



# GROWTH STRATEGY - DIVERSIFICATION

## INDIAN MANUFACTURER OF HIGH-TENSION TRANSFORMERS

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.

### Client Description

The client was a provider of High Tension Transformers in Mumbai, set up by second-generation entrepreneurs, with its own design and manufacturing facilities in Maharashtra, and catering to demand from State Electricity Boards, mainly in West and South India.

### Process

1. Electrical sector review to define long-list of key customer segments, large current and future opportunities, and critical success factors
2. Capability Assessment to identify current level of capabilities and investments in future
3. Developing a short-list of opportunity/capability match
4. Development of business case for each match and filtering based on scenarios of industry growth and market demand
5. Decision making on desired product portfolio, and development of an integrated transition plan from current state to future situation.

### Issue/Need

With a weak competitive position due to limited access to innovative designs and economies of purchasing, compared to larger Indian and international players, the firm was losing market share in its core markets. Raw material costs, and a lengthy tendering and payment cycle with key clients was eroding margins. Leadership therefore wished to examine new areas in the electrical sector, where they could create a position based on existing capabilities and relationships.

### Deliverables

- Capability definition
- Target product portfolio
- Market entry route map