



## CASE STUDY

A leading Australian digital solutions provider has partnered with Crenellate to develop a structured, data-driven sales and marketing function, positioning the company for sustainable long-term growth.

Founded in 2014, the company has established itself as a trusted provider of cloud-native solutions for government and enterprise clients. While its technical expertise and strong industry reputation had driven organic success, the business lacked a structured go-to-market strategy. Revenue growth had been primarily dependent on existing relationships, with no formal sales or marketing function in place to proactively capture new opportunities.

With ambitions to expand into new markets, leadership recognised that a more deliberate and data-driven commercial strategy was required to scale the business effectively.

## CHALLENGE

Despite a growing portfolio of digital solutions, the company faced several structural hurdles that limited its ability to expand beyond its existing customer base. Business development efforts were ad hoc, with no repeatable process for identifying, engaging, and converting new clients. The company had traditionally relied on referrals, but this approach lacked predictability and made it difficult to forecast growth.

A lack of structured market intelligence also presented challenges. Without a clear understanding of the Total Addressable Market (TAM), Serviceable Available Market (SAM), and Serviceable Obtainable Market (SOM), leadership struggled to quantify expansion opportunities or assess competitive positioning. The absence of defined customer personas further complicated engagement efforts, with no tailored messaging strategy to address the specific needs and decision-making processes of key stakeholders.

These gaps were exacerbated by inconsistencies in brand positioning. Different teams used varied messaging across communication channels, leading to a fragmented presence in the market. Without a structured approach to customer journey mapping, prospective clients received inconsistent engagement, impacting conversion rates and long-term customer advocacy.

To establish a scalable commercial function, the company needed a fully integrated go-to-market strategy that aligned sales, marketing, and competitive positioning.

## SOLUTION

Crenellate worked closely with the company's leadership team to develop a comprehensive commercial strategy designed to address structural inefficiencies and drive sustainable growth. This approach went beyond traditional sales frameworks to incorporate deep market analysis, strategic audience engagement, and data-driven sales execution.

A detailed market intelligence assessment was conducted to establish a clear understanding of the company's competitive landscape. This included defining TAM, SAM, and SOM, allowing leadership to quantify market potential and prioritise high-value opportunities. A competitive analysis identified industry benchmarks and market gaps, ensuring the company's positioning was aligned with emerging customer demands.

With market clarity established, the next step was to structure a scalable sales and marketing function. The engagement focused on implementing a systematic approach to lead generation, refining brand positioning, and creating a unified messaging strategy. A structured customer journey map was developed, ensuring consistency in engagement from initial brand awareness through to long-term client advocacy. To improve efficiency and performance measurement, a CRM system was integrated to streamline pipeline management and provide real-time sales insights.

Recognising that a commercial strategy must evolve with market conditions, Crenellate continues to provide ongoing strategic advisory support. This includes quarterly reviews to reassess market positioning, refine messaging, and optimise engagement strategies. Leadership coaching and sales enablement programs ensure that internal capabilities continue to develop, embedding a long-term culture of strategic sales and marketing execution.

## OUTCOME

By implementing a structured, data-driven commercial strategy, the company has transitioned from an informal, relationship-based sales model to a scalable and repeatable business development function. The business now has a clearly defined market focus, with structured audience segmentation and targeted messaging that improves engagement with key decision-makers.

The adoption of CRM and marketing automation has provided greater visibility into sales performance, enabling leadership to make data-driven decisions and improve forecasting accuracy. With a structured sales pipeline and consistent brand positioning, the company has strengthened its credibility in the market, allowing for more effective customer acquisition and retention.

As market conditions shift, the company continues to refine its go-to-market approach through Crenellate's ongoing advisory support. The combination of market intelligence, structured engagement, and sales execution has positioned the business for sustained long-term growth in an increasingly competitive digital economy.

