

## GO TO MARKET STRATEGY – WHOLESALE DRINKS

### CLIENT BACKGROUND

To combat competitive pressures and reverse a decline in market share our client required a reappraisal of their Go to Market strategy. It was important to not only take account of changing market conditions but also to ensure the alignment of organisational capability and strategy.

Following two years of falling revenues as a result of actions taken by one of their largest suppliers, it was obvious that our client needed a change of strategy. HWP were asked to provide the template and to facilitate the process.

In a mature but highly competitive market place the process needed to be pragmatic, repeatable and easily incorporated into the annual business planning cycle.

### APPROACH & METHODOLOGY

Working closely with the senior



management team, HWP produced a template based on a tried and tested six step process. The first two steps encompassed a situational analysis – reviewing the external market and environment and the internal position of the business. Essentially answering the fundamental question of, ‘Where are we now?’

The next two steps, the SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis and the review of strategy options were aimed at answering the question, ‘Where are we going?’

Finally the last two steps, marketing strategy and marketing plan pulled all of the analysis and evaluation together to answer the question, ‘How are we going to get there?’ There were two particularly important facets to these steps; firstly to make explicit and then validate the underlying assumptions. Secondly to ensure that the objectives and detailed plans that were formulated could be delivered and that where this was in doubt, to put in place contingency plans.

Apart from the design of the process, HWP’s involvement encompassed desk research, workshop facilitation and the presentation of outputs at each step of the way. The pace of the process was dictated by the client in order to both achieve the necessary buy-in and also to cement the learnings for future incorporation into their business planning process. Although this extended the elapsed time for the project it had no impact on cost to the client and undoubtedly helped in bedding in the changes.

### RESULTS

The revised Go to Market strategy, provided the business with a new product/market focus, a re-aligned customer service strategy and a revised set of targets against which to measure performance to plan. The planning template also ensured a repeatable process for strategic analysis, evaluation and formulation that aligned strategy with organisational capability.

#### Harold Whitehead & Partners

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Another of his principles that has stood us in good stead is to never pre-judge or assume. Every organisation is unique and the decisions they face are specific to their particular situation. This precept is central to our approach and, based on it, we have delivered benefits worth many millions to our clients and provided savings many times in excess of project costs.

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