

Nokia relies on process management

Process management has been an important management tool for Nokia Telecommunications already for ten years. The results can clearly be seen through their improved customer satisfaction.

According to Mr. *Kurt Engelvuori*, Vice President Quality and Processes, the original goal for using process management was to improve internal efficiency.

According to Engelvuori this objective has been attained already: lowered the barriers between different functions at Nokia Telecommunications, resulting in improved efficiency and customer satisfaction.

Despite the achievements, process improvement still continues at Nokia.

“Because of changes in the business environment, processes have to be renewed continuously”, states Engelvuori.

Mr. *Timo Ropponen*, who is in charge of development of quality, processes and Itsystems in Radio Access Systems, the largest business unit in Nokia Telecommunications, says that in addition to customer satisfaction, the division is striving for more efficient and faster work practices with the help of process management.

ProcessGuide helps to define processes

QPR ProcessGuide plays an important role in fine tuning processes. Currently, there are approximately one hundred ProcessGuide users in Nokia Telecommunications. About half of the users are in the Radio Access Systems business unit, which manufactures base stations and radio links for mobile phones networks.

“ProcessGuide is mainly used in the mapping of individual processes. Some users have linked process-related information and documentation to the flow charts. QPR ProcessGuide is also being used as a tool for defining larger hierarchical process descriptions and for managing wide spread process information”, explains Ropponen.



Process Management has helped Nokia Telecommunications to achieve its business goals, says Kurt Engelvuori, Vice President

There are users in all units of the division. Most users are in the logistics and quality and process organizations.

According to Ropponen, users have been especially satisfied with the easy user interface and visuality of the software. As to new software features, the users would like to see continuous development in the versatility of drawing features.

Global company requires common practices

The major task of process management in a global organization like Nokia Telecommunications is to ensure the geographically dispersed parts of organization work together. For this purpose it is essential to define global processes.

“The quality and process organization in Nokia Telecommunications acts as a hub in a network, which defines processes that cover the whole organization. In addition the network agrees on common practices, which are used in defining other processes in all parts of the organization,” explains Mr. *Jyrki Kontio*, who is in charge of developing the process management systems for the company.

According to Kontio ProcessGuide plays an important role in standardization of global practices.

“In the future we will, standardize our document templates which are used to define processes. This improves exchange of information and facilitates integration

Sustainable competitive advantage

Although Nokia Telecommunications is quite satisfied with process management as a means to achieve managerial objectives, the method is not fully without problems.

One of the new challenges of process management, according to Engelvuori, is the fact that by replacing the old functional structure, the processes have become new “nests”, around which some employees tend to build barriers.

“By continuously developing the principles of process management one must ensure that there will not be any factors in the organization that hinder change and that the changes in the business environment can be quickly adopted in the organization.”

Ropponen, for his part, reminds about the fact that is true for all organizational development.

“Process management is not a problem free miracle drug. A lot of work is needed to achieve results. On the other hand, by working with processes people become committed to performing according to process descriptions. Well functioning process are difficult to copy from one company to another, so they become a sustainable competitive advantage for a company.”