

## MAN\_06 - Digital transformation in times of crisis: the experience of implementing SEI in Bio-Manguinhos

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**Introduction:** As part of the government's search for modernization, efficiency and transparency in public administration, Fiocruz and its units has been gradually implementing SEI - Electronic Information System, developed for electronic document management in public administrative processes flows. On the occasion of the COVID-19 pandemic, SEI implementation was turned into an plan to the contingency situation, which required an agile migration to the virtual environment that would provide the remote action by the different actor in the processes, ensuring individual safety in addition to efficiency an transparency original goals. This research paper presents Bio-manguinhos experience in the SEI implementation process, that has been organized and led by its Business Process Office, with the support of internal partnerships.

**Objective:** The main objective is to present the model established for SEI implementation in Bio-Manguinhos during pandemic crisis, highlighting its contribution not only in the agile response to the contingency situation, but also in the cultural transformation to a digital mindset.

**Methodology:** This poster is a case study. The applied method was the Life Cycle Model for Digital Transformation from BPM CBOK, in which the following steps were adapted and covered: Alignment with the strategy and objectives; Architecture changes; Development of actions; Implementation of changes; Measure of success. The implementation was segmented in steps of change, according to the priority and level of process centralization and criticality, given the strategic demands of the Institute.

**Results:** In a 2-year period, out of 142 processes available, 98% were implemented among the following prior topics: Purchasing, Technology Transfer, People, Finance, among others. It has been noticed the institutional search for proactively adopting SEI for other non-mandatory internal processes (from 30% in 2019 to 70% in 2021), once the increase in productivity obtained by the system was observed and functionalities were dominated by business units.

**Conclusion:** SEI promoted agility in the flow of processes, secure and quick access to documents, greater integration between the business areas, autonomy in the management of administrative processes, traceability and transparency of information. As critical factors, we highlight the importance of associating the design of the flows with an internal support network that guarantees the rapid and standardized assimilation of SEI - establishing a knowledge trail and regular training, support channels for users and a communication plan that considers the strategic aspects of cultural transformation.

**Keywords:** Digital Transformations; Business Process; Innovation