



FRESHBYFRISKA



WORLEY CASE STUDY

How a global engineering company drove 35% cost reduction through operating model redesign and software governance strategy saving \$2 million in one month.



THE CLIENT

Worley is a global team of consultants, engineers, construction workers and data scientists - 59,000 of the brightest minds in energy, chemicals and resources, all working to solve the world's changing energy needs since 1893.



THE CHALLENGE

Over the years, Worley grew significantly through company acquisitions. Every organisation brings with it its own set of values, norms and challenges, so merging and aligning these to enable consistency in ways of working is no mean feat. Given the complexity of managing remote teams across 250 offices in 49 countries, the wide process variances were influencing productivity and profitability.

Several transformation initiatives were executed; the two most significant being Applications Rationalisation & Governance and Offshoring Operating Model.

NEARLY 75%

Reduction in corporate apps.

\$2 MILLION SAVED

In 30 days from retiring one software.

89% IMPROVED

Productivity through process standardisation.



"A consistent approach to managing change for all GPMO projects meant repeatable results and benefits were actually realised!"

SUREN THURAIJAH

GPMO & Global Procurement
Director

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Applications Rationalisation & Governance

Non-existent processes for acquisition, use and renewal of software.

A comprehensive audit revealed the company was being billed hourly for software that employees had open, but left idle, on their computers the entire working day. Some vendors even billed the company every time their application was opened. Anyone could purchase new software without a vetting process; the company had unknowingly paid for 1,850 apps - with most underutilised.

Stringent governance introduced to control software spend.

Imagine the maintenance, support and renewal costs associated with such a significant number of apps.

The inconsistencies in billing, software types and software versions were not only financially debilitating but resulted in rework and redesign.

Nominating "approved" software and retiring alternatives enables consistency and standardisation.

All existing software was assessed based on its initial cost, maintenance requirements, benefits and current utilisation in the company. Stringent criteria were established and enforced resulting in the number of apps being culled to a manageable 450.

New software policies were established, mandating the centralisation of all app purchasing and renewals. The change also involved recruiting a new software asset management team to monitor compliance to the new policies, ensuring the change - and any cost savings - were sustained.

Ongoing reporting of change adoption to the Global Leadership Team ensured history did not repeat itself.



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Offshoring Operating Model Design & Implementation

Not a simple 'lift and shift' of client-facing engineering services

Across three years, engineering and drafting services in the home offices (HOs) of Australia, USA, Canada and UK were transitioned to India, securing 800 new jobs overseas and enabling HOs to focus on face-to-face client interactions and strategic work to future ready the business.

Worley reimagined its entire operating model to improve margins, increase efficiency, anticipate customer needs and better respond to emerging opportunities in new markets.

Maintaining Service Excellence irrespective of where work gets done

HOs had to get accustomed to working with remote teams of a different culture and time zone, and agreements delineating turnaround times, roles and responsibilities, expectations and standards needed to be established - and adopted.

New ways of working, new ways of leading, new ways of delivering

Friska developed a change management blueprint to ensure that changes stemming from the different projects were rolled out consistently - in a manner that produced high awareness, adoption and buy-in.

Cultural awareness training and remote working best practises were also some of the capability building artefacts which smoothed the transition.

Standardising how changes were communicated to the global leadership team, how benefits were showcased to employees and setting metrics and measures to gauge operating model progress also served to encourage more HOs to adopt and strengthened leadership's willingness to manage any resistant stakeholders and reinforce early adopters.

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THE RESULT

Repeatable framework drives consistent outcomes

Change leadership throughout complex projects impacting 23,000 stakeholders in Australia, USA, Canada, India, China, South America, Middle East and the UK enabled Worley to improve margins and increase efficiency. The results of these projects, from operating model redesign, systems retirement, technology implementation and process integration demonstrate what well-managed and effectively executed change can deliver - an undeniable surge in productivity and profitability for your business.

Results enabling an agile future-fit organisation

An iterative and structured change management approach enabled:

- Secured global leadership buy-in to whet the appetite for more change
- 230% increase in organic intranet traffic to change program sites
- 120% quarterly increase in adoption of the change approach
- 95% stakeholder satisfaction with change management process

Friska is a talented and efficient change manager who has a powerful drive for achievement. And boy, does she achieve! Her speed at delivering quality work has amazed me many times, the result, I believe, of a strong work ethic and the very high expectations she has of herself.

- Ivana Moretti, Global Communications Manager, Worley

