

## IONA Achieves Fastest Most Profitable Growth in Five Years with Continued Operational Excellence and Product Leadership



Now we have real customer needs logically tied to our competencies and product strategies. We can make the right marketing investments with speed and confidence.”

— Larry Alston  
 vice president corporate strategy & product management

### Industry

Business software & services

### Geographies

Worldwide

### Challenges

- » One under-performing product line
- » Rapidly changing customer needs
- » Complex sales cycles
- » Low tolerance for unproven markets
- » Growing number of competitors — largest vendors to niche providers
- » Need to assess market objectively
- » Desire to make smart decisions fast

### Solution

- UpRight Marketing
- » Customer Development System
  - » Marketing Strategy
  - » Communications

### Results

- » tripled product sales within 6 months
- » most profitable year since 2000
- » total revenue growth of 17% over prior year

For more than a decade, IONA® Technologies (NASDAQ: IONA) has been a world leader in delivering high-performance software integration solutions for Global 2000 IT environments. IONA built the first generation of SOA using standards-based CORBA technology in the 1990s, and extended that heritage in 2003 delivering Artix™, its next generation enterprise service bus (ESB). Today IONA is continuing its commitment to standards with its Celtix™ family of open source SOA products and by leading several open source initiatives. IONA’s products and services enable customers to streamline and modernize their IT environments with guaranteed performance and ROI.

### Business Requirements

Over the last 5 years, like many established enterprise software companies, IONA has refocused its growth and product strategies by taking advantage of emerging technologies to address changing customer needs. By 2006, the company was consistently achieving favorable results overall, but the revenue from one product line was not growing as predicted. In keeping with the company’s commitment to customers, IONA wanted to understand the “why’s” and quickly make the decision to either invest in new marketing programs or discontinue development of the product line.

IONA executives had several theories and ideas about how to maximize product sales. Sales thought they should compete directly with niche providers. Product Development had a general list of features that might meet one or more target customer needs. Marketing had successful campaigns underway but was reluctant to allocate an additional budget item without a complete ROI model.

“We wanted to move quickly to meet customer needs while keeping on track with our consistently-improving results overall,” says Larry Alston, vice president corporate strategy and product management. “UpRight Marketing offered the right executive-level boost to our team — to objectively understand the market dynamics for this product along with our growth and profitability goals.”

UpRight recommended a two-phase program to assess the market and to:

- » determine low-risk, short-term improvements to sell more products
- » determine a profitable and sustainable product strategy for the long term

### Why UpRight Marketing

- » domain expertise in the category
- » consumer & enterprise IT sales
- » holistic approach to market analysis
- » focus on short & long-term results

### Comprehensive process

Distilled insights from:

- » internal executives & management
- » external customers, prospects, industry analysts & partners

### Long-term strategy

Addressed gaps & opportunities in:

- » the industry
- » customer segments
- » competitive landscape
- » the company

Wherever your direction to results is  
**up and to the right**  
— we deliver.

For more information, visit  
[www.uprightmarketing.com](http://www.uprightmarketing.com)

## Meeting the Challenge

IONA wanted to base decisions on actual market data and with analysis that factored in the general market trends, customer needs, IONA's position and profit goals, and the competitive landscape. UpRight Marketing's customer development method, followed by marketing strategy and communications services, provided the most effective solution to meet IONA's needs.

### UpRight Marketing Customer Development

UpRight was able to quickly identify the amount and type of data needed to make confident short-term recommendations within a two-month period.

UpRight designed interview questionnaires tailored to all constituents including internal sales, engineering, marketing, business development, and services; and external customers, prospects, and partners. One-on-one interviews were conducted, and the results transcribed and organized into detailed reports. The reports were used in subsequent analysis and presented so that IONA executives could see the context for all feedback.

UpRight's analysis revealed:

- » critical market needs and IONA's ability to provide desired solution
- » supporting evidence for how to improve its sales and communications processes
- » further validation for IONA's existing marketing investments
- » a new product strategy that would compete more effectively with niche providers

### Marketing Strategy and Communications

Using the results of the customer development process, UpRight developed a long-term marketing and communications strategy within the following two months.

The final strategy included:

- » a sales process aligned with the way that customers actually buy
- » programs that leverage IONA's existing investments to continue profitable growth
- » stronger brand messaging in sales and marketing communications
- » ways to differentiate IONA's product solutions using proven evidence

## The UpSide

Implementing UpRight Marketing recommendations, IONA achieved results that exceeded expectations.

Within six months of project completion, IONA sold more than three times the previous volume of its under-performing product. Within nine months, the company recorded its most profitable year since 2000, reporting a total revenue-growth of 17% over its previous year.

"By capturing what customers value most and tying those insights to IONA's proven solutions, UpRight determined the optimum context for selling the product," says Alston. "By strengthening our brand equity for high-performance IT and guaranteed ROI, IONA can continue to sustain both product sales and overall profit goals."