

CHR Global



Corporate Profile



Contents

- **About Us** (*Slide 3 to 12*)
- **OOB™ Search** (*Slide 13 to 21*)
- **B2P Consulting** (*Slide 22 to 30*)
- **Proprietary B2P Consulting Models and Approaches** (*Slide 31 to 40*)

About Us



Philosophy

amantaram aksharam na asti

There is no word that cannot be composed into a hymn

na asti mulam anaushadhim

There is no root that cannot be used as a medicine

ayogya purusha na asti

There is no person who is incompetent

yojaka tatra durlabha

But the converters are indeed rare

Rigveda



History

- **Consindia** was founded in 1980 by a team of eminent professionals
 - Vasant Rajadhyaksha, fmr Chairman Unilever India & Member, Planning Commission
 - Dr Ranjan Banerjee, fmr Vice Chairman Unilever India
 - Manuel Menezes, fmr Chairman Railways Board
 - Mantosh Sondhi, fmr Union Industry Secretary
 - Air Chief Marshall P C Lal
- In 1996, Tapash Sengupta acquired the brand and launched a new company, **Consindia HR Services**
- In 2006, Consindia HR Services was rechristened **CHR Global** to reflect its global capabilities and aspirations



Profile

- Integrated Human Capital Consulting Firm
- Expertise – 9,000 man months of consulting and 500,000 interviews
- USD 3.8 mi. Revenue FY 2007, split 70:30 between Recruitment & Consulting
- Three Service Lines
 1. OOB™ Search Consulting
 2. Business to People - B2P Consulting
 3. Selection
- Offices in Mumbai (2), Delhi, Kolkata and Bangalore
- 80 member team (22 consulting professionals)
- Client Diversity in terms of sector representation and ownership
- Proprietary B2P Models and OOB™ (Out of Box) Search Methodology



Advisory Board

- **Dr Ashok Ganguly**, Fmr Chairman, Unilever India and ICI, Non Executive Director, British Airways, Reserve Bank of India and Wipro
- **H Kushrokhan**, Fmr Managing Director, Glaxo Smith Kline India
- **S M Dutta**, Fmr Chairman, Unilever India, Non Executive Director, Philips, Chairman, Castrol and IIM Bangalore
- **Nabankar Gupta**, Fmr Group President Raymond
- **S K Mitra**, Fmr Director, A V Birla Financial Services Business



Executive Team

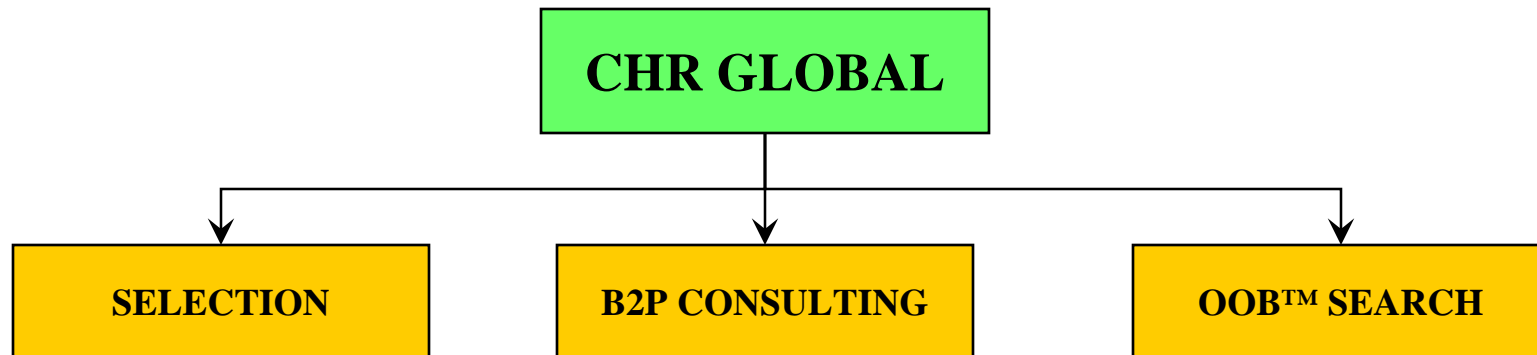
- **Tapash Sengupta**, Managing Director, Post Graduate Degrees in Management and Economics, 30 years experience, Introduced Executive Search in India
- **Amal K Das**, Dy. Managing Director, MBA, Experienced HR professional, 30 years experience, Held senior positions in Steel and Paint Industries
- **Tarun Grover**, Director, Search Practice, BE, MBA, 20 years experience including 12 year stint with ICI
- **Sandip Dutta**, Director, Consulting, BME, 30 years experience in managing manufacturing operations in HUL
- **Arindam Ghosh**, Vice President, Media & Entertainment, IIM (C), 27 years experience in print, electronic and advertising
- **Shankar Naskar**, Vice President, MBA (Eccles USA), MBA (GIM India), 14 years experience in management consulting and service industries
- **Subhas Das**, Vice President, BE – Electrical, PG – Energy Management, 13 years experience in Industry, 15 years in Recruitment & HR Consulting



Executives in Geographies

- **Amit Roy**, Vice President – East, BE (Mech), 36 years experience in operations and manufacturing
- **Shivinder Singh**, Vice President – South, MA (Econ), PG DP (IIFT); 25 years experience in international business and manufacturing including 13 years with the UB Group
- **Rakesh Gupta**, Vice President - North, BE (Mech), MBA (Marketing & Finance), 14 years of industry and 8 years of consulting experience

Lines of Business



Clients - Recruitment



Clients - Consulting



The Leprosy Mission International
for a world without leprosy

Business Standard



GHCL Limited



OOB™ Search



Out of Box Search Process

OOB™ Search Process



	UNDERSTANDING	MAPPING	PERSONAL ASSESSMENT	PANEL ASSESSMENT	REFERENCING	ENGAGING
Description	What are the value drivers, KRAs and Competencies? How can we brand this job opportunity?	What are the talent sourcing markets, companies and positions?	How did the candidate fare on behavioral and functional interviewing?	Who are the top two candidates for the position?	How is the candidate's performance and integrity rated?	How are we engaging, communicating and maintaining the relationship?
Input	Client business strategy, USP, employment offer, key differentiator, organization structure and job descriptions, industry research	Candidate universe, Talent Map, Dip Stick Survey and Desk Research Assessment Template	Behavioral assessment tools and techniques, Interview Templates and interviewer selection	Panel selection and Panel Scoring Template	Referee Identification and 360 Degree Reference Analysis Template	Engagement Template
Output	1. Job Description 2. Competency Profile 3. Candidate Pitch	Long List	Candidate Dossier including 3-D Report	1. Appointment Letter 2. MoU	Referee Reports	Joining Report
Timelines*	End of Week 1	End of Week 2-3	End of Week 5-6	End of Week 7-8	End of Week 10	As agreed

* Indicative and based on CHR Global's past experiences; client specific / dependent factors may affect the timeline



OOB™ Search Team Composition

CHR Global Team Member	Primary Roles
Engagement Manager*	Talent Mapping, Personal Interviews and MoU
B2P Consultant	Role Clarification and Competency Profiling
Practice Head	Overall Process Assurance and Quality Check
Research Associate	Candidate Coordination and Market Scanning
Experts (as and when required)	Functional Interviews
* Engagement Manager is the single point of contact for the Client	



Executive Search OOB™

Process Highlights

- ✓ **Talent Map** illustrating the intra-industry and cross-sector talent sources, demand supply dynamics and identifying levers for attracting top talent
- ✓ **Candidate Dossier** comprising profile, career progression, skills and competencies, assessment report, psychometric profiling and degree of cultural fitment
- ✓ **Reference Check Report** that seeks demonstration of personal ethical standards and validation of professional performances over time
- ✓ **Memorandum of Understanding** incorporating jointly agreed performance milestones and accountability parameters



OOB™ Search Process

Memorandum of Understanding MoU

Why	
Address potential dissatisfiers and build trust and stronger common understanding of business challenges and how best to address them and increase engagement and commitment from both sides to “making it happen”	
Process	
Pre-offer Client-Candidate deliberations moderated by CHR Global (preceded by Client Business Presentations and Candidate Agenda Presentation)	
Time	
One week	
Parameters	
Recasted Role and Responsibilities	Financial and Non Financial Objectives
Resource Allocation Timeline	Horizontal Input and Output Linkages
Performance Linked Pay Calculator	Empowerment and Decision Making Authority
Output	
<i>Memorandum of Understanding (Signed by Client and Candidate)</i>	



Sample OOB™ Assignments

Designation	Client
Chairman – Tax Practices	PriceWaterhouse Coopers
Country Manager	Lazard India
Managing Director	TELCON
Chief Financial Officer	IDEA Cellular
President	TATA Teleservices
Managing Director	Colwell & Salmon
Chief Financial Officer	TATA Teleservices
Group President Finance	Anil Dhirubhai Ambani Enterprises
Group Director: HR	TATA Industries
Global Strategic Sourcing Head	RELIANCE POWER
Chief Operating Officer	Tata Power



Current Positions

Global Emphasis

Designation	Client
CEO	Retail
Head – R&D	Tyre
CEO	BPO
Head – Manufacturing	Diversified
Head – Product Development	Diversified
CEO	Diversified
CEO	Retail Head
CEO	Telecom
Senior Investment Bankers	Financial Services
CEO	Consumer Durables
Top Team	Telecom

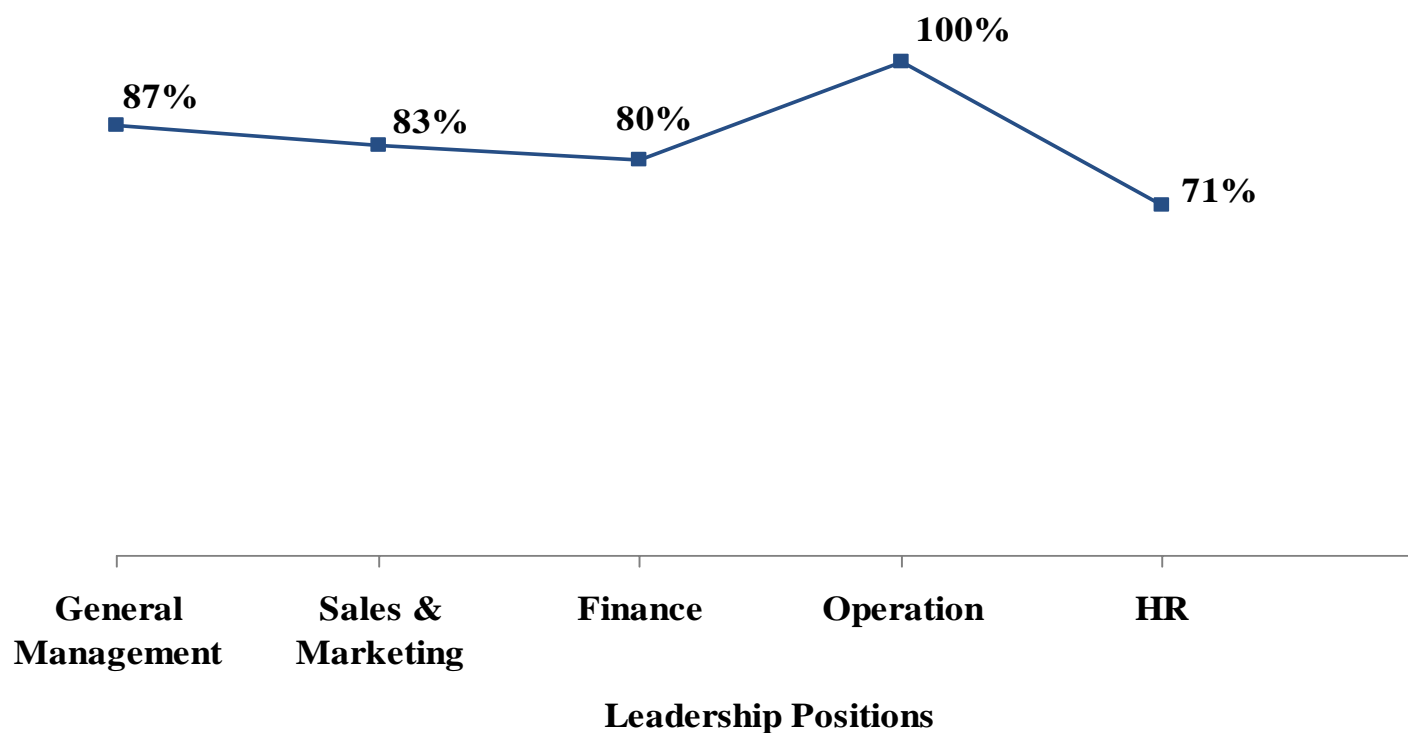


OOB™ Search Differentiators

Parameter	Performance / Drivers
OOB™ Process	Proprietary Out of Box Search Process
Eminence	Headed by the Pioneer of India's Executive Search Industry
Speed	12 day cycle (mandate to long list of candidates)
Assessment Experience	80,000+ senior management interviews
Past Successes	94% fill rate (assignments closed / assignments mandated)
Client Satisfaction	43% on-going assignments are from repeat clients
Quality	76% long list yield (selected candidates are from first long list)
Candidate Access	Mumbai, Delhi, Bangalore and Kolkata
Sector Width	Functionally organized for multi-sector search capability
Client Selection	Selective strategy offers a large candidate pool and helps speed
Team CHR	Diverse business and functional backgrounds



Candidates placed in 2003-05 who are delivering as per expectations



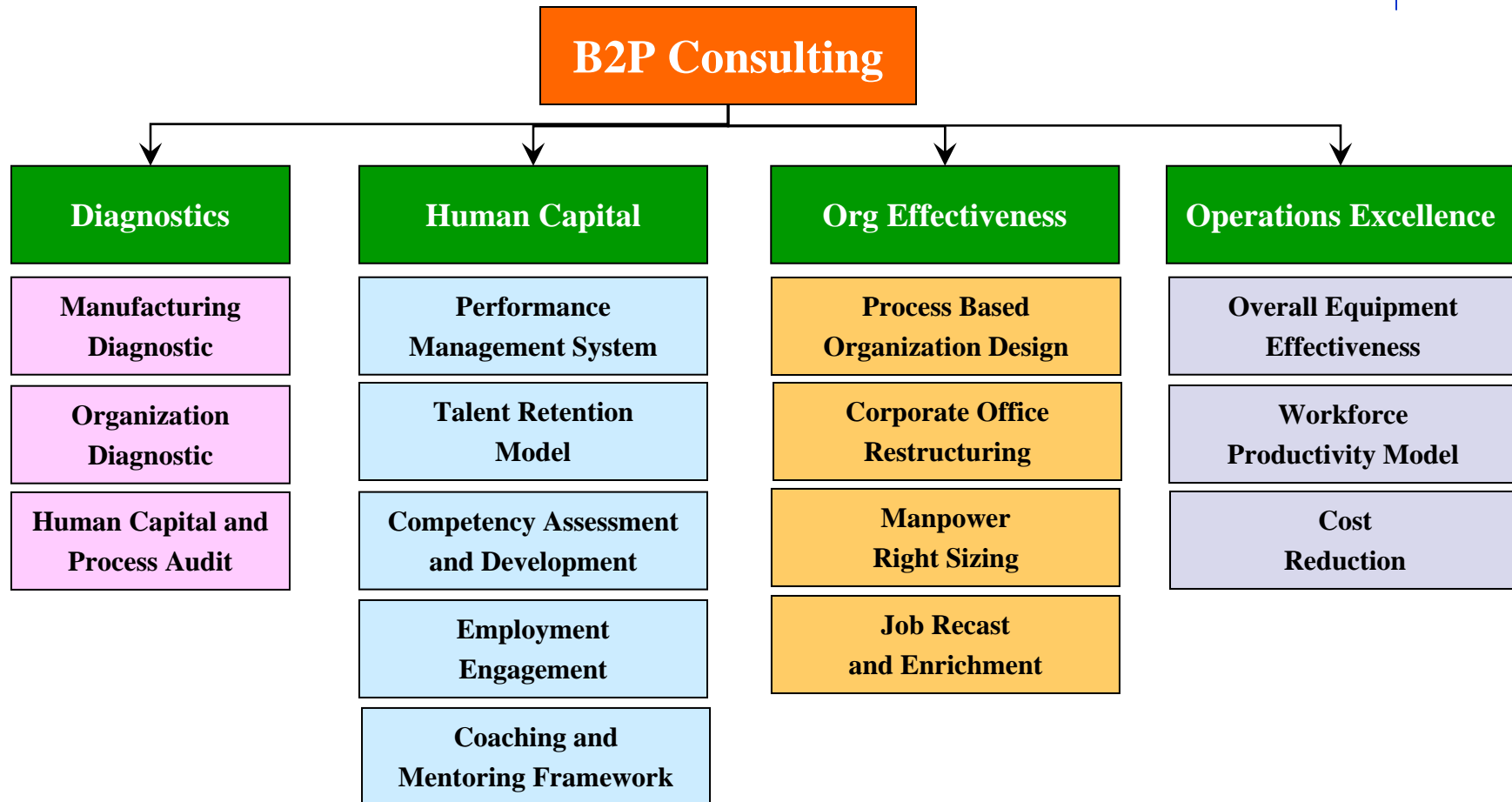
Each percentage represents the candidates (within the classification) in the period 2003-05 who are still retained by the same companies and delivering as per expectations

B2P Consulting



Business To People – Consulting with Impact

B2P Consulting

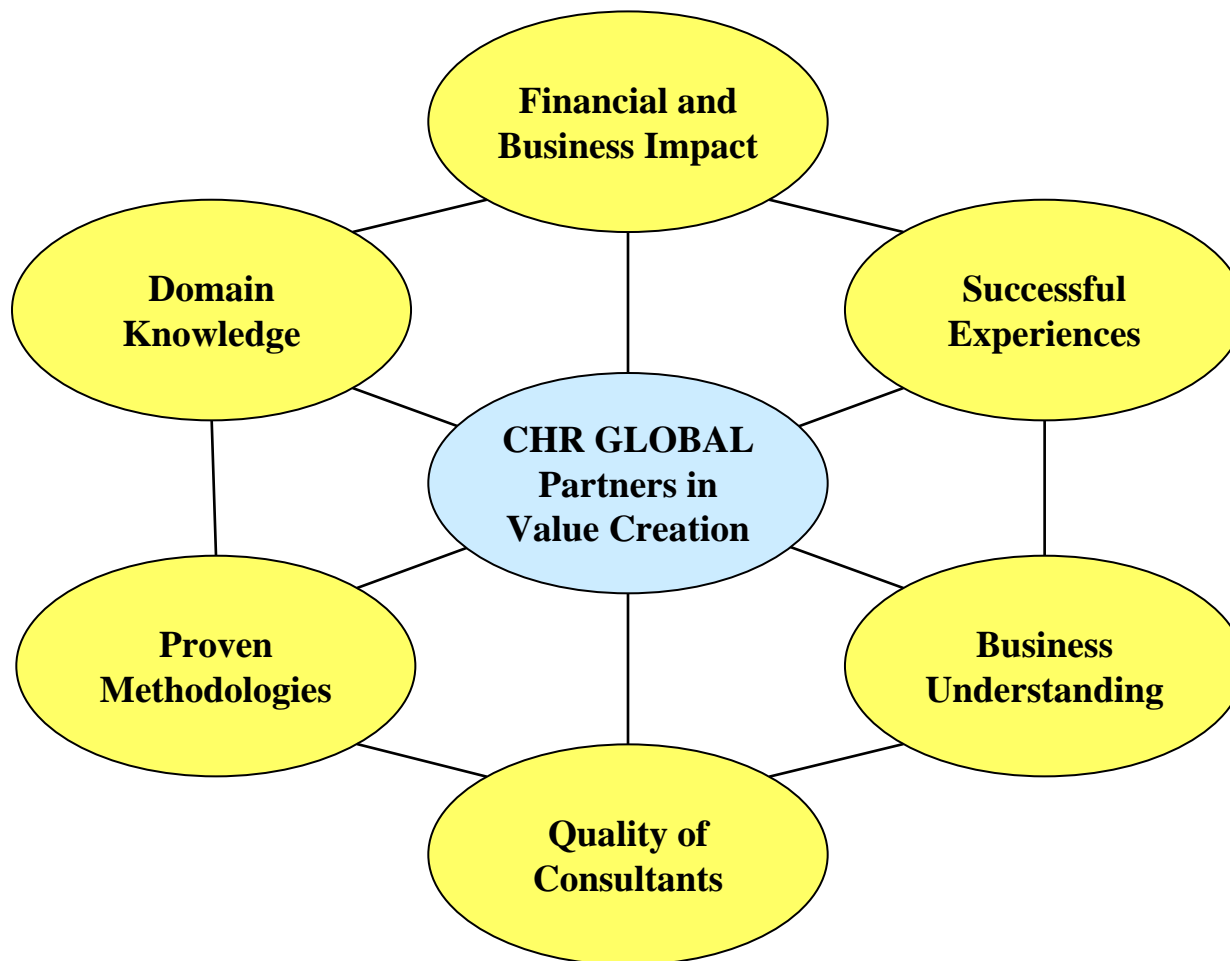


Consulting Differentiators

- **Proven expertise in consulting with financial and business impact**
 1. Relate to the business challenges and client situation
 2. Strengthen the strategy-operations linkage
 3. Manage the cultural dimension of change
 4. Execute consulting interventions flawlessly

- **Internal capabilities**
 1. Top team of consultants with diverse business and functional backgrounds
 2. Proprietary consulting methodologies and tool kits
 3. Consulting philosophy biased towards simplicity and convenience
 4. CHR specific standard toolkits, yet that lead to customized solutions

Why CHR?



Consulting Assignments – Pg 1 of 5



Client	Scope and Terms of Reference
PUNJAB GOVERNMENT	Business process management for developing single window capability for the district collectorate and industries department
PEERLESS GENERAL	Manpower reduction, service center rationalization, customer expectation quantification and process benchmarks for 4800 employees
GLAXO SMITHKLINE	Employee engagement surveys and preferred employer branding strategies
VARDHAMAN SPINNING	Performance management system including variable pay plans for top business units after assessing the maturity and capability of the internal processes
GALAXY SURFACTANTS	Identification of customer centric and value processes, competency models and assessment center process, and formulating three year HR strategy

Consulting Assignments – Pg 2 of 5



Client	Scope and Terms of Reference
TIMES INTERNET	Customized, self assessable web based performance management software
GUJARAT HEAVY CHEMICALS	Performance management system for the top 50 managers, post organization right sizing
WELSPUN	Human capital solution for 100 employees at corporate office (organization restructuring, job recast, performance scorecards, target setting & variable pay)
TIMEX	Strategic alignment, key result area formulation, strategic initiative and target setting and competency development path for 40 top managers
RIVERBANK HOLDING PRIVATE LIMITED	Three Year HR Strategy and Capability Building Programs

Consulting Assignments – Pg 3 of 5



Client	Scope and Terms of Reference
TIMES OF INDIA	Manpower assessment for editorial team and process based organization work flow and process design
RELAXO SHOES	Strategic Initiative Mapping-Job Recast-Scorecards-Increment and Variable Pay Linkages
ZICOM SECURITIES	Performance Management System and Job Recast
CROMPTON GREAVES	Corporate Office Restructuring with Centers of Excellence
TIPS INDUSTRIES	Job Evaluation and Enrichment

Consulting Assignments – Pg 4 of 5



Client	Scope and Terms of Reference
HDFC	Integrated one page performance scorecard and management system for 1300 employees
TRIDENT GROUP	Supply chain process optimization, organization restructuring and workforce productivity initiatives
JK TYRES	Process based organization design, manpower rationalization, multi-skilled workforce development at 4 plants
INDRAPRASTHA APOLLO	Design of innovative patient care centers to reduce time and improve convenience and quality of the discharge process wrt customer satisfaction
BUSINESS STANDARD	Key result area formulation, strategic initiatives, ideal incumbent profile, competencies and migratory path for 140 employees over 3 years

Consulting Assignments – Pg 5 of 5



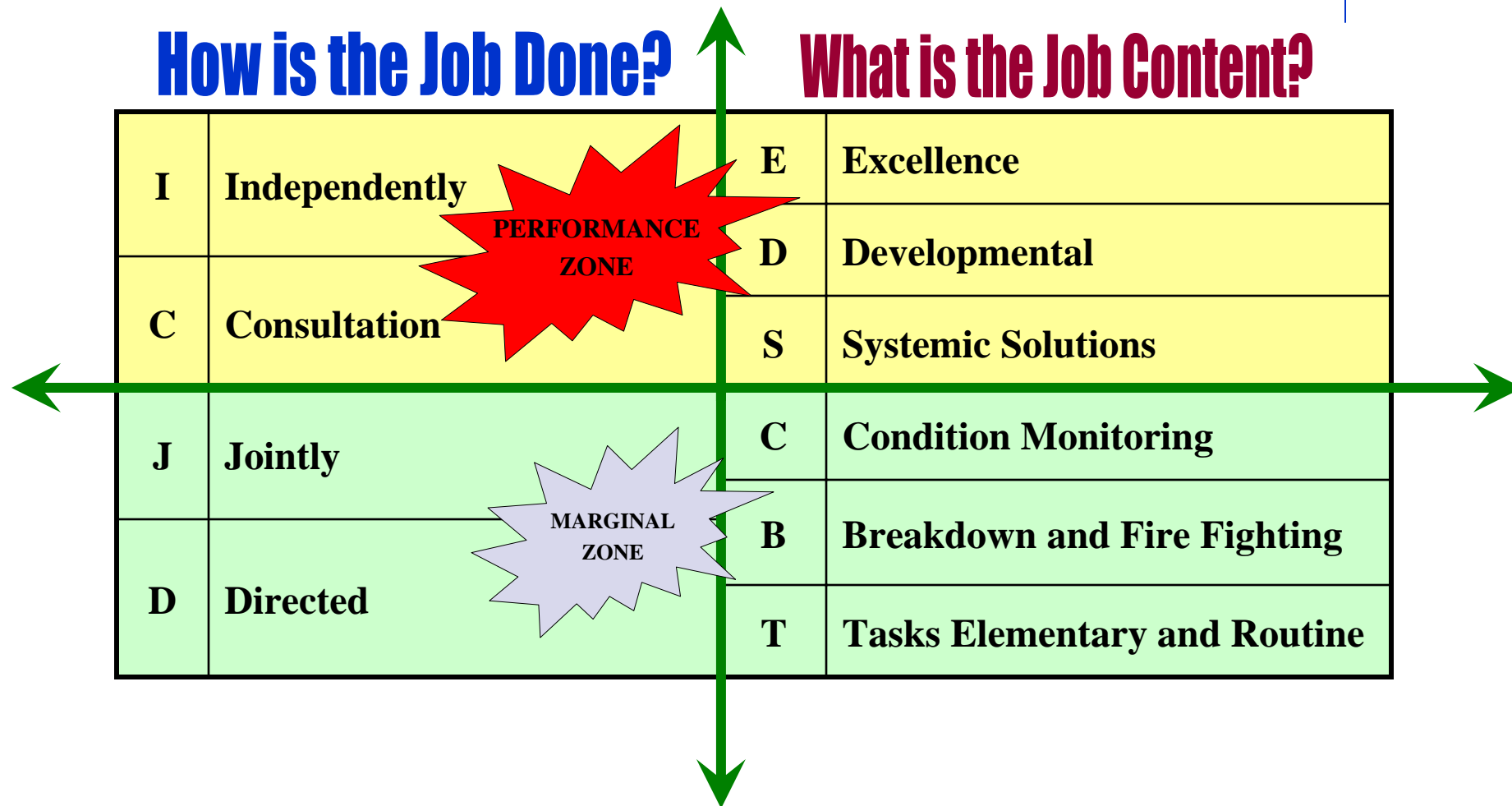
Client	Scope and Terms of Reference
BALRAMPUR CHINI	Process based redesign and reduction of managerial manpower by 30% across all functions excluding sales and marketing
GREAVES	Sales force process optimization and effectiveness measures, incentive schemes, definition of customer satisfaction measures and initiatives
MUKAND	Strategic value map, job alignment and performance management system for the entire managerial cadre of the plant
FACOR STEEL	Strategic cost reduction (machine and manpower), improvement OTIF and OEE parameters
JK CEMENT	Value chain analysis, supply chain strategy and business growth strategy to maximize revenues, cost rationalization and bottom line impact

Proprietary B2P Consulting Models and Approaches



Job Recast

What are your managers doing today?



Three Layered Organization Structure

KDA Structure



Krishna as the Strategist



Dronacharya as the Coach

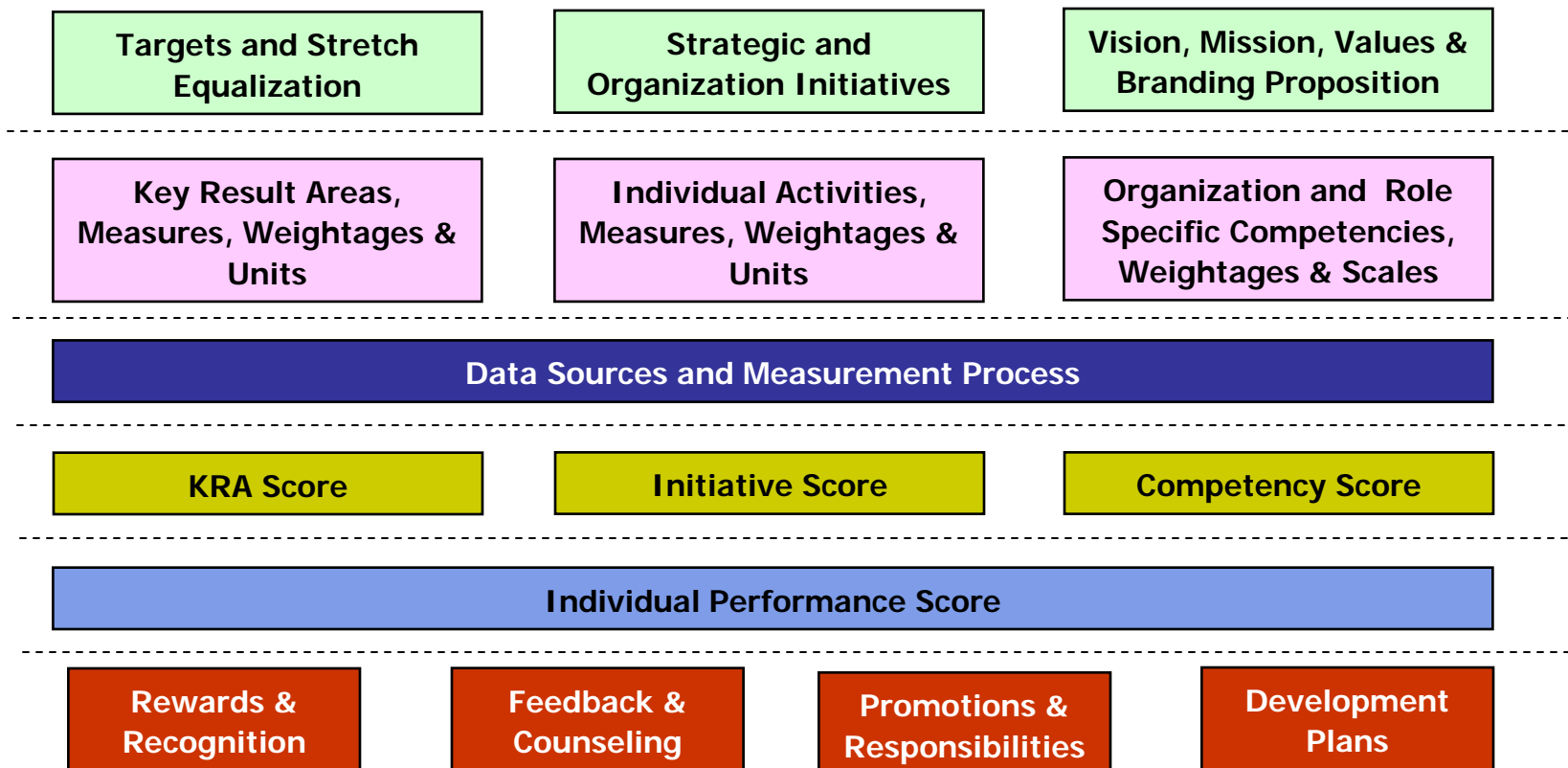


Arjuna in Execution



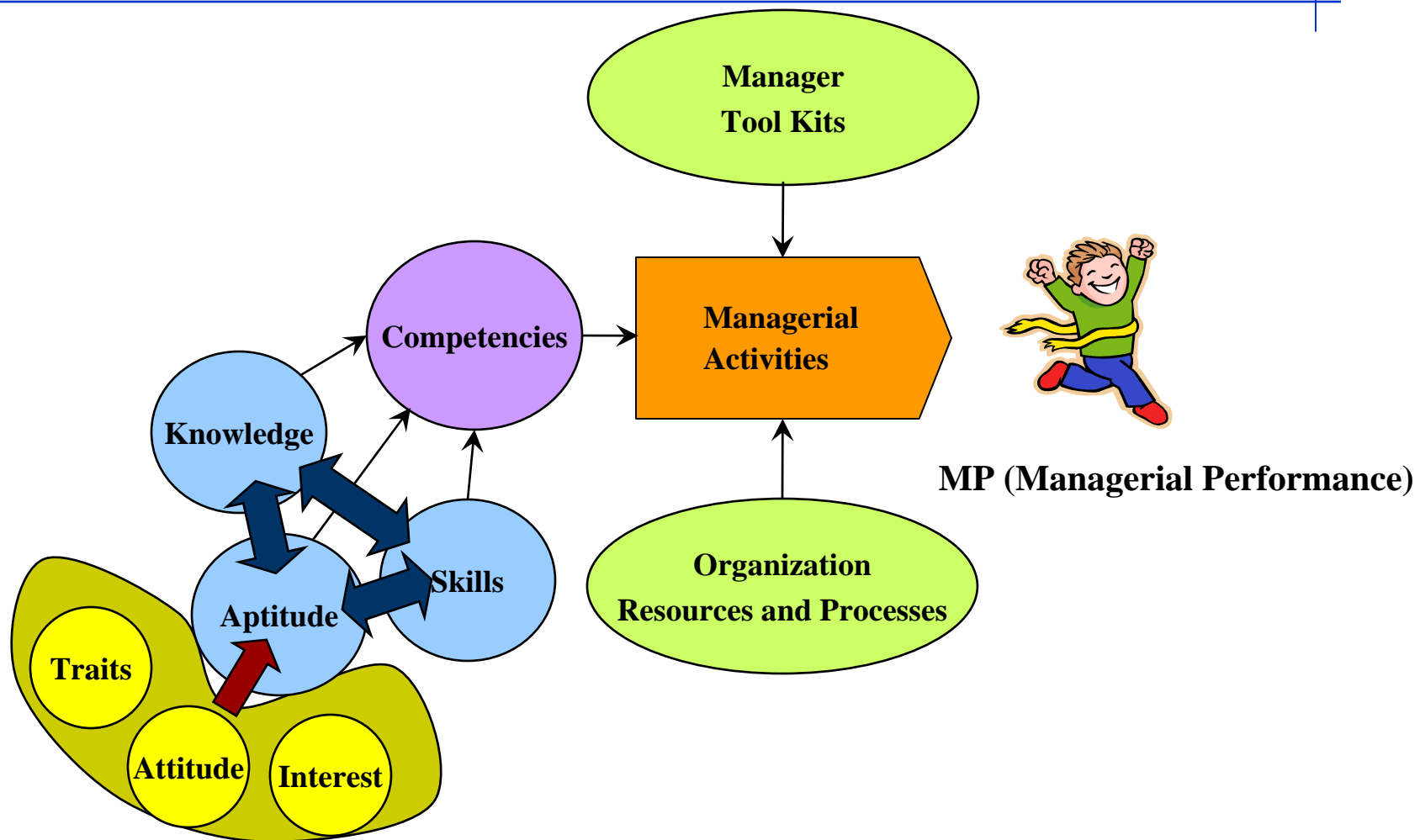
Performance Management System

S³ Self Scoring for Success Matrix Process



Competency Assessment

Knowledge-Skill-Attitude-Interest-Trait KSAIT Model



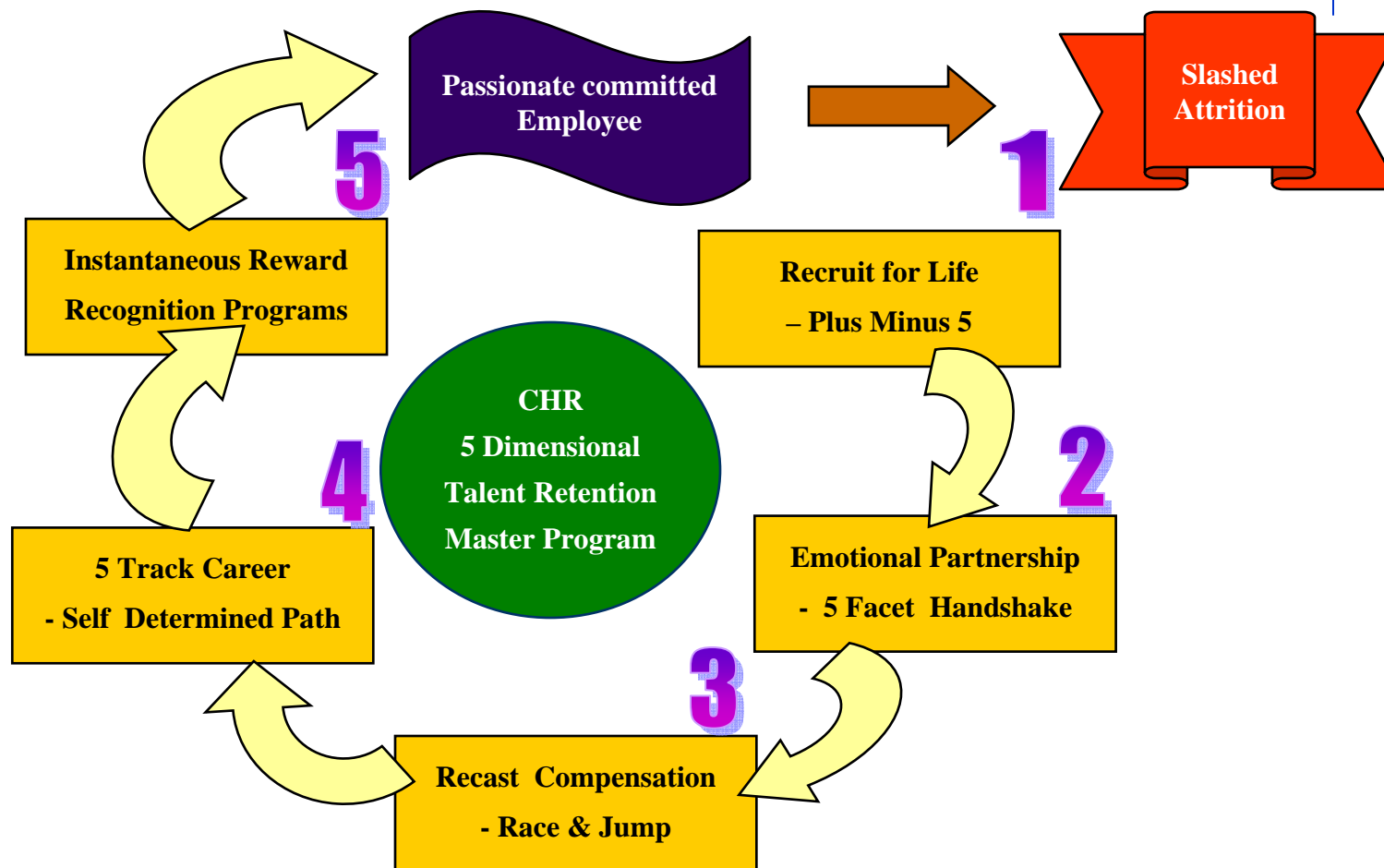
Competency Profiling

9 Block Grid – Performance Potential

Potential	Diamond in the Rough? <ul style="list-style-type: none"> ▪ Loose cannon ▪ Problem Child 	Future All Round Star	Consistent Star <ul style="list-style-type: none"> ▪ Fully Developed ▪ Excellent in role ▪ Needs more Responsibility
	Future Utility Player	Utility Player <ul style="list-style-type: none"> ▪ Solid Citizen ▪ Adequate in role 	Utility Pro <ul style="list-style-type: none"> ▪ Fully Competent in role ▪ Still Developing ▪ Nearly ready for more responsibility
	Take Action Now <ul style="list-style-type: none"> ▪ Not developing ▪ Not competent ▪ No Potential ▪ In wrong Job ▪ Move out 	Future Pro <ul style="list-style-type: none"> ▪ Still developing ▪ Not yet exceptional in role ▪ Has potential to improve ▪ Monitor development 	Technical Pro <ul style="list-style-type: none"> ▪ Fully competent in role ▪ Reached their potential
	Performance		

Talent Retention

5 DTRMP Model



Workforce Productivity

7 Star Model



Star Levels	Star Team Definitions
*****	Industrial Engineering + 5 S + Quality + Maintenance + Self Directed Team + Multi-Skilling 4 Level + 5 Zeroes Achievement + 10 Implemented Suggestions per Team Member per year
*****	Industrial Engineering + 5 S + Quality + Maintenance + Self Directed Team + Multi-Skilling 4 Level + 3 Zeroes Achievement + 10 Implemented Suggestions per Team Member per year
*****	Industrial Engineering + 5 S + Quality + Maintenance + Self Directed Team + Multi-Skilling 3 Level + 1 Zero Achievement + 5 Implemented Suggestions per Team Member per year
****	Industrial Engineering + 5 S + Quality + Maintenance + Self Directed Team + Multi-Skilling 3 Level
***	Industrial Engineering + 5 S + Quality + Maintenance
**	Industrial Engineering + 5 S + Quality
*	Industrial Engineering Norms

Process Based Organization

4^e Process Model

Acronym	Terminology	What does it do?	Reference Site
BPR	Business Process Reengineering	We look at process from the customer's viewpoint and eliminate all non-value added activities	Apollo Hospital
BPM	Business Process Management	We modify the processes and align them to the multiple expectations of the customer	Punjab Government
BPA	Business Process Automation	We leverage the existing IT solutions and build on its capabilities to improve the processes	Amrit Banaspati
PBO	Process Based Organization	We transition and convert the organization from a functional structure to a process based structure	Polyplex Industries

CHR Tool Kit

Process based Measurements, Simultaneous Demand, Self-Directed Teams
 – Front Line Empowerment, Multi Skilling, Multi Tasking, $P = c (K + S)^A$,
 Club and Combine, Automate, Zero Delay Feedback , Leadership

OEE and Cost Reduction

Machine Performance plus Non Value Add Elimination

1. MACHINE

- Througput Increase
- Changeover Time
- Debottlenecking
- OEE (Availability, Quality and Productivity)

2. MATERIAL

- Waste
- Rejection
- Recycling
- Substitution
- Global Sourcing

3. ENERGY

- Waste (Generation, Distribution, Transmission and Consumption)
- Alternate Energy Sources

4. ENVIRONMENT

- Noise
- Light
- Dust
- Hazards

5. TOLERANCES

- Product, Process and Inputs

Thank You

