



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.

MARKET ENTRY STRATEGY

CLIENT: MINERAL WATER MANUFACTURER IN OMAN

Client Description

The client was a large trading organization in the Sultanate of Oman, who wished to launch a range of bottle mineral water to substitute imports from other GCC countries.

Process

1. Market research to assess the concept and explore consumer preferences with respect to SKU sizes, packaging and pricing
2. Trade research around servicing needs and commercial terms
3. Design of a revenue model and operations model around selected SKU, channel dynamics, market share and logistics costs
4. Long term projections of profitability, cash flows and returns.

Issue/Need

The Client wished to cater to robust local demand. This would require both sourcing of water of the adequate quality, as well as a bottling plant and distribution facilities throughout Oman. It was thus necessary to examine the geographic concentration of demand, and match it with distribution and retailing facilities.

Deliverables

- Market review - Consumers, competitors, distributors, retailers
- Product portfolio recommendations
- Channel architecture
- Business Case based on estimates of channel capacity, adoption rates, pricing sensitivity, manufacturing costs and distribution expenses.