



CLIENT STORY | GO TO MARKET STRATEGY FOR A GLOBAL LEADER IN PAINTS AND COATINGS

Region :
 INDIA

Consulting Services :
 GO TO MARKET STRATEGY AND IMPLEMENTATION

CLIENT SITUATION

- The client, a global leader in paints and coatings had bought the operations of an MNC already having a reasonably strong presence in India
- Although it had a sizeable share of the Indian paints market, it was still far behind the market leader
- It has aspirations to acquire a leading position in the paints market in India in a short span of time
- The client wanted to make headway into the geographies where it had insignificant presence and wanted to evaluate alternative means of servicing the underserved territories and implement the model rapidly

OUR APPROACH

- Avalon Consulting began the exercise through an on-the-ground research in four white space markets to assess the competitive situation, covering channel structure, product consumption, service levels etc.
- We then evolved customer requirement specifications for these markets to identify levers for creating competitive advantage while overcoming constraints created by being a late comer to such markets – particularly dealer/retailer counters being monopolised by early mover competitors
- A go to market strategy was put together with distribution model being a corner stone of the market push – for the first time in the industry, a distributor based system was piloted for a period of two quarters by Avalon Consulting in close association with the client, proved to be successful, and then formalised through SOPs as the vehicle for growth for all such country markets
- Avalon Consulting then proceeded to develop a parallel organisation for such markets, within the client organisation, train the newly recruited manpower and roll out the project

OUR RECOMMENDATION/ IMPACT

- The project has been a benchmark for the industry and has enabled the client to rapidly scale up in such markets with double digit growth rates in all new geographies continuing to be sustained
- The exercise has ensured that the client has created a platform for growth as it continues to use this model and variants in its push deeper into India's hinterland to challenge long established competitors effectively, gain market share and expand the market