Consultant Handbook

This handbook is applicable for all consultants, employees and client facing employees of Omnex and its group companies. For any clarifications you are requested to interact with Business Head / Country Manager/ General Manager of your division

OMNEX

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CELEBRATING OMNEX 30 YEARS BUILDING WORLDWIDE BUSINESS EXCELLENCE

BUILDING WORLDWIDE BUSINESS EXCELLENCE

OMNEX

Contents

I. Overview of consulting services at Omnex

The purpose of this handbook is to give an overview of operations to the newly joined consultants with a view to shortening their learning curve. This document is also meant to serve as a guide for all consultants when in doubt.

Omnex India offers services like consulting, training and software to its clients in India. The offerings of Omnex are aimed at enhancing the competencies of our clients and enabling their processes for performance against their company objectives and compliance with any standards (international, customer or regulatory). Our offerings are aimed at improving the performance in the area of quality and productivity.

Consultancy Practices:

The consultancy division operates with different practices focussed at specific outcomes for our clients. As on 1st January 2015, the practice list is attached. Please refer to addendum for any updates:

Practice name	What we offer to Client	Work Involved	Certificates if any
QMS/BMS	Certification against standards	Documentation of policies, processes, instructions, establishing formats and review routines, training and establishment of Internal Audit, training one core tools	ISO 9001, 14001, 18001….
Lean Six Sigma	Build competence of employees in waste and variation reduction based on Lean/Six Sigma methodologies, savings from projects	Training, project coaching/handholding, project reporting and reviews,	SSGB, LSSGB, SSBB, LSSBB …
Strategic Consulting/ TPM/ TQM	Improvement in specific business metrics as required by the client	Design a program to meet strategic objectives, deploy tools or practices as required, train and coach as required, manage cultural change	May involve Excellence Awards
Product quality assurance services	Product inspection for various Automotive/Manufacturing clients. Personnel include incoming/ line inspectors, Die/Mold inspectors, CMM Inspectors, New Product quality Engineers, Final shipping inspectors	Inspection at client locations, working with the client teams to ensure that - their customers get defect free products ontime - Root cause analysis.	None
Supplier development	Provide client with new product development engineers who aid client teams in bringing out the product ontime from suppliers	Working hand in hand with client SQ teams to ensure suppliers performance issues if any donot affect overall production schedule and PPAPs	None

EwQIMS/ IT Implementation	Implementation of EwQIMS software package, either as a suite or a single product as the case maybe.	Implementation of the solution designed by Systems team in consultation with the client requirement.	EULA
Capability building projects	A range of training products/services that constitute for not just delivery of programs	Involvement of a Architect to understand client needs, modularization of client needs and making it a capability building model with measurable impact	Omnex Academy certification , AIAG, Exemplar Global, IRCA

Each consultancy practice is headed by a practice champion. The practice champion decides on product offerings, develops the content and consultants for skill. Please refer to the current list of practise champions.

Consultant categories and responsibilities-

The primary aim of a consultant is to deliver against what client has contracted Omnex for. While designations are used for administrative purposes, the value that a consultant brings to a client is based on the skill and its application in the project. Following are the “minimum” expectations from different consultant categories.

1. Principal Consultant:
    - Be able to assess client needs,
    - design and develop a suitable program for clients
    - develop new products and practices
    - participate in technical discussion with the client and close deals
    - develop and manage the project budget, resourcing and timeline
    - participate in reviews with client Management and guide them
    - keep Omnex & client management updated on progress, any escalations/resolutions.
    - Deliver effective trainings and coaching directly or through identified resources
    - Complete Project tasks successfully
2. Senior Consultant:
    - Be able to assess client needs,
    - design and develop a suitable program for clients
    - participate in technical discussion with the client and close deals
    - develop and manage the project budget, resourcing and timeline
    - participate in reviews with client Management and guide them
    - keep Omnex management updated on progress and any resolutions.
    - Deliver effective trainings and coaching
    - Complete all project tasks successfully
3. Consultant
    - develop and manage the project budget, resourcing and timeline
    - participate in reviews with client Management and guide them
    - keep Omnex management updated on progress and any resolutions.
    - Deliver effective trainings and coaching
    - Complete all project tasks successfully

4. Associate Consultant
   - keep Omnex management updated on progress and any resolutions.
   - Deliver effective trainings
   - Complete all project tasks successfully

Roles and Responsibilities for project consultants

Irrespective of what category or level a consultant has, they can participate in a project in one or more of any of the following capacities.

1. **Project manager-**
   Project manager is overall responsible for the complete delivery of project objectives within budgeted time and resources. All management reporting (both to client and internally) and decisions regarding project progress are taken by the project manager. Each project will have a clearly designated project manager.
   Project manager is also responsible for :
2. **Project Consultant/ Associate Consultant**
   It is preferable to have more than one consultant on a project for risk reduction. Almost all projects will have a project consultant or Associate Consultant for execution of some parts of the projects. Associate Consultants or Project consultants play a major part in project execution and critical to project success. Complete the assigned tasks and report to project manager on project progress. Many a times, the Project/ Track Manager maybe busy, but the responsibility of ensuring that the work done is in line with the expectations remain with the project consultants/ associates. The accountability of the work done by project consultants/ associates remain with the Project Manager.
3. **Track manger/ Project Leader**
   Sometimes projects taken are big enough to be a Consulting Program. A Consulting Program is defined as a project that has many smaller projects running in parallel that impact overall client set objectives. In such cases, the program may be broken down in project tracks, each with specific deliverables and tasks. The project manager will be managing the overall program so track managers are assigned to manage the individual tracks as project. Track managers perform all the functions of a project manager for their track and report to the overall project manager on progress. There may be project executives reporting to track manager on specific tasks depending on scale of project.
4. **Subject Matter Expert (SME) Consultants/ Senior Consultants**
   Any project may require sspecific skill set that is not abundantly available with others. This may require SMEs to be deployed on the project. It is preferred that the experts play the role of a project manager, task manager or project consultant. However, sometimes time, geographical and cost compulsions prevent a regular participation. In such cases an SME may be commissioned for one or 2 visits and may be required to guide the project team offline in line with the project budgets. The decision on this is taken by the project manager in consultation with the Regional Manager or GM Operations.
5. **Program Architect-**
   Some projects, specially strategic ones, may not have a standard project template and may require designing a custom program to meet objectives. This role is played by project architect. The accountabilities of a project architect overlap with project manager in delivering the promised outcomes. The architect reviews progress with project team and guides the project manager and team members. Like an SME a project architect spends a

large part guiding the project team offline. The outcomes designed shall be reviewed by the practice champion and/ or VP APAC before being committed or communicated to the client.

6. **Site manager-**
   Some projects may be too large and geographically distributed such that it may not be feasible for the project manager or executives to access all sites. In such cases one or mare sites may be managed by a site manager. Just like a track manager, the site manager is responsible for project management at the given site cluster and reports to project manager on progress

Do note that these roles are skill based and not seniority based. Cyclic reporting becomes part of the project management and no egos and professional disagreements are entertained. Internal Escalations can be made any time to the Regional manager or Principal consultant.

Governance, Review and Reporting Considerations-

Governance lies at the heart of any successful project management. The 3 tasks of a robust governance mechanism are-

1. Identify gaps and successes
2. Identify corresponding action items
3. Monitor and Deploy actions successfully

To ensure this, project review and reporting is established with clear accountabilities and escalation path.

INTERNAL : All projects will be discussed in the MRM meeting at the regional levels. In case of any specific projects that are asked by management, the same will have a review / appraisal meeting separately. However, it is the responsibility of each Project manager that each of their projects are openly and constructively discussed in the MRM meetings with team members. Constructive criticism and point of views are a norm and you shall be expecting counter questions and be prepared to answer or guide members as the case maybe.

Each MRM Meeting will have specific time allotted towards Project MRM presentations meetings. The presentation and following MOM will have the operational stand point, quality of event, risks mitigation plans and schedules for the project team members (Rolling 3 months days need) updated.

To the maximum extent, it is expected to have conflicts managed in the region, while incase of professional disagreements, it shall be brought up to the GM and resolved.

EXTERNAL:

For all projects, a client review is to be expected at any point of time. The PM, Regional Manager and QA department shall keep the MRM report updated till the previous month's proceedings. All client reviews shall be recorded in the MOM format and circulated to team members and QA department within 24 hours of the meeting being over. Action plans that are assigned is to be reviewed by the PM. QA department will play a catalyst role to assist Project Managers who, amidst their busy schedules may not have the time to followup on a day to day basis.

For details of how to conduct Regional Meeting, please check **REGIONAL MEETING GUIDELINES DOC**

GENERIC- DO'S AND DON'TS

While this is only a basic guideline for consultants, you are expected to use common sense and take a diplomatic stand in case of any issues at the client site.

Do's:

- Study the clients product / service by visiting their website or talk to RM for any other additional details
- Consult in a neutral and objective manner
- Maintain confidentiality
- Create solutions that are win-win-win (multi-client model)
- Be firm, but polite
- Discuss the basics
- Get the facts/history
- Follow-up with the client and close the loop
- Train with relevant examples
- Be clear in all reporting and be factual and tactful

Don'ts:

- Don't ridicule another consultant's work. There are many perspectives and not all may match. Air any confusion or disagreement separately with the consultant or RM and record the same with HR.
- Make commitments you aren't authorized to make
- Take shortcuts, learn and teach
- Act like employees are in your way to achieve the goal. It is for the client that we work. If they were perfect, they wont need us.
- Engage in political or religious or Flirty / inappropriate discussions with any personnel
- Leave without explaining what you've done and closing the minutes of meeting
- Offer guidance that is contrary to the organization's policies
- Get in over your head! Be humble, theres much more to learn and there are no two ways about it.

Reactions to various conditions:

- **Client asking for Soft Copy of Training Material:**
  Please make our stand clear regarding sharing the training material. We at Omnex don't provide soft copies to any client as all our training material are copyrighted under US Law. None of us are authorised to do so. Convey the same and request them to talk to the RM.
- **Client gets annoyed due to some mistake:**
  Be courteous, calm and in control. Handle the client peacefully. If required take immediate help from RTH or RM.
- **Client bad mouths or criticises your peer in front of you:**
  Respect all your peers and team members. Diplomatically walk out of that interaction and report back to the respective consultant and RTH/RM.
- **Participant has asked a question for which you don't know the answer:**
  Please don't lie or stage mange or mislead the participant. Admit the point and tell them that you will revert back soon. During breaks try to reach any other peer / RTH and get the answer for that question.

Project management Details

Visit Scheduling-

Project manager is responsible for visit scheduling regarding the project. The visit schedule (# days/month) will be reviewed at least once a month between project manager and team. The same will finalized based on constraints at operations management level by 20th of each month for the next months. The visit schedule needs to have at least 1 month confirmed and next 2 months tentative # day- plan. Once agreed, the same will be marked in OPEx by the regional Operations. Dates for the visits are managed by the operations and sales team. Any changes arising out of client or consultant availability will be resolved at the regional level and duly updated in OPEX. OPEX data will be used for billability and project budget analysis. Since billability is an important criteria for success, advance visit planning is preferred.

Visit Reporting by all Consultants-

At the end of each visit within 48 hours, the consultants are expected to file a visit report. These visit reports are very important for knowledge management and become critical in case of resource change, answering client concerns, raising progress concerns with clients, developing case studies etc. These reports need to follow a predefined format available in OPEX. One of the standard formats may be picked or a custom format designed at the start of the project for this purpose. While, project manager is responsible for selecting the visit reporting format, in case of confusion, practice champion may give a final word. As a minimum, the visit report needs to contain the following:

1) Tasks completed
2) Actions decided with timelines
3) Any deviation from plan and reasons
4) Any failures or gaps and remedy plan
5) Any policy or operational decisions taken

If multiple consultants participate in a visit, one report containing all inputs is sufficient. The project manager will compile and maintain all data on visit reports and submit once a month for management review.

Track reporting by track owners-

Once a month, the track owners are expected to report the track progress to the project manager for review and compilation in the overall project report. The format for track report will be pre decided and aligned to main project report to minimize documentation. As a minimum, the track report will include the following-

1) Current status of track deliverables
2) Current status of resources and timelines
3) Actions completed
4) Results so far

5) Gap and remedy
6) Plan for next steps
7) Any help required and from whom

Internal Project Reporting and Review by Project Managers

Internally, there maybe more than 1 review mechanism/meetings for projects. Based on the Project Manager and Sponsor's decision, this may vary from case to case. There maybe instances of having a project with only 1 member who may or maynot be the Project Manager. In all cases, the project reviews to be done are the responsibility of the Project manager. The review for all projects will be done as a team in the Regional Meeting if not specifically mentioned. The leadership should be taken by the Regional Principal consultant and incase he / she is absent, the team shall decide course of action in consultation with the Regional Manager
Overall, the Project classification is:

Project classiciation and review mechanism

Category	Details	Reviewer	Review Frequency	Review mode	Top management Review	Project Document required	Project closure document required
A	Regular Training contracts &/or with handholding or > 12 days in PO or Low risk	Peer review	Monthly	Regional meeting	RTH (sampling basis RTH to review), Monthly	Yes	Yes
B	Semi Customized: BMS Contracts Or Training contracts with more than 100 days/year : Medium risk	Regional Technical Head	Monthly	Regional meeting + onsite monthly with client	VPA: Alternate Month, Sampling basis	Yes	Yes
C	Fully customized: Non standard (Strategic, Ford Q1, TPM, Opex, LSS) : High Risk	Practice Champion	Monthly	Regional meeting + onsite monthly with client	VPA ; Monthly	Yes	Yes

At a minimum

- All projects are to be discussed in the Regional meeting with sincerity and transparency
- The review will include
  a. MRM PPT (the same monthly ppt that goes to the client after review) that shows the overall progress of the project and timelines as promised to the client, and other details
  b. Technical details of the project including, but not limited to Samples, photographs, before/ after and processes developed, etc.
  c. If the Principal consultant is the lone consultant in the project, it will be reviewed with the VP-APAC. The information sharing will anyway be done in the Regional meet so that comments can be taken from the team.
  i. Once the reviews are done, the final presentations will be shared with QA and then onto the client every month.
  d. The overall all Project status metric will be updated by QA and shared with Omnex management

Project Reporting and review with Client

All project reporting shall be done as per guidelines of Internal project reporting clause. The MRM presentation once sent to the client, it is customary for the Regional manager and the Principal consultant to have a brief discussion with the client with the contents of the presentation. Also note Governance clause guidelines. For all practical purposes, the same MRM ppt that's internally discussed will be sent to the client so that there is no communication gap. While internally we can have more slides, only necessary slides need to be given to the client. In some cases, there maybe separate confidential reports are to be sent to client managements, which can be sent, but prior check and approval of RTH/ Practice Champion is mandatory.

Handling Contract Variations

Contracts may have some variations or deviations from the set work breakdown structure or Gantt chart. These variations shall mandatorily be documented in the monthly review presentations and discussion taken back to the client teams. Any deviations that require financial/ resource/ approvals shall be discussed in the regional meeting and minutes shall be recorded. Any escalations shall be done with the Country/ General Manager.

Billing and Payment

It is required that the billing and payment status to updated in the MRM ppt. Any escalations or suggestions from finance and operations department shall also be given consideration.

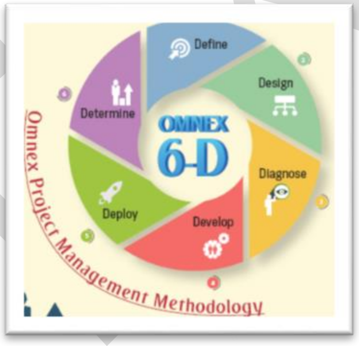
Disputes and Conflicts

The disputes and conflicts management shall be done as per the escalation matrix from the Kick Off presentation of the project. It shall be noted that there maybe disagreements with client teams , but Omnex team shall maintain utmost composure and exercise restraint during resolution of disputes and conflicts. Any escalations such as these, shall be recorded in the MRM ppt and resolved with Minutes of meetings.

II. Preparing a consultancy service package: Part A- Solutioning

Defining the Scope of Work, Preparing an Implementation Schedule and project outcome

One of the first things required to deliver client satisfaction is to assess what they want. Sometimes the requirement may be straightforward such as an ISO9001 certificate. Sometimes there may be unstated expectations e.g. while implementing ISO, they require us to build a good system that prevents nonconforming product from reaching client. Even when the requirement is straightforward, it may make sense to assess additional requirements so that an Omnex Value proposition can be built. Some products like strategic consulting require an assessment of effort to determine what can be promised to the client.



Solutioning is a skill and is acquired with experience. Each product may have its own solutioning and project management method. Omnex will use the 6-D approach for all consulting projects.

SOLUTIONING		**Lean Six sigma**		
DEFINE & DESIGN	DIAGNOSE	DELIVERABLES, DEVELOPMENT AND DATA MANAGEMENT	DEVELOP & DEPLOY	DETERMINE & RE-ASSESS
SOLUTIONING		**BMS/ QMS**		
DEFINE, DESIGN & DIAGNOSE	DELIVERABLES AND DOCUMENTATION	DELIVERABLES, DEVELOPMENT AND DATA MANAGEMENT	DEPLOY	DETERMINE AND RE-ASSESS & CAPA, Problem Solving
SOLUTIONING		**SKILL DEVELOPMENT PROCESS**		
DEFINE & DESIGN	DIAGNOSE	DELIVERABLES, DEVELOPMENT AND DATA MANAGEMENT	DEPLOY	DETERMINE
SOLUTIONING		**TQM/ TPM IMPLEMENTATION**		
DEFINE, DIAGNOSE	DESIGN	DELIVERABLES, DEVELOPMENT AND DATA MANAGEMENT	DEPLOY	DETERMINE AND RE-ASSESS
SOLUTIONING		**Supply Chain Management**		
DEFINE, DESIGN	DIAGNOSE & DISCOVER	DELIVERABLES, DEVELOPMENT AND DATA MANAGEMENT	DEPLOY	DETERMINE AND RE-ASSESS
SOLUTIONING		**STRATEGIC CONSULTING**		
DEFINE, DESIGN	DIAGNOSE & DISCOVER	DELIVERABLES, DEVELOPMENT AND DATA MANAGEMENT	DEPLOY	DETERMINE AND RE-ASSESS

SOLUTIONING		BMS/QMS CONSULTING		
DEFINE, DESIGN & DIAGNOSE	**DELIVERABLES AND DOCUMENTATION**	**DELIVERABLES, DEVELOPMENT AND DATA MANAGEMENT**	**DEPLOY**	**DETERMINE AND RE-ASSESS CAPA, Problem Solving**
After the project kickoff perform the initial operational review/ Discovery analysis to understand the as is scenario. Form the leadership team & implementation team. Conduct the executive overview & UDI training to the teams respectively. Identify the relevant reqts. Such as customer, legal etc… Where required conduct relevant surveys for prioritizing the reqts. Define the relevant policy & objectives/ Vision & Mission in association with the leadership team. Deploy these priorities to all the levels within the organisation. Review the milestones & deliverables in Phase 1.	Conduct documentation workshop/training on the basis of the existing documentation level. Prepare or refine the documentation (Level 1 , 2, 3 & 4) with clear delegation of responsibilities for documentation with everyone in the implementation team. Where required create the high level process map/ process interaction matrix and Turtle/ SIPOC diagrams as needed. Review Level 2 documentations to link the existing Level 3 & 4 documents or create required Level 3 & 4 documents. Review & update the documents when required. Release the documentation for implementation. Review the milestones & deliverables in Phase 2.	Start data collection for the objectives, Result & Process measurable/ KRAs & KPIs. Assign champions for each of the objectives/ measures. Establish goals/ targets for each of the objectives/ measures. Evaluate each of the objectives/ measures as part of the regular review process. Results and action plan to be jointly prepared & closed by Client and is reviewed by Top Management. Top management takes decision on continual improvement projects.	Measure Monitor & Analyse each of the objectives/ measures. Whenever there is a gap or opportunity for improvement identified as part of the evaluation of each of the objectives/ measures. Learn to handle customer complaints through 8 disciplined steps and ensuring the complaints are not recurring. Preparation & Review of 8D case study and feed back	Internal audit training - This includes preparation of a team of Process wise Internal auditors and Lead Auditors. Includes Product, Process, System & Supplier Audits. Non conformities, which are barriers for achieving process measurables and not meeting the system, will be identified with improvement points where ever possible. Causal Analysis & Implementation of Corrective actions for NCRs from Internal Audit / Process / Product / Supplier Audits. NCR's closed effectively, ensuring achievement of process measurables / satisfying system requirements. Management review to be conducted before first internal audit. Causal Analysis & Implementation of Corrective actions for NCRs from Internal Audit / Process / Product / Supplier Audits. NCR's closed effectively, ensuring achievement of

SOLUTIONING THE 5 D APPROACH		Lean Six sigma		
DEFINE & DESIGN	**DIAGNOSE**	**DELIVERABLES, DEVELOPMENT AND DATA MANAGEMENT**	**DEVELOP & DEPLOY**	**DETERMINE & RE-ASSESS**
When clients contact us for consultancy services, they usually have a solution in mind that they “think” will solve their problem. Our first task is to go beyond the solution and figure out what is the pain point that the client wants to address with their proposed solution. Do bear in mind that not many clients may be open to admitting that they have problems. Most managers would like to portray that everything is fine and they are looking for excellence. Given this, it is best to talk to the CXOs who have an overall accountability for business results. the first step in moving towards a	Once a broad outline of metrics is agreed on, an onsite assessment visit called Business & Operational Diagnosis. The Business & Operational Diagnosis starts with an opening meeting to reiterate the objectives of assessment and scope of assessment and ensure availability of client personnel. Basically in this stage try to understand major area’s, where we are going to implement LSS. Usually the area classification will be ü Customer satisfaction ü Achieving strategic/Bussines objective ü Employee satisfaction ü Competitive advantage	Opportunity is assessed both in terms of metrics and money. For each metric present an assessment of baseline and what can be promised. What can be promised will depend on the opportunity areas identified. At the time of Business & Operational Diagnosis an assessment is made regarding how many projects of what kind will be required to raise the performance level of metrics. Current operational data is used for making this assessment. Sometimes additional metrics may be identified along with associated opportunity.	Project tracks are based on Omnex expertise areas and available competencies. It is the job of the architect to design what tracks will be required to meet what deliverables. The project tracks must keep in mind tools, competencies and time commitments required to achieve project deliverables	It is important for project success to ensure availability of competent people for the tracks. Address WIIFM (What’s in it for me for all stake holders of the project), also if some of the employee is afraid of the project outcome, involve the sr management and wipe out the fear. At the same time there are other operational constraints like geographical locations, prior time commitments etc. If competent people are not available, a development plan may have to be considered as a part of project resourcing. The architect and the regional operations team first fine
✓ Vision and Mission of the company ü what is their 5 years goal (STRAP – 5 year strategic plan) ü 1 year goal (AOP – Annual operating plan) ü who are their major competitors ü who are their major customer ü What is your CSAT score ü which are their major process/product ü Check whether they have ramp up opportunity and ramp down threat ü Have they done any SWOT analysis before ü Have they done any bench marking before In future all your major projects should be linked to any one of the above point. This will clearly give an impression that the consultant is not going to just improve the process he is going to run project to achieve the business/strategic goal.	To analyze each section follow different approach, for customer satisfaction go through historical Csat survey/NPS score verbatim to understand the customer pain area. The Goals of Annual plan and the current track of Annual operating plan to understand the challenges in achieving the anuual Goal. Interview with Employees and managers to understand the challenges in meeting better employee satisfaction and mangers challenges to run internal operation’s. Do SWOT analysis to understand the strength and weakness of the company. Go for a gemba walk or audit to understand how well they documented the process and other process related challenges findout atleast one process excellence project for each major process. Identify top 5 to 10 challenges in each major areas along with data and present it to the CXO for mutual buy in and finalize top 10 projects, along with this challenges give a plan for	While some deliverables may be only enablers, at least a couple of them must deliver financial gains. This is required to justify the project cost. Principles like COPQ, entitlement, takt, inventory carrying cost, benchmark etc. may be used to arrive at money opportunity. While the realization of opportunity cost for deliverables like improved response time, capacity enhancement may not always be possible, it is important to quantify and present the overall potential. Before any deliverables can be promised, the cultural barriers need to be taken into consideration. E,g, if accountability is weak or politics is high, how fast the gains can be made can be affected. While assessing what can be promised as deliverables, timelines are also important. Some deliverables may be quickly realizable by standalone projects and can be offered in short term. Some others		tune the resourcing plan in view of the resources and then start the process of on-boarding the project manager. It is important that before the quote is submitted, at least the project manager is looped in. these 3 people work on detailing the project plan and filling any gaps. While other team members may be on boarded after quote submission, it is preferable to get an agreement on time commitment beforehand. This is especially important if there are competency gaps and development is a part of project plan.
Note : Be polite in questioning and if they are not ready to answer or share information don’t force.				

SOLUTIONING		Supply Chain Management		
DEFINE, DESIGN	**DIAGNOSE & DISCOVER**	**DELIVERABLES, DEVELOPMENT AND DATA MANAGEMENT**	**DEPLOY**	**DETERMINE AND RE-ASSESS**
Many companies have started outsourcing core manufacturing practices to have less man power dependency. This typically lead to having higher dependability on suppliers which are now becoming a bottle neck and constraints in meeting customer requirements. This vertical majorly has enquiries from OEMs and typically T1 suppliers. Most of the OEMs and T1 suppliers believe that they have a good process of supplier selection. During the initial interaction its better not to restrict our interact just with the sourcing function but extend it also to the quality team to understand the current performance of supplier. Also focus has to be given to see if the enquiry has been triggered out of any changing business scenario where the OEM or T1 is not able to handle that situation. Mostly standard enquiries will be received tagging as followed: • Supplier development • Supplier training • Supplier PPAP • Supplier Process audit • Third Party Inspection We don't have to be biased and follow customer requirements as most of them don't know what could be the best possible solution for them.	During this phase based on the basic information gathered a discussion with the cross functional team should be done onsite to capture the business scenarios. The focus areas for assessment is as followed: • *Type of sourcing (end to end with material / job work)* • *Percentage of work outsourced as compared to finished product* • *Type of processes outsourced* • *Maturity of outsourced suppliers* • *Geographical locations* • *Major issues faced by the OEM/T1* • *Any changes in business model* • *Volume variation* • *Market credibility of OEM/T1* • *Timelines for change expected* • *Technical competency of OEM/T1 and their expected intervention during project.* Based on the focus areas identify the problem statement which should clearly classify the scenario as to why this engagement with Omnex is expected to be initiated. Be cautious on not using standard tools in problem statement. We are not implementing Core tools, but designing a solution which can be one tool or multiple tools with modification and adjustments.	This phase is typically about identifying the opportunities in terms of benefits which can be added to our client. The opportunities have to be identified considering vital factors like Product Cost, Quality, Delivery, Consistency, Operating Cost, Cost of Quality, COPQ, and other indirect benefits like reduction in follow up, management effort. Based on the opportunity the solution Phase 1 has to be designed which needs to be translated to deliverables. Always remember that solutions will decide deliverable. Gap assessment at sampels suppliers to identify their maturity, and classify or group them in clusters Second phase would be to initiate third party Inspection in firewall approach to ensure that the defects are not reaching customer premises. Third phase would be to initiate an APQP process and review the entire product and process design to make it robust. Fourth phase would be to validate APQP compliance through PPAP jointly conducted by Omnex and client. Post this Third Party Inspection through firewall can be stopped. Fifth phase would be sustaining the improvements through periodic process audit.	For SCM project tracks are the phases devised in the previous steps. A macro program WBS is generated which will clearly identify the phases, sequence and their interaction. The entire program has to go through phase wise signoff to indicate that specific task has been completed. Tracking these phases can be based on time based frequency or deliverables based frequency. The key element has to be that Client, Omnex Top Management, Program Manager and project team should be clear with status of project at any given point of time.	Program Manager has to generate a competency plan based on multiple tier project structure. Rather than assigning the project with one man approach and looking multi skilled resource focus should be given on identifying task based competency. It is important for project success to ensure availability of competent people for the tracks. At the same time there are other operational constraints like geographical locations, prior time commitments etc. If competent people are not available, a development plan may have to be considered as a part of project resourcing. The PM and the regional operations team first fine tune the resourcing plan in view of the resources and then start the process of on-boarding the team members. It is important that before the quote is submitted, at least the project manager is looped in. these 3 people work on detailing the project plan and filling any gaps. While other team members may be on boarded after quote submission, it is preferable to get an agreement on time commitment beforehand. This is especially important if there are competency gaps and development is a part of project plan.

SOLUTIONING		STRATEGIC CONSULTING		
DEFINE, DESIGN	**DIAGNOSE & DISCOVER**	**DELIVERABLES, DEVELOPMENT AND DATA MANAGEMENT**	**DEPLOY**	**DETERMINE AND RE-ASSESS**
When clients contact us for consultancy services, they usually have a solution in mind that they "think" will solve their problem. Our first task is to go beyond the solution and figure out what is the pain point that the client wants to address with their proposed solution. Do bear in mind that not many clients may be open to admitting that they have problems. Most managers would like to portray that everything is fine and they are looking for excellence. Given this, it is best to talk to the CXOs who have an overall accountability for business results. the first step in moving towards a strategic consulting project is to get what are the deliverables that the CXO wants to see. This may be difficult for people to imagine when they are fixed on a solution, hence meeting (preferred over concall) may be required to agree on the deliverables. The agreed on deliverables form the basis of discovery analysis.	Once a broad outline of metrics is agreed on, an onsite assessment visit called Discovery analysis is conducted. Discovery analysis has 3 broad objectives- '- Assess the size of opportunity in line with the agreed deliverables · Assess the areas of opportunity that lead to overall opportunity · Assess the cultural barriers and effort required	Opportunity is assessed both in terms of metrics and money. For each metric present an assessment of baseline and what can be promised. What can be promised will depend on the opportunity areas identified. At the time of discovery analysis an assessment is made regarding how many projects of what kind will be required to raise the performance level of metrics. Current operational data is used for making this assessment. Sometimes additional metrics may be identified along with associated opportunity.	Project tracks are based on Omnex expertise areas and available competencies. It is the job of the architect to design what tracks will be required to meet what deliverables. The project tracks must keep in mind tools, competencies and time commitments required to achieve project deliverables.	It is important for project success to ensure availability of competent people for the tracks. At the same time there are other operational constraints like geographical locations, prior time commitments etc. If competent people are not available, a development plan may have to be considered as a part of project resourcing. The architect and the regional operations team first fine tune the resourcing plan in view of the resources and then start the process of on-boarding the project manager. It is important that before the quote is submitted, at least the project manager is looped in. these 3 people work on detailing the project plan and filling any gaps. While other team members may be on boarded after quote submission, it is preferable to get an agreement on time commitment beforehand. This is especially important if there are competency gaps and development is a part of project plan.
	The discovery analysis starts with an opening meeting to reiterate the objectives of assessment and scope of assessment and ensure availability of client personnel. Observation, questioning and data analysis is used to make the assessment. It can be seen as an audit where the objective is to assess the above 3 points rather than compliance. It is preferable to have a closing meeting with client management on the last day of assessment. The objective here is to share findings, make broad recommendations and give the client an opportunity to select engagement options. On completion of discovery analysis, a report is presented to the client management that lists the opportunity (pt. no. 3) and a tentative plan (pt. no. 4). It may be good to agree on what engagement options the client prefers before sending them a Quote (pt no. 6)	While some deliverables may be only enablers, at least a couple of them must deliver financial gains. This is required to justify the project cost. Principles like COPQ, entitlement, takt, inventory carrying cost, benchmark etc. may be used to arrive at money opportunity. While the realization of opportunity cost for deliverables like improved response time, capacity enhancement may not always be possible, it is important to quantify and present the overall potential.		
		Before any deliverables can be promised, the cultural barriers need to be taken into consideration. E,g, if accountability is weak or politics is high, how fast the gains can be made can be affected. While assessing what can be promised as deliverables, timelines are also important. Some deliverables may be quickly realizable by standalone projects and can be offered in short term. Some others may require longer time due to cultural inhibitors. If data is not available or reliable, some deliverables may only be possible in longer term after valid data collection is put in place. While promising the deliverables, it is important to have a mix of short and long term deliverables to sustain client interest. An assessment of client resource is also required to ensure feasibility of deliverables and timelines. Once a broad level agreement with client is reached, the next step is to build a detailed plan (pt. no. 4 &5)		

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SOLUTIONING		SKILL DEVELOPMENT PROCESS		
DEFINE & DESIGN	DIAGNOSE	DELIVERABLES, DEVELOPMENT AND DATA MANAGEMENT	DEPLOY	DETERMINE
The start point would be a client interaction (Prior to diagnostic) to understand their expectations and concerns in terms of employed Skill. Client may typically want to establish structured skill development program with the aim to enhance the skill level of people in the manufacturing and service functions for consistent work performance. To have clear understanding of the requirement, it is recommend to do a quick walk-through study of the existing training standards and processes to map the "As is" conditions. This is done by the Project manager (SME).	The objective of walk-through study is to map the "As is" conditions (both system and practices) and give recommendation for the "improved" conditions, scope of work, resource planning and the timeline. Walk-through study starts with an opening meeting to brief the objectives, scope of work, and ensure availability of the process owners. Observing the manufacturing processes, Questioning and interviewing with operating people, Verifiying the documents and recording the observations are the study tools applied to clearly understand the gaps in the existing training system. At the end of walk-through study work, to have a closing session with client management to brief the findings on both positive and negative ascepts and suggest the recommendations. Based on the study work, Project manager to be send to Client management within 3 business working days with the process approach recommended and the project proposal. NOTE: SKILL MATRIX is NOT Skill development	Based on the sign-off project approach and proposal, the project manager to support Client in executing the preparation activities to work mutually to finalise the road map for implementation with the time line target based on the scope of work. Key milestones to be highlighted in the road map and both Client management and Omnex team to have periodic review to extend their support to the team for activity implementation and making improvements to achieve the terminal objectives.	Project tracks are based on Omnex expertise areas and available competencies. It is the job of the project manager to design what tracks will be required to meet what deliverables. The project tracks must keep in mind tools, competencies and time commitments required to achieve project deliverables.	It is important for project success to ensure availability of competent people for the tracks both at Omnex and Client. It is also important that before the project proposal is submitted to client, Omnex internally should complete the resource plan based on the availablity of competent project team members and if there are gaps, need to have speedy development plan for the identified team members or to induct new team members with the required competencies. This has to be decided based on outcome of Omnex MCM (Management committee meeting).

SOLUTIONING		TQM/ TPM IMPLEMENTATION		
DEFINE, DIAGNOSE	DESIGN	DELIVERABLES, DEVELOPMENT AND DATA MANAGEMENT	DEPLOY	DETERMINE AND RE-ASSESS
When a Client's top management decides to implement TPM company-wide it maybe due to various reasons. These maybe hiden from our view point at this time. Our goal is to create a culture and environment to maximise the effectiveness of the enitre production system. - Our first task is to do conduct real-time health check-up. - interacT with people at cross functional levels to understand the capabilities -Making visit to GEMBA & understand the cross linked process execution - the plant equipment's basic condition and then finally the progress of performance indicators measured. This task, will provide the base line mapping to have mutual understanding of the gaps and will provide the basic inputs to the finalise the process approach adopted and our scope.	The objective of our real-time health check-up is to map the base line and provide the basic inputs in setting up the process approach to be adopted, scope of work, resource planning and the timeline. Health check-up starts with an opening meeting to brief the objectives, scope of work, and ensure availability of cross functional teams. Questioning and interviewing, Verification of documents, Recording the observations are used to map the positive and negative ascepts of People, Processes and Plant Equipments (3Ps). It can be seen as an audit where the objective is to assess the real-time working status of 3Ps. End of the day, to have a closing meeting with client management to brief the findings on both positive and negative ascepts and suggest the recommendations. Complete health check-up report to be send to Client management within 3 business working days with our process approach and project proposal.	Based on the sign off project approach and proposal, the project manager to support Client in executing the preparation activities to work mutually to fix the key performance indicators (KPIs) and finalise the road map for implementation with minimum working term of 2 to 3 years based on the scope of work. Key milestones to be highlighted in the road map and both Client management and Omnex team to have periodic review to extend their support to the team for activity implementation and making improvements to achieve the target KPIs.	Project tracks are based on Omnex expertise areas and available competencies. It is the job of the project manager to design what tracks will be required to meet what deliverables. The project tracks must keep in mind tools, competencies and time commitments required to achieve project deliverables.	It is important for project success to ensure availability of competent people for the tracks both at Omnex and Client. It is also important that before the project proposal is submitted to client, Omnex internally should complete the resource plan based on the availablity of competent project team members and if there are gaps, need to have speedy development plan for the identified team members or to induct new team members with the required competencies. This has to be decided based on outcome of Omnex MCM (Management committee meeting).

Work Breakdown structure for Projects

The WBS for each of the projects shall be made in an Excel sheet, as per the prevailing formats. Each of the phases and milestones will be clearly identified with the applicable resources who would be adhering to the deliverables.

It maybe possible that different resources would be used for different activities, or a concerned resource would be responsible for a phase or a particular milestone. The number of days required for the same shall be planned by the Project Manager, in consultation with the Regional Manager and the concerned resource.

The PM is also to ensure that all practical work sheets, processes, WI, manuals for the concerned task are provided to the resource to execute the work as planned. It is also understood that the periodic review/ reporting/ information sharing will be done by the PM and the resource as deemed fit for the project.

Identifying the Expertise Required for Each Task/ Mile stone

Each phase/ mile stone task should be entrusted to a resource who possess the technical and managerial skills. Resource selection can be done in consultation with the Regional Manager and Country/General Manager. Escalations incase of disagreement shall be brought to the Practice head and then to the GM Operations and finally to VP APAC.

Training workshop designing/ selection

The training workshops required for the project are typically agreed to in the contract. The modules required are re-validated by the PM and ensured that the materials are available for the contact delivery. As a policy, Omnex will not make new material unless contracted by the client and approved as follows.

- Incase any new training modules have to be developed, the same shall be approved by VP-APAC specifically.
- Incase of re-modularization of current materials, the same shall be discussed in the regional meeting and informed to VP-APAC.

Terms of reference

All terms of reference, methodologies, tools, spreadsheets, visit report requirements, EWIMS set up (if required) shall be discussed by the PM and the team. Any new reference books or case sheets required shall be requested ahead of time to be made available for the project team

Preparing a consulting services package:
Part B: Project Budget

Project Budgets and staffing/ resource management

- The project budget is to be made in line with the finalized purchase order/ Letter of intent from the client. The same should also be in line with the proposals submitted and the resource capability of the region.
- Incase resources from outside of the region are required, it will be coordinated and planned with the concerned regional manager.
- Expenses budgets shall be discussed and agreed with the client, including the payment terms and payment credit term.
- Project budget tracking shall be done periodically in a project. The details of the expenses for a given project can be obtained from finance department
- Incase of mid-course corrective actions, the same shall be recorded in the Regional Meeting MOM and also discussed specifically with the entre project team

How to prepare the Budget

- Project budgets are mandatory for every project signed by Omnex.
- This shall be made \by the Project Manager or the Regional Manager as the case maybe. The formats for making project budgets will vary, but shall be discussed with the Country/ General Manager and released.
- Once the project budget is made, it shall be seen to it that we stick to the specified budget as the profitability of the project is monitored based on the budgets allotted.
- Any deviations in excess of 5% of the project budget needs to be sanctioned by VP-APAC.

How and When to review project budget adherence

- Project budget actuals report can be taken from finance and QA department at any point of time. The same shall be requested by the project manager or the concerned regional manager
- Reviewing the personnel deputed and their time shall be a part of the Monthly management review ppt that will be sent to the client by the PM.

V. CLOSE OUT OF A CONSULTING SERVICE

Project close out, and Customer Satisfaction Survey

Any project can be closed out only by using either of the following options.

Terminating Services Prior to End of Contract

Incase of stoppage of a contract, be it premature closure or a temporary stoppage, for whatsoever reasons, the process shall be:

- The MRM ppt shall be updated till the date of closure/stoppage. The same shall be reviewed by the Regional Technical Head and Regional Manager, and the GM Operations will have a conference call with the client.
- The MRM ppt will be sent to the client with a copy to the QA department and proceed to Back up clause.

Project Information Backup

- Most clients require us to return IP and Confidential information/ property of the client that we have been given access to, by the end of the project. All project documentation used by the PM and consultants have to be backed up on to the IT server. IT Administrator can be contacted for the same.
- This backup is independent of whether the person has taken a recent backup of his system as per IT process. The project back up shall be coordinated by the PM for all consultants and IT Administrator will assist for the same.
- The back up process shall be completed within 10 days of project closure.
- Once backup is done, IT Administrator will inform the Regional manager of this being done, who will send a formal email to the client representative that we are ready to return all customer property. IT Admin will burn the CD and send to client as required.

Concluding the Project Assignment / Close-out

- The project manager shall write a project closure report and submit to the QA department who will verify that all loose ends have been tied up. Once the same is agreed upon, within 2 weeks, the closure report shall be sent to the client along with IT backup and return of IP files if specifically contracted. Please read Backup clause for information

Customer Satisfaction survey and Closure letter

- Once close-out is completed, QA department will initiate the customer with the CSS.
- They would also request for a project completion letter from the client that can be used for future references.
- Al CSS and Closure letters are maintained confidentially with the QA department. The same will be submitted to VP-APAC during the HBR (Half yearly Business Review).
- There maybe more than 1 Customer satisfaction surveys for a project, depending on the duration and criticality of the project.

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VI. PROFESSIONAL ATTIRE AND DRESS CODE

The objective of Dress code directive

Omnex values the brand image and what our employees convey in terms of physical appearance to our clients and interested parties. Our dressing shall aid us in building lasting relationships that are central to our customer focused business.
Omnex values how we all behaviour and conduct while at client locations. Adopting impeccable behaviour also implies having an impeccable presentation. You are expected to wear the Company ID card while at client premises.

These guidelines are intended for all employees of Omnex group and compliance to this is mandatory. Senior executives at each office location are empowered to monitor, coach and ensure compliance to the Dress code and that staff display a professional appearance at all times.

The general dress code for men:

- Two Piece Suit black or dark blue or any dark colour
- White or a pale shirt with long sleeves
- Dark Trousers
- Neck Tie
- Black, Dark Tan or Brown shoes and a classic Belt, same colour as the shoe you chose to wear

The costume
Dress code directive:

SUITS: Dark Charcoal, black or dark blue suits are preferred.
The straight jacket with two buttons and the pants are the main components of a professional classical costume. The jacket should be closed until the button below (not included) when you stand or you're traveling. The lowest button should always remain open. While seated, the blazer should remain open. The collar should fit your correctly and no wrinkles should be formed under the neck. Make sure the bottom of your pants form a slight fold just above the shoe heel. Avoid Corduroy, and casual jackets, unless the meeting is an informal one.

- In hot weather, you need not wear a jacket.
- The breast pocket of suits must be empty, except for storing a pen or your ID card.

Suit / Blazer Jackets:

- In general, it is not advisable to wear a jacket whose pockets are overfilled, as this disrupts pace.
- Do not store a purse too bulky in your trouser pockets.

Shirts and Pants

- Shirts shall be plain, striped or light designs. Never wear shirts with checked-designs or flashy prints.
- At the neck, the shirt must be of sufficient magnitude to leave a space of at least one finger. Wearing short- Short sleeve shirts are allowed too, depending on the climatic condition.
- Pants must be regularly steam ironed and folds of the pants must be frequently refreshed.
- Shirts must be washed and ironed so appropriate whenever they were laid.
- Never wear un-ironed wrinkled attire. It spoils the overall impression of who you are, and who you represent.

Neck Tie

- The tie- stickpin is now rather old-fashioned but if you have a preference to it, you may use.
- The tip of your tie should under no circumstances enter your pants, and neither shall it be shorter than the button that touches your pants.
- The tie shall be knotted in a Simple Windsor knot or Windsor double knot**.**
- Important: • Ensure your tie doesn't clash with your shirt- Avoid printed / cartoonish/ holiday print ties.
- Choose the correct tie color and/or pattern for your outfit. In terms of color, choose a shade that compliments your shirt and suit. In doubt wear a plain dark / black / dark navy tie without any patterns.

Shoes and socks

- Black shoes with leather soles with laces must be worn with dark gray suit, black or dark blue rigor.
- Ensure your shoes don't emit a bad odour due to sweat or dirt.
- Incase you are offering consulting in the shop floor, please be mindful of the PPE requirements and wear safety shoes or thick soles.
- Wearing black or Grey ribbed, well fitted cotton/nylon socks are a mark of smart dressing. Short Socks & thick sports socks are not compatible with official clothing. In summer, light socks made of cotton or silk suit perfectly. In winter, cotton socks or thicker wool will be ideal.

Shaving: Even if you do not wear a beard but only the softspot, shaving is a daily necessity. Three–day beards are not allowed. For those who wear the beard, it must be short and neat. The same goes for those who wear the moustache.

Hands: Have clean hands and neat, without broken nails or black Of course.

The haircut: We recommend a visit to the hairdresser every three to four weeks to maintain your hairstyle. During this period, the hair grows an average of a centimetre, which is seen especially at the neck and around ears.

The use of perfume and deodorant

It's not only what we see, but also what we feel influences our perception of things and our communication. Our body odour cannot be changed. However, we can ensure that it produces only scents pleasant:

- Using an effective deodorant, you will retain, for several hours, the freshness with which you feel confident and full of vitality. In case of excessive sweating, your deodorant must be renewed during the day.
- Whether you are a smoker or not, the smell of cold smoke does please anyone. If you smoke, regularly ventilate your clothing mints and clean them more frequently. Try to limit your use during your work and use a spray or mint or oral drops after each cigarette smoked. Avoid chewing gum during meetings
- A pronounced breath (garlic, onions, etc.) can also have a significant impact on communication. It is nevertheless possible to fight against bad breath avoiding these substances during the week.
- If you like wearing perfume or after-shave, use one of good quality that doesn't over power the office.

Final check!

Our outward acts of communication nonverbal and speaks volumes about our personality. List appearing on the next page shows what we think frequently as devoid of style in our interlocutor. Check your look before "going on stage" to avoid the worst mistake.

Shoes and Socks	Pants	The tie	The jacket / blazer	Hands and Hair
• Shoes are clean, polished, well maintained • Cotton socks with shoes • Socks aren't too short or skin visible • Hosiery Yarn or holes in socks • Socks aren't patterned or decorated with cartoon images	• Trousers are ironed and don't have creases • Pants are worn with appropriate belt • Belt is not torn, Loose end of your belt shouldn't be more than 6 inches from the buckle, not fashioned with big buckles • The pants reach below your ankle and not above the ankle	• Ensure you have knotted them right- Not too short or too long • Knot shouldn't be too big for your body size • Node is suitable for the shirt pattern • Not clashing with your shirt/suit	• Sleeves are not too short / long • Inadequate cup at the shoulders • Too narrow at the chest or abdomen • Jacket worn open • The buttons are fitted, not loose as though falling off	• Nail is not dirty • Moisturize rough or cracked skin • Hair is not dirty and maintained well • Neck unshaven for short haircuts • Damaged Nails

General Dress code - Women

The general dress code for Women:

- Churidar/ Salwar Kameez are allowed at any times during work hours
- Tailor plain or colored pant-suit
- Dark Charcoal, Black or dark Blue jacket
- White blouse- preferably a shirt
- Closed shoes - Black and classic
- Black or Brown Belt

The Costumes: Dress code directive:

Blazers

- The classic business attire - United color Dark Charcoal, black or dark blue
- These pieces are very flattering, their cut is light and offers a high level of comfort. The resulting silhouette is elegant slender and without any feeling of being cramped. The jacket must remain smooth, even when buttoned and should not tighten you
- The pocket of suits must be empty, except for storing a pen or your badge
- Blazers, Pants and Skirts must be ironed regularly
- The jacket buttons door closed. When seated, they must always be open
- Skirt - The perfect skirt length is in the middle of the knee and may down to two inches below the knee (measured from the middle of the knee)

Blouse/Shirt

- The blouse is worn on the trousers/skirt/scallop and must be adapted to the rest of Dress code (a few inches below the collarbone)
- The neck of the shirt must be worn, preferably on the reverse
- In general, a blouse is worn with a jacket. The basic expectation of professional clothing is White shirt with classic collar

Shoes

- Closed shoes - Black or dark blue shoes compliment perfectly with your suit
- The heel height should not exceed 7 cm. Open shoes are prohibited, though partially covered shoes are accepted while in office
- In selecting shoes, it is important to consider that they you will wear it throughout the day
- Ensure your shoes don't emit bad odor due to sweat or dirt
- It is important to regularly clean and polish your shoes

Jewellery

- Jewellery should be used to bring a personal touch to your style which complements your outfit and enhances your personality
- However there is no obligations to wear

A neat makeup

- A perfect professional look is achieved not just by matching accessories, shoes and jewelry, but also by maintaining your hair and skin
- The use of makeup gives women a more professional look
- A light day makeup composes of a foundation, a mascara and a lipstick discretely matching with the Dress code

Hands

- Keep your hands clean and nails trimmed
- Nail polish and lipstick should match the dress code
- Hands poorly treated and chipped nail polish looks completely unprofessional

Hair

- A suitable hairstyle is essential to complete the Professional look of any employee
- Ensure you spend quality time in grooming your hair before stepping inside the work floor
- Please avoid fancy hair styles

Perfume and Deodorant

- It's not only what we see, but also what we feel influence our perception. Our body odour cannot be changed. However, we can ensure that it produces only scents pleasant
- Using an effective deodorant, you will retain, for several hours, the freshness with which you feel confident and full of vitality. In case of excessive sweating, your perfume must be renewed during the day

Fresh breath

- Fresh breath amicably defines your professionalism. Especially when you are interacting with the customers
- Avoid smoking when you are in contact with customers. Similarly, attendance at smoky establishments during lunch breaks should be avoided
- Avoid dishes made of garlic and onions and eat with prudence of chewing gum or chlorophyll
- Chewing gum has the advantage of having a cleansing effect on teeth. But during a discussion, it appears rather unpleasant. Avoid it during meetings and discussions

Final check!

Blazer/Jacket	Blouse/Shirt	Shoes	Jewellery/ Makeup	Hands/Hair
• United colour Dark Charcoal, black or dark blue • Closed Jackets Buttons exception while seated • Perfect skirt length is until middle of the knee •All pants/skirts/blazers/jackets must be ironed neatly	• The blouse is worn on the trousers/skirt/scallop • The blouse is worn with a jacket • Basic expectation of professional clothing - White shirt with classic collar	• Closed shoes - Black or dark blue shoes • The heel height should not exceed 7 cm •Ensure your shoes don't emit odour due to sweat	• There is no obligations to wear jewellery • A light day makeup composes of a foundation, a mascara and a lipstick discretely matching with the Dress code	• Keep your hands clean and nails trimmed • Nail polish and lipstick should match the dress code •Ensure you groom you hair and avoid fancy hairstyles

VII. REGIONAL/MONTHLY MEETING GUIDELINE

Frequency	Monthly (Compulsory in Last week of every month) in respective office	
Reviewer:	Regional Manager and Regional Technical Head	
Participants:	All regional team members, Finance Controller*, QA lead* *(* Attend during their concerned portions)*	
Objective:	Review the overall techno-commercial performance of region, plan for next month and devise the strategy for further improvement.	
Focus areas for regional review:		
	INPUT	**OUTPUT**
Input / Output document	• OPEX • CRM • P&L sheet from finance • Weekly Monday meeting MOM • Project PPT from Project Managers	• MOM in OPEX with details • Action plan for regions in OPEX • Project MRMs in OPEX
Business booking, invoicing & Collection ***FC to be involved**	• Analyse the current month performance, next month projection and cumulative for the quarter and till end of commercial year based on the business plan target. • Identify the strategy and support required for achieving the business plan.	
P&L Statement ***FC to be involved**	• Compare against monthly and cumulative targets. • If required identify the current areas of cost reduction, new products to boost the profit.	
Scheduling and Billability	• Compare regional scheduling and billability against monthly / yearly targets. We work on a 3 month rolling schedule for all projects and to a large extend work will be scheduled well in advance. • Identify with the current billing/scheduling with the Inventory available for the region	
Training Rating	• All training imparted to be individually reviewed for feedback rating, identify opportunities for improvement by upgrading technical competencies.	
Project Review ***QA to be involved**	• List all projects of the region. Respective PM should present the project as per Omnex Project ppt format. This will cover the operational angle of the project. Each project has also to undergo a technical review- sample documents/processes and strategies for the same. All • This will be reviewed by RM, RTH & all SC. • Feedback can be taken from all team members for further improvement. • Identify escalations / additional support required for project. • Review the next three months rolling schedule and track of deliverables, feed into Opex and coordinate with clients. • ***To be done in line with the Consultants handbook guidelines.***	
Post RM activities: ***QA to be involved**	• RM & RTH jointly circulate the MOM indicating actions initiated from Regional Meeting no later than 24 hours from the MRM. • The MRM and the Review reports shall be sent to QA Department, update OPEX • QA department to circulate each project report to respective client SPOC with cc to PM and RM. • RM & RTH to track closure of action items as per MOM.	
Note: Any deviation in change of dates, absence during regional meeting prior approval has to be taken from GMO.		

Key terms and Abbreviations used in this document-

TO BE ADDED LATER

- End of document