


# Transforming operations for future-readiness

Organisational excellence framework





Organisations must continuously innovate and optimise all facets of their operations to excel in a competitive business environment. This requires a holistic understanding of the broader ecosystem, identifying and engaging stakeholders, fostering a strong culture and focusing on effective strategic planning. However, many businesses struggle in delivering value to their stakeholders and creating a balance between current and future business needs, often due to outdated processes, lack of cohesive strategies and performance governance systems. These challenges must be addressed to enhance overall business performance (top/bottom line gains), generate sustainable value for all stakeholders and strengthen credibility with investors and shareholders.

# How Grant Thornton Bharat can help

We offer a structured framework (RADAR) to achieve organisational transformation by aligning key processes, activities and interactions with strategic objectives. Our team follows an integrated approach to understand your business ecosystem, establish the necessary infrastructure, guide teams in adopting new frameworks, and monitor their efficiency and effectiveness.

## Results

Understand the end objective and rationale, considering the entire organisational ecosystem.

## Assessment and Refinement

Monitor the effectiveness and efficiency of the deployed approach, analyse feedback, performance trends and peer benchmarking to uncover improvement opportunities, and identify innovative solutions to enhance performance.



## Approach

Establish infrastructure aligned to the end objective, including initiation of new processes and key performance indicators (KPIs).

## Deployment

Identify the key areas where the approach is to be deployed in an efficient manner; help teams in the adoption of new frameworks and processes through various interventions, such as training programmes, workshops, help desks.



# Our methodology



## Assess current state

- Evaluate the efficiency and efficacy of the organisation's leadership practices and operational processes aligned to the RADAR approach
- Gather feedback from key stakeholders, including employees, customers and partners, to gain diverse perspectives
- Collaborate with senior leadership and key stakeholders to understand business objectives



## Create future state roadmap

- Create a customised framework for organisational development, encompassing elements of leadership development, operational efficiency and change management
- Create a tailored implementation plan outlining the steps needed to achieve the identified objectives, including the required timelines, responsibilities and resources, through leadership and employee involvement
- Validate specific criteria and KPIs aligned with organisational goals and industry best practices
- Run improvement projects for a prioritised list of problem areas and demonstrate quick wins



## Establish an organisational excellence framework

- Establish frameworks for strategy planning and deployment, structured performance management and governance systems, and communication
- Define processes for value creation, set up mechanisms to track, monitor and improve the organisational performance
- Map competencies for problem-solving, data analysis, decision making and change management
- Handhold and facilitate teams to deploy processes
- Identify the opportunities for digitisation and automation
- Foster a culture of continuous improvement

# Transformative client journeys with Grant Thornton Bharat



## Business excellence framework design and implementation

The client, a leading textile firm in India, wanted to implement a business transformation initiative across its integrated textile mills. They also wanted the initiative to be systemised by deploying the balanced scorecard framework. We conducted a diagnostic study to map the client's maturity and identify improvement opportunities in core operations and business processes. We redesigned the organisational structure to bring clarity to roles and responsibilities and created an action plan to support their growth.

Our team created a three-year strategic action plan and a mechanism to sustain improvements. We were instrumental in redesigning more than 120 processes with process documentation and also detected value leakage in their six manufacturing facilities. Our involvement led to a 50% reduction in cutting and stitching losses, a complete elimination of accessories wastage, a 2% improvement in winding process efficiency, and a 2% reduction in dyes and chemical costs.



## Driving business transformation through efficient and innovative processes

The client, a leading renewable energy company, was concerned about whether their current organisational capabilities and practices were empowered enough to support and implement strategic plans for growth and achieve future goals. They lacked concrete guidelines for establishing harmony in their management and operational practices that would unite the workforce and align them with the common goal of rapid, sustainable growth. We conducted a baseline assessment through multiple interviews across all levels of employees and site visits.

Our team also organised process integration workshops to improve collaboration and teamwork among support and business teams. We facilitated the shift from a people-centric to a process-centric organisational culture driven by fact-based decision-making across all levels of management. Our involvement resulted in a reduction in their carbon footprint, making them the first renewable energy company to obtain a five-star rating on the European Foundation for Quality Management (EFQM) Model in 2021. Additionally, through the implementation of various strategic improvement projects, we successfully helped them achieve an impressive ROI of INR 50+ crore.





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