

QUNIE & ISID WEBINAR



Back Office Optimization for Hybrid Workplace Environment

PT QUNIE CONSULTING INDONESIA
16 December 2021





Name: Abdullah Fahrizal Siddik

Level: Manager

Business Unit: RPA Consulting

**Languages: Bahasa Indonesia,
English**

Competencies

- PMO skills to support RPA consulting and implementation projects
- Certified DISC Behaviour Assessment
- Experienced in international environment, having studied and worked in the United States, Japan, Saudi Arabia, UK, and Indonesia
- Experienced in cross-cultural working environment, having worked in multinational consulting firms, corporations and research institutes
- Fluent in English and Indonesian, speaking and writing

Industry and Project Experience

- 10 years of consulting experience in the following fields:
 - Consulting & PoC project management for Robotics Process Automation (RPA)
 - Change Management for Enterprise Resources Planning (ERP) project
 - Business Process Improvement
 - HR Transformation, including Change Management, Organization Design, performance management, job evaluation, and HR Audit
- Managed 3 RPA PoC and consulting projects in major Japanese manufacturing companies in the past 2 years.
- Supported consulting projects in various fields and industries, including:
 - Manufacturing
 - Oil, Gas & Mining
 - Financial Services
 - Telecommunications
 - Logistics
 - FMCG
 - Government

Qunie Overview



Company Profile

Company QUNIE CORPORATION
 Established 1-Jul-2009
 Shareholder NTT Data 100%
 Capital 95 Million Yen
 Employee 850 Employee
 Rep. President and CEO: Shinya Takagi

《 QUNIE Global Network 》



Business Description

Qunie consulting services go beyond just presenting strategies to customers and implementing reforms to establish them in the field. Based on the track record of building a business foundation of a company that has been the cornerstone of Japan's growth, we will quickly build solutions that respond to customer issues and changes in the business environment from a solid perspective with a view to the future, and implement reforms. We will continue to run together until the establishment on the site.

Industry

- High Tech
- Machinery
- Assembly manufacturing
- Automobile parts
- Process
- Consumer goods
- Distribution and retail
- Communication and media
- Services and utilities
- Finance

Service

- Management strategy
- IT Management Support (CIO support)
- Financial Management
- Supply chain management (SCM)
- Product life cycle management (PLM)
- Customer Relationship Management (CRM)
- Enterprise Solutions (ES)
- Business Transformation (BT)
- Human Capital Management (HCM)
- Infrastructure & Technical Services

About Company Name



Quality Unite Enthusiasms
 Fusion of Quality and Enthusiasm

As your transformation partner through advanced and high quality consulting, responding to the desire and enthusiasm for management reform and leading solutions

History of business in Indonesia



2014

NTT DATA

CONSULTING DESK in NTT DATA
INDONESIA

2015 Apl. ~ 2020 June



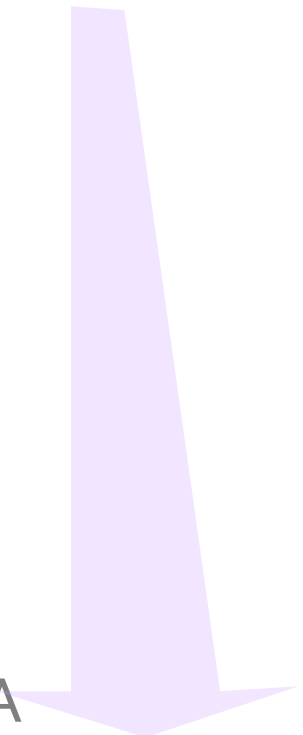
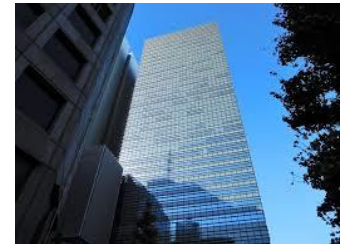
Joint Business with PT. NETIKA INDONESIA
based on Strategic alliance

2020 July ~



PT. QUNIE CONSULTING INDONESIA

17th Floor Indonesia Stock Exchange, Tower 2, Jl.
Jend. Sudirman Kav 52-53, Jakarta 12190
INDONESIA



Our Services in Indonesia



Human Capital
Management (HCM)

HR strategy, World class HRM

QUNIE ACADEMY

Business Process
Improvement

Logistics & Supply Chain Management

Marketing Optimization

IT Management

CIO Support

Robotic Process Automation (RPA) Consulting

Hybrid Workplace Environment & Back Office Functions

Definition of Hybrid Work aka. “Work from Anywhere”

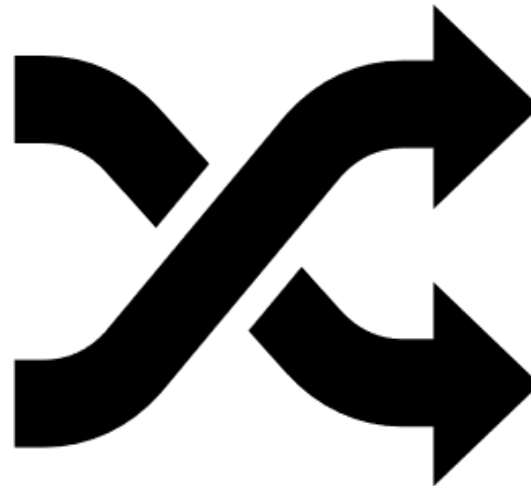


A **spectrum** of flexible work arrangements in which an employee's **work location and/or hours** are not strictly standardized.

100%



100%

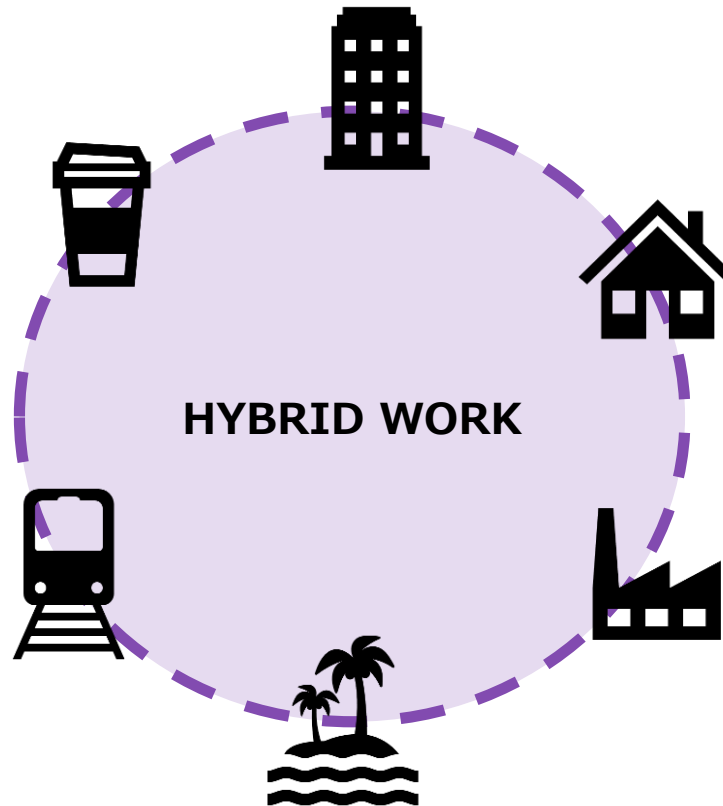


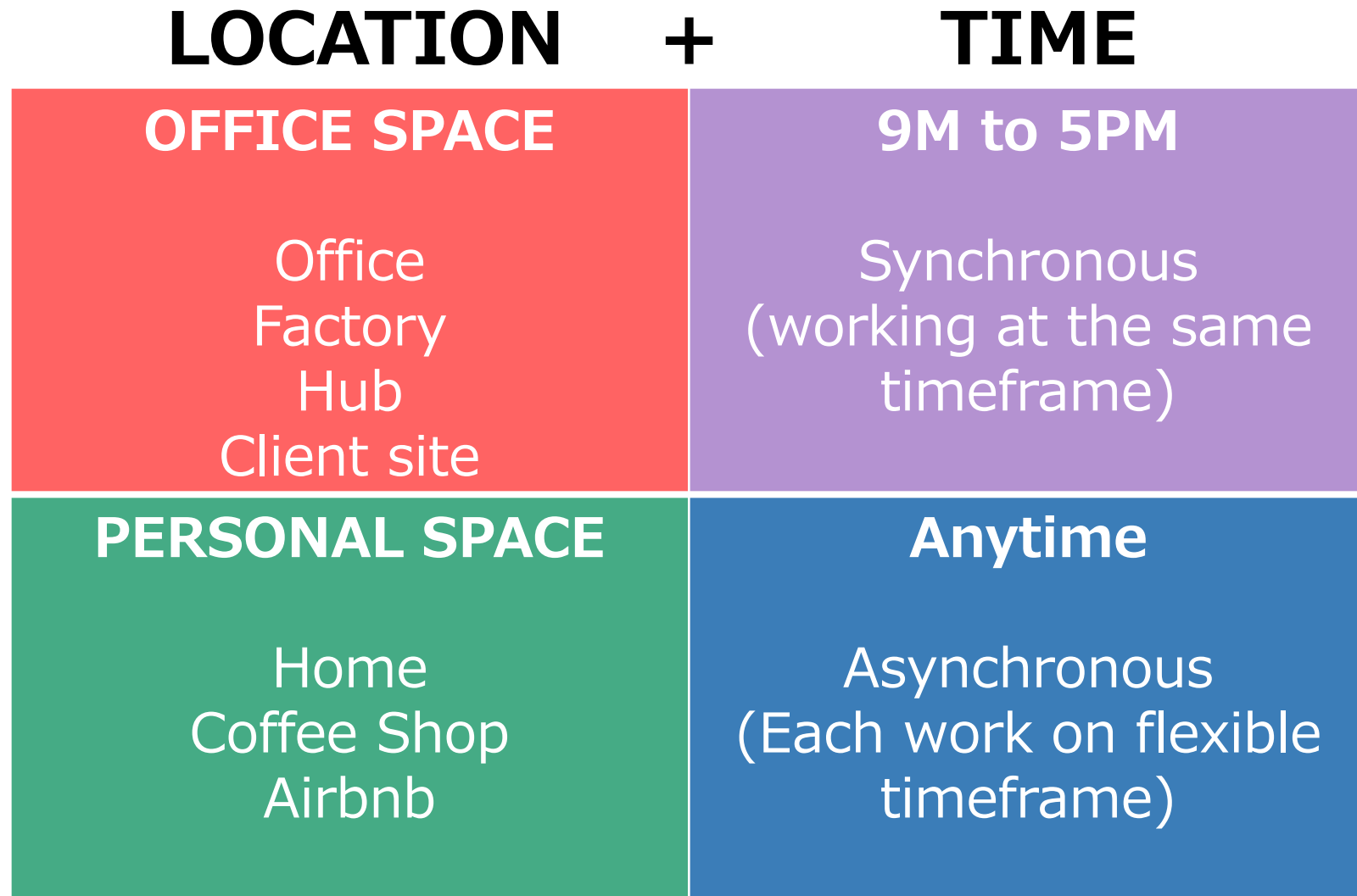
HYBRID WORK

Alternate between
office & remote work

Definition of Hybrid Workplace

- A place that accommodates the practice of Hybrid Work.
- Paradigm:
 - “Work isn’t a place you go. It’s a thing you do.”
 - “For some people, the ideal work environment is the one they create themselves.”





Typical Activities in Each Hybrid Workplace Type

LOCATION

Office space

Personal space

TIME

9AM to 5 PM

Anytime

- Face-to-face collaboration
- Networking
- Team building



- Paper-based work
- Access to database
- Access to legacy system



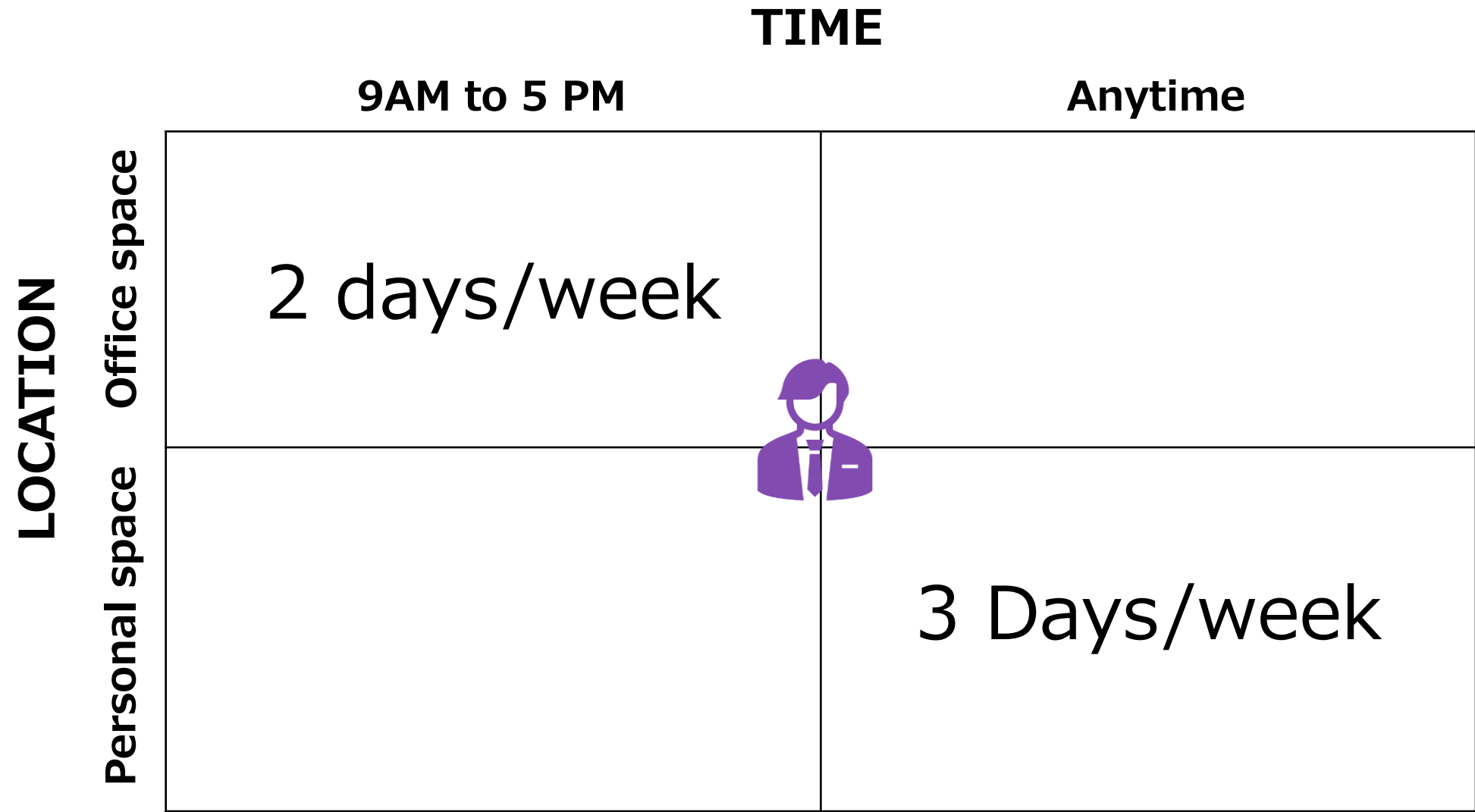
- Virtual collaboration
- Coordination
- Online training & development



- Desktop research
- Data analysis
- Documents creation



Example of Employee Hybrid Work Schedule



- Covid-19 new variants continue to appear, and no one can predict when this will end.
- Hybrid Work model is likely to be a **long-term strategy**



Company workforce location plans for fall 2021

Mix of in-person, hybrid, and fully remote



All in-person



Mix of in-person, hybrid (no fully remote)



All hybrid



Teams self-organize



All fully remote



Delaying implementation



Source: PwC

Several Benefits of Hybrid Workplace



If planned and executed carefully, adopting hybrid workplace can result in these benefits:

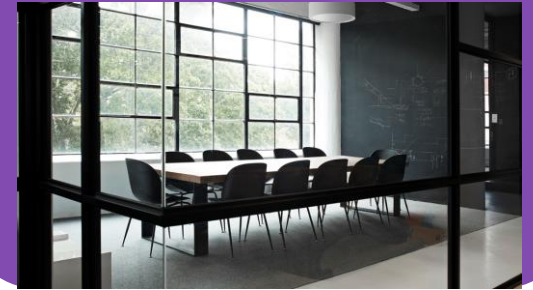
Maintain social distancing management



Work flexibility is attractive to employees



Less real-estate cost



Reduced IT footprint



Increase the pool of potential employees



Improve employee work-life balance



Main Challenges of Adopting Hybrid Workplace



	Typical issues	Risk Impact
IT Infrastructure	<ul style="list-style-type: none">Legacy systems don't integrate properlyPaper-based back-office functions	<ul style="list-style-type: none">Business Process bottlenecksOvertime for low value workHuman error
Data Security & Integrity	<ul style="list-style-type: none">Remote workers cannot access data securelyNo record of who is editing what file	<ul style="list-style-type: none">Sensitive information is exposedData integrity is reduced
Collaboration	<ul style="list-style-type: none">Lack of proper virtual communication toolsNo collaboration-friendly spaces at office	<ul style="list-style-type: none">Delays deliveries, coordination, problem-solving, decision-makingReduces team cohesion
HR Management	<ul style="list-style-type: none">How to monitor work performance during remote workSeparate cultures b/w fully remote & fully in office workers	<ul style="list-style-type: none">Reduces a sense of fairness & equitySilo working between fully remote & fully in-office workersLow motivation due to no sense of belonging
Coordinating attendance & workspace	<ul style="list-style-type: none">Difficult to record attendance of time-flexible employeesWaste the space of office to keep desk for all workers	<ul style="list-style-type: none">Reduces a sense of fairnessReduces a sense of equity (some feel unwelcome in office)

Suggested Solutions on Hybrid Workplace Challenges



Typical issues

Suggested Solutions

IT Infrastructure

- Legacy systems don't integrate properly
- **Paper-based back-office functions**

- Digital Transformation (examples: AI, RPA, OCR, e-Contract)

Data Security & Integrity

- Remote workers **cannot access data securely**
- No record of who is editing what file

- Cloud Solutions that allow:
 - remote workers to access data securely

Collaboration

- Lack of proper virtual communication tools
- **No collaboration-friendly spaces** at office

- Video conferencing tools
- Spaces designed for 1:1 conversations and/or collaboration

HR Management

- How to **monitor work performance** during remote work
- Separate cultures b/w fully remote & fully in office workers

- Clear hybrid work policies
- Emphasize on results-based KPIs, minimize process-based KPIs
- Virtual employee engagement & team-building initiatives

Coordinating workspace

- **Difficult to record attendance** of time-flexible employees
- **Waste the space of office** to keep desk for all workers

- Utilize time & attendance tracker tools
- Flexible desk policy
- Room booking system

Hybrid work Implementation per Division / Department (Sample)



Can implement Hybrid work



Can implement Hybrid work **with adjustment**



Difficult for Hybrid Work

FOCUS OF TODAY

IT Infrastructure

OK

- Use internal System
- A lot of paperwork

OK

- Can use internal System remotely

NG

- Use internal System
- Must operate manuf. Equipment

Data Security & Integrity

OK

- Possible to work remotely
- Not deploy PC to all members

OK

- Possible to work remotely
- deploy PC to all members

NG

- Must isolate network (No security issue)

Collaboration

OK

- Typically work alone
- Some work require communication w/ other depts

OK

Nothing
Only report to managers

OK

Share actual production results via **wall paper**

HR Management

OK

Should be monitored by each manager in the office

OK

Monitor tangible sales results only

OK

Monitor tangible productivity of each person only

Coordinating workspace

OK

All members has fixed desks in the office

OK

Virtual workspace is already operated

NG

- Workspace is fixed in Manufacturing work
- Must be easy to check attendance

2 Categories of Typical Back-Office Tasks

Typically back office tasks can be divided into 2 categories:

Non-repetitive Tasks

Atypical process

Need analysis & judgment

Intensive communication with stakeholders

Repetitive Tasks

Typical process

Clear evaluation criteria

Minimum communication

Function	Example:	Example:
Finance	<ul style="list-style-type: none">Resolve financial disputes between customer service & sales teamsPoC for other departments on F&A matters	<ul style="list-style-type: none">Process invoicesManage records and receipts
Payroll	<ul style="list-style-type: none">Resolve payroll discrepanciesDevelop ad hoc financial report	<ul style="list-style-type: none">Collect, calculate, & enter payroll dataCompile earnings, taxes, deductions & leave & make report
HR	<ul style="list-style-type: none">Prepare job desc. & manage hiring processCreate effective onboarding plans	<ul style="list-style-type: none">Implement onboarding plansMaintain attendance & overtime records
IT	<ul style="list-style-type: none">Responding service issues and requestsProviding technical supportTest new technology	<ul style="list-style-type: none">Install & configure computer hardware, software, systems, networks, & printersSet up accounts for new users

Back-Office Teams' Enhanced Roles in Hybrid Workspace Environment



Furthermore, organizations demand their back-office functions to **enhance their roles**:

Finance

- Provide financial expertise to non-finance teams & ensure that all variances are understood
- Produce financial performance reports, quarterly forecasting & annual budgeting submissions

HR

- HR as Business Partners
- HR Department as Innovation Center
- Promote agile organization
- Help cultivate hybrid workplace culture
- Design initiatives to ensure equity & fairness

IT

- Work closely with HR to know which employees are remote or not
- Give guidance to HR on hybrid-office technologies
- Advise all departments on safety protocols, building tech s/a IoT sensors, etc.



Additional Non-repetitive Tasks

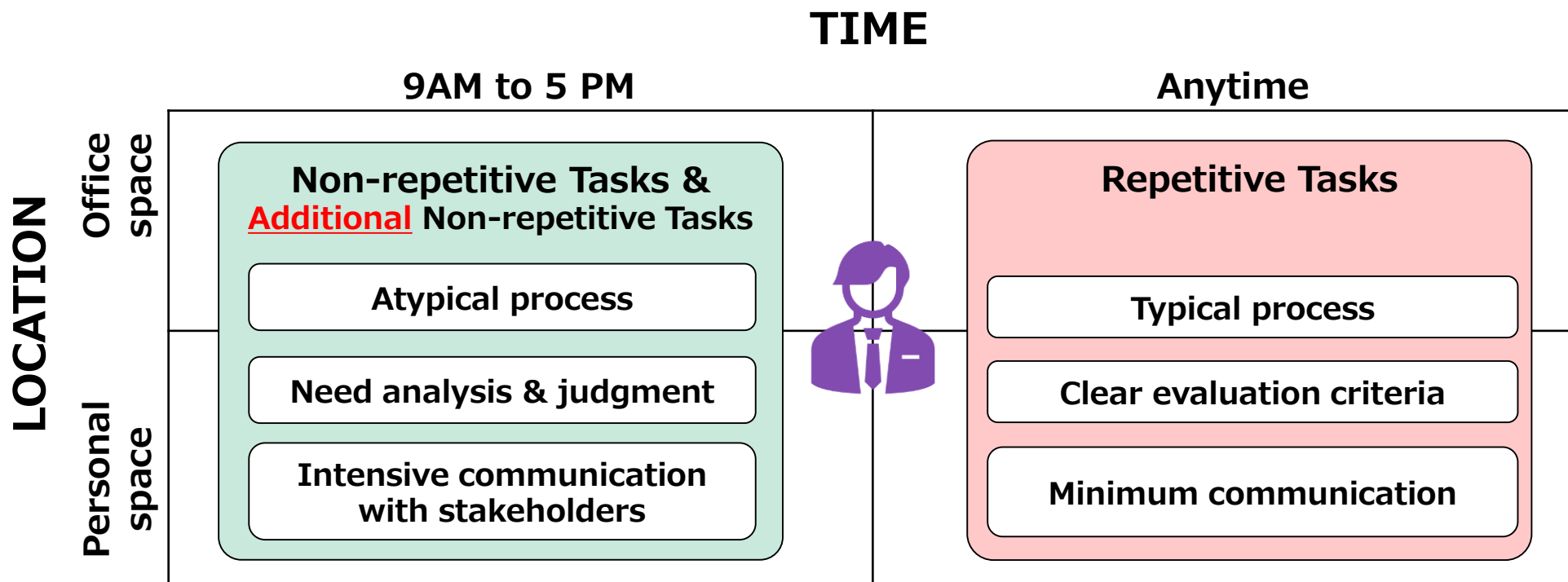
Atypical process

Need analysis & judgment

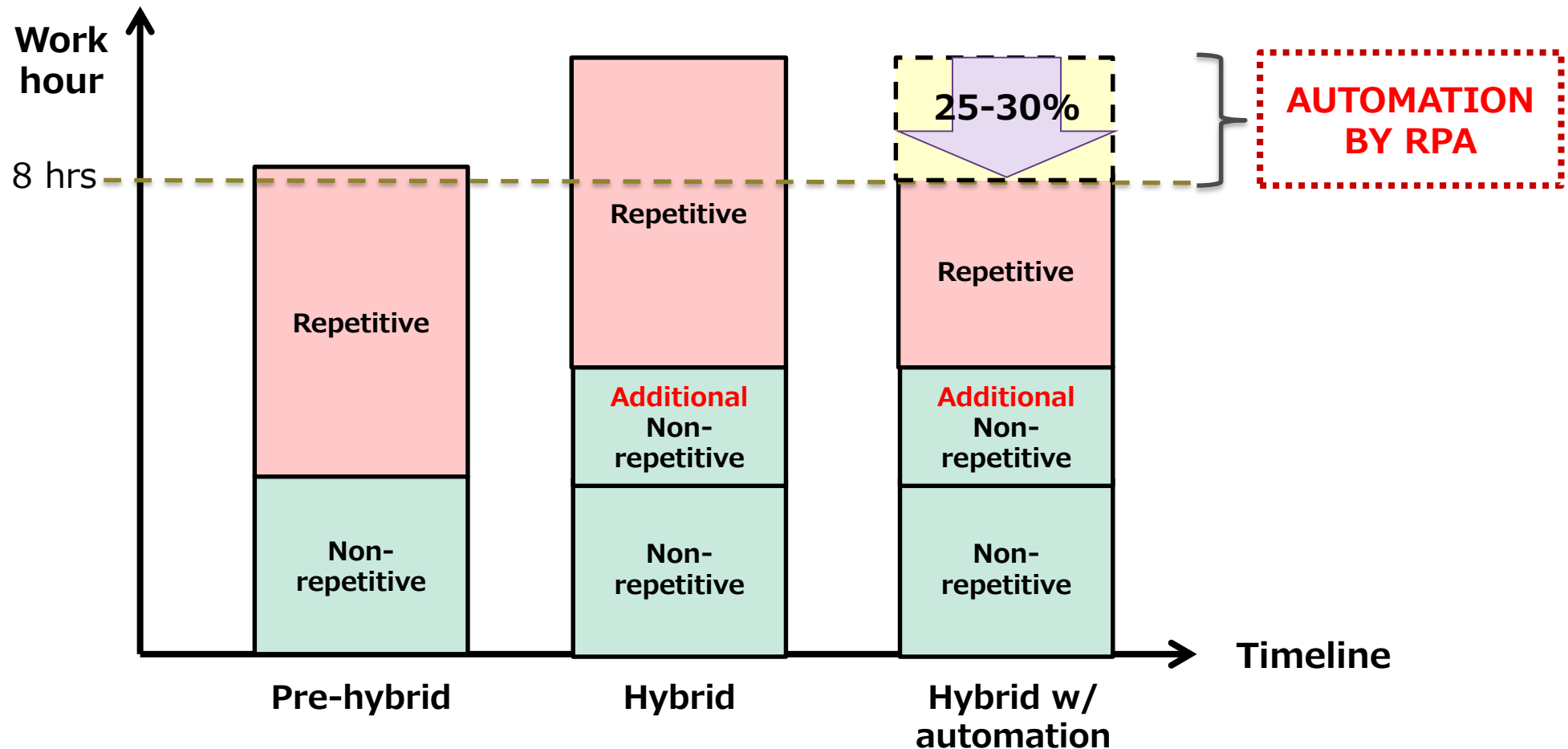
Intensive communication with stakeholders

Back Office officers need to:

- **Reduce** the time spent doing **repetitive tasks**  **AUTOMATION**
- Spend their time **between 9 AM to 5 PM** mostly to **analyse & communicate** with stakeholders (**non-repetitive tasks**)
- Do **repetitive tasks at any other time** (asynchronized time)  **AUTOMATION**



Robotic Process Automation (RPA) can help reduce worktime spent for repetitive work:



"in about **60 percent of occupations**, at least **one-third** of the constituent **activities could be automated...**"

McKinsey Global Institute, 2017



Over 40% of workers surveyed spend at least a quarter of their work week on repetitive tasks

Nearly 70% of workers say the biggest opportunity of automation lies in reducing time wasted on repetitive work.



Nearly 60% estimate they could save six or more hours a week with automation



Robotics **P**rocess **A**utomation

Software Robot
(not physical robot in factories)

Can operate 24/7 based on defined rules

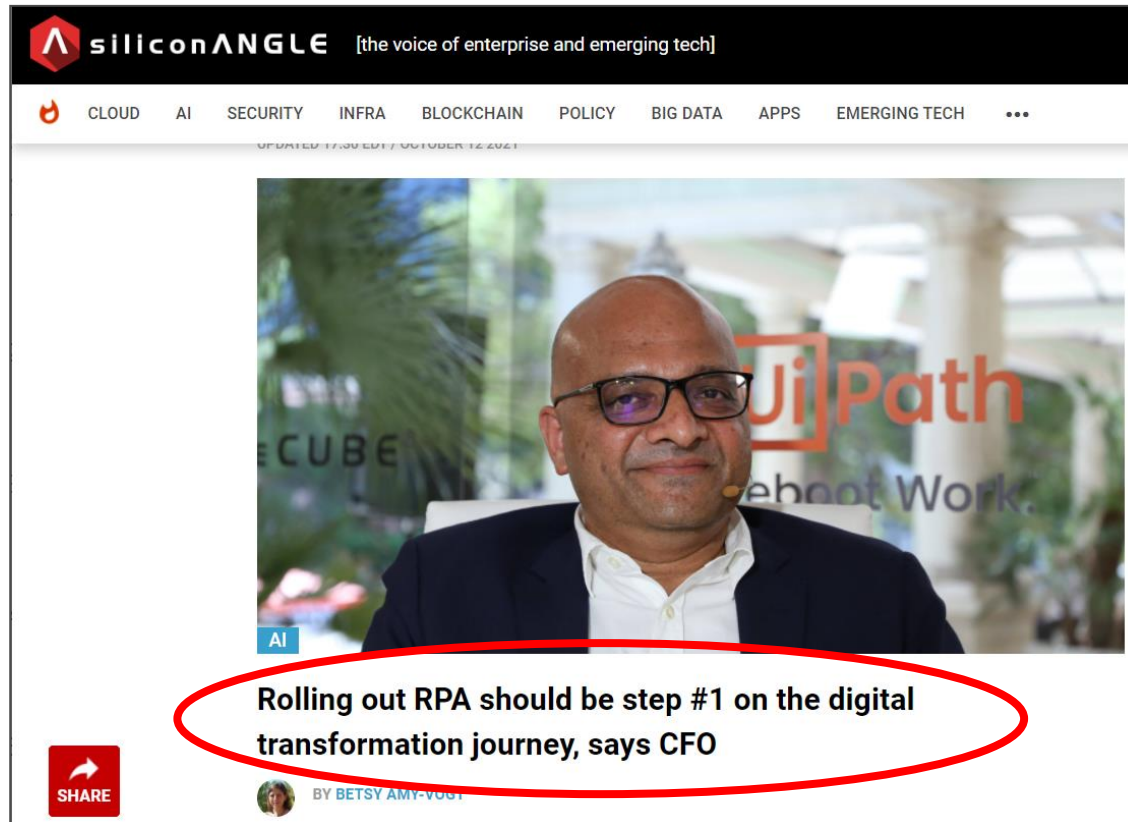
Can operate Computer as humans do

No need to replace existing system

Virtual office worker / Digital Labor



Why Consider RPA?



"We've got a lot of people. But what we are using ... is their fingers, their eyes, ears, and that's about it. Now we can get them to use their brain," he said. "That's what this technology does; it takes away the grunt [work]."

- Rajesh Garg, CFO at the Landmark Group -

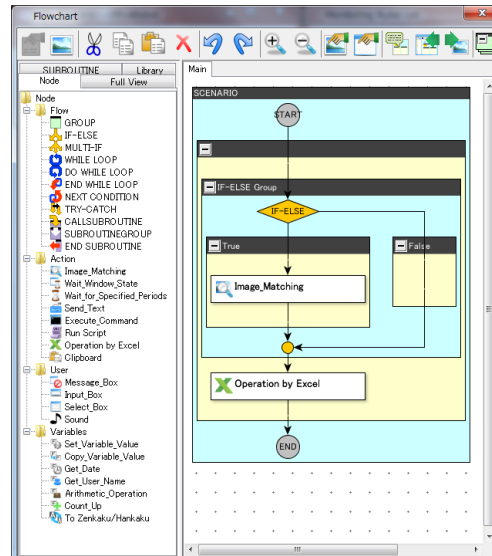
How to create RPA Workflow

Workflows can be created without prior programming experiences.

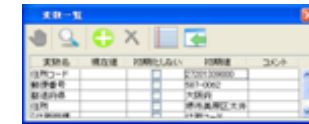
① Operate work process to record Workflow

② Edit Workflow further

③ Play Workflow



Play



RPA will record your work process create a workflow.

Edit/set the operating conditions of the workflow by GUI.

RPA will automatically replicate all your work along workflow.

Improve operational efficiency

- Reduce work man-hours through automation (average : +/- 25% reduction)
- 24 hours / 365 days

Improve operational quality

- Avoid human error
- Shorten work delivery time

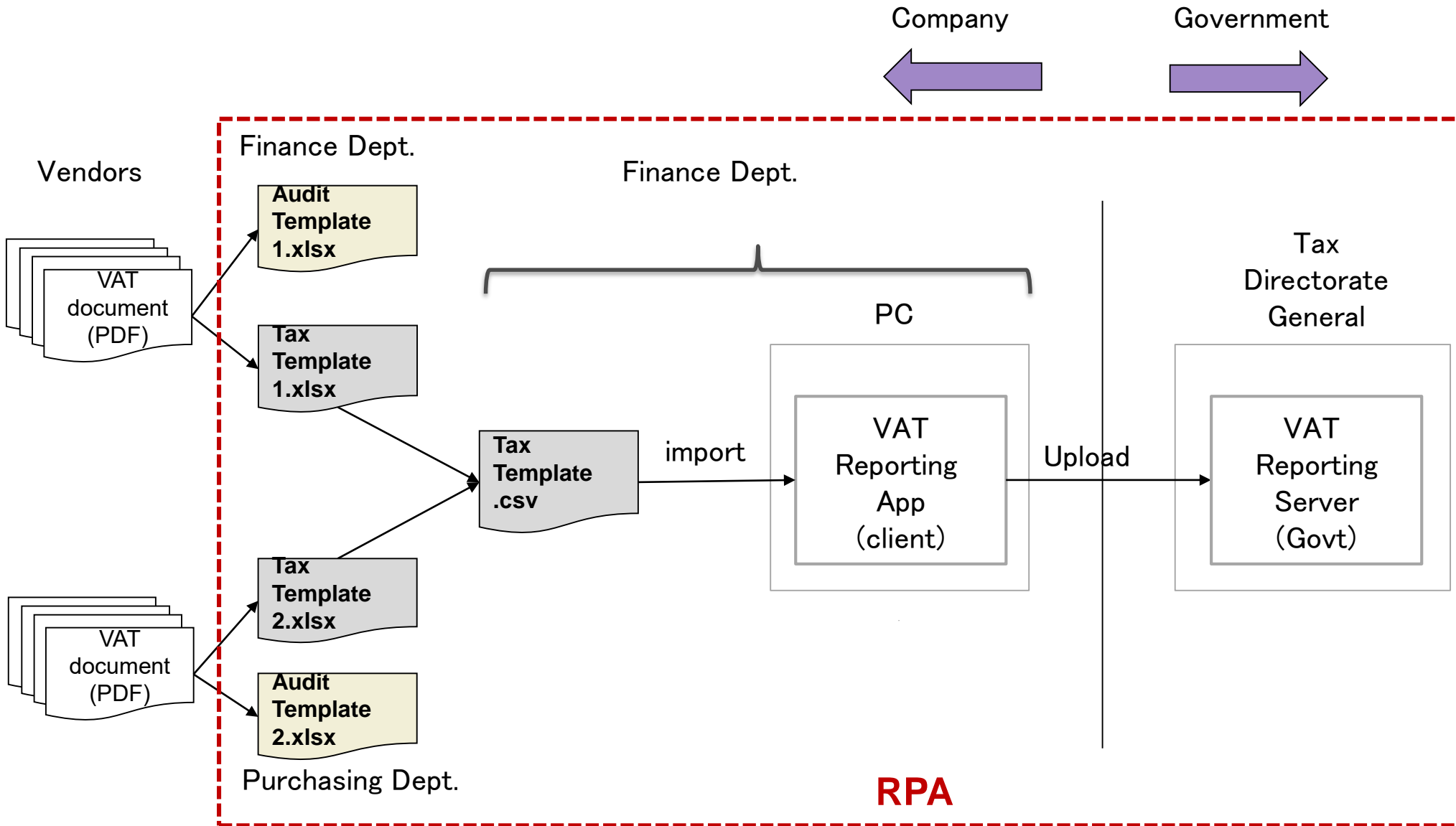
Strengthen compliance

- Visualize business processes
- Fraud prevention

Risk reduction related to Human resources

- Avoiding shortage / excessive personnel resources
- Reduce labor management risk

Example: VAT Reporting Administration





QUNLE

Tax Template (Excel)

1	2	3	4	5	6
FM	KD_JENIS_TRANSAKSI	FG_PENGGANTI	NOMOR_FAKTUR	MASA_PAJAK	TAHUN_PAJAK
FM	07	0	0072043409536	10	2020

7	8	9	10
TANGGAL_FAKTUR	NPWP	NAMA	ALAMAT LENGKAP
19/10/2020	018069112009000	PT PANCA MEKAR LESTARI	

11	12	13	14	15
JUMLAH_DPP	JUMLAH_PPN	JUMLAH_PPNBM	IS_CREDITABLE	Remark
11,892,000	1,189,200	0	0	

Weny Yuliaty:
 0 ==> tidak bisa
 dikreditkan
 1 ==> bisa dikreditkan

Sample of Input and Output Documents (2)

FP (Hard Copy or PDF)

Faktur Pajak

Kode dan Nomor Seri Faktur Pajak : 010007-20.43409536

Pengusaha Kena Pajak

Nama : PT PANCAMEKAR LESTARI
 Alamat : JALAN CIPINANG NO 6 RT 002 RW 004 , JAKARTA TIMUR
 NPWP : 01.806.911.2-009.000

Pembeli Barang Kena Pajak / Penerima Jasa Kena Pajak

Nama : PT. Muramoto Elektronika Indonesia
 Alamat : East Jakarta Industrial Park Plot 9J Sukaresmi Cikarang Selatan Kab. Bekasi Jawa Barat 17530 Blok 000
 No.000 RT.000 RW.000 Kel.000 Kec.000 Kota/Kab.000 000 00000
 NPWP : 01.071.068.9-092.000

No.	Nama Barang Kena Pajak / Jasa Kena Pajak	Harga Jual/Penggantian/Uang Muka/Termin
1	PLASTIK(100/60X38X0,03T) Rp 850 x 2.000	1.700.000,00
2	PLASTIK(100/69X38X0,35T) Rp 800 x 1.000	800.000,00
3	PLASTIK 113/67X40X0,03T Rp 1.200 x 3.500	4.200.000,00
4	BUBBLE SHEET 500X250 Rp 810 x 200	162.000,00
5	BUBBLE SHEET 1200X730 Rp 4.400 x 500	2.200.000,00
6	BUBBLE SHEET 1200X500 Rp 3.120 x 100	312.000,00
7	BOX Rp 1.928 x 1.000	1.928.000,00
8	BOX445/80X60 Rp 5.900 x 100	590.000,00
	Harga Jual / Penggantian	11.892.000,00
	Dikurangi Potongan Harga	0,00
	Dikurangi Uang Muka	0,00
	Dasar Pengenaan Pajak	11.892.000,00
	PPN = 10% x Dasar Pengenaan Pajak	1.189.200,00
	Total PPnBM (Pajak Penjualan Barang Mewah)	0,00

Sesuai dengan ketentuan yang berlaku, Direktorat Jenderal Pajak mengatur bahwa Faktur Pajak ini harus dipadatkan secara elektronik sehingga tidak diperlukan tanda tangan basah pada Faktur Pajak ini.

JAKARTA TIMUR, 19 Oktober 2020

Isman Subakdo

INVOICE NO: MEI/X011 DO NO: 4582

Audit Template (Excel)

1	2	3	4	5	6
FM	KD_JENIS_TRANSAKSI	FG_PENGGANTI	NOMOR_FAKTUR	MASA_PAJAK	TAHUN_PAJAK
FM	07	0	0042010780116	7	2020

7	8	9	10
TANGGAL_FAKTUR	NPWP	NAMA	ALAMAT LENGKAP
23/07/2020	018694935055000	PT VS TECHNOLOGY INDONESIA	

11	12	13	14	15
JUMLAH_DPP	JUMLAH_PPN	JUMLAH_PPNBM	IS_CREDITABLE	Remark
2,930,000	293,000	0	0	

16	17	18	19	20	21
Nama Barang	Part Code	Quantity	Unit Price	Total Price	currency
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PLASTIK(100/69X38X0,35T)		1000	800	800000	
PLASTIK 113/67X40X0,03T		3500	1200	4200000	

HOMEDESIGNDEBUG

NewSaveExport as TemplateDebug File

CutCopyPaste

Manage PackagesManage EntitiesRecordingScreen ScrapingData ScrapingUser Events

UI ExplorerRemove Unused VariablesAnalyze FileExport to ExcelPublish

Muramoto_Faktur-Pajak-to-Excel - UiPath Studio Pro Community

Search project (Ctrl+Alt+P)

Muramoto_Faktur-Pajak-to-Excel

- Dependencies
- Entities
- .settings
- .tmh
- Excel-Combine-and-Upload.xml
- PDF-to-Excel.xml
- project.json

PDF-to-Excel

Main

Main Sequence

Prepare Data Table

Build Data Table - Tax Template

Data Table for Tax Template

DataTable...

Build Data Table - Audit Template

Data Table for Tax Template

DataTable...

For Each

ForEach Item in Directory.GetFiles(pdfFolder)

Body

Body

Assign

FileInfoNew FileInfo(Item.1)

Properties

System.Activities.Statements.Sequence

Common

DisplayNameMain Sequence

Misc

Private☐

PropertiesOutlineObject Repository

Output

004100

Search

Debug started for file: PDF-to-Excel

Muramoto_Faktur-Pajak-to-Excel execution started

filename to process: C:\Users\hp\Documents\Projects\[RPA] Muramoto (2020)\test\FP to Process [Finance]\010.008-20.50393312.pdf

filename to process: C:\Users\hp\Documents\Projects\[RPA] Muramoto (2020)\test\FP to Process [Finance]\MEI 7748.pdf

Muramoto_Faktur-Pajak-to-Excel execution ended in: 00:00:42

ProjectActivitiesSnippets

VariablesArgumentsImports

71.26%

Error ListFind ReferencesBreakpoints

Orchestrator Not Connected0Muramoto_Faktur-Pajak-to-ExcelmasterVB

8:09 PM12/15/2020

Project Result 1: VAT Reporting Administration

Through this RPA project, working time of managing VAT reporting reduced significantly

Workload time

Before

After

Monthly
average
working
time

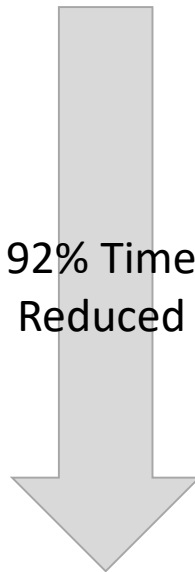
14 working days

Less than 1 day

Average data
per month:
3000 data



92% Time
Reduced



Achievements

Effects

1. Decreased overtime hours

Decreased overtime cost and increased staff's satisfaction

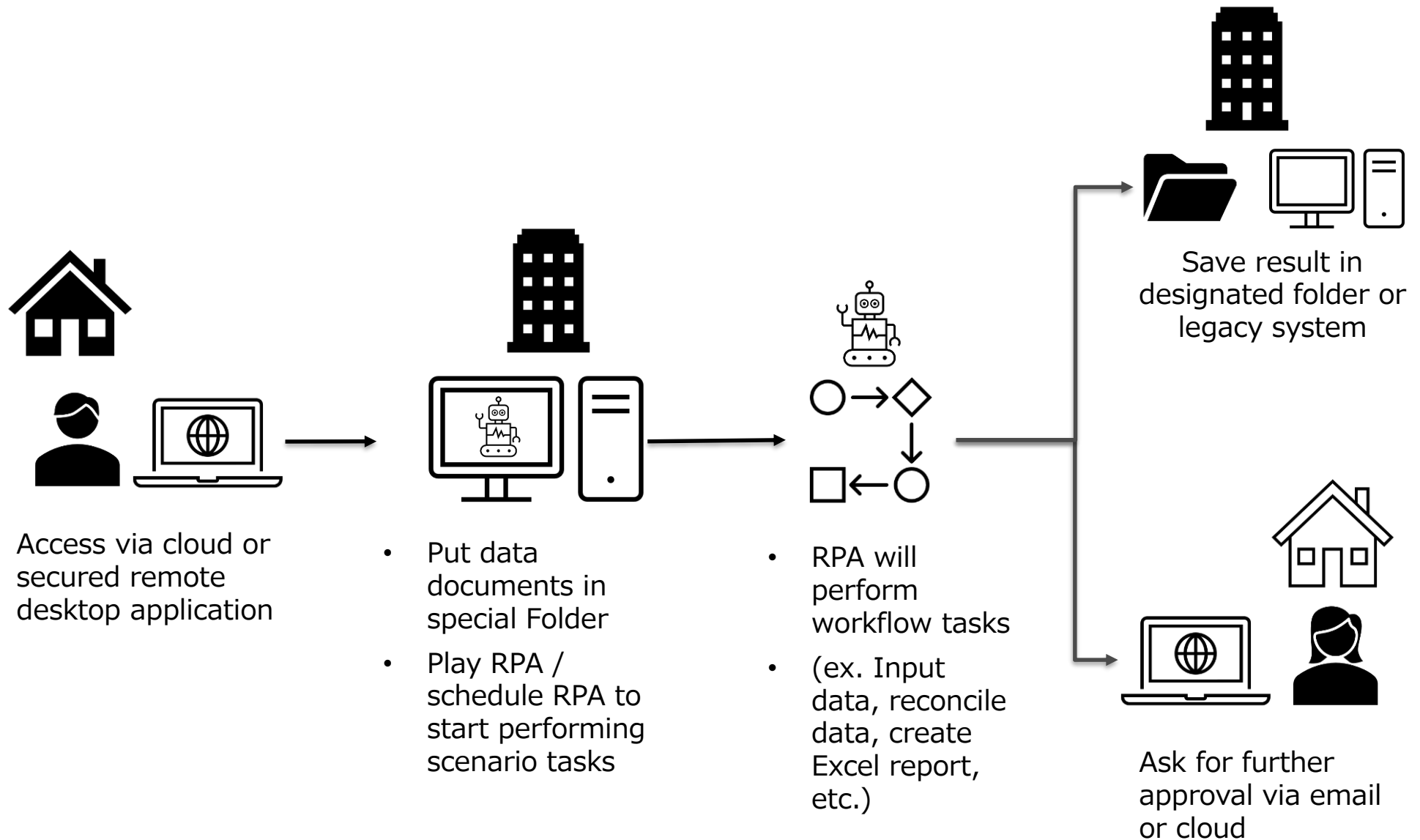
2. Shifted workload to new tasks

Improved quality of staff activities

3. Data accuracy on submitting VAT Tax report

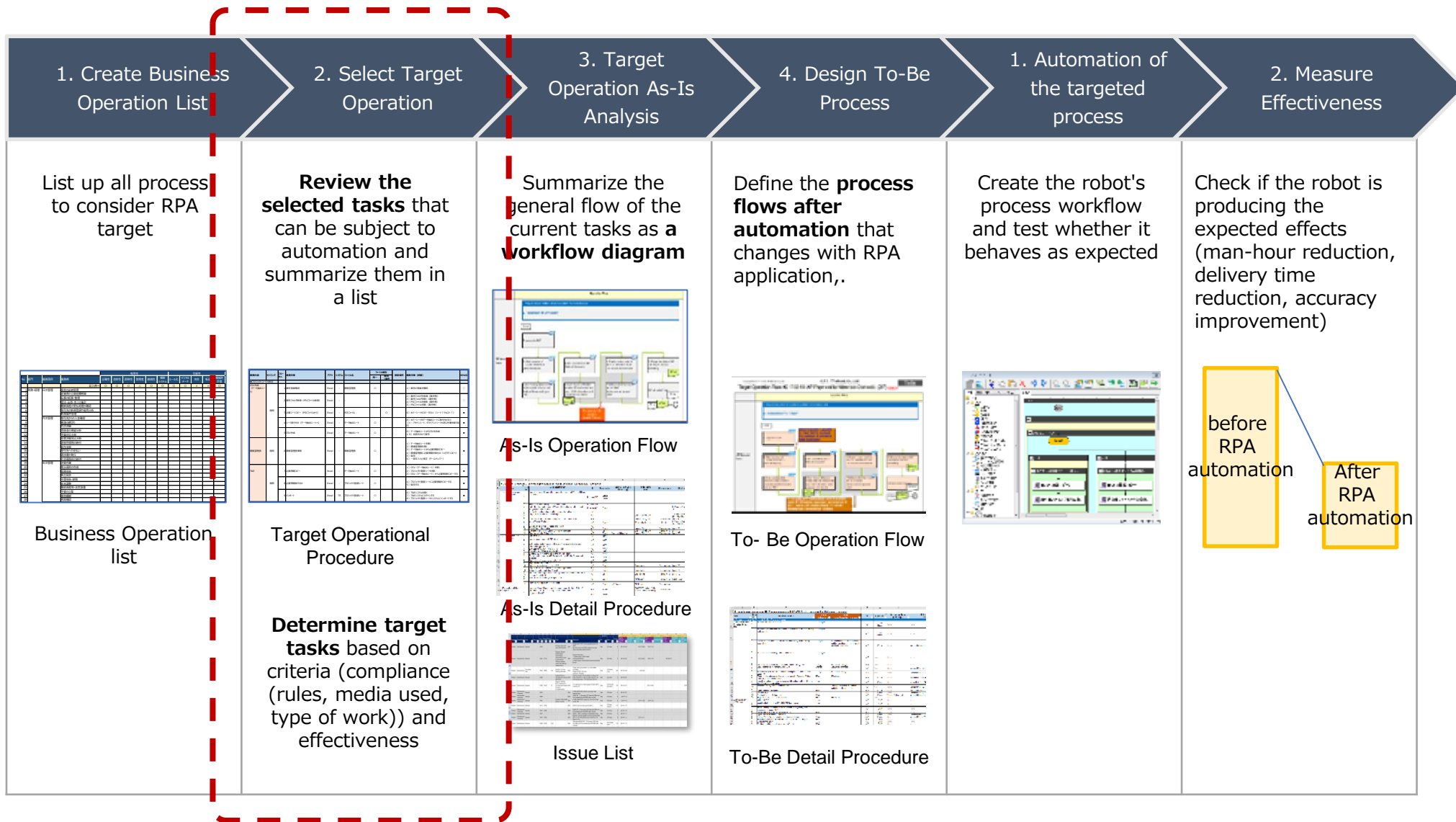
Reduce the needs to revise data report

RPA for Hybrid Workplace Back-Office Functions



RPA Process Selection Approach

RPA Implementation Generic Approach



Two approaches to introduce RPA & your company's choice (our assumption)



There are two approaches to introducing RPA: a “comprehensive approach” that emphasizes overall optimal effectiveness, and a “quick approach” that emphasizes early effect creation.

Business menu

We assume your company will choose this approach

Comprehensive approach

After visualizing the overall picture of the work and the procedure of each work, the optimum work procedure based on automation is designed on a zero basis

[aim]
Overall
optimal

**[Examination
period]**
Medium to
long

**[Realization
means]**
RPA + a *

Consideration of utilization of BPO, AI, etc.

業務名	RPA適合性	備考
1. 新規顧客の登録	高	定型業務、繰り返し作業が多い
2. 既存顧客の登録	中	定型業務、繰り返し作業が多い
3. 顧客情報の更新	高	定型業務、繰り返し作業が多い
4. 顧客情報の削除	高	定型業務、繰り返し作業が多い
5. 顧客情報の検索	高	定型業務、繰り返し作業が多い
6. 顧客情報の出力	高	定型業務、繰り返し作業が多い
7. 顧客情報の入力	高	定型業務、繰り返し作業が多い
8. 顧客情報の確認	高	定型業務、繰り返し作業が多い
9. 顧客情報の修正	高	定型業務、繰り返し作業が多い
10. 顧客情報の削除	高	定型業務、繰り返し作業が多い
11. 顧客情報の検索	高	定型業務、繰り返し作業が多い
12. 顧客情報の出力	高	定型業務、繰り返し作業が多い
13. 顧客情報の入力	高	定型業務、繰り返し作業が多い
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16. 顧客情報の削除	高	定型業務、繰り返し作業が多い
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19. 顧客情報の入力	高	定型業務、繰り返し作業が多い
20. 顧客情報の確認	高	定型業務、繰り返し作業が多い
21. 顧客情報の修正	高	定型業務、繰り返し作業が多い
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27. 顧客情報の修正	高	定型業務、繰り返し作業が多い
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Quick approach

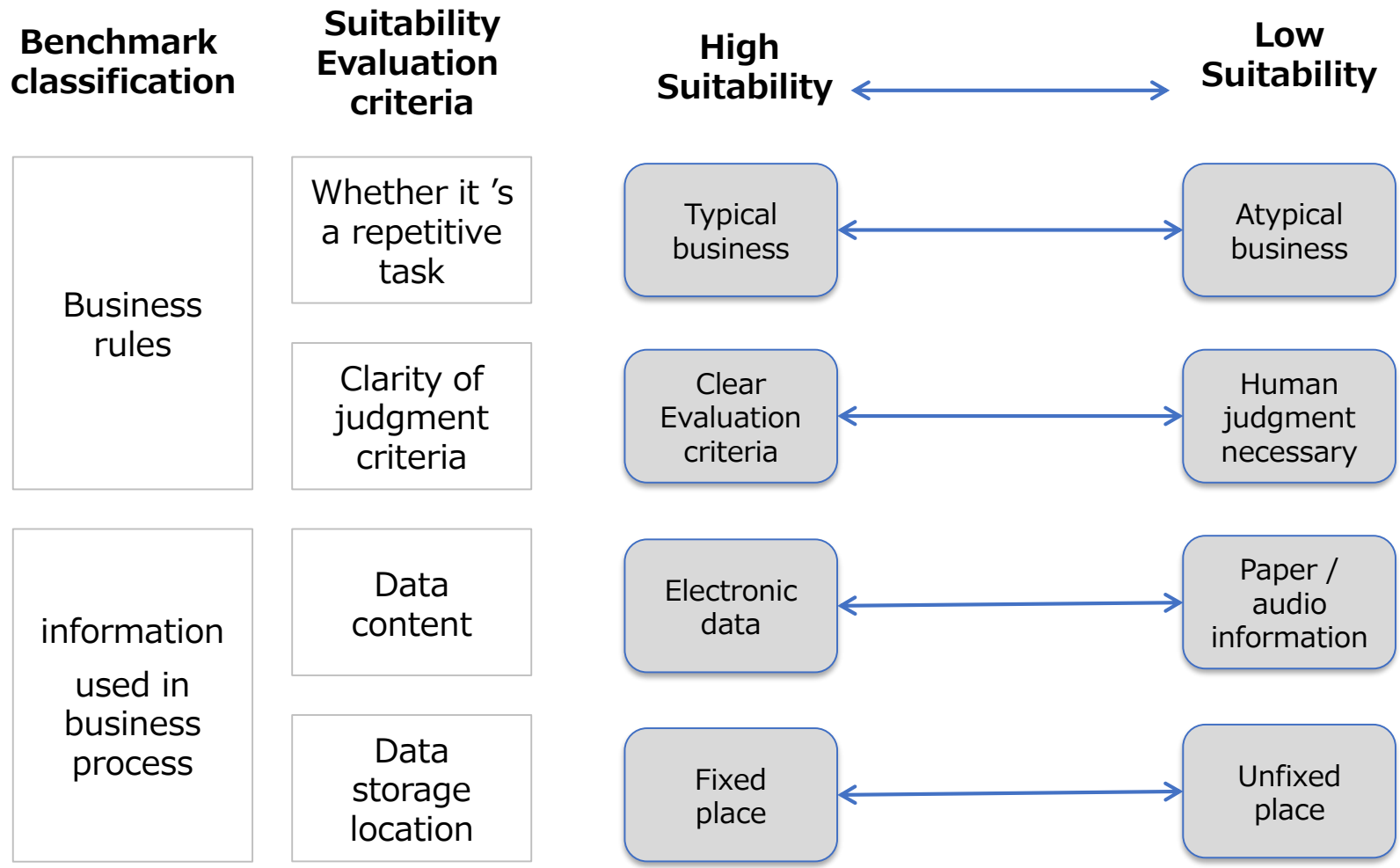
Realize RPA for the relevant business by pinpointing areas with high feasibility of RPA (high compatibility and high effectiveness)

[aim]
Immediate
effect

**[Examination
period]**
Short to
medium

**[Realization
means]**
RPA

Analyze the **degree of suitability based on the four criteria** for each operational task. Tasks with a high score can be selected as RPA application candidates.



Examples of Target Processes

No	Dept.	Process Overview	process purpose	Process procedure	Pattern of Tasks	Type of Judgment Criteria	Type of Data	Data storage location
1	HR	Overtime Calculation	Input Overtime (OT) Calculation into HRIS to compare request and actual overtime.	<ol style="list-style-type: none"> 1) Login to HRIS 2) Set the Date + Input Employees ID 3) Input "Time IN" and "Time OUT" 4) Process OT calculation 5) Export from HRIS to Excel 6) save to OT Folder 	Weekly	Clear (no human judgment necessary)	1) Excel	<ol style="list-style-type: none"> 1) HRIS 2) Local folder
2	Finance	Monthly Tax Receipt Reporting	Submit Monthly Tax Report to Government Tax Department (E-Faktur)	<ol style="list-style-type: none"> 1) Open invoices from vendors (pdf) 2) Input relevant data from Invoice to Monthly Tax Reporting template (Excel) 3) Convert Excel to CVS format 4) Login to Government Tax Department website (E-Faktur) 5) Upload & submit Monthly Tax Reporting Template 	Monthly	Clear (no human judgment necessary)	<ol style="list-style-type: none"> 1) PDF 2) Excel 	<ol style="list-style-type: none"> 1) Internal shared folder 2) External Server
3	Procurement	Invoice Processing	Post vendor invoices in SAP & send confirmation email to vendor.	<ol style="list-style-type: none"> 1) Monitor a dedicated folder if there is any invoices 2) If there is, login to SAP 3) Enter relevant data (vendor code, date, series number, amount, GL account, payment term, etc.) from invoice to SAP 4) Compare VAT amount in invoice & in SAP database 5) If VAT match, send confirmation email to vendor. 6) If VAT doesn't match, send notification email to vendor. 	Daily	Clear (no human judgment necessary)	1) PDF	<ol style="list-style-type: none"> 1) Internal shared folder 2) ERP

変える力を、ともに生み出す。

NTT DATA グループ

NTT DATA

THANK YOU

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