



# CASE STUDY: Accelerating Growth At Top Speed



## Background

Alcoa, a global leader in lightweight metals technology, engineering and manufacturing, innovates multi-material solutions that advance the world. Alcoa enables smart buildings, sustainable food and beverage packaging, high-performance defense vehicles across air, land and sea, deeper oil and gas drilling and more efficient power generation. They pioneered the aluminum industry over 125 years ago, and today, our 60,000 people in 30 countries deliver value-add products made of titanium, nickel and aluminum, and produce best-in-class bauxite, alumina and primary aluminum products.

## Challenges

- Alcoa was experiencing limited financial success in the automotive market sector. Customers weren't responding—even to price changes. They needed fuel for growth
- Marketing focus was too much on themselves and they were not proactively targeting a broader audience by ignoring the customer's customer—the car buyer
- They were selling products and technical specifications, not benefits
- They needed new go-to-market capabilities to get them back on the road to success

## Approach

- Conducted in-depth business case analyses and EMM diagnostics to determine which customers offered the greatest potential and what capabilities they had to deliver to them
- Using science, not guesswork, we identified the best target customers, found their pain points, and developed a unique and differentiated value proposition that they could relate to
- Developed relevant solutions that maximized growth and profit opportunities
- Established automotive market sector lead teams to perform customer segmentation, identify top-20 accounts and tailor account strategies for each based on market research



## Result

- With a whole new discipline to align its capabilities, the organization now has a defined EMM roadmap for targeted growth
- The focus is on a complete strategic solutions approach that leverages all of their resources and creates new opportunities for growth—all centered around new best friends: target customers.
- Since embracing EMM, they have been putting the pedal to the metal with **more than \$75 million in organic revenue growth** already captured.
- Following this success and lessons learned, the company went on to embrace the EMM approach in their other key market sectors including aerospace, building and construction, transportation and industrial products.