



## How Quest helped a client prepare for a significant market change based on developing a thorough understanding of how competitors would react

### The Opportunity

Quest's client faced a unique challenge when their largest competitor was acquired by a very large multinational. The client expected change, but exactly how this would impact them and the Australian market was unclear. The leadership team wanted a better understanding of their new competitor and their potential transition into the Australian market. They wanted to also understand how other competitors were likely to be impacted by the market change, and how they would react, as this would have flow-on repercussions. The company needed to take a measured response aligned with their strategy. They wanted to avoid panicking and resorting to tactics and responses that would undermine the company's long-term goals. In short, they needed a response that would ensure long-term competitiveness, and to which all functions of the business could be aligned and committed.

### The Solution

Quest worked closely with the company's local strategy team and guided the research process to build a better understanding of the market, and more comprehensive insights about its chief competitors, old and new. Critical to the research process was how to find valuable, usable information and intelligence about the competition within legal and ethical guidelines. These insights were drawn from an analysis of the competitors' capabilities, corporate culture, KPIs, aspirations and lessons from other markets where similar change had occurred. The key goal of this research was to understand how competitors operated, and as such, how they were likely to act before, during, and after the major acquisition by the multinational.

After this research was conducted, Quest conducted a War Game workshop with 30 cross-functional leaders designed to:

1. Predict how key competitors and their customers would operate in the lead up to and after the market change;
2. Understand potential 'hot spots' or 'clash points' where competition was likely to become most intense;

3. Understand what vulnerabilities the client had, and what remedial actions would be required;
4. Understand what competitive opportunities the client could better leverage;
5. Collaboratively build upon and modify the existing strategy based on new learnings; and
6. Achieve endorsement of the new strategy from the broader group of cross-functional participants.

### The Results

- There was confidence in a more robust strategy adapted to deal with competitive challenges;
- Decisions were made which accelerated and modified strategic choices (including new product development, and changes in sales KPIs) to better meet competitive threats and capitalise on market opportunities;
- The leadership group were aligned, committed to their updated strategy and to each other; and
- There was clarity over how, where and why extra resourcing would be required;
- Market share was protected.