

Situation:

The client is Target, one of the largest retailers in the world. Historically, they had been the company's largest client with billings in excess of \$1MM. Due to our account management turnover, plus a change in the key stakeholder at the client, we were now speaking with a fairly junior level person, leaving us quite vulnerable. Our contact did not have the internal credibility or standing to fight for budget so when it came time to find cost savings, we were left out in the cold.

Thought Process:

Oh crap!

How do we get much higher in the organization with a value proposition that justifies their previous spend level? By reading earnings call transcripts, we learned that Wall Street was asking questions about their pricing strategy, especially how they performed poorly during the key Holiday season due to poor promotional strategy and came in a distant fifth behind Walmart, Costco, Best Buy and Amazon. Given the size of those categories and their importance in the Holiday shopping season, we estimated this cost them \$250MM in lost sales (a 10 percent improvement over their actual performance).

Action:

We could see on the earnings call transcripts who the analysts were who cover Target. We tailored emails to each of them offering them free access to our data that spelled out in more detail exactly how Target was beaten based on categories, brands, and depth of discount. One analyst immediately called us back and we provided her the access to the data the next day. She wrote a report on Target a few days later using our data as a key proof point for why she was lowering her price for the stock. For context, a 1% drop in Target's stock price is worth \$590,000,000

Result:

The same afternoon her report was published, we reached out to the CFO, CMO, and SVP-Investor Relations at Target asking if they had seen her report. We were able to get our renewal back, with a 5% increase, due to our ability to show a clear ROI. Additionally, we elevated the ownership of our relationship to the VP of IR.