

How Goldratt Consulting enabled a global e-commerce giant to expose a greater capacity of backend resources while completing more tasks on time.

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THE CLIENT

A global leader in e-commerce across both B2B and B2C sectors, the firm has a mammoth customer base. Sales events such as Christmas, New Year or other national holidays generate huge spikes in customer demand and drive significant revenue. The firm employs thousands of user experience professionals to manage the millions of webpages on its site.

TOC SOLUTION IMPLEMENTED

Shift from Resource Management to Flow Management principles, implementing the 4 solution elements:

- Full kit Process
- Buffer management with Kanban
- Critical Resource management
- Load Control

Paradigm shift & TOC Injections

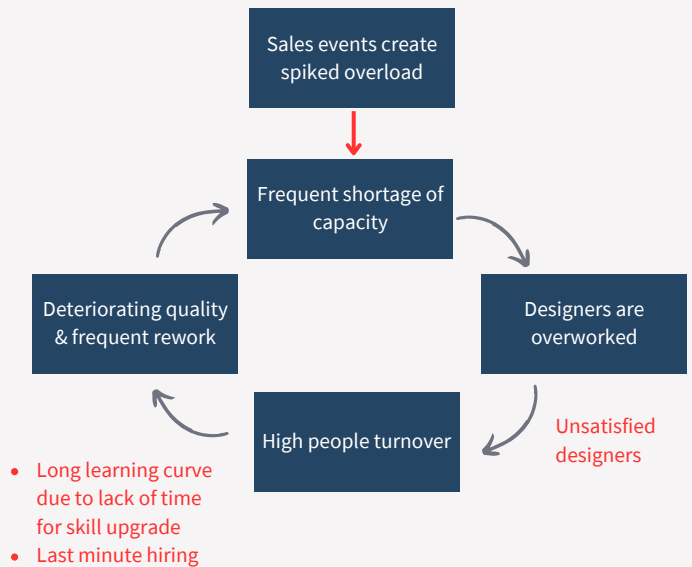
- Full kit: Release work to on-site team only after minimum agreed preparation
- Daily task management: Quick completion of tasks, daily reports on remaining task duration & task assignment to resources based on Kanban rules
- WIP control: Tasks assigned such as bad multitasking is minimized and flow is improved
- Priority management: Tasks assigned to resources based on single priority system. Priorities determined according to remaining duration of work relative to buffer. Management intervention based on buffer management.
- POOGI: Focus on improving flow by dealing with the top reasons for delays.

AT A GLANCE

Challenges: Managing the traffic peak during Sales Events

- Extremes of load variation on operational teams.
- Lower productivity
- Lower quality of work
- Massive mismatch in resource budgeting (in-house as well as outsourcing partners)
- Compromise on promise to brands
- Disharmony within teams

Vicious Cycle



TOC Implementation Results

- Exposure of greater backend capacity
- Timely completion of a larger number of tasks

IMPLEMENTATION RESULTS

The firm revealed more than 20% capacity of backend resources, even while consistently finishing more tasks on time.