● **AVALON**
Consulting

CLIENT STORY | STRATEGY FOR PROFITABLE SALES GROWTH FOR CONSTRUCTION STEEL IN VIETNAM

Region :
SOUTHEAST ASIA

Consulting Services :
MARKET SHARE IMPROVEMENT STRATEGY

CLIENT
SITUATION

- Client is a leading pan Asian Steel manufacturer that provides premium steel products (rebars) and solutions (pre fabricated cages etc.) for the construction industry. Its operations are spread across countries in South East Asia, Mainland China and Australia

- The company is currently a marginal player in the Vietnamese market despite its reputation of being a quality player in other SEA markets. It is keen to understand the issues that are limiting its growth and develop an actionable strategy to grow its sales to reach >90% capacity utilization

OUR
APPROACH

- Avalon Consulting started the engagement with a comprehensive Discovery Workshop involving the Client's local team to understand the market landscape and unearth the internal bottlenecks towards sales growth

- This was coupled with detailed field work across the channel in served and unserved geographies to draw up the market context through a better understanding of demand, competition and value chain characteristics

- The market was segmented by geography, potential and type of customer (retail, projects etc.) to study the unique levers driving product sales in each segment. The Avalon team examined the key issues deterring client's performance in each of these segments and identified improvement initiatives

- These initiatives were filtered through a cost benefit analysis to draw out a list of high impact and feasible action items

OUR
RECOMMENDATION/
IMPACT

- Retail activation – energised the retail aspect of the distribution channel to create pull for client's products through relevant activation and engagement

- Sales team re-organization – localised team, amended typical activity set, reporting mechanism and proficiency levels of the team; introduced 'Key Account Management' principles

- Distribution network rationalization – segregated high performing channel partners from laggards; articulated methods to strengthen association

- Defining target markets – identified hitherto untapped markets based on potential and possibility of taking share

- Designed implementation roadmap with clearly laid out roles, responsibilities, milestones and timelines