



CLIENT STORY | INDIA ENTRY STRATEGY FOR EUROPE'S LEADING MANUFACTURER OF PIPE SYSTEMS

**Region :**  
INDIA

**Consulting Services :**  
MARKET ASSESSMENT, MARKET ENTRY STRATEGY

## CLIENT SITUATION

- The client is a leading European manufacturer of pipe systems for residential, industrial and commercial segments covering water supply, SWR and sewage segments
- In order to introduce its range of PVC pipes and fittings for the SWR segment in India the client wished to:
  - Understand the addressable market for its product range in the SWR segment
  - Understand competition, their positioning, differentiators, business models and focus areas
  - Recommend suitable product portfolio, target customer segments, differentiators and pricing
  - Decide between two locations for setting up the production unit
  - Prepare the high level Business Plan for the Board's approval for investment

## OUR APPROACH

- An in-depth assessment of the SWR market was undertaken to determine the opportunity for PVC pipes
- Market size for PVC pipes was estimated for relevant product and customer segments thereby arriving at the addressable opportunity. The Pressure Water segment, not part of the original plan was identified to be a better opportunity and the client was advised to pursue the same with its range of CPVC pipes
- Typical customer buying behavior was understood through meetings with key customer segments and need gaps were identified
- A thorough understanding of the value chain was presented, enabling the client to determine the sales and distribution organisation required
- Competitors were profiled on business model, strengths, customer focus etc. and a strategy developed to address competition and take market share from them
- Key focus areas for the business were identified, customer segments identified product portfolio designed
- A Business Plan was prepared projecting Revenues, Costs and Investments over a 5 year time-frame

## OUR RECOMMENDATION/ IMPACT

- The BOD has approved the investment, land for the factory has been acquired and construction of the factory is on track to commence production in Q2 of 2014