Building a Marketing Services Business

Presented by ABM’s Marketing Services Committee

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Introduction

The nature of business-to-business media is changing. What was once primarily a tactical relationship with advertisers based on independent transactions has taken on a more strategic nature. A primary response to this change is media companies developing new capabilities and assets in what are generally defined as marketing services. It is also a way for media companies to broaden revenue sources and better integrate their market offerings — print, digital, in-person and data — as solutions for consideration by advertisers.

The white paper prepared by ABM’s Marketing Services Committee identifies the market pressures driving the change from the perspective of marketers and media companies. It further makes suggestions about how B2B media companies can best to add these capabilities based on current structures implemented at ABM member companies.

The paper is a guide. It is not meant to endorse any system to integrate marketing services, but rather offer ideas to ABM member companies to work with as they endeavor to serve advertisers the best way possible.

Defining “Marketing Services”

The wide variety of services, as well as early-stage state of the business can make a universal definition of marketing services troublesome.

As defined by ABM’s Marketing Services Council, “Marketing services offered by B2B media companies is a collection of tactics that work together to complement and reinforce the market impact of a client’s core strategy and message. These tactics spring from the unique abilities of media companies to create content, develop audiences and positively affect opinion and behavior. Market data generated by these efforts is employed to measure success and increase effectiveness.”

Marketing services does not equal content marketing, custom publishing or lead generation as standalone services, but likely encompasses all of these in some form.

While most b-to-b publishers define marketing services differently, there seems to be a common theme in what marketers/clients are looking for from b-to-b marketing services providers. The following list is not comprehensive, but encompasses the most common types of marketing services assets provided by b-to-b publishers.

Regardless of the services offered, it is imperative that all projects begin with a defined statement of work and contract. You must determine measurements for success in advance and agree upon with the client. The statement of work ensures client goals are clearly defined, measurable and achievable.

Marketing Services Assets

A. Custom Content Creation — There is a huge need for educational and targeted, topical content. Publishers have the authors and experienced freelance writer pool; they understand the markets they serve and their target audience better than most companies as well as know the best ways to deliver content to that audience. Publishers typically have the ability to help create content and ensure it is of high quality and on
message. This provides an opportunity for publishers to assist clients in creating compelling content that will attract and be of interest to the people and companies who would need or buy their offerings.

**Custom Content products may include:**
- Whitepapers
- Web Seminars
- Custom Publications: Supplements/Magazines
- Company Profiles
- Executive Q&A
- Advertorials
- Virtual Events
- Video
- Educational Content for Socialization
- Internal Sales and Marketing Materials for Internal Educational and Sales Support Needs

**B. Event Support/Creation** — Event services are often a natural extension for publishers that currently produce events for themselves. These services could include: user-group event support, boutique event management, custom conferences/ events, custom training programs, educational training and virtual events. This can include any or all of the following services: content creation, production and marketing.

**C. Database management/services** — These services can include data overlay (processing/merge/purge/append), additional information on existing contacts/leads, as well as additional lead generation of like prospects. Publishers can aggregate and sell this data. Services may include ranking leads and providing insight on behaviors of what each client is doing across various touch points. “Lead generation can be a dangerous part of a marketing service business, especially as a standalone product,” says one b-to-b media CEO. “I’d recommend great caution in simply handing off leads, as there is a lot be concerned about in terms of exhaustion, truly qualified leads and how the performance of these leads may impact other parts of your business and relationship.”

**D. Lead Nurturing** — Lead management & generation (advanced lead intelligence services). Publishers are already helping companies generate leads (through print and digital advertising and offerings such as web seminars, events, microsites and white papers) and are finding many companies don’t manage their leads well or at all. With the creation of automated marketing, companies are finding it hard to compete if their competitors are using these tools. Publishers can step in and help companies move prospects through the buying cycle with these tools, or even without a tool, through organized marketing programs. Automated marketing can lead a prospect into a virtual conversation with a company at the speed at which a buyer is moving and help them become more interested in their offerings. These offerings are usually based on pulling together a string of communication efforts in an organized fashion, based on the actions taken by a potential prospect. E.g.: The program could consist of a combination of educational emails which drive them to a web seminar and end in a personal phone call for top prospects.

**The Opportunity**

According to *Outsell*, the total addressable U.S. marketing services opportunity for media companies, both consumer and b-to-b, is $16.8 billion. The b-to-b portion of the $16.8 billion U.S. marketing services opportunity is $5.9 billion. Compared to the current total U.S. b-to-b publishing segment revenue of $9.8 billion, marketing services offer a potential incremental 60 percent on top of that total.

“B2B trade publishing suffered through the severe recession of 2008 and 2009 and the segment compound annual growth rate (CAGR) for the period from 2005 (when advertisers began spending significantly on their own websites) to 2011 is -0.1 percent,” according to *Outsell*. “If the $5.9 billion in marketing services had been captured by B2B media companies and not lost to advertisers’ own spending CAGR would have been 4.5 percent.” (*Outsell Market Analysis: The Marketing Services Opportunity, August, 2012*).

The three primary sources of marketing services revenue for media companies according to *Outsell* are:

- the money now being spent by companies on their own websites,
- a modest portion of the current agency revenue,
- and a portion of the revenue now generated by the horribly fragmented and unconsolidated thousands of specialty services providers.
E. Digital Solutions — Based on the research from Outsell (see page 6) and many others, this is the area where marketers struggle the most and where the biggest percentages of their marketing dollars are being spent. Their number one pain point according to Outsell is their website. Companies struggle with building a good website, including everything from creating content that will attract the right prospects; strategies to drive people to their website; and socializing the good content they do have. Providing services that will help them solve these challenges may require new or additional resources/skill sets, but the dollars spent by companies to make their website function properly, make it likely worth exploring.

These products could include:
- Email Creation/Delivery/Management
- SEO/SEM
- Social Media campaign development
- Social community development/management
- Social media marketing
- Website/Microsite Creation (platform development – including portals)
- Mobile marketing
- Enewsletters/ebooks

F. Research — These services can include research panels, bespoke research and analysis developed for clients. Publishers can utilize unique access to their audience to deliver insightful research for clients utilizing opt-in research panels or segmented groups of their audience. Publishers can assist with development of research questions, fielding research and delivering reports that provide market and product intelligence, as well as the ability/opportunity to develop thought-leadership content around the research.

G. Analytic Services — This is a much needed service but probably one of the more difficult areas to branch into from a marketing services perspective, as it requires a very high level of expertise and often means adding outside resources. Product marketers are being asked to provide factual data and analysis to prove ROI, with often less budget. They lack the skills and tools to perform these requests. Publishers that can provide the analytic services that would help companies more efficiently and cost effectively turn a prospect into a customer, will be in high demand! This could be a very customized service for each client that requires a strategic view on how to interpret and act on the analytics.

Resources Required
While proper utilization and mobilization of personnel is key (and this whitepaper devotes an entire section to structuring a marketing services team), there are dedicated technologies and processes to successfully offering marketing services. These include:

- Content platforms in alignment with the content you are creating, analytics and automation tools to support lead generation, flexible web platforms, client services agents, custom content development, webcast platform, audience development expertise

- Database usability and database ownership
“At their cores, publishers have always known the tremendous power of relevant content in attracting, retaining, and activating audiences,” says Al DeGuido, CEO of digital agency Zeta Interactive. “In fact, it has been within the DNA of the best and brightest publishing houses to take on the role of trusted adviser and help educate the marketing community on how best to connect with and influence these audiences. The fact is, publishers already have the content and brand equity; what they have typically lacked is the technology and expertise to take a commanding lead on the digital side of their business, the side on which their futures increasingly and inevitably depend.’”

How Publishers Measure Success

The metrics that determine the success of a marketing services business are not purely transactional. Business information and media companies are relying on the following to gauge their success:

- Revenue & profit growth
- Margins
- Client satisfaction
- Renewals
- New business/client acquisition
- Growth in new marketing services revenue lines/increased number of services sold
- Lead generation: measuring against promised deliverables — Leads nurtured/qualified
- Increased customer wallet share
- Audience data metric measurement — average revenue per user

Why Media Companies Are Primed to Offer Marketing Services

Business information and media companies are well-positioned to offer marketing services due to:

1. Domain expertise
2. Ability to create rich content
3. Audience database(s)
4. Diverse delivery channels

End user customers are dictating how they want information and we need to serve it to them that way. Fewer people are truly engaged with a brand and content. We need to understand that challenge and present solutions for them. Publishers and media companies are prime candidates to deliver the data, information, and content for and about our customers. We are uniquely positioned to provide data insights, create content and deliver to a targeted and qualified audience in the way they want to consume information. Brand credibility and trust are key to the equation and delivery/consumption of the information.
Increasingly, marketers are becoming publishers, creating news, websites and content as part of their marketing strategies. You can become a publisher for your clients and answer the increasing need to create content that is engaging AND drives demand.

Publishers are uniquely positioned to find the information gaps and create content that meets a need – it is our job as journalists and editors to know where the information gaps exist. Publishers should also be able to determine the best medium for providing that information to our audience and provide research and analytic data to back this up.

Marketers will need to raise the bar on content

• The quantity and quality of content — video, thought leadership, company content —will rapidly rise as demand and viewership increase. Advertisers will be challenged to effectively produce and curate high-quality content that represents their companies’ value propositions for a variety of owned, earned and paid media.

• Content is one of the strongest specific needs for companies’ own websites, blogs, white papers, communities, mobile devices, and events. Managing events for advertisers includes providing marketing support for companies’ own corporate-managed events. As many media companies are already masters of these services, making these services early conversation hooks is likely to lead to broader discussions of solutions the media company can offer. The content requested is not limited to articles and websites on owned media, as advertisers are now eager to build out their earned media (social conversations and buzz).

Marketer’s new dependence on owned and earned media channels

• Instead of time-based campaigns, marketers will invest more in providing an evergreen brand presence, proving their value 365 days a year. As such, there will be more dependence on cost-effective earned and owned media channels to supplement paid ones. These companies will undoubtedly require help developing strategies, producing assets and managing programs. Programs that provide valuable back-end prospect data.

Social scales from networking to conversation and commerce

• Social networks will move beyond networking venues and influence b-to-b buyers, who look at social channels to vet potential partners, explore opportunities and resolve business dilemmas. B-to-B marketers will need to take more aggressive, active roles in social networks to contribute meaningful content. Providing consultative services combined with Integrated Marketing Services will drive towards success.

• Advertisers see mobile and social marketing’s potential, but feel underequipped to take advantage of the potential they feel exists. But mobile spending is increasing and media companies’ marketing services that include mobile and social elements will be growth segments and differentiators.
B2B ROI automation will continue to drive accountability

• Return on investment will be better defined thanks to marketing automation and analytics. Designed to tap into transparent channels and enable b2b marketing programs to be more accountable in driving sales. Helping advertisers point towards this type of ROI will be part and parcel to media companies marketing services portfolio and core value proposition.

• Marketers want analytics to clarify and simplify the allocation of their spending and ROI is the most powerful metric.

Challenges To Developing a Marketing Services Business

While the opportunity for marketing services is huge, the challenges — both external and internal — to successfully offering marketing services are significant.

“It's important to ask ‘why are you making this decision,’” says the head of marketing services at one b-to-b media company. “Are you just following revenue? Why are you doing it and what are you looking to achieve? It is a commitment like launching any new business, and you must commit and evolve, you can’t just change the focus of the sales team. Do you have the staff and intellectual chops to execute? You must get outside help to manage and execute the business. You must have a plan to get the sales team to embrace from a culture and incentive perspective. The most dangerous thing you can do is assume that your existing organization can execute and do this — you must be strategic and have support at the highest levels and push it along culturally throughout the organization.”

External Challenges: Client Understanding of “Marketing Services”

While navigating the “friend or foe” relationship between publishers and agencies, as well as contending with marketers taking more of their spend in-house, one of the biggest challenges media companies face is defining “marketing services” to their clients.

“I don’t think that clients truly understand what is being offered or why it is coming from the company from which they buy media,” says the head of marketing services at a mid-sized b-to-b media company. “They get marketing services from their agency(ies). Many marketers still think of their work with us as ‘publishing services’ — and to them, that’s not a bad thing. We’re the ones who have stigmatized the word ‘publishing.’”

What sets media companies apart is their business — developing audiences around specific interests and then positively affecting behavior and opinion by being thought leaders and creating provocative, engaging and entertaining content. “If more and more marketers are truly becoming ‘publishers’ or media companies, actual media companies should be their partners to launch a brand for the client just as we would launch one for our company,” says the source. “So, making a clear distinction of what we as media companies offer versus an agency is what I consider the external challenge that dwarfs any others.”
Internal Challenges: Culture, Structure, Compensation

However, the greatest challenge to successfully offering a marketing services business is internal, from corporate culture and organization to training and compensation.

“In the beginning, it’s all about educating the sales team on how to sell—which is very different from selling media,” says the group publisher of one major b-to-b media company. “It calls for a much deeper relationship with your client and with your extended team. The challenges from my perspective are, 1) making sure you build a realistic P+L for the project that accounts for soft cost (meaning your people’s time) and timeline 2) managing expenses/manpower in execution and 3) managing client expectation and making sure you don’t succumb to ‘project drift’—meaning going out of project scope or out of timeline/end date.”

Managing multiple projects can be a challenge, particularly if staff is involved in other day-to-day projects. “Different products can get tangled and so margin and time gets confusing,” says the head of marketing services at a major tech media company.

While gross margins with marketing services (which can range from 10 percent to 40 percent) are often lower than either print or digital advertising sales due to the long lead time and amount of work involved with each project, the collaborative nature of marketing services can create an enduring relationship with the client as opposed to the one-off nature of much of print and advertising sales (in a survey of b-to-b media websites, MediaRadar found that approximately 61 percent of advertisers did not renew their digital ads, while only a quarter of advertisers renewed for one or more months and less than 5 percent renewed for three or more months).

“Profitability is the biggest issue with marketing services,” says one b-to-b media CEO. “I’m not sure if this is a great business on its own. The halo effect related to the concept of marketing services is the key. We refer to it as the tip of the spear, it allows for a deeper conversation with the marketer and the sum of the pieces are worth more than the whole. Marketing services allows deeper access within the client and at a higher level than traditional sales.”

The following is an outline for how to start developing a marketing services business internally:

Internal Structure & Support

The need to formalize the business of marketing services within your organization is a key ingredient. This is an important step whether marketing services are being provided by an organically grown staff or by acquisition.

Build The Case: Getting your internal senior executives on board and helping them understand the benefits and new revenue streams attached is crucial.

Revenue Generation/ Integrated Marketing Services are typically designed to create new revenue generating opportunities and provide a newly enhanced solutions arsenal for media organizations sales associates to monetize. Solutions created in an effort towards opening up deeper and more sustainable financial relationships with top corporate accounts and emerging mid-tier accounts.

Marketing Services revenue generating business should be designed to drive deeper customer relationships.
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Advertisers are starting to look at their communications tools in terms of ownership, control and desired outcome — not by platform.

FACT — American Business Media members that provide marketing services experience more revenue growth than those who don’t provide similar offerings. In addition, these companies also grow print revenue three percent more than their peers who don’t offer marketing services (ABM/ANA/Booz Study: B2B Marketing Leadership).

Transformational Change — People & Structure

Becoming a marketing services organization means changing the way everyone in your organization thinks about the business. Today, media companies are marketing partners and solution providers, not simply sellers of space or market access.

• Convey marketing services benefits (to advertisers and to your organization). Is your organization set up to successfully deploy a new marketing services business? What is your ability to create content? Take an inventory of what you currently do well – white papers, webinars, newsletters, case studies, ebooks, landing pages, microsites, and videos. Identify where you have the gaps and if you choose to provide the content vehicle, find a way to fill the gap.

• Develop a methodology that can be repeated so you can execute quickly.

• A clean database is key: Audit your database. Is the data current, clean, and do you have permission to use the data for marketing services initiatives? Are all the “owners” of the data onboard with the marketing services model? What information do you have available, is it easy to access?

• Align your executives, your editors, your marketers, your audience developers (marketing services relies on an engaged audience and makes the role of audience developer even more relevant), your sales execs (being able to offer customers integrated solutions means retaining or gaining more of the customers’ marketing budget, which means a greater commission for the sales executive) and your advertisers (media companies are unique in that they can provide advertisers market access, can position an advertisers product in the context of the broader industry) and list benefits for each.

• A b-to-b media organization’s marketing services business should be designed to take the complexity out of the most complex integrated campaigns. Integrated Marketing Program Services should feature a dedicated team for developing, managing, and executing integrated marketing campaigns. Specialists should have a long history of proven results, and they provide the strategic and tactical guidance to design targeted campaigns that align with advertisers specific objectives. When the campaign ends, performance is evaluated and makes recommendations to the client for future marketing efforts. (close the loop and re-sell)

Sales is Likely the #1 Pain Point for Everyone Right Now

The single biggest difference between selling media and selling marketing services is the transactional nature of media sales versus consultative selling. Selling a
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page versus selling a service is very different. A page is tangible and has a shelf life, where as a service is a solution to a marketing challenge, these require very different sales tactics and often different sellers. It is a commitment like launching any new business, and you must commit AND evolve. Most publishers have found you can’t just change the focus of the sales team.

“You will need to set up marketing services revenue and ROI tracking separately,” says one publisher. “This is a new business, not something else to sell or a new access to a client. You will need to define what you want the business and the culture to be up front — this will be key to your success. Creating a mission statement and value proposition for everyone in your company to get behind is also recommended.”

In the beginning it is all about training — training the sales team on how to sell—which is very different from selling media. It calls for a much deeper relationship with your client and with your extended team. Other challenges include:

- Making sure you build a realistic P+L for the projects, these should account for soft cost (meaning your people’s time) and timeline;
- Managing expenses/manpower in execution;
- Managing client expectation and making sure you don’t succumb to “Project Drift” — meaning goes out of project scope or out of timeline/end date;
- Managing the ebb and flow….of too much work and too little time/talent.

But how well are publishers structured to sell integrated program/solutions and data-based solutions currently? Incentive is a big piece of the key to success for sales. Marketing services often is a longer sales cycle and much more detailed and you will need to build a scalable model with proper incentives to drive sales. Focus should be more on strategy before, during, and after the process. This can be a big learning curve for sales — they must be problem solvers and be able to discuss strategy and markets and help clients find solutions. Training is also a major key to success. You will need to have a strategy on how to get the sales team to embrace marketing services, selling from a cultural and incentive perspective. This is not a product focused sale — they must be solution-focused. There is no question this is a complex selling process and execution may be lengthy as well which requires a different mindset.

**Cultural change:** Launching a marketing services business requires a cultural change and shift in mindset in the organization from providing a product offering to a service offering. Business is no longer transactional and must be consultative. The success of your programs will be determined by your client’s success. Successful marketing services require an audience first approach. Staffing, infrastructure and service offerings must support this change and must all be aligned in order to create success. All of these are tied to your determined value proposition and approach to the market. You should work to determine what you will focus on with your marketing services business and build support for that. The key is to know when your brands or market is a good fit for what the client is trying to accomplish and when they are not and establish clear rules and guidelines upfront. It is critical that you have buy-in from executive management on the vision for this business.

**Infrastructure/skills:** A new business demands new talent. “In-house” skills are needed: lead management/data management, SEO & social, infrastructure to
manage business and projects. As mentioned earlier, this requires a huge cultural shift to becoming a service provider vs. a product producer/generator. There are different skill sets needed for a product sale vs. a service business. Publishers we interviewed say you should not view this as just another revenue stream – it should be viewed as a new business/business model. The same holds true with your infrastructure team, training is a key to your success and you will need to build out AND train talent. There are various approaches here that publishers have taken — some have talent embedded at the brand level w/a project manager/marketer — some have marketing services centralized and others have a policy of aggressive use of freelancers. The burden of execution is much greater for marketing services, so it is difficult to staff up. You must acquire different skill sets as the business grows. You often need to add key people with new digital, database and automated marketing skills, as well as agency and editorial backgrounds.

**Margins:** One of the biggest challenges is that marketing services does not provide the same margins as traditional media (print/online). This must be accepted and recognized upfront from senior management. There can be extremely different margins on a service based business model vs. a product driven business model. Staying focused on project creep can help with margins, i.e. packaged programs vs. custom solutions. You should set thresholds for what is acceptable and plan products/service offerings accordingly, including soft costs.

**Marketing & prospecting:** Publishers need to determine how, and to whom, they are marketing this business. Are current customers the right target? If so, do we have the right contacts at those clients for marketing services? Should we be reaching beyond our “traditional” customers/prospects? Do we have the skills to market ourselves in this way? Currently most publishers are struggling with this effort and are mainly “marketing” through the sales team. Dedicated websites and webinars are other common ways of marketing. Publishers are realizing that they likely need to go higher up the food chain in an organization and need to organize the approach accordingly.

**Service offerings:** Packaged programs vs. custom solutions — Margins on the two are very different. Publisher must determine their pain threshold before undertaking their solution suite and desire to enter this business. It is important to establish upfront what you want to offer and to be willing to say no to business that doesn’t fit. Infrastructure and staffing must support your service offerings model. Creating templatized programs allows for better margin and timeline control across brands but may be limiting over time.

**List protection:** There is a need to determine rules for data that may have never been shared previously. You will need to determine access rules, who sets the rules, who is in charge of managing the data, and who is in charge of making all the data talk. This is a key variable and something many publishers do not have (both the tools and talent) in-house currently. You will need to establish thresholds and priorities for all contacts, to manage list attrition and ensure you are providing value. List fatigue and inventory issues (i.e., space on site) are also of major concern.

**Three Different Approaches for Selling Marketing Services**

Strategies for selling marketing services vary. One of the biggest choices for marketing services is the role of the head of marketing services. Is this person shaping the strategic direction of the marketing services division or primarily tasked with making sales calls with responsibility for personal sales production?
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Existing budgets can be a challenge. Adding marketing services responsibilities to sales people already tasked with making large print or digital ad sales budgets can be complicated (particularly if there is no differentiation in how they make those total numbers). One media company budgets its sales staff for a certain level of marketing services, but the company doesn’t pay a higher commission for those sales and the staff can reach that budget total WITHOUT selling marketing services.

“Marketing services is a different type of media; it deserves its own incentive plan,” says one publisher.

With other companies, referral bonuses are often available when a rep sends an opportunity to the marketing services staff. Renewing the marketing services business is sometimes left to client management staffs. “Effective client management is the best tool we have for renewals and depending on the extent of the client relationship, our client managers will oftentimes lead a renewal negotiation,” says one publisher. “Our client managers are required to upsell and are of course, financially motivated to do so.”

The following are outlines of the three most prominent approaches to selling marketing services, outlining approach, culture, desired outcome and compensation models.

1) **Pure Sales Model** (Typically smaller companies with limited resources, focused on short term transactions selling off-the-shelf products like newsletters or websites)

   Outcome — transactions

   Culture — Short-term sales goals

   Personnel — media staff and marketing services managers focused on selling off-the-shelf products and services.

2) **Integrated Sales Model** (A dedicated marketing services head oversees a team of project managers and specialists that coordinate at brand level on project-by-project basis. A director of corporate accounts can partner with sales reps on selling marketing services across brands.)

   Outcome — expand marketing services sales to current customers for programs with year-to-year continuity.

   Culture — Collaborative sales efforts between media and marketing services staffs.

   Personnel — A marketing services manager with P&L responsibility that can lead on sales to best customers/prospects and a media staff to sell off-the-shelf projects.

   Compensation — Commission based on an all-in-one budget vs. separate marketing services.

Over the last six months, one large b-to-b company with an integrated sales model has established corporate accounts where a rep can sell across brands and focus on...
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custom marketing solutions. “We have 10 to 12 brands currently at this level and they are getting higher up the food chain at the client level with these accounts,” says the head of the marketing solutions team.

3) Standalone Business Model (Typically the approach of larger media companies that have acquired agencies specializing in marketing services.)

Outcome — build a business capable of selling its own products

Culture — Separate but collaborative

Personnel — Marketing services manager with P&L experience and the ability to sell urgency without using an insertion order close date

Compensation — For marketing services staff, high bonus/compensation for initial sales with a lower rate for renewals. Often based on percent of gross profit which equals revenue less the cost of goods sold. Sales by media staff are a one-time commission for the initial sale.

Conclusion
Marketing services offer media companies an opportunity to become even more valuable partners for their marketing clients while generating new revenue streams and offsetting sales declines of traditional products.

However, marketing services are much different from selling media services and require publishers to be willing to make significant changes to their culture, structure and process.

This white paper is the first in a series. ABM's Marketing Services Council is working to provide actionable solutions to these urgent issues as well as offer a networking forum for executives interested in hearing and sharing best practices for marketing services. For more information on joining the council, contact Debbie Humphreys at d.humphreys@abmmail.com.

ADDENDUM:

ABM

ABM/ANA/Booz Study: B2B Marketing Leadership (ABM member password required)
(http://www.americanbusinessmedia.com/abm/Research_Overview.asp)

ABM 2011 Member Marketing Services Survey (ABM member password required)
(http://www.americanbusinessmedia.com/abm/Research_Overview.asp)

Outsell

Market Analysis: The Marketing Services Opportunity
http://www.outsellinc.com/store/products/1106

Crain's B-to-B

B2B Content Marketing: Ready for Prime Time
(http://www.btobonline.com/section/researchreports12)
Knowledge Marketing Executive Briefing
The Benefits of Marketing Services for the Publishing Industry ([http://www.knowledgemecketing.com/resources/white-papers](http://www.knowledgemecketing.com/resources/white-papers/))

Custom Content Council Research
([http://www.customcontentcouncil.com/research](http://www.customcontentcouncil.com/research))


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