

GET YOUR SHIP TOGETHER

UNITING THE BOARD BEHIND
THOUGHT LEADERSHIP



grist

Overview

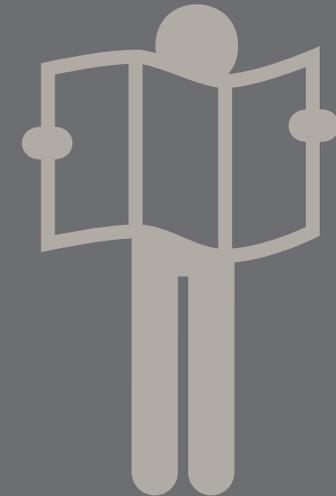
Most marketers are faced with ever-dwindling budgets and a need to justify all spend. As pressure and focus goes on lead generation and revenue-building activities, often content teams are asked to do more for less. It's no surprise, then, that if you want a larger thought leadership programme, you must get approval from senior executives.

Talking to your management team, though, can be tough. Scary, even. These people don't care for vanity metrics like increased follower numbers or impressions; they want hard facts and hard stats that show this activity will bring them more revenue or support business growth. How do you get their buy-in when it's difficult to prove 'brand awareness' as a metric?

We hope this guide will help. We've spoken to marketing leaders currently undertaking survey-driven thought leadership programmes to find out how they got approval from the top. We then supplement that with a look at some of the business benefits of surveys – especially important today when 63% of readers are turned off by content that is too generic, and 58% by a lack of original insight or ideas.

We also look at the metrics that sell – those all-important facts and figures, examples and case studies, that you can use to make the top table take notice. And finally, we'll show you how to engage your internal audience for ideation, creation and distribution.

Think of this as your one-stop shop to getting your survey-driven thought leadership programme off the planning pages and into production.



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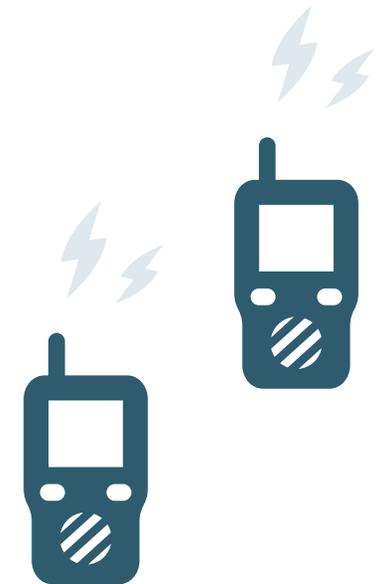
2. Building the business case for thought leadership

Thought leadership is an essential part of any successful marketing strategy, but especially so in B2B firms with typically longer sales cycles. The thought leadership you produce can help to attract new prospects, to nurture those prospects through the sales funnel, and to convert them to clients. Better yet, once that prospect becomes a client, your thought leadership helps them become an advocate of your firm; as you work with their networks.

As marketers and communicators we know all of this. Our senior executives, though, sometimes need a little convincing. The corporate red tape can get in the way; colleagues who don't see the

relevance to their own day-to-day work often shout loudest against your plans; leadership can kill a new idea before it's fully-formed. And when you consider a thought leadership programme is a long-term exercise, not always a quick win, it gets even more challenging to secure that all-important senior buy-in.

We spoke with three marketing managers working in different industries and different types of firms to hear how they got support from senior executives for their thought leadership programmes, and where they hit challenges on the road to launch.



2. Building the business case for thought leadership



Nicole Revers
Global Head of Marketing
Company: SI Partners
Industry: M&A advisory

What does thought leadership mean to you?

For me, thought leadership is about lead generation, nurturing and positioning.

How important is it to get colleagues involved in the development process?

You can easily pitch a piece of content and people go ‘great – do it’. But how will it be used to its full potential? Is it really pertinent? Does it deliver? The challenge in creating impactful thought leadership is in engaging people across the organisation to share their specialist knowledge at the concept phase. This ensures you have the angles that will really resonate with your audience. In addition, engaging the wider team from the outset aids understanding of how sales and account teams can use thought leadership content to continue the conversation with prospects and clients. That’s what moves the dial and delivers really effective thought leadership.

You can drive a lot through central marketing. But in a B2B setting it’s often your wider team that can push and amplify your content through their networks that makes the step change.

How did you get ultimate buy-in from colleagues?

The more you can focus on what the thought leadership tangibly delivers, the easier it becomes. It is always a balance between meeting competing needs across the organisation’s service lines and geographies versus what you can plausibly deliver within the time and budget available. That said, your CMO or MD will likely understand the benefits; the real sell-in comes with engaging colleagues who will use the thought leadership in outreach and nurturing. If you can’t engage the team to share their expertise to answer your audience’s burning questions with authenticity and a real depth of knowledge, you run the risk of creating a product that adds to the noise rather than cutting through it.

Why is thought leadership important?

Thought leadership is a critical part of any B2B marketing programme. Producing engaging content is what your audience expects of a credible organisation. Your content validates you once

someone is ready to engage with your brand. If you’re building a relationship, trying to reach new people and manage a long sales cycle, you have to be helping your audience solve their problems.

Advice: Engage leaders as early as possible and road-test ideas in-house first to be sure you are creating the most impactful end product.



2. Building the business case for thought leadership



Mel Root
Senior Marketing and Business Development Manager
Company: Price Bailey
Industry: Accounting

How did you get your board to buy into your programme?

When I was selling-in our thought leadership programme to the board, the first thing I did was show them the PwC [annual CEO survey] report, so I was benchmarking against best practice. I showed what they were doing and said while we're not at that level and don't want to operate in that space, we could learn from it. I showed examples of thought leadership from companies I knew partners had worked at, too, and that piqued interest because we're all competitive!

So, was that the killer point that got them on board?

The examples I picked were good quality, even physically weighty so it was impressive in the hand. Previous reports we'd done were quite lightweight, so it was a good comparison and it felt like it was worth the budget I was asking for. But the biggest thing was talking about ROI. The previous programme was based around an event and no one

had spoken about ROI before. So I demonstrated how we would track ROI and how we would do more with the thought leadership than just hold an event. I showed a fully-planned idea of what we could do, how we would track it and how we'd continue to develop relationships.

What advice do you have for others looking to get approval for a thought leadership programme?

Last year when selling-in I talked about low-hanging fruit and quick results. This year I went more long-term. I spoke about problems they'd told me that clients have and showed how we could respond to them with the stories the thought leadership could give us, especially through cross-selling.

I really spelled it out; I had a table that showed which services aligned with which story angles, and how I had a plan to sell it – that it's not just some sort of pie in the sky piece of content we'd write and then forget about. Rather this is exactly what I'm going to try to achieve with this bit of content.

It also helped that we interviewed clients about last year's report and have a video that shows clients talking about how fantastic the content was, so I can refer back to that feedback and say 'let's remember this and build on it'.

How do you get colleagues on board in production?

Even with the success, thought leadership can be seen as extra work for other teams. When boots are on the ground that's the hardest thing to do, to get people to make the time to help us produce content. As a team we can't really do everything ourselves, but we have shown them the quality of stuff that we can produce and give them a byline for, and that's helped.

Advice: Manage expectations, don't over-promise, and show the immediate outcomes and benefits, especially how it relates to brand and company strategy.



2. Building the business case for thought leadership



Layisha Laypang
PR & Communications Manager
Company: Efficio Consulting
Industry: Procurement

What was the biggest challenge you faced when introducing thought leadership?

When I joined the company there was already considerable appetite for doing more content generally, including thought leadership in the form of surveys, white papers and other collateral. The challenge was keeping pace with this.

The priority as a new joiner was to review our existing activity to determine whether what we were doing was right and where else we should be focusing our efforts. I already knew that we wanted to do a global flagship study of some description. The challenge was identifying the right topic – something that would promote our thinking but also resonate with the market – and getting the right people on board internally to help achieve this.

How involved was your senior management team in the process?

It was less about going to senior management to seek budget and resources. I already had an allocated budget for two issues of The Source, our global client magazine. By making one of these regular publications a special thought leadership issue, I could test the

market’s appetite for our chosen subject for less cost than had we created an additional report.

Where we wanted senior management’s involvement – particularly that of our CEO’s – was to fully understand our business strategy as it related to our thought leadership topic and to ensure we were conveying the right underlying messages. Once the survey was complete, we sat down with our CEO to stress-test his opinions and define our core messages. We also involved internal representatives from our key markets in Germany and the US to provide regional viewpoints and to ensure they were ‘bought-in’.

What do your senior executives see as the benefit of thought leadership?

In my view, our senior executives see thought leadership as far more than a marketing and business development tool. We have chosen technology as our topic because it’s an area where we see significant growth opportunities. A key differentiator for us as procurement practitioners is the ability to build and use technology to support our clients. We have over 400 consultants who have collectively amassed a huge pool of knowledge from projects across sectors and geographies. Our thought leadership helps us share this knowledge to drive, influence and shape the market.

That’s not to take away from the brand building and business development opportunities that this piece of

work brings. But to be able to voice our view on this evolving, dynamic part of the industry, based on our survey findings and own first-hand experiences, is a major opportunity.

What advice would you give others looking to develop their own programmes?

I would say to others don’t look at a thought leadership programme as a marketing-owned activity. Do it as a company or firm-wide initiative. When it’s marketing-led you can actually come across a lot more challenges than when you say this is something we are doing as a firm and therefore I need people who are willing to drive this alongside me to get this done. I think that really helped me to meet many of the challenges that came along the way. It doesn’t matter who’s budget it falls under, that’s irrelevant. It’s about the thinking within the company, everyone taking ownership and everyone being committed to making it happen.

Advice: Don’t view thought leadership as a marketing-owned activity but as a company or sector-wide initiative that will benefit everyone.

3. The business benefits of survey-driven thought leadership

Surveys are the most effective way of gaining original insight, which can be used to develop thought leadership that can shape your business’s message.

Content marketing and thought leadership has taken such a hold in the marketing arsenal that you’ll be hard-pressed to find a company not doing it. It’s set to become a \$300bn industry in the next two years, but that also means there’s a lot of noise. To stand out from the crowd you need to add true value, to have unique insights, and to be able to make a splash. **And the best way to do all of that? Surveys.**

B2B thought leadership surveys provide insight, demonstrate expertise, enable market differentiation, and support business development and lead generation. Grist’s own research into [the value of B2B thought leadership](#) found 60% of C-suite respondents read thought leadership to enable them to make better decisions, with 48% looking to get an edge over their competitors. Yet, 58% are turned off by a lack of original insight or ideas, and 63% by content that is too generic.

Basing a thought leadership marketing programme on survey-driven data means you can provide the market with original insights they can’t get from anywhere else, while you can direct the narrative to fit your own brand story. Well-planned and executed surveys of any size offer the potential to deliver powerful, tangible benefits as well as demonstrate real ROI for your board. Focused surveys can be used to develop thought leadership outputs offering new insight and fresh thinking which you can overlay with your business’s own expertise and point of view.

So what are the real, tangible business benefits of survey-driven thought leadership? And how does this help you to sell-in your desired programme to the board?



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3. The business benefits of survey-driven thought leadership

Gain exposure

Here's the dreaded 'brand awareness' piece. It might be the one marketers struggle to find a metric for, but the exposure you gain from a well-crafted thought leadership survey can in fact be the benefit your notices the most. The right data handled the right way by your PR team can get you in the news or trade media; the content resulting from your survey can get you all over social media. And when the management team's peers in other firms mention they saw the results? That's the exposure that will help you to sell-in the next programme more easily.

Build credibility

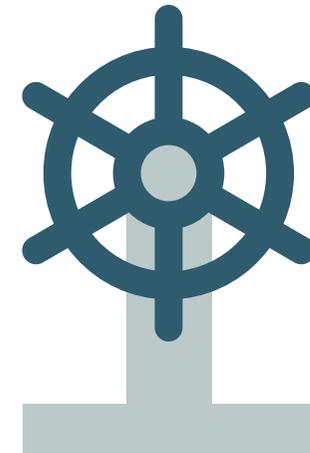
Before you even think about survey questions, you should start your planning by understanding the challenges your audience faces and build from there. How can your firm help with those challenges? Now, how can you demonstrate you understand those challenges through a survey of the audience? Once it's done, you can overlay your survey results with your firm's own expertise and point of view to build credibility for your brand. Use the data as a means to talk about issues important to your target audience from a place of authority and credibility, demonstrating that you understand them and are on their side.

Influence the market

That's a big statement, 'influence the market', but it doesn't necessarily mean you want to get the market to do a 180 degree turn. Survey-driven thought leadership can shine a light on the market, hold a mirror to it and make it think in a different way – or show it what it needs to do next based on real insights from market participants. Where a survey differs from, say, internally-produced content is that it is inherently about someone other than your business. It questions leaders and experts in other companies, then brings all of that together, with your own expertise, to introduce a unique view or angle on current industry thinking. In this way, your firm is seen as the one who made this happen, who brought new insights, and therefore is influencing market thinking.

Support business development

One of the biggest reasons to produce thought leadership is to generate leads. It's a business development tool that allows you to engage with clients and prospects in a more direct way. In fact, you can get two bites at the cherry – first by engaging the audience to answer the survey, and then once it's complete by reaching out to them with the findings.



“That's a big statement, 'influence the market', but it doesn't necessarily mean you want to get the market to do a 180 degree turn.”



3. The business benefits of survey-driven thought leadership

A meaty piece of survey-driven thought leadership leads to a strong reason to gate the content – putting the results behind a form for interested parties to fill in, and their names going straight to your CRM as potential leads. B2B brands can also use survey results as an engagement tool, perhaps even offering a benchmarking or diagnostic service to clients and prospects to gauge how they measure-up against competitors. Really, though, the metrics speak for themselves here: Forrester research found 57% of marketing leaders reported top-line benefits such as increased sales or revenue from thought leadership.

Provide a focus to content

It's the battle cry of the marketer: Go forth and produce content! But what? And how? Often we end up producing random acts of content; it's content for content's sake. By planning a thought leadership programme, though, you provide a focus to your communications efforts. The whole team is working towards the same objective, and you have a 'big rock' piece of content on which to hang your regular output. That one piece of survey-driven thought leadership can be chopped up into

infographics, videos, articles, blogs, social posts and media outreach. You name a tactic and the survey can wrap around it. This can help your team not only to drive towards the same objective, but also to ease content planning and make production more efficient.

But that's not all

Because of all of the above, great thought leadership can also help you gain a recruiting edge, boost company morale, open lines of communication, and foster trust in the brand. While these business benefits are harder to measure, they can all help take your firm to the next level – through gaining and retaining top talent, through more engaged and productive employees and through more inbound conversations.

Survey-driven thought leadership can add so much to your business strategy, be it visible, tangible or conceptual. Presenting all of these to your management team in a way that resonates with your own business strategy can help get the support you need to proceed.



“ By planning a thought leadership programme, you provide a focus to your communications efforts. The whole team is working towards the same objective, and you have a 'big rock' piece of content on which to hang your regular output.

4. Selling-in thought leadership to the board

In order to get the board to buy-in, you must speak their language. Focus on lead generation and sales, and ensure you are aligning with the company strategy.

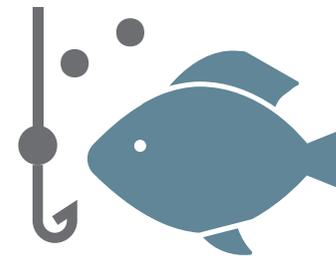
Thought leadership can help to establish your firm's authority on a topic, and survey-driven thought leadership ensures it's not just your viewpoint, but the view of the market as a whole. But before you can get to that point, you need to get approval, and that often must come from the management team.

Here's where the first stumbling block comes. You may be lucky and have a board that understands the reasons behind thought leadership and will happily send more budget your way. But it's more likely that you'll need to sell, sell, sell to get their buy-in. That's where you need to learn to speak the language of the C-suite, align your wants with their strategy and interests, and ensure you can point to hard metrics that lead to revenue.

■ The metrics that sell

Your management team doesn't care about impressions, follower numbers or unique views; they don't understand how that brings profit to the business. Marketers have gotten better at this in recent years, and are now talking in terms of business strategy, sales and revenue. When selling-in your thought leadership programme, think less about consumption and sharing, and more in terms of lead generation and sales – the things that aren't just gathering eyeballs, but attracting real money.

If you've never done a thought leadership survey, turn to case studies and reports from those who have; your agency will be able to help with these.



“ When selling-in your thought leadership programme, think less about consumption and sharing, and more in terms of lead generation and sales – the things that aren't just gathering eyeballs, but attracting real money.



4. Selling-in thought leadership to the Board

Of course, your own metrics will speak volumes, too, if you're lucky enough to have some. You want to focus on how content consumers turn into leads, and how you track that lead from the first content touchpoint all the way through to conversion.

And if you can show thought leadership has helped an existing client to buy more, all the better. CRM systems these days can often provide actual lead scoring, giving you a better understanding of when they are a strong, qualified lead. This is a story you should tell your management team.



Aligning with business strategy

Marketing can still, in some cases, be seen as event managers or the ones who spend huge amounts on conceptual advertising. This is one of the biggest challenges a marketer must overcome when selling-in a thought leadership programme to senior executives. To make sure your message resonates, try aligning it to concepts near and dear to their hearts: the business growth strategy, generating sales and revenue, and lead generation.

Show how your thought leadership programme aligns with the overall vision for the company, or the brand story, or this year's growth objectives.

Take those objectives and detail how your thought leadership plays into them exactly. Ask how this output will help drive that objective, or how the survey questions can gain insights to help the firm achieve its annual target.

To get the sales leaders on board, build your programme into the sales funnel, detailing how this one survey will generate outputs that help their sales team reach out at every stage of the client journey. It's not just about top of funnel awareness content; your survey will produce unique insights the sales team can drop into all conversations, and new content that gives them a reason to reach out and help nurture a prospect towards conversion.



Getting the right idea

All of that is well and good, but none of it will happen if you don't have a strong idea in the first place. This can be part of your selling-in process, too; by asking for input from your senior executives at the ideation stage, not only will you ensure the topic of your thought leadership aligns with business goals and strategy, but that your senior management are bought into the idea because it came directly from them.



“ You could even consider pre-testing your topic with your target audience, perhaps by a shorter blog post or a pre-emptive survey of a handful of clients. You want to make sure your resulting programme adds to the dialogue rather than adding to the noise.



4. Selling-in thought leadership to the Board

Try surveying colleagues about the issues and challenges facing their clients, and then brainstorm how that could be worked into an angle for your thought leadership. Make sure the topic is closely aligned to your brand, though – something that you could be considered an authority on. You could even consider pre-testing your topic with your target audience, perhaps by a shorter blog post or a pre-emptive survey of a handful of clients. You want to make sure your resulting programme adds to the dialogue rather than adding to the noise.

Those larger surveys should not be considered out of reach, though. If you consider the vast amount of content you can generate from a large survey – from regionally-based versions of reports to individual comparisons and country-specific or sector-specific programmes – then the survey must be considered as an economy of scale. Yes, it's a large spend on a single item, but its impact on your annual output can make it more than worthwhile.

Price and economies of scale

Marketers often rule out thought leadership surveys because they think they'll be out of reach – too expensive, too resource-intensive, too much trouble. And yes, if you want to do a global, multi-sector survey to fulfil multiple objectives, then they can be at the higher end of those scales. But they don't need to be; there are leaner, targeted, equally effective options available, too. You might opt for a niche sector, or a single job role, or look to answer one question for your industry.

5. How to talk the language of the C-suite

There is often a disconnect between marketing communications teams and the senior executives running their firms. Only around one in five CEOs has a background in marketing, and those around the boardroom table often relegate marketing to event organisers. As communicators, we need to raise our game and talk in metrics that are meaningful to this team – not just likes, downloads and brand awareness, but strategy, sales and return on investment. Here's how to talk their language...



Talking to: the CEO **Advice: Talk strategy**

The CEO sets the strategic objectives, and is responsible for overall business performance. Show them how your thought leadership programme aligns with what they're trying to achieve – that your work supports their need to grow the business. Understanding exactly what the firm wants to be famous for is the first step in this process.



Talking to: the CFO **Advice: Talk numbers**

Remember this term: Net Contribution (Netc). It's the best measure of efficiency as it's a percentage based on gross profit. It shows the CFO how your overall strategy and tactics are driving revenue. Always count your metrics as revenue rather than cost, and be prepared to compare thought leadership with other marketing activity to prioritise this investment.



Talking to: the CMO **Advice: Talk client needs**

You might assume the CMO would be on board and supportive of your plans, but they are in fact the first person you'll need to win over. Show them how your thought leadership will meet client needs, how it differentiates the firm. Be specific about where it fits in with the client journey: bringing in Marketing Qualified Leads (MQLs) that will make them look good.



Talking to: the CTO **Advice: Talk joining the dots**

Any Chief Technical Officer will be facing deafening cries from every department about the importance of their work and the need for technical support. Show your CTO how your thought leadership programme will be fully integrated, how it can break down silos and join the dots between those departments to help drive company revenue and growth.



Talking to: the CRO or CSO **Advice: Talk leads**

The Chief Revenue Officer or Head of Sales cares about one thing: revenue. It's your job to show them that your thought leadership programme will help their sales force too. Engage with them early and show them how these qualified leads can be nurtured with a package of tools based on the insight generated. Show examples of how previous programmes brought in ROI and bring in evidence from competitors to show what they're doing.

6. Engaging your internal audience for ideation, creation and distribution

For thought leadership to truly succeed, it's essential that your whole company buys-in, not just the management team.

We've talked a lot about senior executives and the board thus far – and don't get us wrong, they are imperative to the success of your thought leadership programme – but you mustn't forget the rest of your firm. Your internal audience, whether they're across the office or across the world from you, can help ensure your survey-driven programme is top-notch through sharing their expertise and their networks. But how do you get them to buy-in?

Step one: get the management team excited for kick-off

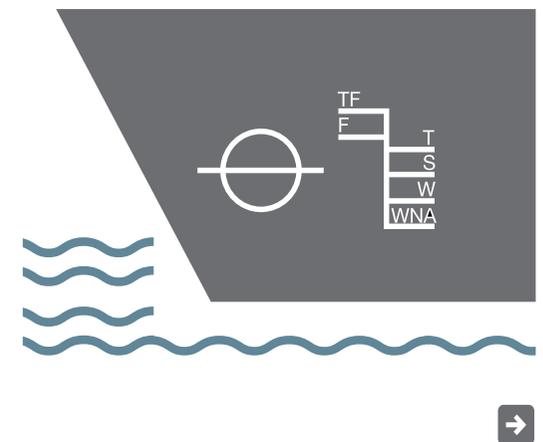
We've already discussed at length how your survey-driven thought leadership programme is unlikely to get off the ground without your senior management's say-so. The importance of getting them bought into your objectives and plans cannot be underestimated.

But it's not just about getting them to hand over more budget or approve resource allocation; the management team will be essential throughout all stages of production and distribution. The power of being able to say 'this comes from the top' will open so many doors for you that might otherwise remain closed.

To get them there, talk their language. Show them examples from others in similar fields, how it relates to your business strategy, and how it will bring in prospects and help nurture leads. The biggest and best way to get the management team excited for a project is to relate it to the bottom line – profit, business growth and hitting targets.

With a management team fully on board with your plans, and ready to help get you what you need to get over the line, you'll be able to move on to step two with the heavy-hitters behind you.

“ The biggest and best way to get the management team excited for a project is to relate it to the bottom line – profit, business growth and hitting targets.



6. Engaging your internal audience for ideation, creation and distribution

Step two: harness your internal experts for production

Your thought leadership will fail if it isn't tied to your business somehow, and your internal experts are the ones who'll keep that in check. Your senior executives may want to be involved in ideation, or they may delegate that to someone in their team, but at any rate you should embrace the internal expert's involvement with open arms.

Thought leadership is all about showing off the expertise within your business to help build credibility and trustworthiness. To get those with the expertise involved, though, you may need some help. If the "it's come from the top" line doesn't work, try playing to their egos. Show that by helping you, they're actually boosting their personal brand and helping their own career – or helping their clients, which will help them hit their targets.

After all, 96% of B2B buyers want content with more input from industry thought leaders and subject matter experts, so you need to harness those internal experts for ideation, as a sense-check throughout the production process, and for ultimate sign-off. To do so, though, you'll need to be strict about the time you have with them; keep it tight, targeted, and allow time for them to feed back. Remember, they're doing this in addition to their already demanding day job, so cut them some slack, give them plenty of warning, and put deadlines in their diaries to keep them focused.



“ Your thought leadership will fail if it isn't tied to your business somehow, and your internal experts are the ones who'll keep that in check. ... it's all about showing off the expertise within your business to help build credibility and trustworthiness.



6. Engaging your internal audience for ideation, creation and distribution

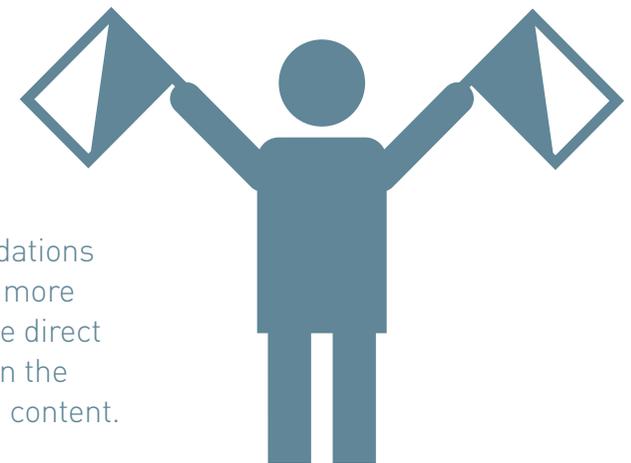
Step three: mobilise your colleagues for distribution

If no one reads your thought leadership, does it really exist? You've spent so much time and resource in getting to survey results and developing content to feed a thought leadership programme – now you have to get it out there. And while you have your corporate channels to utilise — that content should be all over the firm's social media and email marketing for months to come — to amplify your distribution efforts, you want to get your employees excited about the content, and promoting it too.

Employee advocacy programmes actively encourage staff to share updates on their own accounts, be it social media, email or in conversations with prospects. Remember that recommendations from peers are still seen as more trustworthy and credible than those direct from brands, so it's worth putting in the work to get colleagues distributing content.

It's tough, though, so make it easy for them: share (via the intranet or email) suggested posts or lines to take when explaining the thought leadership. Perhaps even gamify the experience – offer prizes to the most-liked posts, or to the staff member who brings in the most leads through the content. And with your thought leadership programme here for the long-term, not a one-off, you'll need to remind those colleagues on a regular basis, and especially each time you put out a new iteration or slice from the data.

“ Remember that recommendations from peers are still seen as more trustworthy and credible than those direct from brands, so it's worth putting in the work to get colleagues distributing content.



7. Key takeaways

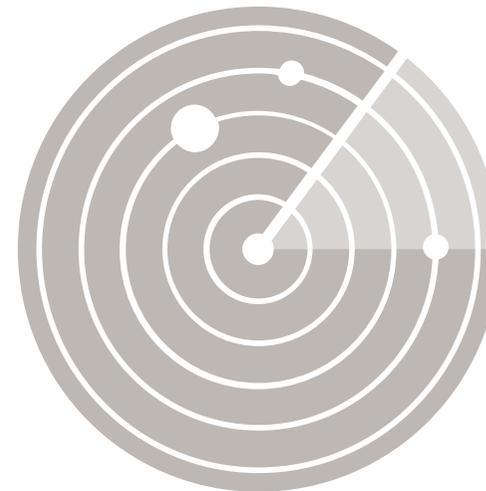
It needn't be scary; if you go to the board armed with the right ammunition, you're bound to hit the mark. Survey-driven thought leadership helps a company to:

- Influence the market
- Gain exposure
- Build credibility

It supports business development while providing a focus to content. But to ensure the board gets behind it, you'll need to speak their language, talk in terms of business strategy, sales and lead generation.

Finally, remember the advice of our experts:

- Engage leaders as early as possible
- Road test ideas in-house first
- Manage expectations; don't over-promise
- Show the immediate outcomes and benefits
- Think of thought leadership as something to benefit the company as a whole



... armed with the right ammunition, you're bound to hit the mark.

8. What's next?

Get in touch

Grist creates content with purpose. We are a strategic B2B content marketing agency with the editorial heritage of The Economist and Financial Times in our DNA and a clear vision of the digital future.

We're also a results-driven business partner. We'll work with you to track return on investment, always aiming to exceed your marketing goals through the delivery of quality content.

Find out how Grist can help you, contact:

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Download the case study

CA TECHNOLOGIES: A MODEL OF RESEARCH-DRIVEN CONTENT MARKETING



We've helped businesses large and small to set-up and run survey-driven thought leadership across many different sectors. Read more about how we helped CA Technologies with their thought leadership

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