

# *Distinctive strategies that work*

## Strategy

*We use the firm's unrivalled mix of capabilities to deliver strategies that are both insightful and practical.*

*This is what we mean by 'distinctive strategies that work'*

# *We address the fundamental questions on a CEO's mind*

*We have answered the following strategic questions for top management*

- “How can I grow profitably to **double my revenues and triple my bottom line** in 5 years?”
- “We are an international company, how do I enter the **Indian market, establish myself and expand?**”
- “We are a large (USD 2 Bn) Indian company, how do we **expand internationally?**”
- “We have a new technology product, how **do we enter into an innovative partnership** to take it to market?”
- “I want to invest in a new business but don't know **how much to invest and what my returns will be?**”

*Driving performance*

- What is a stretch but realistic ambition relative to our track record? Where do I stand relative to peers and investor expectations?
- How do I deliver my ambition? What is the right mix of evolutionary versus transformational ideas?
- How do I better serve, retain and develop existing customers in my markets? How do I attract new customers in current and new markets?
- Why am I underperforming against my business plan? What is the competition doing different from me?

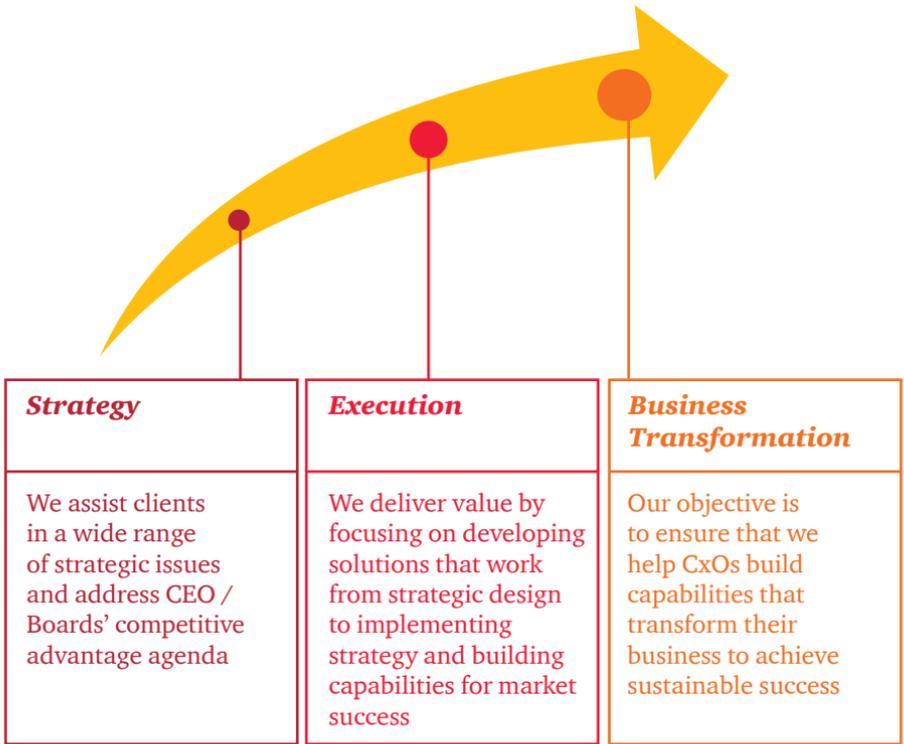
*Getting ahead of changes in the market*

- How should I react to changes in my markets?
- How do I respond to evolving consumer behaviour?
- How do I manage changes in my cost base?
- How do I win against existing competitors and emerging business models?

*Navigating changes in the organisation*

- What is the right size and shape of my portfolio? How do I allocate my capital and resources?
- What is the right balance of strategic, operational and organisational initiatives?
- What synergies can I capture across businesses that will deliver more value than the sum of the parts?
- How do I mobilise my leadership team and align the wider organisation? What is the role of the head office?

# The strategies we develop seek to transform and build capabilities for success in the market place



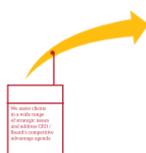
*\*With other PwC competencies like Operations, Finance Effectiveness, People and Change, IT, Tax etc.*

## Our approach to strategy is to be both pragmatic and result oriented

### Our definition of strategy



# Case study: Formulating domestic and international growth strategy



## Project Manthan (Fluid management solution provider)

### CEO question

- What are the key growth sectors that will triple my revenue and create significant value? How should I measure success – revenue/profit/cash?

### How PwC framed the problem

- What business are we “not” in? How do we define success – margin, cash?

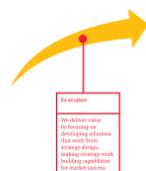
### Our distinctive solution

- Detailed financial implications of the strategy and defined key actions across both the corporate and manufacturing functions

### Our impact

- Developed a strategic roadmap to triple profits and double revenues in 5 years with a re-organised portfolio
- Defined key initiatives and investment plan to operationalise strategy

# Case study: Implementing the agreed strategy – Making Strategy Work



## Project Manthan (Fluid management solution provider)

### CEO question

- How do I implement my strategy in an integrated manner across different businesses?

### How PwC framed the problem

- What are the characteristics of each business and what initiatives are needed to realise business goals? What supporting requirements are there across structure, process, people and technology?

### Our distinctive solution

- Detailed workshops held to outline action needed to realise strategy. These were then translated into business goals, key result areas and action items with clear responsibilities, start dates and end dates

### Our impact

- Gaps across front, central and back office were identified. Realisation initiatives were defined with a team deployed and an action plan

## How does “good” strategy look?

- Makes hard choices focusing on key strategic initiatives that will create value for the business
- Is distinctive, focusing on sources of profitable differentiation that competitors can't easily replicate
- Connects choices to how companies make money over time, leveraging key assets and capabilities
- Ensures consistency across the business, driving clear decision-making and behaviors which support delivery of the strategy
- Is executable with existing assets and resources

# Why clients choose to work with us, again and again

- 1. Independent but fresh perspective:** We bring the independence of a Big 4 firm and have a different perspective than a traditional strategy house
- 2. Practical approach:** We not only combine our capabilities and expertise to develop value adding and realisable strategies but also work with clients to deliver the benefits
- 3. Rigour at pace:** We use creative analysis and industry experience to develop strategic insights in short time frames
- 4. A global network delivered locally:** We leverage expertise from our global network to deliver solutions that work locally
- 5. Our working style:** We work with client resources at all levels build beneficial relationships
- 6. Integrated approach:** Strategic insights turned into operational realities by bringing a mix of strategic, functional and technical expertise
- 7. Sector specific approach:** Clear points of view about the market and competitors

## PwC Strategy and Research offers six high priority solutions and two diagnostic services

<p><b>Growth and Capability</b> Developing growth strategies and capabilities to achieve targets, including partner assessment</p>	<p><b>Diversification and Innovation</b> Helping diversify client businesses into new growth areas through innovative business models</p>	<p><b>Target operating model</b> We design target operating models and implementation initiatives for clients who already have a clear strategic vision</p>
<p><b>India entry</b> Helping international clients devise a market entry strategy and execute on that strategy through partnerships or joint ventures</p>	<p><b>Making strategy work</b> Working with the client to create a framework for execution and driving change to achieve the planned strategy</p>	<p><b>Strategic business planning</b> Creating a strategic business plan for investments in new markets and segments</p>
<p><b>GUIDE client diagnostics</b> Helps to evaluate, scope and assess the impact of business and people issues from the client's perspective</p>	<p><b>Maestro workshop</b> A facilitated and highly interactive workshop for clients designed to build consensus and alignment around the organisation's existing strategy and long term goals</p>	

The integrated strategy propositions demonstrate “distinctive strategies that work”

# Strong track record of supporting clients strategic requirements across industry verticals

	Industrial products	Consumer Products and Retail	Telecom and Electronics	Pharma and Healthcare	Infrastructure
Growth and capability	✓		✓		✓
India entry	✓				
Diversification and innovation					
Target operating model	✓	✓			
International growth	✓				
Strategic business planning	✓	✓		✓	
GUIDE client diagnostics	✓				

## Our India practice is supported by a global presence of 800+ full time strategy consultants



### Contacts

**Shashank Tripathi**  
 Executive Director  
 +91 98196 78900  
 shashank.tripathi@in.pwc.com

**Anurag Garg**  
 Senior Manager  
 +91 9711701799  
 anurag.garg@in.pwc.com

[www.pwc.in](http://www.pwc.in)

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