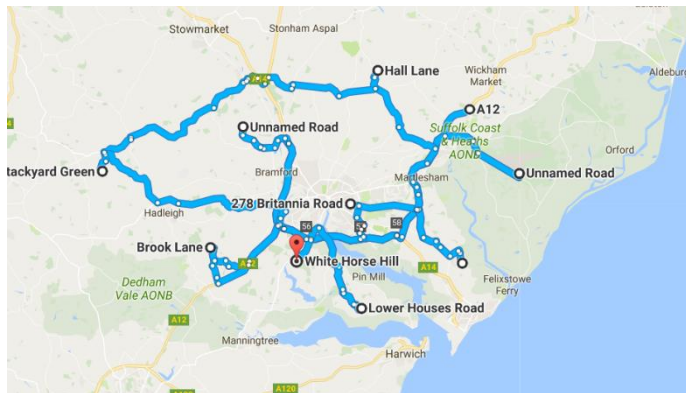


Case Study: Wheatley Solutions

Market Assessment Study

Wheatley Solutions had developed a Workforce Management Software solution and required a comprehensive evaluation of the potential market, taking into account market trends. It selected Milner to undertake the assessment of the market. The market audit provided insights and recommendations that allowed Wheatley to make appropriate investment decisions about the future of the product.

The project included a survey of approximately 14,000 contacts across 10 different target sectors. Milner analysed the survey results and carried out complementary secondary research. This analysis formed the inputs for detailed modelling and forecasting to fully understand the dynamics of the market. The project findings underpinned the strategy Wheatley developed for its Workforce Management Software.



About Wheatley Solutions

Wheatley delivers intuitive scheduling, appointment booking, routing, market messaging and asset management solutions, which helps the service management industry make the most of their assets and mobile workers.

From companies who track millions of assets and hundreds of mobile workers to small companies with just a few mobile workers, Wheatley provides flexible scheduling, routing and data co-ordination, together with dynamic appointment booking solutions.

It has specific expertise in the field service sector. Here it offers a range of services that deliver a significant return on investment to clients.

Wheatley Solutions' Requirement

Wheatley wanted independent market insights to support a strategic decision, as it considered whether to invest in or divest its Workforce Management Software, Assign.

The marketing team needed a bespoke four year quantitative market forecast to size the market opportunity and understand its future growth rate. This was required to inform the internal planning processes and the long-term strategy for its product in the market.

A detailed competitor analysis was needed to help Wheatley find the 'sweet spot' for its product in terms of sectors to target and how to position its product against other software vendors. To increase the rigor of the analysis, Wheatley also wanted to carry out a primary research survey with its contacts from across its 10 target sectors. This was designed to gather insights directly from end-consumers.

The study needed to provide Wheatley with an understanding of the future of the technology and information about the trends in payment structure (set-up costs, licence and maintenance) for this kind of software.

Milner's Solution

Customer and competitor analysis

Milner started by classifying the 83 customer classifications that Wheatley wanted to target into 10 high-level sectors, and applying this to Wheatley's CRM data. The team then extracted UK company numbers within each of the 10 target sectors and each of the 8 size bands. This formed a rigorous basis for understanding customer behaviour.

Wheatley also wanted to study 9 competitors to evaluate its own similarities and differences. Milner profiled each competitor and prepared a comparison of their target sectors and product offerings, showing clear differences in strategic focus.

Primary research

Wheatley and Milner worked together to devise a 25-question survey to find out more about customer behaviour. Wheatley sent the survey out to 14,000 recipients in its target sectors and Milner analysed the results, which formed a key input into the model.

Market forecast model

Milner built a market model to calculate the UK volume and value of Route Optimisation Software sales at a sector level. Pricing structure (set-up costs, licence and maintenance) were analysed and fed in to calculate the market value.

Diffusion of Innovation theory was then applied to assess which stage the market for Workforce Management Software was at. Using this analysis, Milner prepared a 4-year forecast to show how the market would evolve.

Report

The team prepared a report that collated the findings from all research packages and drew intelligent insights into a clear and compelling narrative. Milner formed data-driven conclusions and recommendations based on evaluation of the research evidence. The report provided independent evidence to support Wheatley's strategic discussions.



Wheatley Solutions' Benefits

1. Tool to inform strategy

Market analysis forms the basis for strategy formulation. By understanding and quantifying the current and future market for Workforce Management Software, Milner gave Wheatley the information it needed to decide how to progress with the product.

2. Independent evidence

As a consultancy, Milner was not personally invested in the future of the product and provided an unbiased viewpoint. Wheatley benefitted from objective information about the potential market opportunity and impartial conclusions and recommendations about the strategy for the product. This meant it could be confident that it was making the right decisions.

3. Market analysis specialists

Milner has a wealth of experience in market modelling and assessing market opportunities, built over 10 years in the industry. Milner's specialisation meant the work was completed quickly and efficiently so Wheatley could start using the results to drive its business more effectively.

4. Tailored to requirements

Wheatley had identified 83 customer classifications that it thought would be target segments for its software, which translated into 10 target sectors. Milner built a market model that exactly matched these customer classifications and ensured that it was modelling the right market for Wheatley's product. By carrying out a bespoke piece of work, Milner provided Wheatley with accurate information about its opportunity.

5. Collaborative working

Milner works closely with its clients to ensure that they are happy at each stage of the project, and Milner and Wheatley communicated regularly by email and telephone. Wheatley was assured that the project would give them all the information they needed and that the project was progressing as planned.

"I commissioned Milner to assess the market attractiveness of generic Workforce Management software. I wanted to take advantage of Milner's expertise in modelling markets and analysing customers and competitors. Milner worked closely with us throughout the project to ensure that we were happy with the methodology and definitions being used. It provided objective advice on the primary research survey and messaging which we found very useful. The model provides us with detailed quantitative information about the market size and its growth rate, in addition the report Milner wrote gives us a comprehensive narrative about the attractiveness of the opportunity. We now talk about the Diffusion of Innovation curve as part of our language when discussing strategy. The deliverables exactly met our needs and formed a valuable resource, so we were extremely impressed with the work carried out by the Milner team."

Jane Bromley

Marketing Manager

Wheatley Solutions