

01 / LEADERSHIP DECISION

The workflow before technology

Fictional B2B service company - recurring case processing.

Decision to make

How can case preparation capacity grow while retaining human approval of the service?

SCOPE MAP

Stage	Friction to verify	Potential response
1. Collect	Scattered documents, incomplete case	One entry point and document checklist
2. Prepare	Re-keying and information retrieval	Prefill, linked sources, visible exceptions
3. Approve	Waiting and unclear responsibilities	Named owner, human review, audit trail
4. Deliver	Manual invoicing trigger	Delivery status sent to the existing system

BASELINE TO MEASURE

Working assumption	Fictional value
Cases processed per month	800
Active preparation per case	30 min
Monthly preparation time	$800 \times 30 / 60 = 400 \text{ h}$
Fully loaded internal hourly cost	45 €

Collect evidence before concluding

Time a sample covering simple cases and exceptions. Also measure rework, approval lead time and quality. Check access permissions, interfaces and retention rules.

02 / LEADERSHIP DECISION

An explicit economic decision

Illustrative economic model - euros excl. tax - valuation of internal capacity.

TOOL SCENARIO ASSUMPTIONS

Fictional target: 15 min of preparation per case, releasing 200 hours per month. Investment: €5,000 audit + illustrative €20,000 implementation = €25,000. Estimated running cost: €1,800/month (licences, maintenance, oversight).

Capacity value = 200 h × share actually reused × €45. Net value = capacity value - €1,800.
Theoretical recovery period = €25,000 / positive monthly net value.

Capacity reused	Value / month	Net / month	Theoretical period
0 %	0 €	-1 800 €	Not reached
30 %	2 700 €	900 €	27.8 months
60 %	5 400 €	3 600 €	6.9 months
90 %	8 100 €	6 300 €	4.0 months

COMPARE POSSIBLE PATHS

Path	Selection condition
Process / advisory	If roles and approvals drive rework: test operating rules before development.
Focused tool	If data is accessible and re-keying is confirmed: test one limited, reversible, supervised workflow.
Stop	If quality, access or reusable capacity is unproven: do not commit to implementation.

Proposed decision in this example

Validate assumptions before funding the tool. Theoretical recovery of €25,000 within 12 months requires reusing about 44% of released hours, with other assumptions unchanged. A released hour is neither revenue nor a reduction in payroll.

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Evidence determines the next step

The audit establishes the decision; the implementation schedule remains conditional.

Milestone	Output and owner	Decision gate
Audit / 10 days	Leadership + business owner: workflow, baseline, costs, risks and documented decision.	Accessible data and scope; assumptions explicitly accepted.
Days 1-30*	Business owner + tool team: limited trial, exception log and human review.	Quality verified on the sample; no sensitive use without approval.
Days 31-60*	Sponsor + team: measure adoption, actual time, rework and running cost.	Reusable capacity demonstrated; full cost accepted.
Days 61-90*	Leadership: expand, adjust or stop; record decision and ownership.	Expand only if evidence from the tested scope justifies it.

* After a possible implementation agreement. These milestones are illustrative, not a contractual duration or a guarantee of results.

Audit preparation

Name a sponsor and a business owner. Prepare an authorised sample, approval rules, tools and available costs. Agree the time required from teams before engagement.

DECISION SCORECARD

Measure	How to verify
Quality	Check rework and exceptions on a representative sample.
Capacity	Compare active time and observe reuse of released hours.
Adoption and control	Actual use, ownership, logs, access and a route back to the original workflow.

What remains to validate

Every volume, time, cost and target in this sample is fictional. A real audit may recommend a tool, advisory, both or a stop. Illustrative scenario prices do not replace a quotation.