

Review of Strategy for An Express Cargo Division of A Transport Company (L)

Logistics

REGION

India

CONSULTING SERVICES

Market assessment, new product conceptualization, new product design & features inputs

CLIENT SITUATION

- One of the oldest and well known transport companies in India
- The client company had recently set up an express cargo division, which it wanted to grow to Rs.100 cr in 3 years. With this goal in place, the client had asked us to review if this was possible given their current strategy and set up

OUR APPROACH

- The project was divided into 3 phases
 - **Validation of the express business plan**
 - A quick understanding of the express market landscape
 - Assessment of the share that our client could achieve based on its position, strengths and offering compared to competition
 - **Assessment of internal capabilities and gap analysis**
 - HR Capability assessment by doing an internal audit of the client's organisation
 - In depth understanding of processes and performance metrics which we then benchmarked against competition. This was done through a combination of internal, customer and competitors interviews
 - **Recommending a revised plan (if required)**
 - Use of Avalon's process mapping methodology and other relevant frameworks
 - Using the balance score card technique to look at the strategic road map

OUR RECOMMENDATION/IMPACT

- Improved utilization through network rationalisation
- Reduced costs also through network rationalisation
- Overall reduction in the damages due to mechanization
- Better HR processes through changes in the organisation structure, focus on training, etc
- The client also realised the need for additional capital infusion into the company and has hired Avalon Consulting to help it identify a partner through whom this investment can be made