

# How an industrial coating MNC used customer perception to realign its business strategies for India

## Background

The client is among the top 3 players in the industrial coatings market in India. With superior quality products, global leadership & experience, the company could have easily been the market leader in India.

But the company experienced a slight erosion of market share in some segments, as some customers were exploring alternatives.

The Business Head while taking other initiatives, was interested to have an unbiased view of the customers on product quality, support and services etc. and insights on value proposition vis-à-vis the competition and customer expectations. Krysalis was tasked with conducting a Customer Satisfaction Study.

Krysalis is a general management consulting firm specializing in B2B market research in India over the last two decades.

Krysalis has worked with over 300 companies across the country that includes Industry leaders as well as medium and small businesses.

## Major impact factors



Product & Service  
Quality



Sales & Marketing  
Strategy



Customer  
Engagement

# Our Intervention

Shortlisted a representative list of customers, met them for a detailed interview covering key stakeholders – Sourcing, supply chain, technical, production (User), and Top management; gather insights on the strategic and operational issues.

The data were consolidated to reveal

1. Global Satisfaction index – a representation of all customer views, and a number that can be tracked in future, to measure progress and impact of actions.
2. Strengths and weaknesses in their products and service offerings
3. Slicing of top issues – classified based on region, industry, process and department-wise among others.
4. A closer view of competition – their strengths, weaknesses, opportunities & threats.
5. Vulnerable customers – Customers who would quit soon if not acted. (Particularly Well Liked By The CEO)

6. 'Mind map' of the customers - to understand position against competition – helps to fine tune cross sell/upsell/retention strategies.

7. Cross industry best practices that Customers are exposed to, from other suppliers/vendors.

8. Recommended action plan, metrics and milestones.

## Interesting findings that were a surprise to the client

Issues with Pack size – a good portion of customers were not ok with the pack sizes, they needed better options.

Delay in supply coatings is treated differently from a delay in core raw materials – A delay in coatings can easily accrue a bad reputation, compared to other delays, as coatings is the last process.

Importance of Technical support over product quality.

And small issues like how 'stores' dept. didn't like the timing of delivery, that eventually led to an unfriendly customer relationship.

# Results

Based on study recommendations, Strategies were modified, and actions were taken - yielded in improved customer satisfaction and better market share.



Tailor made pack size & packaging



Educating customers through training



Help Desk to resolve technical queries



Improved stock availability & lead time

Contact us for your business problems where you feel a fresh perspective on issues in hand would help



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