

“We are trans-locating a chemical plant, which we recently acquired from another large industrial major. We have Technical inputs from an international giant. What we need to do, is to set up entire systems and processes after base-lining the culture of our other plants, a shift from the old culture.”

- A 15-year-old speciality chemicals firm promoted by a first-time Indian entrepreneur which had acquired the plant from a global chemical giant.

Our Diagnosis

We understood that they were keen to create a highly modernised plant with minimum or no manual intervention and be able to replicate some of the high-end processes deployed by the acquired company. They wanted to introduce contemporary practices and not be too manpower dependant.

Action

We studied how automated plants were different from the existing one and then created an entirely new system for them.

We met the Board of Directors to understand the vision and strategy of the plant and its conversion into business expansion and growth. We also did a comprehensive audit of the culture in the client’s existing organisation to be able to define a new culture for the trans-located plant.

We also clearly defined the roles and responsibilities of key positions while taking into account the technology environment of the new plant.

Based on a comparative market study of compensation in the chemical industry, a new compensation policy and a detailed compensation structure was designed for the new plant.

What we Achieved

Our client was convinced that our systems and processes helped them kick-start their plant faster.

What was also important was that they got it right the first time itself, thereby seeing faster return on investment.

