



THE WORLD'S B2B AGENCY

ANNUAL

REPORT

2018/19

DRIVING GLOBAL B2B GROWTH

THE WINS OF CHANGE

One measure of any successful organisation is how it adapts to change and embraces any opportunities it brings.

In the past 15 years, our industry has changed beyond all recognition, and the pace of that change has dramatically accelerated. Martech has transformed the way we communicate with clients entirely. Essentially, we have moved from an art to a science-based business. However, it is still that spark of creative inspiration that makes or breaks a campaign. There is still an element of 'magic' – that thing that really speaks to the target audiences' hearts and minds; that resonates with them, that touches them emotionally in this oh-so-rational B2B decision making process.

No formula for that has yet been found. True creativity still has a deciding role to play, and, while it is challenging, by finding the right balance the potential benefits to both client and agency alike are phenomenal. The tools available to us now, for the first time, allow us to identify the "half of the advertising budget that is wasted"*. Also, for the first time, it is within our grasp as marcomms professionals to demonstrate our true worth by repositioning marketing from being a cost to a business driver by demonstrating return on clients' investment.

Of course, change often has unintended consequences. The marcoms sector as a whole has witnessed the impact of change as agencies wrestle to reposition themselves in this new landscape. Likewise, we've seen how clients have struggled to determine which 'new model' relationship works best for them. After all, there are something in the region of 20 different agency models! We have learned that the faster things change, the more important communication and strong

client relationships become. Our clients are looking for fixed stars to guide them.

In this, our first annual report, we have set out the ways in which we, as BBN, have adapted to and managed change, and in that process have become the number one international business-to-business agency*.

The whole BBN approach is based on identifying integrated delivery teams, which are made up of in-depth industry experience, technical and creative competencies, and geographic coverage. Together, these create an organism that is incredibly fit to respond to client challenges by providing insightful, effective campaigns that are carefully tailored to their operating regions. By drawing on our extensive global talent pool and discipline experts, we are enabled to access a variety of highly specialised skill sets, which is critically important to delivering end-to-end solutions and results, while giving our clients a one-agency experience. It is the understanding of this complex matrix where we provide value – even if we are in charge of only a segment of the whole process.

In a nutshell, what makes BBN work so well for clients is not the robust systems and marketing tools we so adeptly use in this increasingly technical world; instead, it's our people. To the owner-managed companies that compose BBN, agility is not just a theory. Instead, it's how they think, act and deliver in practise – day in and day out. They have survived and succeeded in this shifting environment not only by responding to change, but by embracing it. That entrepreneurial spirit is infectious and proliferates through their teams. BBN people are classic 'opportunity-over-problem' thinkers and easily apply that same mindset to the business of our clients. More and more, an alignment of business, marketing and sales strategy

is an imperative and the provision of seasoned strategic counsel forms a core part of our philosophy and no small part of our success. But for us all to prevail demands new thinking, a new form of agency-marketer relationship, and accepting that no-one has all the answers.

Today, our clients' customers set the agenda, enabled by technology at so many levels. Business goals and the environment can change at a speed capable of rendering the best-laid plans ineffectual in weeks. Reacting to this requires a true, collaborative partnership between agency and client in which communication is open and all-inclusive. The combined resources of both organisations are far more likely to drive successful business transformation.

These principles are not new to BBN. We don't have to regroup or reinvent; this is how we work.

BBN has over a thousand B2B specialists working in 45 offices in 29 countries and it has over 300 clients from 23 different B2B sectors generating over \$171 million in global billings. We're proud of these numbers, of course, we appreciate they are only the necessary play factors. The fact is that CMOs are looking for more than that. Our win factor is the agility to respond quickly and effectively to what our clients need at any given time.

In this way, we feel that BBN isn't just a competitive member of the B2B space, it's the number one international B2B agency.



CLIF COLLIER
BBN executive chairman

WE WORK WELL TOGETHER

FOR OUR CLIENTS

As our chairman observed at the beginning of this report, the landscape of the B2B space has, in recent years, changed a great deal and is increasingly about technology. With the times, BBN has also changed, striving to achieve a harmony with the current environment through both diversification and specialisation. BBN has responded by developing fully integrated delivery teams that are exceptionally fit to respond to clients' needs. The total offering is built on a local agency experience that delivers access to a whole world of branding strategy, digital, content, creative design, PR – in fact, anything needed to tell the right story in today's complex, fast-moving marketplace.

The BBN approach offers:

- Holistic business strategising
- In-depth industry experience
- Technical and creative expertise
- Unlimited resources
- Geographic coverage

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By drawing on our extensive global pool of experts, we are enabled to access a variety of highly specialised skill sets, which is critically important to delivering end-to-end martech solutions.

-Clif Collier, BBN Chairman of the Board

FOR OUR PARTNERS

Over the last few years, BBN has made a deliberate shift from being centrally organised to being partner-owned. The current structure of the BBN partnership is one which has no real central authority, yet has a cohesive professional ethos and a "culture of trust" among partners.

This "culture of trust" refers to how BBN agencies operate interdependently and together to best serve our clients. Carefully prepared guidelines such as the "rules of engagement" define some of the tangibles of our operations, helping us maintain a fair-minded, collaborative feeling among partners. Partnership with BBN enhances how agencies are able to function independently within the B2B space, forming a new type of international B2B agency – interconnected across the globe, but still local, efficient and agile. This new model encourages collaboration among partners, allowing agencies to offer clients anything they need.

BBN partnership makes it possible for any agency to serve even the very largest companies – because clients who contract to work with one BBN partner gain access to the entire global group.

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Clients see the current model, in which they are forced to engage multiple agencies to address multiple disciplines, as an impediment to efficiency.

-PwC report "Agency of the future"

FOR THE FUTURE

Today, BBN is the premier B2B agency group in the field, and offers both partners and clients the opportunity to work with the world, literally. We know that the space we work in is going to keep changing. And because of BBN's adaptive response to the shifting nature of the B2B landscape, and because we happily embrace the opportunity that change brings, we are going to remain the most agile. We have chosen to work together so that we will be the fittest for survival. Our adaptation – is a conscious one.

"ADAPT OR
PERISH, NOW
AS EVER, IS
NATURE'S
INEXORABLE
IMPERATIVE"
– H. G. WELLS

THE B2B OPPORTUNITY

50%

B2B generates 50% of GDP

6X

B2B e-commerce is 6X the size of B2C

80%

80% of companies derive some of their income from B2B

23%

23% of companies make the majority of their income from B2B

15%

15% of companies are pure B2B brands

What's all the fuss about B2B marketing? Isn't it just about having the right salesperson? We don't think so: the opportunity is too big.

SO, WHY B2B?

Just look at the rise of e-commerce, fuelled by a better, faster, pervasive global communication infrastructure. Globally, it is estimated that retail e-commerce sales have rocketed to 3.45 trillion US dollars. What's surprising however, is that B2B e-commerce is actually six times the size of B2C according to the World Trade Organisation. A recent report by B2B Marketing and Savanta3, a UK research company, put B2B's contribution to the UK national economy at £1.7 trillion. That's around half of the UK's GDP.

Surprised? There's more. It turns out that almost 80 percent of UK companies derive some of their income from B2B activity, and of the 42 percent of blended businesses (B2B and B2C activity), 23 percent make the majority of their income from B2B. Pure B2B companies account for 15 percent.

Although these numbers refer to the UK alone, we see similar stories in all the global regions in which BBN operates. B2B's contribution to the global economy cannot be underestimated.

B2B VS B2C

Leonard E. Read, the founder of the Foundation for Economic Education, illustrated the importance of B2B in his most famous essay, "I, Pencil," first published in 1958. In it, he noted that not a single person on the face of this earth knows how to make a pencil.

The cedarwood is sourced from Oregon and the logs milled in California. The graphite is mined in Ceylon, mixed with clay from Mississippi, and then treated with a hot mixture that includes candelilla wax from Mexico to increase its strength and smoothness. The six coats of lacquer come separately from the growers of castor beans and the refiners of castor oil. In fact, when you include those who manufacture and transport the equipment involved in these processes, you cannot help but marvel at the fact that millions of people have a hand in the process.

And it's each and every one of these transactions, working in concert, that allows for the delivery of one simple pencil, which is then sold for just a few cents.

Thanks to processes like this, the overall volume of B2B transactions is much higher than that of B2C. There will often be many B2B transactions involving subcomponents or raw materials, and only one B2C transaction.

B2B SPECIALISTS, ON A GLOBAL SCALE

The number of B2B agencies pales in comparison to that of our B2C cousins. Why? Quite simply, B2B marketing is tough. The audiences are hard to reach and complex, more people are involved in the buying process, and the products can also be complex.

That said, when you live and breathe B2B every day, like we do, you don't need to be reminded of the challenges – and importance – of the work. Helping B2B brands target and engage their 'serious', well-informed and budget-conscious audiences requires creativity, passion and intellectual energy.

And in a nutshell, that's why we exist.

RESPONSIBLE GLOBAL CITIZENS

We wouldn't be responsible global citizens if we didn't voluntarily address corporate social responsibility (CSR). In a world where violations against human rights still occur, BBN takes CSR-related matters seriously. Our CSR-related policies draw inspiration from the United Nations Sustainable Development Goals (SDGs) and

the ten principles of the United Nations Global Compact (UNGC). The ten principles focus on human rights, labour conditions, anti-corruption and the environment. Additionally, with operations in the United Kingdom, we address and fully comply with the UK Modern Slavery Act 2015.



WORKING TOWARDS A SUSTAINABLE FUTURE

Through our policies and way of working, we directly support the following SDGs:

- SDG 10: Reduced inequalities
- SDG 12: Responsible consumption and production
- SDG 16: Peace, justice and strong institutions

SPOTLIGHT ON DIVERSITY

As an international organisation and in the face of increasing globalisation, we recently launched Diversity for All, a BBN initiative for a better world. BBN is an equal opportunity employer, giving people equal access to employment. This is regardless of gender, age, marital status, civil partnership, sexual orientation, colour, race, creed, religion, national or ethnic origin.

The policy serves to provide protection from discrimination in the workplace and in the wider society in which we live, and grievance processes are in place should the need arise to address misconduct.

ROBUST CSR POLICY PORTFOLIO

Our CSR-related policies encompass not only the SDGs and the UNGC principles, but also good business practices such as our Rules of Engagement. All partner agencies are signatories to these policies, which are accessible on our website.

BBN's CSR-related policies cover:

- Environment
- Diversity
- Data security
- Client confidentiality
- Anti-bribery
- Business continuity

BOARD MEMBERS



CLIF COLLIER

BBN executive chairman

In 2013, Clif became the Executive Chairman of BBN, where his responsibilities include guiding and developing the organisation's vision, strategy and image. His efforts have helped BBN build its brand position as the World's B2B Agency.

Having started his career as a designer, Clif understands the creative mind. Now, he couples that understanding with his extensive experience in establishing new offices in foreign locations to drive BBN's international expansion. Clif realises the importance of cultural diversity within organisations and has been instrumental in building diverse, multi-location organisations with a long-term vision.



MARCELO CASTRO

Founder and CEO, MarketLogic

As founder of MarketLogic, Marcelo joined the BBN Executive Board because it allowed him and his company to both learn and contribute to building the World's B2B Agency. In addition to his MBA from the University of Florida and his DBA from the University of Manchester, Marcelo has over 20 years of international marketing experience.

Since founding MarketLogic, he has led his team in successfully developing and implementing campaigns that integrate strategy, creative, digital and field activities towards demand generation for B2B clients and their channel partners.



ANNETTE FERNANDES-POYSER

Executive Director, BBN

Since 2014, Annette has been the Executive Director of BBN where she is responsible, with guidance and support from BBN's Executive Board and Chairman, for the overall day-to-day central management of the organisation. This includes articulating the direction of the organisation to its shareholders/owners.

With an honours graduate degree in Visual Media & Marketing from the UK, Annette has worked on both the client and agency side of the marketing industry since 1993. In that time, she has worked with clients in the oil & gas, finance, government and construction sectors.



PETER LYALL

Strategy, Fifth Ring

With an extensive communications work history with businesses around the UK, Peter became a BBN Executive Board Member in 2019. He is a certified management consultant and has taught brand strategy and communications at Henley Business School, Robert Gordon's University, Aberdeen University and Edinburgh University. His own education includes an MA from Edinburgh University and an award-winning MBA from Henley Business School.

In 2005, Peter joined Fifth Ring, a BBN Executive Partner, as Group Director. During his time at Fifth Ring, he has worked with over 100 companies in the oil & gas sector, notably Technip, Petrofac, Expro, BP and Global Maritime on major branding and messaging projects.



CAROLA HECKER

Client Services Director, wob AG

Carola has been a BBN Executive Board Member since 2011. In addition to this role, she heads BBN's Account Management Task team to continuously develop BBN's methodology for international implementation and exchange best practices from around the world.

With many years on both the client and agency side of marketing communications, Carola has played a leading role in developing and steering integrated communications along the BBN Navigator process, brand strategy and employer branding.

Carola believes powerful insights, the right methodology and tools, as well as openness and flexibility are required to clearly and efficiently steer the dynamics and surprises that international projects bring.



RICH THOMAS

Managing Director INL, BBN Switzerland

Rich joined the BBN Executive Board in 2019, but started his career on the client side of brand management for P&G in his home town of Newcastle-upon-Tyne, United Kingdom. Rich moved to Geneva, Switzerland in 2001 for a marketing agency position before starting INL in 2005 with Creative Director, Gary Wilkinson.

Rich earned a degree in Biology from the University of Durham which helps him work with a number of healthcare clients including Medtronic, Nestle Health Science, Dentsply Sirona and West Pharmaceuticals.



PATRICK SMITH,

Executive Vice President, Marketing Technology

Patrick joined the BBN Executive Board in 2019 after nine years of BBN engagement including attending four BBN Academies, taking on a task-team leadership role, and many other BBN-supported business development opportunities.

Patrick has over 20 years of experience in data-driven marketing communications, but since 2008, he has led Bader Rutter's digital transformation. Now, he blends his diverse experience with his passions for data and creativity to help Bader Rutter serve multiple industries by creating marketing automation platforms and ecosystems as well as reporting outputs and protocols for data and campaign management.

STEADY GROWTH ACROSS THE GROUP

This past year saw growth across all key figures, reinforcing BBN's position as the highest-ranked international marcomm agency in the world, according to B2B Marketing benchmarking reports. Total sales across the group increased by 12 percent from the previous year, hitting a record USD 172 million. As expected, gross income also increased by 11 percent to USD 114 million.

While some growth can be attributed to the addition of three new partners in 2018, when this was accounted for, profitability across the group held its own, with EBITDA increasing by 11 percent to be more than USD 7 million.

We also expanded our talent pool by adding 197 new full-time employees to the BBN fold, on the back of an increase of 242 in the year before. As always, these new additions have resulted in even more diversity in the agency, which now represents 29 countries and spans most of the world's most significant B2B markets.

Forty-six different nationalities now comprise the BBN family, spanning 35 different languages, making us an extremely diverse group.

DIVERSITY AS A DIFFERENTIATOR

BBN encourages an agency-wide respect for our employees as individuals, with different cultures, values and faiths. Our people enjoy working in an inclusive, appreciative environment as much as they enjoy having the ability to tap into the products and service disciplines of both their peers and our industry-leading experts.

We believe that the diversity BBN embraces so whole-heartedly serves to enhance our creative, strategic, digital and relationship offerings, with the result being an alchemy that drives a results-driven approach like no other. And one that our more than 300 clients have come to recognise as the very thing that separates BBN from the pack.

	Year 2018 - 2019	Year 2017 - 2018
Total sales	\$171,915,400	\$154,036,198
Gross income	\$114,471,114	\$103,152,494
EBITDA	\$7,115,303	\$6,418,004
% of total sales derived from B2B	93%	92%
Number of equity partners	21	18
Current employees	1126	984
Nationalities	45	38
Number of offices	43	40
Number of countries	29	26
Number of clients	300+	300+
B2B sectors covered	23	22

35

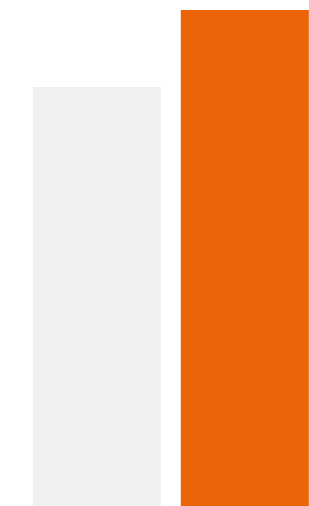
languages spoken

- English
- Japanese
- Spanish
- Swedish
- Mandarin
- Dutch
- Malay
- German
- French
- Portugese
- Finnish
- Hindi
- Arabic
- Danish
- Italian
- Bengali
- Norwegian
- Czech
- Flemish
- Tamil
- Chinese

300+
number of clients



18.4%
increase in nationalities



142

new employees



BBN AGENCIES AROUND THE WORLD

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Digital technologies keep changing and impacting the way B2B works around the world. Being a BBN partner is essential for us to understand these global challenges, adapt our regional executions, and guarantee our brands are ready for the future.

-Marta de León, Creative Director

"Customers want specialists, but at the same time, they want the convenience of getting all services in one place. Good partnerships can enable agencies to focus on developing their respective strengths, while simultaneously delivering a wider spectrum of services."

-Andreas Thue, Managing Director Norway

"What can beat the world's largest tribe of entrepreneurs who, together, deliver the smartest communications solutions for global B2B companies?"

-Sara Aschan, Managing Director

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Today's clients expect more from their marketing investments and require more from their agency partners. Agencies need to be strategic, creative and skilled at delivering relevant customer engagement that leverages data and the latest marketing and advertising technologies.

-Patrick Smith, EVP, Marketing Technologies

"B2B customers want agencies to be adaptable, anticipate their specific needs, and act as true partners. BBN lets us leverage our local market understanding and our expertise with global support, to deliver personalised and effective solutions for our clients."

-Gabi Armstrong, Executive Vice President

"In this day and age, with how quickly things are moving, agencies need to reinvent themselves every six months. BBN helps us look at where the market's going and what we're doing to keep up."

-Christophe Leenknecht, Digital Growth Advisor

"BBN is a community of like-minded people. We benefit from fun collaborations, leveraging industry-specific knowledge and expanding our skills."

-Giulia Simoni, Account Manager

"Agencies have to change constantly to cope with today's B2B marketing challenges. Within BBN, we not only have partners worldwide to trust and rely on, but we share a spirit that empowers change every day."

-Marco Luciano, Account Director

How does one orchestrate marketing when you have a dozen bands playing? Nobody envies the modern CEO coping with internal revenue pressures and external multichannel quicksand. Your only chance is to keep your eye on the customer – will your next move make them rock?

-Timo Kruskopf, Managing Director

"The crucial challenge for agencies is to keep capable employees, especially younger people. It's essential to develop their key competencies according to their abilities and create a conscious work environment for their growth."

-Filip Frid, Online Specialist

"Clients value the agency's knowledge of their core business, market trends and the impact that marketing strategies can have on their long-term business goals."

-Marta Pascual, Head of Marketing Strategy

"In today's fragmented and cluttered digital marketing landscape, true campaign effectiveness lies at the intersection between stand-out creativity and pin-point data targeting."

-Cos Mingides, Client Services Director

"I believe in markets – not in nations, borders or prejudices."

-Gudmund Semb, Executive Board Member

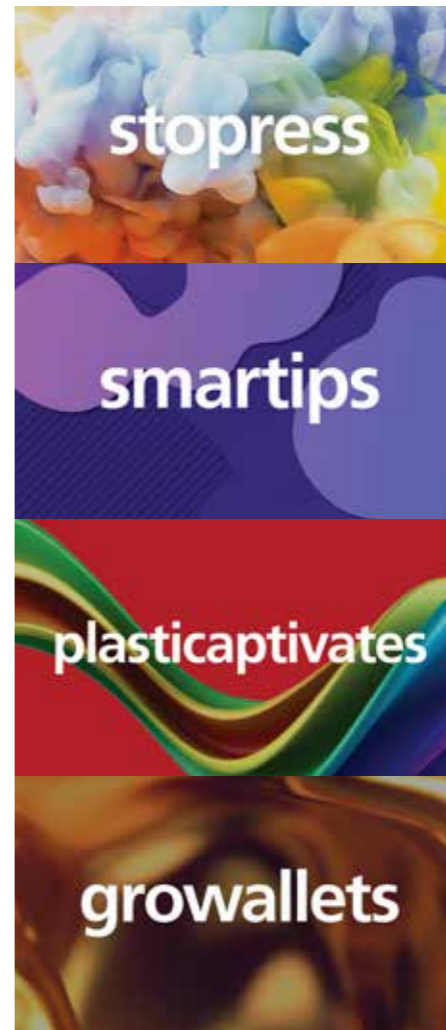
"Companies are getting more and more sensitive about their reputation. A company's reputation contributes to 38% of their market capital in the CAC 40. There is clearly a direct link between reputation and ROI."

-Anne-Gaëlle Girard Leger, Associate Director

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A diversified team with a variety of skills, experiences and ideas under the same marketing philosophy can provide new values and solutions to our clients.

-Tomoko Kimura Shibata, CEO



THE INTEGRATED AGENCY

MCCORKELL

As a pioneer in integrated marketing and advertising throughout the Asia-Pacific region, McCorkell aims to make every marketing engagement an opportunity to improve the client's bottom line and achieve outstanding results.

McCorkell's strengths are in-depth knowledge of clients' businesses and industries as well as its breadth of offering. Its specialist services include strategic consulting, creative, events, content, digital, Adtech, contact centre and Martech.

In addition to winning various industry awards, McCorkell has been recognised with distinction in The Drum's B2B Brave Awards.

LOCATION: Australia, Singapore, Hong Kong, China, Japan

MANAGING DIRECTOR: Karen Powell

CLIENT: RICOH

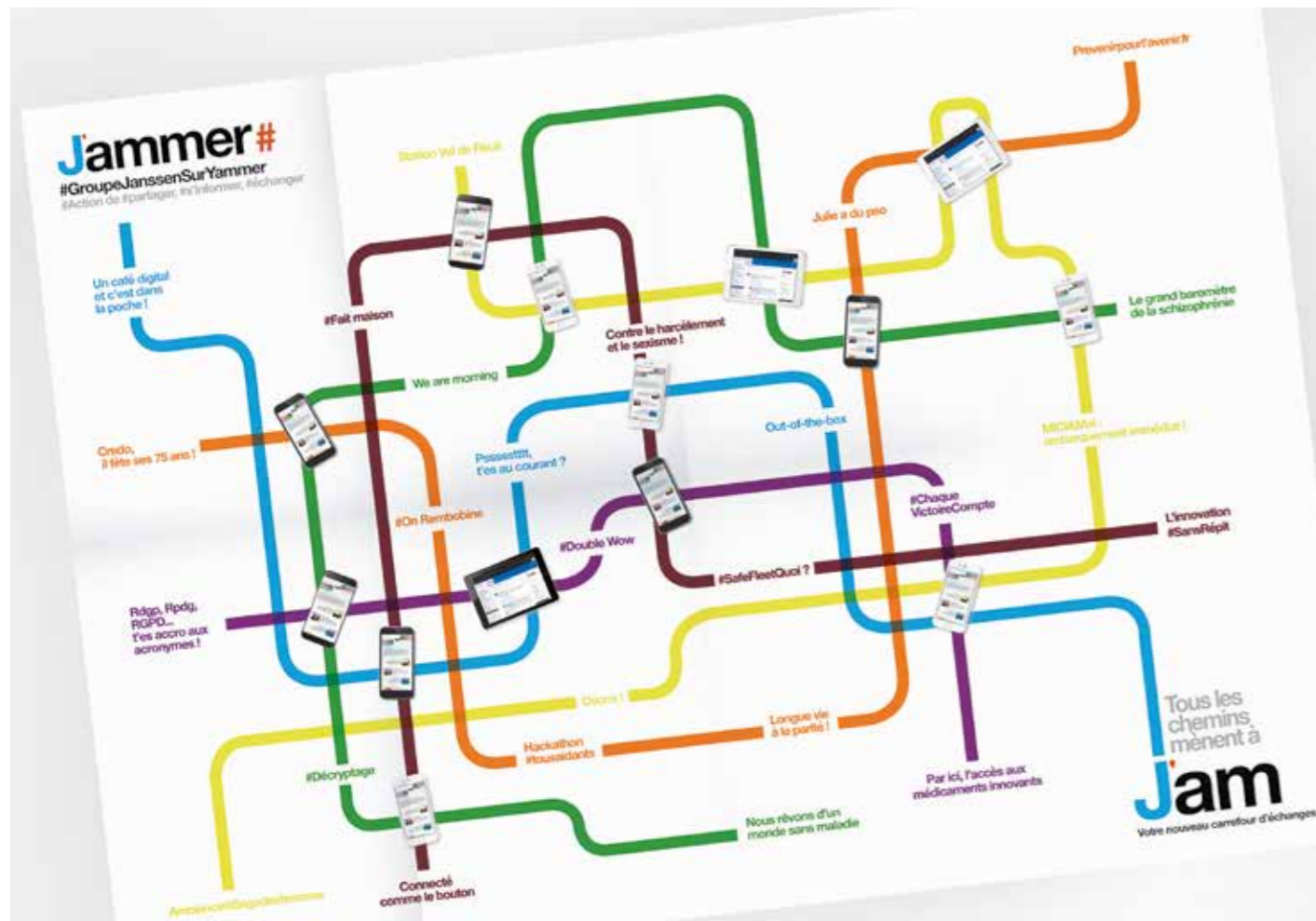
Try to remember the last time you had an absolutely cracking day at work. A day when you set out to do what you needed to and absolutely nothing got in the way. Just a smooth, flowing day that left you personally satisfied and professionally fulfilled. If it's been a while, you're not alone.

Whether it's eliminating productivity grind, improving workplace collaboration, or staying ahead of issues that's dragging Australian businesses down, Ricoh has a solution that can help make worklife part of a great life.

The communications challenge set by Ricoh? Create an integrated offline/online brand campaign that brings Ricoh's Imagine. Change positioning to life, and encourages organisations to think about how they can create better worklife integration for their people at work.

The result – a elastic, thought provoking brand platform, flowing across OOH, Road, Rail and Bus, through in-office media screens and coffee activation, and deep into social, digital media and online content. A micro-targeted brand campaign created around select key accounts in 2 major Australian cities – Sydney and Melbourne.





SHAPING BRAND REPUTATION

COMCORP

Based in Paris, ComCorp is an integrated communications agency specialised in building businesses and brands reputations.

Blending media relations expertise, brand strategy and creativity, ComCorp helps brands rethink their core messaging and their positioning to better reach their various stakeholders, whether internal or external.

With major brands in the healthcare, IT, manufacturing and education sectors, ComCorp is the go-to agency in France to craft engaging and innovative campaigns that have local relevance and international reach.

LOCATION: Paris, France
MANAGING DIRECTOR: Charles de La Rochefoucauld



ALL THE ROADS LEAD TO J'AM

CLIENT: JANSSEN – PHARMACEUTICAL COMPANIES OF JOHNSON&JOHNSON

Creation of an internal turnkey communication tool and renewal of the identity. Comcorp is in charge of writing articles, creating illustrations and distributing a bi-monthly newsletter sent to 735 employees with 120 articles already published since June 2018. Launching campaign contributed to the implementation of the new brand territory. Moreover, the newsletters drive traffic to Janssen CSR Yammer program: J'ammer where 97% of the collaborators are participating to.



THE LAUNDRY EXPERT FAMILY

TOLON

CLIENT: THE LAUNDRY EXPERT FAMILY

TOLON has been supplying stand-alone washer-extractors, drying tumblers, ironing and folding machinery for nearly 80 years. They are currently in the process of setting up a network of independent TOLON distributors to cater to the EU market. The representation office for TOLON Europe is located in Ghent, Belgium. They have chosen ARK BBN as a strategic and creative partner.

BEST-PRACTICE B2B MARKETING

ARK BBN

ARK BBN's national and international services portfolio ranges from strategic marketing consulting, concept, design and digital inclusion to social content and public relations.

Its strategic approach identifies the unique attributes of B2B brands, devising spectacular creative campaigns that forge long-term relationships with global audiences.

ARK BBN's dynamic team of problem solvers and creative thinkers help businesses in every aspect of their communications. They look at every new project through a different lens and amplify the message to give it a strategic stage in any business-to-business market.

LOCATION: Rupelmonde, Belgium

MANAGING DIRECTOR: Ben Verleysen

CONNECTING IDEAS, PEOPLE & BRANDS

APPROACH COMUNICAÇÃO

Approach appreciates how critical listening is to communication success. Its digital intelligence ensures that genuine relationships are created by paying attention and diving deep into a brand's universe. This is how the most relevant content is brought to life for customers and how the boutique service philosophy is kept alive.

One of the Top 10 communication agencies in Brazil, Approach has been named 'Best Agency' by Comuniqué-se, 'Latin American Agency of the Year' in the SABRE Awards and has received six other awards for projects of excellence in communication.

LOCATION: San Paulo, Rio de Janeiro, Brasilia - Brazil
MANAGING DIRECTOR: Beth Garcia

WÄRTSILÄ BRAZIL MAKES CHANGES IN THE BRAZILIAN SUBSIDIARY

CLIENT: WÄRTSILÄ BRASIL

Wärtsilä announced changes in the Brazilian subsidiary, including exchange of its president, expansion of operations in the Northeast and the closure of the workshop at the Delivery Center Açú, in São João da Barra (RJ). The communication strategy has included official announcement of the change of president in Valor Econômico, press-release, Q&A and relationship meetings. With the crisis management work, we were able to neutralize a potential risk situation to the company's reputation.

INTELLIGENT B2B STORYTELLING

CYLINDR

cylindr's Copenhagen-based team boasts world-class strategic and creative power. Working almost entirely with multi-national clients, cylindr's strengths lie in account-based marketing (ABM), content marketing and masterful storytelling.

cylindr is particularly skilled in working with highly technical industries: food ingredients, pharma, heavy industry and renewable energy, to name just a few. Sustainability is yet another key area – a capability for which cylindr has twice won Denmark's national CSR prize. In fact, cylindr acts as an advisor to the United Nations (UN) in Denmark, helping companies communicate the 17 Sustainable Development Goals.

LOCATION: Copenhagen, Denmark
MANAGING DIRECTOR: David Hoskin

WELCOME TO THE COMFORT ZONE

CLIENT: SAP EMEA

It's no secret that getting new customers up and running on the SAP platform can be a challenge. So SAP asked BBN Denmark to come up with a concept that would make customer onboarding easier, faster and fun.

The SAP Comfort Zone was born – an online platform where people meet SAP in a user-friendly way. New customers are led through a series of steps, connecting with experts and resources, helping them to get comfortable in the new world of SAP.



FIND YOUR BRAND'S EARNING POTENTIAL

TAG ENTERPRISE

Headquartered in Toronto, tag is motivated by the powerful notion that people, not businesses, make business decisions. B2B brands must be re-humanised to achieve meaningful intimacies that drive brand affinity and sales.

tag develops emotionally driven, meaningful brand strategy supported by fully integrated communications planning, development and activation.

Creativity is the cornerstone of tag's DNA, and its 'creative-solutions' mindset leverages the immense power of all channels. These include advertising, social media, public relations, traditional and digital media as well as direct marketing – working seamlessly to achieve clients' objectives.

LOCATION: Toronto, Canada

MANAGING DIRECTOR: Matt Orlando

EXPECT AMAZING

CLIENT: MITSUBISHI ELECTRIC SALES CANADA

There is little awareness of Mitsubishi Electric as a leading technology brand, distinct from Mitsubishi Automotive, so we created a campaign that positions Mitsubishi Electric as a world-class leader in innovation. Emphasizing their core HVAC offerings, "Expect Amazing" highlights the positive impact the brand has on people's everyday lives, both from a business and consumer perspective. The campaign aims to drive interest and purchase of the brand's HVAC products, engineered specifically for the Canadian market.



DELIVERING MEASURABLE RESULTS

MARCO

Based in the heart of Europe, MARCO bases its philosophy on creativity, strategic thinking and reliable account services. MARCO's broad portfolio of services spans from strategic planning, brand support, creative services and content management all the way to digital marketing and account-based marketing.

MARCO creates and delivers fully integrated, multichannel campaigns that generate new opportunities with potential audiences. By employing state-of-the-art marketing technologies, in particular, marketing automation, campaigns are run to deliver measurable results.

MARCO has a flexible agency team with a balanced mix of experienced marketers and young go-getters, who provide support to global and local brands in the Central and Eastern European region.

LOCATION: Prague and Brno, Czech Republic
MANAGING DIRECTOR: Pavel Marek

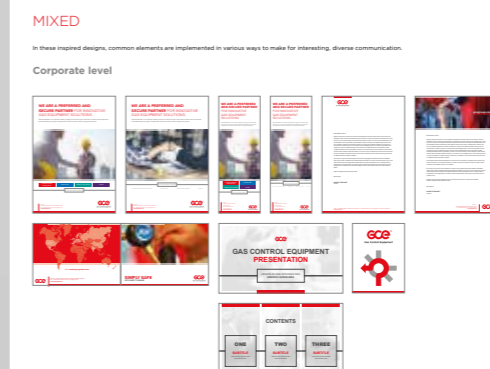
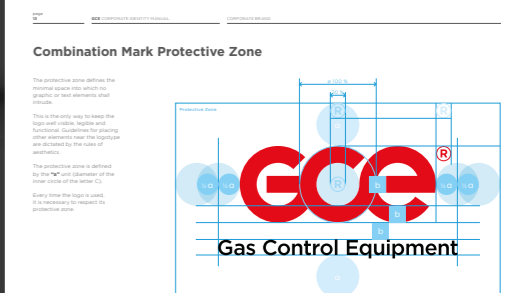
GCE – WORLDWIDE REBRANDING

CLIENT: GCE GROUP

The rapid growth of the company, the expansion in new markets and the acquisition of new companies uncontrollably changed the company's face. We were approached to create a new visual identity for the company and anchor it into a comprehensive manual. After the first meetings with the customer, we came to the conclusion that we had to take a broader view of the assignment. Finally, the customer decided to go through a complete rebranding process.

Rebrand Process Outputs:

- Brand Portfolio Organizer
- Brand Book
- Corporate Identity Manual of Brands
- Guidelines for creating visual outputs
- Video presenting the rebrand process
- Training materials for internal workshops
- Office branding manual



INSIGHT-DRIVEN MARKETING

ID BBN

ID BBN is one of Europe's leading marketing automation experts, combining strategic thinking, creativity and technological know-how to create measurable business results.

For ID BBN, successful marketing is not only about smart messages, innovative ideas and mind-blowing design – it's also about utilising the best marketing technology and analytics. With over a decade of experience in marketing technology, ID BBN assists businesses with implementing and running marketing automation platforms.

When it comes to running and integrating marketing technology, ID BBN loves nothing more than leapfrogging the competition with predictive marketing.

LOCATION: Turku and Helsinki, Finland
MANAGING DIRECTOR: Timo Kruskopf

PREDICTIVE MARKETING

CLIENT: VISMA SOFTWARE OY

ID BBN used machine learning to create algorithms that would predict churn and purchase behaviour. The model that combined sales and support data sets, enriched with email and Visma website usage intelligence data, along with firmographics information, achieved prediction model accuracy of 84.6% for churn and 84.1% for sales.

In the end, more accurate prediction allowed the marketing team to identify new leads and customer businesses at risk of churn. The team was able to implement the right tactics at the right time to boost purchases and reduce customer loss, saving millions of euros in lost customer lifetime revenues and adding fresh customer orders to the bottom line.

INTEGRATED FOR A DIGITISED WORLD

WOB

Located in the Rhine-Neckar area and Stuttgart, wob has over 100 communications experts who develop strategies, ideas and campaigns – creating inspiring encounters between companies and their customers. Every concept merges technology and emotion to effectively support sales teams and create sustainable brand value.

Wob's main disciplines include branding, digital, art, content, consulting and media.

LOCATION: Viernheim, Germany

MANAGING DIRECTORS: Gudmund Semb, Matthias Specht and Jens Merkel

WHAT'S YOUR WELDING CHALLENGE?

CLIENT: FRONIUS INTERNATIONAL GMBH

It has been our task to develop a unique dialog position for Fronius International – being the partner that helps their clients to face the challenges of the future. That's why we decided to focus communication on one central question: What's your welding challenge?

To get our target groups' attention and differentiate the brand from the competition, we put the question into the context of over-the-top welding situations: fascinating, breathtaking welding scenarios like underwater welding in a shark cage or a welding astronaut in space – the question is the bridge to the target group.

きっと手放せなくなる。

ユーザーの想いを次の標準 PC に



CREATE THE CUSTOMER'S FUTURE

IMPACT M

impact M focuses on providing fully integrated B2B marketing solutions to help clients push through market challenges and drive growth.

With a keen understanding of the client's challenges, impact M designs and manages the entire process of lead generation, from strategy development to planning execution and implementation. Its offering includes a smart combination of digital marketing and telemarketing.

Having delivered over 4,000 marketing campaigns for over 700 clients, impact M devises comprehensive content strategies and has a rigorous account-based marketing approach that strengthens collaborations through data-driven solutions.

LOCATION: Tokyo, Japan

MANAGING DIRECTOR: Tomoko Shibata

THE CAMPAIGN CHANGED THEIR TARGET PERCEPTION

CLIENT: Microsoft

We developed a project to promote introduction of Surface for Business as a standard machine for companies. We conducted surveys of markets and targets, formulating promotion strategies, developing campaign messages and main creatives. We also produced various contents, carried out Media Advertising, designed booth for the exhibition, and Managed/Operated exhibition. The project was executed and measured through regularly tracking to achieve the KPI.



MAKE IT MEMORABLE

TRUE

True by name. True by philosophy. The ethos of BBN's London agency is centred on working tirelessly to unearth potent human truths and turning them into memorable brand communications. Offering a strong blend of strategy and award-winning creativity, True marries traditional advertising principles with through-the-funnel thinking, media, data and technology to deliver integrated campaigns that build brand awareness and generate demand.

True's many accolades include winning some of the most high-profile industry awards, from the Grand Prix at the International B2B Marketing Awards, to the highly lauded 'Best Use of Creative' award twice in the last four years.

LOCATION: London, United Kingdom
MANAGING DIRECTOR: Richard Parsons

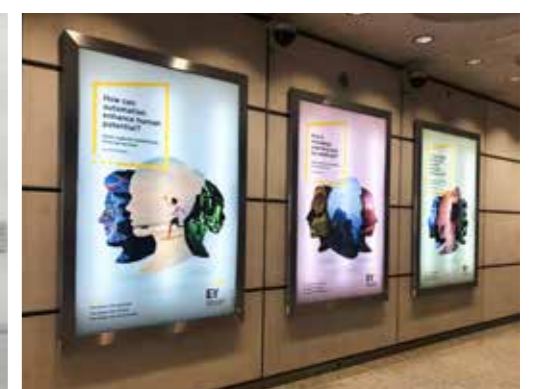
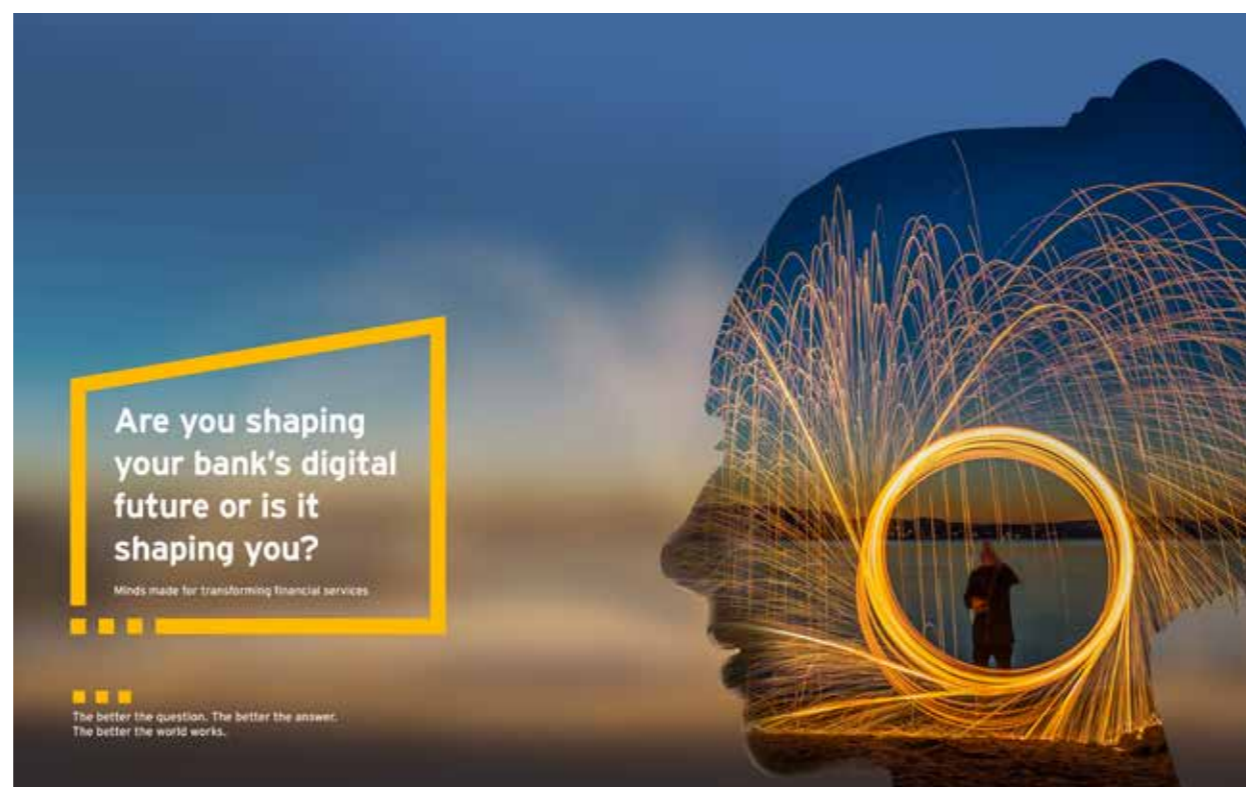


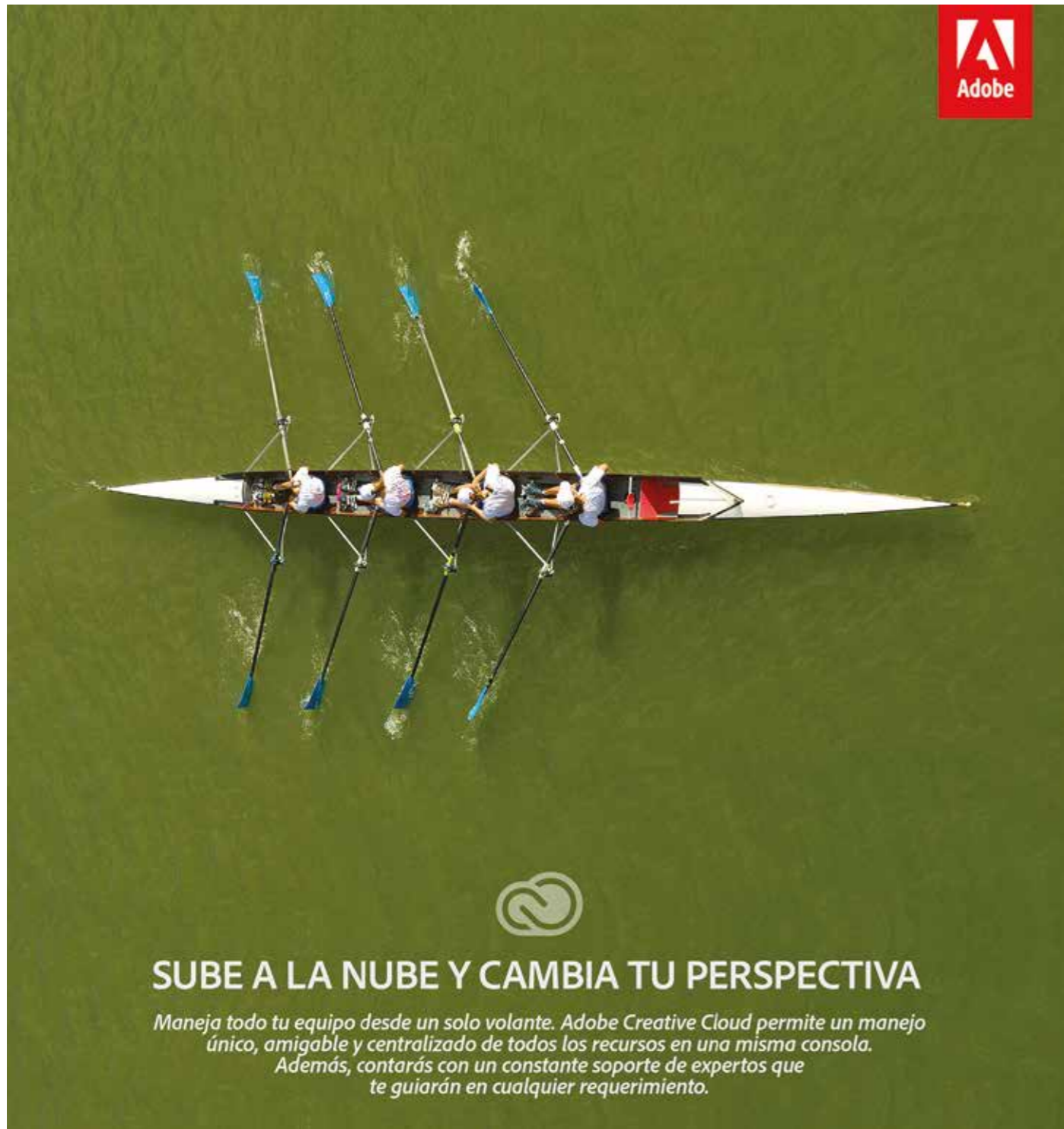
MINDS MADE FOR FINANCIAL SERVICES

CLIENT: EY (ERNST & YOUNG) FINANCIAL SERVICES

True reinvigorated the EY Financial Services brand to help them stand out in a crowded market – an industry where the competitors all look and sound the same, with similar offerings.

From strategic research, development and insights 'Minds made for financial services' was created. A brand proposition and creative platform that put EY's diverse and talented people at the heart of their communications.





Adobe

SUBE A LA NUBE Y CAMBIA TU PERSPECTIVA

Maneja todo tu equipo desde un solo volante. Adobe Creative Cloud permite un manejo único, amigable y centralizado de todos los recursos en una misma consola. Además, contarás con un constante soporte de expertos que te guiarán en cualquier requerimiento.



SUBE A LA NUBE Y CAMBIA TU PERSPECTIVA

Abre nuevos caminos para tu equipo creativo de una manera eficiente, accesible y rentable. Los recursos de Adobe Creative Cloud reducen el tiempo de trabajo, resultando en una mejor facturación.

IDEAS MEET RESULTS

MARKETLOGIC

MarketLogic offers a unique mix of regional strategy from its Miami headquarters, paired with local insights and execution from its presence throughout Latin America.

MarketLogic offers clients a pragmatic approach to this emergent part of the world. Creativity blends with a sound communication strategy, compelling messaging and a channel mix to maximise measurable opportunities for awareness or lead generation. To achieve these goals, MarketLogic complements its digital and traditional in-house creative and media planning teams with four contact centres.

It has been recognised three times by Inc. Magazine as one of the fastest growing small businesses in America and has been awarded 'Best Global Demand Center' by VMware.

LOCATION: Miami, US; Mexico City, Mexico; Guatemala City, Guatemala; Bogota, Colombia; Lima, Peru; Santiago de Chile, Chile

MANAGING DIRECTOR: Marcelo Castro

COME UP HERE AND ENJOY THE VIEW

CLIENT: Adobe

Adobe Creative Cloud is a new subscription model that allows its subscribers to benefit from the advantages of the cloud (online collaboration, tools, storage, automatic updates, and more), promising users a new and more modern way to work. The message was loud and clear: Come up to the cloud and get a new perspective.

Content was adapted to each buyer persona in the decision making process (IT, Finance and Creative Managers).



SUBE A LA NUBE Y CAMBIA TU PERSPECTIVA

Eleva tu creatividad a la nube y descubre lo que puedes lograr con Adobe Creative Cloud. Tendrás acceso a miles de recursos para potenciar tu imaginación y aumentar tu productividad mientras trabajas en equipo de una forma sencilla. Disfruta la vista desde arriba.



SUBE A LA NUBE Y CAMBIA TU PERSPECTIVA

Libera tus manos de papel. Digitaliza todos tus archivos y conoce la libertad de trabajar en la nube con Adobe Acrobat DC.



CREATING GROWTH

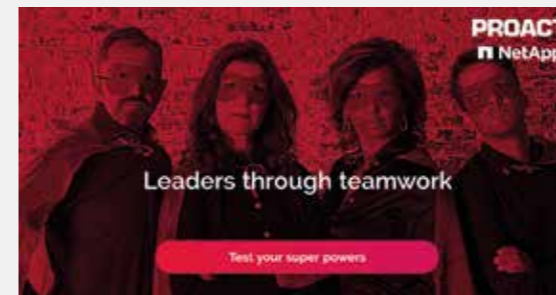
REFERRO

In a country with a limited internal market, Referro is familiar with discovering new market opportunities across borders.

Referro has strong expertise in strategy through to market activation. With an integrated approach, it offers strong strategic concepts and develops distinctive ideas and campaigns.

Referro also has expertise in Martech areas including marketing automation, sales enablement and CRM systems. These bring great value to customers, achieving amazing results by combining these skills with its contact centre.

LOCATION: Oisterwijk, The Netherlands
MANAGING DIRECTOR: Gerard van den Bogaart



RISE OF THE SECURITY SUPERHERO

CLIENT: PROACT IT GROUP

Creating a communication concept for Proact's Managed Security Services that is used to create more awareness around the fact that Proact is also very strong in regard to security challenges. Through an elaborate content strategy customers are informed about this with a multichannel approach.



1719

A STRATEGIC PARTNER

ITEO

Digital services and content marketing are at the heart of Iteo's services, from strategic services to flawless operational delivery. This is achieved with a mix of digital and content strategies, assuring the best results across the Nordics and beyond.

With vast PR and communications experience, Iteo knows the media landscape and how it's changed over recent years. Its consultants have the experience and knowledge to quickly understand, solve and deliver a return on investment.

Iteo has for three consecutive years been recognised as the 'Best Communications Agency in Norway' by Norway's leading business newspaper.

LOCATION: Oslo, Norway
MANAGING DIRECTOR: Andreas Thue

MOVING DAY

CLIENT: AMESTO & MICROSOFT

130 000 Norwegian businesses planned to move their applications to the cloud in 2019. Iteo helped Amesto and Microsoft highlight the benefits of their cloud solutions and showcase how easy it is to move to the cloud in 2019.

The campaign took advantage of the old Norwegian tradition, "the moving day" on April 17th. A wide range of content was produced and promoted across digital platforms in the months before and after.



1919



2019



MAKE IT MATTER

GETIT COMMS

GetIT Comms specialises in B2B technology marketing solutions. From its bases in Singapore, Kuala Lumpur and Bengaluru, BBN Singapore services the likes of Lenovo, Dimension Data, Cisco, HPE, Avaya, Salesforce, Microsoft, IDC, LogMeIn, VMware, Google and Orange Business Services throughout the Asia Pacific and India.

Specialisms include strategy consulting, content marketing and lead generation, all focused on helping clients expand their global footprint into the Asia-Pacific region.

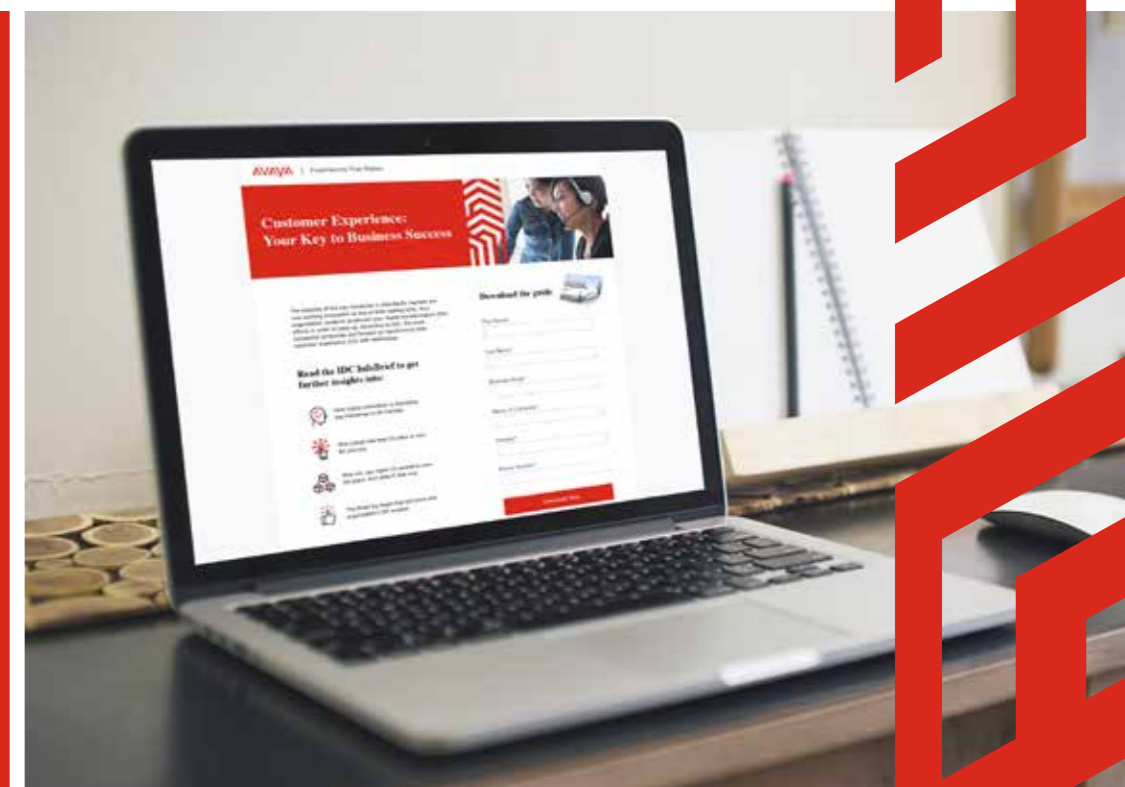
As content marketing and technology specialists, GetIT has played a vital role in developing BBN's proprietary C-Map process. It is also a regular recipient of industry awards in B2B marketing, content marketing and integrated marketing.

LOCATION: Singapore, Malaysia, India
MANAGING DIRECTOR: Anol Bhattacharya

EXPERIENCE AVAYA DIGITAL TRANSFORMATION

CLIENT: AVAYA

Being a thought leader meant that Avaya had to be the source of content that customers can use to shape their digital transformation journey. To achieve this, we created the "Experience Avaya" thought leadership content hub. The hub is focused on educating the prospect through an "always-on," data-driven, content-led experience—and delivered across multiple channels, devices and countries.





Smart Hotel



SMART, CLIENT-FIRST INNOVATION

THE MARKETING HUB

As digital natives, The Marketing Hub focuses on digital and social innovation, enhancing online clout and devising bespoke strategies to identify and foster new business opportunities for clients throughout the sales cycle.

Abilities in designing corporate buying journeys, combined with new B2B social engagement tactics, help clients multiply sales results and increase market reach.

Its highly skilled team of marketers, sales consultants and software developers delivers on promises and supports the digital transformation of its clients. With broad experience managing global marketing programs for top IT vendors, The Marketing Hub knows how to boost demand generation through the integration of new digital and social tactics.

LOCATION: Madrid, Spain

MANAGING DIRECTOR: Pedro Guillén and Manuel Tello

INFORMÁTICA

El Corte Inglés

SAP® Qualified
Partner-Packaged Solution

BUILDING UNIQUE EXPERIENCES IN THE HOTEL INDUSTRY

CLIENT: SAP & INFORMÁTICA EL CORTE INGLÉS

The Marketing Hub helped Informática el Corte Inglés, one of the largest SAP integrators in Europe, to develop an effective strategy to communicate the advantages of the SAP platform for hotel chains—a platform that allows hotel groups to exponentially increase the customer experience while optimizing processes with suppliers and employees. The campaign contributed to Informática el Corte Inglés' obtention of the SAP® Qualified certification.



¿Por qué con IECISA?

- Clientes exclusivos entre el back-end y el front-end
- Control de mando de gestión personalizadas
- Eliminación de errores y pérdidas
- Reporte multimedios
- Procesos a la disposición todo tipo de perfiles técnicos
- Uno de los proveedores de última generación.

Reducción de costes
Reducción de tiempos
Ahorro de recursos

- 25 años como partner SAP
- 250 consultores certificados
- 640 profesionales en tecnología SAP

TECNOLOGÍA LÍDER
RÁPIDO DESPLIEGUE
SOPORTE CONTINUO
AMPLIA EXPERIENCIA



TAKE A STAND AGAINST SINGLE-USE PLASTIC ON A GLOBAL SCALE

A PLUS M IS HELPING BLUEWATER REALISE ITS VISION



PURE WATER FOR EVERYONE, EVERYWHERE

CLIENT: BLUEWATER

Powered by the vision 'Pure water for everyone, everywhere', Bluewater rolls out its water purification technology worldwide. A plus M has been involved already from start, delivering a communication platform that highlights one of the largest environmental threats of today, polluted water. Recruiting like-minded organisations such as Formula-E, The Open, Volvo Ocean Race and more.



ACTIVITIES IN 2018-2019

AUSTRALIA – Melbourne
Volvo Ocean Race

BERMUDA
1. Americas Cup
2. Artemis team

BRAZIL – Itajaí
Volvo Ocean Race

HONG KONG
1. Formula E
2. Iris
3. Volvo Ocean Race

NETHERLANDS – Amsterdam
Plastic Free aisle

MONACO – Monte Carlo
Formula E

NEW ZEALAND – Auckland
Volvo Ocean Race

NORTHERN IRELAND – Portrush
The Open

SOUTH AFRICA – Cape Town
1. 11th Hour Racing
2. Volvo Ocean Race

SWEDEN – Mora
Vasaloppet

SWEDEN – Sandhamn
Charity event

SWEDEN – Gotland
ÅF Race

SWEDEN – Almedalen
Nordea Bank

USA – Flint Michigan
Charity event

USA – Newport
Volvo Ocean Race

WALES – Cardiff
Artemis team

CHANGE IS GOOD

A PLUS M

In its work within branding and communications, A plus M collaborates with clients, helping them to nurture, develop and grow global brands across multiple touch points.

A plus M has a heritage of operating internationally with key global accounts, with members of senior management possessing a wealth of experience working in international business communications – and with a firm belief that change is good and is always worth pursuing for successful branding and communication.

LOCATION: Stockholm, Sweden
MANAGING DIRECTOR: Sara Aschan



THE OPEN – Portrush
Northern Ireland

Rory McIlroy joins a record-breaking crowd (237,750) at the 148th Open at Royal Portrush where Bluewater helps keep everyone hydrated and informed of the threat plastic has on our oceans.



FORMULA E – Monte Carlo
Monaco

The environment feels the need for sustainable speed and clean water, making Formula E and Bluewater a good match.



VOLVO OCEAN RACE – Cape Town
South Africa

Bluewater contributed with a generous supply of fresh drinking water when Volvo Ocean Race entered Cape Town.

AND THIS IS JUST THE START OF OUR COLLABORATION!



WE'RE GOING TO LIVE FOREVER OR DIE TRYING

INL

Based in Geneva, with a second office in Singapore, INL specialises in working with clients' regional and global marketing headquarters to create campaigns and toolkits that are rolled out across different markets. Clients – including a long list of global medical and FMCG brands – are always at the forefront.

INL makes progress quickly, ensuring deadlines are met while still maintaining the highest level of quality. INL stands for 'international', and their team includes ten nationalities, speaking nine different languages.

LOCATION: Geneva, Switzerland
MANAGING DIRECTOR: Rich Thomas

DANGEROUS FAKES

CLIENT: DENTSPLY SIRONA

Counterfeiting of dental files is an increasing and dangerous issue. This campaign was created to bring awareness to the fact that even when things can look genuine at first sight, they can reveal a nasty surprise.

MAKING THINKING VISIBLE

FIFTH RING

Fifth Ring is a full-service integrated communications agency focused on supporting clients to build better brands and sell more stuff. From its international bases in Singapore, Houston and Aberdeen, Fifth Ring's global footprint sees it represent clients throughout Asia, Europe and the Americas.

Fifth Ring blends the quality and discipline of a well-established player with the energy and dynamism of a new business to help solve business challenges through measurable marcomms. This is best expressed through the mission statement, 'Think like a strategist. Create like an artist. Act like a pro.'

LOCATION: Aberdeen, UK; Houston, US; Singapore
MANAGING DIRECTOR: Ian Ord (CEO) & Peter Lyall (Group Strategy Director)



GREEN BUILDING SOLUTIONS

CLIENT: JOTUN

Jotun approached Fifth Ring to provide support for their Green Building Solutions product line. Fifth Ring produced a multichannel marketing campaign with the theme 'Look at building green differently'.



FULL-SERVICE THINKERS

BADER RUTTER

Bader Rutter has provided award-winning B2B marketing services throughout its 45-year tenure.

With a team of almost 300, Bader Rutter has headquarters in Milwaukee, Wisconsin and offices in Chicago, Illinois and Lincoln, Nebraska. Bader Rutter serves clients with a full spectrum of in-house services. It has a strong focus on compelling creative work and leading digital marketing services.

Whether collecting insights, crafting great brand experiences, cultivating more personal relationships or optimising delivery, Bader Rutter puts its expertise to work for some of the world's leading brands. From software technologies to infrastructure, ingredient brands to crop protection, its expertise spans multiple industries and services.

LOCATION: Milwaukee, Chicago & Lincoln, USA
MANAGING DIRECTOR: Jeff Young (CEO)



CORN REVOLUTION PODCAST

INNOVATE FOR THE CLIENT'S CUSTOMER

CLIENT: PIONEER, CORTEVA AGRISCIENCE

At Bader Rutter, we take pride in really knowing our clients' customers. When Pioneer asked for a content-heavy email training program to reach their 3,000+ sales force, we suggested something we knew would be more effective.

Knowing these reps spend most workdays in their cars, we created a podcast series featuring the most intriguing experts in agribusiness. In less than a month, we produced eight episodes that showcased Pioneer's leadership in innovation.



MARKETING PERFORMANCE. PERIOD

HEXAGROUP

From offices in Houston and Paris, HexaGroup strikes the ideal balance between strategy and consulting, 'out-of-the-box' creativity and leading-edge technology. The team encompasses developers, data analysts, artistic designers, content creators and digital advertising strategists. But above all, everyone is a marketer driven by results.

HexaGroup's accolades include an American Marketing Association Crystal Award for a colour-matching app and numerous awards for websites and campaigns. With a strong reputation built on helping the energy industry tap into the power of digital marketing and advertising, HexaGroup also serves the world of startups, medical, professional services and technology.

LOCATION: Houston, Texas

MANAGING DIRECTOR: Arnaud Dasprez

HOW A GROWTH-MINDED WEBSITE AND DIGITAL STRATEGY HELPED AN ENERGY PIONEER GENERATE OVER 2,000 QUALITY LEADS IN ONE YEAR WHILE BOOSTING THE COMPANY'S BRAND RECOGNITION

CLIENT: SHAWCOR

Case Overview Paragraph: HexaGroup developed a growth-minded digital strategy, including creating a new website with improved navigation, expanded content and searchable catalogs to funnel people searching the web directly to Shawcor's relevant products, and sales representatives, as quickly as possible. The results: a 195 percent increase in website traffic, 264 percent increase in time spent on website and 38 percent more top-ranking keywords. The strategy helped the energy pioneer generate over 2,000 quality leads in one year while boosting the company's brand recognition.

BUSINESS UNIT PERFORMANCE

PARTNER LOCATIONS

A+M

Nybgogatan 39
114 39, Stockholm
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57 - Botafogo
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www.approach.com.br

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