

Case Studies



Case Study 1: Agile Development of Cyber Security Essentials Training Programme

OCBC is a multinational Singaporean Bank with S\$560 Billion dollars of assets. With 400 branches located throughout ASEAN and mainland China, OCBC is the second largest financial services organisation in Singapore.

Overview & Situation

In a highly regulated and targeted industry, cyber criminals are continuously seeking new opportunities to acquire confidential data and financial information from clients. Proactively, the OCBC Board decided to upskill approximately 12,000 employees to identify and minimize the impact of potential cyber threats. Specifically, this was identified as an important development opportunity for employees working in non – I.T related positions.

Our Approach

The diversity of backgrounds and opportunity for 12,000 employees to successfully undertake and complete training required a tailored approach. To understand the needs and challenges to learning employees confronted, we utilized the 'design thinking' methodology. As a result, employees identified training time as their primary challenge.

To mitigate this challenge, we developed a programme which comprised x 5 online modules. Each module focused upon a specific topic, also incorporating the importance of communication and consulting skills. The modules were engaging and encompassed a strong element of 'social learning', whereby learners had the opportunity to engage and share their knowledge and experiences with their colleagues.

Results

Approximately 12,000 employees located throughout Singapore, Taiwan, Japan, Hong Kong, the U.S.A, and China participated throughout the programme.

The initial cohort of employees reported a high level of satisfaction with not only the content. However, employees also appreciated and enjoyed ongoing interactions with their colleagues.

We were engaged by OCBC to work on developing and implementing a suite of leadership programmes for senior management.



Case Study 2: Measure and Improve Psychological Safety

A not-for-profit was concerned about big variations in effectiveness and engagement across their teams. They engaged us to find out why.

Overview & Situation

A large not-for-profit organization, with teams in multiple locations, found that some teams had very low levels of engagement, were reporting multiple people-related issues, and had high levels of unscheduled leave. They also had low performance in some key performance indicators, in contrast to most of the teams that were performing well, with high levels of employee satisfaction.

Our Approach

After interviews with the executive team, we informed team leaders of our intention to measure and assess the level of psychological safety across several parts of the organisation. We also let them know that results would be shared with them and that workshops, training and coaching would be provided to assist the leaders to make improvements where necessary.

The measurement process not only confirmed the suspicions of the executives about which teams were feeling psychologically unsafe, but also identified the leadership factors that were contributing to that outcome. We were then able to deliver a highly targeted coaching program to team leaders, and to run a series of workshops with the teams who needed it most.

Results

A reassessment after our remedial work, revealed that psychological safety, engagement and performance had improved across the board.

The executive team expressed their appreciation for our data-driven, evidence-based approach.

The teams with the greatest needs had received the most attention, leading to significant improvements in outcomes for key performance measures, as well as far greater satisfaction in the workforce, despite the inherently stressful nature of their work.



Case Study 3: Benchmarking Human Resource Management

Addressing the perception that South African Human Resource Management is unimportant in the pursuit of the bottom line.

Overview & Situation

To incarnate the adage of the human resource being the most important resource in any business, several corporate organisations across various sectors expressed a need to quantify the value of their investment in human resources instead of treating it as a necessary cost.

Our Approach

We invited interested organisations for a series of workshops to understand the HR management role in the company's success and how to quantify this contribution for it to be communicated similarly to that of financial resource management

Results

A programme called HReffectSA was developed that participating organisations can use to regularly track their own ratios. Measures are standardized and comparable and tracked for management and operational staff separately. These ratios are regularly uploaded in a survey where companies are able to understand their position relative to others in similar or across sectors

Five key areas of strategic HR management were identified with supporting measures viz; Attracting and deploying HR (recruitment – eg. Average time to fill a vacancy, average length of service, etc.), Maintaining HR (Remuneration and Industrial Relations – eg compensation as a ratio to total organisation expenses, absence, staff turnover, etc.), Equipping HR (Training and Development – days employees trained, training cost as ratio to total expenses, etc), Utilising HR-effective deployment, - compensation revenue ratio or COMPREV, COMPEX, etc. and finally the effectiveness of the HR Dept itself – HRMEX, employee ratio, etc.



Case Study 4: Leap-frogging to Digital Economy

As part of the MDG objectives, Rwanda aimed to transition from an agrarian economy to a knowledge-based one. We played a pivotal role in designing some of its most significant initiatives

Overview & Situation

Under the UN's Millennium Development Goals (MDG), we were commissioned to lead two crucial UN initiatives: The National ID program and the establishment of the Rwanda Development Board. Both were essential for achieving the MDGs and stand as hallmarks of Rwanda's post-genocide development. The primary challenge with these programs was the tight timeframe and restricted budget. Additionally, the project resources available lacked the requisite knowledge and expertise for such an endeavor

Our Approach

We required something innovative as the knowledge gap and culture posed a challenge even for the most seasoned project professionals. We invented a hybrid framework using Kanban, Lean, and Waterfall. We further simplified the approach and techniques enabling some 200 PMO members could quickly adopt and apply it as part of the project execution.

We paid close attention to culture and team bonding and within three months, the team was performing like a well-oiled machine. The project spanned two years, and we smashed all sort of records throughout its duration.

Results

Achieved the distinction of leading the fastest implementation of a National ID system in the world.

Developed a strategy road map and business plan meeting MDG goals and charting on how Rwanda could leapfrog to a knowledge-based economy

We upskilled over 200 project managers who subsequently played a key role in assisting Rwanda's transition to a knowledge-based economy

Contributed to Rwanda's rise to second in Africa's Competitiveness Index, surpassing South Africa.

Our principal, Sashi earned the title of "Man with a Blueprint for the New Land," while serving as the Chief Advisor on Technology to the Rwandan Government,



Case Study 5: Agile Transformation at HeiTech GBS

HeiTech Global Business Service harbored ambitions of becoming a global powerhouse. We facilitated their journey by introducing a suite of Agile innovations, empowering them to respond more swiftly and effectively when vying for international contracts

Overview & Situation

HeiTech Global Business Service had a vision: to establish itself as a dominant player on the global stage. Recognizing their ambition, we stepped in to be their catalyst for change. By introducing a comprehensive suite of Agile innovations, we transformed their operational dynamics. This not only streamlined their processes but also gave them a competitive edge. As a result, HeiTech was better equipped, more agile, and significantly more effective when competing for international contracts, setting them on a trajectory towards global recognition

Our Approach

HeiTech Global Business Service had a deeply rooted culture, which often influenced their approach to global opportunities, sometimes to their detriment. Determined to shift this paradigm, we introduced a series of Agile methodologies, including Kanban and Scrum. These changes not only streamlined their operations but also enhanced their adaptability and responsiveness. As a result of this Agile transformation, HeiTech emerged as a more agile and formidable competitor, instilling a sense of caution in their rivals when vying for international contracts.

Results

Shortlisted and won a handful of global projects across Africa, Oceania and South East Asia

We upskilled some 20 project personnel while enhancing their adaptability and responsiveness

Created a very strong team culture

This newfound prowess and efficiency did not go unnoticed, leading to their acquisition by Silverlake.



Case Study 6: Agile Transformation and Scrum Implementation at Symantec

Implementation of Scrum Framework and agility mindset in department working on software platform used by US attorney.

Overview & Situation

Being a dynamic tech company, one of the new department with over 100 people embarked on an Agile transformation journey to revamp its development processes and embrace the Scrum framework. The primary objective was to foster an Agile mindset throughout the department, improve operational efficiency, and deliver projects more effectively.

Our Approach

The transformation began with an in-depth analysis of existing pain points, followed by the definition of Agile processes tailored to Symantec's needs. These processes were meticulously mapped into a streamlined workflow. Scrum framework was introduced and events such as daily scrum, sprint planning, sprint review, sprint retrospective were introduced to facilitate collaboration and transparency. Coaching and mentoring played a pivotal role in guiding teams and leadership toward the principles of Agile and Scrum, emphasizing continuous improvement

Results

The Agile transformation at the department yielded remarkable outcomes. Team members embrace an Agile mindset, resulting in heightened organization and adaptability.

Management expressed satisfaction with the newfound effectiveness of processes. Notably, operational efficiency increased, leading to the early delivery of a product, surpassing initial expectations by nearly a month.

This transformation was accomplished in just 90 working days



Case Study 7: Large scale Agile Transformation at financial and payment gateway platform

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Coaching is largely divided 3 levels with specific focus areas

Coaching Level 1 - Training

Coaching Level 2 - Facilitation & Mentoring

Coaching Level 3 - Coaching Teams & Management for 2X, 3X returns

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Case Study 8: Optimisation of Engineer Resources, Enhancing Customer Experience and Cost Savings

DELL is a US IT multinational with a Global Customer Footprint. It offers warranties and extended warranties for Products sold. The Standard Warranty SLA is Next Business Day Onsite. In the South Asia and Taiwan Region, it had 300,000 Service Actions Annually with an Annual Cost of USD 10m.

Overview & Situation

In a highly Competitive and Cost Sensitive Environment where Product Margins are low single digit, the company is continuously looking for ways to reduce cost and improve customer satisfaction. One way of achieving this was to outsource the Field Engineers. To keep cost low in large volume Countries, at least 2 Outsourced Providers were appointed. Contracts were different in each country. Reverse Auctions were the norm to cut prices to the bone.

Our Approach

RFP's without using reverse auctions were deployed in all 4 countries. Standard draft contracts were attached to each RFP. Vendors were briefed on the expectations and intent of the RFP's. Specific attention was paid to Outsourced Service Providers Points of Presence, Field Engineer skillset in Each Country coupled with the Zone Charges applied for travel outside Zone 1.

Using Historical call data, install base data and financial cost data, we collaborated with each vendor to concentrate work orders around their Engineer Points of presence. In the spirit of partnering, we were able to appraise each Vendor on how many work orders they could expect so that they could scale resources up/down. In a similar manner we were able to share concerns both ways so each party could offer solutions with the Customer experience being the primary focus.

Vendors with a better National Point of Presence footprint and perhaps a larger workforce, benefited with a greater call volume, although the intention was to share the call volume 50:50. When there was Customer Satisfaction degradation, Call Volume was redistributed between Vendors after Root Cause Analysis was done. Call volume redistribution and rebalancing was done in active consultation and collaboration with Vendors.

Results

Standard Outsourced Contracts were deployed to all 7 Countries in the South Asia Taiwan Region;

Regional Customer Satisfaction was raised from below 90% to 95%;

Annual Cost Savings Realised was USD 1.5m or 15%;

Onsite Engineer Productivity was enhanced, delivering more Service Actions Daily;

Outsourced Service Providers Cost was Optimised, resulting in less Headcount Requirements;

Spirit of True Partnering between Dell and its Outsourced Service Providers was realized and

2 **Green Belt** Projects were realized that validated the Savings and Improvements.

This was a Transformation Project that realized Multiple **WINS** – every Stakeholder **WINS!** - a feat rarely experienced – often in a Vendor, Customer relationship, we achieve sub-Optimal Outcomes where we only experience **WIN:LOSE** outcomes.



Case Study 9: Transformation at an Asset Maintenance department, enhancing customer experience

Helping an asset maintenance service company in Australia using Agile coaching and doing an Agile Transformation

Overview & Situation

An asset maintenance department, was seeking to provide improved services by uplifting their team's capabilities in Asset Management throughout Australia.

They required a bespoke training series for employees and contractors from diverse backgrounds to embed a consistent approach to asset management thinking, terminology and methodologies, with a priority on taking a customer-centric approach across a variety of different services.

They were also seeking the learnings to become a repeatable, scalable framework with templates that can be extended to other services.

Our Approach

We designed a 12-week training series, including elements such as service model canvas, OKRs, service roadmaps, breaking down work, adopting a customer-centric mindset

The training series were highly interactive, using real world scenarios to model and provide real life examples to cater for services in their different lifecycle

Delivered follow up small group coaching sessions to integrate the new learnings to selected organisation's products

Facilitated Showcases for the different teams to celebrate and share learnings

Developed a Playbook that summarised the learnings, with reusable templates along with examples of the frameworks in their context to establish consistency in future adoption of the approach

Results

99% understand the fundamentals of asset maintenance service lifecycle management

97% understand asset service management terminology and methods

93% are adopting a customer centric mindset in approach of services

We saw a 17% increase in confidence to apply service management principles

We saw a 19% increase in ability to articulate roles and responsibilities in asset management



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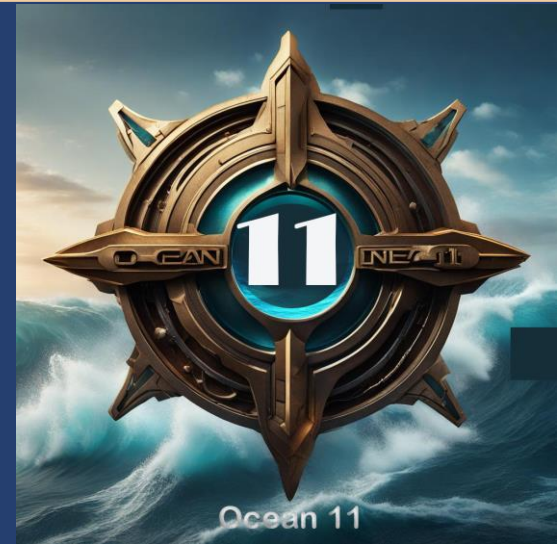
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