

CASE: Partnering Growth in Chemical Manufacturing Organization

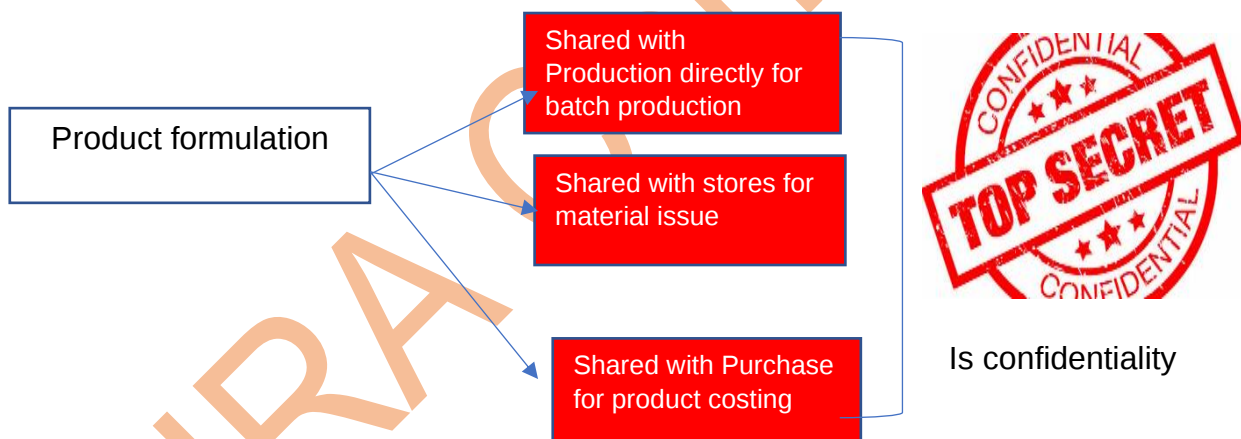
About the client:

The client is into manufacturing of niche chemicals in product verticals of water purification, plastic additive, agrochemicals, and consumer products like repellents and disinfectants. The organization's vision is to be "Trusted by Customers Worldwide for Competence, Innovation, and Quality". The organization's focus has been developing niche products in the identified segments with investment in R&D. While the client started with a turnover of 2 crores, this rapidly increased to 8 crores over 3 years.

Key Challenge:

Since the client is engaged in the development of an R&D-based niche in several product categories, protecting the intellectual property of the product development both internally as well as externally was identified as a key challenge. While the organized organization had a process of signing an NDA with customers before sharing data, many were open to all.

The internal challenge is exemplified in the chart below:



AIRA Consulting diagnosed and articulated the challenge of open systems and the possibility of information leak (even inadvertently) to unintended entities outside the organisation. The organization's management appreciated the gravity of the same. As part of the process, the product formulations were already shared across the organization, and the organization could not be stopped as it would hamper the ongoing operations – purchase, stores, and production. The challenge was to keep transparency in the organization. The organization knew the rule of sharing on a need-to-know basis to protect confidentiality.

Engagement with AIRA Consulting:

AIRA Consulting understood the overall processes of the organization and introduced the coding system for products. AIRA developed processes to implement a coding system at the RM level which involves detailed discussion with vendors, stores, and the purchase team for smooth implementation of the system, keeping in mind the grades and variety of the products. The formulations then were converted into coded names of both RM and FG. AIRA Consulting set a process of minimizing the interaction among departments on the formulations, customer names, and price details which ensured the release of information only to the authorized person.

AIRA Consulting worked with the team members of concerned departments in creating processes and formats for strict adherence to the coding system. A total revamp was done to eliminate all the commercial names of the products from the system and run the process only with codes.

AIRA consulting prepared SOPs at various levels and flowcharts to help the client follow the specified structure. It also involved continuous monitoring by our consultants as it was a case of changing the habits of the team members. Weekly monitoring reports were shared with the management highlighting the gaps in the suggested system and ways to address them. The management team cooperated to eliminate those gaps and addressed the team whenever necessary.

The client now looks to grow with confidence that internal processes are designed and implemented to ensure product confidentiality thus helping protect the IP of the organization.