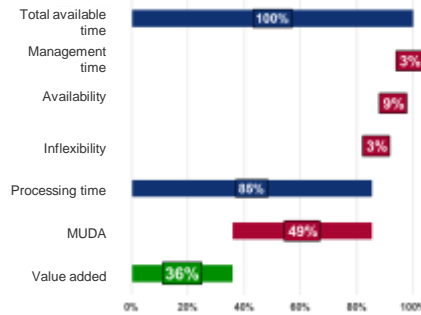
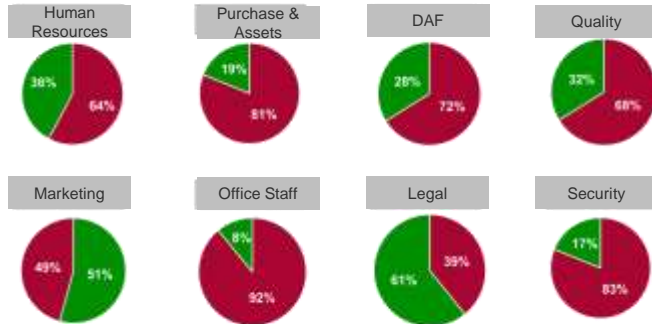


KAIZEN™ in Shared Services Centres

PICTURES BEFORE

Average Waste Observed Over 60%

Overall People Efficiency (OPE) = 36%



PICTURES AFTER



Improvement Projects to Optimise Processes



Problem

- Leaders and team members under constant fire-fighting
- Poor team productivity, with a high level of backlog
- Low cash flow availability, with high levels of overdue customers' debt

Root Causes

- Lack of productivity, quality and service level indicators follow-up
- Communication difficulties between teams
- Processes with manual tasks and long lead times
- Problem solving through traditional "trial and error"

Solutions

- Lead time reduction in the billing process to reduce overdue debt
- Team meetings focused on deviations analysis and KPI improvement
- Restructured workplaces to increase team productivity
- Redesign of the ticket resolution process, with SLA improvement

Benefits

