

UNIVERSIDAD ESAN



STRATEGY FIELD STUDY REPORT

In collaboration with:



Schulich School of Business, Canada
Master of Business Administration (MBA)

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Executive Summary

Brightmark has reached a point where it needs to **decide how to grow** in a commoditized industry wherein all the players are offering similar services. The company's primary challenge is to **grow annual revenue to \$5 million while maintaining a profit margin of 20% in the next 3-4 years**. However, Brightmark needs to clear the following hurdles to achieve this target: mismatch between aspirational client size & current capabilities, influence of Salesforce AE at the top of the sales funnel, underutilized training vertical, and short-term ROI-based thinking limiting brands salience.

Based on the external and internal analysis, we believe that it will be difficult to achieve this growth organically. Hence, we suggest that Brightmark should **position itself to be acquired** by a potential suitor in the next-three years, with a checkpoint at 12-month to assess the impact of our recommendation on revenue trend. As the valuation in this industry is primarily based on **Revenue Multiple**, it is pertinent for Brightmark to work on increasing its top line in this three-year period.

To increase their revenue, Brightmark should continue to **serve small and medium sized businesses** in the BFSI industry. This will give Brightmark access to more implementation projects in the short-term helping them to increase the flow of revenue. Further, they need to invest in Omnichannel Marketing activities (digital marketing, partnering with Fintech incubators, and participating in trade shows) and partnering with B2B lead generation agency to **reduce their dependence on Salesforce AEs** and bring-in independent business. Meanwhile, they should **use their training vertical to generate more revenue** for the firm by opening it to broader audience – people interested in becoming Salesforce consultants.

Based on our conservative estimates, implementing the above recommendations would help Brightmark earn more than \$3 million revenue and negotiate for a higher revenue multiple. This valuation provides sufficient ROI to all the shareholders and position them to invest their energy other profitable ventures.