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## Case Study – HELPING A FIRM DEFINE AND COMMUNICATE ITS COMPETITIVE ADVANTAGES

### ***The Firm***

Chiene + Tait is one of Scotland’s leading independent firms of chartered accountants and business advisers. Approximately 130 people work for the firm and it has a long and proud heritage.

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

The firm felt that it needed to have a stronger brand positioning in the face of market changes and competitive moves. While it had a very “solid” reputation there was a sense that its strengths were not clearly recognised in the market and that the perceptions of the firm may not be aligned with the reality of the capabilities and approach the firm is able to provide. This was hampering potential growth and indeed confidence and the senior management and marketing team of the firm commissioned research to give them clarity about the situation and identify suitable responses.

### ***The Solution***

A cost effective programme of interviews with key clients, intermediaries, and other stakeholders was commissioned. Very soon the results and insights generated enabled Thriving to communicate a range of conclusions. These included a range of outputs, included where competitive advantage existed (or was possible), and where gaps in the market existed. We also identified concrete areas where the firm’s performance exceeded peers but also aspects where the firm needed to take action to strength its position in priority sectors. The results included insights about where the approach of staff needed to change, and how the firm could utilise its capabilities to become more visible and better communicate its distinctiveness against peers.

### ***The Benefits***

The presentation of results in late 2019 has given clarity to the firm’s management and it is now clear where it should invest effort in order to build competitive advantage. One partner volunteered to lead this effort during the presentation of research results, and both the partnership board and marketing team, based on the communication of research results, agreed a programme to evolve the firm’s brand, strengthen the positioning of the firm, and equip staff during 2020. The research has crystallised and forged agreement on the actions that needed to be taken, whereas before there was no firm consensus on this.

### ***Client comment***

“Understanding our clients’ feedback is more vital than ever. Robin inspires confidence in the process. Thriving offers a huge wealth of market research knowledge. You will always get a really good answer. Robin is thoughtful, considered, accurate and never wrong.”