



## Winning back dominant market share with enhanced customer value

### CASE STUDY

- M&A integration
- Growth strategy
- Go-to-market strategy
- Market analysis & customer intelligence
- New product introductions
- Demand creation
- Sales enablement

### IMPACT

# 40%

Revenue Growth

#### Client Profile

Unirac produces racking products and accessories to support the installation of solar panels on private residences and commercial properties across North America.

#### The Challenge

Once a more dominant leader in its space, Unirac engaged Dorn to develop a re-assertion strategy that would help the organization win back share in its core markets and leverage an enhanced product portfolio to stimulate new growth.

#### Evolution To Growth

Reclaiming dominant market share required that Unirac pinpoint where they could add relevant value to their installer and distributor customers. As a result, the product portfolio was expanded into adjacent categories through new product development efforts and an add-on acquisition. A new go-to-market strategy was designed to fully support and leverage Unirac's expanded offering and to help customers see the total value Unirac provided as a partner.

***“Dorn has helped our teams build a scalable foundation for growth and set of capabilities that are enabling Unirac to capture a defensible leadership position in our market.”***

— Peter Lorenz, CEO, Unirac

## Evolution To Growth (cont.)

<u>Product Strategy</u>	<ul style="list-style-type: none"><li>- Portfolio management</li><li>- Adjacent portfolio expansion</li><li>- Product-line strategy</li><li>- New product naming strategy</li><li>- New product launch commercialization</li></ul>
<u>Marketing Strategy</u>	<ul style="list-style-type: none"><li>- Market research and strategy</li><li>- Brand architecture and strategy</li><li>- Brand positioning and value propositions</li><li>- Content marketing</li><li>- Brand messaging</li><li>- Event marketing</li><li>- Go-to-market strategy evolution</li></ul>
<u>Sales Strategy</u>	<ul style="list-style-type: none"><li>- Sales enablement</li><li>- Channel strategy</li><li>- Distributor co-branded sales support</li></ul>

## Outcomes

The new go-to-market approach is helping Unirac reclaim its dominant market share by capturing additional share-of-wallet with existing customers and driving new customer acquisition. Unirac’s current revenue run rate is up 40% over prior year. In addition, Unirac is well-positioned to expand both organic and inorganic growth initiatives as they re-assert themselves as the dominant player in the market.

**>\$2B**

Dorn has helped clients generate over \$2B in incremental revenue  
(within the last 10 years)

The Dorn Group is a revenue acceleration consultancy that helps mid-market firms more effectively acquire, grow and retain customers. Our team of product, marketing, sales, customer service and technology practitioners run alongside commercial teams to plan, execute and deliver higher-margin revenue growth—faster.

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