



Google Cloud

PRESENTS



SMART STRATEGIES
WINNING TEAMS • 2019

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Ajanta Paints

Round 02

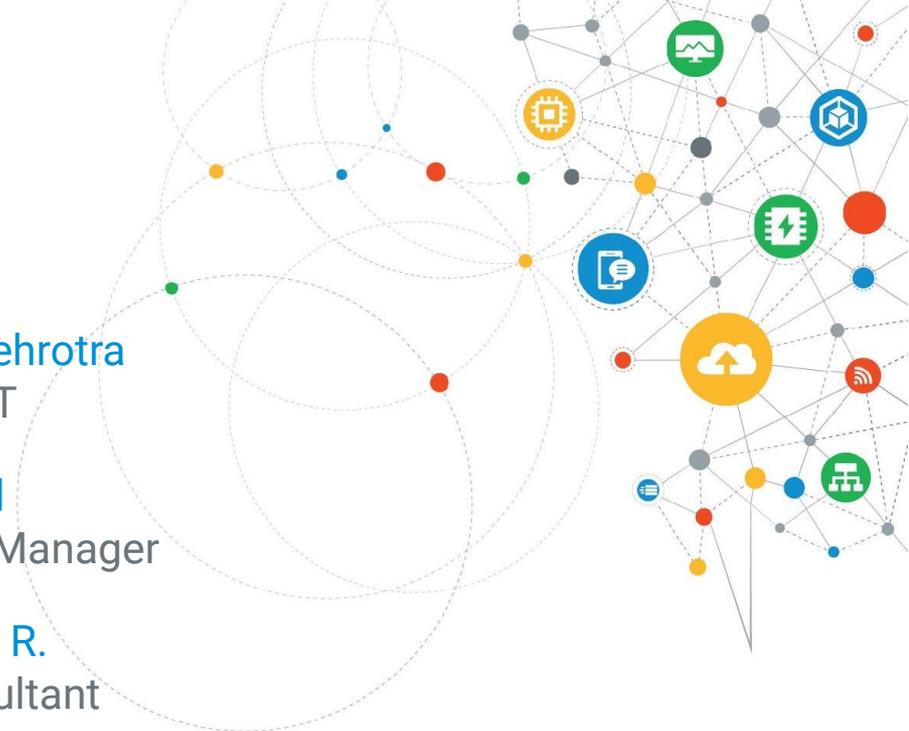
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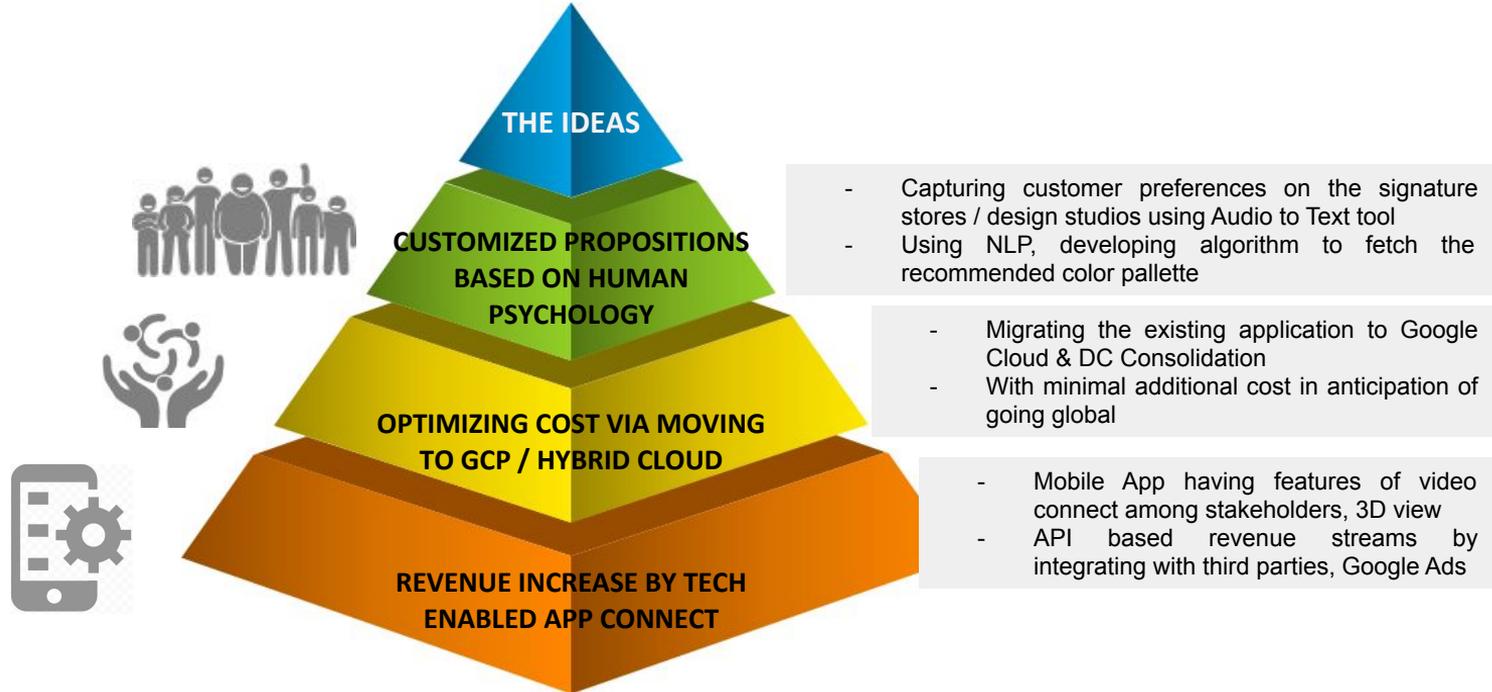
Business Overview

- Ajanta Paints registered a 4900 crore revenue in the year 2018-19 with profits of 319 crores. The last five year CAGR stood at 4.3%.
- The organization was traditionally strong in the government and public sector, then forayed gradually into corporate sector and later in the year 2017, the board approve its foray into consumer segment.
- Ajanta is positioned as a premium brand whose philosophy was high value, high profits.
- Ajanta's claim to fame was having painted India's national iconic buildings.
- Ajanta is present in 112 cities across India, managed through seven branch sales offices, eight distributors and more than 300 retailers.
- The company was focussed on industrial paints and thus strong in industrial sector. Till 1990, though the company had high profitability, it was still not growing fast enough because of its narrow customer focus and limited product portfolio.
- In 2007, the company diversified into SMEs and real estate accompanied by three strategic changes – product diversification, geographical expansion and creation of a three-tier distribution model and opening new sales offices.
- The entire painting industry landscape was changing because of changing dynamics of consumer behaviour, usage of technology as a lever to penetrate the market, marketing efforts of big companies, new foreign players coming into play etc., All of these factors was slowing down the business growth of Ajanta.
- Ajanta was trying to cope up with these challenges by introducing new strategies encompassing customer centricity, decision to open small offices across smaller towns, engaging closely with the influencers like painters/ architects, decision to open up design studios, build mobile apps etc., to actively engage with more and more number of customers.

Opportunities & Tech Interventions

- Migration from datacenter to cloud enabling ease of scale
- Smart analytics to understand customer preferences to recommend colour palette
- Integrating our apps with third party applications through APIs
- Integration of design studios and mobile apps through APIs

The Big Idea



Project Objectives

OBJECTIVES



TECHNICAL

Data migration to cloud along with upskilling of employees to reduce cost of data management

App based Digital Platform

AI based insights and forecasting



FINANCIAL

Improve the percentage share of Ajanta Paints by 1% of the Indian paint industry (500 crores ++)

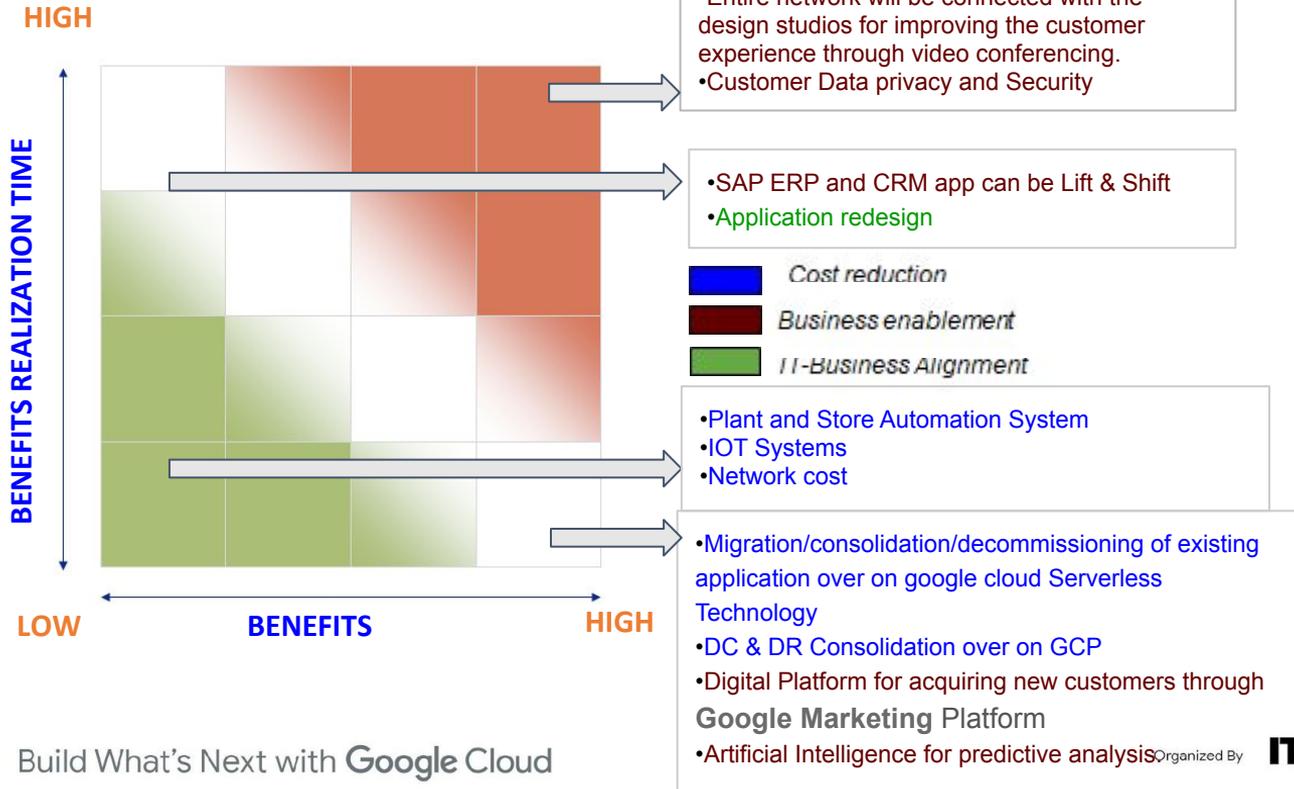
Offsetting the upskilling cost by moving to Cloud



OPERATIONAL

Improve the manufacturing efficiency to reduce cost of production as also improve customer satisfaction by providing them with value and delightful experience

Project Scope and Risks



RISK

1. Scope Creep impact the cost and time line.
2. Change in the business strategies create huge potential risks in a project.
3. Integration with various applications is a risk due to limitation of the applications.
4. Dependencies on the legacy systems
5. Non availability of the required skills

Technologies & Tools:

1

Google Echo (Capturing Text for doing AI/NLP to fetch algorithm based recommendation.

2

Vision AI - for analysing images uploaded by the customers

3

BigQuery can be used for real time analytics. Non-SQL analysts can also use it to run queries. AI based predictive modelling

4

Cloud Migrate / FileStore for migration to Cloud

5

APIGEE (For monetizing APIs, integrating with the Apps)

Project Plan

S.No.	Task	M1	M2	M3	M4	M5	M6
Project 1							
M1	1 Requirement gathering for Speech to Text application	█					
	2 Designing		█				
	3 NLP Algorithm Development			Iteration 1 Iteration 2 Iteration 3			
	4 Testing & Sign-off						█
M2	5 Go Live						█
Project 2							
	1 DC Setup on cloud						
	Application environment testing	█					
M3	DR Setup	█					
	2 Application Migration Plan						
	Migrate Non Critical Application		█				
	Migrate Critical Application		█				
M4	Decommission Non usable Application			█			
	3 Intigration with Third party APIs				█		
	4 Intigration with design Studio and Mobile Apps				█		
	5 Centralize Network Setup					█	
M5	6 Connet all store and data center and design center with Centralize Network					█	
	7 Backup Intemet link for Store and Plants						█
Project 3							
	1 Requirement gathering for the mobile app	█					
	2 Designing		█				
M6	3 Mobile App Development			Iteration 1 Iteration 2 Iteration 3			
	4 Testing & Sign-off						█
	5 Go Live						█

Business Impact and Outcomes

- The first plan to was to measure business impact and outcomes by creating a delta on both volumes and revenue. With the foray into consumer segment, the major plan was to create an outreach program to cover more volumes.
- The ambitious plan was to improve Ajanta's chunk of business share by atleast 1% of the total Indian paint industry business (atleast 500 crores ++).
- The other metric was to bring in more painters/ architects/ real estate developers etc., into our fold which would help impact the mindshare and thus the business delta.
- The third metric was the upskilling of employees and migration to cloud to reducing cost drastically.
- The fourth measure was to improve the manufacturing process efficiency.
- The changes which Ajanta has envisaged would most definitely impact the existing business processes procedures and operations. The volume of paint production would be going up which in turn would impact raw materials and inventory management. Vendor management would be impacted in this process. The collaborative efforts between the sales offices/ design studios/ production line would have to increase and monitored closely.
- Consistent engagement with the influencers like painters/ architects/ consultants/ real estate developers etc., would help building a stronger brand loyalty. With a customer-centric approach, Ajanta would be bringing in more consumers into its fold since this approach would help providing proximal solution to the requirements of the consumer. We would be using the CRM tools to measure customer satisfaction, we would be using Google smart analytics to understand the preferences of consumers basis their profiling.

Final Recommendations

1. Inter-connect Signature Studios with the branch stores (Hub & Spoke model) along with integrated and connected App Strategy
2. Digital Platform - Focus on SMAC for customer acquisition, retention and outreach
3. Migration of old application over on google cloud - Serverless Technology
4. AI (ML & NLP) based predictive analysis to drive business strategy
 - a. Making use of idle & new data to determine behavior pattern of users



Thank you

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