



CLIENT STORY | STRATEGY, IMPLEMENTATION AND CHANGE MANAGEMENT AT A LEADING IT TRAINING COMPANY AND ITS 125 FRANCHISEE CENTRES

Region :
INDIA

Consulting Services :
GROWTH STRATEGY, ORGANISATION TRANSFORMATION,
IMPLEMENTATION

CLIENT SITUATION

- The client is a leader in the Hardware and Networking training industry in India
- The company currently imparts training to students through a network of 125 centres
- It has very ambitious plans of expanding its existing business and diversifying into other profitable businesses
- The company realises that a complete transformation in the approach to doing business is required to achieve these aspirations

OUR APPROACH

- The Balanced Scorecard was selected as the strategy management tool and was implemented by Avalon at the Corporate and all Franchisees to monitor progress, address areas of concern and employee anxiety
- We formulated the strategy, designed and implemented the BSC for the client and its franchise partners
- We defined the Vision, Mission and Core Values over the short, medium and long term through a visioning workshop
- An expansion strategy for existing operations in India was formulated and a detailed five year business plan including sensitivities to alternative scenarios was modelled
- Strategy for expanding existing operations in India
- Diversification plan for entering other businesses and geographies
- Avalon designed a Balanced Score Card for the corporate, franchisees and cascaded scorecards for the incumbents
- The Organization structure was aligned to the BSC to pinpoint responsibility to deliver on key objectives
- We revised business processes and Job Descriptions to reflect these changes
- A review mechanism to monitor progress at periodic intervals on all Strategic Objectives and monitor performance of all functions against designated Objectives was developed
- We also defined the guidelines for Performance Management, schemes, Delegation of Authority, standardization of designations, grade hierarchy
- Avalon designed the communication plans to assuage anxieties, and overcome resistance to the change

OUR RECOMMENDATION/ IMPACT

- The exercise provided the company with a well-drafted strategy, clear accountability amongst managers for achievement of organisational goals and a culture of 'Performance Measurement' within the Company