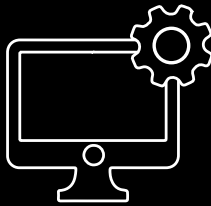


# The B2B Marketing UK Agencies Benchmarking Report 2019

2019



UK



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# Introduction



Mary-Anne Baldwin,  
head of content,  
B2B Marketing

**Over the past year we've seen new business models, structures and objectives emerge – and collectively, these elements are creating a great wave of change that's sweeping the B2B agency industry.**

Our industry survey shows that B2B agencies are optimistic about the year ahead but let's be honest about this change and the competition it's bringing. There's increased opposition all round with it being particularly tough for mid-sized agencies, which have both large agency groups and small production houses chipping away at their market share.

In particular, we've seen the rise of 'cagencies' (that's consultancies with an agency arm to the uninitiated) while many of the large agency groups have been busy restructuring, downsizing and simplifying.

Rivalry is rife. So how should agencies respond?

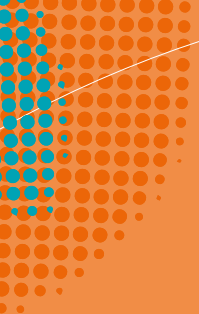
This guide is crammed full of answers. It draws on an industry-wide survey, agency interviews and feedback from a sample group of clients. In the pages that follow we unpack emerging key trends (noting how these compare between clients and

agencies) and reveal our predictions for the year ahead. Most crucially, we share our hotly anticipated agency ranking, including interviews with those who are out-performing the rest.

As a first for the Agency Benchmarking Report, we also have intel on the make up of an average agency's tech stack and we unpick the role agencies can play in supporting their clients through this fast-paced digital evolution.

It's good to see that agencies have revised their services, putting more focus on digital offerings (now ranked as number two in their list of focus areas). We know that technology is making the role of marketing increasingly complex and agencies that can support their clients through this will clearly demonstrate their worth. In particular, we expect that AI will be an important differentiator for both agencies and clients in the 12 months ahead, especially those who use it to improve the customer experience.

So whether you're an agency looking to understand your competitors or a client in need of a new agency partner, we welcome you and hope you enjoy this guide.

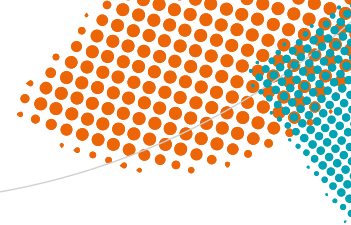


Section 1

# League tables

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## League tables

# Top 95 UK B2B marcomms agencies

Rank	Agency	Type of agency	Headcount	GI in £m (UK) in latest financial year	YoY GI % change	Rank in 2018	Change	% of GI from UK operations in latest financial year	% of GI from B2B operations in latest financial year
1	OLIVER Agency	Integrated	1642	99	28	1	—	62	52
2	<b>Ogilvy UK (B2B Specialism) (p. 98)</b>	Integrated	160	25.7	5	2	—	100	100
3	<b>Bray Leino (p. 82)</b>	Integrated	430	20.3	1	4	↑	85.9	75
4	<b>MRM McCann (p. 94)</b>	Integrated	215	19.7	4	*	*	100	53
5	<b>Expandi Group (p. 86)</b>	Integrated	40	19	-7	3	↓	53	100
6	equimedia	Digital	50	17.1	-19	*	*	100	50
7	<b>Gravity London (p. 88)</b>	Integrated	70	17	3	11	↑	60	100
8	<b>Radley Yeldar (p. 102)</b>	Integrated	179	16	6	6	↓	100	100
9	Reading Room	Digital	58	14.7	26	7	↓	100	100
10	Publitek	Integrated	87	12.7	13	15 <sup>†</sup>	*	90	100
11	Transmission <sup>††</sup>	Integrated	72	10.6	48	20	↑	100	100
12	<b>Kingpin Communications (p. 90)</b>	Demand generation	25	9.8	6	10	↓	83	100
13	Teamspirit	Integrated	80	9.5	11	*	*	100	80
14	Purple Agency	Integrated	155	9	39	27	↑	78	53.8
15	The Marketing Practice	Integrated	101	8.8	14	8	↓	90	100
16	<b>twogether (p. 116)</b>	Integrated	105	8.8	17	18	↑	99	100
17	gyro UK	Integrated	77	8.2	10	9	↓	100	100
18	Omobono	Digital	120	8	12	13	↓	83	100
19	Tangent	Digital	85	7.9	1	17	↓	100	75
20	Nelson Bostock Unlimited	Integrated	62	7.7	6	14	↓	100	100

<sup>†</sup>Next 15 acquired Technical Associates Group and amalgamated with Publitek in July 2018. <sup>††</sup>Previously known as Pulse.

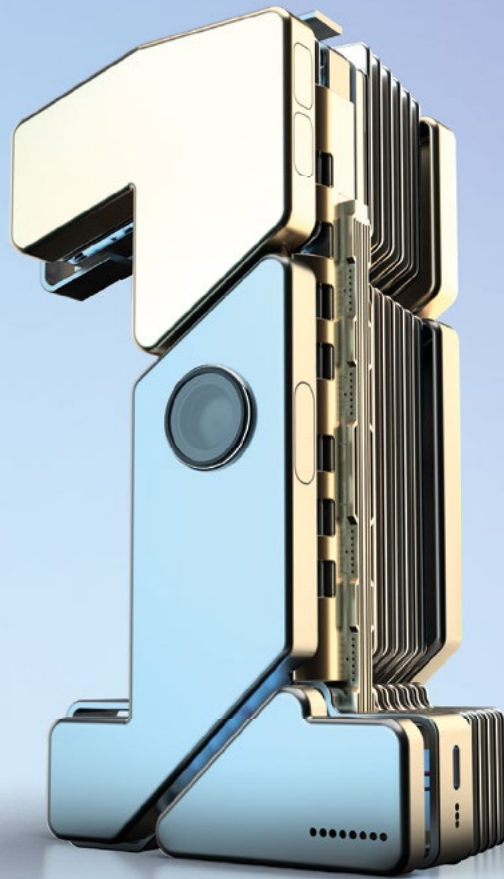
Rank	Agency	Type of agency	Headcount	GI in £m (UK) in latest financial year	YoY GI % change	Rank in 2018	Change	% of GI from UK operations in latest financial year	% of GI from B2B operations in latest financial year
21	Progressive Content	Content marketing	85	7.6	2	*	*	100	91
22	Iris Business	Creative	97	7.3	5	*	*	59	100
23	Harvard	Integrated	65	6.4	16	*	*	100	94
24	Velocity Partners	Content marketing	50	6.4	12	23	↓	100	100
25	Octopus Group	Integrated	60	6.1	-13	16	↓	100	100
26	MOI (p. 92)	Creative	50	6.1	29	31	↑	72	100
27	Ledger Bennett	Digital	72	5.7	2	28	↑	68	100
28	MomentumABM	ABM	65	5.4	28	33	↑	85	100
29	Stein IAS (p. 106)	Integrated	80	5.4	8	21	↓	40	95
30	Positive.	Digital	40	5.4	-12	*	*	100	55
31	TBT Marketing	Integrated	55	5.3	10	*	*	100	100
32	Really B2B	Integrated	73	5.3	16	30	↓	100	100
33	Quantum Marketing (p. 100)	Integrated	85	4.8	-10	22	↓	100	100
34	Wyatt International	Integrated	37	4.7	2	25	↓	100	85
35	DirectionGroup	Demand generation	55	4.6	24	24	↓	100	71
36	Torpedo (p. 112)	Creative	84	4.5	28	29	↓	100	95
37	Brilliant Noise	Creative	40	4.4	24	41	↑	100	100
38	ClearPeople	Digital	54	4.4	9	32	↓	100	100
39	Earnest (p. 84)	Creative	41	4.1	24	37	↓	100	100
40	Saatchi & Saatchi pro (p. 104)	Creative	27	4.1	32	*	*	100	100
41	Whiteoaks International	Integrated	39	3.7	17	*	*	100	100
42	Enigma Marketing	Integrated	32	3.5	11	*	*	100	100
43	Speed	PR	48	3.5	-38%	*	*	100	49
44	JJ Marketing	Integrated	45	3.4	-7	36	↓	100	75
45	CIB	Integrated	32	3	46	43	↓	100	100



Rank	Agency	Type of agency	Headcount	GI in £m (UK) in latest financial year	YoY GI % change	Rank in 2018	Change	% of GI from UK operations in latest financial year	% of GI from B2B operations in latest financial year
46	<b>The Crocodile (p. 110)</b>	Integrated	38	3	16	45	↓	68	100
47	CleverTouch Marketing	Digital	53	3	-2	40	↓	100	98
48	brandformula	Integrated	35	3	73	35	↓	100	100
49	Coast Digital	Digital	46	2.6	14	*	*	100	86.83
50	Hallam Internet	Digital	55	2.6	64	*	*	95	70
51	The Think Tank	Integrated	27	2.6	17	*	*	100	100
52	Miramar	Integrated	28	2.6	0	44	↓	90	100
53	Graymatter	Integrated	39	2.6	-18	*	*	100	87
54	Man Bites Dog	Integrated	25	2.3	2	/	/	100	100
55	Cyber-Duck	Creative	36	2.2	18	47	↓	100	56
56	Revere	Integrated	34	2.1	N/A	•	•	100	100
57	Jellybean	Integrated	22	2.1	-4	/	/	100	98
58	Freestyle	Digital	29	1.9	-17	/	/	100	75
59	Chameleon	Integrated	16	1.9	1	*	*	100	100
60	438 Marketing	Integrated	19	1.9	1	/	/	90	70
61	White Clarke Creative	Creative	18	1.9	34	57	↓	35	55
62	The Hub	ABM	21	1.7	-10	49	↓	100	100
63	Silver Agency	Integrated	30	1.7	6	50	↓	100	100
64	Born + Raised	Integrated	22	1.6	16	*	*	100	77
65	<b>Napier Partnership (p. 96)</b>	Integrated	18	1.5	14	51	↓	100	100
66	Upp B2B	Integrated	24	1.5	24	52	↓	100	100
67	<b>The Armstrong Partnership (108)</b>	Integrated	28	1.4	23	*	*	100	95
68	OST	Digital	25	1.2	20	55	↓	100	70
69	Fox Agency	Integrated	20	1.2	28	56	↓	100	100
70	Bright	Integrated	18	1.2	16	62	↓	100	100

Rank	Agency	Type of agency	Headcount	GI in £m (UK) in latest financial year	YoY GI % change	Rank in 2018	Change	% of GI from UK operations in latest financial year	% of GI from B2B operations in latest financial year
71	Acceleris	ABM	13	1.1	16	*	*	100	100
72	Velo	Integrated	15	1.1	-4	*	*	100	83
73	Zircom	Integrated	20	1	25	*	*	100	90
74	Lesniak Swann	Integrated	16	0.9	3	54	↓	100	56
75	The Marketing Pod (p. 112)	Integrated	8	0.9	29	61	↓	100	100
76	Sherpa	Demand generation	16	0.9	27	58	↓	100	100
77	Don't be Shy	Digital	14	0.8	33	63	↓	100	100
78	Junction Agency	Integrated	11	0.8	24	60	↓	100	100
79	Jargon PR	Content marketing	15	0.8	19	*	*	100	100
80	coterie	Integrated	5	0.8	29	*	*	100	100
81	Digital Radish	Integrated	14	0.8	39	66	↓	100	100
82	Stream Comms Ltd	Digital	12	0.7	30	*	*	100	78
83	Magenta Associates	ABM	11	0.7	14	*	*	90	90
84	Modern	Integrated	11	0.6	49	65	↓	100	100
85	ALIAS Partners	ABM	6	0.6	60	*	*	100	100
86	Realia Marketing	Integrated	9	0.6	-7	67	↓	100	100
87	Affari	Creative	22	0.6	14	64	↓	100	85
88	Cuban Eight	PR	8	0.5	-9	*	*	100	100
89	Novacom	Digital	9	0.5	16	68	↓	80	100
90	Brewd Marketing	Integrated	5	0.3	22	70	↓	100	100
91	A for Agency	Digital	3	0.1	32	*	*	100	100
92	Morton Waters	Content marketing	2	0.1	N/A	•	•	100	85
93	Verballistics	Content marketing	1	0.1	N/A	•	•	90	100
94	Foco	Content marketing	2	0.1	N/A	•	•	100	90
95	TwoGuys Creative	Creative	2	0.1	50	*	*	100	80





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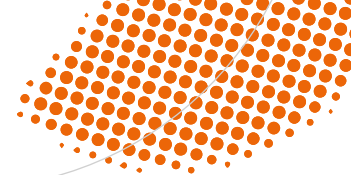


## League tables

# Top 20 fastest growing UK B2B marcomms agencies

Rank	Agency	GI YoY change in £m	GI YoY change as %	GI from UK operations in latest financial year (in %)	GI from B2B operations in latest financial year (%)	Overall UK league table position this year	Headcount	Headcount % YoY change
1	OLIVER Agency	28	28	62	52	1	1642	31
2	Transmission	5.1	48	100	100	11	72	67
3	Reading Room	3.8	26	100	100	9	58	-46
4	Purple Agency	3.5	39	78	53.8	14	155	15
5	brandformula	2.2	73	100	100	48	35	13
6	MOI (p. 92)	1.8	29	72	100	26	50	22
7	Publitek	1.7	13	90	100	10	87	-52
8	Hallam Internet	1.7	64	95	70	50	55	15
9	MomentumABM	1.5	28	85	100	28	65	-9
10	twogether (p. 116)	1.5	17	99	100	16	105	22
11	CIB	1.4	46	100	100	45	32	7
12	Saatchi & Saatchi pro (p. 104)	1.3	32	100	100	40	27	35
13	Torpedo (p. 114)	1.3	28	100	95	36	84	24
14	The Marketing Practice	1.3	14	90	100	15	101	-25
15	Ogilvy UK (B2B Specialism) (p. 98)	1.2	5	100	100	2	160	-3
16	DirectionGroup	1.1	24	100	71	35	55	0
17	Brilliant Noise	1	24	100	100	37	40	0
18	Teamspirit	1	11	100	80	13	80	3
19	Earnest (p. 84)	1	24	100	100	39	41	28
20	Harvard	1	16	100	94	23	65	20





## League tables

# Top 10 international B2B marcomms agencies

Rank	Agency	Type of agency	Global GI in £m in latest financial year	Global GI in £m in previous financial year	YoY global GI change as £m	YoY global GI change as %	International GI as %
1	OLIVER Agency	Integrated	155	96	59	38	38
2	BBN International	Partnership	84	77.6	6.9	8.1	N/A
3	Gravity Global (p. 88)	Integrated	78	74	4	5.1	40
4	Expandi Group (p. 86)	Integrated	35.7	39.9	-4.2	-11.7	47
5	White Clarke Creative	Creative	22.3	16.6	5.7	25.7	65
6	Stein IAS (p. 106)	Integrated	14.8	13.5	1.3	8.8	60
7	Iris Business	Creative	12.3	11.8	0.5	4.7	41
8	Ledger Bennett	Digital	8.3	5.6	2.7	33.1	32
9	MOI (p. 92)	Creative	7.8	5.8	2	25.6	28
10	The Crocodile (p. 110)	Integrated	4.5	3.4	1	23.9	32

To appear in the international table, more than 25% of an agency's global GI must come from outside the UK.

### Key:

- ★ New entry: Included in the survey for the first time
- ↑ Move up rankings
- ↓ Move down rankings
- Stay the same
- ✓ Re-entry: Returning to the survey after a year's absence
- New agency: Newly formed agency

Gross income is calculated by deducting external media and production costs from the invoiced total. It includes income from all above-the-line and below-the-line activity. If the agency has been subject to a takeover or merger during the financial year in question, gross income includes the combined figure.

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**David McGuire**

Creative Director, Radix Communications  
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## Section 2

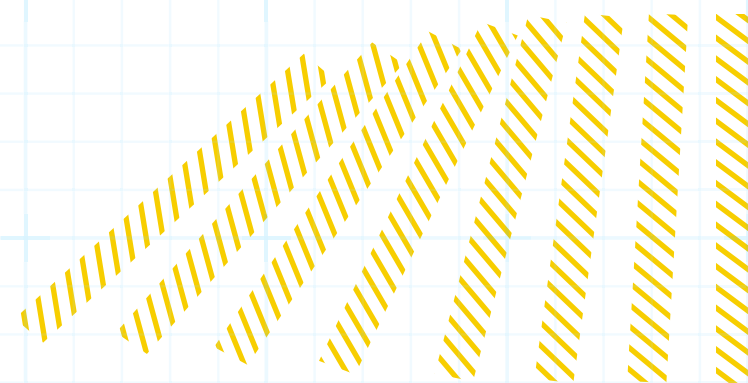
# Market analysis

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# Have we reached

New operating models, new competition and new technology – these and other factors conspire to create an inflexion point for the B2B marketing agency sector, writes **Joel Harrison**



The 2019 B2B Marketing Agencies League Table provides a tangible sense of an industry in transition, and nowhere is this more apparent than in the trials, tribulations, experiences and expectations of those agencies at the top of the list. True, four of the top five agencies also featured last year, and in that respect the list could be read as ‘business-as-usual’. But that belies the detail of what’s going on within the B2B marketing world. To understand that, we need to dig under the surface.

At the centre of this change is a perfect storm caused by the coincidence and convergence of a handful of factors. Foremost among these are: the rise in martech; increased competition in the agency world; the ongoing reverberations of GDPR (and consequent impact on data usage); and last but not least, Brexit-fuelled uncertainty surrounding the global economy.

## **The evolving martech challenge – and its implications**

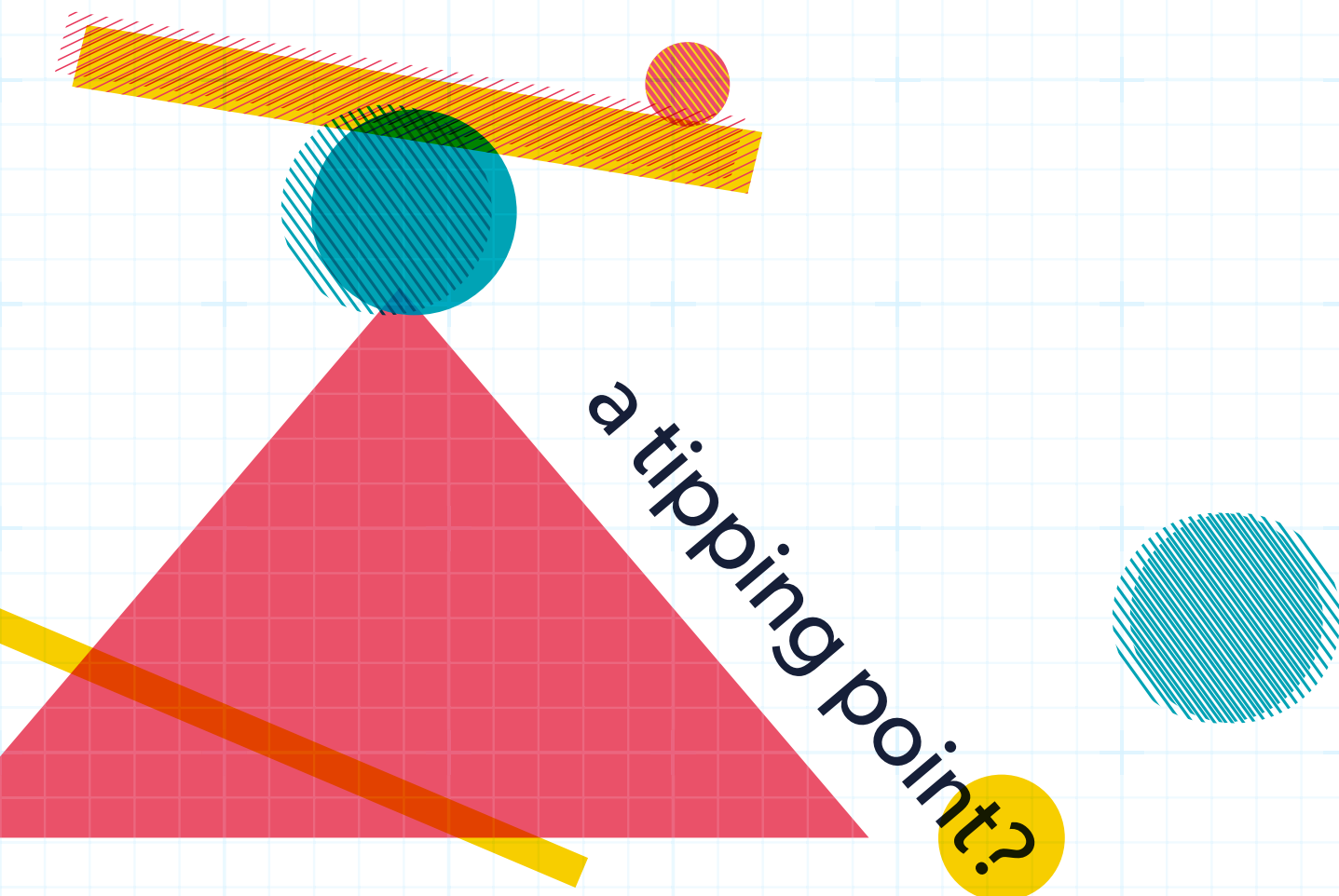
Almost certainly the biggest driver and enabler of change in the B2B agency community is continuing growth in martech; plus its impact on how clients are running their marketing functions. Olly Foot, CEO of MRM McCann UK (the one new entrant in the top five), believes the crux of the martech challenge facing clients in 2019 is no longer about lack of access to tech – it’s actually quite the opposite. “Today, B2B martech is cheap enough that clients all have it, but often don’t know what to do with it.” Or at least, to put it more mildly, they aren’t getting sufficient value from their installed martech.

Sharon Whale, CEO of Oliver UK, agrees that martech has and is changing the game for B2B clients. She says the increased focus on martech (among other things) has made many marketers’ jobs more complex – and nowhere is this more so than for marketing

leaders. “Today’s CMO has a large number of responsibilities – much more than in the old days. They have to include things like customer journey planning, data analytics, martech management – plus customers have very high expectations. The result is that they are spending more of their time just keeping the wheels turning.”

The emergence of these two inter-related martech challenges is that B2B clients are having to think differently and find new solutions for getting the job done – and that’s creating both challenges and opportunities for agencies. As Sam Crocker, managing partner of Bray Leino, acknowledges, “we’re finding that clients are looking at insourcing or freelancing more than in the past. As a result, we need to be really clear on the value that we offer, and why they [clients] should use an agency.

It has to be about providing things they can’t easily find elsewhere, and doing things that they can’t do in their internal team.”



### Inside out agencies

Meanwhile, other agencies are leveraging this sense of transition to drive a more fundamental shift in the nature of client/agency relationships. The most prominent and obvious of these is the so-called 'agency inside' model, which was pioneered by Oliver, but is increasingly being adopted by other larger agencies – including MRM McCann, which has seen significant success with this model in the UK in the past 12 months. For the uninitiated, this entails the agency building and managing a dedicated team, which sits and operates within the client company, rather than remotely at the agency's HQ. It enables them to be more focused, flexible and aligned to the client's needs.

While Oliver's success with the 'agency inside' model over the past five years has spoken for itself, competition using this model has been limited (in B2B at least), and until this year could have been dismissed as an aberration rather

than a genuine shift in the way agencies and clients operate. However, MRM McCann's success with it suggests the idea may now have in time. Olly Foot contends the move into the inside model is just the latest iteration of the agency community adapting and responding to market needs and demand. "It reflects a trend for agencies today – if they want to succeed, they need to be as flexible as hell," he says.

For its part, Sharon Whale claims Oliver has long been expecting and preparing for other agencies to jump on its bandwagon. "We welcome increased competition because it makes the market bigger for us. In the past, we had to create our own market. Now the market is bigger, and the model is well-known and understood."

### Performance marketing – your next buzzword?

Both Whale at Oliver and Foot at MRM McCann acknowledge

that the ability to get the best out of martech is one of the key drivers and enablers of the agency inside model. "We can help clients determine what's possible, what's desirable and what's critical," says Foot.

Whale says that inside agencies help CMOs get more control and flexibility into their marketing. "It frees up time and money to do other things, not just business as usual." She adds that the very nature of how Oliver is working with its clients, (enabling them to use martech, with more clarity on ROI) is increasingly being described as 'performance marketing'. This is another marketing idea whose time appears to have come (although it's something that Expandi Group has been espousing for some years).

"We're seeing more and more interest in performance marketing," says Raffaele Apostoliti, president and CEO at Expandi Group, "and we expect

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**Olly Foot,**  
CEO, MRM//McCann



**Sharon Whale,**  
CEO, Oliver UK



**Sam Crocker,**  
managing partner, Bray Leino



**Raffaele Apostoliti,**  
president and CEO, Expandi Group



**Sam Williams-Thomas,**  
head of B2B, Ogilvy UK

this to increase in the future. Marketers are under pressure to show all the different touchpoints, and provide clearer, better customer data.” He believes the lingering repercussions of GDPR are continuing to drive this. “Marketers are still afraid of GDPR,” he says.

But the growth in martech’s sophistication is also enabling this. “What we can do [with martech] has significantly extended in scope. Clients are also looking to do more with less budget, and be more accountable. That’s why they are interested in performance marketing.”

However, Apostoliti is quick to add that performance is no panacea or quick fix. It takes time to get it right. This can be a barrier for both clients and agencies. “You have to spend time upfront building the model. That means as an agency you’ll get paid less at the beginning. But in the long term everyone will benefit, and you can adjust the strategy to be more profitable.”

### **New ways of working**

What’s interesting about both the agency inside model and performance marketing is that they both require and encourage different ways of working with clients. It’s less about clear walls, different roles and demarcation, and more about blurred boundaries, shared responsibility collaboration – and even ‘partnership’. While performance marketing hinges on its ability to respond proactively, and to allow brands to turn up or down the ‘volume’ as required, inside agencies are positioned by their propagators as a gateway to other means of working.

So what does that look like in reality? For both Oliver and MRM McCann, it largely means two things. First, centralised specialist teams or personnel who can deal with larger or

more specialised projects (tech or creative in nature) if required. Second, the growing ability to ‘offshore’ specific marketing tasks or projects. Sharon Whale comments, “we already have facilities for offshoring in South Africa and Malaysia. We’re using these for selective functions currently, but less so in future. We’ll build centres of excellence around the world.” MRM McCann also has an offshoring capability, and expects to develop this further.

This fluidity of service will undoubtedly appear attractive to some marketing directors and CMOs. But it increasingly starts positioning agency selection and management as ‘resource management’ rather than ‘creative excellence’. As such it represents something of a departure for the traditional position of agencies in the marketing landscape.

### **Differing perspectives on the future**

So what does this mean for the agency landscape overall? Unsurprisingly, opinions differ quite significantly here, with agencies evangelising emerging models, and quick to sound alarm bells to those who are more conventional.

Raffaele Apostoliti of Expandi Group says the growing reliance on technology will create insurmountable challenges for some agencies. “The agency sector will consolidate – agencies are going to rely more on technology, and that takes time and investment to deploy properly. They will need competency and compliance to be effective. Smaller agencies in particular will struggle.”

Sam Crocker of Bray Leino has a slightly different perspective. “Agencies are increasingly tech-enabled. But it will become harder to differentiate themselves



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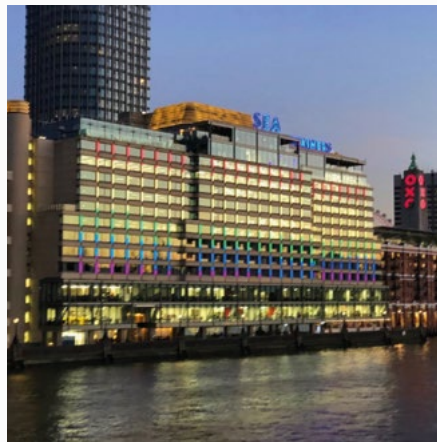
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*Agencies in the middle are getting swamped – they may need to work harder to define the value they add*

around their specialism with a particular tech – such as marketing automation. It's becoming an extremely crowded space. Martech will ultimately become table stakes."

For its part, Bray Leino is seeking to differentiate itself by proving its expertise in core verticals within the B2B space. "Years ago, B2B itself was seen as a specialism. Now we are building deeper knowledge in key B2B verticals, understanding their issues better, and what the buyers want. These are a niche within a niche."

Ogilvy's challenges over the 12 months have been widely publicised, and while Sam Williams-Thomas, the agency's head of B2B, is adamant these issues are behind it, the fact they happened at all are demonstrative that no one can afford to be complacent. Williams-Thomas believes shifting market conditions may put another group of agencies under pressure. "At the very top end, we're seeing the

big management consultancies coming into our territory, and at the bottom, production houses are trying to develop strategic offerings. Agencies in the middle are getting swamped – they may need to work harder to define the value that they add. All this can be confusing for clients."

It would be foolish to suggest that inside agency or performance marketing will become the dominant principles of agency structure and service provision – either overnight or in the medium term. Undoubtedly, agencies like Bray Leino and Ogilvy, which operate on more conventional lines, will continue to be leaders in the space. But the rise to prominence of these new models are indicative of the shifting dynamics of the B2B agency landscape. They highlight the need for both vigilance and pragmatism on the part of agency leadership – the business model that worked today, might not work tomorrow.

## Ogilvy weathers the storm

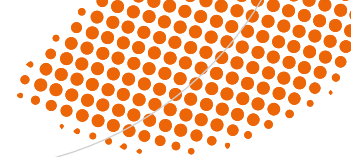
The one agency in the top five where a recent transition has been most visible in the past 12 months is Ogilvy. The WPP agency undertook a much-publicised brand consolidation exercise in 2018, switching from its 'portfolio brand' approach with a series of specialist sub brands under the main umbrella (Ogilvy PR, OgilvyOne etc) to a single identity for the agency, while at the same time running a redundancy programme to reduce headcount.

"It's been a period of change and transformation for us, just like many of our clients have been through," says Sam Williams-Thomas, head of B2B. "The change took place on every level – people, structures, leadership, processes, culture. The aim was to simplify our offering and make it easier for clients to navigate."

Williams-Thomas is clear this transition process is most definitely finished. "We are done, and we're coming into 2019 feeling fit and ready. Not all of our competitors will be able to say the same thing," he adds, hinting that other large agencies may have to go through similar periods of adjustment in the coming months.

Although 2018's brand rationalisation can be seen as (and perhaps final) reversal of its publically expressed intention to establish a B2B specialist operation, this has not impacted the success of its B2B operations. Despite this, B2B revenues for Ogilvy have grown year-on-year, and Ogilvy itself has hung on to second place in the 2019 league table. This suggests whatever the problems were that led to Ogilvy's radical brand surgery, the performance of its B2B division was not one of them.





# The Agencies Benchmarking Survey: The deal behind the data

**Mary-Anne Baldwin**  
reveals the key findings  
from this year's survey  
of UK B2B agencies

Each year we open the Agency Benchmark Survey to all agencies with more than half their revenue from UK operations. The intelligence they provide gives us an exceptional view of the UK's B2B agency market.

This year netted a record 95 participants with both old and new contributors stepping up. That's a notable difference from last year when a number of our regular participants opted out, citing poor performance as the reason. Could this year see money flowing in?

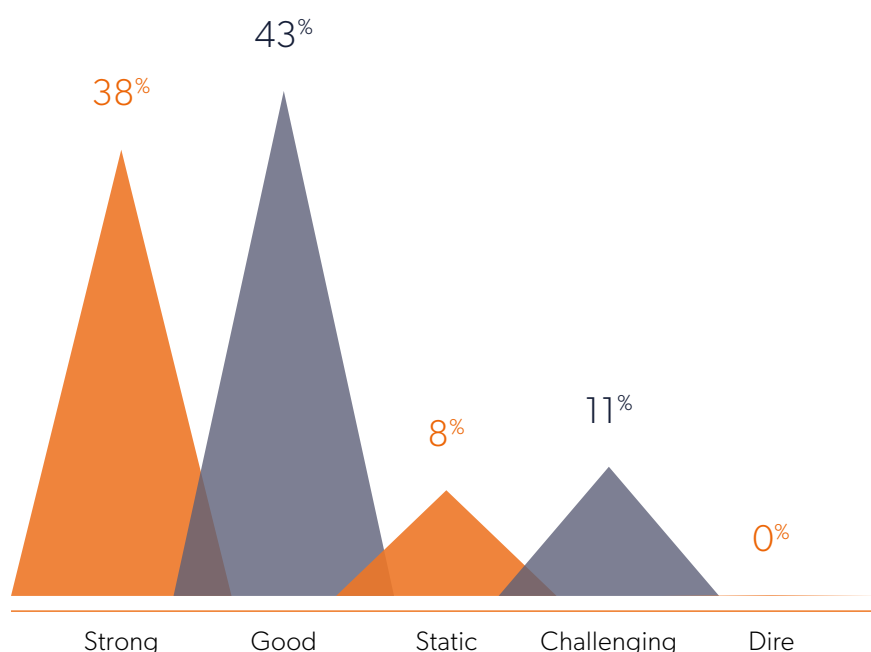
## Agencies are optimistic for the year ahead

The agencies we spoke to certainly told a strong story of growth and opportunity for the year ahead.

Despite the long simmering heat of Brexit about to come to the boil, 91% of participants expect their UK operations to grow over the next 12 months with only 6% predicting it to remain flat and 2% foreseeing a reduction in size.

But is it really all as rosy as they say? The average gross

**How would you describe the current state of the market for B2B marketing services?**



annual income for B2B agencies has indeed increased – now at £5,746,992 versus £5,475,964 last year. However that year-on-year growth of 4.5% is considerably down from last year's 14%.

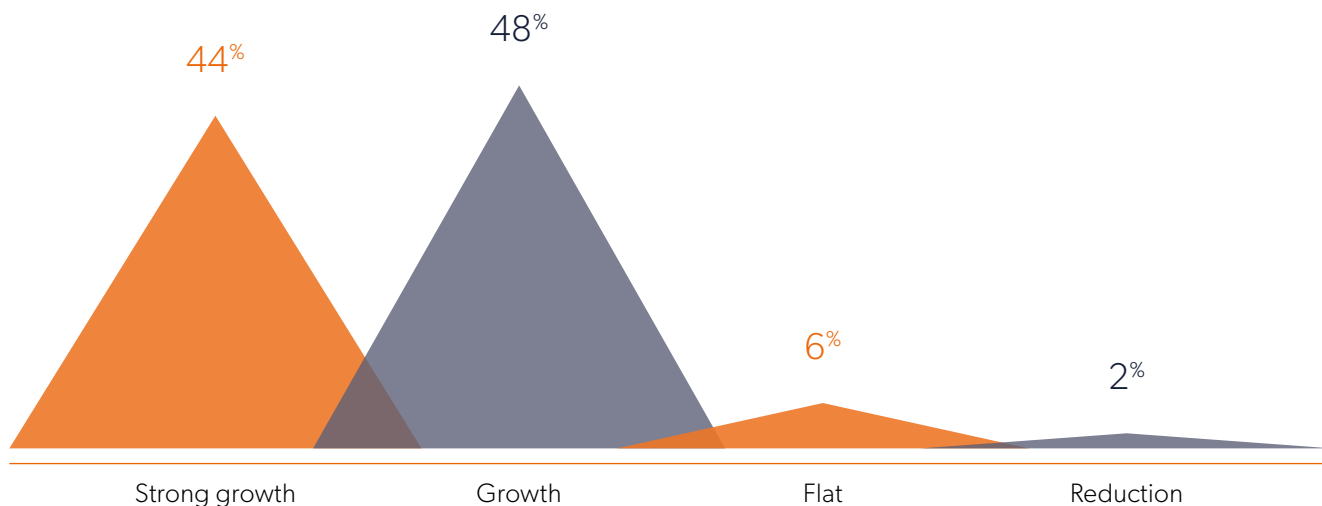
Furthermore, the view is slightly less optimistic for UK agencies' operations outside of the UK with 78% expecting growth in foreign lands.

Experience also tells us that UK agencies are habitually optimistic – perhaps not telling the unfettered truth about the road ahead.

A subtle sign of this comes from our annual question of whether agencies deem the market to be challenging. Each year we receive a buoyant cheer akin to 'Are you kidding? Things are great!' This year only 11% of agencies (perhaps the more honest of the lot) described the market as 'challenging'. While this reflects just a small chunk of the overall group, it was only the second time this question delivered a double-digit answer. That's against last year's record high of 13%.



## What are the expectations for your agency in the next 12 months?



### The greatest challenges revealed

Agencies' biggest challenge over the past year was attracting and retaining staff – a perennial issue that surfaces each time we conduct the Agency Benchmark Survey.

It's a tough one to swallow; the best employees will often be snapped up by rival agencies or indeed, by your own clients. But as we examine on pages 40 to 43, there are ways to counter this. Perhaps the best are to improve your reputation and employee satisfaction, meaning agencies are working increasingly hard to deliver exceptional work, on low budgets, while having fun. Not an easy task.

In fact, the limited nature of client budgets was the second biggest challenge over the last 12 months. Yet this has improved year-on-year. A surprisingly low 18% cited pressure from client budgets as their main challenge, which was a solid improvement from last year's 30%, which put it in top place.

This may reflect the trend for clients to move away from the large umbrella agencies, held by the likes of WPP and Publicis Groupe, preferring instead to use smaller agencies – many of which populate our survey.

Regardless, the pressure to deliver demonstrable and significant results still weighs in heavily as the third biggest challenge.

**Agencies are working increasingly hard to deliver exceptional work, on low budgets, while having fun. Not an easy task**

### Main agency bugbears:

26%

Ability to attract/retain quality staff

18%

Pressure on clients' budgets

13%

Ability to measure campaign effectiveness

11%

Embracing digital techniques

8%

Role of procurement and purchasing departments

7%

Brexit-related activity

6%

Client's appreciation of creativity

5%

Managing internal digital skill set

5%

Clients moving agency activity in-house

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### Are agencies downsizing?

The average headcount for UK agencies in 2018 was 66, down significantly on the 80 employees recorded in 2017 and 75 in 2016.

It's clear that the large agency groups are under pressure to improve their efficiencies and are downscaling and simplifying their operations (see our feature on agency restructuring on pages 38 to 39). But are we seeing the same at smaller agencies?

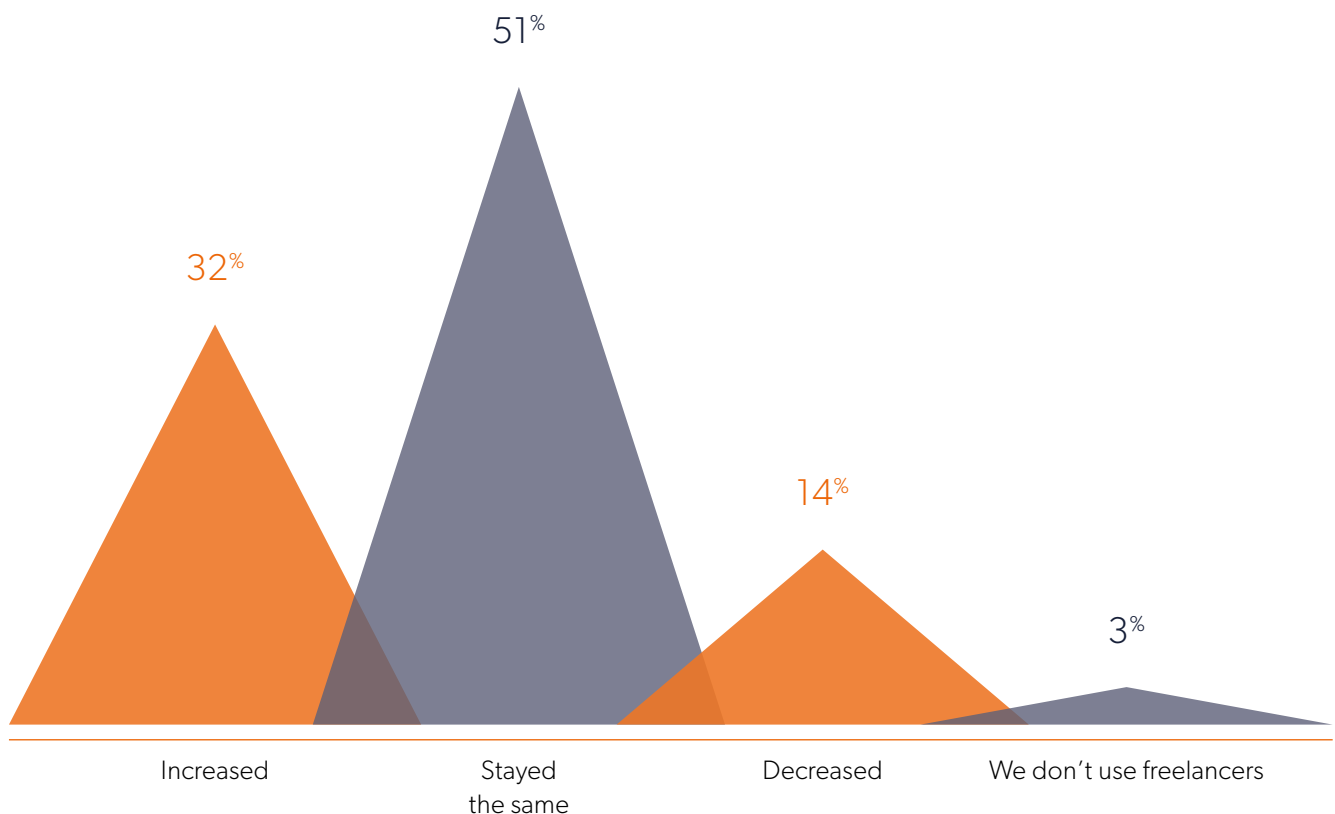
Likely not. It's unlikely that those smaller agencies have, or are looking to, downsize – especially given that their biggest challenge has been to attract

and retain staff. And, it should be noted that a larger number of small agencies participated in the survey this year, which will have affected the survey's overall headcount figures.

The vast majority (97%) of agencies supplement their workforce with freelance staffing. Furthermore, 33% have increased their use of them over the past year, using them predominately for creative and digital roles. This will not only have buoyed their overall resourcing but also provided flexible low risk support to businesses that are growing, or subject to changing market demands.

*It's clear that the large agency groups are under pressure to improve their efficiencies and are downscaling and simplifying their operations*

### How has your use of freelancers changed over the past 12 months?



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## Agencies are adapting their offerings

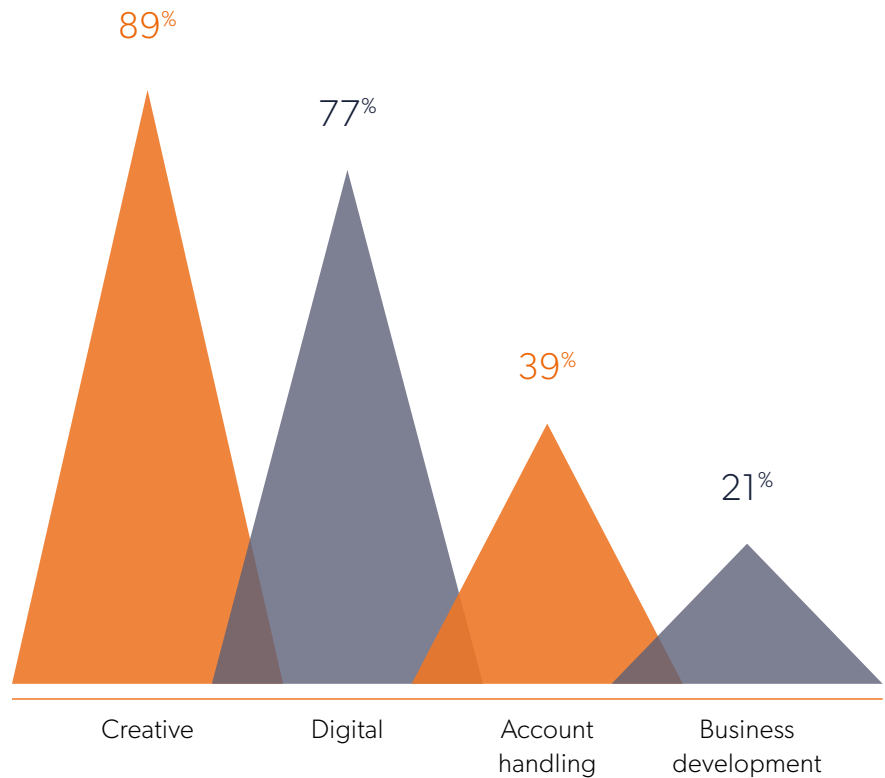
This year we also asked agencies to tell us how they describe themselves and their operation. Those responses marked a preference for breadth over depth with the largest pool (of 48%) describing themselves as providing integrated operations compared with (the next highest rankers) 16% preferring the 'digital' moniker and 13% calling themselves 'creative agencies'.

Although agencies want to cater to a wide customer base, as we discussed in last year's Agency Benchmarking Report, we expect to see a rise in specialist services in line with growing client demands. If not as an independent agency this is likely to materialise as an arm or division within the business.

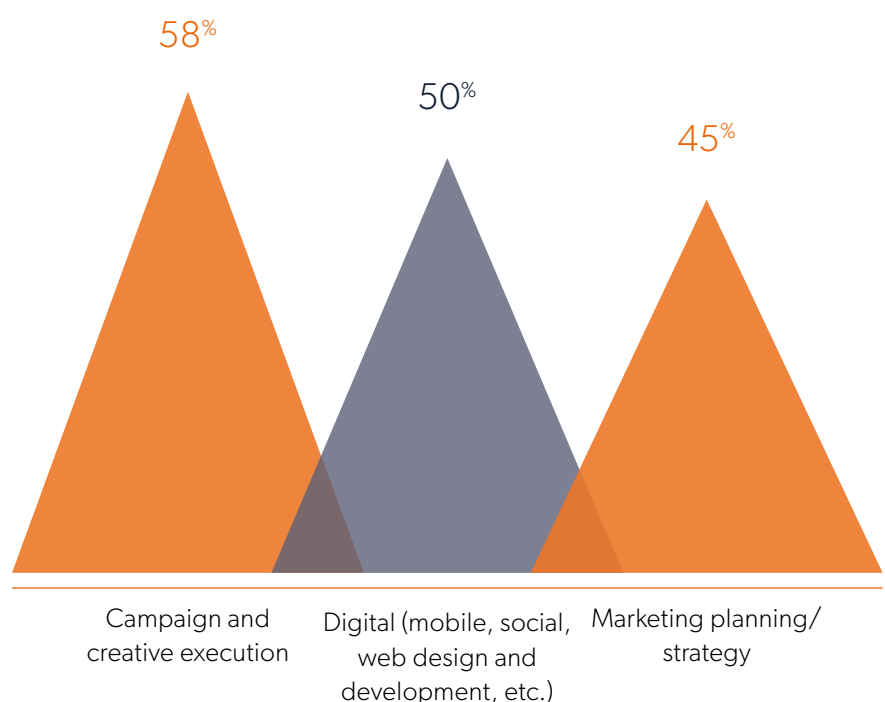
We also asked agencies to list their three primary services, which highlighted a marked change from last year. Last year's top offering of 'marketing planning and strategy' slipped to third place (out of 15), falling from 75% to 45%. The top spot was replaced by 2019's favourite, 'campaign and creative execution', which 58% of agencies placed in their top three.

Last year's second favourite, content marketing, took a similar vote this year (46% in 2018, 41% in 2019) but failed to make 2019's top three. In third place last year was branding, which took 28% of the vote in 2018, falling to 15% in 2019.

## Percentage of agencies using freelancers



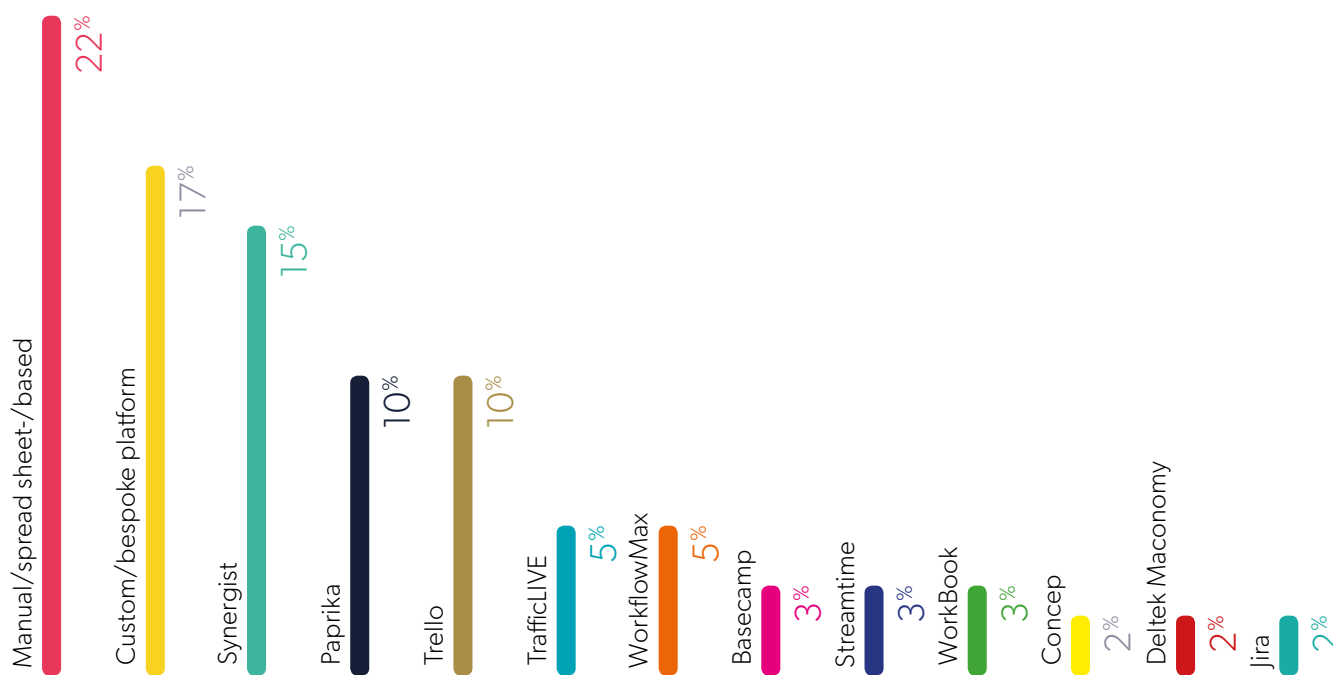
## Agency's top three service offerings for 2019



# What's in an agency's tech stack?

For the first time, B2B Marketing can unveil insight into the most popular tech platforms used by agencies, both internally and on behalf of their clients

## Project management tools (% of agencies using)



### Platform

The first thing to note is that the dominant technology in this category is actually... not a platform. More than a fifth of agencies surveyed are still using spreadsheets and

manual processes to track their project management.

A slightly smaller proportion are using custom or bespoke platforms that have been developed internally or have been developed for them.

The agency-specific Synergist is the highest-ranking platform. This is followed by fellow marketing-specific technology Paprika, which tied in popularity with the general collaborative working platform Trello.

## Marketing automation

	Use regularly	Licensed by agency	Agency or staff certification or accreditation	Total
Mailchimp	45	8	3	56
Hubspot	34	10	10	54
Adobe*	36	11	0	47
Marketo	27	3	12	42
Salesforce Pardot	28	4	7	39
Eloqua	20	3	10	33
Dotmailer	15	4	4	23
Act-on	4	3	2	9
Adestra	4	0	2	6
Vuture	1	0	2	3
Concep	0	0	2	2
Force24	0	0	2	2
SharpSpring	2	0	0	2
Communigator	2	0	0	2

\* The survey was carried out before Adobe's acquisition of Marketo in September 2018.

While Mailchimp edged out Hubspot in terms of total overall agency use, Eloqua, Marketo and Hubspot had the highest proportion of certified or accredited agencies. This suggests Mailchimp is being used for one-off or limited-run campaigns, whereas the larger traditional B2B players are in use for more sophisticated, strategic projects where specialist expertise is necessary.

It is also noteworthy that Adobe (not previously considered among the major B2B MA players prior to its acquisition of Marketo last year) is in use by a significant number of agencies. It will be interesting to see, following the takeover and integration of Marketo into Adobe Marketing Cloud, whether agencies will rationalise their use of both platforms.





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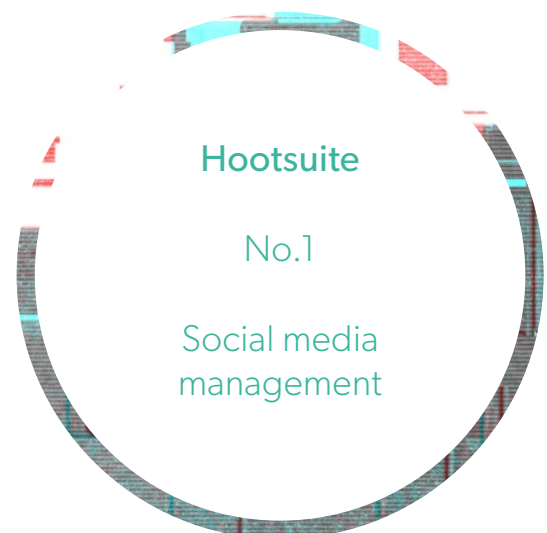
## Social media management

	Use regularly	Licensed by agency	Agency or staff certification or accreditation	Total
Hootsuite	48	6	2	56
Hubspot	32	8	7	47
Adobe	16	12	3	31
Buzzsumo	23	3	0	26
Crimson Hexagon	4	3	2	9
SproutSocial	7	0	0	7
Netbase	3	1	1	5
Sprinklr	4	0	0	4
Oktopost	1	1	1	3
Brandwatch	3	0	0	3
Onalytica	2	0	0	2

*Hubspot and Adobe rank highly in this and a number of other categories demonstrating the value of integrated platforms to agencies*

Four platforms outstrip the rest in this category, with Hootsuite leading the way. Hubspot and Adobe rank highly in this and a number of other categories demonstrating the value of integrated platforms to agencies.

There are fewer agency certifications in this category than any other. Does this suggest that social media credentials are less valuable to agencies? Or do clients simply expect a level of social expertise from their agency partners, so licensing or certification is no longer seen as a selling point?



## Content management systems

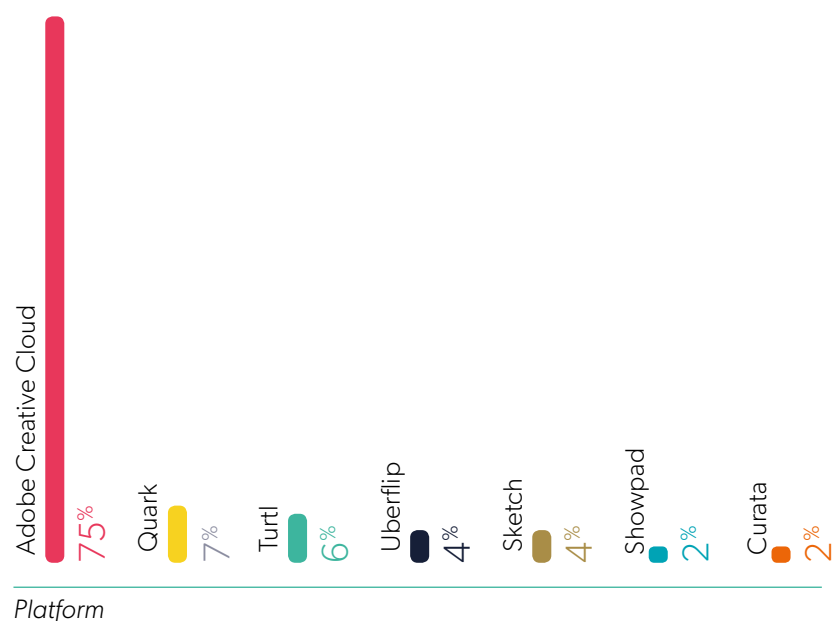
	Use regularly	Licensed by agency	Agency or staff certification or accreditation	Total
WordPress	62	5	7	74
Drupal	30	3	3	36
Custom/bespoke development	23	0	3	26
Magento	9	2	2	13
Joomla	6	1	4	11
Squarespace	9	1	0	10
Shopify	6	1	2	9
Umbraco	7	0	1	9
Sitecore	4	0	0	4
Silverstripe	2	0	0	2
Bitrix	1	0	0	1

WordPress dominates this category, with almost double the number of agency users than its open-source counterpart Drupal. That's not a surprise given WordPress powers 75 million websites, almost a fifth of all sites on the web.

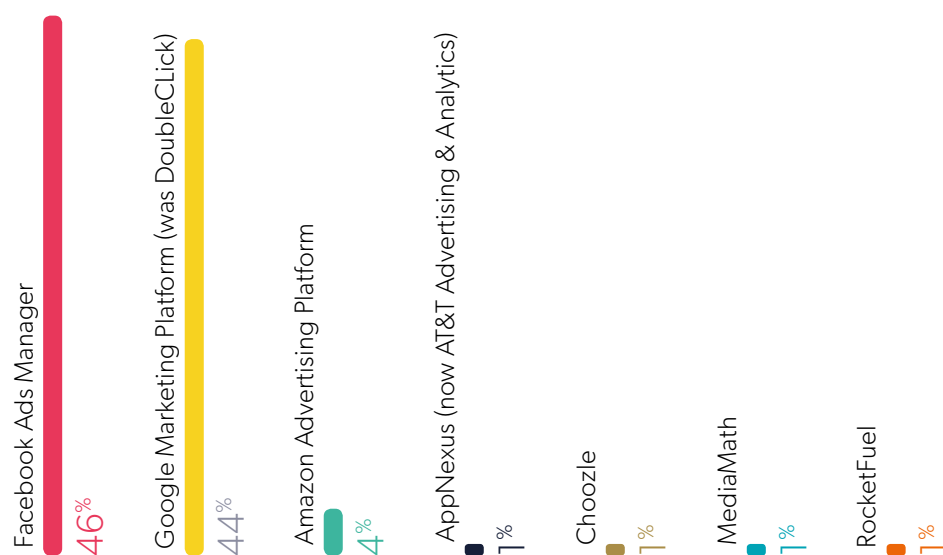
Adobe also has a presence in this category, having acquired e-commerce platform Magento for \$1.8 billion in May 2018.

There is also a dominant player in the 'content platforms' category, with Adobe Creative Cloud accounting for three-quarters of agency use. The sheer breadth and scope of creative cloud – from InDesign for publishing, Premiere for video editing and After Effects for animation – makes it the all-powerful choice.

## Content platforms (% of agencies using)



## Programmatic advertising (% of agencies using)



### Platform

It's no surprise to see internet behemoths Facebook and Google trounce the opposition in this category, given that the firms have 58% market share of total digital ad spend between them.

The platforms agencies use to implement their account-based

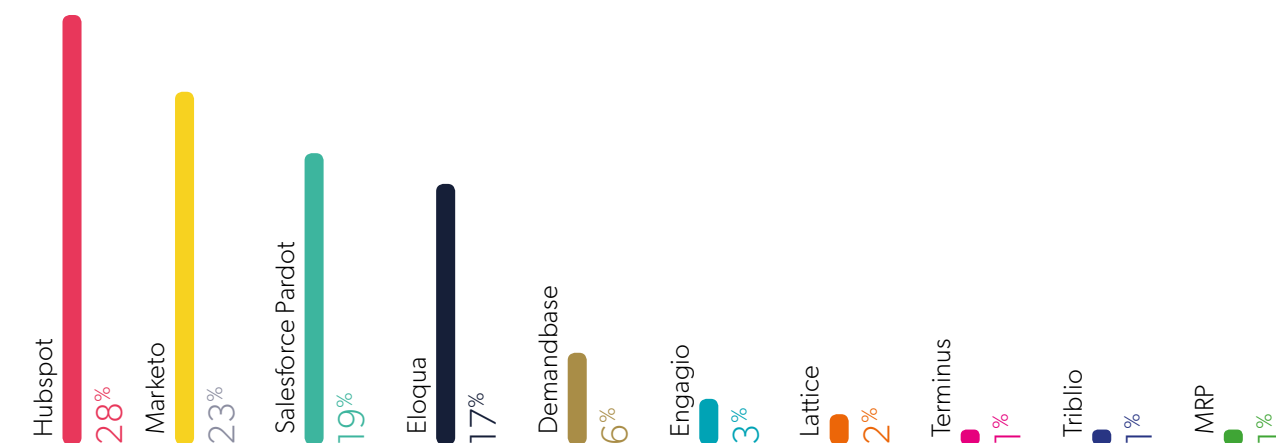
marketing strategies are not what you might consider 'true' ABM platforms.

While the likes of Hubspot, Marketo and Salesforce Pardot trumpet their ABM credentials, these tech platforms enable ABM campaigns, in comparison with orchestration platforms such as Demandbase, Engagio and Terminus.

It's likely that many of the agencies we surveyed are taking their first steps in ABM, so are using their existing platforms before investing in the 'pure-play' technology available in the market.

The relatively low adoption of these 'pure' ABM platforms reflects the low-level of ABM maturity.

## Account-based marketing (% of agencies using)



### Platform

# What do clients

The B2B Agencies Benchmarking Report survey tells us what agencies believe is going on in the market. But does that reflect the client experience? At the end of 2018, B2B Marketing gathered a selection of client-side senior marketers to share their expectations of agencies. Paul Snell reports

## The move to bring work back in-house

Perhaps alarming for agencies, the first topic client-side marketers raised during our roundtable discussion was the market's growing interest in bringing agency work back in-house. There were three primary reasons behind this:

- ▶ Client's inability to hold their current agency vendors to account
- ▶ A labyrinthine and bloated network of suppliers, which needs to be rationalised
- ▶ A desire to increase speed-to-market by bypassing the time spent on briefing, delivery and measurement.

Where such a strategic move was genuinely under consideration there was frequently an external catalyst. This could be either a change to the company itself (such as a restructure, merger or acquisition) or to personnel. For instance, the arrival of a new CMO often leads to a review on agency spend.

The biggest obstacle to moving resources back in-house was the difficulty of gaining buy-in from senior management who didn't want to add headcount to the bottom line.

The greatest concern expressed by

marketing leaders was whether in-house staff would be exposed to fresh ideas and approaches. How might they keep those staff sufficiently motivated if they only had one or two brands to work on? Plus, how would they find the skills needed for an in-house team to begin with?

— *"It's not always a choice between employing an agency or doing the work in-house. You might be under headcount constraints, but have flexibility around a programme budget that you can allocate to an agency. Employment laws are also becoming tougher; it's more difficult to get rid of people – but you can fire agencies!"*

## Clients are using agencies more strategically

Another recurring theme was the use of agencies as a gateway to innovation. One client-side senior marketer explained that the agency-led rebrand it went through would not have been as brave or bold had they tackled it alone. In fact, many of the marketers we spoke to said their conservative, risk-averse brands were crying out for agencies' bold thinking.

Over the past 12 months some client-side marketers have begun buying an agency's ideas but executing them internally. However,

# really think of agencies?

this wasn't popular among those we assembled – our research panel considered the execution of a proposal to be as important as the intellectual property.

— *"A good campaign is only as good as being able to deliver it. It's about bringing it to life – how that resonates with the customer, how you personalise it – the execution is so important. You wouldn't buy the idea without a detailed understanding of the delivery."*

## Global agencies face a struggle to convince clients

There appeared to be little enthusiasm among those in the room for handing over all requirements to a single global agency or network. Cost was the first concern, if not prohibitive.

Some doubted whether these 'global' agencies were actually that. Furthermore, those working in global multinationals emphasised the importance of local agencies with local knowledge – particularly when working in Asia. "A global agency we worked with couldn't get separate offices in London and Manchester to collaborate with each other, let alone offices in Brazil and Vietnam," one marketing leader told us.

The balance of power in the relationship was also held to be

crucial. The biggest global agencies will demand a strategic level of support, such as access to the CEO or board. If this can't be provided, the agency will become frustrated. Equally, if as a client you are much more powerful, your agency will find it difficult to say no to you, and just become 'yes men'.

— *"As a client, you shouldn't be pushing agencies around. You should be comfortable with a certain amount of push back."*

## Buying a happy family

The importance of personnel on an account also cannot be underestimated. The churn of these individuals is one of the biggest sources of frustration for clients who spend time training agencies on their brand, its products and services.

Greater transparency on both sides is often the key. Clients would rather know straight away if someone is leaving – even if there isn't a replacement ready. They'd rather be told the individual is leaving and that the gap is being addressed than to be told someone's leaving next week and be introduced to the replacement.

Working with good people is so important to clients that some said they would move their business, following those people

to their new role. It reinforces the idea that clients want to buy into an agency 'family' or ethos, rather than a brand.

## The shape of things to come

As always, agencies will come and go but clients believe the future will see more focus on delivering specific services rather than a broad multichannel approach. However, these niche agencies may struggle to grow beyond a select group of clients because their services are so specific. This will leave space in the market for T-shaped agencies that offer a broad range of services but specialise in one or two areas.

As in 2018, we will continue to see mergers and acquisitions in the sector, but many small, boutique agencies are turning down offers. Instead, some prefer to form collectives – micro-communities of small agencies that work on referrals but don't have a shared P&L, often located in the same area. Clients anticipate this trend is on the rise.

While agencies rarely feel it's in their interest to work together (rather than compete for limited budget), our research group is very keen for their existing agencies to collaborate with each other. "If they can't, they're no longer my partner," one said.



# 4 predictions for 2019

Looking back at the predictions we made in last year's B2B Agencies Benchmarking Report, we can feel a little smug about how our forecasts have panned out.

**Paul Snell reports**

**As we predicted, there's no doubt that account-based marketing continued to grow in popularity among both agencies and clients.** Similarly, 2018 saw continued interest in the development of technology (although we concede that agencies are not quite ready to challenge the mainstream martech vendors at their own game). The only prediction that didn't resonate was a trend for agencies to collaborate more closely with each other – although that could simply be a matter of time.

With those in mind, here are a further four predictions for the year ahead, each based on our survey feedback.

## **1. Fewer mergers and more focus on integration**

Consolidation is always going to be a feature of the agency marketplace, with disruptors targeted for takeover, yet we expect this to slow over the next 12 months. We predict there to be less M&A activity in the year ahead and instead a greater focus on delivering synergies and efficiencies from the deals already signed.

This is unlikely to shock, considering the flurry of consolidation from 2016 onwards.

In 2018 we saw the major agency holding groups – including Ogilvy and its parent WPP, The Mission Group and Publicis Groupe – restructure, simplify and downsize (see report on page 38). We expect these players to make limited strategic acquisitions, whereas we may see more from consultancies, which are clearly intent on taking more of the market.

## **2. GDPR may have passed, but privacy will still be a big issue**

GDPR may not have had the apocalyptic impact many feared, but it would be foolish to believe concerns around

customer data and privacy have disappeared altogether.

There's no doubt that the average person on the street is now more aware of the rights around data, and there are serious sanctions for companies that abuse it. In September, the UK information commissioner handed out its first GDPR enforcement action to Canadian data company, AggregateIQ who could face a €20 million fine.

Brands and agencies will need to be mindful of the new expectations on them, particularly as genuine compliance levels are thought to be very poor, especially in comparison with companies' estimations of their efforts.

This is before we've even mentioned the prospect of the EU's revised Privacy and Electronic Communications Regulation (PECR) potentially returning. This legislation governs email marketing and was initially supposed to come into force at the same time as GDPR but was postponed indeterminately. There is currently no proposed date but many expect it to return in 2019.

There have also been murmurs around the introduction of a US federal privacy law, covering similar areas to GDPR, as legislators attempt to rein in the power of the multinational

tech behemoths. While 2019 will be too early for introduction, it demonstrates the issue of data privacy is here to stay.

### 3. Beyond GDPR, the focus will turn to engagement

As seen in the B2B Marketing Trend Tracker, marketers spent much of 2018 occupied by GDPR. With their main compliance efforts (hopefully) resolved, attention in 2019 will turn to driving emotional connection with prospects and customers.

Thanks to improved data privacy, brands have increased trust with their target audience – now they'll need to develop their human voice. Agencies will be at the forefront of this, supporting these efforts and passing on insight that builds authentic connections.

There will also be a desire among brands to create 'movements'. A number – primarily US tech vendors such as Salesforce – have already done this successfully. Audiences want to feel more than just a customer but part of something bigger.

To achieve these goals brands and agencies will need to focus on an often-underestimated part of emotional engagement – listening to their customers. The use of analytics around the

customer journey to enable this will be increasingly important.

### 4. AI service to become mainstream

For many marketers, AI is still a bit unreal. It's not so much unbelievable, but marketers are failing to see a visible impact on their day jobs. The hype and momentum building behind AI suggests that 2019 may be the year this changes.

Research carried out by NewVantage Partners suggests more than 90% of the Fortune 1000 are upping their investment in big data and AI to stay agile and competitive. Primarily, they are scared of being disrupted by data-driven digital competitors.

Agencies can lead the charge here, in part to pick a slice of that pie. Having gotten to grips with AI themselves over the preceding 12 months, many will be looking to supplement existing services with AI-powered services, such as chatbots, predictive analytics or programmatic re-targeting.

Agencies will also want to tackle the AI skills gap – a survey by Microsoft at the end of 2018 said more than half of employees aren't learning new skills to keep up with AI developments. There'll be growth in agencies either providing educational services or specifically providing AI experts as part of their capability.





# Restructures fall into place

In last year's Agencies Benchmarking Report we noted that many clients were fundamentally reviewing their relationship with agencies, and as a result terminating their long-standing relationships, or at least forcing agencies to compete.

**Mary-Anne Baldwin** reviews

**Last year saw a flurry of restructuring as the major agency holding companies respond to these changes.** Added to this disturbance was heavyweight competition from consultancies, which are stealthily moving into their territory.

Under this vice-like pressure from their customers, the large agency players are simplifying their businesses. In fact, the word 'simplify' has been used by almost all of the big agency groups this year, both as a euphemism for job

cuts and as a literal description of their drastic reorganisation. Agency groups are changing their structures to dissolve siloes and put emphasis on collaboration and accountability.

It's a response to their clients' slashed budgets and demands for greater cost transparency. In short, clients are questioning where their money is being spent, arguing that for years it has dripped through layers of unnecessary staffing.

In frustration, some clients have developed their own in-house

marketing operations. Others have moved their business to hybrid consultancy firms, which having bought up a string of agencies in 2017, have become what some like to call 'cagencies'.

All this leaves great opportunity for the smaller traditional agency players, which as we discussed in last year's Agencies Benchmarking Report, are seeing growing appetite for their agile and transparent operations.

But let's look now at what 2018 had in store for the industry's largest agency holding companies.

## WPP

Having recognised its slow response to market changes and demands, WPP is now going through a major restructure. The multinational advertising and PR company (which owns Ogilvy) is divesting 16 of its businesses, including its stake in the research firm Kantar as it simplifies and downscales its operations.

The company has also frozen new hires, which were reportedly set to rise by 2,000 to 136,000 by the end of 2018.

## Ogilvy

Ogilvy rebranded and restructured in June 2018, simplifying its organisation under a single brand name, the Ogilvy Group. It also regrouped its subsidiaries around six core capabilities: brand strategy; PR; advertising; digital transformation; partnerships and customer engagement.

Furthermore, its strategy division OgilvyRED became known as Ogilvy Consulting in a bid to compete with the likes of Accenture, Deloitte and PwC.

In October, it offered voluntary redundancy to all of its 1200 UK employees as part of its restructure.

## Tribal

Much like Ogilvy, Tribal restructured around six core practices, each led by a subject matter expert. These include: business consulting; innovation; data science; customer experience; creative and social; and tech engineering.

The agency is teaming these specialist offerings with strategic understanding and a desire to offer a holistic approach in competition with the likes of 'agencies' Accenture and Deloitte.

## Omnicom

In April 2018, Omnicom regrouped its branding, design and research services (including Hall & Partners, Interbrand, C Space, OurCreative, and Siegel+Gale) which now fall under the Brand Consulting Group. The ethos at the

heart of this change was simplification. The agencies will retain their brands and independent operations, however they will share a leadership team.

## Publicis Groupe

Unveiled a three year plan to invest up to €1.5 billion in acquisitions, make €450 million in cost savings and add thousands of staff to its technology centres by 2020. The plans will take the global holding company on a clear trajectory towards the consultancy space.

Its restructuring has placed all of its creative, media, digital/technology and healthcare entities into siloes and led to the creation of Publicis Spine, which the company has described as its attempt to "put data and technology at the heart of the company".

*Consultancies are continuing to lay claims on the marketing services industry. Yet (M&A) slowed significantly*

## Havas

In June 2018, Havas committed to spending \$115.6 million over the next five years as it seeks to build its collection of comms consultancies under its AMO brand.

Shortly before this announcement it became the first big ad network to invest in blockchain with the creation of its subsidiary, Havas Blockchain, in a bid to lead this space.

## The Mission

In July 2018, The Mission Marketing Group restructured its 16 agencies, which include AprilSix, Mongoose and Speed. The move, which should reduce costs and improve efficiencies, reordered the company's brands under two groups; integrated agencies and sector specialist agencies.

## M&A among the Agencies

Throughout 2018 – and no doubt in the years ahead – consultancies are continuing to lay claims on the marketing services industry. Yet mergers and acquisitions (M&A) in this space slowed significantly during 2018 as the firms seek post M&A organic growth.

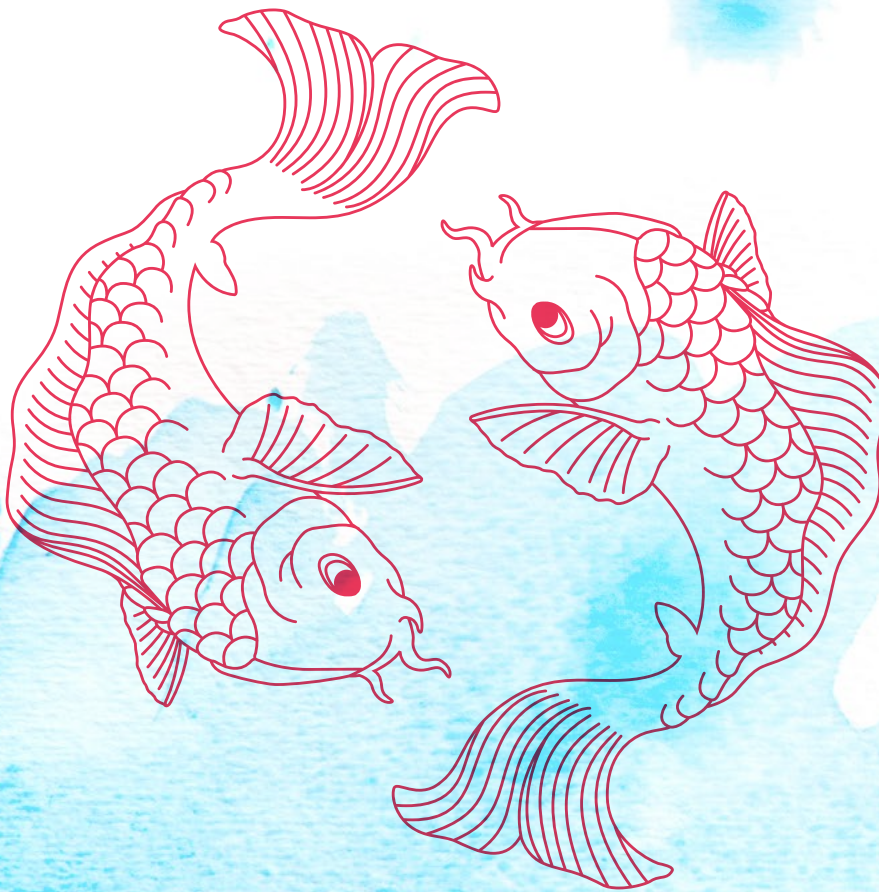
In 2017, major consulting firms, including Deloitte, Accenture, IBM, KPMG and McKinsey & Company spent a collective \$1.2 billion in agency acquisitions, creating what Accenture Interactive's European chief coined as 'cagencies'. This compares to the collective \$1.8 billion spent by holding groups through 2017. Yet M&A through 2018 was comparatively slow. Deloitte Digital kick-started 2018 with the acquisition of interactive marketing agency, Brandfirst. At the same time, EY purchased the digital design firm, Citizen – but since then things have slowed.

In 2017, Accenture made 12 acquisitions to support its marketing arm, Accenture Interactive. By comparison, its major news this year was the launch of a new subsidiary, Accenture Interactive Programmatic Services, which helps marketers set up inhouse programmatic systems. But don't take that as a sign of inactivity. Accenture Interactive saw revenue growth of more than 20% during 2018, providing its parent company with more than \$7.8 billion in revenue.

## M&A among our survey participants in 2018 included:

- ▶ Publitek bought McBru North America in March 2018 and Tag UK & Germany in July 2018.
- ▶ Twogether bought bDA and acquired 15 new staff members.
- ▶ Nelson Bostock bought the content marketing agency, First Base.
- ▶ Purple Agency bought small studio operation, Banner Create.





# Winning the battle for talent

Finding and keeping talented staff was the number one challenge agencies faced in 2018, our survey shows. **Molly Raycraft** speaks to agencies successfully reeling in the best to discover how they're doing it

**Cast your net into the talent pool and what do you find – succulent salmon or flimsy fry?** More than a quarter of agencies find attracting and retaining staff a significant challenge, according to this year's Agencies Benchmarking survey.

Expectations of what an employer should offer candidates have changed, the market has broadened and agencies are struggling to find both specialists and generalists. So where has the pressure come from?

## **Pull don't push**

Agencies have always been fast moving, and naturally under pressure to hire those who will deliver great creativity. But for many the competition seems stronger than ever. "We're seeing a massive arms race," explains Jonathon Palmer, global head of strategy and UX at Omobono.

The pressure has caused agencies to offer more and more to employees, and this continuous improvement is beginning to leave those who don't have a solid employee brand strategy scrambling. Turning the heat up further is the competition agencies are facing from their own clients.

"The biggest threat we see is client-side," affirms Kirsty Gilchrist, MD at Twogether. "Clients are seeing the talent that's in agencies and realising they have a broad spectrum of experiences with various clients."

Individuals with a strong CV can take their pick of roles on either side



of the agency/client divide, meaning recruiters have to move.

"It's hard to poach happy people," says Tim Lines, associate director at Nelson Bostock Unlimited. "When people move, often something's gone wrong or their situation is not ideal. They've got more of a push factor."

For agencies to attract the best talent, they need to create a greater pull factor. This means putting in the work on a competitive employee brand strategy – a common pitfall. "Agencies often under-invest in their employee brand," explains Jonathon. "You've got agencies out there that have an amazing customer experience but an employee experience that leaves a lot to be desired."

### **Becoming more resourceful with sourcing talent**

Most agencies will be accustomed to traditional recruitment routes such as headhunting, recruitment agencies and employee referral programmes. But the rising competition has given leading agencies the impetus to look at more unique methods of sourcing talent from within and outside of their organisation.

Nelson Bostock's parent company, Unlimited Group, has a next generation programme under which top young talent from its agencies compete in a *The Apprentice*-style competition for a week, pitching, briefing and winning prizes. Externally it also supports the Taylor Bennett

Foundation. "They run quarterly programmes where they take people from very diverse backgrounds and place them within an agency, arrange briefs, tours and meetings with other agencies in the group," explains Tim.

Unlimited aren't alone in tapping into the talent early. Jonathon says he took part in judging a competition at an event run by one of the recruitment companies Omobono works with. "They organise a *Dragons' Den* event where they select students to come and pitch creative briefs," he says. "The level of talent that showed up was impressive, and many of them have since been hired by the agency judges in the room."

Twogether has also done graduate shows, but isn't shy to take on school-leavers too. "One of our youngest developers came out of school and joined us at 18 and he's phenomenal," says Kirsty.

### **The interview**

The consensus for interviewing candidates for an agency role is usually two interviews and a short test. Anything less and you may not know the person that you're hiring well enough, and likewise they may not be fully bought into your agency. Don't let frustration or desperation to fill a role quickly get the better of you. Tim believes it's important not to make the interview process too easy. "You want them to feel like they've earned something and they've been put under pressure," he explains.

It's a good idea to outline what characteristics you're looking for as well as skills. For most it's passion that can give an applicant a winning edge, even if they don't meet the full technical requirements. "The attitude is important," asserts Tracey Lord, head of client services at Torpedo. "It might be that they write a regular blog or have built a website, something that shows their initiative and a proactive approach. You can teach skills but you can't teach attitude."

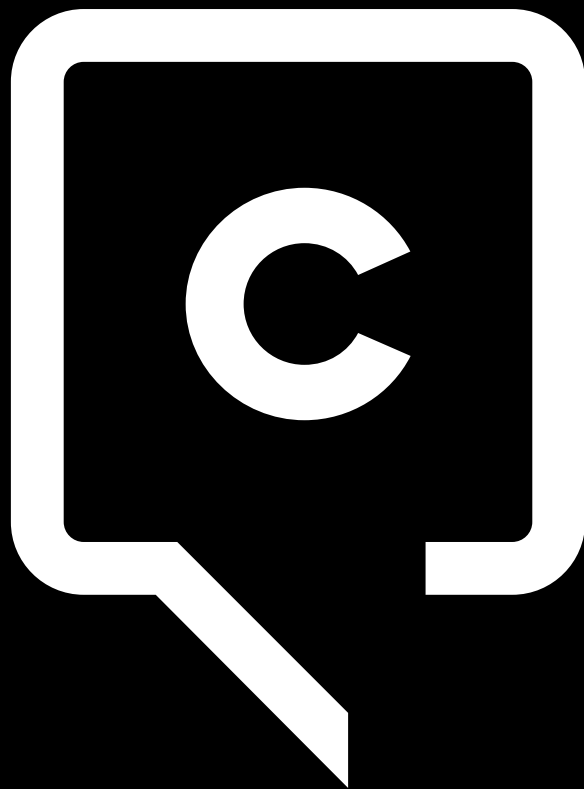
Kirsty says personality is the most important thing across all the roles at Twogether. She says her people are hungry, have drive and are enthusiastic. "That's important for us because culture at Twogether is immense," she explains.

### **Promoting a happy and healthy environment**

We've been encouraged to be selfish about our wellbeing, and many agencies have adjusted to meet this. For example, working from home and flexible working has become a staple benefit.

Tracey believes it's the little things like creating a happy environment and encouraging work/life balance that can swing a decision when attracting talent. "Life can be quite busy and we want to make sure we look after the team. We do this through flexible working, providing fruit and snacks to get them through the day, and having fun with social and charity events," she explains.

Aside from creating ease and improving mental health, Torpedo also encourages an active lifestyle.



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Employees have access to a swimming pool and tennis court on site, as well as the option to join the agency's football or netball team. "The team also nominate a charity to support for the year, and we do charity events like Tough Mudders and Rough Runners," she adds.

Harvard takes a similar approach. The agency offers two mornings a week of free yoga and pilates for staff, on top of access to a wellbeing app, an invitation to take part in a walking challenge, and private medical care.

CEO Louie St Claire says they also track the happiness of staff to assess culture and benefits to remain aligned to what they're trying to achieve for their employees. "We do a staff survey once a year, where we ask about benefits, health, training, happiness, support and management. We feed response back into our programme," he says.

### Get social to collaborate

The goal is always to work without siloes, but galvanising that collaboration and positive working relationships doesn't necessarily start at people's desks. "Culture is the one thing not owned by management, it's owned by everyone," explains Louie.

At Harvard the foundations to a good culture start by organising a social calendar. "We have a 'Harvard hug' every Friday, where we all get together and one team hosts themed drinks. We also have a monthly social where it will be a film night or bowling or something

like that," says Louie. The company even arranged and paid for a trip to Paris to celebrate Christmas and the team's success over the year.

Kirsty agrees with the importance of such events, which solidify relationships within the team. "Like most agencies we work hard and we play hard," she says. "We make sure staff are rewarded with very good summer parties. This year we took them all to a festival. The year before we hired out a cave and had a 90s rave."

### The opportunity to develop

No one appreciates stagnation and a primary reason for changing company is often for career progression. But as an agency you should be open to offering the opportunity to develop in-house. Tim says building someone into a role can actually be better than finding someone pre-made. "We much prefer to spot talent than bring it in. You need to challenge people with the right level of support. If you get the balance just right they'll be committed and see their future there."

Tracey agrees the learning piece of an agency is vital for the retention of staff. "We always want to set out how people can progress within the business." Torpedo runs knowledge sessions every Tuesday where the team shares live projects; best practice and new tech. It's also keen to support staff who want a change in trajectory. "We've had some people decide to move in a different direction in their career and we've been supportive of that."

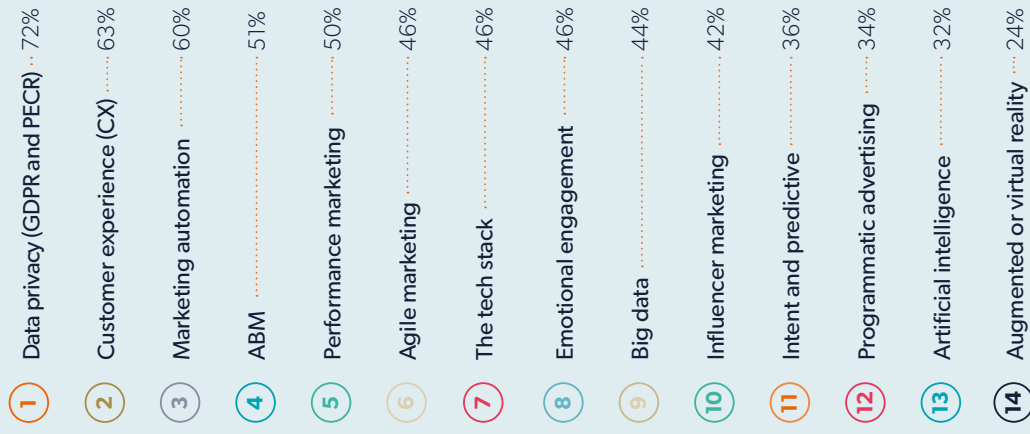
### Tips for talent

1. "Consider the importance of attitude. Have an open-mind, consider all the opportunities and where they could sit in your organisation." Tim Lines, Nelson Bostock Unlimited. Headcount increase from 40 to 62.
2. "It comes down to reputation. People are attracted to innovation, culture, stability – and if they see this the talent will come to you." Kirsty Gilchrist, Twogether. Headcount increase from 82 to 105.
3. "Create a well thought-through strategy for talent acquisition. If you want to get this right you need to look at the entire employer brand and candidate experience." Jonathon Palmer, Omobono. Headcount increase from 97 to 120.
4. "Be clear with where you're going and what you're trying to achieve. If you can articulate that well to the people you're trying to attract it becomes a lot easier." Louie St Claire, Harvard. Headcount increase from 54 to 65.
5. "A competitive salary and the usual benefits are hygiene factors in recruitment. Focus on the culture and the opportunity to develop." Tracey Lord, Torpedo. Headcount increase from 68 to 84.

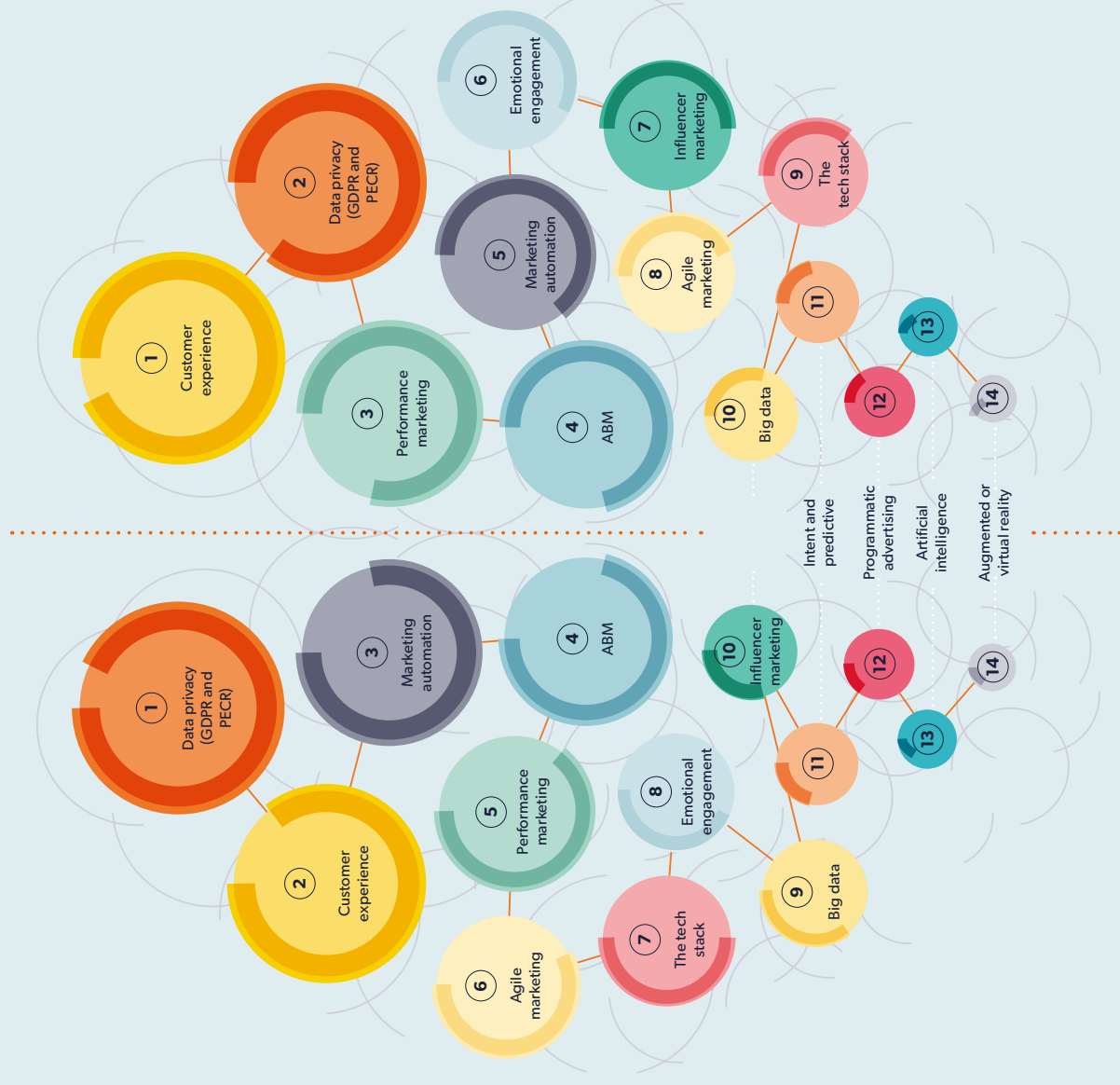
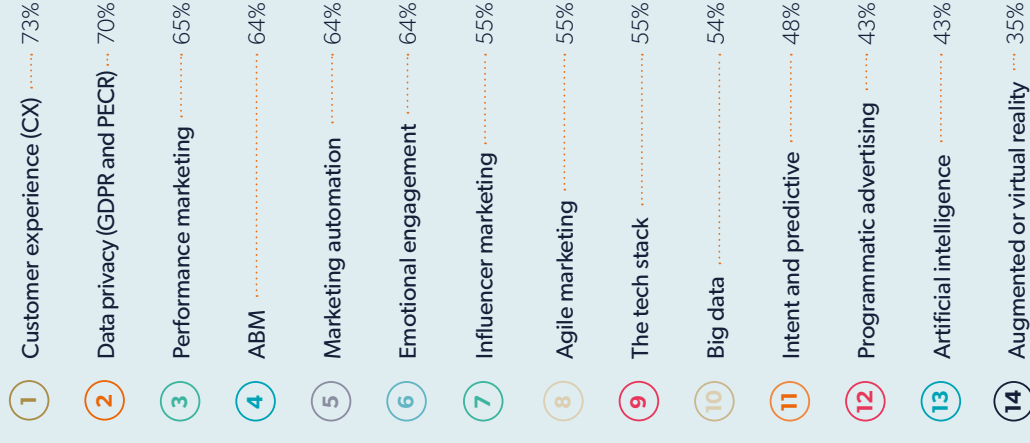


# The 2019 B2B Marketing Trend Tracker: The B2B mind

## Client-side



## Agency-side



Marketers were asked to rate the attributes shown above, based on how focused their team was on each – from 1 (0% focused) to 10 (100% focused). Figures shown are the average scores for each attribute for both agency and client-side marketers.

# The 2019 Trend Tracker:

## GDPR reins supreme, but customer experience will take the lead in 2019

From ABM to the tech stack, **Rebecca Ley** looks at what agency and client-side marketers focused on in 2018, and which trends will stick around in the next 12 months

Agency and client-side marketers rate 14 trends according to how focused they are on them, showing year-on-year comparison from 2017 to 2019.

Attributes	2018 (%)	Now (%)	Next 12 months (%)
Customer experience	79	67 ↓	79 ↑
Marketing automation	69	62 ↓	75 ↑
Data privacy (GDPR and PECR)	64	71 ↑	72 ↑
Account-based marketing	63	56 ↓	70 ↑
Performance marketing	Not covered in 2018	56 —	66 ↑
Emotional engagement	60	53 ↓	63 ↑
Agile marketing	50	50 —	59 ↑
The tech stack	54	50 ↓	60 ↑
Influencer marketing	57	47 ↓	59 ↑
Big data	56	48 ↓	58 ↑
Intent and predictive marketing	47	41 ↓	54 ↑
Artificial intelligence	41	37 ↓	49 ↑
Programmatic advertising	44	37 ↓	47 ↑
Augmented or virtual reality	33	28 ↓	36 ↑

\*Performance marketing was added as a trend for 2019's results

Marketers were asked to rate the attributes shown above, based on how focused their team was on each – from 1 (0% focused) to 10 (100% focused). Figures shown are the average scores for each attribute for both agency and client-side marketers.



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**B2B Marketing's 2019 Trend Tracker, conducted in partnership with Circle Research, surveyed senior marketers in both agency and client-side roles to see which trends led the charge in 2018, and which will remain top of the agenda in the year to come.**

### **GDPR takes centre stage**

The results are in and the consensus is clear: GDPR is currently the top-ranking trend, with marketers spending 71% of their focus on it. This comes as no surprise given the legislation came into force in May 2018. Marketers have frantically cleaned up their data, worried about opt-in lists, and sought advice from agencies on what constitutes 'legitimate interest'. Compliance has been the word on everyone's lips, and so it continues.

But did it turn out to be as worrisome as predicted? The Marketing Practice brought in a GDPR specialist to support clients who felt isolated and unsure about the new legislation.

"Most clients went down the legitimate interest route instead of the opt-in route," Heather Barnett, head of marketing explains. This meant they didn't lose their entire customer database overnight. "If you were already acting with integrity and were highly targeted in what you were doing, you didn't run into trouble."

While data privacy will continue to be a focus in 2019, it will slip down everyone's agenda. And, as the focus on data privacy falls more time will be spent on other trends.

Where GDPR currently tops the table, it's predicted to slide to third place overall by 2020. "The nervousness that was around in the first couple of months [of

implementation] has definitely died down," says Heather. "There hasn't been a flood of prosecutions. It hasn't had a big impact on responsible marketers."

### **CX is a broad umbrella**

As noted, the dominance of GDPR meant the majority of other trends decreased in focus.

However, customer experience and marketing automation retained their high ranking in the Tracker in second and third place, with a score of 67% and 62% respectively. CX is firmly near the top of the list because ABM, predictive marketing and GDPR all fall under its umbrella, says Jason Talbot, managing director at The Crocodile.

"Customer data is the unifying factor on this trend list," explains Jason. "If you see CX at a strategic level, it's all about a single customer view and hyper-personalisation." This ties into many of the trends topping the charts, he explains, which is why it's such a high priority for both agency and client-side marketers.

For The Crocodile, CX has been so essential to its strategy that the entire agency has reorganised around it. "In the past year we've implemented an agency-wide internal training programme, initiated a new planning programme that revolves around customer journey mapping and built our net-new strategic partnerships," says Jason.

## **Overall**



*See table on page 47*

## **Customer experience (CX)**

Once the GDPR issues are settled, both clients and agencies give CX their clear #1 priority in the next 12 months.

With GDPR projected to be less of a distraction, all items rise in importance.

75% of top technology brands\*  
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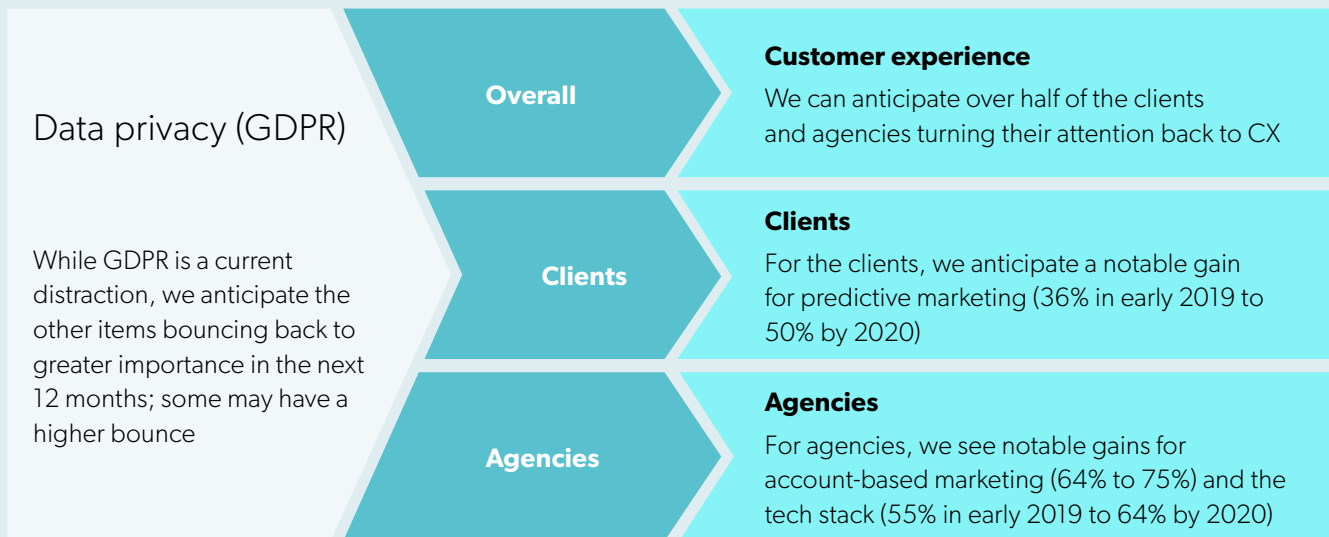
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\* InterBrand 2018 - Global Technology Brands

## Highest climbers



See *The B2B mind*, page 46

It's a crucial trend; taking responsibility for CX is a way B2B marketing can increase its presence in the boardroom and add greater value to the business. The brands growing at speed are laser-focused on this and have it at their core, Jason explains. "It's no secret what's powering Netflix and Amazon, but the knack is how you do it and organise your business around it."

In B2B, it's tough to rely solely on the features of your products to create distinction. You need to think about what you're selling from the customer's point of view, Jason underlines. This means looking after customer retention, building advocacy and telling customer stories.

And this trend is not just for marketing, he says. "If you're going to put CX in your business, you've got to think about sales, customer service, and IT, as well as other departments. Marketers who embrace it, will get drawn into the bosom of the business."

## The year ahead

This might be the year when AI, big data and predictive marketing come to the fore as marketers learn how to apply it to their businesses. While marketers currently give AI an average of 37% of their focus in 2019, this is expected to rise to 49% by 2020. Similarly, big data is predicted to jump from 48% (2019) to 58% (2020).

The Trend Tracker anticipates significantly more focus on the tech stack (50% in 2019 to 60% in 2020), driven by its growing importance to agencies. Clients are likely to drive intelligent technologies, with predictive marketing moving from 41% to 54% in importance.

## Clients and agencies: A comparison

Although CX was deemed important for both clients and agencies, it was given a 10% higher focus by agencies

than inhouse marketers.

Furthermore, agencies rate emotional engagement, the tech stack, performance marketing and ABM more highly.

So how do we explain the variation between the two agendas?

Jason at The Crocodile is unsurprised these tactics are lower priorities for client-side marketers'. "Agencies have a habit of bleating on about method, whereas clients are focused on growth and customer satisfaction," he explains. "Agencies don't necessarily speak directly to customer problems. It's just a language thing."

Clients often look to agencies to understand the developing trends and techniques. The trick is to find a balance between what is new and what is known to work.

In that case, it's no wonder that CX is pitted to be the top trend by 2020. "CX is the focus for us for the next five years," says Jason, "It's a movement, not a technique."

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# It's all getting very emotional

**Nick Hague, head of growth, B2B International**



As the desire to get emotionally close to your customers grows, Nick Hague says it's market research that makes it all possible

## **The challenge facing B2B marketers**

As consumers we're used to highly personalised, relevant and emotionally engaging marketing from the likes of Amazon, Red Bull and Lego. Amazon, for example, can predict with impressive accuracy the products you'll most likely be interested in. Red Bull uses extreme sports to push people to achieve the impossible, and Lego inspires people to be creative and express their imagination.

Unfortunately, B2B brands are lagging far behind their B2C counterparts when it comes to marketing that resonates and evokes emotion, despite the wealth of customer data now available. Many brands fall into the trap of speaking to businesses rather than the individuals within them, as well as focusing on rational aspects such as product features and price rather than emotional appeal.

## **The need to truly understand customers**

The solution for B2B marketers is to truly understand the needs of customers and how to meet them. Contrary to popular belief, emotions are at the heart of B2B decision-making. In fact, around 90% of purchasing decisions are made subconsciously, based on emotion rather than logic. Furthermore, business professionals are around 50% more likely to buy a product or service that demonstrates personal value through emotional appeals.

This presents a great opportunity for B2B brands to better target and engage different audiences through more tailored messaging. This shift in approach will

help brands establish the all-important emotional connection with customers and differentiate itself from the competition.

## **The role of market research**

So, how can B2B marketers gain a deeper understanding of their customers and improve their campaigns? The answer is market research.

When it comes to developing winning B2B marketing campaigns, buyer persona research can provide invaluable insights into customers which can spark a 'big idea'. Therefore it's essential researchers speak to actual buyers about actual buying decisions rather than second-guessing.

Persona profiling humanises a target audience through identifying the common demographics and characterising individual needs, buying behaviours, and pain-points. These insights help to paint a picture of a customer from their perspective.

For example, personas can help create messaging that will resonate strongly with customers by combining product truths with what the customer wants to hear and what the brand wants to say.

Personas can also act as a helpful guide for determining what channels to communicate through, the type of content that will resonate most, and at what times the audience will be most receptive to the content.

## **Conclusion**

Market research plays a vital role in creating marketing campaigns that will resonate on an emotional level. By using persona profiling and buyer persona research, brands can gain a much deeper understanding of who their customers are, what matters most to them and how best to reach them.

Creative and strategy teams can use these insights to develop ideas that appeal to customer goals, pain-points, decision drivers and triggers. Media planning teams can then ensure the right messages are reaching the right people at the right time.



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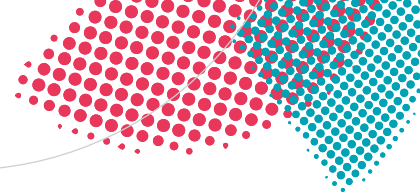
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# Knowing your customers means insight over data



**Katherine Almond, head of B2B strategy, Bray Leino**

**Old-fashioned listening is the best method to gain knowledge of your customers and build successful campaigns – the data and analytics can come later, argues Katherine Almond**

There's an old strategy for getting to know customers that's virtually guaranteed to succeed. Listen to them.

Sounds straightforward, but having a proper conversation with customers and really listening to them feels like a dying art. That's because B2B audiences are more complex than ever. By its nature, B2B targets niche products and services towards small audiences that comprise diverse segments.

Today it's often seven or more different stakeholders, each holding sway on the purchase decision. Procurement, HR, finance and IT not only have their own worries and motivations, they also vary massively from industry to industry. This is perhaps why B2B has developed a reflex to reach for a data solution, without doing the hard foundation-building first.

## **Human insight**

At B2B Ignite 2018, I spoke to a young marketing director. New to her role, she came to the event looking for ways to activate and measure her activity. She spoke to eight different martech vendors, sat through four sessions on data strategy, and said to me: "I still can't see how any of it is going to be more effective than getting on the phone and talking to people."

I had to agree. When I hit the road with our clients' sales people, or I'm in a pub buying rounds

for my focus group of electricians, it's not data I'm seeking, it's insight. To really know customers, there's no substitute for getting out there and actually having a chat. Because marketing is about people. Marketing to people is about insight. And data is not insight.

Don't misunderstand. We deliver complex international B2B campaigns for global brands, and all of them incorporate data analytics at some stage. But they aren't built on data. As a creative agency, we build on human insight.

## **The art of listening**

That insight comes qualitatively, through two-way conversations with our clients' customers, former customers, disgruntled customers, sales people, internal stakeholders. We interview them all. It takes time, effort and specific skills. There's a skill to getting people to open up, an art to 'listening to the unsaid', while paying attention to everything that is said, rather than just the bits that confirm your hypothesis.

***To really know customers, there's no substitute for getting out there and actually having a chat***

But that's how you build a foundation for brands to resonate emotionally. How you ensure you're offering audiences something they truly want, in the way they want it. Talking to people is how you find out what they think, how they feel, what worries them and what gets them hot under the collar. It's how you get to know customers. And how you build brands they'll love.

# It's the way you tell them

Chris Wilson, MD, Earnest



Why do B2B firms presume they have to look and sound a certain way? You have to surprise people, and yourself, says Chris Wilson

There are only so many narrative structures in the world. Vonnegut said six, Booker said seven, some say three, some say more. The point is, coming up with standout stories is hard.

And there are only two levers you can work with: your story and the way you tell it. You can use either one to make yourself stand out. The best brands nail both.

Let's start with the tale you want to tell. Show your audience who you are, where you're from, where you're heading and why. All too often in B2B, these answers play up to industry norms or address audiences as stereotypes. Companies presume they need to look, sound and behave in a certain way. Business-like. Business-speak. Business face. Businessy. By doing this, brands become bland; stories become forgettable.

At Earnest we always say business people are still people, they just happen to be at work. This means we all need to work much harder to understand the fascinating nuances in our audiences: what matters to them, and what doesn't; what drives them, their hopes, dreams and fears. Trying to appeal to everyone means we appeal to no-one.

The second lever in stories is the way you tell 'em.

When you use the same formats and channels as everyone else, it's like putting your latest novel on a shelf with thousands of similar paperbacks. Embossing, de-bossing, foil stamping – none of the tricks work anymore because everyone's using them.

You've got to be different. You've got to surprise people. Surprise yourself.

Standout storytelling means innovating. Research from Dentsu Aegis says only a quarter of UK CMOs think innovation is their job – or have a budget for it. Why? Because innovation's seen as risky. Risk? Not my department. Down the hall and left.

We humbly disagree.

We get it. Marketing is under pressure to deliver the numbers, pressure to show progress, pressure to 'not fail'.

But how do you progress your plot line unless you bring in disruptive dramatic elements every now and then? How do you stand out campaign after campaign, year after year? Because if you don't do something different, someone else will. Leaving you to fade into the background. There's the real risk right there.

Turns out safe isn't safe at all.

Since we started, our mission has always been to chase out the humdrum in B2B marketing. Well here's the plot twist. A new character. An unlikely hero. The Earnest 10%.

The Earnest 10% is a new way to help B2B brands invest in innovation. You'll get all the great campaign work you came for – plus we'll help you invest 10% of your budget into something new, something you've never tried before, something your competitors will wish they'd thought of. Something that might go surprisingly well. Something that might even fail – but only to the tune of 10%.

Either way, you learned something. You told your story. You stood out. You were different. Does it make you feel slightly uncomfortable?

Good. Let's give it a go.



# B2B needs a new model for performance marketing



Raffaele Apostoliti, president and CEO, Expandi Group

Raffaele Apostoliti outlines six principles that should underpin any client or agency's approach to performance marketing in B2B

When talking about performance marketing, people normally think of online advertising. Pay-per-click (or pay-per-action) is the performance model agencies and media typically offer to their advertisers, but this model mainly works at a tactical level. Now, with the increasing importance of data analytics in B2B, a more strategic approach to performance marketing is required from both the client and the agency.

Although pay-per-action has existed since the beginning of e-commerce (via 'affiliation programmes'), it only became mainstream when Google launched its AdWords platform and related pay-per-click model.

The benefits for B2C is fairly straightforward. You redirect traffic to a site where there's an economic transaction that gives you the value of your PPC campaign investment. It's a different scenario in B2B – brands are unlikely to achieve an immediate online sale, and it's even harder to measure the return on the investment of each individual tactic.

As any B2B marketer knows, getting registrations on a landing page has become an increasingly challenging task. Moreover, a person who registers to download an asset can hardly be defined as a proper lead. They need to be nurtured across each step of the funnel and a PPC campaign works mainly at the top of it. Today, 88% of B2B companies are struggling with lead generation and when leads are finally identified, only 5-10% are converted due to ineffective nurturing.

For too long, businesses have paid a set price for a campaign no matter the results. Now clients want to be spending less money, and achieving more, but finding new customers is a lot easier said than done.

Utilising performance-based marketing is a sure-fire way of boosting your client's sales win rate while also ensuring you spend your time and resources on the highest quality of leads. Cutting out the waste.

The new performance marketing model for B2B should focus on six aspects.

1. Sales and marketing departments need to work together to define specific goals and ways to measure them.
2. Sales and marketing need to make sure the performance-based model embraces all marketing tactics. It's not just about clicks and registrations.
3. Media and agencies need to be properly informed and aligned with the same goal(s) defined by sales and marketing, and are using the same metrics to track success.
4. Media and agencies' remuneration is closely linked to the target, set by the key stakeholders.
5. Every marketing campaign is designed with an attribution model that tracks and measures its success and the relevance of each tactic.
6. Any performance deviation from the campaign objective(s) is reported in real time to make adjustments immediately and optimise the results.

Media and agencies, by playing an essential role in the last four steps, need to become true partners for their clients in order to put performance marketing in action and lift their B2B marketing to the next level.

*Performance-based marketing is a sure-fire way of boosting your client's sales win rate while also ensuring you spend your time and resources on the highest quality of leads*

# The most important benchmark is the one we set ourselves.

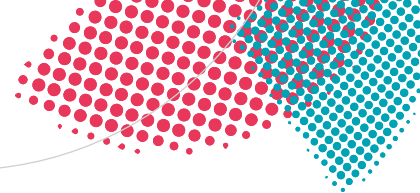
As an agency we've been honoured with awards at several B2B Marketing Awards Ceremonies, even going as far as setting the record for most nominations in 2017.

This year we continued to exceed the standard we set ourselves and our work was rewarded with Golds in two of the most prestigious categories.

- Best Use of Creative
- Best International Campaign

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GLOBAL



# How to become the CEO's essential growth partner



**Mark Lethbridge, CEO, Gravity Global**

CMOs are under pressure to drive organic growth, says Mark Lethbridge. He presents three ways marketing leaders can meet expectations

Driving profitable organic revenue growth is a challenge that has increasingly fallen on the shoulders of the CMO. They have been under pressure to automate lead generation through complex martech stacks, overhaul their team skill sets, and prove their line-of-sight contribution to revenue.

Many struggle to meet the rising expectations of impatient CEOs and sales leaders. Lofty lead pipeline goals increase the pressure on marketing teams as CEOs turn to mergers and acquisitions to 'buy growth'.

Is this approach sustainable? Is it the best path forward for delivering sustainable organic revenue growth? Or is there a better way?

## **What can B2B CMOs do to build CEO trust and increase revenue?**

Sustainable, long-term financial gains are not found in clever advertising slogans but in creating and sustaining a brand that offers the three things buyers want: trusted advice; experiences; and an emotional connection with the vendor. This requires B2B companies and their CMOs to rethink their antiquated view of brand strategy and customer engagement.

We recommend that CMOs consider the following ways they can become an essential growth partner with the CEO.

### **1. Establish a connection between the brand and business value**

Changing a CEO's entrenched prejudice about branding is difficult. What the CEO will listen to is data, and where growth is going to come from. The brand

must be framed in terms of what the market values (not what the vendor thinks is valuable). This requires buyer research to understand what they define as 'value'. The old maxim "data rich, information poor" still holds true. To bridge the divide between brand strategy and business value, there are quantitative market insight tools available to B2B brands.

Businesses can now monitor brand and product sentiment down to city level, define where the opportunity and threats within customer sets exist and provide a thorough analysis of the customer journey from initial contact, retargeting, and a direct link between marketing and sales.

### **2. Shift your message to become relevant to buyers**

Buyer dynamics have changed, but the sales and marketing tactics employed by many B2B companies have not. Too many only talk about 'product', and sales reps push an agenda instead of helping their customers solve a problem. B2B CMOs need to shift the focus of their message strategy to the business outcomes that buyers seek. Brands need to start with the end goal in mind and work backwards.

### **3. Go beyond products, sell experiences**

In B2B, buyers are looking for experiences, not transactions. Customer experience is critical, not just in determining the long-term value of a customer, but also of their willingness to recommend your company (up to 92% of purchasing decisions are influenced by word-of-mouth recommendations). This reality has left many B2B brands ill-prepared and struggling to remain relevant.

This gap between 'selling products' and 'delivering experiences' is being accelerated by the expectations of millennials. Companies that purposefully adapt their marketing and sales strategies to better mesh with the millennial mindset will outperform the competition.





# B2B marketing never stands still.

It's not easy in B2B.

A fast-moving, ever-evolving landscape of martech, adtech, data insights, bigger buying teams, increased content demands, shorter sales cycles, scoring, surge, intent, ABM, GDPR, PECR, AR, VR, generation X, Y and Z, lead flows, sales alignment, multi-touch attribution, ROI..... aaaaand *\*breathe\**.

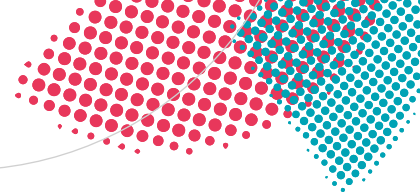
At Kingpin we're here to help B2B marketers make sense of it all. We're here to build audience insights, challenge perceptions, drive brand awareness, accelerate demand and deliver exceptional returns on investment.

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# To reality and beyond...

James Foulkes, director and co-founder, Kingpin

Artificial intelligence is breaking through the label of hype. So much so it's not just become a reality, but a standard. James Foulkes discusses the trajectory of AI's future

Around 18 years ago, Kingpin bought some ads on a new search engine called Google.

Google had 10 employees in the UK in a small office in Soho Square. They had an impossible to find phone number, didn't generally answer emails and had no online bidding system. You gave them keywords; they estimated searches and then sold you ads on a cost-per-thousand basis. They were also just another search engine with AltaVista (remember them) and Yahoo sitting nicely alongside them.

A lot has changed in 18 years. That's because we live in the digital time and space. What starts as an idea becomes a global reality in days rather than years.

For example, CNN took nine years before it went from the bedrooms of business hotels in the US to the launch of its international arm. Google achieved international the second it appeared in a browser.

**More than a third stated the focus for their machine learning investments would be front-end sales and marketing efforts**

## So where does it go from here?

According to Gartner, conversational AI is at the "innovation trigger" of its hype cycle. It's early days but people are adopting it. This is backed up by a recent survey of enterprise IT leaders by CIO Crowd.

When asked "Are you planning to deploy AI-powered 'intelligent' apps in your organisation in the next 12 months?" more than a third of respondents stated the focus for their machine learning investments would be front-end sales and marketing efforts.

That's because customers expect information at any time, on any device, in any place – and if you can't deliver it, your competitors can. In fact as one of participant said: "Conversational engagement is where customer engagement is heading. It takes a while to train AI and you need to start now to be ahead of the curve."

Those in the B2B space will expect highly personalised experiences that can only be delivered at scale using AI as it's faster, and ultimately more accurate.

## AI's place in B2B marketing

For B2B marketers that means better data. We can start to learn patterns of customer behaviour in a way we never could before and start applying these learnings to content. We can, like social platforms do, start amending the information people see when they visit our sites, turning it from a generic overview of products and services to a personalised page that appeals to their interests.

We can also apply AI to customer journeys so we can understand behaviours to build a compelling case on who to call first – advanced lead scoring if you will. This hasn't gone unnoticed by vendors with everyone from CRM providers to automation tools now including AI as standard.

Organisations are embracing AI because they want more information. Customers want better integrations and brands want more accurate data. B2B marketers focus on information, customer experience and attribution – all of which can be improved with machine learning.

So don't run scared, embrace it. If you don't, your competitors will.



# A GLOBAL FORCE IN B2B MARKETING

From the alleyways of Singapore, to the digital screens of London and the gateway to the Silicon Valley, we're the agency behind the world's top tech brands.

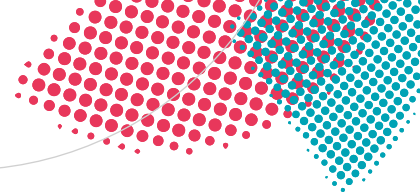
**TURNING THE HEADS THAT COUNT IN B2B**



**The Drum.**  
**B2B Awards**  
Finalist 2018



**C&T**  
**AWARDS**  
**WINNER**  
**2018**



# Data is the new oil and technology is the pipeline



Matthew Stevens, MD, MOI

**B2B marketers will require a blend of creative and analytical skills to remain relevant in today's attention-poor world, says Matthew Stevens**

The attention span of your average audience is shorter than ever. People are mentally filtering out ads, a skill they've learned out of necessity to combat a bombardment of irrelevant marketing. Ad blocker use in the US doubled from 15% to 30% between 2014 and 2018. It's become such a big problem that even Google now includes an ad blocker with its own web browser. Big data couldn't have arrived sooner.

Data-driven marketing is nothing new. The best marketers have been using every bit of data they can get their hands on to inform their campaigns since marketing began. "It's a lot faster and data is easier to access," said Rachel Magnay, head of analytics, data and insight at Microsoft UK, on a recent Disrupt Forum panel. "But a lot of the methodology has been around for a long time."

The question is this: how do we remain relevant in today's attention poor world?

## **A smaller slice**

People are more individualistic than many marketers have previously given them credit for, but customers now want personalised experiences. There's no reason why two people of the same age should have the same tastes or needs. Data-driven marketing lets us look past outdated demographics.

By asking the right questions of data, we can slice these demographics into ever-smaller pieces to get a clearer picture of who we're marketing to. The real opportunity lies in the ability to quickly analyse multiple data sources, not just first party, to drive

intelligent interactions based on customer signals. By building this view on the customer's world, you can quickly map a way to offer value to their journey in the most relevant way.

Insight has no place in marketing without action. While data is the new oil, technology acts as the pipeline that can help realise its value. Having the right martech stack has never been so important.

## **We're not robots**

Heavy work is made light with the aid of artificial intelligence. But AI will never take the role of the creative agency. Why? Although data and technology offer the platform to drive individualised engagements, it's strategy and imagination that provide the spark to deliver those moments of delight.

Today's agencies and corporate marketers need a mix of creativity and analytical skills. It takes ingenuity and intuition to balance data insights with the gut feelings often required for creativity. Genesys' 'Opportunity Based Marketing' programme, for example, saw every interaction analysed to better nurture each lead with the right content, on an ever more bespoke journey to conversion. It achieved a 74% engagement with priority contacts.

Marketers can't view their audiences in a vacuum. We use data so that we can look beyond restrictive fields like age and gender, and create a more accurate, meaningful picture of our audience. It lets us create campaigns that more accurately reflect the human experience – after all, B2B buyers don't all wear suits.

Every creative campaign we produce takes this approach – using big data to further our understanding of our audiences, technology to enhance and manage the delivery and our ongoing creativity to delight customers in an attention poor world.

B2B agency of the year.  
And we're not a B2B agency.



We're a relationship agency.

We combine our cross-sector experience with the magic of technology, the beauty of data and the power of creativity, to help brands grow more meaningful relationships with people.

And as we all know, in business, relationships are everything.

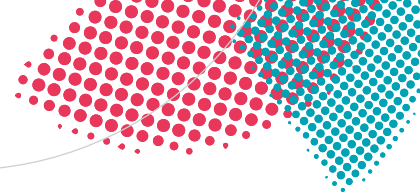
Let's talk.

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# Dig deeper for more meaningful relationships



Peter Holgate, head of planning, MRM McCann

Integrated agencies aren't full of generalists, says Peter Holgate. They're filled with specialists who understand the bigger picture

Relationships. They're complex, with many connections. And they don't blossom in isolation as everything is connected in some way. This goes for the ones inside your company as much as the ones with your customers and clients. But if those relationships aren't meaningful, then they aren't sustainable.

This has been an increasing focus for our B2B and pharma clients. Creating meaningful long-term relationships can involve so many influencers, managers and decision makers. And managing this at scale is a challenge that's increasing hand-in-hand with the complexity of channels and interactions in multichannel marketing.

When we look at the truth about relationships we find:

- › They die in silos and thrive on collaboration.
- › They aren't static. They change with context.
- › They cannot be managed. We have to connect with the people within it.

When we understand the truths about people in the context of a given relationship, we are able to connect more meaningfully with them. And it's something integrated agencies are particularly well placed to do.

Integrated agencies look at problems and people first, and apply specialisms later. They have a wider understanding about the individual motivations, influences, and opportunities for connection that exist. They also have the breadth of understanding

that ensures they ask the right questions of the right people. And that's what drives the right outcomes.

This wider view improves understanding of the interconnected relationships between decision-makers and influencers. It enables fresh thinking about how to bring those different voices together for the greatest effect.

But the natural reaction to a specific problem is to focus on the specialist. On the surface, an integrated agency might look like a team of generalists, but this is not our experience. They are founded by, and filled with, specialists. But specialists who are filled with an innate curiosity of how their specialism works within the world around it. They naturally avoid boxes, silos and isolation, and want to work with people with different experiences and areas of focus. They are drawn to this because it makes for better ideas that are more likely to be made, and more likely to be effective.

It has a positive effect on internal relationships too. The collaborative nature of people who work in an integrated agency is a real asset in the complex reality of modern marketing. They are used to untangling this complexity and confusion to allow a greater focus on the relationships that matter to you and the company.

That breadth of thinking and collaborative outlook drives better working relationships with client teams, other agencies and third parties. That means work that provides a more coherent customer experience, better integrated across journey and touchpoints, and improves effectiveness.

So how do integrated agencies serve the needs of clients wanting specialised services? Simple. By starting with a full picture of the people you need to build a relationship with – not a sector, channel or discipline. Then bringing the specialisms to bear.

That is how we create more meaningful relationships with people. And more meaningful relationships are more valuable relationships.



# It's there for the taking

Mike Maynard, owner, Napier



The future opportunities for integrated agencies are there. Mike Maynard explains why, and how to reach them

In many ways, integrated agencies have never had it so good. The lines between traditional marketing silos are being blurred, and martech makes it easier to reach more people using more channels. The challenge for agencies is not lack of opportunity, it's that sometimes you can have too much of a good thing.

Perhaps the most important trend is the elimination of clearly-defined silos in marketing, which demands an integrated approach. This is most apparent for digital agencies, the darlings of the 2000s, who are now finding that digital is no longer a channel, but rather a part of almost all aspects of marketing. Doing digital is simply not enough any more, and these agencies are scrambling to build their skills across a wider range of marketing disciplines.

We see similar challenges for other specialist agencies: the increasing range of paid content means advertising agencies must expand their content development. PR agencies are having to pay for promotion, and dealing with social media can no longer be dealt with in isolation as the interaction on social is frequently driven by the business' other marketing activities.

Audience habits are also changing as there is an ever-growing range of media competing for their attention. Today customers don't care about channels, they care about content. While media brands are sometimes used as an indication of quality, marketer's content is much more likely to be found by online searches. Ten years ago, most customers were loyal readers of particular publications, now a loyal magazine reader is an endangered rarity.

Marketers frequently recite the mantra that although content is very important, it's distribution that's king. This has driven the siloed approach within clients, where roles are based on distribution

channels. With few channels dominating any audience's attention, this is no longer effective.

The real opportunity for integrated agencies is that client-side marketing teams are structured in a way that reflects an out-of-date view of marketing. Just think about a PR manager who wants to create a video: they need to talk to the digital team to get it created, as well as the advertising and social team for promotion and distribution. The specialist silos in most clients simply slow down the marketing activities at a time when speed is increasingly important.

***Integrated agencies must not only develop functional skills in their teams; they also need to develop strategic and political skills***

Clients are very slow to build structures that make sense in the modern marketing world. This gives integrated agencies their biggest opportunity: to bridge the gaps between the artificial silos. Agencies that have built the political and strategic skills needed to smooth the divisions within clients, effectively de-siloing the marketing team perform an incredibly valuable function, enabling the client to achieve better results.

To be successful, integrated agencies must not only develop functional skills in their teams; they also need to develop strategic and political skills. The most successful agencies will invest heavily in training and education, building teams that let clients overcome the challenges of continual marketing change and outdated internal structures. Agencies that are prepared to sacrifice short-term profit to train and develop their team will become extremely valuable long-term partners for their clients.



# Why agencies should look beyond the obvious when solving cryptic client needs



Rory Sutherland, vice chairman, Ogilvy UK

## Rory Sutherland explains how crosswords and marketing have more in common than you might think

Once a week in term time I used to go to visit my grandmother after school. Well into her eighties, she would complete *The Times* crossword every day. In time, I learned to solve a few clues myself. Forty years on, knowing how to solve cryptic crosswords means I'm never bored on a flight or a train ride.

But what on earth has this got to do with marketing?

Well, in case you don't know, a cryptic crossword clue must contain everything you need to come to an answer, but the ostensible 'surface' meaning of the clue, at least at first glance, may have no evident connection with the correct answer. In fact the best clues are cunningly designed to mislead you.

In this respect, crosswords have something in common with the best detective fiction. In reading a good detective story, you learn to be afraid of the obvious.

Let's take a cryptic crossword clue.

Does, perhaps, rush around (4).

The answer is 'Deer'.

What the hell? If you have never come across the conventions of cryptic crosswords, the answer seems arbitrary, even insane. The simple crossword clue for this word would read something like 'Sylvan ruminant (4)'.

But let me explain. The deceit is hard to spot. Long experience teaches us to read "does" as a form of the verb 'to do'. Here, however it is the plural of 'doe' a word for a female deer. "Rush" is not a verb either. It is also a noun. A 'rush' is a 'reed' (think bullrushes). Reed 'around', i.e. spelled backwards, is deer.

And this is why solving cryptic crosswords – and reading detective stories – is useful practice for a marketer. It rewards

you for avoiding the obvious assumption and teaches you to search out the real truth lying below the surface.

Because, like a crossword clue, most human behaviour is formed of two parts. There is the rational reading and there is also the 'real' answer lurking underneath. In B2B marketing, this divide is often more pronounced than in consumer marketing, because business decision-makers need to maintain the pretence of rationality more assiduously than consumers, who are allowed to be irrational from time to time.

*Like a crossword clue, most human behaviour is formed of two parts. There is the rational reading and there is also the 'real' answer lurking underneath*

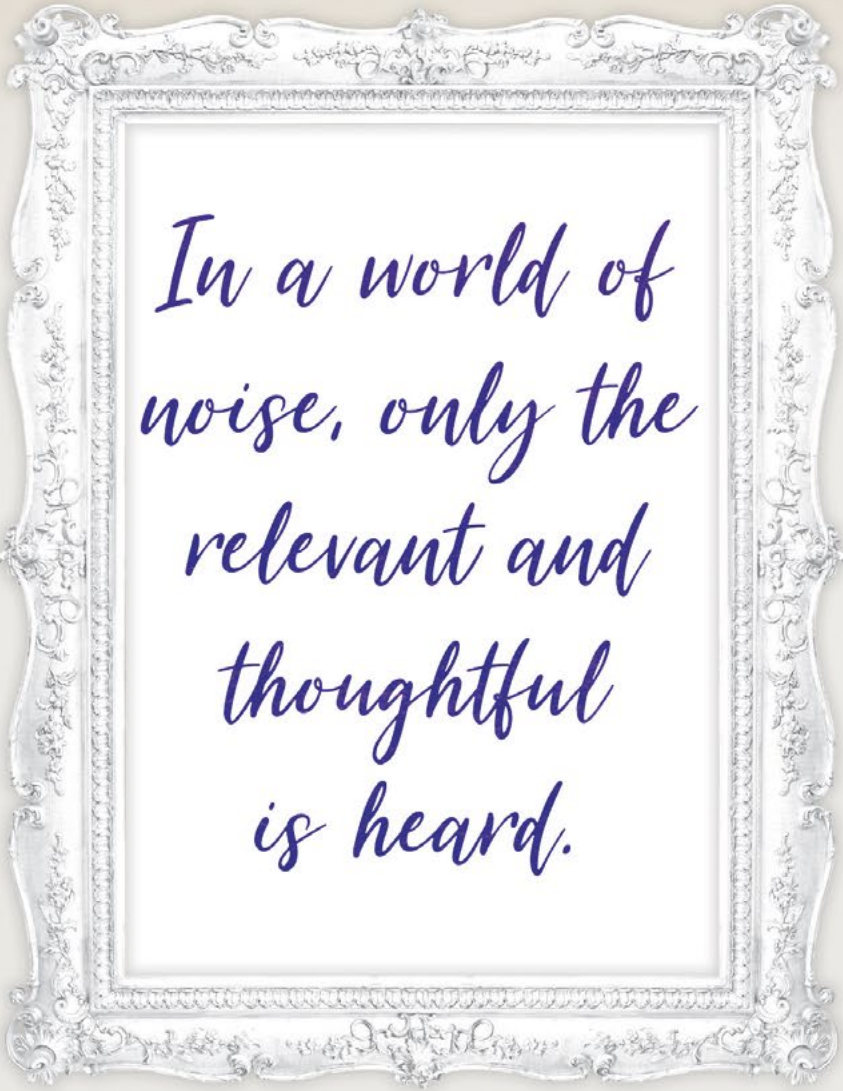
What this means is that a good agency's most valuable characteristic – its fear of the obvious – can also be its most annoying feature to a client company. In client world, following the surface explanation is the safest career path: the route which requires the least justification, and the one with the lowest risk of censure in the event of failure.

The result is that any useful insight into how people really think, decide and act will often feel risky, gratuitous and er, annoyingly cryptic. This is why even good agencies risk looking like idiots when delving into the real motivations of a client's customers. How can we solve this?

Well, as you'd expect, I believe a better understanding of behavioural science can help to bridge this gap. But ultimately there is really only one way to prove that you truly understand a client's customers: "Difficult trainee, extremely smart (7)."<sup>[1]</sup>

<sup>1</sup> Testing. Trainee extremely is T(raine)e, ie TE, SMART=STING.

This time smart is a verb not an adjective.



*In a world of  
noise, only the  
relevant and  
thoughtful  
is heard.*

It's the art of engagement that's delivered  
our clients the demand generation  
results to meet their ambitions  
for over 20 years.



# The map is not the territory: To reinvent or constantly evolve in the world of B2B



James Mollard, head of creative services, Quantum Marketing

Clients' lives have become more challenging, but still need a trusted pair of hands to support them, says James Mollard

I'll start with a quote from the American anarchist Bob Black. "The reinvention of daily life means marching off the edge of our maps." Sounds like I went to a quote generator in Google, but think about it. Reinvention figures widely in the world of B2B marketing. Agencies need to grow, attract new clients, and meet emerging demand.

Not that everybody's doing it. Some prefer a more methodical form of evolution, based on their vision, knowledge, and momentum. A constant form of adaptation to ensure they stay 'ahead of the curve', or at least remain relevant and up to speed with the latest hot topics (ABM etc). Trouble happens when the outside world refuses to keep pace, and instead decides to veer off in an unexpected direction. When that happens any carefully laid ideas for planned evolution can quickly go out the window, and instead we find ourselves forced to venture tentatively beyond the 'map' of our known world.

GDPR is a great example. The regulation has decimated the marketable universes of most clients and made outbound lead generation a far more complex endeavour. It's a situation that calls for a more immediate and definitive response, as well as an explosion of new ideas and thinking that goes way beyond talk of 'gradual evolution'. As a demand agency we have had to transform the way in which we connect our clients to new customers, investing in new talent and technologies and shifting our culture to think and act in different ways.

It's the same with digital transformation, and the 'democratisation of technology' that's rapidly changing the rules for who can be considered

a buyer, an influencer, or distant observer. People are now more empowered, know what they want, and pursue their goals oblivious to 'marketing funnels' or 'demand waterfalls' – hence the increasing emphasis placed on more thoughtful and multi-layered forms of engagement.

Then there are the commercial considerations. Sales targets continue to grow in scale and ambition, and with them an expectation for outbound and inbound activity that's directly tied to ROI. Few CFOs will share in the excitement that £15,000 of budget has attracted an additional 10,000 Twitter followers. Instead they want to know how the money has had a measurable impact on the pipeline.

*We now need to look for different, more imaginative ways to use data, activate channels, and stimulate conversations*

All of which helps confirm that our clients' lives have become more challenging, and following the law of faecal gravity ours has too. But that's not to suggest all is scary and fearful beyond our established maps. Clients still treasure an agency's ability to 'sort out' their data. They still need a trusted pair of hands to run their demand generation strategy, to imagine big ideas, and to create compelling assets that might actually generate a response.

This is where reinvention goes hand-in-hand with evolution, and combining sudden explosions in new capability, with an established ever-improving talent for turning downloads into dialogue. It's time to go exploring.

1986



# Belief in business

**It's what we're all about**



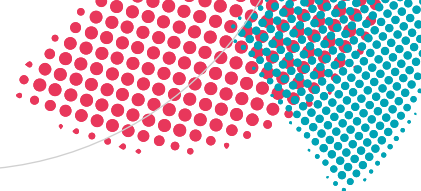
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# Creativity, connectivity and collaboration: The rebirth of integrated agencies



George Butler, digital strategy director, Radley Yeldar

George Butler examines how a shift back to centralised offerings calls for a holistic approach

It's no secret marketing is going through a prolonged period of transformation. Agencies are struggling to reinvent and restructure themselves to keep pace with the increasingly commoditised demands of client teams and CMOs under pressure.

15 years ago, the rise of specialist agencies was driven largely by the impact of digital. A new set of rules came into play along with a requirement for agencies to embrace new channels and consumer behaviours, assimilate new skillsets and ditch their reliance on tried and tested marketing orthodoxies.

This resulted in the fragmentation of larger networks into a loose alliance of complementary disciplines and specialist services. Shopper marketing, social, content mobile and beyond were all housed in one building but driven by separate P&L structures. It was a somewhat flawed model, but it delivered practical and operational benefits for global marketing departments and their decentralised stakeholders across multiple countries.

With the shift in the industry from 'digital marketing' to marketing for a digital world, the pendulum seems to be swinging back towards the re-bundling of services, especially for larger agencies.

This might be the case, but with a more informed, holistic, connected approach. If they can figure this out, integrated agencies should have a happy and healthy future.

New competition from traditional consultancies repositioning themselves as an agency is a significant threat, but over the long term which client is going to hand over the end-to-end management of their business to one supplier?

Integrated agencies need to work with consultancies more and more, as things connect up. There's a tension between cohabiting as 'ecosystem partners' while also

competing against each other. For integrated agencies to maintain ownership of the creative partnership, they need to learn to take on new roles.

## 1. The data geek

Integrated agencies should be the ones to help clients interpret their data. While it's easy to be persuaded to invest in the latest data gizmo, data compiling must start with creative intent.

## 2. The innovator

Play with technology to solve business problems and then share them with your clients.

## 3. The collaborator

You can't offer and deliver everything to your clients. Stronger, more resilient integrated agencies have built an established, non-partisan ecosystem of suppliers and specialists to collaborate with in order to deliver bespoke solutions.

## 4. The competitor

Competition is no longer chessboard-style tactical plays. Learn about, standardise and offer the products and services your clients regularly want from your suppliers.

## 5. The partner

Take risks with clients and share in the equity. New strategic, creative alliances need to be understood and grabbed.

## 6. The creative architect

Yes, ideas are central to what we do and have the power to change things. The last word should always go to ideas.



# The art of storytelling in B2B



Chris Woodward, MD, Saatchi & Saatchi pro

Need advice on how to frame your B2B story? Chris Woodward explains how the 16th century Venetians can help

When King Henry III of France visited Venice in the late 16th Century, he toured its churches and inspected the newly-built frame of a Venetian galley.

After enjoying a lavish banquet, he was invited onto a balcony overlooking the canal and was amazed to see that same galley, fully complete, crewed and armed – sailing out of the yard he'd visited earlier that day. Building a similar vessel anywhere else in Europe took months, yet the Venetians had done it in hours by employing the world's first production line (long before Henry Ford had the idea!). The king didn't know how they'd done it, but he got the message loud and clear; the Venetians were a force to be reckoned with.

In B2B marketing today we often get so bogged down with features, benefits and technical details that we forget we're marketing to people. There's a tendency to follow clichéd and formulaic ways of communicating and we forget that storytelling can be highly effective in connecting with an audience and making a point clearly and succinctly.

There are a few rules to bear in mind:

- › Live what you're selling. Whoever came up with that bit of advice tapped into the power of the Venetian's storytelling. The nuts and bolts of the shipyard, its people and their capabilities, the canals and the power politics. A story can be written from a brief, but not a great story. The Venetians knew the nuts and bolts of the shipyard, its people and their capabilities. You need to get out and talk to customers, visit the factory. Somewhere out there is a great story waiting to be discovered.

- › Know your audience. King Henry would have no interest in how 'mortise construction is so 13th century' or the latest views on 'hogging'. Only shipyard geeks would. Jargon will leave your disengaged audience moving on to something else. Imagine your audience is like Henry, he had the power to execute anyone who bored him.
- › Keep it simple. The Venetians needed to demonstrate prowess to King Henry and could have answered that brief in many ways: a display of amazing riches, a carnival of exotic creatures, a fleet of ships. All impressive and entertaining, but their audience had seen that kind of thing before. The galley invoked amazement, admiration, envy and perhaps even fear. Was there a limit to the amount of ships they could build? How many more trade routes could they control? How rich and powerful could they become?

*Imagine your audience is like Henry, he had the power to execute anyone who bored him*

- › Take a risk. Nothing is foolproof. The galley would have stretched the Venetian production line to its limit. A dodgy fixing or a leak would have left the Venetian red-faced royal guest sniggering. But it didn't happen. The message is don't be afraid to take risks.

There are many reasons we don't tell stories as powerful as this today. Often we're far too busy, we feel data and research tells us what we need to know, or we're too afraid to take risks. But the next time you're asked to tell a story, remember the Venetians and how they distilled complex information into a single message that's still remembered hundreds of years later.

# How the development of marketing technology is reshaping agency operations



Tom Stein, chairman and chief client officer, Stein IAS

Even if it seems over-hyped, digital transformation has reached the tipping point, says Tom Stein

There is so much talk about digital transformation that the term can feel over-used and over-hyped. But 'DX' is anything but. In fact, the IDG projects that spending on digital transformation technologies will reach \$2.1 trillion by 2021.

The reasons are clear enough. Organisations are embracing emerging digital technologies to seek out efficiencies. AI, the IoT, machine learning and big data are among the new systems powering this digital revolution.

Digital transformation has reached its tipping point – the point at which digital transformation has become synonymous with business transformation.

But there is an attendant digital transformation underway: digital marketing transformation. You may think digital marketing transformation has already come and gone. After all, every marketer has a digital marketing strategy and track record.

Yet today's marketers are looking at digital in a more fundamental and foundational way. They're seeking stronger results, measurable ROI, and greater efficiency and scalability. They are endeavouring to connect with the customer experience. And, they are turning to digital marketing technology to do so. Little wonder then, that brands in the UK and North America increased their martech budgets by 44% over the past year to \$52 billion<sup>[1]</sup>.

## Tipping point: from martech to digital marketing transformation

Instead of adopting digital tools or adding digital approaches to the mix, marketers are transforming their go-to-market approaches, their organisations and their processes to be fully digital.

Marketers are now starting to seek agency support to connect all the dots necessary to digital marketing's transformation. They must connect strategy, creativity, content and technologies. Integrated competencies are now essential and agencies must not only reflect that but deliver it reliably and at scale.

## The shape of things to come: the post-modern B2B marketing agency

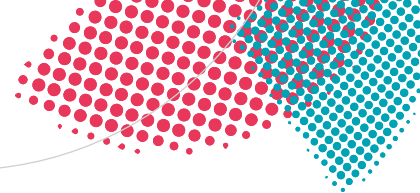
This is nothing new to Stein IAS. We've operationalised our ability to help brands transition through the digital- and tech-enabled landscape of the past 20 years. Along the way, we've fused modern marketing technologies with bold, instinctive and emotionally-driven creative and content experiences that hark back to marketing's pre-modern "Mad Men" roots. As the post-modern B2B marketing agency, we provide consultative and activation support to connect each dot in digital marketing's transformation.

*Digital transformation has reached the point at which it is synonymous with business transformation*

To further help brands transform, Stein IAS also has developed a pioneering digital marketing transformation framework (DMTF) designed to calibrate the power of digital strategy and technology at the marketing function and GTM activation levels.

Suffice to say, digital marketing transformation is a journey. It can only be achieved if a staged roadmap is defined and aligned against the business strategy and marketing maturity. Agencies must meet this need and opportunity – and re-shape their operations accordingly.

<sup>1</sup> Martech: 2019 and Beyond Study from WARC and Moore Stephens



# Integrated, not islands

Daniel Owen, director, The Armstrong Partnership

When working with an integrated agency clients benefit from a consistency of message across all channels, and that's not all, says Daniel Owen

We're steadfast in our belief that the best integrated agencies can serve the needs of clients requiring specialised services.

This isn't just about finding a good match. The right marketing partner should also be able to combine a wide range of services from a single source to provide added value to the relationship.

In B2B, it's common for there to be many different touch points. Some clients prefer digital media, others press or social. Whatever the preference, all channels must be maximised to get full coverage for their brand.

Our approach to prospective clients is simple. A guarantee that when using us as their integrated agency, they can look forward to multiple disciplines from one place, working towards a single-minded cast-iron strategy. If you use a digital agency, they will only recommend digital channels. If you use a PR agency, they will only recommend a PR route. With an integrated agency, a multi-channel offer ensures the correct medium is chosen to communicate.

Our 3D, web, digital and design teams all sit close by, so with every project there's the scope for internal collaboration. With this proximity, work becomes infectious as new creative angles are shared to improve the results.

It makes for a well-balanced approach. Not digitally- or print-focused but creatively-focused, enabling the client to put their trust into the relationship. This allows us to then select from our creative toolbox and choose the most appropriate channel to meet the challenge head-on.

When the client really trusts you to deliver – when we develop a deeper understanding and act as a critical partner – that's when we can live and breathe the brand to push the boundaries further. Integrated agencies like Armstrong are often happy to work autonomously, without a brief, and at the drop of a hat.

The overriding benefit for clients is the consistency of message across all channels – the only way for the work to be at its strongest and best.

But there's also the fact the process can be streamlined and simplified, saving time in project delivery. There's only one account manager, one point of contact for them to deal with, and a transparency throughout the whole process.

Clients requiring specialised services don't need to keep writing briefs when they work with an agency that combines resources. The best ones are more agile to their needs, reactive and responsive on demand.

This is integrated, not islands. Never veering off course, no conflicting ideas. Just a consistent, well-balanced, multi-channel approach to best serve the brand. And it works.

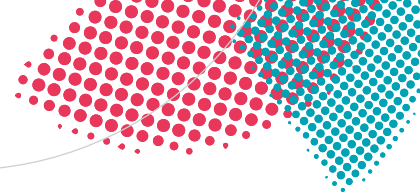
Take our recent work for Bucher Emhart Glass, for example. We conducted an audit of their global customers and identified its point of difference. As one of the only companies in the world who offer machinery for both container glass forming and inspection, they could achieve far greater efficiency through integration.

We created the brand, 'End to End: Stronger Together'. We devised and developed an animated video and supported it with a range of collateral for launch at glasstec, the industry's largest annual exhibition.

Our campaign delivered strategy, creativity and results in equal measure.

This project wouldn't have got off the ground without our multi-channel resources coming together to each add something extra to the mix.

It's why we firmly believe that when clients require specialised services, it's integrated all the way.



# Why B2B marketers should give a damn about CX



Jason Talbot, MD, The Crocodile

The days of lasting product advantage have gone. The Americans have known this for a while but it feels we're still playing catch-up on those people-based strategies in Europe, says Jason Talbot

According to the Economist Intelligence Unit report, 86% of CMOs believe they will own end-to-end CX by 2020. I want to urge B2B marketers (who are often later to the game than their B2C counterparts) to seize this opportunity sooner rather than later – and prepare themselves to lead the CX conversation with their CEOs going forward. Here's why:

## Your brand is under scrutiny every day

Your customers conduct a referendum on your brand every day. That's across every aspect of the business, across every touchpoint. They're not thinking in channels or departments, what they care about is the overall experience and how you make them feel. That's today's truth, whether you sell fizzy pop or enterprise software.

Your customers' expectations are set by the companies who do this exceptionally well – the Netflixes, the Amazons, the HPs.

KPMG Nunwood report that 30% of Fortune 500 companies have already made the shift to CX-led strategies. And that means outdated product- or silo-led strategies are already looking very tired.

"Marketing is not a function, it is the whole business seen from the customer's point of view" says Peter Drucker, the 'father of business consulting' (and in my mind a marketing rockstar). He had high expectations for our industry. His quote

tells us to stop managing channels and platforms and realise our true value as experts on our customer motivations, behaviours and needs.

*Customers have never been more sceptical about brands and are even paying to ignore digital marketing!*

This couldn't be more relevant right now. Customers have never been more sceptical about brands and are even paying to ignore digital marketing!

How we make people feel and improve their world should be at the centre of everything we do.

Thinking in a people-first way forces us to challenge marketing and operational norms. It means we need to listen, understand, and have context across every customer touchpoint. Empathy is at the heart of the brief.

## Start by taking responsibility for CX

An approach to marketing that embraces CX takes the loss of customers as personally as a win. It means truly understanding the motives and behaviours behind every customer decision and action. And it does that across all channels, platforms and devices. This requires an obsession with getting under the skin of data, meaningfully connecting technology and having the creativity to give your customers more moments that matter.

Growth should be focused across the whole customer journey, from discovery to renewal. Go beyond the funnel. The better we get at identifying the true moments that matter across this journey, the better we get at impacting bottom-line performance.

It's the one thing that'll make a true difference. Let's go all in on CX.





# we've all been there.

**We've worked within in-house B2B marketing teams,** tried to juggle multiple agencies for different elements of our marketing plans, and wondered, "Isn't there an easier way to do this?"

Well, it turns out there is – using one, integrated marketing agency that has an expert in each and every marketing specialism. So, whether you're looking to carry out a highly targeted ABM campaign, create some new propositions, evolve your brand or develop a PR campaign that cuts through the noise (or all of the above), you only have to call on one agency.

That's us.

**01564 742848**  
**hello@themarketingpod.co.uk**

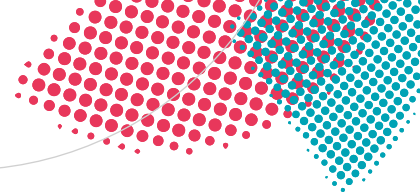


 **B2B Marketing**  
Top 20 UK B2B PR agencies 2018



 **B2B Marketing**  
Top 70 UK B2B marcomms agency 2018





# You've got it covered – haven't you?



**Jodie Williams, co-founder and director, The Marketing Pod**

Integrated agencies seem to be well-placed for the future. But there's still challenges to be faced. Jodie Williams provides three ways to future-proof the integrated agency

Done well, integration is conducive to strong client relationships and great project outcomes; when you're involved in every aspect of a client's marketing and PR plans you almost become an extension of their in-house team. You can also develop a deeper understanding of their objectives and daily processes, which gives you a better chance of delivering the exact strategic marketing they need.

Looking forward however, integration presents a host of new challenges. Advances in technology and big data are pushing some traditional agencies outside of their comfort zones, while resource-hungry techniques like account-based marketing (ABM) will take careful planning if smaller agencies want to get their teams home before 10pm every evening.

The increasing demand for personalised, multi-channel marketing puts power into the hands of those agencies that can do it all. There are three key things that integrated agencies should do to future-proof themselves:

## 1. Recruit well

Let's get something straight; integrated does not mean jacks of all trades. While you want your agency to be able to do everything, you'll most definitely want team members with specialist skills. Guess who does design best? That's right: a designer. And while PR and marketing go hand-in-hand, you'll need a PR specialist if you want to maximise your clients' coverage. Integrated

agencies should ideally have experts in all key disciplines and should continue to upskill their talent as those disciplines evolve. You will benefit from increased resilience and your clients benefit from access to every specialism under one agency contract (aka easier communication and streamlined overheads).

## 2. Collaborate wisely

For many agencies, there'll be instances when the niche software solution or specialist skill your client wants simply can't be provided in-house. For example, you'd expect a digital agency to have an in-depth knowledge of programming languages and content management systems that an integrated agency may not have. What the digital agency can't necessarily do as well as an integrated agency is maximise the ROI of their niche offering by using it as one part of a perfectly cohesive, mixed-channel campaign. Both agencies have much to gain from working in partnership.

## 3. Build closer client relationships

ABM is red-hot right now – and this type of personalised marketing will undoubtedly shape the future of our industry. The best integrated agencies are the ones who integrate their teams with those of the client. The successful agency of the future also knows that creativity and consistency is always enhanced by a close client relationship.

We believe that traditional integrated agencies will continue to hold unique value for businesses far into our digitised future. Those who remain strongest will be those willing not only to continually upskill their internal teams but also to collaborate with the digital wizards that can help their client campaigns meet their full potential.

# Using emotion to create a competitive differentiator



Iain Lewis, director, Torpedo

Learn how to mix up a marketing 'love potion' for industrial equipment, software and professional service businesses

Is there room for emotion in business decisions? Some would say not. When marketing business tools such as a piece of software or an industrial thingamajig, appealing to a user's emotions can seem impossible.

## A tough audience

On the face of it, software, industrial equipment and professional services may seem like very different types of business, but they share a common challenge. They each operate in hugely competitive markets, often selling very similar products and services that appear to have minimal differentiators. Marketing them can be tough.

With software you're trying to sell something almost intangible. With professional services, you're going head-to-head with firms that offer the same thing. The B2B world is full of marketers selling commodity items with features and benefits that may seem radically different to the seller, while for the buyer there appears to be little to tell them apart.

When you factor in your target audience – which could be a hard-nosed buyer, an overworked manager or an indifferent, clock-watching user – finding a clever way to capture their attention seems harder still.

## The chemistry of trust

If there's one crucial thing we need to remember in B2B it's that our target audience is human.

It really doesn't matter what the product or service is, so long as you can infuse your brand with human

elements, a personal approach, and the feeling that you're connected to an expert. When mixed correctly, these 'ingredients' come together to form trust and a love of your brand.

Trust is the foundation for creating a positive emotional connection and establishing a relationship in B2B. A relationship you can really build on. Without it, the door is open to emotions like fear. Fear of the unknown. Fear of making the wrong decision. You don't want to look a fool in front of the board, the boss or the bloke on the shop floor.

*Trust is the foundation for creating a positive emotional connection and establishing a relationship in B2B*

## Emotional extras

What sets you apart? It's that extra thing you give your customers. The thing that meets their needs, removes their fears, solves their problems and raises their status.

It's your expertise, relationship, brand personality and their customer experience. Whether a personalised email, account-based marketing, programmatic advertising, PR or an exclusive event, these touch points all create a dialogue with the customer. And as long as you understand your audience – and their need for your product or service – it's not difficult to engage on an emotional level.

It doesn't matter if your prospect is looking at a can of gear oil, a piece of design software or choosing a lawyer, if they trust your brand and feel positive about your people, you have an emotional connection. And a competitive differentiator.

# Markets move fast, so marketing must move faster



Kirsty Gilchrist, MD, twogether

The complexity of modern marketing has forced agencies to act as guides to the new landscape for their clients, says Kirsty Gilchrist

These days marketing has become an impossibly complicated landscape for marketers faced with budget constraints, limited resources and a confusing choice of channels and technologies with which to reach their audience.

They're sorting their intent monitoring from predictive analytics, social listening from programmatic and marketing automation from the martech stack, while juggling six or seven siloed agencies to manage digital, traditional, social media and ABM to deliver to one brief and one objective – creating another level of confusion and incoherence to manage.

The outcome is tactical briefs giving way to strategic conversations such as 'what's the most effective way to stand out and reach the people that count?'. Because in the jungle of marketing trends they need a guide to walk them through the ever-changing landscape; a native of the new lingo and technologies.

## Evolution, not revolution

To meet the demands of today's clients, agencies need to invest in the future. It's our job to see the market changes and prepare for them.

Take martech. In 2011 there were 150 marketing technologies. By April 2018 there were 6242 unique solutions. This growth should come as no surprise to agencies who work with the multiple facets of data collection required to deliver a successful campaign every day.

Media is no different. The disparate media and marketing industry model we've grown with is broken, because where the brand used to own the engagement

process the customer now does. Brands now need to consider audience insight, campaign activation and lead nurture throughout the entire creative process – and no longer as a different message via different channels with different goals and metrics.

What's next? It's already here – audio. Countless hours in the car, at the gym, or walking the dog, have now become opportunities to learn and grow for anyone with access to a smartphone. All of this doesn't mean we have to reinvent the model. Just equip ourselves with the industry understanding to anticipate change and keep the client one step ahead of the market.

*In 2011 there were 150 marketing technologies. By April 2018 there were 6242 unique solutions*

## Making the impossible, possible

You can no longer talk about media without creative. Or creative without data. Or data without digitisation. Integrating your knowledge and ability means you can deliver far more than can be conceived by a one-play agency. We relish the opportunity to get a range of experts in the room to deliver a solution that's far outside the scope of what a single specialist agency could imagine. When our customers ask "Is that really possible?", we know that it is.

Reaching the audience is one thing. Engaging them is another, which is why there is one fundamental attribute of the evolving agency that is in no need of reinvention: the creative talent. This is not just the creative team but an agency-wide culture that has a long-term creative vision for building brands and growing clients' businesses.





## Section 4

# Agency profiles

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# B2B International

## Philosophy

B2B International is the world's largest and most experienced B2B-focused market research firm. We've carried out more than 3,000 studies and our client portfolio includes 600 of the world's 1500 largest companies.

For more than 20 years, we've concentrated on B2B markets, knowing they need a specialist organisation to research them.

Clients value our deep knowledge and decades of experience to make sense of complex, often technical, product and industry verticals. Our tailored research helps our clients make more informed decisions to drive business success.

Our full-service research offering includes market assessment and entry, segmentation, product development, branding, customer experience and loyalty research, customer/buyer journey research, employee experience, pricing strategy and advertising studies.

B2B International recently joined forces with gyro, creating the world's largest specialist B2B agency network. By combining two world-class leaders in their respective fields, B2B International can offer a powerful new end-to-end solution encompassing insight, strategy, creative and media.

## Awards

Shortlisted,  
Insight and feedback  
– A focus on understanding

Winner, B2B

Winner,  
Project and Innovation

UK Customer  
Experience Awards

Confirmit Achievement in  
Customer Excellence Award

Confirmit Achievement  
in Insight and Research  
Judges' Choice Award

## Clients

› BASF

› E.On

› Molson  
Coors

› Shell

› Stanley Black  
& Decker

› Wolseley

## Sectors



Chemicals, oil  
and gas



Industrial,  
manufacturing,  
engineering



Food and drink



IT and telecoms

**Year founded:**  
1998

**Website:**  
b2binternational.com

**Phone number:**  
0161 440 6000

**Contact email:**  
info@b2binternational.com

**Twitter:** @B2B\_Insight

**Address:**  
Bramhall House, 14 Ack Lane East,  
Bramhall, Stockport, SK7 2BY



Multivariate Techniques



Social Media Monitoring



Dashboards & Reports



Market Prediction Tools



Sales Battlecards



Persona Creation



Infographics



External Communications

A summary of some of our key deliverables and outputs to help clients make the most out of the research



# Bray Leino

## Philosophy

Here at Bray Leino, we've spent 40 years building our capabilities around the ever-growing needs of our B2B clients and the ever-changing shape of the B2B world.

Now, no matter how complex our clients' challenges, we have everything it takes to drive their brand and business performance in creatively exciting and commercially effective ways.

It's how we developed the first augmented reality event experience for a marine industry leader. It's how we delivered one of the most ambitious global distributor engagement programmes ever, and brought a 100-year-old electrical components specialist back to number one.

It's also why we consistently rank among the UK's top B2B Agencies, and why our clients stay with us for so long.

If you need an agency that will do whatever it takes to drive your success – not just whatever they can – let's talk.

## Awards

Shortlisted,  
Best use of digital techniques  
or technologies

Shortlisted,  
Best brand initiative

Gold

Gold

The International B2B  
Marketing Awards 2018

The International B2B  
Marketing Awards 2018

IPA Effectiveness Awards

Digital Impact Awards

## Clients

› BP

› British Airways

› Castrol

› Hempel

› Siemens

› Visa

## Sectors



Financial services



Marine  
and offshore



Industrial,  
manufacturing,  
engineering



Oil and gas

**Year founded:**  
1974

**Website:**  
brayleino.co.uk

**Phone number:**  
01598 760700

**Contact email:**  
hello@brayleino.co.uk

**Twitter:** @BrayLeino

**Address:**  
Bray Leino, Filleigh,  
Devon, EX32 0RX



REASON

# #48

In UK housing we have more consumer units than anyone else.

# #6

Continuous product innovation; we're always ahead of the game.

# #20

You ask, we build. With a custom fabrication facility we're experts in build to order.

# #7

We don't just know consumer units. We invented them.

# #41

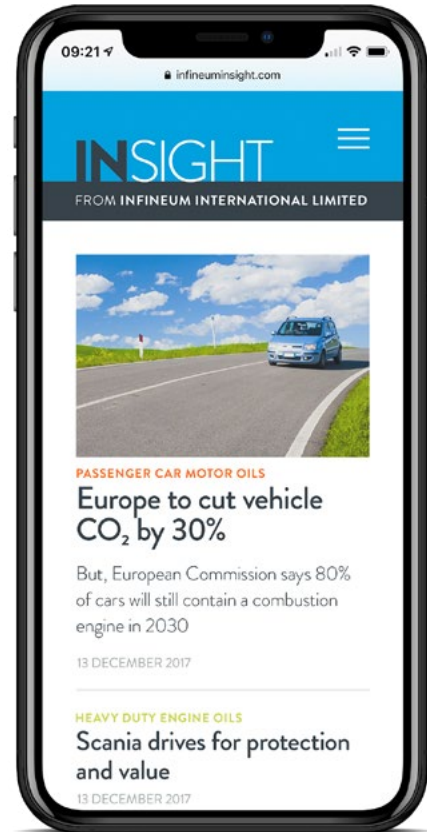
120 years. That's a whole lot of know-how.

## GOOD REASONS TO CHOOSE WYLEX.

(THERE'S NO END OF THEM)

electrium.co.uk/products/wylex

WHY CHOOSE ANYTHING LESS?

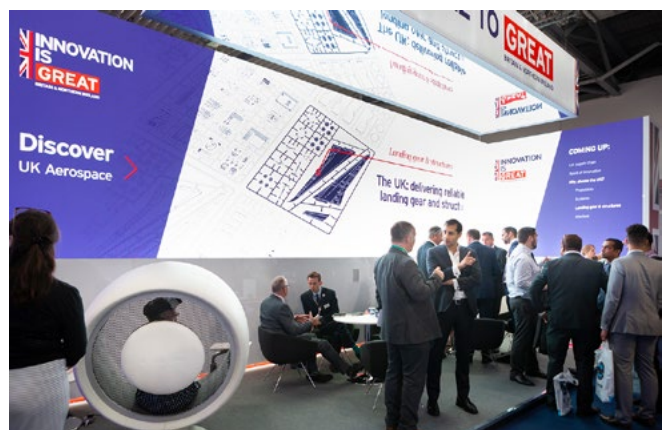
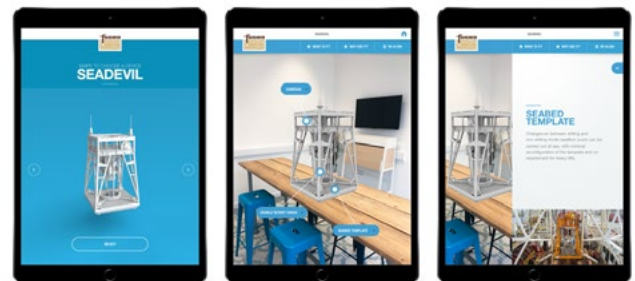


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An advanced hold coating that helps achieve a remarkable reduction in cargo hold maintenance costs of up to 40 per cent.\* thanks to outstanding thermal, chemical and mechanical resistance, boosted by Hempel's patented fibre technology.

UltraStrengthFibre.hempel.com



## Earnest

### Philosophy

Earnest's mission is to chase the humdrum out of business-to-business marketing – because we know that settling for 'nice and safe' doesn't cut it and won't deliver results.

We're a B2B creative agency that believes business people are still people. They just happen to be at work.

That's been our mantra since day one and it'll never change.

Today, it motivates our 50-strong team and is behind everything we do: brand development, campaigns and creating online and offline experiences.

We recognise that brands have to work harder than ever to get noticed, and at the same time marketing is under more and more pressure from the business to make this happen, efficiently and effectively.

It's why this year we introduced The Earnest 10%, where we reinvest 10% of campaign budgets into something clients have never tested before, the competition has never done before, and the audience has never seen before, to help our clients try new techniques and channels – with less risk.

### Awards

Gold, Agency of the year

The International B2B Marketing Awards 2018

Creative agency of the year

Global Ace Awards 2018

B2B agency of the year

The Drum Agency Business Awards 2018

### Clients

› AXELOS

› Gumtree for Business

› Samsung

› Centrica Business Solutions

› Instagram

› Vodafone

### Sectors



Energy and utilities



Professional services



Financial services



Technology and telecoms

**Year founded:**  
2009

**Website:**  
[earnest-agency.com](http://earnest-agency.com)

**Phone number:**  
020 3463 9447

**Contact email:**  
[info@earnest-agency.com](mailto:info@earnest-agency.com)

**Twitter:** @earnestagency

**Address:**  
23 Fitzroy Street, Fitzrovia,  
London, W1T 4BP





B2B Vital Stats campaign; promoting the Moneypenny service to small businesses; the 'Resilience' global demand gen campaign for Centrica; launching the Gumtree/eBay proposition to UK car dealers; repositioning ITIL for AXELOS; promoting Instagram to the business audience; DX rebrand; B2B product launch documentaries for Samsung

# Expandi Group

## Philosophy

The Expandi Group, founded in 2000, is made up of specialist agencies whose mission is to empower every B2B organisation and individual in achieving their growth through marketing innovation and effective ecosystems.

Our dynamic team of international specialists help businesses reach their marketing objectives, bridging the gap between marketing and sales, and supporting organisations throughout the 'last mile'.

Thanks to a fully integrated set of services, we support the digital transformation of sales and marketing organisations; we build and enhance ecosystems of partners and alliances to optimise production offering and distribution coverage and we can build the most compelling, ROI-based, and digitally-driven marketing and sales

Our talented people scattered across 15 offices on four continents apply the group's 'glocal' approach, acknowledging the importance of a global strategy and programme framework, but placing equal importance on local insights, cultural differences and geographically specific layers of complexity to create the most successful programmes.

## Clients

- |          |             |            |
|----------|-------------|------------|
| › Google | › IBM       | › Symantec |
| › HP     | › Microsoft | › VMware   |

## Sectors



Business services



Technology and telecoms



Industrial manufacturing, engineering

**Year founded:**  
2000

**Website:**  
expandigroup.com

**Phone number:**  
0118 9001 308

**Contact email:**  
contactus@expandigroup.com

**Twitter:** @expandigroup

**Address:**  
Davidson House, Forbury Square  
Reading, RG1 3EU



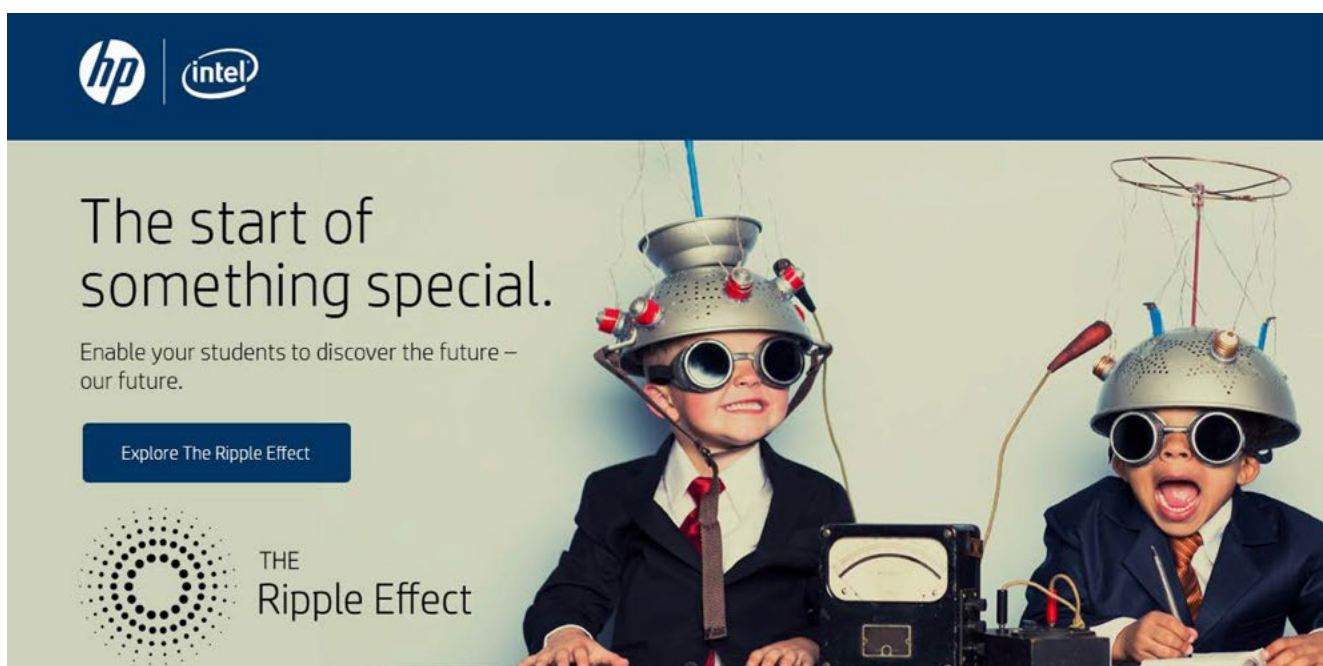
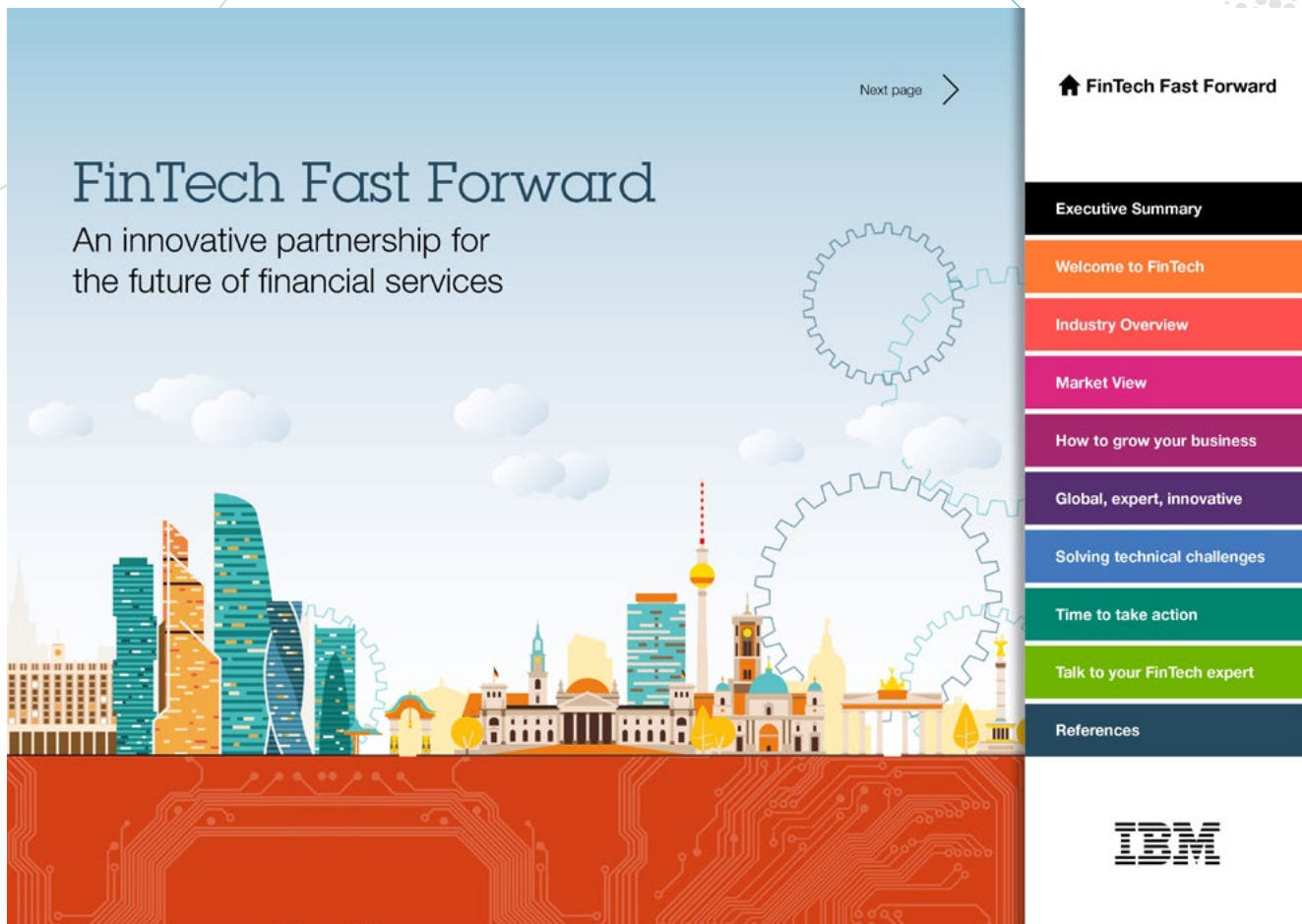


Image 1: FinTech Fast Forward interactive customer ebook. Client: IBM

Image 2: Home page of the website "Follow The Ripple". Client: HP Education

# Gravity Global

## Philosophy

Firstly, we're down to earth. Secondly, we're an award-winning dedicated global B2B agency network. We serve clients around the world that face challenging business issues and operate in similarly challenging environments. The results our clients achieve are testament to our marketing models, processes and industry-leading creativity. If it looks like a tough brief, we're the guys.

The world is a difficult place for brands. It's more connected, more involved, more immediate and more competitive. Our research shows many CEOs have lost faith in the marketing function of their organisations. We're here to restore that faith through strong returns on investment for marketing spend.

Gravity is integrated and full service across all channels from strategic consultation to implementation.

## Awards

Gold, Best use of creative

The International B2B  
Marketing Awards 2018

Gold, Best international  
campaign

The International B2B  
Marketing Awards 2018

## Clients

› Embraer

› Janus  
Henderson

› CFM

› Sage

### Year founded:

1989 as A.G.A Group, 2010 as Gravity

### Website:

[gravitylondon.com](http://gravitylondon.com)

### Phone number:

020 7330 8810

### Contact email:

[comotosho@gravitylondon.com](mailto:comotosho@gravitylondon.com)

**Twitter:** @GravityLondon

### Address:

69 Wilson Street,  
London, EC2A 2BB

**sage**  
Business Cloud



**THE SECRET  
OF MY SUCCESS?  
IT'S BEING SAGE.**

Sage Business Cloud helps companies of every size manage everything from money to people. Whatever your ambition, Sage has the solution to help you achieve it. See the full story at [sage.com/ambition](http://sage.com/ambition)

*Peter Jones*  
Peter Jones  
Sage customer for life  
[sage.com/ambition](http://sage.com/ambition)



**LEAP | The clear advantage**

From the fastest ramp-up in commercial aviation history to achieving 2 million engine flight hours in just over two years. Clearly, the LEAP engine is delivering.

[www.cfmaeroengines.com](http://www.cfmaeroengines.com)  
CFM International is a 50/50 joint company between GE and Safran Aircraft Engines

Extraordinary together 

**PROFIT  
HUNTERS  
FLY E2**

THE MOST EFFICIENT SINGLE-AISLE AIRCRAFT

- New bespoke high aspect ratio wing delivers unrivalled fuel efficiency
- No middle seat and the quietest cabin means superior passenger comfort
- Certified and in service with outstanding reliability

#E2ProfitHunter  
[E2ProfitHunter.com](http://E2ProfitHunter.com)



**EMBRAER** CHALLENGE.  
CREATE.  
OUTPERFORM.



**GLOBAL REACH  
BROADER PERSPECTIVES**

Janus Henderson Investors exists to help clients achieve their long-term financial goals.

Formed in 2017 from the merger between Janus Capital Group and Henderson Global Investors, we are committed to adding value through active management.

Responsible for €317.0bn in assets under management\*, we are proud to offer a highly diversified range of products, harnessing the intellectual capital of some of the industry's most innovative and formative thinkers. With investment teams situated around the world we serve institutional and individual investors globally.

Our expertise encompasses five major asset classes:  
Equities | Quantitative Equities | Fixed Income | Multi-Asset | Alternatives

Visit [janushenderson.com](http://janushenderson.com) to discover more.

**Janus Henderson**  
INVESTORS



# Kingpin

## Philosophy

The world of B2B marketing and sales is more complex and challenging than ever before.

A fast-moving, ever-evolving landscape of martech, adtech, data insights, bigger buying teams, increased content demands, shorter sales cycles, scoring, surge, intent, ABM, GDPR, PECR, AR, VR, CIOs, ROI... and \*breathe\*.

We help B2B technology marketers understand and embrace these trends with an 'audience first' philosophy, making sure we never lose sight of the most important thing – our clients and their customers.

Applying our 'audience first' philosophy, we use data to challenge perceptions, create actionable insights and develop a robust understanding of how technology buyers behave either directly or through their channel partners.

We turn those insights into marketing communications that identify, engage, nurture and convert audiences into customers. Whether it's through ABM, social, search, content, webinars, conferences, telemarketing or any other channel or tactic – what matters most to us is that every action is backed up by relevant and accurate insights that connect the dots and generate meaningful ROI.

## Awards

Agency of the year

Computing's Tech Marketing and Innovation Awards 2018

Lead generation

Computing's Tech Marketing and Innovation Awards 2018

Agency of the year

Computing's Tech Marketing and Innovation Awards 2017

## Clients

› McAfee

› Optimizely

› SonicWall

› Microsoft Corporation

› Quest Software

› Trend Micro

## Sectors



Aerospace and defence



Professional services



Financial services



Technology and telecoms

**Year founded:**  
1997

**Website:**  
kingpincomms.com

**Phone number:**  
020 7803 1000

**Contact email:**  
hello@kingpincomms.com

**Twitter:** @KingpinComms

**Address:**  
3 Wenlock Street  
London, N1 7NT





"Driving market growth and sales opportunities for Trend Micro"

**2,900** sales ready leads

**67,000** social interactions

**89%** reduction on CPC



"A multi-channel, multi-touchpoint campaign driving pipeline"

**20x** ROI on pipeline

**5.5x** ROI on revenue through media investment

(Initial targets were 9x and 3x)



"Using data and content to create a parallel lead nurturing ecosystem"

**20x** 1,600 engaged & identified contacts

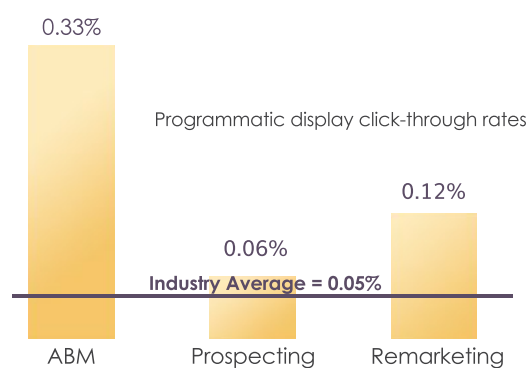
**4,500** unique visitors



"ABM programmatic display campaign targeting key-accounts"

**725%** above the industry CTR benchmark

**5** of top ten engaged companies from target account list



A selection of Kingpin's campaign results from 2018

# MOI

## Philosophy

Our commitment to the industry will never change – to turn the heads that count in B2B.

As innovation accelerates business practices, and new trends, buzzwords, technologies or tools emerge, our principle of turning heads remains.

That's why we're renowned for keeping our clients aligned to their buyers. And why we're best known for award-winning brands, campaigns and experiences.

We're not the latest digital boutique, AI shop or media specialist that offers 'what's hot'. That's because we don't believe buyers look only through one lens, or buy through just one channel.

Instead we're the global agency with our finger on the pulse and the capabilities, reach and know-how to ride the times, roll with the punches and keep you in the game. From ABM to brand building, to digital media and content creation, the list goes on. We've got your back.

## Awards

Silver

Marketing magazine's Agency of the Year Awards

Congress/convention of the year

C&IT Awards 2018

Gold, Best integration of sales and marketing

The International B2B Marketing Awards 2018

Shortlisted, Agency of the year

The International B2B Marketing Awards 2018

## Clients

› Ciena

› Genesys

› Oracle

› DXC

› Google

› Red Hat

## Sectors



Technology and telecoms

**Year founded:**  
1987

**Website:**  
moi-global.com

**Phone number:**  
01932 826600

**Contact email:**  
matthew.stevens@moi-global.com

**Twitter:** @MOIGlobal

**Address:**  
Waterloo House, 40 Baker Street  
Weybridge, Surrey, KT13 8AF



Head turning campaigns created by MOI for DXC Technology, Juniper Networks, Ciena and Oracle



# MRM McCann

## Philosophy

MRM McCann is a leading global customer relationship agency. We help brands grow meaningful relationships with people.

For us, it's not about B2B or B2C, but P2P: People to People. We help brands grow meaningful relationships by understanding the unique needs of every individual. We believe a meaningful relationship is most powerfully created through a brand experience that stirs the soul – one that connects emotionally as well as rationally, and creates brand preference as well as driving action.

The way we work

- › The power of creativity: The brand has to live and breathe through everything. We pride ourselves on being brand-driven, as well as response-driven, making a difference to our clients' bottom lines.
- › The beauty of data: Data inspires, informs, affirms. It requires expert collection and insightful interpretation. Then it's gold dust.
- › The magic of technology: It can transform experiences, perceptions, environments, relationships and businesses. We believe our tech capability is unrivalled.

## Awards

B2B Agency of the Year

Ad Age

Magic Quadrant – Leader

Gartner

Grand Prix – eCommerce

Cannes Lions

## Clients

› Cisco

› Honeywell

› Microsoft

› Direct Line  
Group

› SABIC

› Vauxhall

## Sectors



Automotive



Pharmaceuticals  
and life sciences



Financial services



Technology  
and telecoms

**Year founded:**  
1990

**Website:**  
[mrm-mccann.co.uk](http://mrm-mccann.co.uk)

**Phone number:**  
020 7153 8000

**Contact email:**  
[steve.garside@mrm-mccann.com](mailto:steve.garside@mrm-mccann.com)

**Twitter:** @mrmmccann

**Address:**  
76-80 Southwark Street,  
London, SE1 0PN



You and Microsoft AI.  
Always one step ahead.

Your competitor  
reacts when a  
pump goes down

You predict  
and repair faults  
before they occur

You and Microsoft AI.  
Always one step ahead.

People comment  
on issues that  
matter today

You create  
initiatives that  
build tomorrow

You and Microsoft AI.  
Always one step ahead.

**GET B&B  
AND GUEST  
HOUSE INSURANCE**  
ANY WAY YOU LIKE.

Our Business Insurance isn't one-size-fits-all. It's personalized, so you can choose just the cover you want. That means you pay for what you need, and save on what you don't.

GET A QUOTE

**Make sure your rooms  
are always ready\***

We want to help you keep your rooms open.

Digital transformation for SMBs

Top: Breakthrough B2B campaign for Microsoft AI across the Middle East and Africa. Bottom right: Digital transformation content targeting SMBs across EMEA for Cisco Systems. Bottom left: Direct Line for Business campaign targeting bed and breakfast and guest house owners with insurance they can personalise to their business

## Napier Partnership

### Philosophy

Napier is a B2B technology PR and marketing agency based in Chichester.

Our unique four-step approach designs and continually optimises campaigns that convert awareness to opportunity more quickly.

Napier has been at the heart of marketing technology in Europe since 1985, from electronics and IT to industrial technology; we are specialists in the markets that we target. We pride ourselves on planning and executing campaigns that excite, engage and enthrall, using our proven expertise to ensure our efforts focus on getting the right results for our clients.

Our use of deep market insight to build integrated campaigns helps our clients turn their objectives into achievements; as we have the unique ability to identify what's important and strip away the irrelevant. As a team of individuals who are energetic, creative and enthusiastic about any challenges we may face, our clients understand the benefits in our approach, as we always deliver results.

### Awards

Most outstanding PR agency 2018

#1 PR agency in the South East 2017

Communications management standard (CMS) (certified)

The Electronics Industry Awards 2018

Best for Awards

3 PR Consultants Association (PRCA)

### Clients

› Anritsu

› Microchip

› Panasas

› Penn Engineering

› Premier Farnell

› Redis Labs

### Sectors



Industrial, manufacturing, engineering



Technology and telecoms

**Year founded:**  
1985

**Website:**  
napierb2b.com

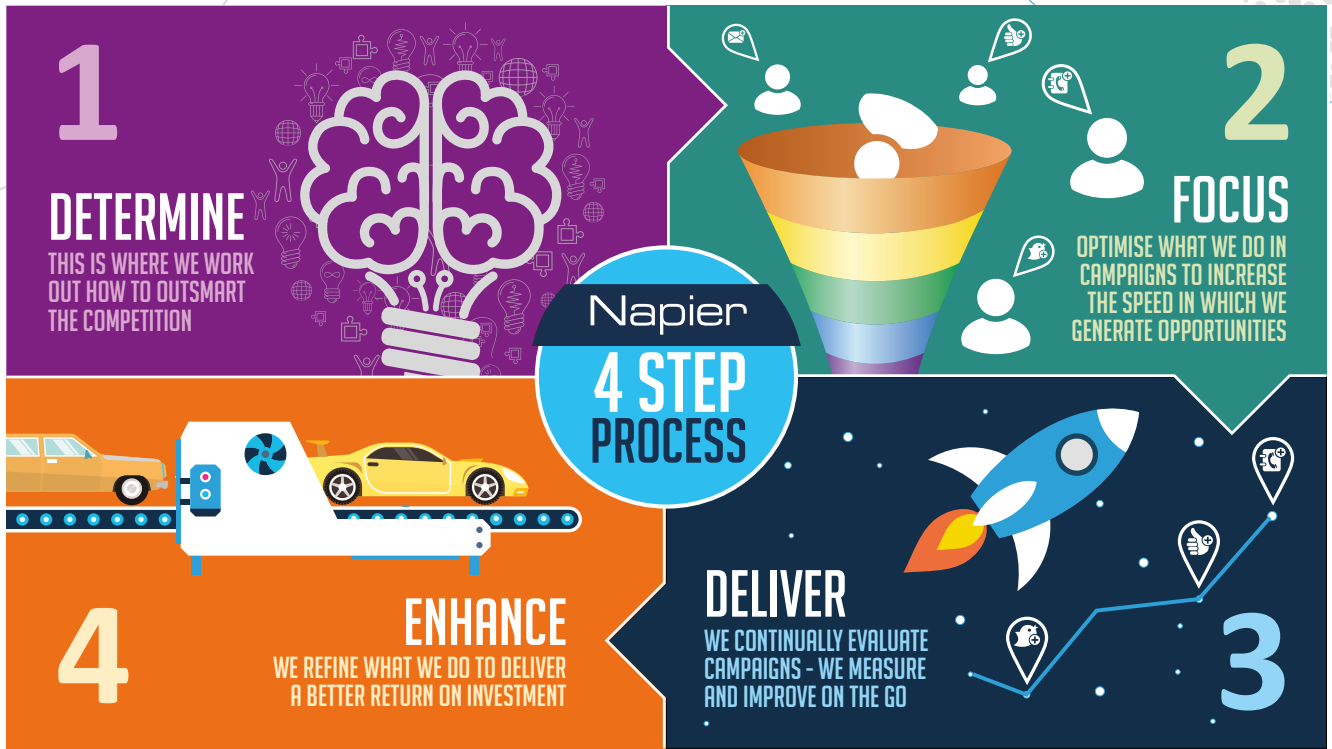
**Phone number:**  
01243 531123

**Contact email:**  
info@napierb2b.com

**Twitter:** @NapierPR

**Address:**  
Donnington Park House, Birdham Road, Chichester, PO20 7DU





**WE GEEKS**



Top: Napier's unique '4 Step Process' that converts awareness to opportunity more quickly.  
Bottom: Case study examples of how Napier has produced great results for clients

# Ogilvy

## Philosophy

We love B2B, and we're not shy about it. We love its variety. Either we're working as a global brand agency, or as an outsourced marketing department, or a demand gen agency, or anything in between. One day we're targeting enterprise and SME businesses both multi-market and multi-sector, the next it's a defined audience of just a few hundred businesses.

We've helped clients restructure their marketing teams to drive innovation and effectiveness. We've solved retention and loyalty challenges. And, as you'd expect, we've developed global brand campaigns and personalised one-to-one experiences.

And because we're Ogilvy, our clients have access to a range of expertise, from our team of behavioural scientists, to our 900 global martech specialists. Then there are our exclusive client events, thought leadership and webinars. Recently we've discussed storytelling, mental health, the future of the workplace, and the future of loyalty.

We work best with brands with long-term ambitions, who engage us across more than one service or capability and more than one time horizon (short-, medium-, long-term). The size of a client's ambition is more important to us than the size of their budget.

We solve business problems with creative thinking for clients including Vodafone, Philips, Inmarsat, IAG, Samsung, British Gas, IBM and EY.

## Awards

Silver, Outdoor  
/innovation technology

Gold, Best lead generation  
or nurturing campaign

Gold, Technology;  
Silver, Out of home;  
Bronze, Digital performance;  
Bronze, Brand building

Cannes Lions 2018

The International B2B  
Marketing Awards 2018

DMA Awards 2018

## Clients

› EY

› IBM

› Inmarsat

› Rolls-Royce Plc

› Samsung

› Vodafone

## Sectors



Aerospace  
and defence



Professional  
services



Financial services



Technology  
and telecoms

**Year founded:**  
1948

**Website:**  
ogilvy.co.uk

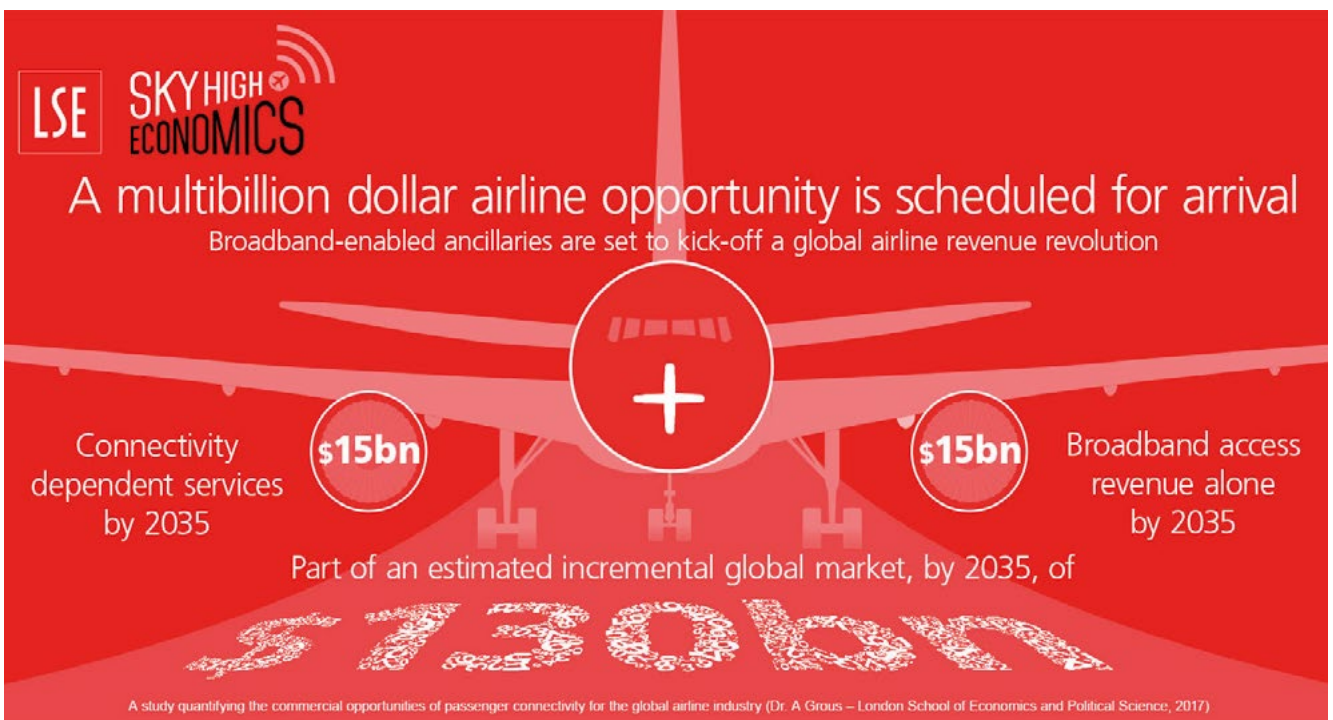
**Phone number:**  
020 3193 3000

**Contact email:**  
anna.stone@ogilvy.com

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**Address:**  
Sea Containers, 18 Upper Ground  
London, SE1 9RQ





EY Robot Experience Frankfurt Airport, Inmarsat Aviation's groundbreaking Sky High Economics study in partnership with London School of Economics, IBM Wimbledon 2018 #FindTheAdvantage

# Quantum Marketing

## Philosophy

By matching our client's marketing and product strategy with our data we build bespoke audiences that have depth and accuracy and that are rich in insight and compliant with data privacy.

We can identify your next potential customer; understand how best to reach them and what subjects are most likely to get their attention. We apply graphic and editorial expertise to turn dry corporate content into eye-catching, effective educational communications that speak with authority and clarity. We blend creativity and insight to promote these through campaigns that are distinctive, memorable and most importantly get a reaction.

Finally we specialise in turning downloads into dialogue, applying marketing insight and two decades of sector expertise to make intelligent decisions about how to convert audience engagement into one-to-one conversations. Our team use social, digital and speech to build credibility and rapport to connect vendors with senior decision-makers to create high quality, qualified sales leads.

## Clients

› Blackberry	› Oracle	› Samsung
› Dell	› Panasonic	› SAP

## Sectors



Technology  
and telecoms

**Year founded:**  
1998

**Website:**  
quantummarketing-group.com

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**Contact email:**  
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**Address:**  
Abbey Gate, 57-75 Kings Road,  
Reading, Berkshire, RG1 3AB



## Why Finance is Ready to Get Agile

Access and less friction with ERP Cloud

### Cloud as Standard

Moving ERP functionality to the cloud is no longer a case of 'if', it's a matter of when. Many of finance teams now say they intend to run ERP in the cloud, and the motivations are clear:

- 45%** Avoid infrastructure investment
- 38%** Lower total cost of ownership
- 33%** Rapid access to new ERP products

### Blaze a Trail

Those that have moved quickly and embraced ERP in the cloud are already experiencing huge business benefits:

- 81%** are able to scale up or down on short notice
- 76%** have experienced measurable benefits
- 65%** report increased productivity

### Next-Gen Innovation

Moving to the cloud is a valuable opportunity, not just to transform business processes for the better and providing greater insights, but to embrace innovative new technologies as and when they arrive.

Thanks to the cloud, empowered finance professionals are already exploring:

- 43%** Adaptive financial management
- 40%** Internet of Things (IoT)
- 40%** Machine learning (ML)

### Safety in Numbers

Security and compliance are paramount for any business, so before you start moving sensitive ERP data to the cloud, you need a detailed plan.

That's why we've put together a five-step guide to help you prepare, plan, and embark on a risk-free path to Oracle ERP Cloud.

Enter the powerful world of agile finance today.

[DOWNLOAD YOUR GUIDE TO A RISK-FREE MIGRATION ->](#)

Join our communities

**Your Tomorrow, Today**

Oracle ERP Cloud is the only cloud ERP solution that offers the same powerful functionality as on-premise ERP, but with the agility and security of the cloud. Find out more at [oracle.com/erpcloud](#)

**ORACLE Cloud**

## Agents of Change: The Rise of the Digital CFO

A more agile, data-driven future

### The CFO sees all

Today's CFO is an agent of change armed with business-wide visibility. And when working alongside other senior decision makers, the CFO is both a digital knowledge pool and a challenging voice of reason.

"The CFO is in the best position of us to see how digitisation touches every aspect of the organisation"

**Julian Davis**, Managing Director, Financial Services, Grant Thornton

### Automate and advise

Using automation, AI and machine learning, the CFO can position finance as a **valued transformation advisor**.

Survey respondents indicated that many processes are already partly or fully automated:

- 50%** Accounts payable
- 47%** Financial control
- 47%** Treasury
- 46%** Order to cash
- 46%** Record to cash

### Measure together

Developing robust metrics for digitisation is a major challenge.

**Just 10% of CFOs strongly agree they can effectively measure KPIs associated with digitisation**

"Former certainty needs to be replaced by agile to enable business units to measure digital. And it's important to reach the business how to interpret their own data."

**James O'Connell**, Finance Director, Consumer Products Division, UK & Ireland, L'Oréal

### Masters of agility

Agile is now an effective tool helping CFOs master new skills, processes and insights, and become drivers for digital change.

**To master agile CFOs must:**

- 1) Develop new metrics to effectively measure digital operations
- 2) Build a roadmap to fully embrace automation
- 3) Gain and retain visibility over siloed data
- 4) Use individual insights to become a powerful voice for digital change

Discover how The Economist sees your future as an agent of change.

[Download the full report today](#)

Join our communities

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**ORACLE Cloud**

## Risk Free Agility: Scaling Security in the Cloud

The benefits of shared responsibility

### New Challenges Emerge

**80%** of firms say at least half of their cloud data consists of sensitive information. While this highlights a growing confidence in cloud services, rapid cloud adoption is also creating challenges around identity and access management:

- 36%** believe having top-level MFA strategy makes companies more secure vs. no MFA strategy
- 33%** expect access and security challenges arising from a growing number of users
- 36%** think it's less secure and more time-consuming to manage users in the cloud

### Sharing Is Key

A shared responsibility security model relies on both the customer and vendor having a role to play in security. But our research found that only 11% could identify the most common level shared responsibility security model. That's why it's important to understand that customer responsibility differs between services:

- **IaaS:** User access/identity, data, application, and guest OS
- **PaaS:** User access/identity, data, and application
- **SaaS:** User access/identity and data

### The Identity Imperative

With a robust cloud solution, organisations can scale stakeholder access to business applications, such as CRM, ERP and HCM, at any time, on any device.

And encouragingly, the use of multi-factor authentication (MFA) is already widespread:

- 48%** Use MFA selectively for mission-critical resources or sensitive data
- 29%** Deploy MFA extensively across a variety of systems and data
- 17%** Plan to implement MFA in the next 18 months

### New Best Practices

It's time to think beyond your existing perimeter defences and adopt a healthy dose of cloud security pragmatism.

Among those surveyed, the following measures have had the most positive impact on cybersecurity:

- 26%** Automated protection of vulnerable systems
- 31%** Increased training/awareness in cybersecurity threats
- 26%** Ramped up the frequency of system patches

### A Secure Future

By applying advanced technologies such as machine learning and automation – organisations have a great opportunity to share the responsibility of cybersecurity. And for many of our respondents, they're already well on their way to realising the benefits:

- 29%** Use machine learning for threat-based cybersecurity
- 49%** Have completed or planned for machine learning automation
- 18%** Use machine learning extensively to enhance cybersecurity

Discover why cloud is already tightening the cybersecurity loop for countless organisations.

[Download the full report today](#)

Join our communities

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**ORACLE Cloud**

Oracle ERP Upgrade Campaign. Audience: C-Suite in Enterprise Organisations: Comprises interactive digibook, animated infographics and video snippets

# Radley Yeldar

## Philosophy

Belief in business. It's what we're all about. We've been helping create belief since our inception 30 years ago.

What do we mean by belief? It's the encapsulation of your feelings when you're moved or inspired by what a business stands for, where it wants to go, and you can see for yourself the evidence that it's equipped to get there. Either because it's got the right experience, relationships, a watertight plan, or brilliant leadership.

Whether developing an inspiring purpose and vision, talking to employees about their role in the company, communicating your difference to customers, or reporting on your strategy, performance and sustainability initiatives to multi-stakeholder audiences, we can help you. What's more, we do so across multiple platforms and channels using the most engaging creative content. That, and of course taking on the new roles that are imperative to the best future integrated agencies, from being the data geek to the creative architect.

We believe that a world where there is more belief, more trust and more permission to succeed between business and society is a better world and one we want to be a part of. Let's make that world.

## Awards

EVCOM Best Production Agency 2018

Top 12 International B2B marcomms agencies (3rd)

6th place

B2B Agencies Benchmarking Report 2018

Design Week Top 100

## Clients

› Allen & Overy

› BP

› Coca Cola Hellenic

› GSK

› The Crown Estate

› Vodafone

## Sectors



Energy and utilities



Professional services



Pharmaceuticals



Property and construction

**Year founded:**  
1986

**Website:**  
ry.com

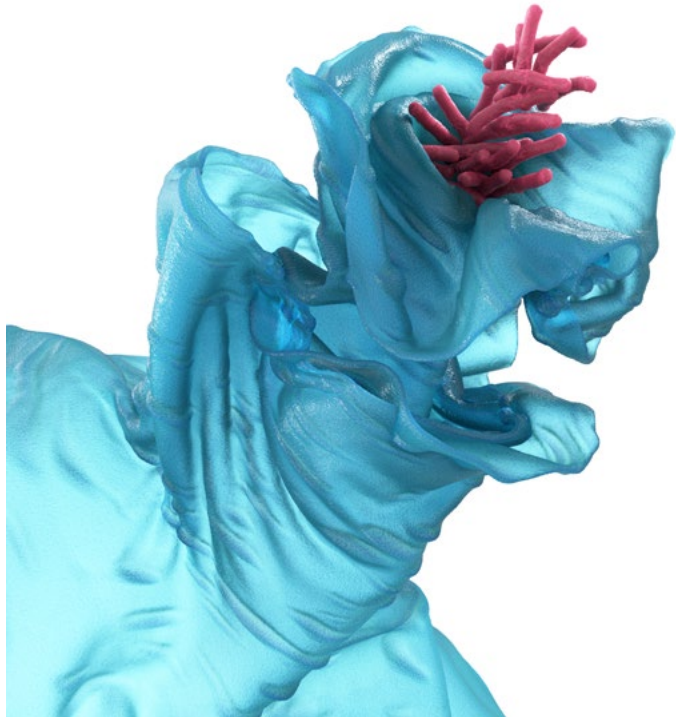
**Phone number:**  
020 7033 0700

**Contact email:**  
hello@ry.com

**Twitter:** @RadleyYeldar

**Address:**  
24-26 Charlotte Road,  
London, EC2A 3PB





WRAP We Do, Grosvenor Liverpool One Storybank, Kaspersky Lab Data Dollar Store, GSK Behind the Science, ViiV Healthcare AIDS 2018

## Saatchi & Saatchi pro

### Philosophy

We're a B2B agency that solves complex business problems with smart thinking and inspirational creativity. We know that the best work – the ground-breaking, award-winning, transformative work – doesn't come from merely executing on a brief.

It comes from a deep collaboration where we learn the nuances of your business, the pain points of your customers, and the movements of your industry. Our strategic and creative approach appeals to the people as well as the suits, so that we can make the biggest impact possible.

### Clients

› Oracle	› PwC	› Vaillant
› Pimco	› Saab	› Visa

### Sectors



Aerospace  
and defence



Industrial,  
manufacturing,  
engineering



Financial services



Professional  
services

**Year founded:**  
2017

**Website:**  
[saatchipro.co.uk](http://saatchipro.co.uk)

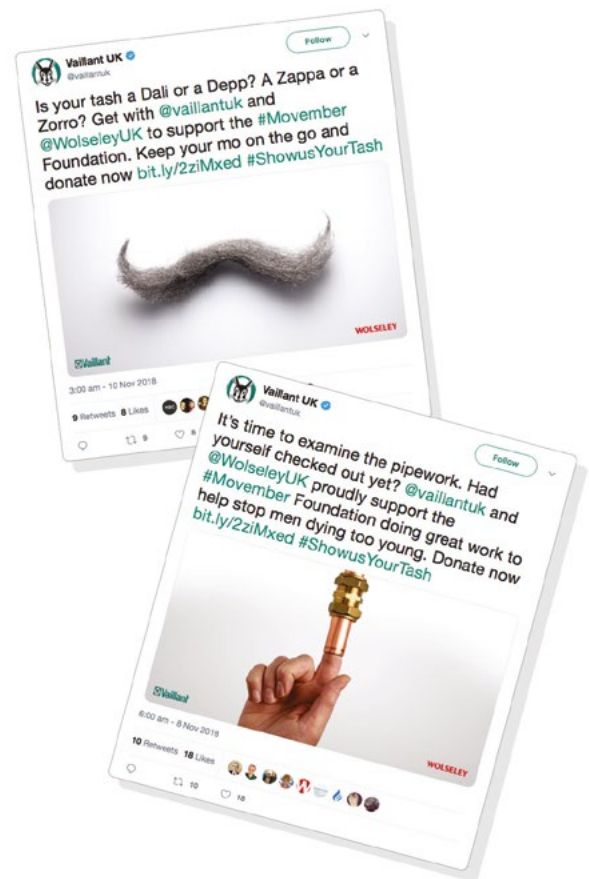
**Phone number:**  
(0)20 7462 7600

**Contact email:**  
[newbusiness@saatchipro.co.uk](mailto:newbusiness@saatchipro.co.uk)

**Twitter:** @SaatchiproUK

**Address:**  
40 Chancery Lane,  
London, WC2A 1JA





Oracle Cloud's Your Tomorrow Today campaign ran across multiple platforms throughout EMEA and JAPAC. The Vaillant integrated 10-year guarantee campaign featured at trade shows nationwide, with a social campaign supporting November 2018. A PIMCO trade press ad targeting institutional investors, transcreated across nine languages

# Stein IAS

## Philosophy

Stein IAS is the post-modern B2B marketing agency.

We excel at connecting brand to demand to measurable business results. From insight-driven brand strategy to messaging and content aligned with buyer journeys... from bold, breakthrough creative and content experiences to advanced, multichannel digital interactions powered by sophisticated martech and adtech ..Stein IAS is the global agency that's all about impact.

We leverage the most advanced, proven modern marketing approaches and technologies on behalf of our clients, but we also pull forward from marketing's pre-modern days the emotionally-rooted, intuitive creativity that's often missing from B2B communications. That's what makes us the post-modern B2B agency. And that's why, more than 40 years into our constant evolution, we're at the pinnacle of our ability to fuse creativity and technology to enable digital marketing transformation and the return on marketing investment that goes along with it.

In a marketplace replete with creative agencies, digital agencies, content agencies, brand agencies and on and on, we believe marketers need a marketing agency. In fact, a post-modern B2B marketing agency. There's only one: Stein IAS.

## Awards

Marketing agency  
of the year

Gold, Innovative digital  
marketing solutions

Gold, Most dedicated  
to employee growth

ANA B2 Awards 2018

The Internationalist Awards

Digiday WorkLife Awards

## Clients

› ABB

› ETS

› HSBC

› Ingredion

› Marshall's

› Trelleborg

## Sectors



Financial services



Pharmaceuticals  
and life sciences



Industrial,  
manufacturing,  
engineering



Technology  
and telecoms

**Year founded:**  
1972

**Website:**  
steinias.com

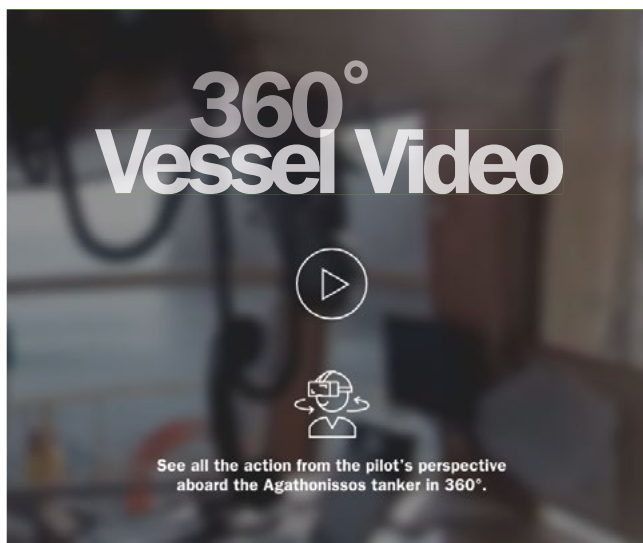
**Phone number:**  
01625 578 578

**Contact email:**  
danny.turnbull@steinias.com

**Twitter:** @SteinIAS

**Address:**  
Clarence Mill, Clarence Road  
Bollington, Cheshire, SK10 5JZ





Merck Animal Health *Caninsulin – Sugar & Spike*, Marshall's *Just Add Water Management*, Trelleborg Marine Systems *SafeTug Web Experience (360° video)*

# The Armstrong Partnership

## Philosophy

Armstrong is a manufacturing thoroughbred. Based in the North West we serve a pan-European client base; delivering strategy, creativity and results in equal measure. Our 2018 'Best B2B' DMA Award not only highlights our ability to captivate a global audience with a solid strategy, but also to deliver an exceptional return on investment – in this case 282x ROI.

We help technical businesses deliver a clear and memorable brand identities that resonate with a global audience. Although creativity always remains at the heart of our approach, strategy is everything. Our approach forms the basis of a business strategy.

Many manufacturers are exceptional at developing technical products but find it hard to say what they do simply. For us, simplicity ensures maximum engagement and consistency across every channel. Capturing your DNA and proposition leads to a strong positioning and single-minded creative approach.

Once we have a single-minded approach, we engage a wide range of in-house skills to present your brand or product to market. They consist of; Brand development, design, UI/UX design, web and app build, SEO and PPC, 3D, animation, virtual reality, product visualisation, photography, video, copywriting, PR, social media, email marketing and sales support.

## Awards

Gold, Best B2B

| DMA Awards 2018

## Clients

› Amari Plastics

› Arlington Automotive

› Encirc

› Allu Finland

› Bucher Industries

› Wade Ceramics

## Sectors



Automotive



Construction



Aerospace and defence



Industrial, manufacturing, engineering

**Year founded:**  
1991

**Website:**  
wearearmstrong.com

**Phone number:**  
01244 401 213

**Contact email:**  
hello@wearearmstrong.com

**Twitter:** @wearearmstrong

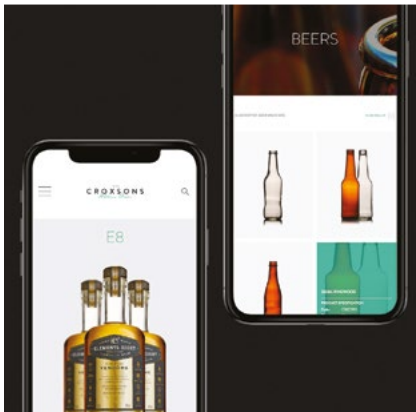
**Address:**  
2 Pulford House, Bell Meadow Business Park, Chester, Cheshire, CH4 9EP





MAKING THE  
TECHNICAL MEMORABLE.

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# The Crocodile

## Philosophy

We're in the business of turning CX talk into action.

The days of lasting product advantage have gone, so to win, how we treat people has become an essential business strategy.

People-based strategies force us to challenge marketing and operational norms. It means we need to listen, to understand, and to have context of customers across every touchpoint. Empathy is at the heart of the brief.

We seek a single-customer view throughout the buyer journey from discovery to renewal so we can achieve unique and hyper-personalised moments that matter.

We take the loss and growth of existing customers as personally as winning new customers. We believe the better we get at identifying the true moments that matter on the customer journey, the better we get at impacting bottom-line performance.

Experts in data, technology, creativity and empathy, we are in the business of creating unique, hyper-personalised experiences for the people that matter most to your business – across all platforms and devices.

## Awards

Shortlisted, Best customer experience (CX) initiative

Silver, Best use of content marketing

Silver, Best SME-targeted campaign

The International B2B Marketing Awards 2018

The International B2B Marketing Awards 2018

The International B2B Marketing Awards 2018

## Clients

› Arrow

› Google

› LSEG

› Oath

› ON24

› Standard Life

## Sectors



Automotive



Professional services



Financial services



Technology and telecoms

**Year founded:**  
1990

**Website:**  
thecroc.com

**Phone number:**  
020 7749 4400

**Contact email:**  
hello@thecroc.com

**Twitter:** @crocbytes

**Address:**  
The Lux Building, 2-4 Hoxton Square  
London, N1 6NU



# 86%

**CMOs WILL OWN  
END-TO-END CX  
BY 2020**



SOURCE: EIU THE PATH TO 2020

# 30%

**FORTUNE 500  
COMPANIES MADE  
SHIFT TO CX  
STRATEGIES**



SOURCE: KPMG NUNWOOD 2018

CUSTOMER CENTRIC  
ORGANISATIONS

# 38%

**MORE LIKELY TO REPORT  
PROFITABILITY**



SOURCE: KPMG NUNWOOD 2018

## AIM

**B2B MARKETING AWARDS 2018  
BEST CX INITIATIVE  
FINALISTS**

'LSEG: AIM for vibrant growth'  
for London Stock Exchange Group



*Customer experience is a people-based growth strategy. In 2019, seize the opportunity and prepare to lead the CX conversation with your CEO*

# The Marketing Pod

## Philosophy

The Marketing Pod is a fully integrated marketing agency with an unshakeable belief in making it personal. We know we'll only get the best results for our clients when we have a deep and true understanding of their business and people, their customers and processes, and their obstacles and objectives.

We immerse ourselves in our client's world. Through communication and research, we ensure we have a thorough grasp on the details and how they fit into the bigger picture. It helps us make sure that our projects and campaigns really hit the mark.

One of the reasons we're good at what we do is our genuine passion for all things B2B. We never forget that a business customer is as human as any other. Individual needs and beliefs will always play a part in the decision-making process. It's just one more reason to make it personal.

We have a wealth of in-house experience, and we've ensured that our team has experts across each marketing specialism, meaning our clients can use just one agency for all of their marketing needs.

## Awards

Gold, Best integrated campaign

CIPR Pride Awards 2018

Silver, Best publication

CIPR Pride Awards 2018

Small consultancy of the year

PRCA Dare Awards 2018

## Sectors



Energy and utilities



Industrial, manufacturing, engineering



Financial services



Technology and telecoms

**Year founded:**  
2013

**Website:**  
[themarketingpod.co.uk](http://themarketingpod.co.uk)

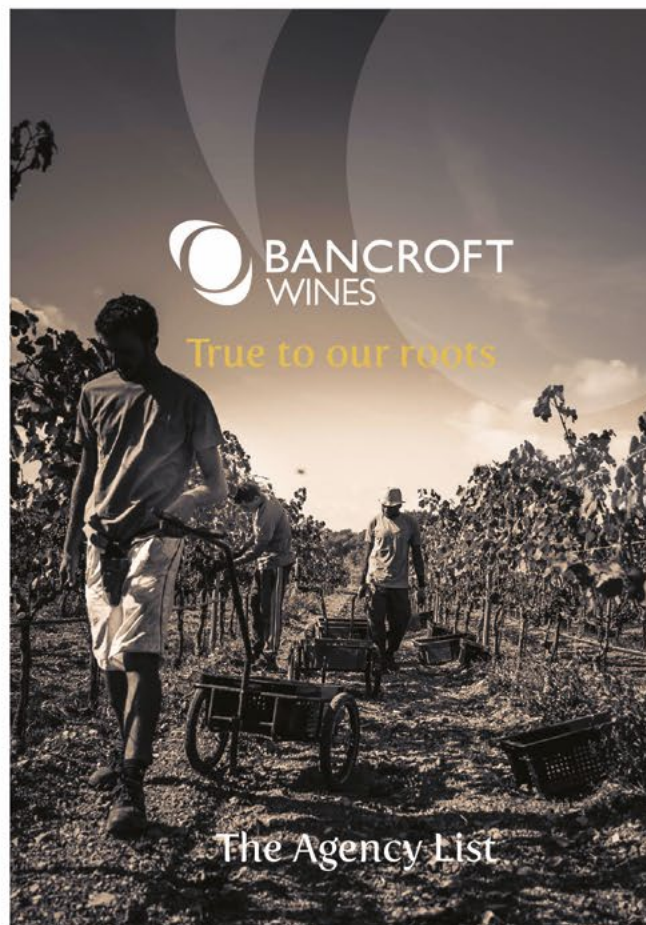
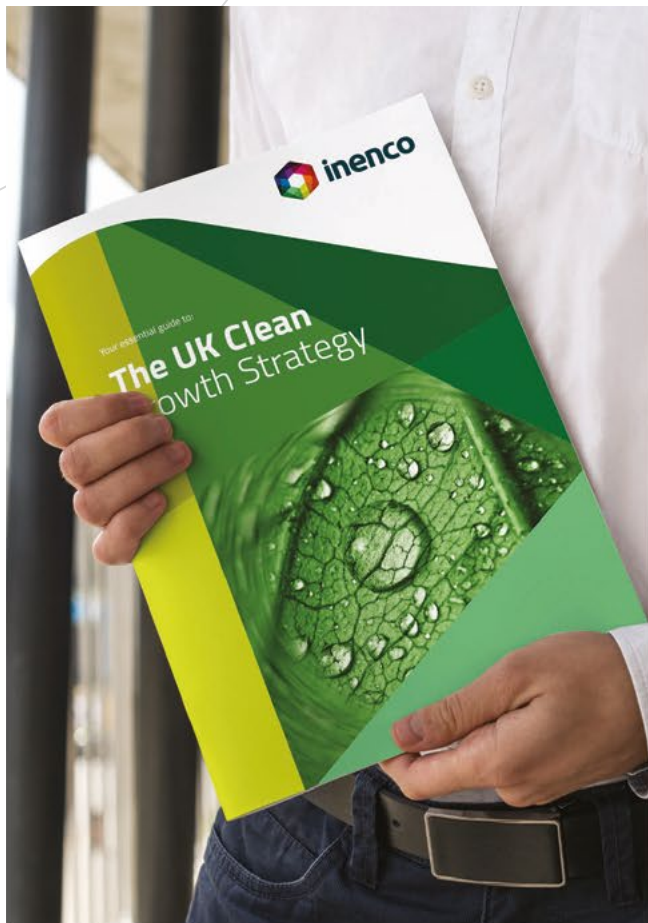
**Phone number:**  
01564 742 848

**Contact email:**  
[jen@themarketingpod.co.uk](mailto:jen@themarketingpod.co.uk)

**Twitter:** @WeGrowIdeas

**Address:**  
Units 1-4, Umberslade Business Centre  
Pound House Lane, Solihull, B94 5DF





From brand development to creative assets that reflect your vision, The Marketing Pod's design team will bring your brand to life

# Torpedo

## Philosophy

Torpedo is a creative agency for the digital world.

We specialise in B2B, blending insight, design, content, UX, and technology to deliver effective multichannel marketing campaigns, brand communications and digital experiences.

Creativity sits at the heart of everything we do. We champion your brand. Think like your customers. See the world through their eyes to create awareness, build trust and deliver results.

Our clients tell us they value the friendly, can-do attitude and expertise of our team but, most of all, they like the way we make their life easier, helping day-by-day to deliver their marketing vision and achieve objectives.

Torpedo is where great ideas come to life.

## Awards

Shortlisted,  
Health and wellness

DMA Awards 2018

Shortlisted,  
B2B agency of the year

The Drum Agency

Shortlisted, B2B sector  
website, app or campaign

The Drum DADI  
Awards 2018

## Clients

› Adobe

› Epson

› Petronas

› Autodesk

› Panasonic  
Business

› Valneva

## Sectors



Aerospace  
and defence



Technology  
and telecoms



Pharmaceuticals  
and life science



Oil and gas

**Year founded:**  
2003

**Website:**  
torpedogroup.com

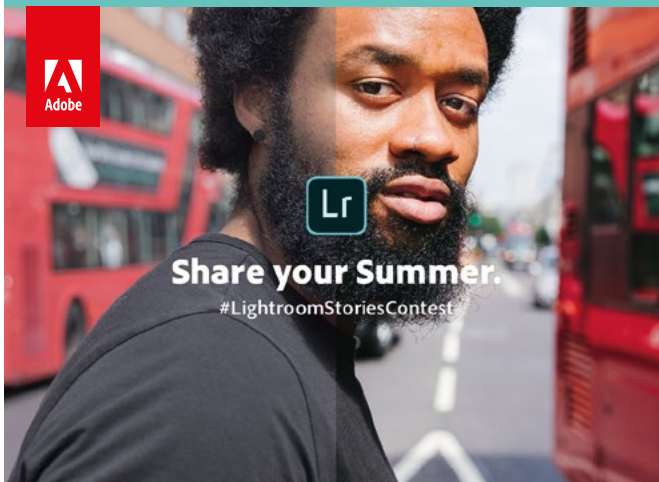
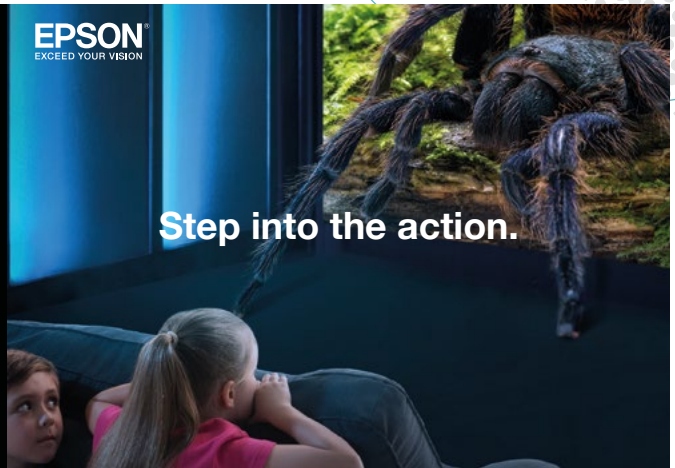
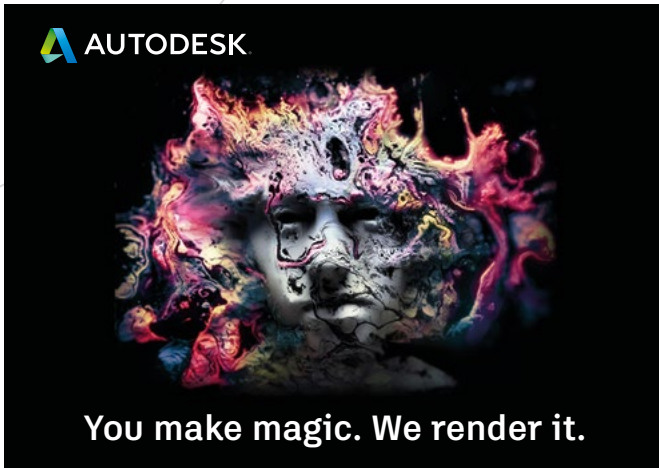
**Phone number:**  
01865 733 710

**Contact email:**  
theteam@torpedogroup.com

**Twitter:** @TorpedoAgency

**Address:**  
The Long Barn, Worton Park,  
Cassington, Oxfordshire, OX29 4SX





# twogether

## Philosophy

We get it. We just get it. We know how to bring technology to life. Our record proves it – as does the title of B2B Marketing Agency of the Year 2017.

Our 'secret' though, somehow defies definition.

True, we really know technology. Not just what it is, how it works, or what it does. But its impact; the difference it can make. And we're passionate about bringing that to life for our clients.

We also go beyond the obvious; to use deep insights and disruptive, creative thinking to unearth and tell a technology's 'story'.

The sheer breadth and depth of our services takes some beating. We really can deliver everything under one roof. We genuinely don't believe there is an agency to match the sheer scope of our B2B technology expertise, experience, service delivery and speed.

Our people and their knowledge are exceptional too. Our investment in talent and martech that ensures our clients stay on the cutting edge.

But there's something else. Something inherent without which none of the above would hang together in quite the same way. Intuition? Instinct? Whatever, it's rarely wrong.

## Awards

Winner, B2B Marketing communications agency of the year award

Finalist, Agency of the year

Gold, Best multichannel campaign

The B2B Marketing Awards 2017

The Drum B2B Awards 2018

The International B2B Marketing Awards 2018

## Clients

› HERE Technologies

› Hitachi Vantara

› Lenovo

› O2

› Ricoh

› Splunk

## Sectors



Technology and telecoms

**Year founded:**  
2012

**Website:**  
wearetwogether.com

**Phone number:**  
01628 894 620

**Contact email:**  
hello@wearetwogether.com

**Twitter:** @wearetwogether

**Address:**  
Globe House, Globe Park, Marlow,  
Buckinghamshire, SL7 1EY



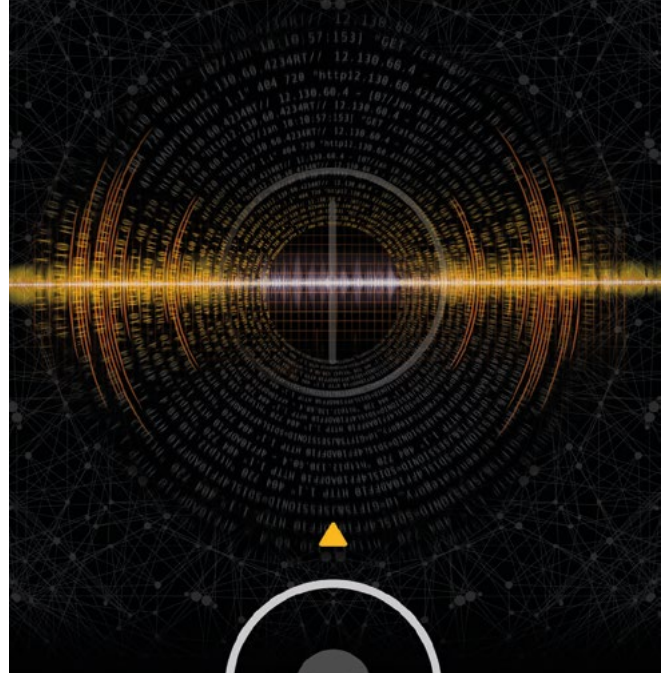
Fast decisions  
can be well  
considered.



**KPMG**

splunk>partner+

**LISTEN TO YOUR DATA  
PLAY IT LOUD!**



**RICOH**  
imagine. change.

**Change  
the game**  
on business  
agility



**Winners  
Think Big**

**Lenovo**



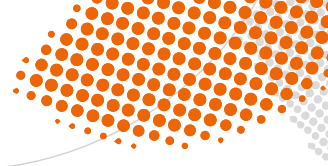
*Our passion for technology is matched by our passion for creativity. Every one of our projects is unique in its objectives, and so is the creative approach*

## Section 5

# Specialist expertise

	Bray Leino	Earnest	Expandi Group	Gravity Global	Kingpin	MOI	MRM McCann	Napier Partnership	Ogilvy	Quantum Marketing	Radley Yeldar	Saatchi & Saatchi pro	Stein IAS	The Armstrong Partnership	The Crocodile	The Marketing Pod	Torpedo	twogether
Account-based marketing (ABM)										✓								
Branding		✓		✓					✓		✓	✓		✓				
Campaign and creative execution	✓	✓					✓		✓		✓	✓	✓		✓	✓	✓	✓
Content marketing services (includes video)								✓						✓		✓		✓
Data services (e.g. analytics, insight)			✓															
Demand generation (includes telemarketing)			✓		✓					✓			✓					
Digital (e.g. mobile, social media, SEO/PPC, web design/development, etc)	✓		✓	✓	✓	✓	✓	✓			✓				✓		✓	
Events						✓			✓									
Marketing planning/strategy	✓	✓		✓		✓	✓			✓		✓		✓	✓			
Martech (deployment and/or management)													✓					
Media planning/buying					✓													✓
PR								✓								✓		





## About

# B2B Marketing

Established in 2004, we are the number one go-to resource for B2B marketers across the globe.

Through our content hub and professional development services – including events, training and networking – B2B Marketing users are empowered with the tools, insight and inspiration they need.

### Our promise to you

Things change fast in B2B. Just staying on top of the changes can be a full-time job. So, we do that job for you.

With our subscriber content, training and events we guarantee you'll:

- › Put your best-ever strategies in place.
- › Lock down the multiple skills, tools and insights you need.
- › Find real-world inspiration for rolling out some outstanding marketing initiatives.
- › Make the progress you've always wanted in putting marketing at the top table of your business.

### How we help you, your team and your business to grow and succeed

- › Free online member content, including guides, toolkits, interviews and case studies from experts and inspirational leaders in B2B.
- › Premium, subscriber-only content, including industry research, benchmarking and analysis, expert strategy and tactical guides and a *B2B Marketing* magazine subscription.
- › Four, flagship UK-based, annual events for B2B marketers and leaders: Ignite; The Conference; InTech; and the B2B Marketing Awards.
- › Bespoke training for marketing teams (UK only).
- › More than 40 one-day open training courses and workshops each year (UK only).
- › Leaders networking, through the B2B Marketing Leaders programme and Leaders Forum (UK only).

### First step

- › Choose a 12-month subscription to all our Premium subscriber content – for just £399/\$499.
- › Go to [b2bmarketing.net/unlock](https://b2bmarketing.net/unlock) to find out more about the benefits of subscribing.
- › Or call our client services team on +44 (0)207 014 4920.



# B2B Marketing

Insight · Development · Training · Events

## Contact us

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