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Development of payment value chain for Company X

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Purpose of the thesis is to investigate into the complexity and efficiency of payment value chain and analyse from the start to the end result where health care professional receives their payment for services rendered, and research alternative suggestion for payment value chain. Objectives of the thesis are: (1) describe entire payment value chain; (2) to identify the stakeholders of payment value chain; (3) investigate complexity of key processes and to recognise crucial development areas of the value chain through interviews, and (4) design alternative key process practice in order to increase the efficiency of payment value chain.

Knowledge base combines literature on process management, process development and process redesign. Process management literature offers managerial models to investigate and define company KPI's and important characteristics of successful process and value chain implementation. Process redesign literature takes a look into the future and defines key operations in order for usable and efficient user interface creation.

Research of thesis was carried out using semi-structured face-to-face interviews. Nine interviewees were interviewed, whom each represented a part of payment value chain. Interviews were analysed using thematic analysis method.

Interview results indicated bottlenecks on payment value chain which affect negatively payment value chain efficiency and turnaround time. Interviews also brought up user needs which were used to carry out an alternative payment value chain efficiency enhancement suggestion.

Alternative payment value chain efficiency enhancement suggestion was based on interview results and theoretical background. Alternative suggestion has the largest emphasis on the starting point actions which mostly take place on a managerial level. Due to heavy user need for unified electronical user interface and electronical data, it is advised to examine new user interface possibilities in order for payment value chain to gain its' full potential.

Keywords: process, process management, qualitative, process chart, process development

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1 Introduction

The main topic of the thesis focuses on process management and process development. Topic for the development research raised from researcher's personal work history in Company X and personal experience with development target. The outcome of the thesis will be constructed so that it can be easily implemented at low costs while delivering value to the internal associates working with the payment value chain as well as to the external stakeholders.

1.1 Purpose of thesis

Company X arranges events for health care professionals (i.e. doctors and nurses) on a regular basis in order to increase knowledge of their products. Events usually include a health care professional speaker who provides lecture and distributes information of chosen disease area. Lecturing health care professionals usually receive honorarium of the service they have provided. Before the health care professional receives their payment, an associate at Company X must operate through multiple processes in value chain to reach the final result.

Payment value chain is very long and requires many actions before the final result is achieved. Lifetime includes multiple sub processes and many associates from different departments. Duration of the process is up to 3-4 months and requires multiple working hours from one worker depending on the size of the event.

Thus, purpose of the thesis is to investigate into the complexity and the duration of payment value chain and analyse from the start to the end result where health care professional receives their payment, and research alternative method for complex process. Alternative suggestion would increase efficiency of associates for other important activities.

1.2 Case company introduction

Company X is a pharmaceutical company based in Switzerland and operating worldwide. Therapeutic areas include oncology, ophthalmology, cardio-metabolism, neuroscience, respiratory diseases and immunology and dermatology. Company X has reached 927 million patients in the year of 2017, and this number keeps on growing as they continuously aspire to enter new therapeutic areas.

Company X has introduced six values that create the framework for internal and external operations.

Innovation for Company X means encouraging its' employees to experiment and take smart risks in both professional and private life. Their objective is to engage creative thinking that produce practical solutions to business challenges and healthcare solutions (Company X. No date).

Quality is strongly existent at Company X. The aim is to improve standards, technology and training for its' employees to be able provide higher quality solutions to patients, caregivers and healthcare operators (Company X. No date).

Collaboration = teamwork. Collaboration between Company X employees is emphasized to efficiently deliver innovative solutions to patients and healthcare providers. Teamwork promotes diversity and creativity of Company X global staff (Company X. No date).

Performance is the key at Company X. Employees are emphasized to have focus on personal and collective achievements, while maintaining high ethical standards in everything that they do (Company X. No date).

Courage Associates at Company X are highly encouraged to speak out, challenge and stand up for their ideas. For Company X courage means also doing the right thing when they encounter resistance or moral dilemmas (Company X. No date).

Integrity is the base. Company X Code of Conduct sets up high ethical standards to their operations, and continuous training for employees make sure that high standards are applied every day (Company X. No date).

Company X strategy states that company is well prepared for the upcoming healthcare industry challenges. Their strategy is strong and clear, and most importantly, supported by their corporate culture. This will altogether support the long-term value creation for Company X, their shareholders and society (Company X. No date).

Strategy is to use science-based innovations to deliver better patient results in the growing areas of healthcare. Company X invests heavily in research and development that focuses on areas of medical need. Their product pipeline is a result of a research and development approach that uses the latest science to promote the most promising projects. Their objective is to develop innovative products for the growing areas of healthcare where the products can make a real difference. Focus is on patented medicines, generic medicines and eye care-segments where the company has the innovativeness and global scale to be able to compete effectively (Company X. No date).

1.3 Aim, objectives and limitations

Aim is to redesign the process and to suggest a feasible alternative key process pattern to increase the efficiency of honoraria payment value chain for Company X. Objectives of the thesis are: (1) describe entire payment value chain; (2) to identify the stakeholders of payment value chain; (3) investigate complexity of key processes and to recognise crucial development areas of the value chain through interviews (4) design alternative key process practice to increase the efficiency of payment value chain.

Research is being implemented in Company X Finland department, hence, research applies within boundaries of the department. Research solutions is expected to be implemented without major financial expenses.

2 Honoraria payment value chain

Honoraria payment process value chain includes many business processes, which include individual processes, which consist of multiple subprocesses. Value chain starting point is when event organiser decides to set up an event that includes a speaker. Speakers usually receive a speaker fee of the service that they provide for Company X in the event.

After decision of an event implementation, event organiser sends an event invitation and detailed event approval form to marketing coordinator. Marketing coordinator uploads the event invitation and the approval form to an internal system, where the event details are reviewed that they comply with regulations set by company management and external medical industry authorities. If the event details are not compliant, medical or compliance associate send back the invitation and the event approval form to the marketing coordinator for changes. Once the event details and the invitation have been approved by medical and compliance an associate, marketing coordinator can send the approved invitation to the event organiser or associate to be distributed to the target audience. Next, marketing coordinator needs to prepare and print out a contract, expense and consent forms for the promotional speaker. Consent form is for HCP's to either approve or decline permission to annually publish fees paid by Company X to HCP's. The contract and the consent form can be directly sent to the speaker either via mail or by using new electronic DocuSign system. DocuSign system collects the signatures directly by sending the contracts via email, signatures will be electronic signatures. Contract and consent form are to be signed before HCP delivers the services defined in the contract. In case contract and appendices are sent via mail, process will take longer, and there also exists a possibility that HCP does not return some or all of the documents. Extra inquiries made by marketing coordinator make the process more complicated and time consuming.

Once the event is over, speaker needs to fill out the expense form stating the speaker fee and other possible expenses and send it back to marketing coordinator in order to initiate payment transaction process. Once marketing coordinator has received the payment form and the signed contract and the consent form, and collected the internal approval signatures, they can start processing the forms. Firstly, in case contract is in paper, marketing coordinator needs to scan and upload the contract to electronic contract archive. If contract is signed via DocuSign, already electronic, it only needs to be uploaded to electronic archive. Secondly, marketing coordinator needs to check consent form in case of missing information (e.g. HCP has not chosen 'Yes' or 'No' option). If consent form has all of the infor-

mation, marketing coordinator scans and uploads document to internal, shared consent archive. If consent is missing information, marketing coordinator needs to contact HCP in order to receive adequate consent form. Lastly marketing coordinator needs to check the expense form. If expense form contains all information needed for payment transaction, marketing coordinator fills in accounting information and HCP ID-number and proceeds into reporting the expenses paid to the HCP. In case expense form is missing relevant information (e.g. bank account or receipts of domestic transportation expenses), marketing coordinator needs to contact the HCP in order to receive missing information. Once all three documents are adequate and checked, marketing coordinator reports paid expenses and HCP's consent information into an internal HCP and HCO fee reporting system 'Wham!'. List of HCP's and HCO's that have received money from Company X which is published annually, is based on information reported to electronical reporting database.

Once expenses have been reported, and contract and consent downloaded into internal archives, marketing coordinator deliver expense form to franchise head or to the manager in charge of the budget to receive their signature and approval. After expense form has been approved, marketing coordinator reports expense to brand budget and delivers expense form and appendices to REFS. REFS delivers all of the Company X Finland department expense forms to financial department in Sweden. REFS check expense forms in order for missing information. In case missing information, expense form and appendices are being returned back to marketing coordinator. Once expense forms are adequate, they are being scanned to financial department associate in order for payment transaction done once a month. The final result of the value chain is HCP receiving the payment.

Payment value chain was illustrated using electronical process management tool. Payment value chain process chart can be found in appendix no. 2.

3 Process management

The basis of project mindset is that there exists a certain chain of functions that company uses in order to create value for their stakeholders and customers. Value creation needs to be managed in an organisation. Value creation management defines the operating result of the company. Financial success is achieved if organisation manages to create value in relation to expenses caused. Customer delivered value should not be approached directly. Rather companies should examine customer delivered value by modelling it. Modelling is defining processes, and it offers information on which are most important processes in value creation and which functions need to be readjusted (Laamanen. 2009, 10).

In most companies' organisational structures are based on traditional, functional way of working where individuals operating under similar job descriptions, are located beneath the same organisational department. This leads to a situation where each department is working for

their own benefit and goals. End-customers evaluate company operations horizontally rather than using functional approach. Functional way of working inside organisation and between organisation and its' subcontractor often leads to overlapping operations, decreased capital flow, lack in quality and internal bargaining which delivers no value to end-customer (Hannus. 1994, 34). Laamanen also states that personal and department-based optimisation complicate value creation which is usually visible as information flow and information transfer issues. Functional complications are structural and not repairable with organisational change, instead value creation requires new kind of approach.

Quality management has brought up process mindset. Quality management key principle is that instead of developing for a better quality, examination should focus on one function or operation of the supply chain. Business process starts from end-customer's need and ends into satisfying end-customer need. Business processes always consist of following three elements: (1) process always has an end-customer who receives the final outcome, end-customer can be internal or external; (2) processes always cross organisational borders, and are not interdependent of organisational structures; (3) process efficiency evaluation should be customer-centric (Hannus. 1994, 41).

Core processes are the basis of organisation's process management. Guidance and organisation are based on processes. Basis is to identify core processes and KPI's. Operative supply chain is a typical core process, which reaches into different departments of the organisation but also up to end-customers, retailers and other stakeholders. It is crucial that projects management guidance strives from horizontal, customer-centric approach. Process owners manage the core processes and process efficiency (Hannus. 1994, 32).

Kai Laamanen states that processes are all about every-day efficiency. Individual organisation can consist of various different value chains inside each business department. Different processes from the beginning point to the end result formulate value chains (). Functions and tasks create processes, which requires multiple resources such as knowledge, time, methods, devices and spaces. On the basis of processes, organisations can determine for example the length, quality and resources that certain processes of the value chain deliver and require. He also claims that it is important for management to acknowledge process management as a part of daily business management. Process management and controlling can be crucial when it comes to preventing issues caused by process malfunctions, which in worst case may lead to substantial financial loss. To preclude issues in business operations, Laamanen points out that management should 'take control' of the operative performance through process management. Performance control means the understanding of management about basic consequences of functions that lead to success and also researching whether process related resources are being used efficiently to create concrete benefit and value to the customer (Laamanen. 2005, 151).

Contrarywise, the word 'process' can also be used to describe aspiration of change for current processes when the emphasis of process change focuses more on learning, innovating and implementation. Regarding Company X honoraria payment process development, it is more important to examine payment process value chain and its processes as a repetitious chain of functions. More importantly, development of processes requires recognition of crucial processes and observation of process fluency.

Business processes can be grouped in several manners. Process grouping should start with process width and extensiveness. Core processes are operational chains that cut through organisation and key stakeholder groups. They can be divided into two different main groups: (1) directly customer value creating organisational core processes; and (2) operations' supporting core processes (infrastructure processes). Core processes consist of multiple smaller processes called sub processes (Hannus. 1994, 41).

Whereas Laamanen describes that most processes are implemented as projects, as it is a method of controlling complex processes. He states that project is fairly typical method of implementing processes when dealing with larger entireties. As project characteristics and targets may vary, they do have common features. Project can help to allocate knowledge, expertise and other resources to reach company objectives. Challenge that may arise within organisations is the cooperation of projects and long-term benefit and use of knowledge and experience gained through implemented projects (2008, 24). Process management is strong contributing factor in supporting most commonly acknowledged rule of "process thinking"; there exists a certain chain of functions that helps an organisation to deliver value to their customers (Laamanen. 2008, 10).

Thus, in order to deliver value to the end customer, organisation needs to recognise the chain of functions, model it and set objectives to its realisation and development. After recognising the chain of functions of Company X and modelling it, objectives for development need to be set. Modelling processes helps to understand the most critical functions concerning value delivered to the end customer and stakeholders. Successful modelling can result to benefits such as; (1) Stakeholder feels Company X operations are serving them well and they feel willing to cooperate also in future; (2) Associates understand the entity better and their own role as value creators, which affects their motivation and cooperation through the organisation; (3) Stakeholder needs are understood better and their significance in decision-making gets stronger, which results to better service and more efficient operations (Laamanen. 2008, 10-11).

3.1 Process chart

Business process core processes are usually illustrated through process chart. Process chart represents organisation's and stakeholder's core functions and the core processes that cut through core functions (Hannus. 1994, 41).

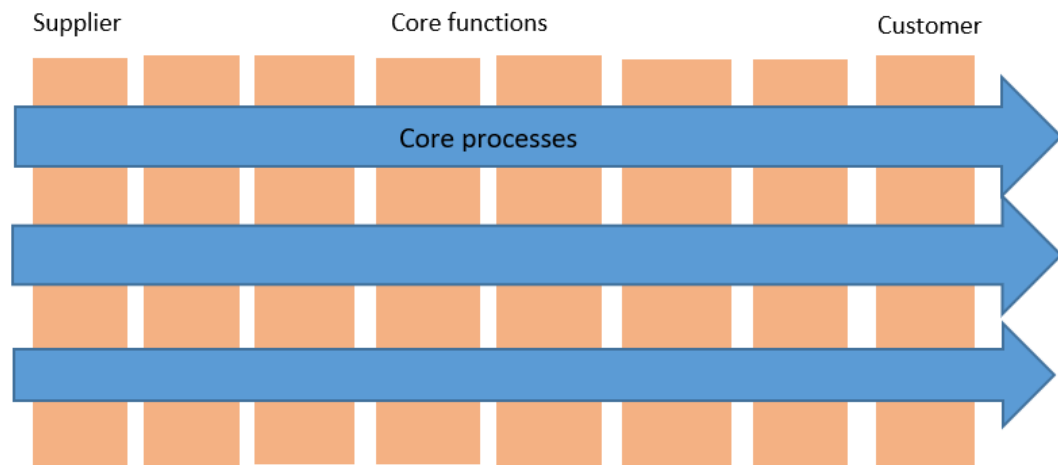


Figure 1 Process chart example (Hannus. 1994, 44)

Many issues at the start of each core function are related to the surfaces meaning the white areas of the organisation chart. Process chart clearly highlights white boundaries and emphasizes operations and guidance arising from customers' needs (Hannus. 1994, 44).

3.1.1 Principles of modelling functional processes

Business processes can be defined as a group of logically associated functions and decisions which control operational resources. Business processes can be examined in a three different levels: (1) as core processes; (2) as processes; and (3) as sub processes (Hannus. 1994, 72).

Activity turns input into output. Activity consists of number of assignments. Inputs and outputs can be either information-based or purely matter. Business process' inputs and outputs create material and informational flows. Activity is launched by information-based trigger i.e. tender request launches a tendering process. Activities use resources such as work contribution, finance, machinery, space and etc. Available resources can either be company's own resources or acquired outside the company. Resources have a life cycle starting from arising need to acquisition of resource to use of resource and ending to resource removal (Hannus. 1994, 47).

3.2 Measuring company efficiency

“The first rule of any technology is that automation applied to an efficient operation will magnify the efficiency. The second is that automation applied to an inefficient operation will magnify the inefficiency. - Bill Gates, Microsoft Corporation” (Jeston & Nelis. 2008, 12)

It has become more common that large companies that have complex services realise that there exists many IT solutions that can achieve improvement in their business operations. Core systems of a company are not always as efficient and effective as they could be, but in case, it is hard to further develop operation efficiency and customer service effectiveness in total to the extent where it is needed to deliver to shareholder and customer expectations faster than company's competitors. Once company has solved the most immediate areas of development, they crab on to more complex efficiency areas in order to reach required steps in business improvement. Jeston and Nelis state that automation has become everyday solution in trying to make old inefficient processes more efficient. However, automation of inefficient processes does not always deliver due to following reasons: (1) 'The black box- syndrome', executives of the company are not aware of process details but acknowledge that process does deliver. Nevertheless, executives feel that processes could be even more efficient, but they are afraid to change anything as they think it might be harmful. It is hard for a manager to fix the problem in case they do not understand the process; (2) 'Looking at the edges- syndrome' where executives are afraid to approach process operating associates with tough questions about efficiency and effectiveness. Executives rather examine the edges of the problem trying to fix the symptoms instead of the actual cause (Jeston & Nelis. 2008, 12-13).

In other words, automation is not always the best solution to company's efficiency and effectiveness issues. Contrarywise, it might make the inefficiencies to appear more often with a greater volume. The difficulty of replacing 'broken processes' with better solutions in large organisations is due to the difficulty of instantly changing process and culture while maintaining stable business operations. Best scenario is for company to research compromise solution, that often overrules in time and cost budget. Worst case scenario would be to maintain status quo. In large organisations it is considered hard to change operational business processes if they are too easy (automate and take people out of the process) or too hard (management do not possess the expertise and are tempted to purchase solution that fixes the issue) (Jeston & Nelis. 2008, 13-14).

Based on Jeston and Nelis observations, companies should focus on researching business process efficiency problems and research plausible efficiency and effectiveness promoting solutions before coming to the conclusion of process automation.

Hannus states that the basis of company's operations are customers', shareholders' and personnel opinions on company's value creating factors and strategic goals (Hannus. 1994, 72). Each stakeholder lays their expectations and demands on the company as figure 2 below illustrates.

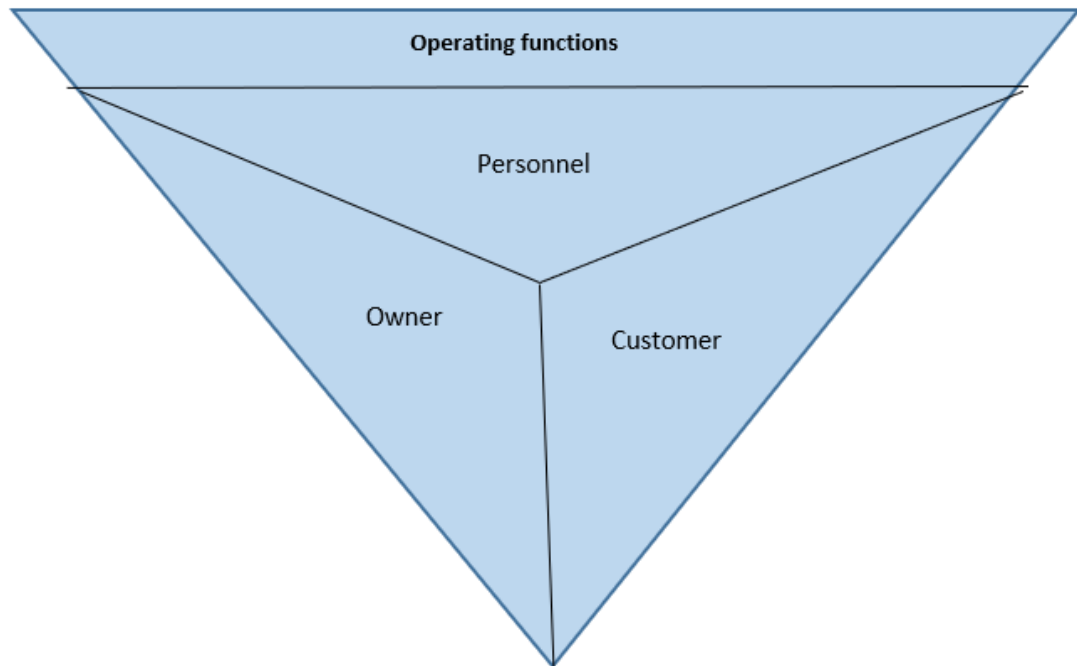


Figure 2 Stakeholders that set company goals and KPI's (Hannus. 1994, 71)

Organisational efficiency is most commonly measured through ownership criteria, meaning profitability and efficiency. Good profitability is the result of customers' and personnel filled expectations. Circle of preferred ownership criteria demonstrated in the figure 3 below (Hannus. 1994, 72).

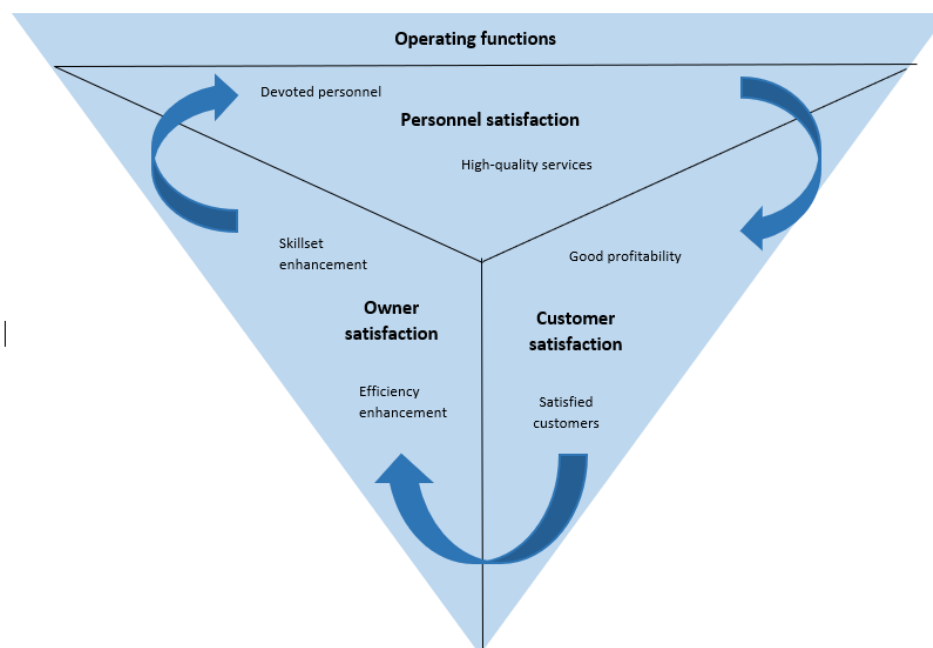


Figure 3 Preferred circle of efficiency improvement (Hannus. 1994, 72)

Each stakeholder is dependent on another. Customer KPI's and requirements effect on management decisions, strategy outline, KPI's and goals. However, management also is dependent on personnel set KPI's and opinions, which is why it might be hard for a manager or management to reach a consensus that satisfies both entities. Hence, it is crucial for company management to research personnel requirements and KPI's in order to provide personnel satisfaction promoting solutions. Personnel satisfaction promoting solutions deliver customer satisfaction.

3.3 Company KPI control system (PROPER- system)

Profitability and efficiency criteria are the key when companies create their goals and measure success. However, the entirety might get obscured when various KPI's of different level are used. Hence, alongside basic profitability and efficiency KPI's companies should include time and quality KPI's. Modern KPI control system binds company's operational functions into strategic goals using integrated meters, which should be constructed as follows (PROPER control system);

- (1) Operational goals and KPI's are set functionally (vertical) and core process- based (horizontal). Operational and concrete KPI's are formed based on processes by process operating parties. Quality and time KPI's are examined alongside cost-effective meters. However, in the operative level, costs are not measured. Costs are rather measured as an 'unnecessary work'- scale (e.g. overlapping functions, unproductive time);

- (2) Core processes and sub processes aim to satisfy customer needs which can be either internal or external. Operators of functional processes deliver quality and time related goals and requirements to units or departments above them;
- (3) Information on examined core process KPI's are being gathered and communicated in a way that process owner and operational personnel can efficiently use the information in order to renew and continuously make them better;
- (4) Factors of performance are connected to employee incentive program which are carried out with process mindset, and instead of personal incentives, team-based incentives are preferred.
- (5) Benchmarking is the key when setting performance goals, in other words, gathering information about the industry 'best-practise'- performances (Hannus. 1994, 76-77).

Previously mentioned steps of building KPI control system are being modified to fit this research's nature. Benchmarking in the pharmaceutical industry is hard, as most of such operational, success related information is confidential.

The heart of PROPER control system and operational goals and KPI's is company **mission** which together with company strategy define the ways of achieving goals, and which KPI's are truly critical for company's success. Business activity area success is being measured with **market result** (e.g. how well marketplace and growth KPI's are achieved) and with **financial result** (e.g. are profitability and liquidity KPI's achieved). **Critical success factors** mean the key areas of business that management should focus on, and they are based on mission, strategy, market result and financial result goals. Most commonly used PROPER control system critical criteria are customer value, perseverance and motivation, knowledge and profitability. And lastly, the **core process performance factors** which are divided into three groups: (1) customer satisfaction, meaning how well internal and external stakeholders expectations are being controlled and carried out; (2) input resolution and flexibility illustrate process adaptability and they are based on continuous learning; (3) efficiency shows how well resources are managed in order to achieve customer satisfaction, input resolution and flexibility related goals. Last stage of PROPER control system is **operational performance factors**. Most common performance factors of this stage are quality, time and costs (Hannus. 1994, 79-89). Example of PROPER control system illustrated below on figure 4.

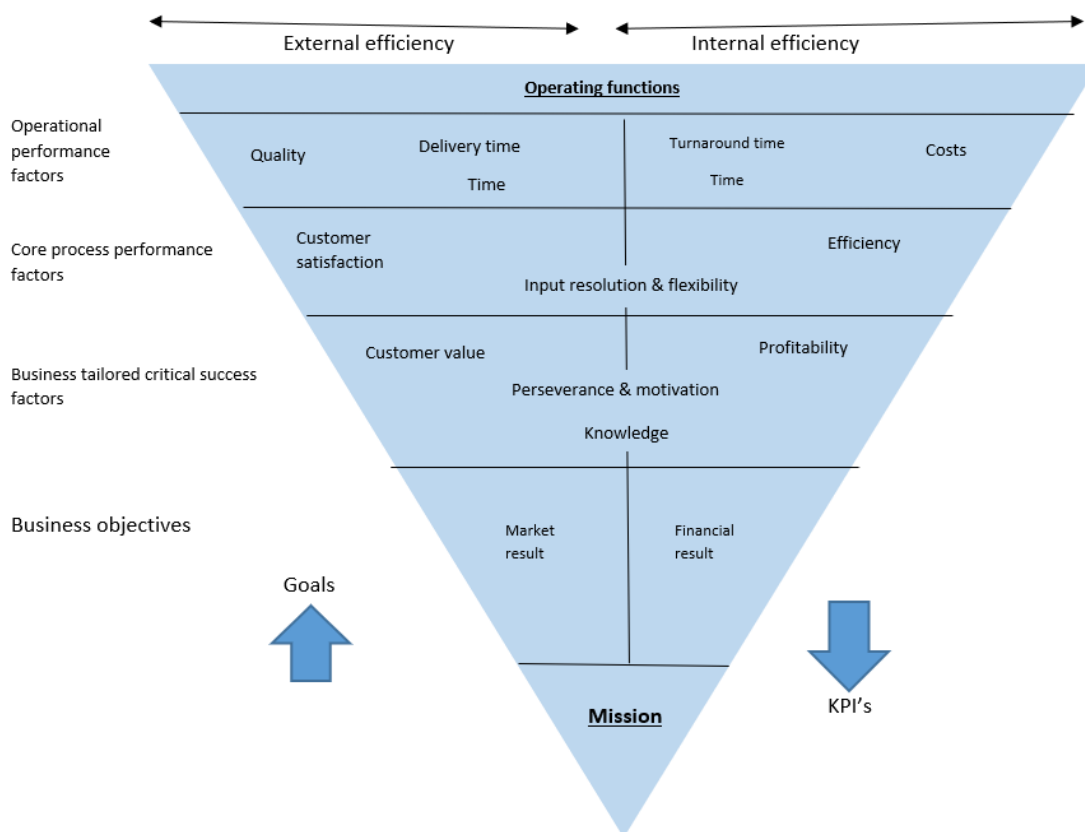


Figure 4 PROPER control system model (Hannus. 1994, 77)

4 Process development

Efficient process management creates challenges. One of the challenges is a logical definition of modelling processes. Table below illustrates logical definitions of process development.

<p>Business</p> <ul style="list-style-type: none"> • Need, solution and distribution • Description of value chains and value creating networks • Position in network
<p>Purchasing logic vs. earning principle</p> <ul style="list-style-type: none"> • Process chart describes customers/stakeholders and organisations processes • Management focuses on critical key processes • Value creating key processes and supporting processes

<p>(Business) process</p> <ul style="list-style-type: none"> • Project description describes critical phases of processes need to be understood • Management allocates to some specific function
<p>Services and products</p> <ul style="list-style-type: none"> • Product descriptions, service descriptions, concepts and specifications
<p>Work flow</p> <ul style="list-style-type: none"> • Detailed description of work, objective can be developing functions, developing software systems or developing knowledge

Table 1 Logical phases of working (Laamanen. 2008, 11)

Three first sections of the table are concerning management, whereas two sections below represent development. Especially the significance of technology in organisations efficient operations continues to grow inevitably, which causes increase in expenses. Development of technology systems is one of the most common reasons of process modelling. Technology is used to harmonise processes that exist in the organisation. Expenses can be reduced by reducing the use of resources, which means that process functions have to be changed. Laamanen states that many management models have emerged based on “process-thinking”. Activity-Based Management focuses on finding out process related expenses, and thus, effecting them. Objective of the model is to enhance the allocation of general expenses by the value chain so that it allows development of the cost structure. Business Process Re-engineering strives to radically redesign processes in order to achieve drastic improvements during crisis or in succeed in productivity indicators such as expenses, quality, service and speed. Supply Chain Management emphasises logistics and its’ objective is to streamline functions in value chain by removing redundant processes and functions. Time-Based Management is an approach that focuses on time as a resource and as an operator. Starting point is examining core processes through customer point-of-view and objective is to improve flows by eliminating non-productive time (Laamanen. 2008, 11-12).

5 Process redesign

System requirements change is continuous. Systems design goal is to create system that is maintainable, reliable and effective. System can be considered effective if it meets business

requirements and user needs. System can be considered reliable in case it is able to deal with human error, input errors, processing errors and hardware failures. Excellent system will detect and anticipate errors, make it easy to correct them and prevent the error from damaging the system itself. System reliability is also promoted if the system is available all of the time and has good backup in case system failure. System can be considered maintainable if it can be easily modified, is flexible and scalable. Maintainable system also allows changes in case of problems, adaption according to user requirements or new technology (Tilley, Rosenblatt. 2017, 235).

Tilley and Rosenblatt have introduced the seven habits of successful interface designers:

Understand the business. System and process designer must understand target business functions and know how the system supports individual, departmental and collective goals. Objective is to design such interface that assists its' users to perform their job (Tilley & Rosenblatt. 2017, 240).

Maximise graphical effectiveness. Well-designed interface assist its' users to learn more rapidly, thus increasing productivity and efficiency. Researchers claim that people learn better visually (Tilley & Rosenblatt. 2017, 240).

Think like a user, literally. Designers should get in touch with the user skills, knowledge and experience. In case of wide range in skill levels, interface should be designed to be flexible enough to meet requirements and skillset of each individual. Interface should be use words familiar to the users (Tilley & Rosenblatt. 2017, 240).

Use of models and prototypes. It is crucial to build models and prototypes for users to be approved. Designer should try to collect as much feedback as possible. Initial models can be presented using storyboard, which is a sketch showing general layout and design. User input can be acquired through interviews, questionnaires or observation (Tilley & Rosenblatt. 2017, 240).

Focus on usability. User interface should compose of tasks, commands and communication between users and the system. Main options should be available on the opening screen, out of which each option leads to another screen with new options. Interface should aim on providing reasonable number of choices which are easy to understand to the user. Designer should avoid on having too many options, as they can confuse system user. Effective strategy would be to offer the most common default choice but also allow the user to choose other options (Tilley & Rosenblatt. 2017, 241).

Invite feedback. After system implementation it is important to monitor system and encourage on user feedback. It may be so that system implementation could bring out problems which were not noticed during the prototype test. User feedback assist on designing and implementing changes that allow the interface to reach its' full potential (Tilley & Rosenblatt. 2017, 241).

Document everything. Designs should be documented for later use of programmers. By focusing on user-centric design principles, it is possible to design and carry out a successful user interface (Tilley & Rosenblatt. 2017, 241).

There exist various approaches on how to improve process. Redesign is very extensive analysis of existing process that substantially improves the process. Effort to redesign a process usually leads to changing job descriptions and automation of some sort. Automation is typically used in conjunction with process redesign. Improvement of process focuses on providing extra efficiency to an existing process. Management of process takes an effort of changing process means of measure and control. This sort of process change effort requires management redesign or improvement, and it is usually implemented at the same time with process redesign. Outsourcing is technically an action of process redesign or process improvement, although management can come to a conclusion that process would be better run if outsourced to a company specialised on process in question (Harmon. 2003, 80-81).

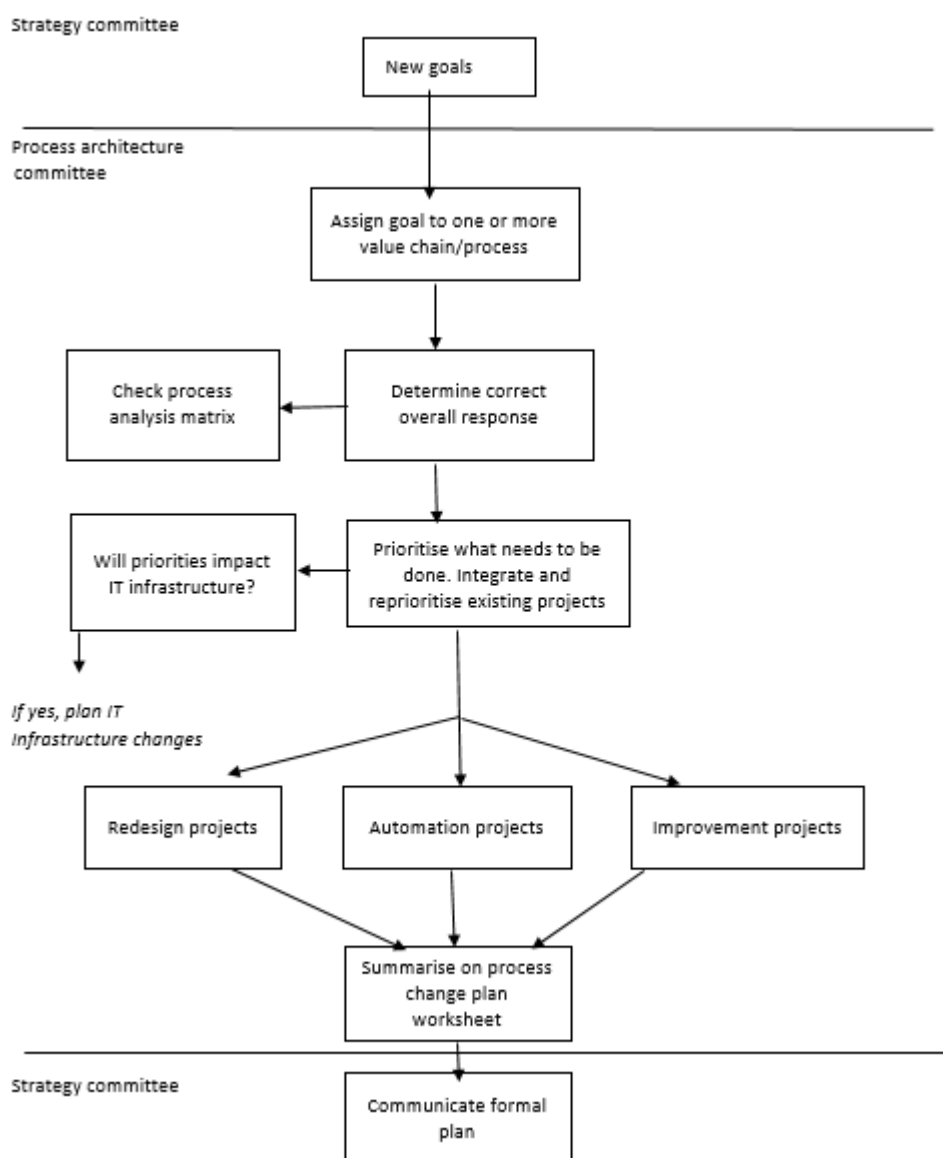


Figure 5 Overview of process architecture (Harmon. 2003, 87-89)

Figure 5 above illustrates the overview of process architecture. In order to guarantee productive and fluent value chain, organisation should have a group or a team to monitor organisation's process architecture. This means documenting goals organisation has established and keeping track how value chain and individual processes implement those goals. As goals change, team should research the impact of changes on company processes. Whether processes require adjustments to reach goals, monitoring team should decide on the approach. Once scope and nature of the changes has been defined, effort should be prioritised. Previously chosen process change approach guides how changes on processes are implemented. After change has been completed, change process should be summarised, benefits linked to organisation's goals and communicated associates (Harmon. 2003, 87-89).

6 Qualitative research design and strategy

This research follows a qualitative research design and strategy. Qualitative research is most commonly defined as research that includes non-numerical data and it is associated with interpretive philosophy. Interpretive mindset makes sense of the subject and socially constructed content of target being studied. Previously mentioned interpretive research is considered as naturalistic as research undertakers need to operate with natural research context as they need to establish trust, understanding, participation and access to further meaning (Saunders, Lewis & Thornhill. 2016, 168).

According to Ojasalo, Moilanen and Ritalahti, case study research is suitable for development research when the purpose is to carry out development suggestions and innovate alternative solutions. Case study research aims to produce in-depth and detailed information about the case. Case study research allows the researcher to understand the company and development target comprehensively in a realistic environment which increases the research profoundness. It is important that case study research investigates on a narrow scope and gains lot of information instead of researching on a wider scope and gaining only little information (Ojasalo et al. 2009, 52).

This research philosophy is naturalistic. Researcher will operate within natural setting and will obtain trust, participation, in-depth understanding of value chain and has access to further meanings of value chain and related processes (Saunders et al. 2016, 168).

This research is based on evaluative design. The purpose of the research is to use evaluative design method in order to clarify understanding of honoraria payment value chain problems and assess the value chain efficiency. Questions based on evaluative design ask 'What', 'Why' or 'How'. In order to make comparisons, evaluative design can also propose questions that start with 'Which', 'When', 'Where' or 'Who' (Saunders et al. 2016, 176). Possible comparisons between would be implemented between different personality model according to the Insights- system by Inspire Group Oy. Four different personality models (red, yellow, blue and green) were originally recognised by Carl Gustav Jung.

Strategy of the research follows case study research, which is an in-depth research to the topic in its' real-life setting. The case of this study is a value chain of Company X. Case study research is chosen as it requires understanding of the context. Research characteristics can be recognised as single holistic case study research characteristics. Honoraria payment value chain is critical case which is selected due to an opportunity analyse the value chain. This research is concerns the Company X marketing and sales department as a whole (Saunders et al. 2016, 184-187). Hence, research can be defined as holistic single case study research.

6.1 Research method and data collection

Semi-structured interviews can be used in following situations: (1) purpose of research with an explanatory or exploratory element; (2) establishing personal contact is required, interviewees prefer interview rather than questionnaire due to the nature of the topic; (3) nature of data collection questions (e.g. large variety of questions to be answered, complex or open-ended questions) and (4) process completeness and time required (e.g. issue might be complex or the number or variety of issues require interview as data collection method) (Saunders et al. 2016, 393-395).

Due to the nature and complexity of the issue, semi-structured face-to-face interviews are required. In addition, it is important to establish personal contact with the interviewee and receive more in-depth information about the development issue through participant's expressions or tone of voice. Personal contact with the interviewee might also provide alternative improvement suggestions to the problem due to interviewees personal background and previous work experience.

As the development project's objective is to investigate complexity and duration of honoraria payment process value chain and its' key processes, theme interviews would suit the objective. Before the interview stage of the project, honoraria payment process value chain has been described. During the theme interviews, interviewer could show the process chart to the participants and ask them to describe how much time each process or subprocess requires (Vilkka. 2015, 124-125).

Data quality issues related to semi-structured interviews are taken into account. Cultural differences issue will not be a concern due to research limitations as research will be limited to Company X Finland department and target interviewees have similar cultural background. Reliability issue is not a concern due to the nature of the research. Findings from the semi-structured interviews are not meant to be repeatable as interview answers reflect reality at the time of collection in a situation prompt to change. Statistical generalisations cannot be implemented on the basis of this research due to the nature of the topic and data collection method (Saunders et al. 2016, 396-400).

Semi-structured interviews will be carried out keeping in mind following aspects in order to avoid bias and guarantee data validity (1) interviewer appropriate appearance at the interview, meaning same style of clothing as interviewees as appearance can affect their perception; (2) nature of opening comments, meaning explanation of research, establish credibility and interviewees confidence, thank for participation; (3) questioning approach meaning clearly phrased questions, neutral tone of voice, no theoretical concepts or interviewee leading questions, and lastly (4) use of different question types, use of different questions types in order to explore and evaluate areas of interest (Saunders et al. 2016, 404-408).

There are approximately 10 to 15 people within Company X Finland department working with honoraria payment value chain on a day-to-day basis. Thus, it is possible to interview each marketing coordinator and other associates working with the process in order to collect and analyse all potential data, in other words there exists a census. Hence, interviewee population size is maximum 15 participants.

In order to prove payment value chain starting point inefficiency, it is important to determine efficiency indicators. Value chain efficiency will be examined using time as an indicator. Interviewees will be asked about the time they consume to carry out the most time-consuming part of the process.

6.2 Data analysis method

Deductive approach strives to use existing theory to formulate qualitative research process and data analysis. Deductive approach connects research into existing body of knowledge and assists by providing initial analytical framework (Saunders et al. 2016, 569).

Data analysis method to be used is thematic analysis. Essential purpose of thematic analysis is to search for themes and pattern which occur across interview. Interview information needs to be coded in order to recognise certain themes to later conduct more in-depth analysis related to research question and objective. Thematic analysis does not require any specific philosophical position, and it does not matter whether researcher is using deductive or inductive approach. When applying to deductive approach, themes researcher wishes to examine are linked to existing theory which promotes to fully establish research question and research objectives to pull out themes out of interview results (). Thematic analysis bases on the themes that most commonly occur in during the interviews. In order to produce in-depth analysis, it is crucial to search for connection between conformities emerging from the interview data (Ojasalo et al. 2009, 110-111).

Thematic analysis should be conducted by going through following steps: (1) familiarise data, researcher should repetitiously read data during thematic analysis. This assist on finding themes that keep occurring, meanings and patterns; (2) data coding means categorising data that have similar meaning. Data needs to be labelled with a code that represents the meaning. Labels or codes can be abbreviations of words close to the theme. It is important to keep list of labels used in order to recognise whether data belongs under the same label or not. If it does not fit, new label needs to be created. Deductive approach derives that data analysed answers the research question. In case of such small amount of interviewees, almost all of potential data can be analysed using labels related to research question; (3) search for themes and recognise relationships. Researcher needs to look for patterns in label list in order to create list of themes that are related to research question. Theme can involve several labels that are related to each other creating an idea important for research question. Researcher

should strive for analysis by searching for e.g. key concepts in labels, reoccurring factors in labels, how are labels and themes related and does conjunctive theme exist? Lastly (4) refine themes and test proposition. Themes need to be coherent in order to provide structured analytical framework for further analysis. Researches should strive into reorganising sub-themes that are related to larger entity. Themes can be either combined or separated in order to reach new analytical perspectives. Recognised patterns in data and relationships of different themes allow to develop proposition. Proposition needs to be tested through alternative explanations which frequently exists. Testing proposition allows the researcher to navigate towards valid conclusion which needs to be ratified by their power to subvert alternative explanations (Saunders et al. 2016, 580-586).

6.3 Interview questions

Opening comments: Thank the interviewee for reserving time for this interview. Research objective is to examine the complexity of key processes and to recognise crucial development areas of honoraria payment value chain, and propose alternative efficiency promoting changes to value chain implementation.

Constructed honoraria payment value chain is being showed to the interviewee

1. How would you describe honoraria payment process?
2. How long have you been interacting with this process?
3. How long does it take for you to complete your duties as a part of honoraria payment process?
4. What do you think is the most complex part of the entire process?
5. What is the most time-consuming part of the value chain?
6. How much time does it take you to complete the most time-consuming process?
7. How do you think the payment process could be made less time-consuming?
8. How do you think the payment process could be made more efficient?
9. What do you think about automation of some processes?

7 Research findings

Semi-structured face-to-face interviews were conducted at Company X premises. Interviews were conducted in Finnish in order to eliminate the possibility of interviewees not being able

to answer the interview questions properly. Three of the interviews were recorded as interviewees gave their permission. Other six interviews were writing down as carefully as possible as interviewees did not feel comfortable with recording.

7.1 Background information of interviewees

Table below illustrates only the interviewees' experience with payment value chain, not their experience at Company X in general. Interviewees no. 1, 4 and 5 have very long experience working with the payment value chain. However, payment value chain has experienced minor changes, none of which have affected or changed the overall purpose of the payment value chain. Thus, interviewees with longer experience can provide potential information about past changes and their influence on the payment value chain efficiency. Contrarywise interviewees with shorter experience with payment value chain can provide plausible improvement suggestions.

Participant	Experience of payment value chain (years)
Interviewee no. 1	Over 10 years
Interviewee no. 2	1.5 years
Interviewee no. 3	One year
Interviewee no. 4	Over 10 years
Interviewee no. 5	Over 10 years
Interviewee no. 6	Three years
Interviewee no. 7	One year
Interviewee no.8	Three months
Interviewee no.9	Eight months

Table 1 Interviewees background information

Interviewees were picked so that they would represent altogether the entire payment process value chain inside Company X. In addition to coordinators, interviewees included a compliance team member and a REFS employee.

7.2 Analysis of interview answers

Qualitative interview data was thoroughly familiarised. Acquired data was marked with an abbreviation according to category the answer was representing. Following categories was recognised during data familiarisation and analysis:

Clarity (CL) abbreviations were used to mark answers that suggest unclear instructions, difficulty of finding correct information and valid documents. Missing information that causes extra work was also considered under clarity category as it can be interpreted as need of steering. Interviewee answers where clarity (CL) was recognisable: interviewee no. 1, 2, 3, 4, 6, 7 and 9.

Training (TR) abbreviation was used to mark answers that indicate interest or need in training related to unclear subjects other associates working with payment process value chain may have. Interviewee answers where training (TR) was recognisable: interviewee no. 1, 6, and 7.

Electronic (EL) abbreviations was used to mark answers that suggest need for i.e. electronic database or the more active use of electronic equipment or services. Interviewee answers where electronic (EL) was recognisable: interviewee no. 1, 2, 3, 4, 5, 6, 8 and 9.

Outsourcing (OUT) was used to illustrate the interest of outsourcing of services. Interviewee answers where outsourcing (OUT) was recognisable: interviewee no. 3 and 9.

Heavy (HV) abbreviation was used to indicate heavy processes which include multiple sub processes. Various processes that consist of multiple sub processes create laborious value chain. This includes for example situations where associate has to work with multiple databases and has to handle data of different type. Interviewee answers where heavy (HV) was recognisable: interviewee no. 3, 4, 5, 6, 7, 8 and 9.

7.2.1 Themes of the research results

Previously mentioned abbreviations were examined in order to discover connections and themes.

Heavy processes and subprocesses often related to interviewees hoping for data to be delivered, handled and stored electronically. Electronic data and databases increase efficiency instead of handling data manually on paper, after which scanning the paper to an electrical form and eventually archiving data according to Company X guidelines. Electronic data and databases and/or services decrease laboriousness of such tasks. Hence, theme 'manual data to electronic data' can be recognised

Manual data to electronic data

Quite a few of the interviewees felt that manual data should be transferred into electrical form permanently. Some of the interviewees feel it is frustrating and time consuming to manually collect which afterwards needs to be transferred into electrical form and uploaded into Company X internal cloud services. Some of them suggested collection of expense forms through electronic system.

Consent

Interviewees reflected on the extra work of having consent in paper and asking them multiple times a year. They also touched upon the matter of having consents on paper and then uploading them to electronic cloud services of Company X.

Reporting was brought up by several interviewees. Reporting of expenses and fees paid to HCP's is considered to be a very heavy process that contains large amounts of data acquired from different sources. Data can be either manual or electronic data. Some of the interviewees brought up a concept of outsourcing of HCP's expenses related to travelling. HCP travelling, and accommodation related to Company X events are most commonly arranged using services of third party travel agency.

Automatization was mentioned several times by the interviewees. Eight out of nine interviewees answers were categorised to be related to use of electronic data or electronic systems or cloud services.

7.2.2 Key problems

Following issues were brought up by interviewees.

Quite many of the interviewees felt that cooperating associates (event organiser) information was not including all of the necessary details in order to submit the event and HCP fee for approval. To gain all of the necessary information, coordinator has to contact event organiser, which increases the amount of emails and requires extra time.

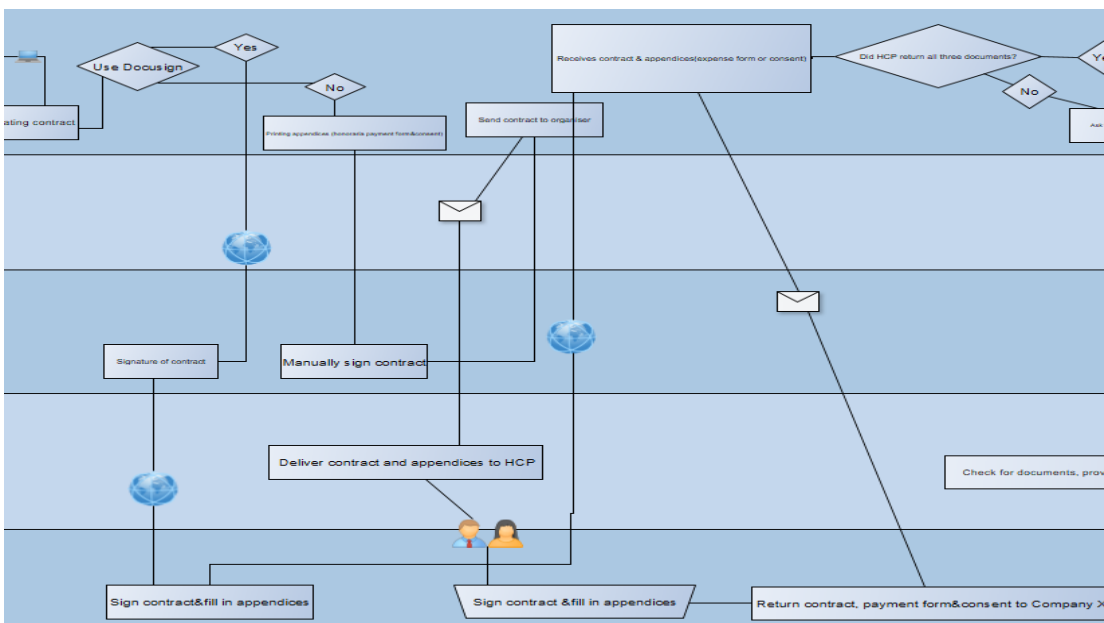


Figure 6 Contract process

Figure 6 above illustrates contract process and the sub processes of payment value chain. There exists two ways to carry out the contract process. This year Company X introduced new electronic signature system, which is applicable for contracts that are worth less than certain limit. Electronic signature system has increased efficiency of HCP contract process, whereas the manual signatures and mailing of contracts was considered to be time-consuming.

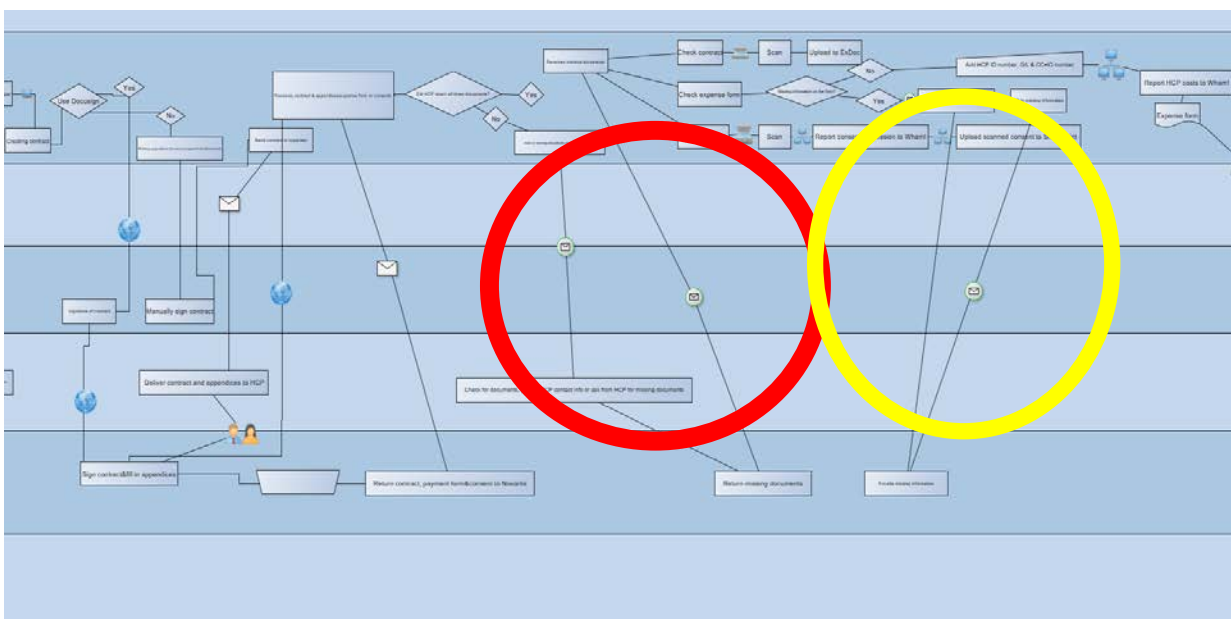


Figure 7 Problem areas of the payment value chain

As figure 7 above illustrates, interviews brought up two problem areas in payment value chain. Once HCP has returns documents, marketing coordinator checks whether they have received all of the documents needed (contract, consent and expense form) in order to start processing them for payment transaction. In case HCP did not return every form, marketing coordinator has to contact HCP again in order to gain missing documents. This extra loop is illustrated by the red circle. Yellow circle illustrates a scenario if expense form returned by the HCP is missing relevant information (i.e. bank details, contact information). If so, marketing coordinators have contact HCP in order to acquire missing information.

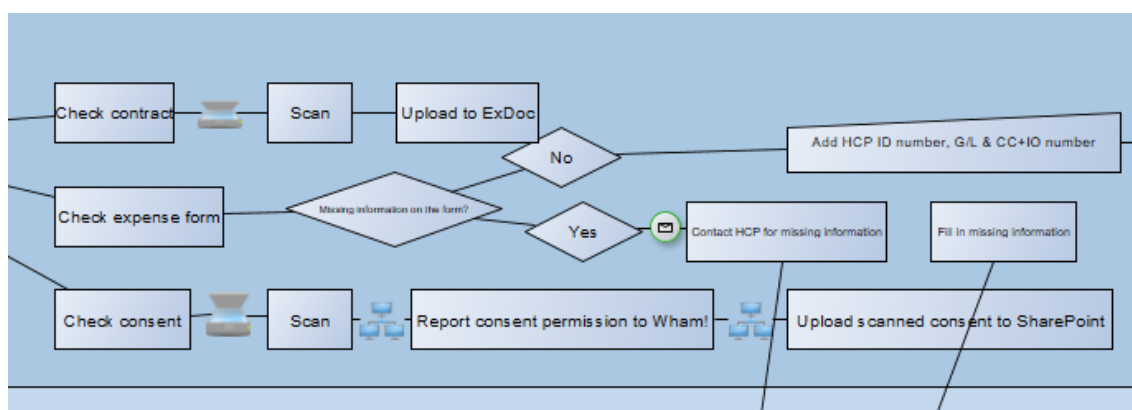


Figure 8 HCP document handling process

Many of the interview answers pointed out the heaviness of reporting and uploading data to several electrical services. As figure 8 above illustrates, HCP contracts are being uploaded an electrical archiving system and, the HCP consent forms are being stored to separate own electrical archive. Expense form needs to be checked through so that it contains all important information and lastly information on fee and expenses paid to HCP's need to be reported to yet another electrical database.

7.2.3 Efficiency of the payment process

Table below illustrates the current efficiency of the payment process. Single process lengths have been calculated to represent average of interviewees responses. Times described in a table above only represent the average of single processes. The entire value chain turnaround time varies and is partly dependent on HCP actions so, it cannot be determined, only some parts of it.

<u>Process</u>	<u>Time (average)</u>
HCP fee for approval	17.5 minutes

Approval	10 minutes
Contract creation	25 minutes
Contract scan & electronical and manual archive	12.5 minutes
Expense fee check and fill	6.25 minutes
Consent scan & electronical archive	7.5 minutes
Reporting of expenses to internal system	11.25 minutes
Expense fees scan & sent to HR	180 minutes
Total	270 minutes (4 hours 30 minutes)

Table 2 Efficiency of payment value chain processes

7.3 Research trustworthiness

According to Saaranen-Kauppinen and Puusniekka suitability of research reliability and validity on qualitative research varies. They state that qualitative research reliability and validity cannot be measured quite like quantitative researches (Saaranen-Kauppinen & Puusniekka, 2006).

Quality appraisal has basic criteria for the assessment of qualitative research. Criteria includes the research been conducted ethically, consideration of relevance to inform practice or policy, use of appropriate and in-depth methods and the clarity and coherence of reporting. In addition, the importance of addressing research reliability, validity, and objectivity, strongly related to researcher bias. It is essential for qualitative research to be rigorous and trustworthy to be considered as a valuable part of Cochrane systematic review. Hence, an evaluation using such criteria is essential (Hannes, 2011). As reliability and validity cannot be applied to qualitative research, research trustworthiness shall be reviewed based on research coherence, clarity and method characteristics. In order to apply research coherence and clarity, research has been reviewed by other people whom this research do not concern. Thorough research is being assured by carrying out in-depth, research data collection prior to qualitative phase of the research.

Research dependability evaluates whether the process of research has been logical, traceable and documented clearly. Dependability can be measured i.e. through peer review (Hannes,

2011). This research can be considered dependable as research logic, traceability and clearness of documentation are being evaluated by objective party (Company X).

This research can be considered to attempt respondent validation as research findings are being taken back to Company X in order to verify them with interview participants (Silverman. No date). Hence, research validity is being applied.

8 Alternative process enhancement solution

Process enhancement solution bases on theory and interview results. Primary data gathered through interviews assist on providing process enhancement solution that takes into account user needs. User requirements are combined with theory presented in order to provide plausible alternative solution that would satisfy Company X employees working with payment value chain and the end-customer (HCP).

8.1 User needs

User needs are being determined by interview results.

Manual data to electronic data. Interview results indicated that manual data should be transferred into electrical form permanently. It appeared that handling both manual and electronic data and saving information to different manual and electronic archives is time-consuming and inefficient use of current human resources. Hence, user need is **to replace manual data and processes with unified electronic services and archives.**

Consent. Interviews reflected on the process of acquiring consent forms from HCP's for each expense paid. User need is to implement **'one consent/HCP/year'- policy** in order to increase efficiency of every day work. According to table 2, scanning and electronically and manually archiving the consent lasts 7.5 minutes in average per consent. By implementing **'one consent/HCP/year'- policy**, 7.5 minutes can be used for other work activities per consent that is not scanned and archived as earlier.

Reporting of expenses and fees paid to HCP's is considered to be a very heavy process that contains large amounts of data acquired from different sources. Thus, there exists a user **need for unified process or system that would decrease the amount data manually being imported into the reporting system.** Interview results also indicated **an interest towards outsourced reporting of HCP's expenses related to travelling.** As HCP travelling and accommodation related to Company X events are mostly arranged using services of third party travel agency.

Automatization of current processes was brought up by the interviews. According to previously discussed user needs, there exists a user need for established practise to handle mainly electronical data that can be easily transported to electronical database/user interface without heavy manual user input. In addition, there exists a need for unified system/user interface that would combine current different electronical archives and the current HCP expenses reporting system. Heaviness of working with multiple electronical database and data of different kind is illustrated in figure 9 below.

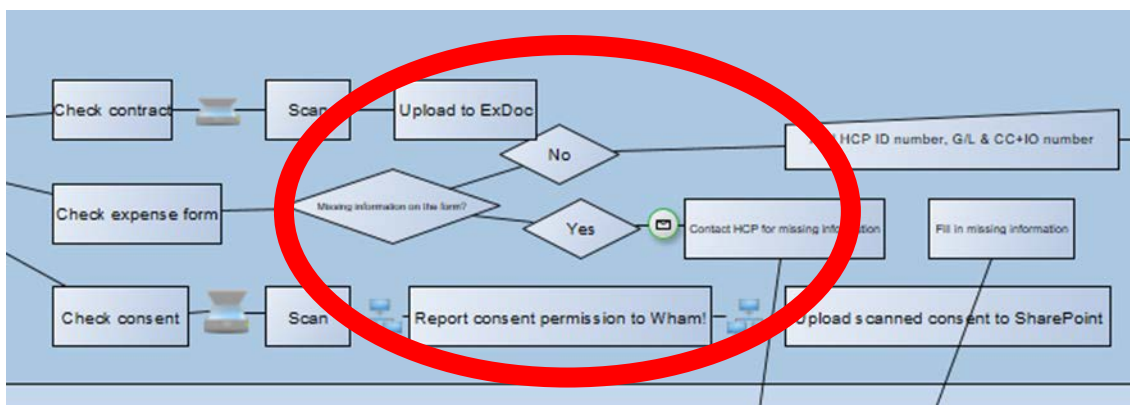


Figure 9 Heaviness of using several electronical databases

Interviews also pointed out the need for external clarity and internal training. Need for external clarity arises from back-and-forth HCP information inquiry as illustrated in figure 10 below. Bottlenecks circled below cause extra work internally and also externally, possibly affecting end-customer satisfaction and internal employee satisfaction.

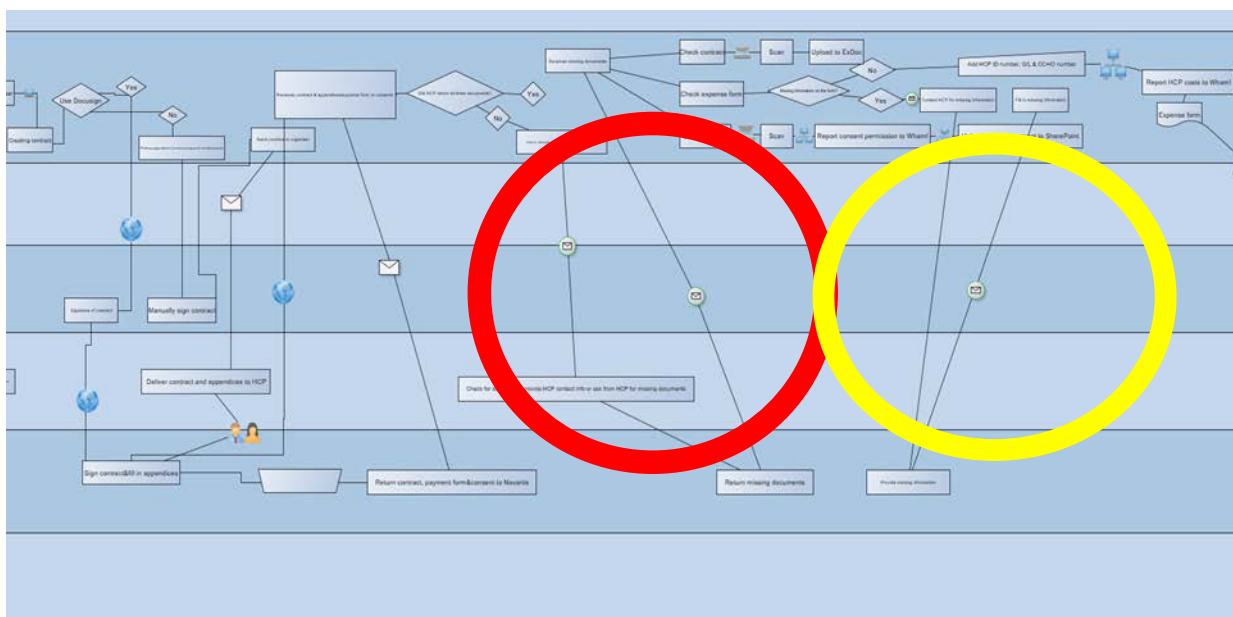


Figure 10 External clarity need

The need for internal training raised i.e. in case internal regulatory processes are being postponed due to lack in information as figure 11 below illustrates.

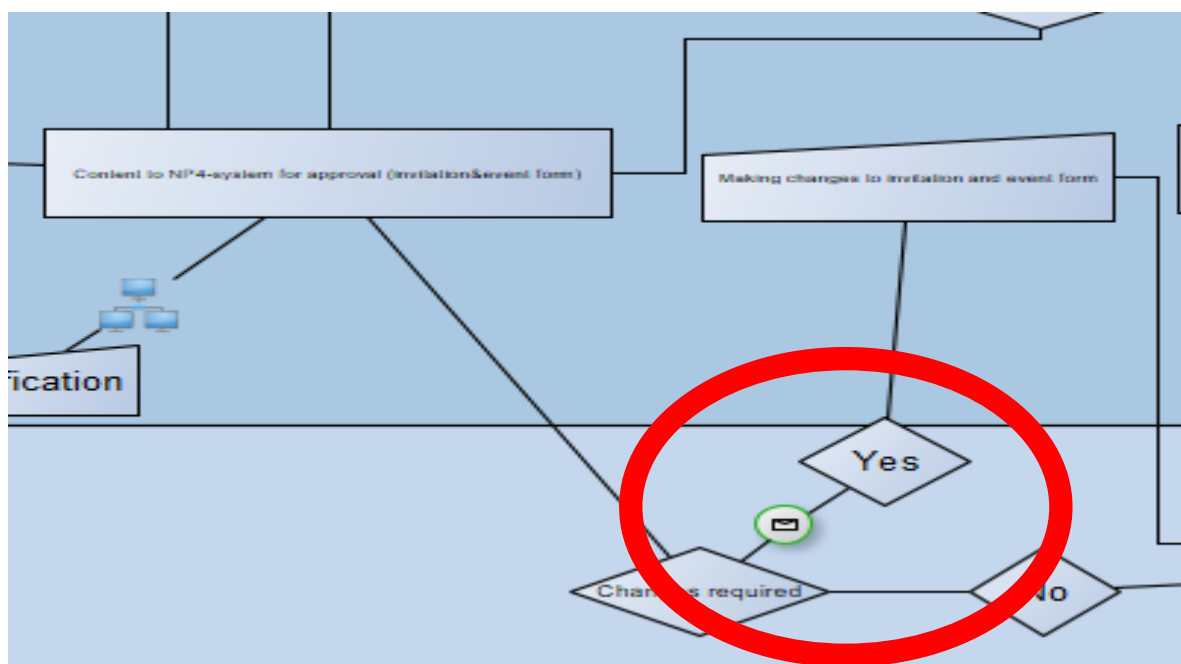


Figure 11 Need for internal training

8.2 Company X process efficiency enhancement

Based on previously recognised user needs and theoretical base, Company X organisational efficiency can be measured through ownership criteria, profitability and efficiency. Good profitability is the result of customers' and personnel filled expectations. Figure 12 below illustrates Company X circle of efficiency improvement. Based on previously mentioned user needs, more efficient tools lead to increased personnel efficiency. Manageable and usable systems and tool increase personnel satisfactions which creates increased personnel dedication. Increased internal efficiency and satisfaction create external satisfaction, same time increasing future end-user engagement. Satisfaction of external stakeholders and internal personnel increases profitability and internal efficiency promotes organisational efficiency and profitability.

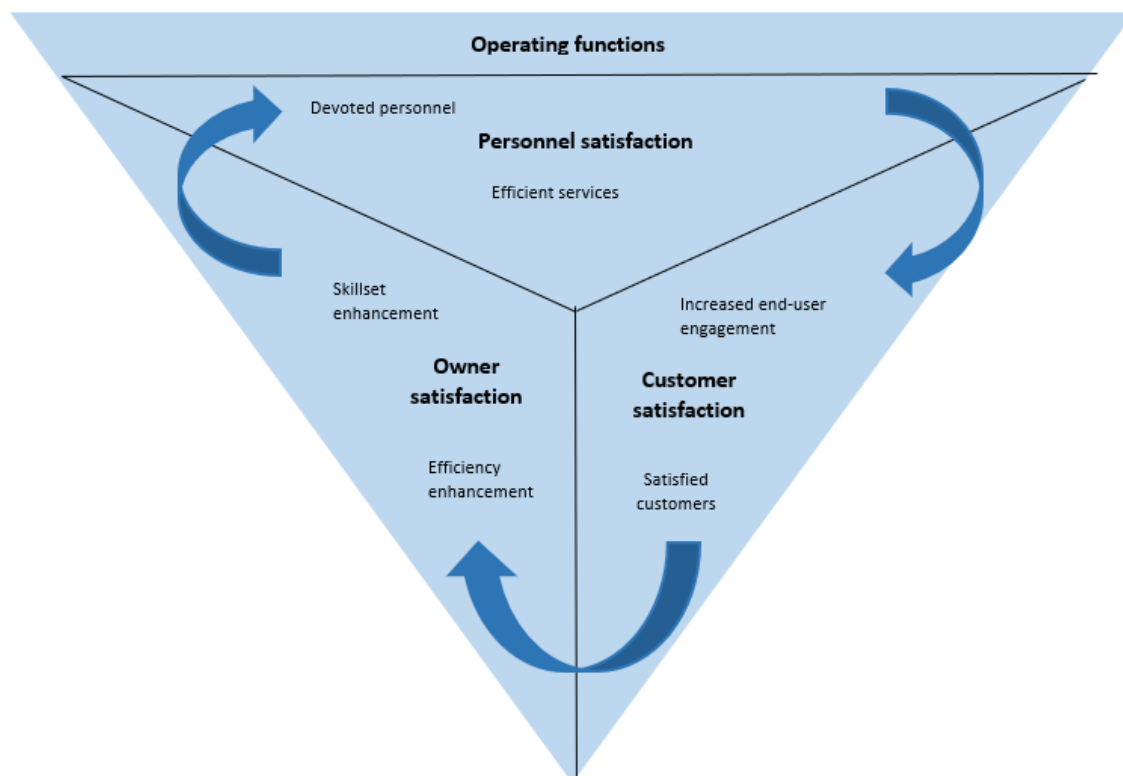


Figure 12 Ownership criteria adjusted to Company X

It has been acknowledged during this research that theories presented by Hannus have been tailored for specific cases and are not widely generalisable. However, it can be generally stated that personnel satisfaction leads to customer increased satisfaction which leads on to enhanced profitability and efficiency.

PROPER- system suggests adapting alongside basic profitability and efficiency KPI's companies should include time and quality KPI's. Since this research uses time as an efficiency KPI, quality should be examined when implementing changes to improve efficiency, and thus, profitability. PROPER- system binds company's operational functions into strategic goals. Company X visible strategic goals are science-based innovation, better patient outcomes and focus on growing areas of healthcare. Due to the nature of previously mentioned goals, PROPER- system cannot be fully implemented on Company X for KPI control. Company X KPI's could measure time, however it cannot be prioritised due to the quality value which excludes time as priority.

Nevertheless, Company X should focus on the core process performance factors and operational performance factors as introduced by Hannus in figure 13 (1994, 77-89). Company X could examine current core process performance in order to determine how well internal and

external stakeholders' expectations are being controlled and carried out and what it the level of process adaptability. Based on the user interviews Company X should emphasize in efficiency monitoring to indicate level of resource management to achieve better customer satisfaction, input resolution and flexibility. PROPER control system introduces operational performance factors, which most commonly are represented from quality, time and cost point-of-view. However, Company X should closely examine process turnaround time in order to discover efficiency improvement areas.

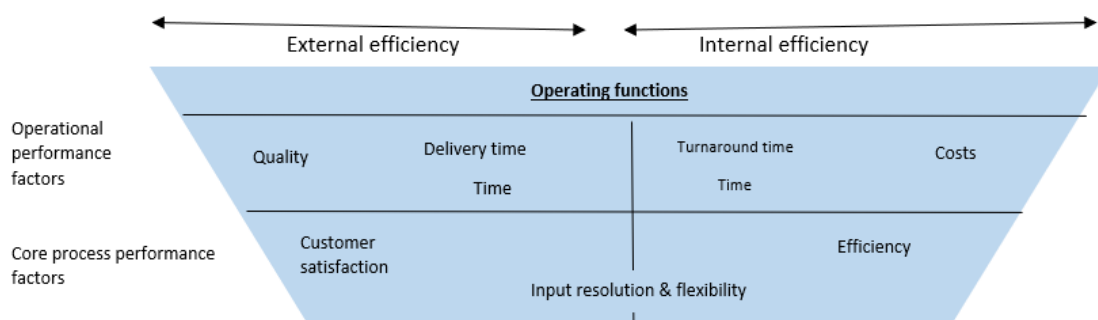


Figure 13 PROPER- system highlights for Company X

In order to comply with interview results and implement efficiency development project, Company X should assign a group or a team to monitor company's process architecture (Figure 14). In practise, they should assign efficiency goal for payment value chain and document goals company has established, and above all, keep track on how value chain and individual processes implement established efficiency goal. In case processes require adjustments to reach goals, monitoring team should decide on the approach.

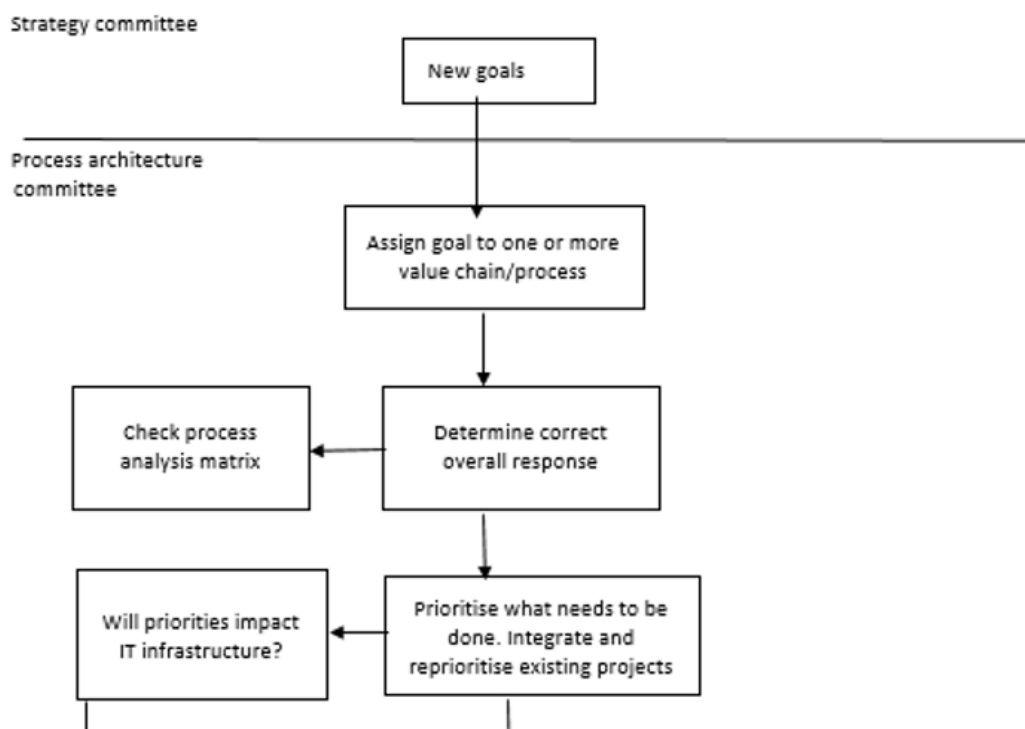


Figure 14 Company X process architecture starting point as presented by Harmon (2003, 87-89)

Alternative value chain efficiency enhancement suggestion

Starting point: Above all, identified payment process bottlenecks should be eliminated according to the best capability. It is being acknowledged that some of the user needs and bottlenecks require longer implementation time. Company X should assign a team to monitor company's process architecture. It is advised to set an efficiency goal for payment value chain and document goals company has established. In addition, Company X should focus on the core process performance factors and operational performance factors (most importantly turnaround time and efficiency) and examine current core process performance in order to determine how well internal and external stakeholders' expectations are being carried out. Nevertheless, researched user needs should be taken into account when defining efficiency KPI's and goals.

Monitoring: Company X should keep track on how value chain and individual processes implement established efficiency goal, and also monitor payment value chain process performance in order to determine if further adjustments are needed. In addition, Company X is advised to observe value chain turnaround time and core process efficiency.

Further suggestions: In case payment value chain requires long-term adjustments, such as new constructed user interface, Company X should visualise ownership criteria defined specifically for them (figure 12). In case new user interface needs to be created, Company X should search for such company or designer who can provide a user interface that allows the payment value chain to reach its' full potential. Such user interface should be constructed from users' point-of-view. Company X should arrange a possibility for user interface testing in order to determine how well it complies with employees needs and requirements.

9 Conclusion

Payment value chain is a small core process in a large corporations' core process entity. However, payment value chain delivers value to large number of HCP's nationwide. Hence, it is important to focus on core processes that affect external satisfaction, and thus, company profitability. Nonetheless should company focus on core processes that affect also on internal employee satisfaction. Employee satisfaction is strongly related to individuals' level of dedication, which again affects stakeholders' externally. Hence, systems should be developed to be user-centric and core processes should be developed and monitored customer centricity point of view in order to increase customer engagement, process efficiency and internal and external satisfaction.

"The first rule of any technology is that automation applied to an efficient operation will magnify the efficiency. The second is that automation applied to an inefficient operation will magnify the inefficiency. - Bill Gates, Microsoft Corporation" (Jeston & Nelis. 2008, 12)

Before implementing new electronical systems or databases, companies should focus on fluent processes. Prior to decision-making, companies should familiarise their most important customers, stakeholders and values. Efficiency enhancement decisions that base on clear vision of company customers, values and core processes will lead to processes that are truly efficient and deliver supreme value to the customer.

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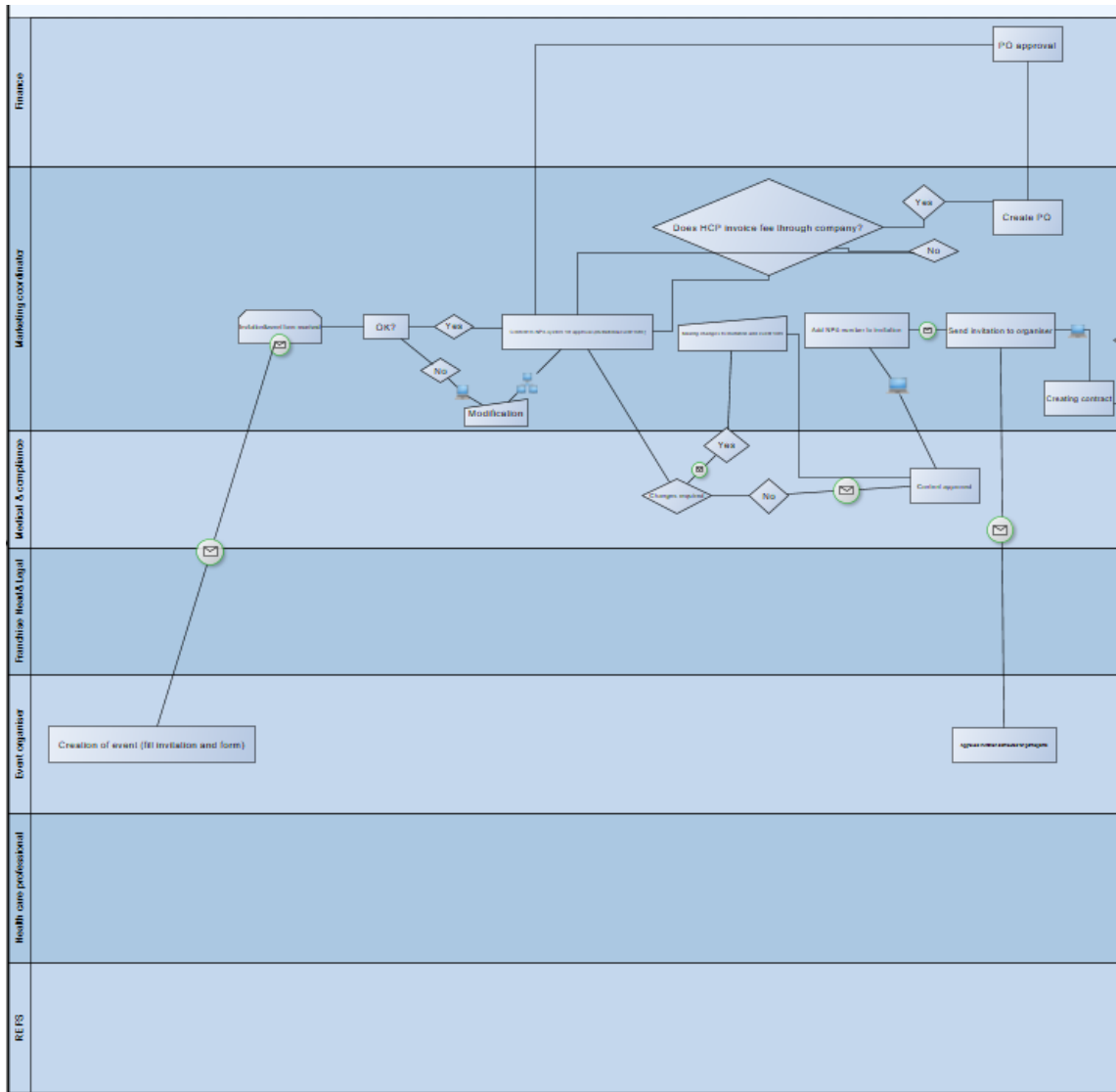
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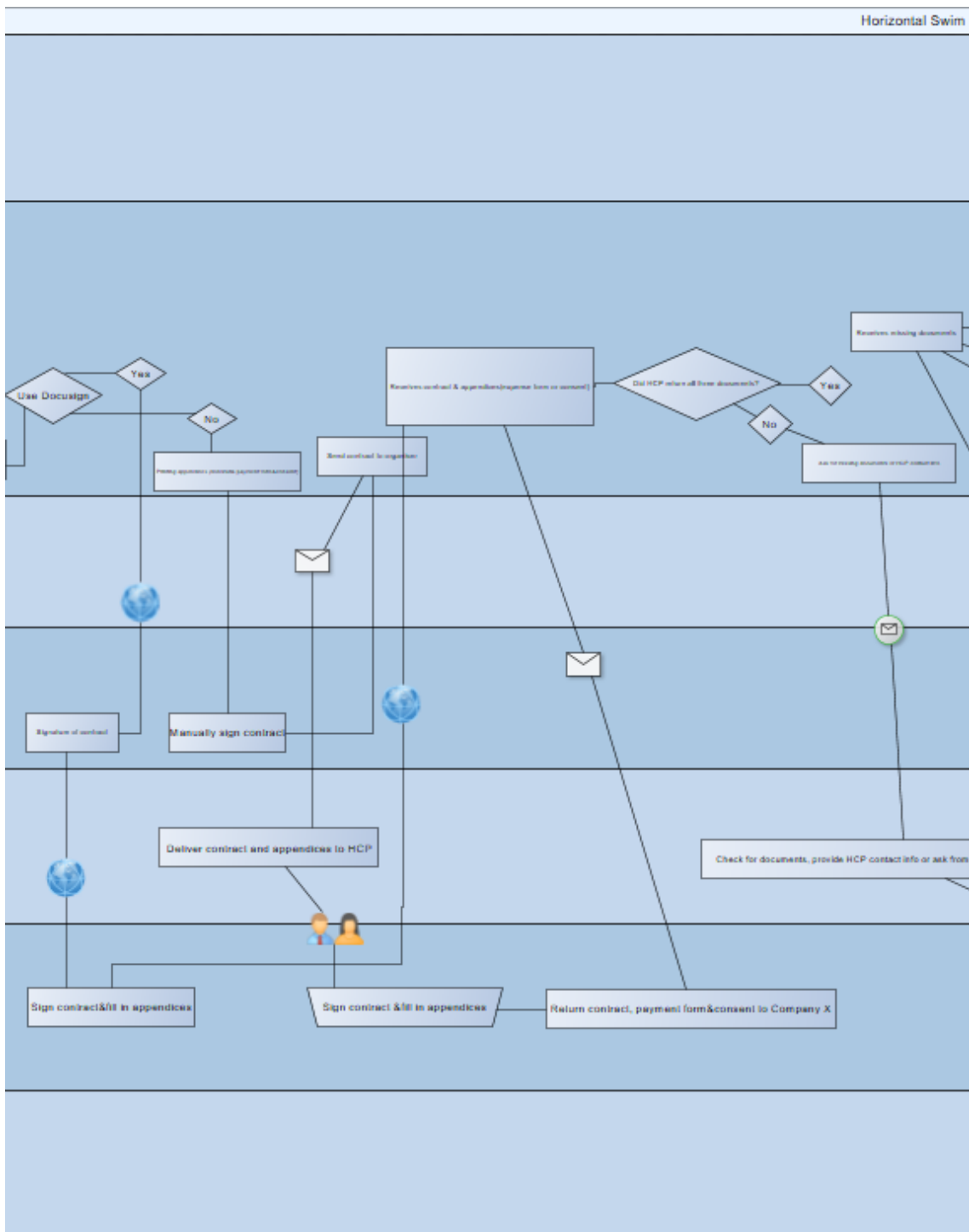
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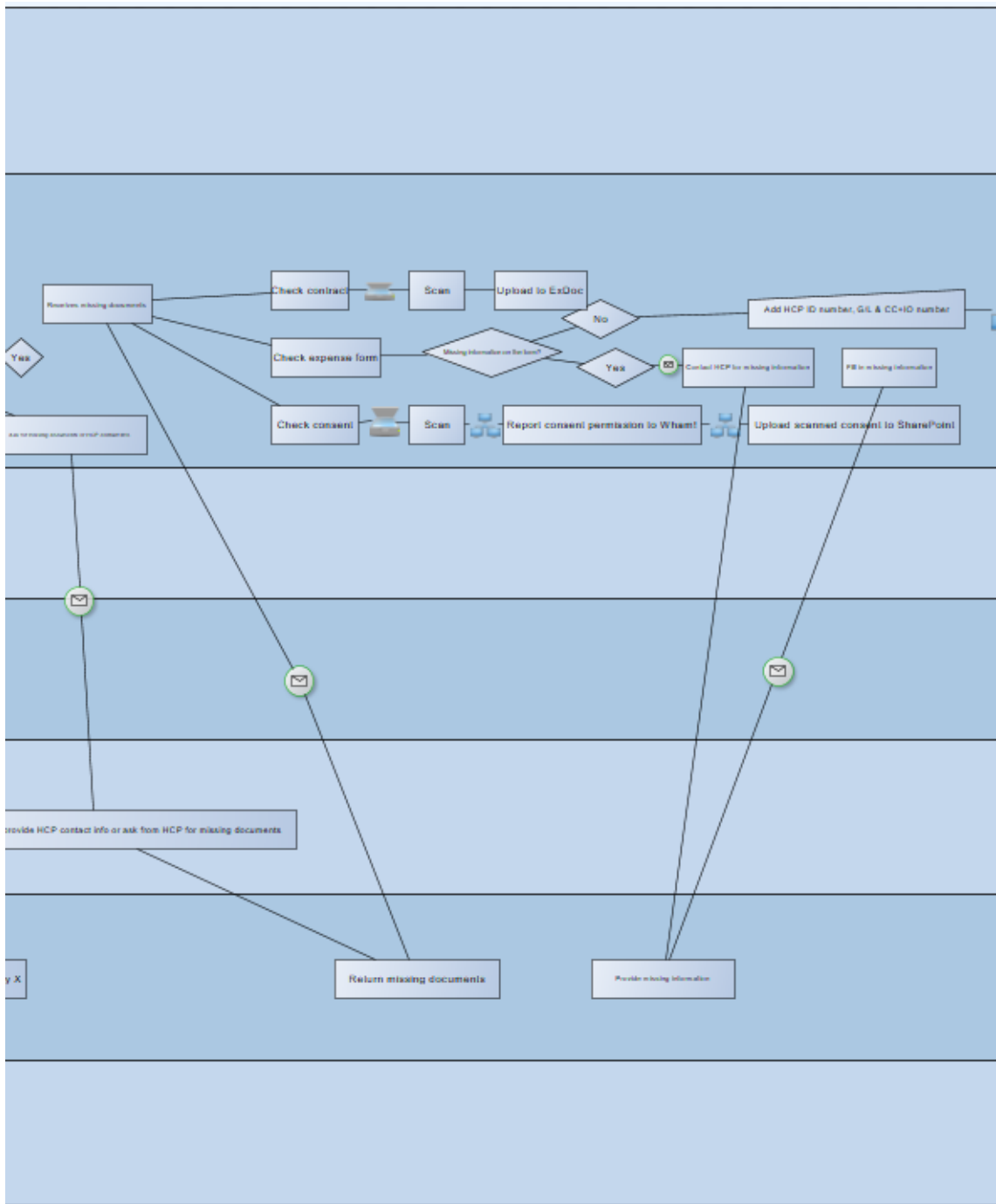
Appendix 1: Interview questions

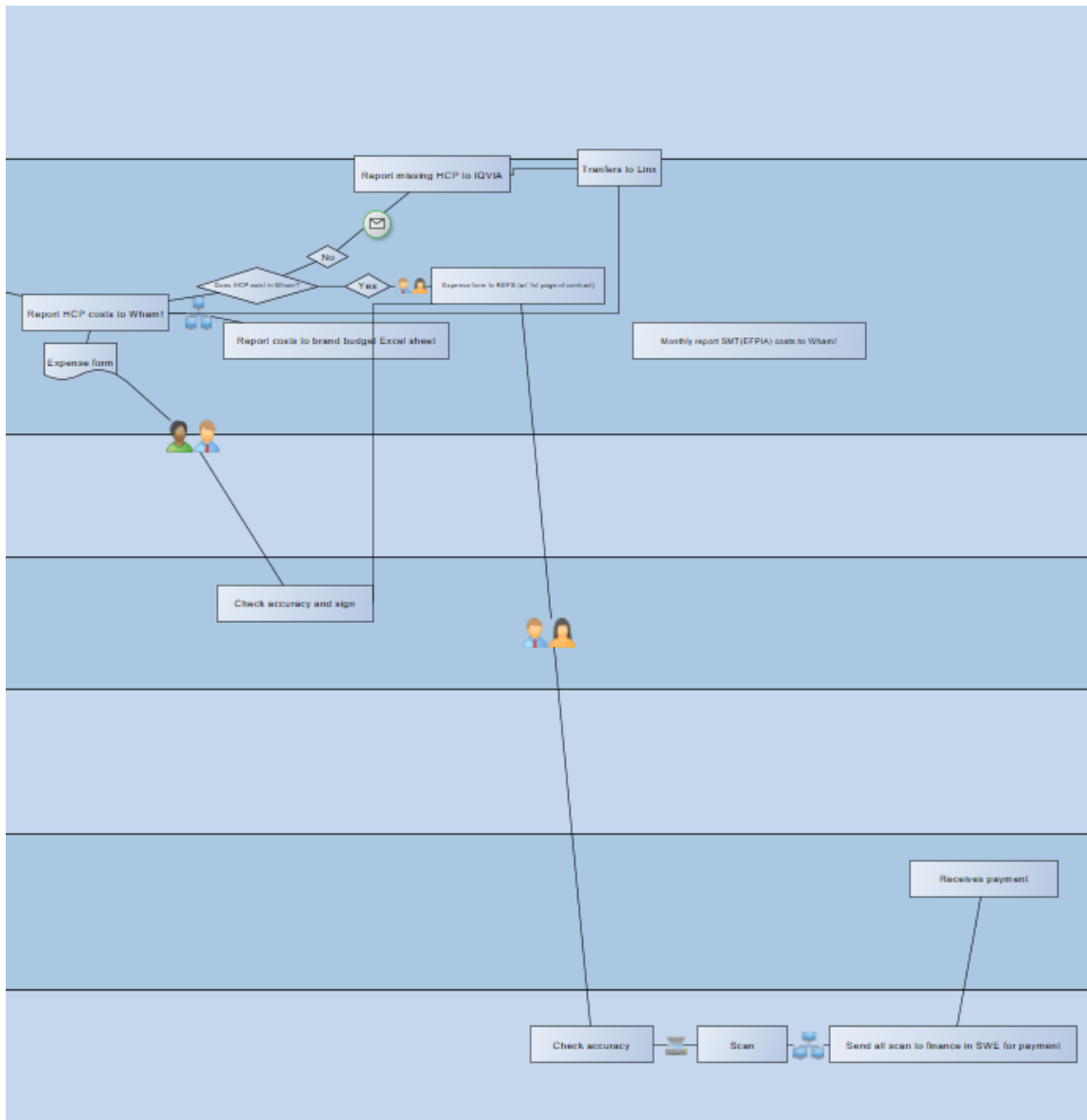
1. How would you describe honoraria payment process?
2. How long have you been interacting with this process?
3. How long does it take for you to complete your duties as a part of honoraria payment process?
4. What do you think is the most complex part of the entire process?
5. What is the most time-consuming part of the value chain?
6. How much time does it take you to complete the most time-consuming process?
7. How do you think the payment process could be made less time-consuming?
8. How do you think the payment process could be made more efficient?
9. What do you think about automation of some processes?

Appendix 2: Payment process value chain









Appendix 3: Interview analysis example

Constructed honoraria payment value chain is being showed to the interviewee

1. How would you describe honoraria payment process?

Hankala ja pitkä
2. How long have you been interacting with this process?

Kolme vuotta
3. How long does it take for you to complete your duties as a part of honoraria payment process?

Useita kuukausia, riippuen tapahtumasta ja yhteistyöhenkilöiden tietotasosta. Hyväksytettäessä ei juuri ongelmia. Kentän tilaisuuksien hyväksyttämässä eniten ongelmia, tietoja puuttuu/väärää tietoa (CL)(TR).

Hyväksyntään tapahtuma (sis.palkkio) 20min

Sopimus 25 min

Skannaus & sähköinen arkisto 15min

Kulukorvauslomakkeen täyttö 10 min

Skannaus ja sähköinen arkisto 10 min

Raportointi 15min/HCP

Tot.95min
4. What do you think is the most complex part of the entire process?

Koulutuksen puute, aiheuttaa paljon mutkia matkaan (TR). Enemmän kuin kenelläkään muulla. Mennään vanhojen sääntöjen mukaan. Lääkärit jotka laskuttavat yrityksen kautta, ostotilauksen hankaluus, hankala arvioida loppusummaa. Sähköpostien saanti, puuttuva sähköposti vaikuttaa julkistamiseen. Sähköpostit voivat muuttua usein, ilmoittaako muutoksia kukaan?
5. What is the most time-consuming part of the value chain?

Asia menee monimutkaiseksi, mikäli pitää kysellä tietoja ja asiassa mukana monta eri osapuolta(HV/CL).

6. How much time does it take you to complete the most time-consuming process?

2 kk, on myös huomattavasti pidempiä aikoja.

7. How do you think the payment process could be made less time-consuming?

Prosessien ymmärtäminen helpottaisi työtä, eli ei tarvitsisi kysellä puuttuvia tietoja, kun osapuolet tietäisivät mitä kaikkea tarvitaan (TR) palkkionmaksussa/tilaisuuden järjestämisessä (TR). Kun kaikki menisi prosessin mukaan, kaikki olisi helpompaa. Prosessi kuitenkin sellainen, jossa ei voi joustaa, joten opettelu auttaisi jouhevuudessa (TR).

8. How do you think the payment process could be made more efficient?

Helppo paikka josta löytää ajantasaiset pohjat, sähköisestä arkistosta vaikea löytää ja helposti sekoittaa koska siellä on myös vanhat pohjat joissa sitten voi mennä sekaisin (CL). Esim. kilometrikorvauspaperissa oli väärä kaava = väärä summa. Lomakkeet aina päivitetty (Kaikki lomakkeet), mieluiten ei sähköinen arkisto (CL).

9. What do you think about automation of some processes?

Olisi tarpeellista. Sopimuksen, palkkiolomakkeen ja suostumuslomakkeen sähköpostilla