



Project Silk Road Case Study

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The case study pertains to a project conducted by our company, Move & Do, for a Small and Medium-sized Enterprise (SME) in the consumer goods industry. With a workforce of 20 to 50 employees, the client was facing a shrinking trend in their business, despite their successful track record spanning nearly two decades. Despite their extensive experience, the client was unable to identify the root cause of the issue.

At Move & Do, we utilized advanced, fact-based methodologies to swiftly identify the underlying problem and provide potential solutions. Our expertise in this regard resulted in a remarkable U-turn in the client's business, enabling them to grow again. We are proud to have helped our client overcome their challenges and achieve success in their industry.





At our company, protecting the privacy of our clients is our top priority.

Therefore, all data in this file that may pose a risk of disclosing the client's information has been concealed.

Additionally, in order to maintain the confidentiality of the subject matter while preserving the essence of the issue, certain data has either been redacted or modified.

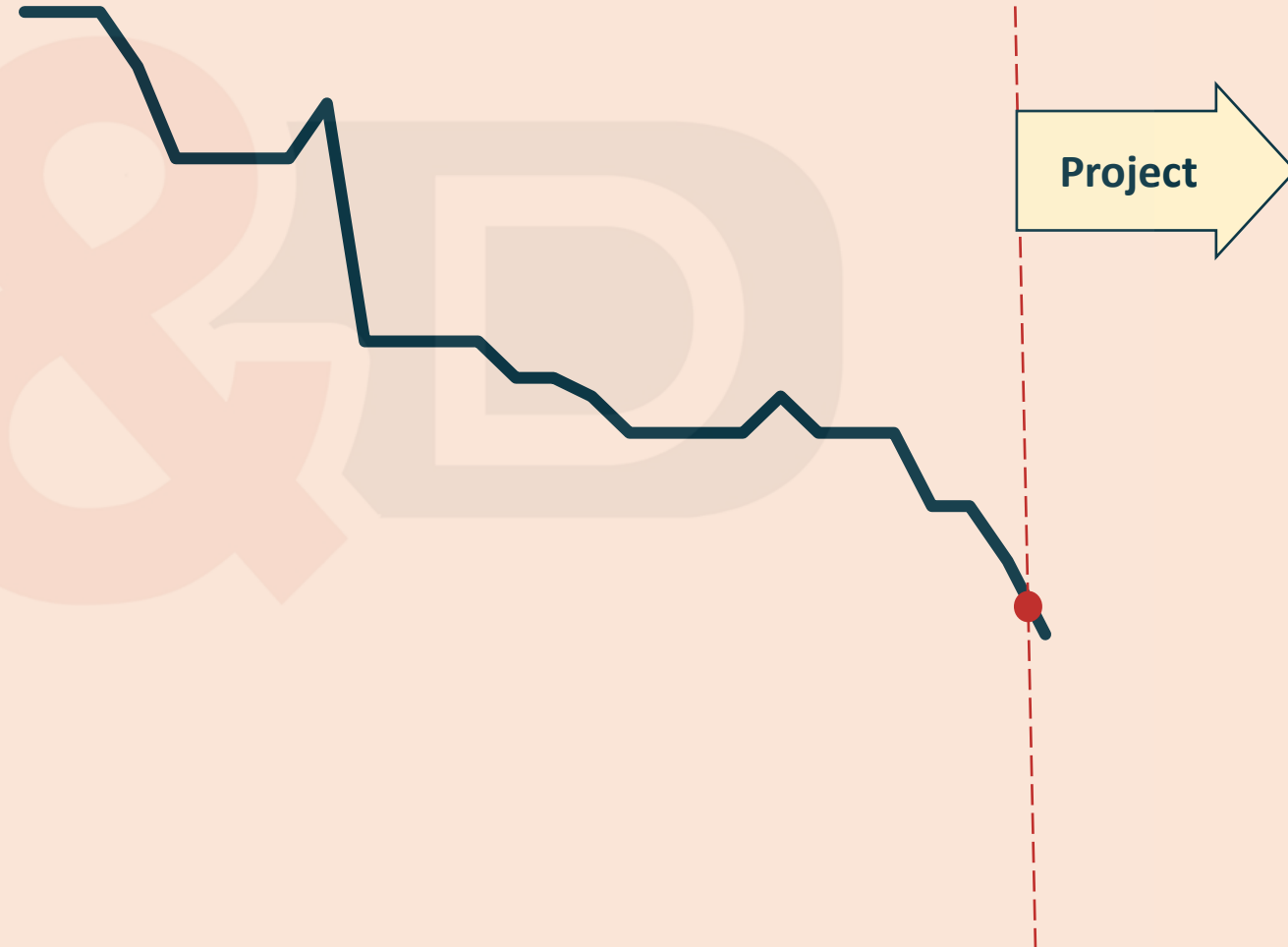
However, it is important to note that this file is based on a real case and provides a comprehensive overview of how our company approaches such matters.

The brief situation of the case

The company had been facing a persistent problem of dwindling revenue and profit for quite some time, despite their track record of success. Despite their best efforts, they were unable to halt this trend, which had become a major cause for concern. The management team had a theory that the root cause of the problem was not their strategy, but rather the execution of that strategy. They believed that their inability to execute effectively was hindering their ability to achieve their goals.

In an attempt to address the issue, the company tried various solutions, but unfortunately, none of these yielded the desired results. Each attempt only seemed to worsen their position, and this left the management team feeling increasingly frustrated and disheartened. Over time, the company's confidence in their ability to turn things around began to erode, as they struggled to identify the cause of their failure and find a solution. Despite their previous successes, the company found themselves in a difficult position and unsure of what to do next.

Net Revenue Trend of the Company



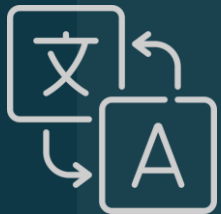
Understand the team and day-to-day operation

To gain a comprehensive understanding of the situation, we initiated a dialogue with all the key stakeholders involved. We provided an environment that was open, confidential, and respectful to ensure that everyone could share their perspectives and hypotheses freely. We employed advanced techniques to gather key insights from all stakeholders, which enabled us to identify their situation definition, understand the history of the situation, and examine their beliefs about the situation.

In parallel, we also collected information about the day-to-day business processes, and developed a simple operation flow-chart to aid in our analysis. This allowed us to gain a deeper understanding of the company's workflows and identify any inefficiencies or bottlenecks that may be contributing to the problem. By adopting a holistic approach and examining all facets of the business, we were able to gather a comprehensive picture of the situation and provide meaningful recommendations for improvement.



Listen people



Design tools to understand them and translate their words into facts

Design necessary tests and observation points

We designed tests and observation points to gain a deeper understanding of the team members' thoughts, behaviours, and interactions in various scenarios. By conducting these tests, we aimed to evaluate their thoughts more accurately and identify any gaps in their skills or knowledge. The tests were tailored to assess their problem-solving, communication, leadership, and decision-making skills, as well as their emotional intelligence. We also expected to gain insights into the company culture by assessing its values, beliefs, and norms, and examining its policies, processes, and practices. This would allow us to develop tailored solutions that address the specific needs and circumstances of the company.

Execute and evaluate the tests

We executed advanced tests to assess the team members' analytical capabilities, personality traits, and relationship with the company. These tests provided valuable insights into their thought processes, team structure, and company culture, enabling us to identify areas for improvement and develop tailored solutions.



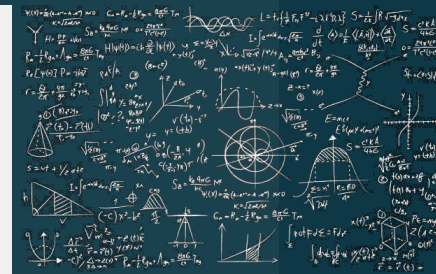
Understand the team and the culture

Design formulation of the business

All businesses can be expressed mathematically, even in the simplest terms. For instance, if you are selling lemons, your revenue can be defined as the number of lemons sold multiplied by the price per lemon. However, this formulation can be expanded to include multiple levels. For example, a more advanced level could be calculated by multiplying the number of people who shop from you by the average number of lemons purchased per shopper, and then multiplying that by the price per lemon.

Key business metrics such as revenue, gross profit, operational costs, and EBITDA are essentially driven by specific metrics that can be defined and tracked. The process of defining these metrics and business formulations can help to identify opportunities, risks, and the data that needs to be tracked to monitor performance.

As part of our analysis, we defined the business formulation and key metrics for this company. By doing so, we were able to gain a deeper understanding of the company's financial performance and identify specific areas for improvement. This provided valuable insights into the company's overall situation and helped us to develop targeted solutions that would address the underlying issues and drive long-term success.



Define math of the business

Design Hypothesis, Define Metrics Needs to Be Checked and Create Project Database

Based on the information gathered from the key stakeholders, we identified three hypotheses that could potentially explain the company's situation. We worked closely with the team to define these hypotheses and created test points to determine their validity. In addition, we drew on our experience and expertise to identify key data points that needed to be examined in order to pinpoint the underlying issues. To facilitate this process, we designed a database structure and established a project database to house the relevant data.

Throughout this process, we employed advanced methodologies and techniques to ensure that the tests were conducted objectively, without any preconceived notions or biases that might influence the results. Our primary focus was on identifying the root cause of the company's challenges and developing solutions that would address them effectively.

By taking a rigorous, data-driven approach to this project, we were able to generate valuable insights that helped the company to make informed decisions and achieve measurable improvements in its performance.



Testing the hypothesis and finding the fact by using advanced methods, techniques and tools such as AI

Result

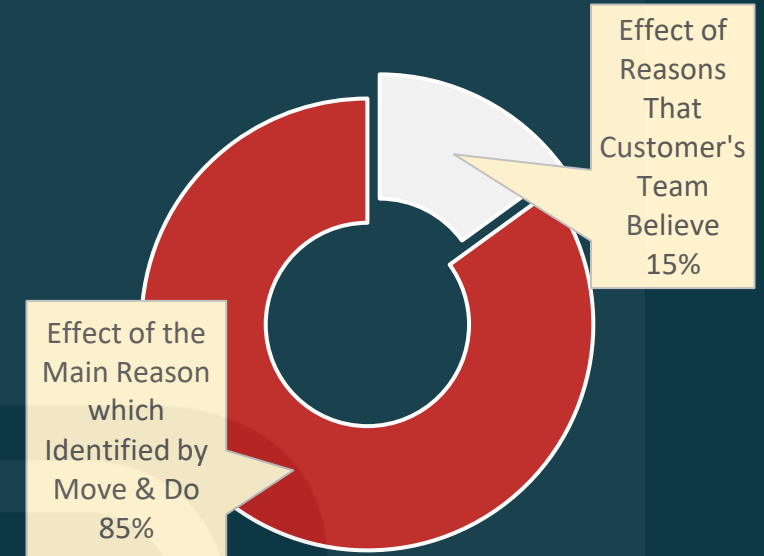
After conducting our analysis within a week, we were able to identify the root cause of the sales and profit loss, which was different from the customer's team belief.

End of the 1st week, following key findings were clear:

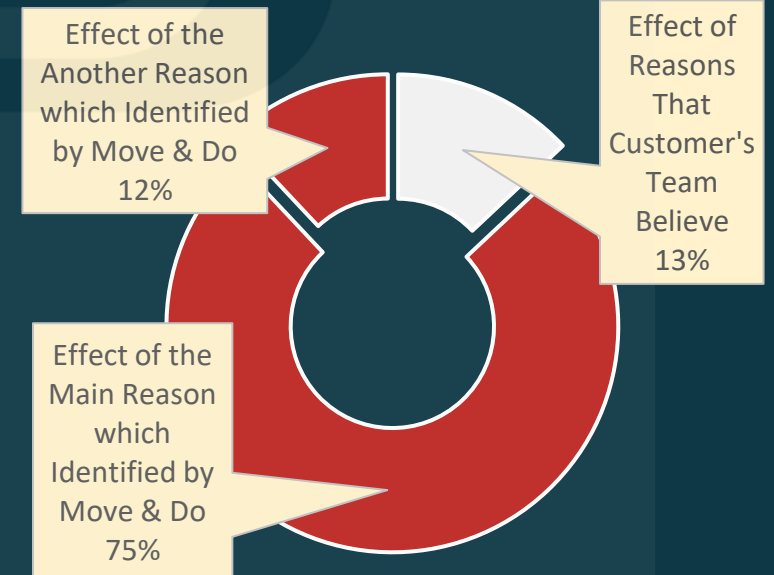
- Root cause of business shrinkage
- The impact of facts on the company's decision-making process
- Gap between company strategy and market reality
- Company culture and its effect on business performance
- Strong and lacking skill sets of the team
- SWOT analysis of the company

In any circumstance, even the most challenging, there is always potential for improvement and a path to achieve better outcomes. Although it may be difficult to generate positive results in some instances, mitigating negative effects is feasible. The initial step towards this is to gain a thorough understanding of the situation at hand.

Reasons Behind Sales Decrease



Reasons Behind Profit Loss



Financial Capability of the Company

We conducted an in-depth financial analysis of the company, examining various aspects such as revenue, profit, costs, net working capital, cash flow, and operational expenses. Through these analyses, we gained a comprehensive understanding of the company's financial structure, capabilities, and requirements.



Understand financial situation and structure of the business

Define Winning Strategy

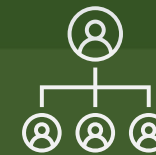
We recommended a winning strategy for the business that aligns with market realities, is feasible with a modest investment, and requires dedicated hard work.



Develop feasible strategy

Organization Structure & Company Culture

We devised a comprehensive organizational structure plan and recommended the evolution of the company culture to align with the new business strategy, while identifying the requisite skill sets to achieve strong business outcomes.



The results of strategies depend on the execution quality of the team

Define KPIs

We have defined key performance indicators (KPIs) that must be regularly monitored to track progress.



To manage, you must measure

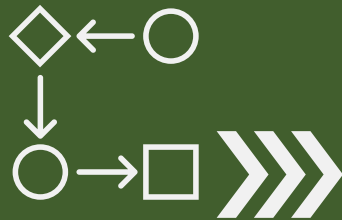
Decision-Making Models

In any business, decisions are constantly made and implemented at various levels of importance. These decisions must be in line with the strategies and consistent with the facts. Therefore, making decisions based on data is necessary. Additionally, to be effective, decisions must be made in a timely manner, requiring speed and the right culture, which emphasizes both haste and deliberation. That is why we have developed decision-making models for the workflow of the business, outlining how data should be evaluated for each decision. Furthermore, we have created a culture that supports these models and developed an auditing mechanism to ensure their proper implementation. We have streamlined this complexity in practice to make it highly practical.



A practical decision-making model based on facts is essential for achieving sustainable business outcomes

Change management



Transformation Road Map

We identified the problem, developed a solution, and determined the winning structure, with all necessary documents at hand. To execute the transformational change, we devised a detailed roadmap, outlining the necessary steps to be taken.

Project Management & Execution

The company had been grappling with a persistent problem for an extended period of time, unable to discern the underlying issues amidst the complex web of negative effects. With almost two decades of experience in the industry, they were no strangers to business success but were unable to diagnose the problem. Our expertise enabled us to identify the root causes of the problem within a mere week and provide effective solutions in a short span of time. As Move & Do, we continued to provide support to our customers throughout the planning process, project management, and ongoing coaching, closely monitoring their progress. The company had been experiencing a prolonged period of decline prior to the project, with no signs of stability in sight. However, with dedicated efforts from the customer's team and our guidance, the business achieved sustained growth in its results.



Net Revenue Trend of the Company

