

CASE STUDY

A leading data centre provider sought to expand its service portfolio with the launch of a Cyber Security Operations Centre, marking its entry into the highly competitive cybersecurity market. Recognising the complexities of market positioning and customer acquisition in this space, the provider engaged Crenellate to develop a structured commercialisation strategy, ensuring a seamless transition into the security services sector.

The move represents a strategic shift for the company as it seeks to leverage its existing infrastructure and enterprise relationships to provide end-to-end cybersecurity solutions. To succeed, the provider required a well-defined go-to-market framework, ensuring that its new security offering was not only technically robust but also positioned for sustainable market adoption.

CHALLENGE

While data centre operators are well-positioned to expand into adjacent services, entering the cybersecurity market presents distinct challenges. The sector is defined by high customer expectations, stringent regulatory requirements, and intense competition from established security providers. To compete effectively, the provider needed a clear market position, a differentiated value proposition, and a structured sales and marketing approach.

The company also faced a complex buyer landscape, with cybersecurity purchasing decisions often involving multiple stakeholders, from IT security leaders to risk and compliance executives. Without defined customer segments and tailored engagement strategies, the new service risked being perceived as a generic offering in an already crowded market.

Beyond positioning and engagement, the company required a scalable service model and commercial strategy, ensuring that its pricing, service tiers, and operational capacity aligned with market expectations while maintaining profitability.

To establish itself as a credible cybersecurity provider, the company needed a comprehensive route-to-market strategy, integrating market intelligence, sales execution, and long-term customer expansion frameworks.

SOLUTION

Crenellate worked closely with the provider's executive team to design a tailored commercialisation plan, balancing strategic market entry with long-term growth sustainability.

A critical first step was defining the provider's unique market position. This required an in-depth competitive analysis, benchmarking the company's capabilities against traditional Managed Security Service Providers (MSSPs) and emerging cybersecurity entrants. The assessment identified key differentiators, ensuring that the provider's cybersecurity services were positioned as an enterprise-grade, infrastructure-integrated offering rather than a commodity security product.

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With positioning established, Crenellate developed a targeted segmentation strategy, identifying the industries, business sizes, and personas most likely to benefit from the new CSOC service. This segmentation enabled tailored engagement strategies, ensuring that sales and marketing efforts were aligned with the specific needs of security-conscious enterprises.

The sales and marketing strategy provided a clear roadmap for market activation and sustained customer acquisition. This included:

- A messaging framework designed to communicate technical capabilities in a commercially relevant way, ensuring alignment with key pain points and decision-making criteria.
- A structured buyer journey map, ensuring seamless customer engagement from initial interest through to long-term service adoption.
- An integrated multi-channel engagement model, leveraging direct sales, industry partnerships, and digital outreach.

To ensure service scalability, Crenellate developed a structured pricing and service model, aligning tiered offerings with customer security needs, operational capabilities, and long-term revenue goals. This approach allowed the provider to offer flexible security solutions, accommodating both mid-sized enterprises and large-scale corporate clients.

Recognising that cybersecurity services require ongoing customer trust and engagement, the strategy also included a customer retention and expansion framework, ensuring that initial adopters could seamlessly scale their security services over time.

OUTCOME

The engagement positioned the provider as a credible cybersecurity partner, capable of delivering enterprise-grade security solutions alongside its existing data centre services. With a structured market entry strategy in place, the company has successfully differentiated its offering, ensuring it resonates with key decision-makers in high-value industries.

By integrating market intelligence, customer segmentation, and structured sales execution, the provider has established a repeatable, scalable approach to cybersecurity service delivery. The implementation of tiered service models and optimised pricing structures has further enabled broad market accessibility while maintaining commercial viability.

With ongoing support from Crenellate, the provider continues to refine and scale its cybersecurity operations, ensuring long-term competitiveness in an evolving security landscape. The project underscores Crenellate's ability to support high-value market entries, providing organisations with the strategic foundation needed to successfully establish and expand their presence in the cybersecurity sector.

