A CASE STUDY ON RIGHT SIZING TO IMPROVE ORGANISATIONAL EFFICIENCY
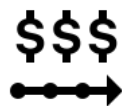
Supported a leading hotel in improving the employee efficiency through right sizing the structure and top level talent assessment.

talentonic

Talentonic HR Solutions Pvt Ltd
Suite No. 1007, 10th Floor, Park Centra,
Sector 30, Gurgaon – 122001
www.talentonic.com

Revenue	INR 200 - 250 Cr.
Employees	1000+
Industry	Hospitality

BUSINESS BENEFITS:

1

$$$

~ INR 5 Cr.

annualized savings via manpower & structure optimization

2

built a talent pool of multiskilled manpower

3

reduced ratio of manpower to number of rooms

CLIENT PROBLEM STATEMENT:

1. Reduce fixed cost and improve 'employee to beds ratio' by right sizing the organization structure

2. Access the leadership level (L-1) to recommend on action steps and development plan to create a robust leadership team

3. Design a career management policy (Banding & Grading) for the organization to help take succession planning, compensation decisions

OUR APPROACH:

1. **Right sizing the structure:** Obtained department overview of activities; Conducted unique role workshop and collected data; Performed role shadow analysis on activities consuming maximum time; Compiled and benchmarked a thorough workload analysis of the unique roles to identify opportunities for efficiencies and to eliminate duplicity/redundancies.

2. **Change management & Implementation:** Designed a change management process, unique to the client's requirements, for a smooth transition. Quick wins, staggered gains and long terms areas were identified and targets were set; Schemes required for transformation (like Voluntary Retirement Scheme, etc.) were defined; A "Change Implementation Group" (CIG), having representatives from each department, was formed and their buy-in for the cultural change initiative was achieved; CIG was made responsible to carry forward the recommendations, have a regular checks and communicate with senior management

3. **Career management:** Studied existing career management process/philosophy, promotion trends and career paths. Job evaluation methodology was used to define bands and grades and existing roles were mapped to these. Process for handling of deviation cases and future movement was defined.

KEY LEARNINGS:

1. In a hospitality industry, multiskilling of employees can help reduce employee headcount (especially in lean shifts)

2. Staffing as per sub departments (Laundry, runner, In room dining), and restaurant wise adds to inefficiencies and a increased manpower requirement.