

SITUATION

A mid-sized manufacturer has always been successful pursuing a differentiation strategy using its superior customer service and service after the sale. However, when Line of Sight's Strategic Intelligence Program (SIP) uncovered its largest competitor

planned to hire a Disney executive, it represented a potentially significant threat to our client's competitive advantage. Management needed to know if this signaled a broader intent by the competitor to improve its overall service capabilities.



CASE STUDY: EARLY THREAT WARNING

SOLUTION

Through a combination of secondary, observed and primary data collection, Line of Sight found that a major restructuring was being planned, including a HR shakeup and placing service departments physically closer to production areas. Having monitored this competitor for some time, we also knew that its overall culture was slow to change.

"Our primary competitor had signaled its intent to re-engineer its ordering system and improve its customer service, and we needed to know if it was 'fact or fiction.' Through interviews with suppliers, customers, and other stakeholders, Line of Sight provided a detailed picture of the plans and we responded confidently."

Vice President Marketing, Manufacturing

BENEFIT

The leadership team evaluated several response options and had time to put them in place. Components included sales force training and battle cards, a campaign that emphasized the company's historic commitment to service, and technology investments designed to maintain its service superiority.



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