



Strategic Growth Programmes in Action

The Company
Magazine Company

 **second sight**
for Business

“The directors wish to exploit the company’s core creative skills and experience, improve its positioning and win the new business needed to secure its future”

The Company Magazine Company

The Company Magazine Company (www.companymagco.com) is a division of Nucreation, a London based creative consulting group.

Established in the early 1980’s, the group has expanded its portfolio over the years and now provides a very broad range of strategic communication services. These include recruitment advertising, product advertising and promotions, direct mail, brochures, corporate image, web design, multi-media, exhibitions and corporate events, magazines and newsletters. The client base includes large blue chip commercial organisations, small businesses and public authorities.

In its 25 year history Nucreation has responded successfully to many changes in the economic environment. At the same time, massive technological developments have also brought about dramatic changes, especially in the application of the core design skills that are central to Nucreation’s entire range of services.

A privately owned company, headed by a father and son duo, Nucreation is a ‘lifestyle business’ in which sustainability is the prime concern, followed by modest profitability and growth. The quality of its output and its long standing reputation have meant that the company has never had to sell itself, new clients have invariably been obtained by word of mouth.

The key issues

Nucreation’s world continues to change. Change of ownership at a major client resulted in a loss of business after 12 years of award-winning work and in the public sector margins have continued to be squeezed by larger agencies offering incentives. The Directors have, for the first time in many years, been faced with the challenge of winning new clients with, as the starting point, an exceptionally diverse array of products and services on offer to the market.

ASIA Strategic Planning Methodology™ ANALYSIS

Ambition

The Directors wish to exploit the company's core creative skills and experience, improve its positioning and win new business to secure its future.

Situation

The group has a strong set of core competences, especially in copywriting, design and strategic communication. There is a very diverse range of products and services on offer, with 14 separate services listed on the group's website. Competition in each of these markets is intense and fragmented, although clients tend to be loyal once they are engaged. The client base is similarly diverse and includes large multinational blue chips, small businesses, heavy engineering, software and service companies, national daily newspapers and public authorities. In terms of new business potential, Nucreation was literally spoilt for choice, but was not finding it easy to identify those areas on which it should focus.

Ideas

Second Sight first examined how the group's competences map onto its product portfolio, so as to identify where the greatest strengths were concentrated. The results were compared with the competitive landscape, in order to see which market opportunities offered the greatest room for manoeuvre. This exercise showed that the production of company magazines as a vehicle for front line strategic communication offered Nucreation the greatest strategic leverage. It is also an activity in which there are several excellent reference clients.

Action

A new division was formed called The Company Magazine Company. This is to facilitate the very clear positioning of a highly differentiated and sharply focused business unit. Their own creative resource was immediately able to create all the necessary strategic messages around the new positioning. At the same time, Second Sight managed the recruitment of a team of business development specialists, on short term freelance contracts, who quickly began engaging with new potential clients. The impact was extremely fast with the entire exercise completed in less than a month from first meeting to new business launch.

The benefits of Second-Sight

Nucreation engaged Second Sight to assist the Directors in identifying the best way for the company to promote itself and win the new clients it needs to secure the future.

As a result of our analysis and recommendations Nucreation has:

- Concentrated its business development activities on its new venture, The Company Magazine Company.
- Ceased all activities aimed at developing markets outside of its core sectors.
- Engaged a team of freelance business development specialists to promote The Company Magazine Company.
- Created promotional material and a website to support business development activity.
- Undertaken the financial and organisational restructuring needed to refocus and build the business.

Within weeks of launching the new strategy, new clients were being engaged for the first time in many years.

Positioning

The Company Magazine Company is a clear example of the importance of positioning and how re-positioning a company onto a sharply focused market strategy can rapidly revitalise its new business potential.

The main input to positioning is the value that a company creates in the market. The more unique the core competences, the greater the competitive advantage, the better the positioning. Added to this are the market strategies and targeting. Often companies are far too broad in their approach, they try to grab every opportunity and dissipate their energy as a result. A tight focus is usually far more effective, especially for the smaller business.

Good positioning enables the company to raise its profile above its competitors and deliver its messages to its target audience. It demands that you understand who your customers are and the benefits they look for. Your communication strategy needs to show that your product provides these benefits better than your competitors.

A moderate product well positioned will succeed in the market. A good product poorly positioned will fail. The Company Magazine Company is that perfect formula, a great product with great positioning.



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For further information on planning and achieving growth, the ASIA Strategic Planning Methodology™ and Second Sight For Business, please contact:

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The logo features the words "second sight" in a bold, sans-serif font, with "second" in white and "sight" in red. Below "second" is the phrase "for Business" in a smaller, italicized font. To the right of the text is a large red circle.