

research
strategy
communications

Challenges

As declining margins and accelerated price erosion continued to plague this client, they recognized that their products and services did not communicate a differentiated value to customers in a highly commoditized marketplace.



Challenges

- Declining margins
- Undifferentiated value
- Accelerated price erosion
- Commoditized marketplace

Solution

We first segmented our client’s customer base into distinct groups reflective of their stage in the product/service lifecycle. Extensive primary research was then conducted with current and potential customers segmented by lifecycle stage groups to gauge the performance of our client and top competitors against universal purchase factors, and to measure the relative importance of those purchase factors. We also examined the influence level of over twenty performance and value features/benefits on purchase decisions, and defined price sensitivity. Usage cycles and migration paths were explored against alternate choices and timing, as well as preferred top sales channels and drivers.

Drawing from the research findings, our team analyzed competitive performance in terms of strengths, weaknesses, opportunities, and threats to help our client identify areas to capitalize on and improve. Further analysis enabled prioritization of performance and value features/benefits according to the level of influence on purchase decisions, and creation of price bands representing good, better and best thresholds. Our team applied performance and value dimensions to create a brand perception map which portrayed strategic ideal points/vectors and positioning against customer preferences and product/service lifecycle stages.

The messaging house was modified for alignment with the updated positioning approach and value propositions by lifecycle stage. To perpetuate social interaction, we developed a social platform for continuous listening and conversation seeding. A roadmap with milestones was established to facilitate ongoing lifecycle management including market testing, monitoring and tracking.

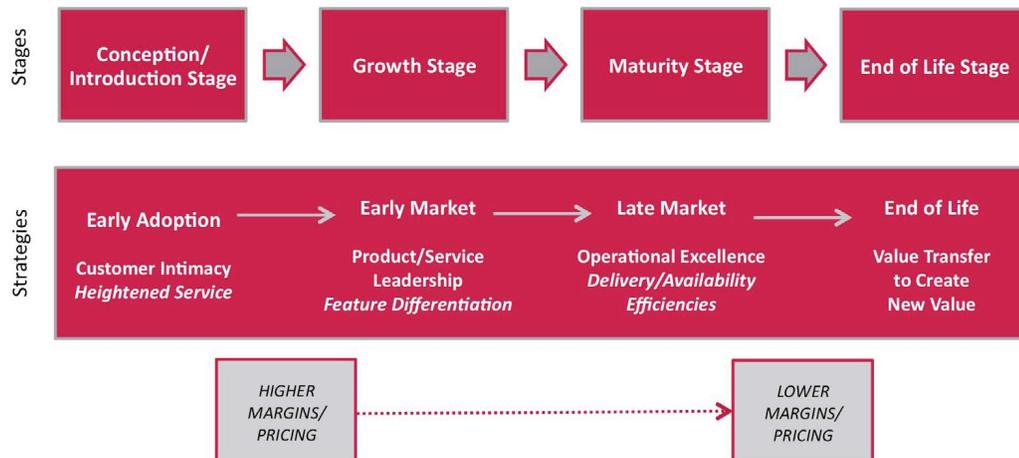
Key Steps

- Segmented and mapped customers reflective of lifecycle stage
- Determined strategic ideal points/vectors and positioning
- Assessed purchase influence against performance, value features and price sensitivity
- Evaluated usage cycles, migration paths and quality of experience (QoE)
- Created brand perception map for determining optimum positioning
- Realigned messaging house with new positioning and value propositions
- Developed social platform for continuous listening/conversation seeding





Lifecycle Management Stages



Lifecycle management for either a product or service consists of 4 basic stages. Each stage has its own unique requirements, challenges and potential. Alignment of the necessary tools, skill sets and processes enable the creation of strategies for optimizing individual stage revenue opportunities. Use of collaboration among multiple company functions is critical for success in any stage.

Results

- ◆ Reduced time-to-market
- ◆ Secured new revenue from service enhancements
- ◆ Increased revenue and profitability by 20%
- ◆ Heightened quality of experience and overall value
- ◆ Initiated direct social engagement with over 100,000 followers

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