
BUILDING STRATEGIC HUMAN RESOURCE MANAGEMENT

THE GREAT GROWTH STORY

Making it happen through Human Resource Management Goals & Strategies.

Growing Business Conglomerate has an ambitious Growth Plan for their upcoming Strategic Business Units.

The current turnover of the organization is Rs. 5000 Cr. per annum. Company wants to reach the turnover of Rs 10000 Cr. per annum within the next 4 years.

“The Organization has always been successful in achieving what they wanted to be”

THE GREAT GROWTH STORY

“Building Strategic Human Resource Management for enabling organization to double their Turnover by 2022”

Insight into Pillars of SHRM-

PILLAR 1.0

ORGANIZATION DIRECTION, CORPORATE GOALS & STRATEGIES



1.1 CORPORATE GOALS DEFINED

- **Growth**
 - Present turnover Rs. 5000 Cr per annum to reach Rs. 10000 Cr. per annum in the next 4 years.
 - Operational facilities to be upgraded to produce up to Rs. 10000 Cr per annum.
 - Corporate Performance EBITA at 35%

- **Others**

- Quality Standard - Zero Defect
- Environmental Wellness – adopt 10 villages for development
- Adopt 15 Schools

1.2 CORPORATE STRATEGIES CREATED

- Upgrade Technology & Products
 - Turnaround of near sick units
 - Setting up R & D
 - Develop at least 10 new products
 - Invest on Manufacturing facilities, upgradation & new facilities
 - Outsourcing
 - People Development – Building Leadership Pipeline
 - Building new business model
 - Digitalization
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PILLAR 2.0

DEPARTMENTAL GOALS & STRATEGIES

2.1 Department:

Business Development

Goals	
● Y1 - Rs. 5000 Cr.	● Customer Happiness Index at 90%
● Y2 - Rs. 6000 Cr.	● Cost of sales at 10% of total cost
● Y3 - Rs. 8000 Cr.	
● Y4 - Rs. 10000 Cr.	
● Joyous People at work	

Digitalization of Marketing & Sales within 2 years

Strategies

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| <ul style="list-style-type: none"> ● Business Development – Global Presence for future Expansion ● Promotion – New Markets & New Application. ● New Products Introduction | <ul style="list-style-type: none"> ● Digital Marketing ● Training Distributors ● Creativity & Innovation Application ● Market Research ● Selling Skills ● Development of field staff |
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2.2 Department:

Operations

Goals

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|---|---|
| <ul style="list-style-type: none"> ● Meeting the Business Development Target by providing appropriate Products on time ● Developing Infrastructure ● Zero Defect | <ul style="list-style-type: none"> ● Employee Happiness Index to be @ 90% ● Digitalization to Produce with Cost Reduction of 10% ● Value addition to be increased by 25% |
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Strategies

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| <ul style="list-style-type: none"> ● Productivity Enhancement Centre ● Continuous Improvement ● Process Innovation ● Quality Systems | <ul style="list-style-type: none"> ● Strengthening R & D ● Learning & Development ● Good Manufacturing Practises ● Enhancing People Engagement |
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2.3 Department:

R & D

Goals

- Develop 10 New Products – Estimated Market – 2500 Cr
- Process improvement - Reduction of overall cost by 5 %
- Quality Assurance to replace quality control in the next 1 year
- Material Substitution of at least 3 major raw materials

Strategies

- Use of Academic Institutions for R & D Support
- Outsource Product Development
- Upgrade R & D facilities
- Recruit Scientist
- Development of Effluent Treatment Plant (ETP) to discharge as per legal requirements
- Training in Simulators
- Training R & D staff in Innovation & Creativity

2.4 Department:

Supply Chain

Goals

- On time availability of materials
- Zero rejection of raw materials
- Zero rejection in process
- Cost reduction by 10% as compared with the average of last 3 years
- Distribution cost to be reduced by 3%
- Inventory Carrying cost to be reduced by 5%

Strategies

- Single Vendors Vs Multiple Vendors
- Pricing Import & Export
- Developing Distribution Network
- Developing vendor so as to have Quality Assurance by vendors
- Inventory Control
- Waste Management
- Continuous Improvement
- Digitalization

2.5 Department:

Finance

Goals

- Funds Availability for Expansion Facilities
- Return on Investment Estimation
- Reduction of Working Capital by 25%
- Receivables to be reduced to an average period of 45 days
- Financial Cost Reduction by 2%
- 100% Legal Compliance

Strategies

- Alternate funding strategies
 - Control on receivables
 - Finance Modelling
 - Project Viability Studies
 - Financial Due Diligence
 - Digitalization
 - Creativity & Innovation
 - Cycle Time Reduction
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PILLAR 3.0 SBU GOALS & STRATEGIES

3.1 SBU 1

Goals	
<ul style="list-style-type: none">• Y1 – Rs. 3000 Cr.• Y2 – Rs. 3000 Cr.• Y3 – Rs. 4000 Cr.• Y4 – Rs. 5000 Cr.	<ul style="list-style-type: none">• Joyous people at work• Shared Service Optimization• New Product Development
Strategies	
<ul style="list-style-type: none">• Geographical Coverage• Distributor Network• Digital Marketing• Commission Agents• Promotion in new market• New Product Development	<ul style="list-style-type: none">• Training Distributors• Creativity & Innovation Application• Market Research – for new products• Selling skills development of field staff

3.2 SBU 2

Goals	
<ul style="list-style-type: none">• Y1 – RS. 2000 Cr.• Y2 – Rs. 3000 Cr.• Y3 – Rs. 4000 Cr.• Y4 – Rs. 5000 Cr.	<ul style="list-style-type: none">• Joyous people at work• Shared Service Optimization• New Product Development
Strategies	
<ul style="list-style-type: none">• Geographical Coverage• Distributor Network	<ul style="list-style-type: none">• Training Distributors

- Digital Marketing
- Commission Agents
- Promotion in new market
- New Product Development
- Creativity & Innovation Application
- Market Research – for new products
- Selling skills development of field staff

PILLAR 4.0 INTERNATIONAL BUSINESS GOALS & STRATEGIES

Goals

(Sales target not included in the Corporate Goals)

- Y1 – Rs. 500 Cr.
- Y2 – Rs. 1000 Cr.
- Y3 – Rs. 2000 Cr.
- Y4 – Rs. 3000 Cr.
- To train & develop local candidates for International Business

Other Goals

- Geographical Coverage to cover the following countries in the next 2 years
 - Africa
 - Europe
 - South America
 - North America
 - Canada
 - Far East
 - Australia

Strategies

- Product Promotion in Electronic Media
- Dealership Development in different countries
- Training the field staff
- Participate in Industrial fairs
- Developing after Sales Services
- Customer Relations Management

PILLAR 5.0

BUILDING HUMAN RESOURCE MANAGEMENT GOALS & STRATEGIES

- **Insight into –**
 - Corporate Goals & Strategies
 - Departmental Goals & Strategies
 - SBU Goals & Strategies
 - International Goals & Strategies

From the above Goals & Strategies, HR Goals & Strategies have been identified.

5.1 Department: **Human Resource Management**

Goals

- Building Growing Organization
- Achievement of Financial Goals – Rs. 5000 Cr to Rs. 10000 Cr. within the next 4 years
- Digitalization
- Cost Reduction
- Legal Compliance
- Going Global

- Quality Standard – Zero Defect

Strategies

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| <ul style="list-style-type: none"> • Building Corporate Personality • Building Joyous People at work • Productivity Enhancement Centre • Digitalization of HR • HR R & D • Operational Excellence through People • Change Management • HR Planning • Compensation Management | <ul style="list-style-type: none"> • Building Relations – Internal & External • Building Quality & Business Excellence • Nesting Talent Development in Organization • Developing Leadership Pipeline • Learning Centre for Skill Development to cope with the Digitalization needs • Building Great Place of work |
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6.0 Implementation

- Cross Functional Teams
- External Facilitation
- Coaching Centre
- Project Planning & Control System

For additional information contact –

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