

Practice Area: *Offer Development & Capture*
Industry: *Defense Services & Engineering*

Overview

Our client's CEO wished to identify new lines of business that would leverage his experience in information security support to command- and executive-level decision makers.

Challenges

The client's cashflow sensitivity meant that we had to rigorously validate the potential market for any course of action, in order to defray financial risk and opportunity cost. We used stakeholder analysis in each of the complex sales funnels we proposed to align key activities—between capture, solution delivery, and client outcomes—on the shortest possible path, allowing us to pursue the lowest-risk options.

Actions

After evaluating several different concepts, we recommended going to market with a productized consulting offer for virtual chief information security officer (vCISO) services. We implemented a streamlined version of the MSLLC OD&C process, optimized for service innovation. This framework allowed us to test hypotheses for our client's customer persona and minimum viable product estimate while selling ahead to self-fund the development of the full-scale delivery process including talent and knowledge management.

Results

We limited the client's initial spend to only MSLLC's retainer, rather than allowing a large outlay for talent and program management or paid advertising. No further costs were necessary prior to closing sales for the new vCISO service. Likewise, we reduced the client's management touch point to only 0.1 FTE for the 8 weeks the OD&C planning and campaign ran, spent planning the offer and nurturing qualified leads. We were able to verify and revise 3 tiers of offers facing 3 different client personas, leading to converted sales that afforded the necessary traction to continue developing this client's new line of business.

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Practice Area: *Operations & Program Management; Talent Acquisition & Scaling*
Industry: *Information Technology & Cybersecurity*

Overview

Our client's CEO had enjoyed a consistent track record of selling and delivering network installations for large enterprises. However, he found that his ability to capitalize at scale on that success was limited by previous unsuccessful attempts to define processes with fidelity to his organizational and technical approach

Challenges

The CEO's personal technical expertise often outstripped that of his team, despite his efforts to close the gap through training or hiring initiatives. This talent gap caused inefficiencies in contract, procurement, and accounting management, while limiting the CEO's time and resources available to strategic accounts and expanded capabilities.

Actions

We used document discovery and stakeholder interviews to establish a common operating picture for the current state of the client's workflows. Understanding the dependencies between functions and personnel allowed us to help the client reimagine their current and future values facing delivery, talent, contract management, and professional development. We then explored and defined a scope for building the desired processes with effective adoption and functional validity, as well as a set of benchmarks for confirming the tactical and strategic effectiveness of those processes.

Results

We equipped junior staff to handle increased responsibility for project and stakeholder management as well as future onboarding and training, affording the CEO to continue his work with our team towards optimizing pricing analysis, service automation, and capture strategy.

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Practice Area: *Offer Development & Capture;
Knowledge Management & Strategic Communications*
Industry: *General Contracting & Construction*

Overview

Our client's senior business development manager was limited by lack of information between his function and those of contract management and project management. Sales were lost because supporting information was unavailable in a format meaningful to the customer.

Challenges

This stakeholder worked diligently to maintain his customer relationships and grow his knowledge base for communicating the benefits of technical solutions. He preferred to build processes around his responsibilities, and he understood that other stakeholders' span of control could create network effects by combining their information with his. Unfortunately, friction between these parties limited the tools at his disposal.

Actions

We reviewed the tools our client was currently using, conducted qualitative and quantitative market research, and shadowed our stakeholder in his customer-facing responsibilities. We used this data to recommend and build implementation of a new suite of tools for the client. The new tools focused on streamlining the sales and key account management processes while increasing effectiveness by enhancing the sophistication of the technical and business value proposition presented to customers.

Results

Our client was able to expand their revenue by improving the economy of scale of their capture process, including both leads generated and sales closed.

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