Productivity in administrative processes

Experiences, challenges, and practical examples

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Introduction

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Topic of today
Hands on examples of

• Standardization of administrative work
• Digitalization use cases
• Final considerations
BEFORE SOLVING A PROBLEM

PROBLEM SOLVING

WAS THE FOLLOWING

DO WE HAVE

~6-8 weeks

<table>
<thead>
<tr>
<th>Preparation</th>
<th>Kick off</th>
<th>Mission</th>
<th>Work processes</th>
<th>Waste &amp; Improvement potential</th>
<th>Continuous improvements</th>
</tr>
</thead>
<tbody>
<tr>
<td>2-4 weeks</td>
<td>1 hr</td>
<td>WS1: ~3 hrs</td>
<td>WS2: ~4 hrs</td>
<td>WS3: ~4 hrs</td>
<td>WS4: ~4 hrs</td>
</tr>
</tbody>
</table>

Step 1: Clarify the Problem
Step 2: Break down the problem
Step 3: Target Setting
Step 4: Cause Analysis
Step 5: Develop Countermeasures
Step 6: Implement Countermeasures
Step 7: Evaluate Both Results and Processes
Step 8: Standardize

Work processes
Meeting structure
Spending too much time on activating R&M contracts

PDCA Framework

Automation as a Journey
Solving the problem

- **Eliminate** wasteful activities impacting time, cost, and effort
- **Digitize** the elements of your process that are running analog
- **Standardize** the process to limit customization
- **Optimize** workflows and existing IT landscape
- **Automate** standardized process using best available tools
- **Robotize** repetitive and rule-based transactions
Perhaps there is an automation example:

<table>
<thead>
<tr>
<th>Process Name</th>
<th>Department</th>
<th>Problem to solve</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manual Process - Before</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Execution Time</td>
<td>10 min/run</td>
<td>Decrease lead time in R&amp;M contract activation process and increase productivity</td>
</tr>
<tr>
<td>Frequency</td>
<td>750 records/month</td>
<td></td>
</tr>
<tr>
<td>Users</td>
<td>8 Countries</td>
<td></td>
</tr>
<tr>
<td>Manual Process - Before</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Execution Time</td>
<td>6 min/run</td>
<td>Increase the quality of customer master data records</td>
</tr>
<tr>
<td>Frequency</td>
<td>10.00 records/country</td>
<td></td>
</tr>
<tr>
<td>Users</td>
<td>22 Countries</td>
<td></td>
</tr>
</tbody>
</table>
Digital problem solving

PDCA framework seems to work well together with digitalization

What about fire fighting?
Re-planning of production

Production planning digitized, and immediate action required!

Problem to solve → perform replanning in the system

Solving the problem

Process

Experts

Technology
Challenges:

- Digital paradox
- Digitalizing waste
- Solving the wrong problems
- Black boxes
- Engagement and involvement
- Improvement culture in white collar
- Garbage in Garbage out

Opportunities:

- Using problem solving tool/method
- Citizen developers
- Tech. develops to mainstream applications
- Lean and digital integration, no contradictions
- Creating network effects (technology and competence)
- New technologies and new expectations every day
Thank you
for your attention