



SUCCESS PROFILE BUSINESS GROWTH AND TRANSFORMATION

Situation

The owners of a small professional and IT services company had successfully completed a management buy-out of the business five years prior to my joining the firm. The business was stable for the short term at about \$5 million in annual revenue through recurring IDIQ contracts and GSA Schedule 70 orders. Approximately 80% of the business was with one US government agency headquarters office. The company had a decades-long track record of doing work within a very narrow silo of professional services, never seeing the need to adapt to changing market conditions. Management had, until recently, assumed that the same work with the same customer would always be there, or that changes in requirements would be gradual. EIPCI was providing consulting support for strategic business development and growth.

Core Assessment

At the time, the company's revenue was flat. However, new Federal Executive Orders (and pending legislation) were fueling an emerging market. The company could fulfill these new requirements if they repackaged capabilities and presented core competencies versus their tradition of singular customer-centric services and vernacular. The company could enter into new relevant market areas, potentially capturing significant new federal accounts.

Furthermore, the company's existing primary customer was reorganizing and new personnel were becoming increasingly vocal about the poor performance of other contractors. Price competition was increasing, as well. The existing base of business through established and highly-regarded core services could be expanded so long as the company was willing to compete against firms they had worked with side-by-side for many years.

Solution

EIPCI was able to establish the company as the "go-to" resource for a series of new and evolving federal requirements. This transformation required rebranding core competencies, combined with translating the company's accomplishments and credentials into terms and concepts that were appealing to a broader federal market. Supporting this, EIPCI led the company to assume a significantly more competitive stance in the federal market with both existing customer(s) and in new pursuits. New teaming partnerships were created and the company recalibrated its professional services pricing so that it remained competitive. The company was positioned to demonstrate verifiable broad knowledge, deep experience and best value.

Results

Over a two-year period, company revenue grew by 150% to just over \$14 million and through two major business expansion areas. First, new accounts were captured over a one-year period with five cabinet-level departments for work that included reaching into literally dozens of subordinated agencies. This established the company as the dominant firm in this federal practice area over a multi-year period. Second, the company teamed strategically to capture a significant new business with its central customer which, in turn, elevated its competitive position among much larger and traditionally more formidable firms.