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Getting started
Becoming a quantified organization

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Finance

Reducing costs, rework, and create space for higher-value work

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New sources of work data, coupled with traditional analytics and metrics, can provide organizations a more detailed understanding of a variety of costs related to space, labor, wasted time and more. This understanding is helping organizations implement cost reduction efforts and drive advances in automation.

The cases in this section highlight that these cost reductions can create shared value for the workforce by reducing unnecessary work. For instance, limiting noncritical meetings can benefit workers by freeing their schedules to engage in higher-value or more focused work. Similarly, by gaining an evidence-based understanding of where workers are spending time on repetitive tasks, organizations can help automate busy work. Quantified organization use cases illustrate the opportunities to create the finance function of the future. Engagement of workers increases when they're doing the things that energize them and they're good at, which means finance leaders get a win too: more productive and engaged workers, better work, and more value. It means that organizations can adopt technology that can augment the work that only humans can do, helping them do more strategic work that adds value.[1]

As finance leaders look for opportunities to use new sources of work data to reduce costs and optimize spending, they can strengthen these efforts by assuring workers that their data is being used in a transparent and responsible manner.

Automating repetitive work to add more value to worker's work

Representative data sources

- Keystrokes
- Mouse click activity

Representative technology areas

- AI (machine vision)
- Process automation (robotic process automation)

Shared value creation

Individual level
- Increased work effectiveness
- Reduced repetitive work

Enterprise level
- Cost savings through automation
- Compliance with PHI and PII protection requirements

Use case maturity

Exploratory	**Emerging**	Maturing

Key challenge[2]

A healthcare company was looking to identify opportunities for process automation without disrupting the day-to-day operations. The company's traditional approach for automation involved hiring analysts to observe workers, document work processes, and then identify opportunities for automation.

However, this approach was cost ineffective, disruptive to the day-to-day operations, and had limited scalability. In addition, the organization needed a solution that could comply with its stringent standards for protecting personally identifiable information (PII) and protected health information (PHI) data.

Solution and approach

The company observed workers' desktops unobtrusively using AI applications in the background. The company installed sensors in their workers' desktops (with their awareness and consent), to capture all keystrokes and mouse clicks. The application was able recognize the patterns and repetitive steps that can be automated. Additionally, the application identified redundant steps that can be eliminated in the process.

Whenever the system identified PII and PHI data on the screen, it alerted the worker to mask the sensitive data.

The company maintained open and transparent communication with their workers about the objective of this effort and how it will free them from mundane, repetitive tasks while creating more time for higher- value added efforts.

Impact

The application was able to capture process data without subjectivity, with higher scalability, and faster speed compared to the legacy approach of hiring and onboarding analysts for process analysis.

Automating repetitive work to improve workplace experience

Representative data sources

- Staffing data
- Work hours and leave data

Representative technology areas

- Process automation (process mining and modelling)

Shared value creation

Individual level
- Reduced manual workarounds
- Streamlined processes

Enterprise level
- Cost savings
- Reduction in overtime hours

Use case maturity

Exploratory	Emerging	**Maturing**

Key challenge[3]

A commercial airline carrier was using a 30-year-old time management software system, developed in-house, for their airport customer service function. The software system often required human interventions and manual overrides to overcome the limitations of the legacy system. For instance, when requesting a day off, workers had to be present on the site to request leave. As a result of such limitations, workers preferred to use manual, paper-based processes over the legacy software system.

The carrier wanted to overhaul its legacy time management software system to meet the evolving needs of their workforce.

Solution and approach

The carrier used process modeling and mining to evaluate its time management processes to document and assess current- and desired-state processes. Through process mining, the airline carrier created a dashboard that illustrated potential for automation in leave requests, approvals, vacation mapping, among others. The carrier incorporated these process improvements while modernizing their legacy time management software system.

Impact

Process automation in the time management system created opportunities for annual savings of $5 million and reduction of staff overtime hours by 30% through flexible staffing.

Automating repetitive work to create time for deep work

Representative data sources
· Mouse click activity

Representative technology areas
· Process automation (Robotic process automation)

Shared value creation

Individual level
· Reduced repetitive work
· More time for deep work

Enterprise level
· Savings in man hours

Use case maturity

Exploratory	Emerging	**Maturing**

Key challenge[4]

Team members of a telecommunications company often engaged in highly manual processes, such as itemizing expenses and managing attendees for work celebrations. The company was keen on streamlining manual processes and creating more time for value-added activities.

Solution and approach

The company piloted a solution focused on reducing the number of clicks required to access the corporate network, automated meeting room requests, and streamlined invitations that are sent to large groups of workers.

Impact

These process improvements resulted in three million hours saved across 160,000 workers, or 19 hours per worker each year, to focus on core work activities.

Illuminating hidden time costs of non-critical meetings

Representative data sources

- Worker calendars
- HR information system

Representative technology areas

- ONA
- Process automation

Shared value creation

Individual level
- Higher deep work hours
- Improved work effectiveness

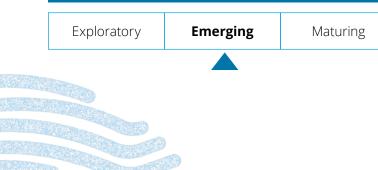**Team level**
- Reduced collaboration overload
- Streamlined communication
- Improved team effectiveness

Enterprise level
- Savings in work hours

Use case maturity

Exploratory	**Emerging**	Maturing

Key challenge[5]

An e-commerce company wanted to reduce inefficient, non-critical, and unnecessary meetings. The company wanted their meetings to be intentional and with the right people.

Solution and approach

The company implemented several measures, including removing all recurring meetings with more than two people from workers' calendars and discouraging meetings on Wednesdays at the start of 2023. However, the initiatives did not yield the expected outcome.

The company also wanted to help their workers with a scientific way to assess their time spent on core work and during meetings. They introduced a tool which calculates the estimated cost of the meetings involving three or more participants. The tool, which is embedded in the workers' calendar app, estimates the cost by considering the average compensation data across roles and departments, the number of people attending, and the duration of the meeting.

Impact

The company aims to make their meetings more effective and save 322,000 hours by eliminating 474,000 unnecessary meetings. Average time per person spent in meetings decreased by 14% in 2023 compared to the same period in 2022, time spent in meetings on Wednesdays declined by approximately 26% per person, and 25% more projects were completed in 2023.

Identifying optimal real estate needs and utilization of physical workplaces

Representative data sources
- Workers' office occupancy data

Representative technology areas
- Activity sensors and connected devices (occupancy sensors)
- Process automation (digital twin)

Shared value creation

Individual level
- Optimized workspaces based on actual workforce needs

Enterprise level
- Accurate data-based approach for workspace planning
- Cost savings

Use case maturity

Exploratory	Emerging	**Maturing**

Key challenge[6]

A railway company wanted to optimize its available space more efficiently when the company moved to a hybrid model.

Solution and approach

The company installed occupancy sensors to detect worker movements, occupancy and space utilization, and used this data to build a digital twin of their operations. Real-time occupancy data feeding into the digital twin can create heat maps and give a visual representation of the space utilization.

The digital twin can also enable what-if scenarios and simulations to make informed decisions about space planning. These simulations can help understand the impact of different layouts on factors such as ease of movement, entry/exit routes, access to workplace assets, exposure to natural light, and other space considerations.

Impact

With this data-driven approach, the company was able to reduce their real estate cost by downsizing their headquarters' building space from five floors to two floors.

Endnotes

1 Jonathan Pearce, Jessica Bier, Casey Caram, Beth Kaplan, Dorthe Keilberg, Priya Ehrbar, and Taylor Grow, **The finance workforce of now**, Deloitte, 2022.

2 Doug Henschen, **Innovation Team Gets Smarter About Process Automation and Optimization**, Automation Anywhere, February 1 2022.

3 Deloitte client solution

4 Deloitte client solution

5 Michael Grothaus, **Leaders, your workers probably hate meetings. But teams can measure their true cost**, Fast Company, July 12 2023 ; Gabriela Riccardi, **If you want fewer meetings, measure them in cash**, Quartz, July 12 2023.

6 **Empathic Building digital twin for VR Group**, Haltian.

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