

The B2B Marketing US Agencies Benchmarking Report

2022

2022



US





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CAT DUTTON
global deputy CMO, Atos

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2020, 2021
Agency of the Year



B2B Marketing
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2021
Agency of the Year

**The Drum.
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2020
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Ready, set, grow



David Rowlands,
*head of content,
B2B Marketing*

Well, it's that time of the year again – that time of the year when we take a step back, and get a view of the US agency marketplace as it currently stands.

For the uninitiated, the B2B Marketing US Agencies Benchmarking Report is an annual report based on the results of a comprehensive survey of US agencies. This survey asks agencies about their headcount, their income, their challenges, their concerns, their methods of winning business, and everything in between.

The results are presented in a series of league tables, which list the biggest agencies, the agencies with an international

reach, and those agencies growing at breakneck speed. But this report is more than just tables. It also includes several analysis pieces, as well as unique viewpoints from our agency sponsors on a host of topics.

As we'll see in our analysis, things are looking positive for agencies. For instance, despite a year-on-year decline in average gross income, we'll see that most agencies actually grew in their most recently closed financial year. And that's not just in terms of income; it's in terms of their headcount too. As if that wasn't enough, every single US agency we surveyed is expecting growth, or even 'strong growth,' over the next 12 months. No one we spoke to was expecting to remain flat or contract this year.

It therefore appears that, whatever impact the pandemic may have had on agencies (and marketing more generally) over the past two years, agencies are expecting to make hay in the immediate future.

Of course, that doesn't mean there won't be any challenges.

In fact, as we'll see, the most pressing challenge is not even one that relates to the 'act of marketing' itself. Rather, it's around attracting and retaining staff. As we all know, people are quite important if you want to do get anything done in this world, so the criticality of this challenge can't be underplayed.

Moving on, and what are the trends that are set to dominate the remainder of 2022? Well, this report also includes our 2022 Trend Tracker. This feature is based on, yes, you guessed it, another survey, which asked both agency and client-side marketers what trends they're focused on this year. As we'll see, whilst certain trends have risen in importance, and others have declined, there's also evidence that marketers could be simply overwhelmed with the sheer amount of strategies, tools and tactics they're under pressure to get to grips with, leading to a lack of focus across the board.

Regardless of the challenges along the way, our data says agencies are in for a great year.

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Top 39 US B2B marcomms agencies

This table presents the top US B2B marcomms agencies, ranked by US gross income in their most recently closed financial year. In order to ensure accurate comparison between standalone agencies, agency networks are listed in a separate table on page 10.

Rank	Agency	US GI in most recent financial year in \$m	Change in US GI in \$m	YoY US GI % change	US headcount 2021	US YoY headcount % change	Rank in 2021	Rank change
1	Bader Rutter (p.72)	42.7	-2.4	-5.3	245	-5.8	2	↑
2	Iris Worldwide (p.84)	33	3	10	193	35	3	↑
3	Fahlgren Mortine (p.80)	30	5	20.2	181	16	5	↑
4	The Mx Group (p.100)	28.7	3.9	15.7	139	6.9	6	↑
5	Two Rivers Marketing (p.104)	27.1	-5.1	-15.7	160	12.7	9	↑
6	Mower (p.92)	21.3	0.6	3	135	-4.9	7	↑
7	Transmission	20.4	10.4	104.6	104	103.9	16	↑
8	Gelia	15.9	0.5	2.9	121	0.8	11	↑
9	MarketOne International	15	0	0	75	-1.3	17	↑
10	Rabinovici & Associates	14.4	1.2	8.9	60	11.1	21	↑
11	Stein IAS	13.9	0.6	4.2	55	-8.3	13	↑
12	Sullivan	13.4	4.2	46.5	44	15.8	n/a	*
13	Springbox, a Prophet Company	12.6	-0.9	-6.6	64	-4.5	n/a	*
14	CG Life	12.6	3.8	43.3	62	29.2	18	↑
15	Kingpin (p.98)	10.5	4.9	87	14	40	23	↑

Key: * New entry; included in the survey for the first time ↑ Moved up rankings ↓ Moved down rankings — Stayed the same

Rank	Agency	US GI in most recent financial year in \$m	Change in US GI in \$m	YoY US GI % change	US headcount 2021	US YoY headcount % change	Rank in 2021	Rank change
16	Quarry (p.94)	10.2	-0.004	-0.04	72	2.9	14	↓
17	DeSantis Breindel	9.7	1.5	18	34	0	20	↑
18	Retina	9	2.4	35.3	90	45.2	26	↑
19	The Marketing Practice (p.98)	8.8	2.5	38.9	51	50	29	↑
20	Godfrey	8.4	-0.2	-2.6	76	-5	19	↓
21	Elevated Third	8.3	1.5	22.1	42	20	25	↑
22	BusinessOnline (p.76)	8.2	0.9	12.6	47	56.7	n/a	*
23	TriComB2B (p.102)	7	0.8	12.4	45	9.8	30	↑
24	90octane	6.7	0.8	14.2	39	-9.3	n/a	*
25	MOI Global	6.3	3.2	1	38	2.8	37	↑
26	CBD Marketing	6.1	0.8	15.1	35	6.1	32	↑
27	LoSasso Integrated Marketing (p.86)	6	0.08	1.4	35	0	31	↑
28	MarketReach (p.88)	5.8	0.8	16.2	34	-10.5	34	↑
29	Omobono	5.1	3.1	155	19	46.2	15	↓
30	SCHERMER	5	0.07	1.4	19	-13.6	35	↑
31	Crossbow Group	4	0.8	24.2	27	28.6	36	↑
32	Point To Point	3.3	0.6	22.1	25	25	n/a	*
33	Red House (p.96)	3.2	0.4	14.5	26	0	40	↑
34	ER Marketing	3.1	0.4	15.9	15	15.4	41	↑
35	David James Company	2.9	0.1	3.5	15	-11.8	38	↑
36	The ABM Agency	2.9	1.4	96.6	25	38.9	44	↑
37	EvolveBPM [†] (p.78)	1.8	1.4	367.5	6	200	48	↑
38	Velocity Partners	0.9	-0.2	-18.2	6	50	45	↑
39	Earnezt	0.6	0.03	5	5	66.7	n/a	*

* New entry: Included in the survey for the first time ↑ Moved up rankings ↓ Moved down rankings - Stayed the same

[†]During the pandemic, EvolveBPM was not able to bill its clients from its US offices, and so this was done via its corporate offices in India. The figures shown, therefore, indicate how much would have been billed from US offices were it not for this administration issue. EvolveBPM is still a US-based business, and so has been included within the table.

Top agency networks

This table presents the top US B2B marcomms agency networks, ranked by US gross income in their most recently closed financial year.

These networks have been excluded from the main table to ensure accurate comparison between standalone agencies. This is not a reflection on the services/capabilities of those listed.

Rank	Agency	US GI in most recent financial year	Change in US GI in \$m	YoY US GI % change	US headcount 2021	US YoY headcount % change
1	Merkle B2B (p.90)	468.4	125.2	36.5	392	16.7
2	BBN International (p.74)	54.6	-5.8	-9.6	528	2.5
3	MSQ B2B	51	25.2	97.8	212	49.3
4	The Marketing Practice Group (p.98)	23.1	16.8	264.7	82	141.2

Top 10 rising stars

This table shows the US agencies that reported the largest increase in US gross income year-on-year as a percentage.

As with the main league table, agency networks have been excluded in order to ensure accurate comparison between standalone agencies.

Rank	Agency	US YoY GI % change	US GI in \$m in most recent financial year	US GI YoY change in \$m	Rank in main league table	Rank in 2021 main league table	YoY US headcount % change
1	EvolveBPM (p.78)	367.5	1.8	1.4	37	48	200
2	Omobono	155	5.1	3.1	29	15	46.2
3	Transmission	104.6	20.4	10.4	7	16	103.9
4	The ABM Agency	96.6	2.9	1.4	36	44	38.9
5	Kingpin (p.98)	87	10.5	4.9	15	23	40
6	Sullivan	46.5	13.4	4.2	12	n/a	15.8
7	CG Life	43.3	12.6	3.8	14	18	29.2
8	The Marketing Practice (p.98)	38.9	8.8	2.5	19	29	50
9	Retina	35.3	9	2.4	18	26	45.2
10	Crossbow Group	24.2	4	0.8	31	36	28.6

Top 10 fastest growers

This table shows the US agencies that reported the largest increase in US gross income year-on-year.

As with the main league table, agency networks have been excluded in order to ensure accurate comparison between standalone agencies.

Rank	Agency	US GI YoY change in \$m	US GI in \$m in most recent financial year	YoY US GI % change	Rank in main league table	Rank in 2021 main league table	YoY US headcount % change
1	Transmission	10.4	20.4	104.6	7	16	103.9
2	Fahlgren Mortine (p.80)	5	30	20.2	3	5	16
3	Kingpin (p.98)	4.9	10.5	87	15	23	40
4	Sullivan	4.2	13.4	46.5	12	n/a	15.8
5	The Mx Group (p.100)	3.9	28.7	15.7	4	6	6.9
6	CG Life	3.8	12.6	43.3	14	18	29.2
7	MOI Global	3.2	6.3	1	25	37	2.8
8	Omobono	3.1	5.1	155	29	15	46.2
9	Iris Worldwide (p.84)	3	33	10	2	3	35
10	The Marketing Practice (p.98)	2.5	8.8	38.9	19	29	50

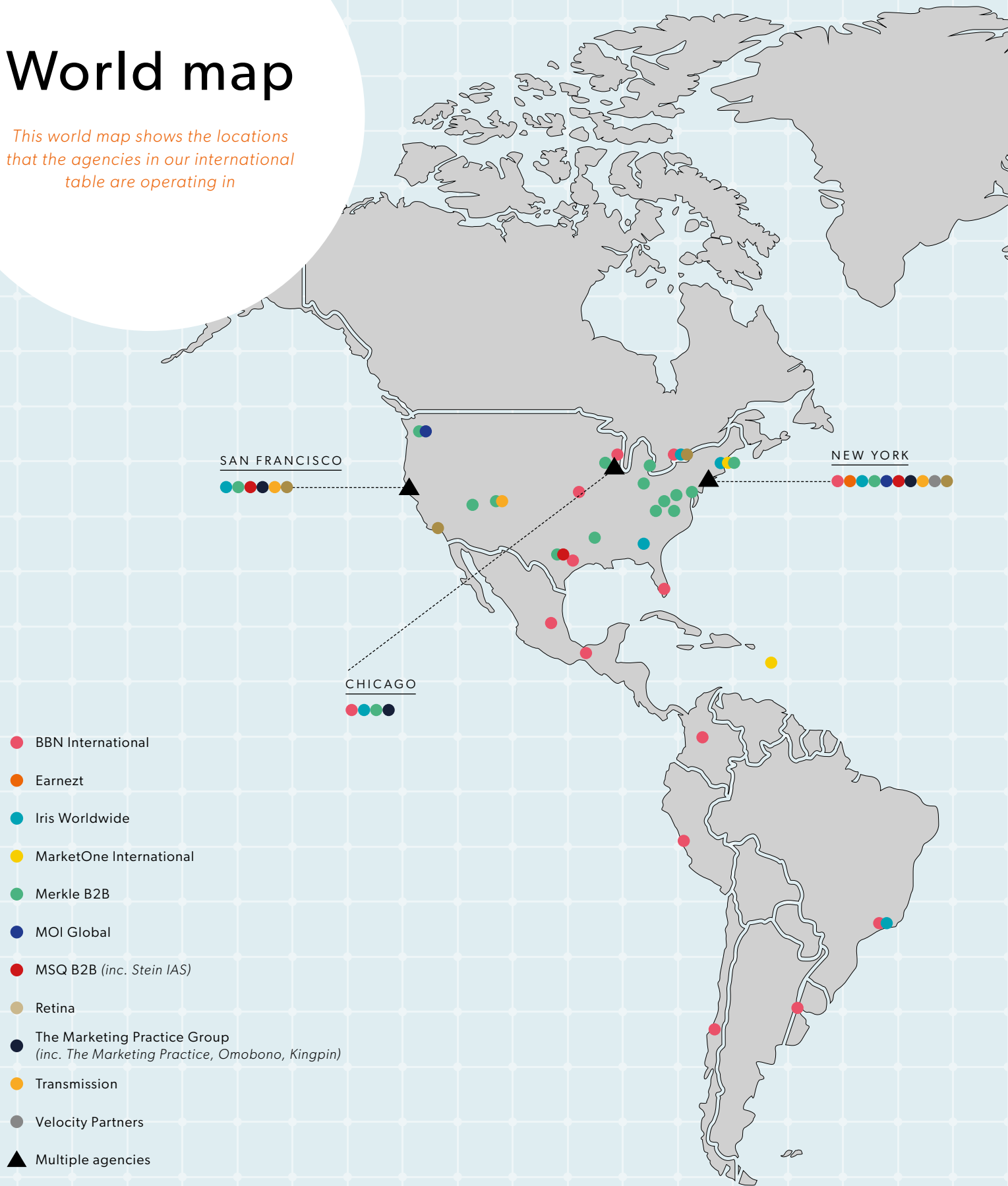
Top 15 international B2B marcomms agencies and networks

This table shows the US agencies (networks and standalone agencies) that reported the largest non-US gross income in their most recently closed financial year. In order to appear in this table, more than 20% of an agency's global gross income must come from outside of the US.

Rank	Agency	Non-US GI in \$m in most recent financial year	Global GI in \$m in most recent financial year	US GI in \$m in most recent financial year	Global GI YoY change in \$m	YoY global GI % change	Global headcount 2021	Global headcount YoY % change	Global table rank 2021	US GI as a % of global total
1	Merkle B2B (p.90)	686.5	1154.9	468.4	265.7	29.9	769	9.7	3	40.6
2	MSQ B2B	77.1	128.1	51	32.9	34.6	881	21.9	1	39.8
3	Iris Worldwide (p.84)	70	104	33	6.5	6.7	763	0.9	2	31.7
4	The Marketing Practice Group (p.98)	58.6	82.6	23.1	58.8	247.6	355	1.2	6	28
5	BBN International (p.74)	44.2	98.9	54.6	3.2	3.3	966	-2.6	4	55.2
6	Transmission	21.6	42	20.4	13	44.8	340	68.3	5	48.6
7	The Marketing Practice (p.98)	20.7	29.5	8.8	5.7	24.1	210	22.1	6	29.8
8	Kingpin (p.98)	16.1	23.9	10.5	9.2	63.1	58	23.4	9	43.9
9	MOI Global	15	21.3	6.3	4.5	26.8	43	3.3	8	29.6
10	MarketOne International	12	27	15	0	0	335	2.8	7	55.6
11	Omobono (p.98)	10.7	15.8	5.1	2.8	21.5	83	2.5	n/a	32.3
12	Stein IAS	9.2	23.1	13.9	1.7	7.8	125	-8.1	n/a	60.2
13	Earnest	6.3	7	0.6	1.5	26.6	50	8.7	n/a	8.6
14	Velocity Partners	5.8	6.7	0.9	-0.1	-1.5	66	-1.5	n/a	13.4
15	Retina	4.2	13.2	9	3.4	34	175	43.4	n/a	68.2

World map

This world map shows the locations that the agencies in our international table are operating in





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Market analysis

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THE STATE OF THE US AGENCY MARKETPLACE 2022

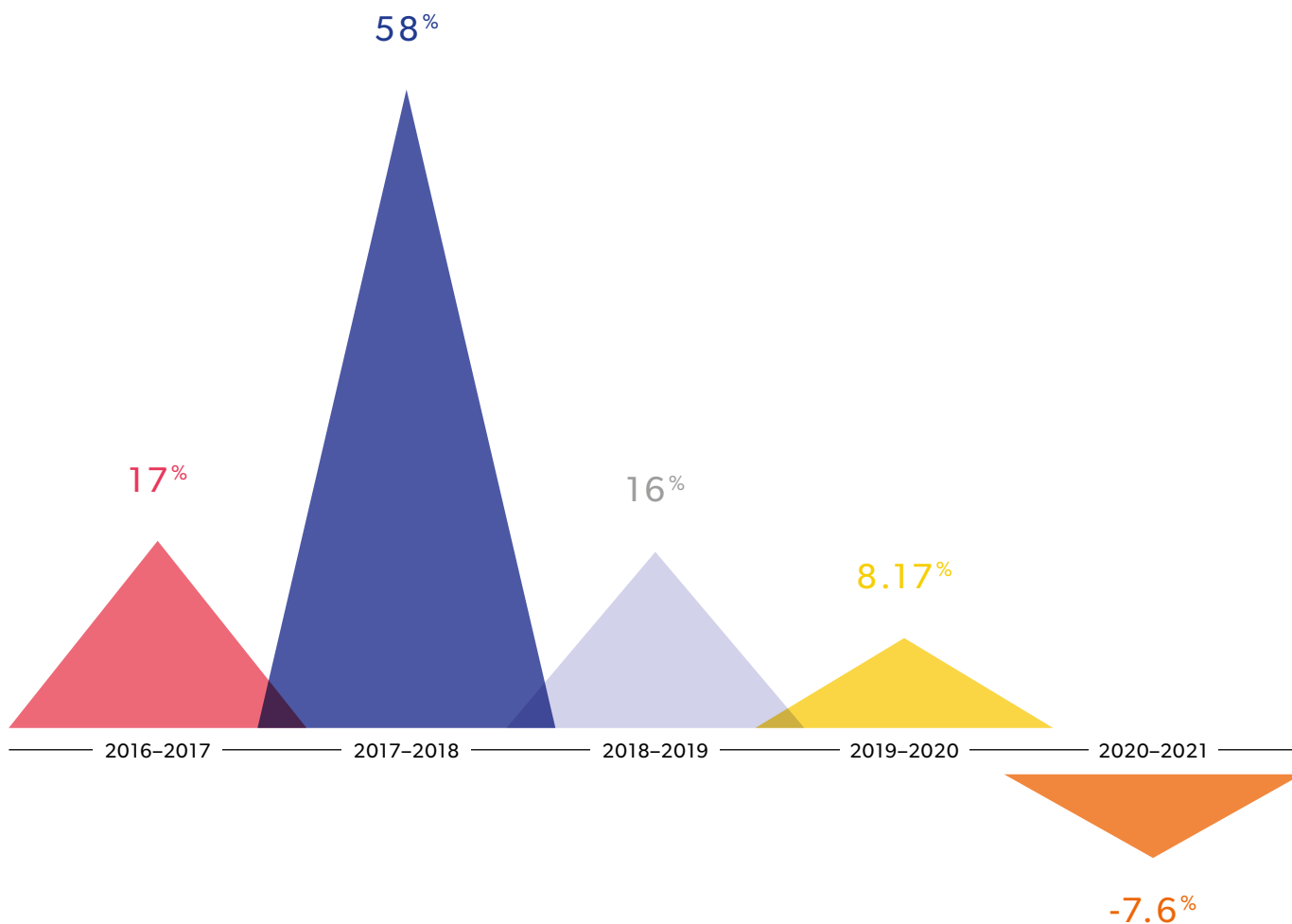
Things are looking up for the US agency marketplace, with huge growth expected, and headcounts back on the rise. *David Rowlands*, head of content, investigates



David Rowlands,
head of content,
B2B Marketing

*Only seven agencies
in this year's report
reported a decrease
in US gross income
year-on-year*

How US gross income has changed over the years



Each year, B2B Marketing conducts an in-depth survey of US B2B agencies and presents the findings in the league tables of this report. Of course, we ask for the obvious information like gross income and headcount, but there's more to life than just numbers. We also asked agencies about how optimistic (or pessimistic) they are for the year ahead, how they're winning their new business, and more.

With that in mind, this feature will analyze the findings of this year's survey and, as the title

explains, provide the state of the US agency marketplace as it currently stands.

Most US agencies grow US gross income

So, let's start with the obvious: gross income. In last year's report, the average US gross income across all agencies was \$14.8 million, an increase from just \$13.7 million in the year prior. In this year's report, however, the average US gross income reported was back down to \$13.7 million.

Well, actually, the average is a whopping \$24 million, but that's only if you include data from Merkle B2B, which massively impacts the average. So, for fairness' sake, \$13.7 million is the figure we'll be using.

This bucks the trend of the last few years, with previous reports showing nothing but growth year-on-year. Crucially, however, only seven agencies in this year's report actually reported a decrease in US gross income year-on-year, so, despite the average being down overall, the vast majority of agencies still reported growth.

Every single US agency expecting growth

Perhaps a decrease in gross income year-on-year is to be expected amongst some agencies, given the turmoil of the last couple of years, but it appears most agencies have continued to grow. But how are agencies feeling about the future?

Well, every single agency we surveyed claimed that they're expecting growth or strong growth in the next 12 months, with 43.2% selecting the former, and 56.8% selecting the latter.

Crucially, zero agencies are expecting to see a reduction in gross income, or to remain flat. In short, US agencies are expecting 2022 to be a pretty good year from a financial point of view.

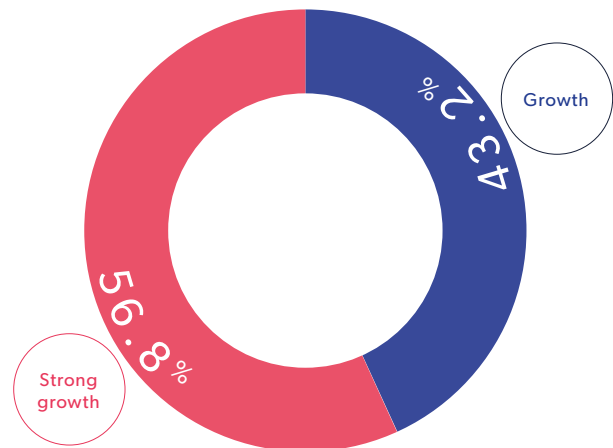
Indeed, when asked "How would you describe

the current state of the market for B2B marketing services?", 66.% of agencies selected 'strong/very good,' 31.2% selected 'good,' and 2.6% selected 'static.' In keeping with the theme of optimism, zero agencies selected 'challenging,' or the much more strongly-worded 'dire.' Reason for celebration then!

Agencies growing their workforce after blip in 2020

In this year's survey, the average headcount for US agency staff was 86 staff, as reported from 1 September 2021. This is compared to 75 in last year's report (1 September 2020), and 81 the before (1 September 2019). So, after a dip in 2020 – probably in response to the early days of the pandemic – it looks like

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



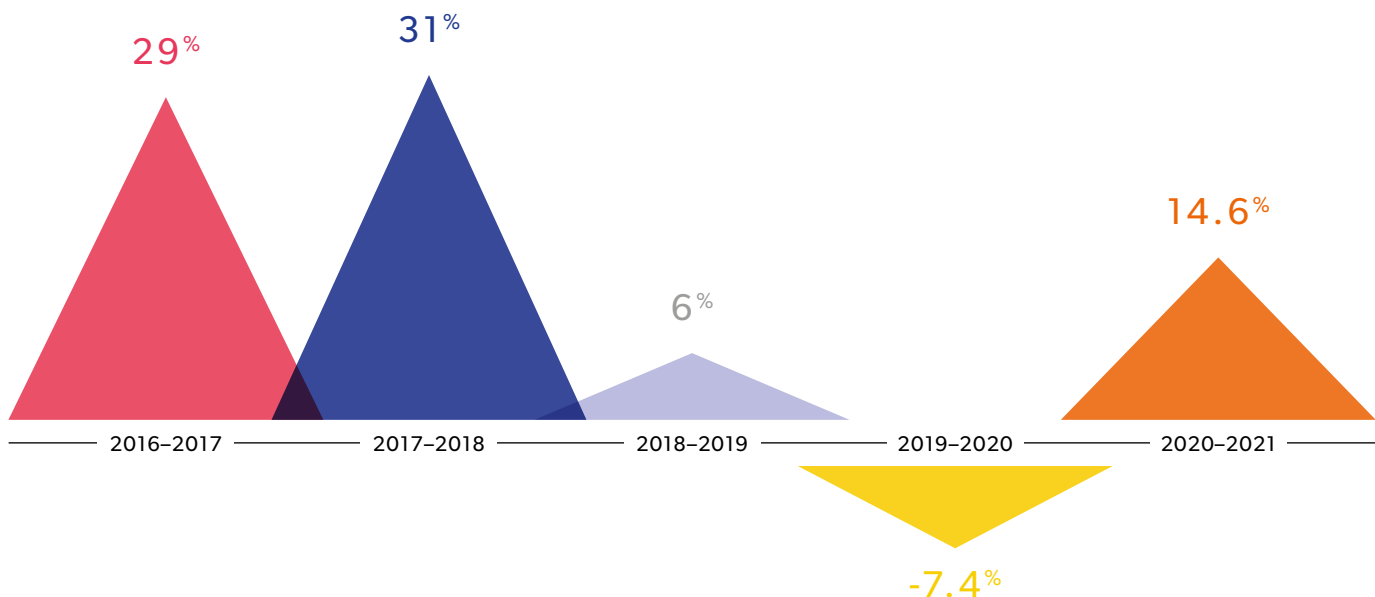
Flat: 0%
Reduction/contraction: 0%

US agencies are starting to invest in growing their headcount yet again. This is perhaps not a surprise given that all agencies we surveyed are expecting to grow over the next 12 months.

Breaking down those figures further, that means

from 1 September 2020 to 1 September 2021, there was an increase in US headcount of 14.6%. Exciting times in the agency world then, and perhaps interesting to note for those looking for employment in a B2B marketing agency.

Average change in US headcount



How significant are the following challenges to your agency currently?

YoY trend	Challenges	% ranking as 'very significant'
↑ Up 1	Ability to attract/retain quality staff	56.8
↑ Up 5	Ability to measure campaign effectiveness	16.2
↑ Up 7	Embracing and managing internal digital capability	13.5
↑ Up 4	New product/service developments	10.8
↓ Down 4	Pressure on clients' budgets	8.1
↑ Up 3	Business model transformation	8.1
↓ Down 1	Clients' appreciation of creativity	8.1
↓ Down 3	Role of procurement and purchasing departments	5.4
↓ Down 6	Data governance	5.4
* New entry	Digital fatigue impacting virtual events	2.7
* New entry	Uncertainty around physical events	0
↓ Down 8	Clients moving agency activity in-house/insourcing	0

Agencies growing, but attracting/retaining staff the challenge for 2022

Growth might be the word of the day, but (sadly) there's always going to be challenges to overcome in order to achieve that growth.

With that in mind, we presented US agencies with a list of 12 potential challenges that we believe to be core issues in the agency world, and asked respondents to say how significant these challenges are to them. Survey respondents could select any of the following options: n/a; insignificant; neither significant nor insignificant; significant; or very significant. The table presented above ranks these challenges

in terms of the percentage that claimed they were very significant. Where there was a draw, we relied on the percentage that said they were merely significant.

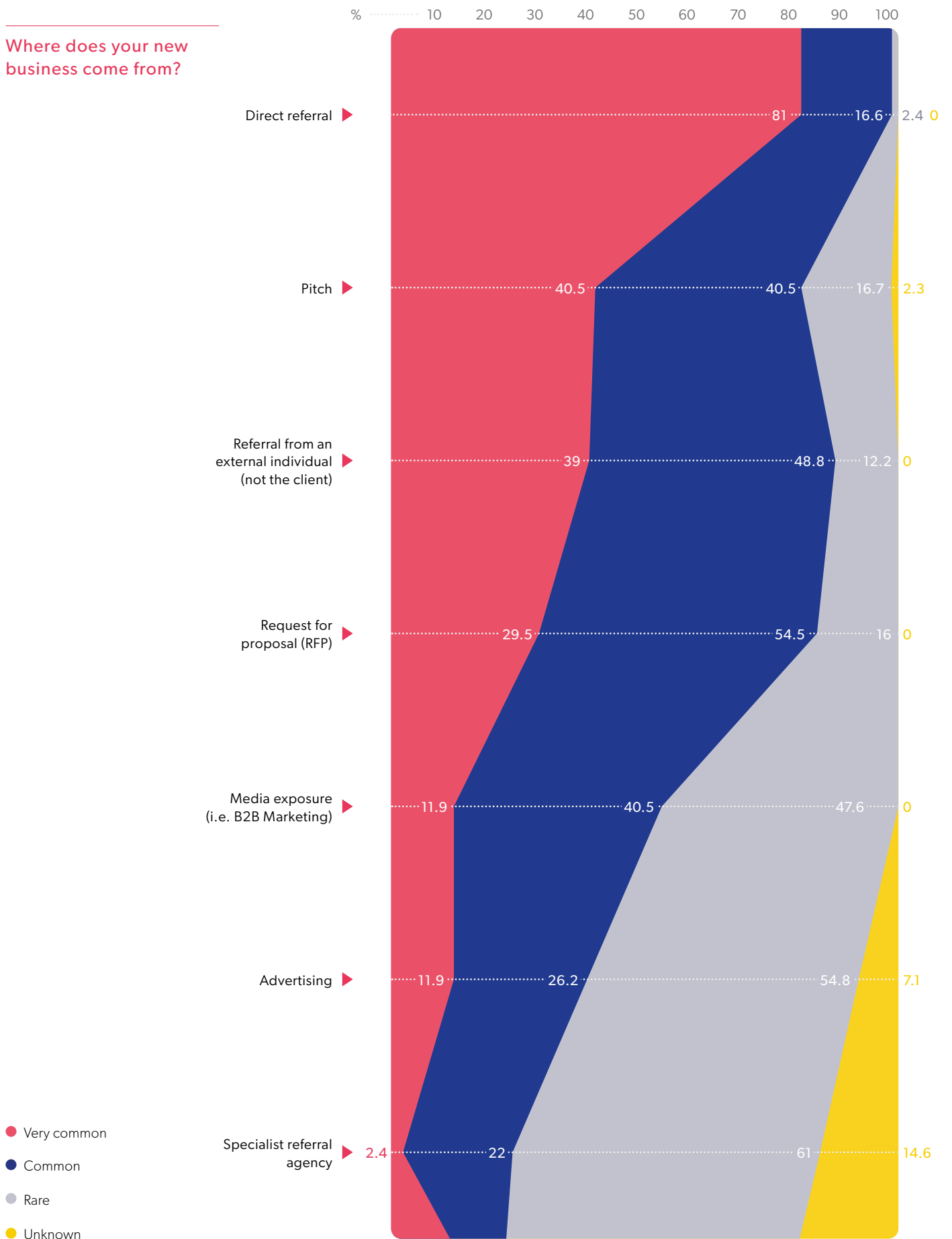
By far and away the number one challenge was 'ability to attract/retain quality staff,' with 56.8% of US agencies describing this as a very significant challenge, and a further 29.7% describing it as a significant challenge. This follows the same trend we saw in the UK version of this report, with agencies trying to fill positions and hold on to their staff in a 'employee's market.'

It also appears that the ability to measure campaign effectiveness has risen five places up the table and into second place. However,

it's worth noting that only 16.2% described this a very significant challenge. Given that the ability to attract/retain quality staff saw a whopping 56.8% describe it a very significant challenge, this goes some way in demonstrating just how significant this challenge actually is.

For this year's survey, we added two additional challenges: digital fatigue impacting virtual events; and uncertainty around physical events. Fortunately, it appears neither of these appear to be major concerns for agencies moving into 2022. Could it be that, particularly for digital events, agencies now know how to build an events strategy and format that doesn't fall victim to digital fatigue?

Where does your new business come from?



Percentage of agencies that won over 51% of pitches:

2021 REPORT: 50%
2022 REPORT: 60.5%

US agencies winning business in the same old ways

So, we've spoken about the change in headcount and income, the challenges agencies face, and what the 'mood' is in the industry, but how are agencies actually winning their business in the first place?

As in last year's report, we asked agencies "where does your new business come from?" and presented a list of ways they might win their business. Respondents could select one of the following options for each method presented: unknown; rare; common; very common.

Coming in at first place is 'direct referral,' which holds on to its ranking in last year's report. 81% of respondents claimed this method is very common, with a further 16.6% claiming it is a common method.

In second place is 'pitch,' with 40.5% claiming this is a very common method of winning new business, and a further 40.5% claiming this is a common method. Interestingly, 'pitch' came third place in last year's report, with just 32% of agencies claiming it was a very common method of winning new business, so there's been an improvement on this front (more on that in a moment).

In third place is 'referral from an external individual (not the client),' with 39% claiming this is a very common method, and a

further 48.8% claiming it is a common method.

The remaining places were (in descending order): request for proposal; media exposure (i.e. B2B Marketing); advertising; and specialist referral agencies.

Unsurprisingly, there have not been any major changes in the ways that agencies are winning new business, with the only notable difference being the slight increase in agencies citing 'pitch' as a very common method of winning new business.

US agencies are having more success when it comes to pitching

Agencies seeing greater success with their pitches

With that in mind, it seems pertinent to see just what percentage of pitches US agencies are winning.

So, we asked them, and presented options ranging from '0-10%,' to '11-20%,' and so on.

With that in mind, 60.5% of US agencies we spoke to win over 51% of their pitches, which seems encouraging. In addition to this, zero agencies selected 0-10%. Although, if they were that bad at pitching, they probably wouldn't exist for too long!

Whereas 60.5% of US agencies have reported winning over 51% of their pitches in this year's survey, in last year's report, this stood at just 50%. Clearly, this demonstrates that US agencies are having more success when it comes to pitching.

Of course, this could be down to a number of things, and, unfortunately, even with the data we have at our disposal, we can't

pinpoint any one thing with absolute certainty. It could, for instance, be an indicator that agencies have been able to get in front of their customers in a face-to-face environment again, and that could be why they're seeing a greater success rate. Alternatively, it could just be that agencies are being more selective with who they pitch to. Regardless of the exact reasons, it's encouraging to see that US agencies are having greater success when it comes to pitching.

Final thoughts

So, what are the key takeaways from this year's report survey?

Well, the average US gross income might have decreased, but, on average, most agencies actually reported growth in this area. So, despite the fact that a handful of agencies have seen a decrease year-on-year, it appears that most agencies are continuing to grow.

In addition to this, US headcounts have risen significantly year-on-year. Combined with the fact that all agencies we surveyed are expecting growth or strong growth for the coming 12 months, it stands to reason that next year's report will be even more encouraging. Agencies have weathered the Covid storm and are ready to invest in growing their teams once again, which, of course, will only lead to greater capacity and greater revenues.

However, actually getting hold of these marketing professionals in the first place isn't easy. After all, with US agencies all looking to grow their headcount, the war for talent is truly on, giving existing and potential employees more options, and the ability to be more selective.

So, all in all, things are looking good for the US agency marketplace, but, as always, there will be challenges along the way. Whoever said B2B was easy?

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When was the last time anyone rationalized their way into your heart? That's not how it works. David Jordan discusses

In business, we tend to downplay non-logical arguments, but the truth is, people find emotion compelling. And while the intensity and unpredictability of creatively generated sensations like 'intrigue' or 'empathy' resist quantification into spreadsheets, they are incredibly powerful drivers of decisions. When the heart wants what the heart wants, logic holds little sway.

Making B2Better

At Bader Rutter, we bolster logical arguments by looking for human connections in our strategies. That requires conscious effort and can feel like an extra step, particularly when we have rich demographic data on our channel audience. But taking the time to find these emotional insights is always worthwhile. After all, before any of us put on the workday mindset of a marketer, warehouse manager or veterinarian, we are simply people – people who feel before we think.

Moving away from B2Boring

It doesn't matter if only a few competitors are targeting your audience. As people, your channel receives thousands of sales pitches every day. Media targeting alone is no longer enough to reach your audience. The challenge is earning their attention, which is far more likely to happen through emotional connections.

When our clients at the Milwaukee Bucks needed a new sponsor for their jersey patch, we didn't pitch CMOs with a PowerPoint. Instead, we sent two dozen custom-engraved boxes that held, among other things, one of power forward Giannis Antetokounmpo's size 16 Freak One Nike basketball shoes to emphasize the team's huge global footprint. We also designed and customized each shoe to reflect the targeted brands. The Bucks didn't just sign one new multimillion-dollar sponsor; they built sponsorships with four other brands as well.

Thinking B2BusinessPEOPLE

Making human emotional connections key to your strategy doesn't just influence creative; it can affect media choices too. Instead of producing another online training course and hoping the sales force for Pioneer® seeds would get to it at the end of their long workday, we distributed Google Minis. Using this technology, salespeople could access our educational and science-heavy Corn Revolution podcast series from their cars. They could fill the long hours spent driving to sales calls listening to Pioneer scientists explain the cutting-edge seed genomics behind their new Pioneer seeds. And it worked. The podcast proved so popular, it was released to the general public.

Always putting your B first

There has never been a more exciting time to be working in the business-building world of B2B marketing, and we thrive at the opportunity to collaborate with our clients and find unexpected but highly relevant solutions to whatever business challenges they face. We make it our business to know our clients' businesses, and to work with them and ensure the challenge we define and prioritize is the right one.

We are a top US B2B agency because we always put your B first, and always start by uncovering the human connections at the heart of every appeal.

Jane from Sales thinks all marketers are an asset.

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Why 'NO' is a good thing to hear from your agency

Ed Davis explains why honesty from your agency should be valued, as opposed to them overselling themselves in an effort to please

Agencies, in particular your account handler, are geared to say 'yes.' They can't help themselves. They have, by nature, a can-do attitude. But, in their efforts to put their client's interest ahead of their own, sometimes they misinterpret conversations and commit to things they shouldn't and find themselves in the dreaded position of over-promising and under-delivering.

There are lots of reasons why this might happen. The most common being that the account handler has a boss, owner or managing director constantly asking about revenue and whether they're hitting their numbers for the account, month or year. Of course, your agency will say, that's not how they operate. There is a simple test to prove it. When was the last time your agency said 'no'?

It stands to reason that no one agency can do anything and everything to a high level. Chances are, your agency is excellent at a handful of things, good at a few others, better than most for a couple, and everything else is debatable.

Some agency folks might say: 'That's not true. We have a program blah, blah, blah. We train our staff to blah, blah, blah. We have this partnership blah, blah, blah.' But, after more than 20 years working within and hiring agencies, I believe we need to expose those who are pretenders, hacks, and yes-men. Genuine agencies, most of whom are in this report, operate at a very high level and provide genuinely valuable counsel and service to their clients.

The gig economy has swamped our industry with so-called experts who seem to have all the answers

ED DAVIS,
*international business
development manager,
BBN International*



and seem to know the exact right solution to help you and your organization succeed every single time. Please don't believe it! You should be very wary of any agency or account handler who has a steady stream of affirmative rationalizations!

You should expect your agency and relationship manager to tell you 'no' occasionally. Get used to hearing 'that's not a good idea,' or 'that's not going to give you the results you want,' or 'X is a waste of money. Try Y instead.' In these instances, they should offer an alternative with an explanation to demonstrate they know their stuff. After all, you are hiring them for their skills, expertise and years of experience.

So, how can you avoid a 'yes' relationship, and what should you expect from your agency?

First, when you're looking for a new agency, inquire about the style and mentality of the agency. Chemistry is fundamental for a successful relationship. Ask questions that help shine a light on how they provide counsel and what their culture is. Do they challenge you, your strategy or your brief? That is a sign that this agency is interested in actual results and not just winning a piece of business by being accommodating.

Second, at the outset of your engagement with an agency, reinforce that you want honest feedback, and it is OK to disagree respectfully. You can even take it a step further and establish that disagreement leads to healthy debate, which leads to stress-testing ideas. This approach sounds simple, but often, clients look to their agencies for validation of internally generated ideas (good, bad and otherwise).

Lastly, set up regular review/feedback sessions and make it a point to discuss the decision-making process associated with critical projects. Keep track and acknowledge when you were told 'no' versus 'yes,' and the impact those decisions have on the account, how the team communicates and the client's business.

Finding and working with an agency that is a true partner is hard to find, but the real work begins once you do. A good relationship excels on trust and open dialogue, and where you're both invested in each other's success and are willing to be challenged to do better for each other.

B2B IS A HEAD GAME

To win at B2B, you need to persuade multiple buyers with vastly different needs. At BOL, we align minds by using proven ABM strategies to identify your most promising accounts, then engage individual stakeholders with hyper-targeted media and creative. Helping you secure sales conversations that lead to revenue faster. In no time, they'll all be bobbing their heads in agreement.



www.businessol.com

ABM is more about the audience than you may think

THAD KAHLOW,
CEO, BusinessOnline



When it comes to ABM, we think of the account. But it's even more important to think about the people in that account. Thad Kahlow explains

Everything in ABM revolves around a prioritized set of accounts. Finding a marketer's best opportunity to win and enable sales is the name of the game. But it's important to not forget the audience. We might target accounts, but it's people within those accounts that have needs and are looking for solutions.

With an audience-first approach to ABM, marketers will be better able to validate and enrich their data, identify their ICP's intent triggers, and prioritize their TAL by buyer stage and need. An audience-first approach to ABM is about empathy and personalizing/optimizing the buyer's journey.

ABM doesn't completely throw out the traditional marketing tactics, but it drastically changes the ways we use them.

Try to think of it this way: ABM is more than just targeting accounts. It's pinpointing a brand's opportunity to win and advancing pipeline progression by mapping and orchestrating everything around audience needs and the buying experience. Proper ABM activation requires an expanded view of what lead/opportunity nurturing is all about. Start early. Incentivize audiences to deanonymize. Have the right content for the right audience and leverage the context of the placement to maximize impact.

ABM is about building a personal relationship. You should be in tune with each lead's needs, so much so that you are giving them exactly what they need when they need it. Leads are coming to you looking for a

solution that solves a problem they have. Don't try to sell them your solution by telling them how great your solution is. Focus on what matters to them. Show them the value of your solution. Give real use cases and examples of how your solution has actually solved the problem they are dealing with. Give them the nitty-gritty and answer all of the questions they have right away. This builds trust and makes their decision a lot easier. It also helps to decrease time in the sales cycle.

With ABM, personalization is everything, so personalize for the account and the audience. Our gut reaction is to target accounts by industry or area of interest. But the vertical or account approach is dead. It's about prioritization, orchestration and personalization to build trust and develop empathy. That is what any relationship is built on.

ABM is about building a personal relationship. You should be in tune with each lead's needs, so much so that you are giving them exactly what they need when they need it

Take personalization beyond just vertical or account-specific messaging. Consider what the differences are in buyers' roles. Is one more interested in the cost/benefit, while another cares more about preventing risk? This is especially important when nurturing leads you already have info about, so the content should reflect that.

Show your leads that they matter to you and you will start to matter to them.

What makes ABM so effective is how personal it is. When you start targeting the right accounts in the right way, it is almost impossible not to make a good impression. When you recognize and personalize the audience within those accounts, you are able to make an even stronger connection.

Dream. Dare. Do.

Revenue Impact Solutions Enabling Global Sales Teams to Scale Their Revenues

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Decoding the sales ecosystem



Decoding intent data

SATISH SADASIVAN,
founder and CEO,
EvolveBPM



Intent data is not news to marketers. But the shift from first-party to third-party intent is changing the way marketers think about campaigns. Satish Sadasivan discusses

Gartner predicts that, by 2022, 70% of all B2B marketers will be utilising intent data for prospecting.¹ And, with buyers preferring to self-serve their buying journey, it is imperative that you take intent data seriously.

The days when companies could track their success based on click-throughs and website visits are over. While these metrics still play a crucial role, advertisers need to focus on more advanced KPIs that impact conversions. Augmenting customer data with customer intent data plays a significant role in this. It makes your campaigns efficient and lets you understand your target markets better.

Intent data goes a long way in helping you understand buyer behavior better. It gives B2B marketers a comprehensive view of their target market, allowing them to create more relevant campaigns that speak to the customers' needs. With this data at hand, you can predict when your contact is most likely to become a customer and create an experience accordingly. As a result, intent data has the power to transform your marketing and CRM strategy for the better.

Business areas that can leverage intent data

Let us decode how we can use intent data in a functional enterprise. In a highly competitive market, business users can use intent data in the following cases. And this will show us that intent data is not a myth, but instead that it promises cutting-edge sales intelligence that will lead to direct growth revenues.

- › **Identifying early opportunities:** By now, it is quite obvious to the reader that Intent Data is a common practice to tap prospects in the buying process effectively. The Buyer Intent Data records can help businesses get in touch with prospective buyers before other sales agencies approach them. Studies conducted reveal that in more than two-thirds of cases, prospects go with the first salesperson who interacts with them.
- › **Lead scoring:** If a business aims to differentiate between prospects actively looking for a solution to purchase and those who are casually browsing the web without any intention of buying something, it needs to rely on Buyer Intent Data. Lead Scoring from Intent Data informs the organization whether the lead fits the ideal customer profile or not. Therefore, a direct effect of lead scoring is highlighting the customer's needs.
- › **ABM:** Marketing and sales are nothing without forging relationships with customers. Intent data contributes to the account-based marketing efforts of an organization towards building relationships with prospects and customers. When we club intent data with account-based marketing, it helps to extend the scope of business and collects data for future developments, which is otherwise unobtainable. This data paves the way to usher in more in-market customers, record leads with higher accuracy, and make a robust ABM business campaign with customised messaging.

Suppose you are a business owner aiming to understand your prospects better, strengthen customer experience, grab a bigger market share, out-compete, and build a robust revenue machine for your organization. If so, buyer intent data is for you!

1. FISCHER, P., 'How to Use Buyer Intent Data to Your Sales Advantage', Gartner, (27 March 2020).

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Less talking. More listening.

AARON BROWN,
executive vice president,
Fahlgren Mortine



Listening may be one of the most undervalued and underutilized strategies in B2B communications, marketing and sales. Aaron Brown explains

What would be the reaction of your executive team if you presented a recommendation to accelerate your communications program through a listening-based strategy? They might be intrigued by this unusual recommendation. They might be skeptical about a perceived lack-of-action plan to achieve business objectives. Listening isn't exactly synonymous with aggressive action.

Yet no matter how many times we have been told about the power of listening, we always seem to ignore or dismiss it. Consider this quote from a manufacturing executive in the September 1957 issue of Harvard Business Review, which could just as easily be attributed to an executive today: "It's interesting to me that we have considered so many facets of communication in the company, but have inadvertently overlooked listening. I've about decided that it's the most important link in the company's communications, and it's obviously also the weakest one."

This perspective is aligned with our experiences working with organizations conditioned to share their own attributes instead of meaningfully listening to the needs of their customers. We observe organizational cultures where telling is seen as active and important; conversely, listening is considered passive and undervalued.

Active listening

Reconsider the reaction to a recommendation to adopt an active listening-based strategy. Might the

feedback be different if presented as a new way to pay attention to customers' buying behaviors? To connect with prospects as real, emotional humans? To hear new insights through thoughtful attention in various settings, and to be alert to online and offline signals that allow marketing, communications and sales efforts to be more meaningful? To respond with precision to market changes? Now we're getting to what matters.

The benefits of listening are countless and will result in more effective programs, more beneficial customer experiences and ultimately competitive advantage:

Data-informed decisions: There are numerous online and offline opportunities to gather meaningful data. We as marketers must create ways to obtain the data and quickly act on insights gained. The listener brand – the one rooted in data and insights – stands to be the one that delivers its customers a level of personalization so uncommon that relationships extend well beyond the average customer lifecycle.

Personalized customer experiences: Personalization in customer experience isn't luck – its success can be found in listening. Knowledge applied to personalize experiences translates to the informed strategy required to win in today's hypercompetitive environment. When brands listen, they can authentically demonstrate customer centricity at each stage of the journey.

Competitive differentiation: The journey to creating and achieving the benefits of a modern B2B marketing strategy starts with listening. The benefits of data, design and creativity gained through listening come together to position a brand to arrive at precisely what matters for its customers. Chances are your marketing investment will end up working smarter to achieve a better and differentiating outcome for you and your customers.

So, what matters most to your business? We're ready to listen.

“Saving our planet is a communications challenge”

Sir David Attenborough

While the last 12 months have been some of the most challenging on record for business, they have been even more challenging for our planet. At Gravity Global, we have been working with our clients to put sustainability and responsibility at the heart of their brands – launching global programmes that deliver against their ESG goals and shared ambition of achieving Net Zero. gravityglobal.com



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Have we got your attention?

MARK LETHBRIDGE,
CEO, Gravity Global



Attention is at a premium, so how do you get it? Mark Lethbridge outlines Gravity Global's approach to this challenge, centered around three key words: fame, admiration and belief

It's a well-established fact that a company's market share is directly related to the attention its brand receives. There is an abundance of empirical evidence to be found that proves this with a quick search on Google or YouTube.

The simple rule of thumb is that the more attention its brand receives in comparison to rival brands, the more and faster a company will grow. So, as most of us in the marketing community are judged on our success as growth seekers, why is it that we typically micro-measure the tactical performance of every single marketing activity, but aren't able to say how the brand is performing overall in this crucial battle for attention?

The simple answer is that the macro impact on attention is not measured, in part, because the means of measuring attention effectively are not available. As if that wasn't enough, there is also a lack of clarity on what aspects of attention drive growth.

Attention – the world's most valuable commodity

In the 2000s, consumer marketers experienced the start of what came to be known as the attention economy – where brands engage in a digital and social media battle for finite attention of their consumers.

It took longer to emerge in B2B markets, but, more recently, it has completely rewritten the rules

of business marketing. No longer is the solution as simple as increasing the budget to buy share of voice in trade media, or recruit to increase the strength of the sales team.

In the B2B attention economy, the complex nature of maintaining brand attention through extended buying cycles and across diverse decision-making persona groups has left many business brands struggling to adapt to the new criteria for success. In addition to this, with attention being the key to achieving growth in market share, many are failing to realise their commercial ambitions.

Capturing that growth-critical attention needs a new way of looking at B2B and complex market challenges. Marketers need a new model to work to, and the tools and measures to help them seek out where the opportunities lie to capture a disproportionate share of attention, thus enabling brands to fulfill their growth potential.

Fame, admiration and belief

Fame, admiration and belief (FAB) is Gravity Global's unique approach to creating, optimizing and measuring brand attention. It's based on research and observations of fast-growing businesses that shows fame, admiration and belief to be the three crucial drivers of the attention that accelerates market performance and growth in any B2B or complex market sector.

In this all-important competitive battle, optimizing and applying these three drivers against your rivals will enable you to grab a disproportionate share of market attention and drive your quest for growth.

Through the lens of FAB, you can see how your marketing effectiveness compares to that of your competitors; how to reshape your brand and competitive positioning for growth; deploy disruptive market share-winning creative strategies; and how to optimize and track your brand to demand-generation programs, end to end.

Now, have we got your attention?!

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for the forward,
you're falling
behind.***



For the forward

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B2B sets the pace in creating ‘participation brands’

Richard Mabbott outlines what a participation brand is, and why it’s something your organization should be aiming to be

B2B brands are not held up as marketing innovators as much as they should be. It is B2B brands who are embracing and driving forward the strategic idea of being a ‘participation brand’.

A participation brand is one that creates a valuable role for itself in its customers’ lives. It taps into needs, ambitions, and passions to demonstrate relevance and deepen engagement – and converts this emotional connection into commercial value. A not-so-easy task that some B2B brands are embodying.

Have you heard of Splunk, Palantir or Akamel? You’ll certainly have heard of Google and Apple. These are all high-ranking B2B businesses when measured using our bespoke *Participation Brand Index* methodology – and amazingly they are scoring higher than the leading consumer brands in the index, including Nike, Tesla and Disney.

Participation drives performance

In fact, many B2B brands are outpacing consumer brands in understanding and implementing a participation brand strategy. The payoffs can be numerous:

- › Buyers are willing to pay more for B2B brands that are innovative in their thinking, future-facing, champion their customers, and have a seamless UX.
- › Brands that make a positive impact on the environment or take a stand for something they believe in are more likely to be recommended by their customers.
- › Brand saliency and consideration are higher for those brands that foster communities and help people advance in their work and careers.

RICHARD MABBOTT,
CSO, B2B, Iris Worldwide



So, how have successful B2B brands created this deep engagement? They have understood that sales is no longer the primary contact across the B2B customer journey.

Potential buyers will have encountered a brand through other touchpoints and channels before it’s even clear to sellers they are in market.

This means the mission is to engage the B2B buyer and occupy some mental space before they move into a buying mindset – by adopting tactics that will ensure your brand is top of mind when it comes to research and consideration.

And brand activity should be underpinned with empathy. Winning B2B brands know they are not selling to faceless corporations, but see their target audience as individuals with their own human drivers and motivations.

The journey to becoming a B2B participation brand begins with reflecting on how to bolster aspects of your business and marketing.

- › Do you really understand your audience at a human level? Empathy means stepping into the shoes of your potential clients and building nuanced insights of their motivations and what they value.
- › Show you grasp the problems and challenges with which your customer base is grappling. Engage with prospects via provocative and sparky meaningful thought leadership, so you are positioned as an ideal partner when the time is right.
- › Make sure your customer experiences are fresh and frictionless. People now expect the seamless, intuitive experiences they may experience in everyday life and in their work interactions.
- › Work the data you gather from customer interactions to help shape these customer experiences. Data-driven insights can help craft personalized experiences and will be invaluable when prospects are moving towards consideration and purchase.
- › Putting the work in to participate and engage will pay dividends and give your business a competitive edge.



Lucy Gillman,
content writer,
B2B Marketing

INSIGHTS FROM THE HIGHEST PERFORMING AGENCIES IN THE US

In this feature, we interviewed some of this year's highest performing agencies to explore how they grew so much, the challenges they're facing, and more. One thing that came up time and time again, however, was the impact The Great Resignation is having on them. *Lucy Gillman* reports

Before we get into it, what exactly is a high performer?

Well, we classify high performers as any agency that was included in our rising stars table or our fastest growers table. For context, the 'fastest growers' are those agencies that reported the large increase in US gross income year-on-year. The 'rising stars,' meanwhile, are those agencies that reported the largest percentage increase in US gross income year-on-year. With that in mind, we set out to uncover what made these agencies so successful, what challenges they faced, their expectations for the year ahead, and more. As we'll see, The Great Resignation is clearly still causing headaches, even for the most successful agencies in the US.

Drivers of success: Putting customers and employees at the heart of your organization

So, how did our highest performing agencies do it?

Strengthening customer relations were crucial to coming out on top. Interestingly, if perhaps unsurprisingly, this theme carries on from last year's US Agencies Benchmarking Report. For Merkle's global CEO, Bob Ray, their reputation as a 'trusted advisor' was a lifeboat in navigating the mid-pandemic storm.

The same can be said for Aaron Brown, executive vice president, Fahlgren Mortine. He puts their 20.2% increase YoY down to two core factors: "client relationships and understanding of our clients' businesses. These two factors combined allowed us to provide meaningful counsel in critical situations when our clients needed us most to help them succeed and grow."

Similarly for Jay Bower, president and chief archer at

Special thanks to all those who contributed to this feature:



Jay Bower,
president and chief archer,
Crossbow Group



Aaron Brown,
executive vice president,
Fahlgren Mortine



Erin Creaney,
managing director,
Iris Chicago



Steve Johnson,
managing partner, CG Life



Barbara Apple Sullivan,
founder and managing partner,
Sullivan

Crossbow Group, their success comes from a combination of organic growth with existing clients and winning new business: “In almost every case, we were awarded more work or won new relationships because of our integrated approach (hire one agency with cross-functional capability versus three or four with specialist capabilities), our established track record over 23 years and our retention of some of the best talent in the agency business.” The proof’s in the numbers, with Crossbow Group seeing a 24.3% increase in YoY. This integrated approach was similarly successful for Barbara Apple Sullivan, founder and managing partner, Sullivan and Erin Creaney, managing director at Iris Chicago. It seems that The Marketing Practice’s Harmony Crawford’s (one of last year’s

rising stars) prediction that clients will increasingly look for integrated solutions has come well and firmly true.

Life science and healthcare marketing agency CG Life saw a whopping 43.3% YoY increase in their US gross income, ranking 15th in the main league table. As their managing partner Steve Johnson puts it, this chalks up to their “culture of caring about work, [their] clients and each other.” In the age of The Great Resignation, this paid back dividends, with company culture key to “retaining much of the team and growing the agency with amazing people.” The same is true for Sullivan – a privately held, independent and woman-owned company; “this is attractive to our clients and prospects, as well as our employees and prospective talent,” Barbara clarifies.

“It’s very difficult to find young talent, and even harder to retain these folks. Young marketers with three to five years of experience are very much in demand”

Jay Bower,

president and chief archer, Crossbow Group

Trouble with talent

In the age of the not-so-great Great Resignation, it hardly comes as a surprise that all interviewees share the same core issue: recruiting and retaining the right talent.

“It’s very difficult to find young talent, and even harder to retain these folks,” Crossbow Group’s Jay outlines. “Young marketers with three to five years of experience are very much in demand.” To further narrow this already slim employee pool, for Jay, the skills needed within data science are “becoming more complicated and more important. Knowing which people, tools and capabilities a firm needs (...) is mission-critical for agencies.” More broadly speaking, after an intense period of digital transformation over the past two years, Jay’s claim rings true for digital competencies within the wider marketing industry. To add fuel to the fire, Jay outlines a third challenge within marketing: “Generating a fair profit in an industry being brutalized by procurement and ‘experts’ who don’t know how to value the expertise of outside marketing and ‘automation’ technologies that promise more than they deliver.”

Steve recognises the ‘daunting’ competition for talent facing agencies in 2022. And as self-proclaimed ‘fierce stewards’ of company culture, this recruitment process becomes further complicated. “Call it a higher standard, but we seek people who are not only professionals in their marketing craft, but who are also passionate about science,” Steve elaborates. Needless to say, finding employees who “share cultural values and who bring in diverse experiences and backgrounds [in] a tight market for talent in a highly specialized field” is easier said than done. Or, as Steve puts it, searching for unicorns.

But challenges don’t stop after getting people in the door. Whilst Barbara shares Steve’s ‘high standard’ for roles and mission to “cultivate a diverse employee base,” she also stresses the difficulty of “onboarding new talent in a way that ensures that they understand and deliver on what makes Sullivan so special.” An issue undoubtedly forced to the foreground due to flexible working.

Aaron takes a broader view of the impact of The Great Resignation: “We’ve always taken great pride in staying ahead of our clients to

anticipate market shifts, identify trends and position brands successfully for buying moments. It’s been more difficult to do this consistently with the current pace of work and the challenges presented by increased turnover.” It seems nothing is safe from the impact of The Great Resignation.

Employee wellbeing – the key to overcoming The Great Resignation

From The Marketing Practice to the Mx Group, many of last year’s highest performing agencies outlined the challenge of hybrid working. As we come out of the heights of the pandemic storm, this represents an opportunity for growth in 2022 – a chance to rethink the ‘traditional’ working environment and place employee wellbeing in prime position. Case and point with CG Life who “have made several important changes to support [their] team and attract more talented humans to join CG Life.” Measures include: 401K match; enhancement to benefits and compensation packages; and formalized career planning and professional development, whether it be for short or long-term employees. They’re also

taking steps to redress the work/life balance, offering flexible work schemes and sabbatical programs.

Crossbow Group has similarly focused on improving employee experience both within and outside of the workplace offering flexible working environment, autonomy, ongoing training and support. “We believe if we continue to be truly a great place to work and grow and put employees first, we will win battles for talent, hire people who can see the poetry in data and avoid the turnover that is a key reason why agencies lose clients, reviews and profitability.”

Both Iris and Sullivan have taken the notion of hybrid working to new heights, with both stressing the significance of developing and articulating employee value propositions. Interestingly, both organizations cite ‘re-imagining’ office spaces as a place for community, collaboration and connection. Sullivan even took into account commute routes when moving to a new space. They go one step further when it comes to WFH, offering employees 100% remote working from 1 August to Labor Day to “work from anywhere in the world.”

But it doesn’t stop there. According to the 2022 Edelman Trust Barometer, business leaders and employees are expected to lead the way, especially when it comes to addressing societal issues. With this in mind, it’s hardly surprising that Sullivan has incorporated ESG policies: publishing an allyship manifesto with specific goals that “holds [them] accountable to achieve diversity and inclusion goals”; joining parental leave pledge that offers three months paid leave for primary caregivers; adding ESG funds to their 401k; matching employee contributions to social

justice initiatives; and offering volunteering opportunities.

Last year’s rising star Mike Santoro’s prediction that “employer branding and employee care will be essential to recruiting and retention efforts in a hybrid work environment” has been realized. There’s an undeniable, palpable shift amongst the top agencies. Going forwards, perhaps this type of employee experience won’t just be crucial to overcoming The Great Resignation, but a fundamental prerequisite for potential employees and clients? Not a means to thrive, but survive?

If agencies are not able to pivot or adapt, then they are probably history

The winds of change


So, what’s on the cards for agencies going forwards? For Steve, the race for talent isn’t going anywhere anytime soon and “will continue to have a big impact on how agencies do business” – albeit slightly changing. “Over the past year, as competition has become increasingly fierce for talent, many agencies have tried to cash in by over-hiring,” Steve continues. “I think we’re starting to see some of those agencies reduce staff or restructure to correct these mistakes. It’s unfortunate for their teams and their clients, and I hope for the good of the industry that agencies keep basic business practices in mind while in the pursuit of growth.”

Aaron offers a similar prediction, foreseeing that “the agency landscape may experience some contraction as clients build out internal teams and hire in large numbers from the agency segment.” And when it comes to clients? “Agencies with meaningful client relationships will lean on those relationships for continuity amid commotion,” he continues. “Agencies that seek to remain ahead of the pack will deepen and expand their service offerings to further demonstrate their value.”

Jay’s forecast, however, is four-fold:

1. “Holding companies [will] continue to combine smaller specialist agencies into integrated platforms.”
2. “More small, independent firms will succeed as The Great Resignation spawns new models and new combinations of human capital.”
3. “Agencies will begin to redefine the value they provide and offer new compensation models in response to clients’ pushback on the traditional retainer.”
4. “The Metaverse will become a focus for many more agencies.”

Barbara and Erin both stress the importance of flexibility. As Erin puts it: “if agencies are not able to pivot or adapt, then they are probably history. Agencies that have demonstrated agility and reinvention are leading the conversation and will continue.” Her final foreboding ends with a quote from Eric Shinseki “if you don’t like change, you’re going to like irrelevance even less.” The message for the future agency landscape is clear – adapt, or be left behind.

A silhouette of a person kneeling on the roof of a dark-colored trailer or RV, looking through a telescope. The scene is set against a dark night sky filled with stars. The trailer has a glowing blue light strip along its edge. In the background, there are dark silhouettes of mountains.

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Unleash evolution

SCOTT LOSASSO,
CEO, LoSasso Integrated
Marketing



With more tech than ever, the possibilities are endless. But that doesn't mean those possibilities are easy to achieve. Scott LoSasso outlines what's necessary to unleash evolution

The term 'digital transformation' has been bandied around for more than a decade. And while the meaning extends far beyond marketing, many companies are still treating customers and prospects exactly the same way. Most struggle to use data and modern tools to address their audience in their marketing communications.

Integrating CRM and other customer data into segmented media and other marketing strategies is fundamental, yet basic marketing automation and effective use of data commonly frustrate B2B marketers.

In part, this is a result of marketing itself. Marketing automation providers, agencies and media platforms have billed themselves as turnkey solutions – plug and play tech promoted as magic beans that sprout an endless stream of new business and growth. But that's a fairy tale.

Marketing is rich with potential. It is possible to be more relevant and agile than ever before, but it is not turn-key or simple. It requires discipline and a multitude of talents to plan and execute. Across industries, change agent leaders are proving this out – building teams that deliver faster evolution and drive sustainable advantages for success.

What they demonstrate is that strategy, process and execution unleash evolution. And it begins with the same principles that have always been at the

foundation of great marketing. Brand positioning and marketing strategy that is aligned with the CEO's vision, the drivers that move the market, and human insights about how and why customers buy.

The foundational work detailing why, who, what and how is where most brands have always failed. And with the complexity of marketing today, it's more important than ever to commit. This anchor leads to acceleration and agility because speed is possible when purpose is clear. If you properly position your brand and map your customer journey, you will create more compelling creative and messaging; and the data that flows from your website, CRM and sales channels becomes easier to segment and apply.

Look at the leaders

In every business category there is a leading brand or two that stand out with better creative and more interesting placements. They have consistent messages, campaigns and visuals that immediately identify them. Dig deeper and you will find that they have larger social followings, email databases and stronger search results as well. When you have the foundation right, adaptation to new channels and tactics comes easier, and the audience gains interest and trust that make them more likely to stay connected across channels.

It's a team effort

We have success stories across industries – trade shows, professional services, industrial technology and others. What we have learned is that agencies and clients have to work more closely than ever and maintain a growth mindset. Success requires talent on both sides working as one team with clear accountabilities and a hunger to learn. Agencies need access to client-side tools, data, subject matter experts and IT. Clients need agencies that have robust strategic, technical, creative and media competencies. And even when all of these things exist, there is continuous testing and learning, because the pace-of-change continues.

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“That is why we need Eddie Van Halen”

GREGORY HOOVEN,
president, MarketReach



Bill and Ted might not have been marketers, but that doesn't mean they don't have a word or two of advice. Gregory Hooven explains

In 1989, Bill S. Preston, Esquire, and Ted 'Theodore' Logan, the founding members of Wyld Stallyns wrestled with the question of how they could become a superior band. During their intense brainstorming session, they threw around ideas such as bringing in external talent, producing a video, updating their equipment, and implementing basic training. But where should they start?

Organizations of all sizes seem to struggle from time to time with a similar dilemma when discussing their marketing. Where and what are the right approaches to start with to drive results that will ultimately move the needle?

Traditional, digital, offline, inbound, outbound, SEO, ABM, content, social... the list goes on. In our world, terms for the latest marketing trends get more airplay than the hottest dance craze on TikTok. Occasionally, one will be linked to a new way of thinking. Often, they are merely new labels that describe tactics marketers have employed for decades. Marketers, however, tend to get wooed by the latest buzzwords, fixating on how they are going to do something, while losing sight of the fundamentals of marketing.

The reality is, whether starting from the ground up or creating a solution-specific campaign, any of

these approaches will eventually garner results if implemented for the right reason, at the right target, with a clear, concise message. But the first step has to be understanding your audience.

Once you've figured out who you're talking to, you'll have a better idea of how they function day-to-day, their pain points, where they spend their time, and, most importantly, how and where to reach them. That information alone is enough to build out a marketing strategy that you can leverage to get to work. The plan does not need to be complex, but it needs to be thought out. That will save you time, money, and headaches in the long run.

Remember, it's less about the type of marketing that you leverage and more about communicating with your audience in a way that will resonate with them. Good, effective marketing that builds brand momentum and produces results takes time, repetition, and purpose. There is no universal chord to play.

Remember, it's less about the type of marketing that you leverage and more about communicating with your audience in a way that will resonate with them

In the end, Bill and Ted determined that to become a band that would one day save the world, they needed to start with the fundamentals of learning how to play. For the marketers out there struggling with where to start, I recommend the same.

Marketing does not have to be complex. A lot of the most successful campaigns aren't. But in order to be a superior brand, you must first learn how to play. That and a triumphant video never hurt.



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Rethinking B2B marketing for a self-guided world

MICHAEL MCLAREN,
global CEO, Merkle B2B



Michael McLaren explains why B2B marketers need to rethink their marketing strategies, and why experiences are key

The B2B world we once knew will never return. This transformation is being driven by changing customer expectations, as well as the enhancement of data and tech capabilities within the B2B space. The brands that emerge most successfully on the other side of this transformation will be the ones that are able to let go of ‘business as usual’ (i.e. ‘business as of two years ago’) and rethink their sales and marketing processes for this new reality.

Shifting needs, shifting tools

The tools of the trade have changed when it comes to B2B sales and marketing. It might seem like this shift occurred overnight, but it’s actually been underway for more than a decade. The old tools of the trade – direct sales calls, industry events, handshakes over lunch meetings – are happening differently these days, if they’re happening at all. Where these interactions do still take place, they’re either smaller in scale, or they’re occurring later in the sales process than would have been the case just a few years ago.

These shifts are not tied exclusively to the pandemic. Rather, they’re a result of growing customer demand for a more relevant and self-guided buyer journey. And, thanks to a radical transformation within the B2B tech landscape, leading businesses are rising to meet this demand. These companies are creating richer digital experiences to facilitate self-directed buyers and to better understand prospect needs before any physical interaction.

It can be frightening for B2B companies to take their hands off portions of the buyer journey from a sales model perspective. But with thoughtful application of new tools and approaches, brands can play just as integral a role in guiding prospects to the right solutions in a way that surprised and delights.

Focusing on experiences versus contact lists

The B2B customer experience has been rewritten by the enhanced capabilities of connected marketing clouds, and the ability to thread data and identity throughout the digital experience. By starting with what is known about a person – what they’ve searched, what they’ve read – B2B marketers can leverage advanced platforms to increase relevancy throughout the buyer journey. The more relevant a customer deems the experience with a brand, the more they’ll be willing to provide personal information to that brand to deepen the relationship.

The old tools of the trade – direct sales calls, industry events, handshakes over lunch meetings – are happening differently these days, if they’re happening at all

Ultimately, keeping customers engaged in a self-guided world is all about relevance. B2B marketers need to ensure that the content and offers being served to them are based on their genuine needs and interests. Today’s B2B businesses are able to push their digital engagements through to conversion and transactions in a seamless manner because of the advancement of B2B technology – capabilities that did not exist 10 years ago within the space.

That said, just because these capabilities are new does not mean they are optional in 2022. B2B customer experiences are evolving rapidly and B2B marketers must keep up – or risk being left behind in this dynamic, customer centric, competitive landscape.

When the going gets tough, the tough get fierce.

AdAge PRNEWS CHIEF MARKETER 200 B2B Marketing



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What does good recruitment marketing look like?

Chris Steenstra offers some suggestions around how to improve your recruitment marketing campaign in the wake of The Great Resignation

Last year, 47.8 million workers quit their jobs – an average of nearly 4 million per month. This means that 2021 holds the highest average on record, topping the 2019 average of 3.5 million, according to the U.S. Bureau of Labor Statistics.

In the wake of ‘The Great Resignation,’ many HR leaders are partnering with their marketing colleagues to bring more scale to their recruitment efforts. If you’re considering a recruitment marketing campaign, consider these three strategies to increase your success rate:

Lead with emotion

Taking a job is like making a highly considered purchase, and research shows people make these moves like other buying behaviors: they decide primarily on emotion, and then use facts and logic to validate their decisions.

Our New York state-wide recruitment marketing campaign for the Caring Gene® brand began with research that revealed what really attracted people to jobs in long-term care. Rather than the pay, benefits, flexible schedules, training and career potential, we discovered that people who thrive in these roles simply have an intrinsic desire to help other people. It’s an emotional need that the job fulfills.

This campaign leads with emotion and asks, ‘Do you have the Caring Gene?’ inviting candidates to

CHRIS STEENSTRA,
chief administrative officer,
Mower



self-select based on what they know about themselves and what makes them tick.

Spotlight your people

The adage about a company’s people being its most important asset is especially relevant when it comes to recruitment marketing. Showcasing real employees will resonate more than defaulting to stock imagery – whether it’s that ubiquitous shot of Instagram-worthy hipsters gathered casually at a conference table, or the friendly female caregiver leaning over a silver-haired patient. Stock is tempting because it’s relative affordability. That said, don’t do it, unless your goal is to convey the message that your employer brand is no different than any other brand out there.

The focus of our current marketing recruitment campaign for healthcare provider, Loretto, is to attract entry-level caregivers. As such, we created a series of short video ads featuring real team members. Each video tells a story, focusing on employees describing what they love about their careers in their own words. The social media campaign has helped to fill Loretto’s pipeline with qualified candidates and has led to many new hires.

Show purpose and passion

There’s been a heavy emphasis on purpose branding in recent years, as more consumers expect brands and corporations to tangibly show they care about more than just making a sale. The same applies to employer branding. Candidates – especially the younger cohorts – want to join organizations that are making a positive impact on the world.

Purpose is a tall order in some industries and may take some soul-searching as a company to identify. Ultimately, candidates want to know their prospective employer lives by its values. With FirstEnergy, an Ohio-based utility with a multi-state service area, Mower created a series of moving video stories showcasing how the utility supports its own employees’ personal passions and purpose projects – humanizing a large corporation and demonstrating the values in action.

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**QU
AR
RY**

When the bones are good...

MEREDITH FULLER,
managing director, demand
strategy, Quarry



Meredith Fuller explores how the pursuit of ABM can shore up the foundations underpinning the performance of your entire B2B demand marketing house

As any B2B marketer who has pursued ABM will tell you, the primary driver for adopting this now dominant go-to-market approach is the anticipated end result: more pipeline, faster deal velocity, higher ACV and better close rates. These performance goals are compelling reasons to get started. However, the foundational work required to set yourself up for ABM is an achievement in itself – and one that ensures your whole marketing house is ready for future success.

A thorough job of preparing for ABM necessitates that the foundations of your marketing house are strong and well supported. Often, this means addressing areas that have been neglected or are in disrepair.

Here are five marketing foundations you will need to ensure are in an excellent state:

- 1. Ideal account profile (IAP):** A crystal clear view of your ideal customers – one that is data-backed and market-validated – is an integral starting point for any and all marketing. Think beyond firmographics and include technographics, behavioral traits, and more (hint: given the complexity of all you sell, just one IAP may not be enough!).
- 2. Data health:** Ensuring data accuracy, consistency and recency can be a heavy lift, but

the better the state of your data, the greater the confidence you can have in your account-based program performance.

- 3. Martech performance:** Are your platforms and systems integrated fully? Does data pass seamlessly from one to the other? Is there beneficial functionality you've not yet accessed or activated? If not, now is the time to address so you can get all you can from your martech investments.
- 4. Measurement and reporting capabilities:** If you are not able to confidently track the performance of your marketing channels and tactics today, shifting to report against business-register KPIs required for ABM will be a monumental lift. Ensure you have: the tracking, measurement and reporting basics down; the necessary tracking and reporting software; and a consistent tagging methodology in place so you can accurately represent the results of your significant efforts and investments.
- 5. Marketing and sales alignment:** Adopting ABM may (finally!) be the impetus for getting sales and marketing to the same table. Agreeing on a shared vision of priorities, roles, responsibilities and measures of success delivers much more than just program performance benefits; it positions teams for strong and sustainable relationships.

Adopting ABM may (finally!) be the impetus for getting sales and marketing to the same table

It takes time, effort and investment to shore up these foundations, but if the bones are good, the performance of not just your ABM programs, but your entire demand marketing house, will be stronger for it.

The 2022 Trend Tracker

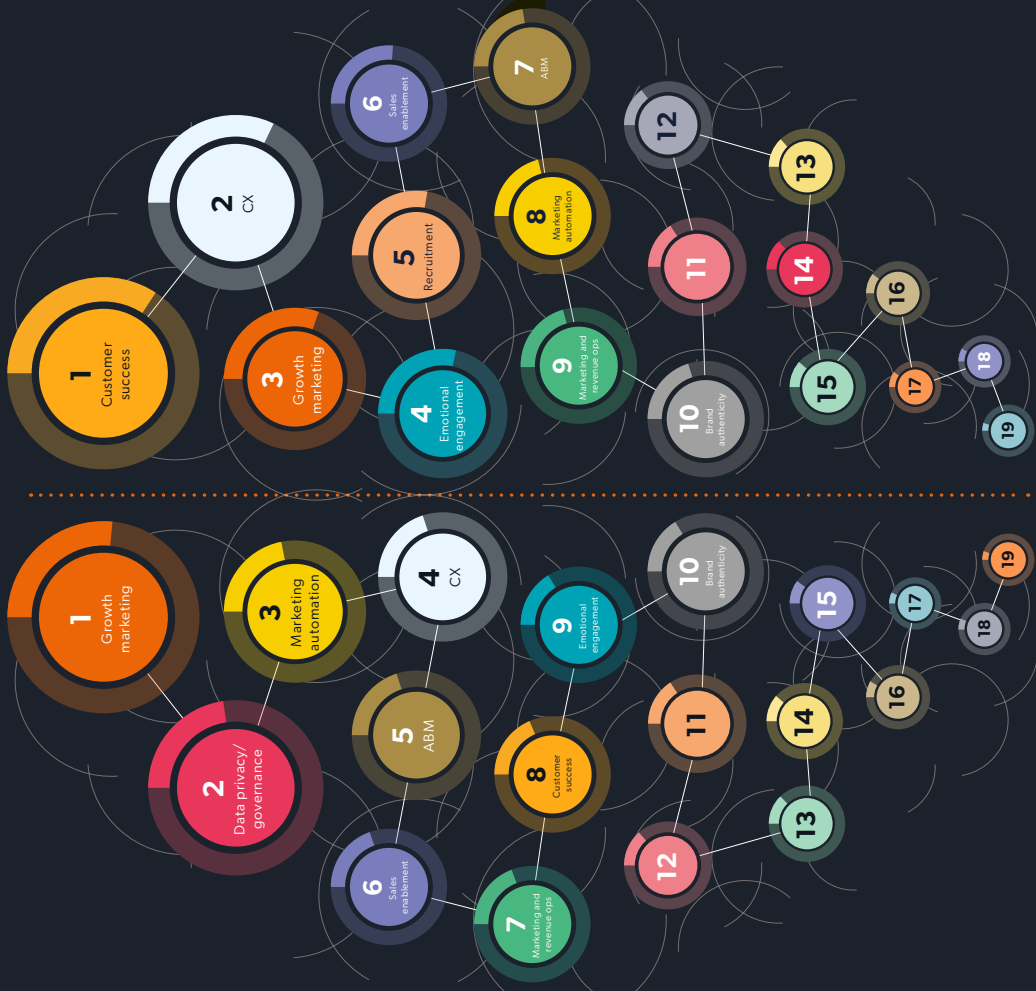
Each year, we ask client-side and agency-side marketers what they're focused on for the year ahead. The results indicate the areas that are set to dominate marketers' thinking, and those that are perhaps starting to lose share of attention.

The 2022 B2B Marketing Trend Tracker: The B2B mind

CLIENT-SIDE

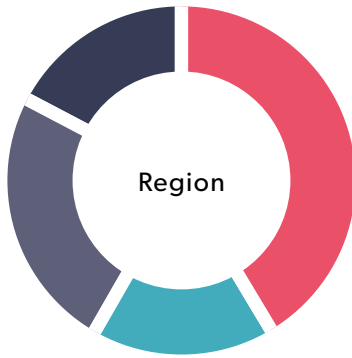
1. **Growth marketing** 26.5%
2. **Data privacy/data governance** 22.7%
3. **Marketing automation** 21.9%
4. **Customer experience (CX)** 20%
5. **ABM** 20%
6. **Sales enablement** 19.6%
7. **Marketing and revenue operations** 19.2%
8. **Customer success** 18.5%
9. **Emotional engagement** 16.2%
10. **Brand authenticity and engagement** 16.2%
11. **Recruitment and retention of staff** 15.8%
12. **Personalization** 13.5%
13. **The martech stack** 12.7%
14. **Hybrid events** 11.5%
15. **Channel marketing** 10%
16. **Ecommerce** 8.8%
17. **Digital events** 6.9%
18. **Transformation** 6.9%
19. **Agile marketing** 5.4%

- ## AGENCY-SIDE
1. **Customer success** 34.2%
 2. **Customer experience (CX)** 32.1%
 3. **Growth marketing** 30.4%
 4. **Emotional engagement** 28.3%
 5. **Recruitment and retention of staff** 27.7%
 6. **Sales enablement** 26.1%
 7. **ABM** 22.3%
 8. **Marketing automation** 21.2%
 9. **Marketing and revenue operations** 20.7%
 10. **Brand authenticity and engagement** 20.1%
 11. **Personalization** 15.8%
 12. **Transformation** 14.7%
 13. **Hybrid events** 13.6%
 14. **Data privacy/data governance** 13%
 15. **The martech stack** 11.4%
 16. **Ecommerce** 10.3%
 17. **Agile marketing** 9.8%
 18. **Channel marketing** 8.2%
 19. **Digital events** 4.9%

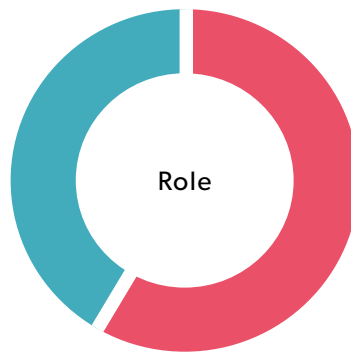


Marketers were asked how focused they are on the above trends. The percentages above show how many survey participants answered with 'very highly focused'.

2022 demographics



- UK 41.4%
- Europe 16.9%
- US 24.3%
- Other 17.3%



- Client-side 58.6%
- Agency-side 41.4%



- I lead the whole marketing team 52%
- I'm in charge of, or lead on, a specific aspect of our marketing (e.g. social, content, etc) 34%
- I'm responsible for marketing delivery/execution, but not in a leadership role 12%
- I'm in a junior or marketing support role 2%

Around the turn of each year, B2B Marketing conducts a survey on hundreds of marketers, asking one simple question: how focused are you on X in 2022? We ask this same question a whopping 19 times around different aspects of B2B marketing, ranging from ABM, all the way through to hybrid events.

Survey participants can answer with one of the following replies: not at all focused; slightly focused; somewhat focused; highly focused; or very highly focused. The replies are fascinating no matter what way you slice them, but, for the purposes of this feature, we will focus on those who answered 'very highly focused'.

The 'B2B brain', which you can see on the page before, presents the trends that both client-side and agency-side marketers are focusing on in 2022. The trends are ranked by the percentage of those that selected 'very highly focused.'

So, that's the boring bit out of the way. Now let's look at the good stuff...

Growth marketing holds onto the crown

Last year, growth marketing came out number one, rising one place from the year before. As this term can sometimes be a little unclear, we defined it as: "strategies and positioning of marketing as the engine-room of business growth." At the time, I wrote that marketers were "continuing to assert themselves as a driver of real business goals, and totally distance themselves from the 'coloring in department' of yesteryear." As this year's Trend Tracker demonstrates, this is clearly still the case, as growth marketing has held onto the crown.

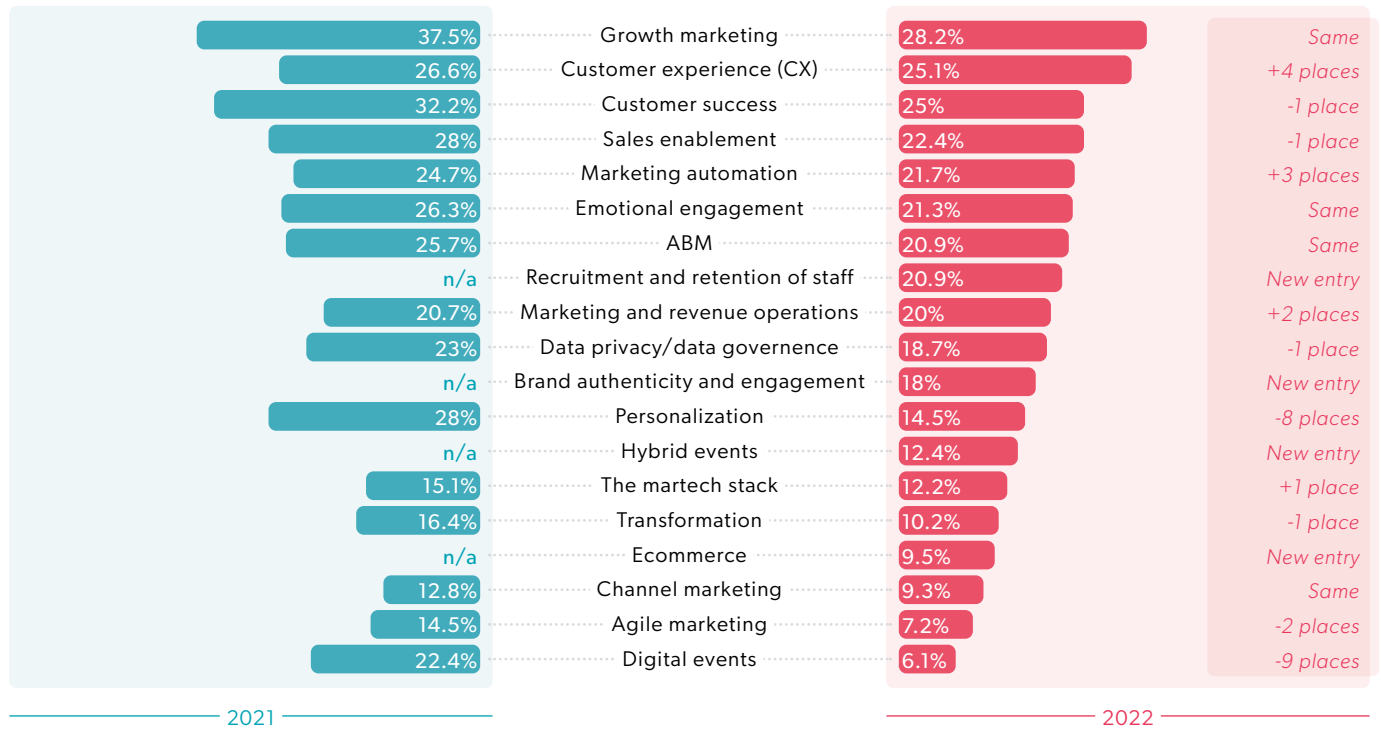
Robert Norum, Hive expert for Growth, however, claims: "I think 'growth marketing' is a bit of an

illusion that is not well understood. When we ran a roundtable on this last year, we netted out that growth was actually the purpose of pretty much all marketing, and was actually an outcome rather than a discipline. Clearly the term 'growth marketing' is out there, but there is not a lot of content on the subject, and it is typically linked to the concept of 'growth hacking,' which is based on the 'test and learn' and 'fail fast' schools of thought, and is typically more a conceptual approach than a discrete marketing discipline or methodology."

Regardless, it's clear that, despite marketers' varied understanding of exactly what growth marketing is, it's still playing a bit part of their thinking this year.

Moving on, we can see that four out of the top five trends are the same as last year: growth marketing; customer success; sales enablement and customer experience (CX). This suggests

Topics in order of how many people selected 'very highly focused' for 2022 (agency and client-side combined)



that a customer-centric approach will continue to be prevalent in 2022, as marketers focus on keeping existing customers happy (and paying), just as much as they look to win new business. Only marketing automation has jumped up three places into fifth place, replacing personalization (more on personalization below).

Every single trend receiving less focus

Interestingly, there was a year-on-year decrease in the number of participants who selected 'very highly focused' for every single trend we put forwards (except for the new trends we entered).

Take growth marketing, for instance. Despite the fact it still finished in first place, there was a 9.3% decrease in the number of survey participants who said they are very highly focused on it in 2022. This is true across the board,

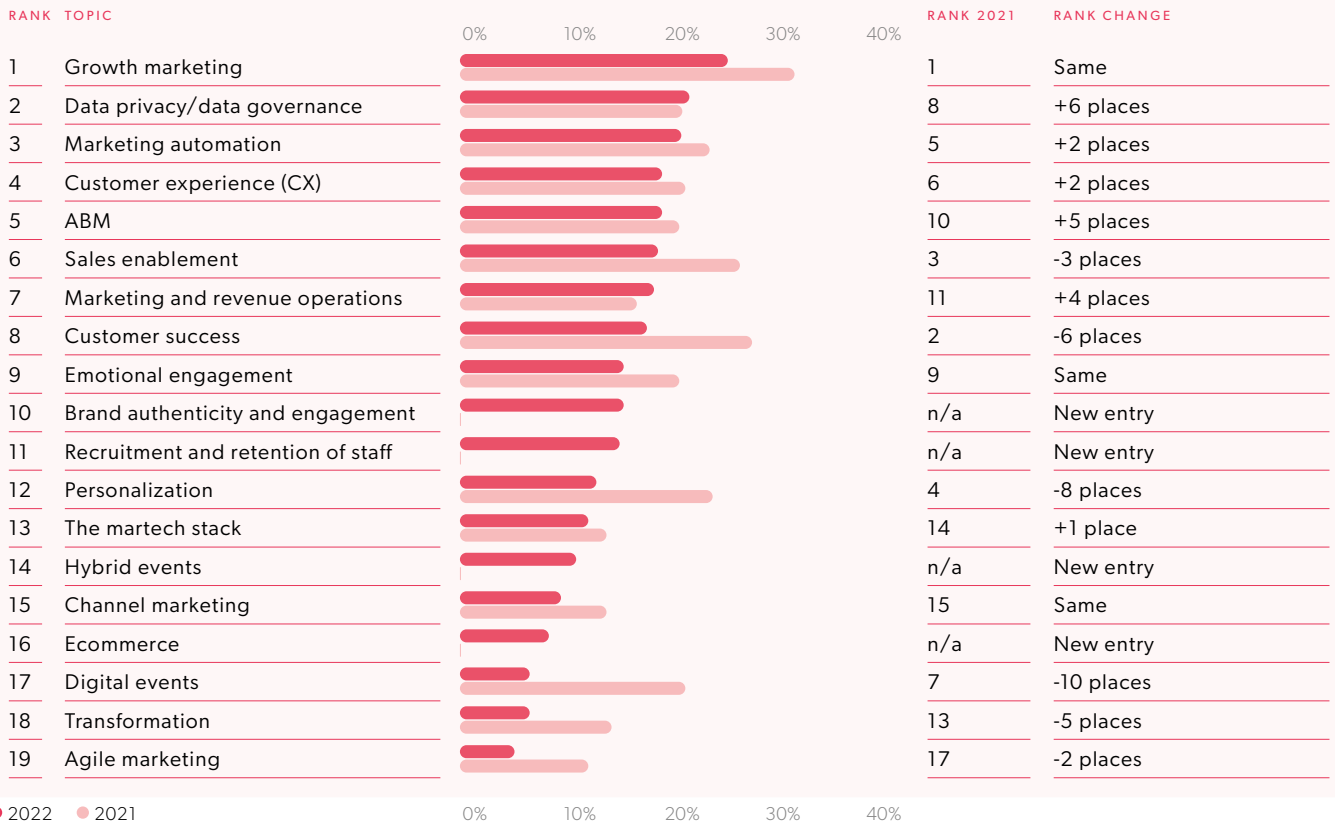
with transformation down from 16.4% to 10.2 %, ABM from 25.7% to 20.9%, and customer success down from 35.2% to 25%.

Of course, some trends are receiving less focus than others. Marketing and revenue operations, for instance, is only down 0.7% in terms of people who are very highly focused on it in 2022, and so this probably doesn't tell us much. Even then, it has jumped up two places from last year's Trend Tracker.

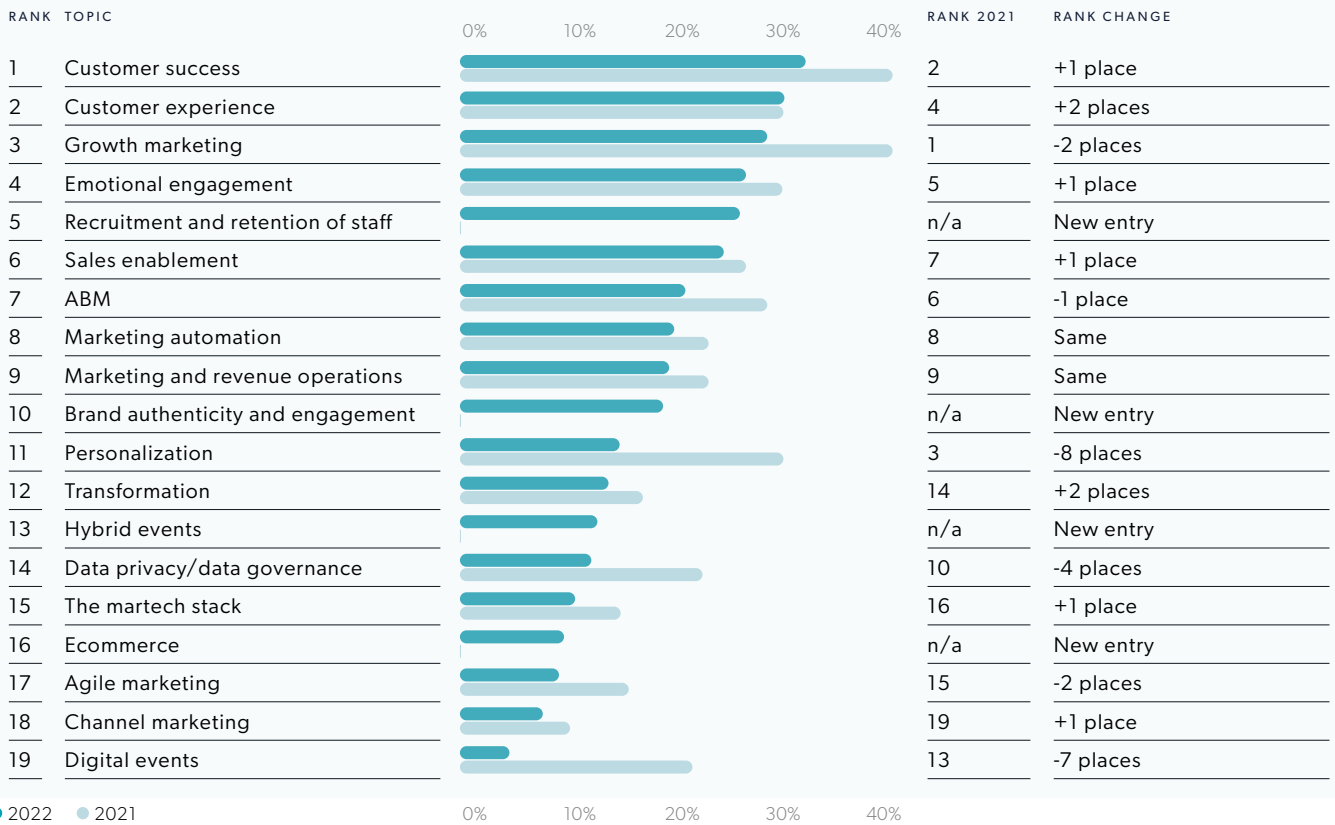
There was a year-on-year decrease in the number of participants who selected 'very highly focused' for every single trend

And the same is true if you look at only the agency-side marketers' responses, or even only the client-side marketers' responses. Across the board, almost all topics are receiving less focus from marketers. The only exceptions are that client-side marketers are 0.7% more focused on data privacy/data governance, and agency-side marketers are 0.1% more focused on customer experience. Hardly worth noting.

Topics in order of how many people selected 'very highly focused' for 2022 (client-side only)



Topics in order of how many people selected 'very highly focused' for 2022 (agency-side only)



So why the decrease in focus?

It could be that marketers are now taking so many different things into account, that no one field is getting absolute focus to the same extent as it once did. With that in mind, I spoke to our Propolis Hive experts to hear what their initial reactions were to this – possibly alarming – statistic:



Karla Wentworth,
Hive expert
for Marketing
Operations
& Process:

“Marketing is evolving at such a fast pace, I think that there are many businesses that have to narrow the field of what they are focused on.”



Jarmila Yu, Hive
expert for Teams,
Resourcing & D&I:
“Marketing has
become such a

huge responsibility (rightly so!), and the savvy business leader is realizing marketing needs to wade in and cut across every function, and not just stick to the marketing department. So, it can be overwhelming for the marketer as much of the work is equally a high priority (and a high volume of work) or everything is an equivalent priority – the role is now vast!”



Shane Redding,
Hive expert
for Strategy &
Evolution: “I
think this is partly

timing, as the CMOs I am working with are currently very focused on restructuring their teams to fit/deliver their new strategic goals. This has perhaps led to a wider spread across all the areas that marketing has to

deliver, and I suspect the narrowing down will come in Q2 and Q3.”



Barbara Stewart,
Hive expert for
CX: “In the last
two years, so
many businesses

have had to squeeze a decade of innovation into two years to deal with Covid. This means companies are spreading themselves thinly to try and cover off some many approaches, and businesses don’t have a real business growth strategy over five-plus years, so they are pivoting and reacting to the markets rather than shaping the market.”

“Then, the average marketing department can’t identify its gold standard channels or techniques, so they are spread betting, hence the lower scores across the piece”



Steve Kemish,
Hive expert for
Execution &
Campaigns: “For
me, I think it’s a

reflection of the state of flux of the past two years, because there’s been so much change – firstly towards digital, then back a little, then back again. An unending game of hokey cokey! Then, the average marketing department can’t identify its gold standard channels or techniques, so they are spread betting, hence the lower scores across the piece.”



Darren Coleman,
Hive expert for
Brand & Content
Strategy: “I think
the turmoil of

the last two years has resulted in marketers hedging their bets, especially global brands who are dealing with different stages of the pandemic.”

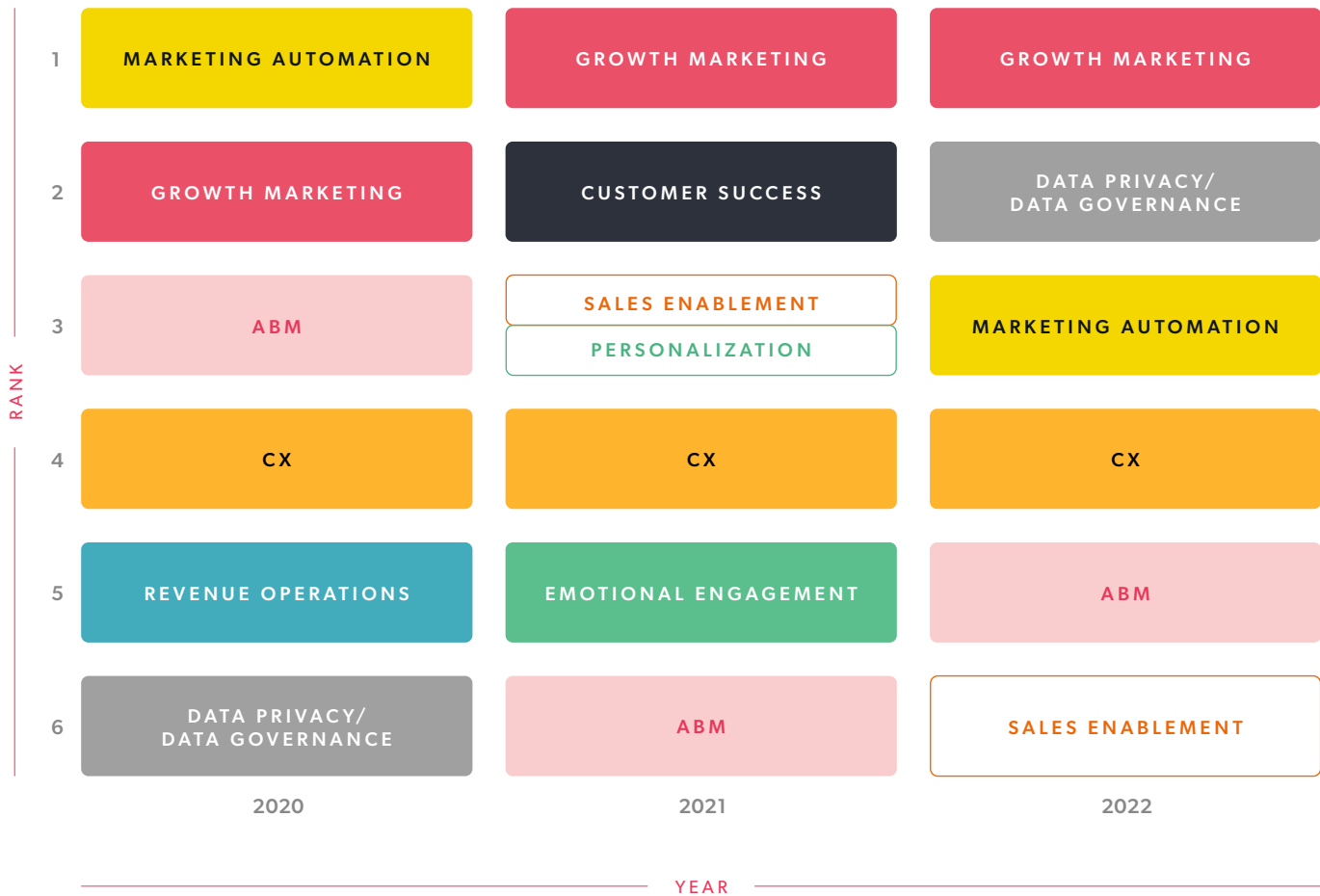


Robert Norum,
Hive expert
for Growth:
“I think the
last two years

have been very challenging in general, and clearly no different for marketers. Some (tech) companies have been struggling to keep up with demand, and others have been downsizing and even struggling to survive. I’m sure most marketing leaders have been more focused on keeping their teams together and looking after the wellbeing of their people – not to mention handling ‘The Great Resignation’ and trying to recruit new staff.”

Robert continued by saying: “The age-old challenge for CMOs has probably been even more pronounced during the pandemic with companies wrestling with their brand values (read purpose) at the same time as trying to look after existing customers (read ABM) and find new ones (read demand gen) – all whilst living in a virtual world where digital marketing has assumed an even more crucial role for obvious reasons. [...] I think your prognosis on a general lessening of focus on discrete topics being down to having to deal with a lot more stuff in general during the pandemic is probably correct.”

Top ranking topics 2020–2022 (client-side only)



Personalization and digital events plummet

So, we’ve discussed what’s on the up, but what’s heading downwards? ‘Digital events’ has fallen a whopping nine places, followed closely by personalization, which fell by eight places. This can partly be explained by the fact that new and particularly relevant trends were added to this year’s survey, such as ‘recruitment and retention of staff’ and ‘hybrid events.’ However, the fact remains that, in last year’s Trend Tracker, 28% of marketers were ‘very highly

focused’ on personalization, while this year, just 14.5% are. Similarly, last year, 22.4% of marketers were ‘very highly focused’ on digital events, whereas now, this number is just 6.1%.

With account-based strategies and tailored marketing now becoming the norm, it could be that personalization is a given – and not even seen as a ‘trend’ worth focusing on. After all, executing sales enablement, CX and customer success to a good level all require a significant degree of personalization, and they all finished in the five trends.

Regarding the fall of digital events, however, this is perhaps not a surprise. While last year digital events were seen as one of the main ways to engage B2B audiences, they very quickly became overdone and, quite frankly, boring. While webinars and the like may have been the way to handle the initial onslaught of the pandemic, digital fatigue soon kicked in, and so it's no surprise that digital events are now at the bottom of marketers' priorities.

However, it's not all doom and gloom for digital event technologies. After all, 'hybrid events' is a new entry in this year's Trend Tracker, with around one in 10 marketers saying they're very highly focused on them this year. Whilst purely digital events may be on the downwards slope, it's clear that digital will become a large part of the event mix going forwards, albeit perhaps not to the same extent as the boom in 2020 and 2021.

So, how do agency-side and client-side marketers compare?

In last year's Trend Tracker, client-side marketers' top five areas of focus were, in order: growth marketing; customer success; sales enablement; personalization and marketing automation. This year, they read as follows: growth marketing; data privacy/data governance; marketing automation; CX and ABM.

Data privacy/data governance and ABM are of particular interest, rising six and five places up the table, respectively. Customer success, meanwhile dropped six places from second to eighth. The customer is clearly still important to client-side marketers, with CX rising two places into fourth position, but it seems customer

success in particular is not as 'hot' as it was last year.

When it comes to agencies, meanwhile, last year's Trend Tracker listed the following as the top five trends: growth marketing; customer success; personalization; CX; and emotional engagement. This year, however, the top five read as follows: customer success; CX; growth marketing; emotional engagement; and – a new entry – recruitment and retention of staff. So, whilst customer success appears to be lower on the agenda for

ABM, despite remaining in the same position overall as last year, fell one place amongst agencies, but rose five amongst client-side marketers

client-side marketers, it has come out number one for agencies. The fact that recruitment and retention of staff has made it into the top five is perhaps not surprising, given The Great Resignation (or 'Reshuffle', depending on how empty or full your glass is). Indeed with 27.7% of agency-side marketers 'very highly focused' on this area in 2022, this task is sure to take up a lot of marketers' time and energy.

When it comes to transformation, which we defined as 'fundamentally changing your business operations to align better with your organization's overarching goals,' this climbed the ranks amongst both agency-side and client-side marketers. Clearly, the business transformation that has defined the past two years is certainly not

over yet, as marketers continue to focus on it this year.

Interestingly, ABM, despite remaining in the same position overall as last year, fell one place amongst agencies, but rose five amongst client-side marketers. Could it be that client-side marketers are begin to adopt this more targeted approach in their droves, but agencies are less interested in the discipline of ABM, and more interested in the key components that make it up (CX, sales enablement, growth marketing, etc)?

So, what are the main takeaways?

Looking at this year's results, it's clear that growth marketing and CX remain of huge importance to both agency and client-side marketers, ranking in the top five trends among both groups. Whilst the other three spots in the top five differ depending on whether you're speaking to agency-side or client-side marketers, it's clear that three things are really not taking up a great share of attention from marketers this year: digital events; agile marketing; and ecommerce. All three of these trends ranked in the bottom five for both agency-side and client-side marketers. Perhaps ecommerce will begin to rise the ranks over the years as it grows in popularity, but, for now, it remains fairly low on marketers' priorities list.

The most striking takeaway, however, remains the fact that marketers appear to be less focused on nearly all trends. But fear not. It's highly unlikely that marketers will be resting on their laurels this year. Quite the opposite. The data most likely suggests that marketers are now focusing on so many different areas that they can't afford to give any one area all of their attention.

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Visibility. Authority. Credibility. How does your content align to sales?

If credibility is necessary to get considered in a deal, and authority is required to win a deal, then visibility is the way you get invited to a deal. Dan Hansen discusses

Now you may think: ‘Simple enough. I’ll run some keywords and interrupt their search, drive them to my awesome landing page, and they’ll immediately convert to a lead!’ The only problem with this scenario is it ignores the role that credibility and authority play – or the belief in you and the efficacy of your brand over others.

Visibility

Let’s talk about visibility. Most consider visibility as the ‘advertising’ component of B2B marketing. I would argue it’s much more than that. Visibility is the foundation on which you build your other two drivers: authority and credibility. In other words, your advertising should drive qualified engagement above all else.

And visibility can range from your company’s response to a hot issue in a LinkedIn group, to a well-placed piece of content housed on an authoritative industry site, to a prospect’s search

DAN HANSEN,
senior partner, Red House



that delivers your content as part of organic results – a key role in building trust that their problem can be solved with you.

Authority

That leads us to authority – the ability to lead industry thinking and influence the way in which people go about solving a problem. Authority is earned through the quality of the content you supply, the answers you supply, the reasoning behind those answers, and the believability of the answers themselves.

Authority takes time to build, and it’s easy to lose fast. So, the quality of the content plays a rather large role in establishing and maintaining it (authority). That means items like white papers should be properly researched using trusted authoritative sources, cited clearly for follow back, and genuinely approach the solution or need in a very tangible way without ‘selling’ as it goes. A shameless plug at the end is fine, but authority comes from delivering usable insights in a meaningful, transparent way.

***Authority takes time to build,
and it’s easy to lose fast***

Credibility

Credibility, on the other hand, or trust that you can deliver on your promises (real or implied), goes hand in hand with authority. For example, when you highlight a use case that spotlights a trusted brand, you get what’s called the halo effect. ‘If you did this for a company I trust as a leader, you yourself must be a trusted leader’ – in short, you’re borrowing the brand value of those you highlight.

In the end, the common thread that aligns all three of these pillars of successful sales is good content, well placed.

The birth of the world's first B2B growth powerhouse.



The Marketing Practice, Kingpin and Omobono have joined forces to become the global, full-funnel, growth marketing engine for B2B technology brands.

Welcome to the new world.

It's B2B's chance to shine. Let's grasp it with both hands

David van Schaick outlines the four key areas that are driving marketing's evolution into a true business driver

B2B marketing is stepping proudly and triumphantly into its maturity. No longer the colouring-in department of yesteryear, it is a commercial function accountable for revenue and market share. What has been recognised for many years in B2C industries – that marketing can be the engine room for growth in a business – is finally establishing itself in B2B.

There are four trends driving this change:

- 1. Growth investment.** B2B industries, particularly tech, have been resilient through the pandemic and continue to attract significant investment – \$200 billion from venture capital alone last year. This investment comes with ambitious targets for market share and penetration, and attention is turning to marketing as having the keys to unlock the sought-after growth.
- 2. Consolidation.** The B2B agency market is consolidating. Previously discrete services are being brought together providing clients with new approaches that put less emphasis on tactical outputs and more emphasis on commercial outcomes.

DAVID VAN SCHAICK,
CMO, The Marketing Practice
Group (including The Marketing
Practice, Kingpin and Omobono)



- 3. ABX.** The growth of ABM in recent years has been the catalyst for greater collaboration across the front office. Growing your top accounts requires coordinated efforts from marketing, sales, customer success and others. The next trend, ABX, arguably puts another label on what is already happening in the best cases: an approach that puts the customer first and prioritises an integrated multi-channel experience. But whatever you call it, an insight-led, coordinated approach to tackling your biggest revenue opportunities is at the heart of commercially effective B2B marketing.
- 4. Talent.** Diversity and inclusion are rightly getting greater focus on both client and agency side. There's a lot more to be done here, but if we can get it right and attract more diverse talent to the industry, creativity will benefit and we will see better work for it.

These trends are creating a buzz about B2B. It feels like a moment in time, ours to grasp.

But if we are to do so, we must move beyond the siloed thinking of the past. We have become great at producing high volumes of content and leads, but are ineffective at turning those leads into real growth.

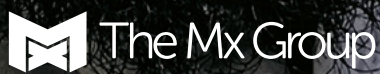
We must also leave behind the old dualistic views of brand versus demand, digital versus traditional, emotional versus rational, and recognise that it's not a case of either/or, but both together, in the right mix.

Those who have the most success in creating growth will put the customer at the heart of integrated, full-funnel approaches. We think the combination of skills we've brought together at The Marketing Practice, blending our expertise in ABM and track record of commercial results with Kingpin's data, technology and media excellence and Omobono's eye-catching brand and digital experiences, offers our clients a breadth of talent fit for this new era of B2B marketing.

As we look forward to B2B's bright future, we can't wait to see what it brings.

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There's a new world of buyers in B2B. And they want to feel good about what you do and how you do it. They want to believe in you and your brand and become the single best advocate for your company within their company. Helping organizations connect at a human level is what we do, and we do it well.



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TONY RILEY,
president and CEO,
The Mx Group



It's not an easy time to be in B2B, but there's a huge opportunity for those who want it. Tony Riley discusses

B2B is becoming a different animal. A branch of marketing that used to stick to its own channels is found more and more often in mainstream media, blending right in with B2C's unapologetic humor and sentiment. B2B ad spending growth is high and expected to continue – especially in digital channels, where experts predict more than \$12 billion in 2022 spend. B2C creatives, strategists and influencers are jumping lanes; even clients are coming to us with consumer backgrounds. The commercial and environmental stakes have never been higher, and today's marketers want to be a part of it. They want to make an impact on the issues that matter. With this continued surge of talent, thinking, attention and spending, now is a big moment for B2B.

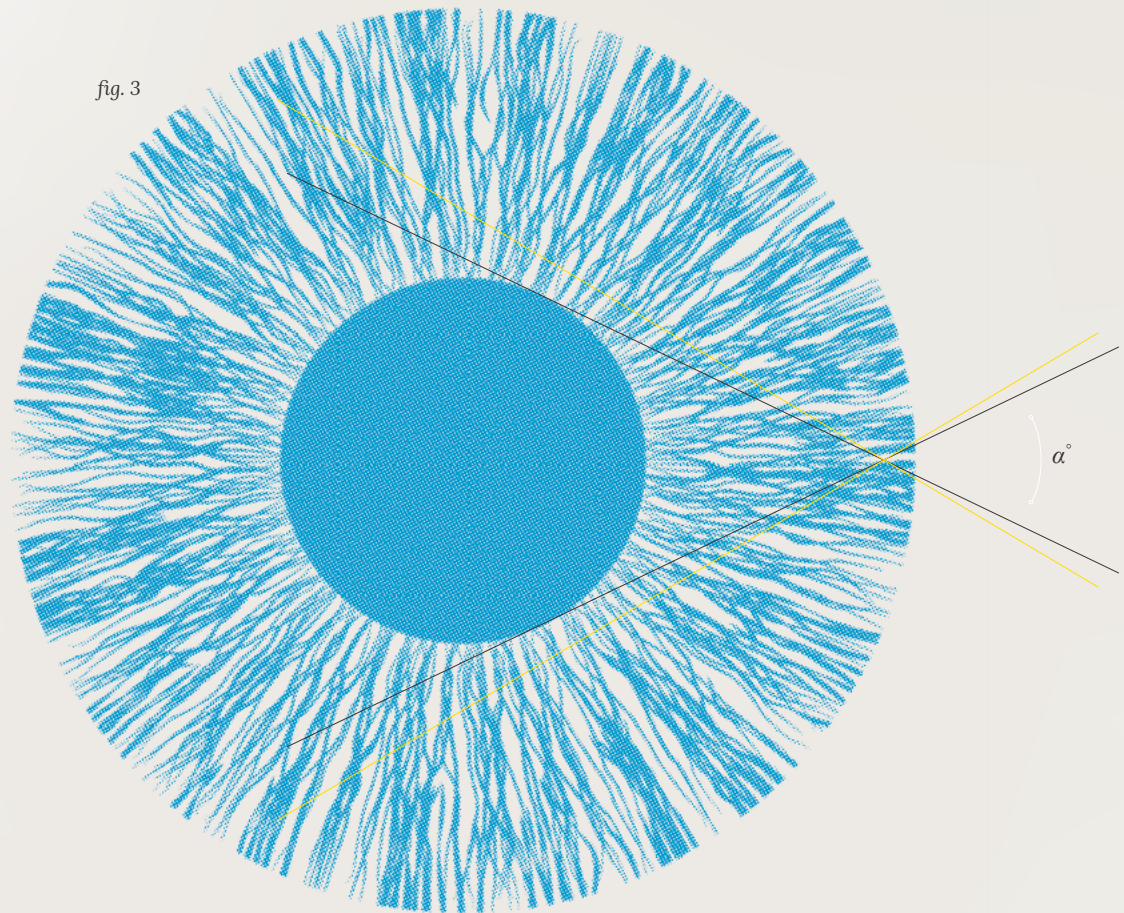
As someone who lives and breathes B2B to begin with, I'm grateful to spend less and less time convincing marketers that B2B brands are as human-centric and emotional as B2C. But I never let anyone forget that B2B is still unique. That human being we focus a brand message on still expects us to help her navigate a level of complexity consumers don't have to worry about. We have to go beyond the 'I see you, I hear you' awareness message, and show our strength in every aspect of the buying journey.

We need to remember that our role as B2B marketers is to enable buyers to advocate on our behalf within the organizations we are selling to. Forrester's *2021 B2B Buying Study* revealed that the modern buyer now makes 80% of their purchasing decisions in groups of people from two or more departments. That's a lot of human behavior to align and move through an invariably long sales cycle, during which emotions are rationalized and evaluations are complex. Simply put, if you don't think of B2B as business-to-buyer marketing, the movement will leave you behind.

We need to remember that our role as B2B marketers is to enable buyers to advocate on our behalf within the organizations we are selling to

As we ride the momentum of this B2B movement, one thing I can't encourage enough is courage. B2B brands are only beginning to experience the mounting pressures to balance economy and climate, not to mention attract and retain the right talent. Agencies need to show more confidence and investment in their clients than ever. Get comfortable making them a little uncomfortable. Use the high visibility of bigger media buys effectively. Focus the big brand message on what matters, and then be innovative in the ways you pay it off. For every spot, placement and impression, there must be a better way for business buyers to evaluate and purchase products and services. For every emotional connection you make, there must be a series of next steps that shape conversations, behaviors and difficult analyses among stakeholders.

This moment is not easy, but full of opportunity. To capitalize on it, marketers and their agencies must come together to connect with humans and enable those humans as buyers.



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Are we connecting? Psychology and the B2B digital fixation

Chris Eifert looks at the science behind building real-world connections with your audience

After the restrictions caused by the pandemic, it's no surprise that digital marketing completely dominates the B2B landscape, much as it dominates the agency offering mix. According to eMarketer, B2B digital ad spending in the US was nearly \$11 billion in 2021 – nearly double 2018 levels.

Our relentless commitment to digital leaves me contemplating if we'll reach a saturation point where too much is too much. The answer ultimately might be found in what we know about human behavior, rather than in a dashboard of lead counts and marketing-contributed pipeline.

The scientific case for human connections

Because humans innately crave physical interactions, creating personal experiences makes for more effective relationships. That's not an opinion – it's science. Psychologists and researchers know the power of social, personal connections for human beings. This power resides at several levels:

Feeling happy and healthy: In their book, *Loneliness: Human Nature and the Need for Social Connection*, authors John Cacioppo and William Patrick observe that when people were asked what contributes most to their happiness, the overwhelming majority rated love, intimacy and social interactions above wealth, fame and even physical health.

Another study, *Social Relationships and Health: A Flashpoint for Health Policy*, by Debra Umberson and

CHRIS EIFERT,
principal, TriComB2B



Jennifer Karas Montez, discovered human contact is vital for physical health. The report cites evidence that, as we rely more on digital tools, we threaten the simple interactions that keep us positive and healthy.

Brain function: Healthy brain function depends on a social, personal world. In his book, *Social: Why Our Brains Are Wired to Connect*, UCLA social cognitive neuroscientist Matthew Lieberman reveals we are more likely to remember information experienced socially. He contends businesses and institutions would perform better if they capitalize on our social nature. It stands to reason that marketing efforts would benefit similarly.

But do social interactions need to be physical and face-to-face?

Connection completeness and the digital medium

It's logical that on-screen social connections might fulfill our physiological needs for interaction. But some research suggests the opposite. On-screen communications are 'single-stranded,' and devoid of physical texture. Cacioppo and Patrick explain why this matters. "Most face-to-face encounters in real life allow us to communicate through even more subliminal cues – body chemistry, body language, action semantics, mimicry – in addition to words and gestures. Once again, the mind that seeks to connect is first about the body, and leaving the body behind can make human connections less satisfying."

As we retarget programmatically, engage in personalized content sequencing, and replace in-person events with virtual, are we considering the quality of the connections so essential to customers?

Is it time to recalibrate?

I wonder if B2B marketers soon should begin to recalibrate the deployment of digital technology as a means to facilitate – not replace – human interactions. Science might be telling us to tap the brakes and start including holistic approaches to human interaction, which may ultimately lead to healthier customer relationships and better business results.

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Why you should work with a fully integrated marketing agency

Integration is a marketing buzzword you'll often hear in marketing. But what does it mean? It means results. Brad Olson explains

In today's fast-paced world, you must have a multichannel presence, and an integrated marketing agency can help you achieve that presence.

A full-service marketing agency can integrate all of your marketing efforts to optimize your results. Here are three benefits of working with an integrated agency.

Greater impact

The focus of a full-service agency is offering programs and campaigns that provide greater impact to your markets and prospects.

The right agency has the skills and expertise to support all of your marketing objectives. Services may include digital marketing, strategic communications, creative direction, data analysis, and more. Whether you are facing a new marketing or branding challenge or want fresh ideas, an integrated agency can help.

Integrated agencies know that cross-channel campaigns are more impactful because customers hear your message from multiple channels that work toward one goal. If your brand promise is confusing or your content is inconsistent or irrelevant, you'll lose brand visibility or engagement.

BRAD OLSON,
vice president,
Two Rivers Marketing



Full-service agencies understand the customer journey. Getting the right, consistent message to the ideal prospect at the optimal time is crucial, and it's one of the biggest advantages of partnering with an agency that can be involved at every step.

Increased efficiency

Integrated agencies are often viewed as marketing generalists. So, companies may engage a specialty agency to address a narrow challenge. That may provide a quick solution, but addressing challenges more holistically is often a wiser investment with better results in the long run.

Integration is the bedrock of what a full-service agency does – from managing projects to hiring employees and aligning teams with clients. They deliver comprehensive solutions regardless of the channel, and coordinate campaigns to produce better results.

You can lean on your full-service agency to research top trends, bring new ideas, and utilize relevant tools for your brand. This is especially beneficial to companies using in-house marketing departments that don't have time for these efforts.

Shared accountability

Recruiting and retaining talent for internal marketing can be challenging, costly and time-consuming. Engaging an integrated agency shifts that responsibility to them. They have the skills, experience and capacity to plan and execute your marketing activities in a fast-paced environment.

It's easier to achieve marketing goals with an integrated agency partner. They track KPIs, analyze data, and offer key learnings to deliver proven results so you know which tactics are working.

What can you gain by using an integrated marketing agency? A wealth of expertise in many disciplines. A partner who looks at the full picture. Professionals who have a deep passion for your business. A full-service agency will be all-in and deliver results from start to finish.

SECTION 3:

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Bader Rutter

PHILOSOPHY

We're Bader Rutter. We mix dreams with cement.

We love both blue-sky thinking and the roll-up-your-sleeves work that makes those dreams real, concrete and measurable. That's how we've helped grow our longest client relationships into the #1 and #2 global leaders in their industries. That's how we've earned #1 rankings among both North American B2B agencies and agribusiness agencies. And that's how we help our clients drive business results.

We're a full-service agency of 245 full-service thinkers and doers. Through nearly 50 years of steady growth — first in Milwaukee, later also in Chicago — we've dreamed big, planned meticulously and fiercely championed our clients' success.

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And finally, it's 'Bay-der Ruh-ter,' but we never get huffy over mispronunciations.

AWARDS

Site of the year *Awwwards Website Awards 2021*

Online/branded podcast *The One Show Awards 2020*

Social influencer program *Effie Awards 2020*

CLIENTS

- ▶ Acuity Insurance
- ▶ Corteva Agriscience
- ▶ Seaboard Foods
- ▶ Tetra Pak
- ▶ The Raymond Corporation
- ▶ Zoetis

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PHILOSOPHY

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Like many B2B businesses in today's technology-driven world, for the owner-managed companies that compose BBN, agility is not just a theory. Instead, it's how we think, act, and perform in practice – every day. We've survived and succeeded in this shifting environment not only by responding to change but by embracing it, so we'll apply that same thinking to your global marketing challenges.

We understand that you need full alignment of your business to your marketing and sales strategy and the provision of seasoned strategic counsel forms a core part of our philosophy and our success. As a result, your marketing gets a strategic, creative, data-driven solution, that delivers global relevance with local impact.

BBN is a global partnership with over a 1200 B2B marketing specialists working in over 30 countries. These numbers are only 'play factors', and while it secures us top 10 rankings, we know you expect more than that!

AWARDS

Creative agency of the year

ANA Global Ace Awards 2020

Gold: Best integrated marketing campaign: large enterprise

B2 Awards 2021

Gold: Best B2B

Brand Film Awards 2021

CLIENTS

- ▶ Adobe
- ▶ EY
- ▶ Mastercard
- ▶ Merck
- ▶ Microsoft
- ▶ Shell Eastern Petroleum (Pte) Ltd

SECTORS



Energy and utilities



Financial services



Pharmaceuticals and life sciences



Technology and telecoms

YEAR FOUNDED:
1987

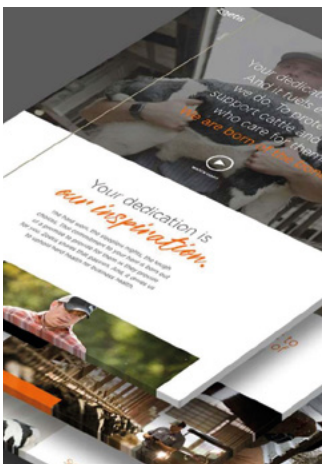
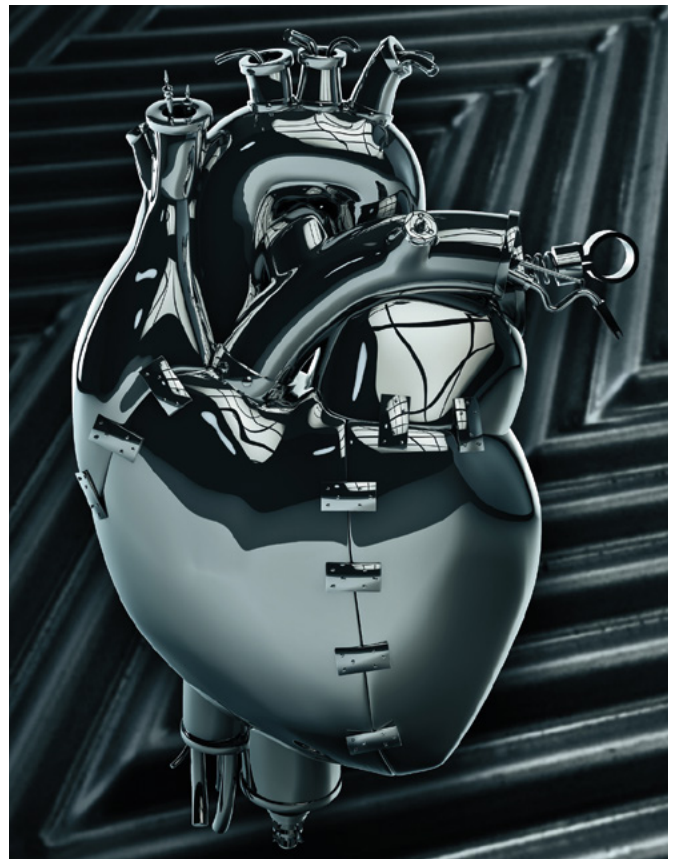
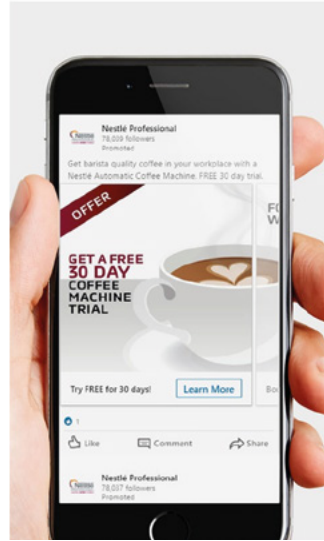
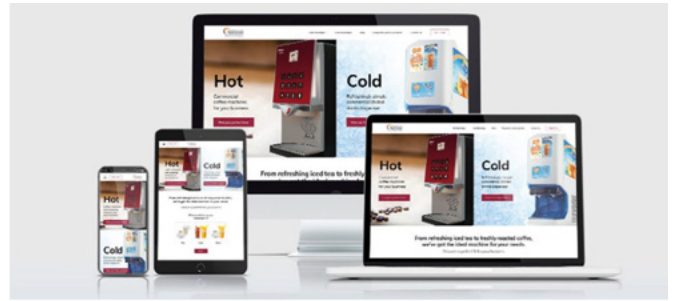
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Clockwise from top: Rockwool – Integrated campaign and video (UK); Nestle Professional – Integrated digital marketing (APAC); Outokumpu – Digital transformation (Finland); Zoetis – Brand campaign (US); Mondi – Brand and product campaign (UK/Europe).



BusinessOnline

PHILOSOPHY

BusinessOnline is an award-winning B2B performance marketing agency. We create and refine visions with our unique way of aligning data, strategies and creativity.

We build innovative experiences that aren't just smart, but impactful to the bottom line. In doing so, we've helped B2B brands transform marketing's influence on pipeline revenue.

With a relentless focus on meeting audience needs at every stage of the journey, we give more buyers more of what they need, more often.

The BOL team are digital B2B innovators with over 20+ years of experience in performance B2B marketing and industry leaders in ABM. We're also a full design studio and a team of storytellers who partner with top brands and up-and-coming businesses to motivate buyers and grow revenue.

We have expertise in strategic consultation, creative direction and design, marketing and sales automation, integrated marketing with multichannel experience, project management, SEO, paid media and closed-loop sales and marketing reporting.

Our approach delivers B2B performance, accelerated. And our mission is to help B2B companies achieve their performance marketing goals.

AWARDS

Top B2B marketing agencies award

Forrester 2019

CLIENTS

- › Baker Hughes
- › Hewlett Packard Enterprise
- › Honeywell
- › PayPal
- › Pfizer
- › Thermo Scientific

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EvolveBPM

PHILOSOPHY

EvolveBPM is a new generation provider of revenue impact solutions, enabling global sales teams to scale their revenues.

Our vision is to leverage technology, intent and technographics to drive impactful revenue solutions for global markets. Our mission is to deliver ROI for every marketing dollar spent by our global partners.

Based out of New York, we are a multi-national company with delivery facilities in the Dominican Republic, Philippines and India.

With over 200 employees across the globe, EvolveBPM delivers programs across multiple channels, including email, telemarketing, webinars, and display ads. In addition, we partner with the leaders in this space, including Bombora for intent, HG Insights for technographics, and multiple database providers, including Salesintel and Leadiro.

EvolveBPM is a GDPR and Cyber Essentials certified organization.

Our proprietary 6W framework helps break down the marketing initiatives into more focused actionable toll-gated action points. We aspire to be the one-stop solution for global partners related to revenue growth strategy and solutions.

AWARDS

Top placer: Business process outsourcing *Go Global Awards 2021*

Emerging startup of the year in marketing/advertising/PR *4th Global Business Leadership Awards 2020*

Top 50 US marcomms agencies *B2B Marketing US Agencies Benchmarking Report 2021*

SECTORS



Information technology



Media and publishing



Manufacturing



Retail

YEAR FOUNDED:
2020

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NY 10005



EvolveBPM is a GDPR and Cyber Essentials certified organization.

Fahlgren Mortine

PHILOSOPHY

Fahlgren Mortine is an integrated communications company helping B2B and B2B2C companies communicate in ways that are precise and meaningful. We help you get to what matters using a powerful combination of data, design and creativity to develop and communicate meaningful stories that engage employees, customers and other audiences.

Our team of professionals is wired to work as one to deliver audience-centric campaigns focused on the needs and wants of decision-makers and influencers. Through a clear understanding of audience pain points, challenges and desired outcomes, we help clients deliver creative content that sparks urgency and differentiates the customer experience. We are laser-focused on reducing friction in the buying process, shaping customer mindsets early in their exploration, enhancing the efficiency of the sales cycle and leveraging formed relationships to grow the business. Our approach reduces marketing waste, increases the effectiveness of marketing investments, and entices clients to stay with Fahlgren Mortine at a tenure 182% longer than industry average.

The work we do is ambitious, complex and challenging. We think big. Move fast. Overcome obstacles. Seize opportunities. It's how we make great things happen for industrial, logistics, technology and other businesses seeking to stand out. Let's get started.





AWARDS

Top 25 B2B engagement agency	Chief Marketer 200 2021
Corporate/B2B agency of the year	PRovoke Media 2019
Best in B2B finalist	PRWeek 2021

CLIENTS

- ▶ Avery Dennison
- ▶ DHL Supply Chain
- ▶ Emerson
- ▶ Lubrizol Advanced Materials
- ▶ Swisslog
- ▶ Vertiv

SECTORS

-  Business services
-  Industrial, manufacturing and engineering
-  IT
-  Leisure/entertainment

YEAR FOUNDED:
1962

WEBSITE:
fahlgrenmortine.com

PHONE NUMBER:
614 383 1500

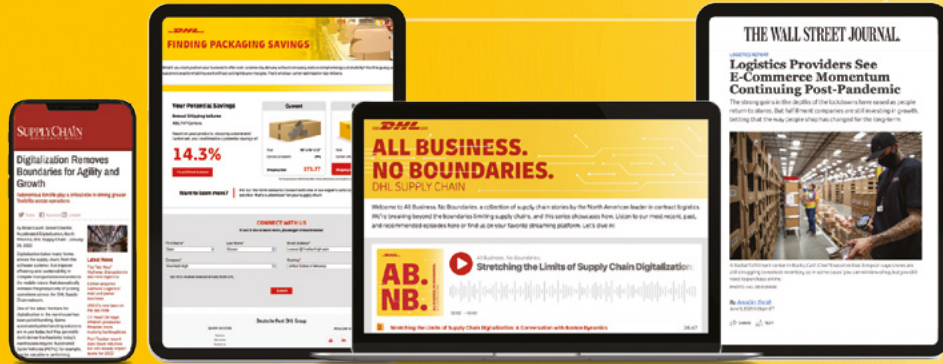
CONTACT EMAIL:
aaron.brown@fahlgren.com

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4030 Easton Station, Suite 300,
Columbus, OH 43219

DHL

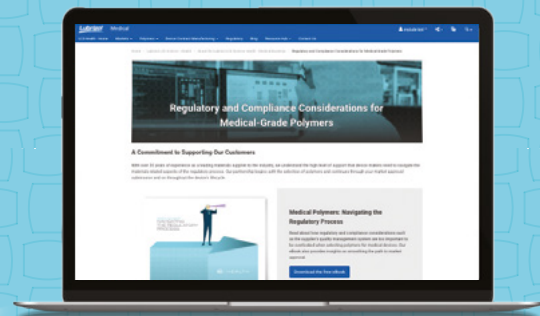
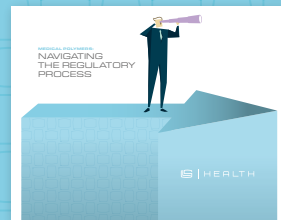
ALL BUSINESS. NO BOUNDARIES.



TRIVIUM
PACKAGING



Lubrizol



Fahlgren Mortine is an integrated communications company helping B2B brands engage with precision and meaning. The agency combines data, design and creativity to develop, implement and measure campaigns engineered for effectiveness.



Gravity Global

PHILOSOPHY

Gravity Global is a brand-to-demand consultancy that works with B2B businesses on a global scale. As the world's most awarded B2B network, Gravity Global is recognised for making a transformational impact on brand strength that creatively disrupts how businesses go to market and sell through digitally-focused channels.

We help build successful brands through our data-driven brand-to-demand performance methodology: fame, admiration and belief (FAB).

Applying FAB enables us to benchmark our clients' current brand and market performance, define their future go-to-market programs, and measure, track and optimise marketing activities across all the critical factors for their success.

Gravity Global takes an integrated approach when creating global brand-to-demand programs that enable brands to outperform their rivals. We have demonstrated that using FAB optimises the critical performance levers to deliver a 'disproportionate share of attention' for brands – compared to their actual market share and marketing investment – ultimately accelerating their market growth.

AWARDS

Gold: Best use of digital techniques or technologies

The B2B Marketing Awards 2021

Category winner of the year: Marketing 2021

Titan Business Awards 2021

Winner: Advertising agency of the year

Don't Panic US Agency Awards 2021

CLIENTS

- ▶ Airbus
- ▶ CFM
- ▶ Embraer
- ▶ GE
- ▶ Pure Storage
- ▶ Agilent Technologies

SECTORS



Financial services



Industrial, manufacturing and engineering



Technology and telecoms



Transport

YEAR FOUNDED:
2010

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1201 San Jacinto St., Suite 267,
Houston, TX 77002



SUPER HUMAN

OPERATORS ARE UNSTOPPABLE WITH LEADING RELIABILITY

MAN Truck & Bus AG
Waldbrunn, Germany

MAN is the best and toughest truck manufacturer globally – a claim backed up by more than 100 years of experience. Our trucks are designed to last and are built to withstand the toughest conditions. They are built to last and with the ability to handle whatever you can throw at them. So they can help you get the most out of your business. For more information, visit mantrucks.com.

IF THE ENVIRONMENT CHANGES, SO CAN WE

THE VALUE OF ACTIVE MINDS

Active minds are essential to global success. They help organizations adapt to change and thrive in a competitive environment. At Jupiter, we focus on the value of active minds and the impact of our work on the world. We are committed to creating a sustainable future for our planet and our people. For more information, visit jupiter.com.

SUSTAINABILITY A CLEAR AMBITION

Sustainability is at the heart of our business. From the beginning, we have invested in technologies to make our engines cleaner, quieter and more efficient. Our clear ambition is to push the limits of innovation, demonstrating uncompromising technologies that will help pave the way for an ever more sustainable future. A common mission, extraordinary together.

cfmaeroengines.com/sustainability

CFM International is a 50:50 joint company between GE Aviation and Safran.

IT'S A F.A.B. WORLD
We live in

FAME • ADMIRATION • BELIEF



A quick glance at just some of Gravity Global's world-class campaigns.



Iris Worldwide

PHILOSOPHY

We are Iris – a creative, strategy and innovation company that uses the power of participation to move your business forward.

The participation era is here – customers are in control, and every brand is a step away from rejection. Businesses must urgently evolve to keep up with customers’ rising expectations. Participation brands deliver disproportionate levels of excitement, involvement, and they outperform the competition.

Our purpose is to excite progress for our clients, people and the wider world. We hustle to make change happen. We create visions that galvanise. We work together in exciting ways. All to build ideas that will move a business forward. We harness the power of participation to create genuine leaps forward. Our specialisms in B2C and B2B enable us to: create brands, products, experiences and services; connect your offering into your audience’s lives; and convert new customers and profit potential.

We break down the boundaries between specialisms to collide our skills in strategy, creativity, martech, data, design and innovation with customers out there in the real world, to create a disproportionate return on involvement.

Iris, moving your business forward.

AWARDS

Gold: Cannes Lion
change and film

Cannes Lions 2021

B2B award

*The Drum Marketing
Awards 2020*

Digital transformation
award

D&AD Awards 2020

CLIENTS

- ▶ Alight
- ▶ Lam Research
- ▶ PayPal
- ▶ Samsung

SECTORS



Financial
services



Industrial,
manufacturing
and engineering



Professional
services



Technology
and telecoms

YEAR FOUNDED:
1999

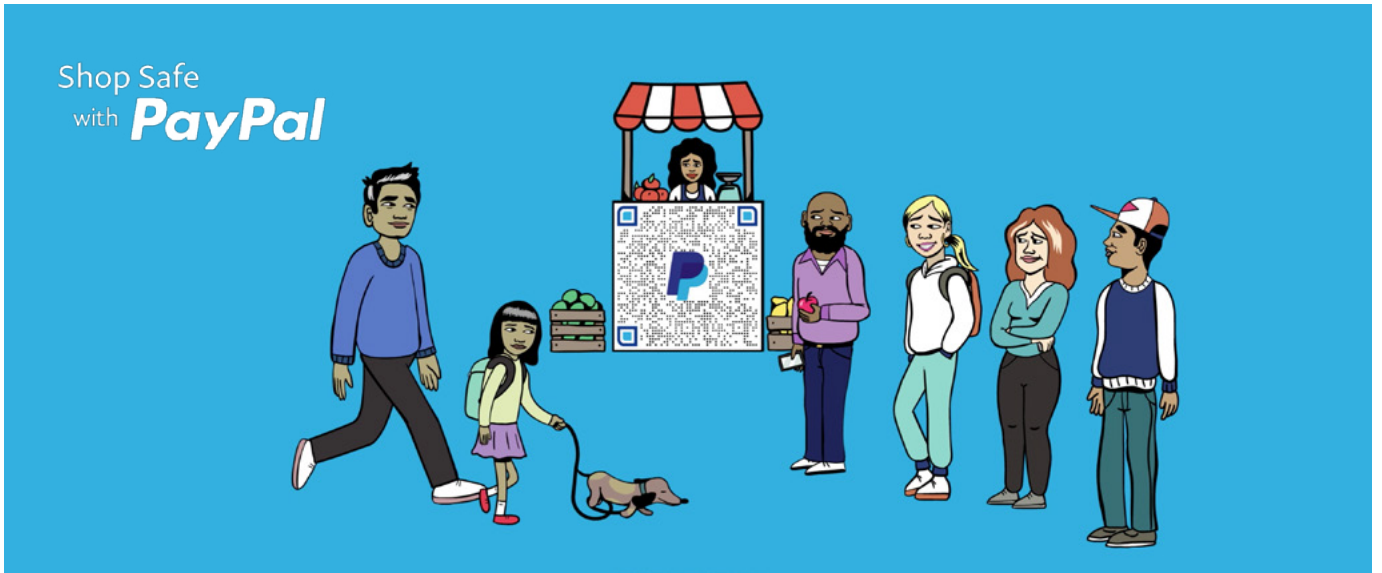
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Chicago, IL 60661



Select work from top to bottom: PayPal, ShopSafe campaign; Alight, Welcome to the Employee Economy campaign; and Lam Research, Brand Revamp.

LoSasso Integrated Marketing



PHILOSOPHY

We're at our best working with marketing leaders on a mission. Change agents driven to take it to the next level – motivated by a passion for progress and pressure to perform. We deliver the fresh perspective, technical expertise and creativity they need to help hone their vision and move from *status quo* to *standout*.

Our deep experience with B2B and high-consideration consumer brands means we dial in quickly to complex products and buyer's journeys, activating the right combination of deep, in-house capabilities to complement your team and drive results.

Founded in and independently owned since 1989, we've been around the block a few times and on every trip, we notice something new. From evolving channels and elevated consumer expectations to new opportunities for integration of data and technology, changes affecting marketing continue to accelerate. If you're pushing for smart evolution, we'd love to share some fresh perspective and help you leverage change to keep you one step ahead.

AWARDS


Brand momentum award AMA BrandSmart Awards 2021

Silver, social video: Use of 2D animation Telly Awards 2021

CLIENTS

- ▶ CNA Insurance
- ▶ HEIDENHAIN Corporation
- ▶ North American Association of Food Equipment Manufacturers (NAFEM)
- ▶ Mazars USA
- ▶ Jayco RVs
- ▶ Lindsay Corporation

SECTORS

-  Financial services
-  Industrial, manufacturing and engineering
-  Professional services
-  Technology and telecoms

YEAR FOUNDED:
1989

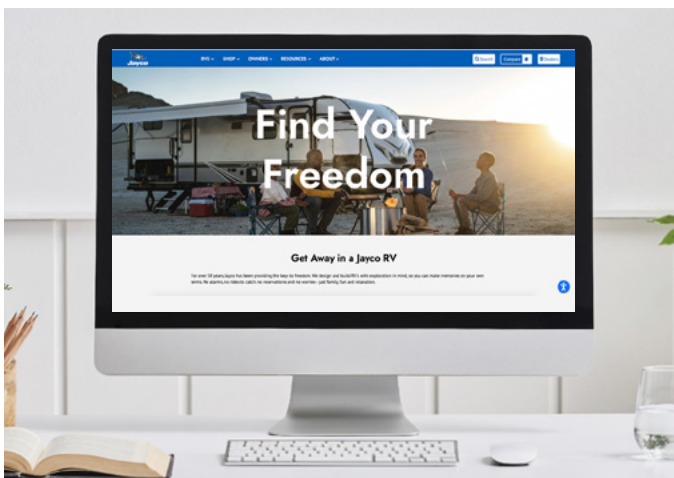
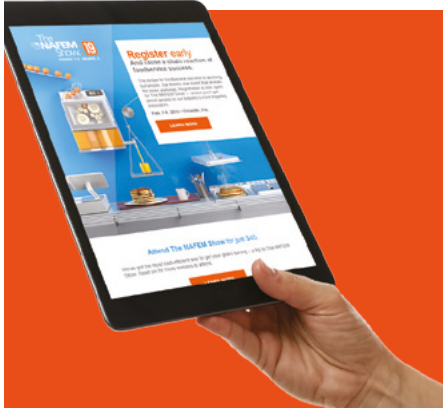
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LoSasso Integrated Marketing helps change agent marketers evolve faster with fresh insight, relentless optimization and creative magic that drives impact.



MarketReach

PHILOSOPHY

Since 1994, it's been our privilege to provide B2B technology leaders with the marketing materials and experiences they need to bring their solutions to market.

We got our start providing tech companies with event management and partner marketing services. Over the years, our clients' thirst for content grew, and so did our capabilities. We recruited all sorts of video, design, web development, writing and project management talent. And we grew into an award-winning creative production shop, with nearly 100% of our work serving tech marketers.

We've always had a client-centered philosophy. We've never insisted on our own brilliance. And we invest considerably in our relationships, gaining a deep understanding of each client's unique needs, processes, likes and dislikes.

While every client is unique, there are challenges common to all technology marketing. With our longstanding familiarity with tech marketing project types, terminology, solutions and channels, we come to every new project with a head start. For our clients, this makes us easy to hire, faster to ramp up, and a pleasure to work with.

AWARDS

Platinum and gold: *dotCOMM Awards 2021*
Product marketing

Platinum and gold: Short- and long-form videos *Viddy Awards 2021*

Gold: Sales and service excellence *Globe Awards 2021*

CLIENTS

- ▶ Amazon Web Services
- ▶ Dell Technologies
- ▶ Hewlett Packard Enterprise
- ▶ Juniper Networks
- ▶ NetApp
- ▶ VMware

SECTORS



Professional services



Technology and telecoms

YEAR FOUNDED:
1994

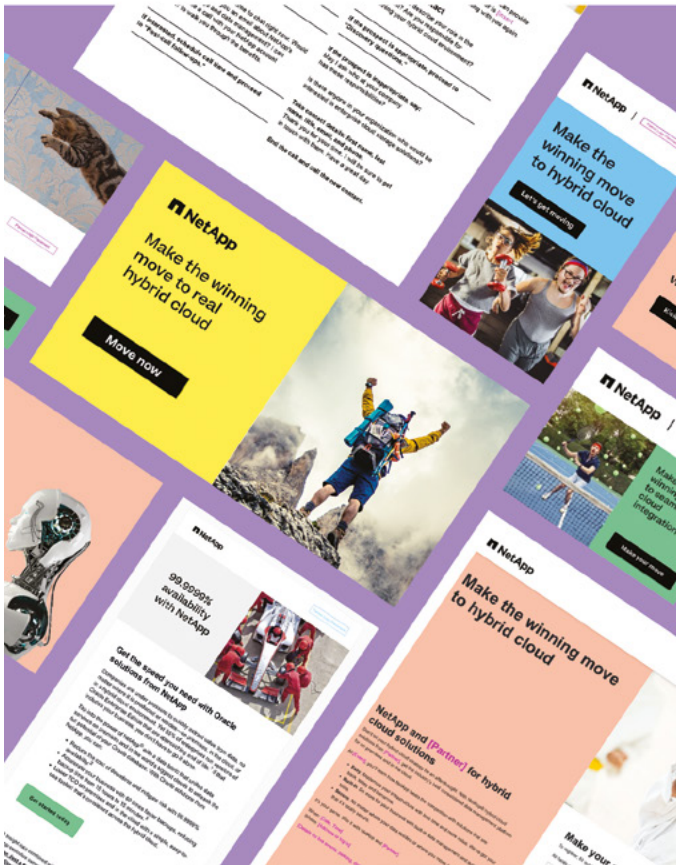
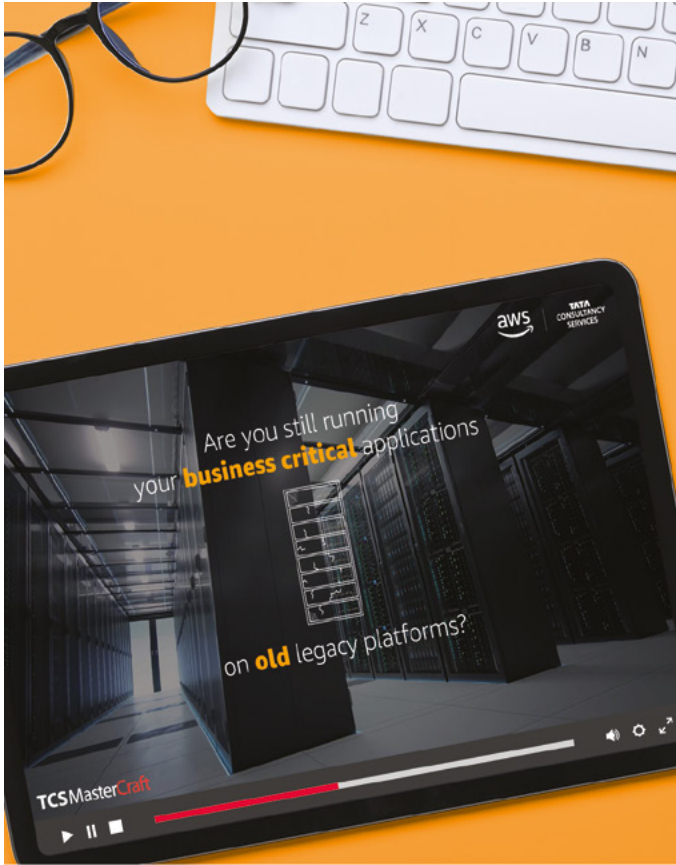
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Nashua, NH 03063



MarketReach creates award-winning marketing materials and experiences for some of the biggest brands in technology.



Merkle B2B

PHILOSOPHY

B2B marketing is in the midst of a profound transformation. The old sales playbook isn't going to work anymore. The customer, the marketing environment and the competitive landscape are changing. B2B marketers must think differently in this new environment.

Today's B2B customers expect it to be easy to access the information they want. They expect brands to know who they are and where they are in the journey, for conversations to be picked up cross-channel, and for experiences to be anticipatory.

We believe the future of B2B marketing will be increasingly personal, informed by data, enabled by technology, and powered by creativity, which is why we created Merkle B2B.

A global, purpose-built agency, designed to deliver the world's first end-to-end, fully integrated B2B solution, Merkle B2B unites capabilities across data, technology, research, media, creative and marketing automation.

Our vision is to architect the ultimate B2B customer experience and be an indispensable growth partner to the world's leading B2B brands.

AWARDS

Agency of the year (large) *The Drum Awards B2B 2021*

Agency of the year (large) *ANA B2 Awards 2021*

Search brand team of the year *The Drum Search Awards 2021*

CLIENTS

- ▶ Cisco
- ▶ GE Additive
- ▶ Grainger
- ▶ Grant Thornton
- ▶ Roundel
- ▶ Transamerica

SECTORS



Financial services



Manufacturing



Professional services



Technology and telecoms

YEAR FOUNDED:
2020

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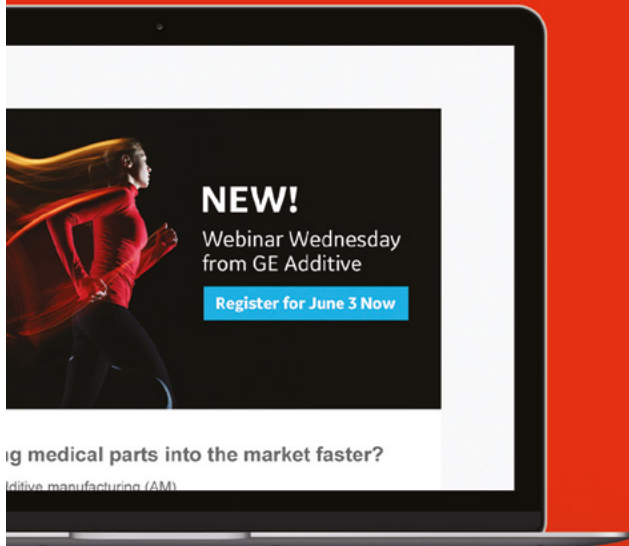
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GE Additive

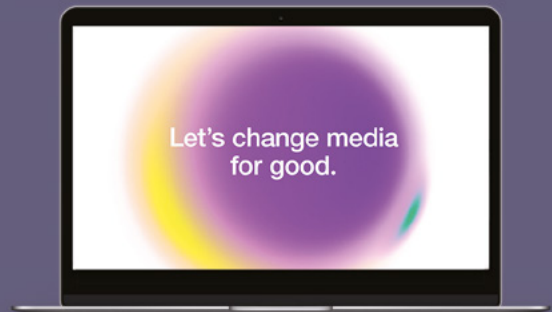
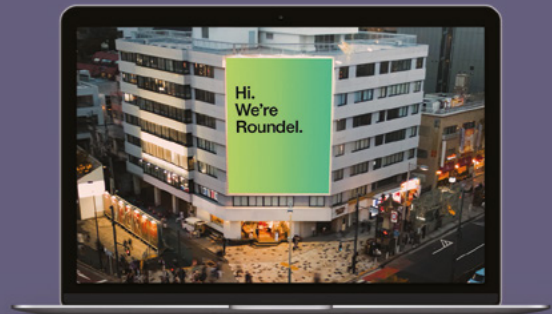


Canon

CANON VIRGINIA, INC.



ROUNDEL™



Examples of Merkle B2B's work for GE Additive, Corning, Roundel, and Canon Virginia.



Mower

PHILOSOPHY

Mower is a digitally integrated independent marketing, advertising and public relations agency that's spent over fifty years driving record results for our clients. As an independent agency, we're focused only on our clients—not external shareholders or a parent company. We believe that a brand's heart and soul can not only engage with consumers, but also work wonders in a B2B world.

After all, we know that data cannot ignite a spark between two people. Or between a brand and a customer. But there are still opportunities to make profoundly personal connections—where clicks are replaced with conversations, and shared experience creates real, enduring bonds.

Creating these connections takes a unique approach. We call it Brand as Friend®: a transformational driver that uses the simple but powerful attributes – affection, relevance and trust – to create deeper relationships among clients, their brands, their customers, their channel partners and with us. We create strategies, integrate tactics and spark actions that not only create friends for brands, but lift them to a higher level.

Ideas created by a fiercely independent collective of 150 bar-raisers and trailblazers. Don't you need a friend like that?

AWARDS

Grand prix winner	<i>The Drum Awards 2021</i>
Best places to work	<i>Ad Age 2021</i>
Top B2B agencies	<i>Chief Marketer 2021</i>

CLIENTS

- ▶ FirstEnergy
- ▶ Ford Dealers of Western NY
- ▶ Iroquois Healthcare Association
- ▶ National Fuel
- ▶ National Grid
- ▶ Sun Chemical

SECTORS

-  Energy and sustainability
-  Healthcare
-  Public relations

YEAR FOUNDED:
1968

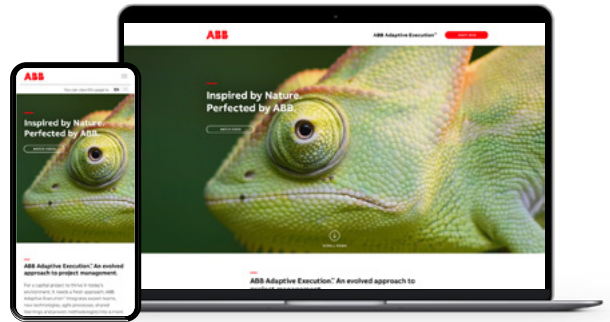
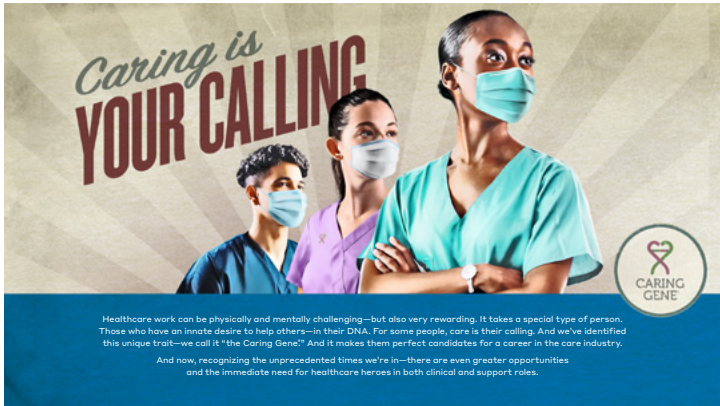
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PHONE NUMBER:
315 466 1000

CONTACT EMAIL:
scrockett@mower.com

TWITTER: @moweragency

ADDRESS:
211 W. Jefferson St., Syracuse,
NY 13202



Download the Scavify app from Apple or Google Play store and search for the hunt code name: Syracuse. UBackinSyracuse.com



Quarry

PHILOSOPHY

Multiple voices. Opposing views. Mountains of information. Mounting regret.

The sheer number of obstacles facing today's B2B buyers have made buying journeys much tougher – and longer – than they should be.

At Quarry, we're on a mission to change that.

To create moments your buyers can't miss with momentum that won't stop. To Demand Reaction™.

Experts in demand and exclusive to B2B tech, Quarry sparks, enables, mobilizes and accelerates buying journeys. And we do it for leading enterprise marketers across North America.

Hire our top-ranking team of insight specialists, strategists, experience designers and marketing technologists when you need to:

- › Understand buyers and ideal accounts
- › Claim your Unique Buying Proposition®.
- › Plan for demand.
- › Activate in market.
- › Scale with modern martech.
- › Optimize performance.
- › Align sales and marketing.

Intrigued? Let's chat.

AWARDS

Winner: Best ABM campaign

Global ACE Awards (ANA) 2021

Bronze: Best use of account-based marketing

B2B Marketing Elevation Awards 2021

Gold: Best lead generation or nurturing campaign

B2B Marketing Elevation Awards 2020

CLIENTS

- › Chevron
- › FIS Global
- › Manhattan Associates
- › SAP Concur
- › Windstream Enterprise
- › Zebra Technologies

SECTORS



Financial services



Industrial, manufacturing and engineering



Professional services



Technology and telecoms

YEAR FOUNDED:
1973

WEBSITE:
quarry.com

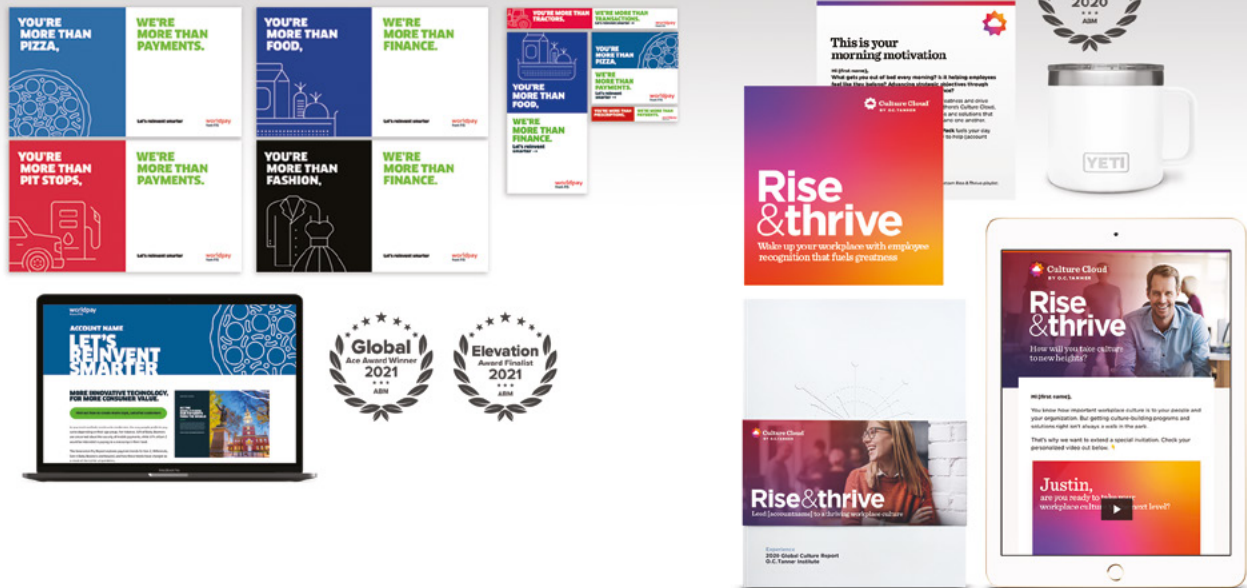
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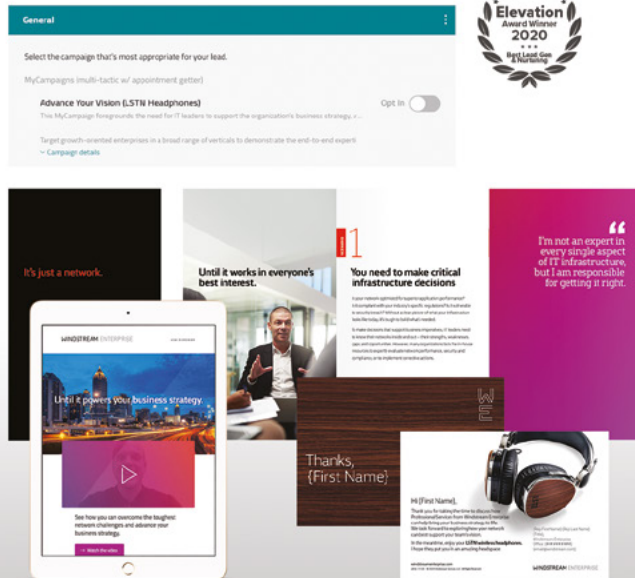
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1440 King St. North, St Jacobs,
ON, N0B2N0

INTEGRATED ACCOUNT-BASED CAMPAIGNS



SALES & BUYER ENABLEMENT



CONTENT EXPERIENCES



Quarry are experts in demand marketing, exclusive to B2B tech. Here's a glimpse of their award-winning client work.



Red House

PHILOSOPHY

Red House was founded in 2001 to help B2B marketers achieve their goals through integrated marketing. We believe the solution to your marketing problem should be equally driven by strategy and creative, so we spend considerable energy understanding your prospects' buying process. Then we develop strong messaging and memorable, creative executions.

If your programs span multiple internal departments, we're comfortable collaborating across brand, corporate, product and field marketing, as well as sales and IT. We can develop the data strategy and technical requirements to ensure a seamless workflow, and we're experienced with industry standard CRM, marketing automation and analytics platforms.

We're a full-service firm offering solutions that include ABM, content and digital marketing, as well as services such as analytics, automation, creative and website development. Our team has decades of experience in marketing, data strategy, technology and sales, and our expertise includes financial, healthcare, manufacturing, mobility, supply chain and technology.

AWARDS

Top B2B agencies *Chief Marketer 2022*

Top demand generation agencies *Chief Marketer 2022*

CLIENTS

- › Cognizant
- › Hitachi Vantara
- › Mercer
- › Modivcare
- › Sovos
- › Spectrum Enterprise

SECTORS



Healthcare technology and medical device



Industrial, manufacturing and engineering



Professional services



Technology and telecoms

YEAR FOUNDED:
2001

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Alpharetta, GA 30009

Hitachi Content Software for File

3x Faster than local SSD

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HITACHIVANTARA.COM

HITACHI Inspire the Next

Hitachi Content Software for File

High-Performance Storage for AI and ML

Now, get the critical competitive edge you need, with access to more data—faster—at a lower cost!

SOLUTIONS BRIEF

HITACHI Inspire the Next

Hitachi Inspire the Next

How to Modernize Your Digital Core

THE FUTURE BELONGS TO THE DATA-DRIVEN

These companies use digital technologies to disrupt industries and change the world. Legacy infrastructure won't support this vision. Cloud will.

ENTERPRISE ADOPTION OF MULTI-CLOUD AND CLOUD-NATIVE APPS

90% Large enterprises who have already adopted multi-cloud.*

90% Organizations using cloud-native apps

10% Fortune 500 have migrated to multi-cloud

12% Fortune 500 have migrated to cloud-native apps

Modernizing the digital core and embracing cloud-native becomes urgent to survive and thrive in the new digital economy.

TECHNOLOGY IS CHANGING AND CLOUD IS ACTING AS A CATALYST

The current siloed, sluggish, and costly mainframe infrastructure won't meet the demands of the digital age.

CURRENT STATE OF CORPORATE INFRASTRUCTURE

71% Fortune 500 companies that support an infrastructure that is not in their strategy and data privacy

64% Organizations whose cloud and multi-cloud adoption is in the planning phase

60% Organizations that already support cloud but have not yet migrated their core applications

98% Those who do not have a clear digital strategy for cloud

THE PUSH TO EVOLVE THE INFRASTRUCTURE WILL HELP ORGANIZATIONS:

- Speed products and services to market
- Differentiate with customer experience
- Increase productivity
- Lower cost

LEGACY TECHNOLOGIES ARE ROADBLOCKS TO ACHIEVING THE ADVANTAGES OF A DIGITAL FUTURE

Enterprises struggle with archaic processes, technical debt, and...

modivcare

When driving better outcomes, every ride matters

How can Modivcare impact your NEMT costs?

Member's gross transport demand with Modivcare: \$3,247

Medical Appointments

Get to know Modivcare's Patient Transportation Solutions

Let us show you how our on-demand ride-ordering solution can help you:

- Access custom billing, tracking and control parameters
- Reduce manual processes, including call time and paperwork
- Monitor real-time utilization and performance analytics
- Streamline patient discharges to decrease LOS and increase bed capacity
- Offer multiple ride options

Ready to start realizing that ROI?

Fill out the form below to request information and let's get started on seeing how we can work together to improve patient care and operational performance.

No matter where, Modivcare is here.

modivcare meals

Care Managers: Enroll Your Members Today

[LEARN MORE](#)

Mercer

Give your contractors access to the benefits they deserve.

Mercer IndigoSM makes it easy.

[Learn more today](#)

Mercer

They support your business. Support your contractors with access to benefits.

Find out how with Mercer IndigoSM

[Get more info](#)

Mercer

Self-service access to benefits. Your contractors will thank you.

Mercer IndigoSM - Turn-key benefits solution.

[Learn more today](#)

Examples include content development for Hitachi Content Software for file and cloud infrastructure; cost calculator and social media marketing for ModivCare; and social media marketing for Mercer Indigo.

The Marketing Practice Group



PHILOSOPHY

We believe there's a better way to do B2B marketing, and we're building a growth platform to deliver it. In 2021, we acquired brand and digital experience agency Omobono and media, data and audience insight agency Kingpin. Together, we're helping clients join up customer experience through the channels to deliver commercial outcomes.

Our 350 staff work from eight global offices in the UK, Europe, US and Asia-Pacific. Our clients are some of the world's biggest brands and fast-growth challenger firms. We work with them right across the funnel to deliver the type of growth that defines careers and wins awards.

A full-funnel, integrated approach is key if marketing is to be accountable for revenue and market share. Our expertise in ABM and track record of commercial results, blended with Kingpin's data, technology and media excellence and Omobono's eye-catching brand and digital experiences, offers our clients a single, agile agency fit for a new era of B2B marketing.





AWARDS

Best ROI campaign	<i>The Drum B2B Awards, 2020</i>
Gold: Most commercially successful campaign	<i>The B2B Marketing Awards 2021</i>
Silver: Best digital rebrand	<i>Digital Impact Awards, 2021</i>

CLIENTS

- ▶ Lenovo
- ▶ Microsoft
- ▶ Mitsubishi Chemical Advanced Materials
- ▶ O2 Business
- ▶ Quest
- ▶ Thomson Reuters

SECTORS

-  Industrial, manufacturing and engineering
-  Pharmaceuticals and life sciences
-  Professional services
-  Technology and telecoms

YEAR FOUNDED:
2002

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**Simplify
your ROI**



botify

rubrik

We've got your back-up



NUTANIX

NEVER LOOK BACK



**The open road
to successful
dealerships**



MITSUBISHI CHEMICAL
ADVANCED MATERIALS

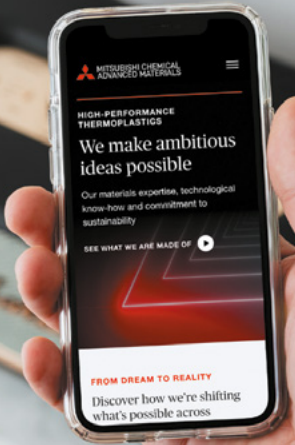
**High-performance
thermoplastics**

We make ambitious
ideas possible

Our materials expertise, technological
know-how and commitment to
sustainability

SEE WHAT WE ARE MADE OF

FROM DREAM TO REALITY
Discover how we're shifting
what's possible across



break the mold

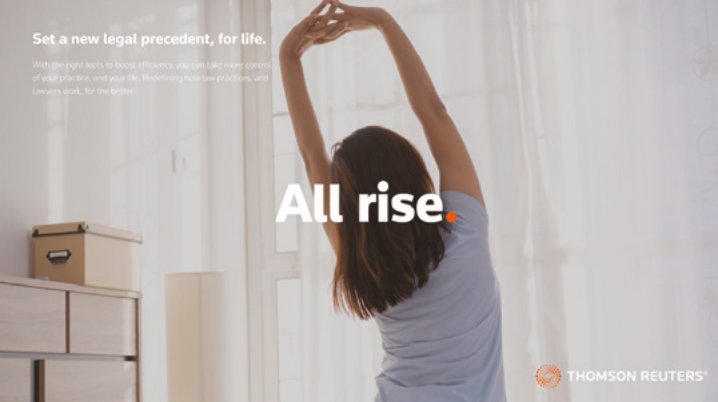


Set a new legal precedent, for life.

With the right tools to boost efficiency, you can take more control
of your practice, and your life. Redefining how law practices and
lawyers work, for the better.

All rise.

THOMSON REUTERS



ADVANCED MATERIALS | KYRONMAX

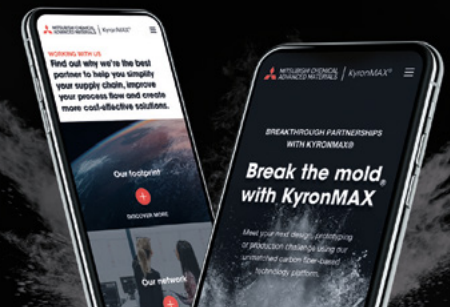
Find out why we're the best
partner to help you simplify
your supply chain, improve
your process flow and create
more cost-effective solutions.

Our footprint

Our network

BREAKTHROUGH PARTNERSHIPS
WITH KYRONMAX

Meet your next design, prototyping
or production challenge using our
unlimited custom 3D-printed
technology platform.



The Marketing Practice, Omobono and Kingpin work with clients to create competitive advantage, using cut-through creative within integrated campaigns.



The Mx Group

PHILOSOPHY

At The Mx Group, our mission is to impact the marketplace for companies that impact the world.

We do this by partnering with ambitious brands, understanding their buyers and creating meaningful human-to-human connections. We believe that's what B2B is all about.

We've been pure B2B since 1987 and we believe this is the best time to be in the business. Buyer expectations have never been higher, and brands have never had more to contend with – competitively, economically and politically. Our role as an agency is to attract the country's top talent in strategy, creative, demand generation and digital experience, give our people a shared sense of purpose and get to work. Maybe win awards, but more importantly drive results that matter.

We're one of the fastest-growing independent, integrated B2B agencies in the country, with over 130 exceptionally talented employees spanning multiple disciplines and states of residence – but as a company we call Chicago home. Give us a call and let's talk about the impact we can make together.

AWARDS

Top B2B agencies *Chief Marketer 2022*

Best in class *Horizon Interactive*

CLIENTS

- › Cummins
- › Envoy
- › Tempur Sealy
- › Uptake
- › vAuto
- › Whoop (B2B)

SECTORS



Automotive software and business



Hospitality



Industrial, manufacturing and engineering



Technology, software and SaaS

YEAR FOUNDED:
1989

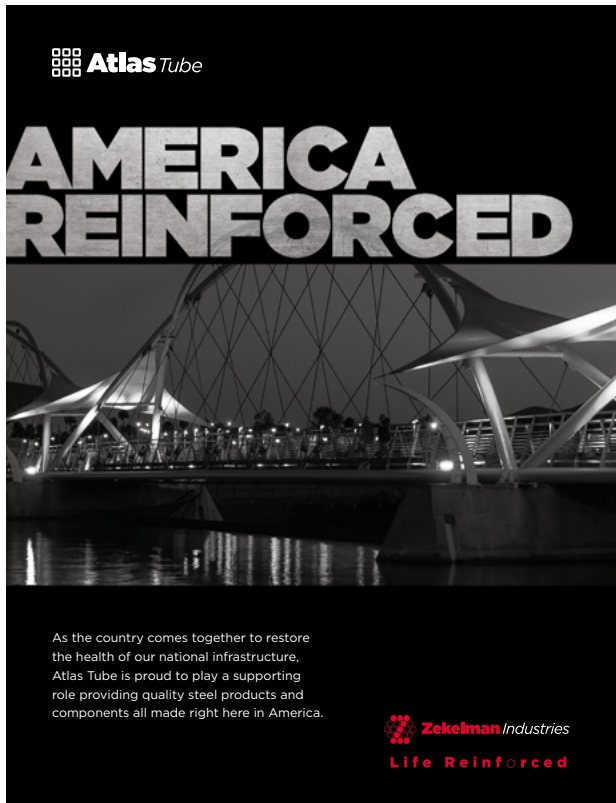
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WE IMPACT THE MARKETPLACE FOR COMPANIES THAT IMPACT THE WORLD | THEMXGROUP.COM

TriComB2B

PHILOSOPHY

TriComB2B is unabashedly devoted to industrial and technical B2B marketing, helping clients design simple, effective ways to connect with audiences, no matter how complex their stories. We take B2B from table stakes to inspired — without a lot of fuss. No complex theories, jargon or pretentiousness.

We just want our clients to do great B2B.

That means bringing the outside perspective to help them see a problem differently. It means helping clients understand that emotion drives decisions in B2B and finding the personal values that connect with their customers. It means delivering big ideas underpinned by sound strategies and content that's on point.

These are big promises we keep by staying completely focused on what we do best: B2B. And while that focus is important, we know there's a lot more to making the client-agency relationship work. If you need a quick project or a one-off, we're probably not your agency. Our clients are in it for the long haul, and so are we. We're successful when we exchange honest opinions and advice. And we do whatever we can to be a source of excitement and a bright spot in their day.

YEAR FOUNDED:
1984

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TRICOMB2B

AWARDS

Best places to work *Dayton Business Journal 2020*

Top B2B agencies *Chief Marketer 2022*

Gem City Award, Media Category: Stirling *PRSA Gem City Awards 2021*
Ultracold PR response to the Covid-19 vaccine

CLIENTS

- ▶ Cummins
- ▶ Emerson
- ▶ Flowserve
- ▶ Honeywell
- ▶ Prospiant
- ▶ Regal Rexnord

SECTORS



Business services



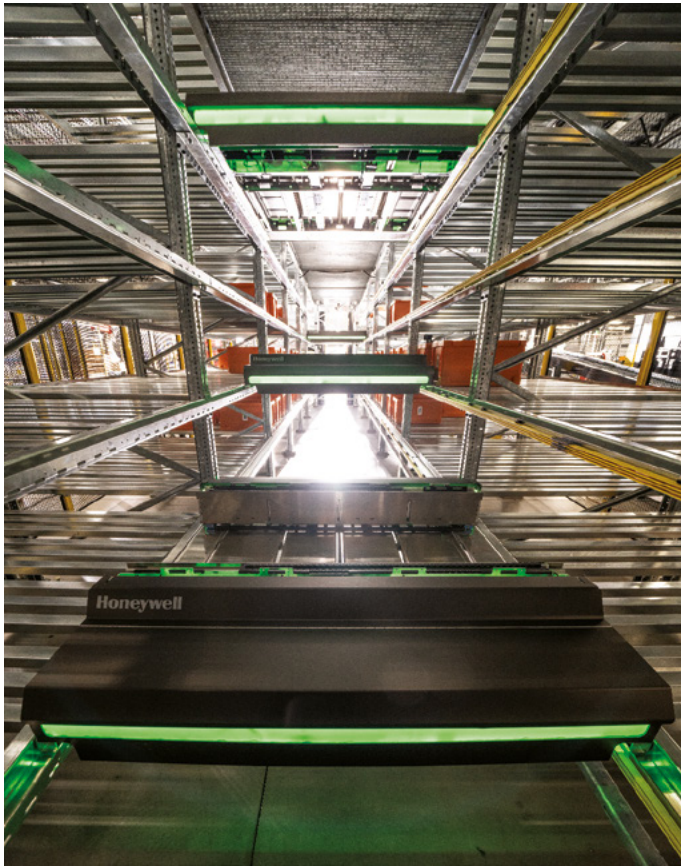
Energy and utilities



Industrial, manufacturing and engineering



Technology, software and SaaS



Clockwise from top left: Honeywell, Enable Possible; Upper right: Flowserve, Red Raven brand launch; Lower right: Cummins, The Next Generation of Power campaign; Lower left: Henny Penny, You've Got This campaign.



Two Rivers Marketing

PHILOSOPHY

At Two Rivers Marketing, we believe that the connection between brand relevance and sales revenue in B2B marketing is the '2' – a real relationship between your business and your customers. While we're experts in the Bs, like industrial manufacturing, construction, transportation, energy, financial, and agriculture businesses, we particularly excel at the 2. Because 2 is the connection, 2 is the challenge, and 2 is where the real transformation happens.

Two Rivers Marketing can help you own the 2 and connect with your customers in a deeper, more meaningful way. We create insightful, integrated, data-driven B2B campaigns that make brands and their complex products relevant in their customers' lives – creating long-term partnerships and sales revenue. As B2B specialists, we understand complex, technical information. Our enthusiasm for immersing ourselves in your business and our ability to speak your industry's language make us the experts at finding the best way to communicate your unique story. We dive deep to understand your customers and their true needs. Then, we deploy the right people, the right processes, and the right resources to efficiently solve your toughest marketing challenges, bring your unique value proposition to life, and deliver a powerful ROI – with measurable results. Come partner with us.



AWARDS

PRSA PRIME awards	<i>Public Relations Society of America 2021</i>
ADDY Silver awards	<i>American Advertising Association 2021</i>
Social media professional of the year	<i>HASHIES 2021</i>

CLIENTS

- › Briggs & Stratton
- › Genie Lifts
- › Miller Electric Manufacturing
- › Pioneer
- › Rain Bird
- › Volvo Construction Equipment

SECTORS

-  Agriculture
-  Construction equipment
-  Energy and utilities
-  Industrial, manufacturing and engineering

YEAR FOUNDED:
2000

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A BETTER TOMORROW ISN'T A DREAM
It's what happens when people decide to take action and make lasting, positive change.

GROWING CHALLENGES

- 700 MILLION PEOPLE LIVE IN EXTREME POVERTY
- 785 MILLION PEOPLE LACK BASIC DRINKING WATER SERVICES
- 1.6 BILLION PEOPLE ARE HOMELESS

YOUR COMMUNITY FIRST

LET'S GET STARTED

WELCOME TO THE BUILDING TOMORROW PROJECT

VANGUARD

MAKE A POWER STATEMENT WITH THE VANGUARD PARTNER PROGRAM

Contact Vanguard Marketing or log on to the PowerPortal to get started.

RISE

PIONEER. RISE IN THE BUSINESS

Become an Independent Pioneer Sales Professional.

This is Your Opportunity to Build a Business

Two Rivers Marketing delivers smart, compelling content. The agency communicates to its clients' customers with an integrated approach through a variety of channels, as demonstrated by this showcase of work.

ABOUT

B2B Marketing and Propolis

B2B Marketing was founded in 2004, starting life as a print magazine. It has since evolved into the world's go-to resource for B2B marketers looking to become best-in-class at what they do, and place themselves at the forefront of marketing evolution.

B2B Marketing produces a number of products, including: insight reports; interviews with the best minds in the business; *The B2B Marketing Podcast*; webinars; conferences; and even Awards programs.

The latest product in B2B Marketing's extensive portfolio is Propolis – an exclusive community for B2B marketers. Propolis gives you instant access to unbiased experts, training, technical resources, research and peer-to-peer learning, all supported by a dedicated customer success manager.

Want to learn more about B2B Marketing or Propolis specifically? Just get in touch using the contact details below and start your journey with us today.

b2bmarketing.net
info@b2bmarketing.net





PROPOLIS

BY THE COMMUNITY, FOR THE COMMUNITY

PROPOLIS

pro·puh·luhs

Definition in ancient Greek:

Pro – first

Polis – community

Also: An aromatic glue produced by honeybees in their hive

We've created a special home for B2B marketing. A place that's always alive with ideas, expertise and boundless energy. A community that's buzzing, constantly connecting, communicating, collaborating, sharing and working towards a common goal.

Propolis brings together a wealth of expert talent to drive your vision, allowing you to leverage new sources of intelligent insight and workflow tools to boost team productivity, as well as your own personal development.

START YOUR JOURNEY WITH PROPOLIS TODAY

[PROPOLIS.B2BMARKETING.NET](https://propolis.b2bmarketing.net)

FROM



B2B Marketing



B2B Marketing

Intelligence • Connection • Development

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