

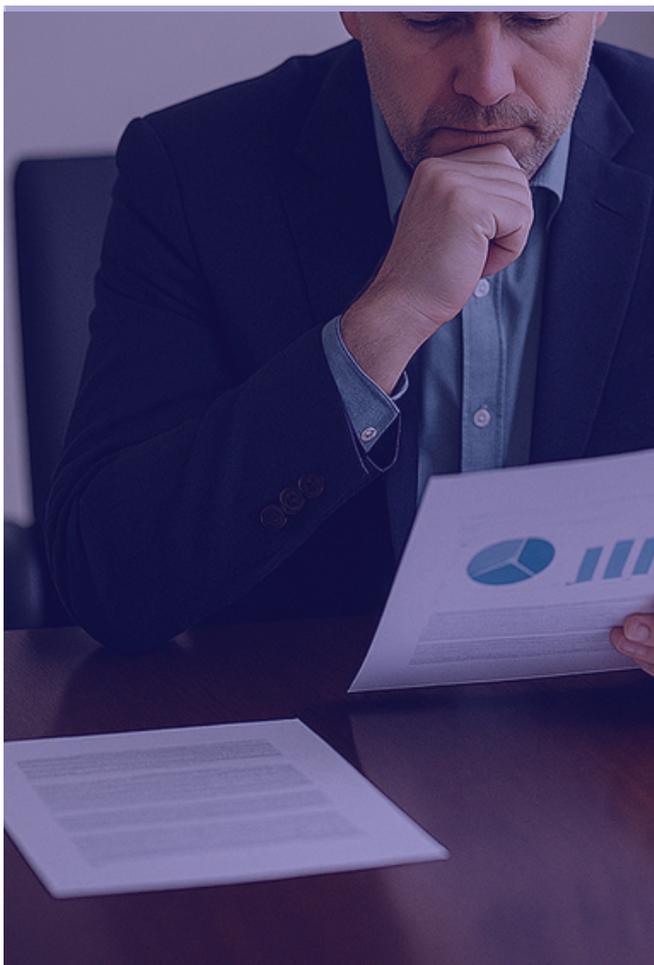


CASE STUDY

Reigniting Growth and Market Leadership in a
Competitive Industry

OVERVIEW

“Reigniting growth and market leadership
in a competitive industry”



Background

A long-established business in the commercial and industrial products sector had once held a leadership position in its industry. Over the last few years, however, a combination of tougher economic conditions, a maturing market, reduced margins, and increased competition had eroded its market positioning.

While shareholders were broadly aligned in their intentions for the business, there was no clear plan or framework for a future exit or investment. The company needed a way to break the pattern of recent underperformance and reposition itself for growth.

The Challenge

The company faced three key challenges:

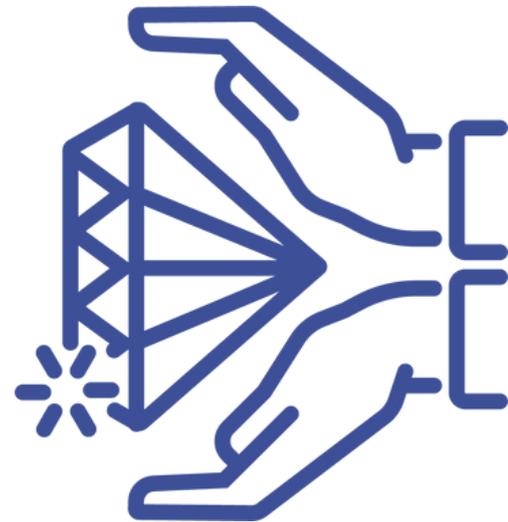


1. **Lack of a defined pathway to exit or investment** – No shared understanding of acquirer types, timelines, or value drivers.
2. **Loss of industry leadership momentum** – Reduced emphasis on innovation and high-value solutions, leaving the business exposed in the low-margin commodity space.
3. **Fragmented market focus** – Serving a wide range of customers without a strategic prioritisation of high-value growth markets.

The Approach

The engagement focused on three main priorities:

1. **Alignment on potential acquirers** – Mapping the landscape of likely investors or buyers, understanding what they value, and using that insight to inform strategy.
2. **Renewing energy and focus** – Rebuilding the company's identity as an innovator and industry leader, and shifting emphasis away from commoditised offerings.
3. **Targeted growth market strategy** – Identifying and prioritising verticals where tailored solutions could drive loyalty, market share, and higher margins.



Key Outcomes

Strategic Acquirer Alignment

- Developed a clear matrix of potential acquirers, their drivers, and their valuation criteria.
- The matrix is now actively used to guide decisions on markets, product development, and execution priorities.

Renewed Focus on Innovation and Leadership

- Re-established the company's commitment to delivering solutions that delight customers.
- Shifted away from competing primarily in the most commoditised and price-driven segments of the market.
- A new purpose and mission are being developed to re-engage the team and inspire forward momentum.

Vertical Market Growth Plan

- Refined the company's focus to a select group of high-potential verticals.
- Moved from a reactive sales approach to a proactive strategy—offering tailored, value-driven solutions for target markets.

Result



“This isn’t just a short-term lift — it’s a sustainable pivot. The business is now positioned to compete as an agile industry leader, while building long-term value for shareholders and potential acquirers.”

The Impact

The project has repositioned the company from a reactive, generalist approach to a focused, value-led strategy anchored in what future acquirers will reward most.

With a renewed sense of purpose and a sharper go-to-market focus, the business is now on track to regain its standing as an industry innovator, while also building towards a future exit or investment on its own terms.