

Repositioning a Company: Making Marketing Dollars Stretch Further

client

DirecTV provides digital quality picture and sound television to more American households than any other digital satellite entertainment service. It offers over 255 channels with interactive viewing capability and local channel content as well.

objectives

In the late 90's, DirecTV was in the market along with numerous other competitors. Competition in the Northeast was particularly heavy, and DirecTV was going head to head with PrimeStar. Moreover, PrimeStar had deeper pockets for marketing and more experience as well. In this environment, **DirecTV- Digital One (NE) needed to make its marketing resources work more effectively than its competitors. DirecTV had to generate more revenue than competitors for every dollar spent.**

process

DMR used its proprietary identity building methodology – ACE™. Competitors' marketing messages, advertising and sales strategy were also gathered as part of a marketing intelligence effort.



results

The combined data revealed that neither DirecTV nor PrimeStar (its main competitor) had marketing communications that resonated with the true needs of the market. The true needs were yet to be identified.

The findings uncovered one unidentified need that was the key to unlocking a powerful new marketing message. This discovery provided a huge opportunity for DirecTV to redirect its marketing communications, sales and telemarketing efforts accordingly.

Within one year, **DirecTV climbed from a second-tier player to number one in market share, well above PrimeStar.**

“With DMR, the findings are boardroom ready in content, insight and clarity. They led to a 20% increase in lead generation and a 17% lift in sales closure rates. We were able to achieve our objective of out-marketing our competitors. We did this by developing more effective marketing messages, not by increasing our marketing expenditures.”

Robert Bloch
President and CEO
DirecTV- Digital One

DMR
Decision Making Research

Results...Boardroom Ready™