



# HOW GTT DROVE MARKETING INFLUENCED REVENUE

and turned Marketing into a multi-million dollar revenue engine

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ID TELECOM





# THE BACKSTORY

A Fortune 50 company and the world's leading cloud networking provider, GTT has been expanding its share of the global telecom market for several years - primarily through acquisitions - but a new group of marketing leaders at the company introduced a plan for organic growth in 2018.

Organic growth meant investing in large scale marketing and demand generation for the first time in the company's history. The transformation of GTT's marketing operations would also mean major cross-department collaboration and alignment between Marketing and Sales around a target account list, an investment in technology to support demand generation, a commitment to an account based approach, and a partner who could help them bring the technology and the strategy together in a way that would turn Marketing into a significant driver of pipeline opportunity and revenue.

GTT asked Intelligent Demand to help:

- 1** Prove to GTT's executive team that demand gen, digital marketing, and the concept of growing organically is a viable approach.
- 2** Design and execute a complex demand gen campaign that would generate new leads while also helping GTT stand out from its competitors, leading with SD-WAN.
- 3** Develop a technology infrastructure that would work with GTT's custom CRM and support more sophisticated account based campaigns at scale.
- 4** Stand up a marketing automation platform and content experience environment to nurture leads, and drive pipeline opportunity and revenue.

## The GTT Service Difference



**SIMPLICITY**



**SPEED**



**AGILITY**



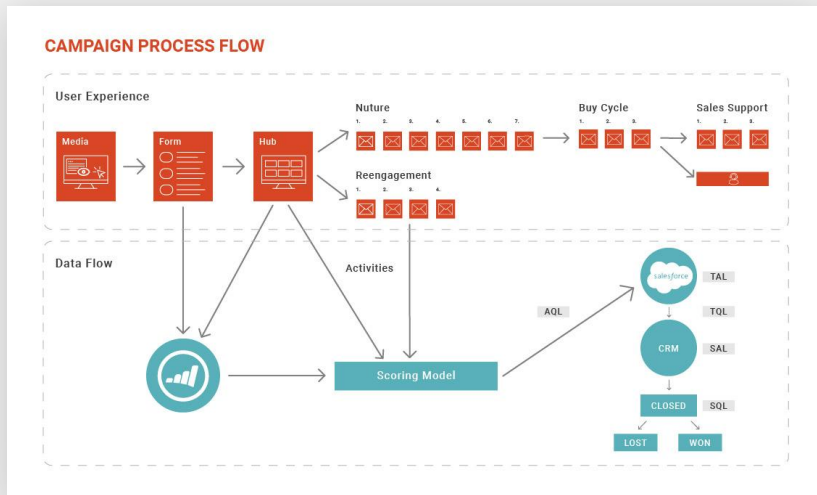
# THE CHALLENGES

When GTT first asked Intelligent Demand to help develop a demand generation campaign for their SD-WAN product, there was one significant hurdle to overcome: GTT had essentially no infrastructure for demand gen in place. To complicate things even further on the technical side, GTT uses a custom CRM that was built in-house without any out-of-the-box integration capabilities.

In other words, Intelligent Demand's technology strategists were tasked with developing a demand generation strategy and integrated campaign architecture where thousands of leads would be passed manually from Marketing to Sales. The program needed to get into market quickly; it needed to be scalable as GTT moves into more advanced account based marketing, and it needed to drive real revenue results.

In order to overcome these challenges and successfully launch the SD-WAN campaign, Intelligent Demand identified these **key solution elements**:

- **The right team:** Company leadership and the right agency partner with deep domain expertise in technology, demand gen, and account based marketing.
- **The right mindset:** Courage to invest in marketing and organic growth, courage to take a challenger position in the market, and tenacity not to give up when things get complex or hard.
- **The right approach:** An iterative, Agile test and learn approach to program development and program evolution.

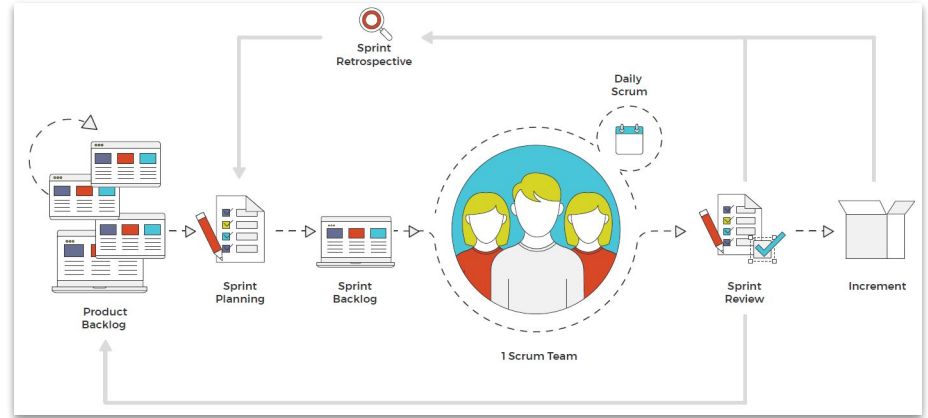




# THE APPROACH

GTT needed to get into market quickly to start generating revenue and gathering data. So, Intelligent Demand utilized an Agile approach from beginning to end.

We defined goals upfront and collaborated on an overarching strategy to hit those goals. Understanding that priorities are going to shift over time, ID's team utilized a test-and-learn approach based on data rather than relying on conventions or opinions.



## Agile Framework

Scrum, a popular Agile framework, was utilized. Key components of Scrum include:

- Two-week sprints with incremental releases
- Maintenance of a prioritized backlog
- Daily Scrum, Sprint Planning, Sprint Review, and Sprint Retrospective meetings
- A designated Product Owner and a designated Scrum Master

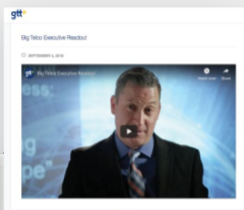
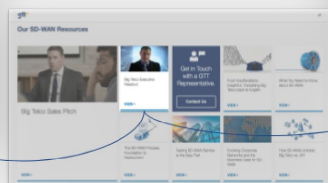
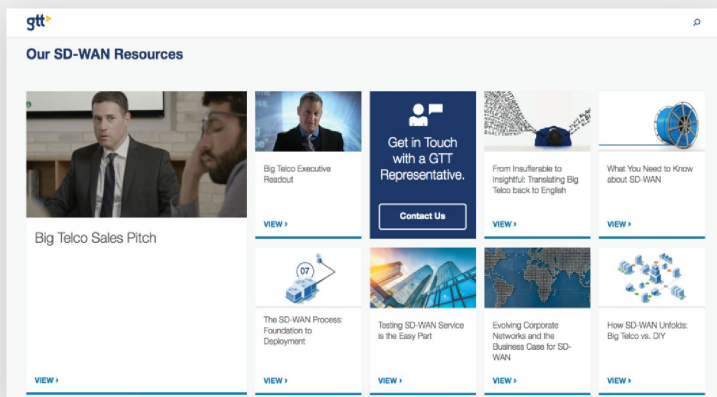
## Agile Mindset

In addition to the Agile framework, the team kept Agile values top-of-mind at all times.

1. **Adaptive and iterative, validated learning campaigns** over big-bang campaigns based on opinions and conventions
2. **Individuals, interactions, and customer-focused collaboration** over processes, silos, and hierarchy
3. **Responding to change** over following a plan

## Key Benefits of Agile

- Increased visibility into project status
- Increased speed to market and ROI
- Increased ability to adapt to change
- Increased alignment with business objectives



## THE TRANSFORMATION

Together with Intelligent Demand, GTT agreed that success would be building an infrastructure that can support complex demand generation and account based marketing programs, having the ability to evolve and scale as GTT moves from low ABM maturity to high ABM maturity, and being able to attribute revenue and pipeline to marketing activity.

The transformation started by analyzing the best tech to execute demand generation and ABM-at-scale, and then creating processes that would align GTT's marketing operations with an emerging SDR team. The result was a revenue growth strategy that exceeded Year 1 revenue goals and continues to accelerate revenue growth.

Based on ID's analysis of GTT's current tech capabilities and desire to scale its marketing operations, these were the technology solutions and processes that ID's team implemented as the foundation of GTT's evolving revenue growth strategy:

- Marketing Automation Platform (MAP):** ID stood up a standalone instance of Marketo as the automation platform to collect and nurture leads generated from paid Media campaigns.
- Content Experience Environment:** We wanted to give GTT's customers a self-guided mechanism to enter the content experience, see what was in there and go "yes, that's the information I need. I'm going to engage there."
- Aligning Sales and Marketing:** Together with GTT's existing SDR team, we helped create a marketing and sales process for manually handing over thousands of leads gathered from marketing campaigns using Excel and GTT's custom CRM.

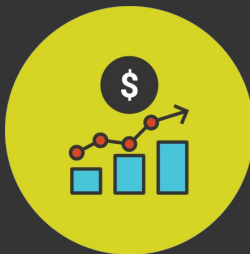
## THE RESULTS

Less than one year into the engagement, we were able to exceed GTT's initial Year 1 revenue goals and prove that organic growth using account based is a viable strategy for the company.

The internal transformation, coupled with the digital transformation at GTT has had a positive impact on revenue acceleration and has been a critical first phase in the company's long-term growth strategy.

These are a few of the ways Intelligent Demand is generating Real Revenue Transformation at GTT:

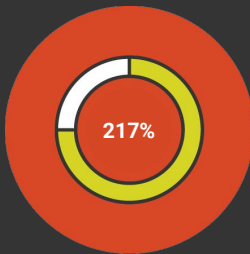
- Internal and digital transformations at GTT impacted revenue acceleration positively.
- Valuable buy-in from GTT's executives that organic growth is a viable strategy for GTT and that there is demonstrable ROI from the account based strategy.
- Created a marketing & sales process for manually handling thousands of leads gathered from marketing campaigns using Excel and GTT's custom CRM.



**16x ROI on cost-per-closed-won**



**50x increase in lead volume and overall decrease in CPL**



**217% ROI after 9 months in market**



## Eli Snyder,

Technology Strategy Director, Intelligent Demand

"One of the things that we've done with GTT to overcome the challenge of not being able to integrate into a CRM is to develop manual processes for activities that we often do in an automated fashion. There's a lot of value in that exercise because it forces you to get really clear about your business rules.

## THE INSIGHTS

- 1 Don't rely solely on tech to do the heavy lifting:** GTT has been a demonstration of the concept that you can do demand gen using fancy technology tools, but you can also perform many of these business processes by hand, still get great results, and still be able to tie those results to revenue.
- 2 Develop a repeatable, scalable process:** Whatever your technology capabilities are, you should align on a clear set of business rules for things like lead routing and implement them consistently over time for efficiency.
- 3 Use an Agile, flexible, phased approach:** Start with a clear strategy and a solid technical foundation, but don't wait until you have strategic or technical perfection to get into market. Start where you are and test new approaches as you go.
- 4 Don't be afraid to push boundaries:** Whether it's implementing a new technology, a new process, or a new brand message, be willing to challenge assumptions and disrupt the status quo in order to achieve results.
- 5 Tenaciously focus on revenue:** Whatever challenges you face, continue to drive forward with a focus on generating real revenue results.



## WHY INTELLIGENT DEMAND?



**Gavin McKelvey,**

VP, Corporate Marketing, GTT

"To start the year, GTT faced a tough task of developing a demand generation campaign that struck a fine balance between maintaining a brand with conservative characteristics, yet establishing the company as a disruptor of industry behemoths, like AT&T and Verizon. This wasn't the only challenge GTT faced, however. We received a mandate from the CEO and Board to stand up a scalable, robust demand generation platform within 90 days despite no infrastructure or people (other than me) existing on day 1. I knew my one shot at success would hinge on using a tried-and-true partner that could deliver quickly, work in an Agile fashion, and offer a deep bench of professionals to cover all aspects of demand generation – from tech to creative to media. We needed it all, and Intelligent Demand came through in a big way."



**Aaron Ballew,**

Sr. Director of Portfolio Marketing, GTT

"Business culture is changing. People are more receptive to plain, authentic language. Our industry has become a parody of itself, speaking such impenetrable jargon-laden nonsense that it became a running in-joke to all of us who lived through it and even contributed to it. Our goal was to stand out from the crowd by exposing the in-joke and saying what we actually mean. It's hard to believe that plain language could be a differentiator, but in B2B Telecom, it is. This also gave us an opportunity to introduce something else that's unheard of in B2B Telecom – humor. We had to take a risk while maintaining our credibility, and ID's creative team helped us find the right balance."

# REAL REVENUE TRANSFORMATION

## WHAT SHOULD YOU EXPECT FROM A PARTNER?

**Collaboration** in an efficient, agile way that complements your team's resources, strengths, and skills.

**A holistic approach** that integrates your strategy, creative, media, technology, data, and analytics – because that is the best way to deliver ongoing ROI.

**Commitment to transforming** the way you grow revenue so that it is repeatable, scalable, innovative, and measurable.

**Willingness to challenge** the status quo, even when it's uncomfortable or unpopular.

**Reliance on data** to optimize your programs, not just opinions or hunches.



Intelligent Demand is that agency partner. We call our approach Real Revenue Transformation™ because when the right people work together in the right way toward the right goals, genuine transformational growth happens, careers flourish, companies grow, and customers win.

Reach out to start transforming your revenue.

**GET IN TOUCH**

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