



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 : UAE DAIRY & FRESH JUICES MANUFACTURER

Client Description

The client was a large multi-industry group in the United Arab Emirates who wished to launch value-added beverages in the dairy and fresh juice space, building on an existing import business.

Process

The assignment involved trade research to assess the viability of the proposed entry, developing estimates of market share, recommending a logistics model, and developing a revenue model and financial model. Projections of profitability, cash flows and returns were generated and used to assess various options.

Issue/Need

With limited local manufacturing capacity, the Client would have to set up a processing and packaging plant for fresh dairy and juice beverages. It was thus necessary to examine the nature of demand in the local market i.e. UAE and Oman to assess the viability of the project.

Deliverables

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