



CASE STUDY: Creating Mature Market Growth Strategy



Background

Harland Clarke is a leading provider to financial and commercial institutions as well as individual consumers and small businesses. The company, headquartered in San Antonio, Texas, has a national presence with manufacturing facilities and customer service centers across the country.

Challenges

- John Harland, a US printed product (checks and forms) & financial software company, was struggling to grow in a mature market with shrinking demand for checks

Approach

- Conducted customer research with banks and credit unions to segment financial institutions, identify key purchase attributes and develop segment-specific value propositions
- Developed pricing strategies for different offerings and bundles
- Redesigned money center and super regional bank proposal development and sales process for multi-year RFPs
- Created product rationalization approach to eliminate low-volume and redundant products and streamline sales collateral and operations
 - Customer segmentation and target customer identification
 - Segment-specific value propositions
 - Product development and rationalization
 - Pricing strategy
 - Go to market approach
- Developed a check program benchmarking tool to enable financial institutions to compare performance to user-defined competitive sets and identify Harland supported opportunities for increasing revenue and profit



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Result

- Improved pricing profitability and win rates with largest bank customers
- Simplified and improved product and bundle pricing
- Developed opportunities to cross sell printed products and financial software
- Streamlined product line by 20-30%
- Improved customer check ordering process to reduce lead time and improve operational efficiency