



MISTI CETI-SLOAN CHINA LAB INITIATIVE

Pilot Project: Shanghai Origin

Shanghai Origin is a small company in the import/export business that, so far, can be considered a very successful venture. Founded in 2005, Origin now counts more than 200 employees. Its revenues are concentrated in one segment (import of luxury cars), so the management asked the MISTI CETI- China Lab pilot team to look for opportunities to differentiate their business portfolio.

Our work with Origin can be divided into 3 phases:

- **Market Choice:** we used third parties data to form an objective opinion on which markets represented the best opportunity for Origin. We concluded that the infant formula market presented a unique combination of growth, size and competitive environment and thus was the best one to go after.
- **Business Model:** working closely with the management we analyzed how Origin can fit into this market. This phase was characterized with long and frequent brainstorming sessions after which the idea that emerged prominently was that Origin should spin-off a new company that will import, distribute and even commercialize an imported product from the U.S. .
- **Implementation:** by studying competitors and success cases in comparable industries, we developed a set of very detailed recommendations on how to implement the new company. The scope was very broad, from the website to the HR strategy, from marketing to operations, and so on. We didn't have enough time to dive deeply into each matter, but we provided the client with a very broad implementation strategy.



We worked for Origin for a total of 8 weeks, during this period we stayed at their headquarters but we had also the opportunity to visit their production and warehousing facilities as well as meet their clients. On a daily basis we were reporting to manager, but the main decision maker was the General Manager whom we were usually meeting with on a weekly basis. Business meetings were exclusively in Chinese and we always needed a translator for the non-Mandarin speakers.

All in all our perception is that we were able to add great value to Origin and they would be glad to further collaborate with MIT in the future

Sincerely

Gennaro Bisesti, Josephine Boateng, Annie Huang, Tigran Sloyan, Yi Zhang