



THE IMPORTANCE OF REPOSITIONING

Arketi Group's Mike Neumeier interviewed Ajay Murthy, VP of Global Marketing at Convergys Corporation about his company's repositioning.

Cincinnati-based Convergys Corporation, now known as Concentrix, provides solutions that help companies drive greater value from the interactions they have with customers and employees. With 75,000 employees and 85 contact centers in the United States, Canada, Latin America, Europe, the Middle East and Asia, Convergys delivers relationship management consulting and solutions to clients in more than 70 countries and 35 languages. Convergys, then a member of the S&P 500, was recognized as one of *Fortune's* Most Admired Companies for eight consecutive years.

THE PURPOSE OF POSITIONING

When Murthy joined Convergys, it had recently embarked on the creation of a new vision to better articulate its value within the market. Following more than a decade of growth and numerous acquisitions, Convergys had become a company with varied and seemingly unrelated lines of business. This created confusion internally and externally as to what kind of company Convergys was, who the company targeted and what it had to offer.

At this critical juncture, Murthy recognized it was time to develop a powerful, clear, concise, and descriptive brand position that tied the company's collective expertise and experience together. He seized the opportunity to engage Arketi Group and reposition Convergys for future success.

LOOKING INSIDE AND OUT

Knowing that successful positioning must resonate above all with clients, we first determined to ascertain (1) how Convergys' clients viewed the brand; (2) where clients wanted the company to be in the next five to 10 years; and (3) what clients believed made Convergys a uniquely good choice for them.

Among the many views Arketi Group unearthed during this research process, one theme came up repeatedly: relationships. Convergys was known for delivering value by providing solutions that strengthened clients' relationships with key constituents – their customers and employees. This insight became the foundation of Convergys' new positioning which, after much elaboration, refining, testing and validation, took final form in the concept of Relationship Management.

MEASURING SUCCESS

Convergys unveiled relationship management as its new positioning. The response was overwhelmingly positive, providing us with 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 competitors.

This was encouraging, but we knew external acceptance was only half the job. How well were Convergys' staff utilizing the new positioning? How did they feel about it? After all, these 75,000 individuals are the "ambassadors" responsible for bringing the message to life.

The Convergys team looked to answer this question in a quantitative fashion. Approximately 25% of employees completed a survey about the company's new positioning where the majority expressed confidence in relationship management as a Convergys differentiator. 80% said the positioning added long-term value to the brand.

LESSONS LEARNED

In our experience, the three ingredients to successful repositioning are:

- Ensuring new positioning aligns with a deep understanding of the overall corporate vision.
- Recognizing what customers' expectations of your organization are, and using those findings as your foundation – after all, an outside-in approach is more likely to yield a message that resonates with buyers.
- Once the positioning is established, engage employees through education and communication, so they are not only aware of it, but fully understand and believe in the message that they deliver.

WHAT'S NEXT

"Further strengthening our leadership position is paramount to our long-term success as a company," says Murthy. "Relationship management gives us a positioning we can leverage, and has permitted us to focus our marketing efforts in a way that gives our sales teams what they need to successfully drive revenue."

Murthy and his team are 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 executing on the concept of relationship management.

Arketi Group is a public relations and digital marketing firm that helps business-to-business (B2B) technology organizations accelerate growth through intelligent strategy, messaging, public relations, digital marketing, branding, and lead generation and nurturing. Consistently recognized by Chief Marketer as one of the nation's top agencies, Arketi's core belief is that marketing generates revenue.

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**WHERE
MARKETING
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