

SUTD 2021 02.202 Dynacorp Final Case Study Assignment

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Dyna Corporation, or Dynacorp for short, is facing external pressures due to the “new normal” environment that all of us have to adapt to, courtesy of the COVID-19 pandemic. On top of this, the change process in Dynacorp has been not that effective due to certain specific issues that limit Dynacorp’s ability to effectively adopt the corresponding strategies. As such, I would like to propose that Dynacorp should deliberately involve all employees more in the organization’s processes, adopt a product division structure and focus on creating competitively advantageous products so as to be able to internally adapt and adjust to this “new normal” within a somewhat comfortable 2-year timeframe.

Firstly, Dynacorp should deliberately involve all employees more in the organization’s processes. This is to allow every employee in Dynacorp the privilege and ability to contribute their views on the organization’s issues. One possible way to do this is to remove layers and boundaries from Dynacorp’s hierarchy and flatten it. Currently, Dynacorp’s hierarchy does not allow input from all tiers of employees. Dynacorp had tunnel-visioned on the inputs from the engineers and sales representatives instead, and thereby ignoring the role and importance of other employees in the company. Instead of not involving other employees, Dynacorp should, for example, train Martha Pauley’s workforce since the employees under her do not possess the essential knowledge and passion to drive the organization’s processes. This is actually all the more important in this “new normal” since superiors would have less capabilities to monitor the employees under them. The virtual environment of the office would allow employees who are not focused to disengage even further away from the current direction of the company. This could potentially cause Dynacorp to lag behind their competitors. There is also the example of a sales team member being “nostalgic” and living under the old organizational structure. If the supervisors are not able to infuse the passion and zeal to their mentees to adopt the new, more sustainable practices and embrace their new roles and tasks even with the presence of a physical office, how else can they even hope to ever drive the organization forward in the virtual dimension? By allowing the employees to have a personal component in their contribution to the company, Dynacorp would then be able to align them better to the upper/senior management’s current goal of performing better in terms of customer satisfaction. This can be done by allocating special timings or virtual sessions online to allow supervisors to train their employees without being concerned too much about other irrelevant matters. These training sessions could then be carried over to the physical office as the working-from-home restrictions slowly subside, so as to keep the momentum and culture going. In fact, with the removal of the physical office, this would be an opportunity for “substance” to prevail. As such, employees who are more capable would become more easily seen and rewarding them would allow other employees to aspire to train and upskill themselves better as well. This might also

address the issue of branch managers not focusing on their actual goal of improving customer satisfaction since they felt that they were not sufficiently and adequately prepared and equipped with the necessary training resources. If the employees are able to keep up with the latest industry practices and become more proactive in seeking what the customers want, Dynacorp would definitely face less issues moving forward in this “new normal”.

Secondly, Dynacorp should adopt a product division structure. The purpose of this is to clarify the way communication and customer demands are managed. Dynacorp faced the issue of a slow pace of market penetration, high costs and low generation of value-adding customer services. These would definitely worsen with the “new normal”. By adopting a product division structure, Dynacorp hopefully would become more transparent in managing its costs, as well as in its performance. There was also an issue of misunderstanding between different departments, such as the miscommunication between the branch manager and the technical support team. By implementing the product division structure, different group members would be able to undertake different tasks such as manufacturing or even cross-unit integrator and liaison roles. This allows all the employees to better appreciate and understand the level of complexity for each role, and hence, become more empathetic, helpful and supportive to other fellow employees. Without miscommunication issues, Dynacorp would be able to develop and manufacture products faster as well, which is important in this “new normal”. Since it is more difficult for employees to collaborate or conduct discussions in this period, speed of decision-making and scale of innovation need to be increased. Hopefully, this would persuade employees to aim for more efficient and streamlined organizational processes, with the “new normal” condition being the catalyst for this change. By embracing new technology and data, reinventing core processes and adopting new software-based collaboration tools online, Dynacorp would be able to allow its employees to interact in new ways, which are potentially much more effective and efficient. This structure can be implemented by upper management first with higher political power, after which its processes would then be taught to the employees and established in concrete form so as to keep reminding the employees about this structure. This would also be in line with aligning the branch managers with their original goals of improving customer satisfaction, since greater customer responsiveness and better performance can be achieved by being speedier in managing the organization’s internal processes. Lower manufacturing costs can also be saved towards employees for them to earn more salary, allowing them to be motivated enough to be more involved with the organization. Instead of forcing employees to work, the option of hybrid work can also be allowed so as to get more satisfied employees, as well as with the added bonus of lower real-estate and infrastructure management or maintenance costs. Combining these policies with a product division structure to minimize miscommunication issues, Dynacorp would be able to maintain both customer satisfaction and employee satisfaction, which would help Dynacorp to at least stay afloat sustainably in this “new normal”.

Last but not least, Dynacorp should focus on creating competitively advantageous products. The 21st century is not the time when companies can survive by simply keep selling the same old products again and again. This danger of not wanting to change is actually highlighted by one of Dynacorp's employee wanting more customers like Judy Brown who only wanted standard off-the-shelf equipment. The focus in this globalized society has also shifted towards more of service industries. As such, Dynacorp's upper management could look into selling a hybrid of manufactured material products, as well as providing online services such as software-as-a-service (SaaS) or platform-as-a-service (PaaS). In fact, some of Dynacorp's employees might have been using other such similar services already. By relating the usefulness and convenience points of these new product ideas to the employees, supervisors could inspire employees to innovate even more, allowing the positive feedback loop to start taking place. The culture of innovation can then be slowly cultivated once the sales of the new products start to kick off, and perhaps, an internal research and development team can even be spawned to focus on creating innovative new products. Taking inspiration from Singtel, if Dynacorp possesses the infrastructural resources and technical capabilities of the employees, Dynacorp could also incorporate the selling of satellite connectivity services and communication networking, not just to end users, but also to corporate and businesses. By diversifying the market and the type of products and services that Dynacorp sells, Dynacorp would be able to at least ensure that there will always be sufficient consumer demand to sustain itself in this "new normal". Dynacorp might even gain a higher status relative to its contemporaries if it is able to offer products and services that embodies intelligence and elegance, such as the case with Apple. Furthermore, if Dynacorp's products are able to compete with its competitors', there is no need for Dynacorp to worry about the level of demand, even during this "new normal". Long-term reputation can also be gained and maintained once Dynacorp starts its production of high-quality, value-added products and services.

In conclusion, Dynacorp's journey in this "new normal" is not without its own roadblocks. In addition to several of its internal issues, the COVID-19 epidemic will definitely further hammers down the condition that Dynacorp is currently in. However, if Dynacorp deliberately involves all employees more in the organization's processes, adopts a product division structure and focuses on creating competitively advantageous products, it would be able to continue operating with enough profits, as well as achieve its goal of improving customer satisfaction by creating more value-added products for them. The organization would then be able to adopt its strategies and new organizational processes more effectively, lower costs, and allow itself to grow slowly and steadily in the long run. While no organization has it the easy way, we are all hopeful that this pandemic will definitely pass. Meanwhile, in this "new normal", Dynacorp can follow this proposal plan so as to not stay standstill in this very rapid globalized world with a high stream of information flow and innovation everywhere.