

Customer Value Engineering Success Story

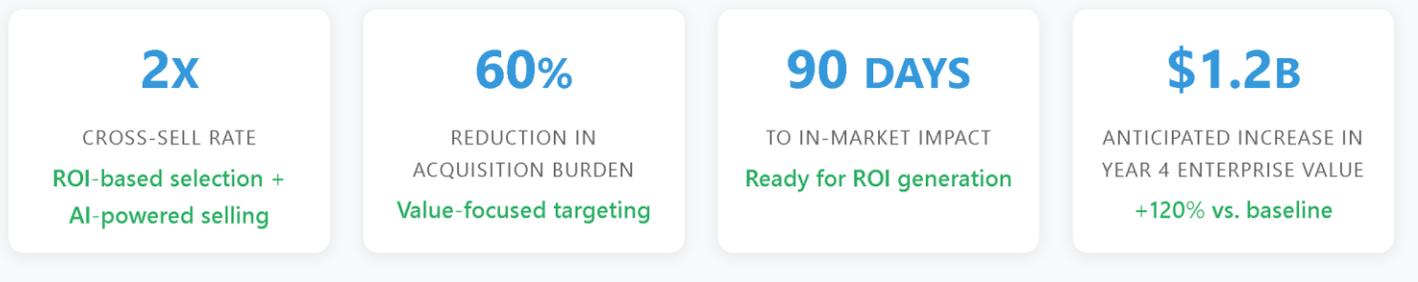
How CVE fundamentally transformed a PE-backed IT services firm's go-to-market performance and growth trajectory

Executive Summary

A PE-backed IT services firm. Aggressive growth targets. Experienced leadership. All the right pieces in place.

75% of their overstretched sales team's effort was unknowingly building a customer base that was undermining the company's future. By conventional standards, they were doing everything right. But conventional metrics were masking a critical truth: how customer relationships were actually creating or destroying value. Unfortunately, leadership was in a trap they had no way of seeing – the lens to recognize what was quietly and systematically sealing their fate, and see exactly how to fix it, simply didn't exist.

A CVE lens completely changed the game.



Situation

A \$300M B2B IT services company executing a classic PE growth playbook: acquire complementary businesses, integrate services, drive cross-sell. The target: \$1.3B in four years. But the warning signs were mounting – siloed teams with different incentives, fragmented data and metrics, escalating acquisition costs, underperforming cross-sell, and acquired customers churning at alarming rates.

Game-changing discovery: Two fundamentally different customer types, each with vastly different relationship and value profiles, were being acquired and serviced – invisible through traditional metrics.

Dimension	Transaction Customers	Partnership Customers
% of Acquisitions	73%	27%
Revenue Contribution	10% of revenue	90% of revenue
Lifetime Value	1x (baseline)	11x higher
Churn Rate	6x vs. Partnership Customers	Industry-leading retention
Cross-sell Receptivity	Low - single service focus	2.5x higher - ecosystem buyers
Profitability	Resource-intensive, low margin	Efficient to serve, high margin
Growth Trajectory	Flat or declining over time	Expanding relationship value

Activation

A focused CVE sprint delivered the foundation, analytics, and activation blueprints. Within 90 days, the company was aligned and ready to execute on **three high-impact use cases**.

Optimized Acquisition

Shift focus to high-value targets with redesigned scoring models

Data-Driven Cross-Sell

Prioritize based on value potential with personalized, ROI-based next best actions

ROI-Based Account Planning

CVE-powered account planning with value-based sales playbooks

360° Customer Growth Battlecard: One example of how CVE intelligence is constantly refreshed and delivered to front-line teams and systems (e.g., Salesforce, Marketo, HubSpot), enabling coordinated, ROI-based customer engagement at scale.



Transformation

Rather than acquiring 6,800 customers – with 3,100 churning – the focus turns to the right 2,800 customers. A tighter operation, higher value customers (+73%), reduced churn (-68%), compounding growth, and dramatically improved financials.

CVE doesn't stop at insights – the intelligence is continuously refreshed and purpose-built to embed directly into the tools and workflows teams already use, ensuring every customer interaction is guided by value potential.

When optimized actions compound across thousands of touchpoints, the impact on the business is transformative.

Dimension	Business as Usual		CVE-Powered
Acquisition Mix	73% Transaction	▶	70% Partnership
4-Year Acquisitions	6,800 customers	▶	2,800 (-59%)
4-Year Churn	3,100 customers	▶	1,000 (-68%)
Revenue per Customer*	\$300K	▶	\$520K (+73%)
Anticipated Enterprise Value*	\$1.0B	▶	\$2.2B (+120%)

* End-state figures reflect projected Year 4 values

Bottom Line

Same \$1.3B revenue target. Same market. Same team. CVE unlocked a completely new operating model, compounding growth engine, and end-state enterprise value – adding ~\$1.2B (+120%).

Key Learnings & Success Factors

The Data Was Already There

The answers were hidden in plain sight – fragmented across silos, invisible to leadership. With readily available internal and external data, and no massive IT projects required, CVE provided the lens to see what conventional metrics couldn't.

Precision + Compounding

Targeting *fewer* customers unlocked *more* value. Better targeting attracts better customers, retention improves, cross-sell rates increase, and financial performance compounds – a virtuous cycle that transforms the entire operating model.

Platform, Not Project

CVE isn't a one-time analysis that gathers dust. It's an ongoing system that continuously learns, improves, and shifts the organization from activity-based metrics to value-based thinking – with every decision anchored to a common goal: customer value creation.

The Journey Ahead

As the marketing and sales initiatives are mobilized in-market, adjacent high-value use cases are queued up for the next phase. The ultimate power of CVE: once the foundation is set, the platform scales across the enterprise as the organization is ready — unifying efforts around a common, customer-centric, ROI-focused North Star.



Where is value trapped in your go-to-market efforts?

Many organizations are closer to breaking through than they realize – they just need the right lens to guide their efforts. CVE can begin changing that within 90 days, typically starting with a focused proof-of-concept.

GETTING STARTED WITH CVE

Contained PoC

Begin with a low-risk proof of concept that uses your existing data to build foundational assets and demonstrate tangible value.

Crawl, Walk, Run

Start from today's realities, then expand use cases, teams, and channels at a pace your organization can absorb.

ROI with Every Step

Each phase is designed to deliver measurable financial impact and help fund further investment in Customer Value Engineering.

