



# EDC's Journey with Operational Excellence

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## ABOUT EDC



- › Export Development Canada (EDC) is Canada's Export Credit Agency (ECA)
- › Mandate is to grow Canadian trade
- › Financing, insurance and knowledge solutions for Canadian companies
  
- › **EDC's winning aspiration:** To be the leader in helping every Canadian company go, grow and succeed internationally.

# Where we play in Canada



# Where we play internationally



# Spectrum of EDC Products

*Accounts* ..... *Political*  
*Receivable* ..... *Bonding* ..... *Risk* ..... *Financing*  
*Insurance* ..... *Insurance*



Repetitive tasks ..... Vs ..... Knowledge work

Short cycle time ..... Vs ..... Long Cycle Time

# STEP BY STEP

EDC's journey towards Operational Excellence

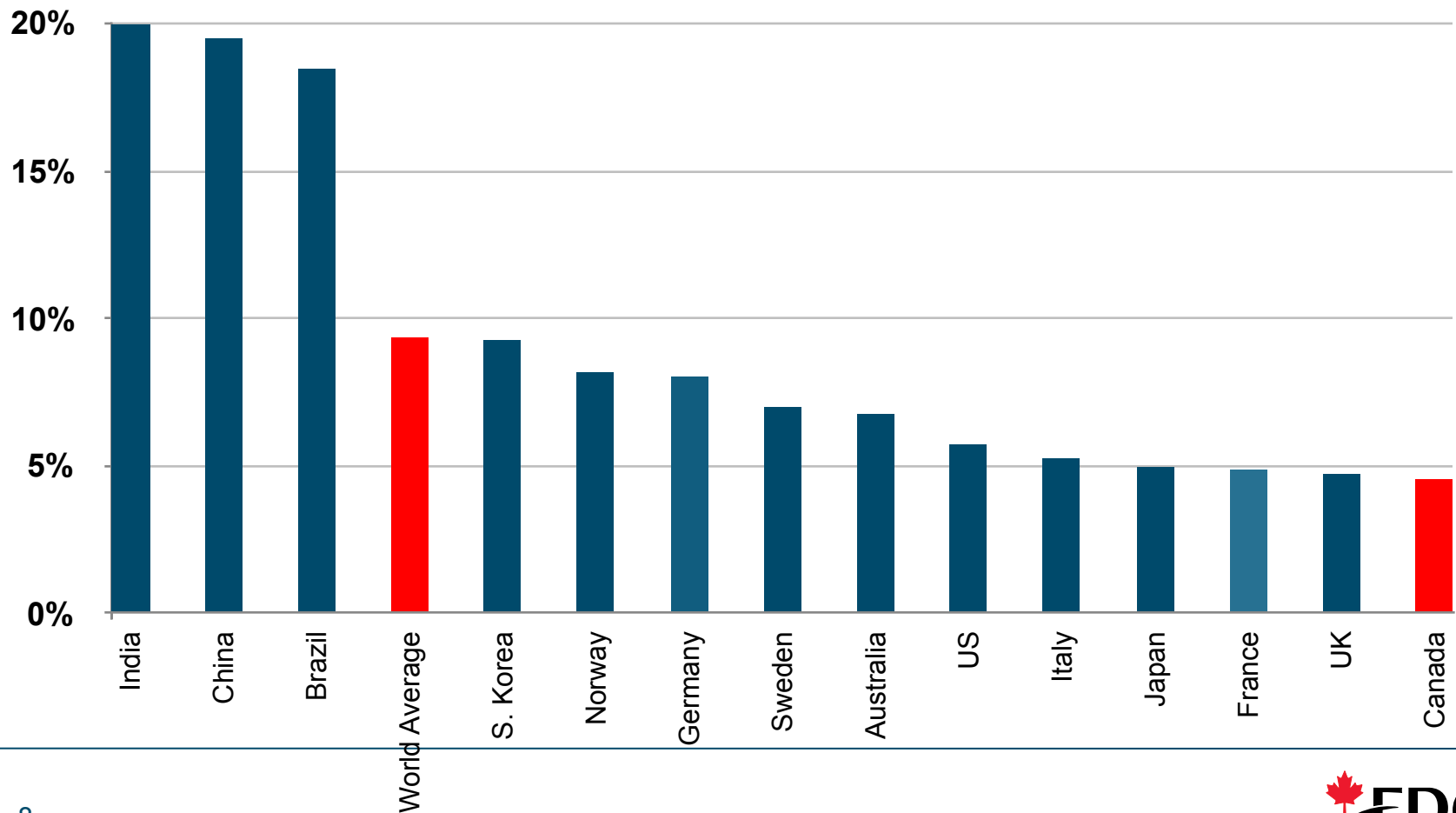
## 2007: DATA BUILDING THE BUSINESS CASE

- › > 40 handoffs to complete one loan
- › 107 days to complete bilateral loans
- › 35 days to issue term sheets
- › 36 days to complete syndicated loans
- › < 40% of underwriters' time spent underwriting (including 20-30% over processing)
- › > 50% of underwriters' time spent managing advisory team input and collating information



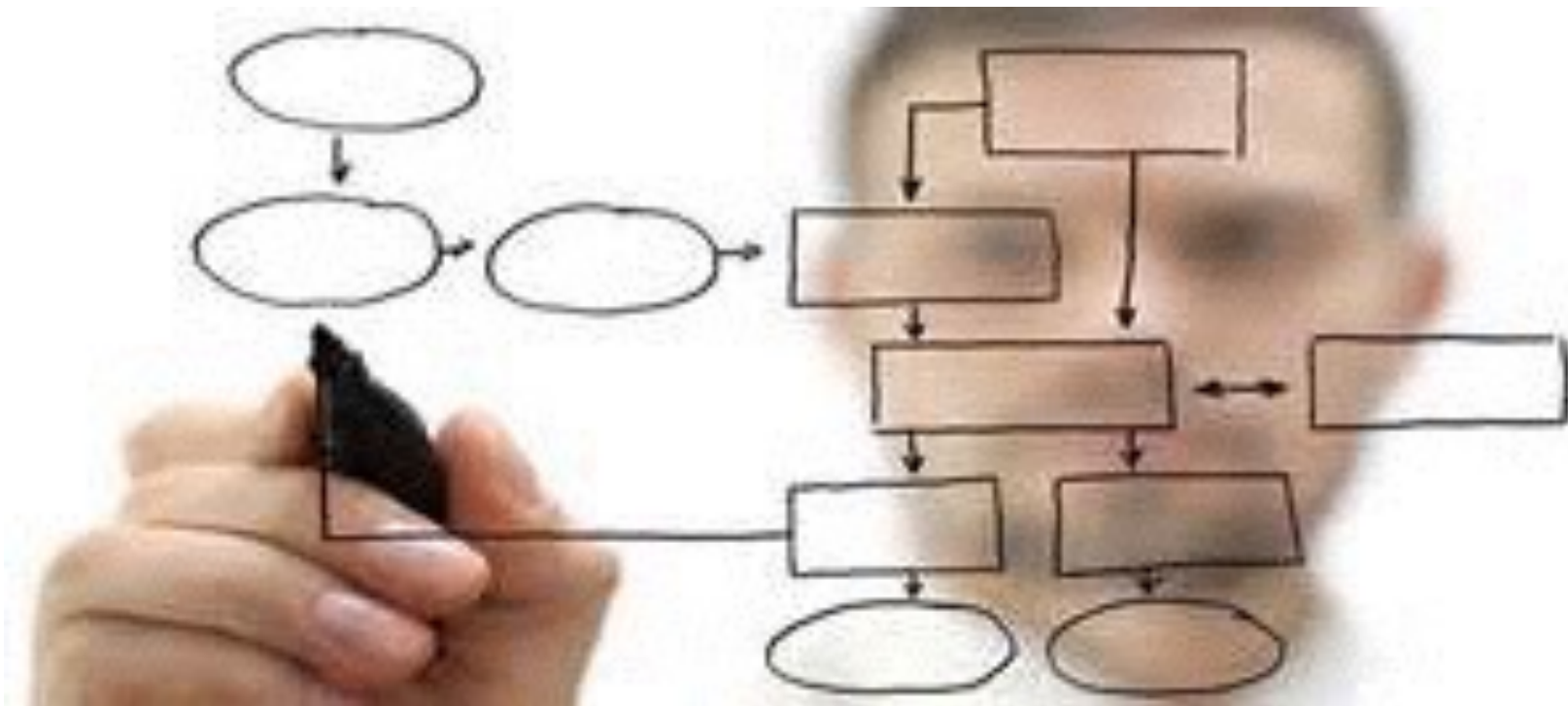
# THE BURNING PLATFORM: CANADA'S COMPETITIVENESS

Annual growth (%) in exports of goods and services (1997-2007)





## 2007: LEANING OUR PROCESSES



# THE GOOD AND THE BAD



# 2010: Mindsets and Behaviours



# 2011: Focus on Continuous Improvement



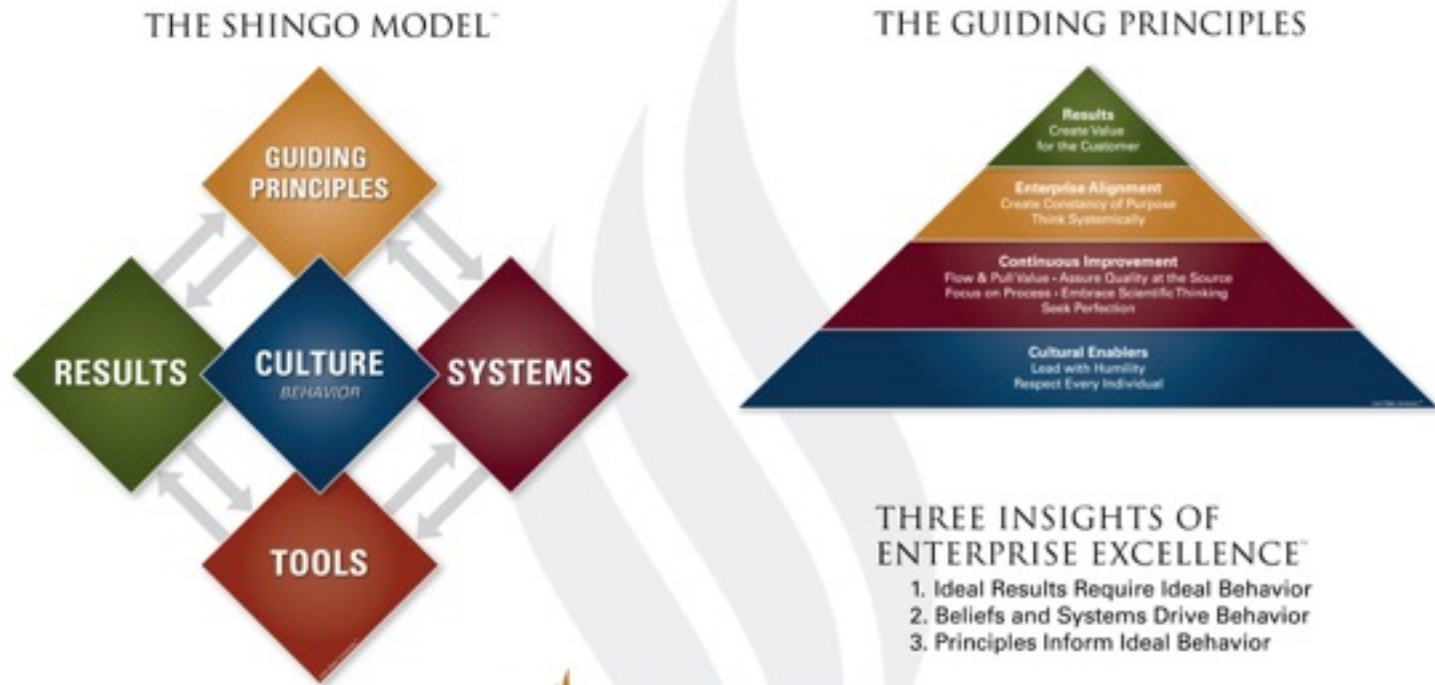
How are we doing?

Great! We are extra lean.

2 / 5

Sigh...

# SHINGO MODEL OF PRINCIPLE BASED BEHAVIOR

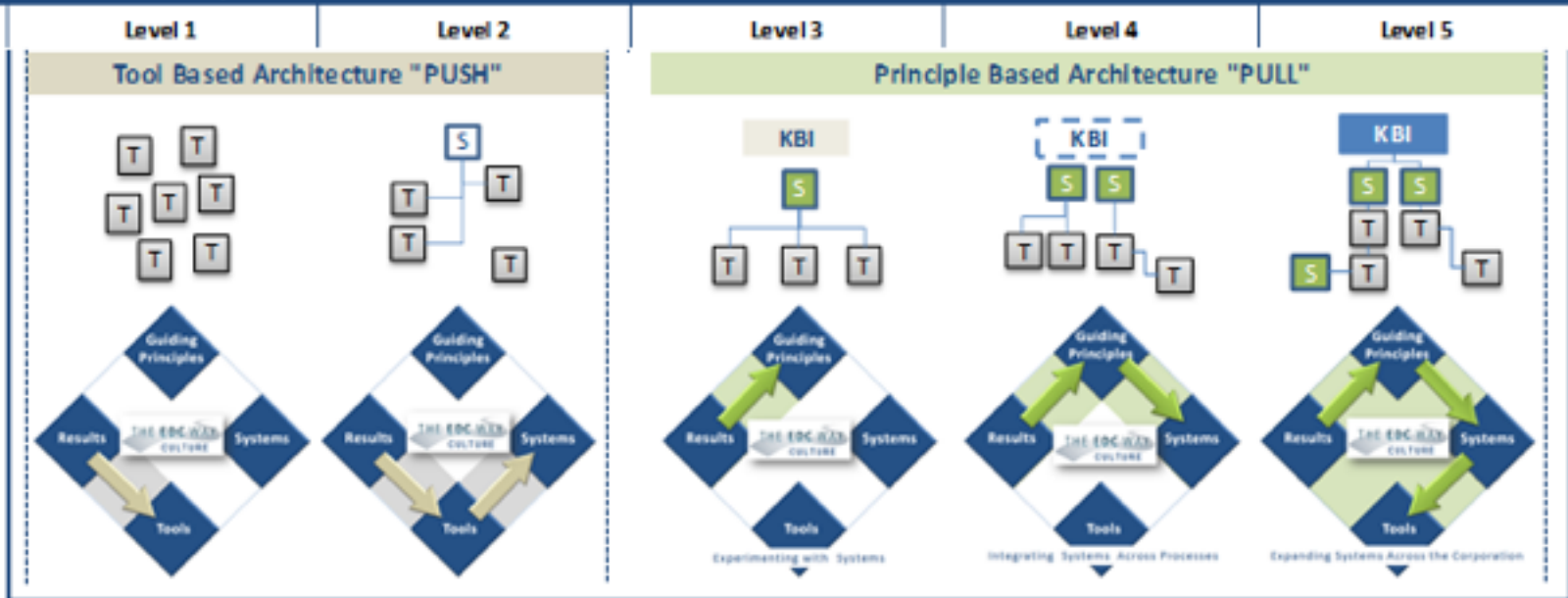


# SHINGO MODEL OF MATURITY

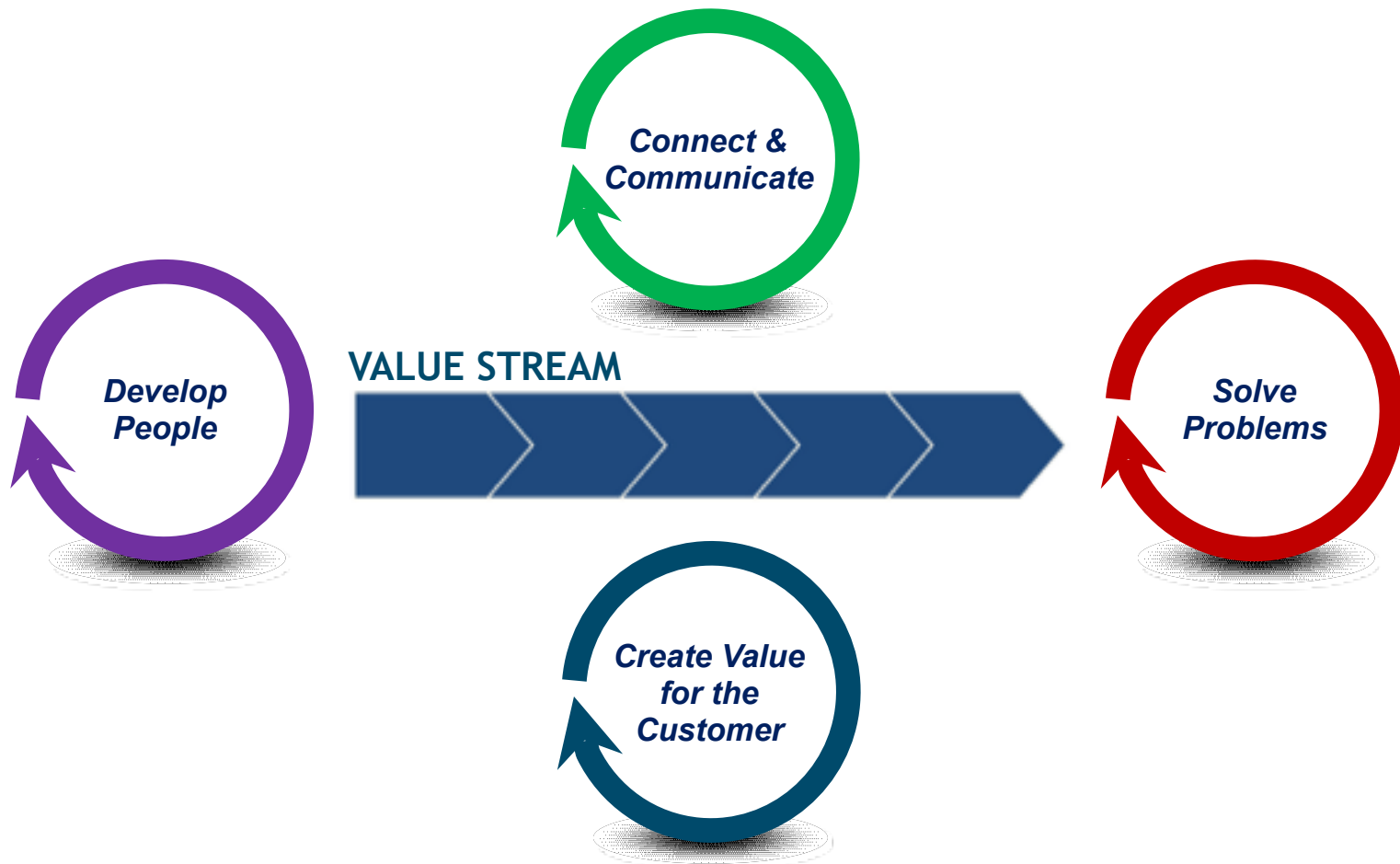


## EWMS Maturity : Behaviour Development

Systems Thinking



# 2012: FOCUS ON MANAGEMENT SYSTEMS





# CONNECTING THE DOTS



**Who? VISION**  
 We will be the most knowledgeable,  
 the most connected, and the most  
 committed partner in trade for  
 Canada



**What? CORPORATE PLAN**  
 Financing  
 Credit Insurance  
 Market Knowledge

*How?*

**Live the EDC Way PRINCIPLES of...**  
 Teamwork Empowerment Customer Centricity  
 Financial Sustainability  
 Continuous Improvement

**Drive EDC Way BEHAVIOURS like...**

*Personal Agility*  
*Inspirational Leadership*  
*Strategic Thinking*  
*Analytical Thinking*  
*Operational Effectiveness*

**Leaders are expected to...**

**Connect & communicate**

**Create value for the customer**

**Solve Problems**

**Develop People**

**With tools like...**

Goal Setting & alignment  
 Weekly cascades & team meetings  
 Floor walks (go see)

Voice of the customer  
 Visual metrics  
 Capacity management

Standard work  
 Root cause problem solving  
 Blocked time for problem solving

1:1s  
 Competency development  
 Effective performance management

**Looking for...**

Transparent sharing of information  
 Constancy of purpose  
 A focus on the long term

Measuring what matters  
 Behaviours aligned with performance  
 Identifying cause and effect relationships

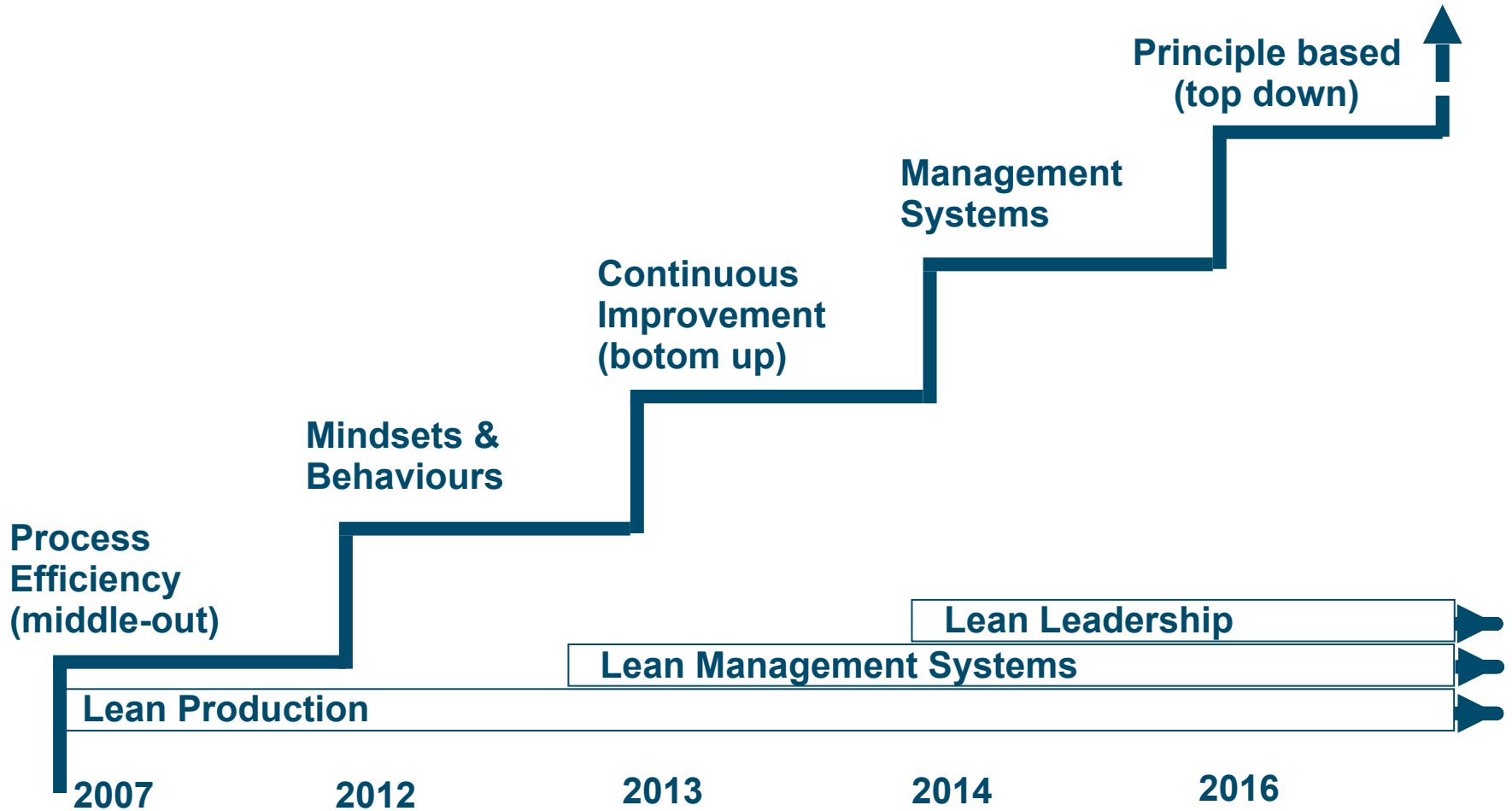
Standard and stable processes  
 Identification and elimination of waste  
 Simple and visual

A safe environment  
 Everyone is involved and empowered  
 Identified opportunities for development

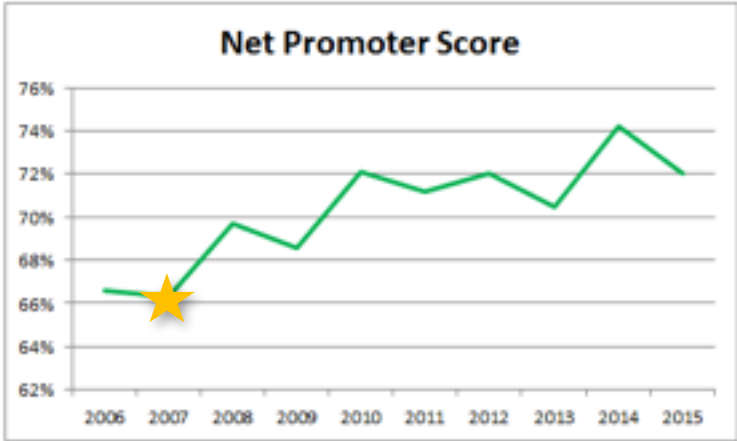
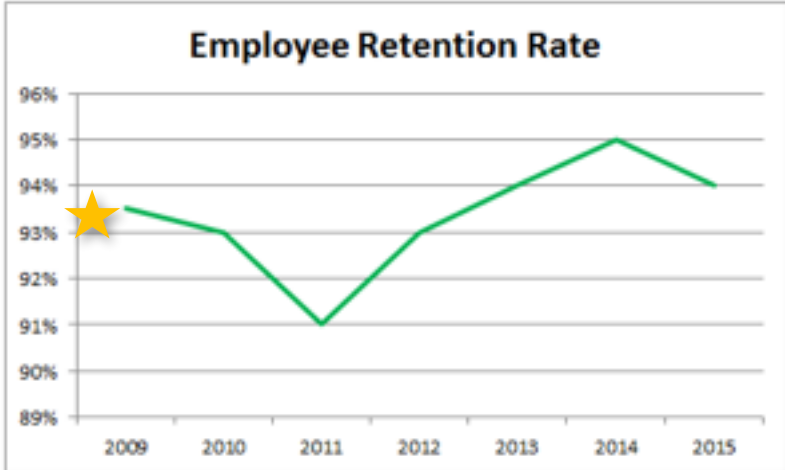
## 2014: SENIOR LEADERSHIP COACHING (TECHNICAL AND BEHAVIORAL)



# STEP BY STEP



# MEASURES



# PDCA

SOMETIMES  
YOU WIN  
SOMETIMES  
YOU *learn*



# OUR TEAM'S WINNING ASPIRATION

What is our winning aspiration?

- To be the leader in unlocking the excellence in, EDC's business, people and customers
  - To achieve Enterprise Level 5 Operational Excellence maturity by 2020
  - To be the first call 100% of the time for operational excellence support by 2017 (direct or through channel partners SUs, Leaders)

Where will we play?

- **Customers:** Employees and EDC's customers
- **Geography:** everywhere where EDC operates
- **Product:** OE standards, coaching and training services
- **Channel:** through partners (Sustainability Units, Leaders at EDC, Consultants), and Self-Serve
- **Stage of Production:** design and monitor

How will we win?

- By being readily and easily accessible to our channel partners.
- By knowing the enterprise and our customers and helping them drive towards the organizational goals.
- By transferring OpEx Knowledge to our channels/customers (sustainability of OpEx)

What capabilities do we need?

- Operational (Enterprise) Excellence knowledge, skill, ability
- Coaching, guiding, mentoring
- Relationship Management
- Ability to connect across silos and organizational objectives (org. savvy)

What management systems do we need?

- Training and Coaching System
- Relationship Management System
- Knowledge Management System
- Governance System (Execution, Sponsorship, Strategy)
- Assessment/Masurement System

## LESSONS LEARNED: A PERSONAL PERSPECTIVE



