

An illustration of two men in business attire climbing a large, 3D red arrow that points upwards and to the right. The man in the foreground is wearing a yellow shirt and a blue tie, carrying a brown briefcase. The man behind him is wearing a light green shirt and a purple tie. The arrow is composed of several segments, with a yellow segment at the base and a red segment at the top. The text 'Centre For Growth Alternatives' is overlaid on the arrow in a large, bold, black font with a white drop shadow.

# Centre For Growth Alternatives



## INTRODUCTION

**Centre for Growth Alternatives (CGA)** and its Associated Companies is a 20 year old consulting group, productively associated with leading organizations in varied industrial segments and enabling them to retain leadership and promote profitable growth.

Providing Business Solutions to over 400 companies through a comprehensive selection of interventions, we have successfully implemented strategies of change in all our client organizations and continue working for them to help bring about tangible and continuous improvements.

We take pride in our Core Values and Beliefs that gives strength to our member associates and continue to inspire us to deliver enhanced satisfaction levels to all our client organizations. We have an enviable list of Specialists and senior professionals as Consultants on our panel to obtain the best results in whatever we do.

### VISION

Enhancing capabilities of people, communities and organizations.

### MISSION

To develop competencies and models, adaptable and adoptable across cultures and economies.

### CORE SERVICE AREAS

- Performance Management
- Business Process Re-engineering
- Management Development & Training
- Sales & Marketing Management & Training
- Quality Management
- Assessments - Organization & Individual
- Job Evaluation
- HR Audit
- Human Resources Information Systems
- e-Services
- Total Placement Solutions

**For comprehensive detailing of above services, you can log on to [www.cengrow.com](http://www.cengrow.com)**



## OUR CLIENTS

Some of the client organizations that have used CGA Services include:

- Electrolux
- Bharti Group
- Pepsico
- Ballarpur Industries
- Alstom
- Baxter
- Glaxo-Smithkline Beecham
- Maruti Udyog Limited
- Eli Lilly
- Thomas Cook
- SRF Limited
- DCM Data Systems
- Trident Group
- Modi Group
- Lupin Labs
- Oswal Group
- NBCC
- MTNL
- CMC
- Indian Oil
- Central Cottage Industries
- Hindustan Zinc
- SICPA
- BILT
- Perfetti India Ltd.
- Nestle
- Groupe Schneider
- Oberoi Group of Hotels
- Becton Dickinson
- Godrej-Ge Appliances Ltd.
- International Tobacco Company Ltd.
- Hero Cycles Ltd.
- ICI
- Indo Rama Synthetics Ltd.
- Cadbury's India Ltd.
- Escorts Group
- Duncans
- HCL Group
- Essar Group



## **BUSINESS PERFORMANCE IMPROVEMENT**

CGA's systematic approach brings about continuous improvement in organizations through planned changes, which are relevant and feasible in today's environment. CGA helps you to accelerate the pace of growth for your organization with its existing resources. Having evolved and successfully implemented strategies of change in several organizations, we continue to work for them on a repetitive basis for bringing about tangible and incremental results.

Since each organization is unique, CGA experts first diagnose the key issues and problems to be addressed and then work with the total involvement of the organization's employees in the key areas.

The future is envisioned and key change strategies defined and cascaded down the levels in terms of tangible and measurable objectives. Individuals are supported by changing their mindsets as well as by processes that are complementary to achieving the performance objectives. Competency enhancement efforts are focused where required.

### **WHAT CGA CAN DO FOR YOU?**

- **Evaluate the Effectiveness of the existing Business Performance Management System**
- **Design a new Business Performance Management System**
- **Facilitate in Objective Goal Setting and cascading to Individual Level**
- **Design & Implement 360-Degree Feedback System**
- **Skill Building of Managers on Effective Feedback Skills**
- **Workshop on Conducting effective Appraisal Interviews**
- **Coaching and Counseling Skill Workshops**
- **Review implantation for future corrective measures**
- **Integrate PMS with Competency Development**



## **BUSINESS PROCESS RE-ENGINEERING**

CGA has served to re-engineer operating systems and business processes, putting to effect its comprehensive expertise for improving industrial processes and its wide-ranging exposure to Management solutions and practices in hundreds of companies for over 20 years.

Our Re-engineering services bridge the gap between the existing and the desired, and bring about tangible improvements in output capacity, process efficiency and delivered quality, leading to better organizational viability, customer delivered value and market leadership. The re-engineered solutions take into account corporate, functional and process specific values, and are consistent with organizational resources deployed, installed infrastructure, business goals and customer expectations.

Consistent with the Organizational Vision, CGA is able to design or redesign Key Business Processes, focusing on areas of criticality and a special effort in identifying redundant processes. Based on Industry Inputs, Research, Best Practices and Domain expertise, all processes are mapped using highly specialized Process Softwares. These are available to clients in a template format. Key processes, Sub-process, Activities and tasks are mapped with relevant inputs, outputs, controls and resource allocation. The process flow provides organizations with an invaluable check on the efficacy and applicability of their Business Processes based on individual needs and operating norms.

CGA's Re-engineered operating systems lead to effective computerization of processes and procedures, and are essential recommendations pre and post ERP implementation. Inadequate or non-customized re-engineering is a major cause behind most failed or unsatisfactory ERP projects world wide!

### **RE-ENGINEERING SCOPE AND COVERAGE**

CGA's re-engineering services bring about a Second Order change in the organization. Its scope covers the entire supply-process-delivery chain. Re-engineering organically restructures and reorients every element of the business:

- **Organization**
- **Product**
- **Leadership**
- **Process and**
- **People**

The re-engineering exercise may cover a bundle or any of the following business and operating functions: Marketing, R&D, PPC, Manufacturing, Despatch, Sales & Distribution, Customer Service, Purchase, Stores, Security, Finance & Accounts, HRD, General Administration etc.



## QUALITY MANAGEMENT

The concept of quality with respect to customer satisfaction has been a hallmark of our services. Our approach is to view quality from a scientific perspective. The quality concepts, systems, strategies and tools find their use in a variety of industries such as manufacturing, engineering, IT and service organizations.

CGA has enabled a large number of organizations to develop consistent and reliable quality indicators and cost measurement techniques, utilizing today's quality improvement opportunities, and institutionalize the skills and techniques needed to address tomorrow's challenges. All our interventions in the area of quality are proposed and implemented on the basic belief and philosophy that the focus of quality management has to be on understanding, meeting and surpassing customer needs and expectations.

### CGA QUALITY INTERVENTIONS INCLUDE

- Process Parameters identification and Control
- Efficiency and Yield Definitions and Measurement
- Defining of Norms and Standards
- Machine Operation and Maintenance Procedures
- Quality Audits and Assurance
- Customer Satisfaction Measurement
- Material / Work / Information Flow
- Recording and Documentation for ISO-9000 & ISO-14000
- Total Productive Maintenance

All the above is achieved through carefully planned and tailored implementation strategies to deploy and train on quality tools such as:

- Statistical Quality and Process Control Techniques
- Taguchi Techniques
- 7-Tools of Quality
- 7-New Tools of Quality
- Kaizen
- 5-S
- Small-Team Activity / Quality Circles
- Quality Customer Service
- Problem Solving / Analytical Process
- Training Trainers For Quality



## ASSESSMENT SERVICES

Assessing people and organizations is a highly specialized job. The Assessments Cell at CGA is staffed by experienced Psychologists, Personality / Behavior Analysts who offer scientifically validated Assessment Solutions for People, team and organizations.

### OUR GUIDING FORCE

- CGA is an integrated solution provider for all kinds of assessment and psychometric testing requirements.
- It is the only agency in the country deploying psychomotor test for manufacturing set-ups.
- Has a vast reservoir of competency data collected meticulously and studied after years of exhaustive Research and Development.
- Has a library of standardized test batteries for all purposes.
- Has psychologists with specialized skills of administering and interpreting Projective Technique for Personality Profiling.

### ASSESSMENTS DIVISION SERVICES INCLUDE

- Customizing and Designing Assessment Inventories / Tools
- Operating and Designing Assessment and Development Centres
- Competency Mapping / Modeling
- Psychometric Testing
- Training Need Analysis
- Indexing satisfaction and motivational levels / Climate and Culture Surveys
- Team Assessment and / or Development
- e- Assessments

**All these Assessment Solutions are offered by using a wide range of tools and techniques viz.**

- Projective Technique
- Personality Inventories / Psychometric Testing
- Psychomotor Tests
- Competency Based Interviews
- Business Simulations
- Case Studies
- In-tray Exercises
- 360-Degree Feedback



## MANAGEMENT DEVELOPMENT & TRAINING

CGA has vast experience in training people on behavioral sciences, objective - based skill training, technical, functional and cross-functional areas having conducted over 5000 days of training for different organizations across the country.

We design and conduct in-company training programs to meet organization's specific needs of developing people. The methodology is based on experiential learning through complete involvement of the target groups. The workshops comprise of lectures, case studies, group exercises, discussions, video based role-plays, presentations, psychological testing, games and video demonstrations. In most cases this is an ongoing exercise and is therefore the benefits are monitored even by us.

Organizations that have used our services in this area have reported improved performance and productivity by using such tailor-made workshops. We also specialize in development of in-house trainers to help organizations achieve self-sufficiency and make training a continuous and permanent activity.

**Some of the Core Training Areas in which CGA has expertise are:**

### BUSINESS DEVELOPMENT

- Vision & Mission Defining
- Value Clarification Exercise
- Discovering Competitiveness Edge/Core Competence Analysis
- Converting Vision & Mission Into Short Term & Long Terms Business Goals
- Bench-Marking
- Managing Change

### LEADERSHIP & TEAM BUILDING

- Leadership Skills
- Transformational Leadership
- Principle-Centered Leadership
- Strategic Leadership
- Team Building
- Team Work For Quality Service
- Conflict Management
- Out-Bound Experiential Training On Leadership & Team Building



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## PERSONALITY DEVELOPMENT

- Transactional Analysis
- Business Etiquette
- Self-Awareness Workshop
- Achievement Motivation
- Creativity & Innovation

## PERFORMANCE MANAGEMENT

- Developing Business Strategies
- Goal Setting
- Coaching & Counselling
- Mentoring
- Performance Appraisal & Counselling

## MANAGEMENT SKILLS

- Planning & Time Management
- Negotiation Skills
- Analytical Skills & Decision Making
- Inter-Personal Skills
- Discipline & Grievance Handling
- Motivating For Excellence
- Interviewing Skills
- Train-The-Trainer

## COMMUNICATION

- Assertiveness Skills
- Communication Skills
- Persuasion Skills
- Active Listening Skills
- Understanding Body Language / Non-Verbal Skills
- Public Speaking
- Presentation Skills / Making Business Presentations With Impact
- Written Communication & Report Writing



## **SALES AND MARKETING MANAGEMENT & TRAINING**

CGA provides total solutions for marketing and selling in today's competitive environment. All interventions are business driven and geared to realizing tangible bottom lines. CGA has facilitated development of creative marketing and sales strategies in organizations across the country and have trained several thousand professionals. With focus not just on cognizance but also on action, we translate complex theories, models and concepts into easy to do actionable points adapted and suited to meet client requirements.

CGA Associates have been engaged in Marketing and Sales Training for over a decade across the country in various product segments ranging from consumer goods, industrial products, consumer durables, pharmaceuticals, office automation, concepts and services. Over 5000 Sales personnel have so far been trained in the last 15 years through over 300 programs conducted by CGA.

The core faculty of CGA is 'accredited instructors' from Sales Analysis Institute (SAI) USA, which is the oldest Sales Training Institute and the pioneer in original Research.

**CGA offers a series of interventions listed below for your Marketing, Sales and Service Teams:**

- Balanced Scorecard
- Marketing Planning and Strategies
- Sales & Marketing Training Workshops in areas such as:
  - Selling in a Competitive Environment (for Marketing & Sales Managers)
  - Managing a Sales-force (for Area Sales Managers & upwards)
  - Key Account Management (for Sales Managers & Major Account Managers)
  - Customer Conversion Skills (for Frontline Sales Personnel)
  - Business Presentation Skills (for all Sales Personnel)
  - Customer Service Excellence (for Service Personnel)
  - Internal Customer Relations (for all Employees)
  - Distribution Management (for all Distributors)
  - Analytical Skills for Selling (for all Employees)



- Training the Trainers for Professional Selling Skills
- Sales Forecasting and Goal Setting
- Behavioral Assessment of Dealers for Selection and Development
- Laying down of Dealer Processes
- Dealer Process Audit
- Policy Guidelines for Dealer Management
- Competency profiling for dealer Sales people
- Assessment / Development Centres for Sales and Marketing personnel
- Sales Competency Profiling
- Service Competency Profiling
- Manpower Rationalization for Sales and Marketing



## **e- SERVICES**

**"A recent report estimates that by 2004, companies will spend more than \$75 billion annually on HR Business Process Outsourcing (BPO's), a phenomenal increase from 1999, when companies spent only \$17 billion on HR BPOs".**

Information Technology being the driving force for such contractual services, a new genre of Application Service Providers have emerged, promising to provide excellent and cost effective means of outsourcing the processes that are not directly part of a company's core competence. At CGA, we build highly competitive application systems that are available to you across the Internet.

**Some of the benefits of using e-Services are as follows:**

- It requires no major technology infrastructure or costly communication links at your end. Our e-Service applications can be easily implemented with a simple access to the worldwide web, available across the globe.
- Outsourcing of application reduces your time to introduce a new process in your organization. You are up and running the concept in no time at all.
- The application has instant scalability as it can be used from a minimum of 10 employees upto tens of thousands worldwide.
- You need not spend your time and budget trying to add IT resources, hiring and training them, when the same solution is available to you off the shelf.
- It is easy to manage your costs as the application service is more often than not, billed on a per-user or a per-event basis.

**The following e-Services can be availed of with minor or no modifications:**

- **e-Selections**
- **e-Assessments**
- **e-Payroll**
- **e-360 degree feedback**
- **e-Surveys**



## HR OUTSOURCE

CGA provides a comprehensive Human Resource Outsource Service that aims to integrate and automate various activities of HR and eliminate the tedious clerical work common to most HR & Personnel departments. HR professionals can quickly respond to management, employee, and government requests with accurate and professional computer-generated reports. We offer:

- **Electronic Personnel Record Management**
- **Payroll Administration**
- **Time Office Administration**
- **Attendance & Leave Management**
- **Training Management System**
  - Training Need Identification
  - Skills Tracking & Analysis
  - Nominating for programs
- **Recruitments & Selections**
  - Applicant Tracking
  - Data Mining & Data warehousing
  - Interview Status
  - Interview Assessment Sheet
  - Reasons for Rejection
  - Auto e-mails
- **Individual Profiles**
- **Career Growth Data & much more**

**The above services can also be outsourced to us on a full time basis and will be accessible to your organization live.**



## HR AUDIT

At CGA we prophesize an HRD framework which is integrative of the Balanced Scorecard approach which defines what the Business should focus on, as well as the strategic HR approach which aims to leverage and/or align HR practices with an aim to build critical organizational capabilities enabling business to achieve its goals.

### OBJECTIVES OF HR AUDIT

- To make HR Systems and Processes more business-driven and relevant to business goals.
- To take stock of things and improve the function for expanding, diversifying and entering into a fast growth phase.

### SALIENT FEATURES OF HR AUDIT AT CGA

- A salient characteristic of HR Audits at CGA is to enable organizations to evaluate and realign their HRD on a continuous basis. Such an alignment should be multi-dimensional as it is essential to examine it in terms of variables such as:
  - Strategy
  - Systems
  - Structure
  - Competencies
  - Styles and
  - Culture
- At CGA we frame and conduct HR Audit that is a comprehensive Audit covering the entire gamut of HRD.
- The HR Audit framework has in-built flexibility to sharply focus on one or more systems, if so desired by the client.
- The Audit provides an implementation-based solution as it gives insights into the sources of problems that the organization is faced with and facilitates a systematic action planning for corrective and preventive measures.
- The Audit encompasses multiple methods and tools such as interviews, observations, questionnaires, analysis of records and other secondary data.
- Our Audits are more intellectual and systems-driven rather than feelings-driven



## JOB EVALUATION

### WHAT IS JOB EVALUATION?

Job evaluation is a process by which relationships between jobs are established by qualitatively and quantitatively comparing one job with another. All aspects, which are common to all jobs, are weighed and measured on a common scale to determine the size of the job. Job evaluation is essentially concerned with establishing the relative importance of jobs within an organization. It measures the knowledge required to do the job, the relative complexity and importance of the job in the organization, the span of control and its impact on the bottomline or topline. Jobs once evaluated enable ranking which form the basis of the company's grade structure.

### PURPOSE OF JOB EVALUATION

Job descriptions and Organization charts form the basis on which jobs are evaluated, the knowledge of the job content is obtained through a written job description, prepared by an expert and agreed to by both the job holder and immediate superior.

Job evaluation helps to measure jobs across the organization using a common yard stick, differentiate and rank jobs across business. It also helps in building job clarity and structure with no overlaps in jobs. Grade equivalences for conducting compensation surveys can be build through evaluating the jobs and compensation linked to job size. It also helps in building career paths for different levels of employees.

### WHAT CGA CAN DO FOR YOU?

**CGA Consultants have been widely associated with organizations in providing end -to- end solutions in the area of Job Evaluation viz:**

- Writing Position Descriptions
- Identifying Technical & Behavioral Competencies for each position
- Conducting Job Evaluation for each Position
- Defining Bands / Grades / Levels
- Compensation Restructuring based on JE
- Identifying the 'Right Fit' for each position