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Growth & Evolution Architects

CASE STUDY ADSTREAM:

Objective: Turn-around of the business in multiple European markets of a globally leading ad-tech firm. Development of EMEA growth strategy. Development of a GTM plan for a new product suite. Grow revenues and customer profitability, expand market share.

Challenge: Company had become complacent by successes in the past and was hit unexpectedly by a new aggressive competitor introducing a new product suite with great UX, combined with a dumping price strategy with prices 50% below Adstream's pricing. EMEA sales teams operating in silos without joint strategy and consistent sales operating model. Sales reporting not allowing any visibility on sales performance, profitability of customers and red flags related to churn risks. CRM (Salesforce) used in an inconsistent manner and not set-up to support sales success.

Approach: Implement immediate actions to save the business from hitting the wall. Introduce new tiered pricing strategy that allowed to differentiate from price-aggressive competitor and increase customer profitability instead of lowering prices. Restructure existing business, teams and operating models. In-depth product-market-fit analysis of product portfolio, leading to a change of product, pricing and market strategy. Introduce data-driven sales, new KPIs and processes. Empower sales teams through intense sales and product trainings. Clean up and streamline CRM, implement new Salesforce features and reports. Implement new performance reporting structure.



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Result: Turned around the business in ailing markets within three months. Maintained market leading position and grew market share while keeping prices 100% above disruptive competitor. United a fragmented EMEA team, aligning marketing, sales and go-to-market strategies across 15+ markets. Developed, inspired and coached high-performing sales and account management teams with increased sales efficiency and effectiveness. Increased lead generation and conversion by 3X, grew pipeline value by 3X. Developed EMEA into the globally most successful region. Grew new business revenues in key markets and outperformed new business targets by more than 40%.

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