

Case Study *Serco Inc*

Expanding Their Footprint in Canada

Happy Client – Results

David Dacquino, Serco Inc's CEO & Chairman, stated that: “growth[period] is by far the best consulting firm I have ever used in support of my team and me. They do exactly what they say they are going to do, achieve results, and their work product is outstanding. They have the network, insight and experience that any CEO values and I cannot recommend them highly enough.”

Background

Serco Inc, headquartered in Virginia, is the \$1.7B North American division of Serco PLC, one of the world's leading providers of public services, globally headquartered in England. Serco serves federal and state governments in the U.S., as well as the Canadian government, 15 other global locations and various commercial customers. Serco operates in four sectors of public service support: Health, Transportation, Defense, and Citizen Services.

Challenge

In August 2019, Serco Inc acquired Alion Canada for \$225 million. This acquisition significantly expanded Serco's work for the Canadian Government for multiple maritime programs. When Serco Inc approached growth[period], they were looking to expand their small footprint and to leverage the purchase of Alion to gain a deeper foothold into the Canadian market. Serco Inc contracted with growth[period] to provide two strategic market assessment projects—one focusing on space and defense and the other focusing on public sector markets.

The growth[period] Solution

The defense and space market strategic assessment (project 1) included:

- Addressable Canadian Defense and Space Market Strategic Plan
- Overall Canadian federal and provincial market environment analysis
- Canadian economic and political environment analysis
 - Included obtaining a dinner invitation for Serco Inc's CEO and the Prime Minister of Canada, Justin Trudeau*
- Creation of an updated Arctic Region strategy - including an analysis of the NWS

- Organized and attended a meeting with Serco's CEO and the Commander and the head of procurement for NORAD/NORTHCOM
- Identified "A" and "B" opportunities for revenue growth and capture strategies
 - Serco Inc adopted all of them into their active business development funnel
- SWOT analysis of Serco Canada and of their competitors in country across markets
 - Arranged and attended meetings for Serco Inc's CEO with the President of Thales North America, the President of MDA Canada, the President/CEO of Davie Shipyard, and the CEO of Contextere
- Marketing, press, talent recruitment and engagement plan
 - Included Serco Inc successfully joining the Canadian American Business Council
 - Created a strong partnership for Serco Inc with the Rotman School of Business at York University - to include establishing work study internships to recruit engineering and technical talent

A sampling of the partnerships growth[period] successfully created for Serco Canada are below:

- The Minister of Transport and supporting staff (Chief of Staff, etc.)*
- The Director of Infrastructure Ontario
- The General Manager of Lockheed Canada
- The CEO of Thales, Canada
- The President/CEO of Davie Shipyard
- The President of MDA Canada
- The CEO of Contextere

Results

- Serco Canada expanded their sales funnel by over \$50M in one year.
- In December 2020, Serco won a contract with Davie Shipyard on its Polar Icebreaker program, the flagship of Davie's National Icebreaker Centre.
- In 2021, Serco invested \$850K in Ottawa-based artificial intelligence (AI) software firm Contextere as part of a strategic relationship for future growth.

As of 2021 growth[period] still works on contract supporting Serco Canada with their business development efforts.

* growth[period] is not a lobbying organization and complies with all appropriate ethics and compliance laws in all countries in which it operates.