

# HAS YOUR COMPANY OUTGROWN ITS POSITIONING?

How Audacia Strategies  
repositioned and unified Xator after  
eight acquisitions



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**MARK SKINNER**  
Chief Strategy Officer, Xator

Xator provides mission-focused solutions that address critical infrastructure needs for U.S. governmental clients.

## HIGHLIGHTS

### Challenges

- After 8 acquisitions, Xator lacked cohesive brand messaging that integrated them into one central company with a range of capabilities
- They were experiencing misalignments between who they were and wanted to be and how they were being perceived in the market

### Solution

- Our research-based integrated communications approach for identifying the most targeted, effective, and unifying brand messaging

### Results

- A uniquely positioned brand message that clearly articulated the benefit of working with and for Xator
- Clarity and enthusiasm of the value proposition they bring to their customers and their employees
- Repositioning in the market that drove visibility and added corporate value
- Illuminating actionable insights from employees at all levels about company differentiators
- More informed employees who know how to talk about Xator and are excited to share their unique message
- Clear messaging that can easily be adapted to all marketing collaterals, proposals, and sales conversations

# CHALLENGES

A lack of cohesive brand messaging after significant company growth was causing misalignment between who Xator was and how they were being perceived

**W**hen Xator's Chief Strategy Officer Mark Skinner reached out to Audacia Strategies, he knew their company needed a more intentional approach with its brand and messaging.

Xator, a company that provides mission-focused technology solutions for U.S. government clients, had grown quickly — and successfully — through the acquisition of eight companies.

And while the fast growth had turned Xator into an industry leader in the critical infrastructure protection space, acquiring eight different companies didn't lend itself naturally to the presence of one cohesive and unified brand.

Skinner said that **the lack of unified and defined branding** had begun to affect how Xator was positioned and perceived in the marketplace.

**“When you’re building a company you have to prioritize, and one of the things that never became a priority was our brand,” Skinner said. “We kept adding companies and our website and web content were ok at best.**



“When we got to a certain size, however, we started to notice that because we weren’t intentionally creating our own image, others were free to create it for us. We realized that other companies looked at us differently than how we looked at ourselves. **We were a much higher tech company than what we were being perceived to be, and we wanted to make sure we were seen in the right light.**”

Skinner knew the way to fix the issue began with how the company talked about itself, but with all of the internal parties and stakeholders involved, nailing down the key messages was difficult.

## SOLUTION

A team of communications experts with a proven three-tiered process for **uncovering your most targeted and effective brand messaging**

Xator’s Vice President of Business Development recommended that Mark reach out to Audacia Strategies, a corporate and investor communications advisory firm that specializes in providing bespoke corporate identity, risk, and solutions-focused insights and strategies to companies taking bold steps to transform their businesses.

When Skinner first spoke with the Audacia Strategies team **he was impressed with how thorough they are about getting the complete picture of their needs.**

“They asked a lot of questions to try to understand where our interests lay and what our needs were,” Skinner said. “They told us what they have done with other businesses like ours, what their process looked like, and how they would be able to help us shape Xator’s dialogue both externally and internally.”

Confident in Audacia Strategies' expertise, Xator hired them to reposition the company with a unique shared value proposition and messaging that would unlock untapped value by reintroducing Xator to customers, teammates, and employees as a one-of-a-kind industry partner operating with clear purpose.

Using Audacia Strategies' **three-tiered framework**, starting first with an audit and assessment of Xator's existing materials to see how they were perceived in their market.

To do this, the Audacia Strategies team reviewed all of Xator's Contractor Performance Assessment Reporting System (CPARS) ratings to **gather insights about what their customers thought were the most important points of value** about their company and its services.

**They also analyzed Xator's competitors** to identify opportunities to position them more effectively, and assessed Xator's current messaging to craft a message that aligned with their brand and business goals.

The second part of their approach involved **gathering extensive internal insights**. Audacia Strategies conducted 35 interviews with Xator employees ranging from C-Level executives to individual contributors, about the strengths, weaknesses, and impact of the company.

Finally, Audacia culled through all of the research and **crafted a messaging architecture** that clearly articulated Xator's corporate brand promise, customer value proposition, key message pillars, and wrapped it all up with a 30-second elevator pitch.



# RESULTS

## Clear and concise brand messaging

that unified the company and repositioned Xator in the market

Skinner said that throughout the process, the Audacia Strategies team listened intently to the information and insights they gathered, which helped them nail Xator's messaging quickly and position them effectively as a high-level technology house.

### Skinner noted that hearing their new messaging hit home for him.

"The lightbulb went on and I thought, 'Yes, this is who we are and this is how I can articulate Xator in a very succinct manner to my customers, to my employees, and to external businesses,'" Skinner said. **"The messaging was really clean, and I realized it gave me the perfect way to start every conversation about who we are and what we do."**

The new messaging architecture also resonated deeply with Xator employees, who — like Skinner — now had a much better idea of how to talk about their company and share its unique value.

**"We rolled out our new messaging at an offsite meeting with our business development team, and it was very energizing to our employees," Skinner said. "The Audacia Strategies team came in and presented it, and not only did everyone love the messaging, but they appreciated how inclusive the whole process had been. In some sense, every person in that room felt like they had a valuable part in creating it."**



Xator now has a unique value proposition and messaging architecture that makes it easier to share the advantages of working with Xator.

**With everyone on the same page with their new messaging they can attract the right new hires, succinctly communicate who they are and what they do in marketing collateral, and unify their employees around a cohesive company culture.**

Skinner said any company — especially those that have grown through acquisition and are looking to create an intentional brand — would benefit from working with the Audacia Strategies team.

**“The Audacia Strategies team really understood where we were at and the challenges we were facing with our messaging,” Skinner said. “They were able to listen and get down to the true essence of what Xator does and the value proposition we bring to our customers and employees in a way that really resonates. It was a very energizing and eye-opening experience.”**

To learn more about how Audacia Strategies can help your business **reposition for transformative growth**, go to [audaciastrategies.com](https://audaciastrategies.com).

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