FINALIST 2014

B2B AWARDS

Category number: 25

Category name: Marketing team of the year

Programme/initiative name: Operation: Marketing Turnaround

Brand: TMF Group

URL or microsite: www.tmf-group.com

TMF GROUP

Global reach
Local knowledge

[Summary page]

A product of an M&A culture, TMF Group was its own best kept secret. It operates in the same space as world-renowned brands such as KPMG, Deloitte and EY and enjoys a client retention rate of more than 90% - yet no one had ever heard of the company. Through a Group-wide audit, the new CMO discovered the reputation of marketing was fraught. The top three marketing deliverables were believed to be stationery, brochures and branded merchandise; 70% of respondents said they never had any contact with Group Marketing.

Now we've gone from nothing to a team of 22, looking after a budget of just [edited], supporting more than [edited] in pipeline, and achieving great and visible things. Operation Marketing Turnaround might seem like a simple project - a case of doing bread and butter work for a marketing team - but within this particular company it was a revolution. It directly led to us introducing the QuickStart campaign to the business in April 2014, in turn sparking a revolution in how we position the company.

Edited details were provided to judges in the original submission but are commercially sensitive and therefore confidential.

[Main submission]

About the client company

TMF Group grew quickly to become one of the world's leading full-service outsourced business providers – the one with the widest range of services and best geographic presence. The company vision is to become the partner of choice for companies expanding across borders. With operations in over 75 countries, almost 5000 employees, serving over 35,000 clients - including half the global Fortune 500 - we are on our way to achieving that goal.

Strategy – broader business issues the company is facing

A product of M&A, the company's approach to marketing was disjointed. Emphasis was placed on ensuring integrity of the brand through strict policing of merchandise; proactive marketing campaigns were absent. No new innovations or best practice was considered by the (old) team; the attitude was "this is how we've always done things".

A new CMO joined in September 2012, and started to build a team with the expertise needed for a new direction. TMF Group operates in the same space as brands such as KPMG and EY and enjoys a client retention rate of more than 90% - yet no one's ever heard of us.

A Group-wide audit found the reputation of marketing was fraught. The top three marketing deliverables were believed to be stationery, brochures and branded merchandise; 70% of respondents said they never had any contact with the team. The company culture was not one of ROI. Colleagues were used to doing things their way, and centralised marketing strategy and budget was a foreign concept.

There's the wider issue of awareness; a a sales force as subject experts but not very knowledgeable of other services, while we faced the dilemma of how to describe the breadth and depth of support we can give to a company looking to enter a new market.

We had to fix marketing before we could tackle that wider challenge in a credible and meaningful way.

Objectives of the campaign

Tough targets were set: closing down 34 different Group websites and launching one global supersite - in six months. Revitalise the brand and re-launch - in three months. Implement a PR strategy and begin media outreach. Launch a customer satisfaction programme. The marketing team would move to closer alignment with sales; the neglected CRM would become a key driver in account and pipeline management. By the end of 2013, Group Marketing would turn around that old reputation and be a key driver in business growth, not an obstacle only interested in controlling logo usage. Then, launch the first “proper” campaign in early 2014.

The target audience

First, get buy-in from the top. Then, reform regional marketing, implementing previously absent Group-wide functions such as communications and operations. Finally, tackle the external world by raising awareness of who we are and what we do both with potential new clients, but also with those we already work with.

Media, channels or techniques used

We looked at team structure first, then grew that into a refreshed brand and messaging while implementing an internal ROI culture. The supersite was launched, a PR and thought leadership strategy developed, a digital campaigns team established. Once the basics were in place, we turned our attention to the first “proper” marketing campaign: QuickStart.

With small budget but a desire for big impact, we created two videos which were pushed through social media and EDM, backed up by targeted collateral including video brochures. Events kits were re-badged with QuickStart messaging and example slides produced for easy insertion to pitches and tender documents. A series of webinars for our target countries for the year are now running under the QuickStart banner, too. The Ireland webinar received its first lead just 5 minutes after the webinar concluded. The video was also placed in banner ads targeted at B2B sites across the world, resulting in higher than average engagement figures.

Timescales of the campaign

Operation: Marketing Turnaround began in earnest when the refreshed brand

was launched in April 2013; supersite launched July 2013; QuickStart began groundwork February 2014 and was launched April 2014.

Budgets

The team's annual budget for actual marketing activity [edited]

The majority of QuickStart work – including writing, design and management of collateral and EDMs - was done by the in-house team. The only items outsourced were video production and the global video seeding/targeted display ad projects. In total, the budget came in [edited] – including A-list voiceover.

These details were provided to judges in the original submission but are commercially sensitive and therefore confidential.

Results

The CMO overhauled the team and helped to stablise it - from an 86% labour turnover August 2011-12, to just 5% churn in the following 12 months.

The old dull colour palette and nature imagery has gone in favour of a polished monochrome-and-red brand with a defined tone of voice.

All core service lines now have a presentation, flyer(s) and key messages. Based on the success of 2013, marketing committed to be jointly responsible for sales having an 80% increase in sales intake in 2014.

We now appear in mainstream media, including a front page quote in the Wall Street Journal, and coverage in Forbes, The Times and CNBC. We average 11 positive news stories a month in the world's press - from nothing in 2012.
The supersite went live 31 July 2013; enquiries jumped 400% in the first two months without any PPC spend. There's been a near-20,000 monthly increase in visitors on the same period in 2012, and we now average 60 genuine enquiries per week.

QuickStart's global video seeding campaign over-delivered by 14%; in total, the videos received almost 140,000 views in under two months. The campaign landing pages received well in excess of 10,000 views in the same period. Targeted enhanced digital creative went live mid-campaign, showing strong engagement rates in the right demographics. Users spent 1200+ hours engaging with web banners, surpassing B2B engagement benchmarks per view by 67%.

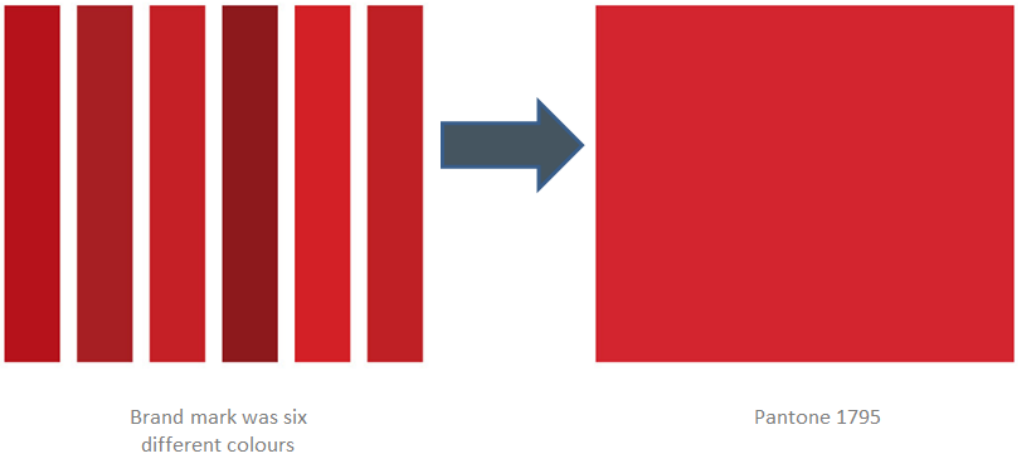


Image 1: variety of main brand red were consolidated to a single Pantone

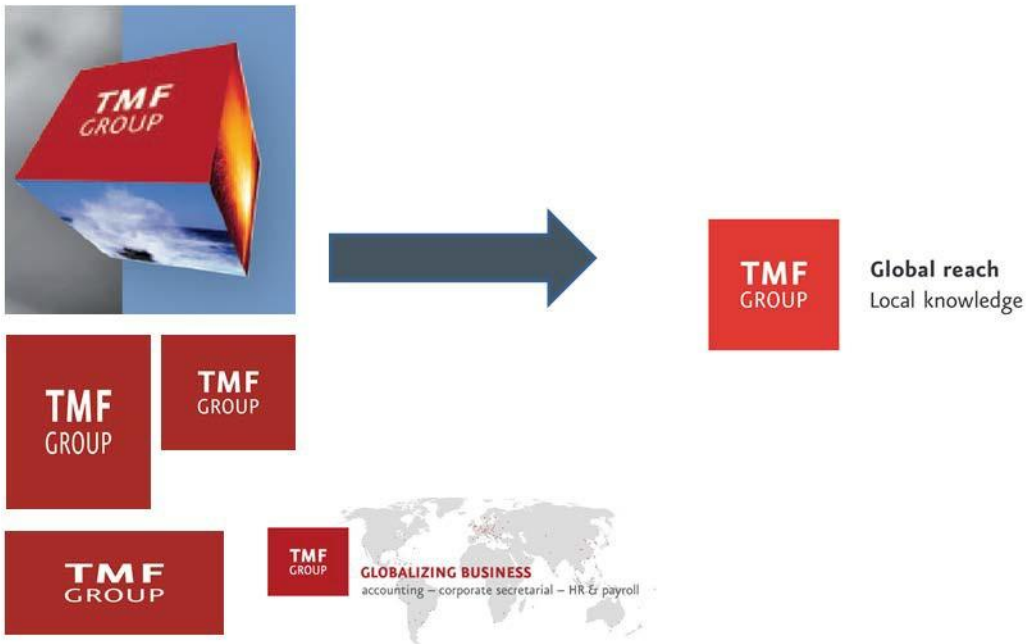


Image 2: The logo was stretched, diced – even made 3D – before the refreshed brand launched

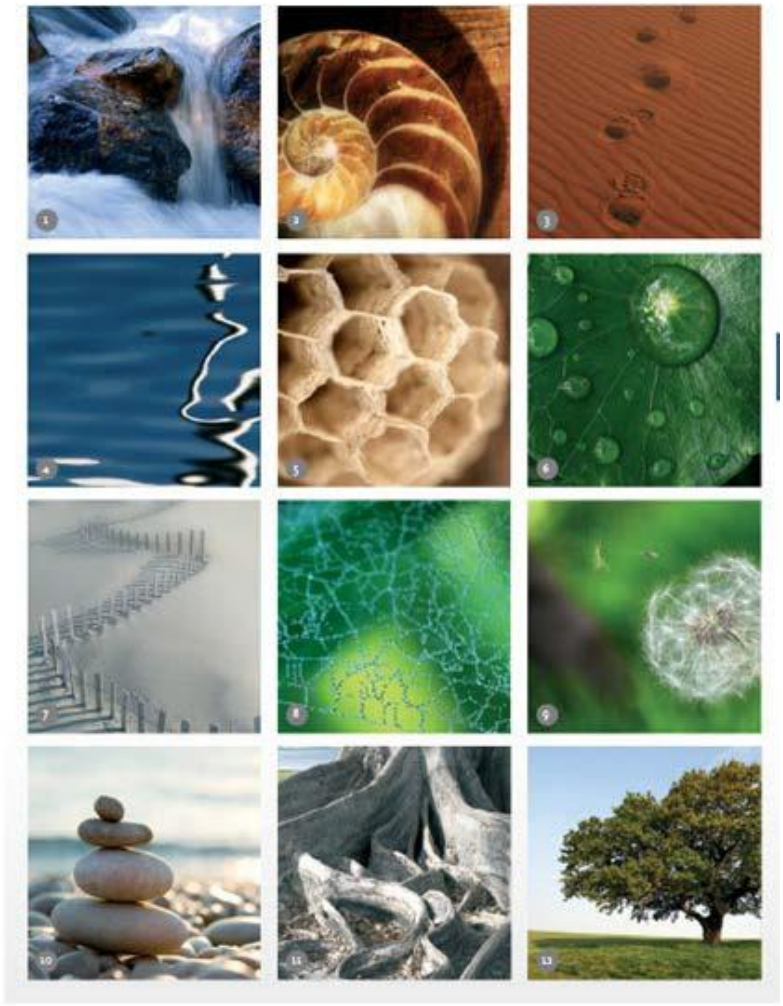


Image 3: the old imagery of nature resulted in the talent team answering questions about petroleum at recruitment fairs: it didn't represent what we do



Image 4: new image style is much more evocative of a global business outsourcing partner

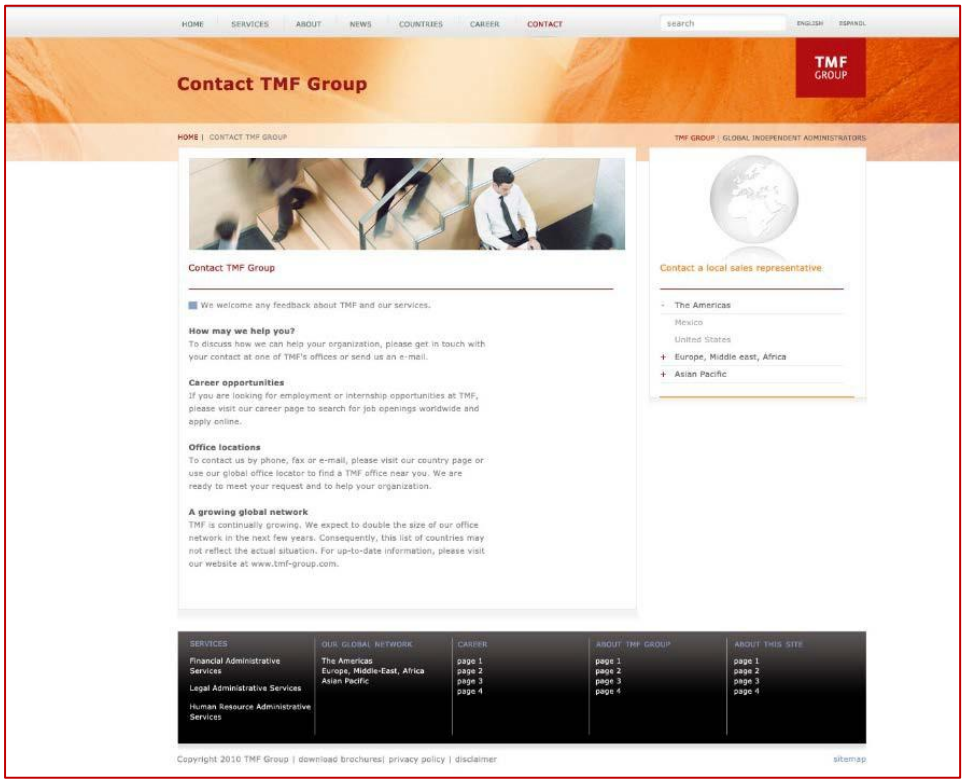


Image 5: the old website was dull and text-heavy

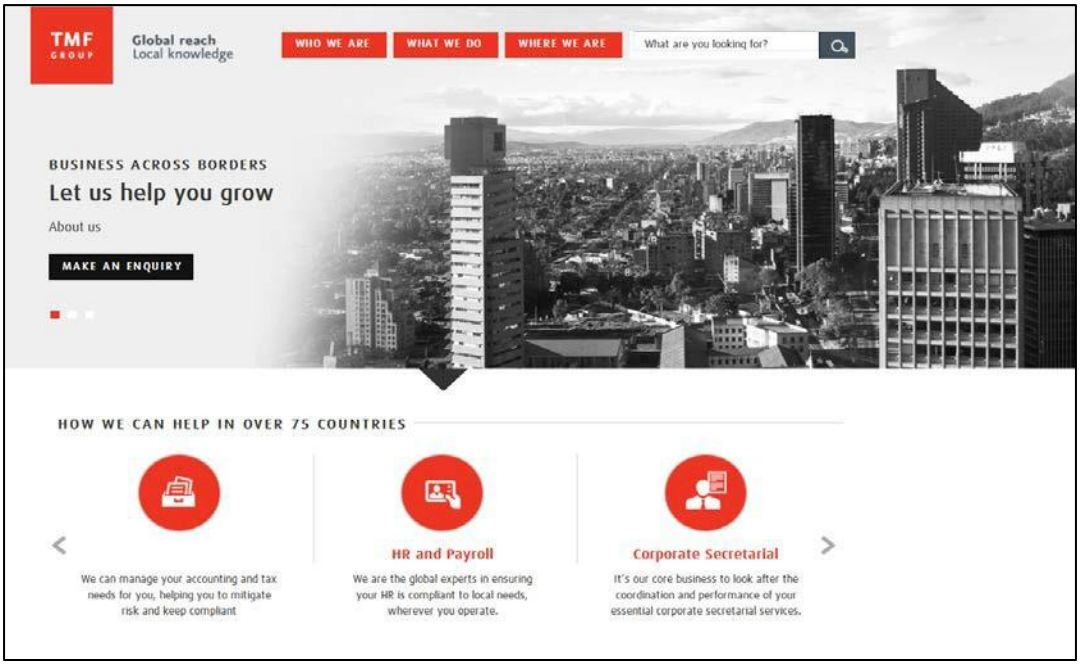


Image 6: the supersite is also more fitting of a global brand, and more interactive

Client testimonial

Hugo van Vredenburch, CEO: "Marketing is truly turning around our business. The team is creating a special and very distinct identity for TMF Group, not only externally but also internally – they have had a huge influence internally in such a short timeframe. I was a believer – now I am a disciple!"

Main submission: 994 words

Supporting material supplied

None

Appendix

Nil

Submission ends