



How Madura F&L **Aligned** Its Managers To The Organization Growth Strategy

An enParadigm™ client story

Business Context

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Madura Fashion & Lifestyle, a division of Aditya Birla Nuvo Ltd, is one of India's fastest growing branded apparel companies and a premium lifestyle player in the retail sector. Having developed distinct brands for multiple customer segments, it was critical for Madura's managers to know their market and possess a holistic understanding of the organization's business and its growth strategy.

The company wanted enParadigm to leverage simulations as a methodology to deliver a series of business acumen programs for **managers across brands and functions** to enable them to see the **bigger picture** of Madura's business and **sensitize them for commercial implications** of their daily decisions.

The participant profile constituted of senior and middle managers from Buying & Merchandising, Design, Retail Operations, Sales, Finance, Supply Chain, IT etc. across brands like Louis Phillippe, Van Heusen, Allen Solly and Peter England.

enParadigm has designed and continues to deliver an ongoing series of programs for senior and middle managers across multiple functions. We kickstarted the initiative in 2011 and a total of 186 managers have already benefitted, with 7 programs so far. The concepts were customized to Madura's objective of providing a holistic business view to managers and align them with the organization's overall growth strategy.



Expected Learning Outcomes

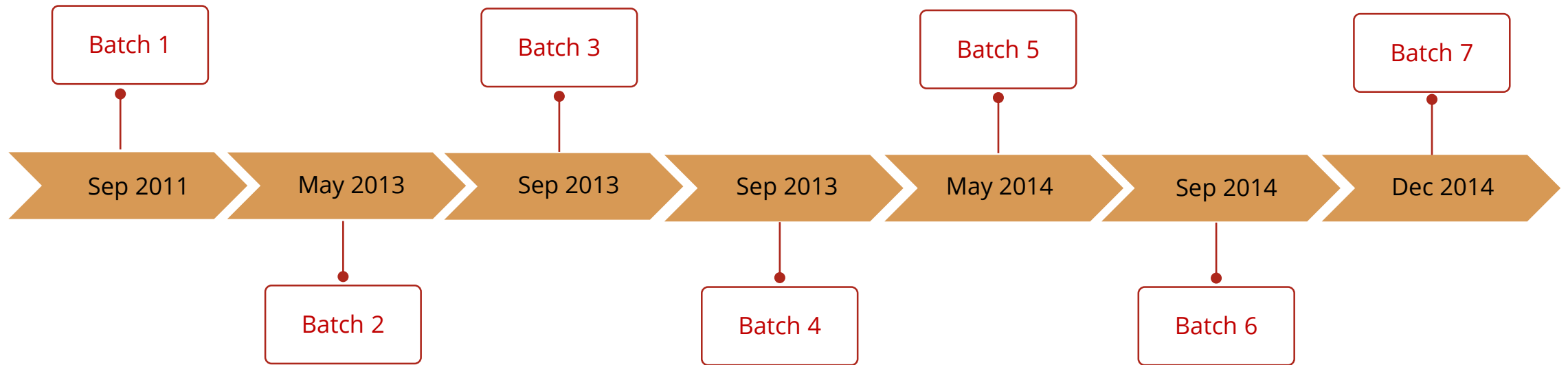
Madura F&L wanted managers across design, sourcing, production, warehousing, pricing and merchandizing to think long term, have a broader business perspective, and understand the impact of decisions taken in each function on the other functions.

The company also wanted them be sensitized to the financial implications of different decisions on the business, in the short and long term.

- Align with organization strategy
- Get cross functional perspectives and work towards common goals
- Know financial impact of decisions and importance of creating cash flow
- Manage inventory effectively and optimize budgets

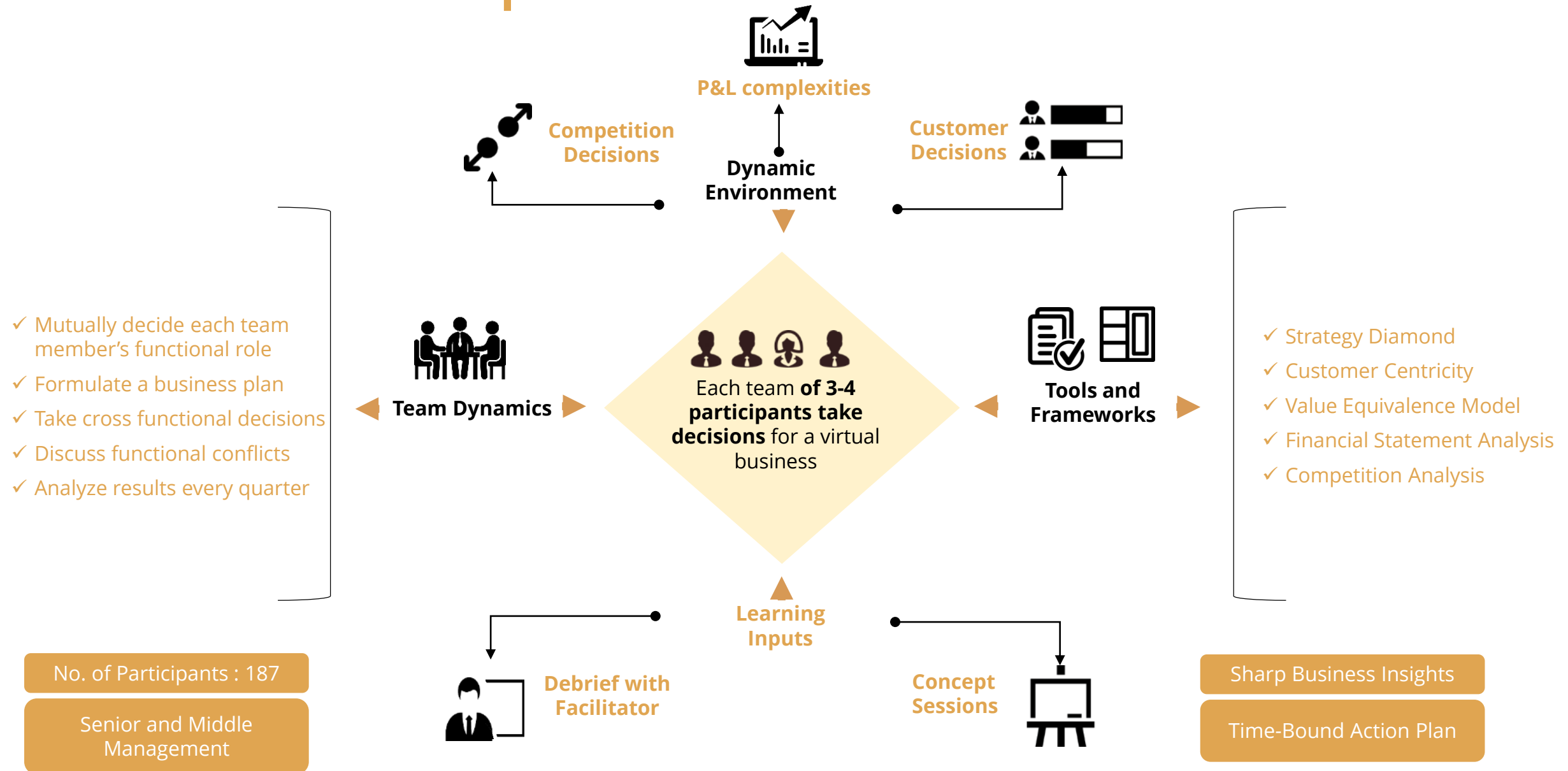
Timeline View: Sep 2011 to Dec 2014

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The Simulation Experience

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Participant Experience

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186 participants from multiple functions and brands went through the simulation based programs.

The intervention gave participants an opportunity to take on leadership roles in virtual companies and work on strategies to grow business. They collaborated with their team members and took cross functional decisions to stay ahead of competition.

They experienced real life business challenges and the financial implication of their decisions. Multiple concept sessions, frameworks and facilitator de-briefs helped them improve their results in terms of market share and revenue.



Played top-management roles and ran a simulated business



Took critical decisions and **traced outcomes** to their root causes



Acquired **tools** and **techniques** to **align** different functions to overall company goals, and deal with **market / competitor** concerns

Reaction Stage Testimonials

Participant Testimonials

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Batch 1

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I got to learn all the processes involved in running a business, like an entrepreneur. Also how to formulate a strategy and take decisions accordingly, which involves risk. Risk taking, sometimes, is important to be a leader. After the workshop, I plan to assess and forecast the demand hike in the market. This way I can benchmark the pricing strategy with respect to the competition.

Samira Bhardwaj
Asst. Manager , Buying and Merchandising

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I have become aware of the financial implications involved in business and have enhanced my risk analyzing abilities. I also gained cross functional perspective. I will now calculate the bottom line before committing discounts while selling. I will leverage what I learnt to take a calculated risk and not go overboard by forecast assumptions.

Rajanesh Nair
Brand Operations Manager

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It is a fantastic exercise for non-finance people to get the insight of linkages of various functions & its financial impact on business. I am now aware of all market variables and how they play a vital role in business. Going forward, I will understand my customer segment before defining strategy. I will then focus on that strategy and work fast accordingly, following market conditions and competition moves.

Hitesh Sharma Manager
Retail Operations

Batch 2

Participant Testimonials

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I now have a better understanding of numbers and financial statements. I got better at working on long term plans. I have learnt how to take corrective measures and be realistic. Using data analysis and interpretation, I will now start looking at my brand's performance as a whole, and not just my category.

Nishita Srivastava
Asst. Manager- Buying and Merchandising

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One needs to analyze well before taking decisions. I will follow consistency in my approach and try to create unique value for my products.

Vikram Shakti
Regional Sales Manager, Peter England

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The delivery mechanism was quite interesting and the takeaways can be easily implemented to the business immediately. It is crucial to create a balance within cross functional teams. I want to create long term goals with a clear agenda of profitability, and then create short term goals to achieve it.

Abhishek Jha
Group Manager, Ecommerce Operations, MFL

Batch 3

Participant Testimonials

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This is one of the best learning workshops that I have attended. The learning is quite experiential. Going forward, I will focus on staging of steps in my domain and will work on monthly brand capsules to derive insights.

Pankaj Kumar Keyal
Buying & Merchandising at Peter England

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I have practical understanding of the impact that financial decisions I make. I can now analyze financial statements and have acquired improved business acumen. I have learnt how to approach and implement strategies. I am going to compare the annual reports of my company with competitors. I would look at a situation from different angles and analyse financial consequences of my decisions and how aligned it is with the strategy.

Sonal Tiwari
Asst Manager- Buying

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It is very important to drive alignment between cross functional teams towards one organizational goal. I experienced financial impact of operational decisions. I intend to be clear on priorities from an organizational perspective and chart consistent action plans. Once you have analyzed where you have gone wrong, it is never too late to correct your mistakes

Suba Shanmugam S S
Asst. Manager- Finance

Participant Testimonials

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Batch 4

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I have learnt to do in-depth analysis of the market scenario and understand stages and thought processes involved while formulating strategy. I can now interpret data on financial reports. After this program, I want to focus on specific and effective methods to meet the results. I would compare and analyze reports before decision making and work on long term plans.

Rajini Kuttappa
Manager - Sales Operations, Peter England

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Better understanding of strategy as a concept and improved knowledge of financial statements has developed my competency to run this business in a competitive environment. I want to do better inventory planning to ensure minimum stocking at the warehouse. I also plan to understand competition behaviour in the market

Deepender Singh
Group Manager - Key Accounts, Van Heusen

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I have understood why strategic thinking is very important, along with roles of various departments and their contribution in increasing profitability. I am now better at financial analysis and so can be careful during inventory management. I will have an outlook for overall business management rather than looking at my specific business area.

Susanta Adhikary
Manager - Fab Sourcing (WW/Category)

Batch 5

Participant Testimonials

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“ From this workshop, I learnt how to plan for marketing of any new business, forecasting according to market demand, on time product supply, good customer service and equally good profit margins. I have also got insights on correlation between distribution and demand by analyzing market structure. Going forward, I would like to plan after analyzing our market position.

Manjunatha K
Senior Executive - Retail Business Development

“ I have learnt how to run a business in new markets and in a competitive world. The first step is to understand the customer segment and the market. In the following months, I will focus on achieving both top line and bottom-line, rather than working on targets alone. I will coordinate with required cross functional teams and work on analyzing business complexity in a competitive market. I will use understanding of P&L and Balance Sheets in my day to day activities.

Nagaraju S
Assistant Manager - Retail Business Development

“ I have learnt how to do better business planning and generate more revenue by optimizing promotions, price discount and extra activities. I am aware of cash linkages at various stages. I want to implement effective planning and increase EBIDTA.

Sandeep Kumar
Executive - Finance

Participant Testimonials

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Batch 6

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I learnt how to make strategy using arena/ vehicle/ differentiators/ staging/ economic logic. Next, to run and sustain in any business you need 'Cash'. I can now check if a company is going in the "Right Direction" by understanding financial statements like cash-flow, P&L and balance sheet. I want to follow the unique product positioning strategy and incorporate consistency in strategy formulation and implementation. Going forward, I want to understand my customers and market to win them over.

Alok Upreti
Group Manager - Merchandising, Allen Solly

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Being into a function like quality, which has no direct impact on profit, the workshop has made me realise its importance to the business as a whole, and wherever there is a competition.

I can now understand correctly what customers want and what are the factors behind decisions in your target market and their financial impact. I want to increase awareness, probably with hand-outs on financial terms and influences related to our business. I also want to focus more on what is the perceived value of the customer and create uniqueness in the work/ facility/ product we are into.

Navneet Chandra Jha
Manager - Quality Assurance

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I have become aware of the importance of creating a differentiator strategy, the importance of cash flow and how each component plays an important part in the company's profitability. I want to work on improving credit terms with brands and increasing gross margin. Also, I want to bring in unique and popular brands to drive sales.

Shuchita Chopra
Group Manager - Buying

Batch 7

Participant Testimonials

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I had an awesome experience being part of this simulation program. It was an eye-opener for things that were not taken seriously or not given much importance. One of my key takeaways is understanding customer requirements and providing unique solutions to target customers. I have learnt to interpret financial reports for better forecasting.

Going forward, I would take suggestions from brands and functions for making important decisions. I am now aware of financial implications and repercussions of bad decisions.

Rinchen Wangdi
Assistant Manager - Human Resources (OD)

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I have learnt the importance of cross-functional team discussions, working together and cost effectiveness to make more profit in the business. I have also learnt to use balance sheet and P&L. I want to do Inventory control by proper forecasting, planning and execution.

Dharam Pal
Senior Executive - FG Sourcing (Woven WW)

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Decision making is an important and crucial aspect for any organisation and cannot be taken in isolation. I have learnt how to interpret the financial statements and analyse the health of the organization based on them. Also, it is important to involve other functions for planning and forecasting. I am going to try and use the diamond matrix to have a better idea of focus areas, and how to cater to those focus areas when it comes to brand training.

Neha Girdhar
Assistant Manager, Brand Training at Planet Fashion

Implementation Stage Testimonials



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We had capacity constraints earlier and this workshop has helped me to forecast better. We have been able to do effective pricing and costing, especially to export customers.

Shiva N
General Manager - Finance

With regard to unique product positioning, we have improved a lot. Strategy formulation needs some more time to implement and we are continuously working on it. With regard to understanding customers, the product team and the marketing team have come up with a 'customer audit' which allows us to focus on profitable customers.

Alok Upreti
Group Manager - Merchandising, Allen Solly

Since I work in a labour oriented factory one of the major costs we face is the labour cost which comes up to 50- 70 % and post-workshop, I was keen on bringing down this cost through some process change. We have also been able to bring down the inventory.

Sunil Kumar C B,
Asst. Manager- Madura Clothing

This workshop has actually helped me a lot. I run a channel called the value channel. I am now able to make decisions using the financial perspective and it has helped me in achieving my goals.

Suresh KN
Group Manager - Sales (Value Channel), Peter England

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