



# Strategic Direction

## CLIENT SITUATION

Over a decade, the client has successfully built a business line around a core product offering and large internal customer, achieving the market leadership position within the client's industry. With slowed growth and increased margin compression in the face of a maturing market, Client was evaluating product and business development opportunities to continue to grow its top line and bottom line.

Client recognized multiple opportunities to deliver new value-added services upstream in an industry-specific business process, as an extension of the value it currently delivered to its constituents. However, it needed to build a business plan to turn those opportunities into action.

## COMPLICATION

The business strategy recognized a significant opportunity to introduce supply chain finance offerings into Client's industry, dramatically increasing customer and portfolio profitability over the existing transaction-based products. However, given the newness of this concept, Client did not have the in-house expertise to assess the market viability and/or to build this type of complementary solution.

Furthermore, Client was challenged with a lack of focus and resources to define the opportunity and go-to-market strategy to achieve its desired revenue objectives. The concept had been on the table for over a year. But with a scope spanning multiple businesses, products and reporting lines, along with resources focusing on maintaining the current portfolio, the project was too large and complex to get off the ground.

## QUETICA SUPPORT

The first step for Quetica was to assess the current internal situation and market environment through a robust discovery process, conducting a series of cross-functional and cross-business line interviews. Combined with external market research, this effort allowed Quetica consultants to quantify the opportunities and risks, as well as identify current assets and gaps, bringing new clarity to the initiative's potential.

With this foundation, Quetica was able to evaluate the risk and reward of the underlying components of the concept, facilitating the prioritization of opportunities and timing to achieve the desired profitability goals. Now with clear alignment against the organization's overall business strategy, Quetica transformed these priorities into a multi-generational product plan, defining the path to an end state vision. This design delivered to Client a practical road map with the incremental steps to achieve the long term vision, while identifying the needed investments and returns to achieve their financial targets throughout a multi-year plan.

With a clear go-to-market and product strategy in hand, Quetica shifted its efforts to helping Client implement the first phases. Leveraging its consultants' expertise in financial supply chain management and business process automation, Quetica defined the product requirements and corresponding cross-functional business plan to launch a new financing offering within Client's industry. Applying best practices and concepts from successful implementations in other market verticals, Quetica consultants were able to leverage their direct experience to accelerate Client's launch strategy. This deep subject matter expertise, as well as its ability to translate management experience into practical solutions for its clients, allows Quetica to help its clients leap frog the competition and define a path to financial success.

## QUETICA CAPABILITIES

To define hands-on, achievable business strategies, given broad business goals, concepts or issues, Quetica draws on multiple areas of expertise. The direct industry experience of its consultants, as well as its proficiency in defining practical solutions to complex problems, ensures Quetica to help its clients accelerate their business growth and realize high value results.

## INVOLVEMENT

## APPROACH AND METHODOLOGY

Discovery	Interviews, Market Research, Portfolio Analysis
Business Plan	Workshops, Product Architecture, Industry Best Practices, Lean Six Sigma, Financial Modeling
Execution	Product Management, Project Management