

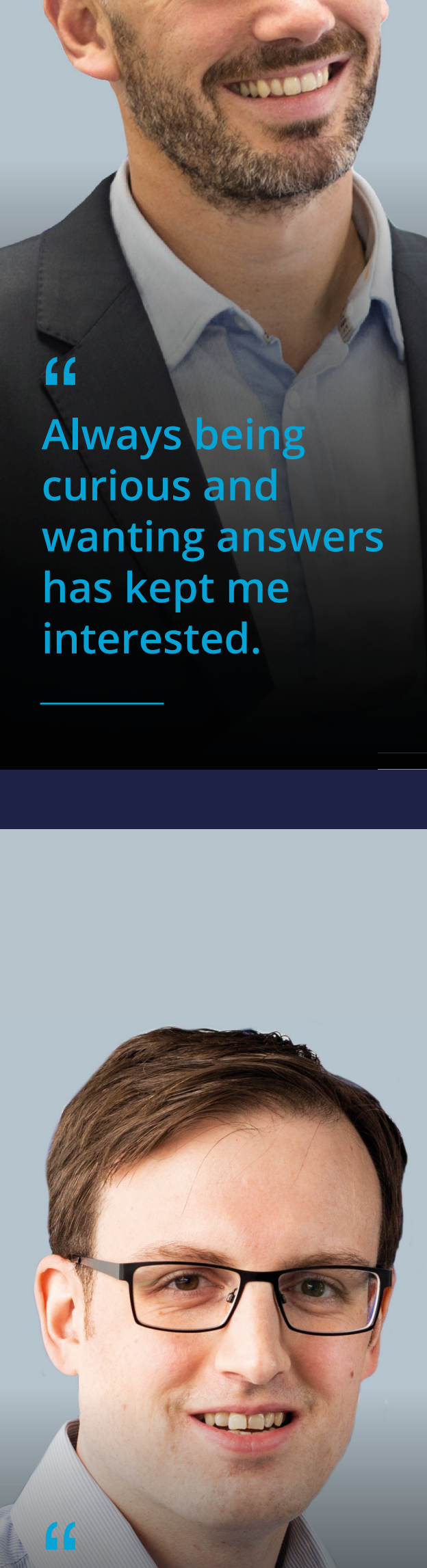
# Meet Our Leaders

Over the last 25 years, B2B International has grown from a single office in Manchester, UK, to a global business with more than 100 employees, spread over 13 offices and 3 continents!

As a result of this business growth, so too has our leadership team grown and now counts on 150 years' collective experience working at B2B International and reflects a diverse set of backgrounds, knowledge, and skillsets.

We therefore wanted to share each of our leadership team's stories with you, including their experiences working at B2B International and in the market research industry, the personal achievements they're most proud of, and most importantly, the lessons learned along the way and their advice for aspiring leaders.

## Eurasia



### Nick Hague

#### Head of Growth | Manchester

**How long have you worked for B2B International?**  
Since the very beginning! Time flies when you are having fun – I can't believe it's been 25 years!

**What's your favorite thing about working for B2B International?**  
I think it would have to be working alongside the great team we have here, but also working closely with the diversity of clients and in the wide array of different industry sectors across the world. I have been very lucky to travel to some amazing places from the work we do at B2B International and I have met some inspiring people in the companies I have worked for that I would also count as good friends. Every day is different at B2B International and that keeps things fresh and challenging.

**Why market research?**  
It's in the blood! My father was a market researcher and so it ended up being a natural progression for me even though I studied Geology as a degree. I suppose always being curious and wanting to know the answers to many questions meant it has kept me interested throughout the years.

**What's your favorite thing about working for a Merkle company?**  
Their beliefs are very much aligned with B2B International's and so it is very much a perfect match. Their beliefs are:

- People matter
- Clients matter
- Teams matter
- Effort matters
- Principles matter
- Fun matters

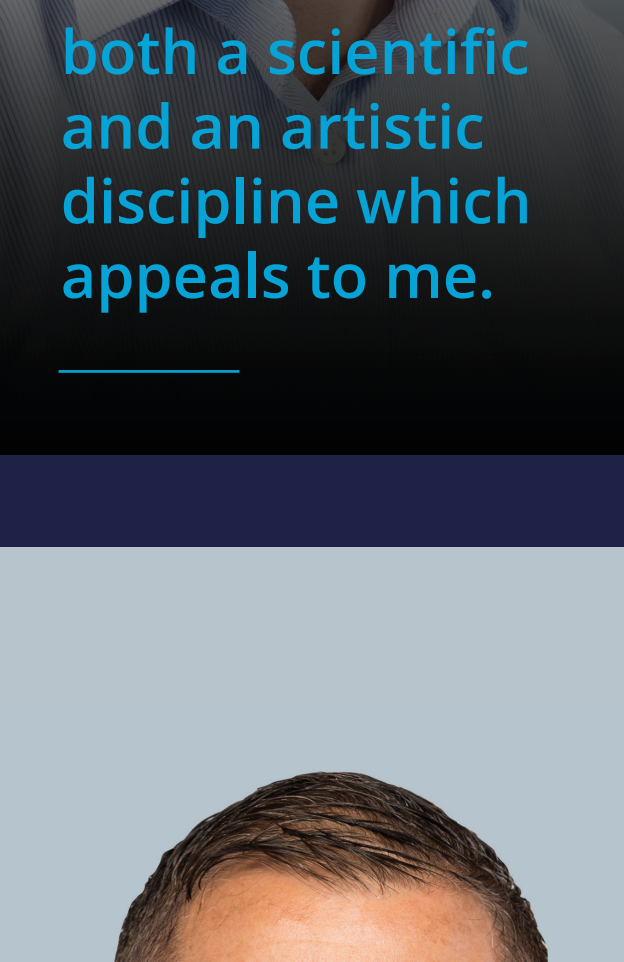
I think all these beliefs typify perfectly what business is about but also to have some fun along the way!

**What's the best advice you've been given?**  
You are only as good as your last job. I have always looked to 'wow' clients in the delivery of insightful data that they can act upon. However, once one job has been completed and presented, there is always another waiting in the wings and so you cannot afford the luxury of congratulating yourself on a good job done as who knows what tomorrow's project will bring? You can never be complacent in this industry!

**Which personal achievement are you most proud of?**  
It has to be growing the company and therefore our team to be a 100+ strong family with people dotted around the world from Los Angeles, USA through to Sydney, Australia.

**What advice would you give to aspiring leaders?**  
There are leaders everywhere you look at B2B International; not just on the leadership team. My advice to anyone starting out in their working life is to do the best you can at the job that you do. Be adventurous and put your hand up for trying new things as well as sharing your ideas openly about doing things differently along the way.

Our leadership team has been built over the years from a diverse number of people with all different backgrounds. Therefore don't have it as an end goal; it's just a result of doing the best you can in the role you do and who knows where you may end up!



### Oliver Truman

#### Head of Research & Analytics | Manchester

**How long have you worked for B2B International?**  
I'm approaching my 15 year anniversary at B2B International (although I had to check!).

**What's your favorite thing about working for B2B International?**  
The sheer variety of work we do. Every project is different, whether it's different client objectives, vertical markets or product categories. Getting to grips with the (often esoteric) nuances of business-to-business value chains is endlessly fascinating – I'll robustly defend against the claim that B2B markets are boring!

**Why market research?**  
Like most in this industry, I didn't have a burning ambition to be a market researcher when I was growing up – the sector found me, really. B2B research is one of those professions that draws on a broad range of skills and interests; it's both a scientific and an artistic discipline. That appeals to me a lot.

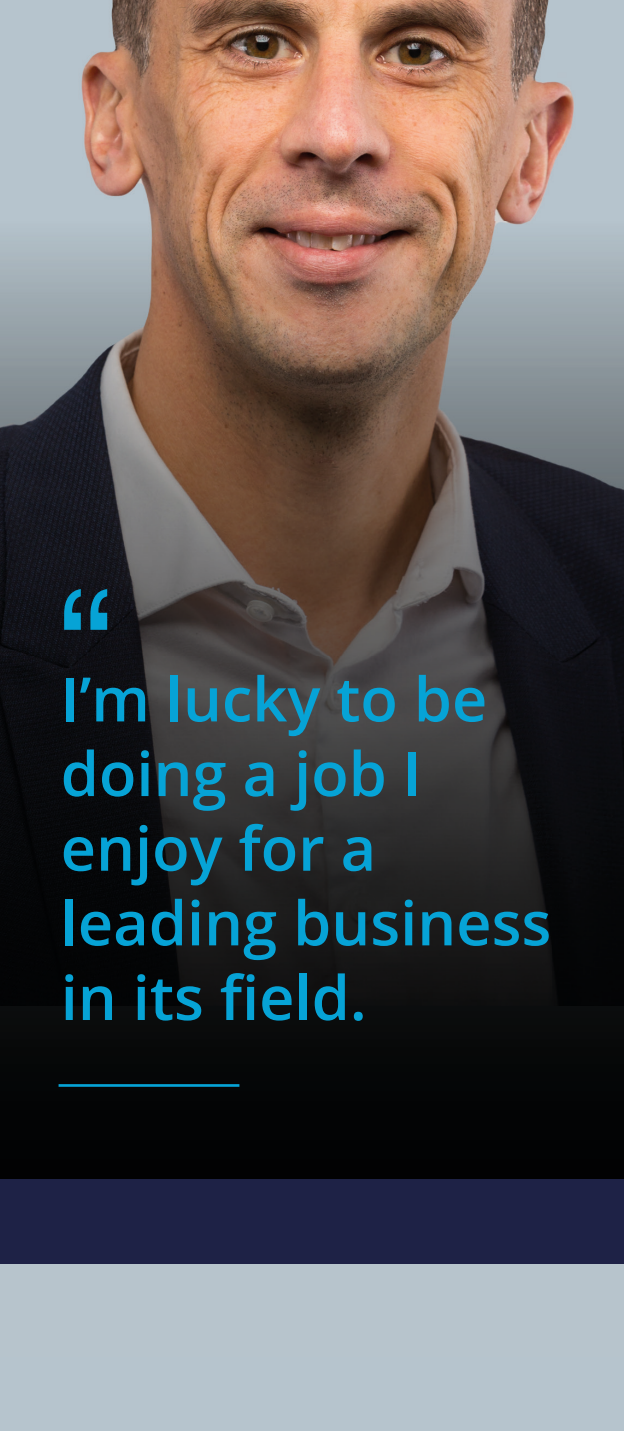
**What's your favorite thing about working for a Merkle company?**  
Probably the sheer breadth of capability that's available in the broader group – not just within Merkle, but Dentsu as a whole. Our job as researchers is a bit like that of a doctor – to understand and diagnose the pain points of customers. Because of the resources and skills now

at our disposal, we're now in the position of being able to 'prescribe' best-in-class solutions to many of the marketing challenges our clients face.

**What's the best advice you've been given?**  
It's possibly not the most upbeat maxim, but some derivative of Murphy's Law – 'Anything that can go wrong, will go wrong'. The niche markets that we're researching mean things that one might take for granted – like being able to reach the relevant audiences – often cannot be assumed. The upside to having to 'worry things through' is that it always prepares you well for inevitable challenges that crop up on studies.

**Which personal achievement are you most proud of?**  
I'm very proud of what we've managed to collectively build here at B2B International. The company is now an order of magnitude bigger than when I first joined – even so, the same underlying ethos, approach and values from those early days remain. Being able to have that success while also doing things in the right way is very rewarding.

**What advice would you give to aspiring leaders?**  
As much as being leader is about dealing with here-and-now issues, it's important to never lose sight of what the future could look like. Thinking through these different versions of the future and making the right choices is what lies at the heart of good strategy.



### Matthew Harrison

#### CEO | Manchester

**How long have you worked for B2B International?**  
21 years! When I first joined the company we were a small, entrepreneurial company based in Manchester with around 10 employees. 21 years later we have more than a dozen locations across Europe, Asia-Pacific and the Americas, and have worked for the majority of the world's largest B2B companies.

**What's your favorite thing about working for B2B International?**  
I truly believe that B2B International is the global leader in business-to-business research, and consider myself lucky to be doing a job I enjoy for a business that is a leader in its field. As market leaders we are constantly challenging ourselves to give our clients access to the best thought leadership, the best advice, the best footprint & resources, and the best people.

**Why market research?**  
Our jobs is to help our clients meet whatever business or marketing challenges are facing them at a given in time – by listening to decision makers and influencers within their customer bases and throughout their markets. This means that the job brings with it a huge amount of variety, as every challenge, every business, every market and every customer base is different.

Working for a B2B research consultancy requires people that are curious, proactive and adaptable; and who love working in a diverse multinational environment.

**What's your favorite thing about working for a Merkle company?**  
Being part of Merkle is a fantastic opportunity for us to deliver more of the services that our clients want. We share a dedication to delivering world-class customer experiences and the insights, marketing and tech expertise that we offer together make for an exciting combination; just as importantly they're great colleagues.

**Which personal achievement are you most proud of?**  
Within work I'm exceptionally proud of the work we've done to first of all make our offering truly world-class, and second to bring this offering to a global audience. We'll always be proud of our expansion throughout the Americas, mainland Europe and Asia and the fantastic team we've built.

Outside of work I love long-distance running and have a habit of railroading my wife and daughters into centring our family holidays around this. To some extent I'm proud of some of my marathon and half-marathon times, but I think the biggest kick from some of the strange training sessions I've done over the years: the 2am run around Beijing when I had jetlag; the snowy day when I was forced to run up and down the stairs for 2 hours.

**What advice would you give to aspiring leaders?**  
I would say first of all make sure you're in a profession that you intensely enjoy; second find an employer that wants you to achieve your potential as much as you do; and third set out to learn as much as possible.



### Conor Wilcock

#### Director of Business Development & Sales | Manchester

**How long have you worked for B2B International?**  
All told, it's been 15 years since I started as a telephone interviewer in our fieldwork center (which incidentally is where most of our current global leadership team began life at B2B International). I started full-time as a research analyst 11 years ago.

**What's your favorite thing about working for B2B International?**  
I love the variety of work that comes our way, given that we cover all B2B sectors. It keeps me extremely motivated and engaged. On a typical day, we could be researching everything from industrial valves and metal cutting equipment, to packaging solutions, marketing automation platforms and chocolate...!

**Why market research?**  
I wouldn't say "I fell" into market research but it wasn't exactly a career I had planned for when growing up – simply because I wasn't aware it was an option for me. In reality, market research did a great job of satisfying my core interests and skills: statistical analysis, creative writing, strategic thinking, and presenting/public speaking.

**What's your favorite thing about working for a Merkle company?**  
It's great to be closer to some of the fruits of our research labors. Seeing our creative, media and ecommerce colleagues act upon insights about our clients' target audiences shows the direct and significant influence that world-class research can have on marketing outputs and strategy.

**What's the best advice you've been given?**  
"Better to remain silent and be thought a fool than to speak out and remove all doubt."

**Which personal achievement are you most proud of?**  
Probably running a few marathons and triathlons, although my wife would (rightly) argue that raising our two boys is a more impressive feat of endurance... Ask me again in a year when I've (hopefully!) got my private pilot's license!

**What advice would you give to aspiring leaders?**  
Ultimately, the most valuable "asset" we have as a business is our people. Anyone wanting to lead such an organization needs to be aware of that, and demonstrate an ability to connect with, respect, motivate, support, and help develop employees.



### Colette Stevens

#### Head of Research Excellence | Manchester

**How long have you worked for B2B International?**  
9 years!

**What's your favorite thing about working for B2B International?**  
One thing is tricky – what I enjoy the most is the variety and the fact that two days are never the same.

**Why market research?**  
I'm nosy – asking people questions and hearing different perspectives for a living is fascinating.

**What's your favorite thing about working for a Merkle company?**  
We don't always find out what decisions are made following a research project or the creative routes that are chosen, working with our creative and

media colleagues means we get much more visibility around what happens after our projects come to an end.

**What's the best advice you've been given?**  
You might not be the smartest person in the room, or the most experienced but you can be the most enthusiastic – i.e., focus on what you can control.

**Which personal achievement are you most proud of?**  
Walking 10,000 steps (almost) every day since January 1st 2021 – there's only a handful of days I've not managed to hit my target.

**What advice would you give to aspiring leaders?**  
Make sure you're always learning (and having fun!).



### Joe Boag

#### Head of APAC Research | Singapore

**How long have you worked for B2B International?**  
Over 10 years! During the first two years, I worked in the operations center conducting telephone, depth and focus group interviews before moving into the executive and analysis part of the business. I valued this time as it gave me a great foundation in how to design and execute great market research.

**Why market research?**  
I have always been a curious person and I love playing devils advocate. It is rewarding to get to the heart of truth, and design programs to solve the biggest business problems our clients face.

**What's your favorite thing about working for a Merkle company?**  
Rather than stopping at the final presentation stage, it's satisfying to see the research go further and at the heart of large transformational projects.

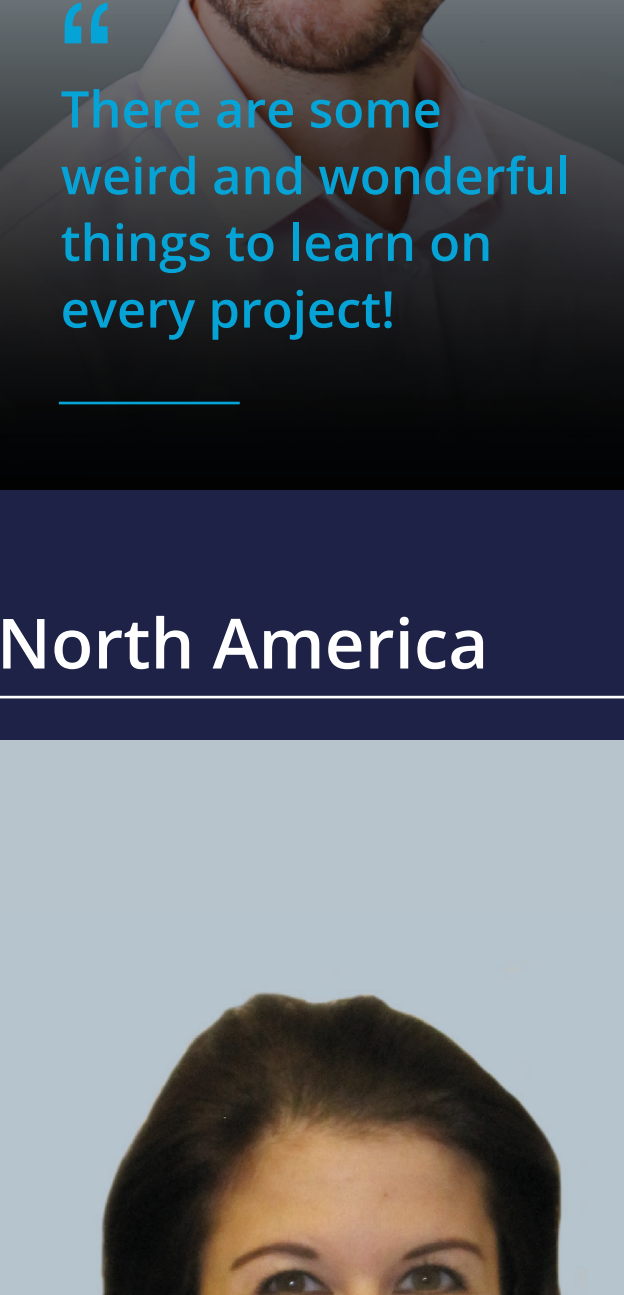
**What's the best advice you've been given?**  
"Man is disturbed not by things, but by the views he takes of them." – Epictetus.

Anything and everything that happens to us is neither good or bad – it is just how we then react to them. This keeps me centered during periods of stress both professionally and personally.

**Which personal achievement are you most proud of?**  
I climbed and summited Point Lenana on Mt. Kenya.

**What advice would you give to aspiring leaders?**  
Finding an industry or sector you are interested in is definitely key – you need to be passionate. But more importantly, find a good set of peers that you enjoy working with and who push you to be better. Never underestimate the value of the personal relationships you forge at work as many will go on to be close friends even after moving on.

It's also important to prepare for the long haul. To crack leadership, it is not just industry expertise that's important but also marketing strategies. Spending a longer tenure at a company helps you witness first-hand how the company operates. It is this knowledge that can be used to identify improvements.



### Bernd Büchner

#### Head of B2B International Germany | Frankfurt

**How long have you worked for B2B International?**  
I joined in September 2022, so my journey has only just started.

**What's your favorite thing about working for B2B International?**  
The people I met during the process of joining, and our USP of being a market research agency 100% focused on B2B.

**Why market research?**  
Because it combines working with people and data and analytics, both of which I love

**What's your favorite thing about working for a Merkle company?**  
Having access to a much broader and wider network that provides huge opportunities to bring in our insights expertise.

**What's the best advice you've been given?**  
Never complain, never explain – but it can be tough advice to follow!

**What advice would you give to aspiring leaders?**  
Learn from other leaders, but always remember that there are many different ways to be a leader, not just one.



### Tom Percival

#### Managing Director | London

**How long have you worked for B2B International?**  
I started working for B2B International in 2017 as a Research Manager, so I've just had my fifth anniversary.

**What's your favorite thing about working for B2B International?**  
I love working with clients in a wide range of industries. The fact we work in B2B means that there are some weird and wonderful things to learn on every project!

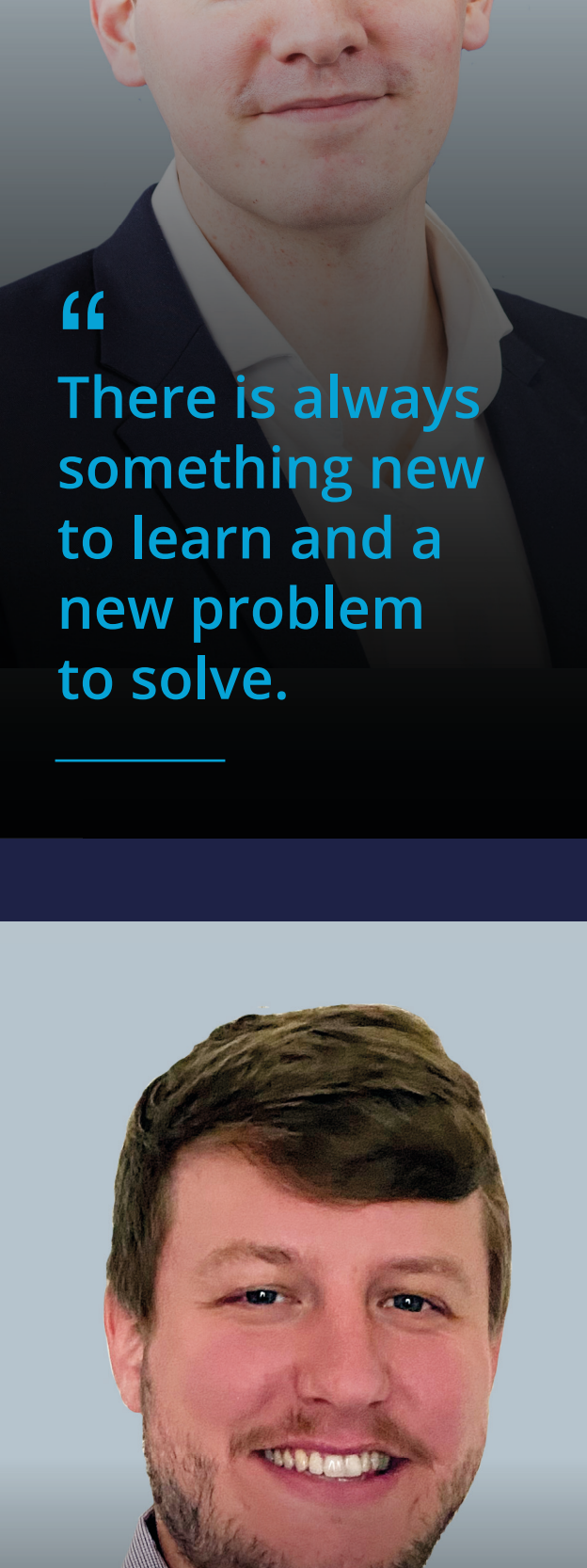
**Why market research?**  
I always feel very satisfied when we work with clients to give them the insights and advice they need to make important strategic decisions.

**What's your favorite thing about working for a Merkle company?**  
Working with our media and creative colleagues has been a big learning experience for me. It's been really interesting to understand more about how our research can be used to power our clients' media and marketing strategies. By working together I feel that we can all add much more value to our clients.

**What's the best advice you've been given?**  
Treat people as you'd like to be treated.

**Which personal achievement are you most proud of?**  
I'd say my biggest achievement was finishing my PhD – it was a very long slog!

## North America



### Julia Doheny

#### President, North America | New York

**How long have you worked for B2B International?**  
Over 17 years.

**What's your favorite thing about working for B2B International?**  
It's difficult to limit it to one thing but I can narrow it down to three:

Variety: in the U.S. alone we work for around 60 clients per year spanning numerous industries and markets. We address a range of business objectives through custom research, from how to build differentiated brands to launching new products and enhancing the customer experience. I'm constantly learning something new and love the fresh challenges each day brings.

Specialism: Our USP revolves around our deep B2B experience and expertise. This has resulted in an impressive client portfolio of over 900 client companies including half of the world's largest 100. We're proud of what we have achieved through our unwavering commitment to B2B.

Culture: Given the amount of time in our lives that we spend at work, the company culture plays a key role in job satisfaction and more broadly business success. The culture at B2B International is very caring and collaborative. Several years after having been acquired by one of the largest advertising networks in the world, we still maintain the strong people-first focus we had as a much smaller, family business.

**Why market research?**  
In full transparency I fell into market research by accident! My original career path was conducting research for TV documentaries, but I fancied a

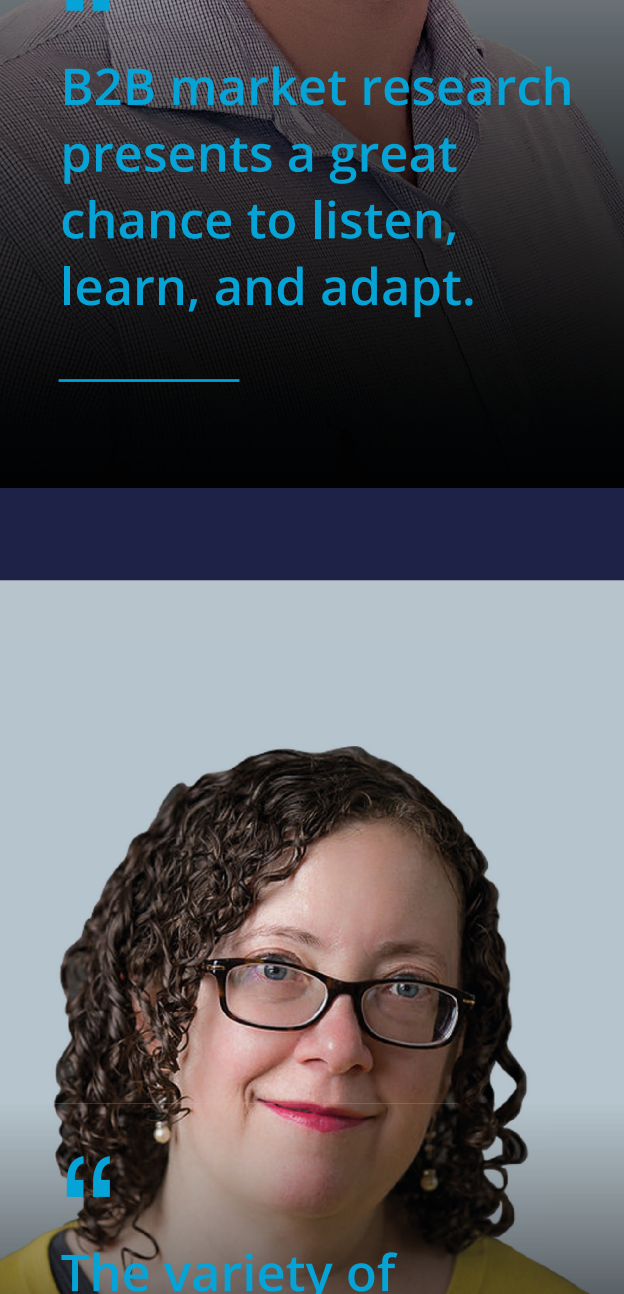
change and pursued a different direction of commercial research. I'm so glad I did as I then became passionate about B2B. With B2B research we get the opportunity to make an impact through insights that affect so many stakeholders – from the employees who power brands to the organizations and individuals that choose and use them.

**What's your favorite thing about working for a Merkle company?**  
As a Merkle company we're a part of a much bigger, recognized brand with award-winning talent. Merkle is a frontrunner in enabling brands with customer experience transformation, so we have access to both the knowledgebase and skillsets that drive change, especially in the digital ecosystem. This also means we're able to provide our clients with more integrated solutions that go far beyond insights, therefore making a much greater impact.

**What's the best advice you've been given?**  
A former boss once told me to try not to worry about things that are outside of my control. It's easier said than done but I'll often think of this as it's saved a lot of energy!

**Which personal achievement are you most proud of?**  
My biggest achievement by far is my daughter. It's a deep, shared love with my husband that goes beyond words.

**What advice would you give to aspiring leaders?**  
In my view, a key responsibility of a leader is to bring the best out of others to enable shared success. In other words, think rock band, not rock star.



### Adam Jones

#### Senior Research Director | New York

**How long have you worked for B2B International?**  
10 years.

**What's your favorite thing about working for B2B International?**  
Spending every day with the diverse and highly skilled team that we have, and the opportunity to support some of the largest brands in the world in developing and optimizing their strategy in addressing a wide range of business challenges.

**Why market research?**  
B2B market research presents a great chance to listen, learn, and adapt by leveraging direct feedback from a huge range and variety of decision-makers and internal stakeholders.

**What's your favorite thing about working for a Merkle company?**  
Leveraging the team of highly skilled and specialized individuals, to provide a comprehensive end-to-end offering and support clients.

**What's the best advice you've been given?**  
Every day is a school day and there is always a chance to learn and improve.

**Which personal achievement are you most proud of?**  
Learning to ski and tackling some of the largest mountains in North America.

**What advice would you give to aspiring leaders?**  
Be open to internalizing advice from all levels of the organization as capturing diverse and fresh perspectives is critical to personal and professional growth.



### Wendy Joice-Denhard

#### Research Director | Midwest

**How long have you worked for B2B International?**  
3 years.

**What's your favorite thing about working for B2B International?**  
I really enjoy learning about organizations' challenges and helping them meet their objectives through research. I get a lot of satisfaction when a project is successfully completed. The variety of research initiatives and industries we work in makes every day unique. Finally, the people I work with at B2B are amazing.

**Why market research?**  
With each project I work on, I learn something new. I love that about research and it's really what's kept me here.

**What's your favorite thing about working for a Merkle company?**  
Learning more about what happens to a project both before and after the research is completed.

**What advice would you give to aspiring leaders?**  
Work to build strong relationships throughout the entire organization, not just with your department, your peers or your managers. Take time to laugh with your co-workers. Make your relationship with your colleagues and direct reports a safe space and empower them to grow.

If you have any questions or want to discuss your research requirements with any of our leadership team, the contact details for each office can be found [here](#).