

**DEAR ACE LEADERS,**

Don't forget to share the Quick View with your stakeholders.

**HIGHLIGHTS**

Focus on some key projects

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**Sharing Corner in Findomestic Feb 20th**

Rute Gonçalves has collected for you Films – Files and a full benchmark on ACE BPM NPS and more on the SBP

**Lean Management****NEWS****MESSAGES**

- The next deadline for updating the ACE Data base is **April 6<sup>th</sup>**.





## Example of PDCA using Lean Lab – ID 19608

Improve organization and flow in B2B, Roma Marconi.

**Context** 19,5 FTE manage loans and insurance for retired and private customers.

**Objectives** Keep customers (6,5% cancelling). Reduce increasing time to decide, and backlog.

**Solutions**

1. Visual Management to see progress
2. Practicing PDCA tool to solve issues.
3. Taking into account customer's point of view.
4. Working with other teams impacting the customer's satisfaction.



**Results** Customer's cancellation = 1,1%, backlog  $\searrow$  42%.  
63 K€ Cost Reduction



**LEAN**

### Context

All calls were routed to Acquisition team. This generated 3 contacts for 1 solution, and wasted time of our partners.

**Objective** 1 call = 1 solution, better satisfy our partners.

**Solutions**

- 1 Separate sales and operations missions to manage accurate calls.
- 2 Training of some partners on our digital environments to make them more autonomous.
- 3 Emailing on changes internally and towards 5091 partners .

**Results** Reducing waste in sales, increasing the business  
Partners satisfaction  
93,6 K€ cost reduction



**Context:** 22 FTE send monthly 2420 applications to be decided on.  
43% were rejected.

**Objective:** Decrease rejection to 36%

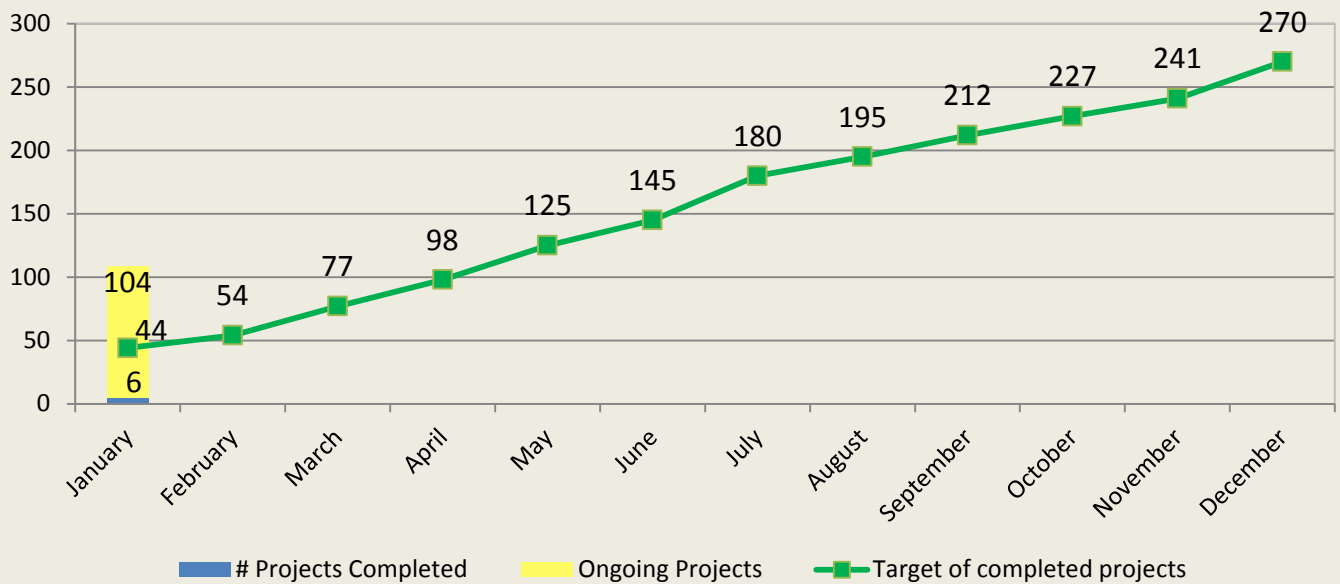
**Solutions:** Visual management to see progress  
Practicing PDCA to solve issues  
Working with Granting and Telemarketing  
Define a standard e-mail to be sent to granting, for file that could be accepted  
Creating a list of refusal cases, where applications would not be accepted, to eliminate muda.



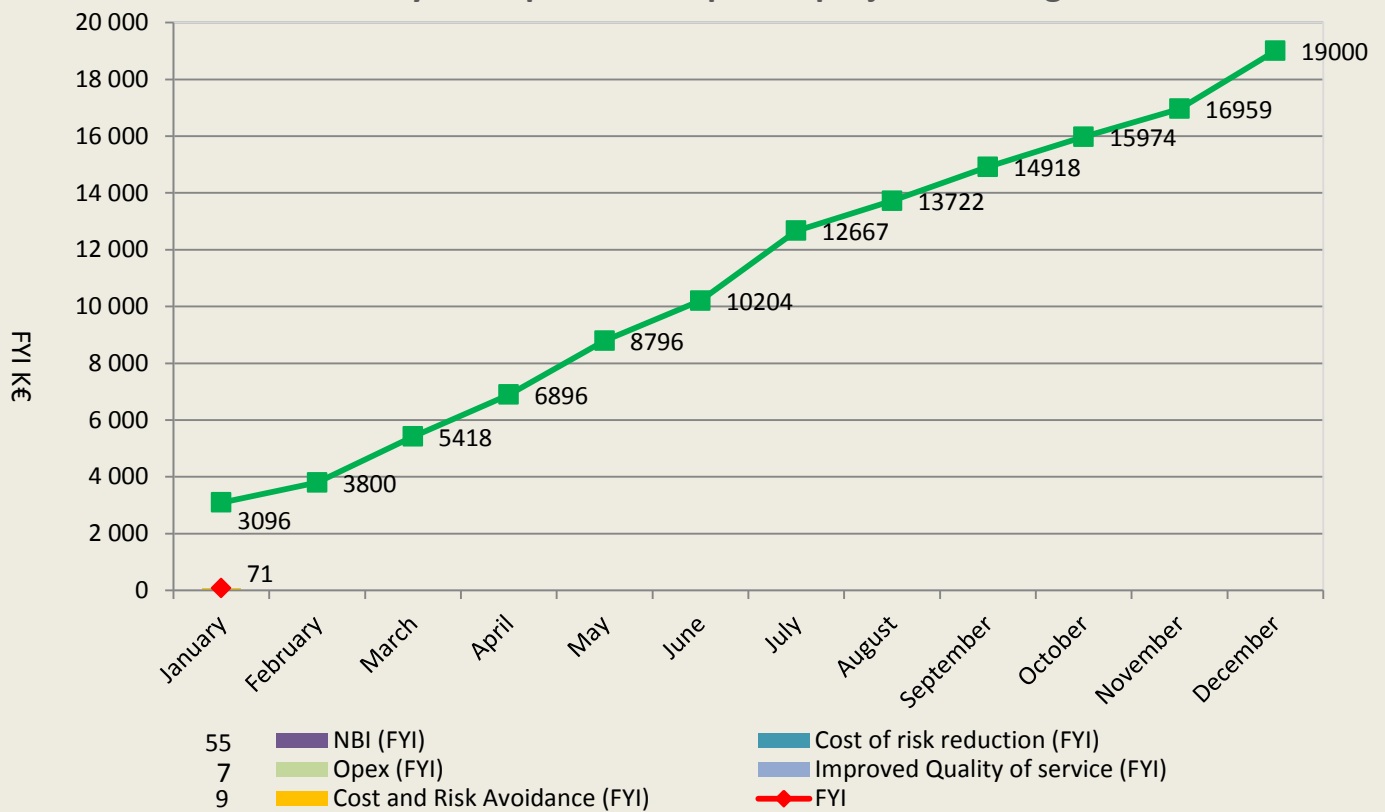
**Results:** 36 % rejection objective achieved.  
Revenue +165000 Zloty  
Eliminated muda in 2 teams Granting and Telemarketing.



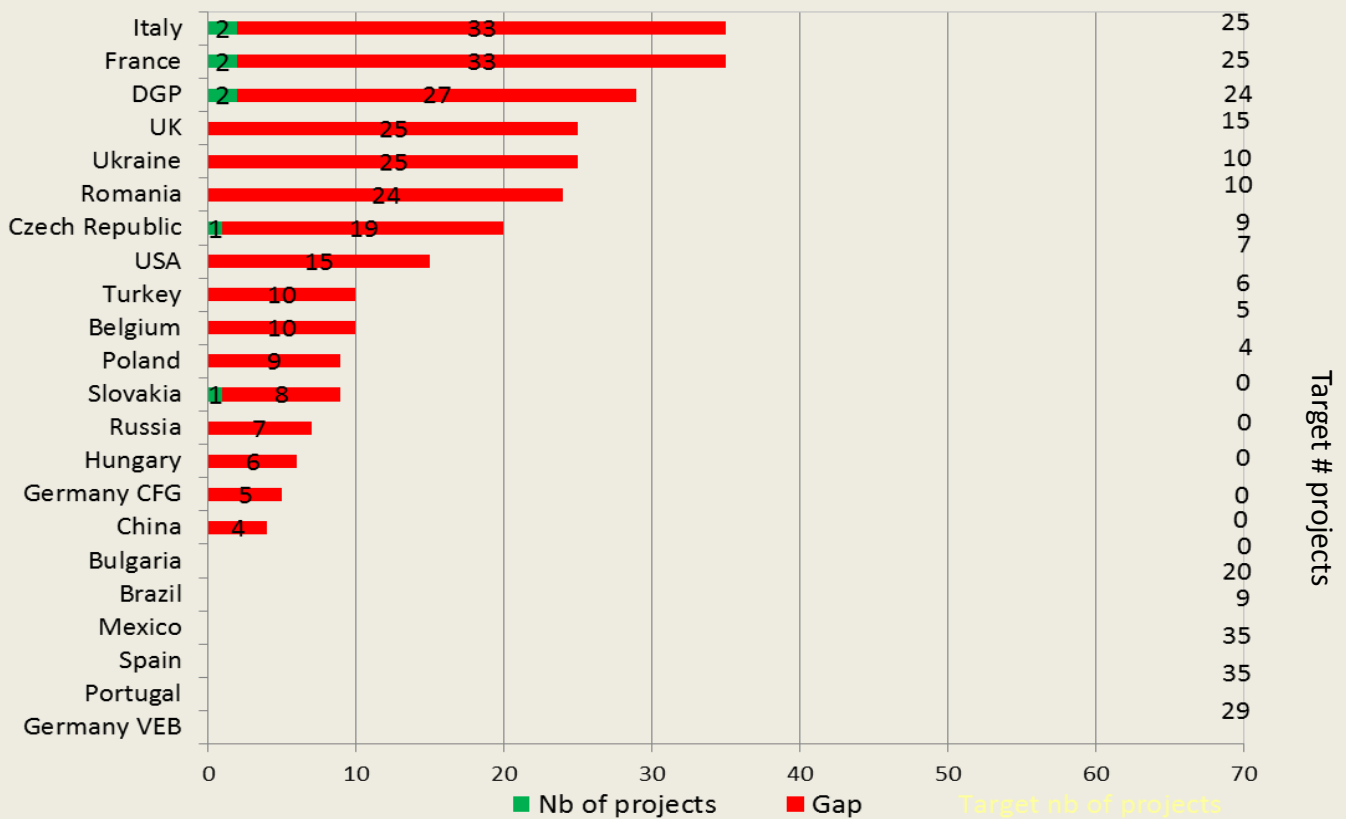
Global number of completed projects vs. roadmap 2018



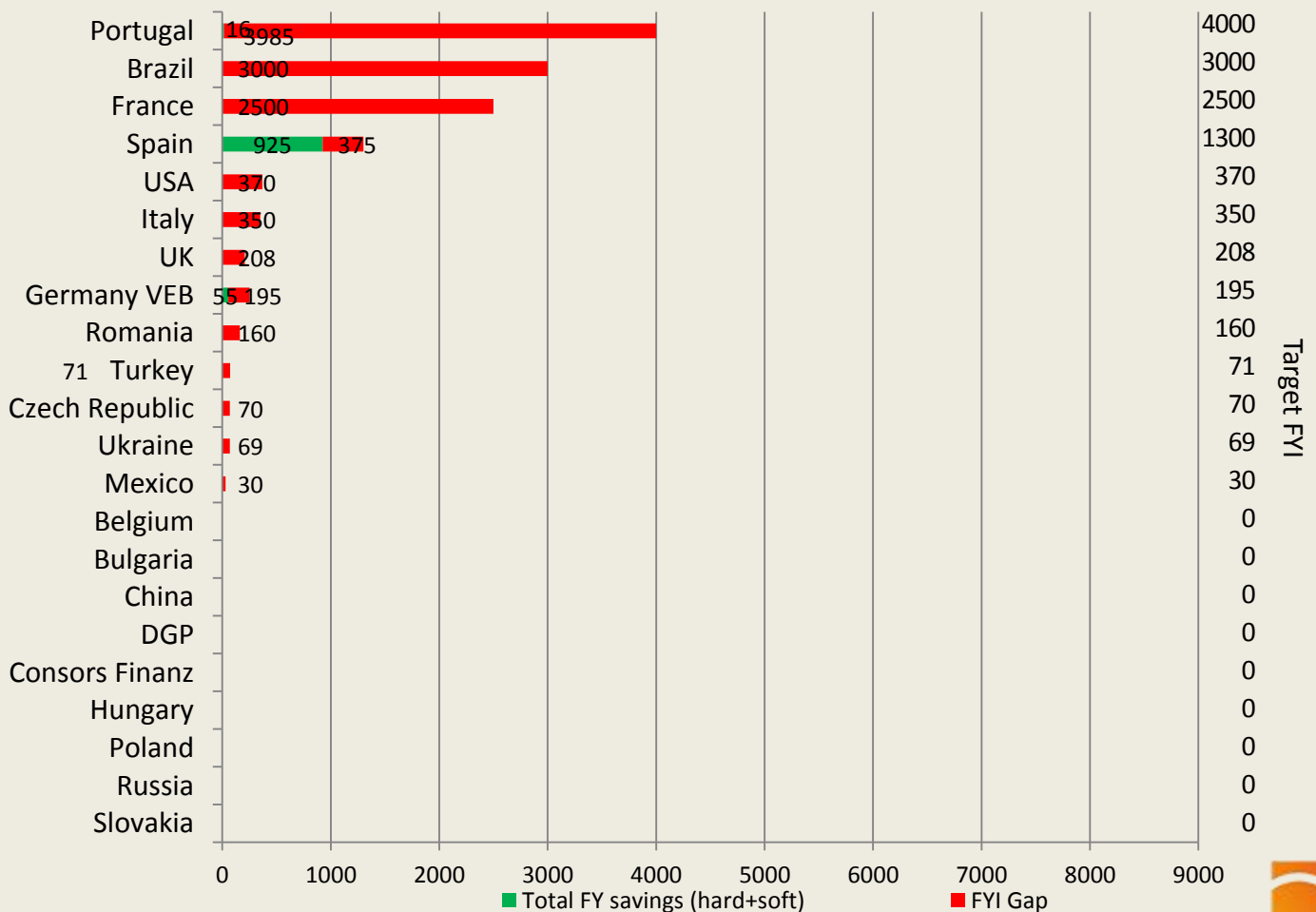
Global full year impact of completed projects vs. target 2018



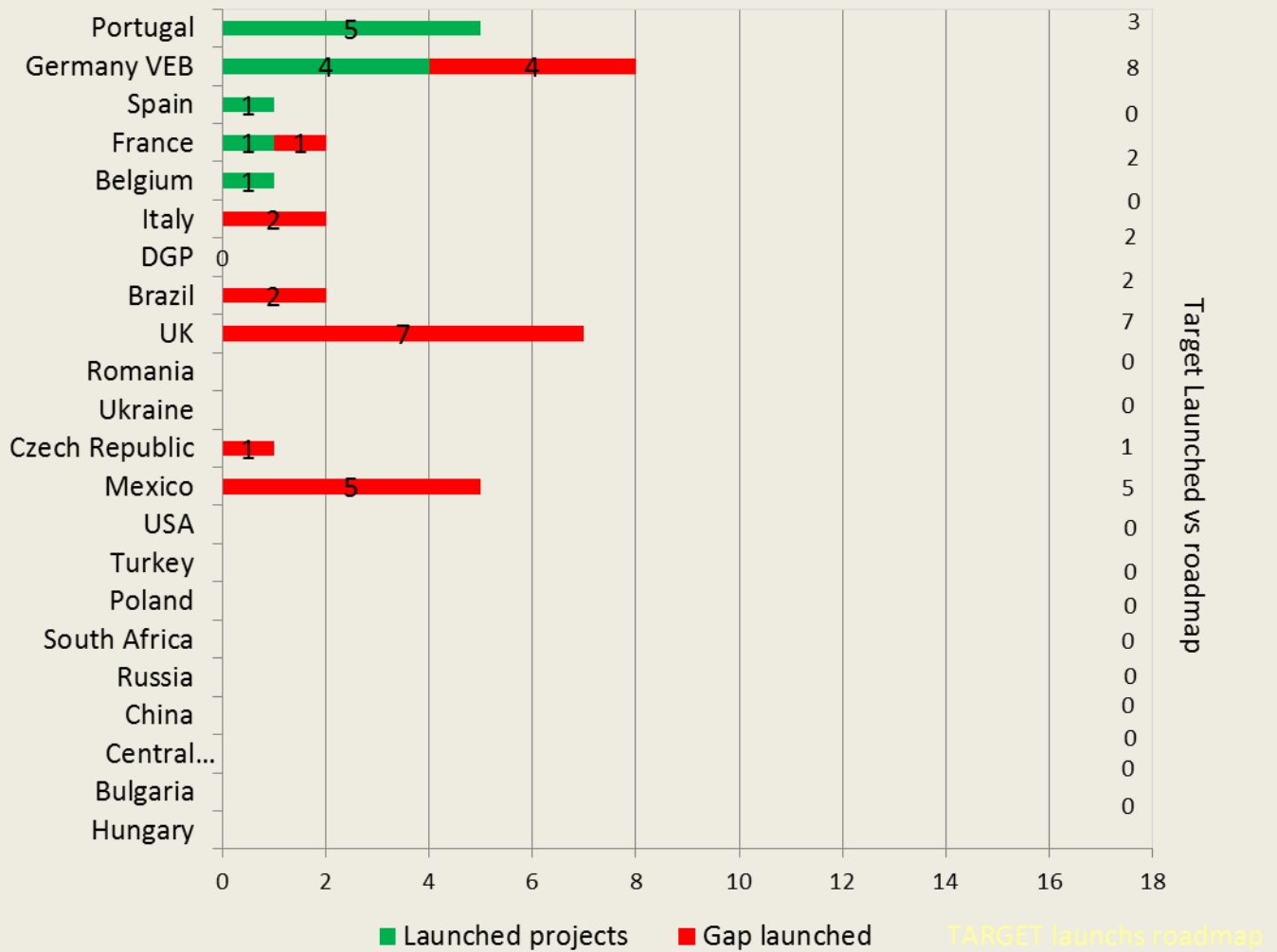
### ACE projects completed by country vs. roadmap 2018



### ACE FY impact by country vs. roadmap 2018



Launched projects vs roadmap 2018



TAKE IT EASY

