



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.

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# STRATEGIC PLANNING

## CLIENT: DIVERSIFIED INDIAN CONSUMER GOODS CONGLOMERATE

### Client Description

The client was an India market leader in consumer goods such as toys, furniture and luggage. It enjoyed a leadership position in luggage but was struggling in other areas.

### Process

A 10 week methodology was used:

1. Internal & External understanding: assess current performance, key areas of concern, key areas of strategic leverage, understand markets, competition, key success factors and attractiveness
2. Options: synthesize internal and external understanding, prioritize options, check for fit with capabilities
3. Get consensus on strategy: review and choose direction
4. Develop functional initiatives

### Issue/Need

The core luggage business was facing low volume growth. High growth opportunities in soft luggage and office furniture required investments. Other areas such as toys, molded furniture and office chairs were a drain on profitability. The client therefore wished to develop an integrated business strategy as well as downstream functional improvements.

### Deliverables

- Competitive assessment for each business
- clear strategy statements for each business with leadership buyin
- Resulting functional implications from chosen competitive position in the industry