

Company: Logistic services company - Brazil

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Title: Performance evaluation of business processes in services through KPIs (Key Performance Indicators)

Problem / Root Causes: The present study was applied in a food resale company, located in the municipality of Juazeiro-BA. The enterprise, which has been operating in the market for 13 years, continuously, satisfy customers with the marketing and distribution of food and also from high-quality services.

In this sense, the organization has as its vision "to be the best option for the market in the provision of marketing services and distribution of food." In this context, the organization applies a range of management tools to achieve continuous improvement of its internal processes.

This fact is due to the understanding of the local management that from an effective management, the processes still unstable can consolidate and reach the best results, such as: reduction of the number of goods return due to lack of quality, level of service, quality in delivery, among others.

Current Situation Analysis: With the intention of knowing better the service offered by the organization to its partners, the initial KPIs were analyzed. Thus, the company made available the various reports specifically dealing with the distribution logistics sector. It was possible to analyze the main indicators (and their respective calculations) managed by the sector, as well as documents associated with the distribution process of their products, such as the description of the local business, operational standards and process flowcharts.

Therefore, the current situation reflects the need for improvements, pointed out by causes such as:

- The product return indicator was in the analyzed period above the stipulated target, thus representing the need for intervention to control and reach the target of 3.0% ;
- Failures: This KPI represents the registration of damaged products, in the internal environment of the company (warehouse, warehouse, etc) besides the external environment (en route), presented a satisfactory behavior in the first quarter of the year, per day. In this case, the intervention was not interesting, only a more constant conference of the goods in the warehouse of the company after the daily delivery route was suggested.
- Delay in deliveries: This record, which is defined as the delivery records of products that were executed after the estimated deadline, have been controlled since the third quarter of 2017, below the actual target of 5%. However, it is observed that when this occurs, this affects the level of service of the company, considering that it represents poor management of delivery times, which could lead to serious problems, from financial ones even having to deal with with the evasion of customers.

Tools Used for Solution: To perform the work, the following tools were used:

- Key Performance Indicators (KPIs): employees to verify the evolution of established goals;
- Kaizen: for regular and incremental improvements.
- PDCA : used to ensure that the company organizes its processes;
- Pareto diagram: to aid in decision making, prioritizing problems ;
- Ishikawa diagram: a quality tool that assists in raising the root causes of a problem ;
- Action plan: for the planning and monitoring of activities.

Action plan: Punctual actions were followed to achieve the goal successfully. The following sequence refers to such practices:

- a) Presentation of the study proposal: where it was possible to present the purpose of study to the local managers;
- b) Establishment of the objectives of the research: in this stage, were defined, the purpose of the research aligned with the purpose of the management of the company;
- c) Data collection: a medium of managerial reports obtained by the company's electronic system, where it was possible to observe the behavior of the indicators;
- d) Analysis of the results: composed by the comparison of the state before and after the intervention on the KPIs;
- e) Final recommendations: actions were defined at the end of the study to ensure the sustainability of the sector's positive performance

Results and Conclusions: From the present study, it was possible to reinforce the importance of performance indicators in the management of a service sector company. KPIs direct management to take actions and efforts to ensure positive results, thus improving the level of local service, with operations of quality and efficiency. The deviations provoked along the logistic process related to the accompanied indicators can be controlled from one-off actions. Normally it is recommended that these be analyzed by the managers by means of the comparison with the goals established and constantly revised and, with this, the capacity to establish actions that will be executed for the return of the normality of the operations in the service is increased.