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Executive Summary

B2B buyer journeys have become increasingly complex in recent years, demanding a radical change in the way sales and marketing teams work. To understand better how marketing leaders & sales teams are meeting this challenge, Network Sunday interviewed 40 of them. Clear themes emerged. **To be effective marketing needs to be increasingly personalised and sales requires more research than ever.** There's a need for varying forms of high quality content at every stage of the buying process, with marketing automation tools growing in importance. Sales teams are collaborating more often with marketing departments and adjusting to new methodologies and mindsets.



Introduction

In late 2017 Network Sunday conducted a series of interviews with 40 B2B sales and marketing leaders with the aim of understanding in detail how their B2B sales processes have changed in the last few years and what they now see as the most effective ways for their sales and marketing teams to operate.

In this eBook we've outlined the major themes that emerged from these Thought Leaders, forming a rare body of peer intelligence that makes this eBook essential reading for any B2B marketer curious to benchmark their own practices in 2018.

Embracing a new environment

“Communication channels have changed, the approaches have needed to evolve, culture has changed, people don’t pick up the phone as much as they used to. People are getting pitched all the time and are not really interested until they know you, like you and trust you.”

Brian Burns 2017 ‘The Brutal Truth About Sales’

Along with Burns, McKinsey&Company has observed the shift in B2B buying behaviour over the last few years. In one quarterly it describes the challenges and opportunities of this new world:

“The best response is to embrace the new environment. Sellers who are ready to meet customers at different points on their journeys will exploit digital tools more fully, allocate sales and marketing resources more successfully, and stimulate collaboration between these two functions, thereby helping to win over reluctant buyers.

Our experience with upward of 100 B2B sales organizations suggests that while the change required is significant, so are the benefits: an up to 20 percent increase in customer leads, 10 percent growth in first-time customers, and a speedup of as much as 20 percent in the time that elapses between qualifying a lead and closing a deal.”

57%

say buyers are less dependent on salespeople



Power has shifted to buyers

HubSpot's research in 2016 outlines this shift in B2B buyer behaviour in terms of the nature of the relationship between salespeople and buyers. They asked salespeople how reliant they thought buyers were on them compared to two or three years before. The results showed that the majority - 57% - thought buyers were less dependent on salespeople today.

Research led sales

As a result of buyers being less dependent on salespeople for product information, salespeople now need to be far more knowledgeable about a client's business before making an approach. McKinsey&Company describe it like this:

"Customers expect a sales rep to be extremely knowledgeable about their business and perhaps even their own individual profile—at least if the purchaser is a millennial who has grown up sharing his or her life online."

B2B buyer expectations are higher

Within our own research, an interesting observation by Marina Cheal, Chief Marketing & Customer Officer at Reevo, suggest that the incredible changes we've seen in our consumer lives, has filtered through to B2B:

"Today's B2B buyers now expect the same level of service - accuracy, personalisation, lack of hassling, instant service and so on they get in B2C. That tolerance for old school B2B targeting has gone away because of the likes of Sky, Netflix and Amazon."

It's a point that Ivan O'Toole, Sales Director at Perfect Channel also made:

"Our digital consumer led mindset has fundamentally changed the business to consumer landscape. The same change is now permeating through the business to business landscape; companies that don't recognise this will struggle with market penetration in the future."



"That tolerance for old school B2B targeting has gone"

Chapter 1

A radical change

“For new business, the landscape has radically changed and it’s much harder to just pick up the phone. The techniques and channels are very different to a few years ago.”

Jane Ayres, CMO at OCSL

Bearing in mind this fundamental shift in how B2B buyers operate, Network Sunday asked the 40 marketers they interviewed how their sales and marketing processes have adapted to this change.

Personalisation at all stages

“It’s the end of spray and pray”

Chris Sheen, CMO Sideways 6

The level of personalisation now required to gain buyer attention at the start of the sales process has increased significantly according to our interviewees. Interestingly, some examples of great personalisation that marketers cited have come offline, e.g., in the form of a highly individual piece of direct mail (see appendix 1) acting as a door opener for a conversation by email.

Personalisation at all stages of the sales process is a recurring theme for marketing leaders, making sure that the right piece of information or action is delivered at the right time in the customer journey.

Automation tools now essential

To help them with this process of timely, personalised delivery of information, the marketers we interviewed now all employ some type of marketing automation software into their process. Robert Preston, Head of Marketing and Business Development at Efficio describes his approach:

"The world of marketing automation has moved on from the old days of an anonymous lead visiting your website. Once you've tagged an individual that's landed on your web page or they've responded to some thought leadership piece, you're building some profiling. Tracking and reporting comes together with the marketing automation which then feeds into the physical sales channel."

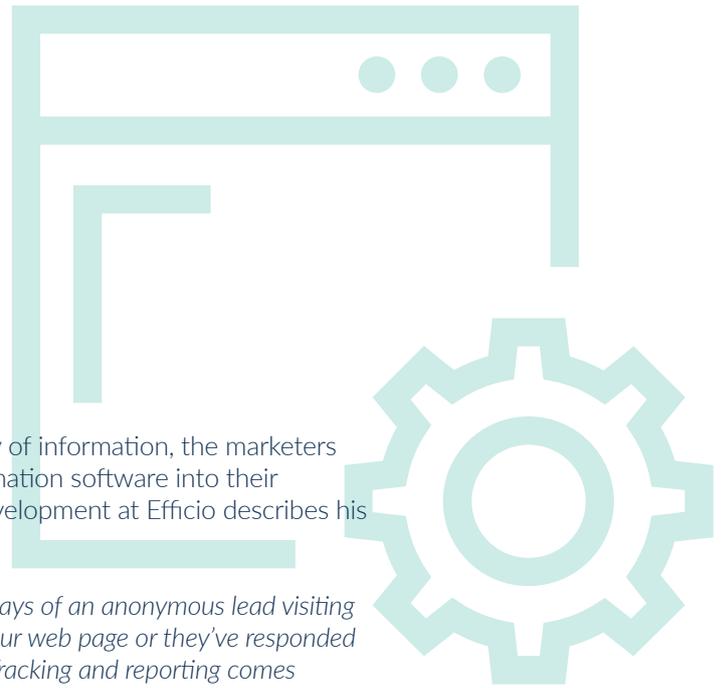
Research led sales

"The sales role has changed"

Robert Preston

When the lead drops out of the marketing automation machine into salesperson's inbox, the next step requires further research to give the approach to the buyer the best chance of succeeding. In other words, the salesperson can't expect to succeed simply by picking up the phone at this point, as Robert Preston, points out:

"At the point of which there's contact, you have to do a fair amount of research before on what you think are the buyer's issues. We'll do some benchmarking and use that insight to get a first point of engagement. We'll introduce ourselves using that. The expectation is you have to demonstrate you're bringing value to that first engagement. It's harder to get in otherwise."





Account selling is on the rise

For many of the marketers Network Sunday talked to, the concept of ‘account based selling’ – or influencing multiple people in one organisation’s buying chain, was something they felt was a growing priority:

“I would say that our traditional buyer used to be the IT dept – but now that buyer is just one component in the buying chain. Last year for example we ran a campaign for HR Directors, as they will influence the IT dept. So–being techie is just one part of the marketing message.” Guy Bunker, SVP Products & Marketing, Clearswift

Marina Cheal at Reevo also adopts an account based selling approach:

“We’re very very focussed on which accounts to target and we only target those. We target possibly four or five people within an organisation - stakeholders around a particular decision maker and we talk to each of those people differently.”

Aiming for trust

“Lasting relationships are based on trust”

Robert Preston

When it comes to building a relationship with new buyers, trust is a word that comes up regularly in the thought leadership interviews. A customer won’t do business with you until you’ve attained a level of trust:

Guy Bunker explains that the concept of trust means providing a level of transparency in business dealings that previously would not have existed:

“It is about being very open. One of our partners in Japan is after a SWOT analysis for our product. We’re back to building trust. Last thing I want to do is sell someone something that’s not fit for purpose. It’s about transparency and honesty.”

Chapter 2

The new marketing mix

The rise and rise of content

Content? It's fundamental"

Chris Sheen

One very clear message emerging from our interviews with marketing leaders was that bearing in mind the major changes in B2B marketing outlined in chapter one, content has become fundamental to new school sales and marketing processes.

Chris Sheen, CMO at Sideways 6 puts it this way:

"We use our content as an excuse to reach out, so we might have an infographic to share. What we don't do yet is the next level - creating something specifically for someone. You're giving real value back then."

Robert Preston also sees content as a priority in today's B2B marketing plan for lead generation, even though specific attribution of content to client acquisition is hard to do.

"We look at channel effectiveness, rather than content effectiveness at this stage. In today's world it's number one or two on the priority list. The other thing about generating relevant content is that it's now about recognising graphical interpretation. I think video is going to become even more important going forward."

Guy Bunker at Clearswift employs a wide range of content for his business; blogs, whitepapers, infographics, video and animation which are promoted via social media and managed through Marketo CRM software.



His content creation budget is around 15-20% of the overall marketing budget but he'd love to do more:

“Content budget? Not enough! It’s never enough!”

Guy Bunker



Content mix

Marina Cheal, Chief Marketing & Customer Officer at Reevo creates content that is aimed at engagement and thought leadership but not always bangs the Reevo drum. Approximately 60% of the content is Reevo related.

“Nobody wants to hear from Reevo all the time. We want to be thought leaders on topics of interest to our buyer persona - which is essentially the CMO.”

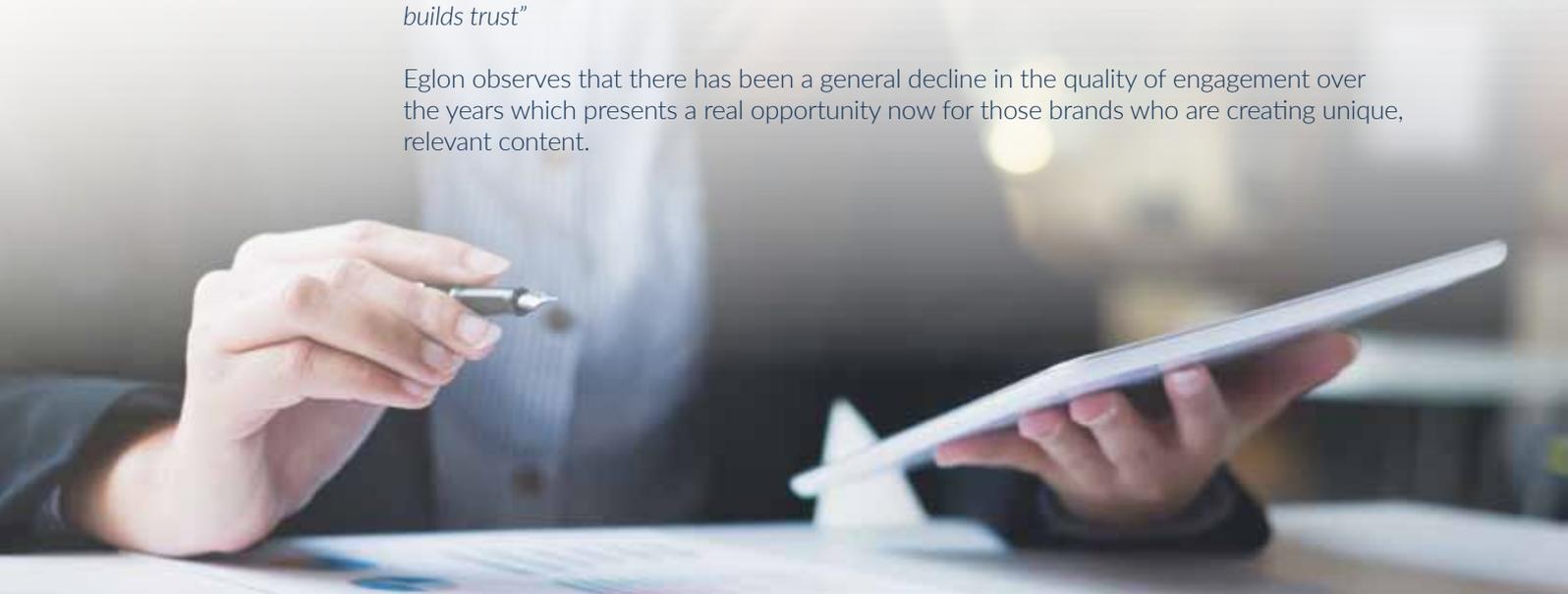
An example of this focus on engaging, thought leadership content, is a podcast series Reevo has been running which has no obvious commercial angle.

“The podcast series ‘Tell Richard Stuff’ has nothing to do with Reevo - we talk to marketers about how consumers are behaving. It’s an example of how we’re creating a platform to share understanding amongst our buyer personas.”

Thought leadership is also core to the content marketing plan at Agilitas, as Marketing Director Richard Eglon explains:

“It’s about building much slicker engagement models that go beyond just contacting people through campaigns, eshots and social. Our philosophy at Agilitas, is about creating engaging, relevant thought leadership content, discussing the industry, the trends. It’s this relationship with the market that builds trust”

Eglon observes that there has been a general decline in the quality of engagement over the years which presents a real opportunity now for those brands who are creating unique, relevant content.





Content designed for the customer journey

“Buyers are looking for insight”

Jane Ayres

Jayne Ayres takes content seriously enough to employ an in-house copywriter to create a raft of material including testimonials, whitepapers and website copy that is optimised for the various stages of a customer journey.

“We’re looking at where we’re getting engagement and traction on a journey – that flows into our content plan. Some of it is reactive – if a client wants to do a case study, we’ll take that hero content.”

Customer journeys are mapped and the content assessed for effectiveness:

“It’s interesting to map customer journeys. We’re using that insight to change messaging to add more content that seems to connect. We’ve really dialled up thought leadership pieces for example – what you might call blogs. That’s an area of the website that’s in the top 10%. So we’ve invested in that.”

Buyers are looking for insight – signals on what to look for and where to go. So we’re in front of them in the areas we can deliver well against. I don’t think all the sellers always recognise how they can utilise that insight for themselves.

I’m not expecting a lead from a thought piece – but we can see people jump away to look at other offerings on the site.”

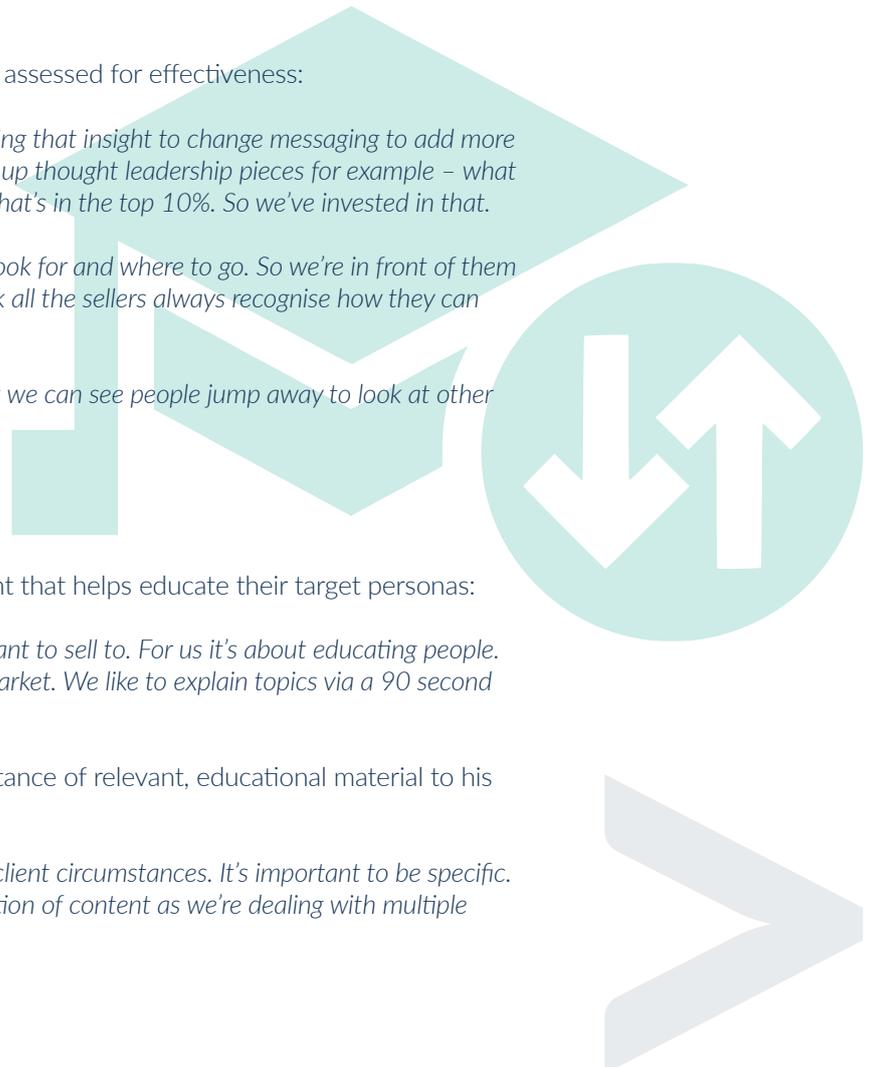
Education led content

Chris Sheen is also a fan of education led content that helps educate their target personas:

“It’s about creating Inspiring content for who you want to sell to. For us it’s about educating people. It’s easy to forget there are younger people in the market. We like to explain topics via a 90 second video academy. They work very well for us.”

Robert Preston at Efficio also outlines the importance of relevant, educational material to his content marketing plan:

“We use research that is qualified and pertinent to client circumstances. It’s important to be specific. What that means though is there will be a proliferation of content as we’re dealing with multiple sectors.”





We try to give to the marketplace insight they can't readily access. We're able to anonymise and create benchmarking indices that are very useful in our industry.

Guy Bunker's approach at Clearswift has an equally educational bent to it and again is not always related to their product offering:

"We provide hints and tips on what to do which might not be product based. I'm a strong believer in a soft sell – education rather than anything else. Being able to talk around topics that come up in Computer Weekly for example."

Long and short format

"I'm leaning more towards bite-sized information"

Robert Preston

Robert Preston underlines the importance of offering content in both long and short formats, explaining that an eBook can best be compiled in a series of chapters.

"The thing with eBooks is you need to cut and dice them. That is how you get quality facetime. I'm leaning more towards bite-sized information – distil it down and make it very tight."

Then you can use that as the initial hook and you can expand it out as and when you go through the sales process. Also we write chapters and say what we're doing here is writing a book. We don't have to write one all in one go. Collectively they build up one narrative."

Video

"We think video is massively important."

Marina Cheal

In our interviews, video is consistently mentioned as one of the most effective content types and one that is set to be used more frequently:

"The other thing about generating relevant content is that it's now about recognising graphical interpretation. I think video is going to become even more important going forward." Robert Preston

"We think video is massively important. We talk to clients and create video case studies. We also do a lot of Q and As." Marina Cheal

Chapter 3

A new sales approach

Closer collaboration

A content led, more educational approach to lead generation which addresses all stages of the sales funnel has led to the need for a more collaborative approach between sales and marketing teams.

Robert Preston puts it this way:

“My personal view is that there is no separation between the sales environment and marketing – the two have to go hand in hand. Functionally you do different activities – the shop window of the business is represented both by the one to one contact and in the marketplace so the messages you send out have to be complementary and aligned.”

Marina Cheal agrees that the relationship is collaborative, whilst a clear distinction remains about the role and motivations of the two departments:

“Marketing finds the leads. Sales by definition are, short term thinkers - hungry and passionate to close deals. They are helped, guided and supported in doing that. Marketing has the assets, sales pick up on market demand.”

Cheal echoes Preston’s sentiments that marketing materials need to be aligned with sales and on brand:

“We like to make sure that what goes out is consistent and speaks to our brand values. We have support layers so they don’t have to create decks and things are consistent. We create an outbound assets and will always share that with the sellers to make use of.”





Lead generation is a long ball game now

“It could take 9-12 months to just educate individuals.”

With most marketing leaders we spoke to using marketing automation software to monitor prospects coming onto their websites, all at different stages in the buying process, the path to conversion can be a long one.

“It could take 9-12 months to just educate individuals without pushing - watching them through our marketing automation tools engage with that content. Once we see them engaging with that content, we’ll get a demand generation executive to personally reach out.” Marina Cheal

Chris Sheen adds a note of caution when using marketing automation:

“These tools can be counterproductive - there’s a temptation to spray and pray.”

Sheen’s department facilitates 50 sales people. Emails are set up for every stage of the buying process:

“There’s loads of outreach. If they click - the sales person gets a task set-up in Salesforce to follow up.”

“The holy grail is inbound”

Sheen is also a fan of inbound marketing, though it is not the only activity:

“The holy grail is inbound - but when you’re looking for high value clients - we don’t expect a huge amount of inbound - it’s not a transactional sell - its an enterprise sell so we’ll start with creating bespoke assets we think that company will like.”

Multi channel approach to lead generation

Guy Bunker also maintains a multi-channel approach to lead generation:

“We work with partners on events and roadshows. We take exhibition stands, run webinars and speaker events. We have PR supporting us with Thought Leadership and media coverage. We do an annual survey - all of these provide leads. We’re fairly active on Twitter and LinkedIn. We also leverage paid search and content syndication channels.”



Social selling

Jayne Ayres also uses social selling activities on LinkedIn and WhatsApp

“We have different tools internally used as well to help the sales team. Simple things like WhatsApp groups, LinkedIn groups – You get some people who use it some don’t and some will look at it. We’re looking at how the sellers do adopt those channels.”

Challenges

“It’s not just a one hit journey”

Jayne Ayres

The new era of content led marketing and the new working practices that have come with it, present a challenge for marketers in terms of gaining recognition and adoption by sales teams.

Jayne Ayres puts it this way:

“Our sales reps have often said marketing is a long way ahead of where the sales team is in terms of how it has changed. We still have a salesforce expecting a result straight away. They don’t see it as a nurture process. I sometimes think sales think marketing’s role is to make all the barriers disappear, but they have to be part of it. It’s not just a one hit journey.”

Marina Cheal agrees that it’s sometimes hard to persuade sales teams that a content led nurture approach will get results:

“The hardest thing is to demonstrate how using a non traditional channel can influence the customer to work with us. It’s harder for some of the more sceptical sellers to believe they need to view prospecting in a different way. They think ten emails on LinkedIn will get them 10 buyers. The concept of showing you have an opinion and are someone you can trust is often not understood by the sales team.”

Chris Sheen adds that until they’ve seen something work, sales teams won’t believe in it:

“The quicker you follow up the better. Sometimes the challenge is seeing it work and believing in it.”

Matthew Antos-Lewis, Head of Digital EMEA at Anaplan acknowledges that motivating sales people to adopt new practices can be a challenge - something his organisation has tackled in an innovative way:

“Every morning for a week the whole sales team came together, they would be taken through an aspect of social selling, and be given homework to immediately go away and start implementing what we’d looked at. We’ve gamified it by looking at people’s Klout Score and Social Selling Index; salespeople are competitive by nature so it’s really worked”

Chapter 4

Priorities for the future



Marketers are consistent across the board about what they see as future spend priorities – it's all about investing further in marketing automation tools to improve the personalisation and relevance of the customer journey.

“What does the next level of B2B website look like?”

Marketing automation

Marina Cheal confesses she's a fan of marketing automation:

“I'm a bit of fan of marketing automation tools. I'm looking at ways our website can be more personalised in terms of landing pages - so we can take it to the next level. So for us we're thinking what does the next level of B2B website look like and how can we make it even more personalised if you're coming in on a campaign.”

Jane Ayres agrees that investment in the right tools is crucial:

“It's about having the right tools to enable a marketing dept to do all of the things – and that includes tools for insight – otherwise you don't know what is working. You also have to take the sales team on that journey with you.”



Account based marketing

For Guy Bunker, investment in marketing tools, particularly ones that will help with account based marketing, is where he sees his investment continuing:

“We have a number of marketing tools and platforms in place now, most of which are fully integrated, so we’re set up well to execute on all aspects of digital marketing for Clearswift, including account based marketing. In saying this, the team is constantly on the lookout for the latest marketing tools and trends.”

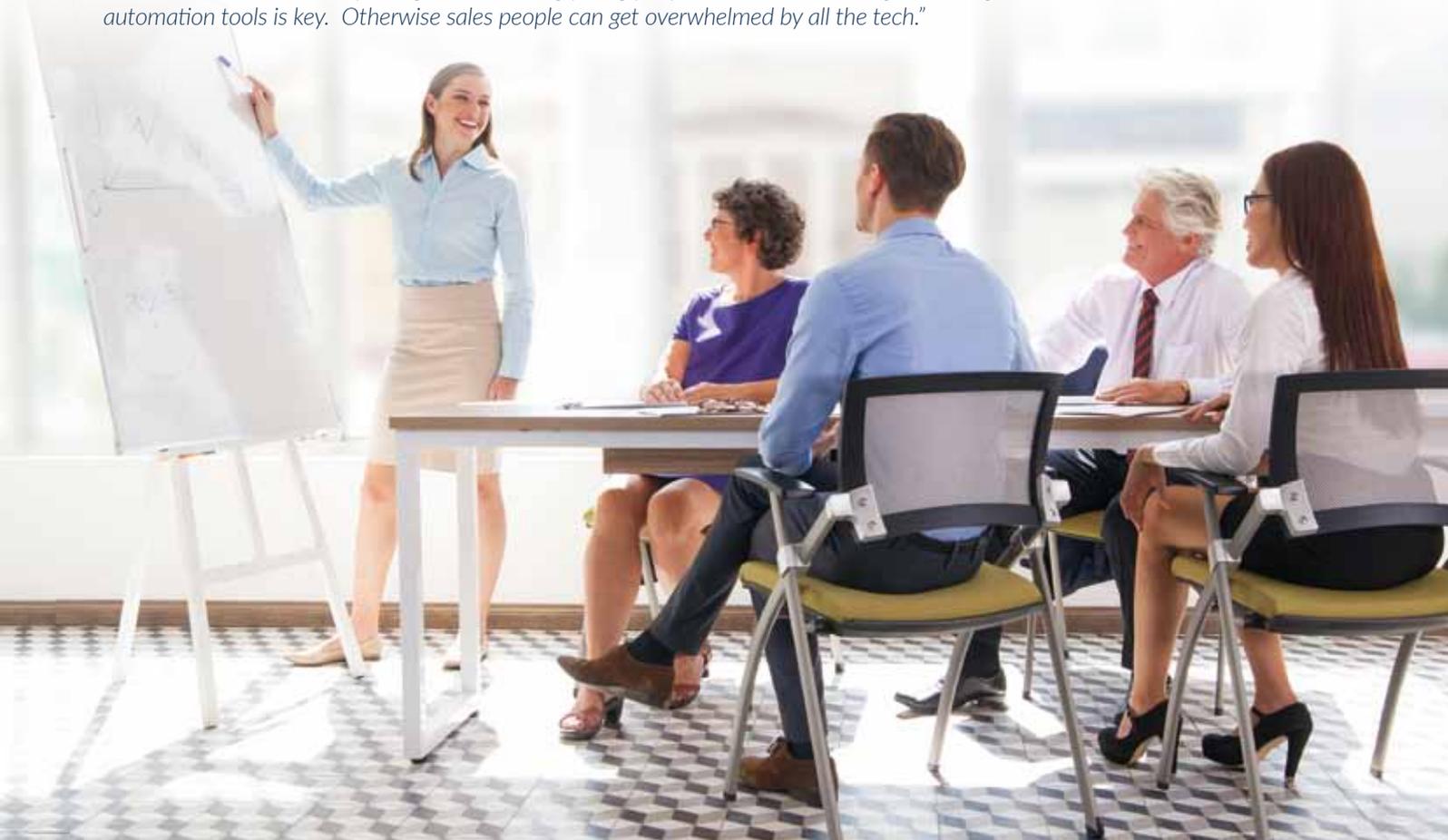
Bunker is also interested in AI technology like chat bots and nurturing customers:

“Immediacy of response is important and we’ve looked at an AI chat bot which is really intriguing. You can codify what is in a script. I would love that sort of thing to happen. It’s about getting to top of mind – without becoming annoying via our nurture flow. Continued investment in that area is important.”

Training

Chris Sheen is with the others in his belief in marketing automation tools but he cautions that investment in training new salespeople to use it well is a high priority:

“We’ve been victims of very fast growth. Training young people on how to sell using marketing automation tools is key. Otherwise sales people can get overwhelmed by all the tech.”





Conclusion

B2B sales and marketing processes have changed dramatically over the last decade and our interviewees are unanimous in their take on the direction B2B marketing is heading. Authenticity, trust, original content that educates and inspires rather than promotes along with expanded use of engaging formats like video are the key themes that come from this eBook. But it is easy to all agree on this. Implementation is challenged by a resistance to change and a tendency to automate everything. However, perhaps the biggest challenge of them all is to realign the entire sales and marketing organisation's mindset to cater to these changing buyer needs and habits.

It's clear from our interviews that B2B sales and marketing professionals are seeing a continued evolution in buyer behavior.

In today's B2B selling environment, educational content is of growing importance, allied to a sophisticated, personalised engagement approach more akin to what B2C buyers expect.

Use of direct mail is refreshingly different and an investment in more LinkedIn articles and videos offering 'bite sized' content looks to be a winning strategy in 2018 and beyond.

Thank You From Network Sunday

"A huge thank you to all 40 busy sales and marketing professionals who contributed to this Thought Leadership in late 2017, especially to those of you we have quoted in this eBook. Time permitting we would have quoted more of you.

We see a growing demand for educational content creation, an approach which puts the buyer first, by sharing valuable insights.

In March 2018 we launched a new brand TechPros.io which offers professionals a platform to accelerate knowledge and raise their profiles online through participating in Thought Leadership sponsored by our technology and professional services clients.

By acting as a conduit for learning our clients can now initiate conversations with their buyers on a subject of industry interest whilst at the same time giving them a voice. In the course of these conversations relationships are established, meetings happen and business develops.

If you think your buyers would benefit from learning from their peer group on an emerging theme in your sector and you would like to talk to us about eBooks and online panel discussion videos, please get in touch."

Tim Bond, Director, Network Sunday

Email us: Sales@networksunday.com
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 networksunday

Appendix 1

Examples of inspirational B2B marketing that our interviewees cited



1

Video in a posted box - Marina Cheal

"I'm bored of the LinkedIn reach out - that's had its day - that and standard emails. I like when someone has taken their time to understand my company and opens their email with some humility. I had a fantastic piece of DM - video in a box, personalised."

2

A video email - Chris Sheen

"A personalised video message kept short worked well. It was a short email - I've recorded a message for you - a 90 second video. Quite engaging. You feel you have more of a connection with that person. If done well is good. Key is it's personalised."

3

Salesforce training - Robert Preston

"When we installed Salesforce - one of the things they have been doing is providing training free. That's a good example. It's free. Increasing our knowledge and understanding of the whole suite - it's selling but providing something."



4

A book sent in the post – Jane Ayres

"I had something very traditional sent to me. We've all moved away from DM. It was an agency that sent me a very interesting book about brand – but in the book they referenced me talking about social media. Then they followed up on email. Not the automated bots reaching out. If you feel you're getting something automated it takes away the human element. Having bothered to do some research is the key thing. If you have some sort of information about the company that makes the difference."

NB - Richard Eglon is also a fan of direct mail within a digital marketing plan saying it can be a "real differentiator".

5

An imaginative strapline – Mark Petty

"I'm a big boxing fan, 2 days before the Mayweather vs McGregor fight somebody emailed me with the title "Floyd Mayweather v Conor McGregor?", I opened it because it was current and was in my sweet spot, it grabbed my attention and I thought what's that about? It was a recruitment consultant, I said to him from an engagement perspective it worked, loved the strapline and I opened instantly, I just don't have a need for what you are offering at the moment"

6

An alarm clock in the post – Will Kennedy

"A couple of weeks ago I received an old style alarm clock in the post along with a business card. It was set for a certain time, and when it rang I received a phone call from the company who sent it. It was interesting, different and made me think about the wider message, I was intrigued and wanted to learn more. As a buyer you naturally lean towards sellers that are more innovative and go to greater lengths to engage."

NB - For a great example of creative marketing watch Patrick Shea, VP Demand Gen, Cybereason on YouTube present 'ABM IN AN INBOUND WORLD'. Patrick tells a story which involves ordering thousands of toy Nerf guns from China and sending them to his buyers to capture their imagination and open the door to a conversation.





Acknowledgements

Chris Sheen

Chris is the CMO at Sideways 6, a company that helps big corporates listen to employee ideas. He is passionate about B2B marketing, Chelsea Football Club and pepperoni pizza (although not necessarily in that order). He tweets from [@MrChrisSheen](#).



Robert Preston

Robert Preston, formerly Head of Marketing and Business Development at Efficio Consulting - A Chartered Marketeer Robert had a 14 year career in international consumer goods marketing, he then led the marketing for several technology start-ups in oil and gas production. Building upon these successes he became Director of the VC fund, Epi-V which specialised in commercialising and international growth of disruptive technologies across the energy sector. His most recent mandate was with Efficio Consulting where he led a combined marketing and business development function with a focus on market engagement, portfolio development and competitive positioning drawing upon a mix of consulting, technology and associated digital services.



Marina Cheal

As Chief Marketing and Customer Officer, Marina is responsible for product marketing, innovation and the customer, and has been working on a pioneering suite of new products and services for Reevo around customer content & customer intelligence - to help brands harness the power of social and user generated content to support and strengthen a brand's marketing communications. Marina has a blend of commercial, digital and marketing experience, with particular expertise in digital product development, e-commerce, content and social marketing. Her early career focused on building big audiences to grow revenues for high profile media brands such as FHM, Q, Heat, Empire, and the Nursing Times, winning several industry awards for best launched, best marketed brands and most innovative brand extensions. Most recently, she has managed a tech start-up in the content aggregation space and has previously held a number of senior marketing and digital product positions, including Head of Digital at Which?





Mark Petty

Mark joined Littlefish as Sales & Marketing Director and co-owner in January 2017 and is responsible for building their Sales & Marketing function and spearheading Littlefish's growth objectives, currently achieving 41% CAGR. Having studied Psychology at University, Mark also has a keen interest in all things people development and so he also oversees the people related initiatives within Littlefish. Prior to joining Littlefish, Mark's career in IT Sales spans some 20 years, during which time Mark served on the UK board of NextiraOne until its acquisition by Dimension Data where Mark served as Managed Services Director. Mark is an award-winning Sales Director, successfully achieving the coveted Institute of Directors (IoD) Director of the Year Award in 2013 and today Mark works with clients and prospects to improve the performance of their business.



Richard Eglon

A hands-on, results driven, agile marketing leader and sales enabler, Richard has wide experience in setting and communicating strategic direction and executing 'Go-to-Market' plans which have driven profitable sales growth within the technology sector. As a chartered marketer, Richard looks to use his experience and knowledge in ensuring the marketing strategy remains aligned with the needs of the business.



Matt Antos-Lewis

Matt Antos-Lewis is Head of Digital, EMEA, for Anaplan; a leading platform provider driving a new age of connected planning. As part of his role, he oversees all demand generation activity, covering digital, campaigns, and operations for the region, leading a team of individuals immeasurably more talented than he. Matt has a long background in politics, more often than not working for the underdog, and more recently a range of roles to his credit in marketing, with a particular focus on technology, B2B, and SaaS.



Jane Ayres

Jane is a specialist in Technology / IT Marketing (DipM, MCIM), with over 20 years' extensive experience of vendor relationship partnering and channel marketing practices focused around lead generation, digital transformation and customer experience. Currently serves on HPE Advisory Boards for WW Marketing and Cloud 28+.



Ivan O'Toole

Head of Sales at Perfect Channel. Ivan has a wide range of experience in sales to European energy and commodities markets. With several successful go-to- markets in place, He is equally comfortable at the beginning of a company's sales journey as he is with managing accounts. He is currently responsible for leading a sales team targeting a diverse global client base.

Guy Bunker

Dr. Guy Bunker is Senior Vice President Products and Marketing, for Clearswift, RUAG Cyber Security. Guy is responsible for product strategy, technology partnerships, M&A and marketing. He is an internationally renowned IT expert with over 20 years' experience in information security. Previously Guy held senior roles with companies including HP, Symantec, Veritas and Oracle. Guy is a frequently invited speaker at security conferences and has made many appearances in the media.

Guy is a board advisor for several small businesses and has published multiple books, he holds a number of patents and is a Chartered Engineer with the IET.



Will Kennedy

An experienced sales and marketing leader in building high performing sales teams, delivering significant growth within the B2B unified communications and technology space. Will is adept at integrating sales teams following acquisition and driving enhanced organic growth, overseeing 30 plus acquisitions through-out his career and successfully setting the go to market strategy to exceed company ambitions. Will was specifically brought into Solar Communication at the start of 2016 to help transition from a traditional telephony PBX reseller to a managed service provider with an emphasis on cloud, so far helping to double the size of the business by creating competitive advantage for Solar's clients by improving the way they communicate and interact in their own markets.



Acknowledgements of all unquoted interviewees

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Mira Nair, Marketing Campaigns and Digital Marketing, Linguamatics
Dean Cookson, Head of Marketing, Purple Wifi
Magdalena Pokorska, Head of Marketing, Erlang Solutions
Dominic Hawes, Marketing Director, Amsys Ltd
Pippa Anderson, Marketing Manager, Estafet
Clair Bush, Co Founder, Talent Stories (left Bullhorn)
Edward Harries, Enterprise Marketing Director, Visualsoft
Carole Ankers, Head of Brand and Marketing, Landmark Information Group
Alastair Kent, PR & Social Media Manager, Concur
Rebecca Hicks, Global Head of Marketing, ITRS Group
Patrice Day, Director and co-owner, State of Flux
Sita Saueregger, Global Marketing Manager, Masternaut
Aggie Anthimidou, Global Marketing Director, Temenos
Lydia Cooper, Group Marketing Manager, Nasstar
Kieron McCann, Director of Marketing and Strategy, Cognifide
Kaycee Uzougbo, Head, Digital Marketing, Level 3 Communications
Claire Stead, Head of Marketing, Smoothwall
Wayne Oxley, Senior Manager, Marketing Communications, Scottish Enterprise
Steve Smith, Field Marketing Director - UK, Ireland, and Nordic-Baltic, Schneider Electric
Sandra Chavasse, Head of Marketing & Communications, blur Group PLC



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