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The first of many...

It's pretty exciting to pen my first editor's letter for *B2B Marketing* magazine, but being just one month into my new role as head of content, it's only one of many firsts.

Something you should know about me straight up is that I'm both generous of nature and enthusiastic about powerful ideas. So another first is my initial gift to you – a summary of insights from our guest speaker, professor Patrick Barwise, which he shared at our recent Leaders Forum in London.

Patrick's advice to marketing leaders on how to drive home the value of their agenda to the board, their team and cohorts kicked off some pretty meaty discussions on the day. I hope pages 16-20 can too.

But what I'm really looking forward to is 9 November, because that's when I get to experience a first in the context of good company. That day delivers our hotly-anticipated ABM Conference: Account-Based *Everything*, and it's a new experience for the whole team.

We've got a great line-up of speakers who'll take you through the ABM journey, from creating buy-in to integrating your ABM tech stack. We're introducing you to those speakers and their messages on pages 10-14, but don't forget to catch up with Joel, our editor-in-chief, on page 50, as he has a little treat in store for you too.

I'm looking forward to seeing you at our ABM Conference. But, if you can't make it, don't let that stop you from saying hello. You see, I've joined the B2B Marketing team at an interesting time. We've lots on the boil and many more plans in a teasingly expectant simmer.

I'm not alone in wanting to involve you with it all.

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

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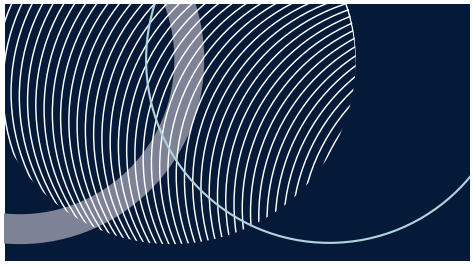
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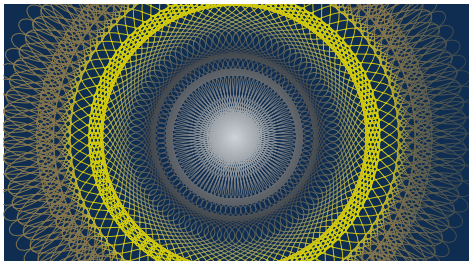
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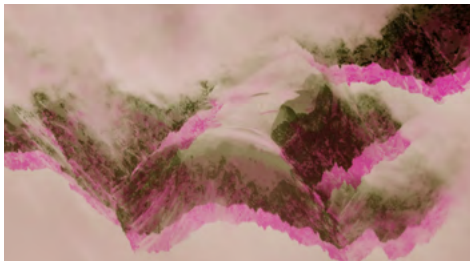
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Scott Wilkinson

How passion and purpose can give you the edge

Businesses that find a purpose beyond the bottom line are able to improve engagement both internally and from customers. Scott Wilkinson, head of brand, acquisitions and digital at Virgin Media Business explains

So, you're in B2B marketing. It's complex. It's engaging. The challenges are never-ending. Which is exactly what voracious problem-solvers like us need.

Things are good. But I'm wondering if they're really great? It's worth asking because I'm proposing there's a simple shortcut to greatness – adopting a purpose.

We're not talking hugging a tree or saving a whale here. Purpose is entirely commercially driven. But it does need you to commit your business to making life better for someone else.

Purposeful businesses outperform the S&P 500 by between six to 14 times over 15 years, the *Firms of Endearment* study shows.

People buy from people. In the age of mechanised marketing, everyone wants to feel the soul of your business. Adopt the right purpose and as a brand, you immediately, become more human.

At Virgin Media Business our purpose is to help the UK exploit its digital potential. From that mission we created #VOOM, a £1 million pitching competition, which led to the development of Voom Fibre – the fastest business broadband in the UK, by a factor of 4.5. That's generating a lot of commercial success for us.

With purpose also comes customer-centricity. Since we became a more purposeful business, we've put more emphasis on the right research insights. That shows up in our marketing and in our numbers.

Enshrining the macro goals of your audience into your core makes you more relevant at every stage, from product development through to brand work and lead gen, right into customer service.

That's because it gives you social and cultural substance. By striving to make good things happen, you can become relevant at a societal scale. You stop using meaningless 'flappy-tongue' marketing words to promote your own self-interest and instead start doing things that make a real difference to your target market. At its best, your brand marketing no longer feels like marketing at all.

So, if there is a small void in your otherwise perfect B2B world, there's nothing I can recommend more highly. Adopting a purpose has had a bigger impact across organisations than any other change I've seen in my 20 years as a marketer.



Andrew Johnston

Are you investing in your own skills requirements?

Andrew Johnston, marketing and PR director EMEAA at Shred-it argues the case for investing in your own continuous learning and development.

It's hard to ensure your skills remain relevant to this fast-changing industry. No matter which generation you represent, we each face an uphill battle (oops, I meant 'opportunity') to learn about the latest technologies and ways to influence our target audiences.

For many people, the skills we offered to prospective employers – those USPs we've rehearsed over and over – are now, quite simply, outdated. The challenge for us all is to keep pace.

Companies should invest in their employees, but we all have a personal responsibility to invest our own time, energy – and even money – into continuous learning and improvement. It's our career so we must 'own it'. No one else will do it for us.

What can you do if you feel you're losing touch? Start by committing regular blocks of time to listening, reading and talking to fellow marketers in order to get up to speed. For example, make the most of any commuting time by listening to podcasts and reading. Whether it's through membership bodies such as B2B Marketing or the Business Marketing Club, or through active participation on LinkedIn and Twitter, there's really no excuse for anyone to be out of touch with the latest thinking.

It's clearly important to keep your technical skills and knowledge up-to-date, but it's also wise to go back to the basics of good old-fashioned people skills. We're in a people business and must engage with our customers, buyers, agencies, clients and colleagues. Doing this will help determine the customer and industry pain points so that you can build the skills you need to address them.

At a time when marketing budgets are constantly scrutinised, it's never been more important to understand those business challenges, then successfully adopt, adapt and apply the most appropriate marketing practices and technologies.

Of course, the challenge is doing all this in the context of significant pressure to deliver shareholder or stakeholder value. With many tackling short-term goals or trying to hit or exceed double-digit growth in mature markets, that can be hard. Yet you must carve out that time. To do otherwise is to neglect your own future.



Jada Balster

The future is automated, and that's a good thing

Don't let sci-fi stories about the dangers AI put you off. As B2B marketing is proving, automation is the future. Jada Balster, EMEA marketing director, Workfront shares her thoughts.

We all love listening to stories about a machine apocalypse. It starts with AI taking your job and ends in the devestation of humanity. It's a fun story but we have to remember it's science fiction. A recent report of ours found three in four office workers are actually quite excited about increased automation in the workplace.

We all know that people would prefer to work more flexibly, that most meetings are a waste of time and emails are an annoying but necessary evil. Imagine – not if, but when – we can automate all of that.

But as you're a marketer, I'd wager I'm preaching to the converted. In fact, B2B marketing has led the way in understanding how automation can improve speed, agility, accuracy and ultimately, results. We will be the first to say that automation cannot replace the human touch. Indeed, the very human trait of creativity, while nebulous, is extremely important in our field and plays a vital part in clinching sales. We've also been able to show that, yes, humans and automation can peacefully co-exist. Automation gives us the freedom to be creative and to add nuance to our work in a way that only humans can.

I firmly believe that today's B2B marketers represent the future of many industries. No longer do we hold our fingers in the air to test the industry's changing winds as those in other sectors still do. We've accepted the importance and centrality of data in everything we do and I believe our scientific approach to affecting human decisions is taking off in B2C marketing, along with other sectors.

It's encouraging that the wider world is finally catching on. Automation is allowing us to wave goodbye to the last days of the 'one-size-fits-all' type of marketing. It's amazing that a 19th century model has lasted for this long.

Tomorrow will definely be automated, but don't let your mind wander too far into *Terminator*-style sci-fi. The future will see happier and more purposeful workers who know they are spending every minute of their day doing things that not only matter, but the things they are best at. That's a future we all want. Together with a robot that brings you coffee in the morning, that is.



Tony Wood

SMM and ABM: The perfect bedfellows

Tony Wood, managing director, X Factor Communications discusses the benefits of a happy union between ABM and SMM

It's the monthly board meeting and you've been telling the senior team about the company's marketing performance. So far, so good.

You finish with a flourish by announcing the business' best-ever social media marketing (SMM) statistics. Follower communities across all key networks are on the up, with engagement levels and clickthroughs also at record levels. As anticipated, the body language around the boardroom table is positive and the MD and HRD are nodding encouragingly as you highlight the impressive SMM results.

But just as you're wrapping things up, the CFO utters four words that threaten to snatch defeat from the jaws of victory: "Show. Me. The. Money."

For many B2B marketers, an inability to categorically demonstrate ROI on social is still the elephant in the boardroom. While the myriad business benefits of SMM won most c-suite hearts long ago, some – including many CFOs – are still closed off.

The good news is that the continuous rise of ABM presents B2B marketers with an opportunity to nail the lingering issue of social ROI once and for all.

In my view, it's inexplicable that practitioners and commentators have so sorely underestimated the pivotal role of SMM within successful programmes.

The intersection of ABM and SMM – social ABM – provides an opportunity to take both disciplines to a whole new level. In fact I'd go so far to say that it's near impossible for a B2B marketer to optimise one without the other.

So why is it that SMM and ABM make such perfect bedfellows? The union allows you to identify key existing clients and new targets. It also means there's a dedicated listening, engagement and content strategy for each enterprise client and prospect.

Social ABM also delivers real-time intelligence on key clients and prospects, including trading news, product and service launches, new content, event presence and senior personnel changes. SMM activities become truly aligned with sales and marketing objectives with qualitative insights.

With all this, it's hard to see how even a CFO's heart wouldn't soften, and not because it's a great creative solution but because it improves the bottom line.

IS CONTENT MARKETING THE "ONLY MARKETING"?



Content marketing? There's no such thing

Heidi Taylor believes content marketing is one of the biggest hoaxes in B2B. Here, the author of *B2B Marketing Strategy: Differentiate, develop and deliver lasting customer engagement*, blogger, speaker and B2B marketing consultant, explains why she feels this way.

I have a real problem with the phrases 'content marketing' and 'content marketing strategy'. There really is no such thing. We have marketing *strategy*, to which your content should align and fulfil. But content *alone* is not strategic.

Don't get me wrong. Marketing is all about content. Essentially everything we do as marketers is based on it. But, unfortunately, 'content marketing' has become a catch-all for content. Too many B2B marketers purely focus on the creation of it, ignoring the wider marketing strategy and whether that content delivers on its objectives.

I'm not saying it can't be successful on its own, but make no mistake, content's a short-term *tactic*, not a long-term *strategy*.

LACK OF UNDERSTANDING

First, content marketing implies a tactical choice or decision before even looking at what marketing is trying to achieve with its customers. Also, I suspect if you asked any marketer for their definition of content marketing, you would get wildly different answers.

There's a lack of clarity on what it is, even among its biggest proponents. Take the Content Marketing Institute (CMI), which has changed its definition over the years to better align with what it's actually seeing in the marketplace. The harsh reality is, CMI's surveys have shown content marketing is not effective.

Marketing is never about one thing and one thing only. The best marketing is an integration of tasks and activities across channels, because our customers don't communicate, consume or engage in a single way.

As consumers, we'll use our smartphones to read the newspaper, we'll watch television at home, access our desktop at work and our tablet before we go to bed. Our B2B marketing customers operate the same. Anyone who concentrates on a single tactic is going to be in trouble – a single tactic does not make a marketer.

THE WHOLE IS GREATER THAN THE SUM OF ITS PARTS

Content is important, but don't mistake its creation with marketing. It's a single part of the overall marketing mix.

At a former company, one of the senior business execs approached me about a piece of thought leadership they'd written and wanted me to publish. How many of us would automatically publish the piece, create some form of campaign around the article and leave it at that?

Instead, I sat down with the c-suite and asked them exactly what they wanted to achieve. During that discussion, it became pretty clear to both the business (c-suite) and marketing (me), that we were never going to achieve what the company wanted with a single piece of thought leadership.

So, we re-thought our approach. At this time, the company was entering a relatively new marketplace, with zero visibility and really low credibility. It needed to engage with a completely different type of customer. That meant doing some very different things, which content alone would not have achieved.

Content is important, but don't mistake its creation with marketing

HAS THE WAR AGAINST CONTENT MARKETING BEEN LOST?

Until a year or two ago, 'content marketing' would probably still generate some decent results. The thing is, there's now so much out there that it's almost impossible to make your content organically discoverable, which means you still have to carry out traditional push marketing – the principles of marketing haven't changed.

It's really tough to influence these attitudes, and I'm really wondering if we've lost the war. The language is just too ingrained – which is bad, because the term 'content marketing' has essentially become meaningless.

‘Content marketing is the only marketing left’, says Seth Godin. His infamous quote often sparks debate between marketers, at worst leaving otherwise respectable senior leaders clawing at each other in a bout of petulant fury. **Alex Clarke,** elected adjudicator, presents two experts’ opposing views.



Good content marketing has always been strategic

Ready for round two? Fighting his case for content marketing – and why it should be seen as a strategy, not just a tactic – is Jason Miller, global content marketing leader at LinkedIn.

Being a pioneering marketer with a gift for a great one-liner puts you in a spot of danger. You’re liable to be quoted so often, and so widely, that you become mind-bendingly misinterpreted. That’s exactly what’s happened to Seth Godin and his famous statement that “content marketing is the only marketing left”. I know this because I heard it from the man himself as part of our interview on LinkedIn’s *Sophisticated Marketer’s Podcast.*

The point Seth was trying to make was not that brands should cut all advertising and start churning out an endless stream of blog posts instead. He argued that brands should put content and authenticity at the heart of their strategy, because people will be drawn to a compelling, relevant story far more than by a bombardment of ads.

It’s ironic, and frustrating, that so many attacks on content marketing start from an assumption that there can’t possibly be a strategy along these lines. Some are determined to portray content as nothing more than a faddy distraction from established tactics such as advertising. That’s why people interpret Seth Godin’s comment in the way they do.

They’re wrong. Serious content marketing has always been a strategy. If your approach to content doesn’t have this essential strategic underpinning then it can only produce very limited returns. If you treat content marketing as a new and disposable form of advertising, then guess what? You won’t derive any benefit from it beyond what you gained from advertising.

CONTENT: A STRATEGY, NOT A TACTIC

What do I mean by treating content as a strategy rather than just a tactic? I mean starting with the conviction that the best way to build a brand is for your communications team to deliver equal value to your business as they do to your audience. I mean identifying clear, relevant outcomes with KPIs that reflect the need to deliver mutual value. And, I mean investing in the particular skills that enable you to produce and distribute this content effectively.

Once you accept that content marketing is a strategy, it quickly becomes clear that it requires a very specific skillset. Besides copywriting, strategy and creativity, content marketers also need applied technical skills such as data analysis, an understanding of different social platforms and SEO, not to mention the ability to work cross-functionally within an organisation. These are the ultimate hybrid marketers, guardians of a content strategy with the wherewithal to ensure that every piece of content has a valid purpose and plan.

MORE THAN A ONE-OFF PUNT

When marketers treat content as a tactic that they can pick up and put down whenever suits them, they tend to end up producing content as one-off punts for audience attention. It’s like advertising but with less editing, less budget, less consistency and less sense of an objective. It’s no wonder that these random pieces of content fail.

Brands should put content and authenticity at the heart of their strategy

Those who knock content marketing are fond of quoting the stat (from a survey by Beckon about a year ago) that 5% of brand content delivers 90% of engagement. They claim this shows content marketing is overhyped nonsense and an inherently flawed strategy. Of course, what it really shows is that 5% of content is very effective indeed, and that much of the remaining 95% could do with a proper content strategy.

Of course, content marketing isn’t just about delivering engagement at scale; that’s another inherent misunderstanding. Content marketing isn’t “the only marketing left” because it’s the only way of reaching a mass audience. It’s because it’s the only way to ensure that a relevant, high-value audience sees equal value in your brand and engages with it willingly. It’s not about blasting out a message; it’s about aligning the content of your brand with the value sought by your audience and the bottom-line interests of your business. It’s a strategy. And it doesn’t make sense any other way.

NAVIGATING YOUR ABM JOURNEY

How do you ensure you're covering every issue when pioneering your ABM journey? Attending B2B Marketing's ABM conference: Account-Based *Everything* on 9 November, is a savvy option. But we're also granting you access to its guru speakers, who are sharing some insight ahead of the event. **Molly Raycraft** gets an exclusive insight into what they'll be discussing on the day.



The basics of account-based marketing

Robert Norum, ABM practice lead, McDonald Butler

Robert Norum is in his element when discussing the growth of ABM.

We're excited for him to bring this passion and knowledge to his panel 'Why ABM is the new normal in B2B marketing' (14.20-14.50pm).

As a taster, Robert explains why ABM is more than just good marketing.

"You could call ABM the emperor's new clothes — if you're really feeling cynical. But ABM has turned something that was intuitive into a more structured process," Robert explains. "It's taking best practice to another level, particularly in the context of personalisation."

Over the last five years, Robert has seen engagement in ABM develop from a few small companies reaping the benefits, to a large number cottoned on and eager to tap into a lucrative ROI driver.

"I think aligning sales and marketing is the key and it's given marketing a better seat at the table," he argues. "Often marketers are seen as internal support units, particularly for the sales team. ABM puts the marketing team centre-stage. Marketers can conduct brilliant research for sales, understand the market, companies and stakeholders, plus facilitate better efficiency in the sales team."

A common point at which people decide ABM is just good marketing is when it's rolled out en masse, something Robert calls 'ABM convergence'. "This enables companies to move from a one-to-one approach to looking at a particular sector, marketing to numerous accounts at any one time. Therefore, there's an overlap between ABM and what some might call industry marketing, which gives you scale but still maintains the process of managing specific accounts," he explains.

The beauty is it holds the best of both – that's what makes ABM so valuable.

Implementing ABM in alliance with another company is a different route. "You're sharing best practice, confidence, and most likely the cost of the programme with key partners," he says.

ROBERT'S THREE STEPS FOR OPTIMISING ROI THROUGH ABM:

1. **Select the right accounts and set a clear agenda**
   Understand what the organisation wants to achieve and how they plan to do it.

2. **Research key accounts**
   Conduct significant research into accounts to determine their sector and stakeholders. Understand as much as possible about the organisation before you talk to them.

3. **Create a relevant and personalised story**
   Pitching a strong, clear and personalised story will improve the chances of it getting in front of the right people.



Choosing the right type of ABM for you

Bev Burgess, senior VP, ITSMA

Having pioneered ABM in the early noughties at ITSMA, Bev Burgess has already experienced the hurdles that ABMers face as their strategic journey develops. With her extensive knowledge, Bev's talk 'ABM in action – and planning for the future' (16.35-17.15pm) promises to provide crucial advice to form your ABM vision.

"The best ABM programmes start by ensuring everyone really knows what ABM is, why you're investing in it and how it works. It's essential to take the time to cut through the confusion and hype. Everyone must understand how the ABM process will deliver growth and support the objectives of your top accounts," says Bev.

If you want to surpass the basics, marketing leaders need to build a hybrid ABM approach to complement their company's traits. "This means using more than one type of ABM; perhaps there's a place for all three (strategic, lite, programmatic) as marketing considers investments in different tiers of accounts to complement the investments being made by sales and business leaders."

After choosing the type(s) of ABM that's right for you, it's imperative leaders maintain constant focus on aligning marketing initiatives with account and overall sales and management processes. Bev warns ABM is a new initiative for most, so after the early excitement you should expect hard work in maintaining collaboration.

"To ensure the full benefits of ABM, it's essential to design and run integrated programmes and campaigns across marketing and sales. And, if you want to accelerate the growth and maximise the lifetime value of each account, which no doubt you do, it's important to increasingly connect with delivery and customer success programmes," she explains.



WHICH TYPE OF ABM IS RIGHT FOR YOU?

Strategic ABM is most appropriate for companies that sell high-consideration, complex solutions. Moreover, it is best suited for top-tier accounts – those so important they can make or break the future of the business. Strategic ABM only makes sense in accounts with large budgets because it's so resource intensive.

ABM Lite is a good choice for companies that sell high-consideration, high-value solutions under two scenarios: Targeted accounts that are large and strategic, but the organisation is unable to support the account teams on a one-to-one basis. Or, targeted accounts that are characterised as second tier, and while significant, don't warrant the same investment.

Programmatic ABM is often reserved for accounts that don't yet warrant the individual investment of the other two types, and within companies with high-consideration, complex solutions. In companies with lower-value sales that still want to adopt ABM principles to improve their campaign effectiveness, programmatic ABM is usually the only form of ABM in practice.



How to scale your ABM

Michael Avis, senior director of ABM, Oracle

As one of the few to boast of a six-year-old ABM strategy, it's fair to say Michael Avis' journey is more advanced than most, but he isn't across the finish line yet. He discusses the challenge of expansion and adopting a programmatic approach during his talk 'Oracle's ABM journey: building a bridge from strategic to programmatic' (10.25-11.05am).

Michael has witnessed how ABM has strategically separated his company from rivals by forming better client relationships. "It's helping us show empathy and understanding of clients' markets, plus the opportunities and challenges they face," he shares.

"It's allowed us to be focused on them, not us. We can shift the perception they may have of a company like Oracle from being a technology company provider to a transformational partner."

The senior director admits Oracle is not tech-heavy in its approach. "We operate in a very personal way, the team engage with sales, talking to customers to create a marketing strategy that works for the particular client they're focused on."

The expansion to a programmatic approach has triggered Michael to reassess metrics. "One thing you need to think about is that traditional marketing measurements and metrics may not be as helpful in this area. Until now, our measurement has been anecdotal, we can see what good looks like, we can feel the enthusiasm our sales teams and clients have for the marketing programmes we've executed, but we need something that's more structured to demonstrate effectiveness. So ABM needs consideration all the way from readiness to activity, outcomes and business impact."

Extending your ABM base is no mean feat and you need to be equipped with a plan to overcome the challenges.

Michael advises: "If you're going to move from 100 to 1000 accounts, you need to introduce a means of scaling. The basic principles of ABM still need to apply so you can retain the benefit, which is appearing relevant to specific customers. Then, by using technology to see who's in the market, you can match trends to personas."

ABM needs consideration all the way from readiness to activity, outcomes and business impact

MICHAEL'S ADVICE TO THOSE SCALING ABM:

1. **Identify success and value**
   Go after relatively small numbers and build from there. If you're dealing with 100 accounts look at the top 10, understand and learn from them, then replicate the success.

2. **Prioritise accounts**
   Combining data that shows intent and propensity, you can rank which customers are most interested. So, if you have data showing a customer's strong propensity to buy and your sales force agree, you're in business.

3. **Build strong relationships**
   If you see intent, the sales team also sees potential and you have the basis for a fantastic relationship. Combined, those things are powerful and should be focused on, particularly in strategic ABM.





AI: The future of ABM

Jessica Fewless, VP ABM strategy, field and channel marketing, Demandbase

Jessica Fewless sees the potential relationship between AI and ABM going far beyond meaningless troves of flashy online adverts.

During her talk, 'How artificial intelligence can enhance your ABM strategy' (13.45-14.15pm), Jessica will adjust your mindset from scepticism to a realisation of how AI can be used to your advantage.

"AI is quickly becoming a 'must-have' technology for B2B marketers. For now, it's a competitive advantage, but increasingly, more technology and tools will leverage it. If you're unprepared, you'll fall behind your peers," Jessica warns.

"The knowledge that AI can bring to the buying process is by far the most revealing and actionable of any technology to date," Jessica explains.

For example, AI gives companies a new found ability to know a potential client's position in the buying journey. "Most predictive technologies leverage 'known' signals for their algorithms. It's a step in the right direction, but having access to unknown signals — say a prospect visiting a competitor's website — gives you an edge," she explains.

"It's knowledge you can act on as a sales and marketing team. Marketing can drop that company into a digital competitive campaign, trigger an automated direct mail piece, for example, while the sales team knows that account is in a buying signal and can jump on the opportunity."

But, Jessica adds that before any of that happens, companies need a strong strategy that aligns the sales and marketing teams.

"You can't buy your way into an ABM strategy or buy technology that's going to solve your problems for you; you need a strategy first in order to be successful," Jessica argues. "You could run the best programme in the world but you need your sales team to understand those accounts, where they are in the buyers' journey and what message you need to be giving to move them through that journey."

The knowledge that AI can bring to the buying process is by far the most revealing and actionable of any technology to date







97%
of marketers doing account-based marketing say it's the highest ROI driver in their marketing mix

60%
of those who've implemented an ABM initiative for at least a year, attribute higher revenue to its use

The B2B Marketing Conference

Account-Based — *Everything*

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HOW TO INFLUENCE YOUR SENIOR TEAM



PATRICK BARWISE

Emeritus professor of management and marketing, London Business School

Why are so many senior marketers failing to make traction even within the most customer-focused companies?

You've probably felt it. You've worked tirelessly to improve the marketing function and deliver greater value to the business. You've listened to your executive team espouse the virtues of brand, personalisation and customer-centricity. Yet your own words don't pack as much punch as those around you. Despite your efforts, you don't hold the influence and authority you know you deserve.

It's a problem many people – including Patrick Barwise, professor of management and marketing at London Business School – have noticed.

After surveying, interviewing and assessing almost 10,000 leaders (most of whom are marketers), Patrick found one unifying theme: "Marketing is seen as important, but marketers often aren't". Most – and indeed the best – CEOs want their company to have customers at its heart, and recent research shows that having a CMO in the top team not only drives customer focus, but overall business performance.

Not only that, but a strong brand will attract leaders to a company. "CEOs and executives understand the value of brand equity. They know working for a strong brand is good for their reputation and future career prospects. That's evident because, all things being equal, they're willing to be paid less if brand equity is high," explains Patrick.

"It's the overall experience of the brand and company that drives short-term performance. Through that brand equity, you can then improve long-term results as well."

So why is it that senior marketers aren't receiving the buy-in and backing they deserve? According to Patrick, it's largely down to three key issues – a lack of trust, power and skills. He took to the stage at B2B Marketing's recent Leaders Forum 2017 to share his insights.



Your company knows and appreciates the value of marketing, yet you still struggle to win the confidence and backing of your executive team. Sound familiar? **Mary-Anne Baldwin** reveals practical advice on how to gain influence.

THE TRUST GAP

Marketing – its campaigns, vision and general perspective – is anchored in the future. To understand why this is a problem, consider how sceptical you feel when someone insists they know what the future holds. It's pretty easy to talk about the present and the past with authority, but far harder when it comes to what's around the corner.

"That's why when marketers stand next to those in the finance function or operations, much of what they say will sound less reliable," says Patrick.

WHAT TO DO

The best way to improve trust is to mobilise your boss; that means understanding their objectives and supporting them with the delivery. Look for issues that are big enough for the board to see.

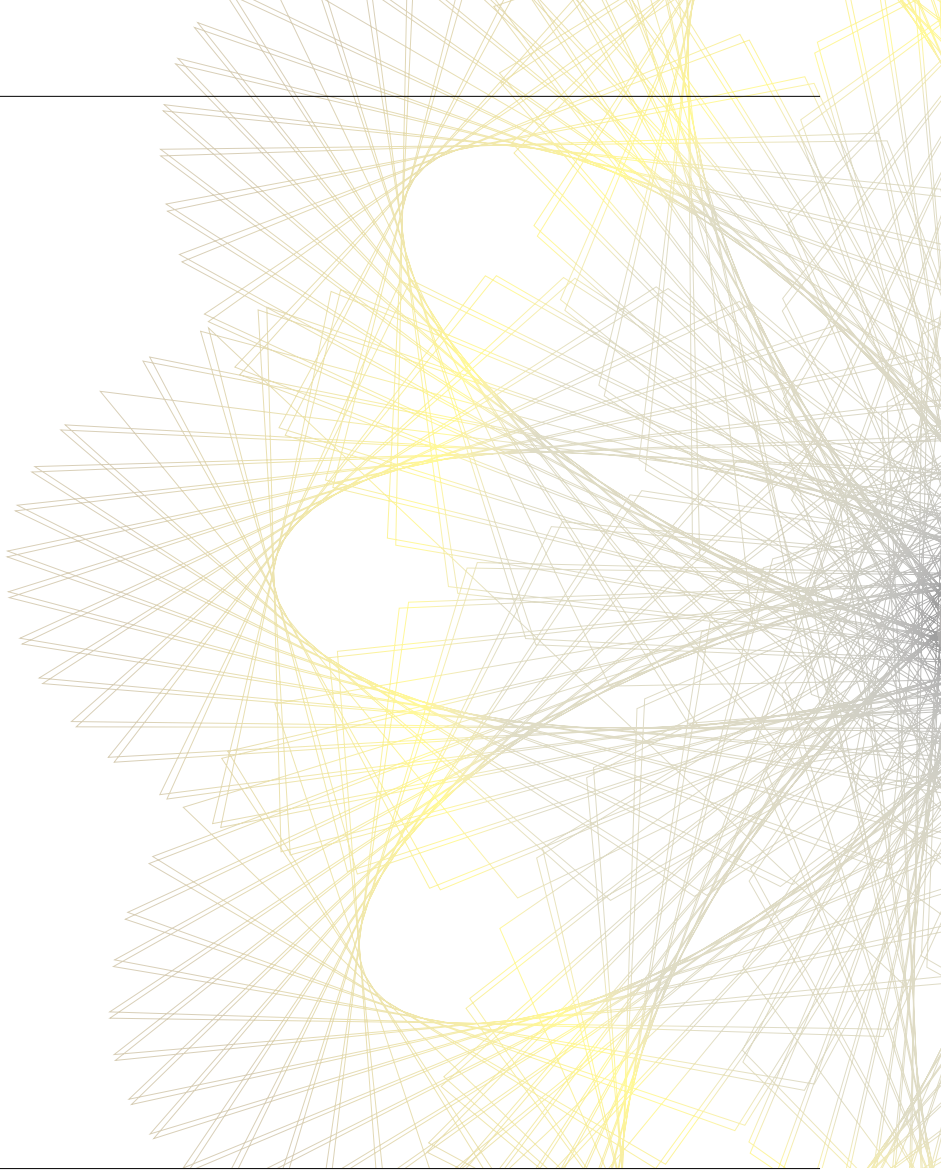
"Marketers tend to focus on the customer but to be successful they must balance both the needs of the business and customer equally," Patrick says.

Where the two overlap are the point at which Patrick calls the 'value creation zone'. This should become your new home.

BALANCE THE NEEDS OF THE CUSTOMER AND THE COMPANY

Steve Jobs was fired from Apple in 1985 for putting the needs of the customer above all else. Being a perfectionist, he'd run up huge costs and time delays in a bid to deliver the Apple Macintosh. While the product certainly delighted the customer, Apple was left haemorrhaging cash and was close to going bust.

Understand different perspectives and agendas so that you can work collaboratively to deliver better solutions



THE POWER GAP

Delivering great CX isn't just the remit of the marketing team, it's core to every business today, which puts it on everyone's agenda. This means influencing and leading beyond your immediate team.

"Imagine a company that has the best customer experience, products and distribution in the market, the best sales and service support, and the best value for money. How many people would be involved in that? Probably everyone," Patrick highlights.

"Most of the people you need to create a great customer experience won't report to marketing. If they want to, they can pretty much ignore you – so you have to earn their support."

WHAT TO DO

Bridge the gap in power by enabling your non-marketing colleagues. "Walk the halls; understand different perspectives and agendas so that you can work collaboratively to deliver better solutions, rather than simply adding to, or disrupting, their workflow," says Patrick. The best way to influence any team – whether your own or beyond – is with a good story, which gives marketers an edge. Lead with a clear and inspiring story about what you're going to achieve and why.

BUILD INFLUENCE BY LISTENING TO AND ENABLING THOSE AROUND YOU

Sony Ericsson's former global CMO, Steve Walker, created one of the company's biggest successes when he delivered the first mobile phone to play music.

The development team said it would be too hard, the software team said they had no capacity, legal said the rights would be too expensive. Instead of arguing with them, Steve listened to those concerns and talked them through until they were resolved. The product launched in 2005 as an instant hit and at its peak stood for 25% of Sony Ericsson's global revenue.



THE SKILLS GAP

"The most successful senior marketers in our study weren't just good at doing marketing, they were good at leading marketing," says Patrick.

For this to happen, marketers must step back from the detail and empower their staff to take over. They must create a team with a diverse yet complementary range of skills and give them the autonomy to use them effectively.

"There was a time when as an experienced marketer, you were the expert. Your team could look to you for detailed advice on what they were doing. The reality today is that no one can be an expert on every aspect of marketing, there's just too much, and it's changing too fast," Patrick warns.

WHAT TO DO

Your team will need great basic marketing skills, be adept at communication and have the right values to be team players. But what technical and creative skills do they need beyond that? Think about the crossover between the company and customer needs, and then consider what capabilities you need to serve it.

Allow your staff to take considered risks and learn from any failures. "To enable them, cover your team in trust and focus on the results rather than the delivery.

"When they succeed, celebrate with them. When they fail, help them decide how they can learn and improve," Patrick advises.

TELL A STORY THAT INSPIRES YOUR TEAM

Leading is not about telling people what to do; it's about inspiring them to do it – and one of the best ways is through a captivating story. Find out what inspires you and use it to motivate your team.

Twenty years ago the electronics firm LG had only a tiny footprint in the US. Its simple yet infectious dream was to see the LG brand in lights in Times Square. Told often and with passion, this vision became the marketing team's united – and greatly achieved – ambition.

There was a time when as an experienced marketer, you were the expert. The reality today is that no one can be



The marketing function plays an increasingly important role within businesses. Not only does the inclusion of a CMO in the top team deliver better company performance, but a strong and positive brand correlates with lower executive remuneration.

Yet while many businesses recognise and appreciate the value of the marketing function, individual CMOs find it notoriously hard to create trust and drive influence among the top team. Here's Patrick's advice:

The best marketers feed in to the business' key challenges and drivers

- Understand your CEO's top three needs and how you can deliver on them
- The sweet spot for marketers is the overlap between the customers' and the company's needs. Find that place and own it.

The most successful marketers aren't just good at marketing, they're good at leading

- Find out what inspires you, then use it to inspire your team
- Cover your team in trust. Teach people to ask for forgiveness rather than permission

Modern marketers understand the benefit of collaboration

- The majority of people you need to build trust with internally won't report to marketing. Walk the halls to understand who the influencers are.
- Mobilise your colleagues by understanding their agenda, then work collaboratively to fulfil both your needs and theirs.

Professor Patrick Barwise's latest book, The 12 Powers of a Marketing Leader, *which was co-authored with former McKinsey partner Thomas Barta, is out now.*

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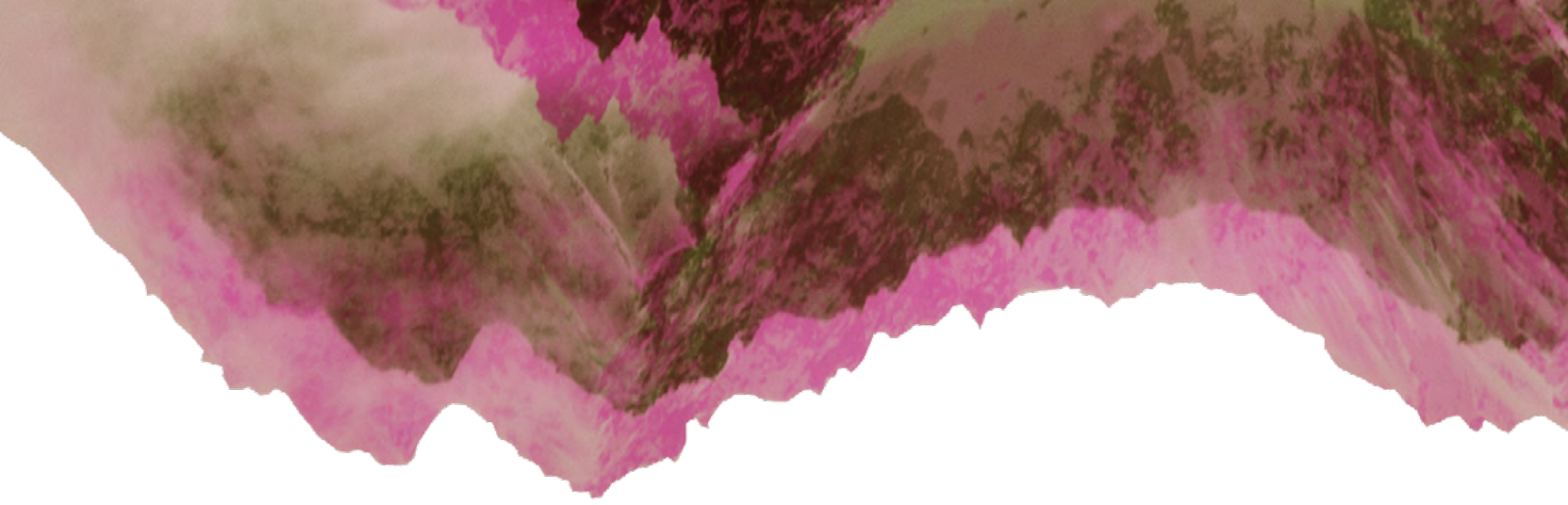



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DON'T LEAVE YOUR ORGANISATION EXPOSED

GDPR. Just four little letters that could spell a whole heap of trouble for marketers. **Paul Snell** reveals what you need to know



The new piece of EU data protection law – the GDPR (General Data Protection Regulation) – represents a huge shake up to the way businesses are required to collect, process and secure the personal data of the individuals they do business with. And this revolution will be here soon. It's all change on 25 May 2018, with no transition period – and the potential is business-crippling fines if your organisation is found to be non-compliant.

It imposes new regulations for organisations to protect consumers around data control, access and security, in addition to tougher enforcement for breaches of the rules. The EU hopes the regulation will clarify obligations, make them more consistent across Europe and improve trust among consumers in the way their data is handled. The EU claims simplified rules for businesses will save them €2.3 billion a year.

Matt Hancock, minister of state for digital, explained: "Our measures are designed to support businesses in their use of data, and give consumers the confidence that their data is protected and those who misuse it will be held to account.

"The new Data Protection Bill will give us one of the most robust, yet dynamic, set of data laws in the world. The Bill will give people more control over their data, require more consent for its use, and prepare Britain for Brexit."

For those hoping Brexit will render the GDPR a non-issue to UK businesses, it's time to think again. A survey by Crown Records Management in April suggested almost a quarter of firms had given up preparing for the GDPR due to the UK's decision to quit the EU. However, the GDPR will come into force before Britain leaves the EU. Once it does leave, the legislation is likely to remain in place for some time, if not forever.

THE IMPACT OF THE GDPR ON YOU

All marketers are likely to be affected by the new rules and need to prepare. The biggest shake-up for marketers will be around how personal data can be used for marketing purposes, how that data is stored and protected, and the increased rights of data originators.

In the UK, the Information Commissioner's Office (ICO) will be responsible for its regulation and ensuring GDPR compliance. Elizabeth Denham, the information commissioner, has spoken of the need for organisations to change their ethos on data protection – to move away from a box-ticking mentality and build a "culture of privacy" within organisations – beyond compliance and toward a commitment to managing data sensitively and ethically.

A significant area for B2B marketers will be consent, which we'll explore in more depth later. But as Rick Powles, VP EMEA at Druva explains, businesses have to ensure they get the simple stuff – such as updating data – sorted too.

"Copies of the customer database can be saved on individual laptops or phones, which can then be lost or stolen. Similarly, old versions of customer data can hang around and then be used in error," says Rick. "Imagine if, after a customer requests their data has been deleted, that the wrong customer list is used for a marketing campaign. A breach in GDPR would have occurred.

"Overcoming this means knowing where all copies of data exist – both the company's official versions, and those copies that people may have created over time."

THE BENEFITS AND OPPORTUNITIES OF THE GDPR

It's important to remember the GDPR also presents a number of opportunities for B2B marketers. As Elizabeth says: "We believe there is a real opportunity for organisations to present themselves on the basis of how they respect the privacy of individuals and over time this can play more of a role in consumer choice."





THE PRINCIPLES OF THE GDPR

The principles of the GDPR are similar to those contained within the Data Protection Act, which the GDPR will replace.

Compliance with the DPA will give you a firm foundation, but you'll still need to adapt your approach.

The GDPR is underpinned by six principles (much like the DPA was by its own eight principles). In summary, these are that personal data should be:

1. Processed lawfully, fairly and in a transparent manner in relation to individuals.

2. Collected for specified, explicit and legitimate purposes and not processed beyond those.

3. Adequate, relevant and limited to what's necessary in relation to the purposes for which they are processed;

4. Accurate and, where necessary, kept up to date.

5. Kept in a form that permits identification of data subjects for no longer than is necessary for the purposes for which the personal data are processed.

6. Processed in a manner that ensures appropriate security of the personal data.

Accountability could provide a competitive advantage. The information commissioner has stated that those organisations that can prove they handle customer data sensitively and respect an individual's privacy will have a competitive advantage over those who are not.

If marketing steps up to the challenge presented by GDPR and takes the lead in developing the culture of privacy demanded by the information commissioner, it should highlight the importance of marketing among senior leaders and increase the credibility of the function.

CONSENT – THE B2B MARKETERS' CHALLENGE

Perhaps the most fundamental difference between the GDPR and current data protection legislation is the way individuals allow companies to use their data. And it's likely to affect marketers the most.

"Failure to opt-out is not consent," says the ICO. Under the GDPR you'll only be able to send marketing communications to customers if they've opted in to receive them (that's the clear affirmative act set out by the regulation). You must be able to prove an individual has given their approval, placing the burden on the data controller or processor. Furthermore, individuals will have the right to withdraw their consent at any time.

The ICO's final guidance on consent is scheduled for December, but so far it has stipulated that consent must be freely given and that the request is unambiguous, specific and informed.

It must be clear and provable that the individual has given consent by, for example, ticking a box, giving a signature, or providing oral consent. Freely given consent means individuals have a genuine choice and control. It also means consent cannot be bundled up, for example having to consent to marketing messages as a condition of sale.

To gain specific and informed consent, you must provide the data controller's identity (as well as name any third parties who may rely on the consent to process the data), the purposes and activity of the processing and how exactly the data will be used.

In preparation for GDPR a number of organisations have chosen to deploy a double opt-in process for consent. When the affirmative action has been submitted, the individual receives an email asking them to confirm they're the individual in question, and that they consent.

Some organisations are going a step further, providing what amounts to a 'consent receipt' for the individual once they've provided the affirmative action and double opted-in. This specifies who they are, what they've signed up to, how their data will be processed, the date, how long the consent is valid for and the name of the data controller.

If marketing steps up to the challenge presented by GDPR, it should increase the credibility of the function among senior leaders.

THE POTENTIAL IMPLICATIONS OF FAILING TO COMPLY

A major change introduced by the GDPR is the potential sanction if your organisation fails to comply with the law.

If an organisation breaches the GDPR, fines could reach €20 million or up to 4% of global annual turnover of the previous year, whichever is highest. While there are a number of factors the domestic regulator – in the UK, the ICO – will take into account, these fines justify their potential status as "company killers" as lawyers have dubbed them. The previous maximum fine under the DPA was £500,000.

Analysis carried out by information security consultancy NCC Group found if the GDPR rules had applied to the fines issued by the ICO against UK companies in 2016, the total sanction would have been £69 million, rather than £880,500.

And it's not only regulatory action organisations will need to worry about. The regulation allows consumers to claim compensation from data controllers or processors who infringe the regulation for the damage they have suffered.

However, Elizabeth at the ICO assures that the risk of immediate fines should not be sensationalised. "It's scaremongering to suggest that we'll be making early examples of organisations for minor infringements or that maximum fines will become the norm," she said.

"The ICO's commitment to guiding, advising and educating organisations about how to comply with the law will not change under the GDPR. We have always preferred the carrot to the stick.

"While fines may be the sledgehammer in our toolbox, we have access to lots of other tools [including] a suite of sanctions to help organisations comply – warnings, reprimands, corrective orders. While these will not hit organisations in the pocket, their reputations will suffer a significant blow."



GENERAL STEPS: WHAT TO DO NOW

- **Carry out an information audit.** Look at how your organisation collects and uses information. Where is data collected and stored? Who is able to access this data? What security measures do you currently have in place?

- **Raise awareness within your organisation.** Most employees will have some connection to personal data the organisation holds and processes. Ensure they understand changes are coming, and the potential impact this could have on the business – and the potential penalties. Make sure senior management is engaged in the process, and establish cross-functional teams to tackle the challenges.

- **Review your privacy policies and statements.** Look at what you currently tell users about how you use their data, and assess how far this goes to complying with the GDPR.

- **Assess your policies and procedures.** Do you have formal guidance in place on what to do if an individual wants to know what information you hold on them, or if you had a security breach? Understanding the current situation will give you a foundation to put in place the required documentation.

- **Get in touch with your technology providers.** Compliance with the GDPR may require changes and amendments to your systems, with regard to how data is stored or secured. Contact your suppliers to understand what steps they're taking to become GDPR-compliant and support that they're offering their clients.

- **Find out whether you will need to appoint a data protection officer (DPO).** In certain circumstances, organisations will need to appoint a DPO.

- **Look out for updated guidance.** The ICO and Article 29 Working Party will continue to produce advice and guidance on how to interpret and implement GDPR's many provisions, so keep an eye out for updates.

- **Be careful.** There are already rogue organisations offering spurious certifications for GDPR compliance officers or similarly unnecessary training. The huge scope and nature of the GDPR means you'll likely need some help to prepare, but look closely at what's being offered to ensure you're not ripped off.

FIVE GDPR CONSIDERATIONS YOU MIGHT HAVE MISSED



1. There's more to GDPR than just the issue of consent

It's understandable that the issue of consent – how to gain it, manage it and prove it, if necessary – is top of marketers' concerns with regard to GDPR. The prospect of huge swathes of your current marketing database becoming unapproachable after the 25 May next year, is a big worry.

But it's not the only aspect of GDPR marketers need to be concerned with. There's the potential to become so wrapped up in the minutiae of gaining consent, that you may ignore some of the equally significant (and potentially harmful) changes GDPR is introducing, such as the implications of individual rights or data security breaches.

2. Who's going to help you out?

B2B Marketing's recent GDPR roundtables highlighted many senior marketers are struggling to alert management to the implications of the legislation on marketing activity. Despite the fact that, as one marketing director put it, "marketing has the potential to mess this up faster and more seriously than any other part of the business".

Preparing for GDPR is such a mammoth undertaking that no senior marketer (or even department) will be able to tackle it alone. Identify those in the business who are tackling the same GDPR implementation journey, and buddy up with them to form a united taskforce.

3. A cautionary tale

If you're struggling to gain traction with senior management, perhaps a recent case study will help?

Earlier this year Equifax suffered a cyber attack which resulted in the theft of more than 145 million consumer records (including names, phone numbers, email addresses and dates of birth), including more than 700,000 in the UK.

The company discovered the security breach on 29 July, and alerted the public on 7 September. Under GDPR, you have 72 hours to inform the regulator, and failure to report a breach in time could result in a fine of €10 million, or 2% of annual global turnover. Last year, Equifax's worldwide turnover was $3.1 billion. Had this happened under GDPR, the potential fine would have been up to $63 million.

4. Always return to the spirit of the law

If you're unsure about what's allowed and what's not under the legislation, consider why GDPR exists.

In a speech, the information commissioner Elizabeth Denham explained GDPR "creates an onus on companies to understand the risks they create for others, and to mitigate those risks", and urged them to build a "culture of privacy that pervades an entire organisation".

GDPR needs to be seen as more than a compliance exercise, or where numerous legal loopholes are something to be exploited by a canny marketer. This is about fundamentally changing your organisation's approach to the way it deals with personal data.

5. Don't panic, there's still time to prepare

If you're just getting started with your GDPR preparations, don't worry – the majority of organisations are in a similar position. The information commissioner's message has been one of reassurance in how it will handle compliance in the immediate aftermath of implementation. But that's no excuse to sit back and relax.

And if you're planning a re-engagement campaign to re-permission your database, you need to work out what'll make yours stand out, because every marketer in EU will be thinking of doing the same thing in the next six months before the deadline.

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3 KILLER PAID SOCIAL CAMPAIGNS

As GDPR looms over the marketing industry, B2B brands are waking up to the power of paid social media as a less hazardous way to target and engage with their audience. **Alex Clarke** takes a look at three of the most impressive paid social campaigns from the past year

Even a company whose bedrock is built upon the power of social media still needs to use it every once in a while. And what greater pressure is there in B2B than having to prove you can practice what you preach? Alex Clarke casts his eye over Hootsuite's recent social ROI campaign

Hootsuite. A company whose very service is predicated on using social media to enhance a brand's marketing activity. 'How meta', I hear you say. But even a company that peddles social media for a living encounters the same set of challenges any marketer does when it comes to actually advertising that product over social.

"I've been at Hootsuite for over six years, and we have to go through the same process like any other marketer does in terms of justifying our spend," says Cameron Uganec, senior director of growth marketing and education at Hootsuite.

I jumped on a trans-Atlantic call to discuss the social media management company's recent paid social campaign and, according to Cameron, the secret to paid social media success is all down to the data.

"The beauty of paid social is that it's entirely measurable. We've measured this campaign right down to influence pipeline, and have seen a 17 times return on investment.

"The first step for marketers is to convince the c-suite to let them test, let's say, $1000 on a single campaign, and then afterwards show them the data and ask for another $2000 on the next one."

THE CHOICE CHANNEL: FACEBOOK

Hootsuite's campaign was largely delivered via Facebook, through a series of videos that ironically, given the nature of this article, was to help marketers truly understand social ROI and how it could help their business.

"The video series was designed to build an audience and educate that audience around social ROI, over time," says Cameron. "To that end, the campaign was rolled out in phases: the first video introduced the concept of social ROI, the second video showed how to calculate it, and the third film demonstrated the business impact it could have."

The idea of a video series delivered over a period of time is a shrewd tactic, as it allowed Hootsuite to usher its audience along a journey – starting with education around a potential customer painpoint, moving onto the logistics and implementation of the tactic, and ultimately ending with the proven business value, facilitated, naturally, by Hootsuite's solution. If a user only watched one of the series videos? No problem – when they visited Hootsuite's website, they were presented with an entirely different set of messaging versus someone who had watched all the videos, or even someone who had converted after watching only two. This was all achieved via the highly-lauded Facebook pixel, which is where the lion's share of Hootsuite's budget was allocated.

"We find Facebook is the most effective platform for social video," explains Cameron as he justifies the brand's choice of channel. "For the last year and a half, it's placed huge focus on video, and we're seeing that video gets extra algorithm points, which, in turn, drives the highest engagement levels.

"Also, Facebook's tracking and reporting capabilities are quite sophisticated. It allows us to really target the specific audiences we're after, especially around job titles and geography – and the platform has done a really good job of being mobile-first."

Facebook's tracking and reporting capabilities allow us to really target the specific audiences we're after, especially around job titles and geography

ANALYTICS, REPORTING, AND CAMPAIGN OPTIMISATION: IS FACEBOOK TRULY THE KING?

One of the major benefits of Facebook as a paid social marketing channel is its campaign optimisation potential. Cameron's team inspected and analysed the campaign every single day and were able to constantly iterate, not only on the content the campaign was serving, but also its level and depth of targeting.

Hootsuite spread around $200 across the other big social media channels – Instagram, Snapchat, Twitter and LinkedIn, but Facebook was its major player.

"Another strength of Facebook is that it often carries out its own campaign optimisation," says Cameron. "For example, during this campaign the first phase was all about video views, and Facebook automatically refined the delivery to maximise video views. The second and third phases were aimed at driving click-throughs, which Facebook, again, optimises each day."

The campaign's budget – on Facebook – totalled a very conservative $3000, an extremely small amount when you consider Hootsuite's value proposition is all about social media management. The results dwarfed its meagre budget: it reached 380,000 Facebook users, delivered 1300 business conversions, 30,000 homepage visits, 142,000 video views, and 17 times ROI.



An education: Hootsuite's video series took users on an informative journey

HITTING THE SWEET SPOT

And how did this campaign manage to absolutely smash its targets? Cameron explained that it was all about hitting the proverbial 'magic spot' between audience messaging and value proposition. "The videos were optimised for the right medium, in the right format, and with the right content," he says.

"The challenge for social marketers is successfully marrying the right kind of audience-centric content (the content our audience wants), with the message Hootsuite is trying to drive home (our product message).

"You've got to find the right balance between what the audience needs answers to and your value proposition."

ORGANIC SOCIAL IN B2B: ALIVE AND KICKING?

One of the most hotly contested statements in B2B right now is whether organic social still has a place in a brand's marketing approach, beyond customer service. Cameron believes organic social content is just as important as its lucrative paid ally. "Our paid social person is embedded within the organic social team," he explains. "We start with organic and, in order to really run paid social efficiently and successfully, you should write the content as if you're implementing an organic campaign.

"Often, we'll be creating and publishing content organically, and if we see that it's gaining traction in terms of social engagement, we'll put paid behind it."

Cameron asserts that a lot of B2B companies make the mistake of dumping their entire social budget on their direct response team, a group that usually comes from a background of digital advertising and, therefore, aren't trained to optimise spend for social.

So, a blend of paid and organic seems to be the key, according to Cameron. He concludes: "The first era of social marketing was all about engagement: driving conversations and connecting with people.

"This new social marketing era builds on that, moving towards a more acquisition and conversion-based environment. Paid is an essential part of that, but you still have to work together with your organic team and use your organic content at all times."

HOOTSUITE'S PAID SOCIAL FACEBOOK CAMPAIGN

$3000
Budget

380,000 users
Reach

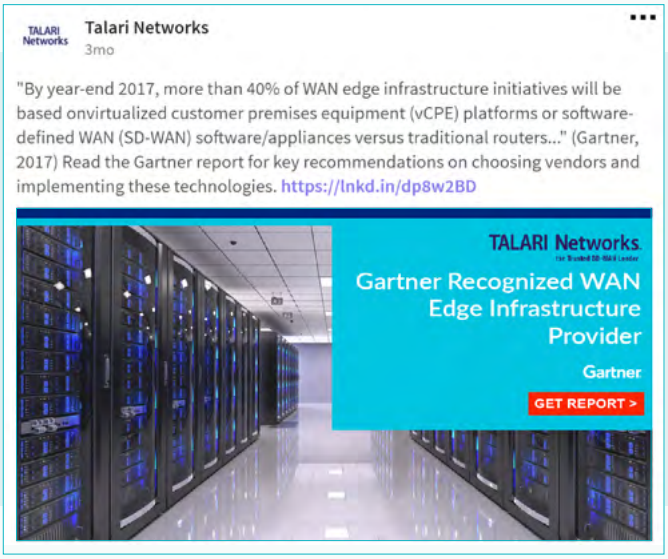
1300
Business conversions

30,000
Homepage visits

142,000
Video views

17 times
ROI





Across the pond: US-based Talari wanted to break into the UK market

Sherpa Marketing created a social media campaign for Silicon Valley-based tech vendor Talari Networks, which permeated a previously untapped UK market and created $900,000 in qualified pipeline opportunity. Here's how

Heard of SD-WAN? Neither had I. Yet Bedford-based agency Sherpa Marketing was tasked with delivering Talari's first-ever UK-based paid social campaign to promote that very product.

Predominately used by enterprise-level businesses to connect data centres over vast geographic distances, SD-WAN is a software-defined networking technology distributed on WAN (wide area network) connections.

"Talari is a fast-growing tech vendor that's successful in the US, but wanted to explore the UK market and use it as a springboard into the rest of Europe," says Sherpa Marketing's CEO Tom Perry.

"Our job as the agency was to put some quantifiable numbers around the campaign's leads and then translate that into pipeline opportunities."

LEVERAGING EXTERNAL CONTENT

Using a licensed Gartner report on SD-WAN as its social collateral (a report that just so happened to endorse Talari), Sherpa leveraged an established research brand's content and name to add a wealth of authority to the campaign's social content.

"Having a well-recognised analysis company badging your content for a campaign is certainly something we advocate," admits Tom. "We really benefited from having a defined period when we could use the report, so we knew exactly when the campaign was going to start and end.

"Making the investment in a really hot piece of content from such a huge name in the tech world was a key component of the campaign's success."

Running for 12 weeks from July to September 2017, and with a social budget of $15,000, Sherpa pushed the Gartner report through LinkedIn, Twitter, Facebook and a mixture of Google Display and AdWords. But the agency quickly realised that LinkedIn was going to be the campaign's most lucrative avenue.

"We tend to put the money where the conversions are," explains Tom. "As it stood at the end of the social campaign, around 80% of the pay was being channeled into LinkedIn, with the rest shared between Facebook and Twitter."

TRANS-ATLANTIC TEETHING ISSUES

Tom confesses that it wasn't all plain sailing, especially when discussing channel tactics with Talari in the early stages of campaign planning.

"There are certain perceptions in the US that just aren't true in the UK," Tom says. "For example, when we first outlined our ideas around this campaign, Talari was immediately resistant to LinkedIn and pushed us towards paid display on Bing, which we tried with limited success.

"It's a different market over there, so for us to have the confidence to convince the client that our ideas were going to work over here and then prove it, was a challenge that we really overcame."

"In fact," adds Tom, "Talari has now started its own inhouse LinkedIn campaign over in the US as a result of this one."

The UK campaign's success is clear, with a 19% conversion rate and $31 cost per conversion on LinkedIn, plus even more impressive results on Facebook

We used a very strict test and refine model, which is especially important when working with a digital team in the US who really know what they're talking about



(25% conversion rate and $13 cost per conversion). Leads were collected, evaluated and nurtured in Marketo and Salesforce, an operation that Sherpa's inside sales team spearheaded. This eradicated the ponderous process of an agency handing MQLs over to the client's inhouse sales team for a less seamless customer follow-up.

"It wasn't just a case of a client telling its agency to do some Facebook ads and see what sticks," asserts Tom. "Talari knew exactly what it wanted, which is why we had such healthy discussions around platforms and tactics."

SKILLS AND INTEREST-BASED TARGETING

Another interesting aspect was how Sherpa elected to target Talari's audience, which was relatively broad and untapped this side of the Atlantic. The team decided against the traditional targeting of decision-maker job titles, instead choosing to construct job function personas based on prospects' skills, whether they were interested in network infrastructure, and how long they'd been in the industry.

As Tom describes: "We identified shared attributes among our audience, because the problem with a broad topic like networking is that decision-maker job titles can take on so many different variations within different companies, which means it's easy to miss out on a massive core of relevant markets just by not targeting the right job titles."

REMARKET, TEST, AND REFINE

If prospects weren't converting by downloading the Gartner report, Sherpa made use of the pixel-based remarketing capabilities available in social by, for example, offering users other content – such as a product demo – that was more relevant to where they were on the sales cycle. On Facebook and Google, this generated a 31% conversion rate.

"We used a very strict test and refine model," explains Tom, "which is especially important when working with a digital team in the US who really know what they're talking about."

Sherpa was able to constantly rotate content, remarketing fresh messaging and assets to increase the chances of conversion. It continues to drive results even after the campaign's close.

SHERPA MARKETING'S UK CAMPAIGN FOR TALARI NETWORKS

£900,000
Overall qualified pipeline opportunity

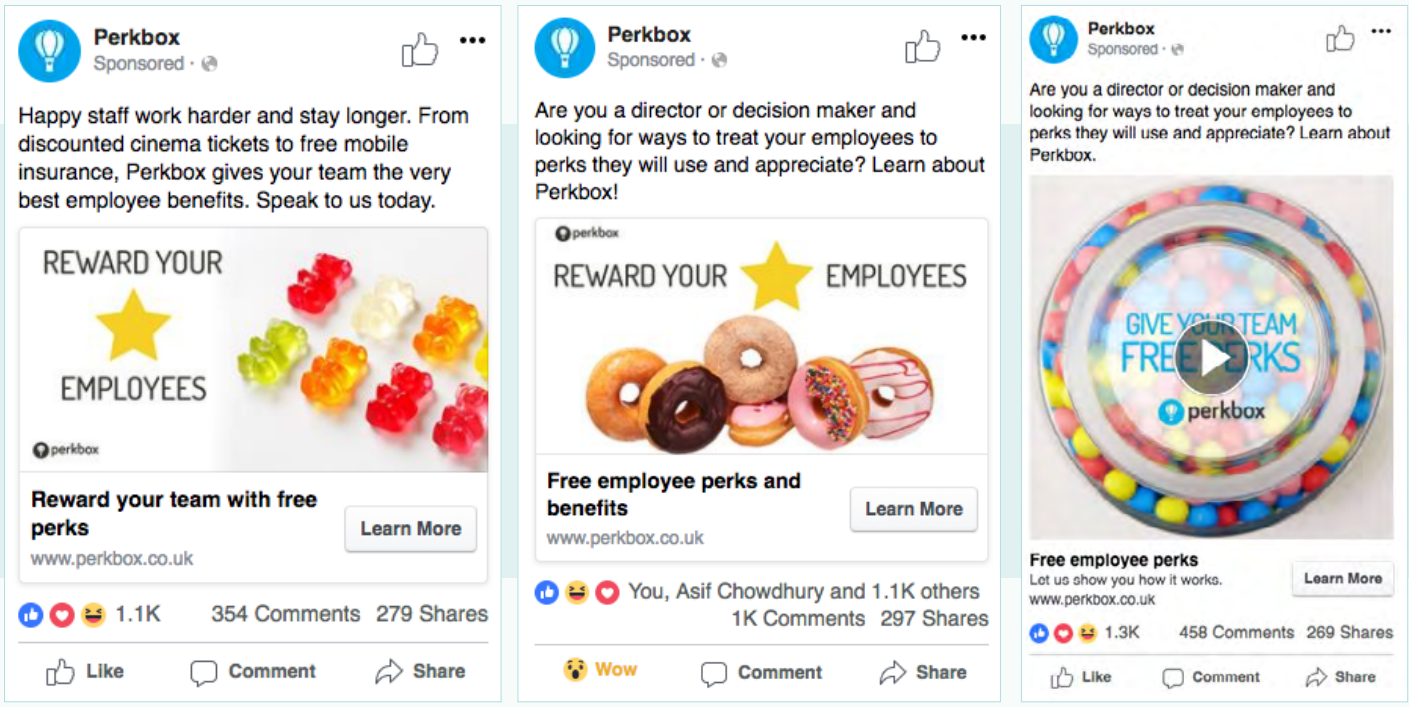
19%
LinkedIn conversion rate

$31
LinkedIn cost per conversion

25%
Facebook conversion rate

$13
Facebook cost per conversion

$15,000
Social ad budget



A moment on the lips: Perkbox targeted users' sweet tastes to deliver its message

With big budget comes big responsibility. Here's how Perkbox increased its CTR by 20% while decreasing cost per lead by 25%. This story involves a playful Facebook campaign that targeted both employees and decision-makers

Perkbox is a pretty unique company. Think of them as the Groupon of the B2B world. In a nutshell, Perkbox customers (or rather their employees) have access to hundreds of exclusive offers, which are refreshed on a monthly basis.

Targeting employees and decision-makers as a dual approach presented a unique set of opportunities for the company's paid social team, as Yoann Pavy, head of performance marketing at Perkbox, explains. "Approaching two separate audiences and speaking to them in a different tone of voice, with different content, and across different channels, can be really tricky.

"We always try to tailor our messages for decision-makers, but that's where channels like Facebook can be quite restrictive. It's not a traditional B2B channel, and has favoured B2C approaches for many years now."

We always try to tailor our messages for decision-makers, but that's where channels like Facebook can be quite restrictive

THE LION'S SHARE FOR FACEBOOK

The majority of Perkbox's paid social activity takes place on Facebook, with around 80% of the company's social spend being siphoned into the social media giant. And, aside from a six-figure monthly budget, a number of factors made Facebook a successful channel for Perkbox's campaign.

The most important? You guessed it: the Facebook pixel. Perkbox's aim was to build custom audiences based on the parameters prospects provided when filling in the campaign's dedicated landing page form. Its main goal was to segment prospects by company size and seniority.

"Paid social was the key focus of the company before I joined," says Yoann. "But the first thing I did when I started was to form a plan, which detailed exactly what the company cared about, and what success looked like.

"Through this, we realised there's a certain company size that we wanted to attract. So, by starting to measure our leads by company size – and tailoring pixels and tracking towards that parameter – we actually managed to improve the balance of our budget across channels."



SPEAKING TO DECISION-MAKERS AND THE EVERYDAY PROFESSIONAL

The challenge was to deliver Facebook content that wasn't just playful and engaging to employees, but also mature and direct enough to grab the attention of decision-makers.

"We refreshed our paid social ad content on a weekly basis, because people get bored easily. It's essential to always refresh your content and continually test."

Perkbox possessed a library of historic Facebook ads that had generated thousands of shares, comments, and likes – so by jumping on these posts and their already established algorithm value, Yoann's team was able to refine the messaging to appeal to those highly sought after decision-makers.

"There was so much budget behind these ads that they inevitably drove high levels of engagement – we almost forced them to generate traction," Yoann says. "It's not ideal, but it was a necessary evil. Now, we're really using fresh and interesting content to drive that engagement further."

DRIVING VOLUME AND EFFICIENCY IS A LEARNING EXPERIENCE

Another reason the campaign experienced such impressive results was purely down to the relatively unique value proposition that the company has in the market.

As Yoann explains: "Perkbox doesn't really have any competitors, so this – combined with the big budgets, constant refinement and engaging nature of the ads – meant we experienced really good results."

He admits that paid social is still a real learning process for the team at Perkbox. "Learning how to drive volume and efficiency on Facebook is the main issue for our teamww, because the volume doesn't necessarily equal quality.

"We want people to think about Perkbox when they're on their coffee break, when they're at work browsing Facebook or having lunch," he adds.

"At the end of the day, social ads shouldn't be seen as ads, so by changing the way we approach content, making it more video-based, dynamic and interactive, we'll ultimately be adding to the user experience."

ARE YOU ON THE B2B MARKETING HOTLIST?



The shortlist for this year's B2B Marketing Awards has been revealed. More than 150 judges have whittled down hundreds of entries to produce a shortlist of nominees that represent the very best B2B marketing has to offer.

Gravity Global leads the shortlist with 10 nominations across the 27 categories, followed by MOI with seven and gyro, MomentumABM, Really B2B and twogether tied with six each. Inhouse marketing organisations are also represented among those shortlisted, with Atos, Vodafone and Berwin Leighton Paisner securing three nominations apiece. In total, 94 organisations have been shortlisted.

The winners of this year's awards will be announced at a magical evening on Thursday 23 November at the Roundhouse in London. The host for the evening will be Edinburgh Comedy Award-winner Russell Kane. The theme is 'Unleash your beasts', and promises to be a wild night for all those attending.

Joel Harrison, editor-in-chief and co-founder of B2B Marketing, said: "The Awards is now in its 13th year, and the standard of entries continues to get higher each time. Given the level of competition, making the shortlist is a huge achievement in itself. Those nominated should justifiably feel proud, and can look forward to what will be an amazing celebration on the night."

Category 1

BEST MULTICHANNEL CAMPAIGN

'Art of transformation' for CSC by Twogether
'Demanding digital' by Atos
'Hug a hacker. Keep your enemies closer' for F5 Networks by MOI Global
'Profit hunter' for Embraer by Gravity Global
'The big HR & payroll quiz' for Sage by MOI Global
'Step ahead with confidence – cracking the SME pensions market' for Standard Life by The Crocodile
'The heist – cautionary tales' by Berwin Leighton Paisner
'You can't take the human out of human resources' for SD Worx by Torpedo

Category 2

BEST USE OF DIRECT MAIL

'Are you listening?' by KCOM
'Catalysis autodesk shard DM' for Autodesk by Catalysis
'Festive twist' for Lenovo by Twogether
'NEC icebreaker' by The NEC
'Tiny not timid' for Lenovo by Twogether
'Don't be unbranded' for Travelport by Purple Creative
'Zip-a-dee-doo-car' for Zipcar for Business by Really B2B

Category 3

BEST USE OF LIVE-EVENT MARKETING

'Art of transformation' for CSC by Twogether
'Back to the future of work' by Workfront
'Future of brands' for Japan Tobacco International by Ignis
'"Bring it on" trade shows' for Inmarsat Aviation by OgilvyOne Business
'Ministry of defence symposium' by Atos
'Retail tomorrow' for Retail in Detail by McDonald Butler Associates
'SIS at ICE' by SIS
'Vibrant economy – LiveLabs' by Grant Thornton UK

Category 4

BEST PUBLIC RELATIONS CAMPAIGN

'#DigitalEmpowers' for Tata Consultancy Services by Formative Content
'Deeply devoted – Getting to the heart of customer Loyalty' for ICLP by Diffusion
'A new pace of change' for Fujitsu by Harvard
'Driving multi-million-dollar growth in cyber insurance' for Lloyd's of London by Harvard
'Making sense of IoT' for Aruba (a Hewlett Packard Enterprise business) by WE Communications
'Salmon black fiveday' for Salmon by Harvard
'The app generation' for Fuze by Wildfire
'The smarter working initiative' by Powwownow

Category 5

BEST USE OF CREATIVE

'AWSome migration' for CSC by Twogether
'Cliché killers' by Stein IAS
'Coats' for Coats by Omobono
'FairlTales' for Advanced Business Solutions by Graymatter
'Profit hunter' for Embraer by Gravity Global
'Thomson Reuters' for Thomson Reuters by RT Brand Communications
'Total workforce mobility' for Vodafone by gyro

Category 6

BEST USE OF DIGITAL TECHNIQUES OR TECHNOLOGIES

'Cisco's national geographic explorer' for Cisco by OMD EMEA
'Enriching teaching and learning through technology' for ClassFlow by Don't Be Shy
'Iconic digital' for Shred-on-Site by Iconic Digital
'Profit hunter' for Embraer by Gravity Global
'The big HR & payroll quiz' for Sage by MOI Global
'Tame the bear' for Sungard by Pulse
'You can't take the human out of human resources' for SD Worx by Torpedo

'

94
ORGANISATIONS SHORTLISTED

1000
SUBMISSIONS

800
GUESTS

Category 7
BEST USE OF SOCIAL MEDIA

'Campaign led, audience centred focus' by Powwownow
'Cisco's national geographic explorer' for Cisco by OMD EMEA
'Cyber investigator chronicles' for Gemalto by Brands2Life
'Livestockfarming.co.uk' for Zoetis by OST Marketing
'Oracle database appliance campaign' by Oracle
'Profit hunter' for Embraer by Gravity Global

Category 8
BEST USE OF CONTENT MARKETING

'Bridging the edtech knowledge gap' for ClassFlow by Don't Be Shy
'HP 3D printing launch' for HP Inc. by gyro
'Marketing operations content campaign' for Informatica by Velocity Partners
'Owning the conversation' for Amdocs by Formative Content
'Profit hunter' for Embraer by Gravity Global
'Making a consumer brand mean business' for Samsung by Earnest
'The heist – cautionary tales' by Berwin Leighton Paisner

Category 9
BEST DIGITAL CUSTOMER EXPERIENCE

'ariba.com' for SAP by Vertic
'Creating self-directed survey experience to match customer's needs' for K3 Retail by Thinkbda
'One emerson.com' for Emerson Electric by DigitasLBi
'Profit hunter' for Embraer by Gravity Global
'VR with trousers as well as mouth' by Lloyd's Register

Category 10
BEST USE OF CUSTOMER INSIGHT

'Demanding digital' by Atos
'Be ready with the new business premier plan' by Vodafone
'Bridging the edtech knowledge gap' for ClassFlow by Don't Be Shy
'Project focus' for Couchbase by Pulse
'Signal from the noise' for Oracle by MomentumABM
'Zip-a-dee-doo-car' for Zipcar for Business by Really B2B

Category 11
BEST USE OF THOUGHT LEADERSHIP

'#24HLondon' by EY
'Accenture technology vision 2017' for Accenture by Omobono
'Deeply devoted – getting to the heart of customer loyalty' for ICLP by Diffusion
'The future of work is human' for Korn Ferry by Man Bites Dog
'Mind the skills gap' for Fujitsu by Momentum ABM
'Excellence is now operational' for Petrotechnics by Fox Parrack Singapour
'Salmon black fiveday' for Salmon by Harvard
'Trelleborg Marine Systems – the smarter approach to marine engineering' for Trelleborg by Stein IAS

Category 12
BEST LIMITED-BUDGET CAMPAIGN

'Catalysis autodesk shard DM' for Autodesk by Catalysis
'Dell precision for VFX' for Dell Technologies by Metia
'Deltek agency life' for Deltek by OgilvyOne Business
'Digital transformation club' for OpenText by Seraph Science
'A portrait of portrait of performance' for Criteo by Nelson Bostock Unlimited
'PBN Sports – Challenge Cup 2017' for VWG UK Paint and Body by White Clarke Creative
'Rule the Amazon' for Juniper Networks by Stein IAS

150
JUDGES

500
HOURS OF JUDGING

Category 13
MOST COMMERCIALLY SUCCESSFUL CAMPAIGN

'FSI and retail connect' for DXC (formerly Hewlett Packard Enterprise) by McDonald Butler Associates
'Go digital. Go Yell.' for Yell by True
'The ABM programme' for O2 by The Marketing Practice
'Tangent for Wolseley' for Wolseley by Tangent
'Tiny not timid' for Lenovo by Twogether
'Winning retail-as-a-service' for Fujitsu by Affari

Category 14
BEST INTEGRATION OF SALES AND MARKETING

'Accounts done: feel awesome' for Intuit Quickbooks by Brands2Life
'Expect more' by Convertr
'Cutting edge lead generation' for Struers by Klausen + Partners
'Fresh thinking to unlock value' for Fujitsu by MomentumABM
'Kleenex and Scott rolled hand towel launch. Uncompromised clean and care. Every single time.' by Kimberly-Clark Professional
'The ABM programme' for O2 by The Marketing Practice
'Shifting the business mindset' for Original BTC by Really B2B
'Project focus' for Couchbase by Pulse

Category 15
BEST CHANNEL MARKETING INITIATIVE

'Cisco distribution champions club campaign' for Cisco by Prism Communications
'F5 security demand generation guide campaign' for F5 Networks by Agency Inc
'Fujitsu imaging channel program' for PFU Limited by OneGTM
'Get in. Get away.' for Eaton by HMI Inc
'Taste of the good life' for Kerrymaid by The Hub
'Vodafone new partner programme launch' for Vodafone by Purechannels

Category 16
BEST SME-TARGETED CAMPAIGN

'Step ahead with confidence – cracking the SME pensions market' for Standard Life by The Crocodile
'A nation of innovators' by ForrestBrown
'Accounting for the journey' for Sage by April Six
'Accounts done: feel awesome' for Intuit Quickbooks by Brands2Life
'Be ready with the new business premier plan' by Vodafone
'Heating Installer Awards' by Refresh PR
'Idea hub express' by Idea Bank
'More good days at work for Manchester' for Samsung by Rooster Punk

Category 17
BEST CORPORATE DECSION-MAKER-TARGETED CAMPAIGN

'Crafted to complement' for Tate & Lyle Sugars by Foodsmiths Marketing
'The future of work is human' for Korn Ferry by Man Bites Dog
'Excellence is now operational' for Petrotechnics by Fox Parrack Singapour
'See the big picture with Seamless' by Seamless
'The power of one' for QuintilesIMS by MomentumABM
'Total workforce mobility' for Vodafone by gyro
'Zip-a-dee-doo-car' for Zipcar for Business by Really B2B

Category 18
BEST INTERNAL AUDIENCE CAMPAIGN

'MundiApp' for Mundipharma by Klausen + Partners
'Category companion programme' for Sage by The Marketing Practice
'Shape our future' for EY by True
'Take a closer look' for Struers by Klausen + Partners
'What's your story?' by Arcadis

Category 19

BEST INTERNATIONAL CAMPAIGN

'APAC software vulnerability management' for Flexera Software by Modern
'BT's global cloud campaign' for BT by Oracle Marketing Cloud
'F5 Hug a hacker. Keep your enemies closer.' for F5 Networks by MOI Global
'Oracle modern business magazine' for Oracle by MOI Global
'Profit hunter' for Embraer by Gravity Global
'The big HR and payroll quiz' for Sage by MOI Global
'Schroders' by Schroders
'Travel risks and realities: The new normal for business' by International SOS

Category 20

BEST BRAND INITIATIVE

'Cisco's national geographic explorer' for Cisco by OMD EMEA
'Decision moments' for Paywizad by Ratio Creative
'Bring it on' for Inmarsat by OgilvyOne Business
'Introducing an electronics giant to future B2B decision-makers' for Panasonic by equimedia
'Profit hunter' for Embraer by Gravity Global
'Woodpecker Flooring rebrand' for Woodpecker Flooring by Stills
'There's a cloud that can' for Vodafone by Octopus Group
'Vibrant economy' by Grant Thornton UK

Category 21

BEST PRODUCT LAUNCH CAMPAIGN

'Be ready with the new business premier plan' by Vodafone
'Taking teaching to the cloud' for ClassFlow by Don't Be Shy
'ATEX firefighter radio' for Cobham by Cross Border Communications
'Groundsure Avista' by Groundsure
'HP 3D printing launch' for HP Inc. by gyro
'Profit hunter' for Embraer by Gravity Global
'Viega LLC, "The tank is extinct"' for Viega by gyro

Category 22

BEST LEAD GENERATION OR NURTURING CAMPAIGN

'Step ahead with confidence – Cracking the SME pensions market' for Standard Life by The Crocodile
'Taking teaching to the cloud' for ClassFlow by Don't Be Shy
'ATEX firefighter radio' for Cobham by Cross Border Communications
'F5 hug a hacker. Keep your enemies closer.' for F5 Networks by MOI Global
'NEC icebreaker' by The NEC
'Thomson Reuters' for Thomson Reuters by RT Brand Communications
'Zip-a-dee-doo-car' for Zipcar for Business by Really B2B

Category 23

BEST CUSTOMER ENGAGEMENT/CUSTOMER-CENTRIC INITIATIVE

'The gateway' for Cisco by Influitive
'Fresh thinking to unlock value' for Fujitsu by MomentumABM
'Project focus' for Couchbase by Pulse
'The house of Coats' for Coats by Omobono
'The power of one' for QuintilesIMS by MomentumABM
'Torch x McCain original choice' for McCain Foodservice by Torch

Category 24

B2B BRAVERY AWARD

'Step ahead with confidence – cracking the SME pensions market' for Standard Life by The Crocodile
'Changing 30 years of history' by SIS
'Bring it on' for Inmarsat by OgilvyOne Business
'ITV Studios house' for ITV Studios by ITV
'More good days at work' for Samsung by Rooster Punk
'The haunting' by Berwin Leighton Paisner
'The product of our obsession' for Crabtree by Bray Leino
'The profit hunter' for Embraer by Gravity Global

Category 25

B2B BRAND OF THE YEAR

Deloitte
IBM Watson Internet of Things
Merck Animal Health Bravecto

Category 26

B2B PR AGENCY OF THE YEAR

Chameleon
Harvard
Man Bites Dog
Nelson Bostock Unlimited
Speed
Walker Sands Communications

Category 27

B2B MARKETING COMMUNICATIONS AGENCY OF THE YEAR

Earnest
gyro
OgilvyOne Business
Bray Leino
Really B2B
twogether

B2B Directory

Looking for a marketing service or supplier?
Visit b2bmarketing.net/b2b-directory

ABM

Demandbase
Services: Advertising, content marketing, digital marketing, marcomms, customer insight, web analytics
Industry expertise: Media, publishing, marketing
b2bmarketing.net/demandbase

Call intelligence

Infinity
Services: Call tracking, marketing services, technology
Industry expertise: Call intelligence, marketing, sales, martech
b2bmarketing.net/infinity

Content marketing

Sticky Content
Services: Content marketing, digital marketing, marcomms
Industry expertise: Business services, financial services, IT, telecomms, leisure and entertainment, media, publishing, marketing, professional services
b2bmarketing.net/sticky-content

CRM

Oracle Social
Services: Digital marketing, marketing services and technology, social media
Industry expertise: IT, telecomms, leisure and entertainment, media, publishing, marketing, public sector, retail and wholesale
b2bmarketing.net/oracle-social

Sage
Services: CRM
Industry expertise: Business services, financial services, IT, telecomms, professional services
b2bmarketing.net/sage

Data

Bureau van Dijk
Services: Customer insight, data analytics, data cleansing, data owners
Industry expertise: Professional services
b2bmarketing.net/bureau-van-dijk

Copywriting

Radix Communications
Services: Copywriting
Industry expertise: Industrial, manufacturing and engineering, IT, telecomms, professional services
b2bmarketing.net/radix-communications

Demand generation

Citrix
Services: Appointment setting, digital marketing, marketing services and technology, online video
Industry expertise: IT, telecomms
b2bmarketing.net/citrix-gotowebinar

Incite
Services: Appointment setting, business development, lead generation, telemarketing
Industry expertise: Business services, media, professional services, publishing, IT, telecomms
b2bmarketing.net/incite

IRSDirect
Services: Business development, digital marketing, demand generation, lead generation, telemarketing
Industry expertise: IT, telecomms
b2bmarketing.net/irsdirect

ON24
Services: Content marketing, demand generation, digital marketing, lead generation, marcomms, marketing services, technology
Industry expertise: Financial services, industrial, manufacturing, engineering, IT, telecomms, media, publishing, marketing, pharmaceuticals, professional services
b2bmarketing.net/on24

Protocol
Services: Content marketing, customer insight, data analytics, demand generation, marketing communications, marketing services, technology
Industry expertise: Business services
b2bmarketing.net/protocol

Digital marketing

Purestone
Services: Content marketing, mobile, digital marketing, email marketing, website design, website development
Industry expertise: Financial services, business services, industrial, manufacturing, engineering, IT, telecoms, professional services, property and construction
b2bmarketing.net/purestone

Tangent
Services: CRM, customer insight, digital marketing, ecommerce, marketing automation
Industry expertise: Marketing, media, pharmaceuticals, publishing, IT, telecomms
b2bmarketing.net/tangent-snowball

Direct marketing

CMFG
Services: Branding, CRM, customer insight, digital marketing, direct marketing, email marketing, lead generation, web design and development
Industry expertise: Automotive, business services, financial services, industrial, IT, telecomms, professional services, construction
b2bmarketing.net/cmfg

Ecommerce

Neoworks
Services: Ecommerce
Industry expertise: Automotive, industrial, manufacturing, engineering, leisure and entertainment, professional services, retail and wholesale
b2bmarketing.net/neoworks

Email marketing

Concep
Services: Email marketing, events and exhibition services, marcomms, marketing services and technology, mobile
Industry expertise: Financial services, industrial, manufacturing, engineering, professional services, property and construction
b2bmarketing.net/concep

Pure360
Services: Digital marketing, direct marketing, email marketing, marcomms, marketing, technology services
Industry expertise: Business services, IT, telecomms, marketing, media, publishing
b2bmarketing.net/pure360

Event and exhibition services

Cvent
Services: Email marketing, event and exhibition services, marketing automation, marketing services and technology
Industry expertise: Automotive, financial services, business services, IT, telecomms, professional services
b2bmarketing.net/cvent

George P Johnson
Services: Events and exhibition services, marketing communications
Industry expertise: Automotive, financial, IT, telecomms
b2bmarketing.net/george-p-johnson

Information technology

BrightTarget
Services: Customer insight, data analytics, data management
Industry expertise: IT, telecomms
b2bmarketing.net/bright-target

ClearPeople
Services: Affiliate marketing, business development, website development
Industry expertise: Business services
b2bmarketing.net/clear-people

Dun & Bradstreet
Services: Business development, customer insight, data analytics, marketing services, tecahnology
Industry expertise: IT, telecomms
b2bmarketing.net/dun-and-bradstreet

LinkedIn
Services: Advertising, branding, content marketing, demand generation, lead generation, marketing services and technology
Industry expertise: Media, publishing, marketing
b2bmarketing.net/linkedin

SDL
Services: Customer insight, demand generation, marcomms, website development
Industry expertise: Business services, IT, telecomms, industrial, manufacturing and engineering, media, publishing, marketing
b2bmarketing.net/sdl

Integrated marketing

Napier
Services: Advertising, digital marketing, email marketing, marcomms, PR
Industry expertise: Aerospace and defence, automotive, business services, engineering, industrial, manufacturing, IT, telecomms
b2bmarketing.net/napier

Stein IAS
Services: Branding, content marketing, customer insight, design, digital marketing, marketing automation
Industry expertise: IT, telecomms, industrial, manufacturing, engineering, professional services, business services, financial services
b2bmarketing.net/stein-ias

Lead generation

Lead Forensics
Services: Customer insight, lead generation
Industry expertise: Business services, IT, telecomms, marketing, media, publishing
b2bmarketing.net/lead-forensics

Really B2B

Services: Digital marketing, direct marketing, lead generation, social media services
Industry expertise: Business services, industrial, manufacturing, engineering, IT, telecomms
b2bmarketing.net/really-b2b

DirectionGroup

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

MOI Global

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

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

Marcomms

Brands2Life

Services: Content marketing, digital marketing, marcomms, online video, PR, web design
Industry expertise: Business services, IT, telecomms, industrial, manufacturing, engineering, professional services, property and construction, public sector
b2bmarketing.net/brands2life

Earnest

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

Octopus Group

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

The Marketing Practice

Services: Demand generation, lead generation, sales and marketing integration, marcomms
Industry expertise: Business and financial services, IT, telecomms, media, publishing, marketing
b2bmarketing.net/the-marketing-practice

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

OgilvyOne Business Services

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

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

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

Stickyeyes

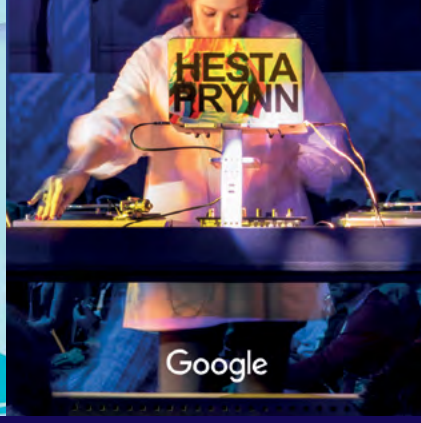
Services: Content marketing, digital marketing, marcomms, online video, SEO/SEM, web analytics
Industry expertise: Media, publishing, marketing
b2bmarketing.net/stickyeyes

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





momentumabm

As the first and only specialist, full spectrum account based marketing (ABM) agency, MomentumABM offers end-to-end services that go above and beyond traditional B2B Marketing.

WE'RE ABM PIONEERS

WE'RE ALL ABOUT ABM

We work with a range of blue-chip B2B clients, across sectors that include technology, pharmaceutical and information management. 9/10 of the world's largest IT companies work with us as we incorporate our approach into their largest accounts, delivering significant financial impact.

Our clients include Google, Vodafone, Oracle and Fujitsu. With six entries in this year's B2B Marketing Awards shortlist we've been named the best performing agency for the second year running.

Now in our seventh year, we enable our clients to adopt and scale account based marketing. Our expert team delivers everything from strategy, insights, and multi-channel creative. MomentumABM has become the go-to agency for businesses looking to change the way they reach and grow their customers. Headquartered in London, we work across the world with regional offices in New York, Paris, Munich, and Singapore.

WE'RE READY TO TALK ABM WITH YOU

Getting started with ABM? Join our break out session or see us in the panel today or email abm@momentumabm.com

CIM Marketing Excellence Awards · 2017 B2 Awards The Best in B-to-B · meaa Marketing Excellence 2017 Awards · B2B Marketing Awards

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

Harris Interactive
Services: Branding, customer insight, data analytics, market research, social media
Industry expertise: Business and financial services, IT, telecomms, media, publishing, marketing
b2bmarketing.net/harris-interactive

EPiServer
Services: Digital marketing, ecommerce, mobile, marketing automation, web analytics
Industry expertise: Media, publishing, retail, wholesale, leisure, entertainment, financial services, automotive
b2bmarketing.net/episerver

Silverpop, An IBM Company
Services: Marketing automation
Industry expertise: Business services, financial services, leisure and entertainment, media, publishing and marketing, retail and wholesale
b2bmarketing.net/silverpop-ibm-company

Breaking Blue
Services: Branding, customer insight, data analytics, data management, market research
Industry expertise: Automotive, business services, financial services, IT, telecomms, property and construction, public sector, retail and wholesale
b2bmarketing.net/breaking-blue

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

GfK
Services: Customer insight, data analytics, market research
Industry expertise: Business services, financial services, industrial, manufacturing, engineering, IT, telecomms, professional services
b2bmarketing.net/gfk

Marketing automation

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

CRM Technologies
Services: Content marketing, data management, demand generation, digital marketing, marketing automation, marketing services, technology
Industry expertise: Business services, financial services, IT, telecomms, media, publishing, marketing
b2bmarketing.net/crm-technologies

dotmailer
Services: Digital marketing, email marketing, marcomms, marketing automation and services, technology
Industry expertise: Automotive, business services, health and beauty, media, publishing, marketing, public sector, retail and wholesale
b2bmarketing.net/dotmailer

Metro Research
Services: Content marketing, customer insight, data analytics, market research
Industry expertise: Business services, financial services, IT, telecomms, media, publishing, marketing, professional services
b2bmarketing.net/metro-research

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

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

Marketing services/technology

Adobe Marketing Cloud
Services: Digital marketing, ecommerce, email marketing services, technology, web analytics
Industry expertise: IT, telecomms, media, publishing, marketing
b2bmarketing.net/adobe-marketing-cloud

Opinion Matters
Services: Business development, customer insight, lead generation, market research, PR, data management
Industry expertise: Business services, financial services, IT, telecomms, media, publishing, marketing, pharmaceuticals, professional services
b2bmarketing.net/opinion-matters

Research Now
Services: Market research, marketing services and technology
Industry expertise: Business services, health and beauty, leisure and entertainment, media, professional services
b2bmarketing.net/research-now

Online video

Skeleton Productions

Services: Advertising, content marketing, digital marketing, lead generation, marcomms, online video
Industry expertise: Financial services, health and beauty, IT, telecomms, pharmaceuticals, public sector, retail and wholesale
b2bmarketing.net/skeleton-video-strategy-production-and-marketing

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

MarketMakers

Services: Appointment setting, business development, data cleansing, lead generation, market research, telemarketing
Industry expertise: Automotive, business services, financial services, industrial, manufacturing, engineering, IT, telecomms, professional services
b2bmarketing.net/marketmakers

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

Public relations

CubanEight

Services: Content and digital marketing, event/exhibition services, marcomms, online video, PR
Industry expertise: IT, telecomms, media, publishing, marketing, professional services, property, construction, public sector, retail, wholesale
b2bmarketing.net/cubaneight

Mexia Communications

Services: Content marketing, event and exhibition services, marcomms, PR, social media services
Industry expertise: Business services, health and beauty, IT, telecomms, media, publishing, marketing, property and construction
b2bmarketing.net/mexia-communications

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

Telemarketing

GCL Direct

Services: Data cleansing, demand generation, direct marketing, lead generation, list brokers, telemarketing
Industry expertise: Business services, IT, telecomms, media, publishing, marketing
b2bmarketing.net/gcl-direct

The Telemarketing Company

Services: Appointment setting, business development, data, demand generation, lead generation, telemarketing
Industry expertise: Business services, financial services, industrial, manufacturing, IT, telecomms, pharmaceuticals
b2bmarketing.net/telemarketing-company

Thought leadership

Longitude

Services: Strategy, consultancy, editorial, research
b2bmarketing.net/longitude

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

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or call +44 (0)20 7014 4920

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CUTTING THROUGH THE ABM CLUTTER: INTRODUCING THE B2B MARKETING ABM MATURITY INDEX



It's taken account-based marketing a long time to become sexy or aspirational. But here we are, at the tail end of 2017, and that's exactly what it is.

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 also responsible for the development of B2B Marketing's training and events activities

Without doubt, ABM is one of the most hyped, most discussed and most potent things going on in B2B marketing right now, and as such, it's a topic that everyone needs to know about.

Why? There are a number of good reasons, but foremost among them is because it has the ability to unite marketing and sales (plus others) behind a cohesive and effective programme that has a genuine and potentially transformational impact on the business. Put it like that, and what B2B marketer in their right mind wouldn't be interested in ABM?

But like many of the hot topics in B2B, it's full of obfuscation and so-called 'snake-oil' salesmen. People telling you that it's more complicated than you think it is, and that you won't possibly be able to do it properly without this technology, that agency service, or this consultant. Jumping on a bandwagon is obviously not a new phenomenon in B2B marketing, but ABM is more than that. It's more than just a tactic or technology; to be successful, it requires a concerted, focused (and properly resourced) effort.

It's our job at B2B Marketing to help marketers cut through the contrived complexity – to provide perspective, simplicity, and to give marketers the means and motivation to engage new approaches that are aligned with best practice. To enable this, we've created our first Maturity Index on ABM. This model is designed to provide a clear and simple means for B2B marketers to understand where they are on their journey towards ABM success. It also shows what the overall trajectory looks like and what steps you'll need to take to maintain progress.

Perhaps more importantly, we've created a parallel ABM Benchmark, so marketers can see how they compare with others who are also this journey. We've packaged these items into a report that provides case studies and interviews detailing direct testimonies from marketers at the sharp end.

What B2B marketer in their right mind wouldn't be interested in ABM?

Our intention is for both the Index and the Benchmark to evolve over time and alongside ABM thinking. Incorporating marketers' feedback and real-life experiences, it will be increasingly relevant and essential.

Creating this type of content is key to B2B Marketing's evolution as a brand, along with the insights and resources we provide. We create them with a determination to be aligned and responding to the real-life needs of B2B marketers in a changing environment.

We'll formally launch this model at B2B Marketing's ABM conference: Account-Based *Everything* on 9 November, and the report will be available to download at b2bmarketing.net/abmbenchmark from that date.

On the opposite page is the ABM Technology Maturity Map, part of the report which highlights the key vendors in the market.

We hope you enjoy the report, and that it provides some much-needed context and clarity in the increasingly complicated world of ABM.

The B2B Marketing
ABM Technology Maturity Map

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In this infographic, we've pulled together the vendors and/or solutions that we've listed in the sections above, and mapped them to show where they fit in the different stages of ABM maturity.

Stage 1: ABM aware

CRM solutions

act!
BASE
Highrise
HubSpot CRM
Infusionsoft
insightly
MAXIMIZER CRM
Microsoft Dynamics
ORACLE CRM ON DEMAND
pipedrive
PROSPERWORKS
Really Simple Systems
Sage CRM
salesforce
SUGARCRM
ZOHO CRM

Marketing automation

act-on
eloqua
HubSpot
salesforce marketing cloud
Marketo
salesforce pardot

Stage 2: ABM defined

Data and contact resources

ABERDEEN GROUP
ALC
B2BSignals
blue group
salesforce data.com
DiscoverOrg
headreach
infer
LeadGenius
leadiro
LEADSCALE
leadspace
MARTECH
Oceanos
REACHFORCE
SOCIAL123
SYNTHIO
zoominfo

Sales insights

agent
cb
Crystal
DataFox
DiscoverOrg
dun & bradstreet
Experian
FullContact
InsideView
LEADBRIDGE
LEADGNOME
LinkedIn
mattermark
momentumabm
node
NOVA
Owler
TalentIQ
xiQ

Stage 3: Early stage ABM

Content tools

ACQUIA THINK AHEAD
Adobe
LOOKBOOKHQ
passle
SnapApp
Storify
Überflip

Personalisation tools

BrightInfo.
captora
DEMANDBASE
evergage
HubSpot
Marketo
Optimizely
salesforce pardot
Triblio

Event management

BIZZABO
cvent
etouches
Eventbrite

Stage 4: Mature ABM

Predictive analytics

6sense
bombora
cyance
infer
Lattice
MINTIGO
RADIUS

ROMI dashboards

Cyfe
GECKOBOARD
Klipfolio
LEFTRONIC

Retargetting

AdRoll
DEMANDBASE
kwanzoo
ListenLoop

Intent platforms

bombora
BuiltWith
Datanyze
GHOSTERY
HG DATA
KickFire
mrp
NetLine
siftery
TechTarget
THE BIG WILLOW

Stage 5: Advanced ABM

Orchestration tools

Engagio
Terminus

Advanced measurement and attribution

bizible
brightfunnel
DOMO
Full Circle INSIGHTS
LeanData
OMNITURE

Artificial intelligence

Albert
IBM Watson
einstein

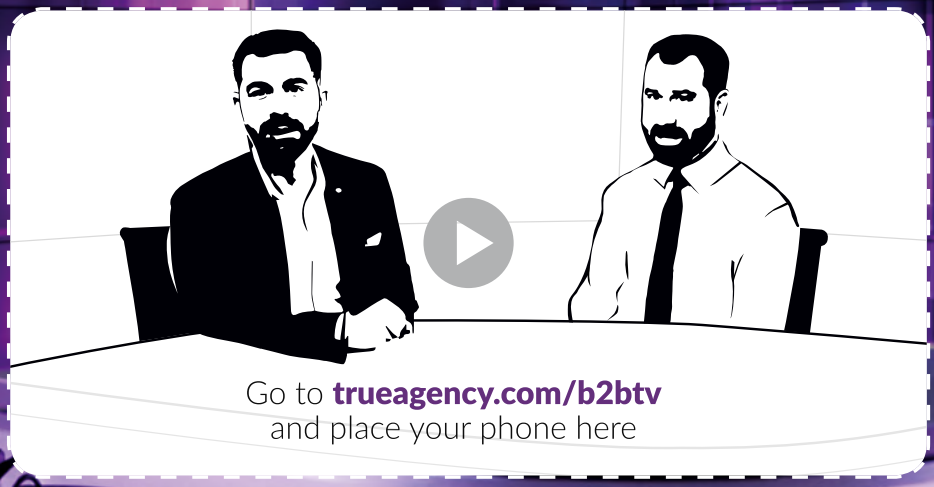
B2B TV

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Episode 3: Creativity in B2B – our top 6 ads

In this episode of B2B TV, True's founders, Richard and Cos, are joined by Creative Director, LJ, to showcase their favourite B2B ads.

If you have an idea for a B2B topic you'd like to discuss as a guest in the studio, drop us a line at **b2btv@trueagency.com** or call **+44 (0) 2079522120**



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