

Retailers depend on

satisfied  
customers.

Convergys keeps them coming back.



# CASE STUDY REPOSITIONING A FORTUNE 1000 COMPANY

Cincinnati-based **Convergys Corporation** (NYSE: CVG) provides solutions that help companies drive greater value from the interactions they have with their customers, and their employees. With 75,000 employees in 85 contact centers across the North and South America, Europe, the Middle East and Asia, Convergys delivers relationship management consulting and solutions to clients in more than 70 countries and 35 languages. A member of the S&P 500, Convergys has been recognized as a *Fortune* Most Admired Company for eight consecutive years.

After more than a decade of growth and acquisitions, Convergys had become a company with varied and seemingly unrelated lines of business. This created confusion both internally and externally as to what kind of company Convergys was, whom the company targeted, and what it had to offer.

The Convergys marketing team recognized it was time to develop a powerful, clear, concise, and descriptive brand positioning that tied the company's collective expertise and experience together. They seized the opportunity to reposition Convergys for future success, and asked Arketi Group to assist.

## HOW WE DID IT

Knowing that a successful positioning must resonate above all with the company's clients, we first set out to understand (1) how Convergys' clients viewed the brand; (2) where clients wanted the company to be in the next five to ten years; and (3) what clients thought made Convergys a uniquely good choice for them.



Strengthened thought  
leadership position



Positioned to compete  
after years of growth



Drove integrated  
marketing approach

Among the many views Arketi unearthed during this research process, one theme came up repeatedly: relationships. Convergys was known for delivering value by providing solutions that strengthened its clients' relationships with their key constituents – their customers and their employees.

This critical insight became the foundation of Convergys' new positioning. After refinement, testing and validation, this took final form in the concept of **Relationship Management**.

### **THE RESULTS WE ACHIEVED**

The response to the new positioning was overwhelmingly positive. This gave us initial confirmation that we had succeeded in giving the world a clear, concise and descriptive definition of what Convergys does; what unifies the company's diverse lines of business; and what differentiates it from its competitors.

That was encouraging, but external acceptance was only half the battle. How well did Convergys' employees understand the new positioning, and how did they feel about it? After all, these 75,000 individuals are the "ambassadors" responsible for bringing the message to the world.



"Arketi helped us find a positioning we can leverage, allowing us to focus our marketing efforts in a way that gives our sales teams what they need to successfully sell Convergys."

**AJAY MURTHY**

**VP GLOBAL MARKETING – CONVERGYS CORPORATION**

To answer this question, we fielded a survey, which was completed by 25% of Convergys employees. A clear majority expressed confidence that the *Relationship Management* positioning differentiates Convergys from its competitors. Four out of five said the positioning adds long-term value to the Convergys brand.

The Convergys marketing team is now taking a truly integrated approach to marketing. All communications channels and efforts – sales support, advertising, online marketing, demand generation, public relations, event marketing and internal communications – are now aligned and based on the *Relationship Management* concept.

**RECOGNITION** Arketi Group's repositioning for Convergys has won industry recognition, including a PRSA Phoenix Award from the Public Relations Society of America and Technology Marketing Excellence Award from the Technology Association of Georgia.