

## JR Case Study 1



### Title

HR Role Redesign for a Medical Technology Company

### Problem Statement

The client is a global medical technology company focusing on medical discovery, diagnostic and care delivery. Singapore is one of their most important bases, functioning as its regional headquarters and largest manufacturing and research hub for the Asia region. The client's HR role structure in Singapore was not well-design, leading to conflicting priorities and different issues like inconsistent stakeholder experience, overwhelming workload for the team, and failing to support business strategy. KPMG redesigned the structure and roles to ensure the HR department operate more efficiently and aligned with the organisation's business objectives.

### Sector / Industry

Medical Technology

### JR Methodology / Approach for the project

- Conducted stakeholder meeting and research to understand the client's overall strategy and pain points, as well as the role design of the HR team
- Proposed an operating model that helped the client to optimise overall business processes, including the HR team structure
- Benchmarked the current HR structure with leading practices for gap analysis
- Utilized KPMG APQC's benchmark of peer organisations in medical sector to identify the number of HR FTEs for various roles, giving insights to the workforce
- Carried out job-redesign exercise for roles across HR based on (a) leading market practices (b) target operating model (c) new processes
- Retributed the workload amongst the HR team: the changes include providing additional resources for handling larger divisions according to seniority, as well as providing a resource for Singapore-geography HRBP duties while providing oversight on CoE responsibilities for Singapore

### Benefits derived / Outcomes achieved

- Redesigned the Target Operating Model (TOM) for the client's HR team according to regional and country level, with clear reporting lines and responsibility that will allow them to better support organizational growth
- Enhanced the client's HR team's capability through job redesign - developing their knowledge and skills in Organization and Talent Management and Human Capital Management
- Drove accountability among the client's HR team by helping to identify key areas of their roles and ensuring job clarity

## JR Case Study 2



### Title

Optimizing Workforce Capabilities via Job Redesign

### Problem Statement

The client is a leading company in the electronics industry with a significant market share worldwide. As they were planning to grow their B2B capabilities in the SEA region, the client's organizational landscape was expecting major changes. Building the client's growing B2B capabilities requires skill augmentation and internal capability realignment. The employees were working in a very siloed ways and would like to redesign the structure and roles to operate as one unified region.

### Sector / Industry

Electronics

### JR Methodology / Approach for the project

- Carried out for roles across the Front Office (Sales, Marketing, Customer Support), Back Office (HR, IT, Procurement, Finance) as well as Regional and local country management
- Analysed current activities carried out by different roles
- Design of future activities, job redesigning and KPIs based on the understanding of the client's business goals and expansion plans supporting change & communications
- Widened responsibilities across the region: the changes included new direct reports, greater levels of responsibility, new stakeholders to engage with/align with, new expectations around knowledge-sharing with peers across the region
- Updated the accountabilities of some roles to drive growth in focus areas by updating their job descriptions and most importantly the KPIs attached to these roles

### Benefits derived / Outcomes achieved

- Supported the design and implementation of a new organisation structure to support the shift in strategy
- Enlarged employees' job size and job value increase due to job enrichment
- Jobs have been redesigned to better support the organization's business transformation and growth in the SEA region
- Workers have been upskilled or multiskilled after the job redesign to fit the business strategy
- Efficiency and team communication has been improved and led to improvement in productivity
- Due to the job enrichment, workers' capabilities have been enhanced to improve their developmental opportunities