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Confused about martech? I'm not surprised



Paul Snell
Deputy editor,
B2B Marketing

Confusion. That appears to be the watchword when you ask a B2B marketer to sum up the martech landscape.

If you've attended a marketing conference in the past two years, you'll undoubtedly have seen Scott Brinker's martech landscape 'supergraphic', which now resembles one of those 1990s Magic Eye pictures.

Too many platforms. Too many vendors. Too much choice – and that's before you work out how it all fits together.

Marketers are not technical experts, but sometimes the relationship between marketing and its in-house gurus – the IT department – is dysfunctional or non-existent. Fortunately, as I discovered in my piece on p16, it doesn't take much to turn round a malfunctioning partnership (and no, it doesn't involve turning it off and on again).

Asking the right questions when making a tech investment is vital, both internally and externally. Our piece on p10 takes you through the questions that need to be raised at each stage to get the right result.

These articles, and the other martech-related content in this issue, should whet your appetite for the sessions and speakers we've lined up for Get Stacked – The B2B Marketing Technology Conference, taking place in London on 21 March. It's just the place to clear up any lingering martech confusion.

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Getting your head around martech

Three senior marketers, who'll be presenting at Get Stacked – the B2B Marketing Technology Conference on 21 March, offer advice on navigating data analytics, the tech stack and marketing automation

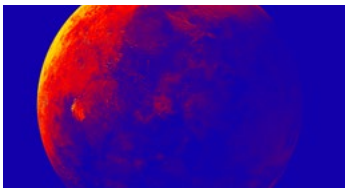
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Martech investment can be scary. Molly Raycraft outlines the questions you should ask yourself, and vendors, before parting with that cash

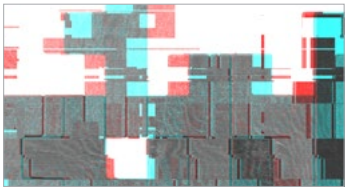
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Sustainable profits rely on sustainable and responsible trade. So why are so many B2B marketers ignoring CSR? Reports Rebecca Ley

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The world is changing faster than most can keep up, so how should marketing leaders adapt? Mary-Anne Baldwin looks at key trends discussed at the 2019 World Economic Forum and among marketing leaders

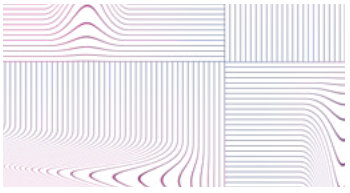
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Inside Adobe's $5 billion Marketo acquisition

Adobe's acquisition of Marketo is big business. Marketo CMO Sarah Kennedy tells Paul Snell what the acquisition means for the marketing team and customers

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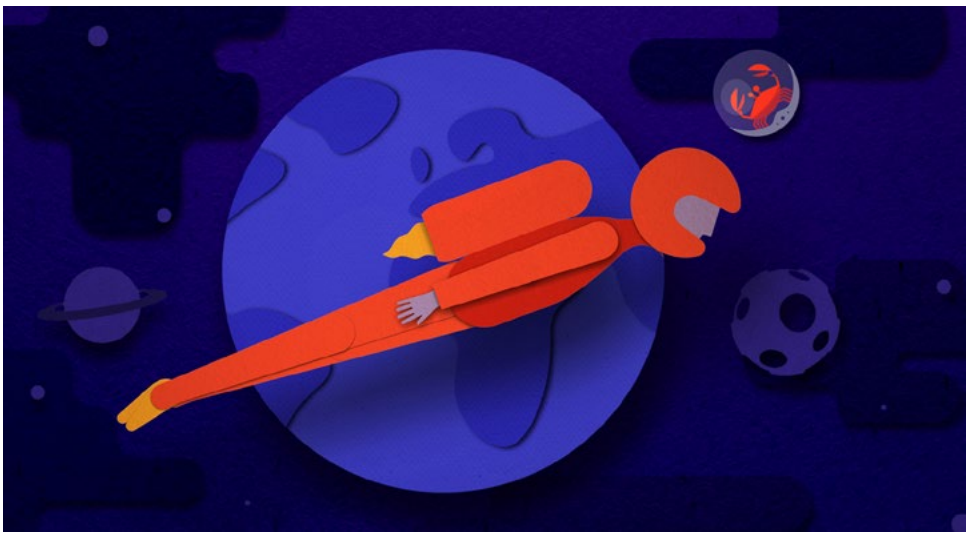


The marketing disruptors redefining the rules

It's increasingly difficult for marketers to stand out in a cluttered landscape. How do you meet that challenge? Three senior leaders tell Rebecca Ley how they laid down new rules for marketing

STAR CAMPAIGN

ICIS injects colour into petrochemical market information



The chemical market information provider has turned to paper cutouts to emotionally engage its audience and promote its new customer platform and mobile app

ICIS – a petrochemical market information provider – is a truly B2B company. But that didn't mean it shied away from taking on a more B2C aesthetic in an attempt to push the envelope. Its integrated campaign, launched in November last year, aimed to highlight the benefits of using ICIS while emotionally engaging its audience.

Laura Giffard, founder and client director at Perq Studio – the agency who developed the campaign with ICIS – said she was blown away by how forward-thinking ICIS was during the creative stages of the campaign.

For her, the challenge was to make the brand feel more relatable and human, while retaining the serious nature of the topic. "There has to be a serious undertone but you want to have some emotional engagement and that's achieved through providing something visually new. That's what is going to pique interest," she says.

Something new, something blue

While the campaign is certainly a departure for the company, it still needed to be recognisable as the ICIS brand, so Perq Studio's concept built upon the company's existing brand typeface and blue colour palette.

This was where the idea to use paper cutouts – something most of us can associate with our childhood – was born. This gave the campaign a minimalist, contemporary feel.

Yet as Laura points out, it's slightly ironic. "Their product is digital and we've

News round-up

OLIVER RETAINS FIRST PLACE

Oliver has retained its position as top UK B2B marketing agency.

The agency took first place in *The B2B Marketing UK Agencies Benchmarking Report 2019* league table, growing by 28% year-on-year. Ogilvy's B2B specialism was again in second place, with Bray Leino rising from fourth to third.

New entry MRM McCann took fourth place in the ranking, with Expandi Group dropping from third to fifth.

BRAND AWARENESS OVER ENGAGEMENT

Brand awareness metrics are the most popular KPIs for content marketing.

A survey by the World Media Group — an alliance of brands including *The Economist*, Reuters and *The New York Times* — revealed 26% use brand awareness to measure campaigns, followed by brand perception (25%), and lastly engagement (20%).

The research also found 78% of marketers expect content marketing to grow over the next 24 months.

SNOOP DOGG BECOMES SMOOOTH FOR KLARNA

Rapper Snoop Dogg has become face of payment provider Klarna's 'Get Smoooth' campaign.

Snoop has also become a shareholder in the company which he says is part of his wider European investment strategy.

The Klarna campaign features three TV ads aimed to reflect a friction-free experience for customers.



made the communications analogue, but also tactile and really human," she explains. "What we were trying to communicate is that while you're accessing a digital product, actually it's the market intelligence and expert insight of the people behind it that makes it so amazing."

Among the collateral created for the campaign, which includes events, email and social, the stand-out is the paper cutout animation (which you can view at bit.ly/2RlYhTw). This has been created to target both existing clients and new customers, to reinforce the feeling that ICIS is their best partner. "The purpose of the animation was to draw in people who may not have considered ICIS yet, and create something disruptive that they can engage with," Laura adds.

It's you, not me

The attempt to resonate with the customer on an emotional level also called for a slight change in focus. ICIS' brand strapline is 'Driven by data and powered by insight'. While the brand still wanted to get across the quality of their product in its campaign, they realised they needed to acknowledge the customer within this. This conclusion resulted in the campaign strapline: 'Powering your decisions'. "It's about putting the customer in charge so they can make their best decisions," explains Laura. "It's only a tweak on their current communications, but really makes a difference."

Such a simple strapline has also proven to have longevity and the campaign is planned to continue long-term to advance its current success.

"It's hard to lead a team through change, but it's even harder to resist change when it's a positive thing for your customers"

Turn to p42 to understand what it's like being the CMO on the receving end of a $5 billion acquisition

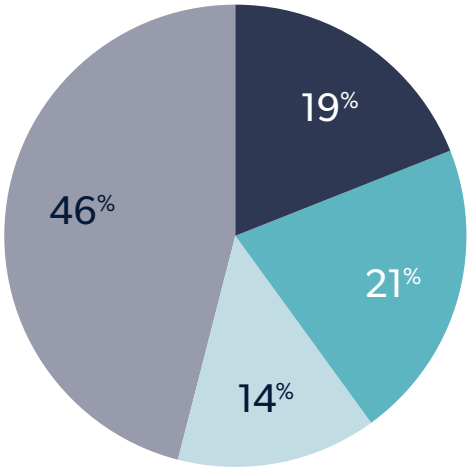


MOLLY MUSES...

#Polloftheday

How often do you check your emails outside working hours?

B2B writer and Twitter pollster quizzes the industry @molly_b2b



19%	Only in working hours
21%	On the commute
14%	All evening (weekdays)
46%	All the time (weekends)

For more advice on keeping on top of things, particularly in marketing operations, turn to Career Counsel with Simon Daniels on p41.

GETTING YOUR HEAD AROUND MARTECH

Three senior marketers, who'll be presenting at Get Stacked – the B2B Marketing Technology Conference on 21 March, offer advice on navigating data analytics, the tech stack and marketing automation



Don't let data hold you back

Heather Barnett

Companies often struggle to develop a workable approach to data analytics. Heather Barnett, head of marketing at The Marketing Practice has three steps to follow

We've all been sold the benefits of data analytics: real-time insights, a single view of the customer, personalised, relevant messaging that resonates with every recipient. But in reality, companies are too often held back by their data.

When I look at data analytics, there are three key steps involved to develop a workable approach:

1. **A solid foundation.** Our starting point is creating a clean database of a client's entire market. We might start with a full client database, or a partial customer list – it doesn't matter how clean the data is to begin with, as we augment it with third-party intelligence about the industry to fill in the gaps. We also have our own proprietary database which we can mix in too – this gives us confidence in the quality and accuracy of the data.
2. **Enriching the data.** Once we've got all the data, clean and in one place, we can start enriching it. This begins with basic information like the size and attributes of prospects, but also online behaviour and even intent data.
3. **Putting it into action.** With analytics, we're able to spot patterns and segment the market on more interesting criteria. You might discover young companies currently experiencing rapid growth and using a specific competitor technology stack are likely to be good targets – particularly if intent data shows they are currently in-market for your solution.

Feed that knowledge into your content and digital marketing, and imagine the timely, relevant communications that could be taken to those organisations.

We've deployed this kind of solution for several clients – and we'll be sharing details of our work with Basware at Get Stacked in London next month.



Seeing the martech wood for the trees

Jay Famico

Don't be bamboozled by the variety of martech vendors, breaking down your search will simplify the often overwhelming landscape, says Capstone Insights co-founder Jay Famico

With thousands of tools in stock, hardware stores like Home Depot overwhelm many homeowners. It's the same with martech. Every marketing strategy relies on or uses technology and there are almost 7,000 vendors to select from. It requires a different frame of reference to keep pace without being overwhelmed.

Don't think vendor, think category. It's impossible to know every martech vendor. At five per day, it would take four years to cover all 7,000. Having working knowledge of each category, where each fits, and how they relate or overlap is realistic. Focus on understanding the categories available to you before deep diving into individual vendors.

Every category isn't equally important. Concentrate on foundational martech categories. In B2B these building blocks are web content management, CRM, and marketing automation. Enterprises should centre their martech stacks around these and ensure tight integration. If you don't, I'd wager your conversion rates are lower and your cost-per-lead is higher than your peers.

Categories relate to specific stages. When evaluating martech, map vendors to the demand funnel stage(s) they impact. This helps clarify where the technology will drive impact and where it won't. Exclude fringe cases; placing vendors in every stage they could conceivably address means that every vendor you speak with will 'technically' fit every stage.

Categories impact customers or employees. Group vendors by the intended beneficiary to specify the group that will receive benefit: Customer-facing technology that directly engages customers and prospects. And employee-facing technology that's solely used by internal staff.

Doing your homework and researching vendors in this way can simplify the sometimes overwhelming reality of martech.



Set up right for automation success

Amy Grenham

You may want to fire up your marketing automation system and send your first email, says Amy Grenham, marketing manager at Desynit, but it pays to take a step back

What comes to mind when you think of marketing automation?

Messages going to the right people at just the right time? Prospects being nurtured automatically through each stage of the buying cycle?

It's all possible. But to get to this point there is another element you need to get your head around. Get it right at the beginning and you'll see better usage across your department, better results in relation to your objectives and more ROI from your licence fees.

A marketing automation system calls for a truly 'systems thinking' approach. This is largely about taxonomy: a chance to organise the important information and categorise like a true professional.

Remember when you implemented Salesforce and clearly thought through your business objectives, hierarchy of information, naming conventions and processes? This all applies to setting up Pardot (or equivalent) too. While it's possible to get it up and running and fire out your first email in a matter of days, you will miss a golden opportunity to set up the platform in a way that is going to really drive results and build upon more effectively.

The problem is how to set up a system, before you know the system? Here is your pre-implementation to do list:

- Set SMART objectives
- Plan your Pardot content journeys
- Set up your campaign structure and naming conventions
- Determine and document your naming conventions across all Pardot assets
- Devise your lead scoring rationale and methodology
- Build in GDPR compliance.

It's far from simple – each of these bullets is a story in itself (if you can't make it to my session at Get Stacked, you can read more at bit.ly/2slcrFG). But this is your starting point – you can thank yourself later.

WHAT TO ASK WHEN MAKING A MARTECH INVESTMENT



Investment in martech can be really scary. From selecting the right tech to ensuring your team know how to use it, **Molly Raycraft** outlines the questions you should ask yourself, and vendors, before parting with that cash

There's a wealth of martech out there – 6829 products (and probably more by the time you've read this), according to Scott Brinker's colossal supergraphic. So it's forgivable to feel daunted when looking to purchase a new platform.

The complex tech language and pricing models mean you need to do your research and go into any purchase with a bank of questions ready to ask. We asked some experts to help you with just that.

"If you haven't asked critical questions for investing then there's no case for investing," says Kieron McCann, director of marketing and strategy at Cognifide. Quite often companies will feel pressure to invest in tech because their competitors are. Kieron recommends first asking what strategic outcome you're trying to achieve.

"That requires going down quite a few levels," he says. "People say the reason for investing in tech is to grow revenue, but how? The answer to those questions will shape what capabilities you need as a business."

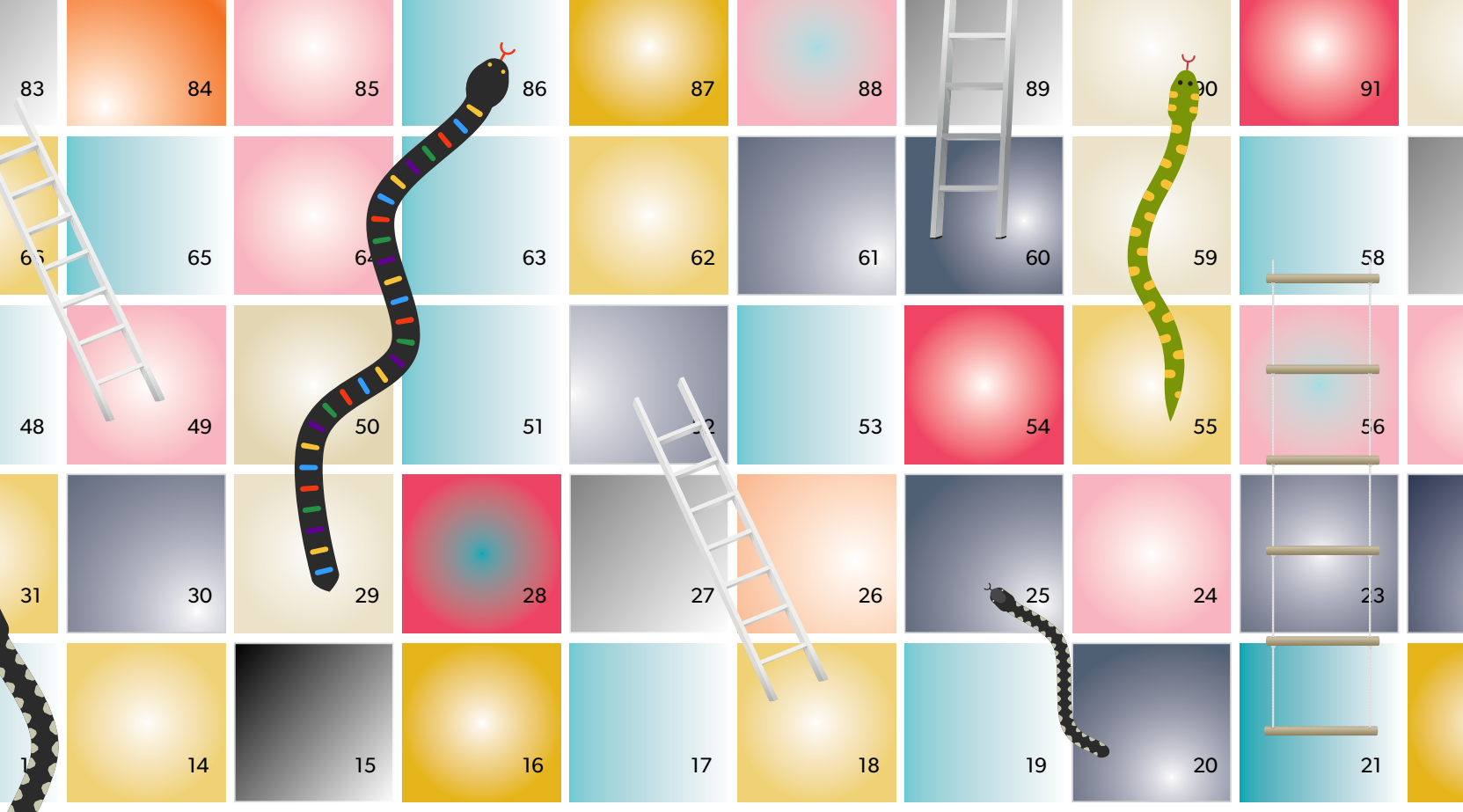
Dan Sands, chief strategy officer at Agent3, agrees. "The number one question people often miss is what problem they're trying to solve." He suggests building a criterion of exactly what you want. From there you can evaluate the tech against your criteria as you conduct your research.

Step 1: Assess the current landscape

Researching potential platforms to add to your stack should act as a prompt to consider what you already have. This should help prevent problems with integration after you've signed on the line.

- **What tech do we already have?** Do a light audit of the technology you already have available. This is particularly important if you're new to a management role and eager to make changes. Your existing technology may be able to do what you want to achieve by investing – your company just may not have leveraged it yet. If this is the case, congratulations, you've saved yourself some cash. It's also a good idea to know what technology you need your new investment to complement.

- **Why do you need to change?** If you're deciding to replace your existing tech, ask why your business outcomes can't



be achieved with your existing martech. "You need to be sure the problem lies with the tech and is not a symptom of something else, such as your skills, data, or method of usage," says Kieron.

- **Will your new martech platform fit with your existing tech?** It'll be a problem if you buy a product and lock yourself into a contract, only to learn that it doesn't fully integrate with the rest of your stack. Use the intel you accumulated from your audit to ensure compatibility with your potential investments. Often this is more complicated than it first looks so do your due diligence, including speaking with other peers and martech users. "You want to make sure you don't spend a whole load of [additional] money to make sure these things are integrated," says Kieron. "In some cases you may find specialist tech that does things your existing tech doesn't, in which case integrating them may pay dividends."

- **Will the tech suit your future needs?** Have an idea of what your tech needs are going to be in the future. These don't need to be set in stone but it will be helpful in choosing a technology that can adapt with your company – especially if you're looking to sign a long-term contract. "Understand what those needs are likely to be but without overstating them," says Dan. "Otherwise you're just going to buy the biggest, most expensive system and it may sit on the shelf."

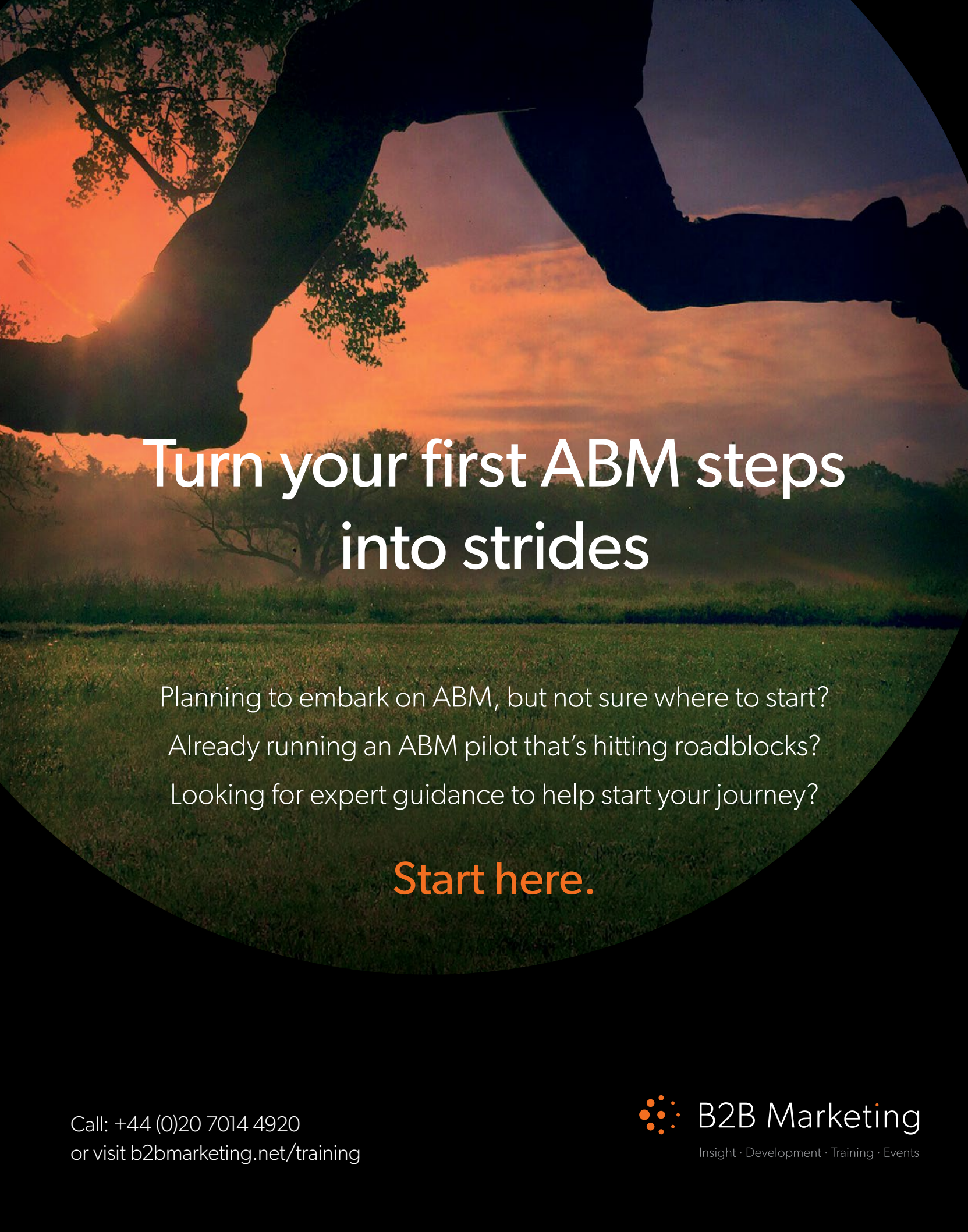
Step 2: Assess the cost

No one enjoys discussing cost but it's the most important conversation you'll have in regards to your martech investment. It's good to have this conversation early on so you can set expectations and know exactly how much you plan to spend.

- **Where does the budget come from?** It's probably the main question to cause tension between departments but it's important to make a decision on this from the start. The term martech leads other departments to assume the cost will be covered by marketing, but if you think the tech will be used and benefit multiple departments you should speak up. Tim Matthews, CMO at Exabeam, says: "We've had situations where tools we thought were being covered by the sales team were coming out of our budget. Typically, Salesforce is covered by sales but beyond that you need to be specific. Quite often marketing is used as a bank because we have discretionary funds, so a lot of other teams think they can take advantage."

- **What portion of your budget will be used for the investment?** Outline how much of your marketing budget you're prepared to invest in new technology, while still funding other marketing spend. This benchmark may help streamline your research. "You don't want to invest in something that's going to preclude you from doing other things that you'll want to do further down the line," warns Dan.

- **How long is the contract?** Consider how long you want commit to using the product you're investing in – particularly if it's different to anything you've used previously. "Failing fast is no bad thing. Don't get tied in," says Dan. "Often vendors will offer a 5-10% reduction if you sign up for three years. But is that tool going to be needed in three years?"


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- **How is it licensed?** Read the fine print when it comes to licensing. Sometimes as your database or web traffic increases, so will your payments. "It's a double-edged sword depending on how much you grow. The tool can get you more customers but it will also begin to cost you more," says Tim. There may be ways around incurring extra costs the vendor won't tell you about. Talk to current customers and discover if there are any ways to cut costs.

- **What are the risks if this goes wrong?** A predominant reason marketers wait so long to pull the plug on a failing piece of tech is because they're scared of the potential risks. Outline the dangers of failure up front so you know what to prepare for in advance – but the level of due diligence should be proportionate to the risk, Dan advises.

Step 3: Assess your internal capability and culture

Bringing a new piece of tech to the office is a bit like bringing a new baby home. There needs to be preparation before its arrival to ensure it grows up healthily. Make sure you have the right team, approach and resources in place to get the most out of your investment. Kieron says looking at your internal culture is critical, but often overlooked. "Companies often go into a technical evaluation of vendors but they need to have an articulated plan of how they're going to set themselves up to succeed."

- **Do you have the right skills within your team?** You'll need staff with the skills to use the tech you're investing in. If you don't, you'll be paying for a technology you're not leveraging fully. Without the skills you're likely to blame the tech, and get into a vicious cycle of flitting between vendors. "I've yet to see a SaaS solution with any real power that doesn't require at least as much time and money spent on the people using it as the tech itself," says Dan.

- **Are you paying for a consultant?** If you don't have the skills you need within your team, you may need to hire a consultant or agency, which'll need to be accounted for in the budget.

- **Do you have the resources to make your tech work?** Alongside people power, you'll need to consider what other input your new investment may require. "A lot of marketing tools need content. What content do you have? What do you need to create that content? Do you have the budget for that?" asks Dan.

- **What will change in terms of business process?** If you're trying to fix a problem through tech investment, you'll also need to change the way you work. "If you're replacing an existing piece of tech but not changing how you work, that's a red flag," says Kieron.

- **How will success be measured?** You need to agree what success looks like at the start. Decide which metrics will be used to measure your new tech and align with your KPIs. Kieron warns against just using revenue as this won't give the board an accurate picture of success. "Planning and installation can take multiple years, and pay back can take years. If you try to do it just off revenue you've got a very long time before you see the results," he explains.

- **Does the tech align to the organisation's strategy?** You may see tech that can bring really good benefits to your company, but will that fit with what your company is trying to achieve? Tim cautions: "We discontinued a martech tool last year. It was interesting but we didn't use it on a regular basis because no one's objectives were tied to it."

- **Are other departments on board?** It's important to have the backing of other teams at the start of the investment process. If you hope to share the cost, you'll obviously need their buy-in. And if the new tech requires other departments to do something – such as input data – you'll want to make sure they're proactive in doing so. If they're not aligned or you haven't briefed them, you're setting yourself up for failure, says Dan.

"Companies often go into a technical evaluation of vendors but they need to have an articulated plan of how they're going to set themselves up to succeed"

“They will try to dazzle you with speeds, feeds and features but keep them focused on the problem you’re trying to solve”

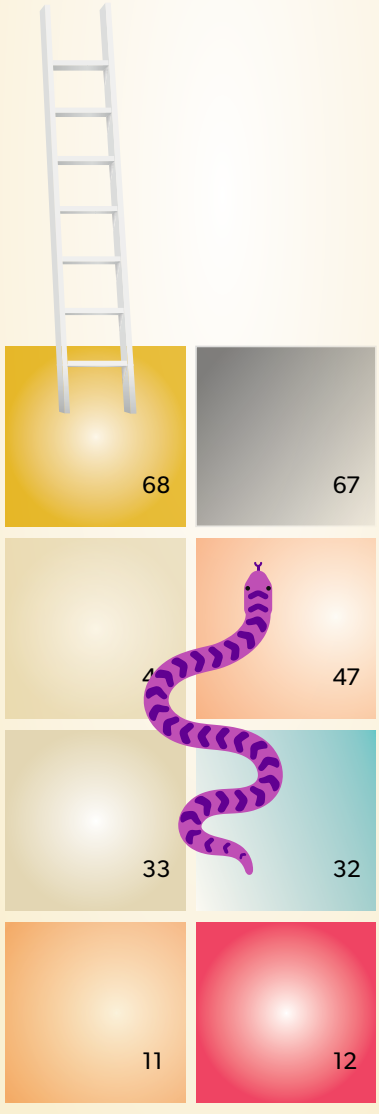
Step 4:
Challenge the vendors

Asking the vendor is a good opportunity to understand how they can help fix your problem, but also what extra support they can provide – and whether this incurs any extra fees.

- **How will the vendor deliver?** Ask the vendor how they can meet the criteria you’ve set out. This will show you how they understand what you’re trying to achieve. “They will try to dazzle you with speeds, feeds and features but keep them focused on the problem you’re trying to solve,” says Dan.
- **Are there any catches to be aware of?** Don’t get distracted by offers of discounts if the product doesn’t meet your needs.
- **What will support look like?** Decide what support you want from your vendor that’ll suit your way of working. Some may charge extra for access to the customer success team.
- **What other tools is the tech commonly used with?** With thousands of martech platforms out there, it’s good to know what sort of martech stack the tool is used in to understand if it’s common or not, says Tim.
- **Apart from the vendor, who else have you spoken to?** Ask to speak to clients who can give you an understanding of the practicalities of the tech. Tim also recommends talking to other customers, which you could do by asking your LinkedIn network. That way you can ask what the vendor might not be telling you.
- **How much customisation will there be?** Ask the vendor to outline what you’ll receive after signing a contract for the tech. This will reveal any hidden costs or extra work that may be needed to get the tech to work for you. “I know one vendor with tech that does what it says, but what they don’t tell you is that you have to spend an extraordinary amount of money configuring and setting it up. You need to be realistic about how much effort is required,” says Kieron.

Top tech tips

- **Don’t just focus on the tech.** Be clear on business outcomes, how you’d use the tool effectively, and measure progress against it. – Kieron McCann
- **Ask for the vendor’s view of the martech landscape.** See if you can get their perspective and if it justifies their place in the landscape. I like to work with vendors that give me an honest perspective. – Tim Matthews
- **Build a criterion to evaluate against.** Don’t be afraid to ask stupid questions, there’s no such thing. If a vendor doesn’t give you a straight answer, be suspicious. – Dan Sands





MARKETERS ARE FROM MARS... IT PROFESSIONALS ARE FROM OMICRON PERSEI 8

As organisations grapple with complex martech stacks and digital transformation, the relationship between CMO and CIO will become increasingly critical. But, as **Paul Snell** finds out, sometimes it can feel like they're from another planet...

"Have you tried turning it off and on again?"

If that phrase is the extent of the interaction between marketing and IT in your organisation, you're not alone. While the sales department is traditionally marketing's biggest source of internal frustrations, IT is gaining an unwanted reputation as a rival for marketers' disaffection.

IT staff – perhaps more so than marketers – suffer from an internal image problem, characterised as the (deliberately) obstructive, socially awkward geeks in the basement. Of course, tarring all IT workers with this brush is unfair, but there are no doubt times when it seems the two functions speak a separate language.

As the growth of martech pushes each department into the other's orbit, both sides will need to find a way to collaborate more effectively – or join a collision course.

Why the relationship is becoming more important

The clear reason why the relationship between marketing and IT is increasingly important is the martech stack – and its inherent complexity. Thirty years ago the only 'technology' marketers would have needed was a pencil and paper.

"Modern marketing is about understanding CX, striving to understand customer interaction and behaviour in more microscopic detail," says Marcus Lambert, CTO at agency Omobono. "That has required a whole slew of solutions, apps and website plug-ins. You have the big systems of record, like your CRM, and this plethora of smaller solutions that need to join together. That's what makes it complex – its broadness."

Marketing isn't the only function experiencing this rapid transformation. Whole organisations, even sectors, are grappling with digital evolution. Businesses are struggling to keep up with the pace, and are trying to avoid 'digital Darwinism', where brands that fail to adapt perish.

"Digital sits in the middle of IT and marketing. It requires a whole different way of doing things," says John Igoe, associate director of digital marketing at Envigo. "It's eroding how we see teams, the skills and experience we need in both marketing and IT, and how those two functions connect."

IT may also have control of the channels marketing needs to reach its audience. If IT owns the website infrastructure, any changes marketing requires could be dependent on the development resources within. Not great if you want to make quick tweaks to boost your SEO or online conversion rates.

The complexity of the stack has also meant the technical skills needed to manage it have gone beyond the expertise of many marketers. "The more complex the technology becomes, the more the team needs to support driving personalised measureable and meaningful experiences for customers and prospects," adds John. The data analysis skills needed to power advanced marketing automation or predictive analytics for example, might only exist within the IT team.

What's hindering the relationship?

Despite the necessity for both sides to work in harmony, in reality it's far from simple. Many of the relationship challenges marketers cited are a result of historic decisions, which the rapid development of technology have rendered obsolete.

The first of these is a lack of clear ownership. "Increasingly, marketers are making technology decisions that blur the lines between marketing and IT – including who really owns marketing technology," says Sumit Srivastava, head of corporate marketing analytics at LexisNexis Risk Solutions. "If rules of engagement around martech decisions and ownership are not in place, it can lead to friction and a perceived power struggle between marketing and IT."

But the complexity of the landscape makes this difficult. Siddharth Asokan, global marketing and communications director at Futurice, says he doesn't believe the evolution is currently sufficient for either marketing or IT to 'own' responsibility independently.

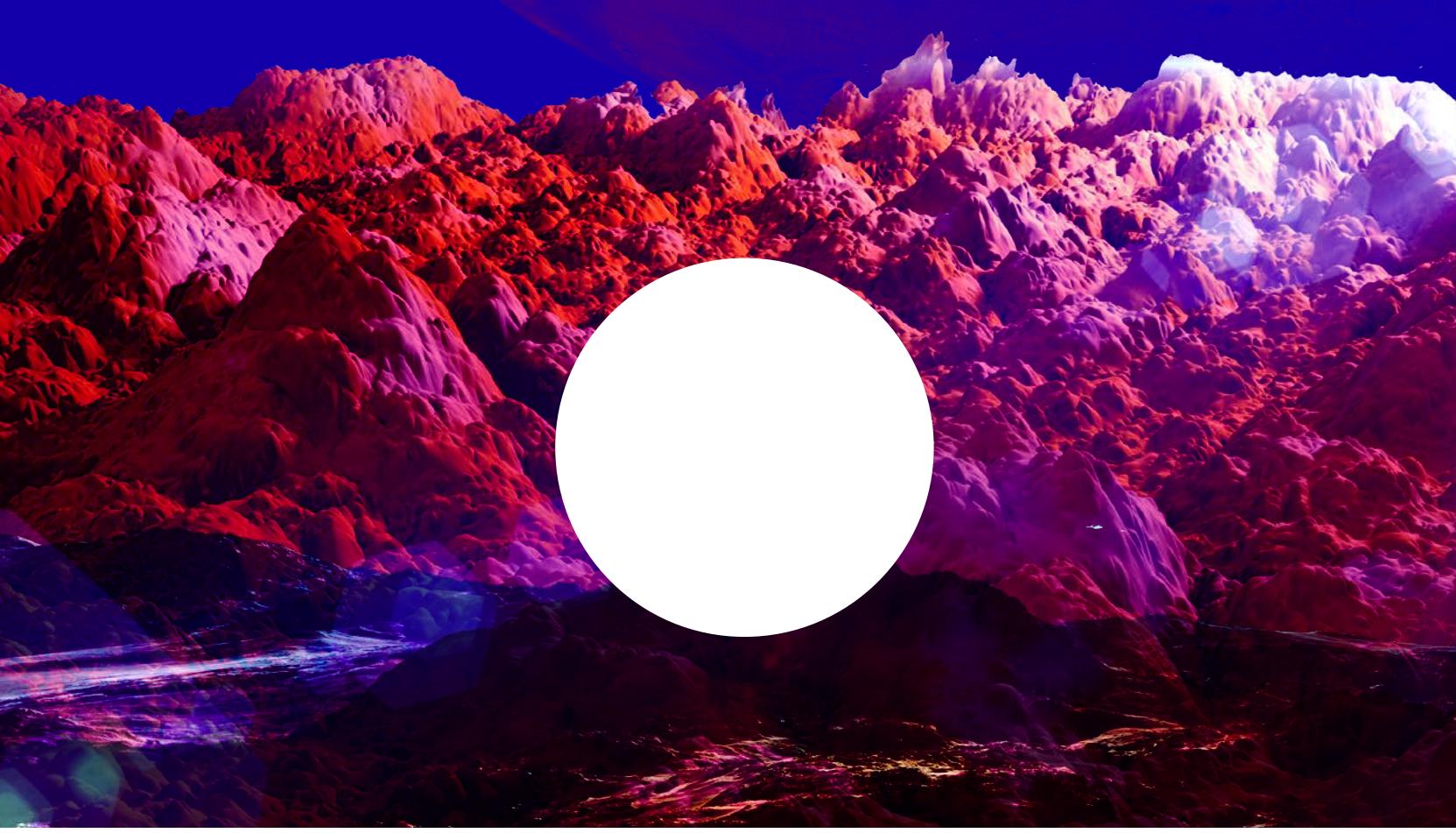
The siloed structure of most organisations also inhibits a close relationship. Both departments have a tendency to independently serve different masters. Marketers tend to have a customer-first, external campaign focus. IT concentrates on internal concerns such as architecture, security and administration. Often marketing will come to IT with a preferred solution in mind, having only considered the former. This creates an adversarial relationship from the get-go.

Another major source of headache is the lack of alignment in the way the two functions are measured. Whereas marketing is held accountable for revenue generation, IT is targeted on KPIs, such as website maintenance and uptime, etc. If both sides aren't working towards the same goal there's bound to be conflict when priorities don't match.

Another challenge raised was around the different cultures and expectations of the two functions. Lazy stereotyping aside, contributors noted IT professionals tend to be risk-averse, inward-looking and process (rather than outcome) driven. But at the same time they were described as highly-skilled, passionate about what they do and super smart.

These cultural misunderstandings often originate from misaligned expectations on each side. What a marketer means by 'as soon as possible' might be very different to someone in IT. As Sara Brown, VP marketing at Multi-Tech Systems, notes: "We might be speaking the same language, but using different definitions. Although a few lines of code may be 'done' in terms of functionality

"Increasingly, marketers are making technology decisions that blur the lines between marketing and IT – including who really owns marketing technology"



(when I click this, that happens), it may not be 'done' for me, because it's the wrong color, or the text needs to be tweaked."

How to form a strong bond

1. Get on the same page

A good relationship between the two functions starts at the top, between CMO and CIO. According to Andy Johnston, marketing and PR director EMEAA at Stericycle: "Regardless of organisational structure and delineation of boundaries, it starts on the personal level."

Recognising the two worlds were getting closer together, Andy proposed he and his IT counterpart hold regular meetings to kick-start the dialogue on a relationship basis, rather than a discussion over ownership.

Helping IT understand the context in which marketing operates is also vital. Everyone's got an opinion on what marketing (or IT) is and does, so setting out what marketing means in your business and its priorities, can really help. As can simple things to bring the two sides together. "Just before Christmas we got the pizzas in and got the two teams together. It's basic stuff, but it's amazing what a pizza can do," Andy adds.

2. Be ready to give up some control

Both sides bring different expertise to the relationship. Ideally, the CIO should play the role of the technical expert, with the CMO advising on the marketplace. But with confused ownership and vendor landscape, that's not always possible.

Maureen Blandford, VP marketing at Community Brands, said she built a great relationship with her CIO in a previous role, partly because she ceded many decisions to him and worked within the boundaries he set, as he owned much of the tech risk.

"IT departments have to deal with a lot of condescension," she says. "They have a serious role to play in the company, and a boatload of risk to manage. Treat them like the internal experts they are, and that goes a long way towards a truly collaborative experience."

3. Make sure there is early involvement

As we previously highlighted, if one side makes a decision without the other side's input, you'll get off on the wrong foot. Ensuring IT is involved as early as possible, so they have early sight of any implementation or management resource that may be needed. Developing a joint roadmap (see point six) will support this.

Richard Fitzmaurice, CMO at TMF Group, advises: "A great way to do this is by requesting an IT business partner, someone who sits within IT who can help marketing navigate the internal IT function and can procure IT solutions faster, better and cheaper. The earlier you bring IT (and procurement) into martech decisions, the better the final outcome will be – and the smoother the ride."

4. Improve communication

The quickest way to improve communication in the teams is to tear down the walls – in some cases literally. Amelia Ebdon, marketing manager at Network Telecom, says its marketing



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and IT functions sit side-by-side, so both teams can communicate easily. Working close by each other increases awareness of each other's roles and encourages collaboration. For deeper integration, you could also consider hiring IT professionals directly into the marketing team.

5. Implement a digital governance model

Disagreements over responsibilities and ownership can be reduced with the implementation of a digital governance model, which sets out accountability, roles and decision-making authority for an organisation's digital presence.

"Having a digital governance model helps teams collaborate earlier in the right way. It defines roles and responsibilities, and ensures everybody has a voice but that they're heard in the right way," says John Igoe. Not only will this help build a stronger relationship between the two departments, but also with the broader organisation.

Igoe recommends *Managing chaos*, a book by digital governance expert Lisa Welchman, to inspire thinking around this topic. Perhaps you could pass one to your CIO as a gift (after you've read it, of course)?

"Having a digital governance model helps teams collaborate earlier in the right way. It defines roles and responsibilities, and ensures everybody has a voice but that they're heard in the right way"

6. Develop a shared roadmap

A strong relationship will only be possible if you're heading in the same direction. The best way to achieve this is for the CMO and CIO to work together on a shared roadmap of martech strategy and demands for the future. A complex tech stack offers you an opportunity, says Marcus Lambert of Omobono, providing you understand where you stand.

"I'd look at jointly developing a roadmap that combines both legacy and new tech. It's really trying to build out that roadmap, knowing in six months what we'll be buying, turning off and where we need to migrate data. Also identifying where and how to fit cool new tech into the stack," he says.

7. Give them a reason to work together

Greater collaboration between the two departments will be good for business,

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but finding additional motivation for both sides to work together will cement the relationship.

"The IT guys who I have worked with like new technology and platforms. They naturally find that stuff super interesting so getting them to listen about platform X, Y or Z isn't normally difficult at all," says Richard Fitzmaurice.

You can use this enthusiasm to your advantage. Involve them early on and get their input when vendors are showing off their latest tech. This will turn them into valuable allies if the solution is viable and you want to include it in the stack.

He adds: "IT departments are increasingly being asked to prove their ability to be more than cost and that they can influence growth. Aligning with marketing is a great, tangible, way for them to do that."

Marketers from tech firms noted the value IT staff can bring to the sales process. Getting your internal developers or security experts to speak directly to your prospects can bring greater authenticity and credibility to your offer. This information exchange works both ways, says Bianca Valkenburg, customer journey expert, workplace services at ING Tech.

"Marketers need to involve IT in their research when they talk to the customers, as they learn so much from these moments. They can use this input when they build the product. IT need to involve marketers when they build their prototypes and allow them to test it in an early stage to learn if you are really solving the problem a customer has."

8. Remember, everyone's human

Stereotypes are difficult to displace, and often become entrenched when problems arise. So it's crucial to keep things in perspective.

"IT people are people, too – just like you. They have goals. Objectives. Bosses they have to answer to. Teams they have to manage," says Sara Brown. "I prefer to build bridges. That may sound mechanical, but in reality it's an exercise in humanity."



Conflict zone

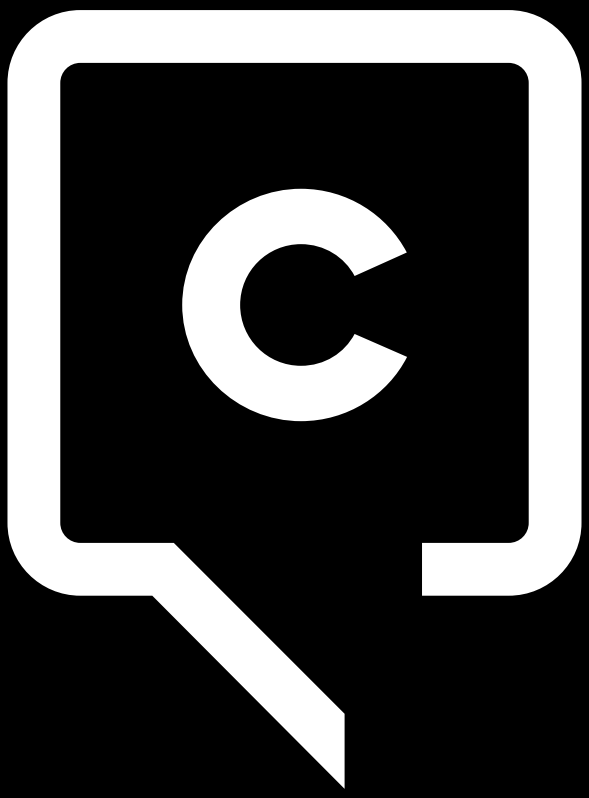
Loudhouse Research recently looked at five different buying personas – marketing, IT, finance, operations and HR. They examined the challenges they had while working together and how closely aligned those functions were.

When asked about collaborating on investments in technology, the study found marketing was less aligned with IT than any of the other functions.

"HR, finance and operations generally started from some agreement over what they wanted to buy, whereas marketing started from a greater distance," says Loudhouse MD Angela Richmond. "One in five marketers said they couldn't agree with IT at all, and a further half start from a different point of view, but agree in the end."

The two primary areas of conflict surrounded integration with other systems, plus price and commercial factors. Marketers were also more likely to disagree over the best product for their needs.

The research also found IT professionals to be the most autocratic when making work decisions. "Marketers are the most likely to build consensus," adds Angela. "It's just they're not using those skills when it comes to IT decision-making."



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The B2B Marketing Agencies Benchmarking Report 2019 in numbers

Findings from our annual survey of the UK's top B2B marcomms agencies reveals a healthy sector and plenty of positivity

It's been another bumper year for B2B marketing agencies

Average gross income has risen to

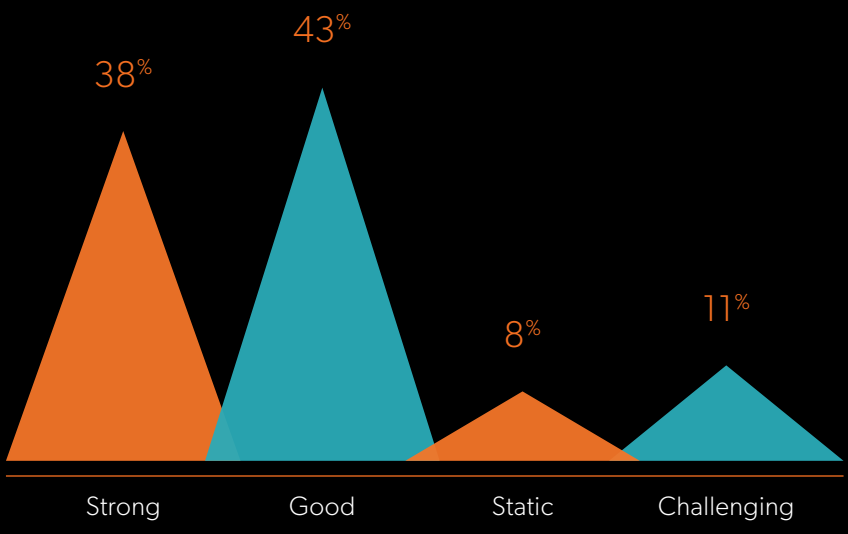
£5,746,992

In 2018 the figure was

£5,475,964

That's a growth of 4.5% in the past 12 months.

Agencies' view of the state of the market



Top 3 agency challenges

1. Ability to attract and retain top talent
2. Pressure on clients' budgets
3. Ability to measure campaign effectiveness

3 most popular services offered by UK agencies

1. Campaign and creative execution
2. Digital services
3. Marketing planning/strategy

For detailed analysis of the trends affecting the agency marketplace, download The B2B Marketing Agencies Benchmarking Report 2019 at b2bmarketing.net/UK-ABMR-2019

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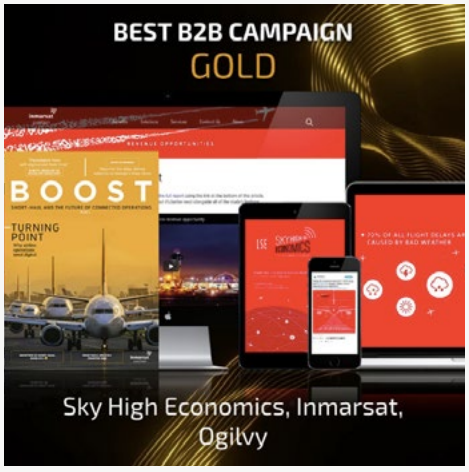
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What's in an agency's tech stack?

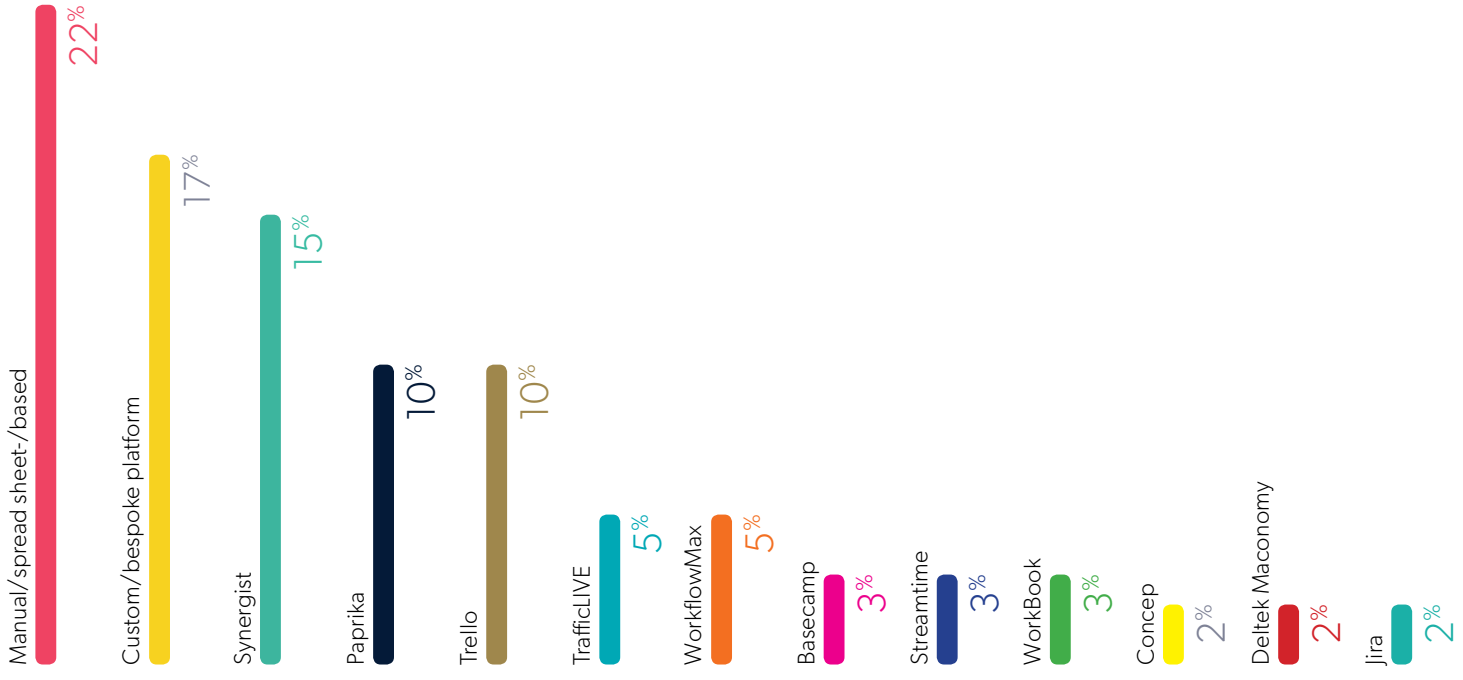
For the first time, B2B Marketing can unveil insight into the most popular tech platforms used by agencies, both internally and on behalf of their clients

The first thing to note is that the dominant technology in this category is actually… not a platform. More than a fifth of agencies surveyed are still using spreadsheets and manual processes to track their project management.

A slightly smaller proportion are using custom or bespoke platforms that have been developed internally or have been developed for them.

The agency-specific Synergist is the highest-ranking platform. This is followed by fellow marketing-specific technology Paprika, which tied in popularity with the general collaborative working platform Trello.

Project management tools *(% of agencies using)*



Platform

Marketing automation

	Use regularly	Licensed by agency	Agency or staff certification or accreditation	Total
Mailchimp	45	8	3	56
Hubspot	34	10	10	54
Adobe*	36	11	0	47
Marketo	27	3	12	42
Salesforce Pardot	28	4	7	39
Eloqua	20	3	10	33
Dotmailer	15	4	4	23
Act-on	4	3	2	9
Adestra	4	0	2	6
Vuture	1	0	2	3
Concep	0	0	2	2
Force24	0	0	2	2
SharpSpring	2	0	0	2
Communigator	2	0	0	2

** The survey was carried out before Adobe's acquisition of Marketo in September 2018.*

While Mailchimp edged out Hubspot in terms of total overall agency use, Eloqua, Marketo and Hubspot had the highest proportion of certified or accredited agencies. This suggests Mailchimp is being used for one-off or limited-run campaigns, whereas the larger traditional B2B players are in use for more sophisticated, strategic projects where specialist expertise is necessary.
It is also noteworthy that Adobe (not previously considered among the major B2B MA players prior to its acquisition of Marketo last year) is in use by a significant number of agencies. It will be interesting to see, following the takeover and integration of Marketo into Adobe Marketing Cloud, whether agencies will rationalise their use of both platforms.



Social media management

	Use regularly	Licensed by agency	Agency or staff certification or accreditation	Total
Hootsuite	48	6	2	56
Hubspot	32	8	7	47
Adobe	16	12	3	31
Buzzsumo	23	3	0	26
Crimson Hexagon	4	3	2	9
SproutSocial	7	0	0	7
Netbase	3	1	1	5
Sprinklr	4	0	0	4
Oktopost	1	1	1	3
Brandwatch	3	0	0	3
Onalytica	2	0	0	2

Content management systems

	Use regularly	Licensed by agency	Agency or staff certification or accreditation	Total
WordPress	62	5	7	74
Drupal	30	3	3	36
Bespoke development	23	0	3	26
Magento	9	2	2	13
Joomla	6	1	4	11
Squarespace	9	1	0	10
Shopify	6	1	2	9
Umbraco	7	0	1	9
Sitecore	4	0	0	4
Silverstripe	2	0	0	2
Bitrix	1	0	0	1

Four platforms outstrip the rest in this category, with Hootsuite leading the way. Hubspot and Adobe rank highly in this and a number of other categories demonstrating the value of integrated platforms to agencies.

There are fewer agency certifications in this category than any other. Does this suggest that social media credentials are less valuable to agencies? Or do clients simply expect a level of social expertise from their agency partners, so licensing or certification is no longer seen as a selling point?

Hubspot and Adobe rank highly in this and a number of other categories demonstrating the value of integrated platforms to agencies

WordPress dominates this category, with almost double the number of agency users than its open-source counterpart Drupal. That's not a surprise given WordPress powers 75 million websites, almost a fifth of all sites on the web.

Adobe also has a presence in this category, having acquired e-commerce platform Magento for $1.8 billion in May 2018.



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There is also a dominant player in the 'content platforms' category, with Adobe Creative Cloud accounting for three-quarters of agency use. The sheer breadth and scope of creative cloud – from InDesign for publishing, Premiere for video editing and After Effects for animation – makes it the all-powerful choice.

It's no surprise to see internet behemoths Facebook and Google trounce the opposition in this category, given that the firms have 58% market share of total digital ad spend between them.

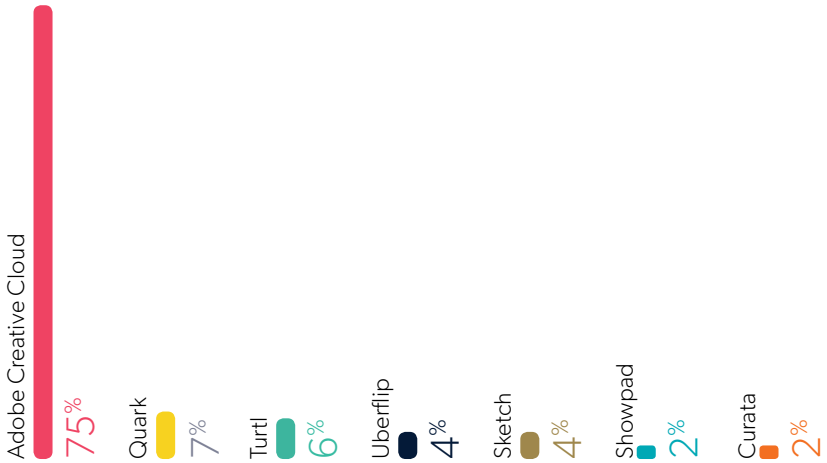
The platforms agencies use to implement their account-based marketing strategies are not what you might consider 'true' ABM platforms.

While the likes of Hubspot, Marketo and Salesforce Pardot trumpet their ABM credentials, these tech platforms enable ABM campaigns, in comparison with orchestration platforms such as Demandbase, Engagio and Terminus.

It's likely that many of the agencies we surveyed are taking their first steps in ABM, so are using their existing platforms before investing in the 'pure-play' technology available in the market.

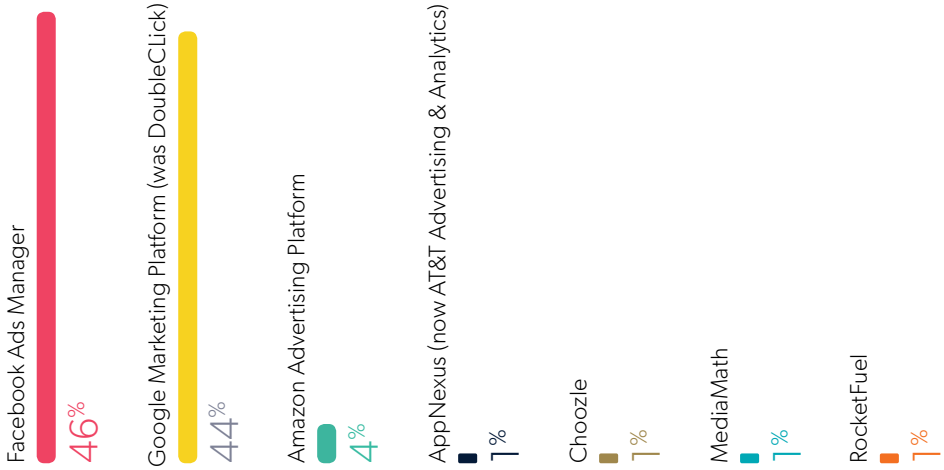
The relatively low adoption of these 'pure' ABM platforms reflects the low-level of ABM maturity.

Content platforms *(% of agencies using)*



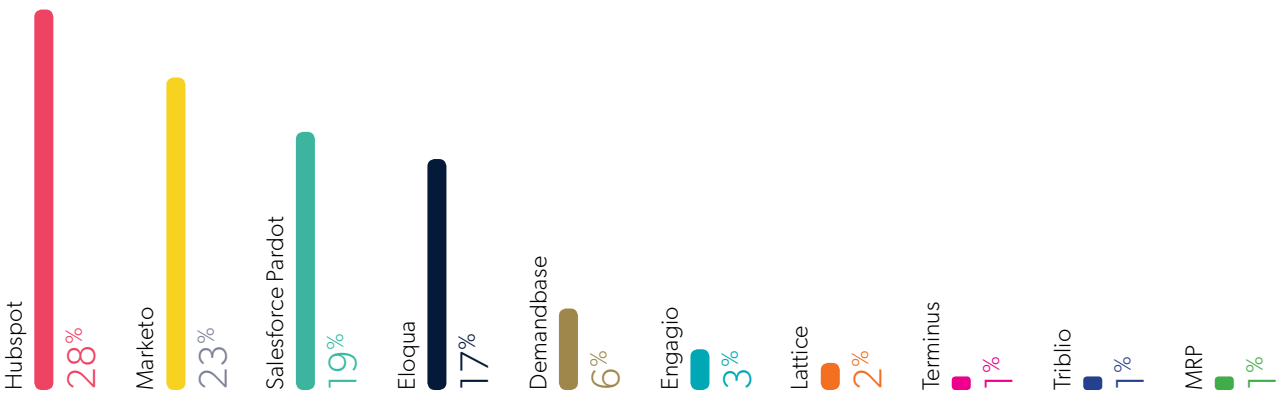
Platform

Programmatic advertising *(% of agencies using)*



Platform

Account-based marketing *(% of agencies using)*



Platform

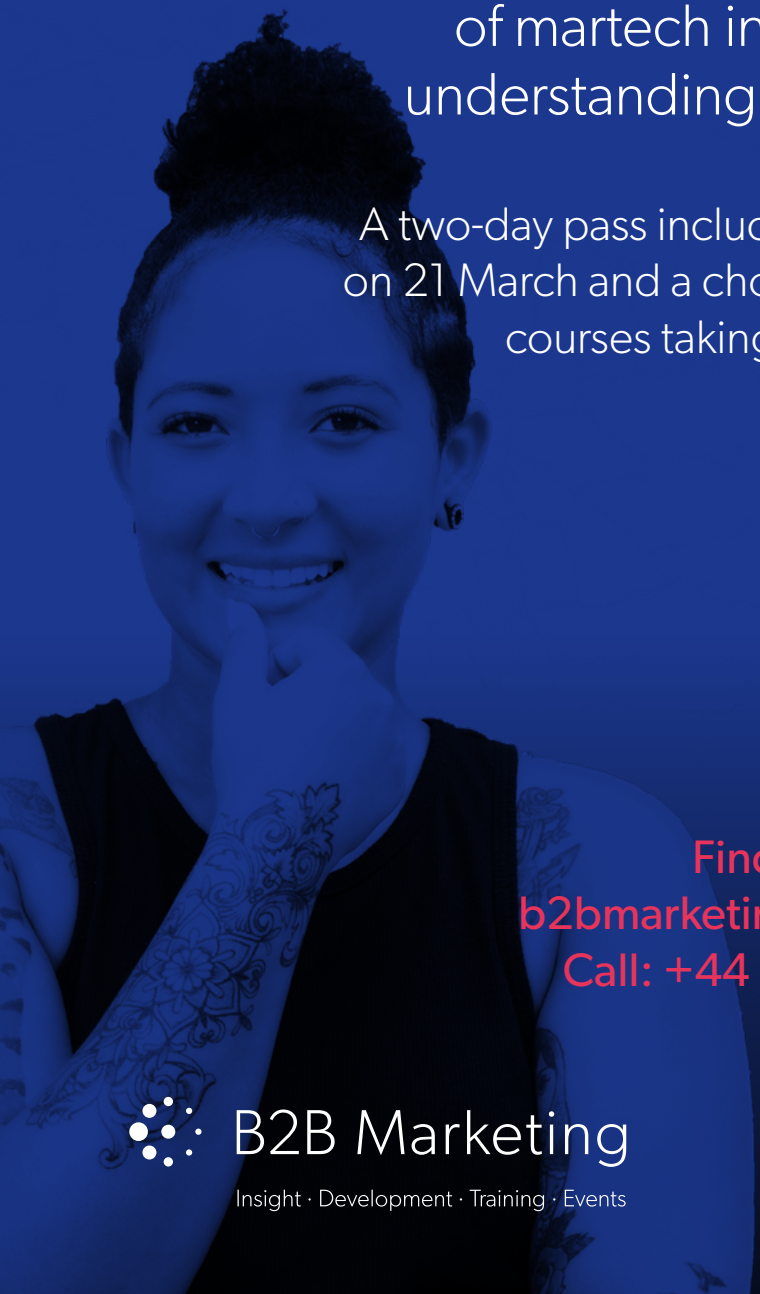
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WHY IGNORING SUSTAINABILITY COULD MELT YOUR MARKETING EFFORTS

In today's environment, sustainable profits rely on responsible trade. So why are so many B2B marketers ignoring CSR? **Rebecca Ley** reports



It's 2019 and many of us are trying to do the right thing. Some are eating less meat, cutting down on disposable coffee cups, or simply buying less stuff. Yet as responsible living sweeps the nation, B2B marketers seem behind the curve on corporate social responsibility (CSR).

Consumers might care where their meat comes from, or whether their wrapping paper can be recycled, but do people care if a business they work with is responsible? Catriona Bunting-Biss, head of marketing and CSR at construction and aviation logistics company, Wilson James, says they absolutely should.

"Consumers expect brands to do the right thing and reflect their values, but many are late to the table." Most big corporates are already doing the right thing – whether they package it up as CSR or not. Of course, they have staff resourcing and budget behind them, plus the fear of a highly publicised corporate scandal to push them along. Smaller firms have been left behind.

One problem is that responsibility for CSR sits with HR or procurement, rather than marketing. "It's absolutely something the marketing team should promote and communicate to sales, because ultimately it helps win business," says Cat.

The curse of short-termism

Chris Harrop, group marketing director and director of sustainability at manufacturer Marshalls, has developed industry accreditations and numerous CSR programmes through his career (see box on p37). He was recognised with an OBE in this year's New Year's Honours for his efforts to end modern slavery. As a result, Chris understands the value social purpose can bring to a marketing function.

He cites the number of people in decision-making units as a barrier to CSR. With 10 or 20 different people with different motivations, they tend to focus on short-term tasks. "Yet the issues of sustainability and social purpose are medium- to long-term," says Chris.

While marketers always aim for long-term impact and competitive advantage, it's easy to fall back on a short-term decision when you're under pressure to perform, he explains. But you might not need to look far to see how you can incorporate social purpose into your strategy. The trick is to evaluate everything you're doing in the business and bring it together. Think about packaging up your diversity and inclusion policies, your GDPR compliance strategy, wellbeing and flexible working initiatives for your employees. Box it up the way you would for a campaign, and then start to measure it.

Repackage your marketing for social purpose

Utkarsh Srivastav, marketing and communications lead for L&T Technology Services, says B2B marketers are doing a lot of CSR activities – especially in the tech space – but they're not integrating those activities to the rest of the marketing programme. "It's happening at a corporate level, not at a business unit level," he explains. If CSR remains an HR responsibility, for example, it misses the chance to be an integral part of your marketing plan.

"If you're talking just about a product and not a cultural message, your customer is making a purchase decision based on your offer and price – which means you're probably leaving something for the competition to pick up," he warns.

Utkarsh suggests looking at how you can bake your efforts into your existing marketing activity. One way to do this, he says, is by using account-based marketing. "If I have 10 accounts, which are my ABM accounts for the year, why not take the platform I've created and work with those accounts on a social angle?"

Utkarsh implemented this strategy in a previous role at HCL Technologies. He worked on a programme called 'Get started with technology', helping children gain education in the tech sector, tying into the company's work in the market. While HCL took care of the costs, employees and planning, it partnered with its ABM accounts to use their offices for an end of programme reunion day, where the kids could see how technology is beneficial in real life. "It got the right visibility for us. It gave the students a real-world example of technology. Plus the customers were able to associate themselves with a better cause and spend their time in a meaningful way."

Selling CSR to the board

You might know that having a social purpose could benefit your brand and your marketing, but how do you get the budget for it? Chris Harrop says it all comes down to credibility. For him that meant travelling to the North Pole and seeing first-hand the detrimental impact of climate change on melting arctic ice. He came back with videos and pictures of the trip, which made the goals they're working towards as a company real to the team.

But you don't have to visit far off climes to be a credible leader on sustainability. All it takes is finding a programme that fits with your organisation, and the ability to explain its true value.

"As a marketing professional, you lean on your marketing skills," says Chris. "It's about recognising the finance director needs a very different message from an operations professional or someone in logistics." He says he doesn't talk about climate change to someone working on the production line, but instead talks about how CSR can affect productive efficiencies and quality control.

Prove it with a pilot

Utkarsh suggests starting small with a CSR pilot. At HCL, he used marketing budget to prove the value of his programme to the wider business, rather than asking for additional money. Once the pilot went well, he was able to scale up to two or three programmes in the first year, and then roll these out across multiple accounts and platforms.

If you do this with passionate people, you can't fail, he explains. "Your job will get much easier as a marketer, because you're able to create that pull. Sales will ask for [the CSR programmes], rather than marketing saying they have to do it."

Cat echoes this sentiment, explaining she's seen corporate responsibility come to the fore in the sales process, which helps prove CSR's value to the board. "I've gone out on pitches in the past few months where my job is to show how Wilson James can serve the local community and environment. We've won work because of what we've done in CSR."

"You've got to look at what drives trust in terms of why consumers actively choose or don't choose certain brands and products"

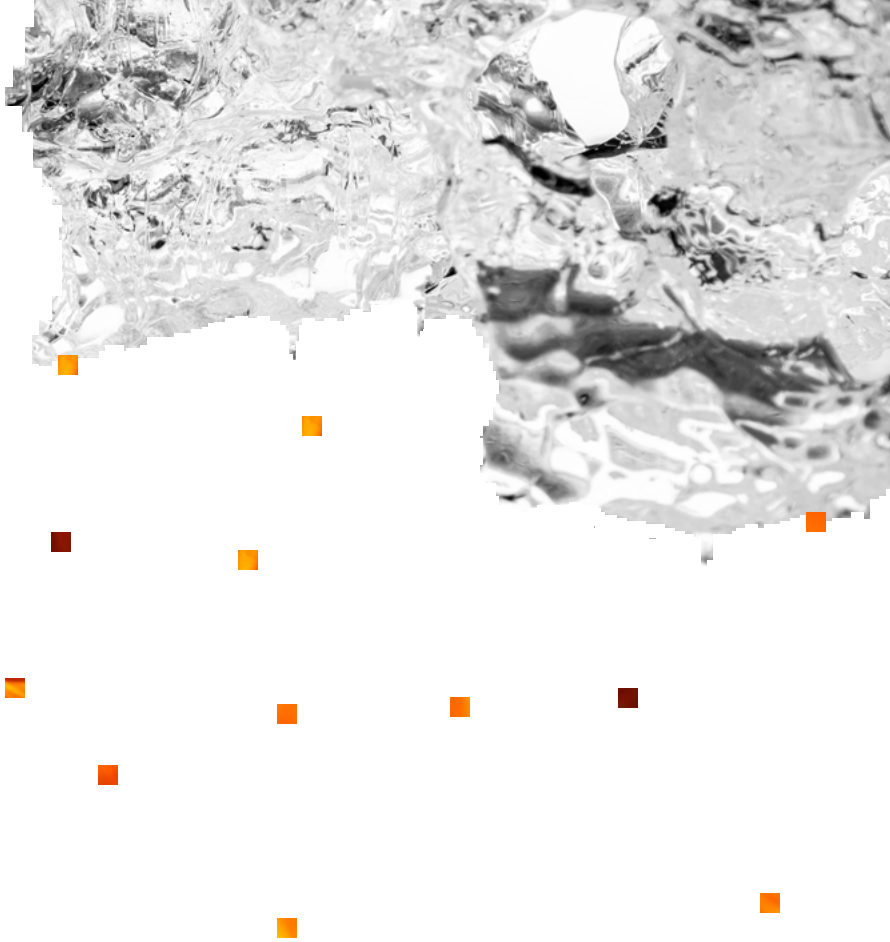
Why CSR makes good business sense
Wilson James case study

Wilson James divides its CSR programme into three key components: people, planet and performance. The construction logistics arm of the firm leads on its 'planet' programme, providing experts who advise on how to mitigate traffic to construction sites.

The company has a consolidation centre located by London City Airport to reduce traffic into the city. Typically, the materials for a site could be delivered on 20 to 30 different lorries, a system that not only clogs up the road, but is wildly inefficient. The centre provides a destination for the materials to be dropped off, managed and then transported to the site on just one vehicle.

"It makes the whole process more efficient, and that's why people choose Wilson James," says Catriona Bunting-Biss. "It's twofold – we're responding to the Mayor of London's call to get vehicles off the road, but we're also winning work because we're able to provide a solution for our clients."

An efficient process coupled with a mostly electric fleet not only reduces emissions, it cuts running costs. This provides a clear performance benefit that validates its environmental strategy to its customers and to the rest of the business.



This can only happen, she underlines, if you get buy-in from the top. That group of people need to own it and understand why it's important. With clients coming to Wilson James and asking them to be responsible, it's not hard to explain the benefit to the leadership team. "The fact that it's the right thing to do for our people in terms of retaining and attracting talent is convincing enough – and that's why there's budget for it," she says.

Profit linked to purpose

While it can be difficult to measure a CSR programme's impact in the way you would with a punchy marketing campaign, there are some serious rewards to reap. Cat explains Wilson James' CSR efforts have had a beneficial effect on recruitment. It allows the company to remain competitive by offering a socially responsible career for ethically minded individuals – and these are the people its clients want to work with. "It makes us a very attractive partner to our clients because our people are very happy to be there," she says.

It also provides the logistics company with free PR. Employees and clients are known for talking positively online about Wilson James. As well as being nominated by its clients for awards, this has had a positive effect on brand reputation.

For Chris Harrop, the personal as well as professional impact of CSR is clear. Since 2005, Chris has spearheaded Marshall's efforts to eliminate child labour and bonded labour from its global supply chain and improve working conditions, and his OBE is a career highlight. Although loath to focus on accolades while there are still 136,000 people trapped in slavery in the UK, Chris knows this award conveys expertise and credibility – a cornerstone for any business.

"You've got to look at what drives trust in terms of why consumers actively choose or don't choose certain brands and products," he says. "B2B marketers need to realise all of their decision-making units are still consumers and are influenced by bigger things in society, and so credibility is very important."

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6 ways to get started with your CSR programme (and do it right)

Utkarsh Srivastav explains how to harness your social purpose and make it work for your business.

1. Look at the long-term. If you create a CSR programme one financial year and forget it the next, you won't drive any results. Utkarsh started with a three-year programme to create impact.

2. Communicate CSR subtly. It requires a different approach than you would take with a business campaign, otherwise you run the risk of greenwashing. Over-egging the pudding can undermine trust. Communicating your efforts too early means they could go unnoticed. When you're ready to shout about tangible results, stay humble and the message will speak for itself.

3. Identify a platform or partner to associate with – one that's aligned to your business. For example, a tech company might choose a STEM programme, or an electricity company a clean air project.

4. Galvanise your employees. Without passionate people, your efforts will fail. If your programme ties into what you're doing as a business it's easy to say 'you've been doing this for the company, why not for society?'.

5. CBM is the new ABM – that's CSR-based marketing. Use your ABM accounts to partner with on social issues and tell emotional stories – a crucial part of CSR in B2B. You need to position your programme on a cultural axis to evoke emotion when you're talking about 'boring' tech and products.

6. Repeat. Don't just do it for one year. Scale up your efforts, create an impact, and tell your story.



Chris Harrop,
group marketing director
and director of sustainability,
Marshalls

Chris Harrop's sustainability achievements

Want to know why Chris won our 'B2B Marketer of the year' award in 2018? If this lot wasn't enough, we don't know what would be.

Chris Harrop joined Marshalls in 2002 and has since overseen several major social and environmental initiatives, helping the business qualify for the FTSE4 Good Index in 2006 – a position it's retained to this day.

In particular, Chris has spearheaded Marshall's efforts to eliminate modern slavery from its supply chain. It's a challenge for many large businesses, which with long and complicated supply chains often struggle to track and guarantee that each element within it is ethically sourced.

Chris identified these issues as a moral imperative for the business back in the early 2000s, and has since worked hard to improve its suppliers' working conditions, particularly in countries such as India, China and Vietnam.

"It can be a complicated process for businesses to really understand their supply chain, but if you've done it, it can be an incredible source of competitive advantage," he says.

Under Chris's guidance, the business also worked with BRE Global, the Building Research Establishment's certification arm, to develop two new industry accreditations – BES 6001 Responsible Sourcing of Construction Products and BES 6002 Ethical Labour Sourcing Standard. These standards were created to combat 'greenwash', when companies falsely claim that their product is ethical.

"This is an industry-wide approach," he explains. "Validation has to be relevant, meaningful and recognised by the customer."

Marshalls has achieved numerous accreditations during Chris' tenure, including:

- Business in the Community's 'Big Tick' award
- PLC of the year for Sustainability (three times)
- The Fair Tax Mark and Living Wage Employer certifications
- 'B2B Marketer of the Year 'at our own International B2B Marketing Awards.

THE MARKETING LEADER OF THE FUTURE

We all feel it. The world is changing faster than most can keep up. So how should marketing leaders adapt? **Mary-Anne Baldwin** looks at some of the key trends as discussed at the 2019 World Economic Forum in Davos and among our community of senior marketing leaders

The skills we need to support the future workplace are rapidly changing and leaders need to respond. One statistic shared extensively over the past year was that 65% of children starting school will end up in a job that doesn't yet exist. If that surprises you, just think back to the first time you heard about a blockchain developer or AI data analyst. For most it will feel like the blink of an eye.

It's no different in marketing. New roles – such as marketing operations, marketing technologists and data analysts are popping up like 'whack-a-mole'. But also the things that drive marketing – global economics, shifts in customer behaviour and changes to the competitive landscape each play a significant part.

It's not 'blue collar', but 'new collar'

LinkedIn's Economic Graph – a digital map of the global economy – uses intel on nearly 600 million of its members to identify how the global job market is changing.

It's found that beyond the clear demand for tech specialists, sits a growing interest in roles bedded in human behaviour and understanding – including marketing.

Further good news is that global unemployment fell to 5.2% in 2018, the lowest for 38 years. But while it looks like robots won't be taking our jobs just yet, the nature of those jobs is changing fast and leaders must adapt.

Whether it's responding to the fallout of Brexit or the rise in data and tech, the answer to it all seems to be 'flexibility.'

Speaking at the 2019 World Economic Forum, IBM's CEO Ginni Rometty advocated a new mode of continuous improvement. No longer looking at staff as white collar or blue collar, but "new collar". What she meant by this was that companies must invest in developing their employees' skills as the requirement for them arises. Doggedly searching for those skills on a CV won't be enough because so few will have them on there.

This mode of development will involve a mix of traditional work, on the job training, external education, mentoring and the adoption of hybrid roles. But whatever approach you take, reskilling and retraining must be a priority.

Flexibility should also be applied to the way we work, including workable hours. There was a lot of discussion at Davos about the four-day week, (which some marketing agencies including Lab and Radioactive PR are experimenting with already). This would not only create space for personal development but also greater work-life balance.

EY has found that flexible working greatly supported its drive to retain female staff. In the mid-1990s, 15% more women were leaving their job versus their male counterparts. Having introduced flexible working (alongside other initiatives) EY now retains as many women as men and has hit its target of 30% women in partnership roles.

Leadership in the Fourth Industrial Revolution

Here we reflect on what the World Economic Forum sees as the six key leadership responsibilities crucial to driving a team through the future landscape.

Responsibility and accountability

As a recent study by Landman Economics for the Trades Union Congress highlights, the divide between the classes is huge and getting bigger. Despite rising employment levels (and executive pay) a fifth of Britons remain in poverty and the UK now has 3.1 million children with working parents living in poverty.

Customers are demanding greater accountability for how that power and reward is allocated. This means corporate social responsibility is no longer 'nice to have' but essential – and negligence in this area could be the death of your brand (See p52 for more).

Technology leadership

Seven of the 10 world's largest companies by capital are tech businesses. It's now the driving force of our economy.

If you're not selling tech it must still be the heart of your operation and the means by which to connect with your customer. This is what the WEF calls the Fourth Industrial Revolution – a surge in economic growth and activity fuelled by the interplay between our growing pool of technology. The challenge is keeping up, both in how you operate and what you offer, and a glance at the ever-expanding array of martech is enough to understand what this means.

Entrepreneurial leadership

It's the era of the entrepreneur. Largely as a result of the surge in tech as discussed above, there have never been so many start-ups, so many creative business models and such a quick climb to the top.

These innovative entities represent the future. So if you want to secure your place

there too, you'll need to embrace the same entrepreneurial and inventive mindset.

Adaptive leadership

All of the above spells one thing for leaders – the they must adapt to new challenges, rivals and responsibilities. This applies to managing business models as much as products and personnel, because for many businesses, all of this is in a constant state of flux.

As a leader, this calls for continuous self-examination and appraisal of your operations and offerings. It requires an openness to new ideas and the effort to go and find them.

All businesses start with a desire for good but they must take responsibility when the opposite happens

Systems leadership

Leaders will have to learn how to operate as part of a collaborative but complex system not just in terms of their own business but also partnerships. Systems leadership is a new approach and responds to the need to bring numerous parties together to address complex problems. "These cannot be solved with a top-down, pre-planned approach that focuses on one area to the exclusion of others. Instead, these problems call for the engagement of diverse stakeholders from multiple sectors," the WEF explains.

Shaping societies

Businesses have an increasingly influential role in shaping our societies. Just think about the impact Twitter or Uber have had on our lives and working practices. Arguably all businesses start with a desire for good but they must take responsibility when the opposite happens. Social media platforms aren't created so that terrorists can recruit through them, or so that cyber bullies have an outlet for hatred. Yet as we see through these examples, innovative developments can unite as much as divide. Modern leadership should take this into account, and take responsibility for it.

What to do about Brexit?

During a recent B2B Marketing Leaders roundtable, we asked our senior marketing leaders how they're preparing for Brexit.

The answer? They've been told to plan for any eventuality – from jobs cuts to increased demand. So how can leaders best navigate this 'multiple world' scenario.

It's prudent to have a multi-pronged risk strategy for any possible crisis – one that covers each of the most likely outcomes. But the most pragmatic course is to stay close to the decision-makers and ensure your voice is heard.

"We need to be on the board members' minds when we transition through Brexit as there's likely to be a cut or diversion of investment," one senior marketing leader said.

Failing to be a part of the strategic conversation may leave you out of budget, out of the loop and responsible for delivering results on a knee-jerk plan. You only have to look at the dynamics played out during an average poor quarter, reasoned one attendee. "When the numbers are down, sales either blame marketing or ask for a quick and dirty response – like an email blast. But that's never effective," she said.

Many marketing leaders struggle to get time with the board, and this will likely worsen when Brexit hits. If you're not already doing so, think how you can get closer to the board. That could be by forming an alliance with a single board member or rolling out a quick-fire 'education' on marketing's suggested role and advice through Brexit.

If marketing sits near the bottom of the board agenda, your discussions may often be cut short or bumped entirely. Request a rotating board agenda so that you don't miss your chance.

Leadership lessons from Davos

Mental health survivors are assets not liabilities

John Flint, CEO of HSBC, sees mental health survivors as assets. He believes: "Those who have recovered often possess a resilience and resourcefulness." He urged leaders to help break the stigma around mental health, not for the feel-good factor but for business.

Investment in women really pays off

If the leadership of Japan's Prime Minister, Shinzo Abe, is anything to go by, women could be your savviest investment. 'Womenomics' has welcomed two million women into Japan's workforce since 2012, turning round the country's economy. "A long-awaited positive feedback cycle is taking root, with growth in employment and income generating greater demand and even more employment," he said at Davos.

Well-being needs a budget

New Zealand is granting its nation a Well-being Budget in a bid to move away from short-term fixes and towards "kindness, empathy and well-being". Its Prime Minister, Jacinda Ardern, said: "We need to address the societal well-being of our nation, not just the economic well-being."



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Working your way to the top



Simon Daniels,
marketing operations consultant,
Percassity Associates

With more than 10 years' experience as a leader in marketing operations, Simon Daniels knows his martech. As data management becomes ever more critical for marketers, he shares his tips for success in both client-side and consulting roles

What does it take to become a marketing operations leader?

Marketing operations for me is about ensuring people get the most from marketing data, systems and processes to drive demand generation and commercial outcomes. An MO leader needs to be confident and competent discussing issues across these elements, including data governance, analytics, marketing technology, lead qualification, sales alignment, budgeting and more. There's also a certain resilience required, as MO tends to be on the receiving end of many of the issues that arise and need rapidly addressing!

What's the best way to lead a team of data analysts?

As with any team, analysts want to be assured you understand the challenges they're facing and will provide support when needed. Analysts will tend to be responding to briefs and so ensuring this process is well managed is key. A good analytics team will comprise the right mix of technical as well as soft skills and it's important to ensure there is a plan for ongoing development. Make time for experimentation and side projects, which helps keeps things interesting. While it's crucial that an analytics team delivers a clear return on investment, avoid performance measurement mechanisms that do not recognise their technical contribution.

How do you keep up with new technology and changes to how marketers use data?

I've always prided myself on keeping up-to-date on the latest developments, trends and hot topics. I do this through being as widely read as possible (including B2B Marketing of course!), looking out for interesting webinars, attending events and just talking to industry colleagues. A discipline to which I try and adhere is tweeting something daily that I think would be interesting to others working in marketing operations. As well as hopefully providing a useful 'thought curation' service as I like to call it, this provides an incentive to make sure I'm always looking for something interesting to share.

How does working as an independent consultant differ from working client-side?

The crucial difference is that working independently generally entails always being on the look out for your next project or piece of work. The great thing about consulting is the variety and opportunity to address a wide range of challenges at different organisations, but the lack of security brings its own pressure. Working client-side reduces this anxiety and makes it possible to really focus on specific issues, and of course bring in a consultant to help with really nutty problems. Working for the same company can mean getting involved in certain corporate policies and activities that independents tend to avoid.

What's your biggest piece of advice for marketers looking to progress in operations and tech?

Keep on top of the latest developments and talk to people in other organisations to maintain a fresh perspective and avoid getting stuck in a rut.

What's your top tip for keeping a work/life balance?

I try to be disciplined about when I'm responding to communications. This is especially tricky when working across time zones, but even if you check your email last thing at night for anything urgent, avoid doing so all evening, or it will feel like you've never left work.

Simon Daniels is speaking at Get Stacked, the B2B Marketing Technology Conference, 21 March, on five questions CMOs should be asking about their martech stacks to make sure they know what's going on.

Inside Adobe's $5 billion Marketo acquisition



Adobe's $4.75 billion acquisition of Marketo is big business by any definition. **Paul Snell** speaks with Marketo CMO Sarah Kennedy about what the acquisition means for the marketing team and customers

When I asked Sarah Kennedy, who joined Marketo as CMO from Sabre in October 2017, if she anticipated being knee-deep in one of the biggest martech acquisitions a year into the role, she laughed. "No! When you enter a private equity environment there's always the possibility your ownership structure could change – but I did not expect it to happen this fast," she told me. I quizzed her on her role in the deal, and how she's managing the merger from a marketing perspective.

What's the feeling on the ground, since the acquisition was made public and cleared its regulatory hurdles?

I'm really excited, because I never imagined when we first met with Adobe it would turn into where we have landed. There was a lot of potential suitors out there for Marketo, and the cool factor of bringing together two companies that are passionate about marketers has been serendipitous and exciting.

Day-to-day we're working heavily on how we leverage the best of both worlds from both companies at all levels. We're doing integration planning, on how we bring the platforms together, and the smaller things, such as how do we integrate with Adobe Experience Cloud in the short and longer term.

When did you get involved in the acquisition process?

I was part of that process from day one. Being part of a private equity firm means there are always suitors knocking on your door. We've been in partnership discussions for quite some time, and sometimes those turn into bigger things – and this is one of those.

Is it difficult to keep the momentum going within the team once the deal has been announced, given the uncertainty it creates?

That is hard, because there are a lot of scenarios where an acquisition can take on a lot of different forms. Adobe was very sincere and committed on day one to be all about the people. They know the people make Marketo a success, but that's something your team can't see come to reality until you're there and they have job offers.

Now what's exciting is we're past that state of 'purgatory' and now we can create certainty and communicate that – what our integration plan is, how do they play a role, and become part of something bigger.

"Lean into it and embrace it. Help your teams to do that too. There's endless opportunity on the other side of these deals"

How have you led your team during the transition process?

I've tried to encourage my team to take a minute to sit back and consider everything they've accomplished. Everything is moving so fast, but this has given them an opportunity for reflection, appreciation and excitement, and to take that minute to look forward to what's next.

For many of them this is an exciting move in their career – when you look at what the potential for a marketer is with Adobe, it's not hard to get my team excited about that.

With all that enthusiasm, is it a challenge to keep everyone on track without being distracted?

There's always a challenge to make sure you don't over-rotate into an integration. We have certain people focused on the integration, and others are only brought in when needed. We're trying to draw a pretty clear line around that, because the last thing we want to do is disrupt the day-to-day business.

How will the marketing function look once the two businesses have come together?

In the short term we're focused on making sure we can deliver the same value we always have to our customers and do that through 2019 with no disruption to the business – and make sure we're all coming together to do integration where we can bring value to our customers. Beyond that it's where do we have natural points of integration, and where can we collaborate to leverage the best of both worlds.

When you have two very powerful brands, like Adobe and Marketo, where does the thought process begin on creating a joined up approach?

There is affinity and brand equity in both brands, but what you'll see is Adobe is very thoughtful when they bring in an acquisition, and they don't automatically change things. As we come in we're going to become part of the Adobe Marketing Cloud, as the Marketo Engagement Platform. What they are very thoughtful about is they're not rushing to assume the same thing, it's not a cookie cutter application across anything they acquire. They're doing a lot of research, a lot of brand studies, they're getting to know our customers personally. For a lot of our customers, their own personal brands have been built on Marketo, and Adobe is very sensitive to, and aware of that.

Engagement is what I really think about us centering on. It's something new for Adobe, and building around that as the construct for whatever the brand may be – whether it is Marketo or Adobe. As long as it is centered around engagement, and enabling that – as part of what we're bringing to the portfolio, I think we'll succeed.

And what does Marketo bring to the deal?

We bring a fire and a passion for the B2B marketer like no other. Adobe knows it's had a gap in serving the needs of the B2B marketer, so I think our relentless commitment to serving the needs of those marketers is unique, and they're sinking their teeth in to understand that with us. That energy, passion and commitment is the drive that's made this business successful. Adobe sees that and is hoping to amplify and fan that flame as they bring us into their business.

What would your advice be for fellow CMOs or marketing leaders who might be on the receiving end of an acquisition?

Lean into it and embrace it. Help your teams to do that too. There's endless opportunity on the other side of these deals, and some people resist that. It's hard to lead a team through change, but it's even harder to resist change when it's a positive thing for your customers. When that's the premise of the deal, and you do lean into that, your team is going to be happier and more successful, and your customers are going to get more value out of it.



It's increasingly difficult for marketers to stand out in a cluttered landscape. How do you meet that challenge? Three senior leaders tell **Rebecca Ley** how they laid down new rules for marketing

Your principles are as important as your product

We all know the value of listening to the customer. Every modern marketer aims to understand the client's challenges, needs and opinions. But increasingly, those concerns stretch beyond the product or service offering. Chiefly, customers want to know whether you are 'their kind of company'.

When Marije Gould, VP marketing, EMEA at Verint employed a futurologist, she unlocked crucial understandings about how customer expectations would develop in the coming decades. The research became a key part of Verint's marketing strategy, helping understand its customers and putting them at the centre of its work.

The research revealed the need to focus on three big trends:

1. The ethical consumer, who cares about company's impact on society.

2. The sceptical consumer, who's wary and protective of data.

3. The heartfelt consumer, who wants personal interaction.

The futurologist's research allowed Verint to develop thought leadership content that made it a leader in its field, but it also led the company to change its own approach to marketing.

While the research uncovered three distinct customer types, Verint's method was not to approach them as homogenous personas, but as individuals attuned to three key issues. It recognised that ethics, data security and personalisation are each of significant and growing importance – especially among millennials.

This meant Marije had to re-think Verint's approach to its marketing, including the sweet spot between privacy and personalisation. "We shouldn't be good with customer data just because GDPR tells us to," she says. Now the company focuses on personalised efforts, using technology only when relevant to its customers. "It's much more targeting, much less big net fishing."

Emotion is the blueprint for your customer journey

Emotional marketing was long thought to be the exclusive stomping ground of B2C marketers. Its premise is to entice, delight and ultimately sell to customers by playing to their emotional drivers. It will tug on heartstrings and respond to the consumers' primitive needs and desires.

Most thought that emotional marketing had no place in B2B's rational, long, complicated buying cycles and committees. But Antonia Wade, head of global marketing at Refinitiv thinks otherwise. In her prior role as head of content and campaign marketing at Thomson Reuters, she realised – as have other insightful people – that all buying decisions are emotional as well as rational.

Antonia set out to reorganise the marketing strategy, aligning it to personas and putting the customer at the heart of Thomson Reuters' marketing function. She used the company's website redesign as a catalyst for transforming its customer engagement.

Antonia's team built customer experience maps that acted as a blueprint for the customer journey – from awareness and interest, to purchase and advocacy. This allowed the team to create a feelings chart for each journey. Classifying each stage as high or low on the feeling chart allowed them to understand where there might be opportunities to enhance the brand experience – whether it was a moment of delight or an opportunity to overcome frustration.

The team created 27 user scenarios, detailing different journeys and trigger points across the website. Content was created for each step, from long-form whitepapers to snackable pieces.

The overhaul has so far been a success. Marketing's year-on-year performance has improved significantly under this new approach, as have customer interactions. "When customers are making strategic decisions around vendor choice, you need to appeal to them as human beings," says Antonia. "Customers will feel less likely to leave you if they are connected to you in a way that's not transactional."

Staff need personalisation just as much as your customers

The world of work is changing. As consumer demands and product delivery evolve at a faster pace than ever before, employees and their leaders must keep up. This often means training, but it also equates to a multi-disciplinary approach. Employees must be more reactive, productive and innovative than ever – yet they must also find balance with their personal lives.

These vast developments in tech and changes in how people work prompted Annabel Rake, partner and CMO at Deloitte, to think about her team's future.

Annabel learned how to create an open culture that rewards and attracts talent, while responding to the changing workplace. Deloitte's marketing function, like the rest of the firm, is fully welcoming of flexibility, part-timers and working parents. Deloitte frequently lists as one of the best places for women and part-time team members to work.

In 2014, Annabel changed the way the marketing department is structured by developing its own internal agency, Deloitte 368, named after the Pantone reference for the green dot in the company's logo. Within it, there is a project manager who brings in experts from other areas such as social, content marketing and insight. Freelancers and contractors are now used more regularly, as well as those on part-time contracts.

In Australia, Deloitte is trialling robotics for marketing. Three robots are being tested to create and publish pages on its website, and the trial so far has been successful. "This wouldn't necessarily replace a role, but would augment somebody's existing role, so they could spend more time on other things, such as A/B testing."

Annabel now looks at recruitment differently, assessing whether a role has to be based in London, needs to be full-time, and if robotics can support it, freeing up man hours to focus on more strategic value-add activities.

"When customers are making strategic decisions around vendor choice, you need to appeal to them as human beings"

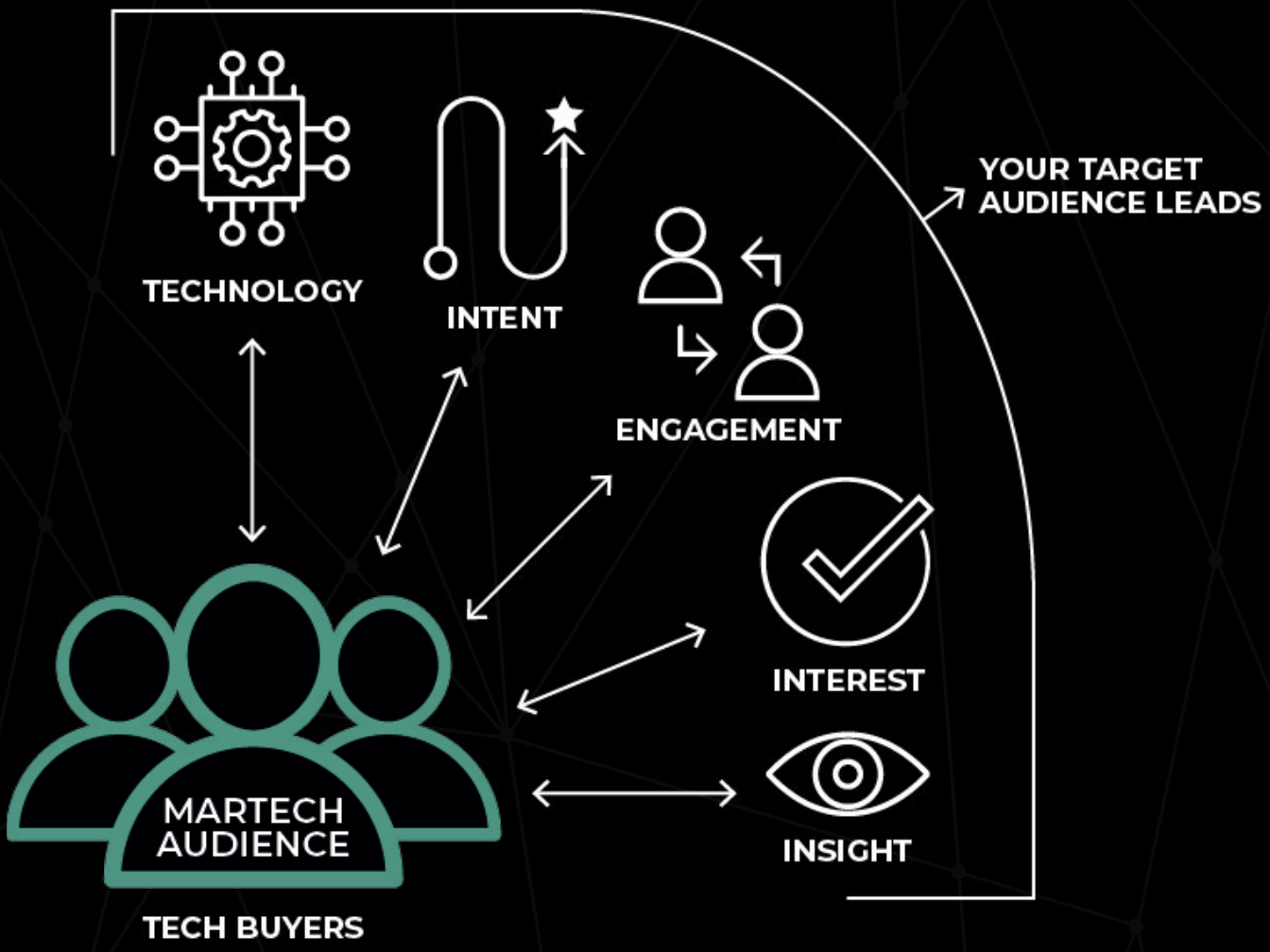
This article is an extract from *The new age of marketing: 5 leaders share their stories*, written in conjunction with content marketing agency Tomorrow People. To read learn more about the industry disruptors and what you can learn from their game changing strategies, download the full report at b2bmarketing.net/newage5



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Apteco
Services: Customer insight, data analytics, direct marketing, marcomms, marketing services/technology, marketing automation
Industry expertise: Automotive, business services, financial services, media, publishing, marketing, leisure and entertainment, retail and wholesale
b2bmarketing.net/apteco

Digital Radish
Services: Content marketing, design, digital marketing, direct marketing, lead generation, marcomms
Industry expertise: Financial services, IT, telecomms, leisure and entertainment, media, publishing, marketing, retail and wholesale
b2bmarketing.net/digital-radish

Kingpin
Services: Advertising, digital marketing, lead generation, marcomms, media buying, telemarketing
Industry expertise: IT, telecomms
b2bmarketing.net/kingpin-communications

Nelson Bostock Unlimited
Services: Branding, content marketing, copywriting
Industry expertise: Media, publishing, marketing
b2bmarketing.net/nelson-bostock-unlimited

Marketo
Services: Marketing automation, social media
Industry expertise: Marketing, media, pharmaceuticals, publishing, IT, telecomms
b2bmarketing.net/marketo

DirectionGroup
Services: Branding, digital marketing, email marketing, lead generation, marcomms
Industry expertise: Business services, financial services, IT, telecomms
b2bmarketing.net/directiongroup

Lesniak Swann
Services: Advertising, customer insight, design, digital marketing, marketing communications, marketing services and technology, web design, website development
Industry expertise: Media, publishing, marketing
b2bmarketing.net/lesniak-swann

Octopus Group
Services: Content marketing, marcomms, PR, social media
Industry expertise: Financial services, IT, telecomms, media, publishing, marketing
b2bmarketing.net/octopus-group

Oracle Marketing Cloud
Services: Marketing automation
Industry expertise: Financial services, leisure and entertainment, media, publishing, marketing
b2bmarketing.net/oracle-marketing-cloud

Earnest
Services: Branding, digital marketing, direct marketing, lead generation, marcomms
Industry expertise: Financial services, IT, telecomms, professional services
b2bmarketing.net/earnest

Longitude
Services: Strategy, consultancy, editorial, research
Industry expertise: Business services, IT, telecomms, public sector, financial services, media, publishing, marketing, professional services, industrial, manufacturing, engineering
b2bmarketing.net/longitude

OgilvyOne Business Services
Services: Advertising, branding, digital marketing, email marketing, marcomms, social media
Industry expertise: Financial services, IT, telecomms
b2bmarketing.net/ogilvyone-business

Marcomms

Amberjack
Services: Branding, content writing, copywriting, design, lead generation, marketing communications, web design
Industry expertise: Business services, financial services, IT, telecoms, media, publishing, marketing, professional services, retail and wholesale
b2bmarketing.net/amberjack

Expandi Group
Services: Data analytics, demand generation solutions, email marketing, marketing automation platforms, marketing communications, web analytics
Industry expertise: IT, Telecomms
b2bmarketing.net/expandi-group

Miramar
Services: Branding, demand generation solutions, design, digital marketing, events and exhibition services, marketing communications, web design, web development
Industry expertise: Financial services, industrial, manufacturing, engineering, IT, telecomms
b2bmarketing.net/miramar

Publitek
Services: Advertising, branding, content marketing, copywriting, marketing communications, media buying agencies, PR, social media services
Industry expertise: Industrial, manufacturing, engineering, IT, telecoms, media, publishing, marketing
b2bmarketing.net/publitek

Bray Leino
Services: Branding, events and exhibition services, marcomms, media buying, mobile, web design
Industry expertise: Automotive, industrial, manufacturing, engineering, IT, telecomms, professional services, public sector, retail and wholesale
b2bmarketing.net/bray-leino

Gravity
Services: Branding, digital marketing, marcomms, PR
Industry expertise: Automotive, business services, financial services, industrial, engineering, IT, telecomms, public sector
b2bmarketing.net/gravity

MOI Global
Services: Digital marketing, direct marketing, event and exhibition services, marcomms
Industry expertise: IT, telecomms
b2bmarketing.net/moi

Saatchi & Saatchi pro
Services: Advertising, branding, digital marketing, marcomms
Industry expertise: Aerospace and defence, automotive, financial services, industrial, manufacturing, engineering, retail, media, publishing, marketing
b2bmarketing.net/saatchi-saatchi-pro

Stickyeyes
Services: Content marketing, digital marketing, marcomms, online video, SEO/SEM, web analytics
Industry expertise: Media, publishing, marketing
b2bmarketing.net/stickyeyes

Tomorrow People
Services: Content marketing, data analytics, digital marketing, inbound marketing, lead generation, marketing services and technology, PR, social media services, web design and development
Industry expertise: Financial services, industrial, manufacturing, engineering, IT, telecomms, professional services
b2bmarketing.net/tomorrow-people

Circle Research
Services: Customer insight, market research
Industry expertise: Business services, financial services, IT, telecomms, media, manufacturing, professional services, property, retail
b2bmarketing.net/circle-research

Telemarketing

The Telemarketing Company
Services: Appointment setting, business development, data cleansing, demand generation solutions, lead generation, telemarketing
Industry expertise: Business and financial services, industrial, manufacturing, engineering, IT, telecomms, pharmaceuticals, professional services
b2bmarketing.net/telemarketing-company

Transmission
Services: ABM, content marketing, customer insight, data analytics, demand generation solutions, digital marketing, marcomms, marketing services, technology, social media services
Industry expertise: IT, telecomms
b2bmarketing.net/transmission

Torpedo
Services: Branding, digital marketing, design, lead generation, marcomms, video, apps, websites, content
Industry expertise: Aerospace and defence, business services, industrial, IT, manufacturing, engineering, telecomms
b2bmarketing.net/torpedo

Public relations

Speed Communications
Services: PR, content marketing, marcomms, social media
Industry expertise: Automotive, business services, financial services, industrial, manufacturing, engineering, professional services, public sector
b2bmarketing.net/speed-communications

UK distribution and digital printing

Washington Direct Mail
Services: Direct mail, post fulfilment, design, digital and lithographic presses, print finishing, campaign management
Industry expertise: Marketing, business services, software, health and beauty, financial services, publishing, pharmaceuticals, public sector
b2bmarketing.net/wdm

The Crocodile
Services: Demand generation, digital marketing, direct marketing, marcomms, marketing automation, PR, web design
Industry expertise: Automotive, financial services, industrial, IT, telecomms, pharmaceuticals
b2bmarketing.net/the-crocodile

twogether
Services: Branding, content marketing, digital marketing, direct marketing, lead generation, website development, media, telemarketing, web design
Industry expertise: Financial services, IT, telecomms, professional services
b2bmarketing.net/twogether

Recruitment

The Jefferson Group
Services: HR, merger and acquisitions, recruitment
Industry expertise: IT, telecomms, media, publishing, marketing, professional services
b2bmarketing.net/jefferson-group

Web analytics

Google
Services: Marketing services, technology, online video, web analytics
Industry expertise: Business services, financial services, marketing, media, professional services, publishing
b2bmarketing.net/google

The Marketing Pod
Services: Branding, content marketing, copywriting, customer insight, design, direct marketing, email marketing, events and exhibition services, inbound marketing, marcomms, PR
Industry expertise: Aerospace and defence, automotive, business services, industrial, manufacturing, engineering, IT, telecomms, media, publishing, marketing, professional services
b2bmarketing.net/marketing-pod

Market research

B2B International
Services: Branding, customer insight, market research
Industry expertise: Business and financial services, industrial, manufacturing, engineering, IT, telecomms, professional services, property and construction
b2bmarketing.net/b2b-international

Social media

Hootsuite
Services: Digital marketing, marketing communications, marketing services technology, social media services, web analytics
Industry expertise: Business services, IT, telecomms, media, publishing, marketing, retail and wholesale
b2bmarketing.net/hootsuite-media-inc



Insourcing, offshoring and creative re-alignment: 10 things I learned about the future of B2B agencies

Is the UK B2B marketing agency sector on the cusp of an unprecedented transition? **Joel Harrison** believes so

Joel Harrison is editor-in-chief and co-founder of B2B Marketing, and is an evangelist, advocate and all-round enthusiast for all things B2B. As well as speaking around the world on business marketing issues, Joel is responsible for the development of B2B Marketing's training and events activities.

For as long as we've published B2B Marketing, agencies have been the barometer of health in the sector. If agencies are thriving, so is the whole sector. That's certainly the case for agencies at the beginning of 2019. This year a record 95 agencies were listed in our league table. The first year we ran it, we struggled to find 20.

Although the agency sector is in rude health, it's also beginning a transition, probably as never before. Here's a brief snapshot of some of the key transitions the B2B agency community is undergoing.

1. Traditional client/agency relationships are breaking down, and we're seeing the emergence of new ways of working, more collaboration and integrated teams. The most obvious of these is growth of the 'agency inside' model.

2. The stiffest competition is from insourcing, rather than other agencies. The availability and affordability of martech, plus the onus on inbound and 'always-on' marketing means clients are building up their internal marketing teams with renewed impetus and vigour.

3. It's not just marketing teams who are agencies' clients. Increasingly, B2B agencies are working with IT or sales teams. These clients have different needs and expectations, and agencies will have to realign deliverables to succeed.

4. It's not just about creative or ideas. Increasingly it's about resources and competencies, particularly around technology. Arguably the biggest skills gap agencies can help clients with is around the use of martech. Meeting this need has a profound impact on how agencies operate and are positioned.

5. Competition within the agency sector is growing too – with management consultancies moving in at the top, and production houses trying to develop strategic offers at the bottom. There's a squeezed middle where many agencies will have to work harder to prove the value that they offer.

6. Offshoring is the future for commoditised services. Doubtless we'll see a repeat of the rapid growth that occurred in areas such as lead generation in regions with lower cost bases than Europe and North America.

7. Size or pedigree is no longer a guarantee of excellence, or even success. Small, nimble and niche agencies may find it easy to compete in this new world, rather than those seeking a broad level of competency.

8. Future opportunities may come from unlikely places. Those agencies able to engage clients who haven't used agencies before will be well-placed to succeed.

9. Brexit can be an opportunity for agencies, particularly if they are offering new insight and/or ways of working that shake up the status quo, and allow clients to be more innovative or dynamic in how they address their challenges.

10. What is an agency anymore? Their historic categorisation as outsourced providers of creative services and strategic thinking is increasingly insufficient to define the nature of the relationship these organisations are having with B2B brands. Doubtless there will always be a need for third party organisations who have knowledge and expertise of marketers' challenges, but it's likely they will take on many different forms in the future, with many different specialisms, to accommodate the needs of this rapidly mutating and fragmenting market place.

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Is that shallow of us?
Or are we just being refreshingly honest?

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It gets attention. It gets fame for the brands we work with. It creates relevance and competitive advantage.

That's why we dare to tell the truth. It sticks. It jolts.
It makes people think. It makes people remember. It unites brands with their customers.

Do you want to be 'hard-working' and instantly forgotten?
Or do you want to be eye-catching, inspiring and impossible to ignore?

Fame for you means fame for us. And if we can make a decent living out of it, well that's a bonus. In any case, we could do with a new yacht.
This one didn't work.

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