

## POWERING REVENUE ENGINES

## Targeting New Channels to Optimize Revenue Growth

Blue Ridge Partners is the most experienced, impactful and respected firm exclusively focused on helping companies improve the performance of their “revenue engine”. This is one in a series of case studies that describes our work and demonstrates the value we create for our clients.

A private equity firm made a series of seven acquisitions spanning a variety of business office and identity products but was having difficulty deciding whether to operate them as seven different companies or as one cohesive unit. Additionally, the go-to-market strategy of the acquisitions focused on major retailers, who offered inconsistent shelf-space, increasing service demands and painfully low margins.

The private equity firm asked Blue Ridge Partners to assess near term initiatives to improve profitable growth and establish a prioritized action plan for the most profitable new initiatives. We performed internal data analyses and interviews of company executives and sales force personnel to identify the company’s strengths and weaknesses. We also conducted extensive interviews of potential channel partners and others in the market to gain a perspective on the potential for new channels and for solution-based offerings. We then identified short-term revenue opportunities and prioritized approaches to allow the company to avoid the negative factors associated with selling through major retailers.

*“We have a wealth of creative, strategically-minded people but have a difficult time choosing which strategies to implement. Blue Ridge Partners helped us apply discipline to our strategy generation process, allowing us to focus on the most profitable short-term opportunities.”*

– Company CEO



### Requirements we identified for achieving revenue growth

- ▶ Pursue partnerships and teaming opportunities as a key channel for sales
- ▶ Aggressively enter the direct-to-business consumer market to leverage customization and small batch shipping capabilities
- ▶ Establish an e-commerce line of business to allow a more robust direct-to-consumer channel
- ▶ Consolidate into like divisions across the operating companies to leverage common functions
- ▶ Align the sales force organization and incentive structure to focus on solution-based selling
- ▶ Manage sales teams more effectively to maximize selling time and minimize low value added activities

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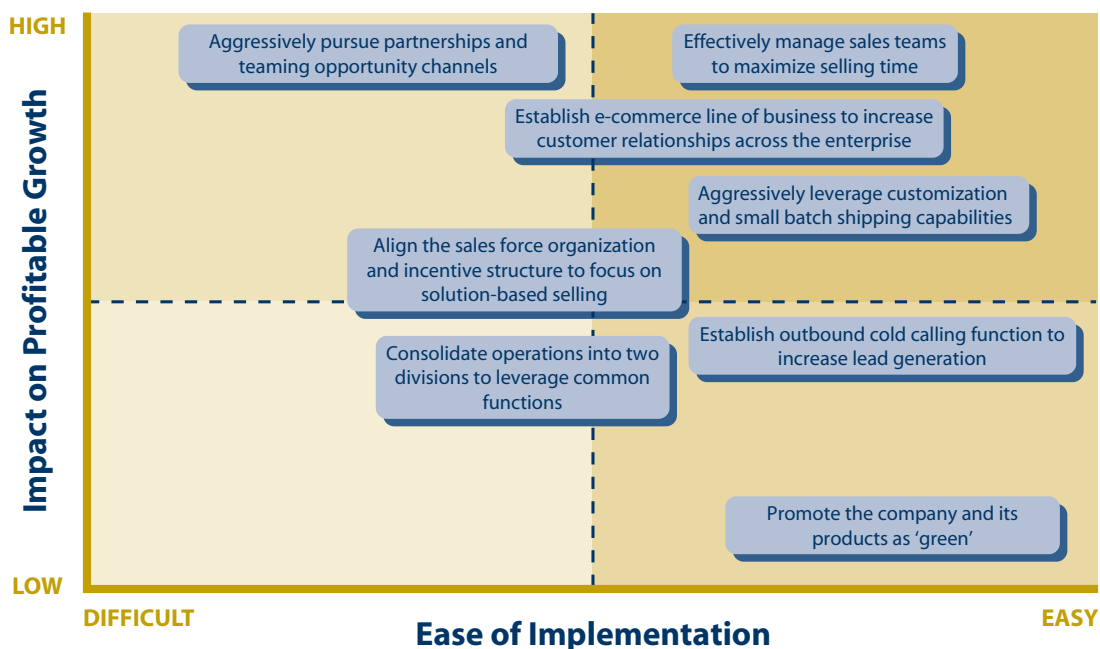
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**Tools we used to improve their revenue growth**

- ▶ *The Nine Voices of the Market™* to gather input from customers and competitors to:
  - Analyze relative strengths and weaknesses of the company versus its competitors
  - Identify potential areas of growth
  - Identify new sales channels
  - Review and analyze internal data and practices
- ▶ Sales force survey to obtain their opinion of what was and was not working supplemented with individual interviews for a deeper understanding of their view of the market and potential opportunities
- ▶ Interviews with the operating companies' presidents and select board members to understand the needs of each individual company and the entity as a whole

**Some of the easiest to implement new initiatives had the highest potential impact on revenue growth**



**Behaviors we observed leading to new initiatives**

- ▶ The sales force was organized around and focused on product offerings, with minimal emphasis on identifying solutions for specific end-user communities
- ▶ The sales force incentive system was aligned with the product-based selling approach and did not motivate cross-selling
- ▶ The company could produce custom products profitably, which is rare in the branding market, but was not actively promoting that capability
- ▶ Many competitors were capturing market share due to their prominence as a green vendor or a minority owned business

If you aren't seeing superior growth in profitable revenue, contact us for an actionable evaluation of your company's revenue engine.

