

Auditing Culture: Case Studies From The Pandemic

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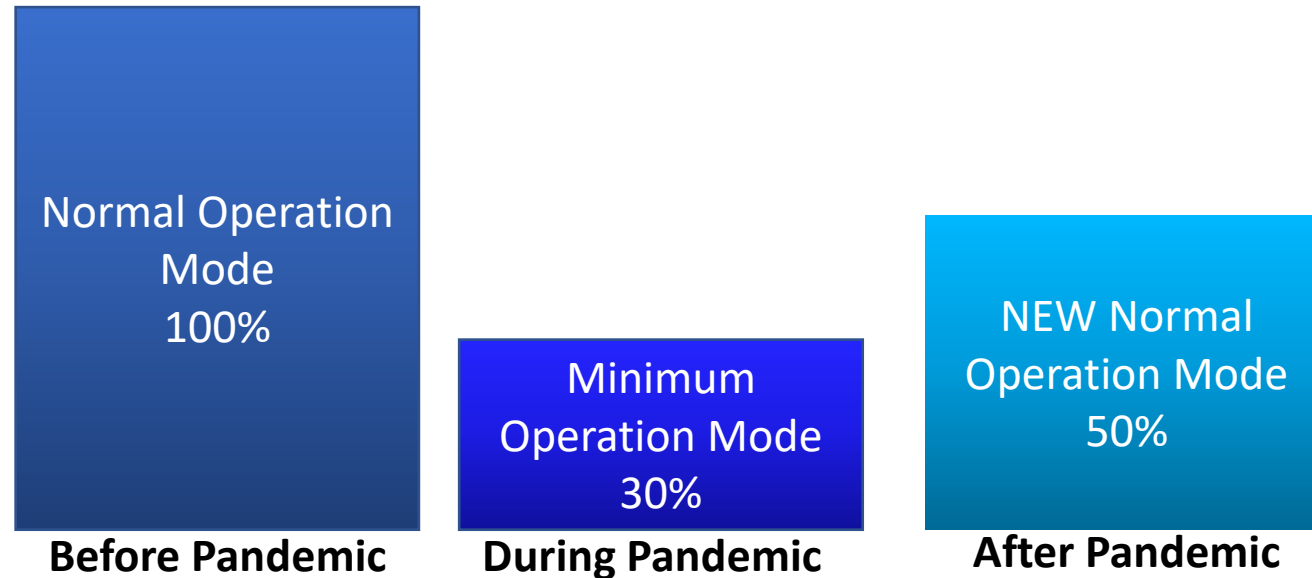
Auditing Culture: Real Case Studies

We do snapshot audit on culture change during the pandemic to see the impact to the company efficiency & productivity

and here is some of the result.....

Operation: Normal vs. Minimum Operation Mode

- Number of Operation crew:

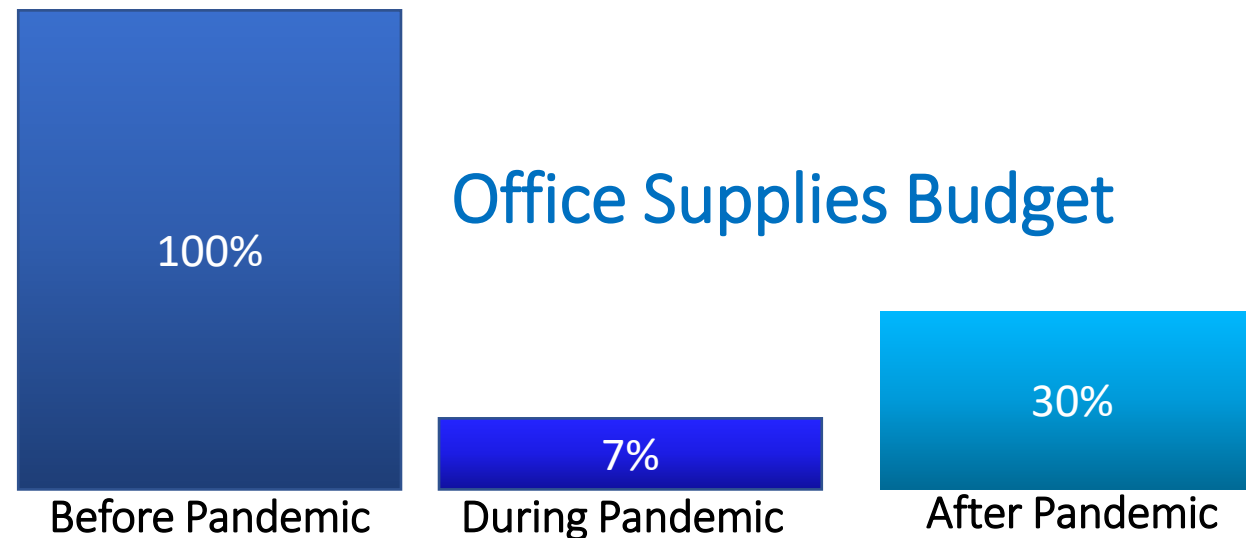


Office Space: Time to change working habit

- WFO vs. WFH
- 100% office space needed in the past
- New open options & culture change:
 - 50% or less office space for now and in the future
 - Hoteling system for WFO
 - Give more days for WFH, automatically cutting logistic cost
 - Providing office hubs at suburb locations where most of our employee live

Office Supplies: Right time to go paperless

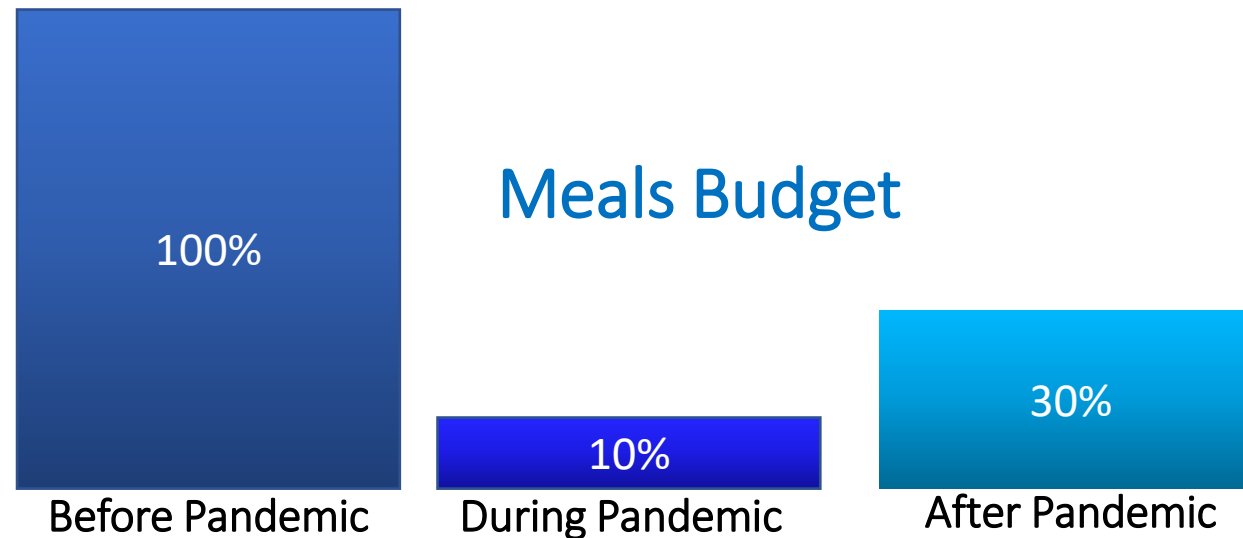
- Go paperless is a jargon before pandemic
- Go paperless goes without saying during pandemic



Meals in offline meeting: Time to get rid of...

- We observe these facts:
 - Less offline meetings
 - Less attractive food (how can it be!)

.....should we stop providing meals for the meeting?



Health: Time to negotiate the insurance cost

- Some facts:
 - Staff is caring more for their body fitness
 - Less urgency to visit health facilities
 - People afraid and avoid to visit hospital
 - Covid-19 treatment is paid by government

.....Is our health insurance too expensive now?

Ceremony: Do we really need a big ceremony?

- Frequent big ceremonies in the past
- People get used to crowd gathering limitation during pandemic
- Online ceremony is now being accepted: a new habit

Training/ Conference: Go online

- Due to drop in revenue, training/conference becoming less priority
- Online training/conference is a practical option now
- More people can join an online training/conference at less total cost
 -*at the same budget, we can have more trainings*

Travelling: Do we really need to travel?

- The facts:

- Frequent out of city/overseas travelling in the past
- Online meeting & monitoring is now being the culture
- We can only see a “half face” during offline meeting anyway

.....How much can we save?

Suggestion: 60-70% saving is good

Staff Mobilization: Time to switch to COP

- Here the facts we found:
 - Less staff movement is needed
 - Can we shrink the number of car in our pool?
 - Can we switch the company cars to COP?

Cost Component of Leased Car:

- Car Price
- Maintenance Cost
- Insurance Cost
- Cost of Money
- Profit for Lessor

100% COST

Cost Component of COP:

- Car Price
- Cost of Money

60%-70% COST

Do we really need a driver?

- Virus contamination danger of having other person in car
- New Culture: Prefer driving alone

.....Should company stop providing personal driver?

Option: give driving allowance instead of providing driver

IT Equipment: Lease or BYO?

- Facts about employee notebook:
 - The need of more reliable notebook for WFH
 - Less maintenance is needed
 - Not every employee is happy with company standard notebook
 - Time to switch from lease to BYO notebook

Cost Component of Leased Notebook:

- Hardware cost
- Maintenance Cost
- Cost of Money
- Profit for Lessor

100% COST

Cost Component of BYO Notebook:

- Hardware cost
- Cost of Money

60%-70% COST

Finally: Lesson learned

During pandemic, yes, it is true that
we have less control on revenue,
but luckily **we have more control to change
our culture over cost**



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