

*Modernizing Messaging
for a Software Portfolio*
Aligning to a Net Zero Future



Our strategic business and marketing counsel accelerated sales for a European global technology company in the energy sector as it innovated to deliver a SAAS portfolio. Our collaborative engagement with product management and portfolio teams helped the Energy Digital Group identify and bring solutions to market more consistently and effectively.

Business Stage

Fortune 500 Global Technology Company - European

Sector

Industrial Automation Software

Offering

Asset Performance Management (APM) Software & Services

Executive Summary

A leading global technology company's collection of engineered solutions lacked alignment to changing customer needs in the energy sector. At a corporate level, the business model direction was also transforming, away from traditional industrial project contracts toward more digital software subscriptions. With an organizational structure spanning five different divisions and product hubs across multiple regions, the direct sales team was having difficulty grasping the salient selling points of a changing digital product portfolio.

The company engaged Allison J. Taylor at Thought Marketing LLC to assess the portfolio and simplify the go-to-market (GTM) approach to expedite commercialization. She also coached and advised both senior and laterally-moved talent throughout the process, to exemplify best practices "live in the trenches." Allison used the customer view to simplify the portfolio-level messaging and positioning. The team developed and delivered core content to train and enable global sales, who then increased short-term pipeline by 240 percent.



“ *Our business must accept the environmental impact affecting our end customers and help them address and reduce it going forward. With Allison’s help in focusing our efforts on a few tangible products to offer, we can start with a focused impact that will grow over time.* ”

Client Global Product Portfolio Manager



Challenges

Energy sector customers are at a crossroads as the transition to increase renewable energies and lower carbon emissions accelerates. This transition toward net zero requires technology suppliers that serve this industry to bridge the old way of working with the new. Today's software, such as Asset Performance Management (APM) solutions, can monitor industrial equipment to improve asset reliability and availability for optimal performance, reduced risk, and minimized operating costs.

However, the strategic and tactical business value of industrial software needs to be communicated to customers, not just technical details of how a solution works. Transitioning from a traditional equipment maker to a SAAS provider in a deeply technical market space requires strategic messaging and positioning to ensure legacy customers understand the benefits and value of a transformational shift. Legacy corporations need to adapt GTM messaging and their human capital capabilities to mirror the customer's digital transformation. This includes modernizing daily work and building cross-generational collaboration to align Millennial values with the Baby Boomer experience.

“*Allison is quick to challenge existing norms with new ideas while keeping the process moving forward. This is true collaboration – where the end result is better because it has been challenged along the way.*”

Client Global Product Portfolio Manager

Engagement Strategy



Tech Marketing & Business Counsel

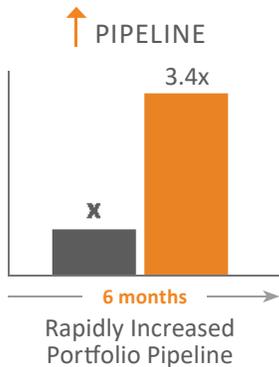


Strategy & Design



Coaching

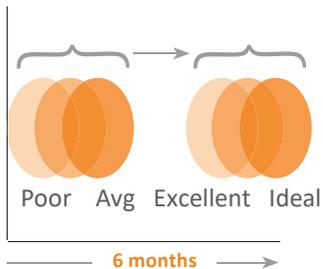
Impact



GTM STRATEGY



TALENT DEVELOPMENT



- Increased coaching clients' self-awareness to improve communications
- Expanded communications techniques & practices
- Modernized communications methods

At first glance, internal teams recommended a massive product launch, global and simultaneous. After careful review of the portfolio products, customers, sales team, and global hub needs, Allison realized a laser-focused GTM approach would better serve the company focusing on core routes to market. This efficiently expedited finding ideal customer targets willing to co-develop with the company, and helped sales show customers they understood both their current and emerging Industrial Internet of Things (IIoT) business needs. At the same time, more strategic changes to the development roadmap could be pursued without impacting immediate revenue demands. Communication was key in ensuring collaboration between sales and marketing, engineering and product management, and up the hierarchy to executive leadership. Allison tapped into her industrial software experience and culturally-diverse background to help subject matter experts understand sales needs and the customer perspective.

Pipeline Growth

- Defined a GTM objective to rapidly increase portfolio pipeline, which helped the various teams focus on a customer-centric position and ways to make existing SAAS solution investments more sellable.
- New strategy clearly articulated what to sell now, together with how to carry customers into the digital future supporting energy renewables and CO² emissions reduction.
- Overcame organization's past mistakes in overselling futures without communicating that the existing portfolio could already solve many customer immediate needs.
- Approach brought in an additional 3.4x in business from current install base customers.

Thought Leadership

Another requirement was to orient the customer and company toward how IIoT solutions related to the provider's legacy and current strengths, while recognizing that both parties in this market needed to adapt to meet transforming energy industry needs. The messaging needed to paint the picture of current and future trends, to join the two parties into a combined mission. The portfolio story helped the customer understand a digital preventive maintenance transition occurring in the industrial sector and the benefit of the shift.

- The conversation struck a chord of excitement around digital by telling an inspirational story portraying how tighter control over a plant's assets could eventually contribute to a shift that would yield monumental benefits.
- Allison developed a creative narrative that compared sea-faring explorers from history, "discovering new continents while searching for salt routes to the Far East," to today's digital leaders seeking uncharted business benefits. Simplifying the story and making it relatable led to open-ended discussions and better sales outcomes.



- The GTM strategy provided a framework for the next phases in the launch, including the second phase, which focused more on R&D and roadmap changes.
- The final phases included the outbound of the GTM strategy – gearing up for the social media and digital content to keep the conversation going.

Coaching/Team Development

Allison also provided her executive coaching expertise to advise what “better” could look like in terms of transforming to a software-led business and attracting and retaining ambitious tech talent. Allison’s collaborative leadership style positively impacted team members:

- Mentoring a mid-career executive through the transformation and shift of skill sets and priorities required to thrive during the conversion from a traditional equipment maker to a software provider. The coaching also included learning more effective communication techniques for engaging with executive leadership, how to influence and persuade differently up the management chain, and how to articulate and remove work obstacles to gain vital resources.
- Coaching a Black female high-potential manager through career development (Talent Enrichment Program), including designing and defining career goals, developing a decision-making framework for career choices and improving negotiation skills, ultimately leading to increased market value of the employee.
- Assisting in team development at the divisional level, codifying what a product management role would mean for that division and how the company can deliver products.

“Allison built a custom plan for my employees to help them identify and work towards their value-based personal and professional goals. Through this process they gained tools to become the ‘best versions of themselves’ in the roles they have today and in the future.”

Client Global Product Portfolio Manager



About Us

Thought Marketing LLC provides business and marketing counsel to executive leaders in the technology sector. We participate as a trusted, experienced voice to help devise, manage and solve a diverse range of strategic challenges, including crafting optimal messaging and positioning, designing and implementing marketing campaigns, developing creative lead generation market plays, and inspiring and coaching talent. By teaming with in-house and virtual teams unique to each case, we orient resources and investments to create and execute the best possible “business wins” for our clients.

Learn more at: thoughtmarketing.com