

## Microsoft Productivity Innovation Center Case Study



Cambra de Comerç  
de Barcelona

### Summary

**Country or State:** Barcelona

**Industry:** Public Administration

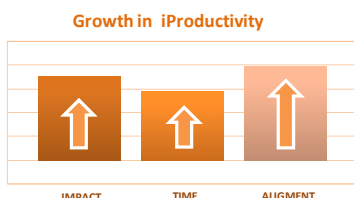
**Client's Profile:** Chamber of Commerce, 180 employees divided in 20 departments, 10 regional branches and 2 more offices in the city of Barcelona.

**Situation:** Need to define a new model for the Quality Management System.

**Solution:** Managing the new System happened in a smooth and user-friendly way thanks to a flexible and ready to implement management tool offered by the company Qualiteasy.

**Benefits:** Aspects such as increase in people's productivity, greater information or better readiness for future changes, are amongst the main benefits brought about by the adopted measures.

**Growth in iProductivity:**



The Barcelona Chamber of Commerce increases its service capacity and quality thanks to the use of Information Management tools.

*"The existing documentation was scarce, unstructured and difficult to access. Now we are able to centrally control and supervise our internal processes."*  
Pere Cicharik, Quality Manager

The Official Chamber of Commerce, Industry and Navigation of Barcelona is a century old institution, founded in the year 1886 and with historical roots dating as far back as the Middle Ages.

The Barcelona Chamber of Commerce (BCC) works towards improving companies' economic results by giving them individual services or through general interest activities which work in favor of Catalan economic and business promotion.

Between the years 2003 and 2005 the BCC carried out an ambitious project leading to implementation and certification of their own Quality Management System which watches over all the Institution's activities, a universe of around 30 management units.

The Project's centralized coordination and process rationalization together with careful selection of advanced Document Management tools were key elements to amplify the Productivity of a geographically spread team of workers.

“There was no documented information and what was documented was not easy to access”

Pere Cicharik, Quality Manager

## Situation

Before this project took place, several services had been certified individually in the **Barcelona Chamber of Commerce** without considering back then the possibility of certifying the BCC globally:

- in 1999, Internet services certification
- in 2000, business care service certification
- in 2002, business technical query service certification

During this period, the people responsible for each of those services headed their own project with Head Management support consisting of:

- Improvement of client need detection systems, using customer satisfaction surveys to test how the service given was perceived by customers.
- Control the tasks relating to each of the services to be able to carry out improvement work continuously.
- Document all jobs being done and offer the possibility to have them checked out by a third party.

From this positive experience, the BCC, with its characteristic innovative spirit and seeing the benefits reaped in the certified services, decided in 2002 to execute a certification project to cover all of its business services.

At that point, the management considered the need to create a **Quality Unit** and appoint a Quality Manager to execute and maintain the quality of the system and to manage it centrally, thus guaranteeing its strength from the start.

The Quality Manager had to be close to General Management and report to it through the Quality Committee.

The project was developed between 2003 and 2005, with the objective of achieving a **Global Certification** which would have an impact on the 30 management units at once, to avoid different management and control problems as well as higher maintenance costs which would hinder employee's productivity.

The following were established as key elements to the Project:

- To define the total reach of the Certification
- To appoint a single Project leader who would be the newly appointed Quality Manager
- To choose a consultancy firm with experience in the implementation of Quality Management Systems
- To choose a Document Management tool for the new Management System which would allow to:
  - Use a single centralized archive
  - Access through Intranet
  - Integrate services
  - Simplify use

## Objectives

The main objective was:

*To increase the Quality of Service offered by the **Barcelona Chamber of Commerce** to member companies and those dedicated to the economic and business promotion of Catalonia.*

Specifically, through the following steps:

- Amplify the scope of a Project initiated in 1999.
- Describe the global activity of BCC by procedures.
- Show client satisfaction levels
- Drastically reduce the use of paper
- Facilitate collaboration between geographically disperse teams
- Implement solutions to supervise and follow up the Quality System
- Increase employee Productivity

## Solution

One of the first steps in the Project consisted of choosing a company to carry out the process re-engineering required by the new way of working.

After a careful selection process, the **Barcelona Chamber of Commerce** chose the **Consultancy TIBEL**, specialized in offering **e-quality** services based in the adaptation of existing methodology in quality management to the new ICT tools.

A differentiation factor amongst the firms considered was the linking of their services to the use of software for Integral Quality System Management. In that sense, TIBEL could show a large list of success stories using the **Qualiteasy** solution.

**Qualiteasy** offers an integrated tool to manage both documentation and information and supervision flows which any mature Quality Service demands. The tool is based on **Microsoft's** technology and is offered under an ASP model (SaaS), that is, on line lease software which allows for implementation and production deadlines impossible to meet with different technology.

Following a process of Qualiteasy's tool parameterization and some staff training the tool was ready to stand the requirements of document management, workflow, problem management and other aspects listed by the Quality Manager.

The project went through these key moments

- 2002 Strategic Decision to implement a Global Quality Management System.
- 2003 Project begins.
- 2005 ISO Certification.

The main lesson learned was that rationalization of activities achieved by process formalization and especially, the road leading to it generates very positive results, namely:

- Regenerates the feeling of belonging amongst employees, because they are directly involved in the Project
- Awakens interest and a spirit for constant improvement.
- Grants a high level vision of day to day reality.
- Predisposes people to tackle new challenges.

There is no doubt the initiative started by the BCC set a precedent for companies of its characteristics and size. An example of this is the interest shown by different business and media in the results of this project.

### **Benefits of the solution**

The following list sums up the benefits provided by the Project:

- Better Quality of Service to the associated companies, as the response offered was speedier and the information was more up to date.
- Better iWorker Productivity by elimination of duplicated roles and by automating activities and tasks
- Increased Search speed and access to information.
- Greater Security in information access and storage.
- Centralized incident management which meant better sorting and follow up.
- Better time management by reduction of adaptation periods of new staff achieved by availability of material describing each job's operations.
- Efficiency: just one person in the Quality department is enough.
- Greater Future Adaptation Capability: Adapted to ISO future changes thanks to having a flexible application.
- Aspiration to evolve towards an Integral Management System which would contain Labor Risk, Quality Management, Environment and EFQM (European Foundation for Quality Management).
- Greater capacity for monitoring strategic alignment.
- Improvement of work environment: higher employee satisfaction as they become more aware of the way in which the different services work.
- Better internal communication, achieved by intranet use.
- Promotion of the concept of Continuous Improvement: members of staff identify improvement opportunities in their areas of influence encouraged by an innovation-friendly environment.

“Now all members of staff can work following standardized methods and criteria”

Pere Cicharik, Quality Manager

### Measuring Success

Some figures will help understand the magnitude of the benefits brought by the Projects completion:

	No. of Queries Answered	No. of Procedures carried out	No. of Digital Certificates
2002	25.907	2.460	70
2005	39.501	10.960	1.647

Some other benefits became visible in simple measurements as the average time invested in Audits.

	Service Audit	Branch Audit
2002	4h	3:30h
2005	2:15h	1:40h

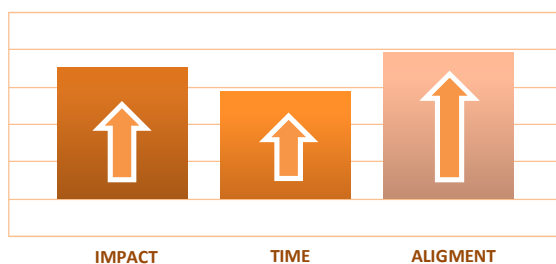
Other measurements which throw in obvious increases in service quality perception and in productivity improvement come from:

- Degree of client satisfaction obtained from surveys.
- Reduction of time invested in administrative tasks such as manual input of client survey results (now done automatically)

### Growth in iProductivity

This graph shows a qualitative view of how the Project we are dealing with has improved i-Worker productivity (iProductivity).

#### Growth in iProductivity



To compose this graph we have used the following vectors of **iProductivity**:

- . **Impact**: It describes aspects such as the quality of results, the ability to solve problems or other capabilities relating to satisfactory goal achievement.
- . **Time**: It describes aspects of iProductivity such as optimal time management, optimal HR management, cost management and other aspects relating to the amount of resources needed to generate results.
- . **Alignment**: It refers to aspects of iProductivity such as strategic alignment of actions, keeping in line with objectives or any other aspect relating to the relevance of the results obtained.

### **About the Microsoft Productivity Innovation Center**

Bearing in mind business' demands to evolve in iProductivity matters, as well as the necessity to create an ecosystem of corporations able to help end companies in this evolution, Microsoft together with local public and private organizations created the Microsoft Productivity Innovation Center last year. This Center is set to become a point of reference nationwide in the field of iProductivity tools applied to business needs.

The MPIC carries out innovation projects, information activities, training for IT and other companies and iProductivity Consultancy Services.

***[www.productivitycenter.org](http://www.productivitycenter.org)***

### **More Information**

Barcelona Chamber of Commerce:

**[www.cambrabcn.es](http://www.cambrabcn.es)**

Qualiteasy:

**[www.qualiteasy.com](http://www.qualiteasy.com)**

TIBEL Consulting:

**[www.tibel.com](http://www.tibel.com)**