

WORKING CAPITAL PROJECT



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partners organisation

CHALLENGE ?

What challenge does the company face?

1. OVERVIEW / DATA

- Key Performance Indicator (KPI) – Data (USD, %, numbers)
- Process – Process mapping (Lean tools), Stakeholder analysis
- Best practice – Benchmark

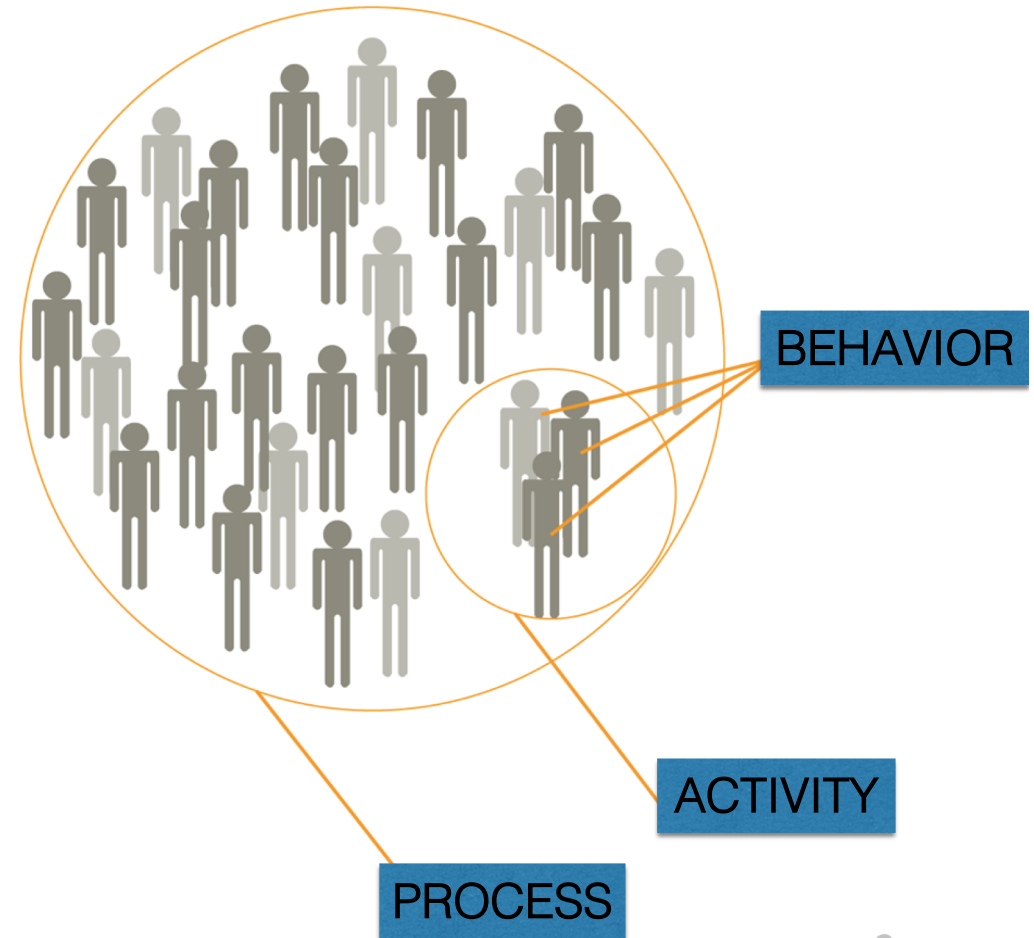
2. TARGETS / RESULTS

- 3% market share, 15 completed heart transplantations /day,
- 15% less admin time, 20 days lead time, reducing cost by USD 23M

3. IMPLEMENTATION / MEASUREMENTS / FOLLOW UP

3. IMPLEMENTATION / FOLLOW UP

- New process, A → B
 - Critical actions
 - Behaviours
- Measuring
 - What
 - How
- Reinforcement
 - LOADS



CASE – WORKING CAPITAL PROJECT

Saudi Arabia

- Challenge – working capital too high (reduce)
- 40% out standings (80M USD)
 - High risk, stopping further growth or investments
- Blame culture between sales and finance
 - Collection process



CASE – WORKING CAPITAL PROJECT

Saudi Arabia

1. OVERVIEW / DATA

- Current collections process, 40% overdue, best practice

2. TARGETS / RESULTS

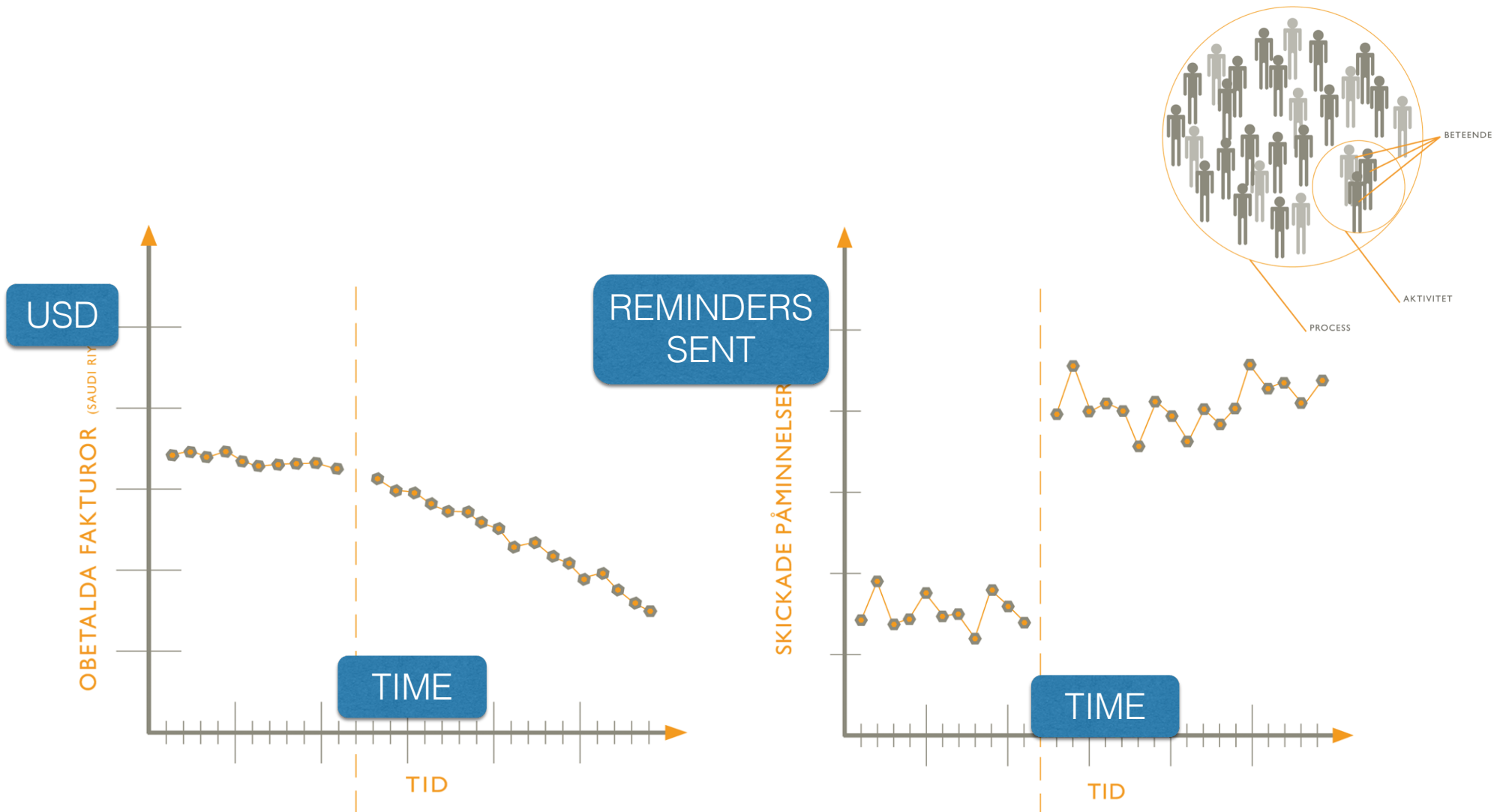
- 60,180 Days, 25% Overdue

3. IMPLEMENTATION / FOLLOW UP

- New procedures
 - Critical activities (behaviours)
 - Reminders sent, signing contracts, F/F
- Reinforcement
 - **Results:** positive data graphs
 - **Social:** Feedback, peers
 - **Ownership, challenges,** weekly meetings, actions lists/weekly (involvement), presenting, celebrating small targets



3. IMPLEMENTATION / FOLLOW UP



Challenges & Learnings



GROUP DISCUSSION

SUCCESSFACTORS IN CHANGE PROJECTS

(share your own experience)

- **Targets/scope**
- **Leadership**
- **Reinforcement**

