KOM CONSULTING

Case Studies

Your Success is Our Inspiration

Your trusted partner in delivering projects and building capability.

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Team Efficiency Review: Efficiency to Enable Future Growth

Problem

We worked with a City Council to review a business area whose service delivery was inefficient and ineffective due to a rapid increase in workload over the past years. No investments into underlying processes or technology had occurred in a while and the team structure was not fit for purpose. Given the workload was expected to continue to increase, Council requested a set of clear recommendations of how the team could return to timely and effective service delivery.

Solution

KOM performed a comprehensive review of the current service delivery model, including business area structure, roles, business processes, and technology. We engaged key representatives of the area, covering all levels, as well as all internal customers and external vendors.

After identifying and understanding the underlying drivers for current issues, we developed 'quick win' improvement ideas together with Council as well as longer term, more innovative approaches to their service delivery.

We sized the ideas in terms of expected benefits and indicative costs and applied Council's constraints to the list of ideas. The following prioritised list fed into an indicative roadmap for implementation. Ideas no longer feasible were retained but deprioritised.

Benefit

- Better investment decision making and prioritisation.
- Accelerated and de-risked delivery pipeline.
- Zero cost process automation opportunities.

We delivered the engagement within weeks, providing recommendations to inform investment, prioritisation and resourcing decisions to feed into the budgeting process. Our analysis and business case included a range of recommendations and automation opportunities identified to accelerate and de-risk the existing delivery pipeline and ways to reduce the likelihood of failure. It also included opportunities identified for core process automation, some of which could be started for $0 additional investment.

Process Improvement: Remove Paper, Work Faster, Free Up Capacity

Problem

Our mining client needed to support safer and more stable operations through making the way they operated work easier and more efficient. Opportunities for process improvement and simplification for the current IT system environment on site had to be identified to inform a new program of work. At the same time, our client was interested in quick wins that could be implemented immediately without having to wait for the larger program to be stood up.

Solution

KOM analysed existing information and performed in-person workshops, interviews, and process observations on site to understand process and IT system pain points. KOM develop a set of guiding questions that were used to elicit information consistently. Process and IT system pain points were categorised, ranked by their complexity, and weighted by the total time lost due to the pain point. Findings from the analysis phase were consolidated, validated with head office staff, turned into initial recommendations, and presented back to decision makers. Early engagement and change management with sites stakeholders incl. coal mine workers and leadership teams was emphasised to ensure the service would deliver the intended benefits.

Benefit

- Operational effectiveness and efficiency.
- Better well-informed decision making and prioritisation.
- Complexity, simplified.

We delivered our analysis outcomes as a presentation to the Senior Executive, outlining recommended next steps and splitting the problems to be solved by their size and complexity. This allowed our client to decide whether to proceed initially with quick wins, or to stand up new projects that tackle more complex issues. Implementation of our recommendations will provide capacity back to sites and improve the IT system support for operational business processes.

Learning & Development Digitisation: From Paper to Digital

Problem

Our client ran manual, paper-based equipment training across five different sites in regional Queensland. Their current Learning & Development business process included several review and approval steps that were often 'rubber stamps'. Per annum, over 12,000 approvals were requested and >10,500 labour hours are spent on administering Learning and Development.

This costed our client about $7.3M AUD per annum across all sites for administrative tasks alone.

The paper-based training also posed compliance risks and led to a poor user experience if paper was lost and training had to be started again from scratch.

Solution

KOM reviewed the current process (review and approval steps) with a focus on reducing manual work, realising significant efficiency gains and cost savings and improving the staff experience. We reviewed existing technology solutions that could be rolled out and engaged staff across all sites to develop a comprehensive roadmap for rollout of digital training incl. pilot sites and full rollout schedule.

We then worked with internal teams to configure and implement the new digital solution and performed an impact assessment. We took the solution through to a full rollout including process changes, risk management, and training across all sites.

Benefit

- Operational effectiveness and efficiency.
- Modernisation and digital solutions.
- Risk reduction.

We implemented end-to-end digital training solutions that delivered immediate savings and de-risked non-compliance.

Our analysis, process and digital solutions connected the full workforce with technology and supporting processes to digital track progress of core competencies and learning progress.

Core System Replacement: Ensuring Fit-for-Purpose System Implementation

Problem

Our client, a government agency, was focussed on improving digital customer experience and developing a new customer facing online portal to simplify debt collection. Ongoing maintenance costs of the current solution were high due to development/ enhancement work being completed by an external vendor.

Solution

KOM staff performed comprehensive analysis of the Agency's services, underpinning processes, and capabilities to define the prioritised list of features to guide the new portal development work. Large amount of data was analysed, and we worked closely with the Agency's experts to ensure that research is done on customer experience best practices and the final product delivers on customer objectives.

Benefit

- Better customer experience.
- Operational effectiveness and efficiency.
- Optimised delivery outcomes.

We designed and documented new customer experiences and internal business processes which included recommendation to minimise costs, improve outcomes and improve internal program delivery. Our analysis also discovered vendor discrepancies which we found solutions for and worked directly with them to resolve.

We achieved and maintained alignment with Queensland Government's and the Agency's own online standards, guidelines, policies, and legislation through close collaboration with key stakeholders. We facilitated improvements to internal project team practices for software implementation, including requirements definition, quality assurance and defect management.

Centralised Safety Services: Predictive Analytics to Prevent Incidents

Problem

Our client wanted to prevent safety incidents from occurring by implementing a new, centralised analytics function that monitors safety data and alerts mine sites with relevant pro-active signals and insights. This new function would complement existing data analytics functions, ensuring high potential hazards do not turn into actual incidents.

To achieve this, a holistic approach covering service design, business process design, technology implementation, people recruitment, and facility management was required.

Solution

KOM designed the project delivery approach with a focus on coal mine workers as service customers. We designed a new service delivery model, service catalogue, and service interaction diagrams to ensure near real-time notifications were provided to coal mine workers in a useful way. The underpinning IT and data infrastructure was defined and requirements for required technology changes were documented, ensuring the service would only flag relevant insights and alerts. Several options for resourcing and associated facility changes were assessed to demonstrate the necessary investment for true 24/7 safety monitoring.

Early engagement and change management with sites stakeholders incl. coal mine workers and leadership teams was emphasised to ensure the service would deliver the intended benefits.

Benefit

- Safer operations and incident prevention
- Reduction of external vendor spend
- Standardised processes across all sites
- Efficient delivery by leveraging work done across the portfolio

Initial safety services were stood up, comprising of fit-for-purpose people, process, and technology solutions. A clear maturity journey for each service as well as the function overall was designed, documented, and agreed. Technology vendors were engaged to assess possible future technology options that would enable additional automation and improve scalability of the service offering.

Project scope was amended to leverage work performed in other initiatives, further increasing the benefits this new function could provide immediately.

Project Delivery Office: Establishing a New Capability

Problem

Our customer decided to invest a large budget into internal processes, capabilities, and technology over the existing and coming financial year. There was no existing portfolio management capability and projects and programs were largely delivered as standalone initiatives without central governance. With new investments ready to go, our customer decided that having a central oversight function was important to ensure the promised benefits are delivered and to avoid cost and timeline overruns.

Solution

Utilising a set of industry best practices and working with a partner, we established new processes, procedures, and reporting measures for the project delivery office. We assisted in formalising how projects submit monthly delivery data to the office, and how portfolio reports are generated.

Together with our client, we created a comprehensive change management and communications plan to ensure the changes are rolled out successfully. The plan was executed during our engagement across dozens of Project and Program Managers.

Benefit

- Established a new project delivery office with agreed responsibilities.
- Designed, documented, and formalised office processes and relationship with existing projects and programs.
- Specified, built, and rolled out several PowerBI dashboards to provide real time information on project delivery statuses across the whole portfolio.
- Improved project cost reporting by simplifying data collection and removing redundant systems.

IT Architecture & Strategy: Mapping the Transformation Journey

Problem

Our client, a government department, had recently developed a new business strategy for the upcoming five years. Whilst their business transformation had been scoped and agreed, heavy investments into underlying IT systems were needed to support their ambitions. However, the required IT transformation roadmap had not been developed yet. Our client required clarity on which IT systems had to be replaced and in which order the IT transformation should occur.

Solution

KOM staff used industry reference models to accelerate creation of a department-specific business and IT architecture. We worked with existing documentation and key Department staff to develop a single source of truth for IT and business capability & process information. The diagrams were used to visualise what business changes were occurring, and which IT systems were impacted. It also indicated what IT systems were causing issues in the business and would therefore be priority candidates for replacement. Additionally, the visuals were used to ensure there were no competing changes between separate business and IT transformation streams.

Benefit

- Agreed IT transformation roadmap
- IT benefits aligned with business benefits
- New enterprise architecture capability for our client
- Aligned workstreams across the whole transformation, incl. customer experience and internal processes

Providing a single point of reference to the Department allowed for rapid insights into how the IT transformation could best support implementation of the new strategy. A roadmap that prioritised and sequenced IT system replacements and changes was created based on the work performed by the team.

Strategic ICT Roadmap: Innovating to Grow

Problem

Our client runs a successful business in Australia, operating quarries and concrete plants. Future growth for the business required investment into underlying technology, including customer-facing technology, operational technology, and back-office systems. This would also enable better and quicker operational decision making, a key pain point of the business. Additionally, our client was keen to explore innovative business models and solutions for their customers.

Solution

KOM created a vision for our client's future ICT infrastructure, capture the current state operating model, and agree a roadmap to move toward the vision. This included utilising existing systems better as well as investing into new technology.

We conducted a series of workshops and site visits, combined with desktop reviews, research, and engagement of academic and industry leaders. This gave us a full view of where the industry is heading and what innovative ICT solutions can assist our client in running an efficient business whilst differentiating themselves from competition.

Benefit

- Best-in class future state ICT landscape, combining innovative customer-facing technology with leading operational technology.
- Immediate options to leverage existing systems better.
- Enabled exploitation of innovative business and/or pricing models, such as premium pricing for peak time delivery.
- Developed a roadmap that was practicable, accepted by the board, and implementation was commenced immediately.

Commercialising ESG Propositions: Diversifying Income Streams

Problem

Our client had recently undertaken a revision of their business strategy and was developing their strategic plan and future program of work. As part of this, they identified the need to further develop existing and explore new product and service propositions, with the intent of bringing them to market.

Whilst the current approach had served them well, our client had a need to reduce reliance on government funding and find pathways to commercialise their offering.

Solution

KOM was engaged to help the team synthesise their ideas, concepts, and opportunities, and ultimately to help accelerate the development of their program of work. We conducted a series of high impact workshops that explored and documented key strategic concepts including organisational purpose, customer journeys and experience, and human-centered design.

Target operating models, operating structures, and cultural impacts were also explored during the engagement. Key highlights included the importance of having a deep understanding of customer journeys, the impact it has on product and service design, and the balance required to ensure commercial viability during execution.

Benefit

- Clear commercialisation pathway.
- Market-fit products.
- Purpose aligned teams.

This emersion into a purpose and customer centric approach to explore their propositions provided valuable perspectives, considerations and commerciality that shaped our client's customer and product roadmaps, and strategic plans.

These perspectives balanced the differing journeys and needs of their customer segments, and those of their key stakeholders including partners and Government.

SAP Implementation:
Assuring Benefit Realisation

Problem

Our client in the aviation industry needed to reduce their cost base and simplify the IT environment through an SAP S4 Hana implementation. A fundamental component of our client's transformation goal was to have a set of core business processes that are digitally enabled. By moving from disparate systems to digital processes, efficiency gains could be realised in both, front-line and back-office functions. However, their current technology partner was solely focused on the IT implementation and overall process design was lacking, leading to concerns that the solution would not be fit for purpose.

Solution

We designed and drove a process-centric approach to the implementation, ensuring the technology works for the business and not the other way around. We plugged gaps between business units and the technical vendor, enabling better change management and avoiding missing of critical stakeholders.

We were in charge of finalising expected benefit realisation with business leaders and entered an assurance function to ensure the technology design correlates to the agreed benefits.

Benefit

- Efficient and effective business processes
- Re-aligned technology implementation
- Clear benefits across the whole program

Our work assured a fit for purpose technology solution. We revised the program approach to implementation, ensuring business processes and business impact steer the design. Our staff finalised financial benefits across all impacted business areas and aligned those with all work streams. That allowed us to identify and close gaps in the existing technology work.

Real-Time Analytics: Improving Control over Production Processes

Problem

Our client was seeking to address inefficient statistical reporting of their production performance. They were spending between 2 and 6 weeks due to many manual steps being required and data sitting across 6 different systems. The client saw a need for deployment of a new product that streamlines, standardises, and automates creation of the analytics and reporting package.

Solution

KOM supported the deployment of the product at multiple mine sites in Australia that aimed at:

- standardising statistical performance management and reporting,
- ensuring that mining operations and processes are stable and capable of meeting business expectations.

Additionally, we supported the deployment of a simple and seamlessly integrated feedback workflow that linked into the reporting product. This made ongoing statistical process control activities easier for operations and in turn helped focus on active performance management and accountability vs. onerous retrospective reporting exercises.

Benefit

- Efficiency: Reduced the site reporting effort from 2-6 weeks to a few days.
- Capability: Enabled automatically generated summary reports.
- Standardisation: Integrated feedback process across various management levels and functions.
- Simplification: Consolidated data in a single source to simplify governance.

Business Performance Discussions: Better Data, Better Insights, Better Decision Making

Problem

Our client was seeking a way to reimagine monthly and quarterly performance reporting to create a meaningful, insightful performance management process that support active and forward-looking decision making.

Solution

Our approach was to create a series of workstreams aligned to the key milestones across the program, to deliver tailored, robust new reporting schemes with distinct horizons & topic focus to shift business from reactive to proactive.

Previous processes and meeting routines were amended to leverage the newly created dashboards and deliver improved outcomes, which required a combination of:

- Administrative changes, supported by artefacts and change management; and
- Behavioural and cultural changes, supported through coaching and training.

Clarity & alignment on the intent of the review meetings established:

- Clarity & focus on top issues & support required
- Enablement of better cross-over integration & accountability
- Agree investigations & actions needed
- Provide guidance on future direction to rectify or improve
- Discussion and review of necessary measures "by exception"

Benefit

- Revised processes & meetings program implemented, including the artefacts to deliver successful meetings with 20% focus on the past and 80% focus on the future:
  - **4 distinct meetings** with clearly defined purpose, outcomes, agendas & distinct time horizon focus.
  - **3 new artefacts:** Digital business scorecard, Threats & Opportunities tracker, Actions tracker.
  - **3 enabling roles** in meetings formalised: Chair; Facilitator; Secretariat
- 60 dashboard pages delivered across the 7 pillars of sustainable value, generating visibility over 500 KPIs and updating reporting for six routines, including safety pre-starts.
- Ongoing governance framework established for the routines and dashboard pages to support a data maturity journey to continuously enhance reporting.

HR Process Improvement: Digitising & Integrating Siloed Services

Problem

Our client in the rail industry needed to improve their speed of hiring, quality and experience of onboarding new employees. The existing process was largely manual, required duplicate data entry into multiple systems, and had different teams perform work in silos. Existing ICT solutions were underutilised, and candidates often dropped out of the process due to the inconsistent experience.

Solution

KOM started by establishing a shared understanding of the current processes and operating model within the HR department. We then evaluated capabilities of existing technical solutions and limitations placed on the process due to current policies.

We developed a series of future state processes, requirements for process digitization, and recommendations for HR policy changes.

We then worked with internal IT resources to commence implementation of the future state processes and created the set of test cases to be used by the business to govern delivery of all requirements.

Benefit

- Reduced cost-to-hire and removed technical debt by eliminating redundant systems.
- Improved handovers between previously siloed teams.
- Reduction of manual steps through automation.
- Accelerated onboarding process and reduced chances of manual errors.
- Provided transparency over roles & responsibilities across all hiring scenarios.

IT Portfolio Summary: Understanding the Work Being Delivered

Problem

Our client was used to a decentralized model of project delivery. Investments were largely decided by individual business units who were able to deliver projects independently. However, this led to duplicate capability being built, inefficient vendor engagements, a lack of understanding of dependencies, and no transparency over the full portfolio of work and associated spend.

Solution

We conducted a rapid information gathering exercise, pulling together a comprehensive view of all work being performed across all parts of the business. We then mapped dependencies to inform project prioritization and resource allocation. We validated findings with the business and recorded the current state project delivery roadmap in a project management software to provide transparency to executives.

Benefit

- Gained full transparency over the next three years of project delivery in less than four (4) weeks.
- Better decision making and transparency over portfolio dependencies.
- Enabled portfolio simulations, e.g. the effects of stopping certain projects on the portfolio.
- Identified known budgets and estimated overall spend of the portfolio.

Injury Management: Digital Processes for Better Care

Problem

Injury management presented significant challenges for our client, including the absence of a centralised tracking system for injury claims and rehabilitation activities. External audits identified non-conformance issues, such as the lack of secure records management and previous ineffective corrective measures.

Solution

KOM assisted the client in successfully navigating through key the key steps to implement the Injury Management System. Including preparation and the approval of the Acquisition Strategy, outlining Benefits, Scope, and Objectives, Business Requirements, Cyber Security Assessments, and negotiation of a Service Agreement with a preferred vendor. Subsequently, KOM together with the vendor configured the system, loaded data, conducted User Acceptance testing, and successfully deployed the system with a seamless Go-Live. This comprehensive solution streamlined processes, introduced a secure records management system, and enhanced overall injury claim management.

Benefit

- Improving Efficiency: The system significantly improved the efficiency of the Injury Management Team by streamlining processes and reducing manual tasks.
- Expense Reduction: By automating various aspects of injury claim management, the client achieved cost savings through reduced manual labour.
- Reduction of Human Errors: The system substantially reduced the risk of human errors, ensuring accurate and consistent data management.
- Internal Compliance : The system enabled the client to meet internal compliance requirements, enhancing overall operational compliance.
- Real-Time Reporting: Meaningful real-time reporting capabilities were introduced, providing valuable insights for informed decision-making.

Assessment Management: Faster Learning and Better Compliance

Problem

Our client faced several challenges related to assessment management, including the use of various disparate applications across different business units, inefficient data exchange processes, manual paper-based testing with error-prone manual marking, and unreliable existing applications. The limitations of the current applications and the absence of a single enterprise-level solution further compounded these issues.

Solution

The KOM team has assisted the client in defining the business case for this project and reconciling records of work performed to date. We then developed and implemented a strategy to close gaps and navigate through key steps of the project delivery lifecycle. This included the development of a technology acquisition strategy and procurement processes (RFQ, evaluation of solutions, and selection of preferred solution). We then worked with the selected vendor and internal teams to complete the implementation plan and design phase. Our experience in delivering technology projects ensured key gateways were identified early and all required stakeholders, such as internal IT and security teams, were engaged early.

Benefit

- Digital learning assessments that accommodate future demand.
- Efficient operations through a reduced applications footprint.
- Improving efficiency and reduced manual processes
- Full compliance with legislative requirements.
- Assured long-term vendor support for the application.

Management Routines:
Better Meetings for Better Decisions

Problem

Despite having defined a standard set of management routines to control operational performance, our client had not implemented the standard across all sites. Across several sites, different routines and ad-hoc meetings had been implemented due to a perception that the standard wasn't fit for purpose.

A new initiative was needed to re-baseline management routines and standardise operational performance management across sites. This had to balance central requirements for reporting and governance with individual, site-specific needs and perceptions of what effective management looks like.

Solution

KOM was engaged to consolidate and reconcile various artefacts that covered the initial standard with reality on site. We created a clear purpose for each process and associated routine. We ran a series of workshops covering central and site requirements and created a first draft of a new blueprint. The blueprint included key routine attributes such as purpose, attendees, agenda, and associated metrics and reporting requirements.

This blueprint was validated with key decision makers, and we created a rollout roadmap that started with a single site to confirm intended improvements prior to a broader rollout.

Benefit

- Single management routines blueprint for the whole organisation.
- Improved ability to monitor and manage operational performance.
- Reduced variability across sites enabling better comparison of performance.
- Clear definition of purpose, attendees, and agenda per routine enabling better conversations between sites and head office.

Strategic Planning & Governance: Setting up for Future Success

Problem

Our client had a clear desire to grow their business of social and affordable housing. The execution of that strategy was hindered by a lack of a business or strategic plan as well as no transparency over the current property portfolio. Our client had well skilled and highly experienced staff, but an overall risk and governance framework was missing, and some board processes were ad-hoc rather than clearly defined and agreed.

Solution

We structured the engagement into two distinct work packages that covered our client's requirements. Initially, we spent time on the ground to get to know the business, visit their properties, and understand our client's strategic intent in detail.

We then split the work between ourselves and a specialist partner whilst managing the overall project and delivery timeframes.

The first work package included development of a growth/ business plan to execute our client's strategy incl. review of current property portfolio and detail on proposed projects for the next years.

The second work package prepared comprehensive financial modelling, reviewed the balance sheet and financial information, and drafted a go-to-market approach to secure funding.

Benefit

- Developed several options for growth strategies.
- Identified and closed board governance gaps incl. risk management frameworks.
- Combined financial metrics into the strategic plan and gained a holistic understanding of impacts on current portfolio.
- Drafted a go-to-market strategy for our client to approach financiers.
- Connected our client with possible asset management software solutions.

About us

KOM Consulting specialises in strategy execution and transformation delivery.

With comprehensive services to support your journey, we ensure your transformations deliver business, customer, and community outcomes. We are vendor agnostic, focused on your objectives, and always put your needs over specific technologies.

We can help with:

- ☑ Business Analysis
- ☑ Programme Management
- ☑ Change Management
- ☑ Process Improvements
- ☑ Testing Strategy

- ☑ Portfolio Delivery
- ☑ Business Architecture
- ☑ Process Design
- ☑ Release Strategy
- ☑ CX Improvements

We've helped

- ☑ Finance
- ☑ Mining
- ☑ Education

- ☑ Aviation
- ☑ Government
- ☑ Not-for-profit

Problems we've solved

Transformations & Project Delivery

- Defining project & program delivery approaches.
- Driving human-centred business process improvements.
- Implementing business analysis approaches.
- Designing better customer experiences.
- Rescuing an initiative at risk of failure.
- Providing program capabilities and resources.

Strategy Execution

- Designing and implementing new operating model.
- Assessing capabilities and developing uplift plans.
- Implementing changes to business and technology environments.
- Innovating products, services, and experiences delivery.

How to engage us

LocalBuy pre-qualified supplier: LB309 Management Services
State: QLD Government's ICTSS.1303B ICT Services Panel
Federal: Digital Marketplace
Others: Please email us for opportunities: **info@kom-consulting.com**

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