

## Management Consulting and How It Works

*BESS offers strategic management consulting assignments for B2B manufacturing companies. The assignments are in the area of marketing, strategic planning, strategy implementation and new business development. While the approach and methodologies used depend on the specific assignment, the broader consulting approach follows five stages. The stages are as follows:*

### *1. Define*

*The project context, goal and purpose are defined and agreed with the client. Desired outcomes, broad approach for the assignment, resource requirement, timelines and communication protocols are also discussed and finalized in this stage.*

### *2. Diagnose*

*An analysis of the problem is carried out based on discussions with multiple stakeholders, who provide diverse viewpoints on the issue. The problem is disaggregated to identify various elements of the problem. Evidence is collected to prove or disprove the elements.*

### *3. Develop*

*In this stage possible alternative solutions with their cost and benefit implications are developed. The alternative solutions are presented and discussed with the client. Based on the choices made, detailed actions are planned for implementation of the solution.*

### *4. Deploy*

*In this phase, the focus is on implementing the actions. While implementing, the need is to ensure a clear communication to all relevant team members and those whose work is likely to be impacted. Any training that is required by the team members is also provided.*

## *5. Closure*

*This phase involves submission of final report, briefing final plans and follow-up actions. A future plan to review the effectiveness of the solution may also be agreed at this stage.*

*BESS provides management consulting expertise based on over 25 years of industry experience of its founder of BESS, Umesh Sharma. Umesh has been involved in managing the Indian business with complete P&L responsibility, in establishing new product and new market development capabilities across Asia-Pacific and in leading global business strategy for Huntsman Polyurethanes.*

*Umesh has also had extensive experience in managing acquisition and joint venture activities in international markets.*

*In addition to the industry experience, Umesh has been consulting various organizations in India for four years. These consulting assignments include:*

- Development of five-year strategic business plan*
- New market development*
- Marketing strategy and market resource planning*

· Change management

## **Training and How It Works**

*Rapidly increasing competition and diminishing product differentiation in manufacturing industries is making it extremely difficult for companies to differentiate themselves, leading them towards commoditization. Companies, therefore, are finding it difficult to grow their business and maintain healthy profit margins.*

*At the same time, the customers of these companies are also under pressure to perform. This pressure on customer companies offers tremendous opportunity for companies to differentiate themselves. This requires companies to understand the business of their customers. It requires them to understand their markets, customers' customers, customers' competition, their goals, priorities and financial performance. By having such detailed understanding of their customers, companies can differentiate themselves by creating value propositions where they provide solutions using their own resources (some of which they may not have used before for their customers). We call this as Customer Value Creation (CVC). Companies can see that their competitors who do not have such detailed understanding of their customers' needs and values (factors which are valued by customers), would not be in a position to differentiate themselves.*

*BESS training workshops are functional training program in marketing, sales and strategy. The training programs are about understanding and applying the Customer Value Creation (CVC) concepts in these functions to*

- build a mindset of CVC amongst key managers
- understand and apply the CVC tools and frameworks in the relevant industry scenario

The training programs can be tailored for specific needs. For example, a “Key Account Management” program may be suitable for a company facing the threat of losing its large customers to competition or facing the challenge of reduced business from its large customers. “Winning complex sales” may be the appropriate program for a company wanting to win new customers from competition. “Strategic marketing” may be more appropriate where a company has the same offering for almost all its customers and hence is struggling in creating clear and distinct value proposition for its market segments. A strategic management training is useful where functional experts need to be exposed to business strategy planning and implementation tools and frameworks, to give them a broad business perspective.

The training methodology is workshop style. It starts by understanding the organizational objective from the training program. A specific key account or a target customer or a market is identified - in discussion with the company - where the learnings can be applied by participants to see the effectiveness of the tools and frameworks. Case studies are circulated as pre-reading material to participants so that the workshop time can be better utilized in understanding and application of the learnings. Participants finish the training by having one clear output which can be applied in their business context. It may be in the form of a “Key Account Plan” or a “New Account Plan” or a “Marketing segmentation and marketing plan”. The line managers of the participants can use these plans to implement them across their customers.