

CASE STUDY

How AFAM moved from organic growth to taking market share, on purpose

Established NZ compliance-led business · fractional sales-leadership engagement

20+ yrs
IN THE MARKET

Data-led
SECTOR FOCUS

Repeatable
GROWTH ENGINE

The challenge

AFAM is an established New Zealand business with more than 20 years in the market and a strong, compliance-led reputation. For most of that time it grew organically, winning work by responding to demand, with no formal sales or marketing function.

When Kieron Telford stepped in as Managing Director, he brought a sharper ambition: stop relying on organic growth and start taking share from a well-established competitor.

AFAM began investing in sales and marketing and saw early wins. But without a clear structure, the work was inefficient and hard to repeat, and it gave the team little insight into what was actually driving results, or how to scale them.

What we did

AFAM brought me in, not as an arm's-length advisor, but as part of the team. I got to know the people and the ambition behind the plans, and worked in a way that fitted AFAM's get-it-done culture. Together we put real structure under the growth effort:

- Defined clear verticals and pinpointed where AFAM was genuinely positioned to win
- Designed practical segmentation to sharpen the focus of outbound activity
- Used data to weigh effort against return, rather than relying on habit or instinct
- Built a repeatable approach, so the decisions that worked could be applied again and again

One call stood out. AFAM had been chasing a particular sector for some time and was winning deals there. But the data showed long lead times and weak long-term retention. With clearer insight across sectors, the team could see it was not the best use of their effort, and redirected energy towards sectors with stronger momentum and more sustainable growth.

The results

AFAM moved from opportunistic, inbound-led growth to a deliberate, structured model. The same level of effort started producing more consistent and meaningful results, and the leadership team

gained the confidence to back its own decisions.

I did not just help AFAM do more sales and marketing. By taking the time to understand the business, its market and its ambitions, I helped the team build a growth approach they could run themselves, long after the engagement ended.

"Nick's contribution was massive. Before he came in, we were busy trying things without really knowing what was working. Now we understand what drives results and have the confidence to back our decisions."

Kieron Telford, Managing Director, AFAM

Ready to grow with the same focus?

For founders facing growth in complex or competitive markets, clarity is the difference between being busy and being effective. Book a free Growth Bottleneck Audit at nickburns.nz.