CASE STUDY
FAST MOVING CONSUMER GOODS
SKILL-RiTE

CLIENT BACKGROUND

Our client is the leading FMCG corporation in the country, with particular strength in the branded consumer foods category. It is a dominant market leader, manufacturing and distributing a diverse mix of snack foods, instant coffee products, instant noodles, chocolates, soft and hard candies, biscuits, ice cream and frozen novelties, pasta, tomato based products, and ready-to-drink beverages.

Its mother company is one of the biggest conglomerates in the country with business interests in telecommunication, banking, petrochemicals, airlines, retailing, textiles, real estate, hotel management and agro-industry.

The company faces fierce competition from huge multinationals, who with deeper pockets and conscious focus on only a few categories, are ever so eager to chip away on its market share leadership.

Client Issues

Faced with the challenge of expanding a mature company in a fast changing consumer landscape, extracting more from its frontlines became even more important. The need was twofold. First, to boost workforce productivity and, Second, to permeate a culture that helped better understand its customers. Both of these required high degree of skills transfer & alignment.

Client Considerations

➲ Senior Management wanted none of the generic class-room type Training programs. It was looking for something that had practical business significance, besides being tailored to fit the different requirements of different groups within the organization

➲ Productivity improvements would have to quantified both before and after the change initiative.

That's why our client approached Abacus, known for their unique approach towards enriching the skill sets of the organization.

Our Approach

Step 1 – *Understand Inventory of Existing Skills*
- ✓ Assess Hard Skills
- ✓ Assess Soft Skills

Step 2 – *Understand Ideal skills requirement & analyze Skills-Gap*
- ✓ Benchmark Hard & Soft Skills
- ✓ Identify Gaps

Step 3 – *Evaluate Training Needs*
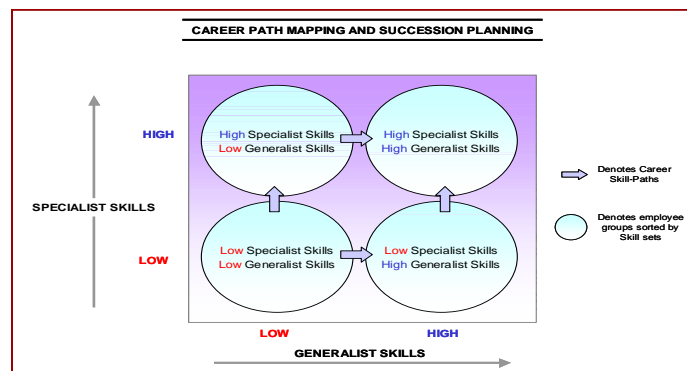- ✓ Review Past Trainings
- ✓ Identify current Training Gaps

Step 4 – *Stitching it all together through Skills Framework*

CAREER PATH MAPPING AND SUCCESSION PLANNING

NOTE: Each circle (employee group sorted by skill sets) have their own particular requirements for skills transfer as well as different career path objectives

- ✓ Framework for Induction/Hiring – This stage provides two important decision tools. First, it allows hiring right people for the right jobs. This helps the organization become more **EFFECTIVE** towards realizing its long term business objectives. Second, it provides the incumbent with a complete set of guidelines that provide a roadmap of what exactly the organization expects from employees.
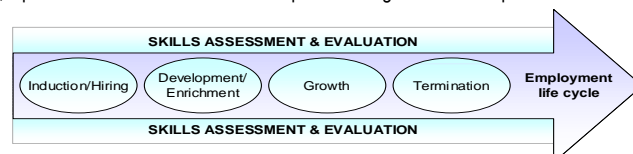
- ✓ Framework for Development/Enrichment – This stage provides a structure to identify possible skill sets that would make employees more **EFFICIENT** at their jobs.

SKILLS ASSESSMENT & EVALUATION

Induction/Hiring | Development/ Enrichment | Growth | Termination | Employment life cycle

SKILLS ASSESSMENT & EVALUATION

- ✓ Framework for Growth – This stage provides the tools for pro-active management of skills. Its focus is twofold. Through **CAREER PATH MAPPING**, we classify employees according to their skill sets (specialist vs. generalist). This forms the basis for their future promotions or lateral transfers. **SUCCESSION PLANNING** helps prepare the organization to prepare contingency plans in case key people leave the organization.

- ✓ Framework to evaluate Non-Performers – Finally, we provide a set of guidelines to evaluate the **PERFORMANCE** of individuals as they perform their daily tasks.

Approach

Skill-RiTE Infrastructure

Abacus implements a comprehensive IT infrastructure, *customized* to the specifics of the organization. This provides a platform for periodic assessment and evaluation of Skills. Key elements included in this package are

- ❑ Automated Skills Inventory System
- ❑ Skills Assessment and Alignment tools
- ❑ Roles & responsibilities profile database
- ❑ KPI evaluation tools
- ❑ Training Needs assessment tools
- ❑ Performance Appraisal Toolkit
- ❑ Career Path Mapping Infrastructure
- ❑ Succession Planning Infrastructure
- ❑ Balanced Scorecard dashboard

Skill-RiTE provides organizations with a Real-time employee skill assessment, training targets, planning of training over a corporate calendar and ensuring that training initiatives are aligned with corporate and operational objectives

Managing Operational Risk

Abacus introduced their "Iccarus" Risk Management tool, and is effectively used to ensure all Changes are assessed thoroughly before implementation takes place.

This very effective tool also ensured that all Changes were value added to the business process and objectives linked to drive key cost, revenue, and performance objectives.

Skill-RiTE – Role Definition

Select the category of the position being defined

Identify the education attainment needed by the position

Identify the skills required for the position and rank the level of competence of that skill

Skill-RiTE – KPI and Skill Evaluation per Position

Click on a role to view its related KPIs and Skills.

Rate how well the individual is performing the role.

Rate the individual on the required skills of the position.

Link underperformance with the skills gap.

Benefits

- ❑ Provide detailed assessment of existing skills within the organization
- ❑ Clear identification of ideally required Skills for every position
- ❑ Identification of Gaps between Existing and Ideal Skills
- ❑ Assessment of Training Needs for all Levels of the organization
- ❑ Framework for hiring incumbents that best meet organizational requirements
- ❑ Framework for skills enrichment and career development
- ❑ Framework for Succession Planning
- ❑ Tools for proactive Skills management

- ❑ **Reduced Overtime by 87%**
- ❑ **Improved Overall Productivity by 41%**

ROI	1,843%

Annualized Benefits = US$ 1,117,376

Ensuring the Change Sticks

As part of the internal team requirements, Abacus designs a Continuous improvement Audit, which focuses on reporting, by- user compliance of the new system elements.

The non-compliance is recorded, categorized and managed through training and support workshops. After the completion of the project, Abacus uses C.I.P results to ensure maximum client support.