

Marketing plan in a national mobility company

Praxi Sales and Marketing drafted a marketing plan for the development of a sustainable mobility service for business clients at national level. The first stage comprised three simultaneous quality audits designed to analyse the internal organisation, the corporate culture and the perception of prospective and existing clients.

These SWOT analyses laid the foundations for the strategic interpretation and the setting of smart targets. A competitive positioning map was created and the target focused on. The strategy was implemented by introducing a named account list on a national scale, designed to guide the new sales approach in the right direction. Also identified was the marketing mix to support the offer: product features, pricing, sales structure, communication concept.

Context

The type of offer aimed at the market has awakened growing interest, especially among private individual clients and small local businesses.

In order to generate a critical mass of use of the service and thus improve cover of overheads and obtain resources to support sales promotion activities, the consortium decided to enlist support for putting together a marketing plan to develop the service among business clients, focusing on large companies and with a nationwide scope.

Praxi Sales and Marketing won the contract to put the plan together.

The Challenge

A number of points had to be taken into consideration for building a single, coherent marketing plan for the whole network of operators of the service in the various cities in Italy:

- the differences in terms of organisation, companies, culture and commitment of the various managers
- the differences in the offer profile of the managers, widened further by local constraints on setting the price of the service
- the fact that large companies tend to use various types of traditional mobility (i.e. collective dismissals for economic reasons)
- the lack of a clear understanding of the sustainability concept among business clients, and their wariness of it.



improving performance

PRAXI SpA

PRAXI is a leading Italian company in the sector of management consulting.

Established in 1966, it is structured as follows: 250 Employees (40 Managers), 10 Locations, € 6 million in Share Capital. The company's main activities are divided among four Divisions: Management Consulting, Information Technology, Valuations and Appraisals, Human Resources.

PRAXI's ability to offer integrated services is a key factor that makes the company stand out as a multi-disciplinary liaison in corporate consulting. Its cross-cutting approach combines perfectly with its innate ability to foster partnerships, seen as an opportunity to take on the clients' goals and build long-lasting professional alliances.

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Project

In view of the aim of the project and the characteristics of the client, Praxi Sales and Marketing conducted an internal and external analysis:

- analysis of sales data: sales performance, cost analysis and calculation of breakeven point, forecasting
- internal audit: all the managers were interviewed with a view to identifying their perceptions, motivation, objectives, elements in common, differences and aspirations
- quality research on target companies, conducted on a representative sample of large companies with major transport requirements, with a view to understanding how the service is perceived and to identify critical points and opportunities as regards corporate mobility management. The research took the form of open interviews, in which potential clients expressed what they would like to be offered (product, service, means of payment, how fares are calculated, etc.).

Once the research document was presented and approved, covering perceptions, desires and awareness of the service, the marketing plan was drawn up as follows:

- identification of the short and medium-term business targets in terms of profits, client type and awareness
- mapping of current and future positioning
- rationalising of competitive edge
- identification of criteria for segmenting the objective market (companies with a type of mobility able to exploit the competitive edge identified, roles within the decision-making process)
- definition of the potential of the objective market (number of target companies in the various areas)
- identification of the target and construction of the Named Account List
- definition and organisation of strategy
- characteristics of the offer (product, price, image)
- identification of the marketing drivers to underpin the strategy (account management, price strategy, sales strategy, product/service level, client retention).

Results

The positive trend continues for the client in the field of sustainable mobility in big cities, and has shifted up a gear vis-à-vis business clients.