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SAB is Industry Agnostic, we work in all industries and this is being provided as an example.
Tech SVY Inc.* Has Huge Growth:

In just a few months we helped a Software (SAAS) company pull itself out of the red and into the black after slumping sales and vanishing market share. The turnaround recipe blended a renewed commitment to core brand with comprehensive, cross-functional brand planning.

At a Glance:

Growth in Staff: 80%

Revenue Growth in 3 Months: 240% + Increase in Revenue

The Situation

Tech SVY Inc.* had long emphasized profits at the expense of brand equity, product innovation, market leadership and category strategy. At our direction, the company returned to growth mode by getting back to basics: focusing on its core, promoting the brand and eliminating weak re-sellers and ambassadors.

Our Approach

✓ A renewed focus on core brand and core offering.
✓ Coordinated strategy plans for the brand. We created strategies that allowed cross-functional teams, notably sales and marketing leaders to redirect media spending to the brand, rationalize structures and outline promotion and pricing strategies.
✓ New partnerships to reclaim category leadership.
✓ New brand launch to reach a high-potential customer segment.
✓ Brand Ambassador programs to drive sales through relationship based marketing

* We take our clients' confidentiality seriously. While we've changed their names, the results are real and can be verified.
LMV Merchant Co*, Finds New Routes to Profitability:

A merchant company needed to reduce costs to remain profitable and competitive in a scale-driven industry that was showing early signs of price pressure. We analyzed cost reduction opportunities and identified four key opportunities for improving profitability, resulting in a massive revenue increase over a 4 month period.

At a Glance:

**Growth in Staff: 45%**

**Revenue Growth in 4 Months: 125% + Increase in Revenue**

The Situation

LMV Merchant Co*, a Trillion dollar industry, operates in a scale-driven industry that was showing early signs of price pressure.

LMV Merchant Co*, was one of the top 25% players in the industry

The industry was showing early signs of price pressure and now affecting profits

Planning and decision making have traditionally been made with a significant emphasis on "gut feel"

We were brought in to help identify opportunities for cost savings, revenue growth and to add rigor to decision making process in order to allow LMV Merchant Co*, to remain both profitable and competitive in the marketplace.

Our Approach

A detailed analysis of the company’s operation revealed several areas for improvement. We used fact-based process improvement methodologies and strategies to uncover opportunities for cost reduction:

- Call center operations and digital advertising
- Purchasing
- Logistics
- Business processes
- Organizational structures
- Back office functions

Our Recommendations

Our analysis identified four key areas that would create improved profitability, both near, mid, and long term. They included cost reduction measures, business process improvement, globalization and new revenue opportunities they previously were unaware of.

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Solar Sense Inc.* Finds when the price is right, the customer responds:

A major player in the Solar market had traditionally competed on price, but changing market conditions made it necessary to adapt by increasing price to remain profitable. However, higher list prices deterred new customers. We helped by developing a strategy segment-specific list pricing model to attract target customers and build profitable relationships, which yielded growth that exceeded targets.

At a Glance:

Growth in Staff: 150%

Revenue Growth in 5 Months: 175% + Increase in Revenue

The Situation

Solar Sense Inc.* had traditionally competed on price, but changing market conditions and a complex internal structure made it necessary to adapt.

Solar Sense Inc.* became a major player in the solar market by offering fastest time to market on new solar technologies, consumer and B2B Solar installation at the lowest possible price.

Market conditions had caused Solar prices to fall and competitive pricing pressure to increase. Customers have responded by avoiding long-term contracts and asking that prices be indexed to market price decreases.

Solar Sense Inc.* discounted by negotiating each sale individually -- driving up the cost of sales. The company also experimented with contracts tying price to an underlying component cost index that declined over time ("price assurance"). Despite these efforts, high list prices deterred some new customers from considering Solar Sense Inc.* for its Solar needs.

The company had difficulty in developing a coherent response to pricing changes, since it had a significant differences in competitive dynamics and customer buying behavior. We were asked to help develop a new pricing strategy and dynamic market penetration strategy to address these problems.

Our Approach

✓ We took apart Solar Sense Inc.* existing price assurance model and created a fact based model with which to build a new list pricing strategy. We also created multiple dynamic market penetration strategies to vest partnerships within the company that was driven by C-Suite guidance conversations.

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Digi Consulting LTD.* Excellence in Direct Marketing Through Experimental Design:

Faced with maturing and increasingly competitive markets, a major Digital Marketing provider wanted to grow its share of high-value customers. We worked with the company to launch a series of experimentally designed direct marketing campaigns that yielded increased response rates and added to the top and bottom line.

At a Glance:

**Growth in Staff: 10%**

**Revenue Growth in 6 Months: 150% + Increase in Revenue**

The Situation:

Digi Consulting LTD.* has faced increased competitive pressures from an oversaturated market of providers in recent years, who have enjoyed significant growth by capitalizing on the new markets. We were hired to help Digi Consulting LTD.* grow its share of high-value customers by winning back more of them from the competition and retaining existing customers longer. Experimentally designed direct marketing campaigns would be a central means of accomplishing these goals.

Our Approach

- After working across the organization to understand the critical drivers of current marketing success, we helped develop and test a set of offers in-market, by employing experimental design techniques. As opposed to the traditional challenger approach, or A/B testing, the use of fractional factorial analysis allowed us to launch a subset of potential in-market offer combinations to test a number of different variables. Mathematical analysis formulas then allowed us to model response rates for every possible combination of variables, 576 in all.

- A second analytical tool was developed to project the financial impact of all offer combinations. This Net Present Value (NPV) model used both observed and modeled response and conversion rates as inputs, as well as key financial inputs based on Digi Consulting LTD.* business-as-usual financials. The model allowed Digi Consulting LTD.* to not only determine what drives direct marketing conversion rates, but also to predict the actual financial impact of all potential offer combinations. Experimental design improves testing performance through massive, yet structured variance in the campaign:

Our Recommendations

The experimental design test yielded offers that achieved three to four times the response rate of the existing offer, and the marketing organization learned which variables caused consumers to respond. The test also demonstrated that the richest offers, such as those that included expensive services, were not among the stronger factors in determining customer response.

We helped Digi Consulting LTD.* prioritize and scale up the highest ROI direct campaigns to roll-out nationwide and helped Digi Consulting LTD.* develop an advanced analytics marketing capability in-house, and to run subsequent multivariate direct marketing campaigns.

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Water Pure TVT Inc.* Boosts Sales With a Redesigned Operating Model:

Customer segmentation and an expanded front line are helping a water purification company reinvigorate growth and scale. Realizing unique markets and new B2B consumer bases allowed new plug-ins for unrealized cash flow.

At a Glance:

Growth in Staff: 400%

Revenue Growth in 5 Months: 500% + Increase in Revenue

The Situation:

We recommended a new coverage approach that armed Water Pure TVT Inc.* sales team with a data-driven understanding of its customers, including specific patterns of behavior and unmet needs.

Our insights helped Water Pure TVT Inc.* develop a reorganization plan that would deliver optimal amounts of attention to every customer, with an ideal new set of operational roles.

Growth often depends on identifying the right levers and pulling them in a deliberate, coordinated way. We helped Water Pure TVT Inc.* assess and ultimately redesign its sales organization so that it could win new customers while maximizing the value of its existing client relationships.

Our approach began with an Analysis of Water Pure TVT Inc.* existing customer base. Segmenting customers by geography and type (i.e., consumer B2C and commercial B2B, new construction builders, renovators, etc.), we scrutinized the company’s network of distribution partners to reveal gaps in its sales efforts. Reps were often misapplying their energy, missing big opportunities that were within their grasp.

We recommended a new coverage approach. Using data on new housing starts and other commercial activity, we showed the company how a realignment of its sales resources would target promising new markets. But reassigning customer accounts was only part of the solution; we also showed Water Pure TVT Inc.* how to arm its sales team with a data-driven understanding of its customers, including specific patterns of behavior and unmet needs.

We developed an analytical model that could, for any given customer, calculate what “full potential” would look like based on attributes shared with other customers who were fully served by Water Pure TVT Inc.*. We applied this analysis by product category and region to reveal precisely where Water Pure TVT Inc.* had the most room to grow. The model reliably identified the specific product-level sales play most likely to succeed with each underserved customer. We set up Water Pure TVT Inc.* to load the output of this model into its CRM system so that they could drive front-line adoption and act on these insights.

Our customer service analysis had revealed a wide spectrum of preferences across Water Pure TVT Inc.* customer base. Using focus groups and sales data we found that some accounts wanted more frequent in-person visits, while others wanted fewer. These insights enabled us to help Water Pure TVT Inc.* develop a reorganization plan that would deliver optimal amounts of attention to every customer. We mapped out a new set of operational roles that were ideal for the customer base Water Pure TVT Inc.* was reaching for. Based on our recommendation, Water Pure TVT Inc.* increased its front-line sales force headcount by about 20% and created specialist roles and new support functions, including a sales operations analytics team.

From the outset we listened closely to Water Pure TVT Inc.* front line, knowing that their input was critical both to developing a new sales model and winning internal support for it. The company’s sales reps were thrilled to adopt new systems that monitor order history and use data analytics to build stronger connections with customers.

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Remote Co Inc.* Rejuvenates Sales by Thinking Local:

A leading software development company’s growth strategy was in trouble—its sales were slumping. Working with the top executives, we transformed the way they selected products for the local market. Instead of a standardized approach, we helped decentralize the system so they could cater to local preferences, giving customers what they wanted—and boosting sales.

At a Glance:
Growth in Staff: 40%
Revenue Growth in 7 Months: 102% + Increase in Revenue

The Situation:

A leading software development company, had pinned its growth strategy on a cookie-cutter approach, paying no attention to local customer demographics. Remote Co Inc.* strategy was straightforward: It wanted to grow revenues and maximize efficiencies by taking full advantage of its scale.

It wasn’t a new strategy. Many companies have built their success with a chain of identical stores. But times were changing; customers wanted more customized services.

This trend was reflected in Remote Co Inc.* slumping sales. As pressure intensified, the CEO needed to find a way to rejuvenate sales.

Our Approach

Working with the CEO, we helped transform the company’s growth strategy. Our research shows that tailoring services to local needs can boost sales by 100 percentage points while only 10 percent to 15 percent of the services need to be customized.

Together with senior management, we designed a pilot project to identify localization opportunities. The process involved four steps:

✓ **Perform an assortment analysis** to find service gaps in local markets.
✓ **Collaborate with vendors** to spot sales growth opportunities.
✓ **Conduct customer research** to learn about their preferences and needs.
✓ **Gather management feedback** from local managers about decision-making.

Our Recommendations

Based on our analysis and feedback from vendors, customers and managers, we recommended that the company launch localization pilots in a range, varying in size, of location and customer demographics.

The database we developed and information gleaned from managers would allow the company to offer services, geared to customers’ different budgets. To succeed, the company needed to launch the pilot with the largest growth opportunities and make some key changes:

**Decentralize decision-making and empower managers** to select more services based on local demand.

**Develop sophisticated systems and capabilities** to coordinate a localized production selection process.

**Lead an organization-wide management change initiative** to support the new localized strategy.

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BSC Sales Ltd.* Leadership Turnaround Through Transformation:

Encumbered by high costs and an overextended business model, a well-established sales company faced declining customer loyalty amid fierce competition. We worked with company leadership on a multi-year transformation that cut costs by more than 88%, redefined the sales firm's strategy and helped it win the loyalty of both core and new customers. As a result the company regained its financial footing and saw its revenue skyrocket.

At a Glance:

Growth in Staff: 15%
Revenue Growth in 8 Months: 165% + Increase in Revenue

The Situation

In an effort to expand into new markets, BSC Sales Ltd.* had lost sight of the customer segments that its business model could best serve. As a result, the company failed to innovate where it mattered most and found itself losing business to market leaders with better service and newcomers with better technology. When the economy hit a downturn, this lack of focus translated into a market cap decline of more than 75%.

BSC Sales Ltd.* point of departure was a relatively strong one, thanks to its robust brand and solid capital structure, but aggressive competition heightened the urgency surrounding the transformation. Management needed to work on multiple fronts to right-size the company's infrastructure while boosting sales and customer service to regain market share.

Approach

Working with our team to make much-needed operational changes in parallel with longer-term strategic shifts.

✓ Step one: Make operational cost cuts that create quick wins and freed up cash flow.
✓ Step two: Roll out a new set of customer-facing initiatives designed to improve customer loyalty as measured through industry standards.
✓ Step three: Realign the organization around a new strategy.

Recommendations

To refresh the strategy, we helped the company redefine its core business. A trained CEO helped focus the firm on cost management and also organized the effort by appointing a Chief Transformation Officer to lead the way.

To reduce costs, the company identified fast ways to streamline IT and shrink its real estate footprint that erased 15% of its initial costs. It also reduced its advertising sharply.

To renew the focus on customers, BSC Sales Ltd.* began closely tracking customer loyalty, an exercise which helped it identify new customer segments to target as well as new steps to take with existing customers.

It then realigned the organization to work within the new cost base and serve customers better.

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Staffing Solutions 123.* Employees are Inspired to Act Like Owners:

At a premier US based Staffing Agency, low customer morale and employee loyalty was hurting revenues in its core business. We identified the key drivers of loyalty and designed a pilot program for a radical new performance-based incentives system, resulting in greater employee retention, superior customer service, higher sales and increased earnings.

At a Glance:

Growth in Staff: 35%

Revenue Growth in 2 Months: 250% + Increase in Revenue

The Situation

Staffing Solutions 123.* one of the USA's premier Staffing Agencies, renowned for its customer service practices, had been experiencing a decline in the revenues of its core business.

Given a flat market outlook, customer defections and growing competitive pressure from smaller, service providers, Staffing Solutions 123.* asked us to create a strategy to address its customer and employee loyalty.

Our objective was to identify the key drivers of customer and employee loyalty and design a strategy to 1) reverse the company's declining revenues by driving sales and 2) improve the retention of its best employees.

Our Approach

- To identify the key drivers of customer loyalty, our team carried out a large number of interviews with current and former customers.
- The findings of this study were integrated with those of an equally large study of the client's frontline sales managers. We discovered that the tenure of the sales managers, customer satisfaction/retention and profitability were strongly correlated.
- Initiatives were designed to address key customer priorities, such as placement availability. In addition, a radical new performance-based incentives system was introduced to drive retention of managers, and thereby profits.

Our Recommendations

The customer initiatives and pay scheme were introduced to the company in a pilot program. Supporting these efforts, we also worked to improve the company's training, sales, staffing and staffing placement practices.

Over the course of the pilot, a number of modifications were made to the customer initiatives and incentive program, resulting in an easy-to-understand model that could be translated across the client's entire business.

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LG Enterprises LLC.* How Micro-Pivots Powered a Brand and Sales Lifted:

A global Insurance Lead Gen Provider needed to reinvigorate its sales and branding in the premium Lead Gen category. Using Our Micro-Pivot System, the company piloted three distinct strategies, resulting in a boost in sales; improved digital footprint, advertising and buying experiences; and an enhanced social media and influencer footprint.

At a Glance:

Growth in Staff: 25%
Revenue Growth in 6 Months: 125% + Increase in Revenue

The Situation

LG Enterprises LLC.* had achieved steady gains over the course of 36 months with key services, but the company lacked an overall growth strategy. After working with us to create a strategic vision and align its business and financial goals, LG Enterprises LLC.* focused on projects to reinvigorate and grow its key brand. But a culture characterized by functional silos prevented them from rapidly delivering better results.

Our Approach

Together with LG Enterprises LLC.*, we analyzed the company’s top goals and identified three projects that were well-suited to our Micro-Pivot System, an approach to strategy that emphasizes discrete, rapid, customer-focused initiatives that produce quick and tangible results, and can then be scaled across the organization once validated.

The three micro-pivots created at LG Enterprises LLC.* sought to:

- reimagine the customer experience;
- Improve digital touchpoints
- Increase brand awareness, engagement and advocacy through social media.

Using a combination of A/B testing, customer feedback, and agile innovation, LG Enterprises LLC.* created specific action plans for each micro-pivot.

The Results

Using our Micro-pivot System, LG Enterprises LLC.* improved the customer and digital sales experience and boost social media mentions and referrals, all of which combined to lift sales via the company’s digital platforms.

The newly trained Brand Ambassadors in the Micro-pivot Systems were twice as likely to understand customers’ needs (as evaluated by customers) and new leads were almost twice as likely to buy (78% when dealing with a trained adviser vs. 39% when dealing with an untrained peer). Redesigned services attracted more visits, with 86% of customers rating them “highly refined.” Increased visits put LG Enterprises LLC.* on track to register thousands of new customers per year through 2022.

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PM Essential Inc.* Transforming the Company Through Clear Vision:

The organizational structure and lack of vision hindered performance for one of our clients. There was no coordination across teams and staff. We helped align the organization to a new vision by focusing strategy to build on leadership, decision making, measures of performance and incentives.

At a Glance:

Growth in Staff: 0%
Revenue Growth in 8 Months: 300% + Increase in Revenue

The Situation

PM Essential Inc.* is a global company that operates worldwide. The company had strong historical performance, but over time was losing share to a major competitor. Leadership behaviors had created an atmosphere of warring tribes. There was no mechanism for co-ordination across teams and staff, no central planning function and performance was 100% solely focused on the local market.

PM Essential Inc.* CEO was determined to develop a global brand and leverage scale more effectively, whilst retaining the power of decentralized decision making.

Approach

✓ We took a three-phased approach to organizational transformation.

Recommendations

The entire organization was aligned to a new vision through leadership focus on three specific areas:

Leadership: We helped translate the client's vision of a global brand into clear goals and aligned the organizational system behind it.

Decision-making: We assisted PM Essential Inc.* in defining roles and assigning responsibilities for decisions impacting international markets.

Measures and incentives: We recommended that PM Essential Inc.* realign their measures toward milestone-based business, beyond purely financial metrics.

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SMQT Construction* An Unusual Spin and Sales Comp Plan using a Unique Metric:

A fractured construction company that derived significant revenue from vendor discounts and rebates made key changes to capture more revenue from that source.

At a Glance:

Growth in Staff: 10%
Revenue Growth in 12 Months: 400% + Business Sold

The Situation

A series of vendor changes had left a large construction company with more than 10 divisions, each with an autonomous sales organization and unique sales incentive structure. In just five weeks we helped SMQT Construction* design a unified new compensation structure that aligned with the company’s profitability goals while holding overall commission costs constant.

Our first step was to assess the performance of SMQT Construction* salesforce, a vast web of people with varying roles, titles and reporting structures. Using compensation data and interviews, we built a fact base to evaluate the existing commission structures and compensation levels across every division. Our analysis drilled down on the relationship between an individual’s compensation and their profit contributions to SMQT Construction* . We also assessed each business unit’s enabling processes, technology and readiness for change.

It was quickly revealed that vendor discounts and rebates had a significant impact on SMQT Construction* EBITDA; however, the salesforce was neither measured nor incented on these. This created a misalignment between sales rep behaviors and company goals. Even divisions that closely tracked profitability after discounts and rebates rarely offered salespeople visibility on this measure, making it difficult to support the desired behaviors.

To identify possible solutions, we gathered input on current and potential compensation models. Several merited further evaluation, and for each of those we modeled the financial impact they would have on SMQT Construction* and its divisions. Modeling was done at an individual level to understand granular impact and anticipate changes in compensation for highly productive reps.

As part of the new compensation plan and rate structure we recommended for SMQT Construction*, we incorporated the use of gross-margin metrics in the near term, as well as a plan that would “tier” vendors based on full gross margin after discounts and rebates, to encourage a shift toward more profitable vendors. The new design was closely aligned with SMQT Construction* objectives, its systems and its ability to change. We prepared SMQT Construction* for that change, mapping out the implementation, assessing the risks and identifying the key stakeholders required to enable the change. We also began an aggressive marketing approach to drive revenue which supported the massive overhaul.

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Med Stop Inc.* Services Creating the Optimal Competitive Edge:

Med Stop Inc* in the face of intense margin pressure, sought ways to expand its business. We pursued a new business strategy that resulted in a completely revamped service program capable of meeting their growth opportunities.

At a Glance:

Growth in Staff: 0%
Revenue Growth in 4 Months: 123% + Increase in Revenue

The Situation

We determined that tapping into the full potential of its services would require Med Stop Inc* to develop a clear and ambitious business strategy, and to develop a detailed “how to win” plan that encompassed:

- Marketing and business development, which addressed, among other improvements, the harmonization of Med Stop Inc* service-product portfolio and a systematic approach to M&A that filled gaps and added capabilities
- Sales and pricing, including a careful analysis of customers’ value drivers, optimization of sales processes and tools, and investment in dedicated sales capacity.
- Customer focus, with customer feedback systematically integrated and used to foster organizational learning.
- Service R&D, fully factoring service needs into R&D processes.
- People and culture, including processes to onboard, train and retain the right talent, and comprehensively address safety issues.
- Operations, with efficient supply chain processes ensuring prompt parts availability and delivery.

By bringing an “outside-in” perspective to the engagement and encouraging Med Stop Inc* to see the full potential within its services, we helped the company transform from a business that got scant attention to an empowered source of sustained economic advantage, one that builds and extends customer loyalty. Today, a service culture extends across the entire company as well.

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Tech P&Q.* Powering AI to Increase Cross Selling:

Tech P&Q had determined that data analytics should be a strategic priority. The company made significant investments in the people and technology needed to support an analytics-driven approach, they wanted to accelerate their progress and create a showcase.

At a Glance:

Growth in Staff: 22%

Revenue Growth in 7 Months: 109% + Increase In Revenue

The Situation

Tech P&Q sought to make good on its analytics goals. To make that happen, we worked closely with Tech P&Q on a five-part plan.

- The project began with the creation of a new team and the selection of a high-value opportunity to prove that a fresh approach to analytics could produce meaningful results. The team comprised a sponsor level and a joint operational team of a dozen people (dedicated full time, all with coding knowledge). For their first effort the team focused on the significant potential in the company's cross-selling efforts.

- That effort required a careful analysis of the current situation. Leveraging internal benchmark data, the team assessed Tech P&Q current portfolio and cross-selling performance, created customer cross-sell profiles, explored the events (personal and contractual) that triggered the sale of additional products, and mapped the time and sequence dynamics that affected product ownership over a 10-year span. We also tapped the power of artificial intelligence, by applying machine-learning algorithms against the data to continually refine predictions about which product a customer was likely to buy next. To support that analysis, the team created a comprehensive data lake, integrating 20 databases into a system that contained a rich 10-year history of client and external data.

- Key to the project’s success was to co-locate the team in a single room and use Agile development methodologies to break the project down into discrete sprints that spanned every core task, from data prep and loading to, at the end, test and implementation plans and knowledge transfer.

- Another important facet of the project was to continually engage top management and challenge accepted beliefs, as a way to go beyond the status quo. A series of weekly meetings ensured that roadblocks were quickly addressed and that all levers affecting cross-selling were surfaced and effectively explored.

- Finally, the team put a premium on knowledge transfer at every step, including the provision of systematic documentation in a shared library with version control. The team tackled much of the most complex coding, helping the client team refine their skills along the way, through both formal and on-the-job training.

By the end of the project the team had developed a detailed roadmap comprising a dozen levers anticipated to produce an approximate 25% in additional revenue potential through cross-selling. The marketing insights gleaned through new machine-learning capabilities promised a 10x gain in marketing performance.

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BD, LLC.* Getting the Branding Right:

Stiff competition was eroding market share of a consulting company's formerly-profitable service lines. We analyzed the company's product portfolio and recommended that it reposition to produce high-end, higher-margin service offerings. Thanks to the new strategy, our client reversed its market share decline and gained significant net present value.

At a Glance:

Growth in Staff: 35%

Revenue Growth in 5 Months: 255% + Increase In Revenue

Our Approach

We used a high road/low road approach to analyze each product and determine a strategic course of action based on which quadrant of the high road/low road framework each product occupied.

Our Recommendations

We recommended repositioning the company as the producer of high-end, higher-margin service offerings. To anchor this strategy, the company needed additional advertising resources and rebuilding of assets to support scale. Those included:

- Website overhaul
- Social media revamp on all platforms
- Systems revamp from front to back (Updated CRM System and pipelines)
- Process management tools
- 12 month marketing strategy that is scalable
- Complete rebrand to reposition in the marketplace
- Major documentation overhaul to support long-term growth

The Results

BD, LLC.* implemented the new strategy, reversed its market share decline and gained significant net present value.

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TCM Plumbing, LLC.* Outsourced Procurement Savings:

After an initial cost reduction program, a plumbing company was in search of additional savings to restore lagging profits. We helped identify ways to dramatically reduce costs by overhauling our client’s procurement and outsourcing practices, delivering rapid gains and sustainable performance.

At a Glance:

Growth in Staff: 10%
Revenue Growth in 6 Months: 154% + Increase In Revenue

Our Approach

We performed an in-depth diagnostic to identify full savings potential, including opportunities for quick wins and critical enablers for sustainable results to develop TCM Plumbing, LLC.* into a world-class organization. Diagnostic included:

- **Identifying 350 cost-saving initiatives and aligned with key stakeholders.** Diagnostic revealed 11% total savings potential by identifying all applicable savings levers including standardizing more components and increasing reliance on low-cost sourcing.
- **Implementing initiatives in waves.** Develop aligned and prioritized initiatives for each category, linking success of savings realization.
- **Improving purchasing capabilities and building purchasing enablers.** Develop regional sourcing and improve training and negotiating skills.
- **Building project management tools.** Installation of rigorous monitoring to track savings and financial impact as well as the development of purchasing enablers.

Our Recommendations

Based on findings from the comprehensive diagnostic, we proposed that senior management launch a series of initiatives to systematically reduce purchasing costs.

- **Substantially invest in appropriate negotiation preparation.** Arm negotiators with supplier cost analysis, pricing information and role play negotiations to gain an edge with existing suppliers.
- **Adopt a larger sourcing strategy.** Identify regional suppliers with substantial structural cost advantages.
- **Limit dependency on single suppliers.** Tightly define specifications for request for proposals and develop alternative sourcing options.
- **Define clear process for supplier approval.** Streamline end-to-end supplier approval process and increase testing efficiency.
- **Track savings implementation and financial impact; install proactive program management with mitigation plan.** Create transparency on realized results and undertake countermeasures if required.

With a clearly defined sourcing strategy and action plan, senior management achieved the company's aggressive savings target for the fiscal year, re-positioning TCM Plumbing, LLC.* as a strong performer.

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