



C A S E S T U D Y :

FOCUSING THE VALUE PROPOSITION

"We engaged Line of Sight to help create and build competitive intelligence competency. They assisted with product design, market positioning, sales and new product development. Since then, our business has experienced significant growth. The insight provided by Line of Sight contributed to that strategic advancement and growth."

-Chief Product and Strategy Officer, Health Insurance Company

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 Senior VP of Strategy and Marketing position. Initial research with Sales and Marketing people and with 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 overall value proposition and positioning relative to competitive services. The new Senior VP had questions such as:

- 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 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 \$700,000 an ROI of 21 to 1.

