Aligning Group Companies

Business Excellence for
A Logistics Group
Vertebrand is India’s first integrated Brand Value Eco System.

Our value proposition to clients is ‘we help you achieve profitable business growth through your brand.’

We deliver our services through a clutch of specialist subsidiary companies owned, mentored and managed by the parent company, Vertebrand. These include solutions and products centered around Business & Brand Strategy, Communication and Internal People Alignment.

VEncompass, the People Practice at Vertebrand, offers a range of solutions aimed at enhancing business performance through effective engagement & alignment of people and processes.

VEncompass works to drive faster adoption, greater utilization and higher proficiency of organisational strategy and change such that expected business results are achieved.

The VEnC team has worked with a number of medium and large organisations across industries. Specialised in running measureable culture transformation programs, the team has delivered a range of solutions which include people engagement & alignment assessments, customised L&D modules, organisation restructuring, business excellence models and performance management systems.

The following case on Cultural Integration has been delivered by VEncompass
Aligning Group Companies

Business Excellence for A Logistics Group
SETTING THE CONTEXT

A fast-growing logistics business had been on a spree of acquisitions over the last few years and this ‘inorganic’ growth has resulted in a clutch of companies, each having its own strengths and growth path, but with its own unique culture.

The organisation believed that it was critical to align all the various units into a common vision and growth paradigm involving ‘buy-in’ of all internal stake-holders to the overall business objectives.

Towards this end, the organisation embarked on an internal Business Excellence programme encompassing people, policies and processes. The programme (called BSEF) was expected to serve as a framework to enhance efficiencies and productivity, eventually resulting in facilitating exponential growth of the organization as a whole.

Aims of BSEF:

• Communicate Business Vision to all internal stakeholders in the group
• Help all divisions to strategize, set goals, refine processes
• Continuously evaluate with a view to keep upgrading performance & drive excellence

The group companies were in various stages of deployment of BSEF, when VEncompass’ expertise was sought.

OBJECTIVES OF THE ENGAGEMENT

The organisation approached VEncompass to help facilitate implementation of BSEF across its various subsidiaries/business units, with the engagement culminating in the BSEF Awards Function immediately followed by a post-award review and monitoring program.

The key objectives were therefore, Alignment of group companies to BSEF by:

• Measuring the synergy between people and BSEF Objectives
• Initiating the Business Excellence process in the Group Company
• Facilitating readiness for the first cycle of BSEF journey
The following Road Map was aimed at initiating the Business Excellence process in The Group and facilitating readiness for the first cycle of BSEF Journey. While the Road Map outlined herein facilitated The Group to embark on the Excellence journey, sustenance would need continued efforts post Awards through working on process-improvement areas as identified in the first cycle of BSEF Journey. This Road Map is therefore intended as a launch pad for the Business Excellence journey.

An initial diagnostic exercise was conducted across 60 key stakeholders, across 7 business entities with one-to-one interactions, group discussions, visits to CFSs and Warehouses spread over locations in India and Middle East. Vencompass also reviewed the BSEF response documents that the entities had begun putting together.

What we found is that the organisation was at the 42% mark in terms of alignment and awareness for BSEF. The diagnostic stage brought to fore the strengths and Areas of improvement of each business entity.

Of the seven categories in BSEF, Leadership, Strategic Planning, Customer Focus and HRM&D were in initial stages of excellence. However, the group was yet to recognise the importance of categories like Information & Analysis and Process Management. Also, the rigour and discipline of measuring progress was yet to set-in.
SERIOUS FUN

The next phase needed to demystify and simplify the BSEF. We had to ring in some excitement and energy to make BSEF a mass movement in the group. We also needed to lend a higher level of seriousness and discipline to embrace BSEF as a part of the group’s operations.

We called it the Pursuit of Excellence series of interventions.

A series of Awareness & Alignment workshops spread over 30 days helped bring to speed, all the BSEF teams. Leadership styles, Business strategies, customer segmentation and relationship management, the human resource practices, key work processes and their Effectiveness / Efficiency were discussed threadbare.  

The fun part of Pursuit of Excellence had each category of BSEF colourfully splashed across offices, CFSs and warehouses through a Poster campaign; Infobytes on world-class companies and their success stories with Business Excellence were reaching mailboxes every other day. A BSEF quiz which had entries pouring in from all group locations and ensured that there was adequate coverage of all happenings in the group’s corporate magazine. It was heartening to note percentage participation of business entities go all the way up to the 60% mark.

HUB & SPOKE MODEL FOR ROAD MAP IMPLEMENTATION

A hub and spoke model was adopted to ensure optimum coverage of all business entities. BSEF advocates were identified to set the direction for each business entity and BSEF champs were assigned to support the cause. The BSEF hub at corporate level was instituted to lend the strategic direction.
KEY OUTCOMES

VEncompass team members were observers, mentors, critics, enablers and catalysts for this mass movement called BSEF, which was all set to change the way the group was thinking, feeling and working.

The key take-aways included:

- 5-fold increase in number of processes (standard operating processes) documented and enhanced for inter-functional / inter-business linkages
- Close to 70 performance parameters identified & established for measurement of efficiency effectiveness of Standard Operating Processes
- 5-fold increase in the ownership for BSEF through identified Advocates and Champions
- 35% increase in the Awareness & Alignment levels to BSEF across Group Entities

HANOVER

VEncompass handover process comprised of a series of assessment workshops to enable each business entity to understand the BSEF scoring system and also participate in the evaluation of the Response Documents of other Business Entities.

As a result, the barriers between entities began fading. The opportunities for cross-selling and integration of logistics services across entities, was a hot topic in all the response documents.

When the Vision Holders who formed the judges panel were witness to the insightful and crisp assessment presentations by each business entity, we knew - BSEF has truly arrived in the hearts & minds of the Group Company.

Each Business Entity was handed over a detailed BSEF Feedback Report which comprised of a current position chart, List of Strengths & Improvement Areas (AOIs) for each BSEF Category & Action Plan Formats for leveraging strengths as well as addressing AOIs.

A BSEF Awards ceremony which felicitated the winners of the first cycle of BSEF, marked the end of the assignment.
This case is based on a real-time project implemented by VEncompass. The client organizational context set by the case is therefore based on the internal & external environment insights, drawn by VEncompass. The methodology for Business Excellence and the key deliverables are cited, as delivered. However, sensitive information including identity of the client have been withheld considering the nature of the assignment.