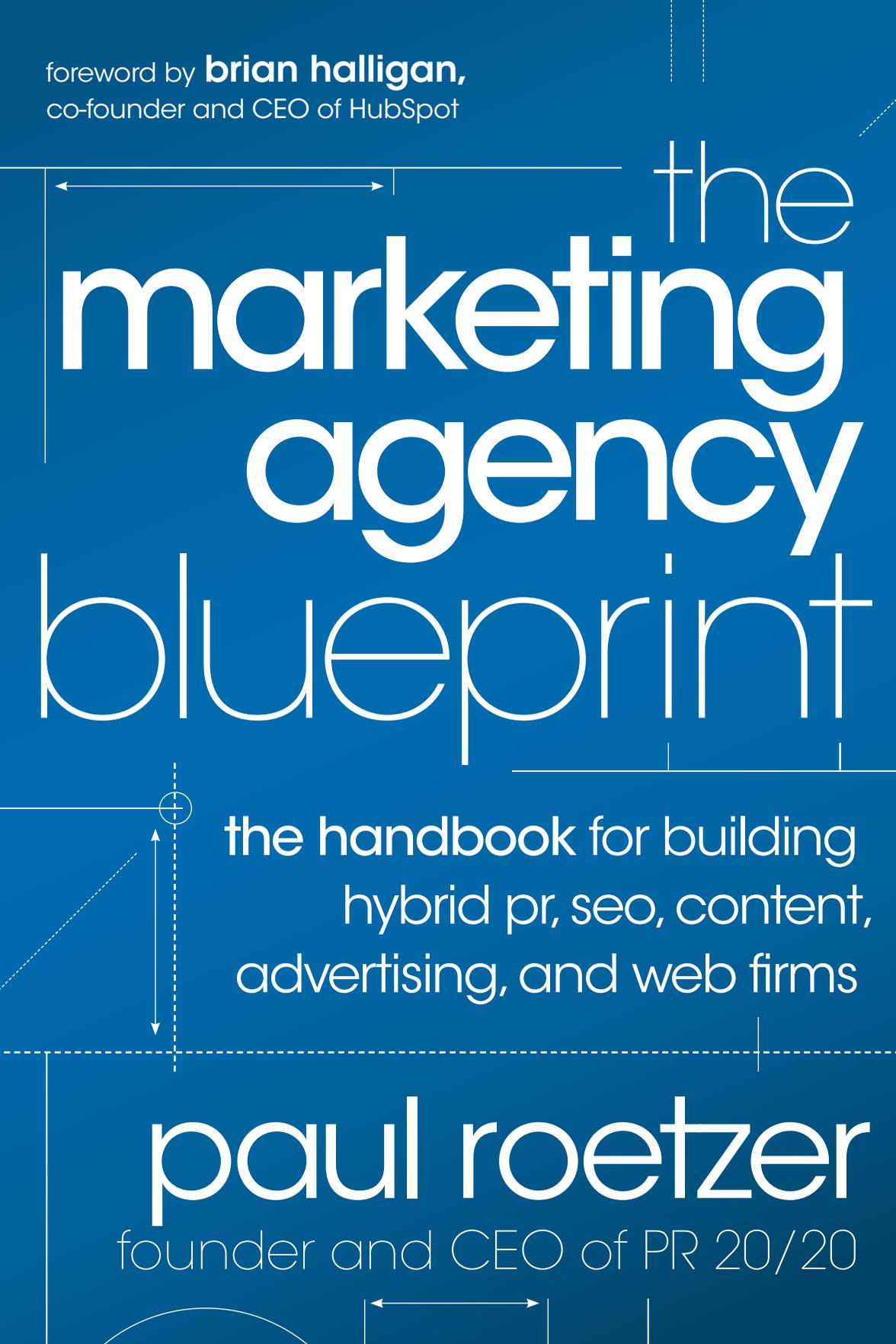


foreword by **brian halligan**,  
co-founder and CEO of HubSpot



the  
**marketing**  
agency  
blueprint



the handbook for building  
hybrid pr, seo, content,  
advertising, and web firms

**paul roetzer**  
founder and CEO of PR 20/20

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**Foreword Brian Halligan**

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# Introduction

We are on the cusp of a truly transformational period in the marketing-services industry. The old guard, rooted in tradition and resistant to change, will fall and new leaders will emerge.

The industry will be redefined by marketing agencies that are more nimble, tech savvy, open, and collaborative. Digital services will be engrained into the DNA of every agency, and blended with traditional methods to execute integrated campaigns. Agencies will create and nurture diverse recurring revenue streams through a mix of services, consulting, training, education, publishing, and software sales. They will use efficiency and productivity, not billable hours, as the essential drivers of profitability. Their value and success will be measured by outcomes, not outputs. Their strength and stability will depend on their willingness to be in a perpetual state of change, and an ability to execute and adapt faster than competitors. The depth, versatility, and drive of their talent will be the cornerstones of organizations that pursue a higher purpose.

This is the future of the marketing-services industry. A future defined and led by underdogs and innovators. You have the opportunity to be at the forefront of the transformation.

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# The Origin

In February 2004, I came to a life-changing realization—the marketing-agency model was broken and had been for years. Although I was only four years into my career at that time, a number of contributing factors had become obvious to me:

- Billable hours were inefficient at best. Professionals were more worried about meeting hour quotas than delivering the level of service and quality needed to produce measurable results for clients.
- There was little differentiation between firms, and a lack of innovation within the industry.
- Training and education were stagnant. Firms and universities were teaching the same systems, principles, and services that had been applied for decades.
- Request for proposals (RFPs) were a waste of time and energy, for both clients and agencies.
- Standard measurement systems, such as press clippings, impressions, reach, ad equivalency, and PR value were meaningless, and they had no real connection to bottom-line results.

The industry was ripe for disruption.

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# The Opportunity to Emerge

Fast-forward to today, and many of the same challenges exist. Traditional firms—public relations (PR), advertising, search engine optimization (SEO), and web—are fighting to remain relevant by grasping for new services, such as social, mobile, and content, rather than focusing on what really matters, including pricing, technology, staffing, infrastructure, processes, and purpose.

As a result, there are unparalleled opportunities for emerging agencies and consultants to transform, disrupt, and thrive within the developing marketing services ecosystem.

The agencies and professionals with the will and vision to adapt and evolve will rise, and many traditional and digital-only firms will become obsolete.

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# Causes for Change

The forces that are fueling transformation can be narrowed down to three primary catalysts—*change velocity*, *selective consumption*, and *success factors*—which we will explore throughout the book:

# **Change Velocity**

The rate of change, continually accelerated by technology innovations, has created growing demand for tech-savvy, forward-thinking firms. Specifically, trends and shifts in consumer behavior, business processes, software, data analysis, communications, and marketing philosophies have affected the need for evolved services and consulting.

Consider the impact and meteoric rise of cloud computing, virtualization, social networking, mobility, and group buying as examples. We live in a real-time world, which demands real-time agencies.

Although change velocity presents challenges, it also provides significant advancement opportunities. Technology has made it possible to create remarkably efficient agency management and client services systems that lower operating costs, while increasing productivity and profitability.

Agencies have access to a wealth of reliable software-as-a-service (SaaS) platforms in the areas of time tracking, project management, customer-relationship management (CRM), lead nurturing, website content-management systems (CMS), sales, accounting, data storage, campaign management, monitoring, analytics, enterprise social networks, virtual meetings, and communications. Not only does this reduce the barrier to entry, but it makes it possible for emerging firms to more quickly compete with, and usurp, slower traditional firms.

# **Selective Consumption**

Selective consumption is the basic principle behind inbound marketing, the philosophy made popular by HubSpot, a fast-rising Internet marketing software company. In essence, consumers are tuning out traditional, interruption-based marketing methods, and choosing when and where to interact with brands.

They are conducting billions of Internet searches each month, downloading case studies and e-books, opting into e-mail newsletters, watching online videos, listening to podcasts, following brands and professionals on social networks, joining online communities, posting product reviews, and reading blogs, and they are increasingly doing it all from their mobile devices.

As a result, business-to-business (B2B) and business-to-consumer (B2C) organizations in every industry are shifting budgets away from print advertising, trade shows, cold calling, and direct mail toward more measurable and effective inbound marketing strategies that cater to consumer needs.

Savvy firms are capitalizing on the shift by expanding and integrating their service offerings in the areas of search, mobile, social, content, analytics, web, PR, digital advertising, and e-mail marketing. They also are diversifying revenue streams and driving new business through affiliate relationships and value-added reseller (VAR) partnerships with marketing software companies.

## **Success Factors**

Marketing campaigns are not about winning awards for creative, building the flashiest websites, gaming Google for higher rankings, generating mounds of media coverage, or negotiating the lowest cost per thousand (CPM) in order to interrupt the largest audience. The job of a marketing agency is to produce results that impact the bottom line. It's that simple.

Although traditional marketing firms rely on impressions, reach, advertising equivalency, PR value, and other arbitrary measurements of success, marketing firms now have the ability to consistently produce more meaningful outcomes—inbound links, search engine rankings, click-through rates, website traffic, landing page conversions, content downloads, blog subscribers and leads—that can be tracked in real time and directly correlated to sales.

These success factors are how firms should and will be judged.

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## **Accelerating Transformation**

I have spent more than seven years building a new agency model at PR 20/20 because I passionately believe there is a better way.

We have worked closely with technology companies such as HubSpot to develop more results-driven services and more efficient processes, drawn on the

teachings of industry luminaries such as David Meerman Scott (@dmScott), and been influenced by the business models of innovative organizations such as Apple, Google, Salesforce, and 37Signals.

We are far from perfect, and we certainly do not have all the answers, but it is time we share what we have learned in order to accelerate change.

This is not a book about who we are, but rather what I believe we, as marketing agencies, have the potential to be. *The Marketing Agency Blueprint* presents 10 rules for building tech-savvy, hybrid agencies that are more efficient, influential, and profitable than traditional firms, and, most importantly, are capable of delivering greater results and value to clients.

The book explores lessons learned building PR 20/20, and draws on my own experiences working in a traditional marketing firm. It also integrates knowledge and resources from the leaders and innovators who are transforming the marketing-services industry.

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# The Value Imperative

*The Marketing Agency Blueprint*, with its supporting resources at [www.MarketingAgencyInsider.com](http://www.MarketingAgencyInsider.com), is designed to help entrepreneurs build their agencies and futures, and stimulate a more open and collaborative agency ecosystem.

One of my favorite quotes, which has come to encapsulate my philosophy on business and life, is from Tim O'Reilly (@timoreilly), founder of O'Reilly Media, "Create more value than you capture."<sup>1</sup> That is exactly what I hope to accomplish with this book.

I encourage you to connect with me on Twitter (@paulroetzer), and join the [Marketing Agency Insider](#) community on Twitter, LinkedIn, and Facebook. Together, we can transform an industry.

- Website: [www.MarketingAgencyInsider.com](http://www.MarketingAgencyInsider.com).
- Twitter: @AgencyIn.
- Book Hashtag: #AgencyBlueprint.
- LinkedIn Group: Search "Marketing Agency Insider."
- Facebook Page:

[www.Facebook.com/MarketingAgencyInsider](http://www.Facebook.com/MarketingAgencyInsider)

# CHAPTER 2

## Transform into a Hybrid

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A real-time world demands real-time agencies.

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### Every Firm Is a Tech Firm

Hybrid agencies will come to rule the marketing world. These emerging leaders are tech savvy, offer integrated services, hire and retain versatile talent, and profit from diversified revenue streams. They thrive on change, and continually apply shifts and advances in technology to strengthen their businesses, evolve their services, and deliver greater value to clients.

As change velocity accelerates, traditional agencies unwilling or unable to adapt will quickly be left behind. Meanwhile, more nimble upstart firms are utilizing technology to construct efficient agency-management and client-services models. Whereas legacy systems slow down large, established agencies, hybrid firms can activate software and

introduce processes that lower operating costs, increase productivity, and drive profitability. They are able to build more scalable models that largely operate in the cloud, capitalize on advances in online communications and mobility, and rely on their social graphs to create a more open and collaborative agency ecosystem.

The cloud, which metaphorically refers to the Internet, has given agencies access to affordable hosted solutions for time tracking, project management, customer relationship management (CRM), lead nurturing, sales, accounting, data storage, campaign management, monitoring, analytics, website content management systems (CMS), enterprise social networks, technology infrastructure, virtual meetings, and communications.

These cloud applications, which run on third-party servers rather than internal networks and local computers, become the backbone to more dynamic and innovative agencies. Systems and processes that used to take years to build on internal networks can now be activated and integrated in real time, often for small monthly fees.

## **Technology-Driven Services**

As selective consumption—the principle that consumers choose when and where to interact with brands—continues to drive marketing

strategies and budgets, agencies must seek opportunities to bundle their services through value-added reseller (VAR) and affiliate programs.

The HubSpot VAR Program is a perfect example of the opportunities that exist around technology-driven services. In February 2010, HubSpot cofounder and CEO Brian Halligan (@bhalligan) introduced their VAR program and began investing significant company resources in training and certifying marketing agencies on the use of its inbound marketing software.

Certified partners—more than 500 agencies in more than 15 countries—are given access to educational resources, selling tools, training programs and private online communities that facilitate customer interactions and peer-to-peer communications. In addition, partners who resell the HubSpot software receive a 20-percent margin on each license for the life of the customer.

Agency partners are featured in the HubSpot Services Marketplace,<sup>1</sup> an online directory that connects providers with organizations seeking marketing support. HubSpot uses a Customer Happiness Index (CHI) score, which is automatically calculated by its software, to grade partners based on the marketing success of their clients. HubSpot and non-HubSpot customers can search the Marketplace for services including:

- Do inbound marketing for me

- Call to action button design
- Landing page design
- Lead nurturing
- Social media marketing
- Blog article writing
- On-page search engine optimization (SEO)
- Pay-per-click (PPC)
- Video production
- Premium content
- Website design

According to HubSpot's Jordyne Wu (@jordyne), director of business development, the Marketplace has referred more than 2,500 transactions to VAR partners totaling more than \$4 million in service revenue for the agencies.

My firm was HubSpot's first partner agency as part of a beta program that began in spring 2008. We tapped into HubSpot's training and methodology to evolve our traditional PR and marketing services into the emerging areas of search marketing, social media and content marketing. Our value-based pricing model made it possible to effectively bundle and promote service packages designed specifically for the needs and goals of HubSpot customers.

Without investing a single dollar or minute in the development of our own software, we were able to accelerate our growth and drive sales by expanding our digital services and marrying them with a third-party solution. It is partnerships like these that agencies can use to disrupt and thrive in the new marketing world.

## **Insight into the HubSpot VAR Program**

I asked HubSpot's Peter Caputa (@pc4media), director, Value Added Reseller Program, to share his thoughts on the program and the growth opportunities that exist for agencies moving forward:

Recently, a prospective partner said to me, 'There's no one out there like HubSpot who is trying to help marketing agencies be better marketing agencies.' There are so many challenges that marketing agencies face that are externally imposed, such as the changing landscape of services they must learn and deliver, as well as internal challenges including client acquisition, profit margins and account retention. From working with hundreds of agencies of all types and sizes, we've discovered ways to help agencies with these challenges and for several years have been packaging up training and support services on top of our core product to help them.

Most agencies and consultants lack the time to even do their own marketing, let alone do the research and development to know where the market is heading, what services they should offer and how to offer

them efficiently so that they can help clients maximize their return on investment. More than 170,000 people who are either self-employed as marketing consultants, or who work at a marketing agency, have downloaded the thought-leadership content that our marketing team has produced. With data from more than 5,000 customers using our integrated marketing platform to both execute and measure their online marketing activities, we have insight into what works and what doesn't.

When we publish guidelines, share tools and provide best practices that are specific for agencies, thousands of agencies download the information and share it with their peers. Sharing this with our partners has made it possible for them to sell, measure and deliver ROI to our mutual clients, making it a win-win-win. While many of our longstanding partners have seen a 200-plus percent growth in revenue, there is still a huge opportunity for agencies, as evidenced by the more than 30-plus new partners that come on board each month, and the thousands who report that they are still struggling with how to build their marketing agency. We're tripling down on our partner program this year based on our successes and the demand.

# **The Challenges of Becoming a Product**

## **Business**

The most profitable and efficient opportunity for most agencies is in third-party software integration; however, there are a number of reasons marketing service firms may venture into proprietary product development, including: pursue perceived market opportunities, create recurring revenue streams, differentiate from competitors, improve internal processes and increase valuation.

Although some marketing firms, such as SEOmoz, an SEO software company, have successfully transitioned from a predominantly service-based to product-driven business, it is a challenging proposition for most.

In an April 24, 2011 TechCrunch article, “What Should You Do With Your Crappy Little Service Business?”<sup>2</sup> Mark Suster (@msuster), a two-time entrepreneur and venture capitalist at GRP Partners, articulated why service businesses should not become product businesses. Although the post specifically addresses technology service providers, the same principles and reasoning apply to marketing agencies.

“This is where many service businesses make mistakes and go pear shaped. They get ‘product business envy’ because they read too much TechCrunch about their product brethren raising money at crazy valuations

and getting sold at even crazier ones. So they set out to build a product business within a services company,” said Suster.

He goes on to describe the three main problems that arise, which can negatively impact an agency’s core service business.

1. Agencies do not realize how difficult product businesses are to build, and they falsely assume their successes selling services will translate into a competency selling products.
2. Increased costs associated with product development create larger exposure risks in down markets, thus destabilizing the business.
3. As resources are funneled into the product side, firms can lose sight of their core business—services.

The moral of the story: Be cautious when pursuing shiny objects. Do not let delusions of grandeur or product envy cloud your vision for building a strong service-based agency.

## **The Tech-Firm Transformation**

Evolving into a technology-driven service firm, an essential component of every hybrid agency, requires two common elements: immersion and integration. Let’s examine how each plays a role in an agency’s transformation:

## Immersion

Agencies, particularly their leaders, must have an insatiable appetite for knowledge about the technology industry, and a desire to be early adopters of products and services. Agencies that understand technology trends and innovations are able to more readily adapt their own business models, continually increase efficiency and productivity, evolve client campaigns, and make strategic connections of seemingly unrelated information. This requires professionals to:

- Read the essential publications, such as *TechCrunch*, *Engadget*, *GigaOM*, *Gizmodo*, *Silicon Valley Insider*, *All Things Digital*, and *Wired*.
- Watch the technology trendsetters, such as Apple, Google, Facebook, Salesforce, and Twitter. Monitor for news that affects client campaigns and look for opportunities that apply to agency services and agency management.
- Follow and engage with influencers, including media, bloggers, venture capitalists and entrepreneurs.
- Attend conferences and webinars in search of inspiration and ideas. Seek out events that deal with start-ups, mobility, and enterprise technology.

To understand the value of technology immersion, let's take a look at how changes to Google's algorithm—admittedly, pretty geeky stuff to follow—directly affect marketing agencies. Although SEO professionals and webmasters are commonly in tune with Google news, I would argue that the search giant's moves are equally important to PR, advertising, web and content agencies.

In February 2011, Google began rolling out its Panda algorithm changes. The goal, as stated on the official Google blog, was simple: “To give people the most relevant answers to their queries as quickly as possible.”<sup>3</sup> The first rollout impacted 12 percent of Google queries, and was designed to reduce rankings for low-quality sites in favor of sites that featured valuable original content, such as research, reports, and thoughtful analysis.

We will stop there for a minute. Google, which controls approximately 65 percent of the search market, was telling companies in very plain terms that duplicate, low-value content is bad, and original, high-value content is good. This was not anything new, but for years outlaw agencies have built their businesses preying on clients' needs for short-term results at any cost. They use unethical black-hat SEO tactics, and flood the Internet with low-quality content, in an effort to boost search-engine

rankings and drive website traffic. These agencies are a black eye on the marketing services industry. They sell shortcuts, not long-term solutions.

Agencies that had not taken note of Google's moves yet hopefully were on high alert at this point. However, just in case companies were not making the connections, Google, which usually is relatively tight-lipped about its algorithm changes, made another announcement in April 2011 on its Webmaster Central Blog.<sup>4</sup> This change, which affected all English-language Google users around the world, incorporated user feedback signals to help people find better search results. Google claimed it affected approximately two percent of U.S. queries.

Then, in May 2011, Google provided very pointed guidance on how to build high-quality sites, and explained how the Panda change was just "one of roughly 500 search improvements" they were expecting to rollout in 2011. Their advice to marketers in general, and spammers, scrappers, and content farms in particular, was this:

Search is a complicated and evolving art and science, so rather than focusing on specific algorithmic tweaks, we encourage you to focus on delivering the best possible experience for users.<sup>5</sup>

Google went on to offer 23 questions that organizations can ask themselves in order to assess site and content quality.

Google's core message, which has not changed through the years, is to create lots of valuable content that people will want to link to and share. Therefore, in order to grow smarter and faster than the competition, organizations (your clients) must continually publish multimedia content online through blogs, podcasts, videos, optimized press releases, case studies, white papers, e-books and by-lined articles. As a result, savvy agencies have been listening and building services around demand for high-quality content creation.

However, it does not stop there. Remember the lesson of selective consumption and the importance of recurring revenue in building a strong agency. Agencies have to construct campaigns that cater to consumers' evolving needs and demands. They have to help consumers find the information and products they are looking for when they are looking for them. Content creation is just the beginning. How will the content be spread (social media, e-mail, and PR), found (SEO), and consumed (web and mobile)?

In other words, this one example of Google's algorithm change, which professionals who were immersed in the technology world saw first, demonstrates the need to constantly adapt and integrate services across traditionally detached marketing disciplines. Digital and traditional services have to be aligned, and specialized agencies must begin working more

closely together for the sake of clients and each other. It is the only way to create stable recurring revenue from campaigns, and achieve the success factors that matter to clients today.

## **Integration**

Being immersed in the tech industry is the first step, but, as we saw in the Google Panda example, you must have the willingness and ability to change your agency's services, processes, and infrastructure to accommodate market shifts. This requires the consistent investment of time and money, often without an expectation of ROI. The key is to take calculated risks, and learn to trust your instinct.

My agency's relationship with HubSpot started this way. In fall 2007, when we first signed on as a customer, I had no idea how we were going to use their software, but, at the time, I felt the industry was rapidly moving toward search, social, and content. I had read about HubSpot in a tech article, and I saw them as a vehicle to train our team in new methodologies and to eventually differentiate us from other firms. It was only a matter of months before we began to recognize the true potential of bundling our services with their software and expanding our capabilities to provide more measurable impact on our clients' businesses.

I have had similar experiences with other software platforms after first reading about them in tech blogs, and learning about them at

technology conferences. Applications such as Yammer, Basecamp, and Highrise (both 37Signals products), GoToMeeting, Skype, Tweetdeck, and Evernote have changed the way we do business. Although you will invest a lot of time and energy in testing platforms that are not a fit, you should always be experimenting and looking for ways to improve efficiency and increase the value delivered to clients. We will talk more about technology and core agency platforms in Chapter 4.

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## Meet the Demand for Digital

### Services

The demand for digital services is immense, and growing. According to the *Ad Age* 2011 Agency Report, digital services accounted for an estimated \$8.5 billion, or 28 percent, of U.S. agency revenue in 2010.<sup>6</sup> In addition, Forrester has reported that interactive marketing spending on mobile marketing, social media, e-mail marketing, display advertising, and search marketing will near \$77 billion by 2016, representing 35 percent of all advertising dollars.<sup>7</sup>

However, it is becoming more difficult to differentiate these dollars. Every agency, or at least the ones that will still be relevant in the coming

years, is a digital agency. Although the resources dedicated to social, search, mobile, web, e-mail, and other digital strategies will vary, interactive marketing should be fully integrated into every program and budget.

Having a digital division or group within an agency is not sufficient. Your agency's future depends on its ability to adapt, deliver measurable and meaningful results, and develop professionals who are capable of providing consulting and services across multiple disciplines. Although there are tremendous opportunities to build businesses focused on niche markets and services, the generalists who excel at blending interactive and traditional strategies, will control the power and budgets.

## **Resist the Dark Side of Digital**

There are no shortcuts to success. Building your digital capabilities is a process that requires significant time, training, and experience. If you want to move into blogging, social media consulting, SEO, video, e-mail marketing, mobile, and other high-demand areas, prove you can make it work for your agency first.

Invest the resources now to launch a blog, engage in online communities, gain a following, experiment with new content-publishing channels, conduct webinars, boost search-engine rankings, and generate

leads through custom-built landing pages. Focus on creating value, and use it to demonstrate your expertise and advance your agency.

The market is moving fast, with growth opportunities everywhere, but do not come into it unprepared and try to sell services you are not qualified to deliver. Agencies can quickly get themselves in trouble when they overpromise clients to win new business. Never lose sight of your ethics and reputable business practices in pursuit of a dollar. The cost to your agency, and the reputation you have spent your career building, is far too great.

Let's examine the case of JCPenney to see what happens when digital services go wrong, and explore four lessons agencies can learn from the debacle.

## **JCPenney Wears the Black Hat**

In an exceptional piece of modern-day investigative journalism by David Segal, the *New York Times* uncovered an elaborate JCPenney link-building scam, orchestrated by its former black-hat SEO firm. Allegedly unbeknownst to JCPenney, the firm built thousands of spammy paid links to JCPenney.com for key search terms such as *area rugs*, *dresses*, and *furniture*.

The result was top rankings in Google for JCPenney products that most likely drove millions of organic site visits during the 2010 holiday season—a critical time for the retailer, which had seen sales sink to 2001 levels and was still reeling from the death of its catalog business. According to the *Times*, the number-one spot in Google for *dresses* alone could have generated as many as 3.8 million organic visits per month.

The *Times* had an SEO expert, Doug Pierce, head of research at Digital Due Diligence Advisors (formerly with Blue Fountain Media), analyze JCPenney's remarkable organic performance. Pierce described the program, "As the most ambitious attempt to game Google's search results that he has ever seen." The *Times* turned over its findings to Google, which took "strong corrective action," according to Matt Cutts, head of Google's webspam team, resulting in significant drops in JCPenney's organic rankings.<sup>8</sup>

So what can agencies learn from the JCPenney fiasco when building their digital services? Here are four takeaways:

1. **Google will win:** Google's webspam team is on a mission to protect the quality of Google's search results. They are smarter than SEO professionals and far more powerful. So it is best to play by the rules. Like anything else in life and business, just because the other guys are getting away with it (for now), does

not mean it is all right to cheat the system.

2. **Don't be desperate:** Decisions driven by desperation can be very dangerous to your agency's long-term health. Do not let client demands for short-term results, underperforming campaigns or financial pressures force you to sacrifice your integrity.
3. **There are no shortcuts or guarantees:** Pleading ignorance when Google catches you will get you nowhere, so make sure your practices are ethical and that they pass the “icky” test—that feeling you get in business when something just does not feel legitimate and most likely is not.

Authentic SEO requires time, and a combination of on-page optimization—page titles, URLs, page descriptions, alt text, headers, copy—link building from credible sources, and regular content publishing on your clients' domains. Commit to doing it right over time, and you will reap the rewards.

4. **Focus on content and the long tail:** Content publishing is the most powerful strategy available to build inbound links, boost search-engine rankings, drive website traffic, and generate leads. Concentrate your services on attracting organic traffic from long-tail keyword phrases.

The long tail applies to the collective strength of lower search

volume, longer keyword phrases in the demand-curve tail, and their ability to outproduce a relatively small number of top traffic-driving keywords at the head of the curve (or header phrases). For example, *marketing agency* would be considered a header term, whereas *how to build a hybrid marketing agency* would be a long-tail phrase.

## **The Greatest Opportunity for Growth:**

### **Content**

Although agencies have been clamoring for their share of digital budgets and influence in the areas of search, mobile, and social, content publishing has largely been overlooked. Agencies that provide strong, multimedia content services are a rare and valuable asset in the new ecosystem.

Powerful, action-oriented content has become an essential part of every marketing strategy, and it offers an enormous opportunity to differentiate and grow your agency and your clients' businesses. There are undisputed benefits to blogging—more indexed pages, inbound links, website visitors, and social media reach—and tremendous lead-generating potential in e-books, case studies, webinars, white papers, and original

reports. The general rule is, the greater the value of your content, the greater the return on your investment.

However, continually producing premium content worthy of links and leads is not easy. It requires significant time and resources, executive support, long-term vision, internal expertise, and often a willingness to share the knowledge businesses once held sacred. More than anything, it requires the ability to be effective business copywriters, generating content that engages audiences and motivates them to take action.

There are many talented writers and content services available, but few that possess the wide range of capabilities needed to satisfy the core elements of effective business copywriting. Public relations agencies, communications pros, freelancers, former journalists, and traditional publishers are all in the conversation as possible sources, but many have yet to step up and evolve their capabilities to meet the growing demand for results-driven online content.

Let's take a look at seven core elements of effective business copywriting, and some tips on what to look for when hiring writers:<sup>9</sup>

1. **Strategic:** Online content has to connect to business goals and brand messaging. Hire writers that understand marketing strategy, and how to deliver copy that integrates across web, search, social, and PR strategies.

2. **Brand centric:** A brand is the sum of experiences and perceptions. When someone hears a company name, or sees its logo, what comes to mind? It may be based on their last interaction with a customer-service representative, the referral of a friend, or a lifetime of personal experiences with its products or services.

Words, images, and actions define your brand everyday and, with selective consumption, websites and online content may often serve as the first—and possibly only—opportunity to make an impression. Business copywriting must convey core brand messages, tell an organization’s story, and create positive perceptions that motivate action.

3. **Buyer-Persona focused:** Great copywriting makes personal connections with readers. Copy needs to speak directly to buyer personas, address their pain points and bring value. Therefore, copywriters—whether internal or outsourced—must have a clear understanding of your client’s target audiences, and know how to engage them.

4. **Optimized for search engines:** Online content must be crafted for visitors, but optimized for search engines. Ideally, business copywriters will have core SEO knowledge and capabilities.

5. **Technically sound:** Technically sound copy is concise and powerful. It uses proper grammar and is written at the appropriate reading level. It is also consistent in person, voice, tone, and format. Copywriters need strong technical writing skills and the ability to apply these skills whatever the task, medium, or subject matter.
6. **Creative:** Never underestimate the value of quality creative writing. Although many of the other elements we have discussed can be learned, business-savvy creative writers are in high demand and scarce supply, and can be an invaluable asset to your agency.
7. **Results driven:** Copywriting needs to be tied to organization objectives, and should play a key role in delivering results, such as generating leads, educating key audiences, and positioning as an industry leader.

Copywriters should be invested in tracking the content's success through metrics such as: pageviews, content downloads, social media reach, and leads. This enables future content to be strategized based on past performance, and can encourage the incorporation of new ideas and topics, to drive traffic and capture audiences.

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# Understand Your Role in the Ecosystem

The evolving marketing-services ecosystem consists of six agency classifications: disruptors, traditionalists, softservers, specialists, connectors, and soloists. Each plays an essential role in the development of a more open and collaborative community.

Let's first take a look at the marketing agency profiles, then visualize how the ecosystem functions.

## Disruptors

Disruptors will be the dominant players in the new ecosystem. They are the most advanced of the hybrids in terms of technology integration, diversified services, and talent versatility. Disruptors are always pushing to evolve services and pricing, and they have the most aggressive growth goals. Unlike their traditional-agency brethren, disruptors are risk takers that fight to remain nimble, always thinking like start-ups and acting like underdogs.

Few firms have emerged to date that embody all the elements of these leading hybrid agencies. As a result, tremendous opportunities exist for the agencies with the will and drive to develop model firms.

- **Services:** Able to build fully integrated marketing campaigns that adhere to the principles of selective consumption. This includes content publishing, social-media consulting, SEO, online advertising, mobile marketing, website development, e-mail marketing, lead nurturing and analytics, as well as evolved forms of PR and brand marketing. Core capabilities will center on digital services, with a mix of traditional activities as needed. Some services will be outsourced to partner agencies, including soloists and specialists, especially in the early years as they develop talent and advance internal capabilities.
- **Staff:** Versatile professionals with strong backgrounds in marketing, communications, and business. A high value will be placed on expert copywriters who are trained in authentic on-page and off-page SEO methodology and can function as Internet marketing consultants. All employees are heavily engaged in social media. We will further investigate staffing in Chapter 3.
- **Pricing:** Value based with wider appeal to the mass market of small businesses.

- **Results:** Leading marketing agencies consistently produce more measurable outcomes, including inbound links, website traffic, leads, and sales. Quickly shifting away from arbitrary metrics such as media impressions, reach, advertising equivalency, and PR value.
- **Technology:** Fully immersed in the technology industry. Will breed a new generation of tech-savvy, entrepreneurial-minded professionals. Cloud platforms play a key role in their growth and adaptability.
- **Infrastructure:** More agile and tolerant to risk than traditional marketing service firms. Built to be highly scalable in terms of number of clients and employees, geographic markets, and revenue streams.
- **Leadership:** Prototype founders have 5 to 10 years of agency experience, with exposure to a diverse collection of accounts and industries, and strong insight into agency management. They will be digital natives who understand what is broken within the current agency model, and have the drive and desire to do it differently. There is significant financial risk, so the ideal professional lives a modest lifestyle, has solid personal savings, and, ideally, has some level of bank- or angel-investor funding to

provide a 12- to 18-month runway to figure things out. We will go further into funding and financials in Chapter 4.

- **Growth:** Dramatically more aggressive growth models due to mass-market appeal. A wave of mergers and acquisitions of complementary firms—PR, SEO, advertising, web developers, e-mail marketing, mobile marketing—is possible, although most will look to remain independent and grow within the collaborative ecosystem.
- **Market focus:** The industry leaders will have a mass-market focus and international appeal (the Internet has no borders), but, like any emerging industry, there will be plenty of room for smaller agencies to prosper by concentrating on niche market segments and/or services.

## **Traditionalists**

The unfortunate truth is that traditionalists are the irrelevant aristocracy. They are still influential due to their large networks, established client rosters, and legacy brands, but they have minimal impact on the emerging disruptor class. Their archaic business models are difficult to evolve, and, therefore, they will struggle to compete as more companies seek innovative approaches to interactive marketing needs.

The advertising and PR industry conglomerates are not going anywhere soon, but in the meantime, disruptors will gladly chip away at the underserved small-to-midsize business (SMB) markets, and begin infiltrating larger enterprises one division at a time, slowly undermining the traditionalists' influence and authority. Following are characteristics of traditionalist agencies:

- Current market leaders with solid reputations and brands, and respected leadership teams.
- Strong in traditional services, but struggling to profitably integrate digital services. In many cases, they may have divisions or groups internally that specialize in digital, however digital services and thinking are not engrained throughout the agency.
- Staffed with some of the industry's best and brightest young talent, but stand to lose A players to emerging firms that offer more innovative cultures. Top traditionalist professionals are also prime candidates to launch disruptor firms.
- Maintain top-heavy staffing models with high-paid executives and partners. This makes it difficult to evolve pricing models and build more efficient, value-based services.
- Stuck in legacy systems that inhibit their ability to make the drastic infrastructure changes needed.

- Some top traditionalists have the resources to acquire upstart disruptors in an effort to remain relevant, but many will look to merge or get acquired as competition intensifies.

Unless these firms make dramatic changes, they run the risk of becoming obsolete over time.

A subcategory of traditionalists will develop that successfully evolve into tech-savvy, hybrid agencies but lack the vision and growth goals of disruptors. They will be able to maintain strong, profitable businesses as long as they can retain their top young talent, but these professionals will be highly motivated to find more dynamic career paths with disruptors and softservers.

## **Softservers**

Softservers are a relatively unknown yet quickly evolving breed. Technology companies, which concentrate on marketing software development, are building service divisions, either based on customer demand for advanced product expertise, or out of necessity to improve utilization and performance, thereby reducing churn rates—a key metric for software companies. Note these characteristics:

- Softservers is an emerging classification that includes marketing software companies, such as HubSpot and Radian6, which offer varying levels of services and consulting.
- Their presence creates an intriguing dynamic in the ecosystem given their intimate knowledge of client needs, financial resources, and their role in driving change velocity. In essence, they have significant leverage, and can always be one step ahead of the agencies that rely on them for referrals.
- Their services are directly tied to supporting adoption and success with their proprietary products.
- Softservers are unlikely to build full-blown, in-house agencies in the near term, since service-based businesses earn lower valuations. However, their presence can be a disrupting force for marketing agencies.
- Overall, the existence of softservers pushes marketing agencies to continually innovate. As a result, they present more opportunities than threats to the ecosystem.

## **Specialists**

Specialists focus on niche markets and opportunities. The top specialists are in high demand, and thus, they can charge premiums for their services. Specialists also have opportunities to build strong brands as

thought leaders by sharing their expertise on blogs and within their social networks. These agencies may have direct clients, but also commonly rely on full-service agencies and online marketplaces for business development.

Specialists are:

- Narrowly focused on maintaining expertise in niche markets and services, such as SEO, PR, web development, content creation, video, mobile, or graphic design.
- Niche focused, which may still be lucrative, but limits motivation to evolve.
- Finding it increasingly difficult to remain specialized in service areas, as selective consumption principles are driving increased client demand for complete marketing solutions. For example, website effectiveness is commonly being measured by lead generation, which requires content strategies and social media integration.
- Sometimes building strong partnerships with traditionalists and other specialists that they rely on for business development and revenue.
- Likely more project based, which makes it difficult to create reliable recurring revenue needed for growth and stability.

- Prime candidates for acquisitions by full-service hybrid agencies looking to pull resources in-house.
- Firms who, if they stay independent, can prosper through disruptor agency partnerships—as long as there is limited crossover in services.

## **Connectors**

Connectors are often the thinkers and networkers, not the doers.

They prefer to make connections and build provider networks that enable them to earn comfortable profit margins. This business model frees up their time to pursue multiple ventures, and affords them the opportunity to prosper off their reputations and profiles through activities such as consulting, speaking, and publishing. Common connector characteristics include:

- Their strongest capabilities lie in networking, promotion, sales, and/or project management.
- They rely on a distributed network of soloists and specialists to do the work, while they may remain involved in planning and consulting.
- They are likely more interested in building wealth and a balanced lifestyle than investing the time and energy required to create a full-service hybrid agency.

- They are often social media influencers who have built large followings that give them flexibility in their career paths.
- They could be a primary competitor to disruptors with the right partners and systems in place. However, they will struggle to compete at lower prices, due to tighter margins from the distributed workforce model.

## **Soloists**

Soloists have modest growth goals. They are limited by their own time capacities, and, therefore, either have a small collection of larger accounts, or are taking advantage of emerging online service marketplaces, such as crowdSPRING, to find consistent project work. Soloists characteristics include:

- Not looking to build an agency, but to simply make a comfortable living as a part- or full-time freelancer and subcontractor.
- Possibly motivated more by lifestyle goals than monetary achievements.
- Most likely gained experience from prior agency or corporate marketing positions.
- Work directly for clients or as outside agency contractors.

- Expected to benefit from a more collaborative ecosystem, but capacity is always an issue—which makes them difficult to rely on for growing agencies.

According to the Deal Radar, crowdSPRING, which describes itself as, “the world’s largest online marketing for buyers and sellers of crowdsourced creative services,” has completed approximately 18,500 projects through its network of 83,000 creative professionals. The site has more than 25,000-registered buyers.<sup>10</sup>

## **Visualizing the Ecosystem**

The ecosystem is client centric, meaning agencies must continually evolve to meet their needs and demands. Change velocity, selective consumption, and success factors are the *environmental factors* that dictate agency pricing, services, staffing, and infrastructure.

Disruptors and softservers, the most motivated to continually adapt, will come to control the workflow and budgets, whereas specialists, connectors, and soloists will increasingly rely on the leading agencies for opportunities and growth. Traditionalists gradually will fade from prominence and lose market share to disruptors and softservers.

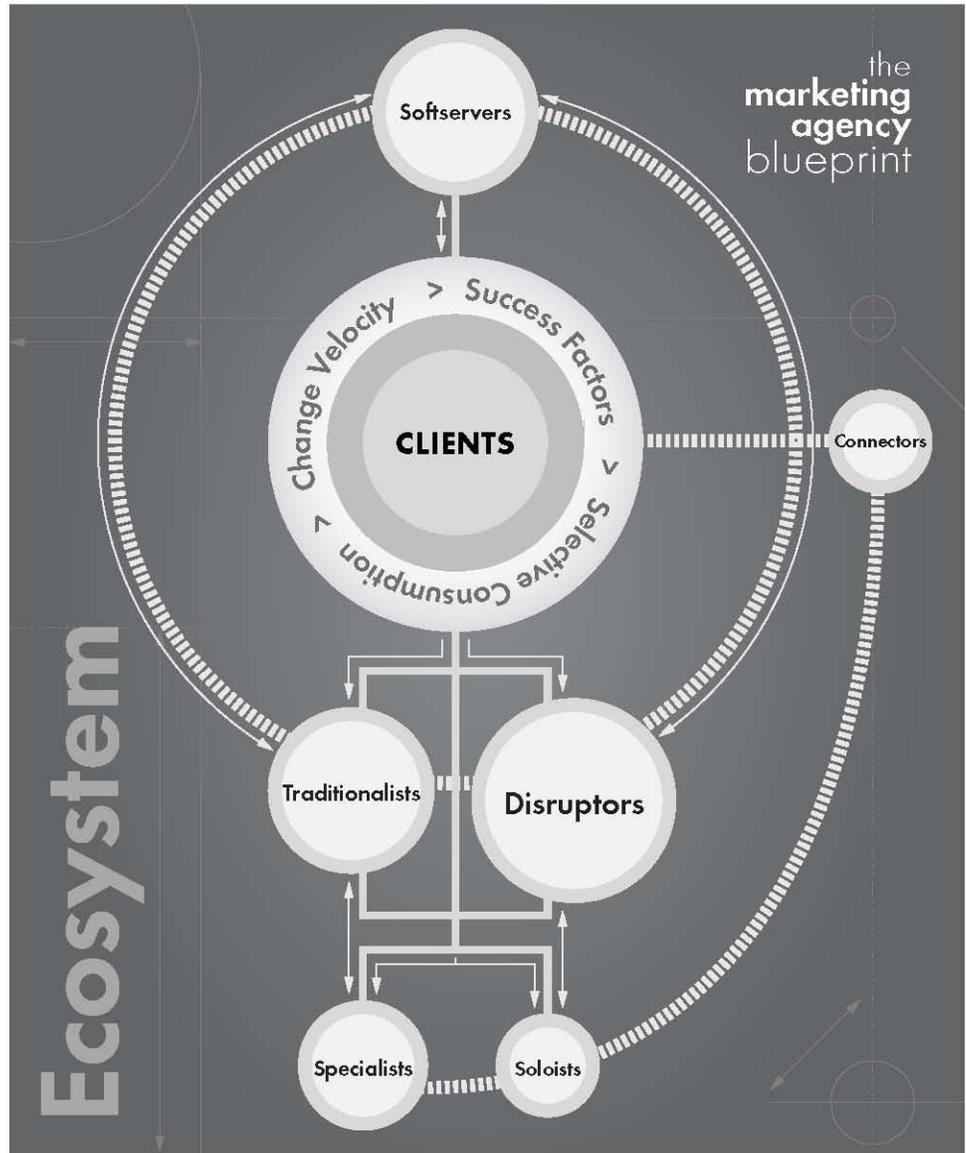


Figure 2.1 The Emerging Marketing Agency Ecosystem

The ecosystem diagram (Figure 2.1) is designed primarily to demonstrate workflow and relevance. Here is a breakdown of how it works:

- Clients are shown at the center of the ecosystem.
- Change velocity, selective consumption, and success factors are the catalysts that are fueling agency transformation and driving the evolution of client needs and demands.
- Solid lines represent direct workflow from client to agency and agency to agency. For example, clients may work directly with specialists or the work may flow from clients to traditionalists, who then outsource work to specialists.
- The arrows along the lines are multidirectional in many cases, because work may flow both ways. For example, an SEO specialist firm may bring in a disruptor to handle content marketing or a disruptor that does not have SEO capabilities in-house may outsource to a specialist.
- The dashed lines represent pass-through work and referrals. For example, softservers have a solid line from the client demonstrating that they may do direct consulting, and they also have a dashed line that runs to the other side of the ecosystem, which shows how they commonly refer clients to other agencies.

- Varying sizes of the agency circles are meant to show relevance in the evolving ecosystem.
- Softservers and connectors are isolated from the other agencies because they are not pure service firms. Softservers are primarily marketing software companies, whereas connectors are mainly networkers, educators, and facilitators.
- Proximity to the core shows how strongly connected agencies are to clients. Disruptors, traditionalists, and softservers tend to have the most in-depth knowledge of the client, and the deepest relationships throughout the companies. These agencies often are the most heavily involved in strategic planning, and have access to analytics and business-intelligence data.

## **Are PR Firms the Perfect Hybrids?**

As budgets continue to shift to content marketing, search marketing, and social media, PR firms have an opportunity to assume unparalleled levels of leadership and influence in the marketing mix, if they can expand their services and consistently deliver measurable value to their clients.

Consider the following:

- Social-media participation is nothing more than relationships and communications through online channels. That is what PR pros

do—build relationships and enhance communications with audiences—employees, media, customers, prospects, vendors, and partners.

- Although advanced SEO is both an art and science and reserved for brilliant minds like Rand Fishkin (@randfish) and Danny Sullivan (@dannysullivan), most core SEO concepts and methodologies can be easily learned and executed as part of a larger content strategy. Plus, platforms such as HubSpot and SEOMoz create a low barrier to entry for PR firms interested in integrating basic SEO services such as keyword analyses, link building, and on-page optimization.
- It seems to be universally accepted these days that “content is king” in the new marketing world. Content marketing requires strong technical and creative writing skills, business acumen, marketing savvy, and strategic thinking. Again, a perfect fit for the capabilities of top PR professionals who tend to have strong copywriting skills.
- Content-management systems (CMS) have made web development and management far less complex. Websites have become communications and content-distribution vehicles. As a result, professionals who understand brand positioning and buyer personas, as well as the content and social media strategies,

should guide website design and content. PR firms and web developers are a natural fit for future mergers, acquisitions, and partnerships.

Unfortunately, PR firms remain their own worst enemy. As a whole, they have been slow to seize the opportunities to evolve. In a 2009 study, we found that only 38 percent of *PRWeek*'s top PR firms published a blog.<sup>11</sup> Although the numbers improved in 2010 to 63 percent, it appears the industry at large is struggling to integrate social media, SEO, and other interactive strategies. For now, they are not the perfect hybrids, but the possibility is there for forward-thinking PR firms to emerge.

## **Are You Building a Disruptor?**

Building a dynamic, full-service hybrid agency designed to grow beyond 10, 20, and even 50 employees, requires incredible drive, remarkable patience, and an undying belief that you are creating something of great significance. Money cannot be the primary motivator. It is the need to create change, to push boundaries, and to positively impact the lives of others. Professionals who choose to build disruptors believe they have a higher purpose. It is not the right career choice for everyone.

Some professionals will be better suited to make their mark as soloists, connectors, or specialists. Historically, many agencies have been

built by professionals who, having excelled at their work, wanted the freedom and financial rewards that came from owning their own business. They were practitioners by trade, not businessmen and women. However, in order to construct a disruptor, the practitioner function must become secondary, and your passion has to be for building and running a business.

Like all entrepreneurs, agency principals have to make sacrifices in the early years, especially if you have a vision for growth. This includes working endless days followed by sleepless nights, taking smaller paychecks (if at all), investing profits back into the agency, fighting with increasingly conservative lenders to secure capital, dealing with mundane details such as health-care benefits and taxes, putting employee and client needs ahead of your own at all times, and learning to live with and embrace the unknown. In order to thrive in the new agency ecosystem, you have to start by being honest with yourself:

- What are you willing to sacrifice?
- What motivates you?
- How will you define success?
- What type of agency do you want to build?
- What are your greatest strengths?
- What are your greatest weaknesses?
- Are you a leader?

- Are you in the financial position to take the risks needed?
- Do you have the ability to recruit and retain top talent?
- Will you be happy running a business, rather than doing the work?

If you plan to build a disruptor, you will come to spend 90 percent or more of your time on three things: (1) recruiting and retaining talent, (2) setting and pursuing the vision, and (3) driving growth. If you do not have the desire or ability to excel in these areas, you either need to find a business partner who does to assume the role of CEO, or you should consider pursuing a different path in the ecosystem.

We will further explore these ideas in Chapters 9 and 10 where we focus on embracing failure and pursuing purpose.

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## **The Art of Outsourcing and Collaboration**

Whether you are building a disruptor or planning to stay small and enjoy the freedom that comes from life as a soloist, outsourcing and collaboration are essential. Change velocity makes it nearly impossible to stay at the forefront of every trend, and selective consumption is driving

demand for a vast array of services and expertise that most firms are not prepared to deliver.

Until you can make a strong business case for bringing new capabilities in-house, either through an acquisition or hire, it is best to focus on your agency's core competencies and find great partners for the rest. Start by determining the service mix needed to plan and execute client campaigns, and then go to work finding the right partners.

Based on digital-services demand and selective consumption, standard agency competencies will include: brand marketing, website development, SEO, online advertising, local search, e-mail marketing, social-media marketing, copywriting, video production, PR, graphic design, and mobile marketing. Services that require very specialized capabilities, software, or equipment are logical competencies for full-service firms to outsource to specialists and soloists.

## **What Makes a Great Partner?**

Like any relationship, trust and shared values are essential to building strong agency partnerships. Every time you choose to outsource, you are putting your brand, reputation, and financial success in another agency's hands. Here are some of the key factors to consider when evaluating and selecting partners:

- **Services:** Services must be complementary, with limited crossover between agencies. Crossover services can create confusion among clients and conflict among partners who have different styles.
- **Pricing:** There must be transparency and consistency in pricing for partnerships to work. Ideally both agencies use similar pricing models, and are in the same general cost range. For example, an agency focused on selling \$1,500 to \$3,000 per month retainers will not work well with a graphic design specialist firm that charges \$400 per hour.
- **Process:** The most efficient and productive partnerships will share very similar project management and communications styles. As the ecosystem evolves, agencies will search for partners who use the same cloud-based management platforms, ensuring seamless integrations. For example, two firms that both use 37Signals' Basecamp project-management system will more quickly achieve economies of scale in the planning, production, and delivery of joint services.
- **Performance:** Partners have to deliver on budget and on time with the highest quality work. You must have complete confidence in your partners' ability to perform at the levels you demand from your internal team.

- **Financial strength:** Do not be afraid to ask the tough questions about your partners' financial health. Agencies that struggle financially often are under pressure to keep overhead costs down, which directly impacts the quality of their staff and their capacity to take on new projects. Be especially cautious with soloists and specialists who are more reliant on project work, and, therefore, generally less stable. You cannot rely on partners who are stretched too thin or are too dependent on you to stay afloat.

---

## Diversify Your Revenue Streams

Hybrid agencies will be immersed in technology, and they will deliver a results-driven blend of digital and traditional services, but the most important factor in their ability to surpass traditional financial performance benchmarks lies in diversified revenue streams.

For some, that will mean moving into software development, which can offer higher profit margins and lucrative licensing fees, but the more logical strategy for most agencies will be to explore channels as educators, publishers, value-added resellers (VARs), and affiliates.

## **Educator and Publisher**

Once an agency positions itself as a thought leader, and establishes a proven performance track record, it opens up opportunities to create and capture value on a larger scale through speaking engagements, online courses, webinars, digital publications, book publishing, and teaching.

In order to monetize your knowledge and capabilities outside of services, you have to differentiate yourself and bring real value to audiences. Do not be afraid to start small, and remember to have patience. Creating recurring revenue through education and publishing requires that you build up significant reach and influence through online and offline channels.

### **Seven Steps for Building an Effective Speaking Strategy**

A sound speaking strategy can have a dramatic effect on the growth of your agency, and it can position your professionals as thought leaders and innovators. Here is a step-by-step guide we often use to help clients looking to build speaking strategies that deliver results.

#### **Step 1—Identify Topics**

- Speaking topics establish the foundation for a sound speaking strategy. These topics, which will evolve over time, and support the identification and pursuit of opportunities.

## **Step 2—Select Audiences**

- Define, segment, and prioritize target audiences.

## **Step 3—Define Objectives**

- Establish quantifiable objectives to provide direction to the program and define success. These may include number of appearances, content downloads, SlideShare views, and leads generated.

## **Step 4—Research and Evaluate Opportunities**

- Identify venues for potential speaking engagements, including colleges, trade shows, conferences, seminars/workshops, career fairs, and professional-organization events.
- Establish a valuation system to rate each opportunity based on defined criteria, such as event organizer, audience, topic, date, location, and objectives.
- Create an event calendar of opportunities at targeted venues.
- Contact venues to inquire about submission guidelines.
- Prequalify high-value engagements through media coverage, past speaker status and feedback, attendance history and projections, and first-hand experience with venues.
- Monitor and assess trends to identify timely opportunities with targeted venues.

## **Step 5—Positioning and Placement**

- Create a speaker's packet, including biography, by-lined articles, testimonials from past organizers and attendees, topic list, photos, contact information, A/V requirements, and rate card. Although it may not be required, a speaker's packet gets you organized and prepared.
- Research and evaluate membership in professional speaking organizations.
- Build the speaker's resume through preliminary appearances within an existing network of business and trade organizations, as well as academic institutions.
- Enhance credibility and value through PR and content marketing programs, including the submission of by-lined articles and guest blog posts to targeted outlets.
- Use the event database built in step 4 to pursue high-priority speaking opportunities.
- Maintain communications and relationships with all targeted venues.
- Define protocol and prepare responses for declining unsolicited opportunities that do not meet defined criteria.

## **Step 6—Preparation**

- Attend events at which you plan to speak in the future. For example, if you want to present at South by Southwest (SXSW) Interactive, attend it

first to gain an understanding of the audience, content, and venues.

- Create presentations.

### **Step 7—Evaluation**

- Establish a grading system to measure the return on investment (ROI) for speaking appearances.
- Assess and grade each appearance and venue.

## **VAR and Affiliate Programs**

Value-added reseller (VAR) partnerships, such as the HubSpot VAR Partner Program, are an ideal way to generate referrals, differentiate your firm, and create recurring revenue through license fees. In VAR relationships, agencies provide services, consulting, training, customization, and integration around third-party products. VAR programs give agencies the ability to expand their services and reach, without investing resources in developing their own software.

Affiliate programs also offer opportunities to nurture recurring revenue through referred business. However, do not get distracted from your core business pursuing too many affiliate relationships. Focus on the software products you know and trust, and if you think your clients,

prospects, or peers would gain value from the utilizing them as well, then consider affiliate opportunities.

Following is a sample listing of organizations that offer partnership programs for marketing agencies:

- ConstantContact—[www.ConstantContact.com](http://www.ConstantContact.com)
- Eloqua—[www.Eloqua.com](http://www.Eloqua.com)
- ExactTarget—[www.ExactTarget.com](http://www.ExactTarget.com)
- HubSpot—[www.HubSpot.com](http://www.HubSpot.com)
- iContact—[www.iContact.com](http://www.iContact.com)
- MailChimp—[www.MailChimp.com](http://www.MailChimp.com)
- Marketo—[www.Marketo.com](http://www.Marketo.com)
- Salesforce—[www.Force.com](http://www.Force.com)
- SEOmoz—[www.SEOmoz.org](http://www.SEOmoz.org)
- VerticalResponse—[www.VerticalResponse.com](http://www.VerticalResponse.com)

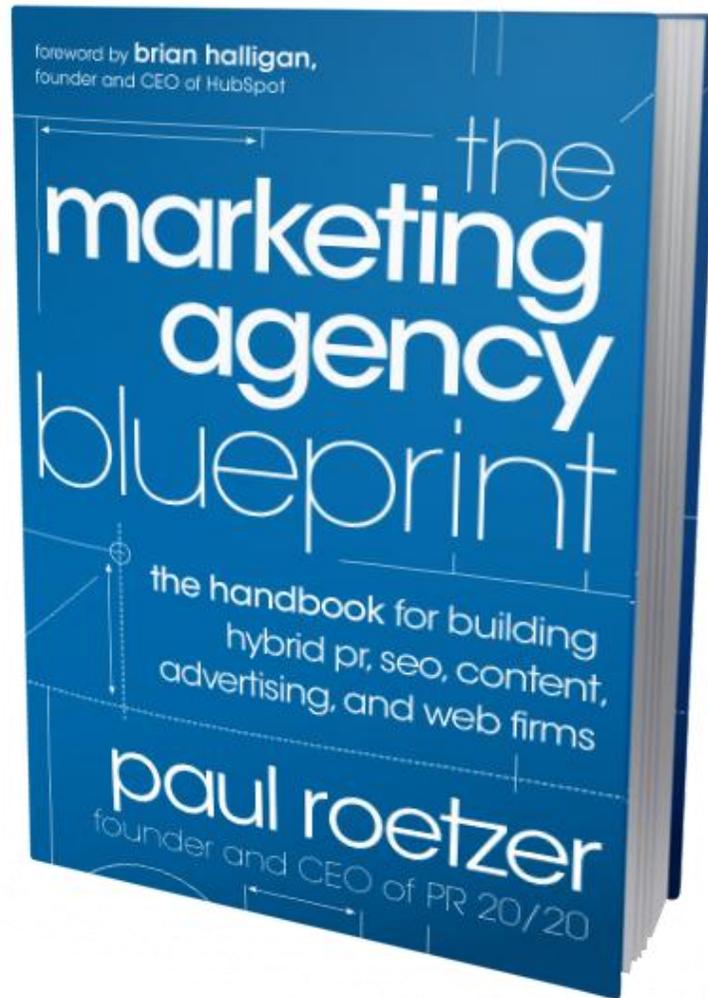
## Chapter Highlights

- Hybrid agencies and professionals will come to rule the marketing world.
- Evolving into a tech-savvy hybrid firm requires two common elements: immersion and integration.
- Agencies, in particular their leaders, must have an insatiable hunger for knowledge about the technology industry, and a desire to be early adopters of products and services.

- Digital and traditional services have to be aligned, and specialized agencies must begin working more closely together for the sake of clients, and each other.
- Becoming a hybrid firm requires the consistent investment of time and money in technology, often without an expectation of ROI. The key is to take calculated risks, and learn to trust your instinct.
- Every agency, or at least the ones that will still be relevant in the coming years, is a digital agency.
- Building your digital capabilities is a process that requires significant time, training, and experience. If you want to move into blogging, social media consulting, SEO, video, e-mail marketing, mobile, and other high-demand areas, prove you can make it work for your agency first.
- Agencies that provide strong, multimedia content services are a rare and valuable asset in the new ecosystem.
- The evolving marketing services ecosystem consists of six agency classifications: disruptors, traditionalists, softservers, specialists, connectors and soloists.
- Whether you are building a disruptor or planning to stay small and enjoy the freedom that comes from life as a soloist, outsourcing and collaboration are essential.
- Every time you choose to outsource, you are putting your brand,

reputation, and financial success in another agency's hands.

- Once an agency positions itself as a thought leader and establishes a proven performance track record, it opens up opportunities to create and capture value on a larger scale through speaking engagements, online courses, webinars, digital publications, book publishing, referrals, and teaching.



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