

## Case Study - Government Contractor Expands to Commercial Markets *Nathan Associates Inc.*

### Background

Nathan Associates, (Nathan), a mid-size government contractor and leading provider of economic and management consultancy services worldwide, engaged growth[period] to implement a strategy to diversify their customer base.

Founded in 1946 and headquartered in Arlington, VA, Nathan provides its global customers with highly specialized technical expertise in the following areas: economic policy and governance, private sector development, trade and logistics, infrastructure planning and finance, and financial sector development.

### Challenge

Nathan Associates is a long-time successful contractor historically serving the public sector and whose high-profile clients include: USAID, MCC (Millennium Challenge Corporation), and the Peace Corps. Their success in supporting these clients over the last 50 years has allowed them to expand to over 300 employees and \$90M in revenue. However, despite all their success in the federal sector they had historically little to no work supporting commercial clients.

In 2017, with the company under new leadership, executives devised a three-year strategic plan focusing on customer diversification and breaking into new markets, among other objectives. The ultimate goal: to grow their gender diversity training line of business increasing both the number of customers and revenue for this business line.

To help fast track this goal, Nathan's CEO retained growth[period] to help them achieve success. Recognizing the potential available in expanding into the commercial market, growth[period] devised a solution to help Nathan grow strategically into the private sector.

**The growth[period] Solution Included:**

- Advising Nathan Associates on best practices for strategically targeting commercial work. This included creating a different path to market.
- Identifying several “A” targets for business development and picking one, Capital One Bank, as the initial target, leading to a successful engagement.
- Working with senior leadership on both Nathan and Capital One sides—including the Executive Vice President of Capital One and the CEO of Nathan to create a relationship of trust and confidence.
- Ensuring operational success and satisfaction between both parties upon execution of the contract.
- Leveraging this success to strategically market and target other “A” targets.

**Results**

growth[period] identified Capital One Bank as the initial target for Nathan to expand their diversity and inclusion training business. Based on growth[period]’s analysis, Capital One Bank was the appropriate strategic target due to its size, location, history of commitment to similar initiatives, a changing political climate making such training highly relevant to their vision and mission, and ability to mine existing strong relationships with leadership who were actively interested in diversity initiatives. Capital One Bank hired Nathan to provide gender diversity training at their Tyson’s Corner headquarters location. Capital One Bank is ranked (as of 2020) as a Fortune 100 company\* and was a marquis client for Nathan Associates’ entry into the commercial training market. Nathan’s team successfully trained the staff at Capital One Bank and based on their success, they were able to leverage winning another contract with Leadership Greater Washington to do the same thing. This was also a relationship cultivated by growth[period] and a pre-identified “A” target for expansion of their commercial training.

With growth[period]’s assistance, this successful expansion into the commercial sector has given Nathan a continual path to expand their diversity and inclusion business in the private sector. Susan Chodakewitz, Nathan’s President & CEO, was thrilled with the results: “I wanted

to say again how incredibly impressed I am with your team. I've NEVER worked with a firm/team on business development or strategy that is as effective as you guys! Super impressive."

The partnership between growth[period] and Nathan demonstrates that strategic targeting of clients with real needs can be very successful. The importance of cultivating and maintaining sincere relationships across organizations is also key to achieving strategic growth. These are areas where growth[period] excels and has a 13-year track record of winning business for our clients. As of the summer of 2020 growth[period] continues to be retained by Nathan Associates to assist with future growth.