

Bringing Back The Shine For A Leading Tiles Player In South-East Asia

The Avalon Edge

E ntrepreneurship
D edication To Excellence
G reat Value Creation
E thical Approach

CLIENT SITUATION

- The client is a South-East Asian Tiles player with a significant presence in the domestic market
- Despite being one of the most recognized brands, it was losing share and sheen in the retail segment
- There was presence in the Projects segment but it was losing share there too
- The company's once dominant position was being challenged by new competitors with compelling business models, attractive products and smart marketing
- Despite deep expertise and penetration, the company was not able to extract desired profitability from the business

OBJECTIVE

- Reinvent the company as an aspirational, concept-led, high-margin brand

OUR INTERVENTION AND IMPACT

- The Company put in place a high-impact transformation plan that involved new products, new channel and new markets:
 - **New innovative products** were to be retailed through a new approach that focused on getting visibility and presence in a typical tile shop selling traditional commoditized products. This had to be backed by innovative products and designs. At the same time a bold decision to move away from distributor/ retailer dependence to direct retail was made to build customer intimacy
 - **Manufacturing** was aligned to the new pace of innovation with a keen focus on design and quality
 - In the **Projects segment**, a plan was developed to become the most-specified brand by developers
 - Opportunistic and push-driven exports were to be replaced with **focused targeting of lucrative markets** where the brand had a stronger right to win
- To achieve these goals, initiatives and milestones were jointly defined with the leadership team
- The strategy received buy-in from all levels and the process of execution is currently underway