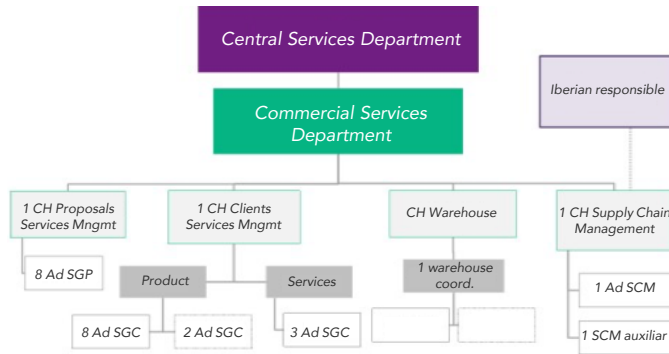


Agile Model

PICTURES BEFORE

Team hierarchy not focused on the clients' best interests



DK assessment revealed the low maturity of the teams



PICTURES AFTER

Agile Model: Customer centricity



Development of a team organisation model that ensures that the workflow is always in customers' direction

Legend:
 □ Work areas inside each squad
 ● Support squads
 ● Clients squads

Problem

- Failure to meet the clients' Service Level Agreement (SLA)
- High dependency on third parties
- Quantity of stocks not adjustable - late deliveries and stockouts were common

Root causes

- Team hierarchy not focused on the best interests of the customer
- Low team maturity
- Lack of autonomy
- Team leaders and teams were not align with the continuous improvement process – “fire fighting”

Solution approach

- Teams aligned to customers' needs
- Customer centricity
- New Value Stream: based on type of customer
- Teams focused on their performance, improvement and autonomy
- Adjustment of stock levels to customers' demand

Benefits

