

Work smart, Business Case 2

The initial challenge

Process standardization & optimization within a multinational company.

The company, delivering operational audit services to other multinational companies, was looking at how improving its quality by standardizing its products & services all over the world. Indeed, even for a same customer, service levels were quite different between regions and even between countries. Moreover, it had a rather negative experience with a quality management consultancy company, that did not succeed, because it took the challenge too ambitiously; that's why we chose for a more agile approach.

The approach

The agile approach consisted of taking 1 business process at a time even for 1 customer at a time. Very delimited 'sprints' so to speak. The benefit - like for any agile project - was that by focusing on 1 process for 1 specific customer, the results were very quickly observable.

We obviously started with the processes having a direct impact on the quality which customers could experience.

It was about standardization and optimization as well: where ever possible, a process should be identical for a same customer all over the world. The second degree of standardization is to have a same process as much as possible the same for all customers.

Analyzing all these business processes, was obviously an opportunity to optimize them as well. Not only for efficiency purposes, but also for compliance ([conformance checking](#)) reasons as well.

The result

Even though 100% standardization across all regions & countries, and for all customers was never the aim - as this would have been utopian - activities are now much more coherent than before.

Moreover, this lower complexity enables the ambitious growth, the company was aiming at, to occur more stably and thus sustainably as well.