



SEINÄJOEN AMMATTIKORKEAKOULU  
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# Optimizing assistant work in the restructured organization

Thesis

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agement



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## Thesis abstract

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*For Orion Corporation, a development plan was created to focus on Orion's assistant functions. The purpose of the development plan is to form a pool of assistants.*

*In the development of the reorganized organization, the lessons of organizational development were used, as well as change management. Assistant pools are designed to improve assistants' work and make their functions more effective. By reducing waste, lean methods make assistant work more efficient, creating a more efficient organization that enhances assistants' work. This development plan aims to standardize assistant functions so that all customers receive the same level of service and quality.*

*With the advent of digitalization and robotics, assistant work has changed a lot over the years. Assistants are no longer just assistants anymore.*

*A development plan consists only of theoretical components.*

SEINÄJOEN AMMATTIKORKEAKOULU

## Opinnäytetyön tiivistelmä

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*Kehityssuunnitelma toteutettiin Orion Oyj:lle. Kehityssuunnitelma keskittyi Orionin assistenttitoimintoihin. Kehityssuunnitelman tarkoituksena on muodostaa uusi organisaatio, assistenttipooli.*

*Uuden organisaation kehittämisessä käytettiin organisaation kehittämisen oppeja sekä muutosjohtamista. Assistenttipoolin tarkoituksena on tehostaa assistentin työtä sekä toimintoja. Assistenttityön tehostamisessa käytetään Lean menetelmiä. Uuden organisaation luomisella halutaan tehostaa assistentin työtä poistamalla hukka. Kehityssuunnitelman tarkoitus on luoda standardoidut assistenttitoiminnot. Asiakkaat saavat saman tasoista ja laatuista assistenttipalvelua.*

*Assistenttityö on vuosien aikana muuttunut paljon digitalisaation ja robotiikan myötä. Assistentit ovat nykyisin enemmän asiantuntijoita, kuin pelkästään assistentteja.*

*Kehittämissuunnitelma on pelkästään teoreettinen suunnitelma.*

## Contents

Thesis abstract .....	2
Opinnäytetyön tiivistelmä .....	3
Figures .....	6
1 INTRODUCTION.....	7
1.1 The future of assistant work .....	11
2 ORION CORPORATION .....	13
2.1 An assistant's role in Orion.....	15
2.2 Executive Assistants .....	17
2.3 Meeting and Travel Arrangements .....	18
3 METHOD AND INSTRUMENTS.....	20
3.1 Organization development .....	20
3.2 Change management.....	28
3.3 Lean method .....	30
3.3.1 Benefits of Lean .....	36
3.3.2 Challenges in Lean.....	41
3.3.3 Waste of talent .....	44
4 ASSISTANT POOL ON THE CORPORATE LEVEL.....	45
4.1 Establishing a newly formed organization .....	46
4.2 New operating model .....	50
4.3 Executive assistants.....	51
4.4 Arrangements for travel.....	52
4.4.1 Orion travel bookings .....	54
4.4.2 Travel pool .....	56
4.4.3 Travel Form.....	57
4.4.4 Travel Policy .....	60
4.5 Orion Assistant support service.....	63
4.6 Courier shipments .....	66
4.4 Remote work .....	67
4.5 New organization chart.....	68
5 SUMMARY AND CONCLUSION.....	69

REFERENCES

## Figures

Figure 1. Orion management board.....	18
Figure 2. The organization chart of Executive assistants.....	18
Figure 3. Organization development methods .....	24
Figure 4. Process model for organizational development .....	28
Figure 5. The definition of change management.....	29
Figure 6. Change management dimension .....	29
Figure 7. Involvement in change management .....	30
Figure 8. Lean is based on several main concepts.....	32
Figure 9. Lean benefits .....	38
Figure 10. Timetable of new organizations .....	48
Figure 11. Travel bookings in Orion 2019-2021.....	54
Figure 12. Travel form for booking requests. ....	59
Figure 13. Front page of assistant support services application .....	51
Figure 14. View after creating a request.....	65
Figure 15. Examples of different categories.....	66
Figure 16. Organization chart of Orion assistant pool.....	68

## 1 INTRODUCTION

The assistant is a multi-skilled person in office work. Assistants are often referred to as multi-skilled, as they have extensive knowledge of information technology to all the way to different businesses. Assistants are working in different organizations and roles. The job description is determined by the size of organization and the industry. The work of assistants is done with more than just assistant titles.

Thesis author has a long background in various assistant jobs over the years. During the last ten years she has been working in Orion Corporation, eight years as an Executive Assistant and Team Leader of assistant pool, Global Operations. When starting to work in that position, the main task was to start and develop the assistant pool in Supply Chain organization. The purpose of the assistant pool was to enhance the assistant work. Before of the assistant pool every unit off the Supply Chain had an own assistant. All assistants were doing the same kind of work, so there were lot of double working. The meaning of the assistant pool was to centralize the assistant work and service the customers better and more effectively. The customer is in focus in assistant work, is it then external or internal customer.

Following the assistants works the last few years, you can see those changes. When leading the assistant team, it's been possible to see how the work has changed in assistant pool but seen also changes is globally. Companies are looking for more and more specialists in their open job vacancies, not person who can make coffee or copy some papers. The assistant work is more demanding nowadays.

Thesis author got interested in this thesis topic, because of work background as an executive assistant and team leader. After setting up the assistant pool in Supply Chain in Orion, interest rose, if all assistant work could be centrally managed within the corporation. The assistant work would become more efficient and the task's lead time would be smaller.

During these years team has made a lot of progress in Supply Chain Assistant Pool. First year when the pool was established, team consists of 15 assistants. Now, after seven years, the number of assistants in the team has decreased by ten assistants. The meaning of the pool was not to reduce the headcount. The meaning of pool was centralizing the assistant work and focus on benefits of customer. As a result, there were no need so many assistants anymore since our functions have been enhanced.

The departure of the workers has taken place due to retirements. Assistant pool has given many benefits: working methods have developed and strengthen, assistants are more than assistants, they are more like specialists, our internal customers will get the better service and faster and salary expenses are lower nowadays. Quite often when working is more effective, there is no need for so many employees anymore.

First this change to assistant pool in Supply Chain organization was challenging. The customers wanted to get faces to the work, not just e-mail inboxes where to send tasks. After the few years the situation have changed, and assistant pool have got positive feedback their functions. In the customer service surveys we conducted regarding the pool; the assistants received positive feedback. Assistants have received feedback on how fast and professional the service is.

A large organization like Orion has many departments, but the assistants do similar work and utilize the same IT programs and software applications. The employees at Orion utilize a wide range of IT programs and applications for their work. It's an issue that some people use programs almost every day while others only do so once a year. The level of competence is different for assistants. It is not worthwhile to have knowledge of a program when a person rarely uses it. It will take more time to remember and learn details about the program. It is an inefficient use of resources and a waste of time. It will not provide the maximum benefit to the customer.



Additionally, there is a lot of potential within a company. Assistants can be trained across the entire organization, not just within one department. There are four categories of work done by Supply Chain assistants: management team support, travel, IT applications, and payments. Supply Chain assistants assist management teams. Travel assistants assist management teams in making travel arrangements. An IT applications assistant specializes in a specific program or software application, while an assistant in the payment division accounts for invoices.

Assistants in the assistant pool specialize in specific competence areas, and they can substitute for one another when necessary.

Customers are interested in the benefits they will receive. Most significantly, time and quality. They want to know when the service will be delivered, if it will be of high quality, and if it will be on time. This will save all resources.

All organizations in Orion have their own assistants, and they perform the same kind of work as what is possible to learn.

According to this thesis, an organization's development plan will show its benefits and show what can be achieved in a changing world. The schedule for a project is also theoretical.

This project aims to centralize the assistant work of Orion Corporation, Finland. Lean learning, tools, and continuous improvement are discussed in this thesis. Using the pool function, it is possible to reduce the amount of waste generated by assistants' work. Among the main objectives of the project are making the assistant's work more efficient, maximizing the resources available, and giving the assistant a better opportunity to advance in their careers.

It is intended to increase Orion's assistant's efficiency through this development. This development work will find out how it is possible to make administrative work more efficient in Orion. Orion can make its assistance service more efficient. This study looks at how to establish a brand-new organization, how to set up an assistant pool, what organization development requires, and what the rewards are.

It is no longer necessary to have so many assistants in the assistant pool since the work of assistants has been intensified.

Over the years, assistants' work has changed a lot. Digitization and artificial intelligence are partly compensating their work. Assistants now become experts. Their work also becomes more meaningful because of the pool of knowledge.

Several benefits can be derived from this organization development:

- 1) Orion's assistant service will be improved - customers will receive better service
- 2) In the future, there will be fewer assistants and fewer salary costs.
- 3) Assistants can create their own work
- 4) Improved organizational structure (assistants are in one pool rather than across different departments)

Standardized work tasks ensure that customers receive the same level of service across the company.

The goal of the thesis is to make a development plan for the newly formed organization and show the benefits to internal customers. By creating one assistant pool within Orion, customers gain more value. Customer service will be improved, and turnaround times will be shortened. The pool ensures

that administrative procedures are the same across the company, everyone gets the same amount of attention, and the operating models are similar.

As a result of establishing a streamlined structure, the work of assistants becomes clearer, and they are given more specific tasks. Orion will also benefit in the long run from having a substantial number of assistants to make work more efficient.

Changing an organization is never easy. Changes bring fear to people and there will be resistance to change. The employer must show the positive aspects of the change and assure that no one will lose their job. In the development of a new organization, change management plays a critical role.

### **1.1 The future of assistant work**

Assistant work has changed a lot in the last 10-15 years. Previously, companies had many assistants who handled all the administrative work. In this digital age, we have changed with the times, we have developed with technology, and we have digitalization.

There has also been a change in the titles of assistants in recent years. The term secretary was used about 10-20 years ago, then assistant, and nowadays coordinator or officer is quite common.

Over the last few years, the role of assistants has changed, and companies no longer hire assistants. Assistants have traditionally been seen as office workers, assisting managers and other specialists with administrative tasks. Today, companies believe they no longer need assistants and do not hire new assistants when an assistant retires, for example.

Even a few years ago, some schools, such as Haaga Helia, had their own program for secretaries and assistants. These days, schools offer only the Bachelor of Administrative Studies degree program for this kind of career.

Will all assistant jobs be eliminated in the future? Will assistants no longer be needed? Who will do all the work now done by assistants?

Digitalization reduces routine tasks previously used by assistants. We expect that in the future, the emphasis will be on expertise and more responsibility in, for example communications, human resources, or finance.

The changes in assistant work are also visible in Orion. Assistants are no longer titled assistants; they are coordinators, key users, or officers. Several organizations have centralized assistant work in the pool function.

The role of an assistant has become more and more specialized over the years. Also, in my assistant pool, assistants think that they are more like specialists. Their title is Administrative assistant, and they would like to get another title, which would describe more about their work.

According to Tuomainen, Kärnä and Jalonen (2019), their study indicates that support work will continue to require a wide variety of skills, adaptability, and flexibility, as the work changes according to the demands of businesses and teams. Traditional assistant jobs are still relevant, and their demand may even increase in the future.

The view on the organization of travel and meeting arrangements also varies. Essentially, all employees will manage their own arrangements in the future. However, on the other hand, it was not seen as reasonable for management to spend their time on such work. The role of “helping” typical of support service work was felt to be significant in the interviews.

The organization’s processes and operating logic should be understood from the customer’s point of view across unit boundaries and more widely in networks. You must have a process-oriented and solution-oriented approach to work. Support services are closely linked to everything that is done within the organization, and the operation is tailored to the needs of the units and team. (Tuomainen, Kärnä and Jalonen, 2019)

## 2 ORION CORPORATION

Orion is a globally operating Finnish pharmaceutical company. Orion develops, manufactures, and markets human and veterinary pharmaceuticals and active pharmaceutical ingredients. The company is continuously developing new drugs and treatment methods.

Orion was founded in 1917. Over its history of more than 100 years, Orion has been involved in a wide range of business operations, from mechanical engineering to confectionery production and the cosmetics industry. However, the company has focused on pharmaceutical business operations since right after its initial years. The company divested its last non-pharmaceutical branch, the diagnostics business, in 2018.

Orion's customers are mainly healthcare service providers and professionals such as specialist and general practitioners, veterinarians, pharmacies, hospitals, healthcare centers, clinics, and laboratories. Consumers with pets are another important customer group.

Orion employs some 3200 people in more than 20 countries. In Finland Orion has units in Espoo, Hanko, Kuopio, Oulu, Salo and Turku.

Orion has 2700 employees in Finland. 64 per cent of Orion's personnel are women. Employees aged between 40 and 49 make up the largest age group at Orion, a third of the total personnel. There are almost as many employees aged between 30 and 39.

91 per cent have a permanent position and 8 per cent are temporary employees. Employees account for approximately 22 per cent and office staff 78 per cent of personnel.

The average length of service at Orion is 11.1 years. Personnel turnover is low at Orion: 2.3 per cent for office staff and 2 per cent for employees.

Orion's business operations consist of pharmaceuticals business, which includes research and development along with manufacturing and marketing of drugs and their active pharmaceutical ingredients.

Fermion Oy is a subsidiary of Orion and develops and produces all pharmaceutical ingredients for Orion's in-house proprietary drugs and for some of Orion's non-proprietary products.

Orion has divided in many organizations Business units and corporate functions: Research & Development, Commercial Operations, Global Operations, Animal & Health, Specialty Products, Corporate Functions, Finance and Administration and Quality Management. All these main functions include many other subunits.

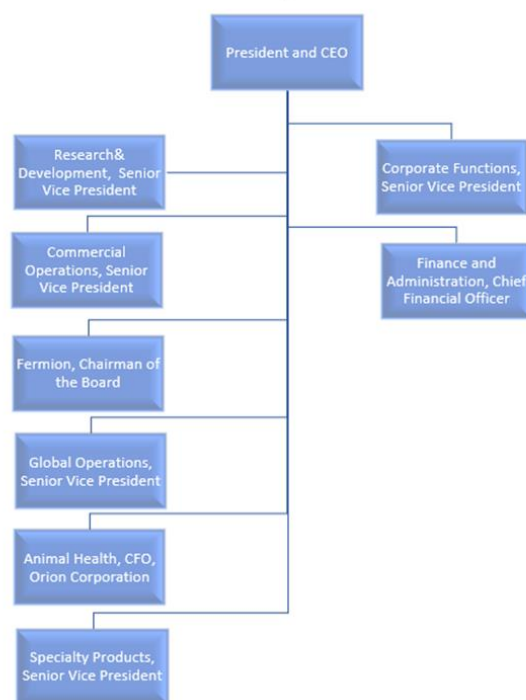


Figure 1 Orion Management Board

## 2.1 An assistant's role in Orion

Orion Corporation has about 55 assistants in Finland's units. Development plan will be based only on Orion's assistant work and not Fermion's, Orion's subsidiary.

Assistants have significant roles in Orion, and they are responsible for many different administrative duties. Do we understand what all the people on the organization charts do when we look at their charts? Is it possible to improve the working process? It can be difficult to find an IT expert who knows a particular program or challenging to determine who is behind certain functions at a company.

Orion has dozens of IT applications, and assistants often use these programs almost daily. Depending on the organization, Orion has different kinds of administrative work for assistants.

It is imperative for assistants to have competent IT skills. Do all assistants need to know all programs and systems? We have key users for all systems. Sometimes the key user is the assistant, sometimes someone else. Do we all have time to learn the latest software, programs, and applications? An assistant can perform these tasks and specify for what purpose they should be done.

Following are some examples of assistant assignments in Orion.

- Account for invoices
- Travel arrangements
- Meeting arrangements
- Calendar bookings
- CTM Training documents
- CTM key user
- Internal communication (Yammer, SharePoint)
- Intra web pages (SharePoint)
- Contracts (Pallas)
- FIMEA

- SOP Cycle
- Optima Learnings
- Sales and Marketing Assistant
- QA Officer
- Making PowerPoint slides
- Webropol surveys
- Courier shipments (DHL)
- Anniversary memories
- Flower orders and deliveries
- Archive
- Stylization of documents
- DocuSign (electronic signature)
- e-Shop orders
- Internal communication
- Course registrations
- Office furniture orders
- New person orientation
- MyOrion key user

Most of the assistants account for invoices in their own organizations, as well as arrange meetings and travel.



## 2.2 Executive Assistants

Orion has nine Executive Assistants currently. A title of Executive Assistant will be awarded to you if you are assisting a member of the Orion Management Board or a manager reporting to Orion's CEO. It is their main responsibility to assist the Senior Vice Presidents of Orion's management team as a personal assistant.

Additionally, there are assistants who work in Corporate functions such as Human Resources, Legal, and do not have the title of Executive Assistant. They all are doing the same level of work as an executive assistant, personally assisting someone. Each of them works independently for their own organization. Their main duties are to schedule meetings, make meeting and travel arrangements, and support their own area's SVP with PowerPoint presentations. Each of them has a specific work area, and there is no back up for each other.

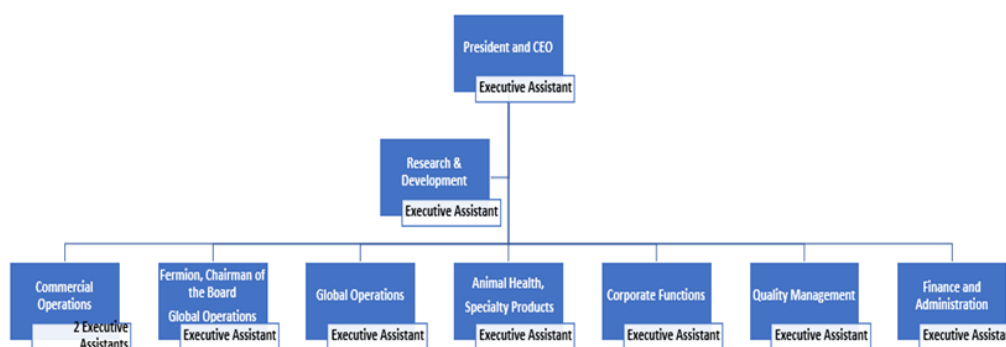


Figure 2. The organization chart of Executive Assistants

## 2.3 Meeting and Travel Arrangements

In all organizations many assistants are responsible for meeting and travel arrangements. All organizations take care of their own travelers. There is a Travel Manager who makes contracts regarding hotels and other travel partners. To ensure that assistants are up to date on meeting and travel arrangements, the Travel Manager provides updated instructions. The Orion travel policy includes travel booking and safety, hotel and rental car costs, meal compensation, training, and other events, as well as economical and responsible travel. Hotel and flight booking is a major part of what an assistant does.

CWT-Travel is a partner of Orion when it comes to booking flights, hotels, and cars. All assistants who arrange travels need to be licensed in CWT Travel systems.

Travel bookings and arrangements are handled by 29 licensed travel assistants at CWT Travel. Orion has 2700 employees in Finland, but not even half of them travel at all. In Orion's Global Operations assistant pool, travel arrangements are the main duty of three assistants. In addition, there is one executive assistant managing travel bookings for the management team of Global Operations. In 2019 Global Operations assistants were in TOP 3 in travel orders in Orion and they had booked over 1800 trips. In 2019, Orion travel agents handled about 4800 bookings. The situation will remain the same in 2021. Three assistants have made more bookings than others. By focusing on travel arrangements, they can provide better and more efficient services to their customers.

The work assignments for assistants are numerous. They cannot focus exclusively on one area. For example, they won't know so much about traveling since they don't do it so often. Furthermore, the customer must wait a little longer before the assistant has made the bookings for him.

There are specialists in the assistant pool who are responsible for travel arrangements. There will be value for the customer in his assignment. Customer value is often measured quantitatively, but it can also be qualitative.

Time is the customer's value in this case. Faster and better service will be provided to the customer.

A COVID19 pandemic prevented people from traveling widely between 2020 and 21. In the autumn of 2021, business travel is expected to grow again. As a result of the pandemic, partner meetings were conducted via the internet and audits were conducted remotely. For business travelers, this is the future. Time, money, and the environment are all saved. The importance of sustainability in business travel cannot be overstated.

### **3 METHOD AND INSTRUMENTS**

Organizational development, change management, and Lean are used in this development plan. Improving the efficiency of assistant work in a pool using lean methods needs to be supported by lessons that are relevant to the company's success.

#### **3.1 Organization development**

Organization is any association of people to organize an activity. More precisely, it is an organization when the activities are organized in some way.

According to French and Bell (1975, p.17) improvement of operations is the goal of organizational development. Organizational development (OD) is the process of improving the efficiency of an organization's operations using knowledge and skills derived from applied behavioral sciences. The goal is to change the overall system. To achieve the objectives', carefully planned measures are implemented in a supportive organizational environment.

Organization development in Orion Corporation is focused on centralizing the assistants' work, creating a new organization, an assistant pool. In the reorganized organization, the assistant pool, there are three different functions: executive assistants, travel arrangements, and administrative support services.

The assistant pool will clarify the role of assistants in Orion. The assistant will have better professional abilities. Smaller lead times mean better service for customers. The salary costs of assistants are lower, because so many assistants are not needed anymore. Reducing headcount is not the goal of this project, but often when doing things efficiently, many employees are not needed anymore. The project goal is to organize assistant work under one umbrella. With a pool of workers, everyone will have a clear job description, expertise will be found, and customers will reap more benefits.

Currently, Orion has about 55 employees who are working as assistants or performing similar duties as an assistant. Only administrative assistants are included in this figure, not production assistants. Orion Finland's operations have many assistants compared to the total number of staff. Over the next few years, the project is designed to reduce the number of FTEs. Job descriptions become clearer when assistants are grouped according to their functions. Over the next three years, the goal is to reduce FTE of assistant work by 30 percent. The retirement of employees would result in a reduction in personnel.

Detailed project plans should be developed at the beginning of the process. Planning a project involves setting goals, organizing it, dividing it, planning the time, planning the resources, and planning the costs.

It is critical for the newly formed organization to communicate to all assistants why the changes are being made, and what the reasons are. The benefits to Orion from the assistant pool are the most significant reason for the assistant pool. Since the assistant's job has changed over the last few years, and assistants overlap, the use of resources is inefficient. In the age of technology and digitalization, assistants' work has changed, requiring organizational changes as well.

All internal customers will receive the same assistance service regardless of which organization they belong to. As of now, some organizations have assistant teams, some have personal assistants, and some organizations do not have any assistant support. As a result of the newly established organization, everyone will receive equal administrative support.

In accordance with Hodges (2020, p.2) the organizational development process can help organizations build their capacity to change to achieve enhanced effectiveness and wellbeing by paying attention to the micro- (individuals), meso- (teams/groups) and macro-organizational levels.

Understanding the range of factors is one of the most significant aspects of organization development. Transformations tend to focus on the technical aspects of change without considering the people aspects. Which are vital

for creating an engaging and sustainable transformation. While people must be included from the beginning in the change process, given opportunities to engage with it, committed to it, and willing to embed it, the people element is often overlooked. Employees must feel they have a significant influence on the direction of change to create successful change. It is imperative for them to feel included in the dialogue and decision-making, as well as the design and implementation of the program. In Organization Development, the right teams are assembled with the right people with the right skill sets and knowledge at the right time, Hodges (2020, p.2)

However, French and Bell (1975, p.27) determines that as a long-term change program, organizational development aims to improve organizational problem-solving and renewal processes.

As a result of establishing the assistant pool in Orion, many administrative work processes will be reformed, and work will be more efficient and unified.

Hodges (2020) stated a few reasons for organization development. Digitalization and artificial intelligence, among others, are causing organizations to reshape and even re-invent themselves because of technological advancement. The world's workforce is changing because of the rise of digitalization.

Hodges (2020) also mentioned the changing nature of data and the transformed nature of work. How organizations make decisions is being influenced by the velocity, variety, veracity, and volume of information. The growth of data and technological innovation is changing how organizations organize themselves through platforms and loose structures, as well as re-defining how people connect and engage in day-to-day activities.

Another reason for the development of the organization is the changing dynamics of the workforce itself. As the demographics of ethnic and generational groups are shifting, values structures, expectations, and social responsibility requirements are evolving as well. Work approaches are being turned on their heads and changing the balance between employer and employee, Hodges (2020)

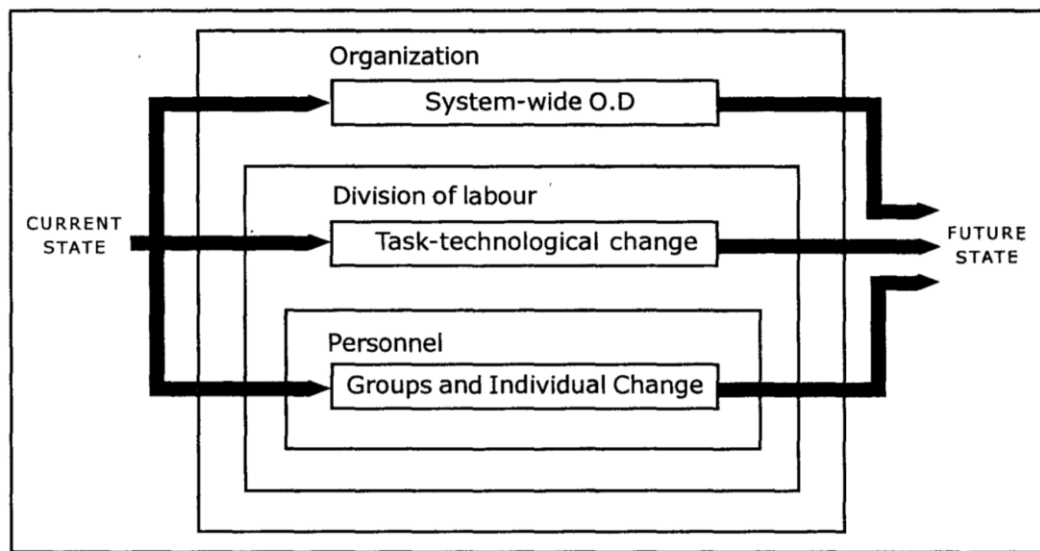


Figure 3. Organization Development methods (Source: Moorhead and Griffin, 1989, p.732)

According to Murthy (2007, p.152) An organization's development can be divided into three categories: system-wide development, task-technical development, and individual and group development. However, there are four categories of systems approaches to organization development: (1) reorganization or structural change, (2) goal-setting programs, (3) quality of life programs, and (4) collateral organizations.

An organization development intervention usually involves reorganizing or restructuring the entire organization in its entirety. Often, this involves realigning reporting relationships and authority. Such changes have a profound impact on decision-making, communication, information systems, and performance improvement. It is possible for an organization to redesign jobs, alter its overall operations process, implement a matrix structure, or undergo dramatic downsizing. The implementation of system-wide structural changes is complex and challenging.

Murthy (2007, p.153) Determine the goal-setting program. The Management by Objectives (MBO) approach is used to plan tasks, motivate employees, and control the organization. For the next evaluation period, the manager and subordinate must agree on mutually acceptable performance

goals that will be used as performance targets. To ensure that all employees contribute to superordinate goals, MBO is an effective strategy because individual goals are derived from organizational goals. Quality of work life (QWL) programs are also a form of system-wide change. An organization's quality of work life is defined as its members' ability to meet their own personal needs through its organizational processes. Consequently, QWL programs aim to create a work environment conducive to worker satisfaction.

Collateral organizations are organizations that exist alongside and as collateral to an official organization. To solve problems that the formal organization cannot handle effectively, the collateral organization is created by the formal organization. Due to organizational structures, rules, and regulations, it is difficult for a formal organization to deal with unexpected change. Using an all-channel communications network, the collateral organization can communicate across traditional organizational boundaries. (Murthy, 2007 p.154)

Murthy's (2007 p.155-156) second category of the organization development is task-Technological Change. An indirect task redesign is a change caused by sociotechnical intervention rather than a direct task redesign. Redesigning tasks can be approached in several ways. However, there are nine different steps: 1) a recognition of the necessity for change, 2) a potential intervention is task redesign 3) Assessment of the context and system of work 4) Analyzing the benefits and costs of proposed changes 5) Determination of go/no-go 6) Redesign strategy formulation 7) Task change implementation 8) Supplementary changes to be implemented 9) Analyzing the effort put into task redesign.

It is critical to diagnose all tasks assistants are performing and the time it will take them to complete them when developing the assistant pool. Currently, assistants work in different organizations, but in the upcoming organization, they will all work in one organization and their work will no longer be divided by department. There are no organizational limits in the revised design. Murthy (2007, p.156) notes that diagnosis of the work system and context consists of six different areas: diagnosis of existing jobs, analyzing



the current workforce, analyzing technology, Identifying the organization's design, leadership behavior diagnosis and identifying the social and group processes in a group. Diagnosis encompasses task performance within the total work environment. It is imperative to analyze job redesign in the context of existing jobs as well as the types of jobs that exist in the workplace. Changing job designs without considering structural changes would be a mistake. Leaders must be evaluated for their leadership styles and behavioral problems. Social structures may be negatively impacted by a career redesign. Task redesign shouldn't be implemented without a comprehensive cost-benefit analysis. A task redesign intervention may have both quantifiable and non-quantifiable costs and benefits.

As well, standardizing the work of assistants in a pool will increase costs. Even though in the long run the salary costs will be smaller, because there is no need for so many assistants anymore. Using standardized applications, the revised organization model will require enhanced technology. These are expensive and require maintenance monthly.

Murthy (2007, p.156) divides costs in two different categories: direct and quantifiable costs, non-quantifiable indirect costs of critical importance and unexpected costs/potential costs. The purchase of the new technology, downtime, and salary increases are the major costs. In addition, those costs will be the biggest expenses in the newly created assistant pool as well.

A new organization often faces resistance to change. People are not ready for or do not want change. Change management is sometimes supported by change managers. According to Murthy (2007, p.156) in addition to these expenses, there can be non-quantifiable costs associated with (1) short-term role ambiguity, conflict, and/or overload following the change; and (2) alienation of some employees.

Murthy (2007, p.156) defines that a tangible benefit of task redesign is increased performance through improvements in the work process. Improvements in employee satisfaction, motivation, quality of life, and group performance are the four most significant indirect, non-quantifiable benefits of redesign. On the other hand, potential/unexpected benefits include the

improvement of employee effort, leading to improved results; and the increase in employee commitment leads to improved results. It is vital to plan carefully for a successful task redesign intervention to formulate a strategy that will lead to the improvements management desires without resulting in hidden costs or unexpected problems. In other words, it could create situations that are even worse than the ones the intervention is intended to improve.

As mentioned, before it is important to involve the assistants to the change and listen to them. According to Murthy (2007, p.164) organization development interventions can change individuals and groups in many ways. Training, management development programs, team building, and survey feedback are the most used techniques for people-oriented change.

Teamwork should be a priority in a new organization. The pool assistants must have similar goals and working styles. On the basis of Murthy (2007, p.158) team building can be used to boost team spirit, cooperation, and commitment to achieving group goals. There are few goals in team building: setting goals and / or priorities for the team, analyzing or allocating work, observing the group's processes, such as norms, decision making, and communications, to determine how it is working. Also examine the relationships among the people involved in the project. As with other change processes, team building begins by identifying the problem, gathering data, diagnosing it, planning, implementing, and evaluating it.

According to Moorhead and Griffin (1989, p.775) there are five key aspects manage organizational development interventions effectively. First, members of an organization need to take a holistic view of the organization and its development process. By adopting a holistic approach that considers the interrelationships between the subunits of the organization, management can anticipate what the intervention will do to the social system and culture of the organization. Furthermore, top management must encourage organizational growth if it is to succeed. In fact, the impetus for action must come from the top to ensure long-term financial and motivational support. Committed people, however, are those who actively work towards achieving their

goals. Participation from beginning to end by members will result in (1) members becoming more knowledgeable about the problem; (2) members becoming more knowledgeable about the solution; and (3) members becoming more committed to the intervention strategy. Nevertheless, no effective intervention can occur without free and open communication among affected members. Free and open communication will minimize transition problems related to resistance, information research, and establishing effective control systems. While this final point is generally understood, it is often overlooked during the challenging process of organizational change. It is imperative to reward those members who grasp the essence of the change and contribute significantly to its accomplishment. This will prevent the failure of the next change intervention.

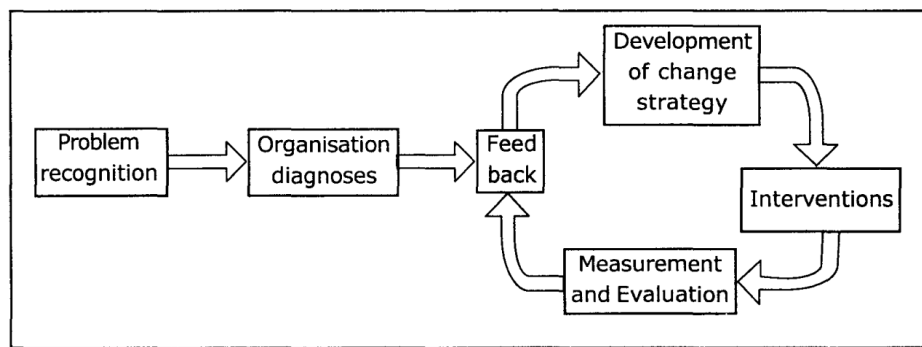


Figure 4. Process model for Organizational Development (Murthy, 2007, p.174)

### 3.2 Change management

Almost all organizational changes are met with resistance. Before starting a newly formed organization, it is imperative that everyone understands why change occurs, how it happens, and what can be done to make change more welcome?

According to Murthy (2007, p.22) as part of change management, major changes are implemented in information technology, business processes, organizational structures, and job assignments to minimize risks and costs and maximize benefits.

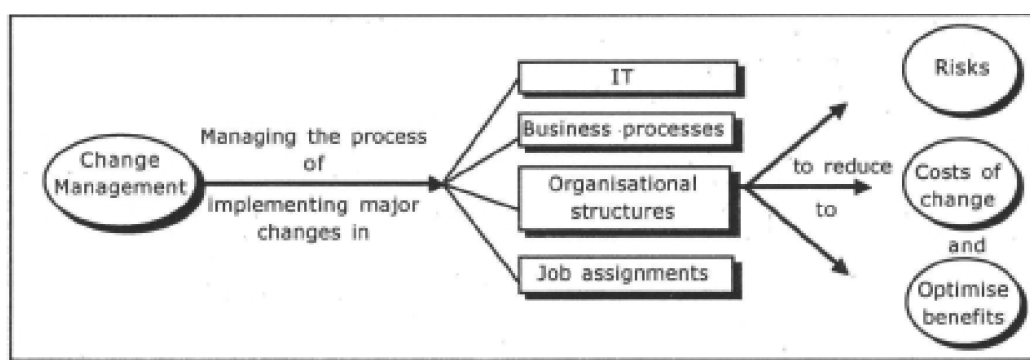


Figure 5. The definition of change management (Murthy, 2007, p.22)

Impact on Business	Level of Difficulty / Time to Resolve		
	Low	High	High
High	<b>Technology</b> <ul style="list-style-type: none"> <li>Enterprise architecture</li> <li>Supplier partnership</li> <li>Systems integrators</li> <li>Outsourcing</li> </ul>	<b>Process</b> <ul style="list-style-type: none"> <li>Ownership</li> <li>Design</li> <li>Enterprise wide processes</li> <li>Internet enterprise Processes</li> </ul>	<b>People</b> <ul style="list-style-type: none"> <li>Change leaders</li> <li>Loose/Tight controls</li> <li>Executive sponsorship and support</li> <li>Aligning conditions on satisfaction</li> </ul>
Low	<b>Operational</b> <ul style="list-style-type: none"> <li>Technology selection</li> <li>Technology support</li> <li>Installation requirements</li> </ul>	<ul style="list-style-type: none"> <li>Change control</li> <li>Implementation</li> <li>Management Support Processes</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment</li> <li>Retention</li> <li>Training</li> <li>Knowledge Transfer</li> </ul>

Figure 6. Change Management Dimensions (Murthy, 2007, p.23)

Murthy mentioned (2007, p.23) that introducing updated information technology into a company can result in changes in people, processes, and technology. People are the primary focus of organizational change management. Measuring, motivating, and rewarding performance is all part of it. People will determine whether the change is a success or a failure. Managing large scale change effectively requires an understanding of how change impacts individuals. For today's work to be successful, team collaboration and teamwork are essential. Leadership also plays an imperative role in change management.

<b>Change Management involves:</b>
<ul style="list-style-type: none"> <li>• Individual, team and organisational change</li> <li>• The leadership of change</li> </ul>
<p>The implementation includes:</p> <ul style="list-style-type: none"> <li>• The applications</li> <li>• Restructuring</li> <li>• Mergers and acquisitions</li> <li>• Cultural change</li> <li>• IT based process change.</li> </ul>

Figure 7: Involvement in Change Management (Murthy, 2007, p.24)

However, to lead change effectively, leaders need to learn how to navigate between opposites. They must balance their efforts across all three dimensions of organizational change. (Murthy, 2007, p.24)

In accordance with Stenvall & Virtanen (2007, p.73) a successful organization relies heavily on communication. Communication is interconnected with many other ways of working, including anticipation and the production of assessment data. It is the responsibility of change managers to develop internal and external activities and generate information about them. Communication must be continuous during the change project.

One of the basic assumptions of the organization is that members must value cooperation and have a positive attitude toward its objectives. It is essential that there are common values. It is the organization's responsibility to take care of its members' well-being. (French and Bell, 1975, p.81)

### 3.3 Lean method

Lean principles play a crucial role in developing the assistant pool at the corporate level. This study will show that by reducing the lead time, assistant work is more effective, salary costs are decreased, and customers are more satisfied. Also, assistants are pleased, because their work is well organized, and their workload will be stable. While the focus of Lean is not to reduce salaries, when doing things more effectively, there is no need for so many employees.

Lean thinking is a transformational framework that aims to provide a new way to think about how to organize human activities to deliver more benefits to society and value to individuals while eliminating waste.

Several assistants at Orion work with the same systems and do the same kind of work. Due to advancing technology and digitalization, systems are constantly changing. Assigned assistants would use certain programs and act like key users for those programs, it would be possible to save resources. Customers will receive more benefits, quicker and better service.

According to Kliem (2015, p.15) The core principles of lean manufacturing are eliminating waste and improving quality. To deliver value, it must satisfy a customer's needs. Customer-focused processes focus on producing outputs, such as products and services, for individuals or organizations. Lean improves the quality of output by reducing defects and by removing obstacles that prevent one or more processes from producing output continuously. Getting rid of waste involves removing obstacles that prevent one or more processes from delivering output continuously to customers. Processes, operations, procedures, tools, and techniques that deliver value to customers are the goal of Lean.

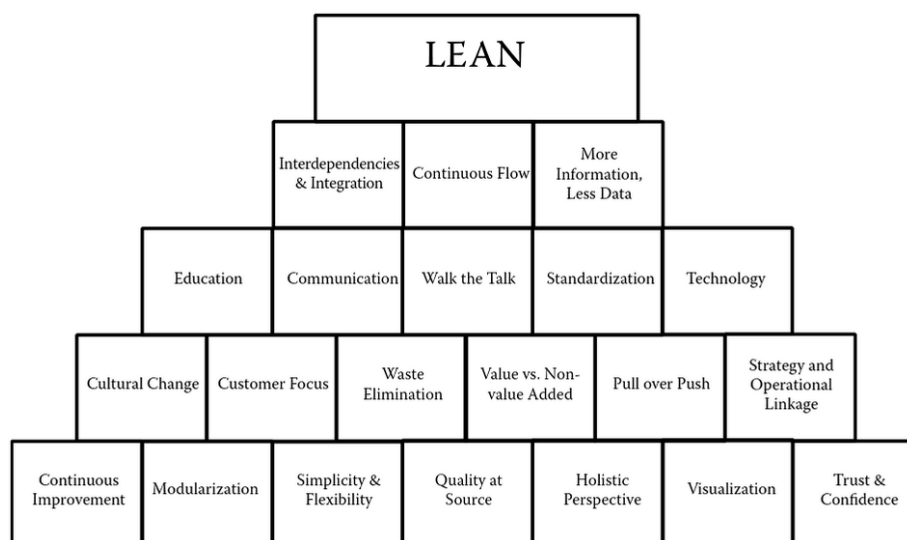


Figure 8. Lean is based on several main concepts. (Kliem,2015, p.16)

A new organization places a high priority on customer needs. As Kliem (2015, p.16) mention in Lean, all efforts are directed toward meeting the customer's needs. An organization or individual exists because of its customers. Focusing solely on the customer is a recipe for failure. Keep the customer in mind. All effort is directed towards ensuring that the organization or person meets the needs of the customer, no matter what. The customer becomes the reason for the organization's or person's existence. From a Lean perspective, failure is a prescription for failure when we fail to focus on the customer.

According to Kliem (2015, p.16) second key concept of lean is eliminating the waste. It is necessary to remove anything that interrupts the satisfaction of customer requirements. Besides interfering with customer satisfaction, waste increases operating costs and hinders performance. Waste is referred to as muda, and there are two types. Distinguish between value-based and non-value-added. The processes, operations, procedures, tools, and techniques that contribute to satisfying the requirements of the customer are considered value-based; those that do not contribute are considered non-value-based. We should eliminate those that do not add value.

One of the key concepts in stress management is standardization. The importance of standardization when delivering a product or service cannot be

overstated. As a result of standardization, continuous flow can occur, setup times are reduced, and cycle times are improved, according to Lean. It is possible to achieve consistency by standardizing. When there is a lack of standardization, waste occurs, which interrupts the continuous flow of delivering goods to customers (Kliem, 2015, p16-17)

In accordance with Kliem (2015, p.17) the role of technology in Lean operations, processes, procedures, tools, and techniques is not to become the center of attention. It is imperative to realize that under Lean, technology is used in support of processes, operations, procedures, tools, and techniques, not in opposition to them. This is often the case. By removing bottlenecks and delays, technology facilitates the process. Moreover, technology is seen as a tool that helps people fulfill their responsibilities when satisfying customer needs, not to replace people.

Kliem (2015, p.17) seems that one important concept is also stress interdependence and integration. When one or more processes flow continuously, each element within them must provide the necessary output to serve as input to the other elements depending upon it, interdependence. Integration means that all elements must work together smoothly. Through interdependence and integration, continuous flow can be achieved. It is most effective to approach interdependence and integration from the perspective of an organization. This is composed of objects, or components, that depend upon one another and function together. Any action that interferes with efficiency and effectiveness is waste in a Lean organization.

It is also part of the Lean concept to seek more information than data. The world has been flooded with data, not information since the rise of information technology. There is no intrinsic value to data; information is data that has been transformed into having value. Data production and possession are wasteful activities. Analysis and interpretation of it are time consuming, so it is waste. Continuous flow can be interrupted, and valuable resources could be diverted from satisfying customer needs. Information, not data, reigns supreme from a Lean perspective. The use of information facilitates quick and easy decision-making, as well as identifying and



eliminating waste. To achieve lean manufacturing, continuous flow must be based on customer demand. Continuous flow will enable all processes, operations, procedures, tools, and techniques to meet the customer's requirements. By removing such waste, Lean ensures continuous flow. (Kliem, 2015, p.17-18)

According to Kliem, (2015, p.18) lean is often described as a philosophy where less is more. During the days of the push-through system, redundancies and planned obsolescence were examples of the opposite of this concept. Building large stockpiles of parts, for example, was seen as a natural way of dealing with shortfalls and unanticipated product problems in the early days. Pull-through is the preferred way to conduct business today. As a result of pull, redundancy and stockpiling are kept to an absolute minimum or even nonexistent. Providing a product or service in response to customer demands requires an ongoing flow of systems that meet customers' needs.

As stated by Kliem, (2015, p.18) As a result of standardization, a value stream can be modularized, allowing manual and automated components to be mixed and matched. It is easier to meet customer requirements by manipulating components or subsets in a way that can reduce waste when a system is broken down into modules. The fewer components that rely on common standards, the more time and effort is required to make a change, affecting cycle time, and ultimately increasing waste.

As stated in Kliem (2015, p.18) by adhering to standards and modularizing the design, Lean seeks simplicity. Complexity leads to waste, according to the Lean methodology. It can take excessive time and effort to understand how to adapt to changing requirements or fix problems in a value stream due to its complexity. Extending the cycle time and not satisfying the customer results in time and effort spent unraveling and understanding the situation. Simplicity can be achieved by standardizing and modularizing.

According to Kliem (2015, p.19) a crucial component of Lean is quality. The most effective way to deliver quality to the customer is to address it at the source. In addition to indicating a degree of dissatisfaction on the part of the customer, failing to address quality at its source can also negatively affect

the bottom line financially. A big perspective is needed for Lean, which refers to seeing beyond the purview of oneself or one's organization. A value stream allows participants to understand how all the components work together and how their own responsibilities impact them. When participants adhere to such a perspective, they begin to realize how significant their role and those of others are in contributing to customer satisfaction.

As stated by Kliem (2015, p.19-20) Lean relies heavily on graphics in many ways. Process flow is captured and improved, and production is stopped if a problem arises. Key performance indicators are used to measure progress. Various levels of an organization use them to communicate information. With this visualization, data is visualized based on demand rather than pushing data. Taking advantage of the talent and expertise of the people who perform the work is a core principle of Lean. Allowing people to propose ideas to improve process performance in a value stream is the key to allowing them to take ownership of the process. To apply this concept, management needs to be confident in people's abilities to satisfy the customer through process improvement. Moreover, it involves a commitment from management not to lay off people because of making contributions toward customer satisfaction; doing otherwise will erode employees' trust and confidence in management. For Lean to remain a sustained activity within an organization, trust and confidence need to flow up and down the chain of command.

Based on Kliem (2015, p.20) taking Lean to the next level is not the result of executive leadership promulgating it as the new way of doing business. To make Lean a reality, the foundation must be laid. The context is necessary for Lean to become a sustainable reality. Therefore, the culture of the organization must change; rarely is the culture conducive to Lean being able to have an easy foothold in an organization: trusting subordinates and allowing them to take ownership of the entire operations of the company.

As said by Kliem (2015, p.21) continuous improvement plays an imperative role in Lean. Everything in the work environment should be done to perfection. The pursuit of perfection does not occur in a revolutionary manner but

progresses via an interactive cycle. In an organization and in everything that a person does, perfection is pursued at all levels. Focus is on applying the pursuit of perfection rather than simply talking about it. Plan, do, check, act (PDCA) is a process for achieving perfection. A cycle that repeats itself leads to perfection.

According to Kliem (2015, p.21) Lean can be successfully implemented when people possess the necessary understanding and knowledge. Management must invest in education and training, not only for the rank and file, but also for themselves. To provide value to the customer, Lean requires everyone in the company to have a thorough understanding of Lean concepts, tools, and techniques.

As stated by Kliem (2015, p.21) in Lean, people provide value. Communication about Lean is more than just talking to people about it; it requires communication throughout the organization. Despite the importance of talking about Lean and making proposals for implementation, it is more critical to listen to others to understand what value is from a customer's perspective. In addition to listening to peers, it involves leveraging their expertise to develop recommendations. To pursue perfection in everything, communication should be ongoing.

According to Kliem (2015, p.21) Lean thinking should also be a priority for management. It is imperative for them to perceive, think, and act accordingly. Those who learn about Lean, change old habits, and embrace new ones in their environment can become true believers. All members of the chain of command must also be willing to follow action wherever it leads. By going to the customer's environment, we can learn and observe everything relevant to the customer. We can then change relevant processes and procedures that will add value to the customer. A mindset shift to a Lean perspective can also be achieved by walking the talk.

### 3.3.1 Benefits of Lean

As stated by Kliem (2015, p.22) no matter if it is an internal customer or an external one, Lean focuses on the customer. Lean is best known for this benefit. All other benefits can be realized when the customer is satisfied. To achieve this benefit, all processes, procedures, and techniques must be oriented toward satisfying customer needs, wants, and requirements. To maximize the benefits of its product or service, the company delivering it must spend considerable time learning about its customers. Knowing the customer's requirements and satisfying those deemed relevant to them is crucial.

In accordance with Kliem (2015, p.22) one of the benefits of Lean is that it improves cycle time. Building and delivering a product or service should be aligned with customer demand. When a customer needs a product or service, the company should operate in tandem with his or her needs. Inconsistent cycle times can frustrate both the producer and the customer. By eliminating waste, Lean improves flow, which in turn improves cycle time. By eliminating waste, such as excess inventories and delays in delivering a product or service to customers, Lean contributes to shareholder value. As a result of applying Lean concepts, tools and techniques become more efficient and effective, allowing for larger cash flows.

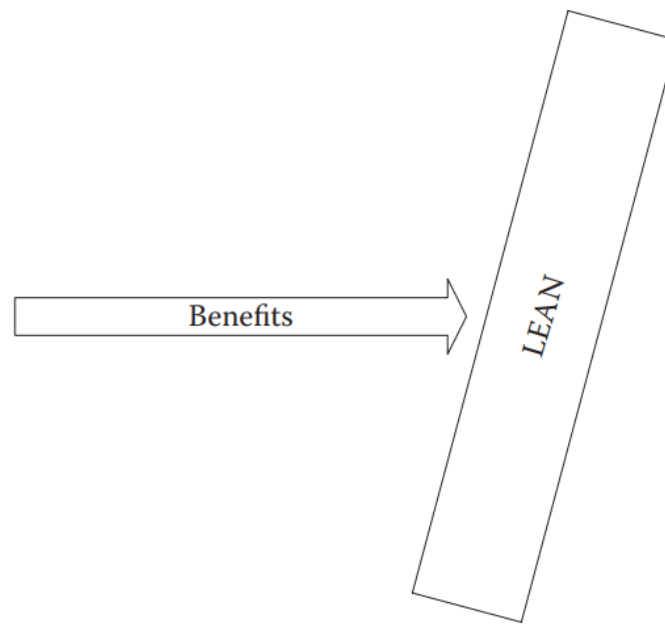


Figure 9. Lean benefits (Kliem, 2015, p.23)

- An understanding of what customers value
- Increasing cycle time
- Value enhancement for shareholders
- Increasing flexibility
- Enhancing quality and reliability
- The reduction of capital expenditures
- Hierarchies in organizations should be reduced
- Concentrating on core competencies
- Quantitative and qualitative balance
- Taking advantage of technology
- Increasing the efficiency and effectiveness of resource utilization
- Reducing fear
- Solving the silo problem
- Enhancing teamwork
- Overhead costs can be reduced
- Creating an environment conducive to creativity and fostering gender equality
- Tracking and making improvements continuously

According to Kliem (2015, p.23) Lean might seem difficult to envision to increase flexibility, since redundancy can sometimes allow for flexibility in response to changing circumstances. There is a lack of flexibility due to redundant processes and resources buried in a complex network. A response to an event that is too redundant can be as stultifying as one that is too barebones. The difficulty in making necessary changes to respond to a customer's dynamic needs can be attributed to too much inventory, too many approvals, or a complex process flow.

As stated by Kliem (2015, p.24) the benefits of Lean include improving quality and reliability using quality management tools and techniques centered on reducing waste. To deliver value to customers, Lean focuses on reducing waste across all forms, so it makes sense that one of the areas for reducing waste is capital expenditures. Most of these expenditures are high-dollar items such as facilities, heavy equipment, and large item storage. A lean approach focuses on reducing overhead to provide value to the customer, which includes a competitive price. By delivering resources just-in-time, reducing storage space, and cutting unit costs, this is achieved.

According to Kliem (2015, p.24-25) there are more levels of hierarchy in many companies, especially at the executive and management levels. The negative effects of this type of growth are numerous. As members of executive management compete for authority, power and control, communication becomes more difficult, and management loses touch with what is occurring at the lower levels. In organizations, processes become so intertwined that making changes becomes nearly impossible due to the disruption of control and power. By reducing hierarchies, Lean emphasizes the importance of continuous flow and avoiding excessive costs that can affect the efficiency of an organization's operations. Each organization possesses a set of core competencies such as skill sets and expertise. This is a strength. As much as possible, organizations should focus on their strengths and enable other organizations to perform functions or responsibilities they are better at. Just-in-time delivery of goods and services is an example of outsourcing where another company performs tasks that the recipient

organization cannot handle well. By focusing on its core competencies, an organization can reduce waste and provide more value to its customers.

Providing value to the customer is a major consideration in Lean. Though significant, cost is often emphasized at the expense of quality. Among the qualitative factors that add value to customers are quality, employee morale, and customer relations. These factors can also add to waste and have a negative impact on quantitative performance if not addressed. There is a symbiotic relationship between them; performance failure in one can negatively affect the other and there is often an overlooking of the need for balance between them. (Kliem, 2015, p.25)

Based on Kliem (2015, p.25-26) the role of technology should be to enable one or more processes. It is common for processes to be oriented towards meeting the needs of equipment or software applications in many environments. Instead of focusing on customer requirements, the focus shifts to internal requirements. In an ideal world, technology would enhance process performance to minimize waste and provide a continuous flow of products and services. The use of resources in Lean organizations is more efficient and effective. By eliminating waste such as overproduction, dealing with contingencies, or delivering defective products or services to customers, they improve efficiency and effectiveness with minimal resources.

According to Kliem (2015, p.26) the company's big picture requires all employees, not just management, to be aware of Lean. Due to the focus on customer satisfaction and ensuring minimal waste and continuous flow, this perspective is possible. Each member of the team will be accountable for everything that occurs in their organization, not just within their functional area of responsibility. Individuals in big organizations may find it difficult to take this perspective, especially if they are deep within the organization. However, they should be aware of how to reduce waste and improve flow while contributing to customer satisfaction.

Creating lean teams made up of people from all levels of an organization and from different functional disciplines can lead to many improvements. To improve a process, everyone uses the same tools, techniques, and

knowledge. At the same time, each member of the team looks at the bigger picture in terms of customer satisfaction while contributing knowledge and expertise. When implementing improvements within a value stream, team dynamics and effective communication are crucial. Removing waste from a value stream should naturally result in a reduction in overhead costs. As a result of these reductions, both the organization and the customer can save money. Savings can come from many areas, such as storage and transportation. If overhead costs are reduced, layoffs should not be necessary; doing so will only jeopardize ongoing and future Lean projects. (Kliem, 2015, p.26-27)

According to Kliem (2015, p. 27) Lean requires identifying and improving individual areas of responsibility and efforts to achieve perfection across a value stream. In addition to identifying and implementing change, follow-up is necessary to determine whether it has been effective or whether a different course of action needs to be pursued. As waste is removed or reduced, and the customer's requirements are met, follow-up and assessment are continuous until perfection has been achieved.

As stated by Kliem (2015, p.27-28) sharing and transferring knowledge is also one of the benefits of Lean. To satisfy the customer and eliminate waste, the focus is on eliminating waste. With the knowledge that they will not lose their jobs or positions, people begin to relinquish data and information. It is not possible to guarantee employment anywhere but to apply effectively. To be lean, people must feel comfortable sharing without fear of negative consequences. The ability to adapt to changing circumstances is very significant in today's dynamic business environment. As an organization becomes bloated from waste, it will have difficulty marshaling its resources and processes to remain competitive. The Lean philosophy emphasizes standardization, simplicity, modularization, effective use of resources, modern information technology, and solid communication, both internally and externally. If waste is minimal. While some may not exist, all of these enable an organization to adapt to changing circumstances.



### 3.3.2 Challenges in Lean

It can be extremely difficult to implement Lean in an organization, despite its many advantages. All employees should understand what lean is and work towards it. Kliem (2015, p.28-29) Kliem defines the challenges of Lean as follows: bureaucracy, silos, specialization, fear, lack of management support, past failures, inflexible mental models, management styles, flavor of the month, outdated technology, lack of available information, rapidly changing market conditions, lack of Lean expertise, traditional accounting practices, sacrosanct processes.

As stated by Kliem (2015, p.28) The biggest impediment to Lean is bureaucracy, which can sometimes be seen as a synonym for waste. This occurs often when first considering Lean. Lean can lead to people navigating through a myriad of approvals and meetings just to recommend exploring a topic. It is likely that many people will want to participate in the preliminary discussion. However, some may be concerned that it might disrupt the current process too much and raise expectations too high. Since bureaucracy's fear losing power or position, Lean is very challenging. There is an antithesis between bureaucracy and Lean.

As stated by Torkkola (2019, p.23) the smooth progress of work, flow, is the goal that is pursued in Lean management. The three most powerful enemies of flow are variability, overload, and waste (mura, muri and muda). To achieve this goal, we must remove these obstacles.

Torkkola (2019, p.23) Variability, imbalance, or injustice is the most significant of the three since it causes the other two. Among the types of imbalances in expert work are, for example, differences in people's competences, variations in the workload on different days or variations in the way an organization operates. When measuring the time, it takes to complete or wait for work, variation is apparent. Two types of variation exist. Either the average of the events fluctuates, or the events are different from each other. The number of customer contacts per working day, for instance, or the waiting time for a work request from a customer can be used as an example.

The second enemies stated by Torkkola (2019, p.25) is overload. The load placed on a device, system, or person is an overload. In expert work, a person's well-being has a direct relationship with the flawlessness and development of work. Human well-being directly affects the flawlessness and development of work. As such, a high-quality work environment is a significant factor in achieving organizational efficiency from a human perspective. When the utilization rate reaches 80%, load on the system and work in progress exponentially increase. Overload is measured by the ratio of incoming workload to completion speed.

According to Torkkola (2019, p.25-26) waste is an unproductive activity for which the customer is not prepared to pay. It is typically classified into seven categories. Overproduction is the most detrimental of these seven because it causes problems and unnecessary waste. Overproduction means doing too much, too early, or just to be on the safe side. Experts may view overproduction as a virtue without understanding how it wastes resources and decreases customer satisfaction. Overproduction directly results in longer delivery times and unneeded processing. In expert work, overproduction includes, for example, unnecessary measurements or meetings to which many people are invited just in case. These meetings are held without questioning their necessity. Overproduction can lead to incorrect prioritization, in which case we prefer to focus on urgent, but not so critical, and not so important, but not urgent, issues.

Torkkola stated (2019, p.26) stocks or work in progress in expert work. All tasks that have been started but have not yet been completed. In expert work, they are, for example, emails, projects, or reports.

Waiting, this means that the work is waiting for its author, or the client is waiting for service. This does not mean that employees are not in a hurry. When a task is transferred from one person to another, it often finds itself in a queue with each transfer waiting for the next one to be processed. Typically, an expert organization expects decisions, approvals, or additional

information needed for a task from clients or colleagues, Torkkola (2019, p.26)

In accordance with Torkkola (2019, p.26) additional movement of the employee or material, which in expert work can mean, for example, manually entering information from one system to another or using several applications. This can mean moving from one application to another. This waste can include sorting and searching for information. Additionally, with poor layout, it is possible to walk for long distances in an office without realizing that it is lost.

Transfer, in expert work, the transfer of knowledge from one person or department to another, instead of trying to minimize the number of people needed per task. A siloed organizational structure often means moving tasks between departments. If the work requires a lot of communication between different experts, they should be placed as close to each other as possible, regardless of the organizational structure, Torkkola (2019, p.26)

In the case of booking trips, Torkkola's statement is valid. The targeted trip booker pool has the data at their fingertips, so there is no need to search for the information elsewhere.

As stated by Torkkola (2019, p.27) mistakes and redoing, it is same than failure demand, errors in work. When a client is not satisfied with their service or is returned to the task again, in which case the task effectively takes up double the capacity. In practice, the same thing happens within the work chain: if the previous work phase has provided incorrect or missing information, the next work phase will have to correct the error or return the work. In addition, redoing is caused by interruptions, disruptions, and misunderstandings. Errors cause cumulative variation in the work chain going forward. Therefore, perfection at the beginning of the chain is vital.

Inappropriate processing, If you don't know what the customer really wants, you may be doing extra things that are of no use to anyone. For example, reports, reviews, and entire work steps. When this waste occurs, large batches are made instead of smaller ones, or large systems or equipment

are used even if a smaller one would suffice. This form of waste may occur when there is not enough real work or a sufficient level of quality of the work has not been jointly agreed. If necessary, specialists fill the result of their working time with endless filing, Torkkola (2019, p.27)

According to Kliem (2015, p.33) to implement a successful Lean project or program, people must have the necessary knowledge. Essentially, lean is a philosophical approach to quality. It requires a shift away from a daily operational mindset that focuses on delivering products and services without consideration of the customer. Customer satisfaction is at the center of Lean's operations, which is why it requires significant unlearning and re-learning.

### **3.3.3 Waste of talent**

According to Jekiel (2010, p.1) in many companies most of the job roles based on the completion of tasks as the basis for the position. The massive waste of people's abilities means that most organizations achieve only a fraction of what they could accomplish. Understanding how to access people's abilities eludes organizations, or they would better utilize people to resolve troubling problems or create the needed solutions. The acceptance of this situation is notably reflected in the lack of any reference to or concern about the unused capacity of the workforce. Most assets of a business are assessed in terms of capacity, like buildings or equipment utilization. Management teams hardly discuss the percentage of personnel's abilities being utilized each day. Seeing the available capacity in the workforce is an essential element of Lean and Continuous improvement cultures.

#### 4 ASSISTANT POOL ON THE CORPORATE LEVEL

According to Rajander-Juusti (2013, p.70) assistant work has experienced a big change in companies. The general method of organization is the secretary/ assistant pools, which within specializes in certain roles, and work is done for multiple supervisors. Depending on the company, the job description can be quite narrow or the tasks well demanding assistance in large projects.

As stated by Springare-Soinoja (2013, p.128) assistant pools have been formed mainly because of streamlining the operations of organizations. Members can be the organization's own assistants; in which case the pool also acts as an internal network to organize and manage assistant work.

Assistant's work can be divided among pool assistants in different ways. The division of labor can be the competence required for a specific task; in which case the work is done by an assistant who has the greatest competence for the task. Such areas of specialization may be, for example, travel administration, meeting arrangements or document production. (Tuorinsuo-Byman 2008, p125)

In accordance with Soinoja & Springare (2013, p.128-129) persons using the assistant pool thus receive the same quality of service, regardless of their own position in the organization's hierarchy or, for example, the competence of their own departmental assistant. The second division of labor in the pool handles future tasks in the order in which they come, i.e., the work is handled by the assistant who has the most time to perform that task. In this division of labor model, work is divided among all pool assistants, increasing their professional skills. The skills of assistants should be at the same competence level that the service in the pool will be at the same quality level, regardless of the person performing the task.

The changing nature of assistant work in a big pharmaceutical company is challenging. It is difficult to introduce something new to Orion because it has

its old habits. As for change, it won't happen overnight; it will take time and a lot of effort to get things moving.

All of Orion Finland's organizations and their staff would be supported by a corporate level assistant pool. About 55 staff members will be centralized in the assistant pool. Orion's assistant pool will be divided into three main categories: Executive assistants, meetings and travel assistants and Orion Assistant support service. The company's travel arrangements could be made more efficiently throughout Orion by focusing on the meeting and travel division.

In Orion has now two assistants' pools in different organizations, in Global Operations and Research & Development. These assistant pools work little differently. In Global Operations the assistant works has divided into different areas: management support, travel, payments, and IT applications. This division was made in the past listening to the assistants wishes and what are their expertise area. The goal was to make an efficient pool. In Research & Development, almost all assistants are still doing all assignments. They work has shared who they assist.

In new organization, Orion assistant pool all assistant work will divide to different categories. The goal is to create a one corporate level assistant pool in Orion. The pool is divided in the three main categories: Executive Assistants, Travel bookings, and Assistant support service.

#### **4.1 Establishing a newly formed organization**

Since this project is theoretical, the project schedule is likewise theoretical.

Scheduling plays a critical role in the success of a project. In projects, the challenge of scheduling often becomes the evaluation of the workload. It is easier to make a realistic workload estimate when you specify what is to be done and how it will be accomplished.

It will take four months to complete the project, which will start at the beginning of the year and end in April with the redesigned assistant pool. In

addition, it is imperative to inform the assistants about the upcoming schedule, what is the timetable for the newly established organization.



Figure 10. Timetable of new organization

Identifying the reasons for the foundation of a newly formed organization is the first step in organizational development. The role of an assistant has changed and there is a desire to make it more efficient. The goal of the process is to make work more efficient while at the same time ensuring that all customers receive the same level of service.

After identifying the reasons for the change, you will present and explore the problem and determine an overall assessment of the situation. Then you can determine the expectations and scope of the project.

A Project Manager is selected at the beginning of the project. Alternatively, the project leader can be an entirely external consultant, in which case he or she is neutral. A representative from each of Orion's organizations will participate in the project. Representatives of organizations can provide information about the needs of their own areas in terms of assistants.

Second part of the organization development is diagnosing. You will gather and analyze relevant data during this phase to determine what steps to take to improve the situation. To design interventions that can solve the problem, you must first understand the current climate of the organization and how the system works. Collaborating with stakeholders is an important part of this investigation. At this stage, it is crucial to find out who is responsible for the assistants' work, how many of them there are, and what their responsibilities are. A diagnosis must be communicated to assistants once it has

been established. Including insights that will motivate them to endorse the change that needs to be implemented.

All assistants will be informed simultaneously after the steering group for the project has been selected. It is imperative to identify all assistants who work for Orion in the first place. Each of Orion's 55 administrative assistants works in a different organization. To determine whether special expertise exists, we will investigate what all the assistants are doing and what functions can be centralized. The purpose of this survey is to locate waste. A survey will be conducted for all assistants. Assistants are asked about what they do, what IT programs they use, their special skills, their language skills, what jobs they are interested in.

Assistants are told why this change is being made. With the changing world, assistants' work needs to be improved to be more efficient. To improve efficiency and provide equal service, things are streamlined. The work of assistants needs to be standardized. Organization development happens often because of the new technology.

As soon as the assistants have been informed of the creation of a new organization, they are all interviewed. In an interview, it is critical to find out what their areas of expertise are and what they do. Their work tasks and workload must also be identified. During interviews, it is also imperative to listen to them all. Assistants may have their own development ideas for the future organization. It is critical to take their viewpoints into account, otherwise resistance to change may not be so significant.

The assistant's work data has been collected in a table. Let's see what kind of tasks they are assigned and how long it takes them to complete them.

As soon as all assistants' tasks are identified, and the amount of time each task takes, it is time to identify the right employee for each task. Before tasks are assigned, it would make sense to discuss the plan with the assistants. It is imperative that assistants feel that they are involved when making decisions. This may ease resistance.



The pool needs supervisors, so after interviews with assistants, and after communication, the positions of team leaders are posted. The process of recruitment takes about a month, during which the pool leader and two subordinates in the second part of the pool are selected.

The goal of this organizational change is to increase the efficiency of assistants' work. Lean is already used at Orion, but at this time it would also be appropriate for the assistants to get a basic understanding of Lean. Through this, they would be able to identify problems within their own work tasks and figure out how to solve them using Lean tools.

Changing organizational structures and working methods in a large company can be challenging. People have used assistants in the same way for years, but now a completely different model is emerging. It is important that all company employees are aware of this. Communication plays an imperative role in successfully implementing the revised way of working. Communication reduces resistance to change the more the issue is communicated.

It is planned to use applications that enable people to contact assistants to improve the efficiency of work tasks. To choose the right type of system, you need an IM department as well as a procurement department. These departments know how to find the right system that fits the organization's needs. Since the team leaders are already selected, their opinions are of the utmost importance in selecting the application. They will also be able to coordinate their work more easily.

Assistants are selected by team leaders based on their competences and discussions with the assistants. After each assistant has been assigned a revised job description, the pool members create their own rules. A feeling of belonging to a group is very meaningful for pool members.

Before implementing a revised operating model, customers must be trained in the new operating model and its rules. Standardization of the assistant pool must be made visible to all customers. Additionally, to the assistant pool application, Origo's internal pages are another useful tool. Page creation and content definition were done by assistants themselves, to make it

easier for customers to find information about administrative tasks, travel, etc.

In April, the revised operating model will be fully implemented, resulting in the implementation of the assistant pool.

Monitoring an organization's development processes is essential. Having put the plan into motion, it is now time for evaluation and feedback. The next step will be to determine if the interventions were successful in achieving the desired results. Determine which actions or interventions need to be adjusted or continued. This change is now incorporated into normal operations, and the organization development process has come to an end. Ensure the transformation is sustainable by developing efficiency standards. Monitoring will ensure that the implemented changes remain. For employee trust, productivity, and engagement, it is necessary to handle the exit properly. By creating an environment of safety for people in the organization, the project manager shows support for them.

Organizational development and Lean have the same characteristics. Even if a reorganized organization has been established or a revised operating model has been implemented in accordance with Lean, the work does not stop. On the contrary, doing it is just the beginning. It is continuous improvement.

Involving a change manager during the whole process is a great idea. This person will discuss the upcoming change in different organizations and discuss it with assistants. This situation is best navigated by a separate change leader with a neutral attitude.

## **4.2 New operating model**

Updated operating models include a pool function. The pool is divided into three sections: executive assistants, travel, and assistant support service. One part of the assistant support service is courier shipments.

Currently, assistants receive work requests via email, telephone, or face-to-face. By utilizing new technologies, assistant functions can be standardized.

Work requests can be sent to assistants through a system/application in the newly released operating model. The application will be available on both the intranet and mobile. There is always someone to help customers, no matter where they are. Application name is Assistant support services.

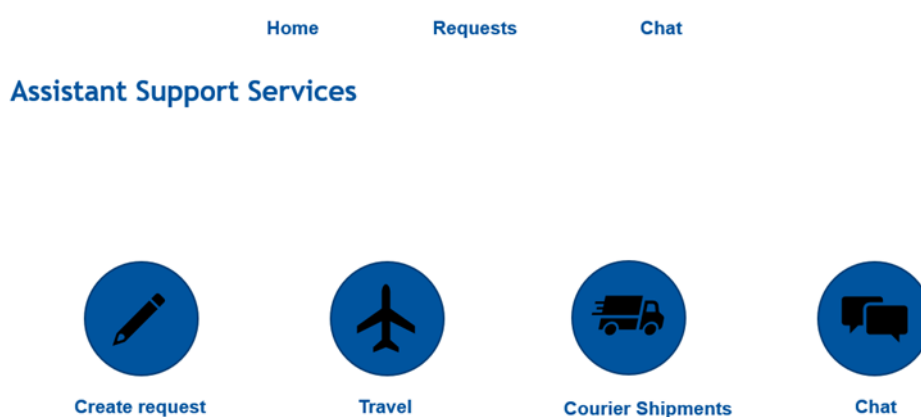


Figure 13. Front page of assistant support services application

Customers can submit work requests through the app for different areas, for example travel, courier shipments.

### 4.3 Executive assistants

The category of executive assistants consists of 12 executive assistants. Their responsibilities include assisting Orion Executive Members and their management teams: President & CEO of Orion Corporation, Senior Vice President of Research and Development, Senior Vice President of Global Operations, Senior Vice President of Commercial Operations, Chief Financial Officer (Finance and Administration), Senior of Vice President of Specialty Products, Vice President, Future 2025 Project (Corporate Project Management Office), Vice President of Quality Management, Senior Vice President of Corporate Functions.

The corporate functions organization consists of Legal Affairs, Human Resources, Corporate Responsibility, Intellectual Property Rights, and Communication. In the new pool function, these organizations' assistants will also be called Executive Assistants, as they will belong to the Executive Assistant pool.

Executive Assistants support their own defined organizations primarily, but in pool functions additional opportunities to fill in for other Executive Assistants are available. While some assistants have a larger workload, the situation can be balanced by the pool.

Although each Executive assistant has their own supervisor whom they support, there are also tasks that could be shared by all the Executive assistants. Executive assistants would work in pairs, so that in the event of absence, one can support the other's work. The assistant can also develop a variety of skills at the same time.

Despite Orion having one travel booking pool, executive assistants make travel and meeting arrangements. Members of management's board of directors have frequently changing schedules; it is better that their reservations are handled by their own assistants. Assisting the manager, executive assistants complete their assigned duties.

#### **4.4 Arrangements for travel**

The greatest benefit of this redesigned approach comes from meeting and travel arrangements. Orion Finland has 29 travel agents in its organization. As a result, many assistants do not have to make travel arrangements.

Over the course of 2019, Orion's travel agents have completed 4975 travel bookings. Bookings are made online, 97 percent of all bookings. Research & Development assistants have completed 30 percent (1481) of those travel bookings, and Global Operations assistants have processed 36 percent (1805) of those bookings. Two organizations are responsible for 66 percent of all travel bookings at Orion Corporation in 2019.

In 2019, three to four members of the Global Operations assistant pool were assigned to make travel arrangements. Two of those assistants were the top two travel agents. Assisting with travel arrangements is the main task of these assistants, and they are effective at their jobs.

Business travel figures for 2020 reflect the COVID-19 pandemic. In 2020, Orion had only 1447 travel bookings. Orion's travel agents are experiencing the same trend as in 2019. Travel agents from the Global Operations assistant pool made 36 percent (535) of those bookings, while Research and Development assistants made 25 percent.

Global Operations' assistant pool is making travel arrangements also to Quality Management organization. They do not have own assistant who will make travel bookings. This function is centralized for Global Operations assistant pool.

Only three assistants have booked more than 50 percent of Orion's total travel bookings, so having 29 assistants managing meetings and travel is ineffective. The personnel at Orion do not need 29 assistants managing meetings and travel.

From January until October, Orion completed 695 travel bookings. Despite the COVID-19 pandemic still affecting business travel in the Autumn of 2021, travel has increased. However, business travel is unlikely to be at the same level as before the pandemic. In recent years, people have learned to work remotely, conducting audits and other big meetings from their homes.

The travel booking figures follow the same pattern as in previous years. The Global Operations team made 45 percent of 2021's travel bookings. Though Global Operations and Quality Management travel in large numbers, the efficiency of their bookings can be clearly seen. Travel arrangements are their area of expertise. They know how the booking system works, what kind of flight tickets are appropriate to reserve. They have the most comprehensive knowledge of travel in Orion. In fact, they spend less time making one booking than someone who makes travel arrangements only a few times a year.

The main objective of assistant pools is to work more efficiently. The lead time of the travel booking will be shorter when an expert handles the travel arrangements. Consequently, customers will receive better service and a faster response time. The goal is to simplify travel reservations. Simplicity is the key to getting the benefits in Lean.

Year	2019	2020	2021 (1-10)
Total Orion Corporation	4975 trips	1447 trips	695 trips
Global Operations and Quality Management	1805 trips	535 trips	317 trips
Research and Development	1481 trips	363 trips	90 trips
Other organizations	1689 trips	549 trips	288 trips

Figure 11. Travel bookings in Orion 2019-2021

#### 4.4.1 Orion travel bookings

To book a trip, assistants will receive an email, telephone, or face-to-face request. To book a trip, all the information about the upcoming trip is needed. To save time, it would be ideal to have the information immediately available.

The supervisor or line manager must approve any travel request you make in Orion. Passenger travel requests must include the dates of the trip, the destination, the reason for the business trip, as well as the quotation. There are times when assistants make travel bookings for passengers asking why their request has not been approved or even if they have not even submitted it. As a result, assistants sometimes do it.

Customers often provide incomplete information about their upcoming trip. Booking a business trip requires the following information:

- Name of the passenger
- Departure date and time
- Date and of arrival
- Travel destination
- Are there other passengers going on the same trip?
- Do you need a hotel?
- Do you need a rental car?
- Do you need a train ticket?
- The passenger credit card must be saved in passengers profile in CWT portal
- The accepted travel requests

With all this information, booking a trip becomes easy and fast. It will be done right the first time, which is one of the principles of lean. If all the necessary information is available, customers will receive better service and faster response times.

Unfortunately, this doesn't seem to work right now. Travel requests have not been made, they are not sure what days they will travel, and they are just asking assistants for options. Sometimes they are unsure if they need travel arrangements. In the end, all of this will result in more work for the assistants; it's an unnecessary waste of time and resources.

During the booking process, the travel assistant must contact the customer numerous times regarding the flight schedule. In the case of upcoming trips where only the flight tickets and schedules are clear, booking will take only ten minutes. Usually, it does not happen. You must always discuss something with the passenger before booking and before time runs out.

#### 4.4.2 Travel pool

Meeting and travel arrangements will be handled by ten assistants in Orion under the upcoming operating model. Currently, 29 people make travel arrangements.

Orion's figures from last year show that about three assistants can complete about 30 percent of the bookings. Three associates from the Global Operations department handled 36 percent of Orion's travel bookings as of 2019. The workload of ten travel assistants in Finland is sufficient to make reservations for the entire company. Assistants can replace themselves during the holidays, so the service level does not suffer because of the holidays. Certain assistants are in charge of making travel arrangements. The most effective way to choose assistants for a travel pool is to look at figures. Assistants who have done most of the bookings in Orion will belong to the travel assistant pool. Their knowledge is extensive, and implementing the function is easy.

As part of the assistant team, travel assistants require the right information at the right time to prepare for their upcoming business trips. The assistant pool will have dedicated intranet pages that will provide all information about the assistant pool and travel policy. There is a separate page for the meetings and travel division. On this page, passengers can find all information about their trip, including the travel policy, information about assistants, and the link to the travel form. The link to the travel request form will appear on the main page of Origo. It is easy to use and only requires a single link.

Each assistant who books trips has their own Teams-group, where they can communicate on travel issues, such as booking experiences or customer feedback.

It is the team's policy to respond to travel reservations within 24 hours of receiving them. If there is no urgent trip to consider, travel requests are processed first-come, first-served.



Assistants work between 8.00 and 16.00 during normal working hours, and on-call shifts are created between assistants with other responsibilities. In the longer term, it is worthwhile to think about whether some assistants should work a different shift, e.g. on a different shift 9.00 to 17.00.

Other part of the meeting and travel category is meeting arrangements. Orion has small and big events. Some of those are external, and many internal meetings and events. In this new concept, the meeting arrangement for bigger groups will also belong to the same assistants than travel booking. The travel assistants already have a good knowledge of the hotels and flight arrangements. That would be a good continuum to their work profile.

#### **4.4.3 Travel Form**

Through the intranet pages, customers / passengers can fill out a travel form. The filled travel form will contain all needed information: name of the passenger, the time of the trip, hotel, flight, travel destination and attached travel request from the passenger's supervisor. Travel assistants from the pool will be notified when the forms are filled out and will contact the customer after checking flight schedules, etc.

The travel assistants of the assistant pool want to give customer service. They will respond to customers no later than the next business day. The customers do not need to ask after, the assistant will surely contact them. In urgent travelling matters, it is possible to mark in to travel form. Using the travel form, all needed information will be there and no need to ask more information. The form allows travel requests to be standardized. There is not so much waste of time anymore and lead time of the travel booking is smaller.

Due to incomplete information, assistants must often ask passengers for more information. As in Lean, things should be done correctly at once.

Using the revised standardized way of booking trips, all information is provided correctly the first time. As part of the booking process, travel agents can search for travel options immediately for travelers. With this, there is no need for unnecessary emailing. Many times, flight and hotel prices increase due to incorrect information provided by the traveler. Prices increase while you wait for the correct information to be provided. This leads to an increase in company travel expenses.

The form will be responded to within 24 hours at the latest by an assistant. In the case of fast-track travel, passengers can indicate urgent on the form and the bookers will contact them the same day. The form can also be completed on a mobile device. In addition to using many applications, employees have the option of booking Orion travel through a mobile application.

The form will be one part of the assistant support service application. There will be also chat option. Sometimes there might come some urgent trips, the fastest way to contact the booker is through chat.

## Travel bookings

### 1. Your contact information

First name	Last name
<input type="text"/>	<input type="text"/>
Phone number	e-mail
<input type="text"/>	<input type="text"/>

### 2. Travel information

Departure date	<input type="text"/>
	<input type="text"/>
Departure time	<input type="text"/>
Return time	<input type="text"/>
Destination town	<input type="text"/>
Destination address	<input type="text"/>
	<input type="text"/>

### 3. Services needed

- Flight ticket
- Train ticket (only Finland)
- Hotel
- Taxi
- Other \_\_\_\_\_
- 

### 4. Visa application needed

- Yes
- No

### 5. Travel request approved by manager

- Yes
- No

### 6. Other information

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Figure 12. Travel form for booking requests

As a result of using the form, waste is reduced, which also reduces lead time. It is imperative for the customer to have a short lead time. When it comes to booking trips, it is difficult to determine what the lead time should be. There are some trips booking requests that are quite simple, such as just booking a flight ticket or reserving a hotel room. Obtaining a visa can take days in the case of a visa.

It all starts with flawless execution at the beginning. As a result, if the booker receives all the information correctly through the form at once, there will be no unnecessary emails. In addition, the employee will not have to do any additional work, which will lead to wasted time.

At the same time, the booker does not have to delegate the task to one of the bookers in another department. For example, if a few passengers are leaving on the same trip, the form can enter data for all passengers at once. In which case the same person will book everyone's trips in one go. In the former way of working, the assistants of each department booked trips separately. As a result, there will be a lot of waste because of emails, phone calls, and arranging to have all passengers in the same hotel and on the same flight.

#### **4.4.4 Travel Policy**

The most important thing in meeting and travel arrangements are the Travel Policy of the company. What kind of business trips you can book and what the companies policy says? The Orion's travel assistants are making the travel bookings according to the instructions, the policy. The rules must be clear and simply. The simplicity of the instructions is open the interpretation.

The purpose of travel administration is to support these activities while also facilitating economical, safe, and environmentally safe travel. In order to achieve maximum results, all bookings must be made through the agreed-upon channels.

It is the responsibility of the person's line manager to approve any domestic trip in advance unless the trip is necessary due to the nature of the job. If no other advance approval procedure has been agreed to in the organization, a Travel Request must be submitted to the line manager for any trip abroad. This request must include an estimate of costs.

The President and CEO of Orion Corporation may grant an exemption from the requirement of advance approval to persons employed by the Group whose work includes repeat travel. Whenever necessary, this exemption can be restricted, e.g., to specific areas only. In the absence of the person's line manager, advance approval may be granted by someone more senior in the line management chain. Advance approval may be oral or written. The requirement concerning advance approval ensures that all trips are well planned. It also gives the line manager advance information about the travel plan, allowing him or her to provide input.

A business trip must be planned sufficiently well in advance (if possible, trips are reserved a minimum of 14 days before travelling as a rule) and so that the appropriate and most flexible travel arrangements vis-à-vis the work can be considered.

The trip must be carried out in an appropriate and economical way. Optimizing travel costs can involve taking into consideration the travel route, the sharing of cars, the choice of hotel and airline, and the bonus systems of airlines and other possible special-priced tickets.

Environmental loading must be considered separately by considering whether each trip is necessary and by choosing the most appropriate way of travel for each trip. It is also intended to make available to employee's technical solutions that reduce the need for travel. Instead of travelling, telephone and internet conferencing should be utilized whenever possible.

As a rule, all trips are booked in economy class. If there is a wish to make an exception, the line manager shall be notified of the reason (e.g. health

related reason) in advance in writing in connection with the Travel Request. The exceptions are approved by a Member of the Orion Executive Management Board. When needed, the following additional services that include a charge may be added to the flight ticket: advance seat reservation, luggage, and WiFi. Members of the Executive Management Board of the Orion Group may travel in a manner derogating from the Policy when circumstances warrant it.

The Orion travel agency provides online booking channels for booking trips. A travel agency's online tool should be used whenever possible. Other booking channels are not permitted. This applies to flights and group travel. Hotels must also be booked through these channels, whenever possible. Corporate safety cannot be compromised in any way by this. Employees on business trips must provide detailed information about their locations and modes of transportation to their employers in case of emergencies or accidents.

It is imperative that the traveler's personal behavior and actions be considered. Predicting, acknowledging, and identifying risks is imperative from both an individual and an organization's perspective.

Based on the travel itinerary, CWT Alerts provide accurate information on events and situations that may affect the trip or its safety. This may be hazardous to health. The CWT Alerts are available from the myCWT application and from the CWT website at [www.mycwt.com](http://www.mycwt.com). For safety reasons, every air traveller must install the myCWT application. The application works on all smartphones and provides travelers with all information regarding the trip, including any changes and travel alerts, in real time.

Sharing economy services for transport (e.g., Uber etc.) and for accommodation (e.g., Airbnb etc.) are acceptable options, provided that the activity is legal in the country of destination. It is the responsibility of the passenger to verify that the sharing economy service is legal in the country of destination before using it. Employers at Orion recommend that service providers be safe, reliable, and responsible.

According to the guidelines the cheapest flights and hotels should be booked and using Orion's contract hotels. The customers do not understand this point all the time. They are asking some hotels that are not Orion's contract hotels and they will ask many times the same question. Time and resources are suffering.

The travel policy should include more specific and limited instructions. There would then be no ambiguities for either the customers or the travel assistants. The rules would be the same for all customers regardless of their business travel. Occasionally, customers use their supervisor's approval to get better accommodations. As a result, there are conflicts between organizations, and assistants become more engaged in clarifying matters. The instructions should be the same for all passengers, and if there are any special rules, those should be outlined in the policy.

A company's travel guidelines state that the immediate supervisor can approve an employee's trip. In some organizations, top management is tasked with approval of the trip. The trip has been accepted in the SAP system, and the rotation may take several days to complete. Prices for economy class tickets may increase or become unavailable during the approval cycle. As a result of a shorter approval cycle, managers are not employed as much, and travel costs are reduced. Saving money on travel is one of the company's benefits.

Due to the COVID19 pandemic, flight prices have risen and there are fewer flight options than before. Consequently, flights fill up quickly and travel arrangements should be made as soon as possible.

#### **4.5 Orion Assistant support service**

The third division of the assistant pool is Assistant support service. As mentioned before Orion has a wide range of IT programs and software applications. The assistants are mainly using those programs. Some needs those in everyday work, and some assistants only a few times a year.

Orion is a pharmaceutical company and authorities set requirements to the company. For example, the Global Operations and Quality Management team are part of the production, all personnel's requirements must be in competence system. Other organizations do not need this program, so it would be waste to all assistants to learn this program. The Global Operations and Quality Management has key users and expertise to this program. The assistants who are using the program expertise, they are not just an assistant anymore. They have a wide knowledge of the application and all the work around that. The working has centralized and is efficient.

Information Management (IM) organization is mainly responsible for all Orion's IT programs and applications. Quite often it is difficult to find some expertise in some IT application. The IT programs and applications have key users, but you it is difficult to reach a person.

The assistant work has changed all the time and assistants are nowadays more and more using the software applications. In assistant pool, assistant support service department, assistants would be the expertise of one or many IT programs. The work around the software is centralized in assistant pool.

The customers will get better service. The assistants have better knowledge of some special area. In pool function the working must divide some way to the assistants. In IT applications division, there would be customer service form in Orion's intra web pages. Customers would send the task to the assistants via the customer service form. The assistant who are expertise in that area will take the task. The customer will get fast service and with good knowledge. In this function assistants can substitute themselves and the workload will be balanced with all assistants.

All assistant's work is not just supporting managers, making the travel arrangements, or using IT applications. There are lot of daily running things. With these three main categories in assistant pool will get lot of efficiency and serve the customer better.



Service application will be also in mobile application. It is easy to use and get assistant support immediately.

There will also be a chat feature in the application, so the customer can quickly get assistance with a small issue.

When the user logs into the application, it automatically recognizes them. You do not need to log into the application separately as long as there is an email address associated with the company.

### Assistant Support Services

Header

Describe the issue

 Add attachment

Figure 14. View after creating a request

A wide range of administrative work requests can be sent to assistants through Create Request, an application from the Assistant Support Service (front page of the assistant support services, figure 13 p.51)

Customers add a heading to the job request, additional information, and which category the job belongs to. Assistants receive work assignments through the application. There are specific categories in which each assistant is an expert. Job responsibilities are determined by categories for assistants. Customers receive the most efficient service possible. There is also always a substitute for doing things in the pool function if necessary.

**Category**

**Select category**

- Anniversary memories
- Archive
- CTM
- Contracts
- DocuSign
- e-Shop orders
- Flower orders and deliveries
- Internal communication
- Invoices
- Microsoft office tools
- My Orion
- Office furniture orders
- On Time
- Optima
- Pallas
- SharePoint
- SOP cycle
- Tuohilampi
- Yammer
- Webropol
- Other

Figure 15. Examples of different categories

#### 4.6 Courier shipments

The assistants are responsible for managing courier shipments, which are handled primarily by each department. Some departments have central functions, and some departments can handle courier shipments themselves. It is not known to all departments who can help with courier shipments.

Orion offices have a courier center for handling internal and external mail. Their expertise lies in matters related to mailing. Their job description could be expanded to include all courier shipments, in which case they would handle all deliveries. The job description of assistants will no longer include courier shipments. Sometimes there will be several shipments, and sometimes there won't be. When you don't remember how to do things, shipping doesn't happen so fast.

The use of courier services is open to anyone with an ID who has a courier account. For more special shipments, such as medicine shipments or dangerous goods shipments, separate training is required. Courier companies retrain after a few years based on training qualifications.

Due to the updated operating model, the people at the courier center are trained in courier shipments. This will also save money by eliminating the need to train assistants in the future.

The courier service will be unified, and all customers will receive the same level of service. The assistant support service application includes courier shipments.

#### **4.4 Remote work**

For the past three years, we have been living with a pandemic. Covid19-pandemic has also greatly affected the work of assistants. Before the pandemic, Orion mainly worked in the office. Assistants were always present at the office. The function of the work was perceived as such that assistant must be at the office.

During the pandemic, everyone had to work remotely, it was not allowed to come to the office, only in an exceptional situation. During the pandemic, it was noticed that things can also be done remotely, and everything goes just as well.

After the pandemic human resource apartment updated the remote work instructions. According to the new remote work guidelines you can work 60% remotely and otherwise in the office. Assistants are no longer always in the office, but it is also not necessary. Assistants use a lot of systems and applications in their work, making it easy to work remotely.

Using an upgraded operating model makes remote working even easier. In the pool, it is a good idea for assistants to agree when they will be in the office or on site.

#### 4.5 New organization chart

In the reorganized organization, everyone has their own responsibilities. Managing 55 assistants is a large task for one person. The different sections of the pool each have their own manager, which makes work easier to coordinate.

A manager supervises the ten bookers in the travel pool. Executive assistants will continue to report to the person they support, and support service assistants have their own supervisor. The team leader for the entire pool reports to the Corporate Management organization, which also has HR matters under control. The assistant pool applies to the entire company's employees, so instructions must come from above.

Although management assistants do not report to the assistant pool leader, they do a lot of collaboration and agree on work tasks in a unified manner. This is critical so that all assistants have a backup for their own tasks.

#### Orion Assistant Pool

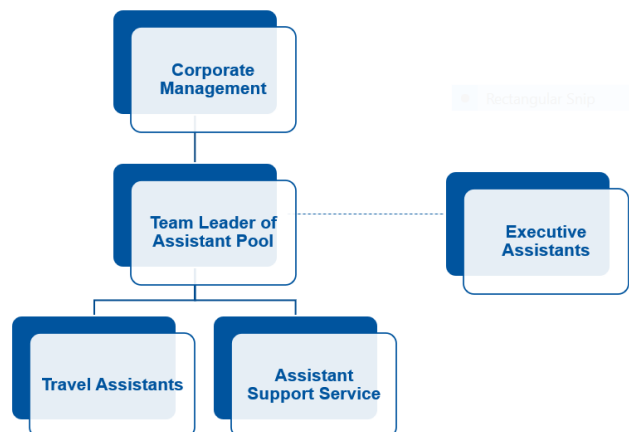


Figure 16. Organization chart of Orion Assistant Pool

## 5 SUMMARY AND CONCLUSION

Large corporations face challenges when it comes to organizational change. There were many assistants whose job descriptions would change because of this development plan. A challenge of organizational change is getting people to understand why changes are made, what the reasons are for the changes, and what benefits are gained by the changes. The Lean way of thinking had a significant impact on this development plan. The people involved in the project need to understand Lean's approach. Is the company ready for such a big change?

With technology and digitalization, the whole world is changing, and assistant work is no exception. Learning new things and thinking in a creative way is essential for keeping up with change.

The most challenging thing is to get the updated operating model accepted by customers. Many people want to get service face-to-face or over the phone. However, this is no longer modern times.

Orion has been using the Lean method for years, but not much in office work. The assistant's work could be made more efficient by Lean. Since Lean is a continuous improvement process, the work is still not complete. It is important to listen to customer opinions. There are bound to be problems along the way, so you must find the skills to handle them. By doing so, customer service remains high and improves even further.

Standardizing assistant work poses some challenges. There will be a lot of different tasks for assistants. With Lean practices in mind, it's not always easy to find a solution to reduce lead time. In administrative tasks, it is difficult to calculate how long the task should last. In this case, it is also difficult to find a solution to the problem of reducing waste.

The company illustrates all the tasks that are performed by assistants by establishing a pool. With this, it is possible to consider whether all work tasks are necessary, whether there are any work phases that could be removed.

With more efficient assistant work, customers always find help quickly. They don't have to think about who can help them, because help is behind the work request. With the assistant pool, all internal customers in the company also receive the same service, the same quality of service. Everyone follows the same rules when it comes to assistant work.

Initially, there are a lot of assistants in the pool, but over time the number will decrease. The need for so many assistants will be considered unnecessary. When an assistant retires, it may not be necessary to hire a new one. Through this, the company will also save on salary costs in the future.

With the establishment of the pool, the work continues. In the future, it is good to think about what things could be done even more efficiently. Setting up an assistant pool is only one of the first steps. Continuous improvement never ends.

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