



Given the recruitment challenges at the multi-fold growth phase, organizations tend to almost focus exclusively on hiring.

While they do realize that they need to manage the talent they hire, they tend to get caught up in putting out fires every day.

Diagnosis



The survey showed us that robust policies and systems that guide in taking employee decisions were missing. There was lack of consistency in decisions taken for common employee issues.

Action



- We defined all the said and unsaid policies into a comprehensive HR policy framework. We surveyed best practices of the industry and designed business and employee-friendly policies.
- Outlined the performance management framework.
- Prescribed the salary, increment and incentive schemes to ensure that salaries at each level are in

proportion to business contribution. Wherever needed, we re-aligned existing salaries to the proposed bands.

- Put business review mechanisms in place to provide a systematic forum to discuss the growth challenges across each region and each business vertical and provided solutions to overcome the same proactively.
- Existing resources were trained to increase skills. Processes that enabled effective recruitment and management of these resources across the country were set up.
- Developed strategies to support long term growth of the business.
- Identified key and critical resources to the business and designed retention

schemes for the same.

- Initiated MDPs to reduce the dependency on the management for managing people.

Result



Smooth HR function that seamlessly supports the business at operational, tactical and strategic levels.

Supported the business to grow three-fold (60cr to 180cr) in revenues in under 2 years and laid the foundation to grow two-fold in the following year.

LEVERAGING HR

“ Our operating costs seem to be high and new employees are not able to see a common vision for the organization... ”

- A distribution giant for medical equipment.

FOR SCALE AND SUSTAINABILITY