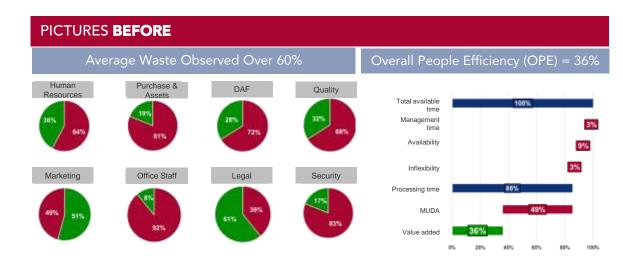
KAIZENTM in Shared Services Centres





Team Organisation Space Organisation Standardisation Problem Solving Figure 10 means Projects to Optimize Processes





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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

