

# Focusing on growth for an established software company

This case study looks at how a strategic marketing and pricing review was conducted to help find new sales opportunities for an established software company, called IES.

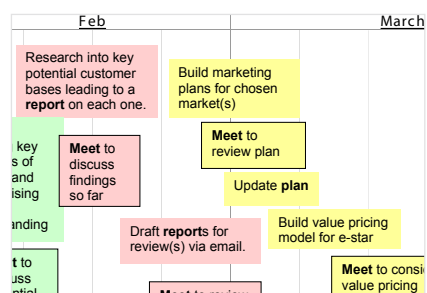
The review identified a range of good market opportunities, one of which proved very attractive. This information was then used to develop a new sales and marketing plan for the company to capitalise on these new opportunities.

**“As a result of Three Steps Forward’s input I now have a clear plan of action on how to grow the company. And that plan is backed up by a fully documented strategy that I believe in.”**

**Dominic Farmer**  
Managing Director/Owner, IES

## Diagrams produced during the project

A timeline (left) was used to guide the project. The key stage diagram (right) highlights the critical issues for company growth.



## The client’s requirement

IES Ltd. develops web based software solutions for pharmaceutical companies, especially around the handling of drugs that are newly approved. In recent years it has been successful in selling a number of solutions to one of the top pharmaceutical companies.

IES approached Three Steps Forward (TSF) to conduct a strategic marketing review. The aim was to see how it could expand sales to other customers. At the end of the engagement IES wanted to have a clear action plan that they could use to implement the changes.

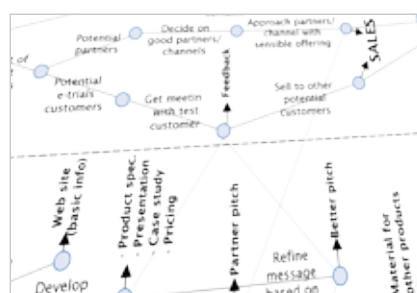
It also looked at the pricing issues related to the use of new technology to replace a labour intensive process. The challenge was to gain market penetration without setting a price that devalued IES’s unique offering.

## The actions taken

The project went through three distinct stages. The first stage was the investigation of IES’s core skills and intellectual property. The aim here was to isolate the unique attributes that appealed to its current customer base.

The second stage then covered the potential new market opportunities for IES’s offerings. Reports covered both product and customers, with studies of each of the best opportunities. These market opportunity studies outlined typical customers, the features that they would find attractive, routes to market, competitors and many other factors.

These reports gave IES a clear picture of the likely markets and their potential. From this data they could make intelligent decisions on what to target for new sales.



The final stage was building a detailed company growth, product positioning and pricing plan. This covered a range of issues from an outline marketing plan to ways of enhancing the value of IES’s offering to the target market.

We carried out some detailed work on the pricing and positioning of the product. On pricing we looked at the intrinsic value of the offering to the customer, by comparing the product with traditional ways of solving the customer’s problem. We also looked at ways of improving the product to increase the value proposition, and hence the price that it could command.

## The benefits to the client

The project helped IES in three particular areas. Firstly the review showed that there was a very strong market for one of their products. This was independently confirmed later by a Venture Capital partner who valued the market opportunity at £200m, with only one major competitor.

Secondly the work on pricing and product positioning has shown where the value is to the customer. By making a few changes to their product offerings IES is able to justifiably charge a higher price for certain of its products.

Thirdly the project produced a clear strategy for the growth of the company. This is coupled with a development plan which provides a clear plan of action for the future.

IES is now well on the way to growing its business. A new marketing message has been developed and a new sales person employed. Initial feedback is very positive with new, more profitable sales from existing customers and high levels of interest from new clients.

**Is your current customer base too small to increase sales? Are their other markets that could be more lucrative for you? We specialise in helping companies grow through finding new and better markets to sell into. Contact us for a no-obligation meeting to discuss your specific requirements.**