Profiting from Thought Leadership

AUGUST 17, 2022

How B2B Firms Use Thought Leadership to Stand Out and Attract Customers

PART 2 OF OUR 2022 RESEARCH ON HOW THE BEST B2B COMPANIES COMPETE ON THOUGHT LEADERSHIP

Findings at a glance

1. “Consumers” and “producers” relish thought leadership
2. The biggest customers relish it most
3. Creating extraordinary content is extraordinarily difficult
4. Marketing thought leaders brings unique challenges
5. Generating interest: See me, hear me – not just read me
6. To date, investments are having only modest impact
7. Company culture separates the best from the rest

Agenda — what you'll learn today

- **Quick review of the first release of our study**
  - "Why Customers Need Thought Leadership, and What Really Moves Them"
- **Reviewing the findings of our second release**
  - "How B2B Firms Use Thought Leadership to Stand Out and Attract Customers"
- **Research findings we'll release at our "Profiting from Thought Leadership" conference (PTL) in November**
  - "What the Best B2B Firms at Thought Leadership Do Differently"
- **Which of today's webinar attendees won a free seat at PTL**
- **Remember:** Stay to the end to get a free signed copy of Bob's book ("*Competing on Thought Leadership*")

The research team

Profiting from Thought Leadership

How the Best B2B Companies Compete on Thought Leadership

A 2022 Research Study

Bob Buday

Buday Thought Leadership Partners

Alan Alper

Jason Mlicki

Rattleback

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Goals of the research

1. Understand how B2B companies are using thought leadership to drive growth and differentiation ("Producers of Thought Leadership")
2. Understand how important thought leadership is to B2B customers, and how they use it to make critical decisions ("Consumers of Thought Leadership")
3. Identify actions that will improve thought leadership's impact on reputation and growth

How the Best B2B Companies Compete on Thought Leadership

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Research from two perspectives

How the Best B2B Companies Compete on Thought Leadership

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Producers of Thought Leadership

- 163 answered 25 questions
- Geographically diverse: 47% N.A.; 15% EU; 34% APAC
- Asked about the content of firms in:
  - Management consultants
  - IT services and cloud computing
  - Tech
  - Law and accounting
  - Financial services (investment banking, venture capital, private equity)

Consumers of Thought Leadership

- 152 answered 22 questions (51% N.A.; 17% UK; 31% APAC); 5,800+ answered 5 “omnibus” questions (99% US)
- Across sectors: 26% banking/insurance; 16% retail/CPG; 21% tech; 16% auto/industrial mfg.; 9% media/telecom; 13% other
- Asked about the content from firms in:
  - Management consultants
  - IT services and cloud computing
  - Tech
  - Law and accounting
  - Financial services (investment banking, venture capital, private equity)

Quick Review of the First Release of Our Study

Consumers' take on thought leadership

A majority …

68%

… of B2B executives, across industries, say thought leadership is **"very" or "extremely" important**

And…

74%

… say it's become **more important** in the last 5 years

Over …

70%

… use it in **each stage of their buying process to inform all types** of their most strategic decisions

But …

40%

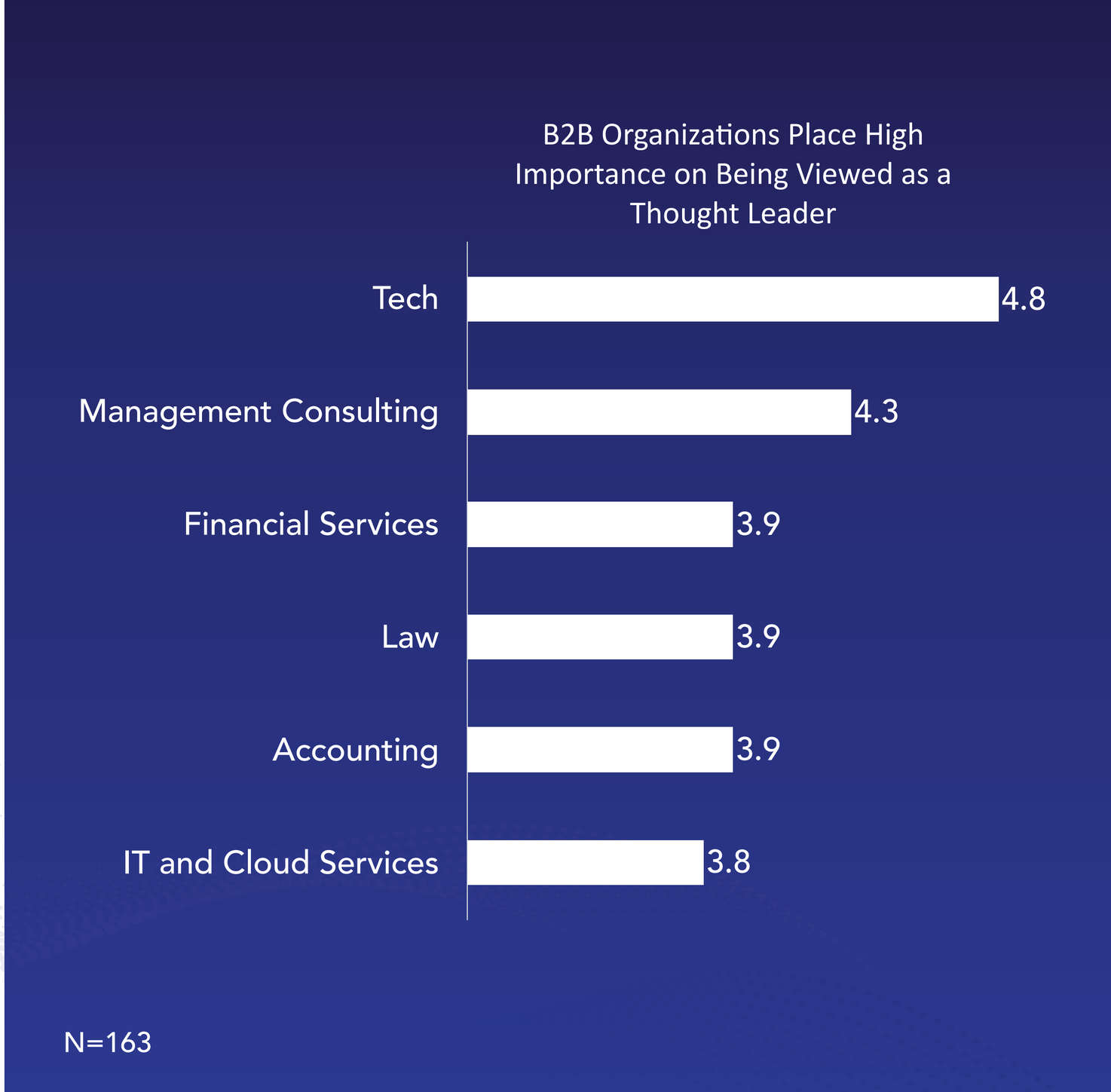
… see the thought leadership they consume as being of **only moderate value or less**.

How B2B Companies Create and Market Thought Leadership

Insight 1

Both producers and consumers value thought leadership highly

- Client executives rely on it heavily to make key purchasing decisions
- Both parties place similar importance
  - Consumers: 3.9 on a 1-5 scale
  - Producers: 4.0 on a 1-5 scale
- Among producers, tech firms value it the most
- IT services firms value it the least



A big opportunity for opportunistic IT services firms

An astonishing …

55%

… of B2B executives read thought leadership content from **IT services firms** before deciding which one to use

But only …

31%

… of them say the content they get is extremely valuable

More astonishing, only …

27%

… of **IT services firms** believe it's extremely important viewed by customers as thought leaders

Insight 2

But producers don't realize just how important thought leadership is to their largest customers

- Executives at $20B+ firms rated its importance much higher
  - But only 10% say the content was extremely valuable in helping them choose a B2B firm over the last 5 years
- If your company sells to the Fortune 500, you may have to up your game

What consumers want is not what producers prioritize

Producers' key thought leadership challenges:

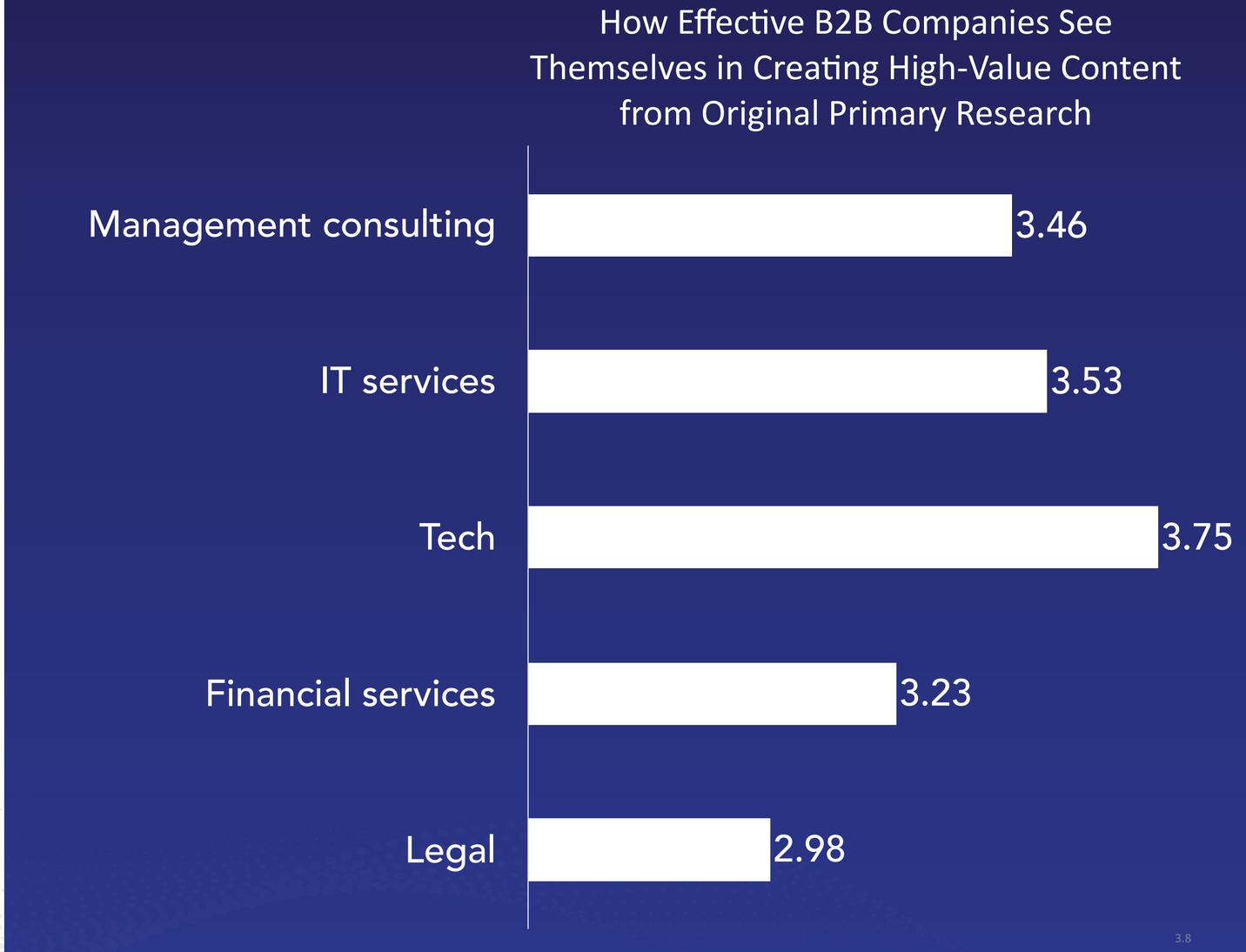
- Showing customers how deeply they understand their problems
- Develop entirely new and practical solutions
- Proving they have worked

	Consumers' Ranking	Producers' Ranking
Evidence that the solution works	1	1
Depth of knowledge on how to solve it	2	2
Feasibility of solution	**3**	**7**
Novelty of solution	**4**	**6**
Relevance of topic	5	4
Clarity in communications	6	5
Coherence of concept	7	3
Illuminating facts & figures	8	8
Rigor of argument/persuasiveness	9	9

Insight 3

Creating high-value content is extraordinarily difficult

- The art of designing thought leadership research studies, extracting profound insights from research data, and involving internal experts in all this isn't easy



Biggest TL research challenge: deciding how to gather the data

- Research design is where big insights begin (or don't)
- Including determining what issues will be researched – and not

Insight 4

Biggest marketing challenge is managing the tug-of-war over spending

N=163

Insight 5

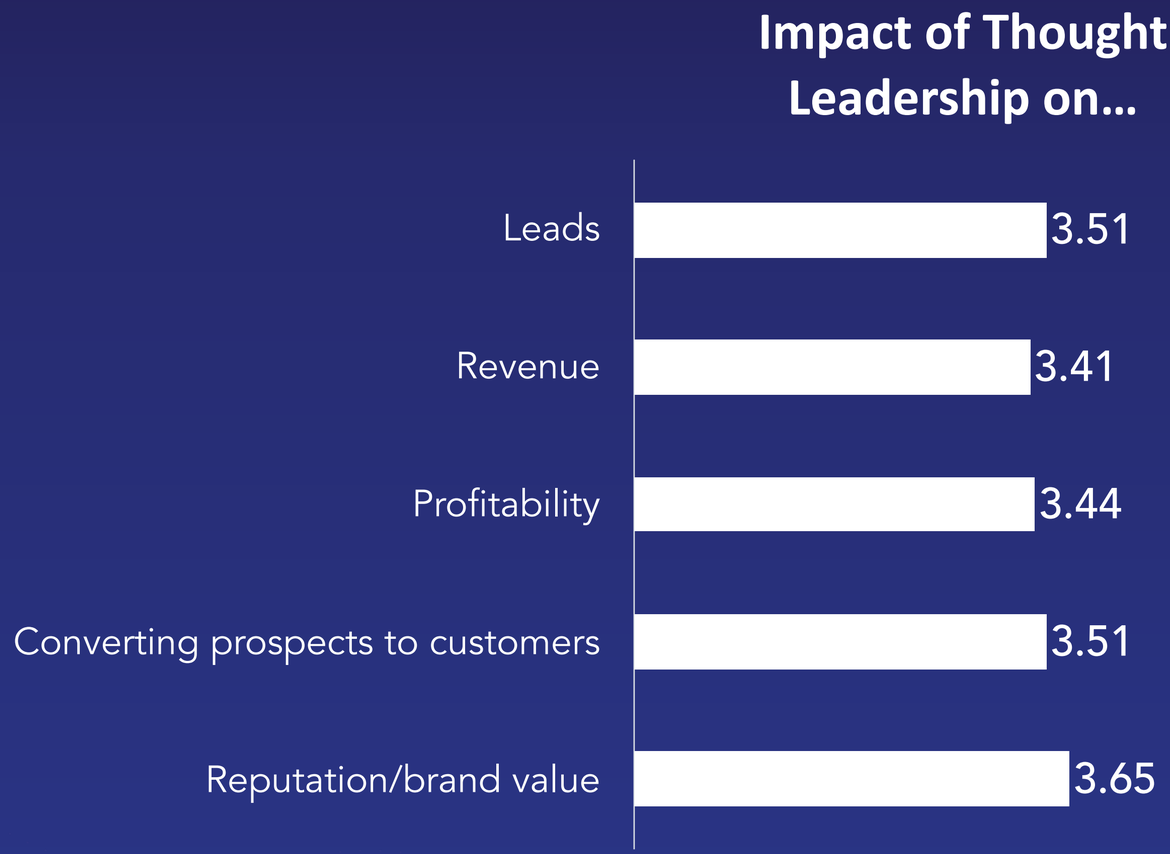
Getting your thought leaders to talk to the camera or mic is the best promotional tactic

- Most effective TL promotional tactics were videos and podcasts
- Least effective was static infographics
  - Interactive data viz far more effective
- In-person conferences do better than virtual

Insight 6

On average, the impact of thought leadership is moderate

- Is this a budget problem? We think not.
  - Average TL spend: 5.9% of revenue
  - 7.2% in tech
  - 6.5% in management consulting
  - 5.2% in IT services



Scale of 1-5 (1 = no impact, 2 = small positive impact, 3 = moderate positive impact, 4 = major positive impact, 5 = exceptional positive impact)

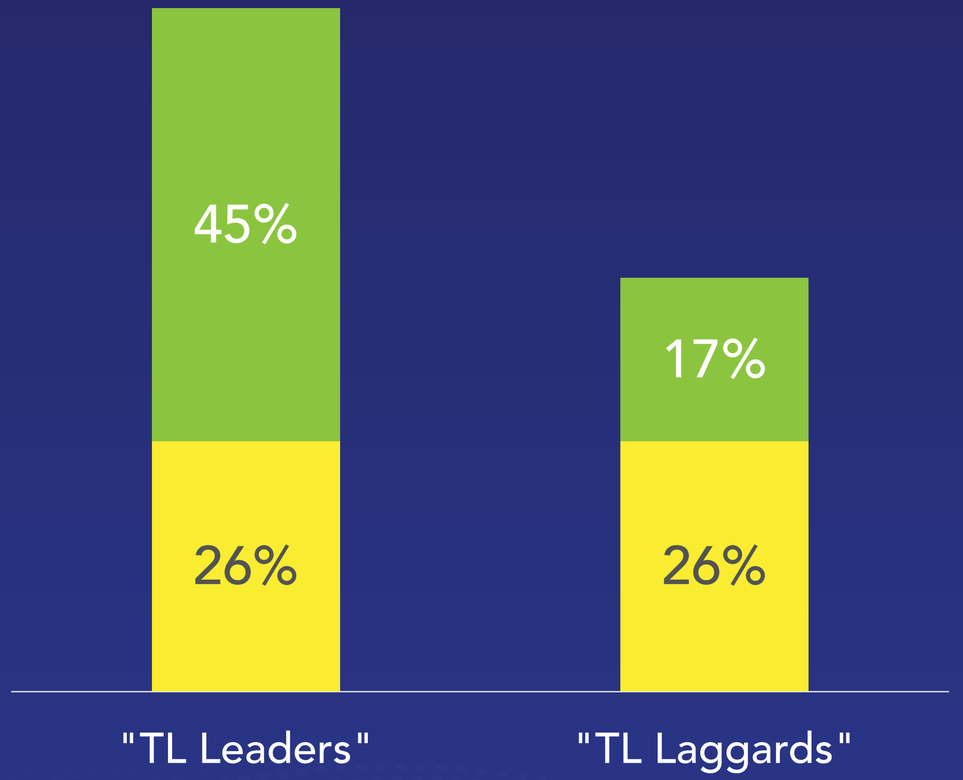
N=163

Insight No. 7

A highly supportive company culture is crucial

- It enables valuable thought leadership programs and people to survive a change in CEOs and recessions
- We compared “leaders” and “laggards” on every question
  - Leaders: Very effective on 8 key aspects of TL
  - Laggards: Least effective on those items
- A huge gap in company cultures
  - “How open is your firm to new ideas, and much does it value educating customers and developing new expertise?”

Comparing the Best and Worst Producers on Their Cultural Support for Thought Leadership



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More to come…

1. A 10-year look back on thought leadership research performed through 6 different studies
2. A deep dive into what separates the best performers from the rest including culture, mindsets, behaviors, processes, and priorities
3. Direct client feedback from qualitative interviews with senior decision-makers.

How the Best B2B Companies Compete on Thought Leadership

A 2022 Research Study

About the Conference

Day 1: Wednesday, Nov. 2

Strategy, Research, and Culture

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Getting Firm Management to Embrace Thought Leadership	**Bob Buday**, Author of the book "Competing on Thought Leadership" and CEO, Buday TLP **Cindy Anderson** and **Anthony Marshall**, IBM Institute for Business Value	   Buday Thought Leadership Partners IBM
Changing the Market Conversation Begins with a Problem Ownership Strategy	**Jason Mlicki**, Rattleback **Michelle Swan**, Tercera	  Rattleback TERCERA
Research Methods That Spawn Blockbuster Ideas	**Prof. Tom Davenport**, Creator of the blockbuster concepts "Competing on Analytics" and "Business Process Redesign"	 BABSON
How Accenture, BCG and Salesforce Conduct Groundbreaking Research	**Francis Hintermann**, Global Management Director, Accenture Research **Annelies O'Dea**, Boston Consulting Group Henderson Institute **Peter Coffee**, Salesforce.com	   accenture BCG salesforce
How to Build a Culture of Thought Leadership	**Prof. Dave Ulrich**, Guru on corporate culture **Alan Alper**, Buday TLP	  rbl | The RBL Group Buday Thought Leadership Partners
Building and Sustaining a Culture of Thought Leadership	**Lucia Rahilly**, McKinsey & Co. **Tim Reason**, Bain & Company **Samad Masood**, Infosys	   McKinsey & Company BAIN & COMPANY Infosys

Day 2: Thursday, Nov. 3

Marketing, Selling, and Publishing

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Marketing & Selling Thought Leadership in a Noisy Digital World	**Jason Mlicki**, Rattleback	 Rattleback
Putting Esri on the Global Business Map	**Marianna Kantor**, Esri	 esri
Getting Thought Leadership Marketers, Researchers and Salespeople on the Same Page	**Maria Boulden**, Gartner	 Gartner
Turning Tech Firms Into Thought Leaders	**Sabrina Horn**, Horn Strategy	 HORN STRATEGY
Innovative Digital Publishing Strategies	**Raju Narisetti** and **Lucia Rahilly**, McKinsey & Co. **Jeff Pundyk**, Deloitte	  McKinsey & Company  Deloitte.
How Kleiner Perkins Created the WSJ Bestselling Book, *Speed + Scale*	**Evan Schwartz**, contributing author “Speed & Scale” and former-chief storyteller, Innosight	 S&S
Scaling Up a Thought Leadership Engine From Scratch: Adecco’s Story	**Mara Stefan**, The Adecco Group	 THE ADECCO GROUP

Day 3: Friday, Nov. 4

Training: Creating and Generating Demand for the Big Idea

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Thought Leadership Research Design Bob Buday	• Scope a researchable topic • Define sub-topics to explore • Formulate hypotheses • Identify the best from the rest	 Buday Thought Leadership Partners
Narrative Structure Alan Alper	• Create an irrefutable argument • Using a narrative structure • Applying the 6-part structure	 Buday Thought Leadership Partners
Data Visualization and Storytelling Bill Shander	• Understand the data literacy around you • Pick the right data viz strategies • Use data viz to create memorability	 BeehiveMedia
The Thought Leadership Marketing and Sales Campaign Mix Jason Mlicki	• Create demand for the big idea • Prioritize your lead generation stack • Plan your campaign • Get ready to launch	 Rattleback

Rates

	Standard Rate (Thru 9/30)	Late Rate (After 9/30)
▸ Solopreneur / Streaming (Days 1-2)	$495	$995
▸ Streaming (Days 1-2)	$995	$1,195
▸ In-Person (Days 1-2)	$2,495	$2,995
▸ In-Person + Training (Days 1-3)	$3,995	$4,495

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Laguna Cliffs Marriott Resort & Spa
Dana Point, CA
November 2-4, 2022

Register at ThoughtLeadershipSeminar.com