

# Case Study: Strategy Shaping and Business Planning for an ITES Company

## Building New Capabilities

### The Client

The Client(IMSS) is an ITES Company offers back office services for domestic clients with a capacity of 50-100 FTEs running the BPO units in two major locations in Chennai-India.

The purpose of the engagement is to carry out a due diligence study, reshaping & recommend an Enterprise Business strategy and business planning based on the current challenges, operational issues, revenue realization, market focus and growth opportunities directed towards IMSS.

### Business Challenge

The following are the major challenges faced by the Client:

- The services were focused only on publishing Industry and there is compelling need to create a Niche.
- Most of the works are being executed under subcontract mode.
- Very few direct clients
- Frequent Changes in Management Team
- High Attrition - Resource Retention is a major challenge
- Poor Quality Deliverables.
- Poor Revenue Realization
- Increase in the competition in the domestic market space from larger players.

### How We Helped

IMSS engaged Energica ASPL to carry out a Due Diligence study on its business units.

- ▶ Energica collected data from interviews with the client organization's key stakeholders for the services and held internal workshops with the core team cut across Marketing, HR, F&A, Operations and Delivery departments. The process was iterative in order to produce the most robust set of findings.

- ▶ Energica Team has carried out the "AS-IS" (current state) analysis by looking at IMSS's operating strategy, market focus, sales channels across core functions like HR, FA, Operations, marketing and delivery.
- ▶ Delivered a detailed report comprises of observation analysis, gaps, specific recommendations, check points and decision points to be taken place covering various areas ranging from business strategy, investment strategy, human resource, F&A, Marketing, infrastructure, services, delivery, software & branding.
- ▶ Energica has developed the right service mix, resource mix, methodologies, business case, appropriate investment plans to reshape the client's business operations and capitalize wrt changing market place and growth opportunities.
  - ▶ **Talent Retention** – Enhanced Recruitment and Retention policies, process and procedures to retain the talent and there by allowing IMSS to be a healthy and competitive work place.
  - ▶ **Building New capabilities:** Created a Niche – Identified a defensible niche in nascent verticals such as healthcare, education and media to leverage IMSS current capabilities.
  - ▶ **Optimize Operational Efficiencies** – The Operational Processes and activities has been optimized by curtailing costs, not by cutting down on important areas like training, but by bringing in genuine efficiencies in delivery, sales, HR and operations.
- ▶ Developed and delivered a high-level Enterprise Business Strategy with refined Business plan with appropriate investment strategy.
- ▶ Client has accepted the final deliverables and expressed deep satisfaction on the final recommendations provided by Energica.