

POWERING REVENUE ENGINES

Finding Opportunities for Growth Right in Your Backyard

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.

After several years of strong growth, a company specializing in safety equipment rental services for the petrochemical and refinery industries saw a significant revenue decline. Further, while the market was poised for growth it was unclear whether the company was positioned to fully capitalize on this growth.

Blue Ridge Partners was asked to assess the company’s revenue performance, to evaluate the company’s customer base and to identify opportunities for reigniting revenue growth. We conducted internal interviews and analyzed historic customer segment revenues to develop a perspective on company performance. External interviews with existing customers, prospects, lost customers and declining customers revealed key buying criteria and decision processes. We researched current and potential markets, products and geographies. We identified a significant amount of potential revenue growth from untapped corporate relationships with top-tier customers within the core geographic area. We recommended a more rigorous and structured approach to account planning including differentiated selling messages for defined market segments. We identified opportunities for expansion into new geographies and industrial markets as well as enhancement of product offerings through the addition of complementary product offerings.

“Blue Ridge’s insights into new customer segments, new channels and improved tools and processes will again spur revenue growth for our portfolio investment.”

– Principal Owner



Requirements we identified for achieving projected revenue growth

- ▶ Leverage strong reputation and relationships with mid-tier contractors to develop and expand relationships with top-tier customers
- ▶ Hire an enterprise sales executive skilled in corporate selling to improve corporate relationships
- ▶ Develop differentiated selling messages for the unique buyer values of the varied decision makers within the complex petrochemical and refinery buying network
- ▶ Pursue complementary industries in the company’s core geographic region requiring much of the same equipment as current customers, in addition to offering additional complementary products
- ▶ Improve marketing support for sales personnel with enhanced training and case studies to help them understand and communicate key differentiators
- ▶ Concentrate marketing and sales efforts on increasing revenue generated through direct customer relationships

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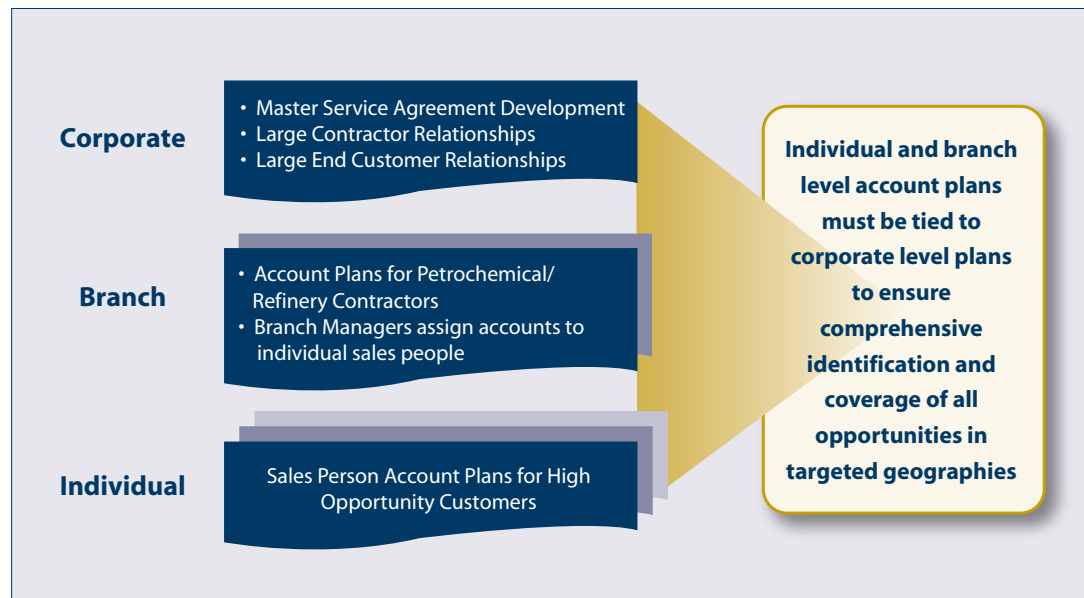
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Tools we used to assess their revenue performance

- ▶ *The Nine Voices of the Market™* methodology to assess the company's reputation and compare perceptions of its performance and differentiators through interviews with current and past customers, and lost prospects
- ▶ Customer performance segmentation analysis to evaluate the company's historical revenue performance by customer
- ▶ Executive and sales force interviews to provide context for the analyses and reveal important insights into the strategies and attitudes of the company
- ▶ Comprehensive secondary research to identify new geographies, industries, and products that the company should consider

Our recommendations for account planning focused on increasing share of wallet and penetrating new accounts:



External interviews revealed important insights for management:

- ▶ The company thought they held a competitive advantage through an established relationship with a preferred supplier but the supplier revealed that the company's main competitor had the advantage
- ▶ Prospects had difficulty identifying any of the company's key competitive differentiators
- ▶ Certain prior operational incidents had created significant obstacles that could take several years to overcome based on the importance of quality and safety in the industry
- ▶ Competitive pricing played a more significant role in the decision making process for large end customers than it did for contractors

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

