

# ASA & ASSOCIATES LLP

CHARTERED ACCOUNTANTS



## Strategy Consulting

India Entry Strategy  
Performance Improvement  
Strategy Review And Development

ASA

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# Navigate India's dynamic and challenging business environment

For a strong and profitable performance, building on the immense opportunities that the Indian market offers, organisations need to have a sustainable competitive advantage and operational effectiveness.

Our Strategy Consulting provides specialized and hands on support both while establishing business in India and during its operational phase. Companies can greatly benefit from the international and local experience that our team brings.

# India Entry Strategy

## Start Well

Companies looking to enter India have, historically, achieved higher success when their market entry was well planned, covering in detail both business and regulatory aspects.

### Key Pointers while developing an India Entry Strategy

- Country risk analysis: business environment and geographical considerations within India
- Industry analysis: ongoing industry performance, structural forces and legal environment
- Competitor analysis: brand mapping and benchmarking of customer value propositions (CVP)
- Market segmentation and targeting, and recommended CVP
- Development of a marketing mix: deciding on appropriate products for India, feasible channel strategies, price positioning and promotional support
- Identifying best entry vehicle: keeping medium to long term goals and regulatory environment in view, structuring for Joint Ventures, scouting targets for M&A and end to end assistance in Factory set up
- Projected business plan and budgeting
- Mapping regulatory clearances and registrations
- Interim CEO and CFO

### Indicative Timelines

- Country Risk Analysis and Industry Analysis ..... 4 weeks
- Competitor Analysis ..... 4 weeks
- Market segmentation and marketing mix ..... 6-8 weeks
- Entry vehicle design including mapping regulatory clearances, J/V or M&A, valuation and tax structuring.... 8-12 weeks
- Projected business plan and Budgeting ..... 2-3 weeks

# Performance Improvement



## Enhance Operational Performance

Companies facing falling margins and volumes, rising costs, brand dilution, product or service quality issues, supply chain and regulatory problems can benefit from a thorough, hands on and operational performance improvement intervention.

- Financial and operating data analysis by business, product and customer segment and by internal organization functions
- Internal resource and capability appraisal and business process analysis
- Analysis of competitors' CVP and key business processes
- Market and customer trends and customer value proposition analysis
- Identification of market opportunities and threats – preferences, technology and business processes
- Business Performance Improvement Plan - recommendations
- Interim and final strategy workshops for organisational alignment
- Periodic re-evaluation of Performance Improvement Plan

While the above Performance Improvement intervention would typically run for 6 to 9 months, **indicative timelines are**

- Financial and operating data analysis..... 6 weeks
- Internal resource and business process analysis..... 4 weeks
- Competitor analysis..... 4-5 weeks
- Market and customer trends analysis ..... 4 weeks
- Identification of market opportunities and threats ..... 4-5 weeks
- Areas for improvement and recommendations..... 2-3 weeks
- Performance Improvement Plan  
(consolidation and write-up) ..... 2 weeks



# Strategy Review And Development

## Refresh Competitive Edge

A periodic review of both business and corporate strategy is essential in order to sustain and refresh competitive advantage for the organisation and the group respectively.

- Business environment analysis including industry structure
- Current state analysis of the organization: SWOT, Competencies and Resources, Financial and Operational data analysis
- Market analysis: Competitive advantage and how it can be sustained or renewed
- Positioning strategy evaluation
- Corporate strategy i.e. diversification, integration, markets to compete in
- Organic vs. Inorganic growth opportunities including vehicle for growth
- Organization design, structure and culture
- CSR – creating social entrepreneurship
- Digital strategy and re-imagining the business including business innovation
- Strategy review and recommendations

While the above Strategy Review would typically run for 6 to 9 months, **indicative timelines are**

- Business environment and industry structure analysis..... 4 weeks
- Current state analysis of firm and/or group..... 6-8 weeks
- Market analysis..... 4 weeks
- Positioning strategy evaluation ..... 2-3 weeks
- Corporate strategy analysis including growth opportunities ..... 5-6 weeks
- Organisation design, structure and culture analysis ..... 4-5 weeks
- Digital strategy and re-imagining the business ..... 3-4 weeks
- CSR evaluation..... 2-3 weeks
- Strategy review and recommendations..... 2 weeks

# Meet the experts to develop and execute new ideas to fuel your business growth



Sandeep Khanna  
[sandeep.khanna@asa.in](mailto:sandeep.khanna@asa.in)

Sandeep guides corporates through their journey in the Indian market from entry to growth and right-sizing. A seasoned professional with over 30 years of international experience in Strategy, Business Management and New Market Entry, Sandeep has held various leadership positions at Shell, Tata and ICI based in India and UK. He is now a sought-after strategy consultant for corporates based in India looking to turn around their operations as well as for MNCs looking at the most viable market entry into India.

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Nitin Arora  
[nitin.arora@asa.in](mailto:nitin.arora@asa.in)

Nitin guides a diverse skill portfolio which includes partner search, mergers & acquisition, business valuation, financial due diligence and financial modelling. A seasoned investment banker he specializes in end to end investment advisory around M&A, both domestic and cross border. With over 16 years in this space he has developed a keen outlook on financial analysis and identifying key areas for redressal or improvement.

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Himanshu Srivastava  
[himanshu.srivastava@asa.in](mailto:himanshu.srivastava@asa.in)

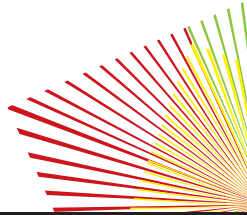
Himanshu has over 20 years assisting clients in their India entry i.e. assisting foreign companies in identifying their entry vehicle, factory set up and all connected regulatory approvals. His team also assists corporates in restructuring existing operations, advises on corporate law issues and, if necessary, plan for an efficient exit. His team is well placed to evaluate the best India entry options as equally re-evaluate your business in terms of regulatory risk.



chartered accountants

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

**New Delhi** +91 11 4100 9999  
**Ahmedabad** +91 79 4891 5409  
**Bengaluru** +91 80 4151 0751  
**Chennai** +91 44 4904 8200  
**Gurgaon** +91 124 4333 100  
**Hyderabad** +91 40 2776 0423  
**Kochi** +91 484 410 9999  
**Mumbai** +91 22 4921 4000  
**Singapore** +65 6334 8018  
**Tokyo** +81 3 6441 3248  
**Contact:** [info@asa.in](mailto:info@asa.in)



Prepared by ASA & Associates LLP.

#### **National Affiliates**

Chandigarh, Coimbatore, Jaipur, Jammu, Kolkata, Lucknow, Ludhiana, Pune and Visakhapatnam

#### **International Affiliates**

Algeria, Argentina, Australia, Austria, Belgium, Brazil, Bulgaria, Canada, China, Denmark, Egypt, France, Finland, Germany, Hong Kong, Hungary, Israel, Italy, Japan, Luxembourg, Malaysia, Mexico, Morocco, New Zealand, Netherlands, Norway, Poland, Portugal, Romania, Saudi Arabia, Singapore, South Africa, Spain, Switzerland, Sweden, Thailand, Tunisia, Turkey, UAE, UK, USA, Vietnam

\* This document has been prepared as a service to the clients. We recommend that you seek professional advice prior to initiating action on specific issues.

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