

## Atos | Diamond Winner

### Enabling Sales to Accelerate Growth

Atos operates in a very competitive, fast-paced world and typically faces between 5 and 30 competitors for any new deal. Historically, Atos's win rate on deals was 34% and the company had only won three new clients in 2016 (in addition to deals with existing clients), so the key challenge was to retain ongoing business with existing clients and win new business predominantly with new clients.

The differentiator on larger deals the company had won was a **digital, client-centric, and highly personalized approach to messaging**. This information was gleaned by research that looked at win/loss reports from deals in both the private and public sector markets over the previous two years, as well as financial information from the CRM system, and conducting interviews and focus groups with internal sales and account teams, as well as interviews with clients and prospects.

With this information, Atos' SVP for Sales & Marketing challenged Marketing to devise a joint model for doing deal-based marketing in a more systematic and consistent way across all £1M+ deals for existing clients and new logos run by the UK and Ireland business. The "Winning New Business through Deal-Based Marketing" model would give Atos a competitive advantage to win more business and would have the added advantage of bringing sales and marketing closer together.

The main constraints Atos faced included having enough budget and resources and the team addressed these creatively.

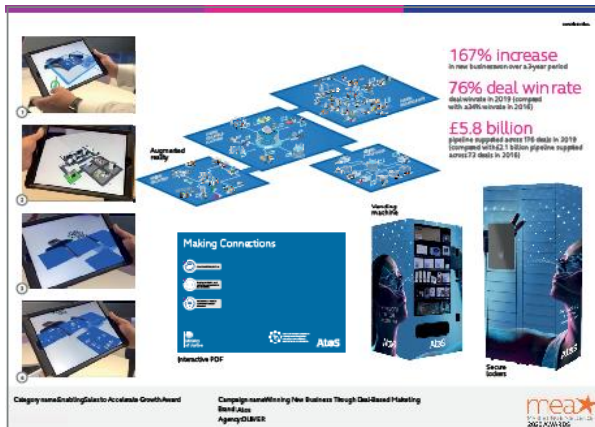
First, working with HR, the UK&I industry marketers' role descriptions were changed to enable them to spend half of their time working on deals. In this role, each marketer works directly as part of the bid/deal team running the marketing campaign for that specific account, which can range from a month to two years, depending on the size and type of the deal. Specifically, marketers are responsible for creating, delivering, and measuring an ABM type plan for that deal.

Alongside the role change was a new financial model utilizing sales/bid/deal budget to bring in three specialist agencies to deliver where Atos didn't have the headcount or expertise: Agent3 for client insight, Coterie for messaging and value propositions, and Oliver for creative and digital work. These agencies work onsite with Atos's teams and act as Atos employees.

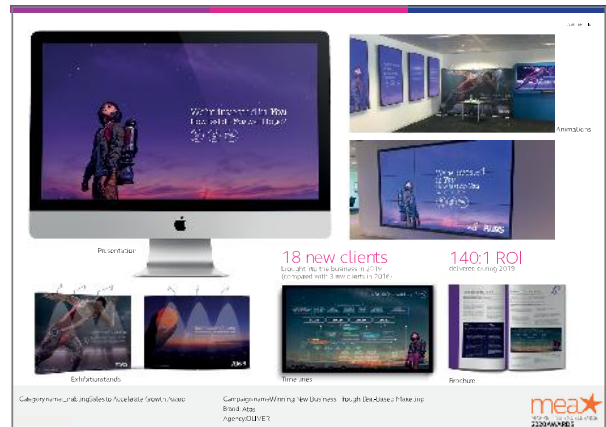
Atos also outlined, discussed, and then agreed on quantifiable objectives for this initiative, taking a phased approach and setting specific metrics over the initial six months, first year, and second year. However, the overall business case was built on a longer-term projection in line with the sales strategy.

Collaboratively with Sales, Marketing initiated, implemented, and developed a strategic, systematic, and creative approach to winning new deals, both with existing clients and new logos. Research laid the groundwork for what the campaigns would include:

1. **Informed, personalized messaging** tailored to each decision maker and influencer involved in the deal at every stage of the process (pre-bid, during the bid, and post-bid).
2. **A digital front end to each deal** at every single engagement and interaction; for example, a personalized portal using virtual reality to show reference sites and personalized advertisements on relevant online sites that the decision makers/influencers used.
3. **Personalized creative** that resonates with that client used at every stage of the process.



Mood Board 1:  
 Winning New Business Through Deal-Based Marketing (1)



Mood Board 2:  
 Winning New Business Through Deal-Based Marketing (2)

The ‘Winning New Business through Deal-Based Marketing’ model has delivered extraordinary business growth for Atos and has elevated the marketing function into a position of being truly client-centric, pioneering, sales partners. The results delivered to date have far exceeded the original targets.

Target	Actual
£1 billion and 30 deal target	£5.8 billion pipeline supported across 176 deals in 2018/2019
10	18 new clients brought into the business in 2018/2019
20% target	76% deal win rate in 2018/2019
50:1	167% increase 140:1 ROI delivered during 2018/2019

Now, as a business, Atos is more innovative, creative, digital, braver, and bolder.