

Vox Wireless:

discipline and consistency produce a 45% market share for Microsoft Dynamics CRM implementations, and growing EBITDA.

Synopsis

Situation: Vox Wireless is Microsoft's 2007 Worldwide CRM Partner of the year. With 70 employees and 6 "virtual" offices across Canada, they single-handedly account for some 45% of all Microsoft Dynamics CRM implementations in that country, and average 5 new implementations each and every month.

Objective: Working from an accumulated marketing database of some 20,000 suspects, Vox executes a program of continuous marketing "touches" to keep its sales pipeline full, and drive continued growth and new customer ads.

Initiative: Working from their marketing database, a series of 13 marketing "touches" were engineered over a six week period for every contact name in that database. In all, some 400,000 individual "touches" were executed.

Resourcing: To execute its ongoing marketing program, Vox maintains a stable of 6 telemarketers and 1 full-time marketing manager. It devotes fully 8% of its gross revenue to marketing as a discipline.

Results: Of the 400 seminar attendees generated as a result of this initiative, Vox has now qualified and made presentations to just over 60 companies. In the next 90 days, it expects to close deals with some 15 of these, representing gross revenue approaching \$750,000 (licenses and services combined).

Learnings: Vox has found that continuous contact is the key to generating good results from marketing. Fully 60% of all leads generated by any individual campaign will not buy immediately, and therefore must be nurtured over an 6 to 18 month period, before resulting in a deal.

Situation

Vox Wireless is Microsoft's 2007 Worldwide CRM Partner of the year. With 70 employees and 6 "virtual" offices across Canada, they single-handedly account for some 45% of all Microsoft Dynamics CRM implementations in that country, and average 5 new implementations each and every month.

Their core value proposition of 30-day, fixed-price, fixed-scope implementations appeals to potential clients, but the real key to their success lies in their development of a marketing machine, and its continuously executed marketing activities. Fully 8% of gross revenue is devoted to keeping this machine running and finely tuned.

Planning

Marketing does not exist as a stand-alone function at Vox. Instead, it is an integral part of a disciplined business planning process.

Vox follows a very practical planning model of Observation, Conclusion, and Recommendations to pilot their business. Twice each year, in June and January, senior management gathers offsite for 4 days of strategic evaluation and planning for the next half.

Beginning with Observation, the Vox executive team evaluates the 6 months just concluded. What happened with regards to the previous plan? How did overall plan execution go? What could be improved? Eliminated? What did Vox do well? What could it do better? At this stage, the intent is not to form quick judgments, but to objectively evaluate how the previous plan execution went.

Once these observations have been made, and the results evaluated, Conclusions are then drawn about what is likely to be most effective going forward. Marketing and Sales enter the picture at this point. What will be needed to drive future growth? What tactics have been effective? What ones might be changed? How? The answers to these questions form the Recommendations that drive the business plan for the next 6 months.

But forming the plan is only half the journey. In order for it to be well executed, every Vox staff member must know what the plan is, and understand their role in its execution. Vox executives hold a series of meetings with staff to outline where the business is at, what the business plan is going forward, and what actions are critical to future success. In the end, everyone understands where the ship is headed, and what their role is in reaching the desired destination.

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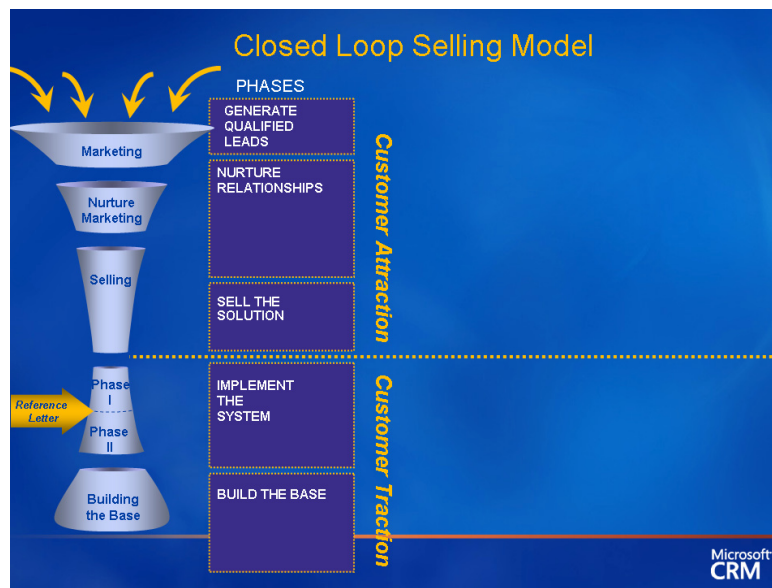
The Role of Marketing

At Vox, Marketing's mission is threefold:

1. To generate leads for the sales force to work, and close. Consistently and continuously. Marketing keeps the sales funnel full, and thereby contributes to eliminating revenue fluctuations.
2. To create specific messaging that resonates with the target audience. With the core Microsoft messaging as a starting point, the Vox marketing team adapts 3 or 4 specific marketing messages for each vertical they seek to penetrate, that articulate the benefits and business advantages of a Vox Microsoft Dynamics CRM solution, clearly and compellingly. These marketing messages then anchor every subsequent campaign, and the various marketing tactics used.
3. To collect reference letters from existing clients. Business solutions are purchased with the expectation of a certain set of desirable business outcomes, and nothing more compellingly makes the case for buying a Vox Microsoft Dynamics CRM solution than previous customer experiences.

The Role of Sales

Marketing generates leads, but Sales must close deals. And these deals must be successfully implemented, in order to provide the reference letters that build further market momentum. To seamlessly knit all these business elements together, Vox follows a "Closed Loop Selling Model", which has the following phases:



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Phase 1 – Generate Leads

Using a tactical mix of referrals, website interest, telemarketing, faxing, direct mail, and email campaigns, Vox marketing keeps the sales funnel full.

Phase 2 – Nurture Relationships

While 1 in 5 prospects will buy within the first 90 days of initial contact, Vox also “nurtures” their entire marketing database with repeated contact. These nurtured prospects are 5 times more likely to buy than a simple cold call.

Phase 3 – Sell the Solution

Vox deploys a structured, disciplined 10-step sales process that effectively and efficiently works each lead through to a customer decision, and closes the greatest amount possible.

Phase 4 – Implement the System

To deliver their core value proposition of 30-day, fixed-price, fixed-scope installs, Vox uses a structured implementation methodology that delivers on the key customer needs identified in Phase 3.

Phase 5 – Build the Base

With CRM up and running in 30 days, and delivering solid business value, Vox maintains monthly contact with each customer and hosts customer workshops to review future releases, additional modules, and disseminate best practices.

Marketing Objective

Working from an accumulated marketing database of some 20,000 suspects, Vox executes a program of continuous marketing “touches” to keep its sales pipeline full, and drive continued growth and new customer ads. In part, this investment is facilitated by a “virtual office” business model that keeps fixed overheads low and allows for the higher level of marketing expenditures needed to drive continued expansion and market penetration.

Initiative

Working from their marketing database, a series of 13 marketing “touches” were engineered over a six week period for every contact name in that database. 400,000 individual “touches” were executed through a combination of emails, telemarketing calls, direct sales calls, and fax blasts that announced a series of 7 seminars across the country.

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20,000
SUSPECTS

1000
PROSPECTS

400
LEADS

15
NEW
CLIENT
ADDS

1st 90 Days

TOTAL REVENUE:
\$750,000 to date

In total, some 1,000 individuals responded positively to these solicitations, and 400 prospective clients attended these seminars.

Resourcing

To execute its ongoing marketing program, Vox maintains a stable of 6 telemarketers and 1 full-time marketing manager. As earlier stated, it devotes fully 8% of its gross revenue to marketing as a discipline.

Individual marketing campaigns are developed and executed in-house, leveraging Microsoft materials to the greatest extent possible.

Results

Of the 400 seminar attendees generated as a result of this initiative, Vox has now qualified and made presentations to just over 60 companies. In the next 90 days, it expects to close deals with some 15 of these, representing gross revenue approaching \$750,000 (licenses and services combined).

But the real results will accrue through ongoing "nurture" marketing to the remaining seminar attendees, where Vox devotes nearly half of its marketing budget. In their experience, over 50% of these prospects will result in a deal within 18 months, if diligently worked through a structured sales process.

Learnings

Vox has found that continuous contact is the key to generating good results from marketing. Fully 60% of all leads generated by any individual campaign will not buy immediately, and therefore must be nurtured over an 6 to 18 month period, before resulting in a deal. Unfortunately, many times these leads fall by the wayside, only to be captured by a competitor. But if nurtured properly, these leads will eventually make a purchase decision, and at that point are 5 times more likely to buy from Vox than a competitor.

Another secret lies in the capture of email addresses. Few commercially purchased marketing databases will contain this key information, initially. It must be captured over time, contact name by contact name, and permission given to use it, so that email marketing "touches" can penetrate spam filters. Once email addresses are available, however, an instantaneous, low-cost communication channel has been opened with a potential client.