

Fuelling Growth in Mid Sized Manufacturing Company

Improving Profitability and Employee Motivation

A midsized manufacturing firm in Pune with stagnant growth for 3 years

Focusing on organization re-design, Process re-engineering and Talent development interventions while improving adoption of existing technology tools, this manufacturing unit improved revenue, profitability and employee motivation.

Executive Summary

Company experiencing stagnant and

declining profitability. Multiple interventions over 18 months leading to 35% increase in Revenue and 8% increase in profitability

Challenges

For past 3 years the company has been range bound in revenue. Increasing competition is what was essentially a commodity offering in B2B market, put pressure on margins. Reduced profitability meant zero or less increments for employees.

The above became a vicious cycle and the company attempted to get out of this with aggressive sales efforts. This increased pressure on all units in the organization and employees were largely focused on doing what was told

How Nueest Helped

We worked with Owners, Managers and Employees to determine various levers of change. We identified key business challenges to solve, employee capabilities to build and specific technology tools to adopt.

We co-created solutions considering native knowledge, build capacity for dialogue and collaboration while introducing re-designed business processes.

We aligned organization structure to business needs while addressing employee strengths and aspirations. We focused on improving adoption of available ERP and Other technology tools in re-imagined end-to-end business processes.



Collaborative working was aided by technology deployment, clear recognition programs linked to performance and regular reviews and using the collective to hold self and others accountable for results.

Results, Return on Investment and Future Plans

The company achieved its stated financial objectives for FY 2016-17 and is well on course to achieve its stated objectives for FY 2017-18.

Company moved from multiple financial systems to a single system and ERP usage in the company improved by 50%

Revised organization structure deployed, and internal resource development efforts initiated. Company was able to attract relevant talent from the market citing this transformation story.