



# Local Markets

Integrate corporate strategy with local market dynamics







**Client:** Leading Building Envelope Supplier

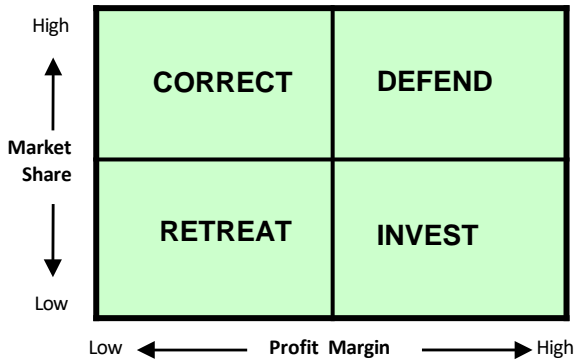
**Objective:** Execute corporate strategy with flexibility

**Approach:** Develop and execute local market playbooks

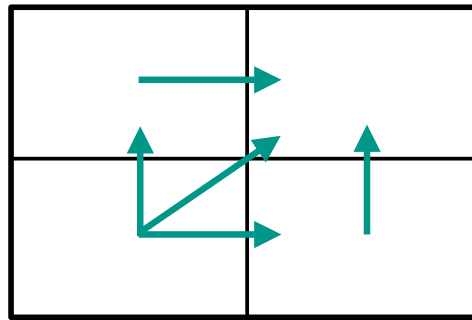
Our client enjoyed market share leadership in a consolidating market. Stronger secondary competitors made market share gains more difficult. Moreover, the market is characterized by fragmentation, with local markets exhibiting differences in growth, segments, product preferences and decision makers. It was clear that the corporate growth strategy would only be successful if allowed to be applied flexibly, accounting for market differences.

-  Identify and prioritize the top local market growth opportunities (market size/outlook, relative competitive position)
-  Create a profile of each of the top ten local markets
-  Align local market dynamics with the corporate strategy and available resources
-  Build a custom growth strategy, resourcing plan and metrics for each local market

# Local Market Profile/Strategy Template



Assess Local Markets



Goals & Priorities

## Demand Generating Activities

Activity A

Activity B

Activity C

## Customer Satisfaction Measures

Activity D

Activity E

## Other Initiatives

Activity F

Activity G

Action Plans & Metrics

**Lynn Cullotta** Consulting applied a templated approach to evaluating each of the client's top 30 local markets. This assessment identified those high share/low profit markets that required a profitability-centric strategy and those low share/high profit markets that warranted investment for growth. Then a "deep dive" profile was completed in the top ten markets. Specific goals strategies, and action plans were then created for each of the top ten markets—selectively including the "best fit" corporate capabilities and programs that aligned to the local market and local management's objectives.

## Result: >10% revenue growth in a flat market

As a result of the work, the client was able to take a "surgical" approach to market growth. While competitors were implementing "broad brush" programs that were met with limited effectiveness, the local markets approach yielded rapid revenue growth averaging over 20% in selected local markets and 10% overall. The ROI on the company's sales/marketing investments were estimated to be over 3X that of its competitors.

