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CASE 4 - ROUND 1

PRIME CORPORATION



Prime Corp is a leading chemicals manufacturer based in Andhra Pradesh and has a firm footing in the Indian market since the last 5 decades. The company is specialized in manufacturing Bulk Chemicals including Polyvinyl Chloride (PVC) Resins. Bulk chemicals are known to be cyclical in nature and threats from Chinese imports often pose significant challenges to the business.

The company has felt the need to forward integrate in order to insulate itself from the above risks. They have identified two consumer products in the value chain which they believe will provide a new growth to their business:

1. CPVC Pipes & Fittings (PVC Resins + Chlorine + Compounding Additives → CPVC Compound → CPVC Pipes / CPVC Fittings)

2. UPVC Pipes & Fittings (PVC Resins + Compounding Additives → UPVC Compound → UPVC Pipes / UPVC Fittings)

A number of developments are driving CPVC and UPVC pipes and fittings demand in India. Both CPVC and UPVC are increasingly being adopted in residential projects as well as commercial segments. The company wants to target only the B2C segment of the market which offers better margins.



Several established players like Ashirvad, Astral, Prince and Supreme are already present in the B2C segment with a strong distributor network, sales force and service support. Given the relatively higher margins and the need to spread awareness of these products, there is significant ATL marketing in terms of brand ambassadors, TV Commercials, event associations etc. For instance, Astral Pipes is endorsed by Bollywood superstar Ranveer Singh and they have even roped in the Pushpa Star, Allu Arjun to strengthen its southern market. Another superstar, Akshay Kumar is the brand ambassador of Prince Pipes. Strong marketing exercises by these piping companies have put them at par with an FMCG or white goods player on brand visibility. Astral Pipes was also the associate partner for IPL 2023 teams, Mumbai Indians and Gujarat Titans, and an official partner for Chennai Super Kings.

The Corporate Strategy team at Prime Corp has reached out to a Management Consulting firm to help them frame the Problem Statement and prepare a Market Entry strategy to successfully enter the industry.



Key Deliverables – Round 1

Develop an issue tree/hypothesis and identify the key issues to be discussed. Also identify key questions you would like to ask the client, that could be useful in further analysis.

(Here we are looking at the breadth of issues you bring up and how you plan to test these points. It should not be stuff just laid down theoretically, but testable practically)

Submission Guidelines

- ✓ Each team has to continue with the case they chose in Round 1 and 2. Equal preference would be given to all cases for evaluation
- ✓ The case submission deadline would be updated on Avalon's website. No submissions will be accepted past the deadline
- ✓ Teams are required to prepare a PPT of maximum 10 slides for Round 1 and 25 slides for Round 2 (excluding annexure)
- ✓ The PPT guidelines for Round 3 would be shared during the mentorship sessions for the finalist teams
- ✓ The PPT files along with other supporting documentation can be uploaded in the form of a .zip or .rar format file. Files that exceed 25MB in size will be disregarded
- ✓ The cover page should mention the team name, college name and the case selected. The end page should mention the name, mobile and email ID of each team member. The slide limit includes the cover page and end slide
- ✓ Please name your submission file as CaseNumber_CollegeName_TeamName (e.g., Case 1_XLRI_Panthers)
- ✓ Participants are required to email their submissions to suntzu@consultavalon.com
- ✓ Please explicitly mention all the assumptions (if any) you make to solve the case. You can incorporate those as part of your submissions for each round.
- ✓ No additional slides beyond the set limit shall be accepted for evaluation.
- ✓ We encourage you to carry out your own research while working on this case. However, please ensure all your data points are obtained through authentic and reliable sources and should be mentioned in your submission.

For any queries contact suntzu@consultavalon.com

