

Global CI Program for World's Largest Battery Manufacturer

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Best-in-class centralized strategy and commercial support program serving as a single source of truth

The Ask

The strategy and commercial team of client wanted to move towards a centralized strategy support program (single source of generating and modeling competitive data) that could serve as key input to their competitive intelligence support and could supplement the organization's key strategic initiatives

The ultimate objective was to defend and grow the leader-position of their own within all products and across all regions – by keeping their strategies invulnerable

Scope

13 global competitors' information collated and updated on various elements such as (at plant / facility level – on average 4 plants per competitor):

- Production capabilities, recycling operations, key financials and sales volume, distribution and product portfolio - *on annual basis*
- Distribution strategy and sales volume - *on quarterly basis*
- Product portfolio - *on bi-annual basis*.

Solution

Approach



Phase 0 commissioned: As a first step to the overall program, Evalueserve executed a preliminary phase which was aimed at – collation, synthesis and curation of all data existed with client thus supporting them in organizing and standardizing its existing data assets



Interviews with client's stakeholders: Wishlist determined from advisory committee, user groups and commercial teams based on scope elements that required specificity (both breadth & depth-wise). Thus, enormous amount of tacit knowledge gathered on 'what information is used by which team for what purpose in which region'



Setting-up Librarian: A centralized human resource to coordinate and liaise with different regional and global stakeholders, manage knowledge repository search request from client and engaging with stakeholders for pressure testing of gathered data

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Very comprehensive data collections through various methods for each assembly-line within each plant



Methodology

Desk Research – very comprehensive information-gathering based on publicly available information (annual reports, EPA permits, import-export databases, etc.) and also utilizing free and paid databases

Primary Interviews – Large number of Interviews with SMEs (to comprehend the future trends & disruptions), procurement executives of customers (to understand the demand), suppliers (to investigate on plant-level information for each assembly-line), and ex-employees of competitors (to validate estimations)

Client's data – 2-way interaction between client and Evaluateserve to get data validation and use info received from various functional for further research

Promotes collaboration across teams and functions

Powered by **Cloud based CI Platform** for insight dissemination

Pro-active, agile and scalable workstreams aligned with strategic goals. Right team blend combining functional and domain knowledge.

Puts the **company ahead of Competitive trends** and develops **early warning signals**

Centralization:
One-stop-shop for all intelligence needs

Requires minimal investment of effort from client's end on sourcing Competitive Intelligence

Benefits

Accelerate Low Carbon Business Development Objectives & Ventures

Evalueserve Engagement with O&G Supermajor – Mobility Services Strategy & Ops Support

#	Project	Description
1	Identify Key Market Fundamentals and Conduct Competitive Benchmarking within Advanced Mobility	<p>Focuses on understanding the market dynamics and identifying the key players for mobility services in China:</p> <ul style="list-style-type: none">a) Scanning of current market scenario within advanced mobility segment for China market. This encircled the areas such as key players and market trends, vital requirements of client companies etc.b) Basis an initial benchmarking framework a set of 5 players were chosen for further scrutiny. Detailed assessment of key players identified on following areas including - Existing business model, company financial performances, investment decisions, key investors, company's current and future strategy in the mobility domain, etc.c) A high-level strategy framework for BU development was developedd) A regular monitoring of the market is done to keep the client up-to-date with latest market updates
2	Assess Economic Feasibility of client's investment decisions in the Advanced Mobility projects	<p>During the project, the team created commercial models to understand the economic viability of the client's investment decisions:</p> <ul style="list-style-type: none">a) The team made reasonable commercial assumptions and conducted financial forecasts to understand the outlook of the investmentsb) The regular monitoring of project performance is done to enable client in making realistic yet prolific decisionsc) Regular update is done on the relevant formulas and assumptions considered to create commercial modelsd) Work closely with headquarter analysts and relevant operations for other necessary tasks

Accelerate Low Carbon Business Development Objectives & Ventures

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3	Handling the client's key processes during a JV within Advanced Mobility	<p>The team at Evalueserve is responsible for handling the end-to-end enablement of the JV process for the client. Key tasks included were:</p> <ul style="list-style-type: none">a) Facilitating communication (internal and external) for JV projectb) Laying down detailed schedules of activities, milestones, and deliverables to client's function teamc) Tracking part of JV project at regular intervals to ensure projects are on course and follow the approved methodologyd) Providing support for the smooth execution of the project
4	Planning and monitoring of the client's Advance Mobility project budget and evaluate investment targets and opportunities	<p>Significant tasks of budget planning and monitoring were undertaken while dealing with client on an Advanced Mobility project. Key tasks include:</p> <ul style="list-style-type: none">a) Important budgetary planning and monitoring decision making for 2020 considering budget scenarios and investment patterns of 2019.b) Tracking of finance performance for the project and defining expenses to the client's Advanced Mobility teamc) Engage in discussions with client's internal stakeholders to set project targetsd) Explore and evaluate potential venture investing opportunitiese) Participate in various investment community activities