

CHALLENGE:

Turn around a financially deteriorating 2-year old Jamaican wireless competitor by setting and implementing strategies for profitable growth

PROJECT SCOPE:

Interim CMO/8 month engagement

PRIMARY KEYS TO SUCCESS:

- ▶ Market focus
- ▶ Collaboration and communication
- ▶ Process definition and refinement
- ▶ Ability to advance initiative on low budget

SUMMARY:

- ▶ *Step 1: Stop sinking and tread water*
Defining simple, replicable sales and reporting processes yielded dramatic improvement from a downward spiral, and bought some time for SWOT analysis upon which to build strategies and tactics.
- ▶ *Step 2: Stimulate growth from existing customers*
Establishing an empowered "Customer Relationship Manager" function improved existing customers' perception as well as internal morale, began to reduce customer churn, and provided unprecedented insight into customer preferences.
- ▶ *Step 3: Create new corporate market, parallel to existing consumer base*
When the SWOT identified an untapped business user market, the company's small subscriber base permitted manual processes to create innovative calling services targeted to that market. Rapid acceptance increased usage and caught competitors off-guard, resulting in a market leadership position. The disciplined manual processes facilitated a later automation upon IT funding.
- ▶ *Step 4: Reposition "written off" company with a new, innovative image*
An internal "tagline" contest was the foundation for a new company image—for employees, new recruits, distributors and customers. Limited funding necessitated "viral" marketing approaches; newly proud employees and increasingly satisfied customers fed the rampant Jamaican grapevine.
- ▶ *Step 5: Scale for success*
Though a 6-month funding delay limited initial efforts to internal process definition/improvement and success based sales recruiting, the silver lining was the confidence with which the team embarked on capital allocation once funding materialized. Network optimization, billing system investment, careful headcount additions, strategic sales incentives, and consistent, targeted advertising cemented the turnaround begun 6 months earlier. Now an innovative, fun place to work, the company recently reached the significant EBITDA positive milestone.

