Data-driven Approach to Improve Project Management Processes

Patria uses QPR ProcessAnalyzer to visualize their project management processes and to identify key improvement focus areas.

Patria Land Systems takes the advantage of unharnessed ERP system data to improve their operations. Patria initiated process mining project together with QPR Software to have full visibility into project management and project execution. Patria Land Systems operates globally in a highly agile and confidential business area, delivering defense and security solutions. Customer needs are continuously increasing while process control has become a vital factor to profitably scale up the business.

Visual process intelligence

Prior to the project Patria had already recognized some process related inefficiencies. Minna Tiura-Kortesmaa, Project Manager at Patria, sees that it was highly beneficial to visualize the project management processes from ERP system data to have a foundation for process improvement. The as-is process descriptions act as a purely data-driven perspective without human interpretation or subjective views of the operations. This perspective delivers significant added value, because building the process-related and ERP usage-related best practices is very difficult by traditional means of workshopping where the business functions and so-called silos might be too interfering.

"It is highly beneficial to visualize the project management processes from ERP data to have a foundation for process improvement. Furthermore, validation of existing issues helps Patria to focus development efforts."

Minna Tiura-Kortesmaa
Manager, Project Management Office
Patria Land Systems

Patria

Patria Land Systems ltd.
-280 employees
-130 million € in revenue (2016)
-Patria Land is part of Patria Group which employs over 2700 persons
-Patria Land's key competence areas include cutting-edge armoured wheeled vehicles, mortar systems and related life cycle support services.
-Patria Land's expertise is based on decades of experience and major investment in product development. Both Patria AMV and Patria Nemo represent the latest technology in the industry and are market leaders in their product segments.

Solution
-Analyzing data from ERP system to visualize project execution processes with QPR ProcessAnalyzer.

Business benefits
-Visual process intelligence
-Increasing customer satisfaction
-Visibility to operations by as-is flowcharts from the end-to-end process
-Ensuring on time deliveries with first time right execution
-Improving master data quality
-Minimizing rework

Increasing customer satisfaction

High customer satisfaction is a core value and strategic target for Patria. This is driven by lean and effective operations, where short lead times and low level of unnecessary work are fundamental to top quality performance. Therefore, it is essential to take the advantage of data mining with QPR ProcessAnalyzer to identify deviations from optimal processes and to recognize the root-causes for deviations, says Minna Tiura-Kortesmaa.

As-is flowcharts from the end-to-end process

During the past years, Patria has identified several process challenges, but the magnitude and prioritization related to development resources is always challenging. Now with process mining it's easy to communicate these issues to corporate management in order to focus development resources effectively.

As Patria delivers large projects, it is crucial to have the end-to-end visibility to processes. This guarantees replicability of the end results but also helps to scale the business in larger deliveries. In order to tackle the core issues in supply chain, resources on the end-to-end process level must be invested very efficiently by doing things the right way: Happy Process (QPR methodology).

Ensuring on time deliveries with first time right execution

Happy Process consists of both things that are related to customers but also of Patria's internal procedures. The external aspect can be such as lead time or delivery accuracy. But there might be huge differences in the operational profitability depending on how much internal resources were spent on unnecessary tasks. By removing extra work there are more resources available for actual work such as communicating with customers, which helps to deliver even better results, says Minna Tiura-Kortesmaa.

Improving master data quality

Data security related to customers, projects and goals is extremely important for Patria, naturally from the privacy point of view, but also from the correctness perspective. This means that whole organization needs to be able to trust the data being used, so that it is correct and timely mannered.

Therefore, visibility to data and to data structures plays a key part in Patria's operations. Moreover, it supports the common end-to-end process understanding within the organization. Process analytics made with QPR ProcessAnalyzer create the foundation to reduce the boundaries between business units, which supports Patria's goal to increase master data quality.

"By removing the extra work there are more resources available for actual work such as communicating with customers and increasing revenues."

Minna Tiura-Kortesmaa
Manager, Project Management Office
Patria Land Systems

Minimizing rework

Currently, Patria is working on the identification of the Happy Processes based on the data findings. Patria wants to minimize resources spent on rework and work that does not add value to the customer. The goal is to cut process exceptions by half in the short term.

About QPR Software

QPR Software Plc (Nasdaq Helsinki) provides solutions for strategy execution, performance and process management, process mining and enterprise architecture in over 50 countries. Users of QPR Software gain the insight they need for informed decisions that make a difference. With 25 years of experience, 2 000 customers and over a million licenses sold, QPR's products are highly regarded by industry analysts and customers alike.
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