Camwood
Success Story

From Channel Partner Dependence to Direct
Sales Control: Camwood's Marketing
Transformation Journey

Executive Summary

When economic headwinds force most businesses to retreat, true leaders see opportunity.

This is the story of how **Andrew Carr, Managing Director of Camwood**, transformed a **25-year-old technology services company** from partner-dependent to market-leading, achieving a complete reversal of their business model whilst elevating their brand to enterprise-grade status.

Working with growth marketing specialists Jam 7, Camwood didn't just weather the economic storm, they used it as a catalyst for unprecedented growth and market positioning.

The Ordinary World:
Trapped in the Channel Partner Paradigm

For three decades, Andrew Carr had navigated the technology channel landscape. Starting with an analyst business in Hull focused on intranets and Windows 95, he'd worked his way through various sales roles to become Managing Director of Camwood, a technology services company with 25 years of heritage.

But by 2023, Camwood found itself in a familiar yet increasingly uncomfortable position. Like many established tech services firms, they'd built their business model around channel partnerships, with 70% of revenue flowing through partners and only 30% coming directly from customers.

"We don't control the sales cycle," Andrew reflects. "We needed to own our own destiny."

The Three-Headed Challenge

1. Invisible in the Market

Despite 25 years of operation, Camwood struggled with market visibility. Their ICPs remained undefined, and their target audience unclear. *"You get lost in day-to-day work, so you kind of put that off,"* Andrew admits.

2. Brand Perception Plateau

The Camwood brand had undergone five or six iterations over 25 years, but branding had historically meant little more than logo changes. The company was perceived as SME-focused rather than enterprise-grade, limiting their ability to engage with larger, more lucrative clients.

3. Content Creation Bottleneck

With the emergence of OpenAI and ChatGPT, Andrew recognised the potential for AI to accelerate content creation and market engagement. However, they lacked the expertise to leverage these technologies effectively, leaving the company reactive rather than proactive.

JaM⁊

The Call to Adventure:
Strategic Inflection Point

The macroeconomic slowdown of 2023 created what many saw as insurmountable challenges, cost of living pressures, operational budget cuts, and widespread market uncertainty. But Andrew and his team at Camwood saw something different, opportunity.

"Everyone can sail a boat in calm waters," Andrew notes. "If everyone else is going to pull back on marketing, why don't we push the button a little bit and push ourselves in terms of budget?"

The strategic review revealed a stark reality: to scale Camwood, they needed to flip their business model. The goal was ambitious, transform from 70% partner / 30% direct to 70% direct / 30% partner revenue mix.

This transformation required more than tactical adjustments, it demanded a fundamental reimagining of how Camwood engaged with the market.

Meeting the Mentor
Jam 7's Structured Approach

Enter Jam 7, a growth-focused B2B marketing agency specialising in AI-driven marketing capabilities. What distinguished Jam 7 wasn't just their technical expertise, but their structured, framework-driven approach to transformation.

"The fact that there was a structure and a framework that we worked towards gave us an authentic framework which we could buy into," Andrew explains. *"It wasn't just a workshop where you ask a few questions and you go off on different tangents."*

Jason's background as a Chief Product Officer brought product management discipline to marketing strategy, whilst Mitchell's creativity provided the vision for what was possible.

The Three Pillar Strategy

Pillar 1: ICP Definition and Market Focus

- Structured workshops helped Camwood define their ideal customer profiles with precision.

- Went beyond demographics to cover what prospects read, what they worry about, and how they make decisions.

Pillar 2: Brand Elevation

- Moved beyond logo updates, elevating Camwood's entire market presence to enterprise-grade status.

- Included messaging architecture, brand guidelines, and a full repositioning strategy.

Pillar 3: AI-Powered Content Acceleration

- Leveraged existing content assets such as statements of work, sales presentations, and customer documentation.

- Trained AI agents to create marketing content that resonated with defined ICPs while maintaining Camwood's authentic voice.

Crossing the Threshold:
Implementation and Early Challenges

The transformation wasn't without its challenges. As an early adopter of AI-driven marketing services, both Camwood and Jam 7 were navigating uncharted territory.

"I think we got sold AMP when AMP didn't exist, a little bit, and that's all part of the startup mentality," Andrew candidly reflects. "We felt like we were getting more of a traditional marketing agency that was using AI for content production, but not really any benefit of AI per se."

Transparency as the Foundation

Rather than allowing these early challenges to derail the relationship, both parties chose radical transparency.

"Because we've spent time investing in the relationship both ways, I think we've managed to have those very early conversations with each other and get back on track," Andrew notes.

This transparency became a cornerstone of the engagement, ensuring alignment between expectations and delivery whilst fostering mutual learning and adaptation.

Tests, Allies, and Enemies:
The Implementation Journey

The Learning Curve

The early months required both parties to adapt and learn. Camwood needed to understand how to curate the 30% of work that complemented Jam 7's 70% output, whilst Jam 7 refined their processes based on real-world client feedback.

"It took us a bit of time to learn how you were doing what you were doing for us," Andrew explains.

This learning process, whilst initially challenging, ultimately strengthened the partnership and improved outcomes.

The Systematic Approach

The implementation followed a structured methodology:

1. Content Asset Audit: Cataloguing existing sales materials, case studies, and customer documentation.

2. AI Training: Using Camwood's authentic content to train AI agents for consistent voice and messaging.

3. SEO Foundation: Addressing years of SEO neglect to improve organic visibility.

4. Brand Implementation: Rolling out new messaging and visual identity across all touchpoints.

5. Content Production: Scaling content creation using AI-enhanced processes.

The Reward:
Transformation Achieved

Business Model Flip

After 15 months of sustained effort, the ambitious goal was achieved. Camwood successfully transformed from 70% partner / 30% direct to 70% direct / 30% partner revenue mix, fundamentally changing how they controlled their sales pipeline and customer relationships. Jam 7's marketing activities directly influenced a pipeline worth approximately £2.77 million in potential revenue, providing clear visibility into marketing-driven ROI.

Market Visibility Revolution

"The work that Jam 7 did started getting us noticed," Andrew reports. *"People were finding us, which they hadn't been previously."*

The structured SEO approach and content strategy drove significant organic growth, improving average keyword positions by 7.9 spots and expanding Camwood's organic keyword footprint by 17%. Targeted content optimisation drove substantial ranking improvements on strategic topics like "AVD Migration" (position 17 → 12) and "Intune Migration" (position 100+ → 10). As a result of enhanced visibility, homepage conversion rates alone increased by 152%, clearly demonstrating that improved discoverability translated into meaningful user engagement.

The Reward:
Transformation Achieved

Brand Perception Transformation

The brand elevation work created tangible market impact.

"People still comment on and love the brand, really love the way you're talking to the market," Andrew notes.

The timing aligned perfectly with Camwood's 25th anniversary, creating additional momentum.

Marketing Qualified Leads Growth

Website traffic and marketing qualified leads increased significantly, with prospects discovering Camwood primarily through organic search and strategic content rather than traditional partner referrals. Jam 7's focused campaigns delivered impressive results, notably driving an 1100% increase in qualified leads from Google Ads alone. Overall, Camwood received 277 new leads, with 233 of these advancing to Sales Qualified Leads (SQLs), clearly demonstrating the quality and relevance of the generated pipeline.

Industry Recognition
The transformation didn't go unnoticed by the industry.

"People are standing up and taking notice," Andrew observes, highlighting how the comprehensive brand and messaging work elevated Camwood's market position.

The Return:
Lessons for B2B Tech Leaders

Embrace Counterintuitive Timing

"If everyone else is going to pull back on marketing, why don't we push the button a little bit?"

Sometimes the best opportunities emerge when others are retreating.

Invest in Sustainable Marketing

"Everybody wants the silver bullet, right? And that silver bullet's never existed in business," Andrew reflects.

The lesson: sustainable, programmatic marketing outperforms sporadic campaigns every time.

The Return:
Lessons for B2B Tech Leaders

Think Beyond the Logo

Brand is more than visual identity, it's messaging architecture, market positioning, and customer perception. True brand transformation requires systematic approach across all touchpoints.

Relationship-First Partnerships

"You can't put a price on relationships when they work like that," *Andrew emphasises.*

The most successful transformations happen when vendors become true partners through transparency and mutual investment.

AI as Accelerator, Not Silver Bullet

AI enhances human creativity and strategy rather than replacing it. The most effective implementations combine AI efficiency with human insight and authentic brand voice.

The Road Ahead:
Camwood's Next Chapter

ALICE: The SaaS Evolution

Camwood is launching **ALICE (Application Lifecycle Intelligent Compliance Engine)**, productising their traditional services into a SaaS offering that promises faster onboarding and greater scalability.

AI Accelerator Services

A partnership with Pentaho around data quality, management, and governance positions Camwood at the forefront of helping organisations prepare for AI implementation.

Andrew's Recommendations for
B2B Tech Leaders

The relationship we built with Jam 7 pushed us to think differently about how we approached marketing. They took us from trying to be normal and best of breed to finding different ways of talking about what we do.

My advice to other B2B tech leaders: if you haven't thought about marketing differently, you should do so now. The window of opportunity for AI-enhanced marketing is here, and if you don't jump on it and go all in, you're going to miss that chance.

But remember, there's no silver bullet. Success comes from sustained investment, clear strategy, and partnerships built on transparency and mutual respect."

Conclusion:
The Hero's Transformation

Camwood's journey from channel dependence to direct market leadership demonstrates what's possible when strategic vision meets structured execution.

By embracing AI-driven marketing during economic uncertainty, they didn't just survive, they transformed their entire business model.

The partnership with Jam 7 proved that the right combination of strategic framework, creative thinking, and transparent relationships can deliver extraordinary results. Most importantly, it showed that in B2B technology services, the companies that invest in differentiation during downturns emerge as market leaders when conditions improve.

For Andrew Carr and Camwood, this wasn't just a marketing transformation, it was a complete reimagining of how a 25-year-old company could own its destiny in an AI-driven future.

Jam7.com ↗