



Mid-Market Enterprises

Enabling and protecting growth

Private and confidential
2019

Mid-Market Enterprises (MMEs) forms the backbone of Indian economy and are gearing up to leverage opportunities that India's growth outlook presents. MMEs are investing heavily to upgrade legacy systems and processes, and adopt modern business practices to expand and compete effectively in the marketplace.

Mid-market enterprises landscape

Defining traits

- Established and emerging entities with strong operating history
- Largely family owned and private
- Aggressive growth outlook and expansion plans
- Systems, processes, and the governance structure are evolving
- Manual processes with legacy ERP and IT systems

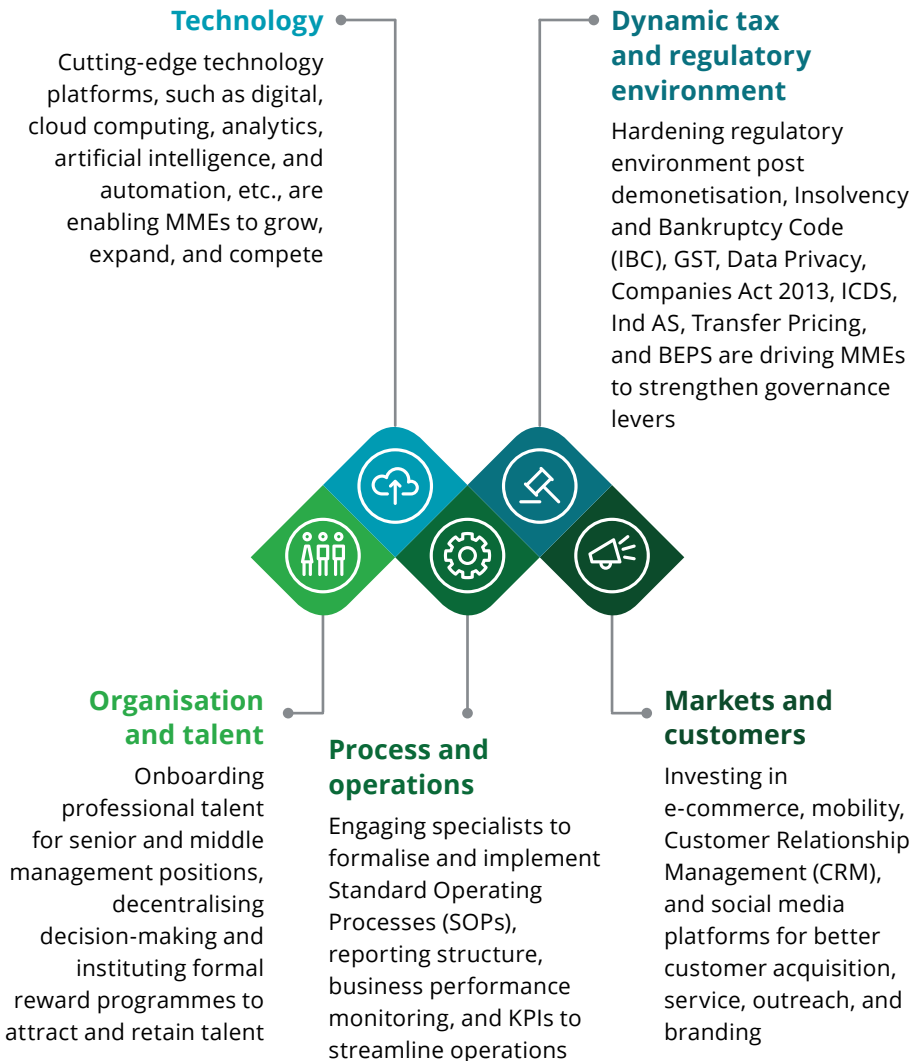


Aspirations

- Growth through product diversification
- Domestic and international expansion
- Increase sales, productivity, and margins
- Capital infusion through private equity and IPO routes
- Formalise processes and business controls
- Business restructuring and succession planning



Trends and disruptions in mid-market



Challenges for mid-market enterprises



Business and operations

- Accelerate growth, enter new markets
- Attract and retain customers
- Optimise costs
- Improve sales and marketing effectiveness
- Build effective processes around procurement, inventory, supply chain, finance and accounts
- Institute an effective business performance review mechanism and MIS
- Build an agile product development function



Technology

- Define an IT strategy and roadmap
- Transition from legacy applications to modern ERP
- Leverage digital and mobility solutions to increase business and productivity
- Deploy analytics for effective business intelligence
- Handle and leverage social media
- Adopt cloud computing
- Data privacy and cyber security threats



Organisation and talent

- Formalise organisation structure
- Define job descriptions, role clarity
- Install a culture of accountability
- Decentralise decision-making
- Ensure an effective performance evaluation and reward programme
- Improve workforce productivity
- Attract and retain the right talent
- Upgrade employee skillsets



Governance

- Ensure regulatory and statutory compliance
- Ensure an effective governance and risk control mechanism
- Built strong financial oversight
- Minimise fraud vulnerability and value leakage
- Institute an effective Enterprise Risk Management (ERM) framework
- Institute a robust reporting mechanism

Our solutions catering to mid-market

1

Business Excellence Framework



Interventions that protect and foster growth

Building processes and systems for tomorrow



Operational Process Assessment

2

3

Technology Advisory



Addressing the why, what, when, and how of your technology needs

Raising the bar on process excellence and corporate governance



Organisation and Governance Framework

4

Detailed solution catalogue



Business Excellence Framework

- Joint venture and partnership model evaluation
- Product and geographic expansion plan assessment
- Sales and Operations Planning (S&OP) assessment framework
- Schemes, incentive, and promotion effectiveness
- Retail sales tool-kit development
- Store-SKU mix and shelf stock monitoring mechanism
- Salesforce efficiency and productivity monitoring process
- Mobility solutions for monitoring Salesforce and in-store operations
- Distributor Management System (DMS) feasibility assessment
- E-commerce channel assessment
- Brand, site and property standard development
- Mystery shopping, product loss-prevention security review
- CRM effectiveness
- Distributor/Channel partner performance monitoring (selection, evaluation, performance)
- Debtors conversion efficiency and credit risk assessment



Operational Process Assessment

- Process vulnerability assessment
- Design and implementation of Standard Operating Procedures
- Direct and indirect spend optimisation review - procurement, production, logistics, inventory, trade expenditure, administrative cost, etc.
- Working capital management efficiency review
- Capital management, liquidity, and treasury risk assessment
- Analytics-driven process efficiency and productivity assessment (procurement, freight, distribution, etc.)



Technology Advisory

- ERP optimisation and upgradation assessment
- System integration feasibility assessment
- Digital risk and maturity assessment and solutions
- Mobility solution assessment
- Business and risk analytics suite
- Cyber security
- IoT/ICS/SCADDA Security/Smart Factory Security
- Data privacy and security risk management
- Identity and access management
- Data protection
- Physical and logical integration/automation
- Business Continuity Planning (BCP)
- Robotic Process Automation (RPA)



Organisation and Governance Framework

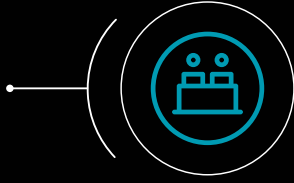
- Formalise organisation structure
- Job descriptions, Delegation of Authority (DoA)
- Corporate governance framework
- Compliance, risk and control monitoring mechanism
- Enterprise Risk Management framework
- Financial and business performance KPIs and MIS dashboard
- Compliance reviews – Food and drug safety statutes, environmental regulations, Companies Act 2013, etc.
- Compliance management tool

Our dedicated mid-market practice -

Key differentiators

An experienced, passionate, and innovative team

We combine the right skills with solutions to create the right impact



Implementation mindset

We provide on-ground implementation support instead of arm chair advisory



Sector specialisation

Our sector specialist teams work on cutting-edge solutions with leading companies



Independent, unbiased opinion

Our aim is to bring the right solution and independent advice for your business challenge



Access to the global knowledge platform

We have access to the global knowledge platform, repository, and talent to bring you sound advice



Integrated advisory

We have multi-dimensional, cross-functional teams for an integrated service delivery



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