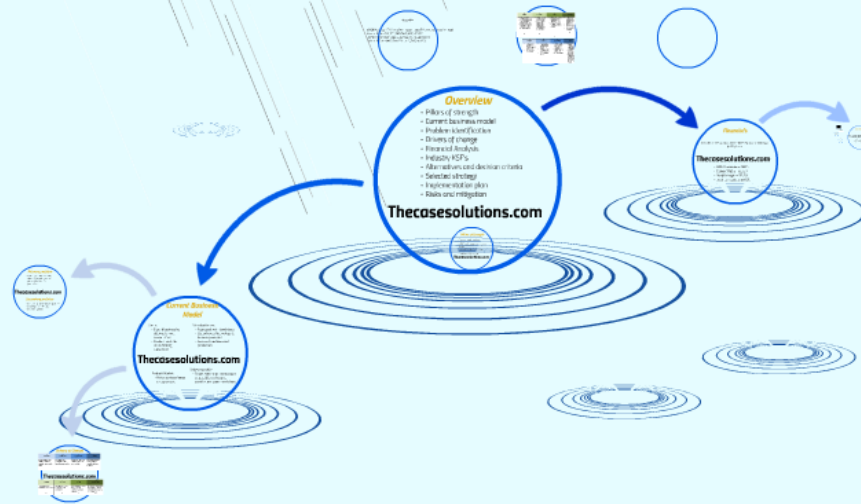


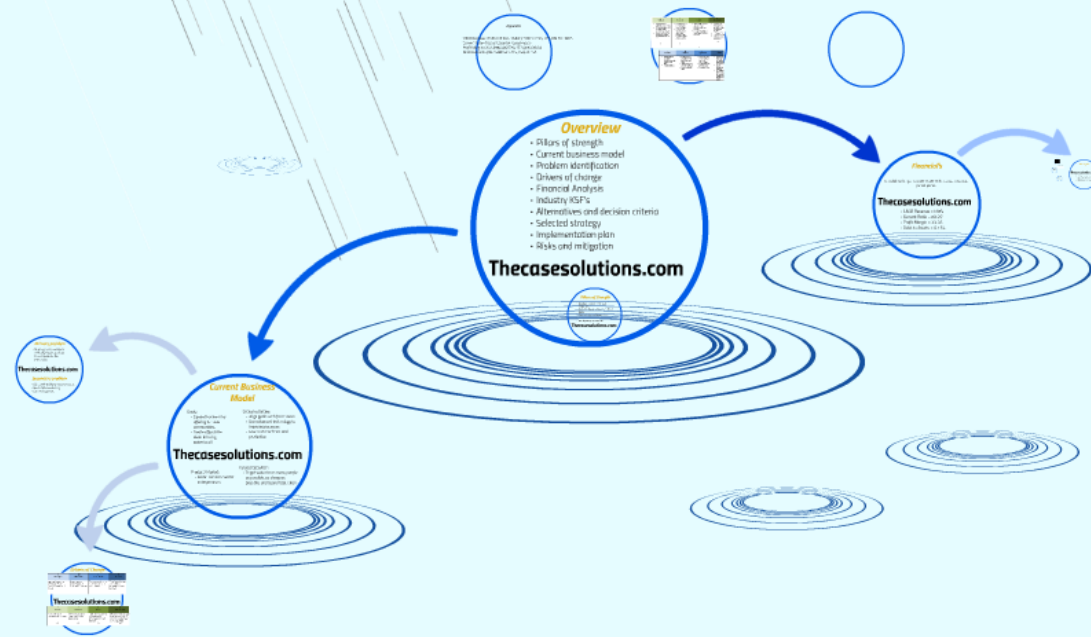
# Restructuring JAL

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# Overview

- Pillars of strength
- Current business model
- Problem identification
- Drivers of change
- Financial Analysis
- Industry KSF's
- Alternatives and decision criteria
- Selected strategy
- Implementation plan
- Risks and mitigation

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## *Pillars of Strength*

- Empower people in their own communities
- Skilled and talented work force (brain trust)
- Low cost, high quality machines
- Social goal of the company

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# *Current Business Model*

## Goals:

- Expand business by offering to more communities
- Create affordable clean drinking water to all

## Critical activities:

- Align goals with franchisees
- Use advanced technology to improve processes
- Low cost machines and production

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## Product/ Market:

- Water services/ water entrepreneurs

## Value proposition:

- To get water to as many people as possible, as cheap as possible, and guaranteed clean.

## *Primary problem*

- How to grow the company while aligning the goals of the company and the franchisees

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## *Secondary problem*

- Safety and quality of water produced
- Good employees leaving
- Cash management

# Drivers of Change

S Strengths	W Weakness	O Opportunity	T Threats
Attract talented and skilled workforce (people want to work there)	Monitoring and controlling what franchisees are doing	Expansion with more machines and more communities	Franchisees leaving to a competitor or starting their own business

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P Political	E Economic	S Social	T Technology
Franchise law is relatively new in India	Overall economy of India is poor and developing	Huge health concerns around unsafe drinking water and diseases	Advances in technology to purify the water is crucial to the business (RIFD tags, SMS)
8	8	9	10

# *Financial's*

Consolidated Projections 2011-2015 (No Lease or Borrow  
for RO plants)

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- CAGR Revenue = 169%
- Current Ratio = 83.27
- Profit Margin = 33.3%
- Debt to Assets = 0.15%



*Industry KSF*

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- Low Cost
- Increase in Machine Efficiency
- Location & Accessibility
- Ability to Service Increasing Demand