BUSINESS SOLUTIONS
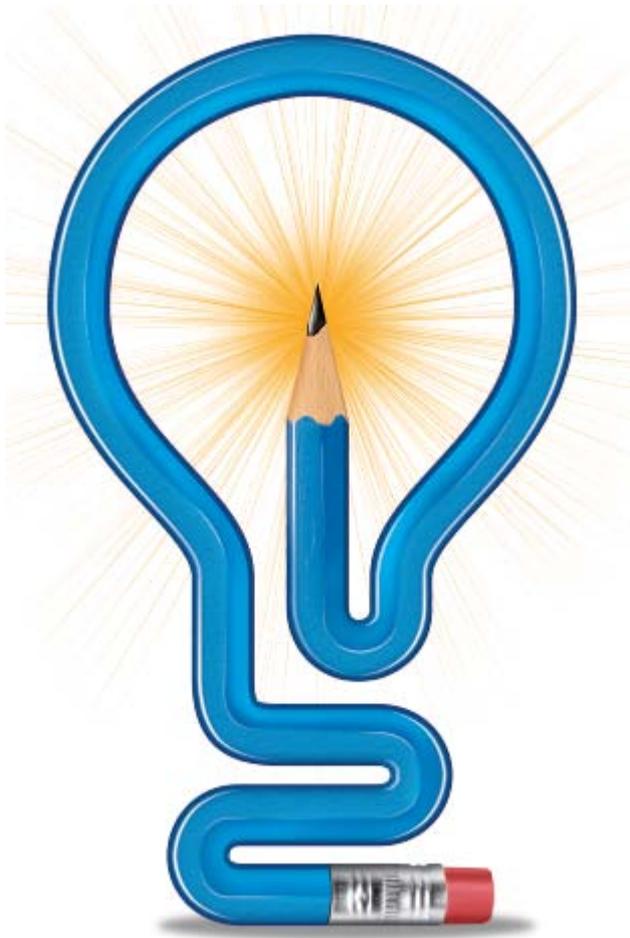
White paper

Integrated Strategy Management (ISM®)

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Overview

ISM® – Integrated Strategy Management System integrates strategy planning with the continuous improvement initiatives of the organization which helps the business leaders to drive organizational results through enablers rather than mere results" through number driven approaches. ISM® is a MBO (Management by Objective) approach and thought leadership & proprietary consulting model of SSA

Need for Integrated Strategy Management

SSA is submitting this approach paper on Integrated Strategy Management (ISM®) on how to further these initial waves to create a corporate culture in which continuous improvement will become a way of life rather than done for a short period of time as "Project". Any improvement efforts would pay dividend as long as it is sustained as an organizational management system. This will be achieved by creating a Business Excellence governance structure and linking it to departmental goals along with other HR initiatives.

Fragmented Project by Project Approach

When organizations take on improvement initiatives, the focus is on solving chronic operations issues or developing new products and automation of manual processes. To do this, they put together a tiger team of resources who will be provided all authority and execute it till delivered. Once the improvement is delivered, these teams are disbanded and get into operations of managing or maintaining these systems built. Frequently these resources are in high demand and may be lost to competition after project implementations. The challenge lies in how to make projects a way of life at all levels rather than a management driven initiative.

Executing on Operations (expansion) rather than Strategic Drivers:

Generally, the management of organizations are interested in the performance indicators of sales, profits, new locations, new clients, orders booked and are very financially oriented. Rarely would there be any strategic elements in the review like new technology development for phasing out existing products and replace with newer products, or how the continuous improvements have resulted in savings, or what new resource capabilities are built in the organizations. Also, today people are accountable only for operational outputs and rarely responsible for strategic and process improvements that enhance the competitive advantage of the enterprise. Business leaders face the task of motivating people and making them accountable for organizational development. The research carried out in the developed countries shows only 35% of the corporate have clarity in their vision and strategy in which only one third of them convert strategy into actionable projects and execute them. In order to set up a strategy planning, execution and governance model for performance management of the enterprise, ISM® uses the performance measurement & Policy deployment methodology and brings the balance of right performance indicators at all levels.

Consultant driven Improvements – No structure to internalize

Often, all Continuous Improvement (CI) initiatives are consultant driven and die off soon after they disappear. SSA believes in internalizing the CI culture through a management system. Pilot, Wave-1 & 2 create a companywide CI culture and engage people across all levels in the organization; this becomes an ideal climate to launch ISM® which is intended to create a management system for Strategy Planning and implementation through improvement projects, engagement of trained resources and making them accountable through the HRM systems and processes.

SSA hand holds its clients to set up all the ISM® elements; including discovering process measures, performance measures and dashboards (KPIs and process MOPs – Measure of performance). SSA Techknowlogies (P) Ltd, part of the SSA Group, supports in implementation of IT solutions for automation of Performance and Process management systems.

Non-Voluntary and no accountability + Governance Structure

Initiatives in the initial waves are driven by handpicked teams of people. Once the projects are completed, the challenge is to make sure these people become effective change agents for the organization and to create a road map for their involvement in the organization. ISM® puts in place a governance structure which will ensure the participation of everyone in the Continuous Improvement journey.

Not only the top management's initiative

The idea of ISM® is to make sure everyone in the organization is engaged and enrolled in their responsibilities. It provides for a structure to not only plan new strategies, but also execute them successfully. It provides monitors to improve the maturity of the processes so that one arrives at the right performance indicators. ISM® works through the entire value chain of the organization, starting with the customer in mind and seamlessly working across departmental boundaries to create better employee involvement.

Over the years, SSA has developed and perfected the art of deploying ISM® in organizations to systematically break barriers and pave the way for growth with increased customer loyalty.

What is SSA's ISM®?

In any organization, there is always a scope for continuous improvement as technology keeps on advancing and demands of the customers/ clients keep increasing. It should always be remembered that the objective of a business is to make profit and this profit comes only from the sales to the end user of the product/service and till such time we give 100% satisfaction for our product/service to each and every end user, there will be a scope for improvement.. ISM® addresses this in detail and facilitates to achieve near zero-error services on a continuous basis thus optimizing productivity and profitability.

ISM® integrates Lean, Six Sigma, Balanced Scorecard and Business Excellence models to create a company-wide continual improvement system which integrates with the vision and strategy of the organization. Through its proprietary Integrated Strategy Management System - ISM®, SSA specializes in designing and implementing a suitable 'Change Management' intervention to achieve continuous improvement by enrolling people and by using customer as the driver.

The ISM® model is illustrated in the image below.

Fig. 1: SSA's Integrated Management System

ISM® achieves this by aligning people and the processes with the corporate objectives and goals. Each and every person's contribution in achieving the company's goal is emphasized upon and this makes each and everyone understand that his/her personal growth is linked to the growth of the organization. By introducing this, the management creates a structure wherein every person involved in a process, from the beginning to the end, coordinates voluntarily to achieve the organization's objectives. ISM® helps the management develop company's vision statements, make strategies that will involve the people of the organization as a whole. Broadly, implementation of ISM® involves, inter alias, the following:

Visioning and Strategizing

ISM® combines the vision and strategy of the company with continual improvement initiatives. It aligns people and processes with its corporate objectives and goals.
Often, industries implement continuous improvement initiatives using Lean, Six Sigma and Scorecards as a bottom-up initiative without linking them to the corporate strategies and goals. This approach gives an incremental improvement but fails to sustain the benefits in the long run as it dies off the moment these initiatives are discontinued.

Program Management

SSA's Integrated Strategy Management (ISM®) system ensures that the strategies don't stop at the boardroom but actually get converted into specific improvement projects. Program management is intended to create necessary structure, processes and resources for translating the boardroom strategies into implemented solutions for improving the competitiveness of the organization.

Project Management

The Project Management piece ensures that the best practices in the industry are adhered to during project execution and roadblocks, if any, are removed in a timely manner. It also ensures that there are clearly defined and measurable goals for every project, which are, monitored post the completion of the project. It also ensures that whenever there are any changes in the process, the process repository and system documentation are updated to reflect these changes. Last but not the least, the project management piece ensures that the learning and findings of the team members during the project become a part of the organization's learning and is not lost with the team members.

HR Management

Once the strategies and the execution responsibilities are identified, the next important activity is to apply policy deployment so that these projects reflect in people's HR systems. SSA provides guidance in improving the organization's performance appraisal systems and in linking the organization's vision with the individual's performance. This aligns people to the organization's goals, which are usually just operational in nature, and also brings about accountability.

Process Management

To become a world class organization, it is necessary to create and standardize robust business processes which have the ability to meet customer commitments consistently. The information flow is very vital for the success of any organization that is taken care by a well-defined workflow that takes into account all the hands-off between the functions. The process management system documents the process, aligns the people with the process, and monitors the process performance through suitable metrics. In the absence of a process management system, an organization fails to meet the customers' expectations and loses their loyalty.

Performance Management

One of the most important parts of the strategy management is to identify the key performance indicators (KPIs) at the organizational level, to capture and monitor as dashboard and trigger timely course correction actions instead of waiting for the year end to look at the P&L account. These performance indicators are also deployed at the departmental level and drilled down to the operating staff level which will align the activities of every individual with the organizational business goals.

IPR Protection

SSA is compliant and certified to Information Security Management System conforming to ISO 27001 standard by DNV. All IT and non-IT systems of SSA are designed to protect the client's confidential information that is accessed by our consultants during the tenure of our contract.
SSA has developed many proprietary consulting models, training modules, course materials, templates, project management systems, case studies, simulations, and examples which are confidential and part of SSA's intellectual property.

Industry Application

ISM® at NSE

Being a major player in the financial sector, NSE encountered reliability of the processes as a major area of concern. Customer centric culture and customer satisfaction were also the focus areas with emerging competition threatening the business.

NSE started their journey by opting Lean Six Sigma as their tool for process improvement. With the success of Lean Six Sigma application and encouraging results, it was soon adapted across all functions of the organization, and even extended to the regional offices.

NSE wanted to pursue excellence and imbibe that as a culture in the organization. The visionary leadership of the Joint Managing Director and Senior Management's involvement, Business Excellence was the goal to be achieved. Cross-functional committees formed by Senior Management and Business Excellence Head formed focus groups as a task force to drive these initiatives. Integrated Strategy Management (ISM®) was the tool selected for achieving Business Excellence, and SSA Business Solutions their trusted partner.

 SSA helped them formulate the strategy, drill down strategy into actionable items and achieve measurable results. Total employee engagement was achieved and processes were improved to near perfection. With improving business results, it also helped them attain the position of a market leader.

About SSA

SSA is a leading management consultancy firm headquartered in Mumbai, India with local presence in Middle East and Africa and a rich clientele base spread across Asia, Middle East and Africa. SSA provides tailor-made solutions for the various problems faced by an organization with special focus on improving profitability and reducing costs.

Founded in 1999 with a missionary zeal to make 'Made in India Synonymous to Quality', In well over a decade of its existence, SSA has worked successfully with valued clients such as Pfizer, DHL, Maruti Suzuki, Reliance Industries, Vodafone, ABN AMRO, Bharat Petroleum, Novartis, Cadbury, and National Stock Exchange of India, to name a few, and has effected cumulative savings of over US $200 million.

In the area of corporate training, SSA is the first and only institution in India to have been accredited to IACET, USA (International Association for Continuing Education and Training). SSA offers a host of training and certification programs on topics ranging from Lean, Lean Six Sigma to Performance Scorecard.

To know more about SSA, visit us on www.ssa-solutuions.com

Our Clientele

EMERSON

vodafone

Coromandel

MARUTI SUZUKI

Hindustan Unilever Limited

Reliance Industries Limited

NOVARTIS

ICICI Bank

Godrej

ESSAR

BLUE STAR

HDFC BANK

Pfizer

TAJ Hotels Resorts and Palaces

Cadbury

EMCO inspired by tomorrow

Janssen