

Learning from the Competition

Synopsis: Company Gamma asked DuckerFrontier for help understanding its major competitor's strong recent performance. DuckerFrontier provided a detailed overview of the competitor's sales and marketing processes and made recommendations for how Gamma could improve its own performance.

The challenge: Construction company Gamma was curious about the strong revenues one of its major competitors posted. The Gamma team believed the strong performance was the result of changes in its competitor's sales structure, marketing organization, and go-to-market strategy. Gamma asked DuckerFrontier to study the competitor's multi-faceted sales approach, marketing process, and new product launch process, as well as changes to its sales and market coverage in the last 5-10 years. It also requested an assessment of its own strengths and weaknesses relative to the competitor's.

DuckerFrontier's approach: In conducting the study for Gamma, the DuckerFrontier team relied on several data sources. Our due diligence included:

- DuckerFrontier's **internal data and expertise**
- **Available secondary sources**, including annual and quarterly reports, investor and management presentations, and press releases and any available content from the competitor's website
- **Primary market research** with more than 50 current and former competitor employees, distributors, architects, and other market participants, without revealing Gamma as the study sponsor

Client results: At the conclusion of the study, Gamma had a detailed understanding of its competitor's advantage. DuckerFrontier provided a comprehensive overview of the competitor's go-to-market strategy and tactics, its multi-faceted sales and marketing process, and the organizational structure of its sales and marketing group, including the hierarchy of its sales and marketing process. Gamma also received recommendations to improve its own sales and marketing effectiveness, based on its strengths and weaknesses relative to the competitor.