B2B Marketing Awards 2015

Category number: 18

Category name: Best corporate decision maker-targeted campaign

Programme name: Executive Relationship Programme

Agency: The Marketing Doctors™

Client: Mitie Facilities Management

Summary

Mitie provides facilities services to commercial property occupiers - cleaning, catering, reception, document management and security. Suppliers are under intense pressure to deliver these at an ever-lower cost.

To improve profitability Mitie had to move up the value chain and deliver a complete suite of workplace services, covering every aspect of commercial premises' day-to-day operations. Mitie also needed to convince strategy makers in a deeply conservative and fragmented market that they can deliver this effectively.

The campaign that is successfully achieving this is Mitie's Executive Relationship Programme

Before the campaign, the company had very little contact at senior level, so identified 250 key executives including CFOs, COOs and Property Directors, at key FTSE and public sector organisations. The campaign engaged them face-to-face through research, events, and executive dinners, with presentations at industry conferences on the future of the workplace, backed up by social media, direct marketing, and PR.

The results have been outstanding ***(Please note that some details were provided to judges in the original submission but are commercially sensitive and therefore confidential)***:

- Generated new business opportunities equivalent to 15% of annual turnover
- Improved contract renewal success by a factor of 4x
- Developed close relationships with over 100 key C-level executives
- Opened access to major companies who would not previously engage with them.
- Changed Mitie's perception from commodity supplier to valued partner
- Generated extensive thought leadership, social media and PR

Marketing Doctors



Main submission

About the client company

Mitie is a £2bn Facilities Management (FM) company operating across all sectors, including transport, commercial, retail, industrial, healthcare, and public sector.

The company has grown significantly in the last decade with a services portfolio for commercial premises that covers:

- Cleaning & Environmental Services
- Security
- Property maintenance
- Catering
- Reception services
- Document management
- Energy management
- Occupancy management.

The company's clients are predominantly FTSE listed and large public sector organisations, and contract values range from £100k to £150m p.a.

Strategy – broader business issues the company is facing

The average renewal cycle for an FM contract is 3-5 years. The tender process takes as long as 2 years from first thoughts to eventual award, requiring long-term sales engagement.

In addition, Facilities Management has become very competitive. Some clients expect the provider to make no more than 3% to 4% profit contribution, and most tenders are awarded to the least cost provider.

A surfeit of providers, together with a reduction in commercial occupancy, is also depressing prices.

The services market is highly fragmented, but there is a growing move across the corporate sector to combine FM, Property, HR, and IT into a single Workplace Services function.

This has created the opportunity for new high-value service providers, such as occupancy management and workplace design that are competing for the same budget adding pressure on margins for FM services.

Objectives of the campaign

mitie

From its executive research in 2013 Mitie recognised that building long-term profit growth, called for it to become a complete workplace services provider. However its perception in the industry was as a low-cost commodity service company, the opposite of what it needed to move up the value chain.

The campaign, branded as the Executive Relationship Programme (ERP), set out to change the engagement model from reacting to tender invitations for fixed specification contracts, normally issued by procurement specialists, to actively engaging C-level executives to influence their strategies and create new business opportunities.

The campaign set out the following objectives:

- Change Mitie's perception from commodity supplier to thought leader
- Build awareness of its ability to deliver a complete service portfolio
- Conduct strategic research
- Create a library of strategic content
- Reach potential targets through a multichannel marketing strategy

The target audience

The campaign was targeted towards senior executives in large organisations with responsibility for commercial property portfolios and operations including:

- CFO
- COO
- Head of Real Estate
- HR Director
- Facilities Director.

This is a highly sought-after group with very limited time and desire to meet suppliers. They generally avoid vendor events, and are extremely hard to engage.

By creating a peer-led forum, which previously did not exist, this problem was overcome. The quality of discussion is very strategic, creating genuine benefit for those who attend. Word has spread about them in the FM industry, and events, such as dinners and round-tables, are regularly over-subscribed.

Media, channels or techniques used

The approach was to create interactions between senior Mitie staff up to MD level and those responsible for the property strategies in large organisations.



It used a mixture of face to face events, as well as thought leadership, direct marketing social and conventional media:

Executive Dinners, Breakfasts and Round tables – took place quarterly covering strategic themes, with an invited senior executive audience of up to 20 people. A key attraction was that there were no presentations from Mitie, and a professional independent facilitator ensured high-quality discussion.

Research meetings – involved a series of semi-structured face-to-face meetings with 30 key target executives to discuss key issues facing commercial property users.

Web research – included 2,500 attendees to the Facilities Management Show to identify their concerns about the issues being discussed in the executive programme.

Thought leadership – a Strategy guide "*Delivering the vision of an integrated workplace*" was produced in June 2014 to summarise the research. Following each meeting further strategy guides were produced addressing a series of key issues including:

- The changing nature of work
- Using data to reshape the workplace
- Managing energy
- Redefining the workplace services model
- Redefining the FM contract
- How Productive is your workplace?

Speaking Opportunities – The research findings and strategy guide content were used at speaking slots at events attended by senior executive targets including WorkTech, BIFM, The Facilities Show, Workplace Futures and The Cleaning Show. Over 1100 senior executives attended these presentations.

Direct marketing – to promote downloads of the research and strategy guides, together with follow up reports from the executive events.

Social Media & PR – a blog "The Mitie Debates" was set up with regular pieces from Mitie's MD discussing strategic issues. This content was repurposed to drive PR.

Follow up Mitie created a dedicated team, including a former divisional MD, who follows up events with face-to face meetings with attendees. This has played a major role in converting interested guests into clients.

Timescales of the campaign

Campaign Period	**April 2014 – March 2015**
Research	April - June
Executive meetings	June, September, October, January, March
Thought Leadership	June, September, January, March
Speaking opportunities	June, September, October, March
DM, PR & Social Media	Ongoing
Follow-up	Ongoing

Budgets

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

Results

Generated new business opportunities equivalent to 15% of annual turnover

Average contract value signed by clients who have taken part in the programme is 3.5x greater than for companies that have not.

Average contract renewal value is 4x greater among those who have taken part than those who have not.

Contract 'churn rate' is 4x greater among existing clients not involved in the programme than among those that have.

100+ senior executive took part in events and research

1100+ senior executives attended speaking opportunities

3,500 tracked visits to dedicated mini site "The Mitie Debates"

354 requests for copies of Strategy Guides

Extensive press and social media coverage

Client testimonial

"…This programme has totally changed the perception of Mitie among its senior client audience. It has helped us to create new service opportunities, change the way we engage with clients and move our status from commodity supplier to valued business partner. It has all been achieved for an extremely low investment compared to the returns we have already seen, which are a fraction of those we will see in the next 24-36 months.

"It should win the award because it shows how by working closely in a joint client/agency team and being prepared to invest the time and cost to build strategic relationships, it is possible to achieve the impossible, and change the engagement model and the way a supplier is seen by its market.

"This has been the most successful marketing activity I have seen in over 30 years."

David Noel, Sales & Marketing Director, Mitie Facilities Management.

[1097 words – for the main submission not the summary]

Supporting material supplied max 10 attachments

Strategy guides/Whitepapers

Delivering the vision of an integrated workplace
http://www.marketingdoctors.co.uk/wp-content/uploads/2014/06/delivering-the-vision-of-an-integrated-workplace.pdf

Energy Strategy Guide
http://www.marketingdoctors.co.uk/wp-content/uploads/2015/06/energy-strategy-guide.pdf

Building a better workplace services model
http://www.marketingdoctors.co.uk/wp-content/uploads/2015/06/building-a-better-workplace-services-model.pdf

Using data to reshape the workplace
http://www.marketingdoctors.co.uk/wp-content/uploads/2015/06/using-data-to-reshape-the-workplace.pdf

Social Media/ Blogs

Mitie Debates – Time to rethink the FM contract model http://www.mitie.com/blog/the-mitie-debates/time-to-rethink-the-fm-contract-model

All Change at the Cleaning Show
http://www.mitie.com/blog/the-mitie-debates/all-change-at-the-cleaning-show

Are you gathering the right data to enable decision-making about your estate?
http://www.mitie.com/blog/the-mitie-debates/are-you-gathering-the-right-data-to-enable-decision-making-about-your-estate

Speaking opportunity

Worktech 2014 presentation by Ian Adams,
https://www.youtube.com/watch?v=Xz5pRsPqx-E

Press coverage

Press clippings collation
http://www.marketingdoctors.co.uk/wp-content/uploads/2015/06/ERP-Press-cuttings.pdf

Target audience feedback

Comments from target customers
http://www.marketingdoctors.co.uk/wp-content/uploads/2015/06/Target-audience-feedback.pdf