

CONSULTING: NOT HOT AIR

The challenge

The client, a manufacturer of industrial gases, had been struggling to grow profitability. They employed a management consultancy to develop a new strategy. Part of this involved developing a new marketing strategy, to go beyond simply increasing awareness and lowering price. A constraint was that the overall marketing spend should not increase beyond existing levels. Incite was invited by the consultants to help them think through the marketing strategy and design relevant customer research to reach their client's goal as seamlessly and efficiently as possible.

The insight

We started by conducting interviews with key stakeholders to understand the potential range of solutions. We also carried out in-depth interviews with a range of different customers to understand perceptions of the company compared to competitors and the buying process for different types of companies. We quantified this data by conducting a large scale on line conjoint study among both existing and potential customers. The key insight was that customer needs varied enormously according to a small number of easy to identify variables, such as number of locations, amount and type of gas and technical expertise of the buyer. This insight enabled the client to develop different sales teams, levels of service and pricing structures for the different customer types.

Client benefits

The client re-organised its sales and marketing function into three key groups. The premium group were given dedicated relationship managers while the least profitable group were encouraged to order their requirements via a new website. The overall costs of doing business were actually reduced while the level of customer satisfaction (and sales) grew dramatically.



Call Roger Banks on 020 7438 4950
www.incite.ws