

Corporate Visions



Training and consulting firm focused on improving an organization's marketing and sales messages

Advice is deployed through a combination of workshops, sales tools, training and ongoing coaching

Unique bridging between marketing and sales deliverables may be attractive to organizations desiring a holistic approach to customer conversations

Corporate Visions is a consultancy and training company providing services and products to help companies create, deliver and deploy more clearly defined value propositions. Its offerings help b-to-b functions collaborate on the building of customer and prospect messaging, communications tools and conversation techniques that will be used by both sales and marketing.

The company targets functions responsible for creating and delivering customer messaging, including marketing communications, field marketing, sales readiness/enablement, training, and learning and development. Customers are engaged through a series of workshops, the creation of a "conversation roadmap," subsequent toolkit development and sales skills training, as well as ongoing coaching and certification.

Offerings are delivered in a modular format. The company's Power Positioning module focuses on creating messaging for reps to use with prospects and customers. Pricing for a three-day Power Positioning workshop is \$85,000; deliverables include the Conversation Roadmap, containing detailed messaging that can be used across the sales process and a Point of View Pitch that helps reps articulate key differentiators of their company and offerings. For \$50,000, the Power Tools module creates and delivers more than 20 job aids that reps can use in the field, including conversation guides and templates (e.g. email, presentations). This module also includes development of a microsite

to store and access the content. Power Messaging sales skills training is delivered via a blended learning approach, including four to six hours of e-learning instruction, a two-day in-person workshop and a one-year subscription to a monthly tips and techniques e-newsletter, and an online reinforcement library. Pricing is \$1,900 per person; train-the-trainer and ongoing coaching options are available, and are negotiated on a client-by-client basis.

SERVICES AND VISION

The presence of functionality is a dimension that SiriusDecisions uses to evaluate a vendor's offerings; in addition, vendors must demonstrate the functionality is capable, and have a vision for continuous improvement. Our analysis of Corporate Visions around these components follows:

- *Services presence.* Corporate Visions describes its offerings' underlying approach as Customer Message Management, an end-to-end system for creating, delivering and managing messages, tools and training. Its Power Positioning offerings bring a number of functions into a three-day workshop to uncover an organization's unique messaging attributes and use them as the basis for messaging and conversation roadmaps. The vendor then takes this framework and applies it through

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Client Roster

AmerisourceBergen
 Dell
 Kronos
 Oracle
 SAP
 Tata

Operations

Revenue: \$11MM-\$20MM
 Employees: 36
 Global Presence: Asia-Pacific, EMEA
 Key Industries Served: Capital Equipment, High Technology, Professional Services

its Power Tools offering, creating sales toolkits and a microsite where reps can access content. The loop is closed through Corporate Visions' Power Messaging offerings, which support message deployment through training and skills development. The company's end goal is to license and train clients to use its products, processes, tools and techniques on their own.

- *Services capability.* Corporate Visions' goal is to convert a client's broad brand messages into specific customer conversations where value and differentiation can be more effectively and directly conveyed. Corporate Visions uses its own staff to facilitate customer workshops, often bringing together a number of siloed operations across marketing and sales in an effort to truly create one voice for an organization. It also has the internal horsepower to take workshop results and create a set of deliverables that can impact day-to-day field activities of both marketing and sales, then work to refine them over time as the messages are tested with prospects and customers.

- *Vendor vision.* Until recently, Corporate Visions focused its efforts mainly on the sales tools and training that are now offered through Power Messaging. However, in mid-2008, to broaden its base of offerings, the company purchased Wisconsin-based Customer Message Management (CMM Group), a services organization focused on message creation and positioning. Since the acquisition, the company has extended its vision to include message development and deployment, which it believes provides a differentiated, three-phase customer message management system.

ESSENTIAL ELEMENTS

As important as features and functionality is a vendor's ability to deliver and implement its solutions. Our analysis of Corporate Visions along this dimension that we call "essential elements" is as follows:

- *Integration.* Corporate Visions doesn't market or sell technology; thus, there are no technical integration issues to speak of. At the end of each messaging phase, clients receive a set of deliverables that serve as the basis for their own subsequent efforts. Power Positioning workshops each offer a differentiated message conversation roadmap that identifies target market pain points, opportunities and message positioning, as well as the Point of View Pitch. The vendor's Power Tools module creates completed templates, discussion guides and other coaching and customer-facing documentation, while Corporate Visions' Power Messaging training enables sales reps to practice and improve on delivering these messages.

- *Training.* The Corporate Visions experience is based on training a broad range of functions to work together and identify differentiated messages, utilize effective sales conversation techniques and enable staff trainers to train other internal sales and marketing staff to do the same. As such, there are no additional standalone training or support services.

- *Support.* A dedicated team of Corporate Visions experts moderate and manage the vendor's messaging workshops and subsequent sales training programs; additional support is provided on an ad hoc basis.

- *Best practices.* Throughout each client engagement, Corporate Visions provides best practices for today's marketing and sales professionals around differentiated messaging creation, as well as sales roadmap conversation tools and training. Specifically, the Power Tools phase provides the templates, discussion guides, documentation and tools used during all of the workshops and training sessions in Power Positioning and Power Messaging. Clients can reference this output as needed to replicate the entire customer messaging management process as part of a license agreement and relationship.

- *Vendor viability.* Founded in 1986, Corporate Visions is privately funded and currently lists more than 50 organizations as past or present clients. While numerous agencies and service providers focus on helping clients identify and refine their go-to-market messaging, and others offer specific sales methodologies and training services, few offer a comparable cross-functional integrated messaging, tools and training approach to customer message management.

THE SIRIUS DECISION

Corporate Visions offers a unique integrated approach to marketing message creation, positioning, sales implementation and training. Its engagements are designed for clients that want to prove out a custom message management process for a specific market segment, or on a specific new product launch or re-launch; results can be benchmarked and compared to existing methodologies, and decisions to move forward and replicate the process across other business units can then be made on a case-by-case basis. Organizations searching for new ways to differentiate their messages and marketing programs, as well as how they are implemented and adapted by their sales teams, may want to consider Corporate Visions in addition to more traditional advertising/marketing agencies and sales methodology/sales training service providers.