



Hornet; a game changer in company transformation program

Design a Governance System to help leaders track and report a key change program

THE SITUATION

A large manufacturing company had performed strongly over decades, however in the last few months there had been a deterioration in the market impacting significantly on expected revenue and ultimately a major impact on projected NPAT for 2016/17 and 2017/18. The company had strict Bank Covenant ratios (around debt) and needed to be proactive otherwise they would exceed these ratios.

To ensure they remained in a strong financial position, the Board supported a management proposal to implement a **Transformation Program**. Tough Problem were engaged and put in place a program that promised to deliver the following;



TRANSFORMATION PROGRAM SUMMARY



A comprehensive **organisational re-design** to improve strategic alignment

Identification of **Quick Win** cost saving opportunities

Assess **CAPEX** policy to improve investment outcomes

Identification of **long term initiatives** to improve the Company's cost and competitive position

- 100+ initiatives recorded and tracked using Hornet
- The Company targeted savings in excess of \$10m in 2016/17 and \$25m in 2017/18.....



THE APPROACH

The Transformation program had **3 key phases** – Planning, Design and Implementation. The CEO and Executive team with the support of Tough Problem positioned the Transformation Program as the key focus over an 18 month period. Over 130 individual initiatives were developed during the Design phase. Each one was reviewed and approved by the Transformation Steering Committee and then each General Manager were made accountable for the delivery of these initiatives. **All initiatives were tracked and reported in Tough Problem's HORNET tracking and reporting system.**

THE RESULTS

The Company:

- ❑ Believed that the Transformation Program was a **positive & pro-active response** to the existing challenging business and market conditions
- ❑ Is confident that it will deliver short and long term benefits that are substantial, through a reduced cost base, improved competitive position, improved profit, stronger balance sheet and reduced debt and covenant ratios.
- ❑ Expected other tangible and non-tangible benefits through strategic alignment, improved company culture and employee engagement ,

Hornet offers a range of benefits

Gone are the days when the PMO team members would spend days consolidating data from various spreadsheets and multiple sources to provide a snapshot of how a change program is tracking. Enter **Hornet**, a simple yet sophisticated cloud-based Tracking and Reporting platform that enables users to see the big picture as well being able to drill down into the detail.

“ Hornet is a powerful, high level project reporting tool that allows a quick and clear view of large project portfolios, with good key indicators that easily allow management focus to be directed where it needs to. It is very easy to navigate around and enter data into. It provides a **PMO Manager a broad range of management reports and clever filtering to provide quick access to required data status, It requires minimum maintenance to achieve effective management analysis ”**

Hornet's **'Off-the-Shelf'** reports or customised reporting functionality, makes it easy for stakeholders to present and discuss the status of implementation in existing function and leadership forums



01

Real-time Activity and Benefits Tracking

Visibility of initiative activity as well as bottom-line impact in real time.

02

Single Source of Truth

Hornet acts as a single source of truth to enable communication across regions, sites, BUs, and individuals to enhance performance management.

03

Multi-Layer Reporting Capability

Provides large array of reports with multiple filters and PDF download capability as well as export to Excel option for user to 'slice and dice' if one-off reports are required.

04

Intuitive Data Capture and Navigation

Developed with our expertise in design thinking, Hornet provides easy to access input and output

05

Secure

Provided as Software as a Service (SaaS) and hosted in a secure AWS environment where strict access controls ensure the security of customer data.