



Organisation Development Pte Ltd

*Business Renewal through Learning*

**WHAT WE DELIVER AND HOW WE DELIVER SUSTAINED RESULTS**

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### **About ODPL**

Businesses are started to perform- deliver results the promoters, investors, customers, suppliers, employees and financiers want and expect. In generating profitable growth the company has to be ethical and comply with the laws of the country and increasingly of the global market place and preserve if not renew the environment.

It is important that firms must sustain profitable growth even as the market functions randomly. To achieve these, firms need to combine effective governance and direction setting with efficient execution and management.

**ODPL helps firms perform and to deliver and exceed expectations by:**

1. Enhancing performance on a sustained and competitive basis.

2. Improving productivity of resources like capital, cash, assets, knowledge & People.
3. Creating management depth by building people and talent available.
4. Defining and measuring the cause and effect between objectives and execution.
5. Combining management or strategic quality with process or operational excellence.
6. Improving performance at the board, enterprise, team and individual level by identifying and measuring the key parameters essential for success.

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### **THE ODPL STORY BOARD:**

*We have helped companies improve business performance. On an average we have provided a 10-30% improvement. We specialize in designing AND implementing measurement systems that the senior management can track online and detect the slight changes that can have a large impact on the business. We have BOTH- a proprietary consulting model and a software that sits on most ERP/databases to provide senior management with a 'dashboard'- a series of KEY measures that measure the business health and which can be considered an advance warning system.*

*In India we have worked with automotive systems & component manufacturers, tyre & tube makers, piston & rings suppliers, auto & industrial chain makers & cold, warm & hot forging specialists, foundries, garmenting, ports, logistics, special economic zones, refineries, FMCG, telecom, software, technology and a host of other non engineering, software and services firms.*

*ODPL prides itself on the on-hands experience of its founder and associates. The promoter and vision owner has close to 40 years of hands on experience at the Board, Senior Management, General Management, Operational Management and Engineering Management in diverse verticals such as contract assembly, plastics, tool and die, auto components and systems, textile machinery, cutting tools, workholding systems and precision machine tools.*

*He has helped start seven green field ventures, turn around seven and helped negotiate and ink close to a dozen joint ventures.*

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## **THE ODPL METHODOLOGY**

The process we use is modular and based on providing a convincing argument for the value for money in consulting, advisory & implementation. On average it has given firms a 15-30% improvement in bottom line.

1. We start with an audit of the financial and HR performance and set benchmarks based on an industry analysis.

2. If you like our work

a. We run a strategic thinking workshop for the senior team of 18-20 managers and directors.

This four-day workshop will be customized, based on what we observe as strengths and weaknesses in the audit. The objective is two-fold- get the individuals thinking and think as a team.

3. If the workshop delivers to expectations, and it has invariably done so, one of two possibilities emerge;

a. Have a follow up workshop to consolidate the work and the gains into a single document.

b. Run a three-day strategic Marketing workshop which sensitizes the entire management team to the market forces and customer expectations. This is useful if you have service and customer satisfaction challenges. If not this workshop is not required.

4. Develop a measurement system around the balanced scorecard to ensure that the STRATEGIC objectives the directors set are achieved. This takes 6-9 months depending on how much of learning you wish the senior team to have.

5. The costs would vary depending on your choice.

6. The system would require to implement a software which the promoter

owns, to help you see online the performance of the various divisions and departments.

7. We have a number of follow up interventions- redefining the entire business process, developing scorecards for the individual managers.

8. We have extensive HR interventions and help firms redesign the org chart to stay relevant to changing market conditions.



### **WHY AND HOW ODPL IS DIFFERENT:**

ODPL works at multiple levels in the firm to develop AND implement a concept.

ODPL makes value adding and support functions work for the firm by measuring all elements that contribute to success. Developing these metrics is key to performance as what gets measured gets done.

The unique features of the ODPL approach are:

1. Direction, strategy, risk, management productivity, enterprise performance and people productivity is integrated seamlessly- both in the consulting and software aspects. The advisory is specific to the circumstances and situation.
2. The focus during strategy development is on improving the firm's ability to **COMPETE** in the chosen market, for which resources must be deployed **PRODUCTIVELY**; if done right profitable growth is a consequence and not the primary driver of a business. **ONLY A COMPETITIVE BUSINESS CAN SUSTAIN GROWTH**
3. To achieve this, strategy has to be developed on an objective, replicable basis to define the main priorities or **KEY RESULT AREAS** (KRA's). A typical strategy would have 4- 5 KRA's and around 10-12 supporting result areas.
4. These objectives must be aligned- tested for cause and effect to establish the board and CXO level accountability. These have to be **'MAPPED'**- a one page cause and effect diagram of the ENTIRE strategy.
5. Each objective must have a MEASURABLE linkage or a **KEY PERFORMANCE INDICATOR** (KPI) attached to every KRA and element.- **WHAT GETS MEASURED GETS DONE; WHAT DOES NOT GET MEASURED DOES NOT GET DONE.**
6. The deployment has **RISKS** inherent to the process; these risks need to be defined, assessed, rated, measured and mitigated. The risk or **heat map** is derived from the strategy map around the KRA's using the KPI's.
7. Once defined, risk **mitigation** is in the operations- sustainability of revenue, management of costs and productive sweating of assets. These are the key **WORK FLOWS** firms need to work on and are derived directly from the strategic objectives. These are high level actions to translate a wish list into reality centering on the primary elements that make a firm competitive- revenue, costs, productivity.
8. The work flows need to be operationalised- ownership assigned, reporting and review defined. **OPERATIONAL GOVERNANCE** ensures that every aspect of the activity that delivers on the KPI's is drilled through to the operating layer to facilitate communication and hence decision making.
9. Execution requires **LEADERSHIP** and leadership is about people with the right value systems and competencies being in charge. The requirements of the **emerging needs** have to be identified, defined and people with the needed potential nurtured. Leadership is **scored** against the competencies, capability and attitudes required to translate the KRA's into reality.

This holistic approach is built, tested and improved over ten years into a seamlessly integrated model and comprises the practice areas for ODPL today.



### **ODPL PRACTICE AREAS:**

ODPL has advised boards and management teams of a variety of firms, in numerous verticals, specifically on:

1. *Strategy Development and Deployment: Strategic Marketing helps the firm, through a unique Value Migration analysis, understand market segmentation, product positioning, target markets and customer life time values. It is designed for the average employee to internalize these concepts and aid implementation. ODPL believes that every employee is a marketer for the firm.*
2. *Risk Analysis and Mitigation: Risk Management incorporates the strategic, market, customer, operational, financial, statutory and legal aspects. The firm gets a risk dashboard which identifies the risk factors and weights them backed by a Risk Register which defines the residual risk. ODPL assesses risk holistically and not purely in financial terms.*
3. *Board Performance Dashboards: Board & Corporate Performance Governance covers Strategic Thinking, Risk Management, Board Performance Dashboards, Board Processes and Family Governance. This involves setting up governance dashboards and risk registers and in reality is three practices rolled into one. The focus is more on Board & Director Performance and less on compliance.*
4. *Enterprise Performance Dashboards: This covers the area of translating strategy for execution and sets up a host of dashboards around strategic objectives (KRA's) and incorporates the ideas of good governance, the balanced score card, six sigma, OLAP ( On Line Analysis of Performance) and DSS ( Decision Support Systems).*
5. *Operational Governance and Work Flows: This involves redesign of work flows to achieve strategic rather than operational objectives. It identifies the key initiatives and actions individual employees need to take today for a successful today and tomorrow. It sets out meeting schedules, agendas, content, ownership and action plans & time tables.*
6. *People Development: Individual managers need to build specific leadership and managerial skills around the emerging needs of the business. Executive Coaching using structured and accredited methods to develop directors and CXO's is a valuable tool with ODPL and sister firms.*
7. *Leadership Development: Personal Scorecards are derived by combining the objective side of the KRA's with the subjective leadership needs to deliver on these on a sustained basis around the leadership, positional and job competencies required to develop a desired culture and sustain an eco system centered on delivering stakeholder value. The focus is on developing the individual and self at the board, CXO, managerial and supervisory level.*
8. *Brand Management: Handled through brand scorecards which will link the board, enterprise and operational dashboards to develop and leverage a brands potential. ODPL sees a brand as a mix of Promise and Delivery- promise is identified through the value analysis and performance by the enterprise, risk and personal scorecards.*
9. *Technology & Software: A roll out of the governance, value analysis, enterprise, risk, personal, brand dashboards, document traceability systems and leadership assessment*



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*tools. These can be both a sale with annuity model or a service model.*

*The areas described are all inter-related and hence ODPL can come in where the need is felt MOST by the firm and then work outwards or inwards, as required, to develop a full and complete solution.*

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## **ODPL SOLUTIONS & INTERVENTIONS:**

**STRATEGY DEVELOPMENT:** Strategy helps the firm understand market trends, anticipate and plan for changes in customer expectations and prepare the firm internally to develop current competence, acquire new capabilities and phase out obsolete systems and practices.

Strategy helps the firm identify:

- the geographic territory in which to compete
- emerging important markets
- focus areas
- skills, plant, machinery and service levels required to compete

The journey begins with understanding the external environment and ends when specific measurable result areas- Key Result Areas or KRA's are identified. The work of course begins after the identification of the outcomes or KRA's.

ODPL makes strategy development a systematic, replicable process- a framework that can be examined as and when market, customers, technology and expectations change. It cannot be a hit and miss promise.

ODPL uses a set of 8 tools called **SEX-TANT®** to equip firms to analyse the market, identify the trends in customer requirements and relate it to the internal competencies that should be leveraged or developed to remain competitive.

**STRATEGIC MARKETING:** Markets determine how sustainable the business can be. A firm must offer products and services the markets values; otherwise there is no sustainability.

We have developed the model to set out a competitive index of the firm vis-a-vis its competition. A powerful framework which defines in specific the areas needing streamlining to improve the firms ability to compete and hence its capability to deliver sustained value. We focus a lot on productivity of tangible and intangible assets to drive the change needed.

Strategic Marketing helps identify the opportunities available, emerging and likely to develop.

ODPL's framework **SMART®** helps the marketing, sales, operations, finance, HR & SCM understand the need for proper market segmentation, product positioning and the benefits of targeted selling.

ODPL makes every one in the firm a marketer.

ODPL's approach involves a system to identify how customer expectations will change over three to five years. This 'value migration' is essential to develop products, invest in market development, develop customers and improve the processes to improve service quality. It helps stay in touch with the future!



**RISK MANAGEMENT & MITIGATION:**

Every opportunity comes with a risk; a KRA can be set only after the associated risks are identified, analyzed, measured and its impact assessed.

ODPL has tools for a high level risk assessment and indexation and a detailed model for defining, analyzing, measuring and mitigating risks into RISK REGISTERS.

For assessing the HIGH LEVEL risks ODPL has a simple and effective toolkit (copyrighted) approach to analyzing discontinuities in a firms management of its operations, capital, cash and productivity.

Data in the public domain is sufficient and hence ODPL can help boards assess risk without violating regulatory restrictions. The approach has had some correctness in predicting potential delinquency a long while before the firm gets into difficulties; the same model works successfully in assessing the benefits of a merger or acquisition.

It is a rough and ready predicator of incipient fault lines in the business. The uniqueness is that it detects tremors a good two to three years ahead of the real danger surfacing.

The features of our comprehensive RISK REGISTER are:

1. It identifies and integrates most sources of risk into the management of risk. Risk to ODPL is a combination of understanding expectations of stake holders or the risk appetite, and performance against announced or set objectives. It is outcome or results driven and hence starts at a high level within the firm. (Most models are output or activity driven)
2. It is devised top down and implemented bottom up.
3. The system recognizes that all risk is indexed financially, driven by a

combination of external and internal factors, controllable and uncontrollable aspects and events that combine strategic, operational, financial, business processes, HR and external factors

4. It is adaptable and designed around the organisational reality; it is not a rigid system and encourages adaptation as the market and internal realities change with time and events.
5. It provides a thorough Enterprise Performance Management system as a built in benefit.
6. It can be deployed in value adding, functional and support areas. This enables a complete assessment and management of the risks and avoids a piece meal approach.
7. It is modular. We can define as large a picture or as tiny a detail as desired by the user.
8. Implementation leverages the IT infrastructure and hence can be on line.
9. It is backed by extensive analytics that give the risk manager the leveraging tools.
10. It tackles risk at its source and prevents the cancer from spreading.
11. It is backed by an integrated IT tool that is both sensitive and powerful, having numerous, multi level on line analysis tools, communication, reporting and reviewing mechanisms.
12. Our approach helps bring the entire firm working around commonly accepted risk factors and mitigating mechanisms.
13. It gives people the information and guides the decision making with a set of simulation tools built into the software.
14. It can be deployed in three phases:
  - a. Risk Dashboard- a comprehensive set of risk management metrics driven by the 'heat map'.
  - b. Static Risk Register- a set of metrics derived from the risk dashboard, that rates risk as explained but with data provided in snap shots.



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*a risk register that rates dynamically- the scores change as the performance against targets/budgets/benchmarks set in the risk dashboard change.*

- c. Dynamic Risk Register where the residual risk is assessed as the key performance metrics change.*

*We back this up with a high security high speed web based software that sits on top of the firms' ERP or Business Intelligence system and tracks risk dynamically.*

*ODPL has a derived practice where it advises independent directors ahead of a board meeting with a three page analysis of the risks based on the last 5 quarters performance and suggests specific queries to be posed.*



**ENTERPRISE PERFORMANCE:**

Achieving strategic objectives require execution. KRA's are successful when the Key Performance Indicator (KPI) associated with a KRA is achieved. A KPI without a KRA is a body without a head!

The core of enterprise performance is to recognize that KRA's are linked; all the associated or linked KPI's must happen at the required time and level for a KRA to be successful.

Enterprise-wide performance begins by identifying the linkages between financial performance required to deliver the expected or desired KRA, align the money element from the source of money- customers; through the identification and definition of the needs related to product, process, service level and knowledge support.

Delivery to customer expectations happens deep inside the firm- in its internal processes; these must stay relevant and capable of delivering value to stakeholders- customers, suppliers, employees, society, environment, and hence to the people who provide money- shareholders, financiers and banks.

Internal processes have to change dynamically with time and the needs for improved product, process, service and knowledge.

This requires that the human capital, systems and processes be developed continuously to meet the newer and more demanding needs of the businesses processes.

Each of the four areas- finance, customers, internal processes and human capital have between 3-7 KRA's and each KRA has to drive one or more KRA all the way to deliver enterprise wide performance.

ODPL builds the entire process into a one page 'map' which captures all the

KRA's, establishes the cause and effect relationship between the various KRA's and lays the foundation for identifying the key metrics or performance measures that will determine and tell how well the enterprise is performing.

The actual metrics have owners and hence the cause and effect map becomes an 'accountability map' as well.

The philosophical underpinnings to our approach to enterprise performance, and one, that has worked equally well in developed economies and developing economies like India, China, Indonesia, Malaysia and for that matter in Governments ( Brunei and Kazakhstan) is that all aspects must be aligned, linked and integrated.

The key aspects requiring integration are:

1. Business and Market Strategy
2. Risk Management and Mitigation
3. Enterprise Performance
4. Work Flows for sustained delivery of business performance
5. Leadership Development
6. A performing board of directors.

In practice the ODPL framework for enterprise performance requires that:

1. All performance be measured and this has a billiard ball effect on the business..
2. Performance MUST manifest as a number- money, time or a pure ratio/number- these numbers are an effect and are a proxy for the achievement of objectives.
3. All financial numbers are a consequence- the root cause is in the way capital is organized, cash deployed, assets are productively exploited, markets and customers developed and operations managed.



4. *What gets measured gets done; what does not get measured does not get done.*
5. *The performance focus at the board level ought to be more on outcomes- key result areas(KRA's)- and less on the key performance indicators (KPI's) which is the realm of the CEO.*
6. *The KRA's must be aligned for coherence and measured for cogency to create lasting and renewable value.*
7. *Strategy must devolve into an actionable KRA.*
8. *A KRA must be measurable- either through an objective measure or a subjective index ( not a report)*
9. *Every KRA must have a unique owner.*
10. *The performance of the KRA's must be reviewed periodically*
11. *The KPI must show improvement over a time period and must be 'drilled' down' to the lowest transaction level in the firm from where the high level KPI is derived.*
12. *The organizational processes and work must be designed around the KRA's that the establishment has to deliver and ALL the systems must be aligned and all key processes linked.*
13. *People lead; and people must be empowered AND enabled to lead. Systems empower; competencies enable.*

*Our framework aligns these factors using a set of tools- STING® which makes it very replicable. STING® is a full function web based software that can be linked to SAP or similar ERP systems, data warehouses and business intelligence warehouse to track all the KRA's, KPI's, communicate across the firm, aid review & analysis and track the results of performance against the main strategic objectives*



**LEADERSHIP DEVELOPMENT:** We have developed the concept, practice and software to define, assess and measure:

1. Leadership Competencies in the management and executive teams consistent with the culture the vision envisages and the style the mission requires.
2. Position specific behavioural competencies to define the key behaviours needed in a position (not in a person) to help deliver on key accountabilities and manage the interaction with customers- both internal and external.
3. Job specific competencies from a performance perspective (and not a descriptive definition), assessable and developable.

**TECHNOLOGY SOLUTIONS & SOFTWARE:**

To top it we have elegant, high security, high speed, web based software that can track the performance of the firm, online, against specific metrics to define KEY RESULT AREAS, track and review action plans and feedback. When installed in its full glory it makes SOX a sub set of day to day activity and can save the complex and costly adaptation of an audit process currently in vogue- it provides an online view to the CXO's and directors of the material issues that impact the business. To facilitate analysis we have a simulation package which can predict, either crudely or well depending on the predictive algorithm used, where the firm will end up at the finish of the period in consideration.

The benefits of this approach is firms we work with identify talent early based on a set of additional profiling tests which we help administer in conjunction with the performance of the individual against the three key frameworks detailed above.

This then helps define the gap between the competency profile the firm needs and what it has presently. It also identifies the training and development areas and when redone measures the effectiveness of the training done.

It has helped identify high potential employees and develop them systematically.

The software- **STRAP-L®** is for a 360 survey with mathematical corrections for the interviewer bias and rate skews.

We start with a detailed assessment of the HR skill set through a rigorous high level audit to assess the readiness of the firm to define, manage and sustain change



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