

**client**

European Financial Services Company

**location**

Madrid, Spain

**further information**

Ann Brewin

[ann.b@forwardthinkinginc.com](mailto:ann.b@forwardthinkinginc.com)

+44 (0) 208 939 2330

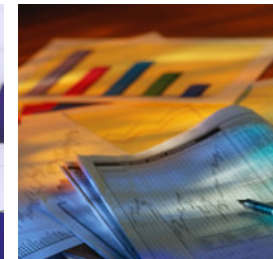
**services provided**

- Sector quantification and review
- Sector strategy

**the challenge**

One of Europe's largest financial services firms required a better understanding of an underexploited market sector which had proven persistently difficult to penetrate. The client looked to fti to provide a detailed understanding of the sector's size and dynamics – quantifying the opportunity, understanding customer spending patterns and exploring routes to market.

This included on-the-ground research with retail merchants in Madrid and Barcelona to understand their attitudes to alternative payment methods. Following this initial phase fti were asked to develop a country Strategy to attack the sector in Spain. The quantification work allowed us to prioritise specific merchant segments (e.g. supermarkets) and work with the client to plan effective initiatives to attack each one.



**project scope**

**phase 1**

- Quantification of the sector opportunity via market modelling
- Business modelling to evaluate the potential sector impact on overall company revenues
- Qualitative market research with retail merchants in Madrid and Barcelona
- Desk Research on sector dynamics

**phase 2**

- Review of internal resources, programmes and research, via internal interviews and documents
- Strategy Workshops to explore sector opportunities, and develop initiatives in response
- Development of a clearly articulated, logical and well evidenced Strategy Document to attack the sector opportunity in 2010-12

**outcomes**

- New understanding of the sector opportunity and appreciation of its scale and strategic importance
- High level buy-in for the need for large-scale investment in sector
- A Strategy with clear and tangible actions leading to several new, large scale initiatives launched in 2009/2010