FINALIST 2013

B2B AWARDS

azzurri

Category number

Category 17

Category name

Best Corporate Decision Maker-Targeted Campaign

Name of campaign or initiative

The Opinion Exchange: Turning Back the BYOD Bandwagon

Name of brand or company entering (If different from above)

Azzurri Communications and Boost Marketing

Word count

Summary = 193 words
Main entry (not including headers) = 1024 words (authorised by organisers)

Summary

'Bring Your Own Device' (BYOD) – letting employees connect mobile devices to company networks – was one of the technology industry's hottest topics in 2012. Although sometimes a workable idea, it all too often presented a grave security risk to be avoided.

Azzurri's campaign bravely swum against the industry tide. Industry giants (such as Cisco) were running their own research-based campaigns exploring "How to implement" BYOD. Azzurri's **Opinion Exchange**-led campaign was the only one that dared to ask: "Should you implement BYOD?"

Strategically, by taking a different tack to the rest of the field, this risky manoeuvre could deliver Azzurri a competitive advantage – but only if opinions could indeed be changed.

IT Directors and CIOs at large private and public sector organisations are, arguably, the most opinionated and marketing-resistant community imaginable. By cleverly centering on "opinion sharing" rather than just shouting at the marketplace, this interactive and persuasive multi-channel campaign successfully made IT leaders sit up and take action.

This campaign not only changed opinions, it opened doors to these senior decision makers. With two major deals already being secured as a result, it's delivered a campaign **ROI of 125:1** (much more in the pipeline).

1,000 word submission

i. The client company plus products/services offered.

Independent mid-sized B2B IT/telecoms managed service provider, Azzurri, differentiates itself from competitors by remaining vendor-neutral.

ii. Strategy – broader business objectives and how this activity relates.

Brief and strategic objective

Methods businesses can manage their company mobiles include:

- Bring Your Own Device (BYOD): Employees use their personal smartphone with a company network
- Don't Bring Your Own Device (DBYOD): Employees are provided with unwanted company mobiles. This is generally unpopular with staff and is being phased out by most businesses
- Choose Your Own Device (CYOD): Employees choose their own company mobile

BYOD was one of IT's hottest topics in 2012 with many vendors hyping it in order to sell more of their existing products. However Azzurri, an independent B2B telecoms provider, believed that BYOD was a dangerous strategy; inviting cost implications, tax issues and support nightmares.

Azzurri needed to turn back the market momentum before buyers invested, in order to promote its preferred approach, CYOD.

Strategy/tactics



Dan Roche

Azzurri's previous research-led marketing involved using expensive firms who achieved a few headlines, but few sales. Therefore their Head of Communications, Dan Roche, sought a more interactive and persuasive strategy that would also generate leads.

Dan engaged Boost Marketing, and together they developed a new take on research-based marketing – the **Opinion Exchange** (OE), allowing Azzurri to:

1) Create a peer-to-peer thought-leadership report based on the opinions of IT leaders (the target was 200 responses).
2) Reach and then identify those most likely to buy related solutions.
3) Fuel follow-up integrated marketing activity to increase the sales pipeline dramatically.

This approach was **innovative** in many ways:



1) **AGAINST THE TIDE:** Industry giants such as Cisco and Vodafone were running their own research-based campaigns exploring "How to implement" BYOD. This campaign asked "Should you implement BYOD?"
2) **AN INDUSTRY FIRST:** Research and surveys are not unusual, but an OE approach was a new marketing tactic for the sector, centering on sharing opinions, experiences and best practice.
   INCREDIBLY INTEGRATED: The campaign centred around the OE findings – integrating e-mail marketing, CRM, Azzurri's website, a dedicated app, social media, in-house events and printed collateral (see above).
3) **MAXIMISED 'BIG DATA':** Data analysis was exceptionally sophisticated. Every OE response was put through complex algorithms to identify the model best aligned to their unique answers.

iii. Objectives of the campaign.

In summer 2012 Dan began planning the campaign to integrate creative opinion-changing activities alongside lead generation. The objectives were:

1) **Create awareness** that BYOD was not the only option.
2) **Change perceptions** in the media/amongst buyers that CYOD was a better option.
3) **Position Azzurri as leaders** in the debate.
4) Ultimately, **deliver leads and sales**.

iv. The target audience.

The target market was UK IT Directors at large private and public sector organisations (at least 250 employees). Well known for being extremely difficult to reach through marketing, but known to enjoy sharing their expert opinion.

v. Media or channels used.

The research

Using e-surveying and e-mail marketing, we invited IT leaders to share their opinions. In return, they received the research findings as a report.

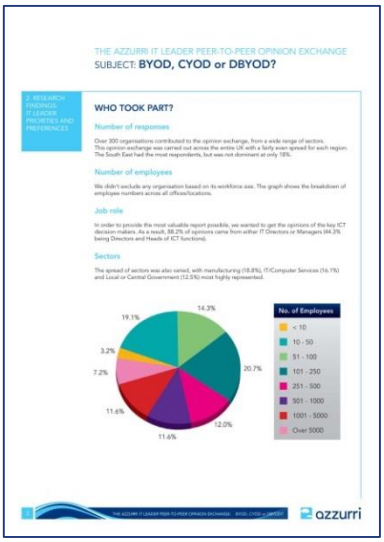
The activity focused on the subject of 'BYOD, CYOD or DBYOD?' - The research was made "independent" by using a third party (Shape-the-Future) to run the campaign "double blind" (researcher and respondents unaware of Azzurri's involvement).

The activity brought together the views of over 300 senior IT professionals, with Directors and Heads of IT representing 43% of responses (IT Managers were 44%).

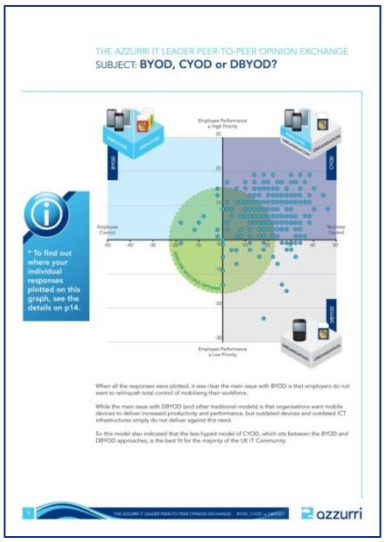
The report

The report was used as an incentive to participate in the research, and in a lead/PR-generating piece of collateral afterwards. It was distributed in hard copy and digitally.

The headline finding was: "CYOD is the best fit with the priorities of 63% of UK organisations, BYOD the best for only 9%." Excerpts below.







CONNECT! event

Azzurri's annual customer/prospect event CONNECT! provided a forum for attendees to discuss the report findings.



The Grand Connaught, Holborn, London



304 delegates attended the conference and 100% of the feedback received was positive



There was a packed agenda of keynotes, interactive seminars, live technology demos and peer-to-peer debates



The latest technology was showcased

IPad app

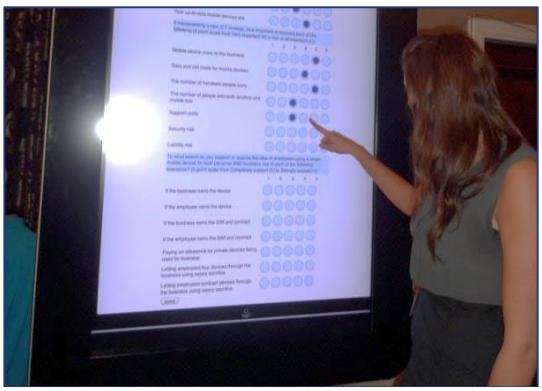
We developed an app which:

- Allowed people to enter their views and see an immediate recommendation of the best-fit model: BYOD/CYOD/DBYOD.
- Sent recommendations as a personalised report to their email address.
- Printed a hard copy report.
- Emailed their opinions and contact details to Azzurri for informed follow-up (opt in).

Giant iPad

An eight-foot-high "iPad" was hired for the event, enabling visitors to take the OE via the above app with immediate recommendation.

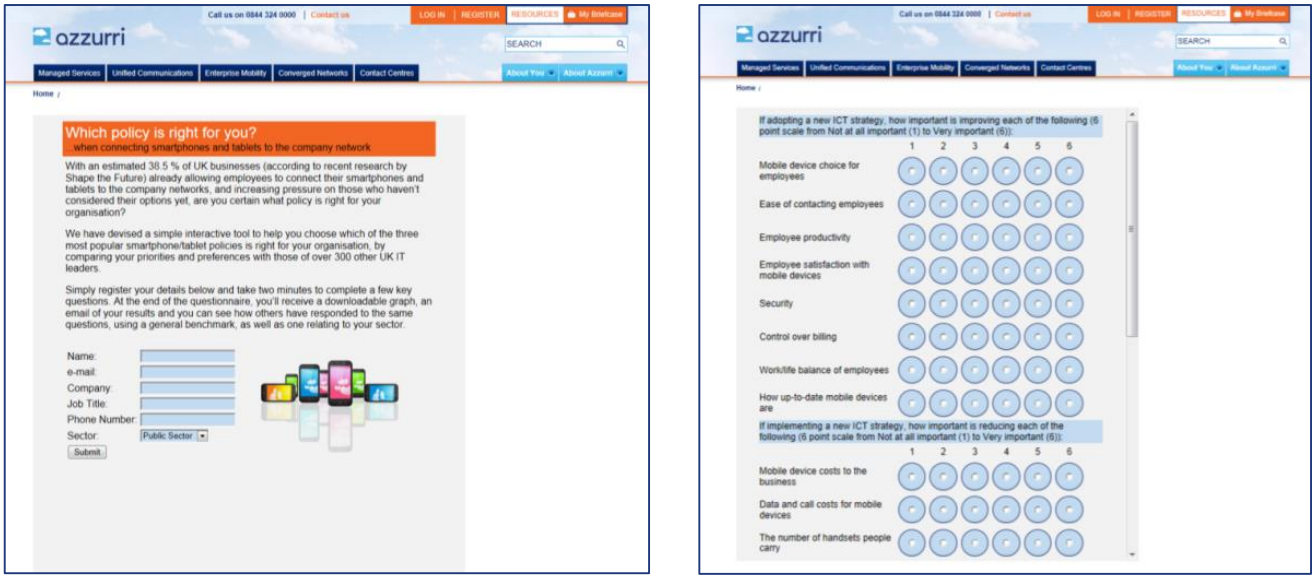




The app featured at the CONNECT! event

Web tool

The app was re-created online on Azzurri's website and publicised using email and a website banner.



The BYOD questionnaire online.

vi. Timescale of the campaign.

September 2012

- Online OE goes live. 12,000 IT decision-makers emailed, and invited to contribute.

October 2012

- Respondent data analysed.
- Findings published online and emailed to participants and non-respondents.

November 2012

- Influential ICT/mobility publications targeted with messages based on the report.
- App and web tool developed.
- OE findings officially launched in front of 200 IT Directors at CONNECT!

vii. Budgets.

We invested £18K in the campaign: Research, analysis and report writing was by Boost; communications and event management remained in-house.

viii. Results – in whatever form is available.

Perception change

Influencing media coverage to reset buyer perception was highly successful. Below are headline examples from the big three comms publications:

PUBLICATION	BEFORE CAMPAIGN (April-Oct 2012)	AFTER CAMPAIGN (Nov-Dec 2012)
Comms Business	"Considerations and Best Practices for BYOD"	"Choose Your Own Device revealed as the best fit"
Comms Dealer	"BYOD drives mobile device management market"	"Choose Your own Device found to be best option"
Mobile News	*"RIM banks on BYOD to help win back share"*	"Azzurri: firms hesitant about adopting BYOD"



Media coverage after the campaign.

Tangible business results

- **313 prospects** took part– over 43% IT directors. 2.5% participation rate was exceptional, 150% above the industry benchmark.
- **70 additional leads** generated using the follow-up emails, driving new web traffic.
- The lead generation linked to the online tool generated **80 more leads**, detailing their priorities and opinions as well as contact details.
- Two leads already closed, **worth a combined £223,000**, both for 'CYOD' implementations.
- By February 2013, a further 15 other opportunities are progressing, with appointments made.

This early sales success (usual lead times are 3-18 months) already provides a campaign **ROI of 125:1**.

Showcasing best practice

Dan showcased our achievements by presenting at the B2B Marketing Summit 2013 (see below).



Dan presented at the B2B Marketing Summit 2013