

# Case Study

## Exceeding Revenue Growth in Emerging Markets

### WorkOut

### Aligning your Organization for Change

#### Situation

Two country general managers (CGMs) for a Fortune 50 Technology Corporation were concerned about slower than anticipated growth in their markets. They were responsible for two key emerging markets—China and Brazil. Each CGM had a very different set of challenges and opportunities from a strategic and operational standpoint.

The company's strategy was to develop China and Brazil as anchors for their Asian and South American operations respectively. Without solid revenue and market share growth in each of these emerging markets, the corporate strategy would fail. Experiencing increasing earnings pressure, the organization prepared for a substantial transformation that would quickly put them on the right platform for growth.

#### Solution

The CGMs of China and Brazil asked us to design WorkOut Sessions that would help them achieve their respective goals.

In China, Diligent worked very closely with the CGM of China to design a series of sessions that would engage all product lines, channels (including eBusiness), and primary stakeholders—both in Asia and at headquarters. Diligent collaborated with regional managers in the area for over three years, addressing critical issues related to human capital transfer and the attraction and development of local skills and talent. In the course of the WorkOut sessions, challenging but productive discussions—on revenue targets and market share growth were facilitated.

In Brazil, Diligent applied a similar formula to the WorkOut session, now concentrating on the need to execute the agreed upon strategy and minimizing execution gaps. People mobilized for change after making sure that the ultimate goal of every initiative that was approved was clearly communicated. Resistance to change subsided, now that people saw themselves implicated in the process of tactic formulation and execution.

#### Results: Company Voted #1 in China, and Brazil Hits Targets First Time Ever

Through these WorkOut sessions—which the CGMs personally led—the two organizations were able to achieve their results. After several years of working together, this client was recently voted #1 technology company in China in terms of sales, market share and overall market positioning.



After one session in Brazil with an extremely heavy focus on execution, the Brazilian organization attained its financial and market share targets for the first time ever! It continues to be the anchor of South America for this firm.

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