

The Role of Market Research in Groupware Service Design

Business drivers

This case study will be of interest to telecoms companies that need to:

- ▶ Develop new service concepts
- ▶ Establish service propositions for different target groups
- ▶ Define the market opportunity and identify market entry routes

Client

New Messaging Products Manager of a major European telco.

Client situation

The operator wanted to reposition itself in its customers value chain, by developing a new service with which to enter the nascent managed groupware market.



The market entry strategy was proving difficult due to:

- ▶ Inadequate knowledge of competitor activities
- ▶ Incomplete understanding of market needs
- ▶ Incomplete understanding of the most appropriate technology

Full market information and supported evidence was needed to decide if there was

a business case. If there were, the credibility and supporting evidence was necessary for the initiative to be presented to the international business units.

Realistic and well-researched service propositions were then tested on the market to see if there was a market opportunity.

What we provided

Six new service concepts were generated through idea-sharing techniques and secondary market research. These helped formulate the necessary competencies, partnerships and selling techniques.

The second stage involved a semi-structured questionnaire to interview senior executives from 30 UK major companies. The results were used to transform the service concepts into service propositions, assess the market size and prepare a market entry strategy.

Project outcome

Both stages were accepted and we were retained for further proposition development work specifically aimed at existing customers with a view to winning a pilot trial.