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Project Achievement

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Situation: Lhoist Group, a MNC with INR 17600 Cr revenue (> \$ 2.7 billion), No 1 in world in their field, started journey in Asia by establishing Lhoist India in 2005. Having spent huge money & efforts for 8 years without return, group lost confidence on Indian prospects. In 2013 the group acquired assets in Malaysia, Vietnam, Oman & started green field projects overseas.

Action taken: I analyzed this in depth & made strategies with detailed action plans for a paradigm shift in approaches. We re-engaged with the key decision makers of customers who were number 1 in their respective field from steel, paper, construction, environment, agriculture etc. with a view of 'lowering cost of production in terms of value in use along with sustainable delivery mechanism & showcased them by lowering their cost of production. We selectively choose our target customers & introduced our products in many niche areas. We used innovative mechanism for reducing the cost of supply chain-logistics (Bulk in container, break bulk basis, finishing activity at customer place etc.,). We launched country wide campaigns to advertise this using customer's mouth which increased the demand many folds.

Results Achieved: We reached a level of 100000T in 2018 in demand generation from 3000T in 2014 & expanded overseas entities due to India. This reposed confidence on India. Lhoist is now studying actively the mega trends in India for potential future investments.

Situation: Tata Refractories Ltd (Tata Steel Group) decided to put up a green field plant in china with full line of business due to proximity to raw material. No previous cases of similar type in china made the task unique.

Action taken: As a part of the mail strategic call, I decided to break to smaller short-term projects to (a) generate demand in market (b) establish logistics & supply chain (c') stock points to serve (d) developed a good source for trading. We timed the execution of green field plant after generating stable business. Through a competitive method amongst the provinces we negotiated higher incentives.

Results Achieved: On time operation of china plant with lower capex. Expansion happened within 1 year.