



How we helped an environmental engineering company design its Growth Strategy

Issue

An environmental engineering company, part of a larger infrastructure conglomerate had made some considerable strides in the Environmental Consulting arena. However, lingering on to traditional service practices and EPC (Engineering, Procurement, Construction) contracts arrested its growth. Additionally, there was a lack of adequate new-age competency within the company. Management's vision of a knowledge based Environmental Consulting practice yielding a turnover of INR 100 crore remained a pipe dream.

Approach

We worked with our Associate Partner Consultants to pinpoint management issues and scoped the project. We reached out to experts to understand the dynamics of the Environmental Consulting industry. A 'Delphi Workshop' of all the Business Heads and external experts was facilitated to map the market attractiveness vis-à-vis the company's competence for all identified service practices in the industry. Interviews and further workshops with key stakeholders were conducted, backed by secondary research and market intelligence.

Methodology

- Analyzed client's revenue distribution, customer segments, manpower scenario and compared them against industry benchmarks
- Performed a comprehensive SWOT analysis and determined detailed pain-points of the company
- Outlined the Indian as well as international Environmental Consulting Industry Landscape
- Prepared a Services-Competition Matrix mapping the coverage for all players against each service practice
- Undertook a Services Portfolio Analysis mapping of all identified service practices against market attractiveness and client's competence, as an output from the facilitation of the Delphi workshop
- Categorized the Action Plan of all identified service practices into 'Protect', 'Focus', 'Invest', 'Explore' and 'Ignore', resulting in a matrix which would guide the client towards the immediate steps to be taken
- Developed a 'Strategy Map' that consist of all actionable steps and the 'driver' and 'resultant' links, classifying them into Knowledge, Internal Processes, Customers and Financials
- Recommended various Market Penetration activities the client should undertake and grouped them in their priority order
- Recognized new markets and geographies the client should expand to, based on their competence and growth potential
- Formulated a Roadmap to achieve management's vision

Solution & Benefits

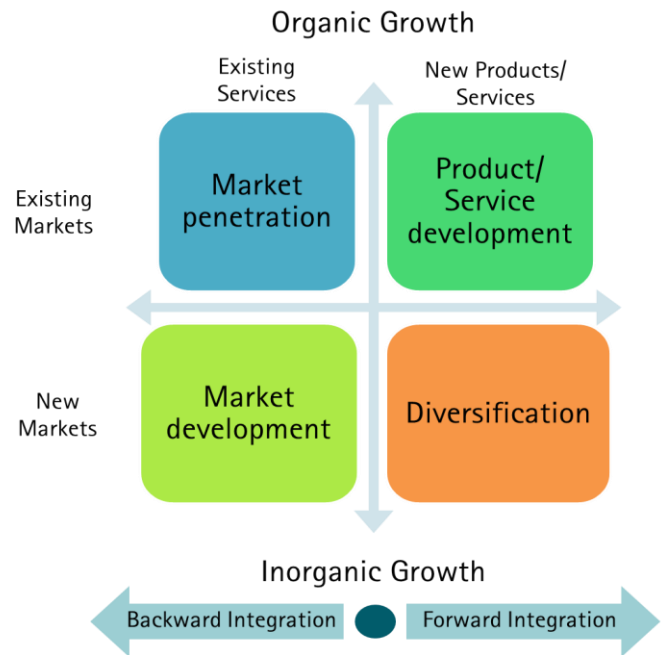
Our recommendations were divided into two broad sets:

- 1) Organic Growth: Areas where the company should strive to grow organically leveraging on their current competence and resources. Suggested Action Plan for each of these areas
- 2) Inorganic Growth: Areas where it was not cost-effective to develop the necessary competency, skill-sets and resources in-house. Identified and suggested companies that the client could acquire or engage with.

Additionally, suggested various vistas to explore that could give the client a source of distinction in future and generate new growth avenues.

This helped the client to chart out the future course of the company's strategy, prioritize its initiatives and execute the immediate steps needed to achieve the management vision.

Presentation of our findings and recommendations to the company's and group management was highly appreciated and resulted in further project of supporting on execution of the action items



Contact

Vyom Shah

M: +91-9158852515

E: vyom.shah@phronesisstrategies.com

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