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The rise, fall and rise of martech in B2B

Evolution of the role and relevance of martech in B2B – and how CMOs are preparing for the future

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Section 1: Introduction

Snapshot of an industry in transition



Joel Harrison
Editor-in-chief,
B2B Marketing

In all aspects of our lives, technology immersion seems to be deepening on an almost daily basis. It's hardly surprising, then, that technology is playing a more and more significant role in marketing – and B2B marketing in particular.

B2B martech is a fascinating and essential part of our profession right now. In fact, one recent study states that B2B CMOs consider martech as the single most important area to master at this point in time. The interviews for this report validate the study's findings – and have been the most fascinating that I have conducted in 14 years of running B2B Marketing.

To begin, marketing technology is hardly new. Digital marketing dates back more than 30 years. Marketing automation, a focal point of B2B martech, has already been in play for more than a decade.

The scale and sophistication of today's martech is staggering, as is its importance to marketing success. The vendor landscape has figuratively exploded, bringing into sharp focus the term 'tyranny of choice'. As martech has risen to lofty heights, the challenge of deploying all this technology to deliver effective marketing seems increasingly Herculean – with massive and interrelated requirements for strategic, technological, data science and operational expertise.

Yet, as B2B marketers embrace more and more martech, and endeavour to equip their organisations and teams to realise its potential, it's clear that adoption has outpaced adaptation. The quest for successful utilisation and hoped-for return on investment is still very much a work in progress.

At the same time, many marketers feel that the extreme focus on precise and highly segmented digital delivery (the right messages to the right buyers at the right buyer journey stages, as enabled by martech) has diverted attention, not to say investment, from the fundamental necessity of delivering emotionally resonant experiences.

Clearly, for martech to continue to gain traction – and to deliver meaningful insight – marketers need to understand and overcome the speed bumps that have impeded modern martech mastery. Needless to say, some B2B marketers and brands are proving more successful than others in adapting to this landscape, and building a tech enabled marketing machine that's fit for 2018 and beyond.

Given the profound nature of martech's myriad challenges and opportunities, we wanted to explore them through the experiences of a number of CMOs, VPs and marketing directors on both sides of the pond. We wanted to understand how they are using martech, and the trials and tribulations they have experienced with it – during deployment, integration, everyday usage, and everywhere in between. Most importantly of all, we wanted to understand how their approach to martech is evolving, and what the future looks like.

The question we most wanted to ask is: given its rapid ascent, is the importance of martech continuing to rise or starting to level-off?

This report showcases an industry undergoing rapid transition and transformation as it adapts to technology integration, complexity, internal and agency skill sets, and more.

Section 1: Introduction

The rise of post-modern marketing



Tom Stein
Chairman and chief client officer, Stein IAS

Just about 10 years into the ascent of 'all-things-digital', Forrester Research in 2004 issued a report called "Left Brain Marketing."

The report's author, Eric Schmitt, was prescient regarding the impending skew away from creativity and marketing's emotional and psychological roots with which was about to take place in the wake of marketers' insatiable demand for Modern Marketing measurability and attribution.

According to the executive summary: "Three technology trends – media fragmentation, addressability and interactivity – are converging on the world of marketing and advertising. In a new era of Left Brain Marketing, analytical strategies grounded in deep audience knowledge will rise to predominance. Creative will remain essential but will play a smaller… role."

By 2006, Marketing Automation platforms were gaining traction with the promise of enabling marketers to more directly drive, measure and attribute results (including revenue!). The game had changed in B2B marketing, and the game was on for modern martech.

Fast forward to 2017. A Gartner survey of UK and US enterprise marketers reported that, on average, 22% of B2B marketing budgets was being allocated to martech, on par with labour, paid media and services. Many other surveys show staggering growth in martech adoption and investment. In 2018, the famous Chiefmartec.com landscape "supergraphic" was expected to reveal contraction. Yet, the number of martech solutions expanded yet again – by a considerable percentage.

Yet another recent study, this one by Wipro Digital, shows that according to the CMOs themselves, "CMOs need martech skills above all else." Clearly, martech has risen and seemingly will keep rising in prominence and predominance.

Or will it?

For all the data supporting martech growth, there are many other reports indicating that marketers' proficiency in utilising martech and realising the desired benefits lags far behind the current level of investment.

This begs the question: Are the massive bets marketers are placing on martech paying off? And is martech starting to level off or even decline because of this?

In my view, the answer is no. Martech is not falling and, inevitably, will continue to rise. But as this B2B Marketing report indicates, many marketers are grappling with enormous new complexities – whether that's data issues, integration issues, talent and skill sets, or the relentless and breakneck pace of change. Perhaps most importantly, many marketers are seeking to re-balance right brain emotion and creativity with Modern Marketing's left brain lean to data-driven segmentation, messaging alignment and measurement.

At Stein IAS, we believe this re-set and re-balance is ushering in a new age of Post-Modern Marketing, in which creative and content experiences will rise to new heights, powered by a growing grasp of digital technologies – as well as immensely powerful future technologies bearing down upon us.

But, clearly, the die is cast. Because of martech, marketers are now firmly on the hook for measures that matter – not vanity metrics, but real business impact metrics. And that's a good thing.

The opportunity exists right now for marketers to own the buyer experience, the customer experience and revenue velocity. The opportunity exists today to integrate martech and adtech for far more intelligent and effective media activations. And the imperative exists to lead a renaissance in bold, brave, beautiful creative and content experiences that enliven martech and turn "automation" from templated repetition into more relevant, resonant human connection.

Section 2

Martech in 2018

Beyond all the hype and hubris, what does martech really look like for B2B companies in 2018? More to the point, what do marketing leaders think about their current martech set-ups, and what do their future plans look like?

We interviewed CMOs and marketing directors from a variety of B2B organisations in a number of different sectors to get their real-life, at-the-coalface perspective. Our interviewees were candid and insightful about the challenges that they face.

Our interviewees were:

- Chris Harrop, Group marketing and sustainability director, Marshalls
- Richard Hepworth, Business unit president, Trelleborg Marine Systems
- Vasu Jakkal, EVP and CMO, FireEye
- Sakina Najmi, Director of global marketing, Criteo
- Andrew Nester, Chief marketing officer, Nuix
- Matt Preschern, SVP demand and performance marketing, CA Technologies
- Kathy Seegebrecht, SVP and CMO, UL
- Paul Stevenson, Head of business marketing operations, O2
- Antonia Wade, Global head of marketing, Thomson Reuters

2.1 Undiminished belief in martech's critical role

Challenges aside, the marketing leaders we interviewed for this project are adamant about the need for, and benefits, of martech.

> "Marketers will not succeed without martech – it's not even an option. Does that mean that it isn't complex? No. Could we still get into trouble without the right skills to use the best tools? Yes. But the idea that it's optional is a flawed premise."
>
> **Matt Preschern, CA Technologies**

> "The capability of martech now compared to even two to three years ago is radically different in terms of what you can actually put into action. It's not just pie in the sky anymore. The solutions all actually work well. Now it's more about building a business case to find the best solutions out there and whether it delivers a return.
>
> **Andrew Nester, Nuix**

> "Marketing is a business function, and we need to be able to measure everything. So I see the investment in martech growing – we will be investing more."
>
> **Vasu Jakkal, FireEye**

2.2 Budget allocation

The question of budget investment was an obvious one that we wanted to address in this report. While responses varied, interviewees are typically spending between 20% to 40% of their overall budgets on martech and associated costs. While some budgets are still rising quickly, others are starting to flatten.

> "We are spending 40% to 50% of our budget on martech – this is up from 30% to 40% two years ago."
>
> **Andrew Nester, Nuix**

> "We are spending more than 40% of our budget on martech, but we're trying to reduce this."
>
> **Sakina Najmi, Criteo**

> "Purely in B2B, we spend 15% to 20% on martech, and then another 15% on people to operate it."
>
> **Paul Stevenson, O2**

> "We are in line with industry standards, which is 20% to 30% of our total marketing spend. But I'm not sure this is the right number. If you're spending 30% to 40%, that's borderline crazy."
>
> **Matt Preschern, CA Technologies**



2.3 Stack size and complexity

The size of the average tech stack, and the number of platforms within it, varies between about 15 and 50 platforms – although interviewees at the top-end are generally looking to reduce this number. Typically, interviewees said only a handful of platforms could be classed as 'core' or foundational with most citing CRM, Marketing Automation and CMS.

> "Our tech stack starts with ERP. On top of that sits the CRM system, and then the web architecture."
>
> **Chris Harrop, Marshalls**

> "Our tech stack is probably 15 platforms in total, of which about 10 are core. CRM and Marketing Automation are among these, plus IP identification."
>
> **Andrew Nester, Nuix**

> "We have about 15 platforms in our tech stack, but only Salesforce is critical."
>
> **Sakina Najmi, Criteo**

> "Only about 25% of our martech stack is critical. Our social listening tool is indispensable, as are Marketing Automation, CRM and CMS."
>
> **Kathy Seegebrecht, UL**

2.4 Stack deployment challenges

There were a number of key themes or challenges that stood out during our conversations:

The need for a roadmap for the existing tech stack as well as the stack needed in the near future (including budget and team makeup). This is evidenced by the fact that only about half of the leaders we spoke to could confidently claim to have a robust roadmap. The key challenge stated in this regard was that martech is a moving target – both in terms of the marketer's needs and the capabilities of the technology.

> "I've spent the last five years managing the delivery of martech. We created a blueprint, and from that we created a roadmap with a strategic vision. Now we have a view of our tech stack and where we want to get to. We're looking at how to get there. We are in a good position – the building blocks are there."
>
> **Paul Stevenson, O2**

> "We now have a project to look at our critical business platforms, including martech. Our business is becoming more dependent on them. Trelleborg is a decentralised group, and currently separate divisions are able to select martech platforms independently, but we're starting to focus on how we can better control and manage this."
>
> **Richard Hepworth, Trelleborg Marine Systems**

The need to proactively manage the existing tech stack to reduce cost and/or duplication and streamline operations.

> "We are looking at all the tools and developing a roadmap. We're looking at consolidation or possibly reducing or eliminating some, because the challenges of integration are too great. For example, Marketo and Adobe don't integrate that well. We are still investing in new technology. But at the same time, it all still needs to be 100% integrated."
>
> **Matt Preschern, CA Technologies**

"The vendors are expanding their capabilities and replicating the functionality of one another. What is best-of-breed anymore? There has to be consolidation of the martech world. We need to get budget working harder, and it's easier to do all of this on one platform than on four."

Paul Stevenson, O2

The need to understand and plan for what's over the horizon – reflecting the continuing rapid change of the martech world.

"Am I daunted by the Chiefmartec.com landscape chart [which shows 7,000 martech platforms]? Yes, I am, and I'm daunted by the chart of our own tech stack. We're constantly working with new platforms and new organisations. We need better knowledge in this area, and we're boosting our marketing ops team to enable this. We rely on them to trial and measure. I need a line of sight on these new things."

Kathy Seegebrecht, UL

"Looking at the martech map is scary. There is just so much out there, it's hard to know who does what anymore. But CMOs need to stay on top of this, as needs change and new things become important. You need the ability to 'sunset' some technologies and implement new ones."

Vasu Jakkal, FireEye

"There are definitely people here who get excited about looking at what's new in martech. I rely on these members of my team to come to me with new ideas and suggestions. But we need to get real and not get carried away with the hype."

Antonia Wade, Thomson Reuters



2.5 Stack development investment trajectory and expectations

Universally, investment in marketing technology has increased over the past five years, accounting for a bigger and bigger slice of the overall marketing budget, and interviewees generally expect this growth to continue. There are a number of reasons for this:

Vendors are expanding functionality on existing platforms

> "Over the next five years, I expect investment in martech will increase, but platforms will reduce in price and we'll be able to get more for our money. For example, we used to spend a small fortune on data quality. Now there's a plugin for Eloqua which does the same thing for $60, and you can run it in a few minutes across the whole data set."
>
> **Paul Stevenson, O2**

Marketers are seeking to activate existing investments and drive ROI

> "We've made our big martech investments – we bought Eloqua and Adobe. These were big one-off costs and big spikes in investment. Now our focus will be on making it work better, therefore our costs will decline."
>
> **Antonia Wade, Thomson Reuters**

Integration has failed too often – marketers need to get this right

> "Right now, the [martech] industry is on a correction course. There has been lots of investment in technology over the past five years, but there wasn't sufficient focus on integration, let alone ROI. Therefore, rather than continuing to invest in new stuff, I'm seeing people focusing on optimising and integrating it to make it work."
>
> **Matt Preschern, CA Technologies**



"The [martech] industry is on a correction course. There has been lots of investment in technology over the past five years, but there wasn't sufficient focus on integration."

2.6 Speed bumps and obstacles

It is hardly surprising that the growing focus and reliance upon martech has created problems for marketing leaders – both expected and unexpected. Here are some of the most prominent ones that our interviewees mentioned:

Transitioning the team

> "Getting the right people in the right roles is a challenge, as is accepting of the speed of change. It's the marketing directors' challenge to manage the skills base of their teams and upskill where necessary."
>
> **Chris Harrop, Marshalls**

> "Martech requires new skills and responsibilities, and we need to create these within the organisation. Talent is in demand, and there's more demand than supply. This can bring your budget up. To manage this, we are spending less on agencies and managing more marketing ourselves. This has benefits in terms of cost and flexibility."
>
> **Kathy Seegebrecht, UL**

> "It's becoming harder and harder to be average as a B2B marketer. Today, with the level of technology involved in execution, there's nowhere to hide for marketers. If you're not getting enough traction, you're probably not doing your job well enough. This will inevitably challenge marketers."
>
> **Antonia Wade, Thomson Reuters**

> "One of the key challenges we see is getting the team to understand what good looks like in terms of the tech stack [which doesn't stay the same], and leveraging our existing tools to the fullest extent. We share this pain ourselves as a vendor – we want our customers to use all the features and functionalities."
>
> **Andrew Nester, Nuix**

Internal dialogue with sales, the c-suite and other stakeholders

> "In B2B, sales people often think they know all of the customers and understand them better than anyone else. Marketing Automation delivers qualified leads that are warmed up, but not yet ready to buy. The challenge is around linking between marketing and sales, and convincing sales that MQLs are worth following up."
>
> **Richard Hepworth, Trelleborg Marine Systems**

> "Our CEO and CFO are very interested in marketing, and that's a double-edged sword. In other places where I've worked, marketing was a little island. At Nuix, we're seeing a very big investment in marketing in a very positive way. My challenge is that our c-suite needs to take time to understand what we're doing. Their understanding of marketing is a bit outdated. But you also have to prevent them from being too excited and manage their expectations."
>
> **Andrew Nester, Nuix**

Regional variations across global marketing teams

> "One challenge we're seeing is the varying capabilities of different regions. For example, we find the US is more mature, while APAC is least advanced. This could be because vendors don't play there or because of data privacy, etc. We have to accept that one size is not going to fit all. We need to be pragmatic."
>
> **Andrew Nester, Nuix**

Working with the IT department, and the rise of 'Shadow IT'

"The discussion around Shadow IT will only grow. Martech was previously seen as a tactical solution, and marketing was not scrutinised over the investments it made. That's starting to change now, and you could say that it signals martech is growing up… but it doesn't always feel that way!"

Matt Preschern, CA Technologies

"The IT function has a different understanding of the capabilities of new tech. IT did an impact assessment for the implementation of our Marketing Automation system and came back with a worst-case scenario in terms of complexity and implementation time. The reality was much easier than they predicted."

Paul Stevenson, O2

Proving the value and delivering ROI

"We have a very long sales cycle and to pilot a new martech tool or platform can take a year to understand if it actually works or not. Some indicators just take time to show. So, we always have to review martech on a case-by-case basis, and there's rarely a clear answer."

Andrew Nester, Nuix

"Can we show ROI on our martech investments? The easy answer is 'yes'. But actually proving the value can be difficult. If you can't prove this directly, you get into a discussion about what competitors are doing and why. But the benchmark is increasingly being set by other companies our customers might interact with, such as Virgin Atlantic, John Lewis, etc."

Chris Harrops, Marshalls

2.7 The challenges in realising martech's potential

Better integration

"The biggest challenge is integration. Every time you take a new bit of tech, you have to look at how it will integrate. And you need to train people on how to use it. CMOs need specialist resource to handle it. In the pitch process for new technology, integration challenges are not considered thoroughly enough."

Vasu Jakkal, FireEye

Better understanding of the nature of the challenge

"A key learning for me is that I would do more scoping at the start and look more closely at the impact. I'd ask vendors where they think we should focus, where the bottlenecks might be. Now that we have the right skills within the team, it's much easier. It took us 18 months to roll out Eloqua for enterprise customers in 2013, but it only took us 12 weeks to roll it out last year for the midmarket team because we have the in-house skills."

Paul Stevenson, O2

Seeing individual implementations within a wider context

"With all the martech projects, you are solving specific problems. We didn't necessarily think about things holistically enough. We believed we needed Marketing Automation – and we got it. We didn't think hard enough about what we wanted the outcome to be, and the bigger picture. We solved an individual problem. In hindsight, I might have done things differently. Opex for martech investment happens on an annual basis. I wish we'd thought more about the people and processes at the same time, not afterwards."

Antonia Wade, Thomson Reuters

"There has been a huge proliferation of martech providers. Sooner or later, it will have to consolidate. But we have not reached the pinch point yet."

Solution proliferation and consolidation: the "cloud vs. best-of-breed" conundrum

"There has been a huge proliferation of martech providers. Sooner or later, it will have to consolidate. But we have not reached the pinch point yet. Five years ago, did Adobe or IBM have a cloud solution that met all of our needs? No, they didn't."

Matt Preschern, CA Technologies

"The growth in marketing cloud providers could go one of two ways. Firstly, everyone buys one cloud solution or other. This means integration is hassle free, but it results in high prices, lock-in, lack of control and no flexibility. The second scenario is best-of-breed. But that requires you to have a world-class team to make it work, and you'll need to integrate everything. The nirvana is somewhere in the middle, with some degree of interoperability. We all want choice, flexibility and the ability to create innovation."

Vasu Jakkal, FireEye

Budgeting for martech investment

"Martech is infrastructure, and you shouldn't be spending opex on infrastructure. You should be spending capex."

Matt Preschern, CA Technologies



Section 3

Planning for the future

We've looked at where martech has come from, how it's got there, and the challenges that marketing leaders face in making it work for them today. But what of the future? And more to the point, how can B2B organisations use it to create marketing that is even more effective and resonant?



3.1 Enabling creativity and emotionally rooted experiences

As previously mentioned, an accusation that has long been levelled at martech is that it is an inhibitor rather than enabler of creativity and the kind of emotionally rooted experiences that truly resonate with customers. However, our interviewees resoundingly reject this view.

> "Martech is an enabler, not an inhibitor. Nothing works without good content. If you are putting terrible content in, then forget it. That's where working with a great creative agency like ours has been so successful."
>
> **Richard Hepworth, Trelleborg Marine Systems**

> "Martech is an enabler. We've not found it to be an inhibitor. But sometimes it means we need to think differently to achieve objectives. Our teams know the templates they can use on our Marketing Automation platform, and they figure out how to be creative within them."
>
> **Cathy Seegebrecht, UL**

> "Martech is an inhibitor while you're implementing it. It's an enabler once it's done. It does require organisational re-education, and an internal mindset change. When it's in place, it can unlock creativity. If you've got a crazy idea, you can test it. You will always have days where the response to trying something new is 'computer says no', but that's cultural, and you need to understand why."
>
> **Antonia Wade, Thomson Reuters**

3.2 The role of agencies

Agencies have long played a critical role in both the development and delivery of B2B marketing in all sectors and for companies of all sizes. So, we wanted to explore the attitudes of our interviewees regarding the role of agencies in the martech age: whether there had been any material difference in how clients work with agencies, and to what extent the agencies were changing.

> "Our investment in martech and marketing ops does not take away the need for great creative work. We will always need agencies for this. It's their job to deliver customer and content strategies."
>
> **Paul Stevenson, O2**

> "We rely on Stein IAS to advise on martech adoption – we let them pick what's best. We rely on their opinion. We work with them on a plan at the start of each year. Given the rate of change, we couldn't manage this in-house."
>
> **Richard Hepworth, Trelleborg Marine Solutions**

3.3 Readiness for what's next in martech

There has never been a time when the future has been rushing towards us as quickly as it is today. If marketers' attitudes are anything to go by, the future will increasingly be driven and enabled by martech. So, are they ready for the future? What, if anything, are they doing to prepare for it? And what might that future look like?

> "The whole concept of future proofing for martech is gone. We can only look 12-18 months ahead maximum. What's more, marketing is a fashion industry, and expectations are set by other people's experiences, particularly in our consumer lives. Expectations are growing, and both agencies and vendors are very good at promoting the next big thing. The challenge for marketers is to understand what real value they might add. Looking at the breadth of the martech landscape does not keep me awake at night, but wondering whether we understand our customers' needs now, and as they develop, does."
>
> **Chris Harrop, Marshalls**

> "Inevitably your martech needs will change. New things will become important. You need the ability to 'retire' technology and use new solutions. You need to know how and when to get rid of things. You don't want 'Frankenstein' technology."
>
> **Vasu Jaakal, FireEye**

"I'm not daunted by the Chiefmartec.com landscape – most of this is hype from the industry. If you follow this map, you could be chasing your tail forever. People will still get excited about technology, but the reality is you need to be effective with what we already have. We need to get everything we own right. You could go out each week and buy a new bit of kit. But you need to be smart. Now that we have a view of our tech stack, and where we want to get to, we're looking at how to get there. We have to keep focused on both now and the future."

Paul Stevenson, O2

"We are in 2018. If you look at how 18-year-olds use technology today, it's amazing. We have to understand the role of millennials and GenEdge in the workplace. They are the buyers of the future. The idea that to use the latest martech is optional is a flawed premise."

Matt Preschern, CA Technologies

Matt Preschern's last quote says it all. It is irrefutable that B2B marketing is changing faster than ever. Martech – and the relevant, resonant creative and content it enables – is driving that change.

So, what does excellence in B2B martech look like, and what do marketing leaders need to do in order to achieve it? Based on our interviews with these progressive and forward thinking marketers, here's what we have concluded:

1. **A clear vision of what you're trying to achieve** and a roadmap of what you're doing to get there. You'll also need a healthy and repeated dose of pragmatism along the way.

2. **A sharp focus on making the martech you have work to its full potential,** rather than continually chasing what's new and next.

3. **A balanced, scalable and flexible executional skillset** – depending on your circumstances, the weight of this will be more or less internal to your marketing team or sitting externally with your agencies, but it's most likely you'll need some of each.

4. **Great creative and content** is what feeds your Marketing Automation, drives emotional responses from your customers, and drives performance from one end of the funnel to the other.

5. **A keen eye on your constantly shifting and evolving customer journey,** and a focus on creating compelling experiences all along the journey, regardless of the platform or channel.

6. **Constructive scepticism regarding the latest martech trends and solutions.** You'll need to reappraise opinions on a regular basis as circumstances (and technologies) change.

7. **A dynamic approach to motivating marketing teams** through successive waves of changes, and to upskill them where necessary (or ease them out of the door).

8. **A strong relationship with sales, the c-suite,** and the CFO in particular to accommodate shifting investment requirements.

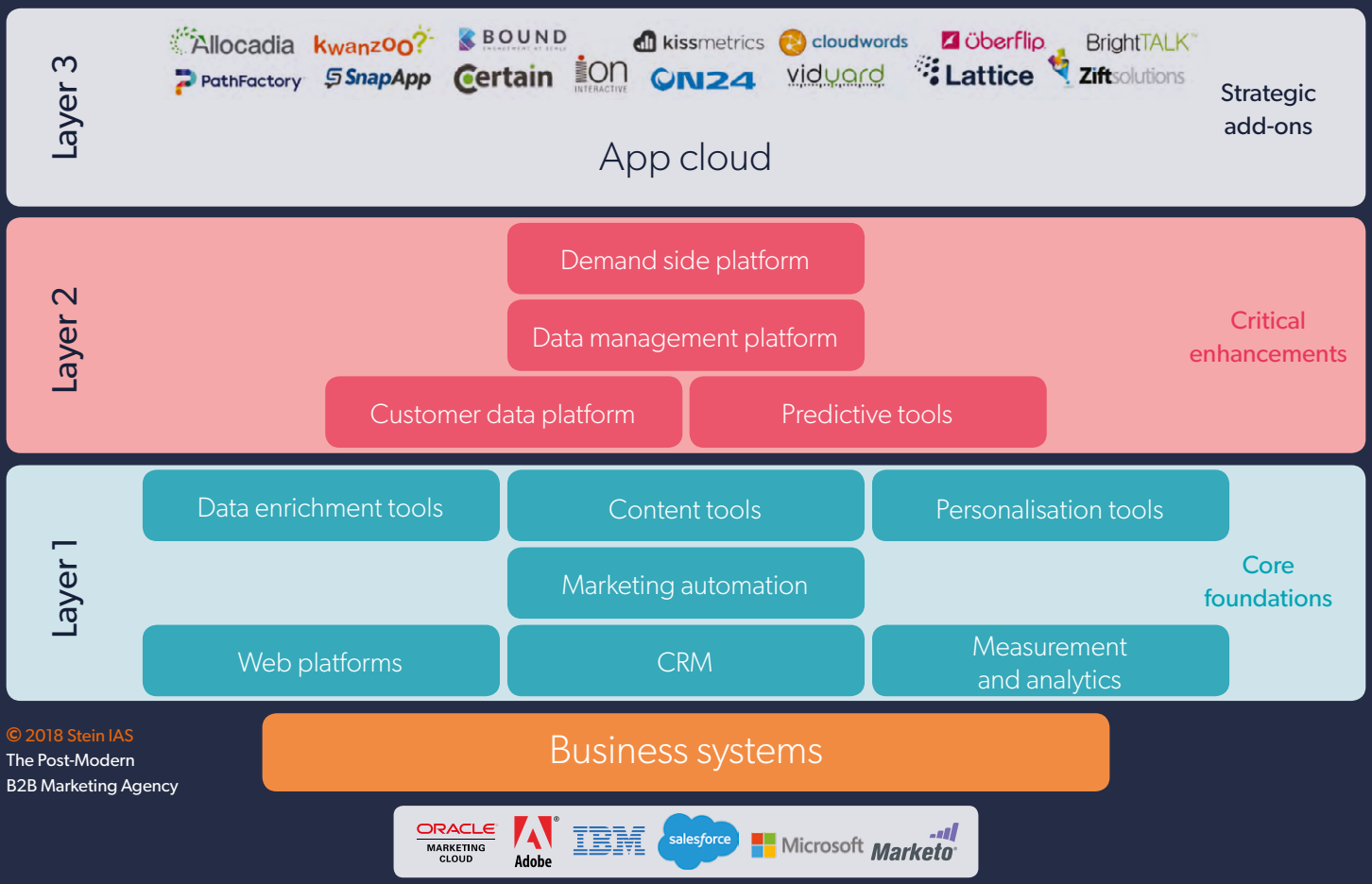
9. **A partnership with IT,** akin to that which marketing has developed with sales. You'll need to secure their buy-in and assistance with major martech implementations.

10. **Ruthlessness to know when to pull the plug** on technology, no matter how painful the consequences.

11. **Scope and breadth of vision,** to see the bigger picture of the martech stack beyond any single implementation.

12. **Patience, grace and charm** to make all these things happen.

Framework: Building a prioritised tech stack



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The Post-Modern
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Among the key findings of this report is marketers' need to develop a clear martech roadmap to guide the acquisition and deployment of technology in structured stages. Critical to this is ensuring mastery of the technology at a given stage – with an emphasis on in-market impact – before moving to the next.

Stein IAS has developed a prioritised tech stack model based on its work with clients around the world, as well as its close involvement with many martech providers' adivisory groups. The model involves three successive layers: core foundations, critical enhancements and strategic add-ons (the "app cloud"). These layers sit on top of business systems, such as ERP, and are powered by the major marketing cloud providers as well as point solution providers.

For the most part, interviewees for this report have Layer 1 (core foundations) in place. They are working to maximise the impact of their stacks by enhancing and enriching first-party data, implementing more measurable and interactive content tools, and adding personalisation in order to make Marketing Automation more effective.

Many marketers have added at least some component parts of Layer 2 (critical enhancements). Predictive is a particularly keen area of focus. Unified customer views via CDPs (customer data platforms) is another area gaining traction. Centralised DMPs (data management platforms) that allow you to create target audiences based on a combination of first-party and third-party audience data and then accurately target campaigns to these audiences programmatically via DSPs (demand side platforms) are also critical enhancements that can drive marketing performance.

Layer 3 (strategic add-ons) comprise a host of specific solutions that plug into or sit alongside the major martech platforms. From attribution solutions to dashboards and visualisation tools, webinar platforms to content experience platforms, these add-ons build value in the martech stack by amplifying marketers' ability to deliver customised, scalable engagement.

About

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How to get started

- Go to b2bmarketing.net/join to set up your Premium membership.
- Check out Events, Training and Enterprise Solutions on our website.
- Call us on +44 (0)207 014 4920 if you'd like to discuss your specific business needs.

B2B Marketing
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About

Stein IAS

Stein IAS is the Post-Modern B2B Marketing Agency. A global B2B specialist agency, we serve as strategic partner to brand leaders around the world. With our Post-Modern Marketing mindset, Stein IAS fuses award-winning creative and content experiences with transformative digital-, data- and technology-driven interactions approaches. Most importantly, we seamlessly connect brand to demand to business results.

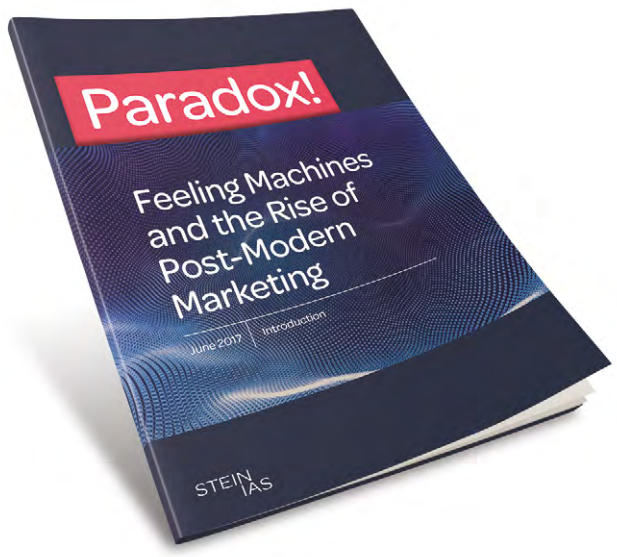
In recent years, B2B marketers have embraced digital marketing transformation. And Modern Marketing has been our path forward. All along, Stein IAS has been a Modern Marketing innovator and leader. Now, the stakes are even higher with most enterprise marketers spending 22% or more of their budgets on marketing technology, according to Gartner. Yet, impact and effectiveness have not risen at the same pace. That is why B2B needs to enter its Post-Modern age – and why marketers today need the first Post-Modern B2B Marketing Agency.

At Stein IAS, we fully realise the power and potential of Modern Marketing technologies. And, we go even further based on our belief that B2B marketing needs more magic. It needs to be braver and bolder. It needs the from-the-gut genius of pre-modern marketing – the days of the Mad Men – in the form of post-modern experiences and storytelling that fuse creativity and technology, the pragmatic and the emotional, to take customers' breath away.

To find out more, please visit us at SteinIAS.com.

#PostModernB2B

STEIN IAS



Read the story of marketing's transformation at **steinias.com/paradox**

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