

Nomination: 19829

Wen Ying Jin: - Unleash Organizational Capability for Productivity Improvement

Page: General Information

Name of Organization / Company

IBM

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Entry Title

Wen Ying Jin: - Unleash Organizational Capability for Productivity Improvement

Category

X01 - X15 - Individual Professionals > X13. Most Innovative Team Builder of the Year

Submission Format

An Essay of up to 625 Words

Essay

IBM Quote to Cash (Q2C) organization supports the IBM business teams by providing internal services for full transactional cycle including contracting, billing and invoicing along with accounts receivable collections. Its primary role is to drive efficient processing of all IBM transactions with focus on continuous productivity improvement.

GCG Q2C Software team is responsible for supporting IBM Mainframe Software, Distributed Software, which includes products related to Data & AI, Security, and cloud platform, along with IBM Technology Expert Lab services which are the core Technology Group business of IBM GCG.

The challenge that the team has been working to address is faster and faster turnaround time required to the dynamic and variable business environment, which requires sustainable organizational resilience and adaptability and thus constant efforts to unleash the productivity of the team to its largest extent. Since Oct 2023, Wen Ying Jin has been leading team to improve level of automation on end to end process, accomplish more than 20,000 saving hours, reduce the process steps by 15% and generated more than 10,000 saving hours as a result. Meanwhile she's been leading the team to continuously seek opportunities on improving operational resilience to enable support flexibility.

One challenge of the team is the distributed support structure due to the uniqueness of the business environment among the 3 markets in GCG (Mainland China, HongKong and TaiWan), which resulted in less operational resilience for further productivity improvement.

Recognizing the importance of catching up with the rapid evolution of the business, Wen Ying initiated a project in the 4th quarter of 2023 seeking higher level of support integration of the 3 markets in GCG.

She kicked off the project by completing the following:

- Led pre-discovery of the integration initiative, overall assessment of project feasibility to define in-scope process and resource engaged, to assess business risk and return of the investment.
- Built project team and worked out a 3-month project plan with agreed timeline and scope.
- Acquired concurrence from sponsors and stakeholders and established project management plan to monitor progress and address concerns promptly.

She led to deliver the project as below:

- benchmarked market level process to identify difference and led the cross-functional discussion on points to change, simplify or removal and acquire alignment from stakeholders as necessary.
- Led workshop for brainstorming for the best possible way of enabling skill readiness of the team member involved, designed peer-to-peer trainings to share workload buy time to accelerate project schedule. These has enabled team to learn cross markets uniqueness with broader business insights and better sense of business flexibility.
- Integrate the communication platform for sellers across the 3 markets enabled by automated task allocation to team members and achieved Integrated Support to GCG business team.

Project Achievements:

- Achieved 25% of Cycle time improvement and more than 100% improvement of utilization with iNPS score at above 99% throughout the year.
- More than 10 sub-process were aligned under contracting and invoicing process, report management system finetuned to achieve the aligned practices for GCG markets (PRC, HK,TW)
- 15 manual work steps eliminated.

Wen Ying has proved herself to be a leader with vision, she doesn't just play "React" to business needs but rather look ahead to where the business goes and get prepared in advance.

The subject project has enabled remarkable utilization and productivity improvement and enabled better adaptability and resilience of the team to address changing business environment. It's set up an example with potentials to further expand the model to larger organization and generate more impact to business.

For this category please provide

An essay of up to 625 words describing the nominee's innovative achievements since July 1 2022, **OR** a video of up to five (5) minutes in length illustrating the same.

Optional (but highly recommended), a collection of supporting files and web addresses that you may upload to our server to support your entry and provide more background information to the judges.

Credits

Wen Ying Jin

Do You Have Supporting Files You Would Like to Upload?

Yes

Audio (Mp3), Documents (PDFs, Word, PowerPoints), Images (PNG, JPG, TIF), and Video (Mp4)

200 MB Max per File

File 1



File 2

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Do You Have Website URLs you would like to link to

No

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