

Case study 1

Title

Job Redesign for an SME- Local fashion company

Problem Statement

As the fashion company expand its business, they saw the growing need to have consistent employee development, clear but easy to follow processes in performance management and employee development. Most importantly, they want to start small transformation while dreaming big for the business.

***“Performance Management:** The company owners assess staff performance through what they observe or hear from line managers. Bonus and promotions are given based on managers’ recommendation and what the owners think they know.”*

***“Employee Development:** Whenever there is a new joiner, a senior will be randomly assigned based on availability to guide the new joiner. The assigned senior will guide based on his/her knowledge and experience and what they feel is right or important.”*

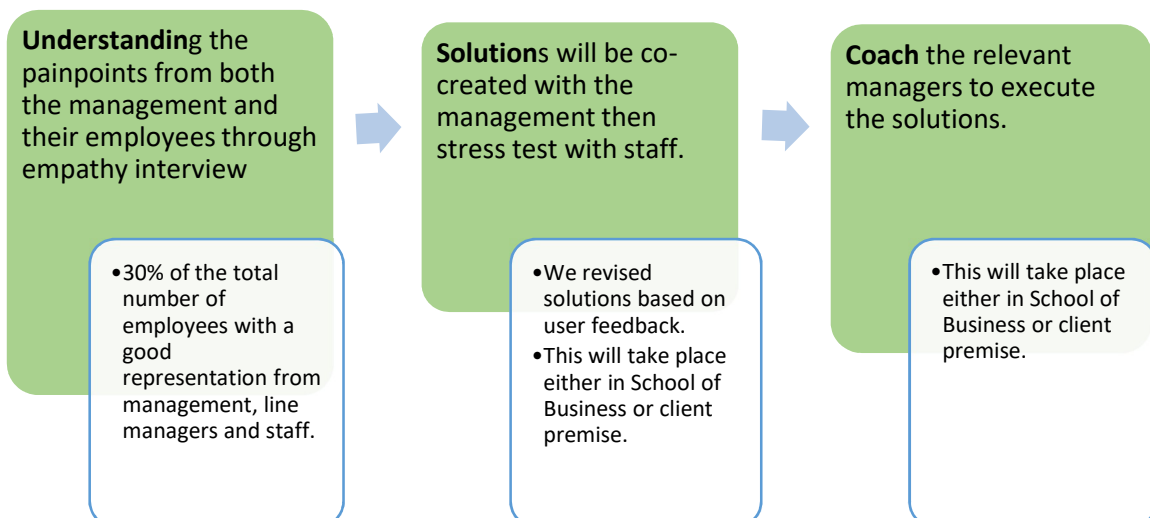
***“Employee recruitment:** The usual way of recruitment is for applicants to send email to HR. However, HR can be sieving through so many applications that they missed out on some potential candidates.”*

Sector/Industry of the Company

Retail industry

Approach for the project

School of Business was engaged to redesign performance management, on-the-job training and recruitment processes so that all employees will have the fair chance of performing at their best in their job.



Benefits derived/outcomes achieved

1. Workers job value increased
2. Improved wage outcomes of workers
3. Workers' capabilities have been enhanced
4. Increased job satisfaction with facilitation of talent attraction and retention

Performance management

- Performance management process (PMP) redesigned to measure all staff performance using **Robotic Process Automation (RPA)**.
- The document also used **analytics** to spot performance trends of the individuals over the years.
- Owners use the analytics for **yearly bonus budget projection** and **promotion**.
- It also help Talent management and development by identifying **consistently high performing staff**.

Employee Development

- On-the-job training blueprints and learning roadmaps are designed and automated for easy-tracking.
- Skills Onboarding Plan is crafted to suit the operational needs of the company.

Employee recruitment

- Online application build for company career webpage portal
- Interviewing questions recrafted and build-in scoring matrix for selection based on identified company values and domain experience

Case study 2

Title

Job Redesign for an SMP- an audit firm

Problem Statement

As the audit firm expands its business, they see a need to be more efficient in their audit and accounting processes.

Many of the audit and accounting processes performed by staff are manual and repetitive. There is a lot of copying and pasting of data, resulting in human errors. Due to the voluminous work, long working hours and lack of motivation, there is a higher turnover of staff. Hence there is a need to look at the current processes to be more efficient and effective.

Sector/Industry of the Company

Audit and accounting industry

Approach for the project

School of Business was engaged to redesign the role of the auditors and accountants in the firm.

Understanding through empathy interviews	Prototyping	Implementation	Operating
<ul style="list-style-type: none"> •We do interviews and a walkthrough of the current processes to identify the pain points and needs of the firm. 	<ul style="list-style-type: none"> •Based on the pain points, we combined Robotics Process Automation and our accounting knowledge to develop a prototype solution to address the needs. 	<ul style="list-style-type: none"> •Once the firm has approved the prototype, we will develop the solution and implement it for the firm. •The firm will use the solution to be more productive. 	<ul style="list-style-type: none"> •We will develop an instructional manual and training videos for the firm to continue using the solution.

One example of the solutions developed is for the Accounts Receivable Confirmation process.

A typical audit firm takes 256 hours annually to prepare the confirmation.

- The audit assistant performs the same process 1,920 times a year.
- **SOLUTION:** With our RPA solution, the auditor can *click a button* and the robot prepares the confirmations in seconds.
- *The auditor is now able to spend more time on more value added tasks such as analysis of the data.*

Please refer to this link for more examples of other process that we have automated for audit and accounting firms. https://www.linkedin.com/posts/daryl-aw-b149a7175_rpa-ugcPost-6834526539758100480-LICI/

Benefits derived/outcomes achieved

5. Workers able to focus on more value added tasks
6. Workers able to be more productive and efficient in their work
7. Workers' capabilities have been enhanced through digitalisation
8. Consolidation and centralisation of manual and repetitive tasks to be performed by robots