

Metrica6

CASE STUDY

Country

Spain

City / Region

Malaga

No. of Employees

13

Description of the organisation

Metrica6 is an R&D company specialised in product development and innovation business consultancy. We create, manufacture and market our patented technologies but we also support other entities, public and private, to generate their own solutions, especially for the smart city and smart agro sectors. Metrica6 was founded in 2013 as a spin-off from the University of Malaga (Spain), becoming nowadays a team of 13 people (and growing) with several patents and international projects.

Workplace Innovation practices implemented

Our workplace innovation project focuses on improving communication skills and tools among each member of the company (managers and workers), with the aim of creating dynamic protocols for a better holistic performance in current and new projects We wanted to reduce inefficacies like potential delays in deliverables and project results or miscommunication. Up to 9 innovative actions were implemented sequentially (and maintained afterwards), so there was an adaptation period for each one:

- Monthly CANVAS for each new project, for all members to have a general perspective of a project purpose, independently of their role in it.
- Customer’s Link, so every team member has a project in which he/she is in charge of the communications with the client/customer, thus, improving soft skills like language and organization.
- Team members’ revision. Instead of CEO/CTO, other team members reviewed the work of their peers, improving teamwork and reducing micromanagement.
- Custom training. Each member creates their own “wish list” of skills he/she would like to acquire that year, so the Directors could align better those interests with new projects and specific training (internal or external).
- Introductory roadmap. Creation of soft-landing pills to boost workings dynamics and catching up with company’s philosophy for new members.
- SCRUM adaptation. This agile methodology is very well known in software development companies, but it is not far implemented in R&D/Consulting firms. That’s why we created our own adaptation for contracts and project management, reducing costs and increasing margins.
- Phantom options, Milestones gamification and Flexible Salary & Loans. These three actions aimed at enriching the benefits workers and managers can get from the organization, boosting pro-activity, interest in results-achievement, implication and general working productivity and comfort. Most barriers in this implementation were related to COVID-19 situation and the complexity and variety of the projects Metirca6 participates in.

Main Achievements

Short-term results are listed below. However, the main impact from the actions will be generated long-term, when we have annual data to contrast with previous periods. So far, we can state:

- CANVAS: i) it has made every participant in the team to have an overall knowledge of the whole project purposes, ii) it has eased a lot the way new members enter the project and iii) it has allowed people from different fields of expertise to share knowledge and points of view with other partners, in a transversal way.
- CUSTOMER’S LINK: i) the time spent with customers’ communications by the main officers/coordinators in the company (CEO and CTO) has reduced, ii) there has also been a reduction in the time these members dedicated to translate customers’ needs into tasks and objectives for the rest of the team, and iii) important improvements in the way the members express themselves and explain tasks/objectives to others.
- PEER’S REVISION: i) recurrent errors in a person tend to disappear, ii) the way a person understands and corrects his/her flaws in a task has improved, and iii) CEO and CTO dedicate 10% in revisions from what it used to be.
- CUSTOM TRAINING: i) reduced our costs for subcontracting by, at least 5%, and ii) team members feel more engaged to Metrica6, foreseeing a channel for growth in this company.
- SCRUM-IZATION: i) internal costs due to estimations (in hours) lower than actually needed for a project have been erased, ii) improved the internal organization and the ability to forecast and control dedication, iii) cross-selling (“cross-contracting”) appears more often, and iv) increased the benefits margins per tariff by 50%.
- INTRODUCTORY PILLS: i) it has saved managers in Metrica6 a lot of time (and costs), ii) historical soft-landing errors for new members have disappeared, and iii) raised morale and self-confidence.
- PHANTOM OPTIONS: i) phantom shares has raised the feeling of being an important part of the company, while not stressing current financials, and ii) external shareholders encourage this way of attracting and retaining talent.
- GAMIFICATION: i) increased interactions in Social Media, ii) increased productivity in manufacturing our products, iii) more projects delivered on-time or sooner than anticipated, iv) cost reductions in manufacturing activities, and v) easier to target and manage investors.
- FLEXIBLE SALARY: i) increased flexibility, productivity and financial comfort for team members.