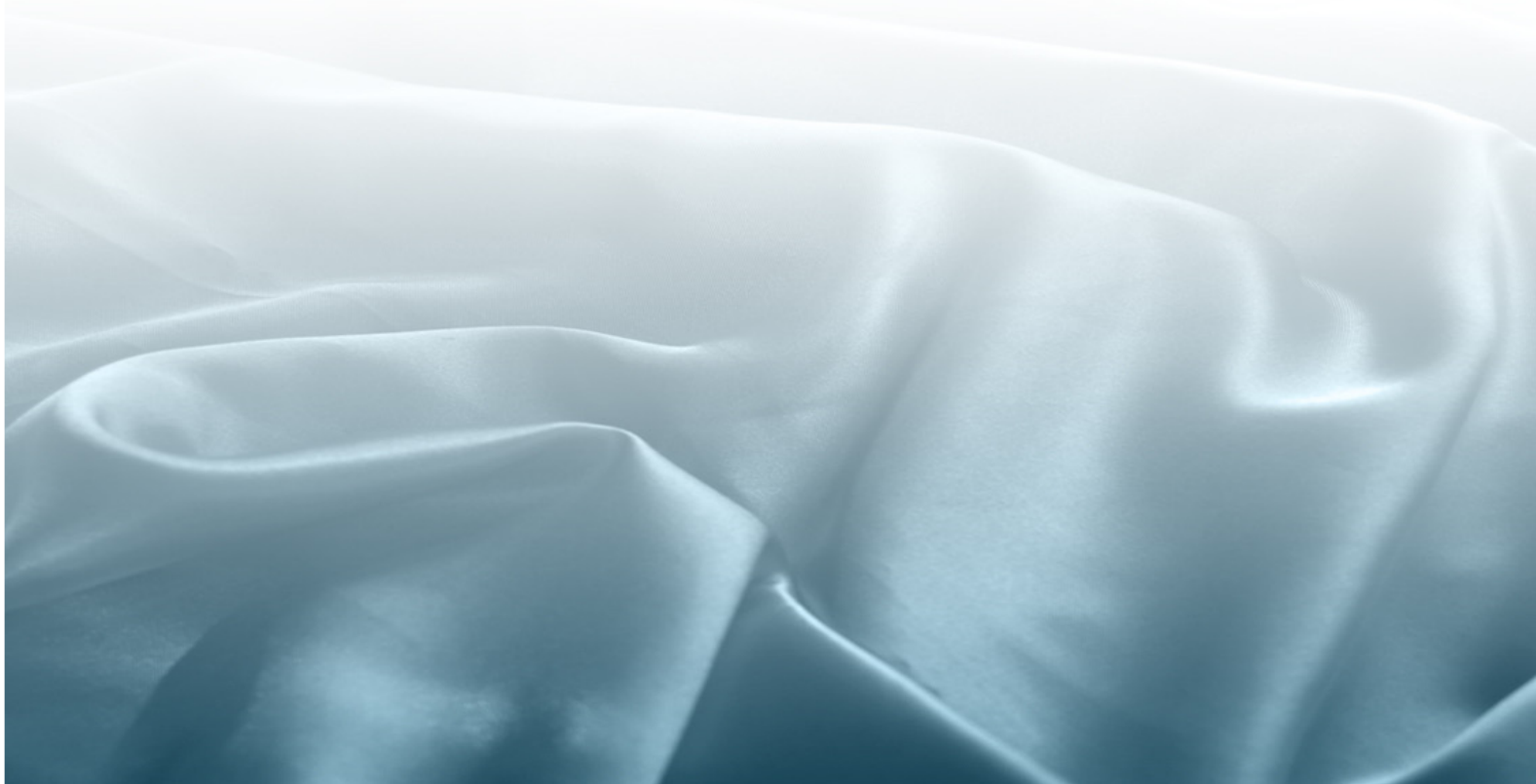


MEGA
2010

MARKETING EXCELLENCE

Awards Presented by ITSMA

Winners



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

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



Business Analytics and Optimization Services

IBM CORPORATION

Business Challenge

The world is awash in information. But until now, organizations couldn't fully or quickly synthesize, unlock, and interpret that information—they had to make decisions largely on instinct. In its 2009 survey of 225 business leaders worldwide, *Business Analytics and Optimization for the Intelligent Enterprise*, IBM learned that a third of them are often forced to make major business decisions without essential information.

In April 2009, IBM launched Business Analytics and Optimization Services (BAO) to help clients find new ways of harnessing information to make better decisions in an increasingly interconnected, instrumented, and intelligent world. Confident that it was bringing to market a set of capabilities, experience, and expertise that no other organization could match, Global Business Services (GBS) was nevertheless aware that its key competitors would soon launch analytics and optimization services of their own.

Program Objective

Through client interaction, market insight, and primary research, IBM identified a US\$40 billion market opportunity for business analytics services. It then set out to develop and deploy the capabilities required to build and lead the analytics and optimization services market. Over the next year, GBS successfully leveraged its global Marketing and Communications functions to execute a comprehensive plan to build and launch the BAO service line with differentiated capabilities.

Program Execution

The IBM consulting practice collaborated with Marketing and Communications to deeply leverage IBM Research and technology, building a portfolio of more than 100 industry and cross-industry solutions. BAO drew together analytical capabilities of IBM Research, business process and modeling capabilities of GBS, and the entire Information Management and Business Analytics portfolio of IBM Software Group. Executing the 360-degree plan required collaboration among Senior IBM leadership, marketing, and practitioners across the enterprise. Innovative tactics, including major thought leadership studies, Web, social media, digital formats, innovative events and advertising, and sales enablement, helped establish the service line.

Thought Leadership. Through in-depth analysis of responses from more than 6,000 executives, GBS developed five C-level, Line of Business, and IT studies that demonstrated IBM's understanding of its clients' analytics and optimization needs.

Web. A new BAO homepage and three supporting pages

described IBM's differentiating assets: people, capabilities, and points of view. It featured an interactive flash piece and the first ibm.com deployment of a Twitter feed widget pulling in Tweets for "ibmbizanalytics."

Social and digital media. BAO was tied in with IBM's existing Smarter Planet New Intelligence social networking platforms, such as Twitter, Tumblr, and the Smarter Planet "Think" blog. Existing IBM online communities drove traffic and conversations with analytics subject matter experts, while videos and podcasts showcased BAO capabilities.

Events and advertising. Event tactics were tailored to individual countries' needs and included virtual events to reach a wider audience. A robust advertising campaign supported the BAO launch, local client events, and press briefings. Print advertising, interactive placements on key business media sites, and a series of 30-second spots explained the changing nature of information and the need for analytics.

Enablement. Field support included internal briefings and seminars, client references, assessment tools, product demos, value propositions, service line offering overviews, and capability brochures. Training included classroom, e-learning, and virtual courses.

Additionally, to support collaboration and co-creation with clients, seven Analytics Solutions Centers (ASCs) were established in major metropolitan areas around the world. In Q1 of 2010, the ASCs hosted more than 250 C-level executives from 236 companies for targeted briefings and workshops.

Business Results

Ultimately, Marketing and Communications' comprehensive efforts defined and demonstrated BAO's value, engaged the public, and positioned IBM as the BAO industry leader. To meet growing demand, the number of dedicated BAO consultants around the world grew from 4,000 at launch to more than 6,000 today. Just over a year after launch, the BAO service line contributed significantly to IBM's US\$17.6 billion business services unit with a significant increase in signings, thousands of client engagements, and more than 200 publicly referenceable client projects. BAO and related Smarter Planet offerings comprised 25 percent of total GBS consulting signings in Q1 of 2010.

As competitors battle for a slice of the market, IBM is aggressively cementing its market leadership by growing a robust solution portfolio, further integrating with IBM technology, enhancing strategic partnerships, and adding to the worldwide team of experts within every vertical industry. BAO represents a significant and successful investment in new offering and capability development.





Capgemini's Quality Blueprint Global Marketing Program

CAPGEMINI

Business Challenge

Capgemini's financial services (FS) clients and prospects in the banking, insurance, and capital markets sectors lacked awareness and understanding of the breadth and depth of Capgemini's testing services. With more than 20 years experience in FS testing, Capgemini has tangible proof of the value their testing solutions bring to clients. Capgemini's testing practice also has differentiators and assets that were buried or siloed between business units and the practice—preventing clear visibility of their FS testing domain expertise.

Due to the highly competitive testing marketplace, Capgemini needed to bring the power of their blended FS, Sogeti, and HP testing offering to market with differentiated messaging across multiple channels to tell their story.

Program Concept/Objective

Capgemini launched their Quality Blueprint solution to FS firms to address three strategic business needs: increase sales, prevent competitive entry, and improve Capgemini's Testing brand awareness in their top FS accounts. The Quality Blueprint offering evaluates software testing maturity within a FS company and identifies efficiency gains and automation opportunities.

They developed a program to promote Quality Blueprint to their target market with these objectives:

- **Sales.** Generate initial wedge offering sales and increase average testing sales to pursue larger testing opportunities with a total campaign goal of €65m.
- **Accounts.** Prevent competitor entry into existing accounts and expand footprint.
- **Brand.** Increase awareness of Quality Blueprint, TPI®, and Managed Testing Services in top FS 35 accounts and new business prospects.

The program consisted of a global marketing launch across North America, Europe, and Asia-Pacific. It included differentiated product offering packaging, sales toolkits, sales training, analyst and PR programs, e marketing and telesales, events, and the first Financial Services World Quality Report published by Capgemini, HP, and Sogeti.

Program Execution

Capgemini started with strategic planning with more than 20 FS stakeholders across the testing practice, executives, marketing and communications, and regional sales teams. Building on a global, non-FS Capgemini testing launch, they customized the program to directly meet the needs of FS prospects.

Key tasks included:

- **Market Intelligence.** Performed market sizing, competitive analysis, SWOT, and client engagement analysis to understand the market landscape.
- **Positioning & Offerings.** Explored competitive messages and developed their unique selling points against pure players, system integrators, and regional testing specialists; held differentiator messaging workshops; packaged domain-specific accelerators for banking, insurance, and capital markets with appropriate alliance partners to showcase FS domain experience; accelerators and presentations covered Guidewire (insurance); FIX protocol testing (capital markets) and SWIFT testing (payments); gathered case studies for analysis to substantiate efficiency and direct client results.
- **Collateral.** Created new material, including the first *Financial Services World Quality Report*, a Quality Blueprint brochure, and additional brochures for niche follow-on offerings with alliance partners such as Pega Testing.
- **Product Launch.** Assets included: sell sheet, external sales deck, FS testing website, testing case studies, sales e-mail templates, telesales script, and elevator pitch.
- **Promotional Elements.** Launched e-marketing campaign (20% open rate) that demonstrated messaging relevancy for the market; leveraged HP alliance with joint roadshows.
- **Training & Sales Support.** Webcasts, sales training decks, regional sales training, and sales toolkits ensured that their sales team was well-prepared to sell.

Business Results

The program was launched within three months across the three regions. Capgemini presented the newly packaged Quality Blueprint and related testing solutions to 1,349 FS professionals via six industry events and a series of roadshows around the world. The email campaign to 679 targeted clients achieved an open/read rate of 20%. In the six months since launch, this campaign generated more than 600 contacts, producing 127 leads and 29 qualified business opportunities.

Capgemini trained 50 sales people in four training sessions and provided 10 sales toolkit assets.

They secured a bylined article in *American Banker* and briefed analysts on the offerings. There were 93 downloads of the *Financial Service World Quality Report* in its first two weeks on their [website](#) and the report is being promoted on several banking websites, including [Future Banking](#).





Cisco Smart Care Program

CISCO SYSTEMS

Business Challenge

As organizations adopt network-centric architectures to enable the next generation of productivity, new services are required to ensure robust reliability for mission critical applications.

Services partners are critical to Cisco’s success. They face tremendous challenges and opportunities: with the growing importance of the network platform, customers expect partners to take on larger roles requiring deep expertise in both business and technology. At the same time, budgets and resources are deeply constrained. To meet new demands, partners must step outside their comfort zone, shifting from a reactive to a proactive approach to service delivery, from “order taking” to consultative sales, from device level to a more holistic network level view, and from multiple service contracts per customer to a single contract. When they already have a services business, why should partners displace known revenue-generating systems with a huge change in offerings?

Program Concept

Smart Care offers Cisco partners a new value proposition. It creates a uniquely advantaged collaborative services platform that provides partners massive infrastructure strength, tools, and resources. It empowers distributors and partners to add unique branding and expertise to managed services. Smart Care enables partners to provide comprehensive network-level technical support, ongoing network monitoring, and proactive maintenance, all under a single service contract, delivered by the partner and backed by Cisco. Smart Care gives partners the tools they need to raise their game to a whole new level, creating customized network services that are more effective for their customers and resistant to commoditization.

Program Execution

Cisco adopted a phased approach for effective change management. In proof-of-concept and early market trials, Cisco sought early adopters—both partner and customers—who were not only visionaries but also knowledgeable and passionate about transforming their businesses using the network as a platform.

Comprehensive training imparted a clear vision and roadmap, clarified current reality and change drivers, and developed action plans that included milestones and metrics—and was reviewed and revised at regular intervals.

A year later, the fully-featured Smart Care service was launched into additional flagship accounts. In this phase, Cisco refined program capabilities, learning from earlier engagements to make course corrections.

As Cisco built momentum in the market, more partners followed. Together, they refined sales processes to help partners move up the value chain in offering mature managed services engagements, and captured best practices to make Smart Care successful in the long term.

In just three years, Smart Care is transitioning from concept to pervasive global implementation. This timeframe is remarkable given the complexity of today’s technologies and the economic climate of the past several years.

Going forward, Cisco’s mission is to integrate Smart Care into every product and account, and to scale smart services from the smallest customer to the largest enterprise. Cisco integrates Smart Care “hooks” into all product development and services. Go forward strategies include further product development, partner enablement, and technology and portfolio transformation with open APIs and integration into the full Cisco Service partner practice.

Business Results

Smart Care has realized phenomenal bookings growth:

	# of Contracts	Bookings/Revenue
FY09	+306%	+233%
FY010	+170%	+280%

Next year, Cisco expects significant growth. Not only does Smart Care address a considerable \$4.1 billion managed services opportunity, but on a larger scale it creates pull-through for Cisco hardware sales and adoption of their strategic network architectural platform, and solidifies their relevance with customers to claim platform leadership.

It’s not just about Cisco and their success. It’s about enabling the success of their valued partners and customers. Partners are seeing 2-3x margins increase with Smart Care, and 51% see 10+% services growth. The network-level service innovation offered by Smart Care is where the margin is, where the profit is, and where Cisco’s partners want to be. It puts them in the position of trusted advisor, to have conversations with customers about how the network supports their business—not how the switch supports a number of ports.

Not only are customers seeing a 32% decrease in downtime and 14% reductions in support cost; they get cost effective access to high-level expertise on an as-needed basis and peace of mind, knowing their networks are proactively covered.





Cisco Services Accelerate Program

CISCO

Business Challenge

The convergence of multiple market transitions, from collaboration and video to virtualization and cloud-based services, is fundamentally changing the way customers acquire and use technology. To capture these growth opportunities, Cisco and their partners must provide value in new ways and evolve their business models together. The Accelerate Program is a key partner initiative that helps partners grow with Cisco and mutually build long term, profitable relationships amidst constant change.

The Small and Medium Business (SMB) segment is a \$10 billion opportunity. With 80% of Cisco's revenues flowing through the partner, it is critical to fortify their partners with the resources they need to help them sell and profitably build a services practice. While the SMB market requires specific expertise and specialized knowledge, the sheer number of partners and relatively small deal sizes in this fragmented sector necessitate innovative, scalable approaches to partner marketing and sales.

Program Concept

Accelerate's mission is to offer world-class sales enablement to global services partners that Cisco cannot touch directly. Accelerate delivers targeted, relevant online resources coupled with incentives and rebates to help partners engage. It provides leading practices, tools, and knowledge transfer that help grow repeatable, profitable customer engagements. With Accelerate, partners transform their businesses in alignment with Cisco.

Program Execution

In less than 3 years, Cisco has achieved global penetration in 140 countries and has emerged as a key point of integration for numerous Cisco Services Partner Programs. Here is how they evolved:

Proof of Concept. Previous to launch, incentives and content were designed and tested with different audiences. An opt-in newsletter gathered participation in the US and Canada. Uptake was good, so the rollout continued.

Establish a beachhead. Next, Cisco launched in Europe and Emerging Markets, using feedback from advisory boards, usability studies, and surveys to refine processes and expand relevant content. New content provided separate learning paths for different job functions. Downloads were tracked to determine popularity and usage. Expanded marketing activities and a global distributor portal drove further adoption.

Strategic Expansion. Building momentum, Cisco expanded to reach all partner types and geographies, including APAC. End-to-end partner alignment asserted leadership with top distributors, who in turn aligned better with resellers to engage and execute. Marketing outreach grew with localized marketing themed contests, webinars, articles, videos, and success stories. E-learning approaches and instructional strategies were continually refined.

Becomes Pervasive. Going forward, Cisco is establishing Accelerate as the launching pad for all of Cisco Services partner enablement. They use Accelerate as a starting point to drive the Partner Impact Index and identify partner readiness for participation in other programs. They continue to drive awareness and participation through increased communications with sales teams, email, internet, and intranet sites. They promote program effectiveness through case studies and best practices. By taking a well-measured but aggressive approach, they are well on their way to Accelerate becoming pervasive with all Distributors and Partners. This year, Cisco anticipates 10% growth to 1900 partners worldwide.

Business Results

Enabling their partners to act as trusted advisors has reaped significant rewards for both them and Cisco. Accelerate reaches more than 5,000 individuals from 1,700 companies in 140 countries with a new type of "scalable intimacy."

Participating partners have realized double-digit growth in attach and renewal rates, higher rebate and incentive payouts, more service/product bookings, and higher-margin annuity professional services business. Accelerate delivers increases across the board in number of trained salespeople, opportunities in pipeline, average deal size, and win rate. Incremental services revenue has also risen approximately 20% worldwide using this partner sales enablement approach, reaping multi-billion dollar rewards for both their partners and Cisco.

Accelerate demonstrates Cisco's belief in partnering with best-in-class providers to ensure customers receive support and solutions of the highest standard. Cisco competes on quality and strategy, not commodity pricing. Their partnerships are based on mutual benefits and long-term commitments.





While You Were Sleeping 2.0

AVAYA

Business Challenge

Avaya customers often do not see Avaya technical experts at their site due to their robust remote services capabilities that provide speedy resolution to troubled communications systems. Therefore, they are often unaware of the level of Avaya support services they receive. This explains why, when trimming budgets, businesses often look to reduce maintenance program costs. Avaya's current maintenance revenue is almost \$2 billion annually. Approximately \$500 million of that revenue is at risk every year due to multi-year service contracts coming up for renewal. In addition, Avaya not only seeks to retain their customers, but also to gain market share and grow their support revenue. The new While You Were Sleeping (WYWS) 2.0 Report is a sales tool which provides customers with factual information on the services that they receive as part of their contract and includes up selling messages of Avaya tools and additional support services.

Program Concept

The WYWS 2.0 Report was created to provide customers a CXO report that contains a dashboard view of the services that were provided to their business, along with the savings they realize by having Avaya support coverage. In addition, the report provides customers with tips on how they can extract more value from their support coverage through the use of web-based tools and services, as well as how to learn about additional support services that may be of interest to their business. The report also contains a section that shows how the customer's technical team scored their satisfaction with the support they receive from Avaya Global Support Services.

Program Execution

Once it was determined that the Sales Leadership Team would fully support and implement the use of this customizable tool within customer account planning reviews, a small team was formed to design, program, validate, and develop the WYWS 2.0 Report. The team consisted of a Graphic Designer, Marketing Specialist, Program Manager, a handful of IT Developers, Sales, Partner and Customer advisory teams, and an Executive Sponsor. During the course of the development, several mock ups of the report were associated with sales, partners, and customers' organizations across the globe to obtain their feedback related to content, layout, flow, and clarity. Once the report was designed, the web based landing page—which is used to request the report—was designed and tested by several sales teams to ensure its ease of use and the report output. Once the tool

was ready to launch, training, user guide, FAQ's, and sample reports were produced and communicated. Substantial focus on awareness of this new tool became critical in its success. Key awareness activities included:

- Presenting the WYWS report at several customer conferences and teleconferencing venues.
- Publishing numerous articles for both electronic and written newsletters for internal and external audiences.
- Conducting additional awareness educational forums for international teams.
- Promoting the report through the development of brochures and Telemarketing campaigns to attract new customers.

Services Sales Leadership took the torch and set the expectation with their sales associates that the WYWS 2.0 Report will be used with Global, Named, and Territory accounts on an ongoing basis to reinforce the consultative relationship and value provided by Avaya services. Avaya continues to track the usage of the report and the number of Avaya associates that have taken the training.

Business Results

To date Avaya has seen a 1% improvement in overall renewal rates, which is at a three year high. Feedback from various analysts, partners, and customers has been extremely positive:

"This is the kind of thing you dream of...this is ideal. WOW!"

– Eric Schmiedeke, partner and senior analyst, IntelliCom Analytics

"This is a huge step in the right direction taking a tool that has been valuable in the past and giving it more horse power." – Tyler Tippetts, national services manager, RTS

"It's exciting that Partners will have access to this tool!!"

– Frank Gump, XETA

"I can see how the 'While You Were Sleeping 2.0 Report' could easily help me cost justify the renewal of our Avaya Maintenance contract."

– Jeff Lusby, voice architect, large accounting firm





Enabling the Cloud for the Microsoft Partner Channel: Quickstart for Online Services

MICROSOFT

Business Challenge

When Microsoft released its cloud-based productivity software in 19 countries around the world, a global audience of 600,000 channel partners needed to be enrolled, trained, and activated on a new product, model, and way of business.

This new cloud services model brought with it a shift in the way Microsoft historically sold software. With a system in place that was designed for traditional software release cycles, Microsoft needed to create a new system to serve its partner community.

Program Objective

The Quickstart program set out to develop a comprehensive onboarding and communications program which allowed partners to rapidly enroll, train, and stay up-to-date on the latest service updates, programmatic changes, and promotions. The system used a variety of delivery and education materials to deliver information to partners in the way that was most useful to them. Within months of launch, Quickstart quickly became the authority for communicating and interacting with partners in this new world of cloud services.

Program Execution

The Quickstart program created an end-to-end partner onboarding and support process integrated with Microsoft Partner Network policies and engineering rhythm.

The Quickstart program solved for three key issues:

1. Partner Enrollment

Partners needed a streamlined process to complete four essential steps in enrolling to offer cloud services. Quickstart created a simplified self-executing process that allowed partners to flow through the enrollment process without issue. Uptake was immediate, recruiting and successfully activating more than 800 partners in the first week.

2. Partner Education and Training

A specialized resource portal—the Quickstart Online Services Resource Center—was built to deliver comprehensive training resources for all partner types, and all partner roles. The Quickstart Portal offers more than 300 pieces of content, a community space (blogs and discussion boards), a worldwide events calendar, newsfeeds, and more. To support select partner types, the Quickstart site created new functionality to surface content exclusive to special partner groups. These select partners were served through secure sub-portals that gave them access to specialized, targeted content.

3. Ongoing Communication and Feedback

A wide range of communications engines were developed to

meet the needs of different partner types and partners in different stages of their Microsoft Online Services engagement.

- Unique monthly newsletters were created to address audience-specific needs.
- Specialized field emails educated and enabled field conversations direct to partners.
- Trigger-based “Welcome” emails delivered a set of four automated emails aiding the onboarding process for new partners.
- Social media was leveraged to reach an additional 600,000 partners, driving end actions to the Quickstart program.

Business Results

Quickstart Resource Website:

The Quickstart resource portal quickly grew to become one of the top ranking product pages on the Microsoft Partner Network. With an average monthly user growth rate of 40%, Quickstart successfully onboarded and trained thousands of partners in its first months without the aid of direct marketing dollars.

- The average Quickstart user visits 7x per month and spends an average of 19:00 minutes in the site.
- Content downloads have grown 360% from the previous year, and enrolment has increased 259%.
- Quickstart currently delivers the second highest total partner trainings (behind flagship product Microsoft Office).

Quickstart Partner Email Communications:

Enrollment in partner communications continues to grow, and the usage statistics support a healthy program:

- Open rate for the Quickstart newsletters are above 300% (suggesting each email has been forwarded to three additional partners).
- Unique open rate is 80%, click rate is 35%, and unique click rate is 28% (the industry average open rate is <25%, and the average click rate is <3%).
- 100% of all Microsoft Online Services partners have received at least five communications from Quickstart, delivering strategic updates and promotions to top tier partners.

With these thousands of partners trained and communications sent out, Microsoft has experienced a 43% increase in Partner enrollment signatures month over month, a 69% increase in partners selling at least one deal, and an 84% increase in partners selling multiple deals (all in year one).





Global Key Account Marketing Live

BT

Business Challenge

The Global Key Account Marketing (KAM) programme was launched in 2008 and was designed from the offset to be insight-led. The programme relies on the secondary domain to uncover the issues, challenges, and goals facing BT's customers, which in turn enables BT to map to its strengths and portfolio. This then leads to the construction of "conversations": exactly what the account teams should be saying, to whom in the customer's organisation, how they should position BT, and the marketing tools they could use.

Due to the success of the programme in the 2008/2009 financial year (over £1.6 billion Total Order Value supported) and its reputation amongst the sales community, account teams were demanding that more accounts go through the programme and that the insight generated was refreshed more than once a year. Around the same time, BT Global Services was going through the toughest time in its history, which had widespread repercussions on the whole company and subsequently the marketing budget and resources were severely reduced.

BT was faced with a very tough challenge.

Program Execution

The ideal was to not only increase the number of KAM accounts but to update the insight daily as opposed to yearly; to be constantly searching for compelling insight on their customers, ensuring first move advantage. There was no scope to increase funding or resources, which presented a huge challenge—but also a huge opportunity to do something industry leading and cutting edge. BT had no choice but to innovate.

Working closely with their portal partners, they decided that the greatest efficiency gain would be to automate the gathering of compelling insight. They were spending days at a time manually searching for insight on each KAM account across a whole wealth of criteria. It was extremely time consuming and so difficult to manage that it meant they could not feasibly update the KAM research on each account more than once a year this way.

This was the case until they found a way to use technology more accustomed to car insurance comparison websites, such as web crawling and web scraper techniques, along with collaborating with the world's leading search engines. BT ended up constructing the KAM Engine, which automates the previously manual search for insight across hundreds of different domains and criteria such as contacts, challenges, and propositions.

The KAM Engine automatically "queues" up articles for each KAM account ready for the analyst to view. Not only can this be done every 24 hours, *guaranteed*, but the engine also "learns." It learns what information the KAM team has seen before to ensure they are current. It can be "tuned" to focus on websites that BT knows produce the best insight for a particular customer. And it works across all websites included in search engines and social media. As soon as there is an article written, an interesting tweet, an acquisition, an IT failure, a new target, a new strategy, etc., for any of their major customers, BT GS can know about it within 24 hours. It can be "contextualized" as to what opportunity it presents to their accounts teams, and then aligned to the latest collateral and marketing activities that will aid an engagement.

KAM Live was born.

Business Results

The innovation of the KAM Engine, together with the processes and improvements BT made in the creation of KAM Live, has meant that they are able to increase the amount of accounts going through KAM by 50% and move from updating insight once a year to a "continuous" daily model at no additional cost and with no additional resource.

At the end of its first year, KAM Live had supported over £1.95 billion of total order value, was scanning 83 accounts and 1,777 contacts for new compelling pieces of insight every 24 hours, and had identified 412 conversations, of which 396 were signed on by the account teams.

So successful has the programme been that when account teams have showed customers KAM insight in order to demonstrate the investment BT is making to understand their needs, several customers have expressed a wish to buy the KAM programme itself!



HP Technology Services Global Campaigns Integrated Marketing Model

HEWLETT-PACKARD CORPORATION

Business Challenge

Prior to November 2009, the HP Technology Services (TS) Marketing Team had been developing global campaigns with a “build-once, execute-everywhere” strategy. The team created a library of demand generation campaigns from which regions and countries could select assets and tactics. Not surprisingly for an organization that offers hundreds of services, the number of campaigns increased significantly. In addition, other marketing activities—sales enablement tools, collateral, new service introductions, analyst relations/public relations (AR/PR)—were not always fully integrated into the global campaigns. The challenge was to evolve from this broad and fragmented approach to a fully integrated marketing model that would drive better results in support of TS business growth.

Program Objective

With the move to a Global Campaigns Integrated Marketing Model in November 2009, TS Marketing had multiple objectives in mind:

- Align the entire Marketing organization behind key services initiatives
- Continue with the “build-once, execute-everywhere” strategy
- Operate with a holistic campaign marketing approach
- Increase Marketing’s contribution to the sales pipeline and closed/won business

Program Execution

The Global Campaigns Integrated Marketing Model aligns all members of the Worldwide TS Marketing organization behind four high-growth services initiatives, supported by marketing campaigns that encompass consistent messaging, sales enablement, sales training, AR/PR, social media, and demand generation “waves.”

A 9-step Integrated Planning Process rallies everyone in support of the new model and subjects all waves to an unprecedented degree of operational rigor. The process “bakes-in” customer and market intelligence, analytics, and cross-TS collaboration. It starts with a thorough grounding

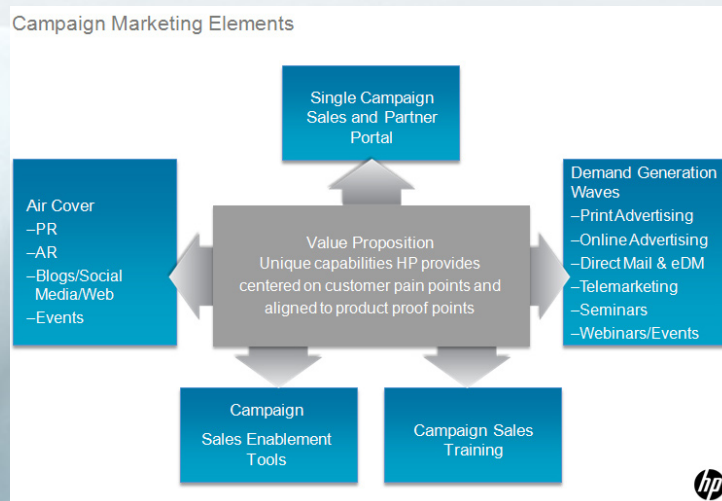
in business and sales objectives and demands close cooperation among all involved parties—campaign manager, region and country marketing managers, portfolio manager, and region business and sales teams. Once these stakeholders agree on a campaign focus, demand generation waves, and timeline, TS Marketing conducts pre-launch ROI analysis. This analysis is based on sales and business teams’ forecasts of the number of closed deals a campaign wave will generate in their region or country and determines whether the wave will be developed.

A marketing dashboard measures performance and ensures accountability. Through quarterly reviews, TS Marketing determines how well each wave is performing against forecast and adjusts plans if necessary. The TS Global Campaigns team also tracks wave adoption by country and region.

With the new approach, TS now creates a more limited number of demand generation waves that are highly targeted and customer-intelligence driven; have buy-in from region and country marketing, business, and sales teams; and—based on the pre-launch ROI analysis—are forecast to generate successful business outcomes.

Business Results

With the integrated model in place, TS has quadrupled demand generation response rates, increased marketing’s share of the total pipeline contribution by 50%, and improved the closed/won conversion rate for marketing-generated leads by 37%. TS Marketing has also realized greater organizational alignment and effectiveness and stronger partnerships with region and country marketing, sales, and business teams.





CFO Connect through Social Media

IBM INDIA

The IBM CFO Connect through Social Media program was developed and piloted in India to strengthen IBM's working relationships among this important executive community. Leveraging a wide mix of social media venues and techniques, IBM India's CFO has established an ongoing dialogue with more than 380 of India's top CFOs, is host to LinkedIn's largest CFO community, and a sought-after expert who tops unpaid search lists for CFO issues in India.

The program began at the time of the global economic downturn and was based on the observation that CFOs were, by their nature, a tightly knit senior management community who were increasingly involved in IT decisions but were not IT experts. Beginning with the business challenge of better engaging this community, the program was built on the principles not of "selling to" or "marketing to" the CFO community, but of *engaging* this increasingly strategic constituency in an ongoing, peer-to-peer dialogue based on topics of their interest. Creating locations—both physical and virtual—where top CFOs could interact with each other in an environment of trust, respect, and mutual benefit was the core of the approach.

IBM's CFO program in India began in early 2009 with a series of traditional events and facilitated meetings, but soon moved on to experiment with social media as a means of increasing both the efficiency and effectiveness of the initiative. A combination of existing social media sites and a personal blog hosted by IBM's CFO for India were initiated in the second half of the year to complement the on-the-ground activities, and proved their value almost immediately. Growth in visits to the blog has increased nearly 35% per month, with number of unique visitors to his blog on September 2010 at 963 and the total number of hits to his site at 7,255 in the same month.

Rapid uptake, repeat visits, ongoing Q&A initiated by the visiting CFOs, requests for 1:1 meetings, and other positive feedback support the facts that social media are an effective tool for reaching India's tech-savvy CFO community, and that a content-rich, peer-to-peer approach is an effective door-opener to dialogue and relationship-building. Important factors that contributed to the success of the initiative include strategic use of a variety of social media venues and techniques, seamlessly linked, with personalized, content-rich communications in a peer-to-peer environment.

Today, through effective use of social media, combined with compelling content and a peer-to-peer dialogue, a powerful, "first of" network of CFO leaders has been established, representing firms in India with a total turnover of approximately \$150 billion with an IT spend of approximately \$3 billion. Ongoing dialogue with nearly 400 peer CFOs has paved the way for important new relationships and opportunities. On the branding side, social media has proved an effective and fast tool for reputation-building, surprising India's CFO community with IBM's point of view on a wide variety of top-of-mind topics, and opening new doors to explore the full range of insights and capabilities that the company has to offer in India.



TELUS Reinvents the B2B Marcomm Model by Embracing Social Media and Marketing/Sales Automation

TELUS

Business Challenge

TELUS Business Solutions was faced with the challenge of finding new, effective ways to connect with the busy business consumer. Based on extensive research, they learned that their target customer is feeling overwhelmed by the various sources of information and options available to them as they successfully run their business.

Ultimately, businesses want clarity and they're finding it through social media and word of mouth. TELUS had the choice to either ignore these forums, or to participate and even lead the discussion. They embraced the latter and launched an innovative social media and digital strategy designed to engage customers, encourage dialogue, drive leads, and deliver exceptional customer service. The ultimate destination for this experience is telustalksbusiness.com.

Program Objective

The objective of TELUS Talks Business was to introduce an innovative platform for discussion, unlike traditional techniques leveraged in the past. The goal was to establish TELUS as a business partner that listens and responds to the unique needs of each business decision maker and provides them with valuable advice and relevant insights to help grow their business.

TELUS built their online B2B site in a way that inspired engagement and generated a substantial base of opt-ins through a progressive profiling strategy. The enhanced customer experience and online forum is key to their demand generation strategy.

Integrating the site with their marketing and sales automation platforms (MarketBright and salesforce.com) allows TELUS to track visitors and their online behavior so TELUS can more effectively nurture them, and ultimately determine when a prospect is "ready" to be handed to sales in the form of a Marketing Qualified Lead (MQL).

Program Execution

The campaign rolled out in March 2010 and showcased various relevant, thought leadership messages with a consistent call to action—to join the discussion at telustalksbusiness.com. The multi-media campaign successfully drove traffic to the site largely due to its strong digital and social media elements, including:

- Highly tactical standard banners that featured expert advice on how to increase efficiency.
- Rich media banners which promoted the benefits of flexible working, and included an interactive game that invited people to share how mobile working keeps them productive for a chance to win an AMEX Business gift card.
- Social media—the website engaged visitors in discussions on topics such as technology choices and leadership best practices. TELUS also leveraged their presence on sites like Twitter and YouTube to better understand their customers, converse with them, and build relationships with key online communities.

Business Results

With this campaign, TELUS is one of the first in the Canadian B2B market to successfully implement a demand generation strategy leveraging social media and marketing/sales automation. They surpassed their initial objective and reduced their cost per lead by 30%.

Traffic to their website has increased steadily month over month since March. The campaign has a total of 236,900,000 impressions with 72,681 clicks and a click-through rate of 0.07%. Within two months, daily unique visits have increased from 532 to 639. All together, these efforts have driven 86,884 C-suite and IT management visitors to the site, generating 341,227 page views and resulting in a substantial base of opt-ins. TELUS has successfully cultivated these relationships, ultimately delivering more than 1,000 qualified leads to their sales team across the country.





IBM SmarterCities

IBM CORPORATION

Business Challenge

By 2050, 70 percent of the world's population will live in cities. The primary business challenge driving the SmarterCities initiative is the need for cities to improve efficiency and effectiveness in supporting citizens. Demand is rising for government services, public safety, transportation, education, healthcare, energy, and telecommunications. Cities will need to understand how these systems are interconnected, where this system of systems could fail, and where opportunities for efficiencies can result in savings and improved services.

SmarterCities provides a logical and credible "rallying point" for bringing together IBM capabilities across a number of industries, deepening IBM's position as a thought leader with the practical ability to deliver solutions. To compete for economic stimulus funds being distributed by cities around the world, IBM first had to establish thought leadership and brand permission by demonstrating its expertise in cities where it has already delivered results.

Program Objective

IBM estimated that the Urban Infrastructure addressable market was about US\$24 billion in 2009, growing at a 15 percent CAGR. This market consists of areas such as Utility Networks or SmartGrid, Urban Integration and Smart Buildings. However, more than 80 percent of the IT opportunity lies in three areas: Transportation, Water, and Public Safety. To communicate the SmarterCities agenda, and engage clients and prospects, IBM created a globally integrated thought leadership marketing campaign. Its main objectives were to create a high-value set of experiences that expand existing relationships with government and business leaders, and establish IBM as a trusted partner for the future of cities.

Program Execution

These objectives were achieved through the execution of a global, 360-degree marketing strategy and plan that combines large anchor events, virtual events and smaller local events, TV, print and online advertising, a complete social media strategy and strong Web presence, seller enablement activities and assets, and press and analyst briefings.

In-person events. In June 2009, IBM convened the first SmarterCities event in Berlin, with senior government and business leaders examining how to spur economic development, modernize infrastructures and transform cities. Similar forums were held in New York and Shanghai. The content produced for and through these first large events was re-purposed for more than 70 subsequent local events.

Advertising and press. SmarterCities print, TV, and online ads were localized and deployed around the world. Placements included newspapers, airports, and local radio spots, coordinated with a series of bylined articles in target markets.

Social media, digital and Web. To continue the dialogue, IBM has an active SmarterCities LinkedIn Community and more than 350 Twitter followers. Interactive activities include the SmarterCities Interactive Experience and the SmarterCities Virtual Forum. Web visitors see actual IBM solutions and gain access to IBM experts through blogs and videos.

Marketing and sales enablement. The SmarterCities Resource Kit is a core set of creative assets, content, and usage guidelines for consistent marketing execution worldwide. Both Marketing and Sales use SmarterCities Portal to access references, client deliverables, presentations, and other guidance for optimal client interactions.

Making SmarterCities real. To establish sustainable and differentiated thought leadership, IBM identified repeatable solutions. Equally important are client references and thought leadership assets co-created with key clients. The SmarterCities Assessment is a low-cost, logical follow-up for SmarterCities activity participants, providing a customized roadmap with areas of improvement, solution entry points, and recommended progression path based on actual IBM client experiences. And wherever SmarterCities activities happen in the world, they always include IBM clients discussing the vision of a smarter city.

Business Results

The SmarterCities message and approach are resonating with IBM's clients and have greatly improved brand permission worldwide. SmarterCities has also changed the way IBM engages clients by providing a logical and integrated rallying point for multiple internal constituencies.

In addition to measuring success via traditional pipeline and revenue metrics, IBM uses reach and relationship metrics to gauge effectiveness with both clients and the sales force. By year-end 2010, more than 20,000 senior government officials and business leaders—from over 300 cities and 70 countries—will have participated in IBM SmarterCities events.

IBM has established itself as a thought leader and partner for the future of the world's cities, offering proven and new solutions developed through direct involvement with clients and a deep understanding of the intricate and interconnected system of systems in which each city operates.





Taking Thought Leadership to The Next Level

GE HEALTHCARE

Business Challenge

Performance Solutions is a growing healthcare consulting business within GE Healthcare (GEHC), a \$17 billion business unit of General Electric (GE). The goal of Performance Solutions is to enable healthcare providers to provide safer, more efficient patient care. GEHC does this by providing industry-leading technology, plus advisory and knowledge services that help clients implement and sustain operational and cultural change.

The marketing challenge for the consulting arm of the business is one of *awareness* and *credibility*. Through primary research, GEHC knows that they are not top-of-mind when hospital C-suite executives seek outside help to solve operational challenges. They needed to inform this target audience of their capabilities and success in helping clients improve operational performance.

Program Objective

GEHC's marketplace is highly competitive, filled with consultants—large and small, broad and niche. Additionally, most health systems have their own internal “quality/efficiency” teams. The challenge facing the GEHC Performance Solutions marketing team was to differentiate their business in this crowded and noisy competitive environment and gain recognition as credible thought leaders who could help resolve tough, long-standing operational challenges in healthcare.

To address the awareness and credibility gap, they chose a robust thought-leadership strategy, culminating with the launch of a thought-leadership website: nextlevel.gehealthcare.com. They developed a framework around (a) marketable people, (b) proprietary content, (c) demonstrated success, and (d) multi-touch distribution to communicate their value proposition, capability, and results.

This thought-leadership strategy became a critical element of a business plan that calls for 125% revenue growth of the Performance Solutions business between 2010 and 2011.

Program Execution

Executing the program involved a number of steps:

- *Creating a library of content.* GEHC determined that their online content had to be “non-commercial” in nature, topical, and reflect a position or stance—the more provocative and innovative, the better. The team created a writing calendar and targeted specific topics, authors, and deadlines to build the library. It took 12 months of intense work to develop enough content to populate their online thought-leadership repository.

- *Developing marketable personalities.* Rather than simply turning their thought leaders loose as bloggers, GEHC took the time to develop them into distinct, marketable personalities. Their team gathered biographies, crafted position statements, and secured speaking opportunities. They turned their consultants into authors and are now getting “Googlesphere” traction with the multi-touch distribution of their thoughts and ideas.
- *Honing blogging skills.* Knowing that written content alone would not be engaging enough online, their strategy included video content, online polling, blogging, and Twitter. They conducted a one-day Social Media and Blogging Boot Camp to share techniques and tips for effective blogging and all attendees wrote their first blog posts that day.
- *Collaborating with key partners.* The Performance Solutions marketing team and thought leaders worked together, and senior leadership provided ongoing support. An outside web agency helped GEHC conceptualize the website, and continues to host the site and make refinements as they move forward.

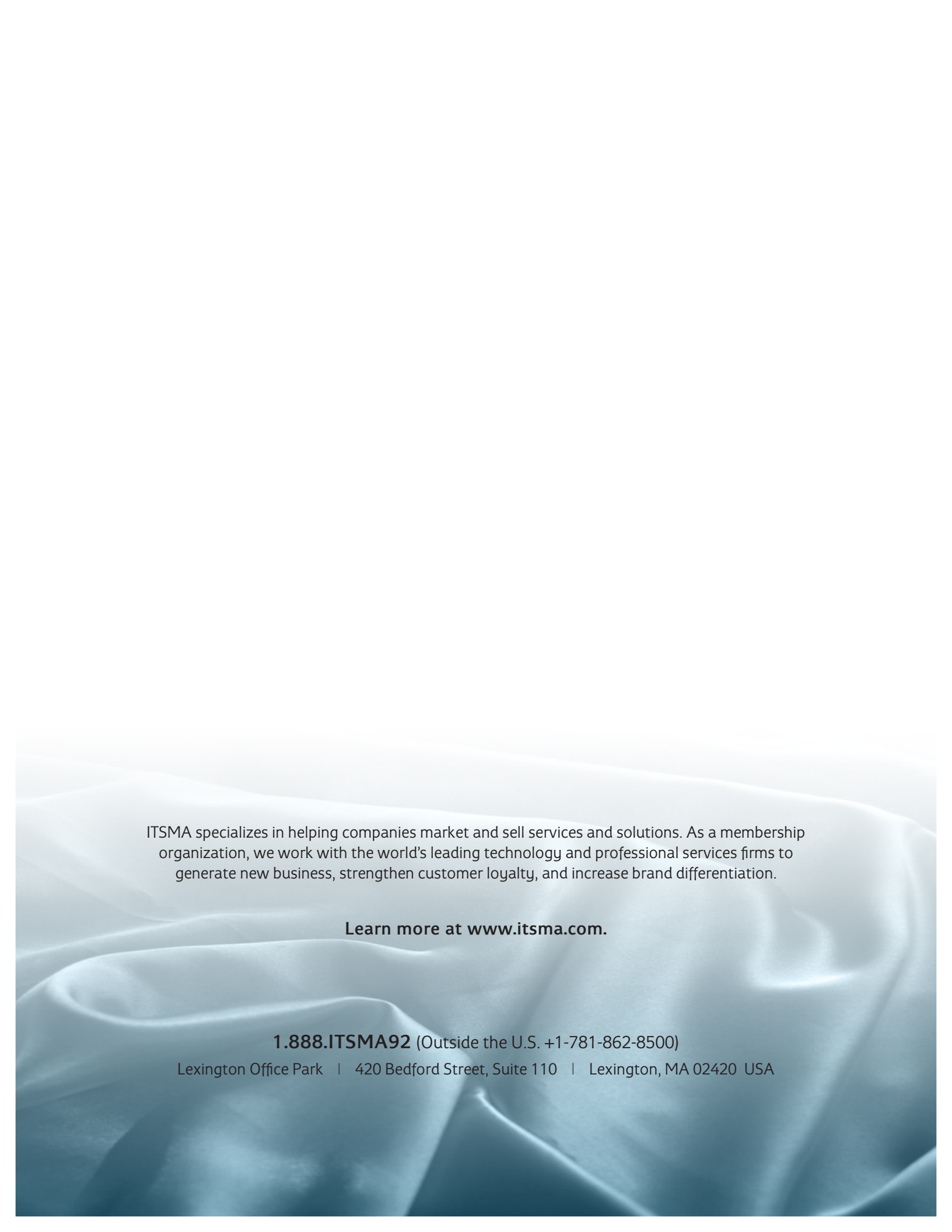
GEHC launched the site around a videotaped moderated panel of industry experts and “D.C. insiders” discussing healthcare reform topics. To support the launch they:

- Leveraged an industry trade show event that draws 5,000 healthcare executives annually in Chicago.
- Partnered with *Modern Healthcare* magazine to sponsor a series of live interviews from the event broadcast to over 150,000 viewers globally.
- Promoted the nextlevel site with a banner ad surrounding the online interviews and a 15-second video preceding each interview.
- Armed the sales team with talking points and email templates to send to clients and prospects.

Business Results

In just the first two quarters of the nextlevel.gehealthcare.com website, they have had nearly 15,000 unique visitors. More than 2,000 pieces of content have been downloaded and their videos have been viewed 1,500 times. Considering there are only about 5,000 hospitals in the US and five to eight C-level executives at each of those facilities, they are already making meaningful contact with a very large percentage of their target audience. Their sales opportunity funnel in this space is already twice what it was just six months ago.





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