

KONNECT

CASE STUDY

XXX is a privately owned business with revenues of circa £7.5m in 2021 with a 5-year plan to double the turnover. The business started over 25 years ago and has grown organically with family members taking senior stakeholder roles, employing around 110 people.

XXX was previously number 2 in their marketplace with a well-respected offering and a good history for customer service, but their competitors have seen steady and consistent growth in the last 3 years, with the sector growing by between 5–7% in each of these years. XXX has had a combined growth of 6% over the same period, thus appears to have lost market share.

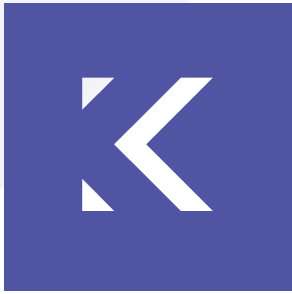
The progression of the then CEO to Chairperson, allowed for a number of structural changes, also with other members of the family retiring, this has created opportunity for XXX, to source wider market expertise by appointing external stakeholders for the first time. In particular the appointment of a marketing director along with a small supporting team and a sales director from a competitor. Over this same period additional spend had been provided by the board to support marketing and sales activities, including a mini rebrand, but it appears to have had negligible effect on the company's performance.

The board felt it was time to seek an external review of their challenges and provide potential solutions to arrest the slide and bring the business back in line with its 5-year plan.

Following Konnect's referral to the CEO of XXX, Konnects industry specialists, worked through the current state with the CEO, the MD & SD to establish a 360-degree view of their business, its engagement, marketing activities and sales functions.

Together they took a deep dive into the elements of the sales and marketing silo's, their strategies and plans both high level and tactical activities. They examined how the two teams, work and communicate together and how their activities align to the business's 5-year plan, whilst remaining agile in the face of a changing sector.

ALIGN. TRANSFORM. GROW.



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The information and evidence unearthed during these sessions proved invaluable 'The guys from Konnect, arrived in the morning and understood our business by the end of that day, probably by lunchtime on reflection' CEO. After two days onsite with the leadership team, the Konnect team left to prepare a strategic review document for the board's consideration.

Konnect's presentation of their findings showed a number of key issues that needed to be addressed and although not exhaustive they included.

- **Little or no brand positioning & communication, both internally and externally**
- **No measure of ROI spent on sales and marketing activities**
- **Sales & marketing KPI's not aligned – different plans, trajectories, and timelines**
- **Limited collaboration between sales and marketing teams**
- **No shared 'dashboard' of activities and results**

The issues unearthed, are not exclusive to XXX and appear in most organisations, in what has become the norm for most B2B businesses.

CEO 'Konnects proposal to steer our business through these challenges, was difficult to accept at first, but we engaged them to implement the strategy and plans, supporting the directors to deliver the alignment, the positive outcomes have been visible from day one!'