A B2B Marketing Guide

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B2B Marketing

The Evidence



In association with

decision point

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Addressing the challenges you face in 2013

The breadth of entries and scope of work submitted for the 2012 awards shows that marketing has a central role to play in business, even in the most difficult economic conditions. In fact, over recent years, we have seen a steady increase in the calibre of thinking behind the entries, which gives me real confidence that marketers and their agencies have got better at understanding and expressing the impact of their work.

I am grateful to all those that give their time to the awards each year, whether in submitting entries or as judges. There is now an enormous body of evidence in the awards library and it is heartening to see how the best campaigns deliver results year after year.

With the increased number of entries and the high quality of work on show, the 2012 awards gave us the opportunity to extend the reach of the project and look at how this evidence could be used to help B2B marketers address the challenges they face in 2013. By sharing insight from the awards' finalists, not just the winners, and presenting it in a way that ties together common themes across award categories; we aim to deliver a working resource that you can use to address stakeholder questions; plan better campaigns and perhaps deliver your own award-winning project in the coming year. In each case quoted we have respected the wishes of companies involved and where they have requested it, confidential and sensitive material supplied has been omitted.

The Evidence project has been a team effort, building on great work done by clients and agencies across the UK, as well as the editorial team at B2B Marketing and of course the judging process itself. But, it's worth noting that it would not have been possible without the imagination and commitment of the team at Decision Point. The initial idea came from Graham Wylie, who was a judge of the 2011 awards, and it has been Graham and his team that has produced *The Evidence*.

I trust you find it an interesting read and I look forward to seeing your award entries this year.



PETER YOUNG
INDEPENDENT CHAIRMAN AND MARKETING CONSULTANT

"By sharing insight from the awards' finalists, not just the winners, we aim to deliver a working resource that you can use to address stakeholder questions"

Introduction

There has never been a better time to be a B2B marketer. In recent years, we have seen seismic shifts in buyer behaviour that put marketers at the forefront of the changing relationship between companies, customers and employees. Yet marketing departments remain under intense scrutiny and strict budget constraint. At a time when marketing has never been more important to B2B organisations, there is a risk that many are under-investing because of a lack of clear evidence to support marketers plans.

While marketing thinking is now widely accepted and applied across the business, the marketing department in many organisations is in danger of being marginalised as senior stakeholders do not understand the impact it can make.

Each year, the B2B Marketing Awards give us a unique opportunity to assess the strength of our sector and to see just how effective modern marketing can be. And the results are impressive. In 2012, the volume and quality of entries was up again and together they form a compelling body of evidence that B2B marketing works and perhaps more importantly in this day and age, can be shown to work.

In previous years B2B Marketing has published a series of case studies around award entries and, of course, we celebrate the winners. This year, we sought to go further. To look across categories and shortlisted entries to find the evidence of success and to present it in a way that marketers could use to engage stakeholders in a positive debate about the value of marketing. Our aim has been to pre-empt the questions they raise and provide you with the evidence of success to support your investment plans.

The Evidence is a collaboration between B2B Marketing, Peter Young (independent chairman and marketing consultant) and Decision Point. It started as a conversation after judging of the 2011 awards and grew into a project that we believe will have enduring value as we draw out the best evidence of marketing success from across the 2012 award entries and share what has been achieved in a way that helps the B2B marketing community build on these successes.

The full list of the 2012 finalists and most case studies are available at b2bmarketing.net/awards



GRAHAM WYLIE
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About B2B Marketing

B2B Marketing is the comprehensive information resource for B2B marketers. Its mission is to provide practitioners with the information they need to perform better and achieve more, whatever sector of the B2B space they are operating in.

Launched in 2004 as *B2B Marketing* magazine, it has since evolved into a multi-faceted resource, delivering a broad range of content in a variety of different forms and formats. Its key products are:

- Online community
- Magazine
- Awards
- Research and reports
- Training and events
- Membership

For more information on any of these products or services go to b2bmarketing.net or call +44 (0) 20 7438 1370

About Decision Point

What buyers want, when they want it and how they work with you is changing rapidly. Better informed, they are harder to reach and even tougher to convince. In short, you are no longer in control of the sale, it really is a buyer's market. Decision Point finds better answers to the new buyer agenda, helping businesses get inside the change by mapping and understanding key decision points and communicating more effectively to drive purchase decisions.

We are B2B specialists, with a track record that runs from venture backed tech firms to global corporates. Put simply, we help organisations better meet their customer needs and win more business. We like to think of it as reinventing B2B, one client at a time.

To find out more visit decision-point.co.uk or contact Graham or Drew on +44 (0) 20 7924 7222

SECTION 1

Innovation

The question
Can marketing still innovate in a meaningful way to build shareholder value?

The context
Innovation is said by some to be the lifeblood of an organisation, but it remains hard to deliver meaningful change that builds shareholder value. Marketing responsibilities are now networked across organisations, with the marketing department more narrowly focused on product and promotion. In this context, how can a marketing team show senior leadership that innovation in these areas is still possible and that it can have an impact beyond the department itself?

In consumer markets, the link between marketing and innovation is perhaps stronger but so are the criticisms that marketers gravitate towards the new for the sake of it being new and that marketers today have become iterative in core operations and innovative only at the margins. This makes them slow to respond to market changes and wastes time, money and energy on activity that does not build shareholder value.

The answer
The broader the scope of marketing in the organisation, the wider the impact innovation can have. When marketers are central to the direction and strategy of the business, integrating and aligning the seven p's of the marketing mix, they are part of a team that builds shareholder value and prevents market erosion. When marketing departments are marginalised only to communications then there is less scope for meaningful innovation, but given the right challenge by the leadership team marketers will find a way.

The evidence

Product and price
With a turnover of £150 million, Eurocell is a market-leading supplier of door and window profiles. The company has consistently grown sales and marketshare over the last 10 consecutive years.

The bi-fold door market in the UK is estimated to be worth between £80-100 million, with PVC-U having a much lower share than in the general windows market. This is a premium category and PVC-U is poorly perceived by potential customers. Eurocell set its marketing team the challenge of taking share from timber and aluminium doors with a new product that changed this perception.

"When marketers are central to the direction and strategy of the business, they are part of a team that builds shareholder value and prevents market erosion"

Rather than trying to adapt an existing system, Eurocell began with a blank sheet of paper and significant insights around installer and consumer needs. The end result was a premium positioned product with market-leading aesthetics at a more competitive price point than timber or aluminium alternatives, to make bi-fold doors more attainable. The proposition also included 30 key selling points, several patent pending, to deliver the superior aesthetics and an easier installation.

The launch of Aspect panoramic doors generated retail sales in excess of £6.5 million in the first year, a return on marketing investment of 29:1.

Promotion

St John Ambulance has been training the public and businesses in first aid for the last 135 years. A top 10 charity brand, income from workplace training is key to supporting all of its services but the market has become increasingly challenging and complex. Strict regulation once meant that businesses were dictated to about how much first aid training was needed for their business. Things are changing and to keep one step ahead of the game St John Ambulance needed a campaign message that was emotive but also struck a chord with each of the different departments involved in the decision.



Finalist for four awards: 'Be the one. Be the difference' for St John Ambulance by Earnest

Buyers and decision-makers found researching and booking first aid training a chore. To cut through, St John Ambulance needed creative that was completely different, yet which respected the constraints of the charity's budget.

'Be the one, be the difference' was a campaign that applied clear emotive messaging that resonated across all influencers and then delivered that in innovative and flexible ways for this organisation.

"'Be the one, be the difference' was a campaign that applied clear emotive messaging that resonated across all influencers and delivered in innovative and flexible ways for St John Ambulance"

- A **'surround sound layer'** created noise around the campaign that brought inbound leads to a purpose built microsite; optimised for search and associated PPC keywords. PR and digital were central to campaign effectiveness.
- A **'direct layer'** delivered segment specific DM and eDM with targeted messages for each audience.
- A **'social layer'** was particularly important to enthuse the wider audience of staff members who could then pressure the business to get them onto a course.
- A **'campaign in a box'** was provided for download to help organisations recruit their first-aiders and make best use of the training courses.

"Saint-Gobain explicitly focused on the energy savings Planitherm made possible to help installers build a compelling ROI for themselves and their customers"

The campaign is rolling out in four waves between 2012-2013. Results from wave one suggest a 16:1 return on investment with predicted revenue from qualified pipeline of over £1 million. St John Ambulance has also fundamentally transformed its level of engagement with the target audience, creating long-lasting competitive differentiation.

Place

Planitherm is the most energy efficient window glass on the market, helping to save homeowners up to 28 per cent on their yearly energy bills. Yet despite this product advantage, demand in the UK reflected the fact very few consumers or installers knew the glass in a window could have an impact on a home's energy bill. At a time of rising energy prices and changing energy efficiency legislation, Planitherm manufacturer Saint-Gobain Glass secured funding under the Government's carbon emissions reduction target (CERT) programme to raise awareness of the potential of energy efficient windows and increase take-up. However, Saint-Gobain needed to ensure product availability across the UK before raising demand or risk frustrating potential customers and creating opportunity for competitors.

To secure national distribution, Saint-Gobain developed the Planitherm installer network, a trade-focused initiative to educate window manufacturers and fitters about the changing legislation and benefits of Planitherm. Saint-Gobain explicitly focused on the energy savings Planitherm made possible to help installers build a compelling ROI for themselves and their customers. Only once the trade programme had traction did consumer activities begin, pulling customers into the installer network.

Saint-Gobain received over 1600 requests to join the installer network, giving Planitherm national coverage and proving a rock solid base for the consumer activity. It continues to educate and support installers, with vetted members of the network having access to a plethora of up-to-the-minute information. Since the programme began, the installer network has handled thousands of quotation requests and Planitherm sales have increased by 19 per cent.

People

Identifying and recruiting the right kind of people for an organisation is more important than ever to deliver the desired brand experience. So what do you do if you work out of an office in one of the most beautiful villages in Surrey and you're finding it hard to recruit new staff because the usual channels are proving unfruitful?

"Identifying and recruiting the right kind of people for an organisation is more important than ever to deliver the desired brand experience"



Best use of creative finalist: 'Village needs idiots' by DNX

Marketing agency DNX used a bold 48-sheet poster at three of the major stations in the area to tell commuters they're idiots for travelling all the way to London when there is a great workplace just down the road. Under the headline 'Village needs idiots', the message was targeted at the designers, developers, writers and account managers who regularly commuted to London. The posters not only told them there was a local alternative, but neatly encapsulated the kind of people they were looking for. Twenty-seven commuters responded and two joined the team; with a better guarantee of cultural fit and for a lower cost than conventional recruitment.

Process

Aviva provides around 43 million customers with insurance, savings and investment products. Much of its business is secured through third-party brokers and the company has to compete for their attention and engagement. In 2010, Aviva recognised that current marketing support processes were insufficient to meet growing broker demand. These services are central to Aviva's relationship with the broker and its wider ability to engage the target market.

In 2011, the business worked to develop a flexible solution that met the differing levels of knowledge and needs within the broker community, in order to empower the brokers to help themselves and not rely on Aviva to do it for them. Over one hundred marketing resources were developed and made available online through a new digital, self-serve process and platform.

The target was 200 registrations in the first two months. It achieved 84 within the first half hour and 263 after six days. After three months registrations were over 600 and visits to the site topped 2000. Average site usage is now running at 7.49 pages per visit, page views reached nearly 37,000, and average dwell time is over 5.5 minutes.

The end result was a resource that has become exceptionally well-regarded, not only by the brokers that use it, but also internally with Aviva's broker relationship managers who feel that 'Broker marketing mentor' is something that they too can be proud of.

By innovating around the process, Aviva lowered its cost to serve and improved the customer experience, delivering long-term value to the business.

Physical evidence

While the internet is an integral part of almost all marketers' lives, it has yet to reach into every corner of British business. In Wales, there are over 160,000 SME businesses. Only 40 per cent of these have a website, of which 33 per cent are ecommerce enabled; this is six per cent below the UK average. SMEs without an online presence are not necessarily eager to get online; 60 per cent have never considered getting a website and 52 per cent are not prepared to pay for one. Once online, however, 85 per cent used their website to acquire new customers.

As a leading provider of online advertising and marketing services, Google recognises the more businesses there are online, the greater the potential market opportunity for its services. In 2012, it set out to increase SME understanding of the internet opportunity and address their concerns about setting up on the web. Because many SME owners lack expertise in this area, they are impossible to reach digitally and Google had to bring the online experience into the real world. 'Getting Welsh business online' was a programme of events, workshops and a mobile Google juice bar where SMEs could meet an internet expert and discuss business, all at zero cost.

By working with the Welsh Government, 17 local implementation partners and a network of interested media, 'Getting Welsh business online' delivered reach to over 36 million people through print, radio and TV coverage, engaged 420,000 people online and distributed 20,000 pieces of bi-lingual literature. At the end of the three-month programme, over 1600 Welsh SMEs had been trained by Google advisors and 30 per cent of them had set-up and optimised Adwords accounts. The project made a digital and intangible brand relevant for the target audience and because of the way Google delivered the programme it required no marketing investment from them other than their time.

"Sixty per cent of Welsh SMEs have never considered getting a website and 52 per cent are not prepared to pay for one. Once online, however, 85 per cent used their website to acquire new customers"

Further reading

Best B2B product launch campaign
Shortlisted: 'Bring the outside in' by Eurocell

Best corporate decision-maker targeted campaign; Best integrated B2B marketing campaign; Best lead generation campaign
Shortlisted: 'Be the one. Be the difference' for St John Ambulance by Earnest

Best SME-targeted campaign
Shortlisted: 'Getting Welsh business online' for Google UK by Culture Group

Best use of creative
Shortlisted: 'Be the one. Be the difference' for St John Ambulance by Earnest

Shortlisted: 'Village needs idiots' by DNX

Best use of customer insight
Shortlisted: 'A window of opportunity for Planitherm Glass' for Planiterm Glass/Saint-Gobain Glass by Rare Creative Group

Best website
Shortlisted: 'Broker marketing mentor' for Aviva by Balloon Dog

More information is available at b2bmarketing.net/awards

SECTION 2

Market insight

The question
What is the value of our market research and insight programme?

The context
Each year countless B2B research studies are completed by organisations as they seek to respond to, or shape, changing markets. Some of these have a lasting impact on the business; others are simply put on the shelf and forgotten. The difference is often not the research itself, but the strength of the insight it generates and the organisation's ability to do something positive with it.

The answer
In competitive markets, a deeper understanding of issues, trends and individual customers is essential to creating sustained differentiation.

The evidence
The best research and insight programmes build a deeper understanding across the business. Here are three steps to justifying the investment and delivering cost effectively when budgets are under pressure.

Step one – show that insight is no longer just about research
As many organisations move into real-time dialogue with their customer base, planned research becomes just one part of a constant insight process. Both NXP Semiconductors and Psion have understood this and achieved competitive advantage as a result.

NXP Semiconductors serves the global electronics design engineering community. It understands that across India, China, USA and Europe these individuals work under enormous time pressures and spend almost 400 hours each year researching potential components online. NXP conducted research to better understand these customers and realised that product technical specifications and documentation were being used long before anyone ever talked to the company about potential projects.

In designing its new website, NXP applied this insight to every part of the process and engaged 1000 of its most proactive customers to test and feedback on the beta site. This daily dialogue grew to include a community of 30,000 by final beta, with NXP responding in real-time to what it learned from its customers. When the site went live, it delivered a 46 per cent increase in technical documentation downloads, a 125 per cent increase in buy-online clicks and an estimated $5.1 million new design-in revenue in the first six months.

"As many organisations move into real-time dialogue with their customer base, planned research becomes just one part of a constant insight process"

Psion's online community IngenuityWorking.com has been widely reported as a pioneering use of social media. But as the community reaches critical mass, its real value is in the impact that 10,000 active discussions can have on Psion's customer understanding. With 20,000 registered users (comprising of developers, resellers, distributors, suppliers, customers and employees) IngenuityWorking.com is a global platform. Users share insights and expertise on everything from hardware and software to innovative technologies and best practices. Customers receive answers to their questions from Psion employees. Partners create new solutions, share common tools and discuss industry developments and strategies. Employees are exposed directly to customer concerns, receiving immediate market feedback that gives the organisation a unique affinity with life at the 'coal face'.



Best lead nurturing campaign finalist: 'Welcome' by Psion

The technology has laid bare previously opaque and isolated interactions, allowing Psion to explore all kinds of rich new insights. In 2011, Psion added to its constant insight capability with the introduction of a lead nurturing programme. This aimed to improve its understanding of every prospect by more intimately tracking interests, behaviours and actions. The insight allowed Psion to better streamline and target offers and interactions based on an evolving picture of customer needs and interests. Within 45 days, the business was able to track its lead funnel quality and prospect transition speed. In addition, it was able to recognise latent buying signals in online behaviour and target communications appropriately. By sharing this data with the sales team, Psion generated more than 1000 incremental leads and over £300,000 in revenue. Nurtured opportunities now represent more than £2 million of pipeline as marketing and sales better understand each individual customer.

"By sharing this data with the sales team, Psion generated more than 1000 incremental leads and over £300,000 in revenue"

Step two – act on the findings in order to deliver an ROI

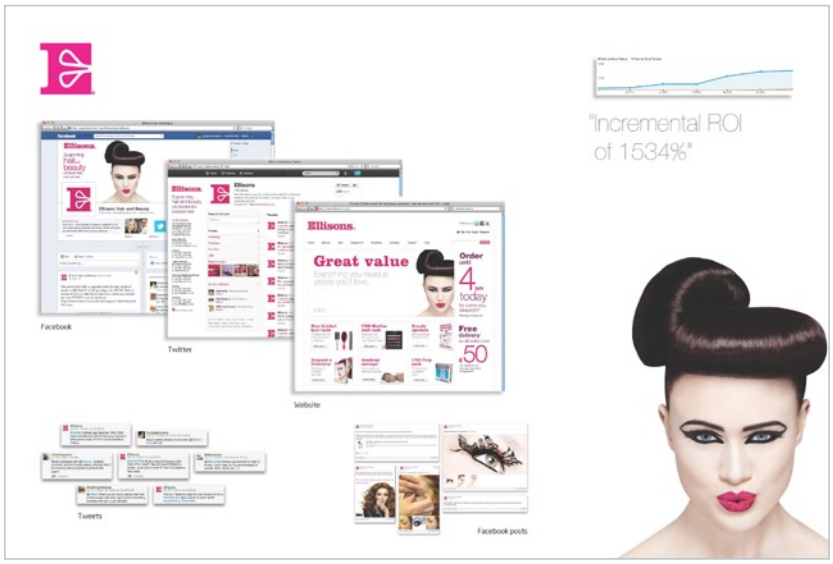
One of the great criticisms of traditional market research is it is often confined to only a small group of people and little changes as a result of the investment. With insight opportunities now found across the organisation, it becomes increasingly important to share what is learned and to act on it. British Gas Business (BGB) and Ellisons both achieved this to significant effect.

Energy markets are some of the most extensively researched in the UK today. BGB knows most organisations think of energy as an overhead and will therefore focus on price when buying. While research shows customers would like a solution unique to them, it also shows they are highly cynical when suppliers claim to offer this.

When the rollout of smart meters gave BGB the opportunity to really deliver a customised service, it realised it could not change the way businesses think about energy without changing the way the company talks about it. The result was a new proposition, 'Business energy insight', and a national campaign, 'Saving energy live'. By applying customer understanding to both the offering and how it was communicated, BGB generated 65,000 new web visits and 25,000 customers for the new service. In addition, consideration of BGB among prospects increased by 24 per cent and customer commitment improved by nine per cent. In just two quarters of activity, BGB net promoter scores increased by 12 per cent.

Although a much smaller business, Ellisons is also a market leader. It supplies 50,000 small businesses with hair and beauty products, primarily through phone and wholesale channels. Despite the products being ideally suited to ecommerce, customers were slow to change and this presented a natural constraint on growth for the business. Research showed that small hairdressers are often mobile and don't have access to a PC during the day. However, the majority of them are 18-34 year old women, who have a smartphone and regularly use social media. Ellisons had a presence on both Twitter and Facebook, but neither was successful in driving online orders. Understanding that it needed to change its approach to engage this hard-to-reach but valuable audience, Ellisons set out to better meet customer needs through the social media it already used.

"While research shows customers would like a solution unique to them, it also shows they are highly cynical when suppliers claim to offer this"



Best limited budget campaign finalist: 'Transformation to social media' for Ellison's by The Crocodile

"Genuine thought leadership is getting harder to achieve and marketers need to find innovative ways to combine external and internal insight to maximise available budgets and impact"

By creating a compelling customer experience on Twitter and Facebook it rapidly increased both followers and likes by approximately 700 per cent. These relationships became the basis for a two-way dialogue and a shift to online trade. The hashtag, '#AskEllisons' was used on Twitter to offer responsive customer service and Facebook became home to regularly updated and exclusive offers. As a result, social became Ellisons' third largest traffic source and online order volume grew 44 per cent, with online sales value rising a remarkable 71 per cent. For an investment of less than £30,000, acting on customer insight helped Ellisons achieve its growth targets. In an unanticipated side effect, the development of engaged fans also helped Ellisons win its first ever industry award, as voted for by customers.

Step three – use content marketing to double the opportunity

Thought leadership has become the currency of marketing communications over the last few years as marketers respond to changes in buyer behaviour that push sales engagement later and later. By definition, leadership requires both a deeper understanding and a distinctive interpretation in order to stand out. As a result, marketers are locked in an arms race to offer the greatest value to early stage prospects. Insights that would have once been closely guarded secrets, discussed only behind closed doors, are now published globally. As a result, genuine thought leadership is getting harder to achieve and marketers need to find innovative ways to combine external and internal insight to maximise available budgets and impact. In 2012, Cable & Wireless Worldwide, The Santa Fe Group and Iron Mountain all achieved this.

Cable & Wireless Worldwide has long-term relationships with many of the world's leading banks. But as the sector goes through unprecedented turbulence the company wanted to ensure it remained at the leading edge of customer understanding and strengthened its role as a board level partner. With years of experience in the sector, Cable & Wireless

Worldwide started first with its own experts, developing a series of 'points-of-view' that reflected its inherent knowledge. This was then enhanced with input from customers and existing third-party reports from analysts such as Gartner. Only once the company had a cohesive internal perspective did it commission YouGov to produce *The Customer Journey* report, exploring the factors that influence customer perceptions of value and trust in their banking relationships. By bringing together the best of its information and investing in new research, Cable & Wireless Worldwide was able to shape a unique perspective on industry issues and develop new propositions and communications to build on this insight. A full content marketing programme followed, including whitepapers, sales tools and a video developed with the British Bankers Association. The project delivered exposure for Cable & Wireless Worldwide in key media such as the FT and CNBC that contributed to a considerable increase in web traffic and a very healthy new business pipeline. Significantly, the quality of the insight was such that Cable & Wireless Worldwide was exposed to a different audience in many of the target banks, migrating from solutions-focused sales meetings to wider strategic dialogue with senior decision makers.

"Using the best of their information and investing in new research, Cable & Wireless Worldwide was able to shape a unique perspetive on industry issues"

At Santa Fe Group, the global relocation specialists, insight has formed part of the thought leadership agenda for the last three years. In a programme that engages over 80,000 industry specialists in 56 countries, Santa Fe has become the most respected voice in a global niche market. Today, *The Global Mobility Survey* is used by customers and competitors alike to track relocation growth in the BRIC economies, as well as changes in regional demand in mature markets like Europe and the USA. Santa Fe Group now uses the unrivalled body of data to shape its own strategy and customer engagement, and to help academics and relocation managers around the world benchmark data against relevant peer groups. The result is a unique level of insight for Santa Fe Group and for the market that translates into more than 1000 face-to-face sales meetings across 122 offices each year and Santa Fe Group being voted 'Relocation Company of the Year 2012' at the Re:locate Awards – all on an investment of less than £20,000.

When Iron Mountain needed to develop prospects' understanding of its services, it realised that success would depend on these organisations first developing a better understanding of information risk. It commissioned research by PwC in the UK, the Netherlands, France, Germany, Hungary and Spain. The project investigated attitudes to information risk across financial services, insurance, legal, manufacturing and engineering, and pharmaceutical sectors. The results were then compiled into the first ever *Information Risk Maturity Index* for each country and vertical sector and presented to prospects in both a report and one-day summit. The research findings helped shape Iron Mountain's plans for each country, create a better understanding within customers of the challenges they faced and substantially enhanced Iron Mountain's credibility. Tactically, the project delivered over 150 items of coverage in leading business media including *Bloomberg*, *The Economist*, *The Financial Times*, *Wirtschaftswoche*, Welte.de, *De Telegraaf* and Silicon.fr.

Conclusion
For businesses willing to keep an open mind about where insight will come from and how it can be applied to deliver a compelling return, there has never been a better time to invest. Technology is transforming how businesses and their customers engage, generating masses of data and dramatically lowering the cost and time it takes to talk to a global audience. There is no shortage of information, but a true understanding on which the business can act remains a valuable differentiator in even in the most mature or chaotic of markets.

"Technology is transforming how businesses and their customers engage, generating masses of data and dramatically lowering the cost and time it takes to talk to a global audience"

Further reading

Best integrated B2B marketing campaign
Winner: 'British Gas Business – Energy live campaign' for British Gas Business by OgilvyOne, CHI, Carat, iProspect, Rufus Leonard and Blue Rubicon

Best limited budget campaign
Shortlisted: 'Transformation to social media' for Ellisons by The Crocodile Integrated Marketing

Best SME-targeted campaign
Winner: 'Transformation to social media' for Ellisons by The Crocodile Integrated Marketing

Best use of content marketing
Winner: 'Banking 20|20' for Cable & Wireless Worldwide by The Channel Partnership

Highly-commended: 'The Global Mobility Report' for Santa Fe Group by Circle Research

Best use of customer insight
Winner: The New NXP.com by NXP Semiconductors

Shortlisted: 'British Gas Business – Energy live campaign' for British Gas Business by OgilvyOne, CHI, Carat, iProspect, Rufus Leonard and Blue Rubicon

Shortlisted: 'Banking 20|20' for Cable & Wireless Worldwide by The Channel Partnership

Best lead nurturing campaign
Shortlisted: Ingenuityworking.com by Psion, 'Welcome' for Psion

Best public relations campaign
Winner: 'Iron Mountain: It's time for corporate information responsibility' for Iron Mountain by Berkeley PR International.

Best use of social media
Shortlisted: Ingenuityworking.com by Psion, 'Welcome' for Psion

More information is available at b2bmarketing.net/awards

SECTION 3

Product development and launch

The question
Engineering, manufacturing, sales and finance are all ready to launch – why should the business wait for marketing?

The context
In an ideal world, marketing would be fully involved and aligned so that everything is in place when the rest of the business is ready, but the reality is often that the final stages of the launch programme are squeezed by delays earlier in the process or marketing is briefed late.

The answer
An effective launch dramatically increases the overall return on investment in the new product.

The evidence
There are eight reasons why marketing should have the final decision on when, where and how to launch.

1. **There are opportunities and threats in every launch that need to be understood and addressed together.**

When Freedom Communications moved the business from VoIP to a wider technology media and telecomms offering, there was a risk of losing a significant number of older customers still running outdated and unsupported systems. Instead of leaving things to chance, Freedom specifically targeted this group with a proactive upgrade strategy driven by a highly personalised campaign.

This was a high-touch, low-cost project that delivered outstanding results by focusing on the most vulnerable part of the business ahead of new opportunities. Almost 70 per cent of targeted customers upgraded, generating over £500,000 revenue and eliminating a potential future headache for both the customer and Freedom.

Other factors to consider: While new is exciting; change is unsettling for existing customers and partners. The business needs to secure its position at the same time as investing in growth.

"While new is exciting; change is unsettling for existing customers and partners. The business needs to secure its position at the same time as investing in growth"

2. Buyer behaviour is not driven by product, but by the problems they solve. A successful launch understands this and targets the problem not the new product.

Laptop locks are found in most UK offices but are almost never seen in continental Europe where the attach rate to laptop sales is only five per cent. It's not that laptops are safer outside the UK, but that encryption has long been the preferred protection. So when Kensington wanted to expand in Europe, it couldn't focus on a product people didn't think they needed – it had to persuade organisations to think differently about IT security.

Once a device is stolen, even if encrypted, it is lost. That can cause severe corporate embarrassment and the cost, compliance and stakeholder issues can go all the way to the boardroom. Kensington targeted this audience across Europe with a new set of messages for an old product. In Germany and Benelux they found security was the hot button, while in France it was mobility. The end result was a £3 million pipeline and a lot more physical security at the desk.

Other factors to consider: The best product in the world will never sell if the customer doesn't understand why they need it. Marketers need to change the story in each region and locally listen, test and refine to know it's working.

3. When there is genuine differentiation, the product can be the hero.

The construction industry faces increasing environmental scrutiny that should guarantee success for low carbon products. But soon after launching low CO2 cement, Lafarge found that environmentally aware users preferred to mix their own on site, while those less aware did not understand the value of the new product. The bulk cement market is a small group of technical experts and professional buyers paid to be sceptical of supplier claims.

In 2011, Lafarge relaunched the product with a new name that tested well with the audience and a no-nonsense campaign focused on key product facts. Cemergi, 'the UK's number one sustainable cement', saw its sales volume increase 340 per cent over eight months.

Other factors to consider: Unique is an overused word today but if there is a real difference that matters to the customer then it can take centre stage. The challenge is to really understand what the market finds unique about your offering and ensure that it is clear enough to carry the proposition.

"The best product in the world will never sell if the customer doesn't understand why they need it. Marketers need to change the story in each region and locally listen, test and refine to know it's working"

4. When you launch can be as important as what you launch.

Stoneridge operates in a market where its major competition has 80 per cent share. With a long product cycle, entrenched buyer behaviour and some legacy brand issues, the chances of achieving a significant breakthrough looked slim. But in the spring of 2011, new legislation changed commercial driver timekeeping and suddenly the vehicle tachograph was at the centre of a major issue for fleet operators, drivers and workshops. Stoneridge was first to market with a product that was ready for the new 'one-minute rule'. This allowed it to reframe the conversation, positioning its tachograph as a tool to optimise driver utilisation in compliance with the new legislation.

By also tapping into operator concerns about rising fuel prices, they were able to create a trigger for customers to look again at their tachograph choice. From product naming to campaign delivery, this launch was about creating sales opportunities and redefining the company brand in the eyes of customers and key stakeholders. Sales impact was immediate, with tradeshow teams selling off the stand to meet demand and monthly sales up over 400 per cent. The competition did eventually respond, but Stoneridge had seized the moment and made a lasting difference to the business.

Other factors to consider: Low engagement products will stay that way until there is a good reason for the customer to look again. Launch plans need to lower the threshold to change, increase target market recognised pain points or create a trigger to change from the status quo.

5. Mainstream markets fear the unknown.

When Monster Play targeted primary schools, it struggled as potential customers did not know them. Despite its success in supplying play equipment to local government, parishes, town councils and even secondary schools, it struggled to compete against primary school specialists. To break through, the company retained a leading child psychologist to help them create the MultiActive outdoor play system specifically designed for five to 11 year olds. In addition, Monster Play targeted communication around its stronger environmental credentials than competitors in the sector. However, it was in seeding the market that MultiActive achieved real cut-through. By awarding a school with a free system, it had an immediate customer reference and built word-of-mouth through PR and case studies as each deal closed. Today, 30 per cent of its business is in the primary sector, and sales have exceeded initial forecasts by more than 400 per cent.

Other factors to consider: The technology adoption lifecycle isn't just a feature of tech markets. Mainstream markets like to buy what everyone else is buying. To successfully launch a mainstream product it must be easy and safe for mainstream markets to choose. Disruptive products targeting the early adopter require a completely different approach.

"Mainstream markets like to buy what everyone else is buying. To successfully launch a mainstream product it must be easy and safe for mainstream markets to choose"

6. Launching a new proposition requires buy-in and support from the people selling it.



Best use of digital techniques or technologies winner: 'King's Cross – Alive like never before' for King's Cross (Argent) by Billington Cartmell, Enterprise

As the massive redevelopment of Kings Cross starts to take shape, its short-term future rests in the hands of a small but powerful group of commercial property agents whose opinion can make or break a new site's commercial office letting. So for the developer, it's vital they are engaged early, but for the agent time is money. To balance these conflicting priorities, the Kings Cross team had to create a compelling story for the new development, build a sense of urgency behind the programme and make it easy for the commercial agents to come onboard. In a highly targeted campaign, it succeeded in convincing the audience that it was time to get involved as the project moved from plan to reality. More than half of the target audience engaged with the project through digital and social channels, with an end result of 255 site visits and an immediate lettings pipeline of £2 million.

At Lloyds International, the challenge was not an external audience but the internal one. The UK branch network offers a low-cost channel for new product sales, but staff were focused on their own KPIs and were not always aware of the wider group offering. Initial research set a benchmark and the team then targeted an increase in referrals from the London branch network as the best way of delivering its sales targets. Communication was through the branch manager who had to be equipped to present confidently and to see value in allocating his resource to the project. The campaign was designed to both entertain and inform, with a mix of references from the Bourne Identity to CSI. By making it fun, the team got the message across and delivered a 46 per cent increase in referrals and a 798 per cent return on their communications investment.

Other factors to consider: Investing in something new is a risk, so every new product or service has the potential to embarrass the person selling it or waste their time. Marketers must make it easy for them to engage and ensure the new offer stands out in their mind, so they choose to invest their time and effort in the project.

"Investing in something new is a risk, so every new product or service has the potential to embarrass the person selling it or waste their time"

7. Launching something new requires courage and conviction.

New is hard and often scary. While logic may tell you to hedge your bets in case it goes wrong, experience suggests anything short of total commitment is likely to fail. When Bayer Cropscience wanted to introduce a new herbicide for UK sugar beet, it could have extended the Batanal product line and continued selling the original formula that had been market leader for decades. However, with patents expiring and generic competition on the horizon, it took the decision to completely replace the old product line with a newly engineered and patented formula. This complete commitment to the new product ensured loyal customers moved immediately and Bayer could focus all communications on a single message. As a result, despite the overall sugar beet crop falling year-on-year, the new product sold in greater volume than that which it replaced, growing marketshare.

Perhaps even braver was the decision by John Deere to focus its entire 2012 new product launch schedule not on the new products themselves, but on the customers it worked with over several years to design them. This way of working was unique to the company and was highly respected among the core owner-operator customer base. Such was the confidence in doing things differently that the campaign itself went live, worldwide in just one day. In the space of just a few minutes on 24 March 2011: eight print ads, 20 banner ads, two web properties, 10 videos, social tools, a press conference, marquee announcements on the Vegas strip, live blogs, tweets and texts, a high-profile live event and a simultaneous webcast all went live at once. And every tool hailed the customers as much as the machines.

In the first few hours of the campaign there had been 5000 attendees at the live product launch and more than 17,000 viewers of the live webcast. More than 80 editors attended the launch press conference, and more than 60 editors attended the live event. Finally, more than 150,000 people visited the website in the first days and weeks of this launch. Confidence inspires confidence and reported sales were well ahead of target.

Other factors to consider: Even with the best research, planning and data, genuine innovation is risky. As marketing responsibilities are shared across the organisation and are dependent on everyone to succeed, the launch must inspire the business to launch with total commitment. A lukewarm launch is almost certain to fail.

"Even with the best research, planning and data, genuine innovation is risky. The launch must inspire the business to launch with total commitment"

8. A launch isn't just about doing the right things, it's about measuring and changing plans if communications aren't working.

"Even the best ideas need to be communicated to fulfil their potential. What's your hidden story that's just waiting to be told?"



Best integrated B2B marketing campaign runner-up: 'The business behind the games' Deloitte UK by McCann Enterprise

In 2012, London hosted a historic sporting event that was a massive marketing opportunity for some of the world's most recognised brands. But behind the scenes, an army of operational experts were hard at work to actually deliver the event. One hundred and thirty six of those people were full time secondees from Deloitte, who contributed their expertise to 226 advisory projects in a total 750,000 working hours over nine years. From procurement and tax advice to venue construction, no other professional services firm has ever played such an integral role in helping deliver the greatest show on earth. Yet, Deloitte was typically seen first and foremost as an accountancy firm – only 20 per cent of those surveyed in July 2011 understood Deloitte's 'fit' for London 2012.

Deloitte knew it needed to fully leverage its contributions to the Games to not only gain the recognition it deserved, but more importantly, to drive reappraisal of the services it offered. There was no need for advertising 'conceit' – all that was needed was authenticity and depth in telling the story behind the Games. In a far-reaching campaign, Deloitte engaged more than 60 per cent of staff, strengthened relationships with more than 15,000 clients and ranked in the top 10 partners for traffic through the official London 2012 website.

Other factors to consider: Even the best ideas need to be communicated to fulfil their potential. What's your hidden story that's just waiting to be told?

Further reading

Best B2B product launch campaign
Runner-up: 'Betanal maxxPro UK launch campaign' for Bayer Cropscience Limited by Palmer Hargreaves

Best integrated B2B marketing campaign
Shortlisted: 'You're on' for John Deere by Gyro

Runner-up: 'The business behind the games' Deloitte UK by McCann Enterprise

Best internal audience campaign
Shortlisted: 'Profiling international customers' for Lloyds TSB International by Rufus Leonard

Best international audience campaign
Shortlisted: 'EMEA lead nurturing' for Kensington by Cyance

Best limited budget campaign
Shortlisted: 'Balanced transformation campaign' for Freedom Communications by Wallpaper Marketing Ltd

Shortlisted: 'Monster Play MultiActive product launch campaign' for Monster Play by Campaign Works

Best use of digital techniques or technologies
Winner: 'King's Cross – Alive like never before' for King's Cross (Argent) by Billington Cartmell, Enterprise

Most B2B product launch campaign
Shortlisted: 'SE5000 Exakt' for Stoneridge by Gyro

Most commercially successful campaign
Shortlisted: 'Cemergi FACT' for Lafarge Cement UK by McCann Manchester

More information is available at b2bmarketing.net/awards

SECTION 4

International

The question
How do we optimise our international marketing to maximise impact while minimising costs?

The context
As marketing overheads have been reduced, it's increasingly common for marketing teams to have accountability for multiple regions. UK marketers have long had EMEA responsibilities, but as Europe suffers with the debt crisis and the BRIC economies emerge, businesses have to think differently about their international marketing.

"As marketing overheads have been reduced, it's increasingly common for marketing teams to have accountability for multiple regions"

The answer
There is not a single model for international marketing, as the context is different for every market, company and proposition. However, there are three significant recent trends that will impact cross-border marketing and should be taken into account in optimising strategy and programmes.

1. As markets fragment and evolve, success depends on the ability to target and cost effectively reach smaller market niches.

2. Geography and language are starting to give way to shared technical, professional or cultural interests in defining market sectors.

3. Technology is dramatically changing the speed, flexibility and cost of international communication.

The evidence

Atos
When Atos acquired Siemens IT Services, it became a business with annual revenues of €8.5 billion and 74,000 people in 48 countries. Yet one of the first marketing activities after the merger targeted less than 300 key decision makers in only seven countries. These were the specific individuals who held accountability for businesses where Atos had identified and prioritised a specific fit with its new offering. This was a high-stakes game of precision targeting that involved in-depth contact specific research; looking at interviews with organisations' senior board members in the trade or business media, publicised projects and local behind-the-scenes knowledge.

Attention to detail was such that the target's PA's name and working hours were established as part of the contact plan, to ensure the maximum opportunity of reaching the intended target. In a first for the business, the programme was run centrally and rolled out in each region with the objective of arranging a meeting for Atos' global head of financial services with each client. After a UK pilot, the campaign rolled out to the international audience and while the results are confidential, it more than justified the investment in such detailed targeting.

"To minimise translation, Polycom's 'Start!' campaign used strong visuals, with core elements designed for adaptation in country and by business partners"

Vestas

Vestas has installed more than 46,000 wind turbines in 69 countries and considers itself the global leading expert in wind. With renewable energy featuring on most government and corporate agendas, Vestas is responsible for the *Corporate Renewable Energy Index* (reporting on corporate energy consumption) and the *Global Consumer Wind Study* (investigating consumer demand for renewable energy). In recent years, Vestas has targeted its marketing on the leading organisations identified in these reports. Its 'Energy Transparency' campaign ran internationally, targeting 300 senior executives in 23 leading corporations and 58 key opinion leaders. In a highly targeted approach, Vestas reached these individuals through their common membership of LinkedIn, using InMail, complemented by a direct marketing approach that presented Vestas' content alongside free copies of *Business Week* magazine.

The approach reflected the fact the audience was part of a global business community with an interest in wind power that was common despite their different geographic locations and cultural context. Eighty per cent of the targeted influencers and 30 per cent of targeted executives engaged with the campaign.

Polycom

At Polycom, the 'Start!' campaign used technology alongside intelligent creative and messaging techniques to minimise the impact of localisation, while still acknowledging the linguistic and cultural differences existing across 11 different target countries. To minimise translation, it was a strongly visual campaign, with core elements designed for adaptation in country and by business partners. People imagery could be used across all countries, because the execution rendered them ethnically ambiguous. Backdrops were city skyline silhouettes that could be cheaply and quickly changed and even the core visual, a big red button, was appropriate for all but Japan where the colour was changed to green to align with cultural norms.



Best international audience campaign runner-up: 'Start!' for Polycom by Base One

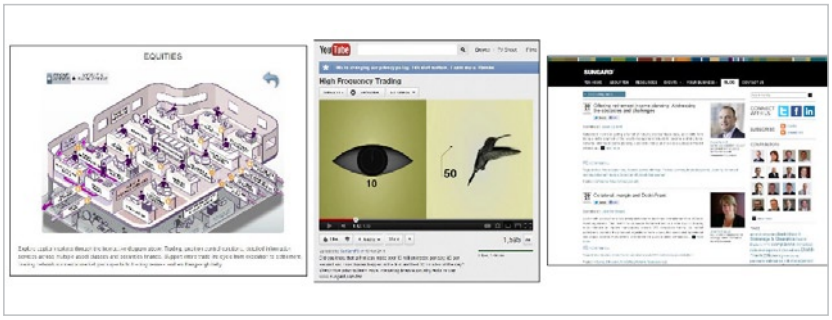
"There is still a requirement for large integrated and international campaigns that need the same kind of programme management and seamless delivery they always have"

As a result, and because Polycom chose to deliver the campaign almost entirely digitally, the campaign was able to be tailored for targeted senior decision makers and IT influencers across five vertical sectors in 11 countries, with a budget of less than £30,000. Polycom used a marketing automation platform to create and adapt emails and landing pages for each phase of the campaign, tracking results and passing qualified opportunities through to sales. The campaign results exceeded the internal targets and gave a very compelling ROI. As with Vestas, it is difficult to see how the campaign could have been delivered with such personalisation and reach were it not for the technology.

Yet despite these trends, there is still a requirement for large integrated and international campaigns that need the same kind of programme management and seamless delivery they always have. The B2B Marketing Awards 2012 included two excellent examples that show while change is coming, it's still important to do the traditional international marketing activities as well.

SunGard

SunGard's global financial services strategy was an altogether larger programme, but equally as effective in achieving its goals within the broader financial services sector. With more than 25,000 customers across 70 countries, SunGard sought a global platform to engage a diverse audience of customers and prospects, including retail bankers, private bankers, asset managers, brokers, traders, insurers and corporate treasurers, in places as far flung as Hong Kong, Dubai, Mumbai, Sao Paulo, Frankfurt and New York. The campaign was developed and driven out of the London office, but had to be truly global in scope and implementation, with parts delivered in six languages.



Best international audience campaign winner: 'Transparency, Efficiency, Networks' by SunGard

"SunGard's 'TEN' campaign integrated rich visual media with in-depth content gatered from its TEN conference in 13 cities"

Despite this diversity, the campaign itself captured the global zeitgeist of the sector exploring how SunGard helped businesses improve Transparency, Efficiency and Networks (TEN). The campaign integrated rich visual media with in-depth content gathered from SunGard's TEN conference in 13 cities. The live events each attracted between 150 and 1000 delegates to hear presentations from SunGard and key local market experts, including state banking dignitaries in Mumbai and Brazil. In total, 620 conference attendees requested meetings with SunGard and 217 sales opportunities developed. An estimated 26,000 people visited the campaign blog with 44,000 page views, resulting in it becoming one of the *Financial Times*' 'influential blogs we read'. The campaign animations and videos have been viewed more than 24,000 times and the campaign-specific site delivered 68 per cent more traffic than previous campaigns. The overall ROI was in excess of 300 per cent despite the considerable investment in such a far reaching campaign.

Kaspersky

Kaspersky, an IT security company, launched its 'Be ready for what's next' campaign in 26 countries and 18 languages simultaneously, with a video broadcast from New York City and a massive content marketing programme. It was the largest and most complex campaign the company has ever delivered. Yet at its heart, were three simple buyer personas that were common across every region:

1. **The technology enthusiast.** This buyer is motivated by embracing transformational and evolutionary technologies. For them 'be ready for what's next' is about keeping pace with the technology innovation they wish to deploy.

2. **The 'security first' buyer.** This buyer may have been impacted in the past by malware intrusions that resulted in quantifiable losses or impacts to their corporate brand. They need to ensure protection from malware threats now and into the future.

3. **The 'business enabler' buyer.** This segment is burdened by the vast proliferation of technology available and is challenged in how to support the business. For them, 'Be ready for what's next' is about handling what their users ask them to support.

By focusing on both the business opportunity and managing the business risk of what's next for these three buyers, Kaspersky delivered a campaign that generated 210,000 unique web visits, over 13,000 registrations, nearly 6000 BANT-qualified leads and a $29 million pipeline.

Whether large or small, digitally driven or delivered in handwritten envelopes, marketing campaigns must resonate with the target audience to be effective. We close this section with a campaign from Motorola that typifies the kind of understanding that drives effective international marketing.

"Whether large or small, digitally driven or delivered in handwritten envelopes, marketing campaigns must resonate with the target audience to be effective"

Motorola
Motorola Solutions is a manufacturer of rugged devices. When it needed to increase penetration in European markets, it became clear that it needed to recruit additional resellers. Motorola is a big global brand and well known within the industry, but initial research showed many potential partners consider it to be too large to deal with. The devices market in many European countries is small and fragmented, meaning the resellers are often a fraction of the size typical in other countries.

Motorola understood that attracting these businesses would require a new proposition, built around the reality of its market. It therefore went to great lengths to be effective; developing a new partner programme with a much lower threshold for participation; working with a specialist to identify almost 300 previously unknown potential partners and targeting each with a highly personalised 'welcome pack' of materials to explain the relevance of Motorola to their business. More than half of the welcome pack recipients joined the partner programme, many making their first change in supplier in over 20 years.

Further reading

Best channel marketing initiative
Shortlisted: 'Motorola Solutions advanced data capture solutions' for Motorola Solutions by McDonald Butler

Best integrated campaign
Shortlisted: 'Energy transparency campaign' for Vestas by Vertic

Best international audience campaign
Runner-up: 'Start!' for Polycom by Base One

Winner: 'Transparency, Efficiency, Networks' by SunGard

Best use of content marketing
Shortlisted: 'Be ready for what's next' for Kaspersky Lab by Earnest

Best use of customer insight
Runner-up: 'Power to perform' for Atos by The Marketing Practice

More information is available at b2bmarketing.net/awards

SECTION 5

Demand generation, going beyond leads

The question
What is the value of any marketing investment that does not result in direct lead generation?

The context
Marketers face unprecedented pressure to fill the sales pipeline, but has the focus on leads been overdone; is it really sensible for this to be the only focus of modern marketing? If not, what is the justification for investment in longer-term programmes and activities that cannot be measured or evaluated so clearly?

Marketing is responsible for demand generation in its fullest sense; creating the right environment for sales success on a repeatable, predictable basis. To do this, we need to balance the investment in each quarter's pipeline, with activities that build and sustain competitive advantage across the year and beyond.

For too long 'building the brand' has been marketing's justification for poorly measured outcomes and doing the cool stuff that no one can be sure will work. As a result, in many organisations marketing is no longer trusted with anything that cannot be immediately measured. Yet if marketing is not doing these things then no one is, and the business becomes a short-term opportunist and vulnerable to long-term changes.

The answer
Lead generation is a vital part of marketing's remit to build demand. The investment should be proportionate to the business objectives and available as a sales resource; ensuring appropriate lead volume, value and quality to enable the business to hit revenue and profit targets. However, demand generation does not run quarter to quarter, but is a long-term process of ensuring competitive advantage that is not measured in leads alone.

A sustainable investment in marketing delivers pipeline, but can also have a measured impact across all areas of value creation. The following examples show how a wider demand generation strategy has not been measured solely by leads, but by strength of the brand and community/ employee engagement.

"A sustainable investment in marketing delivers pipline, but can also have a measured impact across all areas of value creation"

The evidence

Brand

When marketers themselves cannot agree a simple definition of brand, it's no wonder stakeholders lack confidence when asked to invest in it in preference to lead generation. Yet if a business is to perform well over the long term, the target audience has to be aware of what it does, understand its relevance to the problems they face and feel comfortable about working together. A brand is not fabricated in the studio, it's delivered by every member of staff, every peer reference and every product experience consistently over time. It can be positive or negative and it has a life of its own.

"A brand is not fabricated in the studio, it's delivered by every member of staff, every peer reference and every product experience consitently over time"

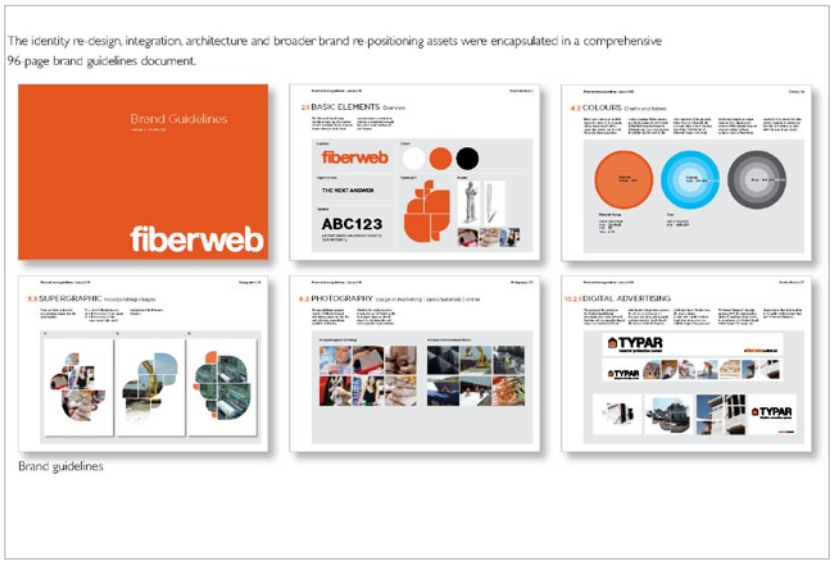
Fiberweb

Fiberweb is a leading player in the global non-woven materials industry. Having grown through merger and acquisition, the business found in 2010/11 a lack of engagement between Fiberweb, its customers and staff was having a tangible negative impact on commercial performance.

Although people loved the products, they did not identify with or understand Fiberweb. In an increasingly competitive market, differentiation was being lost and the share price reflected investor apathy towards the business. Fiberweb has a rich history of innovation, and a demonstrable ability to meet the varied and complex material-based challenges set by customers. It's an exciting business doing exciting things, but no one was excited.

To develop staff engagement, investor enthusiasm and customer demand, Fiberweb set out to:

- Define and express what makes it different.
- Improve the way the organisation works, across countries and industry sectors.
- Define a clearer and more logical organisation structure.
- Provide the platform to communicate with purpose, consistency and clarity.
- Re-engage with the city and shareholders to instil confidence through a clear long-term vision, ultimately returning growth to the share price.



Best B2B brand initiative runner-up: 'The next answer' for Fiberweb by McCann Enterprise

After intensive research, including some 200 employee and customer interviews, as well as a series of group workshops in key regions, the business arrived at 'The next answer'. This deliberately positioned Fiberweb at the forefront of the materials technology industry, with the talent and solutions to meet any material challenge. Crucially, 'The next answer' provided the narrative for employees to both connect with and articulate Fiberweb's commercial positioning and longer-term vision. It unites the entire effort of the business, across markets, industry sectors, products and job roles around one powerful and compelling idea.

'The next answer' became the catalyst behind all Fiberweb's activity and communication: shaping the look, feel and tone of a revised visual identity, new organisation architecture, internal and external communications, digital platforms, cultural and behavioural change programmes, and training and recruitment policies. It was communicated in a series of stories to key audiences and brought the promise to life for their needs. After years of restructuring and consolidation following mergers and acquisitions, the target audience was undeniably cynical of yet more change.

However, the programme has now reached all 3500 staff and has contributed to changes in the way investors regard the company. The share price improved significantly when the company announced its global restructuring and unveiled 'The next answer' to investors.

"'The next answer' became the catalyst behind all Fiberweb's activity and communication: shaping the look, feel and tone of a revised visual identity"

SITA

SITA is the world's leading specialist in communications and IT solutions for the air transport industry, delivering and managing business solutions for airline, airport and government customers in over 200 countries and territories with 4000 employees worldwide.

While SITA has played a pivotal role in developing much of the technology that underpins modern air travel, research showed the industry did not recognise the scale of SITA's input into the changing market. There was a risk that the rapid evolution of the sector could leave SITA behind, opening the door to competition from other technology providers and undermining stakeholder commitment. It therefore set out to take the 60-year strong global brand and make it relevant for the next 60 years by demonstrating to customers, partners and employees that SITA is changing and in ways that are increasingly relevant to them. Through the 'Together we can' campaign, SITA sought to change audience perceptions of them:

From...		To...
Service provider	→	Market maker
Dedicated	→	Influential
Legacy	→	Value added innovation
Respected	→	Wanted
Slow	→	Responsive
Bureaucratic	→	Can do
Rigid	→	Lean, efficient, quick

A change management programme was created that encompassed SITA's brand touchpoints across all areas of the business. The internal brand launch activity included a global desk drop, email campaign, intranet takeovers and a brand 'storybook'. Regional workshops with management teams and an interactive 'Employee engagement tool' aimed to educate and engage employees about the changes at SITA.

The external launch featured a global 'Together we can' advertising campaign where customers and prospects were directed to a campaign landing page with video and downloadable content supporting the 'Together we can' stories. Further brand awareness was generated via social media channels and sales teams were equipped with 'brand toolkits' to consistently communicate the new brand message.

Although campaign results are confidential, the changes have had a significant impact on annual brand perception and net promoter scores as well as increasing staff engagement. It should be noted, however, not all brand projects need to be an additional investment for the business. In some instances they replace other areas of spend that are no longer relevant or delivering the return they once did.

"Not all brand projects need to be an additional investment for the business. In some instances they replace other areas of spend that are no longer relevant or delivering the return they once did"

Cascade Group
For Cascade Group, the brand project was virtually cost neutral, as the launch of the new brand coincided with the termination of the franchise agreement with Kall Kwik. After almost 30 years as a franchisee, it realised before it could compete effectively in today's market, it needed to give itself more room for manoeuvre. With increased competition, squeezed print margins and changes in customers buying behaviour, Cascade felt trapped by the Kall Kwik brand as support had declined and service development and diversification was problematic.

To give it the freedom to run the business as it wanted and to prevent customer's shifting to other Kall Kwik branches, Cascade needed to seamlessly shift from operating as part of a global power brand to a stand alone as a local print expert with great customer service.

Having legally terminated the Kall Kwik franchise, Cascade invested an equivalent amount to the franchise fee in the new launch. In a project that was managed inhouse and delivered over four months, the primary focus was on securing existing customers before seeking to expand the service and generate new leads. The business broke even in its second month and has gone on to increase annual revenues by 19 per cent.

Kimberly-Clark
People get sick. It's as unavoidable as the working week itself. Unfortunately, people would rather go to work sick and stay home when they're healthy. So it's no wonder the office is a haven for germs. In fact, employee absenteeism and employees coming to work sick can cost the average company 1000 employees – more than $1.6 million every year.

So, while Kimberly-Clark Professional was in the process of creating solutions to address the threat of minor illness, it first sought to take matters into its own hands – literally. The goal was to get its own internal culture to embrace a healthier approach to hand hygiene. This internal employee engagement programme focused on wellness and productivity.

At the centre of which were the Kimberly-Clark Professional products that employees took pride in making but, at times, did not understand the impact they could have. By getting employees to care about germs and use the products, the 'Healthy workplace project 90-day challenge' significantly improved employee engagement, with up to 95 per cent of staff at key locations participating in the challenge.

"Employee absenteeism and employees coming to work sick can cost the average company 1000 employees – more than $1.6 million every year"



Best internal audience campaign winner: 'The healthy workplace project' for Kimberly-Clark Professional by Gyro

"'The healthy workplace project' led to Kimberly-Clark's offices being 50 per cent cleaner and absenteeism reduced by 46 per cent"

Offices divided into teams that earned points by completing their daily tasks of wash, wipe and sanitise. Points meant bragging rights and the chance to win prizes. The flames of competition were fanned with emails and posters throughout the office. All of which drove to the 90-day challenge microsite – where teams found their scoreboard, rulebook and stadium for battle. As the competition heated up, stakes were raised with bi-weekly swab-offs for bonus points, pitting teams against each other as swab techs checked office germ counts to assess progress. After 90 days, the winning team walked away with pride and prizes. The offices were found to be 50 per cent cleaner and absenteeism was reduced by 46 per cent. Surveyed participants also felt more satisfied with their employer, prouder of their company and more productive.

Pruhealth

'In the Loop with PruHealth' was a slightly less radical cultural change programme designed to engage the employees of PruHealth in its values, vision and purpose, following the acquisition of Standard Life Healthcare. The programme introduced a change to the internal brand, language and working environment for many of the employees and it was vital they understood the thinking behind the changes to effectively deliver against customer expectations. The programme set out to:

1. **Ensure all employees understood the PruHealth vision,** purpose and values and how these applied to their roles, teams and department.

2. **To engage people in the new company** and re-assure them that the acquisition would have a positive impact on them.

3. **To educate and engage employees in Vitality,** which was to become available to around half a million Standard Life Healthcare customers who transferred to PruHealth as part of the acquisition.

The company tracked employee engagement and delivery against the objectives as part of the programme and reported impressive scores against each. Engagement was not only an internal priority. Where a business is dependent on total customer lifetime value after high acquisition costs, it is often as important if not more important than lead generation. Reducing customer churn can have a massive impact on profitability.

"Where a business is dependent on total customer lifetime value after high acquisition costs, engagement is often as important if not more important than lead generation"

Orange
At Orange, the business is working hard to establish itself as a credible small business provider among prospective and existing customers. 'Your Orange', an app that allows businesses to access and manage their account while on the move, and 'Orange Exchange' are two programmes that focus on the full demand generation picture in the SME sector and not just leads.

The SME audience admires Orange as a consumer brand but often does not see them as a serious contender in the business space. Your Orange saves business customers time and effort in managing their relationship with Orange, enabling them to be more efficient and dedicate more time to their business. Orange Exchange is a bi-monthly information resource, produced in 10 different versions for specific prospect and customer channels/life stages. Content includes information on the latest Orange products/services, mobile technology updates, hints/tips, as well as inspirational and practical business advice. It has been proven to drive activity and improve loyalty – reader research has shown a staggering 92 per cent take positive action after reading, with 55 per cent visiting the website and 32 per cent contacting Orange about products/services.

Further reading

Best B2B brand initiative
Runner-up: 'The next answer' for Fiberweb by McCann Enterprise

Winner: 'SITA brand positioning' for SITA by DNX

Shortlisted: 'Cascade group rebrand' for Cascade Group by Cascade Group|Studio

Best internal audience campaign
Winner: 'The healthy workplace project' for Kimberley-Clark Professional by Gyro

Shortlisted: 'In the loop with PruHealth' for PruHealth

Best integrated B2B marketing campaign
Shortlisted: 'Your Orange app' for Orange by Publicis Chemistry

Best use of content marketing
Shortlisted: 'Orange exchange' for Everything Everywhere by Publicis Blueprint

More information is available at b2bmarketing.net/awards

SECTION 6

Migrating to inbound and digital marketing

The question
Budgets are tight this year and we have no room for marketing to experiment. What is the right balance between the tools we have always used and newer digital approaches?

The context
Markets do not stand still. It's estimated corporate buyers now have access to 20 times the amount of information they had only five years ago. The Corporate Executive Board concludes that 57 per cent of the purchase process is now complete before the buyer even speaks to a salesperson and as a result traditional sales and marketing approaches are proving less and less effective.

"Fifty-seven per cent of the purchase process is now complete before the buyer even speaks to a salesperson and as a result traditional sales and marketing approaches are proving less effective"

Inbound and digital marketing have grown exponentially in the last five years, and 2013 is likely to be the year content marketing becomes mainstream. Early adopters point to some significant achievements in the shift away from so-called interruption marketing to inbound marketing and the tools can give far greater transparency through improved metrics. But any change is hard for an organisation, especially where investing in new techniques or technology requires you to stop spending on those that have worked in the past. This is especially true where the new approaches can take time to build momentum and will exert significant new demands on the team.

The answer
The right balance is one that gives us the greatest confidence of delivering the agreed objectives. If we keep doing what we have always done then we are likely to see diminishing returns as markets and competition do not stand still. If we are to deliver growth, then we need to find new ways to engage the target audience, replacing the weakest traditional programmes with more targeted, accountable and lower cost solutions. For most businesses, these new approaches will be digital.

The evidence
When British Gas wanted to reach out to its SME audience, it turned to digital as the key platform for delivering its message. Research showed 57 per cent of SMEs believed their energy suppliers use too much complex jargon, with 34 per cent calling for simple explanations in everyday language published as an easily accessible guide. However, these are busy people who don't really want to think too hard about energy and are cynical of any claims made by supply companies. To engage them, British Gas Business targeted SMEs with campaigns that balanced conventional communications (advertising, print and PR) with two new digital platforms:

- **Business Energy Insight** used short customer video documentaries on YouTube to explain how SMEs were saving energy using British Gas' new smart meters and support services.

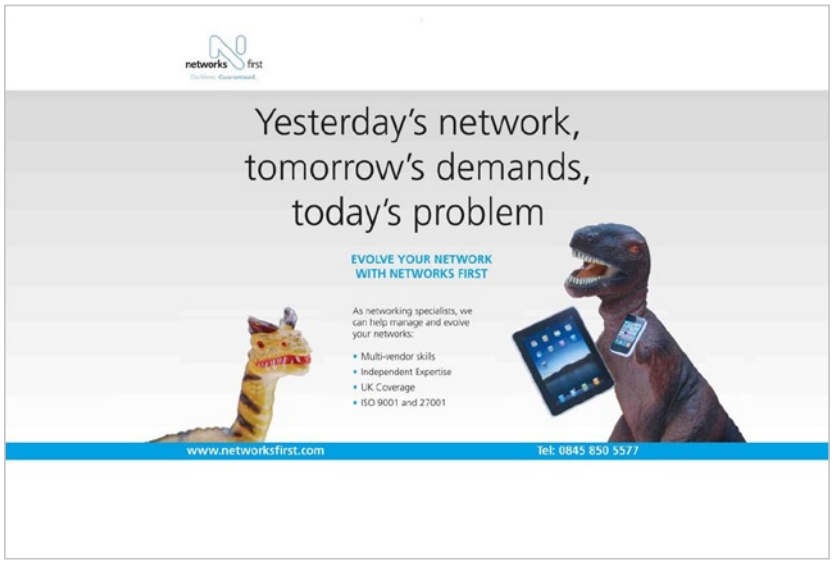
- **Energy Made Simple** involved a new area on the main company website designed exclusively to demystify how the energy industry works, explaining in simple terms, energy basics, what makes up the cost of energy, billing and contracts, and how to save energy.

"Filming costs can be kept low using no actors, no expensive props and an iP hone with royalty-free library footage"

The Business Energy Insight project delivered 65,000 inbound website visits and 25,000 customers that signed up to the service. Over 50 per cent of traffic to Energy Made Simple was driven by natural search as the content addressed questions buyers were asking but could not get answered. When they arrived, visitors spent six times as long on the content as they did on other areas of the corporate site. The result was an engaged audience, sales objectives delivered and an opportunity for British Gas Business to demonstrate it was prepared to be open, honest and transparent with its customers. By aligning digital with traditional communications, the campaigns contributed to a significantly improved reach and brand perception in the target audience.

Low-cost video

Video was also used by Networks First, its objective was to stand out in a crowded market where IT buyers are distinctly jaded by vendor claims and counter claims. Building on the idea that Networks First helps customers evolve their networks; the business adopted a multichannel PR and marketing campaign around three humorous, low-budget videos featuring a trio of plastic dinosaurs. The campaign had to raise awareness of Networks First's expertise in solving network-related issues including the shift to cloud computing, network convergence, mobility and the rise in employee use of personal devices in the workplace.



Best limited campaign winner: 'Dinoverts' for Networks First by Marketing Options International

The target audience was technically literate and the video did not require a particularly glossy execution. As a result, costs were kept low as there were no actors, or expensive props and the film was shot on an iPhone with royalty-free library footage of explosions to illustrate disastrous IT decisions. The three films cost less than £10,000 to produce and were viewed more than 1300 times on launch. Perhaps more importantly, the 'Dinoverts' helped this small business cut through with additional key traditional media that have then amplified the message.

"The right balance is not about adding a digital element to an otherwise traditional campaign, but in exploring what can only be achieved in a digital world"

Computer Weekly's 'Downtime' blog cheekily described the first video as "One man, one camera, one voice and three plastic dinosaurs – not exactly Avatar," before going on to say… "If only RIM had seen this a week ago, the BlackBerry service outage may well have been avoided." Computer Weekly has 350,000 monthly unique visitors.

Computer Reseller News' (CRN) editor, Sara Yirrell, wrote, "Networks First has produced a hilarious video starring plastic dinosaurs. However, the video has a serious message to highlight the pressures being faced by IT departments." CRN has 500,000 monthly unique visitors.

A fourth dinovert was produced by 'mashing up' footage of the dinosaurs with talking heads of Networks First spokespeople. The video won Information Age's award for 'Innovation in Marketing and Communications' in April 2012, gaining coverage on the Information Age website (monthly unique visitors: 50,000).

The videos were supported with direct mail, email, and other sales resources. The campaign delivered a 37 per cent increase in unique visits to the Networks First website over the previous year.

Sometimes, the right balance is not about adding a digital element to an otherwise traditional campaign, but in exploring what can only be achieved in a digital world.

Passionate online following

In a world of commoditised and lower priced products, Scotsman Ice Systems needed a way to sell more ice machines to foodservice consultants, equipment distributors and dealers, and end-user restaurants and institutional kitchens. Social media monitoring, revealed that Scotsman Ice Machines – specifically its nugget ice (also known as sonic ice) – had a passionate following online:

- 1600 tweets mentioning 'sonic ice'
- 105 Facebook pages and 370 Facebook groups devoted to sonic ice
- 310,500 people self-identified on Facebook liking chewable ice pages
- a forum, IceChewing.com, had 1805 posts, 539 topics and 3,731 members



Best use of social media winner: 'Luv the nug' Scotsman Ice by Gyro Cincinnati

"By creating a digital community for consumers to celebrate nugget ice, Scotsman helped increase ice machine sales by double digits"

The consumer buzz about chewable, nugget ice is extreme in these social media venues. Scotsman rallied and aggregated nugget ice fans in the social media realm around 'Luv the nug' – a single message and destination of adoration for nugget ice, sponsored by Scotsman. This digital community gives passionate 'ice chewers' shareable tools to show their love and demand for nugget ice – petitions, swag, nugget ice; even the chance to win their own machine. While campaign results are confidential, the 'Luv the nug' online community has shown itself to be highly engaged and active.

By packaging up this demand, Scotsman fed its sales and distribution channels with analytics that supported the premise; 'When you sell Scotsman Nugget Ice, you actually drive demand and return visits to your restaurants.' By creating a place for consumers to celebrate nugget ice, it helped increase ice machine sales by double digits.

Achieving recognition

Professional services firm Bluewolf recognised this and with an internal campaign (#GoingSocial) aimed to increase internal and external collaboration through the social web. By unlocking the knowledge and expertise of its employees and developing the online personas of internal thought leaders – Bluewolf sought to raise the profile of the total brand.

Over 300 employees were trained on social media platforms, and specifically encouraged to use Twitter, LinkedIn, Salesforce Chatter, Google+, Facebook, Flickr and Pinterest. As the social profiles developed, Bluewolf used them on its own website, effectively empowering staff to managed their own brand and thereby the business brand. Through Salesforce, employees manage their own profiles, showcasing their social networks, recent tweets, musings and published work together with a range of other biographical information.

Employees earned rewards and recognition by collaborating internally on Chatter, improving Klout scores, creating content for the knowledge base, publishing blog posts, sharing Bluewolf content, driving traffic to the website, etc. The initiative was considered a huge success internally, gathering recognition from key industry analysts and in driving inbound opportunities from social media engagement. Overall, social traffic to the website is up 45 per cent and inbound traffic to the main blog is up over 80 per cent. Over time, this is expected to translate into greater awareness and opportunity pipeline.

Data points

In closing this chapter, it's worth noting not all audiences are yet available and engaged online. In this situation, the challenge is to find a way to translate the immediacy and relevance of digital thinking into a more accessible environment. IBM achieved this with its 'Business analytics' campaign, which brought dynamic content to The Executive Channel – a digital display network delivering a real-time mix of live news, relevant content and full-motion display advertising in more than 100 of London's most prominent corporate buildings.

Using its long relationship with the Wimbledon Championships, IBM used data and statistics from every point of every match at Wimbledon 2012 to predict the outcome while the match was being played. This was an excellent showcase of IBM Analytics, interrogating over five years of Grand Slam tennis data, amounting to around 39 million data points and presenting the data in real-time as the situation evolved. The campaign used these tools to analyse player data and identify the 'keys' to each player's success. 'Keys' were then used to make real-time predictions on whether players would win or lose. Analysing live game data, IBM predicted results across the tournament with a 93.8 per cent success rate; driving a central message, "If IBM analytics software can predict results in tennis then imagine what it could do for your business."

The exact campaign results are confidential but the call-to-action: Search: 'IBM Tennis' contributed to a 67 per cent CTR; nearly five times higher than the previous year and overall cost-per-click dropped by 30 per cent in comparison.

With a little imagination, digital and inbound techniques can be used to replace campaign elements that no longer perform, either as standalone tools or integrated to increase the impact of the whole message.

"It's worth noting not all audiences are yet available and engaged online. In this situation, the challenge is to find a way to translate the immediacy and relevance of digital thinking into a more accessible environment"

Further reading

Best integrated B2B marketing campaign
Winner.: 'British Gas Business – Energy live campaign' for British Gas Business by OgilvyOne, CHI, Carat, iProspect, Rufus Leonard and Blue Rubicon.

Best limited budget campaign
Winner: Networks First 'Dinoverts' for Networks First by Marketing Options International.

Best use of creative
Shortlisted: 'British Gas Business – Energy live campaign' for British Gas Business by OgilvyOne and CHI.

Best use of customer insight
Shortlisted: 'British Gas Business – Energy live campaign' for British Gas Business by OgilvyOne and CHI.

Best use of digital techniques or technologies
Runner-up: 'IBM Predictions' for IBM by OgilvyOne.

Best use of social media
Shortlisted: '#GoingSocial' by Bluewolf.

Winner: 'Luv the nug' for Scotsman Ice by Gyro Cincinnati.

Best website
Winner: 'British Gas – Energy made simple' for British Gas Business by Rufus Leonard.

More information is available at b2bmarketing.net/awards

SECTION 7

Metrics

The question
How do I know marketing is working? Where is the data and what metrics should we use?

The context
It's more than 100 years since John Wanamaker uttered the immortal words, "Half the money I spend on advertising is wasted; the trouble is I don't know which half", yet it's still regularly quoted in budget meetings up and down the land. Leaving aside the fact that advertising is becoming less relevant to B2B marketing budgets, the quote survives because marketing still faces challenges with metrics. Unlike our colleagues in sales who hold quota and in HR, Finance and IT who don't; marketing sits in a grey area where success and failure are often poorly defined. Businesses are drowning in data and metrics but not all of them are useful, and some can lead to misdirected effort.

The answer
The 2012 B2B Marketing Awards were packed with metrics and statistics showing marketing impact, but effectiveness is only truly measured against the objectives set. So, to know whether marketing is working it is essential to set clear objectives for success and then allocate time, money and effort to measure progress against them.

Marketing doesn't hold quota because it doesn't close sales, but if the business objective is to increase revenue, it's marketing's job to increase the quantity, value or conversion of leads. Sometimes the right objective is all three.

"If the business objective is to increase revenue, it's marketing's job to increase the quantity, value or conversion of leads. Sometimes the right objective is all three"

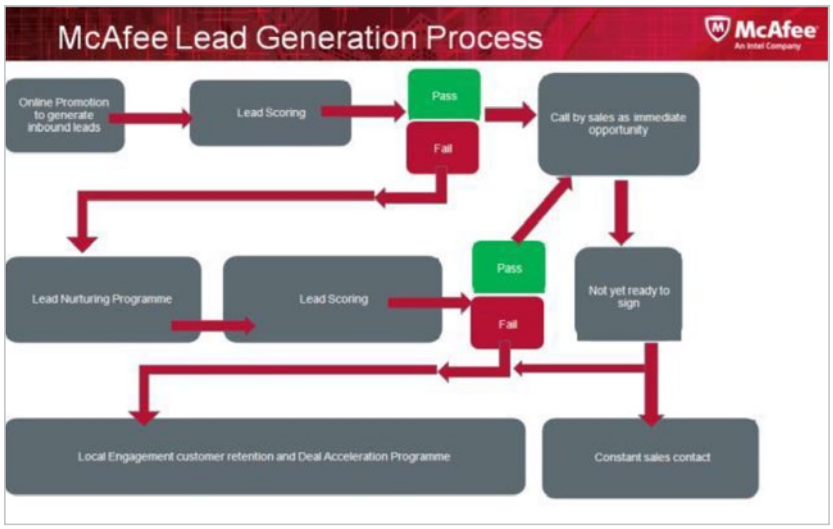
The evidence

The power of automation
Marketers at McAfee were set the objective to increase lead generation across Europe, the Middle East and Africa (EMEA) to help the business exceed its revenue targets.

To achieve this, McAfee deployed a marketing automation platform for lead generation and tiered its digital assets to help gauge the level of engagement from potential customers and the urgency of a sales opportunity. Campaign assets were aligned to the technical ability/interest of the target and their stage in the buying process. The campaign which targeted security professionals, focused on thought leadership – security trends and the latest techniques and thinking around security. Leads were scored and ranked against stringent thresholds.

There were some notable metrics from the campaign, with a 30 per cent increase in marketing qualified leads (MQL) driving a 200 per cent uplift in opportunities. The stringent lead qualification thresholds significantly reduced 'noise' in the sales/marketing dialogue with an enormous number of leads never progressing to CRM, saving approximately 300 hours of admin time in the sales team and allowing them to focus their efforts on the highest potential opportunities. The digital nature of the campaign also drove a significant reduction in cost per lead.

"Through a combination of lead scoring and lead nurturing, McAfee increased the number of sales accepted leads five-fold"



Best lead nurturing campaign finalist: 'Right people, right content, right time' for McAfee by CRM Technologies

In a second campaign, the McAfee team restructured its customer journeys across inbound and outbound communications to reflect a new three-part product offering (device, information and infrastructure) and direct prospects down the most appropriate pillar, while at the same time raising awareness of the breadth of the McAfee offer. Once a product pillar was identified, the appropriate lead nurture campaign would initiate the process of further qualification.

The programme significantly improved the quality and quantity of leads passed to the sales team through CRM, which was then used to track progress and measure the improved results. Anyone falling off the programme at any stage was driven to a preference centre that enabled them to actively choose if/when and what information they chose to receive in the future.

Through a combination of lead scoring and lead nurturing, McAfee increased the number of sales accepted leads five-fold. In addition, over two quarters, McAfee more than doubled its MQL to opportunity conversion, creating significantly improved revenue opportunities for the business through better sales and marketing alignment.

At the end of both campaigns, McAfee reported there were three times more opportunities in the sales pipeline directly attributable to marketing activity.

Trend Micro also relied on a marketing automation platform to capitalise on a new agreement with Dell to load Trend's Worry Free antivirus software on their range of PCs. As part of the agreement Trend was given access to Dell's European SMB customer data, but there was a limited window of time for contact and conversion into a paying customer.



Best lead nurturing campaign finalist: 'The Trend Micro – Dell subscription conversion campaign' for Trend Micro by CleverTouch Marketing

Trend's challenge was to find a way to maximise the opportunity with an audience that was highly likely to be new to the brand. Contacts were segmented into five streams based on their position in the buying cycle. After this point, contacts were entered into an email campaign that contained dynamic sections within each email that were personalised according to the person's own actions. This had been proven to lead to higher engagement and an optimised nurture process.

"Each email was personalised according to Trend's contacts' own actions, which led to higher engagement and an optimised nurture process"

Deployed in nine languages across 28 countries, with over 250 individual communications and reaching up to 10,000 new data contacts monthly, this campaign is an example of how best practice lead nurturing can be achieved in a large scale, complex campaign. It also delivered sales in excess of $500,000, which would simply not have been possible with conventional marketing approaches.

Proven approaches still work

Telemarketing enabled Oracle to cost effectively deliver a global customer care and lead generation campaign across 170 countries in 30 languages for almost 12,000 Sun customers when they bought the company. Oracle needed to quickly prioritise sales engagement with these 'new' customers while building an understanding of their current installation and future requirements.

The campaign successfully delivered:

- Fully profiled account details.
- New/validated decision maker contact information.
- IT Infrastructure status.
- Current status of Sun servers/Oracle support contracts.
- Customer perception around key areas.

Sales-ready BANT-qualified leads were generated in these accounts by promoting a specially designed discounted trade-in offer to upgrade or renew servers. These leads were handed directly to the sales team with a personal lead handover process. Overall outcomes against objectives were:

- 100 per cent of targeted Sun customers contacted, data validated and Oracle introduced in four months.
- 19,500 new/validated IT decision-maker contacts recorded.
- 958 sales-ready leads generated.
- $72 million of sales accepted pipeline.

For Barclaycard Payment Acceptance, a combination of telemarketing and direct mail was used to drive revenue in the SME retail market. With a focus on real data quality and very specific segmentation, the campaign exceeded the target objectives, but also created a very clear understanding of sales follow-through and execution of the leads showing which individuals are best at converting which kind of opportunity.

- Total sales: £988,196.
- Data cleans: 92 per cent against an 81 per cent target.
- Data enrichment: 95 per cent against a target of 90 per cent.
- Close rate to decision maker: 17 per cent against a target of 14 per cent.

Solving the big data issue

Nowhere is the plethora of potential metrics more visible than in the digital arena. There are countless examples of increased reach and frequency of contact through social media, as well as significant uplifts in web traffic through PPC and optimised search. However, while digital is still central to early prospect engagement, lead nurturing and customer dialogue, it remains a challenge to attribute specific investments to sales outcomes in any business that is not primarily transacting online.

Psion's IngenuityWorking platform shows what is possible when engagement sits at the heart of the business, but as a result it is difficult to separate the digital marketing activity from the wider brand shift.

"While digital is still central to early prospect engagement, lead nurturing and customer dialogue, it remains a challenge to a tribute specific investments to sales outcomes in any business that is not primarily transacting online"

John Conoley, CEO at Psion, said, "IngenuityWorking.com is the best manifestation of our new brand and the values we hold. By providing open access through our community to every aspect of our organisation, we are demonstrating how we are easier to do business with and the changes we've made are having a positive impact on our customers and partners."

Of all the award entries, it was SAP who appears to have done the most complete work on measuring how different digital channels, such as social media, contribute to conversions. Tracking paths online is a complex process that takes patience and a powerful toolkit. Working across teams responsible for display, search, social, CRM, website, microsites, and analytics; the digital attribution team at SAP needed to understand each campaign in order to successfully tag and categorise all digital media.

Unfortunately, digital interactions are not the linear, single-touch processes many of today's tools would suggest. The conversion that arrived from the paid search campaign might have had five banner exposures, which triggered a click on the paid search keyword in the first place. Yet paid search gets 100 per cent of the credit for the conversion because it was the last touchpoint. Even worse, most systems work in silos and will each report the same conversion separately, essentially double counting.

The goal of digital attribution analysis was to understand the relationship between digital marketing efforts and reallocate conversion credit across all touches that led to a conversion. In other words, uncovering the complex interactions between digital channels and campaigns that would allow SAP to optimise and reallocate resources to channels that are driving the highest marketing ROI across paid, owned and earned touchpoints.

Beyond the statistical analysis of attribution, the project also captured descriptive statistics of SAP's digital marketing to answer questions such as:

- What is the true reach of digital channels?
- At what frequency do we reach contacts?
- What is the optimal frequency to drive contacts to convert?
- What channels have the most overlap?
- What are the most common paths to conversion?
- How many unique paths are there to a conversion?
- After exposure, how quickly do they convert? (30 minutes, an hour, 45 days?)

The digital attribution analysis ran regressions on every path to conversion and allocated credit to the channels based on the impact that it had on the conversion. The result was a much deeper understanding of how digital marketing elements interact and the role that each touchpoint plays in the path to conversion.

"Digital interactions are not the linear, single-touch processes many of today's tools would suggest. Most systems work in silos and will each report the same conversion separately, essentially double counting"

As a result, one channel SAP believed to be an 'awareness' channel was actually more of a direct response tool (or a channel that most often is the last touchpoint in the pathway to conversion). Conversely, a tool that SAP believed was a direct response channel was found to be more of an awareness channel (or the first touchpoint in the path to conversion). Overall, about 25 per cent of conversions were reallocated compared to the last touchpoint or last exposure methodology. One channel had a 146 per cent increase in conversion credit reallocated to it. The largest channel lost 10 per cent of its conversion credit.

This kind of work is deeply complex big data analytics. However, for those organisations with the resources to analyse millions or, in many cases, billions of records, there is at last the power to disprove the John Wanamaker quote.

"One channel SAP believed was an 'awareness' channel was found to be more of a direct response tool, and a channel it believed to be a direct response tool was found to be an awareness channel"

Further reading

Best B2B lead generation campaign
Shortlisted: 'EMEA "Database Security" campaign utilising lead scoring' for McAfee by Eloqua

Winner: 'Oracle project mercury' for Oracle Corporation, Redwood shores, California, USA by Quantum Marketing Group (Quantum), Reading, UK

Best lead nurturing campaign
Shortlisted: 'The Trend Micro – Dell subscription conversion campaign' for Trend Micro by CleverTouch Marketing

Shortlisted: 'Right people, right content, right time' for McAfee by CRM Technologies

Best use of customer insight
Shortlisted: 'Digital attribution analysis' by SAP

Best SME-targeted campaign
Shortlisted: 'Payment acceptance' for Barclaycard by Market Makers

Best use of social media
Shortlisted: Ingenuityworking.com by Psion

More information is available at b2bmarketing.net/awards

SECTION 8

Synergy between sales and marketing

The question
How do we get the best from both our sales and marketing resources? What does sales and marketing alignment look like in practice?

The context
Marketers across industries are being asked tough questions about the way they work with the wider business, and specifically sales. Accusations that efforts are misaligned have been frequent and loud over the last 18 months with various thought leaders and industry bodies proposing dramatic solutions. In the *B2B Marketing Leaders Report* (September 2012), 79 per cent of respondents recognised the issue, and 28 per cent felt it was significant in their organisation. As empowered buyers take control of what was once the sales process, marketing and sales have to shift their game.

"As empowered buyers take control of what was once the sales process, marketing and sales have to shift their game"

The answer
There are five levels of alignment and getting the best from both teams depends on where we are today. If we understand that, there are specific actions we can take to eliminate the duplication and waste caused by misalignment.

The evidence
It should be noted that *The Evidence* is based on a set of marketing awards – not sales and marketing awards. In many entries, the word sales does not appear once and there are several where some unseen miracle transforms leads into revenue. This is not to suggest entrants are misaligned or even ignorant of their sales process, just that the awards did not specifically ask them to address this. It would be interesting in future years to see more detail on this area. That said, and having reviewed all of the finalists, here are the five levels of alignment we found:

1. Emotional wins
While there are strong and rational reasons for close sales and marketing alignment, it's often hard to figure out where to start. In most organisations, the reality is marketing needs to deliver an emotional win for the sales team.

At Stoneridge, a supplier of vehicle tachographs, the launch of a new model created this opportunity. There was a distinct product advantage against the competition in an area driven by new legislation. The proposition and execution were so well conceived and clearly aligned with the sales team that it was met with unprecedented success and a

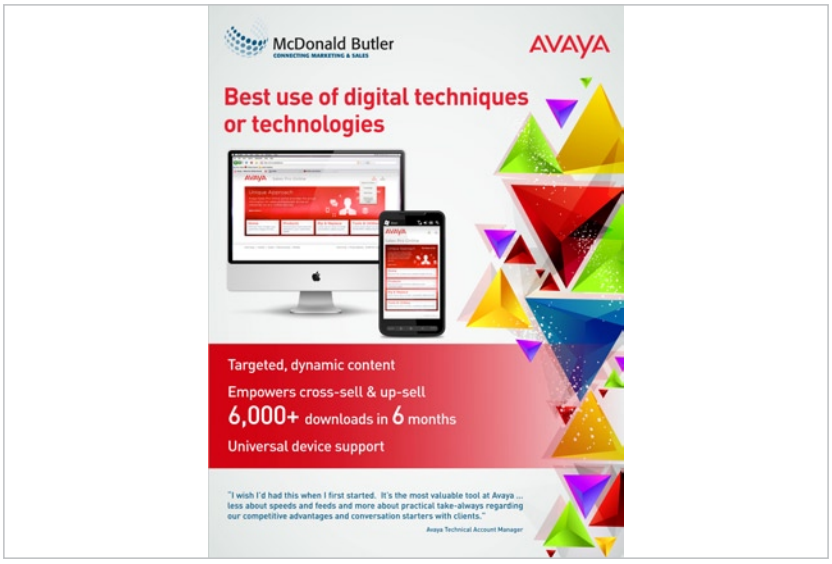
positive emotional response from colleagues. Commenting on early trade events, the head of sales, said, "We're actually selling on the stand – 10 at a time." While one of his direct reports sums up the feeling in four words, "You made us cool". This is a team that sees and understands the value of the marketing.

The emotional win for the sales team will look different in every organisation, but will be based on a tangible difference to their daily lives. If marketing can make the phone ring, prove a meaningful advantage over the competition or simply make the sales person's life easier, they are taking a first step to closer alignment.

"In recent years, marketing automation vendors have sought to own the marketing sales alignment. The awards show some great work being done in this area, but this is by no means the only game in town"

2. Technology enabled

The promise of technology is alluring, and in recent years marketing automation vendors have sought to own the marketing/sales alignment. The awards show some great work being done in this area, but this is by no means the only game in town.



Best use of digital techniques or technologies finalist: 'Avaya SalesPro Online Portal' for Avaya by McDonald Butler

Although information and collaboration portals have been around for many years now, Avaya SalesPro brings the technology into the app era. The portal empowers sales to tailor solutions to the specific customer and handle the most common objections. The rip and replace recommendation engine allows for an immediate response to requests to identify the Avaya equivalent solution. To further speed up the process, pre-sales support could be requested through a 'click to call back' function, which eliminated time lost on hold with the contact centre.

The Avnet SocialonDemand platform empowers channel partners to make better use of manufacturer content early in the buyer process. SocialOnDemand helps them engage earlier by easily sharing manufacturer content across their social networks without the overhead of content creation or curation. The early results look promising with a 10-fold extension of vendor content reach suggesting much wider sales engagement with these resources.

However, it remains in lead management where technology has made the greatest difference. By documenting and automating key parts of the process, sales and marketing teams are able to achieve a scale and complexity that would have been unimaginable previously. Integrated campaigns covering 28 countries, in nine languages targeting 10,000 new prospects each month wouldn't be cost effective without automation. Nor, indeed, would the qualification of prospects across a lead-scoring model that considers not only job title and company name, but also the level of activity by each individual.

Better lead scoring drives greater discernment in lead qualification and a better flow to the sales team, which in turn results in a greater lead acceptance and greater lead conversion. It's not easy to do well, but immensely powerful once working. And that seems to be the key, marketing automation is an incredibly simple idea that can be fiendishly difficult to implement well. Even once the technology is working, the analytical and numbers driven approach is alien for many marketers. In their awards entry, Reed Elsevier commented, "It became clear that changes needed to be made to (the) marketing strategy in order to properly leverage an advanced marketing automation tool."

3. Long-term shared objectives

In the absence of a formalised collaborative process between teams, it can be enough to make a long-term commitment to an agreed set of priorities. In markets where the buying process has evolved to leave the buyer completely in control, longevity is central to building opportunities one small step at a time and thus building trust between teams.

When health insurance broker PMI Healthcare needed to break into the large corporate market, both the sales and marketing teams knew they would not be able to change the customer buying process because timing was driven by a fixed renewal cycle. Instead its campaign sought to get them on to the shortlist when renewal was due. Using its internal medical and underwriting expertise, PMI built a 12-part contact strategy that aimed to educate and inform just as much as influence and qualify. The content was kept topical and updated throughout the year and was drip-fed over time. As buyers began to show renewal behaviour, telemarketing was used to shift from education to persuasion. Conversion to meetings was well above target.

"Better lead scoring drives greater discernment in lead qualification and a better flow to the sales team, which in turn results in a greater lead acceptance and greater lead conversion"

At Cable & Wireless Worldwide, the marketing team led a ground-up review of the proposition and strategy for the banking sector, changing the way the business talked about the needs they solve and how they solve them. By making a clear and long-term commitment to the new approach, marketing justified investment in training and resources that reframed the sales conversation around helping customers understand the changes in the market rather than simply reacting to regulatory changes. The result was an increase in sales and a sustained differentiation for Cable & Wireless Worldwide.

The long game needs patience and commitment to build value over time. Successful execution requires a keen understanding of the buyer process, the issues driving the market and a willingness to rethink the proposition if the current approach is not working.

"Successful execution requires a keen understanding of the buyer process and a willingness to rethink the proposition if the current approach is not working"

4. Integrated processes and behaviours

The rules of the business, its process and behaviours, can be used to drive alignment between sales and marketing. In defining clear standards for 'the way we work', leadership teams can make life in the trenches very much easier and collaborative.

Enterprise IT companies have established some of the most robust processes to nurture and develop new business. In two award categories, Oracle showed a consistent process for alignment, bringing sales and marketing teams together in the planning and delivery of campaigns, setting out accountability and agreed terms of reference.

Oracle Primavera's programme of C-level engagement targeted less than 100 organisations selected by marketing and account management. The teams worked together to raise project management issues to the board, taking a very assertive stance on the CEO's personal accountability for project failures noting how they affect share price and future funding arrangements. The submission showed a high level of mutual confidence between teams, that the marketing function could raise sensitive issues in a way that would secure engagement and the sales team could follow through and convert initial interest into a revenue opportunity. The collaboration worked and delivered a substantial new business pipeline.

Oracle's acquisition of Sun and subsequent customer communication showed much the same thinking and trust between teams, but with an enhanced process that scaled effectively to over 11,000 contacts. While lead generation was the primary focus, there was a shared understanding this would be driven by detailed account profiling, resolution of any customer concerns around the acquisition and then the creation of new sales dialogue. This patient approach was rewarded with a significant campaign ROI.

Across both entries Oracle showed evidence of close planning and interaction between sales and marketing even before a programme was allocated budget. The pre-campaign expectations, weekly and daily programme interactions and clear classification of each resultant lead/ opportunity kept accountabilities clear. By using a common process and shared infrastructure, sales and marketing share the qualification process and leads move back and forth between teams depending on their readiness to buy.

"Achieving alignment between the sales and marketing function is easiest when the company as a whole is pulling in the same direction"

5. Ensure wider business alignment

Achieving alignment between the sales and marketing function is easiest when the company as a whole is pulling in the same direction. When the direction is sufficiently compelling, individuals will set aside their differences and open their minds to working differently. Marketers need to be ready to ride the opportunity and forge a lasting change in their relationship with the wider business by making a central contribution to the direction and pace of the business.



Best B2B brand initiative campaign finalist: 'Thales brand' for Thales by Gravity Global

The marketing team at Thales used a change in thinking to align the efforts of the 67,000-strong workforce across 56 countries. It brought together a complex business with more than 5000 products in defence, security and transportation through a common focus on improved critical decision making. In a little over six months, the programme achieved wide understanding across the business, driving cohesion.

At John Deere, the bold new vision for the construction business was built from a central truth about the way the company designs and develops new products. In choosing to focus on the input customers provide to each new John Deere vehicle, the business created a clear framework for sales and marketing to engage them. As a result, John Deere was able to widen its customer conversation, opening the door to earlier and longer dialogue about future purchasing plans and product specification. The rules of the game are clear to both sides and both can collaborate over the long term to deliver new ways to build the dialogue.

The rallying effect of a 'whole company' change is not limited only to big companies. In fact, it is far harder for a major corporate to achieve than an SME. When Building Zones wanted to accelerate growth, there was no option but for sales and marketing to be aligned; the business was too small for them not to be. Thus, from the first workshop to the last line of email copy, the sales team was involved at every step of the way. Indeed, the personality of the team became one of the main differentiating factors in the corporate positioning – combining serious geek credentials with a passion for workplace change, created the new brand promise of 'Work different' and delivered its highest ever monthly revenue.

"The rallying effect of a 'whole company' change is not limited only to big companies. In fact, it is far harder for a major corporate to achieve than an SME"

Further reading

Best B2B brand initiative campaign
Shortlisted: 'Thales brand' for Thales by Gravity Global

Best B2B product launch
Shortlisted: 'Se5000eXakt' for Stoneridge by Gyro

Shortlisted: 'You're on' for John Deere by Gyro

Best channel marketing initiative
Shortlisted: 'Avnet Socialondemand' for Avnet Technology Solutions UK by Purechannelapps

Best corporate decision-maker targeted campaign
Shortlisted: 'Big fish' for PMI Health Group by Cameron Wells Communications

Shortlisted: 'Primavera Executive Engagement Programme' for Oracle by The Marketing Practice

Best lead generation campaign
Winner: 'Oracle project mercury' for Oracle Corporation, Redwood Shores, California, USA by Quantum Marketing Group (Quantum)

Shortlisted: 'Be the one. Be the difference' for St John Ambulance by Earnest

Runner-up: 'IBM SmartCloud' for IBM by OgilvyOne

Shortlisted: 'EMEA 'Database security campaign utilising lead scoring' for McAfee by Eloqua

Best lead nurturing campaign
Runner-up: 'Cyberconfidence' for CSC by The Crocodile Integrated Marketing

Shortlisted: 'Welcome' for Psion

Shortlisted: 'Elsevier health lead nurturing campaign' for Elsevier by Extraprise Group

Shortlisted: 'Right people, right content, right time' for McAfee by CRM Technologies

Shortlisted: 'The trend micro – Dell subscription conversion campaign' for Trend Micro for CleverTouch Marketing

Best limited budget campaign
Shortlisted: 'Work different' for Building Zones by The Marketing Bridge

Best integrated B2B marketing campaign
Shortlisted: 'Thales brand' for Thales by Gravity Global

Shortlisted: 'You're on' for John Deere by Gyro

Best international audience campaign
Shortlisted: 'Thales brand' for Thales by Gravity Global

Best public relations campaign
Shortlisted: 'You're on' for John Deere by Gyro

Best use of creative
Shortlisted: 'You're on' for John Deere by Gyro

Best use of content marketing
Winner: 'Banking 20|20' for Cable & Wireless Worldwide by The Channel Partnership

Best use of customer insight
Shortlisted: 'Banking 20|20' for Cable & Wireless Worldwide by The Channel Partnership

Best use of digital techniques or technologies
Shortlisted: 'Avaya SalesPro Online Portal' for Avaya by McDonald Butler

Best use of live-event marketing
Winner: 'You're on' for John Deere by Gyro

More information is available at b2bmarketing.net/awards

SECTION 9

The 21st century marketer

The question
What skills do marketers need in order to be truly effective in this day and age?

The context
Sales and marketing departments have never stood still, but with changes in buyer behaviour, both disciplines are under pressure to evolve faster. As buyers start their process earlier and engage sales later, marketers have to carry more of the load. In doing so, they must balance the deep technical skills required of their specific role; with the need to engage colleagues across the business in a common purpose. Where once marketing teams contained broadly similar skills but different levels of experience, high performing teams now require diverse skill sets to achieve all that is asked of them.

The answer
While every team is unique to their organisation, there are key skills, attitudes and capabilities that define the 21st century marketer:

- **They have courage and commitment,** and are willing to work hard to see their ideas through to fruition.
- **They quickly acquire knowledge** about the sector and their profession, putting it to use by working closely with the wider business.
- **They listen and think as much as they act,** using data and intelligence to guide activity.
- **They are accountable for success and failure,** measuring their own impact and using that to build momentum.
- **They are talented communicators,** adept with the theory and execution of marketing communications, able to select the right tool for the job in hand and measure its effect.
- **They engage the people around them,** teams and stakeholders alike to ensure common objectives and a shared sense of success.
- **They enjoy what they do and it shows.**

The evidence
Eight marketers were shortlisted as 'B2B Marketer of the Year' at the 2012 B2B Marketing Awards. They work for different companies in different sectors and with diverse experiences and skill sets. Yet in all instances they have delivered exceptional results for their organisation. They are listed alphabetically by first name:



Ashleigh Casner

Director of marketing, Huddle

Casner leads a primarily inbound strategy for Huddle, ensuring every dollar invested in marketing has produced positive financial results. In a little over two years with the business, she has developed and refined processes that ensure the sales team receives quality leads and the marketing team can track leads that come into the business. Using state-of-the-art marketing automation software, Casner has trebled sales revenues, increased lead conversation rates by 48 per cent and decreased cost-per-action by 22 per cent.

Casner's colleagues talk about a 'never say never' attitude, exemplified by the successful implementation of a one-hour lead follow-up SLA with sales and an ambush marketing attack on the number one competitors' own conference.

Her work has enabled marketing to deliver leads to the sales team instantly, track prospects' buying cycle, and measure marketing ROI in great detail and she has reshaped Huddle's traditional marketing and sales tactics to keep it ahead of its competitors with marketing now delivering 90 per cent of all closed leads.



Charmaine Petty

Marketing manager, Catnic

Petty has considerable experience in the construction sector that makes her a valuable asset to the Catnic team. Her role requires an understanding of diverse issues, associated with UK manufacturing, the built environment, the merchant and distribution business, partnering, logistics, building regulations and SME operators. In 2012, Petty matched her in-depth knowledge and experience with excellent marketing skills to deliver cost-effective pertinent campaigns, which have contributed to business targets.

Over a series of campaigns, Petty got under the skin of customers and the sales team to understand the obstacles faced by builders, merchants and specifiers to show how the products and support services offered Catnic can help them 'make it happen'. It was a campaign strategy that took note of purchasing and sales intricacies and seasonal variation while pioneering social media to reach SME customers alongside more established tools. The approach returned 200 lapsed customers to the business.

Petty has injected enthusiasm and a fresh approach into the marketing communications Catnic has undertaken; building momentum with each activity by consistently staying aligned to the wider objectives of the business. Her managing director noted, "Charmaine has impressed us all by spotting opportunities and creating new channels for the business to reach its target audiences."



Debansu Das

Head of marketing, SitexOrbis

Das' highly creative ideas have helped the company grow by more than 100 per cent over the last four years as it expanded its range of services offered to the social housing sector, with eight new product launches since 2011.

Das is credited with identifying a number of market opportunities and then developing products for SitexOrbis that uniquely meet these. In a market not quick to adopt new technologies he successfully launched electronic managed access key systems and videofied alarm systems. The launch campaigns delivered an average ROI of 15:1 and won SitexOrbis a number of industry awards.



Erik Larsson

VP marketing, Qosmos

In four years with the company, Larsson has orchestrated a complete makeover of the marketing strategy, sales tools and demand generation. He introduced best practices for both traditional and new marketing channels, such as webinars, blogs, social media, WebTV and the formation of alliance organisations to unify and expand the company's ecosystem of customers and partners.

Recognising that a strong ecosystem of complementary technology partners would further the success of Qosmos' in the new market category of network intelligence (NI), Larsson conceived and drove creation of the Network Intelligence Alliance, an industry organisation to facilitate the understanding and use of NI. He also conceived and created the Qosmos Expert Developers (QED) programme to facilitate the development of applications based on Qosmos technology. A network of QEDs serves as an extension of Qosmos' inhouse resources to make it easier for vendors to embed Qosmos technology into new solutions.

Combined with integration of all marketing activity through campaigns that clearly communicated Qosmos' key value proposition, these changes enabled Larsson to deliver year-on-year increases of 149 per cent in global lead generation, 74 per cent in sales pipeline and the added exposure of industry awards from the likes of Deloitte and Gartner Group.



Justine Arthur

Head of communications and campaigns, BT Expedite & Fresca

Arthur's energy, enthusiasm and total commitment to digital helped her secure the role at BT Expedite & Fresca, but it has been her wider engagement with the business, and the way this has shaped the sales and marketing relationship, that has defined the last two years.

Arthur set up BT Expedite's first formal sales lead grading methodology and sales funnel in Salesforce to manage new business prospects through to sales. The business now has a fully integrated, multichannel sales and marketing programme and everyone in the company knows and understands the value of the funnel, meaning a constant focus on opportunities and leads.

"Justine is demanding, unrelenting and one of the most results-focused people I've ever met, making her brilliant at helping BT Expedite be successful." Alan Townsend, sales director, BT Expedite & Fresca.

Rather than sales pushing marketing to do stuff, the two teams work seamlessly together, with marketing achieving 110 per cent of its annual scorecard. Volume of new business leads has trebled and, most importantly in a professional services business, automated reporting means the whole business is now engaged in sales funnel management.

When Arthur joined the business she had two traditional B2B marketing managers in her team, and neither had experience of online, videos or social media. However, they were keen to learn – one is now an online marketing manager and running the website and the other is working as online marketing and social media manager for a B2C division in BT. Arthur runs regular LinkedIn training sessions for the sales teams and Salesforce workshops on how marketers can leverage the tool, and regularly collaborates with the wider BT marketing community on marketing best practice.

"Justine's a sincere and honest boss who provides support and guidance whenever needed and actually cares about her staff." Melanie Naisbitt, CRM and sales support manager, BT Expedite & Fresca.



Karen Heywood

EMEA campaign manager, Motorola Solutions

Heywood joined Motorola Solutions in 2011 and has been instrumental in driving data-centric and automated marketing across EMEA. She excels in campaign design, copy, creative and the techniques required to bring them seamlessly together; but what really sets her apart is the depth of her involvement with the wider sales, accounts and partner communities. This truly holistic approach and the knowledge that comes with it is delivered in a positive but understated manner – inspiring confidence without arrogance and a certainty that carries belief into a wider team.

Starting from a truly data-centric standpoint, she is leading the way in best practice multichannel campaigning. Devising and delivering the first ever multichannel lead nurture programme across 12 territories in EMEA for Motorola. Heywood championed a content strategy that takes global (USA) content and readies it for EMEA which works on a 'rework, recreate or rewrite' programme to ensure the best type of content for each country for each wave of the marketing campaign. Not just engaging regional marketing managers and sales teams, but more importantly the prospects this programme targeted.

Heywood's outstanding work has contributed to the doubling of sales-ready leads generated year-on-year. "Watching Karen navigate through multiple nationalities and personalities, gaining support from a sceptical sales lead and then delivering on-time, shows a stand-out talent who will help lead not just marketing where she works, but both sales and marketing, which is so refreshing to see." David Arrowsmith, director, global interactive team, Motorola Solutions.



Paul Stevenson

Head of enterprise marketing programmes, Telefónica O2 UK

Stevenson has driven the evolution of the O2 brand in the enterprise space; establishing what was once seen as primarily a consumer brand, as a credible and distinctive player in the business communications market.

Over an 18-month period Paul worked with the O2 retail channel to target SMEs in a campaign that delivered over 200 per cent growth in the sector. At an enterprise level, he is adept at using O2's own application of technology as a proof point for corporate customers. Over the summer of 2012, he used O2's flexible working day to show that it is possible to run a big organisation without a big office, through its 'Business readiness' campaign, which engaged customers in the whole project. Using direct marketing, a dedicated website, video, PR and social media it showed customers how O2 could help them address disruption caused in London by the Olympics and the Jubilee celebrations as well as preparing for long-term changes in work.

Stevenson has found a way to unify the usually disparate disciplines of sales and marketing, to create a truly integrated approach to message development and delivery. This integration also allows campaigns to be based on close insights into the customer's world, based on feedback from field-based and desk-based sales teams, as well as research. In the year 2011/12, Stevenson was responsible for campaigns that exceeded the target of 250 leads, delivering a pipeline value of up to £62 million.

"Paul is not only a great marketer who can drive campaigns forward, but also an intuitive business-thinker who has been indispensable in crystallising our new propositions. That's what makes Paul the kind of person who is going to have an undeniable impact on where our business goes." Oliver Potter, head of enterprise marketing, Telefónica O2 UK.



Stephanie Doyle
Business development & marketing director, Baker McKenzie Australia

In 2011 Baker McKenzie completed an audit of its marketing operations and concluded that a change in leadership was required. They headhunted Doyle (winner of this award in 2010) because of her strong pedigree in professional services with more than 17 years' sector experience. Despite two post-graduate degrees in marketing management and marketing communications, Doyle was viewed as a 'wildcard' at the time as her current role was a business development manager.

To restore faith in marketing, Doyle moved quickly to redefine every team member's role and shift the focus to delivering value. The audit identified a lack of skills within the team so a professional development programme tailored to each team member was introduced. The team was restructured to make best use of available skills, with a focus on giving staff room to grow and an opportunity to excel.

Today, the partners openly acknowledge that significant change has taken place in a short period of time and are advocates of the approach, with one senior partner saying, "Stephanie has been a breath of fresh air since she started at Bakers. I have worked as a partner with heads of marketing at major law firms for more than 20 years, and I have found Stephanie to be one of, if not, the best I've worked with. Stephanie impresses as someone who really contributes to our marketing in a material way with in-depth quality thinking, innovation and an ability to clearly articulate her ideas to senior legal professionals."

The focus was not solely internal. By working more closely with leading partners, introducing a new client service model and developing a thought leadership strategy – at that time unique in the Australian legal market – Doyle delivered a 167 per cent growth in key client fees, a 184 per cent increase in media coverage and a sector-leading 79 per cent favourable profile.

SECTION 10

Summary and conclusions

"Marketing is the primary point of customer engagement for longer and has to do more of the heavy lifting"

At the beginning of this project, we set out to share the evidence that B2B marketing works; presenting it in a way that makes it accessible to non-marketers and the teams that have to persuade them to support investment in marketing activities. We started with 12 questions, but as we dissected more than 100 shortlisted award entries it became clear that not all of them could be answered by the award entries. We have ended up answering nine, and by drawing on more than 60 case studies in this report we hope to have reached our objective. For those that wish to dig deeper into the specific case studies, most are available at b2bmarketing.net/awards.

In producing this report, we have had a unique opportunity to assess the health of B2B marketing, compare how organisations are responding to similar challenges, and form some conclusions about the direction of travel for 2013 and beyond. In this section, we focus on these conclusions with five takeaways from *The Evidence*.

1. Marketing is collaboration

Over the past decade, B2B buying has changed substantially. The rise of professional procurement, the transparency afforded by the internet and the role of technology in levelling the playing field has undermined the old ways of doing business. Buyers now start the process earlier and engage sales later. As a result, marketing is the primary point of customer engagement for longer and has to do more of the heavy lifting. With 57 per cent of the typical buying process complete at the point where the buyer first meets a sales person, any misalignment between the promises marketers make and the reality of contact will have a dramatic effect.

This means B2B marketers are being pushed to work across a wider sphere of influence. Not only is sales alignment critical, as brands are increasingly defined by buyers' contact with people across the business, new alliances are now required with HR and operations. Few marketing departments have the resources to fuel content marketing and social engagement without help from technical experts and socially engaged peers across the business. Nor indeed should they when authenticity matters as much as volume. Creating one voice and a consistent experience at each customer decision point requires much more than a policy and rulebook. It needs HR to attract, retain and develop people that embody the brand – it needs operational teams who want to engage and share their stories and, above all, it needs marketers who are not afraid to empower their business to do this.

And then of course there is finance. It has been said marketers get the FD they deserve, so while it's true that open engagement is better than a turf war, we need to remember that collaboration means shared expertise not a subservient relationship. The 2012 finalists took clear accountability for their investments and the results they delivered, and many did so in a transparent relationship with the wider business; but in none of the examples we saw did they appear to be executing a plan devised by the finance team.

"It has become more difficult for marketers to innovate as the number of levers they can pull has become fewer"

We expect the collaborative marketer to be one of the defining trends for 2013. As the demands on the profession continue to increase, there are few that can do it all. As departments respond and evolve, so too are agencies with multiple partners involved in several of the most impressive campaigns. This year's Grand Prix winner, was the result of the marketing team at British Gas Business working collaboratively across their own organisation but also getting the best from six agency partners.

2. The seven 'Ps' still matter and remain the basis for marketing-led innovation

In the first section of the report we posed the question, 'Can marketing still innovate to add shareholder value?' This phrasing was prompted by an article in the professional publication for the Chartered Institute of Management Accountants that questioned marketers' understanding and subsequent impact on shareholder value.

As the basic principles of marketing thinking have become widely accepted as 'business common sense' over the last 50 years, the marketing department in many organisations has become synonymous with only one part of the marketing mix – promotion. At the 2012 Marketing Leaders Forum, Decision Point asked delegates how many of the seven Ps (product, price, promotion, place, people, process, physical) they were responsible for – only 17 per cent were accountable for the full mix, while half held only three of the seven.

In part, this explains why marketers can no longer work in isolation as marketing responsibility is now spread broadly across the organisation. As a result, it has become more difficult for marketers to innovate as the number of levers they can pull has become fewer – unless they are able to work across the organisation and bring the wider company on the journey.

We therefore approached this question with some concern, but were delighted by what we found. Despite this, or maybe because of the very tough market conditions, innovation is alive and well. From developing premium priced products that challenge category perceptions, to developing new routes to market or finding ways to attract the best talent, marketers are driving shareholder value and can prove the impact they are having.

While the idea of the seven Ps has always been open to debate (with arguments that marketing never has had, nor ever should have, such a wide responsibility), it is a framework that forces us to think beyond the obvious. In a world where product differentiation is harder to sustain and price is a hard fought battle; where promotion is fragmented across many more channels and place can be rendered irrelevant by technology; being able to create advantage through your people, the process or even the physical (and virtual) evidence is a compelling basis for the innovation dialogue. The breadth of innovation across the awards was impressive and while we chose only six examples for the chapter, many of the other case studies offer help for marketers looking to build the business case for innovation in their organisation.

"The internet is giving global reach, real-time responsiveness and access to hard-to-reach audiences at a price point that would have been unthinkable five years ago"

3. Insight is no longer just about research, it's the lifeblood of the business

For many organisations, market research has long been central to the way they run their business. Global brand tracking studies – qualitative and quantitative programmes, customer satisfaction and net promoter scores (NPS) – mean there is no shortage of ways to spend money in better understanding market behaviour. And while critics argue that research findings are often difficult to act on or are not spread widely enough within the organisation to make a meaningful difference to the business, good research can be the difference between failure and success.

However, research is now only part of the picture. After many years of promise, 2012 may mark the tipping point where market and customer insight segues from a series of distinct activities into a continuous dialogue. Once again it's the internet that is having a massive effect on what is possible; giving global reach, real-time responsiveness and access to hard-to-reach audiences at a price point that would have been unthinkable five years ago. Combine that with changes to attitudes about data, a growing willingness and ability within marketing teams to get their hands dirty, and there is powerful momentum building. Now ally that to increasing customer demand for information and understanding to help them do their jobs better and you have a heady cocktail that should see customer and market insight flow through every purchase decision.

The 2012 finalists are doing genuinely exciting things with this insight, building communities around their unique knowledge and significantly enhancing the value they deliver for their customers. But it is the sales director that will put content marketing on the board's agenda for 2013 as a direct result of reading *The Challenger Sale* – if you've not yet seen the book, ask your sales team about it. Amazon's top-selling book in 2012, has lead *Harvard Business Review* to announce the death of relationship and solution selling, and using evidence from more than 20,000 sales reps it builds a new choreography for the complex sale, which puts insight and customer understanding at the core. This raises big questions that marketers need to answer, as whole teams will be driven to change the

way they sell in the year ahead. How will marketing support an army of challenger reps with an approach that requires them to:

- Bring a unique perspective on the customers' business to 'teach for differentiation'.
- Use a superior understanding of the customers' economic and value drivers to 'tailor for resonance' on each engagement.
- Take control of the sale.

If 2012 was the year that insight and content marketing came of age, then 2013 will be the year it really becomes the power behind the salesforce.

4. Metrics can be impressive, but it's objectives that really matter

Peter Young independent judging chairman and marketing consultant said, 2012 "saw a greater degree of properly chronicled accountability with results genuinely demonstrating the contribution to a business". Marketers, and their agencies, are doing a better job than ever before in identifying and tracking campaign metrics, but there remains a few examples that still fail the 'so what?' test. It's well known not everything that can be measured is meaningful, and as marketers face a growing tide of data to manage we will all have to become more judicious in its use.

The finalists that built the most compelling entries were very clear about what they were trying to achieve. This may sound obvious, but it is clarity in the objectives that drive good metrics. Otherwise it is too tempting to measure what is easy to achieve and puts the campaign in the best light, rather than genuine measures of success. Who cares if the campaign drove an increase in web traffic or social engagement, unless it is tied to a tangible business outcome? You can achieve the best email open rates in the world, but if the content doesn't move the purchase forward it's a wasted effort. The companies doing really great things set intelligent objectives first and then track progress against those. At times, the results may appear counter-intuitive, for example reducing overall lead numbers when sales is crying out for more. But when the quality of these leads is higher and conversion rates increase, marketing's contribution to the pipeline skyrockets and it starts to feel like smarter business all round.

Inevitably in basing *The Evidence* on award entries we did not get to see any 'negative' metrics, but this section would not be complete without reference to the benefits of failure. Of course, no one likes to get it wrong and in many organisations there is an inherent vulnerability that comes with any hint that targets were missed. But if we do not set hard-to-reach objectives, then we miss the opportunity to surprise ourselves and the teams around us. The current focus on metrics is largely positive, but the idea that every campaign will be a stunning success and we learn nothing from failure is dangerous to the future of marketing and the continuing ability to innovate, and should be watched with some caution.

"The idea that every campaign will be a stunning success and we learn nothing from failure is dangerous to the future of marketing"

5. Brand or lead generation? It's both

Hot on the heels of the accountability and metrics debate was the question of balance in marketing activity between short-term lead generation and longer-term brand building. We dealt with this in some detail in section 5, but wanted to reiterate the point that it cannot be either/or – it has to be both. The brand is neither as important as brand consultants will tell you, nor as irrelevant as the marketing automation vendors insist. Instead, it is for individual marketers to determine the balance that works for them.

Lead quantity in many organisations has already passed the point of diminishing returns, with sales teams incapable of proper follow up and buyers not ready for that level of engagement. Almost all of the 2012 finalists will have strengthened their brands with the campaigns they entered, but they never lost sight of their revenue contribution as well, and neither should you. Moreover, there were some excellent examples of lead nurturing and content marketing initiatives working closely together to put food on the table today and tomorrow.

"Almost all of the 2012 finalists will have strengthened their brands with the campaigns they entered, but they never lost sight of their revenue contribution as well, and neither should you"

Conclusion

We began by saying there has never been a better time to be a B2B marketer. On reflection, that may not be true for everyone. After all, for every success story there is at least one competitor who found themselves outgunned by this year's finalists. I also suspect there will be people reading this that see no opportunity in their organisation to apply *The Evidence*, because they are in departments that are marginalised by businesses that do not yet understand the changes that are happening in B2B buying or how marketing has become more central to competitive advantage. To these marketers that are not yet 'living the dream', we hope you find something in *The Evidence* to fuel the debate in your organisation.

Nonetheless, 2013 will bring new challenges and opportunities and we all need to have the courage of our convictions in order to engage the wider business – not just to sell campaign ideas and secure budget funding but to ensure marketing is really shaping the future of the organisation.

There is lots of great work being done and I look forward to reading about what you achieve in the 2013 award entries. Although in their ninth year, there is always room for improvement, and I hope this year we see more client marketers step up to the plate and submit their own entries to claim the credit they undoubtedly deserve.

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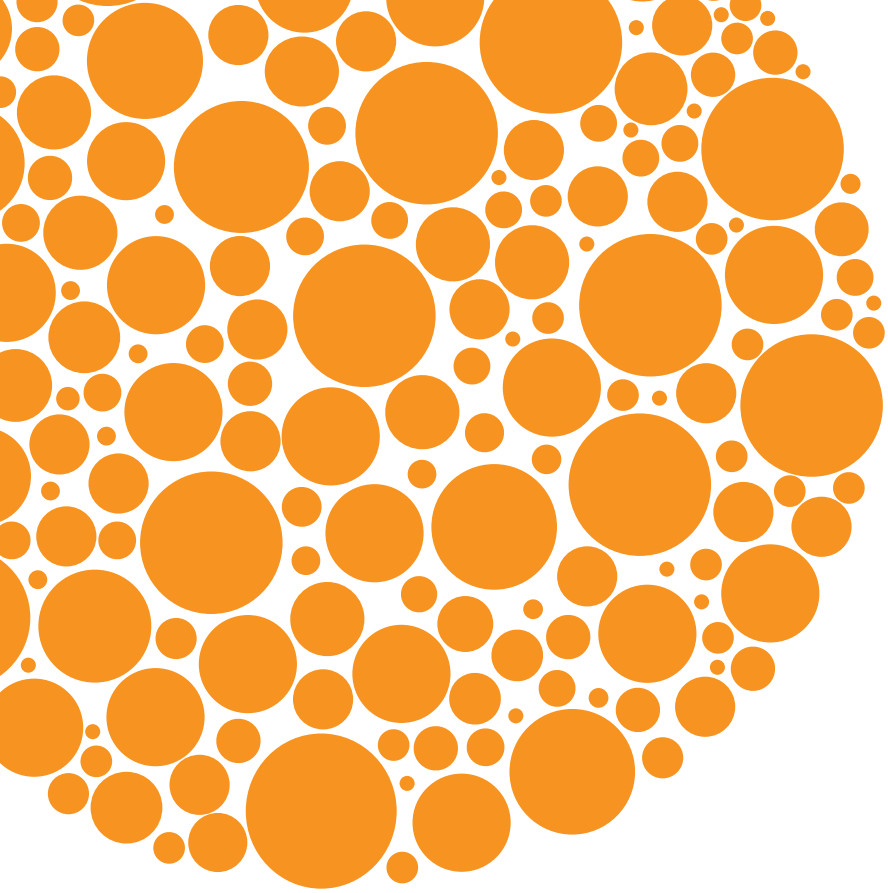
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