



CLIENT STORY | DIVERSIFICATION & PARTNER IDENTIFICATION FOR AN INDIAN PAINTS MAJOR

Region :
 INDIA

Consulting Services :
 DIVERSIFICATION STRATEGY, PARTNER SEARCH

CLIENT SITUATION

- The client is one of the largest paint manufacturers in India – dominant in decorative paints space
- The client wished to explore areas of diversification by leveraging its strengths and capabilities

OUR APPROACH

- Avalon conducted a Strategy Workshop with the client's leadership and functional heads to identify their core internal strengths and capabilities that can be leveraged as "platforms" for diversification
- For validation of strengths identified and to test the wider applicability of findings, a dipstick study with vendors, customers, ex-employees was carried out
- Consequently, areas of new business where the client's platforms could be leveraged were identified
- Through prioritization, areas of interest were further shortlisted – based on their attractiveness and leveragability with the client's platforms
- Avalon also conducted a preliminary partner identification for global companies operating in the prioritized categories – to gauge their interest in entering India and partnering with the client

OUR RECOMMENDATION/ IMPACT

- On basis of the strategy workshop, the client team was able to identify their strengths and capabilities to be leveraged as platforms for diversification
- Clarity on probable areas of diversification was achieved through discussions with the client team and a thorough understanding of their platforms
- The most impactful areas were selected after applying a prioritization framework to maximize impact
- High –level partner search & identification were carried out, to gauge the attractiveness of the client's proposition and provide the client with a working list of possible targets for JVs or M&A
- As a direct result of this study, the client decided on diversification into a high-growth business with ample scope for leveraging their strengths