



I have been a strategy advisory consultant for over two decades, working with TCS, PwC, KPMG, GE Capital and Accenture.

I help clients develop growth strategy through new products/services and market entry initiatives; and execute through change management and program management.

# **CORPORATE PLANNING**

## **CERAMIC BUILDING PRODUCTS MANUFACTURER**

### **Client Description**

The client was a large manufacturer of ceramic floor and wall tiles, with several plants at different locations in India. A collaboration with a European player gave the client access to new technologies and designs.

### **Process**

This involved an analysis of the industry structure and operating norms, an understanding of the role of influencers such as architects and masons, consumer purchase factors, and an examination of the match between client firm's capabilities and customer needs, and the development of appropriate competitive strategies. It also included development of a financial model to assess projections of market growth, revenues under different scenarios, and profitability.

### **Issue/Need**

Second-gen promoters wished to assess their industry, and assess the long-term potential for the firm, and the changes required in strategy and functional performance.

### **Deliverables**

1. Industry scenarios – growth and market share, consumer preferences, emerging materials and usage.
2. Product-service recommendations as per current and future customer expectations.
3. Competitive strategies – pricing, channel selection and norms, branding and propositions.
4. Spreadsheet based financial model.
5. Functional plans to execute the recommendations
6. Organization capabilities and structure