

heernet ventures

Case study

Developing a growth strategy for a leading directory publisher

- ▶ Directory publisher experiencing structural decline in its core print market and insufficient growth in its online business
- ▶ Heernet ventures analysed the growth strategies of peer directory publishers in Europe, North America and Asia and identified 'best of breed' practices
- ▶ Subsequently, the client was presented with a series of recommendations for achieving strong growth

One of the largest directory publishers in the world needed assistance with formulating a new growth strategy. Whilst the client is a market leader (1,100 print titles with a combined annual circulation in excess of 125 million copies), its core print directory advertising is in structural decline and its online business is not growing sufficiently fast to compensate for the decline in the print business.

Heernet ventures worked with the client to scope a project which would achieve two key objectives: provide insights into how other directory publishers were tackling the structural changes occurring in the yellow pages industry; and recommend actions that the client could undertake to achieve growth and enhance profitability.

Heernet ventures identified and analysed seven directory publishers from Europe, North America and Asia. The analysis focused on three key components: corporate actions (including mergers and acquisitions), product development strategy and sales force strategy.

The analysis provided the client with detailed insights into how other publishers were tackling the challenges posed by the migration of directory advertising from print to online. The client was also presented with growth options ranging from a transformational strategy (based on acquisitions) to organic entry of related online media markets.

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