

OT EXERCISE FOR LEADING LOGISTICS CO. IN SOUTH EAST ASIA (L)

Logistics

REGION

India

CONSULTING SERVICES

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

CLIENT SITUATION

- A leading shipping and logistics company in South East Asia had made significant investments in the business in last five years
- They wanted to develop a growth plan for next three years with a view to maximise valuation of the company
- They also wanted to develop a clear strategy and understand the transformations required in the organization to achieve the plan

OUR APPROACH

- Workshop was conducted with senior management to articulate the vision for the company. Goals to be pursued to achieve the vision were also defined during the workshop. Goals were defined in the following areas - financial performance related, operating performance related and/ or end game related
- The strategy to achieve the goals was articulated through '**Strategy Maps**' clearly showing the various objectives that will need to be pursued by the various parts of the organization. **Performance Measures** to monitor success or failure of each objective were designed
- Organization structure realignment was done to suit the strategy and JDs were suitably changed to meet the objectives
- Business plan was prepared for next three years which showed revenue projections, costs, profit projections, capital expenditure and working capital requirements. Initiatives required for cost reduction were also defined

OUR RECOMMENDATION/IMPACT

- Vision and goals of company were outlined
- Strategic maps were created at organization and departments level
- Detailed business plan was created highlighting revenue potential, investments required and levers to reduce costs
- Impact on valuation was shown under multiple scenarios
- Review meetings were conducted to assess performance against targets using management dashboards