

business development & go-to-market strategy

research
strategy
communications

Challenges

An outdated business approach was inhibiting this client's ability to move ahead in a fast converging and increasingly competitive marketplace. They needed deeper insight on the market to determine strategic actions for offsetting the effects of diminishing returns from product solutions with lower market value.



Challenges

- Outdated business approach
- Decreasing market value
- Diminishing returns
- Converging and competitive marketplace

Solution

We began with the execution of primary and secondary research to develop a complete profile of our client's customers and market dynamics. Through analysis of top customer business pains and challenges, we identified multiple opportunities including strong demand for product and service requirements to be fulfilled by a single source provider, or an aggregator, of best-of-breed solutions. Further in-depth primary research was then conducted with key decision-makers to confirm the feasibility of our client assuming an aggregator role, and to gauge revenue potential against customer expectations.

Our team next applied advanced and conventional data analytics to define a hybrid business model along with a strategically aligned portfolio made up of a comprehensive product and lifecycle service offerings. This new approach enabled revenue opportunities from 18 margin-rich services for both direct and indirect channels. To help our client compete across the full spectrum of the value chain from 4 converging markets and the emerging application market, a robust partner ecosystem was also established.

We rebuilt the positioning/messaging framework using value propositions customized by sales channel and end user vertical market to support the client's new market position. All program implementation was structured around centralization of shared resources and processes to enhance operational efficiencies and business model performance. Transitional milestones, including the necessary sales culture and product/service road maps, were developed to perpetuate business model continuity.

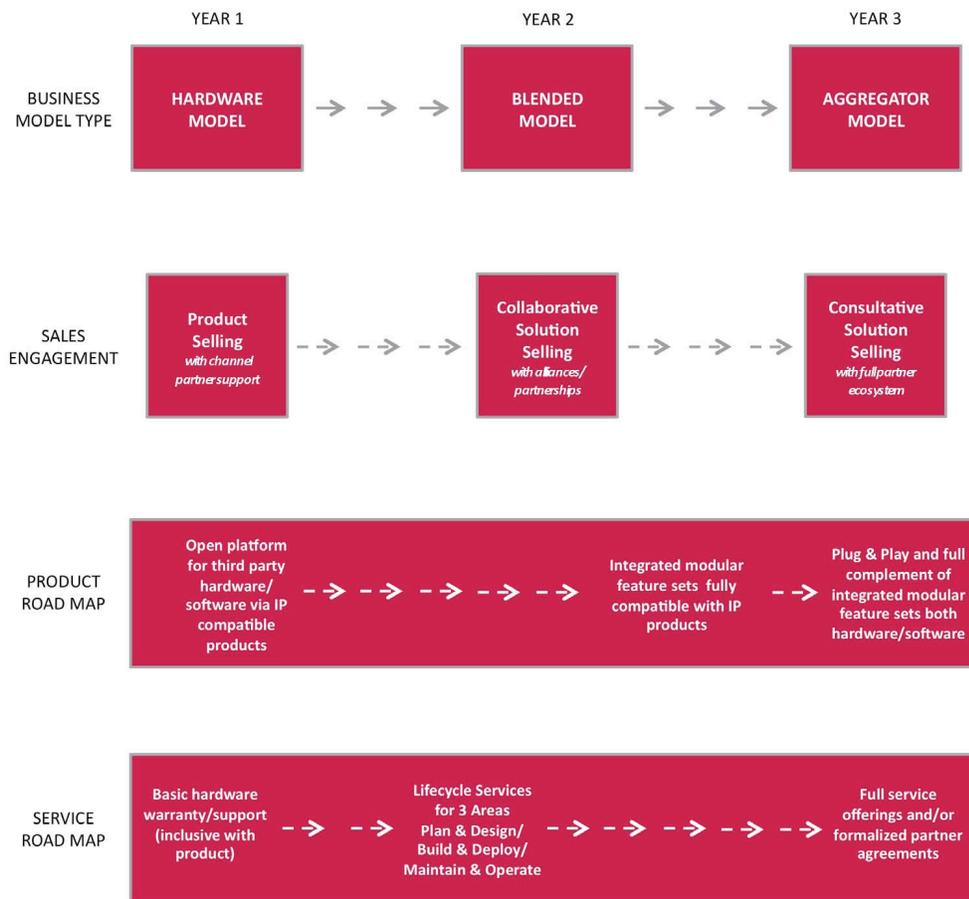
Key Steps

- Constructed a hybrid business model to extend current served market and expand to under-served converging markets
- Created new lifecycle services for direct and indirect channels
- Developed partner ecosystem across the full value chain
- Built positioning/messaging around a themed framework
- Structured program development around the centralization of resources
- Plotted transitional milestones for business model continuity and implementation





Business Model Transition Milestones



“Collaborating with S&A gave us the necessary tools to achieve long-term profitability and compete for a larger market share than we had thought possible.”

Results

- ▶ Increased revenue by 200%
- ▶ Secured new and recurring revenue from multiple sources
- ▶ Created long-term profitability
- ▶ Raised competitive entry and exit barriers
- ▶ Able to compete for 5 times the initial revenue universe
- ▶ Set a new de facto standard in the category



Shenkan & Associates, a full-service marketing firm, helps companies succeed with critical research measurements, innovative strategy and targeted communications tactics essential to securing a sustainable competitive advantage in today's rapidly evolving marketplace. We combine our extensive service capabilities with expertise in diverse industries, markets, channels and functional practices to provide the intelligence and tools clients need to identify and enact on new opportunities.

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