

THE GENDREAU GROUP REVENUE STRATEGISTS

Delivering revenues, not just strategies, to companies worldwide since 1989.



We are **REVENUE STRATEGISTS**.

We help clients maximize revenues and increase the value of their businesses.

We specialize in:

- Partner and channel strategies that maximize revenues and reach
- Finding untapped revenues by repurposing existing products and technologies
- Revenue Strategies to help clients prepare for merger, sale, or acquisitions

Our clients are high tech and services firms located in the US and abroad.

We have been in business since 1989.

We are located in the San Diego area.

Intriguing Product Ideas and Big Marketing Expenditures Not Enough

At \$1.5M in revenues, managers of this company had been frustrated by their inability to grow the business. In the 1990's this company generated revenues from consulting and custom software development services. In an attempt to capitalize on a booming market and create a business that would yield greater investor value, management decided to reposition the company as a provider of licensed software products rather than a consulting services company.

Within a year, the company sported a catchy new name and was marketing not one, but *multiple* new products. The company was not, however, closing sales. Despite intriguing product ideas and big expenditures on marketing and advertising, by the end of 1999, the organization was flirting with bankruptcy.

In early 2000, we began working with management to take an objective, critical look at this business – from the efficiency of operations and processes, to the quality and market value of its products, to the strength and depth of its team. Based on what we learned, we led efforts to identify and evaluate opportunities and business options, and to redefine and more effectively productize, position, and market the company's software assets.

We undertook the following activities to address this company's challenges:

- **Researched the market** to evaluate how well the company's products met the needs of real buyers in real companies.
- **Characterized the value chains** in which target clients participated, and identified new options for positioning the company's products in order to deliver more complete benefits to clients.
- **Completed detailed comparisons** of the company's products versus competition.
- **Sized the addressable and accessible markets** for each of the company's products.
- **Addressed the company's product management processes** and implemented enhanced standards for software and documentation development, testing and support.
- **Identified and evaluated new approaches to product distribution**, sales channel development and pricing.
- **Developed new value propositions** in order to re-position the company and its products around business benefits delivered, not simply features and functions.
- **Created new sales tools including detailed ROI models** in order to support sales through both direct and indirect channels.

Results: By the late fall of 2000, the company had accepted a signed Letter-of-Intent to be acquired for \$40 million. The acquisition was completed before the end of 2000.