

Setting the stage for scalable growth

Coghlan is a seasoned Australian third-party logistics (3PL) provider, delivering warehousing, fulfilment, and distribution solutions tailored to the evolving needs of B2C and B2B businesses. With more than 35 years of industry experience, Coghlan has built a reputation for reliability, adaptability, and putting the customer first.

Over the decades, the business has evolved from its roots in direct marketing fulfilment

to become a full suite third-party logistics partner. This ability to adapt, has allowed Coghlan to remain competitive in a rapidly shifting and mature landscape.

But as the business looked to accelerate its next phase of growth, one thing became clear: sales and marketing needed to evolve too.

Snapshot:



Founded:

1988



Industry:

Transport
& Logistics



Orders managed:

1 million +
per month



Clients:

100+



align.me services:

GTM design
& outsourced
marketing

The early days

Like many growing businesses, Coghlan initially relied on a single salesperson to juggle both sales and marketing responsibilities. It was a practical solution for the time, but one that left little room for depth in either discipline.

When the team focused on sales, marketing activity dried up, leading to a thinner pipeline. But when they tried to concentrate on marketing, sales enquiries were left waiting. It was a classic bandwidth issue.

When that dual-role team member moved on, Coghlan found itself without a dedicated resource for either sales or marketing. Coghlan CEO, Rolf Kater, knew that the past ad-hoc structure wasn't delivering the sort of growth acceleration the business was ready for.

That realisation marked a turning point.

Coghlan began to rethink its commercial structure, recognising the need to clearly separate sales and marketing functions. The internal team would focus on owning and growing the sales function, while marketing, acknowledged as increasingly complex and multifaceted, would be outsourced to specialists.

Coghlan explored various options for outsourced marketing support, from sole traders to boutique agencies. But neither extreme felt right. A small operation risked being too dependent on a couple of people. On the other end, they felt they would become just another account with a large agency.

What they were looking for was a partner in the middle: a business with the right scale, strong B2B expertise, broad range of skills, and a proven methodology. That's when they found align.me.



Kicking things off

From the very first conversation, Rolf could tell that align.me was different. Rather than rushing in with ready-made answers or generic pitches, the team at align.me took the time to ask questions, and lots of them. Hugh brought it back to basics with questions like:

- What are you selling?
- How are you selling it?
- What problem are you solving for your market?
- How painful are those problems?
- For which part of the market will that idea most resonate?
- Why would customers choose you?

For Rolf, it was refreshing to speak with someone who wasn't trying to immediately pitch a solution but to solve the problem after genuinely understanding their business and needs.

What stood out most was to Rolf was align.me's depth of knowledge of B2B marketing – align.me treated it like a management science. Rather than needing someone who already knew every detail of Coghlan's business, Rolf realised what truly mattered was finding a partner who knew B2B marketing back to front, and how to apply their marketing expertise to sell Coghlan. That first conversation gave him real confidence that align.me could do exactly that.



“align.me's depth of understanding of how B2B marketing works blew me away.”

– Rolf Kater, CEO, Coghlan

What we did

Coghlan and align.me have worked together over the last 12-months to reshape Coghlan's approach to sales and marketing, starting with two clear objectives:

- Separate sales and marketing functions to allow each to thrive independently
- Hit an ambitious target of \$10 million of new annual recurring revenue (ARR) by the end of year 1

From the outset, the collaboration felt seamless. It wasn't just about executing tasks - it was about challenging old habits, learning new ways of thinking, and embracing a more structured, strategic approach to market engagement. As Rolf put it, "We had to get over our own historical approach and embrace new ways. It was a bit eye-opening."

One of the first major shifts was how Coghlan looked at its market. Instead of trying to speak to everyone, align.me helped pinpoint the specific problems Coghlan solves best, and more importantly, who most has those problems. That clarity guided the message they took to the market and every single campaign. As a result, Coghlan was more often getting in front of the right people at the right time.

Together, the teams launched several high-impact initiatives:



Outbound Campaigns

targeting a variety of industry verticals, crafted to reach key stakeholders with clearly defined problems Coghlan could solve.



CRM Implementation

A new CRM platform was introduced and built out with custom automation, integrations, and processes to support both sales and marketing effectiveness - dramatically improving internal efficiency and freeing up valuable time for the team.



Website Refresh

Key hero pages were redesigned to modernise the company's digital presence and better support inbound lead growth.



Google Ads Campaigns

A wide array of niche campaigns was rolled out, each tailored to different services, buyer problems, and regions, keeping the funnel consistently full and diversified.

Throughout the process, Coghlan appreciated having a single point of contact who guided the journey end-to-end, backed by a team of subject matter experts in SEO, design, web, and 'grey haired' strategy. That structure made the relationship easy to manage, while giving Coghlan confidence that deep expertise was being applied at every stage.



“We have had no doubts throughout the journey that we made the right decision to partner with align.me.”

– Rolf Kater, CEO, Coghlan

The result

Twelve months into the partnership, Coghlan is firmly on track. Key wins include:



Customer acquisition goals met

Coghlan’s new logo acquisition targets have been met and are now servicing millions of orders and hundreds of clients every month.



Revenue tracking upward

While the original \$10M of new ARR target hasn’t been fully reached, Coghlan has achieved their new logo acquisition targets and is seeing growth in its current customer base. Coghlan is confident the full goal will be reached by mid next year.



Set up to scale

With campaigns consistently filling the funnel, a CRM system streamlining follow-up and sales processes, and a refreshed website elevating Coghlan’s digital presence, the business is well-positioned for its next stage of growth.

With a full sales funnel and a growing base of recurring revenue, the business is already planning for what comes next. “If things keep going in the current direction, we’ll reach capacity within the next 12–18 months,” said Rolf Coghlan, reflecting on the positive trajectory.

Just as importantly, the partnership with align.me has delivered on every promise. “Yes, all promises have been met. I can’t think of one where I would say, ‘gee, we missed on that one,’” Rolf added, underscoring the consistent value delivered throughout the engagement.



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Final Thoughts

For Coghlan, the success of the past 12 months hasn’t come from any one campaign or silver bullet – it’s come from a holistic, integrated approach. Every component, from ads to outbound, from CRM to website, worked together to drive meaningful business outcomes.



“There is no magic campaign, it’s a holistic approach that worked. Everything we were doing was working together to drive real business outcomes.”

– Rolf Kater, CEO, Coghlan

One of the biggest strategic shifts was embracing outsourcing, not as a cost-saving measure, but as a long-term growth enabler. “Outsourcing means that you’re creating a business where you are less dependent on individuals. When done with the right party, you get a strategic business advantage,” Rolf said. Coghlan now has a marketing engine that scales with the business. Staffing changes, upskilling, and people management are handled by the align.me, freeing Coghlan to stay focused on growth.

“You have a much greater chance of success because you have a much greater level of access to specialised skills,” Rolf noted. “Multiple times I’ve looked at the decision I made to work with align.me, both in terms of the strategy and the execution, and I think it was a really, really good decision.”

What’s next for Coghlan? Continued growth, more warehouses, more people, and continuing on that business journey.

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To find out more about how align.me can help you grow your sales and marketing and deliver better support, expertise and outcomes, [contact the team today.](#)



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