

**Profiting
from
Thought
Leadership**

SEPTEMBER 14, 2022

Peeking into the Future of Thought Leadership

7 PREDICTIONS ON WHERE THOUGHT LEADERSHIP IS HEADED

Agenda — what you'll learn today

- ▶ **Based on our research, we'll present 7 predictions on where we see thought leadership heading**
 - Implications for your company
 - Implications for your career
- ▶ **We'll tell you who will address these issues at the upcoming "Profiting from Thought Leadership"(PTL) conference (Nov. 2-4)**
 - ▶ Speakers and topics
- ▶ **10 webinar attendees will receive \$500 off an in-person PTL seat**
- ▶ **1 webinar attendee will receive a free seat at PTL**
- ▶ **Remember:** Stay to the end to get a free signed copy of Bob's book ("Competing on Thought Leadership")

Today's predictions are research-based



**How the Best B2B Companies
Compete on Thought Leadership**
A 2022 Research Study



Bob Buday



Alan Alper



Jason Mlicki



Binayak Choudhury



The gist of our predictions

- Big ideas will be harder to develop using past research methods
 - Gain an edge with innovations in online data gathering
- “Publishing” will become an outdated term
 - In presenting complex ideas, the print mindset is highly constricting
- Every B2B company with a complex offering will have a group in charge of thought leadership
 - Not fractions of people doing other things
- You won't regret staking out a career in thought leadership
 - Especially if you can create, or create demand for, big ideas
- Companies will use their culture of thought leadership as a lure
 - To attract the next wave of thought leaders and their enablers



Our Seven Predictions

Prediction No. 1

Thought leadership becomes a core strategy of many B2B firms

- ▶ Growing importance in new places
- ▶ Growing importance from clients
- ▶ Expanding budgets

4.04

The importance all B2B firms place on being viewed as a thought leader.

74%

of client decision-makers say it's become more important to them to support high-stakes decisions in the last 5 years.

6.5X

Growth in consulting firms' thought leadership budget since 2016.

The Evidence:

IBM's new research shows thought leadership is central to growth

- Cindy Anderson and Anthony Marshall to share IBM research on the importance of thought leadership in B2B companies
- Bob Buday to outline the core premise of his book, "Competing on Thought Leadership"
 - Going beyond research and marketing



Prediction No. 2

Competitors' rising budgets place unrelenting pressures on maximizing thought leadership spend

- ▶ Monetizing thought leadership research is one way
 - Get customers to pay for it
 - They will – if it's stellar
- ▶ Customer-funded best-practice research will become prevalent
 - Opens customer doors wider to drive bigger insights
 - Shifts thought leadership R&D from a cost to a profit center
- ▶ Ultimate payoff: Connecting thought leadership R&D to service innovation
 - Scales a firm's expertise beyond the authors of its content

35%

of executive "consumers" of thought leadership in \$5B+ firms say it is extremely important



\$8.5B

Cumulative revenue of CEB and The Advisory Board, 2010-2016



52%

Of "Leaders" of thought leadership "producers" convert research into new offerings (vs. 24% of "Laggards")



The Evidence:

Tom Davenport will explain how customer-funded research can yield blockbuster ideas and reduce budget pressure

“Research Methods That Spawn Blockbuster Ideas”

- The software firm that funded Tom’s “Competing on Analytics” research
- Deep research on 32 organizations (Marriott, CapitalOne, P&G, Progressive Insurance, etc.)
- In the top 12 of *HBR* articles published over the last 100 years



Prediction No. 3

Explosion of online content blurs the boundaries between primary and secondary research

- ▶ Firms have been spilling their guts online
 - Revealing their business practices via online conferences, social media, blogs, analyst calls, and more
- ▶ If you view something online, directly from the source, is it still secondary research?
 - We don't think so
- ▶ Savvy thought leadership researchers will mine the explosion of online data
 - Looking for best-practice examples and the evidence they work
- ▶ Big opportunity for researchers
 - Mastering the emerging tools of online qualitative data gathering

Brian Nowak – Morgan Stanley – Analyst

I have two. The first one, Brian, I wanted to talk a little bit about the bridge from 2Q to 3Q EBIT guide a little bit. It sounds like you're going to have revenue up nicely. You talked about the efficiencies of the \$1.5 billion quarter over quarter and some of the incremental investments in content, etc.

Where are the other areas where you're sort of investing more to grow? And is any of that associated with merchandise margin or step-ups in discounting? That would be the first one. And the second one is kind of going back to your comment about you slowed '22 and '23 operations expansion plans. How should we think about the fulfillment and transportation capex sort of looking into the fourth quarter into next year? How far ahead of this build have you gone through for the last, call it, nine months?

Brian Olsavsky – Chief Financial Officer

Sure. Thanks, Brian. Let me start with your second question. So in any particular year when we're spending capital, a good portion of it, we estimate about 40% this year is being spent in support of warehouses or transportation capacity.

That will be opening up and effective in 2023 and beyond. So there's always a pre-spend to keep the – again, the pipeline moving. So when we make adjustments to the time horizon, the impact is not as great as you might expect in the year 2022. But again, we have move things out and capital is coming down in those areas, as we just mentioned.

Big overlooked opportunity



Only 1 in 5 thought leadership “producers” see online research as the most important way to develop groundbreaking insights over next 5 years

The Evidence:

Bob Buday and Binayak Choudhury will show how online qualitative research changes the game

“Riding the Next Wave of Thought Leadership Research”

- The need for deeper and narrower studies designed to build on each other
- Connecting the dots across them
- Mastering online qual and quant data gathering to discover best practices and the evidence they work, that no one else has found



Prediction No. 4

Big demand for resources will require greater rigor about “which mouths to feed”

- ▶ Only 23% of firms say their investments are totally in line with current or future revenue contributions of their services/ product lines.
- ▶ When asked which of 7 factors would have the biggest impact on improving the ROI on TL, the most frequently cited one was to have a coherent TL strategy



The Evidence:

Jason Mlicki, Raju Narisetti of McKinsey, and Michelle Swan of Tercera will explain the ways and means of TL strategic coherence

The growing importance to TL program leaders that ...

- Less (output), in some cases, can be more.
- Investments *must* return a wealth of leads, opportunities, and revenue – and burnish the brand.
- All marketing disciplines *must* play nicely and pull in the same direction.



Prediction No. 5

Four thought leadership skills will be in big demand and short supply

1. Designing and fielding research
 - Bounding the inquiry tightly; developing novel hypotheses; designing data gathering tools; and conducting revealing interviews
2. Analyzing quant and qual data
 - Finding and connecting the illusive dots
3. Conveying compelling findings
 - Visually, aurally, interactively and through prose
4. Attracting the right audience
 - Devising effective thought leadership marketing and sales campaigns

Top problems
in conducting
high-quality
thought
leadership
research



- Deciding on the research methods
- Determining the topic to explore
- Presenting findings in illuminating ways
- Uncovering big insights

Biggest
difference
between
Leaders and
Laggards in
marketing



Developing the
right mix of
thought leadership
marketing
campaign assets

The Evidence:

Francis Hintermann, Annelies O'Dea and Peter Coffee will explain how their firms create big ideas

“How Accenture, BCG and Salesforce Conduct Groundbreaking Research”

- Francis: Heads Accenture’s 300-person thought leadership research group
- Annelies: Key member of BCG’s Henderson Institute
- Peter: Salesforce VP for Strategic Research



Prediction No. 6

Establishing a culture of thought leadership will be your most important task

- ▶ Most firms don't have such a culture
 - Seen as only moderately important to 162 firms surveyed
- ▶ Those that do have a big advantage
 - The best at thought leadership have a strong culture; the laggards don't
- ▶ Expect your CEO to ask for help
 - Their pronouncements won't be enough





The Evidence:

HR guru Dave Ulrich, Lucia Rahilly, Tim Reason, Samad Masood and Alan Alper will explore how to establish values, beliefs and behaviors that embrace thought leadership

“How to Build and Sustain a Culture of Thought Leadership”

Prediction 7

The publishing process shifts from text-first to multimedia-first

- ▶ Tomorrow's argument shapers in today's video, podcasting and data viz teams

#1

Most effective thought leadership publishing tactic is video.

5.5B

Monthly visitors to YouTube (the highest traffic website in the world).

264%

Growth in quarterly YouTube users over the last 10 years.

The Evidence:

Publishing Redefined



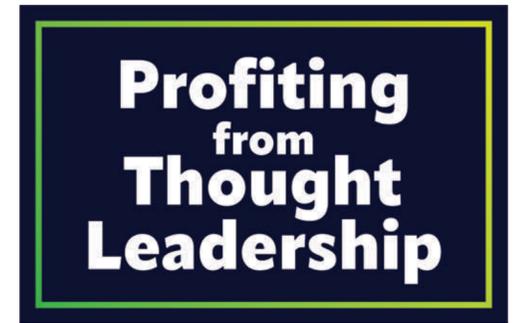
- Podcasters Mia Lobel, Scott Miller and Rob Litterst
- Digital publication managers Jeff Pundyk, Lucia Rahilly, Raju Narisetti, Sam Martin, Jeff Brazil
- Interactive data viz expert Bill Shander
- Acclaimed book storyteller Evan Schwartz



About the Conference

Day 1: Wednesday, Nov. 2

Strategy, Research, and Culture



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

Day 2: Thursday, Nov. 3

Marketing, Selling, and Publishing



Marketing & Selling Thought Leadership in a Noisy Digital World	Jason Mlicki, Rattleback	 Rattleback
Putting Esri on the Global Business Map	Marianna Kantor, Esri	 esri
How America's Largest Architecture Firm Has Been Using Thought Leadership to Grow in the Pandemic	Sam Martin, Gensler	 Gensler
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.
Innovation in Thought Leadership Podcasting	Mia Lobel, Pushkin Industries Scott Miller, FranklinCovey Rob Litterst, Hubspot	     
How Kleiner Perkins Created the WSJ Bestselling Book, <i>Speed + Scale</i>	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	 A THE ADECCO GROUP

Day 3: Friday, Nov. 4

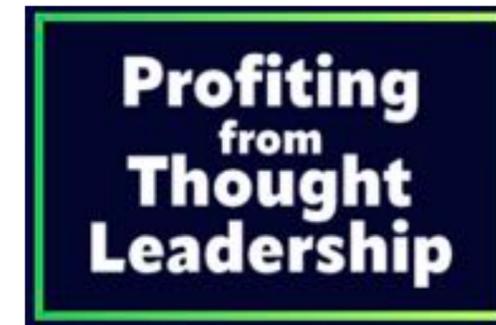
Training: Creating and Generating Demand for the Big Idea

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Thought Leadership Research Design Bob Buday	<ul style="list-style-type: none">• Scope a researchable topic• Define sub-topics to explore• Formulate hypotheses• Identify the best from the rest	 
Narrative Structure Alan Alper	<ul style="list-style-type: none">• Create an irrefutable argument• Using a narrative structure• Applying the 6-part structure	 
Data Visualization and Storytelling Bill Shander	<ul style="list-style-type: none">• Understand the data literacy around you• Pick the right data viz strategies• Use data viz to create memorability	 
The Thought Leadership Marketing and Sales Campaign Mix Jason Mlicki	<ul style="list-style-type: none">• Create demand for the big idea• Prioritize your lead generation stack• Plan your campaign• Get ready to launch	 

More research-driven insights

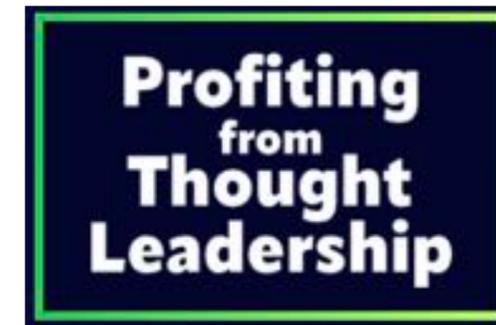
1. A deep dive into what separates the best performers from the rest including culture, mindsets, behaviors, processes, and priorities
2. Direct client feedback from qualitative interviews with senior decision-makers.



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What past attendees have said



"I love the fact that we're hearing from speakers that are in totally different fields. Everyone who's in thought leadership should attend this at least once."

— Shannon Hart, Communications Lead,
Infosys Knowledge Institute

"It's a good way to see some best practices. The speakers were marquee."

— Carol Lin Vieira, Partner, Marketing &
Public Relations, BX3

"The thing that has surprised me the most was the networking. It's really hard in large conferences to network meaningfully. You might get 1 out of 10 good people. And, here it's pretty much every single person."

— Christina Galoozis, Senior Manager
External Communications, West
Monroe

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

10 Webinar Attendees Get
\$500 Off In-Person Tix

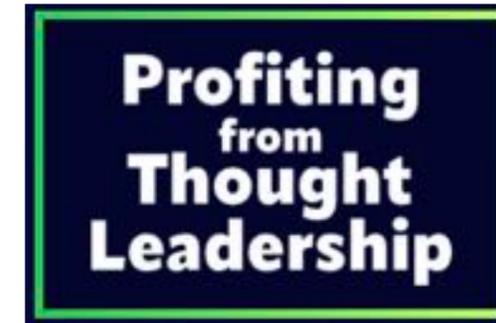
Register by Monday, 9/19 @
11:00 PM.

Promo Code = FUTUREOF

[Register at ThoughtLeadershipSeminar.com](https://ThoughtLeadershipSeminar.com)

Appendix: About the Research

Goals of the research

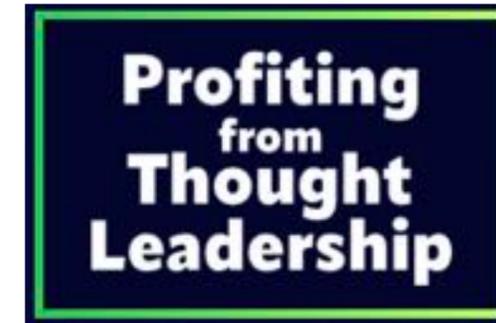


1. Understand how B2B companies are using thought leadership to drive growth and differentiation ("Producers of Thought Leadership")
2. Understand how important thought leadership is to B2B customers, and how they use it to make critical decisions ("Consumers of Thought Leadership")
3. Identify actions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

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A 2022 Research Study

Research from two perspectives



How the Best B2B Companies Compete on Thought Leadership A 2022 Research Study

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)