

Client Situation



A technology-based start-up that was first to market with high-speed, high-performance Gallium Arsenide Radio Frequency Integrated Circuits (RFICs) enjoyed initial success, but quickly encountered tough competition, began losing market share, and suffered a dramatic drop in its stock price.

The company's goal was to return to its former position as a high-growth, highly valued technology market leader. Working with a newly appointed CEO, Alliance was tasked with helping to define a focused corporate strategy and energizing the organization to effect change.

Alliance Approach

Alliance first engaged senior management in a rigorous assessment of the market realities. As a result, the group was able to form its own conclusions about critical vulnerabilities for the company, create a fact base for thinking about the strategy, and create a sense of urgency for change.

For example, customer needs research revealed that the management team had developed "blind spots" when it came to seeking new market opportunities and anticipating competitors' next moves. By focusing on expanding its view and working to understand how the company's products fit in the marketplace, the team was able to develop technology and product roadmaps to share with customers and prospects.

The resulting alignment of customer needs with company vision boosted customer confidence and created widespread buy-in for strategic change throughout the company -- critical success factors for setting the market agenda and building an adaptive organization capable of executing on the vision.

Results and Impact

To drive the strategy toward implementation and sustained success, Alliance helped the company create a "Connected Scorecard" that served as the basis for tracking performance and progress. The results so far have been very exciting for the company, including the successful launch of several new products following a year-long dormant period and rapid advances in quality and customer service.

- Stock rebounded from \$8 to \$25 while competitors' stock prices stayed flat.
- New products were launched in time to seize opportunity and set the market agenda.



- New customer base is quickly expanding as the company regains its position as the leader in the hot-growth area of RFICs for cable modems.
- The organization is aligned with the vision and committed to action and change.