

mea★
MARKETING EXCELLENCE
2020 AWARDS

Honoring standout performance in marketing
technology services and solutions



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Infosys | Diamond Winner

Driving Strategic Growth

Infosys’s overall digital strategy is organized around five pillars of the Infosys Digital Pentagon: Experience, Insight, Innovate, Accelerate, and Assure. Aligning with the elements of the Infosys Digital Pentagon, Marketing identified eight key areas where it was essential to drive both mindshare and wallet share to achieve the strategic goals of the company and deliver on its growth targets. These **Big Bets for Infosys** included Data & Analytics, Cloud Services, Cloud Apps, and Cybersecurity, among others.

Building on the success of a small pilot in late 2018, Marketing decided that the best approach to achieve the objectives was to adopt a multi-channel, integrated, “always-on” 360° campaign approach.

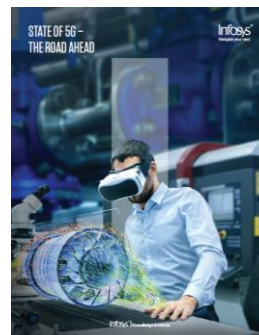
Infosys conducted multiple primary research studies align to the Big Bets, each surveying 800-1000+ senior decision makers in key US, Europe, and ANZ regions across multiple industry segments to better understand client needs. The responses offered deep insights into the client’s needs, pain points, and aspirations, and were used to provide recommendations to the business on unaddressed whitespaces in Infosys’s offering portfolio, prepare sales kits for global sales personnel, and as thought leadership assets in marketing campaigns and outreach.



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A comprehensive market and competitive intelligence exercise followed, and results were distilled into a unique value proposition for each Big Bet campaign. Marketing designed and executed all the campaigns across three stages:

- Stage 1: Theme, Messaging, and Value Proposition
- Stage 2: Thought Leadership, Marketing Collateral/Assets, and Experiences
- Stage 3: Influencer Mindshare, Advocacy, Demand Generation, and Internal Evangelization

While some of the marketing experiences are incredibly innovative, the most significant outcome was the institutionalization of the campaign approach. Knowledge, best practices, and guidelines were

distilled into a playbook making it extremely easy for other campaigns to build upon and scale up rapidly by leveraging learnings from other campaign teams.

Among the more innovative marketing solutions was the launch of the Infosys Living Labs, a nearly 20,000 square foot space where clients and prospects can have immersive experiences with next generation innovations across Big Bet campaign themes. The lab has 20+ immersive experiences that showcase the best of Infosys's digital transformation work.

Because the Living Labs experience is limited to clients visiting campuses in key locations, marketing conceptualized Mobile Immersive Experiences, which are mini experiences with the necessary hardware in portable box that can be easily carried to client locations and meetings. These mini experiences can be assembled quickly and showcase select experiences that are pre-designed for the meeting context.

Another key initiative was the use of an anytime, anyplace, any device learning app – Infosys Lex – as a repository of all marketing that the sales team could access immediately during client meetings. The app provides contextual recommendations on relevant assets such as case studies, success stories, videos, demos, whitepapers, brochures, etc. that can be used as required.

The Infosys Big Bet campaign contributed across all aspects of Marketing:

- **Demand Generation:** Generated a multi-billion dollar pipeline of Sales Qualified Leads from Marketing in the identified Big Bet areas.
- **Engagement:** CXO engagements nearly doubled, year-over-year, and the quality of engagement also deepened, with 40% year-over-year growth in number of contacts engaged in target group client companies.
- **Media:** The campaign areas are in the top four globally in the media Share of Voice. Overall, Infosys is in the top three among global peers in the primary market and continues to retain the top media Share of Voice in the domestic market.
- **Thought Leadership:** Marketing published eight ground-breaking primary research-based Thought Leadership reports. More than 90% of the target group of strategic clients and prospects have consumed these assets.
- **Influencer Marketing:** Infosys is in the top three of global peers for “Leader” placement in analyst evaluations.
- **Advocacy:** There was a 10X increase in the public advocacy for Infosys by clients through testimonials, case studies, public speaking, videos, etc.
- **Innovation:** Launched “Infosys Living Labs” for Immersive experiences through AR and VR to showcase the art of possible to clients and delegates.

The Infosys Big Bet campaign began as an experiment in taking the key tenets of product marketing and applying them to services marketing. It matured into a full-fledged program cementing Marketing's position as a strategic partner to the business, driving both growth and revenue. The success of the campaign is a story of the power of a well thought out, well-researched approach that was meticulously executed through an integrated multi-channel outreach process and delivered exponential results.

Ciena | Gold Winner

Driving Strategic Growth

One of the fastest growing and competitive customer segments of Ciena's networking, software, and services business is Regional Service Providers (RSPs). With nearly 2,000 RSPs in North America, there are a slew of hardware providers like Ciena vying for the RSP business. But how was Ciena to rise above the noise and win deals in a market filled with commodity players?

To take market share in this space, Ciena needed to compete by using a differentiation strategy rather than compete on price or feature set alone.

Ciena is delivering a completely innovative Ciena Marketing as a Service (C-MaaS) program to RSPs. C-MaaS is a program that provides marketing and sales enablement programs tailored to the needs of the customer and delivered by Ciena marketing resources and partners. It is a groundbreaking concept that differentiates Ciena in every prospective and existing customer conversation.

RSPs have responded well to a networking vendor that would not only sell them a product but also invest in helping them monetize their investment by becoming a partner in launching new services and innovative go-to-market programs, accelerating their time to market. The results have been remarkable, both in new sales as well as increased share of spend from existing customers. In fact, C-MaaS has become an integral part of the conversation when discussing solutions.

The power of C-MaaS is in the breadth of support provided to customers. C-MaaS is offered in a number of formats. From early stage product definition to account-based marketing to end-stage appointment setting, and everything in between, C-MaaS suite enables customers to define their areas of need and get tailored support and services.

Key elements of the initiative include:

- **Collaborating with sales** to uncover the need for a value-added service and define exactly how the marketing support program could be leveraged in the sales process.
- **Identifying the business/sales/marketing gaps** prospective customers faced beyond hardware that Ciena had the power and resources to solve.
- **Establishing the main service areas** in the C-MaaS program to satisfy the broadest set of strategy, product, marketing, and sales enablement needs that Ciena customers had.
- **Providing a dedicated Ciena marketing point of contact** for every customer to guide them through their options and help them make best use of the C-MaaS program.
- **Achieving scale by launching a portal** where customers can easily request marketing services through C-MaaS and get rapid responses from the Ciena marketing team.



Event Kit

Have your co-branded event kit materials stored and shipped from Ciena to your event. Requests must be submitted five business days prior to the event date.

[Request now](#)



Virtual Event Kit

Run a customer-facing Ciena Virtual Event. A marketing specialist will provide guidance on appropriate tools to use and allocate project management support accordingly.

[Request now](#)



GeoAnalytics

Get a list prospective clients near your fiber footprint. Then we help you curate a specific contact database for your demand generation campaigns.

[Request now](#)



Appointment Setting Campaigns

Off-load the task of cold-calling to set meetings and secure contacts. A set number of appointments will be guaranteed upon the completion of a campaign.

[Request now](#)



Creative Marketing Campaign Development

Create customized and branded templates for use in social postings, email, direct mail, newsletters and more.

[Request now](#)



Custom Campaign Content

Review a curated list of vertical content assets and request customized content.

[Request now](#)



Lead Development Program

Nurture and follow up on your marketing qualified leads and turn them into highly qualified sales leads.

[Request now](#)



Ciena Mobile Innovation Lab

Schedule this big rig with working demos of our innovations so your customers get hands-on experience with our technology.

[Request now](#)



Need help?

The Ciena Partner Network team is here for you.

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Even the strongest sales teams benefit from having innovative ideas to share with prospects along with compelling value propositions and unique differentiators. That's exactly what the C-MaaS program delivered.

C-MaaS has given Ciena the ability to sell value in a market that is known for extreme price sensitivity. Since the program launched, Ciena has seen strong returns, with a 35% year-over-year increase in spend from existing customers.

Cognizant Banking & Financial Services | Gold Winner Driving Strategic Growth

On January 1, 2020, the California Consumer Privacy Act (CCPA), which was passed in 2018, went into effect, requiring all industries, including banking and financial services, to rethink their privacy practices. For the first time, banks had to provide two-way communication with customers, allowing customers to make formal requests to view, opt out, and even delete, their personal data.

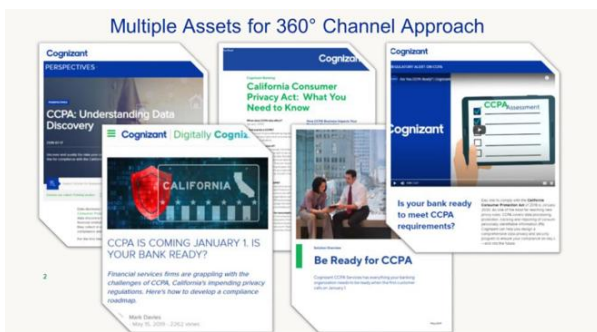
Given the importance of CCPA, its far-reaching impact, and the tight deadline for compliance, Cognizant’s banking and financial services (BFS) practice created a cross-functional team of practices including consulting, privacy, and artificial intelligence and analytics to go to market with an end-to-end offering for CCPA. The campaign, “Preparing for CCPA: How internal collaboration at Cognizant helped launch a 360-degree marketing campaign in record time,” was a top-down, collaborative effort to develop a comprehensive portfolio of thought leadership, identify key opportunities, and strategically approach targets.

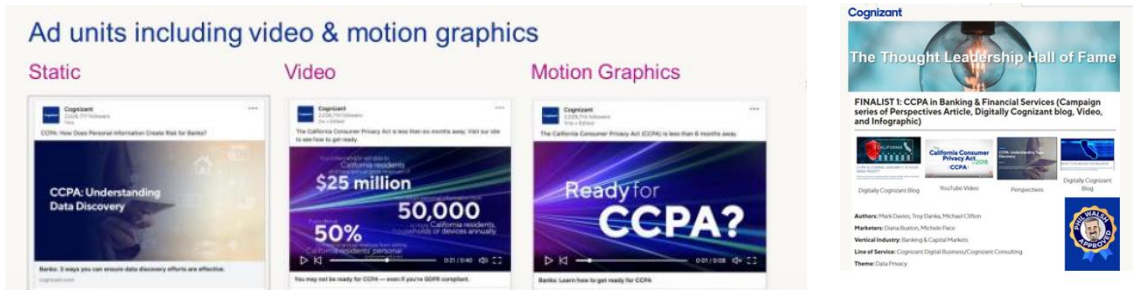
Cognizant was behind the curve compared to competitors, having no service offerings in place to address CCPA and therefore no marketing initiatives or thought leadership developed by as late as March 2019. The company also lacked a campaign strategy and tracking mechanisms, which means it needed to work quickly.

Without a comprehensive framework or internal agency in place, Cognizant had to create an offering from the ground up. Starting with strong, experienced leadership, the team then hired multiple freelancers, including writers, creative designers, a video producer, a media/advertising planner, and a campaign manager, to support the activation. Leading the charge with speed, innovation, and partnerships at the highest levels, the team implemented the CCPA initiative in just four weeks—3X faster than a normal campaign.

Cognizant’s ground-breaking CCPA campaign launched in June 2019. Content was disseminated via solution overviews, blogs, content syndication, videos, PR, website content, paid search, events, paid, and organic LinkedIn, webinars, and client partners and the Marketing Operations team created a microsite in 24 hours to house all of the content that supported the go-to-market strategy. Throughout

the process, Marketing’s key themes of simplicity, discipline, and urgency kept things on track.





The highly targeted marketing campaign achieved impressive results. Thought leadership assets were promoted across multiple channels such as LinkedIn, Google Keywords, content syndication, website, client events, a webinar, email, and public relations. LinkedIn ads achieved 5X Cognizant’s benchmark click-through-rate. Easily customizable assets were adopted across verticals to drive 172 opportunities, resulting in a \$69 million pipeline.

Marketing’s strong sense of urgency enabled the team to launch a go-to-market strategy that included a high-impact, innovative 360-degree campaign in just 30 days that delivered vastly superior results and outperformed Cognizant and industry benchmarks.

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.

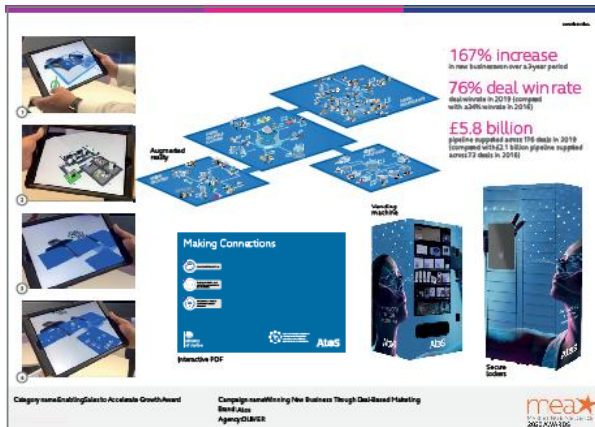
First, working with HR, the UK&I industry marketers' role descriptions were changed to enable them to spend half of their time working on deals. In this role, each marketer works directly as part of the bid/deal team running the marketing campaign for that specific account, which can range from a month 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.

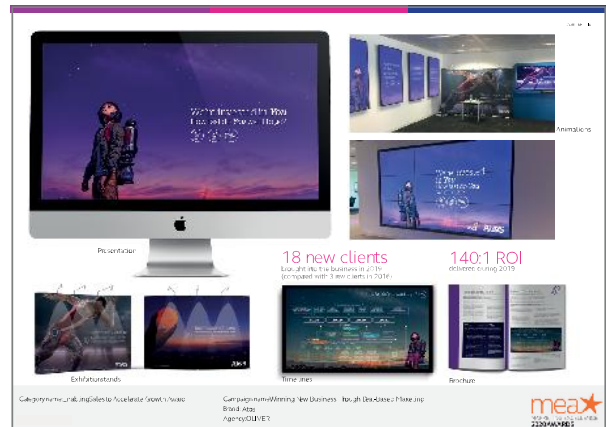
Atos also outlined, discussed, and then agreed on quantifiable objectives for this initiative, taking a phased approach and setting specific metrics over the initial six months, first year, and second year. However, the overall business case was built on a longer-term projection in line with the sales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

BMC | Gold Winner

Enabling Sales to Accelerate Growth

The BMC marketing team launched an innovative “One-to-One” and “One-to-Few” Account-Based Marketing (ABM) program to enable the BMC Sales team to accelerate growth and support the business in the financial services sector.

With multiple key accounts already within this sector, it was determined that honing in on opportunities higher up the strategic food chain would drive the growth desired. To harvest these opportunities, however, Marketing needed to provide deeper insights, industry-first sales enablement tools, and laser-sharp focused messaging so Sales could communicate the BMC proposition to new decision makers.

The team first identified 29 financial services organizations as offering significant, previously untapped, opportunities. The specific opportunity arising from these accounts was quantified following a thorough, deep dive analysis into the revenue targets, as well as the named stakeholders to reach in order to meet those targets. The accounts were further segmented to identify where BMC needed to break into new audiences and which account teams internally would most likely work with marketing in the ABM program.

With ABM specialist Agent3, the team went to work. First, they conducted deep account mapping to arm the Sales team with the correct, contextualized messaging and the right contacts to prospect to. Then, they positioned BMC as a thought leader by arming Sales with social selling content and week-to-week industry insights. Finally, they were able to use insight to build out contextualized training and talk tracks for effective prospecting outreach. To further support the Sales team, Marketing and Agent3 delivered additional insight, such as the competitive landscape, sentiment analysis, brand benchmarking, stakeholder mapping, and deep-dive account profiling.

To increase engagement into key accounts, the team focused on:

- **Driving closer sales and marketing alignment** through workshops and plan development. The field marketing team, the Sales team, Agent3, and a financial services sector expert assessed progress with key accounts to date, what a successful ABM program might look like, an in-depth look at target accounts, how BMC might support those accounts, and the production of an engagement strategy framework for each target account. Three industry macro themes were then mapped against the “Why BMC?” question and a fully-fledged value proposition was developed.
- **Key account insights.** The teams created industry and account level research dossiers to understand the challenges and opportunities for each target account, then conducted in-depth workshops with sales representatives and subject matter experts to understand

problems and opportunities specific to BMC propositions. The team also developed insights into key stakeholders.

- **Executing “customer-first” marketing**, with a focus on delivering timely and ongoing insights to Sales, at both an account and industry level. Content was developed that was solution, rather than product, focused.
- **Pipeline conversion.** Sales enablement became the big focus of the One-to-One campaign to empower Sales to have those conversations with target accounts and driving leads and sales enablement. In addition, BMC Business Development representatives were trained in ABM talk tracks and message proposition, and there was an emphasis on executive to executive outreach.

The biggest challenge was integrating the value and methodology of ABM in the account approach versus more traditional demand generation approaches. A great solution to this challenge was the development of innovative sales tools, such as SoSell, a new, intent-driven social selling app empowering Sales executives to start engaging with target accounts immediately due to the relevant, insight-based content it delivered. The Spotlights newsletter also provided the Sales team with industry insight on a regular basis with which to drive dialogue and remain informed. PointDrive is a tool that enables Sales to package, share and track specific and relevant customer content.

These tools represented a new way of doing business by demonstrating that BMC was listening to customer challenges and offering relevant solutions. In terms of perceptions, Sales became known as thought leaders for those accounts.

The campaigns are measured in three phases: short-, medium- and long-term success: Short-term success focused on marketing outputs; Medium-term success looked at relationship outcomes; Long-term success was measured in commercial impacts.

Overall, the program was successful in achieving its priorities, which were categorized in terms of 3 Rs: Reputation, Relationships, and Revenue. The One-to-Few and One-to-One programs both saw significant bookings of new business and velocity of business through the pipeline, as well as an increase in executive level contacts, social media engagement, and industry headlines, and cultivating relationships deeper in the organization.

SAP Concur | Gold Winner

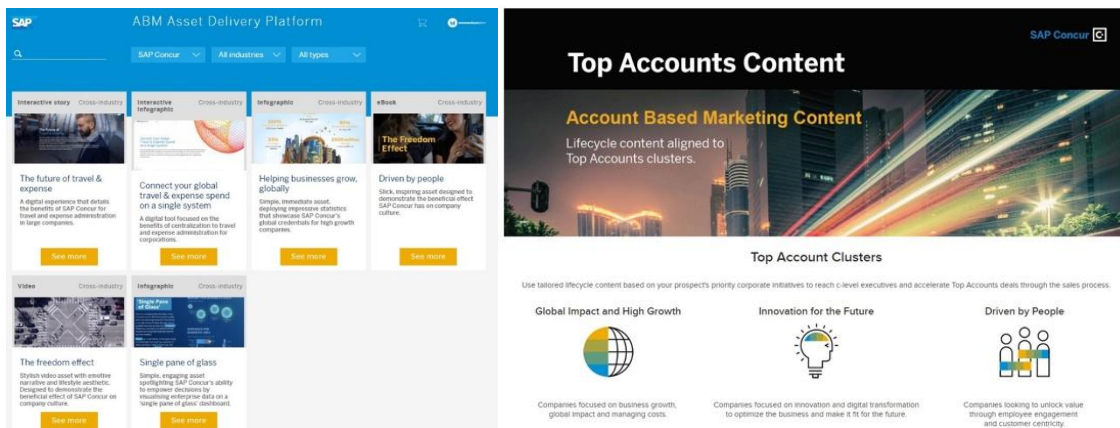
Enabling Sales to Accelerate Growth

A newly formed SAP Concur account-based marketing (ABM) team was created in January of 2019 with the charter of building an insight-driven and scalable ABM approach that delivers bottom-line impact across all regions.

The team recognized that the success of the program, now called the Top Accounts Program (TAP), required a strategic relationship with sales, providing them innovative offerings, ongoing enablement, and impactful results.

Building credibility with Sales from the start was key to capturing their attention and keeping them engaged. The Marketing team did this by developing new, innovative program offerings not available to other accounts outside the program, such as account insights and research, intent monitoring and Slack alerts, intent advertising, web personalization, and content personalization through the SAP ABM Asset Delivery Platform.

Delivering ongoing sales enablement was also a top priority, starting with kick-off calls, five in-person sales workshops, an interactive sales playbook, fundamentals training series, and all content in one user-friendly location in Highspot (a sales enablement tool).



At the outset of the ABM program launch, the team adopted a staged approach to measuring business results. Success factors in the first year of the ABM program centered around:

- Enabling sales growth
- Engaging leadership for program buy-in
- Filling a distinct need in the company objectives
- Leveraging current technology in innovative new ways
- Bringing on new marketing technology tools

- Partnering with sales and marketing to deliver relevant content to the accounts
- Providing ongoing support and training to sales and marketing
- Measuring incremental improvements in Reputation, Relationships, and Revenue metrics

In the first few months, results focused around point-in-time ABM program launch activities, such as 1) number of account plans completed; 2) number of sales team members trained/engaged; 3) number of sales workshops held; 4) satisfaction scores of sales workshops; 5) number of content pieces created by cluster and lifecycle stage; etc.

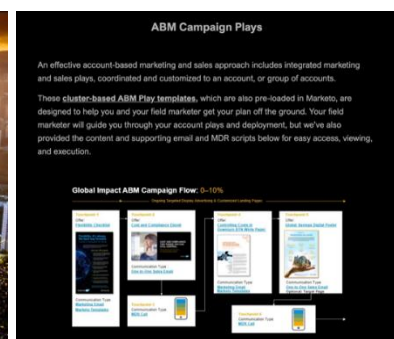
The team also established an overall scorecard, embracing the ABM categories of Reputation, Relationships, and Revenue, as well as a set of benchmark metrics for each of the market units participating in the program.

Critical to the success of the program is the cooperation and alignment between the SAP Concur sales account owner and the primary owner of the SAP account to which SAP sells its travel and expense solutions. To measure this, the SAP sales engagement lead established a short survey for sales participants to assess various aspects of working together with their SAP sales counterparts to establish an initial “RHI (relationship health index) benchmark” per market.

However, the best way to engage Sales is results, and this program has them. At the 9-month milestone from the initial launch, the TAP program is delivering strong digital engagement and revenue results:

- Digital engagement with target accounts on LinkedIn is 2x the company benchmark with non-ABM accounts
- TAP opened new opportunities for sales in over 50% of the 71 accounts in the program, resulting in \$7.6M net new pipeline
- There have been significant account sales stage progressions
- There have been five closed won deals

Images from the Sales Playbook:



PwC | Diamond Winner

Orchestrating Executive Engagement

Technological advances accelerate at a rate well beyond the pace of change and adoption for corporations. Business leaders understand this: 69% of CEOs in PwC's 23rd Annual Global CEO Survey are worried about the speed of change in technology and they're struggling to keep pace. Yet just 20% said they've made significant progress in getting smart about technology and its potential implications for their business.

Recognizing an opportunity to help executives accelerate their understanding of technology and where it is headed, PwC's Emerging Tech practice analyzed the business impact and commercial viability of more than 250 emerging technologies and zeroed in on the "Essential Eight" technologies. While the Essential Eight are critical for companies to remain competitive, it's the convergence of the essential new technologies that yields powerful business solutions greater than the sum of their parts.

Thus, PwC brought together its Emerging Tech practice, marketing team, creative team, and external partners to help executives create a memorable connection to these technologies and see how they are transforming the lives of customers, businesses and society.

This cross-functional group conceptualized the **Emerging Technology Exchange**, which immerses executives in first-hand experiences to show how emerging technologies can grow their businesses and their bottom line. The goal was to demonstrate in a hands-on, interactive environment, how and why executives need to start experimenting now with new technologies—as well as understand powerful capabilities that are available already. The theme for the Exchange was "humanizing the autonomous enterprise."

The Emerging Technology Exchange included the Next Tech Studio, a tech playground where leaders tinkered with new technologies and learned from shared experiences with their peers. During the 1 1/2-day program, executives interacted with technologies that demonstrated how robotics, artificial intelligence (AI), extended reality, IoT, data intelligence, and blockchain can enhance their processes, manage their workforces, and create memorable customer experiences. PwC's "show, not tell" philosophy made the Emerging Tech Exchange different.

PwC also brought in speakers and technologists to discuss nascent applications of emerging technologies, and what is necessary—platforms, skills, processes—to support them as they experiment and scale. For example, Digital Anthropologist Rahaf Harfoush addressed what it means to be human in a world where machines can now replicate what used to make us unique and how we can strive to find the right balance to avoid burnout.

At the Emerging Technology Exchange, executives experienced a variety of technologies:

- They wore a VR headset and gloves which radiated haptic feedback to create the sensation that they were really manipulating their environment. Imagine learning to fix machinery or playing video games where you can physically feel if your movement creates the desired reaction on an object.
- They tried on Immersive wearables and interfaces that can augment human capabilities, including robotic devices that reduce injury risk and improve productivity of industrial workers when lifting heavy loads in a factory.
- They saw an autonomous four-legged robot capable of solving various inspection tasks with a wide range of sensors in challenging and dangerous industrial environments.
- They learned about new research in computer voice recognition and AI that can be used to profile humans from their voice. This team is currently working with researchers around the world to develop an automated AI system that can detect signatures of COVID-19 infection in the human voice.

One of the primary reasons clients attend live programs is for networking, so the team brought together a community of people that executives really need to know if they are embracing new technology. This community brought their insights as well as their technology and forged new relationships with participants.

Promoting the program directly through a partner network and maintaining a strict invitation-only policy on attendance created a small, trusted community. The program was capped at 50 C-level Executives from top priority accounts to create an intimate environment where clients could strategically connect. The exclusivity of the event was reinforced by direct partner outreach to ensure clients were creating a network with fellow executives.

The Emerging Technology Exchange was incredibly timely in helping executives understand emerging technologies and how they are converging to unleash new possibilities in business and society. The program exceeded PwC's goal, driving revenue 25X higher than the cost of the program, more than doubling the previous year's results, and deepening executives' appreciation for the depth of PwC's technology capabilities. This program, planned before the COVID crisis, turned out to be even more relevant as the pandemic has accelerated many trends around tech adoption and digital transformation.



O2 | Gold Winner

Orchestrating Executive Engagement

O2 Business wanted to introduce an Executive Engagement Program to help strengthen and advance relationships with its key customers and to drive strategic engagement that would deliver significant revenue opportunities.

The Executive Engagement Program was innovative in two ways. First, it was tiered, with different levels of access and benefits for senior executives. Second, it allowed O2 to bring relevant existing initiatives and activities together and take an orchestrated approach, rather than conduct random acts of engagement.

The apex initiative of the program is O2 Business's Customer Advisory Council (CAC), which facilitates customer feedback from the highest levels to O2, helping shape its strategic direction and providing the vehicle to test and share thoughts and direction with customers.

The most innovative feature of O2's approach was moving to an orchestrated program that aligned with the ABM program. This involved taking existing activities – including the executive team's sponsorship of priority accounts, ongoing ABM activities, and executive roundtables, conferences, and innovation workshops – and putting them into a tiered program of benefits for executives in the community. Tiering enabled the identification of four levels of access including: an inner circle of key accounts and senior leaders, an outer circle of priority accounts and senior executives, other business customers, and prospects.

A combination of secondary research, interviews with key customers, and inputs from accounts and sales teams showed there was an unmet need among senior level customers for peer networking to discuss both emerging business opportunities enabled by communications technology, and challenges in operationalizing technology solutions across the business.

Customers were invited based on current O2 revenue, size of wallet share, future growth of customer business, and strategic alignment to ensure a decent cross-section of the market, across both public and private sector. Marketing worked closely with account teams to further profile and build stakeholder plans for potential accounts at each tier of the program. For the CAC, there was an invitation list of 20 executives at 20 priority accounts, with a goal of achieving 12 members. Ultimately, 18 accepted, far exceeding expectations and indicating that the CAC could be of real value to customers.

This new initiative required strong collaboration to bring the plan to fruition. Externally, O2 partnered with consultants to help design the program and internally there was a wider project team with

representatives from other departments in marketing, sales and beyond. Senior internal sponsorship was instrumental in allowing O2 to connect with senior client executives.

To be successful, the program had to be incredibly focused, driven by O2, and built on a solid foundation of continuous insight into the market that audiences would relate to. Thought leadership issues and themes were agreed by the CAC, and its members then helped to shape a piece of original research which was released to the community and became the focus for customer events and an awards program. This thought leadership piece was in-depth study with YouGov and Development Economics to investigate the importance of digital connectivity to the UK economy overall and to individual business outcomes. Not only did the CAC help to scope the research, they provided insight into digital connectivity in their businesses as well as their views of the wider societal issues and impacts. The research was developed as an annual benchmark and index that is available to all executives in the community, with the goal of helping them to improve their own business outcomes. This link of strong insight and research development sets the program apart from customer advisory panels that other businesses use to provide input only on their own strategic direction as a business.

In addition to the CAC and the thought leadership research, the program includes a customer summit, an awards program, and an interactive digital tool based on the research, which allows customers to benchmark their digital connectivity.

The O2 Executive Engagement Program has been deemed a success as measured against Reputation, Relationships, and Revenue:

- **Reputation** - O2 introduced the Net Promoter Score (NPS) customer satisfaction measure in 2019, at the same time as the program kicked off, and then quarterly. There has been a steady improvement in NPS across O2 Business, most notably in those accounts involved in the Executive Engagement Program.
- **Relationships** - O2 has reached senior stakeholders in the most important accounts, where previously there no key relationship. Engagement at more senior levels through the CAC has led to introductions to new stakeholders in all strategic accounts at the senior level but also and as crucially, at the operational level.
- **Revenue** - A direct marketing contribution to pipeline revenue of £15 Million with an additional £33 Million indirectly generated, taking into account influencers' participation in the program. Furthermore, the accounts involved in the inner circle alone represent a total contract value of over £120 Million.

Panasonic | Diamond Winner Repositioning the Brand

Over the last decade, Panasonic has transformed from a predominantly consumer electronics company to an integrated solutions provider of B2B technologies, developing and applying disruptive technologies in industries that are changing the future. In 2017, market research led to a new brand platform of “Technologies that Move Us.” Business units across the organization have been successfully using this platform to inspire communication to their current customers.

Panasonic North America took the lead in expanding the global impact of this campaign to connect with the next generation of potential customers and employees. As the largest generation in the US, Millennials represent a critical audience of potential workers and purchasers for business. Additionally, they are involved in 73% of B2B purchase decisions, making them an important audience for all companies.

However, the Panasonic story was not widely understood by this important audience.

How does a 102-year-old Japanese company build a relationship with its new target audience who has little awareness of the brand? Market research showed that Millennials and Generation Z look for a brand has an enduring commitment to contribute to society and connect with brand influencers who authentically relate to a brand.

Leveraging these insights, the #whatmovesus Team Panasonic campaign incorporates elite Olympic athletes who share Panasonic’s passion for improving people’s lives and making the world better a better place. This campaign is part of a broader platform with athlete, employee, and partner stories that share how passion is moving the world forward. It has resulted in successfully shifting the perception of Panasonic in the eyes of Millennials and Generation Z.

To understand how the “Technologies That Move Us” (TTMU) brand articulation could fit into the context of Millennial values and expectations, the team conducted a one-day workshop with Business Unit Marketing Leads and an agency partner. A mix of primary and secondary research was presented about the lifestyle, purpose and dynamics of today’s Millennials.

The workshop and additional research showed that Millennials care about the brands they work for and purchase from. They want to connect with authentic brands that are purpose-driven and inspire action that helps to move the world forward. Furthermore, they are interested in the influence of peers, celebrities or athletes if they genuinely relate to a brand message.

Panasonic saw an opportunity to connect with Millennials by highlighting both the innovative technologies that foster progress as well as the passion of employees, celebrities and partners that share a similar commitment to making things better, both for individuals and communities.

The #whatmovesus Team Panasonic campaign showcases specific Olympic athletes who share a vision of the future and a personal passion that helps overcome obstacles. Authentic stories of progress were told through the lens of Olympic and Paralympic athletes: Michael Phelps, Katie Ledecky, Sakura Kokumai and Lex Gillette. Each has specific passions, has overcome obstacles and is moving the world forward through inspirational programs and initiatives.

Two elements of innovation are key to this campaign:

1. Communicating about emerging technologies by bringing it to a new, human level, using spokespeople and employees to tell personal stories about passion and progress.
2. Providing a foundation for globally integrated communication efforts across the organization utilizing the same communication strategies across siloed businesses within Panasonic is unique to usual efforts.

Content was activated through paid social, native, programmatic, and video placements. The team leveraged social channels to initiate engagement and seed the Team Panasonic story while continuing the narrative with premium video placements and contextually aligned native units. In addition, cost-efficient programmatic display and video units drove relevance and resonance amongst the Millennial audience.

Performance results are based on a mix of awareness, reach, engagement, and site conversion activity. Team Panasonic has already been proven to show elevated levels of engagement over prior awareness efforts. This has resulted in increased ad efficiency with a 2.4X improvement in clickthrough while at the same time generating over incremental 66k site visitors that have exhibited a nearly 25% on-site video engagement. Through paid media efforts, the team drove drive 2.6M video views at a completion rate of 65%. Furthermore, the paid campaign drove a combined .53% clickthrough rate—4X higher than the industry benchmark of .14%—resulting in 33,000 landing page visits in the first eight weeks.

This initiative not only ensures connection with the next generation of workers and customers by acting on key insights, but also takes a new approach to B2B marketing—acknowledging that the next generation will make decisions with their heads and their hearts. By humanizing the stories and tying the technologies to passions and progress, it makes the efforts of Panasonic much more real and compelling to an earnest, but sometimes skeptical, generation. Leveraging the interest in Olympic athletes brings awareness to their efforts as well as Panasonic's while providing a larger foundation for credibility in the shared space of Panasonic and trusted athletes.

Cisco | Gold Winner

Repositioning the Brand

In 2018, Cisco went back to its roots to rediscover what makes the company unique. In doing so, it unearthed an origin story that most brands can only dream of. The founding of Cisco (named after San Francisco) was born from a simple desire to connect one man and one woman – and their computers – across the Stanford campus. The original logo they chose, based on the Golden Gate Bridge, reflected that purpose. And while the bridge logo has evolved along with Cisco’s business, connection is still core to everything it does.

This idea had always been key to Cisco’s culture, yet the story had not been told in a holistic way. And even though Cisco’s business had seen exponential growth over three decades, customers experienced many different Ciscos, complete with inconsistent brand voices and images, and a complex set of products and services.

In particular, Cisco’s unique origin story was lost on the Millennial generation, many of whom are too young to remember the early days of the internet. Thus, “The bridge to possible” visual storytelling campaign – which evolved into “The Internet for the Future” – brings to life the essence of what makes Cisco special, while paying homage to its heritage, showing its lineage to the present, and looking to the future.

Before sharing its story, Cisco surveyed its customers and partners to assess brand awareness. The data showed that Cisco needed a flexible yet focused way of talking about the company and its offerings, one that was unified and simple across every touch point (from sales, to products, to customer service and support, to engineering, to marketing).

Creating a more cohesive marketing strategy that moved beyond selling on technical innovation or products alone required a mindset and cultural shift internally at Cisco. To realize the vision and purpose of the company 30 years after its inception, Cisco needed its 75,000 employees to reimagine a vision in which each and every one of them had a personal stake. The campaign would become a litmus test of Cisco’s values and culture, so it needed to speak to every employee in a way that they related to and could take ownership of.

Ultimately, the strategy was built on three central pillars that would lead to:

1. Building a unified platform that shines a light on the stories that demonstrate who Cisco is.
2. Creating a narrative that demonstrates Cisco as greater than the sum of its parts.
3. Demonstrating what is possible when imaginative people and innovative technology coalesce around a common purpose.

The launch of Cisco's latest technology in conjunction with video stories of the people that make the company tick, and the customers making an impact, would become a powerful trifecta of The bridge to possible. For the first time, the launch of Cisco's technology and the origin story that embodied the brand and its purpose would go to market in unison.

The public launch spanned 35 countries and 20 languages. But The bridge to possible would go far beyond a standalone brand campaign. It was about creating a movement through a truly integrated marketing initiative that activated employees, customers, partners and beyond. From leveraging all paid and owned media and relationships with tech influencers, to live events and promotion with Live Nation and Global Citizen partners, to customer hero stories, to employee activations to give back to the community – this campaign was as much about what the company does, as what the company says. It was about how Cisco connects emotionally with all audiences.

Cisco measured the success of the campaign on:

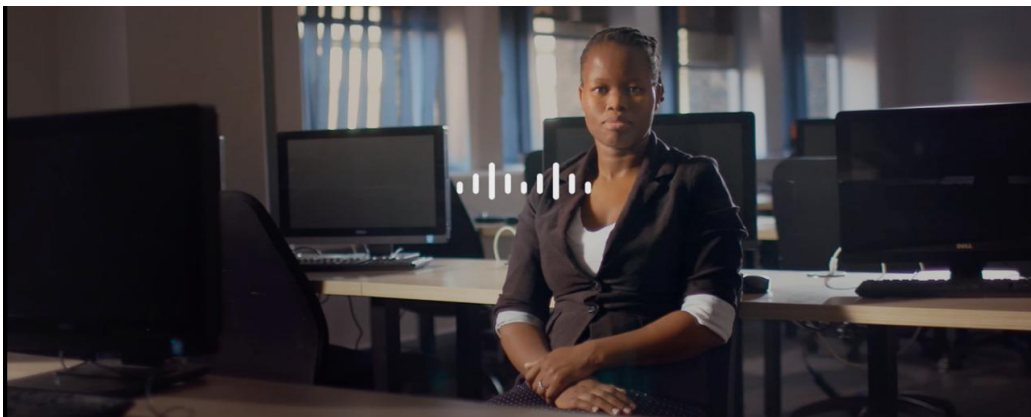
- Video views, completion rates, average view length
- BTP page bounce rate, on-page clicks, heatmapping, user recordings
- Return visitor rate (RVR) as a KPI
- The bridge to possible effectiveness on customer conversion journeys

The results thus far have been stunning:

- The campaign has been viewed over 3.5 billion times. 75% of all US digital leads can be tied to brand assets
- Averaging 570,000 Cisco.com visitors / month, and a return visitor rate double that of previous campaigns
- When campaign content is the first interaction w/ Cisco, customers convert 63% faster
- 98% of employees feel inspired by the campaign and feel it is authentic to Cisco

And in the past 18 months The bridge to possible has continued to spread its wings and bring renewed meaning to the brand and its purpose – to the people who work there and beyond.

Anthem:



Infosys | Diamond Winner

Scaling and Optimizing Account-Based Marketing

At Infosys, strategic accounts are important, as over 97% of the business is repeat business and the top 10% of accounts deliver up to 80% of revenue. Seeing this, marketing leadership realized that - field marketers needed to become true “business partners” to both sales and customers to drive sustainable account growth, accelerate opportunities, and cultivate customer relationships.

In addition to this mandate, Infosys needed a more focused way to challenge stereotypes and shift its reputation in the mind of its top clients from being just a transactional partner to being an active partner.

To achieve this vision, the Infosys unit and marketing leadership collaborated to identify the top 24 accounts with on-going large deals that had both the potential to grow in revenue and the opportunity to deepen customer relationships. The way forward was showcasing the “new” Infosys to these clients to potentially make them Infosys advocates and ideally leading to more business opportunities.

Within those identified ABM accounts, Infosys sought to engage and influence all the key client stakeholders across all levels, show client stakeholders the “best of Infosys” at every opportunity, and work toward impacting the client’s strategic enablers.

Put simply, Infosys needed to start thinking of ABM in terms of people, not accounts. Infosys did this by leveraging “Unmarketing”: an approach of organically weaving ABM into the fabric of the relationship, rather than ABM being seen as a forced conversation.

Infosys’s Unmarketing strategy was built on three pillars:

1. Personalize the Vision,
2. Revolutionize the Experience, and
3. Humanize the Relationship.

To **Personalize the vision**, Infosys treated the client as a market of one and created a unique visual identity for each of ABM account while articulating the value Infosys offers as a strategic partner. This was followed by custom research-led viewpoints and relevant content for each account and focused digital campaigns around key moments in the customer journey. ABM account workspaces were reimaged and co-branded to highlight the relationship and the investment in the account, which became a differentiator in client visits.





To **Revolutionize the Experience**, Infosys focused on customized relationship building activities. The company positioned its innovative digital services through a modular ABM mix of experiences and design thinking workshops such as a Branded Innovation Day with 13 showcases that were being run at the event. It engaged deeper with C-level client at sporting and hospitality events that were preceded with an experience showcase around Infosys’s offerings.

And Infosys used its own platforms and opportunities to help clients tell their stories, such as enabling a client to speak at the World Economic Forum to share his viewpoint on Artificial Intelligence.



To **Humanize the Relationship**, Infosys began by fostering a “one team” spirit, hosting team building activities with clients, focusing on regional growth, and implementing local training and internship programs. To nurture champions within each ABM account, Infosys took a two-pronged approach to awards, first celebrating account level wins internally and also creating external recognition for the partnership. Finally, Infosys collaborated with ABM clients on both long-term and localized

corporate social responsibility initiatives, which has created stronger bonds between ABM account teams and clients.

Infosys quantified these objectives and identified metrics across three specific tenets– also known as the three Rs of ABM: enhancing Reputation, strengthening Relationships, and supporting Revenue.

Infosys’s Unmarketing to Transform the ABM Journey program has worked. Infosys has aligned marketing activities with account strategies, inspired customers with compelling content, influenced large deals, and at the same time changed the perception of Infosys to be that of a preferred partner. Examining the key metrics, the numbers show an incredible uptick. Infosys, has gone from operating as an enabler to influencing outcomes at the core.

In the 2020 fiscal year, the program has been credited with \$1.1B of pipeline and \$163M of new wins across 121 opportunities. The program has made it possible for Infosys to engage with 3,781 contacts, 1,409 of whom are CXO level contacts. And client advocacy has increased substantially, with 31 customer speaking engagements and 16 public client testimonials.

Qlik | Gold Winner

Scaling and Optimizing Account-Based Marketing

As Qlik began its journey to convert from a small/medium business focused strategy to a large enterprise go-to-market strategy, the company realized it was leaving opportunity on the table because it lacked the bandwidth or ability to convert their small opportunities into large, enterprise-wide ones. While a variety of sales and marketing programs were developed, the Account-Based Marketing (ABM) program was starting to make an impact in establishing new relationships within the enterprise.

However, there were some challenges. First, Qlik's primary buyer continued to be the data analytics group, which reported up to IT. Second, competitors were also "landing" in the same large enterprises Qlik was targeting.

Qlik needed to drive awareness and demand faster than the competitor to win a greater share of the market. The team conceived of The Qlik Infusion Program, which quickly became a clear differentiator from the competition and a way to drive awareness and demand at scale.

The Qlik Infusion Program is ABM on steroids. Qlik identifies a customer Champion who has the clout and wants to ensure that Qlik is widely successful in their enterprise. With that Champion's sponsorship, Qlik Infusion deploys a process to create and execute a series of marketing campaigns and events that support the customers goals.

With a value of \$70,000-\$100,000 in marketing expertise, custom program development and funding for execution—all from the Qlik ABM Team budget—the program established Qlik as not just a data analytics vendor, but instead a partner that was willing to invest to ensure customer success. This commitment also helped quell customer trepidation around making a large one-time investment (versus making small investments over time).

Qlik Infusion was initially developed to promote "in account days" which are custom events with custom agendas developed specifically for the enterprise. It was discovered that a more robust program could drive significantly more value (for Qlik and the customer), as long as there was customer sponsorship. After developing the program template and process, the Account Based Marketer works with the seller to determine if the offer should be made.

Critically important to the successful execution of the program is alignment with the seller and the customer success manager. Activity is tracked through the Account Based Marketing Qlik App. Each component of the program is its own campaign and the app tracks engagement, marketing influence on existing pipeline, marketing sourced pipeline, database growth, and orders.

The Account Based Marketer takes the lead and guides the customer through the entire development and deployment process. After identifying the Qlik Champion, the Account Based Marketer:

1. Offers Qlik Infusion as a “value add” service to the champion and his/her organization.
2. Schedules and executes a ~4-hour Qlik Infusion Workshop.
3. Works with an agency partner to develop branding based on the customer’s brand guidelines.
4. Develops the marketing program and presents it to the customer stakeholders.
5. Establishes the program budget and secures Qlik ABM Leadership approval.
6. Executes the marketing program, via standard marketing processes and tools.
7. Tracks results and provides feedback to the customer, sellers, and customer success manager.
8. Constantly refines the program.

Qlik Infusion has been very successful. It delivers the benefits of Account Based Marketing but takes it to a new level of impact. Since the Qlik Champion and his/her staff are part of the design process, they have significant stake in the program’s success. Qlik is able to very effectively and efficiently penetrate new areas of the customer’s business, whether that be lines of business (HR, Finance, Sales, Marketing, etc.), establishing new executive relationships, and/or engaging with new divisions or sites.

The Qlik Infusion Program impact is measured on four categories: revenue growth, database growth, executive and line of business engagement, and ABM activity. To date, the program is working. When Qlik Infusion is deployed, there is a 31% year-over-year growth in strategic accounts.

SAP | Diamond Winner

Transforming Marketing with Data, Analytics and Insights

Within SAP is a small global team called Customer and Market Insights (CMI), incubated within the office of the CEO as SAP's strategic insights agency. In early 2018, CMI, along with Marketing, was tasked to lead the design, build, and launch of a completely new and innovative digital listening engine to more deeply understand SAP's customers and markets, then hardwire this digital voice of the customer insight horizontally into ALL corners of Marketing and Sales to ensure the best customer experience in the industry at every touch.

CMI's research uncovered a growing gap between what customers expect IT vendors to know about them vs. what they actually know. Filling that gap today is a lot of guessing, which still fuels a surprising amount of marketing and sales activity in many companies. The downside of guessing goes beyond inefficiency and cost, but more deeply into negative customer and brand experience. Customers don't just want you to "find them" or "sell them," they want you to "know them" and "help them."

To close this listening gap, CMI, together with Marketing, innovated a centralized, massively scaled, account-level digital listening platform called SAP's Digital Account Intelligence Center (referred to as SAP's Digital AI Center).

While technically complex, the idea is simple: Listen, Understand, Act. First, bring together the most insightful data on your customer's needs and LISTEN to it. Then, apply sophisticated analytics, platforms, and predictive science to more deeply UNDERSTAND their needs in the moment. Lastly, hardwire those insights into the platforms and processes of frontline Marketing and Sales teams to allow them to quickly ACT on customer needs.

Working with SAP AppHaus to conduct in-depth, end-user research and market competitive research, the team created a detailed persona-driven design of 10 high-impact target personas across Sales and Marketing functions. With SAP's Digital AI Center, the digital "voice of the customer" is delivered to support each of the Marketing and Sales target personas in a very tailored way and via their preferred channel: Mobile, desktop, or embedded experiences.

In addition, the data each persona sees is further tailored to the specific solution category they are focused on (SAP has 13 macro-solution categories in its portfolio). This rigorous persona-based design and data/platform tailoring allows Marketing and Sales users to understand their customers and prospects in the workflow they live in.

SAP's Digital AI listening engine is changing the ways SAP Marketing and Sales teams identify accounts that are in-market, select accounts for next steps conversations and engagement, and follow-up to drive pipeline and revenue.

The highlights:

- **Always-On Prospecting and Demand Gen** - Marketing and Sales teams leverage weekly account digital buying signals to prioritize accounts, identify the most promising opportunities, and support a “One SAP” approach across multiple organizations.
- **Paid Media, Digital Retargeting, and Email Nurture** - Marketing is using digital account intelligence and targeting accounts activating “in-market” buying signals in paid media, paid social, and email nurture.
- **Competitive Takeaway** - A unique feature we bring is technographic insights so Marketing and Sales can easily identify competitive install base.
- **Customer Renewal** - SAP’s Customer First, Sales, and Marketing teams can now actively listen to existing customers to see the earliest indicators of potential churn.
- **Project Amplify** - Free promotional offers, this supports support customers’ resiliency and helps them navigate this uncharted territory of the pandemic.
- **Supercharging the Virtual Events Lifecycle** - With the absence of physical events and meetings, Marketing teams are embracing digital listening and precision targeting capabilities across the virtual events lifecycle (pre-, during, post-event).
- **Precision Digital Audiences** - The Marketing team is now driving new account-based strategies to directly link surging account intent with actual (anonymous) buyers and buying centers within those accounts.
- **SAP Store** - Recent events have increased the need for SAP’s portfolio of online solutions to be purchased “no touch” and procured easily over the web.
- **Partners** - SAP’s Channels and Ecosystem teams are embracing digital account listening offering for their extensive partner ecosystem.

Ultimately, SAP innovated a new customer listening capability that is completely unique and does not exist in the industry from any marketing technology vendor today, with a custom data model and taxonomy, custom algorithms, and custom platforms.

For team members, this unique “experiment” has been a game-changing professional development experience to do exciting, very visible customer work and be part of a culture of co-ownership. Six teams participated and the range of skills included data science, digital marketing, account-based marketing, project management, App/UX development, and operations.

The team began with a very focused small pilot and ultimately achieved “hockey stick” scale and everyday adoption across marketing and sales, growing accounts from 2,600 in North America to 480,000 across all regions, growing users from 40 in the US West sales team to 5,500 globally, and increasing the sales funnel from an initial pilot contribution of \$10M to more than \$575M.

Microsoft | Gold Winner

Transforming Marketing with Data, Analytics & Insight

Microsoft believes it is just getting started on the journey to be the digital partner of choice amongst IT vendors and is guided by two principles:

1. To better understand customers, Microsoft must shift from a “know-it-all” culture to a “learn-it-all culture” with a deep growth mindset and a bias for action.
2. Microsoft has to evolve at scale: from a technology vendor to a trusted advisor with market perspectives capable of teaching customers how to think differently on their own businesses.

In 2017, Microsoft’s sales professionals were challenged to embrace challenger-sales behaviors. Challenger-sales courses for the entire sales force were mandated; however, the skills and capabilities required to tease out customer’s needs were not consistently prevalent in the sales force. Taking a closer look, the team observed that while sales professionals started with customer needs, they quickly jumped to solution/product talk and glossed over the opportunity to prolong the collective learning with the customer stakeholders in a structured manner. A process or tool to focus on this was needed immediately.

To bridge this capability gap, the Marketing team explored collaborative experiences that promoted collective learning and were inspired by casual gaming experiences like Cards Against Humanity and Truth or Dare. It then embarked into iterative rapid prototyping-testing for several weeks until it invented Truths & Insights, a business card game to enable customer collective learning. The game was launched at an internal conference in February 2019.

Truths & Insights is a structured qualitative customer-insight gathering experience that organically facilitates collective learning across a customer’s organizational divisions by empowering them to share stories of their current needs, wants and aspirations. Designed as a competitive storytelling card game to foster empathetic active listening, this game has started to transform the culture in the teams that embrace it. The Covid-19 pandemic in January 2020 accelerated the adaptation of this in-person initiative to a purely digital experience integrated with existing Microsoft technologies.



The nine critical elements for the Truths & Insights Initiative were:

1. Clarity in Strategic Purpose
2. Pivotal Decision on choosing Cooperative Gaming as the Implementation Modality
3. Game-Psychology User Research

4. Business-infused Experience Co-creation
5. Rapid Prototyping with Customer Playtesting
6. Marketing/Evangelism
7. Software Development
8. Executive Buy-in
9. Resource Management, Cross-organization Collaboration, and Funding Frugality

Truth & Insights works like this:

- Players are dealt cards, and game play starts with an open-ended business challenge posed as a question on a black “Insight card” (Example: “I’ve got 99 problems but ____ is my biggest one”).
- Players take turns to get rid of cards from their hand by playing white “Truth” cards (Example: “Attracting new customers”) and back it up with a personal anecdote from their own vantage point in their business. (in one example, sharing an anecdote for the statement “I’ve got 99 problems but attracting new customers is my biggest one” is true for them).
- Wildcards are also included in the deck to make the game dynamic and competitive (Example: Draw 4, Reverse, Skip).

In February of 2020, with Covid-19 making customer meetings more digital, Microsoft released the digital version of Truth & Insights, where customers, field, and partners can engage with each other. Using AI algorithms to do real-time transliteration of the stories and categorizing them under Microsoft’s Digital transformation strategy pillars and solution areas, the digital version of the game helps further review these stories individually for insights and enable qualitative analysis through word clouds within seconds.



Gamification of customer experiences digitally to facilitate collective customer listening, while enabling qualitative insights analysis with AI, is an industry innovation.

Coming out of Covid-19, ABM with hyper-personalization is even more essential than ever before. Challenger-sales execution enabled by collective listening helps Microsoft’s sales teams align with its ABM strategies. Truths & Insights is one of the engines that makes this possible while embracing Microsoft’s mission “To empower every person and every organization on the planet to achieve more.”

As a project with equal emphasis on excellent strategy implementation and a well-aligned business model execution that impacts both strategic and financial performance, Microsoft took a balanced scorecard approach to look at traction and results. Over the last year there has been a good traction in our influenced revenue, but the real impact to the business at scale will be in the next two years as it connects to the global Microsoft machine integrating ABM strategies with operations at Microsoft-scale.

Sidecar | Diamond Winner

Transforming Marketing with Data, Analytics, and Insight SMB

Sidecar empowers retailers to create performance marketing campaigns on the most popular search, shopping, social, and marketplace channels. For years, Sidecar has leveraged Google Ads data to help its customers make decisions about their campaigns. Sidecar realized that compiling these data sets could create a compelling story that would help its customers and other retailers make sense of the impact that Google Ads can have on their business.

Sidecar also saw a knowledge gap in the market. No other company in its space was publishing an in-depth report focused solely on the retail industry's performance on Google Ads. In 2017, Sidecar launched its inaugural Benchmarks Report, which analyzed 19.1 billion user sessions from retailers' e-commerce sites to produce the industry's first definitive account of the state of Google Shopping ads. From there, the report expanded to include Google paid search as well, analyzing a representative sample of more than 300 U.S. retailers' Google Ads accounts.

Over the past four years, the Sidecar Benchmarks Report has established itself as the most in-depth analysis developed exclusively for the retail industry. While other companies in Sidecar's space have since started publishing their own "benchmarks" reports, they cover multiple industries (such as finance, travel, etc.), limiting how deep their study of any one industry goes. Sidecar, on the other hand, devotes its research efforts solely to retail. Sidecar's 2020 report has 48 pages containing 33 informative graphs and charts.

These annual reports are Sidecar's key pieces of research to help its retail customers glean context and trends related to Google Ads so they can prepare for the year ahead. The reports have been downloaded thousands of times by retailers, retail and digital marketing media, and the industry at large.



The Benchmarks Report follows an extensive development process. Sidecar's benchmarks team includes members across the company, ranging from customer strategy managers and senior data analysts to editors and creatives.

Report development breaks out across three tiers: exploration, creation, and distribution.

- Exploration consists of cross-team interviews and knowledge sharing to identify major Google Ads themes, seasonal trends, and actionable recommendations for retailers to optimize their strategy in the coming year.
- Creation begins with data analysis, an intensive process involving several analysts and editors who slice and dice the numbers and extract meaning from the data. Further cross-team interviewing takes place, with conversations focused on specific findings and what they mean for different retail verticals. The writing process is equally intense, involving several rounds of iteration across the benchmarks team to ensure the report is comprehensive and accurate. Following the drafting process, Sidecar's team moves to the creative process, involving the creation of several dozen charts, report layout, and other visual assets.
- Distribution begins when the report is published to Sidecar's website, typically in March or April. At that point, teams across Sidecar start sharing the report. They use the report in prospect and customer conversations throughout the year, informing retailers of trends specific to their vertical, performance metrics that matter to them, and recommendations they can use to optimize their Google Ads strategy.

The Benchmarks Reports are some of the company's most popular content assets. They add important value for customers, prospects, and media community alike, as they bolster their market intelligence.

The Sidecar Benchmarks Report has become essential across the company's external communications and relationship building, including:

- Deeper dives into the data through articles, infographics, social media posts, and press releases
- Dedicated webinars and email campaigns unearthing insights to customers, prospects, and other Sidecar followers
- News coverage, where Sidecar's research helps add clarity and data to industry trends

Sidecar's annual Benchmarks Report continues to grow in popularity every year, highlighting Sidecar as a leading voice in the retail industry and equipping retailers with thoughtful data, trends, and advice to help them navigate the year ahead on Google Ads.

Bottomline Technologies | Gold Winner

Driving Strategic Growth SMB

Bottomline's Banking Solutions line of business (LOB) had recently completed an exercise to refine its definition of the Ideal Customer Profile, ultimately seeking to generate more deals within larger financial institutions that would be a good fit for the full range of solutions within the portfolio.

The sales team was having a difficult time effectively penetrating these larger accounts and needed help to 1) engage influencers on the importance of moving beyond their status quo, thus accelerating deals that were stalling out; and 2) tap into the historically more elusive C-suite of decision makers to elevate digital transformation as an essential and strategic business priority.

Bottomline's marketing team determined that this strategic initiative would be a perfect opportunity to orchestrate an Account-Based Marketing (ABM) campaign. The team set out to develop a strategic, yet scalable ABM framework for its "One-to-Few" and "One-to-Many" campaigns.

The first step to building the ABM campaign involved gaining a deeper understanding of what attributes constitute the newly-scoped, ideal account profile and then applying that criteria to the existing universe in order to zero in on the set of accounts that would qualify for the ABM initiative.

When the account analysis was complete, the universe totaled ~700 accounts, which were then further sliced and diced through individual lookups in Salesforce to determine current account status. This process revealed three possible scenarios: 1) previous opportunities that had since been "Deaded" out; 2) existing "Active" opportunities, across all stages; or 3) "Greenfield" prospects, which had never been in an opportunity status.

From here, Bottomline's marketing team developed the initial campaign segmentation approach by categorizing target accounts into one of three campaign waves: Revive, Advance, or Engage. Then, working hand-in-hand with product and sales executives via a series of "war room," cross-functional sessions, the team began the process of collecting and documenting the necessary inputs. These inputs would inform the messaging and channel strategy, objectives, and measures of success for each campaign.

- **Revive** – The goal of the Revive campaign was to confirm the account was truly a dead opportunity, gather any intelligence on competitive selection (if applicable) and requalify back into the sales pipeline where possible. The tactic utilized was a strategic phone-based campaign conducted by the marketing business development team. The calls were structured as personalized, courtesy, service-oriented touchpoints and were considered successful because the team got the information it needed: 63% of accounts engaged with the team and 19% were requalified as opportunities.

- **Advance** – The goals for the Advance campaign were to confirm active opportunity status and “land and expand” within those accounts through multiple offline and online touchpoints. Marketing engagement vehicles included a highly-personalized direct mail campaign driving recipients to a personalized URL and landing page experience, a personalized Drift playbook, a customized and coordinated inside/outside sales outreach approach, and training and persona-based email engagement and conversion campaigns.

The attention-grabbing item in the mailer was a box of colorful, assorted gourmet cupcakes. Also included was a hand-written note card from the corresponding Bottomline account manager with a personalized URL which drove prospects to a highly-personalized landing page that welcomed the prospect by first name and included a video recorded message from Bottomline’s CMO. For follow-up, in advance of the mail drop, marketing trained the account managers to further the interaction upon confirmation of delivery. Every cupcake recipient was contacted within 24 hours of package receipt and the direct mail campaign was a smashing success, with 53% of the accounts targeted engaging with their personal URL.

- **Engage** – For prospects and low-priority deaded opportunity accounts, the goal of this campaign was to engage greenfield prospects or requalify deaded opportunities. With the largest number of accounts, this campaign had the objective of driving influenced and C-level engagement across the universe. It leveraged a multi-track, persona-based customer engagement engine. Education and thought leadership content included engagement and conversion campaigns designed to uncover new or stale interest and advance it to sales qualified leads (SQL)—leveraging an in-house business development team to further nurture and convert.

Bottomline’s extensive foray into ABM was a resounding success. The team accomplished its main objectives, developed a proven segmentation process, and gained a wealth of knowledge to leverage in future ABM campaigns.

Specifically, the ABM approach identified a 470% increase in engagement with our accounts compared to prior engagement rates. It resulted in contributing 35% of the Opportunity Counts—and 64% of the Opportunity Dollars—indicating not only the ability to drive deeper engagement, but more robust opportunities as well. The Engage and Revive tracks ultimately had a 2x greater average deal size than the Advance track, and the campaign generated a 136% increase in the Engage track pipeline average and a 99% increase in the Revive track pipeline average.

ITSMA's Marketing Excellence Awards (MEA) program focuses exclusively on B2B marketing for services and solutions. It is based on a comprehensive, strategic approach to marketing, recognizing that business success requires marketers to move far beyond communications alone.

Beyond the gloss and glitz, our annual awards honor the pursuit of excellence in the four most critical aspects of success: **strategy and planning, innovation, execution, and business results.**

Learn more at www.itsma.com/about-us/marketing-excellence-awards/