



## Case Study – 2

### Market Penetration

The ABC Automation Pvt Ltd, was established in 2008. This is a Pune based company. The objective of the company is to provide services in industrial automation solutions used in refinery, sugar mills, pulp & paper etc industry. The service portfolio of the company includes supply of technical resources to MNCs and other companies working in PLC, DCS, SCADA based automation project and engineering services like AutoCAD design, engineering design of systems etc.

The company grown up well and revenue crossed 8 Cr in 2013. But the sales couldn't cross 8 Cr until 2018 and the 72% of revenue is from only one customer. The customer is multinational company MNC and working on big and large number of projects in a year. Many other vendors like ABC has grown up with the MNC and sharing good market.

The sales team of ABC company is completely failed to penetrate more in MNC and also not able to close the deals with other prospects. Due to financial limitations, the company ABC can not hire very senior sales professionals. They decide to go ahead with same or similar kind of sales team.

At this juncture, The ABC automation pvt ltd. hired the consulting services of ISOBEX. The approach of ISOBEX is to identify good and bad symptoms of the business and formulate strategy to eliminate bad symptoms. ISOBEX studied the company culture, attitude of sales team, Sales pitch, sales process, level of management intervention, pricing and discounting policy and interviewed some of the customers. ISOBEX applied many management tools and frameworks to uncover the problem area. Three months of handholding with sales and human resource team of ABC, ISOBEX could set the way to overcome bad symptoms and leveraging good symptoms to win more business.