



## Case Studies

Version 1.1



## CASE STUDIES

Envision Advisory work hand-in-glove with C-suite Executives to find efficiencies, streamline processes and identify opportunities to provide their businesses with a new cutting edge. Solutions that are action-focused and steered towards momentum.

Below are a few case studies with the more detailed strategic data kept confidential. Please feel free to contact our expert team for any queries or to unpack any challenges you might be experiencing within your organisation currently.

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## EAS ADVISORY



**Project: Strategic Projects Office Management**

**Company name: CONFIDENTIAL**

### **Scope of work**

Coordinating, overseeing and effective execution of strategic projects.

### **Challenge to be solved**

The company's strategic projects were suffering due to a lack of resources and absence of a deliberate focus on execution of strategic initiatives. This was causing reputational damage due to non-delivery of new technology to its clients; project cost overruns; project schedule delays, and demotivated project team members. In addition, there was a rising threat to the sustainability of the organisation in a fast-changing economic environment.



### Areas investigated

- Baseline was company's strategy developed for the financial year 2019.
- Focused on short (1-year), medium and long-term (+2years) strategic objectives and projects.
- Focus the initiatives with the most impact on the company's four operating divisions.

### Approach to the challenge

We set-up a Strategic Project Office (SPO) managed by EAS on behalf of the client with permanent Steering Committee members drawn from EAS and client EXCO, while Project Managers/Champions were invited guests.

We developed a digital SPO tracking tool where all projects were added to improve visibility. On a monthly basis, Project Managers received electronic requests for project status update via cellphone and email. Project Managers were requested to highlight successes, delays and risks to the project. On a monthly basis, EAS would coordinate and support Project Managers in aligning individual projects to the project portfolio priorities, derive synergies and alignment to the corporate objectives. Thus, creating more impact with more efficient use of time and resources to derive better value.

EAS coordinated reporting to the Steering Committee, EXCO and Board on a monthly and quarterly basis, providing an understanding of all the projects in flight. The SPO dashboard and summary report also served as an excellent induction document for new board members to give a quick view of the company's active strategic initiatives. Other benefits derived from the SPO include; ensuring Project Managers deliver value; getting deliverables out on time and promoting the portfolio-level optimisation and business value.

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## EAS DIGITAL



### Project: Malware Testing

Company name: **CONFIDENTIAL**

### Scope of work

EAS stops well-disguised phishing email designed to deliver malware, in partnership with Retruster.



## Challenge to be solved

A senior member of the finance department of a well-known financial services company received an email from the Chairman of the Board, containing certain urgent yet confidential information. This email, which looked completely legitimate in every way, was in fact a cleverly disguised phishing email, created and sent by malicious actors based abroad. The email contained a form of malware such that if a file in the email was opened, the entire company would be infected by ransomware, its data compromised and exfiltrated, with the concomitant costs and embarrassing headlines.

## Impact investigated

- It has been estimated that a successful phishing attack such as this would have cost the organisation around £2.9m.
- The reduction in confidence from its customers, the reputation of being associated as a victim of such an attack, and how future business would be affected.
- Sensitive user data would be compromised, and this personal information would likely be sold on the Dark Web to the highest bidder.
- The company would not be able to render its full services for hours if not days.
- There would be investigations into potential breaches of legislation such as the General Data Protection Regulation (GDPR) as well as contraventions of local laws and regulations.

## The Email

The phishing email itself was well-researched and constructed. It appears the attackers researched both the sender and the recipient, undertaking deep analysis of such elements as their relationship, writing styles and pressing issues that the company was dealing with. This resulted in a compelling, natural and authentic-looking email, complete with personalised content. The email was kept short so as to minimise opportunities to spot errors. The email also contained sophisticated subterfuge aimed at evading common security tools, and indeed succeeded in getting through such products' checks before being stopped by Retruster. The security checks that were evaded include those of both the native email client and 3rd-party software.

## Approach to the challenge

EAS's digital partner, Retruster's proprietary algorithms immediately identified this fraudulent email. The recipient was warned that this email was a fake. Disaster was thus averted, and subsequently an email went out to all employees to alert them to the tactics used.



Another, rival company was not so lucky. A well-known competitor to our client's financial services company, who did not have Retruster installed, were fooled by an email sent by the same malicious actors. The attack was successful. The ransomware was deployed, and the company's files were inaccessible for several hours after data was encrypted. A ransom was demanded for the decryption key (amount currently unknown), and despite a ransom payment, company data began to show up for sale a few days later on the Dark Web. What followed was frantic activity involving forensic investigators, legal teams, reports to stakeholders, emails to customers informing them of the breach and requesting they change all passwords, legal action brought against the company, and a large amount of very bad press.

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## EAS OPERATIONS



### **Project: Improving Front Line Productivity**

**Company name: CONFIDENTIAL**

#### **Scope of work**

A construction / mining services company operating in a niche market has experienced a downturn in operational and financial performance leading to significant business risk.

#### **Challenge to be solved**

EAS initially performed a deep dive diagnostic on the business to identify baseline performance and gaps for improvements in relation to strategy, people (front office), project management, commercial management (quality & risk), construction management, and support functions.

#### **The key areas for improvement**

- Project management and its lack of standardised principles for managing, leading and communicating across the business.





- Construction management and its lack of production planning, measurement tools and monitoring.
- Commercial / contract management to ensure certification and entitlement closed out for optimal cash, and project risks are managed and mitigated.

### **Approach to the challenge**

Integrate a project orientated capability in projects and construction management to improve frontline production performance. Through:

- **Identifying key enablers affecting front line planning, production and monitoring capabilities on site**
  - Mindset and Behaviour
  - Management Infrastructure
  - Operating System
- **Implement analytical production tools**
  - Visual Performance Management (VPM)
  - Lever Trees Analysis (LTA)
  - Last Planner System (LPS)
- **Enhance communication and reporting.**
  - Daily/Weekly planning & production meetings
  - Reporting templates
  - Digital Dashboards

### **Client benefits and outcomes**

- **Improved Mindset and Behaviour**
  - Improved ownership and accountability by managers
  - Improved communication between frontline workers and site management
  - Continuous improvement as a practical approach to problem solving and success
- **Improved management infrastructure**
  - Simplified metrics supported by focusing on limited data and information
  - Improved forecasting and risk management capabilities
  - Data-backed decision-making and feedback mechanism



- Enabled credible daily reporting of construction activities to management and key stakeholders via digital dashboard
- **Effective Operating System**
  - Machine OEE increased to 72%
  - Identified 53% inefficiency of L&H operations
  - Increased efficiency of concrete works by 31%

*This case study focuses on front line production yet we are also available to discuss a holistic solution if required.*

Need An Assessment? Review your organisation's productivity, technology efficiencies and potential improvement options.

## CONTACT US

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