B2B Leaders REPORT 2013



IN ASSOCIATION WITH

Circleresearch
FRESH PERSPECTIVE

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About this report

The *B2B Leaders Report* was produced by B2B Marketing in association with Circle Research in 2013. The online survey, conducted in July 2013, included responses from 100 B2B marketing leaders. Leaders are defined as those marketers who are either in the senior leadership team or report directly to them, and who are responsible for a significant proportion of their organisation's B2B marketing budgets.

The results analysis was written by Circle Research, additional observations written by Alex Aspinall, head of content at B2B Marketing, and Gemma Huckle, assistant editor at B2B Marketing. Design and layout was by ICD.

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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 Circle Research

At Circle we use market research to help clients solve business issues, grasp opportunities and develop competitive advantage.

The average client has engaged us on more than four projects. Here's why:

- The B2B market research experts – we understand your sector and see things others miss
- Multi-award winning – you benefit from our best-in-class approach
- Commercial acumen – you receive commercially sound, engagingly presented recommendations that drive action
- International – we seamlessly cover your entire footprint
- Delighted clients – you'll love the Circle experience

Get in touch and let's talk about uncovering those Eureka! moments.

Call Andrew Dalglish, director at Circle on 020 7960 3802 or email him on andrew.dalglish@circle-research.com

The secret of success

There was one particular question in this study that had me on the edge of my seat: what attributes does a successful B2B marketer have? Results revealed the consensus is that the archetypal marketing leader displays the following four attributes:



ANDREW DALGLISH
DIRECTOR
CIRCLE RESEARCH

1. They have a particular mindset and thinking style. Successful marketing leaders:
- Are strategic, big picture thinkers with a clear vision. But more than this, they turn strategy into action, energising people around their vision and putting in place the necessary steps to realise it.
- Couple strong analytical skills with a liberal dose of creativity.
- Have strong business acumen and commercial focus.

2. To turn strategy into action, a marketing leader needs to be a 'statesman':
- Their mind is tuned in to the wider business and they have an acute awareness of non-marketing colleagues' agendas.
- They are able to navigate within their organisation, work collaboratively across functions and join up silos.
- They have outstanding communication and influencing skills, articulating their ideas and inspiring others.

3. They also need knowledge; a deep understanding of their market, real insight into what makes customers tick and experience in all the key marketing disciplines.

4. And you can always spot them by their attitude. Look for the person who:
- Is open minded, forward-thinking and embraces new ideas.
- Has a passion to continuously learn and develop themselves.
- Leads by example and isn't scared to get their hands dirty when it's called for.
- Is determined, tenacious and fights their corner (but with the diplomacy skills to choose their battles wisely).
- Is gutsy and willing to take a calculated risk.

With such diverse skills needed, there's no doubt it's tough to make it to the top, and even tougher once there.

Time for B2B to go beyond marketing



JOEL HARRISON
EDITOR-IN-CHIEF
B2B MARKETING

Welcome to our second annual *B2B Leaders Report*. The more observant among you may have noticed a small but significant change in the title of this report, and in the accompanying conference, the B2B Leaders Forum, the word 'marketing' is no longer included.

The reason for this is that the definition of marketing in today's organisation has evolved significantly of late, in response to dramatic environmental, economic and technological factors. Increasingly marketing's role and remit (within progressive companies at least) extends beyond the silo of communications and towards working more harmoniously with other key organisational functions (in particular; sales and IT) with the boundaries between them blurring.

This has been driven in part by the post-credit crunch economic strife of the last five years, and in part by the raft of new technologies and communication channels that emerged in that time, demanding that B2B organisations become more customer-focused than ever before. Social media, in particular, requires a dramatically different ethos in terms of feedback, dialogue and service.

These changes add up to some pretty fundamental shifts in the role that is required of marketing, and the description of the function and its leading protagonists. Inevitably these shifts will be seen as a threat by some, but an opportunity by others – personal perspectives will be shaped by the attitudes of your organisation.

Various different job titles have been proposed to reflect this change in marketing, many of them from the US, where the 'CMO' is already prevalent. CRO (chief revenue officer), CCO (chief customer officer), CIO (chief inspiration officer)… these and many others have sometimes been adopted; all have merits and demerits. The one thing they have in common is what they don't include: the word marketing. Clearly the landscape has changed, and the language needs to change accordingly.

Whatever your job title, this report will help those involved in the functions that loosely encapsulate marketing, communications and the customer to better understand the current environment and how contemporaries in different B2B sectors view some of the key challenges. It's just the start of a new flow of content, events and initiatives focused around this broad audience, which I hope you'll find a useful resource in planning for the future of your brand and organisation.

Introduction

On 19 September 2013, B2B Marketing hosted the B2B Leaders Forum at the Institute of Contemporary Arts, London. The event was designed exclusively for top-level business marketers and provided a unique opportunity for senior client-side B2B practitioners to share experiences, compare thoughts and create new insights.

In support of the event, this report was created to provide a unique view of B2B marketing leaders. In particular, how B2B leaders managed reputation in four specific areas:

- **Their brand –** how did they rate it relative to competitors', and how well did they feel they're managing their brand?
- **Their performance –** how did they demonstrate their value and return on investment?
- **Their team –** how did they ensure their team maintained a high skill level?
- **Their personal reputation –** what makes a good B2B leader, and where did they feel they're lacking?

The survey was conducted online during July 2013, and a total of 100 B2B marketing leaders took part. By marketing leaders, we mean those marketers who are either in the senior leadership team or report directly to them, and who are responsible for a significant proportion of their organisation's B2B marketing budgets.

Below is a more detailed profile of respondents:

Top three job titles	Marketing director (37 per cent) Head of marketing (14 per cent) Marketing manager (16 per cent)
Level of seniority	Member of the senior leadership team (60 per cent) Report directly into the senior leadership team (39 per cent)
Budget responsibility	Overall responsibility for all the B2B marketing budget (63 per cent) Responsibility for a significant portion of the budget (37 per cent)
Total budget controlled	£188m
Average number of years in marketing	15 years

SECTION 1

Brand reputation

B2B Leaders Report © B2B Marketing 2013

Figure 1. Most respected B2B brands

"Constantly innovating within the B2B space and creating relevant content."

"Outstanding overall story that is translated well into individual segments."

"Stood the test of time; reinvented themselves very well; still huge respect in the market; never hear them talking about products, it's all about how they can help a business."

"So ballsy and marketing focused."

"They think like B2C marketers. Great creative, clear strategy and messaging and they keep it light and fun."

"Integration of sales and marketing, strong clear focus on leadership. Their events are awesome."



Question: Which B2B brands do you most respect, and why?

It's human nature to compare your situation against that of others in a similar position. It's also human nature to flatter yourself when making the comparison.

And B2B leaders are no different. Sixty-eight per cent of them feel they manage their brand well relative to their direct competition.

But that's not to suggest that B2B leaders don't look enviously at best-in-class brands elsewhere in the world of B2B. When B2B leaders were asked to name the B2B brands they most respected, two stood out: IBM and Salesforce.

Figure 2. Brand perception and understanding



Question: To what extent do you agree with the following statements

So, how do B2B leaders view their brand?

Defining a brand is the easy part, apparently. Most of the B2B leaders we spoke to felt their brand is clear, unique and market-focused.

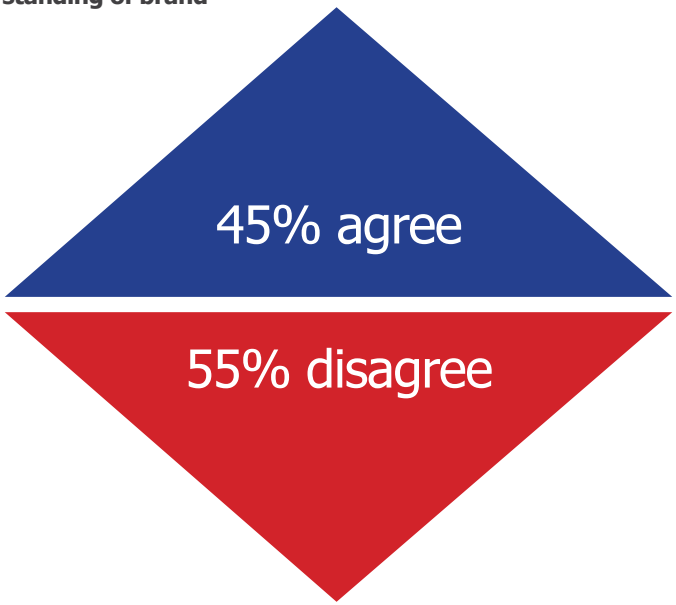
Figure 3. Internal understanding of brand



Question: To what extent do you agree with the following statements

Most B2B leaders say they don't just define brands and leave it at that, as if it was a thought exercise, they also ensure it's communicated and delivered internally.

Figure 4. External understanding of brand



Question: Do you agree that your brand is well understood by those outside your organisation

The only problem for many B2B leaders is making the brand understood by those outside the organisation.

Unsurprisingly, this is less of a problem for those organisations spending the greatest amount on B2B marketing – they are far more comfortable that they are getting their message across.

Fifty-eight per cent of those spending more than £5 million say their brand is well understood outside the organisation, as opposed to 36 per cent of those spending less than £1 million annually on B2B marketing.

But this still leaves many high-spending organisations who feel that despite large budgets, their brand is not well understood outside of their organisation.

Figure 5. Respect for marketing



Question: To what extent do you agree with the following statements

So what's the issue?

It's not an issue of internal respect. Most B2B leaders feel that marketing gets respect, and that their brand is seen as key to growth.

Figure 6. Branding and resources



Question: To what extent do you agree with the following statements

The problem is turning respect into resources. The majority of B2B leaders feel their organisation doesn't put its money where its mouth is. Ultimately, branding is relegated beneath other revenue-generating priorities.

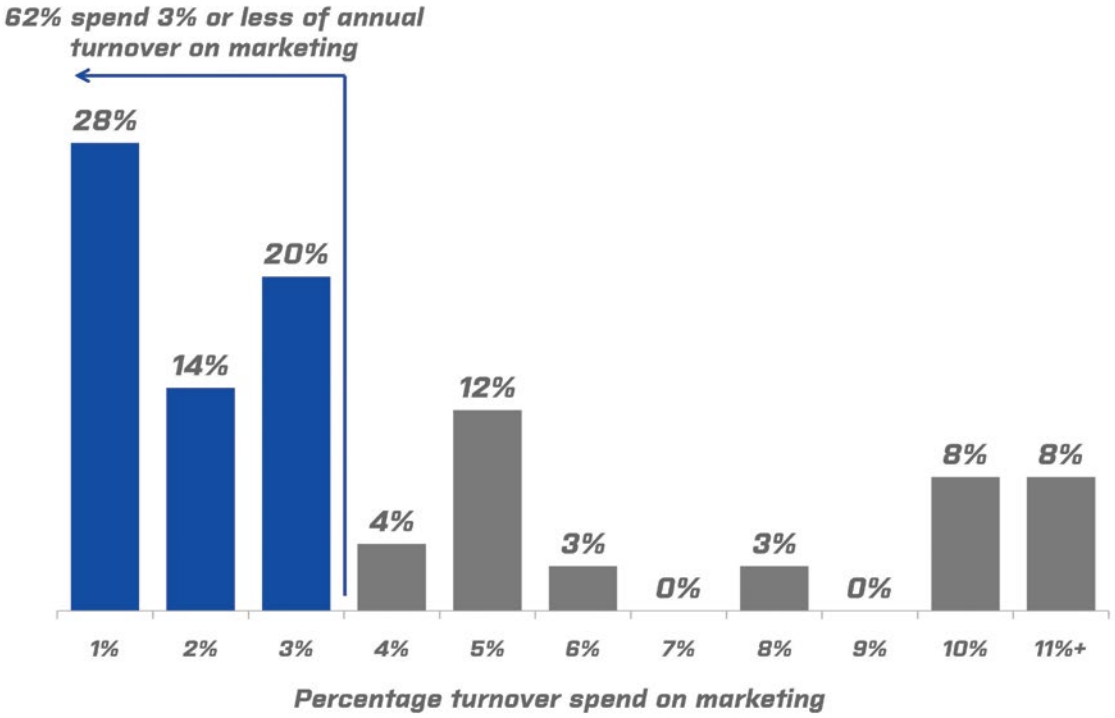
Figure 7. Marketing budget



Question: Is your organisation's marketing budget sufficient?

Three-quarters (75 per cent) of B2B leaders say the budget allocated to marketing by their organisation is less than they need.

Figure 8. Annual spend on marketing

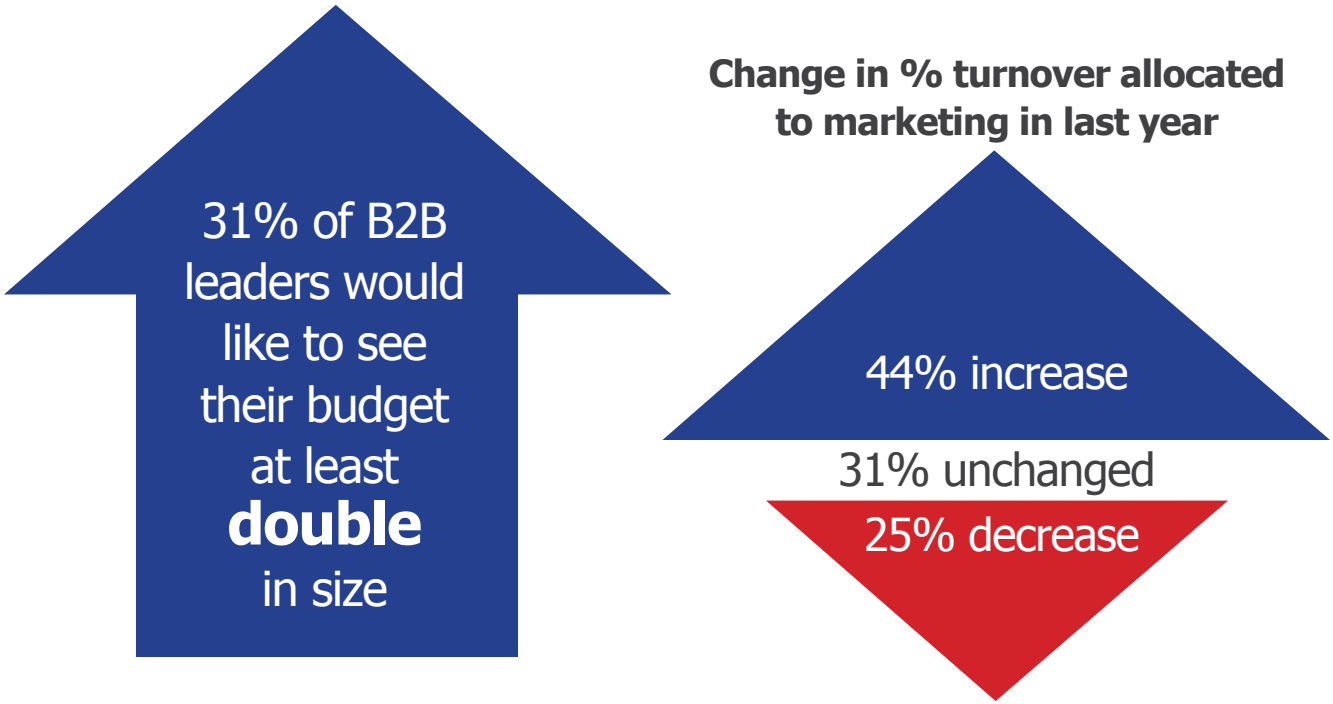


Question: What percentage of your organisation's annual turnover is spent on marketing?

Let's take a step back. What percentage of an organisation's annual turnover is allocated to the marketing department in comparison to what B2B leaders want?

Most B2B marketing departments receive up to three per cent of their organisation's annual turnover in budget.

Figure 9. Percentage change in turnover allocated to marketing



Question: Compared to 12 months ago, has the percentage of your organisation's annual turnover spent on marketing increased or decreased?

For almost half, this percentage change has been moving in the right direction in the last year (see figure 9). But as we've already seen, 75 per cent of B2B leaders say the current budget allocated to marketing is not enough.

Indeed, on average these leaders are looking for an increase in their budgets of 78 per cent. And in total, 31 per cent of B2B leaders would like to see their budget at least double in size.

At a glance:

- Some B2B brands get a lot of respect from B2B leaders, particularly IBM and Salesforce.
- Most B2B leaders are confident their brands are well-defined and well-communicated within the organisation.
- But many aren't so confident that those outside the organisation understand their brand so well.
- The issue isn't so much about getting internal respect as getting senior leadership to put their money where their mouth is.
- Three-quarters of B2B leaders feel their budgets aren't big enough. A third would like to see their budget at least double.

Time to tackle issues head-on



ALEX ASPINALL
HEAD OF CONTENT
B2B MARKETING

It will come as little surprise to read that B2B marketing leaders are aware of the importance of brand. And that most regard their brand as being well defined and understood is also similarly predictable; these are marketing function fundamentals. Where things got interesting, for me, in this section of the report was the discussion regarding how the board views brand and the marketing department as a whole.

While it was encouraging to see that the importance of brand was appreciated at board level, it has to be noted that when it comes to actually investing in brand-focused activity, the board suddenly appears less convinced. It seems the 'marketing as a cost-centre' viewpoint is still very much with us. But what does this mean for B2B marketing leaders, and what can be done about it?

Attempting to tackle the issue head-on is a pretty decent place to start. If marketing is ever going to claim its place at the heart of a business' strategy, it is up to the department's leaders to force the issue. By ensuring marketing activities are contributing measurably to the organisation's bottom line, aligning more effectively with sales, and showing evidence of both these things, the business case for further marketing investment can be more easily made. And hopefully the old brand versus demand debate can dissolve too, as they will demonstrably engender the very same thing.

SECTION 2

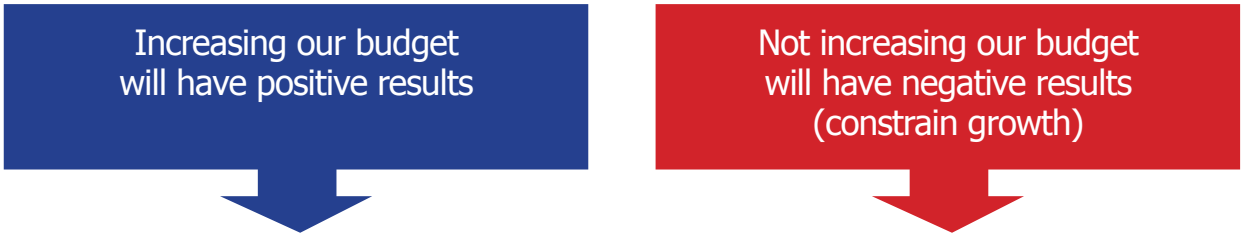
Performance reputation

B2B marketers may want more budget, but that doesn't mean they will get it. So, how do B2B leaders propose they would go about arguing for an increase in their budget?

Generally speaking B2B leaders fell into one of two camps. There were those who would make the case that more budget would have positive results. And there were those who'd make the case that not increasing the budget would have negative results, for example constraining growth.

The argument is ultimately the same – to produce positive results marketing needs more budget – but the emphasis of the argument differs significantly (see figure 10 overleaf).

Figure 10. Arguments for increasing budget



"You have to show value and the impact on the bottom line. It's not about selling an increase in budget, it's about selling the direction, activity and approach required to meet the organisation's objectives (both short and long term). Once you get that agreed, you have then earned the right to talk money."

"In a commoditised market such as ours, the most powerful differentiator we can have is our brand. Therefore its definition and propagation should be top priority for the business."

"Demonstrate how previous initiatives by the marketing team or by other organisations have impacted the bottom line. Being in a central EMEA HQ, outline how funds can be spent just once and used multiple times across countries."

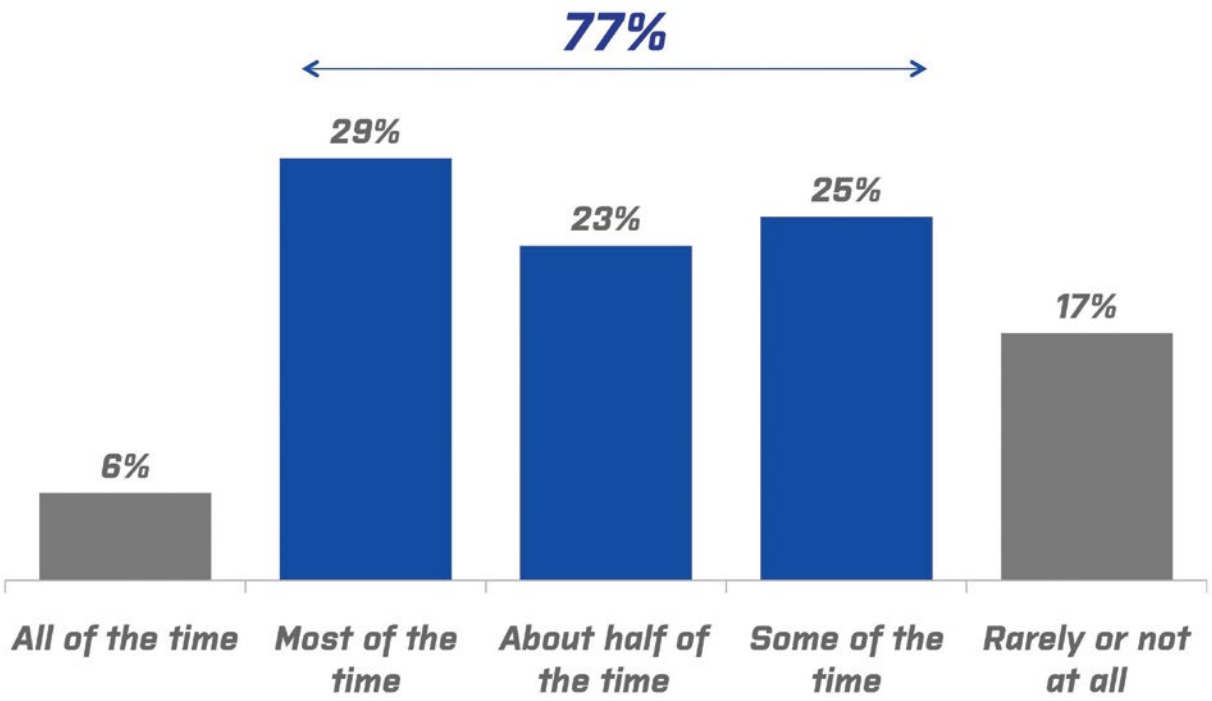
"We are missing opportunities by not moving fast enough, or by not doing things as well as we could. By trying to do so much inhouse, we don't get the benefit of specialist expertise and connections that would come from briefing out things such as PR. Instead we have marketing generalists trying to do everything – things we don't have the training or skills for."

"Marketing equals success in our business venture. Without marketing, and lots of it, we won't achieve our goals."

"At the moment we don't know what portion of the market we are missing solely due to lack of budget. We aren't finding enough significant new business as we don't advertise widely enough, we rely too much on our existing database."

Question: If you were to negotiate an increase in your marketing budget, what arguments would be most powerful when doing so?

Figure 11. Marketing ROI

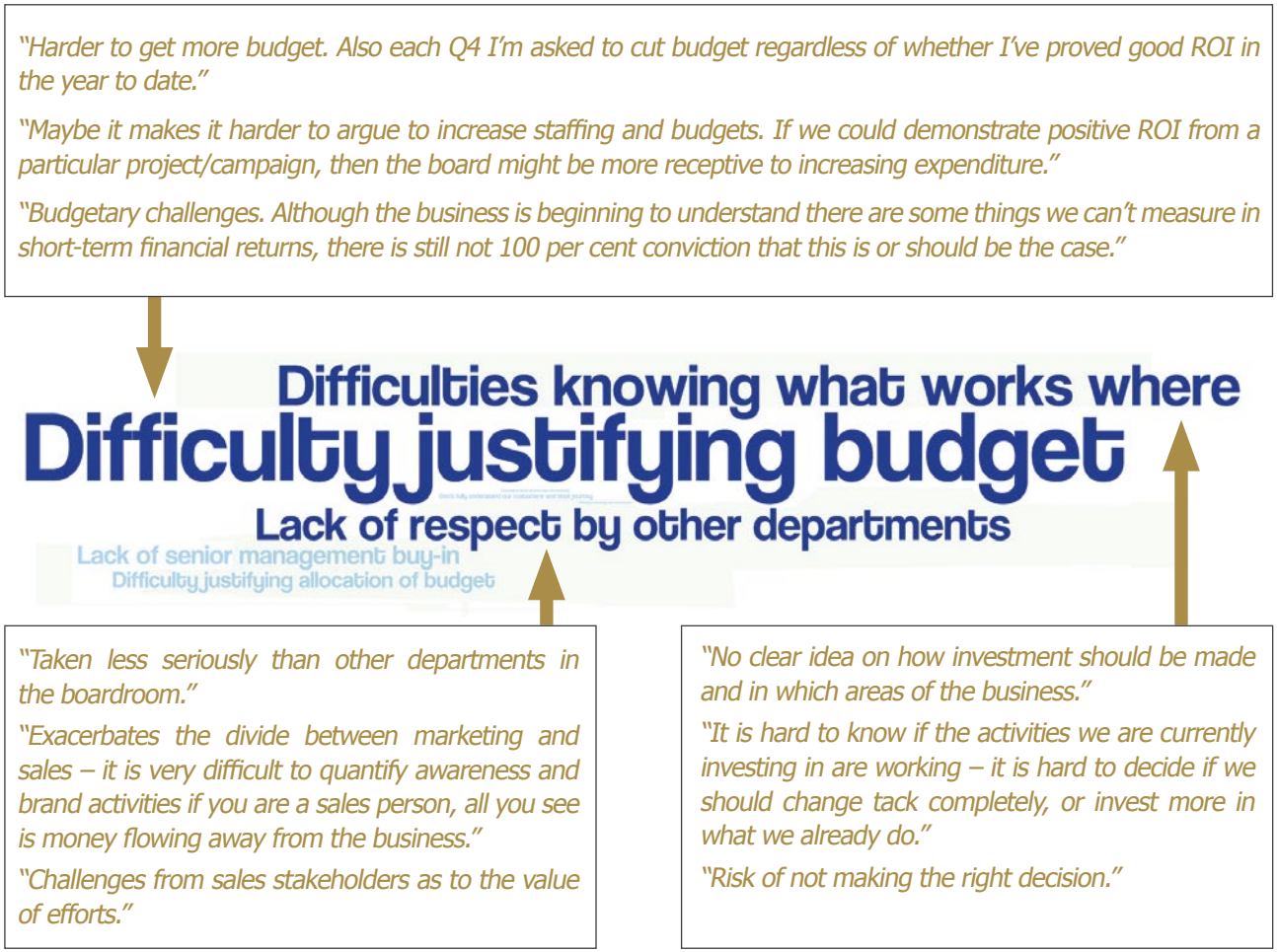


Question: How often would you say your organisation is able to measure the return it gets on its marketing?

Which brings us to the issue of how B2B leaders attempt to demonstrate their results.

It's certainly not an easy task, and B2B leaders are pretty realistic about it. At least that's what 77 per cent of B2B leaders believe.

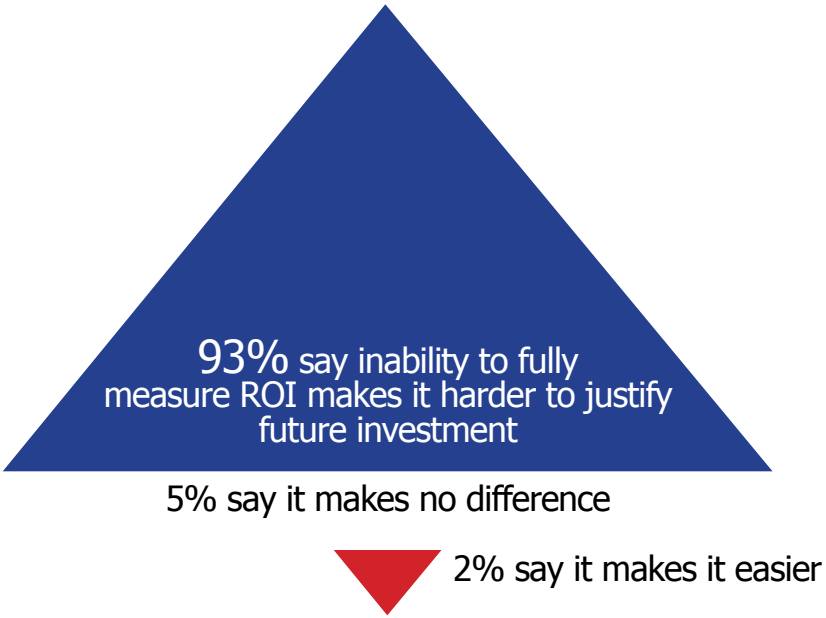
Figure 12. Consequences of inability to measure ROI



There are three primary results of this inability to measure return:

1. Difficulty in justifying budget.
2. Difficulties in knowing what works, and where to invest.
3. Lack of respect from other departments.

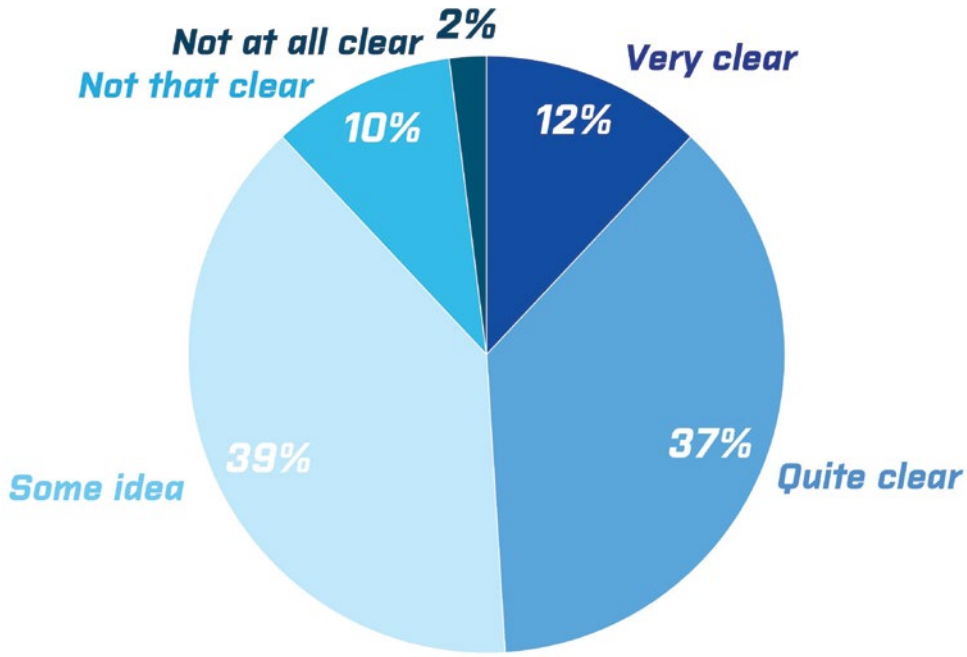
Figure 13. Difficulty in justifying future investments



Question: To what extent does not being able to fully measure marketing ROI make it hard to justify future investments?

Ninety-three per cent of the B2B leaders we spoke to said this inability to fully measure marketing ROI makes it harder for them to justify future investments. Forty-seven per cent said it makes their job much harder.

Figure 14. Impact different marketing activities have



Question: To what extent do you feel you have a clear idea of the impact different activities have (even if you can't measure actual ROI)?

The inability to fully measure ROI contributes to 49 per cent of B2B leaders feeling they have a very or quite clear idea of the impact each of their activities has.

Remarkably, 12 per cent of leaders told us that they have no clear idea of the impact that each of their activities has.

At a glance:

- B2B leaders trying to make the case that marketing gets results fall into two camps – those taking the positive spin ("increasing our budget will get positive results") and those taking the negative one ("not increasing our budget will lead to negative results, for example constraining growth").
- The majority of them feel they can measure ROI on their marketing activity at least some of the time.
- But the fact they can't do it all of the time has three major drawbacks:

1. It makes it harder to justify future investment.
2. The majority don't have a complete picture of the impact of what they're doing.
3. They get less respect from other departments.

Big data, big tools

It's obvious that measuring ROI is key to securing future investment, however it's important to remember that this seemingly simple task is more difficult in the B2B world where sales cycles are longer and more complex. And for those unable to prove return, they will continue to face challenges gaining respect from other departments and getting commitment to invest when there's no clear view on how the marketing function is performing.

In the era of big data it's important that B2B leaders invest in the right tools. The range of tools available to marketing leaders to help them measure the success of marketing ROI is growing phenomenally, and maybe this in itself is overwhelming leaders. Therefore, leaders must choose a select few (marketing automation helps gather detailed data on buyer behaviour to create corporate value, and cheaper social media monitoring services can gauge real-time brand sentiment and campaign reactions) they know will enable them to constantly hammer home to the board what marketing accomplishments are delivering to the business.

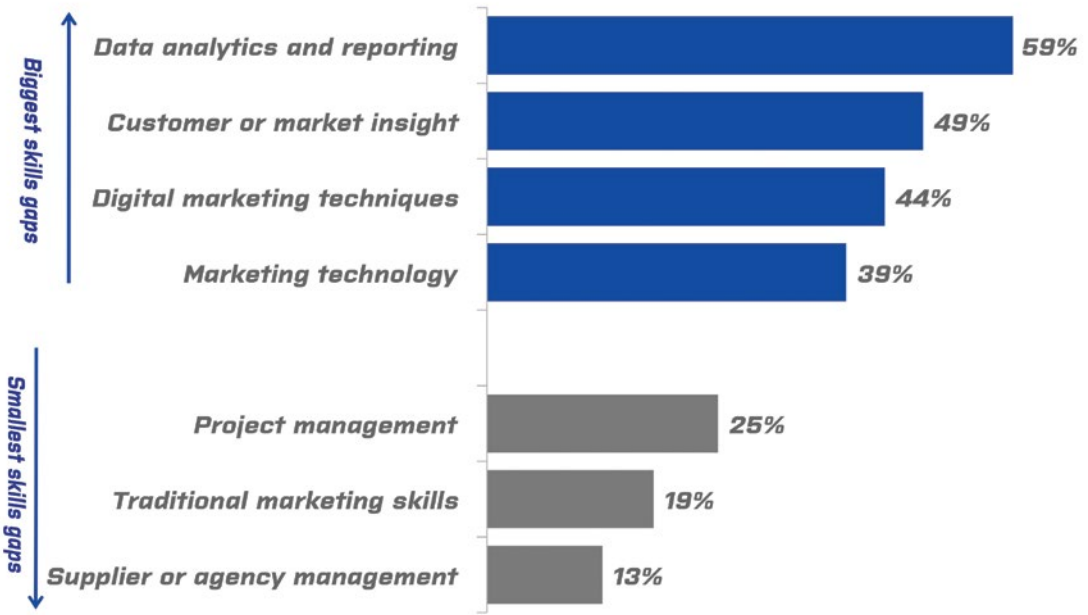


GEMMA HUCKLE
ASSITANT EDITOR
B2B MARKETING

SECTION 3

Team reputation

Figure 15. Team skills gaps



Question: To what extent do you feel your team has gaps in the following areas?

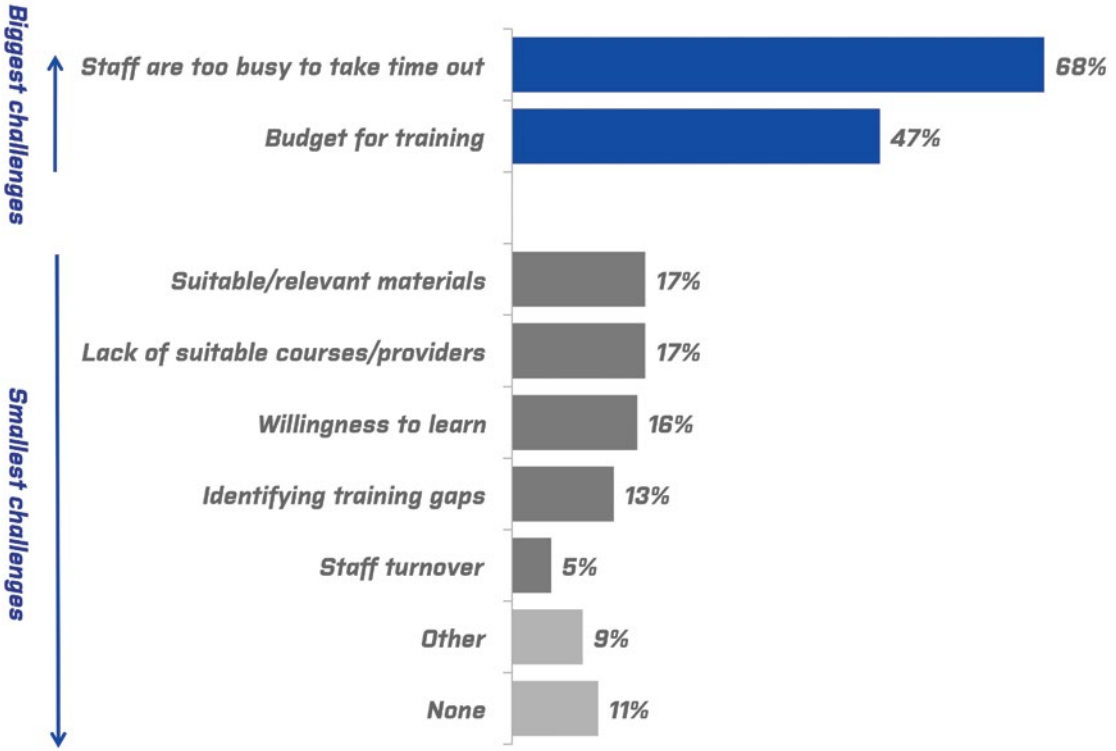
One thing that will help a B2B leader make the case for increased budget is the confidence that they and their team have the requisite skills to do the job.

Unfortunately, many B2B leaders don't feel their team is quite up to scratch:

79% of B2B leaders say their team has skills gaps
6% say these gaps are significant

And the gaps are particularly problematic in areas outside the core role each marketer is expected to fulfil. The real issues involve analytics, insight and technology.

Figure 16. Challenges in developing team skills

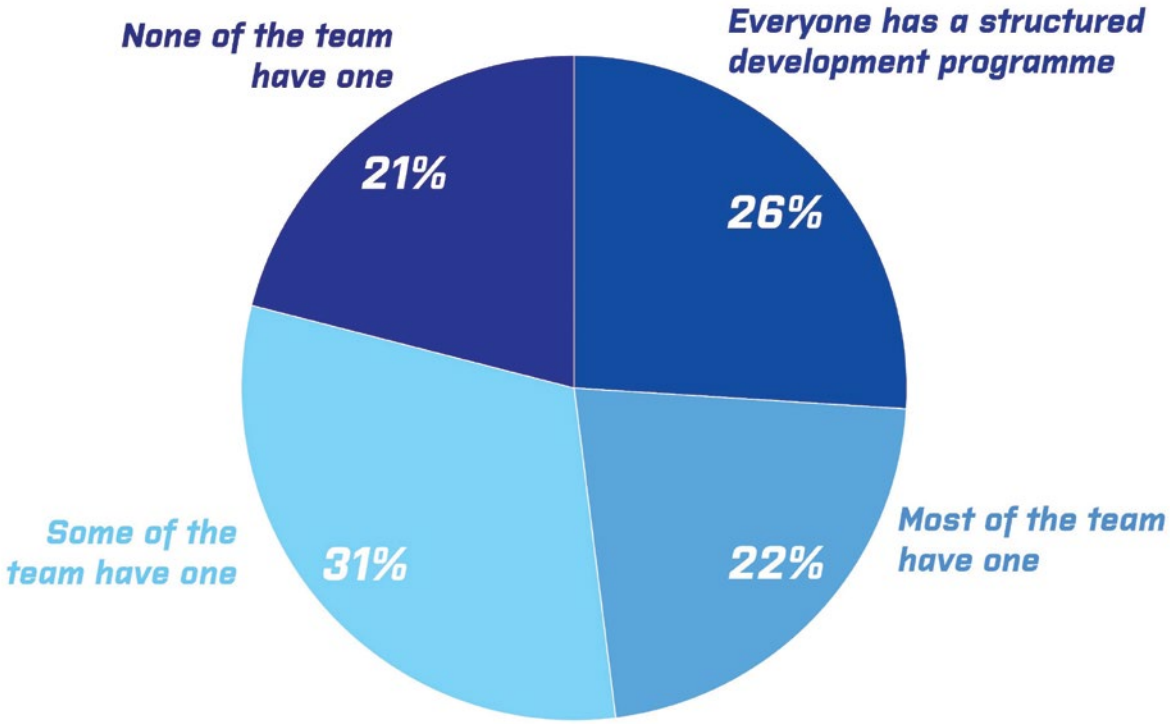


Question: What are the biggest challenges in developing your team's skills?

These gaps in knowledge aren't down to B2B leaders' indifference or sloth. Nor are they a result of a lack of interest from staff, or a lack of available courses. In fact, it seems to be primarily caused by lack of resources. Specifically, time and money.

This finding points towards there being a vicious circle. Marketing can't always prove the return on its activity, which means it doesn't always get the budget it wants, which in turn means the marketing team is under-resourced and lacking in skills. Which ultimately means they may struggle to develop marketing campaigns that will achieve high return on investment.

Figure 17. Team programmes



Question: Does your team have a structured development programme?

Only 26 per cent of B2B leaders said all of their team has a structured development programme. Twenty-one per cent said that no one on their team has a programme.

At a glance:

- Most B2B leaders accept that their marketing team has skills gaps.
- The big challenge in overcoming these gaps is a lack of resources, specifically time and money.
- Leaders are in a catch-22 situation – they need greater budget to better train their team, but they can't justify a bigger budget without demonstrating more return, something that would be easier if staff were fully trained.
- Ultimately, only 26 per cent of B2B leaders say all of their marketing team is on a structured development programme.

Inspire and motivate

Frozen budgets are affecting most organisations today, and money available for internal training often gets pushed down the priority list. But how can leaders adopt innovative tactics to ensure the development of their team doesn't come to a halt?

One simple answer is engaging individuals. Sixty-eight per cent of B2B leaders claimed their staff members were 'too busy' to take time out for training. Leaders need to make their staff want to take time out of their schedules to learn. One way they can do this is to give the team more of their time – by showing the team that they're on their side, they'll be more likely to stay during the tough times. Developing trust and empowering employees is not only a good way to test and develop individual's abilities quickly, but delegation will also relieve some of the pressures leaders face daily. Lastly, mentoring schemes where other leaders in the organisation share their knowledge, experience and expertise will inspire and motivate others.

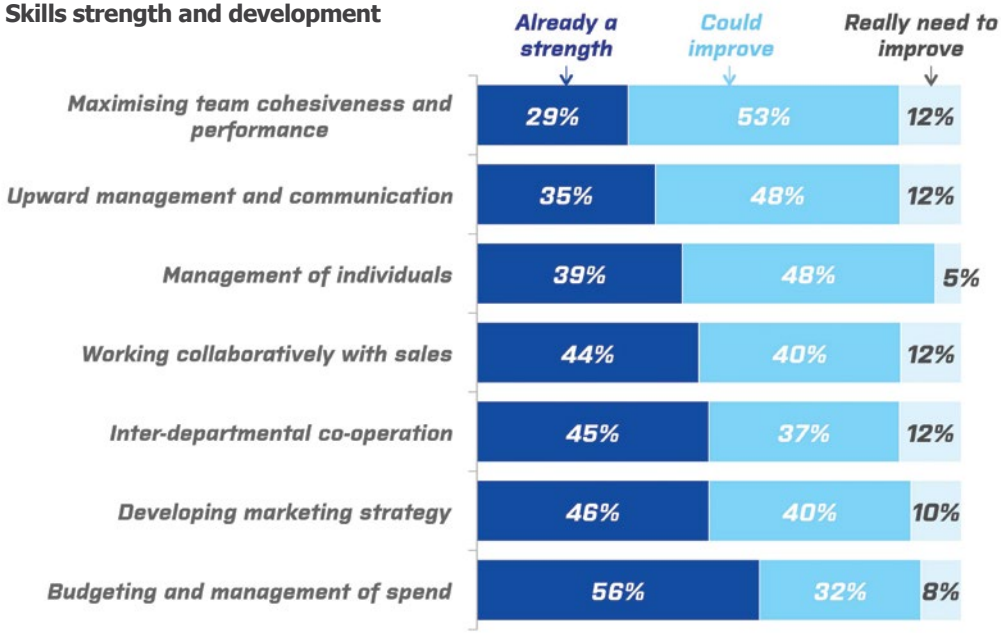


GEMMA HUCKLE
ASSITANT EDITOR
B2B MARKETING

SECTION 4

Personal reputation

Figure 18. Skills strength and development



Question: For each of the following skills, please state whether you feel this is an area of strength, or an area you would like to develop

If this report has shown one thing, it's that a B2B leader's situation is never sufficient. To highlight just two examples from this report, they want more resources, and a more skilled team.

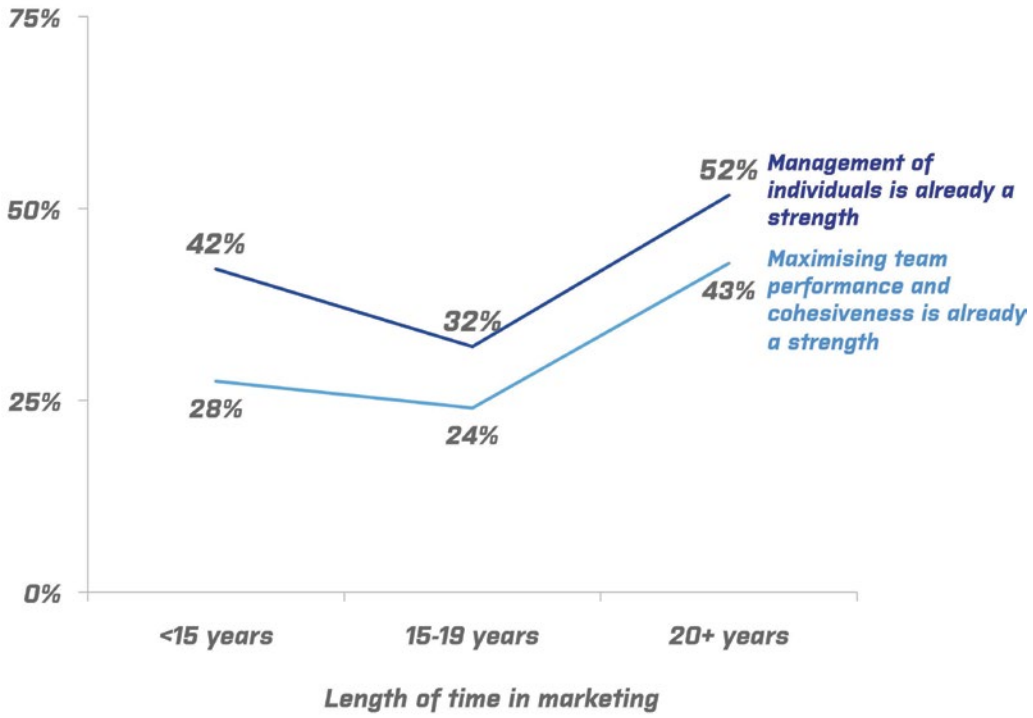
Of course, this is presumably exactly the attitude that has got them to where they are today. But reassuringly, B2B leaders apply the same attitude to their own skills:

93% of B2B leaders admitted they saw room for personal improvement

And where specifically would B2B leaders like to improve? The only area where a majority of B2B leaders feel they don't need to improve is in budgeting and management of spend.

By contrast, two-thirds of B2B leaders indicate they could improve in maximising team cohesiveness and in upward management and communication.

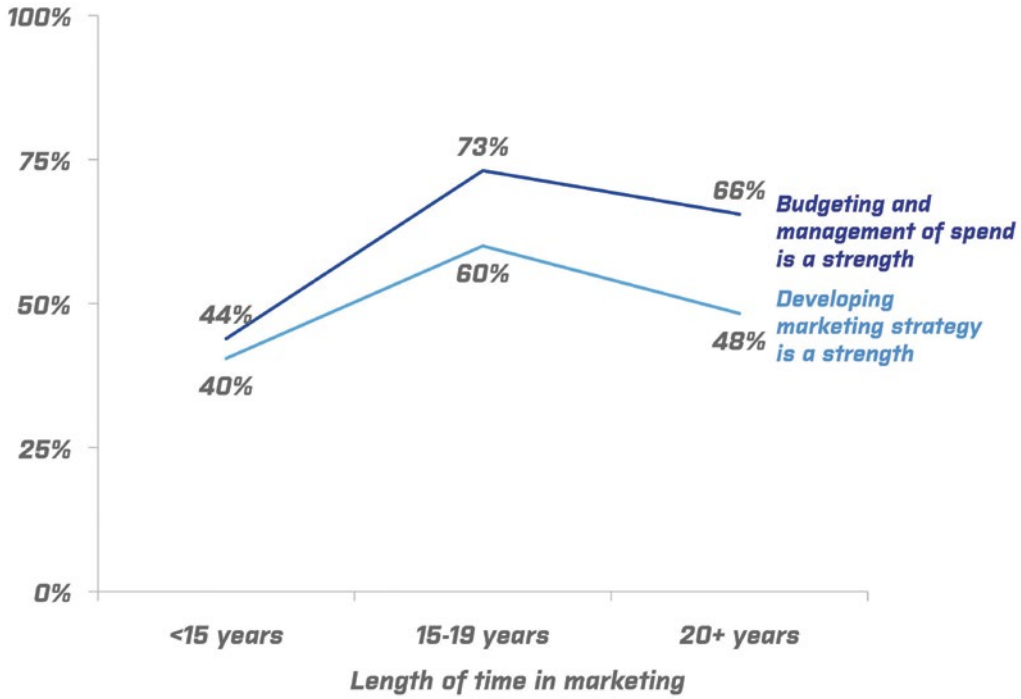
Figure 19. People and team management skills compared to tenure in marketing



Question: For each of the following skills, please state whether you feel this is an area of strength, or an area you would like to develop

Interestingly, those in marketing for the longest period (more than 20 years) are more confident that their people and team management skills are a strength.

Figure 20. Budgeting and strategy skills compared to tenure in marketing



Question: For each of the following skills, please state whether you feel this is an area of strength, or an area you would like to develop

Those in marketing for between 15 and 19 years are most confident in two areas: spend management and developing marketing strategy. This result may be an anomaly, but there could be an interesting explanation for it .

Could it be that some B2B leaders take several years to feel they've mastered budget management and marketing strategy? And could it be that, as time progresses, they stop trying to improve in this area, and so their skills start to atrophy?

What attributes does a successful B2B marketing leader have?

Leadership skills are essential – resilience, gravitas, clear vision, tenacity, people management – but people skills are only the beginning:

"The same as any other leader (e.g. vision, tenacity, humility etc) but also be both creative and analytical."

"Clarity of vision, integrity and authenticity. Knowledge of marketing and the ability to spot a good idea and a bad idea at 20 paces. The ability to fight your corner and adapt to every situation."

"Ability to sell. Ability to tell a story in an engaging format. Half scientist, half artist."

"Two ears and one mouth – the ability to listen and take on board feedback and intelligence from others within the business, particularly those that get closer to clients on a day-to-day basis at the 'coal face', and the ability to communicate, at all levels in an organisation; with the executive team and the grass roots."

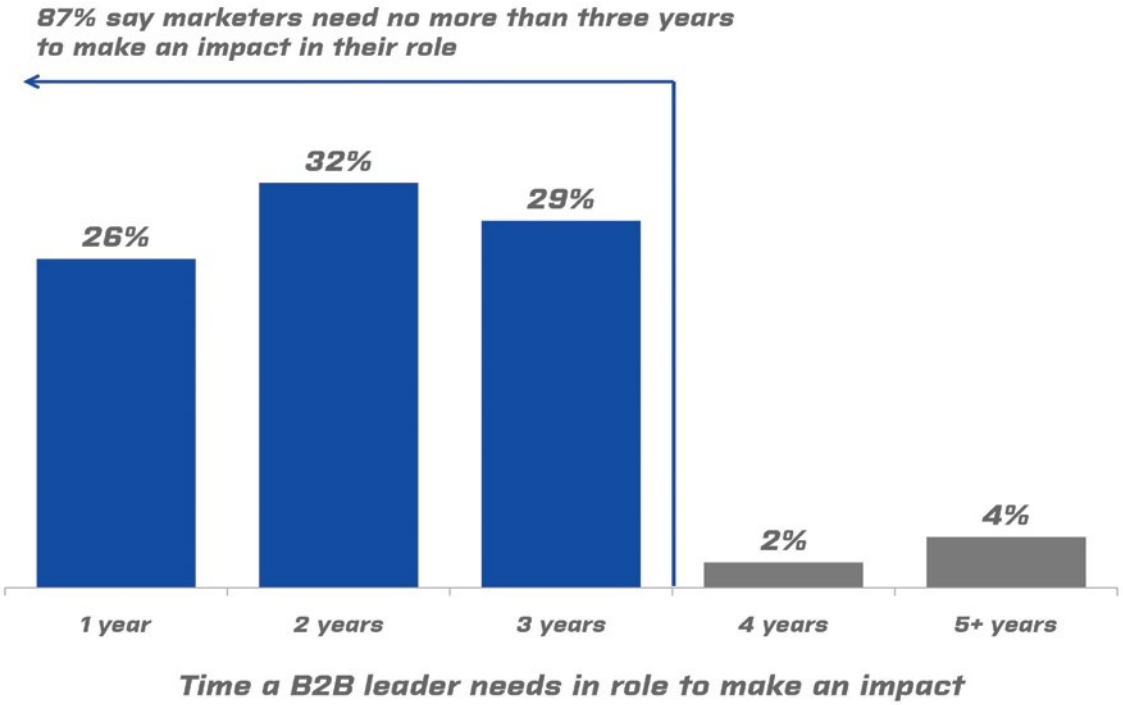
"Confidence"

The consensus among B2B leaders is that the successful B2B marketing leader has a particular mind-set and thinking style. Specifically, they are strategic, big picture thinkers with a clear vision. Their thinking style results from their strong analytical skills, combined with a liberal dose of creativity. They also have strong business acumen and a commercial focus. But more than this, they have a mind-set focused on turning strategy into action – they energise people around their vision and put in place the necessary steps to realise it. To turn strategy into action, a marketing leader needs to be a 'statesman'. Their mind is tuned in to the wider business and they have an acute awareness of non-marketing colleagues' agendas. This lets them navigate within their organisation, work collaboratively across functions and join up silos. They also have outstanding communication and influencing skills, articulating their ideas well, and inspiring people and they bring everyone on the journey.

Successful B2B leaders also need knowledge, specifically a deep understanding of their market, real insight into what makes customers tick and experience in all the key marketing disciplines. And you can always spot them by their attitude. Look for the person who is:

- Open minded, forward-thinking and embraces new ideas.
- Has a passion to continuously learn and develop themselves.
- Leads by example and isn't scared to get their hands dirty when required.
- Is determined, tenacious and fights their corner (but with the diplomacy skills to choose their battles wisely).
- Is gutsy and willing to take a calculated risk.

Figure 21. Time leaders need to make an impact

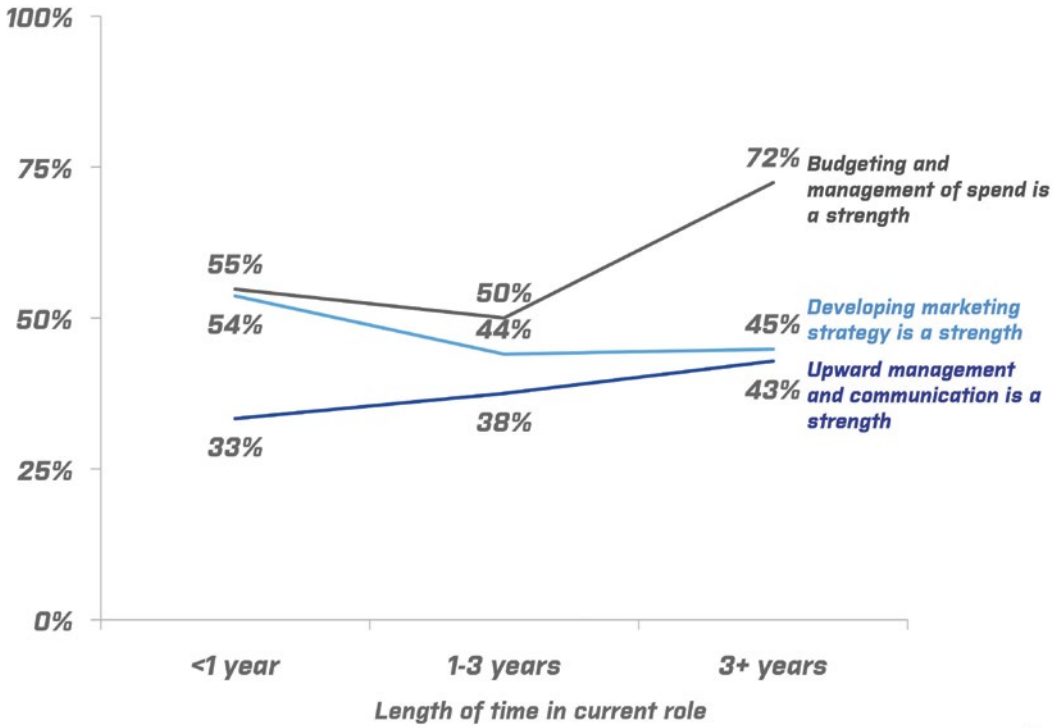


Question: How long do you think marketers need to make an impact in their role?

Eighty-seven per cent of B2B leaders say marketers need no more than three years to make an impact in their role.

Given 28 per cent of these leaders said they had been in their role for more than three years, the question to ask is: are they still making an impact?

Figure 22. Strength of skills compared to time in role



Question: For each of the following skills, please state whether you feel this is an area of strength, or an area you would like to develop

It appears that as B2B leaders spend more time in their role, they become more confident in their budgeting and upward communication skills. Familiarity helps them improve these skills, and will ultimately help them make a real impact.

By contrast, as B2B leaders spend longer in their role, fewer of them seem to think developing marketing strategy is a strength. One possible reason for this is that when a B2B leader joins a company, their 'outsider-ness' may help them to cut through complexity to develop a clear marketing strategy. It could be that over time, they lose the ability to see the woods for the trees.

At a glance:

- The vast majority of B2B leaders accept that they have room for improvement, particularly in terms of maximising team cohesiveness and communication with senior management.
- Maximising team cohesiveness seems to be a skill that comes with experience in the industry.
- B2B leaders have to combine traditional leadership skills with additional skills, including creativity and analytical skills.
- Eighty-seven per cent of B2B leaders say they need no more than three years in their role to make an impact. Are those there for longer still making a significant impact?

Professional development key to success



ALEX ASPINALL
HEAD OF CONTENT
B2B MARKETING

Personal professional development is gaining considerable attention these days. The advent of digital marketing techniques, the new theoretical, analytical and technological requirements created as a result, and the pace of change sweeping the communications world at present, have made people realise it's very easy to get left behind. Operating with a skillset fit for purpose three years ago does not necessarily mean you're well placed to succeed today. B2B leaders recognising skills gaps in their teams should be encouraging them to seek training opportunities.

But what about the leaders themselves, is there anything left for them to learn? It's interesting to note that B2B leaders are not shy about admitting to their own shortcomings. While many were confident with budgeting and creating marketing strategies, a sizeable chunk of respondents were less positive about their abilities to create a united team, manage upwards and manage their team members on an individual basis. Though these are skills likely to develop with experience, the fact leaders are acknowledging their own skills gaps only reinforces the belief that continual training and professional development is the key to success in the workplace, both within marketing and the wider organisation as a whole.

Key takeaways

1. **IBM** and **Salesforce** are the most respected brands among B2B leaders.
2. Over **half** of B2B leaders think their **brand** is **not** well **understood** by those **outside** their company.
3. **Seventy-five per cent** of B2B leaders feel their marketing **budget** is **less** than they **need**.
4. **Thirty-one per cent** of B2B leaders **would like** to see their marketing **budget** at least **double** in size.
5. Just over a **third** of B2B leaders believe they can **measure ROI** on their activity all or **most of the time**.
6. Only **49 per cent** of B2B leaders feel they have a **clear idea** of the **impact** that their marketing activities have.
7. The **majority** of B2B leaders say their **team** has **skills gaps**.
8. **Fifty-nine per cent** of B2B leaders think their marketing **team** has skills **gaps** in **data analytics**.
9. Most **B2B leaders admit** they see **room for personal improvement**.
10. **Eighty-seven per cent** of B2B marketing leaders believe they only need **three years** or fewer in their role to **make an impact**.

ELEVATED THINKING

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Email membership@b2bmarketing.net

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REPORT 2013

Colonial Buildings
59/61 Hatton Garden
London
EC1N 8LS

Tel. +44 (0) 20 7438 1370
Fax +44 (0) 20 7438 1377

info@b2bmarketing.net
b2bmarketing.net