



Key Benefits

- Customer satisfaction improved 25% to 75%.
- Cycle time reduction 25 to 90%
- Value added ratio improved 2 to 5 times
- Manpower reduction by 30 to 50%

Transforming into “Process Based Organization”

A leading manufacturer of Polyfilms

Overview

Polyplex is the world’s 4th largest manufacturer of thin polyester Film. With its headquarter located in Nodia, in the State of Uttar Pardesh, India. The Company has three manufacturing facility – one located at Khatima, Distt. Udham Singh Nagar in the state of Uttarakhand, India, another at Rayong province in Thailand (owned and operated by Polyplex (Thailand) Public Company Ltd. (PTL), its subsidiary) and the latest facility at Çorlu, Tekirdag in Turkey (owned and operated by Polyplex Europa Polyester Film San. ve Tic. A.S. (PE), which is a wholly-owned subsidiary of PTL). Polyplex has established itself as one of the most profitable producers of PET Film by way of cost efficient operations resulting from high productivity and low overheads. Its products have gained wide acceptance in the global markets, such as USA, Europe, South-East Asia, South America, and Australia,

The Challenge

The client was setting up a Greenfield project in Uttarakhand. The following pain points were hindering the growth potential of the client

1. Poor delivery performance
2. Poor service level
3. Less sensitivity to customer expectation
4. High cost structure
5. High Inventory
6. High quality problems
7. Low asset productivity (uptime and yield)

PBO plus Solution

The intervention included converting Polyplex into Customer centric Organization using Process Based Structuring. Following were key highlights:

1. CC-Process Based Organization
2. CC-Supply Chain Management
3. Process Centric-People Organization and People Competence
4. CC-Process Based Research and Development Organization

CASE STUDY

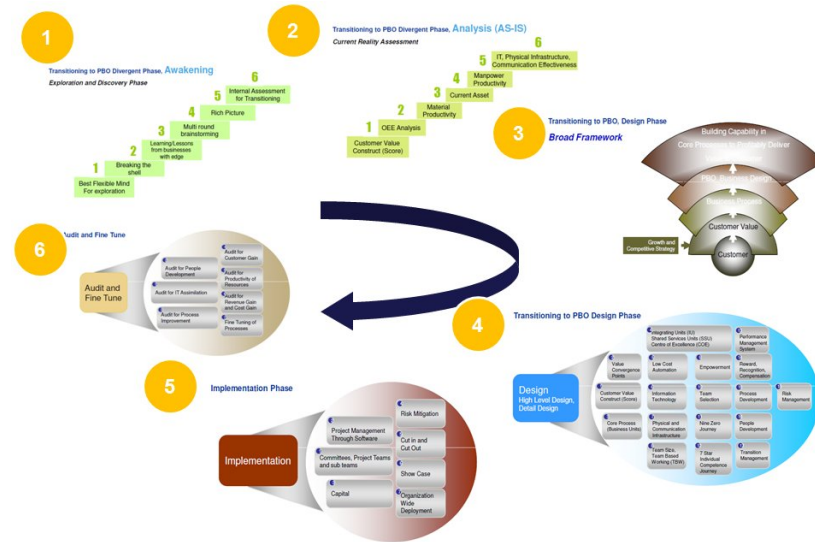
PBOPlus works with clients to revolutionize structure and business practices from function-based to process-based. We leverage:

- People power
- Process power and
- Technology power

For

- Efficiency with prime impact on cost
- Effectiveness with prime impact on revenue
- Edge to drive profit

Methodology



Key Changes

- Created modular structure/cellular structure with consisting of 7-15 persons with multifunctional resources having complementary skill sets
- People Development Cell (PDC) - created with the sole objective of building multifunctional competency within 3-6 month after joining (process wise competency requirement grid, employee wise multifunctional competency growth path, building capability in team for self sufficiency , self supervision capability , self management capability)
- Exception management
- Process centric , customer centric, vectorially aligned individual and team KPIs /KRAs
- Building career path for each and every person
- Process performance,
- Risk mitigation strategy in a process based organization design.

CASE STUDY

- Established customer value construct with customer owners and team interacting with customers like Tech services, R&D, NPD. vis a vis competitor
- Made a distinct choice relative importance of different customer value keeping in view overall positioning strategy.
- Prepared 3 year customer value journey path
- Created the blue print business processes for delivering value to customer (horizontal)
- Detailed process mapping(Core process, shared services, Integrating process(SCM)), process based organization structure, competency mapping, JD ,then people mapping. Infrastructure (technology, automation, communication, office and facility layout)
- Create 3 layered structure: Vertical compression and Horizontal compression

Benefits

Performance Attribute	Trend	Quantum of Gain
Process Cycle Time	↓	Cycle Time Reduction: 25 to 90%
Touch Point	↓	Reduced by 75 to 80%
Manpower and Manpower Cost	↓	<ul style="list-style-type: none">• Manpower reduction- 30 to 50%• Manpower Cost – 25 to 35%
Customer Satisfaction (ETDBW)	↑	Improved 25 to 75%
VAR (Value Add Ratio) <small>Activity Cost Leading to VA divided to Total cost of Activity</small>	↑	Improved by 2 to 5 times
Asset Productivity/OEE	↑	Improved by 5 to 40%
Cost of Production	↓	Reduced by 15 to 30%

Contact

Ajai Dayal
Chief Executive Officer

PBO PLUS CONSULTING SERVICES PVT. LTD.

Email: adayal@pboplus.com

Mobile: +91 9910049899

Skype: adayal123

Website: www.pboplus.com

