

# B2C2B Lead Generation Portal: Strategic Planning & Market Assessment



A major B2C2B lead generation online portal with a famed consumer brand was seeking help to build its 3-year strategic plan. In addition, due to concerns of select members of the Executive team around the remaining growth potential in the market and the threat of disruption, the Client was also looking for support in assessing those risks and in developing a longer term strategy.

# Solution

Level-set the expectations around the market size and headroom for growth:



## Market Analysis

Disaggregated and normalized overall category traffic numbers (MMUs) into a number of individual leads, so as to assess the actual number of prospects online and hence the overall market penetration of online solutions (vs. offline)



## Forecasting Model

Built an analytical model to forecast the market, 5-year out

As the forecast uncovered some remaining growth potential in the market 3-5 year out, next moved to the 3-year plan:



### Revenue Modeling

Developed a model of the company's revenues, in order to identify the key levers driving growth

### Lever Assessment

For each of those key levers, assessed their individual upside potential

### Full Potential Forecast

From the previous step, derived a "full potential" forecast for the business and pressure tested it, based on practical constraints

- Doing so, uncovered the key growth levers to drive the business moving forward would differ from historical ones

In parallel, developed the long-term strategy:

### Leadership Discussions

1-1 Discussions with Senior Leadership to uncovers concerns, develop responses to a variety of "negative" scenarios and discuss strategic options

### Research & Validation

Thorough research (primary and secondary) to vet the Leadership's concerns, the scenarios and to assess strategic options

### Strategy Integration

Integrating findings from the 3-year forecast, prioritized options and updated the strategy, with revisions to the business model

Last, integrated into an 18-months activity plan with clear owners and accountability

# Outcomes



## Fact-Based Market View

Provided the Executive team with a fact-based view of their industry providing a reality check around market size, growth potential and threat of disruption



## Unified Direction

Enabled the leadership to rally around the new direction for the company while also focusing on short-term quick wins

