Commercialization as a Turnaround Discipline: Rebuilding Market Position, Creating Demand and Restoring Growth

THE CLIENT

Diablo Management Group, Inc.

Turnaround advisory firm serving corporations undergoing financial hardship, with a focus on rebuilding operations and supporting business expansion.

THE COMMERCIALIZATION MANDATE

Help Diablo's turnaround and portfolio companies restart growth by rebuilding identity, positioning, demand, awareness and market opportunity—quickly enough to matter during a turnaround.

GI was retained by Diablo to support corporate rebuilding for distressed and growth-stage clients.

THE STARTING POINT

Diablo Management Group is a turnaround entity for troubled corporations, providing advisory services to companies undergoing financial hardship. Diablo helps companies rebuild through operational improvements and business expansion, and retained GI during the 2008 economic downturn when many companies were distressed.

The opportunity for GI was broader than conventional marketing: help turnaround companies regain market traction, create new business opportunities, establish credible market positions and give management and investors a path back to growth

THE GI INSIGHT

In a turnaround, commercialization is a business-recovery tool. The job is to quickly reconnect a company with its market—clarify the story, rebuild confidence, create demand and convert renewed awareness into measurable opportunity.

THE COMMERCIALIZATION PATTERN

Across Diablo's portfolio, GI applies the same core discipline in different ways: diagnose the market problem, sharpen positioning, rebuild identity and messaging, create demand, develop sales-support materials and activate the channels needed to restore growth. The individual programs differ by company; the commercialization objective remained the same.

BUILDING THE COMMERCIALIZATION SYSTEM

From Turnaround Diagnosis to Market Traction

GI's work for Diablo demonstrates a repeatable commercialization pattern across very different companies—from Apple consumer software to public-safety communications, private equity and biotechnology.

01	DIAGNOSE THE MARKET	Understand the business situation, target audience, market position and immediate growth problem so the marketing program supports the turnaround rather than operating beside it.
02	REBUILD IDENTITY & POSITIONING	Create or refresh the identity, name, messaging and market position so the company can re-enter the market with a clear and credible story.
03	CREATE DEMAND	Use public relations, demand-creation programs, packaging, literature and other market-facing tools to generate attention and new business opportunities.
04	ENABLE SALES & BUSINESS DEVELOPMENT	Build the literature hierarchy, market materials and programs needed to support prospect development and help sales conversations move forward.
05	EXPAND THE ADDRESSABLE MARKET	Extend messaging into new audiences and markets when the existing position limits growth—as GI did for Slim Search's genomic search-tool market.
06	CONVERT TRACTION INTO VALUE	Turn renewed market traction into profitability, growth, major sales, market share or acquisition readiness—depending on the client's business objective.

A PORTFOLIO-LEVEL COMMERCIALIZATION PARTNER

Diablo's relationship with GI extends across five companies over seventeen years. Its principal, John Kirsten, describes the businesses as young and growing and said they needed the full array of strategic and tactical planning, PR, branding, identity and awareness.

COMMERCIALIZATION IN PRACTICE

Four Turnaround Situations. One Commercialization Discipline.

The strength of this engagement is the range of business situations. GI does not apply a single marketing package; it adapts the commercialization strategy to the specific value-creation challenge facing each company.

FWB SOFTWARE **Create New Business Opportunities**	GI used aggressive public relations, demand-creation programs and new product packaging to build new business opportunities for the Apple consumer software company. The result was profitability, growth and positioning for acquisition.
ElectroCom now IP MOBILENET **Reposition for Market Share & Acquisition**	For ElectroCom, GI created the transition to the new corporate name and logo, IP MobileNet, and coined “Networking in Motion.” IP MobileNet achieved significant market share that enabled acquisition.
PARALLAX CAPITAL PARTNERS **Build the Private Equity Prospect Base**	GI contributed to Parallax's marketing activities by developing demand-creation programs and an entire literature hierarchy to support the firm's effort to build its base of private equity prospects.
SLIM SEARCH now BioInformatics **Globalize a Biotechnology Venture**	GI developed strategic and tactical plans, established a new identity and messaging for expanded audiences in the genomic search-tool market, and drove a 3,000%—30-fold—increase in software downloads, resulting in several major sales including Washington University in St. Louis Medical School.

WHAT THE CLIENT EXPERIENCED

“I’ve been a client and worked with GI with five companies over seventeen years.”

John Kirsten, Principal, Diablo Management Group

He describes GI as a “quick study” able to grasp the situation immediately and kick off a detailed program in a matter of days.

THE BUSINESS IMPACT

Commercialization That Restored Enterprise Value

PROFITABILITY & GROWTH

FWB Software attained profitability and growth after GI built new business opportunities through PR, demand creation and product packaging.

ACQUISITION READINESS

FWB was positioned for acquisition, while IP MobileNet's significant market share enabled its acquisition.

3,000% DOWNLOAD GROWTH

GI's programs produced a 3,000%—30-fold—increase in Slim Search genomic research software downloads.

MAJOR SALES

Slim Search's increased downloads resulted in several major sales, including the coveted Washington University in St. Louis Medical School.

400+ DISTRESSED COMPANIES SERVED

Diablo has served more than 400 distressed companies through turnarounds and asset liquidation; GI's contribution to successful turnarounds supported Diablo's growing client base.

RENEWED MARKET CONFIDENCE

Turnaround company founders, management and investors noted the critical importance of GI's contributions to renewed successes.

Our Commercialization Approach

The Diablo engagement is an early example of GI’s commercialization approach: aligning market positioning, identity, demand creation, communications and sales support with the business objectives that matters most.

For a turnaround, that objective may be profitability, renewed growth, acquisition readiness, market share or the ability to reach a new audience. GI's role has been to translate the business situation into a market-facing strategy and then execute the programs required to create measurable traction.

That is the discipline: not marketing for marketing's sake, but using strategy, message and market activation to help restore enterprise value.

DIAGNOSE → POSITION → CREATE DEMAND → ENABLE SALES → BUILD TRACTION → RESTORE VALUE

Golden Impressions | Strategy. Message. Impact.