

IT Security and  
Management  
Provider



## *Sales and Marketing Join Forces to Redefine Company's Customer Value Proposition*

*Membership in the technology sector is dependent on a company's ability to withstand the fluctuating economic and market conditions that define the industry. However, for any organization, the constant battle to anticipate ever-changing customer needs and develop effective solutions is not only stressful, but can divert attention from the company's business goals. In order to re-focus the team, the new CEO of this industry-leading provider of IT security and management solutions decided the time was right to re-evaluate the company's marketing position and set off on a new, sharply focused path. Employee participation and buy-in would be pivotal to the success of this re-launch effort.*

*"Reshaping a company's business values is a monumental task. CPS helped us chart a new course with renewed, company-wide enthusiasm."*

- Senior Vice President,  
North American Sales

CPS analyzed opinions and leveraged results. Critical Path Strategies (CPS) was engaged to help the CEO evaluate the direction of the company, recommend possible modifications, and work with the sales team to develop new value propositions. Since employee participation was so important, CPS conducted several internal focus groups to determine the employees' vision of the "state of the company," as well as gather input for the re-launch effort.

During the interviews, CPS used proven processes and supporting tools developed as a result of the hands-on experience of CPS partners and refined through extensive research of leading selling organizations. The primary objective of the discussions was to assess the alignment of the customers' most critical needs with the company's core capabilities.

The results of the 13 focus groups proved invaluable to the executive management team. Working with CPS, they leveraged the employee feedback in the development of a new value proposition that better represented the company's strategic mission.





**ABOUT CPS.** Critical Path Strategies helps clients improve their competitive position by providing comprehensive consulting services to improve the effectiveness of major account sales organizations. Our portfolio of services addresses the strategic, organizational, and relationship issues that impact selling performance. Engineering successful sales teams the Critical Path Way enables clients to develop strong selling organizations, build high-value customer relationships, and accomplish strategic business initiatives. Our clients—emerging companies and members of the Fortune 500 alike—typically measure 100 to 500 times their CPS investment in revenue growth.



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With the new direction set, the next step was to help the sales team articulate the high-level value proposition in a fashion that would be most meaningful to customers and prospects. In a one-day Value Message Alignment session, CPS worked with the North American sales teams to develop customized value propositions for key accounts.

Additionally, the company realized that a stronger alignment between the sales and marketing departments would be important to the success of this initiative. Based on information discovered during the message alignment session, the marketing team developed segment-specific sales tools to help the account teams analyze customer relationships and develop strategic action plans to deliver the company's new value proposition and ultimately strengthen the relationships.

*Company charts new course around the customer and rekindles enthusiasm.* During the three-month process, employees and senior management became energized and rallied around the company's new strategic mission. "In this competitive market, it's not always easy to alter the course of a company," said the senior vice president of North American sales. "The methodologies used by CPS ensured that our employees' personal contributions and opinions were not only captured, but were leveraged during the decision-making process. The company is on an exciting new path, morale is on the upswing, and the team is committed to our new, focused mission."

The message alignment session enabled the sales teams to deliver the company's new value proposition to hundreds of customers and prospects immediately, so they could continue building and strengthening relationships. Furthermore, marketing and sales are now working in lock step in their assessment of key accounts through the use of strategic sales assessment tools.

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