

Market Penetration Strategy for Steam Solutions

Objective of the Engagement

A world leader in Steam Solutions for industrial applications, the client, has been experiencing inadequate growth in the India market. Steam as a critical source of energy in the process industries has grown in stature, on account of energy conservation and industry needs. Despite its technology leadership, strong process knowledge and high growth user segments, the company has remained a peripheral player.

The company wanted to develop a strategy to grow its business revenues by 3X in 3 years time.

Avanteum Approach to the Engagement

A detailed assessment of the client's current business capabilities was conducted that included product portfolio, sales, service, marketing, industry partnerships, clientele, manufacturing and operations. Existing and potential user segments were identified with anchor user companies for detailed analysis of usage practices, technology adoption, energy transformation, unmet needs, vendor perception and operational/ enterprise decision making. Key performance indices of users and client's business approach were mapped to identify alignment and extent of gaps.

A comprehensive analysis of the competitors was undertaken to understand the success factors behind the leading companies. Focused interviews were conducted with leaders and experts to evaluate their market strategies and the evolution that is underway in a technology oriented and regulation driven industry. Moreover, the role played by the value chain partners like OEMs, EPCs and dealers - their importance and efficacy in expanding the reach of vendors were critically evaluated.

A comparative analysis of the client and its competitors on a pre-determined set of criteria revealed strengths, fault lines and improvement areas. The potential market revenues from under-addressed, emerging segments laid the basis for establishing the value to be targeted by the client. The current and evolving dynamics of different value chain partners and more importantly emerging user needs provided the perspective for recommendations to the client.

The Advisory and Impact

Avanteum formulated a set of recommendations encompassing critical products/ solutions, sales, marketing, target users, geographic distribution and leveraging channels. These critical inputs have been incorporated in client's India strategy being devised as part of the larger regional growth plan.