA, UK, Germany, China 2000–2012
- Defining processes and developing tools for the Project Management Office and the Bid Win Office for systems integrators, 2001–2003
- Convenor CEN/ISSS Workshop for e-Trust Business Processes, Europe, 2002/2003
- Security Advisory in a Swiss e-Government project, 2002ff
- Software Metrics Consultant, release and portfolio management for a large German Telecom provider, 2005
- Six Sigma Black Belt in banking and in software houses, Switzerland 2006–2008

Customer  
Identity  
Management

Transfer  
Functions

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### Customer Orientation

- Six Sigma Master Black Belt in building construction industry, Switzerland , 2008
- Project Office Services for large postal service, Germany, 2008/09
- Net Promoter Surveys® since 2010

### Publications (extract)

- Strategic Management by Business Metrics: An Application of Combinatory Metrics, Int. Journal of Quality and Reliability Management, Vol. 20, No 1, 2003 pp. 134–145.
- Effective Software Project Management Using Six Sigma, Proceedings of the Six Sigma for Software Development Conference, San Jose, CA ( 2003)
- The Impact of Linear Algebra on QFD, International Journal of Quality and Reliability Management, Vol. 22, No 1, 2005 pp. 83–96
- Six Sigma in der Software–Entwicklung, Lehrbuch Vieweg–Verlag, Wiesbaden (2005)
- Six Sigma in der IT. In: C. Gundlach (ed.), Praxishandbuch Six Sigma, Symposium Publishing, Düsseldorf, Germany (2008)
- Defect Density Prediction with Six Sigma, Proceedings of the 6<sup>th</sup> SMEF Conference, Rome, Italy (2009)
- Using Six Sigma for Software Project Estimations – An Application of Statistical Methods for Software Metrics, MetriKon 2009, Kaiserslautern, Germany (2009)
- Six Sigma for Analyzing Market Preferences. In: Proceedings of GI Fachtagung Software-Management 2010. LNCS, Springer-Verlag, Hamburg, Germany (2010)
- Agile Software Projects with Six Sigma. In: 3<sup>rd</sup> European Research Conference on Continuous Improvement and Lean Six Sigma, Glasgow, United Kingdom (2011)
- Transfer Functions, Eigenvectors and QFD in Concert. Proceedings of the 17<sup>th</sup> International QFD Symposium. ISQFD 2011, Stuttgart, Germany (2011)
- COSMIC Functional Sizing based on UML Sequence Diagrams. Proceedings of 22<sup>nd</sup> Annual UKSMA Conference on Metrics and Estimating, London, UK (2011)\_
- Key Performance Indicators for ICT Services based on NPS, Proceedings of the 9<sup>th</sup> SMEF Conference, Rome, Italy (2012)
- Messungen und Metriken im IT–Projekt. In: S. Kammerer et.al. (ed.), IT-Projektmanagement-Methoden, Symposium Publishing, Düsseldorf, Germany (2012)
- Using Six Sigma Transfer Functions for Analysing Customer’s Voice. In: 4<sup>th</sup> Inter-national Conference on Lean Six Sigma, Glasgow, United Kingdom (2012)
- Customer-driven Software Development: Software Products for the Social Media World – A Case Study, EuroSPI2 Conference Dundalk, Ireland, to appear (2013)
- Fault Slip-Through Prediction – Test Planning and Defect Density Prediction Based on COSMIC Functional Size, IWSM/Mensura, Ankara, Turkey, to appear (2013)

### Lean Six Sigma

### Agile Processes

### Process Metrics

### Customer Identity Management

### Transfer Functions