# Granular growth plan for building materials – implemented across cement, pipes, wires

## **Key questions**



## **Key solutions delivered**



## Next step planned

Which micro-markets can unlock maximum volume/share growth?

Punjah

Punjah

Punjah

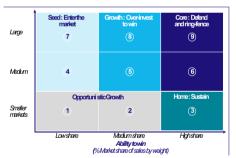
O OpenStreetMap contributors India

 District level construction demand model based on cement and macro data

- BoQ factors to estimate cement, pipe, wires demand
- 73 growth clusters

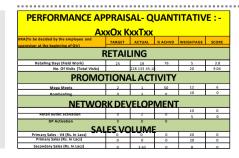
Estimate micro-market potential (within district), using AA and data-points like mobile traffic, energy consumption

How to win - differentiated GtM approach based on micro-market readiness



- Differentiated GtM approach
  - Core:1 Channel loyalty, pricing excellence, dealer churn
  - Growth: retail reach, range selling, distributor capital
  - Seed : set-up primary channel, brand awareness

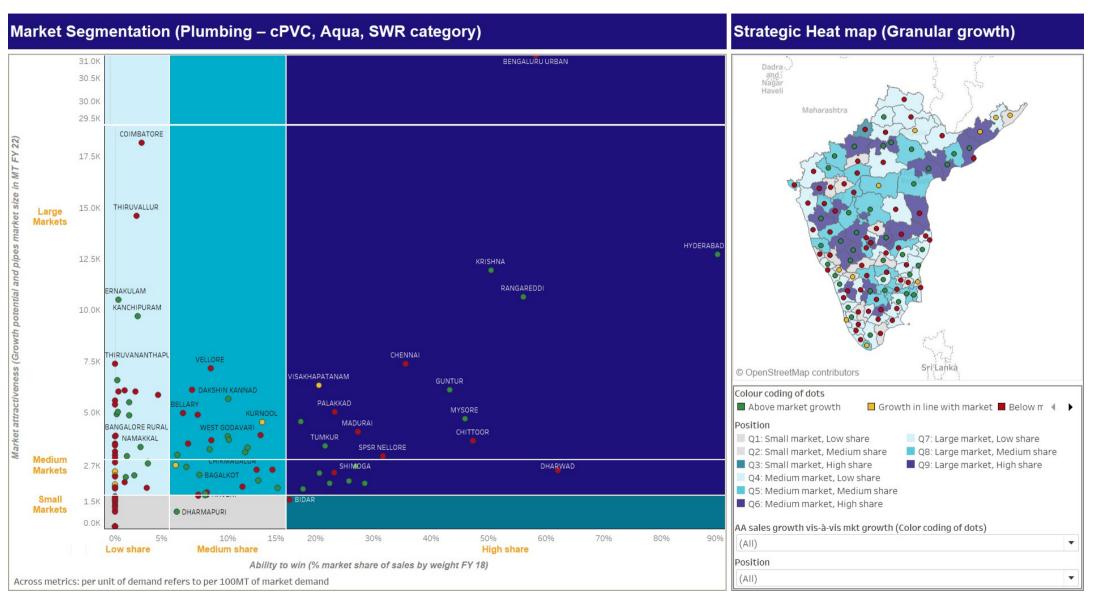
How to translate plan to execution?



- Granular district action plans (DAPs)
- Align sales KRAs/KPIs to plan
- SFDC enabled KRA dashboard and tracking
- Automated sales analytics engine to analyze and suggest intervention required

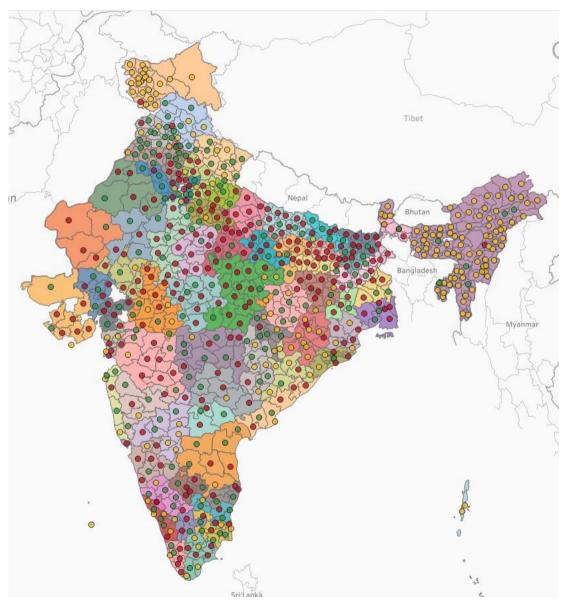
## rinted

# Granular growth map using Tableau



SOURCE: Team Analysis McKinsey & Company 2

# India can be viewed as 73 growth clusters, covering 658 districts



## **Takeaways**

- Each cluster functions as an independent local economic drivers and advertising channel
- 25% of districts (183 districts) will drive about 77 percent of India's incremental GDP from 2012 to 2025

SOURCE: Team Analysis McKinsey & Company 3

## Differentiated GtM interventions identified for Core, Grow, Seed

Market attractiveness (Growth potential and market size) In MT

# Larg

Medium

Smaller markets

#### A Seed

- Prioritized manpower allocation to impact markets
- 2. Better **market understanding** through surveys, field visits (competition, customer perception)
- Target 'A' class distributors of competitors/big dealers of complementary category items
  - Upgrade to direct dealer
  - Special seed scheme; Plant visit
- 4. Prioritized dealer selection
- 5. Focus on getting big orders (to create word of mouth brand spread)
- 6. Demand generation team for sites
- 7. Plumber engagement at high level; create quality awareness "Halla Bol"
- 8. Mystery shopping to create indirect/perceived demand generation
- **D** Opportunistic Growth
  - 1. Selectively invest
  - 2. Ensure basic retail coverage

#### B Grow : Over-invest to win

- 1. Select few dealers (30-40) & direct engagement with them
  - Distributors sales team to call them
  - "Star" dealers program
  - Sell full product range of AA
- 2. New dealer conversion toolkit:
  - Highlight new product range of AA
  - 6 months promotional scheme to new outlets
  - In-shop branding
  - Help with early conversions
- 3. Dealer engagement for small projects: Direct orders to dealers
- 4. Increase brand visibility across market
- Connect to tile dealers/related category dealers(Target categories which have low margins)
- **6.** Plumber loyalty programs and certificates (training/certified)
  - Weekly call to plumbers (general discussion + emo connect)
  - Mini meets for plumbers to explain about product range

## C Core: Defend and ring-fence

- 1. Pareto model (Top 20% contributing 80% of sales)
  - Target based loyalty programs
  - New product launches at dealership
  - Exclusivity for new product
  - AGM to own; Priority visits, supply and branding
  - Dealer club
- 2. Plumber engagement + sales tracking (beforev. after)
- 3. Plumber school (semi-skilled converted to skill)
- 4. Plumber clubs (family connect, accidental insurance etc)
- 5. After sales service: complaint booking with call center
- 6. Pricing for slow moving/non-moving products
- 7. Systematic incentives for range selling (portfolio scheme)
- 8. Convert irregular dealers to regular dealers
- 9. MOP to be fixed:
  - Bring all the dealers on the table for MOP
  - Set the right example for violation
  - End customer price to be fixed

## E Home: Sustain

- 1. Smaller markets where Ashirvad is a top 3 player
  - Sustain with efficient coverage/local area activities
  - Improve or sustain price premiums/ margins

Low share Medium share High share

Ability to win (% Market share of sales by weight)

SOURCE: Team Analysis McKinsey & Company 4