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Louise Eagle, Eduserv

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New Year's innovation

I know 2017 feels like an ice age ago but as this is the first chance I've had to say a big collective congratulations to everyone who won at the B2B Marketing Awards in November, I'm taking it. Congratulations!

Aside from the booze-induced headaches, what struck us this year was the creative ingenuity and innovation our winners demonstrated. We celebrated campaigns using augmented reality, virtual reality and c-suite savvy account-based marketing. You guys are certainly up for bold experimentation and rejecting the norm – and we love it!

It led us to think more about innovation. What exactly is it? What are others doing with it? And how do you get better at it? It's been a quest of discovery and we have lots to show for it, including examples of how B2Bers are using Agile, tech and freshly tweaked business models.

We also sat down to chat about innovation with two of the many great speakers who'll be joining us at the InTech 2018 conference on 14 March in London. We discussed with them how to create a culture of innovation – from dealing with failed projects to upscaling success.

It's all a little taster of what's in store for you at InTech, where we'll be pursuing our fascination with daring to be different, and looking at exciting innovators from fintech to martech. I hope to see you there.

Mary-Anne Baldwin
Head of content, *B2B Marketing*

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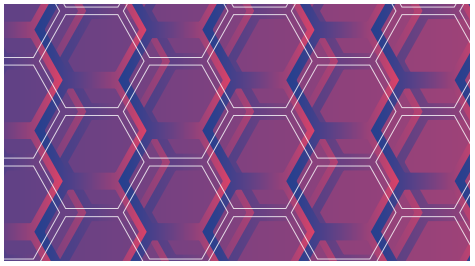
Too inebriated to remember all the fun you had at the B2B Marketing Awards in November? Or, perhaps you were gutted to miss out on the year's hottest night out for B2B marketers? Don't worry, we've put together some of the best bits. Cue montage

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B2B invasion! UK agencies from over here are doing rather well over there, according to findings from the latest *B2B Agencies Benchmarking Report*



PHIL CLEMENT, FORMER CMO AT AON

With more than 12 years at the helm of marketing for a Fortune 250 company, Phil Clement is a man worth listening to. Here, the former global CMO of Aon shares his advice to aspiring CMOs

HOW DID YOU START YOUR CAREER?

When I finished my MBA from the University of Chicago, there was a track that people like me were meant to follow. Starting your own firm as I did just wasn't it. You were meant to join a big consultancy. But within a year the economy had dipped and many consultancies were struggling financially, while I had this nice little business.

THAT WAS A RISKY MOVE. IS RISK-TAKING SOMETHING YOU ADVOCATE?

Many marketers are too afraid of risk, but the risk in not taking bold approaches is far higher. You just have to think deeply about those decisions, including the desired impact and the worst possible one. For example, if you can't measure a project, try not to do it – there is too much pressure in marketing to take that route.

WHAT ADVICE DO YOU HAVE ON MAKING SURE THOSE RISKS ARE EDUCATED?

I always ask myself; 'have I spent enough time this month finding out what's going on in the market?' I like to spend at least 10% of my time understanding trends. Networking with those who are experimenting helps you avoid the challenges that others have come against. Everyone has other friends in marketing – some may have tried a bit of AI, another may have gone back to doing seminars. Getting that feedback from other practitioners is one of the best ways to experiment. The notion that you have to do it all yourself is quite flawed.

WHICH TRENDS DO YOU CURRENTLY ENJOY LEARNING ABOUT?

I'm fascinated by brain science. Now we can watch how a brain reacts to advertising; whether it stores the memory in a place corresponding to rational thinking or emotion; which emotions elicit stronger memories. Now we know, scientifically, that love is stronger than hate – which is why we respond to the positive marketing of soft drinks, for example, and ignore the negative information we hear about them regarding our health.

WHICH TRENDS SHOULD CMOS INVEST THEIR BUDGET ON?

I haven't found a marketing trick yet that has a long-term sustainable advantage, so you have to think for yourself to find new and alternative approaches. Right now there is a huge swing towards content but it remains to be seen whether brands will stay wedded to it. While I don't think the pace of change is any different to how it's been for the past 10 years, the potential for change is far greater. AI, for example, could change everything; literally turn everything upside down.

WHAT ABOUT A NEW CMO – WHERE SHOULD THEY INVEST FIRST?

The first thing I would invest in is really understanding the company. Marketers tend look at their role as being all about marketing but often it's not; it can be about HR or a financial strategy. You need to understand how marketing fits into the mix and best supports the company; ultimately it's not about your department, it's about what the board want to achieve.

STAY SOCIAL

FACEBOOK PUSHES BRANDED CONTENT TO THE BACK

Plans to drastically change Facebook's algorithm means branded content from business accounts will appear less frequently on user news feeds.

Content that encourages interactions between family and friends will take priority over branded content, Facebook founder Mark Zuckerberg announced.

In August 2017, BuzzSumo found engagement on posts fell by 20% for brands and publishers for the year prior.

WHATSAPP LAUNCHES BUSINESS APP

WhatsApp has launched its corporate offering Business App, which includes features such as business profiles and new messaging tools aimed at attracting companies.

The Facebook-owned company hopes this new feature will generate large revenue streams among enterprise-level companies looking to reach a wider audience through the messaging app.

B2B EMBRACES TWITTER'S NEW CHARACTER COUNT

B2B brands have adopted Twitter's new 280-character limit (introduced on 8 November 2017) faster than their B2C counterparts, SHIFT Communications has found.

The research revealed a significant spike in the length of posts on the social network, especially among B2B companies, with the average tweet count currently sitting at 136 characters, compared with an average of 116 for B2C brands.

STAR CAMPAIGN



MHR CREATES CAMPAIGN TO CHALLENGE COMMON PERCEPTION OF HR AND PAYROLL

Personnel software and service provider aims to "put the heart back in HR" in the marketplace with new video campaign

MHR has launched a series of two-minute films to highlight its HR and payroll offerings.

The first ad of the six-part series produced by the business focuses on fictional character Margaret, who is a payroll professional and has a passion for heavy metal. The film sees Margaret transform her day-to-day work by using MHR's tools to automate her processes.

The company has coined the tagline 'Payroll has never looked quite like this' and has used the hashtag #EnableYourGreatness across social media platforms to demonstrate that MHR tools can do more than people think.

Ian Stewart, marketing director at MHR, said: "This new advertising campaign is a radical departure from anything within the market and is designed to be disruptive and challenge stereotypes. Our focus is to resonate with people, not businesses.

"It is a people-focused positioning that no one else in the industry is doing. Instead of selling flashy functionality, we are putting the heart back into HR and celebrating real people like Margaret, who if given the right tools, can achieve greatness in all aspects of life."

Margaret will be the first of six characters to uncover MHR's solutions and the company has said consequent adverts will take on different themes. The second features James, a legal team leader and synchronised swimming coach.

"This advertising campaign will continue to put HR and payroll professionals in the spotlight, and tell fun stories about people like James and Margaret," added Ian.

MHR is also offering its 900 customers the chance to nominate a hidden talent within their own business, which will inspire the final video in the series.

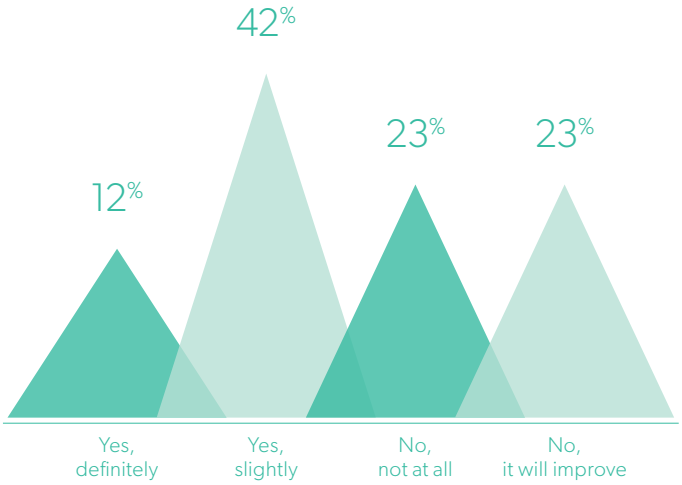


MOLLY MUSES... WILL GDPR HINDER MARKETING?

B2B writer and Twitter pollster quizzes the industry @molly_b2b

#POLLOFTHEDAY

DO YOU THINK GDPR WILL HINDER YOUR MARKETING?



With GDPR towering over us, it may feel like marketers are spending their weekend carving tombstones for the death of their data. Yet according to my Twitter poll, only 12% are still wallowing in expectations that it will end the industry as we know it.

Nearly double that (23%) have stopped their sobbing and rightly realised life after GDPR may actually be better. It seems marketers are moving through the grieving process of denial, anger, bargaining and depression, to finally reach acceptance.

B2B Marketing's regular guest speaker on GDPR, Paul Snell, says: "It's great to see almost a quarter of B2B marketers are looking on the bright side of GDPR; it's an opportunity to rethink their marketing strategy and approach to customer data."

After such a huge upheaval, it'll be interesting to see whether the real outcome will side with the optimists or sceptics.

See page 10 for more thoughts from Paul on GDPR



Jeremy Jones

A ‘back-to-basics’ approach to innovation

Innovation isn’t always about implementing radical, shiny new processes, says Jeremy Jones, global marketing director at Domino Printing. It’s also about reviewing and improving your current practices

Ironically, in marketing innovation is often about going ‘back to basics’. While we may add to our technology stack, the simple purpose is to increase our audience understanding and targeting. Our corporate challenge is to deliver greater, more measurable impact on sales pipeline, so accurate segmentation and message targeting are essential.

As Domino turns 40, 2018 will see sustained innovation right across the business. We’ll be squeezing everything we can from our existing investments in web personalisation, social promotion, retargeting and in nurture-based marketing automation to enhance that.

In terms of content, I’m a great believer in the ‘challenger customer’ approach. Its mantra of ‘leading to, rather than with, your USPs’ means knowing our customers and their industries in great detail. In 2018, customer-centricity isn’t an option; it’s imperative.

Of course, innovation isn’t just about technology. We’re looking to improve the whole ‘people, process and technology’ matrix, so we’re changing our marketing structure and ways of working too. Alongside gathering customer feedback, we’ll be fully exploiting the expertise of regional marketing, sales, service, product management and every other customer-facing team. We aim to use that insight to maximise our content’s rational and emotional impact even earlier in the buyer journey.

In addition to all that, we’re transitioning each product and solutions marketing manager to a full-portfolio, industry sector-based role. We’re seeing that this brings deeper understanding of our customers’ market challenges, and improves collaboration with our regional marketing colleagues by sharing the burden of campaign lead targets.

Managing this change has required a clearly communicated and defined vision; people want to know what’s in it for them, as well as what’s in it for the business. We’re part way through that transition and many specifics need to be finalised, but the feedback so far is all positive.



Simon O’Mahony

Finding the gold in a good customer chat

Simon O’Mahony, marketing director at Nisbets, expects to uncover hidden gems from its customers’ conversations when it introduces speech analytics to improve customer experience later this year

All that is good and bad about Nisbets – the UK’s largest catering equipment supplier – is crystallised in the conversations our customers have with staff at our contact centre. And there are a lot of conversations.

We employ more than 2000 people and operate across nine countries, offering the food service industry over 25,000 items, from cutlery to commercial ovens. We knew there was gold in the conversations generated over such a wide spread, but we didn’t have the tools to access it.

We’re shortly going to introduce speech analytics software in our UK contact centre and after-sales service unit, which will open us up to an array of customer insight.

The software will record all inbound calls, convert the calls to text and combine the data together with all written communication in a single hub. Call recording, transcription and tagging are already underway and we anticipate the phased rollout to start in March.

We expect multiple benefits across a number of areas of the business, including a daily measure of customer sentiment, instant feedback to the buying team on product performance (allowing us to immediately identify and investigate quality issues) and customer feedback on channels.

It’s the channel feedback that really excites the digital teams. Via daily feedback we’re anticipating the opportunity to quickly identify and address customer pain points on the website before they affect the majority of users.

Tracked feedback will also identify common questions that can be converted into self-serve content, improving the web experience and reducing traffic into the contact centre. We can also determine customers’ view of our multi-channel offer to find out whether the experience from website to store is as seamless as we’d like.



Lucy Murphy

Meeting the demands of a global business

For Freshfields' CMO Lucy Murphy, meeting the growing demands of a round-the-clock business required the marketing team to adopt innovative new structure

The need to innovate in marketing and business development is constant, but delivering the expected outcomes with constraints on resources requires ingenuity and creativity.

At Freshfields, we've restructured the marketing and business development function to create a model that's becoming truly global. In the not-too-distant future, it will enable us to pass work seamlessly around the clock to meet the 24-hour demands of both our clients and our legal colleagues.

This is not without its challenges, particularly as we've moved away from a set-up aligned to business structure, and towards a model more oriented to strategic solutions and client-centric capabilities.

The real challenge has been in finding the right people. It requires staff that can operate very effectively within a more ambiguous structure. They need to be able to influence and persuade, often at the highest levels in the firm and deliver something that resonates with clients.

To help with this, we've analysed the various tasks we deliver across the function to identify things that require day-to-day contact with clients and advise them on the most effective way to achieve their desired outcome.

It's also given us the ability, largely through our Manchester legal services centre, to develop highly-specialised teams for core areas such as pitches, design, insight and analytics, and directories.

Our restructure has encouraged us to become much more focused on technology. This runs to parallel the ongoing transformation in the firm; we have to understand the wide range of legal issues that digital and tech are presenting our clients.

We have work to do as we overhaul our marketing technology suite, but our time to market, which once took weeks and months, is increasingly measured in hours and days. I consider this a genuine advantage in differentiating the firm.



Peter Richardson

Innovation and agility: The best of buddies

Peter Richardson, senior marketing manager at PFU, has found that an Agile approach to marketing is unlocking the innovation that already exists within the business

I believe innovation in marketing comes from being able to prioritise, produce, deliver, and measure the results. Agile does all that.

In the year ahead, PFU will be applying Agile marketing, working in teams with key suppliers to rapidly release results – whether that's website releases, social media or channel partner resources. We test frequently and roll the results into adapted approaches to our markets.

So what is Agile marketing? Just another buzzword, right? No. The most useful way to start with Agile marketing is probably to explain what it isn't.

It's not just another word for efficiency, or just another way of doing marketing quicker. It's not a new marketing technique.

Agile marketing focuses on teamwork and responding to the changing market. It allows small teams (usually no more than six marketers) to complete a project, then release, test and inspect the results, adapting the campaign if required.

We've found that marketing projects are completed more efficiently, releasing more frequently and saving on both budget and resources.

Simple things like Kanban boards (which sound complicated, but are essentially boards that map out what's being worked on and what still needs to be done) have also really improved communication and collaboration, both within the team and the wider business.

Agile also helps to avoid scope creep. By focusing on agreed tasks, agile marketers complete work rather than being diverted by things that have been thrown at them. That tends to increase the team's motivation. They like being given the responsibility of prioritising their own work, and working together to see rapidly measurable results.

THE GDPR CLINIC

Starting to panic about your preparations for GDPR? Don't. B2B Marketing's expert and regular guest speaker on GDPR, **Paul Snell,** has compiled a list of the most frequently asked questions – and his advice

2018 is well underway, and for marketers that means just one thing – GDPR is right around the corner, with fewer than five months to go until deadline day.

There's no point burying your head under the duvet and hoping GDPR will go away just like your New Year hangover did. It's time to get going if your organisation is to be ready by the 25 May, when the new European legislation comes into force.

We've identified the most commonly asked questions from B2B marketers on GDPR. Here goes…

Help! I haven't even started to prepare for GDPR. How on earth can I ensure I'm compliant by the deadline?

The first thing is not to panic. There's nothing like a deadline to focus the mind, and you do still have time to put things in place.

"You'd be shocked to learn some of the names of those who haven't done stuff. And then there are those who have been working on it for two years," says Elle Todd, partner and head of digital and data at law firm CMS, at our recent event 'GDPR: Obstacle or opportunity?', held in association with twogether.

"I think if you've done nothing you can still be completely compliant in these four months. It's about focus and understanding, not agonising over some of the decisions."

Our organisation is preparing for GDPR, but the marketing department seems to have been ignored. How can we get some attention?

It's a common complaint. While senior executives fret about the implications of GDPR on IT, legal or HR, marketing's either forgotten or ignored. And this can have negative consequences beyond the potential risk it exposes, says Dan Sullivan, head of marketing, capabilities at KPMG.

"There's a real tendency for the marketing department to be overlooked in the conversation about GDPR, and to have some really rigid rules forced on it that aren't going to work – medicine that feels like it's going to kill the patient, not cure us," he adds.



Paul Snell,
deputy editor and GDPR
commentator, B2B Marketing

Holly Harding, EMEA marketing programmes manager at Hitachi Ventura, suggests finding allies within your organisation with whom you can tackle the problem together. "It's about getting the right people involved in the process across the business," she says. "Having buy-in from various different departments has been crucial in seeing it from all angles."

Is GDPR really all bad news? Surely there must be some positives?

A survey, carried out by software provider Veritas, found 95% of respondents believe there will be positive outcomes to being GDPR compliant, with just 3% predicting the opposite.

Compliance should improve the quality of your data, from which you should be able to generate more insights into your audience. While compliance is mandatory for organisations, those able to market the way they protect and care for personal data will gain a competitive advantage.

The onset of GDPR also offers a great opportunity to re-evaluate your marketing strategy. Do you ever feel that you're stuck on a hamster wheel, sending out emails just for the sake of it? This is a fantastic opportunity to consider a more effective, more creative, and – dare we say it – more fun approach to marketing.

I've no idea how or why so many individuals ended up on our database. Do I have to re-permission them ahead of the May deadline?

That will depend on which legal ground you choose to process the data you already have. Although much of the focus for marketers has been on 'consent', there is now a groundswell of interest among B2B marketers to use 'legitimate interest'. Even the ICO says "if consent is difficult, look for a different lawful basis".

There's no problem with this – the GDPR states that processing personal data for direct marketing can be considered a legitimate interest. But legitimate interest is not an excuse to carry on behaving as you always have done. Any use of legitimate interest must be balanced against an individual's rights, and whether they would "reasonably expect" their data to be processed. As we wait for further guidance from the regulator, key steps are to establish what represents a legitimate interest for your business, and how you define factors such as 'engagement' and 'customer'.

If you intend to pursue consent – and you don't know if the individual has given it, you will need to re-permission. But, make sure you have the systems in place to record consent before you get going, or any re-engagement strategy will be for nothing!

Even the ICO says "if consent is difficult, look for a different lawful basis"

What's the secret to a great re-engagement campaign to drive opt-ins?

Over the next four months, European marketers who are pursuing consent will undertake a campaign to re-engage their database. How many do you think people will click on before they lose interest?

Yours will need to stand out, so make it as human as possible and give it a personality. Limit yourself to a single call-to-action.

The four key points to get across in your message are:

- How you got their details.
- Why you're contacting them, and why you want to re-engage.
- What you want to send them in the future.
- How they can manage their consent.

There's no big secret to a successful re-engagement email, the same factors that drive engagement with any marketing email are applicable.

Improving the conversion rate of the landing pages you use to drive opt-ins is also vital, says Michele Reale, media director at twogether. "Conversion rate optimisation has probably been undervalued from a B2B point of view. Because we're all aware the B2B buying cycle is very long, converting that landing page to be the best it can be is not a high priority," he explains.

"GDPR will likely mean lower traffic from email marketing, hence a lower volume of leads. There is an argument that we need to aim for better quality, so CRO is a really important area to start thinking about – and to put some investment behind."

REVELRY AND REWARD



Too inebriated to remember all the fun you had at the B2B Marketing Awards in November? Or, perhaps you were gutted to miss out on the year's hottest night out for B2B marketers? Don't worry, we've put together some of the best bits. Cue montage

Every year, the best in B2B marketing pit themselves against each other in a bid to win one (or more) of our fiercely coveted awards. While these game-changing – and sometimes career changing – awards create some pretty intense competitive tension, there's also plenty of fun when the big awards night comes around. Here are some of the many highlights that we've had the pleasure of sifting through.



1

amazing venue (The Roundhouse, Camden)

1000

submissions

☆☆☆☆☆

28

winners

650

Award ceremony attendees

10

velvet tuxedos

1

missing backpack (which still resides at B2B Marketing towers, lamenting its lost owner)



6

'humanimals' (that's humans dressed as animals). Really.

Unlimited drinks (we were too ashamed to count)

9

hours of crazy partying (we kicked everyone out at 4am, who knows what happened after that!)

1

hilarious comedy set by our compère, Russell Kane



1

indiscreet arse pinch of said comedian by the B2B Marketing co-founder, James

Countless memories



THE JUDGING PROCESS

Just look how happy these guys are to win a B2B Marketing Award. That's because, due to our exacting standards, these bad boys are hard to win. We put entrants through a rigorous two-round judging process, which involves online applications, face-to-face presentations, and 150 global industry judges who put in a total of 500 hours of judging. We stopped just short of throwing in hot coals and a tightrope.



Above: The team from Stills celebrate their awards for 'best branding initiative'
Top right: Fujitsu and MomentumABM scooped the prize for 'best integration of sales and marketing'
Bottom right: Powwownow took home the 'best use of social media' award

"The B2B Marketing Awards is widely regarded as the most competitive and prestigious in the B2B marketing industry. To have won three awards is a phenomenal triumph and a testament to the quality of work we deliver for our clients. It's a proud moment for everyone here at William Murray."

Anita Murray, CEO, William Murray Communications, treble awards-winners at the 2016 ceremony

"The B2B Marketing Awards are a great way to showcase all the hard work you and your clients have put into your best campaigns. They provide a great opportunity for brand exposure. And the awards night itself is always a top quality bash!"

Simon Martin,
MD, Moreish Marketing



"The awards event was fabulous, even better than last year. It made me realise just how much B2B Marketing has now established itself as the leading global brand for all this – both in the UK, across Europe and beyond. The sky is the limit, it would appear!"

Chris Adlard, senior manager, Misys



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WHITE COLLAR VIDEOS

FORTUNE FAVOURS THE BOLD: GRAVITY GLOBAL GAINS GRAND PRIX GOLD

For most, just being nominated for a B2B Marketing Award is a tremendous accolade. To win four awards – including the coveted Grand Prix trophy – takes something truly remarkable. **Alex Clarke** explores how Gravity Global did it

We live in a world of uncertainty. Unmitigated levels of scepticism – and perhaps worse, apathy – are impacting peoples' ability to take bold steps, especially in B2B marketing.

Instead of taking giant leaps, B2B brands often take small, iterative steps, with tomes of bold and innovative agency ideas left to collect dust in the pitching library. Yet, those who take the jump, can reap the rewards. Gravity Global and its client Embraer certainly took that leap.

With its 'Profit Hunter' campaign seizing four B2B Marketing Awards wins at November 2017's ceremony (including the evening's star prize – the Grand Prix trophy), Alex Clarke caught up with Gravity CEO Mark Lethbridge to discuss why this campaign was voted best in class.

BOLD, BOLD, AND EVEN MORE BOLD

Right off the bat, Mark is keen to emphasise Embraer's attitude, rather than his agency's contribution. "The reason we won this award was actually because of the client," he says. "What I mean by that is the client allowed us to take some big steps for them in terms of direction, strategy and implementation. They supported the programme, from start to finish."

Who exactly was the client? Embraer is a Brazilian aerospace conglomerate, and the third-biggest aircraft manufacturer in the world. Herein lay a huge challenge for the Gravity team, right from the outset.

"The aerospace sector is a multi-billion pound space," says Mark. In fact the R&D costs of the aircraft Gravity was hired to promote reached $1.7 billion. "To be brave when such significant sums are at stake necessitates a client that is completely behind the campaign's strategy. If we'd presented this to other businesses out there, they'd have rejected it on the grounds of it being too risky."

Gravity had done its homework. Embraer was clearly an organisation that wasn't averse to taking risks. "A really powerful manufacturing business that's right at the heart of the latest innovations – and it's come out of Latin America, a much less established aerospace market than the US or Europe – now that's commendable," Mark observes.

"What really impressed us and attracted us to this account was Embraer's boldness and its willingness to overcome enormous challenges."

'CHALLENGE, CREATE, OUTPERFORM'

Embraer tasked Gravity with launching its new range of jets, and Mark explains his team built the campaign strategy around three core principles: challenge, create, outperform.

"For us, that's what Embraer is all about. It challenges the marketplace, is brave enough to create solutions that establish new segments and opportunities in the market, which, in turn, allows its customers to outperform their goals."

The approach was bold for what is normally quite a conservative industry. Furthermore, it was completely connected: from the brand strategy right through to the deployment of the campaign across every channel. "The alignment on this particular programme was exceptional," Mark says.



The Grvaity team and Embraer's CEO, John Slattery (back row, middle), with the award on the night of triumph

"When we showed the marketplace that jet, we knew people were going to pay attention"

Gravity had to ensure its work – and its communication with Embraer's audience – reflected the campaign's desire to instil challenge, creativity and performance. It did all this with the renaming of Embraer's launch aircraft.

THE BIRTH OF THE 'PROFIT HUNTER'

"You've got aircraft like Airbus' A380 and A350 and Boeing's 737 MAX – then suddenly we launched one and decided to call it 'Profit Hunter'," says Mark.

The technical name of the jet is E195-E2, but Gravity convinced Embraer to take a bolder step, instantly injecting the product with more personality, and, ultimately, communicating what it can do for the customer.

It was a real break in convention for the aerospace sector, which proved to be an underlying theme throughout the campaign, exemplified by a giant eagle painted onto the nose of the jet. Reflecting on the boldness of its move, Mark laughs: "We were asking the client to paint an eagle on the nose of a brand new £50 million aircraft just about to launch into the marketplace."

The key, yet again, is smashing industry conventions. Traditionally, aircraft graphics sit exclusively on the side of an aircraft, which is exactly why Gravity decided to plaster a giant eagle on the front of Embraer's. "When we showed the marketplace that jet, we knew people were going to pay attention," says Mark. Images of the Profit Hunter went viral across the globe with reports by CNN, BBC and CNBC.



"The campaign and award submission that every B2B marketer wished was their own"

Gemma Davies, Awards judge and director, global ABM strategy, ServiceNow

JUDGES' COMMENTS: Why did they win?

"The innovation was evident across strategy and implementation from the challenger brand positioning and the use of personas, to the video that quickly went viral and the live-streaming. The judges found the campaign inspiring, it really gave us the feeling of 'I would love to have been a part of this'."

Iulia Balan, head of client experience and ABM, State Street

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JUDGES' COMMENTS: Why enter business awards?

"The B2B Marketing Awards creates healthy competition in the B2B world. It inspires us, as well as drives greater collaboration, desire to learn and growth within the B2B marketing profession."

Gemma Davies, director, global ABM strategy, ServiceNow



Gravity used live-streaming and virtual reality to show off the aircraft

HOW DID THE PROFIT HUNTER MAKE PROFIT?

Savvy B2B marketers will know that a creative idea is only as good as the instruments used to take it to a wider audience, and Mark stresses this was a key component of Profit Hunter's success.

"We didn't just want to employ the traditional channels," he says. "We were keen to use the latest technologies to demonstrate that we're an innovative organisation."

To fulfill this, Gravity live-streamed the launch of the aircraft using a full-size TV studio and numerous social channels, which Mark claims to be a world-first for the aviation sector. Gravity knew demonstrating the new platform would be a real challenge, and that to achieve standout, the team would have to maintain their mantra of using new technologies to disrupt the market, throughout the campaign.

"We knew a number of people wanted to see this aircraft," explains Mark. "So, we chose virtual reality as a mechanism to give people the experience without physically going in the aircraft."

COURAGE CAN CAUSE TURBULENCE

It wasn't all clear skies when it came to convincing Embraer to take such bold and unconventional approaches. "You can't be afraid to try new things," Mark stresses. "We identified the normal challenges and ways that brands go to market in a particular industry and then determined how we could disrupt and utterly transform it.

"If you're bold in your approach, you'll achieve more standout, more share of voice, and more

AWARD-WINNING RESULTS

624%
increase in share of audience

257%
increase in share of voice

1304%
increase in engagement

260
VR presentations made to audience

320,000
views of Embraer Live TV

84.6%
new website visitors

3 ESSENTIAL COMPONENTS OF AN AWARD-WINNING CAMPAIGN

Mark Lethbridge, CEO at Gravity Global, shares his tips

1. **Develop a really clear brand strategy.** This'll give you an obvious point of difference.
2. **Live up to it.** If your strategy is to challenge the market, the work truly has to reflect this.
3. **Leverage innovation and technology.** The right tech can be a real game-changer.



The launch of the 'Profit Hunter' was covered by CNN, the BBC and CNBC, among others

engagement – all for less money than your competitors."

THE NIGHT OF TRIUMPH

Fast forward to 23 November 2017, the night of the B2B Marketing Awards, when Gravity took not only the coveted Grand Prix trophy but also scooped prizes for the 'Best multichannel campaign', 'Best product launch', and the inaugural 'B2B bravery award'.

"We were absolutely delighted with the outcome," recalls Mark. "To gain recognition from our peer group for all that hard work and all those late hours, while being named as the best of the best, is fantastic."

Award wins don't just provide a shot of motivation for the team involved, but also attract the industry's finest talent to join your ranks. "In the talent crunch, trying to find the right people is a constant battle, especially in B2B," says Mark. "But to be seen as the best in the business helps significantly."

From a new business perspective, the value of winning such trophies can't be underplayed, as Mark underlines. "We're being phoned by prospective clients, who have seen our success at the B2B Marketing Awards, and, therefore, want to talk to us."

Mark staunchly believes this element of competition ultimately helps to improve the industry, driving higher levels of innovation, creativity, and boldness. "It's always worth fighting for that cut-through," he says. "We're a very competitive industry and we're all driving each other to do better. We've won the Grand Prix in 2017, and hope that inspires the next agency to do even better and come up with an even more imaginative solution this year."

JUDGES' COMMENTS:
What did you learn from this campaign?

"The importance of really getting the business to 100% believe in the campaign. The challenger brand approach can only work if the business adapts and commits to delivering on that promise across customer interactions. Here, we saw a real change in business mindset that was crucial to the success of this campaign."

Iulia Balan, head of client experience and ABM, State Street

"Be really authentic to your brand, ensuring everything is fully integrated across the ever-increasing range of channels we can use. And have fun – the very best work makes you smile and has real personality."

Alison Tattersall, marketing director, corporate banking, Barclays

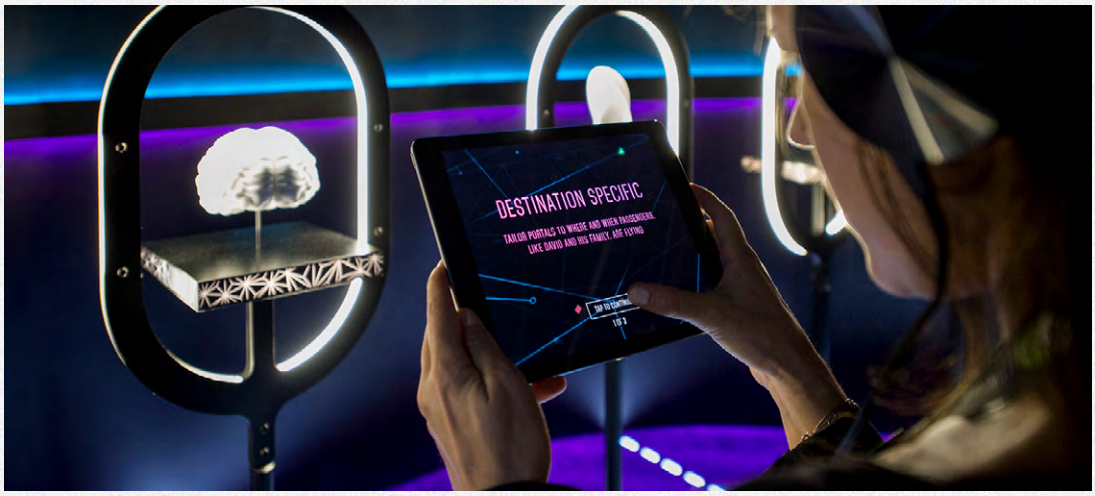


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STYLE *AND* SUBSTANCE

Marketers from across the country (and even further) came together at the B2B Marketing Awards to recognise those who pulled off some of the best B2B campaigns of year. **Molly Raycraft** scours the 28 award winners to share some of the most innovative campaigns





Above: 'Connected Air' AR exhibition
Below: Inmarsat's exhibition stand

INMARSAT AVIATION AUGMENTS REALITY TO CAPTURE NEW MARKET

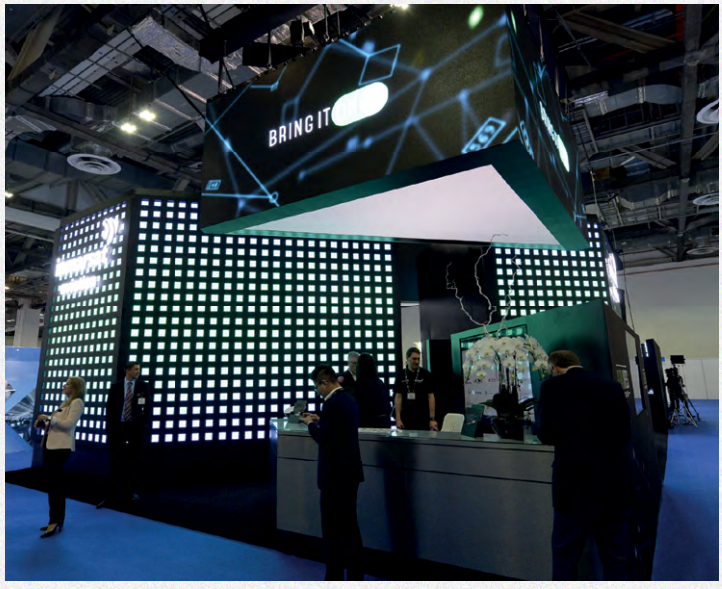
Inmarsat Aviation had a dilemma. It needed to sell in-flight wifi to specialist prospects that represented a global audience of 250 airlines. Time was ticking; competitors were taking on the trend and there was only an 18-24 month window to pull off a successful launch before being swamped by more advanced campaigns. The company had no existing relationships, so it was imperative its marketing would differentiate.

Of course, hauling a commercial aeroplane to every trade show wasn't an option. So, Inmarsat created the 'Connected Air' AR exhibition to transport prospects, showing them what the product did and the benefits it would bring. Spectators were submerged in a now tangible and relatable product and its output was proliferated by promotion from social media, trade press and interactive touch-screens.

The interactivity within this campaign significantly boosted buying confidence. By allowing prospects to experience the product, they were able to evidence the benefits clearly, which increased the amount of lucrative meetings Inmarsat secured.

"Live events have truly put Inmarsat Aviation on the map. Instead of prospects asking us 'who are you?' they're now looking to us for thought leadership and partnership. We've shifted the conversation and our positioning. We're now regarded as true industry innovators."

Dominic Walters, senior director of marketing communications and strategy, Inmarsat Aviation

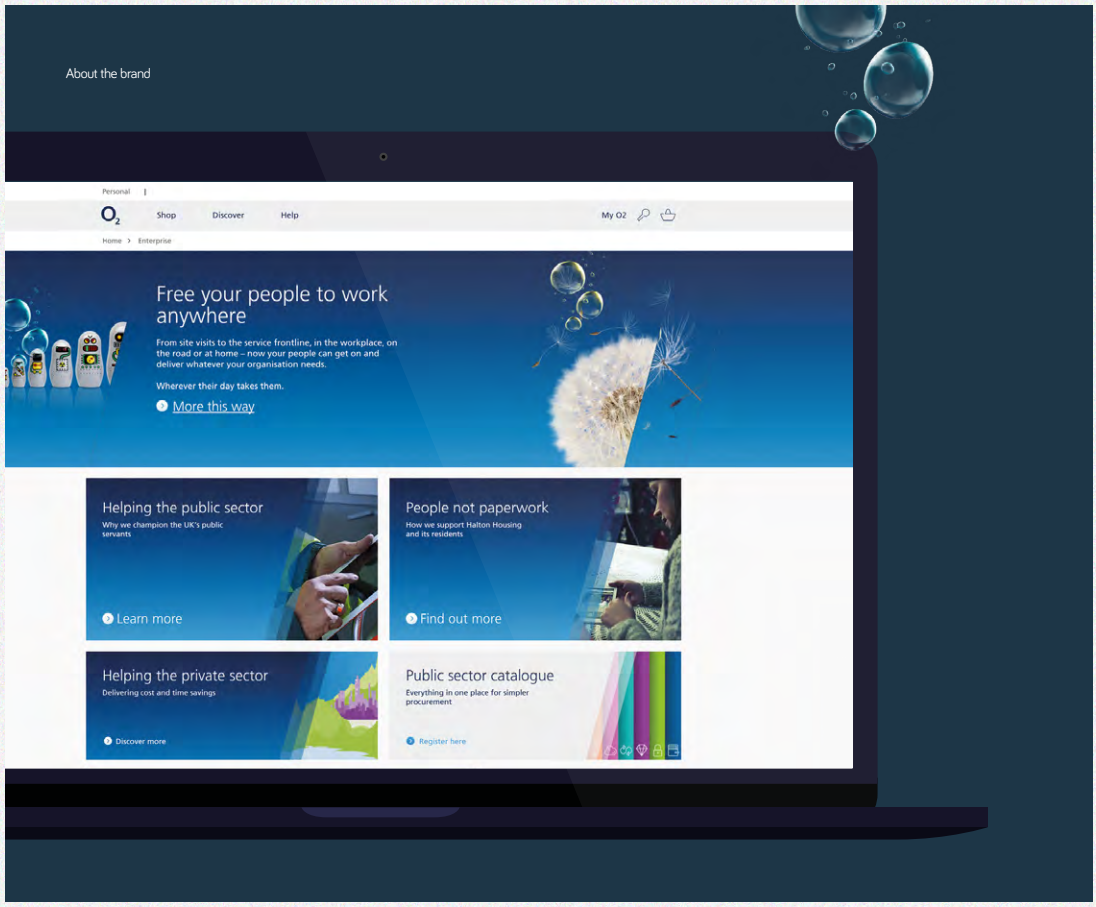


O2 USES ABM TO DEFINE ITSELF AS AN IT TECH LEADER

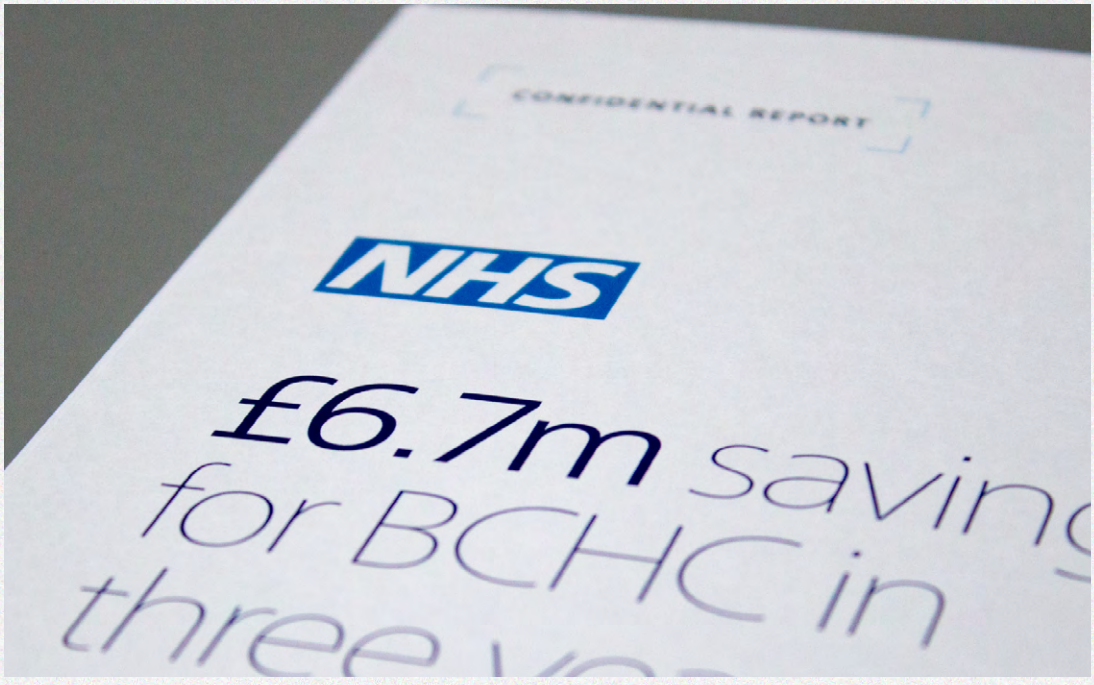
What does O2 sell other than mobiles? Not long ago, many in B2B couldn't answer that question, despite the company having launched an enterprise division in 2011. It needed to market itself in a way that would include the company in the brand consideration process; it decided to target prospects directly.

To reel in a c-suite audience, O2 switched its focus to strategic business priorities and commercial benefits, prompting prospects to question their current strategy. At first, ABM seemed a drain on resources, but data soon became the hero of the hour. O2 was able to use it to build a specific profile on each account, highlighting each prospect's individual needs.

By arming themselves with tailored content, both sales and marketing were able to communicate the potential opportunities of choosing O2. Having dipped its toes in ABM waters, O2 was able to scale up its successes to a sizable ROI through a two-stream approach, implementing both 'one-to-few' and 'one-to-many' ABM.



Above: The enterprise division of the website
Below: A bespoke report sent to the prospect



"Our client, Swinton Insurance, has a network of over 600 transactional suppliers. The ABM programme elevated O2 to become one of only two strategic partners, and as a result, has helped us add over £7 million to our pipeline."

Ash Aggarwal, client director, O2







TATE & LYLE SUGARS CREATES VIDEO BOX GIFT THAT KEEPS ON GIVING ROI

Tate & Lyle Sugars hoped it could get its new beverage syrups into the hands of key decision-makers by injecting an element of creativity and surprise into a gift-heavy market. An abundance of complimentary tasters meant their novelty had worn thin. The company needed to get its product noticed and persuade prospects to switch brands.

Marketing decided to combine the nostalgia of traditional methods with the 'wow' factor of innovative technology. After an entrée of handwritten letters to build anticipation for the main attraction, it arrived; a branded box, complete with brochure, syrup bottles and an in-built automated video.

The video transferred the message into a digestible format and became a unique talking point for the sales team to interact with prospects. It was recycled into bite-size pieces and promoted on LinkedIn to broaden its reach. The differentiated engagement resulted in Tate & Lyle doubling its target, achieving 61% active conversations with prospects and reaping a growing 183% in ROI.

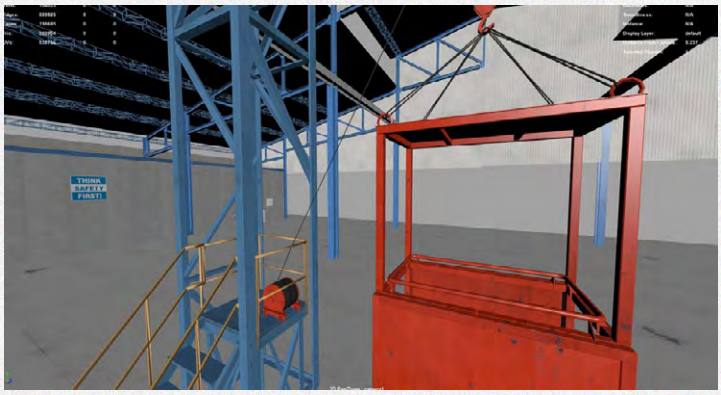
Above: Caramel beverage syrup, campaign images
Below: Automated video box





"We have created a truly compelling lead generation and conversion campaign that has caught the imagination of our notoriously hard to reach target audience. Not only has the campaign delivered incredible results so far, but it has set the foundation for exponential growth."

Dan Smith, product manager (EU), Tate and Lyle Sugars





LLOYD'S REGISTER ILLUSTRATES DANGEROUS IMPLICATIONS USING VIRTUAL REALITY

As gas prices fell, Lloyd's Register (LR) felt the knock-on effect, with clients beginning to withdraw their decreasing budgets from the company's training services. Marketing needed to prove the company's value and demonstrate why it was crucial that clients dedicate some of their budget to LR's training.

Health and safety is commonly seen as a boring process and LR needed to change that perception, so it introduced the use of virtual reality (VR). Through it, prospects were immersed in real-life fatal accidents that demonstrated the full human and business impact of insufficient training.

The VR simulator aimed to inform rather than scare prospects into business, and mindful of the project's sensitivity, the marketing team used crash test dummies in place of victims.

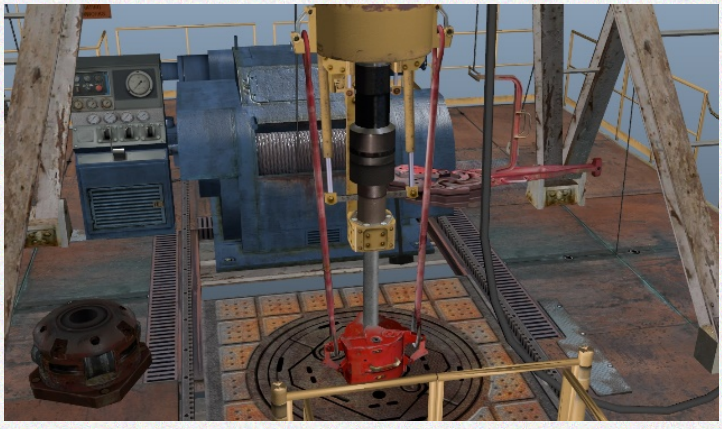
Marketing grew engagement on the interactive programme by publishing the results of a conjoined safety test. This talking point created a 23% increase in bookings, which kick-started a number of one-day workshops, won three key accounts, and garnered considerable press attention.

The VR simulator

"Due to the downturn in the oil and gas sector, we'd been looking at ways in which we could drive interest in our training portfolio in a rapid and effective way. What we've done with the LR training simulator is illustrate to the industry that we're using the latest technology to help keep safety training engagement at a level we just haven't seen before."

Luis De La Fuente, head of training, Lloyd's Register Houston





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INNOVATION BREWED FROM A CUP OF COFFEE

Molly Raycraft speaks to Nick Worth, now CMO at Selligent, about how he built a culture of innovation within his start-up tech business, Schematic

"If you have a team of incredibly creative maniacs, that's wonderful but someone needs to keep the project moving."



Nick, now CMO at marketing automation platform Selligent, will be speaking at B2B Marketing InTech 2018 on 14 March in London. Hear him share how to gain clients and avoid catastrophe with the use of AI, during his talk – 'Artificial Intelligence is here: How can you ensure it doesn't make your customers hate you?'

Nick Worth's experience of innovation is impressive. Today, he is CMO at Selligent, but between 1999 and 2007 he co-founded and ran tech-based start-up Schematic.

Like many entrepreneurs, Nick's efforts began in a coffee shop in Santa Monica, California. He started with a mere party of five, but when he sold the interactive marketing and software agency in 2007, it had stretched to 350 employees across three countries.

Here, Nick shares how he built the business through a culture of innovation – including the challenges and lessons he experienced.

CHOOSING THE RIGHT TEAM

To develop innovation within a business, you need an open-minded company culture and that starts with finding the right people. Creating the balance is imperative, and this applies to both skills and personalities. "If you have a team of incredibly creative maniacs, that's wonderful but someone needs to keep the project moving. You need somebody who's organised, self-disciplined, and usually those people don't have a huge appetite for innovation," Nick says, explaining the dilemma.

Nick started by creating a balance between good design and coding. "We looked for designers who loved great software, and software people who understood great design was part of what they needed to do," he explains.

Many companies decide to experiment with innovation in the confined safety of small-scale pilot schemes led by a small team. That group similarly needs careful selection. "The team has to be open and excited about innovation. It can't be a collection of people swept from the company and told 'we're all becoming innovators', that's not going to work," Nick advises.

They must also be protected from the eyes and expectations of the wider business, says Nick. The company at large should understand the pilot team is not there to transform the entire business – at least not overnight.

When starting out, it's best to avoid giving the team too big a brief, as the pressure can hinder innovation. "They are there to innovate on a small scale and to figure out how to grow that against larger problems," he says.

"You have to shine the light away from the team as they go through the cycle of success and failure that all innovators go

NICK WORTH: QUICK CV

CMO, Selligent:	2014–present
Adviser to start-ups and mid-stage companies:	2013-present
President, Americas and MD, corporate development, Possible:	2011-2012
President and COO, Schematic:	1999–2011

through. Keeping all eyes on innovation puts the weight of the entire company on that team," Nick explains.

He also stresses the importance of having project managers who are able to maintain lines of communication between the innovators and core functions, and crucially ensure respect from all sides.

"We required that all the crafts in the chain hold each other in mutual respect. The real pirates of the place – the ones who thrived on doing stuff that had never been done before and loved working without a net – had to understand that the project managers and producers had equally important roles. Even if the collective discipline that they were enforcing was less exciting than the breakthrough work of the creative and tech pirates," he says.

UPSCALING INNOVATION

Like many small businesses, Schematic faced the challenge of scaling at speed, and at times its clout grew beyond its size. "We were selling a website to a big company and they wanted to come to our offices, which was a big problem because we'd pretended we had 35 people when actually, we had about 12," Nick recalls.

"You have to change the culture of the company so you've got the good people doing innovative work and not filling out holiday request forms."

"We hired 20 temps. We didn't have enough computers for everybody, so we had to put them in conference rooms. When the client came we had 30 people in the office; it was just that most of them didn't work for the company."

Having led innovation for both start-ups and large organisations, Nick understands the struggles of upscaling. Meeting big client expectations when you're small can be a challenge, but the problems don't cease as you grow. For example, the hierarchical structure of large organisations can easily quash innovation.

Nick's hardest challenge was in losing key advisors to managerial duties, making decision-making slower. "You can't get the five great people from every discipline in the room to solve every problem. Those great people are managing departments of 50 people, so it all gets very diffused and leveled," he says.

Nick and his employees learned career success shouldn't always mean managerial progress. Rather, he had to find each employee the right job for the business. "If you're taking someone who's really good at coding and innovating and you make them the boss of 10 other coders, that person would

write much less code and wouldn't be good at being anyone's manager. You have to change the culture of the company so you have the great people doing innovative work and not filling out holiday request forms," he says.

DEALING WITH FAILURE

Despite growing and selling a successful business, Nick's had his fair share of failure. His first business stalled after launching several failed products, such as Alphaview, a platform for experiential online market research.

Schematic was initially created as a side business to fund that failed company. "It turned out we were actually really good at the stuff on the side," Nick explains.

Knowing that good things can come from failed attempts is crucial for innovation, and this knowledge should be shared throughout the business so staff know it's okay to try but not succeed.

"The biggest thing is accepting that success is not inevitable and it's ok to fail," Nick says. "We did fail and when we did, we didn't hide it, we dealt with it, we figured it out and tried to make it right. In any culture, truth telling is really important because you can't move forward otherwise."

Many leaders shudder at announcing their own failure, but having transparency with staff will boost credibility amid any short-term personal embarrassment. Nick recalls a project that nose-dived and the course of action he took to address the failure. "We were very open with the team about what had gone wrong. We didn't pretend it was okay, but we also didn't say it was the end of the road. It wasn't, we'd let a client down, which was terrible, but not a death toll."

Large organisations in particular struggle to reveal failures to shareholders due to the potential implications on share price. But Nick says the best way to deal with the matter is to tell the board quickly and clearly. "You need to say what happened, where you are and neither exaggerate or minimise. Be clear that you've thought about the implications of what's happened."

It can feel embarrassing to fail, but that shouldn't inhibit honesty. That failure can create guidelines for future projects, and perhaps signal the start of a whole new success story.

BUILDING THE CUSTOMER BASE

Innovation has the ability to differentiate companies from the competition. For Schematic, it established a strong customer base beyond those who wanted generic web designs – and this led to further innovation.

As the company grew its reputation for innovation brought desirable clients into the fold – who gave the company the opportunity to innovate in new ways and establish itself as a leader in tech and software.

RESPONDING TO RESISTANCE

You're bound to come across people in your culture whose scepticism for innovation is reinforced by its potential risk. Communication is the key to resolving this. "You need to talk about what you're trying to do in terms of goals and how to measure its success over the long term," says Nick. Painting a clear picture of a beautiful future and a bit about how to get there will be enough for most.



FRIEND OR FOE?

B2B marketers are often accused of keeping their cards close to their chests. Co-opetition is a relatively underplayed B2B hand that few possess the courage to take on, yet those brave few who risk the high stakes are reaping the rewards. **Alex Clarke** explores

Co-opetition. At first glance, it may look like a relatively simple concept – it's just a portmanteau of co-operation and competition, after all. But in the business world, it's a neologism that can make or break industries, drive millions in revenue, or cost millions in lawsuits.

WHAT IS CO-OPETITION?

As Jon Miller, CEO of ABM platform Engagio, neatly summarises: "[Co-opetition] refers to any time you work in a partnership manner with companies that are also competitors."

Co-opetition is often seen as a central requirement in the technology industry, especially within the B2B market. And it should come as no surprise most major forms of technology simply wouldn't exist if there hadn't been some form of co-opetition along the way.

Much of this success, as Tim Dyson, CEO of communications group Next 15, explains, comes down to the colossal funding and investment in the tech sector. "It's pretty much non-trivial," he says. "Many hundreds of millions of pounds are being invested every day. The pace of change in the tech industry is so rapid, that in order for a new technology to get a foothold, it has to do it relatively quickly, otherwise it disappears."

Tim is convinced that if a company decides to 'go it alone', it would struggle to establish a market and survive. You just have to look at success stories like Intel and Microsoft – the latter whose operating system is used across multiple computing platforms – to convince you. On one level, Microsoft is co-operating, but on another, it's competing.

"Pretty much all of the industrial architecture of today's computer industry is there because many companies invested in the same areas, worked together and were willing to look at common standards," Tim explains.

CO-OPETITION IN THE CURRENT B2B MARKET

Turning our backs on Bill Gates and the 1970s tech boom for just a moment, let's take a look at a more modern B2B example of co-opetition.

While many would argue that account-based marketing (ABM) has been around in some form or another for decades now, its rise to prominence over the



past couple of years has prompted huge overhauls of departmental structures, and complete transformations in marketing activity. And alongside any new tactic, strategy or activity, comes specialist vendors offering services and solutions.

One such company is Miller's California-based ABM vendor Engagio. If you type Engagio and Terminus (another ABM provider) into Google, you'd be presented with direct comparisons between the two solutions, reviews of which is better, and people questioning which brand they should spend their cash on. But dig a little deeper, and you'll see that Engagio and Terminus are actually sharing a lot of each other's content, whether that be the other brand's tech stack on their website, shout-outs on social media, or co-chairing of event sessions.

"Early on, we very explicitly took on a strategy to work with any company in the ABM space in order to build the category together," explains Jon. "First and foremost, we wanted to do this through content and education initiatives.

"With ABM, for example, I think it's more important to build the category than it is to worry about competing over any specific deal."

We took on a strategy to work with any company in the ABM space to build the category together

As Jon hints, brands have to determine whether it's more beneficial to grow the category, even if that means helping your competitors develop, or if it's easier to keep your cards close to your chest, and flourish that way.

Some brands have a choice, and some don't, says Jon. "For a company like Marketo [which Jon co-founded], having Salesforce show up as a competitor, it didn't really have a choice, the two had to co-exist. Yet, in Engagio's situation, we specifically chose to build up the ABM category with Terminus."

CO-OPETITION ON A PERSONAL LEVEL

While, in theory, collaborating with your competitors can clearly prove to be fruitful, not every B2B marketer has the resource and budget of a Microsoft or Marketo.

Kath Pay, founder and CEO at consultancy Holistic Email Marketing, was astounded at the closed-off nature of the B2B email industry when she first landed on UK soil from Australia in 2004. To rectify this, one of the first things she did was to set up informal dinners, gathering industry thought leaders together over food and drinks.



She's keen to point out these get-togethers are organised without expectation or hidden agenda. "From the outset, we started getting to know each other as people, not just as brand competitors.

"By building up these relationships, we'd start sharing our challenges, trials and tribulations, and ultimately, our learnings from what we've gathered from the market. Therefore we were spreading all the information, rather than just extracting our own learning and keeping it for ourselves."

ESTABLISH YOUR GOALS AND OBJECTIVES

As with any area of marketing, the leading principle of co-opetition is to clearly lay out your objectives, and stick to these fastidiously. Why do you want to build and be part of this community of competitors? Why do you want to help them?

For Kath, these are questions she constantly has to revisit to remind herself why she's doing this in the first place. "I'll often still turn to my team and ask them the question: 'Why are we doing this?'

"When I hear my competitor use literally the same phrase or tactic I introduced to them earlier, I think, 'why have I done this? Why have I taught my competitor this?'"

The crucial consideration for Kath is that ultimately, it will yield lucrative long-term results – with the entire process always resulting in an improved experience for the customer. For her, the more a consumer enjoys and uses email, the more budget is afforded to email marketers, and, therefore, the more clients are available to Kath and her team.

"If you care about your sector, you're going to want to make it better as a whole," she stresses. "And if that means you all work together, then you will all benefit in the long run.

"My motivation has always been to help the email channel itself, help email marketers do a better job, which in turn ends up helping the end consumer. All of that eventually comes back to help my company in the long term."

MEASURING SUCCESS

Something I'm sure you've been screaming at the pages while reading this is how do you prove the value of co-opetition with hard metrics and solid revenue.

The question, as Kath explains, isn't that easy to answer. "You're really playing the long game here," she says. "You're not going to see results immediately."

But Kath has noticed a more tangible, short-term benefit from co-opetition: reciprocity. "People start to feel indebted to you," she says. "I have some very loyal clients, colleagues, and even competitors – all of who at some stage I've taught, nurtured and worked with. They feel indebted to me because of that."

RISKY BUSINESS

It should come as no surprise that co-opetition is a marketing tactic that's fraught with peril. And Next 15's Tim warns marketers they must be aware how quickly the tables can turn in the co-opetition game. "One minute you're standing onstage together championing some new piece of technology that you've both worked on, but two weeks later you're fighting in court over intellectual property and copyright issues."

The challenge here, Tim explains, is to make it clear to the customer how you're going to deal with those hurdles. "Show your clients the different teams

"It's a matter of making yourself vulnerable and sometimes that's not comfortable"

that are working on different things are completely siloed, so they aren't trying to promote two different points of view on an issue.

"Beyond that, you may have to adopt a more structural solution, which is to create separate companies to deal with the separate issues."

For Next 15 and Tim, this was a route they had to take. As a marketing services group boasting 18 subsidiaries spanning multiple sectors across the world, they were always going to have customers who both compete and cooperate. "We probably have more companies than are typical for agency groups of our size, but we take advantage of this on a career path level. We can create career paths that a traditional, monolithic organisation would struggle to replicate."

The old Chinese wall approach will obviously work in some areas, but not in all, yet Tim cites some drastic measures other companies have taken to protect their secrets. "Microsoft literally put chicken wire in the ceiling so people couldn't crawl between buildings."

While Tim and Next 15 don't take quite such draconian measures, he does admit they have physical security in place between some teams, and different ID cards that only allow access to certain buildings.

WHY'S IT SO HARD TO GET RIGHT?

Fear of failure is an ever-present inhibitor for B2B marketers, and there aren't many tactics that are as rife with risk as sharing the tricks of your trade with direct competitors.

"It's a matter of making yourself vulnerable and sometimes that's not comfortable," admits Kath. "It's much easier to stay in your own world and keep your secrets, tips and tricks to yourself – and only share these with people who will give you money. For me though, that's not enough."

Jon agrees, pointing out that a marketer's natural instinct is to be scared. That's why he stresses getting buy-in from your leaders is so essential. "If you're a marketing leader and you're wanting to work with your competitors and you don't have your CEO's support, I can imagine that's pretty scary," he says.

The best way to gain that support? Go about it as you would for any marketing initiative: talk to them and convince them it's going to help you achieve your goals.

I'LL SHOW YOU MINE, IF YOU SHOW ME YOURS

Despite the risks, Tim points out the more a brand puts into a collaboration, the more value they'll extract.

"There's always a fear that you're the one that's doing all the sharing and not getting anything back," he confesses. "To some degree, there is always that risk, but there's usually one company that's more supportive of the movement; for example, Microsoft with computing or Intel with processors. So there'll always be one company who has a bigger vested interest in the future of something.

"The companies that have most to gain usually do the most sharing, and it tends to operate relatively efficiently from that perspective."

Ultimately, co-opetition is an incredibly efficient way of building markets and of determining whether markets actually have any value. If you can't get competitors to collaborate to some degree on the development of a market, chances are that market doesn't exist or won't last for long.

"At the end of the day, people are either for you or against you; they're either rooting for your company to succeed, or working to make your company fail. In general, the more people who are thinking positively and rooting for the company, the better. If that means working with competitors, then so be it."

Jon Miller, CEO, Engagio



Kath Pay,
CEO, Holistic Email Marketing

3 TIPS FOR BUILDING/JOINING A COMMUNITY OF COMPETITORS

Kath Pay, CEO of Holistic Email Marketing, shares her suggestions:

1. **Realise what you want to achieve**

   Understand that you're making yourself vulnerable, so stay focused on the goal.

   You'll have to constantly refer back to this, even if you're feeling taken advantage of. Be prepared to give without any immediate benefit – it will pay back in the long run.

2. **Be available and open to sharing**

   Spread the word that you're interested in being part of a community that shares ideas with the objective of making your particular industry better and stronger, with the big picture in mind. Proactively look for opportunities to share learnings among your peers and don't hold back when these opportunities find you.

3. **Find (or start) the right group**

   Join a LinkedIn group or a Meetup group. If there are none available, consider creating your own – this way, you can be in charge of the ethos and objective of the group. It doesn't have to be formal, it could simply be a group of movers and shakers in your industry meeting up regularly.

HOW TO NURTURE AN INNOVATIVE TEAM



Innovation requires the freedom to think outside the box. But how do you balance free thinking with keeping them on track? And, when things do go wrong, how do you steer them back while maintaining motivation? Jada Balster (left), VP of marketing at Workfront explains it all to **Molly Raycraft**

People are often in the 'business as usual' mindset. How can a leader encourage employees to innovate without seeming like they're dumping extra work onto the existing pile?

It's important that leaders play to the strengths and passions of their employees. Tasks that are ill-fitted to an individual's passions are more likely to be deemed as 'extra work'. It's also important that leaders clearly spell out how they envision the innovation will benefit the company and provide the necessary incentives to ensure it's done well.

If innovation is seen as an add-on rather than an essential duty, it will be treated as such. Conversely, a team that understands the value of innovation will consider the time spent on it as valuable.

How should leaders carve out the time and space their team needs to innovate?

This can definitely be tricky. It's imperative that you take an honest and thorough look at your resources and identify where efficiencies can be made, and where non-important work can be moved. It's also critical that line managers are informed of any impact innovation could have on deliverables.

The resources you give should be dependent on how important the innovation is to the business, what the potential ROI could be, how long it could take and, of course, the level of internal expertise that already exists.

A good innovator is curious, passionate, tenacious, charismatic and thinks laterally; they will be a great communicator and not afraid of rejection

JADA BALSTER

CREATING A CULTURE FOR INNOVATION

- The organisation must articulate its objectives clearly to staff, and do so in a way that rallies those involved.
- Innovation shouldn't feel like a top-down initiative. Engage staff by letting them fine-tune concepts and ideas and make them feel responsible for the new direction.
- Create a forum or platform for employees to discuss and understand the company's priorities, ambitions, challenges and accomplishments.
- Allow staff to experiment without the fear of reprimand. The company must acknowledge and accept risk, while not letting it spiral.

Unfortunately there are no hard and fast rules to this.

What's the best way to decide your KPIs and objectives?

Innovation mustn't be done for the sake of it. There must be clear, actionable and objective reasons or staff will sense the lack of direction and projects will stagnate and die. Identify the areas for improvement as a business and establish the importance of fixing them, then budget accordingly. For example, ask yourself 'would this improve our ROI, reputation or staff retention?'.

How can you encourage staff to be braver with their ideas?

Through encouragement and incentives. If your feel staff are being too conservative, incentivise them with perks to turn up the dial. Also challenge them to take risks. Fostering healthy competition among staff can mean they find bolder ways to solve problems.

Sometimes it might be better to conduct innovation as a group, because of the complexity of what's at hand and because they can feed off each other's ideas and bravery. At other times it can be done individually. If you're looking for individuals, a good innovator is curious, passionate, tenacious, charismatic and thinks laterally; they will be a great communicator and not afraid of rejection.

Some innovations fail. How should you justify the cost to your CEO and the board?

There's no easy way to do this. Be transparent, honest and explain in detail why the plan couldn't come to fruition. There's always a risk of failure and it's important that the board is aware of this. Innovation should be risky by nature, attempting to neuter innovation to ensure success will usually result in third-rate ideas that won't have any impact on the organisation.

It's important to share the same message with staff. Only through transparency will they feel they have the encouragement and support to take risks that may be necessary. You also have to make sure your team aren't unreasonably blamed for delays or failings – motivation quickly drops when staff feel like they've been hung out to dry.

What type of leadership does innovation require?

This can only be achieved with strong, determined and charismatic leaders who aren't uncomfortable with hearing no. It's about having leaders whose teams are comfortable pushing back and knowing there won't be repercussions. It goes back to that mentality of hiring a team that's smarter than you. But don't stop there; allow them to challenge you and use the brains you hired.

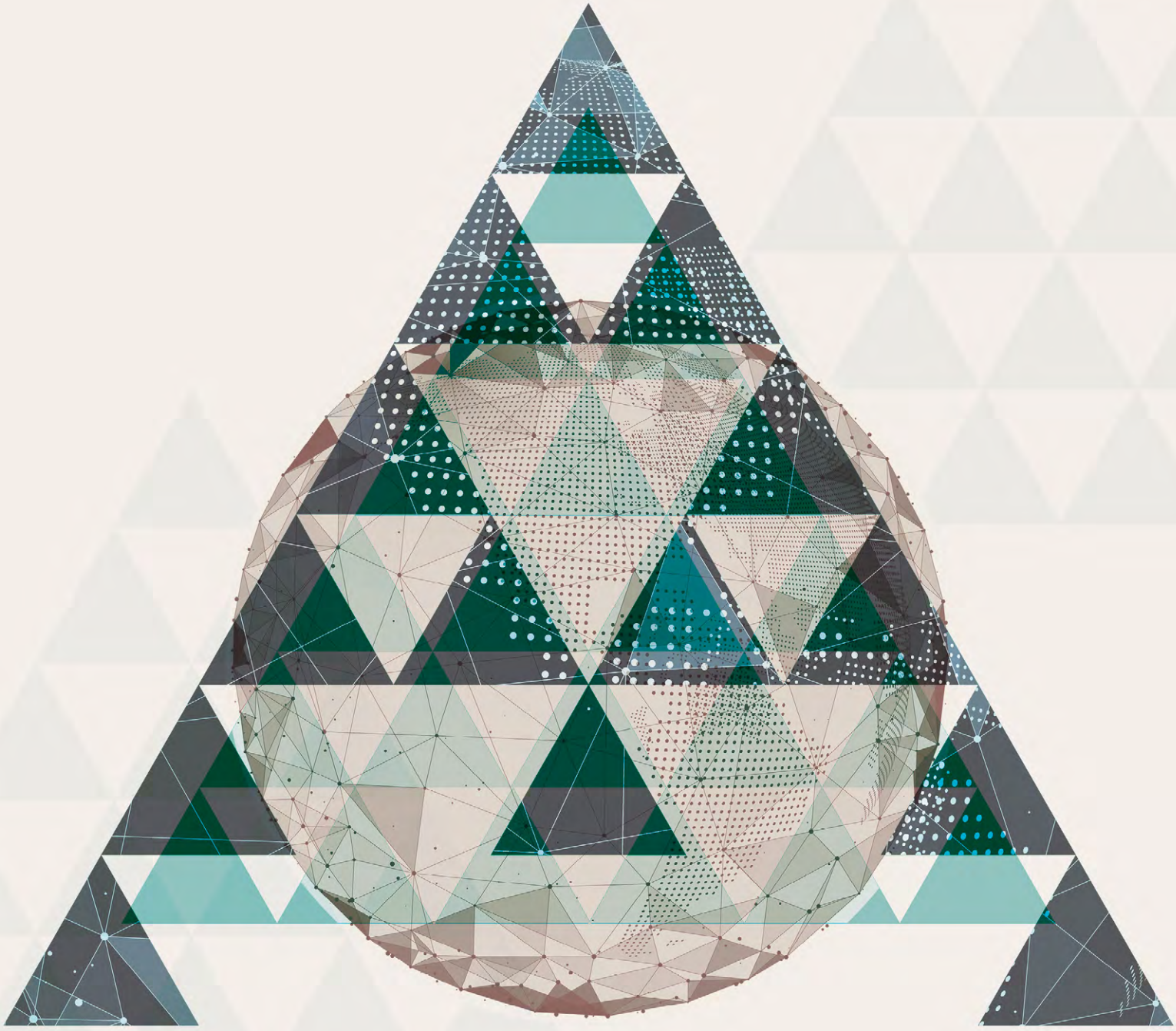
How can you improve employees' engagement in innovation?

Foster transparency around day-to-day objectives. Put mechanisms in place to communicate updates about projects and deadlines. Give employees access to information around what their co-workers and leaders are working on and how they fit into the puzzle. This type of visibility is an effective unifier – it encourages teamwork, promotes better working relationships and collaboration, and aligns the team toward one goal.

Employees don't want to simply be a means to an end. They want to know the 'why' behind their jobs and how their work contributes to the bigger picture. The key is to clearly indicate the benefit to the company. Provide the individual or group with the tools to complete the task; support them throughout, encourage them, celebrate successes and commiserate failures.

Hear more from Jada when she takes to the stage at InTech 2018 on 14 March in London. There she will discuss ***'Leading from the front: Innovation in leadership and team motivation in tech marketing'***

BUILDING THE WELL OILED MACHINE



The most successful marketing teams today are interconnected, informed and agile, as **Victoria Clarke** discovers

Marketing teams are having to respond to wider organisational demands, as well as those imposed by the customer. This means change for both people and processes, so it's more important than ever to ensure team cohesion and that everything continues to work together like a well-oiled engine. It's what interchangeable buzzwords like collaborative marketing, connected marketing and, more recently, synergistic marketing all aim to achieve. And with marketing teams becoming increasingly disparate through remote, virtual and multi-disciplinary working, this kind of team dynamic is taking on even greater relevance in 2018.

"The key challenge is, how do we make everyone work together?" asks Uri Baruchin, head of strategy at The Partners. "Even with unifying ideas, different channels and platforms have their own fundamental tendencies which pull things in different directions. Not to mention separate teams and agencies squabbling over the same budget pot. So the challenge is how do we make everyone play better together?"

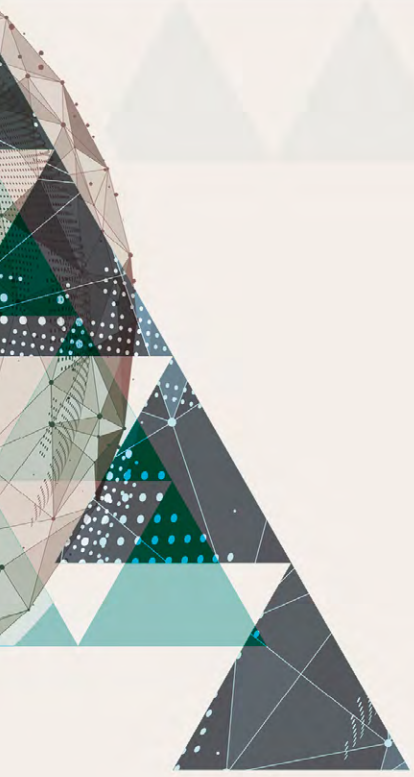
Uri adds: "The biggest pitfall is that while chasing a perfectly optimised and interconnected team, agency roster and ecosystem, you could sacrifice a lot of agility, which is so essential in today's light-speed media landscape of social-media-charged content delivery."

So, how do synergistic marketing teams balance collaboration and connectedness with agility? What tools and technologies are they leveraging? And what does it take to become hyper-efficient in 2018?

BUILD AN INTERCONNECTED ECOSYSTEM

Creating an efficient marketing team necessitates a significant degree of synergy in which everyone works towards the same objectives. It's the old adage 'the whole is greater than the sum of its parts'. A lot of teams pay lip service to it but stand-out brands can evidence it.

Shelley Northrop, VP of marketing at Cartus, comments: "My team is most effective when they understand the company goals and strategies, and can clearly see the positive impact they're having on driving business growth for our company. The more you can draw a clear line from the work the team is doing to the success of your company, the more motivated your employees will be.



"We've made a concerted effort to get our marketing team out working side-by-side with our business. Employees at every level in the marketing team attend meetings with our account managers, or sit with a salesperson to better understand what their goals and challenges are. We've made it very clear that we exist to help our sales team and account managers win business and retain existing accounts. And our efforts are paying off."

It's clear the most effective marketing teams have this synergistic philosophy ingrained in everything they do. Every member understands the part they play within an interconnected ecosystem and how their role helps support not just marketing objectives but wider business goals too.

EXPLOIT COLLABORATIVE TECHNOLOGY

True team synergy relies on transparency, collaborative capabilities and creative thinking, and today's technology landscape provides the perfect environment to foster all of this. There is a plethora of marketing tools available with a number of solutions being particularly popular.

Carrie McIlveen, US director of marketing at Metia, reveals her favourite apps are Trello Board, Microsoft Teams and Skype for Business, which her team uses to organise projects, assign tasks, view real-time status updates, host resources and facilitate virtual meetings. She explains there are challenges around collaborative working, but technology combined with specific marketing methodologies can help alleviate this.

"When getting multiple stakeholders aligned, it can be somewhat difficult to remain agile – even when using Agile marketing principles. But by implementing parts of the agile methodology it can benefit teams to change from a game of chance to a game of strategy. For example, incorporating a few Agile marketing tools (e.g. Kanban boards and Sprints) can support teams to remain nimble and help them deliver effectively on projects with controllable goals.

"Sprints help us identify availability for individual tasks, set assignments, and hold team members accountable. Teams can also create or improve their own Kanban board visual layouts based on how the teams work together – giving them the flexibility to use the methodology that works best for their needs."

Online project management tools are unsurprisingly popular given the fact marketing teams increasingly work across different time zones and geographies. The ability to access information at any time and in any place promotes efficient workflow, but it also means marketing activity is visible to every stakeholder, which enables other business functions to step in and collaborate when appropriate.

Justine Arthur, head of global campaign planning and programme management at BT, is another fan of Skype for Business, as well as Webex. "As my team are based in the UK, US, Hong Kong and Germany, it's vital we use web conferencing tools with video," she explains. "It really helps to get to know the team and build stronger relationships. Plus by calling via our PCs over Wifi (VoIP), our calls are free."

Justine continues: "We [also] use Salesforce Chatter to collaborate and engage the teams, sharing updates, content, videos or in many instances reaching out to colleagues and starting discussions. We 'like' and share each other's posts, and the teams share photos of events they've taken part in."

Chats around a 'virtual watercooler' are our way of getting together instead of having team drinks

KNOW YOUR TEAM

Technology is a valuable tool within synergistic marketing teams, but hyper efficiency is born out of really knowing and understanding team members.

Justine reveals: "Once a month we come together for 'Watercooler Wednesdays' where we meet at 1pm (7am in Dallas, 8pm in Hong Kong) and have a non-work related catch-up – one team member's usually in their PJs and another in their party gear. Chats around a 'virtual watercooler' are our way of getting together instead of having team drinks.

"It's a brand new team with new job roles, and we're all still finding our feet with roles evolving by the week. It's also a major change transformation role that requires challenging regional teams on campaign plans and strategy, which makes it a tough stakeholder management role too.

"I wanted to ensure we got to know and understand each other better, what makes us tick, our work environment and cultures. I wanted the team to reach out to each other for help and guidance, rather than me being the first point of call for everything. I needed a way of breaking down barriers and unifying the team, and [this approach] has been really well received.

"The team is now much more confident and engaged on our team calls, working together, collaborating to solve problems and coming up with new and improved ways of doing things, which ultimately is making them more effective and efficient in their roles."

Shelley is also a big believer in the idea that the better team members know each other, the more effective the whole team becomes. Not only do her marketing colleagues take part in lots of fun team-building activities, they buddy up in seemingly unlikely working partnerships.

"We have employees on our team who have been with the company over 35 years, and others with just a few months tenure, and the age range is just as wide," she says. "We've paired more tenured employees with newer (and let's face it, often younger) employees and the results have been remarkable. Our younger employees are fearless, and eager to try new approaches, and if you can harness that energy, and infuse it with the wisdom of someone who understands our industry and our clients, you can produce some pretty powerful campaigns."

TOP TIPS FOR RUNNING A SLICK MARKETING TEAM

Shelley Northrop, VP of marketing at Cartus, offers her advice to help marketing teams achieve hyper-efficiency.

- Schedule top management from all areas of your business to speak to your marketing team about company goals at regular intervals.
- Make sure your team is regularly attending – and speaking at – company calls and meetings to enhance their own visibility, as well as better understand issues and 'what's going on' in the field.
- Empower your team. Let – and encourage – team members to take the lead in planning team events and activities.
- Have team members actually working on the projects present on them, versus simply having management do the talking. It gives younger and/or newer employees experience and visibility, and showcases the breadth/depth of talent on your team.

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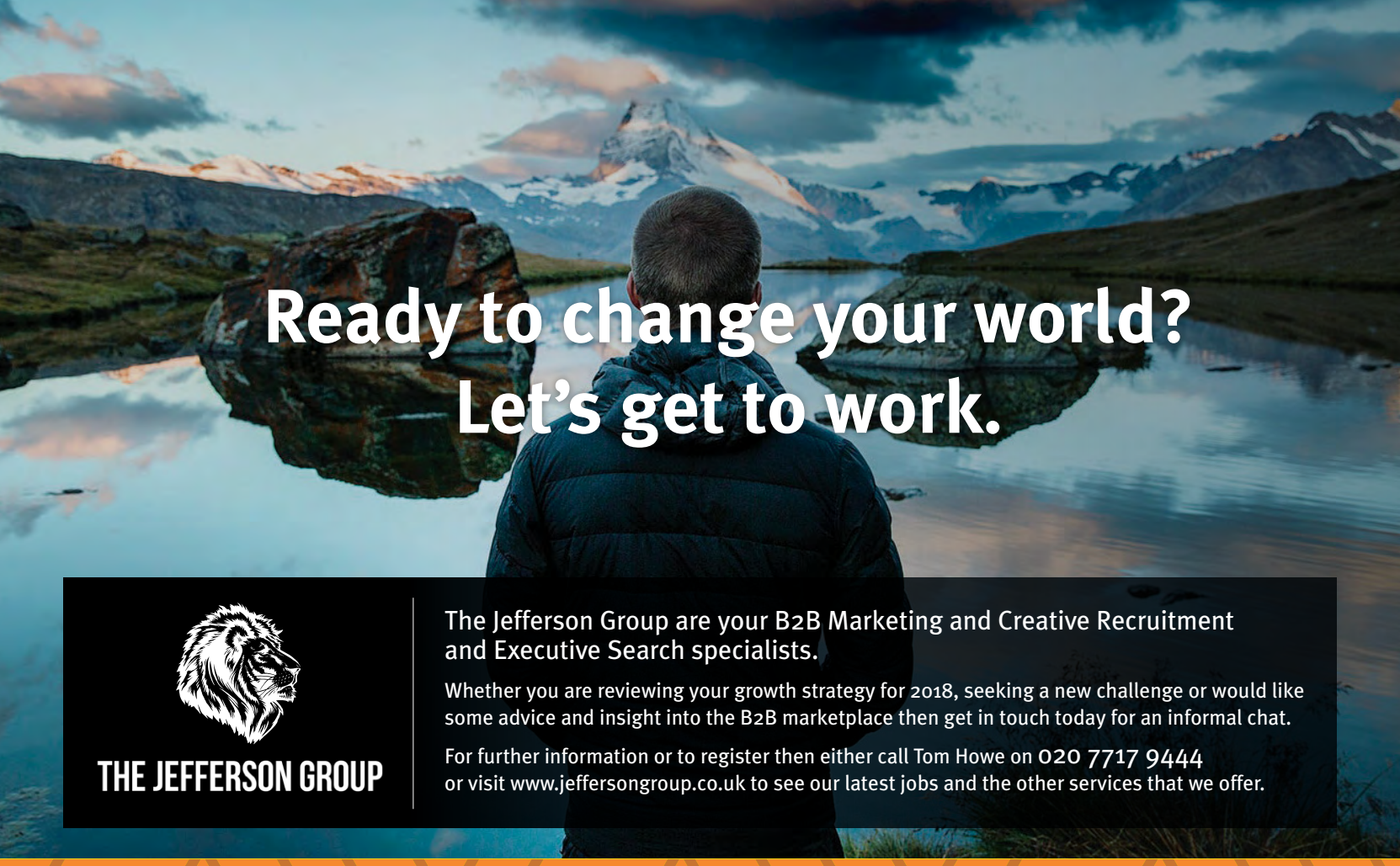
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IT'S A B2B BRITISH INVASION



B2B invasion! UK agencies from over here are doing rather well over there according to findings from the latest *B2B Agencies Benchmarking Report*

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.

Watch out America – the British are coming. Or perhaps more precisely, they've already arrived. No, I'm not harking back to The Beatles and The Rolling Stones invasion of the US airwave and concert venues in the late 1960s (although there is a parallel here). But I am referencing one of the key revelations from the UK *B2B Marketing Agencies Benchmarking Report 2018*.

What this data showed, very clearly and surprisingly, was the extent to which UK B2B agencies are actively expanding in the US. There has long been a small proportion of UK agencies with transatlantic ambitions, but until recently, this was very much the minority. The latest data suggests this is no longer the case.

Of the top 20 agencies in the 2018 league table, a remarkable 60% have a listed office in the US; in some instances more than one. This focus on the US doesn't end outside the elite top 20 – while the propensity to span the Atlantic is inevitably lower the further you drop down the league table, it remains at a respectable 45% for the top 40.

By contrast, the instances of US B2B agencies successfully establishing themselves in the UK are few and far between. In my experience, the two B2B agencies that have been most successful both sides of the Atlantic are gyro and Stein IAS. Interestingly, both of those were formed by mergers of agencies on either side of the pond and were already successful in their own rights.

US-based Babcock & Jenkins did establish a successful foothold in the UK, but financial problems at HQ forced it into liquidation. (A UK standalone has been re-launched by its management as Alias Partners, and we expect them to feature in the 2019 League Table).

US B2B agencies successfully establishing themselves in the UK are few and far between

Why is this important? Well, the US has always been, and remains, the home of B2B marketing. It's been better understood, respected and supported there compared to anywhere else in the world. Much of the technology, terminology and techniques that we use in B2B originally emerged from the US, and the US B2B agency scene is large, diverse and buoyant – reflecting the US economy.

This expansion of UK-based agencies into the US reflects the growing confidence and sophistication not just of UK agencies, but the wider B2B sector. For me, it shows that the disparity of the relative credibility and clout of the B2B industry on opposite sides of the pond has vanished – indeed, it might even imply that B2B in the UK is starting to overtake the US, in ambition if nothing else. It also suggests that if B2B is to become a global industry, this is more likely to be driven from the UK than the US.

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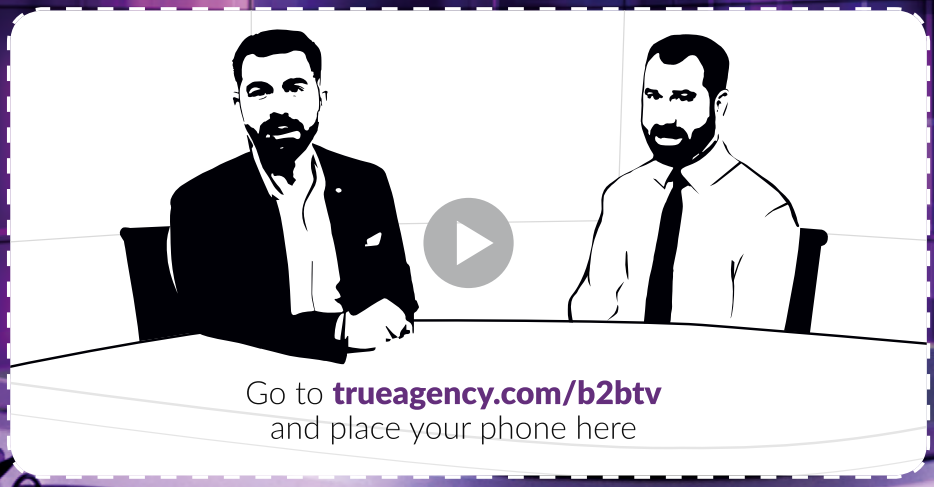
B2B TV

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Episode 4: AAR guide to selecting the right agency

True's founders are joined by Tony Spong from the AAR, who have been making agency selection easier and faster for clients since 1975. In this episode, they discuss everything from pitching to getting the most out of your agency, including performance-based fee structures.

If you have a B2B marketing topic you'd like us to discuss, contact us at **b2btv@trueagency.com** or call **+44 (0) 207 952 2120**



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