

Unlocking synergies for a leading FMEG company in India

THE AVALON EDGE



Client Situation

- 💡 The Client is a major player in India's Fast-Moving-Electrical-Goods (FMEG) sector, focusing on the manufacturing of electrical and digital infrastructure.
- 💡 It operates with three brands: one flagship brand in the FMEG segment, another acquired brand in the same segment, and a third acquired brand in the power infrastructure segment.
- 💡 While the backend processes of these brands are integrated, their front-end operations remain at arm's length, leading to internal competition and operational challenges.



Key Challenges

- 💡 There is potential overlap between the two brands in the FMEG segment, which could be affecting overall market performance.
- 💡 The sales teams from both brands are still in the process of integration, which has created some inefficiencies and field coordination challenges.
- 💡 The acquired FMEG brand has faced some challenges in meeting performance expectations, raising the need for further evaluation.
- 💡 There may be opportunities to streamline sales and marketing efforts to optimize resource allocation and avoid duplication.

As a part of their corporate strategy for the next phase of their growth, the Client wanted to **develop a roadmap for the acquired brand**, as well as **leverage / realize synergies** between the 2 brands to catapult each other's growth.



Avalon Intervention

An initial hypothesis was created by identifying 4 areas of potential synergies among the brands

1) Product Portfolio 2) Marketing Communication 3) Sales Organization 4) Distribution Network

01



Portfolio Rationalisation

A combined product range was established through portfolio rationalisation for a better peer-comparable proposition without much cannibalisation

02



Marketing Integration

An integrated marketing strategy providing significant rub-off effects for the acquired brand while improving the effectiveness of marketing spends was recommended

03



Sales Unification

A unified sales organization was designed to address the needs of various stakeholders resulting in more efficient market coverage and lower cost to serve

04



Distribution Synergy

A plan to merge the distribution strengths of both brands was recommended for better market penetration and lower cost to serve while offering more value to channel partners

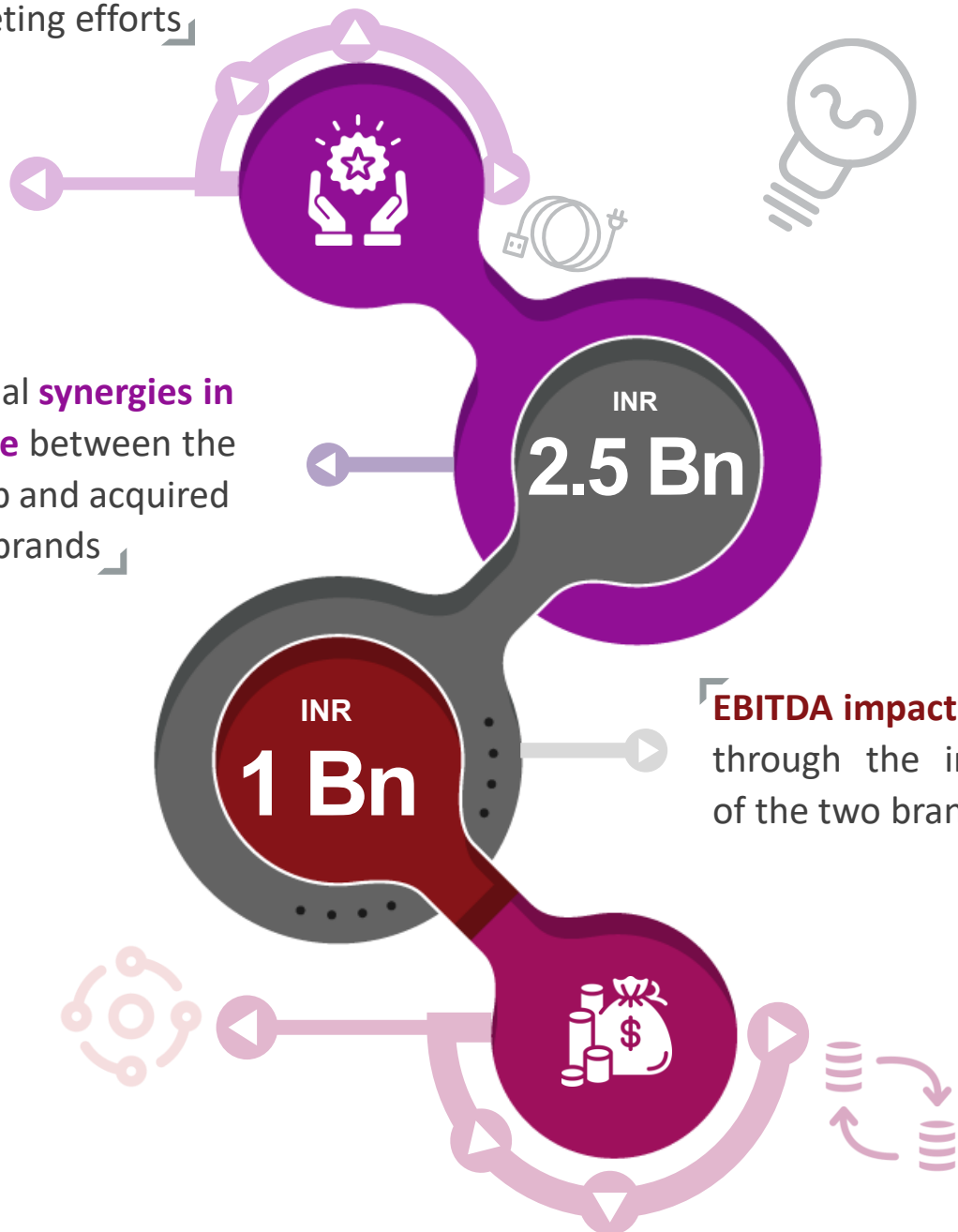


Our Impact

The acquired FMEG brand was found to be relevant with its own **unique position in the market**, which could be leveraged with proper marketing efforts



Potential **synergies in revenue** between the flagship and acquired FMEG brands



EBITDA impact identified through the integration of the two brands



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