FINALIST 2013
B2B AWARDS

O2 business

Marketing team of the year

O2 Enterprise

O2 Telefónica

Summary

O_2 launched its dedicated Enterprise division in 2011, taking a new set of ICT propositions to market that were a long way from its 'traditional' mobile and fixed line products.

Faced with a lack of awareness in the enterprise space and a need to increase revenue from the new services, in 2012 the marketing team:

- Created campaigns that brought the new propositions to life (like 'Flexiday' where they demonstrated flexible working by closing the O_2 HQ for a day)
- Restructured to deliver greater reach at the same time as increased vertical sector personalisation
- Exceeded their lead target (delivering 304 sales leads on a target of 240)

304 leads delivered on a target of 240

Overall, the business exceeded its sales target around the new propositions, ending 2012 with a pipeline of over £800m and Total Contract Value of over £200m.

David Plumb, General Manager, O_2 Enterprise
"Two things stand out about the contribution of our marketing team. First, the way they work hand-in-hand with the sales team, with better alignment than I've seen anywhere else. Second, their ability to deliver the big shout campaigns that had everyone talking about our proposition less than a year after we launched it."

O_2 business

About O_2 Enterprise

Established in 2011, O_2 Enterprise provides ICT products and services to large private and public sector organisations. As a new division, it was launched with a clean slate for a new set of sales, marketing, product and strategy teams to build their own structures and working relationships.

Business challenges in 2012

- To increase revenue from the newly established ICT service areas (in the face of declining margin from the historic mobile services)
- O_2 Enterprise was starting from scratch in terms of reputation, customer base, sales models and revenue stream

Marketing's role in tackling the commercial challenges

While 2011 was largely about setting up the basic marketing infrastructure, marketing's central objective in 2012 was to integrate with the sales team to ensure that the right opportunities were found and converted.

Target of 240 sales leads

2012 started with a joint planning process between sales and marketing

- The 150-strong sales team and 20 marketers would work as an integrated unit from day one
- Marketing had a target of 240 sales leads
- And would be jointly responsible for the pipeline target against the new ICT services

The results by the end of 2012

- A total of 304 leads vs the 240 target
- A pipeline of £800m for the new ICT services with Total Contract Value of over £200m

Creating a better sales environment for the future

The marketing team also had a longer term mission: to use the brand's B2C heritage to position O_2 Enterprise as taking a fresh perspective on the delivery of ICT products and services.

The new 2012 O_2 Enterprise marketing team

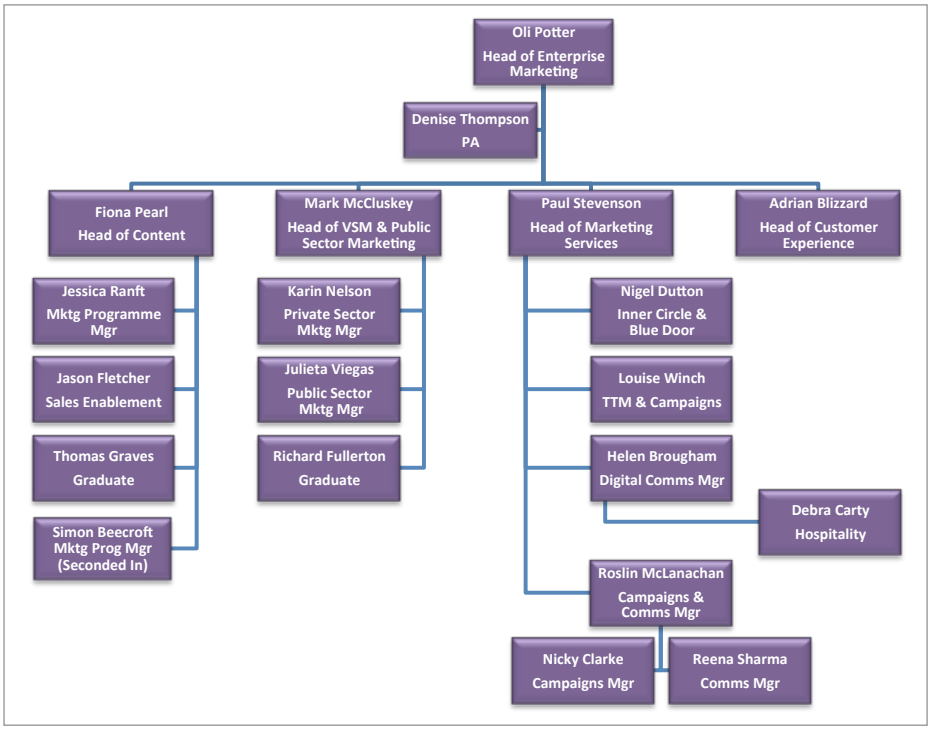
- 20 people
- Balancing increased reach (content amplified through the marketing services team)
- With personalisation and sales alignment through the vertical sector team

Content
Developing the marketing assets that help to position O_2 as a leader in its field.

Vertical sector marketing
Meet the specific needs of the key vertical markets and support the vertically-aligned sales teams.

Marketing services
Delivering the right message and content to the right customer/ prospect targets at the right time.

Customer experience
Ensuring that customer journeys and service channels are working at their best.



The new team structure in 2012

Examples of individual contributions

Paul Stevenson, Head of Marketing Services

A highly results-driven marketing professional, balancing creativity with programme management and hard headed commercial acumen.

For example: delivering on the 2012 lead target

- The target of 240 leads was exceeded, delivering 304 sales qualified leads
- Overall ICT pipeline target was exceeded and reached £800m
- Building on this success, Paul was also responsible for creating the business case and implementation plan for Eloqua (which was approved and delivered in early 2013)

Fiona Pearl, Head of Content

Combining expertise in the core propositions with a great understanding of the target audience.

For example: complete overhaul of sales enablement
A new 'family' of materials











Battlecards: the proposition, the competitive environment and the key selling points.

Printed A3 'chat mats': Forming the basis for informal customer/prospect discussions.

Slide decks: for formal presentations.

Product sheets: details of individual products/services.

Daddy packs: in-depth explorations of the proposition and the opportunity.

Mark McCluskey, Head of Vertical Sector Marketing

Mixing detailed knowledge of core issues with sector-specific marketing insights.

For example: establishing strong vertical-aligned stories

The Local Government Future Fund

- Offering councils the chance to win a share of £250,000 of consultancy, services and technology from O_2
- 41 councils applied (more than 10% of the local government sector)
- 62 meetings for O_2 sales managers
- Leading to live opportunities worth over 100x the marketing investment





Future Fund collateral





Team working and collaboration

The team has worked together on big stories that define the O_2 Enterprise proposition.

Flexiday: stop talking about flexible working, start showing it in action

On February 8 2012, the marketing team organised for O_2's head office in Slough to be closed for the day.





2,500 people worked remotely.

The initial campaigning generated:

- 46 sales qualified leads
- 285 longer-term prospects
- Amounting to 140x the marketing investment



Talking points: bringing to life what consumers want from businesses

Every team contributed to the Talking Points campaign – bringing consumer views direct to the enterprise audience – from awareness campaigns through to sales enablement.

74 sales leads
£23.2m pipeline

See over for the joined up campaign overview – from awareness to deal.



Talking Points

Direct mail/email

Awareness/interest

Web content

Social media content

Special events/ webinars



TMP inside sales

Inside Sales telephone follow-up



Lead generation



Battlecards

Product sheets

Sales enablement

Presentations

Chat mats

Thought leadership papers

On-going drip-feed

Integrated events

Case studies

Expert opinion articles

OPPORTUNITY ACCELERATION

Blue Door executive forums



Deal

Aligning with the sales, strategy and proposition teams

Designing sales and marketing integration into the core of the new business

Through a joint planning process, marketing objectives were set that aligned with the sales targets for new customer acquisition, pipeline and contract value.



The guide: 'Sales and Marketing: a new way of working' documents the new working practices and two-way SLAs between sales and marketing.

Joint proposition development

The O_2 Enterprise go-to-market proposition – Joined Up Business – was developed through collaboration between marketing, sales, strategy, and proposition teams.

Inside sales team

One of the keys to the success of the integrated approach was the introduction of the inside sales telemarketing team, owned by marketing. They liaise with the sales teams on a daily basis, handing over leads and opportunities.

Team development and retention

In the internal "Reflect" employee satisfaction survey, Enterprise Marketing scored 94/100, which was the 3rd highest score across all of O_2.

- There has been no staff turnover in two years
- The team promotes from within whenever possible (e.g. Helen Brougham, Digital Comms Manager)
- Every member of the team has a personal development plan that is reviewed monthly
- The team has a membership of CIM giving access to development programmes, training, research etc.





Team organised and took part in O_2 Twickenham Charity Rugby Event

Colleague testimonials

David Plumb, General Manager, O_2 Enterprise

"Two things stand out about the contribution of our marketing team. First, the way they work hand-in-hand with the sales team, with better alignment than I've seen anywhere else. Second, their ability to deliver the big shout campaigns that had everyone talking about our proposition less than a year after we launched it."

Steve Norris, Managing Partner, Criminal Justice and Emergency Services practice

"The marketing team within O_2 is an extension of my team. They understand what sort of direction we want to take, our priorities, and create a plan that we can work within the practice to execute."

Anna Holness, Managing Partner, Passenger Services practice

"What's different in O_2 Enterprise is that our sales and marketing teams work as one. It doesn't feel as though marketing are talking about one thing while I'm trying to engage customers about something completely different! Sales are providing on-the-ground insight to marketing, and marketing can support by opening doors and starting conversations."