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The B2B Marketing UK Agencies Benchmarking Report 2020



GOLD

B2B MARKETING
PR AGENCY OF
THE YEAR 2019

The Agency for the Brands Transforming Our World

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As an independent agency, we're free to make sure that our work mirrors our values. We put our clients' wishes at the heart of everything we do.

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Introduction



Mary-Anne Baldwin,
head of content,
B2B Marketing

Despite concerns over Brexit and the resulting purse-tightening that has seen UK clients bring more of their marketing efforts in-house, 2019 was another solid year for agencies. Strong financials, a string of acquisitions and global expansion all support our agencies' claims of good health.

Similarly, this year opens with cautious optimism. A conservative 78% of the agencies we surveyed in the report describe the current industry as 'strong' or 'good'; yet, a sizeable 91% expect growth from their own company in the year ahead.

So the agency landscape is stable, but those dotted across it continue with positive experimentation and evolution. This guide examines some of those changes. On pages 18-25, we share some of the fastest growing agencies' appetite for global expansion, differentiation and strategic client selection.

Pages 38-41 cover which marketing trends are having the most impact on both clients and agencies (and the difference between them). Plus, our survey results on pages 26-33 reveal the services agencies are most keen to introduce in the next 12 months, and the challenges that have held them back over the last year.

Of course this guide not only gives you an assessment of the market as a whole, it assesses agencies individually. On pages 8-15, we provide our annual agency rankings where you can easily discern which players had the most success in 2019.

But before you race to find out where you sit among them, stick around for an overview of what to expect in the year ahead.

This year, all eyes are on tech. The 2020 B2B Marketing Trend Tracker (on pages 38-41) reveals that the biggest focus for B2B marketers will be marketing automation. MA is now viewed as the business' central nervous system, supporting personalisation, targeted marketing and better customer insights. Yet, the amount of work most organisations need to put into modernising their MA systems makes it no wonder it's seen as a strategic priority.

Married to this, data analytics is the area most agencies are keen to invest in, with 18% adding it as a new service offering by year-end. Teamed with those already offering it, a collective 81% of agencies will pitch data analytics as a service by the close of 2020.

But there's a lot more 2020 has in store. We spoke to your fellow agency counterparts to discuss all this, including their success, failures and plans for the year ahead. We hope these insights help make 2020 a fruitful and exciting year.

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Section 1

League tables

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League tables

Top 91 UK B2B marcomms agencies

Rank	Agency	Type of agency	Ownership	UK Headcount	GI in £m (UK) in latest financial year	YoY GI % change	Rank in 2019	Change	% of GI from UK operations in latest financial year	% of GI from B2B operations in latest financial year	2019 B2B Marketing Awards
1	Ogilvy UK *(p. 90)*	Integrated	^	150	24.5	-5	2	↑	100	100	★★
2	MRM McCann	Integrated	<>	NS	23.9	21	4	↑	100	55	
3	Bray Leino *(p. 76)*	Integrated	^	263	21.1	4	3	–	87	75	
4	gyro UK	Integrated	<>	162	19.4	137	17	↑	100	100	
5	Gravity Global *(p. 80)*	Integrated	<>	140	18.0	6	7	↑	22	100	★★★★★★
6	Expandi Group *(p. 78)*	Integrated	O	35	16.5	-13	5	↓	55	100	
7	Reading Room	Digital	O	95	14.9	1	9	↑	100	100	
8	Really B2B	Demand generation	^	339	14.9	9	32	↑	97	100	★★★
9	Brands2Life	PR	O	140	14.5	4	*	*	90	75	★
10	Radley Yeldar *(p. 96)*	Integrated	O	NS	13.5	-1	8	↓	77	100	
11	Transmission	Integrated	O	105	13.5	27	11	–	95	100	
12	The Marketing Practice	Integrated	O	120	10.3	38	15	↑	75.6	100	★
13	twogether *(p. 106)*	Integrated	<>	123	10.0	14	16	↑	95	100	★★★
14	Nelson Bostock Unlimited *(p. 108)*	PR	<>	91	8.1	11	20	↑	100	64	
15	Teamspirit	Integrated	<>	82	8.1	-4	13	↓	100	76	
16	Omobono	Integrated	O	67	8.1	0	18	↑	77	100	★

Key: * New entry: Included in the survey for the first time ↑ Move up rankings ↓ Move down rankings – Stay the same NS Not supplied
✓ Re-entry: Returning to the survey after a year's absense O Independent agency ^ Part of a holding company <> Part of a holding company

Notes and annotations on specific agencies 4. Gyro: Data in this year's report includes numbers from B2B International, acquired last year, and Dentsu's media business, which was merged with the Gyro operation in the last 12 months. 5. Gravity Global: Figures now include JJ Marketing, which it acquired in 2019, and was previously listed separately in this league table. 6. Expandi Group: The data shown in the UK league table shows UK headcount and revenue, but does not reflect the fact that much of the agency's work is executed by employees based outside the UK. 8. Really B2B/Marketmakers: Parent company Centaur has opted to combine reporting for sister companies Really B2B and Marketmakers, based on its strategy to more closely integrate its respective operations and reporting. 18: Kingpin: The agency's published headcount figure doesn't account for its use of freelancers, which is typically around 15 at any one time, depending on territories where it is executing campaigns, and which is relatively high in comparison with its permanent headcount.

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Rank	Agency	Type of agency	Ownership	UK Headcount	GI in £m (UK) in latest financial year	YoY GI % change	Rank in 2019	Change	% of GI from UK operations in latest financial year	% of GI from B2B operations in latest financial year	2019 B2B Marketing Awards
17	MOI *(p. 86)*	Integrated	○	51	7.8	28	26	↑	67	100	★★★
18	Kingpin Communications *(p. 84)*	Demand generation	○	32	7.6	23	12	↓	67	100	
19	Harvard *(p. 82)*	Integrated	⌒	76	7.5	16	23	↑	100	94	
20	Purple Agency *(p. 92)*	Integrated	○	116	7.3	3	14	↓	77	53	
21	The Crocodile *(p. 98)*	Integrated	○	49	6.7	51	46	↑	74	100	
22	Raconteur Agency	Integrated	○	68	6.7	11	*	*	100	100	
23	Tangent	Digital	○	70	6.7	-2	19	↓	100	73	
24	Momentum ABM	ABM	○	60	6.4	43	28	↑	83	100	
25	Torpedo *(p. 104)*	Creative	○	80	5.9	30	36	↑	100	95	
26	Quantum Marketing *(p. 94)*	Demand generation	○	92	5.7	6	33	↑	100	100	
27	Stein IAS	Integrated	○	77	5.6	4	29	↑	40	100	★
28	MarketOne	Integrated	○	56	5.2	-13	*	*	16	100	
29	The Telemarketing Company	Demand generation	○	303	5.2	6	*	*	100	70	
30	DWA (a Merkle company)	Integrated	<>	60	5.2	7	⟋	⟋	24	100	
31	Octopus Group	Integrated	○	54	5.1	8	25	↓	100	100	★★★★
32	Velocity Partners	Digital	<>	55	5	-10	24	↓	93	100	
33	TBT Marketing	ABM	○	51	4.8	-10	31	↓	65	100	
34	Wyatt International	Integrated	○	40	4.8	3	34	—	100	85	
35	DirectionGroup Unlimited *(p. 108)*	Integrated	⌒	53	4.6	0	35	—	100	90	
36	Brandformula	Creative	○	32	4.6	36	48	↑	100	100	
37	Clevertouch Marketing	Martech	○	73	4.5	50	47	↑	100	100	
38	Revere	Integrated	○	45	4.2	100	56	↑	100	100	
39	Whiteoaks International	Integrated	○	38	4.2	12	41	↑	100	100	
40	Enigma Marketing	Integrated	○	33	4	14	42	↑	100	100	
41	AML Group	Integrated	○	35	3.5	9	*	*	100	70	

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Rank	Agency	Type of agency	Ownership	UK Headcount	GI in £m (UK) in latest financial year	YoY GI % change	Rank in 2019	Change	% of GI from UK operations in latest financial year	% of GI from B2B operations in latest financial year	2019 B2B Marketing Awards
42	Hallam	Digital	○	55	3.2	10	50	↑	95	70	
43	Coast Digital	Digital	○	49	3.1	17	49	↑	100	68	
44	Tangerine Communications	Creative	○	58	3.1	14	*	*	100	55	★
45	Positive	Digital	○	34	3.1	13	30	↓	100	31	
46	Red Lorry Yellow Lorry	PR	○	21	3	8	/	/	100	100	
47	CIB	Integrated	○	30	2.9	-7	45	↓	100	100	
48	Graymatter	Integrated	○	NS	2.8	3	53	↑	100	100	
49	Sherpa	Channel marketing	○	24	2.7	195	76	↑	100	100	★
50	The Think Tank	Integrated	○	33	2.5	17	51	↑	56	100	★
51	Miramar	Integrated	○	32	2.5	-4	52	↑	90	100	★
52	438 Marketing	Integrated	○	18	2.3	22	60	↑	100	57	
53	Fifth Ring	Integrated	○	36	2.3	-10	*	*	55	76	
54	TopLine Comms	PR	○	21	2.2	26	*	*	100	90	
55	Fox Agency	Integrated	○	23	2.2	43	69	↑	100	100	
56	AD Communications	Integrated	○	19	2.1	15	*	*	100	100	
57	Stream Comms	Digital	○	12	2.1	21	82	↑	100	100	
58	Silver Agency	Integrated	○	32	2	17	63	↑	100	100	
59	Cyber-Duck	Digital	○	49	2	1	55	↓	76	61	
60	Definition	PR	○	25	2	0	71†	↑	100	100	
61	Jellybean	Integrated	○	22	1.9	-9	57	↓	100	95	
62	Right on the Line	Integrated	⌒	8	1.9	-23	*	*	100	100	
63	Napier Partnership	Integrated	○	38	1.7	10	65	↑	100	100	
64	Upp B2B	Integrated	○	23	1.4	-3	66	↑	42	100	
65	**Wavemaker Business** *(p. 110)*	Integrated	<>	25	1.3	54	*	*	100	100	
66	Velo	Integrated	○	19	1.3	21	72	↑	100	92	

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/ Re-entry: Returning to the survey after a year's absense ○ Independent agency ⌒ Part of a holding company <> Part of a holding company † As Acceleris

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67	Bright Innovation	Integrated	○	11	1.3	9	70	↑	100	90	
68	Agency Inc	Integrated	○	20	1.3	75	*	*	100	96	★★
69	Jargon PR	PR	○	15	1.1	38	79	↑	100	100	
70	OST Marketing	Digital	○	23	1.1	13	68	↓	100	72	
71	Forepoint	Creative	○	22	1.1	40	*	*	82	97	
72	Relish Creative	Creative	○	8	1	51	*	*	100	80	
73	The Marketing Pod *(p. 100)*	Integrated	○	12	1	9	75	↑	100	100	
74	Don't be Shy	Integrated	○	20	1	19	77	↑	100	100	
75	Zircom	Creative	○	14	1	1	73	↓	100	100	
76	Junction Agency	Channel marketing	○	11	0.9	17	78	↑	100	100	
77	Modern B2B	Digital	○	10	0.9	43	84	↑	76	100	
78	ALIAS Partners	ABM	○	10	0.8	33	85	↑	100	100	
79	Fourth Day	PR	○	15	0.8	1	*	*	100	100	
80	Magenta Associates	PR	○	11	0.7	7	83	↑	100	100	
81	Lesniak Swann	Integrated	○	12	0.6	-23	74	↓	92	80	★
82	Novacom	Digital	○	9	0.5	16	89	↑	100	100	
83	Purechannels	Channel marketing	○	9	0.5	-2	*	*	100	100	
84	Catalyst	Integrated	○	8	0.5	21	*	*	100	95	
85	POPcomms	Creative	○	7	0.3	45	/	/	35	100	
86	Isoline Communications	Content marketing	○	5	0.3	116	*	*	100	100	
87	Brewd Marketing	Integrated	○	4	0.3	-16	90	↑	83	100	
88	Foco	Content marketing	◠	7	0.1	58	94	↑	100	100	
89	South Thames Marketing	Integrated	○	1	0.1	11	*	*	100	100	
90	A for Agency	ABM	○	1	0.1	-4	91	↑	100	100	
91	TwoGuys Creative	Creative	○	2	0.1	50	95	↑	100	80	

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Top 18 fastest growing UK B2B marcomms agencies

Rank	Agency	Type of agency	UK GI YoY change in £m	UK GI YoY change as %	UK GI from UK operations in latest financial year (in %)	UK GI from B2B operations in latest financial year (%)	Overall UK league table position this year	UK Headcount	UK Headcount % YoY change
1	MRM McCann	Integrated	4.2	21	23.9	55	2	NS	NS
2	Transmission	Integrated	2.9	27	13.5	100	11	105	46
3	The Marketing Practice	Integrated	2.8	38	10.3	100	12	120	12
4	The Crocodile *(p. 98)*	Integrated	2.3	51	6.7	100	21	49	29
5	Revere	Integrated	2.1	101	4.2	100	38	45	32
6	Momentum ABM	ABM	1.9	43	6.4	100	24	60	1100
7	Sherpa	Channel marketing	1.8	195	2.7	100	49	24	50
8	MOI *(p. 86)*	Integrated	1.7	28	7.8	100	17	51	2
9	Clevertouch Marketing	Martech	1.5	50	4.5	100	37	73	35
10	Torpedo *(p. 104)*	Creative	1.3	30	5.9	95	25	80	-5
11	Really B2B	Demand generation	1.2	9	14.9	100	8	339	7
12	Brandformula	Creative	1.2	36	4.6	100	36	32	-9
13	twogether *(p. 106)*	Integrated	1.2	14	10	100	13	123	22
14	Harvard *(p. 82)*	Integrated	1	16	7.5	94	19	76	17
15	Gravity Global *(p. 80)*	Integrated	1	6	18	100	5	140	100
16	Bray Leino *(p. 76)*	Integrated	0.8	4	21.1	75	3	263	-6
17	Nelson Bostock Unlimited *(p. 108)*	PR	0.8	11	8.1	64	14	91	12
18	Raconteur Agency	Integrated	0.7	11	6.7	100	22	68	51

Key: ★ New entry: Included in the survey for the first time ↑ Move up rankings ↓ Move down rankings – Stay the same **NS** Not supplied
↗ Re-entry: Returning to the survey after a year's absense ○ Independent agency ⌒ Part of a holding company <> Part of a holding company

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Sorry. We just write B2B tech content.

You won't find Radix listed in this guide. Because we're not a marketing agency.

We won't advise you on marketing execution, we don't build websites, and we're awful at design. Instead, we do one thing, really well. We write standout content for the world's best B2B technology brands.

Copywriting for content marketing. Demand generation. Sales enablement. ABM.

That's not to say life ever gets boring. We write case studies, blog posts, Turtl stories, and video scripts. Event invitations, sales emails, and targeted reports for ABM. Wherever you see B2B tech marketing that packs a punch, there's likely a Radix copywriter behind the curtain.

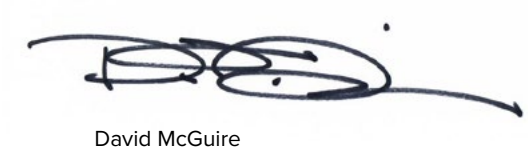
Eleven writers who get B2B tech – and get the best from your stakeholders too.

Specialism has its advantages. For one thing, we probably already know a bit about your tech (and can pick up the rest really fast). That doesn't just speed the process along – it also means we'll ask the right questions of your subject matter experts, so they don't feel they're wasting their time. Never hurts to earn Marketing a few brownie points along the way.

The confidence to improve your content.

There's another useful side effect when you write as much B2B tech content as we do: we know what's been done before. So we can help you find ideas that are truly original – and if your stakeholders are pushing for content that won't work, we can help you explain why.
The result? More content you're proud of, with better results.

So, I'm sorry: we won't run your next social campaign. But if you're a B2B tech marketer who wants better written content, please do drop me a line.



David McGuire
Creative Director, Radix Communications
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Radix Communications
B2B technology copywriters

1. Horny type getting hornier cavorting outside club with sailor (10)

> **B2B tech marketing. It's a tricky proposition. A riddle, wrapped in a mystery, inside an enigma.**

Well, at least it is for some.

But if you know the territory and the rules of the game - if you truly understand B2B tech - then reading the clues, asking the right questions, and figuring out the right answers comes naturally.

That kind of expertise requires a rare kind of commitment. Nothing less than **100%** tech dedication and focus.

The only place to come for that?
Nothing cryptic there.

wearetwogether.com



(The answer, in case you were wondering, is 'rhinoceros'.
Why? Get in touch and find out.)

B2B MARKETING COMMUNICATIONS
AGENCY OF THE YEAR
2019 - 2020

twogether

League tables

Top 15 international B2B marcomms agencies and networks

Rank	Agency	Type of agency	Key locations	Global GI in £m in latest financial year	Global GI in £m in previous financial year	YoY global GI change as £m	YoY global GI change as %	International GI as %
1	BBN International *(p. 74)*	Partnership	Dubai, Chicago, New York, Hong Kong, Munich	89.7	84.4	5.3	6.3	86
2	Gravity Global *(p. 80)*	Integrated	New York, Tokyo, Paris	83	78	5	6.4	78
3	MarketOne	Integrated	Boston, Bangalore, Singapore	32.6	34.3	-1.7	-5	84
4	Expandi Group *(p. 78)*	Integrated	Amsterdam, Milan, Paris	30.1	35.73	-5.63	-15.8	45
5	DWA, a Merkle company	Integrated	Austin, San Francisco, Beijing	22	16.5	5.7	34.4	76.4
6	Stein IAS	Integrated	Cheshire, New York	14.7	14	0.7	5	60
7	Transmission	Integrated	Munich, San Francisco, Sydney, Singapore	14.2	10.6	3.6	33.9	5.5
8	The Marketing Practice	Integrated	Munich, Seattle	13.7	11	2.6	23.6	24
9	Kingpin Communications *(p. 84)*	Demand generation	London, San Francisco	11	11.7	-0.4	-3.9	33
10	Omobono	Integrated	Chicago	10.5	9.6	0.8	8.3	24
11	MOI *(p. 86)*	Integrated	Singapore, Weybridge, New York	10.4	7.8	2.6	33.8	33
12	Purple Agency *(p. 92)*	Integrated	Rome, Berlin, Mexico City	9.5	9	0.4	4.5	23
13	Momentum ABM	ABM	San Francisco	7.5	5.4	2.1	39.2	17
14	Velocity Partners	Digital	London, New York	5.4	5.5	0.4	-2.6	7.4
15	Fifth Ring	Integrated	Aberdeen, Houston, Singapore	4.1	4.4	-0.3	-7.3	45

Key: * New entry: Included in the survey for the first time ↑ Move up rankings O Independent agency ↓ Move down rankings – Stay the same ⌒ Part of a holding company <> Part of a holding company ✓ Re-entry: Returning to the survey after a year's absence

To appear in the international table, more than 25% of an agency's global GI must come from outside the UK.

Gross income is calculated by deducting external media and production costs from the invoiced total. It includes income from all above-the-line and below-the-line activity. If the agency has been subject to a takeover or merger during the financial year in question, gross income includes the combined figure.

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Section 2

Market analysis

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Agency expansion:
When the going gets tough, the tough go global

The fastest growing B2B agencies are embracing global operations and strategic consultancy services as never before, demonstrating unprecedented levels of confidence, relevance and market maturity. However, there's no quick fix for the war on talent, which is only escalating. **Joel Harrison** reports

In uncertain economic times, one of the first things that's supposed to suffer is marketing - and to steal a phrase, 'when B2B marketers sneeze, it's generally the agencies that catch a cold'. So with the headwinds of Brexit, the US/China trade war and the conflict with Iran, it seems likely that the UK's B2B agencies might be feeling the effects. But it couldn't be much further from the truth – at least not for the agencies at the top of this year's B2B Marketing Fastest Growing Agencies League Table.

Agencies have put in sterling performances during the period in question (financial year 2018-19). They've achieved significant year-on-year income growth – and what's more, all are proud to report this has continued into the current financial year (2019-20). If there are flashes in the pan, you won't find them here.

So what's driving this growth? There are a couple of things that are particularly significant here, and it's ironic that this is a 'UK' league table, because undoubtedly the most prominent is International growth – particularly in the USA.

"We opened three new offices in February - in San Francisco, Sydney and Singapore,' says Chris Bagnall, CEO and founder of Transmission. "We didn't really expect to see profit from them in year one, but we have. They are doing very well. I won't give you the exact numbers, but it's over 50%. We have seen decent year-on-year growth (for the agency as a whole). The UK is still growing, but it's hard to maintain the same pace when you have 100 people in an established office."

The Marketing Practice (TMP), meanwhile, has a deeper-rooted international offering, with offices in the US (2016) and Germany (2015). They're seeing a similar growth profile for the agency as a whole. David van Shaick, CMO and COO of TMP, comments: "We've seen strong growth in all regions, but particularly in the US and Germany where it's over 50%, and we've won some very interesting new clients, as well as building up existing ones. It's been a very good year."

MomentumABM has an office on the West Coast of the US, which CEO and founder Alisha Lyndon believes has been significant in her agency's growth. She says the US is an obvious opportunity for aspirational agencies and therefore a target. "Lots of agencies are moving into the US because they see the larger opportunity. The US market has historically taken ideas from the UK. We will definitely be investing more and continuing to expand our footprint."

Normalising globalisation

It's not just agencies with a physical footprint in the US that are benefiting from opportunities there. For example, Revere has a growing number of clients based in the US, but currently has no office there, or plans to establish one. "It's increasingly feasible to work with US clients [from the UK]," says James Collis, MD and founder of Revere. "We see that in the rise of platforms like Zoom and [Microsoft] teams,

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which drive acceptance of remote and disparate working."

"When we work with enterprise clients, they are often based in the US, and often have not ever met each other face-to-face. The prevalence of these platforms helps drive acceptance that we can just hop on a call and it's no great issue," he adds.

"Global campaign teams increasingly operate on a global basis. Our top three clients have campaign people in the UK, US and Europe. That makes it much more acceptable to have an agency here. Agencies in the UK are quite price-competitive based on salaries in the US."

Likewise, Jason Talbot at The Crocodile says his company is working with a growing number of global organisations. However, its immediate client is just as likely to be based in Germany as the US – so it would be unclear where to locate a satellite office, or that one was needed in the first place.

Whatever approach it takes, the potency and size of the opportunity for UK B2B agencies working the US is pretty clear. And the extent to which they are proactively addressing it is unprecedented.

Less is more

While in one sense it's been the expansion of opportunity that's driving growth for this highly successful group of agencies, in another, it's the exact opposite. It's also about focus, and in some instances actually turning away opportunities. This is particularly the case for Alisha Lyndon of MomentumABM. "The last 12 months has been about doubling down and having a bigger focus on a smaller set of clients. Rather than trying to be different people and absorb market demand, we've tried to stay true to our own business."

This strategy is not always easy, although it is sensible for MomentumABM, which has seen a lot of players jump on the ABM bandwagon. Whereas Momentum was one of the few agencies offering ABM-related services, it's now one of many in a very crowded marketplace (albeit, at the top end of this market, suggests Lyndon).

We make sure we're going into things with our eyes open, that clients are the right fit and meet our direction of travel

"We have qualified people, and been much more careful about which clients we take onboard," she says. "We make sure we're going into things with our eyes open, that clients are the right fit and meet our direction of travel. We've gone from 30 clients down to a core set of 12 globally. The top ten have all doubled in size for us. This is where our growth has come from."

TMP has taken a similar approach. "We have a smaller number of clients for an agency of our size," says David van Shaick, who explains its very clear set of criteria for the kind of clients it wants to work for. Likewise, it has a clear set or services: demand generation, ABM and channel marketing. "We're very clear on what we can do brilliantly… and this allows us to ensure the quality of our product and not be distracted by other things. We're not trying to be all things to all people."

Strategic aspirations becoming a reality

Becoming laser-focused on a particular type of client isn't the only way these fast growing B2B agencies are seeing success. James Collis of Revere believes his agency's focus on increasing its insight and strategic services has, and is continuing to pay dividends. "We're not selling activation as a standalone discipline, we're selling it as part of an integrated approach. This leads to deeper and more valuable relationships and helps us move up the value chain in terms of the people we work with."

A related, if arguably more radical approach, is being taken at The Crocodile, whose MD Jason Talbot explains is seeking to position the company as a challenger of accepted ways of thinking – both for clients and agencies. "We're in the third year of a strategy to address the issue of complexity facing CMOs. Most other agencies are fighting over the same space – we're trying to create an alternative model for marketers who want to do things differently."

Talbot continues: "It's a very interesting market right now – there are huge demands for short-term gains, but recently we're seeing a lack of 'big picture thinking' – there's strategic confusion. Marketing departments don't want to look long-term." In essence, rather than looking for a specific customer profile, The Crocodile is looking for a new kind of customer, and Talbot acknowledges that they aren't necessarily commonplace.

"We're focusing on the needs of the customer. So few B2B marketers concentrate on existing customers. [As an industry] we need to overcome this. Conventional wisdom persists with the notion of a one-dimensional, linear customer journey. We are challenging this – we don't believe it exists."

Talbot acknowledges that this approach won't suit all marketers or all brands. "We're challenging the status quo. It's not for everyone, and it's not for the faint-hearted."

Opportunity knocks

While The Crocodile, Revere, TMP and MomentumABM have all profited from focusing their

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Agency leaders

The leaders of these five agencies have an unrivalled level of expertise in delivering B2B marketing.



Having grown the agency Logicall for over seven years prior to its sale in 2008, **Alisha Lyndon** launched MomentumABM. That was back in 2011, since then it's become one of the first agencies to define ABM as a specialism.



Chris Bagnall was UK MD of B2B media agency DWA for 12 years before departing to launch Transmission in 2013. There he's presided over its meteoric rise.



Jason Talbot is one of the co-owners and principals of The Crocodile, which launched in 1990 and has become a vocal champion of the importance of CX in B2B.



James Collis ran the B2B agency Second2 from 2001 to 2012, which has since re-emerged as Twogether. He co-founded Revere in 2013.



David van Shaick started as a copywriter at The Marketing Practice in 2005, and has risen through the ranks to become CMO and CDO in 2017. TMP is one of the UK's largest and longest established B2B agencies, founded in 2002.

efforts, Transmission (the fastest growing of this group) had quite a different strategy.

"It goes beyond my nature to turn down business," says Chris Bagnall. "That's never been the way I've operated – not in any of the agencies I've been involved with. B2B agencies operate in a niche. What goes around comes around. You don't want to say no to a prospective client, because they might go somewhere else. Relationships are long-term things. But you need to be mindful of the profitability of small projects – things don't always stack up. It's about understanding potential opportunity that could grow potential or international reach. But there is a minimum threshold, below which it doesn't make sense."

So is it better to be focused or broad? It's likely the answer depends on what you're trying to achieve. For different reasons, The Crocodile and MomentumABM are on a mission to do something quite specific, and reasonably don't want to be distracted. On the other hand, Transmission has set itself much bigger goals, and that demands a more inclusive approach. It will be interesting to review next year's league table to see if both approaches continue to pay off.

The 'C' word

One aspect of agency activities that has risen in prominence in recent years has been the provision of more strategic services – in particular, consultancy services. All of the agencies we interviewed talk a big talk around strategy. Once upon a time, strategy was something many B2B agencies paid lip service to (or at least had not formalised as a genuine discipline or service), now there's evidence this group is taking it more seriously than ever.

As discussed, Revere has made insight a core part of its proposition, which James Collis believes is helping more strategic conversations and involvement beyond the executional layer. Consultancy is a particular focus for The Crocodile. Jason sees this as another key differentiator in a sea of sameness. It also aligns with the agency's (potentially unique) focus on CX. "Over the last few years we have built a consulting practice capable of helping marketing heads drive fundamental change within their departments – breaking down silos and helping to rewire the organisation with a more connected model. It's a long-term strategy for the agency, where clients are now coming to us exclusively on a strategic consultancy basis. That's now a key part of the business."

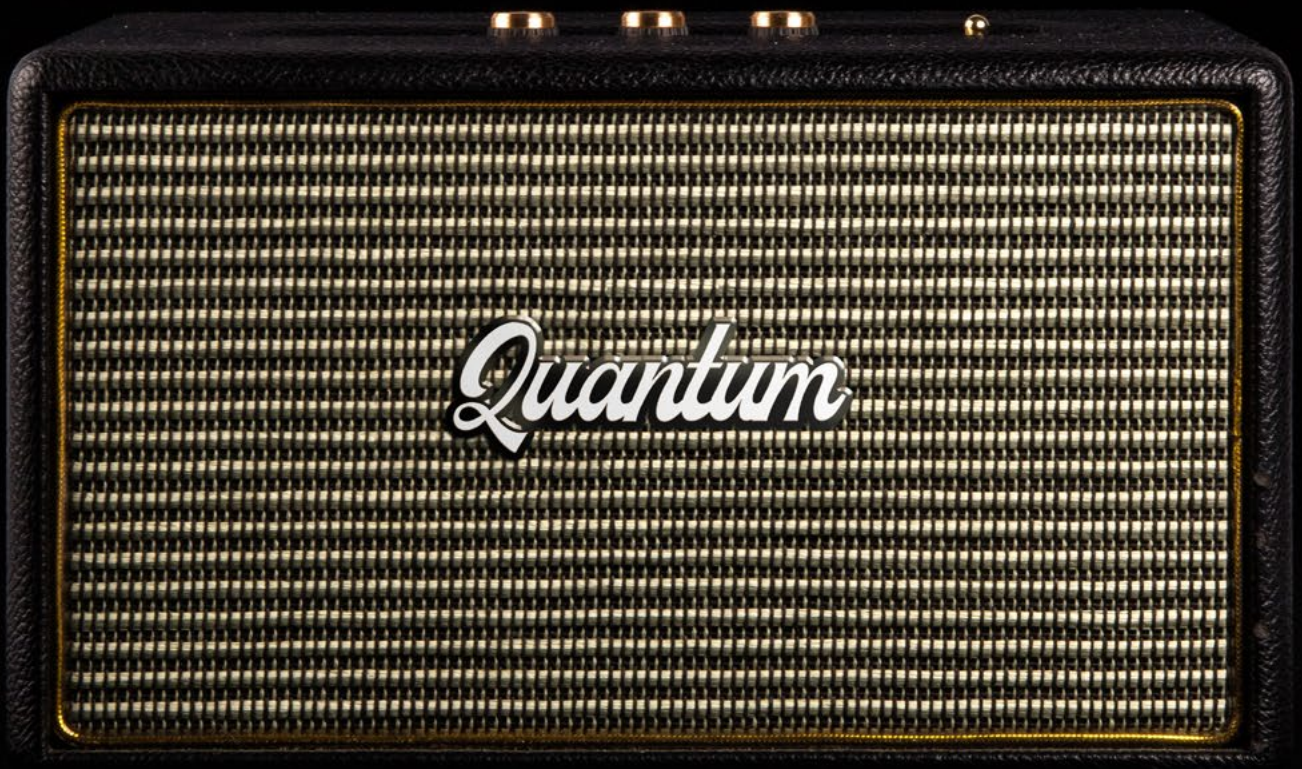
The Crocodile is not alone in actively building out its consultancy services. Alisha of MomentumABM explains that this is a core part of her agency's efforts to differentiate itself from the gold rush of agencies to have jumped on the ABM bandwagon. "Each client now has a consulting lead at the heart of its client team, they are directly focused on how we can drive change and help rally stakeholders. Clients come

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to us with a challenge, and the solution that we provide will adapt and evolve. Consultants will allow us to do that," says Alisha.

Transmission has also been making efforts to strengthen this offering. "Consultancy is absolutely something we do," says Chris. We don't want to be seen as a tactical marketing agency. We have people and experience within the agency who can have conversations about stuff that makes a genuine difference to the business."

"All eyes are on the big consultancies. Where will they go once they've bought all the digital agencies?"

Are consultancies redefining the game for agencies?

The interest in consultancy services is not just an opportunity for B2B agencies – arguably it's as much a threat, with management consultancies such as Accenture and Deloitte showing a growing interest in, and aptitude for, marketing-related offerings.

"All eyes are on the big consultancies," agrees James of Revere. "Where will they go once they've bought all the digital agencies? Maybe they are a threat. Historically they have been focused on the bits we don't really do – for example, we aren't a digital agency that's going to build a new website for BA. But increasingly they are getting into delivering systems and tools focused on results, and there is a need to feed these tools with content, so [a move into marketing communications] might be an obvious next step. But whether it's something they'd actually do, I don't know."

Alisha of MomentumABM believes it doesn't matter whether agencies see a threat or opportunity – management consultants are framing the landscape for marketing and therefore determining the nature of client/agency engagement in the future.

"Marketing is becoming commoditised, and as a function is still figuring out its role. At board level, management consultants are helping to determine where marketing should focus, what approach to take and how to dovetail with sales. This is dictating much of the agenda that agencies are seeing downstream. The more they can move upstream, the more impact they can have on that process.

Agencies go where the growth is, so it's no surprise they are consulting more. But it's the management consultants who are shaping what the agency world will look like in 12 months' time. How much implementation they decide to take on comes down to each consulting firm, and they are planning to grow."

People first

One thing that all agencies agree on is the growing pressure on attracting and retaining the right talent. This has always been an issue, but the consensus is that it has never been more difficult. It seems a 'people-first' culture is now a must-have.

"Talent is one of the biggest challenges," says James of Revere. "It's a very competitive market. We have hugely developed what we do for our staff, through all kinds of mechanisms – how we develop them, how we train them, the benefits we offer. We think our offer is very competitive with the market. It's hard to tell, but that's what the recruiters tell us. If you have a high turnover, that impacts on what you're able to deliver for clients."

It's a similar picture at MomentumABM. "Undoubtedly

About these agencies

THE CROCODILE

The Crocodile
Established: 1990
HQ: London
Headcount: 49
Gross income: £6.7m
Other locations: None
Group status: Independent

momentumabm

MomentumABM
Established: 2011
HQ: London
Headcount: 60
Gross income: £6.4m
Other locations: San Francisco
Group status: Independent

REVERE

Revere
HQ: Marlow, Buckinghamshire
Headcount: 45
Gross income: £4.2m
Other locations: None
Group status: Independent

the marketing practice

The Marketing Practice
Established: 2001
HQ: Wantage, Oxfordshire
Headcount: 120
Gross income: £10.3m
Other locations: Seattle, Munich
Group status: Independent

TRANSMISSION.

Transmission
Established: 2012
HQ: London
Headcount: 105
Gross income: £13.5m
Other locations: San Francisco, Sydney, Singapore
Group status: Independent

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one of our biggest challenges is talent, and how we drive talent from a development standpoint to remain market leader," says Alisha. "We've invested in our people function, and we have a Head of People role now. We're trying to bring in talent that fits with our direction of travel but also develop teams internally. We have an internal culture of excellence."

Seismic shifts in the landscape

We've examined the various factors enabling and sometimes obstructing these fast growing agencies, but the $64,000 question is: 'What's going to happen to the agency landscape in the next 12 months?' A new year often comes with the warning of choppy waters ahead, and this one is no different. There has been evidence of seismic shifts in the wider agency world recently. And in the B2B arena we've seen groups like Gravity go on the acquisition trail, while Unlimited Group recently bought Direction Group (see page 27 for recent acquisitions).

"We are certainly seeing consolidation of rosters," says David of TMP. "Clients are getting smarter about how they set up and use their rosters – this has been a trend for a while and it we expect it will continue."

"It's a fair assumption that there will be consolidation," agrees Chris of Transmission, who suggests this may result in more of the larger groups acquiring specialist B2B agencies. "If you look at the traditional networks, you'll see they are already struggling. The indies are having a resurgence and rise to fame, and other people are looking at that and want a piece of it. It's not surprising there's a lot of movement in this market. We'll see lots more consolidation in the next 12 months."

However, Jason of The Crocodile has a more apocalyptic perspective on the medium-term future. That's because he believes the market is already so commoditised with agencies that do largely the same thing. "In the short-term, there will continue to be a market for these 'me-too' agencies. Longer term, it will become much tougher for them. To survive, they need to add real value and differentiation."



Who is missing?

B2B marketing agencies are dynamic entities, which can make compiling this list difficult and sometimes political. Omissions from the fastest growing agencies table and analysis this year include:

- **Gyro** – It submitted post-merger figures that precluded comparison with the previous year's figures.
- **Oliver** – It has been omitted from this report because its business model is so profoundly different to everyone else included.
- **MRM McCann** – It provided incomplete data and did not put forward a spokesperson for interview.

The future's bright... mostly

David van Shaick of TMP, for one, is very positive about the future. "It's easy to bitch about things, but I'm pretty optimistic. B2B marketing is making great strides, and there are lots of areas where we see that. Confidence has grown and it is flexing its muscles and doing bigger more ambitious things."

"The profession itself is improving," he continues. "I meet more and more good marketers who are educated and pragmatic. There's less excitability around things that aren't measurable. There is more focus on segmentation, targeting, and investment in good creative. There are fewer flashes in the pan."

James Collis agrees that the profession has seen great strides, and that measurement has been critical in this. "There's nowhere to hide today. Digital allows you to tell what's effective and what's not. Plus, today, you have many more ways to reach your audience."

He shares David's positive view of the future. "We're incredibly optimistic right now. The market is very strong, particularly in the enterprise space, and for the kind of things we do, we're not feeling pressure on budget."

Chris of Transmission is slightly more cautious – although this might be a consequence of the extremely ambitious growth objectives his agency has adopted. "It feels like it's getting harder to run a B2B agency. I'm sure people say that every year. Remaining relevant is always a challenge. When things inevitably commoditise, there is pressure from all areas. The challenge is to stay one step ahead. I'm sure there isn't an agency in the land that would disagree."

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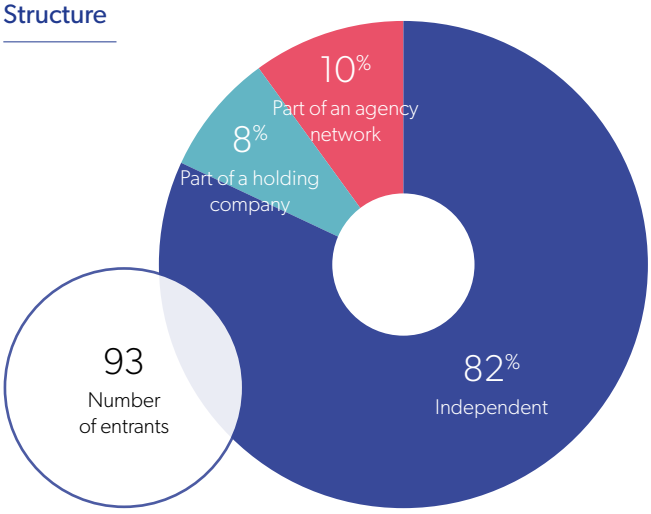
The state of the agency marketplace

Despite concerns over Brexit and changeable client relationships, 2019 was another solid year for agencies. As we'll explore, headcount was on par with the year before and like-for-like gross income increased. That cautious optimism is moving with us into 2020. While a conservative 78% of the agencies we surveyed in this year's report describe the current industry as 'strong' or 'good', 91% expect growth from their own company in the year ahead.

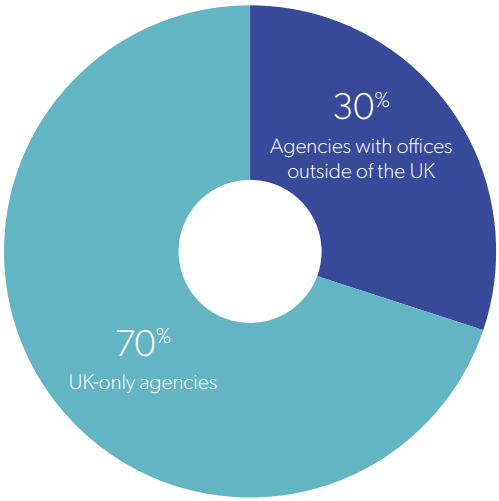
91%	78%	12%
of agencies expect growth in 2020	describe the current industry as 'strong' or 'good'	view the market as 'challenging'

Overview of 2020's survey respondents

Structure



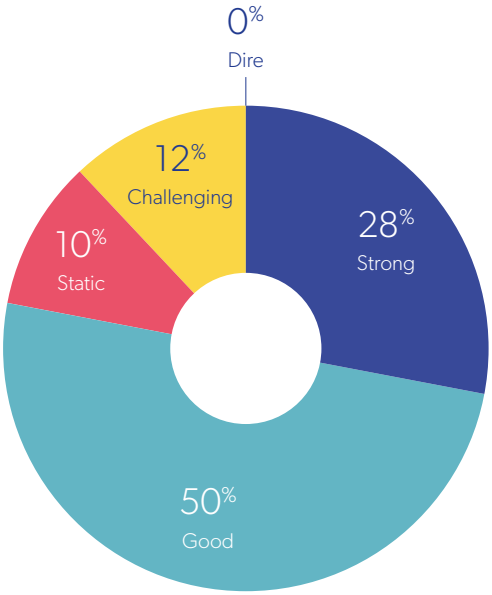
Location



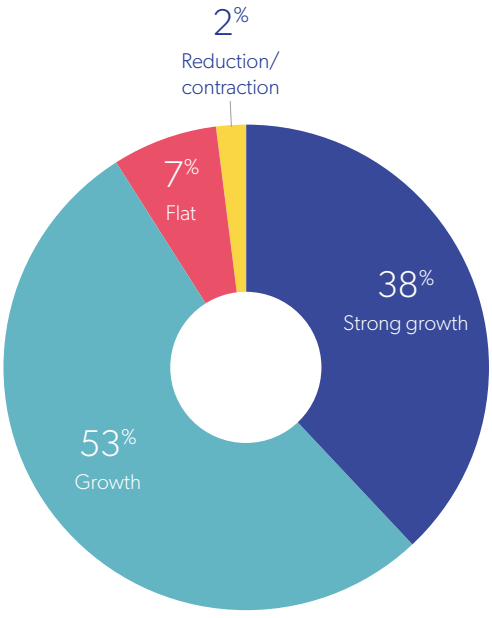
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Our annual benchmark survey reveals the UK agencies' assessment of the B2B marketplace, including their perceived challenges and opportunities, and how they're responding with new service offerings. **Mary-Anne Baldwin** reports

How would you describe the current state of the market for B2B marketing services?



What are the expectations for your agency in the next 12 months?



Recent agency acquisitions

The following list shows the agency acquisitions made by this year's survey participants:

- **Gyro** acquired B2B International Group, October 2018
- **Gravity Global** acquired JJ Marketing and Further in 2019
- **Napier** acquired Armitage Communications Limited, January 2019
- **Unlimited Group** acquired Direction Group, March 2019
- **Foco Global** sold 50% of the business to MRM Communications (which is now its parent communications group), February 2019
- **Fat Media** acquired Reading Room, November 2018
- **BBN International** acquired The Marketing Hub, Celeritas Solutions and Hexa Group in 2019.

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CIPR PRIDE AWARDS 2014 GOLD WINNER
2018 WINNER PRCA DARE AWARDS
THE DRUM NETWORK AWARDS COMMENDED 2016
PRmoment.com AWARDS 2017 SHORTLISTED
PRmoment.com AWARDS 2018 SHORTLISTED
B2B Marketing B2B Awards 2016 Finalist
CIM Marketing Excellence Awards 2016 FINALIST
CIM Marketing Excellence Awards 2016 FINALIST
PR WEEK AWARDS 2015 FINALIST
UK AGENCY AWARDS 2017 SHORTLIST

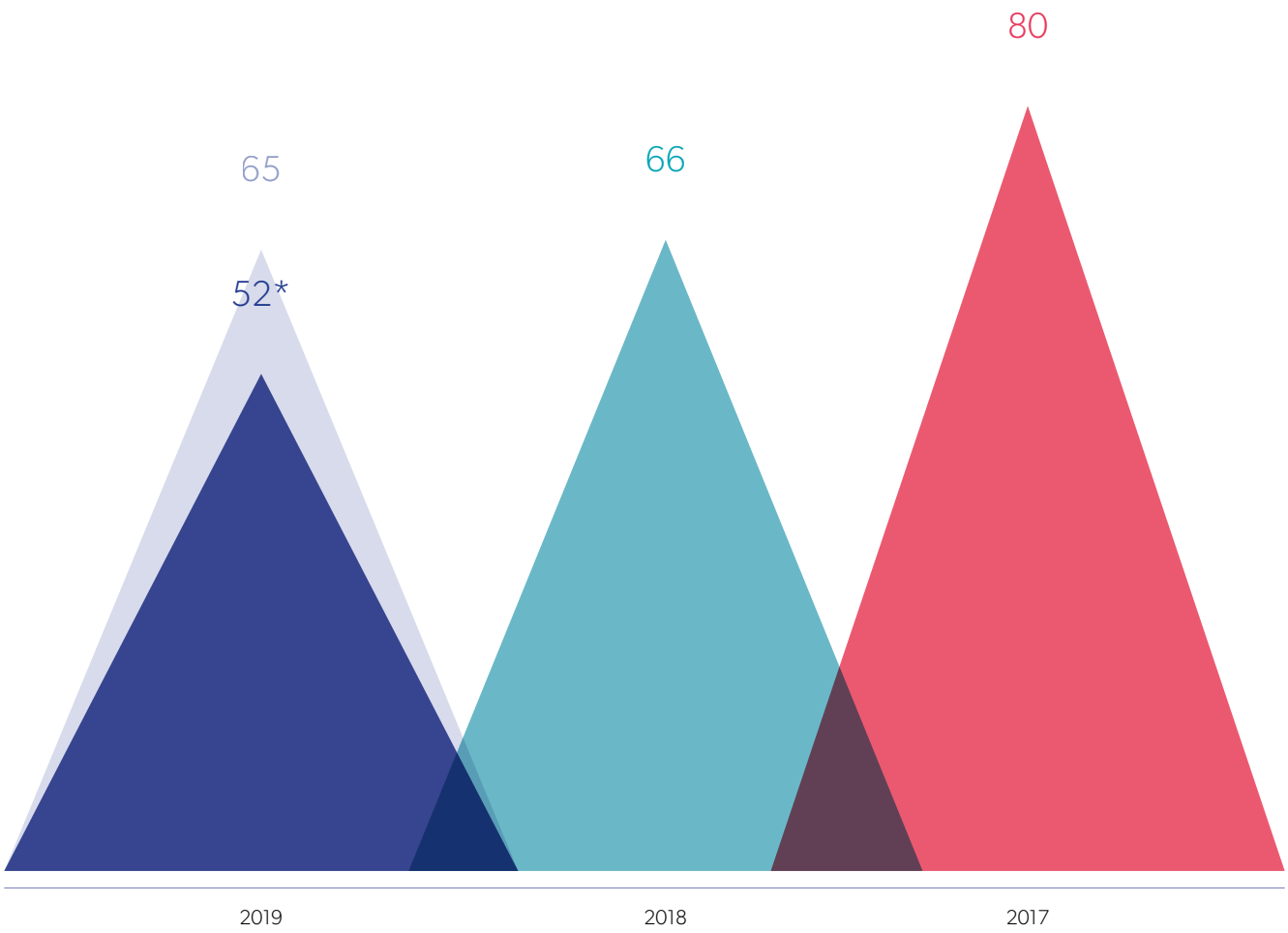
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UK agency headcount

While on the surface, this year's figures show a decline in the average agency headcount (falling from 66 in 2018 to 52 in 2019), it's important to note that one significant inclusion has skewed that data in previous years – that being the figures from agency goliath, Oliver. With a 2019 headcount of 1153, it eclipses the size of all other entrants. This year, Oliver has been excluded from the Agency Benchmarking Report, not just for its size but its business model, which is profoundly different to other agencies we list.

For the sake of a like-for-like comparison, had they been included, that average would have increased to 65, which is on par with last year. However, that is still a considerable decline from 2017's average headcount of 80, showing not only a lack of growth in size from last year, but an inability to recover from the heights of 2017.

Average headcount



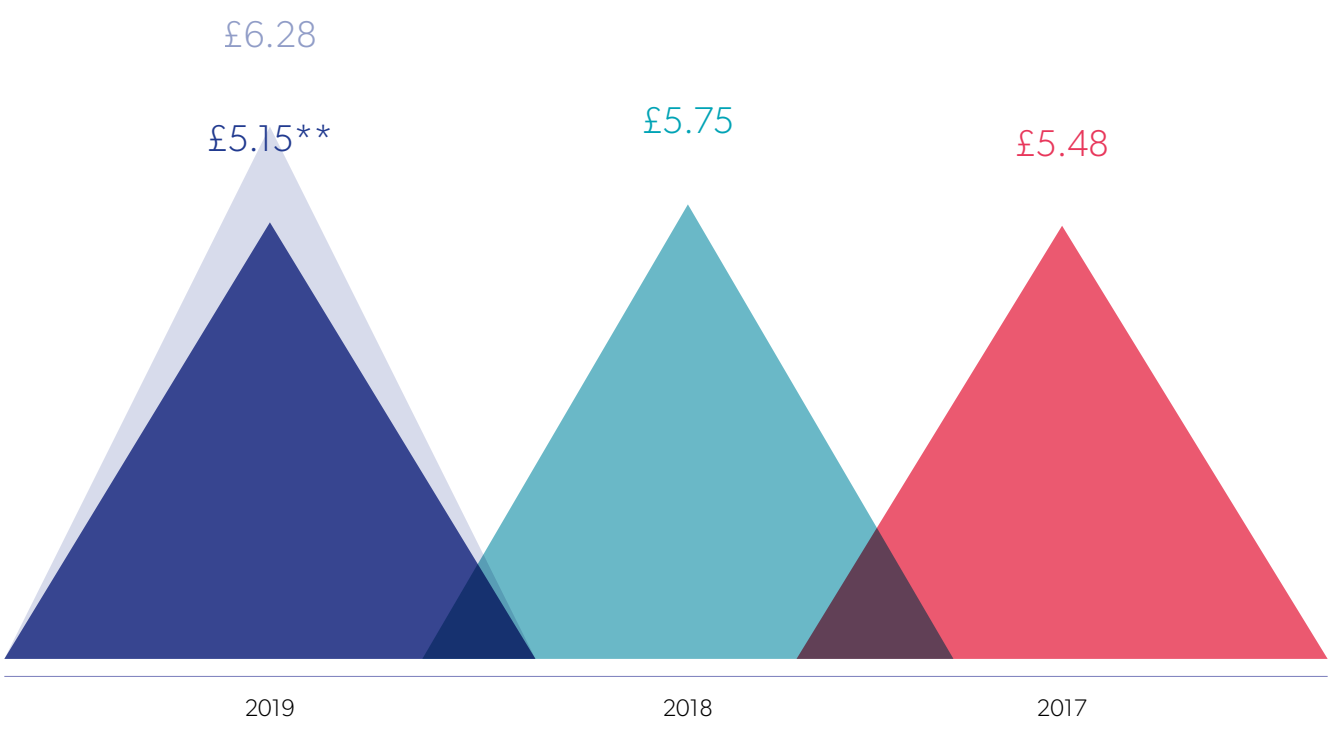
**This figure excludes our usual contributor Oliver, which has a headcount this year of 1153. This would have resulted in an average headcount of 65, on par with last year.*

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UK agency gross income

As with the average headcount, the average gross income for 2019 must be considered through the lens of this year's contributors. The recorded figure for 2019 is £5.15m, down from the previous year's £5.75m. However, this data is also skewed by this year's exclusion of Oliver, which with a 2019 gross income of £99.1m, would have brought the average up to £6.28m – considerably more than both of the two years prior.

Average gross income (m)



***This figure excludes our usual contributor Oliver, which had a gross income of £99.1m for 2019. This would have resulted in an average gross income of £6.28m, which is up on last year.*

Last year's top bugbears

Each year, we ask agencies about the recent challenges they've been facing. During the last 12 months, two particular problems have grown in intensity, both climbing three places from their spot last year. The first is Brexit, which is now in third place, falling behind the habitual frontrunners of staff retention and client budgets. With the UK really no closer to a resolution of this matter, unfortunately Brexit – and its effect on spending – will continue to dampen matters for the year ahead.

The other challenge to have piqued agencies during 2019 was the move by clients to bring more of their agency activity in-house. While only four percent of our survey participants ranked client in-sourcing as a 'very significant' challenge, a further 28% see it as a 'significant' challenge, putting it at number seven in the list, up from 10th place last year. It's a trend that gained real traction with the likes of Deloitte setting up its own internal agency, 368, and Atos celebrated gains with its move to bring Oliver's agency staff in-house to work alongside its own. However, even those who aren't making these sweeping changes have been opting to do more with their in-house team, saving agencies for the very essentials, no doubt buffering the costly tides of Brexit.

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How significant are the following challenges to your agency currently?

YoY trend		Challenges	% ranking as 'very significant'
—	Same	Ability to attract/retain quality staff	24%
—	Same	Pressure on clients' budgets	18%
↑	Up 3 places	Brexit-related concerns	12%
↓	Down 1 place	Ability to measure campign effectiveness	11%
↑	Up 2 places	Clients' appreciation of creativity	6%
*	New entry	Business model transformation	4%
↑	Up 3 places	Clients moving agency activity in-house/insourcing	4%
↓	Down 4 places	Embracing and managing internal digital capability	3%
*	New entry	New product/service developments	3%
↓	Down 4 places	Role of procurement and purchasing departments	2%
*	New entry	Data privacy/GDPR	0%

What can you do to counter the challenge?

Meeting the challenge of in-sourcing requires an understanding of the client's perspective. Certainly, clients still celebrate the value of agencies – particularly the innovation and creativity they deliver. But, they also want to cultivate that for themselves. On page 35 we speak to Lucy Birch, director of marketing and brand at PwC about her penchant for hiring ex-agency recruits as a means to bring that innovative creativity into her team and to crack the established norms. While this interest in agency life puts pressure on recruitment (which, unfortunately, is consistently the top challenge for agencies year on year), there are ways you can meet the issue head on – chiefly by getting your team more involved with the daily running of your client's organisation.

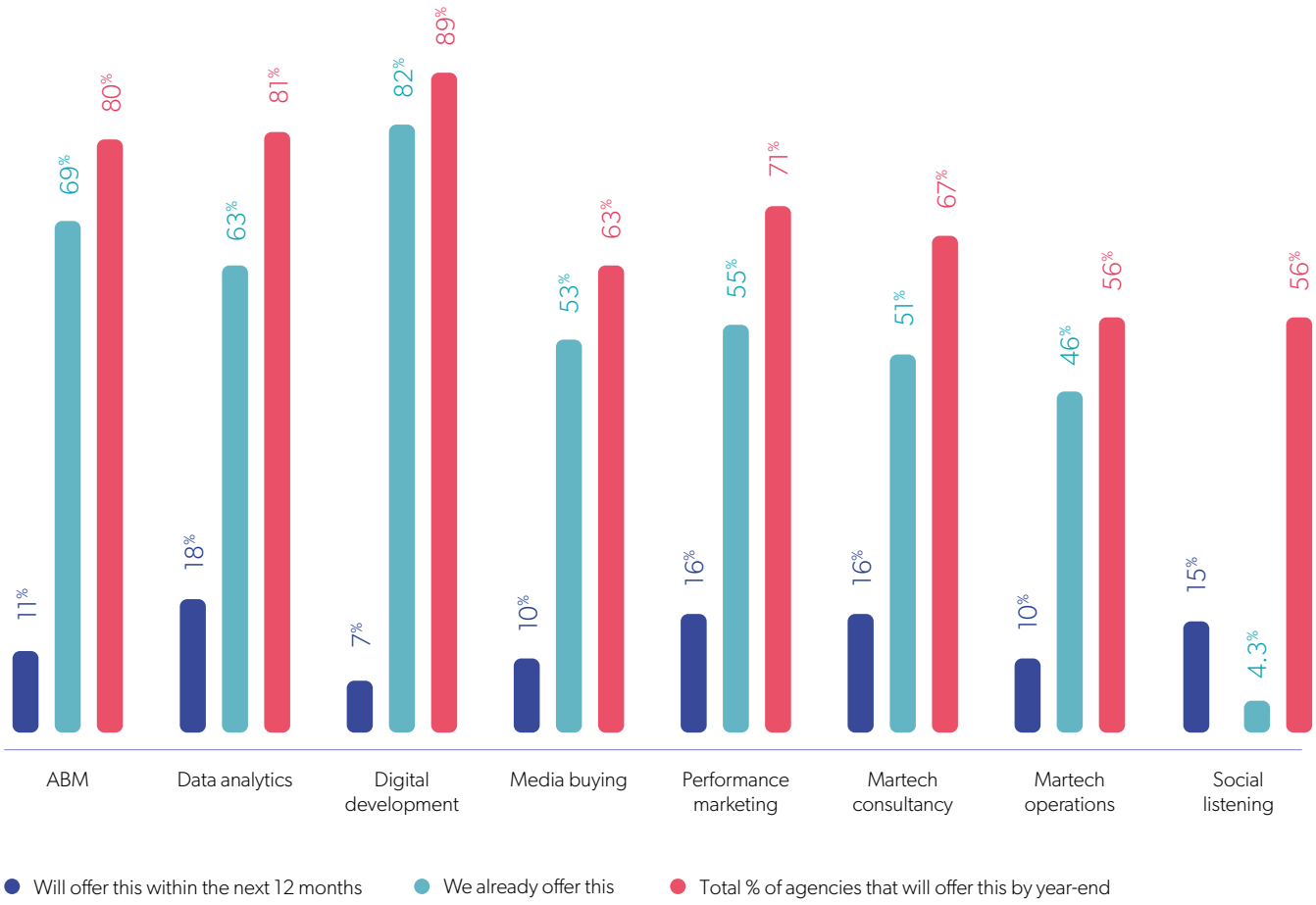
Another primary draw of the in-house model, cited by Cat Dutton, VP marketing at Atos, is speed-to-market. Cat says: "When working on new business with external agencies, it was taking a few weeks to go from briefing to outcome. Having these guys on site as part of the team, we can talk in the morning, involve them in workshops throughout the day, and have creative back within 24 hours – that's been incredible for us."

Thankfully, while many client companies we talked with told us they're using fewer agencies, they are keen to stick with those that really get to know their business and its operations. If you can bag a long-term relationship by proving you understand the client and can work quickly, closely and collaboratively with them, you still stand to carve a bigger piece of the pie.

Certainly, clients still celebrate the value of agencies – particularly the innovation and creativity they deliver. But, they also want to cultivate that for themselves

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Which agency services are you considering offering?



Services and skills

As with last year, the three most common core services offered by agencies are: campaign and creative (49%), digital (43%), and marketing planning (42%). But this year, we dug deeper to ask which services agencies plan to introduce in the year ahead. It revealed some interesting results. With 82% of agencies having already invested in digital developments, many have turned – or are turning – their attention to data. Data analytics will see significant investment from agencies in 2020 with 18% adding it as an offering by year-end. Teamed with those already doing it, a collective 81% of agencies will offer this service by the close of 2020.

Following this, the most significant investment will be put into performance marketing and martech consultancy (16% each) and social listening (15%). However, marry those numbers with those who've already invested in these areas and they surface somewhere in the middle of the pack.

So let's fast forward to the end of the year and see which three new or non-core services will be the most popular offerings. At the top spot is digital development with 89% of agencies offering this. Next is data analytics at 81%, quickly followed by account-based marketing, which at 80% has seen a huge increase in recent years.

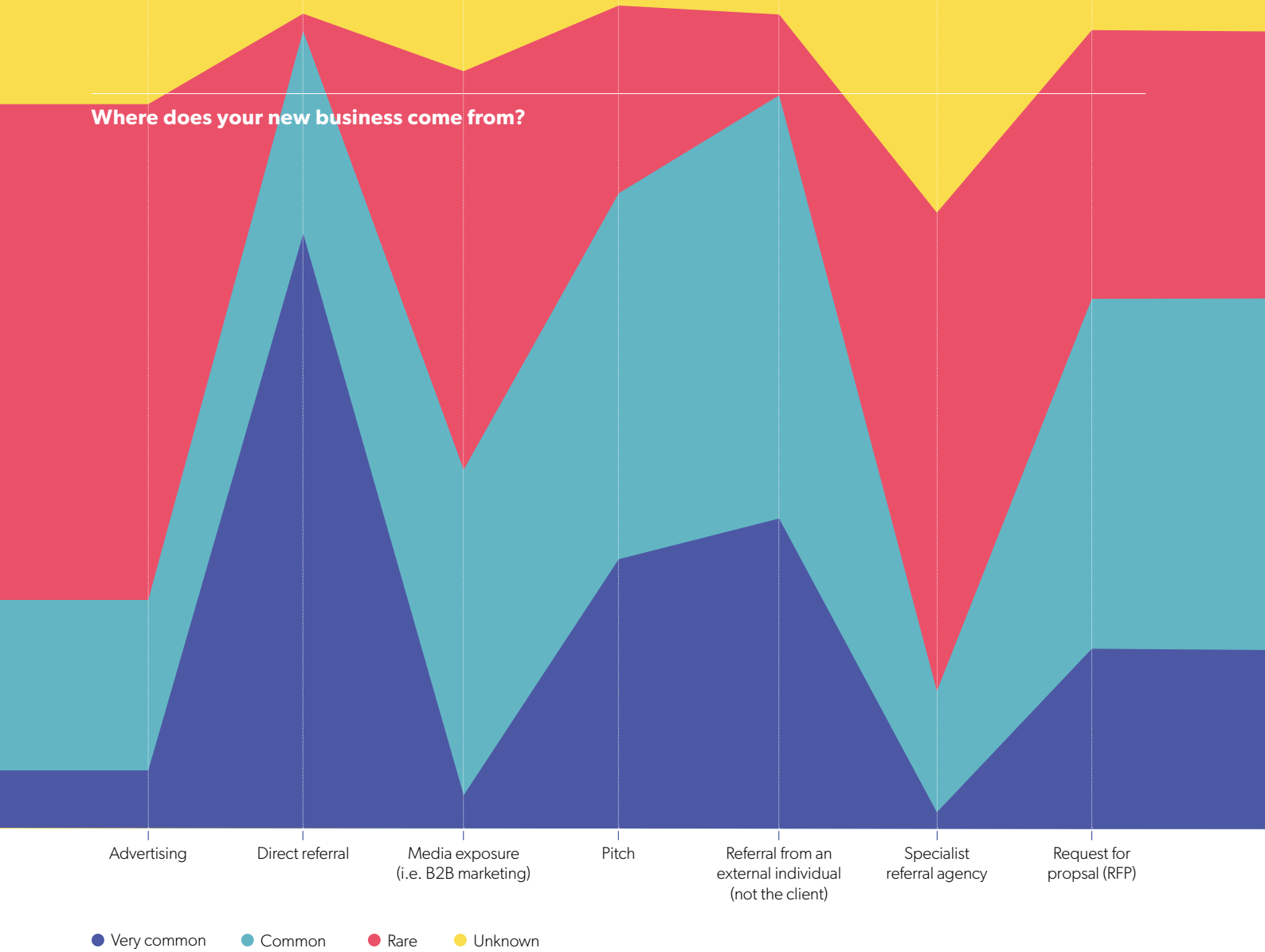
Winning new business

Want to know where your rivals are finding work? Most new business comes through direct client referral (73% say this is very common) or a referral from another individual (38% say it's very common). Beyond that, 33% win new business through the pitching process and 22% through an RFP.

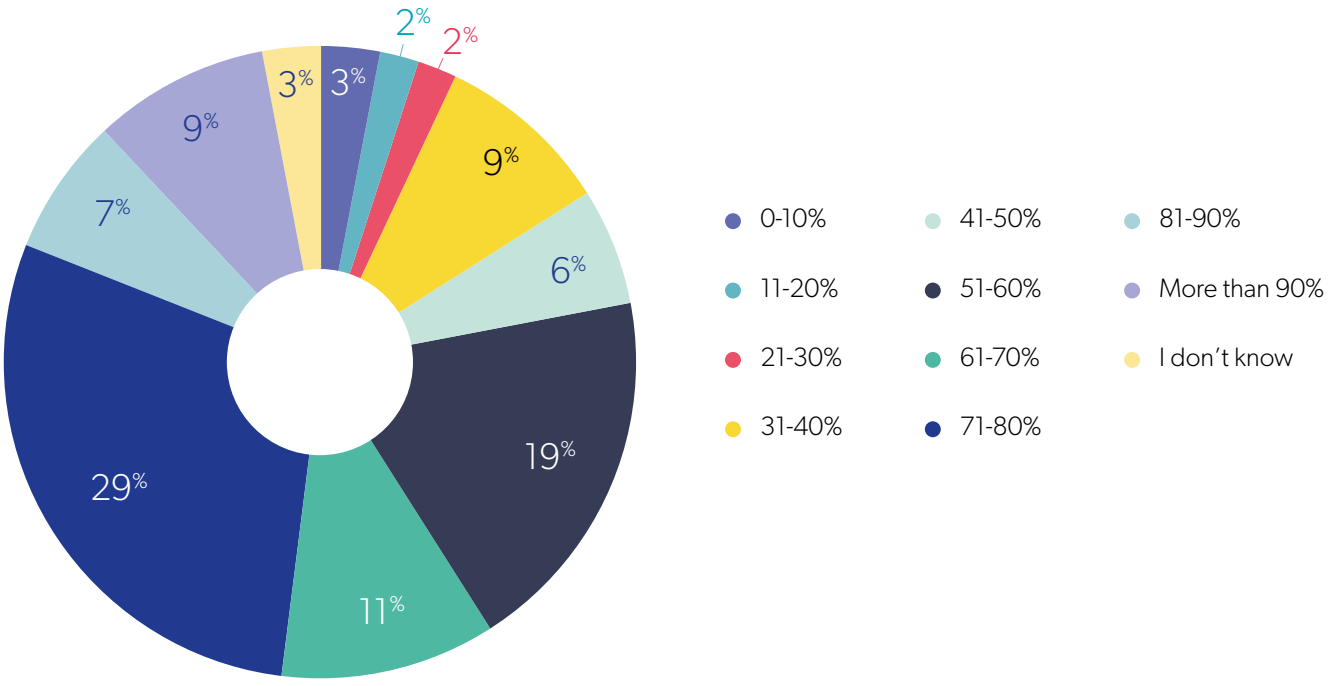
Agencies are pretty confident about their ability to win pitches with the largest percentage group (29%) saying they win between 70-80% of the pitches they deliver. The next largest group (19%) claim they win pitches between 50-60% of the time.

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Where does your new business come from?



Approximately what percentage of pitches entered has your agency won over the past 12 months?



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The battle for talent: Why your clients want your staff

In 2019, PwC consolidated its 33 marketing teams that were spread around the business into a single internal agency. These were divided into functional areas of specialism, including digital, content, campaigns and brand. Here, Lucy Birch, director of marketing and brand at PwC tells **Paul Snell** about the company's appetite for all things agency – including its staff

What is it you value about an agency's ethos and work practices?

Lucy Birch: "I've had the experience of working for an agency myself and can see how hugely valuable it was. The stint really developed me because working across different clients gives you much more diversity in terms of the types of challenges you face.

It gives you a lot of softer skills, such as quickly getting a good understanding of the individual client's needs, the dynamics of an organisation and the political pressures people are under. Working at an agency also made me much more commercially focused. There is better rigour and commerciality to your work when you know someone is paying you directly for the hours you're putting in and the outputs you're delivering. You don't get that same level of pressure when you're an in-house salaried employee.

When I came back inhouse, talking about the clients I'd been working with externally definitely gave me more credibility. When

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I came to PwC, I continued bringing other people in from the agency world to ensure that flow of thinking, creativity and expertise into the business.

You switched from being client-side to an agency and back again. What made you do that?

When I was previously client-side, I couldn't see how I would continue to learn, particularly in the digital space. I could see the direction of travel and that digital was going to become part of marketing, but where I was, the pace of change just didn't seem fast enough.

The agency I went to was very focused on digital. My learning curve was enormous and daunting – but it was brilliant as it felt I'd gone back to school. I knew I needed to do that for the next stage of my career to be credible. It's challenging when you go from an inhouse team where things are very stable, to an agency where you know exactly how much new business you need to win to pay people's salaries. It's a very different mindset.

At PwC I continue bringing other people in from the agency world to ensure that flow of thinking, creativity and expertise into the business

After I got my head around it, I wished I'd known those skills while doing my previous job. It gave me a real injection of fresh innovation and inspiration. I was lucky PwC were open enough to try some of those things.

What roles have you hired ex-agency staff for?

I've bought in people at senior levels, so a lot of my heads of department are ex-agency. I've also recruited more technical people who have worked at marketing agencies in very specific roles within the digital team, for example, looking at digital channels or optimising our investment in marketing cloud.

They bring a fresh perspective. They come in and say 'why are you doing it like this?'. Sometimes there's a good reason we're doing it that way, but other times it makes us think 'I don't really know why'. They keep me fresh, because the longer I stay inhouse the more, inevitably, I go a little bit native. They also bring all the experience of working with other

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Our ex-agency staff have helped the rest of the team be braver because they bring experience of what's worked elsewhere. People who've done different things can be used as a sounding board

organisations and a confidence that change at pace is possible.

How do you attract agency staff to a client-side role?

The strength of the PwC brand gets us quite a long way there. Also, I think it's about the tone I set in the team, keeping that entrepreneurial approach, being open to new ideas, and ensuring those coming in that their voice will be heard. The reason I'm bringing them in is to deliver something different.

There's also stability. An organisation like PwC is able to be flexible on working hours and give people a little more balance around family commitments. It's the right thing for different people at different times of their lives.

What are the biggest reservations for agency-staff moving client-side?

When I switched, I couldn't get my head around the pace and why things took so long. It's good for people to be restless and to want move faster, quicker and better. You don't want to smash that out of them by saying 'this is just the way we do things' – that's the wrong answer from my perspective. You have to learn the art of patience, particularly in a partnership, where you have to bring people with you on the journey.

When you're new, you have all these fresh ideas. Part of my job is to support people in being enabled to action them, to make others realise they have been brought in for a clear reason, and give them space to do that.

Not everyone will love the experience of coming inhouse, and vice versa, so a lot of it sits with the individual being honest about what they want in their next career move.

What have those former agency staff enabled PwC to do?

Our ex-agency staff have helped the rest of the team be braver because they bring experience of what's worked elsewhere. People who've done different things can be used as a sounding board. The credibility they bring, in terms of prior experience and the clients they've worked with previously, can often cut through a very entrenched view, even of a senior stakeholder.

In-house teams have been quite smart about how they use agencies because they could act as an external view. It's not that they're smarter, just that stakeholders are so used to working with their inhouse teams they look through them. Having ex-agency people at senior levels is also great as they are often technical specialists. I don't think agency or inhouse is better, but it's about playing to the strengths of both. Inhouse have that depth of knowledge and understanding of the organisation, and combining that with someone who's come in from an agency is really powerful.

Would you suggest client-side marketers consider a switch to working at an agency?

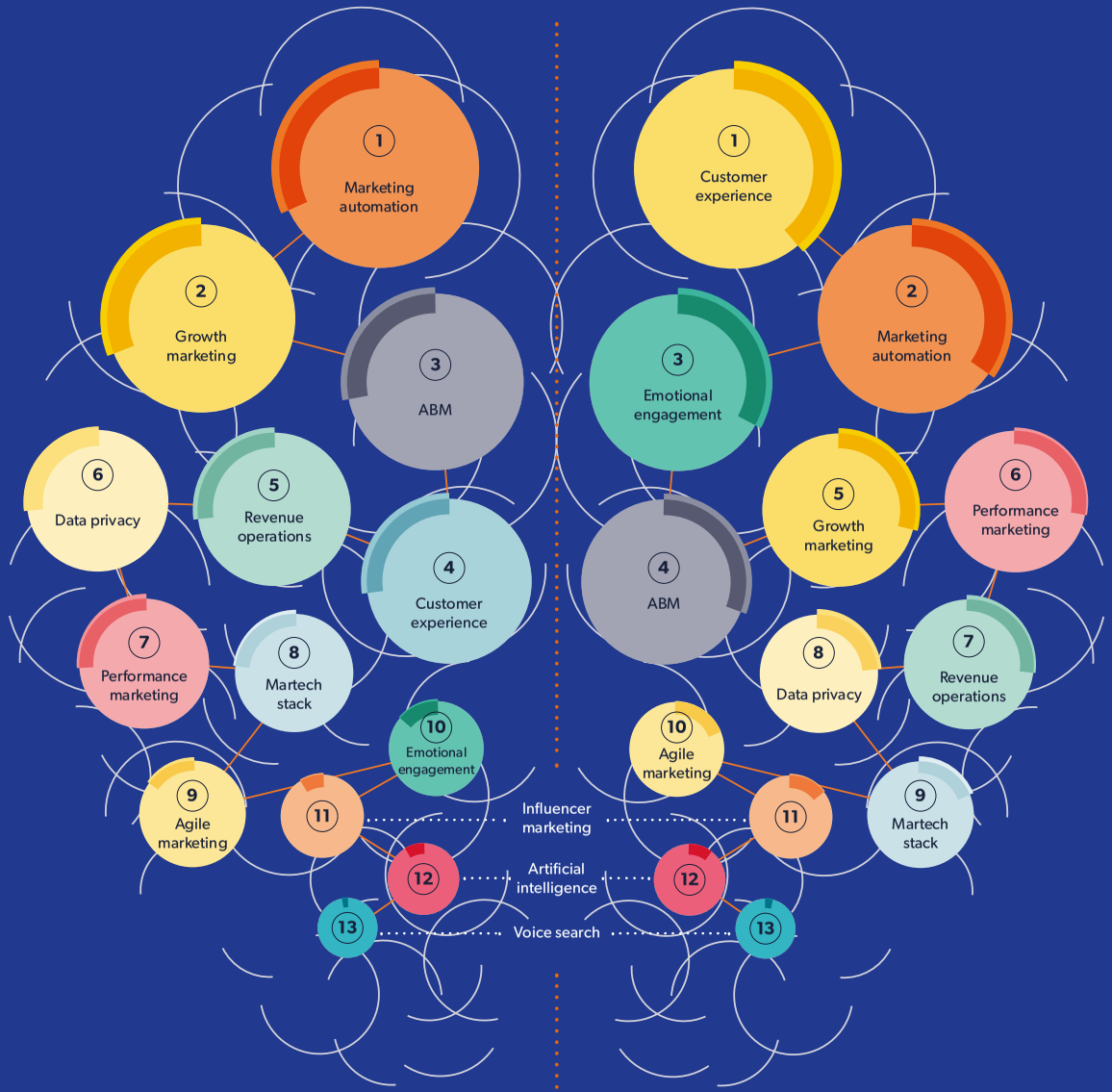
I would absolutely encourage people to have a stint agency-side. My own development was hard, but so beneficial as it taught me things I didn't really know existed and a different way of thinking.

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The 2020 B2B Marketing trend tracker:
The B2B mind

Client-side

1. Marketing automation 32%
2. Growth marketing 31%
3. ABM 28%
4. Customer experience 27%
5. Revenue operations 27%
6. Data privacy (including GDPR) 26%
7. Performance marketing 23%
8. Martech stack 15%
9. Agile marketing 14%
10. Emotional engagement 13%
11. Influencer marketing 9%
12. Artificial intelligence 9%
13. Voice search 3%



Agency-side

1. Customer experience (CX) 39%
2. Marketing automation 35%
3. Emotional engagement 33%
4. ABM 31%
5. Growth marketing 29%
6. Performance marketing 28%
7. Revenue operations 27%
8. Data privacy (including GDPR) 24%
9. Martech stack 19%
10. Agile marketing 19%
11. Influencer marketing 15%
12. Artificial intelligence 11%
13. Voice search 4%

Marketers were asked to rate the attributes shown above, based on how focused their team was on each – from 1 (0% focused) to 10 (100% focused). Figures shown are the average scores for each attribute for both agency and client-side marketers.

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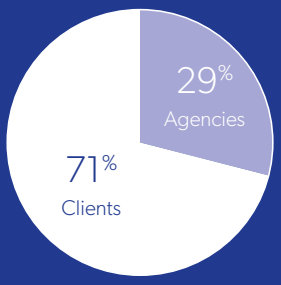
The 2020 Trend Tracker

Want to know what your clients and agency rivals will be focusing on for the year ahead? **Mary-Anne Baldwin** looks at the hot marketing trends for 2020 and beyond.

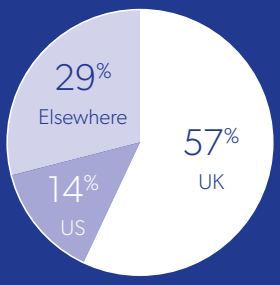
Our third annual Trend Tracker, conducted with Savanta, pools global feedback from over 250 B2B marketers at both agencies and clients. With this data we can reveal:

- The hottest marketing trends for 2020
- Which trends are rising or falling
- Our predictions for 2021's biggest areas of interest
- Whether agencies share the same priorities as clients.

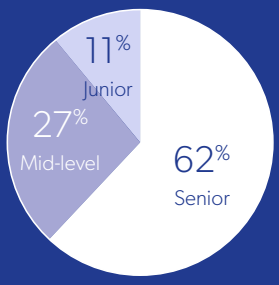
Number of agency versus client respondents



Geographical spread of respondents



Seniority of respondents



How have these trends changed from last year?

This year marketing automation has risen one place to sit at the top of the leader board – not customer experience, as was predicted by last year's survey participants.

It's no surprise that marketers are looking to deliver greater efficiencies and efficacy from marketing automation systems – either looking to hone and integrate what they've got, or upgrade to entirely new systems. We know this from the many conversations we have with marketers keen to optimise their tech stack and secure a greater understanding of their data as a result. Marketing automation is considered central to today's operations, yet many have work to do.

As mentioned, CX was expected to take the top spot once last year's number one, GDPR, had inevitably run its course. GDPR (now combined with data privacy at number 7) has fallen down the priority list as marketers have become familiar with data legislations and their implications.

It's our belief that CX's slippage from the second to third spot is not because it's deemed any less important – indeed anecdotal feedback shows us it's still very firmly on the agenda. Rather, this year's new entrant 'growth marketing' has jumped in to steal the limelight.

We'll explore growth marketing a little later in this article, but for now it's worthwhile noting the interest shown for growth marketing and another new entrant for this year, revenue operations (which came in at number 5).

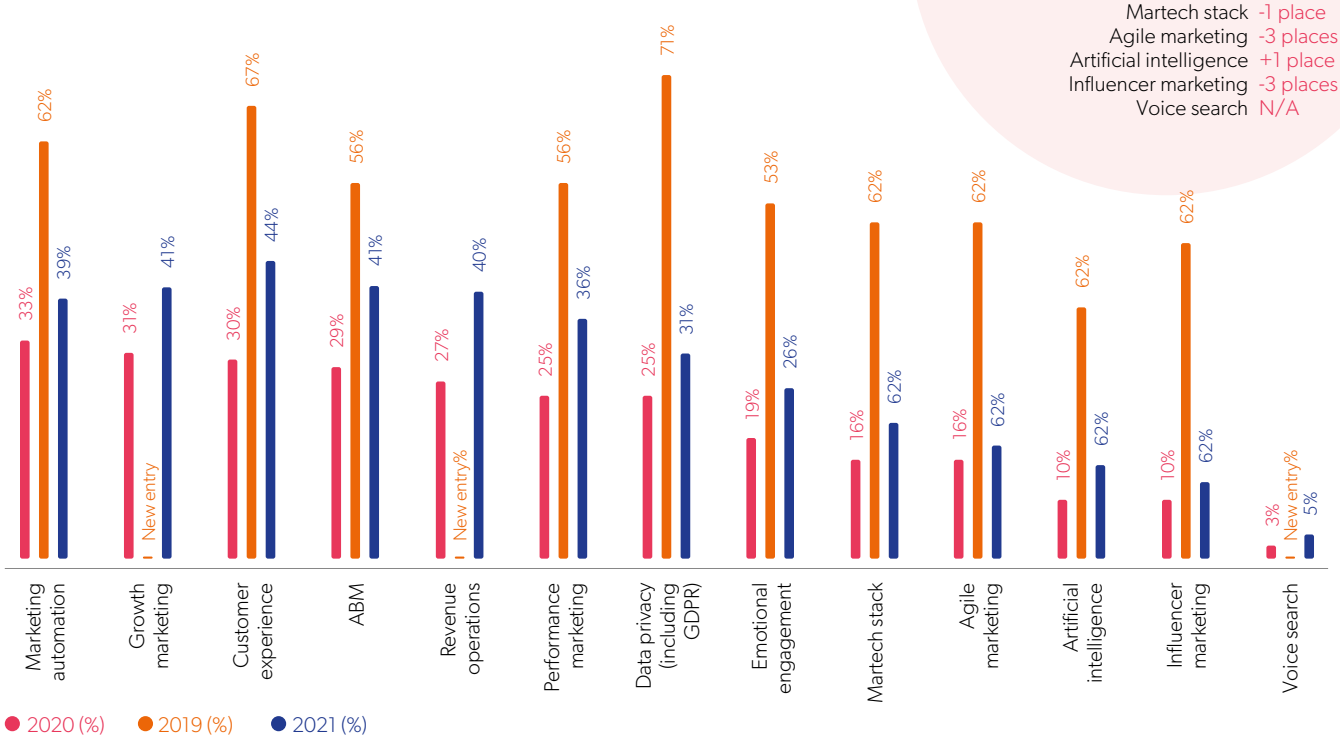
Finally, you may have noticed that the percentage figures for all of this year's trends are lower than last year, a change that reflects the decision for marketers to spread their efforts across numerous trends, rather than focusing on a few. But the lower numbers may also mark less urgency to pursue trends in general, in lieu of the business as usual. (In either case, the percentage difference between trends in the same year gives us a clear indication of rising or falling interest.)

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The following data shows the combined appetite for each trend from both clients and agencies together, split across the last three years

In short: YoY results for 2020

Marketing automation	+1 place
Growth marketing	N/A
Customer experience	-2 places
ABM	Same
Revenue operations	N/A
Performance marketing	-1 place
Data privacy (including GDPR)	-4 places
Emotional engagement	-2 places
Martech stack	-1 place
Agile marketing	-3 places
Artificial intelligence	+1 place
Influencer marketing	-3 places
Voice search	N/A



What are set to be the big trends next year?

Trend	% of focus during 2020	% of focus during 2021
Customer experience	30	44
Growth marketing	31	41
Account-based marketing	29	41
Revenue operations	27	40

Do agencies share the same priorities as clients?

Are client and agencies aligned on their focus areas? Not always. The biggest variance we see is regarding emotional engagement, where agencies describe their teams as 33% focused on the area, versus clients, which put themselves at just 13%. This is likely due to the nature of agencies being hardwired to engage audiences at an emotional level – after all, it's what they do best. A variance here is to be accepted, just as long as agencies are aware of it.

The other area of significant variance is customer experience, which agencies place at 39% (number three in their chart) versus the 27% stated by clients (joint fourth place for them). It's important to consider here that agencies will be thinking about both their clients and the clients' end user, making it a double-whammy for them. Again, such is the nature of agency life that customer experience will be front and centre.

It's also worthy of noting that influencer marketing saw a fair bit of variance with agencies placing 15% of their focus on it and clients just 9%.

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Let's look at the top three trends this year

1

1. Top trend: Marketing Automation (+2 places YoY)

Last year, marketing automation (MA) rose from the third to the second spot – now its steady climb puts it at the top of list.

Sure, marketing automation is about delivering the right message at the right time in the right way – but it's so much more. Great automation allows marketers to harness multiple channels, automate multiple tasks and deliver insight into the customer journey. Marketing automation is a business' central nervous system, so it's no wonder it's seen as a strategic priority.

Yet there's a lot to consider - costs, training requirements, whether it integrates well with your existing tech stack, whether it's scalable to your future requirements and whether the vendor's roadmap for the platform matches your own. Hence it requiring 33% of the average marketing team's focus for the year ahead.

Benefits of marketing automation:

- Saves time (and money)
- Allows you to scale your efforts
- Improves productivity
- Delivers more and better leads
- Improves experimentation (supporting A/B testing and iterative improvements)
- Delivers better data analytics
- Centralises data
- Allows you to improve your customer experience
- Improves segmentation
- Supports personalisation and better engagement
- Improves sales and marketing alignment

2

2. Second place: Growth Marketing (New entry)

Growth marketing is a new entry for 2020, added to the mix following growing interest from B2B marketers. It was right to make that addition, as it's shot straight in to take the second spot.

If you're unfamiliar with the term 'growth marketing' you may misinterpret it as non-descript. After all, we're all trying to grow our business through marketing, right? Actually, the term is more nuanced than that. Derived from lean start-up principles, it uses traditional marketing but with the application of A/B testing, data-driven thinking and speedy adaptation thrown in. It's about quick hacks for big growth.

Often closely linked with product development and looking at the entire customer journey, growth marketers improve anything from acquisition to retention, engagement or advocacy - so long as it's targeted, measurable and adds revenue to the bottom line.

> The most renowned example of growth marketing is from Dropbox. It delivered 3900% growth in 15 months with practically no marketing spend. Applying lean principles it analysed a regular flow of customer feedback, made continuous product improvements and introduced an incredibly easy but effective referral programme that had customers signing up in droves.

3

3. Top trend: Customer experience (-1 place YoY)

Customer experience (CX) was set to take the top spot according to last year's predictions, having come in a second place (after GDPR) in 2019. While it's not in this year's top place it's still a big issue for B2B marketers.

So what does CX comprise? It runs from customer journey mapping, to persona building and personalisation with a whole lot of other elements to boot. In short it's knowing and pleasing your customer – increasingly through 'always-on' customer intelligence.

While everyone wants to improve their CX (in fact 79% of B2B marketers say it's a significant priority, our recent annual CX survey has shown) most are unsure who should do what, or how it all ties up. Actually many don't have a CX plan of any kind, and for most it's tackled in a piecemeal approach with each department doing what it can with the information and stretch it has. The impact that disjointed approach has on the customer means it's a big area of focus for marketers in 2020.

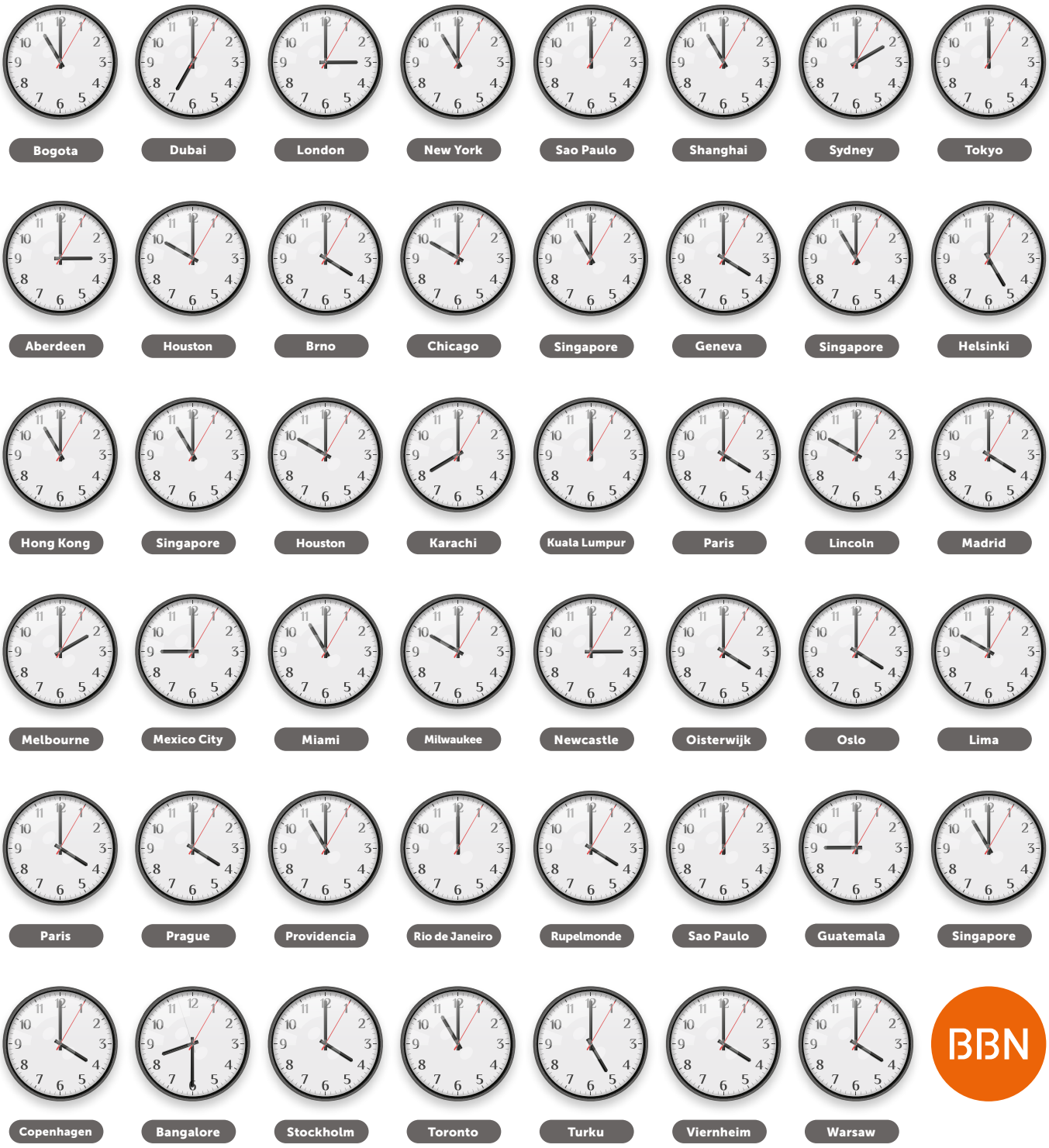
The biggest blocker to great CX in B2B is a lack of strategy (only 3% of marketers are aligned to a cohesive, operational plan) followed by a lack of clarity regarding who bears the responsibility. Yet those who make improvements here are putting themselves ahead of the game in an area crucial to modern marketing.

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Is an aircraft carrier as good as a submarine?



Clif Collier, executive chairman, BBN

It's not as simple as comparing integrated versus specialist when it comes to agencies today, says Clif Collier

How can integrated agencies prove they are just as specialist as boutique agencies? The simple answer is they can't.

In the same way, you can never prove an aircraft carrier is as specialist as a submarine. Why would you even want to try?

Perhaps by recasting the question as - how can integrated agencies and boutique agencies prove their relevance? - might we come up with a more germane answer that demonstrates how both options have merit and, more importantly, is of benefit to our clients.

A few years ago, integrated versus specialist would have been a valid question, as both types of agencies fundamentally drew from the same skills base to service their clients. Clients could make their decisions based on fairly clear differentiators – scale, breadth of resources, fee levels, agility and chemistry. Ultimately, it boiled down to a value judgement. As technology plays an ever-increasing and inordinately complicated part of the mix on offer, there is a whole new genre of 'boutique' agencies. These agencies have a narrow focus on discrete segments of the tech stack, and in doing so truly differentiate themselves, but this invests them in digital solutions only, and that is not a strategy. Technology develops at such speed; the typical integrated agency's culture inhibits the level of innovation needed to be genuinely leading edge. This culture, by necessity, is a broad characterisation, as currently there are estimated to be no less than 20 definable agency models providing varying permutations of a myriad of science and art-based solutions to marketing professionals.

The fact is no one has all the answers. The solution is no longer either/or; it has to be and.

An agency's starting point is applying a far higher degree of objective analysis of breadth and depth of competency (aka less ego). This analysis should then be the template to create a whole different kind of commercial relationship between several interdependent service providers; a relationship based on true partnership, where candour and collaboration are paramount and communication is open and all-inclusive. This approach recognises the combined resources, providing the right mix of strategy, creativity, connectivity and implementation which is far more likely to drive successful business transformation and results in short order. It is the role of today's 'integrated' (or should it be integrator) agency to lead this. The good ones can provide the critical insights and the element of 'magic' that speaks to the target audiences' minds and hearts; that resonates with them, that touches them emotionally in this oh-so-rational, technology fixated B2B world.

Technology develops at such speed; the typical integrated agency's culture inhibits the level of innovation needed to be genuinely leading edge

There is one final element required to deliver optimum results. Technology now enables our clients' clients to drive the agenda; therefore, clients also have to engage in this new model. They have to reappraise their historic agency relationships and truly embrace the concept of one team. Only by doing so can they exploit the technology rather than be its servant.

As marketing professionals, the solution is in our hands, but real change starts in the mind. That need for transformation starts by envisaging a fundamental shift from a competitive to collective approach.

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How can integrated agencies prove they are just as specialist as a boutique agency?



Kate Cox, CEO, Bray Leino

In the debate over how to best deliver specialist skills to B2B clients, it's vital to take a step back first and look at the bigger picture, argues Kate Cox

Lots of agencies are keen to call themselves boutiques. But unhelpfully for clients, they're not consistent with what they mean. They can be smaller agencies with a specialism, channel specialists, or category/industry specialists. Some are B2B agencies that don't do B2C.

However a boutique styles itself, an integrated agency can sound like less of a specialist in comparison. But appearances are deceptive. Not only can integrated agencies prove they are the specialist their clients need, they can bring critical advantages to the partnership.

Prove your specialists are integrated as a team

The best integrated agencies should not only know how to recruit specialists at the top of their game, but how to meld them into one high performing team.

Great integrated agencies should equip themselves with experts in every skill and knowledge their clients need, whatever that mix might be: digital experts, a media department with specialist buyers and planners in every relevant channel, category-specific strategists, perhaps a global events team. The same applies creatively. From B2B copywriters and brand design specialists to 3D designers and motion graphics experts, the integrated agency has to show it has the right blend, all under one roof.

Therein lies the strength of the integrated agency. Specialists, working with other specialists and integrated thinkers, feeding off each other's ideas. It's a source of ground-breaking, effective solutions.

Solve business problems holistically

The solutions to business problems are almost never isolated to one channel. Inevitably, a boutique that is, say, an AR specialist, will tend to look for answers in the one channel it knows well. Integrated agencies, unburdened by channel prejudice, must start with the business problem, look at the big picture, and provide holistic solutions.

Demonstrate your client category expertise

Every integrated agency should by default be a specialist in their clients' industries, their various categories and the sales channels in which they operate. They should understand their market and customers inside out and know the 'niches within the niches'.

Leverage your diversity

The cross-pollination of creativity, channel and category knowledge in an integrated agency makes for pioneering thought leadership. To prove their specialist insight, integrated agencies must become authorities, lead the conversation and share what they know with their clients and the industry.

Show sustained achievement

The best integrated agencies can demonstrate client retention over long periods (10 years +). Being referred by them, winning new clients and specialist industry awards are all material demonstrations an agency is outperforming its competitors.

Demonstrate a success-follows-success mentality

For boutiques and integrated agencies alike, the proof point that really counts is the client's commercial performance. Agencies that make sure their clients succeed have little left to prove.

Any client wrestling with a 'boutique or integrated' decision must ask themselves: 'What is the broader context of our specialist need?' Because big picture thinking is what true integrated agencies do best.

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Big data's impact on traditional demand gen agencies



Raffaele Apostoliti, president and CEO, Expandi Group

Agencies focused on demand generation must change tack if they're to float in this data drenched era, Raffaele Apostoliti, president and CEO at Expandi says

The rise of big data and artificial intelligence has meant a significant quantity of data is available to companies, providing far deeper insights into prospects and clients than ever thought possible. At the same time, pressure for results has never been stronger.

So, how is the role of a demand generation agency changing to meet this scenario? How can agencies help customers take advantage of this 'gold mine' of information?

Martech and big data have been around for a while. Clients and agencies had to update their skill sets to maintain course and not fall behind their competition. For demand generation agencies the goals never change – clients demand better ROI. What changes is how you get it.

Data and tools need to be allies in this evolutionary process. The first step is for agencies to start delivering real results and understanding the different types of data.

Firmographics: Standard segmentation based on industry, size, geo location, or job title etc, does not provide enough information to efficiently target the right audience. Applications of firmographic are needed to help marketers better identify their target audience and increase campaign efficiency.

Marketing scoring: Since marketing automation became mainstream, marketers have added prospect and client scoring to standard data. Although a positive step forward, we're still noticing weaknesses. Due to insufficient knowledge and systems integration at the final stages of the customer journey, scoring is outweighing the importance of digital and social. This generates serious frustration for marketers who are experiencing very limited opportunities and sales, despite huge volumes of digital leads.

Buyer (or purchase) intent: Advanced analytics are being used to acquire, process and interpret vast volumes of the target audience's information and online behaviour by tracking identified signals.

Buyer intent represents a major step forward in overall ROI achievement, but too often the information gathered is mistakenly kept separate from the main CRM data. This process can be much more effective if matched with the known audience and profiles available in systems.

> *For demand generation agencies the goals never change – clients demand better ROI. What changes is how you get it*

Propensity models: Companies have a high amount of data on their leads – either as opportunities or sales-generated. It's essential to use models and algorithms that provide reasonable expectations of how many leads, opportunities and sales you can generate by any chosen factor i.e. industry or job title etc. These models are crucial in setting up campaign targets, optimising efforts and resources by further prioritising actions that are more likely to generate stronger results. This is where predictive analytics, machine learning and artificial intelligence are going to play a crucial role in the future of demand generation.

However, this is very much in its early stages. There are still questions regarding who is really using it and how. Not to mention what their success-rate is. Moving forward, agencies will play a pivotal role in understanding its full potential. To take full advantage of data, companies will need to carefully select the right partners and implement the right marketing strategy.

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That's all great but the best rewards come from achieving the best for our clients. That's why we're on an ambitious growth path, with new agencies, skills and disciplines joining the Gravity family on a daily basis. Helping us to deliver even more for our clients and further our reputation as the world's most awarded dedicated B2B agency network.

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DRUM B2B AGENCY OF THE YEAR

How can an integrated agency prove to clients that its campaigns are working?



Mark Lethbridge, CEO, Gravity Global

Gravity Global's CEO, Mark Lethbridge, shares his strategic process for evaluating campaign performance

How can you prove you're the best of the best? By being recognised with an industry award for excellence. (B2B Marketing told me to say that!)

On a serious note, because the awards are performance based and substantiation needs to be supplied in spades it's a great way to evidence excellence. Of course, you need amazing campaign data to start with.

The good news is that the industry is weighted down with measurement techniques, technology and data; micro-analysing every step of the process and every activity to ensure we can demonstrate an outcome from the activities deployed. Add this to ongoing performance optimisation in pursuit of dashboards, with numbers that are moving ever upwards and costs ever downwards, and surely we have a tome's worth of evidence that the campaigns we deploy are successful.

Of course, the question is: *Is this really what success looks like?*

Before I get to what we think all brands should be evidencing, I want to identify two other important challenges.

1. Integrated data

The trend of decoupling marketing practices into ever increasing, separately organised teams and activities has led to a serious challenge integrating data and proving success. Ownership, accountability and reporting of marketing activities have become more siloed campaign analysis incredibly difficult to robustly review.

2. What business leaders really want from their marketing

If you ask a CEO, they are clear what they want to achieve – growth in sales and value. If you then ask the same question to individuals in the campaign team, they have a different and diverse set of objectives.

CEOs are not interested in how many web visitors you have, the length of time they stay, the conversion rate from home page to product page, or even proving you have driven an uplift in MQLs. They're seeking confirmation that the marketing budget is a contributor to growth and value – not just a cost.

However, B2B selling is considered a purchase and the purchase cycle can be months, in some cases years. That means proving meaningful success in terms of sales growth can be challenging – particularly if your brand is selling high value products and services.

There is a better way to prove a campaign's worth beyond producing reports with an ocean of data points, particularly if the campaign doesn't deliver immediate sales.

As an industry we need to do a better job of reconnecting ourselves with the customer journey and evaluate our performance in terms of customer outcomes, rather than what could be described as 'unconnected' marketing measures.

At Gravity, we have developed a method that measures and simplifies campaign success into three critical factors. For businesses to be successful they need to ensure their brand measures up across the three factors and that they are in balance with each other. We call it FAB – Fame Admiration and Belief.

Fame: By how much will the idea or activity deliver brand fame both in terms of market awareness and brand understanding?

Admiration: How does this activity improve consideration and strengthen customer sentiment towards the business?

Belief: How does the activity lead to an emotional commitment in the belief that the business is offering a superior proposition?

At Gravity we use FAB as a strategic development process across everything we do, including applying a set of strategic measures evaluating the three factors against competitors. This approach gives a holistic view of a campaign's performance across the entire customer journey. Business leaders need to know and track these factors to truly prove success.

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CREATING LASTING CHANGE

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Creating lasting change



Louie St Claire, CEO, Harvard

All the employee benefits in the world won't be of use if you don't have a vision to bind it all together, says Louie St Claire

Finding and keeping top talent is arguably the most important function in any agency. As true people businesses we all expend huge efforts finding innovative ways to attract staff and keep them on board and engaged once they have joined.

Like most agencies, Harvard offers a wealth of workplace benefits and programmes, which roughly fits into three categories. First, there are the benefits and initiatives that help wellbeing and bring people together like yoga, foreign trips and free food and drink. Second, there's formal training – both role and personal growth-specific – that get people to where they need to be career-wise. Last, and most importantly, we have culturally-led programmes, this is where our approach to agile working, diversity and inclusion and mental health all sit.

This is all very well, but none of this works if there isn't a binding thought that drives the business forward. At Harvard, we articulate this through our vision around creating lasting change. As an integrated agency that serves the technology industry, this is something that resonates with clients.

For our people, it has also become very powerful. If agencies can align individual ambition and potential with the vision and direction of the business, amazing things happen. People join and stick around for the right reasons. It is how we have been able to authentically activate our vision.

From our experience, there are certain things that need to be in place that facilitate this:

1. **Put diversity and inclusion at the heart of your approach and treat it as a journey not a destination.** Make time to talk about issues and bring the discussion into the open. Companies that people want to work in and stay at are safe, nurturing and tolerant places, where everyone is welcome and encouraged to be themselves.

2. **Be open and transparent.** If you want to align people with a long term-vision or strategy, then everyone needs to know what that vision actually is. Run courses on how you make your money, have a proper measurable plan for the business that you regularly update on. Ask people for input, and make it everyone's plan.

If agencies can align individual ambition and potential with the vision and direction of the business, amazing things happen

3. **Spend lots and lots of time one-on-one.** To find out people's motivations, hopes, dreams and personal challenges you need to spend time with them, not in formal review situations but in informal ways. My team know I like breakfasts! Our staff retention rate of 92% last year is in no small part to the senior team spending lots of time understanding what drives the individuals that make up our team.

4. **Show people their upward route.** Most agency people are looking to get somewhere. It's incumbent on agency bosses to show them how. There is a combination of factors here, but be willing to break your own structure for people or make life harder for yourself to bring someone on and don't keep people down because it suits the agency (it never works in the long-run). We promoted 27 people this year, that's because everyone knows what they need to do to grow and succeed as an agency.

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Be more like Bannister and focus on the destination



James Foulkes, director and co-founder, Kingpin

The goal for demand generation marketers is to focus on the overall goal, but that's easier said than done when short-term targets are at play, says James Foulkes

"I trained for less than three-quarters of an hour, maybe five days a week - I didn't have time to do more. But it was all about quality, not quantity," said Roger Bannister.

Breaking the four minute mile was one of those "Were you there?" moments. It is iconic, an amazing achievement and one of the most memorable moments in the last 100 years. Certainly from a sporting perspective.

But as Bannister says, he had to focus on the quality of his training, not the amount. To put it another way, his objective drove him to drain everything out of the limited time he could train. It's a great example on how focusing on the goal determines how to use resources and time. In short, sometimes the 'destination' is as important as the 'journey'.

The seismic shift to 'results based marketing' is not new. The business wants, expects and needs marketing to add value by delivering revenue or engagement among targeted prospects and customers.

This means marketing should be focused on the overall business goal. This can be difficult if more attention is paid to short-term targets than long-term achievements.

Marketers would have to be hiding under a stone to have missed the shifts in how companies buy. Buying teams are getting bigger – up from 5.4 in 2014 to 10.2 in 2018. Add to this anything from 57–90% of research has been done by the time someone contacts you shows it's complex.

This means demand generation cannot be about one tactic, one person or one response. If we can think about ABM, we now need to think about account-based demand generation (ABDG) and drop MQLs in favour of marketing qualified accounts (MQAs). But convincing marketers targeted on number of MQLs they deliver, or convert to SALs, to shift to a more holistic view can be difficult because it takes longer and is harder to attribute to any given campaign or individual tactic.

So why do it? You should adopt the MQA model because it's the way your customers buy. It isn't about our processes, it's about the customer.

It's not that you shouldn't speak to anyone that responds. It's more that to be able to sell effectively to an organisation, you need to engage with a number of individuals. This means anyone wanting to be contacted should, but they should also be a bridge into the buying team – rather than just a meeting or opportunity to be stuck in the CRM.

So why do it? You should adopt the MQA model because it's the way your customers buy. It isn't about our processes, it's about the customer

Our own research shows if organisations have three or fewer individuals engaging with them at the time an opportunity is created, then chances are it will be lost. Take this above four contacts and chances are it will be won. If the goal is to build revenue, engagement or pipeline, we should see any activity we can track as an opportunity to build a relationship with buying teams.

Be like Bannister. Look at quality over quantity and focus on the overall goal. The journey may get you there, but the destination is how you will be judged.

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The future of the integrated agency is more, err, integration





Caroline Lotinga, business director EMEA, MOI
and Alex Sandoval, global strategy director, MOI

MOI's Caroline Lotinga and Alex Sandoval discuss the benefits and future of integrated agencies

In the marketing world, things have traditionally gone from creative, to media, and then to market. Finally, the results go back to creative for further optimisation. And that's before digital agencies fragment things even more – because when a client works with a digital agency, they'll often have to work with a creative agency too.

"This model has been such a drawn-out process," says Caroline Lotinga, MOI's business director for EMEA. "The three-way communication between media, creative and client is so inefficient."

We need more integration, not less

Agency-client relationships need to become less convoluted, so the future of the integrated agency is going to be all about, well, integration. There'll be one agency where data, planning and execution go hand-in-hand. Full-service agencies need to have the capabilities for everything to flow smoothly through planning, strategy, creative, execution and delivery.

Some clients may say they don't want a 'jack-of-all-trades', but as MOI's global strategy director Alex Sandoval says, if you want to nail the customer experience and customer journey, "integrated is the only kind of agency that'll give the end-to-end consistency you need."

What came first?

Full integration removes the chicken-and-egg scenario that working with multiple agencies gives you, but agencies need to actually integrate with the client.

"It's not just about collaboration," says Caroline, "but actual integration with their people, processes and systems. An agency's planners need to talk directly to the client's planners, the agency's creatives need to talk to the client's creatives, and so on."

You need to be fully measurable so you can integrate results into everything too. Clients need real-time visibility to be able to go into any dashboard and see how things stand. That's especially true in B2B, where relationships are based so much on ROI generation.

Master of all

The standard jack-of-all-trades approach implies no agency can be expert in everything, but that's not true. An integrated agency can still serve all the different needs of its clients, with agility and scale.

"An agency needs a core group of strategists who can tap into a network of specialists," says Alex. "They need to build an ecosystem of partners where you can get skills based on the needs of a client."

And it's not as if the skills aren't out there. You can work with people who are based anywhere in the world now, letting you tap into global talent based on ability rather than location. Clients are becoming way more flexible on this too.

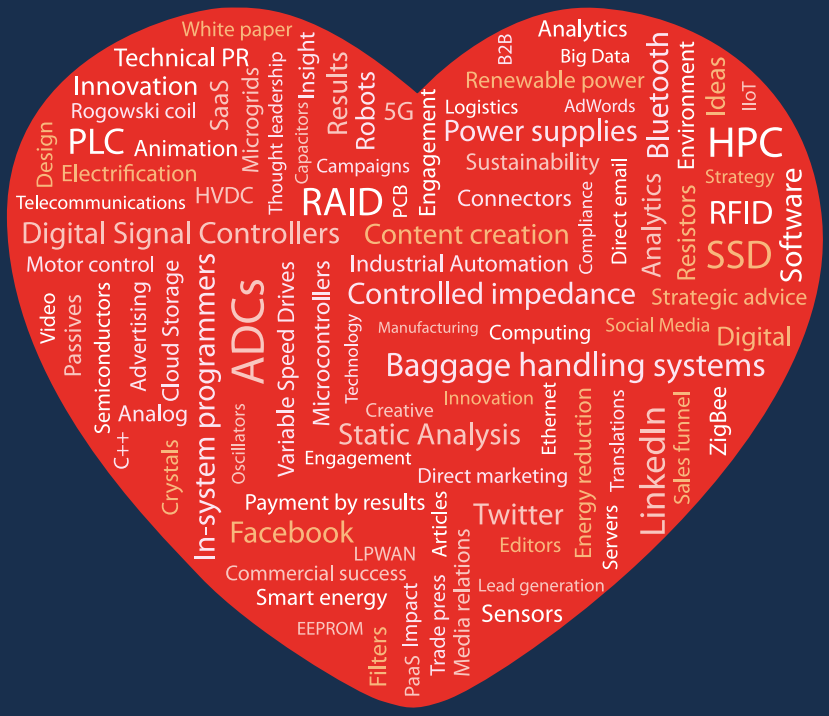
Closing the loop

The future model of the integrated agency is about taking all these separate steps and processes, and closing the loop so we can deliver 360-degree customer journeys that incorporate different stakeholders and platforms, online and offline.

Most integrated agencies have a creative heritage, but true creativity is about solutions, not just pretty pictures. With an increasingly integrated approach, we can use data to join up all the touchpoints with creativity.

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Don't get mad, get smarter



Mike Maynard, owner, Napier

The best response to in-housing is to understand what clients want, and do a better job of delivering it, says Mike Maynard

Often agencies react more strongly when they lose business because a client takes work in-house than when they are replaced by another agency. This is wrong: it makes the client-agency relationship adversarial and reflects a total misunderstanding of what clients want.

I have previously been client side, and although there does appear to be a cycle of in-housing and using agencies, the truth is that clients normally have good reasons to move work from agencies to in-house teams. It's also simple for agencies to respond. Here is the secret: Understand what your client wants, then do a better job of delivering it.

Agencies are a wonderful place to work because learning and development is the top priority. Competitive agencies are always looking at what you do and try to work out how to replicate your services, so there is no option other than continuous improvement.

Clients, however, are different. The vast majority would love their current agency relationship to be successful and long-lasting. There is little benefit to them in switching agencies or even bringing work in-house. The best possible outcome is for them to take the credit for selecting an agency that does great work. However, this means that the agency must do the right things well.

Most agencies generally do things well. It's almost impossible to maintain an agency business if you are not good at marketing disciplines in which you specialise, as clients will soon realise and bring the engagement to a premature end.

On the other hand, agencies don't always do a good job of finding out what clients want, and clients rarely tell the agency without prompting. I'm not talking about the mechanics of the briefing process, but there's always more than can be covered in a brief. When agencies do the wrong thing, even if they do it well, it makes a compelling case to bring work in-house.

Maybe it's a need for greater responsiveness. Perhaps there's a tactic the client doesn't value, and the agency keeps pushing it as an important part of the mix. Maybe the client simply needs the analysis of the results presented in a different way to help them win over the board. It's all too easy for agencies that are trying to improve the things that don't matter to a client.

Agencies are a wonderful place to work because learning and development is the top priority

At Napier, we've had some great success with using payment-by-results: as money is at stake, it seems to make clients more open about what they need. We also regularly ask clients for feedback. Despite this, I know we've sometimes misunderstood what really matters to clients and focused on delivering the wrong things.

As we enter 2020, I'm going to commit to understanding what our clients want. I will take the advice from an early mentor of mine who often said: "Just ask the question". I'm sure this will be the best way to understand what clients need and ensure that we simply don't have to worry about in-housing as a threat.

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RELENTLESS CURIOSITY

Just try it



Ogilvy

When attracting the best, size does matter



Sam Williams-Thomas, head of B2B, Ogilvy UK

Integrated agencies don't have to go above and beyond to find the best talent, their size is their secret weapon, says Sam Williams-Thomas

If the question of how to attract and retain top talent was addressed to agencies in general, the answer would be: offer interesting work, a pleasant atmosphere, competitive money and a good package of benefits.

But it's not. It's addressed to integrated agencies like Ogilvy, with a clear inference that they have to go above and beyond offering the shopping list above.

In fact, integrated agencies don't actually have to do anything more. That's not meant to sound like a cop-out; it's just that we already have an advantage up our sleeve: our size. Before you get all wound up by my sweeping generalisation, I accept that you can have large single discipline agencies and small agencies that offer a variety of services. However, they tend to be exceptions to the rule. The term 'integrated' is usually synonymous with large. And with size, you get opportunity.

We have more than 20 B2B clients on our books, so our people get exposure to a range of sectors including financial services, technology, manufacturing, professional services and automotive. For a candidate seeking variety, it's an attractive prospect (once you've realised you've got to cut your teeth on a single client).

Then there are the many areas of expertise you'll find at Ogilvy, from behavioural science and customer engagement to consulting and branding and design. With all these disciplines in-house, you've got a ready-made supply of experts on hand to bounce ideas off. If you're relentlessly curious, always asking searching questions and wanting to learn new things (I'm paraphrasing our manifesto here), this is invaluable. Sure, boutique and specialist agencies can form partnerships with external companies and advisors, but you can't beat the convenience of having the experts you need in your own building.

With all these disciplines working side-by-side, it's inevitable that employees will occasionally fancy trying their hand at something different. Admittedly, they're not exactly free to jump from one discipline to another whenever the mood takes them, but if people need change or a new challenge, we'd sooner have talent move within the Ogilvy family than disappear out the door. So, we try and make it work.

Finally, clients generally approach specialist agencies with tasks suited to their capabilities, DM, PR, advertising and so on. Clients approach us with complex marketing problems that span a number of disciplines. Pitching for such projects, therefore, involves collaboration, between teams, departments, even time zones – and it generates the excitement top talent craves.

If you're relentlessly curious, always asking searching questions and wanting to learn new things (I'm paraphrasing our manifesto here), this is invaluable

Finally, let's flip the question around and consider what top talent has to do to attract the attention of an integrated agency like Ogilvy. We'll skip over enthusiasm, ambition and a can-do attitude as they tend to crop up on every CV. No, the quality we like to see is humility, by which I mean the ability to recognise that there will always be someone smarter than you, someone more creative, someone more insightful, someone from whom you can learn. These people are worth seeking out, and when you're in an integrated agency, you won't have to look far.

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Embracing the digital-first mindset



Simon Moon, director of marketing and business development, Purple Agency

Digital is often the primary consideration for clients and their campaign requirements, says Simon Moon, but first, you need to truly understand where you can add value

Many agencies, like us, sit comfortably in the space of providing integrated agency services to their clients. It's a space occupied by agencies that pride themselves on being able to satisfy all of their clients' marketing communications needs under one roof; agencies providing a strategic approach to integrating communications and engaging experiences.

These agencies by definition build strategies and campaigns that are targeted, defined and coordinated towards performance across all relevant channels for their clients.

As our clients start to put more and more emphasis on the increasing importance of measurement and performance and the ability to prove tangible returns on their marketing investment, digital channels continue grow in their importance.

Digital continues in many cases to be the primary consideration for clients and at the forefront of their campaign requirements. This digital-first mentality has meant that for many agencies, their internal digital capability has had to develop over time to build greater expertise and capability in the areas where their clients most need support.

Digital will inevitably sit at the heart of most-everything as agencies we need to do for our clients, but with digital being such a broad church, it is important to focus on its place in the elements of communications, strategy and creative campaign developments that are the most relevant to you.

Truly understanding your clients' needs and probably more importantly, the areas where, as an agency, you can add real value is essential in figuring out how to effectively manage and leverage your internal digital capability.

Agencies need to build a depth of digital offering in the many areas of service that they provide but that ultimately complement their wider specialist integrated services and importantly where they already have experience of management and performance – such as digital and its role in campaign development or content.

Understanding where your strengths lie as an agency, your total value proposition along with what your clients come to you for support with - will enable you to build, manage and leverage a complementary digital capability.

There is no denying that digital has to be a staple of most agencies, but even the most dedicated digital marketer would most likely agree that focusing on one single element of marketing, such as digital for communications, is going to be less effective than a more inclusive, integrated marketing approach.

> *Truly understanding your clients' needs and the areas where, as an agency, you can add real value, is essential*

Integrated agencies still carry a lot of the weight in this space but when it comes to digital, they need to be true to themselves and understand where they can add real value, and not to try to be everything to everyone.

Don't claim to be the agency for large-scale digital transformation or e-commerce or the agency for platform led marketing automation, CRM or big data, if you are not.

Do be an integrated marketing agency with a digital-first mindset, which understands the role of digital in the delivery of effective communications for your clients and who can deliver on the promise of a more inclusive integrated marketing approach in line with your overall value proposition.

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A guide to B2B marketing in 2020… by Charles Dickens



Roger Wilks, CMO, Quantum Marketing

Roger Wilks takes us back to 1859 to find some inspiration to the "It was the best of times, it was the worst of times, it was the age of wisdom… it was the spring of hope, it was the winter of despair…"

Clearly Charles Dickens wrote these lines with one eye on B2B marketing in 2019. Indeed, such insight offers a perfect summary of the industry today:

The best of times: with a growing number of businesses recognising the need to 'get creative' in a bid to attract new customers.

The worst of times: with engagement rates on the slide as brands struggle to stand out in the 'era of noise'.

The age of wisdom: where new tools (marketing automation, social selling etc.) and analytics deliver almost every audience insight we can hope for.

The spring of hope: where awesome thinking and a strong idea, allied to meaningful audience interactions, are still able to inspire eye-watering results.

The winter of despair: where those clinging on to traditional approaches are finding themselves struggling to maintain relevance in a constantly evolving market space.

That's more than enough Dickens. But hopefully, what his words help illustrate is that we live in a time of growing uncertainty in the world of B2B marketing. Why uncertainty? Well, aside from ever-changing customer and audience expectations, there's still plenty of wiggle room when it comes to defining what 'good' looks like and what constitutes best practice.

You'll find advocates for any number of different approaches and methodologies. And there's the latest hot trends, topics and fashions (or hot air) that will always grab a client's attention. But when looking at what agencies should be focusing on, can we truly answer two core questions: "What's no longer working?" and "Where should we be investing for the future?"

These are not easy questions to answer. Take the first one, where a good example of a discipline heading south is cold calling (industry stats suggest that today less than 2% of cold calls actually result in meaningful engagement). At the same time, the days of massive email strikes to generic audience 'segments' could also be coming to an end as GDPR restricts marketing's universe.

Knowing such tactics are failing has impacted the shape of today's demand generation agency, hence why the more adventurous are focusing on smarter, more personal and targeted interactions. This is good as businesses become increasingly knowledgeable of their own unique buyer journey, and the buttons they need to press to keep prospects heading in the right direction.

It's here that 'end-to-end' becomes important, and offering clients a service that extends from the top of funnel to the very bottom – rather than being stitched together with different outsourced components and sister agencies. That's exactly what's on offer with Quantum Marketing: a rich collection of skills and capabilities cleverly integrated and all under one roof. With a clear focus on that most practical of measures: ROI. This last point is vital, as the sustainable agency of the future must be able to demonstrate the numbers: qualified leads and pounds to pipeline –simple.

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Finding and integrating your digital voice



Dan Marsh, CX consultant, Radley Yeldar

Integrated agencies are set up in a way that leaves digital in a silo. That can't continue if the agency intends to be truly 'integrated', says Dan Marsh

Anybody born after 2007 will only know a life increasingly lived through screens, where streaming and social media are ubiquitous. The rest of us have either embraced the change or gradually softened our resistance to accept this modern way of life.

Yet, so many integrated agencies seem stuck in an old-fashioned way of incorporating digital into their own models. It's all too often still treated as a specialism to tap into for the right brief or client.

Old habits die hard – the traditional agency model

So why are integrated agencies so often set up in a way which isolates digital teams, deferring their strategic or creative input to the last minute? Often, it's down to a legacy agency model, rooted in more traditional comms channels and creative approach.

This model incorporated digital as a 'bolt-on' discipline rather than the fundamental principle of communication it's become and risks leaving a gaping hole in developing a truly integrated strategy.

Savvier agencies have adapted their models, upskilling strategists to become more digitally rounded or made digital specialists an essential part of the integrated response. This means that things like search presence, online reputation and social chatter are considered as key inputs, and not an afterthought.

Guiding clients to the right martech

It's easy to use the lightning pace of tech as an excuse. Sure, retaining naturally inquisitive talent with a finger on the pulse of emerging tech is important, but while some clients can be drawn to the latest shiny new thing, their agency's role is to guide them to an answer right for them, their brand, their budget and their objectives.

We are living in a 'post-digital' era. A business' online presence is a vital part of its identity. But it doesn't mean pitching an Alexa skill or VR experience as a solution to every brief (for 'innovation') unless it adds value. Just as it's always been.

Ask yourself, will this benefit the audience or strengthen effectiveness? A common sense-check is often all that's needed.

3 questions to level the playing field

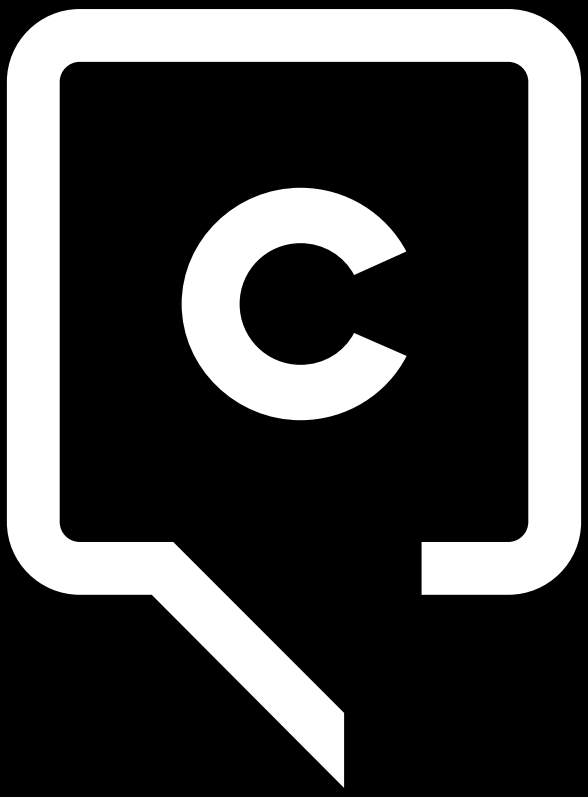
Digital has fast become a pre-requisite, not a 'specialism'. Every agency that considers themselves integrated should ask some simple questions the next time a big brief kick-off begins:

1. Is there adequate digital input in the room?
2. How do we make sure the role of digital is agreed from day one?
3. Will the creative idea translate to a Facebook post as well as it does to a press ad?

This may all sound a little evangelical. Rest assured though, it's not about being 'digital first' but more 'digital too' – having an equal voice alongside any other discipline in the agency, for the benefit of great, properly integrated work.

A great LinkedIn article from Tom Arnold recently suggested: "When you don't have a strategy, you get a montage". The same is true of digital strategy. Avoid a montage, and make digital a natural part of what you do. Your clients will thank you for it.

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The definition of insanity



Jason Talbot, managing director, The Crocodile

B2B marketing is in a state of disruption, and agencies are either in denial or insane, says Jason Talbot, managing director at The Crocodile

Modern B2B marketing is less effective today than a decade ago, according to an extensive piece of research published by LinkedIn this year.

It highlighted a vacuum in big-picture thinking on what drives long-term growth, with most agencies and marketing departments trapped in short-term, bottom-of-the-funnel tactics that are proven to be less and less effective.

Further reports from the likes of Accenture reinforce the point, with 75% of CMOs admitting yesterday's marketing blueprints are no longer relevant. I see client-side marketers adapting fast – in fact they're driving the demand. What baffles me is the way the B2B agency industry continues to peddle the same old tired formula.

Reject. Reinvent. Rewire.

The disruption that clients have had to confront is trickling down and disrupting the B2B agency landscape.

This rapid evolution is being driven by a small number of visionary client marketers, who are challenging business-as-usual and inspiring lasting transformation, their new actions and behaviours leading to an agile, customer-obsessed model capable of dealing with an accelerated pace of change.

I see them taking on a portfolio of complex issues:

- Pursuing disruptive growth and challenging the status quo
- Getting granular about growth by leveraging analytics to inform growth strategies
- Re-orientating and re-invigorating the organisation around the customer
- Rewiring the organisation with a more connected operating model.

This change isn't for the faint hearted and is designed to place marketing, where it should be - at the heart of business. It's a shift from the kind of short-term tactics the LinkedIn report calls out and instead creates a longer-term mission for the business to rally around. It's a fundamentally different approach to B2B marketing – one that agencies, it seems, have been painfully slow to adopt.

Agencies need to adapt or die

Agencies like to think they're client-centric but no one is really asking the client what they really want or need. And if they have, nothing has materially changed in over a decade in B2B agency land. Irrespective of ABM, social or content marketing, the fundamental structure and offer has remained the same.

Client brands have started their transformation and agencies need to do the same, to adapt to shifting client demands and challenges. To make clearer decisions on being a specialist, or freelance collective, or to be better generalists with the right combination of varied specialists baked-in. Good examples outside of B2B being Wunderman or Karmarama.

The forward-looking agency model has to accept clients now have strong in-house capabilities and often need to plug gaps in the parts they're not so great at. Agencies should be creating easier ways for clients to buy services that will help them scale and grow market share, loyalty, retention and strengthen the team dynamic.

There's no substitute for experience. Experience tells me doing more of the same and expecting different results is the very definition of insanity. So try something different this year, you never know you might like it.

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What to do when a client says they're cutting the budget



Jodie Williams, co-founder and director, The Marketing Pod

Jodie Williams suggests three things an integrated agency can do when a client tightens the purse strings

It's an age-old agency problem: your imagination (and team) is working overtime cooking up exciting proposals for a client when plans are suddenly reined in by budget cuts. It's something we're probably all coming up against more frequently - and it's little wonder: 'uncertainty' is the word that has best characterised the business environment during 2019 and marketing is often the first area to feel the purse strings tighten.

Fortunately, marketers are resourceful creatures. We understand clever marketing could make the difference during difficult times; that increased competition means it's vital to build brand recognition. A lot can be achieved with a small budget.

Doing a lot with less is arguably easier when you're integrated. We're more joined up by definition, enabling us to easily understand - and optimise - the whole picture. When activity is integrated rather than isolated, the value created can often exceed the sum of its parts. So, the next time a client says there's less budget to work with, here are three things you can do:

1. Maximise content assets

Rather than thinking, 'Let's scale back from a thought-leadership piece to some social media activity', why not encourage clients to plough the lion's share of the budget into chunky thought-leadership before extracting every single drop of value from it? A carefully researched, well-written report can position them as an expert more effectively than 1000 tweets ever could. It should be aligned to their business plan and become the focus of their PR activity. The messages, facts and statistics contained can then be repurposed for everything from editorial to banner ads and social media tiles. All in a way that says 'market leader', instead of 'strapped for cash'.

2. Look for the data story

Every business owns a wealth of internal data; yet, many will outsource expensive market research in an attempt to understand customers or build a compelling story. If your clients have something they want to say, it's likely the evidence to back it up already exists within their own data. The trick is to find it, extract it and make it into something interesting. Luckily, as an integrated agency, you'll have someone who can spot the opportunity, someone who understands the data, someone who can formulate the story and people to make it sound brilliant, look beautiful and achieve cut through.

3. Establish effective communication rituals

Brilliant communication is agency best practice 101. Unfortunately, when you're working to tight budgets, clients will want you to spend more time acting and less time discussing. This can lead to disconnection from internal teams, leaving you less plugged-in to opportunities and unable to maximise on existing activity. It's important to make clients understand the value of regular catch-ups. These don't have to be long or face-to-face; it could be a quick call at the beginning of the day. Find out what works for them, and make it a ritual.

Lower budget should never mean lower opportunity. Be the resource that gives clients a big return on smaller investments and when budgets grow, you'll be the expert they trust.

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No longer a numbers game



Niall Habba, MD, The Telemarketing Company

These days, not all leads are equal, and demand gen agencies must help clients appreciate this, says Niall Habba

Quality versus quantity of leads is an age-old debate, and most agencies would agree both are important. However, while quality can never be too good, too much volume can be an issue. In an age where automated programmes generate leads at relatively low cost, too many leads of the wrong type can be the worst-case scenario - wasting marketing investment, diluting pipeline health, and sapping sales time and focus.

Agencies must position the outcomes they deliver within an ROI model so that clients can fully appreciate it is not just a numbers game.

A definition of value

Not all leads are equal and, before any thought is put to lead volume, a clear definition of lead quality is essential. The client must communicate what outcomes represent true value for them – what defines a good quality lead and what criteria will measure that quality? An ROI model based on that agreed definition, factoring in the quantities an agency can realistically produce, with a robust quality assurance process to guarantee every result meets criteria, creates a very compelling case.

Transparency and trust

It is critical agencies don't fudge this calculation and they are 100% transparent in the way they work and the results they achieve. Trust is the foundation for any successful client-agency relationship, so the client must have insight into every element of the campaign, feel listened to and encouraged to speak their mind (and this is a two-way street). In telemarketing terms, this means an open floor policy, shared call recordings, access to real-time reporting online and a robust feedback loop between client and agency to learn, refine and optimise performance.

Continuous improvement

As soon as quantity becomes the key success driver for a campaign, quality falls by the wayside and ROI in turn. Agencies must strive for quality, instead of blindly following assumptions based on previous experience and leave no stone unturned. They need to design bespoke campaigns around value and engage clients in a process of continuous improvement, rather than adopting a one-size fits all approach on the basis that worked before will work again. Contractual flexibility, which avoids tying clients into long-term contracts when they aren't 100% satisfied, is another way for agencies to demonstrate they are committed to delivering the right outcomes, not just quick wins.

A new era

In the era of GDPR, it is no longer about casting nets wide but working with smaller, better-qualified data sets and prospects most likely to be receptive to your proposition. The rate at which businesses are adopting account-based marketing shaping their strategies to target a smaller set of accounts with the highest potential growth illustrates a growing trend towards quality over quantity. This not only puts a laser focus on lead quality, but also extends to the quality of every interaction across the whole of the customer experience. After all, it isn't rocket science to engage with your most profitable customers, listen, understand, and respond to their needs, and create the best possible customer experience.

 © B2B Marketing

Getting noticed in the world of noise



Iain Lewis, director, Torpedo

The battle for customer attention is fiercer than ever, but creativity remains the most powerful tool, says Iain Lewis

Last year, 'banner blindness' – the phenomenon where customers consciously or unconsciously ignore web ads – turned 21. Fast forward to 2020 and things have got far worse.

The average consumer sees up to 4999 ads every day. Companies are working hard developing software with the sole purpose of blocking digital ads – and 47% of us are using them.

In short, it's never been tougher to stand out, and, as US advertising legend Bill Bernbach said: "If no one notices your advertising, everything else is academic."

We're in an ever fiercer battle for consumers' attention, which is limited and selective. The 4999 other ads aren't your main competition. Your main competition is the article your customer is reading, the show they're watching or the conversation they're having with their friend.

So how do you get noticed in a world of noise?

The first thing to appreciate is, more or less, nobody cares about your brand or product. People have their own concerns and interests, which probably doesn't include you.

As B2B marketers, it's our job to find the right customers: the people whose interests we share and whose concerns we can help with. We should start by getting to know our customers better. Whether we do it using data or research, or both, we need to develop a clear picture of what customers are thinking, feeling and doing, remembering that our brand is likely to be, at best, peripheral. Once we understand their experience, emotions and goals, we can identify those moments where our customers' needs overlap with the benefit we can bring. These are our opportunities to get noticed. Now we need to capitalise on them.

When it comes to cutting through and connecting with your customer, creativity is still the most powerful tool. When it's done right, the creative process compels us to connect emotionally with our customers and relate to them as people (because business people are people too).

And it pays off. Whether it's because they help customers feel understood or emotionally connected, lab experiments show that creative messages get more attention and foster more positive attitudes. A study by the Harvard Business Review found one euro invested in a highly creative ad campaign has, on average, nearly double the sales impact of a euro spent on a non-creative campaign. The study concluded: "In many – indeed, most – cases, companies will find that they are underinvesting in creativity."

> *When it comes to cutting through and connecting with your customer, creativity is still the most powerful tool*

Half a century ago, Bernbach saw this coming: "However much we would like advertising to be a science – because life would be simpler that way – the fact is that it is not. It is a subtle, ever-changing art, defying formularisation." In 2020, where we're able to track, measure and analyse almost everything, creativity feels frustratingly slippery, unquantifiable and difficult to pin down.

The pressure to cut through the noise is mounting. Creativity gives us the power to capture attention, double the impact of our campaigns and, ultimately, forge an emotional connection with the right people. It's an opportunity we can't afford to ignore.

 © B2B Marketing

Integrated agencies: Connecting a creative and calculated mindset



Claire Davidson, head of strategy and planning, twogether

Integrated agencies are able to drive a more holistic understanding of client problems, which creates a momentum of its own, says Claire Davidson

Isn't an integrated agency just a jack of all trades and a master of none? Well, no. Far from it.

There's a misconception that measuring the success of a B2B campaign is made easier by spreading the workload across different agencies. Let the creative and content specialists handle the brand, get a demand generation company to develop the pipeline, and an ABM-focused agency to engage your key accounts.

Instead of telling multiple people the same thing, you tell one integrated agency what it is you want and know their success relies on blending experts under one roof all working towards a singular goal. It's a holistic approach to marketing with a single source of accountability. One that relies on collaboration every step of the way.

Where do you begin?

You begin with the end in mind. What is the core problem we are trying to solve? As an integrated agency, you can look at this problem from multiple perspectives – using these different skillsets to help drive a more holistic understanding of the problem and identifying the right types of ideas to meet the campaign objective. This could be driving demand, nurturing known opportunities or increasing brand credibility.

Integrated agencies can then use a broad range of data sources to drive greater audience, – understanding and identifying an unspoken truth to drive the creative response. Specialist teams work collaboratively to define the right ways to reach the audience, the message and deploying the campaign effectively.

Pace and impact

Momentum comes from the optimisation of each stage of the campaign, with no bias on any specific channels. As there's expertise within each discipline in an integrated agency, you're able to dial-up or slow down different channels or content without any conflicting agenda, compromises, or delays.

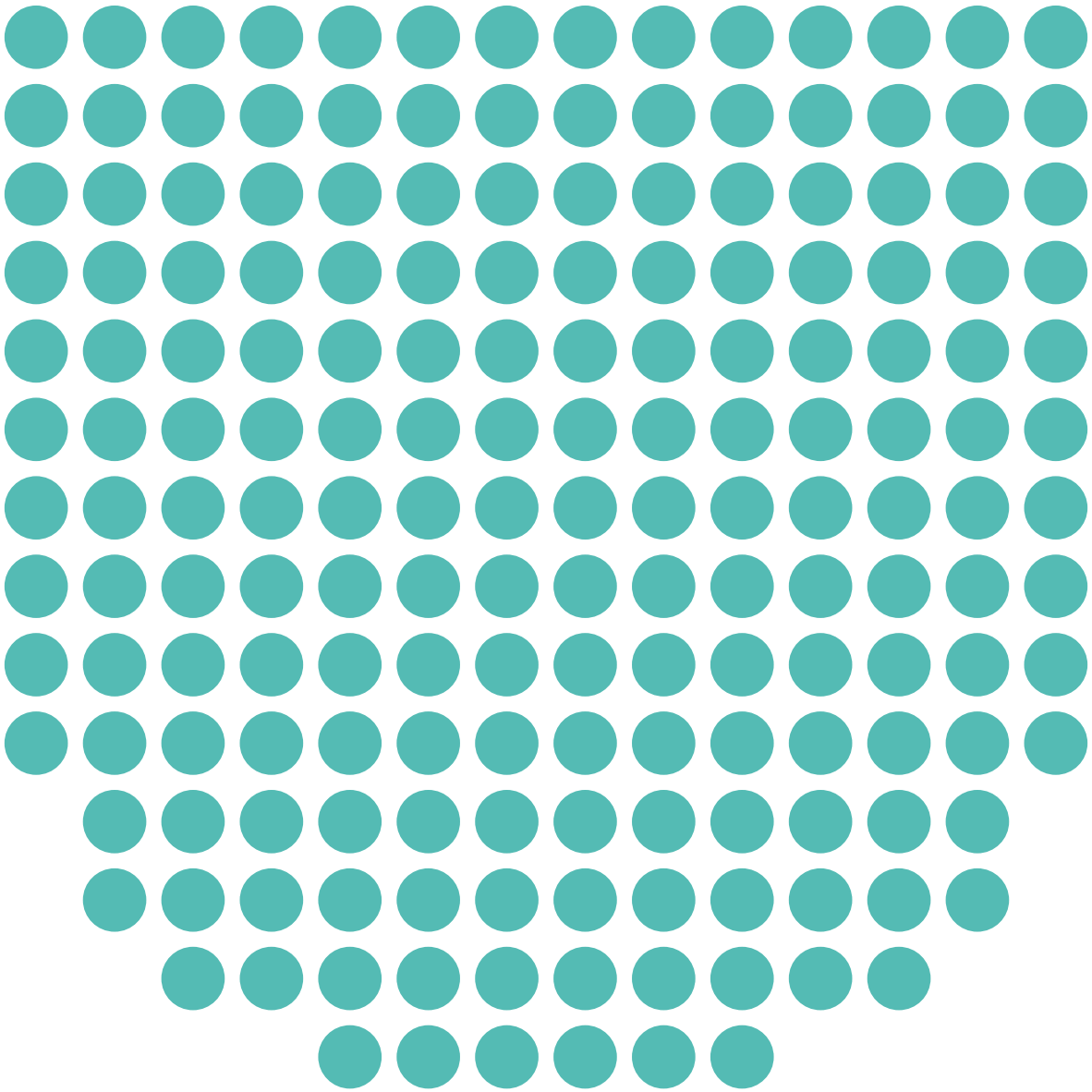
The integrated approach measures how well you're doing by utilising an individual KPI dashboard to provide a single view of success. This helps clients understand how different channels are contributing and linking to the outlined objectives of the campaign. Also, this single view with multiple inputs allows the agency to react faster to issues. There's a single point of contact that designates various departments under one roof, as opposed to the message being parroted and different agencies having their own solution, which may not gel with one another.

A flywheel effect

An integrated agency has both depth and breadth of marketing expertise working synergistically to deliver a marketing flywheel – getting your campaign to a tipping point, so the campaign wheel continues to spin with minimum effort. With a united focus on a single goal, this enables optimisation across every stage of the process to build sustainable momentum in demand generation and move campaigns from good to great for clients.

The proof is not just in the campaign results, but also within proven operational efficiencies such as speed to market, alignment with lead processing, and agility to optimise and scale.

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NELSON BOSTOCK UNLIMITED

FIRST BASE UNLIMITED

DIRECTIONGROUP UNLIMITED

What does art have in common with the customer journey?



Nick Clark, head of B2B and technology, Unlimited Group

Integrated agencies can produce work that is much more than the sum of its parts, explains Nick Clark

Have you heard of pointillism, or 'dot art'? It's a painting technique where the big picture is formed from individual, distinct dots. Unlike more traditional methods, pointillism does not rely on mixing of pigments. Those discrete dots instead work together to build swathes of colour, shape and texture.

For me, dot art is a handy metaphor for modern marketing. Coherent end-to-end customer journeys are also built of many parts working into a greater whole. As channels have proliferated and the way we consume content has changed, we've seen the number of 'dots' – the channel executions – increase dramatically.

More than a decade ago, boutique digital agencies formed to meet these new channel requirements. Shortly afterwards, integrated agencies gathered specialist talent together to become one-stop producers of complete, big-picture, multichannel works of art.

Great in theory. But in our discussions with clients, we have seen a perception that something was lost in that gathering – that, in their focus, boutiques are still better than integrated agencies at their specialisms.

This perception is often correct. Boutique agencies are known for producing fabulous work, while the reputation of integrated agencies has been sullied by a history of overpromising and underdelivering.

However, it's important to remember that an agency itself isn't specialist – its people are. Their talent is just as potent whether they are housed in an artist's studio or a central London office block.

It's what an agency does with those people that counts. Structure an integrated agency as a series of connected boutiques, linked via a client services team who can untangle complex marketing challenges, and you have a recipe for success. Understand which specialists to apply to a problem and when, and the execution will sing.

Integrated agency heads should encourage their specialists to hone their skills, maintain their circles of influence, speak at industry events, and trumpet their work via awards programmes. Get them out there, and you'll give the agency a reputation as an assemblage of collaborative specialists, with a depth of skill every bit the equal of a single-discipline agency.

Like good dot art, the best integrated agencies can also be much more than the sum of their parts. By joining the dots between marketing specialisms, they can tackle projects impossible for boutiques, which are not usually set up to envision, let alone create, the big-picture masterwork.

An agency itself isn't specialist – its people are. Their talent is just as potent whether they are housed in an artist's studio or a central London office block

Meanwhile, clients will benefit from a team that builds around their needs, scales as those needs change, and creates work that provides a consistent experience and tone of voice across channels. And all while increasing efficiency and simplifying the briefing process.

In other words, integrated agencies aren't just capable of being every bit as specialist as boutiques. They are capable of ensuring that those specialist executions work together to form a single, coherent customer journey that caters to every aspect of the audience's media life.

Talk about a work of art.

 © B2B Marketing



WE SEE YOUR AUDIENCES DIFFERENTLY

Data is vital to your business, but purchasing decisions are still made by humans. Our unique Purchase Journey lens helps you see the person you need to talk to. Come talk to us, we'd love to help.

WM BUSINESS

www.wavemakerglobal.com

@WM4Business

Katy Maloney **4business.london@wmglobal.com**

See in-housing as an opportunity



Katy Maloney, managing partner B2B, Wavemaker

In-housing means something different to every client, says Katy Maloney, so agencies must be equipped to react to this evolving landscape

Our industry continues to experience constant change being driven by technology, consumer behaviour and client needs. In response to this, we have been designed as a modular agency – one that is able to flex with a rapidly evolving landscape. This has enabled us to serve the distinct requirements of each of our clients and react to any new and emerging opportunities that present themselves. For example, proactively leaning-in to key trends including the likes of in-housing.

The opportunities created by in-housing have led to the diversification of Wavemaker's products and solutions. Equipping our agency with a different set of services has enabled us to react in real-time to an evolving client landscape and serve the needs of our customers in a way that best suits them.

However, at present there is no industry standard for in-housing – it means something different to every client. And the drivers for in-housing discussions are varied. There's a perceived lack of transparency, specifically related to customer data, which can link directly to a fear of legislation breach, (both for themselves and their company). What's more, increasingly, marketers see the benefits in regaining holistic control of all their data, media spend and customer experience channels under one roof to keep their house in order.

The extent to which 'in-housing' occurs and how involved the agency is, is entirely dependent on the relationship and trust associated with the process, people and technology supporting a client's marketing investment long-term. The strength of the client/agency partnership is key in determining the commitment to the process and how much the client will take the agency on the journey with them. Which is why, as a modular agency, we can focus on strengthening this partnership at one level, while also flexing our specialist solutions to support the client process.

And it's very much a sliding scale, from taking and owning technology with third party support, right through to owning the whole thing with no agency support whatsoever. This further reinforces the continued importance of client service and human interaction across our industry, no matter what the current trend.

There also needs to be a focus on education. Specifically, educating clients on the benefits and potential pitfalls of this approach and then supporting them with longer-term solutions and outcomes versus a reaction to a market trend. In general, clients hit stumbling blocks around a lack of internal expertise and resource. This is based on misconceptions on the time involved in certain buying processes, or not keeping ahead of industry trends and evolutions, which are happening more rapidly than anyone can predict. It is also through a lack of an impartial perspective to provide unbiased guidance for a master brand approach.

Having an integrated set-up allows an agency to look beyond demand driving performance media and evaluate the whole digital ecosystem on behalf of clients. This helps to improve the customer experience and conversion efficiency. In an era of precision-based marketing, in-housing should be viewed as an opportunity to foster deeper long-term relationships with clients. Ones that are focused on end-to-end customer experience and matching up marketing technologies to support efficient, long-term growth. Agencies shouldn't be afraid to adapt to ever-evolving trends and leaning in to in-housing.

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Section 4

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BBN THE WORLD'S B2B AGENCY

BBN International

Philosophy

In today's digitalised world, making investments that demonstrate a return is a challenge for any business, none more so than in marketing and sales. Whether operating locally, regionally or internationally, the demand to prove a successful outcome has never been so intense.

BBN is different. With over a thousand B2B specialists working in 47 offices across 30 countries, our entrepreneurial approach is principal led. This results in creative, data-driven solutions, which deliver global relevance with local impact – ultimately building brand value and business success while advancing B2B thinking.

Our integrated, unified and totally interdependent delivery teams consist of in-depth industry experience, technical and creative expertise and extensive geographic coverage. Together, we are adept at responding to client challenges – providing insightful, effective strategies that are carefully tailored to the regions in which they operate. This unparalleled access to a variety of highly specialised skill sets is critically important in delivering end-to-end solutions and results that connect with all target audiences, wherever and whenever required. All while giving our clients a one-agency experience.

Awards

Winner, Best digital advertising and out-of-home campaigns	B2 Awards 2019
Winner, Best B2B content marketing campaign	The Drum Awards 2019
Winner, Best product launch campaign	The Drum Awards 2019

Clients

- Adobe
- Corteva Agriscience
- EY
- Microsoft
- Nestle
- Forsys Subsea

Sectors

- Energy and utilities
- Financial services
- Pharmaceuticals and life sciences
- Technology and telecoms

Year founded:
1987

Website:
bbn-international.com

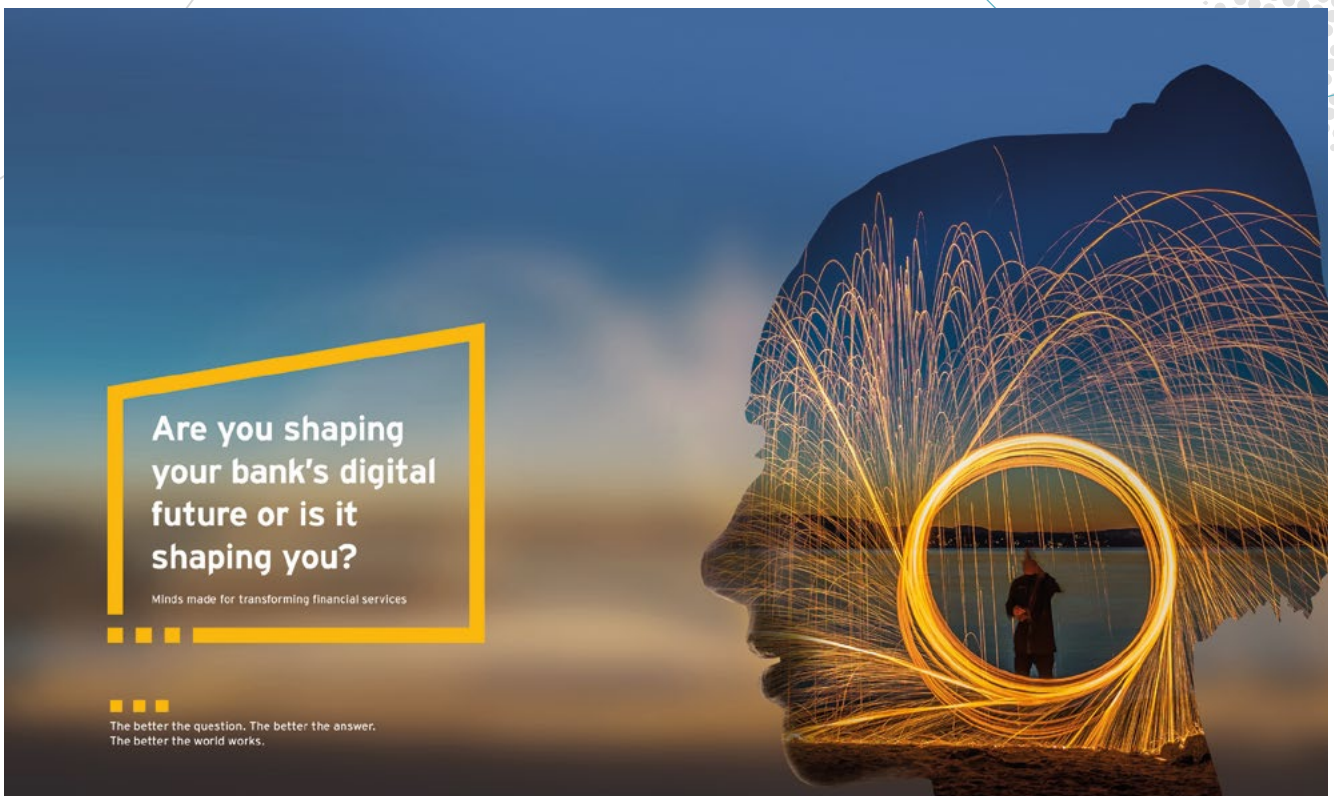
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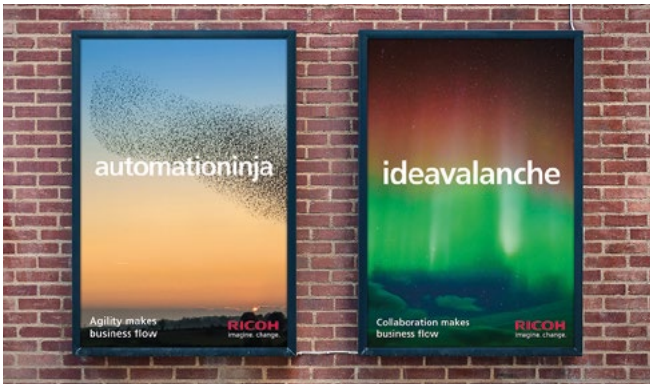
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A selection of BBN success stories, from top, left to right: EY Financial Services, Microsoft, Adobe, Pioneer, Ricoh.

© B2B Marketing

Bray Leino

Philosophy

Here at Bray Leino, we've spent 45 years building our capabilities around the ever-growing global needs of our B2B clients and the ever-changing B2B landscape.

Now, no matter how complex our clients' challenges, we have everything it takes to drive their brand and business performance in creatively exciting and commercially effective ways.

It's how we turned 120 years of brand heritage into an international distributor promotion campaign and cut through the competition to communicate a business payments service on a human level. It's how we broke the global holding company model with the first transatlantic super-Agency, beating the big networks to work with a Fortune 500 company.

It's also why we consistently rank among the UK's top B2B Agencies, and why our clients stay with us for four times the industry average.

We have so many different people with so many different skills creating so many different ideas, we can mobilise any team of any shape to solve any problem for any client anywhere. So when you're not limited to doing whatever you can, you're free to do Whatever it Takes.

Awards

Winner, Best industrial campaign	Digital Impact Awards 2018
Winner, Best innovation campaign	Digital Impact Awards 2018
Platinum status	IPA Continuous Professional Development programme 2019

Clients

- BP
- Castrol
- Cummins
- Fleetcor
- Hempel
- Siemens

Sectors

- Energy and utilities
- Industrial, manufacturing, engineering
- Financial services
- Marine and offshore

Year founded:
1974

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Twitter: @BrayLeino

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Clockwise from top left: Our front-of-mind advert for Infineum; Pyrocore's disruptive new brand identity; pop-up graphics for BP Upstream; our sales-boosting promotional campaign for Castrol; a behavioural change campaign for Allstar card.

© B2B Marketing

Expandi Group

Philosophy

The Expandi Group, founded in 2000, is made up of specialist agencies whose mission is to empower every B2B organisation and individual in achieving their growth through marketing innovation and effective ecosystems.

Our dynamic team of international specialists help businesses reach their marketing objectives, bridging the gap between marketing and sales, and supporting organisations throughout the 'last mile'.

Thanks to a fully integrated set of services, we support the digital transformation of sales and marketing organisations; we build and enhance ecosystems of partners and alliances to optimise production offering and distribution coverage and we can build the most compelling, ROI-based, and digitally-driven marketing and sales.

Our talented people scattered across 10 offices on four continents apply the group's 'glocal' approach, acknowledging the importance of a global strategy and programme framework, but placing equal importance on local insights, cultural differences and geographically specific layers of complexity to create the most successful programmes.

Clients

- Google
- HP
- HPE
- IBM
- Lenovo
- VMware

Sectors

- Business services
- Technology and telecoms
- Industrial manufacturing, engineering

Year founded:
2000

Website:
expandigroup.com

Phone number:
0118 900 1308

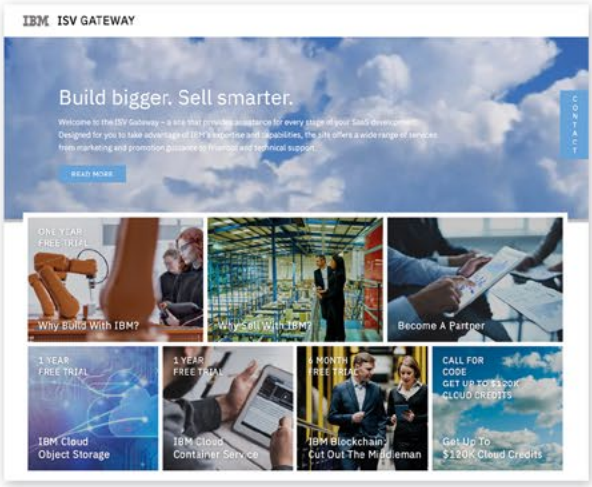
Contact email:
contactus@expandigroup.com

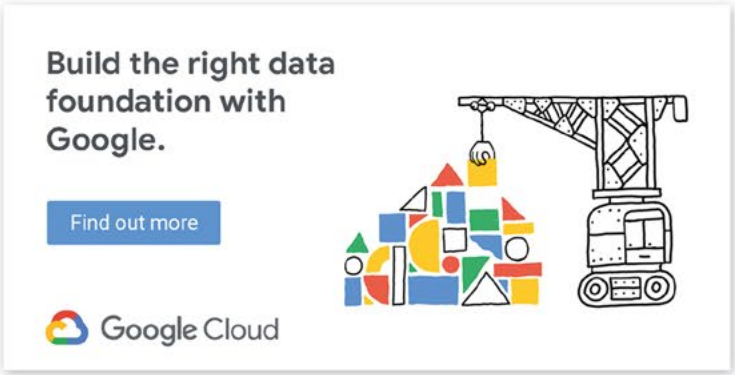
Twitter: @expandigroup

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Davidson House, Forbury Square
Reading, RG1 3EU

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Examples of creative work including banner advertising, EDMs, landing pages and websites.

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Gravity Global

Philosophy

Firstly, we're down to earth. Secondly, we're an award-winning dedicated global B2B agency network. Serving clients around the world that face challenging business issues and environments. The results our clients achieve are a testament to our marketing models, process and industry leading creativity. If it looks like a tough brief, we're the guys.

The world is a difficult place for brands. It's more connected, more involved, more immediate and more competitive. Our research shows that many CEOs have lost faith in the marketing function of their organisations. We're here to restore that faith through strong return on investment for marketing spend.

Gravity is integrated and full service across all channels from strategic consultation to implementation.

Awards

Gold, Best international campaign	The B2B Marketing Awards 2019
Silver, Agency of the year	The B2B Marketing Awards 2019
Silver, Best use of creative	The B2B Marketing Awards 2019

Clients

- Airbus
- CFM
- Embraer
- Janus Henderson
- Sage
- Santander

Sectors

- Aerospace and defence
- Automotive
- Financial services
- Technology and telecoms

Year founded:
1989 as A.G.A Group, 2010 as Gravity

Website:
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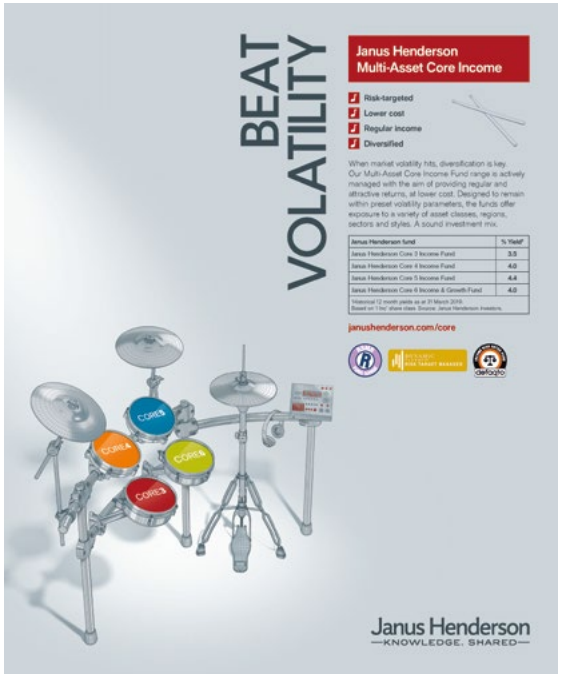


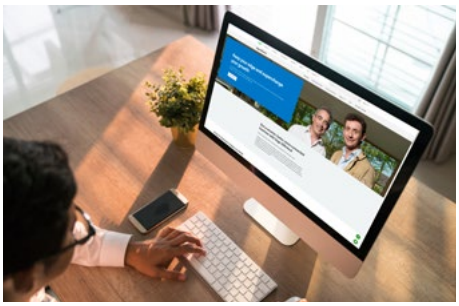












Examples of Gravity Global's creative output. Gravity is integrated and full service across all channels from strategic consultation to implementation.

 © B2B Marketing

Harvard

Philosophy

At Harvard, we identify your opportunity and help align everything in order to make it a reality. That's true whether you're one of our clients or one of our people.

Our tech expertise means we can work out what your business really needs to do in order to win, and we know what messages and stories you need to tell to get there.

For our people, we pride ourselves on spotting their talent, giving them the opportunity to fulfil their potential, and aligning their development with where the agency is heading.

Together, we will change the face of tech PR and marketing globally by creating lasting change and impact for our people and clients.

Awards

Winner, B2B PR agency of the year	The B2B Marketing Awards 2018
Winner, Mid-size agency of the year	PR Week 2019
EMEA technology agency of the year	Holmes Report 2019

Clients

- Cisco
- Fujitsu
- Salesforce
- Square
- Vodafone
- Workplace by Facebook

Sectors

- Financial services
- Technology and telecoms
- Media and marketing

Year founded:
1979

Website:
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Phone number:
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Fifth Floor, Holborn Gate, 326-330 High Holborn, London, WC1V 7PP

© B2B Marketing



Deskless not Voiceless



Workplace is changing the way businesses across the globe communicate. They came to Harvard to help them convince senior business decision-makers that the largest consumer social network in the world has a business tool that can impact their bottom line.

Armed with the insight that 80% of people in employment don't sit in front of a desk, we wanted to show how Workplace can give the deskless a voice by empowering them to feel connected to their company's culture and be more productive in their roles.

Our research uncovered telling data points about deskless workers feeling undervalued and unheard in their work environment. We invited then Workplace customers – like It Gets Better and Honest Burgers – to provide comments and join media briefings alongside Workplace at industry event, Transform.

Through coverage in all UK national papers and several broadcasters we were able to connect Workplace with the target business leader audience and rally them to connect to their deskless workers. The campaign's creative has also been adopted by the Workplace marketing team, in use at events, webinars and in digital ads.

HARVARD: | Workplace

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Kingpin

Philosophy

At Kingpin, we help technology brands grow by building and executing campaigns that engage, nurture and acquire business customers and partners. Our philosophy goes beyond being 'data-driven', 'audience first' or being 'thought leaders'. For us it is a combination of the three; by understanding the stories behind the data, by having real conversations with technology professionals across the world every day and by deep-diving into our client's business so that we know them as well as they know themselves.

We believe in harnessing data and technology to develop a holistic understanding of when, how and why businesses purchase technology, understanding that B2B audiences are made up of real people, whose human experiences drive purchasing decisions.

We believe in being media agnostic. The channels and tactics we use are driven by the intelligence and experience at our disposal, not because of hype curves or trending buzz words.

And finally, we believe in being more than just a service provider. We are partners, consultants and friends, supporting our client's day-in, day-out to produce exceptional campaigns that deliver exceptional results.

And best of all? We have fun while we do it.

Awards

Winner, Best use of data and insights	The Drum Recommends Awards 2019
Winner, Technology marketing agency of the year	Computing Tech Marketing and Innovation Awards 2018
Winner, Lead generation programme of the year	Computing Tech Marketing and Innovation Awards 2018

Clients

- Commvault
- Malwarebytes
- Microsoft
- Proofpoint
- Quest Software
- Trend Micro

Sectors

Technology and telecoms

Year founded:
1997

Website:
kingpincomms.com

Phone number:
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3 Wenlock Street,
London, N1 7NT

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129x ROI on pipeline creation

Integrated omni-channel campaign influencing 129x ROI on pipeline creation and 9x on ROI for leading cyber security vendor.

36% increase in conversions

Localized language Search campaign for security intelligence vendor, driving 36% increase in conversions and a 21% reduction on CPC.

89% reduction on CPA

A global Search campaign for a cyber security vendor that generated an 809% increase in conversion rates and an 89% reduction on CPA.

20x ROI on sales pipeline

A scalable, omni-channel campaign that delivered 20x ROI on sales pipeline for IT management vendor.

Kingpin are proud to have worked with some of the world's leading technology brands in 2019

Microsoft, Malwarebytes, zoominfo, COMMVAULT, conversica, LogRhythm The Security Intelligence Company, tenable, SONICWALL, digicert, datto, Quadrotech, vmware, brightcove, proofpoint, CYLANCE, ConnectWise, Gigamon, ForeScout, zscaler, Quest, McAfee, MATRIXX SOFTWARE, TREND MICRO, LogRhythm The Security Intelligence Company

A selection of results-driven campaigns run by Kingpin across 2019.

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MOI

Philosophy

Our commitment to the industry will never change – to turn the heads that count in B2B. As innovation accelerates business practices, and new trends, buzzwords, technologies or tools emerge, our principle of turning heads remains.

That's why we're renowned for keeping our clients aligned to their buyers. And why we're best known for award-winning brands, campaigns and experiences. We're not the latest digital boutique, AI shop or media specialist that offers 'what's hot'. That's because we don't believe buyers look only through one lens, or buy through just one channel.

Instead we're the integrated global agency with our finger on the pulse and the capabilities, reach and know-how to ride the times, roll with the punches and keep you in the game.

From ABM to brand building, to digital media and content creation, the list goes on. We've got your back.

Awards

Gold, B2B agency of the year	Marketing Magazine Awards Singapore 2019
Gold, Independent agency of the year	Marketing Magazine Awards Singapore 2019
Gold, Best lead generation or nurturing campaign	The B2B Marketing Awards 2019

Clients

- Ciena
- Facebook
- Google Cloud
- DXC
- Genesys
- Oracle

Sectors

Technology and telecoms

Year founded:
1987

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Turning the heads that count for technology brands across the globe.

© B2B Marketing

Napier

Napier

Philosophy

Napier is a B2B technology PR and marketing agency based in Chichester. Alongside our sister agency Armitage Communications, we help our clients who are some of the most innovative and fastest growing companies, achieve their business goals sooner. Our unique four-step process means we have the ability to identify what's important and strip away the irrelevant.

Napier has been at the heart of marketing technology in Europe since 1984, from Electronics and IT to Industrial Technology; we are specialists in the markets that we target. We pride ourselves on planning and executing campaigns that excite, engage and enthral, using our proven expertise to ensure our efforts focus on getting the right results for our clients.

Our use of deep market insight to build integrated campaigns, helps our clients turn their objectives into achievements; as we focus on speed through the funnel to help our clients move their customers quickly from awareness to opportunity. As a team of individuals who are energetic, creative and enthusiastic about any challenges we may face, our clients understand the benefits in our approach, as we always deliver results.

Awards

- Winner, Most outstanding PR agency — The Electronics Industry Awards 2018
- Top 5, Best for PR — National Awards 2017
- Certified, Communications management standard (CMS) — PR Consultants Association (PRCA) 2018

Clients

- ABB
- Farnell
- Microchip
- NTT Data
- Semtech
- Vicor

Sectors

- Electronic components
- Industrial automation
- Engineering
- Software

Year founded:
1984

Website:
napierb2b.com

Phone number:
01243 531 123

Contact email:
info@napierb2b.com

Twitter: @NapierPR

Address:
Donnington Park House,
Birdham Road, Chichester, PO20 7DU

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Examples of successful campaigns Napier has completed for clients.

© B2B Marketing

Ogilvy

Philosophy

We love B2B, and we're not shy about it. We love its variety. Either we're working as a global brand agency or as an outsourced marketing department, or a demand gen agency, or anything in between. One day we're targeting enterprise and SME businesses both multi-market and multi-sector, the next it's a defined audience of just a few hundred businesses.

We've helped clients restructure their marketing teams to drive innovation and effectiveness. We've solved retention and loyalty challenges. And, as you'd expect, we've developed global brand campaigns and personalised one-to-one experiences.

And because we're Ogilvy, our clients have access to a range of expertise, from our team of behavioural scientists, to our 900 global martech specialists. Then there are our exclusive client events, thought leadership and webinars. Recently we've discussed storytelling, mental health, the future of the workplace, and the future of loyalty.

We work best with brands with long-term ambitions, who engage us across more than one service or capability and more than one time horizon (short, medium, long-term). The size of a client's ambition is more important to us than the size of their budget. We solve business problems with creative thinking for clients including Vodafone, Civica, Inmarsat, IHG, Samsung, Rolls-Royce plc, IBM and EY.

Awards

Gold, Best use of customer insight	The B2B Marketing Awards 2019
Silver, Best corporate decision-maker targeted campaign	The B2B Marketing Awards 2019
Shortlisted, Best B2B	DMA Awards 2019

Clients

- EY
- IBM
- Inmarsat
- Rolls-Royce Plc
- Samsung
- Vodafone

Sectors

- Aerospace and defence
- Financial services
- Professional services
- Technology and telecoms

Year founded:
1948

Website:
ogilvy.co.uk/agency/business-business

Phone number:
07774 111 396

Contact email:
sam.williams-thomas@ogilvy.com

Twitter: @OgilvyUK

Address:
Sea Containers, 18 Upper Ground, London, SE1 9RQ

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From robots, to AI enabled football, less ordinary answers for all of our B2B clients.

 © B2B Marketing

PURPLE AGENCY

Purple Agency

Philosophy

Making communications that actually work.

Purple is an international communications agency of 150 marketing strategists, data and media planners, conceptual creatives, copywriters, designers, developers, technology specialists and client managers who come together, blend their true craft with a gritty determination and make communications that actually work.

If it's business, it's still personal.

Our award-winning, multi-channel B2B division offers a comprehensive mix of multi-channel creative and strategy, campaign development and creative production solutions focused on engaging with the decision makers within business.

Understanding the customer journey.

Our strategic approach brings fresh human insight to business communications, understanding your exact audience, whether that be many or just one and taking them on journeys that they can't resist: online, offline, all the way to the decisive moment.

Awards

Gold, Best corporate decision-maker targeted campaign	The B2B Marketing Awards 2018
Silver, Best use of direct mail	The B2B Marketing Awards 2018
Highly commended, Best demand generation campaign	The Drum Awards 2018

Clients

- Avios
- IBM
- Spectre Fibre
- Honeywell
- Resideo
- Xsens

Sectors

- Financial services
- Industrial, manufacturing, engineering
- Professional services
- Technology and telecoms

Year founded:
2008

Website:
purple.agency/b2b

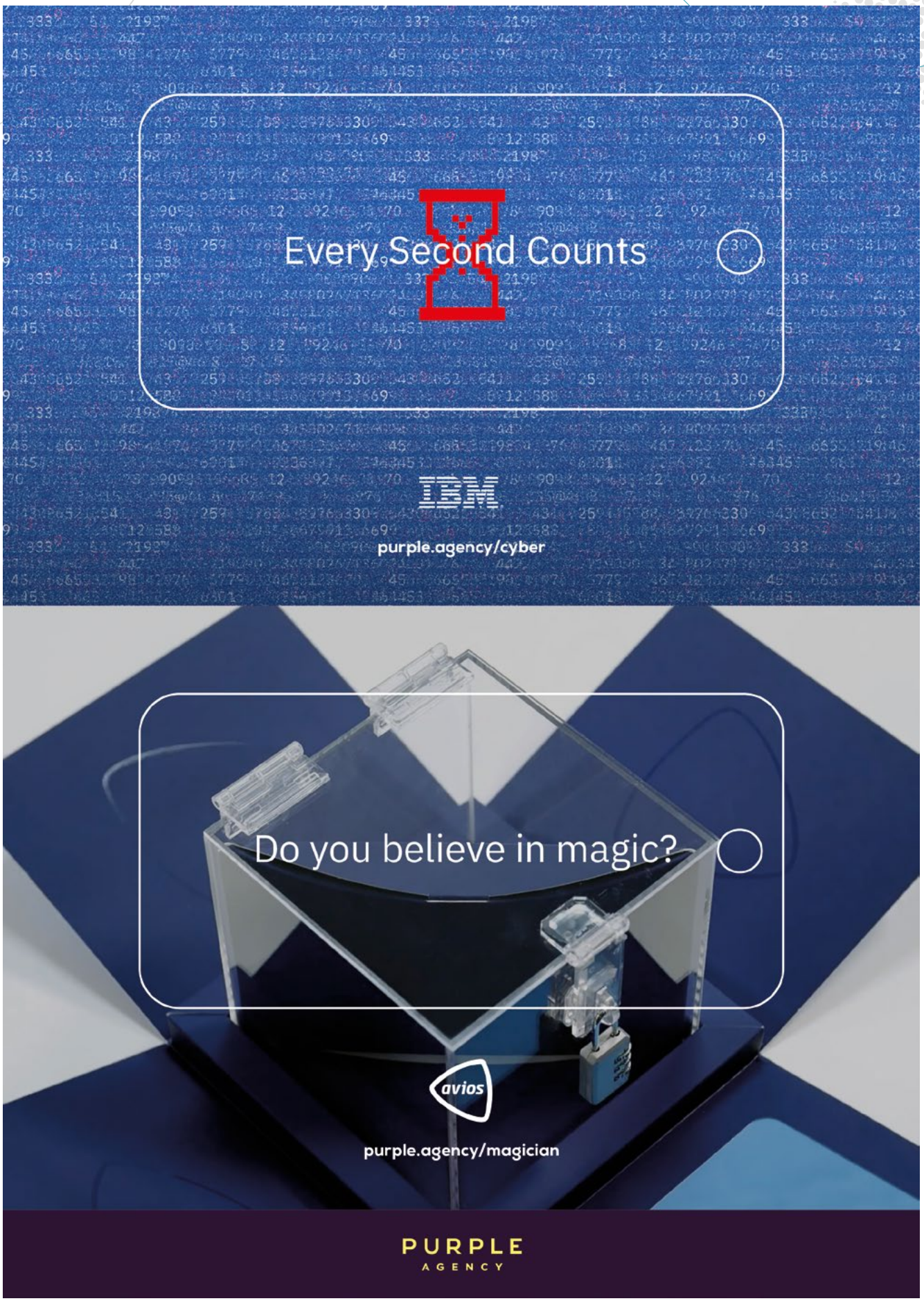
Phone number:
01256 631 660

Contact email:
hello@purple.agency

Twitter: @ThePurpleAgency

Address:
Lilly House, Priestley Road,
Basingstoke, Hampshire, RG24 9LZ

© B2B Marketing



Disrupting and engaging audiences since 2008.

 © B2B Marketing

Quantum Marketing

Philosophy

Quantum Marketing hangs its hat on one simple promise: one agency, one brief, and one measure of success. Let's unpack that.
One agency is easy enough to understand – one team with all the skills and capabilities needed to deliver a complete lead generation programme. That's full end-to-end capabilities too, from strategic consultancy through to tactical execution and audience engagement – delivered by highly skilled, experienced, and talented individuals.

Then there's the one brief part. Yes, we can talk philosophy and promote a message based on ABM or 'customer obsession' etc. And yes, we can talk big-picture thinking, social selling, digital marketing or automation. But what we really think makes us stand out is how we make such services easy for clients to engage with. You tell us once, and we take care of the rest.

Finally, there's our story for 'one measure of success'. We're an agency that's always been keenly aware of the need to deliver the numbers. These may come in the form of awareness metrics, impressions, downloads, or bums on seats for an event. That said, for most of our B2B tech clients, success means pounds to pipeline. And that's where we truly come into our own.

Awards

Winner, Best lead generation campaign	The B2B Marketing Awards 2013
Winner, Best use of digital from technology, media and telecoms	Digital Impact Awards
Finalist, Best use of content marketing	The B2B Marketing Awards 2014

Clients

- Dell
- Google
- Mitel
- NetApp
- Oracle
- Sage

Sectors

- Information services
- Technology and telecoms
- Professional services

Year founded:
1998

Website:
quantummarketing-group.com

Phone number:
01189 022 500

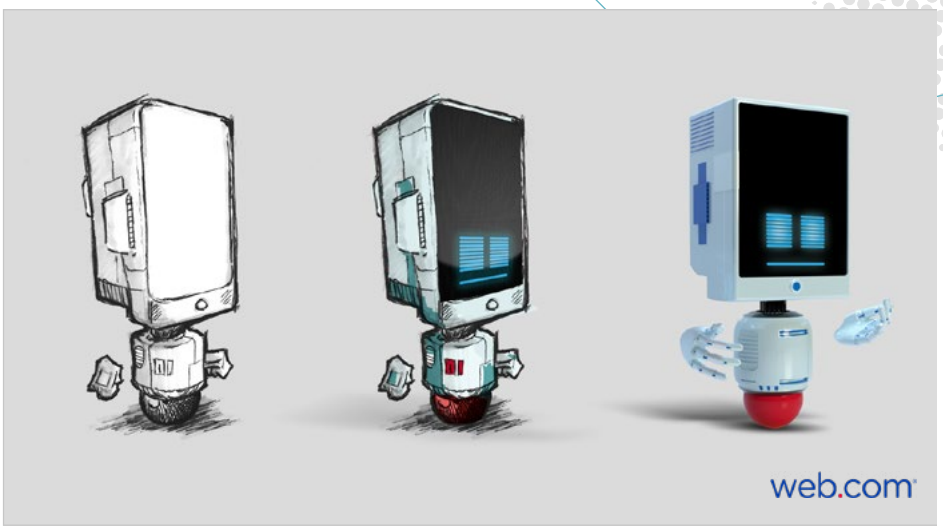
Contact email:
enquiries@qm-g.com

Twitter: @QM_G

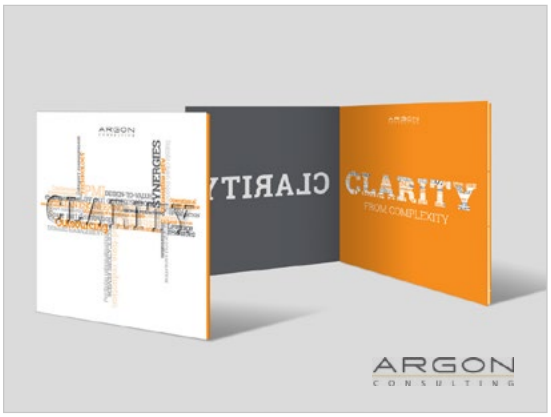
Address:
Abbey Gate, 57-75 Kings Road,
Reading, Berkshire, RG1 3AB

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Radley Yeldar

Philosophy

Radley Yeldar is an award-winning, independent, London and Birmingham-based creative consultancy. Our 200-strong team of specialists has been helping to create a world that believes in business for over 30 years, through a unique blend of business and strategic integrated services – including employee engagement, reporting, sustainability, brand positioning and identity, purpose and more – all brought to life through film, campaigns, experiences, print, digital content and platforms. In a changing world evidence x inspiration is the new formula for success and everyone needs something to believe in. So let's get started.

Awards

Winner, Best corporate communications campaign	The Drum B2B Awards 2019
4th best large company	Campaign best places to work 2019
Gold	Cannes Corporate TV and Media Awards 2019

Clients

- GSK
- Nationwide
- The Lego Group
- Travelers
- ViiV Healthcare
- Vodafone

Sectors

- Energy and utilities
- Professional services
- Pharmaceuticals and life sciences
- Property and construction

Year founded:
1986

Website:
ry.com

Phone number:
020 7033 0700

Contact email:
hello@ry.com

Twitter: @RadleyYeldar

Address:
24-27 Charlotte Road,
London, EC2A 3PB

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The Crocodile

Philosophy

Connecting your customer experiences

The Crocodile is a people first company. We believe in people: our people, your people, and your customers. Our mission is, and always has been, to make B2B marketing more human.

Purpose built

We're purpose-built to deliver B2B marketing transformation for leading CMOs tasked with change. Combining consulting, technology, and digital marketing, we help companies across the globe to shape their businesses around the needs of the customer.

Liberated thinkers

Design thinking and creativity are essential ingredients that fuse everything we do – from aligning your process, technology and data, right through to creating content, elevating your social presence or boosting your paid inbound performance. We are a team of liberated thinkers with multi-disciplinary skills.

At The Croc, we deliver contextual, personalised, omni-channel experiences so you can build relationships with the people that matter.

Awards

Winner, Best demand generation campaign	The Drum B2B Awards 2019
Silver, Best content marketing campaign	The B2B Marketing Awards 2018
Silver, Best lead generation and nurture campign	The B2B Marketing Awards 2017

Clients

- London Stock Exchange Group
- ON24
- ServiceNow
- Sitecore
- Standard Life
- Verizon Media

Sectors

- Business services
- Professional services
- Financial services
- Technology and telecoms

Year founded:
2009

Website:
thecroc.com

Phone number:
020 7749 4400

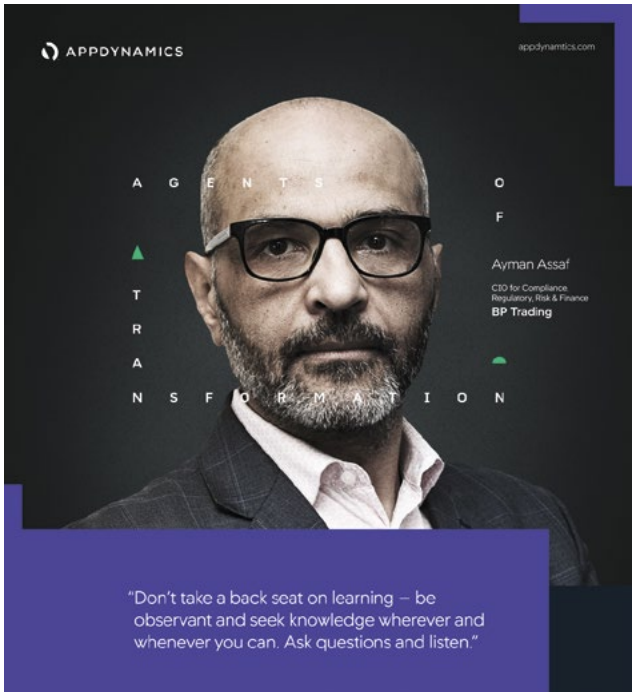
Contact email:
matt.garisch@thecroc.com

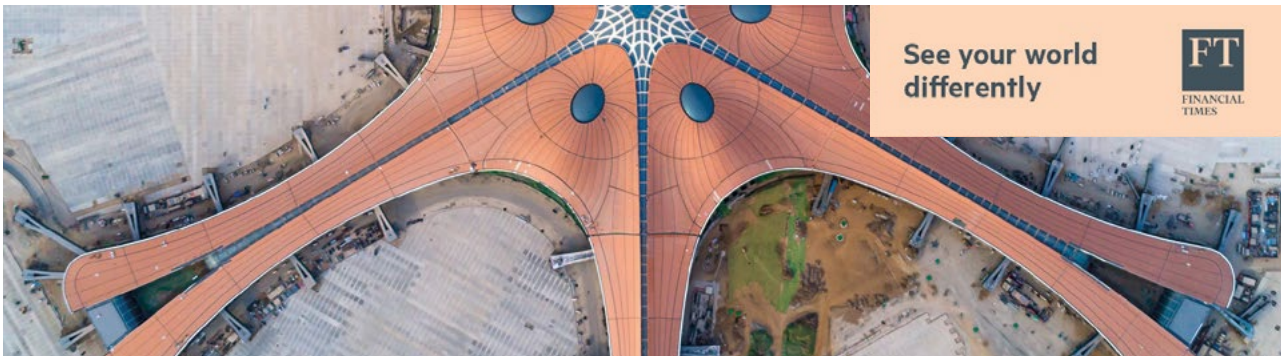
Twitter: @crocbites

Address:
The Lux Building, 2-4 Hoxton Square, London, N1 6NU

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"The Crocodile is a real partner to the ServiceNow marketing team on our journey to improve the Customer Experience across the board. They help us by offering the perfect combination of strategy, data and technology while never losing sight of the most important piece – our customer."

Mariette Pepping, Director Digital Marketing, EMEA, ServiceNow

"I really enjoy working with our team at the Croc. They are adaptable, results orientated and have helped us move the dial on all of our digital activities from PPC to SEO. Because of their results we are now using them to execute globally and support other areas of our business."

Ben Cooper, European Marketing Director, ON24

"The Connections programme created and delivered by The Crocodile has transformed how dealers can use the new social and digital tools available to them. The Crocodile has helped provide the scale and ability for dealers to build stronger customer relationships using new techniques and channels. The results are fantastic – outperforming engagement benchmarks and growth KPIs."

Karl Serneberg, Director of Marketing, Volvo CE EMEA

Our clients: Top left: Google Campus London, social media campaign; top right: AppDynamics, Agents of Transformation *campaign; middle: Financial Times, B2B subscriptions campaign.*

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The Marketing Pod

Philosophy

The Marketing Pod is not your typical marketing agency – our B2B marketing specialists have extensive in-house experience, giving us a unique perspective that other agencies don't have. We understand the importance of getting to know your business, so we strive to become an extension of your in-house marketing team.

We've also built the Pod differently, ensuring we can handle every element of your marketing to offer a full-house, in-house agency experience, and our expertise across the board means that you can rely on us to deliver exceptional results. With us, you have one single point of contact for all your needs, consistency across your marketing channels and the benefit of being able to access award-winning B2B marketing solutions that promise to make you stand out in a crowded market place.

The Marketing Pod: Our approach is unique. Our people are our difference.

Awards

Gold, Best integrated campaign (B2B)	PRIDE Awards (CIPR) 2018
Consultancy of the year	PRCA DARE Awards Small Consultancy of the Year 2018
Gold, Best publication	PRIDE Awards (CIPR) 2017

Clients

- AMP Clean Energy
- Inspired Energy
- Viridor
- GEFCO
- Orsted
- Xoserve

Sectors

- Business services
- Technology and telecoms
- Energy and utilities

Year founded:
2013

Website:
themarketingpod.co.uk

Phone number:
01564 742 848

Contact email:
jenny@themarketingpod.co.uk

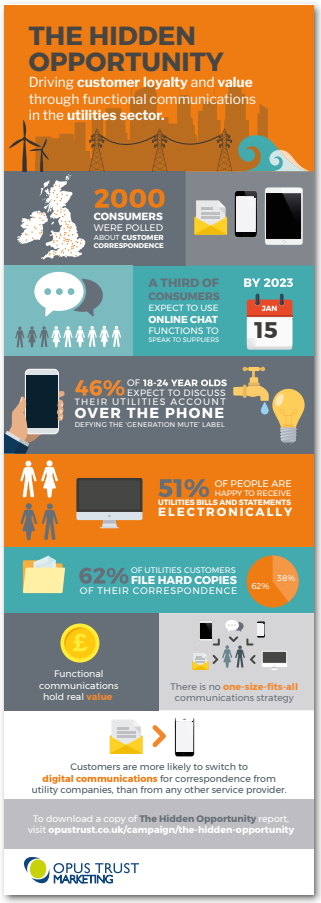
Twitter: @wegrowideas

Address:
Units 1-4, Umberslade Business Center, Pound House Lane, Solihull, B94 5DF

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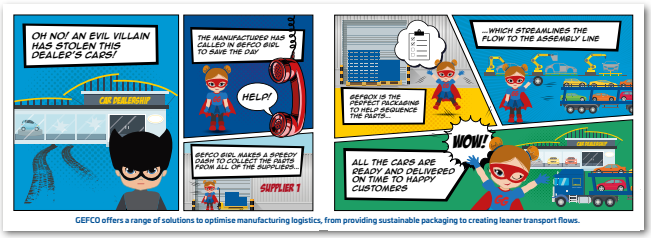






















We delight in the challenge of finding creative ways to market B2B products and services. The platforms, audiences and subject matter that we work with is varied. B2B shouldn't be boring. We pride ourselves on helping our clients to stand out from the crowd with compelling concepts and creative execution.

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The Telemarketing Company

Philosophy

Since 1990, we have specialised in providing best in class, unscripted telemarketing, telesales, and Inside sales, complemented by a full range of pre- and post-sales telephone research and compliance services.

Our business model is based on our ability to accommodate the complex, diverse and changing requirements of our clients, many of whom are industry leading enterprise organisations working in regulated industries. We are flexible and collaborative and can quickly shape bespoke solutions with agility and hands-on focus and deliver better results faster, without compromising quality.

We work hard to to improve results, using a structured review process. We implement quickly and test rigorously. As every requirement is unique and changes over time, we offer tailored, end-to-end solutions that can flex and scale to support growth.

We are completely transparent - one of the first agencies to offer call recordings back in 2008. Our on-line, real-time reporting suite, TTMC Connect, provides clients with detailed access to programme performance, results, call recordings and assessments.

We've spent 30 years growing into one of the top telemarketing agencies by developing the best people, training, systems and processes. That vision continues going forward.

Clients

- Allianz Global Assistance
- American Express
- Enterprise Rent-A-Car
- Gamma
- Kwik Fit
- Lufthansa

Sectors

- Energy and utilities
- Industrial, manufacturing, engineering
- Financial services
- Technology and telecoms

Year founded:
1990

Website:
ttmc.co.cuk

Phone number:
01273 765 000

Contact email:
info@ttmc.co.uk

Twitter: @ttmcuk

Address:
26 & 27, Regency Square,
Brighton, East Sussex, BN1 2FH

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30 YEARS

Sales growth and insight to the world's leading organisations

100+

Customer Testimonials



73,502

Sales, leads & Appointments **per Quarter**



15+

Languages



Native Speakers

100%



Call Recordings

59,855

Research & Customer Satisfaction Surveys **per Quarter**



the telemarketing company

www.ttmc.co.uk

Since 1990, we have provided specialist B2B voice contact services to some of the world's leading organisations. This is a snapshot of some of our output on their behalf.

© B2B Marketing

Torpedo

Philosophy

Torpedo is a B2B full-service creative agency for the digital world.

We give B2B marketers the creative firepower to captivate customers, build brand trust and accelerate business growth.

We believe creativity has never been more important for B2B brands. In a world dominated by data, technology and fragmented communication channels, creativity is the hook that demands attention. Ideas, propositions, and stories that resonate with your audience, persuading them to give your brand some of their valuable time. Compelling them to stop, look, listen, engage and believe.

Creativity sits at the heart of everything we do. We champion your brand. Think like your customers. See the world through their eyes. Blending insight, design, content, technology and customer experience, we deliver effective multichannel marketing campaigns, ABM programmes, brand communications and digital experiences that transform performance and bring your brand vision to life.

Torpedo. Creative firepower for B2B brands.

Awards

Shortlisted, Technology	DMA Awards 2019
Winner, Paid media	The Drum DADI Awards 2019
Finalist, Automotive	The Drum Roses Creative Awards 2019 Finalist

Clients

- Adobe
- Autodesk
- Epson
- Panasonic Business
- PETRONAS
- Rackspace

Sectors

- Business services
- Oil and gas
- Industrial, manufacturing, engineering
- Technology and telecoms

Year founded:
2003

Website:
torpedogroup.com

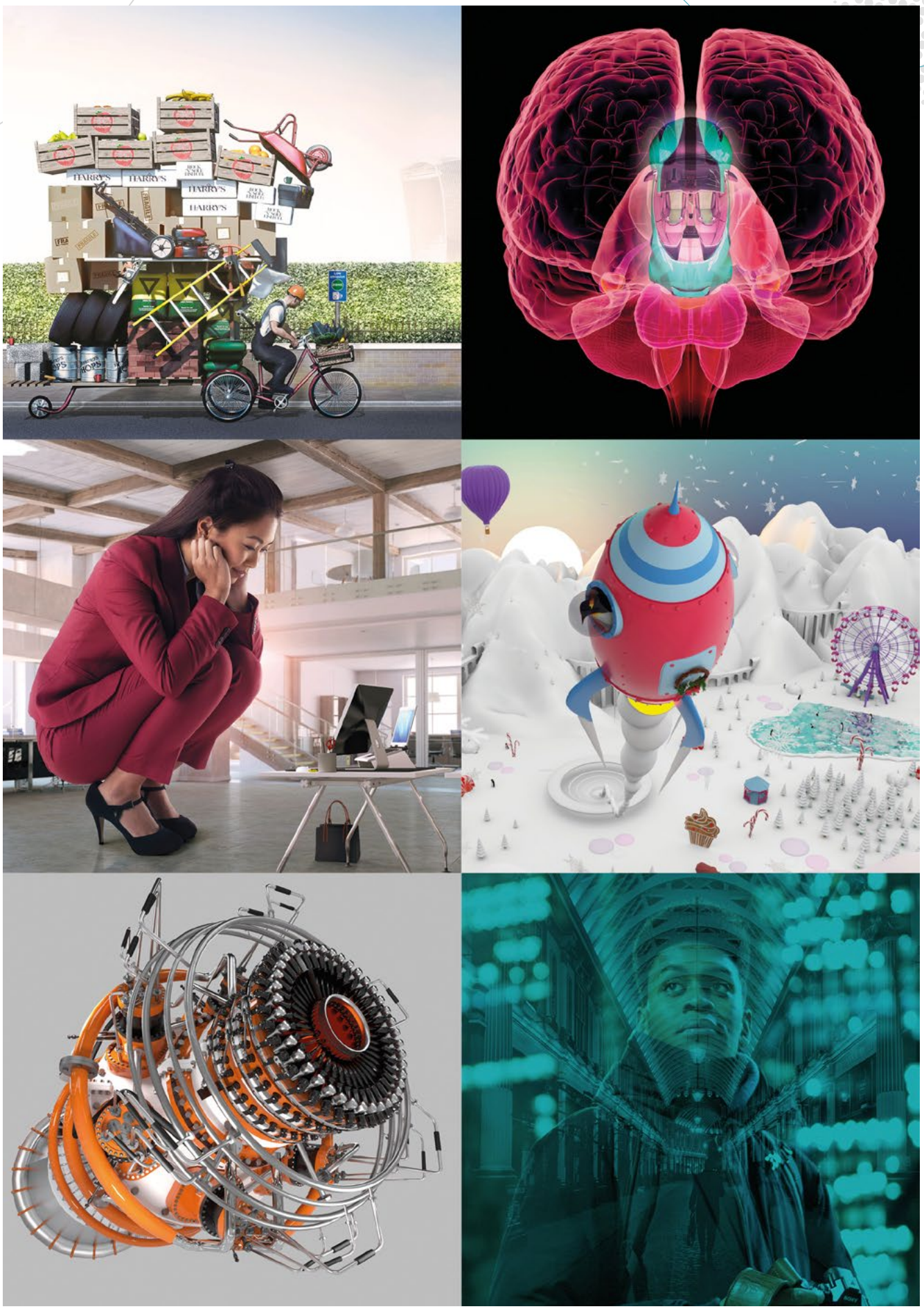
Phone number:
01865 733 710

Contact email:
theteam@torpedogroup.com

Twitter: @TorpedoAgency

Address:
The Long Barn, Worton Parkm
Cassington, Oxfordshire, OX29 4SX

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At Torpedo we use creativity to solve business problems and grow brands. We create ideas and transform them into experiences that captivate audiences at every touchpoint.

 © B2B Marketing

twogether

Philosophy

The multi award-winning, global, 100% B2B technology agency. And the only one able to deliver a total service, fully-integrated, in-house. To bring technology to life, twogether, as one.

We live and breathe technology. Unearth new answers. Grasp complex propositions quickly. We embrace our hard-wired instinct for industry nuance and change. All to keep clients ahead of the curve, maximising returns on their investments. That's why 70% of our clients have been with us for more than five years.

From start-ups to tier-one tech brands, organisations that work with twogether benefit from a unique approach to marketing. A holistic way of thinking where we throw, the experience and expertise of the entire agency behind their projects.

Clients choose from a range of services built to address unique requirements. These include creative, digital, media, martech, voice, strategy and planning along with our own channel marketing platform, partnermarketing.com.

Awards

Gold, B2B Marketing communications agency of the year	The B2B Marketing Awards 2019
Bronze, Best use of account-based marketing	The B2B Marketing Awards 2019
Bronze, Best use of social media marketing	The B2B Marketing Awards 2019

Clients

- Hitachi Vantara
- Dell EMC
- Lenovo
- O2
- Samsung
- Splunk

Sectors

Technology and telecoms

Year founded:
2012

Website:
wearetwogether.com

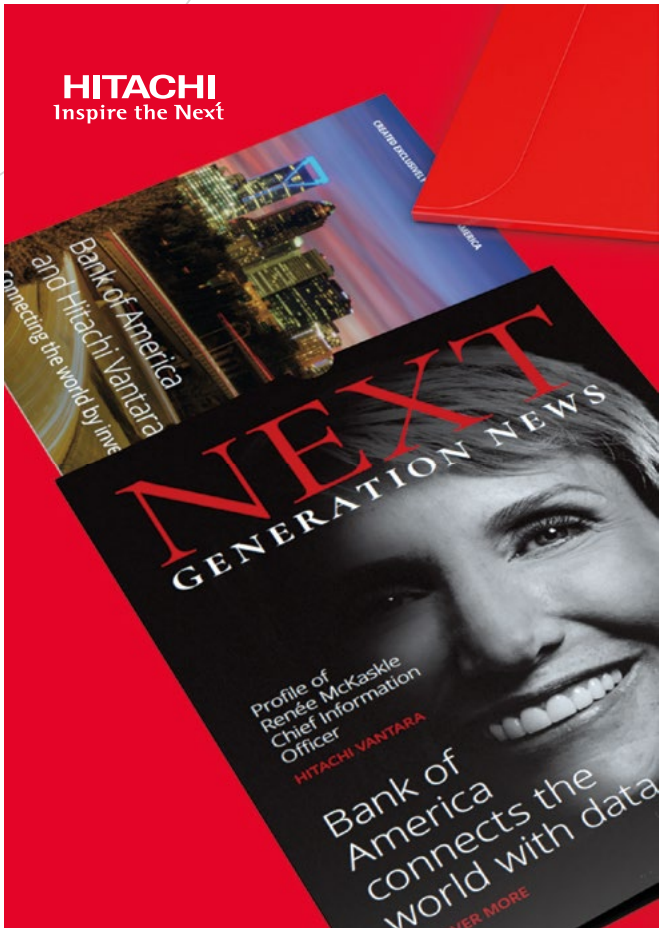
Phone number:
01628 894 620

Contact email:
hello@wearetwogether.com

Twitter: @wearetwogether

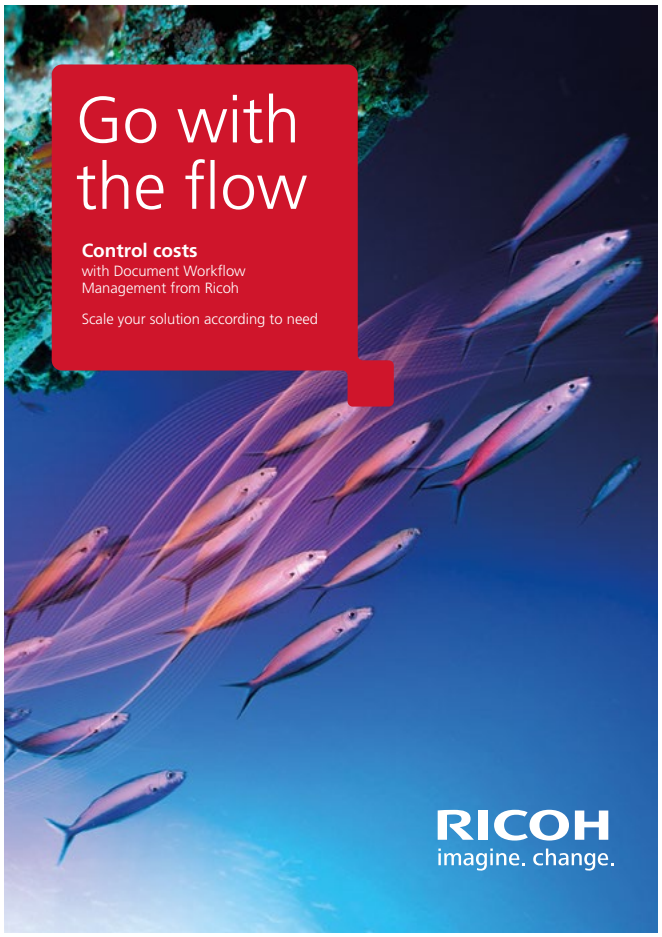
Address:
Globe House, Third Avenue, Globe Park, Marlow, SL7 1EY

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Our passion for technology is matched by our passion for creativity. Every one of our projects is unique in its objectives, and so is the creative approach.

 © B2B Marketing

DIRECTIONGROUP UNLIMITED

FIRSTBASE UNLIMITED

NELSON BOSTOCK UNLIMITED

Unlimited Group

Philosophy

Three specialist agencies with one focus. You.

We help you join the dots to drive brand growth, from reputation to revenue, from automation to conversation. Our specialists work together to go beyond the brief, engineering precise campaigns that steal hearts, change minds and win business.

We do this by connecting your business challenge with our belief in client service; your story with clear human insight; your ambition with our expertise.

When you make the right connections, the possibilities are Unlimited.

Awards

- Winner, Best marketing campaign for Fujitsu — CRN Sand Marketing Awards 2019
- Winner, B2B tech PR agency of the year — Computing Tech and Innovation Award 2019
- Highly commended, Best corporate website for Eddie Stobart — CorpComms Awards 2019

Clients

- Canon
- Cognizant
- EE
- Fujitsu
- Microsoft
- Twilio

Sectors

- Financial services
- Media and marketing
- Industrial, manufacturing, engineering
- Technology and telecoms

Year founded:
1987

Website:
directiongroup.com
fb-unlimited.com | nb-unlimited.com

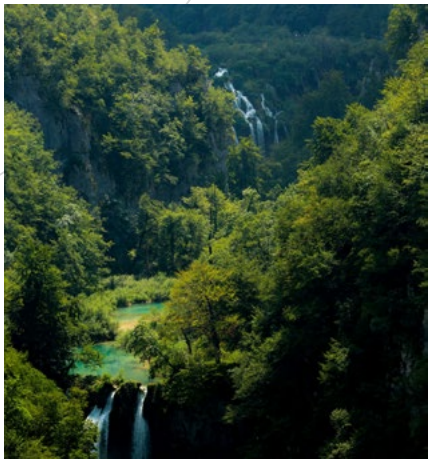
Phone number:
020 7792 7416

Contact email:
alana.herington@nb-unlimited.com

Twitter:
@Direction_Grp | @FirstBaseAgency
@NelsonBostock

Address:
Unlimited House, London, W1F 9NB

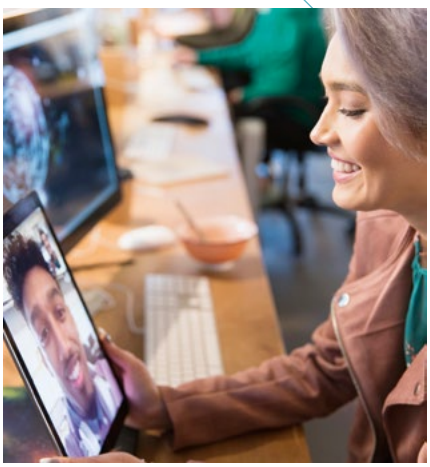
© B2B Marketing



THE CX JOURNEY: AN UNCHARTED ADVENTURE

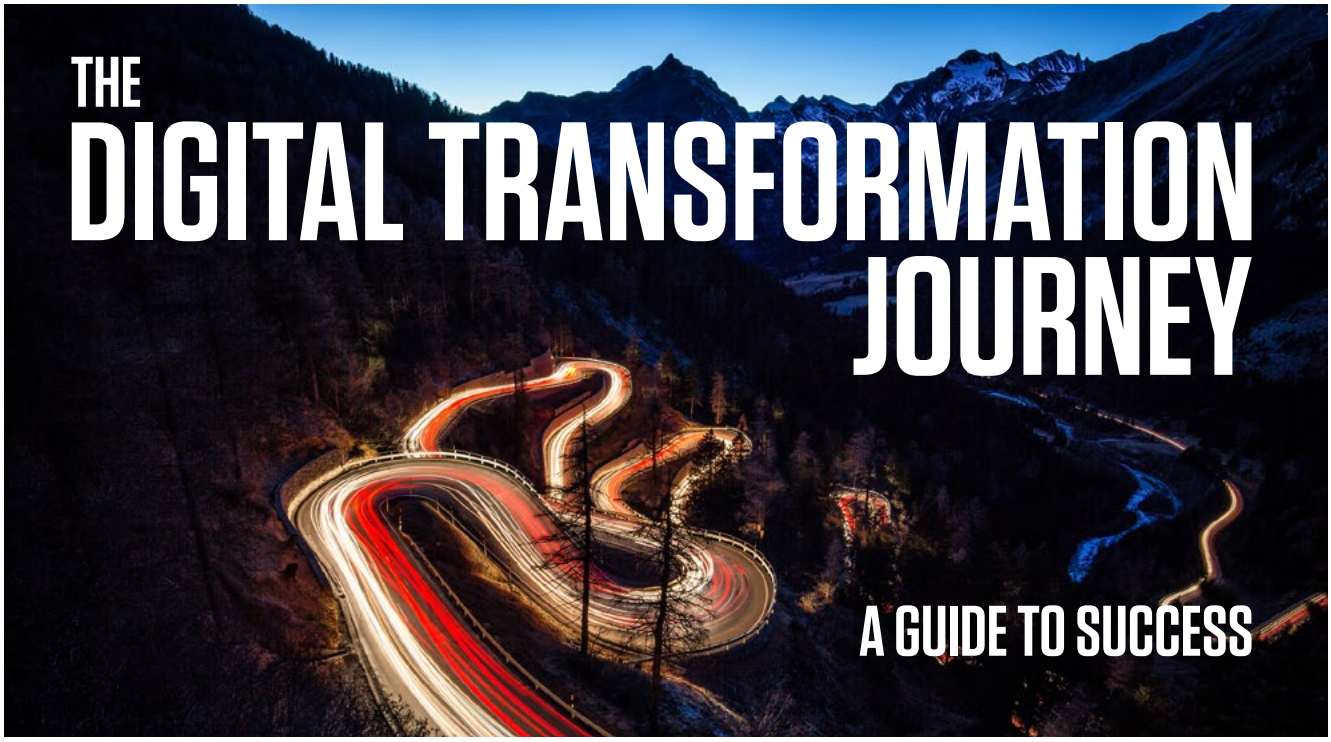
Chapter one

Canon



THE TRENDS RESHAPING CUSTOMER EXPERIENCE

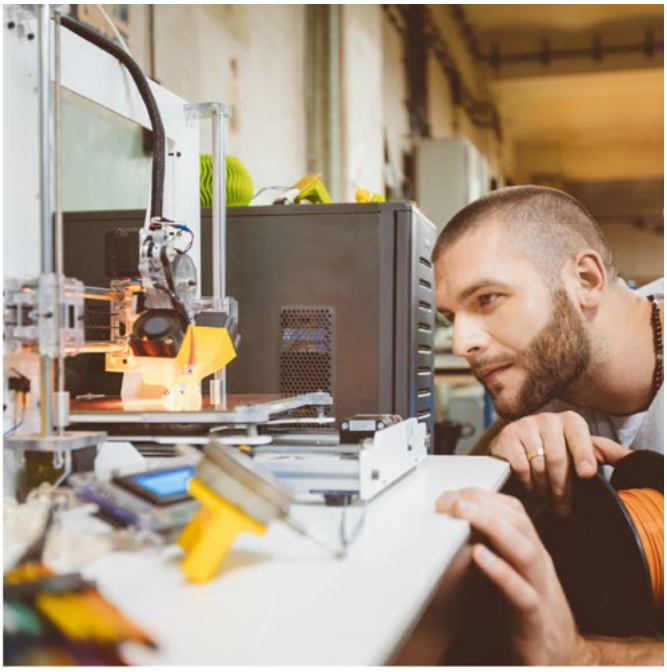
Canon



HOW TO MAKE YOUR CUSTOMERS CLICK

Download Our SME IT Buyer's Guide to CCM

Canon



Canon needed a voice on business transformation that the C-Suite would listen to. The Unlimited Group delivered leads and brand awareness for Canon with a brand new audience through beautiful content based on audience understanding.

© B2B Marketing

Wavemaker

Philosophy

Wavemaker is a new kind of global agency, delivering transformative solutions through media, content and technology. We have an unrivalled collection of purchase journey data, over 500,000 customer journeys globally, deploying purchase journey expertise to maximise growth opportunities for every client. Within our dedicated B2B hub we interrogate the increasing complexity of business purchase journeys, across multiple categories and audiences, using a range of industry leading planning tools and data partnerships. We aspire to build meaningful relationships with our clients and offer services including; media consultancy, precision performance planning and lead generation, social and SEM, brand activation strategies, media and influencer partnerships, dynamic creative optimisation and more. Our strategic audience analysis and channel mapping enables us to maximise investment across all traditional and new media platforms. We believe in the power of emotional connection, human and personalised media informed by data, to build brands, engage audiences and drive growth for our clients. Our mission is 'Let's make the Future'. At a time when market and audience behaviour is disrupted 24/7, we never stop evolving to help B2B clients succeed. We are a part of GroupM, WPP's global media investment management company, to deliver B2B specialism at scale.

Awards

Gold, Best media idea under £250k	MediaWeek 2019
Gold, Best agency partner	MediaWeek 2019
Silver, Best media idea (£250k-1m)	MediaWeek 2019

Clients

- BDO
- Caterpillar
- Pure Storage
- BUPA Business
- Finastra
- Rolls-Royce

Sectors

- Business services
- Professional services
- Financial services
- Technology and telecoms

Year founded:
2018 (Wavemaker), 2002 (MEC)

Website:
wavemakerglobal.com

Phone number:
07500 991 186

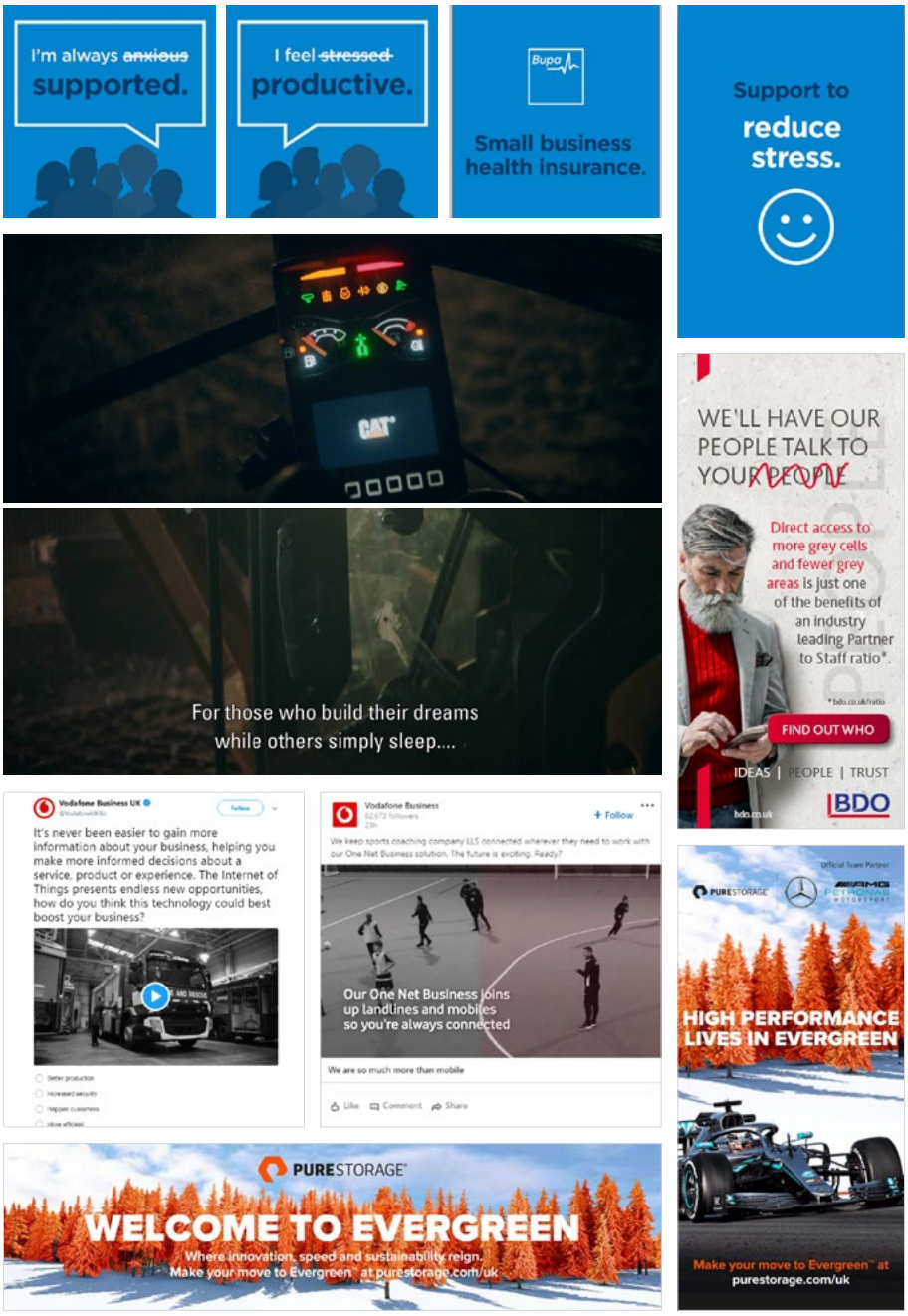
Contact email:
katy.maloney@wmglobal.com

Twitter: @WM4Business

Address:
18 Upper Ground, 7th Floor,
London, SE1 9ET

© B2B Marketing

WM BUSINESS



www.wavemakerglobal.com

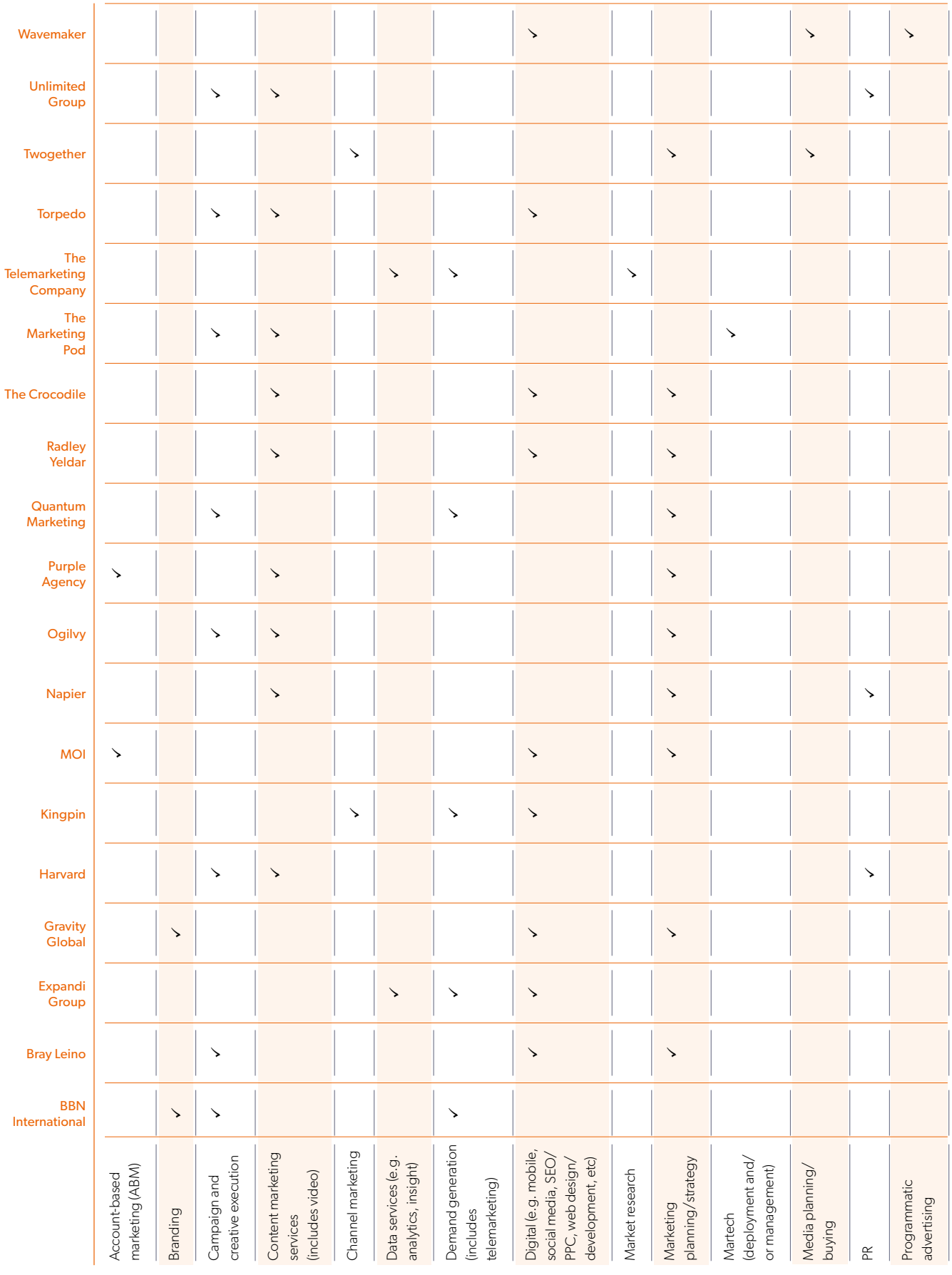
@WM4Business

Katy Maloney **4business.london@wmglobal.com**

At Wavemaker Business our clients see business audiences differently, taking a human approach we use our unique purchase journey lens to bring their communications to life through creative media solutions.

 © B2B Marketing

Specialist expertise



© B2B Marketing

B2B Marketing

Insight · Development · Training · Events

The B2B Marketing Agency Premium Plus membership programme

Our Agency Premium membership programme provides a unique resource for marketing agencies targeting the lucrative B2B sector.

The programme includes hard copies of the award-winning B2B Marketing magazine and the annual B2B Agencies Benchmarking Report, for client-impressing collateral.

The Agency Premium membership provides a gateway to unmissable networking opportunities with discounts across our annual events.

Your annual Agency Premium Plus membership brings you:

- ✓ 4 page showcase within the annual B2B Agencies Benchmarking Report.
- ✓ 12 month listing in the B2B Directory (online and in the quarterly B2B Marketing Magazine).
- ✓ Ability to upload 10 pieces of downloadable content to your Directory on b2bmarketing.net.

Your annual Agency Premium Plus membership brings you:

- ✓ Two bound copies of the B2B Agencies Benchmarking Report.
- ✓ Two copies of the award winning B2B Marketing magazine, per quarter.
- ✓ Access to the B2B Marketing magazine online.
- ✓ 15% discount on B2B Marketing events.
- ✓ Access to the latest exclusive reports, frameworks and templates, and our full member content archive.

Price: **£2999 per year**



To find out more, call our client solutions team on

+44 (0)207 014 4920

About

B2B Marketing

Established in 2004, we are the number one go-to resource for B2B marketers across the globe.

Through our content hub and professional development services – including events, training and networking – B2B Marketing users are empowered with the tools, insight and inspiration they need.

Our promise to you

Things change fast in B2B. Just staying on top of the changes can be a full-time job. So, we do that job for you.

With our subscriber content, training and events we guarantee you'll:

- Put your best-ever strategies in place.
- Lock down the multiple skills, tools and insights you need.
- Find real-world inspiration for rolling out some outstanding marketing initiatives.
- Make the progress you've always wanted in putting marketing at the top of your business.

How we help you, your team and your business to grow and succeed

- Free online member content, including guides, toolkits, interviews and case studies from experts and inspirational leaders in B2B.
- Premium, subscriber-only content, including industry research, benchmarking and analysis, expert strategy and tactical guides and a *B2B Marketing* magazine subscription.
- Annual events for B2B marketers and leaders: Ignite London; Ignite USA; The ABM Conference; Get Stacked: The B2B Marketing Technology Conference; and the B2B Marketing Awards.
- Bespoke training for marketing teams (UK only).
- More than 40 one-day open training courses and workshops each year (UK only).
- Leaders networking, through the B2B Marketing Leaders programme and Leaders Forum (UK only).

First step

- Choose a 12-month subscription to all our Premium subscriber content – for just £399/$499.
- Go to b2bmarketing.net/unlock to find out more about the benefits of subscribing.
- Or call our client services team on +44 (0)207 014 4920.

B2B Marketing

Insight · Development · Training · Events

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