



Case Study - Manpower Optimization...



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Background



Our Client is a leading company in the electrical industry which manufactures & sells Cables, Wires & FMEG products. The company has grown from a small family-owned business into a public limited company.

Due to rapid business growth, multiple plant locations, spread of units, inter unit linkages with HO, Regions & other Units, the management felt that the need to relook the processes and optimize their manpower & roles in order to gain competitive advantage and achieve the vision.

Initially, Omam Consultants had a brief discussion with the Top Management to identify the objective, understand the needs and long-term objectives.

After discussion and due deliberations, the areas of concern identified were duplication in processes, skill-set of employees, competency gaps, multiple units operating in the same plant and under utilization of plant leading to underutilization of manpower and inefficiencies in operations. Since the organization has grown rapidly, therefore, there has been excessive hiring of manpower as and when required by the units.





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Process Mapping & Manpower Optimization

The study covered all the business processes which drove the organization. The study was conducted phase-wise starting with the Plants/ Units, followed Head Office and Sales & Marketing (a specific Region).

The existing organization structure, processes of the Plants, North Region and HO was studied to understand the functioning in the organization and their workflow as well as the inter-linkages of these tasks with the process. Various job roles/ descriptions, manpower details level-wise, function-wise, business-wise and location-wise were studied.

Workload assessment exercise was done to assess the effective daily, weekly, monthly workload; the activities & time spent by each employee for distinct/ variant jobs were studied to establish the manpower workload.

Further based on the combined understanding of the processes & workload assessment, comparison and analysis was done to arrive at manpower numbers which will assist in development & growth, remove overlapping, duplication and redundancy.

The final organogram was prepared along the with Job Roles, keeping in view the optimum manpower numbers and the processes which can be integrated/ outsourced.





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KEY OBSERVATIONS & RECOMMENDATIONS



PLANT

- Incorporate a Centralized Planning Cell
- Introduction of Central SCM dept. for approvals & support to each unit along with Invoicing/ Logistics/ Documentation
- Clubbing of certain functions and roles
- Remove duplication of QC in case of backward integration plants
- Better utilization of production lines to improve efficiencies
- Reinforcement & integration of IT interventions



SALES & MARKETING – NORTH REGION

- Common Business Development function to support all BUs/ Product lines
- Combination of all Retail Products under one team for synergy
- Identification of competent senior employee for better co-ordination & administrative purposes at Regions
- Training on IT software's to team and business partners



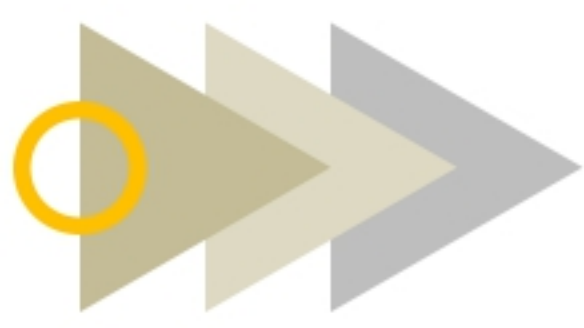
HEAD OFFICE

- Business Development team to work in close co-ordination with the business verticals
- Large tenders and government enquiries to be handled at HO
- Enhance the product range for FMEG Division
- Emphasis to be given on Digital Marketing
- Skill-set upgradation of employees & competency gap evaluation for critical position holders



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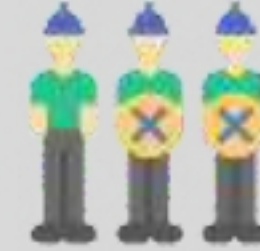
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IMPACT



Manpower Reduction by 22%



- Manpower Reduction by 22%
- Improved Decision Making & Accountability
- Better Management & Controlling
- Better Communication
- Increased Productivity
- Streamlined KPI's
- Change in Aptitude/ Attitude of Employees
- Shift in Mindset
- Cultural Changes





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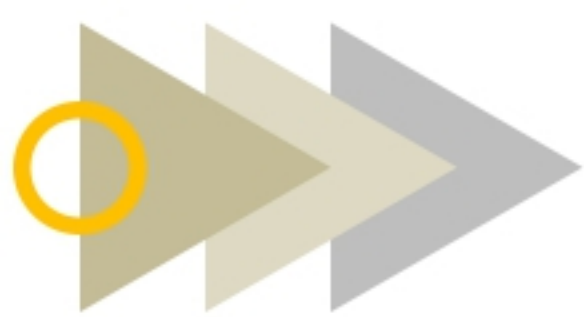
CHRO Speaks ...

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“The successful growth of our company is the direct result of partners like OMAM Consultants. Omam’s contribution in implementation of Manpower Rationalisation through work load and process study, is a significant accomplishment for our Company. “

Your dedication and commitment serve as a vital link in the chain in building a new Organisation. We recognise your commitment and express sincere gratitude to your team.





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Get in Touch



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