

# business transformation



research  
strategy  
communications

## Challenges

A comprehensive operational overhaul was required when this client continued to struggle with sharp margin declines and a falling competitive position. It was evident that the company's siloed approach and outdated internal processes were hindering the ability to capitalize on new demand in the marketplace.



**Challenges**

- Siloed approach
- Outdated processes
- Sharp margin declines
- Diminishing competitive position
- Inability to capture new demand

### Solution

We first conducted extensive primary and secondary research to define our client’s competitive landscape in terms of organizational structure, competencies, resources, practices, and offerings against market performance. Through the research, we also identified market segment dynamics and top market demands along with potential growth accelerators and inhibitors. We determined current and future operational business challenges, strategic goals and expectations from the customer perspective, as well as gauged acceptance and adoption of emerging business models and corresponding product/service solutions.

Our team applied advanced linear and non-linear data analytics to conceptually map ideal positions and opportunity vectors. Simulation models were then created and tested to align our client’s core competencies, assets/resources and culture with ideal positions and opportunity vectors, enabling tactical translation with minimal disruption and maximum revenue potential. Final strategy was developed around a new business model to leverage new market potential through monetization from multiple points across the value chain.

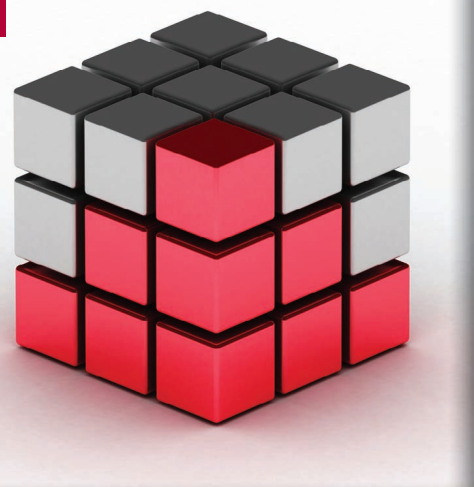
Using a customer-centric emphasis, we updated brand positioning/messaging for alignment with the new revenue opportunities. Product/service solution offerings were adjusted based on the requirements of the revised market segments and value chain, and re-launched with great success. We helped our client through a series of fundamental transformation steps to restructure business operations and facilitate a cultural shift for centralization of information flow and real-time collaboration across all divisions.

### Key Steps

- Mapped ideal positions and opportunity vectors for revenue generation
- Monetized new business model and market potential around value chain
- Repositioned brand identity with a customer-centricity focus
- Designed fundamental transformation steps for a cultural shift and business operations
- Positioned and re-launched product/service solutions



### Customer Centricity Stages



Higher Market Share/Brand Equity

**Stage 5**  
**Customer Loyalty**

- Enjoy repeat business, heightened customer demand and margin improvements
- Able to reduce costs and command premium prices using customer defined value
- Understand ROI and what drives customer behavior

**Stage 4**  
**Customer Value**

- Look at how value is delivered to particular customers to understand why their customers buy
- Differentiate how to treat customers based on specific needs that drive satisfaction

**Stage 3**  
**Customer Satisfaction**

- Measure satisfaction and attempt to meet or beat competitors
- Tie satisfaction levels to internal compensation models

**Stage 2**  
**Customer Focus**

- Actively acknowledge customers
- Seek ways to determine most profitable customers

**Stage 1**  
**Customer Awareness**

- Product-centric tendencies
- Challenged with identifying customers

Lower Market Share/Brand Equity

*“S&A’s expertise played an integral role in a company-wide shift that has enabled us to realize higher revenue levels and improved operational efficiencies.”*

### Results

- Generated a 34% increase in revenue
- Created sustainable revenue growth
- Improved speed-to-market and time-to-revenue
- Reduced both OPEX and CAPEX
- Tripled customer satisfaction and affinity scores





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