

<b>Contract Name:</b>	<b>Customer Service and Purchasing Consolidation</b>
<b>Client:</b>	Major Chemical Manufacturer
<b>Period of Performance:</b>	1/1/07 - 5/31/07
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<b>Service Offering:</b>	Lean Transformation
<b>Opportunity:</b>	The Customer Service and Purchasing departments at this manufacturer were decentralized and managed by local sales offices, field offices as well as plants around the world. The processes were inconsistent and yielded a lot of costs and high levels of inventory.
<b>Goal:</b>	To document the current process at each office, identify opportunities for improvement, develop a future state and determine resources and the systems required to run the new process.
<b>Process:</b>	We ran a series of Value Stream Mapping events (3) along with the process owners to document the current process and identify opportunities for improvement. We then determined resource allocations for each of the tasks, measured process times, lead times, quality and number of hand-offs. We conducted several Kaizen events (10) focused on reducing wastes, determining the number of FTE's, Takt time for each processes, balancing the workloads across each discipline and identifying the right systems to manage the calls in the new Customer Service Center.
<b>Solution:</b>	Utilizing the data from the VSM Event, the team identified the future state and the sequence of value added steps establishing the right number of the resources required for the new process. As part of this effort, the team also validated the standardized process steps looking at the most consistent combination of Customer Service and Purchasing tasks for each of the resources identified. The team identified the systems that they will be using to manage the call loads and worked on the new efficient and ergonomic layout for the new Customer Service Center.
<b>Results:</b>	Reduction in inventories of 25%, Increased productivity of 20%, Customer Satisfaction rose to 99%, Increased sales volume for high profile products of 30%.