

Case Study 1

Title

Job Redesign and Reconfiguration of Project Roles for UnionBank of the Philippines

Problem Statement

- Union Bank Digital Transformation Journey has been focusing on digital technology and processes automation
- The challenge is to accelerate the digital transformation to create organisation and human capabilities to capture future digital opportunities, whilst leaving no one behind
- Union Bank needs to bring their people along the journey and equip Union Bankers with the necessary to thrive in the new environment

Sector/Industry of the Company

Financial Services Industry

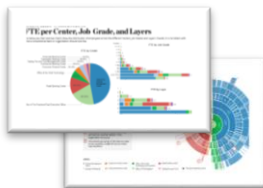
Approach for the project

Deloitte was engaged to enable agile ways of working and mindset by redesigning key project jobs, provision of on-boarding programme, change management and implementation support to foster adoption.

Benefits derived/outcomes achieved

- Improved work design to improve value of jobs and ways of working through developing and testing the future state organization blueprint over six sprints, using human-centric design principles and Scrum methodologies
- Jobs have been redesigned to better support business transformation in the organisation through defining new set of values and principles to drive digital transformation
- Upskilling of the workforce through the on-boarding Program – coached pilot squad in Agile mindset, values, methodologies
- Deployed cultural change initiatives targeted at specific digital DNA markers across the organizations
- Initiated leadership development program to drive leadership change, alignment, and adoption of new organization

Current State Assessment



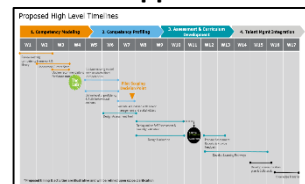
New Jobs



On-Boarding of new jobs

Competency	Level 1	Level 2	Level 3	Level 4	Level 5
Project Management	Low	Medium	High	Very High	Expert
Business Analysis	Low	Medium	High	Very High	Expert
Team Leadership	Low	Medium	High	Very High	Expert
Communication	Low	Medium	High	Very High	Expert
Problem Solving	Low	Medium	High	Very High	Expert

Implementation Support



Case Study 2

Title

Job Redesign and Reconfiguration of Project Roles for a Leading FMCG company in Indonesia

Problem Statement

- One of the client's key objectives in the near-term is to increase productivity and prioritize resources to high impact areas without sacrificing agility. They see this enabled by adopting new ways-of-working and breaking down silos; encouraging customer obsession, taking of appropriate risks, iterative innovation and continuous self-development
- The client sought to test this new ways-of-working in their organization as well as to its subsidiary by piloting 4 mission-based teams to work in agile and solve business missions

Sector/Industry of the Company

Consumer

Approach for the project

- Deloitte was engaged to enable new ways of working to deliver faster outcomes, respond to evolving customer needs, and create exceptional customer experiences
- New project jobs were designed to enable new ways of working
- Deloitte identified relevant individuals with the right capabilities to pilot the new job prototypes
- A coach supported the project teams on the implementation of new ways of working

Benefits derived/outcomes achieved with reference to PSG-JR outcomes

- Workforce upskilled and capabilities enhanced through adopting Agile ways of working. Coached 12 squads over a period of 3 months to adopt Agile mindsets and ensuring Business Goes On with virtual remote teams
- Improved organisational effectiveness through empowered, cross-functional teams, focused on high value-added tasks and solve pressing business problems
- Improved business model through working in agile teams, which empowered them to work in fluid and distributed ways, encouraging innovation in the product design and launch process. This enabled the business to hit their top-line targets for the first half of 2020 despite the pandemic

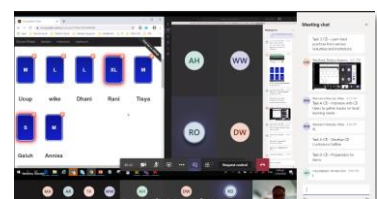
New Job Prototypes



Cross-Learning Sessions



On-boarding Programme



Case Study 3

Title

Job Redesign and enriching of Revenue Audit, and Fraud Management Jobs for Major Telco in SEA

Problem Statement

The client sought to transform its Revenue Assurance and Fraud Management (RAFM) function to achieve its vision of increasing its maturity to 4.5 or higher by looking at the following drivers:

- People
- Influence
- Process
- Tools
- Organization

Sector/Industry of the Company

Telecommunications

Approach for the project

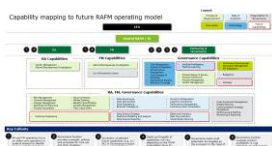
Deloitte partnered with the client to design the future-state RAFM organization:

- Designing the new organization structure, capability maps, and operating models
- Defining new roles and responsibilities, given in the future-state organization
- Redefining the technical competency framework model to align knowledge, skills, and abilities to transition effectively to the new organization
- Mapping technical competencies to future-state RAFM roles
- Conducting technical competency gap assessment to determine learning and development needs

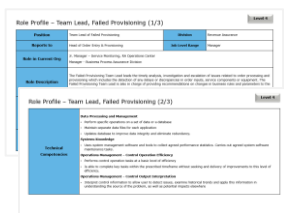
Benefits derived/outcomes achieved

- Improved value of jobs with enriched roles and responsibilities through defining new roles and responsibilities to align with strategic objectives
- Increased opportunities to upskill workers and improve capability through future state capability map and technical competency framework
- Improvements in productivity through conducting a competency assessment to identify gaps and mitigating actions

Future State Capability Map



Enriched Roles & Responsibilities



Technical Competency Framework



Competency Assessment



Case Study 4

Title

Learning and Development Transformation for Global Quick Serve Restaurant, headquartered in SEA

Problem Statement

- The client initiated an HR Transformation Journey in pursuit of a revamped future-ready HR organization
- They expect that this initiative will yield productivity gains, reduce duplication, and help push forward standardization in L&D delivery
- Ultimately they wish to create learning experiences that are meaningful, relevant, and delivered 'in the right way'

Sector/Industry of the Company

Consumer

Approach for the project

Deloitte was engaged to think through the organisation design, operating model, people impact, and transition challenges -- and further support the execution of these:

- Collate information on relevant and existing capability and capacity in the L&D function
- Co-create the guiding principles for L&D Organization and process design
- Design a hi-level future state operating model for L&D and financial model for L&D Shared Services
- Develop a detailed organisation structure for L&D and key people impacts

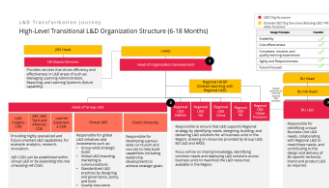
Benefits derived/outcomes achieved

- Enhanced worker capability through identifying competency gaps based on future-state capability map. This would better support the organization's future-state vision and strategic goals
- Re-designed learning and development function to better support business transformation
- Improvement in productivity and capability through enriched roles and responsibilities, creating opportunities for career growth and development

Future State Capability Map



Enriched Roles & Responsibilities



Technical Competency Framework



Case Study 5

Title

Organization Design and Job Redesign for a Food, Agricultural, Financial and Industrial Products Conglomerate

Problem Statement

- The organisation wanted to improve its Environment, Health and Safety (EHS) performance to achieve a Zero Harm strategy, reduce non-compliance costs and enable the standardisation of structures and processes to strengthen EHS operations
- However, the existing EHS organisation structure was decentralised and disconnected, which impacted oversight and sharing of resources and expertise across various sites and regions

Sector/Industry of the Company

Consumer; agricultural conglomerate

Approach for the project

- As part of a global implementation led by Deloitte US, Deloitte SEA was engaged to help design the regional EHS organisation structure for APAC, the first region to undergo transformation
- In the process, selected current jobs were redesigned at the local level while new jobs were created regionally to support the new operating model

Benefits derived/outcomes achieved

- Restructured the organization to better align with global strategy, and enable better knowledge flows, sharing of expertise, standardization of processes
- Redesigned and updated jobs to better support global business strategy and alignment with new operating model
- Refreshed and enhanced jobs to include tasks of higher value

Proposed Organization



Capacity Stress-testing



Job Role Summaries



Case Study 6

Title

Organisation Design and Restructuring for a Leading Beverage Company

Problem Statement

- Our client, a reputable beverage company, aspires to transform themselves into a nimble, flexible and future-proof organisation
- As they embark on the journey towards achieving their vision of becoming a True Brand Company, the client has to focus on outsourcing low value tasks to external parties in order for them to spend more time articulating high level strategies as well as to lower their internal fixed costs

Sector/Industry of the Company

Consumer

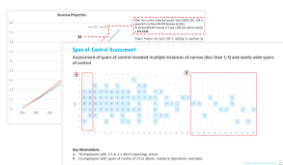
Approach for the project

- The client reached out to Deloitte to design and restructure their existing organisation structure and business model
- Deloitte created new strategic positions to build key organisational capabilities and set up high-value, high-impact and high-priority jobs to be done in-house to support the client's vision
- Accountability was enhanced by clearly segmenting work by portfolios and offerings to assign them to clear owners

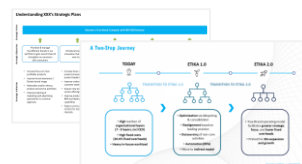
Benefits derived/outcomes achieved

- Re-designed jobs to better support business transformation, with lower value tasks restructured to include tasks of higher value
- Improved productivity and reduced manpower costs
- Increased opportunity for career development and capability enhancements from improved jobs

Current State Assessment



Future State Vision



Implementation Roadmap



New Positions and Roles

