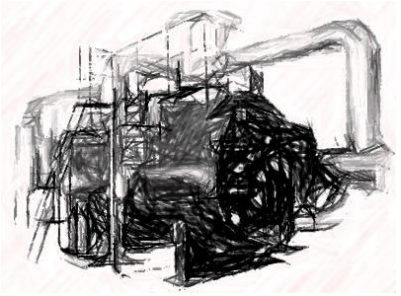
CASE STUDY #187



"Market Repositioning" Case Study

"Our vision, mission, strategy, and implementation plan are clear and aligned now."
– Deputy Managing Director



ABOUT THE CLIENT	
Industry	**Energy and Infrastructure, with a focus on Oil, Gas, and Petrochemical Production Equipment**
Revenues	**$2 billion**
Employees	**6,000**
Location	**Saudi Arabia**
BSI Service or Solution	**Business Strategy**

Key Challenges
- Changes in the competitive landscape since the global recession rendered the old business model obsolete.
- Market focus and product offering were too narrow to appeal to major buyers, limiting account penetration and revenue growth
- Sourcing was high-cost
- Pricing was uncompetitively high
- Business was unprofitable

Why BSI was Selected
- Deep knowledge of oil, gas, and power companies' requirements and buying behavior
- Strategic, analytical, and financial skill sets to structure and analyze strategic options across 6 industries, 10 product lines, 40 products, and 6 channels of distribution
- Technical capability across the range of current and potential products and services
- Combination of onsite and remote consulting team provided the desired degree of interaction and value

Project Scope
- Fluid Treatment
- Process Control
- Turbomachinery and related services
- Pressure vessels
- Heat exchangers
- Drilling tools
- Valves
- Pipeline services

Project Approach
- Market sizing and profiling
- Assessment of the current business model
- Development of key success factors and strategic options
- Evaluation of strategic options, including portfolio analysis
- Articulation of a winning business model and strategy
- Complete implementation planning, including organization structure, job descriptions, etc.

Operational Benefits Realized
- Revitalization of the business
- Improved morale
- Reduced staff turnover rate
- Re-emergence as a leader in the marketspace

Financial Benefits Realized
- 18% increase in projected operating margin
- Projected Return on Investment (ROI) among the highest in the holding company's portfolio
- Decision to recapitalize the business for a 7-10 year horizon