



## Case Study: Commercial Acumen Drives Efficiency (Transformation, Engagement & Alignment)

Size of engagement 400 employees  
Industry GOC / Utility

Celemi's Apples & Oranges®  
Celemi's Decision Base®

### Background

As part of a review and strategic update an Australian water utility embarked on a number of strategic imperatives to improve business and governance.

### Goals

Develop a foundation to become more:

- Business minded
- Proactive/strategic through planning
- Trusting
- Connected and collaborative
- Driven, motivated and efficient

This in turn would drive improvement in becoming more:

- Customer centric
- People/high performance culture
- Commercial business focus
- Innovative / creative in business
- Operational effective / efficient
- Drive shareholder returns

### Challenges

Some of the major challenges of the project were to:

- overcome resistance in the organisation
- Engage staff in potentially a difficult and bland topic such as finance.
- Develop a set of processes and tools in order for management to listen to ideas from the workforce.

- Extending the program to broaden the capabilities of the leadership group as well as understand the differences in motivation and drivers in the workforce.



### Approach / Solution

KMSI implemented Celemi's Apples & Oranges® and Celemi's Decision Base® simulation tools chosen for the executive team to the field workforce. The project had three phases including a pilot, implementation and sustain phase. Regular communication to the field was maintained through the intranet and social networking which proved key to overcoming resistance. The executive team's inclusion was paramount as well as project testimonials provided by the field about efficient improvements driven from the self-discovery learning process of the business simulation tool. Linking the program to other initiatives such as the culture program and leadership development also proved beneficial in understanding the differences in motivation and drivers.



## Outcomes:

The overall project has received high accolades from management. There have been both tangible and intangible outcomes from the overall project. Engaging the workforce has produced a number of significant proposals that are being prioritised for implementation. In addition, highlights include:

- Cost neutral implementation having outlined three initiatives exceeding the cost of the commercial awareness program.
- The implementation of a simplified Opex business planning template to be used to justify improvement initiatives.
- Linkages to leadership development and culture improvements
- Departmental/Branch accountability for service costings and future planning
- Alignment of project portfolios to gain efficiencies.

## Comments and Feedback:

“Whether or not you are in essential services or making a profit, knowing your business and how to improve efficiency is a key to sustainability.”

“Getting your planning right is key to supporting your strategy.”

“Sticking to your strategy is hard.”

“It’s really good to know about the finances and why the business is focusing on them so much.”

“It’s been a lot of fun actually; it’s been really good to work with a mix of people all around the business.”

“It was about future planning for me. You might be tracking along ok this year, but it never ends. You need to think about next year and plan for the future.”

“It’s easy, come along. You don’t have to be an accountant, just bring along some fresh ideas and don’t be afraid to say so.”

“It was really interesting.”

“I’m learning a lot about how my sections’ work contributes to things that were pretty opaque before, like accounts receivable and cash flow.”

“A modern day Monopoly, basically running a small business on the desk.”



For more information about this or other services:

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KMSI is the local licensed provider of Celemi’s business simulation tools and is Asia Pacific’s leading provider of Business, Commercial and Sales Acumen.

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