

## POWERING REVENUE ENGINES

## Doubling Profitable Growth Rate By Satisfying Buyer Values

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.

Revenue growth was slowing in the international operations of a US-based company specializing in point-of-sale (POS) consumer incentive programs. The executive team was concerned about this trend. US revenue growth exceeded 20% annually yet the international division struggled in the single digit range. Then the international division lost retail clients, causing further concern about their growth trajectory.

The company’s CEO asked Blue Ridge Partners to analyze the international division’s revenue engine and identify corrective actions. Based on our research and analysis, including interviews with over 30 of the division’s clients and prospects, we recommended a new growth strategy. Supporting the strategy were financial models demonstrating annual revenue growth slightly above domestic rates over the next three years. Our recommendations were accepted and the transition is underway.

The CEO noted that “Blue Ridge Partners’ delivered an actionable, fact-based plan for improving our international division’s revenue growth. Implementation of the new international business model will likely help us with strategic decisions in our domestic operation. Blue Ridge Partners’ analysis will help us in ways beyond our expectations.”



## What we recommended for accelerating revenue growth

- ▶ Separate offerings to retailers and manufacturers into two business units to focus on differing buyer values and unlock growth potential
- ▶ Leverage incentive program technology and knowledge sharing capabilities across markets to create new innovative client solutions
- ▶ Offer flexible, customized service packages to clients and develop migration path for clients to more sophisticated offerings
- ▶ Expand the scope of business development to target clients in the most fruitful new countries and new retail segments identified by our market analysis
- ▶ Enhance business development training to sharpen sales skills with a focus on selling economic benefits of services and programs to clients

## HEADQUARTERS

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## INFORMATION

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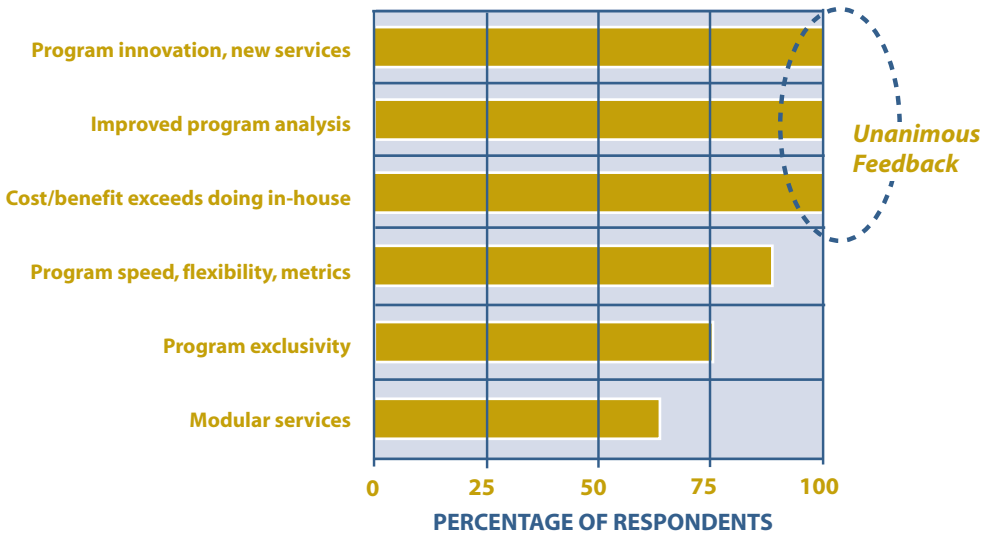


**Tools we used to assess their revenue projections**

- ▶ *The Nine Voices of the Market™* as the basis for our internal and external interviews regarding:
  - Buyer values (see example below)
  - Customized offerings
  - Geographic growth opportunities
  - Technological innovation
  - Knowledge sharing
- ▶ Financial modeling and valuation to support recommendations with specific and realistic economic projections
- ▶ Revenue engine analysis to identify improvements required in marketing and sales effectiveness.

We identified key buyer values of international retailers purchasing POS consumer incentive program services ...

**BUYER VALUES FOR POS CONSUMER INCENTIVE PROGRAM SERVICES**



... and identified critical changes from historic customer values and perceptions

- ▶ With newly developed internal capabilities, retailers require cost/benefit justification to use third party marketing services
- ▶ Retailers now demand sophisticated new offerings with modular migration capability
- ▶ There were increasing unmet demands for services in geographic and retail areas outside of the company's traditional focus
- ▶ Significant differences in buyer values developed between retailers and manufacturers

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

