

## **Case Study: IT Consulting Company**

### **Company Profile**

IT Consulting Company provides comprehensive IT services for on-site and outsourced IT support for small and medium-sized companies. IT Consulting Company provides on-demand support for a variety of IT hardware and software products including databases, telecommunications, CRM and Internet based technologies. IT Consulting Company also offers a complete range of Web technology services including e-commerce portal creation and website development.

Since 1998, IT Consulting Company has provided professional IT consulting services to leading corporations in Europe and the United States. A small list of clients include: Deutsche Bank, France Telecom, Shell Oil, ABN-Amro, PriceWaterhouseCoopers, Telenor, Swisscom, EDS, Jazztel, Retevisión, Telefonica, and the Sema Group.

IT Consulting Company is a young IT consulting services company. Its highly qualified IT professionals offer their clients the best solutions, employing advanced technologies.

### **Client Needs**

In order to grow its business within the City of San Diego, IT Consulting Company's Partner, sought the expertise of MARKETING SOLUTIONS by CESSON.

#### **Identification of Needs:**

- Increase IT Consulting Company's market knowledge of San Diego's large business' IT consulting needs.
- Detailed knowledge of IT Consulting Company's competitors.
- Finding professional networking organizations through which to personally market IT Consulting Company's services.

### **VISION**

Provide IT Consulting Company's with a better understanding of San Diego's IT consulting market and their position within the market.

#### **MARKETING SOLUTIONS by CESSON Objectives:**

1. Understand IT Consulting Company's business and the IT consulting industry.
2. Discover IT Consulting Company's core competencies and competitive advantage in relation to competitors.
3. Research San Diego's market for IT consulting.

MARKETING SOLUTIONS by CESSON's vision for IT Consulting Company's was to help them overcome a plateau they had reached in growth as the result of a misunderstanding of the externalities they were facing in the IT industry in the City of San Diego. MARKETING SOLUTIONS by CESSON ascertained that IT Consulting Company's most likely clients were small to medium sized businesses and that they would be contracting directly with C-Level executives.



## DELIVERY

MARKETING SOLUTIONS by CESSON conducted a detailed analysis on San Diego's IT consulting services market. The study included both primary and secondary research methods including:

### Primary Research

- Survey IT Consulting Company's employees and conducted an internal analysis of the company.
- Survey of C-Level Executives experiences and attitudes towards the use of outsourced IT consulting services.

### Secondary Research

- San Diego Industry Sectors and Size of Establishments
- IT Market Composition Analysis
- San Diego's Largest IT Consulting Service Companies
- Analysis of Key Player: K-Force

MARKETING SOLUTIONS by CESSON determined, through original, proprietary research that a sample of C-Level executives (at companies of 50 or more employees) used either in-house IT departments (38%) or contracted IT consultants (37%). Some found it necessary to hire both in-house IT personnel and external technology consultants (25%). Among that total 38% of companies that do not use outside support, 19% said they needed full-time IT support and 13% had concerns about their IT security. Among those C-Level executives that *did* use external IT support, they averaged a satisfaction level of 3.54/5 with 1 being extremely dissatisfied and 5 being extremely satisfied. Of the 38% of companies that did not use external IT consultants, 75% said that they would be willing to outsource if it were cost-effective, secure and reliable thus providing IT Consulting Company with selling points to companies with *internal* IT units.

## RESULTS

There were three specific categories of results. They were: selling to companies with internal IT departments, grappling with external market conditions and using strengths and strengthening weaknesses.

In the first category, **approaching companies with only internal IT departments**, IT Consulting Company now specifically knows which of their features to sell based on the C-Level executive responses to MARKETING SOLUTIONS by CESSON's survey. For instance, since the survey results indicated that the second most important quality to the executives was the security their internal IT departments provided them. With this information, IT Consulting Company did not have to emphasize issues that these executives would potentially care less about (perhaps even an issue such as pricing).

In the second category, **grappling with external market conditions**, MARKETING SOLUTIONS by CESSON gathered information on IT Consulting Company's main San Diego competitors, the ten largest IT consulting firms by revenue in the City of San Diego. MARKETING SOLUTIONS by CESSON collected competitor information based on their revenue, location, clients, owners and duration of business operation and provided analysis to IT Consulting Company so they could better handle competition.



In the third category, **know how to capitalize on their strengths and strengthen their weaknesses.** Through our competitive analysis, IT Consulting Company became more aware of how they can best compete with other IT consulting firms based on IT Consulting Company's core competencies and

The extensive research conducted by MARKETING SOLUTIONS by CESSON has given IT Consulting Company's a better understanding of the market conditions they are facing in San Diego. IT Consulting Company now has the ability to implement strategies that capitalize on the opportunities of the market and use competitive advantage to combat competitors.