

Positioning

Grunau Company

Challenge: To increase awareness of the nearly 80-year-old, mechanical contracting company, and clarify misperceptions about the company's ownership, management and future direction.

Target: Customers, prospects, construction companies, architects, engineers, contractors and the media.

Solution: Bottom Line systematically led Grunau Company's management team through the five phases of the Strategic Marketplace Positioning (SMP) process. Phase 1 – Assess, included extensive client input on the company's mission, vision and culture. Together, we conducted an assessment of the company's strengths and weaknesses, as well as the opportunities and threats posed by the marketplace and industry. We also uncovered how the management team thought key audiences perceived the company. Bottom Line synthesized this information into a positioning statement that clearly defined what Grunau wanted its key stakeholders to think, feel, say and do with regard to its company.

In Phase 2 – Test, the statement was tested among prospects, clients and other key audiences to see if it resonated appropriately. We also gathered information about industry attitudes and attributes important to customers when hiring a company like Grunau. The resulting survey summary and gap analysis identified perception gaps and areas where the desired marketplace position already had traction. The positioning statement served as the touchstone during Phase 3 – Plan, in developing the company's marketing public relations plan, which included internal and external communications. Some of the tactics executed during Phase 4 – Do, included creating message strategies to demonstrate key aspects of the positioning statement and crafting talking points for each message strategy. As part of the multi-year plan, Bottom Line helped Grunau create a corporate brochure, redesign its newsletter and Web site, and write case studies that tell its story in a more compelling and consistent manner.

Outcome: In executing the plan, Bottom Line increased awareness of Grunau through media relations efforts and editorial placements in local business and national trade publications. In August 2005, Grunau was featured on the cover of *Plumbing & Mechanical* magazine for its Lean initiative, which is unique to the industry. We continue to work with Grunau on ways to best merchandise this type of editorial placement to further demonstrate its areas of expertise among customers and prospects. Phase 5 – Measure, is an ongoing process that evaluates the success of individual strategies. At some future date Grunau will again survey customers, prospects, vendors, the media and other key audiences to compare current perceptions of the company against the baseline results from the initial survey conducted in Phase 2 of the SMP process. This will demonstrate the increased level of awareness and understanding of Grunau among these audiences.