

Bottom(s) Up! Citizen Developers Spark Digital Transformation Effervescence across Beverage Supplier's Enterprise

300K

hours saved annually

600

automations developed

850

citizen developers

With ¥868B annual revenue, this company is responsible for producing and supplying a 90% share of a major beverage brand's products across Japan.

“ Digital transformation cannot progress just by having highly skilled engineers or leaders who act as flag-bearers for reform. I believe digital transformation can only be realized with employees who are willing to change on-site work as users of IT. With a citizen development model that solves on-site issues from the bottom up, increased awareness of digitization and work efficiency among employees is increasing exponentially.

Head of RPA CoE

Challenge

When several companies merged to form a new entity, back-office operations from each were consolidated, creating disparate analog work and an urgent need for digital transformation. Relying on automation development by external partners was costly, prompting the new organization to change its model to drive meaningful results.

Solution

The organization called on its employees to try their hands at citizen development. By presenting the power to automate their own processes, the democratization of automation caught fire and stimulated business process reform through digital transformation. The employees willing to learn automation development were given an e-learning course followed by hands-on instruction and empowered to go forth and improve work efficiency. Promoting citizen development has also uncovered new business issues, which the company could now address swiftly with automation.

Outcome

In just over one year, 850 employees have taken the initial training, and approximately 150 have developed an automation. Citizens have deployed over 300 of the company's 600 total automations, contributing to 300,000 work hours saved annually. The organization believes that spreading automation from the bottom up to solve on-site issues has improved the digital literacy of front-line workers and positioned the workforce to adapt to future top-down system reform much faster and more enthusiastically.



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