


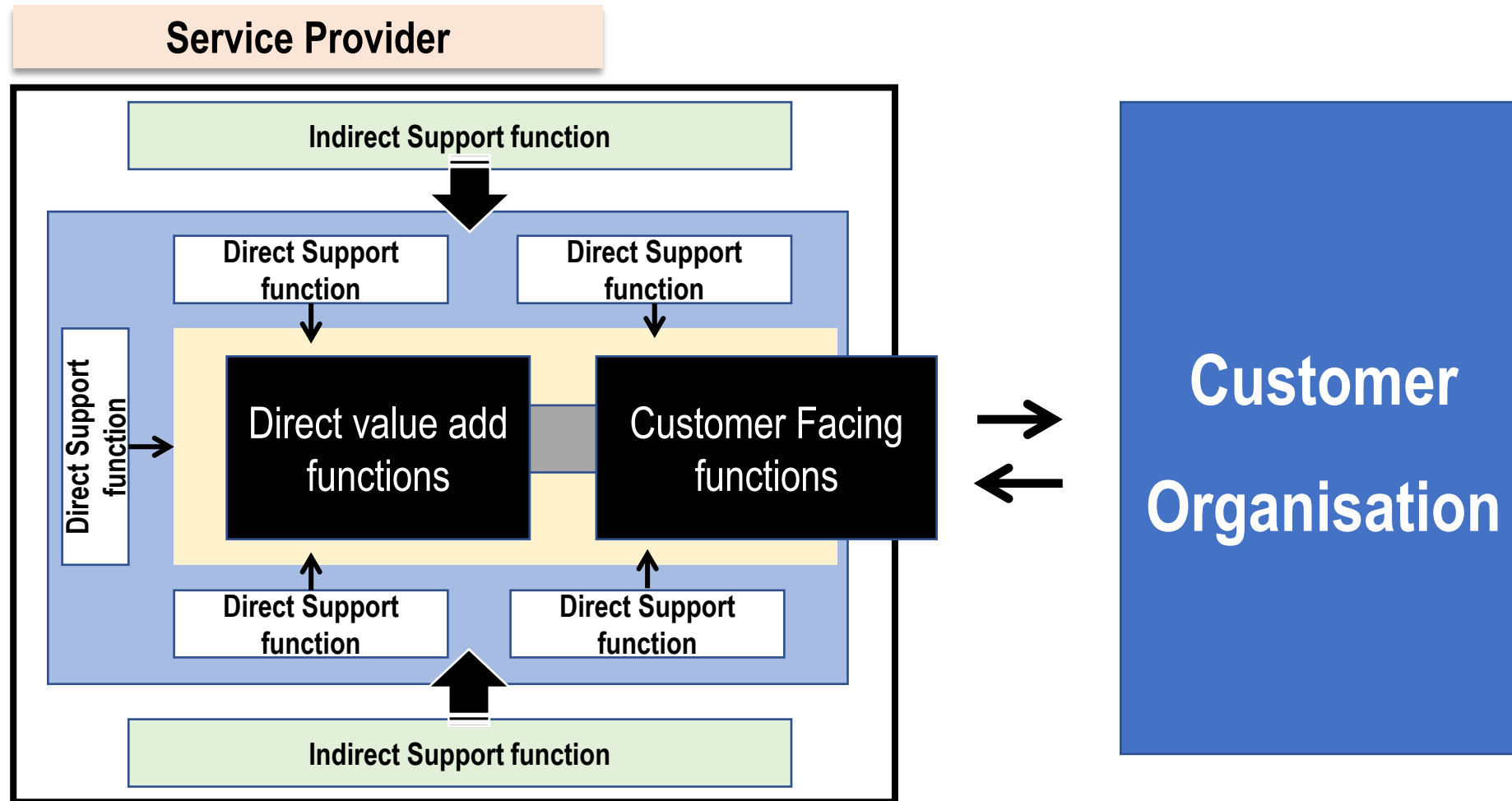


Sambuddha Management consulting (SbMC)

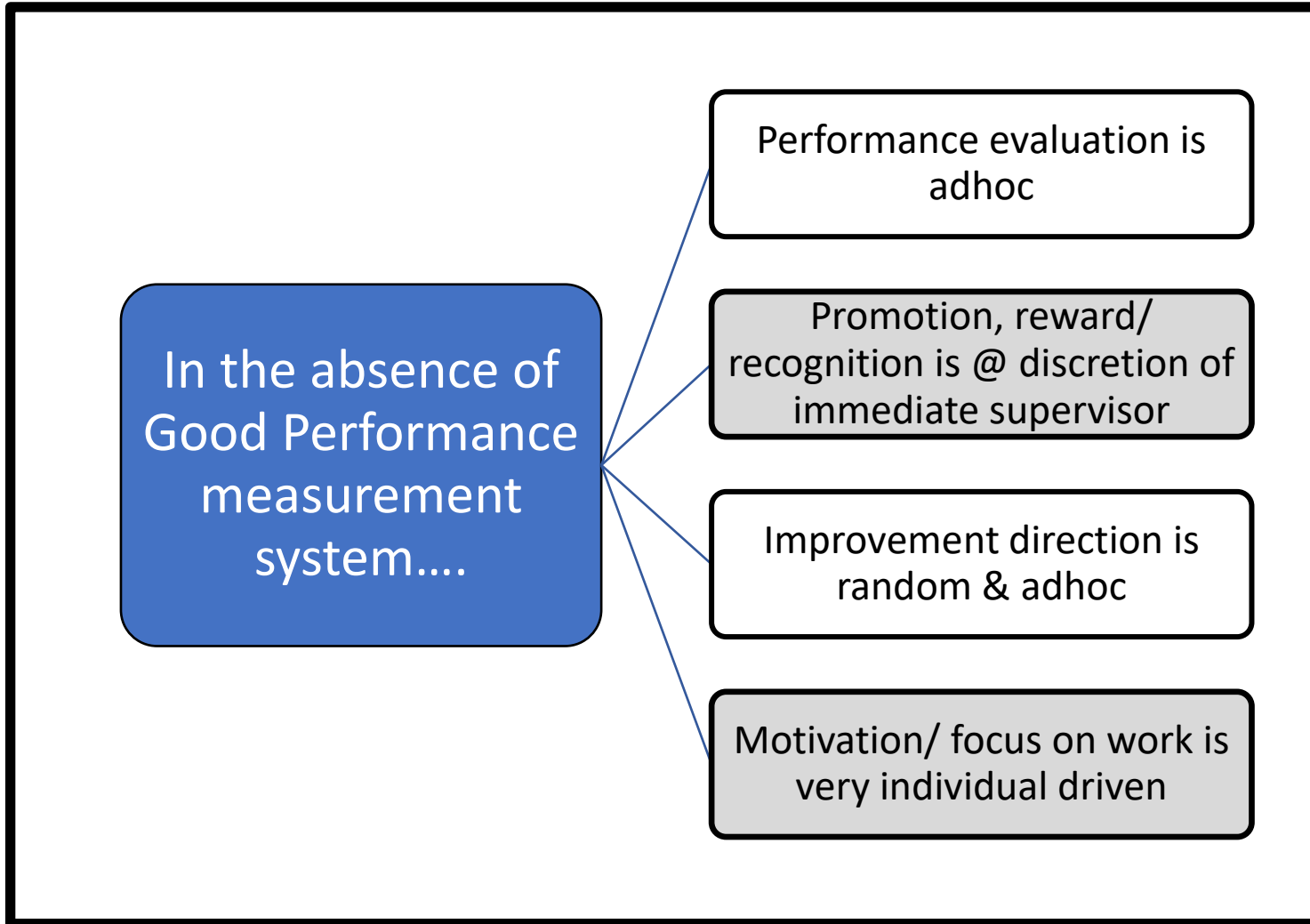
Performance Orientation for Support functions



**How to improve Performance &
bring Accountability of a Support
function???**



- **Direct Support functions** → Specific to business → Quality Assurance, SCM, HR, Payroll.....
- **Indirect Support functions** → Not related to Core business → Security, Travel Desk, Canteen Operations, Building maintenance.....

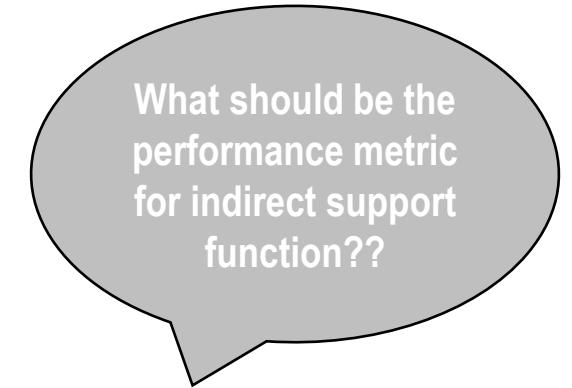


So, it is very critical to have a robust Performance management system for all the functions ----

- To bring in accountability
- To drive efficiency improvement
- To meet stake holder (internal customer) expectation

COMMON PERFORMANCE MEASUREMENT METRICS

Production function	<ul style="list-style-type: none">• Units produced/ hour/shift/day
Quality Assurance function	<ul style="list-style-type: none">• Customer complaints/Rejection levels/ time taken for resolution....
Sales function	<ul style="list-style-type: none">• Order Book
CFO/ Finance function	<ul style="list-style-type: none">• Financial Compliance/ Book keeping
Top management	<ul style="list-style-type: none">• Top line, Profitability, Cash flow....
Generic to all functions	<ul style="list-style-type: none">• Employee satisfaction, attrition level.....

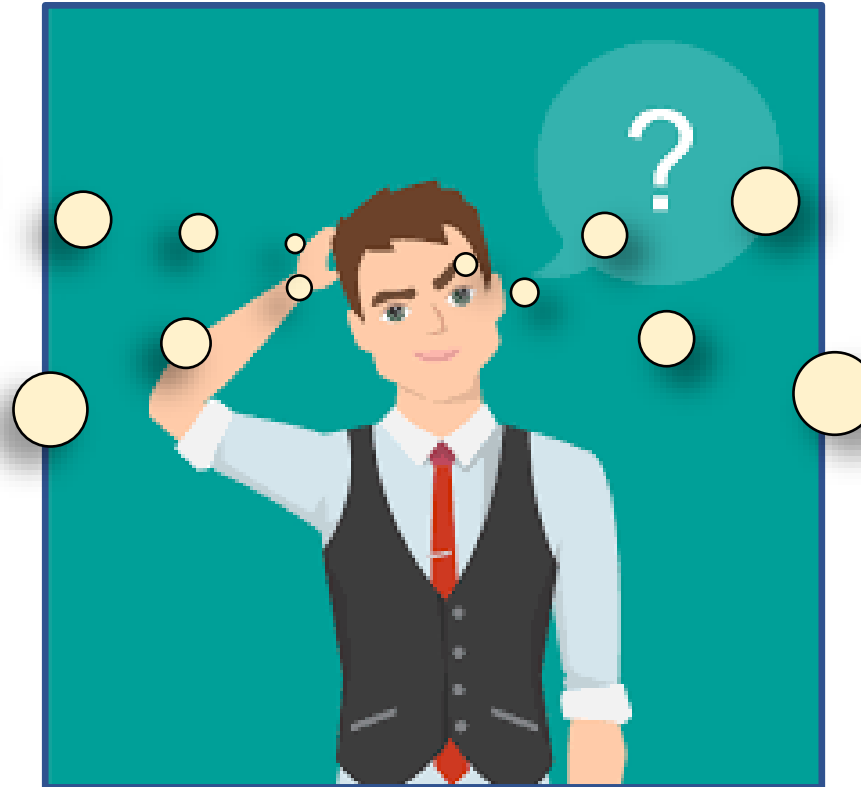


NOTE: The above list is only indicative in nature. It is not exhaustive

→ Business Case of Indirect Support functions

How to Promote/
incentivise Indirect
support functions
on scientific
basis???

How to measure
performance of
indirect support
functions???



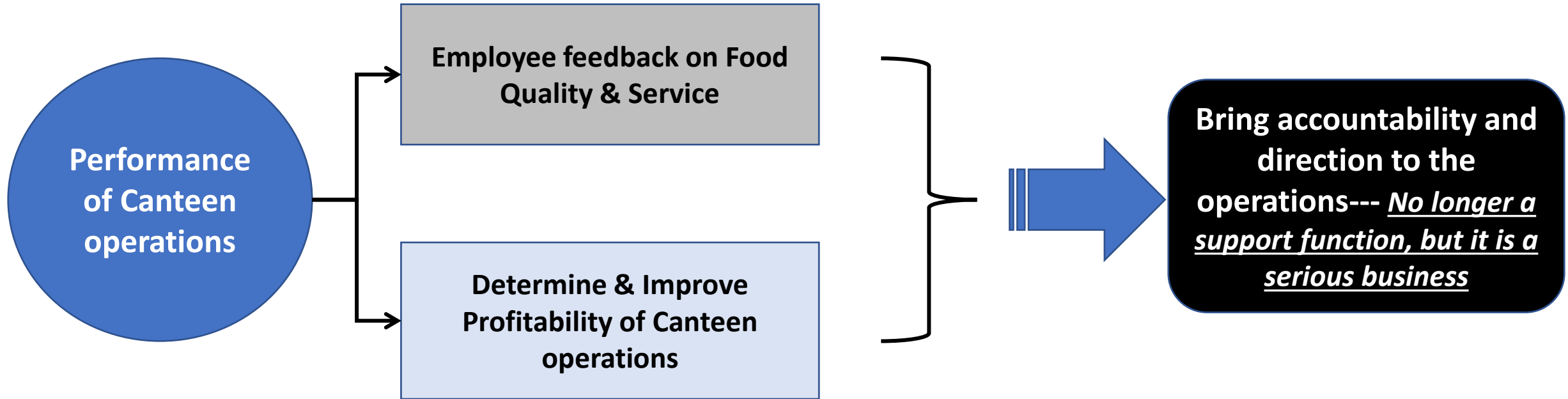
How to make
indirect support
functions
accountable???

How to transit from
vague subjective
feedback based
measurement →
Robust quantitative
measurement

**In the absence of sound PMS, indirect support function would
lose focus and motivation--→ Impacting core business eventually**

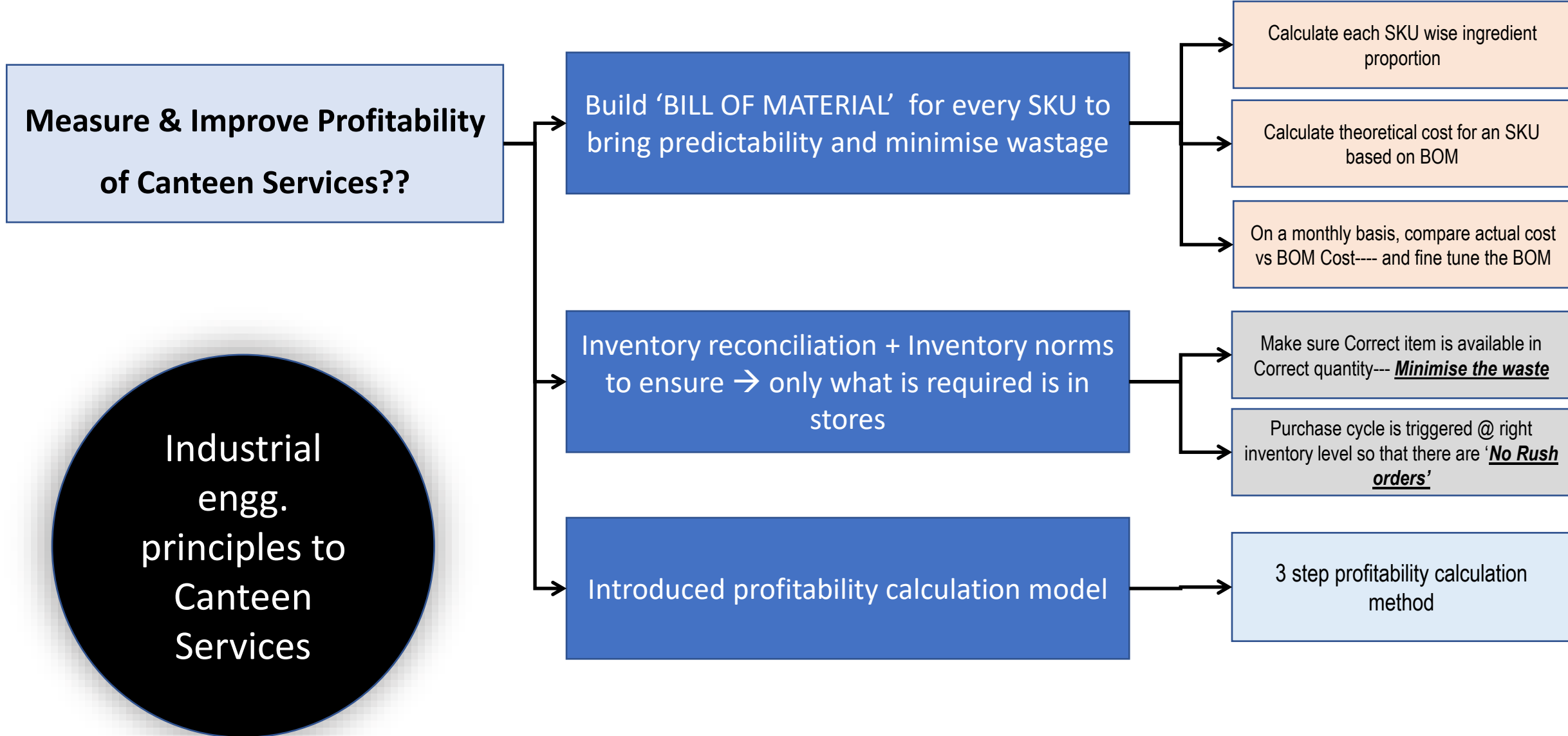
Case Study- Performance Metric for Canteen Operations team (Indirect Support Function)

PERFORMANCE METRIC FOR CANTEEN OPERATIONS



Employee feedback on Food Quality & Service

- 5 Point rating system introduced to capture feedback of the employees after every service (Breakfast, Lunch, Dinner....)
- The ratings were meticulously analysed and improvements were identified to improve quality of product and service



Measure & Improve Profitability
of Canteen Services??

Build 'BILL OF MATERIAL' for every SKU to
bring predictability and minimise wastage

Calculate each SKU wise ingredient
proportion

Calculate theoretical cost for an SKU
based on BOM

Details of BOM, Inventory reconciliation, Profitability calculation is 'NOT' discussed in this case Study.

Happy to share that separately.

But this case study is more to bring re alignment of Indirect Support functions

Engg
principles to
Canteen
Services

Introduced profitability calculation model

3 step profitability calculation
method--- Explained in next slides

PROFITABILITY CALCULATION

	Aug'19	Sep	Oct	Nov	Dec	Jan'20	Feb
Monthly Revenue	Confidential Data.... Cannot be shared						
Monthly Expense							
Gross Profit / Loss							
Profit/ Loss (%)	11.96%	19.51%	17.09%	14.73%	7.34%	14.52%	20.06%

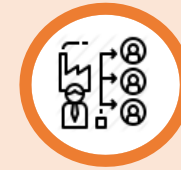
Effectively converted a Service function to P&L Centre....

RESULTS ACHIEVED

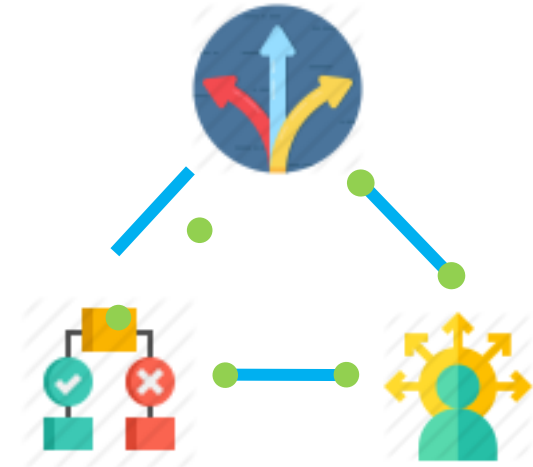
Objective way to control cost and improve financial accountability



Effective capturing of customer feedback →
Timely input for system correction



Promotion, Reward and Recognitions is transparent and not subjective--- Enhanced employee motivation



Motivated and focussed Support function to meet the requirements of all stake holders....

Adarsh.R



adarsh003@outlook.com



<https://in.linkedin.com/in/adarsh-r-aa752b1b>



+91 99000-52829



www.sambuddha.co.in

*Thank
you!*