



## Market Innovation Case Study

### ***Mid-Market Industrial Products Company***

#### **Leveraging Adjacent Business Opportunities to Drive a Business Recovery**

##### **Our Client**

The Company is a household name and well known across the industry as a leading supplier of components and assemblies to Original Equipment Manufacturers, and for its product quality in aftermarket settings. Our client operates on 4 continents and employs more than 5,000 people.

##### **Our Client's Situation & Challenges**

Faced with a rapidly consolidating customer base in a commoditized industry, with both the company and competitors all having excess capacity in multiple Low Cost Countries, our client continued to experience declining revenues and margins as well as harsh shareholder realities concerning the company's market capitalization.

We were asked by the management team to define the growth trajectory to realize \$1 billion in new business, and re-position the company for long-term success.

##### ***Our Client's main concern - filling the looming revenue gap due to an aging product line***

*Complicating matters, the company's ability to move into higher value-add "Opportunity Zones" was limited by gaps in engineering competencies, manufacturing capacity directed to high volume production, a sales force that was two steps removed from key customers, and significant capital constraints impacting acquisition and partnering options.*

##### **How We Helped**

The StratOps Group team of highly-skilled engineering and strategic business development professionals applied our proven Market Innovation methodology to determine "where to play" and "how to win", while concurrently operating in an advanced sales and advanced engineering capacity – our team identified several viable new high-growth market opportunities, which we vetted directly with key customers and industry leaders.

***"We selected this team based on their engineering and sales knowledge, their ability to get out into the marketplace to make this real vs. a paper study, and how they worked seamlessly with us given all the demands on our time. It was great!"***

*Vice President of Strategy & Corporate Development*

## The Result

***\$2 billion in addressable new business opportunities that our client is actively pursuing reflecting (1) a logical and structured value chain upward migration approach, (2) enhanced feature sets into core product and (3), higher value returns by adopting improved business models.***

Our work produced a balance between organic growth, Partnering, and Acquisition candidates, grounded in core technologies and market value addressing required shifts in company direction which hold the potential for a large multiple on shareholder returns.

***45 Opportunity Zones***

***18 Business Themes***

***Go to Market Playbooks for 12 Themes with “fit” and “value” objectives***

***Strategic Selection to the “Top 3”***

***Immediate target client relationships and leads***

***8 Partnering Targets***

## The **StratOps** Group Approach

Our approach, demonstrated successful in multiple client settings, improves the visibility to emerging technology based businesses thus enabling rapid market entry.



***Competencies grounded in “the physics within the box”***

***Facilitation and Advanced Data Analytics to Prioritize Market Segments***

***Business Theme Formulation based on Key Customer & Thought Leader interviews***

***Clearly articulated Down-Selection decision model***

***Comprehensive “Go-to-Market Play Books”***

***Acquisition & Partnering Pathways***

***“I am so impressed with this plan! You are one of a kind and we are fortunate to have you helping us. I never imagined the StratOps project would be this valuable.”***

*Corporate Vice President of Engineering*