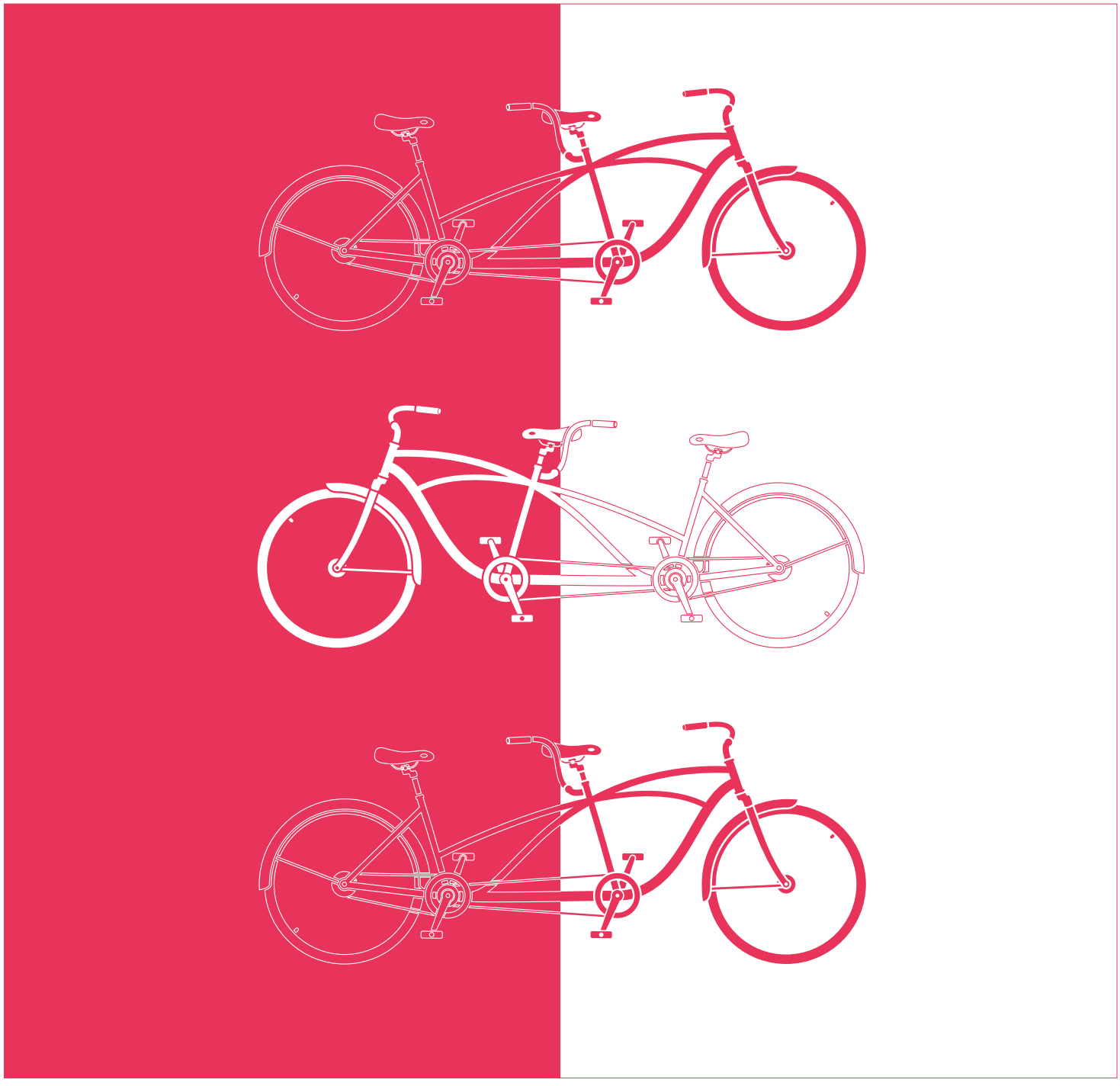
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The beauty of simplicity



Paul Snell
Deputy editor,
B2B Marketing

"It takes two to tango," as the expression goes. Although as Strictly Come Dancing proves, you can create a passable impression if the lead dancer hauls their uncooperative partner across the floor.

This is the image I have in my mind when I think of B2B marketers and their relationships with tech vendors. One party (the marketer) desperately trying to manoeuvre their partner (the vendor) into position without the whole thing turning into a dis-ah-ster, darling.

Many marketers might think it's the vendor's role to address this, but as we explain in the feature starting on p10, there's plenty clients can do to ensure they stay at the forefront of the vendor's mind.

Within these relationships, it is sometimes the simplest of things, such as regular communication, that can make the biggest differences. This applies equally to the world of web design, where tiny tweaks can avoid complicated and expensive overhauls yet deliver powerful results. We asked marketers to share those that have worked, and you can find these on p25.

Identifying these uncomplicated solutions can take some detective work, but as the tag line on Apple's famous 1977 ad introducing the Apple II computer read: "Simplicity is the ultimate sophistication."

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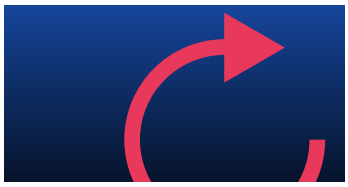
6–7



Bitesize B2B

We take you through the recent news headlines and industry updates

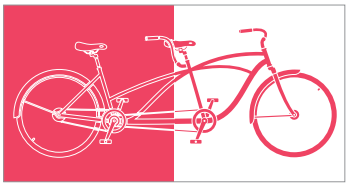
8–9



Opinion

Ahead of our second annual Get Stacked B2B marketing technology conference in March, we asked three marketing leaders how they've used martech to drive more effective performance

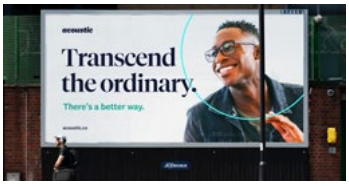
10–14



The perfect pair

You won't be successful with martech without support from your vendor. Molly Raycraft finds out why this goes far beyond the service level agreement, and what clients can do to ensure they receive the backup they need

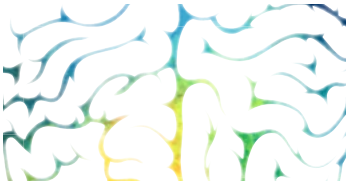
15–17



Acoustic's plan to make a loud noise in the market

Mark Simpson is the CEO behind Acoustic – the new name for the recently independent IBM Marketing Cloud. Paul Snell speaks to Mark about the divestment, rebrand and staking its place in the crowded martech marketplace

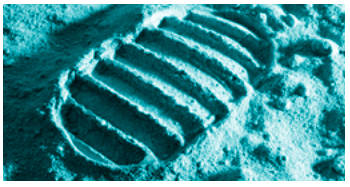
18–24



How do I get my customers to buy from me?

Dr Helena Rubinstein, head of behavioural science at Innovia Technology and lecturer in psychology at the University of Cambridge, has spent her career finding answers to the age-old question, 'how do I get my customers to buy from me?' Mary-Anne Baldwin reveals her thoughts

25–29



One small tweak to our webpages, one giant leap for our website

Sometimes small tweaks to a website can lead to hugely powerful results. We asked marketers to share some examples of quick changes they've made that are easy to replicate

31–35



B2B Marketing's 30 under 30

From sharp strategists to nifty networkers, Molly Raycraft reveals the top 30 B2B marketers under 30

38–41



Dialogue: Benchmarking success criteria for highly successful B2B agencies

What does success look like for B2B marketing agency leaders today? We surveyed agency chiefs to understand how they are facing new challenges, and what will make them successful in the future. Joel Harrison reports

43–45



Maximize your webinar engagement – before, during and after

Leading companies are rapidly transforming the humble webinar into a powerhouse marketing channel, driving engagement at all levels of the sales funnel. Paul Snell explains how to unlock their latent capability

STAR CAMPAIGN

Capita aims to galvanise pride with rebrand



The launch of a new visual identity is Capita's first step in a major refresh of the professional services brand. Paul Snell spoke to CMO Antonia Wade and group head of brand and content Sarah Ford about the challenges it presented

Capita is a complex business. It does everything – well, almost – from IT services to outsourced recruitment to property management and much in between, working across multiple all over the world.

In fact, shortly after CEO Jon Lewis joined in December 2017, he described the business as "too complex". The consequence has been the implementation of a multi-year strategic transformation under which the first rebrand for 13 years was launched in September.

Overhauling the company's visual identity is an opportunity for Capita to start a conversation with the market. It also harnesses the pride its employees have working for the business, say the marketing leaders responsible for the project, CMO Antonia Wade and head of brand and content Sarah Ford.

"Brand is the sum of perceptions of the market, your clients and your people," says Antonia. "By shaping perceptions you can change behaviours. We're part of a transformation journey, so being able to galvanise people and change behaviours in how we engage with clients and the market is something we're really keen to do."

Among the primary objectives of the overhaul is greater differentiation for Capita in the multiple crowded markets in which it operates.

"Differentiation has a more direct link to unweighted pipeline growth than some other areas of brand recognition, and we're a highly differentiated company, so being able to tell that story about the breadth of what we do is a real differentiator for us," says Antonia.

News round-up

AVERAGE OPEN RATE REVEALED

The average email open rate in the UK is currently 18%, according to Campaign Monitor.

The company analysed data from millions of campaigns that had been send out via its platform to collate an email marketing industry benchmark.

The research also found the current average click-through rate was 0.9%, while the average bounce rate was 0.2%.

TRANSATLANTIC PARTNERSHIP WINS CUMMINS PITCH

A partnership between UK agency Bray Leino and US counterpart The Mx Group has won the global agency of record pitch for manufacturer Cummins.

Bray Leino will manage the work across the UK, Europe and Asia – significant growth markets for Cummins. Meanwhile The Mx Group will be responsible for all North American work, with Bray Leino's media department covering all markets.

IN-HOUSING FAILS TO BOOST PRODUCTIVITY

Increased productivity (47%) and creativity (38%) are the most anticipated benefits of bringing marketing in-house, but they are failing to materialise.

Research by the DMA and Mailjet has found productivity with in-housing dropped by 15%, while creativity had seen a decrease of 11%. Despite this, 86% of businesses currently in-housing said they would continue to do so.



Following research among clients and prospects, a number of different brand platforms were developed: the business settled on the one dubbed 'obsessed by better'.

"For us, that means having an organisation that's constantly searching for new insights, never settling for where we are today or for 'good enough'. We try to do better for our clients colleagues and the wider world," Sarah explains "That's authentic for us as the type of business we are, in multiple markets and sectors. It felt like a good place for us to land."

The colour navy was selected as it tested well and Capita's clients associate it with authority, reliability and being dependable. The blue also is a nod to the firm's previous colour palette. The three lines above the logo represents this desire for better, which is echoed in the verbal identity, and reinforces the concept of not accepting the status quo.

Work on the refresh kicked-off in earnest in January, and it has taken around seven months to launch the first phase of the rebrand.

A campaign site featuring the new identity has been launched, a film has been produced, and a book published, and there is a slew of content marketing planned to reinforce the new identity.

In addition to a launch event to share the new identity with clients and colleagues, Capita held a global webcast for its 63,000 employees, and encouraged employees to share photos on internal social network Yammer.

"It helps you develop a greater sense of empathy, expands your understanding of different cultures, and makes you a better person, both personally and professionally"

Siddharth Asokan, VP marketing at Futurice, reveals the benefits of setting up and leading global marketing teams on p30

STATS BURST

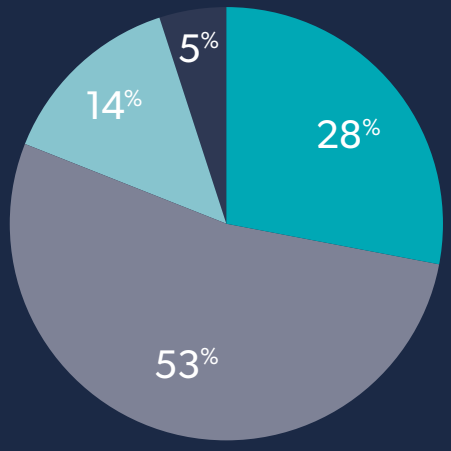
Breaking the tenure myth

The recent B2B Marketing Leaders Report made some surprising findings about how long marketing leaders stay in their post – and how much they're preparing for the future

Average tenure of a marketing leader **3.5** years

Just **13%** stay in a post less than two years

Do you prioritise identifying and preparing potential marketing leaders from within your team?



28% Yes, it's a high priority

53% Yes, it's important, but not a priority

14% No, it's something I/we intend to do, but have not acted on yet

5% No, it's not important

HOW MARTECH FUELLED OUR SUCCESS

Ahead of our second annual Get Stacked B2B marketing technology conference in March, we asked three marketing leaders how they've used martech to drive more effective performance



Analytics bring the art back to marketing

Nicole Forsbrey

While analytics and AI are at the forefront of martech innovation, they're helping us get back to doing what we love, says Nicole Forsbrey, senior director, digital and marketing effectiveness at Avanade

When I first started in B2B marketing the words 'marketing analytics' were certainly not top of mind. We created lots of content, sent it through various channels, hammered the phones and hoped customers bought from us. It was a creative and volume-driven game, not necessarily anchored in data.

Today, we can't move for data – if you know where it all is. Data visualisation tools such as Microsoft's Power BI have transformed how we report and communicate on client intelligence, and how we measure the effectiveness of our marketing activities. However, the real magic happens when we unleash the insight that drives the predictive, personalised, next best action. That's the part disrupting how CMOs operate, and it's just getting started.

AI in analytics is transforming the marketing landscape. It's helping us deliver on the promise of a better client experience; faster lead-time; the right content at the right time; automated in real time. We're also operating far more efficiently while we do it.

Together, data visualisation tools and AI enable marketing to deliver continuous value to the business. You just have to know your business problem, ask the right questions of your data and test, experiment and pilot.

Marketing is no longer a dark art, we're all about prediction. It just takes machines to help us get back to doing what we love – being creative.



Martech that empowers and engages

Laura Sloane

Automation has been crucial in demonstrating the value marketing adds at PwC, says head of its digital marketing and marketing automation, Laura Sloane

At PwC we view our martech as absolutely critical to success and we've worked hard to get it into the hands of the whole function, rather than a select few.

Key to this was the implementation of our marketing automation platform and its integration with our CRM system. This has really changed the way we work and helped make those connections between sales and marketing that much easier.

For example, in a recent campaign one of the key objectives was to generate marketing qualified leads using an insights report to drive downloads and inspire client conversations. First, we worked closely with business development to define a lead. Then we developed a user journey, which drove traffic from social, email, programmatic display, affiliates and PPC to data capture pages in our MA platform, all with the purpose of streamlining the experience of receiving the report.

To date, we've had 3,242 external downloads of the report, of which 2,718 are validated marketing leads. The connection with CRM means we've been able to track these through to more than 40 meetings, a strong pipeline and revenues. Finally, with the right tagging in place, we've been able to see which channels drove the best leads.

This rich insight wouldn't have been possible without our marketing technology. It's empowering our marketers to deliver better, more engaging campaigns and also to demonstrate the value we add to the firm and to sales. It's an exciting time to be in marketing.



Assess people as you would tech

Doug Marshall

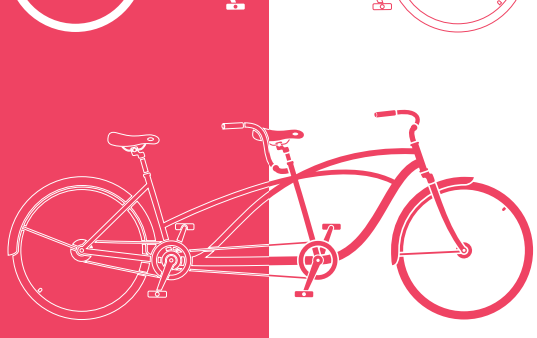
Hiring marketers with the right experience, skills and attitudes is vital when implementing martech, says marketing leader Doug Marshall

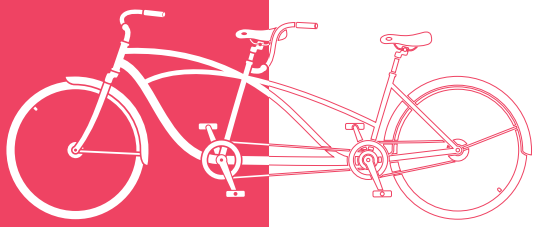
In my experience there's a common element for successfully using martech. Effective implementation of technology lies with your people – marketers with the right experience, skills and attitudes. Leaders need to hire well, and look after those people, not only in terms of remuneration but also how they are helped to develop and perform. Getting the best out of complex technology usually requires specialist training. Skills development should form part of any martech budget.

When hiring it's also important to consider soft skills – here are three I consider invaluable:

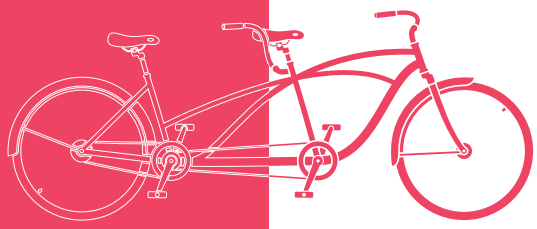
1. **Curiosity:** Curious marketers are more likely to ask the best questions and look for the best answers. They're more likely to test and learn and then refine how they exploit technology.
2. **Tenacity:** Tech can sometimes be frustrating. Tenacious marketers won't give up. They'll find solutions in a determined way. They will Google stuff, look on forums, view videos and if they can't figure it out themselves they'll ask someone who can.
3. **Relationship building:** Marketers who work constructively with external partners and colleagues, particularly when specifying and choosing technology, will get better results. They'll express opinions persuasively, listen to others attentively and deal with conflict diplomatically. They're more likely getting the right tech with the right spec when communicating well with technical partners, sales, IT, and – when asking for investments – finance.

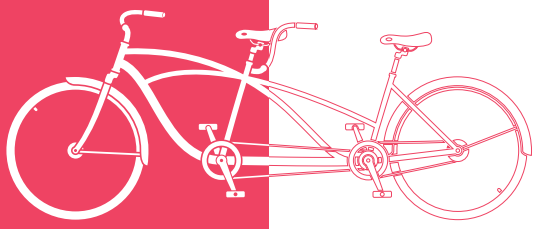
Next time you're planning how to build your marketing stack, think about who you're hiring and how you're developing them with the same care that you assess the technology itself.

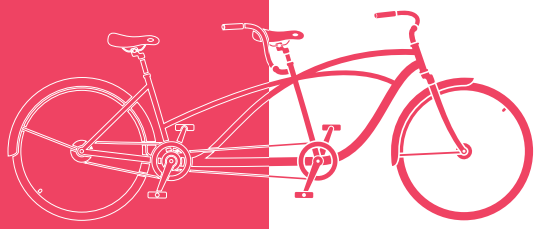


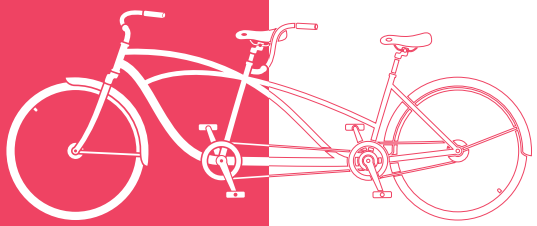


THE PERFECT PAIR











You won't be successful with martech without support from your vendor. **Molly Raycraft** finds out why this goes far beyond the service level agreement, and what clients can do to ensure they receive the backup they need

You've worked out how best to upgrade your martech, you've gained buy-in and budget to purchase new platforms and you're finally getting to grips with integration. Then your vendor goes cold.

This frustrating journey is likely to sound familiar. A lack of vendor support was cited as one of the key challenges in our *Martech Audit* report this year.

While 56% of B2B marketers are satisfied with their tech, only 21% rate it above the level of 'okay'. Most of those are hampered by a lack of support from their vendor on how to fully understand, deploy and integrate their tech, with many feeling that once they've signed the purchase order, the rest is left to them.

You might believe it's the vendor's responsibility to support you as a client, and while that's true, there's plenty you can do to build a better support network from your suppliers' side.

How important are you to the vendor?

The more important a platform is to you, the more time you should invest in building a relationship with its supplier.

"My starting point in a senior leadership position would be looking at the size, shape and structure of your team to determine how important external vendors are in executing your strategy," recommends Andy Johnston, Stericycle's marketing and PR director for the EMEAA.

For example, if you have a small team of generalists and rely heavily on outsourcing to specialised vendors, forming a strong relationship with them is likely to be more important than for a large company that is less dependent on outsourcing.

There will also be differences in which vendors you should prioritise, as Andy explains. "If you have multiple vendors it's unlikely they'll have equal importance. The most important ones are those that can have the biggest impact on strategy, implementation and growth."

Becoming a vendor's financial priority

Securing attention from your vendor means positioning yourself as its financial priority – although that doesn't necessarily mean spending more money.

Get your relationship off on the right foot

The first step to forming a good client/vendor relationship is choosing vendors that are more likely to provide you with support. Research is imperative and you need to know what you're looking for. Here are some questions you should ask:

- **Core skills:** Can the vendor actually deliver what you're looking for?
- **Vendor headcount:** How big is this vendor? Will your expenditure make you a priority?
- **Personal chemistry:** Do you actually like these people? Are they the kind of people you want to work with? Do you see yourself being able to share internal information with them?

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Stericycle became a financial priority by looking at the martech agencies it used and those that used martech on its behalf. It then swapped the multiple agencies and vendors it had been using for a few key players. Andy identified agencies where the amount he was willing to spend would make him a key source of that vendor's revenue, meaning he had more sway with them.

"I was able to match an agency of a certain size with our budget, which made me important to that vendor. That's been a real benefit. They bend over backwards for you, they communicate with you, and give you everything you need but perhaps didn't get before because you weren't deemed a significant spender."

Finding the right match needed detailed research. Andy hired an external consultant – investment that paid off when he gained closer collaboration with his vendors. "I hired an external adviser to assess the market for the right potential partners for us, and then manage the selection process."

Following the change, Andy has been able to form relationships with more senior members of the agencies and vendors he uses. "We've gone for a smaller agency where we're very important to them and all our dealings are with the managing partner."

Create engrained collaboration

It takes time to develop strong relationships – a lot of time if, like most marketers, you deal with multiple vendors. This is especially difficult for smaller marketing teams juggling a plethora of priorities.

Brandon Stec, director of marketing at event fundraising platform GiveSmart (a subsidiary of Community Brands) tackled this challenge by encouraging his vendors to collaborate. His marketing team was rolling out a content project that required software creation, messaging and SEO, for which it used three separate vendors, whom Brandon decided would need to work together.

"We brought each group on to team calls to talk through the strategy and what we were trying to get out of it. We wanted to use all of their points of expertise," explains Brandon.

The benefit was that Brandon could consolidate the time he would have spent working with each individual vendor. Those vendors were also able to keep each other on track and ensure they were all aligned to the company objectives. "It was beneficial because although they were working on different aspects of the project they were essentially heading toward the same goal," he explains.

The collaboration between vendors worked so well that Brandon was able to rely on them to carry out aspects of the project with little involvement from him. "They were able to do their own email collaboration and follow up, then just loop me in on it," he says.

If you want to replicate this approach within your own business, you need to ensure your vendors can work together. GiveSmart had prior experience of the vendor's work as individual companies. They were also vetted to ensure they had the same values as the organisation and that the vendors were all on the same page when it came to the company's objectives for the project. It was their similar viewpoints that united the vendors. "I'd prepped all the vendors on what we were trying to accomplish and really scoped out what they thought of our intentions and values," says Brandon.

"I was able to match an agency of a certain size with our budget, which made me important to that vendor. That's been a real benefit. They bend over backwards for you"

Focus on communication

A vendor can't deliver your needs if you don't tell them what they are. This seems obvious but some clients fall short in communicating beyond the initial briefing.

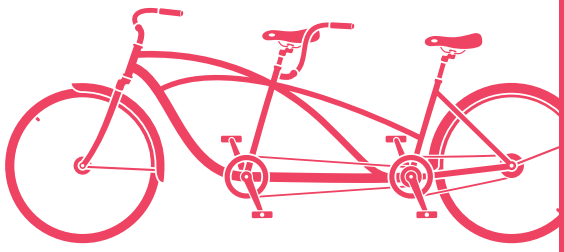
Jamie Clifton, co-founder and chief customer officer at marketing agency Bolt, says many companies' communication with agencies and vendors tends to be the bare minimum.

"Communication only happens at key milestones because something bad or great has happened. Picking up the phone and sending emails regularly can add value to the relationship," he says.

The value that Jamie refers to is clearer ongoing objectives and expectations (some organisations formalise this through a Service Level Agreement or Statement of Work). This means that you and your vendor are likely to achieve what you'd envisioned in a way that's suitable for your company – and a lot quicker.

"You'll get fewer questions from the vendor, you'll see first drafts of projects and get much better results with less

"I'm no marriage counsellor but in any relationship it's all about communication. The more you communicate openly the more chance of success that relationship has"



revisions because everything would have been covered in the first place," explains Jamie.

Establishing a single point of contact with your vendor can strengthen the relationship, but that doesn't mean excluding the rest of the team from contacting them. "As long as there's one channel of communication, it's still good to have the team involved," Jamie adds.

Going beyond emails to face-to-face interaction is also imperative. Jamie suggests meeting your vendor in person, even if they're oversees. "You've got to go and spend time with them", he advises.

One of the team

Andy Johnston tries to treat outsourced partners as part of the internal team, encouraging honesty and openness. "I tell our agency virtually everything my team knows – unless it's extremely sensitive," he says.

He also eradicates any uncertainty over sharing information by signing non-disclosure agreements, which he says doesn't have to be lengthy. "It gives me legally binding client-side protection on our intellectual property, confidential information and data," Andy explains.

In this open environment, challenges are more likely to been seen and tackled in a realistic way. "I'm no marriage counsellor but in any relationship it's all about communication. The more you communicate openly the more chance of success that relationship has," says Andy.

Brandon agrees about giving vendors access to the information they need on an ongoing basis. "You're not advancing your relationship if vendors have to constantly ask questions because you're not presenting them with the intel," he says.

Brandon's a big believer in weekly or bi-weekly meetings, which he says closes gap between the vendor selling you something, and that same vendor being a valuable partner. On the day of our interview, he was meeting one of his vendors in just this way. "We're going to spend the morning together. We're going to talk about the challenges on our end to see if there's a solution. They're an SEO consultant and they should know everything in our organic traffic activity."

Give yourself an advantage

1. Work out how important your vendors are to your marketing strategy. The impact they have on your strategy should indicate how much time you should dedicate to building that relationship.

2. Make sure your budget matches the vendor. Take your budget into consideration when selecting them. Matching your budget to the size of the vendor means you're more likely to be considered as a key client.

3. Carry out significant research. By analysing the vendor's size, core skills, and personal chemistry you'll more likely to choose a company that's suitable for you. In turn they're more likely to deliver on what you need and expect. You may even want to bring in an external consultant to help you with this.

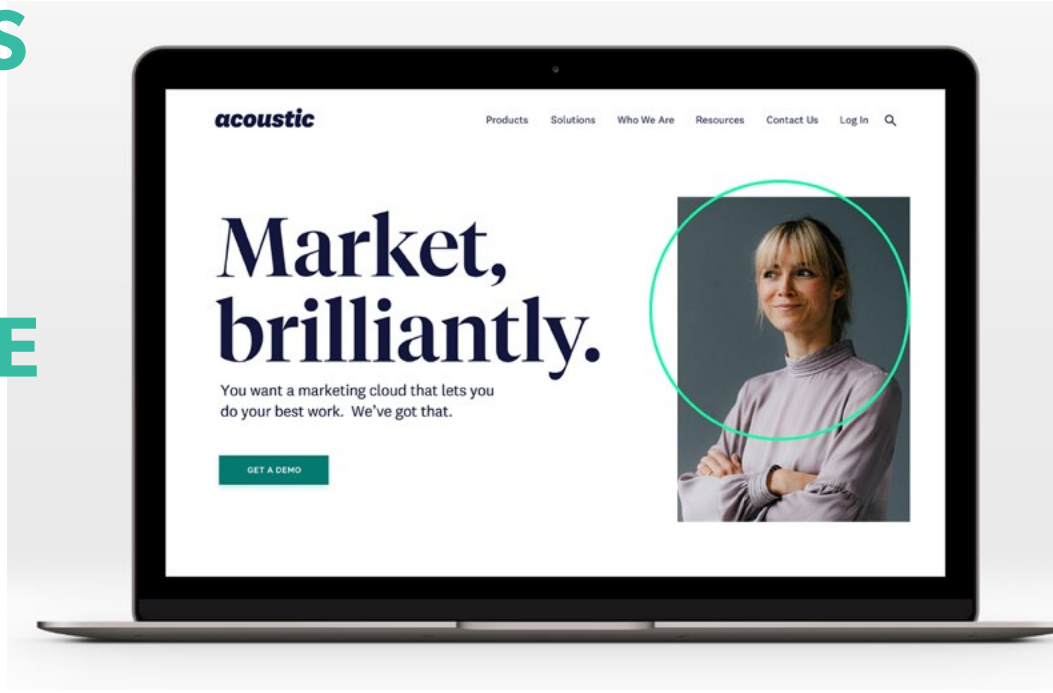
4. Align your vendors. Need to bring in multiple vendors on a single project? Choose vendors that have similar interpretations of your objectives and work collaboratively through group conversations.

5. Establish a key point of contact. This will help build a more personal ongoing relationship, and give the relationship the consistent attention it needs.

6. Be open and honest with your vendors. By creating a comfortable environment for frank conversations it's more likely that your vendor will have a clearer picture of what you want – therefore delivering a more accurate standard of work. It will also mean that you'll be notified when things go wrong.

7. Meet your vendors regularly. Ensure you have face time with your on a regular basis – whether that be in person or using technology. If your vendor is overseas, make sure you pop into their office when you're in the area.

ACOUSTIC'S PLAN TO MAKE A LOUD NOISE IN THE MARKET



Mark Simpson is the CEO behind Acoustic – the new name for the recently independent IBM Marketing Cloud. **Paul Snell** speaks to Mark about the divestment, rebrand and staking its place in the crowded martech marketplace



Mark Simpson,
CEO, Acoustic

In April, the private equity house Centerbridge Partners announced it had acquired IBM Watson's marketing cloud and commerce platforms, which was to be spun out into a new company. In July, we learned that company has been named Acoustic, said to represent the organisation's commitment to listening, understanding and solving complex challenges with technology. We asked CEO Mark Simpson about the process of detaching from Big Blue and setting off into the crowded martech space on its own.

How did the decision to separate IBM Marketing Cloud from IBM come about?

Mark: The best thing for the Marketing Cloud – for its clients and growth – was to see some significant investment and rejuvenation. I spoke with IBM and there were two options; we could do that within IBM or outside of it. I then got the green light to go out and pitch the business to private equity companies.

We spoke to about a dozen or so companies, with more than half giving offers. We landed with Centerbridge, as they have the ethos we wanted. They don't have a playbook, they invest to create value for the business and its shareholders. They invest for the longer-term, and are dedicated to growing the business.

You had to let go of the IBM brand. Where did the process of developing the new identity begin?

We wanted a new start after coming out of IBM. The name 'Acoustic' embraces what we're focused on bringing to the market. It symbolises us listening to our clients, and those clients listening to their customers.

We sat down as an executive team to understand the type of business we wanted to build going forward, over the next three, five, seven to 10 years. We looked at what we stand for as a business – our purpose and rationale.

We used the agency Landor, which went through a process of interviewing about 650 people within the organisation, getting input on where our teams want to go. It was a very inclusive process. They then created the company's name and values. They came up with a number of options and we talked through which ones resonated more than others.

Has it been difficult to shake off traditional perceptions internally?

A lot of people within the business, the majority I would say, have come from acquisitions – smaller companies bought by IBM, even though the products are very different now. We still have people who were originally in Silverpop, Coremetrics and Tealeaf. They know the world outside of IBM, and this is why we wanted the teams to be included in building the culture, the brand and what we stand for. We know we need to change to better service our clients, and to better serve our employees. We want the teams to feel part of that change and feel they're driving it, hence their inclusion in the process.

Martech is an increasingly crowded marketplace, so what is Acoustic's point of differentiation?

We're filling a huge void in the industry in that we are the only marketing cloud company that's focused on the marketer. Salesforce grew from sales and CRM, Adobe grew from focusing on creative, Oracle from ERP and data. Our entire being is focused on making the marketer a success and that drives a very different behaviour. Everything we do now, everything we develop, every area of focus on R&D, services, support, processes is focused on making the marketer successful.

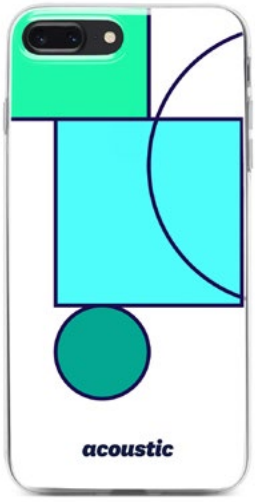
We are still a large organisation, on the same scale as Adobe, Salesforce and Oracle. But we also now have that agility in not having to satisfy any other job title. This tees us up for big success because I don't see anyone focusing on the CMO or marketer as we do.

How will you roll out the brand?

It's not complete yet, but the natural market appetite has really come to the fore. We're seeing a number of CMOs proactively coming to us to find out what we're about, because they're desperate to be served better.

The reaction we've had from analysts has been wonderful, and they're saying great things about what we're doing and where our focus is. I think that's because of the investment people are starting to see us put into the product and business as a whole.

We're really at a very early stage of the launch, but in 12 months' time people in our industry won't know a world without the Acoustic brand. You'll see a lot more from us in the coming months.



In 12 months' time people in our industry won't know a world without the Acoustic brand



How do you communicate a launch such as this to your existing customers?

We spent a lot of time making sure there's a very clear vision and strategy for our teams – we then spent a lot of time communicating that to our customers. We're being very honest about why we're doing this, where we are, where we expect to be in the future and the investment we're putting in it.

There are two areas of major focus for us. One is to create a great place to work and the other is to create a much better platform of solutions – otherwise there's no point in us even getting up in the morning.

The feedback from customer has been really exciting. They're getting to continue to use the products they use today, but will see massively accelerated roadmaps because of the investment we're putting in.

Did anything surprise you during the rebranding process?

The thing that surprised me most was the scale of positivity. You never quite know how the market will receive you going into these events. I was very British in my approach, but have been overwhelmed by the way we've been received.

What's the plan for the business in the next 12 months?

We're investing a huge amount of money in carving out the business from IBM and making sure it lands right. We need to make sure all our teams are enabled to do brilliant jobs, we're looking at improving all the processes we run internally. We have 70-plus consultants working with us in various different workstreams to make sure we're reinventing and reimagining what we do to make us better than we were yesterday.



We're investing a lot in products over the next 12 months to improve the position of where they are now. We want to be one platform for the rest of the market, connecting that very disjointed vendor landscape. We're putting a lot of investment into AI, because it has a great power to enable marketers to do better jobs. We're also investing in usability – reworking a lot of the tech debt we have and making the solutions modern and applicable for the next five years.

It only took you around nine months from looking for external investment to launching the brand. How were you able to do it so quickly?

We have a very exciting proposition we were keen to get on with, and stretching it out is probably not something anyone wanted. We're operating at a speed that is significantly faster than before – both in terms of the progress we're making and the way in which we're responding to clients and sales processes. Taking a business from a very large company to one with a bit of an entrepreneurial mentality injects a lot of speed into the process.

While we as a leadership team are looking to move as fast as we can, we can't do it without the buy-in from our teams. I think that's where adapting the culture a little bit, and having a clear vision and strategy, enables the teams to do the work. Having them lead is fundamental to the speed of the business going forward.

Do you have any advice for readers looking to launch a brand?

Have a very clear vision as to what you're trying to do, the void you're trying to fill and how you're solving the problems within that gap.

We also had a very strong vision in terms of where we wanted to take the culture, and having the team's input into that culture was part of it. Bringing amazing people along this journey has enabled us to run quickly. There are always lots of little surprises, but as long as you have the overall vision and the right team you can overcome any of them. We feel we have 1100 people marching in the same direction, rather than just a few people at the top of the organisation.

Mark Simpson, CV

CEO, Acoustic
July 2019-present

VP offering management and strategy, Watson Commerce and Watson Marketing, IBM
November 2016-July 2019

Group VP, business development, Oracle Marketing Cloud
November 2015-October 2016

Founder and president, Maximyser
September 2006-October 2015

Head of online marketing and head of business development, Travelport
August 2004-September 2006



HOW DO I GET MY CUSTOMERS TO BUY FROM ME?

Dr Helena Rubinstein, head of behavioural science at Innovia Technology and lecturer in psychology at the University of Cambridge, has spent her career finding answers to the age-old question, 'how do I get my customers to buy from me?' **Mary-Anne Baldwin** reveals her thoughts

Helena Rubinstein started her career in advertising, running an international brand consultancy where she saw first hand that customers don't always buy or act in the way the research says they will. She's since made it her mission to understand why.

With a doctorate in social psychology from the University of Cambridge, Helena is now working with the behavioural science team at Innovia Technology. There she uses her knowledge of human behaviour to design intuitive, customer-friendly products and processes for its clients.

Helena spoke at the recent B2B Marketing Leaders Forum 2019, where she revealed both some of her knowledge on behavioural triggers and shared some actionable advice for marketers.

What is behavioural science?

"Behavioural science is derived from psychology, anthropology, sociology and economics. In the last few years it's come



Dr Helena Rubinstein, head of behavioural science at Innovia Technology and lecturer in psychology at the University of Cambridge

"If businesses are run by people, for people, then understanding people should be a necessity"

to provenance in the commercial world, although it's been around in academia for many years," Helena explains.

"There is growing mainstream interest in this area now, especially since the social psychologist Daniel Kahneman challenged the classical economists' assumption that human decision making was rational.

"Essentially it means putting the customer at the heart of all product development, sales and marketing," she adds. "If businesses are run by people, for people, then understanding people should be a necessity."

This clearly speaks to today's marketing ethos, but as many have found out, it isn't so easy to put into practise. The key is in understanding how people think. Behavioural science theorises that we respond in line with our mental models, which hold the beliefs, assumptions, theories and preferences we have about ourselves and the world around us. Rather than laboriously calculating the myriad logical risks, pros and cons to very decision, we use heuristics (a mental shortcut), which allows us to sift through these conceptual models and find an answer we're comfortable with.

"You need to do this to be able to function in life without stopping to consider every decision you make, but the process does make people prone to a number of cognitive biases," Helena clarifies.

By understanding mental models – i.e. the architecture of choices that surround each decision – influencers can 'nudge' buyers into different, predictable behaviours. When done ethically (as we'll examine later) this can be done without closing down the buyer's other options, coercing them, or giving a hard push with economic incentives.

How to influence outcomes

"To be a behavioural scientist is like being a detective, asking why it is that people don't do as they say," says Helena. This question is at the centre of Helena's career, and it's led to uncovering some insightful findings. For example, her extensive understanding of customer research has allowed Helena to unpick the common ills behind a marketer's research and why its customers didn't act as predicted.

1. Your research is based on poor-quality data.

2. You've been treating data as though it's insight.

Want some background reading?

The concept of 'nudging' a buyer's behaviour was developed by the economist (Thaler) and a legal scholar (Sunstein) in their 2009 book, Nudge.

The Coca-Cola taste test

In the early 1980s Coca-Cola's main rival, Pepsi, hit the market eager to take a glug out of Coca-Cola's market share. It landed with 'the Pepsi Challenge', a public blind taste test in which the new rival came out on top.

Coke's research backed this up with 57% of people saying they preferred Pepsi. It decided to tweak its formula, making it sweeter. According to its new taste tests, Coke's recipe was beating Pepsi by around seven percentage points.

Yet, there was a public backlash when Coca-Cola released the new formula on the market. Within three months it was withdrawn from sale and replaced with the original formula.

Why did Coke's customers not act as its taste tests indicated? It had failed to acknowledge both the power of its own brand, and the fact that an experimental environment doesn't reflect real life. What tasted great in one or two sips was overwhelmingly sweet when consumed in larger amounts.

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Cognitive biases used in 'nudging' customers

Availability bias: Things that come to mind easily are more likely to influence your decisions. For example, although plane crashes don't happen often, they are commonly remembered and deter people from flying with those airlines – if at all. This is despite the fact that flying is the safest mode of transport. Availability bias is the premise behind all brand advertising.

The affect heuristic: This involves making choices that are strongly influenced by emotions experienced at that moment. For example, people are more likely to see decisions as having greater benefit when they are in a positive mood. Negative emotions lead people to focus on the potential downsides. These behaviours impact impulse purchases and decisions, among others.

3. You've failed to recognise the factors that drive behaviour.

4. Your research is biased and has been conducted with the intent of proving an existing hypothesis.

Your data is wrong and it hasn't been paired with insight

A common fault behind a marketer's approach to gathering customer intel is that they wrongly treat data as insight. The right approach will interpret data through the lens of social, emotional and cultural drivers. "Companies often have lots of data – much of that information could be used to work out what is driving behaviour, however it's often not," says Helena.

Furthermore, marketers often rely on traditional research methods, such as sample groups and questionnaires. These compile data showing what people say they will do, rather than what really drives their behaviour. In short, it shows you their thoughts, but not their actions.

The human brain is just not as reliable as we may like. We change our minds, and also our memories. "We regularly rewrite our memories to tell stories that better suit our self-image. Even the type of questioning can alter the information people will reveal. Asking someone how healthily they eat, compared to asking them how much junk food they eat, will produce widely different answers because of how you have prompted them. Although this doesn't mean we shouldn't ask people about their experiences, it does highlight the need to be very careful with our questioning, and to try to ensure that we prioritise observing behaviour in real-time, rather than relying on people's memories or intentions," says Helena.

You've failed to recognise the factors that drive behaviour

Many marketers are unaware of, or falsely informed on, the areas they need to influence in order to drive change.

"There is confusion over what a behaviour is," says Helena. "Often we confuse the outcome of a behaviour with the behaviour itself." For example, increased sales is not a behaviour, but the outcome of one. If you want to boost sales, you must find the behavioural trigger, or 'determinant' behind it (see p20). This seems obvious, but is confused surprisingly often.

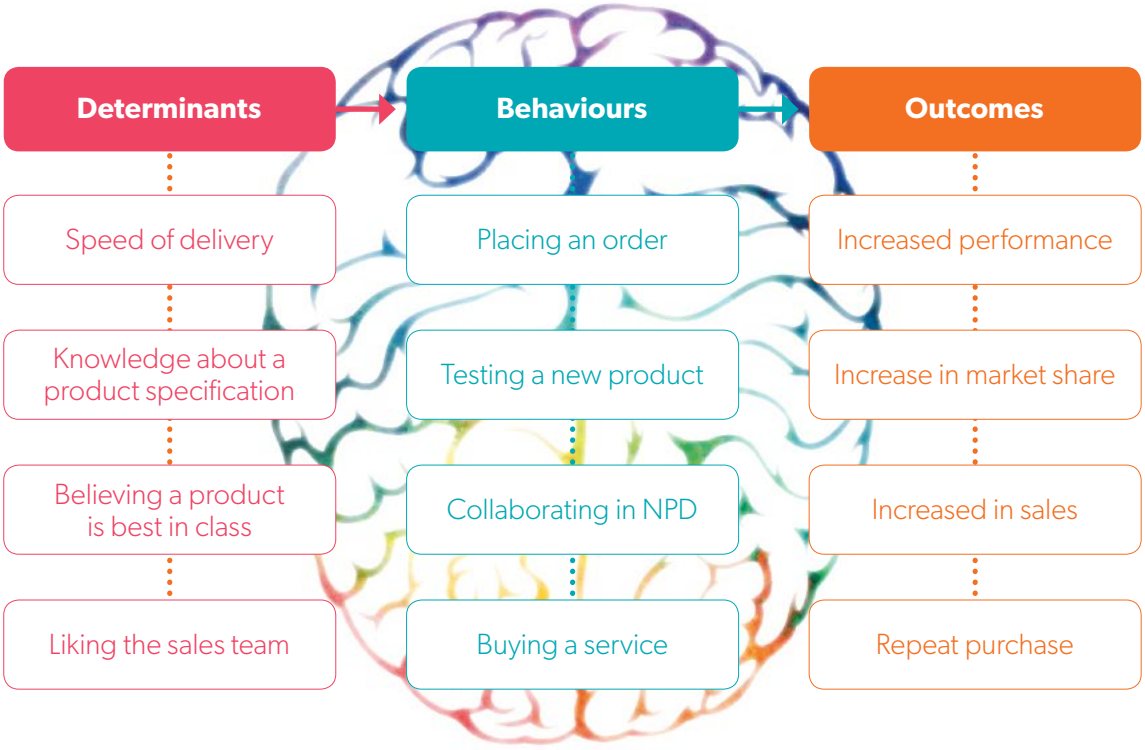
The false narratives behind our actions

Most of our daily actions are driven not by logical decision-making but by unconscious influences. Often we don't even know why we act the why we do, yet because our brains hate unsolved riddles we create narrative constructs (or false rationales) to explain why. If marketers take these stories at face value they are likely to be led down the wrong path.

This has been demonstrated by a psychological evaluation carried out on patients who, because of intractable epilepsy, had their Corpus Callosum (a small bridge in the middle of the brain which connects the left and right hemispheres) cut. This has allowed scientists to observe how people act when the two hemispheres of the brain no longer communicate.

The surgical procedure doesn't affect the patients' everyday lives, yet it does have a startling result. Neuroscientists presented the patient with an instruction to the right side of the brain (via the left eye), which read 'walk to the door'. The patients did indeed get up and walk to the door. This showed that the right brain understood the meaning of the message, yet because only the left brain can consciously register what it has seen, the patients had no conscious recollection of any instruction.

When asked why they walked to the door, the patients came up with a rationale, such as "I needed to stretch my legs", or "I suddenly felt like a walk." This study, as with many others, demonstrates that we act because of unconscious triggers, then justify why afterwards.



The route to, and cause of, customer behaviour

The table above shows examples of the route to, and cause of, customer behaviour. Determinants are the factors that influence behaviour, you need to understand what these are, and which are really important in influencing behaviour. The outcome is the effect of the behaviour to both the customer and the company.

Source: *Helena Rubenstein, head of behavioural science at Innovia Technology*

The three behavioural triggers

According to Helena, all behaviours are driven by three key factors: motivation, capability and opportunity. "In trying to understand what is driving behaviour, you should ask whether the customer has the capability, motivation and opportunity to change it," she confirms. "If you wish to influence an outcome you must tackle one, two, or all three of these areas together."

Capability

This applies to both the psychological or physical capacity to carry out a behaviour.
Physical capability: Skill, strength
Psychological capability: Knowledge, memory, skill

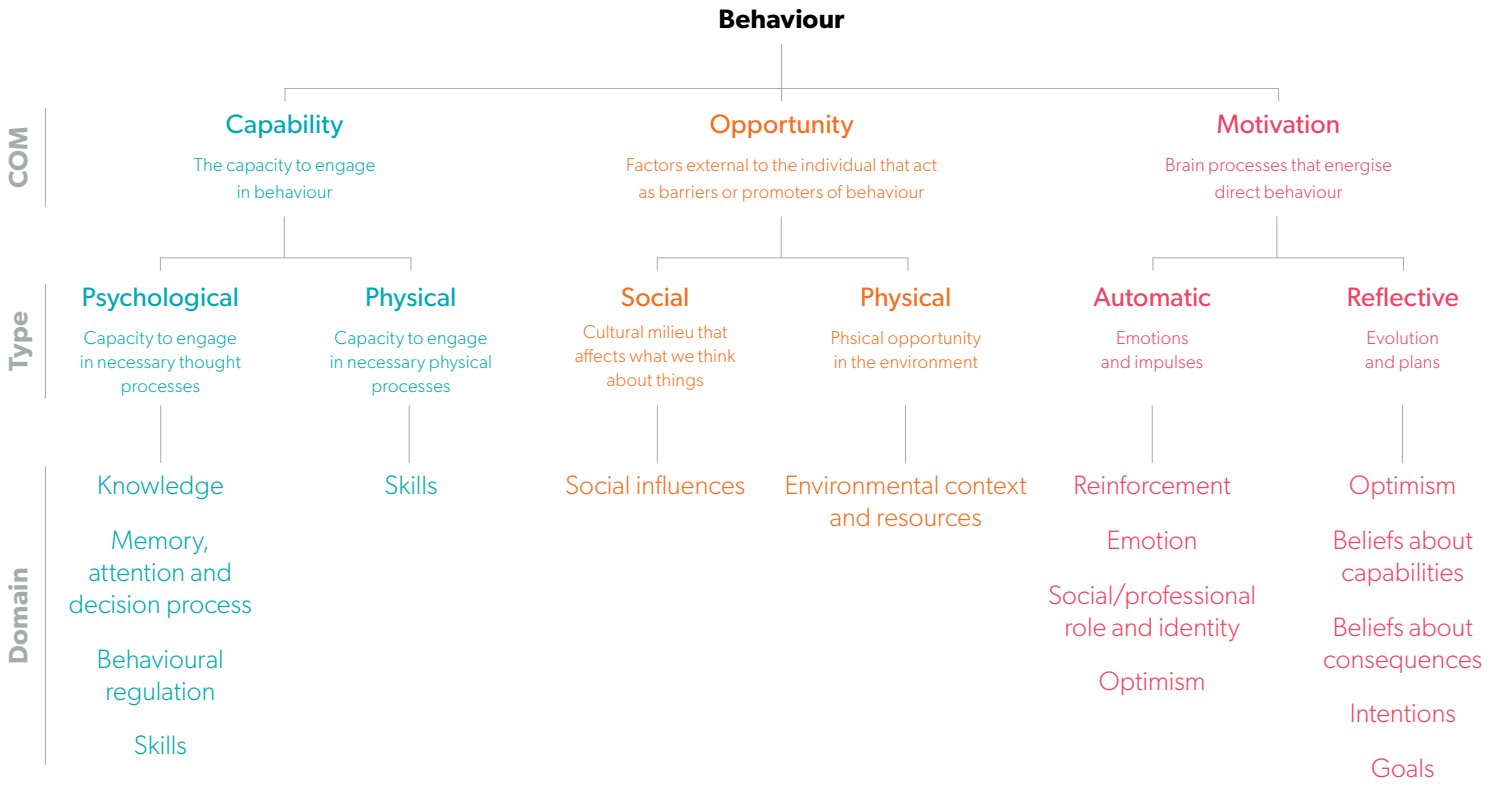
Opportunity

The external physical or social factors that can prompt or inhibit a behaviour.
Physical opportunities: Time, financial resources, access
Social opportunities: Social and cultural norms

Motivation

The unconscious and conscious processes that push people into action.
Automatic motivations: Emotions, impulses and habits
Reflective motivations: Evaluations, plans, and beliefs

The COM-B Model



Source:
The COM-B model was devised by Michie, Van Stralen and West in 2011. The diagnostic model helps determine what drives behaviour change and how to steer it.

Putting the three triggers into action

Imagining a scenario in which you need to convince customers to substitute an old product for a new and improved, but more expensive one, Helena proposes that you address the following areas. It should be noted that these are hypothetical issues, the key is to find those relevant to your own customers.

Capability

Knowledge: Do customers know the new products' benefits?
Skills: Do customers have the ability to use the product optimally? Do they need support or training?

Opportunity

Social Influences: Do all (or the majority of the) key stakeholders see the merit in the new product?
Environmental context: Does the customer' workspace and resource support the use of the product?

Motivation

Emotion: How do the end users feel about the introduction of a product?
Beliefs: Are there biases to the product, such as preference for another brand or the belief its cost doesn't match its value?

"Nudges do not have to be covert, and consent does not have to be hidden. We can use science and evidence to make better choices, and to design products and services that actually satisfy consumer needs"

The ethical guidelines

Cambridge Analytica's incredible influence on political voting has clearly demonstrated the power of behavioural science – and also the extent to which such tools can be used to ill effect. As we've seen with the company's demise, use of this power without the right governance is both hugely detrimental to the public and to the business itself.

Customers are now highly sensitive to hidden consent and their data rights – they recoil at the prospect of having their autonomy of choice taken from them.

But as Helena says: "Nudges do not have to be covert, and consent does not have to be hidden. We can use science and evidence to make better choices, and to design products and services that actually satisfy consumer needs.

"There are many activities that can be improved by the application of behavioural science – early stage innovation, developing new – potentially radical communication strategies, rethinking customer experiences, voice of the consumer programmes, or asking employees to work differently," she adds.

There is currently no formal regulation on behavioural economics, which is in part why Helena and her team at Innovia have created the following guidelines on best practice.

Helen's ethical code to behavioural science

1. Behavioural interventions built on untruths are unacceptable.
2. Nudges that make it difficult for people to choose otherwise are unethical: people must have the freedom to choose differently.
3. Behavioural interventions should be scrutinised for unintended, as well as intended, consequences.
4. Consent should not be hidden: interventions should be transparent wherever possible.
5. Practitioners should be comfortable to defend their approach, methods and motives in public.

ONE SMALL TWEAK TO OUR WEBPAGES, ONE GIANT LEAP FOR OUR WEBSITE



A website is much like Madonna. It needs to constantly reinvent itself to stay relevant. This doesn't have to mean a complete rebuild every few months, sometimes small tweaks can lead to hugely powerful results. We asked marketers to share some examples of quick changes they've made that are easy to replicate

Sprucing up existing content to drive conversions

Dan Smith, digital marketing consultant, Quadrotech

What was the situation?

In early 2019 we started a large-scale digital review. We have ambitious goals and wanted to understand where we could make improvements, but also what we had in place that we could enhance and develop further.

Our blog has long been our biggest traffic driver, and at the time of the review was approaching 1,000 individual posts. These posts, produced over the course of six years (and targeting our audience with everything from technical walkthroughs to industry discussions) accounted for two thirds of our site's traffic in 2018. Yet we were doing nothing to convert these visitors.

What was the tweak?

Our first course of action was to make it quick and simple to download an associated resource from the posts themselves. We reviewed every single post, assigned it a relevant resource and added pop up download forms to each.

How easy was it to implement?

It wasn't a revolutionary change, so it didn't take us a huge amount of time to implement (in comparison to other activities). It was simply a case of making related resources available when visitors were most likely to engage with them.

What impact did the tweak have?

Coupled with embedding contact forms directly on our product pages, our organic traffic conversions rocketed. We've seen almost month-on-month growth since the implementation, and the past three months have set all-time records for us. In fact, August 2019 was a 215% increase on January 2019's figures.

Tidying up the user experience to boost registrations

Sneh Choudhary, content marketer, Beaconstac

What was the situation?

We offer a free QR code generator on our site. When we originally launched the generator, users could not create a QR code that features a logo without signing up for a trial. We quickly realised that potential customers were unable to visualise how the QR code with the logo would look and were therefore unwilling to sign up.

What was the tweak?

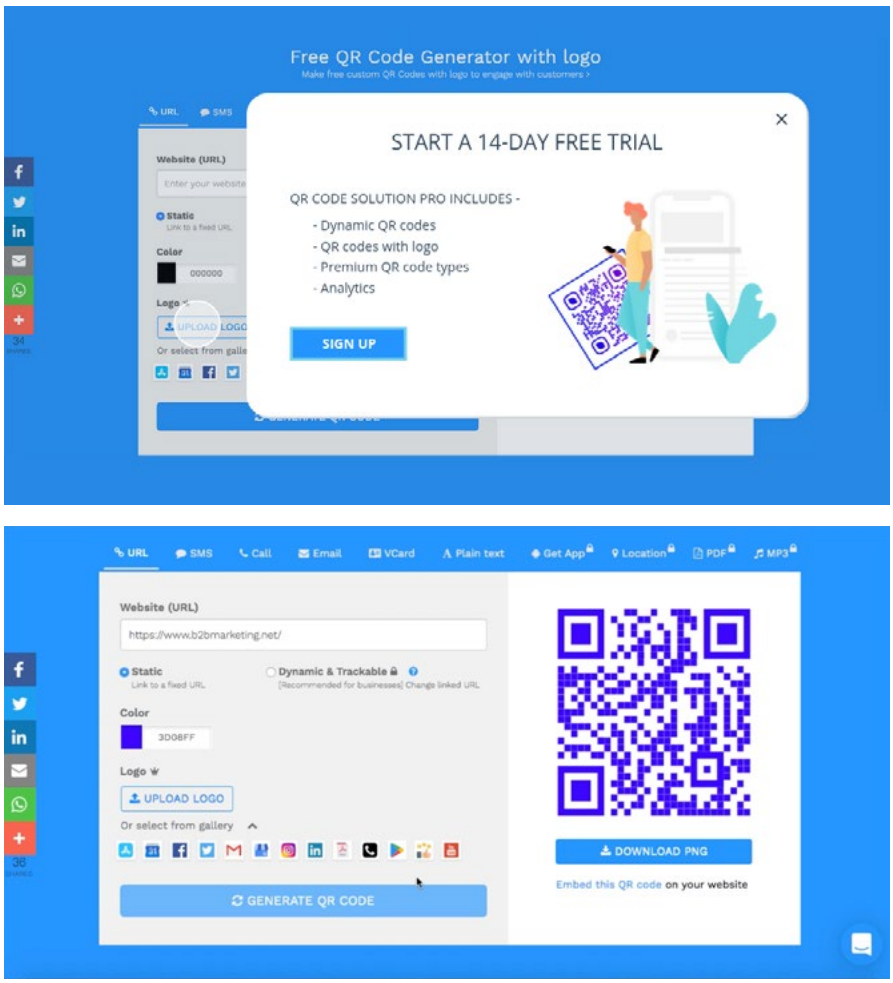
We tweaked the UX flow of the QR code generator. Now, we allow users to experience that 'aha' moment so they can visualise how their QR Codes will eventually look. They have to sign up for the trial to download the QR Code, so we still gain the registrations but we have far more of them.

How easy was it to implement?

It took us less than a couple of hours to make this simple tweak.

What was the impact?

Before the tweak was made, our 'visitor-to-trial' conversion was hovering around 4-5%. This conversion percentage has shot up to 14.9% after this new workflow.



The QR code generator before (above) and after the successful tweak

No-indexing pages to improve SEO and click-through rate

Graham Todd, director, Spaghetti Agency

What was the situation?

After Google announced mobile-first indexing, we ran a speed test and noticed the slow mobile speed (and low score) of some of our pages. We also checked on the pages indexed in Google and noticed there were hundreds more that we had live. We investigated it and found the author pages, blog category pages, and tag pages were indexed. These had very thin content and were bad for SEO.

What was the tweak?

We 'no-indexed' our Wordpress author tags and category pages and removed some mobile speed-slowing code. [No-indexing is a tag that can be used in the code to tell a search engine not to include that page in a list of search results].

How easy was it to implement?

Fairly simple. The website needed some tweaks and some of the coding was replaced with leaner code and language. The no-indexing was really very simple and almost instant in the Google index.

What was the result?

Our impressions and clicks in the Google Search Console doubled. Not bad for some admin and a bit of insight.

A/B testing to determine the efficacy of page layouts

Gillian McCarthy, digital marketing specialist, eSpatial

What was the situation?

In July this year, we decided to test a different layout for our pay-per-click landing pages, this was to better represent our product and increase our conversion rate.

What was the tweak?

The key changes we made were:

- Visual header: We made better use of the space above the fold by using bold imagery.
- More specific content: This ensures the reader knows they're in the right place, whether they're looking for a regional or hot spot heat map.
- More competitive edge: The existing page had a small 'about us' section but didn't give the reader any good reasons to follow through with a free trial. We now clearly outline the benefits of choosing us instead of our competitors.

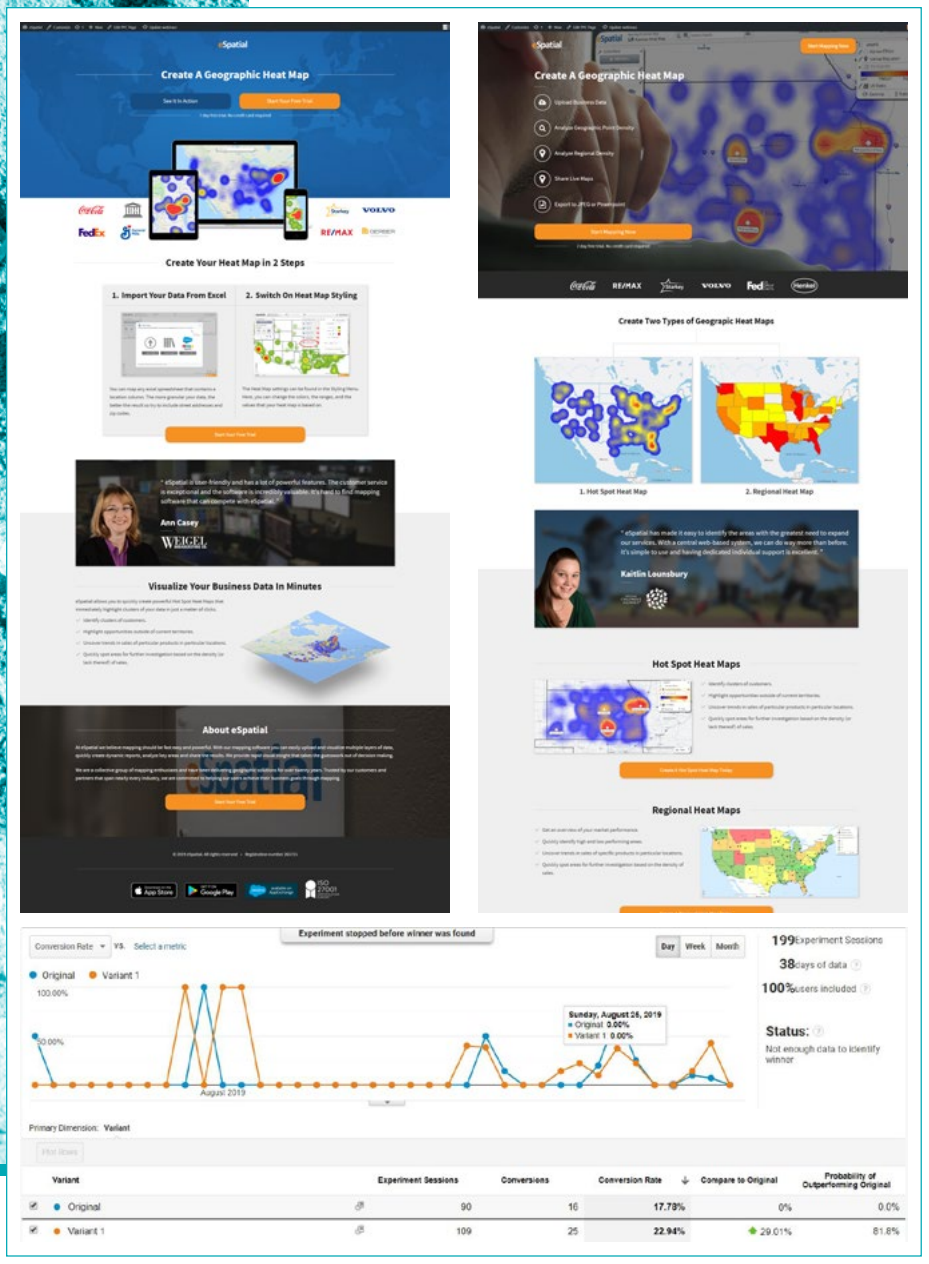
How easy was it to implement these changes?

We have an in-house web developer, so it was relatively easy to get the changes made. It took approximately a week to get the experiment live.

What was the impact?

The A/B test ran for 38 days and consisted of 199 experiment sessions with a 50/50 split between the two variants. Throughout that time, we saw the variants play against each other.

The experiment ended with the original page seeing 17.78% conversion rate and the new variant seeing a 22.94% conversion rate – that's a 29% improvement.



The two separate landing pages trialled in the A/B test and the analytics between the two varieties

We decided to test a different layout for our pay-per-click landing pages, this was to better represent our product and increase our conversion rate

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We trimmed the number and adjusted the placement of CTAs to strategic areas that fit naturally and logically at the right stages of persona-based user journeys

Repositioning CTAs to better match the buyer journey

Chris Schermer, president, Schermer

What was the situation?

Our client ADP realised its conversion-driving website needed a buyer-driven overhaul. As part of a full redesign, and through UX research, we learned that ADP's existing site was littered with calls-to-action that buyers felt were too aggressive, too early, and too often. In many cases these numerous buttons were actually turning buyers away instead of converting them.

What was the tweak?

We trimmed the number and adjusted the placement of CTAs to strategic areas that fit naturally and logically at the right stages of persona-based user journeys. This made the call to actions helpful instead of overbearing.

How easy was it to implement?

This was part of a complete site redesign, and was one of many UX, information architecture and content strategies we employed to help facilitate more conversions and fewer bounces.

What was the impact?

Two weeks after our launch, analytics showed a double-digit surge in performance – achieving a triple-digit MQL increase over the prior year and a double-digit increase over any previous two-week best.

Most impressively, the website performed better than imagined in its first six months. Lead conversion rates, lead quantity, and lead quality skyrocketed immediately and maintained double digit increases – with sales reporting double digit increases in SQLs, closed/won rates and quality of leads.

Switching your top-level domain to better represent the brand

René Schnellen, co-founder, Fashion.Cloud

What was the situation?

Our initial business idea was a B2C app for the fashion industry called LookLocal. Very soon it became clear that the right data for the app was missing and that the exchange of data, such as product or stock information, between brands and retailers was very complicated. The idea for a B2B counterpart, Fashion Cloud, was born. It connects brands and retailers and enables wholesale partners to exchange data efficiently. The business idea, as well as the name, changed so a new domain was needed.

What was the tweak?

There were four reasons to use the domain '.cloud':

- The domain is international. It does not communicate any country affiliation with a country code like .de or .uk
- It's new. At Fashion Cloud we're constantly working on improving processes by developing innovative solutions that help fashion brands and retailers co-operate more efficiently. A domain that hasn't been used by many other companies helps attract attention and convey exactly this message.
- The support we got from the .cloud organisation.
- It is short, recognisable and easy to remember. Our domain is literally our company name, with only a dot in between.

How easy was it to implement?

The change itself was easy (at least as simple as a domain change can be). The only difficulty is that some customers don't understand fashion.cloud is a website when it's written somewhere. In some cases, for example in marketing material, we prefer to write "www." in front so people understand that it's a website.

What was the impact?

The biggest advantage is having a domain that's universally valid across national borders. We're an international company with offices in Hamburg and Amsterdam. On our platform are brands and retailers from over 70 countries, whose customers are represented internationally as well. With a website like fashion.cloud, our customers can use one universal website for communication. The link to our platform (app.fashion.cloud) fits our website (fashion.cloud) so the customers sees a cohesive overall picture.

Working your way to the top



Siddharth Asokan,
VP marketing,
Futurice

You're unlikely to find a marketing leadership role that doesn't involve crossing some kind of geographical or cultural boundary. Siddharth Asokan has spent his career working across the world, leading global teams and setting up marketing functions in the US, Europe, Asia and South America. He shares advice on it, and the pitfalls to watch out for

What have been your biggest lessons when transitioning between different workplace cultures as a marketing leader?

It's absolutely vital to take time out, understand the local market and spend time with clients when possible. Nobody can argue with real insights and data from the field.

The other big lesson for me was that you should really keep an open mind and not carry around preconceived notions about certain cultures. Before moving to Finland, a lot of people told me about how difficult it might be to break the ice and build a good working relationship with colleagues. In fact, it was very easy. It was refreshing to be able to speak your mind freely and get to the point without beating around the bush.

How can you take best practice from one country or region and translate that to another, where the working culture may be different?

In a global marketing set up, this is one of the most powerful things that the team can do. We always set some time aside in the monthly town hall meetings to showcase interesting campaigns and learnings from around the globe. In my one-to-ones I'd always make connections and encourage regional marketing teams to connect with each other and share ideas.

There's a large amount of overlap in terms of core messaging, tactics and value proposition. Our flagship executive event for our key customers has the same theme across regions but we tweak the format of the event. In the US, we'd spread the event across the weekend, but in India this would be a much shorter format, only about 5 hours or so.

What's the biggest mistake you've made when setting up a team in a new marketplace?

I think my biggest mistake was not ensuring that local businesses or sales leaders were involved in hiring and on-boarding new marketers. They have to be invested and equally responsible for the success of the team.

What's the secret of good people management when covering a team all over the globe?

There is nothing more effective than spending face-to-face time with your teams. Make sure you build meaningful connections and get to know people at a more personal level. It can be tedious and expensive to travel around the globe but it's essential as the leader of a globally distributed team.

In my previous organisation, I led a team of around 65 marketers globally and knew most beyond a superficial level. It really helps to know their interests and motivations so you can pair people to work on global campaigns and get very creative ideas.

What benefits does working and managing people in different locations have for your career?

It helps you develop a greater sense of empathy, expands your understanding of different cultures, and makes you a better person, both personally and professionally. Global experience is always valued in the job market, with every company wanting to go global it can be really beneficial.

B2B MARKETING'S 30 UNDER 30

From sharp strategists to nifty networkers, **Molly Raycraft** reveals the top 30 B2B marketers under 30

We wanted to find and celebrate the best young talent in B2B marketing, so over the past couple of months we've sourced and quizzed B2B marketers from across the industry and can now reveal the names you need to look out for.

Unlike the usual 'pick a name from a hat' awards lists, nominees for this have been meticulously vetted from a longlist of 75 first-round names (and an even larger list of nominees) recommended by their peers and partners.

We'd like to say a big congratulations to those who have made it on to this list. To those who just missed the mark, we're still watching out for you and hope you make an appearance next year.

Please note, the following list of 30 top B2B marketers under the age of 30 is in order of the top ranked marketers first.

We've profiled the top 15 here, and you can find profiles for the top 30 online here: b2bmarketing.net/30under30.

The judging criteria

We've been tough with our selections – inspecting, assessing and comparing them on the following aspects of their role:

- Tenure in the industry
- Role and responsibilities
- Size of the team they manage
- Number of industry connections
- Number of awards
- Qualifications
- Experience of speaking at events.

1. Christina Volk
Senior marketing manager, lead digital core/ ERP portfolio, SAP

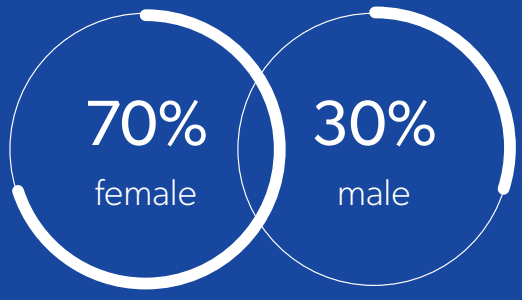


Christina kick-started her career in B2B as an intern at Siemens before moving to SAP. Since then she's worked in a number of different roles at the tech company and began her current position as senior marketing manager this year. She leads a team of three to plan demand generation and awareness campaigns for SAP's ERP portfolio, as well as acting as project lead for SAP's biggest customer event in Germany. Christina has been active in speaking at events herself – in front of audiences of up to 300 people. She has both a degree and masters in marketing and has received multiple personal awards for her efforts.

2. Elliott King
Head of marketing, Dootrix



Elliott has been in the industry for six years, and has played a key role in setting up an Agile team of eight that operates in two-week sprints. He's responsible for the overall management of marketing and describes his overarching goal as "growing the business through storytelling". Elliott has put time into sharing his knowledge by mentoring individuals both internally and externally. He has also dedicated time to building a strong industry network. Elliott's efforts are proven successful by his results. He's grown website traffic at Dootrix by 50%, increased MQLs by 200% and increased start-up growth statistics by 10% year-on-year.



3. Larry Kotch
Co-CEO, The Brains



At 27, Larry has achieved what a lot of agency marketers aim to do within their full career – start their own agency. Since he joined the industry five years ago, Larry has built up an extraordinarily large network. His digital marketing agency – targeting SMEs – has also dramatically grown to a company size of 25 with an office in Bulgaria as well as the UK. The agency's claim to fame is that it operated as the Facebook agency for politician Rahul Gandhi in the 2018 Indian elections. Although Larry is CEO of the agency, he still operates as a marketer. He runs all the agency's best practice B2B lead generation campaigns, as well as training staff in providing quality marketing for their clients.

4. Raj Jain
Senior lead, global marketing operations, WeWork



Raj is an experienced marketing ops lead. He's previously held other marketing ops roles and has spent time developing his understanding of MA, CRM and analytics with qualifications to support this. As he works in a matrix organisation, Raj manages between five to 20 stakeholders per project. Raj's role involves creating alignment around metrics in outbound sales and marketing programmes, partner ecosystems, and campaign metadata that supports the company's account-based marketing. It's imperative that Raj outlines KPI definitions, filter conditions, routing rules, identity resolution and attribution tracking to ensure that the business runs successfully. He also delivers best practice B2B lead generation campaigns, as well as training staff in providing quality marketing for their clients.

5. Rikki Bhachu
Marketing director, MA Exhibitions



Rikki has stacked up a total of eight years within the B2B marketing industry after studying marketing at Loughborough University. He's experienced in both publishing and event marketing, and he passes this expertise on by mentoring a number of juniors. Rikki works on large-scale events and plans the full digital and multi-channel for 16 exhibitions he has achieved the target of doubling the number of events by 50% over the past two years. As well as managing a team of six, Rikki works closely with the data teams to ensure the targets are hit and that marketing budget is invested successfully. Rikki's efforts have seen him cited in multiple industry rankings, now including this one.

The agency has seen a 30% growth in client base and 100% year-on-year retention of clients

8. Lorna Hopkins
Client services director, Mobas



Lorna has predominantly worked agency-side throughout her career but has also worked in-house at IBM. She currently manages a team of five where she also mentors on softer skillsets that will help them develop their personal careers and knowledge of marketing. Lorna has a degree in business management and marketing and has spoken about the role of agencies in global marketing at industry events. Lorna manages more than 60 accounts at Mobas, which entails having financial responsibility and building strong relationships with every single client. We received so many references for Lorna from senior marketers in the industry, we couldn't possibly have had room to include them all. She is clearly a valued member of the industry and the Mobas team.

9. Christopher Baldwin
VP marketing, Zoovu



Christopher is currently responsible for overseeing the go-to-market strategy, which includes leading a six-person team focused on demand generation at a global level. Christopher also looks after marketing at all levels of the funnel from social media to account-based marketing, as well as branding, PR and budget. The efforts of Christopher and the rest of the Zoovu team have seen tremendous year-on-year growth, which according to Christopher means that no day is the same. The marketing VP also provides mentoring both within and outside of the agency. Externally, he works with students of his former university – particularly with those studying martech, consumer psychology and CX.

10. Matt Harper
EVP and MD, The Marketing Practice



Matt moved to the US three years ago to set up the US arm of agency The Marketing Practice. At the time, he had two employees. Since then, headcount has grown to 29 – with four of these being Matt's direct reports. A primary strand within Matt's role is customer experience as he aims to drive customer advocacy. So far, this has been successful, as the agency has seen a 30% growth in client base and 100% year-on-year retention of clients. His focus on the US has also led him to speak at well-known US marketing conferences such as ANA. He's also featured in leading industry publications such as *B2B Marketing*.

6. Phoebe Jackson
Business director, MomentumABM

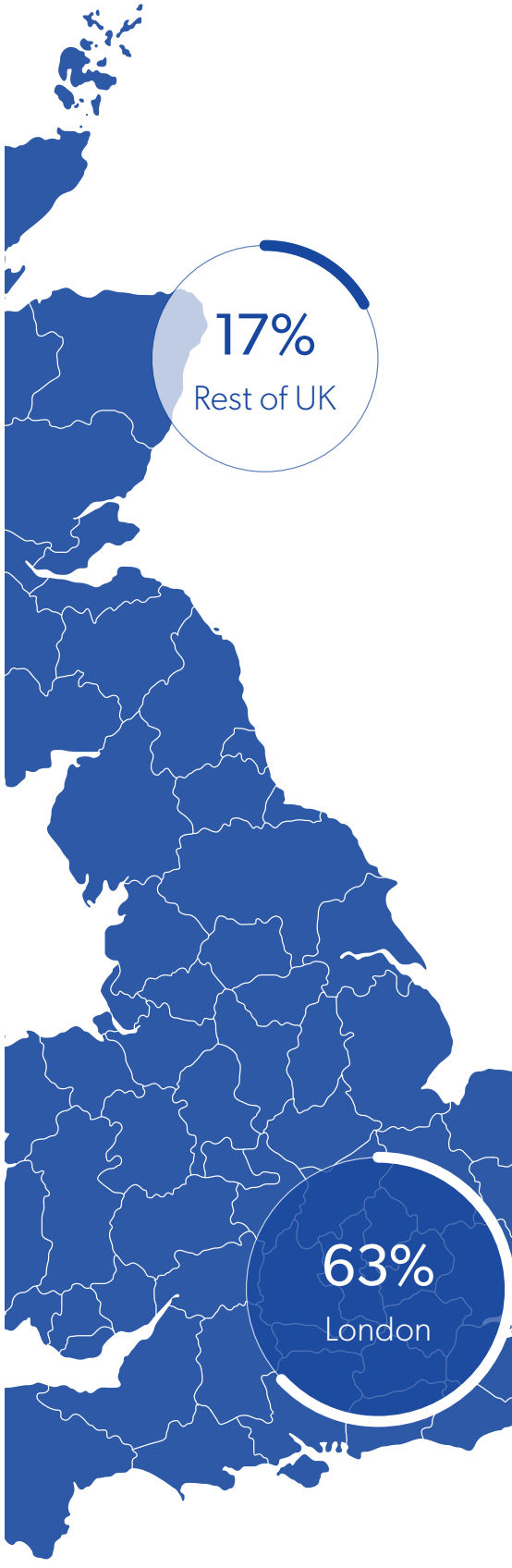


Phoebe manages a cross-functional team of 10, working with clients such as Adobe, Google, HP, SAP and VMware. She helps clients transition from traditional marketing to account-based marketing. This includes working on common challenges such as sales and marketing alignment and understanding accounts that are ready for account-based marketing. Phoebe has played a key part in programmes such as SAP's, which has gone on to clinch numerous industry awards. Phoebe herself has been awarded several internal awards for her efforts. Over the past seven years, the business director has built up a hefty network of B2Bers, which includes her two mentees.

7. Shannon Peerless
Managing director, 10 Yetis Digital



Shannon is a great example of how hard work and long-term commitment to a company can benefit a career. She took the less conventional path of joining 10 Yetis Digital at 18 after completing her A-Levels. Since then, she's put 10 years into the company and has worked her way from entry level to MD. Before becoming MD, she was the head of PR at 24. Shannon is ultimately responsible for ensuring the agency continues to deliver quality marketing for clients and hits KPIs for companies such as Kashflow, Awin, Affilinet, Investec, and Feefo.



11. Caroline Lucas-Conwell
International marketing, GoCardless



Caroline leads international expansion for GoCardless' non-UK markets. She's worked in markets all around the world, including Canada, the US, Australia, and parts of Europe. Her work has also contributed to campaigns and programmes that have gone on to win top industry awards. Caroline has been proactive in developing her knowledge through qualifications such as HubSpot's inbound marketing certification. As well as this, she's set her sights on helping others improve through mentoring young innovators at Young Enterprise. Caroline also organises a monthly meet-up for women in B2B marketing and advises a start-up influencer marketing company.

12. Kathryn Collins
Marketing automation consultant, Squiz



As her title suggests, Kathryn's role is heavily focused on marketing automation, and she plunged herself into learning and understanding more about the technology. Kathryn has completed numerous marketing qualifications including a degree in marketing, multiple HubSpot marketing certifications, and a marketer certified expert status. This has encouraged Kathryn to mentor others within the team at Squiz. Kathryn also uses her expertise to advise clients on how to use MA efficiently within their own organisations. Within her first 10 months at Squiz, Kathryn has grown the MA proposition revenue to more than 3500%, and brought in the largest UK new business client within the past 12 months.

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13. Hollie Brown
Account director,
Agent3



Hollie is an ABMer at Agent3. She's worked with a number of clients from briefing stage to final delivery. She's played a key role in implementing best practice, aligning sales teams around, and managing client and internal stakeholder expectations around ABM. Hollie's actively improved her skills within digital and account-based marketing through a number of different certified training courses such ITSMA's ABM programme and two Digital Marketing Institute's Professional Diplomas. As well as this, Hollie has dedicated time to building an industry network, which has helped her pursue mentorship from industry veterans at companies such as SAP. After four years in the industry, Hollie has already managed fellow marketing rising stars across her in-house and agency experience.

14. Zara Kerwood
Creative technologist,
George P. Johnson

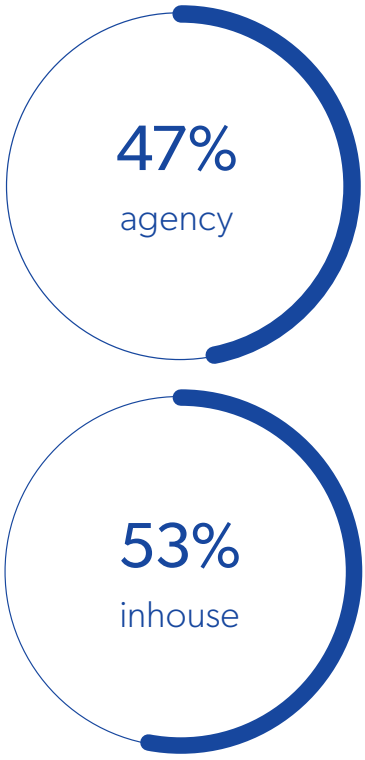


Zara works on using technology to build insight and brand experiences for a portfolio of clients such as IBM, Cisco, and the Festival of Marketing. The tech Zara specialises in includes artificial intelligence, virtual/augmented reality (VR/AR), games, web and mobile. Zara has been at the forefront of the experiential agency's digital growth, which has seen revenue double year-on-year for three consecutive years. Zara has used her tech knowledge to speak at events including Event Tech Live, and GPJ's Power of Mobile panel. She also volunteers to mentor a junior at George P. Johnson. Many of Zara's accounts have won awards off the back of her work.

15. Laurence Reid
Marketing manager
EMEA, Exiger



Laurence is Exiger's only marketer based in EMEA, which means he has to be an expert in multiple fields – often managing large-scale projects single-handedly. Over the past five years Laurence has also built relationships and aligned with Exiger colleagues working across different time zones. His role includes event management, digital marketing, marketing automation, content creation and PR. Aside from juggling numerous tasks to ensure Exiger achieves successful results, Laurence has also found time to advance his own knowledge though a number of marketing qualifications from Econsultancy, HubSpot and the International School of Communication.



16–30

16. Kara Buffrey
Client services and media manager, Clearly PR

17. Kaine Shutler
MD, Plume

18. Alex Koenig
Marketing manager, Momentum ABM

19. Jenn Clauss
Marketing manager, demand gen, Advisor Group

20. Isabella von Aulock
Marketing manager, Expedia

21. Anastasia Yates
Marketing manager, Fresh Montgomery

22. Denise Dobiasch
Integrated digital marketing architect, SAP

23. Laura Cahill
Account director, Harvard

24. Marianna Reguibi
Marketing and business development, BKL

25. Bex Highfield
Marketing manager, Action Rocket

26. Molly Handley
Senior marketing brand executive, Faversham House

27. Jenny Farnfield
Web marketing manager, Workfront

28. Teodora Miscov
Marketing manager, Lab Digital Agency

29. Georgia Hatton
PR and content manager, Cogent

30. Sam Asquith
Content marketer, Ocorian

Salary survey 2019

£74,697
Average male salary
+23% YoY

£60,439
Overall B2B marketing salary
+16% YoY

£52,821
Average female salary
+14% YoY

£60,777
Average client-side salary
+18% YoY

£59,270
Average agency salary
+14% YoY

£78,721
London average salary
+25% YoY

£49,858
Rest of the UK average salary
+11% YoY

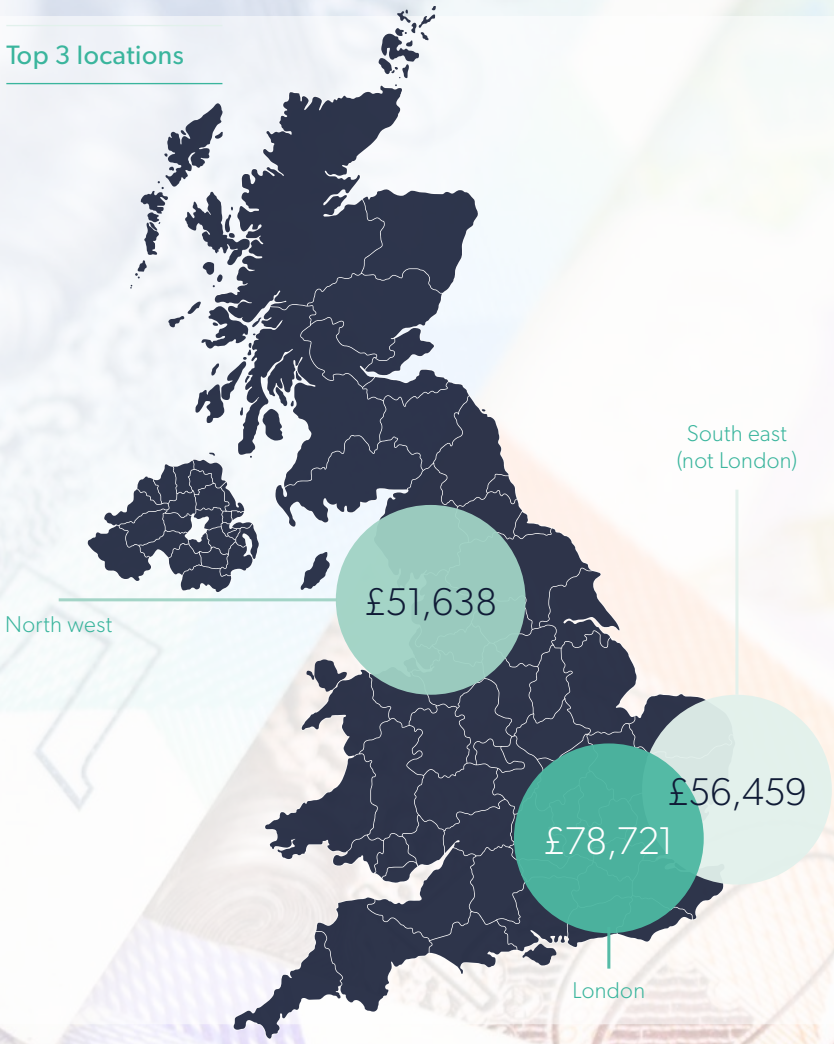
63%
Had a pay rise in the past 12 months

67%
Satisfied in their current role

48%
Looking to switch jobs in the next 12 months

28%
Had less than an hour's training in the past year

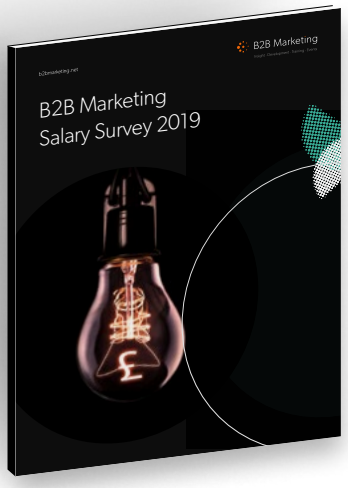
Top 3 locations



Client-side roles	2019
London	£78,721
Rest of the UK	£49,858
Scotland	£41,558
North East	£36,500*
North West	£51,638
Yorkshire and the Humber	£46,400
East Midlands	£47,668
West Midlands	£50,071
Wales	£41,500*
East of England	£40,750
South East (not London)	£56,459
South West	£41,982
Northern Ireland*	£28,671*

Salary by speciality	2019
Generalist	£63,502
ABM	£79,222
Brand*	£67,691*
Content	£47,250
Copywriting	£43,389
Data	£33,550*
Digital	£49,880
Events*	£25,281*
PR*	£78,500*
Technology	£55,964

**Based on lower response rate*



For more benchmarks and full analysis of this year's Salary Survey, visit b2bmarketing.net/2019salarysurvey to download your copy.



DIALOGUE

BENCHMARKING SUCCESS CRITERIA FOR HIGHLY SUCCESSFUL B2B AGENCIES

What does success look like for B2B marketing agency leaders today? We recently surveyed agency chiefs to understand how they are facing new challenges, and what will make them successful in the future. **Joel Harrison** reports

Why now's the time for agency leaders to raise their game

Agencies are the driving force of the business-to-business marketing industry – that much was obvious to me from the minute we founded B2B Marketing, and has remained so ever since.

The role they perform is complex, multifaceted, nuanced… and sometimes little short of miraculous, in terms of feats of tremendous marketing achievement they pull off in often difficult circumstances – even against all odds. It cannot be overstated.

Consequently, running a B2B agency, let alone a successful one, can be extremely challenging. The combination of tight budgets, hard-to-reach customers, complex markets and (sometimes) poor appreciation of marketing within client companies can make running a B2B agency little short of masochism! These are challenges that would make most B2C agency owners run and hide.

Perversely, and despite all these obstacles, the B2B agency community has never been so vibrant or buoyant – as evidenced by our annual Agencies Benchmarking Report, which this year features its biggest ever league table of agencies. And the shortlist for the B2B Marketing Awards 2019 shows the rich variety and tremendous quality of work that they are creating.

But as anyone in marketing knows, success today never means guaranteed success tomorrow – B2B agencies today face a new wave of challenges; including insourcing by marketing teams enabled by martech; and new competitors from large B2C groups launching dedicated, specialist B2B arms.

So how should agency owners respond to these, and other challenges? What does success in B2B agency management and leadership look like today, and what's it going to look like in the future? To answer these and other compelling questions about the future of the B2B marketing agency world, we've teamed up with our friends at The Magnus Club, to produce our first ever report on successful B2B agency management.

We think the insights that we've captured provide some excellent input and food for thought for agency leaders looking to refine their existing practices and (perhaps more importantly) prepare for their ongoing evolution.

My thanks to everyone who took part – we appreciate your input and time to compete the questions. I hope you find the results as interesting as I have, and I look forward to your feedback.

Better, more successful, happier agencies

The main aim of this research is to discover as much as possible about



how senior agency leaders view the world today, and the anticipated future challenges. And as respondents, for you to understand and benchmark your own business against your peers.

It may appear there isn't a huge amount that sets agency leaders apart in terms of their challenges, frustrations and thinking. But these differences highlight opportunities for change, with different ways of working that can help agencies to run better and realise greater profit with a happier workforce.

Without doubt we work in one of the most exciting, innovative, fastest-growing and challenging industries today. B2B marketing has undergone an enormous change over the past 15 years and is now recognised for both creative and strategic brilliance as well as the huge contribution it makes to the UK economy.

Without doubt one of the most positive findings was the high morale enjoyed across the industry

If you put this together with the reason most people come to work (great people and the diversity of work), it's a sound reflection of how we're not letting the political situation affect us by getting on with business as usual.

"There was an opportunity to shine a light on how B2B organisations could use marketing effectively to drive revenue. That was six to seven years ago – and it's just got more interesting as technology changes and impacts the buyer journey"

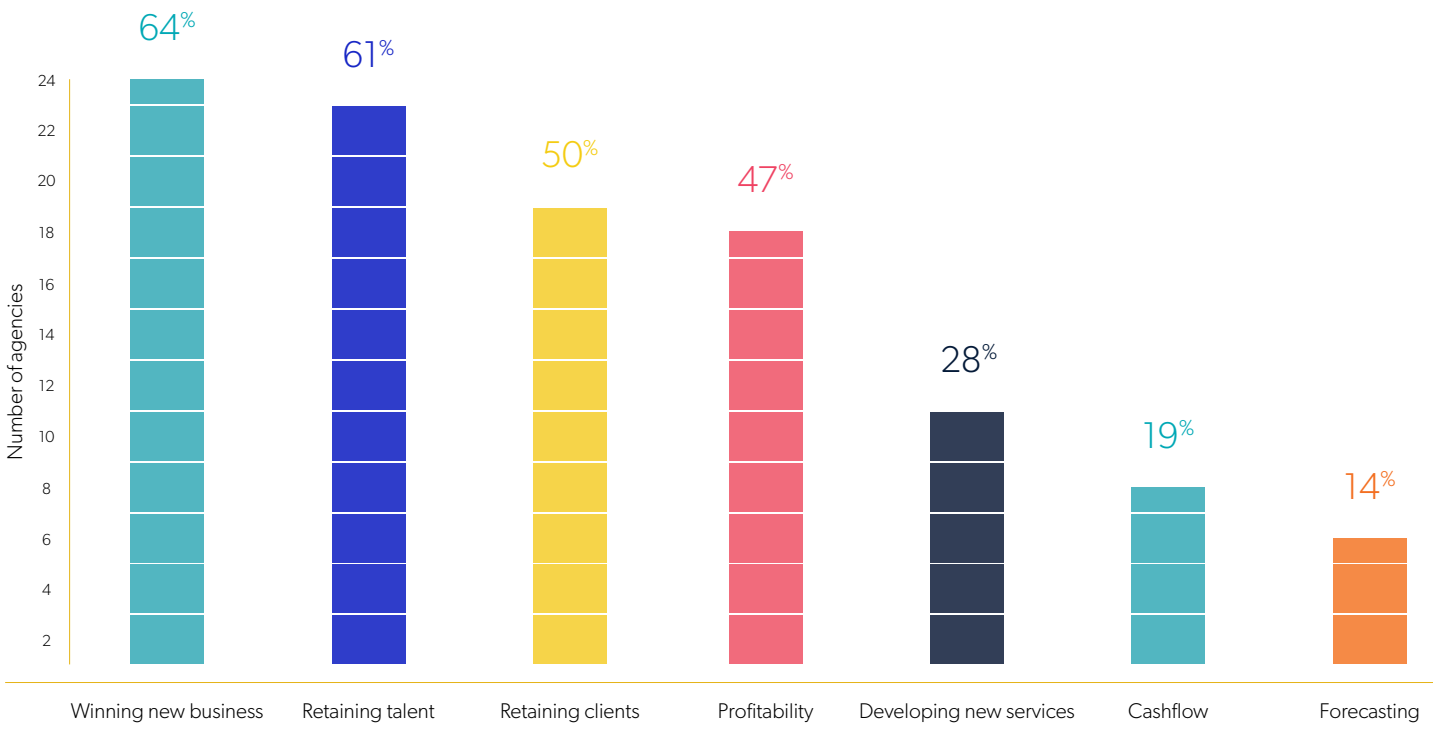
Generally agencies are all still worried about finding and keeping good people, as well as making sure we attract the best skillsets, and continuing to believe in training and investment in talent.

Many agencies have increased their service offering dramatically over the past 12-18 months and this will undoubtedly affect their need to attract different skills and possibly profitability which was one of the main challenges; 'learning on the job' can be expensive.

The yearly number of new business pitches that agencies are taking part in is high and this too can reduce profits. Interestingly the biggest reason cited for turning down work was client budgets – which does show a good degree of confidence and respect for the industry we work in.

This was the first year of the Senior Agency Personnel Dialogue Survey and we look forward to repeating it next year and comparing results.

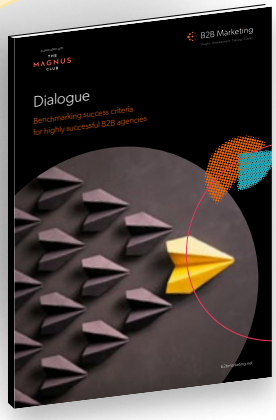
Top challenges facing agencies



Top 5 challenges facing agency owners

The first Dialogue Survey found the following five areas to be most challenging for agency owners and management:

1. Pitching. High investment, low return as clients change briefs, pull pitches and the work fails to materialise.
2. Adding new services to meet clients' needs and stay competitive. Finding the right people to meet ever changing needs of the agency offering.
3. Processes. Developing and adhering to a process for an ever-changing agency model.
4. Profitability. The death of the retainer, rise of procurement and underestimating jobs pile on the pressure.
5. Succession planning, or lack of, can mean agencies are not optimising future opportunities.

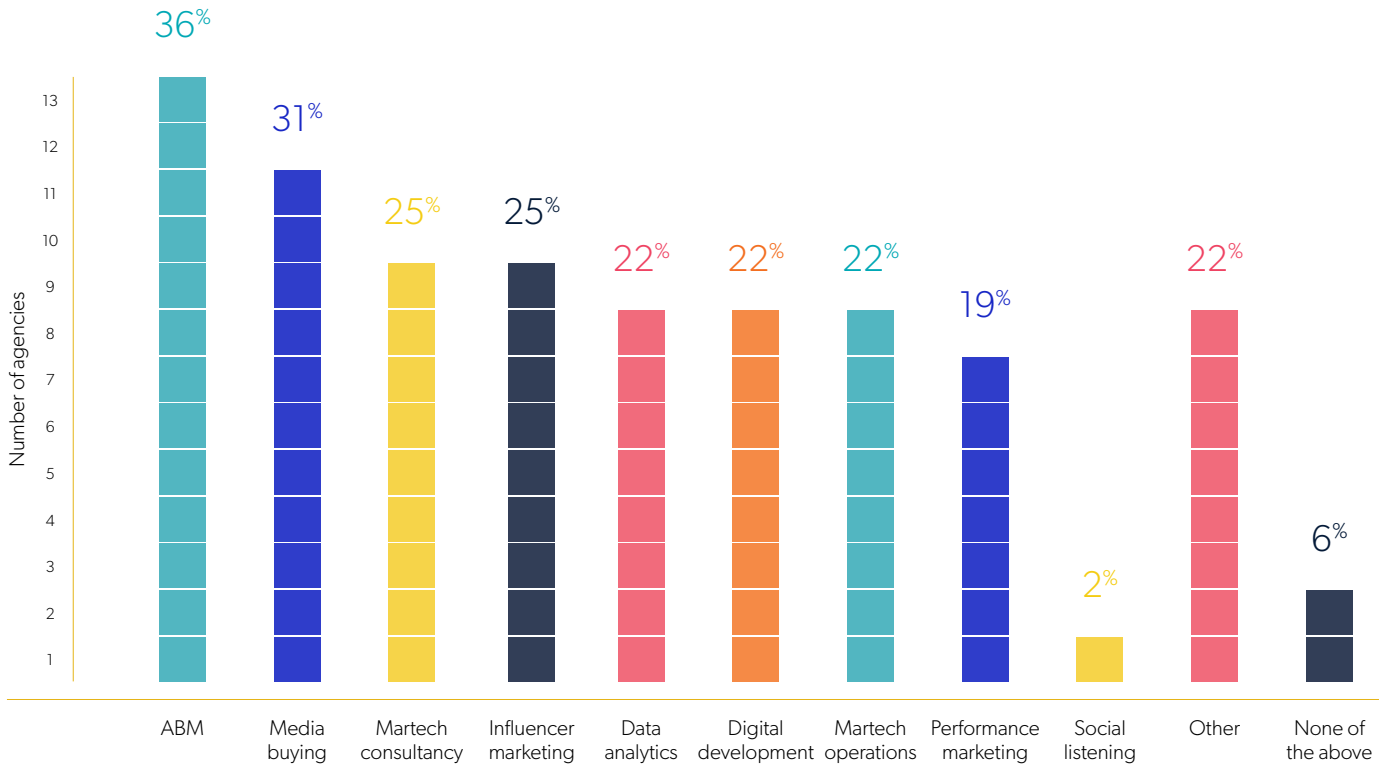


This is an extract from, *Dialogue: Benchmarking success criteria for highly successful B2B agencies*. The full report contains:

- The top 5 challenges facing agency owners
- Tips for managing the pitch process
- Essentials for a healthy client/agency relationship
- The new services B2B marketing agencies are investing in
- 5 recommendations to improve agency profitability.

Download your free copy at b2bmarketing.net/dialogue

Which services have you added in the past 12 months?



Services and skillset

With over 60% of agencies describing themselves as integrated, there is a trend for B2B agencies to become less specialist and more generalist, unlike their B2C agency counterparts. The agencies we surveyed have added a combined 23 new services to their offering over the past 24 months. That means an average agency offers more services than it has staff.

Of those new services, 36% added ABM, 30% added media and 47% added martech consultancy or operations. All of these require specific skills and technology investment to be able to deliver effectively.

> *"Clients expect agencies to have all the martech in-house. The biggest agency challenge is working out how best to monetise it, when it is now expected to do the job"*

It is no wonder the biggest challenge for agency management, when it comes to operations, is finding the right skillset to deliver the task, when the tasks keep changing.

Either, existing staff are having to learn new skills at a rapid pace or new people are coming in to deliver the new service. Scaling at such a pace will impact profitability. Upskilling existing staff can be a positive for both staff and agency but also involves considerable time and training investment.

> *"The biggest challenge is not finding specialist skills but the right characteristics of the individual. Motivation is more important than skills, we can train those. If we lose a person, we lose the skillset. We cannot have everyone being experts, we need multi-disciplinary people"*

It can be hard for agencies to diversify at such a rate without it having a negative impact on business, which begs the question, is generalist the best structure for agencies, and does it give clients the best service available?

> *"We are trying to find T-shaped people and only have a few specialists"*

> *"Great agencies hire brilliant people, then give them the freedom to create brilliant work, for brilliant clients"*

5 tips for managing people and service requirements

1. Be clear about your positioning and service offering. If you don't offer a service, consider strategic partnerships with external partners that do; instead of venturing into new areas that require monetary and time investment.
2. Don't be afraid to say no to clients if you don't offer a service.
3. Look for people who will fit culturally and have a good work ethic over specialist skillset.
4. Commit to training to retain your best talent and evolve your service offer from within.
5. Drop services that lose you money. It may sound obvious, but many agencies don't run a 'services profit analysis'.

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Intent
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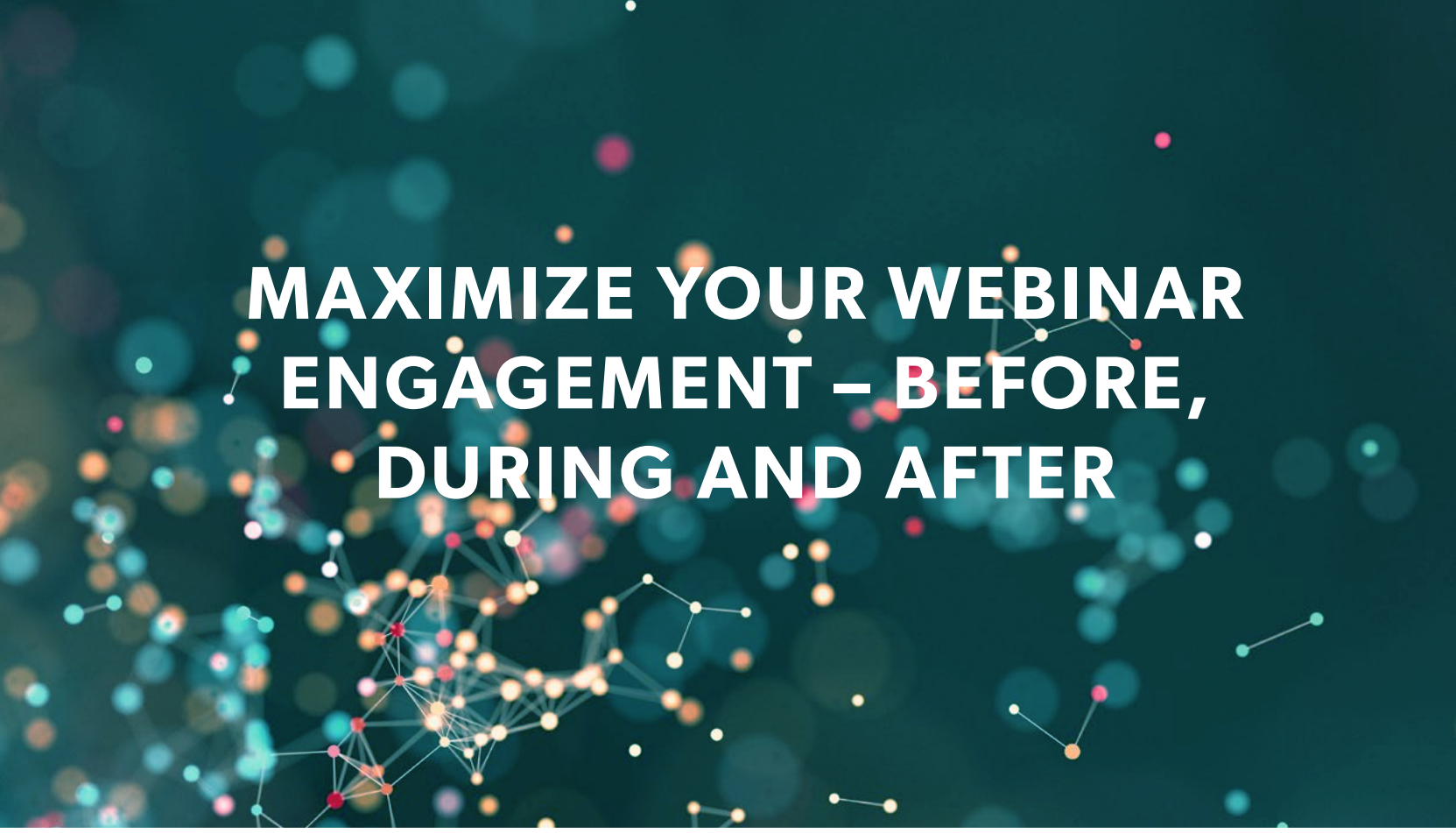
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Web
Boost conversions with personalization

Ads
Reach decision makers in your target accounts



Triblio's Account-Based Marketing (ABM) solution equips marketers with the platform and expertise to scale 1:1 account targeting for pipeline impact. Its AI-powered account-ID engine drives advertising, web personalization, and sales campaigns for successful businesses such as Atos, JDA Software, and Meltwater. To learn more, visit www.triblio.com



MAXIMIZE YOUR WEBINAR ENGAGEMENT – BEFORE, DURING AND AFTER

Leading companies are rapidly transforming the humble webinar into a powerhouse marketing channel, driving engagement with prospects and customers at all levels of the sales funnel to generate a multitude of new insights. **Paul Snell** explains how to unlock their latent capability

What's today's typical webinar like?

Believe it or not, the webinar is nearly a quarter of a century old. The mid-90s saw the first screen sharing apps begin to morph into full web conferencing, albeit via glitchy, unsynchronized and painfully slow dial-up video. The first software specifically built to host webinars, PlaceWare, was launched in 1996, and in 2003 Microsoft snapped it up for an estimated $200 million.

While the technology and infrastructure behind webinars has moved on light years since those early experiments, people's perception of it has been slower to catch up. For many, the term webinar still evokes the idea of the basic 'talking PowerPoint' presentation. Now they're so much more than that. They are digital, engagement-driven experiences that operate at all levels of the sales funnel.

What makes a great webinar?

A modern webinar has a number of qualities that marks it out from the hackneyed stereotype.

› **They're fully branded.**

It's more than just slapping a logo on at the top of a screen. Most webinar platforms now allow for full customisation of the console, with top-line messaging, corporate imagery and product pictures.

› **They're incredibly interactive.**

Interactivity has traditionally been confined to a hosted Q&A at the end of a presentation. The Q&A has survived, but it's supported by polls, surveys, instant messaging chat and downloadable content.

› **They're increasingly multimedia.**

A few years ago only a tiny percentage of webinars would include any video Now companies are broadcasting in high definition, using webcams, integrating video clips and using screenshares rather than hiding behind a slide deck.

› **They're multi-touch content.**

No longer does a webinar simply provide a presentation. You can now surround your viewer with content. With fewer marketing

"While you may not be able to afford a full broadcast studio or elaborate sets to do a panel discussion, the elements that make a great webinar are available to any company"

touches in the overall customer journey nowadays, it's crucial to expose your audience to as much as possible when you can. The idea isn't that they'll consume this content simultaneously, but they'll take it away with them and digest later.

› They're now human experiences.

Forget the disembodied voice behind the screen. The video of a webinar is now more akin to a late-night chat show, panel discussions or interviews. Companies are moving away from PowerPoint presentations toward serialised programming, changing the tone to make them more approachable.

Technology companies were early adopters of mixing up the format, such as LinkedIn's LIVE with marketers in a sofa-based discussion show. The past two years has seen other sectors pick up this baton, such as Schneider Electric's live case studies with customers in the manufacturing industry.

What if I don't have a massive budget?

The idea of a full-HD broadcast from a high-tech studio with a custom-built set might sound appealing, but it's hardly realistic for a marketing team of a couple of people who need to provide proof of concept for webinars before they get investment.

Don't worry, says On24's Mark Bornstein. "Webinar technology is one of the great democratisers of marketing. While you may not be able to afford a full broadcast studio or elaborate sets to do a panel discussion, the elements that make a great webinar are available to any company."

Branding you can provide yourself. Making it an interactive experience only requires creative thinking. Many companies are actually moving away from broadcast quality video and replacing it with simple webcam tech because people are more familiar with it. "In surveys of audiences shown a full broadcast video and webcam video, people actually liked the latter better because it's a little less antiseptic," Mark adds.

Pre-webinar engagement

What's the best time and day to hold your webinar?

This is a frequently asked question, with no simple answer.

According to On24's Webinar Benchmarks Report, the best day for webinar attendance is Thursday (28%), followed by Wednesday (27%) and Tuesday (24%). However, it depends on your target audience. If you're a medical devices manufacturer with a target audience of doctors, they're unlikely to be able to sit down for a webinar on Thursday at 2pm. One such company ran its webinars at 7pm instead and drove excellent engagement.

In the US, the optimum time to hold a live broadcast is cited as 11am PST to reach viewers on both coasts. But in the UK, the most popular time to hold a live webinar is actually 8am.

While the live broadcast remains important, the rapid growth of on-demand viewing means there are alternatives if your audience can't make the initial event.

Setting up a promotion strategy

Having decided when you're going to hold your webinar, you need to start driving people to register for it.

Some 80-99% of webinar sign-ups still come as the result of email marketing. The quality of the data you use will always have a significant impact on who you're targeting.

That's not to say that you can't drive registrations through other channels. Another medical device company recorded an on-demand webinar and only used paid social (primarily Facebook ads) to promote it. They

managed to drive 10,000 views of the webinar over the course of six months.

All the usual rules of email marketing apply. Use an attractive subject line. Show the prospects what's in it for them. Provide strong calls-to-action. Personalisation is also vitally important.

> *"A mistake people make is they just have one promotion that they push out over and over again. It's important to differentiate. If you're going to drop two or three different emails, vary the type between HTML and plain text. Personalise them. Segment the database so you're promoting the webinar in a way that's more applicable to their industry"*
>
> **Mark Bornstein, On24**

Don't be afraid to tap into your presenter and speakers' networks. Lean on them to promote your webinar to their audiences, especially if you have influential speakers.

Working with partners can also be an effective way to promote a webinar. Susanna James, who established the webinar programme at the customer service business Kayako, says her top tip for driving sign-ups is to pair up with a partner company or guest speaker with an engaged following and get their support on promotion.

> *"The most successful webinars I have been involved with have tied into an existing campaign. This enabled me to heavily promote the webinar alongside all other marketing activity associated with that campaign, which broadened the reach of the webinar and was more cost-effective"*
>
> **Susanna James, digital strategy consultant, Emark**

How long should you promote your webinar for?

One of the most startling statistics from On24's webinar benchmark report was that more than a quarter of viewers (28%) register for a webinar more than 15 days in advance.

A further 26% sign up eight to 14 days before. These early registrations are also more likely to turn into qualified leads, as they're the enthusiastic prospects hungry for content. Between four to six weeks should be sufficient time to promote your webinar and drive registrations.

Top tips: Landing page optimization

- Make email the top field of your registration form. Not only will this make a massive difference to conversion rates (as visitors will fill that field in first), it will also trigger the autofill function of most web browsers.
- Include a diary function that will automatically put the webinar into registrants' calendars.
- Add a video. On24 found videos on webinar landing pages increased registrations by 17%.



This is an extract from our free report, *Maximizing your webinar engagement – before, during and after*. To learn more, including:

- The best times and days to hold a webinar to maximize engagement
- Proven tips to drive more registrations
- How to engage your audience (and get them to return for more)
- How to make the most of the leads you've gathered.

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Ogilvy
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Pitching peculiarities – is it time to find a better way?



Even with the numerous challenges currently facing B2B agencies, it was long-established frustrations around the pitch process that dominated discussion at a recent roundtable. Surely there must be a better way, asks **Joel Harrison**?

Joel Harrison is editor-in-chief and co-founder of B2B Marketing, and is an evangelist, advocate and all-round enthusiast for all things B2B. As well as speaking around the world on business marketing issues, Joel is responsible for the development of B2B Marketing's training and events activities.

The often tenuous and sometimes turbulent nature of client relationships was one of the central themes of a roundtable that we ran this month with 14 prominent B2B agencies. It followed the launch of the Dialogue report on trends for agency success, which we created in association with our friends at The Magnus Club (see p38).

So client relationships can be tricky – what's new? – you might be forgiven for asking. The answer is quite a lot – in particular, the current vogue for insourcing, and the increasing role of procurement in the agency selection and management process. Both of these things are having significant impacts on agencies and the relationships with clients, the type of work they do, and the opportunities they have.

The roundtable, which explore some of the core findings of the report, was a lively discussion conducted in good humour, and often closer to collective counselling than serious business discussion.

We certainly didn't intend to spend a significant amount of this two hour session talking about the trials and tribulations of pitching, but that's exactly what happened. The willingness agency principals attending – or perhaps more specifically their need to offload frustrations – confirmed this aspect of agency life is no less contentious than it was a decade ago.

Given the near complete extinction of retainers, agencies arguably have less to gain than ever by participating – yet, as our research showed, most pitch at least once a month. This underlined the huge commitment that this represents from these agencies, and the relative lottery that it offers in terms of success. The growing role of procurement in this process, often combined with the inexperience of clients in conducting a pitch, only served to exacerbate dissatisfaction. Despite this, they all still do it, sometimes contradicting their own guidelines to do so.

Consequently, there was general acknowledgement of the need for a better way of running pitches, and clarity over rules of engagement for both sides. This is a discussion which B2B Marketing and the Magnus Club are going to continue and develop, with participation from those attending the meeting – we're looking to form some kind of consensus around best practice (for the benefit of both clients and agencies) that adds real value to the industry.

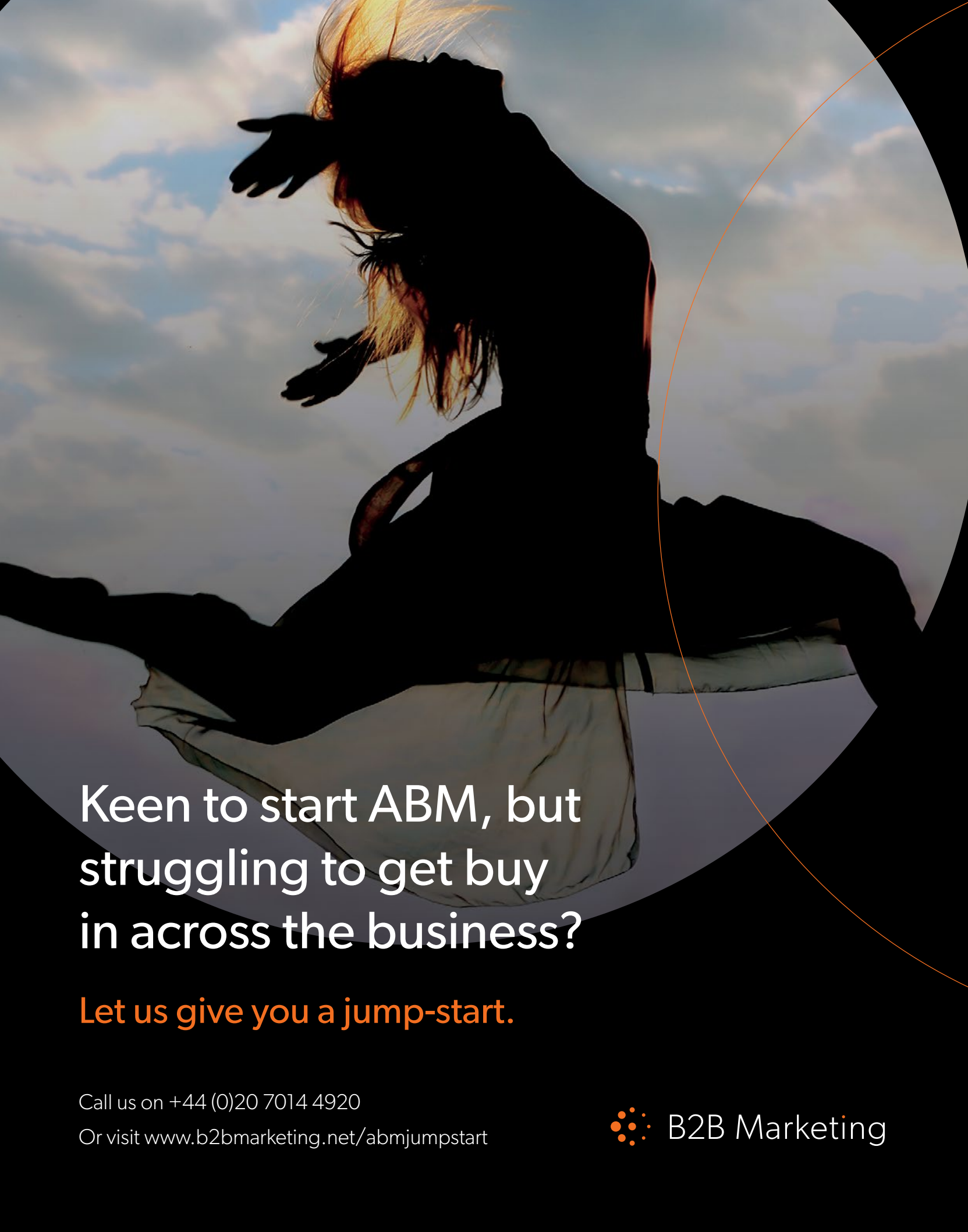
This aspect of agency life is no less contentious than it was a decade ago

The conversation did eventually move on from pitching, with lots of interesting observations about different aspects of agency management, including:

- The addition of new services. Almost everyone was adding new services, typically in a reactive fashion to client needs, less often with a strategy in mind
- Process development and management. This was patchy at best, with clear gaps in areas such as forecasting, where less than 30% said they could do this with confidence.
- There was widespread interest in and enthusiasm for an effective onboarding process for clients (not just staff) as a means of managing expectations, and optimising the relationships going forward.

All those agencies attending admitted to having their challenges, but all were continuing to grow in sometimes challenging environments. As ever, the key to running a successful B2B agency is being entrepreneurial and adaptive in equal measure. The moment you stop being able to respond to whatever requests you get from clients, however strange they or ill-thought-out they may appear, is the moment when your days might be numbered.

The report is available to download at: b2bmarketing.net/dialogue



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