



Diligence - Beyond The Numbers

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Case Study

Retail Graphics company launches software tool for digital price labels



by [Neil Mulhern](#), Director at Business Growth Advisory Group.

The Challenge

Background :The client is a nearly 20 years old graphic design and print technology company with a peerless reputation in retail ticketing design. The opportunity they foresaw was the increasing digitisation of physical stores to compliment the dynamic and personalised shopping experience enjoyed online.. What retailers refer to as the Omni-Channel shopping experience. They developed a pricing and promotion tool that helps retailers deliver dynamic and compliant price and promotion updates across both print and digital formats, enabling retailers to transition between the two formats at their own pace, product by product and store by store.

Challenge: Whilst the technical team had developed an outstanding and functionally market leading product, the management, sales and marketing teams found themselves selling enterprise software for the first time. Whilst the target companies were familiar, they were selling to different departments with completely different buying criteria and vendor expectations. They were, effectively, a 20 year old start up.

Case Study - Strategic Business Development

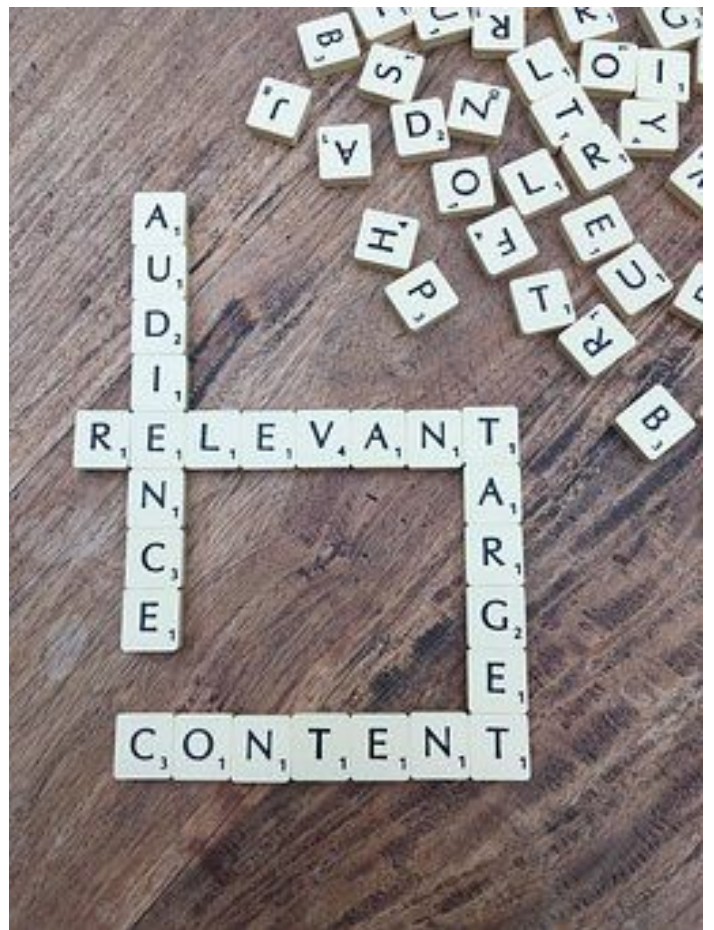


The Solution

The company engaged Neil Mulkern, a Director at the Business Growth Advisory Group (at the time working as an independent consultant) to call upon his extensive experience of selling Enterprise Software Solutions to mentor the sales team and develop the positioning, marketing messages and routes to market relationships that could establish their reputation as an IT vendor as well as a graphics company.

Areas for review at initial assessment

- Product Capabilities
- Market requirements
- Competitive landscape
- Unique Selling Points
- Sales objections
- Sales cycle / offer cycle alignment
- Brand awareness and association
- Existing relationships in target companies
- New target profiles
- Pipeline Validation
- Qualification criteria and sales stage weighting
- Third party dependencies
- Third party Routes to market
- Pricing and packaging options
- User License agreements





Subsequently delivered services

- Rebranding of the technology division as a subsidiary
- Developed appropriate marketing messages and collateral
- Developed price and packaging offers
- Designed and set up CRM
- Populated CRM with named target decision makers
- Established new routes to market
- Leveraged supplier vendor relationships and funding
- Set up and managed thought leadership channels
- Mentored and supported the sales team
- Advised the board on strategic direction
- “Dressed” the business for exit

Outcome

The client was delighted with the recommendations from the initial due diligence engagement and retained Neil Mulkern on a part time basis to build a customer base, fill the pipeline and increase the value of the business in preparation to exit to a global competitor. (a strategic move recommended by Neil) This process took around 2 years and they are now part of a \$200Million international corporation and the founder is looking forward to a luxurious early retirement (as soon as the golden handcuffs are released)

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