

SPR | Diamond Winner

Measuring and Communicating Marketing Performance

The Art and Science of Building an Integrated, Influential, and Results-Driven Marketing Department at SPR

BUSINESS CHALLENGE

SPR, a digital technology consultancy, acquired and merged three organizations in 2015 to form its current company. The employee and customer experiences of the three companies were distinctly different, with no strategic marketing department supporting the merger. This created an opportunity for SPR to unfreeze old processes and change the internal perceptions of its marketing efforts, then share the goals and successes of that initiative across the company.

PROGRAM OBJECTIVE

SPR's marketing department spent three years creating new best practices, unifying the company to speak with one voice, and strengthening the brand with a seamless employee and customer experience.

To build its reputation as an innovative and client-focused technology consulting organization, SPR created internal confidence in the marketing department by scrutinizing the quality of its assets and services, pivoting the message to address a changing technology buyer, and reinforcing that message to the internal team.

PROGRAM EXECUTION

SPR built up its marketing department and began actively participating in interactions across the business, including those with clients, prospects and employees. Marketing efforts, once overlooked or performed ad hoc, became a formalized part of the sales and client engagement process.

With **sales**, SPR marketers now spearhead proposal development, participate in sales calls, work with the sales team and technologists on marketing materials, and build on-message proposals that are tracked through a proposal analytics dashboard communicated to executives every month.

With **practice leadership**, SPR marketers work alongside technologists to generate thought leadership content. Marketing helps write compelling case stories focused on business results rather than technology, and helps translate the newest technology offerings into clear business language. Marketing sends a weekly email of newly published SPR articles to executive leadership.

For **executive leadership**, SPR marketers create an annual marketing plan that includes strategies, tactics and measures for success based on corporate objectives. Marketers also directly influence the development of SPR's 5-year strategic plan by researching market trends and doing a competitive analysis, helping shape the future of the organization. SPR leadership formally reviews the plan twice a year (the marketing team reviews monthly) to validate or alter the direction based on results.

With **customers**, marketers lead discussions during high-touch client events; develop customer presentations to communicate value of technology solutions; and showcase how many client deliverables are supported each month with senior leadership.

For **SPR employees**, SPR marketers shape the onboarding process, educating new employees on topics like how to talk about the organization and how SPR lives its values. Marketing disseminates key messaging via the company intranet and prepares monthly communications packages that managers then share to their direct reports so information is effectively delivered from leadership to employees. Direct feedback is that managers are "relieved," "excited," and "thankful" for the consistent information to discuss with their teams.

BUSINESS RESULTS

SPR's main barometer of success is Marketing Influence, instead of solely considering numbers such as tracking leads, website traffic, and email opens. This shift in focus aligns with the goal of influencing a greater part of the customer journey. The Marketing Influence metrics show how SPR's marketing department is now a key collaborator and influencer across the entire process.

- In five months, SPR touched 325 people at 26 accounts. These interactions accounted for \$8.64M in revenue of the total \$25M (34.6%) revenue to date. Marketing has interacted with 50% of the active accounts at SPR, helping to make for a more consistent brand experience.
- Of trackable content, marketing influenced \$1M in revenue, meaning the buyer of SPR services actively engaged with marketing efforts such as emails, events, website.
- Marketers directly worked on 50 customer proposals in that time period and won 14 so far, equating to \$1.8M. There is an additional \$2.41M in revenue in the pipeline for 20 proposals that still have open opportunities associated with them. These proposals are for complex projects (not staffing engagements), projects that historically SPR had a harder time winning.
- Marketing worked on 10 customer-facing deliverables alongside our technology consultants.
- Of those who attended customer loyalty dinners, 5 accounts have open opportunities equating to \$1.4M in revenue.