

BSRIA MANAGEMENT CONSULTANCY CASE STUDY

A PROJECT FOR A EUROPEAN AIR CONDITIONING COMPANY



The challenge

The client is a strong regional player in the air conditioning market located in the south of Europe with particular strength in ducted units and commercial air conditioning products. The company was looking to refocus the strategy of the company in order to increase profitability.

The solution

BSRIA Management Consultancy undertook an analysis of the market conditions in three major European countries, which included devising a model to predict future trends by product type. This was followed by a series of in-depth interviews with installers, distributors and specifiers to determine the key segmentations in the market. An assessment of the client's own position in the market and internal structure was also conducted. A strategy was devised to capitalize the client's strengths, which include, among others:

- Development of a new channel, successfully tested in several small markets
- Identification of regional differences and establishing measures to reduce them
- A new way to attack channels that have not been penetrated before
- A new remuneration package for the sales force

The main weaknesses in its product line were identified, and the potential sales losses due to them were calculated, establishing actions and priorities for the solution of these issues

The benefits

The company immediately refocused its commercial strategy, gaining strength in several key regions and entering new channels in a way that has allowed it to weather the current market much better than its competitors. Their supplier has included its product suggestion in its new product development strategy.

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