In partnership with:

Storians

PROPOLIS
FROM B2B MARKETING

Trendsetters and Trailblazers 2023

What do the most influential professional services marketers have in common?



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PART 1

1. Giving professional services the kudos it deserves



David Rowlands,
head of content, B2B Marketing

The date? March 2022. The location? The Union Club, Soho, London.

A lunchtime meeting between B2B Marketing and the two co-founders of the newly rebranded agency, Storians, took place. During that lunch, the importance of marketing in professional services became a topic of hot debate.

Everyone around the table agreed that it neither gets the attention nor the recognition that it deserves. Whilst agency and tech marketers often appear to get most of the plaudits, professional services marketers are quietly working away, creating incredible campaigns and not always getting the kudos they deserve.

In-between courses, an idea takes hold. "Let's celebrate some of the world's most interesting professional services marketers – those doing really exciting work, and holding the torch for professional services." "OK great, but similar things have been done before. What would make this different?"

"Why don't we build in a psychological assessment for each of the marketers included to see what really makes them tick?"

And so, this report, and its belief in celebrating the very best of marketing in professional services, was born.

Methodology

Using our knowledge of the industry, and Storians' own extensive professional services network, we drew up a list of around 80 professional services marketers that we knew were driving interesting and significant marketing agendas. Once this initial list was established, we whittled it down to our final list, based on the following criteria:

1. **The individual's global voice**. How active are they on the events circuit and/or social media? Is this individual just a great marketer, or are they a true champion of professional services marketing?
2. **Innovation and/or effectiveness**. What sort of results has this individual delivered? Have they done something particularly new and exciting in marketing?
3. **Peer recommendations**. How do other professional services marketers view the individual in question? After all, these people know the industry better than anyone else, so what do they think (hint: we asked them!)?

Naturally, these factors are hard to quantify, but it's important to note that the final list included within this report is not a ranking. It is merely a selection of some of the finest individuals professional services marketing has to offer.

Once we had drawn up our final list, each individual was invited to undertake a psychometric assessment using the Hogan Methodology, conducted by global leadership advisory firm, RHR International. The results of these assessments were benchmarked against an average, collected from around 1200 executive level global professionals.

Lastly, to complete the picture, we spoke to each of our Trendsetters and Trailblazers to ask them these three questions:

1. What has shaped you as a person?
2. What has shaped you as a leader?
3. What is likely to shape marketing in professional services in the near future?

The responses to these questions were refreshingly open and provided a real insight into what drives these individuals.

With all of that in mind, our hope is that this report's impact is threefold:

1. To celebrate some of the finest talent that professional services marketing has to offer.
2. To challenge the often-heard narrative that professional services marketing is somehow the poor relation to its B2B or B2C cousins.
3. To inspire other professional services marketers, and to offer food for thought for their own career development.

So, without further ado, I will now hand over to our partner, Storians, before we get to the list.

About this research

B2B Marketing is grateful of the support of two valuable partners in conducting this research:

Storians is B2B Marketing's number one 'Rising Star' agency this year. They're a creative business that gets business, changing the way people feel through the power of storytelling. Through partnering some of the world's most significant professional services companies, their agency has a deep understanding of the sector combined with a relentless desire to find the most interesting creative solutions for those companies. As this report shows, professional services marketers are bold, innovative and creatively driven. However, whether it's because of the wide range of stakeholders involved, or the lack of ambition at senior management level to support marketing, they often struggle to tell engaging and lead generating narratives.

RHR International is a global leadership advisory firm, working with the world's most influential brands to shape leaders who shape the world. RHR International carried out assessments of our Trendsetters and Trailblazers, provided feedback to the candidates on an individual basis, and produced an aggregated analysis of the group as a whole.

2. A word from our partner

By Storians

All businesses rely on marketing to grow; to reach their targets and surpass them, becoming the backbone of many organisations. But it's the top performing and most influential marketers that are responsible for driving their companies forward. In a previous study by B2B Marketing,[1] research found that high performing marketing teams are more likely to make a greater contribution to business growth, out-perform competitors, and work in higher growth businesses. Great marketers get great results, and the leaders in this report set themselves apart by doing things differently.

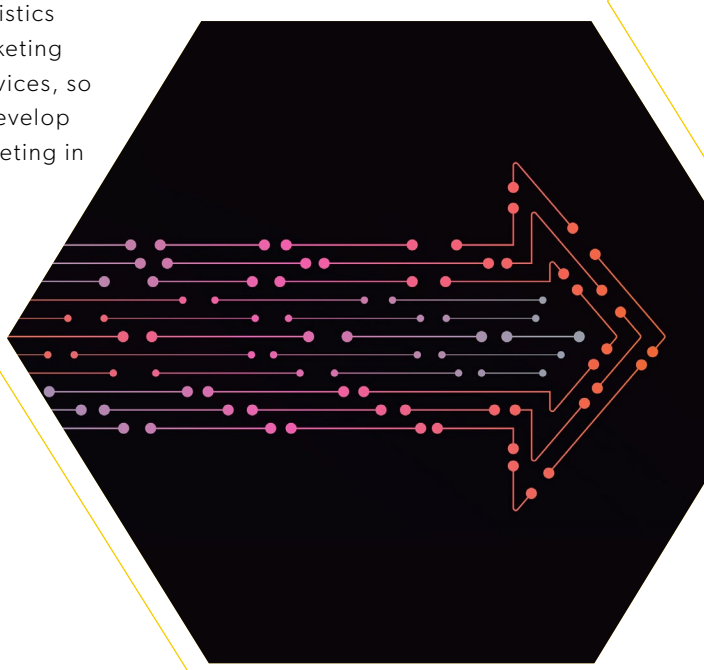
The study by B2B Marketing found that the behaviours and priorities of the marketing teams making the biggest contributions to their organisations are significantly different to those of average teams. Top performing marketing functions are more strategically aligned to business objectives (33% higher), more customer-driven (29% higher), stronger at managing the brand (22% higher) and at providing measurement and reporting (7% higher).

But what about the characteristics of the marketing leaders generating these great results for their businesses? Are there defining characteristics that set high-performing marketing leaders apart from the rest? This is what this report set out to analyse.

As well as recognising and celebrating those who are making great achievements, B2B Marketing and Storians wish to paint a picture of the successful characteristics of the most influential marketing leaders in professional services, so that we can understand, develop and perpetuate great marketing in this space.

Storians is pleased to be partnering with B2B Marketing for this report – an institution that is widely recognised for its best practice knowledge and objective research. This report aims to provide insight for other marketing leaders, the most influential marketers of the future and those who are looking for their next outstanding CMO.

Think your name, or a colleague's name, is missing? Get in touch with us at Storians to be considered for next year.



1 www.b2bmarketing.net/en-gb/free-downloadable-guides/high-performance-business-marketing

3. Meet the 2023 Trendsetters and Trailblazers



Matthew Allen,
Business Development & Marketing Director, Bidwells
B2B Marketing's Marketer of the Year for 2022

A highly regarded property marketing leader, Matt has a track record of delivering brand and business growth across the commercial, residential and rural sectors. This experience has helped him transform the effectiveness and recognition of Bidwells' business development and marketing team.

He focuses his energy on thought-leading campaigns that define Bidwells in its chosen markets – projects that have won a succession of international and property market awards on the back of the business opportunities and government engagement they have created.

With natural enthusiasm and confidence, Matt has helped galvanise Bidwells behind its group strategy. Working closely with the main board and operating group, he ensures divisional plans are aligned with the objectives of Bidwells group to capitalise on areas of strength and accelerate areas of growth.

Matt has been in professional services marketing for the past 17 years leading teams and driving campaigns across the UK and EMEA.



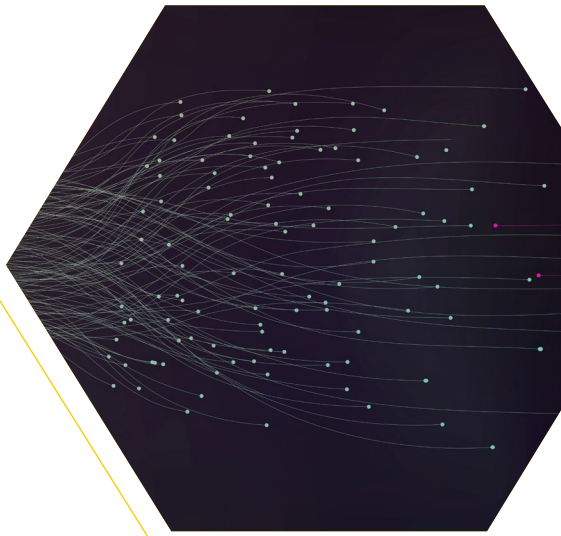
Sadie Baron,
CMO, Reed Smith

Sadie Baron's mission as Reed Smith's CMO is to tell the world the Reed Smith story. After all, it's a story she is very proud to be part of.

Using her 20+ years' experience in marketing to develop a vision for her function that is light years ahead of the competition, she empowers her team to make a difference together.

Driven and enthusiastic with high energy, her style is pragmatic and practical and often described as being 'off the creative scale,' but this is balanced with the interpersonal skills needed to sit at the head table. Sadie has a rare mixture of skill sets which cross functional teams can bank on.

She also feels proud and privileged to work every day with some of the brightest legal minds in a firm that values the power of marketing and business development.





Leor Franks,
Director of Business Development & Marketing, Kingsley Napley

Leor is Director of Business Development & Marketing at the London-based law firm Kingsley Napley. He has spent over 20 years in the legal and professional services sectors in a combination of business development/marcoms leadership positions, as a fee earner, and originally as the editor of an industry journal.

He has built award-winning teams in his five director/CMO roles across a range of types and sizes of professional service firms, including at Deloitte, EY, FTI and Augusta, in addition to his current board role at Kingsley Napley.

Leor also sits on the advisory boards of industry body Managing Partners' Forum and the University of London Queen Mary Business School. He is chair of the Metropolitan Police Cannons Ward Panel and the Managing Partners' Forum Marketing & Strategy Group.

He is a regular conference speaker and has authored numerous articles on professional services business development and marketing published across legal and marcoms titles. He is a graduate of both Oxford and Cambridge PS firm leadership programmes and holds a chartered financial qualification and a master's in management.

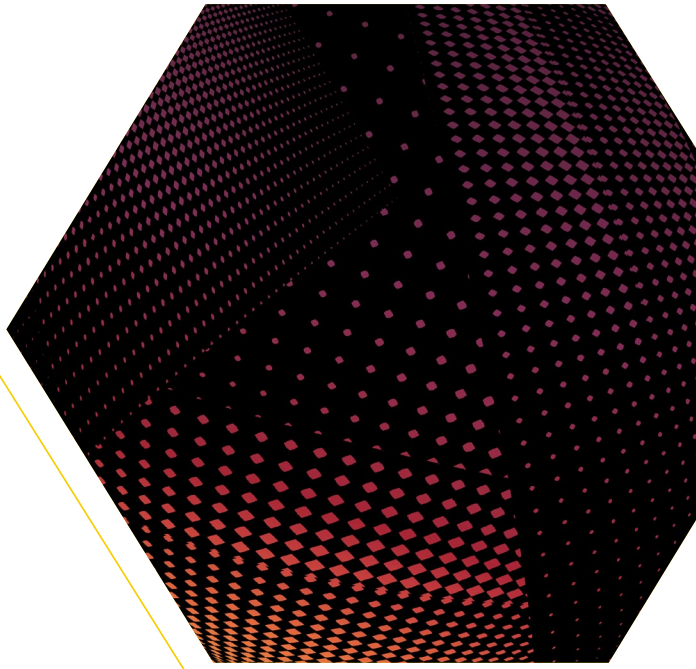


Michelle Holford,
Director of Business Development, Slaughter and May

Michelle is the Director of Business Development at Slaughter and May, where she leads a multidisciplinary team of professionals who help grow and support the firm's existing client relationships and develop new ones and support the firm's marketing and brand activities. Michelle is a strong supporter of team development, promoting internally where possible and recently established the in-house BD Academy which aims to bring in and train a new generation of professional services marketing talent, in a model similar to the legal trainee model.

Michelle has over 20 years' experience in professional services marketing across a range of different sectors, having previously worked at law firm Freshfields Bruckhaus Deringer, corporate finance boutique Livingstone Partners, and private equity firm Silverfleet Capital (then PPM Ventures).

Michelle regularly contributes to industry discussions about client development and the industry's talent pool. She has written about building client relationships in a hybrid world following the pandemic and contributes to the IBA's Academy for Leaders programme.





Maria Jennings,
Marketing & Brand Director, PwC UK

Having worked in professional services marketing for over 20 years, Maria's career spans many sectors, service lines and international jurisdictions. Growing up a proud 'East Ender', Maria went on to live in Singapore for a year, which she often says was the best decision she made professionally. She then went on to spend some time in Australia, working with the team there on strategic marketing.

Maria studied criminology and psychology at university, where marketing wasn't really on her radar. Having ended up in marketing by chance, Maria is often quoted as saying "marketing is now my great love." She believes passionately that marketing should steer the ship that is any organisation.

Maria talks about marketing needing innovation, commerciality and client experience with creative storytelling at its heart. "If it isn't human," she says, "it likely won't sell." She confesses to being a thinker, a strategy-lover and prides herself on her authenticity. Passionate about inclusivity and social mobility, you'll often hear her talk about keeping it simple and knowing your superpower!

Maria now leads a group of 'creative geniuses' at PwC, who she affectionately refers to as her 'crew' – over 100 marketers all striving for marketing excellence.



Marisa Kacary,
Global CMO, Randstad Enterprise

Marisa Kacary joined Randstad RiseSmart in September 2021 as the global CMO, adding the same responsibility for Randstad Sourceright and Randstad Enterprise Group just under a year later.

A dynamic marketing leader passionate about brand transformation and accelerating growth, Marisa thrives on building diverse global teams that consistently deliver high standards to the businesses they support. After initially beginning her career in the technology and telecoms sector, she has spent the last two decades in the human capital management (HCM), staffing and talent sector, where she has had the opportunity to lead both corporate and talent marketing teams and client-facing advisory businesses.

She is recognised for her track record in successfully repositioning/relaunching some of the most well-known and respected brands in the sector, having led marketing globally for two of Korn Ferry's three lines of business (Korn Ferry RPO (was Futurestep) and the then Leadership and Talent Consulting), as well as ensuring the challenger Capital Consulting brand punched above its weight prior to its acquisition by Alexander Mann Solutions, which Marisa later rebranded to AMS.

Marisa is a Non-Executive Director for Savannah Group, and has recently become an alumni fellow with the highly regarded Marketing Academy.





Kate Mackie,
Global Marketing Director, EY

Kate currently leads the integrated go-to-market function at EY, which is a core pillar integral to the global brand, marketing and communications (BMC) function. She is focused on connecting marketing to revenue to both drive down the cost of sale and increase lead/revenue generation.

Kate connects the dots to drive measurable market impact from marketing initiatives delivered and underpinned by marketing technologies. She leads a cross-border team of 175 people, overseeing the budget and strategy for cross-firm programmes that deliver to the firm's NextWave approach. As if that wasn't enough, Kate has responsibility for the management and development of the global martech stack, which includes the ey.com platform and 140 countries' ey.com sites, Marketo and the Audience Data Platform (ADP), which integrates marketing data from all digital channels and is part of the firm's global CRM strategy. Kate is a versatile board-level marketer with 20+ years' experience working across B2B and B2C, delivering proven commercial results that drive both brand and revenue growth.



Brian Macreadie,
Head of Marketing, Addleshaw Goddard

Currently the Head of Marketing for award-winning global law firm, Addleshaw Goddard, Brian Macreadie is a 25-year B2B marketer with a background in professional services, telecoms and media industries. Among many other industry awards, Brian is a past winner of two Grand Prix and was named the Creative Individual of the Year Award at The B2B Marketing Awards; has won multiple Professional Services Campaign of the Year awards from bodies such as The Drum; and received the Marketing Team of the Year Award from Marketing Magazine.

Across his career, he has generated thousands of new sales leads for clients, contributed to many millions of pounds in profitable revenue growth, and has launched multiple service innovations and brands. With a reputation for creativity, his campaign work has ranged from using 3D light shows to target real estate VIPs and publishing Picasso-inspired communications focused on M&A, through to launching an official website for the Beijing Olympics and also haunting hundreds of the world's most senior lawyers. Brian is an Ambassador for Propolis, has judged the B2B Marketing Awards seven times, is a regular public speaker on B2B marketing, and has published several marketing poems on topics such as lead generation and brand distinctiveness.



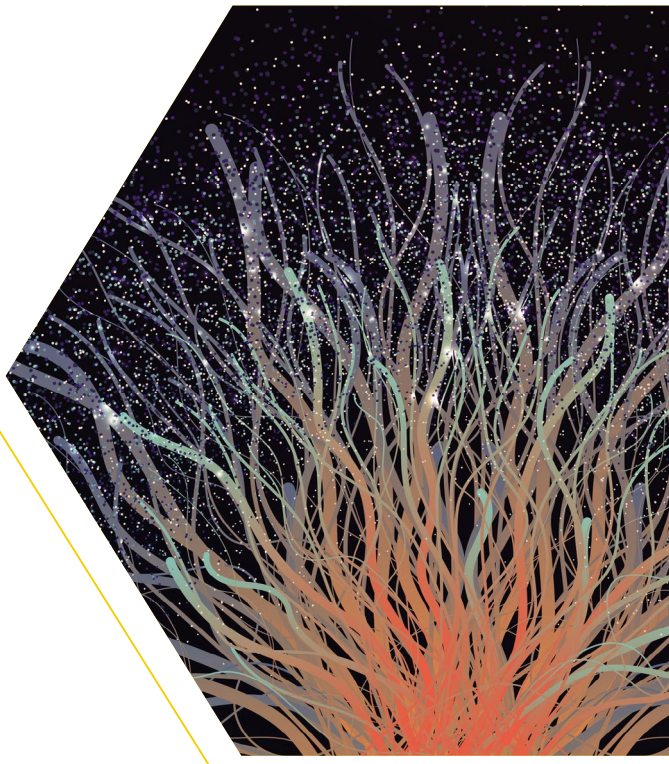
Margaret Molloy,
Global CMO, Siegel+Gale

Margaret Molloy is Global CMO at Siegel+Gale, the global brand strategy, design and experience firm behind the 'simple is smart' ethos, and the host of the *How CMOs Commit* podcast.

Margaret is a member of the executive leadership team responsible for setting the firm's growth strategy and supporting execution. As CMO, she oversees all new business and marketing, including demand generation, content marketing, thought leadership, public relations, social media, events and new business pitches. Her team creates content and delivers it to people who are passionate about branding, and introduces the right clients to the firm.

Margaret's strengths as a leader, connector and moderator have made her a highly influential CMO and popular event host. Since 2020, she has hosted close to 200 leading CMO speakers and 1000s of guests from across the globe for the Siegel+Gale *Future of Branding* series, also available on the *How CMOs Commit* podcast. A fierce advocate for diversity, equity and inclusion (DEI), Margaret is committed to amplifying diverse voices.

She was honoured as a LinkedIn Top Voice in Marketing 2022, The Drum B2B Marketer of the Year and is a Marketing Society fellow. She has been published in HBR, Fast Company, Forbes, and is consistently recognised as one of the top CMOs on Twitter (@MargaretMolloy) and is a sought-after conference panel host.





Elliot Moss,
Partner & Chief Brand Officer,
Mishcon de Reya

Elliot is a Partner and Chief Brand Officer at Mishcon de Reya, with overall responsibility for brand, marketing, communications, client development, new business and social impact.

Elliot worked for Leo Burnett for 12 years, joining as a management trainee in London, and eventually running local, international and global client business, sitting on the management board of the London Office. He also worked in Mumbai and Mexico City. Elliot became Managing Director of Leagas Delaney in 2005 and, in just four years, helped the business to grow by 40%. Until 2018, he was Chairman of Bee Midtown, the business improvement district for three years, as well as Deputy Chairman and a Board Member of the London Chamber of Commerce for several years. He was the first non-lawyer to be named in the FT's 10 most innovative individuals and, in 2019, was selected to be one of the 50 Leading Lights of Kindness and Leadership.

Currently he is an adviser to Kidswear Collective – a platform business in pre-loved kids' luxury fashion, a Trustee of World Jewish Relief, a director of LegalUK, a Judge for the Inspirational Women in Law Awards, and sits on the LSO Development Board. He has presented Jazz Shapers since 2012, interviewing founders on Jazz FM and BA High Life.



Lucy Murphy,
Global Chief Marketing and Communications Officer, Allen & Overy

Lucy is widely recognised as a leader in her field, having been CMO at two global elite law firms, sitting on both firms' executive committees, working alongside senior management to manage business strategy and deliver world class marketing. She has a reputation for being highly strategic, combined with being extremely commercial and client orientated, with a strong track record of delivering tangible outputs in her and her team's marketing activities.

Lucy manages large global and diverse marketing teams that always comment on her vision and strong leadership skills, combined with her market-leading ability to develop relationships and influence behavioural change at the partner level. Working in global roles for global law firms for the last 20 years, Lucy also has a reputation for being very culturally aware and conscious of the need to bring people with her on the journey, wherever they are in the world and whatever their background or understanding. She has been a champion for diversity and inclusion in both her most recent CMO roles.





Barney O'Kelly,
Head of Digital Marketing, AlixPartners

After graduating in law from King's College, London, Barney began his communications and marketing career at BAE Systems. Over 11 years with the defence and aerospace company, he covered a wide variety of roles from marketing communications, international media relations, internal change programmes and digital strategy.

He moved to Freshfields Bruckhaus Deringer in January 2012 to set up the firm's first dedicated digital marketing team. This included relaunching the firm's website, developing and implementing its first social media strategy and encouraging the wider adoption of digital channels in the firm's marketing and business development efforts.

In June 2015, he took responsibility for the whole communications team. This included marketing communications, digital, PR, internal communications and events. He left Freshfields in June 2018 and started Hagen Communications, advising professional services businesses and charities in all aspects of their communications and marketing, particularly in digital and social media strategy, and marketing technology Investment.

He joined global consultancy AlixPartners, a former client, in January 2021 initially to lead their marketing efforts in the UK. In March 2022, he took on the role of Head of Digital Marketing.



Annabel Rake,
CMO – Brand Leader, North & South Europe, Deloitte

Annabel is CMO – Brand Leader for Deloitte in North & South Europe. Overseeing Deloitte's brand strategy across a network of 65,000 people and 28 countries, Annabel provides direction for the firm's positioning, proposition launches, digital marketing and much more.

Annabel sits on Deloitte's Global Brand & Marketing Advisory Council, and was appointed as the firm's Global Olympic Marketing Leader in early 2022. In this role, Annabel is responsible for bringing to life Deloitte's Olympic partnership, directing marketing programmes over the decade-long 'partnership with purpose'.

Annabel joined Deloitte in 2005 and delivered the firm's sponsorship of London 2012 – at the time, the most significant sponsorship in the brand's history. She was appointed as the firm's UK CMO in 2014. Prior to Deloitte, Annabel gained professional services and FMCG experience while working for brands such as The Chartered Institute of Marketing, PA Consulting Group and Nestlé. Today, she sits on the European CMO Council, the B2B Marketing Customer Board and the Business Advisory Group for Aston University.





Kate Sinclair,
Partner, BD & Marketing & Head of Corporate Responsibility, LCP

Kate is a strategic marketing leader with over 20 years' experience in professional services, encompassing a range of industries including advertising, law, pensions, investment, energy and analytics consultancy.

In her current role at LCP, Kate oversees the full marketing mix with a drive to ensure that marketing and BD deliver strategic and commercial value to the firm, and create the best possible relationships with clients and prospects. She has been at LCP since 2012, seeing the firm double in size and move successfully into a range of new markets. She is a passionate believer in the ability of businesses to create wider good in the community and the environment, leading to her taking on the additional role of Head of CSR for the firm in 2021.

Prior to LCP, Kate spent nearly six years at magic circle law firm Linklaters, in a range of roles across geographies, markets and specialisms, including stints leading marketing across emerging markets in Eastern Europe, Middle East and Africa, and in the Americas. Her early career included roles at TBWA/London, Hill & Knowlton and, following a short break to study law, at US law firm Shearman & Sterling.



Antonia Wade,
Global CMO, PwC

Antonia is the firm's Global CMO for the PwC Network, leading the Global Marketing Organisation.

The Global Marketing Organisation brings together all aspects of brand, digital, thought leadership, marketing strategy and sales enablement.

Previously, Antonia was the CMO for Capita where she led a brand refresh and marketing transformation. Prior to that, she ran global marketing for Thomson Reuters / Refinitiv and spent 10 years in marketing at Accenture. In these roles, she has led teams to deliver global brand awareness and thought leadership programmes, implement major technology programmes and design go-to-market campaigns in collaboration with regional teams that have driven significant pipeline growth. She is an expert in B2B marketing and digital transformation and is a regular speaker at events.

4. Commendations

At this stage, it's worth noting that there were a number of marketers who are developing work, influence and a reputation that is getting noticed. With that in mind, our 2023 commendations for this report are as follows:



Lee Grunnell,
Interim CMO, Womble Bond Dickinson (UK) LLP

Lee has a diverse portfolio of experience gained in-house and consulting. Currently the interim CMO at Womble Bond Dickinson (UK) LLP, he started his professional services career in the global tax group at EY before joining DAC Beachcroft.

After starting the virtual agency Thirteen, he delivered branding and positioning projects for the likes of Howard Kennedy, Moore Global and Buzzacott, the last of which won best rebrand at the 2019 Citywealth Brand Management & Reputation Awards.

He's become known for exploring how the empirical evidence seen in B2C and B2B markets — particularly the work of Byron Sharp, Mark Ritson, Les Binet and Peter Field — translates to professional services. This often means challenging the industry orthodoxy on issues like the importance of client retention and cross-selling versus new client acquisition, the different ways marketing communications impact sales, and the importance of brand for long-term profitable growth.

Lee has long been a champion of marketers in the profession, serving as regional director of PM Forum's London committee for three years. He also organised a number of the forum's national conferences, taking the opportunity to introduce the professional services marketing community to a range of leaders from wider fields of advertising, behavioural science and market research.



Rhiannon Blackwell,
ABM Leader, Global Marketing Organisation, PwC

Rhiannon joined PwC in June 2022 as Head of ABM, Global Marketing, to design and launch a new global ABM programme to drive growth within PwC's top accounts across the globe. She has relished the opportunity to start from a blank slate, designing a new capability and strategy, and building a team from scratch.

Rhiannon previously spent six years at Accenture, where she started out managing strategic ABM programmes for priority financial services clients in the UK. After redesigning the UK approach to ABM, she later built the business case to expand the capability across Europe.

Prior to Accenture, Rhiannon spent eight years in Zurich Insurance building up a broad marketing skill set in roles ranging from brand and advertising planning to digital experience design for both B2C and B2B audiences.

She is passionate about ABM and the value it can deliver for both businesses and clients. She regularly mentors account-based marketers in professional services and non-professional services companies and has spoken at a number of events about her experience in building out successful ABM programmes.



Sophie Bowkett,
CMO, Bird & Bird

Sophie Bowkett is the CMO at international law firm Bird & Bird. She is responsible for the firm's global marketing, business development and client relationship strategies underpinning the firm's focus on helping organisations being changed by the digital world. Sophie has driven a data-driven approach to the department's activities, has embedded a sales focus within the team and headed up a brand refresh and new website launch since 2020. She is passionate about environmental, social and governance (ESG) issues and sits on the firm's Diversity and Inclusion Leadership Group.

Sophie is one of the few CMOs in the industry that started out from a PR background. She worked agency-side supporting a range of international and national law firms and alternative legal service providers (ALSPs) in getting their stories out into the world, before moving in-house. She held positions as a Senior Corporate Communications Manager and Head of Marketing and Communications at Bird & Bird, before taking over as global CMO in 2020.

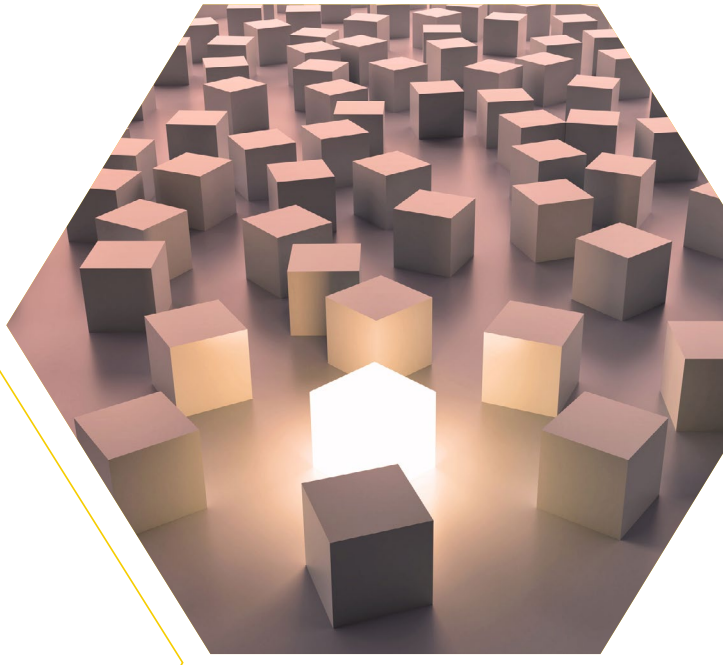


David Nelson,
Sales and Marketing Director, Deals, PwC UK

With over a decade of experience in B2B marketing with businesses ranging from start-ups to multinationals, David brings a highly commercial and insight led approach to business strategy, while maintaining a determination to push the boundaries and innovate.

He has a proven track record of leading teams that deliver results and is passionate about strategy, leadership, digital, brand and coaching others to achieve success. He has extensive experience working across different markets and has gained an in depth understanding of clients.

Having previously led Marketing Strategy and Planning for PwC in the UK, David is now the Sales and Marketing Strategy Director for the Deals business. He is focused on establishing the role of sales and marketing as a driver of growth by delivering exceptional client value and maximising sustained commercial outcomes.



PART 2

5. Psychometric findings: Executive summary

What characterises a trailblazing marketer in professional services? Do common traits permeate the marketing teams of the best CMOs? How does this translate into their leadership capability?

Our 2023 research into the most influential marketers delves into the psyche of 2023's most influential marketing leaders. We'll break this down step by step in a moment, but, as an executive summary, here's what we found:

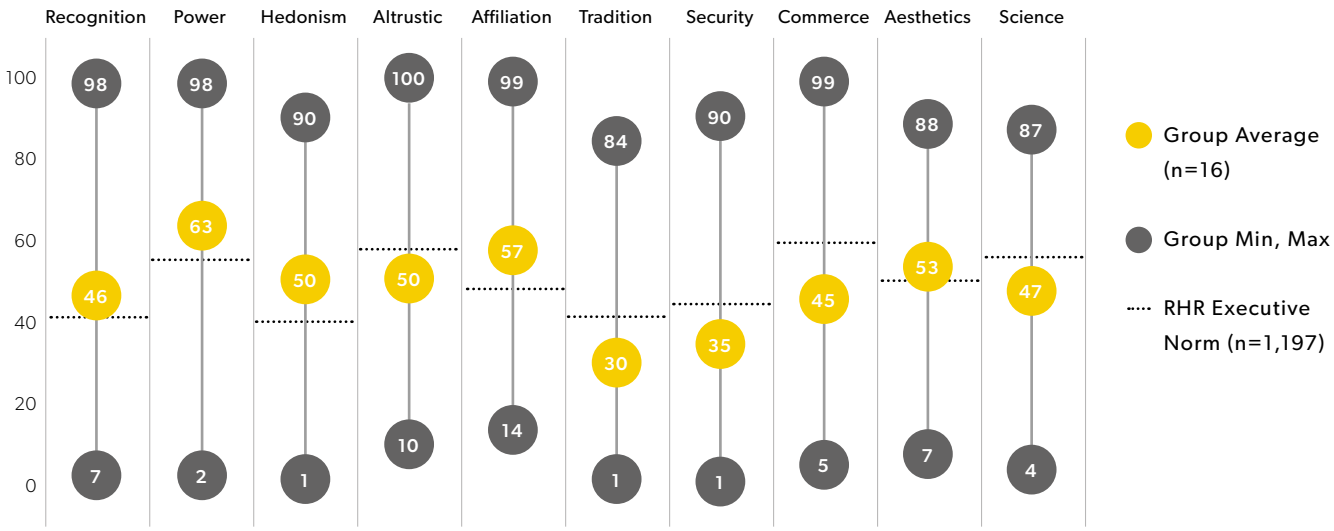
- **Results-oriented creatives:** The best marketing leaders in professional services enjoy taking charge to achieve results and relish the opportunity to be creative innovators in their work. As with high-performers in every industry, the most influential marketers are energised by continuous learning, and by sharing their insights and enthusiasm with others. They're also comfortable risk-takers, open to pushing the boundaries and willing to tolerate uncertainty.

- **Energetic extroverts:** Top marketers are likely to seek out social interaction. They are accomplished at starting relationships and, more importantly, inviting others in. As personalities, influential marketers are energetic and competitive, wanting to succeed and help their organisations to compete and win. They are extremely socially skilled, likely to come across as charming, outgoing and talkative.

- **Self-aware leaders:** As leaders, the best marketers are self-aware, introspective and open to feedback. They understand the value of relationships and find them easy to build with their excellent interpersonal skills. As managers, they speak openly, honestly and frequently. They are open-minded leaders who appreciate knowledge and learning. They're also adept at adapting quickly to changing conditions and responding with a high sense of urgency.

6. What are the motives, values and preferences of the Trendsetters and Trailblazers?

Measuring motives, values and preferences (as seen in the chart below) provides an understanding of job satisfaction. It tells us what people need at work in order to be satisfied. The higher the score, the more important that factor is.



How to read the charts:

'Group average' is the average score of the Trendsetters and Trailblazers.

'Group min/max' are the highest and lowest scores of the Trendsetters and Trailblazers.

The dotted line shows the average score based on a population of 1,197 senior executives (not just marketers). It is used here as a benchmark against which our most influential are scored.

As evidenced by the chart, top marketers score highly on: recognition; power; hedonism; and affiliation. In real terms, this means that, on average, trailblazing marketers are more likely to:

- Want to be known, recognised and appreciation (recognition).
- Want to be in control, to succeed, and to create a legacy (power).
- Want fun, variety, excitement and pleasure. They have a need to enjoy their work (hedonism).
- Want frequent and varied social contact (affiliation).

On the flipside, however, top marketers scored lower than the senior executive norm group on: altruism; tradition; security; commerce; and science. This means that our marketers could be less driven by:

- A desire to help, serve and encourage others. An intrinsic need to make a difference (altruism).
- A belief in personal customs, hard work and respect for authority (tradition).
- A desire for predictability, structure and order (security).
- Interest in money, profits, investment and business opportunities (commerce).
- Enjoyment of research, interest in technology, and a preference for data-based decisions (science).

That just leaves 'aesthetics', which is defined as a need for self-expression, and a desire to infuse quality into the look, feel and design of work products. In this respect, top marketers and the senior executive norm group placed the same importance on it.

Of course, this isn't to say marketers don't care about commerce or data-based decisions. Of course they do. They wouldn't have got to where they are today if they didn't. The behavioural data seen here is merely an indicator of where these individuals' core motives, values and preferences are. In other words, what drives them first and foremost.

Key takeaways

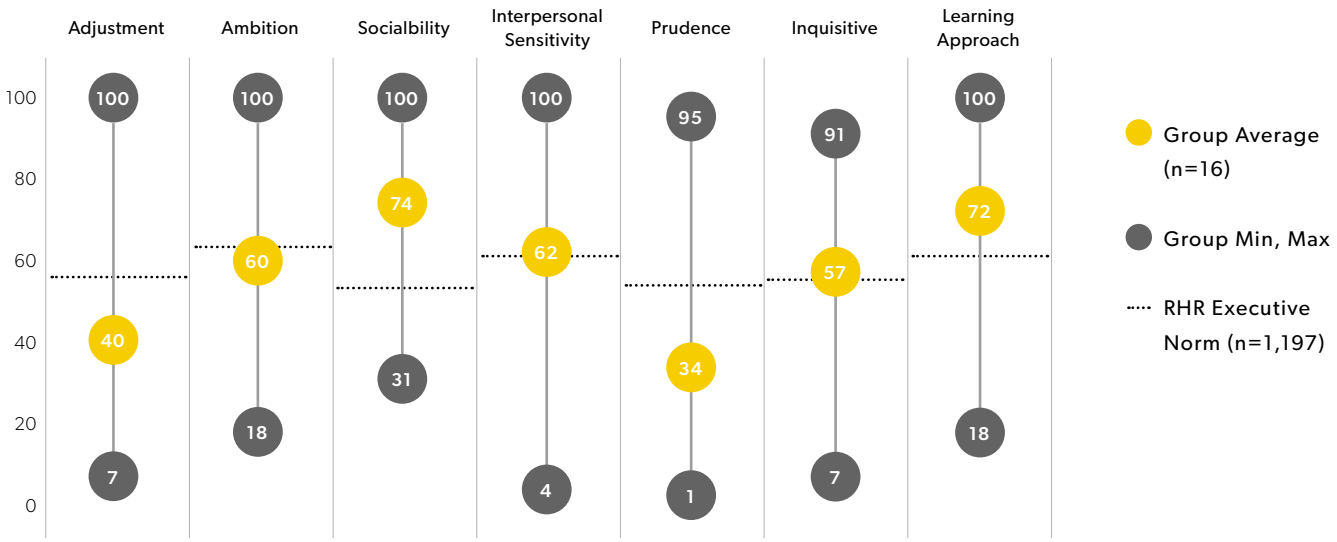
Upon further investigation with RHR International, we learned that the majority of marketers we spoke to:

- Enjoy being leaders who take charge and drive to achieve results. They want to be successful and influence others.
- Are oriented to experimenting and change. They tolerate uncertainty and are willing to take risks.
- Value innovation and challenging established procedures. They're not tied to how things have always been done and they enjoy sharing their insights and enthusiasm with others.
- Prefer adventurous settings and like high stakes environments.
- Like to build relationships and network.

However, if these strengths are overused, there is the potential to:

- Not pay enough attention to seeking consensus and cooperation, moving ahead without bringing others along.
- Put too much effort into non-critical creativity.
- Place less emphasis on formal business conventions and may not need much order, certainty, or predictability.
- Be more independent than seeking of authority's approval. They may resist close supervision and organisational rules that impede effective action-taking.

7. What are their common personality traits?



Analysing personality traits provides an understanding of how a person interacts and how they lead others. The trailblazing professional services marketers we spoke to score highly on: sociability and learning approach. In real terms, this means they are likely to be especially:

- Extroverted, gregarious and need social interaction (sociability).
- Enjoy learning and higher education, as well as staying current on business and technical matters (learning approach).

In terms of ambition, interpersonal sensitivity and inquisitiveness, trailblazing professional services marketers scored the same as those within the senior executive norm group, i.e.

- Initiative, competitiveness and the desire for leadership roles (ambition).
- Warmth, tact and the ability to maintain relationships (interpersonal sensitivity).
- Imagination, curiosity, vision and creative potential (inquisitive).

Lastly, the marketers we spoke to scored lower than the executive norm group on adjustment and prudence:

- Resilience, self-confidence, self-esteem and composure under pressure (adjustment).
- Self-discipline, responsibility and conscientiousness (prudence).

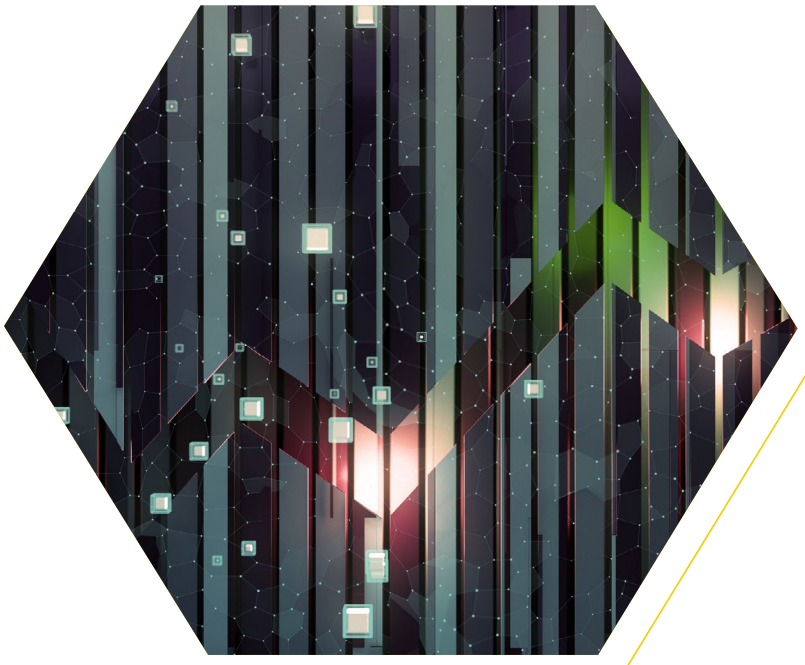
Key takeaways

Upon further discussion with RHR International, we learned that the majority of marketers we spoke to:

- Are energetic and competitive, wanting to succeed and have their organisations compete and win.
- Accept difficult challenges, taking charge and making decisions. They are able to adapt quickly to changing conditions and work well in a fast-evolving environment.
- Have a high sense of urgency, staying alert to react immediately to any threat.
- Are open-minded, appreciate knowledge, and are avid learners who keep up to date with trends and developments in their field.
- Are extroverts who desire interaction, starting relationships and inviting others in. They communicate frequently – they tend to be charming, outgoing, and talkative.
- Are self-aware, introspective, and open to feedback. They speak openly and honestly.

However, if these strengths are overused, there is the potential to:

- Be overly opinionated and intimidate others with their knowledge.
- Dominate social situations and talk better than they listen.
- Not institute a formal cadence regarding process, planning, structuring, and implementation.
- Be impatient with details and impulsive, not wanting to be impeded in action-taking by too many rules or process.
- Be stress-prone and less resilient than the typical executive since they can be tough on themselves.



8. What shaped these individuals as leaders?

Many of these traits may seem self-evident. Those who are gregarious and outgoing are naturally talented at making social connections. Those who are assertive are well suited to directing individuals and teams. But, by looking at what they have in common and how they rank their qualities, we can see what links influential marketing leaders together. While context and circumstance are also key to thrive as a leader, cultivating these traits is evidently crucial to make the leap between leader and influencer.

We can only learn what shaped these leaders when they share their stories with us, and tell us how their experiences and the people they met changed the way they think. With that in mind, we asked "What shaped you as a leader?". Here's what they told us:

MATTHEW ALLEN, Business Development & Marketing Director, Bidwells: "Something that one of my first bosses told me was that 'the buck always stops with her.' I appreciated that and took it as an opportunity to experiment and be bold with my marketing [...] I try to do the same with the people I lead, I protect them fiercely, and encourage them to grow, develop and do the things that excite them and add value to our business."

LEOR FRANKS, Director of Business Development & Marketing, Kingsley Napley: "My first experience of leadership was in school on the Young Enterprise programme. The group needed a lead, and I was pushed forward by my peers. Not being sure what the role entailed, I asked the team before forming my views. I quickly found that this approach – listening to colleagues – can be an effective way of building trust. Other leadership roles at school, university, in work, and in pro bono soon followed."

MICHELLE HOLFORD, Director of Business Development, Slaughter and May: "To be a leader you have to show up every day. You can achieve a lot through simply being there. If you're there, people will talk and you can listen and make sure people are properly heard. You will always be a better leader by understanding and supporting than by telling and doing."

MARISA KACARY, Global CMO, Randstad Enterprise: "Some working mothers say that their experience of work has made them better parents, but I think being a mother of four teenage girls has enhanced my leadership skills and shaped me as a leader. Certainly, when it comes to building trust within teams and inspiring them to move with you to a better future, the experience of raising four wonderful but feisty daughters has given me plenty of practice!"

KATE MACKIE, Global Marketing Director, EY: "The teams I lead, and have led, have all influenced and shaped me as a leader. Our innate singular perspective can lead to ego-first approaches rather than servant leadership, which is where I believe we need to focus to drive more effective teams. Being the dot connector, removing roadblocks and enabling individual growth is much more powerful than a didactic approach."

MARGARET MOLLOY, Global CMO, Siegel+Gale: "I'm a perpetual student. I am thankful for my gracious and generous network of team members, peers, and mentors. Their experience and guidance have helped me become an influential voice and leader in the marketing realm and, more broadly, the business world."

ELLIOT MOSS, Partner and Chief Brand Officer, Mishcon de Reya: "Seeing my mum set up and run her business with drive, kindness and courage – leading to deep and long-lasting loyalty from her team and clients. Watching every team sport under the sun and observing the difference between well-led and badly-led teams. Having bad bosses who were selfish and narcissistic, as well as good ones who were honest, respectful, hard-working and gave their team space to express themselves. Making mistakes (quite a few) and trying my very best not to repeat them. Realising as I have got older that I know less and less, and that the people around me generally know more about specialist topics."

ANNABEL RAKE, CMO North & South Europe, Deloitte: "A big lesson from the pandemic was the need for 'open' leadership. During that time, people needed leaders to be honest and accessible, and this is something that hasn't gone away. I have always tried to lead with honesty and humility at the heart of my approach, and will continue to do so."

ANTONIA WADE, Global CMO, PwC: "I have benefited from great mentors and bosses who have given me opportunities to test myself, and I try to pay that forward to my teams today. My first rule of delegation is that if I've done it before, I should give someone else a chance to do it!"

9. What is likely to shape the future of professional services marketing?

So, there you have it. A celebration of some of the world's finest marketers in professional services, and a breakdown of what it takes to become one yourself. Of course, this report provides just a snapshot in time, and professional services marketing is sure to continue to evolve immensely over the coming years.

With that in mind, we asked the Trendsetters and Trailblazers what they think is likely to shape the future of professional services marketing in the near future. To summarise, our marketers believe that:

- Increased value will be placed on great ideas and creativity.
- Accelerated adoption of technology, including AI and analytics to make sense of data, will be key.
- There is a mounting desire for emotion and humanity in marketing. Gone are the days of corporate messaging.
- There will continue to be an increased demand for brand differentiation in terms of purpose, values and experience
- Lessons from B2C will be more readily applied in B2B.

"Ideas – great ones will always lead to great things. Technology – understand why you need it and what the benefits are of the right platforms or software. Data – fuse the right type of data with creativity and you're a world beater." **ELLIOT MOSS**, Partner and Chief Brand Officer, Mishcon de Reya

"An increasing importance placed on individuals, their brand and positioning them in the market. Through this I hope to see more emotion appear, more humanity and more personality." **BARNEY O'KELLY**, Head of Digital Marketing, AlixPartners

"The professionalism and expertise we can bring to measurably accelerate business growth is significant. We all have access to the same martech tools; knowing your customer and building and sustaining a relevant, differentiated and strong brand is critical." **MARISA KACARY**, Global CMO, Randstad Enterprise

"We need to make the most of all the data and technology that is available to help us focus on our clients, and people, while remembering that at heart, we are a creative profession." **KATE SINCLAIR**, Partner, BD & Marketing, and Head of Corporate Responsibility, LCP

"I can see marketing adopting and repurposing some of the approaches that have been pioneered by global product led enterprises and having a much closer relationship with fee earning teams." **MATTHEW ALLEN**, Business Development & Marketing Director, Bidwells

"The human touch. Marketing needs to feel human. Our marketing needs to make clients and prospects feel like they want to do something different, which in turn may make them want to buy something different." **MARIA JENNINGS**, Marketing and Brand Director, PwC UK

Could you or someone you know be next?

Nominate an influential professional services marketer for 2024

Storians and B2B Marketing are preparing to compile next year's trailblazing list of professional services marketers. To nominate yourself, a peer or colleague scan the QR code or click here.

We look forward to meeting you.

About B2B Marketing and Storians

We are Storians

We are Storians. A creative agency that changes the way people feel through the power of stories. Why stories? Because they're a basic human need with the potential to inspire, educate and entertain. They're the most effective way to engage others, create empathy, share ideas and further knowledge. They've always been the cultural bedrock creating communities, connecting us to the world and driving us to achieve greatness. If they have the power to do that, then just imagine what they can do for a business like yours.

What's your story?

We'd love to hear your reflections on this report. If you have any thoughts on what you've read, or on the future of professional services marketing, do get in touch. We always love to hear from fellow marketers.

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B2B Marketing

B2B Marketing was founded in 2004, starting life as a print magazine. It has since evolved into the world's go-to resource for B2B marketers looking to become best-in-class at what they do, and place themselves at the forefront of marketing evolution. B2B Marketing produces a number of products, including: insight reports; interviews with the best minds in the business; *The B2B Marketing Podcast*; webinars; conferences; training; and even Awards programmes.

In 2021, we launched Propolis – an exclusive Community Intelligence platform for B2B marketers. Propolis gives you instant access to unbiased experts, training, technical resources, research and peer-to-peer learning, all supported by a dedicated customer success manager. Want to learn more about B2B Marketing or Propolis specifically? Just get in touch using the contact details below and start your journey with us today.

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