

CASE STUDY



BACKGROUND

One of India's leading consumer products company operating in Personal Care and Foods category. With a revenue of ~1 Billion USD, it features among the Forbes Super 50 companies. They require people who are able to do Market Research, are capable of building long-term relationships with stakeholders. The requirements were spread across 5 states in India

CHALLENGE

The job required the candidates to travel in rural terrains extensively, then speak with farm owners and build a rapport with them. CIEL observed and confirmed the spuriousness of the collected data. Further, the head-count of field associates was going down even though it is a reputed brand in the FMCG sector. All these proved to be significant bottlenecks for our client. CIEL followed a bottom-up approach where we tried to understand the problems of the employees first, by stepping into their shoes.

We found that the candidates were finding it to be a mundane task to go into the villages everyday and do the same thing over and over again. Moreover, they were not receiving the reimbursements on time which had forced

them to not go to the market. In the fear of being marked absent, they fabricated data.

Employees had queries but they were not handled on time by their HR SPOCs. There was a huge time-lag in on-boarding and off-boarding formalities as well. There was clearly a lack of trust in the employees' minds about the employer.

SOLUTION

To handle these sensitive issues, CIEL set up the processes clearly in consultation with the client. The gaps in onboarding, offboarding, reimbursement processing and query handling were addressed. CIEL leveraged on its tech-enabled platforms to make the processes run smoothly.

Each employee was talked to and explained the process in the induction. Employees felt listened to and cared for. The expectations around the operational mechanics of the reimbursement processing and query handling were set clearly. Not only the processes were made clear and friendly to them, but also they came to know who would handle their queries and what the escalation matrix is like.

CIEL developed a simple reimbursement process that allowed the Field Associates to never run out of cash. It also created a glue in the minds of the employees to the organisation and retention improved in a matter of 6-9 months.

BUSINESS BENEFITS

CIEL reduced the time to hire and improved the retention rate for the client. Further, CIEL reduced the time to resolve employee queries and increased the satisfaction levels of the stakeholders involved, and helped build the trust back. This made the client stay true to their image of being among the Top 50 places to work in India.

Illustrative List of Full-Time Roles filled:

- Field Associates