

# WIN MORE BY DESIGN

Remove Barriers. Accelerate Growth.

## CASE STUDY

### Turning an MNC Profitable After 8 Years of Losses

#### CLIENT

A German Multinational Corporation (MNC) – India Unit

#### CHALLENGE

As part of its India expansion strategy, a German MNC acquired an India-based unit. However, despite years of operational efforts, the unit continued to incur losses for 8 consecutive years. The India team cited multiple reasons for the financial underperformance, but no tangible solutions were implemented. When a new CEO took charge, he sought guidance from Win More By Design to drive a turnaround and achieve profitability at the earliest.

#### PAIN POINT DISCOVERY

A thorough diagnostic process identified a critical operational symptom: On-Time Delivery (OTD) stood at a dismal 32%. This inefficiency cascaded into several organizational challenges:

- ◆ Frequent customer complaints
- ◆ Internal conflicts among departments
- ◆ Employee burnout
- ◆ A pervasive lack of harmony and collaboration across teams

These issues collectively led to financial penalties and negative margins, strained vendor relationships, escalating procurement costs, and increased transportation and installation expenses due to staggered delivery schedules.

#### ROOT CAUSE ANALYSIS

The fundamental problem was a lack of cross-functional collaboration. Departments operated in silos, reducing collective efficiency and hindering seamless operations. Without an environment that fostered trust, coordination, and shared accountability, the organisation was unable to improve its operational effectiveness.

#### THE WIN MORE BY DESIGN APPROACH

The organisation engaged in the Win More By Design coaching program, implementing structured methodologies and tools over a six-month period. Key interventions included:

- ◆ Establishing a psychologically safe environment to encourage open communication and collaboration.

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- ◆ Aligning cross-functional teams to shared business goals.
  - ◆ Strengthening vendor relationships to improve supply chain efficiency.
  - ◆ Setting realistic and achievable delivery commitments to customers.

### RESULTS ACHIEVED

- ✓ OTD improved from 32% to 85%
- ✓ Strengthened inter-departmental collaboration, reducing conflicts and inefficiencies
- ✓ Enhanced vendor partnerships, leading to cost optimisation
- ✓ Reduced penalties and operational costs
- ✓ Achieved profitability for the first time in 8 years

### KEY TAKEAWAY

*By addressing core operational and cultural challenges through the Win More By Design coaching framework, the organisation transformed its performance trajectory. The interventions not only drove immediate profitability but also laid the foundation for sustainable growth, efficiency, and a high-performance organisational culture.*

**Win More By Design** | Remove Barriers. Accelerate Growth.