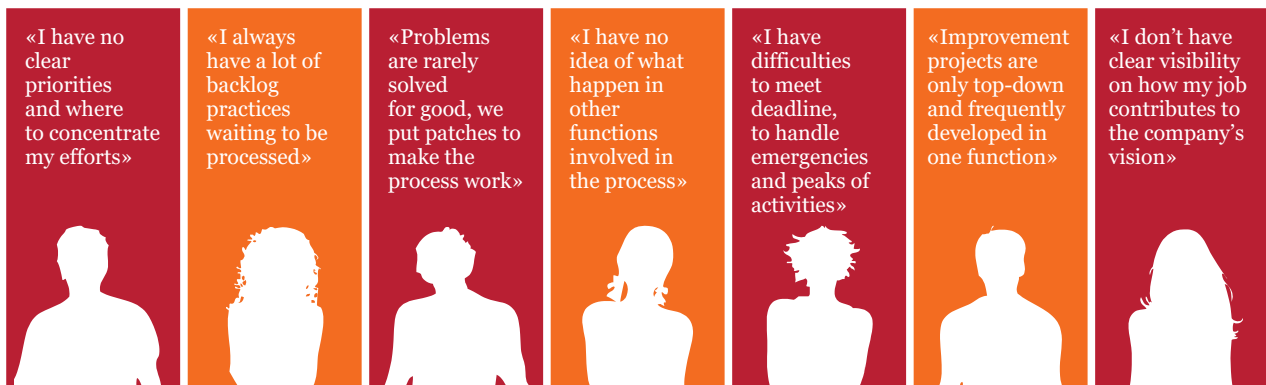




War Room Approach

The Improvement Accelerator



Why the War Room?

In order to improve productivity or reduce costs, many companies try to reach excellence through traditional methods starting extensive and time consuming projects with tangible results in the long run only.

The **War Room Methodology** manages to solve limits of traditional approaches.

Thanks to War Rooms it is possible to involve teams in little time and to delivery more efficiency in the organisation while making the job more fulfilling for the staff.

The War Room innovative method may be used as:



Accelerator of improvement for team performance and process



Diagnostic tool in complex project to gather a quick view of the as-is, allowing PwC Lean Experts to perform a comparison with best practices

War Room Methodology

Our experience suggests that an investment on the direct participation of the operative teams during an improvement project leads to fast results on the entire process, tearing down functional silos.

It is a tested and proven approach, ensuring benefits through behavioural changes and processes improvement.

Challenging their typical working habits, our clients, from different industries (Consumer Goods, Fashion, Energy, Publishing, etc.) have achieved significant and long-lasting advantages.

War Room 10 steps

1. Inter-functional teams
2. Task board tailored following specific processes and objectives
3. 20 min stand up meeting in front of the task board
4. Brief and effective meetings
5. Active participation and facilitator rotation
6. Priorities and urgencies shared and agreed
7. Identified best practices
8. Specific insights addressed after the WR
9. Improvement projects identified and assigned
10. First activity of the day, everyday

War Room is based on principles from the Lean Six Sigma philosophy:



Visualising the process & KPI



Continuous improvement



Limiting WIP



Improving workflow

From silos, lack of communication and re-works...



... to a cross-functional, self-organised and result oriented team, with **high level of collaboration**





The service we offer

War Room Method

The PwC WR Facilitator guides the team in daily morning meetings with the support of a physical task board, truly implementing Lean Six Sigma principles and fostering staff's eagerness towards continuous improvement.

Timeline Example

WR Implementation duration: 3 weeks

- Setup – 2 days
- Deployment – 2 weeks
- Final Workshop – 1 day
- Finding and Key Take-outs – 3 days

Level of Client Effort

With a minimum client effort (in terms of both costs and time), maximum results. A truly lean approach.

War Room Success Stories



Industrial Manufacturing

Finance / Shared Service Center

Scope

Improving month-end closing processes to optimise time spent on activities and lead improved added value.

Results

- Improved the Account payable process
- Adopted and managed homogeneous Service Level Agreements across served countries
- Improved the risk and issue management through a robust escalation path
- Improved reputation of the function thanks to a better perception by internal customers

18 actions for improvement and 7 quick wins addressed



Fashion

Finance/Accounting

Scope

Improve Accounting organisation efficiency and effectiveness, tackling huge workloads, poor coordination and re-works.

Results

- Improved visibility on end to end processes and on activities done by the team
- Achieved a better coordination among the team
- Identified solutions to solve key issues emerged during the War Room deployment
- The War Room has been acquired as a standard tool for the day by day work of the company

30% of time saved by improving coordination and communication



Fast Moving Consumer Goods

Customer Service and Sales

Scope

Identify improvement opportunities to reduce lead time in the claim management process.

Results

- Identified organisational issues, bottlenecks and inter-functional problems.
- Developed a root cause analysis which led the team to identify the reasons that stood under each issue.
- Organised inter-functional solution meetings to identify priority issues and decide on the best solution to implement

12 initiatives and 8 quick wins rolled out

... and after the War Room?

A War Room project sets the stage for **continuous improvement** and the team will be able to carry out the method autonomously...

... but the war room is just a taste of the potential of Lean Six Sigma.

During the war room, many opportunities for process improvement are identified. PwC can help you achieve change goals through the DMAIC path (Define, Measure, Analyse, Improve, Control) and training your resources on the **Lean Six Sigma** methodology.



Lean



Maximising the process speed



Identifying the added value activities



Involvement of everyone in the «continuous improvement»

Six Sigma



Minimising errors



Elimination of variabilities



Decision making process based on data and quality tools

Key contacts

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