

## **Program Objectives**



#### **Cross Functional Acumen**

Provide an opportunity to step into the shoes of different functional heads, take decisions and experience how they impact business



#### **Financial Awareness**

Offer P & L responsibility to get familiarised with each component and their interlinkages.Provide clarity on levers that impact bottomline,margins and

topline

evers that

#### **Holistic view of business**

Provide opportunity to run a virtual business in a stimulated market environment for a 360 degree perspective of a business leader



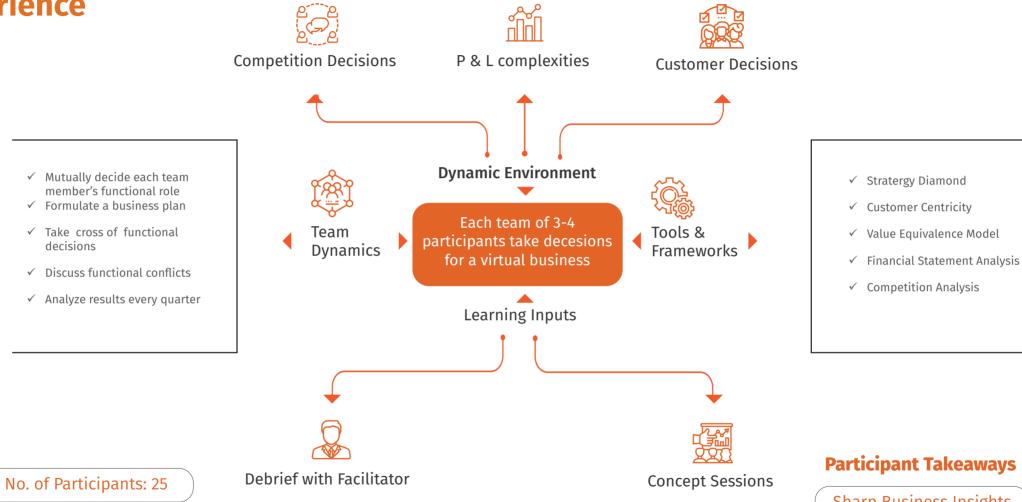


## **Strategic Orientation**

Provide tools and framework to formulate and excecute business stratergy, analyze and competition to accomplish goals



## **Simulation Experience**



Senior and Middle management

**Sharp Business Insights** 

Time-Bound Action Plan

## Impact Analysis





**54%**Participants

drove outcomes due to Better Planning & Decision Making





81%

**Participants** 

drove Positive Financial Impact





54%

**Participants** 

demonstrated Cross Functional Orientation





# Implementation at Work – Participant Feedback



"We now look at quality control as cost center and not a profit center. Our focus should be to optimise the cost and to achieve that we are concentrating on 2-3 things— identify wrong vendors and strong ones for sales and service team. Manage cost per unit so that we can impact bottom line, and focus on driving quality. When quality delights the customer, sales would go up and that's our contribution to topline."

### Balram Tyagi, General Manager, Quality

"During the workshop we messed up in forecasting. That was an eye opener and we need to closely work with all teams to ensure proper decision making. Whenever factory asks me for forecasts, I now monitor and look at previous years trends, get industry data and trends, check with others in the team and only then give a forecast"

Amit Mishra, Manager - Mining Sales

"One thing we realized is that holding inventory is an additional cost. Earlier we used to urge aftermarket team to stock inventory. Now we have realised the cost implication and have put control measures. Apart from some critical items that are needed for services, we look at the trend of other items. If it has not been used for close to a year, we don't stock."

C Venkatesan, Sr Manager - SBL Sales & Service



# Implementation at Work – Participant Feedback



"I realised that reducing the lead time saves a lot of money. Earlier if there were two components of machine that needed to be fabricated, we used to fabricate one at a time due to space constraints. But now, I have changed the footprints of the shop floor, removed a couple of unused machines to create more space, for simultaneous fabrication. This has brought down lead time to half - 3 weeks to 10 days. I am also outsourcing some components which is reducing the cost by 30-40%."

## Brijesh Sinha, Dy. General Manager – Fabrication

"Forecasting was an eye opener. We now see the underwork that gets started immediately after forecast and the cost implications due to additional inventory, man hours, etc which associated with it. Now we do not merely forecast on the customer face value. We are investing a lot of effort to ensure accurate forecasts- background checks in terms of capacity to pay, land clearances, actual requirements at client side, etc. We are also checking with banks to see if projects like these can be actually funded."

**Shommet P, DGM Sales/ Pelletisation** 

# 99

## Implementation at Work – Reporting Manager Feedback



"This workshop has complimented the mentoring activities we do and it has clearly increased my reportees' business awareness – especially from a top line and a bottom line perspective. They clearly know what impact can be created by them. This exposure will help us build a second line."

## Bhaskar Nayak, VP- Mineral Processing

"I wanted one of my reportees to be focused on data and use it as a strength before the intervention and I can see that he is progressing very well and leading the team on this. He has been able to bring up margins by 4.5%. Another team member who has been in operations for the last 20 years and had a view of the company only from an operations point of view, I wanted him to be adaptable to new ideas. I can see that he has changed – he is flexible and is talking to people from other functions with the gained financial and sales perspective."

Pavan Seth, VP- Services Operational Hub

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