

Total Commercial Audit in the Energy Sector

One of the goals set in the business plan of a large company belonging to an international energy group was to double its turnover over 6 years. To support this growth target, the company decided to enlist the help of Praxi Sales and Marketing, to assess whether this goal was feasible given the internal and external conditions: the Total Commercial Audit was devised and structured to provide an effective response to these needs.

Context

The business plan of a Spanish company in the energy sector, belonging to a large French group, set a series of challenging goals for integrated growth, aiming to take turnover from 320 million in 2011 to 600 million by the end of 2015.

The initial task of Praxi Sales and Marketing was to provide top management with all the elements necessary to support the targets set by the company, i.e. to assess the effective potential on the Spanish market of services for boosting energy efficiency and to identify the lines along which future growth was to be built.

The project was divided into three stages, starting with the identification of the main competitors and mapping their position on the market.

At the same time, criteria were defined to establish the effective potential demand for energy in Spain, divided up into Autonomous Communities.

To estimate the potential energy demand, the reference target was segmented, taking account of the different energy needs of industry, tourism, the healthcare system, shopping malls, museum and sports facilities, ports, airports, school and local government buildings. An analysis was also conducted on the company's sales figures and financial statements, from which a number of interesting suggestions emerged. The audit was complemented with a quality survey

looking at existing and prospective clients of the energy company to find out how the service offered was perceived, client's desires and the critic factors influencing their choice.

Results

The aim of the Total Commercial Audit was to validate, in figures, the opportunity to significantly develop energy efficiency processes, confirming that the growth targets set were feasible.

The detailed analysis conducted brought to light the crucial issues affecting the company, as well as its strengths and areas for improvement.

Three strategic areas for intervention thus emerged:

- the opportunity to create a global, compact offer for several organisational units
- differentiation of the offer according to target
- implementation of a coherent, systematic sales model at national level.

The company has now moved on to the second stage of the strategic project, which involves drafting a marketing plan to turn the strategic guidelines identified into actions, thus taking a practical step ahead towards the 2015 target.



improving performance

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