

CASE STUDY · 02

BIG DATA AND ANALYTICS · SOUTH AFRICA

From resource provider to strategic advisor: 150% organic growth in 12 months and a valuation that doubled on investment.

SECTOR

Big Data and Analytics · South Africa

STAGE

Established resource business, formalising a strategic advisory arm

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The business had shifted. The way it was seen and engaged with had not.

The business had built a successful reputation as a provider of highly skilled big data technology resources. Over time, those resources were increasingly being used by clients as strategic advisors — beyond what they were contracted for.

The business identified this as a customer need and moved to formalise a strategic advisory arm. The gap was that the positioning, the customer engagement model and the market's perception of the business had not yet been built to support it.

The demand was already there. What was missing was the structure to make it real.

I had experience delivering customer engagement at enterprise level and brought frameworks the business could apply quickly. The shift in how clients engaged happened faster than expected — partly because the rebrand changed how the business was perceived externally, and partly because clients genuinely wanted the conversations.

"The management team underestimated the impact of the rebrand in consolidating this change and driving it forward with both clients and staff. It made an immediate shift in positioning, changing how the business looked, sounded, felt, and was heard. The team were the key touchpoint in this customer experience, and guiding their change was crucial to commercial success. The full commercial impact didn't show up until the valuation was double the expected investment amount. The work was truly validated."

Five streams to fundamentally shift how the business operated.

- 01** Completed a full rebrand to reposition the business from resource provider to strategic thought leader — the single biggest lever in shifting external perception.
- 02** Reviewed the customer journey and mapped every touchpoint to identify where the current experience was reinforcing the old positioning and where the conversation could shift.
- 03** Reviewed existing client relationships and mapped the ideal engagement model — then built a per-customer plan for priority clients to move each relationship toward strategic conversations.
- 04** Created systems and processes to ensure consistency across all client interactions, alongside individual roadmaps for the clients the business most wanted to develop.
- 05** Internal management structures, culture and team alignment — roles, accountabilities and processes formalised so the team could operate as a strategic advisory firm in practice, not just in name.
- 06** Multiple initiatives to guide the team through this transition: cheat sheets on positioning, professional templates, presentation training, thought leadership marketing and deeper partner engagements.

WHAT CHANGED

The strategic advisory arm became a real part of the business. The results followed.

The resourcing business had operated in a dynamic market where technology shifts could quickly change client demand and budgets. The strategic advisory revenue stream diversified the model and stabilised what had previously been a volatile commercial base. Client conversations shifted in nature and depth, and retention improved because clients were getting more value from the relationship.

+200%

engagement

150%

organic growth in 12 months

Valuation

doubled on investment

Revenue

additional stream established

Retention

increased

Positioning

shifted

FIND OUT WHERE YOUR GAP SITS

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