



2008
Winners

ITSMA MARKETING EXCELLENCE AWARDS

*Honoring Standout Performance in
Marketing Technology Services and Solutions*

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Introduction

Marketing Excellence is a lofty term. But we use it because achieving true marketing excellence is rare and often goes unnoticed. The best marketing is a spark of creative intensity so bright that its light remains undiminished for years. It is the pinnacle of performance. ITSMA's annual Marketing Excellence Awards seek to recognize those standout achievements that deserve recognition not just among peers in the profession but also in the hallways of the company. We created these awards in 1998 to tell the untold stories and to let the light of marketing excellence shine clearly.

The awards are the product of a rigorous process in which a panel of marketing experts challenges applicants to emphasize excellence in the three most critical aspects of success: innovation, execution, and business results. The process comes out of our belief that business success today requires marketers to move beyond the traditional realm of communications into such areas as developing new solutions, penetrating new markets, increasing sales effectiveness, and building stronger customer relationships. We want to congratulate this year's winners for their leadership in all these areas and are pleased to highlight a few of their stories for you.

Keep up the great work and remember to come back to us next year with more of your sparks of excellence.

—Dave Munn, President & CEO, ITSMA

About the Marketing Excellence Awards

Launched in 1998, ITSMA's Marketing Excellence Awards (MEA) focus exclusively on the largest segment of the technology business: technology services and solutions.

The awards program is based on a comprehensive and strategic approach to marketing, recognizing that business success today requires marketers to move beyond the traditional realm of communications into such areas as developing new solutions, increasing sales effectiveness, and managing the customer experience.

The program looks beyond flash and glitz to emphasize excellence in the three most critical aspects of success: innovation, execution, and business results.

The Marketing Excellence Awards are open to all companies that market and sell technology-related services or solutions. Applications for awards are due in June and the awards are announced at a special awards dinner during our Annual Marketing Conference in the fall.

MEA judging is based on a peer review process. The awards jury consists of members of ITSMA's senior executive staff, ITSMA's member advisory board, and other senior marketing executives and experts. No judge reviews submissions for which there is a potential conflict of interest.

The MEA program includes two awards in each marketing category:

- **Diamond Awards:** Best in class for the industry, as measured by innovation, execution, and business results
- **Gold Awards:** Standout achievement in improving marketing performance, as measured by innovation, execution, and business results

Award winners have included Accenture, AT&T, Autotask, Avaya, BEA, BearingPoint, BMC Software, BT, Capgemini, CDW, Cisco, EDS, EMC, Hewlett-Packard, Honeywell, IBM Global Services, IKON, Infosys, Lucent, Microsoft, NCR Teradata, NetApp, Nokia, Northrop Grumman, Oracle, SAP, Satyam, Siemens, Sprint Nextel, Unisys, Wipro Technologies, and Xerox, among other top technology and professional services firms.

For more information on the MEA program, visit www.itsma.com/news/mea.

About ITSMA

ITSMA specializes in helping companies market and sell services and solutions. As a membership organization, we work with the world's leading technology, communications, and professional services firms to generate new business, strengthen customer loyalty, and increase brand differentiation. Through research, consulting, training, and community we provide the insight companies need to improve marketing impact, sales performance, and business results. ITSMA is based in Lexington, Massachusetts, and has offices in the United States, the United Kingdom, and Japan. Learn more at www.itsma.com.



“We know what it takes to be a Tiger.”

www.accenture.com

Business Challenge

Accenture competes with the likes of IBM, BearingPoint, Capgemini and McKinsey for large contracts, with the most lucrative being multiyear engagements worth hundreds of millions of dollars. The buying process is incredibly complex and lengthy, involving the most senior executives of an organization. In most instances, multiple decision makers take part in the selection process and selling an engagement usually encompasses a number of different stages over the course of many months, sometimes years. With many competitors offering similar services, differentiation is the key to gaining awareness and consideration, the first step in the buying process. It's a maturing category, with intense competitive pressure coming from lots of different angles.

Leveraging the power of its unmatched experience along with insights from the company's groundbreaking research into what drives high performance, Accenture set out to own the category benefit which is to help companies become high-performance businesses.

Program Concept/Objective

The objectives for the 2007 Accenture campaign were to:

1. Brand and own the High Performance Business concept, supported by the key messages of its unequalled depth and breadth of experience and research-based knowledge—Accenture's version of the key benefit for the market served.
2. Break through the clutter and get noticed—no small feat with a modest budget relative to the competition while reaching the busy C-Suite audience that is constantly bombarded with messages.
3. Get Accenture on the target audience's consideration list of companies to hire for large-scale engagements.
4. Pump up the Accenture brand personality as a smart, innovative, collaborative, flexible, and pragmatic company; those are the key traits that clients look for in the consultants they hire.

Program Execution

From 2003 to the fall of 2006, the Accenture advertising and integrated marketing campaign had the theme “Go on. Be a Tiger.”, which focused on Tiger Woods as the epitome of high performance. After a highly successful run, Teresa Poggenpohl, Executive Director, Global Image, thought there was a bigger story to tell; it was time to evolve the campaign. So she had her staff dig into Accenture’s research program to see just how many companies had been analyzed to give scope and scale to what Accenture had done. The answers—generated from Accenture’s study of 6,000+ companies and a wealth of performance data it gathered—prompted Poggenpohl to update the Woods campaign, putting the legendary golfer slightly more in the background and bringing the company’s experience and research front and center. After four years, Accenture’s High Performance Business research had grown more robust and that message, along with its unmatched experience, was truly the essence of supporting and promoting Accenture’s promise of helping clients become high-performance businesses. The integrated campaign, which debuted in 27 countries, replaced the old tagline, “Go on. Be a Tiger.” with “We know what it takes to be a Tiger.” The campaign was communicated via many outlets, including advertising, accenture.com, thought leadership, strategic events, and the annual report, to name a few.

Business Results

The “We know what it takes to be a Tiger.” campaign has been Accenture’s most successful communications program to date. The company’s marketing success was validated when, in 2008, Accenture was placed at number 47 in *BusinessWeek*’s annual ranking of the 100 Best Global Brands, with a brand value of nearly \$7.9 billion—a 9% increase from 2007. By refreshing the campaign and promoting its unmatched experience and research-based knowledge, Accenture has truly differentiated itself by owning the positioning message as *the* company capable of helping clients become high-performance businesses.

We know what it takes to be a Tiger.

According to our landmark research on leaders in 35 industries, high performers consistently excel at translating information into business value, particularly through the strategic use of it. For an in-depth look at our study of and experience with high performers, visit accenture.com/research

• Consulting • Technology • Outsourcing

accenture
High performance. Delivered.

“There Are Bigger IT Outsourcing Companies, But Not Better”

www.compucom.com



Business Challenge

CompuCom Systems, Inc. faced a fundamental decision in 2007 on whether or not to invest in marketing to grow its IT services business in a crowded, highly competitive industry dominated by larger companies. Faced with slowing organic growth from existing clients and with no immediate acquisitions on the horizon, the leadership team had a critical decision to make. With aided brand awareness at a mere 6%, a bold move was required by the management team to quadruple funding, add new resources, and agree to a plan that would literally rebuild the way CompuCom marketed itself.

It was a “David vs. Goliath” type of situation from a couple of perspectives. However, the results showed that by taking the right marketing approach and viewing the function as an important business driver, even a small company with a small marketing team can effectively compete against the biggest companies. The calendar year 2007 proved to be a pivotal year for CompuCom’s brand.

Program Concept/Objective

After completing a full analysis of the marketplace, conducting research and making an assessment of the company’s ability to make inroads into the market, the team developed a two-phased go-to-market plan. Understanding the key priorities of the target audience and the issues they faced with large outsourcing deals revealed market insight that CompuCom used to differentiate its brand.

To position the company as a more agile, innovative and cost-effective alternative to other larger outsourcing companies, the following theme was developed to create awareness and promote CompuCom’s strengths:

- **There Are Bigger IT Outsourcing Companies, But Not Better** – used the coal/diamond example to highlight key company differences/benefits.

To demonstrate and deliver proof points that supported the overall theme, the company developed a proprietary interactive IT infrastructure maturity tool to show clients the benefits of selecting CompuCom. At conferences and events, the company used the message “**We Solve IT**” as a way to promote that CompuCom takes the puzzle out of infrastructure integration. A Rubik’s cube was handed out to promote the company’s solution and promote free maturity assessment evaluations.

Program Execution (Highlights)

Success was achieved by taking a very strategic and well-balanced approach to first establish the right foundational elements and then, by expanding the program during phase two to integrate the right blend of traditional and Web-based marketing tactics.

Each phase and activity used a set of best-practice processes to ensure high-quality execution and enable the rapid expansion of the program as it was ramped up throughout the year.

Phase one was focused on introducing fundamental sales support deliverables and educating employees on the new brand approach. Some of the critical elements were:

- Redesign and relaunch of Website
- New brand identity manual
- Introduction of internal brand ambassador program
- New corporate brochure, sales presentation materials, and product fact sheets
- Development of maturity assessment application tool
- New IT integration white paper backed by client case studies
- Launched ongoing MarketFlash internal brand communication program

Phase two was focused on external promotion using a combination of push/pull online and offline program tactics. Each activity was orchestrated and timed to be introduced using a staged approach to ramp up in intensity as the program advanced through the year. Phase two elements included:

- Expansion of analyst and press relations program
- Sponsorships at major industry conferences
- Introduction of outbound appointment-setting telesales
- Trade advertising
- White-paper inserts in *CIO* magazine and CIO.com
- Gartner Magic Quadrant report submission, ranked in Leaders quadrant
- Interactive direct mail
- Launch of Webcast program
- Google Adwords program
- Online syndication of white papers

As prospect contacts were generated, they were managed and nurtured through a formalized lead generation funneling process.

Business Results

Results were significant in terms of business impact and marketing achievements:

- IT services revenue grew 8.5%—nearly twice the industry average of 4.5%
- Sales pipeline TCV grew 49%
- \$26M in sales pipeline attributed to marketing activities
- 323% increase in average monthly Website visitors
- 556% increase in analyst inquiries
- 10-point increase in CompuCom aided brand awareness
- Direct mail achieved 25.87% response rate



TATA CONSULTANCY SERVICES

The Experience Certainty Program: Accelerating the TCS Brand

www.tcs.com

Business Challenge

Tata Consultancy Services (TCS) and the Tata Group are well-known and established brands in India. However, based on comprehensive independent research projects with clients, analysts and media, TCS learned that the global awareness of its brand had made progress over the last few years but was still largely unknown in the marketplace. Additionally, TCS's research showed that the perception of its brand did not match the reality of what the company stands for or the value its clients clearly recognize. This was largely due to a number of factors, including inconsistent positioning and messaging as well as a lack of one visual identity across the globe.

Program Objective

Based on the initial insights, TCS launched a meticulous 30-month research and branding process. By partnering with various agencies, including Siegel & Gale, DraftFCB, Dynamic Markets, Enlighten, and Fleishman-Hillard, TCS validated and refined its positioning platform, developed a global visual identity, and executed a series of large initiatives to communicate this positioning to the marketplace.

Program Execution

The project began with the refinement of TCS's positioning direction and brand attributes, establishment of a brand architecture roadmap, creation of visual system standards, development of a supporting global messaging platform as well as validation research with key clients.

Leading with the tagline "Experience Certainty", TCS established clear positioning in the marketplace that was true to client perceptions of TCS—*an organization that delivers real results to global businesses, ensuring a level of certainty no other firm can match.*

TCS then created a new corporate brochure and collateral system, including all templates and external communications vehicles to adhere to the new positioning and visual identity standards. TCS completely reengineered and rebranded its corporate Website, TCS.com, following a user-centric design approach to create a differentiated user experience. Additionally, the company began to rebrand its facilities to match the new standards.

TCS recognized that the success of the program hinged on gaining rapid alignment of TCS management and its more than 100,000 employees, located in over 50 countries. TCS developed a cascaded communication strategy, leveraging multiple channels, including the development of a brand manifesto, a brand video, desktop screensavers, advertising on internal video networks, and a series of executive road shows.

TCS launched the new corporate positioning with a global print and online advertising campaign, including 243 ads in local and international publications such as *The Wall Street Journal*, *The New York Times*, *Economist*, *Forbes*, *Fortune*, *BusinessWeek*, *International Herald Tribune*, *Financial Times*, Barron's Online, and CNNMoney.com, among others. The ads used client testimonials from companies such as Ferrari, Alcoa, SAP, and Carnival Cruise Lines that explained how their companies "experienced certainty" by partnering with TCS.

To gain traction with the media, TCS commissioned research surveying 800 senior IT managers in large companies across eight countries worldwide. The findings showed that only 37% of the time IT projects were completed on schedule and that only 42% of the time software was delivered without severity 1 or 2 defects. When TCS compared these results to its own world-class measurement systems, it revealed that TCS projects had on-time delivery 87% of the time, and 98.82% of TCS deliverables were made without severity 1 or 2 defects.

These survey results reaffirmed TCS's positioning and were communicated to key media outlets, industry analysts and clients. The survey results were exclusively covered by *The Wall Street Journal* and comprehensively covered online on top-tier sites such as ZDNet, CIO, InformationWeek, Computing, and IT Week.

Business Results

Though TCS revenues have grown over 100% since the launch of this initiative, the primary measures of success center on awareness and perception of the TCS brand. Externally commissioned brand research has shown the following results since the inception of the initiative:

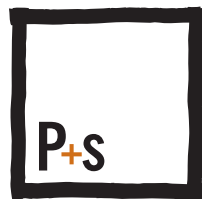
- 200% increase in unaided brand awareness
- 49% increase in responses of people who strongly or very strongly agreed with the statement "TCS ensures a level of certainty in delivering high-quality products and services"
- 58% increase in responses of people who strongly or very strongly agreed with the statement "TCS helps clients create and sustain leadership in their industries"
- The number of those mentioning TCS as the "Perceived Leader in IT Consulting, Services, and Outsourcing" increased from zero responses to 5% of total responses (fifth on the list of companies)

Virtual Metabolomics Lab

www.metabolomics-lab.com

Business Challenge

Metabolomics is an emerging field of scientific research and an opportunity for Agilent. No company has as complete an offering for metabolomics labs as Agilent; however, a competitor had gained a head start with an aggressive marketing program for this application. The competitor had a history of using marketing to secure a market even before being able to deliver on a full offering. In contrast, Agilent could deliver products to address the application but historically focused its marketing efforts on individual instruments/products versus application solutions.



PARTNERS+simons

for



Agilent Technologies

Agilent recognized that to capture the emerging metabolomics market, it needed to focus on creating—and demonstrating—an application solution, not simply a collection of products.

Program Objective

To demonstrate a more holistic view of a metabolomics lab—a view that included products as one component of the broader needs of the researchers in the labs—Agilent wanted an innovative approach that not only delivered its message to the labs but also positioned the company as a partner who understands the world of the metabolomics researcher. Agilent wanted to demonstrate its commitment to the field and subject matter expertise to become the preferred partner for metabolomics research (profiling, identifying, validating, and quantifying).

Agilent also needed an innovative way to spread the message about its broad and comprehensive offering of products (instruments, columns, consumables, software and services) and application knowledge while engaging prospects and customers in an ongoing conversation and generating business development opportunities.

Program Execution

The development of a Virtual Metabolomics Lab enabled Agilent to put customers in the heart of the world of metabolomics, a place where they not only learn more about the field by navigating an actual lab but also familiarize themselves with Agilent's offering in the category while validating Agilent's ability to deliver and facilitate incremental build-out. The Metabolomics Virtual Lab is built as a self-guided tour for new visitors while allowing repeat visitors to access and retrieve specific information quickly on an as-needed basis.

The microsite serves as a central repository and information resource for all aspects of metabolomics (instruments, applications, industry news, and the like). But most important,

it serves as a thought-leadership tool that showcases Agilent's deep domain expertise in this emerging market and demonstrates the company's ability to meet the needs of labs across the entire metabolomics workflow.

Using the intelligence gathered from customer research and testing, PARTNERS+simons developed a metabolomics message map that outlines the unique benefits of Agilent's complete metabolomics offering and the way they apply to the two customer segments: pharmaceutical and agricultural-chemical labs. The research also informed the development of the microsite, helping to identify what the virtual lab should contain and how the information is presented. The message maps were used to determine how to integrate Agilent's messaging with the site while still maintaining the feel of a resource versus a strictly promotional experience.

In addition to understanding the nuanced differences between pharmaceutical and agricultural-chemical labs, Agilent also recognized that a complete metabolomics laboratory represents considerable economic investment, one that will require guidance over time as budget becomes available. Therefore, the virtual lab wasn't designed for one-time viewing but rather as a resource that researchers could return to again and again to find updated industry information and the latest on metabolomics research from peer-posted content, creating a community for all those involved in metabolomics research.

The Metabolomics Virtual Lab helped position Agilent Technologies as a knowledgeable scientific partner that provides all the tools, expertise and guidance to assure a lab's success in metabolomics. In addition, as a practical lead generation tool, the campaign around the Metabolomics Virtual Lab was responsible for achieving greater than 75% of all the marketing-generated sales leads for the first six months of FY2008.

Business Results

Metabolomics is one of the highest-impact campaigns ever deployed at Agilent, generating a sizable new funnel for all the businesses (products, applications, software, and services) in the Americas, EMEA, and Asia.

Deal volumes (qualified sales opportunities) from the campaign exceeded plan in each region. In addition, this campaign alone was responsible for achieving significant marketing-generated metabolomics sales for the first six months of FY2008. Because this was but one of a number of campaigns aimed at driving metabolomics demand, the campaign results are stunning.



Creating an Online Community: We Built It... And They Came.

www.autotask.com

Business Challenge

With a rapidly growing base of 20,000 IT Service professionals, Autotask Corporation was having a difficult time getting its fingers on the pulse of its average customer.

Feature enhancement requests for its IT Services Management software were piling up at a rate of hundreds per month. Customers wanted more, and it seemed there was no effective way to prioritize or evaluate all their ideas. Complicating matters was the tedious reality of addressing customer support issues—many of which were being handled one at a time by a support team that would end up spending countless hours answering the same questions, over and over again.

In addition, Autotask struggled to coordinate and respond to customer input and feedback throughout the product development cycle. Net Promoter scores indicated that the average customer did not feel “connected” to the company.

Program Concept/Objectives

Taking the best of what it had researched about the social Web and online networks and adding a few innovative twists of its own, Autotask Corporation set out to create a new online community built directly into its hosted software application.

The primary objective was to provide a direct, online communications channel that would connect users with each other and Autotask staff, to improve the product as well as to enrich the overall customer experience. Key to the success of this new online portal would, of course, be achieving a rapid critical mass of customer participation.

Program Execution Highlights

Like many great innovative ideas, the “Autotask Community” was one of those concepts that started small, slowly evolved, and rapidly took on a life of its own.

Autotask was initially looking for a way to better manage the feature enhancement requests coming in and saw the Salesforce.com Idea Exchange as a great model to emulate. They pulled together a group of customers to talk about the best way to implement such a system within the Autotask application. After just one session, it became clear that the company’s customers saw a much bigger opportunity here. They had lots of other potential uses for such a tool, especially one that was going to be built right into the application that they are using all day.

Autotask also began to see the enormity of this opportunity and went back to the drawing board, this time bringing in company heads of customer service, technical support,

product management, sales, and (of course) marketing, which was driving the project. They explored how each of these areas might be able to improve and transform their processes by integrating direct end-user access and participation operations.

Using the initial customer input plus their own concepts, Autotask built a working prototype of the concept, incorporating the ideas that had been put forth. The prototype included a “forum,” with topics they knew would attract their customers to read and write posts, and a dozen blogs—half written by Autotask staff and half syndicated from well-known industry pundits—on topics that relate both to the company’s software and its customers’ IT businesses.

Other features of the Autotask CommunitY included a featured member column, opinion polls, an industry classifieds section, and even a special area of the site where members are encouraged to suggest new ideas for the CommunitY.

Business Results

Participation: Autotask hit its first 1,000 visitors (5%) within the first week; they crossed 2,000 (10%) after 30 days; and at the six-month mark they had reached 7,500 members (37% of the active customer base). The CommunitY just celebrated its first anniversary with over 12,000 members (60% of active users).

Engagement: The rule of thumb for online communities is that for every 100 members who participate, 10 will respond or react to content that is already there, and one will generate a new post. After one year, Autotask’s engagement is off the charts. For every 100 members, 20 to 25 will create new content and 40 to 50 will respond with a comment.

Feature Requests: By making the feature enhancement process completely transparent and publishing all requests out to the community, Autotask has virtually eliminated duplicate feature requests. In addition, by way of votes on each request, they have eliminated the “guesswork” involved in prioritizing features to work on.

Support: More than 650 help issues have been submitted to the Help Forums, all of which were answered either by Autotask staff or other customers within 24 hours. More than 2,200 customers commented on or embellished the responses, and these posts were viewed more than 9,000 times. Importantly, the average number of help requests coming directly to the support team dropped by 25%.

Sales: Prior to giving prospective customers access to the CommunitY, Autotask would close approximately 50% of prospects who were granted a live evaluation of the software. Since including access to the CommunitY, the close rate is now 75%.

Product Development: Since the opening of the CommunitY, Autotask has put 13 major product enhancements “On the Drawing Board” and has received detailed feedback from a range of 25 to 75 different customers at each stage of development, including a review of feature requirements much earlier in the process.

Partner for Success

www.patni.com



Business Challenge

Over the years Patni has built trusted, long-term relationships with the Global 2000 that positioned the company favorably as a strategic partner. Nevertheless, analysis revealed that Patni's capabilities were being narrowly defined through its own actions and by companies in roughly the same competitive frame.

Clients were not identifying Patni as a potential agent of change, thereby eliminating the company from consideration for strategic engagements. Patni realized the need to change the perception of its brand so that it accurately reflected the company's diversified business model, its ability to be entrepreneurial, and its understanding of the customer's business ecosystem.

Program Objective

At a broad level, the company understood that its marketing strategy had to transition from a static model to a more dynamic approach that positioned it as partner and agent of change. Various research efforts reinforced these notions.

The objective of Patni's program was to engage clients with a set of integrated initiatives that underscored the company's ability to address business and high-value technology issues.

Program Execution

Insight—Patni's quarterly newsletter

Since 2005, *Insight* has been a medium to inform and update Patni's clients about the latest developments in the world of IT solutions and services outsourcing. The publication provides a mechanism to engage customers on a variety of business and industry topics. It includes independent analyst and industry expert viewpoints on market trends. Editorial content frequently shares a theme with the company's other outreach efforts, creating synergy and reinforcing key points of view.



PatniConnect—Global Customer Forum

PatniConnect has brought together industry experts, thought leaders, and nearly 300 hand-picked senior executives from Patni's customer and prospect base since its inception. It provides attendees with the opportunity to discuss industry-driving trends and the business factors influencing global markets. The agenda highlights customer experience through moderated panels and includes keynote addresses from prominent economists. Customers are involved at every stage, from agenda design to panel discussions.

Executive Leadership Forum (ELF)

ELF provides an academic and private sector perspective on the past, current, and future state of globalization that gives attendees a unique insight into the industry, where it is going, and the effect it has in shaping business agendas. The program combines case study analysis, discussion, panels and presentations. Taught by a combination of Boston College faculty, Patni staff, and seasoned executives, ELF covers the core strategic forces, governance models, and state-of-the-art practices that are shaping the industry. Attendees receive a Certificate of Outsourcing from BC's Carroll School of Management.

Project—Atithi—Enhancing the Client Visit

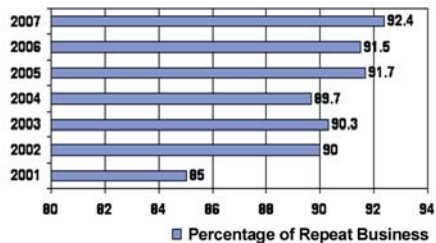
Customer Visit Management (CVM) is a framework for client engagements and visits. The goal was to create benchmarks to ensure a consistent client experience across all company facilities. Clients are engaged from the beginning, and every offshore development center communicates a sense of association with the client. The intention was to change the perception of customers and differentiate the company. Not only has the perception altered, there is a newfound respect for the blend between traditional Indian hospitality and requirements and the need to acknowledge Western sensibilities that provides a unique and memorable intercultural experience.

Business Results

The company uses a variety of metrics in measuring the effectiveness of its various campaigns. For *Partner for Success*, Patni is particularly interested in assessing customer loyalty, revenue impact, and client acquisition.

Patni experienced the following:

- Eighteen new client acquisitions, all of which have been with the company for five years or more. Year-over-year repeat business contribution from all customers of 92.4%.



- A 20% increase in the number of clients visiting PatniConnect in the past five years. PatniConnect has been responsible for converting a number of prospects to clients. The Carphone Warehouse, one of the UK's largest providers of cell phone and Internet services, became a customer shortly after attending PatniConnect 2005 and this past November signed a multiyear, \$200M contract with the company. This year, PatniConnect was directly responsible for helping close a significant BPO opportunity with one of the largest commercial and retail banking institutions in the Southeast.
- A marked increase in the readership of *Insight*. The active subscriber base has increased from 1,500 to 4,000+ in the past four years.



Executive Relationship Programme

www.fujitsu.com/uk

Business Challenge

Fujitsu is ambitious to grow its IT services business on a global scale. In Europe, the Fujitsu Services organisation has the twin challenge of looking for growth within existing customer organisations and acquiring new IT services business.

Large-scale IT services contracts are increasingly supporting significant transformational changes within organisations. Purchasing decisions are therefore involving a broader and more senior management approval route than the traditional IT department procurements.

As a consequence, Fujitsu Services identified the need to extend its executive relationships beyond its traditional IT heartland, creating a network of senior management contacts across a range of disciplines, including CEO, Finance, HR, Marketing, Operations, Business Transformation, and, of course, IT.

To achieve this, the company embarked on a coordinated relationships-building programme across its European organisation. The programme is focused on providing opportunities for sales and management teams to create and develop relationships with senior contacts within both existing customer organisations and new prospects.

Programme Concept

The concept is based on data segmentation, accurate targeting, and the delivery of a coordinated and highly professional executive events programme. The events themselves are designed to provide opportunities for informal 1:1 discussions before, during, and after the events and to enable follow-up communications between events. The programme has therefore become the platform on which our sales and management teams can develop relationships.

Programme Execution

For contacts at Chairman and CEO level, Fujitsu instigated a dinner programme in 2005 under the title of the **Fujitsu Executive Institute (FEI)**. This provides a peer-to-peer networking opportunity to discuss various aspects of a consistent theme: the impact of the emerging Asia/Pacific economies. These events, which typically feature a guest speaker at the Ambassador level, take place quarterly and have created a network of new contacts at the most senior levels.

For CIOs and senior business influencers, Fujitsu introduced the **Executive Discussion Evening (EDE)** programme in 2004. This programme started in the UK and has now been rolled out across most of Fujitsu's European country organisations. The format is simple: topical theme, high-quality speakers, a discussion format, and convenient timings and location. The events run every two months in the UK and every three months in the other European countries, based around consistent top-level themes but also allowing the flexibility to meet specific local requirements.

Fujitsu is delivering more than 30 EDE events across Europe during 2008. This provides a baseline of event-based activity that the local sales teams can exploit to create new conversations with customers and prospects. The programme has the full support of local Fujitsu management, with the senior country manager typically hosting the events personally.

To support these programmes and to develop closer relationships with targeted senior business and technical influencers, Fujitsu developed a series of **special interest groups** that meet around a particular topic of shared interest. These currently include exclusive dinner programs around the themes of Customer Experience, Lean Services, and Procurement. The format brings together senior contacts from various industries behind a common theme and provides both them and Fujitsu with excellent networking opportunities.

Supporting the events programme, Fujitsu runs an extensive hospitality programme, enabling sales teams to follow up individual contacts made at events by taking people to cultural or sporting events of their choice. These sessions provide opportunities for developing relationships and opening up more detailed business conversations.

Business Results

On the FEI programme, the average number of Chairman/CEO attendees from target organisations has increased from 10 to 15 through the course of the programme. Fujitsu restricts attendance at this level to protect the exclusive and interactive feel of the event.

On the EDE programme, the average number of attendees from target organisations attending the UK events grew from 35 in 2004 to 75 in 2008. The cost per delegate fell by 75% over the same period.

The attendance at the special interest groups has also achieved its objectives, with the ongoing focus being on improving the quality and follow-up of attendees rather than the quantity.

These attendance levels equate to opportunities for sales conversations for the company's customer-facing teams. As such, the programmes have become a fundamental element of Fujitsu's sales campaigns across Europe.

Project Big Green

www.ibm.com



Business Challenge

IBM realized that the challenges facing its clients in the data center are significant. Data center energy use accounts for over 2% of the world's electricity use. Increasing need for computing and IT are contributing to an unabated demand for energy at a time when concerns over climate change are limiting the ability for power companies to grow. Increased energy costs account for 20% to 40% of the data center operational budget. Aging data centers, most built before 2001, are no longer capable of keeping up with the power demands of new technology. This combination has created a crisis for IBM clients as they try to grow their business with IT and remain fiscally—and environmentally—responsible.

Program Concept

In May 2007 IBM announced an ambitious business initiative to bring about a new era of energy-efficient computing. Called "Project Big Green," it includes a detailed plan to increase energy efficiency and reduce the environmental impact of data centers.

Program Execution

IBM created a new, comprehensive five-point approach to "greening" the data center, highlighting services to address client concerns on energy efficiency and allowing IBM to:

- Diagnose clients' environment so they can understand their energy use.
- Build, which allows IBM to help clients plan, build, and upgrade their data centers.
- Virtualize allows IBM to help clients implement leading virtualization technologies.
- Cool allows IBM to help clients improve how they cool their data centers.
- Manage and Measure allows clients to gain control of energy use across their IT environment.

IBM created new services to meet the need on energy efficiency and aggressively marketed to drive demand and leverage client success to demonstrate market leadership. First, clients needed to "get the facts" and diagnose the energy usage in their data centers. IBM created a data center energy efficiency assessment, which is a three- to four-week assessment to help clients save 15–40% of their annual energy costs in the following ways:

- Provided a simple industry metric of "MPG" equivalent for data center energy efficiency
- Used a fact-based analysis of detailed measurements of actual energy use

- Showed a roadmap for improvement based on the efficiencies or inefficiencies found
- Provided a business case with financial justification to show the cost savings and payback. A typical 25,000 square foot data center can experience a 50% energy savings, representing about a \$1.3M annual savings as well as an equivalent to taking 1,300 cars off the road.

IBM developed a new service to help clients build new data centers to be energy efficient, with a scalable modular data center solution that:

- Is up to 30% more energy efficient than traditional data centers
- Deploys in 8–12 weeks to provide flexible growth for 500–2,500-square-foot data centers
- Costs 20% less than building a traditional data center raised-floor environment
- Helps clients rationalize their IT environment from many server rooms to one data center, for improved operations

Business Results

In six months, IBM educated over 10,000 clients, giving them insight into the inefficiencies that exist in their data centers and also providing a clear roadmap for lowering their energy use while meeting their computing needs. Key client benefits achieved included these:

- Diagnose: An “MPG” for data centers, delivering a roadmap to save 15–40% energy savings per year with less than two-year payback.
- Build: Implemented 40 scalable modular data centers with 20–30% annual energy savings.
- Virtualize: Increased server utilization rates two to four times, driving up to 80% energy savings.
- Cool: Installed innovative cooling technologies on existing servers to reduce heat by up to 50%.
- Measure and Manage: Initiated beta engagements to help clients gain visibility to their IT and physical facility energy usage.

In addition:

- Marketing contribution went from \$4M to \$40M in six months.
- Marketing contribution was the #2 contributor for services.
- Energy events were the top five GTS marketing events.
- Data center services was the top contributor for new leads at 20%.

Over \$300M of green data center services revenue was highlighted by IBM’s CFO as a key of the strength of our new GTS services innovation and client success.

Data Center Transformation Solutions

www.hp.com/go/dct



Business Challenge

CIOs are challenged with having to simultaneously increase their focus on business priorities while reducing cost and mitigating risk. This is a delicate balancing act because customers are often constrained by management, infrastructure, energy, and space capabilities. In 2005 HP began to transform its own IT to better support HP business strategies and plans. Increasingly, customers became very interested in the HP experience. Based on customer needs and the incorporation of our experience into HP offerings, HP developed the Data Center Transformation (DCT) solution, which brought together key offerings from the company's enterprise portfolio of hardware, software, and services. DCT then became the focus for HP's Spring 2008 corporate announcement.

Program Objective

To develop an integrated solution that would:

1. **Define a Data Center Transformation solution.** Clearly defined; practical and actionable, built on a portfolio of existing solutions; supported by business units and regions; clearly aligned with HP's Adaptive Infrastructure strategy.
2. **Develop the business needs for Data Center Transformation.** Clearly defined customer drivers and business needs.
3. **Develop effective messaging and collateral for the solution,** targeting customers, influencers, and internal groups.
4. **Demonstrate thought leadership.** Establish credibility and differentiation for HP market views, IT's role in providing business technology answers, and HP's capability to satisfy customer needs better.
5. **Announce the solution.** Global, strong messaging and proof points to establish thought leadership.
6. **Include a personalized marketing campaign focused on DCT.** Driving 1x1 conversations with CIOs.

Program Execution

Solution Definition. HP requires that a solution have (a) a definition; (b) Customer Initiatives that address different opportunity areas; and (c) Integrated Solution Offerings for specific customer needs. The solution includes products and services from over a dozen product lines and business units. HP:

- Built a cross-company virtual team of senior marketing individuals for solution definition and review

- Established an executive management team for governance and approval
- Used a collaborative, interactive, collegial, and iterative approach for solution definition

Solution Business Needs. To resonate with customers and influencers, business needs and customer drivers needed to be very clearly defined and articulated. HP used internal knowledge and external sources, blended with a solution specific view of the Gartner CIO Agenda. This clear definition of drivers and needs was instrumental to both integrating and aligning business units and helping them understand how and where they fit into the solution.

Messaging and Collateral. The same team and resources were used to develop solution messaging. The messaging document, as the core source for all communications, was the last critical solution deliverable. HP's content development process evolved to have the solution team create deliverables and then engage the virtual team for review and approval. This ensured that core materials would always be solution aligned and "on message" while using the review process to ensure accuracy, inclusion, and completeness. Having a single solution manager with final responsibility was a key success factor.

Thought Leadership. Exploit the opportunity to put HP's stamp on an emerging market area and clearly differentiate HP with a point of view. This required that the solution messaging be effectively communicated.

Solution Announcement. HP managed and measured this announcement like any other. A core deliverable was the Communications Document, which in turn was source for all other deliverables. Press and analyst briefings were conducted, internal presentations and Webinars were run, sales and marketing training took place, and so on.

Personalized Marketing Campaign. HP used its Account-Based Marketing program and developed a campaign based on customizable deliverables, designed to support a 30-minute executive conversation and with a clear call to action.

Business Results

The DCT announcement was an extremely successful one. Core messaging was received as clearly and strongly as product and service messaging. HP reached over 12,000 of its sales reps, 20,000 partners, and 100,000 customers. Over 200 media briefings generated over 300 news articles. At the launch event itself, HP conducted 125 analyst briefings, reached over 1,500 customers and 75 European media representatives, and conducted 143 customer 1x1s at its announcement venue. The final media coverage report stated "... the pull-through of the overall Data Center Transformation messaging was strong. The focus of the articles was balanced, with broad representation of nearly all of the new products and services announced."

XGS Tour: A Guided Selling Tool

www.xerox.com/globalservices

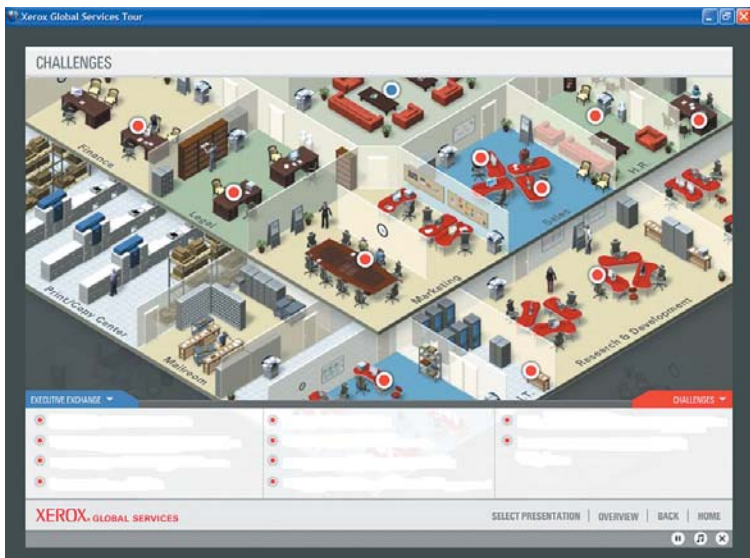


Business Challenge

Xerox Global Services (XGS) was challenged with using a “traditional” method to sell complex offerings and services to a global market. The sales force was accustomed to creating presentations that contained too many slides, covering everything XGS does in an effort to find what sticks with a particular client. The presentations were inconsistent and often ineffective and led to an elongated sales cycle. They frequently contained outdated messaging, lacked brand consistency, and ultimately diluted the strength of the XGS services message. Version control was nearly impossible, and with the heavy use of client success stories, it was impossible to ensure that the sales force was using the relevant and referenceable stories.

Program Objective

XGS feels that a great dialogue with its clients to get at the heart of their business challenges is a business necessity. To make those dialogues more effective, XGS developed and launched a guided selling tool. Using the XGS Tour, its sales force can navigate effortlessly in any direction the client conversation takes them—viewing only the relevant and compelling content tailored for their audience. The tour helps facilitate and grow relationships while maintaining brand and message integrity. Furthermore, it meets the company’s ultimate program objective: to drive revenue growth while improving sales efficiency and productivity.



Program Execution

The development of the XGS Tour was a collaborative undertaking. From the beginning the intent was to create a global tool from the client's perspective. A core team was assembled that consisted of global offering marketing managers and regional marketing managers, along with the company's agency, n-tara interactive.

After several brainstorming sessions, a proof of concept was developed. It was a scaled-down version of the basic tour, starting with a globe to enter at the user's respective geography, narrowing the view to a city (containing all the industry sectors XGS covers), and finally entering the "client's building" to start the discussion. From inside the building the user sees all relevant departments and key pain points. The user navigates the challenges to the respective offering.

Once the proof of concept was approved, XGS followed a detailed plan to develop and roll out the XGS Tour globally. Key elements included:

- Detailed analysis of pain points from every offering, industry, and geography.
- A complete map with logic. The user experience was critical; XGS needed to ensure that the navigation was intuitive and user friendly.
- Creative development and production.
- A handbook. Though XGS felt the navigation of the tour would be familiar, similar to a Webpage, the company wanted to arm the field with the knowledge of how to use it in a client engagement and supplement with additional thought starters and questions.
- A complete launch plan and execution.
- Frequent updates. The XGS Tour resides on the user's laptop, allowing the user to view it with a client offline. However, when the user is connected to the Internet, the XGS Tour actively searches for new content and pushes usage reports back to XGS for metrics.

Business Results

The XGS Tour was designed with metrics in mind. Metric categories include impact on sales (revenue); impact on productivity (sales cycle, skill set); and usage by client pain point and offering.

Results to date include:

- \$200+ million in global revenue.
- Sales cycle: 59% decrease in time to contract signings.
- Real-time market intelligence: Detailed understanding of which offerings and client challenges are utilized the most and at what level.

As XGS moves forward, the integration of the findings from offering and client challenges will be critical in new offering development.

Market Advantage Program (MAP)

www.alcatel-lucent.com



Business Challenge

Traditionally, Alcatel-Lucent competed for telecom service provider purchases using technological arguments. But the high cost and complexity of projects such as converging voice and data networks have required service providers to be confident that their investments will attract end users and produce a sufficient ROI quickly.

This required Alcatel-Lucent to look at its customers' customers to identify end-user trends and refine value propositions to meet the needs of a changing marketplace.

Program Concept/Objective

The Market Advantage Program was developed to meet three primary objectives:

- Accelerate Alcatel-Lucent sales by adding go-to-market support into sales proposals.
- Develop deeper and broader relationships with service providers' sales and marketing organizations.
- Increase future sales opportunities by aligning product development with the needs of the end-user marketplace.

Program Execution

From its inception 10 years ago, the Market Advantage Program has built the elements needed to support customers:

- **Market research.** Primary market researchers study trends, user data, and region-specific end-user preferences for new technologies. Six people are deployed in this function.
- **Customer marketing consultation.** A key element has been customer marketing consultants who develop business cases and go-to-market programs. A dozen senior consultants are deployed, with a central team focusing on tool development and a regional team focused on customer deployment and engagement (www.alcatel-lucent.com/wps/portal/map).
- **Business modeling.** A subset of our Bell Labs business modeling team provides four highly skilled statisticians to develop models that include payback periods, ROI, and sensitivity analysis.
- **Worldwide Teen Lab.** This is global panel of "millennials" (ages 13–25) helps identify how young adults are using communications features. Sixty-three of Alcatel-Lucent service provider customers are engaged.

The Market Advantage Program follows a three-step process to maximize sales impact:

Step One: Prioritize Opportunities Within Alcatel-Lucent

The team ranks each region's sales opportunities, key customers, and markets. They look for opportunities to offset competitors and/or accelerate customer deployments speeding the pace that revenue is recognized.

Step Two: Market Trial and Launch

Once individual customers and markets are identified, plans are developed to quantify:

- The size of the revenue opportunity for the service provider
- The launch or sales acceleration time frame when the end-user services will hit the market
- The service provider's own knowledge or experience with similar services

Then Alcatel-Lucent works closely with individual customers to identify unmet user needs, agree on sales goals, and define the go-to-market support program, which may consist of:

- Further research to refine market segmentation and prioritization
- Identification of the optimal offer, understanding not only the technical advantages of the new product/service but also the human interface
- Concept understanding and interest from key segments like "millennials" (ages 13–30) through the Worldwide Teen Lab
- Business case development via Bell Labs
- Trial support
- Training for direct sales and/or channels/partners

Step Three: Customer Demand Generation

Finally, Alcatel-Lucent works with individual customers to develop demand generation campaigns. Typical campaigns include customer-focused events, advertising, seminars, Webinars, and lead generation campaigns.

Business Results

Helping its customers achieve greater profit sooner has been good for Alcatel-Lucent's business. In just the last two years, Market Advantage Program initiatives have been a factor in **closing more than \$1.8B in sales contracts**. Other initiative efforts have provided a **return on investment influencing more than \$3000 in contract revenues for each \$1 spent in 2007**.

Perhaps the true measurement of the program's success has been Alcatel-Lucent's doubling of investment in the program, year over year, over the past four years—and the interest of its customers to incorporate coop funding to pay for the program's activities in their contracts.

In addition to its impact on revenues, the Alcatel-Lucent User Insight Marketing initiative has been an important business development and customer relationship catalyst. More than 70 service providers have participated in the program in each of the past three years—just over 25% of Alcatel-Lucent's total addressable service provider customer base.

The company is equally proud of the impact this program has had on the relationship between Alcatel-Lucent sales and marketing. When asked about the program's importance to his sales pitch, one U.S. salesperson replied, "Bottom line, without the market research, all we are pushing is boxes and software, and that is not sufficient in making these types of sales. It's a requirement, not an option."

XGS Site Marketing Driving Business Results

www.xerox.com/globalservices



Business Challenge

The Xerox Global Services (XGS) Site Marketing Program was developed to improve the way that on-site Xerox services are being promoted within existing accounts. Once contracted, communication and end-user engagement of XGS Services drives annuity revenue streams. An audit confirmed that only a portion of accounts were promoting Xerox services within their sites and almost none had a documented marketing plan for their promotional activities. Of the sites that did have promotional material in place, significant inconsistencies in Xerox messaging and branding were observed. The company was also missing a critical opportunity to leverage its existing client base for upselling and cross-selling additional Xerox services.



Program Objective

The XGS Site Marketing Program takes advantage of an untapped resource: the company's on-site (operations) employees who deliver services as part of an outsourcing relationship. The Program was created to give centralized access to marketing tools needed to help increase awareness and utilization of Xerox services. A secondary objective was to grow same account revenue. The Site Marketing Program also enables XGS to operationalize marketing efforts, ensure consistent brand messaging, and streamline marketing collateral production.



Program Execution

After seven months of planning and development, the Site Marketing Program began with a pilot in Xerox's largest North American accounts. This was then followed by a full-scale global launch. Today nearly 1,000 Xerox employees across the world (100% of the original target audience) are using the Program to support marketing and revenue growth inside their accounts.

Key elements of the execution included:

- A wireframe of the Web-based portal, cocreated by XGS Marketing, the company's advertising agency, and their programming team
- A content repository, regionalized and translated as appropriate
- A master end-to-end marketing plan with rules to dynamically generate a custom plan based on user input
- Multiple branding options (single or cobranded) and the automatic placement of the correct brand on all customized material
- A "How To" guide and pre-sales collateral
- A resource to provide custom "special request" assistance

Business Results

Reported metrics revealed that a total of over \$600M in total contract life revenue was generated by those accounts with marketing plans created through the Site Marketing Program. Additional metrics include registered users, marketing plans created, customized PDFs, and much more.

The large number of marketing plans is a significant measure of program success. The presence of a documented marketing plan inside an account signifies that collaboration has taken place between the Xerox Operations and Sales teams and their client. It means they have identified and agreed on the most appropriate ways to generate awareness—and utilization—of the Xerox services provided to that client. The Site Marketing Plan enables the Xerox account team to execute tactics to penetrate other departments within the account that had previously been untapped, opening the door to expanded client relationships and revenue growth and protecting against competition.

Unlearn Outsourcing Campaign

www.unisys.com



Business Challenge

Many IT executives today may have negative perceptions about outsourcing based on their own experiences in the past or perhaps because of recent news coverage about high-profile outsourcing relationships gone bad. In an effort to change the common misperceptions about outsourcing, Unisys took a bold and somewhat unorthodox approach to capture the attention of key decision makers for outsourcing. This innovative and provocative marketing and advertising campaign was called “Unlearn Outsourcing.”

Program Objective

Although known as a great partner by its clients, Unisys needed to improve its visibility and presence in the broader marketplace. Like its competitors and partners, Unisys is continually challenged by the influencers and its prospective and current clients to provide thought leadership and drive innovation. To create market awareness of Unisys as an industry leader, thought leader, and innovative outsourcing partner, the company needed to dispel doubts by portraying a bold and positive image reinforced by demonstrated best practices and best-fit solutions for its clients.

The premise of the campaign was the concept of Unlearn:

- Challenge the market to think differently about Unisys Outsourcing.
- Lead with the positive and use Unlearn Outsourcing as the provocative statement to entice interest. For example, “Take your comfort zone global. Unlearn Outsourcing.”
- Leverage the advice provided by the influencers (Gartner, TPI, Forrester, *CIO Magazine*) about the myths and prohibitive approaches to outsourcing.
- Position existing clients as advocates and sources of insight for mastering outsourcing and how they have Unlearned.

Program Execution

Unlearn Outsourcing is a bold global marketing campaign that dispels marketplace myths about outsourcing, challenging clients to “unlearn” misperceptions of outsourcing as a risk and instead see it as a powerful way to enable growth, integration, and innovation.

To achieve this, Unisys employed innovative techniques to show that it had the thought leadership, expertise, and portfolio of solutions to identify and solve clients’ business issues with best-fit solutions. This campaign positioned Unisys as a strategic outsourcing partner and industry leader—a top provider of outsourcing solutions and services. The fully integrated campaign used an Account-Based Marketing approach with reusable content that was successfully used for deal-based marketing and included innovative direct marketing techniques combined with more traditional print advertising.

A highly targeted, multiphased demand generation campaign was launched to 84 executives in 59 accounts over the course of several months. These clients were selected through tight integration between the marketing and sales teams, to ensure that the clients who were targeted were at a point in their thought process around outsourcing, and/or their decision-making process, to be responsive to Unisys messaging and tactics.

This campaign was supported by a full suite of integrated marketing tactics, including advertising, media and influencer relations, industry events, thought leadership/survey-based research, client-specific unlearn center microsites and a public site, direct marketing, packaged sales campaigns, and an Unlearn Center Sales Team Room with a 360 Degree Selling Guide, Coaching Modules, and CIO Simulation.

Business Results

All the hyper-targeted results were and are closely monitored via a Dashboard. The metrics are divided into several categories such as Pipeline Metrics, Microsite Metrics, and Account Opportunities with Microsite Access, to ensure that Unisys is not only tracking typical marketing results but is able to understand their impact on sales.

All the results have been and are regularly shared with both sales and marketing management and senior management, and highlights are included in marketing's presentation to the Executive Committee.

Specific customer comments are offered below:

- I think it is a good time to talk about outsourcing. Unisys is showing real credibility and insight into its market. By talking about it in terms of growth and opportunity it is positive and timely. **This message needs to be delivered.** (CIO)
- This creates an expectation that **Unisys will work with you.** People come up with every reason not to outsource ... you have to get people to think about the best thing to do for the company and shareholders and that's a tough nut to crack. This suggests they'll crack it with you. (CEO)

Analysts covering B to B Marketing have validated that Unisys is effectively executing the right marketing strategy for growth by using broadcast techniques for narrowcast marketing in combination with Account-Based Marketing.

As you will read in the short program summaries that follow, there are many innovative and sophisticated marketing programs that deserve recognition. We're pleased to highlight the achievements of the Marketing Excellence Awards finalists, and we hope that they will provide you with additional inspiration and motivation to continue advancing your own marketing initiatives in 2009.



SHARPENING BRAND AND COMPETITIVE DIFFERENTIATION

The BT Counterpane Buzz – We've Got Your Back; BT Has Ours

The “BT Counterpane Buzz” integrated campaign was initiated to build brand awareness and drive purchase consideration for BT’s capabilities in global managed security/professional services.

Goals:

- Position BT with CSO/CIO decision makers/influencers
- Generate leads
- Give sales new reasons to call on C-level contacts

Used innovative new tech tools to create market buzz: extensive PR; proactive outreach to customers, analysts, and other key influencers; and a target advertising campaign. A creative variety of tactics were used: eSeminars, iPods/podcasts, and YouTube video. Results included securing a placement on a key analyst report/ranking, invitations to RFP, and closed business.

EDS: synnovation Magazine

EDS, an HP company, is an IT services provider that assembled a unique ecosystem of technology partners it calls the EDS Agility Alliance. Separately, many of these companies compete head-to-head in the same market spaces. Together, they have built a leading IT services platform and created a professional thought leadership journal to support it. *synnovation*, written for global C-level enterprise leaders, captures and presents original intellectual capital, collaborative insights, and fresh perspectives on the trends and issues that affect businesses and shape the outlooks of their industries. Since its 2006 debut, *synnovation* has impacted more than \$6B in total contract value.

LEVERAGING DIGITAL MARKETING

Accenture UK Graduates

Accenture’s offline graduate recruitment campaign has always received positive feedback from students for its creativity in positioning Accenture as one of the UK’s top graduate employers.

Online was a different story. Prior to its relaunch in October 2007, the graduate Website

reflected Accenture's corporate style rather than reflecting the expectations of this key audience segment and engaging them.

Following the launch of Accenture's global "Just another day at the office for a high performer" recruitment advertising campaign, the brief in the UK was to create a new graduate recruitment campaign that brought the theme to life in a creative, engaging, and inspiring way across online and offline promotions. The relaunched site has seen enormous success in achieving its three main objectives: engaging candidates, increasing graduate applications and hires, and raising Accenture's profile in a crowded and competitive marketplace.

The Accenture Outsourcing Test Drive

The Accenture Outsourcing Test Drive is an innovative, interactive web-based marketing tool designed to build client and prospect awareness, knowledge and consideration of our global outsourcing portfolio. A rich multimedia flash piece, the Test Drive showcases the complete breadth, depth and differentiation of Accenture's outsourcing services; it articulates our positioning as a full service outsourcing provider focused on delivering high performance through outsourcing. A series of client case studies, executive interviews, industry hot topic points-of-view and other interactive marketing materials clearly communicate the business value and benefits that a client can achieve when engaging Accenture as an Outsourcing partner.

Xerox Global Services Digital Lounge

Xerox Global Services (XGS) has several successful marketing programs targeted at improving client relationships. These programs, though effective, require substantial resources and long planning cycles and can limit their frequency of touch between XGS and its clients. The XGS marketing team took the opportunity to augment the existing marketing programs with digital marketing tactics. XGS married two high-touch activities (individual client meetings and in-person Advisory Councils) with a high-frequency and accessibility strategy—the Digital Lounge online community. The Digital Lounge "sparks" more frequent conversations with C-levels, engages in targeted and ongoing dialogue, and gains unique insight into clients.

STRENGTHENING CUSTOMER RELATIONSHIPS

AT&T, The Human Side of the Web: How the People Who Surround the Customer Online Experience Drive Its Success

As the need for businesses to deploy customer self-service applications grows, the lessons of its initial deployment cannot be forgotten. Building the tools and making them available is not enough. Surrounding the experience with knowledgeable resources provides the dual benefit of maximizing the customer experience and delivering actionable feedback to development.

AT&T eSales and Service provides cross-functional support to customers who use its AT&T BusinessDirect® self-service portal. In addition to owning the customer experience for

the tools, the organization provides pre-/post-sale support, training, and customer analysis. This self-contained business unit has advanced AT&T BusinessDirect® to the forefront of industry portals.

AT&T: A Commitment to Partnership

AT&T is committed to delivering an unmatched customer experience. As one example of that commitment, AT&T created the AT&T Client Executive (ACE) Partners Program. The program matches AT&T senior executives with executives of AT&T's most strategic business customers, with the objective of building stronger, deeper, long-term relationships. Today the program has more than 260 customers supported by more than 180 AT&T senior executives.

Since the launch of the ACE Partners Program, customer satisfaction results—as measured in customer surveys and increased revenues from these strategic customers from AT&T—are higher and continually improving for ACE accounts.

Wipro's CRM Program

Wipro is a customer-centric organization with a CRM program focused on providing customers with a seamless experience and enhanced satisfaction. Over the years, Wipro's marketing team has established and managed relationship- and brand-building programs to further strengthen ties with its customers. These programs include specialized initiatives aiming to build relationships with C-level and CXO executives. Programs such as Account-Based Marketing initiatives, global customer forums, and customer council and collaboration platforms have helped clients understand customer-centric solutions. The marketing programs have also helped increase cross-customer networking to start discussions on technology trends.

ENABLING SALES

Accenture@Mobile World Congress

Accenture was challenged to improve understanding of its solutions, skills, and expertise in the communication, high-tech, and media markets. GSMA Mobile World Congress was selected as the best client-facing opportunity around which to build an integrated marketing program. Working closely with its account teams, Accenture used this event to design an exclusive, targeted client-centric sales opportunity to differentiate its capabilities and promote a rich set of solutions in one single place. Through direct marketing, presentations, and technology demonstrations, this four-day effort resulted in over 229 discussions with 500 potential buyers and tens of millions of dollars in new business opportunities.

Ingram Micro's Reseller Services Portal, powered by MaintenanceNet

When Ingram Micro, Inc., the world's largest technology distributor, embarked on an initiative to expand its service contract business, it selected MaintenanceNet, Inc., to develop an on-demand service contract management platform for no-cost use by thousands of resellers nationwide. The result was the Reseller Services Portal, based on MaintenanceNet's Service360™ platform, which provides Ingram Micro with 360-degree views into service

success. Ingram Micro has achieved millions of dollars in new service revenue streams, and more than 5,600 of its resellers have accessed the portal to retrieve, track, and grow maintenance contract opportunities.

Xerox Global Services Library Assistants

The Xerox Global Services (XGS) Library Assistants were developed to help sales quickly and easily access the most relevant marketing materials. Salespeople have a tremendous volume of documents and tools at their disposal. Finding the most current and relevant materials had become an arduous and time-consuming task that often resulted in calls for help or one-off creations. The Assistants are Web-based applications that directly link users to relevant content in all XGS global repositories. Assistants are fast and easy to use and provide one-stop access to the most recent and up-to-date information needed to market and sell XGS services.

GENERATING DEMAND

Sun Managed Services: Selective Sourcing Campaign

In 2006, Sun began a Selective Sourcing campaign to drive revenue and awareness around Sun's Managed Services offerings. Selective Sourcing is an strategy in which customers choose how much of their IT infrastructure they want to outsource.

The campaign demonstrates how Sun's flexible sourcing approach integrates well into the customer's existing environment. The campaign allows regional marketing representatives to customize programs specific to their needs and budget allocations.

To date, this campaign is not only the top-performing demand generation program within Sun Microsystems overall; the campaign has exceeded expectations with a close rate of 19% and bookings of over \$65M.

Unisys - Ciba

When Ciba, world-leading manufacturer of specialty chemicals, chose to outsource a significant portion of its Global Information Services area in 2006, Unisys became Ciba's partner of choice. Using a unique, deal-based approach, Unisys was able to design a customized, comprehensive, and integrated communications campaign that emphasized Ciba as Unisys priority in Europe. The entire program was designed as a positioning campaign in three phases, Globalization, Change and Trust, aimed at specific parts of the decision process. Unisys dynamic communications strategies proved to Ciba and the competition that it had "arrived" as a key player in global outsourcing with a fiercely competitive, winning brand.

ITSMA specializes in helping companies market and sell services and solutions. As a membership organization, we work with the world's leading technology and professional services firms to generate new business, strengthen customer loyalty, and increase brand differentiation.

Learn more at www.itsma.com.



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