



Strategic Growth Programmes in Action

Onsite
Marketing Solutions

 **second sight**
for Business

“The directors wish to exploit the company’s technical expertise, improve its positioning and develop their own leadership skills to raise performance”

Onsite Marketing Solutions

Onsite is a leading supplier of Customer Relationship Management (CRM) systems. Its clients are mainly small and medium sized businesses, although some are larger household names. With accreditations in leading CRM products, including Microsoft CRM, Saleslogix, ACT and Goldmine, Onsite has historically been able to offer clients a unique service, designed to ensure the right solution is selected and fine tuned to meet the client’s business requirements. This, along with the ability to deliver projects on time and to budget, plus first class training and support, has earned Onsite a reputation for excellence.

The Directors have in-depth CRM applications knowledge and experience, and believe they have the unique ability to analyse client needs, select the right CRM product and then customise it to meet the client’s precise business needs. This is in contrast to single product CRM vendors who will necessarily be intent on promoting one solution regardless of its appropriateness for the individual client’s specific needs.

Onsite Marketing Solutions (OMS) is a privately owned company operating from its own premises in Manchester, UK. The company’s website may be visited at www.onsitemarketingsolutions.com

The key issues

Over recent years OMS has been profitable and achieved annual growth rates averaging 25%. The Directors, however, found they were beginning to run into capacity constraints, resulting in ever increasing workloads and leaving little time to focus on the future direction of the business.

Should the company expand its resources within the current strategy, broaden its geographical scope or diversify into new product areas?

How should its resources be organised in order to achieve the desired outcomes?

ASIA Strategic Planning Methodology™ ANALYSIS

Ambition

The Directors wish to maintain and accelerate their historic growth rates, so as to create a significantly larger company within a five year time frame. Whilst recognising that fast growth requires investment, the Directors also wish to ensure that the company remains based on the solid foundations of a healthy balance sheet.

Situation

Onsite has to date met all its objectives and performed well. It has a well established position in its chosen CRM market and that market is experiencing continued growth, stimulated by Microsoft's® recent entry.

However, the Directors recognise that they are under a heavy work-load caused entirely by their own success. The CRM market, whilst growing, is still overshadowed by the wide availability of substitute methods of managing customer relationships. The market is crowded with many products and many vendors, differentiation is difficult, barriers to entry appear low – although it is not easy to achieve Onsite's level of expertise. Products are evolving and there is likely to be some consolidation. The product suppliers tend to be very powerful and Microsoft's® entry will accentuate that aspect of the industry forces. In short, this is a growing, but crowded and highly competitive market.

Ideas

The Directors had several ideas in the back of their minds, but the day-to-day focus on operations meant that they were not highly developed. Their thoughts mainly centred around diversification into new market segments. Using the ASIA Strategic Planning Methodology,™ Second Sight was able to identify that there were still many opportunities to be exploited within Onsite's core capabilities and that a more intensive focus, so as to improve differentiation, was more appropriate than diversification. It also showed that the market structure is likely to change significantly with a 'shake-out' of minor players and an increasing move towards Microsoft's CRM product.

Action

Immediate steps were undertaken to improve current performance and create more space for the Directors. A long term programme was undertaken designed to take the company to the next stage of strategic development which will deliver the controlled, accelerated growth that they require. Central to this is improved focus on industry sectors, a niche strategy, and exploitation of Microsoft's new CRM product.

The benefits of Second-Sight

The Directors engaged Second Sight to help evaluate the strategic alternatives and put action plans in place. Using the ASIA Strategic Planning Methodology we were together able to identify the best strategic options and provide a coherent implementation plan to enable them to achieve their strategic objectives.

As a result of our recommendations the Directors went on to pursue several parallel strands:

- Organisational changes were introduced to create more time for the Directors
- Market positioning was re-focused so as to improve competitive differentiation, creating an immediate sales boost
- Microsoft CRM was adopted to exploit the market momentum this product enjoys
- A long term project was launched to develop specialised CRM product adaptations for niche markets
- The Directors took up leadership development programmes to enhance their own effectiveness.

Thanks to these moves, Onsite's rate of growth has accelerated, average monthly revenues doubling in a year. In addition, the Directors have remained firmly in control and are confident of the company's continuing success.

Operational Excellence

Onsite is a well run company, with some exceptionally well designed internal procedures, many of them automated. This is an excellent reflection of the company's core competences being applied to its own internal needs.

Some organisational changes were required and these involved recruiting at junior levels, so as to permit tasks to be cascaded down the organisation, thereby reducing the burden on the Directors, freeing them to develop the business.

Leadership Development

The company's Directors are experienced and committed to the business; they communicate well with their staff and follow good employment practices. Nevertheless, they recognised that in their intense focus on the day-to-day aspects of the business they were losing sight of their own development and perhaps letting their own performance slide as a consequence. They therefore undertook the Pharos Leadership Development Programme with immediate beneficial effects on their business performance and enjoyment.



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