

American University Kyiv

A Capstone Project

**CONSULTING ENGAGEMENT FOR A SOFTWARE ENGINEERING
SERVICES COMPANY: TRANSITIONING FROM INBOUND LEAD
GENERATION TO ACCOUNT-BASED MARKETING FOR ENHANCED B2B
LEAD CONVERSION**

**КОНСАЛТИНГ ДЛЯ КОМПАНІЇ З ПОСЛУГ ПРОГРАМНОЇ ІНЖЕНЕРІЇ:
ПЕРЕХІД ВІД ВХІДНОЇ ЛІДО-ГЕНЕРАЦІЇ ДО МАРКЕТИНГУ ЦІЛЬОВИХ
КЛІЄНТІВ ЗАДЛЯ ПІДВИЩЕННЯ КОНВЕРСІЇ У В2В-ПРОДАЖАХ**

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ABSTRACT

This capstone project explores a consulting engagement with a software engineering services company aiming to transition from traditional inbound lead generation to a more strategic account-based marketing (ABM) approach. The company faced challenges with low-quality inbound leads and inconsistent B2B lead conversion rates, prompting the shift to ABM—a targeted strategy focusing on high-value accounts to improve engagement, alignment, and revenue outcomes.

The consulting project involved three primary phases: problem statement and assessment, ABM implementation, results and observations. In the problem statement and assessment phase, existing inbound marketing efforts were evaluated, revealing misaligned targeting, lack of personalization, and weak sales-marketing collaboration. During the ABM implementation phase, the company's Ideal Customer Profile (ICP) was refined, target accounts were identified, and a multi-channel ABM outreach plan was developed, including personalized content creation, stakeholder mapping, account-specific campaigns, and the integration of sales and marketing technologies. The results and observations phase focused on measuring and comparing performance metrics and drawing conclusions from the ABM approach adoption.

Initial results demonstrated significant improvements in key performance indicators (KPIs) such as engagement rates, lead conversion, and pipeline processing efficiency. The ABM approach also better alignment between sales, marketing and presales teams, enabling more efficient resource allocation and higher deal closure rates.

This project concludes that transitioning from inbound lead generation to ABM can significantly enhance B2B lead conversion for software engineering services companies. It highlights the importance of focusing on target accounts, building up stakeholder engagement, and cross-functional collaboration in achieving ABM success. Insights from this engagement provide a roadmap for other organizations considering a similar strategic shift to optimize their sales and marketing efforts.

DEDICATION

This capstone is dedicated to my beloved wife and family, whose unwavering support, patience, and encouragement have been the cornerstone of my journey through the educational process. To my wife Yuliia Makarchuk, your love and understanding have been a source of inspiration and strength, enabling me to persevere even during the most challenging times. To my children, Daryna and Marko, your joy and belief in me have been a constant source of motivation and inspiration. This accomplishment is a testament to your support, and I share it with you wholeheartedly.

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GLOSSARY

ABM – Account-Based Marketing

TAS – Target Account Selling

TA – Target Account

B2B – Business-to-business

SQL - Sales Qualified Lead

MQL - Marketing Qualified Lead

ICP - Ideal Customer Profile

CRM - Customer Relationship Management

COE – Center of Excellence

TO – Technological Office

POC – Proof of Concept

RFP – Request For Proposal

QOP – Qualified Opportunity

KPI – Key Performance Indicator

CTR – Click-Through Rate

SEO – Search Engine Optimization

CHAPTER 1. PROBLEM STATEMENT AND ASSESSMENT

1.1 Introduction

This capstone is focused on a consulting engagement for a software engineering services company addressing low sales volumes and declining leads conversion rates. Transition from company-wide inbound lead generation approach to a focused account-based marketing (ABM) is described in scope of this capstone along with impact on a key sales metrics and implementation observations.

Intellias Global Limited is selected to be target company as one of the largest Ukrainian IT companies, bringing together over 3,000 specialists. The company's development centres are located in Ukraine, Poland, Croatia, Bulgaria, Spain, Portugal, and Colombia. Intellias is also represented in Germany, the United States, and the United Arab Emirates. The company specializes in developing complex software and providing professional services, with a focus on the automotive industry, navigation systems, financial technologies, and telecommunications. The technological products developed by Intellias engineers are used by over 2 billion people worldwide.

The mission of Intellias is: "To be the driving technological force for our clients. By bringing together the most talented engineers, deep technical expertise, and dedication, we create unique software products that change the world. For our clients, we are not just an IT service provider but a close partner. We succeed in combining the strength of a large organization with the culture of a small company. Our success is built on the achievements of every individual within the company."

As part of his AUK internship in 2023, Roman Makarchuk, employed as the Telecom Segment Leader, was tasked with analysing the existing service offerings and effectively positioning the services of this segment in the market.

1.2 Structure and Characteristics of the Software Engineering Services Company

The company Intellias is composed of segments focused on specific business directions – Mobility, FinTech, Retail, Digital, and Telecom. Each segment reports to the company's leadership (CEO, COO, CDO) and includes subdivisions responsible for marketing, sales organization, pre-sales preparation of materials, technical expert teams, and teams directly involved in delivering software development and testing services for client companies.

In addition to these subdivisions, Intellias also has global departments (not subordinate to any specific segment), including Marketing, Legal Support, IT Support, Regional Offices, and the Talent Development and Recruitment department.

The goal of the Segments is to acquire and develop business expertise relevant to their respective business direction – through executing client projects, building and maintaining expertise to attract new projects, creating and promoting marketing materials and campaigns, and supporting the company’s high expert image in a globally competitive environment.

Company relies on inbound lead-generation process in B2B sales, where marketing generates demand and nurtures leads, while sales focuses on personalizing interactions and closing deals, forming a cohesive inbound-driven approach to B2B success.

1.3 Internship overview

During AUK internship, following analytical reports were reviewed to assess market trends, company’s service offerings and identify areas of improvements for marketing and delivery functions:

- Gartner’s “Market Guide for Ukrainian Information Technology” (Svetlana Sicular, Rajib Gupta, Bettina Tratz-Ryan, Alexander Hoeppe, Aapo, 2023) to assess the impact of Russia’s war against Ukraine on the IT outsourcing business in Ukraine.
- Proprietary reports by Everest Group: “Software Engineering Opportunity Landscaping”, “Vertical Deep Dives and Prioritization of Subsegments”, and “Profiling of High-Potential Vertical Subsegments.”
- Proprietary internal Intellias marketing audit reports, which included descriptions of expertise and existing marketing materials, and comparisons with competitor materials (both local and global).

Based on the information obtained from the reports, following documents were produced as result of AUK internship.

Competitors’ Overview of local Ukrainian and global competitors of various sizes: companies with 100–500 specialists, 500–3,500 specialists, and more than 3,500 specialists. The goal of the overview was to outline the target markets of competitor companies and provide insights for the company’s marketing positioning (See Appendix 1. Competitors Overview). Observations from this overview are summarized in the Table 1 Competitors’ customer size distribution below.

Table 1 Competitors’ customer size distribution

Competitor Company Size	Small-sized customers (Small-Medium businesses, Startups/Scaleups)	Mid-sized customers (ISV, IHW, Tier2/3 CSPs)	Big-sized customers ((Tier-1 CSPs, Tier-1 ISV/IHW)
Small	50-60%	20-30%	10-20%
Midsize	30-40%	10-20%	60-70%
Big	10%	10%	80%

Small competitors tends to avoid complex RFPs and are not able to offer high-demanding services required for a Big-sized customers. While some of the small competitors have long-term relationships with Tier-1 operators or Independent Software/Hardware Vendors, this is not true for the majority of companies in this category.

Midsize competitors have distinct focus on Small-sized and Big-sized customers, with visible gap in Mid-sized competitors category.

Big-sized competitors are leaning heavily towards enterprise and big-sized customers, leveraging their mature and global service offerings, which small and mid-sized competitors can’t offer.

For Intellias, as a midsize Software engineering company with global growth aspirations, focusing on similarly-sized customers along with moderate efforts to win some of Big-sized customers is preferable. Mid-size customers segment is less crowded with competitors of all sizes, while enterprise RFPs and tenders aligned with Intellia strong service offerings could eventually result in a win.

Competency and Service Offering materials were updated based on the outcomes of competitors’ overview and identified gaps from market overview (see Appendix 2. Telecom Service Offerings).

Target Market Segmentation were updated identifying three categories of target companies based on a set of criteria, such as region of business operation, company size and capitalization, need for software development or support, prior experience working with contractors, and collaboration with Ukrainian IT companies (see Appendix 3. Target Market Criteria).

Marketing and Technical Materials Roadmap for marketing positioning was tailored to the target market segments and business objectives. This roadmap aimed to systematically improve marketing materials and enable sales and pre-sales specialists to use available tools more effectively.

Summarizing activities above, the marketing positioning and segmentation of Intellias in the Telecom business segment were adjusted. The information gathered and systematized helped the Sales team focus their efforts on target markets and the companies representing them. The analysis of the competency matrix facilitated planning to deepen expertise according to the priorities of potential clients, thereby increasing sales efficiency.

1.4 B2B Inbound process overview

Current Intellias B2B sales and marketing process is based on inbound lead generation, with the strategy relying on attracting potential customers through valuable content, nurturing relationships, and converting leads into sales. The inbound lead generation sales process focuses on attracting potential customers by providing valuable marketing content and engaging experiences tailored to their interests via focused service offerings. In this approach prospects come to company organically through various marketing channels such as search engines, social media, email campaigns, and content marketing.

The process begins with awareness, where prospect customers discover Intellias brand through blogs, videos, social media or corporate website posts. To capture their attention, Intellias creates lead magnets such as e-books, technical whitepapers, webinars in exchange for contact information. This happens via optimized landing pages and forms that encourage prospects to sign up.

Once a lead is captured, it moves to the qualification stage. Sales teams assess the lead's interest level and readiness to buy using tools like CRM systems, lead scoring, and engagement tracking. Qualified leads are then nurtured through personalized email campaigns, newsletters, and follow-ups to build trust and educate them on Intellias service offerings' value. Once lead shows signs of purchase intent, they are passed to the sales team for direct engagement. The sales representative contacts the lead, addressing their specific needs and pain points, and engages technical delivery team to adapt existing service offerings to a customer's needs.

The process concludes with closing the sale, where the lead converts into a paying customer. The inbound sales process is data-driven and focuses on building long-term relationships by providing value and guiding leads through the sales funnel naturally.

This process leverages digital marketing channels such as search engine optimization (SEO), content marketing, social media, and email campaigns to draw prospects into the sales funnel organically.

Marketing's Role and Responsibilities. The Marketing team is responsible for creating and executing inbound strategies to drive content views and traffic. Key activities include producing content, such as blogs, whitepapers, case studies, and webinars, that address the needs of target audiences. Marketing shapes the company's online presence and uses SEO techniques for social media engagement. They manage campaigns to capture leads through landing pages, calls-to-action, and technical content while leveraging marketing automation tools to nurture leads with personalized content. Marketing tracks performance metrics such as website traffic, click-through rates (CTR), content views, lead generation statistics, Marketing Qualified Leads registrations (MQL).

Sales' Role and Responsibilities. Once Marketing has captured and qualified leads (often using target market criteria), the Sales team takes over. Their role is to engage leads directly, assess their needs, and guide them through the deal-signing process. Sales teams use customer relationship management (CRM) tools to prioritize outreach and maintain a record of interactions. They also provide feedback to Marketing on lead quality and customer needs to enhance targeting and content effectiveness. Sales team is measured by Sales Qualified Leads (SQL), customer contacts and outreach statistics, percentage of SQLs converted to Qualified Opportunity (QOP).

Presales' Role and Responsibilities. Technical Presales team's role is to support Sales in qualifying SQLs, tailoring the service offerings to identified customer's needs, work on qualified opportunities (process Request for Proposals (RFP), provide project's estimations, generate staffing plans, assess capabilities needed, calculate pricing options) and convert them into Won business. Presales team is typically measure by QOP to Won ratio, overall Won business volume vs Presales Costs.

1.5 Telecom B2B inbound performance

During Internship in June-July 2023, following B2B Sales process issues were identified:

- Declining performance of inbound marketing campaigns based on observations from 2021 to 2023. As seen in the table below, even though there was a spike of MQLs and SQLs in 2022 compared to 2021 – generated by new Sales Executives joining the team, greater number of MQLs in 2023 had no impact on leads conversion metrics. Moreover, number of Qualified Opportunities and Proposals have dropped in 2023.

Table 2 Number of Leads and conversion metrics from 2021 to 2023

Year	MQL	MQL => SQL	SQL	QOL => SQL	QOL	Proposal	Won => Proposal	WON
2021	67	31.3%	21	61.9%	13	7	57.1%	4
2022	125	47.2%	59	66.1%	39	26	46.2%	12
2023	144	41.7%	60	43.3%	26	15	33.3%	5

- Declining inbound Sales volumes based on statistics from 2021 to 2023, as can be seen from the Table 3. Even though Won/Lost ratio is seemingly improving, actual Won Revenue has declined, as well as overall volumes of both Lost and Won categories.

Table 3 Won and Lost Revenue volumes in Telecom Segment from 2022 to 2023

	Lost	Won	Won/Lost ratio
2022	\$ 3,685,000	\$ 1,826,000	50%
2023	\$ 3,109,000	\$ 1,677,000	54%

- Declining conversion ratio starting from Sales Qualified Leads (SQLs) to later stages of leads processing. As can be seen from the Table 2 and Table 3 above, while MQL to SQL is not drastically impacted, later conversion stages are steadily declining as well as Won and Lost Revenue in 2023 compared to 2022. Even with Won/Lost ratio improvements by 4% in 2023, there's visible decline in overall opportunities Revenue size.

1.6 Consultancy Theses

Based on the current process observations and declining performance metrics, goal of this capstone is to improve observed performance issues of the B2B inbound-driven lead generation process with the innovative Account-based Marketing (ABM) approach. In an ABM, the B2B sales and marketing process is focused on targeting specific target accounts (TA) rather than chasing wider audience of potential prospects. This strategy involves aligning Marketing and Sales teams to create personalized and tailored outreach for each selected targeted account (versus wide market segment in current process), building deeper relationships with key decision-makers on a customer's side.

Marketing's Role and Responsibilities. The Marketing team plays an advisory role in identifying and segmenting target accounts based on target market criteria (industry, company size, revenue, fit with the service offering, etc.). Marketing then develops personalized content, including custom emails, case studies, blog posts, whitepapers, tailored to the specific needs and pain points of each target account. Using CRM tools and marketing automation, Marketing team aims to engage decision-makers through targeted campaigns on different digital channels like paid promotions, LinkedIn, and direct mail. Marketing also collaborates closely with Sales to create personalized outreach strategies for each account stakeholder and helps craft relevant messaging that resonates with the target audience.

Sales' Role and Responsibilities. After Marketing has identified and nurtured target accounts, the Sales team takes an active role in building direct relationships with key decision-makers within those accounts. Sales Executives leverage account insights provided by Marketing to fit their outreach to purpose, whether through personalized calls, meetings, or presentations. Sales teams also maintain continuous communication with the target accounts. As ABM involves a close collaboration between Marketing and Sales, feedback loops are crucial, with Sales sharing customer feedback and data to refine Marketing efforts and improve account targeting.

Presales' Role and Responsibilities. With ABM adoption, Presales team's role is extended to support both Marketing and Sales in gathering insights on Target Accounts (TA), narrowing the service

offerings to identified customer's needs, contributing to creating technical content (articles, blog posts, accelerators, proof of concepts, solution architectures). While in B2B sales process Presale team would engage further down the sales pipeline, in ABM flow Presales input is often required to qualify promotion from MQL to SQL deals, from SQL to QOPs and provide feedback loop on processed QOPs for further refining TA insight gathering or disqualification of TA altogether.

Based on the issues observed and organizational specific, following theses were formed to be tested during ABM implementation:

- Introduce ABM framework to define more detailed Ideal Customer Profile (ICP) to improve marketing campaigns performance.
- Narrow service offering focus to control Marketing and Sales efforts and support Sales efforts in focused accounts to improve MQL to SQL conversion.
- Switch from generic Service Offerings to more specific ABM-focused Sales Plays to improve Won deals statistics.

CHAPTER 2. ACCOUNT-BASED MARKETING

This chapter describes methods and principles used in proposed Consultancy Engagement.

2.1 Pareto principle (80/20 rule)

In “The 80/20 Principle: The Secret to Achieving More with Less” (Koch, 1999), Richard Koch introduces and explains the Pareto Principle (also known as the 80/20 Rule). The core idea of the book is that focusing on the critical few (the 20%) can lead to disproportionately high results (80%), and by identifying and optimizing these areas, individuals and organizations can achieve much more with less effort and resources.

Detailed retrospective of Y2020 leads processing by Intellias Telecom team, uncovered areas where team efforts are spent, but the outcome measured by the lead conversion is low. As can be seen from the Figure 1, 80% of Marketing and Sales teams were spent on a vast number of open leads, while actual conversions to Sales Qualified Leads, Qualified Opportunities, Proposals and Won business was attributing roughly to 20%. Later stages of leads processing is where most of the communication with potential customers is happening, therefore refocusing the team efforts to these stages is critical for a successful leads processing.

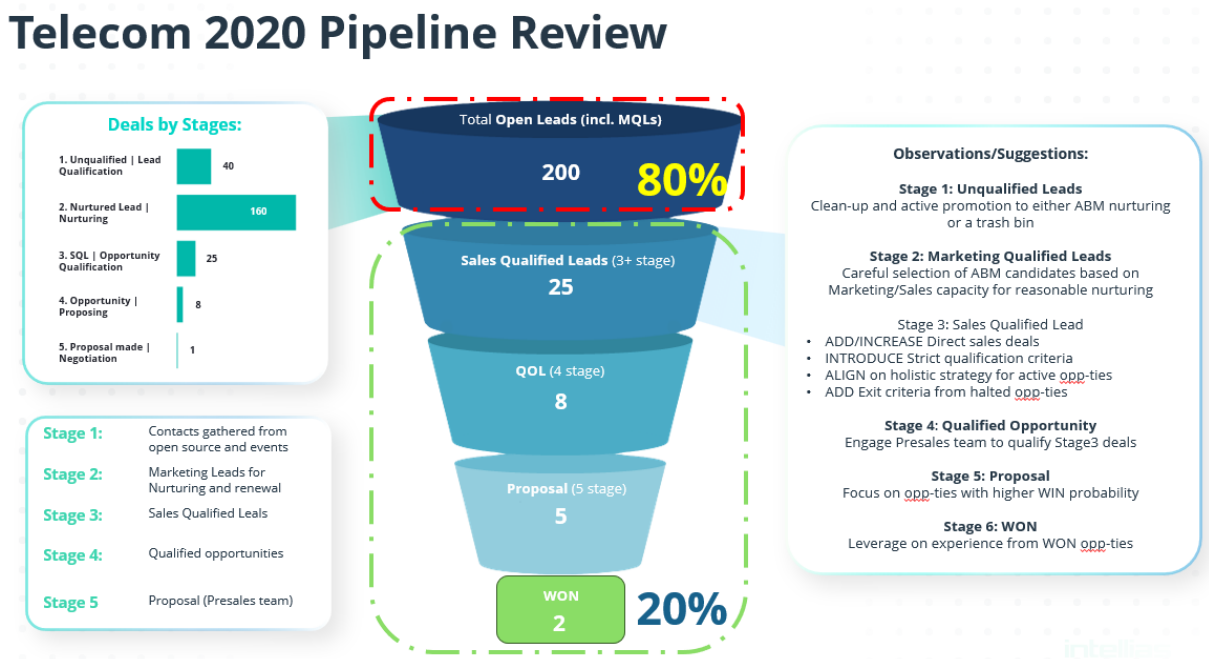


Figure 1 Telecom Pipeline statistics from 2020

Areas of improvements observed above and mapped per Robert Koch’s definitions:

Customer Segmentation – while many businesses spend resources trying to serve all customers equally, Koch shows that focusing on the top 20% of customers—those who bring the most revenue—can be far more efficient and profitable. In our case, instead of spending Sales, Marketing and Presales team working on a wide funnel, decision was made to focus on key accounts with higher conversion probabilities. To achieve this, Intellias Telecom team has decided to focus on ABM approach and select Target Accounts, where Sales and Marketing efforts will be focused.

Simplification - rather than trying to do everything or satisfy all demands, Koch argues that organizations should eliminate unnecessary complexity. To address this, Intellias Telecom team decided to narrow the service offerings and focus on the capabilities that supports team’s ability to win opportunities.

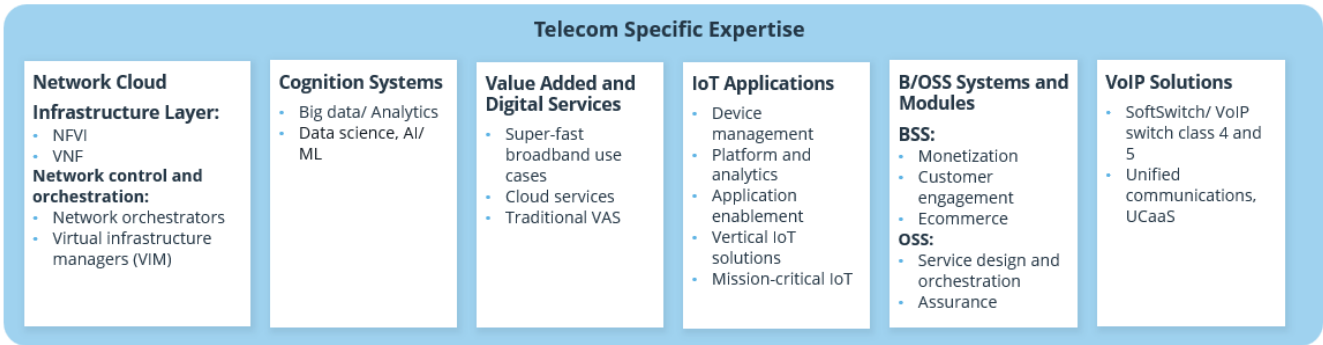


Figure 2 Intellias Telecom and Generic Service offerings (2020-2022)

Reducing number of Telecom-specific service offerings, didn’t exclude opportunistic processing of leads outside their areas. Instead, more focused service offering aimed at areas where Intellias Telecom expertise can be used as a market distinguisher. Figure 3 displays focused offerings from 2023 to 2024.



Figure 3 Intellias Focused Telecom and Generic Service offerings (2023-2024)

Power of Leverage - small amount of effort in the right areas can yield outsized results. Being part of bigger organization, Intellias Telecom team can able to leverage on Intellias Centers of Excellence for a wider range of technological practices. In this way, Telecom focused Service offering can be refined

and more mature, while generic Service Offerings can be covered by Intellias Technology Office (TO) and Centres Of Excellence (COE).



Figure 4 Intellias Generic Service offerings (Centers of Excellence) 2024

2.2 ABM as B2B sales practice

Account-Based Marketing (sometimes referred to as Account-Based Selling) approach is described in numerous books in recent years. For example, “*Marketing Management*” (Kotler, P., Keller, K.L. and Chernev, A., 2021) covers the entire marketing process—from market research and segmentation to developing marketing strategies, executing campaigns, and managing customer relationships. Book defines marketing not as just selling products or services but as a strategic business function that is integral to the success of any organization. Authors advocate Customer-Centered Marketing, which should prioritize customer needs and wants, conducting research and segmentation to better understand and target specific groups.

Practical introduction to ABM concept as the solution to the outdated practices of traditional B2B sales and marketing strategies is provided in “*ABM is B2B: Why B2B Marketing and Sales is Broken and How to Fix It*” (Vajre, 2019). Author advocates focusing on key accounts, aligning sales and marketing, and leveraging technology to personalize sales outreach. The book describes which technologies and data to use in different business models, as well as how to measure success of ABM practices vs traditional inbound lead-generation.

Both books are instrumental to addressing problems Intellias Telecom team has previously identified in Y2022 and Y2023 retrospectives. Specifically, misalignment of Sales and Marketing and Overemphasis on MQL generation, which can be seen in Table 2 Number of Leads and conversion metrics from 2021 to 2023 (Column MQL). Focus on generating a high volume of leads, many of which are unqualified or irrelevant and, consequently, do not lead to conversion in won business – resulting in wasted resources and inefficiency.

2.2.1 Alignment of Sales, Marketing and Presales

While ABM philosophy outlines importance of alignment between Sales and Marketing, Intellias Telecom segment relies on three functions to successfully convert leads to a won business. The third function is Presales, which is represented by a group of technical experts either from Telecom segment or wider Intellias pool of COE experts. To ensure successful ABM philosophy adoption, series of workshops and strategical alignment sessions were conducted in January 2023 with all three functions. Retrospective data and analytics from Y2023, lessons learned from both won and lost opportunities were collected and systemized.

As seen on the Figure 5 below, significant amount of efforts were made outside of Intellias Telecom capabilities (outlined by red rectangle).

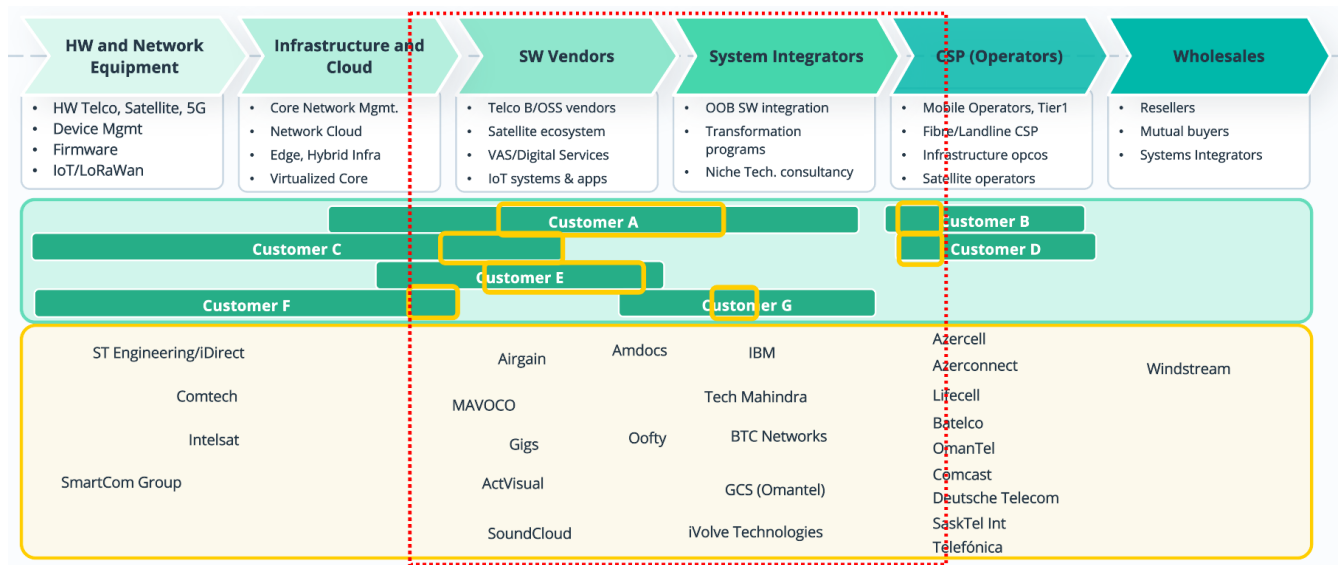


Figure 5 Intellias Telecom team efforts focus in 2023

Which explains low conversion rates in Table 2 Number of Leads and conversion metrics from 2021 to 2023 and declining number of Revenue Won in 2023 from Table 3 Won and Lost Revenue volumes in Telecom Segment from 2022 to 2023.

In-depth retrospectives were conducted by each function separately and joint team session was organized to summarize the most effective aspects of Y2023 pipeline processing (“What Went Well”) and issues or impediments that blocked team’s efforts (“Stop Doing”).

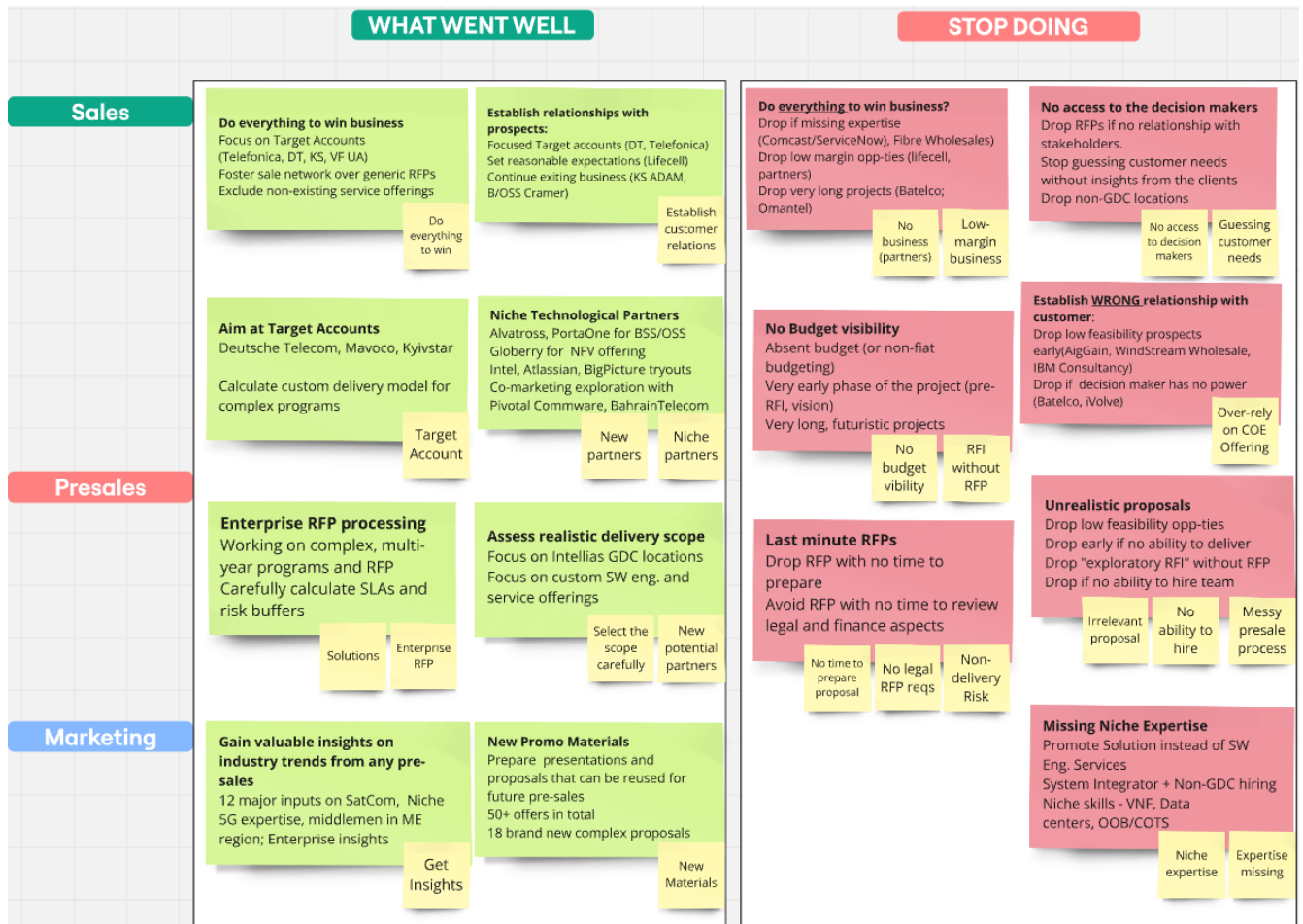


Figure 6 Telecom team retrospective 2024 (Sales-Marketing-Presales)

2.2.2 ABM implementation steps

From practical perspective, ABM implementation is focused on the following aspects - TEAM Framework (An acronym for Target, Engage, Activate, and Measure), Building and Refining Ideal Customer Profiles and Technology and Data processing.

2.2.2.1 TEAM Framework

As step-by-step guide for executing ABM approach, TEAM framework consists of the following elements.

Target – Identifying the Right Accounts. Intellias Telecom team focused on the selection of Target Accounts (TA) for each Sales Executive. Accounts were selected based on active sales network and grouped by three categories – Small-Medium Business, Midsize Enterprise and Tier-1 accounts. Company size, type, expertise in Telecom market, Maturity of company’s software engineering organization, previous experience with outsourcing and strategic importance to Intellias were considered (See Appendix 2. Telecom Service Offerings

BSS Development

- Billing systems
- Digital Self Care + B2B portal for self-service and NaaS
- Marketplace and Point of Sales (PoS) Development
- TMF API Integration Capabilities

OSS Development

- Network Planning Software development
- Network Optimization (Capex Planning)
- MVNO platforms development
- Core Network Cloudification for 5G

Telecom Digital Solutions

- VoIP platforms
- Messaging system solutions
- MVNO platforms development

Cloud Engineering & DevOps

- Public Cloud Expertise
- DevOps & SRE
- DevOps Adoption
- Cloud & Platform Adoption

Geospatial Telecom Solutions

- Intellias Telecom GIS Service Overview .pptx
- 5G Network Planning solutions
- Fiber Providers offering

Data Analytics and BI Expertise

- Data Expertise & Data Strategy (Design and Implementation)
- DWH and BI Offering
- Network Data Analytics Function (NWDAF)

- AI/ML Expertise
Appendix 3. Target Market Criteria for details).

Engage - Personalized Outreach to Decision-Makers. Per each Target account, Intellias Telecom team has mapped the buying committee (list of decision makers and their roles, pain points, preferred communication channels), developed a tailored content (personalized messaging, multi-channel campaigns), and planned the right time to engage (analytics and insights on buyer’s behavior and buying cycles, how and where to deliver content via digital channels or in-person meetings). See Appendix 4. ABM Outreach plan for more information on activities planned.

Activate – Aligning Teams for Seamless Execution. This step is where the alignment makes ABM magic happen. It starts with Sales and Marketing identifying jointly how and when to engage with customer - warm-up campaigns, targeted promo of specific technology or accelerator among key stakeholders, meeting and participating in the same industry events, scheduling personal meetings, etc.

Next step is to coordinate Sales and Presales teams to plan live demo sessions, workshops, develop Proof of Concept (POC), execute Request For Proposal (RFI). It is important to plan technical Presales capacity at this point and ensure full focus and flexibility to address customer needs – it might happen, that previous analysis and insights are not as complete, as actual input from customer stakeholders.



Figure 7 Example of Target Accounts alignment

Measure – Evaluating Success and Optimizing Campaigns. In addition to standard Sales and Marketing metrics, Intellias Telecom team decided to track and measure ABM-specific metrics. To ensure that our technological offering is relevant and sound for TA stakeholders and industry-defined jargon, Intellias Sales team was tasked with providing key trend and observations from the industrial events and expos.



Figure 8 Example of trends observation done by Telecom Sales team

These inputs are factored in Marketing materials and outreach campaigns (tailored messages, highlights on market trends, relevance of Intellias service offerings). Additionally, Marketing team was tasked with measuring views and audience of Intellias Telecom content – to validate whether and how selected audience (TA) are reacting to outreach efforts.



Figure 9 Example of Marketing performance and planning adjustments (Q1-Q2 2024)

Technical Presales team was tasked with narrowing the Service offering and focusing on available skills and capabilities matrix, as can be seen in Figure 3 Intellias Focused Telecom and Generic Service offerings (2023-2024). Measured metric was selected the number of processed presales proposals and the ration of won to overall opportunities.

2.2.2.2 Refining Ideal Customer Profiles

While Building Ideal Customer Profiles is a part of TEAM framework steps (Target), ABM approach advocates importance of refining ICPs (Tequia Burt, 2022) based on gathered insights and additional information provided by stakeholders responses and reactions to Sales and Marketing efforts. highest likelihood of success. Therefore, Intellias Telecom team decided to add regular ICP refining process and part of TA processing. Initial account analysis and stakeholders identification are regularly expanded with new observations and insights from communication channels. Sample of such detailed analysis of Target Account can be found in Appendix 5. Sample Target Account Analysis.

2.2.2.3 Technology and Data in ABM

Successful implementation of ABM approach depends on technology and data processing (Burgess, 2021). In a modern Sales and Marketing process this means relying CRM systems and analytics platforms which enable precise targeting and measurement of campaigns. Intellias Telecom team decided to continue using corporate systems – CRM Pipedrive for leads and opportunities tracking, Microsoft PowerBI for analytics and campaign statistics processing, Apollo platform for ABM outreach and prospecting campaigns, LinkedIn Sales Navigator (Hubspot, 2024) for selecting target accounts and gathering valuable insights. Overview of these tools is provided in Appendix 6. Marketing digital tools overview.

2.3 SPEAR approach in ABM implementation

SPEAR framework is defined in “Selling: The Ultimate Account-Based Sales Guide for the Modern Digital Sales Professional” (Shanks J. , 2019). Author refines ABM approach even further with practical steps along the TEAM framework. Intellias is Software Engineering Services company, thus applicability of SPEAR approach is especially valuable, as author focuses on practical implementation of ABM in Services Industries. Following concepts were incorporate from the SPEAR framework: Sphere of Influence and Sales Plays.

Sphere of Influence concept adoption happened in two steps. During TA selection, Sales and Marketing teams were taking into consideration social distance from particular account and its executives to ensure higher response rate and higher MQLs to SQLs conversion. Second steps was to identify leverages like Advisory Boards members or industrial associations membership, that could get Sales team closer to target accounts stakeholders. To measure impact of this approach, Sales team has split – one part was using Sphere of Influence as criteria during TA selection, another focused on agreed qualification criteria.

Sales Plays in definition of SPEAR framework represent practical steps that Sales team can leverage on in working with Target Account. They also provide an indication on when to stop working on the specific TA and select another, more responsive one or with higher propensity to buy. Once all sales plays are executed and there’s no traction with TA, Sales team selects another account to work on. Sales Plays (SP1) that Intellias Telecom team has adopted are:

SP1 – Referrals, which leverages Sphere of influence and active connections

SP2 – Stacking vs. Best Players focuses on building a team of advocates rather than focusing solely on one champion within customer’s organization

SP3 – Educate on Market Trends enables roles of the trusted advisor, leveraging industry expertise, trends and observations to gain credibility with customer’s stakeholders

SP4 – Show the Emerald City paints a vision of success in an actionable roadmap style

SP5 – Empower Your Champions focuses on how to help your stakeholders grow within or outside of TA organization.

Sales Plays adoption in case of Intellias Telecom team was executed in form of combining typical Marketing outreach steps with pre-tailored Case Studies and demonstrations to showcase Intellias expertise with the information relevant to a specific stakeholder. Appendix 7. ABM Outreach Sales Plays Mapping illustrates how Intellias Telecom Marketing and Sales team are building coherent story-telling to address stakeholder’s pain points and answer possible concerns.

CHAPTER 3. RESULTS AND OBSERVATIONS

3.1 Results

First steps of ABM approach implementation were done during my Internship in 2023 and final preparation and alignment were completed during January and February of 2024. Series of workshops, strategical alignment sessions and status meetings were conducted with Sales, Marketing and Presales teams to form Target Accounts per different Sales Executive, Marketing content and campaigns plans, Presales group capability mapping and capacity planning.

Effect of implementation ABM approach is clearly indicating positive dynamics across the number of metrics, so let's review results of testing these that were outlined in 1.6 Consultancy Theses.

3.1.1 Results of ABM framework introduction

With adoption of ABM approach Intellias Telecom team witnessed performance improvements in MQL conversion per majority of channels – Inbound email and Website form, Events pre-scheduled leads, Sales network outreach campaigns, Customer Alumni referral. Some of the channels became irrelevant from MQL generation perspective – Post-event outreach is replaced with direct Sales team communications with TA instead of wide-spread outreach email campaigns. Partners and rainmakers channel was also removed from Marketing flows and handed over to Sales to build additional ties to target accounts and translated into visible improvements in Account Development channel.

Table 4 Marketing channels performance comparison 2023 versus H1 2024

Marketing Channel	2023			2024 (Q1-Q2)		
	MQL	SQL	MQL/SQL	MQL	SQL	MQL/SQL
Inbound email	10	1	10%	3	2	67%
Website form	23	2	9%	16	6	38%
Event (pre-scheduled meeting)	20	11	55%	10	5	50%
Event (ad hoc meeting)	35	10	29%	8	2	25%
Post-event outreach	13	5	38%	1	-	-
Partner/Rain makers	3	2	67%	1	-	-
Phone/cold calls	10	1	10%	1	-	-
Sales network & outreach	19	4	21%	20	8	40%
Account Development	10	7	70%	9	7	78%
Customer alumni	0	0	-	1	1	100%
Employee reference	1	1	100%	1	1	100%
Total	144	44		71	32	

Overall number of MQL in 2024 is lower than previous periods and coupled with better conversion rates from MQL to SQL that is the major improvement as it allows Sales and Presales team to focus their attention on winning business rather than spread thin across greater number of accounts without good traction.

Table 5 Number of Leads from 2021 to 2024

Year	MQL	SQL	QOL	Proposal	WON
2021	67	21	13	7	4
2022	125	59	39	26	12
2023	144	60	26	15	5
2024	92	45	32	17	16

More focused marketing efforts resulted in improved MQL to other stages conversion rates. As seen in the Table 6 Conversion of MQLs to other stages from 2021 to 2024, MQL to WON has significantly increased from year 2023 and MQL to other stages improved across the board.

Table 6 Conversion of MQLs to other stages from 2021 to 2024

Year	MQL to SQL	MQL to QOL	MQL to Proposal	MQL to WON
2021	31.3%	19.4%	10.4%	6.0%
2022	47.2%	31.2%	20.8%	9.6%
2023	41.7%	18.1%	10.4%	3.5%
2024	48.9%	34.8%	18.5%	17.4%

3.1.2 Impact of focused Service Offerings on Marketing performance

As described in Chapter 2 and Appendix 2. Telecom Service Offerings, Intellias Telecom team narrowed the Service Offerings in order to focus on more technical content generation for selected Service Offerings and tailor these efforts to selected Target Accounts.

Table 7 Marketing content performance 2022-2024

Content Type Metrics	2022	2023	2024
Case Studies CTR	17%	10%	35.80%
Case Studies New Users	19%	15%	23.70%
Landing Pages CTR	35%	50%	177%
Landing Pages New Users	12%	10%	4%
Blog Posts CTR	14%	15%	21.90%
Blog Posts New Users	30%	35%	22.90%

Important improvements can be noticed in Case Studies metrics – both CTR and New Users have increased, reflecting positive traction with targeted approach. Sales and Marketing team are actively using Case Studies in Sales Plays and therefore this increase corresponds to a greater target audience involvement. Landing Pages statistics is interesting – while New Users metric has not increased greatly, Click-Through Rates has jumped to a 177% which can be explained that our target audience haven't changed much – we're aiming the same corporate users and, most likely, they're accessing our resources from the same corporate VPN or network. However, Landing Pages CTR shows that the very same users spend more time and attention reading our materials and following the links. Similar dynamics is with Blog posts, where new users metric has decreased, but CTR is improved.

3.1.3 Effect of Sales Plays introduction

Introduction of Sales Plays to be executed by Sales team against Target Accounts had two different goals. First to help with SQL to QOP qualification and more efficient engagement of Presales team in cases, when specific Sales Play leads to QOP. SQL to WON metric displayed positive dynamics during Y2024 as can be observed in the following table.

Table 8 Leads Conversion Rates from 2021 to 2024

Year	MQL to WON	SQL to WON	QOL to WON	Proposal to WON
2021	6.0%	19.0%	30.8%	57.1%
2022	9.6%	20.3%	30.8%	46.2%
2023	3.5%	8.3%	19.2%	33.3%
2024	17.4%	35.6%	50.0%	94.1%

Additional important metric is QOP to WON business ratio. As can be seen in the table above, this metric also displayed positive dynamics, meaning that joint Telecom team effort was more effectively addressing customer needs and, as result, related metric of Proposal to WON is significantly increased to 94.1%. SQL to WON and MQL to WON has improved as well, meaning that team alignment is consistent across all the Target Account journey – from the first Marketing outreach, to Sales handover and Presales technical proposal preparation.

Table 9 Won and Lost Revenue volumes in Telecom Segment from 2022 to 2024

	Lost	Won	Won/Lost ratio
2022	\$ 3,685,000	\$ 1,826,000	50%
2023	\$ 3,109,000	\$ 1,677,000	54%
2024	\$ 5,028,000	\$ 6,364,000	126%

As can be seen from Table 9, annual Won and Lost Revenue volumes performance demonstrates the most significant improvement. Focused approach to targeted accounts increased both overall leads'

revenue volumes, but focusing efforts of sales, marketing and technical presales team increased Won/Lost ratio to 126%.

3.2 ABM process implementation observations

During Target account selection, Intellias Telecom team agreed to conduct additional experiment – part of Sales team was using SPEAR framework’s concept of Sphere of Influence, while another part was selecting TA based on target market criteria alone. As can be seen from the statistics below, latter approach wasn’t very successful in terms of converting focused accounts into qualified opportunities. While it helped to filter out accounts for next period, it proved the importance of selecting reachable accounts and working on increasing connections with stakeholders. Table below shows the aggregated data and it is clearly visible that Sales Executive 1, who was selecting TA without Sphere of Influence criteria has higher number of disqualified target accounts at the end of the year. At the same time Sales Executive 2 and Sales Executive 3 were both using Sphere of Influence during TA selection and have comparable results that have higher “TA traction good” status at the end of the period. Moreover, as can be seen in Appendix 8. Sales Executives Target Account Selling status, status for these Sales Executives is more detailed, customer-specific and informed.

Table 10 Target Accounts traction status per Sales Executive (2024)

	Sales Executive 1	Sales Executive 2	Sales Executive 3
TA traction good	2	6	8
TA in progress	2	3	1
TA disqualified	7	2	2

Indirect, but still important, metric is number of executed presales by Presale team. This was expected outcome of narrowed Service offerings and introduction of Sales Plays – as instead of chasing wider number of loosely related opportunities, Sales and Presales teams were focused on continuous and joint efforts in TA direction, resulting in the improved leads conversion statistics above.

Table 11 Presales technical proposals executed 2022-2024

Presales executed	2022	2023	2024
Tailored Pitch Decks	20	15	20
Enterprise RFP	20	19	6
Solution Proposal	6	8	10
Total	46	42	36

What can be observed from the table above is that Telecom Presales drastically reduced number of Enterprise RFP processing and increased in both Tailored Pitch Decks and Solution Proposal categories. Unsolicited RFPs often are highly competitive auctions with multiple vendors betting to win

the deal and at the same time require way more presales efforts investment in documentation, estimates and pricing preparation. With ABM approach Intellias Telecom team switched to participating only in RFPs where relationship with TA stakeholders are established. This allows early disqualification of irrelevant or low-chance opportunities and allows presales efforts to stay focused on TA-tailored solutions and materials.

Lastly, introduction of Sales Plays provided Intellias Telecom team with important insights and feedback from processed opportunities. No matter the results (won or lost), Presales team was able to aggregate repetitive niche demands from the customers. In our case this resulted in development of Telecom specific technical accelerators – demo-able software applications “Geospatial PoC – Drones for Network Augmentation” (Intellias, 2024) and “Telecom Geospatial Accelerator – Smart Capex” (Intellias, 2024). These accelerators are used by Sales and Marketing team during the outreach campaigns and as live demonstrations of Intellias Telecom capabilities.

3.3 Recommendations

Overall positive effect from switching to Account-Based Marketing came with some recommendations based on real-life implementation in a company's dealing with B2B sales in a service industry.

C-level buy-in – adoption of a different B2B sales frameworks could be easily stalled by a specifics of a corporate culture and existing processes as Heidi Taylor mentions in “B2B Marketing Strategy: Differentiate, Develop and Deliver Lasting Customer Engagement” (Taylor, 2017) . To avoid this, it important to communicate clearly and upfront to C-level on planned experiment and make sure it is adequately planned, budgeted and executed. In case of Intellias Telecom team, this change was presented way back in 2023 as part of initiative to improve Sales and Marketing efforts. That initiative then transformed into strategic roadmap for Y2024-Y2025 with practical steps and budgets allocated.

Focus on target accounts selection – as seen by experiment with Intellias Telecom Sales team, selecting TA based on the Sales Executive's wish list is not an optimal approach. And since it also influences effort of Marketing and Presales teams, it worth investing more time in preparing and using auxiliary concepts like Sphere of Influence (Shanks J. , 2019), advanced insights and prospects' analytics.

Exhaust ways to TA instead of exhausting your team chasing wider audience. One of the issues observed in B2B lead generation process was increased costs of Presales team involvement joint with lower lead conversion ratio. While this is explained by wider focus of Service offerings, it hides the fact that such wide approach to customer meant stretching too thin between higher number of leads and reaching to a limited number of stakeholders. Once presales process was over, team will immediately switch to another opportunity for a different customer only to face different set of problems. ABM approach of in-depth prospect analysis and introduction of Sales Plays allow to keep Sales and Presales team focused on winning business without switching context. This way of working allows more strict stop criteria on chasing specific customer. When all Sales Plays are exhausted and there's no visible path to winning the business – Sales can switch to another account, Marketing will warm up the contacts of a new prospect, Presales team will dive into new context.

Focus on quality in leads conversion instead of high number of leads. B2B lead generation process is based on an expectation of a big numbers game – the wider audience to conduct outreach, the higher chances are of occasional conversion. In a highly competitive services industries it is easy to fail on selecting the right messaging or missing the context of specific customer. Approach of ABM method is focused on limited number of target accounts and it leverages the more in-depth network of contacts per customer. Instead of wider outreach, it focuses on deeper leads penetration and allows building more tailored Sales Plays and marketing collaterals.

3.4 Conclusion

The introduction of the Account-Based Marketing (ABM) approach within Intellias Telecom segment has demonstrated significant improvements across multiple performance metrics. The implementation process involved a series of workshops and strategy alignment sessions between Sales, Marketing, and Presales teams. The result was a more collaborative effort focused on a specific target accounts with tailored service offerings.

The performance comparison between 2022-2023 and the 2024 shows clear benefits of the ABM approach. While the total number of MQLs decreased, the quality and conversion rates of target account leads significantly improved. The focus on direct engagement rather than broad outreach campaigns has optimized the presales efforts, allowing Sales and Presales teams to concentrate on high-potential opportunities rather than spreading resources thin.

Additionally, the narrowing of service offerings and the introduction of technical content tailored to target accounts led to better engagement with prospects. Marketing materials saw notable improvements in CTR metric, reflecting a deeper engagement from existing users.

The introduction of Sales Plays further boosted performance metrics by providing structured engagement tactics for target accounts. SQL to QOP conversions and Revenue performance highlight the success of the ABM implementation. The annual Won/Lost revenue ratio shifted dramatically from 54% in 2023 to 126% in 2024, indicating that the team secured more business by focusing on high-quality opportunities and improving customer engagement.

Presales efforts were also optimized through the ABM approach. The number of unsolicited Enterprise RFPs processed by the Presales team decreased, while tailored pitches and solution proposals increased. This shift allowed the team to focus on opportunities where established relationships with stakeholders improved the chances of success.

Finally, the introduction of Sales Plays and feedback loops from processed opportunities enabled the development of technical accelerators, such as the "Geospatial PoC – Drones for Network Augmentation" and the "Telecom Geospatial Accelerator – Smart Capex." These accelerators have become valuable assets for Sales and Marketing teams, enhancing outreach campaigns and showcasing Intellias Telecom's capabilities through live demonstrations.

In conclusion, the implementation of the ABM approach at Intellias Telecom has significantly improved marketing and sales efficiency by focusing on high-quality leads, optimizing Presales efforts, and enhancing engagement through tailored content and solutions. This strategic shift has not only increased conversion rates across all stages of the sales funnel but also improved revenue performance and provided long-term insights for continuous improvement.

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APPENDICES

Appendix 1. Competitors Overview

Size (FTE)	Company	SMB, Startups/Scaleups <i>(estimated %, clients)</i>	Established Enterprises <i>(est. %, clients)</i>	Tier-1 <i>(est. %, clients)</i>	Services Summary
110	SYTOSS (Ukraine, Slovakia)	10% AI-driven		90% AI Telecom	platform development SW modernization
150	Mattelio (India)	80% (non-verifiable customers)		20% Siemens (non-telco app development)	web app development mobile app development
180	Kitrum (Ukraine)	50% PostMuse	50% Scribd, Bright Pattern		mobile app development web app development
200	Wonderment (USA, India, Ukraine)	100% (non-verifiable customers)			web app development
225	Scand (Poland)	80% (non-verifiable customers)		20% (non-verifiable customers)	mobile app development platform development
250	Arnia Software (Romania)	50% (non-verifiable customers)	40% 1&1 Versatel Germany	10% (non-verifiable customers)	web app development mobile app development
250	Velotio (India)	60% (non-verifiable customers)	40% Israeli media company		web app development mobile app development
300	Codiant (India)	100% (non-verifiable customers)			web app development mobile app development
300	Softjour (Ukraine)	100% SnappyTV, JellyTelly, ClipSync, YuduMedia			web app development mobile app development
400	Belit (Belarus)	40% TICKEN B.V, moblers, Fraunhofer FIT	40% IDT Corp, Parrot, NEDAP	20% own LMS system for Edutech	web app development platform development SW modernization
400	CHI Software (Ukraine)	10% USA, Ukraine - accelerators		90% USA - Crestron Electronics, Meetup	web app development mobile app development
650	Adastra (Canada, DACH)		10% SOCAN	90% Vodafone HQ, Rogers Comms, Telus	mobile development platform development 5G software Data Services
1000	TEAM International		20% USA - Lingo (Bullseye) UK - Vodafone UK	80% Denmark - Telenor USA - Cox Comms, Frontier Comms	web app development platform development

1400	Applause (USA, Poland)			100% Canada - Fox Broadcasting	SW testing services
1500	Sigma Software (Ukraine)	60% USA - DanAds, Zapp 360, COLLECTIVE, Sweden - MIKZ AB		40% USA - AoL, Unknown telco	web app development platform development Data Services
1800	N-IX	40% USA - gogo, ?x, ?y Germany - Vier, m3connect Estonia - Top Connect		60% UK - Lebara Canada - OpenText CIS - AzerCell	mobile development web app development platform development SW modernization Data Services
1800	Infopulse		20% Germany - Axel Springer/TBD Media	80% USA - BICS Ukraine - Vodafone UA	web app development platform development SW modernization Data Services
1700	Itransition Group	30% UK - startups in media, Version Two, EU - startups in media	30% USA - Aibuy Ireland - Agora Corp	30% 5CA, Gaming ISV, Life (Turkcell)	mobile development web app development platform development SW modernization Data Services SW testing services DevOps Services UI/UX Services
2800	Andersenlab (Poland, Belarus, Ukraine)	10% UK - Screach DACH - Cinemeye France - Grandery	10%	80% Germany - Mercedes-Benz (Media) USA - global TV channel Switzerland - VOD streaming	mobile development web app development platform development SW modernization
20000	GlobalLogic (Ukraine, India, USA)		10% USA - Vidyo	90% Sweden - Ericsson USA - Harmonic, Roku, VIAVI,	mobile development web app development platform development SW modernization
60000	EPAM (Ukraine, Belarus, USA)		10% Hyperion Solutions	90% Renesas Corp, BT, BEA Systems	mobile development web app development platform development SW modernization

Appendix 2. Telecom Service Offerings

BSS Development

- Billing systems
- Digital Self Care + B2B portal for self-service and NaaS
- Marketplace and Point of Sales (PoS) Development
- TMF API Integration Capabilities

OSS Development

- Network Planning Software development
- Network Optimization (Capex Planning)
- MVNO platforms development
- Core Network Cloudification for 5G

Telecom Digital Solutions

- VoIP platforms
- Messaging system solutions
- MVNO platforms development

Cloud Engineering & DevOps

- Public Cloud Expertise
- DevOps & SRE
- DevOps Adoption
- Cloud & Platform Adoption

Geospatial Telecom Solutions

- Intellias Telecom GIS Service Overview .pptx
- 5G Network Planning solutions
- Fiber Providers offering

Data Analytics and BI Expertise

- Data Expertise & Data Strategy (Design and Implementation)
- DWH and BI Offering
- Network Data Analytics Function (NWDAF)
- AI/ML Expertise

Appendix 3. Target Market Criteria

	Main Criteria	SMB, Startups and Scale-Ups (40%)	Established Enterprises (40%)	Tier-1 (20%)
1	Strategic market	USA, Western EU (DACH+Benelux), UK, Israel	from Prio 1 + Nordics, Middle East Global Enterprises (Sales Network + Nurturing based)	Global Enterprises (Procurement driven)
2	Company size	Small-Medium \$5M-\$50M 50..500	Medium-Large \$50M-\$1B 250..1000	Large >\$1B >1000
3	Company type	Product company: <ul style="list-style-type: none"> Startups/Scaleups (Product/SaaS), new MVNOs (tier-2+ - Lebara, Melon Mobile-alike), IHW (IoT/Edge, Smart city, 5G Antennas, Satellites) Non-telco or non-media businesses (Media, Fintech, Automotive, Healthcare ventures and investments) 	Established SW Vendor(SV), Hardware Vendor (IHW) Service providers (Tier2-1): CSP, Fiber, ISP, regional CSP	Tier1, Big Enterprises, System Integrators
4	Maturity on T&M market	Low	Low-Medium	High
5	Size/Maturity of SW Engineering organization (Buying Center)	None to Low 25..50 FTE	Low-Medium 50..250 FTE	Medium >100..1000 FTE (within org unit)
6	Limited/No experience with outsourcing/offshoring offices	Yes	Low number of vendors\1..2 offices in non-competing locations	Medium Number of vendors in Intellias Global locations (up to 3 in project delivery)
7	Ability to boost Intellias portfolio	Yes (as result of growth)	Maybe	Maybe
	Additional criteria	SMB, Startups and Scale-Ups	Established Enterprises	Tier-1
8	Empowered decision makers (BANT)	CEO, CTO, Head of Eng, CPO	Engineering Directors, VP, Product Mgmt	Procurement, Project Management
9	Intellias ability to deliver	Technology, Global locations, Domain Expertise	Yes (global locations or telecom niche offering)	Subcontracting, Partnership
10	Absence of direct competition	Exclusive cooperation	Small number of vendors (1..2)	Medium number of vendors

Appendix 4. ABM Outreach plan

ABM tactics (per Target account)	Activity/Content type	Recurrence	Comment
Realistic, 85% of Efforts allocation			
LinkedIn ads	Conversation ads	monthly	LinkedIn Offer in threads
	Message ads	monthly	Sponsored ads in threads
	Single image ad	quarterly	Single image banners
	Carousel ad	quarterly	Multiple banners/previews
	Video ad	quarterly	Video banner
	Event ad	per event	Webinars, offline events
	Document ad	quarterly	White papers, eBooks, case studies
Google ads - (YouTube, Gmail, Google search)	Display ads	monthly	Single image banners
	Video ads	monthly	Video banner
Media partnership promo	Banners	quarterly	Main website
	Newsletter inclusion	monthly	Weekly newsletter x 3
	Sponsored articles	quarterly	Evergreen content > Insights
Email marketing nurturing	General nurturing flow	monthly	HubSpot nurturing flows
	Salesforce 3-2-1 strategy	every 2-3 weeks	BOFU email outreach
	Newsletter inclusion	monthly	Intellias Telecom newsletter
Content syndication	Free	quarterly	Comms team engagement
Social media leveraging	Reacting: Anywhere prospect is active	weekly	We should be active there too (LinkedIn, Facebook, Twitter, YouTube) - liking, commenting on, and sharing prospects' posts
Omni-channel personalized outreaches (LinkedIn + email + phone calls)	sales + marketing collaterals	monthly	Sales, Marketing and Presales team involvement
Opportunistic, 15% of Efforts Allocation			
Direct mail	Sales Plays 1..5	quarterly	Depending on defined TA stakeholders
Influencer marketing	TBD	quarterly	Advisory Board members/Sphere of Influence
Sales Navigator contact list --> Omni-channel outreach + social media	Content Promo	weekly	based on TA stakeholder's activity
Facebook ads	Adapted Content Promo	monthly	based on TA stakeholder's activity
Twitter ads	Adapted Content Promo	monthly	based on TA stakeholder's activity

Appendix 5. Sample Target Account Analysis

Company Name: **FirstLight Fiber**; <https://www.firstlight.net>

LinkedIn: <https://www.linkedin.com/company/firstlight-fiber/>

Quick Facts:

- **Founded** in 1999 **Headquartered** in Albany, NY, USA (+3 US offices)
- **Size:** <500 employees **Revenue:** - \$18M

Company Profile:

FirstLight is a Fiber-based company with network and people all throughout the Northeast and Mid-Atlantic. They provide service to enterprise and carrier customers in six states using own high-capacity, low-latency Fiber optic network, data centres and full suite of managed security, cloud and IT services. More than 24,000-route-mile Fiber network currently connects nearly 10,000 locations in service with an additional 30,000 serviceable locations.

FirstLight has 14 data centres throughout the Northeast that are compliant with an array of certifications, including HIPAA, SOC II, SSAE 18 and PCI. FirstLight's clientele includes national cellular providers and wireline carriers and many leading enterprises, spanning high tech manufacturing and research, hospitals and healthcare, banking and financial, secondary education, colleges and universities, and local and state governments.

Recent News:

02.01.2024 [**FirstLight secures federal funding to enhance Maine's middle-mile Fiber reach**](#) -

FirstLight, a Fiber network service provider, has secured federal funding through the Maine Connectivity Authority and the Partnerships Enabling Middle Mile Program to extend its fiber network in rural areas of Western Maine, addressing large-scale regional broadband needs. The funding, sourced from the American Rescue Plan Capital Projects Funds, enables FirstLight to leverage middle-mile infrastructure and community partnerships to bridge the broadband gap, providing residents with essential connectivity for modern communication, telehealth, online education, and entertainment.

14.11.2023 - [**Bell Canada, in collaboration with FirstLight Fiber, has unveiled new 400G wavelength data routes**](#) facilitating triple redundancy between Secaucus, NJ, Toronto, and Montréal, enhancing network resilience and offering reliable Fiber-optic connectivity for voice, data, and video transport; the routes are set to be operational in Q1 2024, supporting the increasing demand for connectivity between Canada and the US and fortifying Bell's networks, with termination points in Equinix's data centre campus in Secaucus.

Open Positions:

- [Cloud and Network Infrastructure Team Lead – US Northeast](#)
- [Engineer, Managed Response-Buffalo/Rochester/Syracuse, NY](#)
- [Implementation Network Engineer- Rochester/Victor, NY](#)
- [Network Provisioning Engineer – US Northeast](#)
- [SolarWinds Engineer-Rochester/Victor, NY](#)

Technological Stack:

<p>Network Equipment:</p> <ul style="list-style-type: none"> • IP Routers • Ethernet Switches • Optical Network Terminals • M13/SONET Multiplexors • DSL Aggregators • T1 Aggregators <p>Managed Services:</p> <ul style="list-style-type: none"> • Linux-based network monitoring tools (CheckMK, OP5, nTop) • Grafana (for creating visualizations of monitoring data) 	<p>Networking Technologies:</p> <ul style="list-style-type: none"> • Cisco Meraki Routers and Switches • IP Routing • Telecommunications • Fiber Optic Networks • Juniper Networks Products • Internet Service Provider (ISP) • Dedicated Internet • Internet Protocol (IP) • Metro Ethernet • Carrier Ethernet • Wide Area Network (WAN)
<p>Security Technologies:</p> <ul style="list-style-type: none"> • Cisco Firepower • ASA Firewalls • McAfee Web Gateway • F5 Load Balancers <p>Data and Monitoring:</p> <ul style="list-style-type: none"> • DWDM (Dense Wavelength Division Multiplexing) • TDM (Time Division Multiplexing) • GPON (Gigabit Passive Optical Network) • Technical Documentation • Data Centre 	<p>Systems and Administration:</p> <ul style="list-style-type: none"> • Systems Engineering • Technical Documentation • Windows System Administration • Problem Solving • Storage • Storage Area Network (SAN) • Microsoft Products • VMware Infrastructure • VMware

Intellias Service Offering Applicability:

Audience: CIO, CPO, CRO, VP Network Operation, Sr. Director Network Operations

Relevant materials:

- Intellias Telecom GIS Service Overview
- Intellias Fibre Providers Offering
- Intellias Billing systems Expertise
- Intellias VOIP Service Offering

Appendix 6. Marketing digital tools overview

Clearout is an application that provides email list verification and cleansing services. It allows users to check the validity of email addresses and identify potentially invalid or spam addresses. Email list cleansing has several benefits. It helps keep your email lists up to date, improves the efficiency of your email campaigns, reduces the risk of being flagged as spam, and enhances message delivery to the correct recipients. Clearout can be used as a standalone application or an API for integration with other systems. It offers various checks, including address format validation, domain existence verification, mail server verification, and more.

Email Permutator+ is a tool that generates variations of email addresses based on a piece of input information. This application allows us to create almost all possible combinations of email address formats available. This can be useful, for example, when you don't know the email company format, or are unsure which one specific contact has, etc. When combining it with an email validator it can give you quick feedback about whether there is a format that's right or not.

Apollo is a marketing and sales platform that provides a comprehensive set of tools for lead generation, customer management, and sales improvement. Apollo allows for the integration of multiple applications, in our case, HubSpot and Clearout. It serves as a central repository for storing the leads we engage with. Typically, they are organized into lists that correspond to specific campaigns.

HubSpot is a marketing automation platform that provides advanced tools for executing and optimizing inbound marketing strategies. It integrates functionalities such as email marketing, SEO optimization, content management, and social media scheduling, all centralized within a scalable ecosystem. The platform's CRM integration and data-driven analytics enable precise lead segmentation, personalized campaign execution, and real-time performance tracking. With capabilities like workflow automation, A/B testing, and API support, HubSpot allows seamless cross-functional collaboration and enables measurable growth.

Pipedrive is a sales-focused CRM platform with marketing tools that streamline lead management and customer engagement. It offers features such as email marketing, lead tracking, and pipeline visualization, enabling businesses to automate repetitive tasks and focus on closing deals. With robust integrations, data-driven analytics, and customizable workflows, Pipedrive supports targeted marketing campaigns and improves conversion rates.

Appendix 7. ABM Outreach Sales Plays Mapping

Channel/cadence	Email 1 (Week 1-2)	LinkedIn 1 (Week 1-2)	Email 2 (Week 3-5)	LinkedIn 2 (Week 3-5)	Email 3 (Week 6-8)
Target personas	C and VP level	VP level, Engineering Director	Engineering Director Product managers	Product managers	Product managers
C and VP level Product managers Engineering Director	<p>Subject line: [COMPANY NAME]<> Intellias</p> <p>Hi {First_name }, I lead the Telecom Practice at Intellias, a mid-market digital engineering and software development firm with 3200 on-staff experts. Our Advisory Board member, [RAINMAKER], has mentioned your latest meeting at [SOCIAL EVENT] and topics that you've both discussed as relevant to get us introduced.</p> <p>We help telecom solution providers generate new revenue and cut costs through specialized and tailored outsourcing models. Along with onshore options, Intellias utilizes software factories in Eastern Europe, LATAM, and India, offering cost advantages and modern engineering expertise. I've got a few ideas on how we can help enhance telecom digital engineering activities in 2024. I'd like to introduce myself and arrange a call to align personally and professionally – can you suggest a time/date which suits you?</p>	<p>Hi {First_name }, I noticed you're the {{Title}} at [COMPANY NAME] and was suggested to contact you by reference from our partnered technology and business communities as we have some common interests. Let`s connect!</p> <p>P.S. Be sure to check out our accelerators in AI and GIS space - they might be addressing some of the roadmap features of your product line. [LINK1] and [LINK2]</p>	<p>Subject line: COMPANY NAME<> Intellias</p> <p>Hi {First_name }, I'm more than sure that leveraging available data and systems, building custom solutions to solve operational business needs, as well as digitalizing business processes and enhance customer experience is your key priority to ensure COMPANY NAME's business growth. One of our clients, for example, required to build a web tool that helps evaluate capital expenses during telecom network expansion to streamline operations and increase profits using location data. The Intellias team helped our client to enhance their product with real pain-points in mind. How about a 15-20 min call this week?</p>	<p>Thanks for connecting me, {{FirstName}}!</p> <p>I'd love to have a conversation with you about SW capabilities. I represent Intellias, a global digital solutions and technology company with focus on Telecom. We help companies to protect revenue and generate new revenue streams through specialized and tailored outsourcing models. We clearly distinguish between truly promising technologies and short-term fads to help you implement enhancements that will ensure real competitive advantage, longevity, and profitability of your product.</p> <p>Would you be available in the coming weeks for a 45-60 min workshop or live demo?</p>	<p>Subject line: COMPANY NAME<> Intellias</p> <p>Hi {First_name }, I'm contacting you on behalf of [INTERNAL CHAMPION], who has suggested that we discuss Smart Capex product that your team is building. He/she speaks highly of the progress your team is making and was really impressed by the features of Intellias Smart Capex accelerator[LINK1], which might boost your roadmap.</p> <p>I was hoping to discuss potential collaboration, since my company has a good footprint in the Telecom domain, specifically in the context of leveraging available data & systems, building custom solutions, and streamline workflows. How about a 15-20min chat this week?</p>
Sales Play	Sales Play 1 - Referrals (via Advisory Board member)	SP 2 - Stacking vs. Best Players (internal team of advocates)	SP 3 – Educate on Market Trends (+add customer testimonials)	SP 4 – Show the Emerald City (demo+workshop)	SP 5 – Empower Your Champions
Case Studies and Materials	<ul style="list-style-type: none"> • Intellias SW Engineering • Telecom Digital Transformation 	<ul style="list-style-type: none"> • B/OSS offering + CS • LINK1 - Smart Capex • LINK2 - AI demo 	<ul style="list-style-type: none"> • Telecom trends report • Customer Testimonials 	<ul style="list-style-type: none"> • GIS Smart Capex demo • Technical Workshop 	<ul style="list-style-type: none"> • LINK1 - GIS Smart Capex • GIS Smart Capex demo • Technical Workshop

Appendix 8. Sales Executives Target Account Selling status

Sales Executive 1	Status	TA traction
Digi Squared	Cybersecurity and DevOps assessments	Good
Testcrew	Two opportunities	Good
Gcore	Disqualified by Intellias - no business	No
PiA	Disqualified by Intellias - no business	No
Vorboss	Disqualified by Intellias – no contact	No
AlphaNetworks	Disqualified by Intellias – no contact	No
Galaxy Science	Disqualified by Intellias - no business	No
Vanilla Telecom	Outreach in progress	TBD
Telenor	Outreach in progress	TBD
Avaya	Disqualified by Intellias – no contact	No
Mobily	Disqualified by Intellias – no contact	No

Sales Executive 2	Status	TA traction
Cloudage	AI offering	Good
COS Systems	TM Forum/API integration	Good
Alianza	Restarting the cooperation	TBD
Sigma Technologies	Targeting Cloud and DevOps	Good
Breezeline	Engineering and Operations	Good
Consolidated Communications	Outreach in progress	TBD
C Spire	Disqualified by Intellias - no business	No
Monumental Sports	Exploring partnership	TBD
FirstLight Fiber	Cloud and managed services	Good
FiberLight	Fiber Infrastructure	Good
IHeart Radio	Disqualified by Intellias - no business	No

Sales Executive 3	Status	TA traction
Granite Telecom	UI/UX, Security, PMO, Cloud	Good
BearCom	IoT/ Digital twin/ GenAI	Good
Connectbase	GIS/Wholesale API	Good
CSGi	Targeting Cloud and DevOps	Good
Hansen CX	Engineering and Operations	Good
Mitel	Outreach in progress	TBD
Summit Broadband	Disqualified by Intellias - no business	No
Airspan	Disqualified by Intellias - no business	No
JMA Wireless	Cloud and managed services	Good
Comtech	Satellite modem re-platforming	Good
Windstream	OSS, Data Analytics, Portals	Good