

Human capital development project to capture and improve work efforts for a leading consumer services

Sector/ Industry	<ul style="list-style-type: none"> Consumer services and retail company 																																																								
Problem Statement	<ul style="list-style-type: none"> The client wanted to improve the human capital development, systems, and processes in the company. This included a KPI system, process and improvement Before improvement of this, the client wanted to get a “pulse” of the internal company sentiment, which could help identify areas of improvement 																																																								
Project scope and approach	<ul style="list-style-type: none"> We conducted interviews with employees and identified that employees had low motivation to reach company goals. We identified that “Learning and Development (L&D)” was one of the key motivating factors for employees, however employees felt that it was not adequately provided by the company We recommended a L&D plan aimed to motivate employees. we conducted a job redesigning for the client which involved mapping existing roles to similar roles in the industry, to identify new responsibilities and skills that are needed for learning and development. This led to career progression for employees Additionally, during our diagnosis phase, using the Expectancy Theory of Motivation, we identified that communication was lacking as employees’ efforts were not translated to performance. As such, we developed a KPI incentive structure which included a KPI dashboard that managers and employees can use to record and evaluate performance 																																																								
Outcomes/ Outputs	<ul style="list-style-type: none"> Increased in workers’ job value Redesigned jobs to better support business transformation in the organization Improved productivity and reduced operating or manpower costs Enhanced workers’ capabilities and improved career developmental opportunities Improved wage outcomes of workers <div style="display: flex; justify-content: space-around;"> <div data-bbox="314 1029 812 1292"> </div> <div data-bbox="897 1029 1390 1292"> <table border="1"> <thead> <tr> <th>When taken as hygiene factors?</th> <th>Factors</th> <th>Expected (%)²</th> <th>Provided and adequate (%) of respondents who chose factor as expected¹</th> <th>Highlighted issues</th> </tr> </thead> <tbody> <tr> <td>Salary</td> <td></td> <td>86</td> <td>57</td> <td rowspan="2">The top 3 most expected factors are not fully met. 50% of the respondents brought up the pay and workload being problematic.</td> </tr> <tr> <td>Pay according to ability and competence</td> <td></td> <td>75</td> <td>33</td> </tr> <tr> <td>Responsibility and independence</td> <td></td> <td>75</td> <td>67</td> <td rowspan="2">Employees stated that there is a lack of motivation. However, they feel that it is either because of the unclear structure of the studies or because what they have heard.</td> </tr> <tr> <td>Good organizational policy</td> <td></td> <td>75</td> <td>46</td> </tr> <tr> <td>Learning & Development (L&D)</td> <td></td> <td>65</td> <td>90</td> <td rowspan="2">There are not too many opportunities for promotion due to 3rd party factors.</td> </tr> <tr> <td>Interesting work</td> <td></td> <td>50</td> <td>90</td> </tr> <tr> <td>Opportunities for promotion</td> <td></td> <td>50</td> <td>No. provided</td> <td rowspan="2">L&D provides many factors for employees, however they are not motivating.</td> </tr> <tr> <td>Well-being</td> <td></td> <td>50</td> <td>25</td> </tr> <tr> <td>Good supervision</td> <td></td> <td>35</td> <td>67</td> <td></td> </tr> <tr> <td>Job security</td> <td></td> <td>35</td> <td>100</td> <td></td> </tr> <tr> <td> fringe benefit</td> <td></td> <td>35</td> <td>50</td> <td></td> </tr> </tbody> </table> <p>The KPI system, incentive structure, and pay recovery could help to address the employees' top 2 hygiene factors</p> </div> <div data-bbox="1475 1029 1972 1292"> </div> </div>	When taken as hygiene factors?	Factors	Expected (%) ²	Provided and adequate (%) of respondents who chose factor as expected ¹	Highlighted issues	Salary		86	57	The top 3 most expected factors are not fully met. 50% of the respondents brought up the pay and workload being problematic.	Pay according to ability and competence		75	33	Responsibility and independence		75	67	Employees stated that there is a lack of motivation. However, they feel that it is either because of the unclear structure of the studies or because what they have heard.	Good organizational policy		75	46	Learning & Development (L&D)		65	90	There are not too many opportunities for promotion due to 3rd party factors.	Interesting work		50	90	Opportunities for promotion		50	No. provided	L&D provides many factors for employees, however they are not motivating.	Well-being		50	25	Good supervision		35	67		Job security		35	100		fringe benefit		35	50	
When taken as hygiene factors?	Factors	Expected (%) ²	Provided and adequate (%) of respondents who chose factor as expected ¹	Highlighted issues																																																					
Salary		86	57	The top 3 most expected factors are not fully met. 50% of the respondents brought up the pay and workload being problematic.																																																					
Pay according to ability and competence		75	33																																																						
Responsibility and independence		75	67	Employees stated that there is a lack of motivation. However, they feel that it is either because of the unclear structure of the studies or because what they have heard.																																																					
Good organizational policy		75	46																																																						
Learning & Development (L&D)		65	90	There are not too many opportunities for promotion due to 3rd party factors.																																																					
Interesting work		50	90																																																						
Opportunities for promotion		50	No. provided	L&D provides many factors for employees, however they are not motivating.																																																					
Well-being		50	25																																																						
Good supervision		35	67																																																						
Job security		35	100																																																						
fringe benefit		35	50																																																						

Redesigned employee roles and salary progression plan for an education services company according to market benchmarks

Sector/ Industry	<ul style="list-style-type: none"> An educational services company 																
Problem Statement	<ul style="list-style-type: none"> The client wanted to revamp their salary progression plan for all its employees The scope involved understanding the market benchmark and the competitive edges that could be capitalised on to differentiate the compensation structure that the company offers compared to competitors The client wanted to better understand which aspect and to what extent each of the compensation framework could be improved 																
Project scope and approach	<ul style="list-style-type: none"> We conducted marketing benchmarking and primary research interviews to understand how the client could differentiate its compensation structure We developed a salary progression plan with proposed basic salary amount, salary increments and bonus package that could help the company remain competitiveness in the space Additionally, we conducted a job redesigning for the client which involved job enlargement and rotation of various roles to improve the performance of the team and to ensure that employees' skills and tasks are in alignment with the proposed salary 																
Outcomes/ Outputs	<ul style="list-style-type: none"> Improved job attractiveness to the local workforce Improved wage outcomes of workers Improved productivity and reduced operating or manpower costs Increased job satisfaction with facilitation of talent attraction and retention Redesigned jobs to better support business transformation in the organization <div data-bbox="327 999 777 1210"> <p>Option A: Adjust all employees' salaries to maintain relative position of salary new salary range!</p> <p>Option B: Only adjust salaries of affected employees below new minimum salary range</p> </div> <div data-bbox="859 978 1377 1228"> <table border="1"> <thead> <tr> <th>Option</th> <th>Description</th> <th>Purpose</th> <th>Risks</th> </tr> </thead> <tbody> <tr> <td>Option A</td> <td>Average ICT sector increment</td> <td>Adjusts for inflation and keeps salaries in line with market over time</td> <td>Highest cost to company, especially at the Manager and Director rank</td> </tr> <tr> <td>Option B</td> <td>HWA's historical increment of 21%</td> <td>Adjusts for inflation and ensures salaries are not too far below ICT sector</td> <td>May not adjust for inflation if it exceeds 2%</td> </tr> <tr> <td>Option C</td> <td>Singapore's inflation rate</td> <td>Lowest cost to company and adjusts for inflation</td> <td>Salaries will be below market over time. Motivation could be affected for years with 0% increment</td> </tr> </tbody> </table> </div> <div data-bbox="1440 978 1833 1228"> <p>There are 4 key decision areas when creating a salary progression plan</p> <ol style="list-style-type: none"> 1. Salary: How much will the salary ranges be for each job level? 2. Inflation: How much will inflation be over the next year? 3. Market: How much will the market be over the next year? 4. Cost: How much will the company be able to pay for each job level? </div>	Option	Description	Purpose	Risks	Option A	Average ICT sector increment	Adjusts for inflation and keeps salaries in line with market over time	Highest cost to company, especially at the Manager and Director rank	Option B	HWA's historical increment of 21%	Adjusts for inflation and ensures salaries are not too far below ICT sector	May not adjust for inflation if it exceeds 2%	Option C	Singapore's inflation rate	Lowest cost to company and adjusts for inflation	Salaries will be below market over time. Motivation could be affected for years with 0% increment
Option	Description	Purpose	Risks														
Option A	Average ICT sector increment	Adjusts for inflation and keeps salaries in line with market over time	Highest cost to company, especially at the Manager and Director rank														
Option B	HWA's historical increment of 21%	Adjusts for inflation and ensures salaries are not too far below ICT sector	May not adjust for inflation if it exceeds 2%														
Option C	Singapore's inflation rate	Lowest cost to company and adjusts for inflation	Salaries will be below market over time. Motivation could be affected for years with 0% increment														

Job redesign to pivot a media company from traditional print to events and digital media

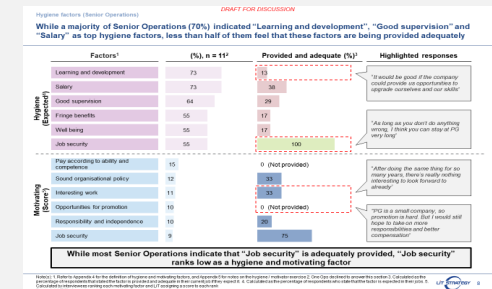
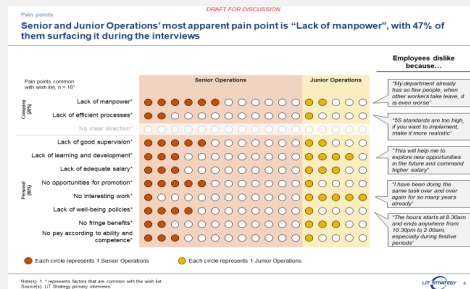
Sector/ Industry	<ul style="list-style-type: none"> A media/publishing company in Singapore 																																			
Problem Statement	<ul style="list-style-type: none"> The client was looking to pivot from print to events and digital services as publishing is increasingly a sunset industry. To do so, the client needed its staff to be able to handle the change Our client also wanted to ensure its new digital offering was aligned with the market, and wanted to identify potential new revenue streams as it transits from print media to digital media 																																			
Project scope and approach	<ul style="list-style-type: none"> We interviewed each of the staff to understand their goals and aspirations for themselves and the company. In the process, we identified individuals who could become the core team to lead the change, as well as the team who can assist in the stability of the company. Job roles were expanded and redesigned to reflect the changes, and appropriate training and mentorship were identified. We also conducted research to understand the gaps present in our client's digital capabilities and what the consumers desire and assessed the competitiveness of our client's platform relative to its competitors in the market We recommended changes to internal policies (for example, job redesign and talent development) to facilitate their digital transformation and changes to the company offerings to capitalise on underutilised assets 																																			
Outcomes/ Outputs	<ul style="list-style-type: none"> Redesigned jobs to better support business transformation in the organization Restructured non value-added tasks by adding higher value-adding tasks Enlarged worker's job scope and increased job value <div data-bbox="306 953 783 1192"> <p>Phases:</p> <table border="1"> <thead> <tr> <th>Country rank (Singapore)</th> <th>Direct searches</th> <th>Bounce rate¹</th> <th>Average visit duration</th> <th>Visits / unique visitors</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>#2,547</td> <td>51.60%</td> <td>45.94%</td> <td>5 mins 37 secs</td> <td>3.37</td> </tr> <tr> <td>2</td> <td>11,716</td> <td>22.09%</td> <td>49.01%</td> <td>2 mins 25 secs</td> <td>2.66</td> </tr> <tr> <td>3</td> <td>#11,076</td> <td>20.03%</td> <td>52.55%</td> <td>2 mins 06 secs</td> <td>2.58</td> </tr> <tr> <td>4</td> <td>#42,325</td> <td>19.83%</td> <td>52.81%</td> <td>2 mins 03 secs</td> <td>1.55</td> </tr> <tr> <td>5</td> <td>#63,647</td> <td>15.07%</td> <td>59.82%</td> <td>57 secs</td> <td>1.32</td> </tr> </tbody> </table> <p>● brides ● hitchæd ● hitchæd ● singaporebrides ● bridestory</p> </div> <div data-bbox="866 939 1357 1206"> <p>Talent pipeline Individuals who have demonstrated buy-in for CM's future but have critical areas for development</p> <p>Support staff Individuals who support day to day functions within CM</p> <p>Successors Individuals who have both foresight and capability to lead CM for future growth</p> <p>Old guards Individuals who are highly capable of running existing operations but might not be appropriate for CM future growth</p> </div> <div data-bbox="1466 961 1916 1192"> <div data-bbox="1466 961 1601 1192"> <p>Offerings</p> <ul style="list-style-type: none"> Bridal Boutiques BB has a limited selection of bridal boutiques Bridesmaid Dresses The inclusion of bridesmaid dresses could make BB stand out from its competitors Florists Customers perceive little to no difference and buy from cheaper sources like Carousell </div> <div data-bbox="1622 961 1767 1192"> <p>Venue</p> <ul style="list-style-type: none"> Venue Booking The inclusion of filters such as height of ceiling and pillars could make BB stand out from its competitors Banquet Price List Allowing users to select banquets based on their budget would better match their expectations </div> <div data-bbox="1788 961 1916 1192"> <p>Publicity</p> <ul style="list-style-type: none"> Events BB can host more large-scale events to garner more publicity, similar to how Singaporebrides and their bridal showcases Inspirations BB can have include a section that throws different ideas together </div> </div>	Country rank (Singapore)	Direct searches	Bounce rate ¹	Average visit duration	Visits / unique visitors	1	#2,547	51.60%	45.94%	5 mins 37 secs	3.37	2	11,716	22.09%	49.01%	2 mins 25 secs	2.66	3	#11,076	20.03%	52.55%	2 mins 06 secs	2.58	4	#42,325	19.83%	52.81%	2 mins 03 secs	1.55	5	#63,647	15.07%	59.82%	57 secs	1.32
Country rank (Singapore)	Direct searches	Bounce rate ¹	Average visit duration	Visits / unique visitors																																
1	#2,547	51.60%	45.94%	5 mins 37 secs	3.37																															
2	11,716	22.09%	49.01%	2 mins 25 secs	2.66																															
3	#11,076	20.03%	52.55%	2 mins 06 secs	2.58																															
4	#42,325	19.83%	52.81%	2 mins 03 secs	1.55																															
5	#63,647	15.07%	59.82%	57 secs	1.32																															

Human capital development project to support new business strategies for a local bakery in Singapore

- Sector/ Industry**
 - A local bakery in Singapore
- Problem Statement**
 - The client wanted to strengthen and improve the company's Human Resource capabilities to support new business strategies through (a) identifying and bridging HR policies and processes to improve current recruitment, employment engagement and communication within firm, (b) establishing accurate and fair performance appraisal and monitoring system, and (c) establishing clear career progression for employees to support talent retention
 - The client wanted to relook into their strategic direction and redesign the company's Key Performance Indicator (KPI) system
- Project scope and approach**
 - We conducted mainly primary research with management and staff employees to understand the company better, identify day to day operations and map out roles and responsibilities of employees
 - We conducted primary research and identified the inefficiencies in its organizational structure. As such, we worked closely with the CEO and departmental managers to revise the organizational structure
 - Additionally, using Theory X and Theory Y, we mapped the job responsibilities and task that each employee was tasked to do, against the type of work behaviors they have. Through the exercise, we identified mismatches between employees' work behaviors and the type of job responsibilities they are tasked to do. Subsequently, we conducted job redesigning which involved job rescoping and enlargement

- Redesigned jobs to better support business transformation in the organization
- Improved in productivity and reduced operating or manpower costs
- Improved wage outcomes of workers
- Enlarged workers' job scope

Outcomes/ Outputs



Job redesign and performance metrics development for an Online Live Streaming platform in Singapore

Sector/ Industry	<ul style="list-style-type: none"> An Online Live Streaming platform in Singapore
Problem Statement	<ul style="list-style-type: none"> Our client has developed a web live streaming platform that offers conferencing solutions to clients, and since rolling out, the product quickly made an impact Our client would like to redevelop their job roles and scope as well as to develop KPIs to ensure that they are able to grow sustainably
Project scope and approach	<ul style="list-style-type: none"> We conducted interviews with employees and identified overlaps in job roles which results in inefficiencies that could limit the company's performance. Due to the overlaps in responsibilities, employees were unclear of their job scope and responsibilities Also, employees were overwhelmed with tasks that affected their motivation We conducted a job redesigning which involved mapping out employees' job responsibilities, job rotation and job enlargement. We identified critical and non-critical job responsibilities to outsource non-critical ones to reduce workload We also worked closely with departmental managers to allocate responsibilities to those who possessed skillsets for the required task
Outcomes/ Outputs	<ul style="list-style-type: none"> Redesigned jobs to better support business transformation in the organization Restructured non value-added tasks by adding higher value-adding tasks Enlarged worker's job scope and increased job value <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div data-bbox="348 896 783 1129"> <p>The alignment on goals could set the foundation for the development of its Q2021's growth strategy and tactics</p> </div> <div data-bbox="913 896 1348 1129"> <p>Global Enterprise CLS potential market size by region, in USD (2019*)</p> </div> <div data-bbox="1479 896 1893 1129"> <p>Market Size (USD Bn)</p> <p>2021 Forecasted Market Size (USD Bn)</p> <p>Estimated CAGR from 2021</p> <p>Even in the widely pessimistic scenario, the market size would still grow at a CAGR of 20% to ~\$5.2 Bn and revert to pre-Covid growth rates</p> <p>These scenarios indicate a promising future where the Covid-induced growth for Enterprise Live Streaming will persist even after Covid, achieving a forecasted CAGR of ~36% to ~57%</p> </div> </div>