



Project and Agile Services: Our 3 main Mistakes and Challenges



Speakers



Katherine Kinderson

Katherine Kinderson is the Vice President of Bridgestone Business Services (BBS) with responsibilities over BBS groups in Costa Rica and Nashville, TN. She has more than 23 years of experience managing shared services organizations for multinational companies.

Prior Bridgestone, Katherine held multiple roles in companies like IBM and Procter and Gamble for several functions under Shared Services or BPO models. Katherine is an Industrial Engineer and holds a MSc degree in Business Strategic Management

Gonzalo Chavarría

Industrial engineer. Certified as Scrum Master and SAFe Program Consultant. Passionate on technology and change management. Joined Bridgestone in 2018, during last 3 years has been leading agile transformation, influencing leaders and teams to find better ways of work and to increase value delivered.





About Bridgestone

Premium Tire Business

“Produce and sell” tires: Bridgestone Group’s core business

- Passenger car tires
- Truck and bus tires
- Specialized tires for off-road mining and construction vehicles, aircraft, agricultural machinery, and motorcycles



Solutions Business

Amplify value during the customer’s use of tires; Bridgestone Group’s growth business segment

- Retail and service solutions
- Tire-centric solutions
- Mobility solutions



Diversified Products Business

Focus on where Bridgestone’s core competencies can be leveraged

- Hydraulic and high-performance hoses and rubber tracks
- Plastic piping and seismic isolation
- Rubber air springs
- Sports: golf balls and clubs
- Cycle: power assisted bicycles and bicycles



Exploratory Businesses

Promote commercialization based on co-creation solidly contributes to sustainability

- Recycle business
- Guayule business
- Soft-robotics business



- 111 Manufacturing plants

- 17 R&D Facilities



Our footprint in Costa Rica

Tire Manufacturing Plant



Diversified Products Plant



Business Services



Trading Company





Our Evolution

Single Function Multi Region

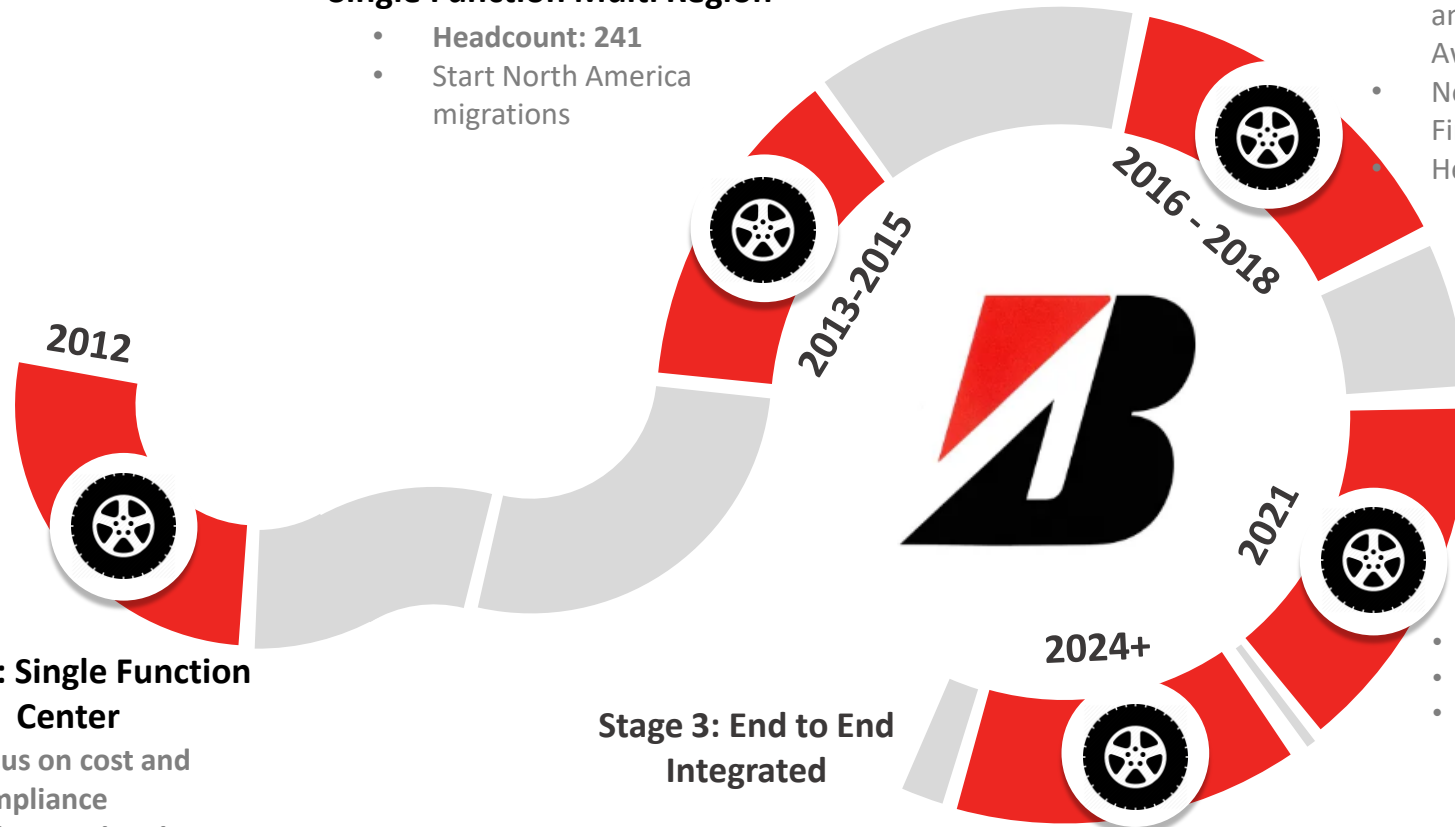
- **Headcount: 241**
- Start North America migrations

Stage 2: Multi - Function Center

- Focus on service excellence and automation – Shingo Award
- North America - Latin America Finance, HR, IT , etc
- **Headcount: 283**

Adapting BBS to Market Trends:

- Shift from cost-centers to strategic growth partners
- Technology unlocks efficiency, freeing teams to focus on insight generation.
- Data-driven insights from power informed decision-making across the organization
- Focus on customer-centric processes elevates both internal and external customer experiences.
- Upskilling teams fosters innovation and prepares them for high-value advisory roles.



Stage 1: Single Function Center

- Focus on cost and compliance
- Latin America Finance
- **Headcount: 53**

Stage 3: End to End Integrated

- Focus on Business Value and Agility
- **Headcount: 573**
- North America - Latin America Finance, HR, IT, customer service , Marketing

Multi-Function Growth

- **Headcount: 387**
- BBS Integration
- North America - Latin America Finance, HR, IT, customer service , etc



BBS Costa Rica Site - Recognitions & Awards



Global Bridgestone
TQM Award



LA Six Sigma
Transactional
Contest



Bridgestone Americas Award
RPA COE Acceleration

2015 | 2017 | 2019



GPTW
By GPTW Institute

2018



Silver Medallion
By Shingo Institute

2019 | 2023



Ecological Blue Flag
Climate Change by BAE
Costa Rica

2020 | 2021



**Best Employer for Young
People in C.R.**
by EFY

2015 | 2023



Excellence Award
By CIR



Mistakes & Challenges

#1

Team efforts and Business objectives were misaligned



- Growing Shared Services Center
- Strong Continuous Improvement Culture
- White, Yellow and, Green Belt program
- Citizen Development Program
- Growing Automation Team

#1

Team efforts and Business objectives were misaligned



- 100+ LSS projects
- 80+ automations projects
- 50+ BBS projects

#1

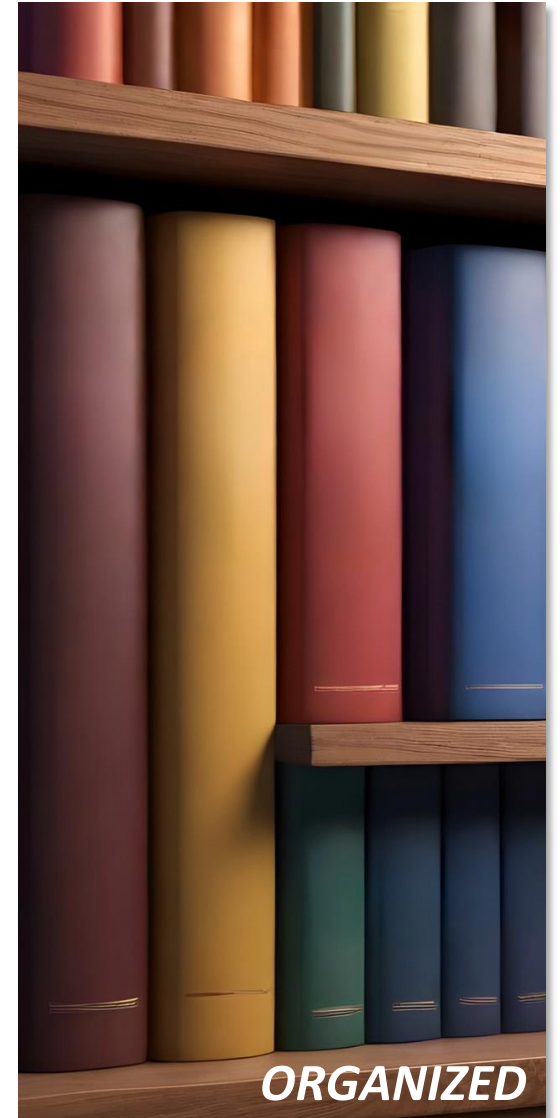
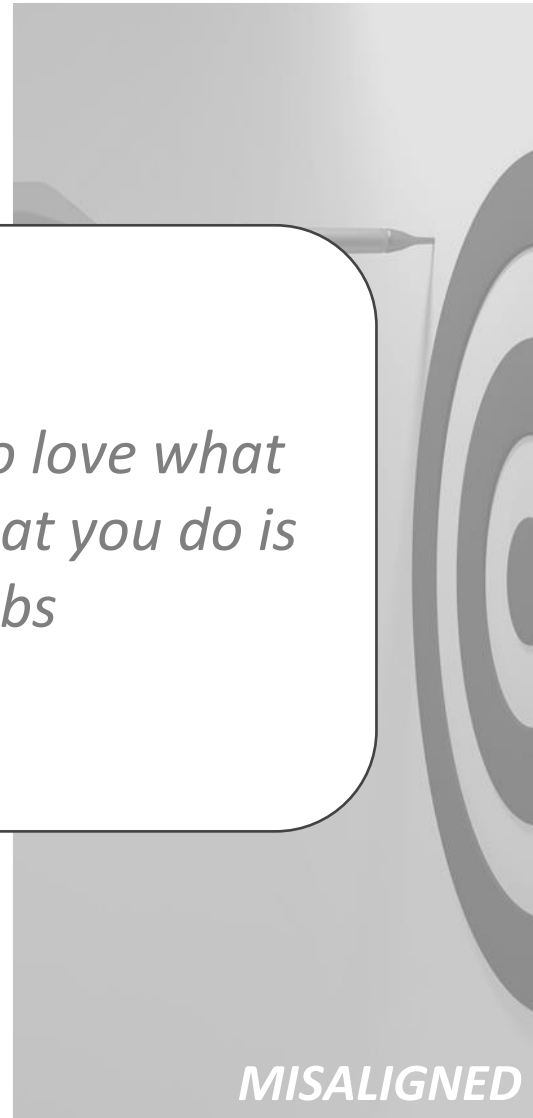
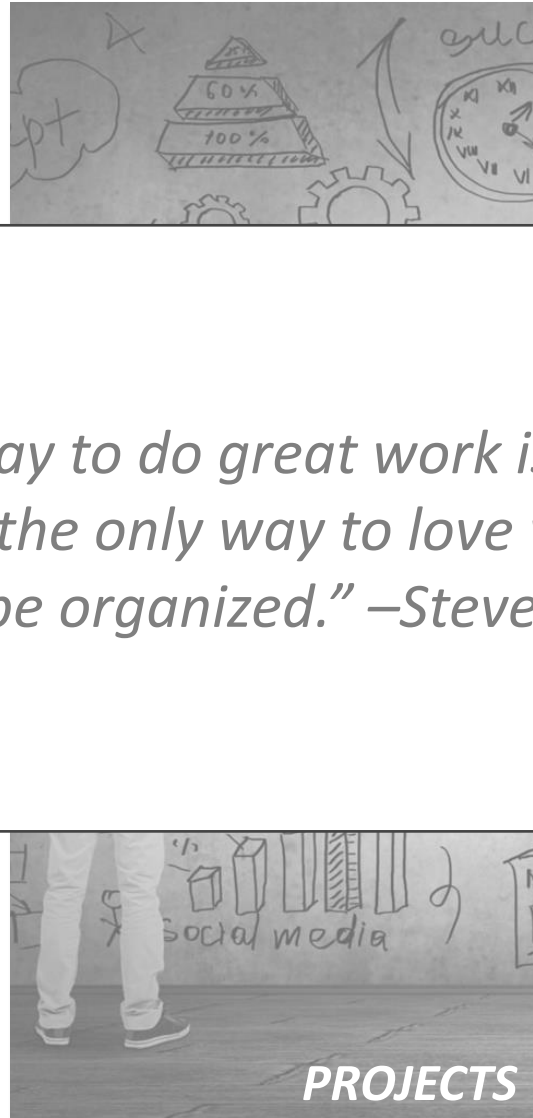
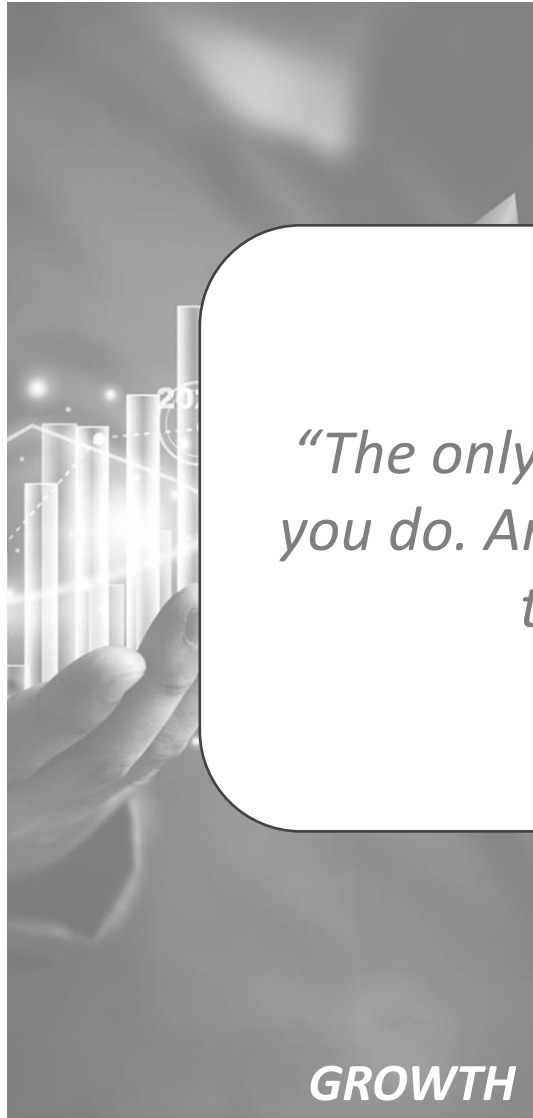
Team efforts and Business objectives were misaligned



- Effort vs priority
- Duplicate efforts
- Lack of communication

#1

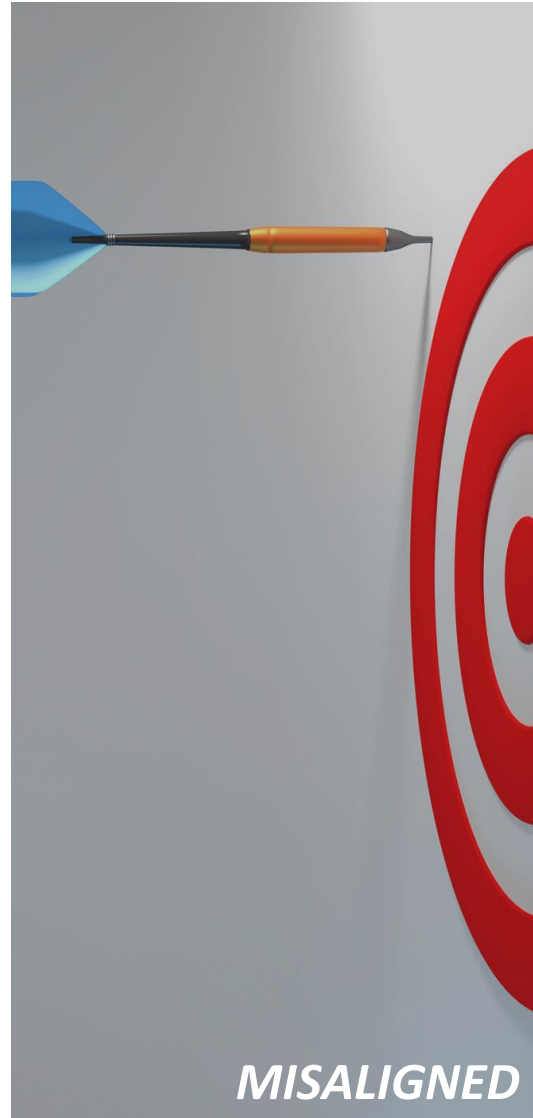
Team efforts and Business objectives were misaligned



“The only way to do great work is to love what you do. And the only way to love what you do is to be organized.” –Steve Jobs

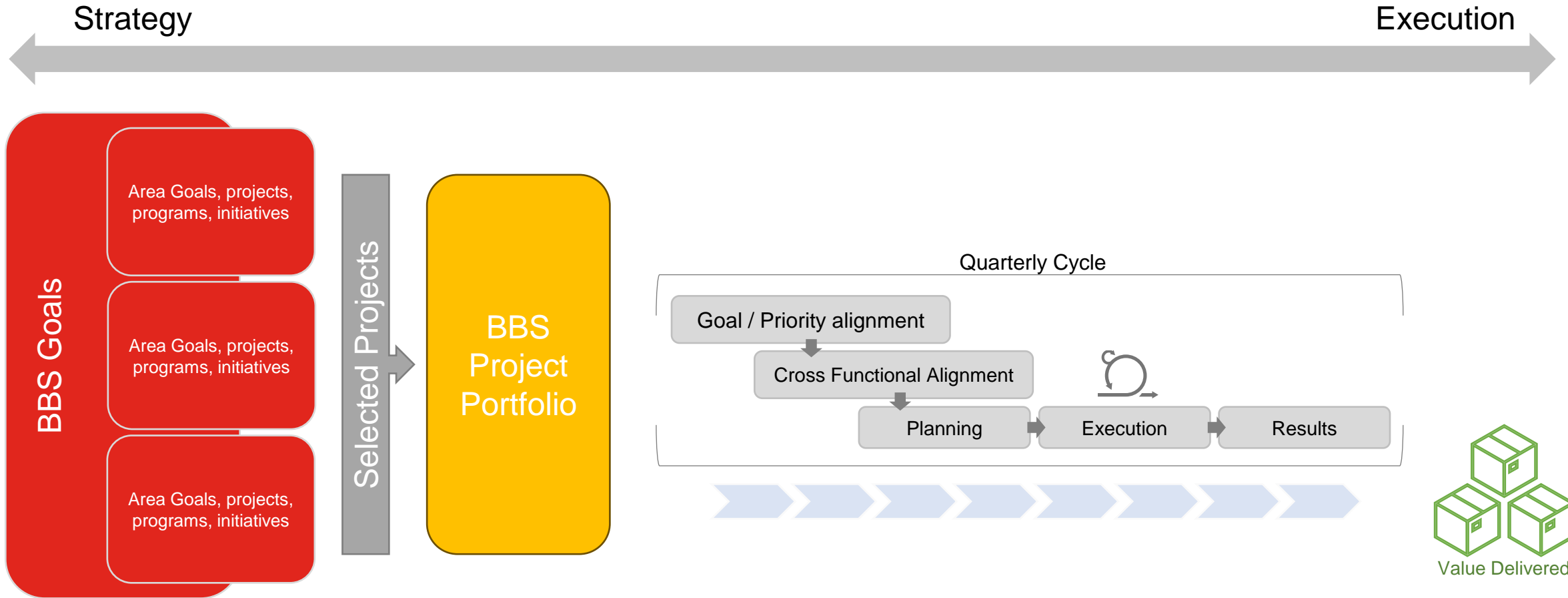
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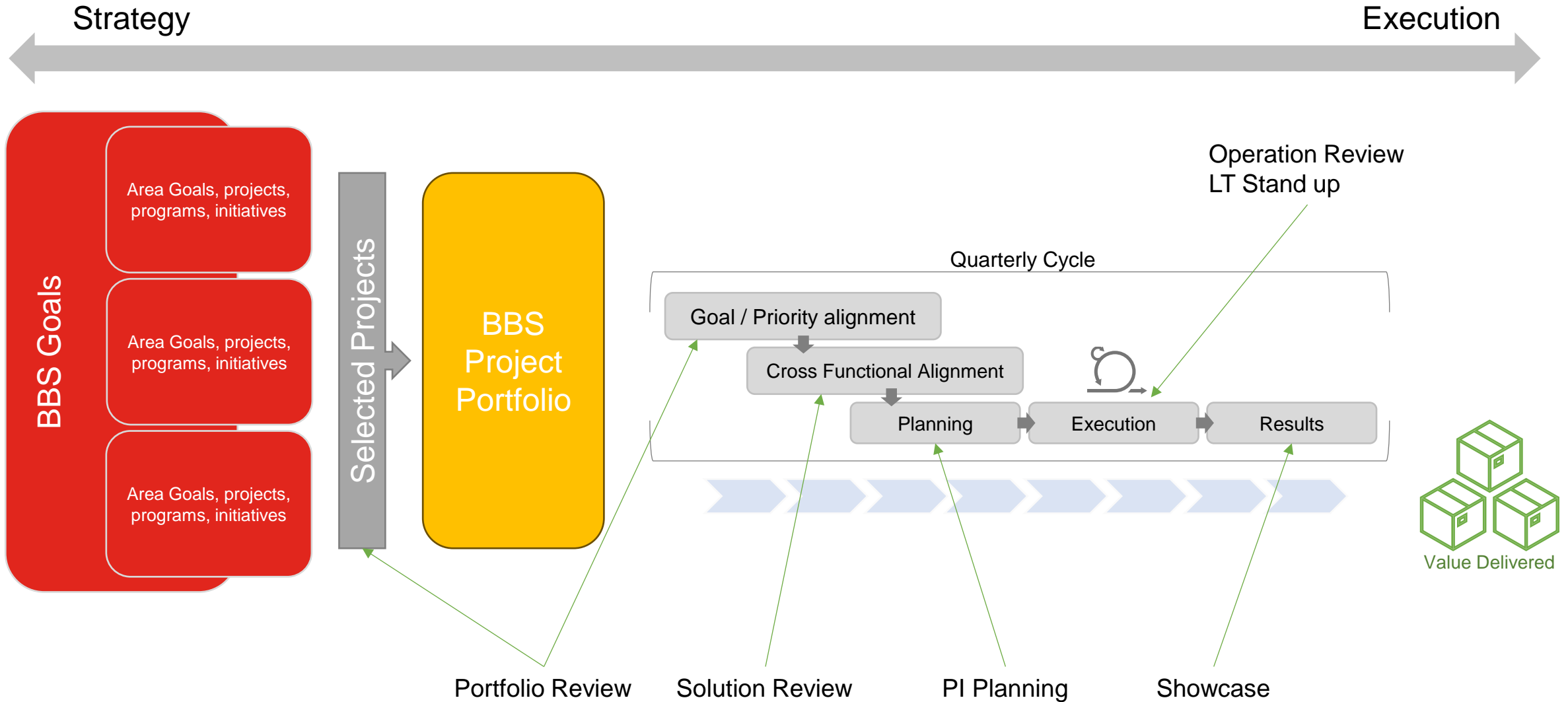
#1

Project Portfolio Operating Model



#1

Project Portfolio Operating Model



#2

Allow multiple tools, making hard to consolidate information



- Azure DevOps
- Some teams adopted
- Some teams resisted
- Not a consensus
- Team independence

#2

Allow multiple tools, making hard to consolidate information



- Azure DevOps
- Excel
- Asana
- Smartsheets
- Planner

#2

Allow multiple tools, making hard to consolidate information



- Report out
- Show results
- Make decisions

#2

Allow multiple tools, making hard to consolidate information



Key	
Limited: 1-1.4	
Developing: 1.5-2.4	
Organization	Ops & Tech
3.3	2.9
2.8	3
2.8	2.8
1.3	2
2.6	3.3
2.9	3.3

#3

Did not consider Agile as a service



- Agile is a Mindset
- Top-down approach
- Driven results thru iterative process
- Train leaders
- Train teams

#3

Did not consider Agile as a service



- Complement to LSS
- Respond to changes
- New opportunities
- Good reputation of Agility
- SAFe framework

#3

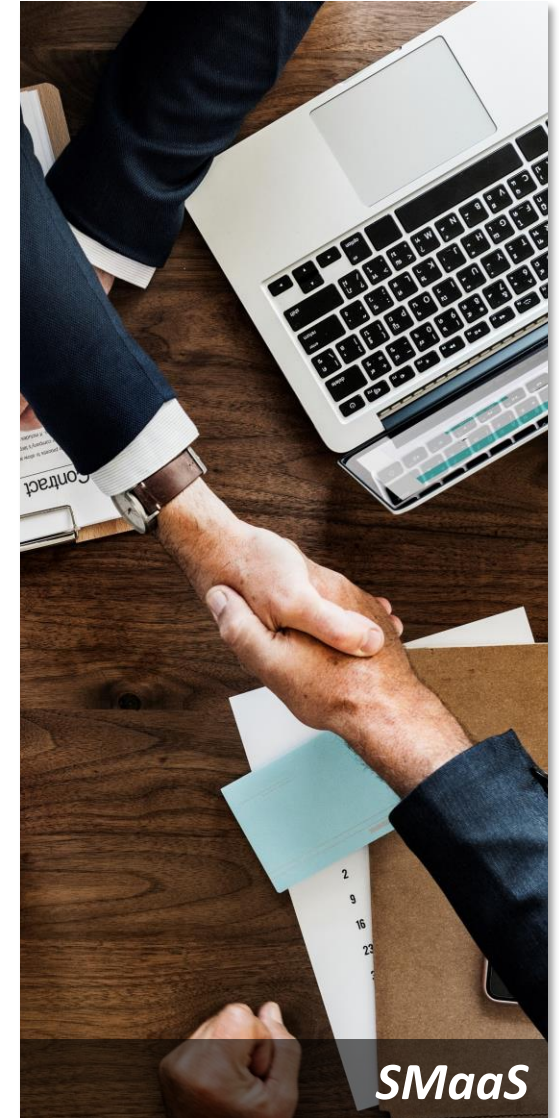
Did not consider Agile as a service



- First SM: May 2022
- 4 SM, 1 PO, 1 RTE
- 3 Business areas

#3

Did not consider Agile as a service



FINAL

Thoughts

- Positive Balance
- Agility inside our function
- Sourcing Agile roles
- Growth