Winners
BUILDING CLIENT LOYALTY AND TRUST

Diamond Winner
HCL: Customer Advisory Councils—Fostering CXO Intimacy and Steering our Strategy ......................... 4

Gold Winner
Cisco: Cisco Services Partner Advisory Board Program ............................................................................. 5

DEVELOPING NEW MARKETS

Diamond Winner
IBM: Meeting the Needs of the Empowered Consumer .............................................................................. 6

Gold Winner
SAP: SAP® Rapid Deployment Solutions ........................................................................................................ 7

DRIVING BUSINESS WITH THOUGHT LEADERSHIP

Diamond Winner
Deloitte: Deloitte Discovery: Making the Most of Thought Leadership with Idea Marketing .................. 8

Gold Winner
IBM: IBM Watson: Smarter Answers for a Smarter Planet ........................................................................... 9

Gold Winner
Cognizant: The Future of Work: A New Approach to Productivity and Competitive Advantage ............ 10

ENABLING SALES CHANNELS

Diamond Winner
Fujitsu: Enabling Field Sales to Deliver Business Results ........................................................................... 11

Gold Winner
Cisco: Cisco Collaborative Services: Transforming the Relationship between Cisco and Our Channel Partners............................................................................................................................ 12

GENERATING AND NURTURING LEADS

Diamond Winner
IBM: Predictive Analytics Platform for Demand Generation ........................................................................ 13

Gold Winner
Microsoft: Nurturing Customer Interest ........................................................................................................... 14

MARKETING WITH SOCIAL MEDIA

Diamond Winner
Hewlett-Packard: Launching “Where’s the Humanity in your Technology” Point Of View with Social Media ........................................................................................................................................... 15

Gold Winner
HDS: Key Learnings for Expanding a Small Social Media Budget into Big Results—Hitachi Data Systems Social Media Buzz Contest ............................................................................................................. 16
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.

Business Challenge

In 2007, at a senior leadership meeting, it was determined that HCL did not have a “sounding board” in place to understand the business priorities and challenges of its customers.

Market Research, customer input forums, and loyalty initiatives across B2B industries gave HCL early warnings of shifts in customer needs and emerging technologies. To stay ahead of those needs and understand customer expectations, HCL realized it would have to spend more than an hour per quarter with its customer CXOs.

Program Objective

- The mission for the HCL Customer Advisory Council program is to gain feedback for strategic planning and long-term performance and growth, both for HCL and its customers.
- Having a formal council in place helps HCL determine the best timing and practices around launching new services and strategic initiatives, validates new service platforms, evaluates the new and emerging markets HCL is looking to pursue, and helps HCL properly allocate resources to client accounts based on the clients’ views and feedback.

The key objectives of the HCL Customer Advisory Council are to:

- Organize and focus customer recommendations and feedback on the most important current strategic issues
- Identify and discuss customer and industry best practices and future trends
- Provide a peer learning platform amongst our top strategic customers
- Discuss potential future solutions and implementation approaches identified by HCL

Program Execution

The HCL Advisory Councils are run according to a well-defined Charter. Below is a brief of the steps we follow to run the Council:

- Member Recruitment – We hold detailed teleconferences with our Account Managers/ Recruiting Agents to determine what customers would be able to best guide HCL in its strategic initiatives.
- Agenda Formulation – To ensure relevant topics are included on all Council agendas, HCL surveys members prior to each bi-annual meeting. The survey captures topics of most interest to the members and offers them the opportunity to participate on a panel discussion or present a case study. Finalized agendas, based on majority feedback, typically include:
  - Keynote on the most topical subject during the time of the meeting
  - Roundtables and workshops on key strategic customer/industry issues
  - Networking platform for customer peer interaction
  - Early insight into future HCL plans
- All Council meetings are professionally facilitated to ensure sessions are dialog-driven and interactive, uncovering concerns or challenges while at the same time allowing members to serve as “advisors” to HCL.
- Post-meeting Review – Bi-annual meetings are followed up with a comprehensive analysis of inputs gathered from council members before, during, and after the meeting. The post-meeting report includes member evaluations of the meeting, a summary of discussions, and an action plan outlining steps HCL will take based on member feedback and recommendations. The report is made available to Council members within 45 days of the meeting.
- Ongoing Issue Tracking – HCL tracks progress on actions and provides periodic status updates to CAC members.
- Between Meeting Engagement – Continuous member engagement is part of all HCL Council programs.

Business Results

Some of the tangible business impacts include:

- Customer retention of Advisory Council accounts is 100% since inception in 2008.
- HCL’s involvement with customers in this intimate group lead to HCL being positioned as “CIO’s Best Friend” by Gartner.
- HCL’s source of reference accounts increased by 200%.
- From 2007 to 2010, the satisfaction of CAC customers increased at twice the rate of other customer SAT.
- CAC customer revenues have grown an average of 1.8 times overall growth of the organization from 2008.

Some of the intangible results include:

- More clarity to HCL on strategic direction, priority setting, and resource allocation.
- Better internal alignment of HCL.
- Ability to leverage learning across all Councils.
Business Challenge

Cisco is on a mission to transform our company into a solutions provider and trusted architectural adviser. Meeting this ambitious goal requires impeccably delivered high-value services—most of which are delivered by loyal partners. The Cisco Services Partner Advisory Board Program is tackling some of the most complex challenges facing Cisco and its services partners: simplifying complex operational and economic models, and reducing overhead and administrative costs of doing business with Cisco.

Program Concept

The Services Partner Advisory Board Program is foundational to driving deep partner loyalty to enable our mutual strategic goals. By engaging our Partners as co-creators, we are building solid new value propositions and creating win-win-win relationships for our customers, our partners, and our bottom line.

Our mission is to transform the fundamental economics of service delivery. For the last 2 ½ years, we have focused on transforming the Cisco Services Partner Program (CSPP) to optimize partners’ business success and profitability with Cisco Services.

The Program’s Advisory Boards and Work Groups provide a multi-faceted forum of exchange between Cisco and our partners where loyal relationships are based on trust, accessibility, and accountability. Participants supply critical insights for us to understand where our commitment and investment can best be applied and what tools and programs make relationships profitable and effective. The Program provides a continuous source of feedback from a loyal base of partners who co-create services business models, tools, processes, and communications.

Program Execution

Each touch point is designed and executed to gather partner feedback and priorities and provide a continuous feedback loop to show solid actions based on partner input. Program activities are closely supported with ongoing emails to ensure clear communications:

- **Face-to-face meetings** are rich with Cisco/partner group discussions, partner-to-partner discussions, 1:1 discussions, networking opportunities, video interviews, and transcriptions.
- **Webinars** provide the “glue” between meetings, ensuring Action Items are tracked and partner feedback is acted upon.
- **Work Groups** are highly focused and effective, with Work Group members deeply involved in a variety of processes from beginning to end. They participate in early trials and provide feedback throughout the development cycle.
- **Dashboards** track Action Items and ensure progress and accountability.
- **Social Media** profiles and interaction provide on-going personal connections and communications.

Business Results

Our jointly designed CSPP sets new standards for increasing partner profitability with performance-based service rewards and discounts; easier access to an innovative services portfolio; simplified business model; increased opportunities for market differentiation and expansion; and increased customer satisfaction and retention.

Advisory Board participants are strong advocates willing to invest with Cisco, investing large amounts of time and energy in co-creating programs with us. Partner CXO designates actively engage with Cisco on a regular basis, committing considerable resources to joint business opportunities. Partners invest heavily in the programs we develop together and leverage Cisco intellectual property to get a faster return on their investment. Participating partners have grown year-over-year in aggregate by 22%. We had a few partners experience geometric growth of 52% to 67% year-over-year. This is a function of the investment that we both make in collaborating in these business models.

From FY08 - FY11, bookings for participating partners have risen and represent best-in-class bookings, increasing in both product (+11%) and services (+30%) sales. They have higher up-sell and cross-sell, with increased attach rate (+11%) and renewals (+9%).

Our engagement with partners is all about driving end customer value. Do end customers see a compelling joint services value proposition? In a survey of 500+ top global customers, the answer is a resounding yes; this is the best of both worlds:

- **84% find a collaborative approach valuable or very valuable** (offerings that leverage partner expertise, with Cisco breadth, depth, and vision).
- **93% find a collaborative delivery approach valuable or very valuable** (that allows partners to lead in close collaboration with Cisco).

Together, Cisco and our partners have redefined a viable economic model of how money changes hands and created a collaborative exchange of intellectual property. CSPP sets the cornerstone to loyalty: a differentiated value proposition that competes on value rather than price.
The pace of the launch indicates just how important IBM believes Smarter Commerce is and how agile a mega-billion dollar company can be when it feels the urgency to adapt to important shifts in the market.

On March 14, 2011, IBM launched a new market initiative—“Smarter Commerce”—that recognized the opportunity to redefine the value chain in the age of the empowered customer. This initiative was in response to a world that is flatter, faster, more interconnected, and complex. This acceleration in connectivity and speed, combined with the historic explosion of information and unprecedented access to it, is radically reshaping the global interconnected systems known as “commerce.”

IBM realized that a market already existed for commerce, but that a new segment of the market had emerged that provided an opportunity to integrate and optimize all elements of the commerce lifecycle spanning buy/sourcing, marketing, selling, and delivering customer service. IBM Global Business Services expanded its consulting and solutions capabilities for Smarter Commerce and created a new practice to help clients work through these challenges. IBM recognized that organizations would have to rethink not only how customers define value, but also how to infuse that insight across the value chain and throughout the entire customer relationship.

Program Objective

Making a new market for Smarter Commerce was based on collaborative discussions with the market on the changes that digital, social, and mobile technologies have on the purchase of goods and services. Traditional bull-horn, soap box approaches would signal a failure to understand the very issues we were hoping to help clients solve. Both traditional and social-media-based approaches were employed to create a dialog and a chance for IBM to gather information that could be analyzed and guide the next phase of conversation.

Program Execution

IBM recognized that industry consulting expertise would be a key element in helping customers re-define their value propositions, enhance their customer engagement and apply customer insight across their business. IBM Global Business Services and IBM Software Group created shared visions and goals and included the entire IBM organization to align messages and capabilities into an integrated, one-IBM message.

IBM employed the three-pronged approach described above to develop a market for Smarter Commerce: “Plant the seed”; “Set the vision”; and “Make it real.” The “making it real” phase embraces digital marketing and social media, including the use of blogs, avatar-based virtual meetings, animation/video, and tweets. These digital communication methods are used to augment and enhance more traditional marketing tactics, such as events and thought leadership. For example, IBM SMEs support thought leadership deployment through a focus on blogs and by participating in videos to help broaden content reach. Over 240,000 people were reached in the first month via tweets driving to content to support these conversations.

Blogs were initiated on both IBM platforms and on third-party platforms (Tumblr and Ted Conversations). Mobile applications designed by IBM were also used to reach roughly 10,000 devices for over 1.28 million impressions of 128 initial posts on The Social Business and Smarter Planet Tumblr sites.

Developing a new market involves helping clients get started with realizing the vision. IBM relied on its Business Value Accelerator approach to help clients build a business case and roadmap for change through short-term consulting engagements. New accelerator offerings were developed to help clients focus on two important elements of success in a digital world: compelling customer experiences and innovative value propositions. The offerings have allowed sales teams to move from agenda-setting conversations to actionable next steps.

Business Results

Since the launch, IBM continues to “Make it real,” with continued marketplace and client success stories, a Global Summit, and continued conversations with clients, analysts, and media on how to respond to the digital, social and mobile shifts in the world of commerce. The response to the first two phases surpassed all objectives—with the influencer communities not only embracing this new market, but anticipating significant “first mover advantage” for IBM. While still in the early stages, Smarter Commerce has generated nearly $1 Billion in pipeline and significant consulting signings.

The strong business results of pipeline and expected contribution to growth are a testament to IBM’s ability to recognize this new market opportunity, in the context of the world needing to build a Smarter Planet, and mobilizing its marketing and sales teams to work collaboratively to capitalize on the opportunity.
Customers today want simple solutions that have a low total cost of implementation and deliver a quick return on investment. SAP® Rapid Deployment solutions were introduced to respond to these customer needs by providing complete solutions that can be deployed easily, quickly, and affordably at a predictable scope, time, and cost.

SAP Rapid Deployment solutions represent a new offering type that consist of preconfigured software, predefined services, content, and end user enablement at a predictable price and scope. These solutions deliver faster time to value by providing everything a customer needs to get the solution up and running quickly (in typically 12 weeks or less). The full cost and scope of the solution are known up front and include rigorous time lines for the delivery of the software and services. As a result, each customer knows exactly what they are getting, when, and how much it will cost. SAP Rapid Deployment solutions also offer customers flexibility and choice; the solutions can be delivered on premise, on cloud, or on mobile by both SAP and its partner ecosystem and feature a variety of hardware, hosting, and financing options.

For SAP to successfully bring these solutions to market, all of its organizational units—from development to consulting, delivery, marketing, and sales—had to change the way they approach solutions in order to create a complete, integrated process. SAP also had to change how it approaches the market. Traditionally, SAP has sold to the CIO, but current buying realities made it essential to sell to the individuals who run each of the functional areas within a company. As a result, SAP Rapid Deployment solutions have opened new routes to the market by providing attractive offerings tailored to specific lines of business (LOBs).

SAP formally launched five SAP Rapid Deployment solutions in September 2010, and the response from analysts, industry influencers, bloggers, and most importantly, customers, has been overwhelmingly positive. The combination of game-changing solution offerings, comprehensive program management, and innovative marketing and sales-enablement strategies has resulted in nearly 300 wins across all four regions (as of May 1, 2011). Currently there are 33 solutions in market with 17 more to be released before the end of 2011 with a robust portfolio in plan for 2012.
Deloitte Discovery: Making the Most of Thought Leadership With Idea Marketing

Business Challenge

Deloitte Discovery is a fast growing practice within Deloitte Financial Advisory Services LLP. Deloitte Discovery assists corporate legal departments, law firms, and government agencies during the discovery phases of litigation and investigations, helping our clients respond appropriately in an efficient and cost-effective manner.

Marketing Deloitte Discovery has been a challenge due to three primary factors: marketplace, perceptions, and revenue. First, the discovery services market is highly competitive and very price-driven. Second, Deloitte is often perceived as only an audit and accounting firm, which presents a hurdle in promoting other consulting services. Third, as a result of investing significantly in the discovery practice, including building a multi-million dollar data center and acquiring a document review company, Deloitte was under immediate pressure to gain market share and increase revenue.

Program Objective

Companies turn to discovery service and solution providers to help them improve their processes in order to reduce cost and increase their defensibility in court. In navigating the myriad of provider options, these companies often find it difficult to sift through sales and marketing information to find actual value. To complicate the issue further, much of the thought leadership in the industry focuses inwardly, on the provider’s products and services, as opposed to issues from the client’s perspective.

To provide clarity in a clouded marketplace and raise Deloitte’s awareness and credibility, we wanted to leverage the experience and technical know-how of our professionals to create content that would demonstrate value and be pertinent to the client’s needs and overall discovery strategy. In addition, in contrast to traditional Deloitte thought leadership programs like CFO Insights that have built a regular audience, the discovery group sought out new distribution methods to build a targeted audience and drive circulation. The program supports our objective to establish Deloitte as more than just a service provider: we want to be known as a leading consultant in the field.

Program Execution

Above all, successfully executing an idea marketing program requires a cultural alignment between marketing and content providers. In order to provide the most valuable content to companies, we followed a process that included these steps:

- **Audit and assess content.** Reviewing existing content was a valuable exercise that helped the practice understand areas for improvement.
- **Build an idea network.** Deloitte used the most experienced subject matter experts and professionals to create topical content. We spoke to clients to understand client challenges better. We attended conferences and seminars, and participated in industry working groups. We kept in tune with industry reports. And then we did more research.
- **Be strategic with delivery.** We researched how our target audiences were getting their information and what type of content was the most read, and selected media companies that could meet our objectives based on this information.
- **Stay close to content.** Rather than simply building a content calendar and enforcing deadlines, we stayed close to the content process, working with authors to make sure that the messaging was consistent with the overall program.
- **Segment results.** The data we gathered from the program helped us demonstrate a return on our investment. But turning the data into actionable insights also allowed us to be smarter with follow-up. Providing useful information to the sales team helped target companies better and generated leads and revenue opportunities faster.
- **Shift the culture.** Rather than being a checkbox on personal development, thought leadership has turned into an essential aspect of career advancement at Deloitte and a valuable lead generation source. In working with the practice leaders, marketing has proven why a client-first approach to thought leadership works, which has changed the way professionals view thought leadership.

Business Results

As a result of the thought leadership program and overall marketing strategy, Deloitte Discovery experienced an increase in opportunities to bid on work, an increase in site visits and thought leadership downloads, and an uptick in media inquiries.

During our 2011 fiscal year we experienced a 21% increase in the number of proposal opportunities. Correspondingly, revenue grew by double digits, and the practice hired several senior level professionals with significant eminence. Furthermore, companies that actively participated in the thought leadership program represent the top companies in their respective industries.

Yet the most valuable result is a change in marketplace perception. Deloitte has recently been referred to as “the best global advisor” and “a strategic partner” from its discovery clients. In a market that was headed for a price-war to the bottom, Deloitte has distinguished itself as a trusted business advisor and is helping change the dynamic between client and provider.
IBM Watson: Smarter Answers for a Smarter Planet

We haven’t yet received this summary.
Business Challenge

Over the past few years, economic shifts and seismic changes are placing even greater demands on companies to grow and compete. To cope, businesses are looking for new and innovative ways and thinking to become more effective, efficient, and competitive.

Built on the fundamental value of being passionate about helping clients build better businesses, Cognizant was uniquely positioned to help companies maneuver the shifts and changes. Despite the turmoil in the marketplace, Cognizant’s priority remained focused on the client’s business. Increasingly, businesses sought our point of view on how to embrace and understand the many emerging technologies for competitive advantage.

Our challenge was to leverage our fundamental values and brand platform to create even greater awareness, relevance, and differentiation in the 21st century.

Program Objective

Merely talking about Cognizant’s business proposition and services would not be enough. Cognizant would need to provide a unique point of view and showcase the intellectual capital that resided within the company. At the same time, Cognizant had compelling insights on the confluence of four forces: globalization, the millennial generation, virtualization, and new technologies. Their collective force and impact were now having an even greater effect on businesses and their corporate operating models.

The goal was to convert this new thinking into an integrated thought leadership program that delivered a concise, understandable snapshot of these forces that, when leveraged by companies, could drive innovation, cost savings, and business growth. The program also needed to be shared quickly and consistently with clients and prospects. To accomplish this, a galvanizing point of view called “The Future of Work” was developed, with the call to action: “The Future is Now. Let’s Put it to Work.”

Program Execution

As Cognizant began to develop its marketing and advertising campaign, we had the mindset that the medium is the message. We pushed ourselves and our partners to develop innovative channels for the Future of Work messaging, many of these integrated approaches, a first for Cognizant.

- A dedicated Future of Work website presented visitors with clear, crisp messages about the Future of Work in a highly interactive format. Readily available on the web, iPad, and via smartphones, visitors could explore each of the four forces via innovative video vignettes, download Future of Work content, interact with thought leadership videos, and share content.
- A 100% digital advertising campaign delivered the Future of Work message, to C-suite technology and business leaders. The rich-media and standard banners ran in North America and expanded into Europe. To make the Future of Work tangible, advertising demand generation programs were developed showcasing the challenges and opportunities from an industry view.
- A new thought leadership development and publishing model was developed, taking advantage of research, as well as internal and external experts and resources. The program includes development of companion multi-media assets and integration into all social media channels.
- Comprehensive sponsorships like The World Economic Forum in Davos aligned perfectly to our Future of Work message. The integrated approach included mobile, tablet, on-site, and exclusive digital sponsorship of the Wall Street Journal coverage, and extended across other Dow Jones properties.
- Consistent messaging, communication and enablement to marketing and sales were critical for market success. The Future of Work campaign was featured at the annual Global Account Planning Summit. Here The Future of Work Lounge served as a focal point for senior managers and client partners to interact with research, Future of Work Programs, videos, and sales enablement guides.
- Social media was fully integrated across all marketing and communication channels. A #futureofwork hashtag was created on Twitter linking not only Cognizant specific thought leadership but also third-party insights.

Business Results

In the first nine months since the introduction of The Future of Work, the program has contributed to Cognizant’s brand recognition and growth on several levels:

- Client partners report an increase in discussions on strategic issues and consultative engagements with clients and prospects.
- Industry analysts endorse “Future of Work” as a compelling and differentiating thought leadership position and applaud the “marketing muscle” against the program.
- Financial analysts associate Future of Work with a significant market opportunity and growth.

Media from all major business and IT publications are increasingly covering Cognizant beyond financial performance.
Business Challenge

Fujitsu UK and Ireland (Fujitsu) is a leading IT systems, services, and products company with an annual revenue of £1.7 billion. Its business is in enabling its customers to realize their objectives by exploiting information technology through its integrated product and service portfolio.

In mid-2010, as Fujitsu aimed to build on its heritage in the United Kingdom and win more high-value IT service contracts, it recognized that sustainable future growth would come from an increase in the private sector business to provide a more even split between revenue from the government and private sector divisions of the organization. The company already had a good size business in the private sector and wanted to strengthen and grow this business by focusing on adding new customer names to its portfolio delivering the full range of Fujitsu IT service offerings.

Fujitsu identified that to achieve its growth goals required focus, dedicated resources, and clear targeting. It was also essential that Fujitsu was able to deliver business results in the most efficient and effective way possible in order to limit any overhead costs.

Program Objective

The Enabling Field Sales to deliver Business Results program was therefore devised by the private sector marketing team to streamline the process by which the private sector market would be segmented, targeted, and positioned. It was felt that although Fujitsu had existing marketing programs to support the business, direct, strategic, and proactive support for the Field Sales teams was also needed.

The program is designed to:

- Build a robust pipeline of new target unqualified opportunities across 300 organizations within the private sector—an increase of 50% by March 2012—compared to what was held in the pipeline in January 2011
- Eliminate waste through increasing the win rate of opportunities from 1 in 4 as of January 2011 to 1 in 3 by March 2012
- Align Field Sales teams more effectively within the private sector division, by assigning each of the Field Sales representatives with >£30m of new opportunities to close each by March 2012

Program Execution

The Fujitsu Enabling Field Sales to deliver Business Results program is an industrialized targeting process designed through the collection of a number of tools to position Fujitsu’s Field Sales team in prime position to win new business. Each of these tools has been created through a thorough understanding of both the internal customer and external customer needs. The diagram below shows how the model is constructed with the key tools used to identify the focus vertical industries, customer targets and opportunities for new business.

Having created a number of tools within this program, the importance of continuously inputting, utilizing, and improving on these tools cannot be stressed enough. This program has been and is being delivered as an ongoing, continuous, and enhanced way of marketing and sales working together to deliver business results.

Business Results

In the first six months of the program, the following results have been achieved:

- 21.6% increase in new target opportunities within the pipeline
- Improvement in win rate from 1 in 4 to 1 in 3
- All of the Field Sales teams have been assigned with >£30m opportunities

In addition to these results, we have received numerous positive comments from the internal audience.

“The Marketing Team have really stepped up to the mark and I was blown away by the tools they have developed to guide our sales teams to their best bets! I see Sales and Marketing as one team achieving together rather than one of a supply and demand model.”

—Duncan Tait, CEO, Fujitsu UK & Ireland
Business Challenge

Both professional and technical services are critical to the successful implementation of complex technologies such as data center, collaboration, and borderless networks solutions. Cisco recognized that there was a substantial opportunity to gain a competitive advantage and increase customer relevance by engaging collaboratively with our partners to deliver these services. This approach, however, required a transformation of the relationship between Cisco and our partners.

We faced a number of challenges as we drove this change:

• Sales personnel needed a way to quickly identify partners that were the best fit for Collaborative Services.
• Partners with established professional services practices needed help understanding the value of incorporating Cisco’s intellectual property into their service practice.
• Sales teams needed help engaging in a strategic, business-oriented dialog with partners.

Program Objective

The goal of Cisco Collaborative Services is to enhance the partner’s value to the customer and, at the same time, speed the partner’s ability to be profitable in their service practice. To make this possible, Collaborative Services’ objectives included:

• Enabling a pioneering go-to-market strategy that is completely partner-centric
• Delivering a comprehensive portfolio of service offerings, affordable pricing, and an easy-to-engage model to collaborate
• Ensuring alignment between Cisco and the partner about what services can most benefit the partner and what the effect on the partner’s business will be
• Making it possible to scale essential knowledge about partner business economics

Program Execution

Collaborative Services is a long-term strategy for Cisco; significant effort is involved to bring it to fruition. Elements of Cisco’s execution include building an appropriate foundation based on Cisco intellectual property and replicable best practices, designing the Collaborative Services portfolio, establishing a services channel program, enabling business-oriented discussions, and engaging channel partners. Critical to program execution was enabling Cisco sales representatives to have an informative, collaborative discussion with our channel partners about the opportunities, business benefits, and risk mitigation that Cisco Collaborative Services provide.

In our journey to deliver Collaborative Services, we realized that not all partners have the appropriate business model or maturity level within that business model for Collaborative Services to be effective. Cisco partnered with Services Leadership to use their approach for identifying a partner’s predominant business model (PBM) and assess their maturity level within that business model. This methodology provided the critical foundation that enabled Cisco sales personnel to have a business-level discussion to determine what Collaborative Services were the right mix for that specific partner and to the quantify and communicate the partner’s actual costs and risks of adding a new practice area to their business.

Cisco used the Services Leadership method to develop Business Consultant tools to:

• Categorize partners into distinct business models, each of which responds to different best practices and enablement methods
• Provide a scoring method for assessing a specific partner’s maturity within the partner business model to determine if Collaborative Services are a good fit
• Identify how partners will respond to collaborative offers and identify the partner opportunities for the sales representative to focus on that provide the highest value

In addition, Cisco used Services Leadership expertise to build a Cost to Entry Risk Mitigation tool that helps partners assess the quantitative and qualitative risk associated with rolling out a new professional service.

This family of tools helps the partner understand the effect of Collaborative Services on their business and helps Cisco make sure we are working with the partner in a manner that provides the greatest benefit. These tools enabled Cisco to scale our ability to have partner-centric conversations with our partner base.

View the 5-minute YouTube video that demonstrates the tool functionality: http://www.youtube.com/watch?v=auD29GuYDg

Business Results

Hundreds of partners are actively engaged in selling Collaborative Services. Our interactive sales tools help target the right partners for the right collaborative offers. These tools are crucial in helping our partners transform their business and mitigate their risk, and in expanding Cisco sales channels.

Cisco expects Collaborative Services to grow into significant business for Cisco and our partners and to continue to be a critical differentiator in the industry.
Business Challenge

IBM's corporate marketing database contains millions of accounts and contacts. The explosion of data on customer preferences, purchase behavior, and needs, coupled with the increasing diversification of IBM solution offerings, gives rise to the opportunity to tailor marketing programs specifically to market niches. Marketing’s objective is to create tailored marketing programs—offers, messages, and channels—with an aim of creating and nurturing deeper conversations with the “right” clients.

Analytic Automation is an IBM worldwide marketing initiative to provide customized, tailored, analytic-driven predictions for demand generation marketing. Integrated into business operations, analytics drive tailored marketing campaigns for demand generation, lead development, and lead progression. The Analytic Automation platform has the business process and technology to deploy specialized analytics to identify the highest potential clients for targeting within country—specific to hundreds of IBM offerings.

Program Objective

Analytic Automation aims to transform marketing using predictive analytics, integrating technology and data with marketing strategy and execution. Mass-produced marketing models are widely available, but current offerings lack the level of specificity, sophistication, and operational implementation contained in IBM’s initiative. Current usage of predictive analytics is driven by localized country data, imperative to maximize marketing effectiveness in diverse global markets. Implementation is extremely flexible—allowing marketers to combine compound targeting criteria—leveraging complimentary targeting approaches.

As IBM expands into emerging markets with increasingly sophisticated offerings, analytic requirements increase in complexity. Requirements are often specific to individual offerings teams at the country-level. With hundreds of marketers utilizing analytics for smarter marketing, Analytic Automation provides flexibility for teams to use analytic insights a consistent manner. Because automation can be leveraged to quickly produce targeting insights for specific countries and product combinations, this capability is being used to transform demand generation at a worldwide level.

Program Execution

IBM’s Analytic Automation initiative is centered on size, scale, and integration of an existing class-leading analytics technology. By providing client-level insights at the local level, marketers can execute with data-driven laser focus. The technology not only improves marketing outcomes, but it helps the marketing organization develop effective demand generation activities and higher quality leads for nurturing programs.

Analytic Automation provides all predictive analytics activities for IBM Demand Programs, the company’s worldwide demand generation program. The agility of the platform allows IBM to build targeting insights for different business objectives, for example:

- Propensity to buy models that rank accounts on their likelihood to purchase an offering. These models are used to create audiences for product or solution-based marketing campaigns.
- Brand acquisition models that help identify existing customers who are most likely to become new customers to a specific brand or product line. These models help grow client wallet share.
- Whitespace (acquisition) models that help identify which prospects should be targeted, particularly in the mid-market space.
- Competitive install models that rank accounts on their likelihood to have a competitor installed. Insights from these models are used in campaigns aimed at acquiring share from competitors.
- Contact-level models that predict the likelihood for a particular contact to respond favorably to a marketing tactic. These insights help prioritize contacts for inclusion in a specific audience.

Business Results

IBM’s Analytic Automation initiative utilizes an automated measurement platform to continuously track analytic effectiveness. A robust tracking system—grounded in industry best practices—is in place to measure the predictive power of analytic modeling for sales and marketing outcomes. Client-level targeting predictions generated by Analytic Automation identify the overwhelming majority of won leads from the highest predicted segment. Analytic-driven marketing campaigns yield 3 to 8 times more won revenue from the predicted highest potential accounts. The proven predictive power of advanced analytics helps identify a healthier pipeline with higher yield and won revenue.
Nurturing Customer Interest

Business Challenge
Microsoft’s U.S. Enterprise and Partner Group relied on in-person marketing activities to generate leads. However, there was no consistent follow-up with customers who attended but didn’t show an immediate interest in a sales engagement.

The team also had limited collaboration with other marketing disciplines and groups. With the organization experiencing budget pressures and reduced resources, the team determined that the lack of cross-team collaboration represented a missed opportunity.

Program Concept/Objective
By analyzing how customers interact with Microsoft and third-party online content, and combining that knowledge with in-person engagement history, the team gleaned deep insights about the information customers were seeking and the best delivery method to respond to that interest. They synthesized the data to prioritize which messages to deliver, and created an email marketing engine that leveraged the behavioral insights to improve targeting, adapt to trends, and enhance multipurpose and larger campaign effectiveness.

The Relationship Marketing and Solutions Marketing teams began collaborating to enhance the end-to-end customer experience. The joint effort extended existing marketing events with follow-up emails tailored to the customer’s interests. The teams also partnered with other internal organizations and developed integrated campaigns across Microsoft’s U.S. subsidiary, with the goals of leveraging investments, generating greater customer impact, and producing efficiencies at field and corporate levels.

Program Execution
Relationship Marketing has transformed EPG Marketing’s go-to-market approach with an engine that delivers nurturing emails to IT decision-makers, based on individual customer preferences and behaviors, and aligned to EPG objectives, conversations, and campaigns.

The team focused its efforts on:
- More thorough and relevant follow-up to existing and prospective customers who participate in Microsoft events.
- Better targeting of email campaigns to reach the right contacts through insights from Microsoft online activity.
- Using third-party online data to find and engage customers interested in various solutions or competitor offerings, and developing outreach messages providing the Microsoft point of view.

The team used the resources and expertise of internal:
- **Audience experts**, to craft offers and information, and audience-appropriate tone.
- **Online experts**, to understand what information customers were seeking.
- **Integrated marketing specialists**, to incorporate best practices.
- **Campaign specialists**, to identify areas that required a change in perceptions.

The team encountered two main challenges:
1. Enabling the data and infrastructure to accurately target and serve customers.
2. Changing the marketing culture by:
   a. Driving integration across teams to deliver more integrated customer experiences.
   b. Overcoming the “more is better” attitude, and demonstrating that reaching fewer contacts—that are the RIGHT contacts—improves customer satisfaction and results.

The key factors contributing to success were:
- A philosophy of improving the customer experience by:
  - Eliminating irrelevant and untargeted emails.
  - Using behaviors to provide relevant information pertaining to the decisions customers are making.
  - Communicating in a respectful tone and maintaining a clear value proposition.
- Reinforcing the objectives of building awareness and changing perceptions—not generating immediate leads.

Business Results
The Relationship and Solutions Marketing teams delivered five campaigns that leveraged their revolutionary behavioral insights engine. These email campaigns, all designed to nurture leads resulting from in-person activities, produced phenomenal results.

The teams also addressed problem scorecard areas by partnering with the Developer and Platform Evangelism team on two email campaigns to technical audiences. Both campaigns delivered off-the-charts customer satisfaction and results.

The teams collaborated with other organizations on five campaigns, which reduced costs and increased scale, reach, and effectiveness. The teams currently are implementing a model of 80 percent integrated campaigns, which are projected to produce six-figure savings, remove duplicate efforts, scale existing campaigns to serve multiple segments, and produce greater customer impact and satisfaction, as well as efficiencies at field and corporate levels.
Business Challenge
As a result of the world economic slowdown, HP Technology Services (TS) faced increased pressure on its support services business at the beginning of 2010. Although the HP support services brand had a good reputation, it was under pressure not only from its traditional competitors in the support services business, but increasingly from Third Party Maintainers (TPMs) and ‘No Support’ approaches. The IT cost agenda was causing a full service approach to be challenged. Perceived value was being questioned versus lower cost alternatives. The market seemed to be moving away from vendor provided support and more towards lower cost alternatives or no support at all.

Program Objective
In this tough financial climate, HP’s Technology Services business had the goal of growing its support services business faster than the projected market rate of 3% CAGR over the next five years. Before the program launched two additional goals were added: 1) drive stronger workforce engagement, and 2) increase the awareness of our rich end-to-end services portfolio—not only support services, but also our technology consulting capabilities. At the time, the HP’s services marketing approach was no different from its competitors, being focused on pushing the breadth of its services (the what) and not on fully articulating its differentiation and value (the how).

Program Execution
To better articulate our differentiation in the market we first needed to better understand the value of vendor branded support and how much a factor cost was in buying decisions. We worked with customers, analysts, partners, and our creative agency, and held internal discussions with all our stakeholders in TS, corporate, and product business units.

We determined that the market valued connecting with people for their services and that our true HP differentiation was the knowledge, skills, experience, and attitude of the people who provide technology services. We had to do things differently and quickly, so turned to social media to significantly amplify our more traditional campaign approach.

We designed the campaign so our clients could get up close and personal with our TS experts to share ideas in a real dialogue. We used a two-pronged approach:
(1) A sweepstake to build broad awareness around the people behind our technology, and
(2) An IT related quiz on our Enterprise Business Facebook page to build a strong follower base.

The main call to action was to drive traffic to our Meet the Experts micro site where our TS experts were profiled. This page was developed to put a name, face and our TS IT expertise at the forefront of customer’s minds. These experts were selected based on an internal Wall of Humanity engagement program where employees were nominated by their managers to recognize and showcase top talent.

The HP TS Experts Sweepstakes invited customers to view videos of TS service experts and vote for those who could best address their most challenging IT issues. In the spirit of Humanity, TS matched each vote with a $10 contribution, up to $100,000 to CARE, a nonprofit organization focused on fighting global poverty.

Our Facebook IT personality quiz questioned customers about their typical workdays and different IT challenges. It targeted their work style and matched them to an IT personality. Customers were then able to “Connect with the TS Experts” with similar work styles through the Meet the Experts page.

To help create buzz, we used blogs, tweets, a press advisory, social media advisory, LinkedIn banner ads, search engine marketing, and online advertising.

To ensure we were driving content through all social media channels, we sponsored a blogger recruitment campaign, backed up with training, content development, creation of editorial calendars, and tweet sheets—all supported by key promotions on all channels.

Business Results
HP TS implemented a brand awareness program, utilizing a multi-faceted social media component for the first time. This innovative use of social media, focusing on the “human factor,” resulted in:

• SOV increasing 146% quarter over quarter;
• LinkedIn ads had 4.5million+ impressions, driving traffic to our FB quiz, with 10,000+ tab views, increasing fans by 149%;
• YouTube videos doubled quarter over quarter, and 60,000+ visited our Meet the Experts site: www.hp.com/go/tsconnect;
• A USA Today article drove traffic to our Sweepstakes, helping us reach our $100K contribution to CARE in just 9 days.
Key Learnings for Expanding a Small Social Media Budget into Big Results
—Hitachi Data Systems Social Media Buzz Contest

HDS

Business Challenge

Hitachi Data Systems (HDS) was about to launch its most important product in recent history. With a huge awareness and lead generation objective, yet a small budget and limited share of voice, HDS needed to use new channels and new voices to extend the message cost-effectively.

Since social media marketing was new to HDS, the team began with secondary research, marketplace trends analysis, and customer success stories to develop a solid plan to develop social buzz and extend online conversation.

Program Objective

The goals of this buzz campaign were to uplift social connections and conversations by 20%, to build awareness for HDS solutions through 3000 views of the campaign microsite, and to generate 300 new leads for the upcoming launch. Measurement of this innovative program was vital in order to improve and expand social programs for the organization and for channel partners.

In the simplest form, HDS focused on two acquisition prospects: 1) Decision makers with the potential of impacting sales and 2) Decision influencers who amplify the buzz and offer guidance to the decision-makers. The campaign was designed to appeal to each of these segments with an inclusive experience and to focus the marketing investment on the main target audience.

Program Execution

HDS researched prominent online influencers, industry topics, and keywords that were most relevant and engaging to these influencers, and channels where people were having relevant conversations.

HDS created a two-tier audience segmentation. The first tier was focused on the key IT targets likely to be interested in large data systems, and the second tier focused on associated targets who would be interested in conversations online, and in winning Hitachi consumer products by playing a contest. For the top tier audience, HDS selected a services offer—a Storage Economics assessment—as the lead promotion. A line-up of Hitachi consumer products was selected for the second tier. The team then developed a treasure hunt contest to promote the service offering and consumer products, hosted a bloggers day
to develop influencer relationships, and integrated social media into the global marketing mix.

The team started with a small test budget in social media channels and with a set of analytics tags monitored campaign results each week. Ad impressions, registrations, and cost per conversion were the most important metrics. If one channel performed better than another, budget was quickly shifted and optimized. In addition, social conversations were monitored to follow topics and channels of interest to the audiences.

An important part of the program execution was the development of a new channel for professional relationships with industry influencers. The first ever HDS blogger day offered factual information to influencers, direct access to HDS executives and a framework for amplifying information to the marketplace.

Business Results

This social media buzz contest was a first for HDS in many ways. One of the most interesting results was a new process for using data to drive budget allocation decisions. The new social media metrics and real-time social monitoring were influential for investing the limited budget towards the highest ROI activities.

A surprising result was that Facebook ranked as the highest performing channel for attracting the top tier target audience to the Storage Economics Assessment offer. Though the contest was placed in Twitter, LinkedIn, the Google ad network, and with media partners, a key portion of the budget was shifted to Facebook during the campaign because this channel delivered the highest quality response.

The campaign exceeded its goals, delivering a 20% uplift in engagements, more than 600 new leads, more than 6000 microsite views, and significant contribution to a highly successful product launch. But the findings were even more significant than that. HDS had tested out a new process, new interaction channels, new audience engagement, and a new set of metrics. The team now has an established and credible process to drive budget decisions, continue developing strong professional social engagement, and scale programs further into the organization and with channel partners.
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