

CASE STUDY

RECLAIMING MARKET SHARE WITH A NETWORK OF FUSION CELLS

THE SITUATION

A Fortune 100 global manufacturing company was losing its market dominance to a new competitor. The competitor was willing to employ discounted pricing and absorb significant internal costs in order to provide customized solutions, as well as leveraging political connections. The competitor had increased its performance and taken substantial market share from the company's historical sales.

CHALLENGES

Like many industry leaders, the company operated with business, functional and geographical silos. This reduced communication of information and coordination of action across functional and business units, geographies, regions, and countries. With limited interconnectivity, the company was unable to scale best practices or circulate the business intelligence required to understand the holistic competitive landscape and reclaim market share.

SOLUTIONS

The competitor's broad-spectrum approach required new thinking and a cross-functional approach. In key competitive geographies, teams formed Territory Fusion Cells to connect regional and country leads, account managers, product, and external partners. At the same time, headquarters pulled together marketing, sales, services, product and finance to develop a competitive strategy. A Competitor Analysis Fusion Cell pulled together inputs from business, market and intelligence capabilities spread throughout the company, and was given resources and authorities to support the Territory Fusion Cells and sales teams as needed with additional resources and expertise. All of these elements were linked into a network, sharing key information, lessons learned and resourcing, which drove:

- **Increased meaningful connectivity:** through a dynamic, agile method of sharing competitive information
- **Empowered teams:** pushing resources and decision-making to the execution teams best positioned to move on the actionable information created and disseminated
- **Measurable success:** tracking performance against the competitor as measured by:
 - Improved Win/Loss ratio against the competitor
 - Employee and team engagement, as well as ownership of their impacts and information sharing efforts
 - Increased knowledge of competitive landscape

RESULTS

A network of Fusion Cells forced cross-functional collaboration, and helped the company gain traction against the competitor. The cross-functional capability also had impacts beyond the immediate competitor challenge:

- Increased executive awareness and enabled them to understand the nature of the threat caused by increased competition
- Re-distributed resources to support crucial accounts against the competitor
- Increased horizontal connections between teams in different territories to connect those with information and those in need of information
- Facilitated the identification of finance options to compete with competitor tactics through increased sharing of business and territory-specific intelligence, and interlinking with headquarters-based business functions
- Synthesized lessons learned from the field through a new evaluation process which recorded key wins and losses against the competitor