



## URBAN WALLACE ASSOCIATES

35 Bedford St., Suite 8, Lexington, MA 02420

ph 781 862 0033 fax 781 862 1292 web www.uwa.com

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### *Business Strategy: UWA Expertise and Examples*

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#### **Built up from Individual Buying Decisions**

For both product and service firms, Urban Wallace has developed business strategies that help managers decide what actions they should take. Our strategies succeed in the market because they are based on a fundamental understanding of what drives the buying decisions of individual customers. Our strategies are also practical because they are built up from specific knowledge of our client's individual businesses and the marketplace in which they compete.

#### **New Market Knowledge**

Our work to develop business strategies involves the generation of new market knowledge. We start with an analysis of market facts and trends, financial data, and competitive information. We then develop an understanding of what benefits motivate purchase, what barriers prevent purchase and the sequence of decisions by which customers reach a purchase decision. We also identify likely sources of business and determine why customers in each source are willing to switch.

#### **Action Plans**

Using this specific marketing information, we develop precise business strategies that increase revenue, market share and profits. Sometimes our business strategies involve the identification and evaluation of acquisition candidates. Often they are directed at strengthening existing businesses. In all cases, they result in programs and actions that increase our client's competitive advantage.

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### EXAMPLES

#### **Apparel**

For a major apparel manufacturer, we conducted a marketing based portfolio analysis that identified which of their current businesses had the best growth potential, and how that potential could be realized. Our work resulted in specific decisions to support some businesses, to sell others and to acquire new lines. By introducing marketing strategies into divisions that had not previously had them, we were also able to boost profits dramatically.

*“They took us out of being a pure manufacturer and turned us into a marketing-oriented company. The bottom line of working with Urban Wallace is that at the end of the day, we ended up with strategic direction that was actionable.”*

 **Trucking**

As a result of deregulation, a large trucking company was experiencing severe price competition from existing, major competitors and was also losing business to new, small niche carriers. We were asked to develop strategies that would regain share and rekindle sales growth without cutting price. We helped them change from an internally-focused, procedure-driven outlook to a customer-driven, flexible style of doing business. One key to achieving this shift in strategy was that we provided tangible marketing recommendations which the organization could believe in.

*“Urban Wallace told us terrible truths from the marketplace that no one else would report. They simplified the message so that people could identify with it. That means a lot, when you’re trying to change.”*