November 2015

B2B Agencies

BENCHMARKING REPORT

2015-16

IN ASSOCIATION WITH

Circleresearch
The B2B experts

B2B Marketing

b2bmarketing.net

Contents

Introduction 05

01. League tables 06

02. Current trends in agency activity 14

03. Agency comment 24

04. Agencies in detail 60

About 98

Introduction

The report

As the B2B marketing sector continues to grow, so does our annual *B2B Agencies Benchmarking Report*. This year, in the 11th edition, we reveal the industry's top 75 agencies; and, with the average growth of all agencies at 22 per cent, it looks like the industry remains in a healthy position. Our table of the sector's top 20 fastest growers also highlights a few new players on the scene, while some of the biggest agencies have grown significantly since last year.

Financially, this year has also been broadly positive for agencies. Most have experienced an increase in profitability, with average margins rising to 14 per cent after a dip last year. Our research has also highlighted some of the changes in the client-agency relationship, with many agencies claiming that creating and maintaining strategic partnerships with their clients is more important than ever.

Aims and objectives

The *B2B Agencies Benchmarking Report 2015–16* is an in-depth look at the B2B marketing agency sector, revealing the true state of the industry via the performance of some of its main players. It's an indispensable resource for B2B marketers from all industries who are looking to evaluate and appoint specialist agencies.

Structure

The report is divided into four sections: league tables, current industry trends, agency comment and agencies in detail. This year we've published two league tables; one is a ranking of the leading 75 agencies in the B2B marketing industry, while the other reveals this year's fastest growers.

The second section on industry trends takes a look at some of this year's biggest changes in the B2B marketing agency sector, while the 'agency comment' section contains thoughts from some of the industry's most prominent voices. Finally, the 'agencies in detail' section provides in-depth information on this year's report partners.

Methodology

B2B Marketing and Circle Research devised the questions for this year's research, and an online survey was conducted between July and August 2015.

Membership

This report is part of a regular programme of research and best practice guides produced by B2B Marketing on current issues and trends affecting B2B marketers in all sectors.

01

League tables

Top 75 UK B2B marcomms agencies

Top 75 UK B2B marcomms agencies

Rank	Agency	2014 rank	GI in £m latest financial year	% of GI from B2B work	GI in £m previous financial year	% year-on-year growth	Headcount	Ranking based on B2B GI
1	Amaze	2	39.1	60%	19.4	102%	500	1
2	OLIVER	5	32.2	53%	17.3	86%	477	3
3	Bray Leino	1	20.6	75%	20	3%	385	4
4	OgilvyOne Business	3	20.5	100%	18.7	10%	160	2
5	Reading Room	8	16.2	74%	13.8	17%	131	6
6	Gravity Global	4	14.7	100%	12.9	14%	65	5
7	gyro	7	10.7	80%	10	7%	95	8
8	The Marketing Practice	9	8.6	100%	7.7	11%	107	7
9	McCann Enterprise	N/A	7.7	90%	6.8	12%	73	10
10	Stein IAS	11	7.2	100%	6.9	4%	65	9
11	Tangent Snowball	12	7	90%	6.4	9%	70	11
12	Refinery	10	6.6	41%	5.5	20%	87	36
13	METIA	N/A	6.3	89%	6.5	−3%	61	14
14	Kingpin	16	6	100%	5.3	13%	18	12
15	McDonald Butler Associates	17	5.9	100%	5.2	13%	56	13
16	Octopus Group	14	5.8	95%	6	−4%	55	16
17	April Six	28	5.6	100%	3.9	43%	90	15
18	Omobono	19	5.3	100%	4.6	17%	71	17
19	Twogether	24	5.2	100%	4	30%	76	18

 © B2B Marketing 2015

Top 75 UK B2B marcomms agencies

Rank	Agency	2014 rank	GI in £m latest financial year	% of GI from B2B work	GI in £m previous financial year	% year-on-year growth	Headcount	Ranking based on B2B GI
20	Corporate Innovations	N/A	5	100%	5	0%	40	19
21	Quantum Marketing Group	N/A	4.8	100%	5	−4%	102	20
22	Ledger Bennett DGA	20	4.6	100%	4.4	5%	55	21
23	Wyatt International	21	4.4	90%	4.2	5%	37	26
24	MOI Global	23	4.2	100%	4	6%	40	22
25	Proctor + Stevenson	26	4.2	100%	3.9	8%	46	23
26	Earnest	25	4.2*	95%	4	5%	42	25
=26	Technical Associates	22	4.2	100%	4	5%	34	24
28	Purple Agency	27	4.2	65%	3.8	9%	85	37
29	Fifth Ring	37	4	85%	4	−1%	51	30
30	Torpedo	34	3.7	95%	3	22%	44	29
31	Velocity	51	3.6	100%	2.1	71%	33	27
32	brandformula	29	3.5	100%	2.9	21%	32	28
33	Bluesky Interactive	N/A	3.4*	100%	2.8	19%	46	31
34	ClearPeople	N/A	3.3	100%	2.4	35%	50	32
35	4Ps Marketing	38	3.2*	40%	2.6	24%	53	55
36	BDB	31	3.2	100%	2.9	11%	30	33
37	Momentum ABM	N/A	3.2*	100%	2.1	49%	56	34
38	CleverTouch Marketing	42	3.1	100%	2.5	24%	54	35

Top 75 UK B2B marcomms agencies

Rank	Agency	2014 rank	GI in £m latest financial year	% of GI from B2B work	GI in £m previous financial year	% year-on-year growth	Headcount	Ranking based on B2B GI
39	Something Big	36	3	85%	2.9	5%	47	38
40	Freestyle Interactive	30	3	75%	3.5	−16%	43	42
41	The Crocodile	39	2.7*	94%	2.5	7%	34	39
42	Oakwood Agency	35	2.7	44%	2.9	−8%	42	56
43	JJ Marketing	46	2.6	76%	2	35%	46	48
44	DirectionGroup	N/A	2.4	92%	1.9	23%	41	43
45	Enigma Marketing	44	2.3	100%	2.3	4%	30	40
46	Jellybean	45	2.3	90%	2.2	4%	23	46
47	Really B2B	54	2.3	100%	1.3	71%	39	41
48	Man Bites Dog	48	2.2	99%	1.6	31%	25	44
49	Napier Partnership	58	2.1	100%	1.6	30%	18	45
50	Decibel Digital	47	2*	90%	1.6	30%	15	50
51	Chartered Developments	N/A	2*	100%	2	0%	38	47
52	Tomorrow People	56	2*	100%	1.1	79%	38	49
53	MGA	59	2	53%	1.4	41%	20	58
54	Studio Six	N/A	1.9	60%	2.2	−14%	32	57
55	Cyber-Duck	53	1.8	100%	1.3	32%	30	51
56	Intelligent Data Group	N/A	1.7	99%	1.7	−2%	13	52
57	CIB Communications	50	1.6	100%	1.5	5%	33	53

Top 75 UK B2B marcomms agencies

Rank	Agency	2014 rank	GI in £m latest financial year	% of GI from B2B work	GI in £m previous financial year	% year-on-year growth	Headcount	Ranking based on B2B GI
58	Miramar	52	1.4	95%	1.4	0%	15	54
59	Impact	N/A	1.2	85%	1.6	−29%	14	59
60	bcsAgency	N/A	1.2	80%	1	20%	22	62
61	DesignUK	N/A	1	55%	1	9%	20	66
62	Workbrands	55	1	100%	1.1	−12%	12	60
63	Fieldworks	N/A	0.9	100%	0.6	69%	16	61
64	Grist	N/A	0.8	100%	0.8	8%	15	63
65	oomph	57	0.8	85%	0.7	14%	11	64
66	Clever Little Design	N/A	0.7*	66%	0.5	31%	15	68
67	FARM Digital	N/A	0.6	100%	0.5	27%	14	65
68	Gasp	N/A	0.6	73%	0.2	205%	6	69
69	Realia Marketing	67	0.5	100%	0.4	17%	6	67
70	Moreish	69	0.4	94%	0.3	41%	3	70
71	Digital Radish	N/A	0.4	80%	0.1	323%	9	72
72	Forever Creative	66	0.4	90%	0.4	8%	8	71
73	Novacom	N/A	0.3	100%	0.3	9%	5	73
74	Impression	N/A	0.1	100%	0.02	625%	14	74
75	55 Connect	N/A	0.1*	100%	0.1	16%	2	75

All figures presented to one decimal place

* Financial verification not provided

Top 20 fastest-growing B2B agencies

Top 20 fastest-growing B2B agencies

Rank	Agency	% year-on-year growth	League table position	GI in £m latest financial year	GI in £m previous financial year	% of GI from B2B work	Headcount
1	Impression	625%	74	0.1	0.02	100%	14
2	Digital Radish	323%	71	0.4	0.1	80%	9
3	Gasp	205%	68	0.6	0.2	73%	6
4	Amaze	102%	1	39.1	19.4	60%	500
5	OLIVER	86%	2	32.2	17.3	53%	477
6	Tomorrow People	79%	52	2*	1.1	100%	38
7	Velocity	71%	31	3.6	2.1	100%	33
8	Really B2B	71%	47	2.3	1.3	100%	39
9	Fieldworks	69%	63	0.9	0.6	100%	16
10	Momentum ABM	49%	37	3.2	2.1	100%	56
11	April Six	43%	17	5.6	3.9	100%	90
12	Moreish	41%	70	0.4	0.3	94%	3
13	MGA	41%	53	2	1.4	53%	20
14	ClearPeople	35%	34	3.3	2.4	100%	50
15	JJ Marketing	35%	43	2.6	2	76%	46
16	Cyber-Duck	32%	55	1.8	1.3	100%	30
17	Clever Little Design	31%	66	0.7*	0.5	66%	15
18	Man Bites Dog	31%	48	2.2	1.6	99%	25
19	Napier Partnership	30%	49	2.1	1.6	100%	18
20	Decibel Digital	30%	50	2*	1.6	90%	15

All figures presented to one decimal place

* Financial verification not provided

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02

Current trends in agency activity

Impressive revenue growth in 2015

Agencies' average gross income has grown from £3,932,785 in 2014 to £4,804,512 this year. This represents average growth of 22 per cent since last year. Growth in employees also reflects this, with agencies reporting an average rise in headcount of 21 per cent since 2014.

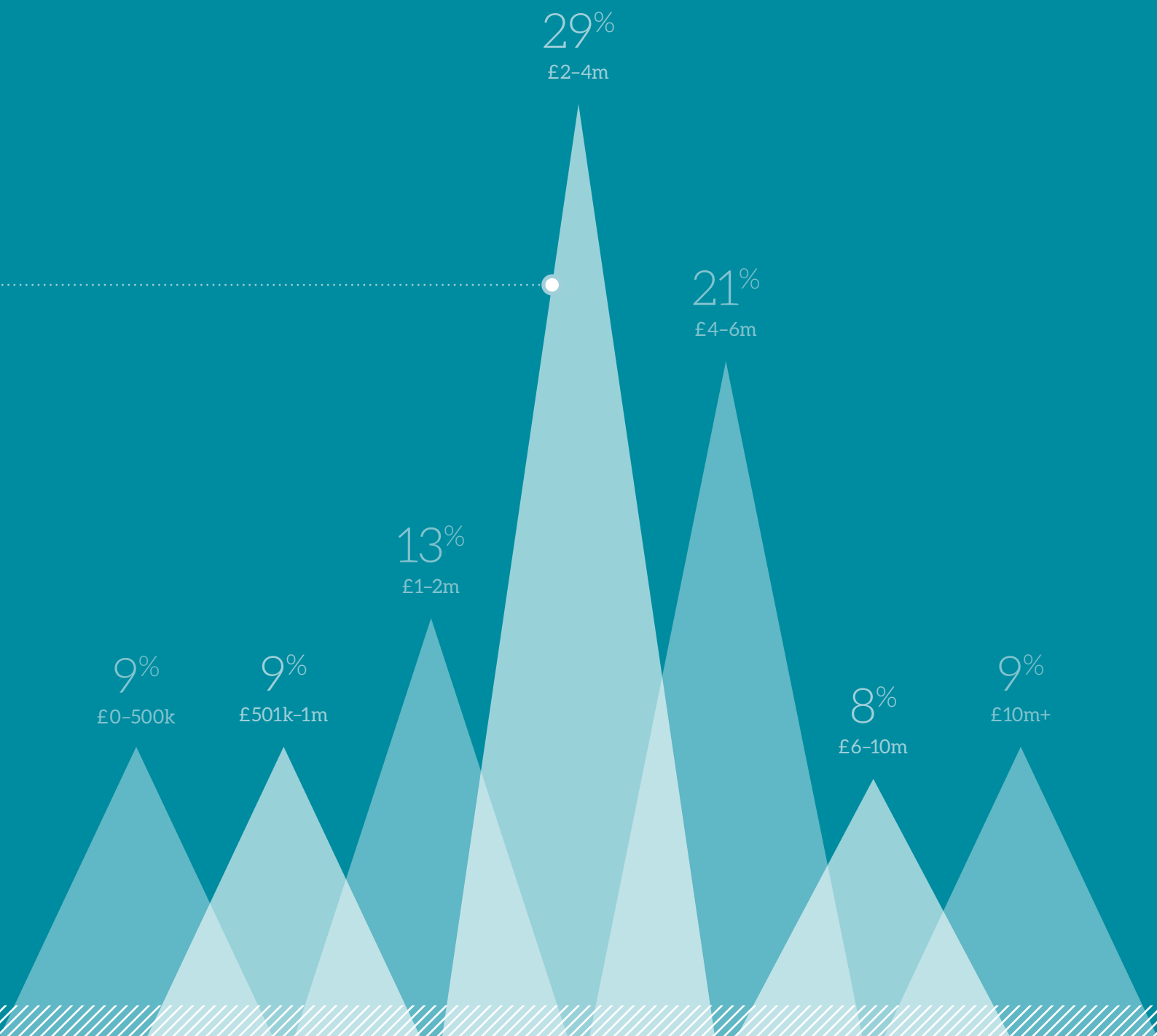
Average gross income 2015

£4,804,512

Q: Please provide the following financial information from your agency's activities: gross income in latest full financial year/previous full financial year

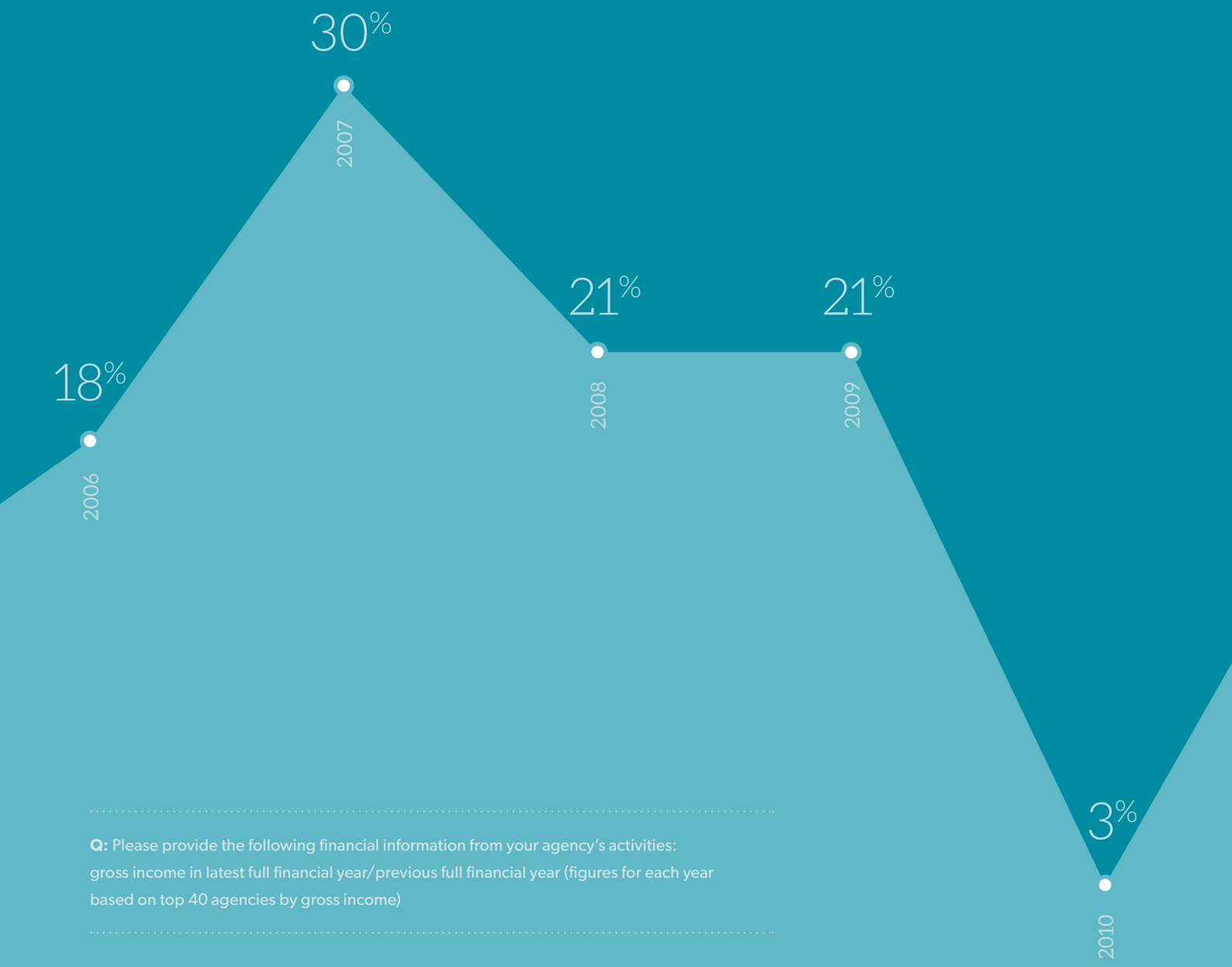
Percentages rounded down

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29%
£2–4m
21%
£4–6m
13%
£1–2m
9%
£0–500k
9%
£501k–1m
8%
£6–10m
9%
£10m+

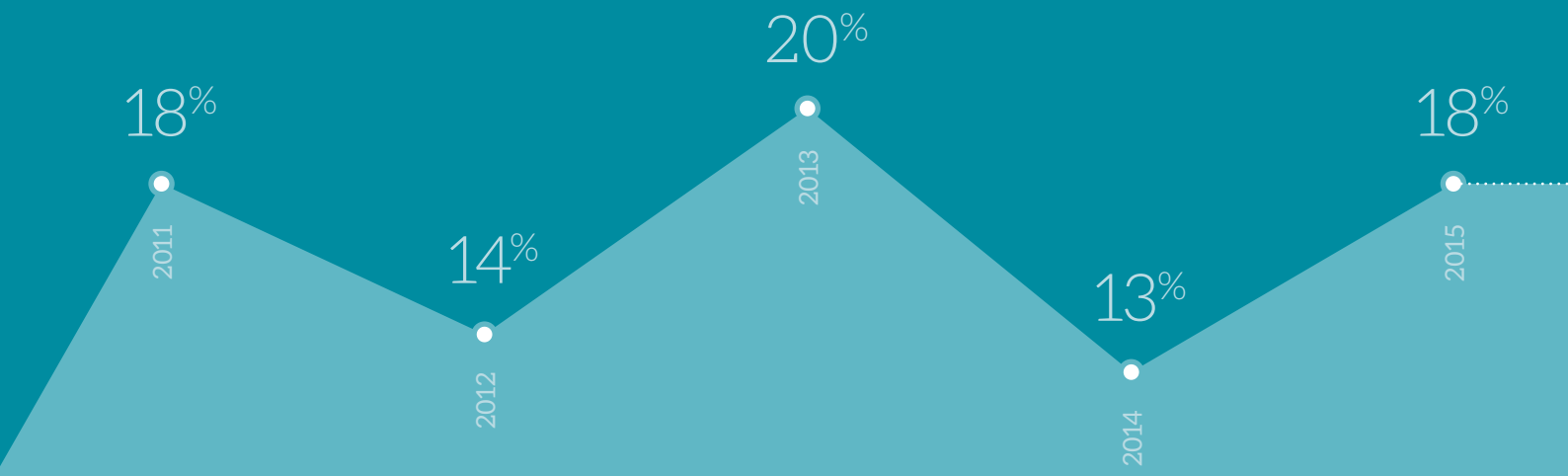
B2B agency revenue growth over the last 10 years

The data we've collected since our first edition of this report provides an unparalleled view of the B2B agency landscape over the last 10 years. The effects of the economic crisis are clear, with 2010 in particular having been a difficult year for the industry. The growth since then is clearly very encouraging though.



Q: Please provide the following financial information from your agency's activities: gross income in latest full financial year/previous full financial year (figures for each year based on top 40 agencies by gross income)

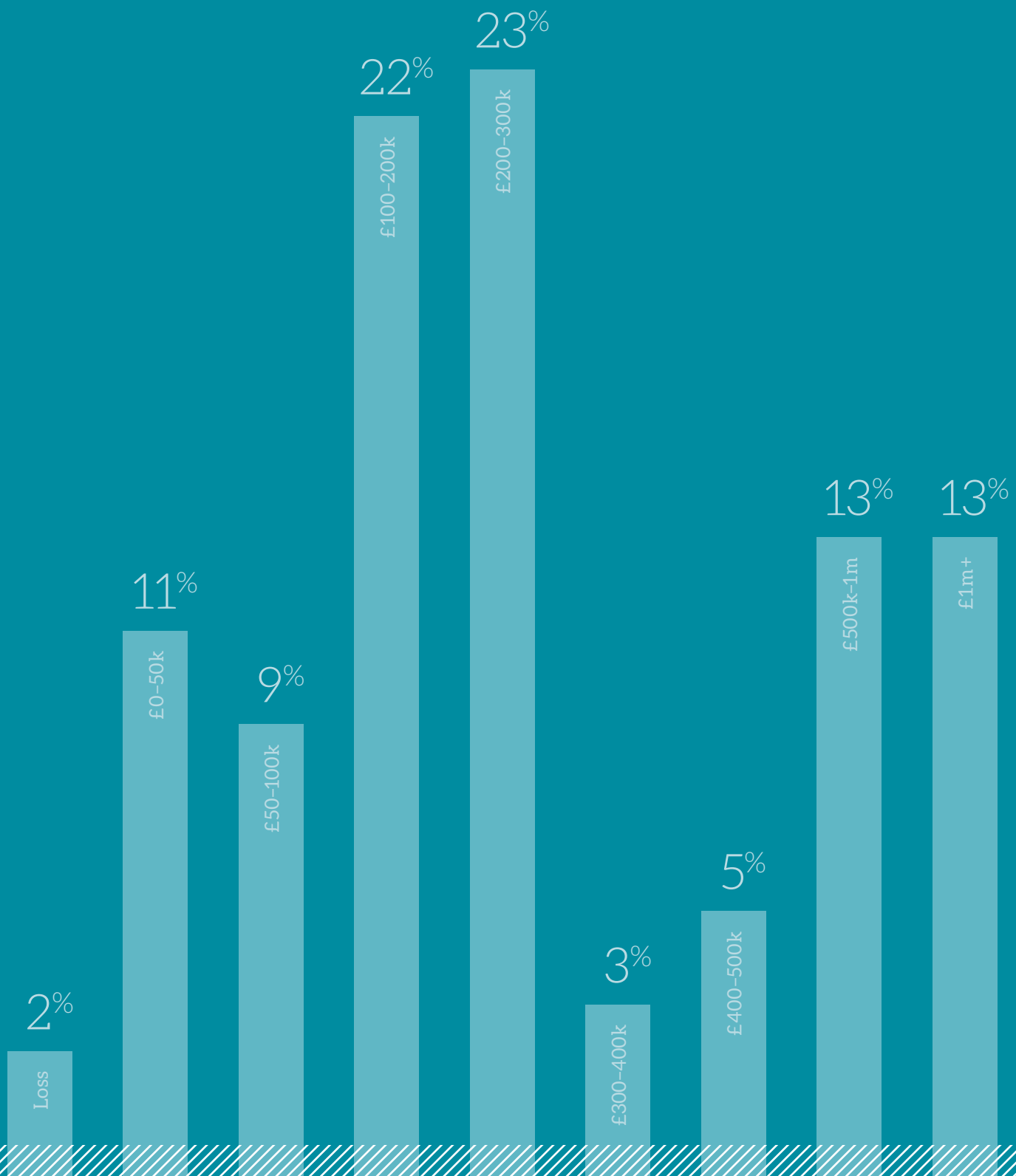
 © **B2B Marketing 2015**

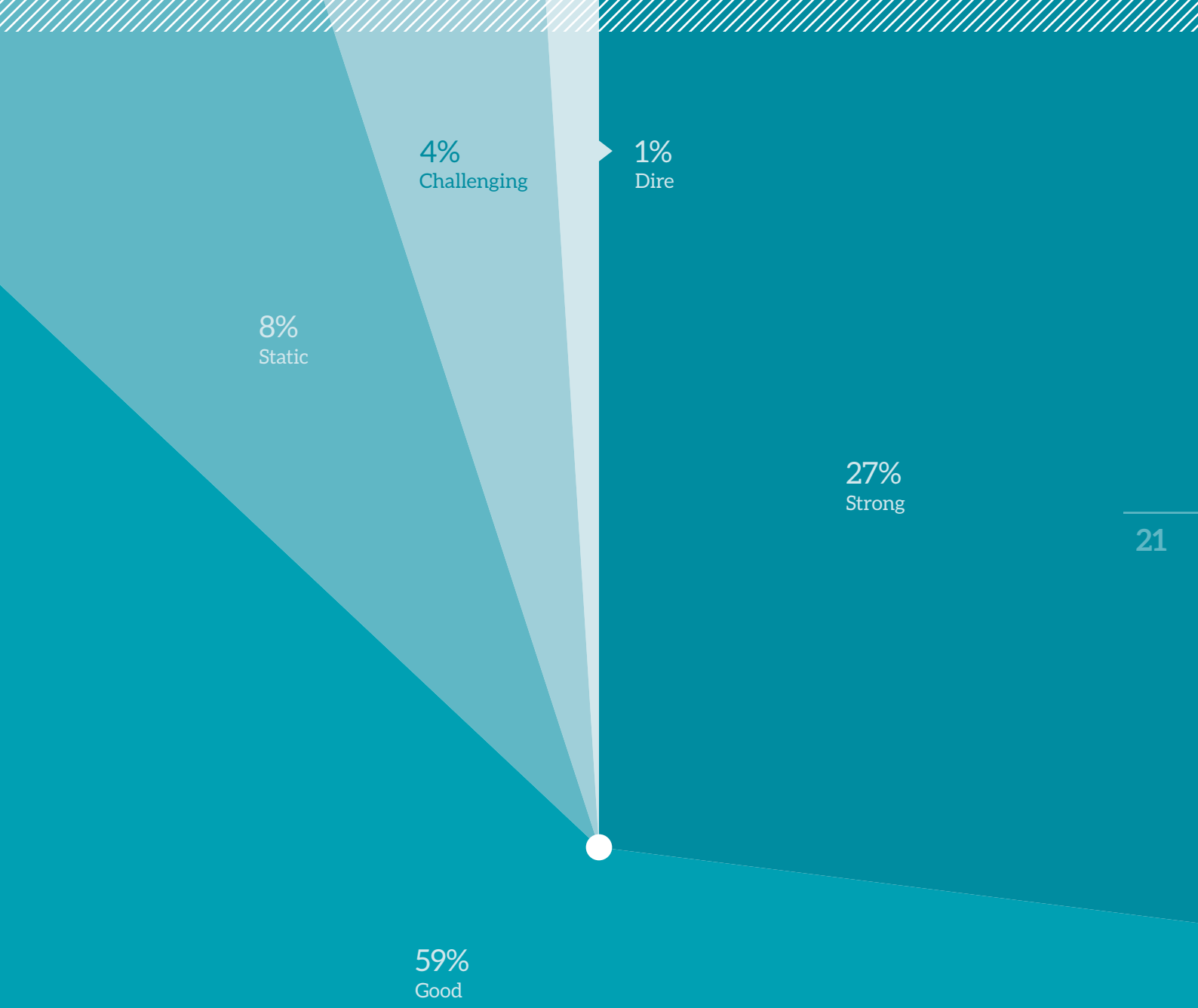

18%
2011
14%
2012
20%
2013
13%
2014
18%
2015

Average net profit 2015

Agencies reported a relatively good level of net profitability this year, with the average net profit of all agencies at £456,590. The vast majority (45 per cent) realised an average net profit of between £100,000 and £300,000, while a relatively high proportion (26 per cent) made an average net profit of £500,000 or more.

Q: Please provide the following financial information from your agency's activities: net profit in latest full financial year/previous full financial year





Optimism remains for year ahead

The vast majority (86 per cent) of agencies described the state of the market as 'strong' or 'good' in 2015, so have a positive outlook for the months ahead. However, it might be worth noting that in 2014 a higher proportion (40 per cent) felt the state of the market was 'strong' compared to this year (27 per cent).

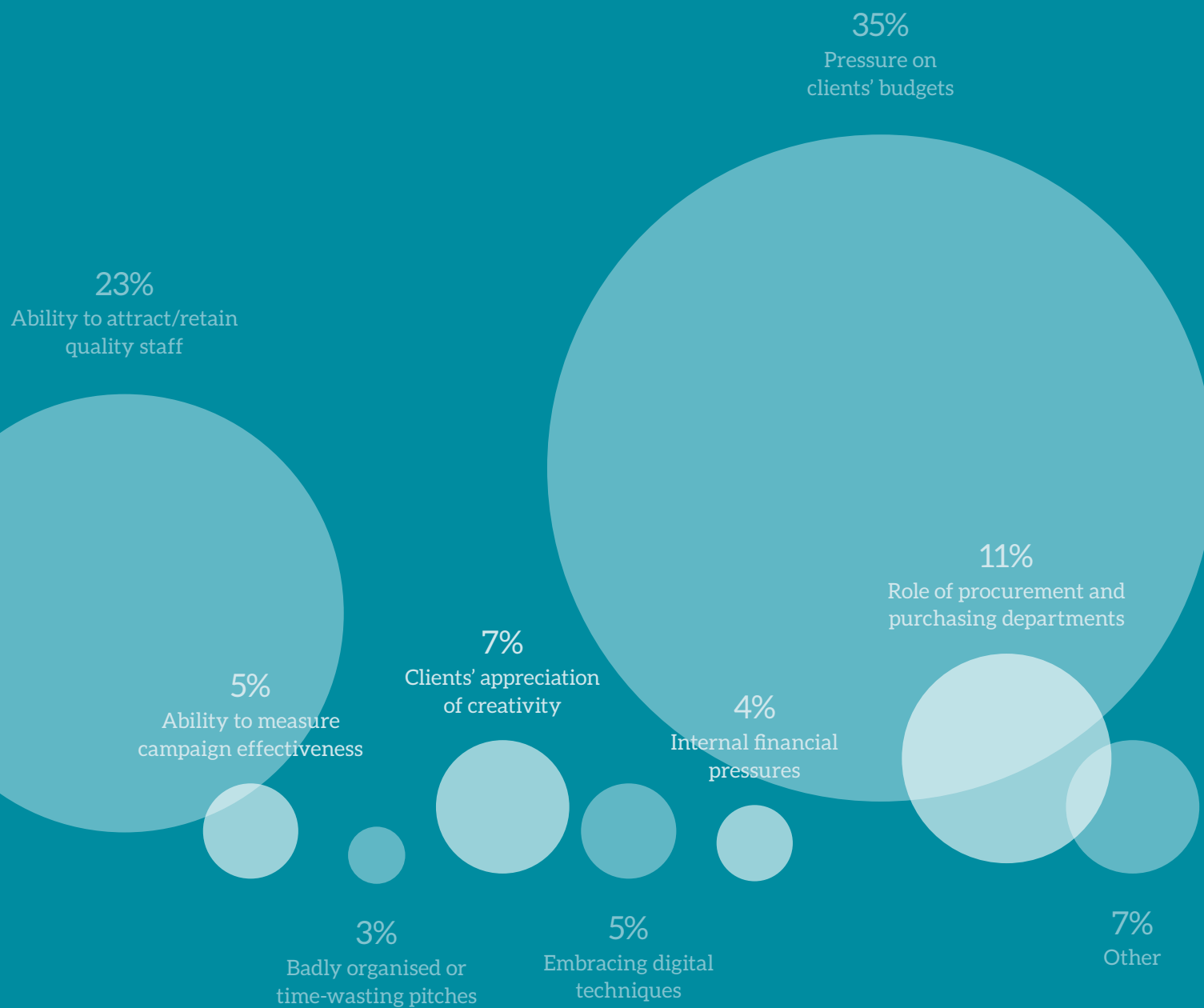
Q: How would you describe the current state of the market for B2B agencies?

Percentages rounded down

Pressure on budgets cited as biggest agency challenge

Among the many challenges agencies face in 2015, one stands out above all others: pressure on clients' budgets (cited by 35 per cent of respondents). The next biggest challenge is the 'ability to attract/retain quality staff' (mentioned by 23 per cent), followed by the 'role of procurement and purchasing departments' (11 per cent) and 'clients' appreciation of creativity' (seven per cent).

Q: What is your single biggest challenge as an agency at present?



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The changing agency/client relationship

In our open-ended question asking agencies about their thoughts on the agency/client relationship, a particular theme emerged. An increasing number of agencies now feel the relationships they maintain with their clients need to be collaborative, with some even seeing themselves as an 'extension' of their clients' marketing department.

Q: How, if at all, would you say the agency/client relationship is changing?

We find ourselves working more and more as part of their team rather than as a supplier.

Our partnership with them has to be sensitive to corporate agendas and policy.

Agencies are becoming a more integrated part of client organisations – an extension of the marketing department.

Growing stronger and more collaborative.

Clients look to work with partners, not just suppliers.

Clients are looking to agencies for more strategic support as well as help and guidance in steering them through the complex world of digital marketing.

Moving to a partnership, rather than supplier relationship, with greater interaction with the entire organisation, not just the marketing teams.

03

Agency comment


Looking
To Make
Every Day
A Good Day
4
For Your
Technology
R
Brand?
WELCOME
Visit,
Call,
Text,
Or Email
The Global
B2B
Storytellers
aprilsix
@ April Six



Fiona Shepherd
CEO
April Six

How to precision-engineer marketing to revolve around impact

It's an innocuous little stat that masks a radical new reality: on average, IT buyers go 70 per cent of their way through the buying journey before engaging with a vendor. Research proves it, so why do so many marketers continue to spend precious budgets in the wrong way at the wrong time in the buying cycle?

Perhaps today's hyper-complex communications landscape breeds a sense that nothing is really within our control anymore. While in many ways the old 'right product, right place, right time' mantra is still every marketer's utopia, achieving it can seem less feasible than ever.

The truth is that there has been a seismic shift in the granular research, insight-driven frameworks and forensic tools that can now be used to drive global demand in the B2B space. Our best-of-breed clients are crafting holistic new marketing strategies that traverse the boardroom, sales infrastructures, multichannel opportunities and global audiences; an approach that's proven to achieve groundbreaking ROI.

These six keys will allow you to start building an approach into your marketing plans, that delivers dream ROI and an optimised customer experience.

1. Start with an unstoppable narrative truth

A core proposition that is powerful, differentiated and true to your brand is a critical starting point. Almost 35 per cent of technology brands recently surveyed by B2B Marketing said they don't have a single compelling narrative underpinning marketing.[1] By using deep-dive executive workshops, research, and competitor insight to craft a unique and engaging proposition supported by robust messaging pillars, you can build a solid foundation to underpin your approach.

2. Then, precision-engineer creative

Creativity doesn't need to be compromised in the search for relevance, but it does need to be reimagined. What response or behavioural change are you seeking? What specific action? Creative ideas need to be borne out of your strategic narrative and be big enough to straddle, flex and retarget: over time and across regions, messaging pillars and organisational silos. Is the creative captivating? Can it speak globally?

3. Next, identify personas and map journeys

Persona-based marketing strategies allow us to go beyond intelligent guesswork and apply scientific, impact-focused methods. You need to identify and build out personas, map their buying journeys and get to know them intimately. Who buys your products or services? Why and how? Where do they educate themselves? What's their buying journey? When are they most receptive to which types of information?

4. Only now do you align your GTM

Once this vital groundwork is completed, you can start to draw up your go-to-market plan. That involves merging inbound and outbound strategies including demand generation, nurture activity, ABM, PR and events with smart marketing automation and aligned sales enablement.

5. Be compulsively detailed about funnel management

Ultimately, sales generation is the point of marketing. The twin disciplines of funnel management and intrapipe acceleration are the antidote, delivering a results-intense value model. It proactively pushes leads down the funnel and gets them over the line into sales.

6. Wrap up with intensive analytics

Finally, conducting a detailed measurement and contextual analysis of activity as you go helps you distil and collate key learnings for ongoing optimisation.

As margins shrink, budgets tighten and customer attention wanders, this is a challenging and inspiring time to be in B2B technology marketing. However it requires us all to re-evaluate the known parameters of market behaviour and business alignment and be more scientific in our methods.

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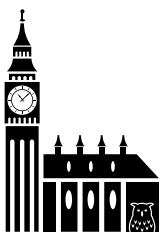
[1] *Blended Impact Marketing Survey, 2015*

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Mind the gap: Ensuring your always-on strategy is airtight

I've always been fascinated that the first page of Moleskin notebooks has a space not only for my name but for the reward money I offer if returned to me when lost. Since I deal in British pounds and all Moleskins (regardless of where in the world you buy them) feature a dollar sign, it's a moot point for me. But it got me thinking… since notebooks tend to contain our thoughts in the moment, what's the value of that moment? As a B2B marketer, this also got me thinking about the value of thought (strategy) versus action (execution) when it comes to the need to be 'always on.'

Recently, I had a prospective client say to me, after seeing our thoughtful approach to creating conversation maps [conversation maps = ensuring you are sharing the right thoughts with the right people in the right spaces]: "If we go down this path with you, it will take too long to get anything going." It's a common sentiment and one I understand, although I'm surprised B2B marketers today don't put more emphasis on creating that bridge between personas and value propositions, and the creative and content that goes into market.

A distinct gap has been created by the need to be always on, in a relevant way, to multiple decision-makers and influencers across complex sales cycles, in spaces that are competing for every minute of their attention. There is an average of seven people involved in complex decisions these days – understanding just where each of them plays in the journey, what questions each needs answered in order to progress to the next stage, and then how to answer those questions through conversation and content are critical to effective, efficient marketing. Every B2B marketer will agree with this – so why aren't they taking the time to close this super important gap between strategy and execution in their planning?

A distinct gap has been created by the need to be always on, in a relevant way, to multiple decision-makers and influencers across complex sales cycles, in spaces that are competing for every minute of their attention

Some marketers will tell you that disruption is the answer. I couldn't disagree more. I want our clients to be there at the moment their prospect (or customer) is having a thought or looking for inspiration, to start a conversation designed to work for the customer. This is the holy grail, and it's possible – as long as you close that gap I've been referring to. Decision-makers today don't want to be disrupted so much as understood. As marketers, we need to do everything we can to grant them this respect.

Which brings me back to the value of thought – if we take the time to think through and document the conversations we need to have and in what form, creating content and engagement strategies around it becomes an act of science. Marketing spend is optimised. And customers feel understood. It's amazing that content is now the second line item in many B2B budgets, yet according to Forrester, there remains an inverse relationship between marketing budgets and the level of satisfaction marketing leadership feels about how well content has been optimised.

So challenge yourself to do it differently – to what degree do you and your marketing organisation value thought? Does your agency share this sentiment (and valuation)? And is it reflected in how you market every day?

When you are always on, every moment is valuable. So be sure to mind the gap.


It takes more than
a giant cloud of ash
to slow us down.
When the Raung volcano erupted in June this year, it made a mess of our plans for our Client, who'd asked us to organise a conference for 350 delegates in Bali.
Undaunted, we calmly dismantled months of planning, then reorganised the whole event, from scratch.
At Bray Leino, we'll do Whatever It Takes to make our Clients successful. Without ever blowing our top.
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brayleino.co.uk/business
bray leino whatever it takes



Pete James
Director of B2B creative
Bray Leino

The campaign is dead, long live the campaign

Hear that? That distant, mournful bell. That's the death knell for the B2B campaign. Let's take a moment to pay our respects, then we can all move on.

Our industry has been discussing the demise of the B2B campaign for some years now. It's been rather a lingering death, but now, surely, it's time to pull the plug.

But hold on. Step away from the kill switch. Because the campaign idea is more important in B2B than ever.

It's easy to see why the campaign seems to be going the way of the woolly mammoth. The world of inter-business communications is a very different place now. We believe (although it's surely an over-simplification) that buyers make some two-thirds of their B2B decision journey online. So that's where we concentrate our activity now.

We have the twin super-powers of flexibility and immediacy. We can react to market events using digital channels to be tactical, current and relevant. Software can orchestrate our email campaigns in smart and responsive ways.

Monologue has become dialogue. We understand the power of conversation (and especially of listening), and we have the tools that allow us to do it. We build relationships with customers, and they with us.

And we have seen the holy grail, and called it 'content'. We know that we can and must create things of quality and value that inform or entertain our customers. And we know how much we can achieve when we're smart enough to do both. This is progress, and it is a good thing. But where does the campaign come in?

Without a campaign idea, the effects of B2B marketing are piecemeal, not cumulative

Here's where: in the middle. Because without a campaign idea at its heart, all this fizzing, dynamic, diverse activity is just confetti; ephemera that our audience may consume, but take little of substance away from. Without a campaign idea, the effects of B2B marketing are piecemeal, not cumulative.

A campaign idea is the glue that binds today's multifarious B2B marketing activities together. In a few words and an image, a great campaign idea can encapsulate a message, give audiences a handle on a brand and enable them to understand what a business stands for.

In our brave new world of channels and tools with which to target our B2B audiences, both en masse and one-to-one, a strong creative idea is how we keep everything cohesive and on track. It's our one chance to unify every blog, every email, every thought piece, every exhibition stand, every YouTube video and every conference with one coherent, meaningful, inspiring idea.

And one more thing. The really smart campaign ideas are the ones that resonate internally too, with the people inside your business. When your people get behind the idea that your marketing is carrying to your customers, then you've really got something to build your business on.

So take a long hard look at your marketing activity, and ask yourself some questions. Does it all fit together? Is there a consistent purpose behind it all? And does that purpose come through?

If not, think again. Before you launch into your next two-year content plan, commission half a dozen informative animations and construct your automated email campaign… stop. First, make sure you understand the one business problem you're focused on solving. Define your strategy. Demand that your agency use it to unearth a truly meaningful and campaignable idea.

Then build everything around that. And as for those reports of the death of the B2B campaign… Mark Twain would understand.

Do you need a team who understands technology?
Do you also need a team who understands creative design?

You need a

consultagency™

/kuh n-suhlt-ey-juh n-see/

Origin: consult + agency

---

an organisation that gives professional technical advice: a consultancy.

+

an organisation that provides digital & creative services: an agency.

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Katya Linossi
Co-founder and MD
ClearPeople

The future of the agency is the 'Consultagency'

Don't adjust your reading glasses, it's a real word. Well, a word we've made up. And yes it's a bit of a mouthful, but I believe it is the future.

The traditional agency model is dead. Clients have to meet the growing demands of their customers who expect better service, faster and cheaper. They are hiring specialist digital skills inhouse to collaborate with their teams, while their procurement departments want to work with fewer suppliers for less.

Agencies' response to this has been to create or acquire specific divisions to better serve their clients, seeing traditional advertising and marketing agencies step into the realms of digital and technology, and digital-centric agencies build strategic and business consulting teams.

This landscape has seen agencies large and small, independent and networked, all vie for the same piece of the pie, increasing their service offering but working in unconnected silos.

We all know that B2B marketing is about a smart, joined-up and integrated approach to communications. So where's the business intelligence in working with teams who don't often talk to each other?

Working with a single agency that has siloed departments is no different to working with multiple agencies of different disciplines. Larger clients will empathise with this. When they have their weekly or monthly 'all agency' meetings, their advertising agency often leads the meetings and usually takes the reins on creative, their media agency talk numbers, and their digital agency just tags along for the ride creating a 'web version' of whatever a different creative director has come up with in a day.

This model just isn't sustainable. Firstly, we now understand that digital isn't just an add-on in the marketing mix, but integral to whole business strategies and should be pivotal to how companies operate. All digital channels stem from technology, which is ever-evolving and creating more data than most clients know what to do with.

The true value of the future agency is, therefore, understanding and consulting on how technologies interact with each other, to form better insight and provide a greater understanding of the end customer to be able to effectively communicate with them at every stage of their journey.

Good communication is the key to delivering innovation. Teams, both client-side and agency-side, need to communicate better to foster ideas that will lead to successful communication with end customers.

ClearPeople created the 'Consultagency' concept with this in mind. But what is it? It's a true hybrid approach, taking traditional agency services and blending them with technical consulting to offer advice and guidance to clients in B2B marketing. There isn't a separate creative team or a separate strategy team – all ClearPeople employees are 'consultagents'. They are technologists, futurists and innovators, all working together and collaborating with clients to achieve business transformation.

This transformation isn't just evident externally through optimising communications with end customers through a new website for example; it's internal too. As the nature of the workforce changes, and in a 24/7 information-heavy world, employees are spending less time in the office, working from different devices at different times. This has given rise to a new digital workspace that enables better collaboration and improved efficiencies. So, using technology to help agency staff do their jobs better in turn helps clients do better too.

I'm a great believer in making internal systems just as compelling as external ones and forging a relationship between the two to help clients better connect with their audiences. Educating clients on the right processes, people and technology to enable this to happen is what a consultagency is all about. And that's the future.



MARKETING

What a load of r*dish

Clearly you don't think so, or you wouldn't be reading this marketing magazine. We don't either. However, in crowded marketplaces where it's becoming harder to gain the trust of high value buyers, it's the truly creative campaigns based on insight that won't get binned.

Digital Radish is a strategic marketing agency built on client side experience, who know how to deliver the kind of content-led campaigns that drive leads and grow businesses.

To get a copy of our report '**The Marketing DNA for Fast Growing Businesses**', email: lorna@digitalradish.co.uk

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22 Bloomsbury Street, London
+44 (0)20 3609 1349

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@digitalradish



Lorna Charlish
Director
Digital Radish

The marketing DNA for fast-growing businesses

In recent years, client-side marketing departments have been under increasing pressure: maintaining their place at board level while marketing spend and headcount are constantly being scrutinised.

Alongside these changes, agencies have also seen expectations evolve. Agencies that help bridge the gap between business strategy and marketing delivery will add value to their clients' bottom lines. Standing shoulder to shoulder with clients and being unafraid to commit to metrics like business growth, customer satisfaction and leads will be critical for agencies in years to come.

To unpick the relationship between marketing and business growth, we conducted research with over 75 senior-level client-side marketers in B2B businesses to outline: what do fast-growing brands do differently? What's in the DNA of the most successful marketing teams? We compared responses from fast-growing businesses against those with limited or no growth, to outline six key themes:

1. Marketing's role in business growth

The debate about how marketers are perceived by other business leaders rumbles on. However, according to our research, there is a simple fact to consider: businesses where marketers are taking a role in setting overall business strategy perform better than those who don't.

Twenty-three per cent of marketers in less successful businesses have no input whatsoever, but in 87 per cent of fast-growing businesses the marketing function has an influential or decision-making role in setting overall business strategy. Clearly, the customer insight, data and expertise marketers can provide have never been more critical in enabling business growth.

2. I, Robot

It will come as no surprise that fast-growing businesses are almost twice as likely to actively support the adoption of new technologies and digital tools. Senior marketers believe predictive marketing technology and the internet of things will have the most impact on the way businesses engage with customers in years to come.

3. Going organic

Despite the excitement of new launches, extensions and acquisitions, the fastest-growing businesses are those that keep a clear focus on their core.

Senior business leaders named organic growth as the main driver for success, outstripping acquisition of another company, new product ventures and launches into new markets.

4. It's a numbers game

Increasing pressure to commit to tangible business goals (both within client businesses and agencies) means that marketers need to know their numbers. Marketers in fast-growing businesses are 39 per cent more likely to have a strong grasp of business targets than in less profitable businesses.

5. If you're happy and you know it

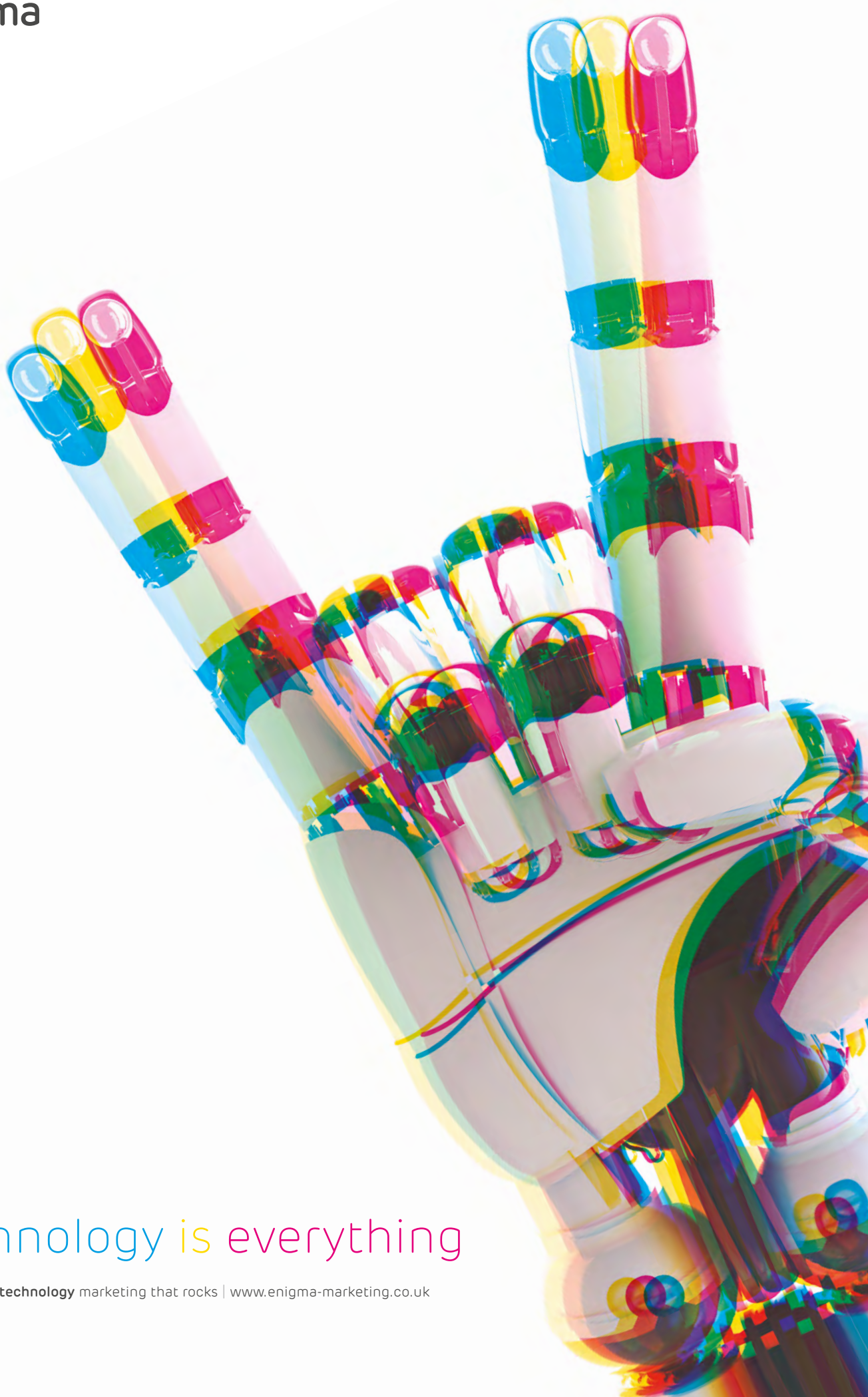
When looking at marketing metrics, one metric is harder to define than others: happiness. Yet, it is critical. In fact, 88 per cent of marketers in fast-growing businesses describe themselves as happy in their role versus only 55 per cent in low-growth businesses.

6. Agency's got talent

The way in which clients and agencies work together has a direct impact on business growth. With so many varying areas of expertise, it is vital to realise that the best results come from being able to leverage external talent.
Our survey found that 88 per cent of fast-growing businesses make more use of agencies, as opposed to only 64 per cent of low growth.

Gone are the days when client-side marketers and agencies were thought of as 'us and them.' Working as one unit has never been more important at a time where the marketing departments and the agencies that support them are proving their worth in driving business growth. For a full copy of the research, don't hesitate to get in touch: lorna@digitalradish.co.uk.

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Martin Simcock
MD
Enigma Marketing

Time to stop outsourcing your tech work

Do you remember when outsourcing became big news, back in the late 1990s? A succession of big-name software companies started laying people off and using contractors instead. On paper this made fantastic sense. You could reduce your headcount and all the associated costs; as soon as one had done it the pressure was on for the rest to follow suit, and a trend was born.

In the marketing world there's been a similar trend to outsource non-core activities like coding and development. But as technology becomes increasingly hardwired into all aspects of business, it's no longer a non-core activity for a marketing agency. Which means rather than outsource your digital requirements, the emphasis now has to be on hiring the best tech talent for your agency.

Unless, of course, you don't mind being left behind.

Getting ahead of the game

Over the last 10 years or so, another trend has emerged – the increasing interplay between marketing and technology platforms, which has been used by innovative brands and their agencies to connect to new audiences, better support customers, and promote themselves in more interesting ways. It's a trend that's here to stay, and one of our predictions is that virtual reality is going to become the next interesting tech platform to find its marketing niche.

Many may have been surprised when Facebook spent £2 billion buying Oculus; how was a platform for geeky gamers with futuristic headsets worth so much? But this is a platform that's been waiting for the rest of the world to catch up and there are some great examples of its use starting to emerge. Developing rich, immersive, interactive environments using virtual and augmented reality is only going to grow in importance. But if you want to avoid churning out whizzy-looking content that serves no broader purpose, you're going to need to understand how something like virtual reality can be deployed to solve a particular client problem.

One of our predictions is that virtual reality is going to become the next interesting tech platform to find its marketing niche

So, as an agency, how do you expect to marry your clients' needs with the capabilities of cutting-edge technology if you don't have the right skills and people? You can outsource the development, of course, but that means the build happens in isolation from the creative and strategic direction, which is far from ideal.

As the marketing skill set continues to broaden, it's vital that any agency can draw from that skill set whenever it needs to. So maybe it's time to call time on the practice of outsourcing digital development work, and think about investing in skills.

The magic happens between the cracks

The best creative thinking frequently comes about as a result of the interactions between people who have different perspectives. Conversely, the more pools of expertise you cut yourself off from in the early stages of idea creation, the weaker your outputs will be.

About five years ago, we decided that was not something that was going to happen to us. We've invested heavily in tech skills that you'd be hard pressed to find in any other agency of a remotely comparable size. And, yes, that includes the ability to work with virtual reality environments, too.

We may have particularly firm views on the role of technology in marketing, but if you don't have excellent tech people in your agency, you risk leaving yourself open to being outgunned and outmanoeuvred by those agencies offering what you don't.

The short-term pressures of keeping costs down have the potential to be far more costly in the longer term.

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gravity GLOBAL



Mark Lethbridge
CEO, Gravity Global
President, MAGNET (Marketing and Advertising Global Network)

Are B2B companies keeping pace?

B2B marketers are experiencing change at an unprecedented speed because of the impact of technology. It's making today's B2B buying process more complex and putting more control in the hands of prospects.

Some businesses have already adopted very sophisticated marketing technology infrastructures to support business growth. However, most B2B businesses have not yet gone beyond the obvious such as search, marketing automation (MA) and CRM infrastructures to support their marketing initiatives.

But, technology has much more to offer if we could only navigate what is available.

B2B companies that were early adopters of tools like MA have now moved on. They are now using marketing technology to define business strategy, discover the best business opportunities, measure brand sentiment in real time and identify the real drivers for accelerated growth.

One such tool is the Brand Performance Index (BPI) from Branding Business and this is how it can help.

Technology that helps drive your brand performance

Why use it?

How healthy is your brand? How do you compare with your competition from capturing the interest of a prospect to turning them into a customer? What competitive attributes are market buyers using to make their provider selection choices? Is your brand best positioned to attract the largest market opportunities, and if not, how should it be repositioned?

Most brands can respond anecdotally to these questions, but few have hard evidence and are tracking data as a key business metric.

How does it work?

Using a range of measures, the tool is able to connect your brand directly to your business strategy and prove that continued brand investment will enhance the commercial performance and potential of the business.

There are three distinct elements to the performance platform:

1. A brand strength tracking index.
2. An assessment of your marcomms effectiveness in driving prospects to and through the purchasing funnel.
3. A map of your competing brands and their relationship to these attributes and to the market segments missed.

What does it give you?

As each of the above elements positions your brand among those of your main competitors, you are able to relate your brand directly to commercial opportunity. It will identify, with great accuracy, how you can capture market share from competitors by strengthening or transforming aspects of your brand. It gives you ongoing tracking metrics to validate your investments in the brand and evidence the impact your brand has had on the success of your business.

As a minimum, it will help you track your brand health. Used to its full potential, this is a platform from which you can capture unseen business growth opportunities and connect the brand with the business development strategy of your organisation.

In summary, the BPI:

- Demonstrates to your business the existing and potential performance of your brand to exploit sales and profit opportunities.
- Puts brand investment at the top of the boardroom agenda and ROI to brand investment on the board's performance dashboard.
- Provides ongoing tracking of your key brand performance metrics and those of your competitors.
- Provides a benchmark set of metrics prior to change and the measures that validate change and investment.

This is just one of the many technology tools that go beyond the obvious. Imagine the added value to brands and businesses if B2B marketers understood the full potential of technology once unleashed.



gyro Named Global Agency of the Year for the Second Consecutive Year

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ignite something at gyro.com

gyro:



Kate Howe
MD
gyro

Why good culture is good for business

As the torpor of post- and pre-vacation lassitude took hold on most businesses around the world, *The New York Times* published a shocking exposé of Amazon workplace culture. ① A portrait that founder Jeff Bezos himself called "a soulless, dystopian workplace where no fun is had and no laughter heard." The discussions that have bubbled up in the aftermath are bringing new attention to the important role that culture plays in business – not just for employers vying for the best applicants, but also for a wider audience of potential business partners and consumers.

In today's world, where transparency is the holy grail of business attributes, internal business culture is no longer the only purview of human resources managers. It is a powerful marketing tool; employees can be as much of a marketing asset as external communications.

The mechanisms driving this trend are complicated. At the core, it's because companies are no longer selling quality products or services, but rather a set of beliefs and principles that people can buy into as much as buy. Recent research conducted by gyro and the FORTUNE Knowledge Group shows that executives increasingly realise this. ② For example, 60 per cent state that knowing what a company stands for is highly important when choosing whom do to business with – more than innovativeness (21 per cent) and control of market (20 per cent).

A full 80 per cent agree that the most important, biggest ideas behind successful companies are those upon which they were built. And 81 per cent say the best companies to do long-term business with make direct correlations between those ideas and beliefs and the way they conduct day-to-day business.

In today's world, internal culture is a powerful marketing tool

Amazon's culture is built on Bezos' famous belief in 'data-driven' operations. It's been theorised that this approach was a reaction to the downfall of other 'ruling' companies, like Microsoft, where bureaucracy and seniority rules allowed inefficient workers to stick around. But problems arise when the culture and lives of your employees clash so badly with the goals you put forth for the rest of the world.

A data-driven mentality has held strong sway over business leaders for decades. But it's increasingly clear that when it comes to dealing with humans, it doesn't always show the full picture. For European and UK companies, in particular, it seems that having emotional intelligence is more important than it is for their counterparts in the US, who are 20 per cent more likely to report 'overriding' their feelings in the workplace.

Discussions about culture like this one all circle around one nagging myth: investing in something that's so nebulous and hard to measure can be a waste of company resources. And it couldn't be more wrong. In fact, a strong culture that's oriented around a clear set of beliefs can be profoundly motivating – more so than any punishment or reward. Publicly traded companies listed on Fortune's '100 Best Companies to Work For' list outperformed the S&P 500 between 1997 and 2014 by a factor of almost two-to-one.

At gyro, we believe there's nothing more powerful than the culture of a business for establishing an emotional connection with the customer. We work to define what makes our clients unique and special on the inside, and bring it to life not only within the organisation itself but also to the customer experience and beyond. Once we reveal that true essence, the business can truly speak for itself.

Whatever the outcome of the Amazon exposé, let's get one thing clear: good culture is good for business.

① *nytimes.com/2015/08/16/technology/inside-amazon-wrestling-big-ideas-in-a-bruising-workplace.html*
② *gyro.com/beyondthebrand*

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Matthew Stevens
Business director
MOI Global

Is digital disruption disrupting great ideas?

Are agencies out of a job? With marketing tech and techniques available to all, there's been a recent shift of resources client-side to execute them. New roles like social media managers are on the rise, while whole teams relentlessly push out content through a well-oiled machine. And that's just scratching the surface.

Even so, I'd say agencies are more important, and are adding more value to clients than ever before. Today's clients need to look to their agencies to add the 'more' factor – the creativity that gets their campaign noticed; the insight that gets right to the heart of a community and informs an entire channel strategy; the digital innovation that delivers an entirely new way of getting close to their customer. Agencies are going back to the old school: becoming a true ideas shop. Doing what we do best.

But there's something monstrous standing in the way. Ironically, it's the same monster that has caused this revolution in the first place: digital.

Way back when (so I'm told), the pub was the hunting ground for great ideas. A cigarette, a pint of beer (or a few) and your client bashing through the guts of a brief. Days when the smell and stain of permanent markers would be perpetually on your skin.

Post digital revolution, things look very different. A quick email brief, a call between meetings or even a WhatsApp exchange. But is this new way of working a good thing?

Good question. Unsurprisingly, we haven't been able to test this on the same brief. But I do know where our most successful campaigns come from, and they tend to be with the same clients – the clients that we whiteboard with, scamp with, and in whose office canteen we spend more time than I like to admit.

The best creative ideas stem from that priceless collaboration between the brains (clients) and creatives (agencies)

A recent study from the IPA found that creative campaigns are proven to be 11 times more effective than non-creative campaigns.[1] And in my opinion, the best creative ideas stem from that priceless collaboration between the brains (clients) and creatives (agencies).

In fact, if there's one moment when you really should hit airplane mode, get out of the office and spend some quality time to truly 'think', then it's with your agency. The best agencies will relish the opportunity, and the more time you spend with them, the more you'll build a partnership that delivers great ideas.

So, inspired to start your pursuit of the next big idea? Why not give your left brain some time to breathe, and take your right brain for a quick workout. Here's a few thoughts to get you started.

1. **Train your brain:** flex your creative muscles once a day by thinking of a new idea. Keep a note and revisit when you lose inspiration to get back into that right mentality.

2. **Create a firing range:** find a quiet space where you can free your mind from the hustle of daily life. Ideas come to the surface when your mind is still.

3. **Start with clarity:** never pursue an idea in the midst of confusion. Be clear about your objective. The same applies to an agency brief.

4. **Shoot holes in ideas:** good ideas become great ideas after they've been shot at. Let others pull your idea apart and if you can put it back together, you'll end up in a better place.

5. **Test it with your village idiot:** you knew that guy would come in handy one day. Before you invest in your idea, play it out on your local clown. If they get it, you're in.

[1] *teamdarwincreative.com/how-much-is-a-good-idea-really-worth*

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Mike Maynard
MD
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297 marketers read this article and you won't believe what happened next!

As a marketer, you'll recognise the strangely compelling BuzzFeed headline style I've used. As a B2B marketer, you've probably shied away from using this sort of approach because you want to protect the credibility of your brand. But with increasing competition for your potential customers' attention, is it time to rethink your content?

Marketing has never been easy, but today's marketers are faced with unprecedented change. For decades, PR operated as a unidirectional flow of information from the brand to the potential customer. It was simple. It was controlled. Frankly, it was easy. Today, marketers must deal with the two-way conversation, as well as a plethora of new routes to reach potential customers.

Perhaps the biggest change has been the reduction in the cost of publishing. Although it's now cheap to create lower-quality content, most brands recognise that investing a little more in the generation process, whether that's writing a whitepaper or designing an infographic, really does deliver a better return. The simple fact is, distribution is cheap: posting on your website is almost free and sharing links on social media takes next to no time.

This is where the problem lies. It's easy to get the content published, but that's not the real goal: marketers want their content to be read and acted upon by their target audience. The flood of content that has been driven by the ease of publishing means that while it's easy to get your content 'out there', it's harder to get your potential customers to notice it.

Successful marketers will be able to go beyond quick fixes and use deep insight to build smarter, targeted campaigns

This is where BuzzFeed, Upworthy and the other kings of clickbait come in. They've proved there is a formula to increasing the readership of your content, and are now moving into the B2B sector. It's two years since B2B giant GE partnered with BuzzFeed, to deliver native advertising with content such as "16 Amazing Things You'll See at an Air Show" and "Incredible Flight Discoveries That You Didn't Know About": both titles in the classic clickbait style that will generate lots of views.

BuzzFeed and the like, however, have grown through volume. And although huge numbers massage the ego, the best B2B marketers are focused on the quality of the people they reach.

Successful marketers will be able to go beyond quick fixes and use deep insight to build smarter, targeted campaigns. Modern tools enable a far greater understanding of how campaigns impact a brand's commercial success, and B2B marketers are especially able to use them to track, nurture and help close sales to prospects.

Typically, a combination of both market insight and campaign analysis often reveals the importance of combining several different hyper-targeted tactics to ensure you are focusing on the specific audience you want to reach with personalised content. This is leading to a blurring of lines between marketing disciplines – for example, a recent PRCA survey revealed 48 per cent of PR agencies offer PPC search advertising services.

In future, agencies that create the most value for their clients will be market specialists, rather than narrow practitioners who are incentivised to push clients to use only the tactics they understand. The good ones will have creative ways to make content more attention-grabbing and interesting. The most successful B2B brands will avoid sensationalist and superficial approaches, and use smarter marketing to get valuable, high-quality content that delights readers into the hands of real prospects.

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Billy Hamilton-Stent
Client strategy director
Octopus Group

Do you love a surprise?

Some facts come as a surprise.

- It's estimated that 99 per cent of all the species that have ever lived on Earth are now extinct.
- Twenty per cent of songs on Spotify have received zero plays.
- Twenty-eight per cent of people who work in IT don't tell their family and friends for fear of being asked to help fix computers.

The older (or should I say more experienced) we get, the more we think we understand the world around us. It's a good thing. But no matter what we think we know or how worldly wise we become, there's always another surprise just round the corner.

Our Tech Heads research is packed with findings that inform and surprise. It's an annual Octopus Group study looking at trends in buyer behaviours and content consumption among B2B businesses. And it's a survey of the people that our clients do business with – more than 400 board directors and heads of IT, HR, finance, sales and marketing.

Here's the bit that really stood out for us. We called it the 'pinch point' and it might just change the way you market to prospects: prospects have less time to read content, but they're taking longer to make decisions.

Fifty-three per cent of respondents state they have less time to devote to reading and research than they did a year ago. Only 18 per cent believe they have more time. They're in a rush, time-poor and under pressure. So you'd expect them to buy quicker too, right?

Unfortunately not. Nearly half of respondents (46 per cent) stated that time taken to select new suppliers is increasing. The average time from information gathering to face-to-face meeting is 14 weeks, or 98 days, or 2352 hours. These opposing forces clearly create a pinch point in your sales and marketing strategy.

Prospects have less time to read content, but they're taking longer to make decisions

On the one hand, you need to do everything you can to make your marketing campaigns and content as punchy, succinct and eye-catching as possible, with a real sense of urgency about getting your brand in front of the prospect during the shrinking window of opportunity, and well in advance of them embarking on a supplier review.

On the other, your marketing must also cater for a drawn-out decision process, ensuring you understand all the stakeholders involved, and use marketing content and campaigns to keep engaging them as their buying propensity heats up and their view of you as one of the competing suppliers evolves.

How to avoid the pinch?

Time for researching is down: be clearer with content. Get to the point. The window of opportunity to bring a prospect closer to you as a business via content is open for, on average, 48 minutes per day. Decision-makers' biggest turn-offs for respondents are: quantity over quality (38 per cent) and poorly-targeted content (32 per cent).

Decisions are taking longer: create stickiness and multiple touch points. The relevance of channels and types of audience engagement change over time. If the time to decide on supplier selection is lengthening, this requires that specific consideration is given to activity that keeps you relevant across the buying process.

Buyers are shortlisting you before talking to you: stand out from a crowd of solutions pitches. Seventy-three per cent of Tech Heads' sales and marketing professionals believe there are businesses in their market that have an evident strategic advantage driven by better use of customer data, analytics and engagement. Be more targeted and personal in your marketing. You have the data, so use it.

Good luck managing the content marketing pinch point in 2016.

Download Tech Heads at weareoctopusgroup.net.

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ALIKE MINDS THINK GREAT



Robert Green
Managing partner
OLIVER

A shifting B2B market needs a new approach

There have always been shifts in marketing. But never has it changed as radically as now. How brands react to this shift will shape their fortunes for years to come.

The inexorable rise of smartphones and digital technology means customers are now connected all the time. Where people used to watch TV or flip through the pages of a magazine at a specific time, they are now continuously 'consuming content': reading blogs, watching videos, sharing gifs and memes.

Content is nothing new to B2B marketers, and technology vendors in particular have always created whitepapers designed to showcase their thought leadership. But now we are seeing this spread much more broadly. Take Adobe's online marketing publication CMO.com, for example. It is written as a piece of editorial and is run as a business, but its ultimate purpose is to service the Adobe brand. There are massive benefits to Adobe of owning a platform like this: they are in front of their target audience daily; and with so many marketers struggling to come to terms with management information systems, this constant reinforcement of Adobe's products and authority translates effectively into sales.

In the B2B world, the purchase cycle is often slower than B2C, but the relationships are even more vital.

Indeed, there has been a lot of talk lately about the shift from B2B to P2P – that businesses should act as people selling to people, rather than to other businesses.

In the B2B world, the purchase cycle is often slower than B2C, but the relationships are even more vital

Whatever you call it, the use of content is key. People, whether they are seeking entertainment, buying for themselves or buying on behalf of a business, want to know as much about a topic as they can. The number of people researching 90 per cent or more of B2B product purchases increased by over 30 per cent last year. Buyers want to be informed, so that they can make informed decisions. And they often don't want to talk to anyone until they have enough information.

This presents an opportunity. Despite the complexity of B2B products and services, if there are ways to entertain and inform instantly, proactive businesses can steal a march on their competitors. To do this effectively creativity needs to be injected into the content, making sure it is not only intelligent but is well crafted, digestible and influential.

A successful content marketing strategy always starts with the audience; understanding their motivations and drivers and the ways in which your product or service affects their lives. By understanding the wider context, businesses are better able to create content that transcends the product and connects on a broader level. Proper metrics can then allow you to measure the success of the content and learn what works for you and what doesn't.

The best way to achieve effective B2B content is for agencies to act as publishers at the heart of their clients' businesses: curating content in real time in order to influence consumer opinion as it happens.

One of the best ways to achieve this is by building brand newsrooms on-site: listening, learning and constantly testing content to ensure its success. In B2B organisations there are many experts. By getting closer to brands you are better placed to find these experts and give them a voice, and create content that is more insightful and influential.

The stakes are high. The average B2B customer is up to 90 per cent of the way through their decision-making process before they even contact your company. This means your content needs to persuasively answer all of your prospects' questions, before you've even met them. You'd better think creatively, and fast.

PROCTOR + STEVENSON

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Roger Proctor MBE
MD
Proctor + Stevenson

A question of value, not vanity

Earlier this year, I found myself in an eye-opening situation. It was the European marketing meeting of a long-standing client. We'd been through the usual roller coaster of backslapping, hand wringing and fist pumping, as we replayed the year gone by and looked forward to what lay ahead.

At that moment, a rather special (and unexpected) guest joined us: the global sales director. Cue nervous shuffling in seats. Pensive looks at teammates. De-puffing of chests. The sales specialist was here and he or she was about to shoot marketing's best intentions down in flames.

Little happened to change the mood when our friend from sales was asked their opinion on a proposed digital campaign, set to launch in the coming fortnight. "Don't ask me," came the curt response. "Marketing is all fluff, flowers and coloured pens."

Just as everyone was about to withdraw fully into their forlorn marketing shells, an until-now-silent executive spoke up: "You'd notice if we turned it off."

And with that, she presented a slide, showing what happened six months previously, when – due to the financial implications of a factory failure following nothing less than an act of god – online marketing activity was suspended for six weeks.

From a position in which 50 to 60 live, 'A-rated' leads were added to the European sales funnel every week, the numbers plummeted to single figures after the switch-off. The attention of our curmudgeonly guest was well and truly grabbed.

Creativity with a cutting commercial edge

For anyone involved in B2B agency life, this situation probably isn't alien. The need for marketing to prove its worth to those 'show me the money' sales folk is as old as the hills. But as agencies, how can we help our clients win the argument? The answer lies in a simple statement: value, not vanity.

> **Whenever creative work is produced, it must have a sharp-edged commercial purpose**

Nowhere is this mantra more relevant than in the world of digital marketing. As agency marketers, a significant element of our role is to bring emotional creativity to what we do. And that's where non-marketers can be forgiven for seeing nothing but 'flowers and coloured pens'. But for every flower and coloured pen, there needs to be a scalpel and magnifying glass. Whenever creative work is produced, it must have a sharp-edged commercial purpose. And it must stand up to scrutiny for bottom-line value.

And here lies the trap many fall into. Take an agency delivering a new website for a client. It does the right thing and puts metrics in place to measure its performance. So it records the number of site visits, bounce rates, length of visit and Google rankings. All easy to track, measure and even affect.

Bridging the gap between sales and marketing

But what will those figures do for the marketing director when they're looking across the table at their nemesis from sales? Are they likely to impress? Probably not. The sales team wants to see a website that does more than attract big numbers of visitors; they want a website that meets the goals of the business and delivers real, reach-out-and-touch value.

Of course, these metrics have their place in measuring the performance of marketing activity. But they're far from the end game in terms of a client's business. So if the business goal is generating leads, for example, a more relevant measure would be enquiries direct from the site (completed forms, enquiry calls or emails, etc). Or, if the website has been created to generate sales, it's critical to look beyond hundreds of thousands of visits and identify instead how many of those visits convert into purchases.

Pretty straightforward stuff, of course – there are many more examples of value-related objectives that could be cited here. But in today's world, it's the duty of every agency worth its salt to arm clients with the ammunition they need to become the sales function's most powerful ally, rather than its perennial whipping boy.



STEIN IAS

ORACLE
MARKETING CLOUD

ONLY 6% OF BUSINESSES HAVE WORKED THROUGH ALL THEIR DIGITAL MARKETING ISSUES

Silicon Freud 2015

In a unique study, Oracle and Stein IAS found that only 6% of brands worldwide are using digital to its full potential. To get the Digital Marketing Maturity Index report, and take our short survey to see how you compare, visit DMMI.steinias.com. Stein IAS joins up the most important B2B processes: strategy, creativity and digital.

To discuss what's most important to your brand call Craig Duxbury on +44 (0)1625 578 578 or email craig.duxbury@steinias.com

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Marc Keating
Director of digital and innovation (EMEA)
Stein IAS

The Digital Marketing Maturity Index

The first global benchmarking study of digital B2B

What is the DMMI?

Digital has been the biggest growth area of B2B over the last few years, giving a big edge to early adopters. But has the playing field levelled out? Are most B2B brands using the web, digital campaigns and social media to anywhere near their maximum potential? Recent research by Oracle Marketing Cloud and Stein IAS finds the answer to both of these questions is an unequivocal 'no'.

The Digital Marketing Maturity Index (DMMI) is the first study to define best practice in digital B2B. It is also the first to quantify the performance of the global industry at large. Moreover, the study creates a set of benchmarks against which individual businesses can measure the effectiveness of their own digital marketing efforts.

Defining digital

As pioneers of digital marketing, Oracle and Stein IAS were able to clearly define best practice. This can be summarised as an approach that uses a high degree of automation to deliver personalised buyer journeys, responding in real-time to tracking and predictive analytics to maximise the speed of these journeys, and the chances of their successful conclusion.

In practice, this means excellent performance across the areas that Stein IAS calls the 'four tenets' of modern marketing:

1. Reach and attract: segmenting and targeting the audience. This includes intelligent data profiling, and promoting compelling content with the most effective paid, owned and earned channels.
2. Engage and inspire: collecting data and interacting with leads. This is all about using personalisation to move prospects down the pipeline.
3. Nurture and convert: qualifying prospects and integrating with sales. The most advanced marketers are already using automation and predictive analytics.
4. Analyse and optimise: deploying tools and resource efficiently by allowing access to all inbound and outbound data for campaign planning, execution and reporting purposes.

Method

The DMMI survey asked revealing questions on the four tenets. Three hundred chief marketers answered questions about their approach to the four tenets. This allowed Stein IAS to establish benchmarks for performance in each area, and ascertain the proportion of businesses attaining these levels of digital marketing maturity. These findings were published in the first *Digital Marketing Maturity Index* report.

Maturity

The findings show B2B brands are typically operating at three distinct levels in their digital marketing:

1. Digital master: truly customer-centric marketers who have seized upon technology to inform strategy and manage everything they do.
2. Digital pragmatist: customer-oriented but tending to use technology tactically to fit into pre-existing marketing methods.
3. Digital explorer: brand-centric marketers who are progressing without really committing to digital and risk being left behind.

The findings

Only six per cent of businesses globally are digital masters, showing there is still an edge to be gained for those willing to commit fully to digital. Most brands have reached the digital pragmatist level, indicating the industry has embraced digital to some degree.

Surprisingly, businesses in the EMEA region are behind the rest of the world in three of the four tenets, while the APAC region's thirst for technology is seeing it surge ahead.

Try the DMMI

The DMMI is an ongoing project for the worldwide B2B community.

To get the full report, or to find out if you are a digital master, visit DMMI.steinias.com.

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Matt Harper
Head of content
The Marketing Practice

Smarketing: The rise of the sales and marketing hybrid

B2B marketing has experienced the same formative changes that have affected every industry. I promise I'll only use this word once in this article – it's all because of digital.

Commentary has covered every nook and cranny of it. This word has distracted marketers. For good reason, of course. But in some cases it's created an even greater divide between sales and marketing. The world of content marketing, infographics and PPC is remote for the salesperson consumed by demanding customers and impending bids.

This gulf has given rise to a new breed of sales and marketing hybrid: a smarketer.

The smarketer

The smarketer understands the salesperson. In fact, they're more than likely a former salesperson themselves. They don't spend their time handling individual opportunities, managing a team or worrying about client satisfaction. They make sure more of the right opportunities are coming through the sales door. It's important to make a distinction between those two things as well – not only do they deliver more revenue opportunities by understanding effective demand generation, but they deliver the right ones because they can identify what a good opportunity looks like.

They understand marketing too. They know it's not just about hitting the phones or loading and blasting the emails. Integrated marketing isn't a pipe dream for the smarketer, it's just good selling – finding and communicating with your customers on their terms.

Smarketers keep everyone happy. And they're responsible – for sales and marketing integration, for pipeline, and even for revenue.

Smarketing on the rise

You've heard about smarketing yourself. Think about it – Forrester's prediction of the 'death of the salesman' draws on the same argument, that the salesperson's role in the buying cycle has been compressed thanks to the growing use of social or other online channels to find and act on sales information.

McKinsey has said, "90 per cent of companies who embrace a new approach to marketing, sales and pricing are delivering above-market growth and sustaining it over time." It's a hazy claim, but an increasing number of IT and technology companies are creating these hybrid roles in response to a burning need to act, often associating them with terms like 'go to market strategy' or 'business development'.

There are two particularly interesting developments to keep an eye on next year and beyond.

The role of marketing

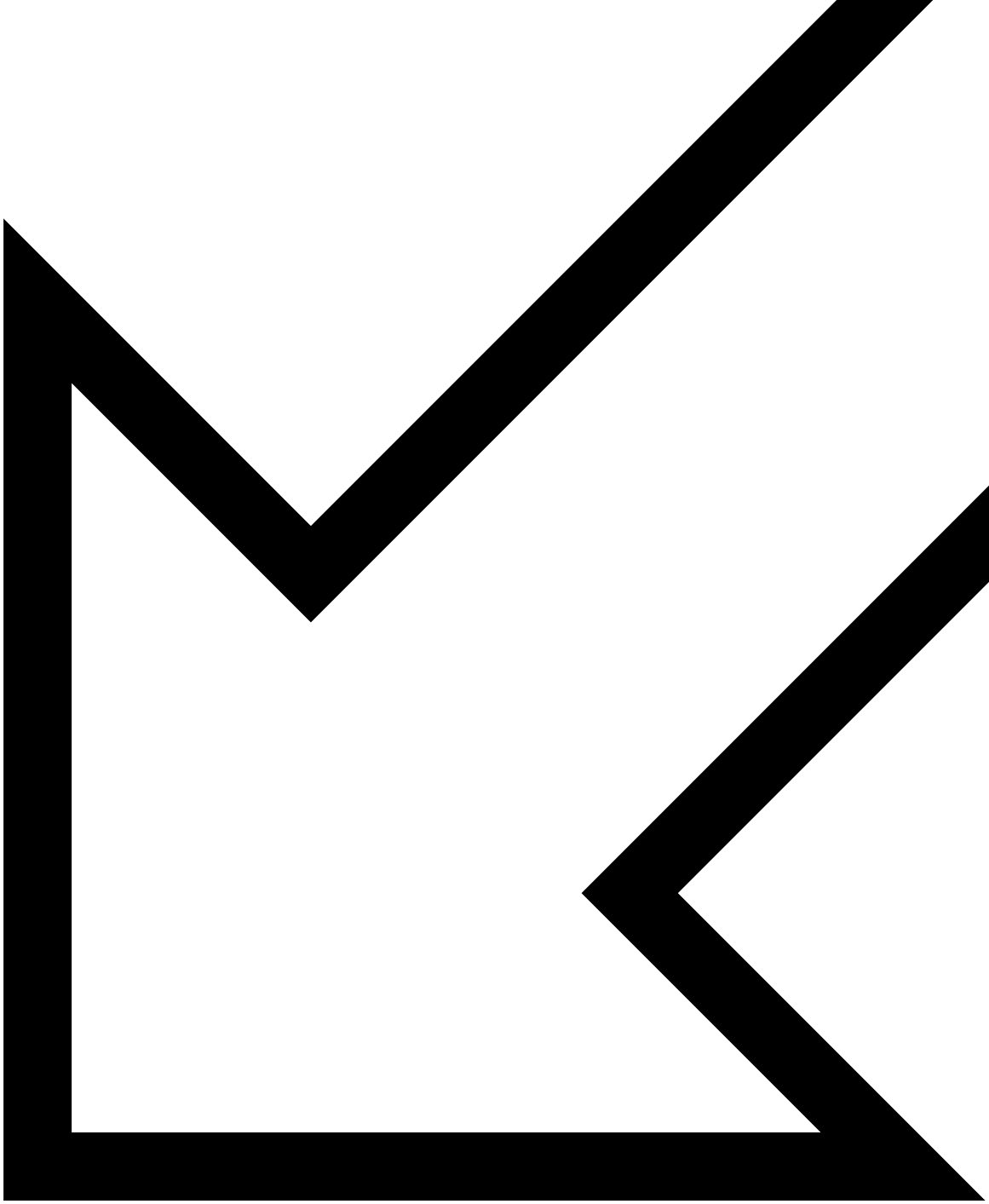
The smarketer needs to act as a bridge between sales and marketing, not an additional barrier. They should be the gatekeeper of information both ways – insight and feedback from sales, input and support from marketing. Their job is to keep the channels of communication open. A stent in the S&M artery.

Otherwise, marketing might as well pick up the colouring book again. The smarketer has to be selfless, seeing their role as building respect on both sides, not establishing themselves as the hero.

The role of the agency

The smarketer may own the agency relationship, and clarification of that ownership is essential. Whether the agency reports into the traditional marketing contacts or the sales and marketing hybrid is dependent on what they're delivering. But if they fall between the two, value for money will be compromised.

I expect smarketers to become more prevalent in the coming years. They'll probably bring with them a host of new approaches, demands and agencies. They already are. More importantly, they should bring with them an improved approach to delivering effective reputation and revenue for B2B organisations.



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Iain Lewis
MD
Torpedo

Big picture thinking

How often does an agency, when taking a brief from a client or brainstorming the next lead generation campaign, push the importance of brand experience?

Yes, I appreciate it's a leading question, but also an important one. Why? Because virtually every marketer since the Bronze Age knows what it feels like when their beautifully crafted campaign begins to unravel as the prospect moves to the 'hands on' phase of the engagement.

This is a failure that can occur any time an individual passes through a 'moment of truth' on their journey from uninterested bystander to active user.

For example, marketing may have worked wonders to drive uptake of a free product trial only for users to drop out due to a complex or unintuitive experience.

For the want of a nail … the kingdom was lost

In effect, this is a story where the devil really is in the detail. Because to polish each of these touch points, to present a unified brand experience, is a process that transcends logo, tagline, product, or (dare I say) results. It means looking at the total picture, and how a company's purpose and promise manifests itself to potential customers – across every conceivable point of encounter.

Let's take two of those words just mentioned: promise and purpose. Promise, of course, relates to what a customer is buying into, the ethos of the brand, the quality of its products and services, and the behaviours to be expected throughout the engagement. Purpose, on the other hand, is concerned with how these values are translated into something unique, a statement of intent that in its entirety offers a clear differentiation in the eyes of the buyer.

As B2B marketers we need to ensure that brand experience is not written off as just another marketing initiative

The inside story

Put promise and purpose in a room together, close the curtains, and soon a company's brand story is conceived. This is the narrative that sits at the heart of the brand experience, and provides the direction for projecting a blend of excitement, intelligence and innovation throughout the customer journey. It also helps steer the campaign theme (alongside the specifics of product/business challenge/audience etc.).

But when creating the go-to-market message, talk needs to extend beyond measurements such as pipeline ROI.

For a campaign to 'have legs' it needs to be incorporated into the full range of touch points that collectively form the customer journey. That's why detail remains so important; because when every touch point is on brand, they act as multipliers for building the familiarity and clarity needed to distinguish a product from the competition.

Creating advocates

A unified brand experience is also the foundation from which advocacy emerges, based on an individual's assessment of the features and benefits presented (how they will enable tasks to be completed easier/quicker/cheaper), and a more tacit, emotional understanding – assessed through uniform and transparent interactions. Such advocacy, or at least the progressive movement from 'casual' to 'enthusiastic' support is not achieved overnight. Instead it is slowly inspired by a brand experience instilled with the values that promote trust and loyalty.

Delivering the unified brand experience

As B2B marketers we need to ensure that brand experience is not written off as just another marketing initiative. Instead, it should be treated as an ongoing process that requires commitment across the organisation. A determination to keep your audience front and centre – to assess how well your brand promise and purpose is being conveyed at every step, and evolving each touch point in line with the overall value proposition.








HERE'S TO THE DREAMERS

Everyone has their crazy dreams. Without them, there'd be no imaginations to capture. No emotions to stir. No reason to share content.

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twogether








Kirsty Gilchrist
MD
Twogether

Technology: The human face of sales and marketing

Do you suffer from data phobia? I ask mainly because I want to do something – anything – to get you thinking about data. I may be doing you an injustice. More marketers than I can remember now seem to be getting interested in data. Nevertheless, I'm still amazed by the amount of glazed eyes and sighs of resignation that follow any reference made to data in the course of a marketing conversation.

If you haven't already tuned out, I'd welcome your views on the following:

- Most B2B technology companies are behind with their data management plans – if they have any plans at all.
- Most B2B technology marketing campaigns use email as their primary channel of communication.
- Which means that most B2B technology marketing activity is wasting an awful lot of money.

Do you recognise this scenario? I could Google some stats to support it, but I'd like to present it as an informed opinion from an experienced marketing expert. It's based on years of working with companies large and small, all of which have exhibited varying levels of data phobia.

Marketing automation (MA) is helping to solve this problem, as are CRM solutions like Salesforce, and channel marketing platforms like our own partnermarketing.com. Many of the early adopters of tools like these have recognised they are most productive when the data is clean, current and responsive.

Clients are also seeing another remarkable benefit. Unifying the technologies of sales and marketing actually brings about a unification of the teams that use them. As the runner-up in the sales and marketing integration category for this year's B2B Marketing Awards, it's an area we've learned a lot about. We've seen the remarkable results that can be achieved when the barriers come down and the two teams work more effectively together.

It's partly because the technology is refreshingly neutral. By making data quality a critical strategic issue, the use of technology focuses sales people and marketers on the common objective: the customer.

MA in particular is far more effective when information from sales management platforms can be integrated with marketing data. Campaigns can be planned on the basis of customer insight from the real world, not just their responsiveness to direct marketing programmes.

The channel marketing programmes we run are also showing how technology can overcome traditionally sensitive issues around data sharing and ownership of the end customer. Partners can make better use of vendor marketing resources without having to surrender their precious customer records. And vendors can have more control over their brand and the quality of the marketing communications sent by their partners to the end customer.

You can see a similar trend in the relationships between clients and agencies. Outsourcing data management, and the routine running of integrated marketing platforms, can give clients all the benefit of the new technologies, without the extra administrative burden.

The common thread in all this is the customer. When we talk about data, we're talking about people.

Sales and marketing teams, vendors and their partners are all using technology to get closer to the people they want to sell to, and gain a deeper understanding of their needs and expectations.

It's one of the great paradoxes of technology, which makes it such a fascinating world to be working in. The big data now flowing from sales and marketing platforms is not, as many feared, reducing us all to prisoner-like numbers, or meaningless job titles on a spreadsheet.

Instead, it's allowing us to create personalised, relevant and effective multichannel marketing campaigns that extract maximum value from budgets, and keep customers engaged and delighted.



04

Agencies in detail

Agency profiles

April Six 64

Babcock & Jenkins 66

Bray Leino 68

ClearPeople 70

Digital Radish 72

Enigma Marketing 74

Gravity Global 76

gyro 78

MOI Global 80

Napier Partnership 82

Octopus Group 84

OLIVER 86

Proctor + Stevenson 88

Stein IAS 90

The Marketing Practice 92

Torpedo 94

Twogether 96

April Six

Date founded	2000
HQ address	Chaplin House, Widewater Place, Moorhall Road, Harefield, UB9 6NS
Website	aprilsix.com
Telephone	+44 (0)1895 825599
Email	sinead.woodley@aprilsix.com

About April Six

We all chose technology and marketing to change the world. Well maybe not all of it, but your part of it. So along the way, what happened?

Deadlines happened. Budget restrictions. Brand police. One-hundred-and-one reasons to cut corners and settle for 'okay' and 'it'll do'. At April Six we're on a mission to make B2B technology marketing shiny again. Clever. Exciting. Big on impact. To let it – and our clients – dazzle.

Our team is hardwired for tech. We love the big, tricky stuff others find daunting and work the way our clients do: aligned to the pressures of business objectives, the importance of customer experience and the buyer journey. We love to collaborate with clients who dream in glorious technicolour. People who believe their brand has great places to go and smart things to say.

We'll help you juggle demands, leap hurdles, build your reputation and delight audiences internally, externally and around the world.

Every day, our team comes to work to help clients achieve that dream. We're proud to partner some of the world's best-loved technology brands. We want every day to be a day for bold beginnings and radical new thinking.

A good day for technology.

Services offered

- ★ Branding
- ★ Content marketing
- ★ Demand generation
- ★ Digital marketing
- ★ Strategy and planning
- ★ Social media
- ★ PR

Sectors



IT and telecomms



Innovation and science

Key clients

- ❖ Microsoft
- ❖ Peer 1 Hosting
- ❖ Pure Storage
- ❖ Sage
- ❖ SAS
- ❖ SMART Technologies
- ❖ VMware

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Awards 2015

B2B Awards Winner	B2B marketing communications agency of the year
B2B Awards Finalist	Most commercially successful campaign
CIPR Excellence Award Winner	One award

Personnel

90

Number of permanent staff 2015

73

Number of permanent staff 2014

International operations

Location of additional global offices

San Francisco, Singapore

Financial performance

£ 5,591,000

Gross income in latest financial year

100 %

Percentage of income from B2B activities

£ 3,907,000

Gross income in previous financial year

43 %

Year-on-year growth

17 **2015 ranking**

28 **2014 ranking**

Babcock & Jenkins

Date founded	1992
HQ address	11–14 Grafton Street, London, W1S 4EW
Website	bnj.com
Telephone	+44 (0)2074 276083
Email	emea@bnj.com

About Babcock & Jenkins

Babcock & Jenkins (BNJ) is a global B2B marketing agency and a pioneer of modern marketing and demand generation. BNJ has a proven track record of creating technology-enabled, data-driven strategies that connect buyers to leading brands in authentic, enduring and measurable ways.

At BNJ we draw on an integrated mix of strategic, creative, digital, technological and analytical competencies to engage and nurture B2B prospects and customers from brand through demand, and across the buyer's journey. A partner for many of today's leading technology, finance, media, energy and business automation organisations, BNJ excels at creating meaningful and measurable buyer experiences that strengthen brand ties, drive demand and deepen loyalty.

Services offered

- ★ Account-based marketing
- ★ Content marketing
- ★ Content strategy
- ★ Customer insight
- ★ Demand generation solutions
- ★ Digital marketing
- ★ Marketing automation
- ★ Revenue marketing

Sectors

- IT and telecomms
- Industrial, manufacturing, engineering
- Financial services

Key clients

- ❖ American Express
- ❖ Brocade
- ❖ CSC
- ❖ GE
- ❖ Google
- ❖ IBM
- ❖ Microsoft
- ❖ Oracle
- ❖ Sage
- ❖ Xerox

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Awards 2015

Marketo Marketing Nation Summit Awards Finalist	Digital agency superstar
Interactive Media Awards Outstanding achievement	B2B website (two awards)

Accreditations

Marketo Certified Expert

Eloqua B2B Masters

Personnel

45

Number of permanent staff 2015

38

Number of permanent staff 2014

International operations

Location of additional global offices	Portland

Financial performance

£ 6,800,000 (exp.)

Gross income in latest financial year

100 %

Percentage of income from B2B activities

£ 5,900,000

Gross income in previous financial year

17 %

Year-on-year growth

Bray Leino

Date founded	1974
HQ address	Filleigh, Devon, EX32 0RX
Website	brayleino.co.uk/business
Telephone	+44 (0)1598 760700
Email	enquiries@brayleino.co.uk

About Bray Leino

Many agencies say they are different, but how many truly are?

We're Bray Leino.

We live in a big house in a field in Devon.

So, we are used to challenging expectations.

Everyday, we delve deeper, work harder and create more.

Because we know that success comes to those prepared to go the extra mile. We love building brands and businesses.

We know we will only succeed if our clients succeed.

To help you get where you want to be, we promise we will do whatever it takes.

Services offered

- ★ Branding
- ★ Content
- ★ Events and exhibitions
- ★ Marcomms
- ★ Media buying
- ★ Mobile
- ★ PR
- ★ Web design

Sectors



Industrial, manufacturing, engineering



Energy, oil & gas and marine



Professional services

Key clients

- ❖ BP
- ❖ Castrol
- ❖ Centek
- ❖ Crabtree
- ❖ Mondelez
- ❖ Provenir
- ❖ RAC
- ❖ Siemens

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Awards 2015

Digital Impact Awards
Finalist

Best use of mobile

Accreditations

Approved Crown Commercial Service (CCS) agency

IPA Gold Award in CPD

Personnel

385

Number of permanent staff 2015

375

Number of permanent staff 2014

International operations

Location of additional global offices

Singapore, Minneapolis, Chicago

Financial performance

£ 20,618,900

Gross income in latest financial year

75 %

Percentage of income from B2B activities

£ 19,974,910

Gross income in previous financial year

3 %

Year-on-year growth

3 **2015 ranking**

1 **2014 ranking**

ClearPeople

Date founded	2003
HQ address	20 Canning Place, London, W8 5AD
Website	clearpeople.com
Telephone	+44(0)203 3769500
Email	info@clearpeople.com

About ClearPeople

We are a Consultagency, a team of 50 'bright, expert and human' digital experts specialising in delivering digital marketing and technical consulting services. Putting customer experience at the heart of what we do, we work with our clients to transform their businesses through technology, processes and people. We believe in partnership first, in becoming an extension of our clients' marketing, IT and commercial teams and truly collaborating with them. We strive to make a difference. How? By challenging the norm, thinking creatively, pioneering new technologies that actually save money and achieving digital business transformation.

Accreditations

- ISO 9001
- ISO 14001
- Microsoft Gold Partner – Collaboration & Content
- Microsoft Gold Partner – Application Development
- Microsoft Gold Partner – Cloud Platform

Services offered

- ★ Content management and document management systems
- ★ Digital and technical consulting
- ★ Hosting
- ★ Maintenance and support
- ★ Website, intranet and extranet design

Sectors

- Professional services
- Legal
- Property and construction

Key clients

- ❖ Alzheimer's Society
- ❖ Amnesty International
- ❖ Astellas Pharma Europe
- ❖ British Red Cross
- ❖ CMS Cameron McKenna
- ❖ Cystic Fibrosis Trust
- ❖ GDF Suez
- ❖ Laing O'Rourke
- ❖ Rolex
- ❖ SEGA

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Awards 2015

Stevie International Business Awards Gold	Advertising/design agency of the year
Stevie International Business Awards Bronze	Company of the year – computer services
MPF Awards for management excellence Winner	Best provision of know-how
Interactive Media Awards Outstanding achievement	B2B
Metalogix Best of Breed Awards Winner	Agent of change
European SharePoint Community Awards Winner	Most innovative cloud solution
BCS & Computing UK IT Industry Awards Winner	Best not-for-profit IT project
Sitecore Partner Best Practice Award Winner	October 2014

Personnel

50

Number of permanent staff 2015

35

Number of permanent staff 2014

International operations

Location of additional global offices	Alicante

Financial performance

£ 3,258,267

Gross income in latest financial year

100 %

Percentage of income from B2B activities

£ 2,407,372

Gross income in previous financial year

35 %

Year-on-year growth

34 **2015 ranking**

Digital Radish

Date founded	2014
HQ address	22 Bloomsbury Street, Holborn, London, WC1B 3QJ
Website	digitalradish.co.uk
Telephone	+44 (0)2036 091349
Email	renaye@digitalradish.co.uk

About Digital Radish

Named after the world's fastest-growing vegetable, we love accelerating our clients' growth plans.

We're an insight-led marketing agency and our clients' creative business partner. We specialise in helping technology and media businesses launch new products and crack new markets. Our strategic focus combined with creative and digital expertise make us the ideal partner to help our clients achieve their goals.

Founded by ex client-side marketers, our team's deep understanding of what it is like to be the client has underpinned our approach so far. We believe we've created the kind of strategic, results-driven marketing agency we always hoped for while working client-side.

From strategy to creative campaigns, events and content, we help our clients raise their profile, deliver leads and drive revenue.

Services offered

- ★ Content
- ★ Creative campaigns
- ★ Customer insight
- ★ Design
- ★ Digital acquisition
- ★ Events
- ★ Go-to-market planning
- ★ Lead generation
- ★ Sales enablement
- ★ Strategy

Sectors



IT and telecomms



Media, publishing, marketing



Leisure and entertainment

Key clients

- ❖ Acision
- ❖ Apex Analytix
- ❖ Art Republic
- ❖ FutureLearn
- ❖ Guinness World Records
- ❖ Media Business Insight
- ❖ Planet Retail
- ❖ Sport England
- ❖ ukactive
- ❖ Unity Technologies

 © B2B Marketing 2015

Awards 2015

B2B Awards Winner	Best limited-budget campaign
B2B Awards Finalist	Best product launch campaign

Accreditations

Listed as one of the UK's top startups in Startups 100

Recommended Agency Register

Personnel

9

Number of permanent staff 2015

3

Number of permanent staff 2014

Financial performance

£ 404,702

Gross income in latest financial year

80 %

Percentage of income from B2B activities

£ 95,667

Gross income in previous financial year

323 %

Year-on-year growth

71 **2015 ranking**

Enigma Marketing

Date founded	1994
HQ address	The New Boat House, Mill Lane, Maidenhead, Berks, SL6 0AA
Website	enigma-marketing.co.uk
Telephone	+44 (0)1628 580058
Email	martin@enigma-marketing.co.uk

About Enigma Marketing

Enigma is the leading technology marketing agency, delivering proven results through the marriage of exceptional creative and technology.

We believe in the transformative power of technology, which is unleashed through creative thought and harnessed by people who are driven to deliver fantastic results.

Services offered

- ★ **Brand**
- ★ **Channel marketing**
- ★ **Content**
- ★ **Creative**
- ★ **Digital and technology**
- ★ **Marketing automation**
- ★ **Planning**
- ★ **Strategy and insight**
- ★ **Web**

Sectors



Financial services



IT and telecomms



Professional services

Key clients

- ❖ **Arbor Networks**
- ❖ **Arcserve**
- ❖ **LogRhythm**
- ❖ **Neopost**
- ❖ **Sharp**
- ❖ **Snow Software**
- ❖ **Symantec**
- ❖ **Verne Global**
- ❖ **Worldpay**
- ❖ **Xura**

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enigma

Awards 2015

B2B Awards Finalist	Best brand initiative
Corporate Vision Marketing, PR & Communications Awards Winner	Best for marketing automation expertise UK and most creative gaming campaign
Best Business Awards Winner	Best strategic/design

Accreditations

Recommended Agency Register

Marketo Partner

Personnel

30

Number of permanent staff 2015

24

Number of permanent staff 2014

Financial performance

£ 2,340,000

Gross income in latest financial year

100 %

Percentage of income from B2B activities

£ 2,257,000

Gross income in previous financial year

4 %

Year-on-year growth

45 **2015 ranking**

44 **2014 ranking**

Gravity Global

Date founded	2009
HQ address	69 Wilson Street, London, EC2A 2BB
Website	gravityglobal.net
Telephone	+44 (0)2073 308810
Email	mlethbridge@gravitylondon.com

About Gravity Global

Delighting our clients with outstanding strategic clout and creativity. Being completely driven by achieving results that exceed expectation. Delivering across five continents.

Services offered

- ★ **Brand development and implementation**
- ★ **Brand strategy**
- ★ **Content**
- ★ **Creative**
- ★ **Demand generation**
- ★ **PR**

Sectors



Aerospace and defence



Financial services



Industrial, manufacturing, engineering

Key clients

- ❖ **Alliance**
- ❖ **Aviva Investors**
- ❖ **CFM International**
- ❖ **Chubb**
- ❖ **Henderson Global Investors**
- ❖ **Investec**
- ❖ **Thales**

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Accreditations



ISO 9001



ISO 14001

Personnel

65

Number of permanent staff 2015

61

Number of permanent staff 2014

International operations

Location of additional global offices

Paris, Munich, Copenhagen, New York, Chicago, Los Angeles, Johannesburg, Tokyo, Beijing

Financial performance

£14,700,000

Gross income in latest financial year

100 %

Percentage of income from B2B activities

£12,900,000

Gross income in previous financial year

14 %

Year-on-year growth

6 **2015 ranking**

4 **2014 ranking**

gyro

Date founded	1981
HQ address	15 Macklin Street, London, WC2B 5NG
Website	gyro.com
Telephone	+44 (0)2073 511550
Email	kenneth.hein@gyro.com

About gyro

As a global ideas shop, gyro's mission is to create ideas that are humanly relevant.

In a world made numb by digital noise, the only way to connect with business decision-makers is to engage with them on an emotional level.

That's why gyro's 14 offices around the world have one singular focus: to ignite emotions in business decision-makers. Its entire UNO culture was built with this objective in mind.

There is no creative apartheid at gyro. The more kinds of talent and experience that can be brought to the challenge, irrespective of job title and department, the better.

This philosophy has made gyro a magnet for top talent around the globe. It has also made this independent B2B powerhouse an annual recipient of Best Places to Work honours.

Together, gyro's 600 global creative minds treat every project as if it were its last, every single day. Its Business Marketing Association B2B Agency of the Year honours prove that gyro's culture, passion and mission have ignited something.

Services offered

- ★ Analytics
- ★ Content marketing
- ★ Creative
- ★ CRM
- ★ Design
- ★ Digital
- ★ Mobile
- ★ SEO/SEM
- ★ Social media
- ★ Strategy

Sectors



Financial services



IT and telecomms



Industrial, manufacturing, engineering

Key clients

- ❖ BlackBerry
- ❖ Cars.com
- ❖ DuPont
- ❖ eBay
- ❖ FedEx
- ❖ Franke
- ❖ HP
- ❖ John Deere
- ❖ SAP
- ❖ Tate & Lyle

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Awards 2015

B2B Awards Winner	Best integration of sales and marketing
B2B Awards • Highly commended • Finalist	Best use of creative: • gyro Chicago • gyro
B2B Awards Highly commended	Best existing customer programme (gyro Chicago)
B2B Awards Finalist	Best use of live event marketing
B2B Awards Finalist	Best public relations campaign
B2B Awards Finalist	Best website (gyro Chicago)
B2B Awards Finalist	Most commercially successful campaign
B2B Awards Finalist	Best lead generation or nurturing campaign
International Business Marketing Association Winner	Global B2B agency of the year
Advertising Age Runner-up	Agency of the year
Ad Age BtoB Best Awards Winner	Six awards
RAR Awards Winner	Strategic thinking

Personnel (UK)

95

Number of permanent staff 2015

98

Number of permanent staff 2014

International operations

Location of additional global offices	Chicago, Cincinnati, Denver, Dubai, Madrid, Manchester, Munich, New York, Paris, Washington D.C., San Francisco, Singapore

Financial performance

£10,700,000

Gross income in latest financial year

80 %

Percentage of income from B2B activities

£10,000,000

Gross income in previous financial year

7 %

Year-on-year growth

7 **2015 ranking**

7 **2014 ranking**

MOI Global

Date founded	1987
HQ address	Waterloo House, 40 Baker Street, Weybridge, Surrey, KT13 8AR
Website	moi-global.com
Telephone	+44 (0)1932 826600
Email	matthew.stevens@moi-global.com

About MOI Global

When you're under pressure to achieve even more with your marketing budget, you need an agency that works even harder to help you get it.

Welcome to MOI – your little shop of more.

Of course we turn out great ideas, and we plan, build and flawlessly execute creative multichannel campaigns that are relevant, engaging and response-oriented. That's what you'd expect from a marketing agency. Or you should. At MOI we're all about the unexpected. Our long-held and fiercely guarded reputation is for going the extra mile for our clients. And then a half-mile further.

When we research, we'll probe and we'll analyse, until we've found what makes you better than the rest. We'll find the creative idea that not only demands attention, but gets it from the right people. We'll use every ounce of our knowledge and hard-won experience to deliver integrated campaigns that irresistibly connect with your customers on their terms – because they demand more too. And we'll align everything with your business strategy, to ensure you get the results you deserve, and the metrics to prove them.

Want to know more? Call us for an exploratory chat on +44 (0)1932 826600.

Services offered

- ★ Content
- ★ Creative
- ★ Digital
- ★ Direct mail
- ★ Events
- ★ Planning
- ★ Social media
- ★ Strategy
- ★ Telemarketing

Sectors



IT and telecomms

Key clients

- ❖ Capita
- ❖ Oracle
- ❖ Sage
- ❖ Steria
- ❖ Tata Communications

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Awards 2015

Event Awards Finalist	Integrated marketing campaign

International operations

Location of additional global offices	San Francisco, Singapore, Hong Kong, Sydney

Personnel

40 **Number of permanent staff 2015**

40 **Number of permanent staff 2014**

Financial performance

£ 4,224,617 **Gross income in latest financial year**

100 % **Percentage of income from B2B activities**

£ 4,000,000 **Gross income in previous financial year**

6 % **Year-on-year growth**

24 **2015 ranking**

23 **2014 ranking**

Napier Partnership

Date founded	1984
HQ address	Donnington Park House, Birdham Road, Chichester, West Sussex, PO20 7DU
Website	napierb2b.com
Telephone	+44 (0)1243 531123
Email	mike@napierb2b.com

About Napier Partnership

We are a B2B technology PR and marketing agency that uses deep market insight to design and implement creative campaigns, which drive our clients' commercial success.

We specialise in B2B technology, allowing us to understand the customer, market and industry trends as well as building extensive knowledge of our clients and their products or services. This deep insight enables us to develop campaigns that resonate with your target audience.

We have an extensive portfolio of resources and skills, and have invested in an analytical team of PR and marketing specialists, who offer impartial advice and deliver results that generate measurable improvements to our clients' businesses. Our integrated approach means we help clients navigate the many potential marketing channels and determine the best marketing tactics for each of their campaigns.

We offer a true pan-European reach, are active across 34 European countries and have delivered campaigns in 27 different languages. By embracing payment-by-results, we also ensure accountability and tie our success to that of our clients.

Services offered

- ★ Advertising
- ★ Analyst relations
- ★ Content development
- ★ Design
- ★ Direct marketing
- ★ Email marketing
- ★ Marketing automation
- ★ PR
- ★ Video production

Sectors

- Electronics
- IT and telecomms
- Industrial, manufacturing, engineering

Key clients

- ❖ Anritsu
- ❖ Imagination Technologies
- ❖ Microchip
- ❖ Panasas

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Napier

Awards 2015

UK Digital Experience Awards Finalist	Best B2B application or solution
BestFor PR Awards Gold	Technology
BestFor PR Awards Silver	Corporate
BestFor PR Awards Silver	National
BestFor PR Awards Silver	Internet

Accreditations

PRCA's International CMS (Consultancy Management Standard) accreditation

B2B Marketing top 20 PR agency

Personnel

18

Number of permanent staff 2015

16

Number of permanent staff 2014

Financial performance

£ 2,103,000

Gross income in latest financial year

100 %

Percentage of income from B2B activities

£ 1,612,000

Gross income in previous financial year

30 %

Year-on-year growth

49 **2015 ranking**

58 **2014 ranking**

Octopus Group

Date founded	2001
HQ address	7th floor, 222 Grays Inn Road, London, WC1X 8HB
Website	weareoctopusgroup.net
Telephone	+44 (0)8453 700655
Email	pete@weareoctopusgroup.net

We are Octopus Group, a sales-driven content marketing agency with a 14-year heritage communicating on behalf of technology and professional services brands.

'Brand to Sales' is what we do. We make brands famous and grow their revenues in double-quick time.

Some clients want the whole journey; some want to fix a part of it. We love both, and our Brand to Sales™ methodology is designed to deliver results for either scenario. Every aspect of sales and marketing is now connected to every other, all impacting the buyer.

We don't consider our clients' buyers as one-dimensional automatons. They don't follow a linear process, they don't respond to 'bland' and they don't like to be 'processed'. We know that, and it's why at the heart of our approach is laser-focused customer insight.

It's why our content marketing has personality, directly affects buying intentions and delivers results.

We are the Brand to Sales agency.

Services offered

- ★ Content marketing
- ★ Design
- ★ Digital
- ★ PR
- ★ Research
- ★ Social media

Sectors

- Financial services
- IT and telecomms
- Professional services

Key clients

- ❖ BlackBerry
- ❖ Capita Resourcing
- ❖ Experian
- ❖ Orange
- ❖ Projectplace
- ❖ SAP
- ❖ Towers Watson
- ❖ Unisys
- ❖ Visa

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Awards 2015

B2B Awards Finalist	Best use of digital techniques or technologies
B2B Awards Finalist	Best use of content marketing
B2B Awards Finalist	Best website

Accreditations

HubSpot Gold Partner

Personnel

55

Number of permanent staff 2015

63

Number of permanent staff 2014

Financial performance

£ 5,816,313

Gross income in latest financial year

95 %

Percentage of income from B2B activities

£ 6,076,184

Gross income in previous financial year

−4 %

Year-on-year growth

16 **2015 ranking**

14 **2014 ranking**

OLIVER

Date founded	2004
HQ address	2 Tabernacle Street, London, EC2A 4LU
Website	oliver.agency
Telephone	+44 (0)2031 423593
Email	info@oliver.agency

About OLIVER

OLIVER provides clients with dedicated agencies. We do this because we believe the traditional agency model is not fit for the speed of modern marketing. Businesses want, and rightly demand, the same quality of strategic and creative thinking the traditional agency provides, but at a speed that befits how they now work.

The traditional agency outside-in model means that huge quantities of time are wasted in the back and forth and linear processes between agencies and clients. OLIVER agencies come to the client, live inside their office and solve their problems collaboratively.

OLIVER agencies are strategic and creative, while being agile and adaptive. They cover the full range of integrated marketing, but at the speed that businesses now demand. We allow our clients to work in real-time. Creating better work, at pace.

Services offered

- ★ Brand strategy
- ★ Planning
- ★ Research
- ★ Conceptual design
- ★ Copywriting
- ★ Art direction
- ★ Creative social and content
- ★ TV and video content
- ★ Content delivery
- ★ Interactive design and build
- ★ Development
- ★ Programmatic

Sectors

Financial services

IT and telecomms

Professional services

Key clients

- ❖ AXA Insurance
- ❖ BMW
- ❖ Britvic
- ❖ Google
- ❖ KPMG
- ❖ PepsiCo
- ❖ Starbucks
- ❖ The AA

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OLIVER

Awards 2015

RAR Awards Winner	Corporate communications (100+ staff)
RAR Awards Winner	Print production (100+ staff)
Popai Awards Gold	Short-run, temporary display

Accreditations

ISO 14001

ISO 9001

Personnel

477

Number of permanent staff 2015

314

Number of permanent staff 2014

International operations

Location of additional global offices

New York, Miami, San Francisco, Dublin, Singapore, Hong Kong, Paris, Frankfurt, Amsterdam, Sydney

Financial performance

£ 32,200,000

Gross income in latest financial year

53 %

Percentage of income from B2B activities

£ 17,337,032

Gross income in previous financial year

86 %

Year-on-year growth

2 **2015 ranking**

5 **2014 ranking**

Proctor + Stevenson

Date founded	1991
HQ address	10–12 Cave Street, Bristol, BS2 8RU
Website	proctors.co.uk
Telephone	+44 (0)1179 232282
Email	info@proctors.co.uk

About Proctor + Stevenson

Measurability and accountability are at the heart of what Proctor + Stevenson gives you. We do tangible results. We do creativity with a cutting commercial edge. We certainly don't give you the frosting without the cake.

But we know that it's not really about us. It's about you. It's about your customers. It's about making connections – meaningful and measurable ones. So we create design and communication connections for you that work. Work hard. Airy fairy, it ain't.

Because we love what we do – and make sure our clients do too – we've been in the business for over three decades, working with some of the biggest and most exciting names globally. With numerous accolades and an MD with an MBE to boot, we're not all mouth and no trousers. We really do award winning.

A heady combination of unwavering attention to detail, intelligent thinking and exceptional client service delivers great results for you. And we don't just say it. We actually do it. Without the fluff.

Services offered

- ★ **Integrated campaigns**
- ★ **Marketing planning and strategy**
- ★ **Website design, development and integration**

Sectors

Financial services

Industrial, manufacturing, engineering

IT and telecomms

Key clients

- ❖ **Daikin**
- ❖ **Fintrax**
- ❖ **Panasonic Business Products**
- ❖ **Rathbones**
- ❖ **Regus**
- ❖ **Saudia Airlines**

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PROCTOR + STEVENSON

Personnel

46

Number of permanent staff 2015

44

Number of permanent staff 2014

Financial performance

£ 4,200,360

Gross income in latest financial year

100

Percentage of income from B2B activities

£ 3,871,826

Gross income in previous financial year

8 %

Year-on-year growth

25 **2015 ranking**

26 **2014 ranking**

Stein IAS

Date founded	1973
HQ address	Clarence Mill, Clarence Road, Bollington, SK10 5JZ
Website	steinias.com
Telephone	+44 (0)1625 578578
Email	craig.duxbury@steinias.com

About Stein IAS

We champion the cause of B2B marketing everywhere. The Digital Marketing Maturity Index surveyed 500 CMOs to assess digital B2B worldwide. The resulting report is helping the whole industry drive progress. The findings of this study and the workings of our most successful campaigns have been presented at BMA15 and events worldwide. We work pro bono and raise funds for children's charities in the US and UK.

In 2014, Stein IAS became the first B2B agency to make Ad Age's Agencies to Watch A-List. Our 50 per cent growth made this our best year to date. We expanded globally, opening in Shanghai and San Francisco, as well as launching a network of affiliate partners in the Nordics, Germany, the Czech Republic, Benelux and Japan. Staff numbers have grown from 110 to 155, including the addition of our first global head of learning and development, and our new organisational matrix is delivering personal and professional growth for all.

Services offered

- ★ Branding
- ★ Data services
- ★ Direct mail
- ★ Event and exhibition services
- ★ Marketing planning/strategy
- ★ Print advertising
- ★ Public relations
- ★ Search marketing
- ★ Social media marketing
- ★ Website design, development and management

Sectors

- IT and telecomms
- Professional services
- Industrial, manufacturing, engineering

Accreditations

- Best companies to work for – three star accreditation rating
- Investors in people 2015

Key clients

- ❖ BP Castrol
- ❖ Chicago Board Options Exchange
- ❖ Columbia University
- ❖ Cushman & Wakefield
- ❖ Ingredion
- ❖ Iron Mountain
- ❖ Juniper Networks
- ❖ KPMG
- ❖ Lectra
- ❖ Merck

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Awards 2015

B2B Awards Runner-up	Best multichannel campaign
B2B Awards Finalist	Best use of thought leadership
B2B Awards Finalist	Best integration of sales and marketing
BMA B2 Awards Winner	Agency of the year (midsize $10–25m)
BMA B2 Awards Winner	59 awards
Global ACE Awards Winner	22 awards
Content Marketing Awards Winner	Best marketing automation in content marketing
Grand Prix Des Agences De L'Année Winner	B2B marketing agency of the year
Marketing ARC Awards for Marketing Technology Excellence Winner	Analytics, measurement and attribution (two awards)
Oracle Eloqua Markie Award Winner	Best international campaign

Personnel (UK)

65

Number of permanent staff 2015

54

Number of permanent staff 2014

International operations

Location of additional global offices

London,
San Francisco,
New York,
Paris,
Shanghai

Financial performance

£ 7,200,000

Gross income in latest financial year

100 %

Percentage of income from B2B activities

£ 6,900,000

Gross income in previous financial year

4 %

Year-on-year growth

10 **2015 ranking**

11 **2014 ranking**

The Marketing Practice

Date founded	2002
HQ address	The Great Barn, East Hendred, Wantage, Oxfordshire, OX12 8JY
Website	themarketingpractice.com
Telephone	+44 (0)1235 833233
Email	info@themarketingpractice.com

About The Marketing Practice

The Marketing Practice exists to help its clients build the right reputation and deliver outstanding revenue results.

What makes us different? We're a marketing agency that focuses on the commercials. We use creative hooks to identify a sustainable pipeline that converts to profitable business for the largest IT, professional and financial services organisations in Europe.

In our Oxfordshire estate, we have dedicated teams of writers, designers, inside sales execs, data and digital gurus working hand-in-hand with our clients' sales and marketing teams.

Our work combines intelligent, insight-led creative with the latest demand generation techniques. Our clients work with us because this unique combination of skills means we understand their business, audience and proposition as well as they do. And our people are constantly working to bring their specialist expertise and passion to help our clients' marketing be more valuable and accountable.

Services offered

- ★ Branding and design
- ★ Content
- ★ Data management
- ★ Demand generation
- ★ Direct marketing
- ★ Go-to-market strategy
- ★ Inside sales
- ★ Marketing planning
- ★ Proposition development
- ★ Social media

Sectors

- Financial services
- IT and telecomms
- Professional services

Key clients

- ❖ Atos
- ❖ Canon
- ❖ Capgemini
- ❖ Genpact
- ❖ HP Enterprise
- ❖ Microsoft
- ❖ O2
- ❖ Oracle
- ❖ Salesforce
- ❖ Standard Life

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Awards 2015

B2B Awards Winner	Most commercially successful campaign
B2B Awards Winner	Best lead generation or nurturing campaign
B2B Awards Runner-up	B2B marketing communications agency of the year
B2B Awards Finalist	Best use of social media
B2B Awards Finalist	Best limited-budget campaign
B2B Awards Finalist	Best integration of sales and marketing
B2B Awards Finalist	Best use of account-based marketing

Personnel

107

Number of permanent staff 2015

101

Number of permanent staff 2014

Financial performance

£ 8,561,598

Gross income in latest financial year

100 %

Percentage of income from B2B activities

£ 7,707,866

Gross income in previous financial year

11 %

Year-on-year growth

8 **2015 ranking**

9 **2014 ranking**

Torpedo

Date founded	2003
HQ address	The Long Barn, Worton Park, Cassington, Oxon, OX29 4SX
Website	torpedogroup.com
Telephone	+44 (0)1865 733710
Email	theteam@torpedogroup.com

About Torpedo

Great ideas start here.

Torpedo is an agency of creative thinkers. We're all guilty of it, driven by a desire to achieve the best possible creative results. And as our clients will testify, an active imagination and great ideas are central to building an engaging and unified brand experience.

We're specialists in digitally integrated B2B marketing communications. Strategic thinking, messaging and creative design that cuts through the mundane to inspire your audience and get results.

Ultimately we're here to make our clients more successful and their lives easier by doing the creative, marketing and digital things they don't have the time, or perhaps resources, to do.

Our clients tell us they love our depth of thinking and creativity, the responsiveness of our uniquely cross-skilled team, and our inhouse digital team for web, app and content development.

See our work at torpedogroup.com.

Services offered

- ★ **Advertising**
- ★ **Content marketing**
- ★ **Creative thinking and design**
- ★ **Demand generation**
- ★ **Digital marketing**
- ★ **Direct marketing**
- ★ **Email marketing**
- ★ **Integrated marketing campaigns**
- ★ **Website design and development**

Sectors

Industrial, manufacturing, engineering

IT and telecomms

Pharmaceuticals

Key clients

- ❖ **Adobe**
- ❖ **Agilent Technologies**
- ❖ **Autodesk**
- ❖ **BAE Systems**
- ❖ **Commvault**
- ❖ **Epson**
- ❖ **Fujitsu**
- ❖ **Novartis**
- ❖ **UCB Pharma**
- ❖ **Unipart**

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Awards 2015

B2B Awards
Runner-up

Best website

Accreditations



Recommended Agency Register



Design Week Top 100 2014 ranked 62

Personnel

44

Number of permanent staff 2015

39

Number of permanent staff 2014

Financial performance

£ 3,664,589

Gross income in latest financial year

95 %

Percentage of income from B2B activities

£ 3,015,572

Gross income in previous financial year

22 %

Year-on-year growth

30 **2015 ranking**

34 **2014 ranking**

Twogether

Date founded	2012
HQ address	Marlow Place, Station Road, Marlow, SL7 1NB
Website	wearetwogether.com
Telephone	+44 (0)1628 894620
Email	hello@wearetwogether.com

About Twogether

Twogether is a specialist B2B technology marketing agency based in Marlow. We specialise in technology because we love it. From clouds and virtual worlds to life-saving radios, we're fascinated by the amazing things our clients' products and services can do.

Our other speciality is channel marketing. We have our own channel marketing automation platform, partnermarketing.com, and we've been running effective channel campaigns for years.

Clients tell us they like our people, and our problem-solving approach. It's why so many of our clients have been with us for so long. That, and the fact that our relentlessly fresh approach to creativity, in all media, delivers results.

Services offered

★ **Creative**
Brand and visual identity, messaging frameworks, content marketing, video and motion graphics

★ **Digital and interactive**
Interactive tools, responsive web design, user experience, web and mobile apps, marketing automation

★ **Strategic and tactical planning**
Market insight and research, analytical and data insights, audience profiling

Sectors

IT and telecomms

Key clients

- **Alcatel-Lucent**
- **Brocade**
- **D-Link**
- **Intel**
- **Intuit**
- **Lenovo**
- **Microsoft**
- **Sungard Availability Services**
- **Symantec**
- **Zebra Technologies**

 © **B2B Marketing 2015**



Awards 2015

B2B Awards Runner-up	Best integration of sales and marketing

International operations

Location of additional global offices	San Francisco

Personnel

76
Number of permanent staff 2015

61
Number of permanent staff 2014

Financial performance

£ 5,183,919
Gross income in latest financial year

100 %
Percentage of income from B2B activities

£ 4,000,000
Gross income in previous financial year

30 %
Year-on-year growth

19 **2015 ranking**

24 **2014 ranking**

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
- Events
- Membership

For more information on any of these products or services go to b2bmarketing.net or call +44 (0)20 7014 4920



B2B Marketing

Circle Research

Circle Research uses market research to help clients solve business issues, grasp opportunities and develop competitive advantage. The average client engages Circle Research on more than four projects, and counting.

Here's why:

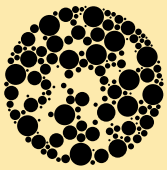
- The B2B market research experts – understanding your sector and seeing things others miss.
- Multi-award winning – benefit from extensive experience and best-in-class approach.
- Commercial acumen – receive commercially sound, engagingly presented recommendations that drive action.
- International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

Get in touch and let's talk about uncovering those Eureka! moments – insights that transform your view of the situation.

Call Andrew Dalglish, director at Circle on +44 (0)20 7960 3802 or email him at andrew.dalglish@circle-research.com

Circle research
The B2B experts

 © B2B Marketing 2015



B2B Marketing

B2B Marketing
Clover House
147–149 Farringdon Road
London
EC1R 3HN

Tel: +44 (0)20 7014 4920
info@b2bmarketing.net

b2bmarketing.net