FINALIST 2013
B2B AWARDS

the marketing practice

CORPORATE DECISION-MAKER
TARGET CAMPAIGN

FLEXIDAY

AGENCY: THE MARKETING PRACTICE
CLIENT: O2 TELEFÓNICA

SUMMARY

The Flexiday campaign took the events of a single day and turned them into the basis of a year-long programme targeting senior decision-makers in enterprise organisation.

On February 8th, 2012, O2's head office in Slough was closed for the day. 2,500 people worked remotely. It showed flexible working in action, allowing O2 Enterprise to talk to corporate decision-makers about the benefits achieved.

Communications started before the day, talking about what was involved in the preparation. The campaign continued for a full year afterwards, sharing lessons learnt, views from different stakeholders and relating the story to other events in the news (like the Olympics).

177 leads in 2012
(against a target of 150)

299 future
opportunities to nurture

Predicted ROI: 35x

Highlights of the results from a year of nurturing the audience:

- The campaign delivered 177 leads in 2012 (against a target of 150)
- With an additional 299 future opportunities to nurture
- And a predicted ROI: 35x
- By the end of 2012, O2 Enterprise had a pipeline of over £800m for its new ICT services
- There was a 75% recall rate for 'the Flexiday experiment' on telemarketing calls in 2012 (the highest for any O2 Enterprise campaign in 2012)

O2 business

O2 ENTERPRISE: A NEW DIVISION ESTABLISHED IN 2011

O2 Enterprise was established in 2011 to provide ICT products and services to large private and public sector organisations.

THE BUSINESS OPPORTUNITY

There is growing demand for services to support flexible working programmes within large organisations that boost employee productivity while reducing costs (e.g. by reducing office space). The market is estimated by Gartner to be worth over £5bn and growing by 10% each year.

All of which is a perfect fit for O2 Enterprise's new propositions. Ranging from consulting around flexible working, through establishing the right communications and IT network infrastructure, to managing the networks and devices for mobile/flexible working employees.

However, O2 was still perceived as offering purely 'traditional' mobile and landline services, rather than these new, broader ICT services.

THE OBJECTIVES:
FROM STANDING START TO MARKET LEADER IN A YEAR

In 2012, there was a 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.

The marketing objective for the Flexiday campaign was directly tied to the pipeline target for ICT services and started with a target of 150 sales leads from the campaign during 2012.

Target of
150 sales leads

OUR STRATEGY

O2 ALREADY HAD THE PERFECT PROOF POINT: ITSELF

Flexible working had already been implemented at O2, with significant business and personal benefits to employees.

THE CHALLENGE WAS HOW TO TAKE THIS MESSAGE TO SENIOR IT, HR AND FINANCE CONTACTS

Keeping them engaged for over a year, and converting them from prospects to sales-ready leads in the process.

THE AUDIENCE – TELL US 'HOW' NOT 'WHAT'

Our research told us that over half of the audience were planning flexible working initiatives in the next two years. The question for them wasn't "What are the benefits?" it was "How do I do it successfully?".

WE DECIDED TO SHOWCASE O2'S OWN STORY AS A WAY OF ANSWERING THEIR QUESTIONS

The big idea: don't just say it – do it. On February 8th, 2012, O2's head office in Slough was effectively closed for the day, with 2,500 people working remotely. The initial campaigning for one month either side of this Flexiday event generated a total of 46 sales' qualified leads and 285 longer-term prospects.

The idea gave O2 powerful cut-through against the competitive noise of the usual thought leadership and white papers.

MEDIA, CHANNELS AND TECHNIQUES: SPREADING THE WORD OF MOUTH

The Flexiday campaign provided content for a year's communications to the audience. Communications started well before the event, talking about what was involved in the planning and preparation.

Usually, O2's enterprise campaigns are targeted by industry sector. For this campaign, the data and the messaging were segmented according to job role – IT, HR, C-Suite, and Finance – highlighting the benefits for each. IT people wanted to know how the systems held up; the HR audience was interested in the cultural aspects. The board and the Finance teams looked at the numbers – savings, productivity, carbon footprint etc.

CATALYST FOR AN EXECUTIVE NURTURE PROGRAMME: TRACKING THE ENTERPRISE BUYING CYCLE

Adopting the complex change demanded by flexible working requires decisions at a strategic level, taken over a period of anything up to 18 months. A series of follow-up actions kept the idea fresh and relevant, while giving sales people valuable collateral to help build the case:

- Report seminar: results of the experiment presented both live and as a webinar
- Videos: key stakeholders commenting on their before and after experiences
- A 'Get set for summer' campaign: coincided with the Olympics and highlighted some of the key messages about avoiding disruption
- 'One year on' review video and email campaign: giving fresh momentum to the story and an opportunity to convert leads
- Landing page and online content viewed over 13,000 times, with 600 views of a live dashboard that showed activity on the day
- Blogging and tweets kept the campaign live











2012

JANUARY

Direct Mail piece sent

Business Readiness email 1

email 2

email 3

FEBRUARY

email 4

Flexiday event

email 5

email 6

MARCH

email 7

Consumerisation email 1

email 2

APRIL

email 3

MAY

email 4

JUNE

The story of Flexiday event and webinar

Get set for summer Olympics email

JULY



AUGUST



SEPTEMBER

OCTOBER

DM nurture segmented by job function

NOVEMBER

DECEMBER

Sales Conference

JANUARY

One year on email 1

email 2

email 3

FEBRUARY

email 4

MARCH

email 5



2013

177 LEADS
35x ROI



UNDERPINNED BY INSIDE SALES

Campaigning and nurturing audience interest was underpinned by ongoing Inside Sales telemarketing. Not just when contacts reached a certain 'score' by responding to other activities, but also calling to maintain the conversation with those who weren't responding through other channels. Intelligence gathered by phone inspired ideas for future campaign communication messages.

PERSONALISED FOLLOW-UP

Depending on how contacts responded – tracked in salesforce.com CRM – different next steps (for example the offer of more in-depth content or a 1-2-1 consultancy workshop) were offered.

RESULTS BY THE END OF 2012

- The campaign delivered 177 leads (against a target of 150), with an additional 299 future opportunities to nurture, and a predicted ROI: 35x
- By the end of 2012, O2 Enterprise had a pipeline of over £800m for its new ICT services
- There was a 75% recall rate for 'the Flexiday experiment' on telemarketing calls (the highest for any O2 Enterprise campaign in 2012)

CLIENT TESTIMONIALS

OLIVER POTTER, HEAD OF ENTERPRISE MARKETING, THE PROJECT SPONSOR.

"The day went really well, and we learnt a lot more about flexible working too. The Marketing Practice took this insight and created relevant content to engage our audience, many of whom are facing the same challenges as O2. TMP understood what we needed and what our customers needed too. The results speak for themselves. The campaign was flawless from my perspective".

APPENDIX

Press coverage

