



Case 5

The client: An internet joint venture of a telecom group and an international bank group.

The challenge: Find ways and means to generate extra income.

Our approach: This joint venture had been created in the late nineties, the years of the internet hype. It was meant to create added value by making internet connections, but it soon became clear that the results were disappointing and that drastic measures were required to turn the tide. The management soon launched the hunt for more profitable alternatives. In one of several brainstorming sessions, it was proposed to use the in-house internet marketing and communication expertise and to offer the JV's services to the main traditional advertisers. At the time, the latter hardly had any idea of how internet communication might boost their business.

Blue Turtle Business Partners was key in putting this project on track. It created a new business unit, but first made an assessment of the risks the JV would have to face when it actually entered this market. As it happened, the selected field was still largely unexplored, so that everything still had to be done. It was also essential to move swiftly in order not to lose our competitive advantage. An ad hoc team was set up to deal exclusively with the valorisation of the JV's professional internet services.

The team first developed a strategic business plan for the new business unit. The project required intense and frequent pro-active communication efforts. It was of the utmost importance that our project be noticed by the target group. That is why we started to develop appropriate promotion tools, such as electronic newsletters. We organised breakfast meetings and other promotional events, to support the JV's sales and marketing staff.

The result: The project was a success. The advertising people became really interested. We helped them to get acquainted with the potential of the internet and to develop a coherent internet-based marketing strategy. But that was not the end of it. The developments had not remained unnoticed and a foreign company offered to take over the joint venture as a whole. The Business Unit we helped create, since has developed into the most profitable division of the international business group to which it now belongs.

Do you have further questions, or would you like to exchange views with one of our team? Please feel free to contact us. We will be delighted to meet you.