

## **Case Study – MOVING FROM A PLATEAU TO DOUBLING IN SIZE**

### ***The Firm***

The Company is based towards South West England and works for some very well known organisations. It had evolved to predominantly providing direct mailing services, together with customer and prospect data analysis services.

### ***The Business Problem***

The company had reached a plateau in that revenue was remaining steady, but not growing. There had also been losses of a small number of major clients which management felt represented a potentially worrying development.

While there was enthusiasm to grow, there was no consensus amongst the management team about where this growth could be obtained, and what the company would need to do to secure it. There was a recognition that gaining a clearer view about what the market needed would be a useful input to thinking.

### ***The Solution***

A two stage process was followed in order to help the company define its clear direction, and what it needed to do to grow.

Initially we took a look at financial reports and the revenue and estimated profitability for each client – and for each sector and segment the company served.

We also forwarded clear criteria to score sectors and products which the company was considering developing. Doing this enabled the company to define strategic options and a “long list” of potential new services and sectors.

We then undertook face to face research across a number of significant clients, but also with non-clients and participants in different markets, to gain an independent and clear understanding of what the market needed.

The results were very clear and encouraging for the firm. It was clear that one of the sectors they served represented high potential growth. To secure this required a repositioning of the company and the boosting and clarifying their capability to provide greater insight and value to clients, and to provide new ideas about what would work in their industry. It was also clear that the company had under-valued the potential marketing platform it already had, given it worked for some significant names in the sector, and should upgrade its account management efforts.

### ***The Benefits***

The company is now clear about its strategic direction and the exercise has created consensus and enthusiasm for the way forward. There is now a much clearer focus on prioritised sectors and key clients, and the company has overhauled its account management processes. It has also strengthened its product range and its capability to provide real insight to clients.

The most recent quarter was the most successful ever for the company and the growth pattern looks to have been re-established.