Internationalize Gfi

A – Background

Gfi is one of the most high-performing digital services companies on the market. For the past four years, we have recorded growth two times higher than that of the market. Listed on NYSE Euronext Paris, Gfi obtained, in 2015, a turnover of 894 million Euros and will reach 1 billion Euros in 2016 with over 12.000 employees in x countries.

2016 opened a new page in our history as we welcomed majority shareholder, Mannai Corporation, one of the largest trading and services company in Qatar, on board.

This investment will support our development over the next ten years with a long-term strategy and a vision of accelerated development of our footprint in Europe, Africa and the Middle East.

In Portugal, we are present since 1999 through the acquisition of Compuquali and have reinforced our position in the Portuguese market through the acquisition of Netual in 2005, Bull Portuguesa in 2007, iORGA Portugal in 2014 and Roff in 2016.

With around 1400 employees and a turnover of around 80M, Gfi Portugal is now the second largest IT services company on the market, with an end-to-end offer - Consulting, Application Services, Infrastructure Services, Enterprise Solutions and Software.

B – Objectives for the project

The objective of this project is to take one of our Software products – Gfi Doc, developed in Portugal – and create its multinational strategy and plan. To compete in different markets we need distinctive strategies for each of these markets because customer needs and competition are different in each country.

This project will be part of our international program - called IP25 – that aims to accelerate the Software Business and double its turnover in the next three years to reach 200 million euros.

The project should provide an answer to the following topics:

- In which markets should we compete and why?
- What do we do exceptionally well, especially as compared to our competitors in each market?
- What is our unique selling proposition for each market?
- Which type of customers to target?
- What go-to-market tactics to use? (e.g. major event, Roadshows, 1-1 meetings, e-mail campaign, …)
- What sales and pre-sales team to dedicate?
- What sales objectives?
- What communication strategy?

C – Methodology

1) Know the Product (interviews with key people from Gfi Portugal)
2) Know the potential markets and Gfi Organization (interviews with key people from Gfi International and desk research)
    a. Initial scoring to identify most attractive markets
    b. Zoom in on most attractive to define entry stratgey
3) Propose and agree on strategic goals
4) Develop tactical goals and plans

D – Deliverables / Outcomes

1) Intermediate reports with major conclusions of the analysis
2) Final report including Multinational Strategic Plan for Gfidoc

E – Advisors

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