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*a case study by*

**TALENTONIC HR  
SOLUTIONS**

**MANPOWER  
PLANNING**

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**EFFICIENCY LED GROWTH**

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**PAVING THE WAY FOR FUTURE GROWTH BY  
FOCUSSING ON ORGANIZATION STRUCTURE AND  
MANPOWER DEPLOYMENT**

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talentonic

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# PROJECT OVERVIEW

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## OBJECTIVE

The client wanted to prepare themselves for the next stage of growth and ensure that the organization does not end up with a bloated employee base during a growth phase which is essential to their business reality.

They invited Talentonic to advice on organization structure and manpower requirement in the present and a scalable manpower model for growth

## OUR APPROACH

1. Interactions with the Leadership team to understand the current structure, roles, and processes and overall vision, goals of the department.
2. Role workshops for unique roles to gather workload data, i.e. time spent and transactional volumes handled. Identified key areas of overlap, non value, manual work and overlapping accountabilities.
3. Recommendations on streamlining of organization structure, to remove bottlenecks, and accountability overlaps thus removing non-value adding, overlapping activities to eliminate duplicity/redundancies.
4. Creation of a scalable manpower deployment model for operational roles to support future growth.
5. Structural changes in the regional and HO structure to support growth by investing on key growth areas like projects, SCM, FMCG etc.

# BUSINESS BENEFITS



Creation of a clear accountability driven structure in areas of retail Operations, SCM and Merchandising enabled 5X revenue growth and 3X store growth over a period of 6 years



Manpower planning models to ensure optimal staffing and high employee efficiency supporting company's vision of affordable growth

## WHAT WE LEARNT

1. While many organizations implement manpower efficiency exercises during times of de-growth to reduce cost, implementing efficiency during growth stage ensures higher EBITDA, faster break-even and ability to handle phases of flat/negative growth.
2. While operations/store structures are important for retail organisations, a strong corporate structure with support departments ensures ease of operations on ground and faster, sustainable growth.

