



# CASE STUDY

**Managing Process Improvement:  
Standardizing KPIs with Lean Six Sigma**

# OVERVIEW

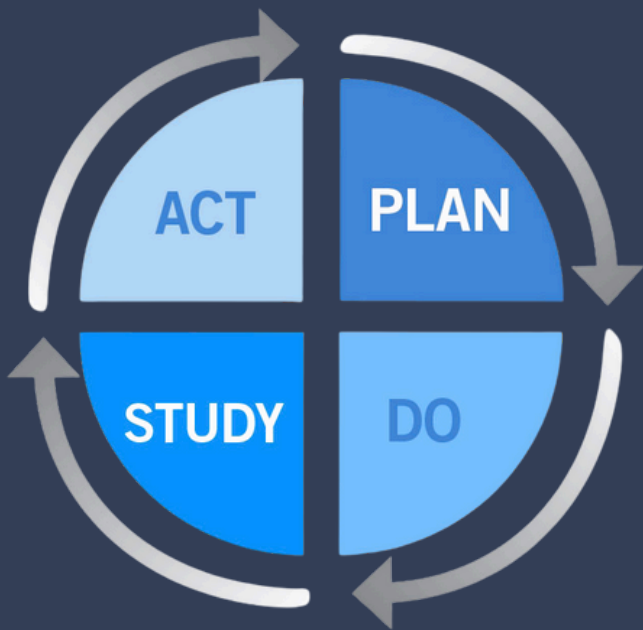
The company operates as a global leader in logistics and supply chain management, with a presence in over 130 countries. Its service centers support critical back-office functions, including finance, customer service, and business intelligence, enabling operational efficiency across various markets.

## BACKGROUND

This project was initiated within the Business Intelligence (Analytics) department, which plays a key role in providing data-driven insights to improve operational performance. Before transitioning to Business Intelligence, I spent 2.5 years working in Operations, where I gained firsthand experience in the challenges of workload distribution, resource utilization, and efficiency tracking. Moving to the back office allowed me to bridge these gaps through process improvement and analytics.

A key issue identified was the lack of standardized productivity measurement across BI Operations, leading to inefficiencies in task allocation, inconsistent workload distribution, and increased overtime. Without clear visibility into processing times, teams faced challenges in optimizing resources and balancing workloads effectively.

To address this, we launched a project focused on establishing a standardized process to measure efficiency and productivity. By applying Lean Six Sigma methodologies, we introduced a structured approach to data collection, defined key performance indicators (KPIs), and developed a tool for real-time productivity tracking. The initiative aimed to enhance operational transparency, optimize FTE utilization, and improve decision-making in task management.



# CHALLENGES



Before the project's implementation, several inefficiencies were observed:

- **Lack of Productivity Measurement:** No standardized way to track productive hours across tasks.
- **Workload Imbalance:** Inequitable distribution of tasks due to the absence of visibility on task durations.
- **Overtime Issues:** Without a clear system, excessive overtime was required to meet deadlines.
- **Process Standardization Gaps:** Task completion times varied widely, leading to difficulties in resource planning.

# SOLUTIONS

To address these challenges, we implemented a structured approach rooted in Lean Six Sigma principles.



## 1. Process Mapping & SIPOC Analysis

- Conducted a SIPOC (Suppliers, Inputs, Process, Outputs, Customers) analysis to understand the existing workflow.
- Mapped out the reporting process to identify variations and inefficiencies.
- Defined standard processing times (SPT) for reports and tasks to establish a benchmark.

## 2. Root Cause Analysis (5 Whys & Cause-and-Effect Diagram)

- Used the 5 Whys method to investigate why productivity measurement was lacking.
- Identified key bottlenecks, including the absence of a structured workload allocation system, inconsistent task tracking, and system performance issues.

### 3. Solution Development

- Designed a Time Stamp Tool to accurately log time spent on regular reporting, development, ad hoc requests, and management tasks.
- Created a standardized methodology for measuring efficiency:
- Process Measure: Actual processing time vs. Standard processing time.
- Result Measure: Sum of all task durations compared to available FTE resources.

### Implementation & Results

#### Pilot Phase & Tool Refinement

- Rolled out the Time Stamp Tool to BI Operations as a pilot, refining it based on feedback.
- Addressed key concerns, such as multi-tasking errors, inconsistent entries, and compliance issues with time logging.
- Adjusted the tool to automatically close activities to prevent manual errors.



# OUTCOME

By implementing a structured productivity tracking system, the project significantly enhanced efficiency across BI Operations. The integration of Lean Six Sigma methodologies ensured a data-driven approach to decision-making, leading to sustainable improvements in task management and resource allocation.

## 1. Improved Efficiency & Reduced Overtime

- By accurately tracking processing times, we optimized workload distribution, reducing unnecessary overtime.
- FTE calculations allowed for better forecasting of capacity needs.

## 2. Standardized Task Durations & Visibility

- Established baseline data for regular reports and ad hoc tasks.
- Created visual dashboards for team leads to monitor real-time productivity metrics.

## 3. Better Decision-Making & Resource Allocation

- The new system enabled data-driven decisions for task prioritization and team capacity planning.
- Facilitated resource sharing across teams, balancing workload distribution.

## Key Learnings

- **Data Visibility is Critical:** Standardizing task measurement improved planning and reduced inefficiencies.
- **Continuous Improvement (Kaizen) is Necessary:** The tool required multiple iterations to align with operational realities.
- **Stakeholder Buy-in is Key:** Training and clear communication were essential in ensuring adoption.

# LET'S WORK TOGETHER

Want to optimize your processes?  
Let's work together!



## CONTACT



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