



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.

# **STRATEGIC BUSINESS REVIEW**

## **CLIENT : DYES AND CHEMICALS MULTINATIONAL**

### **Client Description**

The client was a Swiss global multinational producing dyes, chemicals, generic drugs and proprietary pharmaceuticals. The company had a long history in India, and was a market leader in the textiles and leather manufacturing industries in India.

### **Process**

The engagement covered 4 key reviews - Product range and mix; Customer mix and selection; Make or buy strategy; and Distribution structure

These review areas were addressed by:

1. Customer segment scenario building
2. Sales information trend analysis and projections of revenue and profitability
3. Return optimization model
4. Portfolio comparison to model and selection of actions

### **Issue/Need**

A global restructuring exercise required a strategic review of its dyes and chemicals business in India to determine whether to retain the business or exit.

### **Deliverables**

- Product portfolio review of dyes and chemicals regarding optimal range and mix
- Customer selection strategy
- Recommendations on exit or retention; and on product sourcing i.e. inhouse manufacture versus outsourcing
- Channel partner selection/management