

How Welspun Instilled Business Acumen In Senior Management For Growth In Emerging Markets

An enParadigm™ Client Story





How We Got Associated

enParadigm™

Business Context

Welspun India is one of the top 3 global manufacturers of bed and bath linen and a leading home fashions supplier in the USA market. Their textile manufacturing facilities in India, are Asia's largest with complete vertically integrated lines for a farm- to-finish production across diverse products.

WELSPUN



Dare to Commit

Known for developing innovative and patented products, Welspun India is today a \$750 million home textiles supplier with presence in over 32 countries. The company had been growing at a CAGR of 27% in the last 10 years, aided by a boom in textile manufacturing outsourcing to India, and a depreciating Indian rupee. However, western markets were growing at 4-5% annually, and the company needed to penetrate emerging markets to keep up its stellar growth. Chairman B. K. Goenka, Group MD R. R. Mandelwala and Welspun India CEO Dipali Goenka wanted to increase brand presence and market share in emerging markets. They identified marketing, distribution and retailing as three key parameters for growth and sustenance, and it was important for their managers to don these three hats to drive growth.

As a part of building people capabilities, the executive management wanted to instil a holistic business perspective in their next-in-line leadership team.

Challenges and Gaps Identified

- ✓ **Strategic Orientation and Planning:** The Managers needed to know how **to grow business rapidly, without losing sight of financial viability**
- ✓ **Work towards common goals:** They needed to be productive in their individual roles yet **stay aligned with organization's strategic goals and objectives.**
- ✓ **Market Analysis:** Plan and take strategic decisions only after **understanding customer needs** and what the **competition is upto**
- ✓ **Customer centricity:** Make **long term plans** and innovate by **keeping customer delight** as the primary reference point
- ✓ **Cross functional Alignment:** Understand the roles, constraints and strengths of other functions and **know cross-functional impact** of decisions
- ✓ **Financial Acumen:** Interpret **financial statements** and **understand implications of various commercial parameters.**

WELSPUN

Dare to Commit

Building A Relevant Solution For Specific Performance Gaps

Business Intervention

WELSPUN

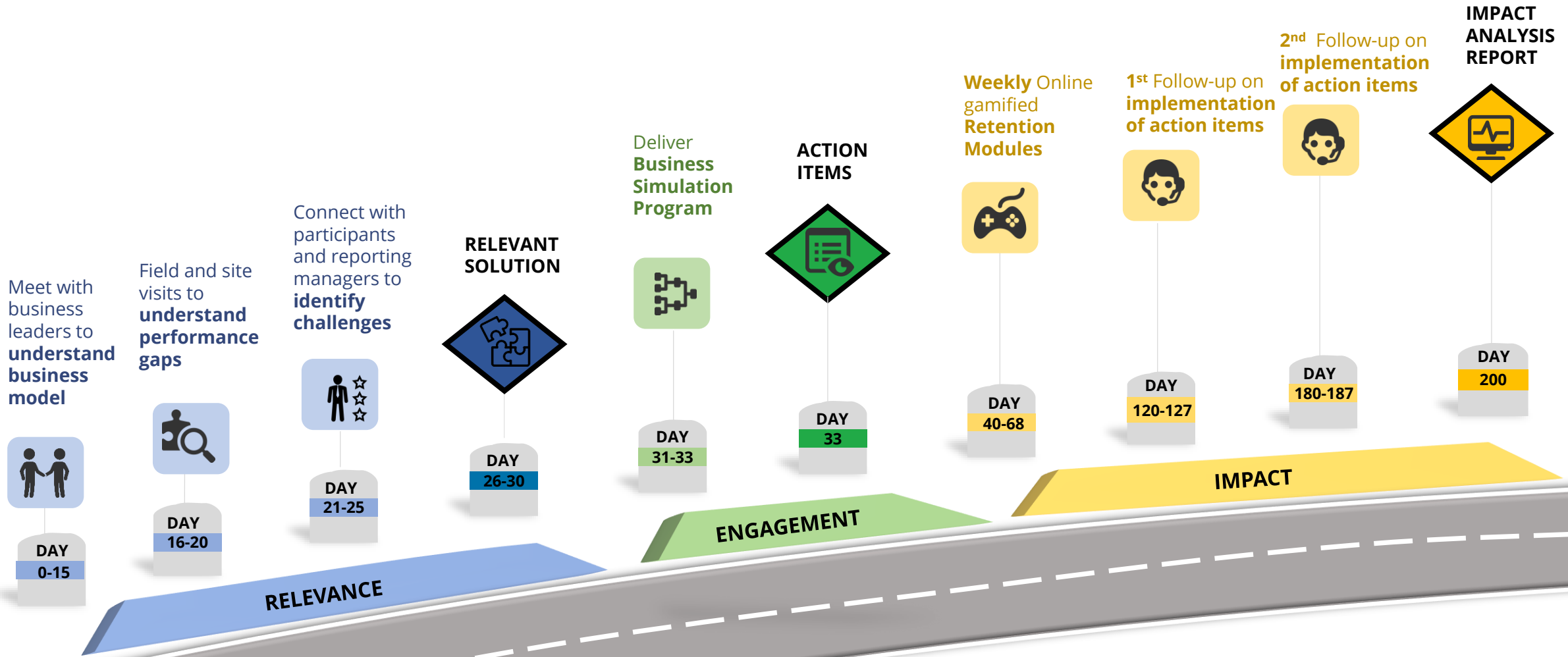


Dare to Commit

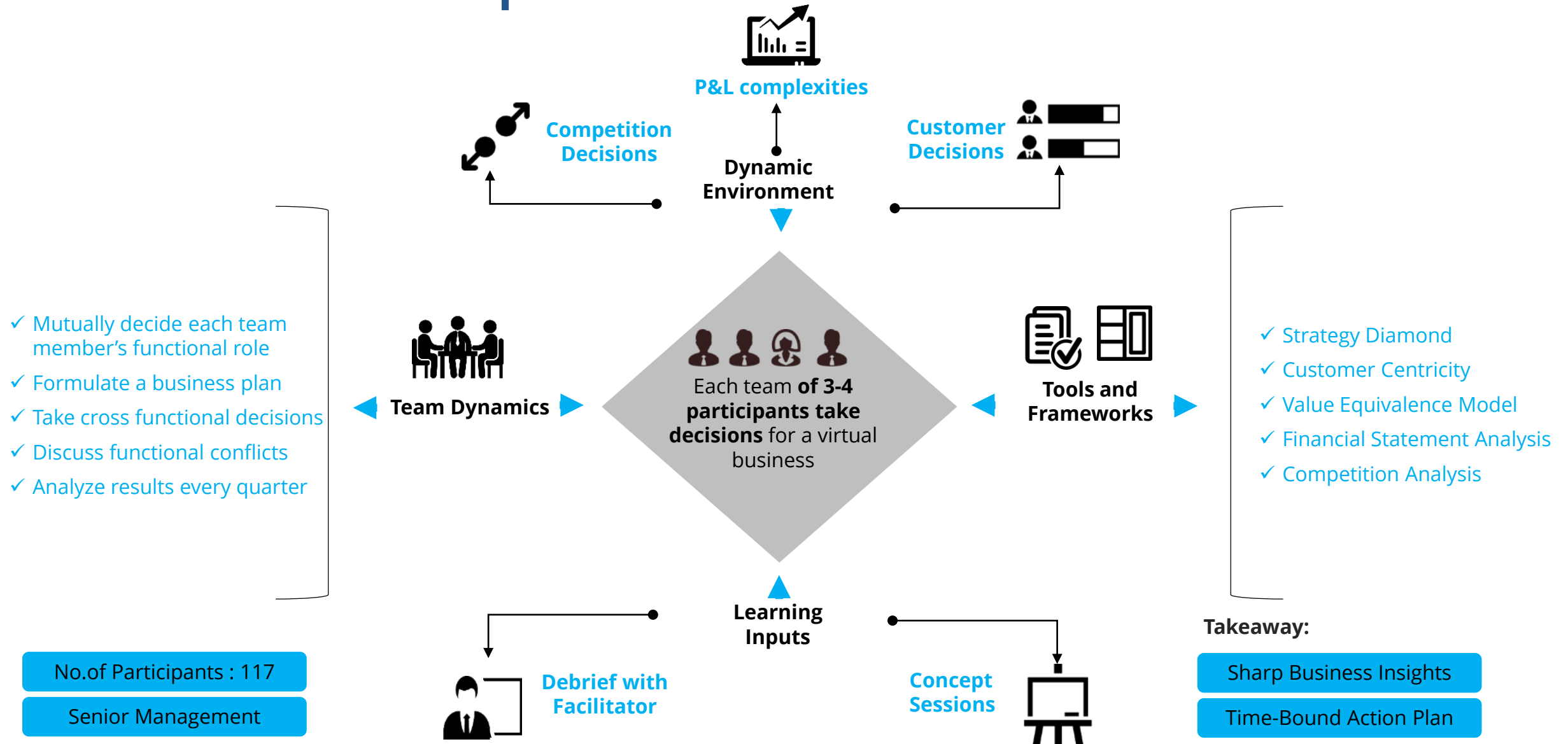
enParadigm along with Welspun's Group HR Head Sandip Grover, leveraged 6-month long business interventions using our **REI methodology**™, to drive business acumen and strategic thinking among **117 senior management** professionals and sensitize them to the financial impact of decision making.

6 Month Intervention

REI™ Road Map

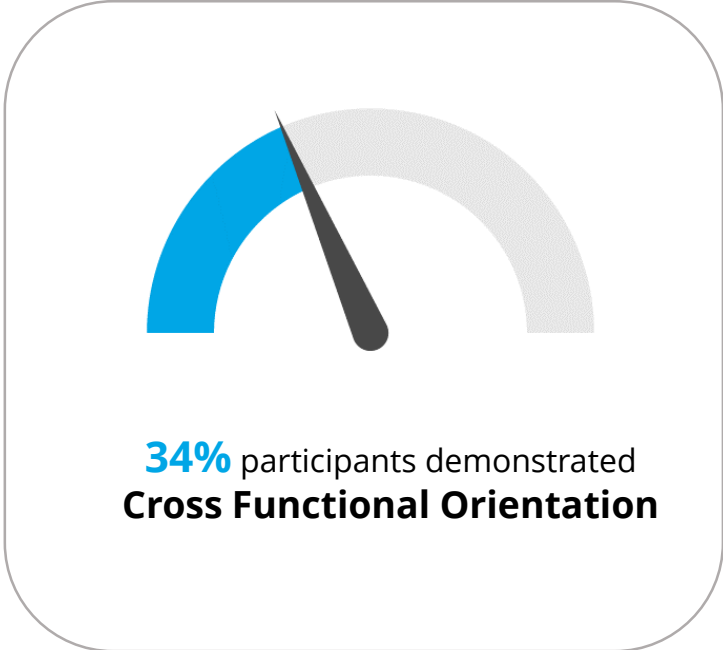


The Simulation Experience



Impact Analysis

Where The Needle Moved: Post 6 Months Impact



*Based on our impact analysis conversations with 47 participants

Level 2 : Where The Needle Moved: Participant Quotes



**Better Planning
&
Decision Making**



This program has altered my thought process. From being just a departmental leader, I have started looking at things like a business leader. In that direction, I have altered the KRAs of my team members to make sure that they also have a 360 degree view of the business while being their roles. It now includes quality, finance, innovation and customer centricity.

Sanjeev Pandey
Senior Vice President - TQM



I am now doing workforce planning and forecasting on a weekly and monthly basis, so that I can increase or decrease the number of contract workforce based on production requirements.

Sanjib Sen
General Manager HR

Sanjeev's Reporting Manager



He pays attention to details and it has helped in getting to the root causes of rejection and analysing the effect from the cost of production angle.

Ashok Kumar Joshi
Executive Director & Plant Head



Sanjib's Reporting Manager



He is proactively putting in efforts to achieve better resource management.

Dr. Mohit Kanwar,
VP Human Capital & General Affairs

Where The Needle Moved: Participant Quotes



**Better Planning
&
Decision Making**



I have started data analysis recently. We have even started a project on length alteration for reducing it from 2% to 1.5%. Hoping to get the result in next 2-3 month. We now have regular brainstorming sessions on forecasting & planning and will come out with the outcome soon

Alok Sahu
Assistant General Manager- Yarn



Alok's Reporting Manager



Yes there is an improvement in him. Will get to see concrete results after another 3 months. Nowadays he analyses data and prepares next plan of action well.

Malay Mahanti
Senior Vice President



Being a technical person, my focus was always on production and technical related aspects of work. After this workshop, I am now able to understand business decisions better. For eg - how does R&D or capacity impacts our business in the market. I now try to focus on the techno-commercial aspect of business, rather than just the technical aspects.

I also learnt importance of on-time decision making which I am implementing at work.

Anand Kulkarni
Assistant General Manager -TQM



Anand's Reporting Manager



Yes, he has started taking decisions without any delay. Even if there is anything beyond his scope , he communicates it to me immediately, without leaving it unattended.

Arindo Mukherjee
Vice President- TQM

Where The Needle Moved: Participant Quotes



Controlling Financial Impact



After the workshop, I really wanted to find ways to improve ROE. I found out that we end up procuring a large number of safety gadgets frequently due to lack of maintenance. We wanted to bring this down and started training the teams on how to calibrate it with the right frequency. It worked out well and we foresee that we are able to stretch the life-period of these gadgets and thus bring down orders. Also, by improving the process efficiency, we have brought down issues that show up during customer audits, and have won their confidence. Nowadays, we are beginning to extend audit validity to as much as 18 months. This has brought down the cost implication to a large extent.

Mahesh Raghawan
General Manager - Compliance



We have worked out better credit terms with suppliers. Earlier it was 31 days, now it is 39 days. Cost on inventory has also come down as we push the vendors to keep the stock with them.

Devpal Purohit
Senior General Manager - Yarn Procurement

Mahesh's Reporting Manager



I agree with what Mahesh shared and we are predominantly seeing changes in his approach and his 360 degree business view while taking decisions.

Sanjeev Pandey
Senior Vice President - TQM

Devpal's Reporting Manager



Devpal has taken initiative to increase vendor credit terms and we as a team are pursuing the same. He is actively involved in reverse auction for sourcing cotton yarns which has resulted in getting better prices.

Uttam Newalkar
Senior Vice President & Head Marketing - Yarn

Where The Needle Moved: Participant Quotes



Controlling Financial Impact



These days in our Vapi plant, there is increase in procurement due to modernization . However we are mindful of the cost element and use every opportunity to re-utilize the electrical goods like cables and save cost. We have seen 15% of saving in the given budget.

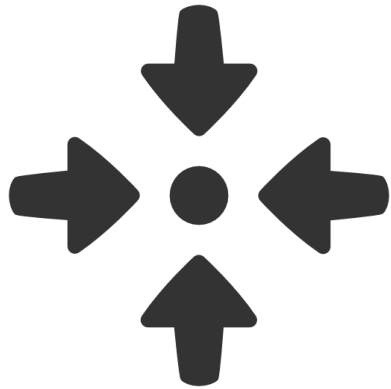
Vijaykumar A Patel
Senior VP - TT Engineering



We have focused on the inventory of Packing Materials in TT and Bed Sheet both and there is a reduction of approximately 1 Cr in the inventory cost. Also, we have started negotiating the supplier. Even though we are in mid of the year, we have been able to increase our average credit period from 50-56 days - especially in the Dyes and Chemicals.

Ramesh Gupta
General Manager – Consumable Purchase

Where The Needle Moved: Participant Quotes



**Improved Cross Functional
Decision Making**



Initially, I was not aware of any of the customer side aspects when it comes to Welspun products. But now, I am well-versed with the same and also know which department to approach to get data for clarity. I can now understand customer segments and correlate their requirements with what we have to offer

Dr. Mohit Kanwar
Vice President - Human Capital & General Affairs



Dr. Mohit's Reporting Manager

He has started involving into business processes & understanding of products.

Ashok Kumar Joshi
Executive Director & Plant Head



We do frequent discussion with cross functional teams and this is helping us during priority matters. Actions taken towards completion of tasks is faster and more accurate. Its in the business interest and is helping us a lot.

Kamesh Garg
General Manager - Finance & Accounts



Yes, I have been able to plan and forecast effectively. For doing this, we also put into practice the cross-functional acumen by discussing with the supply chain team and sales team both, for realistic forecasting.

Jitendar Chanchalani
General Manager- Central Planning

Companies like you

Discover more companies like yours, who have succeeded with enParadigm. We have helped these firms change mind-sets, develop critical competencies, and drive tangible business results.



Chola MS General Insurance prepared its high-potentials for the next level



Abbott's sales managers grew to forecast, price and collect better



Häfele built business acumen and cross-functional collaboration

© 2015 enParadigm Performance Solutions . All rights reserved . All client collateral is the property of the respective companies.

enParadigm™

We partner with businesses to bridge performance gaps within the leadership team or below. Using R-E-I as a methodology and customized simulations as tools, we help you drive valuable and actionable insights and your team perform better with measurable impact