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How Lean & Six Sigma and Agile meet?

Bridgestone Business Services

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Lean & Six Sigma Black Belt

Gonzalo Chavarria Mora

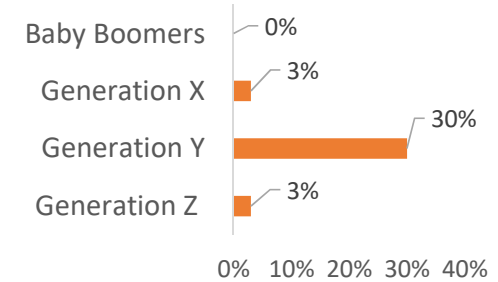
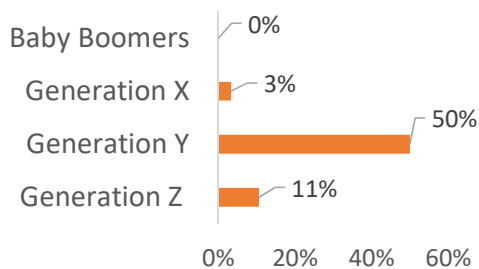
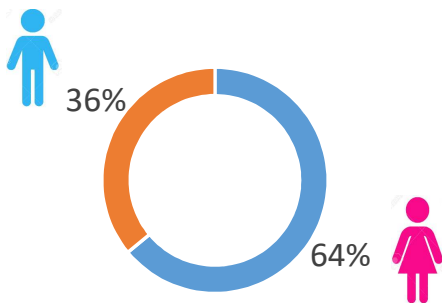
Agile Coach



Background

Bridgestone Business Service

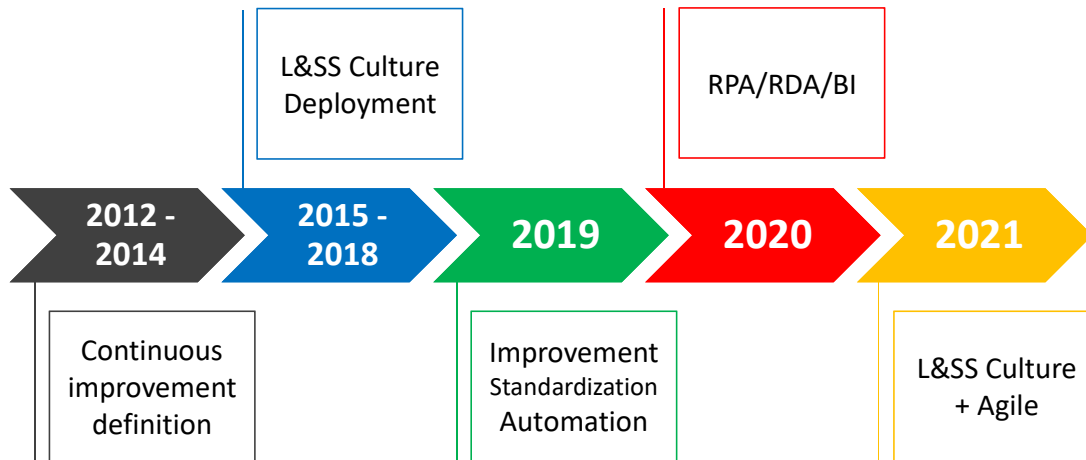
Location: Costa Rica, Heredia
Services: Finance / HR / Customer Service
Support / Continuous improvement /
Automation & Business Intelligence
Employees: 300+



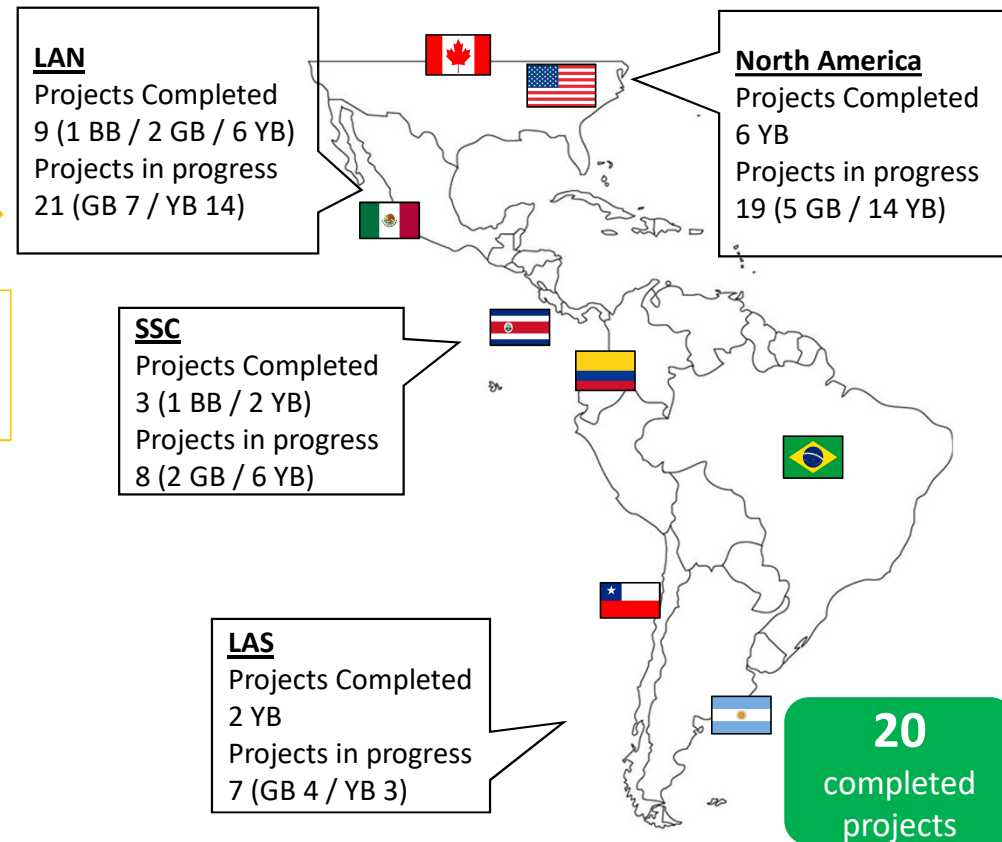
Our L&SS Journey



Lean & Six Sigma culture at Bridgestone B.S.



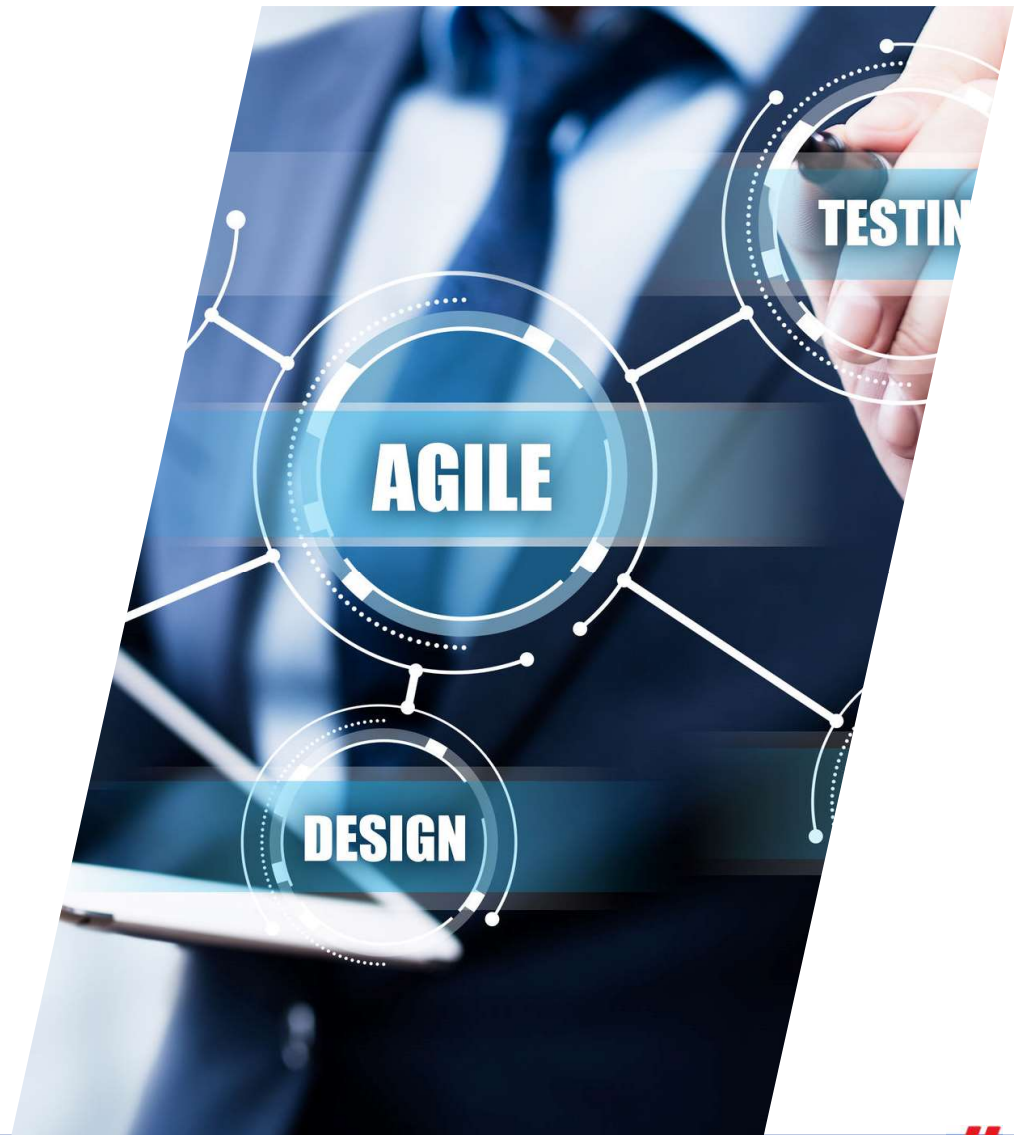
Summary 2020 – 2021 Project Portfolio



Aligning Continuous Improvement & Automation Team: Improve / Standardize / Automate

Belt	Closed	Open	Projects Focus
White Belt	62	10	Automations
Yellow Belt	83	55	
Green Belt	16	18	Quality (RFT, SLA) Audits
Black Belt	4	3	
Total	165	86	

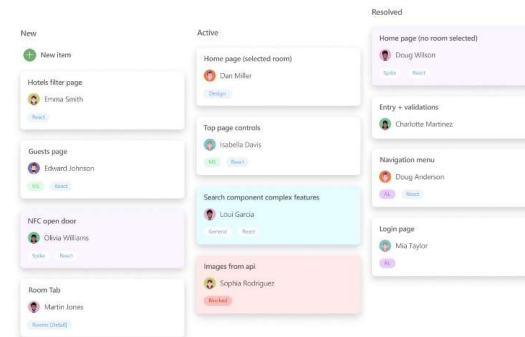
Our Agile Journey



What does Agile mean at Bridgestone?



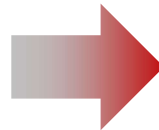
Many people will say:
it is a methodology or a framework



Others will say:
it is a process or a tool

First Definition

Agile is...
mindset based
on agile values
and principles.



Current Definition

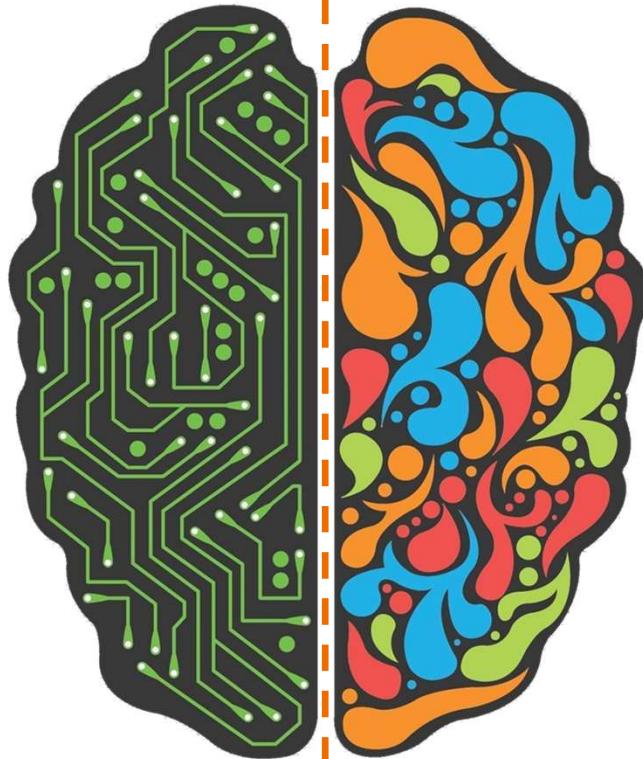
Agile is...
mindset enabling the behaviors of healthy multi-talented teams that take a customer-centric approach to defining, building, and releasing a continuous flow of a valuable products and services to delight customers.



Doing Agile
(Practices)

Being Agile
(Mindset)

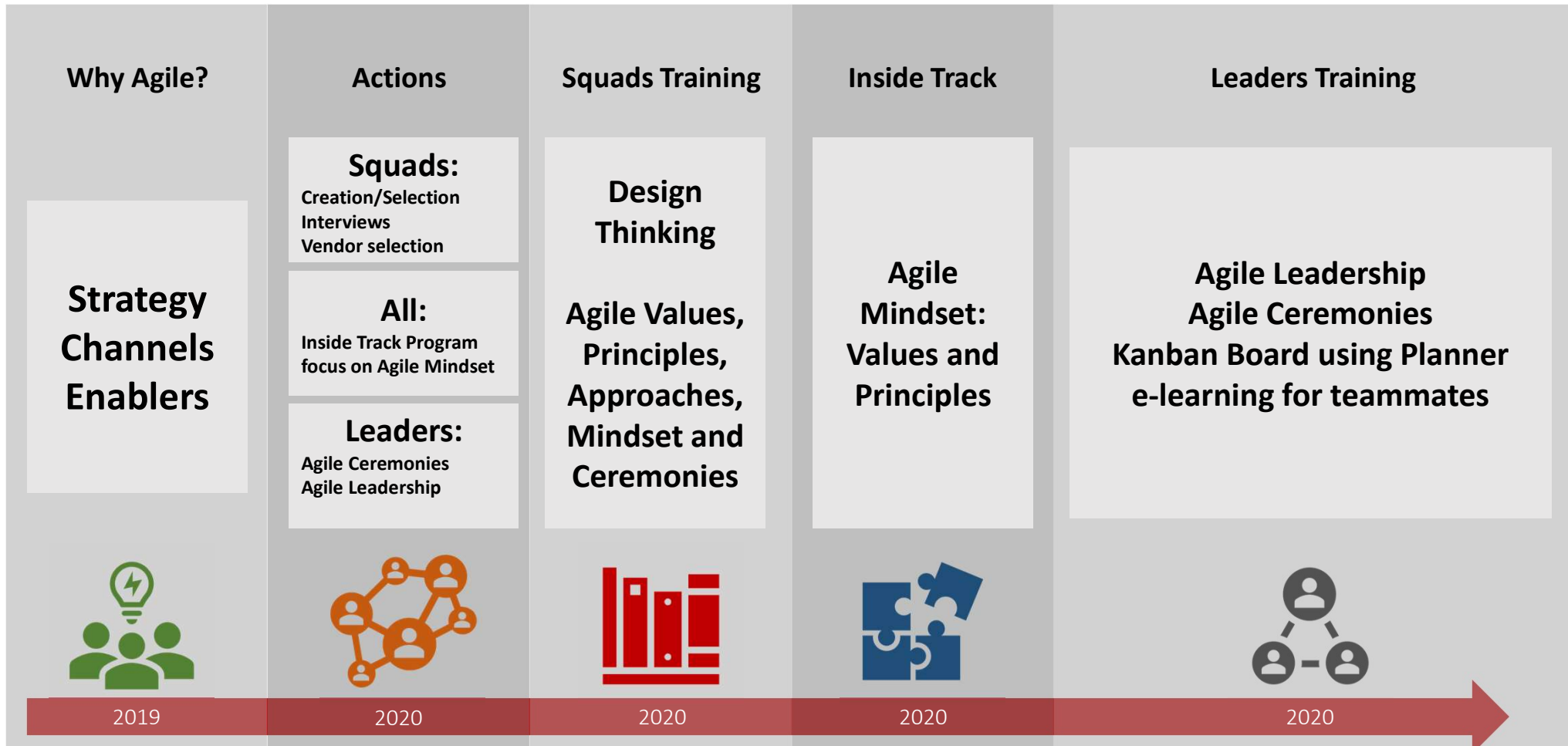
SAFe
KANBAN
Scrum
XP
Design Thinking



Principles
Values



Agile Mindset at Bridgestone



Cultural Shift Lessons



2016-2018
lessons learned



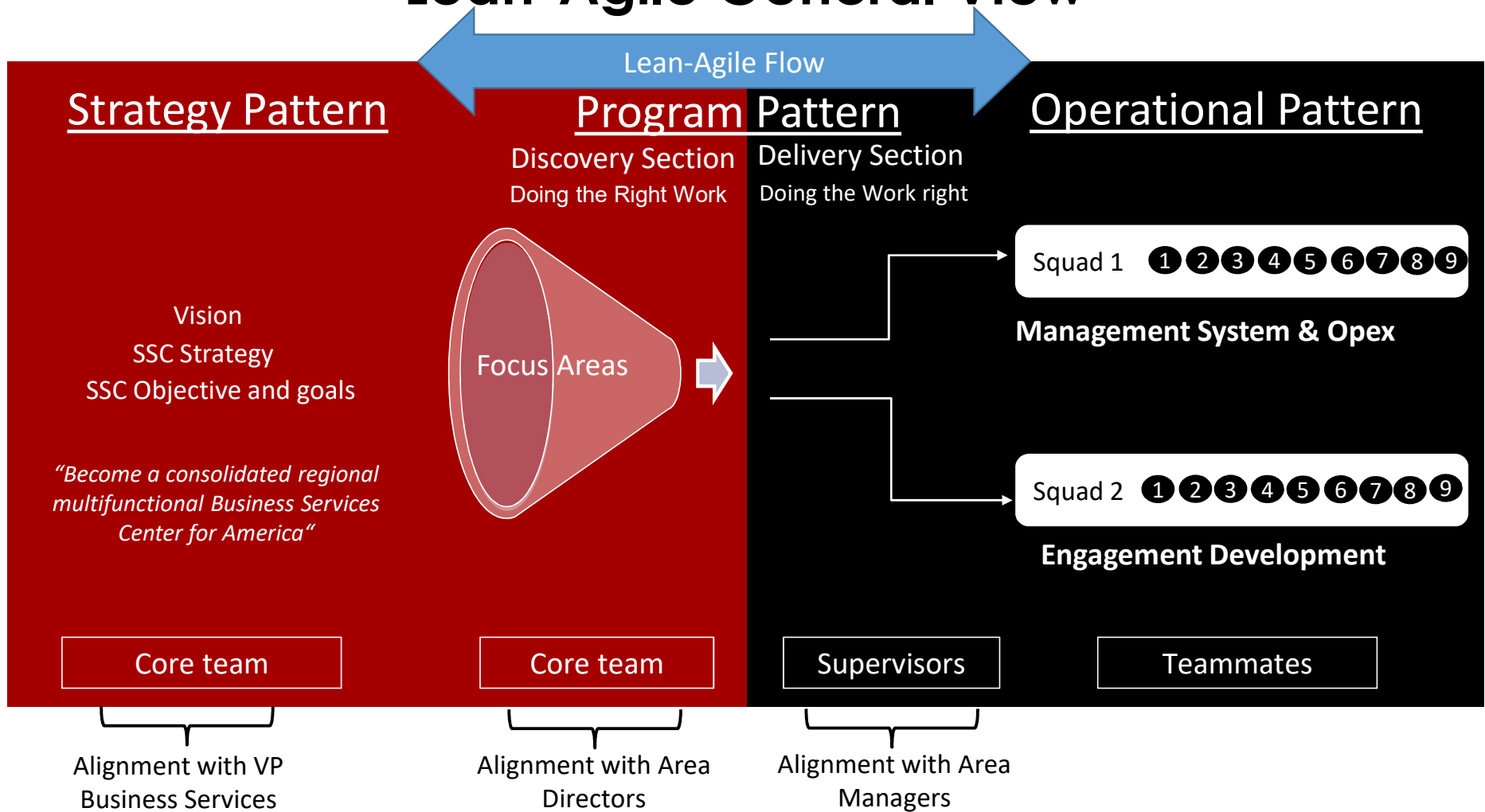
- Work the language side. Make people familiar with terms.
- Empower people to teach and talk about it.
- Place cultural enablers at all levels in the org.
- Add recognition and celebrations around it.



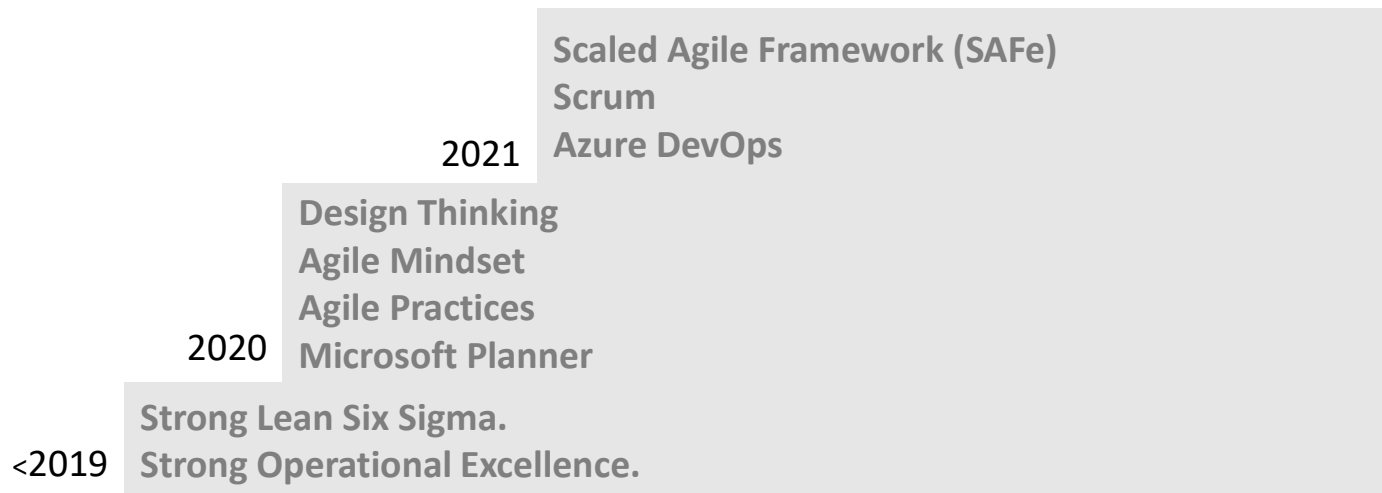
- We include Agile in Town Hall Meetings, we rename development programs to include a reference of Agile to it. Since the beginning we presented this as a complement to LSS.
- LSS training and projects with no hierarchy distinction. Also, teams participate actively in spreading mindset.
- We onboard people from all levels as enablers but also we provoke the opportunities in all levels to talk about LSS & Agile.
- LSS not only provide a certificate delivered in a Town Hall meeting, but also a lanyard and the opportunity to be champion in futures projects. Informal recognition is also important, team's celebration for complete activities on time.



Lean-Agile General View



Going beyond



Not excluding... they are complementing each other.





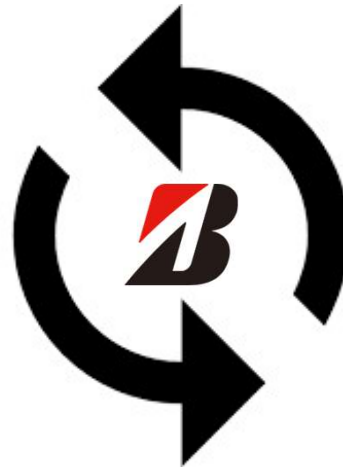
L&SS meets Agile at
Bridgestone

Agile & Lean Six Sigma in Bridgestone



Lean Six Sigma focuses on improving processes

- Cultural
- Reduce variation, defects and errors in a process
- Make a product / process faster and efficient
- Identify and eliminate waste
- Identify value added



Agile Practices focuses on better management of projects

- Mindset – Brainchild
- Focus on speed while also maintaining quality control
- Adapt to change quickly
- Develop a product in faster time



Combining the two may be the key for maximizing process efficiency
Benefits: Team Collaboration, management support, project speed to market, performance, quality and customer satisfaction

Project Framework in Bridgestone



Lean & Six Sigma

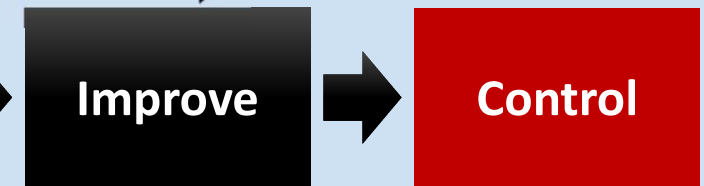


Identify processes with opportunities using LSS tools

- Problem definition
- Pareto analysis
- Control Chart
- Value Stream Map, Process Map, IPO Map
- Baseline Capability
- Cause & effect analysis, FMEA
- KPIV's Identification



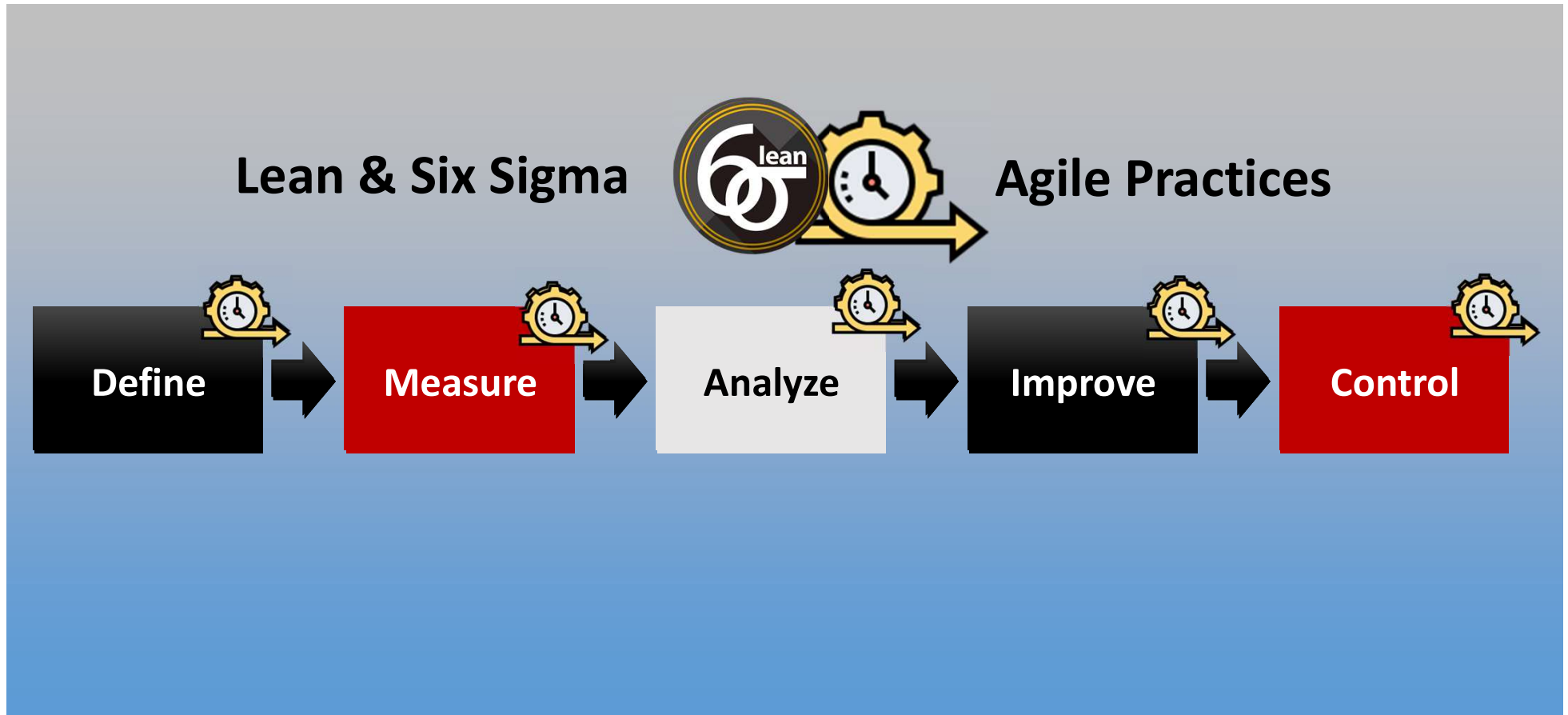
Agile Practices



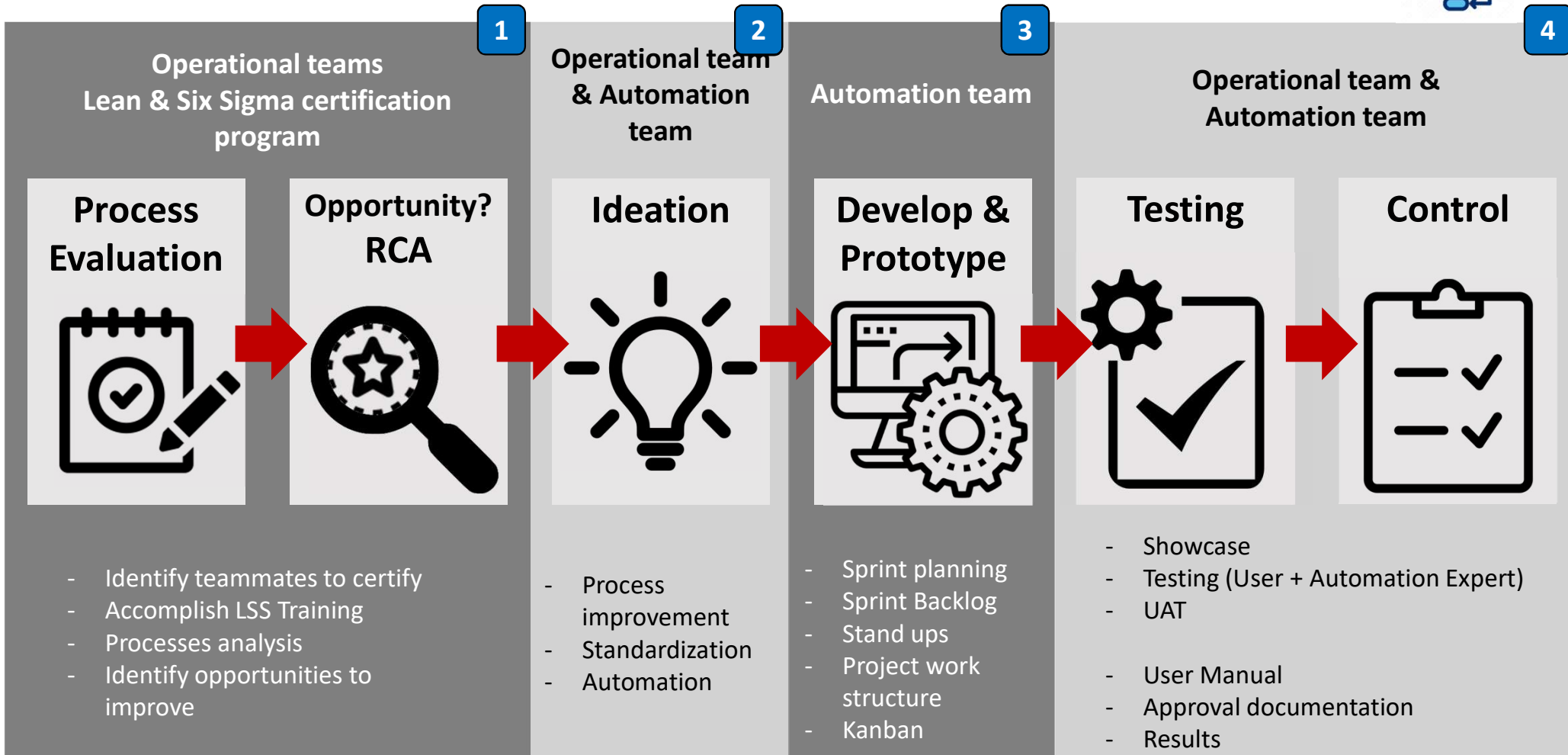
Agile project management

- Design Thinking
- Scrum
- Agile Ceremonies
- Azure Dev.Ops.
- Kanban
- Sprints

Project Framework in Bridgestone



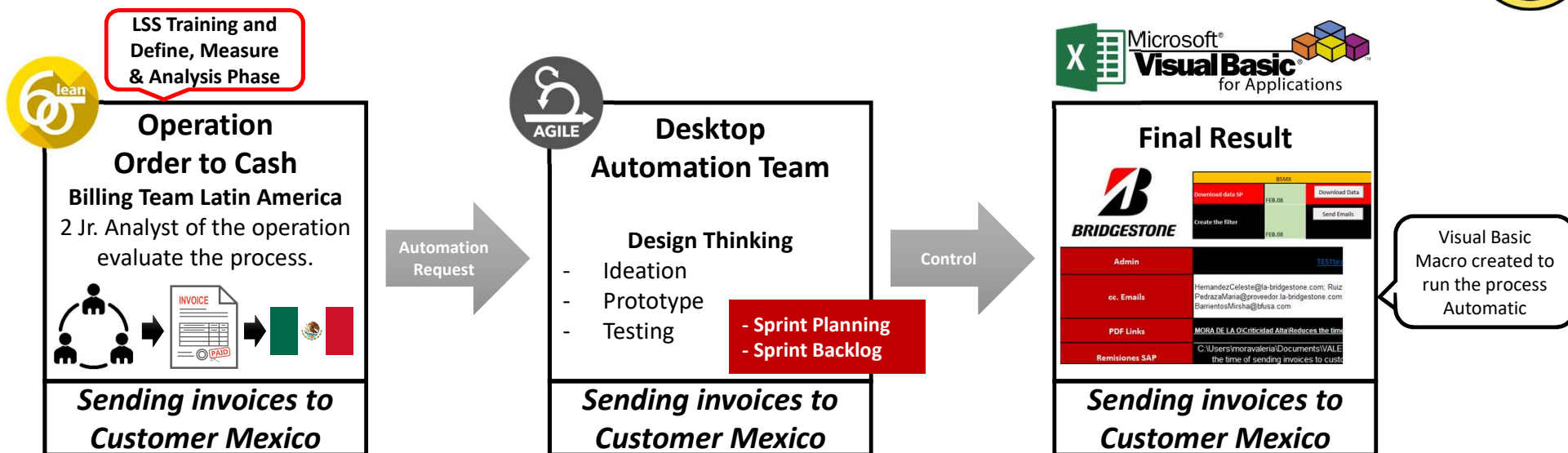
Process improvement flow in Bridgestone



Success Stories



Process improvements / Projects examples



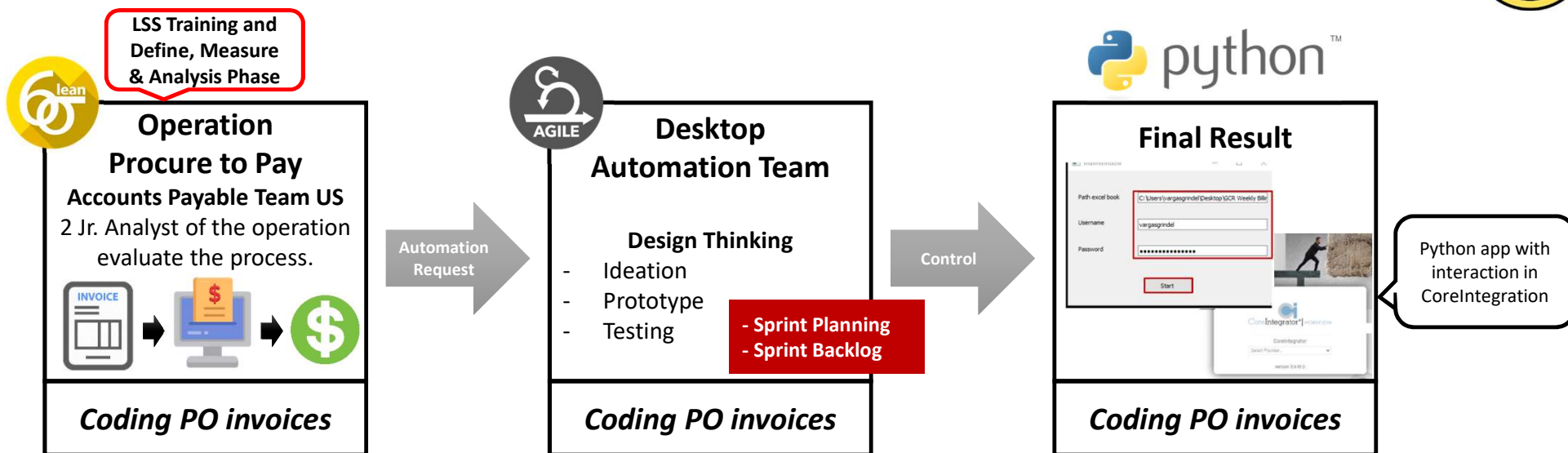
Visual Basic + Excel macro creation to automate the process of sending Mexico National Accounts invoices to the customers.

Target:

- Reduce process lead time.
- Improve Quality (Reduce issues to send incorrect information)



Process improvements / Projects examples



Python App to automate the process coding to PO invoices and approval between CoreIntegrator system and Excel database.

Target:

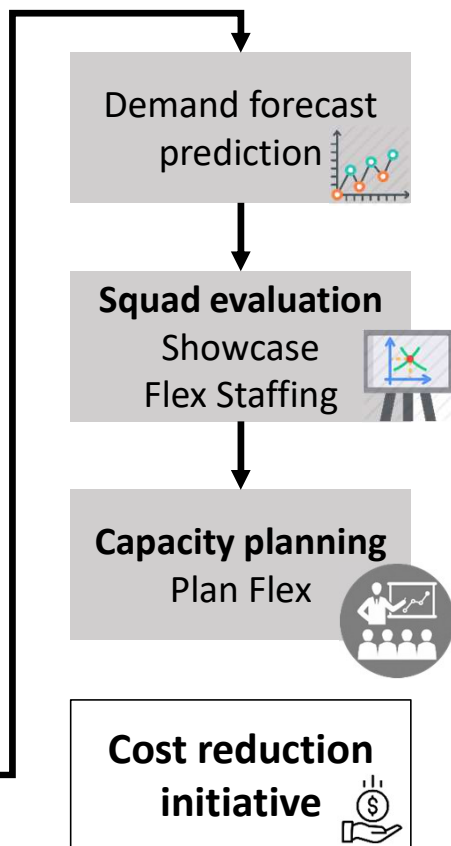
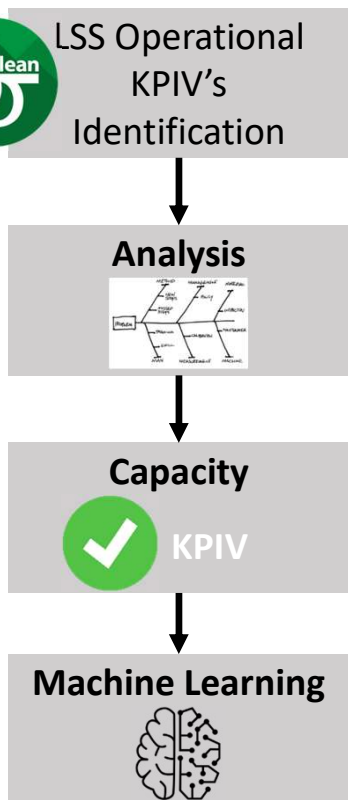
- Reduce process lead time.
- Avoid typing errors.



Preventive KPIV's identification

LSS - Machine Learning - Agile

Bridgestone B.S. Capacity



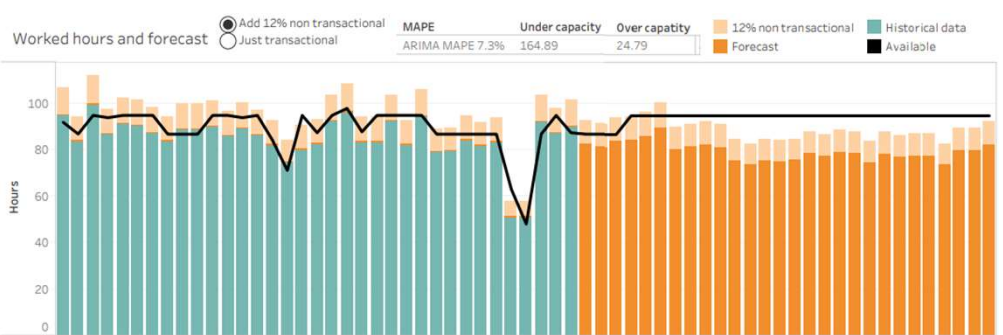
Bridgestone B.S. Capacity forecast dashboard

Created to analyze the peaks and valleys into the operational processes, identify flex opportunities and set the correct monthly plan.

Area	Over capacity	Under capacity
P2P LA AP	201	131
P2P LA PAYMENTS	25	165
P2P LA TRAVEL AND E..	3	266
P2P NA AP	15	480

Analyst available

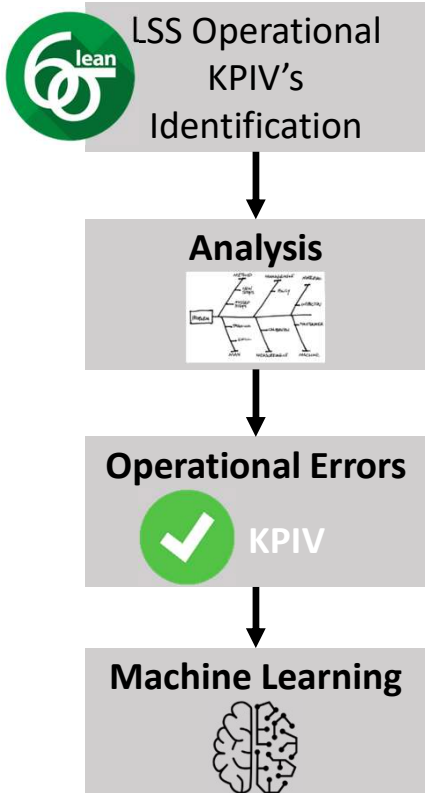
Day of Date	User	Available	Variati..	Flex
01/01/2020	ARCEALEJA..	7.5	0.0	0.0
	CARVAJALJ..	8.1	0.0	0.0
	GARCIAJUAN	8.1	0.0	0.0
	INESTATIFF..	7.5	0.0	0.0
	QUIROSLUC..	7.5	0.0	0.0
	SANCHEZR..	8.1	0.0	0.0
	SOTOALDA..	7.5	0.0	0.0
	SOTOANGE..	7.5	0.0	0.0
	TREJOSRO..	8.1	0.0	0.0
	VENEGASA..	8.1	0.0	0.0
	TOTAL	78.0	0.0	0.0



Preventive KPIV's identification

LSS - Machine Learning - Agile

Bridgestone B.S. Operational Errors

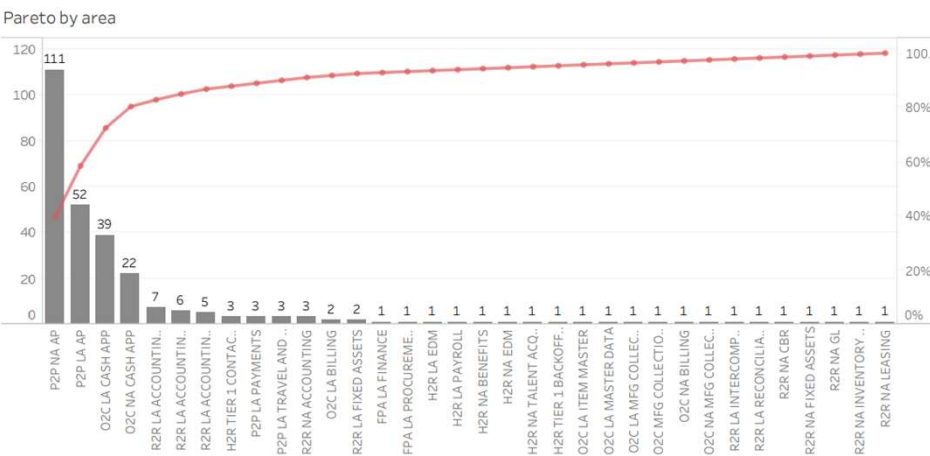
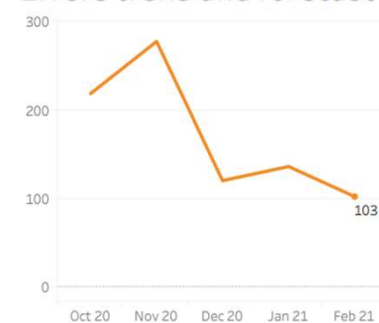


Bridgestone B.S. Quality forecast dashboard
Created to analyze the possible areas with high risk about operational errors.

Forecast

Area	Mar 21	
P2P LA AP	52	
P2P LA PAYMENTS	3	
P2P LA TRAVEL AND EXPENSES	3	
P2P NA AP	111	

Errors trend and forecast



Conclusion

- Cultural shift happens when we have a clear north star, make the terminology familiar, empower our teams, recognize and celebrate around it.
- Transforming our organization to a L&SS-Agile mindset goes beyond projects and teams; request to spread the mindset in the highest levels of the company.
- Increasing customer satisfaction by developing solutions thru Agile methodologies rather than waterfall projects.
- Accelerating product to market by increasing collaboration between teams, areas and stakeholders.





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¡MUCHAS GRACIAS!