

10 X CEO TO THE BOARD JOY TO YOY

PROFITABLE GROWTH
STRATEGIES FOR
EVERY CEO



ILAN

**10 X CEOs TO
THE BOARD
JOY TO YOY**

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TO EVERY CEO**

Authored by,
ILAN



**WINGS
PUBLICATION**
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This Book is Dedicated to

*My Loving Wife
Subadra Ilan*

Who inspired me to succeed in my life

*And
To You*

*Who are ready to make efforts to transform
By reading this book.*

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FOREWORD



We live in a highly challenging, fast changing and a competitive world. To be able to succeed, one must master the emerging techniques of people's strategy. Your success mainly depends on how well you carry your team with you.

It is our people who makes the organization successful. How people feel about working in the organization, how passionate they are in making impact is what make the difference between good and great.

The fast-changing market requirements, needs quick adaptation to changes to the working environment and Coaching helps to create high performance organization, who can deftly adopt changes. A CEO who masters the skills of coaching and become Coach – CEO will be most successful and will become Stakeholder's favourite.

We always tend to focus on financial parameters and shareholders value. As more than doing business, it creates enormous impact on people life and society.

Coaching helps you to achieve this impact and create an environment where people get inspired.

In my over four and a half decades of corporate experience, this practical ideas of coaching and mentoring have always helped me to succeed in challenging corporate system. I always attribute the success to the strong management training I received in the beginning of my carrier and the subsequent updating as I progressed.

This Book helps you in this journey that you need to focus on people and not on a problem, have a mentor and follow coaching as a journey in your career. This shows simple ways to succeed as corporate leader and as a CEO. The topics are handled in a very practical way and not just as a management textbook. The chapter of the book provides step by step guidance, highlighting the methodology adopted by highly successful CEOs, the author the book

Mr. Ilanchezhiyan, being himself an achiever and an acclaimed CEO. He is an example of a perfect person, who is very disciplined, punctual and he gives top priority to maintaining good health by exercising regularly.

The ideas created are brilliant and experienced. This will help the Senior Corporate Leader to grow in their ladder.

The practical experience / case studies offered in this book will definitely help everyone who is performing in the corporate world.

I am sure that this book will make significant contribution in the making of successful Corporate leaders.

Read this book with great care, put into practice the areas you need to work upon to improve your leadership skills and enjoy your journey to the top.

P SANKARANARAYANAN
MANAGING DIRECTOR

Avant-Garde Engineers and Consultants (P) Ltd

Director (Since 1990)

Avant-Garde Systems and Controls (P) Ltd

Managing Director

Avant-Garde Engineers & Consultants (FZC)

Director



Fellow: Sugar Technologists Association India

Lifetime Achievement Award from Bharathiya Sugars - 2018

Lifetime Achievement Award from Sugar Technologists Association of India - 2018

Avant-Garde Systems and Controls (P) Ltd., is a professional organization, providing concept to Commissioning, Engineering, Procurement Assistance and Construction Management services in field of Renewable Energy like Solar, Biomass, Waste Heat Recovery and Fired boilers, Co-generation Plants, Captive Power Plants, Sugar, Ethanol, Chemical, Cement, Steel, MSW based power plants, Water and Waste water Treatment Plant, Third Party Inspection Services and other Industrial Sectors.

FOREWORD



Empowering and Mentoring People to realize their dreams is a challenging task. The Book by Ilan – 10 X CEO, brings out the ways of empowering people and achieving success in business with a practical approach.

Past decade has shown a quantum shift in how employees perceive work in tune with their ambitions, skills and values. An Organisation to be successful should have employees with the positive mindset aligned to the values of the company. Not surprisingly many organizations are adapting to a cultural change in the workplace by putting people first. Passionate employees aligned with the organizational goals and values make the difference in the workplace to leap from good to great. Coaching and mentoring play a huge role in creating such an organization with empowered employees.

Ilan, a CEO with a rich experience in managing a competitive business and coaching managers has brought out through this book the methods for senior executives to be successful in today's competitive business environment with practical examples. This book aims to help the senior executives in their pursuit to success by emphasizing a focus on people rather than the problem and a focus on coaching & mentoring. Reading this book is actually like sitting across with ilan and discussing with him the ideas and methods.

I am sure that this book will make significant contribution in the making of successful Corporate leaders.

R JAYASANKARAN

DIRECTOR (Retd.)

TECHNIP FMC

DELHI OPERATING CENTER

Technip FMC is a Multinational Organisation with more than 20000 employees, operating in 41 countries and listed in NYSE. It is a Leader Energy sector.

FOREWORD



Ilan is one of the rare examples of a CEO who is so open, curious and flexible to work on himself before working with others.

I had the pleasure of witnessing his own transformation.

He has passion and capability to work with the CEOs to sustain professional success and find personal fulfilment, which many times does not go together.

As an experienced CEO, ICF Credentialed Professional Certified Coach and also EMCC accredited senior practitioner Coach & Mentor, Ilan is well placed to enable on demand serenity for you even in the middle of the crisis.

The book, 10 X CEO, by Ilan is a must-read book for everyone who is (or wants to be) a CEO.

In a structured way and highly gratifying style Ilan shares leadership wisdom that applies to every business to become world-class.

Ujaval K Buch,
Master Certified Coach and Mentor Coach

Ujaval draws his inspiration from the maestros like Dr. David Bohm, Fritjof Kapra, Daniel Goleman, Dr. Richard Davidson, Francisco Varela, and the MIT Trio – Peter Senge, Otto Scharmer, and Edger Schein.

TESTIMONIALS

I loved this book and 10X rules shared in this book as this book shares concepts on how to achieve success for your company no matter your background, genetic make-up, or personal connections. I recommend this book to every leader.



Happyness Coach® Murali Sundaram

**Author of Books “Chakra Manager”, “Happiness Habits”,
“Mindfulness Miracle”, “How to Find your True-Life
Purpose” and What is NOT Spirituality”**

This book expounds on ways to bring the best out of people by creating self-awareness, which helps build leadership skills. Using his real-life experiences, the author has demonstrated many practical tips and ideas for creating a successful business.



Joseph John

**Ex MD, Standard Chartered Bank & Head of Foreign
Exchange Operations,
Chairman, Agappe Diagnostics Ltd**

The book is simple to understand and sets clearly the 360 degree approach a modern CEO needs to take to lead a company in today's complex business environment. The author also shares lots of CEO life time experience makes the book unique.



Prabhu Bala

**Director, Precision Equipments, Chennai
Vice Chairman, Indo American Chamber of Commerce,
Tamil Nadu**

Leadership is all about influencing & inspiring people in the organization. This book shares how world's most successful business leaders have done that & achieved their success. Every leader should apply these learning to their career. Read to get hidden secrets to become a thought leader.



Gunasekaran Adhishesan, Business Growth Coach
Author of Book “Start-up Recipe”

A reality with simplicity is the key to catching the attention of the reader. Ilan has exactly made us experience the learning and the takeaway for any person who wants to lead his way forward.

Ilan makes us experience riding on a tiger with him holding the coaching mindset. I am sure this book will be a treasure to pick a few gems from it to apply in our day-to-day life. The rich values and experience that Ilan has brought out make it a very interesting and valuable collection.



Sandeep Gaidhani,
Tetra Pak, Singapore, APAC Region WCM, Coach

This is indeed a must-read book for everyone who is (or wants to be) a CEO. In a very structured way and highly gratifying style Ilan shares leadership wisdom that applies to every business to become world-class.



Dr. Deepak Parbat, Author Success Coach

#1 Amazon Bestselling Author of Books “Well Done You Are Hired” and “The Monk in Suit”

Excellent Book for Business Leaders, one power pack book with essential skills to grow your company 10X. Ilan has written a very refreshing book on new perspectives of being new age CEO.



Dr. Kailash Pinjani, Angle Investor

#1 Amazon Bestselling Author of Books “Date Your Clients” and “Catch the Shark”

PREFACE

10 X CEO is a People's leader who delivers year on year profitable growth. He creates Joy for the Stakeholders.

This book is aimed at providing strategic support to the CEOs to deliver 10 X Performance.

A doctor is the best person to provide advice on health. A CEO turned into a Coach is the best person to hand-hold the Corporate leaders to achieve their success.

As a practicing CEO with over three decades of corporate experience and ICF & EMCC certified / accredited Executive Coach / Mentor, I was fortunate enough to understand the challenges for a CEO to become Board's favorite.

I have experienced many setbacks along my journey to the top. Each stumbling block has eventually presented a stepping - stone that has brought me closer to my Success as CEO.

A number of years ago, I was an Engineer with a Management Degree, chasing success in corporate sales and marketing, thinking that, this is the way to lasting fulfilment.

But as I worked harder and achieved more, I realized, I needed to master multi-functional responsibilities, namely Commercial

and Purchase, managing Factories and finally making Top Line and Bottom line to grow.

No matter how many achievements I gathered, I saw nothing had changed in my life – I was not happier and didn't feel any better.

The more I reflected on my state of life, I began to become aware of the “MISSING LINK.”

I have not created my legacy. I have not impacted anyone's life. I have not brought SMILE on anyone's face.

I took up the Journey of Learning Coaching and got certified as a Professional Certified Coach (PCC) with International Coaching Federation Certification (ICF).

I have also learned the mentoring path and got accredited as Senior Practitioner (SP) with European Mentoring and Coaching Council (EMCC).

I have found the way to Create an Impact in a CEO's Life. Hence this Book.

The CEO's life is full of challenges and he operates from a vacuum. No one is available to help him. I have scaled several frontiers with a lot of challenges.

I have started thinking about what transformation I could bring in the corporate life for an aspiring CEO so that he becomes successful in his career and personal life. I have brought out my real-life experiences in this book.

I am at the bottom of one mountain and looking at the top, planning to help a young CEO to scale this Peak with enjoyment.

I hope the 10 X CEO touches you at the deep level. This book will clarify your understanding and assist in integrating these lessons into your corporate life.

I thank you for giving me the privilege of sharing my experience with you. I wish you a life rich with success, joy and happiness.

I hope you will do your part to help build the stakeholder's value.

ILAN

INTRODUCTION

This book highlights simple mantras to become 10 X CEO and become Board's favorite – year on year.

It brings out simple techniques for a CEO to succeed in corporate life. These are based on my practical experience.

In my three decades of senior management corporate career, I faced many challenges. I tried to find answers from various books, CII seminars, visit various companies and discussions with industry experts.

I could not find practical ideas. I heard a lot of theories. Finally, I found a coach who could handhold me and navigate my way to success.

In this book, I have tried to share my experiences.

An introduction to the Chapters

The Board demands the CEO to bring in, year on year, substantial growth in turnover, profit, order-book and cash flow apart from future growth plans.

Chapter-1 highlights the practical ways for achieving this.

A CEO needs to be a good leader and need to focus on people. Sachin was a fabulous player and Dhoni was a successful Captain.

One needs to be a good Captain to succeed.

Chapter-2 highlights the new leadership skills to become a 10 X CEO as listed below:

- A CEO's Emerging New Role
- Leaders need to be:
 - Bold and decisive
 - Watchful
 - Optimistic – provide positive energy
 - Having value-based vision
 - Ethical in Corporate Governance

Chapter-3 shares insights on CEO Coaching and its benefits. It highlights the steps to becoming a 10 X CEO – the Stake holders' favourite. It gives a holistic approach to leadership skills. It also highlights the role of coaching in making a CEO successful.

You cannot be a leader without the following.

- The autocratic style of leadership is facing extinction.
- A leader has to win friends and influence the team. For learning these Leadership skills, a CEO need a coach.

Chapter-4 deals with new thoughts on emerging leadership skills. The importance of listening is explained. Coaching has a few pillars in leadership building namely,

- Deep listening
- Vulnerability

- Handling diversity
- Having a vision for corporate life
- Continuous Professional Development

To become a winning CEO, a leader has to master the above skills.

I always remember a saying – A CEO's career is similar to 'Riding a Tiger'. One wrong move, the tiger will eat you. You need to hold the tiger by its neck to ride it successfully.

Chapter-5 talks about ideas to ride the tiger.

This Chapter deals with:

- Emotional regulation
- Emotional intelligence
- Emotional hygiene
- Mental and emotional preparation

Chapter-6 is a Case Study explaining a practical experience.

It is always advantageous to follow in the footsteps of great Leaders.

Chapter - 7 highlights the steps to be followed. This is based on success stories of great CEOs. It also explains the importance of Humble leadership.

Chapter-8 explains the simple steps for becoming a successful CEO. This includes clean language, looking at the opportunity in crisis and the importance of Continuous Development.

It is important for a CEO to be successful in his personal life also.

Chapter- 9 brings out various aspects of this.

Overall, I have tried in this book to paint a picture of the CEO's skills needed for success. I hope this benefits the readers – CEOs- to create an impact in Corporate Life.

A NOTE TO THE READER

I have read several books, attended training programs, seminars and conferences. I have found my way to learn the skills as a CEO. This book talks about achieving success in corporate life, especially for a CEO to become the Board's favourite – the 10 X CEO. The details covered in the book are given below in brief for the benefit of the reader.

CHAPTER 1

Profitable Growth Strategy

This highlights strategies for Business growth. Some are listed below:

Business growth

- Focus on the substantial order book
- Look at crisis as an opportunity
- Have a clear strategic growth vision
- Cross functional working for winning large size orders
- Be the problem solver for your customers

- Introduce new product, new technology, develop R & D
- Aggressive Business Development for new markets, Exports

Strategies for growth

- Grow with market leader
- Indian market leadership through value creation
- Growth through substantial exports
- Set up office/factory outside India for exports growth
- Plan to be one among the top 10 players in the world market for your Product Group

Growth In profit:

- Look for opportunities for high margin orders
- Take up the challenging orders for premium
- Develop a niche Product Segment with a high margin
- Focus on a high-end Product mix for better profit
- Have a clear strategy -Product mix for profit
- Take a decision on stopping loss making orders
- Look for technology tie-up

Sales Strategy

- Growth through new business and new market
- Become customer's choice by value creation
- Build the dominant share with the market leaders
- Create a value proposition for share of business
- New products for growth
- Bring in customer's focus culture across the organization.
- Key Customer Management as the strategy for 70 to 80% share of business with Key Customers

Execution

- Implement process orientation for execution success
- Learn from market leaders on execution
- Avoid fire fighting
- Change takes time. It will not happen immediately.
- Consistently execute on-time as per customer's expectation
- Have a coach to help you in achieving excellence in execution

- Demonstrate execution capability by delivering in a short lead time for critical orders

Cash is reality

- Focus on cash flow
- Daily actions, weekly results
- Top management drive is crucial
- Reach Customers' top management for long pending collection

CHAPTER 2

10 X CEO's role – Emerging Way

CEO's Role

- Have the right people to deliver
- Do not micro manage – delegate
- Take bold decisions
- Create strategies for growth and implement
- Focus on profitable growth
- Have a substantial order book
- Tie-up new technology/products for exponential growth

Leadership skills

- Look at future
- Create USP
- Always focus on the solution, not the problem

- LET- GO of the hard feelings
- Trust in yourself about success; you would succeed
- You need to continuously upgrade yourself for success

Leadership – Positive approach

- Do not blame your team members
- Face challenges
- Provide positive energy
- Adopt a strategic approach than tactical

Bold and Decisive

- Take risk
- Take bold decisions for growth

Values

- Set tone for values at the highest level
- Be a role model – Walk the Talk

Corporate Governance

- We have seen Companies like Satyam collapsing. This is due to poor Corporate Governance.
- Maximizing profit need to be within the ethical practice
- Monitor risk management

- Handle financial performance based on ratios
 - Net profit
 - Return of equity
 - Debt – Asset ratio
 - Debt to Equity

CHAPTER 3

COACHING - WAY TO THE TOP

10 x CEO

To become a 10 X CEO, one needs to

- Be a Consistent performer
- Achieve exponential growth on all fronts
 - topline
 - bottom line
 - cash
 - today's growth and tomorrow's growth
- Having a Vision for growth
- Become a Peoples' leader

How to become 10 x CEO

- Have a Coach
- Become a Coach
- Get feedback and improve

- Listen to ideas from your Customers, team, Suppliers etc.
- Focus and spend time on 10 X growth
- Act on challenging areas – do not avoid
(areas like production, cash)

Coaching & its Impact

- Coaching brings the best out of people
- It creates self-awareness
- It helps to build leadership skills
- It provides feedback to the CEO

Some of the areas where coaching helps

- Goal setting
- Strategic decision making
- People focus

CHAPTER 4

WINNING WAY

Emerging leadership skills for 10 X CEO

Listening

- Change from advising to listening for successful leadership
- Be non-judgmental in approach
- Learn Level 3 and Level 4 listening skills

- Level 4 means we listen with an open mind and are open to emerging possibilities.

Feelings

- Value the feelings of your colleagues

Vulnerability

- Be vulnerable
- Tell the truth
- Be open about weakness and ask for help
- Get out of your comfort zone. Then only you will grow
- Accept mistakes and apologise

Handling diversity

It is critical for a CEO to handle the following:

- Diverse culture,
- Multi lingual team
- Different ethnic background
- Different age group
- Balancing men and women

A CEO needs to support the weak and be transparent

CHAPTER 5

RIDING A TIGER

Emerging leadership Challenges

Managing Emotions

Ways to handle Emotions

- Important skill
- Be self-aware
- Relax
- Change focus

Emotional Intelligence

- Very critical for a CEO for his success
- Understand and handle the emotions of you and your team
- You need to create a happy mood
- Do not blast or shout
- Develop social skills. This helps in building relationship
- Understand emotions and regulate
- Have empathy. Put yourself in others' shoes and look at their perspective

Mental and emotional preparation

- Prepare emotionally before all meetings
- Co-create the agenda

- Clear your mind of your stress and emotions before meetings

Emotional Regulation

- Important to control your emotions
- Take a break
- Have a deep breath
- Observe your feelings
- Focus on the big picture and react

CHAPTER 6

SURVIVAL TO SUCCESS

- A case study highlighting how a case of survival was changed into a success

CHAPTER 7

FOLLOW THE LEADER

This chapter highlights the road travelled by great CEOs.

It highlights the voice of

- Mr. Ratan Tata
- Mr. Mukesh Ambani
- Mr. Anand Mahindra

It also highlights the Humble Leadership model.

CHAPTER 8

SUCCESS MANTRAS FOR 10 X CEOs

This chapter gives tips for CEOs for their success.

- Simple Strategies for becoming the best CEOs
- Clean Language for CEO
- Crisis as Opportunity
- How to become Stakeholder's Favorite CEO
- A CEO needs to look at the future
- Continuous Professional Development

Who moved my cheese

- Anticipate change
- Adopt to change quickly
- Handle change and enjoy

Move out of your comfort zone

- Discomfort provides new ideas
- Growth comes with the change

CHAPTER 9

LOGIN TO 360 DEGREE SUCCESS

- How to achieve Personal Life Success
 - Tips for enjoying Personal life
 - Have clear Goals
 - Need to define your Life's Mission
 - Dream Big
 - Handle worry
 - Build confidence
 - Plan time for Personal Goals
 - Focus on health
 - Improve professional skills
 - Build Happiness in Life

CHAPTER

One

**PROFITABLE GROWTH
STRATEGIES**

BUSINESS GROWTH:



BUSINESS GROWTH:

It is absolutely crucial for a CEO to bring in substantial Business Growth, YOY. For this, a CEO needs to spend 50 to 60% of his time on business growth.

The types of business growth include **organic, strategic, internal, and lastly- acquisition, merger, or partnership.**

The strategies for growth include product development, market development, diversification, and market penetration.

There is a need for a strategy to grow. This also involves making bold decisions.

A growth strategy **allows companies to expand their business**. Growth can be achieved by practices like adding new locations, investing in customer acquisition, or expanding a product line.

Ways to Accelerate Your Business Growth :

I could list a few ideas to increase your business growth.

- Streamline Your Operations
- Expand List of Products
- Update or Replace Your Equipment
- Start a Customer Focus Program
- Expand Your Target Market
- Cut Costs
- Expect the Unexpected

Most companies have plans to grow their business and increase sales and profits.

Every Company use their method to grow. This largely depends upon its financial situation, competition and even government regulation.

Some common growth strategies in business include market penetration, market expansion, product expansion, diversification and acquisition.

To deliver business growth, a CEO needs to manage three important pillars – Customers, Manufacturing and Cash Flow apart from others.

Customer Management:

A CEO needs to focus on Order Booking. He should create the drive across the organization in picking up the orders. He needs to lead from the front and handle negotiations directly for success.

There is a need to have a strategy to get all large size orders. Most of the time, this involves making bold decisions.

Key account management:

One of the strategies we used was Building Key Customer Management with important key customers. This is building relationships across the organization, strong information flow, spotting an opportunity and encashing on it. We worked on creating customer specific value. This is quite successful.

Niche segment:

Developing a niche market segment for profitable growth was another successful approach. In this market we get high margin orders. We could get medium-sized Orders with high margins from Markets like Egypt.

Competitiveness:

Cost competitiveness is another area to focus on. For this cross-functional team need to work on design, sourcing and production cost.

Differentiate:

Product differentiation through design optimisation is one of the growth areas.

Dominant Market share in India:

We adopted the approach of market share increase in the Indian market as one of the growth plans. We increased the share from 45% to 70%, which was substantial.

Business development:

Have a separate set-up for Business Development and another one for developed business. This will increase the business.

An office outside India for growth:

We need to open up outside India Office or assembly plants to increase the exports sales. We try to save on costs and land up by not developing the market. International office increases the reach the reach to the customers and improve the reliability.

We also need to look at partnerships with some local players for growing in tough markets.

Technology:

Technology tie-ups and new product introductions are few of the crucial areas for the CEO.

Coach for growth:

A Coach helps you to become successful. Some of his advises are:

- A CEO has to become a Thought Leader – Mini-Celebrity and Inspiring Visionary.
- CEO needs to develop their winning style. CEOs are hired for results and fired for style.

- A CEO is successful only when his teammates follow him. Need to develop mastery in people leadership.
- A CEO needs to lead the change leadership.

Order book Growth:

I have adopted the following strategies, which have given substantial growth:

- Became customer's first choice by value creation
- Build dominant share with market leaders
- Growth through new business
- Strategic selling for a premium

STRATEGY FOR GROWTH



STRATEGY FOR GROWTH

CASE STUDY

In our market, one of our key customers was emerging as large player, winning most of the orders and growing as a market leader. We set our goal of 80% share of this customer's business. We explored ideas and implemented actions. We have grown substantially due to this action.

We started building relations across the level. We had spotted opportunities and created value. Some of the examples are:

- a) Engineering flexibility
- b) On-time delivery performance
- c) Cost competitiveness through design & technology route
- d) Senior Level relationship across the organization.
- e) Building reliability and trust in our commitment

We could work on our strategy and build the dominant share of 85% over a period of 12 months.

This has given us substantial growth volumes.

Strategic Selling:

We had faced poor market condition. The economy was down. We had limited opportunities and a high level of excess capacity. This had resulted in heavy competition and the prices dropped substantially.

In a typical Large size enquiry, we could see the difference between other players and us were more than 15 to 20%. In some cases, it was below the cost.

The sales were losing every order, blaming purchases for high raw material sourcing costs and engineering for poor design.

We were pushed to the corner to find the answer.

Our approach to success - CFT for order booking:

We formed a cross functional team and made them to design and sell a cost competitive product for survival.

This includes senior team members of engineering, purchase, projects and manufacturing, apart from sales.

Our changed approach was making the CFT to own the challenge and win the order.

This strategy of order ownership by the cross functional senior management team had really created miracles.

Pricing strategy:

The next strategy in this was that all orders were tracked and decided by the senior-most team members, including the CEO.

Earlier orders were left to the Sales Head, who in turn left it to the lowest level of costing engineer who does not have knowledge of the market. This had resulted in heavy order loss.

Practical case:

We have fought and won the single largest order in this process.

Our quoted price was 32% higher than the customer expectation.

Our approach to success for this is below:

We found that our design was as per the customer's expectation and the design was substantially overdesigned.

Based on our last 5 years product complaints we could be able to identify and suggest areas of improvements.

We adopted the strategy of a **total cost solution** to the customer. This strategy helped the customer to be competitive and we were able to give the best optimal design. This was our unique strength which was not there with other players.

With joint working, we could be able to reduce the manufacturing cost and improve the profitability by modifying the practical issues through customers as well as the design.

For example, the weld angle for combining the two plates was large and it was based on 10-year-old design. One of our youngest engineers came out with an idea to reduce this by 30 %. This was achieved with some strengthening.

This idea had saved the manufacturing cost drastically. Similar ideas were created and implemented.

Another strategy was the technical solution for Product Quality. We had created and implemented ideas for automating the manufacturing process, which reduced the cost.

We also found a lot of contingencies and margins have been built up by the project and purchase team to safeguard their problems in execution.

I had brought in a mechanism to eliminate risk during the execution. Examples are:

Increase manpower strength in engineering and purchase so that the orders were placed within 10 days from our order earlier; it was taking 3 months.

This had reduced the risk of price volatility.

Design differentiation:

One of our important strategies was product differentiation and customer product design optimisation. This had added value and removed a lot of operational issues for the customer. The result was a substantial order book.

We had successfully won orders against international competition and built up the order booking to 143% growth over previous year.

Product Mix Strategy:

This had helped in meeting the profitability.

We focused on high-end metallurgy. We started moving up to Incolloy products from normal Carbon steel.

Though it was difficult to get the entry, we had planned strategic actions to create references and entered domestic and international markets.

This had created a uniqueness and substantial profit.

With this strategy, we could get a break-through order with International Customer. This had given us a strategic entry into

the international market in the high-end product range.

We were the first Indian Company to start this supply.

- ❖ We learned quickly.
- ❖ Established the highest quality standards and execution excellence.

Result:

We could be able to achieve totally around 36% of our order book from exports apart from getting a single largest order in the history of the company

Strategy on loss-making Products:

We came across a product line that was making a loss.

This was an emotional product with which we had entered the market. Over a period of time, due to raw material price volatility, this product was making a loss.

The project/product had an execution lead time of over a period of few years.

The cost escalation was substantially high and with no compensation from the customer, it was making a loss.

We took a bold decision of stopping loss-making orders at the bidding stage itself. This had resulted in huge customer pressure.

Ultimately, we have found an alternate product with improved cash flow and margin.

Growth through new markets:

If we have to grow substantially, we need to bring in new ideas and make certain bold moves.

Some of the bold moves are:

- We have planned to open up sales operations outside India
- Manufacturing Plant outside India
- Operations in multiple locations in India

The first two has the strength of developing the international market substantially and help us to make inroad in a big way.

The last one is helpful in bringing the cost down for customers of the other regions.

New Business Development:

One has to focus on new business development totally different. We did the mistake of combining established business and new business together.

New business involves substantial efforts in the market, whereas the established business requires only strategy and negotiation.

Lesson what we learned was:

- Delinking existing business and new business development.
- Make a separate set up, with one focusing on established business and another one focusing on new business development.

- One more separate vertical needs to be planned to focus on the high margin on small value Niche orders, which gives substantial profit but value wise small.

Technology Tie-up:

We took the initiative of tie-up with technology for new products. This had delivered good results over a period of two years.

We are working on new technology for the existing product growth. This is crucial for profitable growth in future.

The lesson that we had learnt was that we need to have a separate focus on new product introduction and technology development.

This is one of the crucial areas for future growth.

Customer Focus:

We changed our organization culture from lethargic and less - sensitive to customers to a customer-focused organization.

There were periods when customers were complaining about a lack of transparency, information in execution after giving orders.

We worked as a cross-functional team and implemented a strategy for Building Customer Focused organizations. We want to be Customers' First Choice.

One of the market leaders had given an 70% share of business on the initiative of customer focus.

Spotting opportunity:

It is crucial to spot opportunities for high margin orders.

We spotted an opportunity with a large customer. They needed a shorter lead time of supply due to their crisis. They need delivery in 30% of the normal lead time.

We have achieved a 58% margin against 21% normal order. The order was executed before time and we got customer appreciation as well.

New initiative:

We understood the new requirement of supply the equipment in assembled condition. We offered this to the customer.

We got an edge over the competition for almost 35% of our order book. The supply was made as ready to use and fully assembled condition.

Growth through large orders and Repeated orders:

We planned a strategy of getting repeated orders from our customers.

We got three major orders in 4 to 6 months from Indian Key Customer amounting to 22 % of our order book.

We were earlier struggling to get orders worth 2 to 3% of our total order book from this customer.

We could get a major order through our approach of cost competitiveness, strong leadership demonstration, execution capability and value selling.

Cost competitiveness was achieved through:

- Design improvement

- Better sourcing
- Waste elimination

This has helped us to bring our highly competitive products.

Excellence in execution:

With the help of my Coach, we could bring a major change in execution.

We were managing somehow execution with everyday firefighting.

Our first strategy was People.

We need to replace non-performers with the efficient younger generation.

The next was managing change.

We started focusing on what we do best and kept doing better. We realized that change takes time. We were expecting overnight improvements.

We also realized that was no point in shouting and it shows that we were under stress.

Change can be achieved only by listening and asking powerful questions. If our ideas are good, no need to shout.

We need to continuously innovate, consistently entice the team and customers. A CEO needs to be ego free and relaxed type. He has to always look for improvement.

CASE STUDY

EXECUTION EXCELLENCE

There was a situation where one of our important Customer had problem. They wanted the supply in 30 % of lead time

The situation was a case of execution challenge.

We have executed in record time.

Some of the strategies adopted are:

- I lead from the front and put up a cross-functional team.
- The design team went for on the spot approval with an alternate plan.
- The purchasing team looked at all the options of materials available and proactive and anticipated the issues to the table.
- Production - a strong team was put in place and I was taking care of their motivation.

We had everyday meetings on problems and solutions were given immediately. The following points are looked at:

- Attention in operation
- Machine downtime reduction
- New ideas for cycle time reduction
- Speed in implementing the ideas
- Team Work

We have executed this order in record time and got Customer appreciation.

- This has given an edge over the competition.
- This was made possible relationships with stakeholders

Strategic Vision:

As a CEO, one needs to set up a strategic vision of exponential growth.

I had set up our vision as:

- To become a Significant player in the world market
- To be one among the top 10 in the world for one product group

Substantial growth in turnover – 600% growth in 3 years

ABOUT THE BOOK

10 X CEO is the first book of its kind which reveals simple secrets of becoming successful CEO.

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- Become a Board's favourite CEO
- Be a CEO of Stakeholders' JOY

This book is for you.

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- Innovate & invent, and
- Be a winning CEO

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- How to develop practical skills and succeed as CEO

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ABOUT THE AUTHOR



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Ilan, with his three decades of corporate experience, brings a combination of expertise as a **CEO, successful business head, strategic expert, business leader, strong in business growth, ICF certified coach and EMCC accredited Mentor.**

Ilan helps CEOs to become Mini Celebrities in the industry and Thought Leaders by helping them to find their true potential.

His vision is to create a Positive Impact in the lives of one million Corporate Leaders through Coaching.

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