



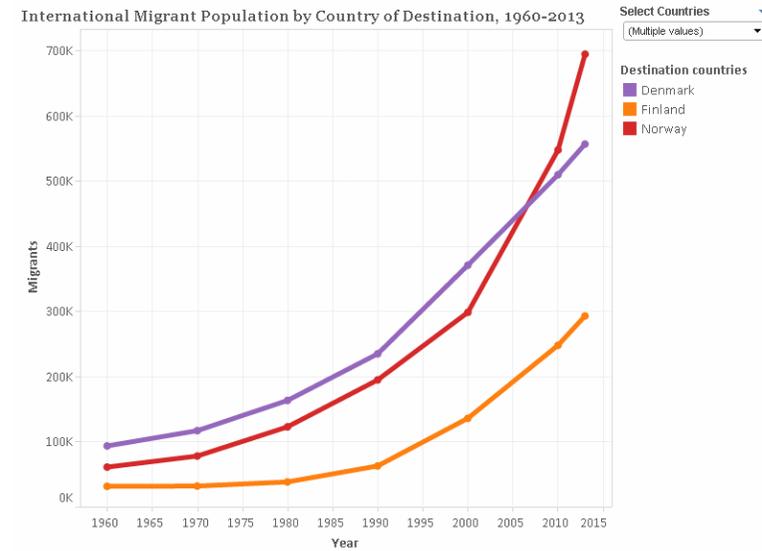
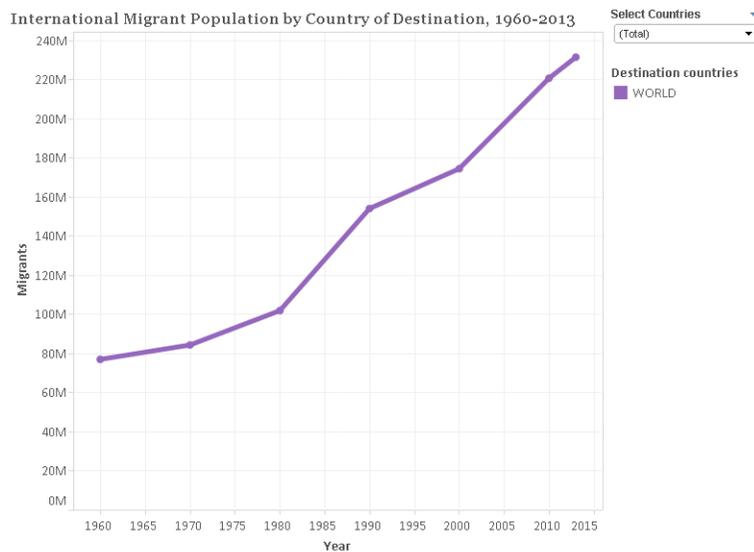
The Best is Yet to Come

Jouko Salonen

Finnish Immigration Service

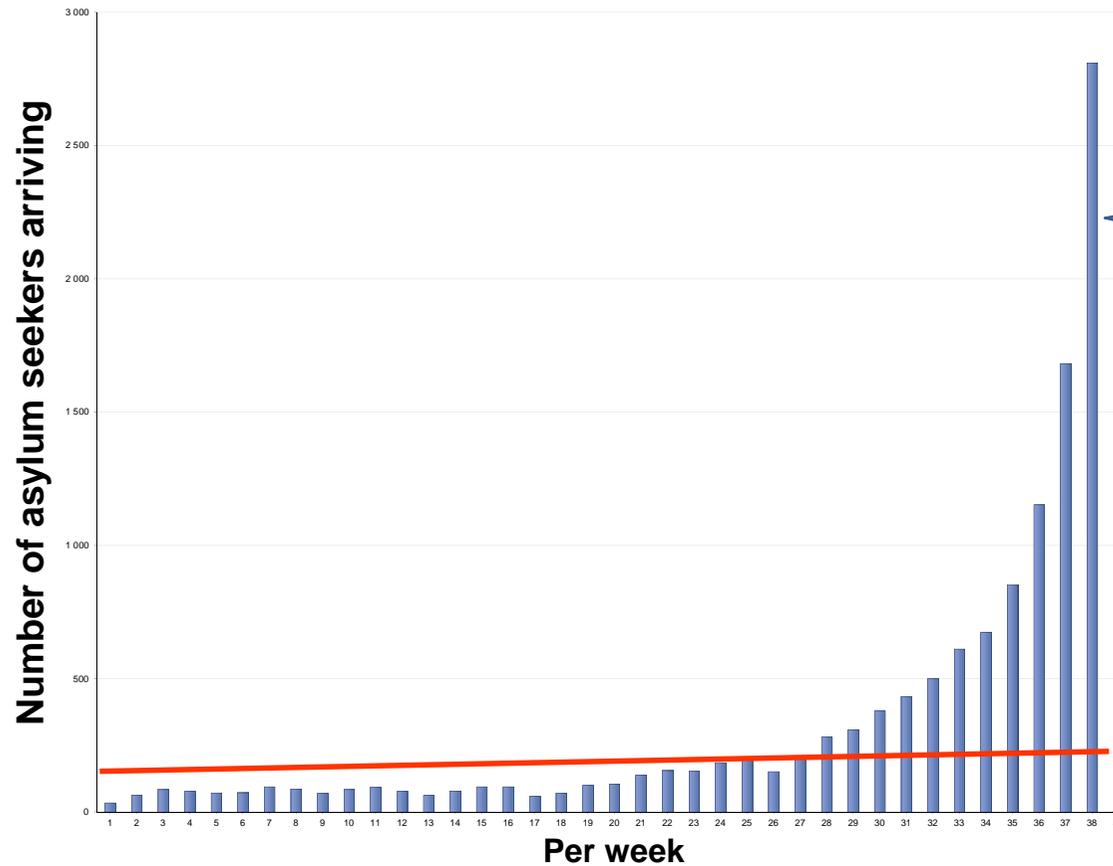
Immigration Grows

In Finland Last year 7,7%, this year 50%++high growth



- Wagner's law = income elasticity of public services is positive
- Due to digitalization & globalization immigration income elasticity is globally positive

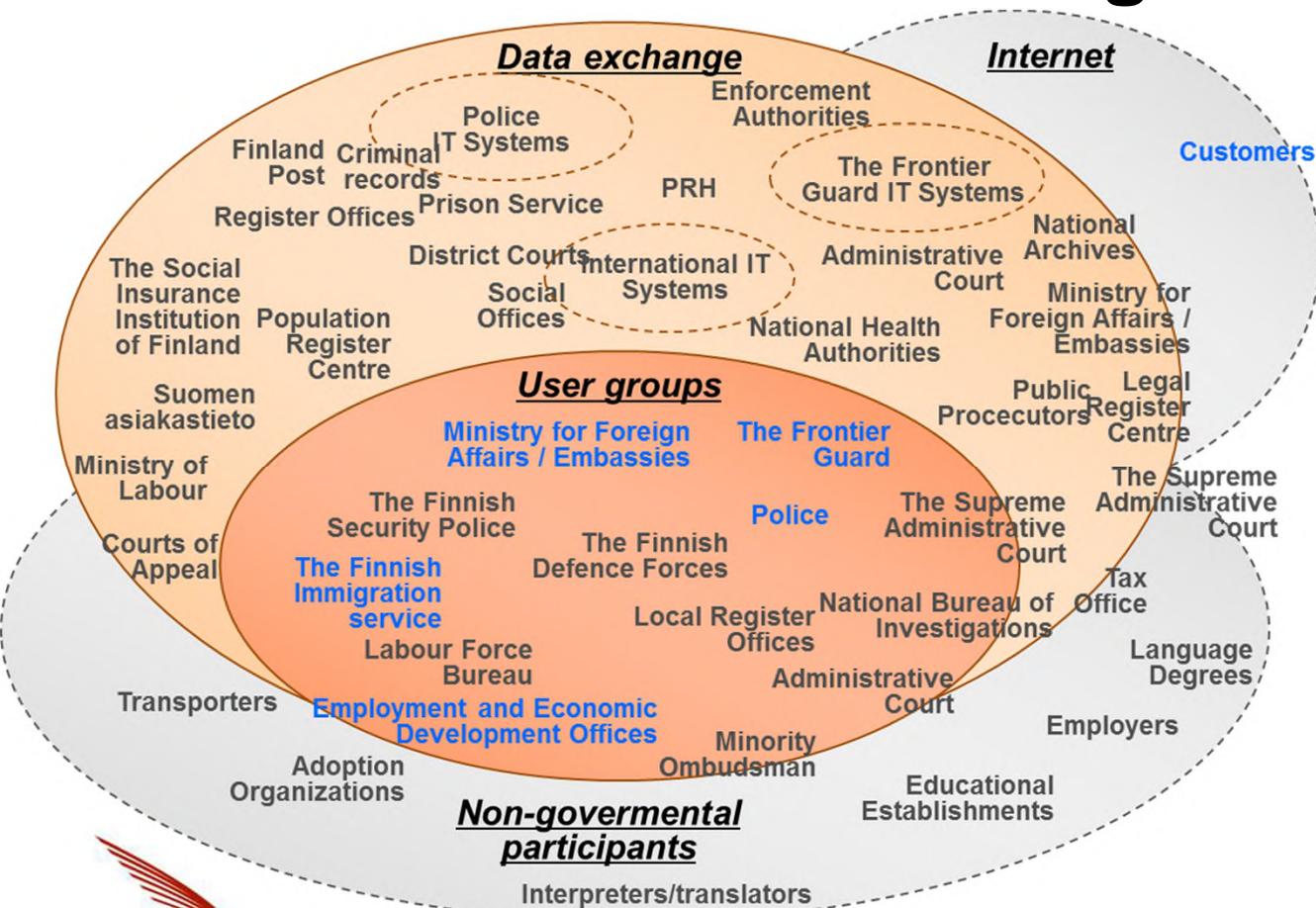
We Grow! But do we Scale?



The number of asylum seekers arriving per week

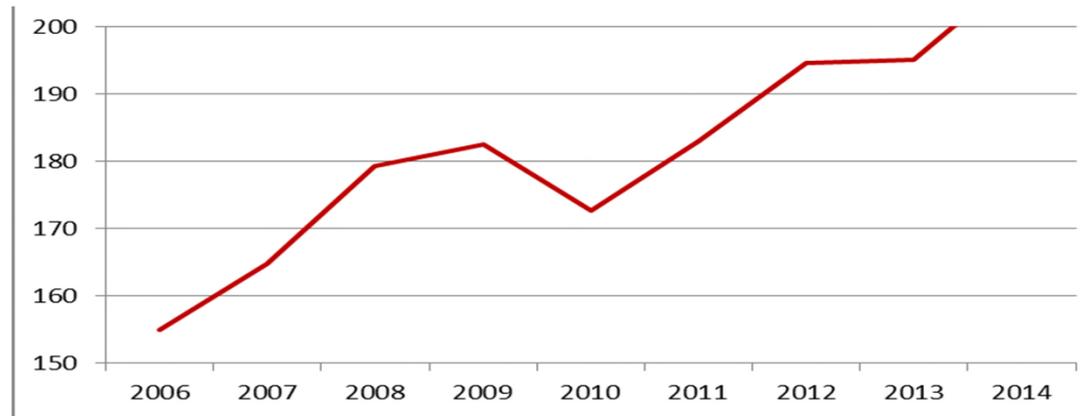
The decision making capacity of our asylum unit.

It's Global Scale Digital Collaboration!



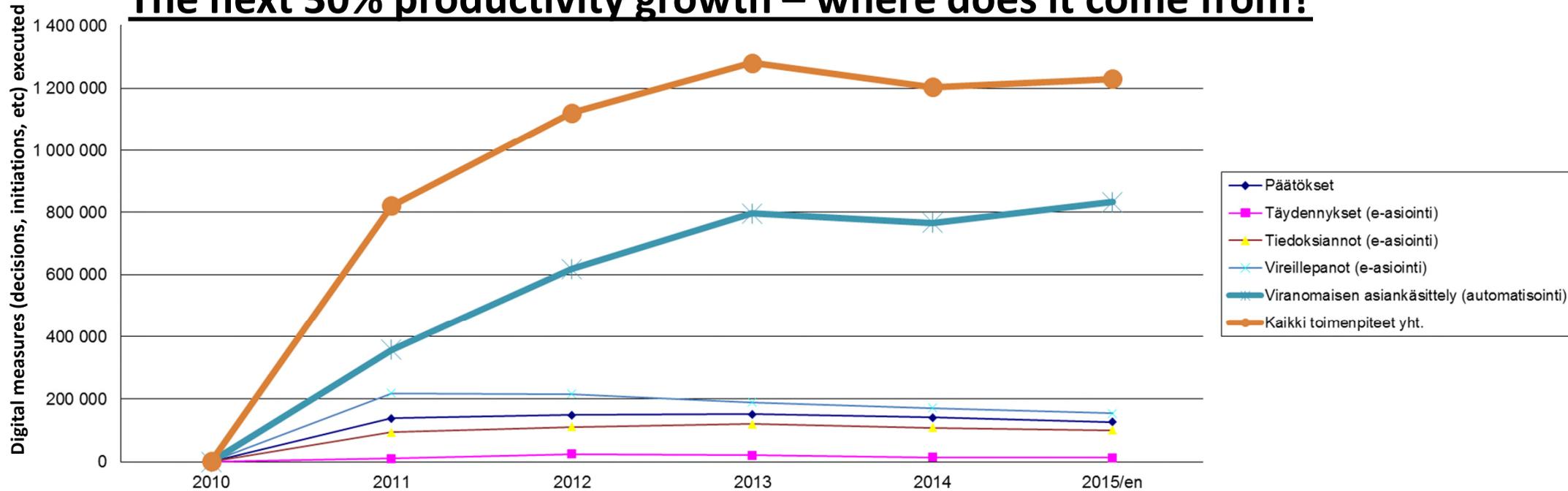
- Immigration Services are not for solo-performers!
- These are global and complex value networks
- Our digital arm is present globally in almost 90 countries
- When we say "digitalization" we mean it from wall-to-wall – from the initiation to the archive, from the customer-to the case worker where ever they are located

32% Increase on Productivity 2006 -2014 (4%CAGR)



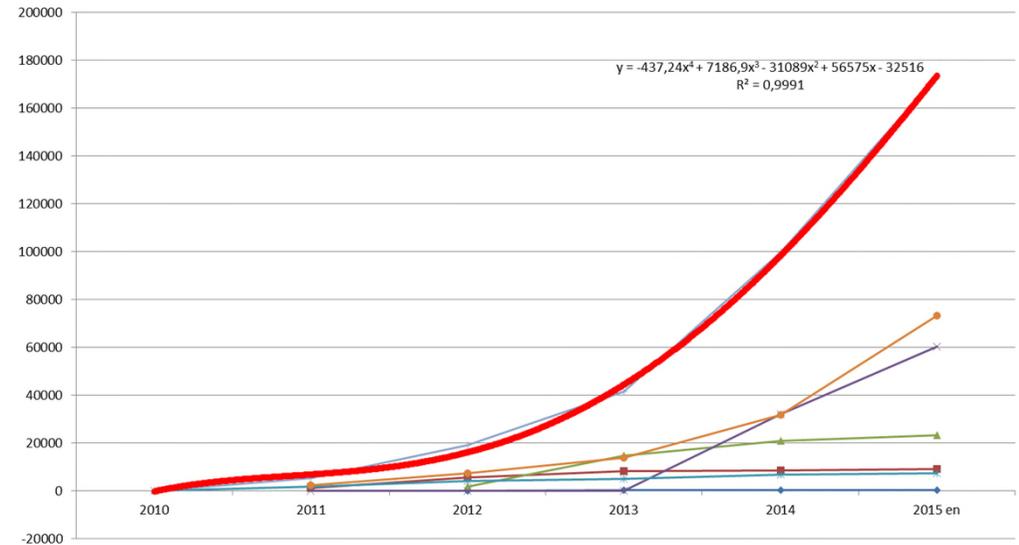
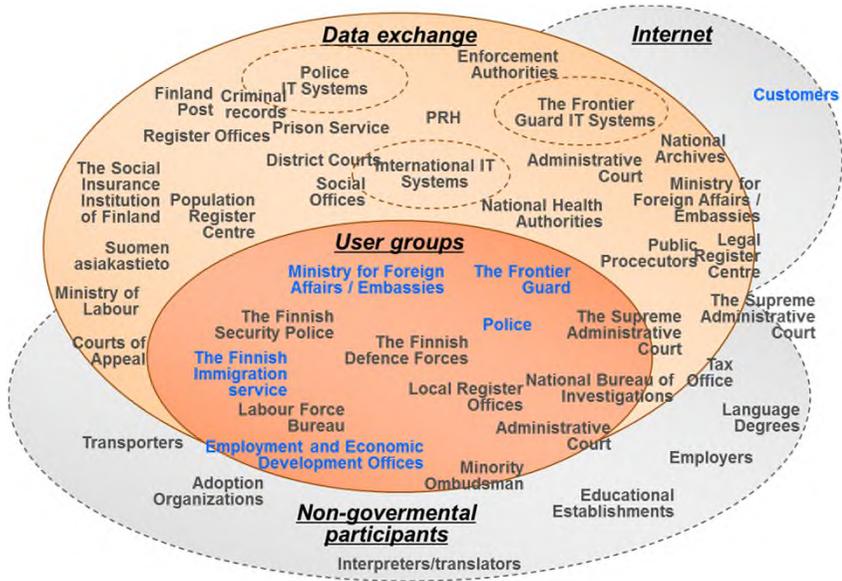
- 32% Increase of productivity 2006 - 2014
- We are now an agency of 300 employees. If we today would work on the level of same productivity as we did in 2006 we would need 390 employees.
- We measured same scale of productivity growth in our embassies as well. Growth of the amount of work in embassies 10-11% per year - decreasing man-year-count - productivity growth 29%, the number of case worker measures per man year doubled 2006-2014

The next 30% productivity growth – where does it come from?



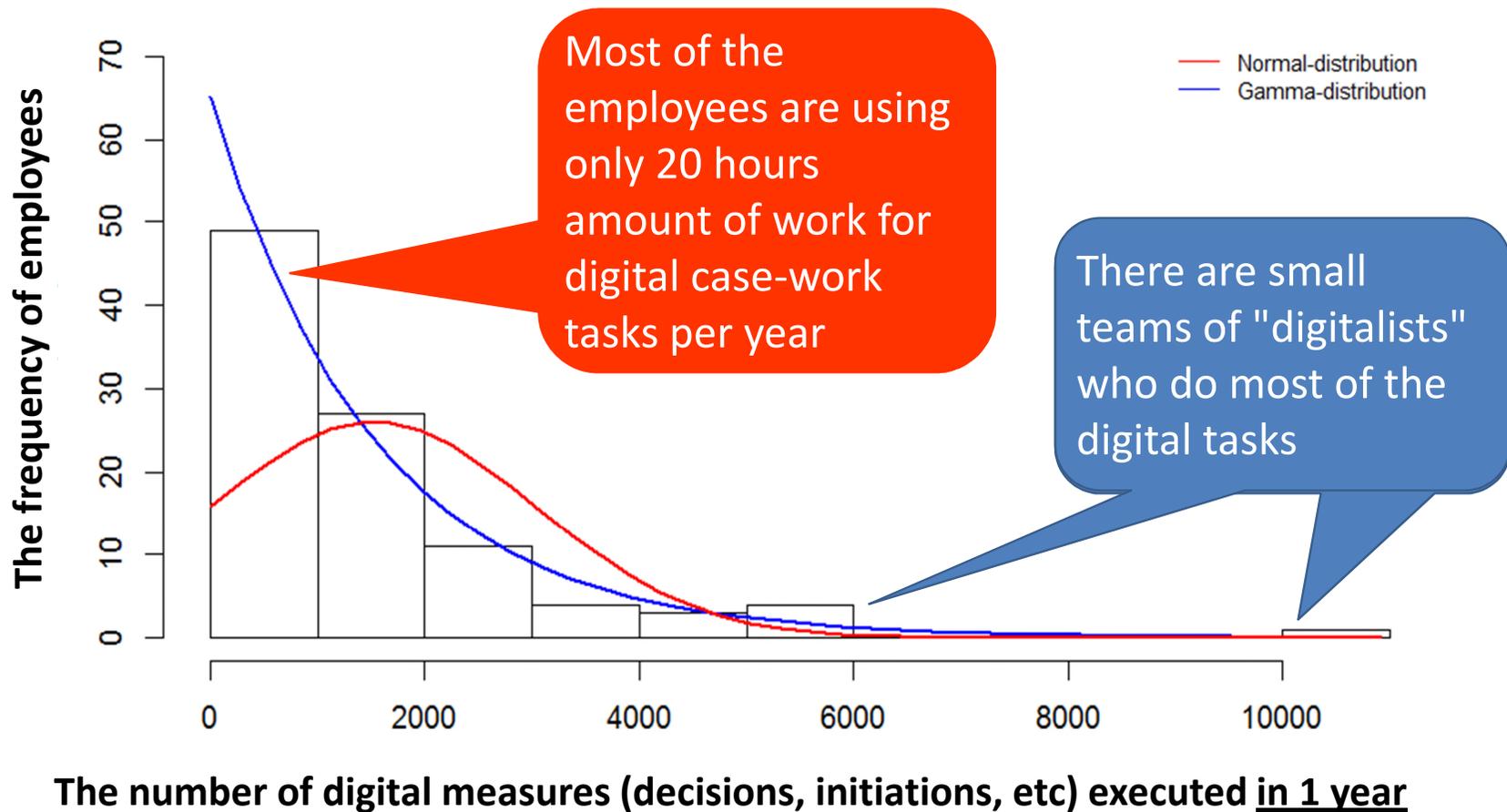
- In Finland Government civil servants do 1,2 million digital immigration related case process tasks every year (until 2015)
- 800.000 of those can be automatized
- The rest 400.000 are something where the customer herself can be active or proactive and get that part of the process done by herself

In GOV Machine to GOV Machine communication only digital languages are spoken



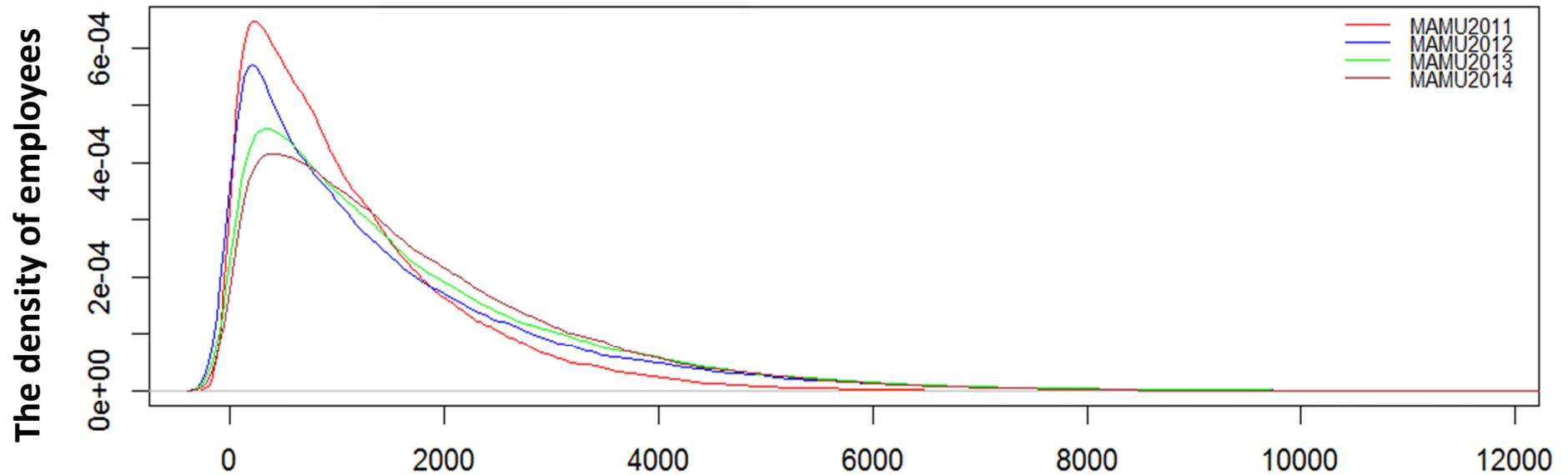
Today 30+ Fully digitalized GOVM2M data exchange flows (red = trendline)

But! Why does the human work & H2H communication stay in non-digital form?



It is changing but the Change is too slow!

Distributions by year



The number of digital measures (decisions, initiations, etc) executed



Finnish Immigration Service 20 Years

