Bennett Frank Associates - Case Study

Bennett Frank Associates
Targeting Accelerates Growth

Global Consulting Company's IT Staffing Division

Problem:

A $100 million IT staffing division of a global consulting company was struggling to find new sources of profitable revenue.

This division had experimented with new service offering but results were mixed. Some of the new services showed promise but two major problems were identified:

- Each new service had its own brand identify
- Efforts to launch each service were ad hoc and used different and sometimes unreliable approaches

The different brands confused clients and the division's staff and the dissimilar launch efforts stalled growth. These adversely effected the division's market position and growth potential.

Solution:

I was hired as the division's Director of Marketing since I had launched several successful services initiatives at my last company, a global IT products and services provider. These launches included a data warehousing services practice which grew to over $50 million in three years and a customer training business line which generated $15 million in the first two years.

I formed a cross-functional team comprised of finance, product management, sales and service delivery. We examined each service for broad market appeal and significant revenue potential. Some services were retained and new ones added to form an innovative suite of e-business services with a consistent brand. These were launched within 6 months of the team being formed.

Results:

After launch, demand for the new e-business services suite grew rapidly and revenue went from $1million to $8 million in 18 months. Shortly thereafter, the global company sold the division. The acquiring company grew the e-business services suite to $150 million over the next 4 years.

Impact:

The company achieved the hoped for service line diversification and revenue growth.