FINALIST 2013
B2B AWARDS

the marketing practice

INTEGRATION OF SALES AND MARKETING

O2 ENTERPRISE 2012

BY: O2 ENTERPRISE AND THE MARKETING PRACTICE
CLIENT: O2 TELEFÓNICA

SUMMARY

O2 launched its dedicated Enterprise division in 2011, taking a new set of ICT propositions to market that were a long way from its 'traditional' telecoms products.

From the outset, it was recognised that an entirely new relationship between sales and marketing teams would be central to the success of the brand in the Enterprise market.

160% of pipeline target

From a standing start with the new ICT propositions, by the end of 2012 this integrated approach had:

- secured over 50 new blue chip customers
- delivered £200m+ Total Contract Value
- built a future pipeline of £800m (160% of pipeline target)

Other critical sales and marketing achievements:

304 leads delivered against a target of 240

- 304 leads delivered against a target of 240
- New approach to marketing 'campaigns', which now don't stop with awareness activity/lead generation. They run end-to-end right through to educating/enabling the sales team and providing opportunities to nurture and accelerate specific opportunities.
- Clear process for lead generation and management established around Salesforce.com (with the recent introduction of Eloqua for further process control and automation)
- Inside Sales team established by marketing to provide leads to sales (and jointly nurture opportunities)
- Teams aligned to vertical 'practices' to create sector-specific sales and marketing messages and campaigns

O2 business

O2 ENTERPRISE: A NEW DIVISION ESTABLISHED IN 2011

O2 Enterprise was established in 2011 to provide 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.

The teams developed a new set of broader IT and communication services to take to market – a long way from the 'traditional' mobile and landline services that had been offered to businesses before.

STRATEGY AND OBJECTIVES

In 2012, there was a clear requirement to increase revenue from the newly established ICT service areas (in the face of declining margin from the historic mobile services). But O2 Enterprise was starting from scratch in terms of building a reputation, customer base and revenue stream.

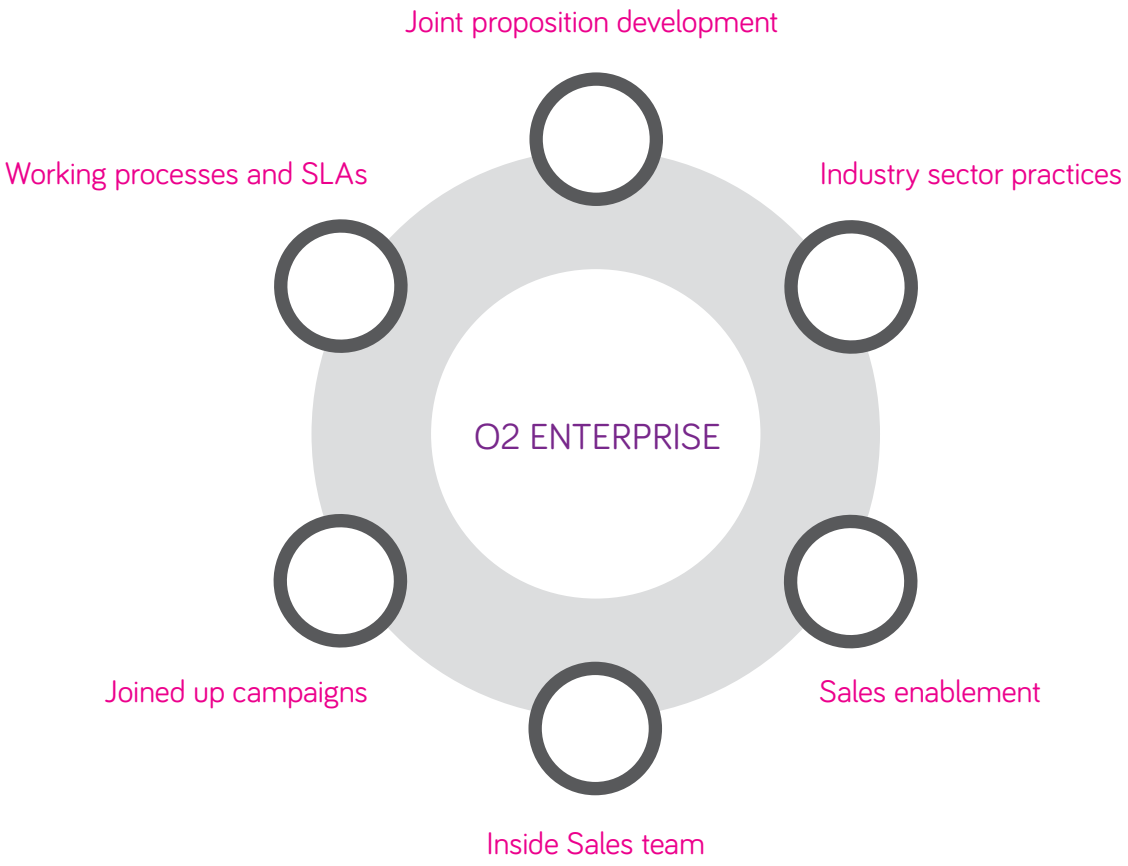
STRATEGY: DESIGN SALES AND MARKETING INTEGRATION INTO THE CORE OF THE NEW BUSINESS

To successfully open up the new market, the 150-strong sales team, 20 marketers and agency The Marketing Practice would work as an integrated unit from day one. The audience would see all of their interactions with O2 Enterprise as a single, joined-up journey.

2012 STARTED WITH A JOINT PLANNING PROCESS BETWEEN SALES AND MARKETING

Marketing objectives were set that aligned with the sales targets for new customer acquisition, pipeline and contract value. Marketing would deliver 240 sales leads from a total market of over 4,000 organisations. These lead targets were divided in detail between specific propositions (aligned with the sales team compensation/bonus structure).

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INTEGRATION IN PRACTICE

JOINT PROPOSITION DEVELOPMENT

The O2 Enterprise go-to-market proposition - Joined Up Business - was sub-divided into solutions addressing the challenges around empowering employees, developing new ways of communicating with customers, and the supporting comms and IT services.

WORKING PROCESSES

Two-way SLAs formalise the process of integration. For example, sales are responsible for the speed with which leads are followed up, while marketing are responsible for the number and quality of leads generated.



The guide: 'Sales and Marketing: a new way of working' documents the new working practices around the core CRM system, salesforce.com, for the handover and management of leads. A marketing automation system, Eloqua, has also been implemented and built into the process of deploying campaigns and handing leads to salesforce.com.

CAMPAIGNS INTEGRATED FROM AWARENESS THROUGH TO DEAL

Marketing 'campaigns' don't exist in isolation or stop with awareness activity or a lead being generated. The core campaigns around each element of the proposition include a range of planned activities that run from positioning, through to educating/enabling the sales team to accelerate specific opportunities. The current 'Talking Points' campaign is a great example of this (see next page).



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



INSIDE SALES

One of the keys to the success of the integrated approach was the introduction of the Inside Sales team, owned by marketing as a core communication channel and point of integration with sales. This is a skilled telemarketing team tasked with lead generation. As the front line of the customer relationship development strategy, they liaise with the sales teams on a daily basis and are involved in the earliest stages of planning and campaign development.

SALES EDUCATION AND ENABLEMENT

In 2012, a review of sales' needs and use of existing education and enablement tools led to a new 'family' of materials.



Battlecards, setting out the proposition, the competitive environment and the key selling points



Printed A3 'chat mats', used as the basis for informal discussion with the customer or prospect



'Daddy packs', which are in-depth explorations of the proposition and the opportunity



Product sheets, which set out the details of individual products or services



Slide decks, which can be used for more formal presentations

All these items are prepared on the basis of input from the sales and technical teams. They are stored online and are accessible via the phone/tablet 'box' app, or through a web portal.



ACCESS TO EXPERTISE

Marketing provide sales with access to expertise, including the 'Inner Circle' online portal/app, where marketing manage a directory of senior execs from across O2. For example, sales might ask O2's own Head of HR to review a flexible working proposal before submitting it to a client.



GETTING CLOSER TO THE AUDIENCE: PRACTICE MANAGEMENT

The next evolutionary step has been to establish dedicated practices, focusing more closely on specific areas such as passenger services, retail and health. This allows sales people and marketers to get closer to the business areas addressed by the practices. They can gain deeper insights and translate them more quickly into viable propositions that match what's happening – in the markets they serve.

BUDGETS AND RESULTS

Budget broadly divided 30% on sales enablement/education, 50% on content and communications, and 20% on data and systems.

OVERALL

From a target of 240 sales leads, marketing delivered 304.

RESULTS FOR NEW ICT SERVICES

50 customer wins
Total Contract Value of over £200m
£800m pipeline opportunity (160% of target)

CLIENT TESTIMONIAL

OLIVER POTTER, HEAD OF ENTERPRISE MARKETING:

"My team is not successful if sales aren't made off the back of all the effort we put in. Equally, our sales people are challenging my team to make our product portfolio clear, and pull through demand."

STEVE NORRIS, MANAGING PARTNER FOR THE CRIMINAL JUSTICE AND EMERGENCY SERVICES:

"The marketing team within O2 is an extension of my team. They sit within my practice and attend meetings, attend calls, and understand what sort of direction we want to take, what sort of priorities we have, and look to support us in our short, medium and long-term objectives and create a plan that we can work within the practice to execute."

ANNA HOLNESS, MANAGING PARTNER, PASSENGER SERVICES PRACTICE:

"What's different in O2 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."