

Vital Wave Consulting brings new revenue from China to a multi-national software firm

The China Conundrum

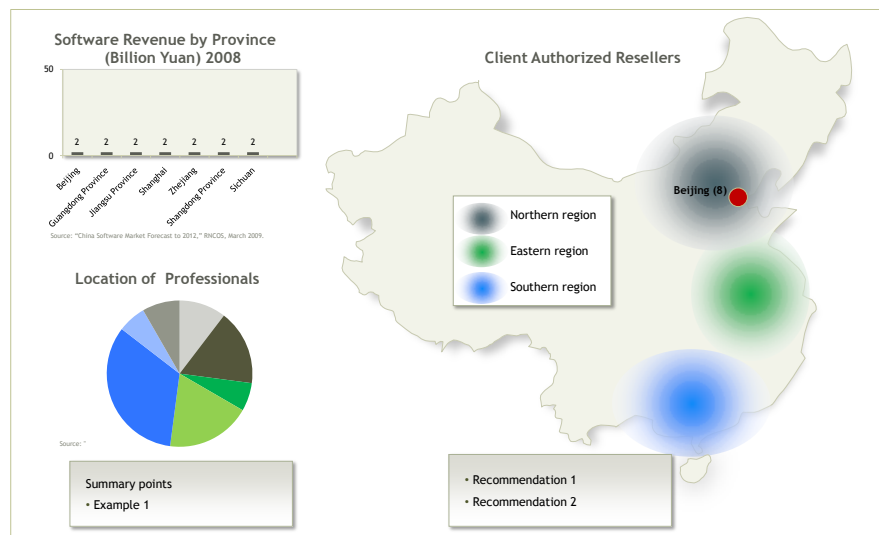
China is a conundrum for many large software firms. CEOs and shareholders are tantalized by its sheer size and the exponential growth of its economy, yet rampant piracy, relationship-based business practices and extensive government involvement muddy the picture. Even accurately estimating the size of an addressable market can be a challenge in a country where the competition is often a free version of one's own product.

A multi-national software firm* asked Vital Wave Consulting to design a Go-to-Market (GTM) strategy that would enable it to achieve revenues in China commensurate with both the size of the market and the market share that client enjoys in other parts of the world.

Solving the Puzzle

Vital Wave Consulting's US- and China-based teams spent four months assessing the client's current and historical channel strategies and local market dynamics to create a GTM strategy designed to drive short- and long-term sales. The resulting plan was anchored in the insights gained through field research including extensive face-to-face interviews with the client's partner ecosystem, customers, and competitors. This data was supplemented by secondary research and an analysis of the client's performance and global programs. For instance, the Vital Wave Consulting team mapped the client's current geographic coverage – in terms of revenues and partners – against the location of targeted vertical industries to determine market opportunities and expansion priorities. Before finalizing its recommendations, the team also reviewed the strategies with the client to ensure alignment with internal resources and appetite for risk and investment.

Example of Geographic Mapping with Secondary Research



Prioritized and Phased Approach

The GTM strategy identified the key levers for increasing revenues and prioritized strategies based on their scalability, relative return on investment (ROI) and the estimated magnitude of the opportunity. To further maximize impact, Vital Wave Consulting recommended a phased approach to implementing its recommendations. Activities were prioritized based on their level of disruption, resource requirements and revenue impact. Perhaps one of the most significant accomplishments of the project was to create alignment between the Client's headquarters and China-based team. Both groups noted that some of their initial assumptions had been challenged and the direction of some other strategies validated. The client implemented the program to achieve revenue growth, greater operational efficiency and channel program effectiveness.

* Vital Wave Consulting respects the confidentiality of its clients. Company and individual names have been omitted from this case study.



About Vital Wave Consulting

Vital Wave Consulting enables accelerated revenue growth in emerging markets through strategic consulting, market research and business intelligence. Clients include multinational corporations and global foundations in the information technology and telecommunications industries.

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