

# Increased understanding of lack of growth in retail sales vis-à-vis its competitors

## BUSINESS CASE

### Organization Trends

- The organization is one of the largest cement companies in the country
- The market has over 30+ competitors resulting in tight margins for everyone
- The organization has been focused on growth through acquisitions, while at the same time trying to increase their sales organically

## CHALLENGE

### What and how much is the challenge

- The market share of the organization has steadily dropped from 18.3% to 17.0% over the last 4 years, while the nearest 4 competitors have increased their market share
- Retail market share has dropped significantly from 20.1% to 16.7%
- There are many theories around why the retail sales have seen a dramatic fall

### Where is the challenge

- Across the country

### When was the challenge identified

- During FY 2013

## IMPACT

### What is the impact

- Lack of a scientific analysis has resulted in many hypothesis around the reasons
- This has lead to ineffective decision making, and time, money, effort and emotions wasted on experimentation

## TARGET

### What is the Target

- There is an strong intent to understand the reason(s) behind the fall in the retail sales
- The goal is to enable scientific decision making among the leaders

## OUTCOMES

### Decision Making

- An industry research was undertaken with a specific focus on Distributors and Retailers, to understand the following vis-à-vis the competitors, in the rural and urban regions:
  - Voice of Supply Chain (perceptions)
  - Common complaints
  - Process efficiency and effectiveness
  - Failure Modes
  - Exception Flows
  - Relationship and retention strategies
  - Brand Awareness levels
  - Brand Equity levels
- Following research was undertaken among individual buyers:
  - Voice of Customers (perceptions)
  - Common complaints
  - Brand Awareness levels
  - Brand Equity levels

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