



CASE STUDY :

RISK IDENTIFICATION / COMPETITIVE LANDSCAPE ANALYSIS

"The output of this competitive intelligence study was instrumental on many levels to the future direction of [our] flagship product. Steve and his team have been performing this challenging work for several years. The output is consistently of the highest quality and the LoS team is incredibly responsive to project modifications"
-CI/Market Research Team, Financial Services

Situation:

A mid-sized, national company was not hitting its revenue targets and believed it was losing market share. At the same time, the company noticed that its larger, established distributors were purchasing fewer products and that smaller ones were 'churning' at a higher rate than before. Direct inquiries through the sales force left the senior management team befuddled and a need to identify what was causing the declining revenues.

Solution:

Line of Sight Group worked with the client to conduct direct interviews with distributors in both groups to understand what was behind their unexpected behavior. The findings revealed that distributors were often 'unbundling' our client's products and services, and that they were turning to lower priced alternatives for some products instead of looking to a single source as was the traditional practice.

Benefit:

With this knowledge, the client was able to identify risks in three areas: risk of declining loyalty, risk from direct competitors, and risk from lower priced substitutes. The client continued to monitor these risks through a systematic win/loss analysis program to complement its satisfaction and loyalty program.