

REGENESIS Expands Share in a Slow Growing Market

Challenge:

Find the best opportunities to accelerate revenue in a slow growth industry.

Approach:

Conduct a series of interviews with key stakeholders, current customers, and prospects. Assess the competitive landscape and size the existing and potential markets. Field a voice of the customer study to understand strengths and weaknesses, Input all these findings into a SaaS-based modeling software to understand the potential value of various paths to growth and different marketing approaches.

Results:

The best opportunity for growth was to pursue a vertical market strategy. A detailed action plan was presented including targeting and investment strategies, key messages, tools and content required, and key metrics to track progress. REGENESIS has incorporated the recommendations into their annual strategic plan.

THE BACKGROUND

In 2016, REGENESIS, a market leader and innovator in groundwater and soil remediation, wanted to better understand their market size and evaluate potential growth opportunities. The remediation industry annual growth rate is approximately 5%, so one path to increasing revenue was to take competitive share.

The sale of a remediation solution is a highly technical, consultative sale, generally made through an engineering firm representing a landowner with a toxic spill, and requires regulatory approval of the final plan for any given case. It's not unusual for the sales process to land a new client to last 18 months or longer, and specialized environmental consultants are a critical part of the sales force.

THE SITUATION

In order to grow, REGENESIS wanted to improve sales conversion rates and grow services revenue.

REGENESIS turned to Proper Rebel to help them evaluate and quantify different options for growth. The project was challenging, given the slow growth rate of the industry and intense competitive rivalry. So to win, we needed to assess what competitors were doing against key buying criteria that mattered most to customers.

“Proper Rebel’s analysis and recommendations were important inputs to our strategic plans for the next few years. The project showed us where the larger opportunities are and the relative competitive intensity of different strategic options.” – CEO Scott Wilson.



The Proper Rebel Difference

Combine observations about the competitive landscape with quantitative customer research in a SaaS modeling tool, resulting in a predictive set of strategic options that the entire team buys into, and that can be executed quickly.

The first step was to gather customer insights from sales, marketing and product teams inside the company, and then interview customers and partners. The interview findings were then used to create a “voice of the customer” survey that was customized for the market, target audiences and buying criteria.

Next, key vertical markets were sized and annual growth rate data was gathered for the each product solution and industry segment. Finally, all data was input into a SaaS-based solution developed by Delvantage to model different opportunities for growth with projected outcomes.

THE RESULT

Once the data crunching was complete, various scenarios were displayed in dashboards graphically showing how REGENESIS ranked against competitors in terms of delivering on what was most important to customers when considering purchase of remediation solutions.

The resulting dashboards served as the basis for a brainstorm session with the REGENESIS executive team to discuss the results, along with a clear set of possible competitive moves that would yield different outcomes. By the end of the session, all scenarios were evaluated and prioritized, and next steps were clearly outlined.

“The analysis showed us how we stack-up against our competitors. Knowing our strengths and weaknesses and what customers care about has really helped us figure out where to focus our marketing spend and messaging.”
– Tricia Rodewald, VP of Marketing.

With clear direction set, REGENESIS is now focusing their sales and marketing on a few key growth areas. This strategic shift will impact messaging, the website, sales tools, and events. The team believes that having alignment and focus will improve the effectiveness and efficiency of their go-to-market Strategy.