

IGNITION GUIDE

TRANSFORM THE BUSINESS SERVICES OPERATIONS

Tools to achieve operational excellence

Finance | Human Resources | Legal | Customer Support | Administrative Teams

SUMMARY

This **IGNITION GUIDE** will help you to:

Identify **gaps** in the current **organization model** of the corporate areas/business services, including the Finance, Human Resources, Customer Support, and Legal teams.



Understand the best **method to reduce operational costs** while **improving the internal customer experience**.



Visualize the **end-to-end transformation** roadmap of processes and people.





FUTURE CHALLENGES

Organizations of all sizes, in all sectors, are experiencing breakthrough changes caused by **technological advances** and by **volatile** and **uncertain** market conditions.

Innovation, Transformation and Digitalization

Over the next few years, Business Services must be at the forefront, ensuring that the **most talented people** deliver the **best, fastest**, and **most efficient solutions** perfectly **tailored to the needs** of the business units.

At Kaizen Institute, we collaborate with our customers to streamline their business services operations. We design and implement changes that generate savings and increase the value-added within organizations.

We developed an **Operational Excellence Model** that improves the **quality, cost,** and **service level** of the main processes performed by the corporate areas.



EXCELLENCE MODEL FOR BUSINESS SERVICES

Develop **customer-focused, efficient and agile teams**

Redefinition of the organization structure:

- Design of non-existent processes
- Definition of in/out sourcing strategy
 - Remote work system design
- Implementation of the agile organization model

SERVICE INNOVATION



Customer experience improvement:

- Customer journeys mapping
- Value proposition design
- Interface design and customer interaction standards
- Customer experience feedback analysis and analytics

Reduction of process lead time and productivity improvement:

- Standardization and visual management of the processes
- Definition of digital workflows
- Implementation of quality control means
 - Optimization of the demand volume
- Automation and digitalization of the processes

PROCESS EFFICIENCY

CUSTOMER CENTRICITY



TEAM PROFICIENCY

Development of autonomous teams:

- Team management process improvement
- Capacity planning, sequencing and work pacing
- Improved internal communication
- Talent development

6 MAIN IMPACTED METRICS

Operational costs

-30%

Service level

+30%

Processes Lead time

-35%

Rework

-20%

Ramp-up of new employees

-30%

NPS of internal customers

+20%

AT KAIZEN
INSTITUTE,
WE DEVELOP
A **HOLISTIC
APPROACH,**
FOCUSED ON
OPERATIONAL
PROFITABILITY
AND EXCELLENCE
IN CUSTOMER
EXPERIENCE



PROCESS EFFICIENCY

CHALLENGES:

- Adapt KAIZEN™ concepts to the environment of the corporate areas (Human Resources, Finance, Customer Support Teams, etc.).
- Define the digital footprint of the processes.
- High incidence of errors and quality problems.
- Identify the root cause and the frequency of quality problems.
- High volume of tickets.
- Waste related to the existence of non-value-added tasks and a low level of task integration.

KAIZEN™ APPROACH:

- Identification and elimination of the causes of process variability.
- Implementation of standard work and visual management to improve productivity.
- Creation of quality control standards.
- Definition of means to not create or pass errors to the next task.
- Implementation and training of teams in structured problem-solving tools to eliminate the root causes of the problems.
- Evaluation of the potential for automation and digitization of processes.

RESULTS:

- Reduce process lead times;
- Improve service level;
- Increase productivity and efficiency.



TEAM PROFICIENCY

CHALLENGES:

- Lack of standards and routines for daily team management.
- Inefficient team meetings.
- Definition of individual and team performance indicators.
- Calculation of team capacity and load based on experience, without factual and objective evidences.
- Reduced polyvalence and team flexibility.
- High variability and seasonality in work volume.
- Low systematized and effective training process.

KAIZEN™ APPROACH:

- Definition of a frequent visual management routines for the teams, which include the analysis of performance indicators with a focus on problem-solving.
- Creation of a standard for calculating the resources needed to meet demand.
- Increase the flexibility and versatility of the teams with specialized training.
- Creation of pacing rules for prioritization of tasks and variability reduction.
- Organization of internal communication to improve resource productivity.
- Utilization of the Job Instruction method for fast and effective training.

RESULTS:

- Develop autonomous teams;
- Improve leadership skills;
- Increase team motivation;
- Increase the training speed of new employees.

CUSTOMER CENTRICITY

CHALLENGES:

- Lack of a standardized process to analyze internal customer pain points.
- Low utility service delivery.
- Not optimized internal customer journey (opportunities to organize physical and digital information flow).
- Reduced level of standardization of interactions with the internal customer.
- Lack of objective and frequent assessment of internal customer satisfaction.

KAIZEN™ APPROACH:

- Mapping of the customer experience journey, identifying internal customers' personas and pain points.
- Definition of the value proposition.
- Definition of the future vision for critical processes for the internal customer and corresponding channels.
- Creation of standards for critical customer interactions.
- Definition of a process for collecting customer data and feedback.

RESULTS:

- Review the service offer based on customer feedback;
- Optimize the service provided and eliminate pain points;
- Improve the customer satisfaction level.

SERVICE INNOVATION



CHALLENGES:

- Lack of a method to design new processes or services.
- Define which activities and/or processes should be executed under an outsourcing model.
- Teams organized in silos, with communication difficulties.

KAIZEN™ APPROACH:

- Creation of a method for designing non-existent processes (to include the definition of all main and support flows and the simulation of the process).
- Focusing the teams on the core skills of the company.
- Identification of activities potentially performed in an outsourcing regime.
- Process for implementing outsourcing: scoping, preparation, partnership selection, contract specifications, implementation, and continuous evaluation.
- Agile transformation of the teams.

RESULTS:

- Innovation through the design of new processes;
- Design of the organization structure.

WHERE TO START?

Improvement **Roadmap** for an **End-to-End Transformation** of **Processes and People**



100%



We ensure the **Success**
of **our customers**,
with a **hands-on approach**

Our approach is practical, pragmatic and collaborative

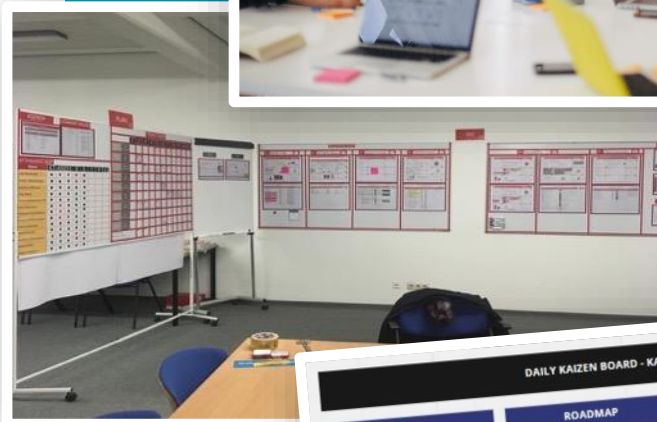
We work with our customers' teams, in their Gemba, at their place of work, be it an industrial or office environment. We are on site where the action takes place and observe the opportunities first-hand.

The contribution of the teams is key to the success of any transformation

From day one, all collaborators are involved in the project. During implementation, our customers' teams develop skills that will enable them to build sustainable improvements.

We support the implemented solutions with analytical tool

The decision processes are supported by robust data collection and processing models, from the diagnostic stage to the project implementation stage. This information is arranged in a simple, visual, and accessible way to everyone.



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