Samin SedighYousefnia

BEING PRODUCTIVE RATHER THAN BEING BUSY FOR A SMALL BUSINESS

Degree Programme in Innovative Business Services
2015
The purpose of this thesis was to create a solution or recipe to boost small businesses productivity. The solution had to be possible to be automated in a way that it would make doing some repetitive tasks that small businesses are doing in their daily workflow smoother and trouble free to save time and resources.

As the need started from the small business owned by the author of the thesis himself it had to require a low budget. Besides writer’s own business another target company was also selected to implement the recipe.

The solution was built around the theory of Parkinson's law. Parkinson’s law was a structure for implementation of productivity tools. Tools needed to be studied carefully to be able to answer the needs of the target companies. After the results were ready and the solution was proven to be successful it was considered that this recipe could be sold as a service.
CONTENTS

1. INTRODUCTION ........................................................................................................... 4
   1.1. Main issues ................................................................................................................. 4
   1.2. Parkinson’s Law ......................................................................................................... 5
       1.2.1. Running against the clock ................................................................................. 6
       1.2.2. How to make Parkinson’s law work? ................................................................. 7
   1.3. Methodology ............................................................................................................. 8
   1.4. Target Companies ................................................................................................. 9
       1.4.1. Rakennus & Tekniikka Länsituuli Oy .............................................................. 9
       1.4.2. PageUP Solutions ............................................................................................ 10
       1.4.3 Similarities and differences ................................................................................. 10

2. CREATING A SOLUTION ............................................................................................ 12
   2.1. Email ........................................................................................................................ 13
   2.2. Asana ........................................................................................................................ 15
       2.2.1. Asana’s workflow ............................................................................................ 16
   2.3. Web-automation service ......................................................................................... 18
       2.3.1. Zapier .............................................................................................................. 18
       2.3.2. IFTTT ............................................................................................................... 21
       2.3.3. Difference of Zapier and IFTTT ....................................................................... 23
   2.4. Final Recipe/Solution ............................................................................................. 24

3. IMPLEMENTING THE SOLUTION ................................................................................. 26
   3.1. Implementation Process .......................................................................................... 26
   3.2. Collecting data ....................................................................................................... 27
   3.3. Measuring the effectiveness .................................................................................... 27
       3.3.1. Results of PageUP Solutions ............................................................................ 28
       3.3.2. Results of Rakennus & Tekniikka Länsituuli Oy .......................................... 29
       3.3.3. Analyzing differences in results ...................................................................... 31

4. CONCLUSION .............................................................................................................. 33
REFERENCES ................................................................................................................... 34
1. INTRODUCTION

The position as a business owner always encouraged to look for ways to minimize the amount of repetitive tasks and at the same time not to forget some important tasks. In practice for small businesses finding those solutions can be really hard and for bigger ones more costly to hire a person for it. At that point one tends to use more applications and tools which leads to more troubles and headaches.

This thesis will look at the issue most startups and small businesses have, which is being busy and having hard time to meet their needs. In order to overcome this issue some solution will be created and implemented to some target companies. Therefore this thesis is trying to find an answer to the following question: “How to be productive rather than being busy?”

This question is important because being busy does not mean work would be productive. In reality it might mean extra costs, losing motivation or even leaving the business or bankruptcy.

1.1. Main issues

No matter the size, companies always need to deal with things like emails, bills, invoices, files, phone calls and many more. These things all together can create a difficult and time-consuming process. It can be especially hard for a startup or small business that does not have any extra resources dedicated for those things. With the overload for work what are the chances of making a mistake? The chance is quite high and instead of organizing things it might get just more disorganized.

Companies are offered with different kind of tools to help the business. The issue with these ever expanding choices of tools is the integration problems. It is easy to get lost as tools and applications pile up. Vast amount of tools out there can be avail-
able either for free or for cost which does a little or too much. It is probably safe to say no perfect tools exist that can cover all of the startups' needs. How the company knows which are tools it needs?

The challenges are a push to look for some guidelines because the tools by themselves are not going to be any help. It is needed to have a structure where the tools can be used.

1.2. Parkinson’s Law

In search of a structure, Parkinson’s law came up. Parkinson's law comes from a statement made by Cyril Northcote Parkinson:

“Work expands so as to fill the time available for its completion.”

He is a British author and historian who came across to the idea after working in British Civil Service. He realised that bureaucracy is something that actually stops people from being productive. Why should people be busy wasting time on unnecessary tasks when everything could be done much faster and easier. (Falconer)

It is good to explain the thought a little bit more precise. If there is a task that has a deadline in two weeks it will take two weeks to finish it. When a same task does have deadline in one month again it will take one month to complete. It is the lack of the time that makes you to put more effort in order to finish the task sooner. When more time is given for the task it makes the task feel more serious and important and one easily feels more pressured thinking that more effort should be used for the task. Therefore shorter deadlines are a mental relief for a person performing the task. (Website of Fluent Time Management)
In Chart 1 the actual time for the task from beginning to the deadline is presented. It shows that when more time is available less effort is required. This means waste of time which in business world correlates with waste of money and resources.

1.2.1. Running against the clock

Parkinson’s law is simply offering people to shrink the time spent for the tasks by simply creating fake deadlines which will be treated like actual deadline. Chart 2 visualizes this idea. If this chart is compared to the previous one it shows how more effort is needed but less time is available. This in other words means effective use of time.
In this case task does have extra time for the actual deadline which gives the possibility to double check the task in case the task does have some errors. This also ensures that the real deadlines are not missed.

1.2.2. How to make Parkinson’s law work?

It is said that: “If you wait until the last minute, it only takes a minute to do”. Having less time does not mean necessary that it is enough for the task but it helps to concentrate to the most important parts of the task. (Website of Fluent Time Management)

The big question is how to reassure Parkinson’s law is used?

It is often tried to be used by agreeing that something will be done days before the deadline but it does not work. These agreements are often based on verbal promises.
but they are not written as deadlines - not even to calendars to give notifications. Keeping the deadline visible motivates and makes it seem serious.

Not only the agreements fail but the tasks are often something that are not liked to be done. The thing to be realized for most of the people is that someone does not need to be in the mood for doing something. People push things they do not have the feeling for forward stressing about them which makes their feeling even worse. When people start to do something they notice often that they did not need the feeling and they can still manage the task. One should also get motivated by setting goals such as: “If it rains tomorrow I will pay invoices but if it is sunshine I will do field work and pay the invoices the day after tomorrow.” The other example can be rewarding: “If I pay the invoices today I can have a free day tomorrow.” (Halvorson 2014)

Parkinson’s law is good because it helps one to prepare for risks. When deadlines are set before the actual deadline and something surprising will happen time is still left to fix the trouble. Besides it is very common that people tend to leave their tasks to the very end of their schedule.

So this gave the better idea to the author of this thesis to come up with a plan to boost productivity in a better way.

1.3. Methodology

For the thesis the viewpoint of active observer was chosen as the author of the thesis owns other one of the target companies and another target company is a customer of the first company. Familiar companies are a good choice because much information already exists. Working for both companies gives a good understanding of what are the company’s needs.
Information is gathered from the Internet to find the right solutions and tools. This can include articles about the subject, websites of the service providers and feedback of the clients using the services. Many services should be studied and tested in order to find the right ones for the solution.

All the information and services that are selected important for this case are being implemented inside the Parkinson’s law structure.

1.4. Target Companies

For the research two companies are selected. One of them is a construction company called Rakennus & Tekniikka Länsituuli Oy and the other one is PageUP Solutions which is owned by the author of the thesis. In this thesis Rakennus & Tekniikka Länsituuli will be referred as RTL and PageUP Solutions as PageUP.

1.4.1. Rakennus & Tekniikka Länsituuli Oy

Figure 1: RTL’s logo (Photo: Rakennus & Tekniikka Länsituuli Oy)

RTL is a construction company with only one employee. It locates in Pori, Finland and was established 2012. RTL’s field of expertise covers building and renovating houses as well as building small constructions such as fences, terraces or docks. In addition to construction versatility RTL can offer technical expertise in fields of ma-
chines or vehicles. In case of extra specialty RTL is outsourcing parts of its project and also works together with a partner company.

1.4.2. PageUP Solutions

Figure 2: PageUP’s logo (Photo:PageUP Solutions)

This is the company owned by the author of the thesis himself. PageUP was set up in 2012 in Pori, Finland. PageUP’s business activities consist of IT consulting, web design and many other IT solutions. PageUP does have one official employee but cooperates with others in form of teamwork such as planning with customers or financial management with a trainee. PageUP does have experience on working with different companies as part of the project also.

1.4.3 Similarities and differences

By finding similarities between the two target companies it is more easy to define can there be similar solutions for them. Finding differences on the other hand helps to see the unique needs for both of them.

Both of the target companies are small one-man companies and they locate in Pori, Finland. Their financial management works almost similarly except the fact that the load of background work is much higher in RTL. RTL needs to meet people at the field quite often and includes lots of physical work. PageUP works mainly at the office and communication with customers is often handled remotely. In general RTL’s
11

actions happen usually face-to-face and physically whereas PageUP’s happen online and remotely.

Some of the things need to be studied more specific for the aim of this project. There is a certain amount of data and activities present in these companies and for both it means phone calls, meetings, emails, bills and documents - only the amounts are different. Although the amount is different the idea is the same which is to reduce unnecessary parts of the work and by finding the right combination of tools to make the business more efficient.
2. CREATING A SOLUTION

For creating solution some brainstorming was needed to have a proper solution for reaching the goal mentioned earlier: “Being productive rather than being busy”. The solution is called “recipe” and it will consist of different tools such as email, project management system and web-automation service. The solutions are very similar for both target companies because their needs were close to each other.

After brainstorming with both PageUP and RTL they thought that the most important things for them are:

- Teamwork: This is part of working and communicating with trainees, potential employees or partners. Teamwork needs more efficiency and automation as also the possibility to be done online.
- Deadlines: Both companies are missing many deadlines. Deadlines tend to forget easily when they are not anywhere else than in a person’s mind. Especially RTL has difficulties with time what keeps pushing deadlines forward. RTL is confused of determining tasks and because no specific details are not set up for the task time is wasted and task is sometimes repeated. For comparison PageUP needs simplicity and automation.
- Virtualization: RTL and PageUP both are tired of dealing with papers. They would like to handle things virtually as much as it is possible. In business one of the things that can cause overload of paper is invoices. RTL and PageUP hope to receive invoices in electric form and automate processes if possible. The same thing applies to other files and documents. Both also are willing to communicate more through the virtual channels but this part is especially important for PageUP because they need to deal with customers who might be far away from them.
- Saving money: These companies want to save money because they are spending much money in paying fines because of missed deadlines and buying unnecessary equipment for office use. When much time is being used in things that
would not need that much time they often go for easy solutions but rather than being easy they usually cost them some money.

After studying and looking for the proper solution the recipe was done. This recipe includes some key tools which will be introduced one by one in the following chapters.

2.1. Email

A brief history of email:

When it is asked from people they often remember email starting from 1980’s or 1990’s but this is not correct. Email was already created in the transition of 1960’s and 1970’s. The idea of email is the same as when it started but the technology how does it work and how does it looks has changed much during the years. These days email is more advanced and it supports different features. (Website of Videojug)

Email is one of the most important communication channels these days. It is used as a tool among other services such as project management systems. Email is the basic tool for any company and it is impossible to have a business without an email. It is like having a business without an address. Some people who are resistant of using email often forget how important part of their life it is. (Website of Videojug)

According to an Email Statistics Report by The Radicati Group Inc, a technology market research firm in America:

“Email remains the most pervasive form of communication in the business world, while other technologies such as social networking, instant messaging, mobile IM, and others are also taking hold, email remains the most ubiquitous form of business communication.” (Email Statistics Report, Kimmorley 2014)
That is why email is how most startups or small groups collaborate before they start using productivity tools. It is how they discuss project details, share files, schedule appointments, etc.

In this case both PageUP and RTL are going to use Gmail, email service provided by Google, Inc. Main reason for selecting Gmail is its ability to connect with other applications but because many other reasons exist it is more clear to present them as a list.

Why Gmail?

- Connectivity with other applications
- Less spam
- Comes with free package of Google Drive
- Google Hangout chat - another useful thing for team members
- Big amount of space
- Availability in almost any platform

Figure 3: Gmail’s logo (Photo: Google, Inc)
2.2. Asana

The second part of this recipe is Asana. Before explaining why it is needed and why it is second part of the recipe it needs to get introduced.

Asana is a web based solution (SAAS = Software as a service) for the effective collaboration of teams. Asana is the ultimate task management tool. It allows teams to share, plan, organize, and track progress of the tasks that each member is working on. Main user focus is to plan and manage projects and tasks online with minimizing the use of email. Email however is needed as it works in conjunction with Asana to complete the recipe.

It is good to mention Asana is a standalone application which means it can run by its own and it does not need email to work but in this thesis we need it to work with email as both target companies are using email as part of their daily workflow.
2.2.1. Asana’s workflow

Asana’s website, simply divides to 3 sections, first section is the place tasks and projects are defined. Second section is most important section to focus on and it is called Workspace. Each team gets a workspace. Workspaces contain projects, and projects contain tasks. Third section is where in each task, users can add notes, comments, attachments and tags. Users can follow projects and tasks and when the state of a project or task changes, followers get updates about the changes in their inboxes.
Asana’s main features:

- Tasks: Tasks can be created to be personal or they can created for a team. In task section subtasks can be created and it can be defined to whom each of the tasks belong.
- Comments: Tasks can be commented by users in case they need to update the state of the task, if there is anything to add or something else should be noticed.
- Calendars: Calendar will remind users about the deadlines and it includes both the individual and team tasks. Milestones for projects are easy to set up with the calendar feature.
- Due dates: Deadlines are simple to add to calendar for notification and they are also part of the task description.
- Mobile App: The advantage of Asana is that it can be also used through mobile devices as it offers a specific mobile application for Google’s Android and for Apple’s iOS.
- Other: Asana is free for group of maximum 5 people.

All these features makes Asana the best candidate for the recipe. Other project management systems were also studied and tested but not only because of the features but also because the integration possibility Asana was selected. For example Dobambam.com was one of the options but it could not work with other tools in the recipe. However when studying about project management systems it was found out how much users value them and consider them useful.

Both PageUP and RTL are going to use free version of Asana as they are one-man company and the maximum amount of people they are working with is 5 people.
2.3. Web-automation service

A Web Service is a piece of code that is made available on a machine or server that is connected to the Internet. Since it is run on the web, it can be accessed by any machine connected to the Internet and because it is created with a standardised protocol, it can be accessed from any environment. Everything that the user sees is the final result which means they are not troubled by the details or process of obtaining the information.

The question is, so exactly what does this mean for a business? The benefits can be summed up in one word: ‘efficiency’. In most startups duplication is part of functionality due to the various environments. For example in this case Gmail and Asana as mentioned earlier, but both of these web services are standalone service, in another word they are not dependent on each other. What if there is a need to make these services to talk to each other or work with each other automatically?

Imagine putting web services to work with each other, automating all the annoying things we have to do. No more cross posting, no more missing deadlines, no more extra emailing, no more backing up with cut-and-paste jobs

That is why the recipe needs a web-automation service that makes mentioned applications to talk to each other automatically. In order to reach that goal we stumble upon two services called Zapier and IFTTT.

2.3.1. Zapier

Zapier enables us to automate tasks between other online apps. This helps to use complementary applications side-by-side. In order to do that based on each company’s need there should be a specific Zap.
What is a Zap?

“A Zap is a connection, or integration, between two apps that automates your workflow. A Zap is made of a "trigger" (ex.: When I receive a new email in Gmail...) and an "action" (ex.: ...send me an SMS message). Zaps run automatically to move and manage data without any work on your part. Only "On" Zaps count against your limit.” (Website of Zapier 2015)

What are Apps?

“An App is a web service or application, such as Google Docs. Zapier offers integrations for over 350 apps, letting us easily move data between them to automate repetitive tasks.” (Website of Zapier 2015)

In general Zapier’s concept looks the way presented in figure 6.

Figure 6: Zapier’s concept

Simply when we create a Zap we have Trigger and Action. When Trigger happens we want that specific Zap does the specific Action.
Example is shown in the figure 6:

Trigger (When I receive a Bill in my email account), (Copy that Bill to my cloud service) Action.
Trigger (When I receive a PDF in my email account), (Move that PDF to my cloud service) Action.

Figure 7: Zapier’s working environment (Photo: Website of Zapier)

Let’s present another example that can be done both in RTL and PageUP in reality.

As it can be seen on the Figure 7 we are asking from Zapier “When company gets new email with defined criteria (which in this case it can be a bill), create a new task in Asana, our project management system”

The idea is simple, Zapier is here to automate some repetitive tasks, and there are bunch of recipes that can be created but in this thesis the focus is only gonna be on some certain recipes that has been created by the writer of the thesis to cover target companies needs.
Zapier does have a free plan that lets to create 5 Zaps and which only checks the triggers every 15 minutes. Paid plans start at $20/month for 20 zaps and fast syncing and the more expensive service can go all the way up to $125/month. The high-end plan also comes with phone support.

For this thesis’s purpose both target companies choose free plan as 5 zaps will cover their needs for a long time.

2.3.2. IFTTT

IFTTT is pronounced like “Lift” without the “L”
Other than Zapier also another service provider exists which offers quite similar service called IFTTT.

“IFTTT (pronounced "gift" without the "g") is a service that lets people create powerful connections with one simple statement: “If this, then that.” We call 'this' the Trigger, and 'that' the Action. Together, it is a ‘Recipe’.

IFTTT’s Workflow:

In IFTTT we setup what are called “Recipes”. Each recipe contains two things, a ‘Trigger’ and an ‘Action’.

Figure 10: IFTTT’s recipe

The IFTTT community can create ‘recipe’ connections between lots of different applications called ‘Channels’ including Facebook, Twitter, Dropbox, Evernote, Gmail and others.

The final part of the equation is adding those channels to the recipe.

For example in Figure 11 where it asks that if an email arrives to Gmail move that to Google Drive.
IFTTT does have a specific mobile application. The mobile version does all the same things as the application in the web and even more. One of the features of mobile application is that with a device one can take a picture which can be set up automatically to create a task to project management system.

2.3.3. Difference of Zapier and IFTTT

First of all one does not need to choose either this or that because a smart workflow can be created to use the power of the both. Main difference in author’s opinion is that Zapier is targeted more to business users and IFTTT more to individuals.

Pros and Cons of Zapier

Pros:
• Apps can be added by developers if not already available
• More business focused
• Ecommerce payment automations

Cons:
• Is not instant (refresh time is every 5 to 15 minutes, depending on account)
• Limit to number of times workflows can run in a month
• Limit to number of "zaps"
• Extremely limited free account
Pros and Cons of IFTTT

Pros:

- IFTTT is free
- It does have mobile app for iOS/Android
- You get unlimited recipes
- Has a ton of channels for home automation
- Works great for social media automation

Cons:

- More consumer focused
- Does not have as many integrations as Zapier

The reason for having two similar web-automation service provides is because target companies have a little bit different priorities in their needs for example PageUP needs to have mobile version of its web-automation service while RTL does not need that at the moment.

2.4. Final Recipe/Solution

The final recipe formed to be: Email+Zapier/IFTTT+Asana (Figure 12) with the use of Parkinson’s law. The difference in usage of the recipe between RTL and PageUP is only that RTL is going to use Zapier but PageUP is going to use both Zapier and IFTTT.

Figure 12: Final Recipe/Solution
In Figure 13 is an example of recipe in practice. This example can be used both in RTL and PageUP. In this situation RTL or PageUP is receiving a bill through email. For this it has been set beforehand in Zapier that if a bill comes to the email Zapier would create automatically a task inside Asana for handling the bill. Bill is coming to email which Zapier reads and delivers the task to Asana. All this can happen in only one minute. It takes maximum 15 minutes to handle this process.

The following example can be set up with different actions. Instead of bill a specific teamwork file comes to the email and Zapier creates a task from that to Asana. With the file also comes a deadline for the task and Zapier can create a deadline to Asana’s calendar. In addition to that it can be set up in a way that a person responsible for that specific task will get a notification for example with SMS.

Figure 13: Example of recipe in practice.

To mention a more surprising recipe among the other things that can be created with IFTTT is that when company receives a notification the lamp on the desk will blink. For this recipe a specific network-connected light bulb is needed which PageUP is using.

Important thing to mention is that this recipe is totally free as only the free packages for each tools were selected. It is in favor of the target companies because they cannot invest too much at the moment to this kind of things. Only things RTL and PageUP needed to spend was time and effort.
3. IMPLEMENTING THE SOLUTION

3.1. Implementation Process

When brainstorming and decision about the recipe has been done it is time to test how the recipe is going to work. Like it can be seen from Figure 14 during the test the possible errors can be detected. Same time the companies can be taught about how the system works. When system works correctly the users can start to use that system themselves. When the using period is finished the data can be collected.

Figure 14: Implementation process

Whenever this kind of systems are set up it is important to consider the risks related to it. With technical stuff errors sometimes occur and in this case the example could be for example that Zapier is not performing the task it is supposed to.

For implementation these risks were minimized by defining clearly what should each application do. Both RTL and PageUP know about the risks and they could happen so they would monitor carefully the processes.
3.2. Collecting data

Data is collected from Mid-January 2015 until Mid-May 2015. This data is compared to the data estimated from end of the previous year.

The gathered data includes:

- Bills
- Invoices
- Phone calls
- Tax announcement
- Main projects with subtasks

In practice it is calculated how many tasks there has been and how many of those tasks has been done by their deadline. Comparison will show if there is a difference before and after implementing the solution.

3.3. Measuring the effectiveness

To analyze the results the following formula was created:

\[
\frac{\text{Finished tasks}}{\text{All the Tasks}} \times 100 = \text{Productivity %}
\]
The results are demonstrated in two bar charts, one chart is for PageUP and the other one is for RTL. In the chart the first bar represents the result from the end of 2014. There are no precise information of all the tasks because there were no system that would show how many there has been. Next would be estimated how many of the tasks could be done before the deadline. The higher the percentage is in the end, the higher is the efficiency. Companies were capable of estimating the productivity percentage from first period to be as reliable as possible.

Second result which is shown as the other bar in the chart is the data gathered from beginning of this year. The same formula is used. After calculating percentages for both periods the comparison can be made.

3.3.1. Results of PageUP Solutions

PageUP estimated that their efficiency rate in 2014 was approximately 50% as they were not happy with their tasks and deadlines.

But after implementing the recipe in 2015 the tasks were 65 from which 63 were finished before the deadline. 2 of the task missed the deadline because of human error.

Calculation:

Figure 17: Results of PageUP rounded to nearest integer

\[
\frac{63}{65} \times 100 = 96.92 \% \approx 97\%
\]

This gives 97% in 2015. Now when it is compared to the percentage from 2014 which was 50 % it is noticed that the difference between these periods is big.
3.3.2. Results of Rakennus & Tekniikka Länsituuli Oy

For RTL the estimated efficiency percentage in 2014 was 70%. Again it needs to be mentioned that as there were no specific information how many tasks were performed the percentage is an estimation.

In 2015 RTL had 150 tasks from which 143 were finished. They were missing quite many deadlines as they had some human errors. At the beginning some mistakes
were made with the system and in addition to that some human errors caused the other missing tasks.

Calculation:

Figure 18: Results of RTL rounded to nearest integer

\[
\frac{143}{155} \times 100 = 92.28 \% \approx 93\%
\]

The answers are 70% in 2014 and 93% in 2015. The distance between periods comparing to PageUP is not so big but it needs to be kept in mind that RTL started from better position as they already ranked higher in efficiency. However PageUP made a big step forward and passed RTL in efficiency in the end.

Chart 3: Comparing RTL’s efficiency rate before and after implementation of recipe
3.3.3. Analyzing differences in results

What would cause the difference and explain the results? First thing is that PageUP is in IT field which means it was easy for them to adapt to solutions that basically work through the Internet. RTL is not familiar with all tools introduced here and that makes their learning process slower. The language barrier can explain errors in use as in RTL the language skills were put to the test when some tools did not offer Finnish version. In addition to the difficulties mentioned RTL does also have tight schedule which limits the time dedicated for the project.

Parkinson’s law can have positive effect for the results. Like it was mentioned before it was hard to implement Parkinson’s law without any system. With the recipe companies were able to use the project management system where all the deadlines can be set. Based on the Parkinson’s law the deadlines were set up before the actual deadline and helped companies to be done in time as well as dedicate their time for other important things.

The results are promising and surprisingly good making it necessary to evaluate the validity and reliability of the implementation. Some things were already mentioned such as IT knowledge or language barrier that could have effect to the result but it is good to think also little bit deeper and consider things that might not be noticed by the companies themselves. These can be for example some psychological effects to the result.

One factor for positive result is definitely the willingness for the project to work. It is often said that if someone really wants something it can be achieved. When this project was started both companies were interested and excited to participate. As in reality they were desperate for improvement, it has most probably motivated them to gain good results. The processes in the companies are considered boring and time-consuming but when they are offered with something simple and quick they sudden-
ly start to enjoy about those things. Sometimes it is just as little as a push away from
the comfort zone. (Warrell 2015)

Another important point is the amount of tasks. PageUP does have less tasks than
RTL. PageUP does have more time for handling the tasks and it can be assumed they
also do have more energy for the tasks. Although both of the companies consider
themselves to be busy PageUP does have less business activities leaving more time
for the tasks.

With systems human errors can sometimes occur. It needs only typing one small
thing wrong that might change many things. It could happen that the user forgets to
write down some of the tasks for example. When thinking specifically this project
the risk for errors is fairly low. This comes from the fact that these tools does not re-
quire typing numbers so much. Numbers often refer to amounts and one zero too
much or less can make a trouble. A possible number entry error could be for exam-
ple a task where a person defines a task for another person in project management
system. In the task it could be written: “Make an invoice with the amount of 35€. In
reality it was supposed to be written ‘350’ instead of ‘35’. These kind of risks can be
minimized by double checking, reassuring if suspected from the writer and taking
care that one feels energetic and comfortable. (Weinstein 2013)
4. CONCLUSION

Both PageUP and RTL felt that the change to the new system was useful and improved their efficiency. PageUP has been looking for solutions for a long time and it helped to make the business activities more simple. PageUP is considering to create this as a service that it can offer to its customers as it is proven to work. Of course it needs to be found out what are the special needs for those customers that the tools can be changed if needed. That is the strength of this recipe because the modules are easy to replace with others.

RTL is considering also to keep using the system as they are a busy company and they are at the moment implementing other solutions that will also minimize the amount of unnecessary tasks and simplify their performance. As RTL is a construction company they feel they are taking a big leap to the technical field ahead to the other construction companies.

In the end is good to have a moment to consider can the result of these two companies be trusted. It would be more reliable if there were other businesses involved but as a study this is so specific and customized that the results can be analyzed only company by company.

The idea was that in the end these companies could call themselves productive but not busy. They might be still fairly busy with other stuff but when it comes to office tasks definitely the goal has been reached.
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