

Business Process & Systems Consulting

Discovery Report



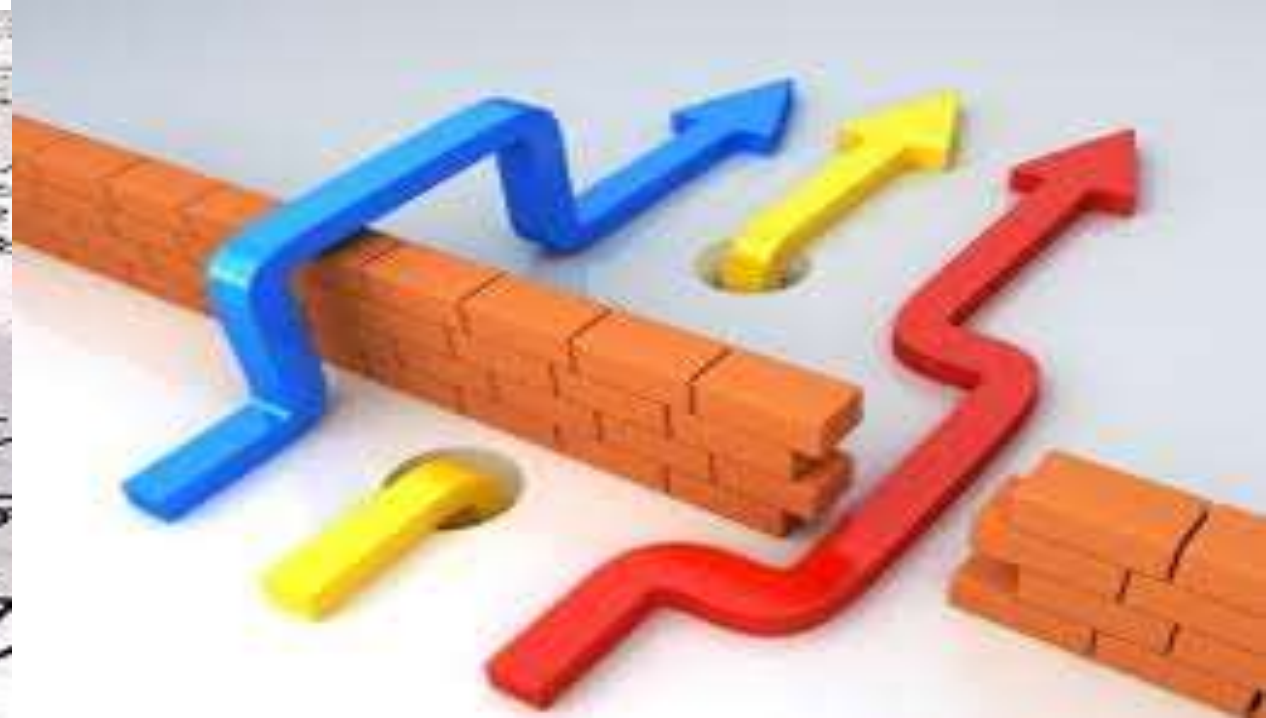
Submitted by
Arpitha Associates Pvt. Ltd.
24th July'2014

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Scope of Work



Project Charter

Discover







Define

Design

Develop

Deliver



Customer / Domain / Process	KEMIN/Nutraceutical/OD	Project Name / Location	KEMINOD/Chennai
Start Dt. – End Dt.	Mar'14 to May'15	Project Ref. id	KEMIN/OD/AA/003
Champion & Sponsor	President	Project Leader	Prathaap B
Timeline : Impact :	   	 	<p>Delayed / Tough to catch up Bus / Impact Below Target</p> <p>Delayed / Will get on track Impact within 10% of target</p> <p>On Track Impact >= Target</p>

Business case:

KEMIN combines sound molecular science with the human qualities of creativity, curiosity and collaboration to improve the lives of humans and animals around the world. Using superior science, Kemin manufactures more than 500 specialty ingredients that deliver important nutrition and health benefits through products consumed by people and animals.

The management focus for the year 2014 is to improve strategic alignment, operational execution excellence and growth, the drive to improve efficiency and effectiveness. Inline with this intent, there is a need to understand the current practices and processes across the layers of the organization for a diagnostic and appropriate course corrections.

Problem Statement (5W,1H):

KEMIN existing systems and processes needs to be evaluated and improved on the areas of productivity, efficiency, effectiveness of HR, Analytics, Vendor Mgt, Project Mgt, Finance impacting Revenue, Cost, Quality and Compliance.

Project Y :

- Understand the current operating models, expenses and identify leakages - Aug'14
- Evaluate and propose optimal technology
- Set metrics and reporting- BI & PI layer
- Clearly define- Cost, Revenue, compliance and TCE drivers

Impact Expected :

- Understand the current baseline and identify areas to focus and improve.
- Increase NP from current XX% to XX% by Dec'14 (*actual numbers to be analyzed*)
- Set best practices and procedure for Supply chain, warehousing, inventory, sampling, virtualization, HR, Accounts, Operations & Customer service
- Implement Global Best practices and standards
- Map and implement PCF-APQC
- Implement Technology- HRM, PM, EM and other mobile automations
- Train resources to enable achieve the business goal
- Mentoring and coaching the senior managers
- Personal growth and improvement

Project Scope:

In Scope: – All processes of KEMIN

Out of Scope: Processes of customer's, vendors and group

Start Point: Sourcing of resources and clients

End point: Exit process

of people to be trained: MD, CEO, Top Mgmt, operations and Support Staff

Constraints: Dependency of people availability & Travel

Boundary Condition: KEMIN Office, India

Challenges: Current Resource awareness, orientation /inclination to up-skill, Attrition of trained resources, acceptability of training for improvement

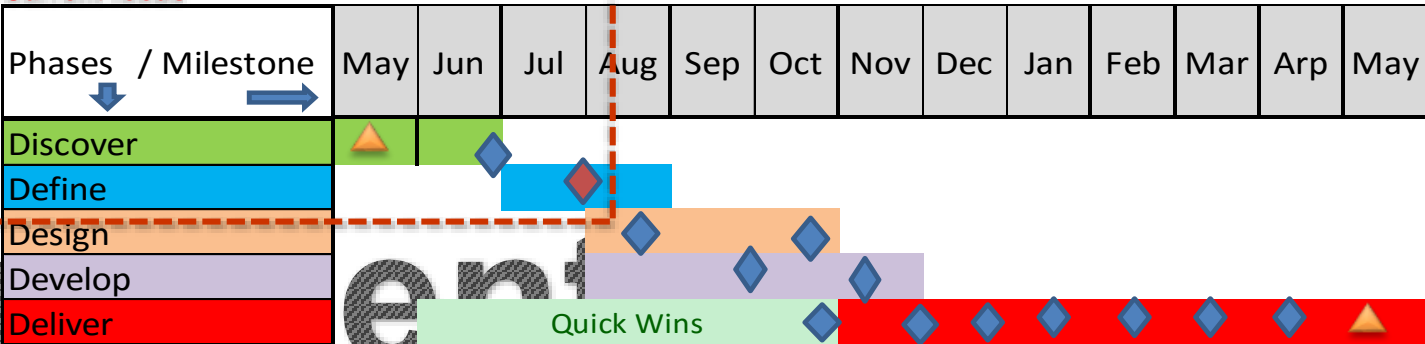
Risks for the Project: Major changes in # of people, Strategy Changes

Support / Understanding Needed:

- Transparent data sharing
- Auditing practice
- Reporting and Dashboards
- Entire supply chain process
- Understanding of Downstream and Upstream processes – Customer, Market, Hiring and Selection process
- Current Resource maturity and orientation for change

Milestones

Current focus



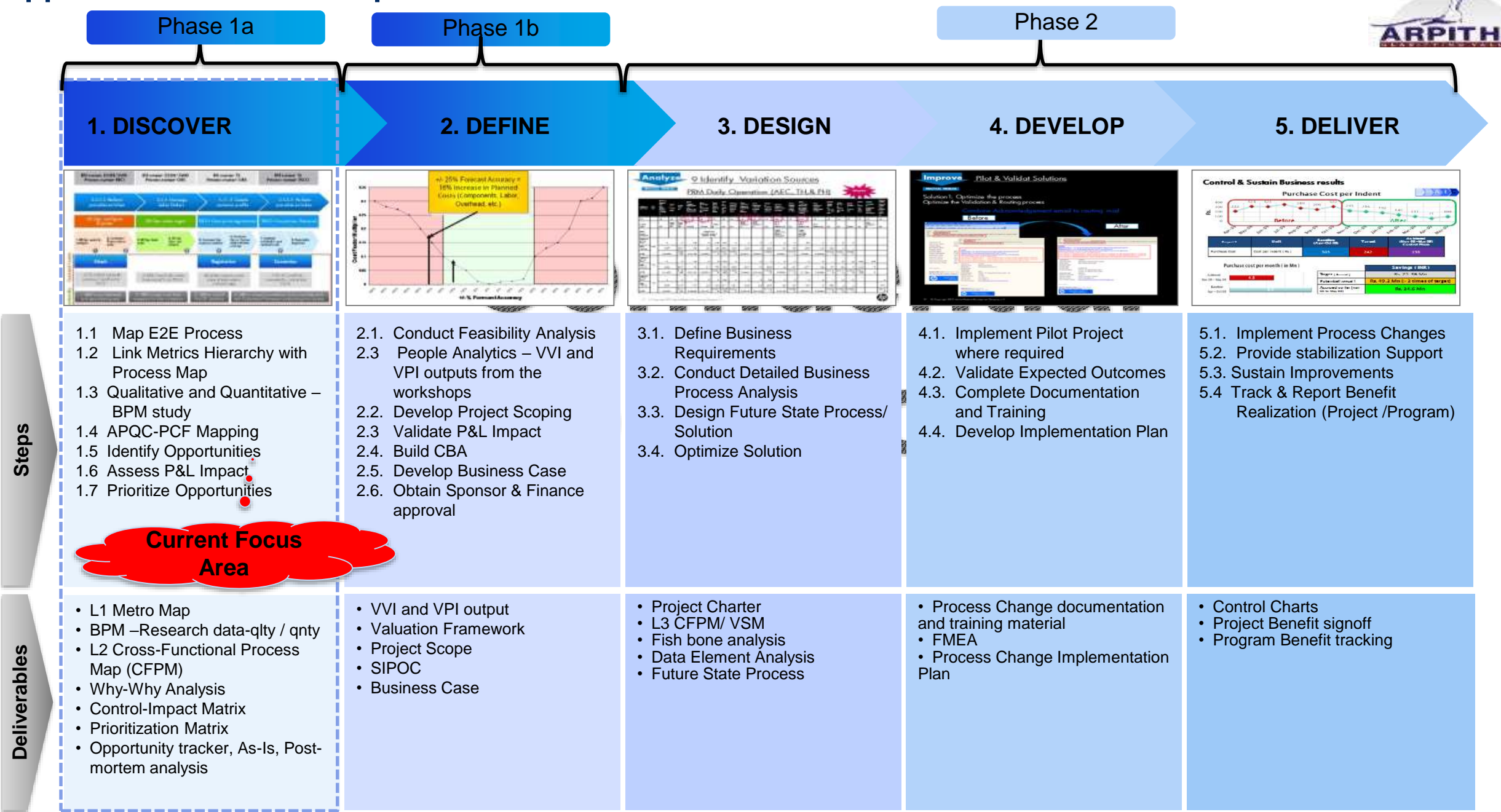
Milestones and Tollgate Review

Project Start, Review and Closure

ARMI

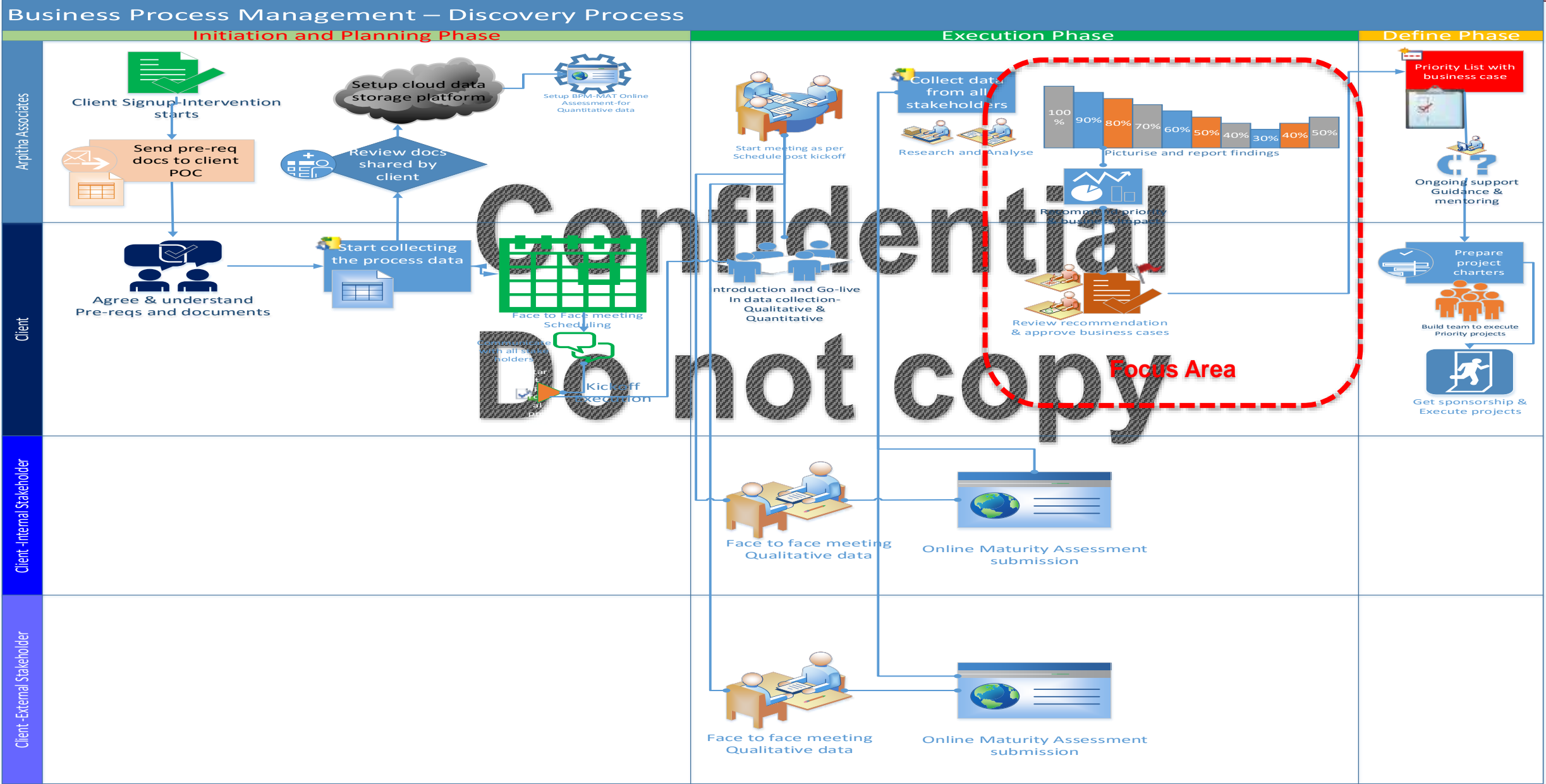
Member Name	ARMI
KP Philip, Prathaap	A
Prathaap, Dr.Sampath, KEMIN – KP Philip & Gobinath	R
Consultants, Managers and Team leaders & others	M
Management, Clients and Vendors	I
A-Approver / R-Resource / M-Member / I-Interested Party / Informed	

Approach for Process Implementation

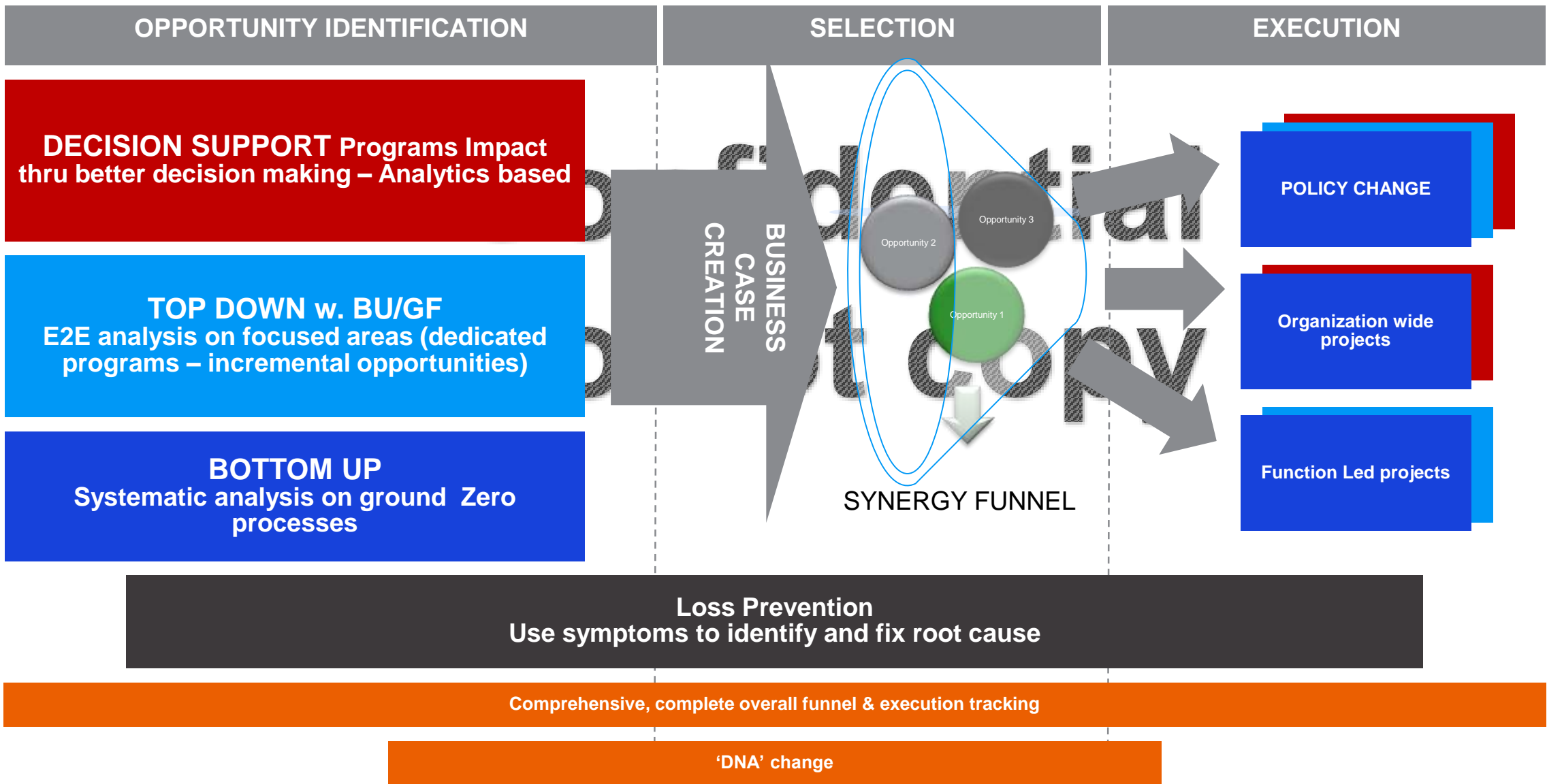


Current Focus Area

High Level work-flow- Discovery Phase



Coordinate parallel identification streams to gain speed



Overall Statistics of Data collection

Online Responses

Internal Stakeholders

Internal Staff	Eng	Hindi	Tamil	Grand Total
Sales	65	2	2	69
Quality	11			11
Marketing / BD	10		1	11
R&D	10			10
Others	8			8
Operations	6			6
Finance	4		1	5
Procurement	4			4
HR	4			4
Production	3			3
Vendor / Supplier Mgt	2		1	3
IT	3			3
Management	2			2
Board of Directors	2			2
Admin	2			2
Manufacturing			1	1
Safety, Health , Environment	1			1
MIS / Analytics			1	1
Grand Total	137	2	7	146

External Stakeholders

External Stakeholders	Eng	Hindi	Grand Total
Client / Customer	3		3
Distributor	5	1	6
Grand Total	8	1	9

* 2 hard copy responses received

Face to Face Responses

Internal-F2F

Function	Total
Operations	5
Sales Ruminants	4
Finance	3
HR & Administration	3
Supply Chain	3
Sales Monogastrics	3
IT	2
Marketing	2
Research & Development	2
Corporate	1
PAD Application	1
QA	1
Technical Services	1
Grand Total	31

External-F2F

Role with KEMIN	Total
Customer - Layer	1
Customer -Broiler, breeder and layer- Lab, stock and production	1
Customer- Layer	1
Customer- Ruminant	1
Customer- Ruminant- stopped buying	1
customer- ruminant	1
Customer-Layer	1
Customers- Layer	1
Customers- Ruminant	2
Distributor & customer	1
Distributor - Broiler	1
Distributor - Ruminant	1
Distributor- Layer	1
Ruminant- Bypass, optimax, toxfin, nutro	1
Sub-dealer	1
Supplier- Anti-oxidants, BHA, 3 major products- pune, chandigarh and chennai.	1
(blank)	1
Grand Total	18

External-Telecon

Customer	2
Distributor	1
Supplier	3
Grand Total	6

Total Data collected so far

Internal =176

External = 33

Total= 209 ✓

Statistically Valid Sample size needed 196

95% confidence Level

5% ± α Error Rate

Determine Sample Size

Confidence Level: ☒ 95% ☐ 99%

Confidence Interval:

Population:

Sample size needed:

Objectives of Data collection

Data Collection Planner

Project:

KEMIN-Discovery Phase

Project Leader:

Prathaap

Date:

12-May-14

Objectives of Data Collection

What data are needed?

1. Qualitative Data-
Face to face meeting to interview and collect data from all Stake holders
Staff, Clients, Consultants,Distributors, Suppliers / vendors and board of directors/ advisors

2. Quantiative Data
Online BPM-Maturity assessment test sent to all stake holders - in English, Hindi & Tamil

3. Process documents
Each processes and sub-process documents - SOPs, flow charts, org charts, SLA, KPI, performance reports, Strategic plans, competency mapping and related docs

Rationale for collecting data:

☒ Obtain exploratory views of the process

☒ Evaluate the measurement system

☒ Conduct a capability study (baseline analysis, post-improvement analysis, etc)

☒ Test a hypothesis about a process output

☒ Test a hypothesis about the effects of one or more process inputs

☒ Control a process input or monitor a process output

☒ Capture the Voice of the Customer (VOC)

☐ Other:

The data collected will be:

☐ Continuous ☒ Discrete

☒ If collecting discrete data, alternatives for collecting continuous data have been considered and ruled out

What insights will the data provide and how will it help the team?

The data collected in Qualitative and quantitative data would provide an insight about the current baseline of the organizational processes, people and systems.

What will be done with the data once it has been collected?

Once the data both Qualitative and quantitative is collected, it would be analysed and converted to Metro Map, Metrics hirarchy chart and opportunites priority list

Operational Definitions and Methodology

Part 1: Collecting data

Source of the data:

☒ Customer or Supplier
Will the data be collected directly or indirectly? (describe)
Both types of data

☒ Historical Database
How reliable is the data source that will be used? (describe)

Does the database include values of process inputs and status of the process?

The representation of historical process data is from the data

☒ Live Internal Process

☒ Process is well defined, with data collection points defined

☒ Process is stable and in control

☒ Process variation is predictable

What is the plan for collecting data in rational subgroups?

Do there any issues related to collecting data from the

1. There are issues in meeting all staff and stakeholders- Qualitative data, so sample identified to meet

2. The expected sample for quantitative data for Staff is relatively ok, however the external stakeholders response rate is very low.

The amount of data to be collected will be based on:

☒ Power and sample size analysis (hypothesis testing)

☒ Power and sample size calculations

☒ Typical data recommendations for control charts

☒ Data recommendations for control charts

☐ Typical data recommendations for capability studies

☒ Data recommendations for capability studies

☐ Typical data recommendations for MSE studies

☒ Data recommendations for MSE studies

☒ Typical data recommendations for gathering VOC data

☒ Data recommendations for VOC data

Time interval for collecting data:

Beginning date:

12-May-14

Ending date:

12-Jul-14

Frequency:

Taking and recording measurements:

☒ Clearly defined measurement system

☒ Capability and precision of measurement system is adequate for collecting the data

☐ Measurement instruments have been calibrated

☒ Clearly defined procedures for recording data

☒ Units of measurement are clearly defined

☒ Locations of data collection are clearly defined

☒ Data collection sheets (for manual collection) have been designed and tested

☒ All personnel involved in collecting data have been properly trained

Operational Definitions and Methodology

Part 2: Handling data electronically

Filtering and modifying the data:

How will outliers and botched measurements be handled?

Samples identified would address the outliers.

The outliers from the quantitative data would be analyzed and measured against performance standards.

What filters must be applied to the data before it can be used?

Filters on demographics, project type, roles, locations,

Are the filters defined so they can be consistently applied? (describe)

Quantitative data study is standardized for measurement and is driven systematically.

Are other modifications to the data required?

For qualitative data, the inputs are collected in Evernote, moved to XL for stratification and then text analytics is used to cull out insights from text-

Background info, Strengths and Challenges, Recommendation, Vision and values

What happens to the filtered/modified data after modifications are made?

The filters remain for all the further analysis and presentations

What happens to the raw (unfiltered/unmodified) data after modifications are made?

Raw data will not be modified, it remains with the base data. The filtered data would be use for analysis

Electronic data formats:

What format will be used to store the data?

☒ Excel file

☐ Database

☒ Text (ASCII) file

☒ Minitab file

☐ Other format:

JMP

What format will be used to analyze the data?

☒ Minitab file

☒ Excel file

☐ Other:

JMP

Stakeholder Analysis

Prepared By: Date:

Project:

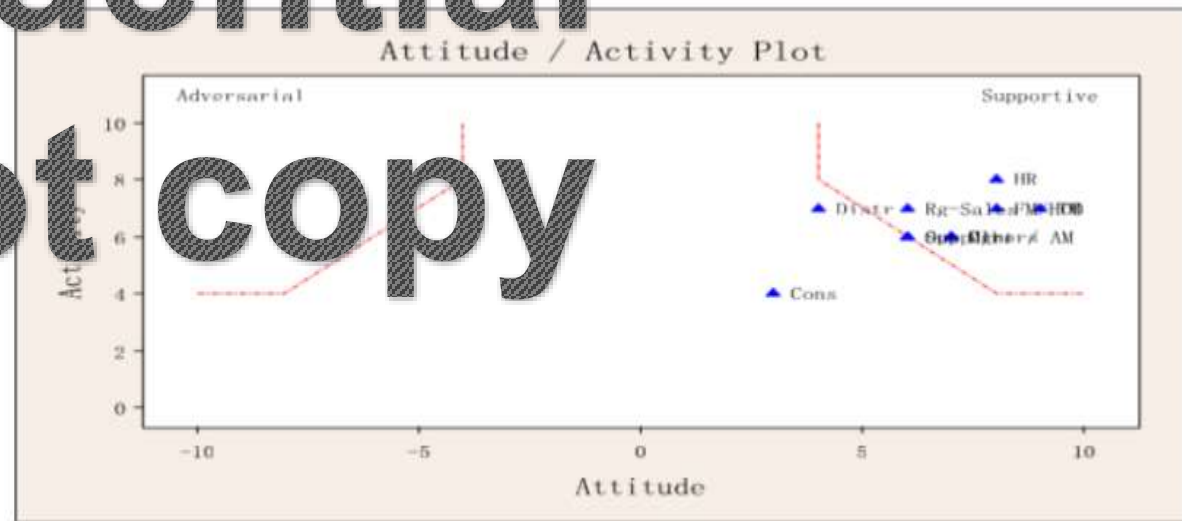
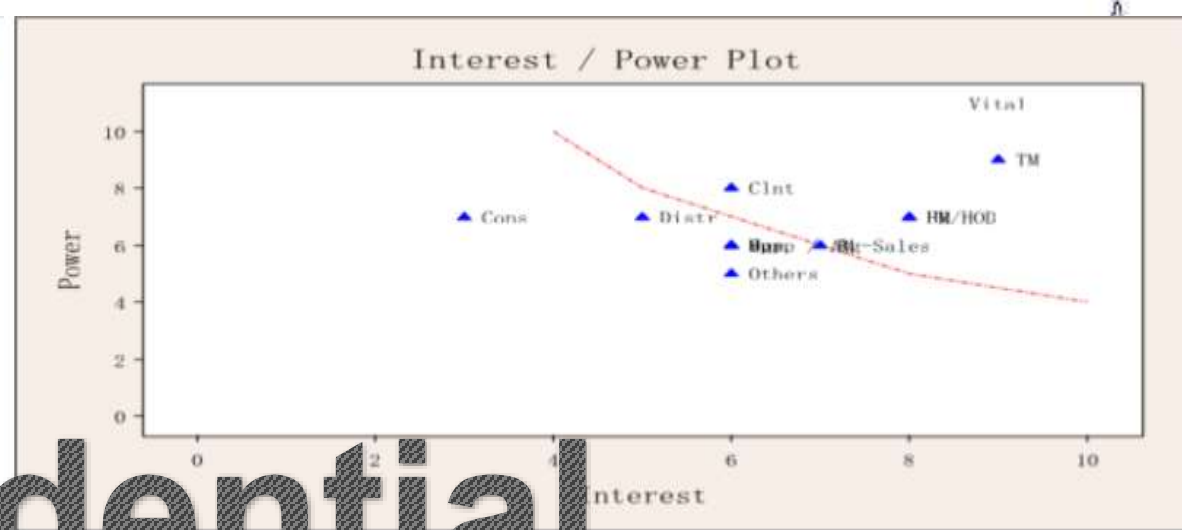
Description:

Primary support in impacting

- Increased Revenue
- Reducing Cost
- Avoiding Cost
- Improving Compliance
- Improving Customer satisfaction
- Understand the As-Is way of doing things- Process wise, people wise, technology and location wise
- Understand the existing measurements and data points
- Map them to the Should-Be state or desired state (can help get the Vision, Values and future state) and list the GAPs b/w As-Is and Should-be
- Identify solutions for filling this GAP-either thru technology, process improvements or re-engineering
- Implement optimized solutions and help sustain growth
- Build culture of excellence

How to Use this Table

Stakeholder Categories	Relevant Stakeholders	Code	Attitude	Activity	Attitude Rating	Power	Interest	Power Rating
Top Mgt		TM	9	7		9	9	81.00
Functional Heads		FM/HOD	8	7	56.00	7	8	56.00
Managers / Asst. M		Mgr. / AM	7	6	42.00	6	6	36.00
HR Team		HR	8	8	64.00	7	8	56.00
Factory-Ops		Ops	6	6	36.00	6	6	36.00
Regional Sales sta		Rg-Sales	6	7	42.00	6	7	42.00
Other Staff		Others	7	6	42.00	5	6	30.00
Clients		Clnt	7	6	42.00	8	6	48.00
Distributor		Distr	4	7	28.00	7	5	35.00
Suppliers		Supp	6	6	36.00	6	6	36.00
Consultants		Cons	3	4	12.00	7	3	21.00



- Most of the stakeholders were highly supportive of the entire initiative
- Couple of consultants were not too keen in discussing and sharing info.
- The attitude of Distributors were relatively on a lower scale – couple of them dint want to meet, some of them said “its all fine no issues, but couple of them were not happy with some of the decisions taken earlier, and hence were not too keen on sharing info. The common reason given was- “should have given more time and fixed appointment much earlier.”
- Internal staff were supportive and willing to share information and their thoughts.
- Some of the staffs were just observing and not too keen on what’s happening.
- Factory staff were interested however their power to influence change was shown to be too low.

Vision

Metrics

Enhancing the Quality of Life through Innovation and Leadership in Animal Health & Nutrition

Business	Process	Operational	People
Quality of Life <ul style="list-style-type: none"> Enhance the Quality of Life Enhance the ROI for our customers 	<ul style="list-style-type: none"> # of people touched – WW calculation matrix Each business division to measure per capita protein consumption. 	<ul style="list-style-type: none"> 100 % statutory compliance from every function. 	<ul style="list-style-type: none"> Employee Retention rate to be achieved 86%.
Innovation <ul style="list-style-type: none"> Innovation in our products, services and their application Number of patents Effectiveness and efficiency in people, processes and technology 	<ul style="list-style-type: none"> ROI of all products should be minimum 2:1. Launch two new products or applications per year. Minimum 1 patented product every 2 years. 1 innovation in SmartBOX once in two years. No accidents and/or No injuries caused by the use of our products. Cost/kg of compositions will drop 3% points over previous year. Inventory turn over to be 6. 15% CAGR year on year basis. 	<ul style="list-style-type: none"> Process non-conformance to be kept at or below 0.5 % of the number of batches run in the month. Reduction of OPEX as a percentage of sales by 0.5% points every year. Implement RMRA Process for all Raw materials. Lead time for product development <ul style="list-style-type: none"> – 6 months – 12 months H3 – 36 months 	<ul style="list-style-type: none"> 2% points improvement in Employee engagement survey. Accident frequency rate – Nil. FTE cost to be reduced from 17.5% to < 14%. Lead time to fill a position should not exceed 40 days. Operations productivity to increase by 5 % over previous year.
Leadership <ul style="list-style-type: none"> Growth in sales, both value and volume. Acquisition of businesses and/or technologies. 	<ul style="list-style-type: none"> 20% of sales through business or technology acquisition. 35 % project conversion through Technical services. 35% project conversion through CLS tool Sales of patented products to be in excess of 50% of total sales 90% retention on revenue amount business. % of retention of customers by division. <ul style="list-style-type: none"> Layer : 80% Broiler: 85% Ruminant: 70% Aqua: 90% 	<ul style="list-style-type: none"> 36 external trainings in customer locations per year Lead time for SmartBOX installation <ul style="list-style-type: none"> Regular – 4 weeks. Special purpose & online – 6 weeks. ROI 2:1 proof – Minimum 3 independent trials for all relevant products. Receivables current to be in excess of 80%. The difference between DSO and DPO to be reduced by 10 days. Increase in geographical area of coverage. <ul style="list-style-type: none"> Layer: 3 territories per year. Broiler: 1 territory per year. Ruminant: 5 territories per year Team A+B. Aqua: 1 territory per year. Improvement by 2 points % in customer survey score every year. 	<ul style="list-style-type: none"> Sales productivity ratio: <ul style="list-style-type: none"> Layer – 4, <2 years; 7, > 2 years Broiler – 5, <2years; 6, >2years Ruminant – 3, <2years; 5, >2 years Aqua – 5, <2years; 6, > 2 years
Leadership <ul style="list-style-type: none"> Increasing the brand equity, both corporate and products 	<ul style="list-style-type: none"> Increase 2% points market share for all 6 star products per annum. Increase market penetration per annum by: <ul style="list-style-type: none"> Layer: 0.5% Broiler: 1.0% Ruminant: 0.5% Aqua: 5.0% # of new customers added during the year. <ul style="list-style-type: none"> Layer: 50 per year Broiler: 40 new sales projects per year. Ruminant: 150 per year. Aqua: 50 farmers/3 key accounts. 		



Values

Integrity

Integrity with our colleagues, our customers, our suppliers and ourselves.

- *This increases our reliability and confidence with all stakeholders. Being transparent and open, no unethical practices or behavior and following a high level of scientific integrity.*

Hard work

Hard work with excellence in all our efforts,

- *This will make us the leader in whatever we do. Exceeding expectations, going the extra mile, work not counted in hours worked.*

Continuous Change

Continuous change as a way of life.

- *This enables us to take meaningful risk, find new ways to do things, remain competitive and relevant. Freedom to choose, global job opportunities, learning opportunities, to experience improved process*

Teamwork

Teamwork across functions and business units.

- *This creates oneness and results in optimization. Free flow of information, stays focused to the bigger objective, cross functional cohesiveness, being part of solution rather than problem.*

Passion

Passion about serving our customers.

- *Demonstrating a compelling desire to serve and fulfill customer need in our every action. Fulfilling explicit and implied needs of customers, both internal and external and creating customer delight in every transaction.*

Confidence

Confidence in the value of our products.

- *Provides the confidence to see all our products and services and results in deeper conviction in the company. Demonstrating product value to customers, customer organizations, visitors, suppliers, government authorities at every opportunity.*

Respect

Respect for all

- *Makes Kemin a better place to work and grow. Respect all religions, castes, regions, and cultures. Respect everyone's time, honor commitments, clarity in communication, involve the required stakeholders in the decision making process and not being judgmental in giving feedback.*

Innovation

Innovation and quality in processes, products and services.

- *Increases our brand equity. Continuously review and upgrade our products, processes & services, align and strengthen our current processes and tools to improve productivity and ensure simplicity in whatever we do.*

Resilience

Resilience in the face of adversity.

- *Allows us to see the opportunities in crises. Always ready with “plan B” for all critical activities, ability to identify opportunities from every problem.*

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Quantitative Data Analysis

Business Process Management- Maturity Assessment Test
outcomes





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External Stakeholders

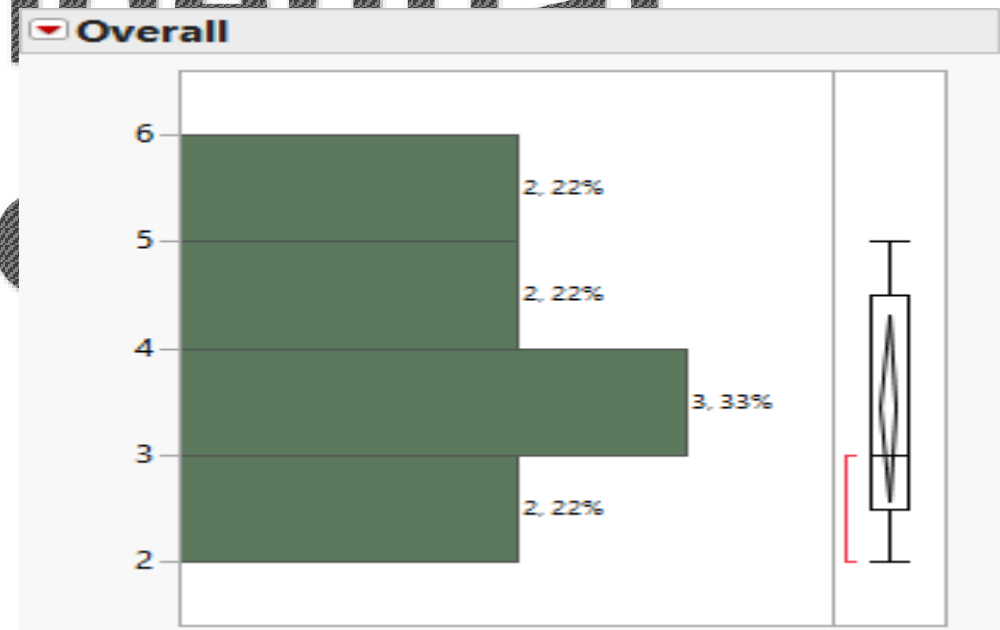
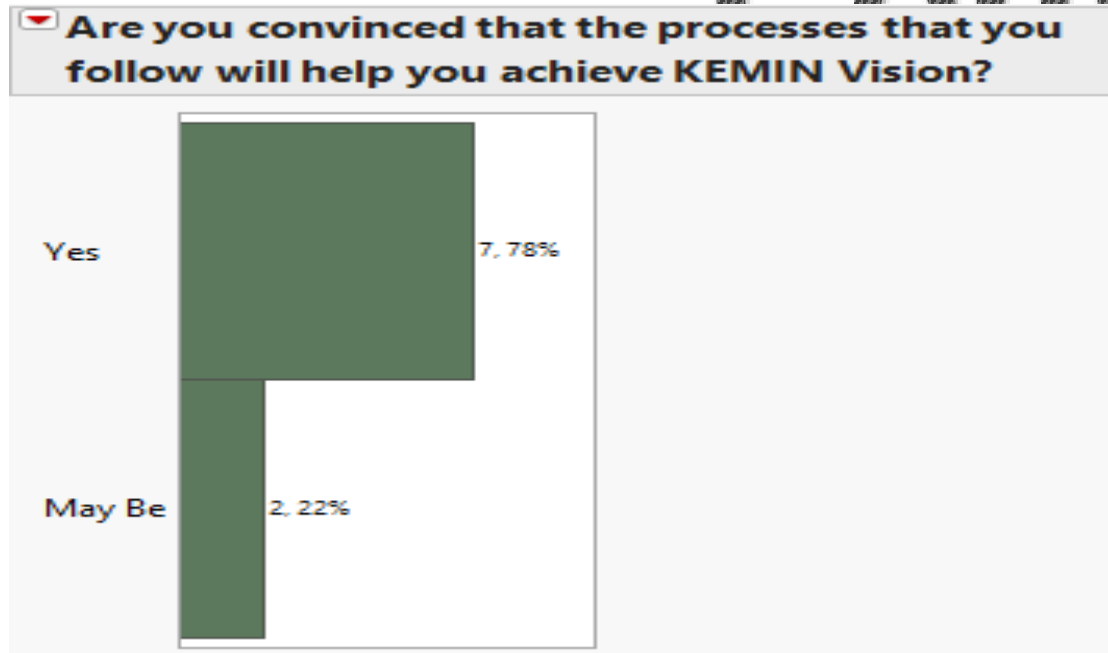
Quantitative data from BPM MAT

9 responses

External Stakeholder Responses - Summary (Quantitative-BPM MAT)

- 78% of External stakeholders think KEMIN will be able to achieve their vision with the existing processes and about 22% say “May Be”.
- 3.44 is the avg. rating of the “Overall Satisfaction of Process Efficiency and Effectiveness”
- 67% responses from Distributors, 66% of respondents have more than 15 Yrs of exp.
- Taking 4.5 as the target for Process efficiency and effectiveness, there is significant shift of sigma needed (0.73σ)

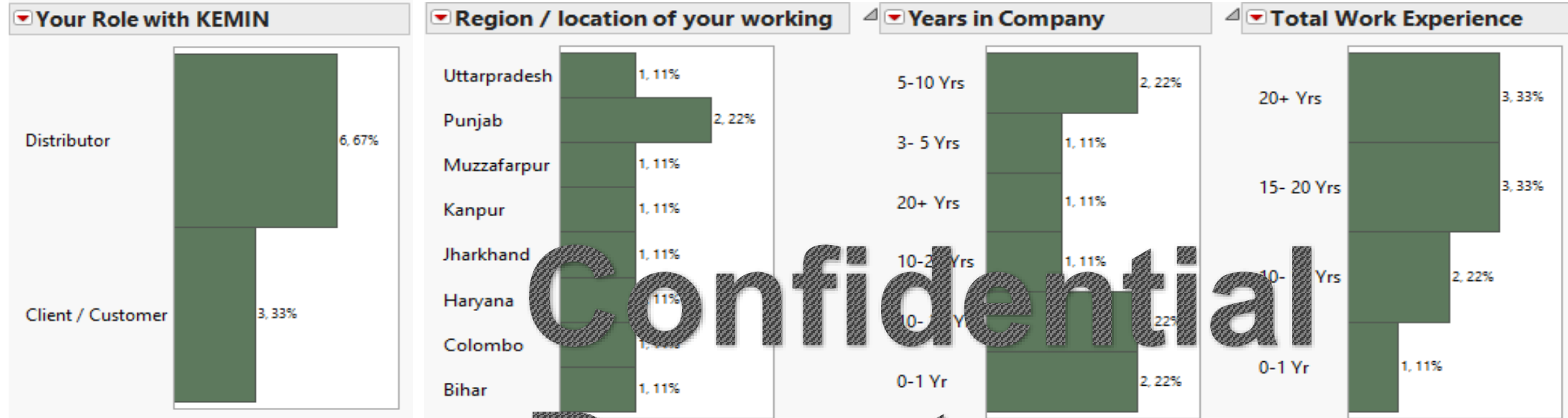
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☒ Summary Statistics

Mean	3.4444444
Std Dev	1.1303883
Std Err Mean	0.3767961
Upper 95% Mean	4.3133378
Lower 95% Mean	2.5755511
N	9

External Responses Distribution



External Stakeholders responses- Quantitative

Category	Most Frequent Answers	Average
Strategic Alignment	Process management is enterprise-wide	3.06
	Roles are designed and communicated across the enterprise	
	Process roles linked to organizational roles, Comprehensive efforts (transition project-based to operational implementation) are created, Initiatives tied to portfolio management	
Governance	There are process owners, with some enterprise support	3.00
	Governance body defined to develop capabilities, Some enterprise representation, Standards, methods, and technologies receive attention, Some oversight across groups implementing process management	
Process Models	There is structured collaboration between process management and quality/risk management across the enterprise	3.91
	Quality, risk management, and process are integrated and considered part of process performance	
Change Management	An enterprise-wide approach provides flexibility through business rules and process tailoring/deviation guidelines	3.94
	Structured change management approach created for initiatives, Standard competence model defined, Training programs in place, Identified experts encouraged to grow competency	
Process Performance	There is a balance of leading and lagging measures	3.80
	Employees enterprise-wide and the management that supports process	
	Business value of process management measured, Process measures embedded into processes for "in the flow" control, Process measures (input, process, output, outcome) balance, Compliance tracking is limited	
Process Improvement	How often do you identify improvement opportunities for your processes?	3.44
	Improvement initiatives have visibility to avoid conflicts, Common improvement approaches defined, Method for individuals to identify and recommend improvement implemented	
Tools and Technology	There is an enterprise-wide approach for tools and automation	3.50
	One or more technologies are approved, Common process repository created with access and version control, Process knowledge is accessible, Process and system architecture documentation is aligned, Operations and planning are automated	
Documentation	There are detailed documents for all critical/essential processes	2.77

External Stakeholders response on Process and systems



What is the vision and purpose of KEMIN?

Not much, indeed....
Kemin is doing the work on NEFT or DD its not good to me but may be Kemin
Kemin has a clear vision
Its all over good
TO REACH EACH CUSTOMER WITH GOOD PRODUCTS
vision of Kemin is to improve the quality of life with kemin products
company which has a quality
To touch half of people by services and products

What is your understanding of Kemin Process and systems?

Very little interaction so far..
Processes are acceptable
Process of working & dealing ship is very much fine. The way of working of TSE is good understandable & appreciable.
Ethical Business Model.
In Nucleus Division Company Reaches To Prescribers, Without Sample And Gifts.
Good
Kemin has a quality product
To develop Animal health
Nil

- 2 respondents (1 customer) either did not know or not sure about KEMIN processes and systems.
- Remaining stakeholders indicate overall positive impression of KEMIN processes.

Where and what Tools and techniques are seen in Kemin?

Not much of insight in KEMIN's working systems...
SUPPORT OF TSE
Don't have knowledge
Your TSE

- Only 2 external stakeholders indicate their knowledge of Tools & Techniques used by KEMIN.
- All others have little knowledge of the same.

External Stakeholders response - BPM MAT

Top 3 areas in your process/ function where you need process and systems.

More & more interaction with our team.
people, projects, billing
Stock Packing, Management -The way of working & planning Strategies
SUPPLY CHAIN, PACKING OF PRODUCTS/CORTON.
Packing, Delivery
Marketing team should increased
Advance cash, Packaging not proper, Rate of product is very high
Process and system are good

- Most of the responses indicate **Supply chain, Packaging/Packing & Billing/Pricing** needs focus on the process and systems.

What are the Top 3 challenges that you face

Risk, Quality, Billing
Quality , tools, risk
Settlement of expiry breakage, Packing Quality specially in small pack, Some time delay in deliver the stock.
BILLING IN ADVANCE, AFTER BILLING PRODUCTS REACHS TO ME AFTER 7 TO 10 DAYS AND MOST OF THE TIME THERE ARE BREAKAGE OR DAMAGED, IMPRESSION WHICH WILL GET FROM PEOPLE THAT PRODUCTS ARE COSTLY .
Price, poor packaging
Advance cash, Packaging not proper, Rate of product is very high
No

- **Billing, Packaging quality, Breakage, timely delivery & Pricing** appear to the pain points for the external stakeholders.

Statistical Analysis-1 (External responses)

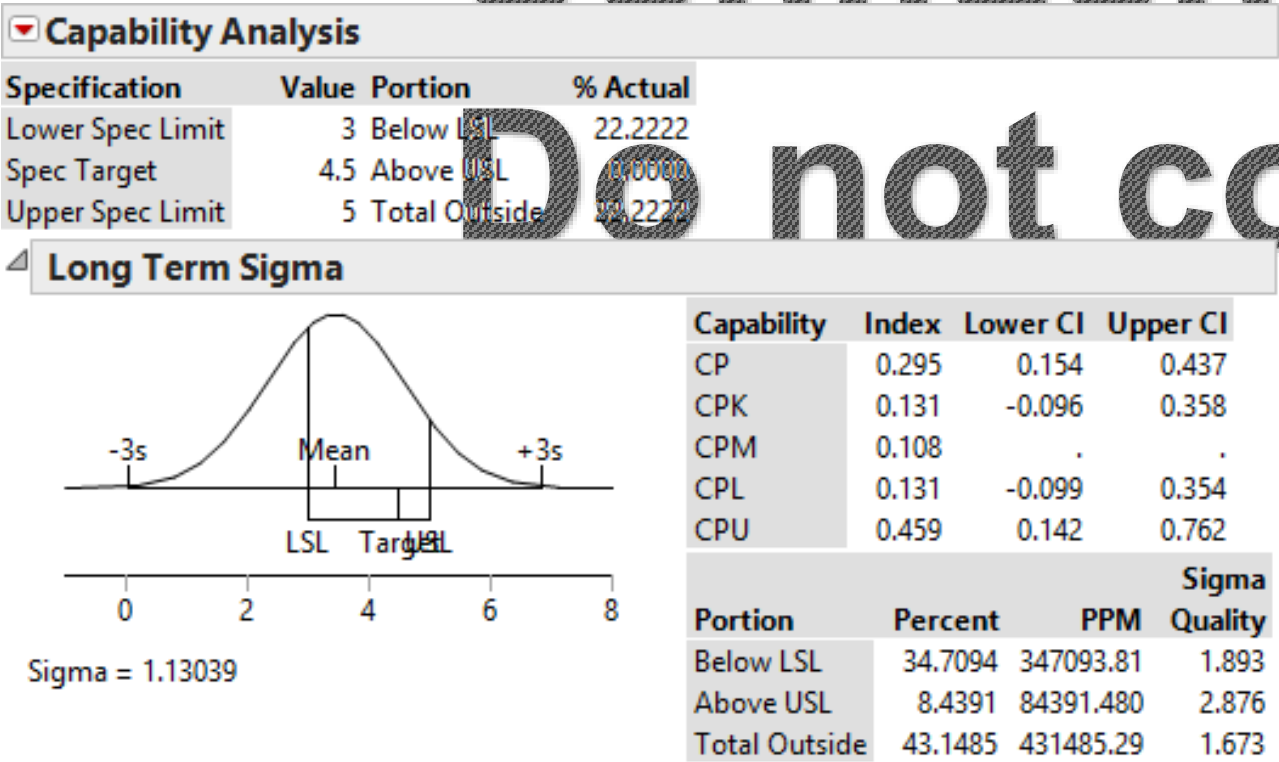


For the question
“Overall, what is your level of satisfaction about your process efficiency and effectiveness?”

Capability Analysis study from External responses indicate:

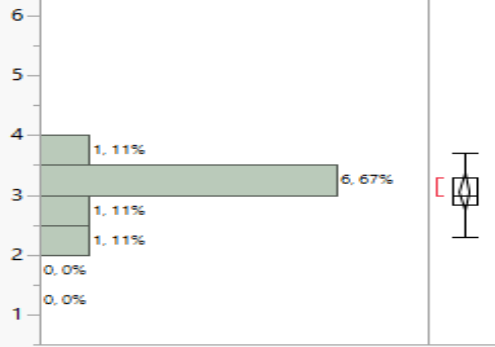
- Target Mean considered = 4.5
- Sigma Shift required = 1.13

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External responses- 8 Categories Distribution

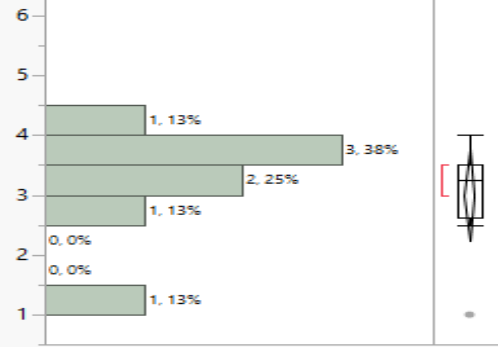
Strategic Alignment



Summary Statistics

Mean	3.0666667
Std Dev	0.4031129
Std Err Mean	0.134371
Upper 95% Mean	3.3765267
Lower 95% Mean	2.7568067
N	9

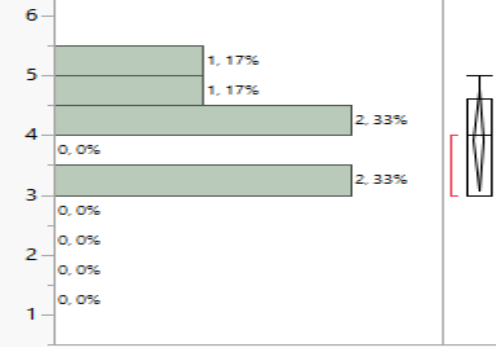
Governance



Summary Statistics

Mean	3
Std Dev	0.9258201
Std Err Mean	0.3273268
Upper 95% Mean	3.774005
Lower 95% Mean	2.225995
N	8

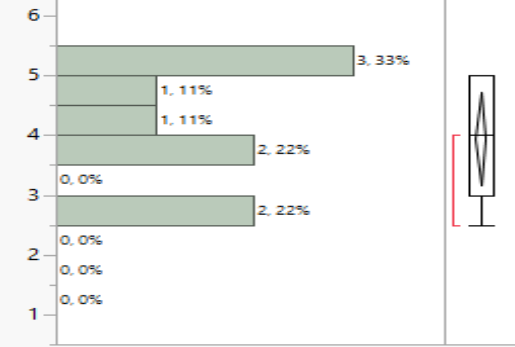
Process Models



Summary Statistics

Mean	3.9166667
Std Dev	0.801041
Std Err Mean	0.3270236
Upper 95% Mean	4.7573076
Lower 95% Mean	3.0760257
N	6

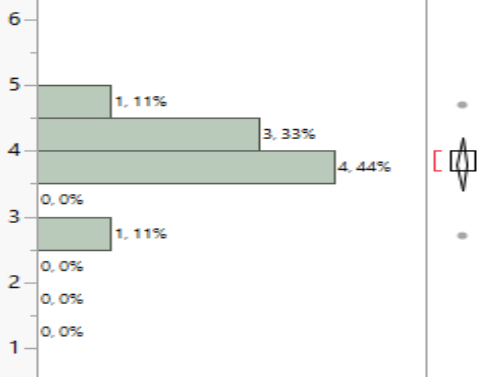
Change Management



Summary Statistics

Mean	3.9444444
Std Dev	1.0137938
Std Err Mean	0.3379313
Upper 95% Mean	4.7237153
Lower 95% Mean	3.1651736
N	9

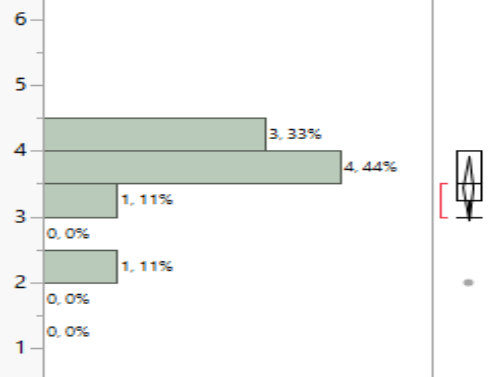
Process Performance



Summary Statistics

Mean	3.8
Std Dev	0.5220153
Std Err Mean	0.1740051
Upper 95% Mean	4.2012565
Lower 95% Mean	3.3987435
N	9

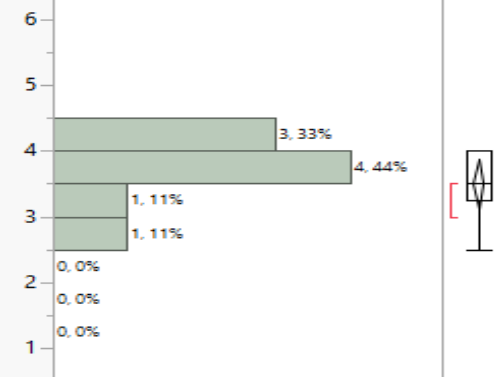
Process Improvement



Summary Statistics

Mean	3.4444444
Std Dev	0.6346478
Std Err Mean	0.2115493
Upper 95% Mean	3.9322779
Lower 95% Mean	2.956611
N	9

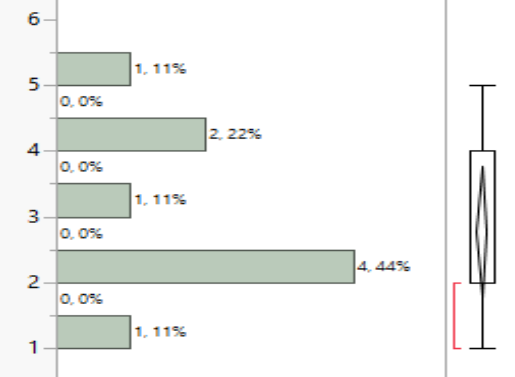
Tools and Technology



Summary Statistics

Mean	3.5
Std Dev	0.5
Std Err Mean	0.1666667
Upper 95% Mean	3.884334
Lower 95% Mean	3.115666
N	9


Documentation



Summary Statistics

Mean	2.7777778
Std Dev	1.3017083
Std Err Mean	0.4339028
Upper 95% Mean	3.7783593
Lower 95% Mean	1.7771962
N	9

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A group of ten stylized human figures in business attire, including men in suits and women in dresses, standing in a line.

Internal Staff

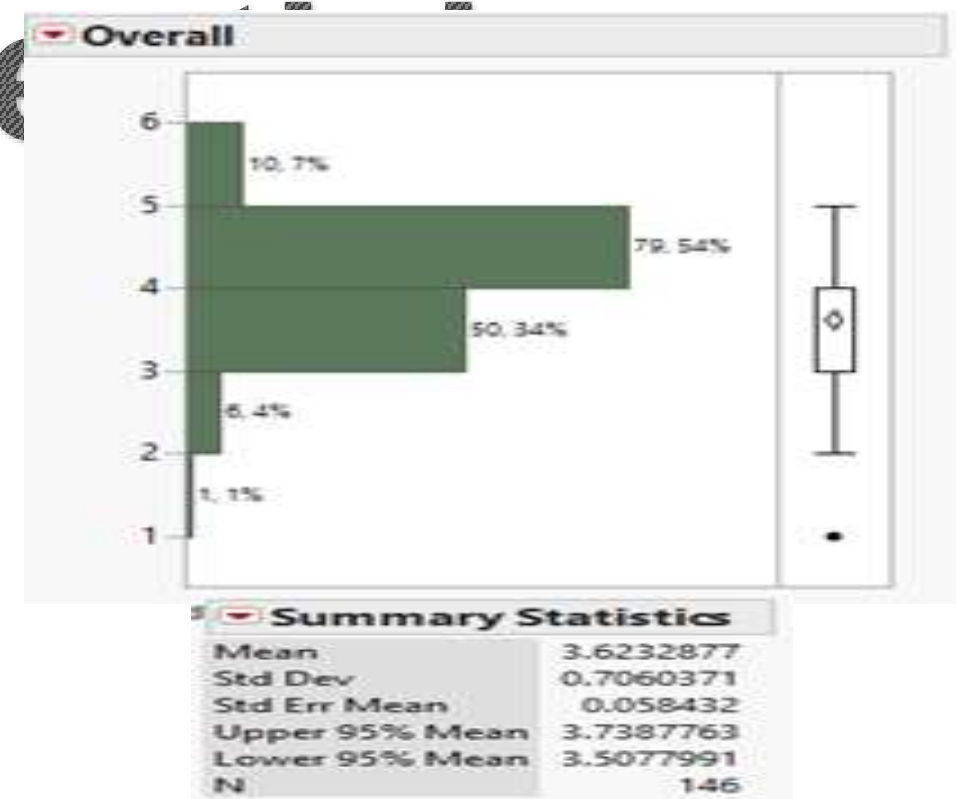
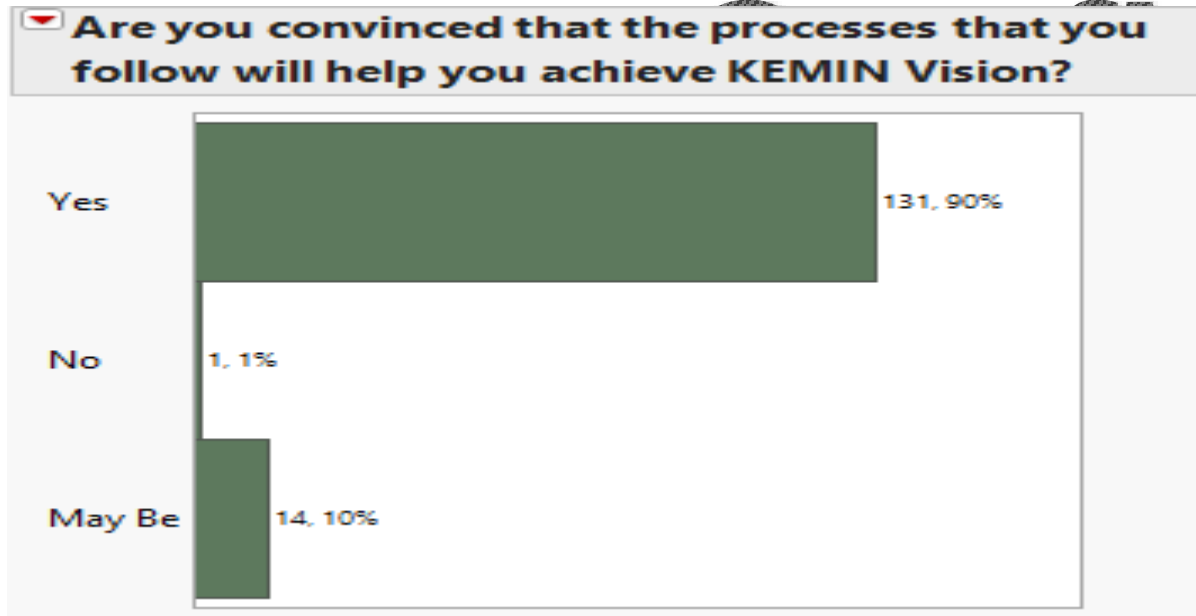
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Quantitative data from BPM MAT

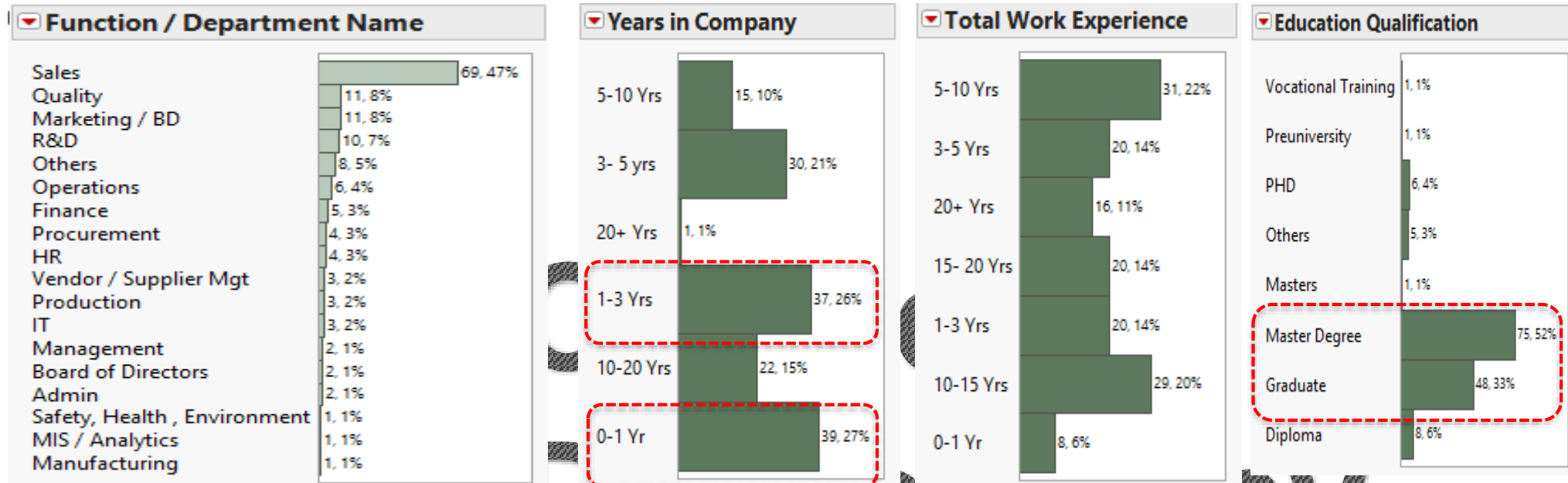
146 responses

Summary of Internal Responses

- 131 (90%) of staff says “Yes” and 10% of staff says “May Be” & 1 (0.6%) person thinks “NO” for the question- “Are you convinced that the processes that you follow will help you achieve your vision?”
- Internal staff have rated higher than external stakeholders in most of the parameters, there is a perception and expectations gap seen.



Internal Response Distribution

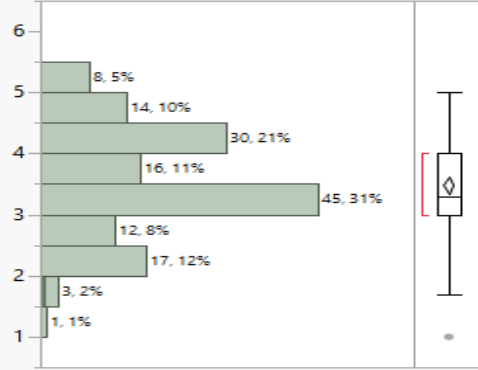


Internal Stakeholders responses- Quantitative

Category	Most Frequent Answers	Average
Strategic Alignment	Process management is enterprise-wide	3.49
	Roles are designed and communicated across the enterprise	
	Process roles linked to organizational roles, Comprehensive efforts (transition project-based to operational implementation) are created, Initiatives tied to portfolio management	
Governance	There are process owners, with some enterprise support	3.2
	Governance body defined to develop capabilities Some enterprise representation, Standards, methods, and technologies recognized, Prioritize on high-impact group, Implementing process management	
Process Models	There is structured collaboration between process management and quality/risk management across the enterprise	3.7
	Quality, risk management, and process are integrated and considered part of process performance	
Change Management	An enterprise-wide approach provides flexibility through business rules and process tailoring/deviation guidelines	3.4
	Structured change management approach created for initiatives Standard competency model defined, Training program in place, Identified experts leveraged to grow competency	
Process Performance	There is a balance of leading and lagging measures	3.4
	Employees enterprise-wide and the management that supports process	
	Business value of process management measured, Process measures embedded into processes for "in the flow" control, Process measures (input, process, output, outcome) balance, Compliance tracking is limited	
Process Improvement	How often do you identify improvement opportunities for your processes?	3.3
	Improvement initiatives have visibility to avoid conflicts, Common improvement approaches defined, Method for individuals to identify and recommend improvement implemented	
Tools and Technology	There is an enterprise-wide approach for tools and automation	3.3
	One or more technologies are approved, Common process repository created with access and version control, Process knowledge is accessible, Process and system architecture documentation is aligned, Operations and planning are automated	
Documentation	There are detailed documents for all critical/essential processes	3.5

Internal Responses Distribution

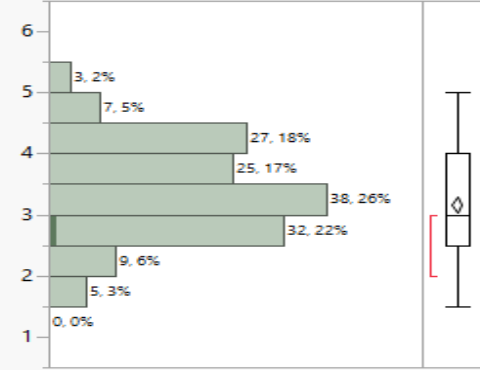
Strategic Alignment



Summary Statistics

Mean	3.4842466
Std Dev	0.8633286
Std Err Mean	0.0714496
Upper 95% Mean	3.6254638
Lower 95% Mean	3.3430294
N	146

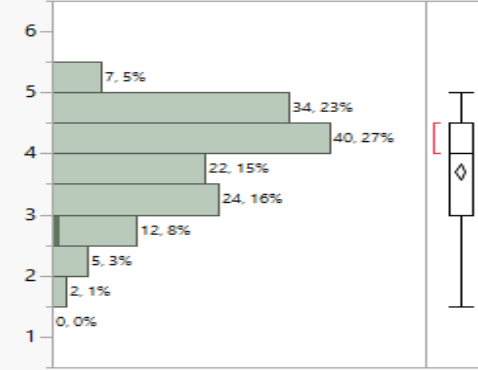
Governance



Summary Statistics

Mean	3.1609589
Std Dev	0.767744
Std Err Mean	0.0635389
Upper 95% Mean	3.2865411
Lower 95% Mean	3.0353768
N	146

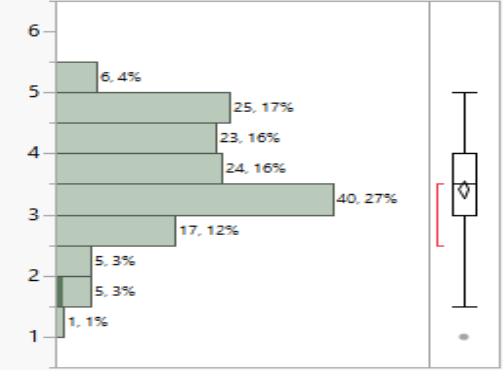
Process Models



Summary Statistics

Mean	3.6986301
Std Dev	0.7932462
Std Err Mean	0.0656495
Upper 95% Mean	3.8283838
Lower 95% Mean	3.5688765
N	146

Change Management

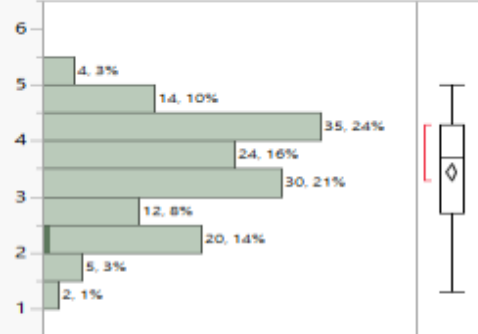


Summary Statistics

Mean	3.4212329
Std Dev	0.8624114
Std Err Mean	0.0713737
Upper 95% Mean	3.5623
Lower 95% Mean	3.2801657
N	146

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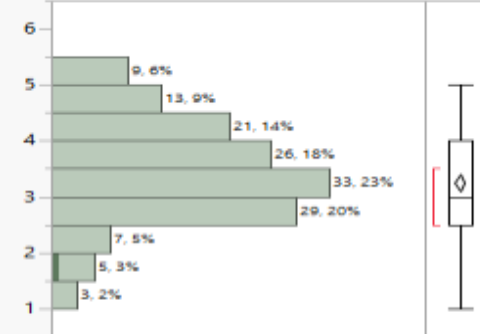
Process Performance



Summary Statistics

Mean	3.439726
Std Dev	0.9117228
Std Err Mean	0.0754547
Upper 95% Mean	3.5888592
Lower 95% Mean	3.2905928
N	146

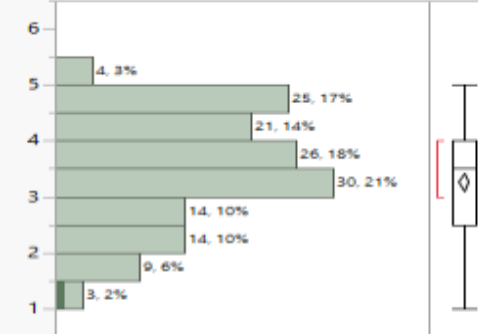
Process Improvement



Summary Statistics

Mean	3.25
Std Dev	0.913972
Std Err Mean	0.0756409
Upper 95% Mean	3.3995011
Lower 95% Mean	3.1004989
N	146

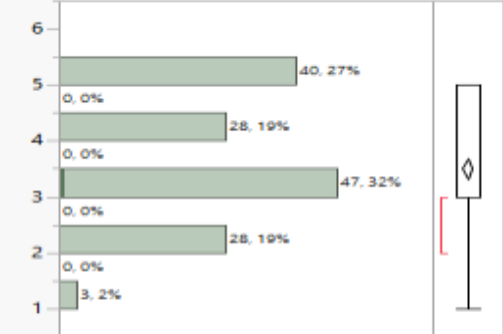
Tools and Technology



Summary Statistics

Mean	3.2671233
Std Dev	0.9793812
Std Err Mean	0.0810542
Upper 95% Mean	3.4273236
Lower 95% Mean	3.106923
N	146

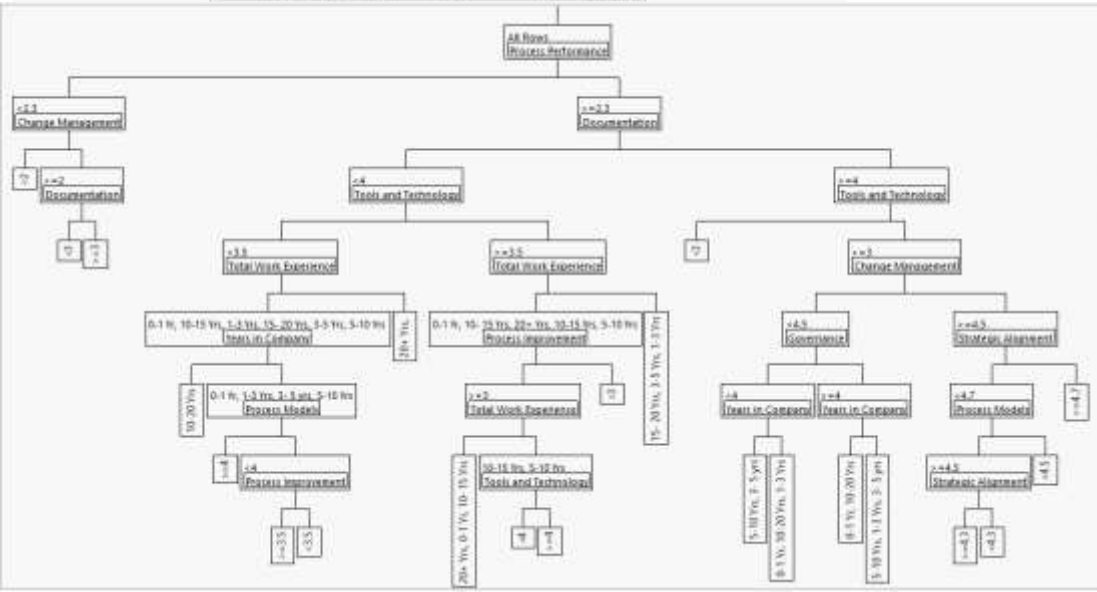
Documentation



Summary Statistics

Mean	3.5068493
Std Dev	1.1461875
Std Err Mean	0.0948592
Upper 95% Mean	3.6943346
Lower 95% Mean	3.319364
N	146

Using the function $Y=f(x_1, x_2, \dots, x_n)$, Y as the above Output question and all the responses to other questions as input- x's, when the regression was carried out-



1. Process Performance
2. Change Management
3. Total Work Exp
4. Documentation
5. Tools and Technology

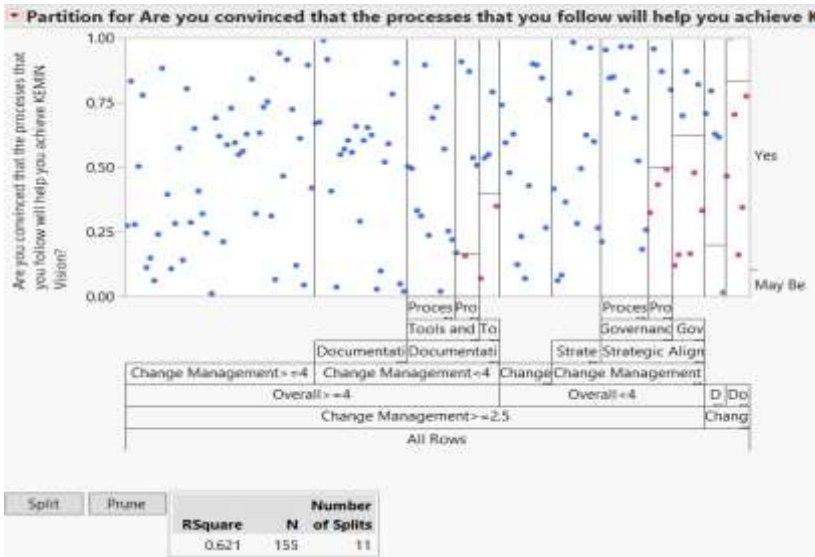
A combination of Process Performance & Change Management has given the least mean=2.16

Leaf Label	Mean	Count
Process Performance<=2.38&Change Management<=2	2.16666667	6
Process Performance<=2.38&Change Management<=2&Documentation<=3	2.6	5
Process Performance<=2.38&Change Management<=2&Documentation<=3	2	2
Process Performance<=2.38&Documentation<=4&Tools and Technology<=3.5&Total Work Experience(0-1 Yr, 10-15 Yrs, 1-3 Yrs, 15- 20 Yrs, 3-5 Yrs, 5-10 Yrs)&Years in Company(10-20 Yrs)	2.875	6
Process Performance<=2.38&Documentation<=4&Tools and Technology<=3.5&Total Work Experience(0-1 Yr, 10-15 Yrs, 1-3 Yrs, 15- 20 Yrs, 3-5 Yrs, 5-10 Yrs)&Years in Company(0-1 Yr, 1-3 Yrs, 3-5 Yrs, 5-10 Yrs)&Process Model	3	8
Process Performance<=2.38&Documentation<=4&Tools and Technology<=3.5&Total Work Experience(0-1 Yr, 10-15 Yrs, 1-3 Yrs, 15- 20 Yrs, 3-5 Yrs, 5-10 Yrs)&Years in Company(0-1 Yr, 1-3 Yrs, 3-5 Yrs, 5-10 Yrs)&Process Model	3.16666667	6
Process Performance<=2.38&Documentation<=4&Tools and Technology<=3.5&Total Work Experience(0-1 Yr, 10-15 Yrs, 1-3 Yrs, 15- 20 Yrs, 3-5 Yrs, 5-10 Yrs)&Years in Company(0-1 Yr, 1-3 Yrs, 3-5 Yrs, 5-10 Yrs)&Process Model	3.625	8
Process Performance<=2.38&Documentation<=4&Tools and Technology<=3.5&Total Work Experience(20+ Yrs,)	3.875	8
Process Performance<=2.38&Documentation<=4&Tools and Technology<=3.5*&Process Improvement<=3&Total Work Experience(20+ Yrs, 0-1 Yr, 10- 15 Yrs)	2.83333333	6
Process Performance<=2.38&Documentation<=4&Tools and Technology<=3.5*&Process Improvement<=3&Total Work Experience(10-15 Yrs, 5-10 Yrs)&Tools and Technology<=4	3.5	6
Process Performance<=2.38&Documentation<=4&Tools and Technology<=3.5*&Process Improvement<=3&Total Work Experience(10-15 Yrs, 5-10 Yrs)&Tools and Technology<=4	3.83333333	6
Process Performance<=2.38&Documentation<=4&Tools and Technology<=3.5&Total Work Experience(0-1 Yr, 10- 15 Yrs, 20+ Yrs, 10-15 Yrs, 5-10 Yrs)&Process Improvement<=3	4	5
Process Performance<=2.38&Documentation<=4&Tools and Technology<=3.5&Total Work Experience(15- 20 Yrs, 3-5 Yrs, 1-3 Yrs)	4.22222222	2
Process Performance<=2.38&Documentation<=4&Tools and Technology<=3	3.55555556	9
Process Performance<=2.38&Documentation<=4&Tools and Technology<=3&Change Management<=4.5&Governance<=4&Years in Company(5-10 Yrs, 3- 5 yrs)	3.42857143	7
Process Performance<=2.38&Documentation<=4&Tools and Technology<=3&Change Management<=4.5&Governance<=4&Years in Company(0-1 Yr, 10-20 Yrs, 1-3 Yrs)	4	18
Process Performance<=2.38&Documentation<=4&Tools and Technology<=3&Change Management<=4.5&Governance<=4&Years in Company(0-1 Yr, 10-20 Yrs)	4	5
Process Performance<=2.38&Documentation<=4&Tools and Technology<=3&Change Management<=4.5&Governance<=4&Years in Company(5-10 Yrs, 1-3 Yrs, 3- 5 yrs)	4.4	5
Process Performance<=2.38&Documentation<=4&Tools and Technology<=3&Change Management<=4.5&Strategic Alignment<=4.7&Process Models<=4.5&Strategic Alignment<=4.3	3.8	5
Process Performance<=2.38&Documentation<=4&Tools and Technology<=3&Change Management<=4.5&Strategic Alignment<=4.7&Process Models<=4.5&Strategic Alignment<=4.3	4	5
Process Performance<=2.38&Documentation<=4&Tools and Technology<=3&Change Management<=4.5&Strategic Alignment<=4.7&Process Models<=4.5	4.2	5
Process Performance<=2.38&Documentation<=4&Tools and Technology<=3&Change Management<=4.5&Strategic Alignment<=4.7	4.4	10

Statistical Analysis-2: Regression

For the question

“Are you convinced that processes that KEMIN follows, will help them achieve their vision?”- Using the function $Y=f(x_1,x_2,...x_n)$, Y as the above Output question and all the responses to other questions as input- x's, when the regression was carried out-

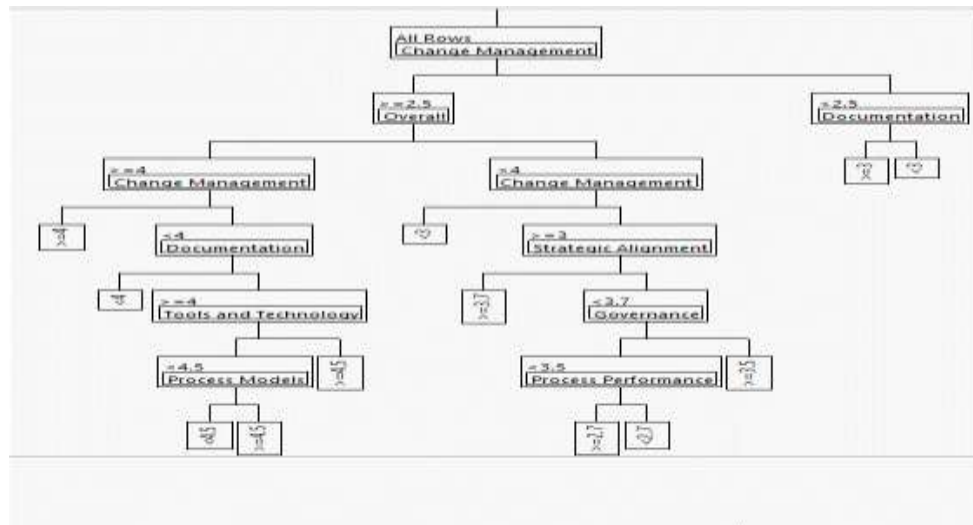


Evidently there were 6 most important things came that influenced the respondents

1. Change Management
2. Documentation
3. Process Performance
4. Strategic Alignment
5. Overall Efficiency
6. Governance

A combination of Change Management & Documentation has highest impact on “May be & No”

Column Contributions			
Term	Number of Splits	G ²	Portion
Change Management	3	26.056592	0.3552
Documentation	2	14.5225345	0.1979
Process Performance	1	7.90243735	0.1077
Strategic Alignment	1	7.01706855	0.0956
Overall	1	6.90163491	0.0941
Governance	1	5.2913567	0.0721
Tools and Technology	1	3.557523	0.0458
Process Models	1	2.31739508	0.0316
Your Role with KEMIN	0	0	0.0000
Years in Company	0	0	0.0000
Total Work Experience	0	0	0.0000
Process Improvement	0	0	0.0000



Leaf Report

Response Prob

Leaf Label	May Be	No	Yes
Change Management ≥ 2.5 & Overall ≥ 4 & Change Management ≥ 4	0.0020	0.0001	0.9979
Change Management ≥ 2.5 & Overall ≥ 4 & Change Management < 4 & Documentation < 4	0.0038	0.0002	0.9960
Change Management ≥ 2.5 & Overall ≥ 4 & Change Management < 4 & Documentation ≥ 4 & Tools and Technology < 4.5 & Process Models < 4.5	0.0070	0.0003	0.9927
Change Management ≥ 2.5 & Overall ≥ 4 & Change Management < 4 & Documentation ≥ 4 & Tools and Technology < 4.5 & Process Models ≥ 4.5	0.1559	0.0006	0.8436
Change Management ≥ 2.5 & Overall ≥ 4 & Change Management < 4 & Documentation ≥ 4 & Tools and Technology ≥ 4.5	0.3491	0.0007	0.6502
Change Management ≥ 2.5 & Overall < 4 & Change Management < 3	0.0076	0.0004	0.9920
Change Management ≥ 2.5 & Overall < 4 & Change Management ≥ 3 & Strategic Alignment ≥ 3.7	0.0089	0.0004	0.9907
Change Management ≥ 2.5 & Overall < 4 & Change Management ≥ 3 & Strategic Alignment < 3.7 & Governance < 3.5 & Process Performance ≥ 2.7	0.0106	0.0003	0.9891
Change Management ≥ 2.5 & Overall < 4 & Change Management ≥ 3 & Strategic Alignment < 3.7 & Governance < 3.5 & Process Performance < 2.7	0.4482	0.0006	0.5512
Change Management ≥ 2.5 & Overall < 4 & Change Management ≥ 3 & Strategic Alignment < 3.7 & Governance ≥ 3.5	0.5705	0.0005	0.4290
Change Management < 2.5 & Documentation ≥ 3	0.0226	0.1690	0.8084
Change Management < 2.5 & Documentation < 3	0.7336	0.0020	0.2643

Statistical Analysis-1 (Internal responses)

For the question

“Overall, what is your level of satisfaction about your process efficiency and effectiveness?”

Capability Analysis study from Internal responses indicate:

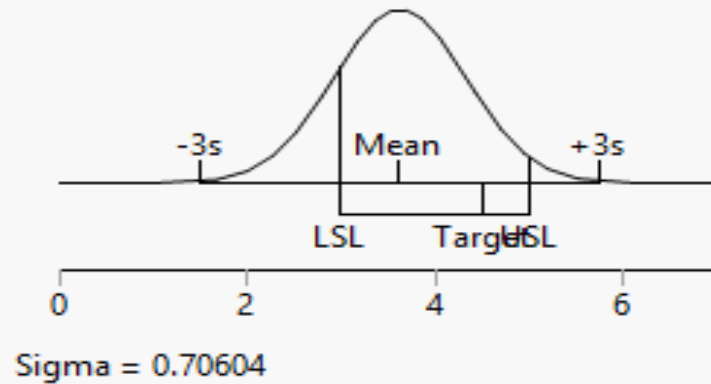
- Target Mean considered = 4.5
- Sigma Shift required = 0.70

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Capability Analysis

Specification	Value	Portion	% Actual
Lower Spec Limit	3	Below LSL	4.7945
Spec Target	4.5	Above USL	0.0000
Upper Spec Limit	5	Total Outside	4.7945

Long Term Sigma



Capability	Index	Lower CI	Upper CI
CP	0.472	0.418	0.526
CPK	0.294	0.230	0.358
CPM	0.148	.	.
CPL	0.294	0.230	0.358
CPU	0.650	0.557	0.742

Portion	Percent	PPM	Sigma Quality
Below LSL	18.8673	188672.90	2.383
Above USL	2.5593	25593.130	3.450
Total Outside	21.4266	214266.03	2.292



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Qualitative Data Analysis
Face to Face meetings outcomes



Top areas that emerged from face to face meetings

Vision & Purpose of KEMIN- External	Vision and Purpose of KEMIN – Internal
add more products, for the sake of farmers.	On time and accurate delivery
Aggressive and want to achieve 1 to 1.5 X of market. But don't see us yet as a partner- can build	*create new standards and follow all the factories act *meet global standard *British council safety award *external auditor suggestions and based on his recommendation *no written plan on when the certification has to be done
To reach farmers as much as possible. Customer service.	*equipment availability 99.5% *critical spares availability 100% *3-5% reduction in R and M cost
to give knowledge and good quality products to customers. - earlier customers were waiting for kemin, but now its not yet - I am taken for granted as I am ex kemin-	*EB, sipcot water, sewage - govt license no issues
finding new solutions and new challenges.	Be the best in bringing new concepts and markets into the markets. Customer delight with process optimization at each level.
Feels that the vision of kemin would achieve	bring in the concept of digital and new manufacturing concepts. No fear of wasting money, enhancing the mill efficiency is the key. Our products and services enable
Future is good, establish good research and labs backed up.	Delivering value, profitability with higher satisfaction to customer. With appropriate communications. For any customer problem, Kemin should be called and referred to. To give the best customer service and customer support
Is touching people across- however in India there is lot of work. - marketing and technology is needed.	Every layer customer should use Kemin product, get the right material with right cost and at right time
helping the farmers. Good formulas, technologies, products.	Give the quality output, with high productivity- wants 200 KG/man-hour.
is customer friendly	On time and accurate delivery, moving on time service and use of tools and application.
Reach across the business. Improve business.	Solving all the areas and Kemin actively. Touching more people- to help farmer without impact to production.
supply good quality product to farmers in a competitive rate.	had written the vision- but don remember - Providing quality feed and increase market share. Make this a separate business unit.
They are also able to penetrate in everyone's life.	Have new inventions which would change the life of the farming community. We need to be the leader in animal nutrition by improving the brand image and visibility of its products.
Support customers, new products, development , feed help, customers growth is important for the company.	highest contributor to ruminant business- from 30 to 42%
they are thinking future, get more customer attachment- relation and sales. Thinks kemin may achieve the vision	leadership position in the animal nutrition and health Meet the global standards of EHS- either of Kemin or world wide
no idea. There is no info shared or communicated.	no fixed vision - it could be - any product right from Rand D has to be met
dint know about the vision, but thinks it can be achieved	no formal one - informally deliver at the minimum cost in least time
	No formal vision
	To deliver at min cost at the right time. Any new product from R&D to Scale up to be achieved, with best design and highest output
	no vision specially
	- Least customer complaints and innovative methods and standards.
	New methods and publish
	No vision
	To enhance the quality of life of kemin employees
	Mission- employee retention. Not sure as a team
	in general- business needs and improvements to be integrated with M3 thru business improvements.

Top areas that emerged from face to face meetings

Values that they currently live / exhibit	Values that they don't live /exhibit currently
Integrity	Passion-enthu and energy levels are low
trust	Cohesiveness (Solo mentality seen)
credibility	Empathy and personal touch
transparency	Team work
Honesty	Excellence
commitment	Resilience / Gives up / change adverse
compassion	Not open / dare to talk with seniors. Reserved
innovation	Consistency in decision making
conviction	Communication b/w / teams
respect	Self/internal drives low / need constant motivations
	Business Acumen / Street smartness
	Quality of responses/ conversation.
	Not hard working

Top areas that emerged from face to face meetings



Strengths	
People related	Product & Process related
Self core strength is planning. Networking skills- can find a resource to get the job done. Good team player-maturity in handling issues	Research & science based organization- all support teams there to service and help in sales.
People are trainable and open to learn, very open to feedback. sense of dedication- self driven. least micro management seen	R&D team is one of the best across Kemin World wide.
Passionate about the work, Young and energetic team. 70% are go getters, Integrity oriented people, people are good- its like a family. Very creative and hard working.	Patents in the core field. Brand image of Kemin is good in the market Product quality is very good. Diverse and technically strong team
Transparent in communication. Knowledgeable leaders, innovative leaders in and transparent. Top mgt is open for options and positive.	Kemin is a scientific innovation comp, work for long term partnership. Performance mgmt systems- high performance culture.
Sense of dedication- self driven, Very creative and hard working. Monogastrics Sales team is good. PAD team is ahead of curve in the market	Culture is very good- people friendly, no compromise of work
	Directions and planning is clear. Open culture and free to do things.
	Quality and Science - R&D, Technical service, CLS. Very good Gross margin

Top areas that emerged from face to face meetings



Top Challenges- Self	Top Challenges- Organization
- To find a successor for my role. Build the team members to take up the role in 1 yr. Need to make myself redundant. want to grow people internally and build the pipeline.	Improve the use of M3- technology. M3 is not an accounting tool and not easy to manage. Claims processing and reimbursements process is a challenge. CRM is not giving what they want. KPI tracking and performance reporting. No knowledge base of best practice, less technical appetite. Less resources on feed milling technology, Little money spent on infra-lab.
Managing the leaders-subordinates, focus on people from	First level support is given here, but for any 2nd level or tier3 is handle by global team. No protection on mobile technology.
Moving from operational thinker and manager to strategic decision maker/planner. Process understanding-tech knowledge, selling skills for b2b for new staff. technical writing, publications and documentation. People development - communication- English, emails.	Mostly JS focused local customer policies on export. Managing employee relations - factory workman-manufacturing line. openness - middle mgt is the bottle neck. Hard workers but not smart workers, technically very weak, require lot of support in running.
Presentation skills. SALT training and other trainings- sales- process on models, export mgt and logistics mgt course. communication and self confidence.	Effectiveness of marketing apps to create sales planning and production plan. Third party manufacturing - reduces service levels and delivery. Stagnation in the sales. internal broiler team is a competitive
Take more training and certification related to domain.	Career growth is not well planned unequal in departments, not appreciating at all. Inter dept-silo mentality is high. Appraisal process needs more focus, adhoc ratings/appraisal/performance management. Competition poaching good staff. Hiring the right people and speed, Retaining good talents.
Need to work on improving customer satisfaction. work on top 20 customers, customer coverage- base increase. Customer knowledge- market expectations and business. - more of researcher and less of field.	Project management is another weakness, no employee tracking and know who is doing what, when. Tools and software's are not used. sourcing quality, availability is a challenge. repackaging and rework
Support to sales people for faster deliver of issue resolution	25 Lakhs a yr cost. No support from global team on EHS. No disaster recovery plan - no risk mitigations plan. Less resources on feed milling technology. No support from top mgt for proper manpower, warehouse space is not sufficient. no manpower availability for warehouse. not able to use M3 for most of the logistics processes

Top areas that emerged from face to face meetings



Top Recommendations

Efficient planning tool to be implemented
Information flow - timely and accuracy. Modification of policies- CD for customers

Need more accountability in tech team, process to interpret the document of analysis to TSE.

Have sufficient resources and material supply with high quality vendors / suppliers

Market data and analysis, unpredictability in forecast
Knowledge bank of best practices

Manage aspirations of people to manage attrition- training from mgt, feedbacks, policies. Have more products- like XLP. More focus on L&L business

Planning, purchasing, accurate measures, strong forecasting. Technology platform for manual work, AI training/recommending

Infrastructure improvements-lab, systems, equipment's availability. testing lab for dairy / aqua. PIP - process- feasibility study- market research

Competency of Sales team, people dependent and not system dependent

International exposure to feed milling, training, seminars. Get the competitor info- Market research

Deciding whether a product is H1 / H2 / H3 challenge to be creativity and individual focus

People availability for milling tech- build a pool

Risk mitigation plan must be clear, changing decisions

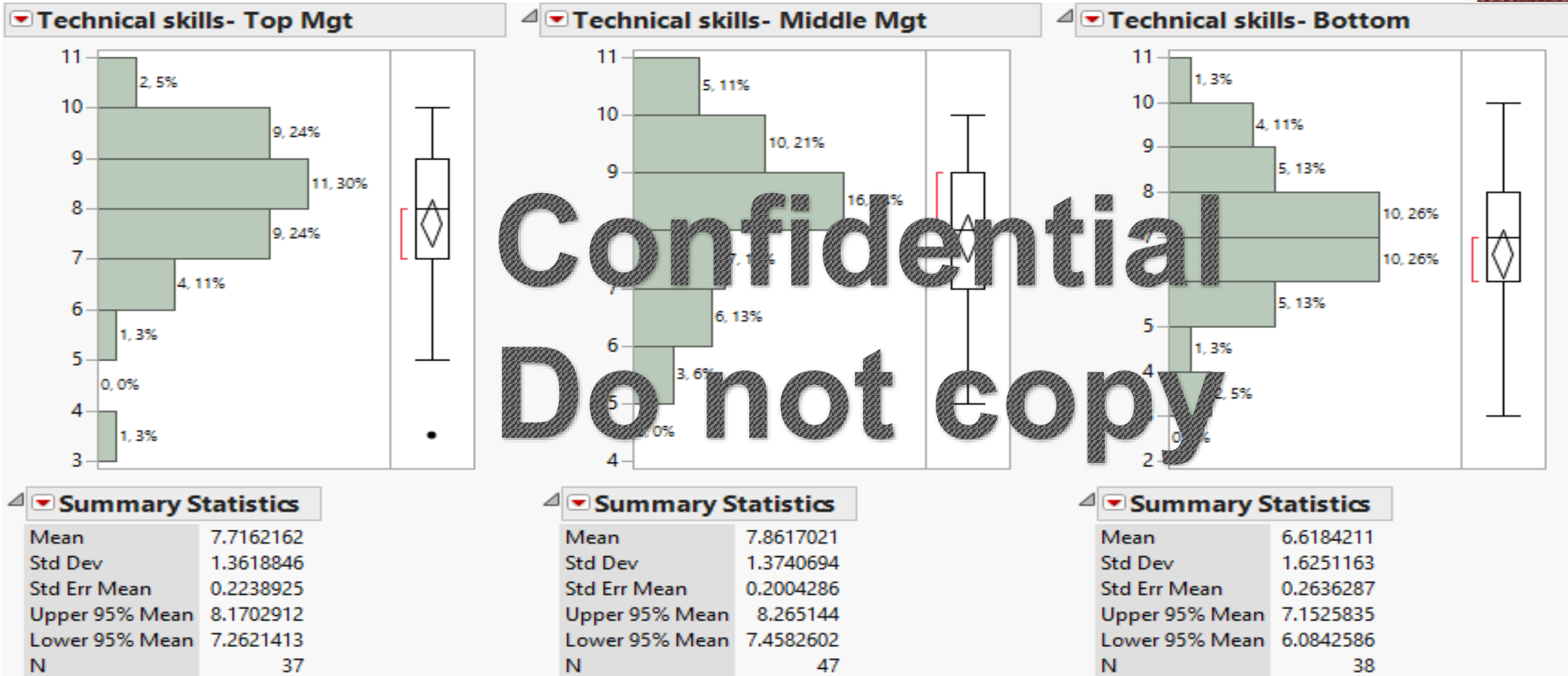
Process for improvement in collections. increase incentives for the team

Plan for certifications- ISO 140001 / BS / OSHAS

Decision making process- middle mgt level

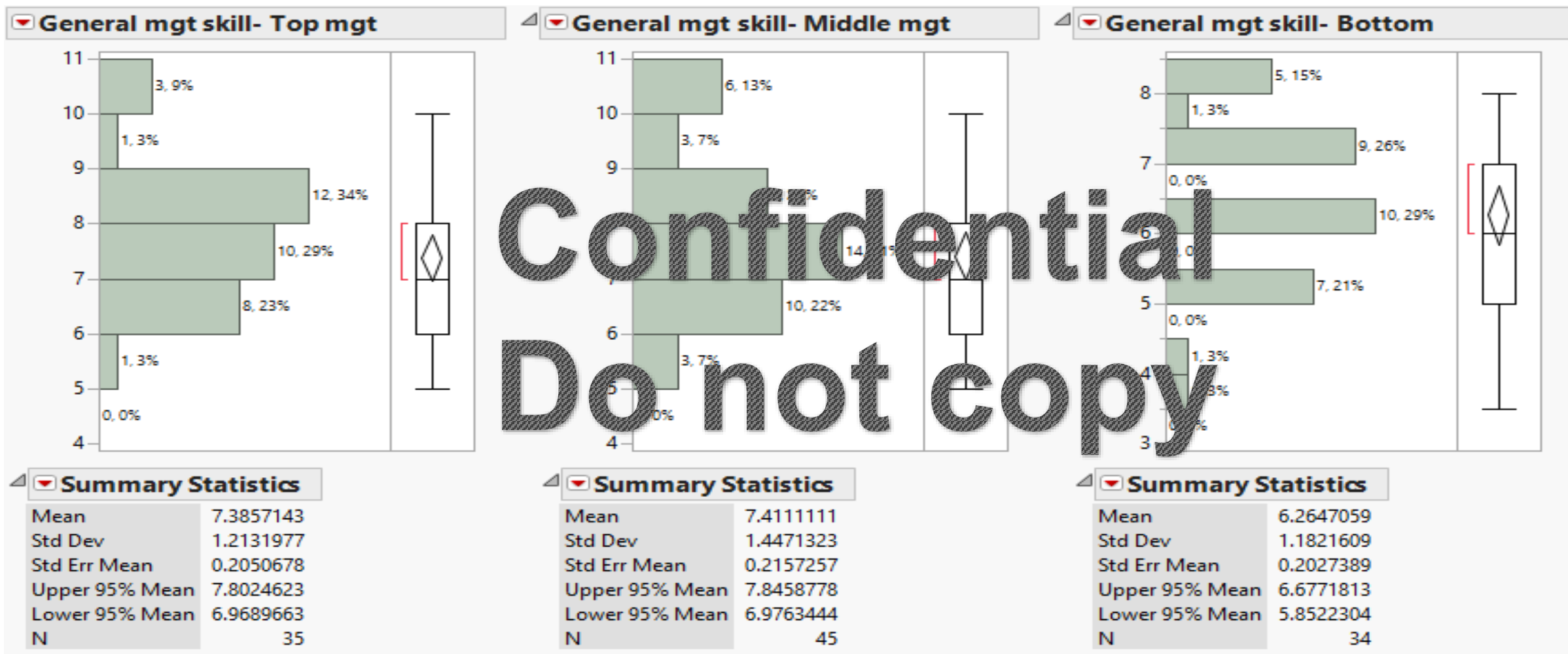
Management should take a call on the EHS recommendations- cleaners, blowers, hygiene

Technical Skills Rating – Given during F2F meetings



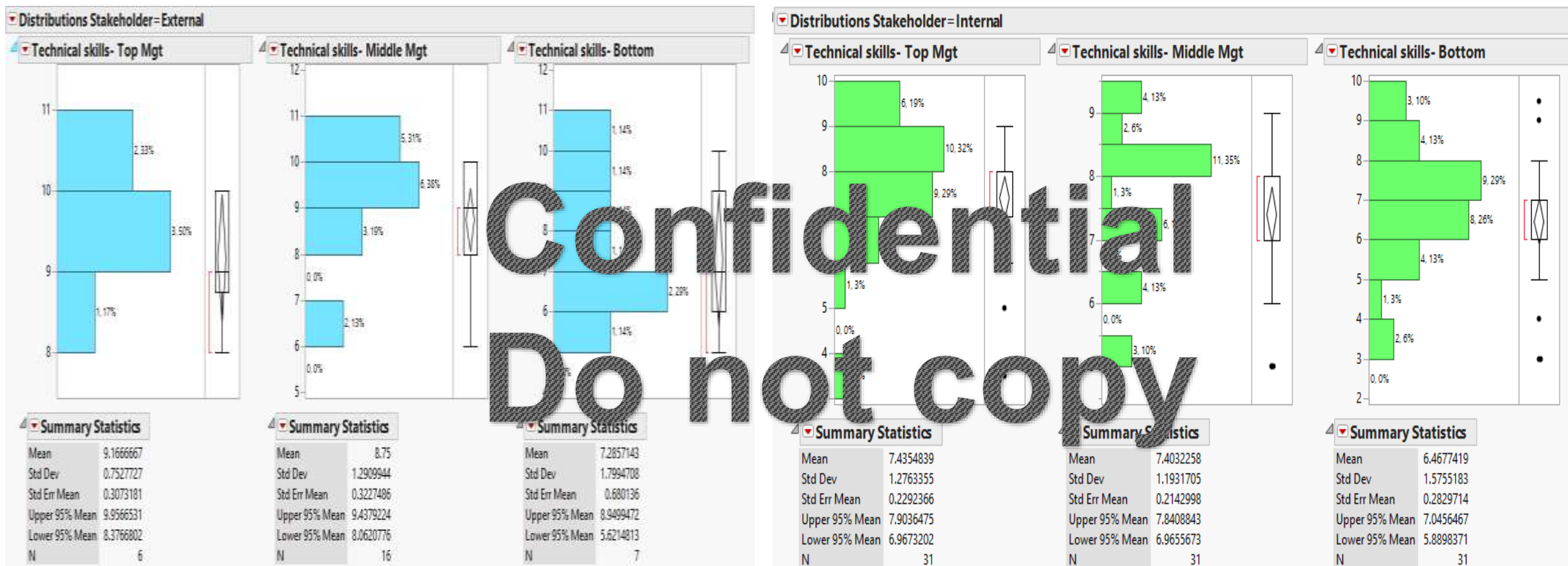
- Technically both Top & Middle management are rated on a scale 7.7 to 7.8, however the bottom of the pyramid are rated at **6.6 out of 10**.
- During the score sharing sessions, the people's comfort to share the rating was not so high and they were saying "its ok, not that great" in most of the cases.
- With the scoring between 7.8 and 6.6 /10, **there is a significant need to improve the technical ability of the team.**

Management & People Skills Rating – Given during F2F meetings



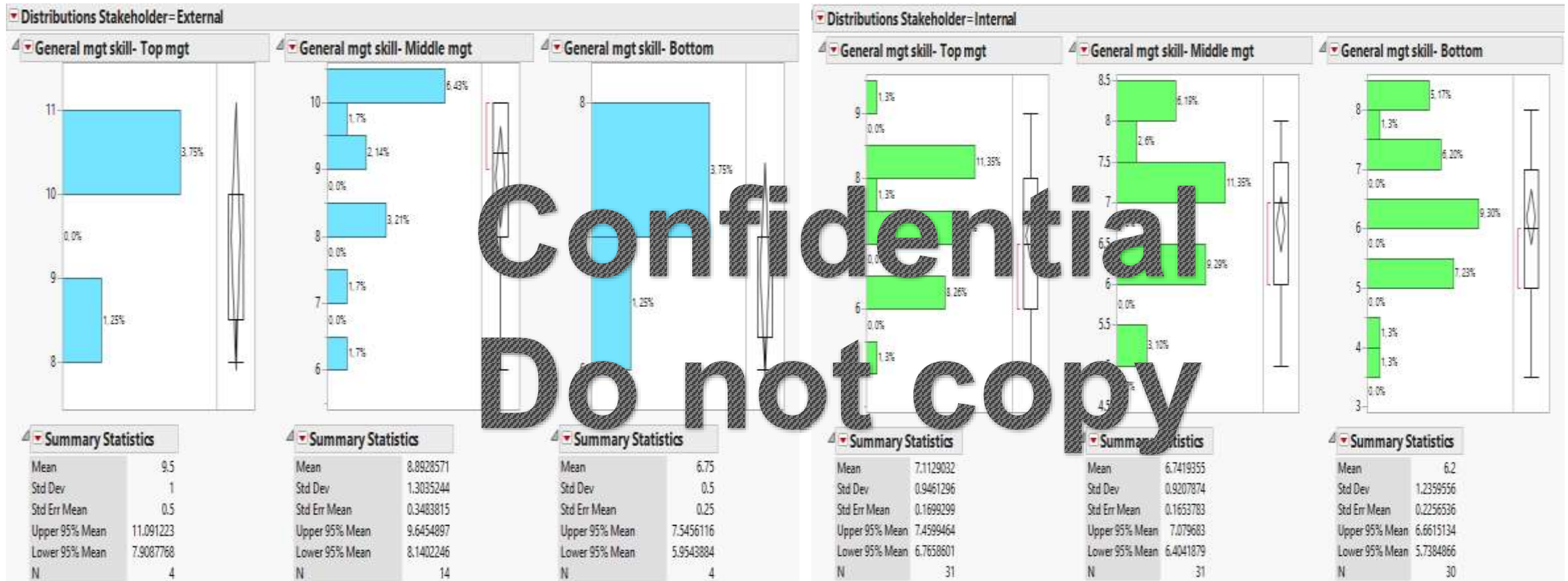
- Mgt and people skills were rated **fairly low for bottom set of people - 6.26**
- There was that feeling that the top mgt is mostly responsible for management and people related aspect, next layers are just executors and doesn't need/have these skills

Technical Skills Rating – Given during F2F meetings



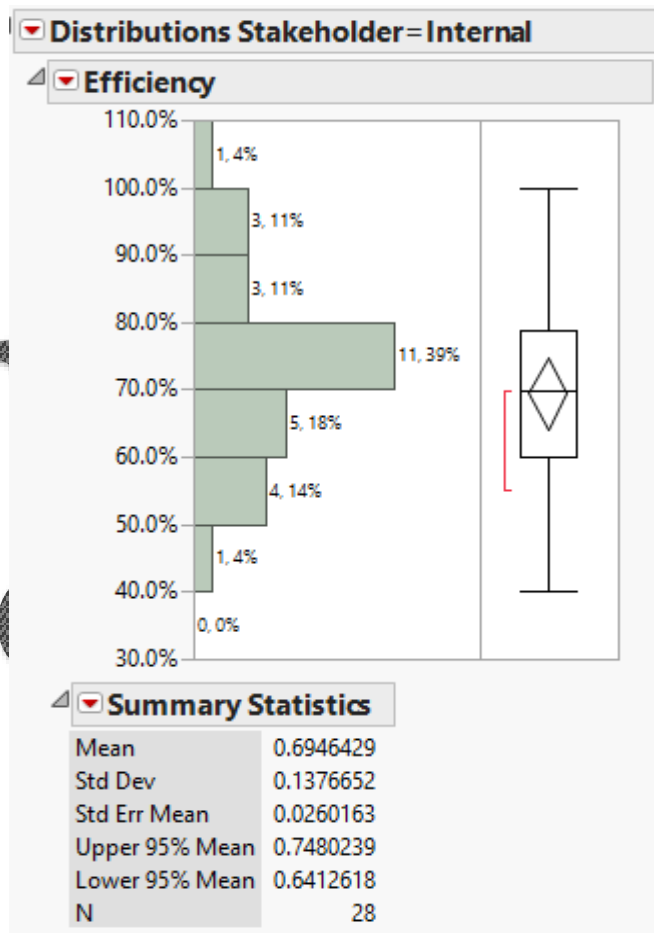
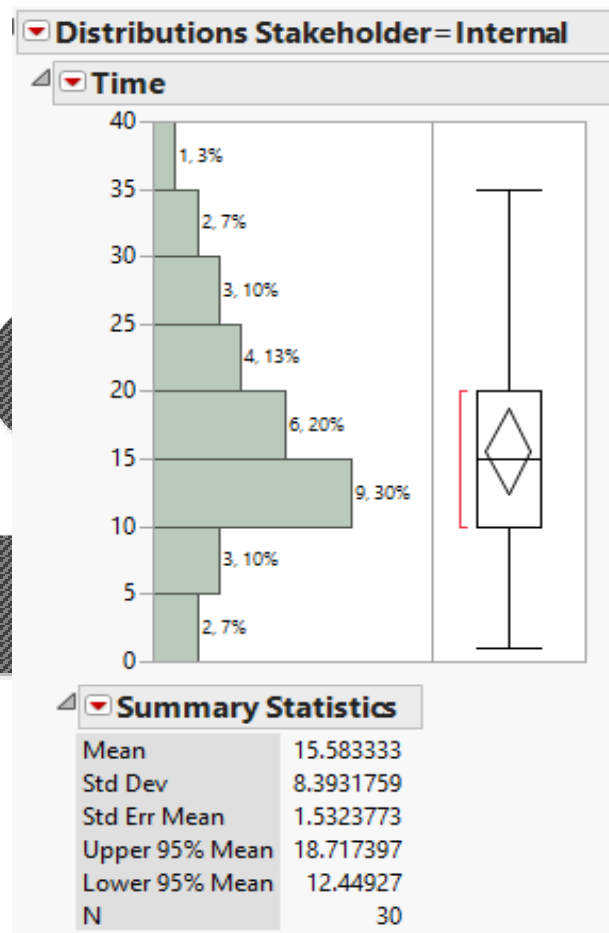
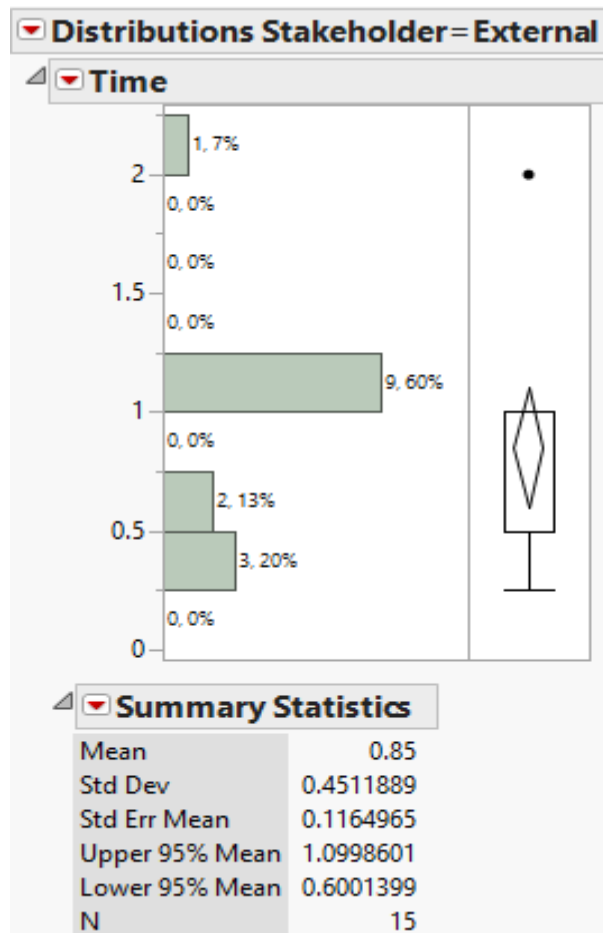
- Externally the team is rated technically high compared to Internal staff. Average difference is about 1 to 1.2 points.
- Overall **avg is 7.43 across** Technical Skills, with a **min of 3 and max of 10** given to staff.
- During the score sharing sessions, people's comfort to share the rating was not so high and they were saying "its ok, not that great" in most of the cases.
- With the scoring of 7.43 overall avg and 7.1 /10 given internally, **there is a significant need to improve the technical ability of the team at bottom management levels.**

Management & People Skills Rating – Given during F2F meetings



- Externally the team is rated high compared to Internal staff w.r.t management skills. Average difference is about 1.5 to 2 points.
- Overall **avg is 7.2 across** management skills, with a **min of 3.5 and max of 10** given to staff.
- During the score sharing sessions, the general feeling I sensed was that they wanted better management, people and leadership skills needed.
- With the scoring **of 6.7 and 6.2 /10 given** internally for middle and bottom teams, **there is a significant need to improve their management, people and leadership competency.**

Meeting time and its Efficiency



- Meeting and discussion time with external stakeholders is **about 45 Mins/week /stakeholder**.
- Internally people spend about **15.5 hours/week** in formal and informal meetings. Some of them have about 30+ hours a week full of meetings and discussions
- The efficiency of these meetings and discussions is only about **69.4%** as told by the staff. **The lowest told is 40% efficiency. This calls for a in-depth review of what is the process and systems to conduct effective and efficient meetings.**



APQC
AMERICAN PRODUCTIVITY
& QUALITY CENTER

**APQC-PCF: Mapping
Current Mapping**

PROCESS CLASSIFICATION FRAMEWORKSM

Version 6.1.0

APQC



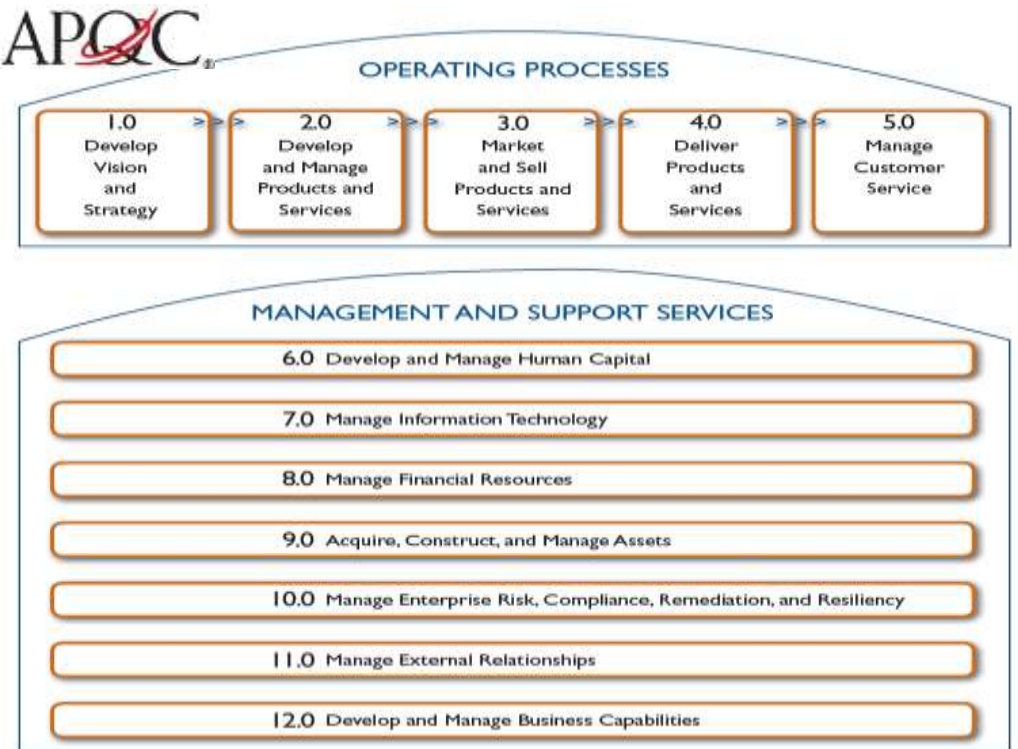
APQC- PCF Mapping

Overview

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An internationally recognized **resource for process and performance improvement**, **APQC –American Productivity & Quality Center** helps organizations adapt to rapidly changing environments, build new and better ways to work, and succeed in a competitive marketplace. **With a focus on productivity, knowledge management, benchmarking, and quality improvement initiatives**, APQC works with its member organizations to identify best practices; discover effective methods of improvement; broadly disseminate findings; and connect individuals with one another and the knowledge, training, and tools they need to succeed. **Founded in 1977**, APQC is a member-based nonprofit serving organizations around the world in all sectors of business, education, and government

The **cross-industry Process Classification Framework(PCF)** was originally envisioned as a **taxonomy of business processes** and a common language through which APQC member organizations could benchmark their processes. The initial design involved APQC and more than 80 organizations with strong interest in advancing the use of benchmarking in the United States and worldwide. Since its inception in 1992, the PCF has undergone several updates to its content. These updates keep the framework current with the ways that organizations do business around the world. In 2008, APQC and IBM worked together to enhance the cross-industry PCF and develop a number of industry-specific process classification frameworks.



PCF LEVELS EXPLAINED

Level 1—Category	1.0 Develop Vision and Strategy (10002)
Represents the highest level of process in the enterprise, such as Manage customer service, Supply chain, Financial organization, and Human resources.	
Level 2—Process Group	1.1 Define the business concept and long-term vision (17040)
Indicates the next level of processes and represents a group of processes. Perform after sales repairs, Procurement, Accounts payable, Recruit/Source, and Develop sales strategy are examples of process groups.	
Level 3—Process	1.1.5 Conduct organization restructuring opportunities (16792)
A series of interrelated activities that convert inputs into results (outputs); processes consume resources and require standards for repeatable performance; and processes respond to control systems that direct the quality, rate, and cost of performance.	
Level 4—Activity	1.1.5.3 Analyze deal options (16795)
Indicates key events performed when executing a process. Examples of activities include Receive customer requests, Resolve customer complaints, and Negotiate purchasing contracts.	
Level 5—Task	1.1.5.3.1 Evaluate acquisition options (16796)
Tasks represent the next level of hierarchical decomposition after activities. Tasks are generally much more fine grained and may vary widely across industries. Examples include: Create business case and obtain funding and Design recognition and reward approaches.	

Current Mapping counts

Row Labels	Count of APQC -PCF Reference if mapped
1.1.2 Survey market and determine customer needs and wants (10018)	2
1.2 Develop business strategy (10015)	1
1.2.7 Formulate business unit strategies (10043)	1
10.0 Manage Environmental Health and Safety (EHS) (11179)	1
10.1.4.6 Report disclosure, COREP, and internal reporting (14171)	2
10.2.1 Establish compliance framework and policies (17468)	1
10.2.3.3 Report on internal controls compliance (10764)	1
10.5 Ensure compliance with regulations (11184)	1
11.2 Manage government and industry relationships (11011)	1
11.2 Manage government and industry relationships (11011)	1
11.4.9 Negotiate and document agreements/contracts (11052)	1
11.4.9 Negotiate and document agreements/contracts (11052)/4.2 Plan and Manage Regulatory Approval (12783)	1
11.5 Manage public relations program (11014)	1
12.2.3 Manage projects (16410)	1
12.3.3 Perform quality assessments (16428)	4
12.4.2.3 Develop training plan (11154)	1
12.4.2.5 Develop rewards/incentives plan (11156)	1
12.7 Manage environmental health and safety (EHS) (11179)	2
2.1.2.2 Identify potential new products and services (10069)	1
2.1.6 Manage product and service master data (14192)	1
2.1.6 Manage product and service master data (14192)	1
2.2.1 Design, build, and evaluate products and services (17390)	1
2.2.1.8 Conduct in-house product/service testing and evaluate feasibility (10090)	1
2.2.2 Test market for new or revised products and services (17394)	1
2.2.2.3 Determine Patent and Copyright Needs for the Products and Services (16827)	2
2.2.2.4 Eliminate quality and reliability problems (10089)	2
2.2.3 Manage product and service master data (14192)	2
2.2.3.4 Implement product/service launch procedures (10100)	1
2.3.7.3 Review quality and performance of the product (11426)	1
3.1.1 Perform customer and market intelligence analysis (10106)	4
3.1.1 Perform customer and market intelligence analysis (10106)	1
3.2.4 Develop and manage pricing (10151)	5
3.3 Develop sales strategy (10103)	1
3.3.2 Develop sales partner/alliance relationships (10130)	1
3.3.2 Develop sales partner/alliance relationships (10130)	1
3.3.2 Focus and plan tactical marketing (11763)	3
3.3.3 Establish overall sales budgets (10131)	1
3.3.5 Establish customer management measures (10133)	1
3.3.5 Establish customer management measures (10133)	1
3.4.5 Develop and manage promotional activities (10152)	1
3.4.5 Develop and manage promotional activities (10152)	3
3.5.2.2 Manage customer relationships (11174)	1
3.5.3 Manage customer sales (10184)	1
3.5.5 Manage sales force (10186)	1
4.1.4 Create and manage master production schedule (10224)	3
4.2 Plan and Manage Regulatory Approval (12783)	3
4.2 Procure materials and services (10216)	2
4.2.3 Select suppliers and develop/maintain contracts (10278)	2
4.2.4 Maintain validation program documentation (12799)	1
4.2.4 Perform strategic sourcing (11931)	1
4.2.6 Inspect material quality (11946)	1
4.3.13 Manage product quality (12036)	1
4.5 Manage logistics and warehousing (10219)/5.2 Plan and manage customer service operations (10379)	1
4.5.2 Plan and manage inbound material flow/5.3.5 Track inventory accuracy (10357)	1
4.5.3.2 Receive, inspect, and store inbound deliveries (10354)	1
4.5.3.6 Track third-party logistics storage	1
4.5.7.5 Maintain inventory status (12174)	3
4.6.5 Manage returns; manage reverse logistics (10342)	1
4.7 Manage Quality Assurance/Quality Control (12826)	3
5.0 Manage Customer and Consumer Service (10006)	1
5.2.3 Manage customer complaints (10389)	2
5.3 Measure and evaluate customer service operations (10380)	1
6.0 Develop and Manage Human Capital (10007)	1
6.1.1.4 Establish HR measures (10421)	1
6.1.2 Develop and implement workforce strategy and policies (17045)	2
6.1.2.14 Develop work force strategy models (10433)	1
6.1.2.7 Develop HR policies (10429) 6.1.2.8 Administer HR policies (10430)	1
6.1.2.8 Administer HR policies (10430)	1
6.2.1.1 Align staffing plan to work force plan and business unit strategies/resource needs (10445)	1
6.2.2 Recruit/Source candidates (10440)	2
6.2.3 Screen and select candidates (17049)	4
6.3.1 Manage employee orientation and deployment (10469)	2
6.3.1.3 Execute onboarding program (17050)	1
6.3.2 Manage employee performance (10470)	1
6.3.3 Manage employee development (10472)	1
6.3.4 Develop and train employees (10473)	1
6.3.4 Develop and train employees (10473) 6.3.3 Manage employee development (10472)	1
6.3.5 Develop and train employees (10473)	4
6.3.5.4 Develop, conduct, and manage employee and/or management training programs (10493)	1
6.3.5.4 Develop, conduct, and manage employee and/or management training programs (10493)	1
6.5 Reward and retain employees (10412)	1
6.5.1 Develop and manage reward, recognition, and motivation programs (17053)	2
6.5.1 Manage promotion and demotion process (10512)	2
6.5.1 Manage promotion and demotion process (10512)	1
6.5.4 Administer payroll (10497)	1
6.6.2 Manage separation (10513) 6.3 Manage retirement (10514)	1
6.6.6 Develop and manage time and attendance systems (10527)	1
6.7.3 Manage and maintain employee data (10524)	1
7.0.1 IT Business Management	1
7.0.2. IT Business Management	1
7.0.3 Security, Privacy and Data Protection Controls	1
7.0.6 IT Products and Services - Deployment	1
7.0.7 IT Products and Services - Delivery and Support	1
7.0.7 IT Products and Services - Development and Support	1
7.3 Develop and implement security, privacy, and data protection controls (11220)	1
7.5.1.2 Define development processes, methodologies, and tools standards (10667)	1
8.2.3 Process accounts receivable (AR) (10744)	3
8.6 Process accounts payable and expense reimbursements (10733)	1
8.6 Process accounts payable and expense reimbursements (10733)	2
9.2 Plan maintenance work (10938)	3
Not yet mapped	29
Grand Total	175

Total possible mapping 1219 from PCF

KEMIN_PCF Mapping

Current Mapping

Process Name	APQC -PCF Reference if mapped	Process Performance
Research & Developemnt	1.2 Develop business strategy (10015)	NA
	1.2.7 Formulate business unit strategies (10043)	NA
	11.5 Manage public relations program (11014)	Average
	12.7 Manage environmental health and safety (EHS) (11179)	Average
	2.1.2.2 Identify potential new products and services (10069)	Good
	2.2.2 Test market for new or revised products and services (17394)	NA
	2.2.3.4 Implement product/service launch procedures (10100)	Average
	4.2 Procure materials and services (10216)	Average
	6.2.3 Screen and select candidates (17049)	Good
	6.3.1.3 Execute onboarding program (17050)	NA
	6.3.3 Manage employee development (10472)	Average
	6.3.4 Develop and train employees (10473)	NA
	9.2 Plan maintenance work (10938)	Average
Supply Chain	4.2 Procure materials and services (10216)	Average
	4.5 Manage logistics and warehousing (10219)	Good
	4.5.2 Plan and manage inbound material flow	Average
	4.5.3.5 Track inventory accuracy (10357)	Average
	4.5.3.2 Receive, inspect, and store inbound deliveries (10354)	Average
Customer Laboratory Servi	4.5.3.6 Track third-party logistics storage	Average
	1.1.2 Survey market and determine customer needs and wants (10018)	Average
	10.1.4.6 Report disclosure, COREP, and internal reporting (14171)	Good
	10.2.3.3 Report on internal controls compliance (10764)	Good
	12.2.3 Manage projects (16410)	Good
	12.4.2.3 Develop training plan (11154)	Good
	3.1.1 Perform customer and market intelligence analysis (10106)	Good
	5.2.3 Manage customer complaints (10389)	Average
	6.5.1 Manage promotion and demotion process (10512)	Average
	11.2 Manage government and industry relationships (11011)	Average
Operations	11.2 Manage government and industry relationships (11011)	Average
	12.2.3 Manage projects (16410)	Average
	2.2.1.8 Conduct in-house product/service testing and evaluate feasibility (10090)	Good
	4.1.4 Create and manage master production schedule (10224)	Average
	6.0 Develop and Manage Human Capital (10007)	NA
	6.1.2 Develop and implement workforce strategy and policies (17045)	Average
	6.2.2 Recruit/Source candidates (10440)	Average
	6.3.5 Develop and train employees (10473)	Average
	6.6.6 Develop and manage time and attendance systems (10527)	Good
	9.2 Plan maintenance work (10938)	Average
	Not yet mapped	Average
		Good
		NA

KEMIN_PCF Mapping

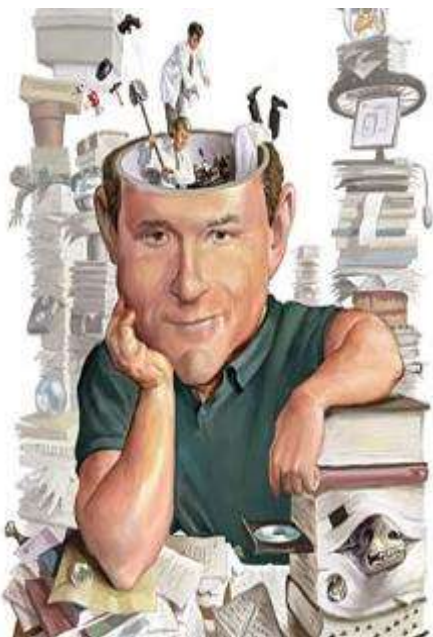
Current Mapping

Human Resource Management	10.2.1 Establish compliance framework and policies (17468)	Good
	6.1.1.4 Establish HR measures (10421)	Poor
	6.1.2 Develop and implement workforce strategy and policies (17045)	Good
	6.1.2.7 Develop HR policies (10429) 6.1.2.8 Administer HR policies (10430)	Average
	6.1.2.8 Administer HR policies (10430)	Poor
	6.2.1.1 Align staffing plan to work force plan and business unit strategies/resource needs (10445)	Poor
	6.2.2 Recruit/Source candidates (10440)	Average
	6.2.3 Screen and select candidates (17049)	Good
	6.3.1 Manage employee orientation and deployment (10469)	Poor
	6.3.2 Manage employee performance (10470)	Good
	6.3.4 Develop and train employees (10473) 6.3.3 Manage employee development (10472)	Good
	6.5 Reward and retain employees (10412)	Average
	6.5.1 Develop and manage reward, recognition, and motivation programs (17053)	Average
		Good
	6.5.4 Administer payroll (10497)	Average
	6.6.2 Manage separation (10513) 6.6.3 Manage retirement (10514)	Good
	6.7.3 Manage and maintain employee data (10524)	Average
Product Knowledge	6.3.5 Develop and train employees (10473)	Average
Regulatory Affairs	10.5 Ensure compliance with regulations (11184)	Good
	11.4.9 Negotiate and document agreements/contracts (11052) 4.2 Plan and Manage Regulatory Approval (12783)	Average
	2.1.6 Manage product and service master data (14192)	Average
	2.1.6 Manage product and service master data (14192)	Good
	2.2.2.3 Determine Patent and Copyright Needs for the Products and Services (16827)	Good
	2.2.3 Manage product and service master data (14192)	Good
	4.2 Plan and Manage Regulatory Approval (12783)	Good
	4.2.4 Maintain validation program documentation (12799)	Good
	7.3 Develop and implement security, privacy, and data protection controls (11220)	Good
Hardware Management	7.0.7 IT Products and Services - Development and Support	Average
Help Desk Management	7.0.7 IT Products and Services - Delivery and Support	Good
IT Security / Information Management	7.0.3 Security, Privacy and Data Protection Controls	NA
Software Management	7.0.6 IT Products and Services - Deployment	NA
Technical	2.2.1 Design, build, and evaluate products and services (17390)	Good
	2.3.7.3 Review quality and performance of the product (11426)	Average
	5.0 Manage Customer and Consumer Service (10006)	Average
	6.3.5.4 Develop, conduct, and manage employee and/or management training programs (10493)	Average
	6.3.5.4 Develop, conduct, and manage employee and/or management training programs (10493)	Good
Vendor Management	7.0.2. IT Business Management	NA
Budget Management	7.0.1 IT Business Management	NA
Controlling AR ratio	8.2.3 Process accounts receivable (AR) (10744)	Good
Distributor's Agreement	11.4.9 Negotiate and document agreements/contracts (11052)	Average
Gross Margins Margin	3.3.3 Establish overall sales budgets (10131)	Average
Product Inputs/Activities	3.4.5 Develop and manage promotional activities (10152)	Average
Product Pricing	3.2.4 Develop and manage pricing (10151)	Poor

KEMIN_PCF Mapping

Current Mapping

Process Name	APQC -PCF Reference if mapped	Process Performance
<input type="checkbox"/> Sales - Aqua	<input type="checkbox"/> 10.1.4.6 Report disclosure, COREP, and internal reporting (14171)	Average
	<input type="checkbox"/> 12.4.2.5 Develop rewards/incentives plan (11156)	Good
	<input type="checkbox"/> 3.1.1 Perform customer and market intelligence analysis (10106)	Average
	<input type="checkbox"/> 3.3 Develop sales strategy (10103)	Good
	<input type="checkbox"/> 3.3.2 Develop sales partner/alliance relationships (10130)	Good
	<input type="checkbox"/> 3.3.5 Establish customer management measures (10133)	Good
	<input type="checkbox"/> 3.4.5 Develop and manage promotional activities (10152)	Average
	<input type="checkbox"/> 4.5.7.5 Maintain inventory status (12174)	Good
	<input type="checkbox"/> 6.5.1 Manage promotion and demotion process (10512)	Average
	<input type="checkbox"/> 8.2.3 Process accounts receivable (AR) (10744)	Average
	<input type="checkbox"/> 8.6 Process accounts payable and expense reimbursements (10733)	Good
<input type="checkbox"/> Sales - Layer	<input type="checkbox"/> 1.1.2 Survey market and determine customer needs and wants (10018)	Good
	<input type="checkbox"/> 12.4.2.5 Develop rewards/incentives plan (11156)	Good
	<input type="checkbox"/> 3.1.1 Perform customer and market intelligence analysis (10106)	Average
	<input type="checkbox"/> 3.1.1 Perform customer and market intelligence analysis (10106)	Good
	<input type="checkbox"/> 3.3 Develop sales strategy (10103)	Good
	<input type="checkbox"/> 3.3.2 Develop sales partner/alliance relationships (10130)	Good
	<input type="checkbox"/> 3.4.5 Develop and manage promotional activities (10152)	Average
	<input type="checkbox"/> 3.5.5 Manage sales force (10186)	Average
	<input type="checkbox"/> 4.5.7.5 Maintain inventory status (12174)	Good
	<input type="checkbox"/> 6.1.2.14 Develop work force strategy models (10433)	Good
	<input type="checkbox"/> 6.3.5 Develop and train employees (10473)	Average
	<input type="checkbox"/> 6.5.1 Manage promotion and demotion process (10512)	Average
	<input type="checkbox"/> 8.6 Process accounts payable and expense reimbursements (10733)	Average
	<input type="checkbox"/> Not yet mapped	Good
<input type="checkbox"/> Sales Broiler & Exports	<input type="checkbox"/> 3.1.1 Perform customer and market intelligence analysis (10106)	Average
	<input type="checkbox"/> 3.3 Develop sales strategy (10103)	Good
	<input type="checkbox"/> 3.4.5 Develop and manage promotional activities (10152)	Average
	<input type="checkbox"/> 3.5.2.2 Manage customer relationships (11174)	Average
	<input type="checkbox"/> 4.5.7.5 Maintain inventory status (12174)	Average
	<input type="checkbox"/> 6.3.5 Develop and train employees (10473)	Average
	<input type="checkbox"/> 8.2.3 Process accounts receivable (AR) (10744)	Average
<input type="checkbox"/> Sales Budget Achievement	<input type="checkbox"/> 3.3.3 Establish overall sales budgets (10131)	Average
<input type="checkbox"/> Sales Budgeting	<input type="checkbox"/> 3.3.3 Establish overall sales budgets (10131)	Average
<input type="checkbox"/> Sales Team Recruitment fo	<input type="checkbox"/> 6.2.3 Screen and select candidates (17049)	Average
Process Name	APQC -PCF Reference if mapped	Process Performance
<input type="checkbox"/> Customer Satisfaction	<input type="checkbox"/> 5.3 Measure and evaluate customer service operations (10380)	Good
<input type="checkbox"/> Effectiveness of Marketing	<input type="checkbox"/> 3.3.2 Focus and plan tactical marketing (11763)	Average
<input type="checkbox"/> Market/Competitor Intellig	<input type="checkbox"/> 3.1.1 Perform customer and market intelligence analysis (10106)	Poor



ANALYSIS
SOLUTION
PROCESS
OBJECTIVES
TEAMWORK
VISION
SALES



Can...

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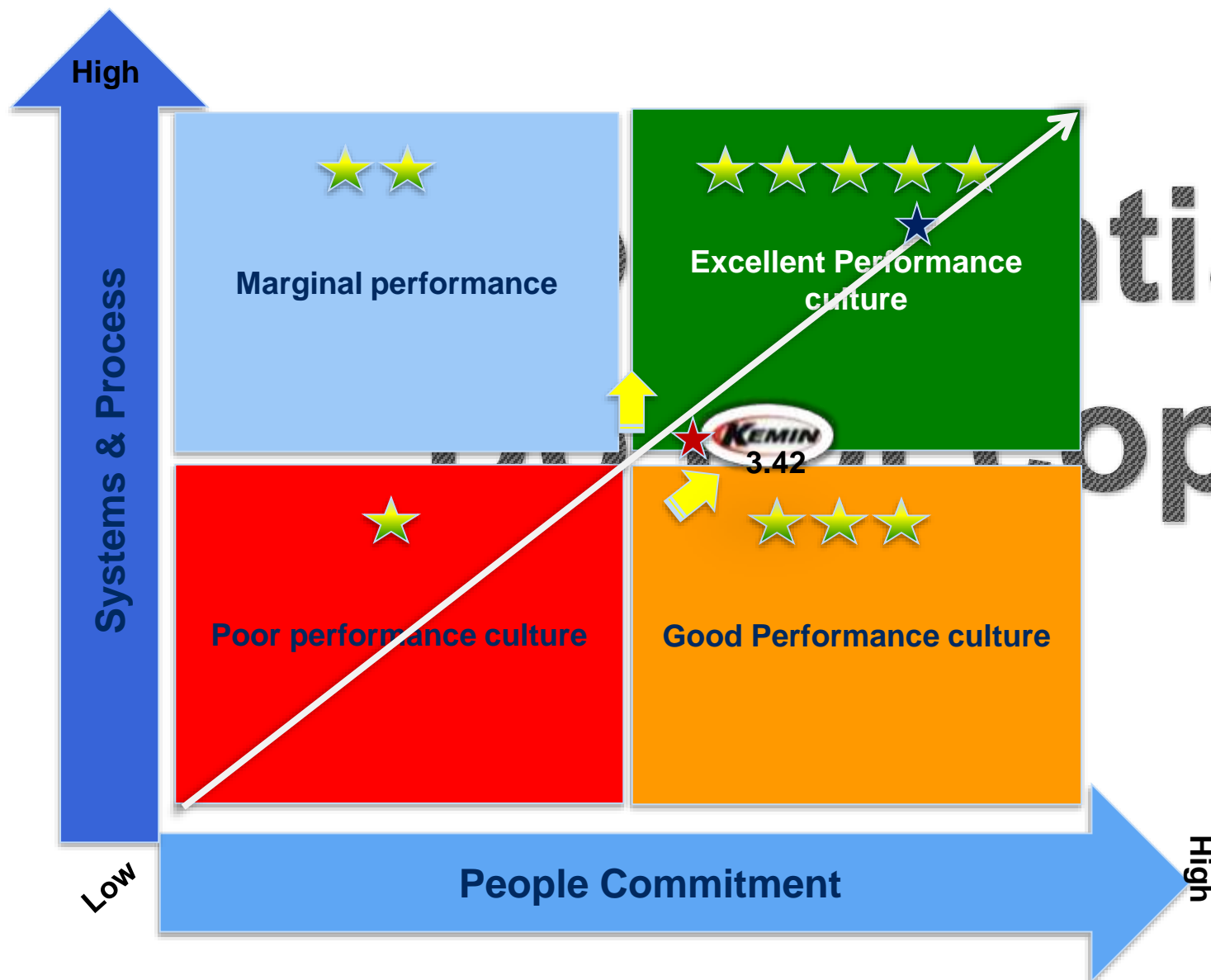
Analysis Outcomes

Quantitative and Qualitative consolidated



People Process Performance Excellence Matrix

BPM MAT Quantitative data and Interviews qualitative data



BPM MAT scores

★ Overall Score: **3.42 / 5**
 Client: **3.48**
 Distributor: **3.39**
 Internal Staff: **3.41**

★ **4.5 / 5** - Global benchmark

Source-APQC BPM & Gartner ITScore BPM study- across Pharma, Biological, Nutraceutical, Molecular Sciences and Health sectors.

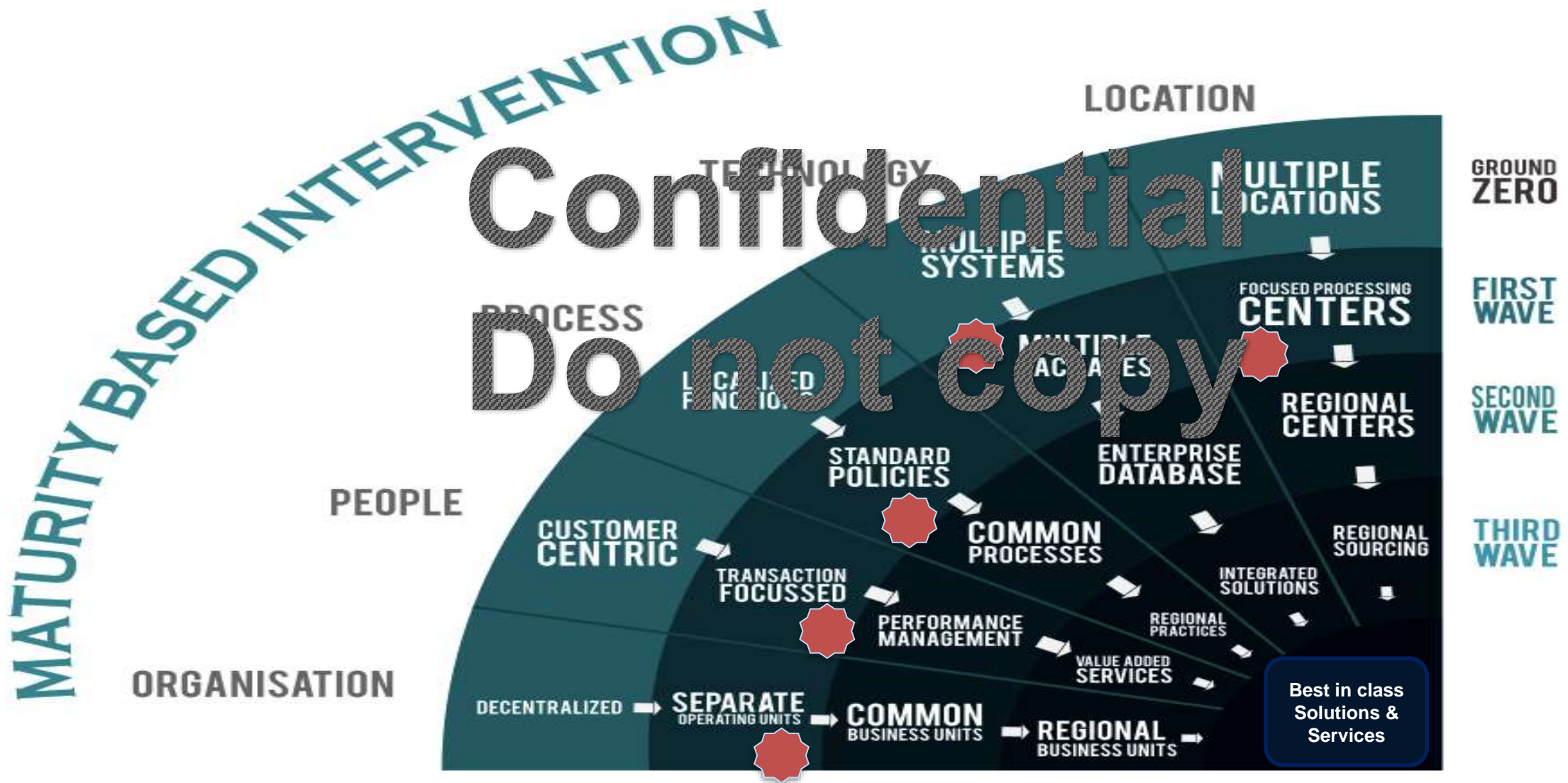
To achieve 4.5 / 5 from 3.42 / 5, there are significant improvements needed in multiple areas.
Sigma level has to shift 1.2 from 2.23 to 3.39
Sigma quality (77% to 97%)

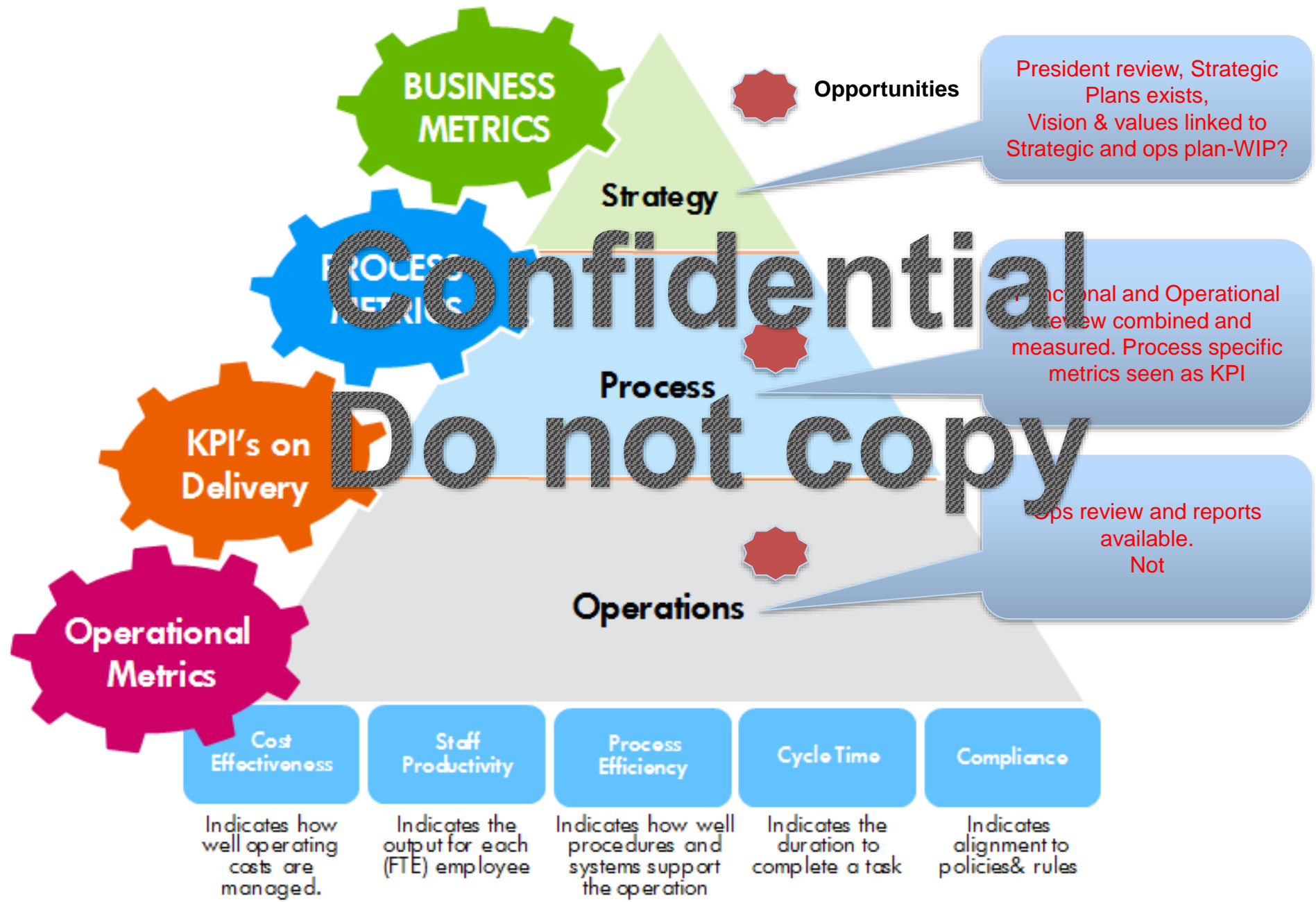


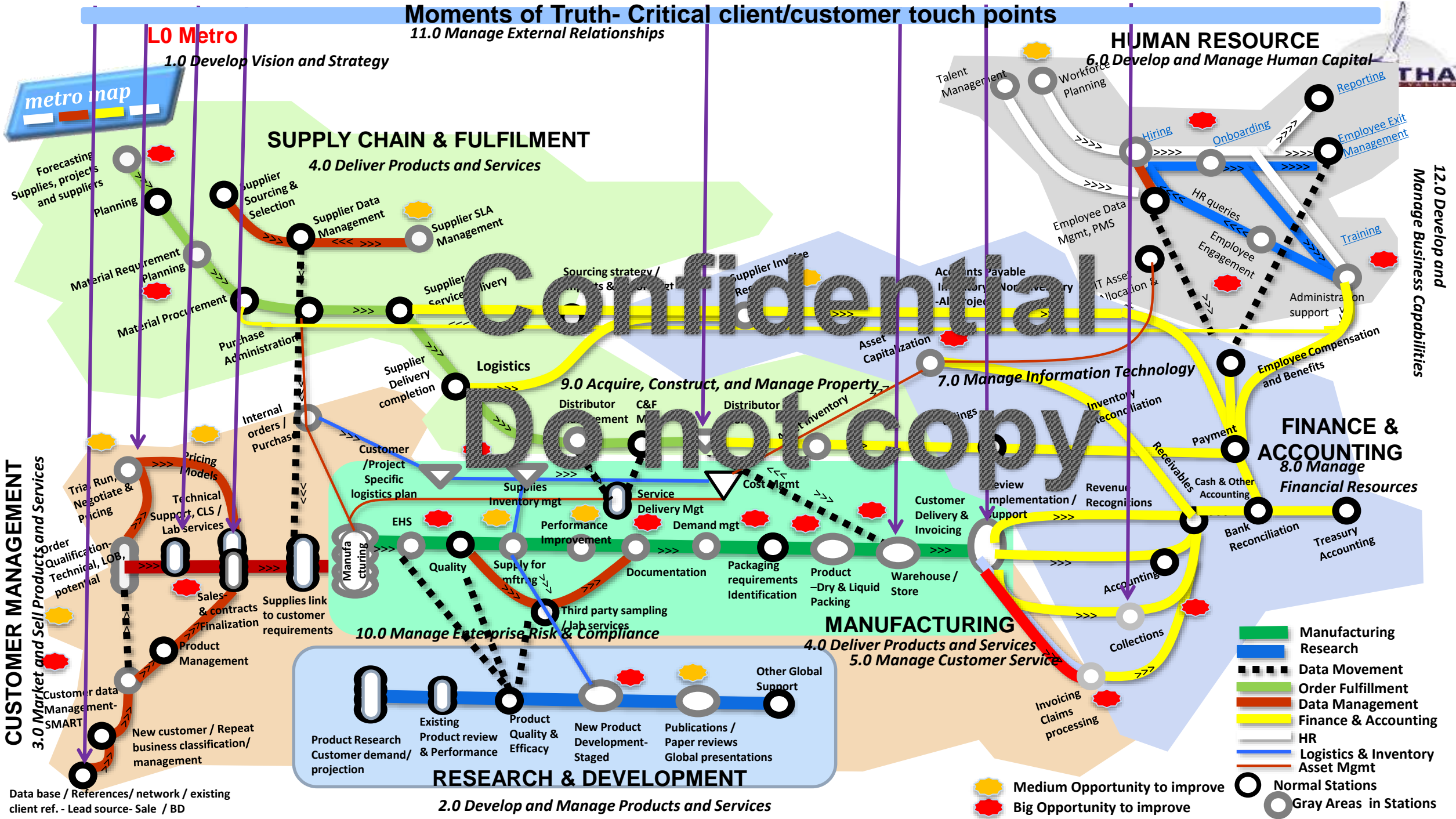
Current level of Organization Maturity

Basis the discovery assessment

Assessed Current Level 









Vision Consolidated-Internal and External

Internal Stakeholders		External Stakeholders	
On time and accurate delivery	On time and accuracy delivery, Providing on time service and user friend tools and application.	Kemin is doing the work on NEFT or DD its not good to me but may be Kemin	add more products, for the sake of farmers.
*create new standards and follow all the factories act *meet global standard *british council safety award *external auditor suggestions and based on his recommendation *no written plan on when the certification has to be done	Seeing all the areas as 1 Kemin activity. Touching more people- timely manpower without impact to production.	Kemin has a clear vision, company which has a quality	Aggressive and want to achieve 1 to 1.5 X of market. But don't see us yet as a partner- can build
*equipment availability 99.5% *critical spares availability 100% *3-5% reduction in R and M cost *EB, sipcot water, sewage - govt license no issues	had written the vision- but don remember - Providing quality feed and increase market share. Make this a separate business unit.	Its all over good, is customer friendly	To reach farmers as much as possible. Customer service.
Be the best in bringing new concepts and markets into the markets. Customer delight with process optimization at each level.	Have new inventions which would change the life of the farming community. V need to be the leader in some nutrition and improving the bond image and visibility of products.	TO REACH THE CUSTOMER WITH GOOD PRODUCTS	to give knowledge and good quality products to customers. - early customers were waiting for kemin, but now its not yet taken for granted as I am ex kemin-
bridging the gap of clinical and performance recovery of animals. No feed miller of wasting money, enhancing the mill efficiency is the key. Our products and services enhances.	leadership position in the animal nutrition and health Meet the global standards of EHS- either of Kemin or world wide	vision of Kemin is to improve the quality of life with kemin products	finding new solutions and new challenges. Feels that the vision of kemin would achieve
Delivering value, profitability with higher satisfaction to customer. With appropriate communications. For any customer problem, Kemin should be called and referred to. To give the best customer service and customer support	no fixed vision could be any product right from R&D has to be met	Touch hand of people and service on products	there is good, establish good research and labs backed up. Is touching people across- however in India there is lot of work. - marketing and technology is needed.
Every layer customer should use Kemin product, get the right material with right cost and at right time	no formal one - informally deliver at the minimum cost in least time	Support customers, new products, development , feed help, customers growth is important for the company. they are thinking future, get more customer attachment- relation and sales. Thinks kemin may achieve the vision	helping the farmers. Good formulas, technologies, products.
Give the quality output, with high productivity- wants 200 KG/man-hour.	No formal vision To deliver at min cost at the right time. Any new product from R&D to Scale up to be achieved, with best design and highest output		Reach across the business. Improve business.
No vision To enhance the quality of life of kemin employees Mission- employee retention. Not sure as a team in general- business needs and improvements to be integrated with M3 thru business improvements.	no vision specially - Least customer complaints and innovative methods and standards. New methods and publish	Not much, indeed....	supply good quality product to farmers in a competitive rate. They are also able to penetrate in everyone's life.
		dint know about the vision, but thinks it can be achieved	no idea. There is no info shared or communicated.

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Values that they currently live / exhibit	Values that they don't live /exhibit currently
Integrity	Passion-enthu and energy levels are low
Trust	Cohesiveness (Solo mentality seen)
Credibility	Empathy and personal touch
Transparency	Team work
Honesty	Excellence
Commitment	Resilience / Gives up / change over
Compassion	Not open / dare to talk with seniors. Reserved
Innovation	Consistency in decision making
Conviction	Communication b/w teams
Respect	Self / internal drives low / need constant motivations
Willing to do more	Business Acumen / Street smartness
Willing to share	Quality of responses/ conversation.
	Not hard working
	Faster Decision making
	Holistic thinking
	Accountability
	Selflessness

Internal Stakeholders		External Stakeholders	
<p>Improve the use of M3- technology. M3 is not an accounting tool and not easy to manage. Claims processing and reimbursements process is a challenge. CRM is not giving what they want. KPI tracking and performance reporting. No knowledge base of best practice, less technical appetite. Less resources on feed milling technology, Little money spent on infra-lab.</p>	<p>Career growth is not well planned unequal in departments, not appreciating at all. Inter dept- silo mentality is high. Appraisal process needs more focus, adhoc ratings/appraisal/performance management. Competition poaching good staff. Hiring the right people and speed, Retaining good talents</p>	<p>Risk, Quality, Billing, tools, pricing, Packing, Delivery</p>	<p>More & more interaction with our team.</p>
<p>First level support is given here, but for any 2nd level or tier3 is handle by global team. No penetration of mobile technology</p>	<p>Project management is another weakness, no employee tracking and know who is doing what, when. Tools and software's are not used. supply quality, availability is a challenge. repackaging and rework</p>	<p>Advance cash, Packaging not proper, Rate of product is very high, poor packaging</p>	<p>people, projects, billing</p>
<p>Mostly US focussed, local customized policies don't exist. Managing employee relations - factory workman-manufacturing line. openness - middle mgt is the bottle neck. Hard workers but not smart workers, technically very weak, require lot of support in running.</p>	<p>25 Lakhs a year cost. No support from local team on EHS. No disaster recovery plan - no risk mitigations plan. Less resources on feed milling technology. No support from top mgt for proper manpower, warehouse space is not sufficient. no manpower availability for warehouse. not able to use M3 for most of the logistics processes</p>	<p>Settlement of expiry breakage, Packing Quality specially in small pack, Some time delay in deliver the stock.</p>	<p>Stock Packing, Management -The way of working & planning Strategies</p>
<p>Effectiveness of marketing inputs to sales team. Sales planning and production plan. Third party manufacturing - reduces service levels and delivery. Stagnation in the sales. internal broiler team is a competitor</p>	<p>Documentation, knowledge base, technology is very low in usage and understanding</p>	<p>BILLING IN ADVANCE, AFTER BILLING PRODUCTS REACHS TO ME AFTER 7 TO 10 DAYS AND MOST OF THE TIME THERE ARE BREAKAGE OR DAMAGED, IMPRESSION WHICH WILL GET FROM PEOPLE THAT PRODUCTS ARE COSTLY.</p>	<p>SUPPLY CHAIN, PACKING OF PRODUCTS/CORTON.</p>
		<p>Advance cash, Packaging not proper, Rate of product is very high</p>	<p>Marketing team should increased</p>

SWOT Analysis of Organization

basis the process and team meetings

STRENGTH

1. A dedicated team with right attitude at the top
2. Self-driven Senior Management with Situational Leadership
3. Well drafted vision and value system-both global and local
4. Long tenured Managers and senior mgt
5. Good financial support from KEMIN Global
6. Good infrastructure and support to staff
7. Employee friendly policies and procedures
8. Realizes the need for changes and improvements
9. Employee learning & development focused
10. Good team work, cohesive & approachable
11. High Quality products and research oriented
12. Customers recognize and appreciate the brand value and products

OPPORTUNITY











1. Set a global standard in the industry- be known as "The Best /benchmark"
2. Technology integration and process driven workflow in each function/ location/ projects
3. Build & use the 20+ yrs experience to build project model and standardize as much as possible
4. Implement Lean Manufacturing and automation
5. To train the critical staff for scaling up and also get fresh blood and remove complacency
6. To capitalize on the expertise of unique products and expand portfolio
7. Monitor and control – internal staff and distributors through technology and dashboard reporting.
8. Risk mitigation, environment, health & safety benchmarking











WEAKNESS

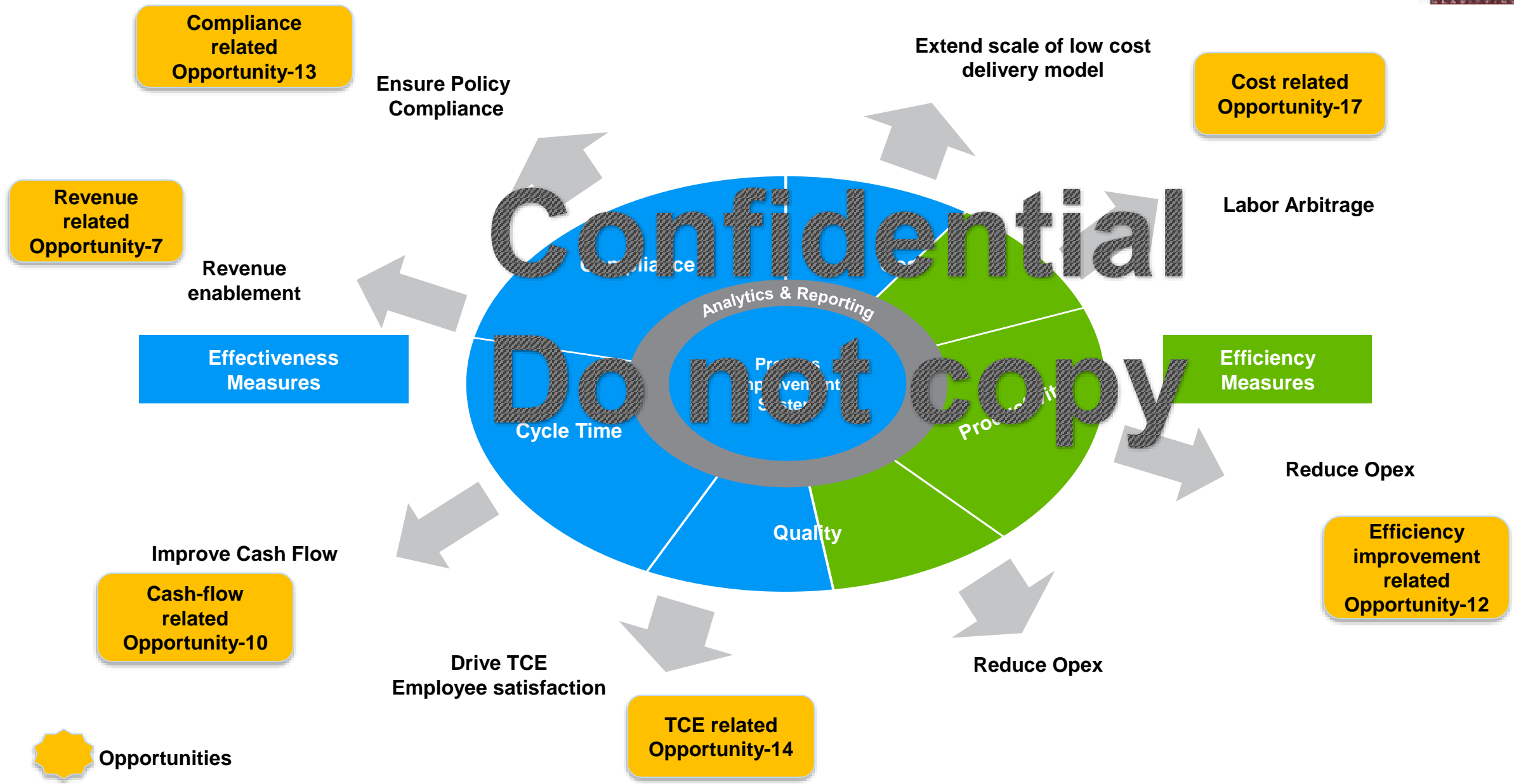
1. Limited or No Best practice sharing platform
2. Limited trainings and development for below manager level staff- technical & soft skills
3. People dependent process- not system driven. Solo mentality – each function / location / project run differently. Communication channels not seamless
4. Technical competency of the staff rated low
5. Management competency of Middle and bottom levels rated low
6. Critical Data not in finger tips of the staff. Documentation issues
7. Digital media presence very weak
8. Project Management governance
9. Slow decision making and less empowered
10. Upward delegation found often. Leaders are more doers than thinkers.

THREATS

1. Low commitment and inertia to move and change faster to expand and improve, especially middle and bottom layer.
2. Leaders and sr.mgt being too operational thinkers/doers and less of Strategic thinker
3. Less explorative / Resistance to new ways of execution/ tools / tech
4. Change management & its Implementation cost
5. Maturity & Exposure of staff- trust levels amongst staff/ levels –inter and intra dept.
6. High dependency on senior/top/global directives to decide and move on.
7. Self development not yet seen as priority to most of them.

Sl. No	Name of the opportunity		Business Impact	APQC Mapping
1	Customer data management- automation		Revenue, Cost, Cash-flow, Compliance, TCE	3.5.4.3 Gather required customer data and documents (17400)
2	Order qualification- technical and scope based- potential screening		Revenue, Cost and TCE	3.5.1.3 Provide offering to potential customers (13940)
3	Overall Planning- Supply chain and manufacturing value chain		Cost, Cash-flow and Compliance	9.3.2.1 Design engineering solution for the manufacturing process (10069)
4	Trials, Negotiation and pricing		Revenue, Cost, Cash-flow	11.4.5 Negotiate and document agreements/contracts (11051)
5	Logistics- Planning, Inventory, scheduling, utilization & optimization including Procurement Strategy		Cost, cash-flow, compliance and TCE	4.5 Manage logistics and warehousing (10219)
6	EHS & Quality Management		Cost, Compliance and TCE	11.4.5 Negotiate and document agreements/contracts (11052) 12.3.4 Implement and maintain the enterprise quality management system (EQMS) (17498)
7	Supplier & Distributor Management- Sourcing, screening, SLA, Governance-automation		Cost, Cash-flow, Compliance and TCE	4.1.3 Plan distribution requirements (10225)
8	Forecasting & estimation of materials, resources and logistics		Cost, Cash-flow & Compliance	8.1.1 Perform planning/budgeting/forecasting (10738)
9	New product development- R&D		Revenue, Cash-flow and TCE	2.2.1.1 Research and develop new product/service offering (13932)
10	Machine Asset utilization, inventory management		Cost, Cash-flow	9.3.1.1 Analyze assets and predict maintenance requirements (10967) 9.4 Dispose of productive and nonproductive assets (10940) 10.1.5.2.1 Perform asset liability management analytics (14149)

Sl. No	Name of the opportunity		Business Impact	APQC Mapping
11	Invoicing- Claims processing / Collections		Revenue, Cash-flow and compliance	8.2.4 Manage and process collections (10745)
12	Documentation- Process, Procedure, best practices & customer handouts		Cost, Compliance and TCE	10.4 Manage business resiliency (11216) 12.5 Develop and manage enterprise-wide knowledge management (KM) capability (11073)
13	Demand forecasting, manufacturing line & process improvement		Revenue, Cost, Cash flow	4.1.2.2 Monitor demand against forecast and revise forecast (1023)
14	Packaging process- Dry and Liquid- size, leakage, movements		Compliance, Cost and TCE	4.1.3 Improve warehousing (10340) 4.1.2.1 Pick, pack, and ship product for delivery (10356)
15	IT Asset Management and utilization		Cost, TCE	7.7.3.1 Manage IT inventory and assets (10704)
16	Talent Management- Sourcing, JD, Allocation, exits, screening, hiring, hirings and movements		Cost, Compliance, TCE	6.3.4.6 Perform talent management analytics and measurement (14051) 1.3.4.5.3 Maintain talent capabilities and competencies (10507)
17	Employee Engagement, commitment and ownership- Belongingness- Factory and each sales locations		Cost, TCE	6.2 Recruit, source, and select employees (10410) 6.5.1.7 Deliver programs to support work/life balance for employees (10508)
18	Training and Development- Bottom of pyramid –Ground staff- Technical, Sales and functional		Cost, Compliance and TCE	6.3.4 Develop and train employees (10473) 12.4.2.3 Develop training plan (11154) 3.5.5.3 Provide sales and product training (17407)
19	Performance management, ranking, retention strategy & PIP		Cost, Compliance and TCE	6.3.2 Manage employee performance (10470) 12.2.3.4 Review and report project performance (16417)
20	Research publication, White papers, PR, Thought leadership and benchmarking		Revenue, Compliance and TCE	7.1.4 Perform IT research and innovation (10573) 2.1.3 Perform discovery research (10065) 3.4.3 Develop and manage media (10150)





Top 5 Priorities



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Sl. No	Priority List	Business Impact
1	<p>Customer Relationship Management</p> <ul style="list-style-type: none">• Customer data management- automation• Trials, Negotiation and pricing• Order qualification- technical and scope based- potential screening• Tools and Technology – CRM, BI and other reporting	Revenue, Cost, Cash-flow, Compliance, TCE
2	<p>Supply Chain Management</p> <ul style="list-style-type: none">• Logistics- Planning, Inventory, scheduling, utilization & optimization including Procurement Strategy• Supplier & Distributor Management- Sourcing, screening, SLA, Governance-automation• Forecasting & estimation of materials, resources and logistics• Machine Asset utilization, inventory management	Cost, Cash-flow, Compliance and TCE
3	<p>Manufacturing Line</p> <ul style="list-style-type: none">• Packaging – Quality, Process• Automation in size, quantity, color coding• Reducing human intervention	Cost, TCE, Compliance
4	<p>Knowledge Management</p> <ul style="list-style-type: none">• Documentation- Process, Procedure and operations• Best practices and innovation councils• Technology driven knowledge sharing platform• Customer Collaterals – handouts / education / product info• Research publication, White papers, PR, Thought leadership and benchmarking	Compliance, TCE, Cost
5	<p>Learning and Development</p> <ul style="list-style-type: none">• Training and Development- Bottom of pyramid –Ground staff• Technical, Sales and functional skills• Process Improvement competency• Technology driven – video/ audio / text	Compliance, TCE, Cost

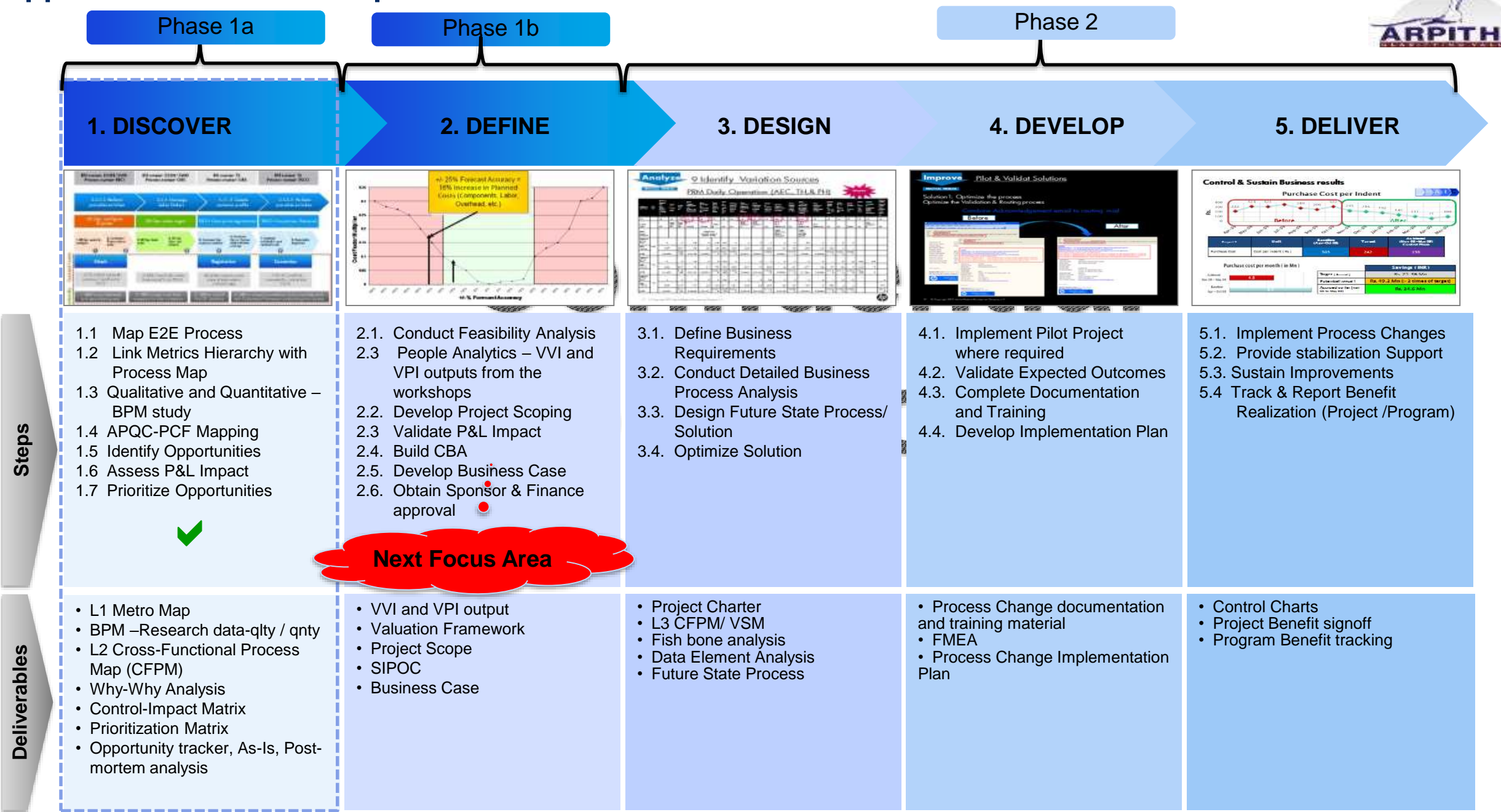
Top 5 Priorities- Execution plan

#	Priority List	Business Impact	Project Leader	Stakeholders and Functions
1	Customer Relationship Management: <ul style="list-style-type: none"> Customer data management- automation Trials, Negotiation and pricing Order qualification- technical and scope based- potential screening Tools and Technology – CRM, BI and other reporting 	Revenue, Cost, Cash-flow, Compliance, TCE		Marketing, Sales, Technical support, IT, Research, Management, Distributor, Client
2	Supply Chain Management <ul style="list-style-type: none"> Logistics- Planning, Inventory, scheduling, utilization & optimization including Procurement Strategy Supplier & Distributor Management- Sourcing, screening, SL Governance-automation Forecasting & estimation of materials, resources and logistics Machine Asset utilization, inventory management 	Cost, Cash-flow, Compliance and TCE		Supply Chain, Logistics, Procurement, QA, EHS, Maintenance, Ops, process improvement, Management
3	Manufacturing Line <ul style="list-style-type: none"> Packaging – Quality, Process Automation in size, quantity, color coding Reducing human intervention 	Cost, TCE, Compliance		Operations, Maintenance, IT, Process Improvement
4	Knowledge Management <ul style="list-style-type: none"> Documentation- Process, Procedure and operations Best practices and innovation councils Technology driven knowledge sharing platform Customer Collaterals – handouts / education / product info Research publication, White papers, PR, Thought leadership and benchmarking 	Compliance, TCE, Cost		IT, HR, MIS, Management, Research, Marketing, Sales, Technical support
5	Learning and Development <ul style="list-style-type: none"> Training and Development- Bottom of pyramid –Ground staff Technical, Sales and functional skills Process Improvement competency Technology driven – video/ audio / text 	Compliance, TCE, Cost		HR, L&D, Operations, Sales, Process improvements, IT, Research, Technical support

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1. Identify the Project Leader and his/her team members
2. Identify SPOC from each functions involved
3. Build project charter and cost benefit analysis-CBA

Approach for Process Implementation



Next Focus Area

- Review each opportunity, identify owners for taking actions
- Review the priorities identified, agree and finalize the sequence
- Review existing projects / initiatives that are in progress- other functional projects and build overlaps / collaboration / add-ins.
- Setup project teams for each priority and build clear project charter
- Get the Cost benefit analysis and P&L impact for each project
- Get sponsorship and approvals for the charter to be
- These 5 priorities would be supported for execution in phase 2.
- Align the priorities across the organization and drive the buzz to make each project successful.

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Q & A
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Annexures
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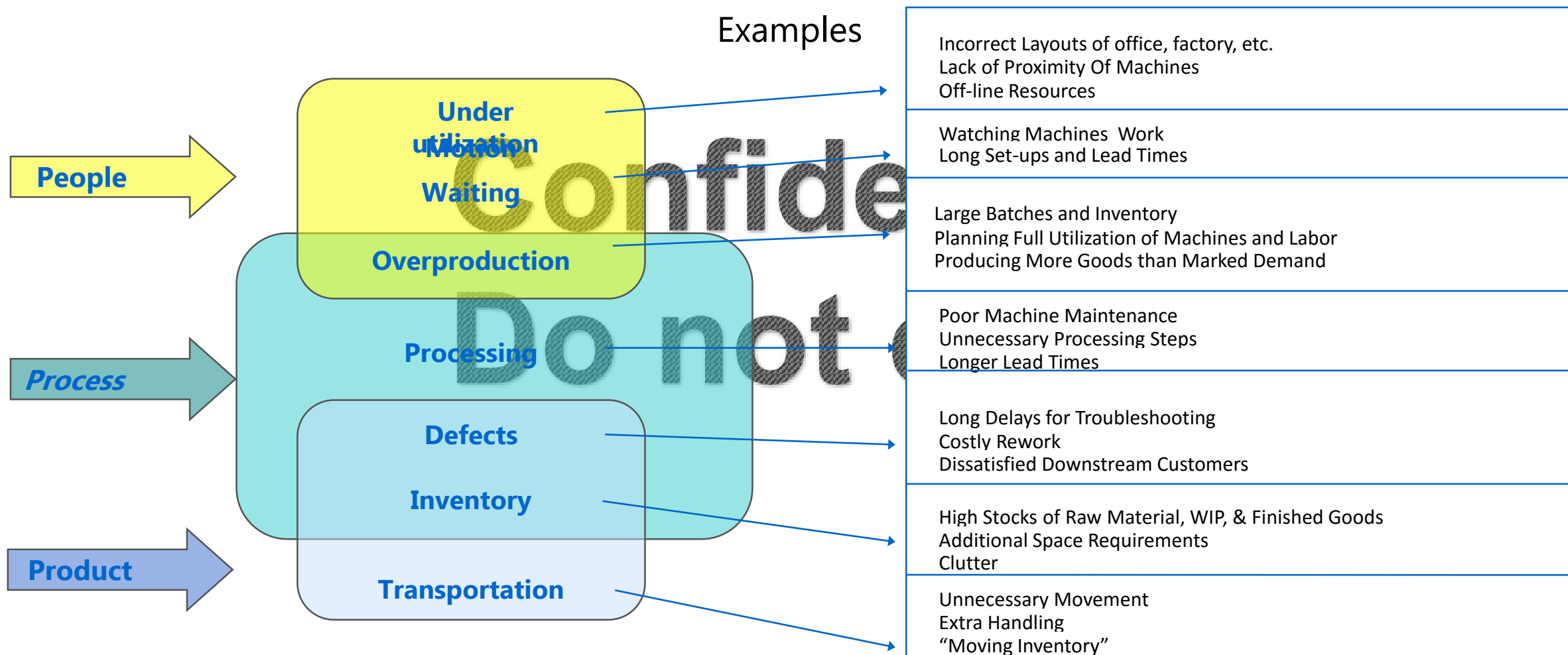
Sigma table for ref



Process Sigma Level Conversion Table		
Yield %	DPMO	Sigma Level
6.68000	933,200	0.000
8.45500	915,450	0.125
10.56000	894,400	0.250
13.03000	869,700	0.375
15.87000	841,300	0.500
19.08000	809,200	0.625
22.66000	773,400	0.750
26.59500	734,050	0.875
30.85000	691,500	1.000
35.43500	645,650	1.125
40.13000	598,700	1.250
45.02500	549,750	1.375
50.00000	500,000	1.500
54.97500	450,250	1.625
59.87000	401,300	1.750
64.56500	354,350	1.875
69.15000	308,500	2.000
73.40500	265,950	2.125
77.34000	226,600	2.250
80.92000	190,800	2.375
84.13000	158,700	2.500
86.97000	130,300	2.625
89.44000	105,600	2.750
91.54500	84,550	2.875
93.32000	66,800	3.000

Process Sigma Level Conversion Table		
Yield %	DPMO	Sigma Level
94.79000	52,100	3.125
95.99000	40,100	3.250
96.96000	30,400	3.375
97.73000	22,700	3.500
98.32000	16,800	3.625
98.78000	12,200	3.750
99.12000	8,800	3.875
99.38000	6,200	4.000
99.56500	4,350	4.125
99.70000	3,000	4.250
99.79500	2,050	4.375
99.87000	1,300	4.500
99.91000	900	4.625
99.94000	600	4.750
99.96000	400	4.875
99.97700	230	5.000
99.98200	180	5.125
99.98700	130	5.250
99.99200	80	5.375
99.99700	30	5.500
99.99767	23	5.625
99.99833	17	5.750
99.99900	10	5.875
99.99966	3	6.000

The Deadly Wastes



At the end, everything results in Cost!!