

Conversion Consulting enables Interoute to grow in new markets

Case Study



Business growth strategies that have focused on market development can take a long time to deliver a return on investment. Interoute Communications Ltd, the owner operator of Europe's most advanced and densely connected voice and data network, successfully short circuited the process by outsourcing their inside sales function to Conversion Consulting, providing new business and valuable market intelligence to drive further growth. The outcome epitomises how a collaborative working style can make outsource arrangements a highly effective option.

Interoute's state-of-the-art platform provides highly secure network services across a large European footprint, encompassing over 60,000 km of lit fibre with 8 hosting data centres and 32 colocation centres. Interoute's full-service next generation network serves international enterprises from a broad range of sectors including aerospace, automotive, finance, pharmaceutical and retail, plus every major European incumbent, as well as the major operators of North America, East and South Asia, governments, universities and research agencies.

From wholesale to enterprise

Completed only in mid-2002, Interoute was expanded through acquisition and the core business has moved from initially offering wholesale services to other network operators to providing voice and data services direct to its 3,000+ enterprise customers. When the business started to pursue a strategy to market their services more actively to International enterprise companies, this exciting new strategy posed some key operational challenges for the business. Not least of which, was the need to develop a fit-for-purpose Sales Function to target the new markets. However, Interoute had limited brand presence in the enterprise market and

resources to market to the relevant contacts in key sectors

Interoute had trialed both outsourcing lead generation and recruiting an Internal Sales Resource to build a pipeline of opportunities for the Senior Business Developers. While these routes generated some opportunities, the volumes were insufficient to support the growth aspirations of the business.

Conversion Consulting met with the Senior Management Team at Interoute in the UK to understand the challenges they were experiencing. Interoute's Regional Director, Lee Myall, was impressed from the outset, "Conversion Consulting showed a genuine interest in our business and a level of enthusiasm and motivation that really impressed us. We wanted our partner in this area to build valuable new business relationships. For us, it is not about volumes of contacts because we are dealing with very senior professionals in respected organisations, typically with C-Level responsibilities. We needed Conversion Consulting to develop an understanding of their needs and build these relationships for our Sales team."

Recognising that the business had invested in building an Internal Sales capability, Conversion recommended



Developing Business Relationships • Driving Business Growth
Raising Brand Awareness • Capturing Market Intelligence

temporarily redeploying Interoute's internal resource within Conversion to demonstrate the effectiveness of Conversion's sales processes. Within a month, Conversion successfully increased the number of opportunities booked by Interoute's resource. The result triggered a decision to fully adopt the outsourced model.

Laying the foundations for success

Conversion and Interoute collaborated to define the target market in more detail and produce a refined list of target prospects. The teams worked together to craft the key marketing messages to engage prospects and to identify the market intelligence that could be gathered to help Interoute identify longer term opportunities, as communication contracts came due for renewal. This became vitally important in directing the content and recipients for future marketing campaigns. In developing the sales processes for Interoute, reporting tools were tailored to suit Interoute and regular conference calls and meetings established to manage the delivery of the service. The core team in Conversion were in daily contact directly with the Senior Business Developers in Interoute.

Collaboration the key to effective outsourcing

"Conversion very quickly identified, qualified and setup meetings for our team. Our level of appointments increased fivefold and we were having meetings with very senior people in larger companies in our target market, where previously we were not getting access" enthused Tim Daly, one of the Business Development team. "This was a real result for us and it was a team effort between Interoute and Conversion."

Jim Rudall, Managing Director at Conversion Consulting has strong views on the formula for winning business. "At Conversion, we firmly believe that you can't buy new business, you have to really work at it and invest in people, process and structures to build good relationships. Interoute really understood this from the

beginning and they proactively invested the time and effort to make this the success that it is."

"The outcomes are a testimony to the effectiveness of a truly collaborative working style between Marketing, Sales and Conversion Consulting that is successfully generating new business to support our growth strategy."

Judy Broster, Marketing Manager at Interoute has witnessed the impact on the business "Conversion Consulting has helped us to build a healthy multi-million Euro sales pipeline of opportunities and has provided us with valuable market intelligence which enables us to engage with our prospects at the right time with the right offer. It's a process which is clearly working and delivering great results. The outcomes are a testimony to the effectiveness of a truly collaborative working style between Marketing, Sales and Conversion Consulting that is successfully generating new business to support our growth strategy."

About Conversion Consulting

Conversion Consulting helps technology and professional services organisations to identify and develop valuable new business relationships. We provide outsourced sales development services that focus on the front end of the Business Development process.

Our clients value our collaborative approach and our focus on consistently delivering high quality results.

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