

Unlock Growth & Commercial Value

25% of companies don't grow at all and only 1 in 8 companies grow at over 10% p.a.

Research conducted and published by **McKinsey & Company** indicates that about a quarter of companies don't grow at all, and just one in eight achieved more than 10% revenue growth annually.

Their research further indicated that sustainable, inclusive, and profitable growth requires leaders to make an explicit choice, and those who choose growth generate 80% more shareholder value than their peers over a ten-year period.

Beyond creating shareholder value, their research highlighted that growth attracts talent, fosters innovation, and creates jobs.

Our interactions with South African businesses across various sectors for over a decade validate these findings and our current low-growth economy is exacerbating the issue.

Inhibitors stifling your growth?

Many companies that have the potential to perform better are locked in a low-growth holding pattern that we refer to as the *Red Desert*, due to being mired in various internal and external challenges.

A REALITY CHECK

For more than a decade, we have worked with a number of leading South African and global companies.

Despite most of these companies having world-class executives and offerings, in a number of cases they have nevertheless struggled with the requirements for designing and executing a sustainable, high-growth commercial strategy.

They benefitted from outside guidance along with a sound methodology and proven frameworks and tools to assist them.

While your organisation may face the same challenges, a common knee-jerk reaction is to reject the value of 'outside assistance' due to previous negative encounters with consultants that failed to deliver impact.

We encourage you to take a moment to read and discover how RevenuePartners is different - and then open up 60 minutes in your diary to explore how we can assist your business with tangible outputs to change your revenue growth trajectory.

EXTERNAL CHALLENGES

Discounting: Competitors destroying value by selling at low prices to win business.

Market Competitiveness: Many players fighting for market share in a defined, shrinking market space.

New Entrants: Smaller players, start-ups with low overheads and new market entrants from adjacent industries disrupting a sector.

Budget Freeze: Potential buyers cutting budgets or freezing spend to make their EBITDA numbers.

Noise: Customers and prospects are distracted by disruptive work routines, local issues and geo-political factors.

Status Quo: Change-resistant prospects do not want to invest the time, cost or effort to switch or buy.

Pricing: A key lever for unlocking profitable growth, is impacted by the inability to justify optimum price levels.

Volatility: Unpredictable currency values and supply-chain delivery impact forward-planning and cash flow.

INTERNAL CHALLENGES

Business Model: Inability to improve top-line and EBITDA as the company is not the #1 Low Cost or #1 Proposition player in its industry.

Commercial Strategy: Does not envisage a future where the best revenue growth levers have been identified and pursued.

Differentiation: Difficulty differentiating in the marketplace when a product or solution is not clearly the cheapest or best proposition option.

Lagging Indicators: Exco and the Sales Force focus on lagging indicators rather than revenue-generating leading activities.

Change Resistance: Certain staff are resistant to change required in today's competitive environment and would rather maintain the status quo.

Productivity: Time wasted on incorrect prioritisation and low-revenue yield activities cost organisations upward of 20% of their time resource.

Execution: Strategy fails to materialise into results on the ground due to diluted focus, excessive workloads and unrelenting pressure.

GROWING SUSTAINABLE VALUE

In the long run, right-priced revenue growth outpaces the worth of cost-cutting for the bottom-line. Why?

Revenue growth is unlimited. It's not confined to existing customers, industry or territory boundaries. By leveraging selected revenue growth levers available to a company, executives can open *Blue Sky* opportunities for hidden revenue growth, away from highly competitive *Red Desert* landscapes.

We work directly with your Executive Team to anchor four value creation growth channels as defined by your needs:

1. **Commercial Strategy** analysis and design to maximise and capture revenue+margin growth
2. Development of a custom-built, differentiated and repeatable **Customer Engagement Process**
3. Design of a **People & Organisation Strategy** for achieving and accelerating performance and results
4. **Productivity Enhancement** to protect and leverage time and focus.

A Model for Achieving Commercial Growth

To achieve above-market growth, companies competing in highly competitive *Red Deserts* must take clear and decisive action to open up less competitive *Blue Sky* spaces:



Our offering is designed to enable companies to identify *Blue Sky* opportunities via our Commercial Growth Programme, and our additional sequenced add-on solutions enable companies to design, measure, manage, coach and execute initiatives that drive revenue+margin on the ground.

We work with CEOs,
CFOs, Directors and
Private Equity Investors
who are laser-focused on
growing revenue+margin

RevenuePartners is a Commercial Growth Advisory & Execution Partner

- ✗ We don't prescribe solutions unsuited to your business and its context
- ✗ We don't believe in strategy and process design that fails to deliver long-term embedded value
- ✗ We don't formulate a plan and walk away.

At RevenuePartners we deliver:

- ✓ Co-created bespoke solutions matched to your precise challenges and requirements
- ✓ A strategy development process based on a very specific sequencing and cascading methodology
- ✓ A strategy approach using validated frameworks where your expertise and knowledge are inputted into our frameworks
- ✓ A partnership programme approach with integrated add-on solutions as required over time
- ✓ Results at pace, based on our fast-cycle planning process
- ✓ Implementation and execution impact support to ensure outcomes
- ✓ Processes, systems and tools embedded into the organisation for sustainability and scalability
- ✓ Agreements based on financial targets, leading activity metrics and mutual accountability to achieve success.

OUR IMPACT

Revenue+margin growth results delivered.

MACSTEEL

Commercial Strategy Programme resulted in a new Go-to-Market initiative and associated projects.



One of SA's largest unlisted companies

Faced with a deteriorating market in a struggling sector, Macsteel needed to find solutions to grow its market share.

32% increase in volume and 60% increase in gross profit year-on-year

+60%



PERI SA

Commercial Strategy Programme resulted in a new Customer Engagement Process and associated projects.



World-leading manufacturer of formwork and scaffolding systems

Difficulty achieving revenue growth and improved EBITDA in the midst of a flat economy and shrinking construction sector market space.

34% Revenue growth opportunity identified

+34%





A leading auto component manufacturer, headquartered in Germany

Difficulty in acquiring new markets and new customers, and Sales Force inefficiency.

240% revenue increase in 6 months (product focus)



SA's largest online automotive marketplace (a Naspers company)

Losing deals to lower-priced competitors. No uniform sales engagement process.

Double-digit growth p.a. for 5+ years



A leading online e-recruitment service provider in SA

Inaccurate forecasting, value articulation challenges, and difficulty in differentiating.

155% improvement in average order value, 23% increase in turnover



WHAT WE OFFER

Sequenced interlocking solutions that are designed and deployed to ensure sustainable, long-term value realisation.

OUR UNIQUE COMMERCIAL GROWTH EXECUTION MODEL DRIVES OUTCOMES

- Projects with clear outcomes and responsibilities
- Action flow charts track status
- Meetings within the cadence of 'sprints'

- KPIs designed for all key staff
- Regular reporting to Exco
- Early identification and remedy of issues
- Iteration and embedding

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Commercial Strategy

The development of a commercial strategy has a significant impact on revenue, margins and business synergies.

Our process involves assessments, data analysis, workshops, and customer research to identify revenue growth opportunities. The outcomes are then translated into a strategy deck, project planners and action flowcharts with execution support to unlock the full value of the transaction. By focusing on commercial effectiveness, companies can achieve substantial revenue and margin improvements, leading to double-digit margin improvement and sustainable enterprise value.

PRIMARY SOLUTIONS INCLUDE:

- Commercial Strategy Design

We work with clients to maximise value through our unique Commercial Strategy Workshop and Impact Support to open untapped revenue, margin, and enterprise value.

- Customer Segmentation Analysis

Our Customer Segmentation framework identifies the most effective Tiers for unlocking top-line growth and improved margins.

- Go-To-Market Channels

Based on customer segmentation, we design a complete strategy for a new Go-to-Market Channel to capture identified revenue upside.

ADDITIONAL SUPPORT SOLUTIONS:

- Sales Force Structure and Sizing
- Value Proposition Design
- Pricing Strategy

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Customer Engagement Process Design

A unique customer engagement process plays a significant role in improving win ratios and increasing deal sizes.

The process establishes why our customers should win, key competitors, primary stakeholders and what is impacting customer retention, customer upsell and new business development. In a 2-Day workshop a unique, differentiated customer engagement process is designed.

The outcomes are a research template, a Business Case or Playbook for customer and prospect engagements, supported by a Conversation Guide, Cost of the Problem and ROI Tabulators.

PRIMARY SOLUTIONS INCLUDE:

- Sales Process Design

Our unique process design, based on the Psychology of Change, allows clients to differentiate through the Sales Force for a competitive advantage.

- Sales Force Effectiveness

Through deployment workshops and coaching, we assist our clients to embed the process, improve win rates and increase deal sizes.

- Strategic Account Planning

Our unique 7-Step value articulation and negotiation process assists clients retain, upsell or cross-sell customers. (Requires Sales Process Design)

ADDITIONAL SUPPORT SOLUTIONS:

- Lead Generation Process
- Stakeholder Mapping
- CRM Optimisation (Partner Enabled)

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People & Organisation

A Talent Management Strategy is key to developing a workforce to deliver on the Corporate and Commercial Strategy goals.

We assess Individuals and Teams across key Divisions. The outcome is a Talent Strategy Report which forms the foundation of a plan for best-in-class Hiring and/or Development. This outcome is achieved with Personality, Cognitive and Behavioural Assessments, Surveys, Interviews and Assignments.

Enhancement support includes consultant-led Manager Training, Manager Coaching, Sales Force Training and, where necessary, a Change Management Programme.

PRIMARY SOLUTIONS INCLUDE:

- Talent Capability Audits

We assist clients improve their talent strategy by starting with an assessment of the Organisation's current skills to understand gaps for building an enabled workforce.

- Job and KPI Design

Our job analysis and job design frameworks enable our customers to establish a workforce equipped for the future.

- Talent Enhancement Training

Transform your workforce with our Sales Management, Sales Force and Service Support consultant-led training courses that include post-training exercises and tools.

ADDITIONAL SUPPORT SOLUTIONS:

- Change Management
- Recruitment Process Design
- Hiring Benchmarks

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Productivity Enhancement

Productivity Enhancement is one of the most effective levers for improving operational efficiency and the achievement of the Commercial Growth Strategy.

Step 1 is a workload analysis of a relevant team, detailing all current activities and time spent on each activity. Step 2 is a 2-Day Workshop where current activities are redefined into a new productivity framework for leading activity focus to drive lagging indicators.

The outcome forms the basis for meetings cadence with KPI deliverables by the Team on leading activities.

PRIMARY SOLUTIONS INCLUDE:

- Workload Analysis & Redesign

We work with clients to open 20% plus productive time per week by ensuring focus on leading activities which determine lagging results.

- Win / Loss Analysis

Our analysis framework enables our clients to drive efficiencies through process enhancement and focus on the Best Opportunities for Winning.

- Operational Efficiency

Our operational audits identify process inhibitors impacting operational efficiency and delivery of the commercial strategy goals.

ADDITIONAL SUPPORT SOLUTIONS:

- Organisational Urgency Analysis and Design
- Internal Communication Strategy
- Simplicity Design (80/20)

The components in the total offering can be delivered and sequenced in their entirety, as 'add-on' components over time, or as discreet stand-alone modules.

Open up 60-minutes
in your diary
to alter your
revenue growth
trajectory

NEXT STEPS

Get in touch to set-up a 60-minute no charge online exploratory meeting, where one of our consultants will present two of our proprietary IP tools to your CEO and CFO. Together we will jointly identify whether we can in fact assist your organisation.

This is not a sales pitch session. In this meeting we impart insights and value that you'll be able to use whether we do business or not.

INITIAL MEETING AGENDA

1. Introductions

A brief introduction of our business, with a high-level discussion of how we assist companies to identify and capitalise on commercial strategy growth opportunities.

2. Revenue Growth-Risk Value

Based on your input, this tool illustrates your revenue growth potential, at risk to competitors if not pursued.

3. Competitive Ranking Profile

This tool grades your competitive profile that reflects which strengths to leverage and which weaknesses to mitigate to capture the revenue upside potential.

4. Next Steps

If you see sufficient value in this session, we'll set up our next no-obligation online meeting. If not, you walk away with valuable insights concerning your competitive positioning and revenue growth-risk areas for further reflection.

** Reciprocal NDA signed prior to the meeting, for the comfort of both parties.*

UNABLE TO SPARE 60-MINUTES?

If you're not prepared to commit to 60-minutes at this stage, we can schedule an exploratory 30-minute online meeting in which we'll provide a brief overview of our revenue growth methodologies.

Ready to start
the conversation?

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