



**The Oualie Consulting Group Ltd**  
Getting you to where you need to be

## Case studies undertaken by The Oualie Consulting Group Ltd or its Principals

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The following case studies are merely indicative of the wide variety of problems that we can work with you in helping to identify solutions that provide a range of approaches to addressing a challenging situation. We continue to build our skill base and welcome new challenges!

As you go through these case studies you will quickly notice that our solutions do not focus just on implementing a new expensive gadget or gizmo. Rather we focus on a number of both short and long term areas that bring you value. This allows change to take place at the pace and cost you are comfortable with. We believe that staff is a vital key to long-term success, as their ability to interact with customers, carry out their functions, deliver quality services and products is vital to your enterprise's longer-term achievements. Staff training is often part of a sustainable solution, it helps to improve their performance, builds morale and reaffirms the importance of their contribution to the organization thereby reducing staff turnover and the costs of recruitment and retraining. We also believe that it is not enough to propose change, we need to monitor and measure to ensure that these change bring value and deliver what you expected and need. Whether this monitoring is done by you or The Oualie Consulting Group Ltd is irrelevant, we are not only committed to helping you get where you need to go but

## Case Study 1: Analysis of Supply Chain for Braille Materials

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The forecasting of demand, production and timely delivery of Braille materials to both urban and rural schools continues to be a major challenge to ensuring equitable access to educational opportunities for visually impaired persons in Country X. Through stakeholder identification and consultation, field visits as well as the use of secondary data, an understanding of the various agents and factors that impact the provision of educational support to the visually impaired emerged. This knowledge was then captured in a supply chain map which allowed the problem situation to be analyzed and better understood. Some major findings of the analysis included:

- The shortage of Braille educational materials was being further exacerbated by frequent changes in the national education curriculum;
- Resource materials for visually impaired students were being delivered to schools as much as 2 years late in a far lower quantity than was needed;
- The inability to produce Braille paper locally coupled with foreign exchange restrictions lead to significantly higher costs and importation delays;
- Adequate local industrial capacity to produce Braille paper existed, however since demand for this material was sporadic and dispersed, the industry did not realize its potential as an important revenue stream;
- The government was the main purchaser of Braille materials but cumbersome bidding rules meant that contract awards regularly required as much as 4 months even though there were only 2 suppliers;
- Poor communication, mistrust and squabbles over jurisdictional authority between rural and urban educational departments lead to delays in the transfer of vital data on school enrolment needed to forecast demand for educational resources. Resource allocations to rural schools was based on this information, a lack of trust in its credibility by central planners meant that they failed to act on the

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data provided by rural regions, regional educational bureaus were therefore less willing to invest in putting in place data collection systems, thereby ensuring that data collected was indeed inaccurate. This led to the creation of a vicious circle;

- Braille materials are bulky, and many rural schools are over 1 week's drive away from the capital where Braille materials are produced. The absence of a delivery system, poor labeling of materials and system to verify deliveries meant that costly Braille materials were often lost or misdirected;

- A number of cultural stigmas, stereotypes and perceptions surrounding persons with disabilities resulted in limited popular support to resolve an already difficult issue.

To address the above challenges a combination of measures were recommended to address the problems on a number of levels (technical, political and socio-cultural). These include a redesign of the supply chain to remove unnecessary steps and improve information flow and feedback. Workshops and team-building exercises were conducted to understand differences in perspectives, to build confidence and communication between various levels of the educational sector to improve forecasting as well as policy changes in such areas as procurement. A program for addressing attitudinal changes and stigmas around disability that involved NGOs, schools and parents and curriculum performance measurement indicators were identified and developed with stakeholders. Together, it is expected that these recommendations would reduce the time between a request for Braille materials and its fulfillment to 6 months.

*Please note that certain details have been suppressed in this case study to ensure the privacy and the non-disclosure of information that may adversely affect the competitiveness, safety and integrity of the Client.*

## Case Study 2: Support to a Small Home Business

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HB Delights is a small company involved in the home-based production of organic breakfast cereals. Assistance was provided to the client in the start-up phase in establishing systems for market research, product pricing, marketing as well as the creation of a system to support quality monitoring as well as responding to feedback from customers. Periodic short-term advice and follow-up continues to be provided. At present, almost 2-years later the company has expanded production and increased its operational space in response to increased demand and has even begun to engage in limited product exports to Europe.

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### **Case Study 3: Study of traffic congestion and possible amelioration measures to improve security near a potential “soft” target**

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The increased rise globally in terrorists’ attacks particularly in and around public spaces has led to an increase in security around overseas complexes linked to embassies, the United Nations, large corporations. These spaces exist to deliver services to the public and need to be readily accessible but a balance between ease of access and protecting these soft targets from very real threats need to be found.

The traffic congestion and long queues created as vehicles paused for security inspection near the entrance to the Client’s office Complex was a potential security risk and irritation to the over 3000 employees and daily visitors. The long queues reduced the sight distances of guards, making it possible for potential adversary elements to go undetected in the event of an attack or an attempt to place an incendiary device beneath a paused vehicle. Traffic queues also delayed vehicular traffic using the roadway but not destined for the office complex. The resulting frustration sometimes leads delayed drivers to jump the queue causing traffic conflicts and near-misses or collisions. Although, the complex had several entrances, severe budgets cuts meant that only 2 entrances could operate. A study of traffic patterns, site geometry, pedestrian behavior, driver-driver and driver-security personnel interactions lead to the development of a queuing model that allowed the situational dynamics to be captured and improvement options understood.

The analysis resulted in a number of recommendations to the client across a range of price points and ease of implementation which allowed both short and long-term interventions to be developed and their impacts evaluated. These included:

- A campaign to raise staff awareness of security regulations as well as their aims and benefits so as to encourage staff to comply with these rules;
- To proactively involve staff in alerting visitors and service providers coming to the complex of the security regulations and the steps to comply with them;
- Scheduling large deliveries to off-peak periods and encouraging flexible start, lunch and end hours for staff and service provided at the site to reduce traffic

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peaks;

- Roadway signs to inform visitors of security measure and direct them to alternative parking;

- Separation of pedestrian and vehicular traffic;

- Customer service training of security personnel to enhance their people-skills;

- Redesign of the access geometry and the provision of a lane where vehicles entering the complex could queue without disrupting other traffic flows.

These measures together improve ease of access to the complex, reduce user stress and frustration and enhance overall safety under the current cost constraints.

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## Case Study 4: Customer Satisfaction Survey at an International Convention Centre and Review of Marketing Plan

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The Convention/Conference Trade is a multi-billion dollar industry which despite improvements in telecommunications and video-conferencing and the increasing cost of international travel is expected to continue to grow over the coming years. The size and requirement of clients can range from short-term rental of office space/meeting rooms for consultant or business firm visiting local clients to showrooms of several thousand square meters suitable for hosting major exhibitions with thousands of participants locally and perhaps millions viewing remotely.

A customer satisfaction study was conducted for a client with a mixed-use conference facility. The client was concerned that other venues within the city as well as in neighboring countries were siphoning business leading to falls in occupancy levels. It was thought that a failure to meet customer expectation as well as deficiencies in the current marketing plan might be linked to the decline. A study was therefore undertaken sought to understand the composition (gender, origin, language, type of event, role at the event, frequency of attending conferences, etc) of attendees and to identify factors that influenced the level of satisfaction across conference participants as a whole as well as within various segments. In addition, attempts were made to identify historical, technological and other significant distinguishing features of the site, new services that could be offered and ways in which these could be incorporated into marketing materials.

A survey methodology based on ServQual but which also included free-form responses from customers was developed and a survey conducted over a 2 month period, the data was subsequently analyzed using SPSS. The study also included working closely with the client staff to understand the organizations culture and dynamics. Process mapping of selected key services was used to identify areas where service delivery could be made more efficient, responsibilities and resource requirements better defined and possible savings generated.

The study enabled the client to identify a number of deficiencies in their current offering such as a lack of linguistically and culturally sensitive information; problems with maintenance and cleanliness of public areas; poor wireless connectivity and pay-per use telecommunication services; poor handoffs between departments



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involved in the registration process that often left participants frustrated; poor dissemination of information on services such as banking, travel agents and catering available on-site. This allowed corrective measures to be identified and the development of new services some of which could be income generating and paid for by participants. Improvements to the marketing material and new avenues for reaching conference organizers, offering end-to-end services such as all-inclusive packages as well as staff training and motivation were addressed.

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