



- ❖ Our customer is a fine chemical and formulation manufacturer as a contract manufacturer for leading Pharmaceutical Brands in India, South Asia and South East Asia
- ❖ The facility was started with modest investment, in 3 years time from inception grown to ₹ 30 Million in revenue
- ❖ Initial years the core manufacturing processes were carried out producing simple drugs and the founder was able to manage the activities with less skilled labourers
- ❖ As the business grew there was need for engaging engineering and science graduates and the organization structure was weird as educated and qualified personnel reporting to less educated though experienced

### The Challenge

- ❑ Informal set up during infancy stage of enterprise
- ❑ Unexpected rapid enterprise growth in short span
- ❑ Steep increase in personnel engaged in core manufacturing processes
- ❑ Mix of experienced but less literate loyal personnel with young educated talents
- ❑ Employee engagement through appropriate role for personnel in the organization and compensation that commensurate with educational qualifications and experience were missing
- ❑ Employee retention is critical for managing organization growth



Sagesse Abundance  
Strategy | IT | Learning

Established in 2009, our customer had an unplanned steep growth posting revenue of ₹ 30 Million operating in the industry of fine chemical and formulation manufacturing as contract manufacturer for leading pharmaceutical brands from India, South Asia and South East Asia

Initial operations of the enterprise manufacturing was managed with local skilled and unskilled labour, however the rapid growth coupled with controls in pharmaceutical industry demanded inducting educated and qualified personnel

### Customer Challenges

- Informal manufacturing set up during early stage of incorporation of enterprise
- Engaging skilled but less literate factory personnel during early stages of business
- Steep growth in short span and adding new factory personnel
- Being in Pharma industry, need for inducting qualified and educated personnel
- Enterprise did not have an organization structure and compensation model to cope with growth needs

### Project Objectives

- Review the current status of the enterprise
- Perform various analysis such as current personnel roles, responsibilities, education, experience and current compensation
- Recommend a
  - ✓ Suitable organization structure
  - ✓ Compensation structure
  - ✓ Banding of personnel levels
  - ✓ Develop policies around compensation and career progression

### Methodology Highlights

- Deployed Sagesse Abundance Strategy Consulting methodology with blend of –
  - ✓ Understanding industry standards
  - ✓ Regional talent availability and compensation status where factory was located
  - ✓ Ensuring current status is not much disturbed
  - ✓ Considering all applicable labour law

### Customer Benefits

- Formal organization structure with clear definition of roles and responsibilities
- Well defined HR Policies around
  - ✓ Compensation
  - ✓ Career Progression
- Compensation commensurate with education, experience, the local talent market dynamics and industry standards

