

QUADRANT CASE STUDY

STRATEGY DEVELOPMENT



The challenge

Eurotunnel is the market leader in transporting vehicles between the UK and France. The passenger vehicle business has been relatively stable in recent years while significant competition from the ferry companies limited Eurotunnel's ability to increase prices. As a result, Eurotunnel was keen to explore ways of increasing non-ticket revenues ancillary to the principal transport business and asked Quadrant to provide support in strategy development in this area.

What did we do?

We started by assessing Eurotunnel's existing non-ticket revenues from its two Passenger Terminals and from its holiday package and insurance offerings.

After conducting a benchmarking exercise with other transport operators and retailers, we felt there was a significant opportunity for Eurotunnel, which we confirmed through a programme of reviewing existing internal sales and research data and through conducting further primary customer research.

We then developed, refined and prioritised a range of options for renewing existing services and launching new ones.

Having reached agreement on the leading options, we developed business cases to secure full corporate commitment and approval. It was decided that outsourcing was an appropriate approach and we then managed the search and select process for the most qualified partners.

What was the breakthrough for Eurotunnel?

The systematic end to end process from core strategy to partner engagement, because it:

- ✦ Provided assurance that the identified opportunities were both feasible and the most appropriate available
- ✦ Kept the project moving on track and at pace
- ✦ Ensured key strategic and implementation considerations were uppermost throughout the project

'Quadrant developed the strategy and proposition and made the solution one we could achieve, and handed the project back to internal management so that we could make key decisions and own the solution. They have helped to achieve a new income stream in a way which we can manage effectively with our internal team'

Jo Willacy
Commercial Director of Passenger and Freight
Eurotunnel