FINALIST 2014 B2B AWARDS

momentum
account based marketing

Uncovering Insights to Accelerate Opportunities for Oracle

Category number: 10
Category name: Best Use of Customer Insight
Name of campaign or initiative: Uncovering Insights to Accelerate Opportunities for Oracle
Name of agency/practitioner: Momentum ABM

Word count: 998 (excluding summary and picture captions)

Momentum ABM
24 Greville Street, London, EC1N 8SS
http://www.momentumabm.co.uk
+44 (0)203 008 4307

Robert Hollier
Creative Director
robert.hollier@momentumabm.co.uk
+44 7817 241 306

momentum
account based marketing

UNCOVERING OPPORTUNITIES IN ORACLE'S CUSTOMER ACCOUNT

Momentum helped Oracle drive a new proposition into its customer account through in-depth customer insights.

Following an acquisition, the customer is experiencing dramatic organisational change. Oracle needed an up-close view of this to inform a new customer experience (CX) proposition.

Momentum completed a program of work that consisted of:

1. Research and insights – blending desk research, workshops and market analysis to map the customer's organisation and strategic priorities. Our approach is now seen as best practice within Oracle.
2. Vision and proposition development – we leveraged our insights to create a CX story for the customer.
3. Execution – we created a campaign of custom-made communications that directly demonstrated how Oracle could accelerate change at the customer.

Success relied on a detailed understanding of the customer. Our insights defined the market context, unlocked new contacts, and aligned Oracle's value with the customer - prompting dialogue about long-term goals and elevating Oracle's role as a trusted advisor.

Client background

For more than three and a half decades, Oracle has been the leader in database software. Through acquisition and innovation investment, this leadership now spans the entire technology stack - from servers and storage, to database and middleware, through applications and into the cloud.

Strategic context

Focused on the needs of high-value customers

Oracle provides solutions and services to over 400,000 global customers. These include a selection of strategic, high-value Key Accounts that receive executive-level sponsorship and a fulltime dedicated Oracle team.

Account-based marketing

A specialist marketing team supports Oracle's Key Accounts with an account-based framework that treats each customer as a 'market of one'. This customises activities across the entire marketing mix – from insights and planning through to proposition development and campaign execution.

The importance of customer insights

The Key Account Marketing team looks for creative ways to engage decision makers in large, complex organisations over a lengthy technology buying cycle. The core ingredient for these activities is actionable account insights, including:

- Market and competitor landscapes
- Commercial agendas
- Organisational structures
- Decision makers and influencers
- Priorities & profiles
- Transformation initiatives

Radical change in Oracle's customer Account

The customer - an Oracle Key Account – is undergoing a dramatic restructure following its recent merger, a deal that makes the customer the world's seventh-largest carmaker.

The merger has dramatically changed the scale of the customer and completely overhauled its operating model and market positioning. It has also renewed focus on the high-margin premium car market – turning attention to Customer Experience (CX) and connected car concepts.

CX is a key investment area for Oracle, which over recent years has made a series of acquisitions and developed a complete suite of solutions, for example in ecommerce,

customer service and marketing automation. This propels an evolution from Oracle's legacy as a 'database company' and puts it at the forefront of digital transformation.

About the customer-Oracle strategy

Marketing strategy objectives

Oracle asked Momentum to plot the organisational change at the customer. This would inform Oracle's vision for the customer and drive the creation of a new proposition around CX – linking directly with customer's new business units and responding to the industry's digital shift.

The objectives were to:

- Get a 360-degree view of the customer's new organisational structure.
- Pinpoint the customer's strategic priorities and pain points.
- Place the customer's strategy in the context of the automotive industry.
- Drill down into the customer's CX activities.
- Create a CX proposition for the customer.
- Identify and profile business stakeholders – to broaden Oracle's reach beyond IT.

How we approached the project

Research and insights

We initiated a major piece of research – combining desk research, team workshops and market analysis – to understand the scale of change within the customer. This resulted in a market and business overview plus an organisation map showing the interconnection of over 180 contacts and executives.

The research we completed is now seen as best practice within Oracle.

Created a new Oracle CX proposition

Equipped with in-depth account insights, we collaborated with teams at Oracle to create a new proposition around the theme of CX. This leveraged our understanding of the automotive industry and how the customer is responding to new digital opportunities.

Executed a CX campaign

We created highly visual PDFs, flipbooks, and email communications to promote Oracle's vision for the customer. This included:

- A three-year roadmap showing how Oracle could help the business get from current to future state.
- The customer's customer journey.
- A scenario outlining how after sales service can nurture brand advocacy.
- A video on the connected car.
- A branded email campaign to support meetings.

The role that customer insights played

The success of the new proposition could not have been achieved without a granular understanding of the customer's specific challenges and goals.

For example, we discovered the customer's low conversion rates and how many customers drop out after a test drive. We also uncovered the customer's pain points while evolving towards a premium brand.

Our research also unlocked many contacts within the the customer organisation and helped Oracle reach new stakeholders.

Infusing customer intelligence into execution

Using our insights, we directly demonstrated how Oracle's solutions could accelerate change at the customer. We bought this to life as part of customer stories and mapped solutions directly onto the customer's priorities – e.g. customer acquisition and on boarding.

In addition, we used our research to paint a broad picture of the customer's strategic context. This elevated Oracle's role as a trusted advisor and prompted dialogue about the customer's longer term business goals

All of this was executed in the words and visual language of the customer - giving our communications a high degree of relevance.

Changing perceptions of Oracle

Although the customer has been a long-standing account, the perception of Oracle centered predominantly on its role as a database vendor. Through this campaign, Oracle has been able to change this viewpoint – moving away from product-centric communications to start a strategic dialogue about the customer's business challenges and multi-year outlook.

Example outputs included:

Rich Account Insights

Relied on as a central reference point for the account team and used to inform proposition development.

Customer Experience proposition (PDF)

A co-branded print and online PDF showing Oracle's vision for CX for the customer.

Campaign Communications

Keeps a wide customer audience up to date and sustains engagement across the business, with landing pages, emails and offline direct mail.

Target audience

The campaign reached:

- Internal Oracle sales and marketing teams
- New business stakeholders across the customer's restructured global organisation
- Contacts within entirely new business units at the customer
- A new, non-IT audience in the customer – e.g. in R&D, manufacturing, sales, post sales

Media and channels used

- Email communications – to a broad customer audience
- Print – co-branded brochures and Points of View documents
- Online – PDF Ebooks and a customer microsite
- Video – to show a customer story

Campaign timescales

Research started at the end of 2013, the first content was executed in Feb 2014.

Budget

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

Results

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

Client testimonial

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

List of supporting material

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



momentum

account based marketing