



CASE STUDY : FOCUSING ON THE VALUE PROPOSITION

"I wouldn't know where to go for the type of work that LoSG conducts for us. I realize there are other firms available, but to execute the study like Line of Sight Group does (which requires capturing sensitive info). I just don't know of other firms that would have the expertise and would be willing to execute in the manner Line of Sight does. I think Line of Sight is one of a kind in this respect."

**Chief Product and Strategy Officer
Health Care**

Situation:

A company providing group benefits to large employers had experienced some 'drift' in its services and target market when a new executive was brought in to fill the Chief Product and Strategy position. Initial research with sales and marketing people, customers and consultants confirmed that the company was trying to be 'all things to all people' and that customers and prospects were confused about the company's value proposition and positioning relative to other services in the market. The new Senior VP had these questions:

- Where do our customers perceive the most value?
- How does our value proposition stack up to the competition? Where are we strong/competitors vulnerable?
- Where can we reallocate resources to focus on the most valuable customers and activities?

Solution:

Together with the new executive, Line of Sight Group (LoSG) designed an assessment of the value provided by the company in each of its products and markets. Secondary and primary sources along with Win/Loss analysis provided a robust foundation of rich data. Analysis included value map analysis, perceptual mapping and others in order to deeply understand and tell the story of which direction the company needed to go.

Benefit:

The assessment enabled the new VP to understand where the company provided the most value relative to the



competition and to focus the company's sales and marketing efforts on a set of core services and target markets. It also allowed her to invest in new product innovation efforts on just two promising initiatives. A year following the assessment, she estimated the impact on the overall revenue and cost savings at over \$1 million, an ROI of over 20 to 1.

