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# ● Case Study

INDUSTRY/AREA:

High Tech | Executive Leadership

“Find the Sweet Spot”

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## Business Challenge

Clarifying the business model; finding the “sweet spots” for laser focus. Stop chasing too many opportunities, with too few resources.

## Client Profile

Pioneering developer of technologies for closed-loop online advertising

Revenue tier: \$10–25 million

## Project Outcomes

- Rapid agreement on a more focused strategy, and its supporting business model
- Unanimous support from the Board
- Executive alignment, follow-through on priority setting and action plans
- Simplified product roadmap, priorities
- Crisper value proposition, smoother sales conversations
- Shorter sales cycles, more profitable customers
- Decision to exit unattractive market niches

## Project Summary

The newly hired CEO retained Informing Arts to help him clarify his firm’s core strategy, achieve speedy approval by the Board plus buy-in from management. He needed a quick strategic win: to refine and validate the model so he could focus a brilliant, scattered team on the best opportunities, fast. The CEO needed a playbook for winning a defensible market leadership position, before the start-up ran out of cash. This was the start.

## Key Activities

- Needs-based segmentation and customer discovery — looking for unmet needs or under-served opportunities
- Uncovering patterns and key success indicators via website trends, customer analytics, data mining
- Identifying attributes of MVP segments, as well as unattractive segments that cost too much to win or serve
- Developing initial buyer personas (for later validation by client’s sales and customer-facing teams)
- Identifying buyers’ critical decision-making factors and must-have needs, to inform product roadmap and development priorities
- Analyzing industry trends, competitive environment and competitors’ likely response to client’s strategic moves
- Crystallizing the value proposition and go-to-market (channel/sales models) to reach the high-priority customer segments
- Facilitating strategic conversations and team workshops to explain the process, obtain executive buy-in and alignment



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