

GLOBALDMA

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GROUP

The Global Review of Data-Driven Marketing and Advertising

OCTOBER 2014

WITH THE SUPPORT OF



Foreword

It's an exciting time to be "data-driven."

Technology is maturing, information is available in abundance and a new corporate mandate—create actionable insights from data, big and small, that drive value for brands and consumers alike—has propelled the marketer into a powerful new role as an agent for change.

With that in mind, we're delighted to welcome you to this inaugural edition of *The Global Review of Data-Driven Marketing and Advertising*. We hope you can use this research to benchmark your data-driven marketing initiatives, allocate budgets in line with global best practices and develop strategies for using data in meaningful, responsible and consumer-friendly ways.

A product of unprecedented worldwide collaboration—and the most ambitious research effort ever undertaken by its presenting partners, GlobalDMA and Winterberry Group—this report would not be possible if not for the contributions of thousands of industry stakeholders around the world. Most notably, these include our two global sponsors, Accenture Digital and MediaMath, as well as the 17 independent trade associations (and more than 3,000 data-driven marketing and advertising professionals) who offered their insights and support to the research initiative. To all of you, we offer our most sincere thanks.

As delighted as we are to share this research with marketers worldwide, we're more excited about what's to come: a year of education, advocacy and sharing—leveraging this research as the foundation of a global conversation about data and its evolving role in advertising and marketing.

Likewise, we're looking forward to future editions of *The Global Review*, when we'll finally have what has always been so elusive to the industry: insightful and credible historical data about how marketers and advertisers are leveraging data as drivers of innovation and growth.

In the meantime, we look forward to your feedback about our flagship effort. Please don't hesitate to contact us with your questions, comments and suggestions. We hope you find this report useful and relevant to your work.

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GDMA PROJECT LEADER AND CEO, DMA ITALIA

Jonathan Margulies

MANAGING DIRECTOR, WINTERBERRY GROUP LLC

Jodie Sangster

CHAIR, GLOBALDMA AND CEO, ADMA—THE ASSOCIATION FOR DATA-DRIVEN MARKETING & ADVERTISING (AUSTRALIA)

Acknowledgements

This research undertaking would not have been possible without the contributions of more than 3,000 thought leaders—including survey panelists, sponsors, presenting trade associations and reviewers representing all segments of the advertising, marketing, media and technology industries across 17 global markets—Argentina, Australia, Belgium, Brazil, France, Germany, Hungary, India, Ireland, Italy, the Netherlands, New Zealand, Singapore, South Africa, Sweden, the United Kingdom and the United States. In particular, GlobalDMA and Winterberry Group are grateful to our global sponsors for their generous support of this initiative:



Additionally, we extend our deepest appreciation to the advertisers, marketers, service providers and technology developers who contributed their time, insights and enthusiasm in support of our research, as well as the GlobalDMA member associations that brought our research initiative to their respective markets. They include:



Executive Summary

Everywhere around the globe, across virtually all vertical markets and business functions, one marketing truth has emerged as universally clear: data matters.

It enables insight into customers and prospects, and it's a tool for targeting messages, offers and content that drive response. But data's contribution is even more substantial; it represents a means of learning about changing markets, of bridging that gap between "traditional" and "digital" in the media mix, of evolving toward a "customer-centric" approach to doing business that backs up promise with action.

Indeed, data is a precious asset—representing a customer relationship (or potential relationship) that must be both nurtured and safeguarded if it is to flourish over time. The practice of data-driven marketing and advertising ("DDMA"), then, is a means of putting that asset to work: leveraging a wide range of delivery channels, as well as creative content that's appropriate to each, in order to establish and grow relationships that benefit marketer and consumer alike.

Across each of 17 different global markets, our panel of data-driven marketers, technologists and service providers echoed those themes with overwhelming resonance. Though they come from different countries (working across various vertical markets, and representing disparate constituencies of the marketing economy), they were loud and clear in their consensus on a number of key issues:

- ▶ **Data matters:** More than 80 percent of worldwide panelists said that data is affirmatively important to the deployment of their advertising and marketing efforts, and even more—a whopping 92.2 percent—said that it's likely to play an increasingly important role in the future
- ▶ **Borders matter less:** Across 17 markets, panelists were resoundingly consistent in their embrace of data as a core pillar of advertising and marketing—and even more deeply aligned when projecting how that contribution is likely to grow over time. When asked to assess the role of data in their promotional efforts on a 1-to-5 scale, for example (with 5 indicating that data currently plays a "critical" role), no individual market indexed at more than 4.73 (Sweden) or less than 4.08 (Italy). Response was even more enthusiastic—and spread across a more narrow range—when panelists were asked to weigh in on whether data is growing more important to their efforts, indexing from a whopping 4.85 (Hungary) to an almost-as-whopping 4.43 (Argentina)
- ▶ **It's a bull market:** More than three quarters (77.4 percent) of global respondents said they're confident in the practice of DDMA and its prospects for future growth. Across individual markets, confidence is relatively consistent, though emerging-economy panelists reported a higher degree of optimism than their peers in larger and more mature markets. On an index basis, India (4.48), Brazil (4.39) and South Africa (4.36) led the pack in terms of confidence (with panelists asked to rate their sentiment on a 1-to-5 scale, with 5 indicating "extreme" confidence in DDMA)
- ▶ **Marketing budgets are on the rise:** Globally, 63.2 percent of panelists reported that their spending on data-driven marketing and advertising grew over the last year—with another 10 percent (73.5 percent of the panel) expecting that budgets will rise yet again over the next year

- ▶ **Data is digital. And digital is data:** The five promotional channels that captured the most new or expanded budget over the last year—including website/e-commerce content, social media, mobile, paid search engine marketing and online display advertising—are all native to the digital world. (That should perhaps not be surprising, given that digital channels also posted the most substantial performance improvements over the past year when benchmarked against previous returns, with mobile, paid search engine marketing and website/e-commerce content delivering the greatest performance improvements on a global basis.) Looking toward the coming year, digital channels are expected to lead the pack once again—with the mobile and social channels expected to pace all other vehicles in their command of new expenditures
- ▶ **Managing information requires a focus on... everything:** The parallel challenges of navigating more (and more complex) data, media channels, customer requirements and performance expectations mean that marketers, technologists and services providers are working to intensify their efforts across virtually all functional components of the DDMA practice. Digital execution, data management, audience analytics, automation technology and creative development all emerged as top priorities for DDMAers
- ▶ **It's all about customers:** A majority of global panelists (52.7 percent) said that “a demand to deliver more relevant communications/be more ‘customer-centric’” is among the most important factors driving their investment in DDMA, outpacing all other relevant factors. Panelists were less united in their sentiment about the impact of potential investment obstacles, though one—“limited availability of necessary budget”—was cited as a meaningful factor by 47.1 percent of panelists
- ▶ **“Consumer-friendly” is just good business:** On a global basis, panelists said that government regulation isn’t playing a substantially burdensome role in their everyday DDMA initiatives—perhaps underscoring the likelihood that, virtually everywhere, marketers have embedded the key tenants of most regulatory guidelines—including protections on the responsible use of data and adherence to basic consumer preferences—into their everyday business practices. On a global basis, less than a quarter of panelists (24.8 percent) said that regulation is affirmatively limiting their data-driven marketing and advertising efforts, indexing that concern at 2.94 on a 1-to-5 scale (with 5 indicating regulation “substantially limits” their efforts). The most heavily impacted markets include those—such as Germany (indexed at a 3.50) and France (3.29)—that are subject to the European Union’s Data Protection Directive, while practitioners in the United States (2.61) and New Zealand (2.69) are less affected, on the whole, by regulatory oversight
- ▶ **More money, more people, more know-how:** Though panelists were of various opinions when asked what resources would serve to improve their performance, a significant number of respondents said that expanded budgets (43.4 percent), deeper pools of experienced talent (42.1 percent) and improved organizational structures (33.0 percent) would most substantially advance their efforts to leverage data in support of marketing and advertising.



Key Global Findings

PANEL:

3,053 TOTAL RESPONDENTS*

SURVEY TIMEFRAME:

JULY – SEPTEMBER 2014

* Not all respondents answered every question

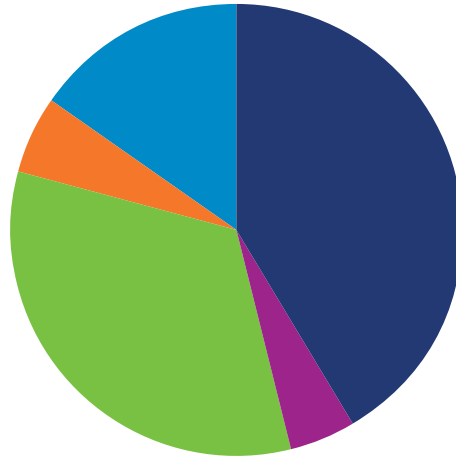
This report explores data-driven marketing and advertising practices across 17 global markets.

Produced and published by GlobalDMA and Winterberry Group—and with the sponsorship of Accenture Digital and MediaMath—the effort was made possible by support from GlobalDMA member organizations around the world, including: amdia (Argentina), ADMA (Australia), bdma (Belgium), ABEMD (Brazil), Adetem (France), DDV (Germany), DIMSZ (Hungary), DMAi (India), IDMA (Ireland), DMA Italia, DDMA (Netherlands), Marketing Association (New Zealand), DMAS (Singapore), DMASA (South Africa), SWEDMA (Sweden), DMA (United Kingdom) and DMA (United States).

The report's findings are based on the results of an online survey of more than 3,000 marketers, advertisers, service providers, technologists and publishers—deployed by each of the 17 presenting associations in their respective markets between July and September 2014.

PANEL COMPOSITION

How would you describe your principal role/business focus?

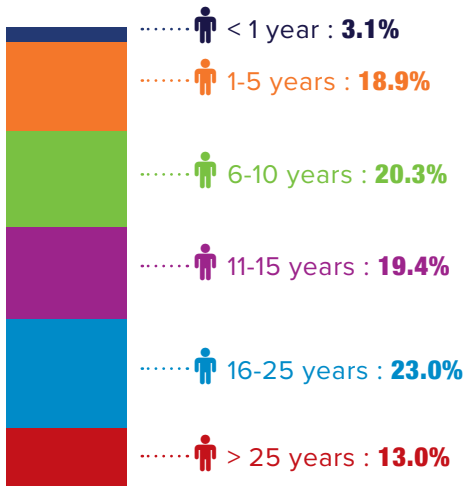


- MARKETER/ADVERTISER : **41.6%**
- PUBLISHER/MEDIA : **4.6%**
(focused on selling advertising)
- PROVIDER OF MARKETING SERVICES : **33.1%**
(including data and agency services)
- DEVELOPER OF ADVERTISING & MARKETING TECHNOLOGY : **5.5%**
- OTHER : **15.3%**

EXPERIENCE

How many years of experience do you have with marketing and/or advertising?

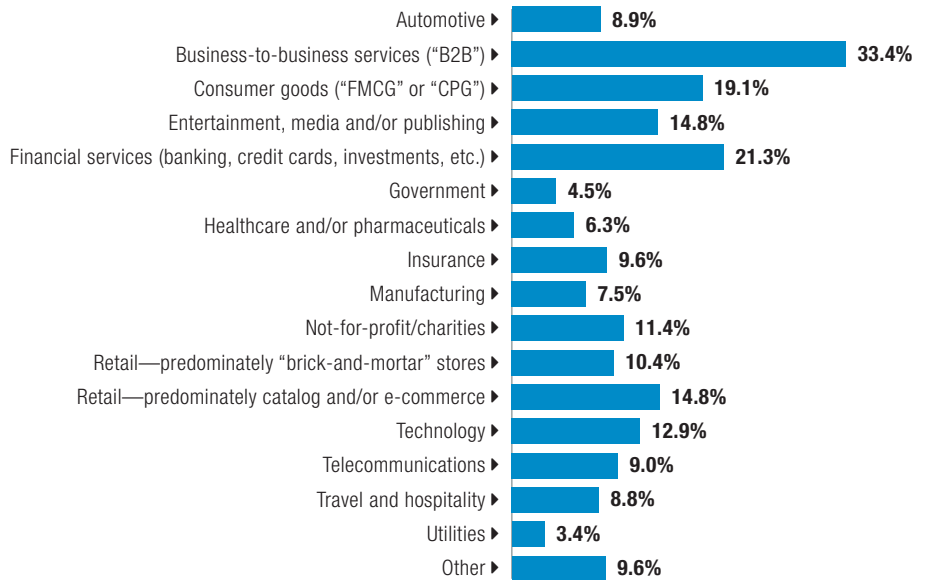
Please consider your current job and past professional roles that may apply.



INDUSTRY REPRESENTATION

Within which of the following vertical markets are your professional efforts most intensively concentrated?

Displaying panelists' "top three" responses

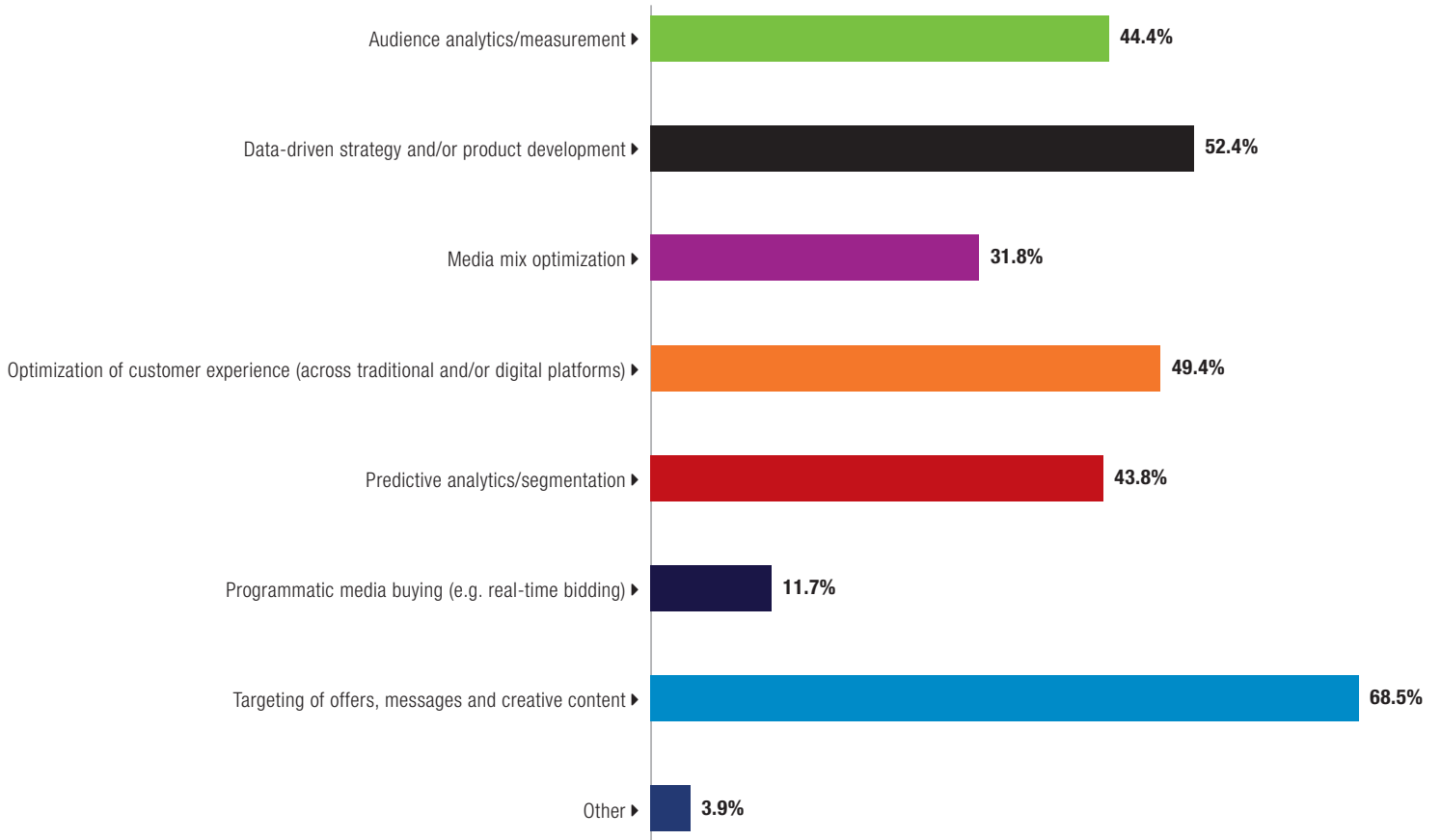


What is “DDMA”? How is it practiced?

- With overwhelming consistency—and across a solid majority, some 68.5 percent, of panelists—marketing practitioners across each of 17 global markets characterized their practice of data-driven marketing and advertising (“DDMA”) primarily through the lens of targeting: the deployment of carefully-crafted offers and messages to select members of an audience population. Approximately half of global panelists also said they focus on leveraging data in support of business or product strategies (52.4 percent) and almost as many (49.4) look to data as a means of linking and improving the customer experience across media touchpoints
- Over the past year, global practitioners increased spending on all digital DDMA media, with the website and e-commerce content, social media and mobile channels capturing the largest investment gains on average. Looking ahead, global panelists said they expect these channels, as well as digital display advertising, to continue capturing the most new and expanded budget over the coming year
- Spending on direct mail—the well-established and perhaps most “traditional” DDMA delivery vehicle—declined globally over the past year and was the only channel among 10 to post lower aggregate investment. On an index basis, global panelists assigned direct mail a score of 2.91 (on a 1-to-5 scale, with 5 indicating spending increased “significantly”). That said, panelists expect the pace of that decline to flatten out over the coming year, with an expected aggregate spending index score of 2.99
- Across key DDMA program and campaign execution functions, global panelists said they increased spending across the board; digital execution and the core capabilities linked to the utilization of data—including database management and analytics—captured the most increased spending while “traditional campaign execution” tallied more modest budget gains. Looking ahead, panelists said they expect to invest more in all digital capabilities, with campaign execution and data analytics again capturing the largest gains

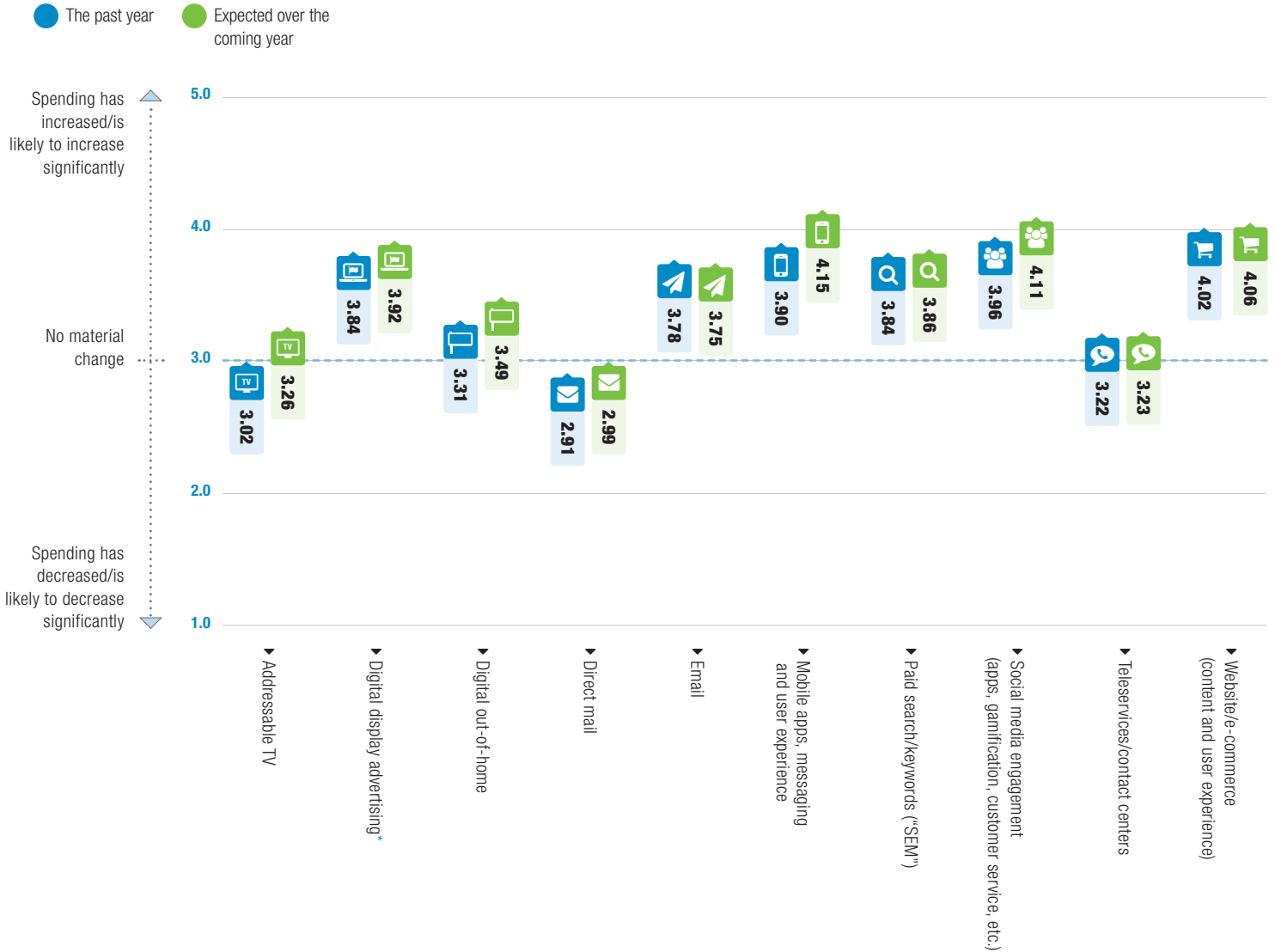
DDMA DEFINED

“My practice of data-driven marketing and advertising is characterized by a focus on...”



SPENDING ON DDMA CHANNELS

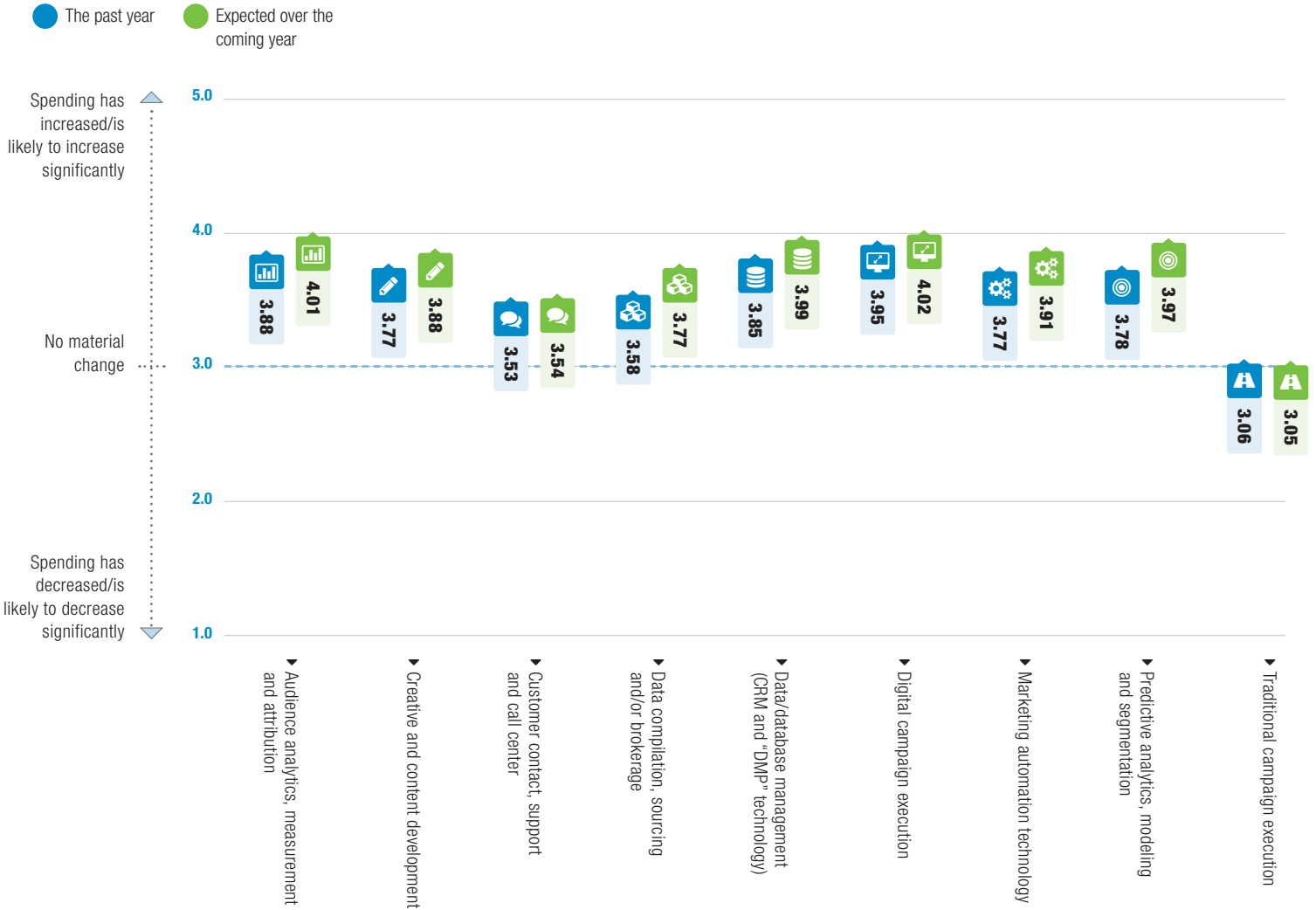
How has your (or your clients') spending on each of the following data-driven marketing and advertising channels changed over the **past** year? How do you expect spending to change over the **next** year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

SPENDING ON DDMA FUNCTIONS

How has your (or your clients') spending on each of the following data-driven marketing and advertising campaign execution functions changed over the **past** year?
How do you expect spending to change over the **next** year?

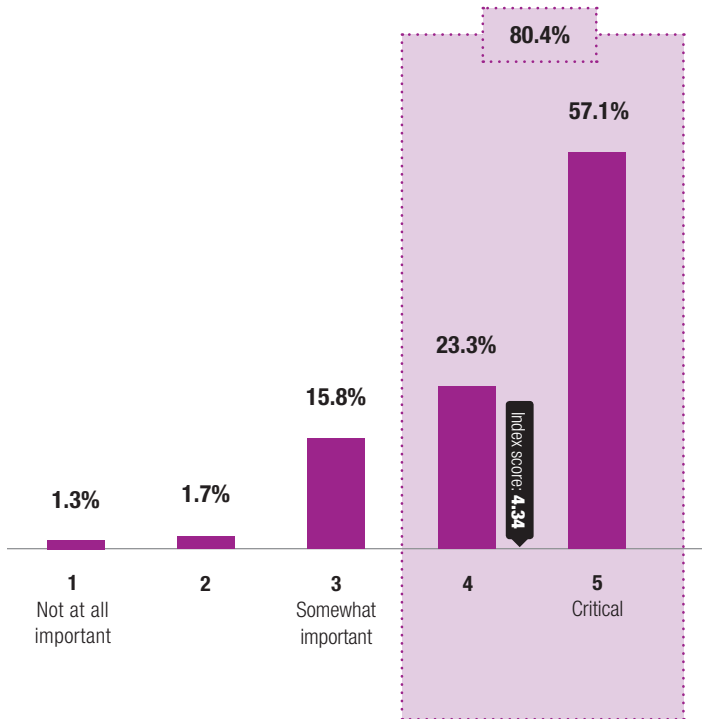


How does data impact marketing and advertising performance?

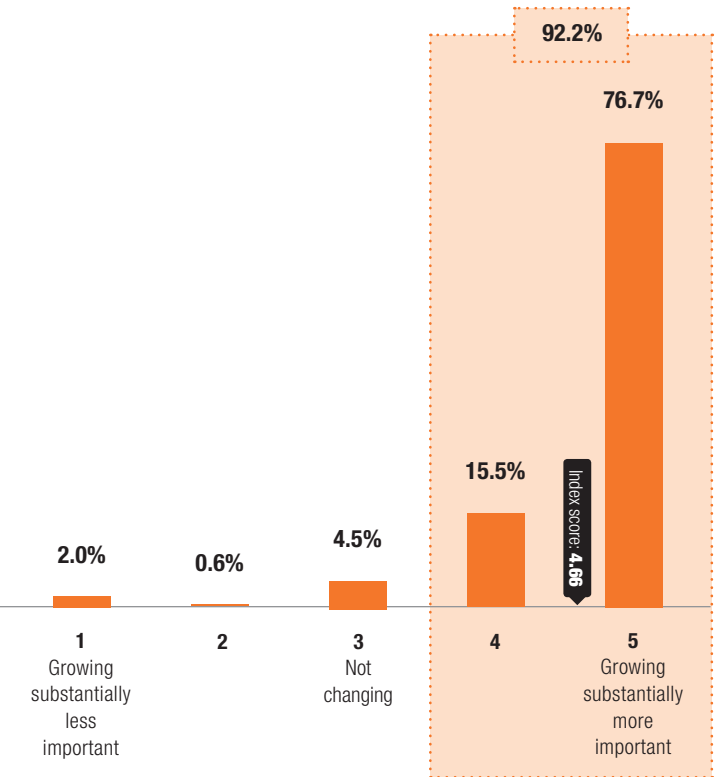
- Survey feedback were fulsome in its endorsement of data as an important driver of marketing and advertising efforts; 80.4 percent of worldwide panelists said data is affirmatively important to their current activities and more than half, 57.1 percent, cited data as a “critical” asset in the same respect
- Looking ahead, panelists reported that they expect data’s role to expand even further; 92.2 percent of global practitioners, on average, said data is growing more important to advertising and marketing efforts and over three-quarters (76.7 percent) indicated data is growing “substantially” more important
- Compared to their global peers, DDMA practitioners in Sweden, South Africa, the United Kingdom, Belgium and the United States said that data is a more important element of their typical marketing activities than the average reported globally, providing index scores ranging from 4.50 to 4.73 on a 1-to-5 scale (with 5 indicating data is considered “critical” to marketing and advertising efforts). On the opposite end of the spectrum, panelists from Italy, New Zealand and France said that data is comparatively less important to their efforts today than their global peers (assigning index scores ranging between 4.08 and 4.19 in response to the same question)
- Looking ahead, panelists across all markets indicated that data’s contribution is expanding. Global panelists assigned forward-looking scores ranging between 4.43 and 4.85 when asked about data’s changing role with respect to marketing and advertising efforts (again using a 1-to-5 scale, with 5 indicating data is growing “substantially” more important)
- In tandem with their strong enthusiasm for data and its expanding impact, a vast majority of global practitioners—77.4 percent—said they are confident in the data-driven approach, assigning a global “confidence index” of 4.24 on a 1-to-5 scale (with 5 indicating “extreme” confidence in the practice of DDMA and its growth prospects). Though reported confidence is high across most markets, levels vary: panelists from India, Brazil, South Africa and the United States expressed the most confidence (tallying respective index scores ranging between 4.33 and 4.48), while panelists in France and Italy expressed less confidence (reporting index scores of 3.97 and 3.85, respectively)
- Reflecting that generally positive outlook, 63.2 percent of DDMA practitioners around the world said they increased spending on DDMA over the past year and even more (73.5 percent in total) said they expect to grow that investment further over the coming year
- Though panelists reported that the performance of all their addressable DDMA media channels improved over the past year, digital channels scored the largest performance gains—with most impressive gains posted by the mobile, paid search and website/e-commerce content channels. Traditional direct mail performance improved for practitioners as well, albeit at more moderate rate

IMPORTANCE OF DATA

How important is data to your (or your clients') current marketing and advertising efforts?

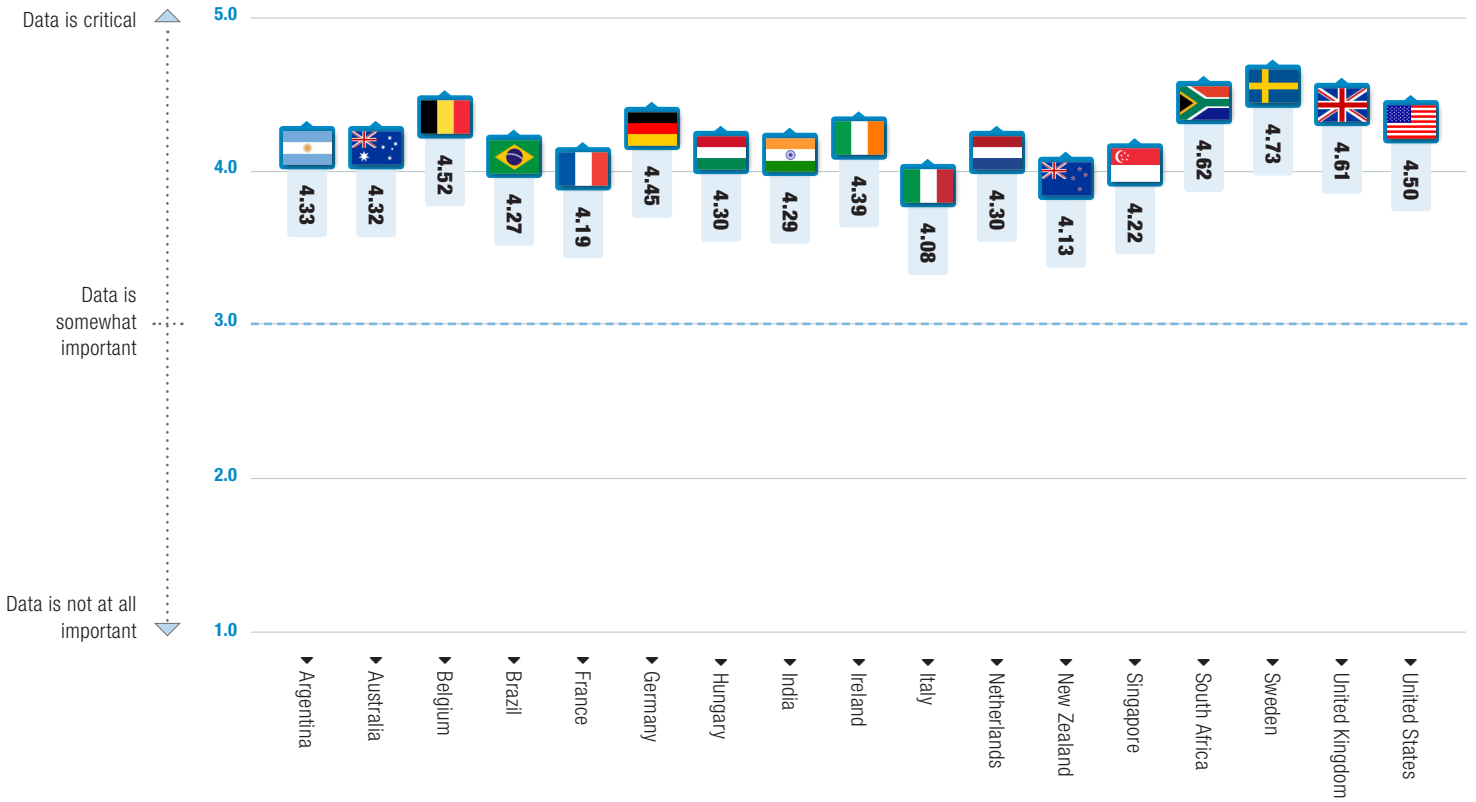


Thinking toward the future, how do you believe data's role is changing with respect to your (or your clients') marketing and advertising efforts?



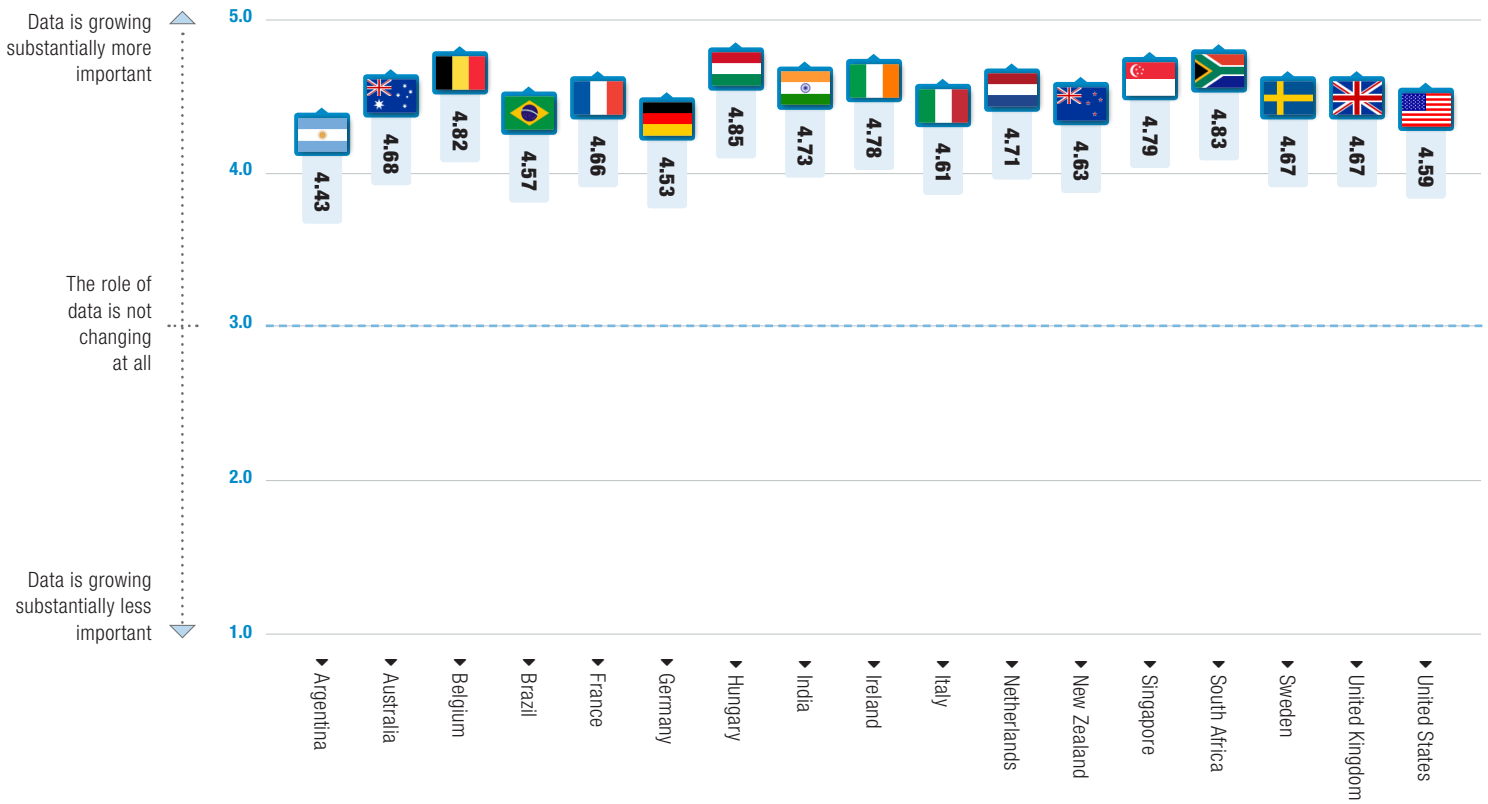
IMPORTANCE OF DATA BY COUNTRY

In general, how important is data to your (or your clients') marketing and advertising efforts?



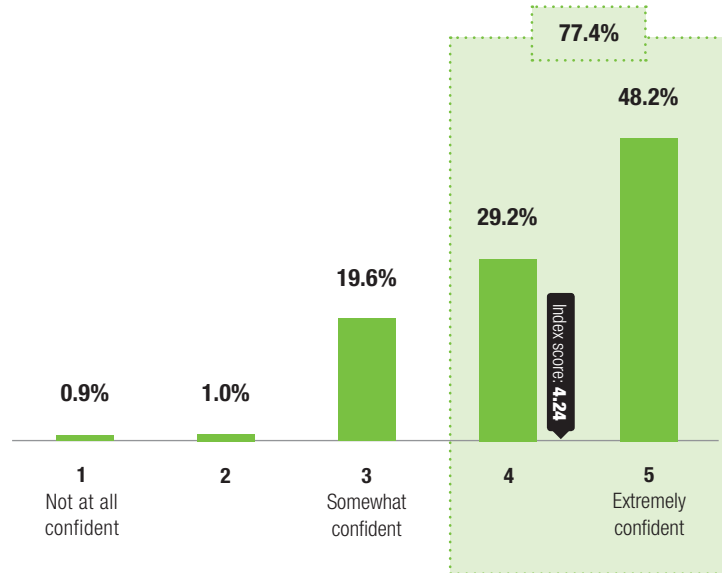
CHANGING ROLE OF DATA BY COUNTRY

Thinking toward the future, how do you believe data's role is changing with respect to your (or your clients') marketing and advertising efforts?



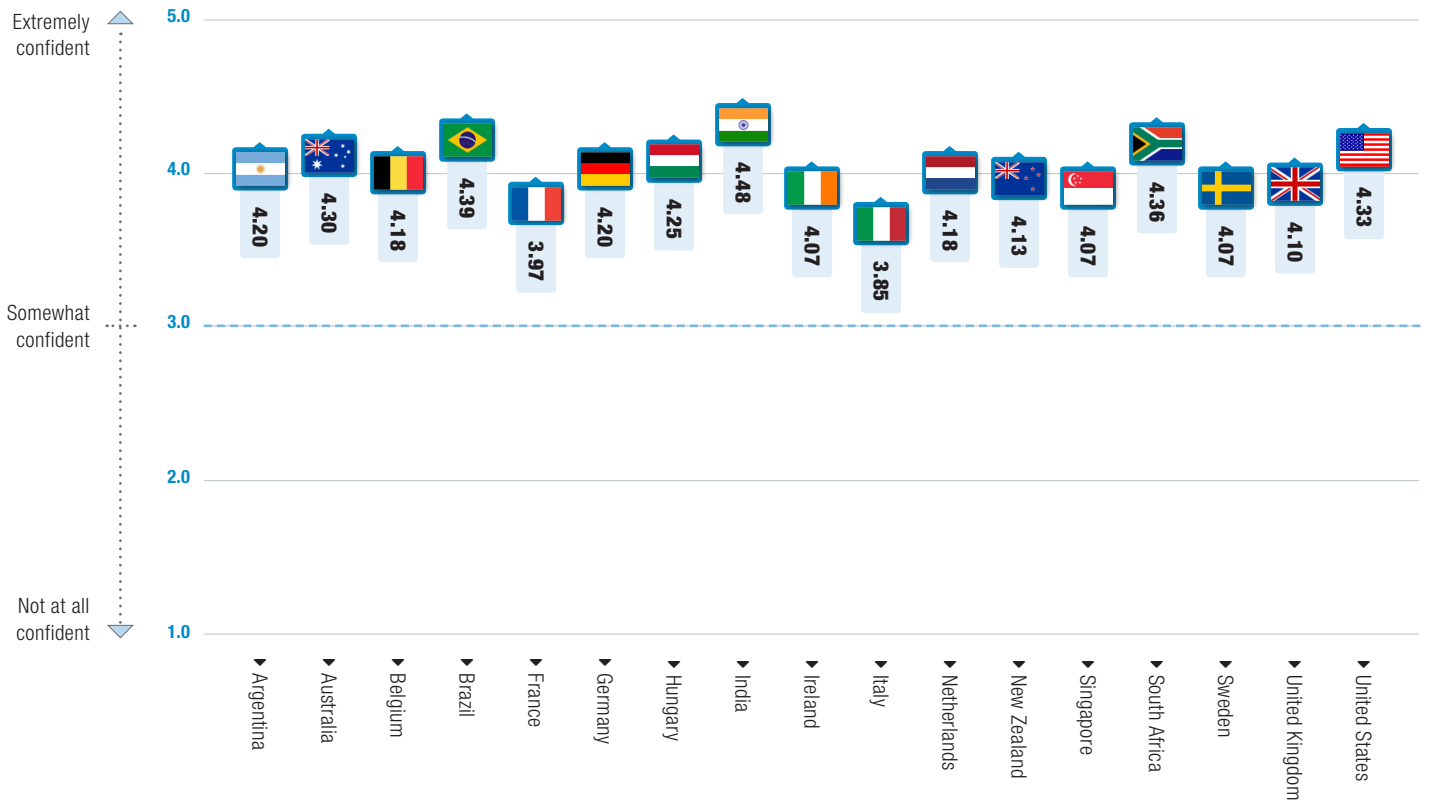
CONFIDENCE IN DDMA

Thinking in general about your current business activities and conditions within your respective marketplace, how confident are you in the value of “data-driven marketing and advertising” and its prospects for future growth?



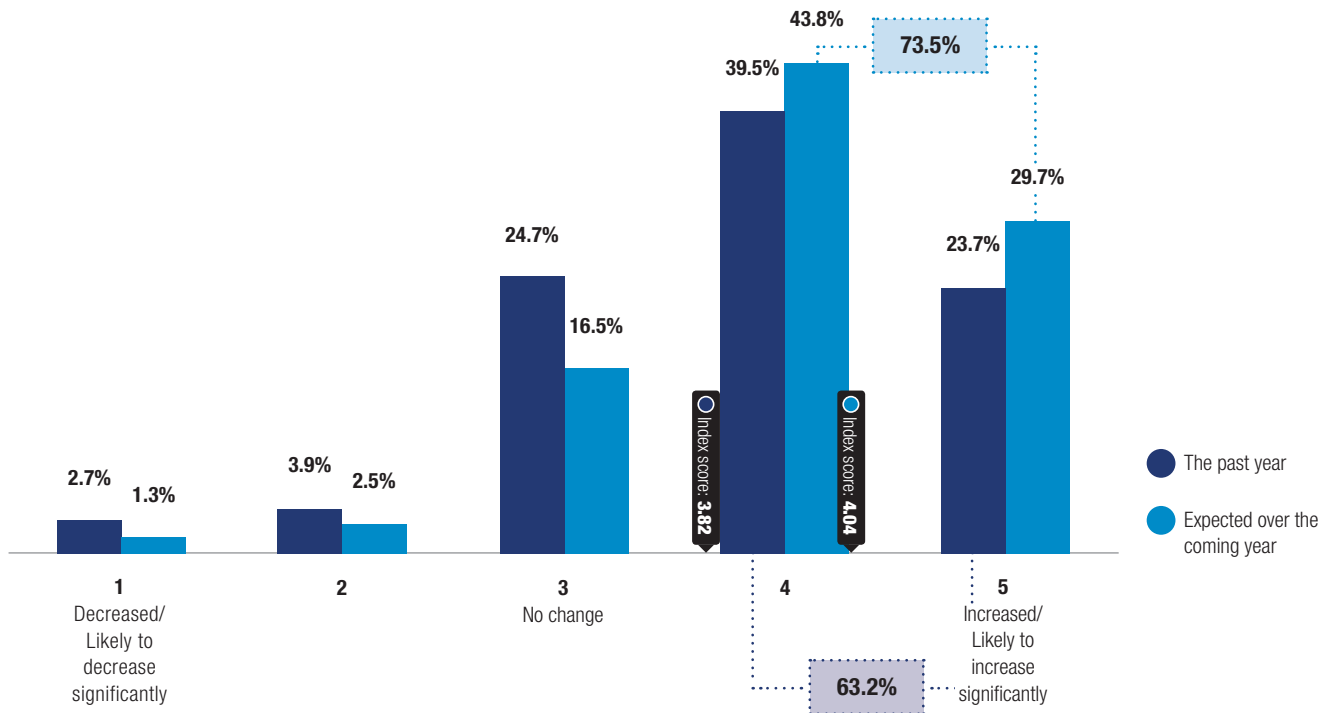
CONFIDENCE BY COUNTRY

Thinking in general about your current business activities and conditions within your respective marketplace, how confident are you in the value of “data-driven marketing and advertising” and its prospects for future growth?



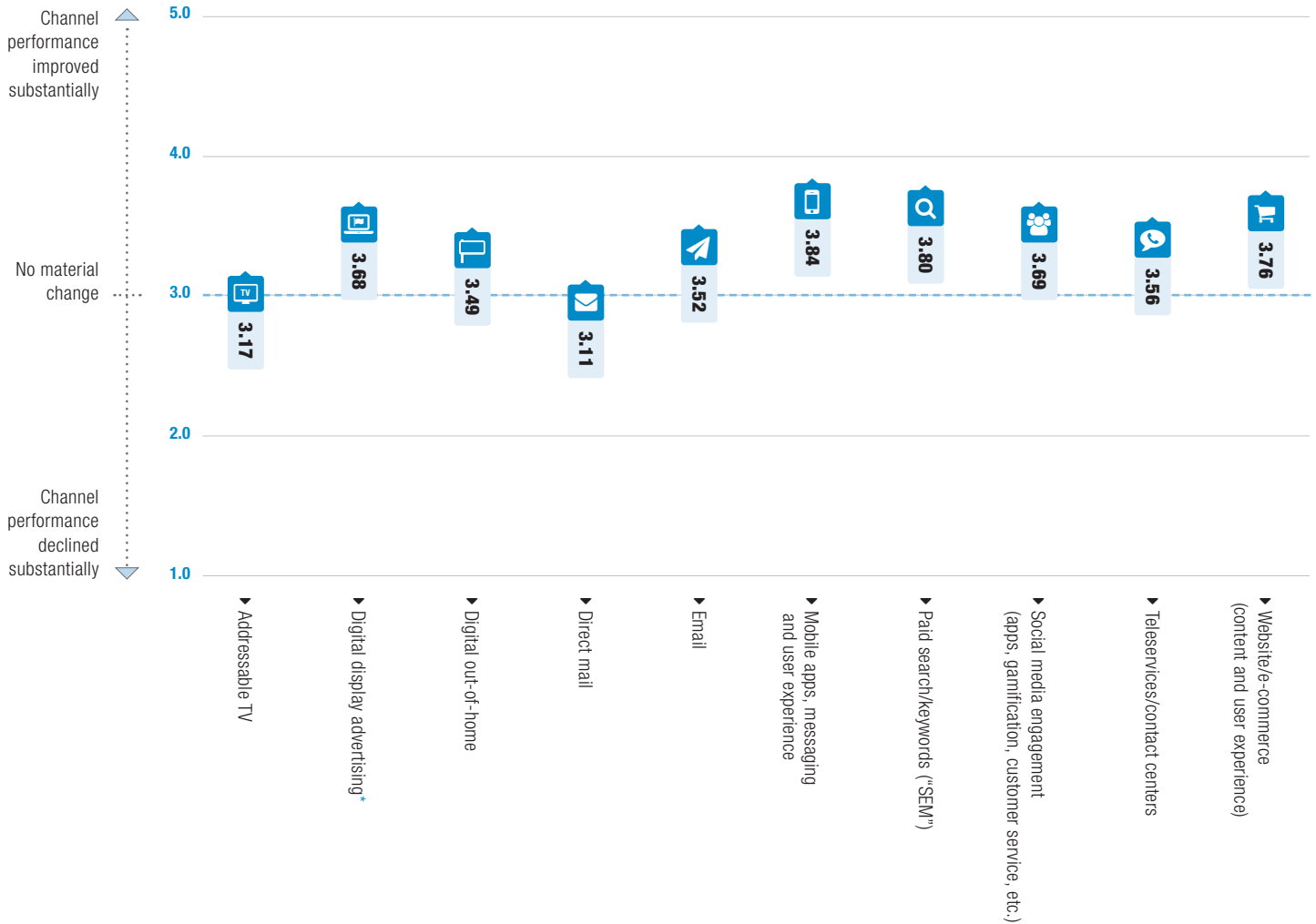
DDMA EXPENDITURES

How has your (or your clients') spending on data-driven marketing and advertising changed over the past year? How do you expect your (or your clients') spending on data-driven marketing will change next year?



CHANNEL PERFORMANCE

Thinking about the results generated by each of your (or your clients') data-driven marketing and advertising channels, how has the performance of each of the following changed over the past year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

What's driving the practice of DDMA? What's inhibiting it?

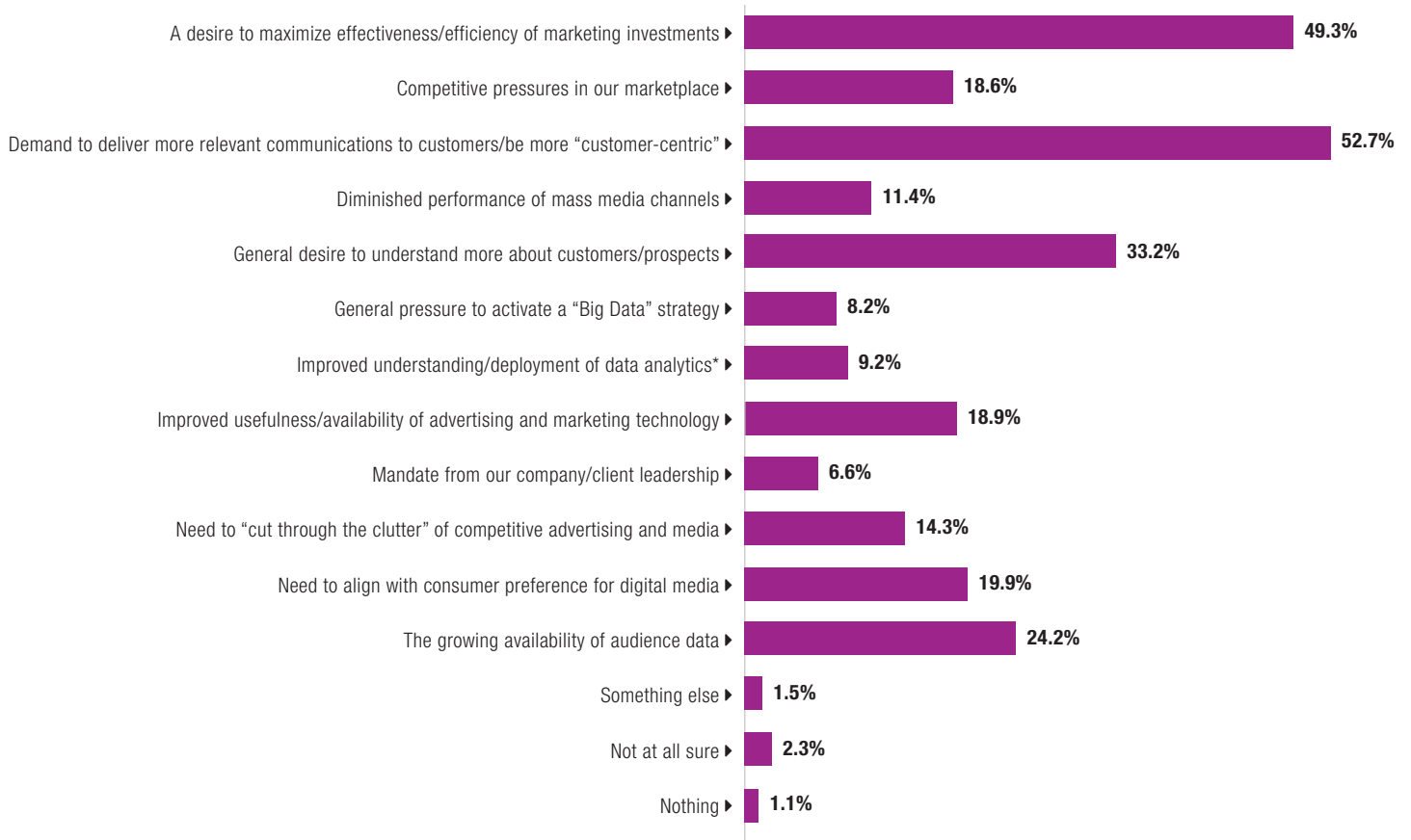
- More than anything else, global panelists said their DDMA efforts are driven by two motivations: a desire to expand “customer-centricity” (or know more about customers and interact with them more relevantly), and by a desire to maximize the impact of related marketing spending
- Across global markets panelists were overwhelmingly united in their sentiment that more budget would help advance their practices. Panelists in several markets also mentioned inefficient business processes, poor understanding of DDMA and its related benefits and a lack of talent as gates to improved performance
- By and large, regulatory barriers on DDMA—limiting, for example, practitioners’ ability to collect customer data or setting high standards for affirmative consumer “opt-in”—are not substantially limiting the practice; only 24.8 percent of global panelists said that this kind of oversight actively inhibits their DDMA activities. And the severity of that impact, where it exists, is relatively modest as well; on a 1-to-5 scale (with 5 indicating that regulation “substantially” limits DDMA activity), worldwide panelists assigned regulatory barriers a relatively low index of 2.94. Within individual markets, panelists in Germany and France indicated they are most encumbered by regulation, assigning regulatory barriers index scores of 3.50 and 3.29, respectively. Panelists in the United States and New Zealand, by contrast, were least bothered by regulation, assigning the lowest relative index scores of 2.61 and 2.67

* Item was only asked in: Argentina, Belgium, Brazil, France, Germany, Italy, South Africa, United Kingdom and United States

FACTORS DRIVING DDMA

Displaying panelists' "top three" responses

Which of the following factors, if any, are most responsible for driving your (or your clients') investment in data-driven marketing and advertising?

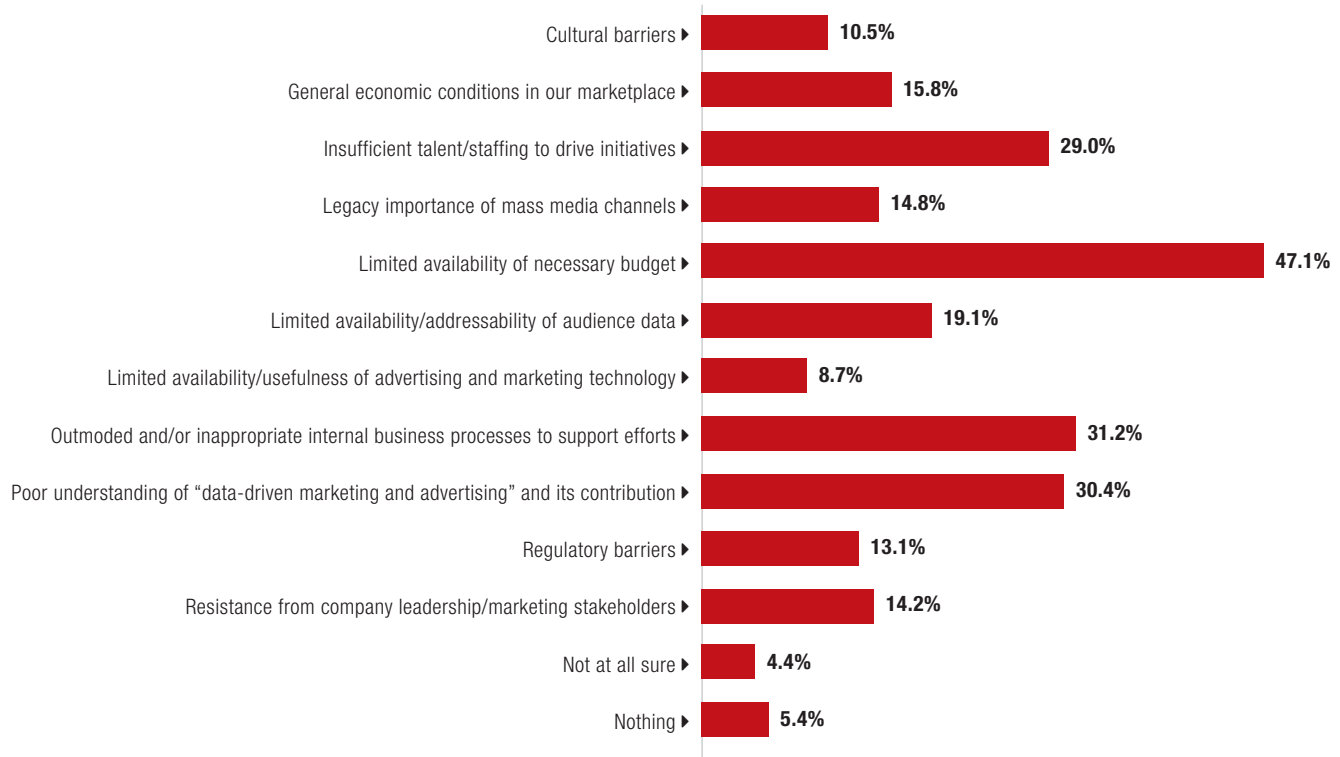


* Item was only asked in: Argentina, Belgium, Brazil, France, Germany, Italy, South Africa, United Kingdom and United States

FACTORS INHIBITING DDMA

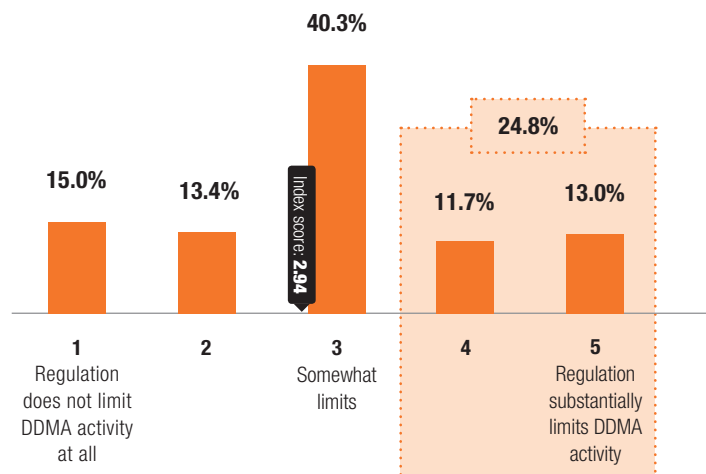
Displaying panelists' "top three" responses

Which of the following factors, if any, are most responsible for inhibiting your (or your clients') investment in data-driven marketing and advertising?



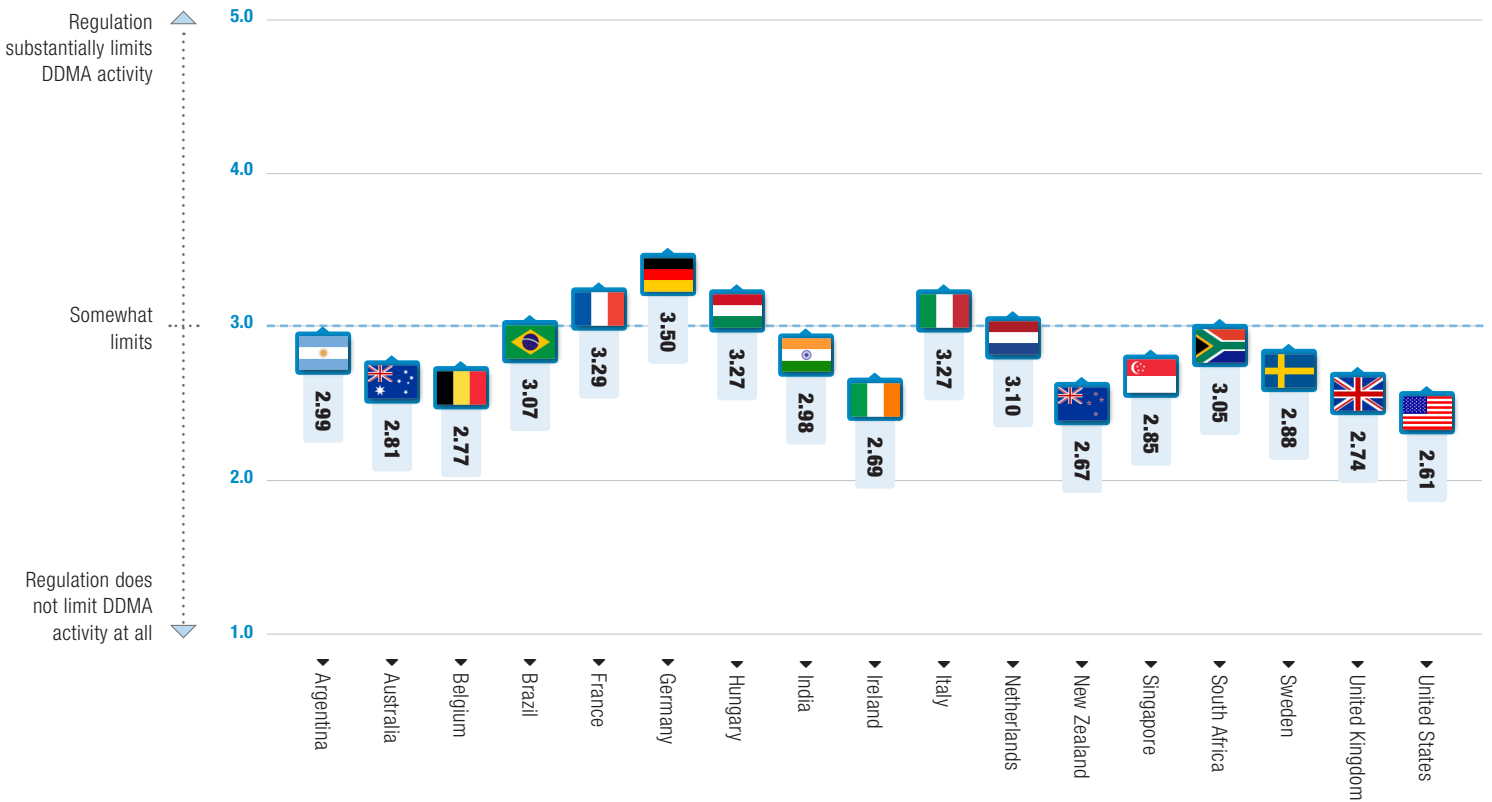
IMPACT OF REGULATION

To what extent are regulatory barriers in your marketplace (e.g. limits on access to data, requirements for affirmative consumer opt-in to marketing communications, etc.) actively limiting your ability to pursue data-driven marketing and advertising initiatives?



IMPACT OF REGULATION BY COUNTRY

To what extent are regulatory barriers in your marketplace (e.g. limits on access to data, requirements for affirmative consumer opt-in to marketing communications, etc.) actively limiting your ability to pursue data-driven marketing and advertising initiatives?



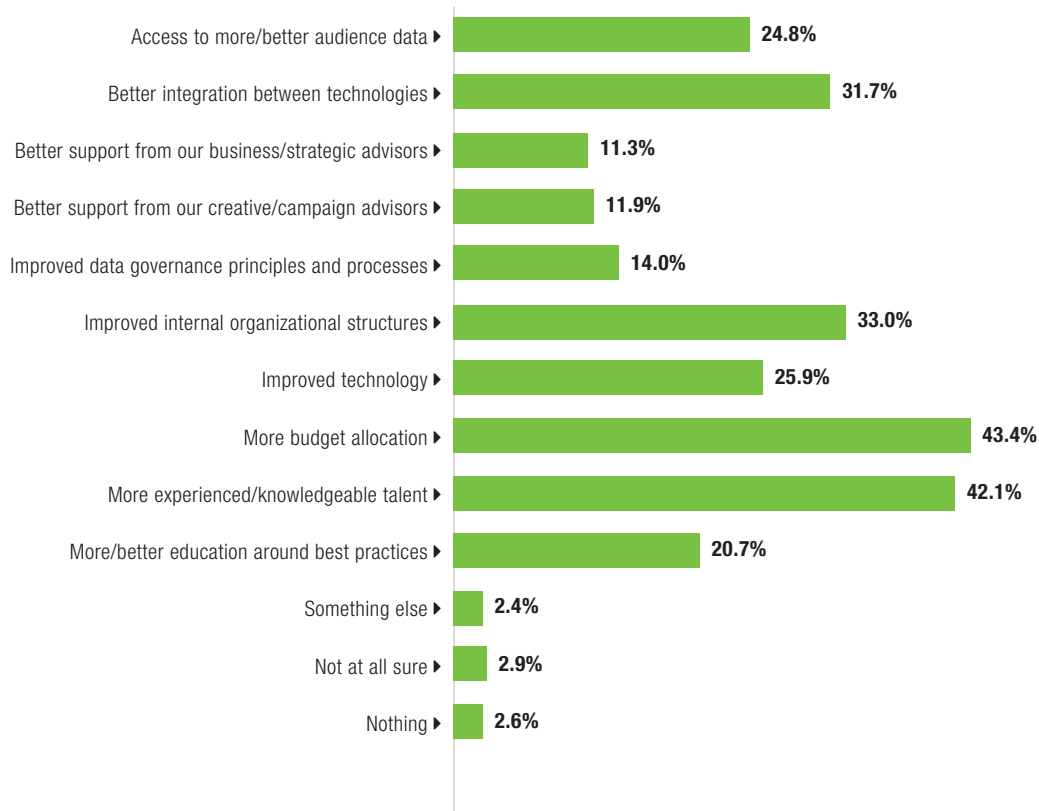
What do practitioners need to derive greater value from DDMA?

- In addition to more funding, better and more experienced talent and improved organizational processes, panelists around the globe mentioned better integration between technologies as something that would meaningfully help them advance their DDMA efforts
- Similarly, when thinking about future hiring and the required skill sets their DDMA organizations will need to prosper over the next three years, many panelists around the world said they will look for practitioners with data analytics and modeling experience, as well as experience leveraging marketing data technology and related tools

REQUIRED RESOURCES

Displaying panelists' "top three" responses

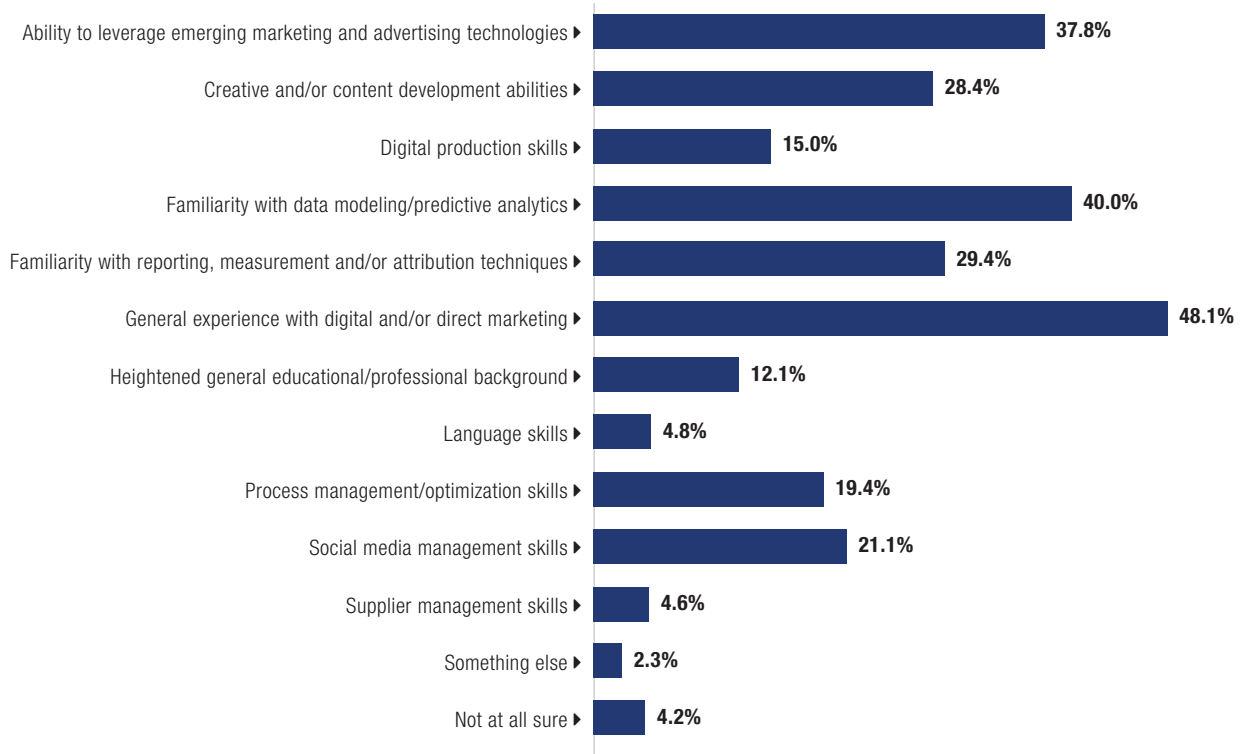
Which of the following resources would most significantly advance your (or your clients') efforts to generate value from data-driven marketing and advertising efforts?



REQUIRED SKILLS

Displaying panelists' "top three" responses

Thinking about your ongoing staffing and talent development efforts, which of the following skill sets represent your most significant priorities for investment and/or enrichment over the next three years?



Presented by



GlobalDMA is an organisation that represents, supports and unites marketing associations from around the globe that focus on data-driven marketing. It promotes worldwide initiatives aimed at providing marketers with global trend information, thought leadership and know-how on data-driven marketing across all sectors, disciplines and channels.

Twenty-seven marketing associations are currently part of GDMA and more countries will join as their marketing associations begin to undertake the data-driven marketing remit. Collectively, they represent a significant proportion of the world's major brands, corporations, suppliers and agencies. Through its members' associations, GlobalDMA provides access to the world's largest network of data-driven marketing organisations and influencers.

FOR MORE INFORMATION, PLEASE VISIT WWW.GLOBALDMA.COM



Winterberry Group is a unique strategic consulting firm that supports the growth of advertising, marketing, media and information organizations. Our services include:

Corporate Strategy: The *Opportunity Mapping* strategic development process helps clients prioritize their available customer, channel and capability growth options, informed by a synthesis of market insights and intensive internal analysis.

Market Intelligence: Comprehensive industry trend, vertical market and value chain research provides in-depth analysis of customers, market developments and potential opportunities as a precursor to any growth or transaction strategy.

Marketing System Optimization and Alignment: Process mapping, marketplace benchmarking and holistic system engineering efforts are grounded in deep industry insights and “real-world” understandings— with a focus on helping advertisers, marketers and publishers better leverage their core assets.

Mergers & Acquisitions Due Diligence Support Services: Company assessments and industry landscape reports provide insight into trends, forecasts and comparative transaction data needed for reliable financial model inputs, supporting the needs of strategic and financial acquirers to make informed investment decisions and lay the foundation for value-focused ownership.

Additionally, Winterberry Group is differentiated through its affiliation with **Petsky Prunier LLC**, the leading investment bank serving the technology, media, marketing, e-commerce and healthcare industries. Together, the two firms provide one of the largest and most experienced sources of strategic and transactional services in their addressable markets.

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Sponsors



Accenture Digital, comprised of Accenture Analytics, Accenture Interactive and Accenture Mobility, offers a comprehensive portfolio of business and technology services across digital marketing, mobility and analytics. From developing digital strategies to implementing digital technologies and running digital processes on their behalf, Accenture Digital helps clients leverage connected and mobile devices; extract insights from data using analytics; and enrich end-customer experiences and interactions, delivering tangible results from the virtual world and driving growth.

FOR MORE INFORMATION, PLEASE VISIT WWW.ACCENTURE.COM/DIGITAL



MediaMath is a global technology company that's leading the movement to revolutionize traditional marketing and drive transformative results for marketers through its TerminalOne Marketing Operating System™. A pioneer in the industry for introducing the first Demand-Side Platform (DSP) with the company's founding in 2007, MediaMath is the only company of its kind to empower marketers with an extensible, open platform to unleash the power of goal-based marketing at scale, transparently across the enterprise. TerminalOne activates data, automates execution, and optimizes interactions across all addressable media, delivering superior performance, transparency, and control to all marketers and better, more individualized experiences for consumers. MediaMath has delivered triple-digit year-over-year growth since inception. It has a seasoned management team leading 14 global locations across five continents. Key clients include every major agency holding company, operating agency, and top brands across verticals.

FOR MORE INFORMATION, PLEASE VISIT WWW.MEDIAMATH.COM

Notice

This report contains brief, selected information and analysis pertaining to the advertising, marketing, media and technology industries and has been prepared by Winterberry Group LLC in partnership with GlobalDMA. It does not purport to be all-inclusive or to contain all of the information that a prospective manager, investor or lender may require. Projections and opinions in this report have been prepared based on information provided by third parties. Neither Winterberry Group, GlobalDMA, nor their respective sponsors make any representations or assurances that this information is complete or completely accurate, as it relies on self-reported data from industry leaders—including advertisers, marketers, service providers and technology developers. Neither Winterberry Group nor GlobalDMA (nor any of their officers, employees, representatives or controlling persons) make any representation as to the accuracy or completeness of this report or any of its contents, nor shall any of the foregoing have any liability resulting from the use of the information contained herein or otherwise supplied.



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The Global Review of Data-Driven Marketing and Advertising

APPENDIX: MARKETPLACE SNAPSHOTS

OCTOBER 2014

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Italy





Italy

PANEL:
237 TOTAL RESPONDENTS*

SURVEY TIMEFRAME:
JULY – SEPTEMBER 2014

* Not all respondents answered every question

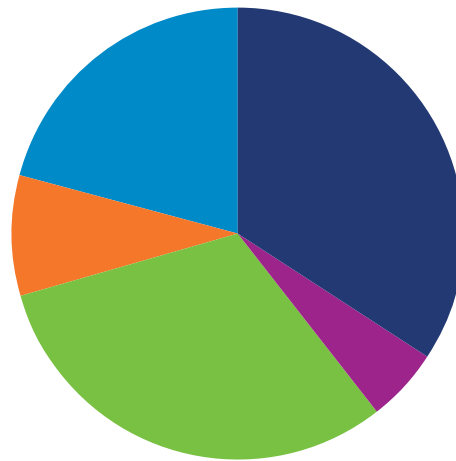
PRESENTING ASSOCIATION

DMA Italia is the Italian Affiliate of DMA International. It gathers companies and not-for-profit organizations which use direct and data-driven marketing tools and techniques for their communication. For more information, please visit www.dmaitalia.it



PANEL COMPOSITION

How would you describe your principal role/business focus?

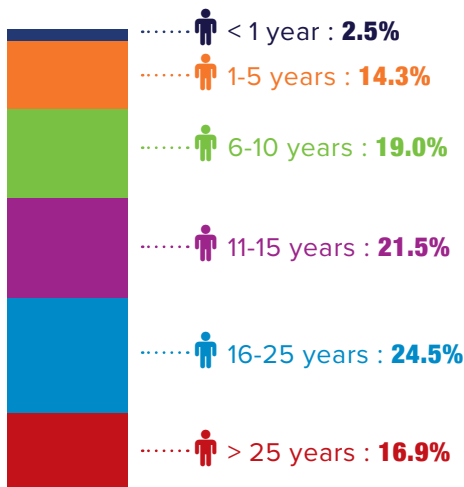


- **MARKETER/ADVERTISER : 34.3%**
- **PUBLISHER/MEDIA : 5.2%**
(focused on selling advertising)
- **PROVIDER OF MARKETING SERVICES : 31.3%**
(including data and agency services)
- **DEVELOPER OF ADVERTISING & MARKETING TECHNOLOGY : 8.6%**
- **OTHER : 20.6%**

EXPERIENCE

How many years of experience do you have with marketing and/or advertising?

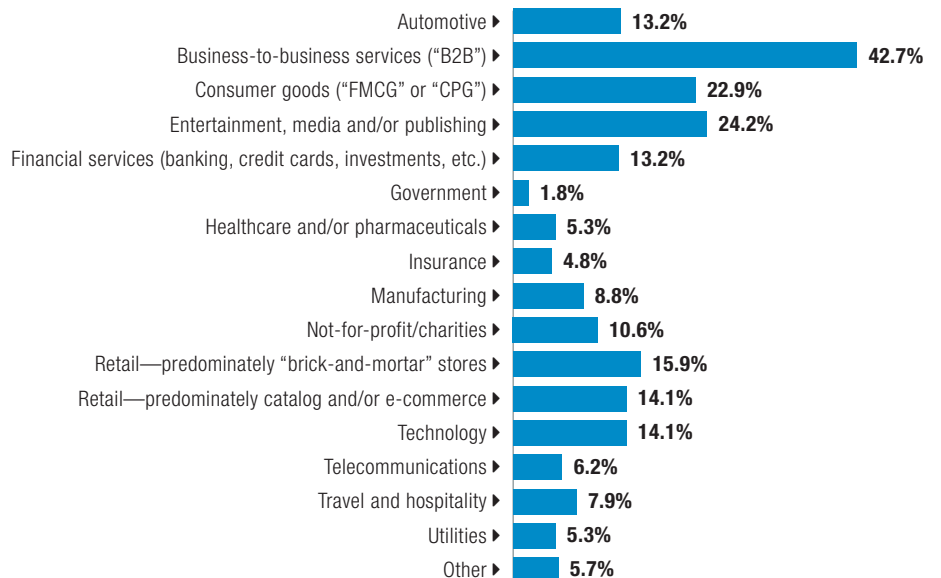
Please consider your current job and past professional roles that may apply.



INDUSTRY REPRESENTATION

Within which of the following vertical markets are your professional efforts most intensively concentrated?

Displaying panelists' "top three" responses

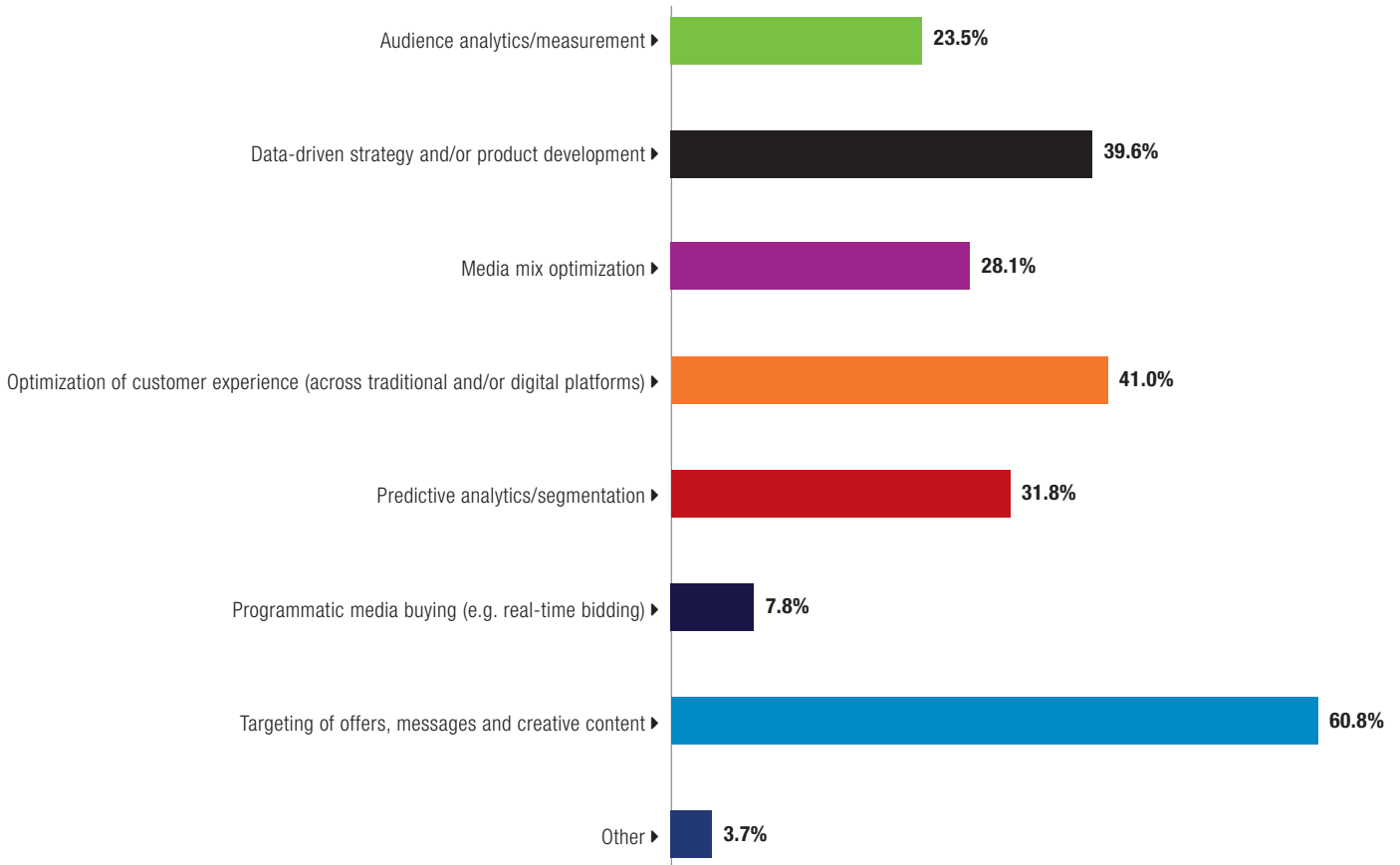


What is “DDMA”? How is it practiced?

- Similar to their global counterparts, Italian DDMA practitioners said they increased investment most over the past year on digital channels, particularly social media and mobile apps and messaging. Italian panelists said they expect to continue growing investment in these media in the year ahead
- As distinct from panelists in many other markets, Italian respondents said they decreased spending on several DDMA media channels over the last 12 months, including direct mail, teleservices/customer contact centers and digital out-of-home media. With the exception of digital out-of-home (which will likely benefit from an increase in investment in the next year), each of those channels are expected to continue seeing declining budget allocation (albeit the pace of that decline is expected to slow somewhat next year, according to panelists)
- Over the past year, Italian panelists said they increased spending on all DDMA functions with the exception of traditional campaign execution. Digital execution and data management captured the largest gains in the Italian market, although all investment increases lagged global benchmarks

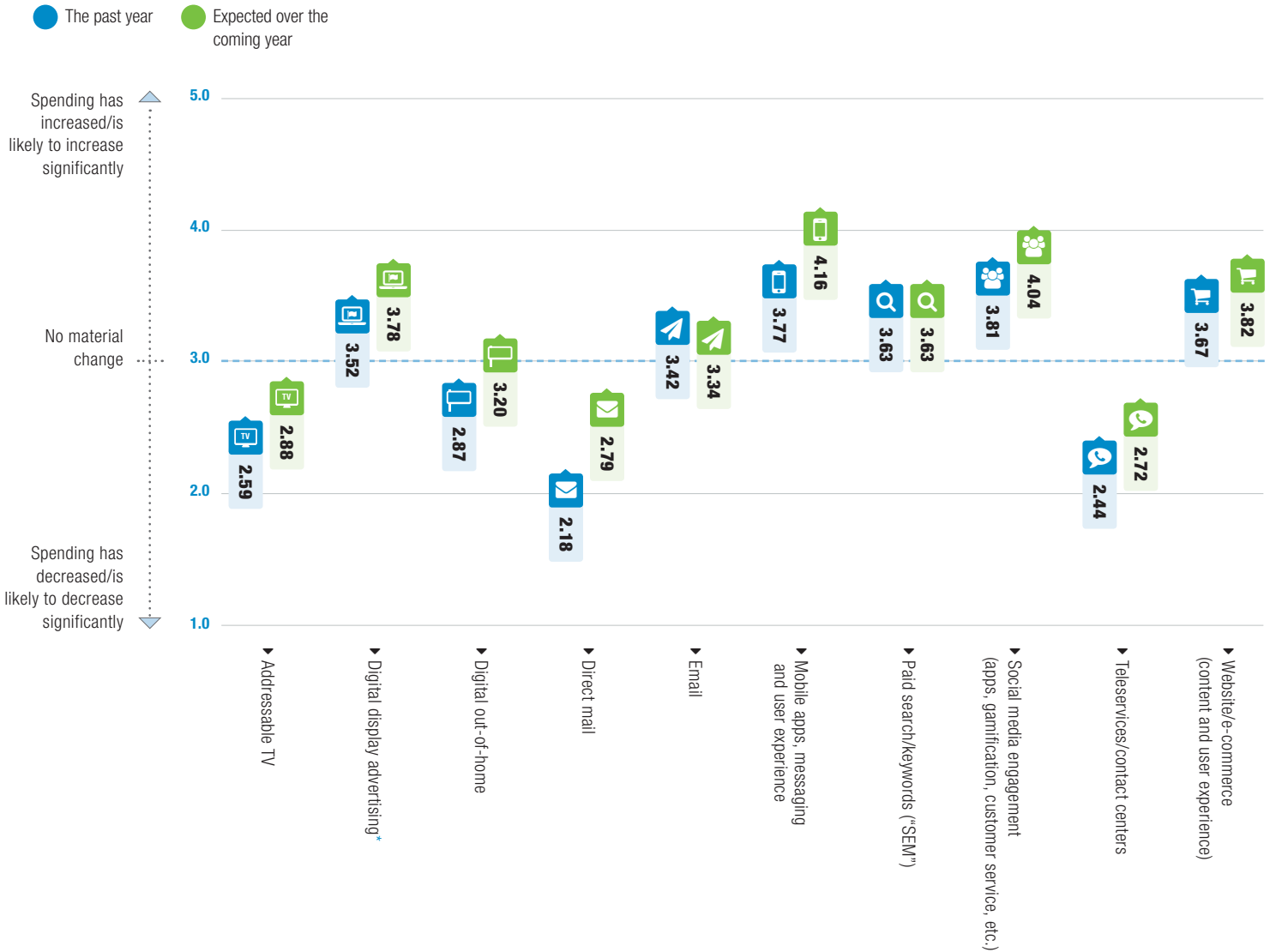
DDMA DEFINED

“My practice of data-driven marketing and advertising is characterized by a focus on...”



SPENDING ON DDMA CHANNELS

How has your (or your clients') spending on each of the following data-driven marketing and advertising channels changed over the **past** year? How do you expect spending to change over the **next** year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

SPENDING ON DDMA FUNCTIONS

How has your (or your clients') spending on each of the following data-driven marketing and advertising campaign execution functions changed over the **past** year? How do you expect spending to change over the **next** year?

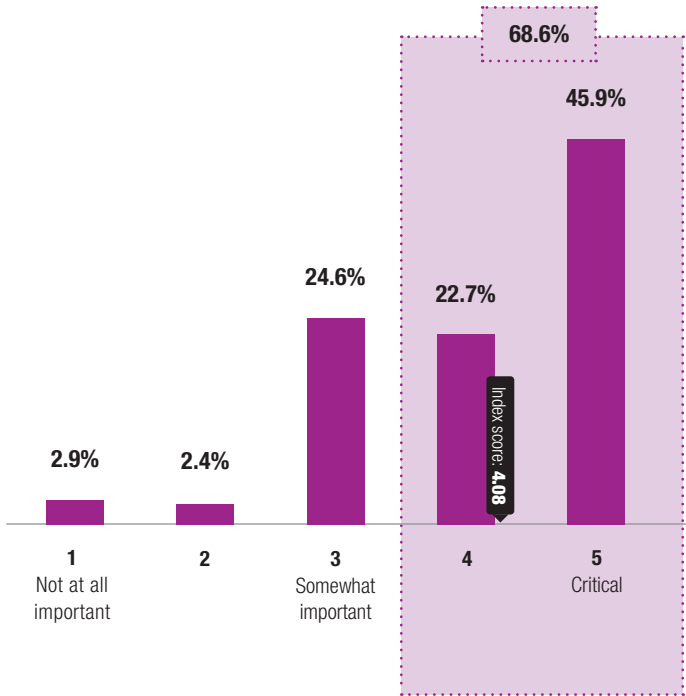


How does data impact marketing and advertising performance?

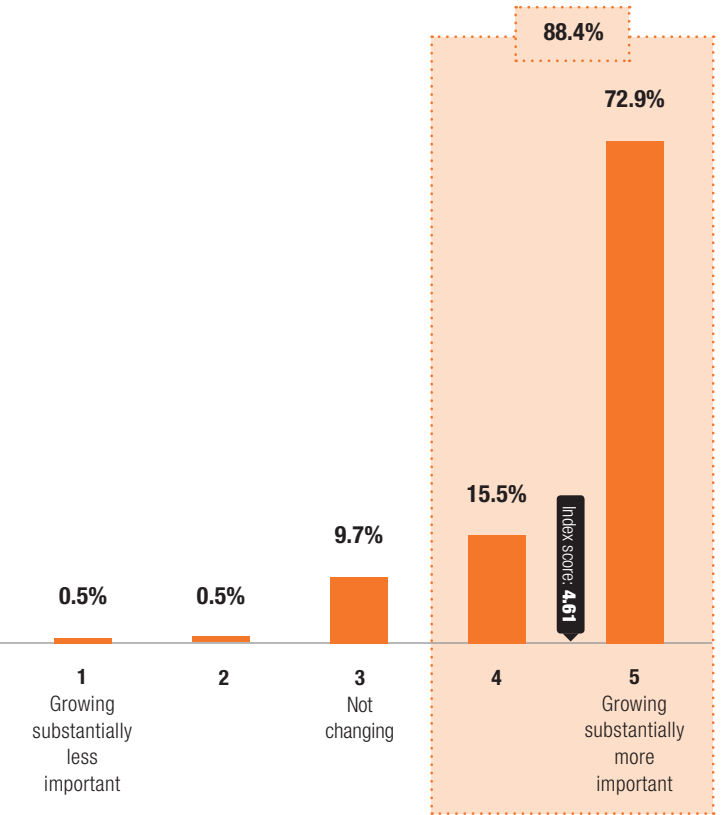
- When considering the importance of data to their current marketing and advertising activities, Italian panelists reported a more moderate view than practitioners elsewhere, indexing data's importance to their marketing and advertising activities at 4.08 on a 1-to-5 scale (with 5 indicating data is "critical"), significantly lower than the average global benchmark of 4.34
- Looking ahead, though, Italian panelists said they expect data's role to expand, matching the global average. On a 1-to-5 scale (with 5 indicating data's role is growing "substantially" more important), Italian panelists assigned data's growing contribution an index score of 4.61, very near to the global average index score of 4.66
- Though they remain generally aligned with the principles of data-driven marketing and advertising, Italian panelists nonetheless expressed less confidence in DDMA's future growth prospects than did panelists in any single other market; Italians recorded a "confidence index" of just 3.85 on a 1-to-5 scale (with 5 indicating "extreme" confidence in DDMA and its growth prospects)—still solidly in the "confident" zone, but far lower than the global average of 4.24
- Although nearly half of Italian panelists said they expect to spend more on DDMA next year (46.6 percent), fewer increased their addressable spending over the past year (35.7 percent) and these numbers lagged global benchmarks substantially (globally, 63.2 percent of panelists said they increased DDMA spending last year, and 73.5 percent said they expect to do the same next year)
- Among individual DDMA media channels, Italian panelists said digital display advertising and customer call centers delivered marked performance improvements over the past year (and outpaced their respective global performance benchmarks). That said, several media channels performed less well in Italy over the past year, including website and e-commerce content, paid online search and direct mail. These channels, conversely, showed performance improvement in most other markets tracked

IMPORTANCE OF DATA

How important is data to your (or your clients') current marketing and advertising efforts?

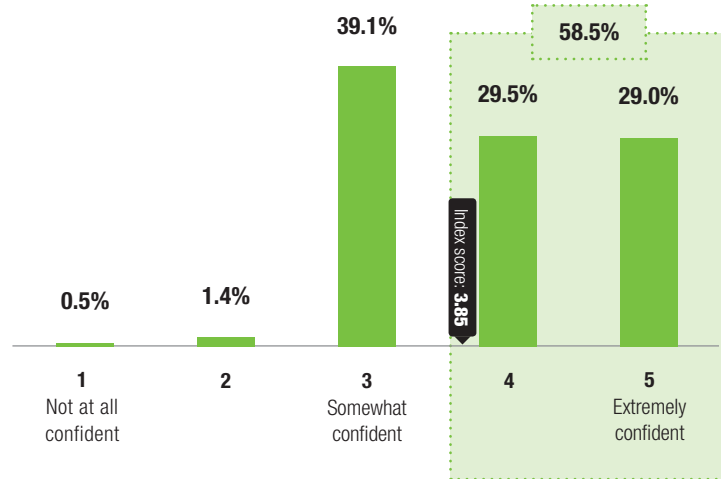


Thinking toward the future, how do you believe data's role is changing with respect to your (or your clients') marketing and advertising efforts?



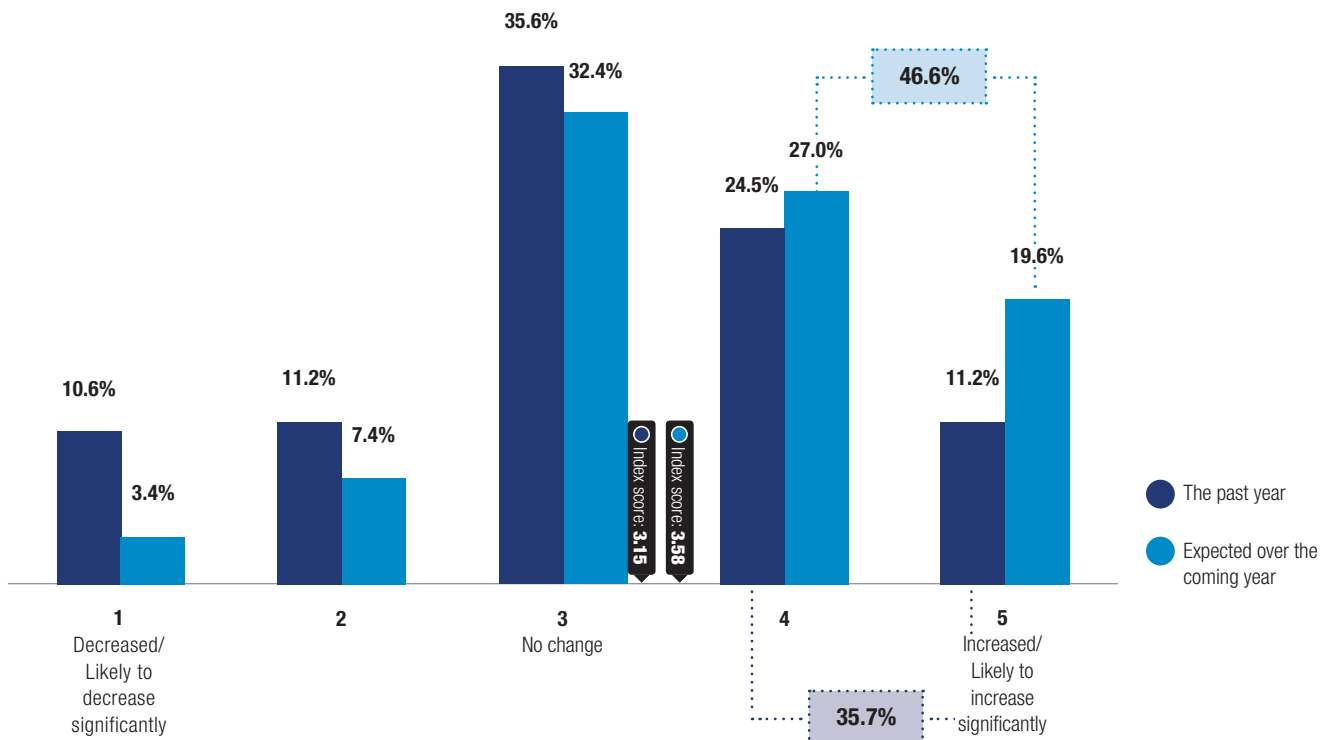
CONFIDENCE IN DDMA

Thinking in general about your current business activities and conditions within your respective marketplace, how confident are you in the value of “data-driven marketing and advertising” and its prospects for future growth?



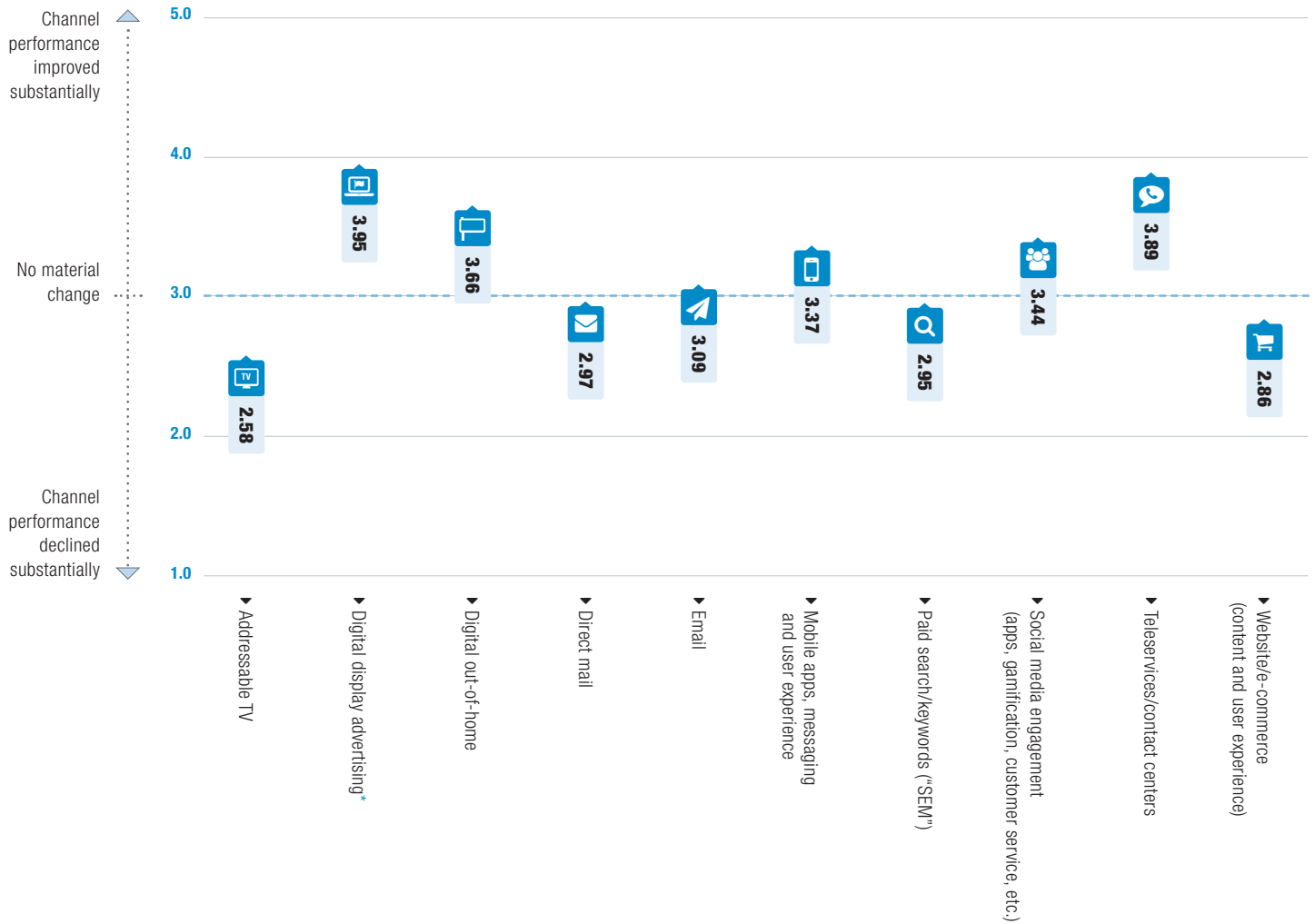
DDMA EXPENDITURES

How has your (or your clients') spending on data-driven marketing and advertising changed over the past year? How do you expect your (or your clients') spending on data-driven marketing will change next year?



CHANNEL PERFORMANCE

Thinking about the results generated by each of your (or your clients') data-driven marketing and advertising channels, how has the performance of each of the following changed over the past year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

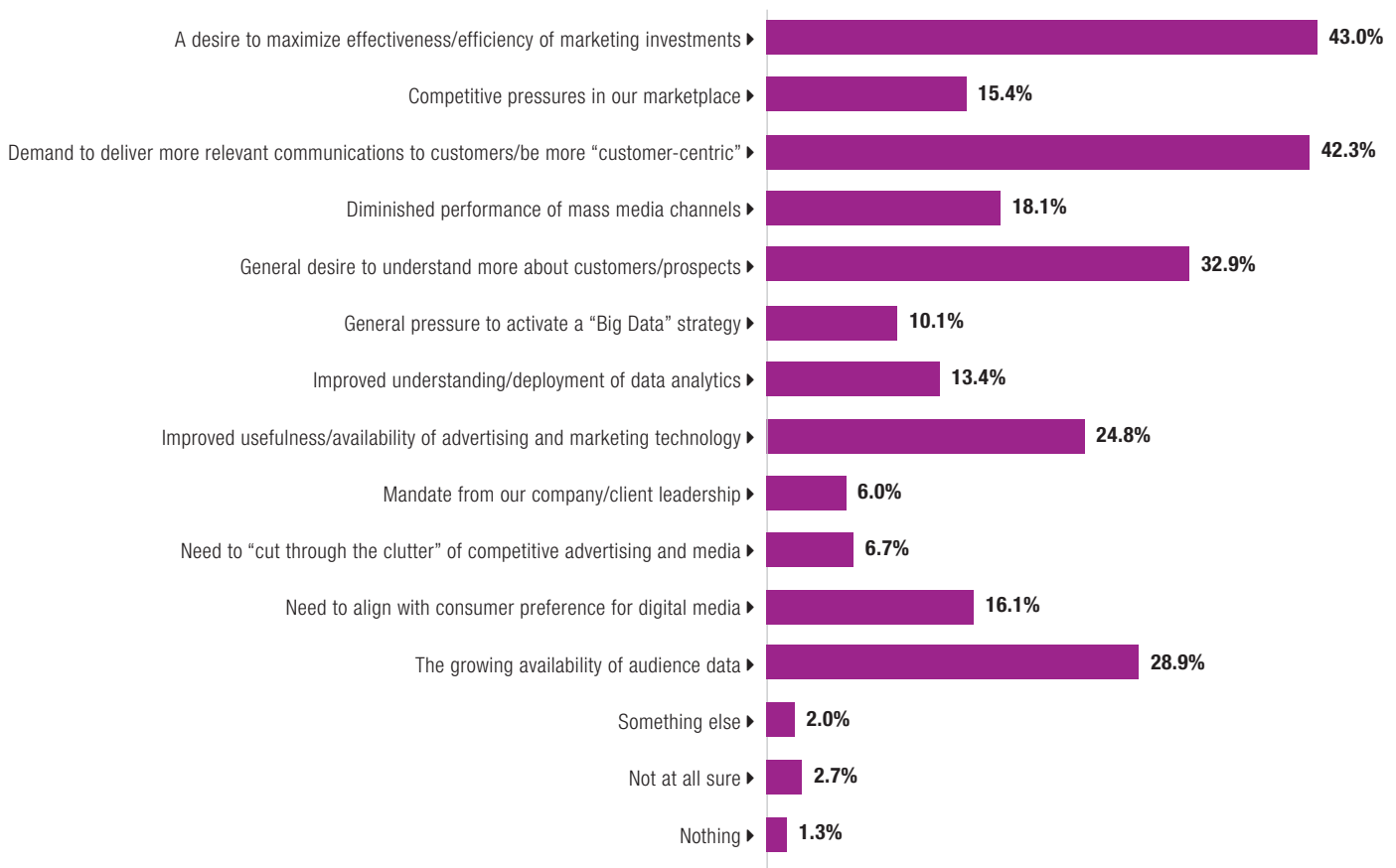
What's driving the practice of DDMA? What's inhibiting it?

- Similar to practitioners in all markets, Italian DDMAers said they are most driven by a desire to understand more about their customers, interact with them meaningfully and make the most of marketing investments
- Italian practitioners reported being hampered by limited funding—a theme consistent across all markets—as well as inappropriate business structures and processes to support their DDMA objectives
- Regulatory barriers were more of a concern among Italian panelists than most other markets; Italian panelists assigned regulatory interference an index score of 3.27 (on a 1-to-5 scale, with 5 indicating that regulation “substantially” limits DDMA initiatives), compared to an average global index score of 2.94

FACTORS DRIVING DDMA

Displaying panelists' “top three” responses

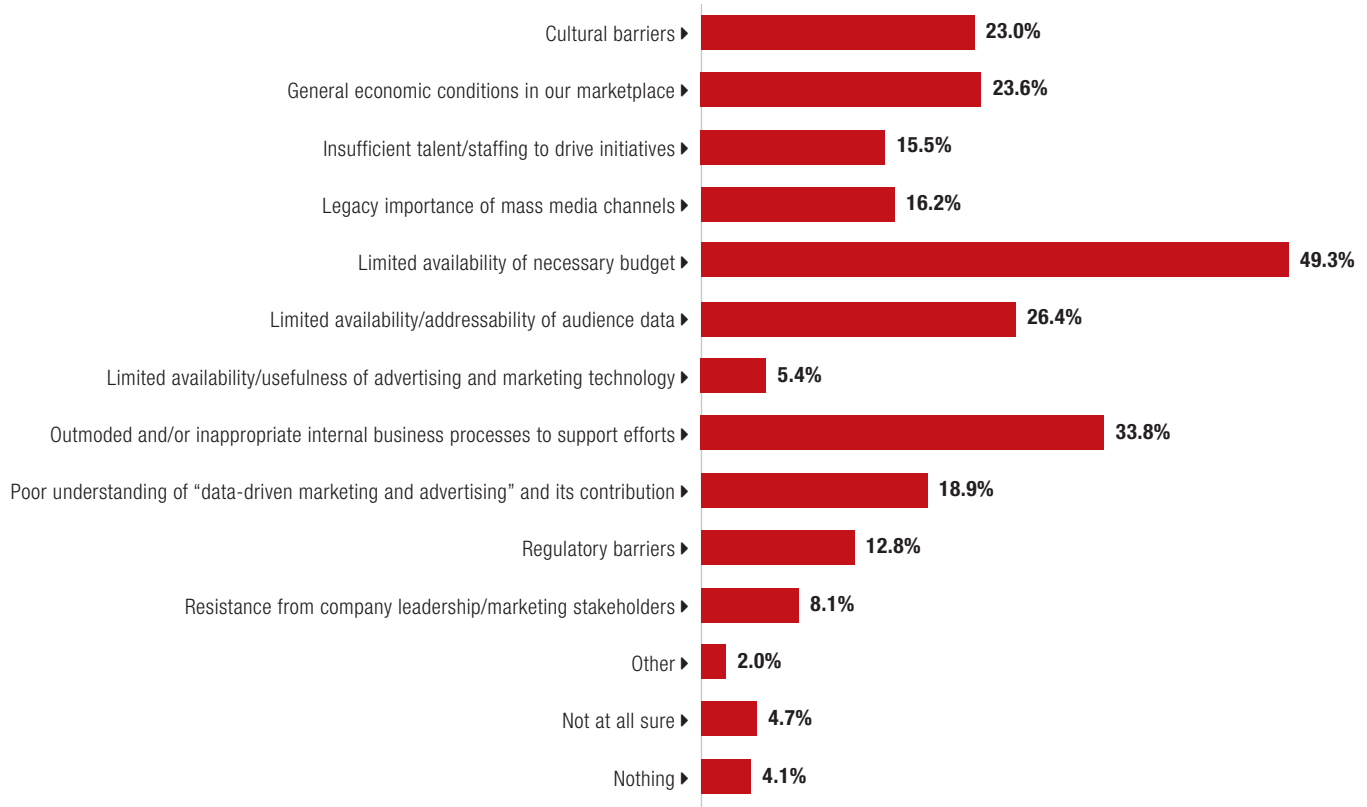
Which of the following factors, if any, are most responsible for driving your (or your clients’) investment in data-driven marketing and advertising?



FACTORS INHIBITING DDMA

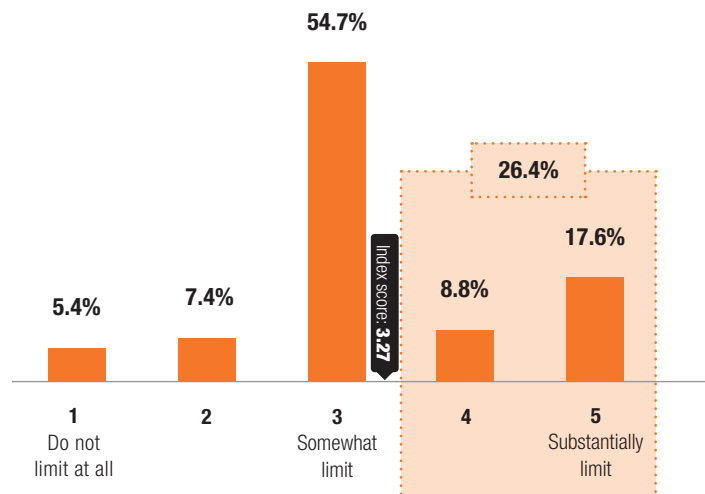
Displaying panelists' "top three" responses

Which of the following factors, if any, are most responsible for inhibiting your (or your clients') investment in data-driven marketing and advertising?



IMPACT OF REGULATION

To what extent are regulatory barriers in your marketplace (e.g. limits on access to data, requirements for affirmative consumer opt-in to marketing communications, etc.) actively limiting your ability to pursue data-driven marketing and advertising initiatives?



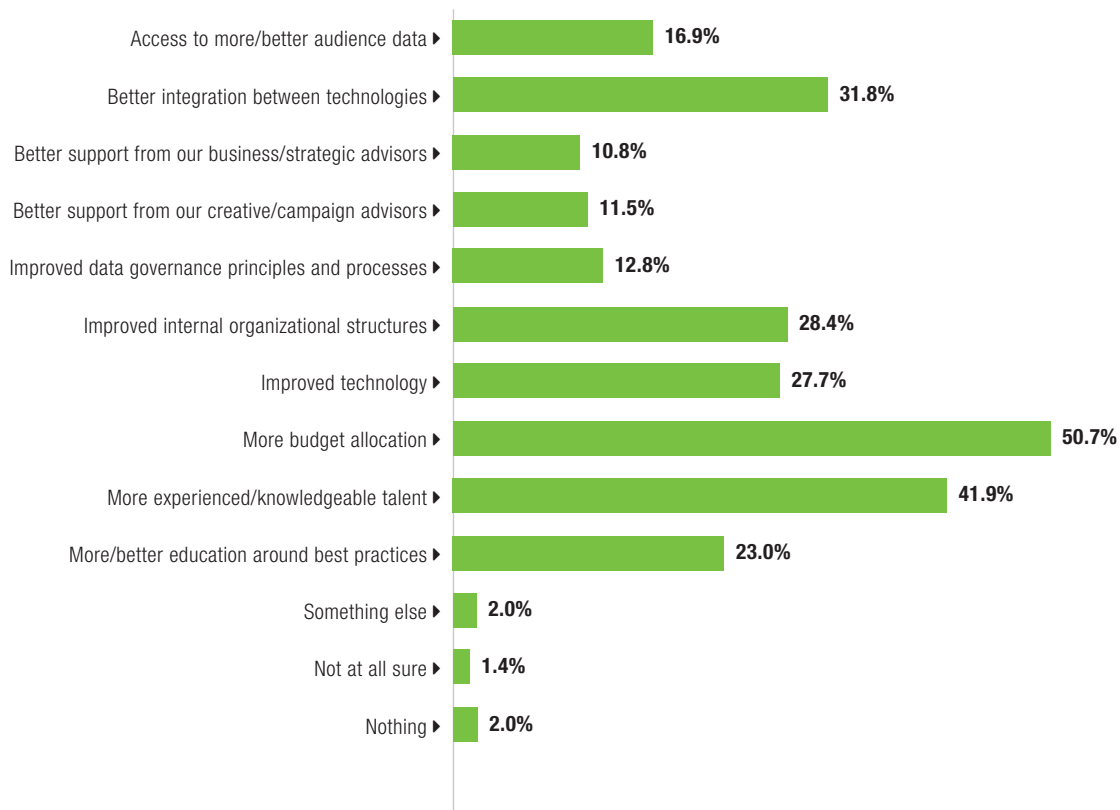
What do practitioners need to derive greater value from DDMA?

- Though more budget availability and experienced talent were listed as the most pressing needs for DDMA advancement in Italy, panelists also noted a desire to acquire and/or develop creative and content production abilities over the next several years in order to grow DDMA practices

REQUIRED RESOURCES

Displaying panelists' "top three" responses

Which of the following resources would most significantly advance your (or your clients') efforts to generate value from data-driven marketing and advertising efforts?



REQUIRED SKILLS

Displaying panelists' "top three" responses

Thinking about your ongoing staffing and talent development efforts, which of the following skill sets represent your most significant priorities for investment and/or enrichment over the next three years?



SELECT PANELIST FEEDBACK

“What other opportunities and/or challenges are you confronting in your practice of data-driven marketing and advertising?”

“There is a severe absence of ongoing training within our company.”

“The culture of DDM is spreading at high levels, both commercial and among leading management, so interest is rising and that creates better opportunities.”

“Opportunities are bound to sector specificities. For example, we are in electrical supplies: only with the support of sector associations, and not until 2015, will it be possible to obtain a unique code for all of our commercial products which will give us the chance to manage a multimedia e-commerce service.”

“There is a permanent need for professional updates and continuous training.”

“There is a total absence by marketing clients of a test method for digital campaigns—they have no way to measure activities to determine spending or priorities.”

“Defining effective tools to monitor the management of time variables related to multichannel communication is a big challenge.”

Argentina





Argentina

PANEL:
126 TOTAL RESPONDENTS*

SURVEY TIMEFRAME:
JULY – SEPTEMBER 2014

* Not all respondents answered every question

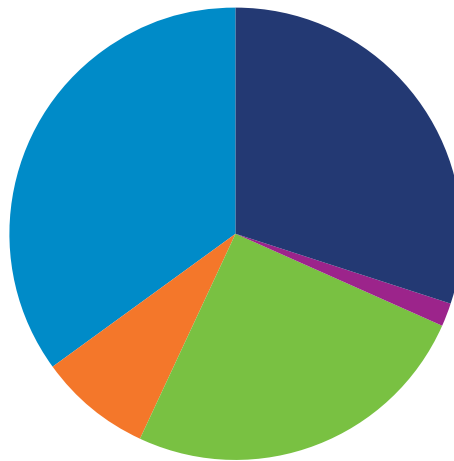
PRESENTING ASSOCIATION

Founded in 1987, **amdia** is a non-profit organization that represents over 300 companies and marketing professionals who carry out their business in Argentina. amdia promotes the use of best practices and ethical standards with the aim of achieving responsible marketing within the industry. For more information, please visit www.amdia.org.ar



PANEL COMPOSITION

How would you describe your principal role/business focus?

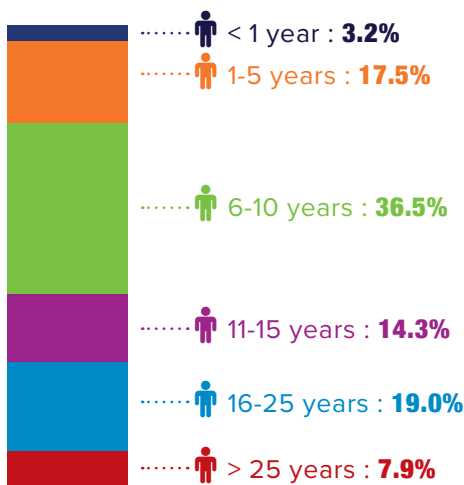


- **MARKETER/ADVERTISER : 30.2%**
- **PUBLISHER/MEDIA : 1.6%**
(focused on selling advertising)
- **PROVIDER OF MARKETING SERVICES : 25.4%**
(including data and agency services)
- **DEVELOPER OF ADVERTISING & MARKETING TECHNOLOGY : 7.9%**
- **OTHER : 34.9%**

EXPERIENCE

How many years of experience do you have with marketing and/or advertising?

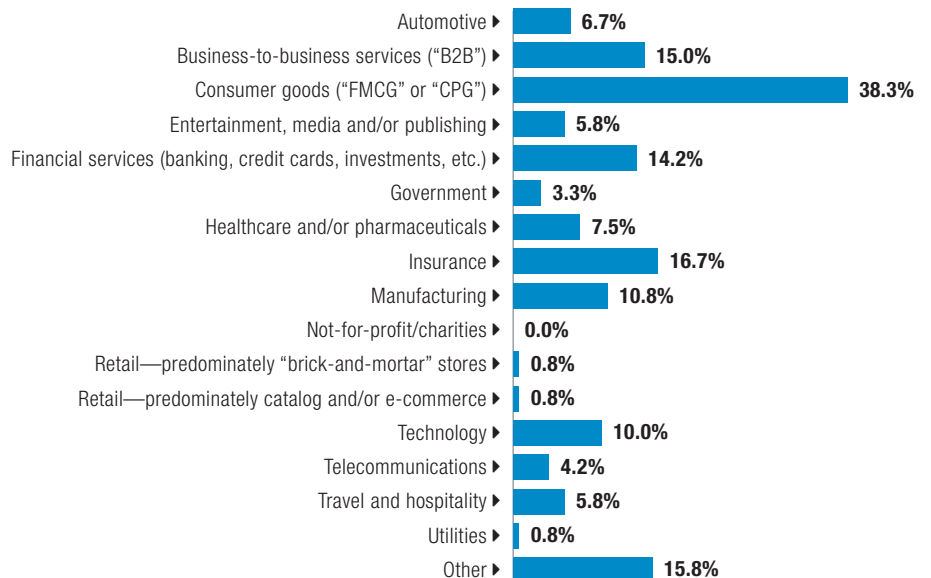
Please consider your current job and past professional roles that may apply.



INDUSTRY REPRESENTATION

Within which of the following vertical markets are your professional efforts most intensively concentrated?

Displaying panelists' "top three" responses

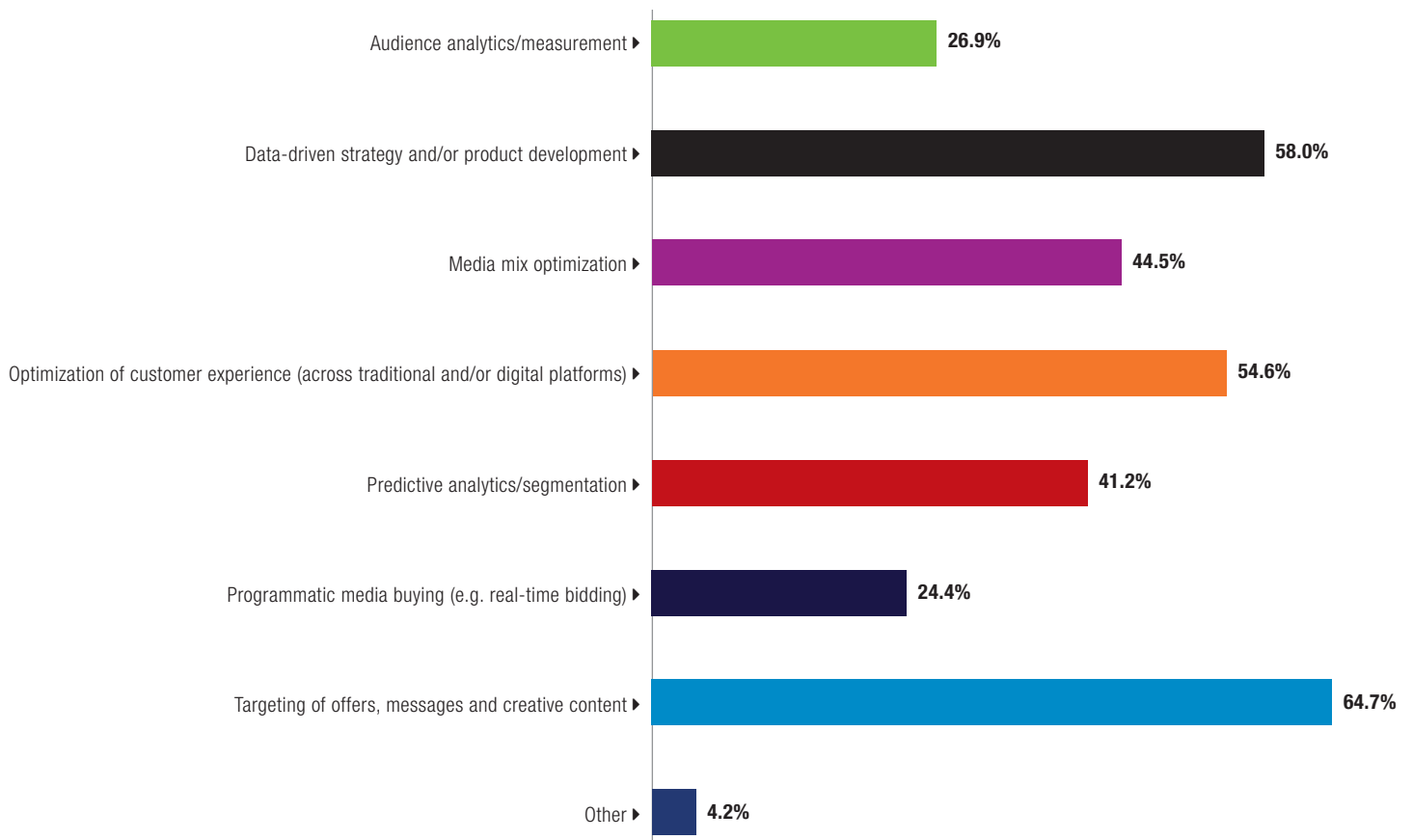


What is “DDMA”? How is it practiced?

- Panelists said their spending on digital channels—particularly including social media, website and e-commerce content and email—grew the most over the last year. And while spending on the mobile channel grew at a slightly lesser pace than seen on average globally, panelists said they expect spending on mobile opportunities to increase substantially in the coming year
- More than anything else, Argentine panelists increased spending on digital campaign execution over the past year, outpacing comparable global benchmarks. Marketers and service providers said they expect to substantially accelerate their digital campaign execution spending over the coming year, as well

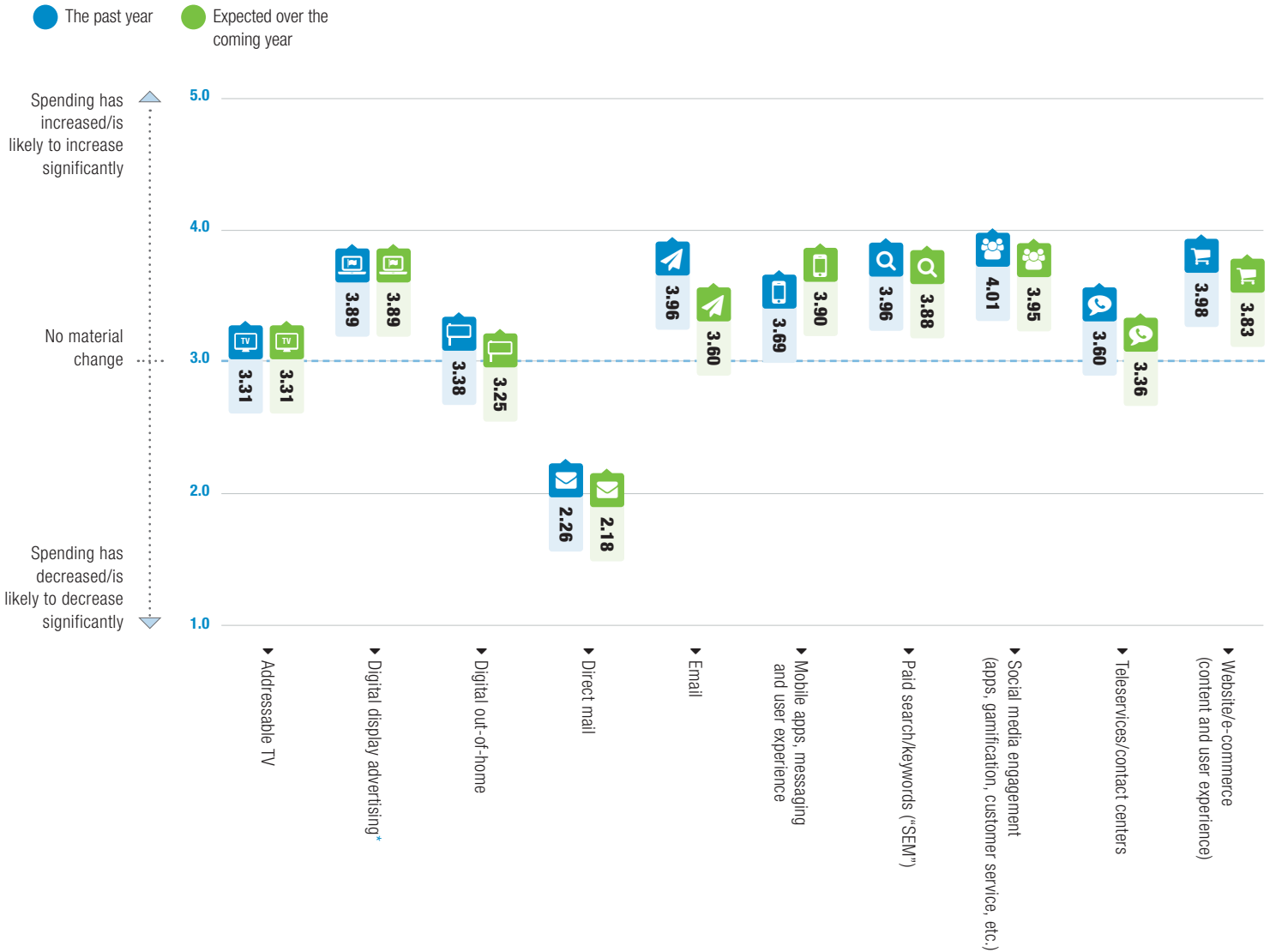
DDMA DEFINED

“My practice of data-driven marketing and advertising is characterized by a focus on...”



SPENDING ON DDMA CHANNELS

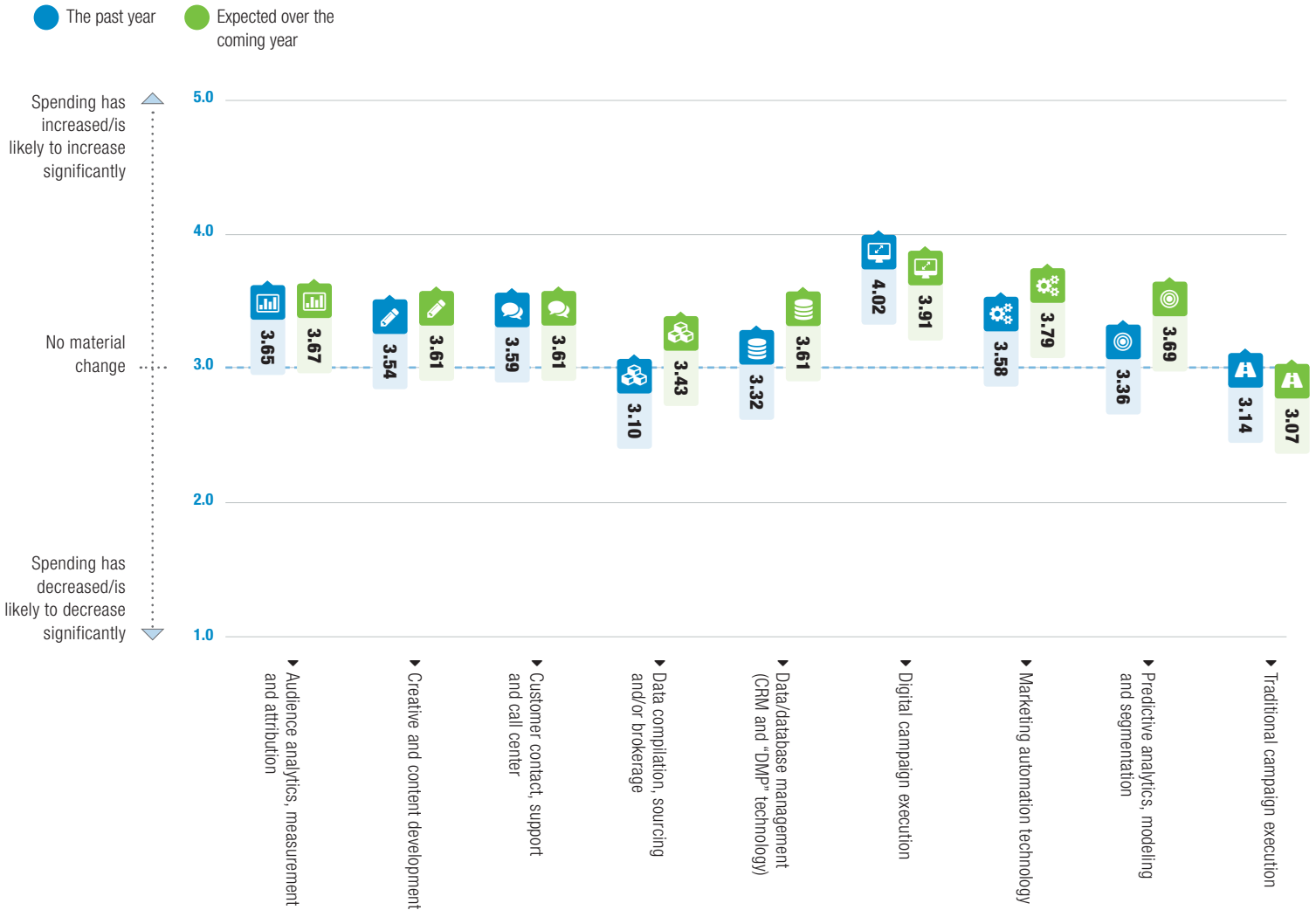
How has your (or your clients') spending on each of the following data-driven marketing and advertising channels changed over the **past** year? How do you expect spending to change over the **next** year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

SPENDING ON DDMA FUNCTIONS

How has your (or your clients') spending on each of the following data-driven marketing and advertising campaign execution functions changed over the **past** year? How do you expect spending to change over the **next** year?

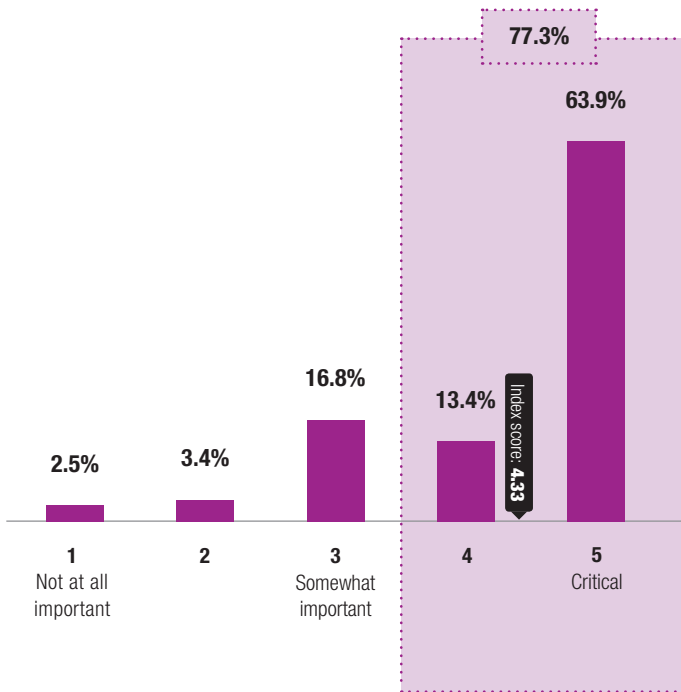


How does data impact marketing and advertising performance?

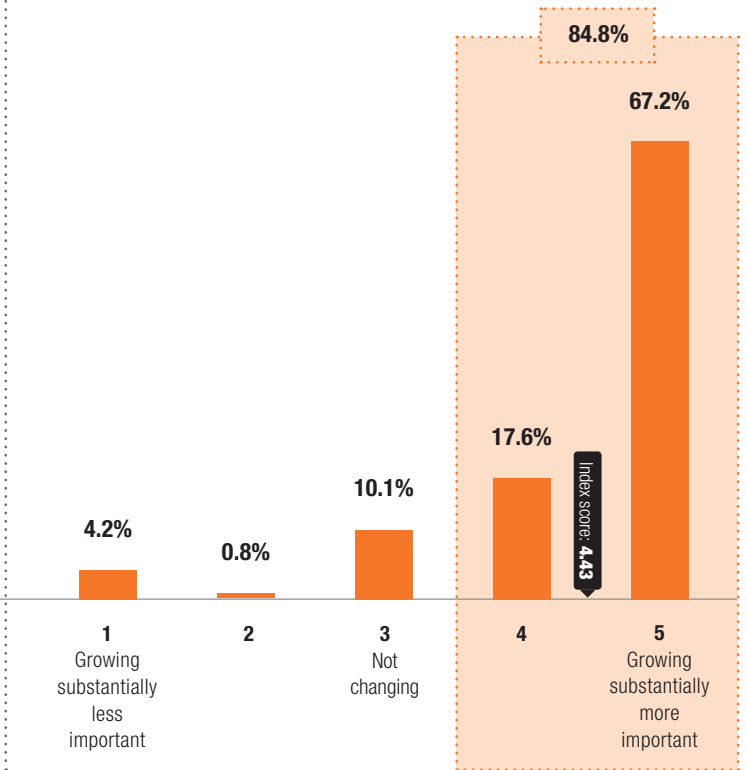
- Though Argentines are in lockstep with the rest of the world when it comes to assessing data's general importance—panelists assigned an index of score of 4.33 (on a 1-to-5 scale, with 5 indicating data is considered “critical” to advertising and marketing efforts), compared to a global index of 4.34—the same practitioners were slightly less bullish than their worldwide counterparts when the viewpoint was directed toward the future. Argentines assigned an index score of 4.43 (on a 1-to-5 scale) when asked to weigh data's growing importance in advertising and marketing efforts, compared to a 4.66 global index
- 73.1 percent of Argentine panelists—indexing at 4.20 on a 1-to-5 scale (with 5 indicating “extreme” confidence in the practice of DDMA and its growth prospects)—said they're confident in DDMA's growth potential, aligning very closely with the global “confidence index” of 4.24
- Fewer Argentine marketers are growing their DDMA budgets than practitioners in other countries. Only 37.3 percent of panelists said their associated spending increased over the last year; by comparison, 63.2 percent of panelists worldwide said their DDMA budgets grew over the same period
- Compared to other channels—as well as the same channel in other countries—direct mail is performing particularly poorly in Argentina. Panelists indexed the previous-year performance of the “tried-and-true” direct response vehicle at 2.09 (on a scale of 1-to-5, with 5 indicating performance improved “substantially”), compared to a global index of 3.11

IMPORTANCE OF DATA

How important is data to your (or your clients') current marketing and advertising efforts?

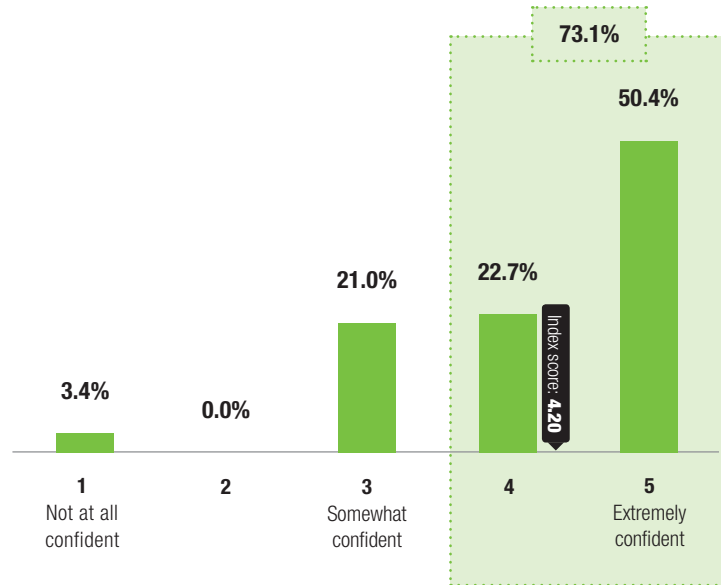


Thinking toward the future, how do you believe data's role is changing with respect to your (or your clients') marketing and advertising efforts?



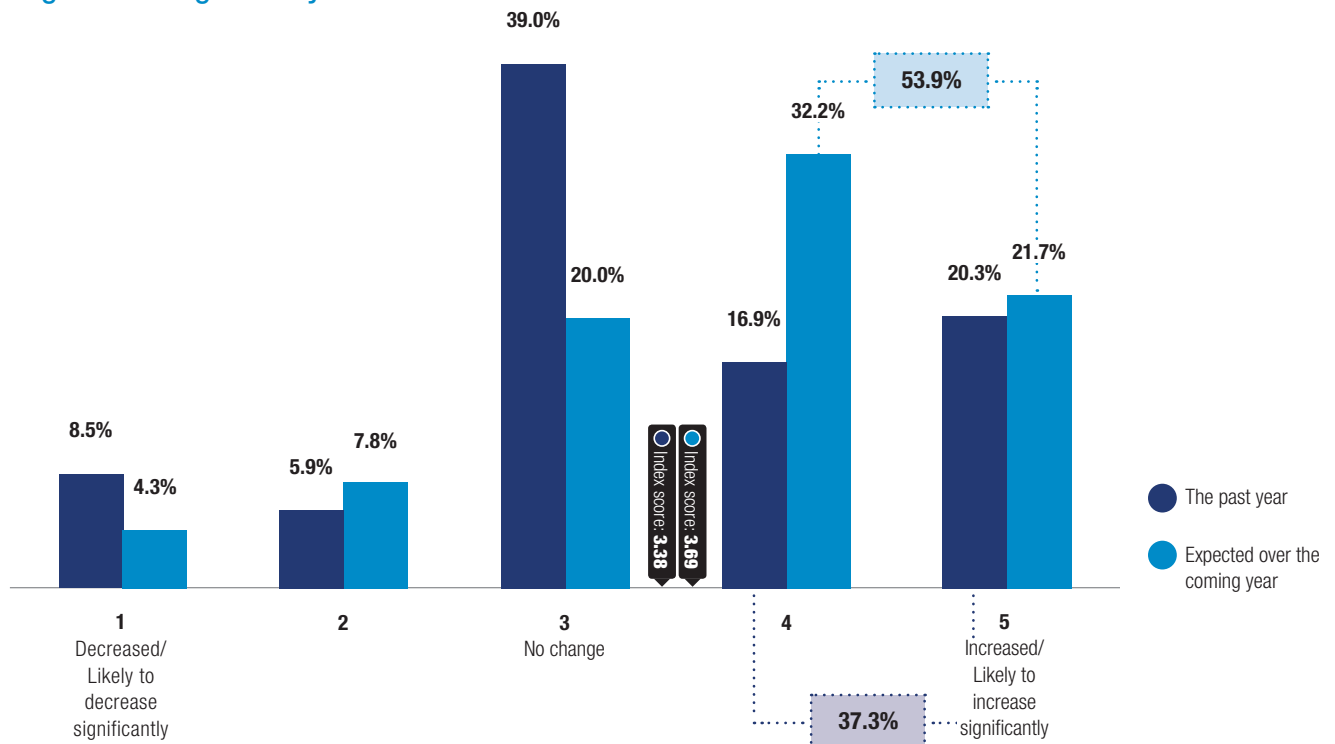
CONFIDENCE IN DDMA

Thinking in general about your current business activities and conditions within your respective marketplace, how confident are you in the value of “data-driven marketing and advertising” and its prospects for future growth?



DDMA EXPENDITURES

How has your (or your clients') spending on data-driven marketing and advertising changed over the past year? How do you expect your (or your clients') spending on data-driven marketing will change next year?



CHANNEL PERFORMANCE

Thinking about the results generated by each of your (or your clients') data-driven marketing and advertising channels, how has the performance of each of the following changed over the past year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

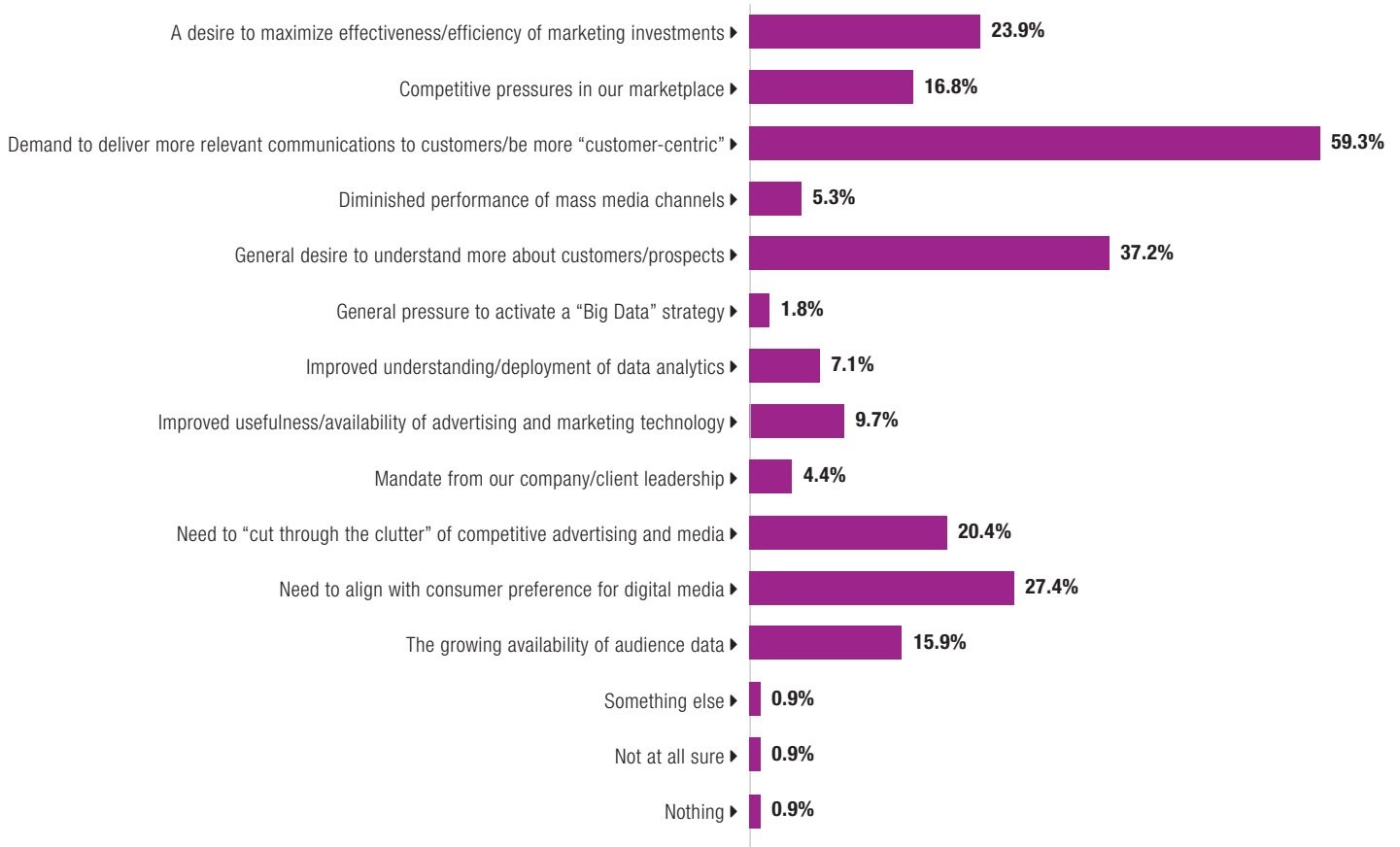
What's driving the practice of DDMA? What's inhibiting it?

- As commonly reported around the world, Argentine panelists reported that their DDMA efforts are driven most by the desire to deliver more relevant communications to customers. Unlike their counterparts elsewhere, though, significantly fewer Argentines said their efforts are also driven by a desire to maximize the efficiency and effectiveness of marketing investments (only 23.9 percent indicated as such, compared to 49.3 percent globally)
- Though limited budgets, like elsewhere, were most responsible for inhibiting DDMA efforts, a substantial number of Argentine panelists—33.6 percent, compared to 15.8 percent globally—said that “general economic conditions” also represent a significant hindrance to their advertising and marketing efforts

FACTORS DRIVING DDMA

Displaying panelists' “top three” responses

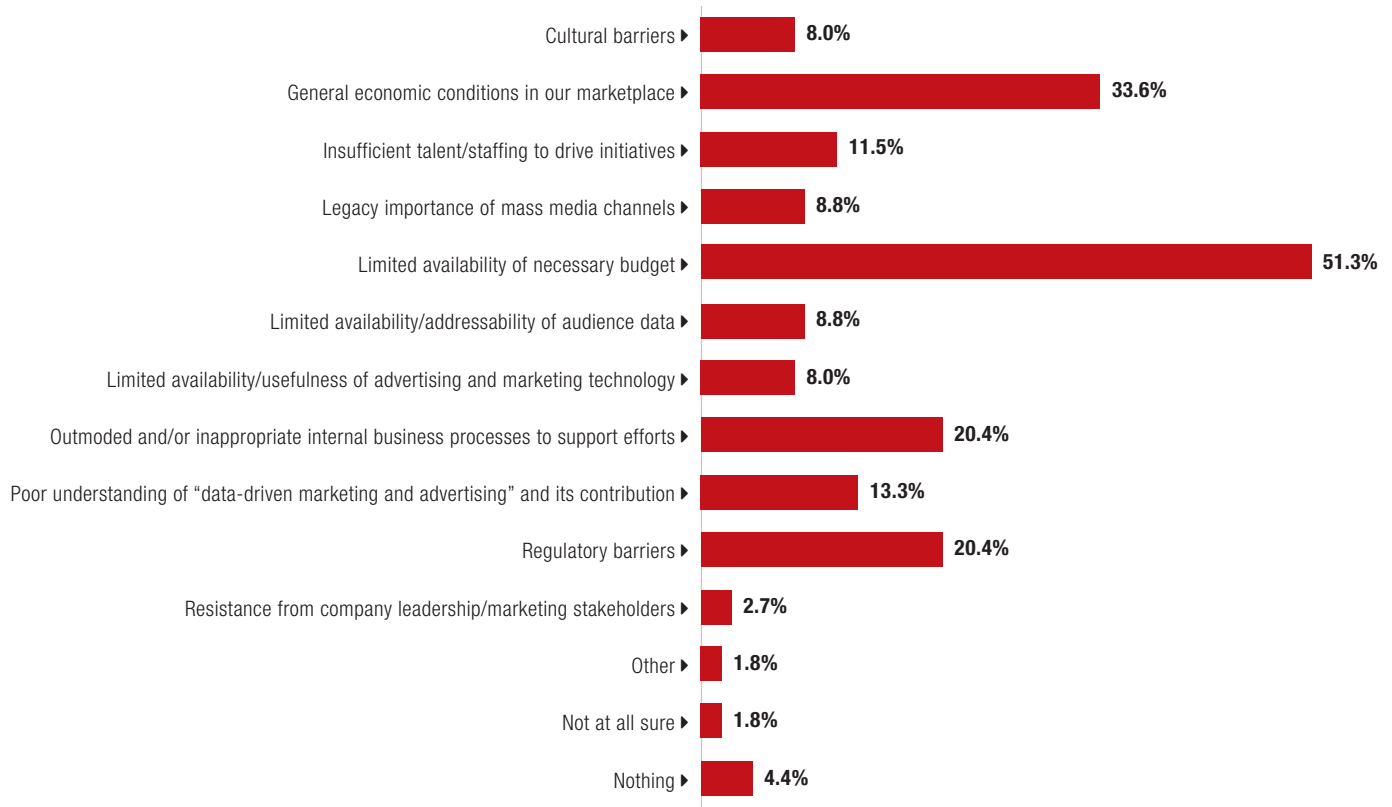
Which of the following factors, if any, are most responsible for driving your (or your clients’) investment in data-driven marketing and advertising?



FACTORS INHIBITING DDMA

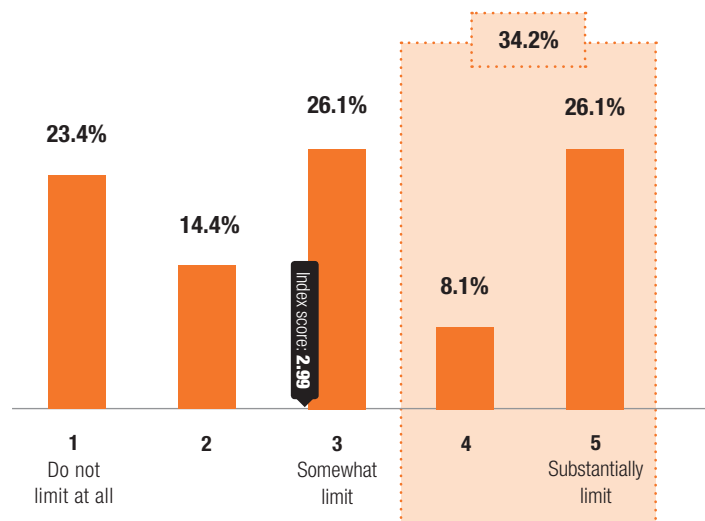
Displaying panelists' "top three" responses

Which of the following factors, if any, are most responsible for inhibiting your (or your clients') investment in data-driven marketing and advertising?



IMPACT OF REGULATION

To what extent are regulatory barriers in your marketplace (e.g. limits on access to data, requirements for affirmative consumer opt-in to marketing communications, etc.) actively limiting your ability to pursue data-driven marketing and advertising initiatives?



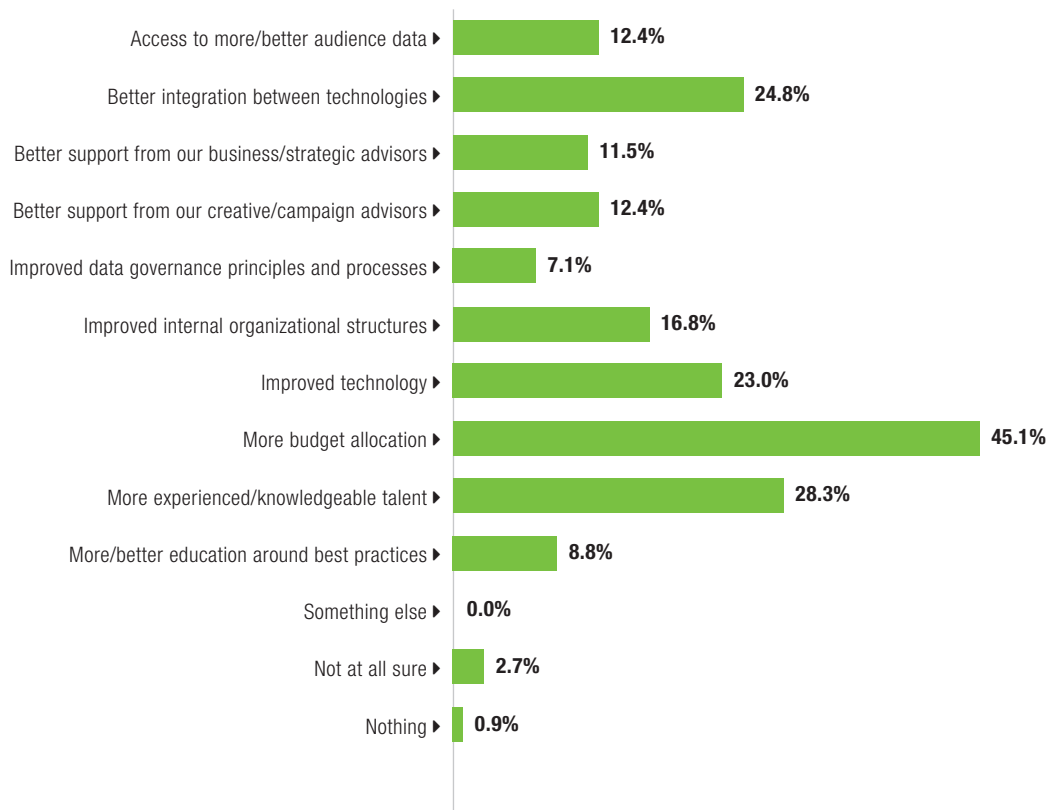
What do practitioners need to derive greater value from DDMA?

- As reported elsewhere, Argentine panelists said more budget allocation, experienced talent and better integration between technologies would improve their practice of DDMA
- Advanced analytics expertise is much less of a priority in Argentina than it is elsewhere (40.0 percent of global panelists said data modeling expertise is a significant investment priority for the next three years, compared to just 16.2 percent of Argentine panelists who said the same)

REQUIRED RESOURCES

Displaying panelists' "top three" responses

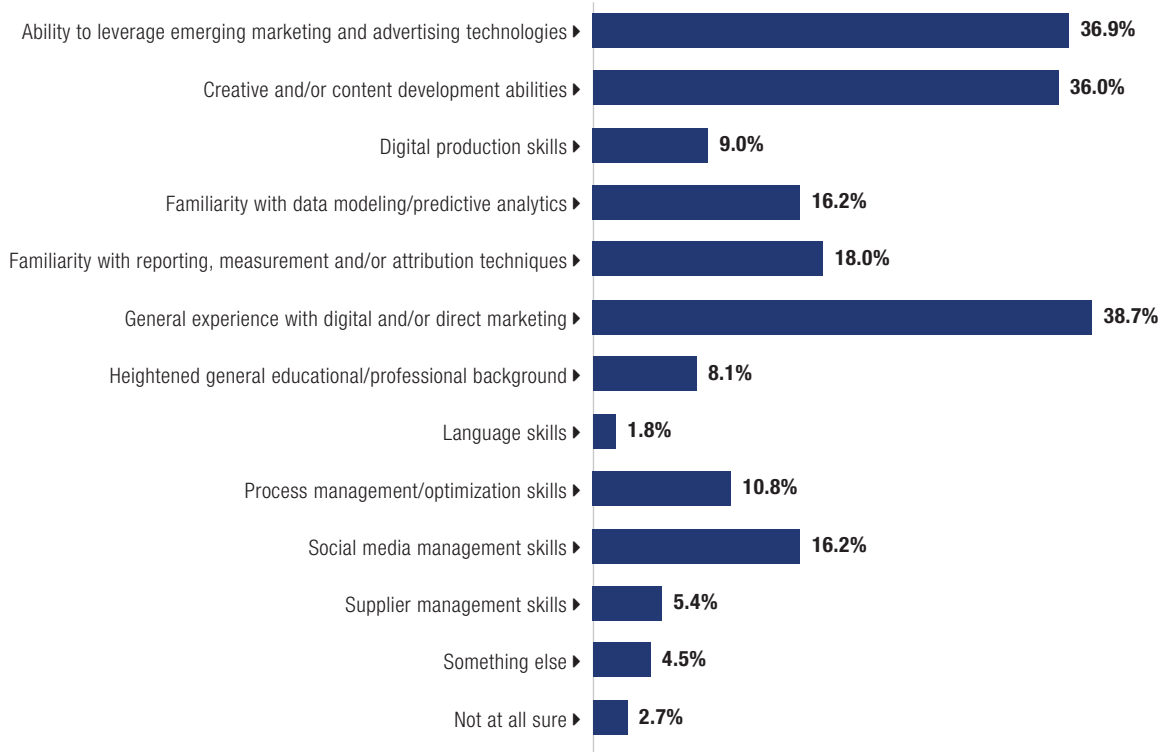
Which of the following resources would most significantly advance your (or your clients') efforts to generate value from data-driven marketing and advertising efforts?



REQUIRED SKILLS

Displaying panelists' "top three" responses

Thinking about your ongoing staffing and talent development efforts, which of the following skill sets represent your most significant priorities for investment and/or enrichment over the next three years?



SELECT PANELIST FEEDBACK

“What other opportunities and/or challenges are you confronting in your practice of data-driven marketing and advertising?”

“What we’re grappling with is that customers’ interests are increasingly specific and different.”

“The challenge is to be more efficient with fewer resources. Optimizing resources will be the key to optimizing campaigns and overcoming the crisis that has lasted here about two years.”

“The lack of creativity in the market is a challenge. Everyone wants to sell, but nobody wants to think, and that makes everything more complicated. Things need to be simpler, more concrete and clearer to reach the objective: our customer.”

“Our principal challenge is technological, because we don’t have a proper system for analyzing data. Also, we need better skills for creating relevant content.”

“We lack a method by which to measure the efficiency of the campaign in the field. That’s an issue.”

“Because we are more traditional, our challenge is to continue to bet on traditional marketing practices supporting the new digital era.”

“We have a perception issue with the clients we serve. It is difficult for our brands to be perceived as efficient in terms of cost/value, while still being profitable to us as suppliers.”

“The biggest challenge is the bad legislation that is being enacted with respect to the use of data—the people who are legislating do not understand the business!”

“We are into big data. Our biggest challenge is regarding the technologies for managing it well. More than anything, it is hard to know whether suppliers will sell data or not.”

“Production costs are high, and skilled personnel is lacking.”

“Presently, we are opening up a more traditional marketing approach as well as enriching our database technology; we find that this is an opportunity and a challenge at the same time.”

Australia





Australia

PANEL:
612 TOTAL RESPONDENTS*

SURVEY TIMEFRAME:
JULY – SEPTEMBER 2014

* Not all respondents answered every question

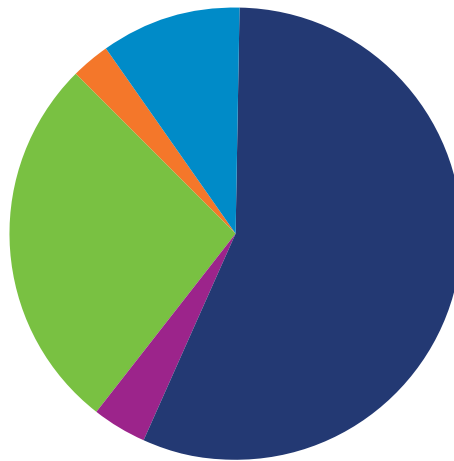
PRESENTING ASSOCIATION



The **Association for Data-driven Marketing and Advertising (ADMA)** is the principal industry body for information-based marketing and advertising and is the largest marketing and advertising body in Australia. For more information, please visit www.adma.com.au

PANEL COMPOSITION

How would you describe your principal role/business focus?

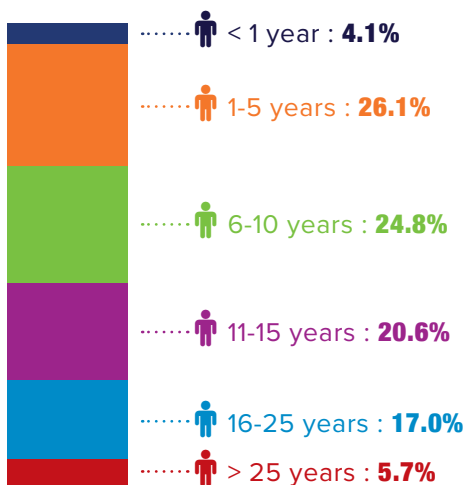


- **MARKETER/ADVERTISER : 56.5%**
- **PUBLISHER/MEDIA : 3.8%**
(focused on selling advertising)
- **PROVIDER OF MARKETING SERVICES : 27.1%**
(including data and agency services)
- **DEVELOPER OF ADVERTISING & MARKETING TECHNOLOGY : 2.6%**
- **OTHER : 10.0%**

EXPERIENCE

How many years of experience do you have with marketing and/or advertising?

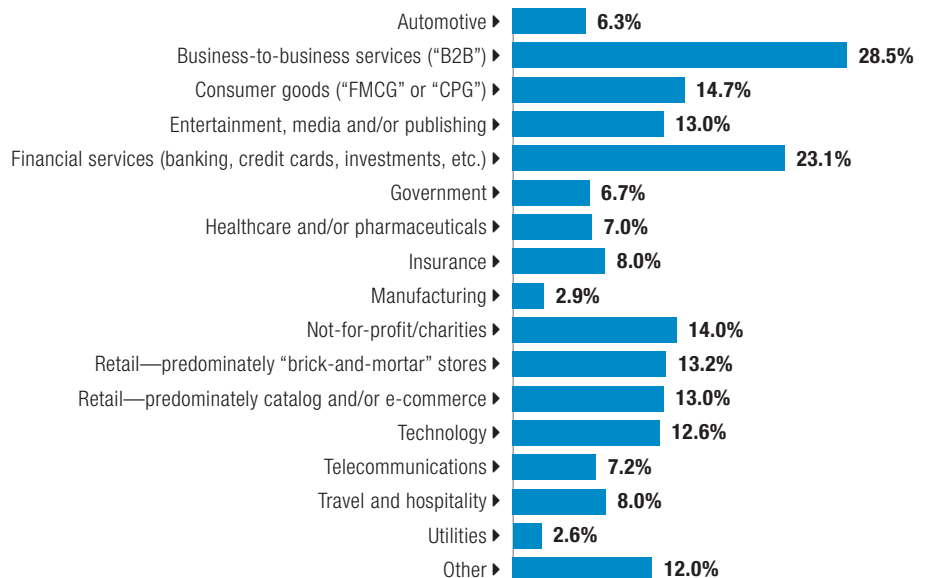
Please consider your current job and past professional roles that may apply.



INDUSTRY REPRESENTATION

Within which of the following vertical markets are your professional efforts most intensively concentrated?

Displaying panelists' "top three" responses

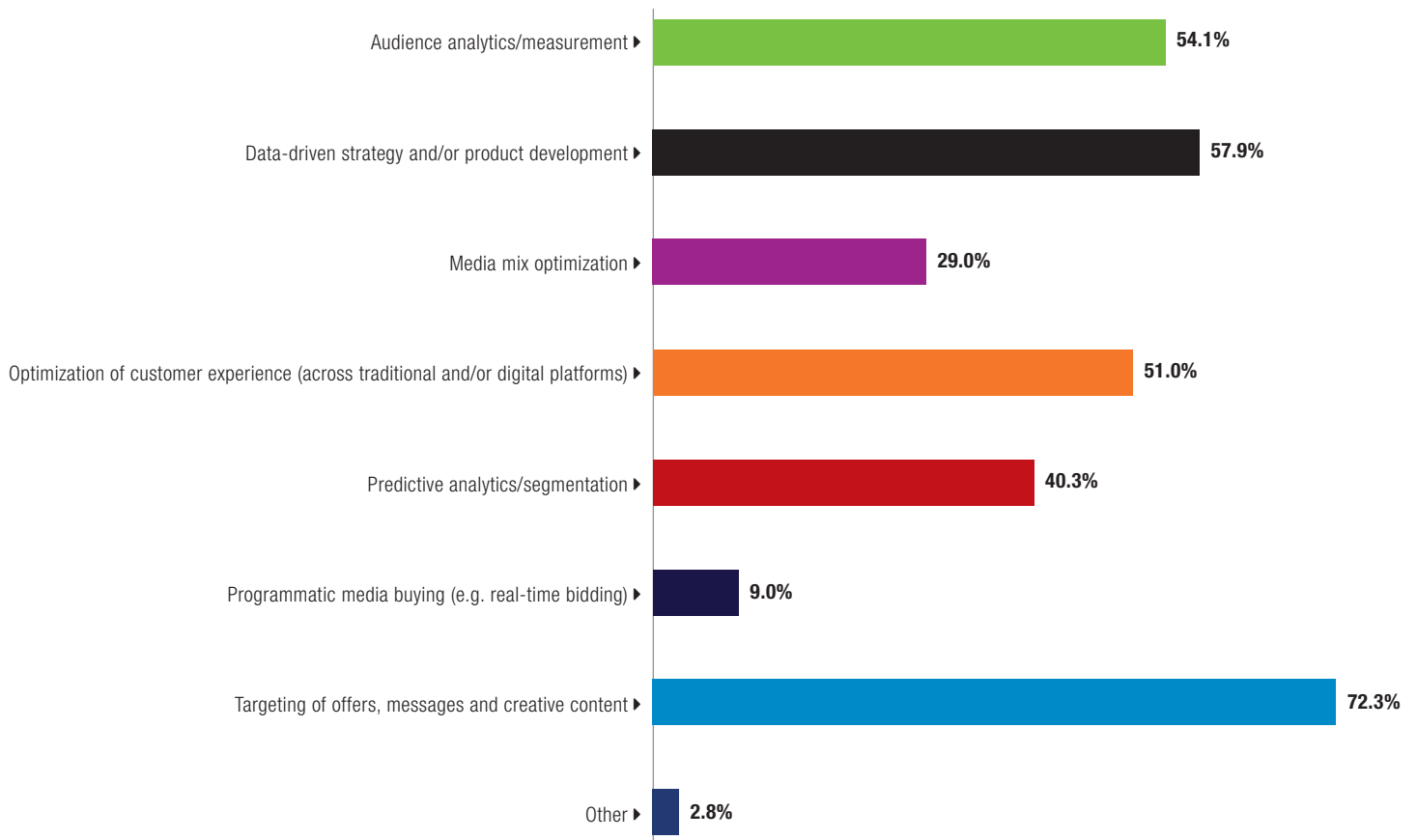


What is “DDMA”? How is it practiced?

- Similar to global panelists, Australian panelists said their DDMA practice is characterized most by targeting of offers. More than half also said they focus on data-driven product development, audience analytics and optimizing the customer experience across channels
- As seen elsewhere around the globe, spending on a range of digital execution media—including website and e-commerce experiences, social media and digital display advertising—grew most substantially in Australia over the past year. Panelists expect these same channels, along with mobile apps and messaging, to post the most significant spending gains in the coming year
- Investment in digital campaign execution, analytics and attribution increased the most over the past year. In the coming year, Australian panelists expect to increase their investments in data and database management more than their global counterparts

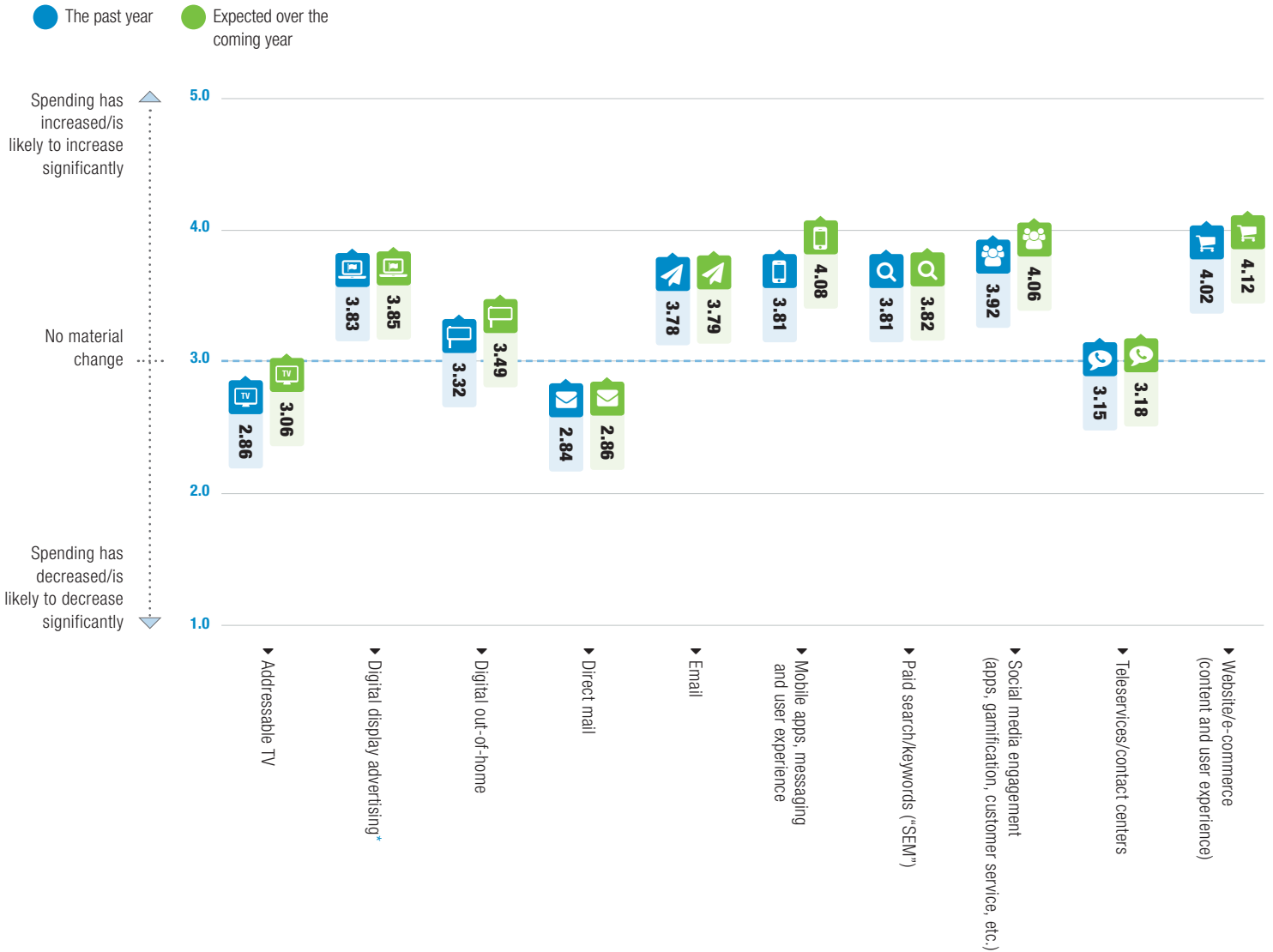
DDMA DEFINED

“My practice of data-driven marketing and advertising is characterized by a focus on...”



SPENDING ON DDMA CHANNELS

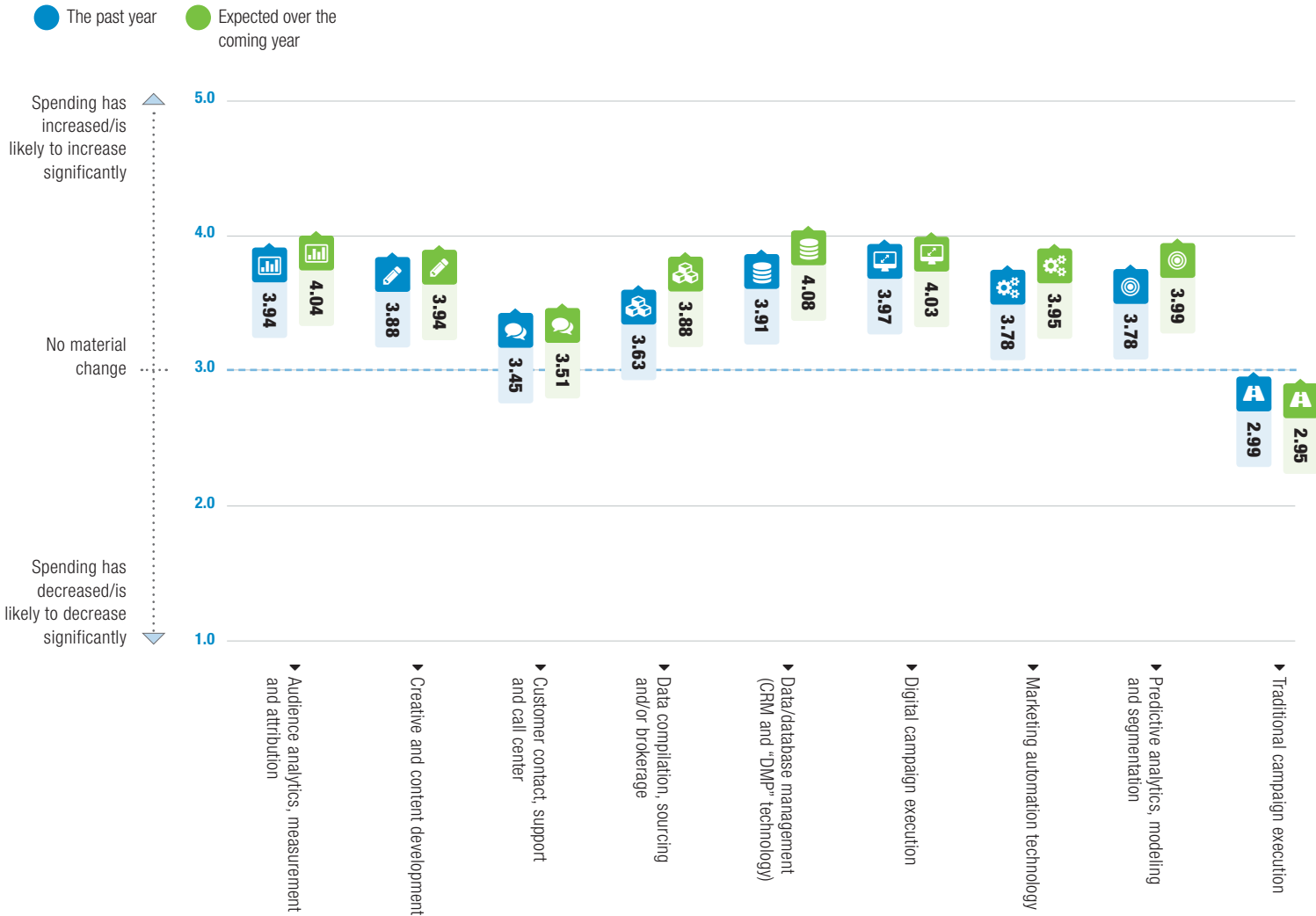
How has your (or your clients') spending on each of the following data-driven marketing and advertising channels changed over the **past** year? How do you expect spending to change over the **next** year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

SPENDING ON DDMA FUNCTIONS

How has your (or your clients') spending on each of the following data-driven marketing and advertising campaign execution functions changed over the **past** year? How do you expect spending to change over the **next** year?

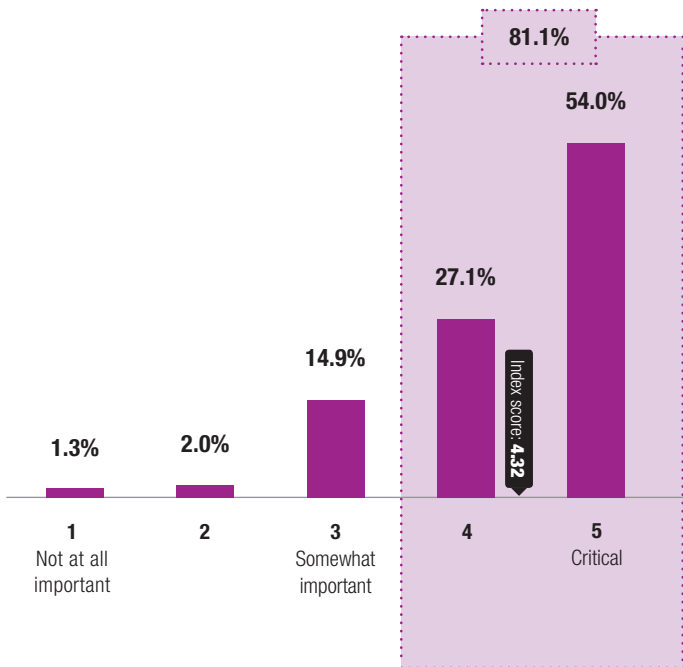


How does data impact marketing and advertising performance?

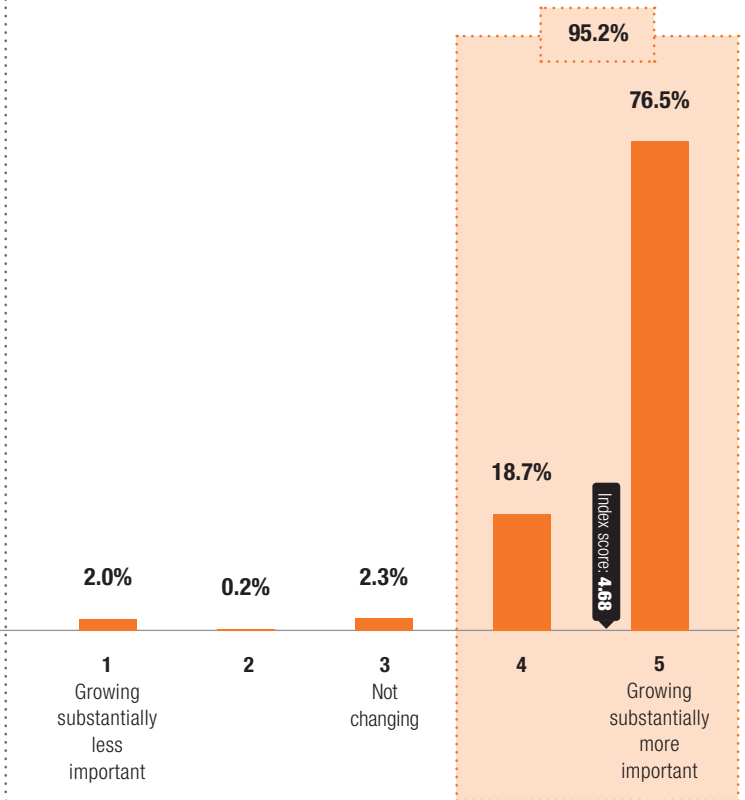
- In line with their global peers, a whopping majority of Australian panelists—some 81.1 percent—said data is important to their marketing and advertising efforts, with virtually all (95.2 percent) saying that data is growing progressively more important. This compares to 80.4 percent and 92.2 percent of global panelists that said the same, respectively
- Australian DDMA practitioners are among the world’s most bullish; panelists from Down Under reported a “confidence index” of 4.30 on a scale of 1-to-5 (where 5 indicates “extreme” confidence in the practice of DDMA and its prospects for future growth). This compares to a global confidence index score of 4.24
- Spending on DDMA in Australia grew at a slightly more pronounced pace over the past year compared to global benchmarks, and panelists expect this trend to continue over the coming year
- Media channel performance in the Australian market improved across the board, with the most substantial advances demonstrated in the mobile, social media, website and e-commerce experience channels—all of which outpaced comparable global benchmarks

IMPORTANCE OF DATA

How important is data to your (or your clients') current marketing and advertising efforts?

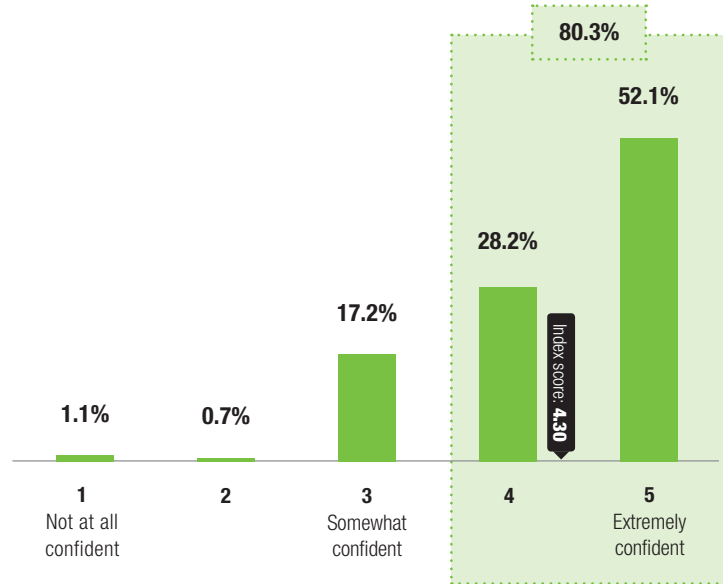


Thinking toward the future, how do you believe data's role is changing with respect to your (or your clients') marketing and advertising efforts?



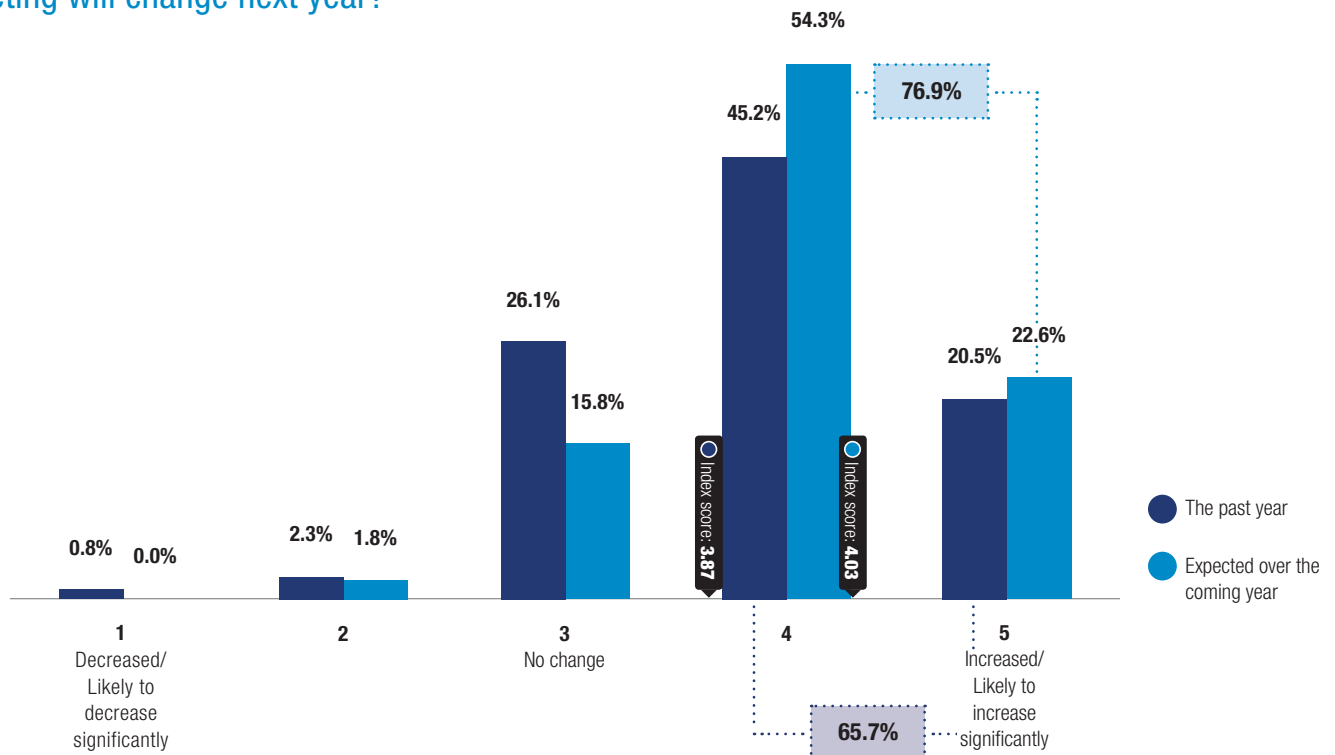
CONFIDENCE IN DDMA

Thinking in general about your current business activities and conditions within your respective marketplace, how confident are you in the value of “data-driven marketing and advertising” and its prospects for future growth?



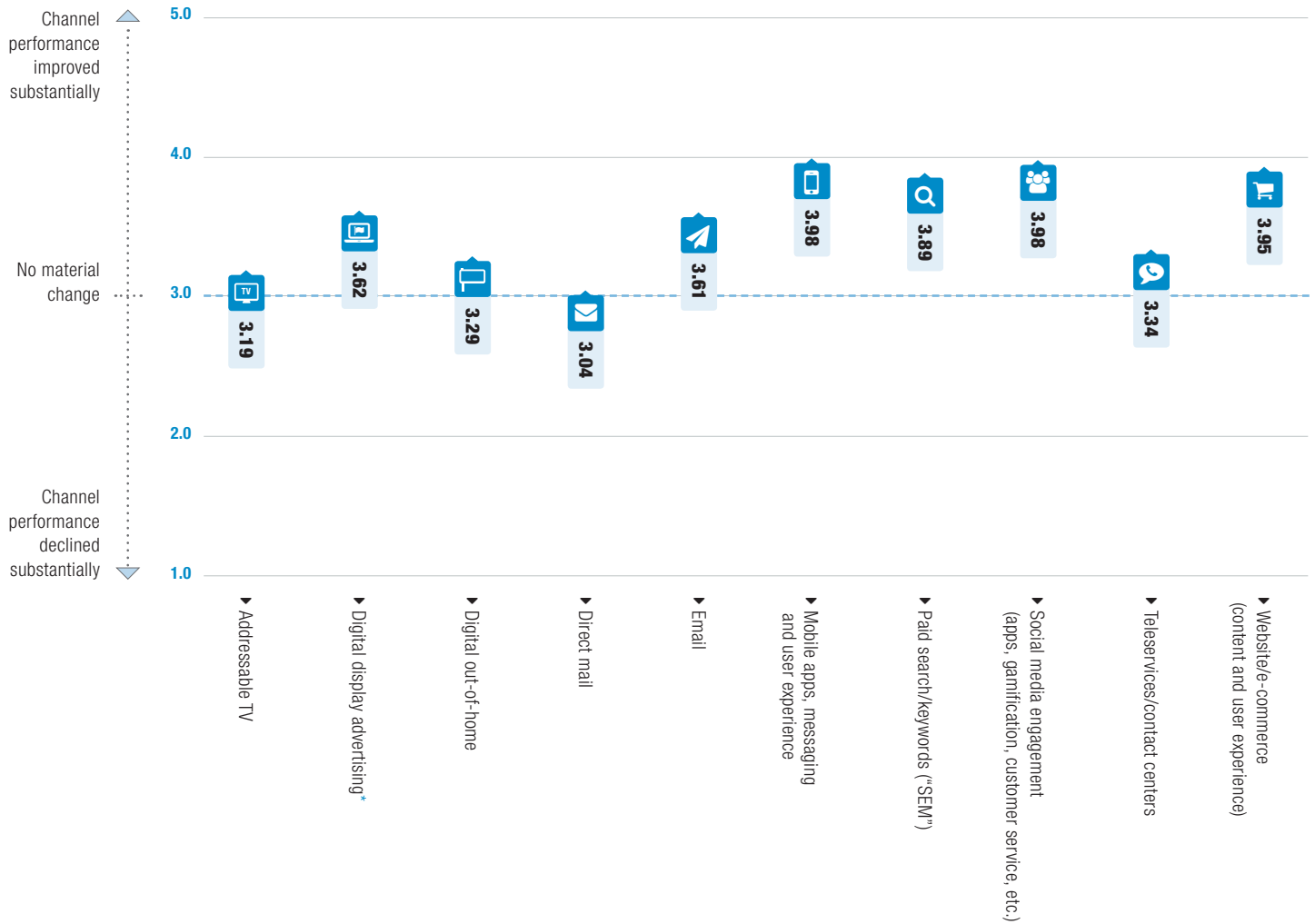
DDMA EXPENDITURES

How has your (or your clients') spending on data-driven marketing and advertising changed over the past year? How do you expect your (or your clients') spending on data-driven marketing will change next year?



CHANNEL PERFORMANCE

Thinking about the results generated by each of your (or your clients') data-driven marketing and advertising channels, how has the performance of each of the following changed over the past year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

What's driving the practice of DDMA? What's inhibiting it?

- What's driving DDMA activity in Australia? Panelists said two primary motives—the desire to extract more value from marketing investments and be more “customer-centric”—guided their marketing agendas. Limited marketing budgets, meanwhile, represents the single most significant barrier to the same efforts
- Australian DDMAers struggle with burdensome regulatory barriers slightly less than their global peers; panelists benchmarked such guidelines at 2.81 (on a 1-to-5 scale, with 5 indicating that regulation “substantially” limits DDMA practice). This compares to the global index score of 2.94

FACTORS DRIVING DDMA

Displaying panelists' “top three” responses

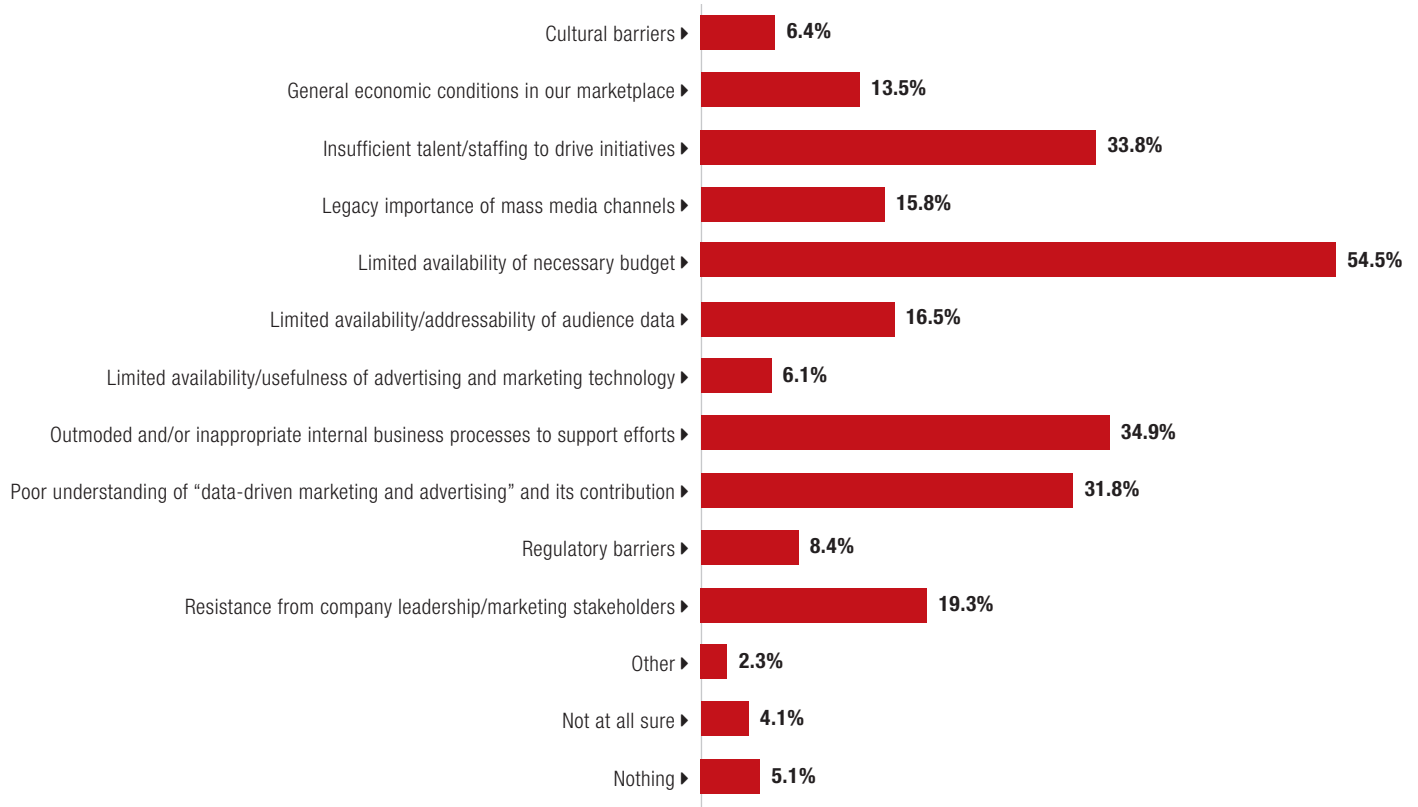
Which of the following factors, if any, are most responsible for driving your (or your clients’) investment in data-driven marketing and advertising?



FACTORS INHIBITING DDMA

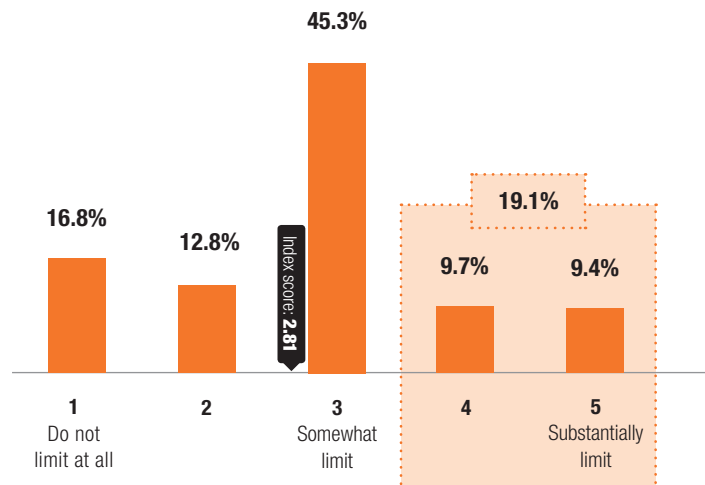
Displaying panelists' "top three" responses

Which of the following factors, if any, are most responsible for inhibiting your (or your clients') investment in data-driven marketing and advertising?



IMPACT OF REGULATION

To what extent are regulatory barriers in your marketplace (e.g. limits on access to data, requirements for affirmative consumer opt-in to marketing communications, etc.) actively limiting your ability to pursue data-driven marketing and advertising initiatives?



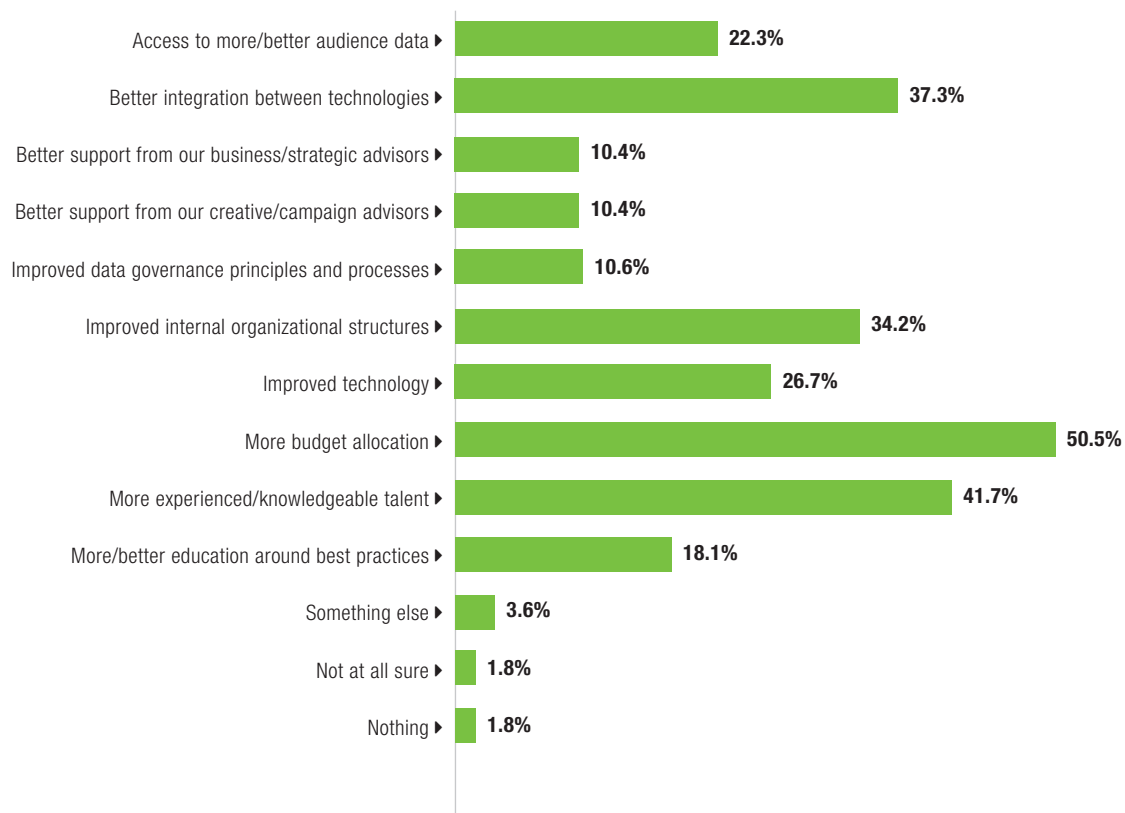
What do practitioners need to derive greater value from DDMA?

- Though Australian panelists, like others, were adamant that additional budget would do the most to advance their DDMA efforts, they noted that experienced and skilled practitioners are also in need if the practice is to grow over time
- Data modeling and analytics skill sets, as well as staff with technology savvy, are the highest investment priorities for the near term

REQUIRED RESOURCES

Displaying panelists' "top three" responses

Which of the following resources would most significantly advance your (or your clients') efforts to generate value from data-driven marketing and advertising efforts?



REQUIRED SKILLS

Displaying panelists' "top three" responses

Thinking about your ongoing staffing and talent development efforts, which of the following skill sets represent your most significant priorities for investment and/or enrichment over the next three years?



SELECT PANELIST FEEDBACK

“What other opportunities and/or challenges are you confronting in your practice of data-driven marketing and advertising?”

.....

“We’re trying to be quicker to react to what our customers want rather than relying on what we have always done.”

.....

.....

“Data is hugely important, though we have too many agendas and priorities for data collection within our company. It makes it hard to build a universal strategy around it.”

.....

.....

“Generally, the greatest issue we encounter is a lack of understanding at the board-level; they actively seek short-term wins and won’t support long-term strategies. We’re seeing an unwillingness to move budgets from legacy strategies or allocate new budgets to data-driven projects.”

.....

.....

“The industry is at risk of eroding its value at a time when it should be heightened: consumer-tailored messaging works well if done well, but terribly if senses of privacy are violated or messaging is oversaturated. ADMA and industry professionals need to push for effective distribution of quasi-tailored messaging.”

.....

.....

“From a wholesale perspective, clients are reluctant to share campaign results, making ROI and decisions around future campaign choices difficult to calculate.”

.....

.....

“We are always facing problems of keeping up with what’s real and what’s a fad. Since the industry changes so frequently, the ability to adapt to useful trends and discard fads quickly is, and will most likely always remain, a challenge.”

.....

.....

“There is a lot of talk about leveraging big data, personalisation and predictive analytics, however finding companies who have actually implemented it successfully and vendors who can provide end-to-end solutions is proving elusive. Lots of talk, almost no walk!”

.....

.....

“The education industry should be at the forefront of new technologies, processes and leadership, but given the size, traditions and hierarchical structure of organisations at the top of this field, change is a slow process. A reliance on data is already important, but will become critical in the next two to three years. The education industry needs to adapt now, but the industry as a whole isn’t on board.”

.....

.....

“Integration is big for us... Getting the most from data that sits in various systems, accessing it and using it is a challenge.”

.....

.....

“We face heavy resource constraints. If we cannot prove a very large ROI in advance, we will not fund experimental work in the space of data-driven marketing. Thus, we keep doing what we always do even though we know it isn’t optimal. Unless we allocate funding to test true data-driven marketing, we cannot prove our traditional approaches are sub-optimal—but we won’t allocate funding until we prove that. It’s a chicken-before-the-egg problem.”

.....

.....

“Misinformed clients and dodgy business practices are affecting overall efficiency of the digital marketing industry.”

.....

.....

“Having multiple sources of customer data within multiple CRMs makes it difficult to sync and execute seamless segmentation and targeting exercises. Perhaps the biggest challenge—for our CRM programmers as well as a cultural challenge of our organization—is creating clean data entry. To yield that, we need a better relationship between sales (customer facing) staff and our marketing department.”

.....

Belgium



Belgium

PANEL:
116 TOTAL RESPONDENTS*

SURVEY TIMEFRAME:
JULY – SEPTEMBER 2014

* Not all respondents answered every question

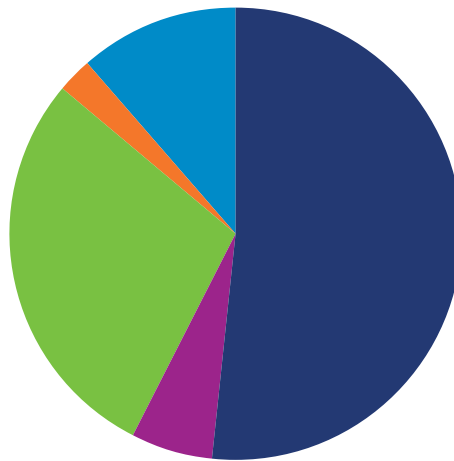
PRESENTING ASSOCIATION



The **Belgian Direct Marketing Association (bdma)** is a unique Belgian marketing platform that gathers advertisers, marketing service providers and experts. bdma defends the interests of its members, provides information and training and thus determines the image of direct marketing in Belgium. For more information, please visit www.bdma.be

PANEL COMPOSITION

How would you describe your principal role/business focus?

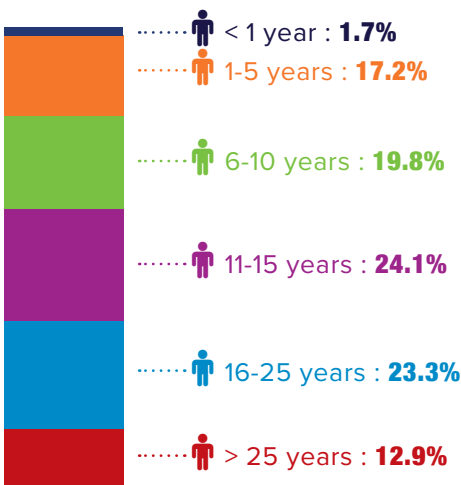


- **MARKETER/ADVERTISER : 51.7%**
- **PUBLISHER/MEDIA : 6.0%**
(focused on selling advertising)
- **PROVIDER OF MARKETING SERVICES : 28.4%**
(including data and agency services)
- **DEVELOPER OF ADVERTISING & MARKETING TECHNOLOGY : 2.6%**
- **OTHER : 11.2%**

EXPERIENCE

How many years of experience do you have with marketing and/or advertising?

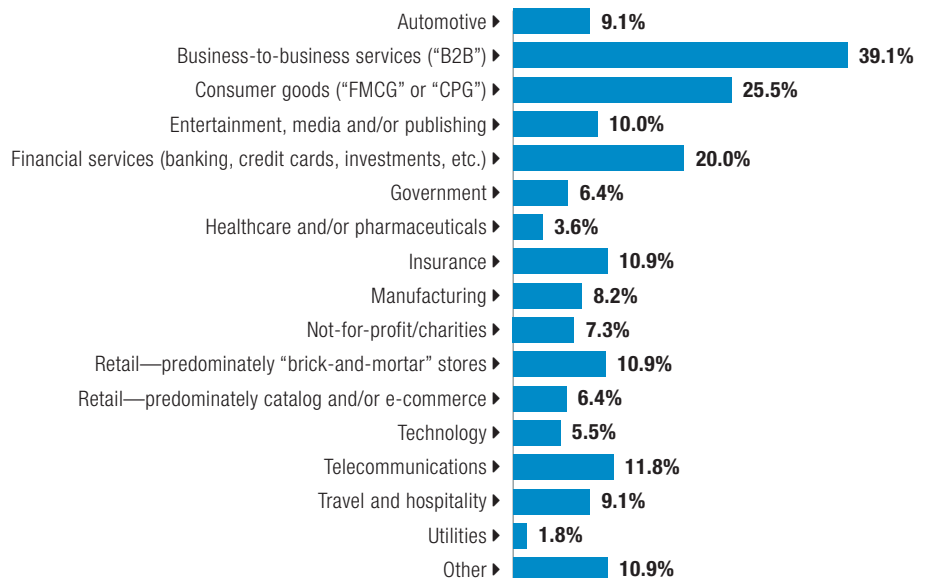
Please consider your current job and past professional roles that may apply.



INDUSTRY REPRESENTATION

Within which of the following vertical markets are your professional efforts most intensively concentrated?

Displaying panelists' "top three" responses

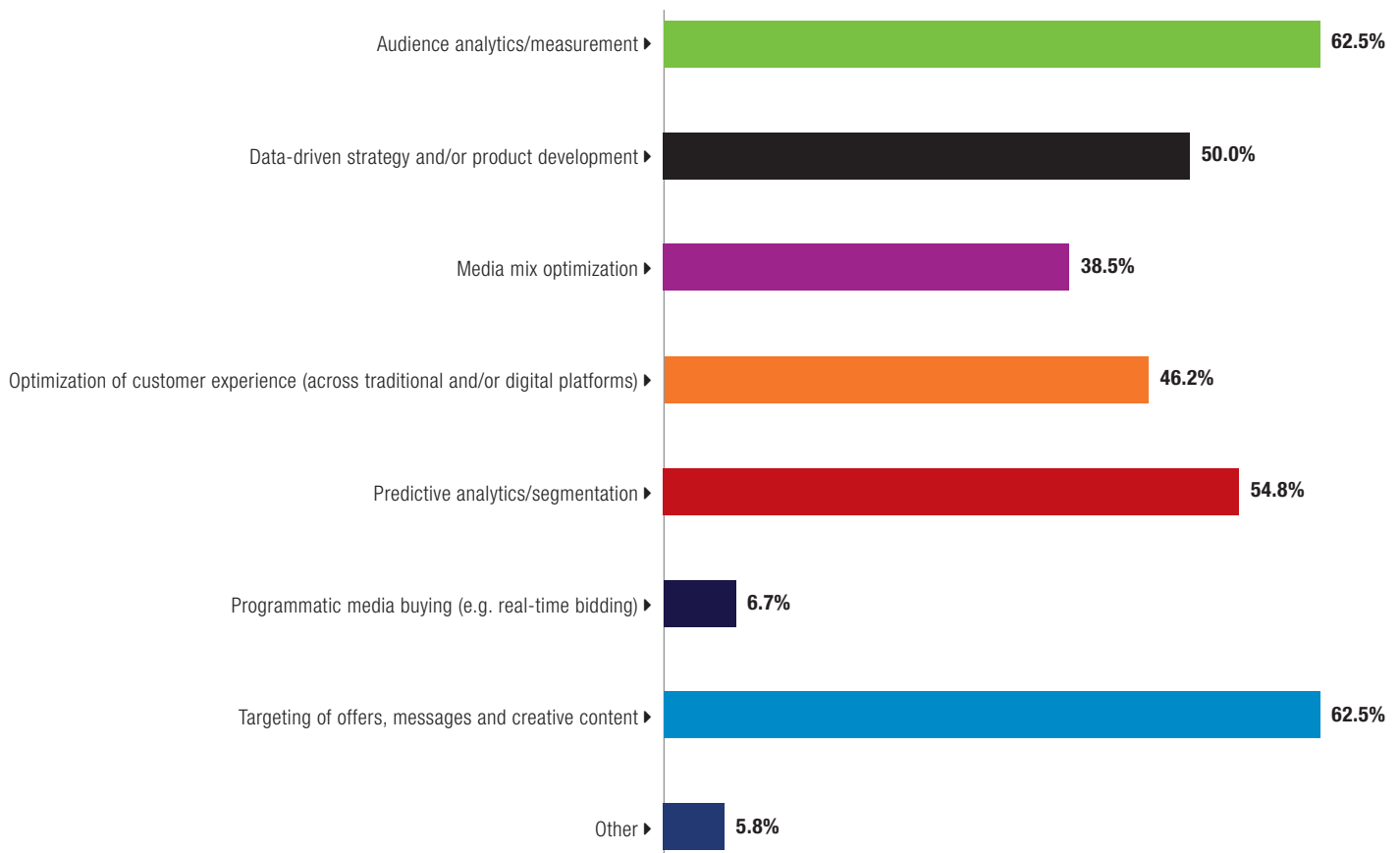


What is “DDMA”? How is it practiced?

- A majority of Belgian panelists—62.5 percent—are focusing equal attention on the targeting of offers and audience analytics as the primary focal points of their DDMA efforts. Though the targeting emphasis is consistent with responses reported worldwide, Belgians are substantially more concerned with analytics than their global peers, only 44.4 percent of whom said that such activity represented a pillar of their DDMA effort
- Over the last year, Belgians accelerated their spending the most on website and e-commerce experience and social media engagement. Panelists expect to continue accelerating the flow of funds to these core digital channels over the coming year, during which they also plan to increase spending on digital display advertising and search marketing
- From a functional perspective, Belgian panelists said they increased spending the most on digital campaign execution and audience analytics over the past year. Data and database management are expected to capture increased investment in the year ahead

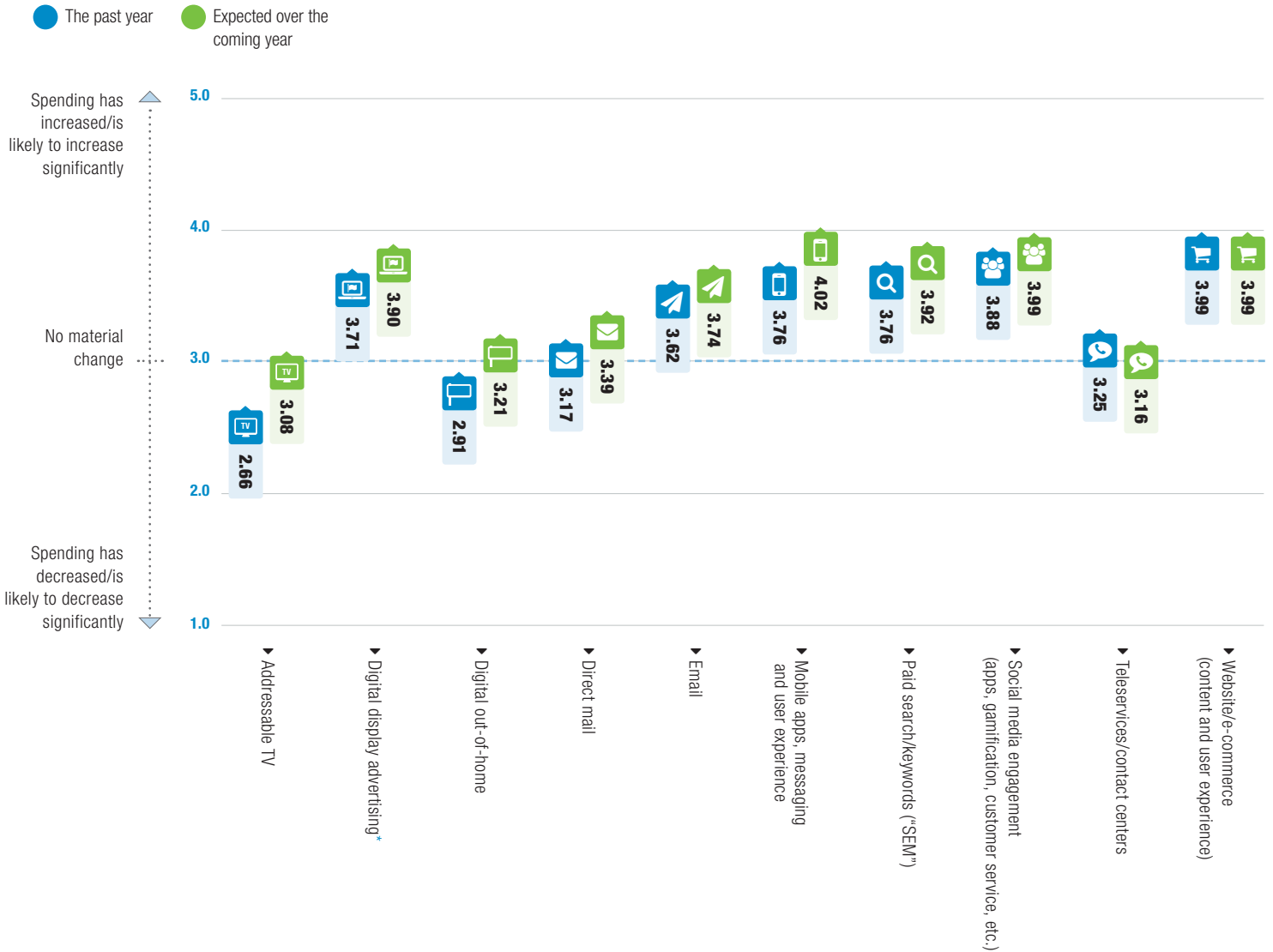
DDMA DEFINED

“My practice of data-driven marketing and advertising is characterized by a focus on...”



SPENDING ON DDMA CHANNELS

How has your (or your clients') spending on each of the following data-driven marketing and advertising channels changed over the **past** year? How do you expect spending to change over the **next** year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

SPENDING ON DDMA FUNCTIONS

How has your (or your clients') spending on each of the following data-driven marketing and advertising campaign execution functions changed over the **past** year? How do you expect spending to change over the **next** year?

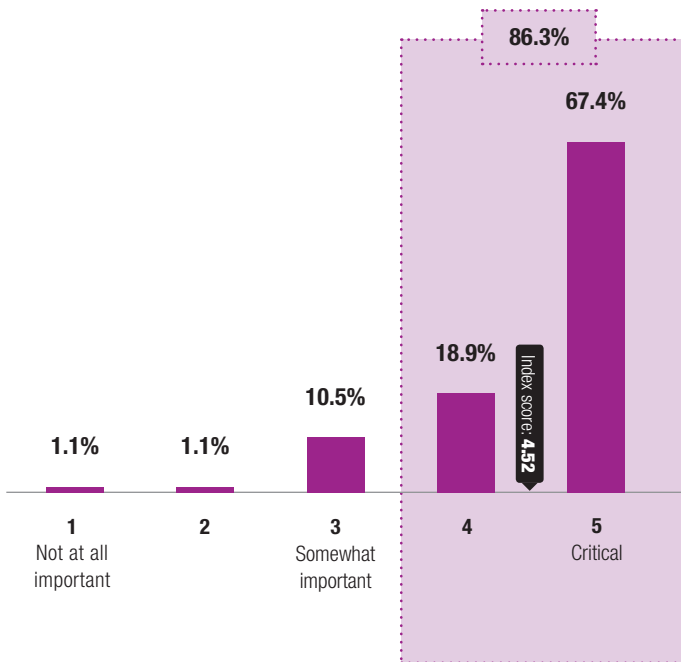


How does data impact marketing and advertising performance?

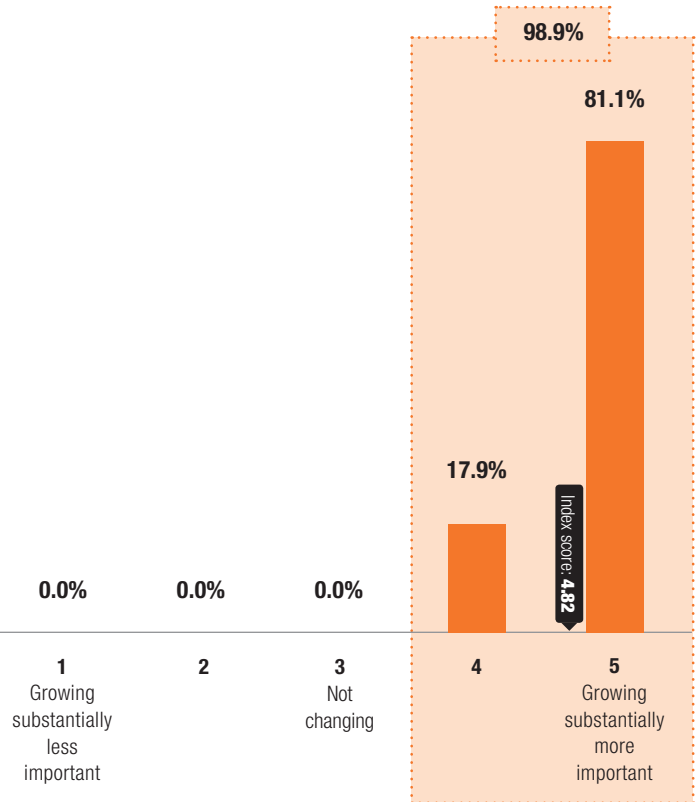
- Belgian panelists said that data plays a slightly more important role in their advertising and marketing efforts than is typical on a global basis, reporting an index score of 4.52 on a 1-to-5 scale (with 5 indicating data is “critical” to advertising and marketing). Globally, panelists reported a comparable benchmark of 4.34
- A substantial majority of Belgian panelists (76.8 percent) were bullish in the use of data in their marketing efforts, though that confidence was tempered slightly when compared to the global response; panelists reported a “confidence index” of 4.18 (on a scale of 1-to-5, with 5 indicating “extreme” confidence in the practice of DDMA and its growth prospects), compared to the global benchmark of 4.24
- Approximately half of Belgian panelists increased spending on DDMA over the past year, less than the 63.2 percent of global panelists who grew their spending in the same period. A majority of Belgian panelists do, however, expect related spending to increase in the year ahead
- Among individual DDMA media, the teleservices/ call center channel posted the most significant performance improvement over the past year in the Belgian marketplace; likewise, Belgian practitioners cited the teleservices medium as delivering much greater performance than was reported globally (indexed here at 4.04 on a scale of 1-to-5, with 5 indicating performance improved “substantially,” compared to 3.56 among global panelists)

IMPORTANCE OF DATA

How important is data to your (or your clients') current marketing and advertising efforts?

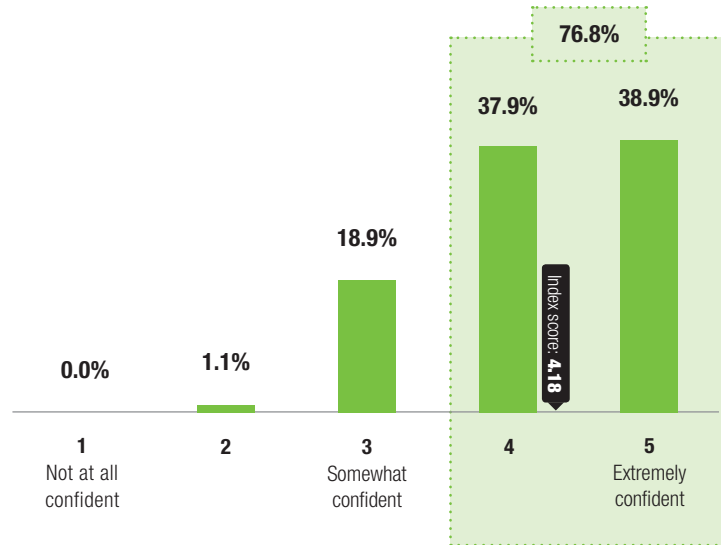


Thinking toward the future, how do you believe data's role is changing with respect to your (or your clients') marketing and advertising efforts?



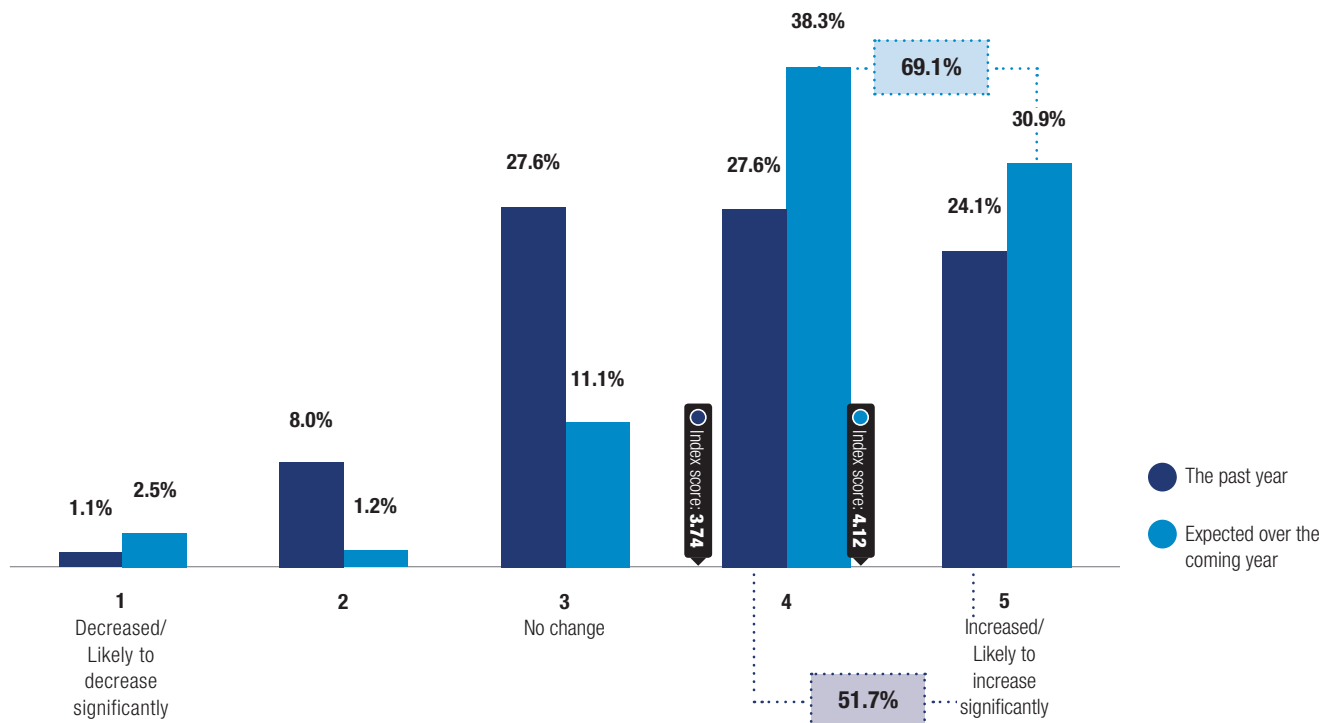
CONFIDENCE IN DDMA

Thinking in general about your current business activities and conditions within your respective marketplace, how confident are you in the value of “data-driven marketing and advertising” and its prospects for future growth?



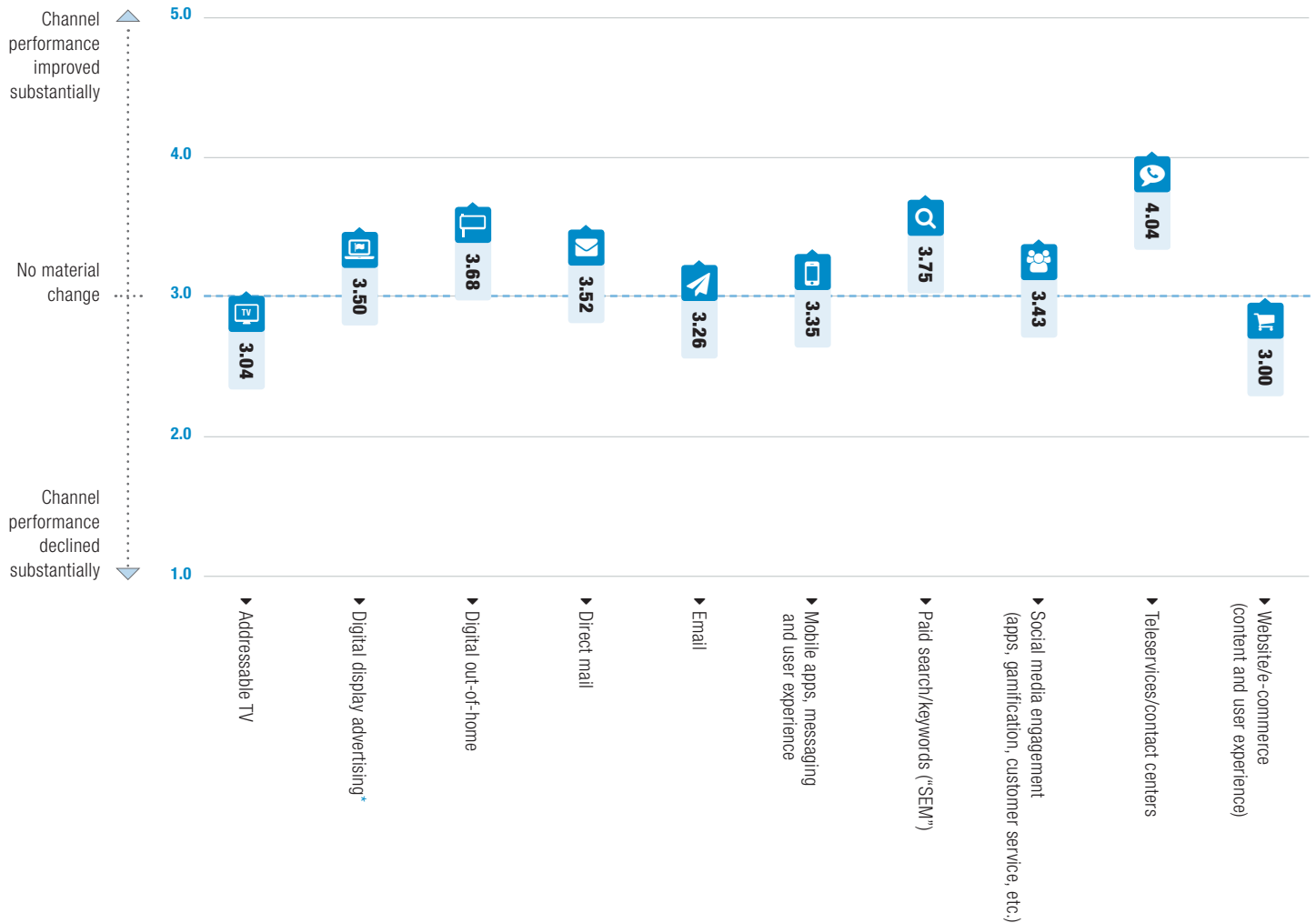
DDMA EXPENDITURES

How has your (or your clients') spending on data-driven marketing and advertising changed over the past year? How do you expect your (or your clients') spending on data-driven marketing will change next year?



CHANNEL PERFORMANCE

Thinking about the results generated by each of your (or your clients') data-driven marketing and advertising channels, how has the performance of each of the following changed over the past year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

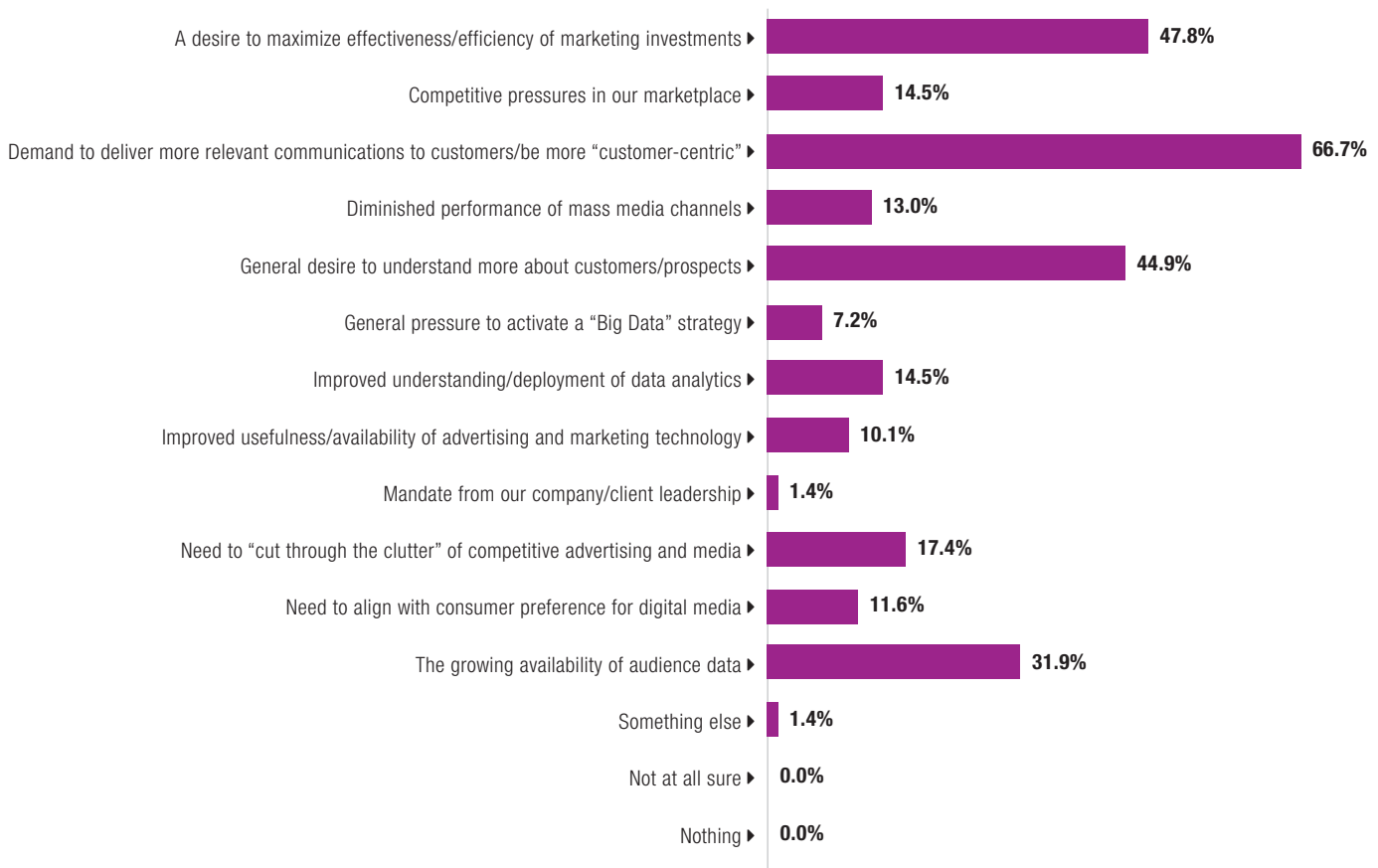
What's driving the practice of DDMA? What's inhibiting it?

- Two-thirds of Belgian panelists said their DDMA activities are driven by the desire to be more “customer-centric”
- Panelists said DDMA activity in the Belgian market is most inhibited by budget availability and inefficient business processes
- Regulatory barriers pose less of a threat to DDMA efforts in Belgium than they do globally; Belgian panelists indexed the impact of regulation at 2.77 on a scale of 1-to-5 (where 5 indicates regulation “substantially” limits DDMA activity), compared to the global benchmark of 2.94

FACTORS DRIVING DDMA

Displaying panelists’ “top three” responses

Which of the following factors, if any, are most responsible for driving your (or your clients’) investment in data-driven marketing and advertising?



FACTORS INHIBITING DDMA

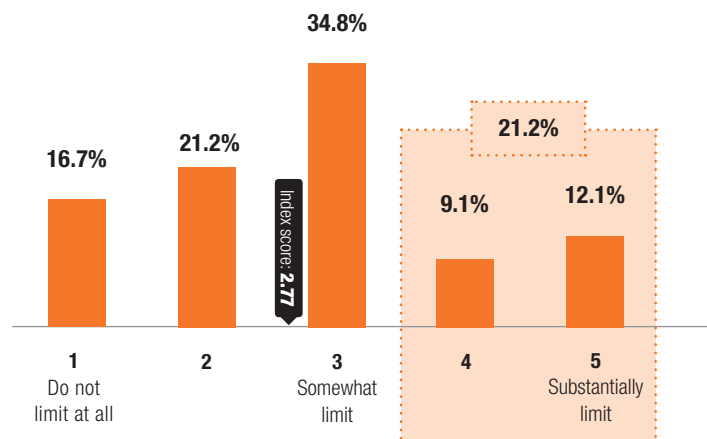
Displaying panelists' "top three" responses

Which of the following factors, if any, are most responsible for inhibiting your (or your clients') investment in data-driven marketing and advertising?



IMPACT OF REGULATION

To what extent are regulatory barriers in your marketplace (e.g. limits on access to data, requirements for affirmative consumer opt-in to marketing communications, etc.) actively limiting your ability to pursue data-driven marketing and advertising initiatives?



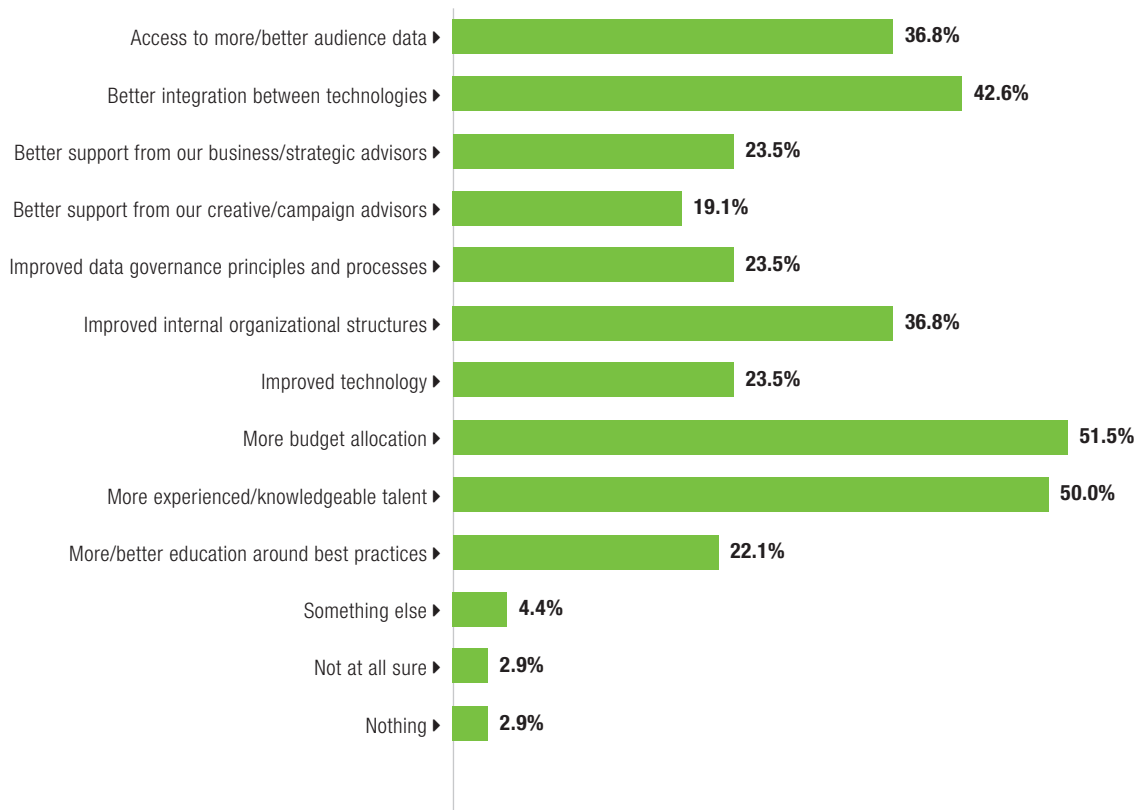
What do practitioners need to derive greater value from DDMA?

- Similar to their global peers, Belgian panelists said more budget allocation, experienced talent and better integration between technologies would improve their DDMA practices
- Data modeling and predictive analytics skills are expected to be a significant investment priority over the next three years in the Belgian market

REQUIRED RESOURCES

Displaying panelists' "top three" responses

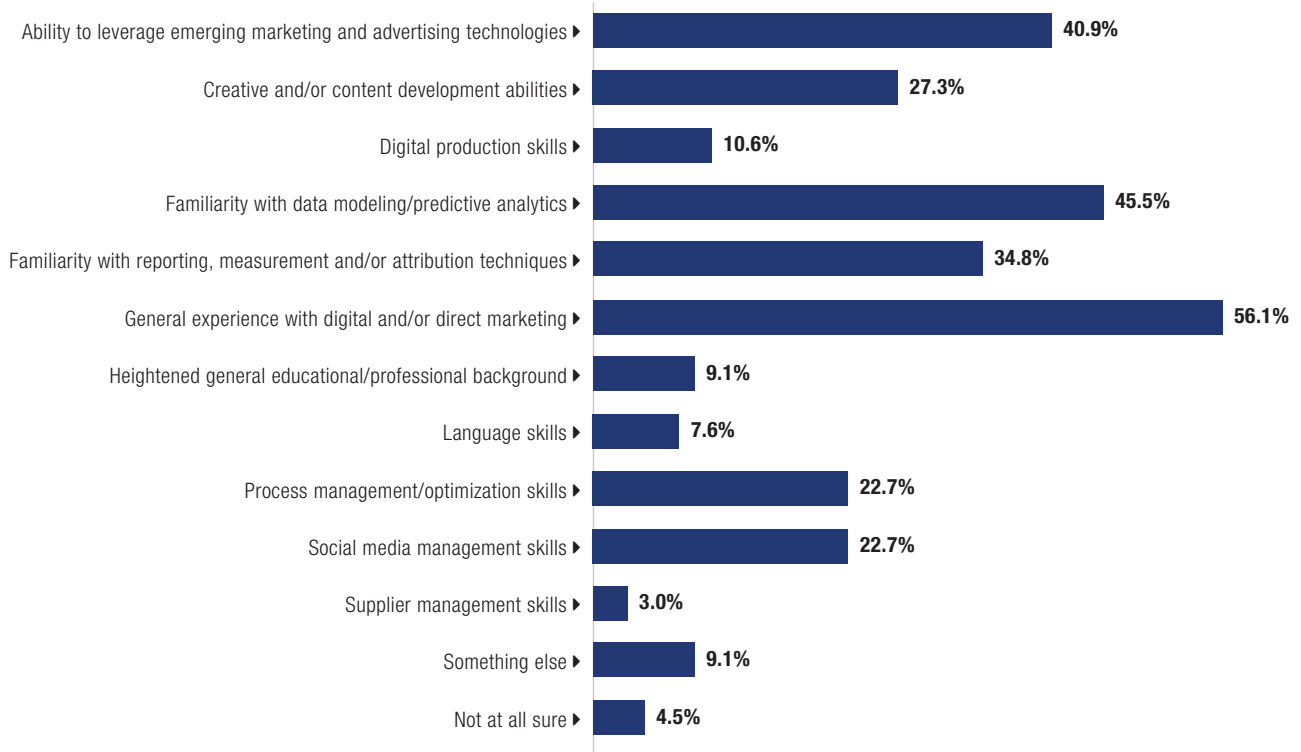
Which of the following resources would most significantly advance your (or your clients') efforts to generate value from data-driven marketing and advertising efforts?



REQUIRED SKILLS

Displaying panelists' "top three" responses

Thinking about your ongoing staffing and talent development efforts, which of the following skill sets represent your most significant priorities for investment and/or enrichment over the next three years?



SELECT PANELIST FEEDBACK

“What other opportunities and/or challenges are you confronting in your practice of data-driven marketing and advertising?”

“One of the biggest challenges is to involve our management in this story and to convert abstract terminology/figures into results that will convince them of the added value of data-driven marketing.”

“Insufficient knowledge at the senior decision-making level obstructs initiatives.”

“The challenge is to break down the silos within sales channels and push the integration of the channels that reinforce each other. Our primary sales channel is our field force, but we need telesales and e-commerce to be integrated in the process.”

“Our issue is that our database quality is lacking.”

“The biggest priority is to develop a good structure/vision as a company to be able to implement data-driven mar-com. It requires years of experience, a clear management vision, and financial resources to build a good structure.”

“From data to data-quality; data-quality to data-insights; data-insights to data-action; data-action to real-time triggered cross-channel communication: the first and the last step are the most difficult.”

“Integration and interaction between channels/devices is a challenge to achieve, as is ensuring respect of consumers when using their data cross-channel.”

Brazil





Brazil

PANEL:
442 TOTAL RESPONDENTS*

SURVEY TIMEFRAME:
JULY – SEPTEMBER 2014

* Not all respondents answered every question

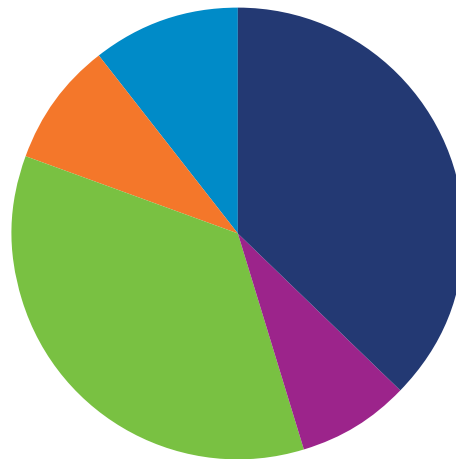
PRESENTING ASSOCIATION

ABEMD is a not-for-profit civil entity founded in 1976 to organize individuals and companies interested in direct marketing. ABEMD works to incentivize, value, develop and promote direct marketing in Brazil. The association includes companies that render services in several areas of direct marketing as well as corporations that use these tools within their communication and marketing strategies. For more information, please visit www.abemd.org.br



PANEL COMPOSITION

How would you describe your principal role/business focus?

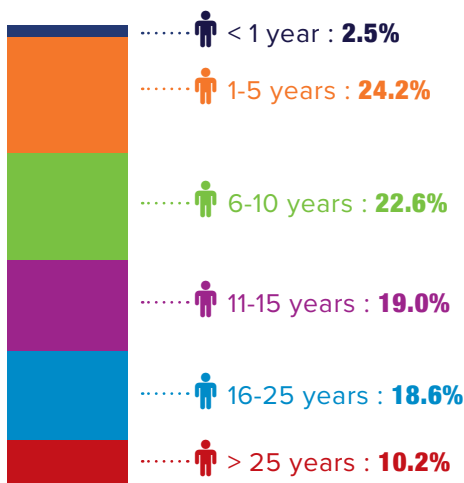


- **MARKETER/ADVERTISER : 37.3%**
- **PUBLISHER/MEDIA : 8.1%**
(focused on selling advertising)
- **PROVIDER OF MARKETING SERVICES : 35.3%**
(including data and agency services)
- **DEVELOPER OF ADVERTISING & MARKETING TECHNOLOGY : 8.8%**
- **OTHER : 10.4%**

EXPERIENCE

How many years of experience do you have with marketing and/or advertising?

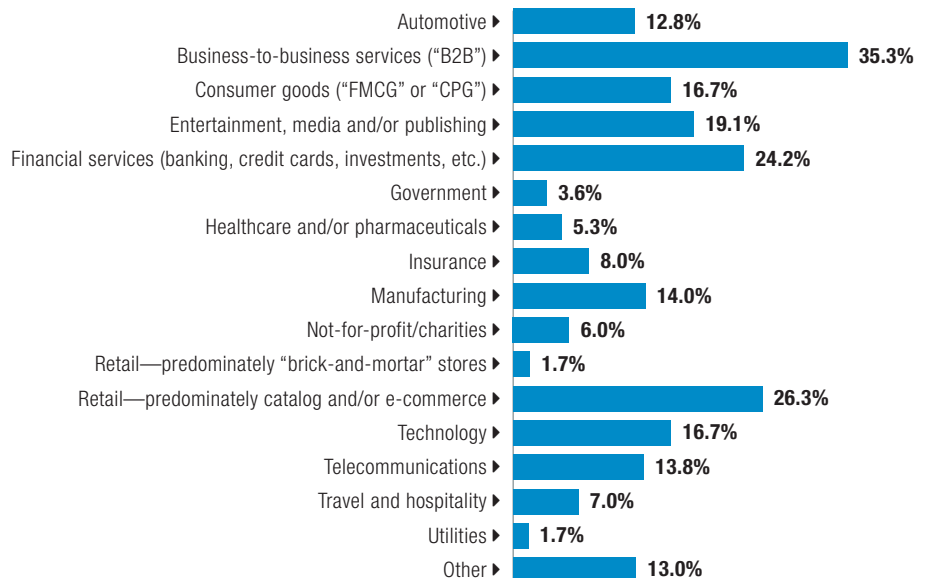
Please consider your current job and past professional roles that may apply.



INDUSTRY REPRESENTATION

Within which of the following vertical markets are your professional efforts most intensively concentrated?

Displaying panelists' "top three" responses

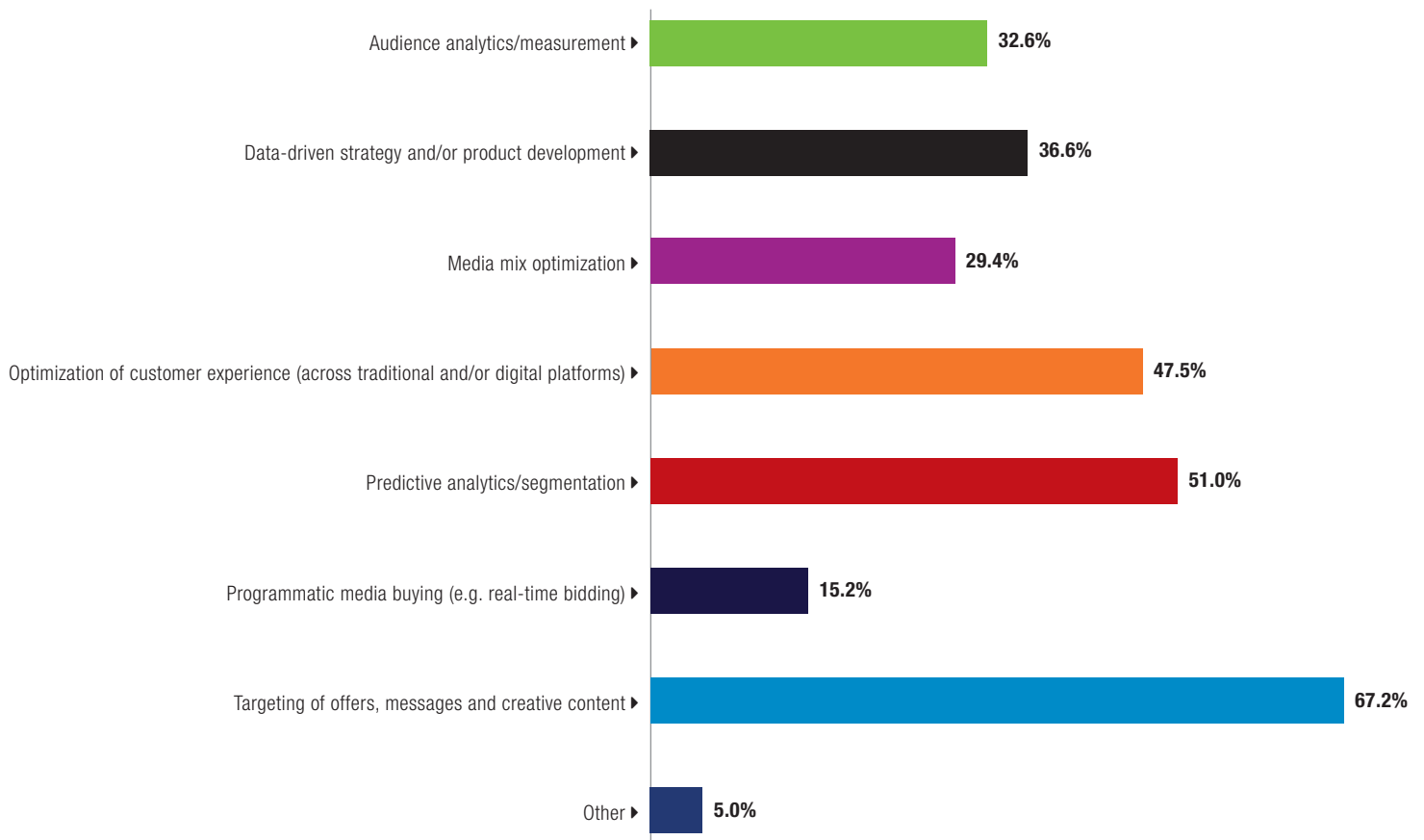


What is “DDMA”? How is it practiced?

- DDMA spending growth in Brazil increased the most across digital channels over the past year (website and e-commerce user experience, social media, digital display advertising and mobile channels posted the largest year-over-year gains), with rates of investment growth outpacing global averages. Panelists expect high levels of spending growth to continue over the coming year
- From a functional perspective, Brazilian panelists grew their investment in digital campaign execution and analytics most over the past year and expect to continue aggressive spending growth in these areas over the next 12 months

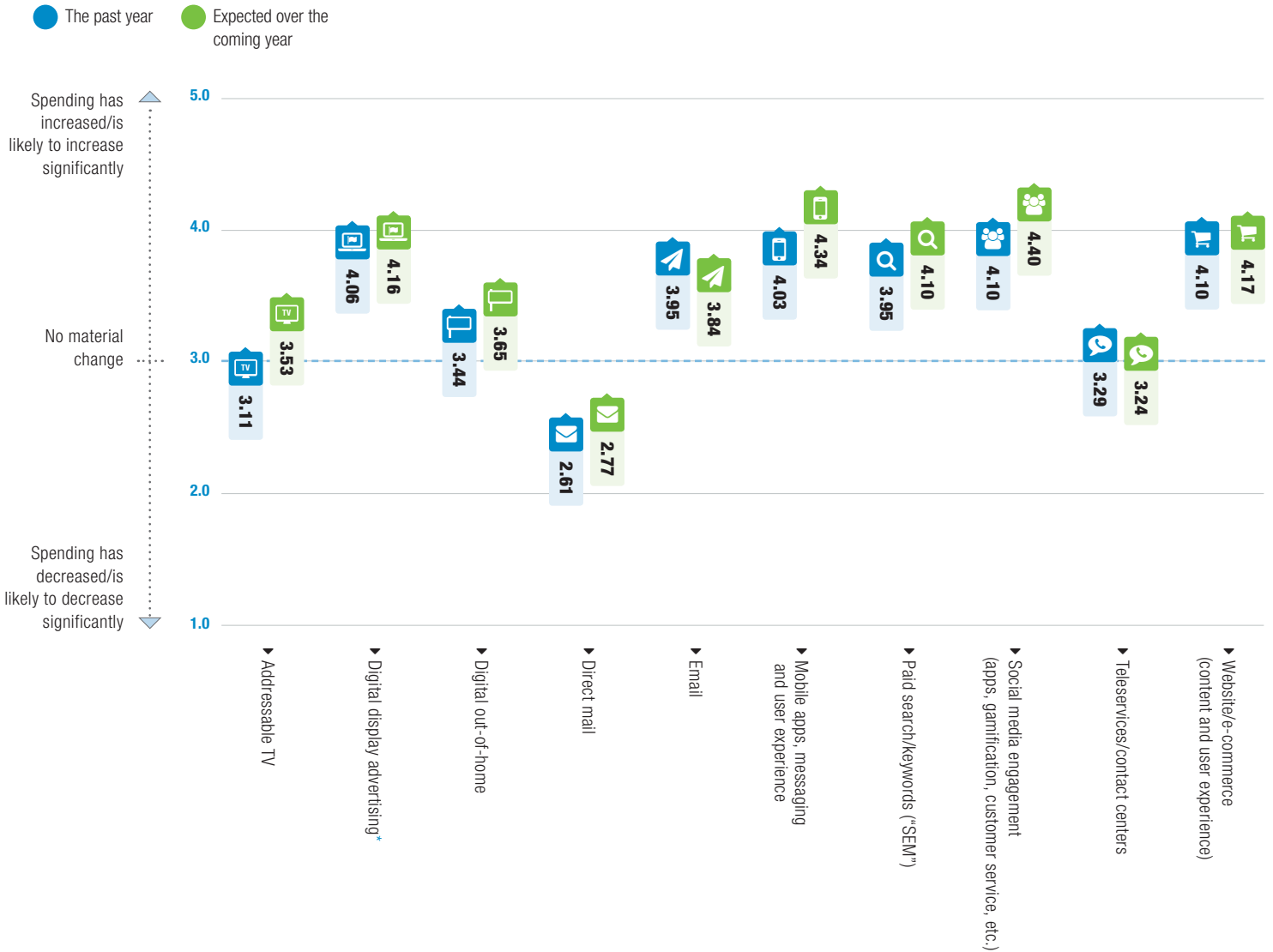
DDMA DEFINED

“My practice of data-driven marketing and advertising is characterized by a focus on...”



SPENDING ON DDMA CHANNELS

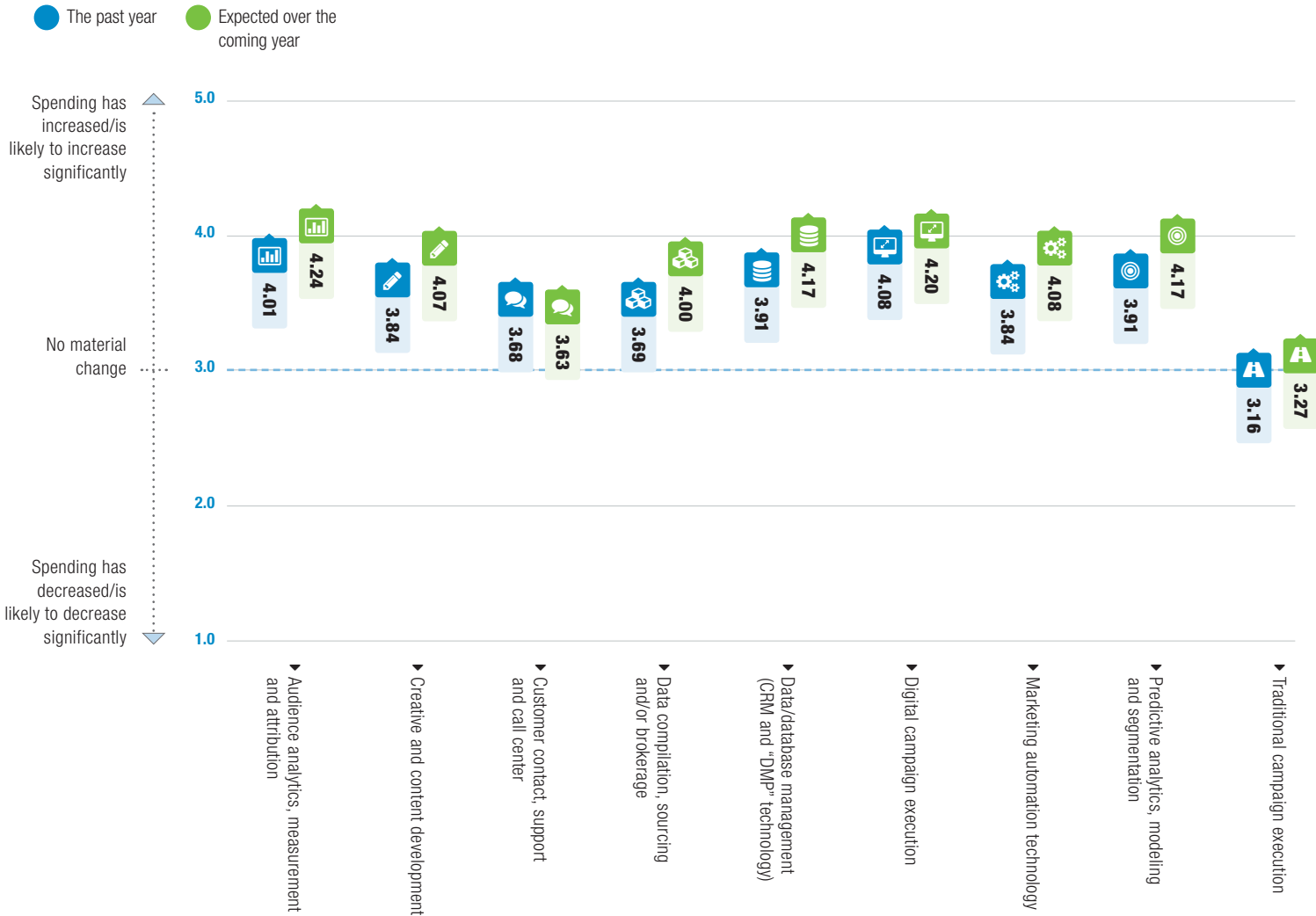
How has your (or your clients') spending on each of the following data-driven marketing and advertising channels changed over the **past** year? How do you expect spending to change over the **next** year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

SPENDING ON DDMA FUNCTIONS

How has your (or your clients') spending on each of the following data-driven marketing and advertising campaign execution functions changed over the **past** year? How do you expect spending to change over the **next** year?

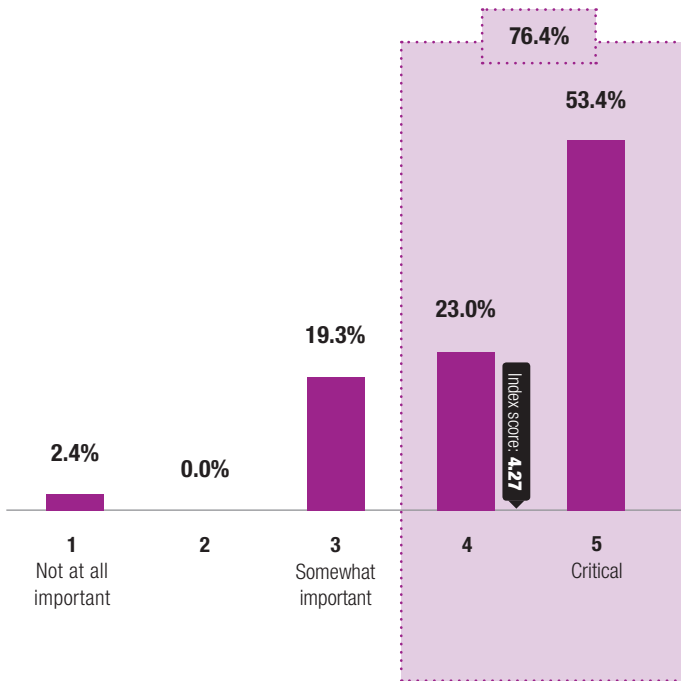


How does data impact marketing and advertising performance?

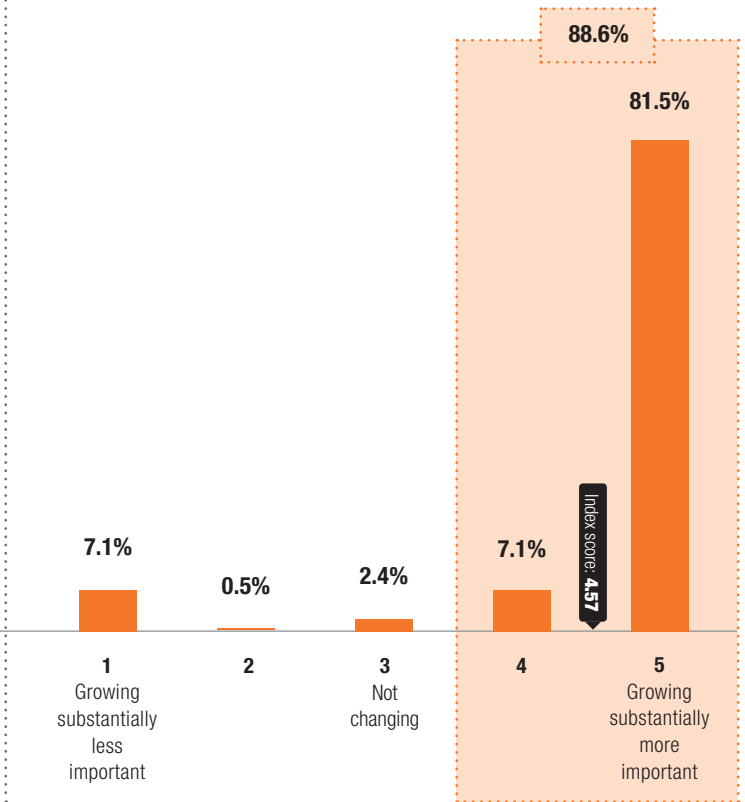
- Although 76.4 percent of Brazilian panelists indicated data is important to their advertising and marketing efforts—and 88.6 percent said it’s growing more important—this enthusiasm slightly lags the global average. On a scale of 1-to-5 (with 5 indicating data is “critical”), Brazilian panelists assessed data’s current contribution to their advertising and marketing programs with an index score of 4.27, lower than the 4.34 global average. Looking ahead, panelists indexed data’s growing importance with a rating of 4.57 on the same scale (once again lagging the slightly higher global index of 4.66)
- Brazilian panelists are bullish about DDMA’s growth potential in their market. Practitioners indicated high levels of confidence, assigning a “confidence index” of 4.39 (on a 1-to-5 scale, with 5 indicating “extreme” confidence in DDMA and its growth prospects), outpacing the global benchmark of 4.24
- Two-thirds of Brazilian panelists (66.2 percent) said they increased spending on DDMA initiatives over the past year—slightly more than the global average of 63.2 percent who said the same. 76.2 percent of Brazilian panelists also said they expect to grow related investments next year
- Panelists reported that the digital out-of-home media and customer contact center channels performed better in Brazil, on average, than they did in other global markets, while social media returns lagged slightly compared to global benchmarks

IMPORTANCE OF DATA

How important is data to your (or your clients') current marketing and advertising efforts?

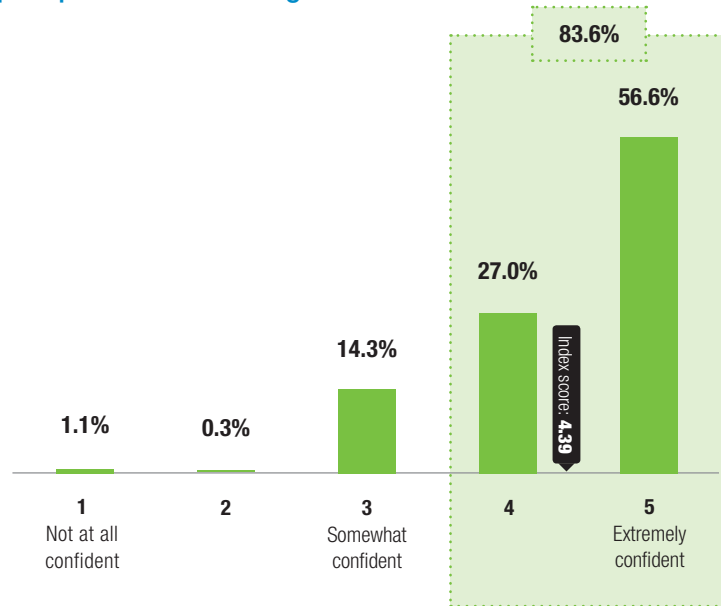


Thinking toward the future, how do you believe data's role is changing with respect to your (or your clients') marketing and advertising efforts?



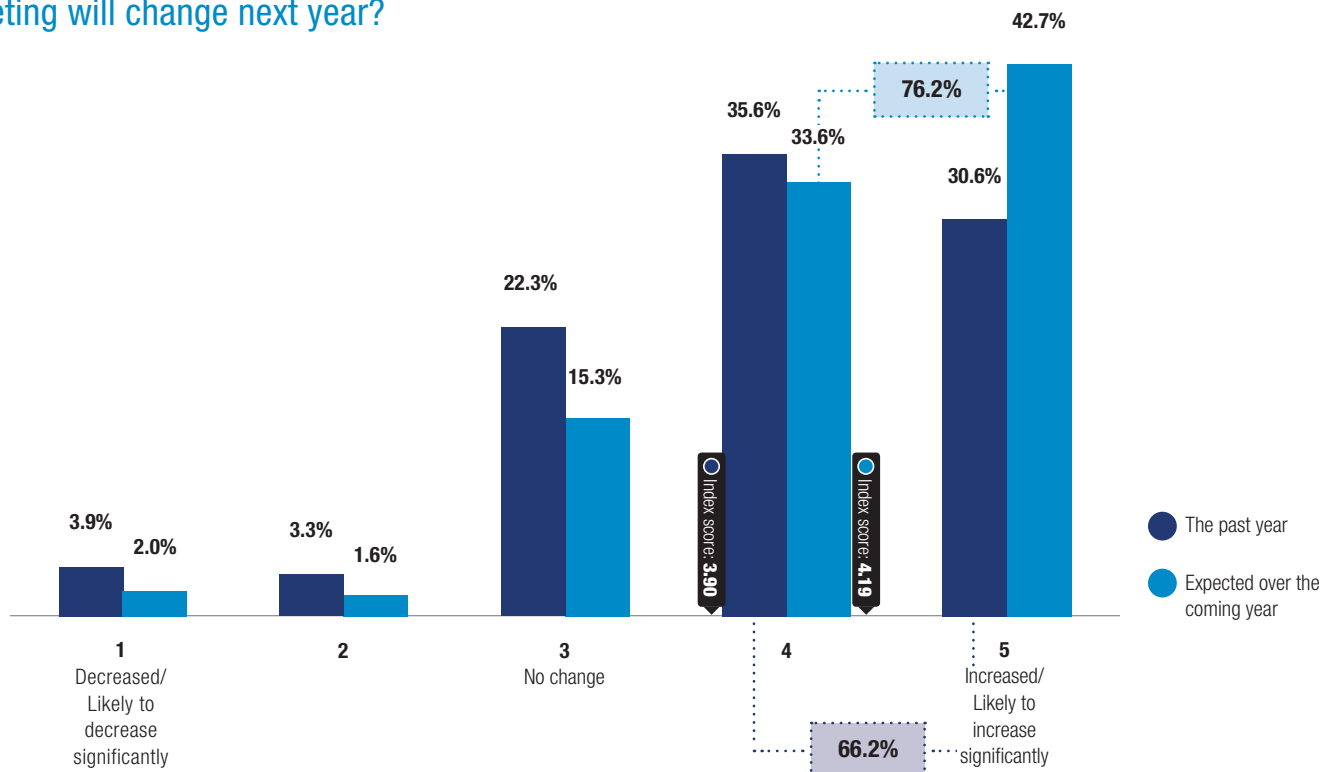
CONFIDENCE IN DDMA

Thinking in general about your current business activities and conditions within your respective marketplace, how confident are you in the value of “data-driven marketing and advertising” and its prospects for future growth?



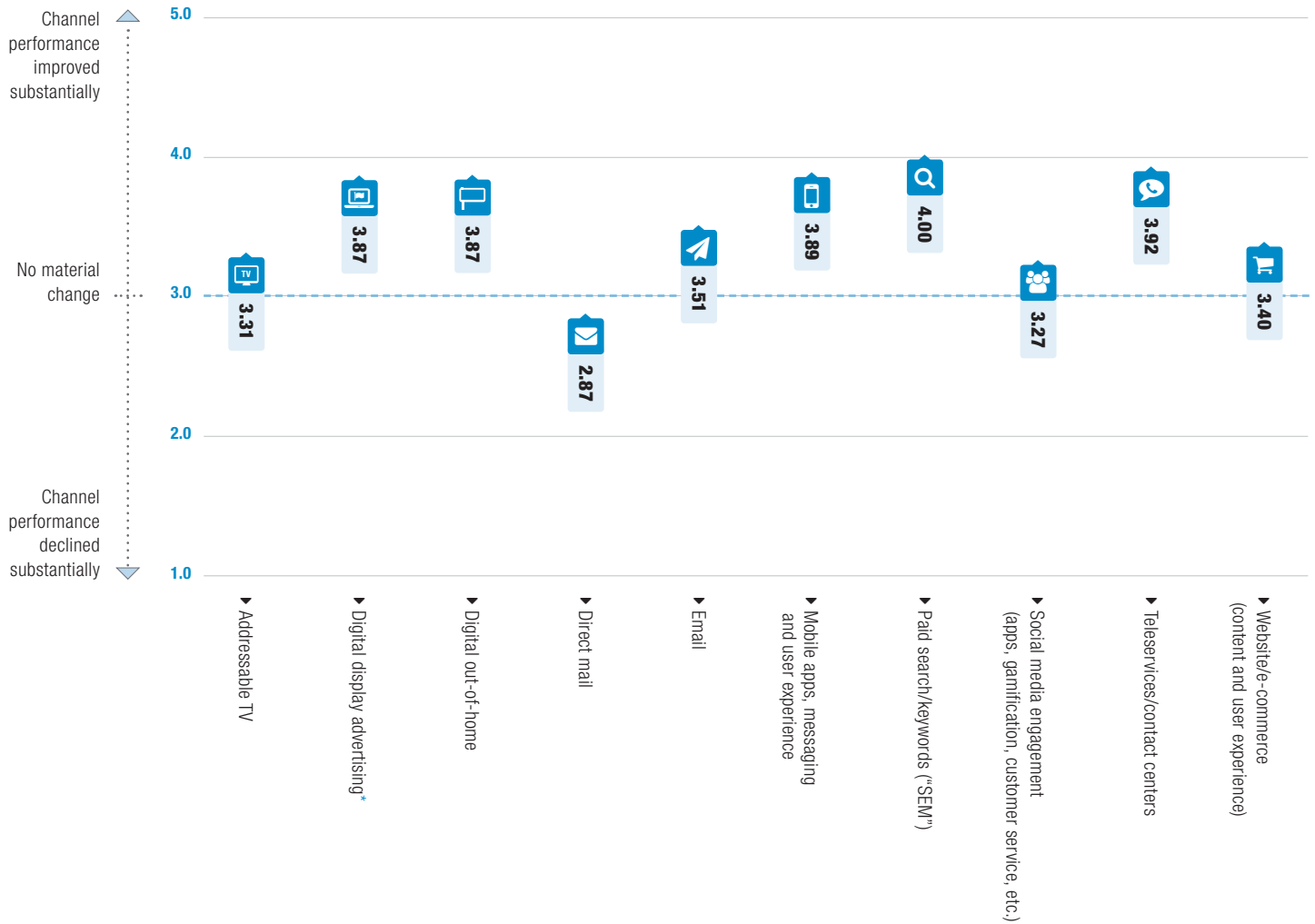
DDMA EXPENDITURES

How has your (or your clients') spending on data-driven marketing and advertising changed over the past year? How do you expect your (or your clients') spending on data-driven marketing will change next year?



CHANNEL PERFORMANCE

Thinking about the results generated by each of your (or your clients') data-driven marketing and advertising channels, how has the performance of each of the following changed over the past year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

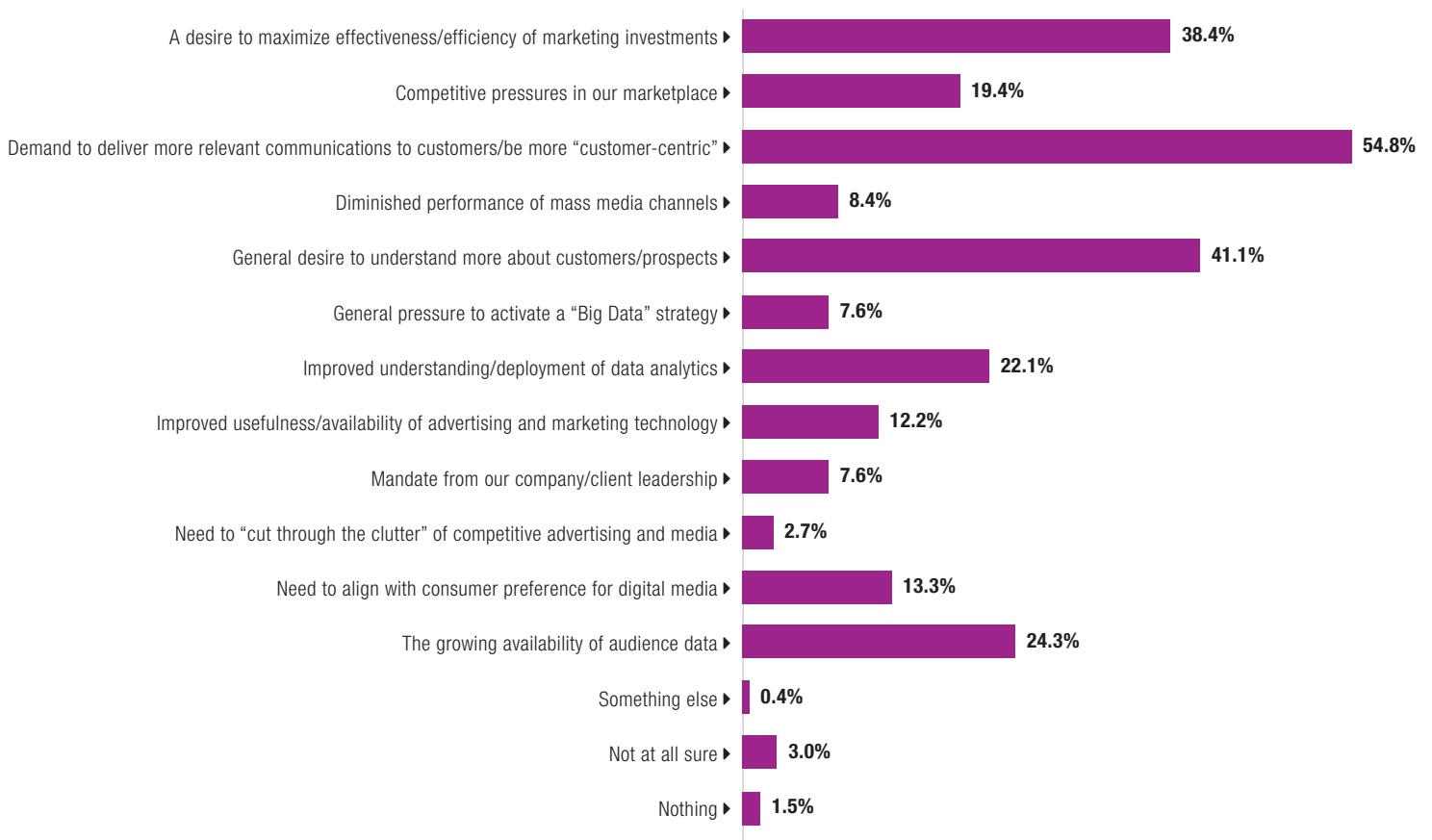
What's driving the practice of DDMA? What's inhibiting it?

- Similar to global panelists, Brazilian practitioners said their DDMA efforts are driven most by a desire to understand customers in order to interact with them more relevantly, as well as a desire to maximize the impact of marketing investments
- As reported elsewhere around the world, limited availability of budgets and inefficient business processes represent the most substantial obstacles to DDMA efforts in Brazil
- More Brazilian panelists said regulatory interference represents an obstacle to their DDMA efforts than was typical across the global panel; 32.3 percent of Brazilian panelists said regulatory barriers limit their DDMA efforts, compared to 24.8 percent of panelists worldwide. When asked to rate the impact of regulatory barriers, Brazilian panelists assigned an index score of 3.07 (on a 1-to-5 scale with 5 indicating regulatory barriers “substantially” limit DDMA), higher than the global benchmark index score of 2.94

FACTORS DRIVING DDMA

Displaying panelists' “top three” responses

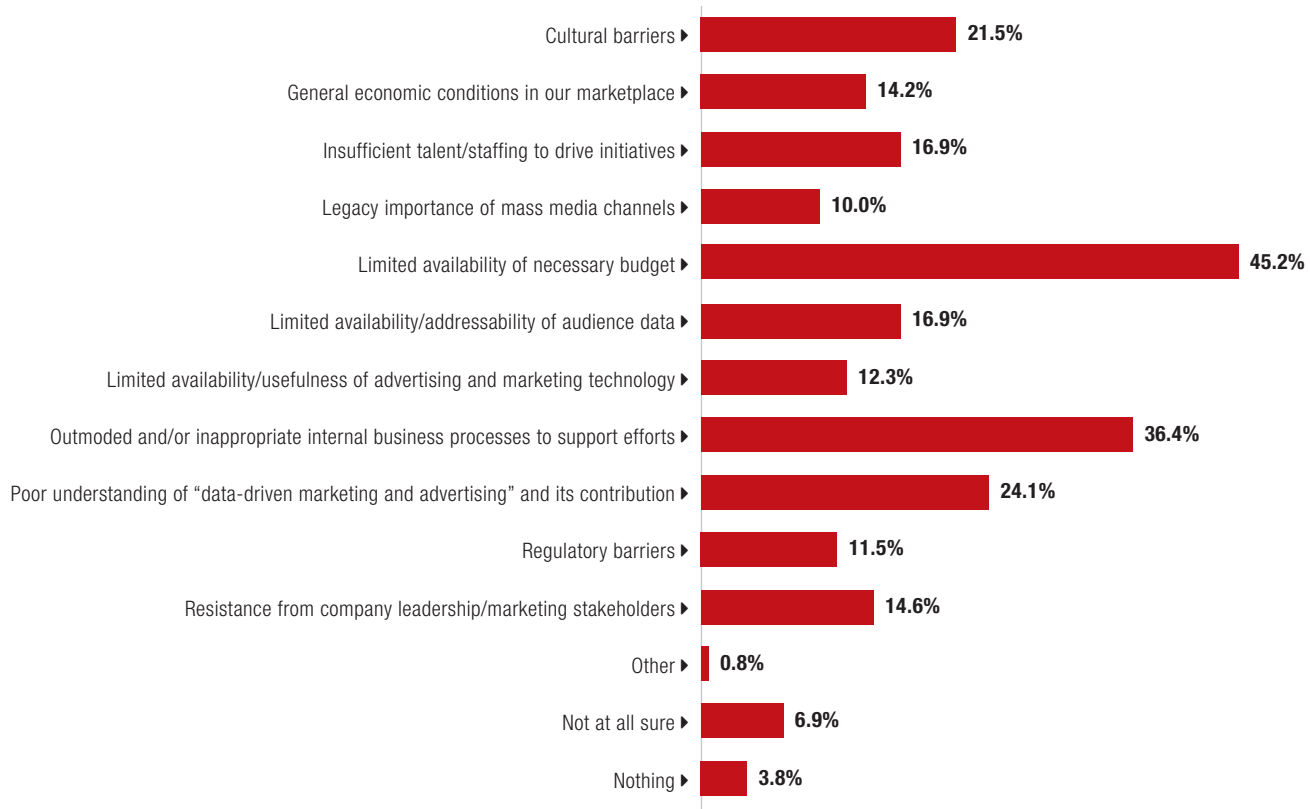
Which of the following factors, if any, are most responsible for driving your (or your clients’) investment in data-driven marketing and advertising?



FACTORS INHIBITING DDMA

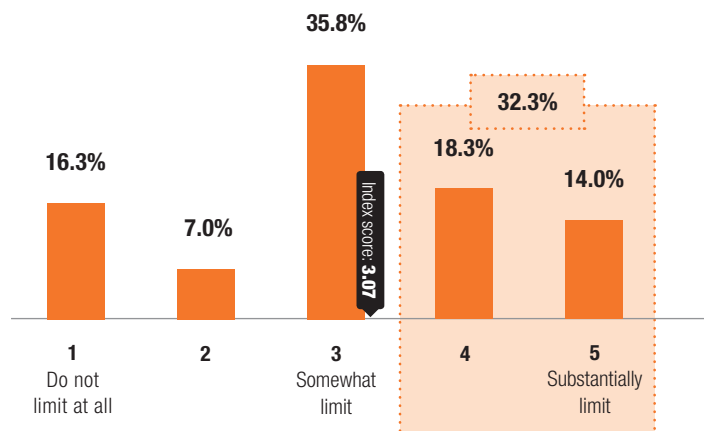
Displaying panelists' "top three" responses

Which of the following factors, if any, are most responsible for inhibiting your (or your clients') investment in data-driven marketing and advertising?



IMPACT OF REGULATION

To what extent are regulatory barriers in your marketplace (e.g. limits on access to data, requirements for affirmative consumer opt-in to marketing communications, etc.) actively limiting your ability to pursue data-driven marketing and advertising initiatives?



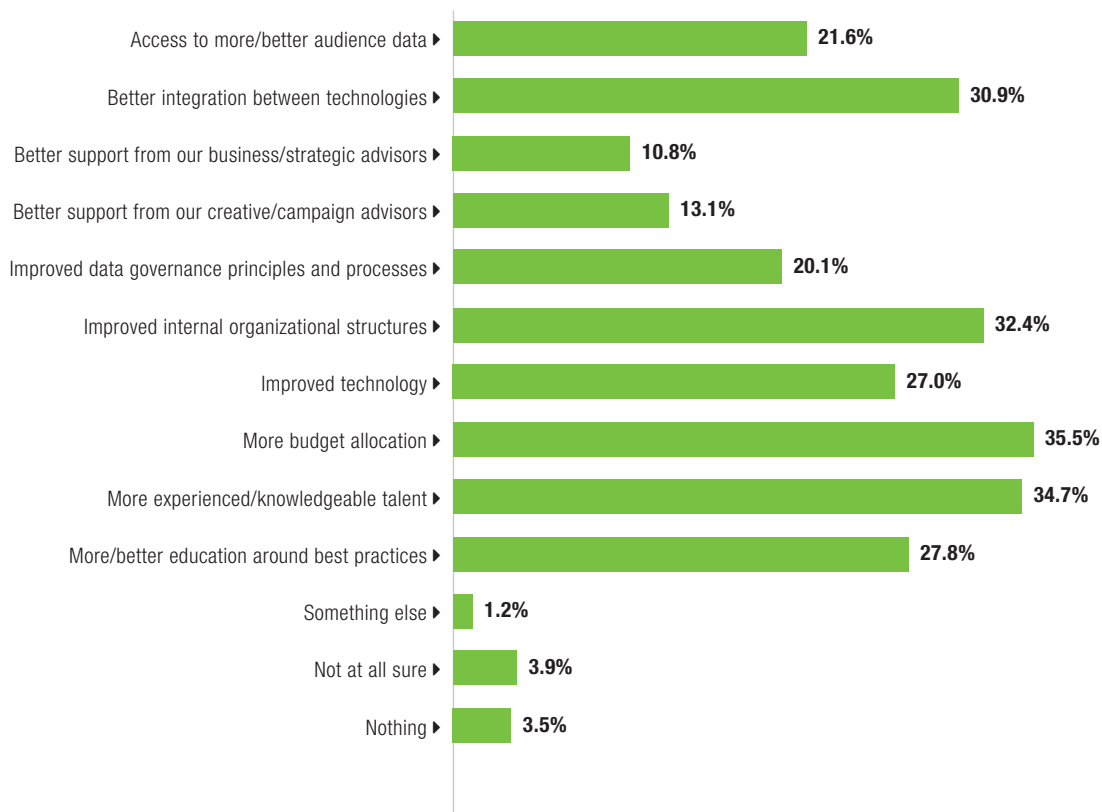
What do practitioners need to derive greater value from DDMA?

- Brazilian panelists joined their global peers in noting that their DDMA efforts would benefit most from additional budget, more experienced talent and improved organizational processes
- Thinking about investment priorities for the next three years, Brazilian panelists reported particular interest in hiring practitioners experienced in leveraging marketing and advertising technology platforms

REQUIRED RESOURCES

Displaying panelists' "top three" responses

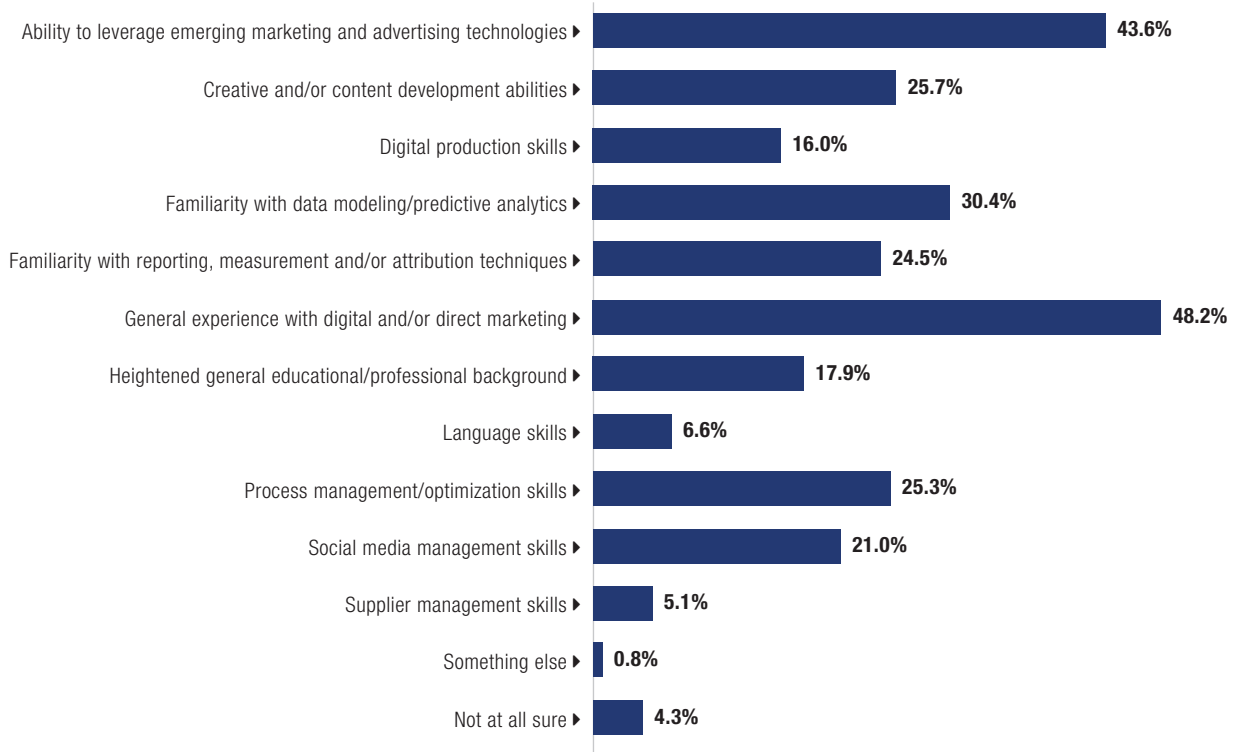
Which of the following resources would most significantly advance your (or your clients') efforts to generate value from data-driven marketing and advertising efforts?



REQUIRED SKILLS

Displaying panelists' "top three" responses

Thinking about your ongoing staffing and talent development efforts, which of the following skill sets represent your most significant priorities for investment and/or enrichment over the next three years?



SELECT PANELIST FEEDBACK

“What other opportunities and/or challenges are you confronting in your practice of data-driven marketing and advertising?”

“The main barrier is silos within client organizations and the dominance of media TV (which will linger for a while longer but decrease over time).”

“We need better integration between the CRM and digital social media worlds.”

“The untidy accumulation of information is causing a lack of information governance. There is a lot of stored information, but only ten percent is translated into value.”

“The main barrier is the lack of knowledge among marketers on the importance of looking at results and customer data to generate more relevant content and improve segmentation. Marketing in general is still very much focused only on making a beautiful campaign!”

“The market is not ready—in terms of knowledge and skills—to deal with innovative technologies.”

“Pressure for measurable results in marketing is certainly the greatest opportunity we have. The biggest barrier is the entrenched culture of paid media sales.”

“It is difficult to analyze the return on investment of all channels.”

“My main difficulty is related to the culture of the organization where I work, and its inability to update processes, technologies and people in due time.”

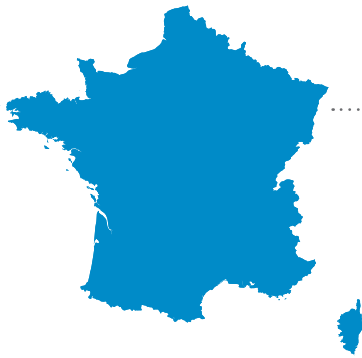
“The availability of data/technology to manage information is not a big problem, but the unfamiliarity of most companies with the capture, storage, organization and use of information primarily related to customer relationships seems to be a major obstacle for evolution in this market. Additionally, distance between the company and its audience creates a gap between communication and deliverables to customers. It is necessary to create an opening from both sides (company and audience) for a true dialogue.”

“Customer data is not integrated into a single, concise basis for analysis, and therefore we need to invest in building marketing databases before promoting business-driven data.”

“Agencies have the power to buy mass media and the money to hire the best people, but that maintains the cycle of not investing heavily in data-driven marketing—they focus on TV.”

France





France

PANEL:
40 TOTAL RESPONDENTS*

SURVEY TIMEFRAME:
JULY – SEPTEMBER 2014

* Not all respondents answered every question

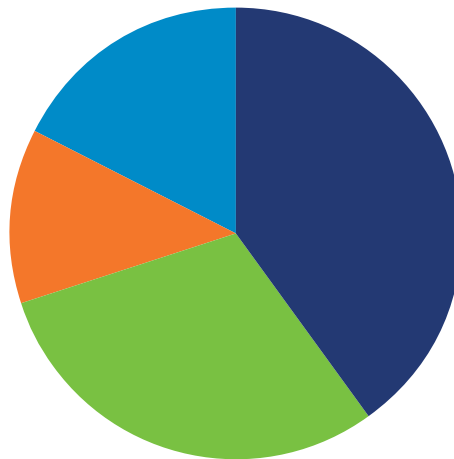
PRESENTING ASSOCIATION

Adetem is a French non-profit, established in 1954, offering 1,500 members (mainly CMO) a place to network, share progress in marketing and prepare for the future of companies. Adetem has 25 clubs and organizes more than 150 events per year. **FRENCH MARKETERS** is a label representing Adetem, CMD and SNCD for GlobalDMA. **FRENCH MARKETERS** organizes the French delegation for DMA events worldwide. For more information, please visit www.adetem.org



PANEL COMPOSITION

How would you describe your principal role/business focus?

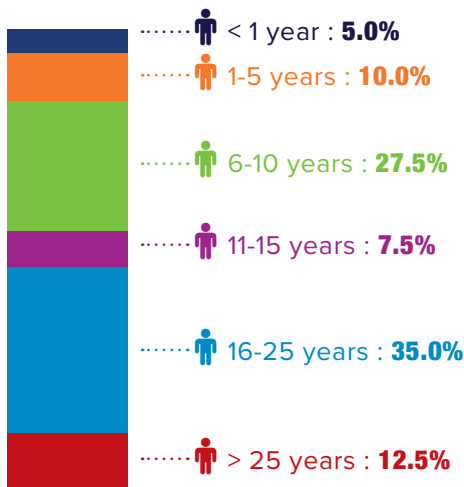


- **MARKETER/ADVERTISER : 40.0%**
- **PUBLISHER/MEDIA : 0.0%**
(focused on selling advertising)
- **PROVIDER OF MARKETING SERVICES : 30.0%**
(including data and agency services)
- **DEVELOPER OF ADVERTISING & MARKETING TECHNOLOGY : 12.5%**
- **OTHER : 17.5%**

EXPERIENCE

How many years of experience do you have with marketing and/or advertising?

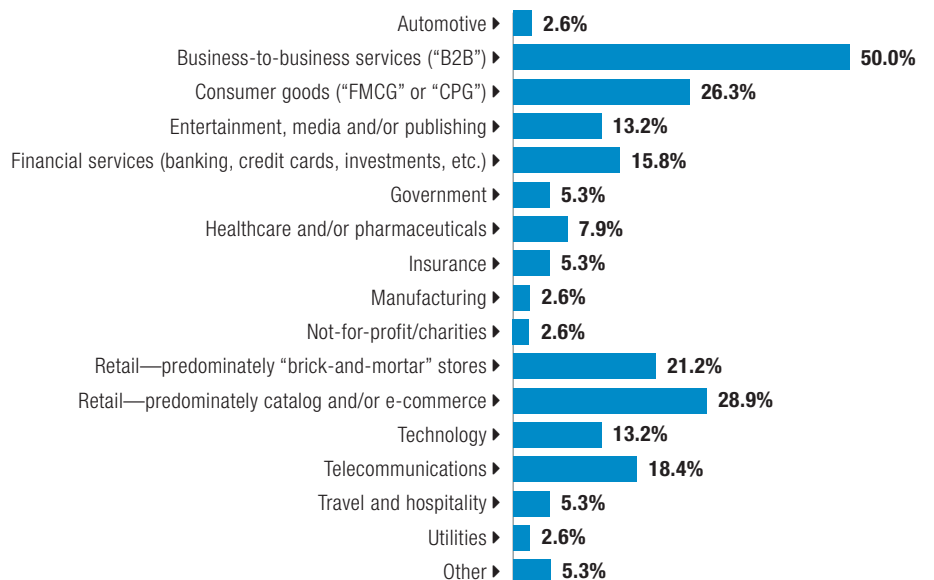
Please consider your current job and past professional roles that may apply.



INDUSTRY REPRESENTATION

Within which of the following vertical markets are your professional efforts most intensively concentrated?

Displaying panelists' "top three" responses

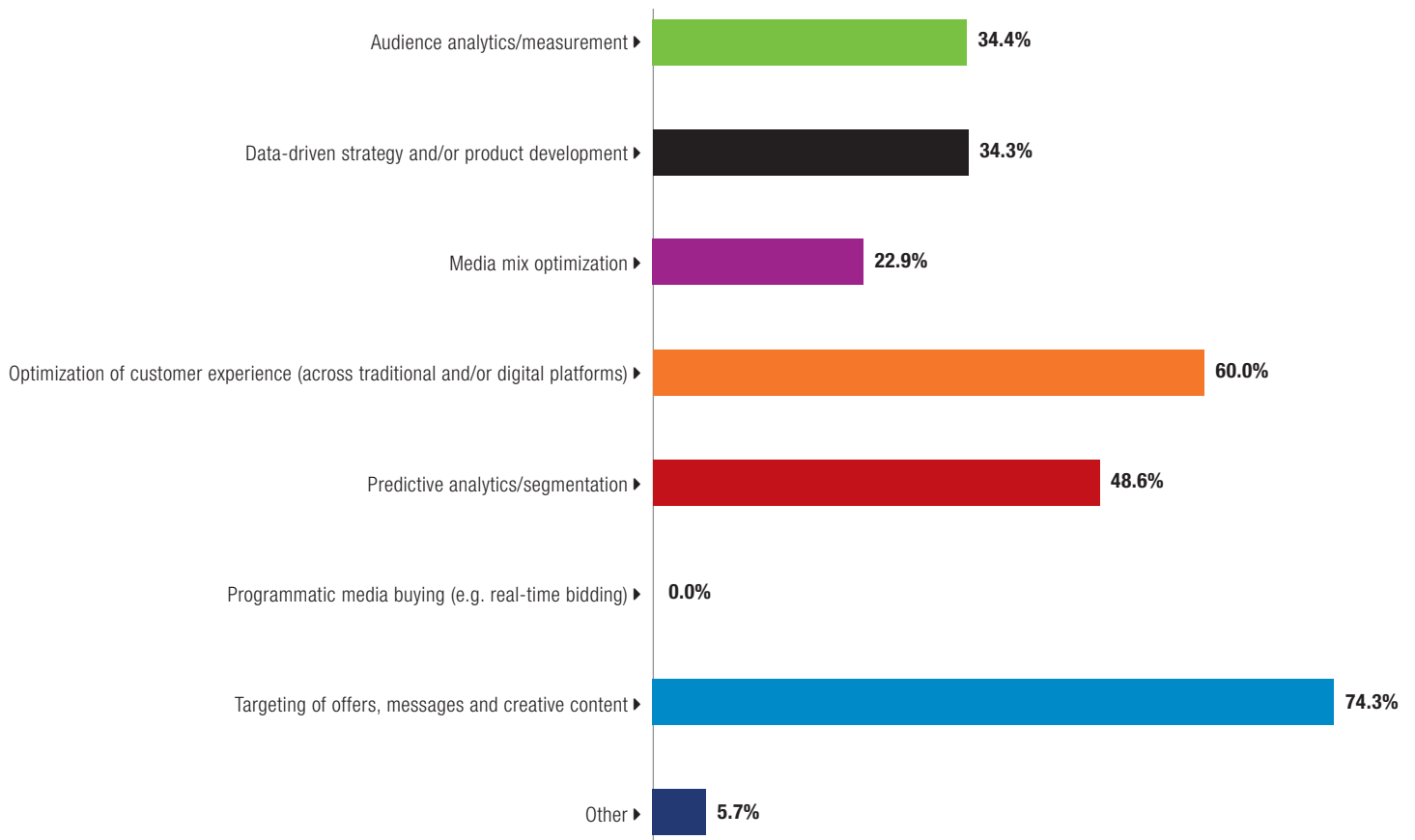


What is “DDMA”? How is it practiced?

- In distributing their budget across DDMA channels, French practitioners grew spending on digital channels the most over the past year (with the mobile, website and e-commerce content and social media vehicles posting the largest gains); panelists expect to continue increasing spending on these efforts over the coming year
- Though investment in direct mail declined in France over the past year—and dropped at a steeper rate than global benchmarks—French panelists said they expect the rate of spending decline to slow next year
- Over the coming year, French panelists expect their spending will grow noticeably—outpacing global benchmarks—on audience analytics, modeling and segmentation as well as customer contact/call center capabilities

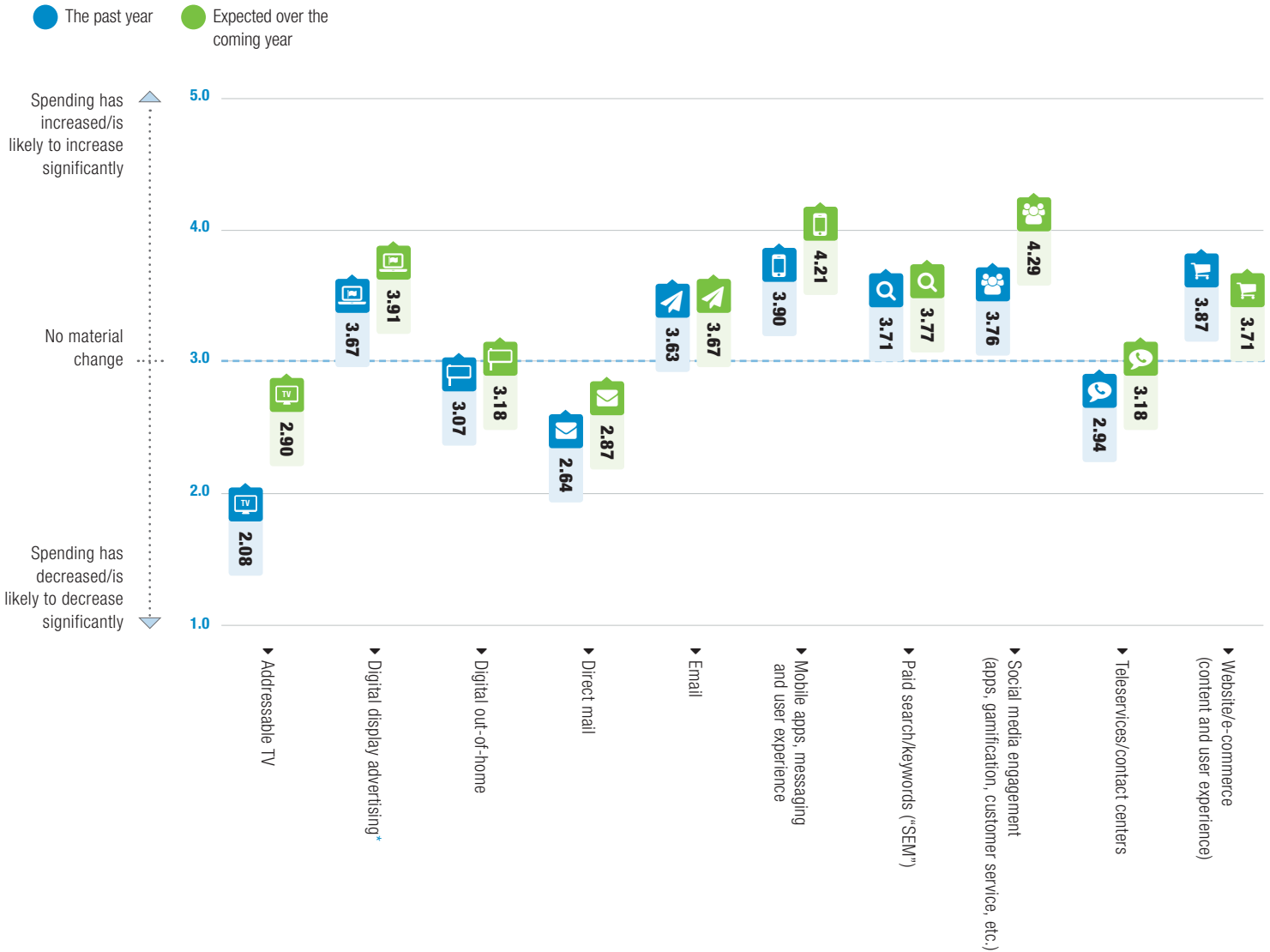
DDMA DEFINED

“My practice of data-driven marketing and advertising is characterized by a focus on...”



SPENDING ON DDMA CHANNELS

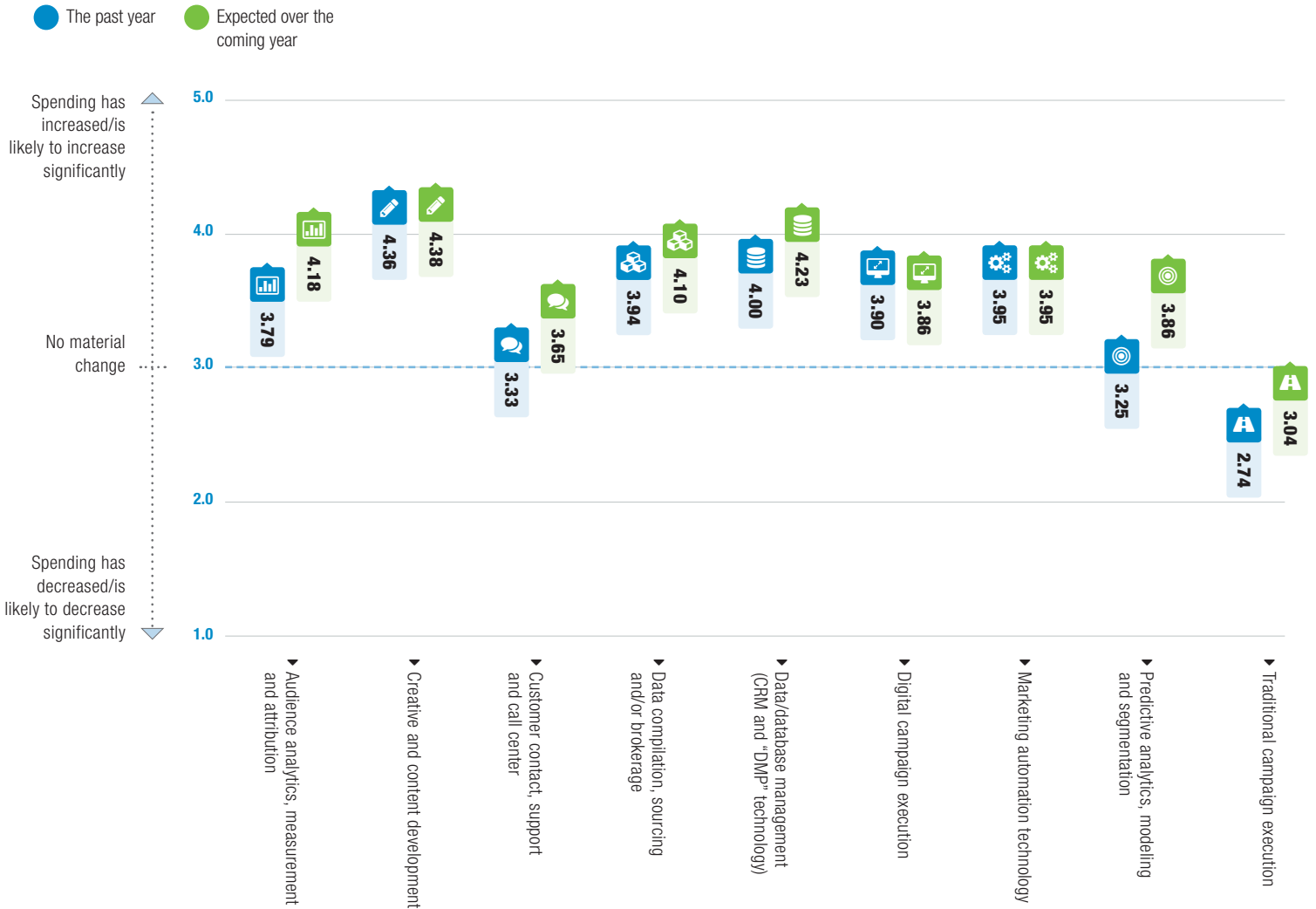
How has your (or your clients') spending on each of the following data-driven marketing and advertising channels changed over the **past** year? How do you expect spending to change over the **next** year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

SPENDING ON DDMA FUNCTIONS

How has your (or your clients') spending on each of the following data-driven marketing and advertising campaign execution functions changed over the **past** year? How do you expect spending to change over the **next** year?

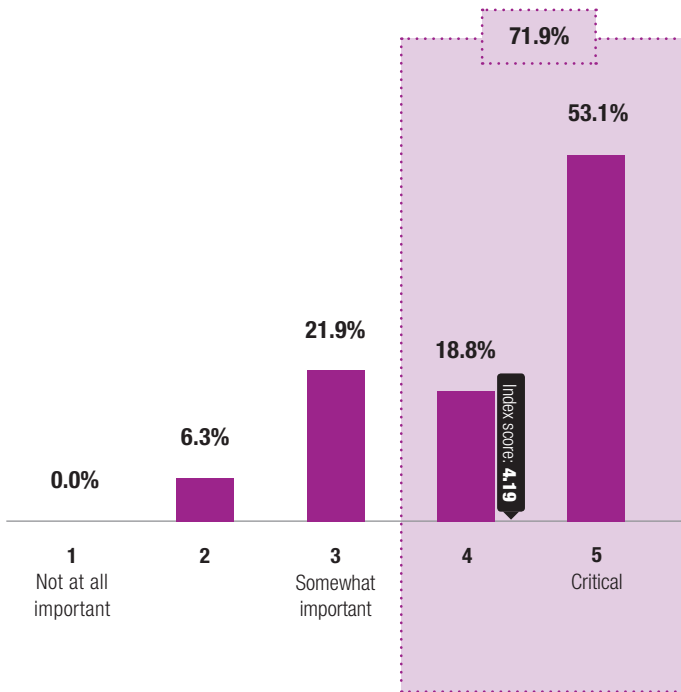


How does data impact marketing and advertising performance?

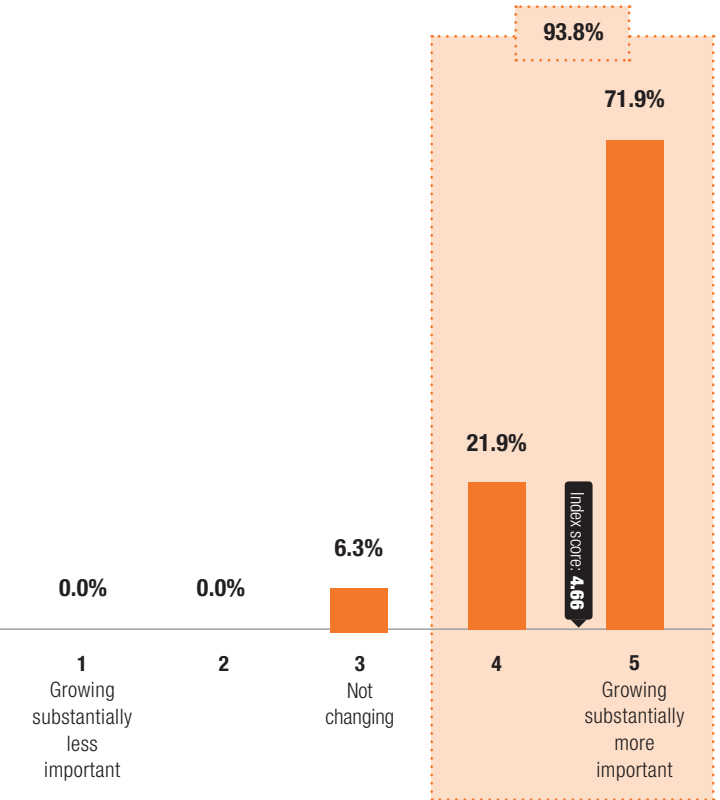
- While panelists said data is growing more important to their DDMA efforts at a rate consistent with global averages, French panelists said that at the moment, data actually plays a slightly *less* important role than reported by peers in other markets. French panelists indexed data's importance at 4.19 on a scale of 1-to-5 (with 5 indicating data is "critical"), compared to an average global rating of 4.34
- French DDMA practitioners reported significantly less confidence in the role of data-driven marketing and advertising than others around the globe, posting a "confidence index" of 3.97 on a scale of 1-to-5 (with 5 indicating "extreme" confidence in the practice of DDMA and its growth prospects)—substantially lower than the global average of 4.24 and one of lowest reported indices among the report's 17 survey markets
- Perhaps not surprising given their low level of confidence, significantly fewer French panelists increased their spending on DDMA over the past year compared to global benchmarks. Looking ahead, only 53.8 percent of French panelists said they will invest more in DDMA next year—a significantly smaller population than the 73.5 percent of global panelists who said they will spend more in the year ahead
- Compared to their global performance benchmarks, the digital display advertising and teleservices/call center channels performed *better* than average in France over the past year, while direct mail generated a smaller return than seen worldwide

IMPORTANCE OF DATA

How important is data to your (or your clients') current marketing and advertising efforts?

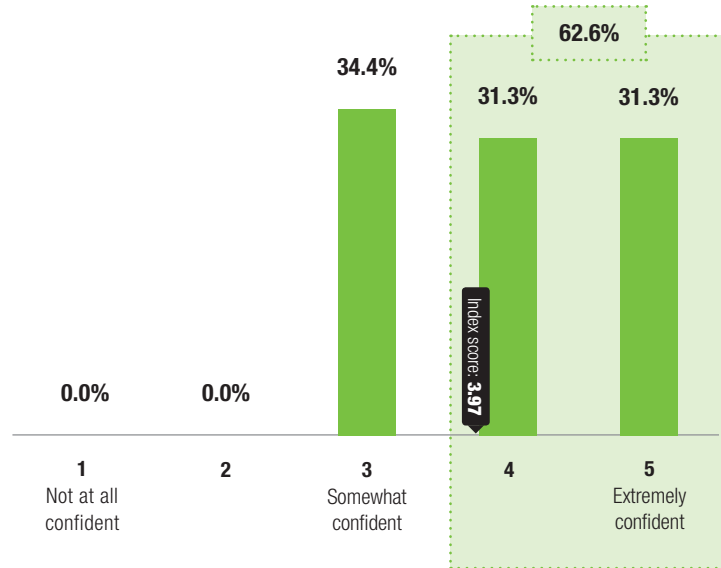


Thinking toward the future, how do you believe data's role is changing with respect to your (or your clients') marketing and advertising efforts?



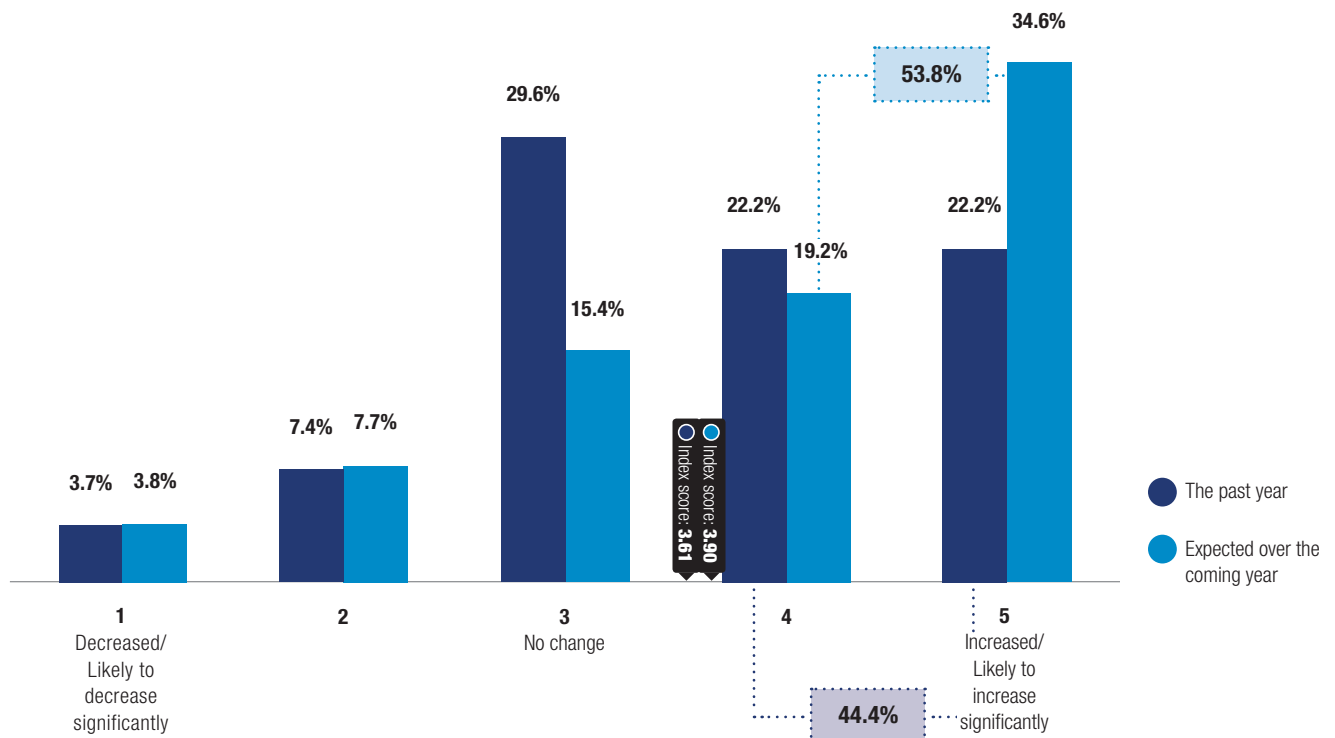
CONFIDENCE IN DDMA

Thinking in general about your current business activities and conditions within your respective marketplace, how confident are you in the value of “data-driven marketing and advertising” and its prospects for future growth?



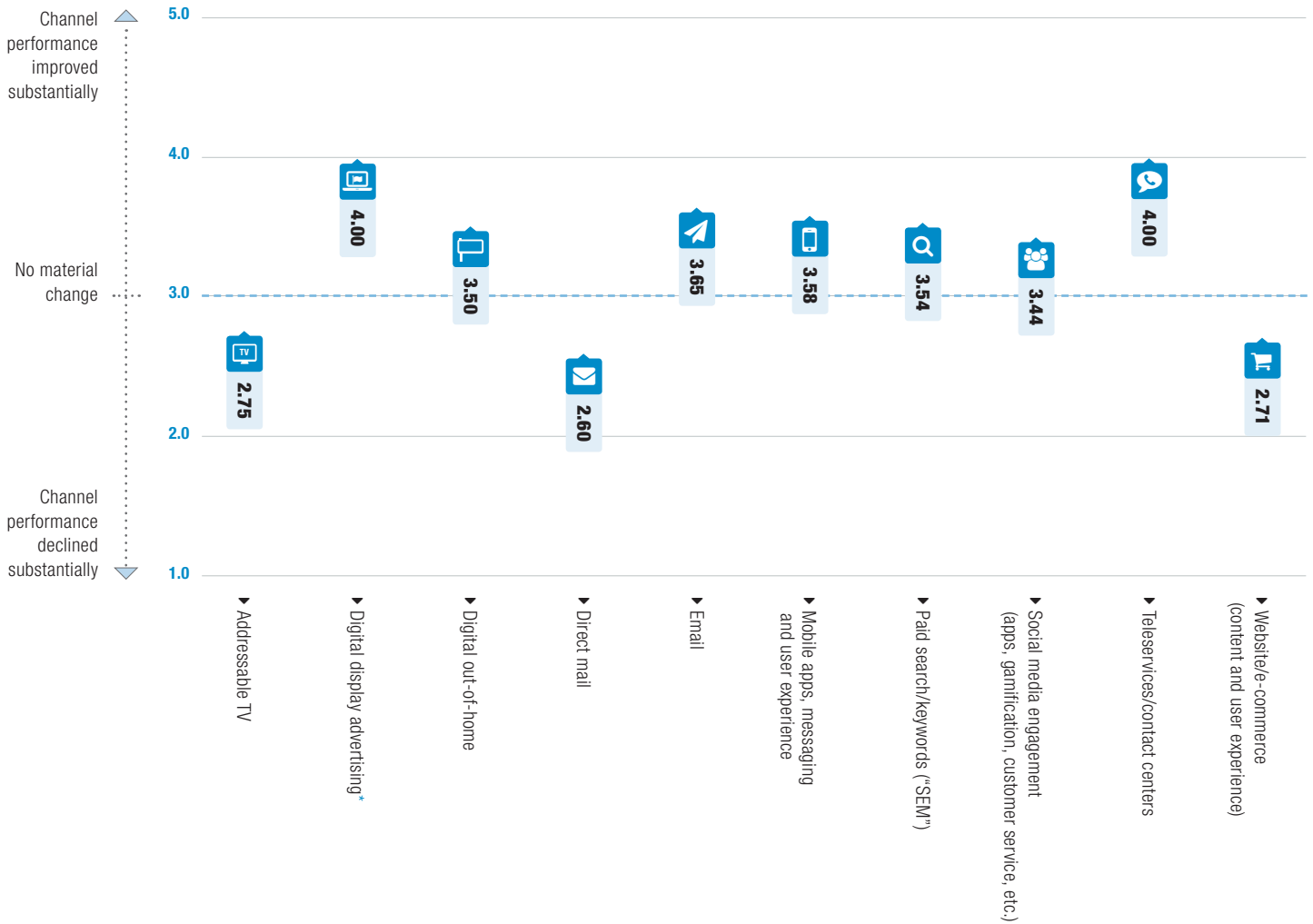
DDMA EXPENDITURES

How has your (or your clients') spending on data-driven marketing and advertising changed over the past year? How do you expect your (or your clients') spending on data-driven marketing will change next year?



CHANNEL PERFORMANCE

Thinking about the results generated by each of your (or your clients') data-driven marketing and advertising channels, how has the performance of each of the following changed over the past year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

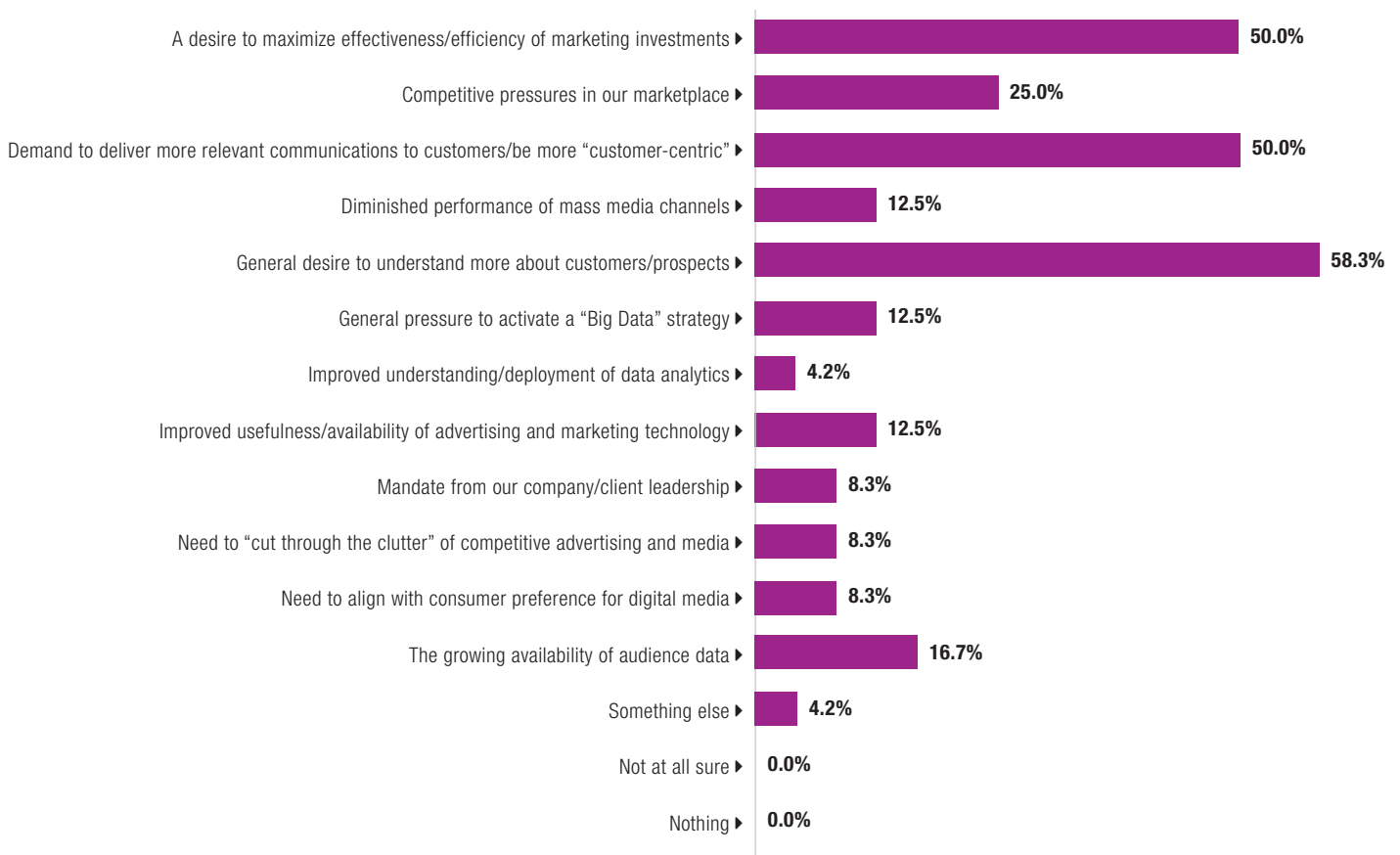
What's driving the practice of DDMA? What's inhibiting it?

- French panelists said their efforts are motivated by the same factors as most global DDMA practitioners: the desire to interact more relevantly with customers and make the most of marketing investments
- 75.0 percent of French panelists—significantly more than the global average of 47.1 percent of practitioners—said budget availability limits their DDMA efforts
- Regulation represents a particularly burdensome factor in the French market compared to others, panelists reported, assigning an index score of 3.29 on a 1-to-5 scale (where 5 indicates that regulation “substantially” limits DDMA activity). That score was among the highest reported globally (second only to Germany) and substantially higher than the global benchmark of 2.94

FACTORS DRIVING DDMA

Displaying panelists' “top three” responses

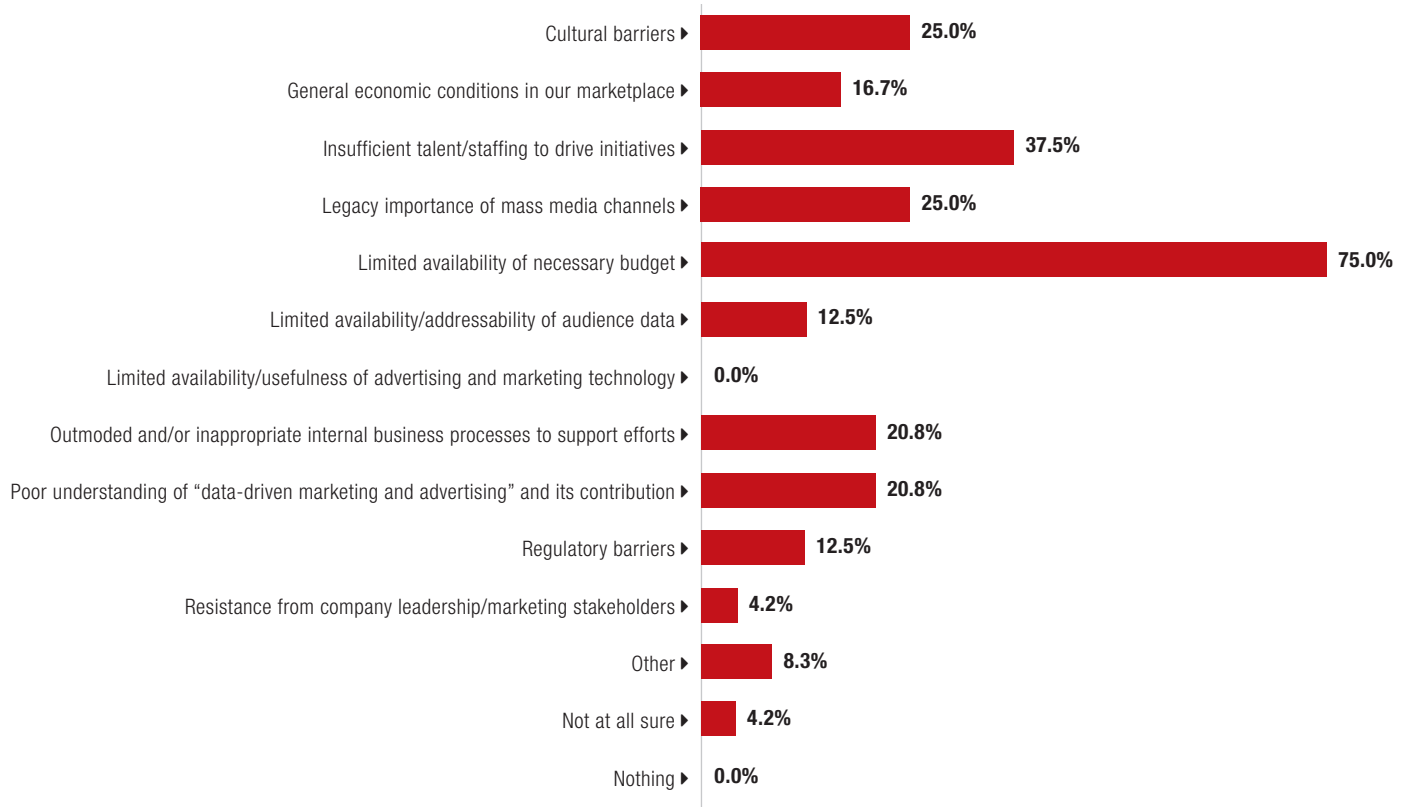
Which of the following factors, if any, are most responsible for driving your (or your clients’) investment in data-driven marketing and advertising?



FACTORS INHIBITING DDMA

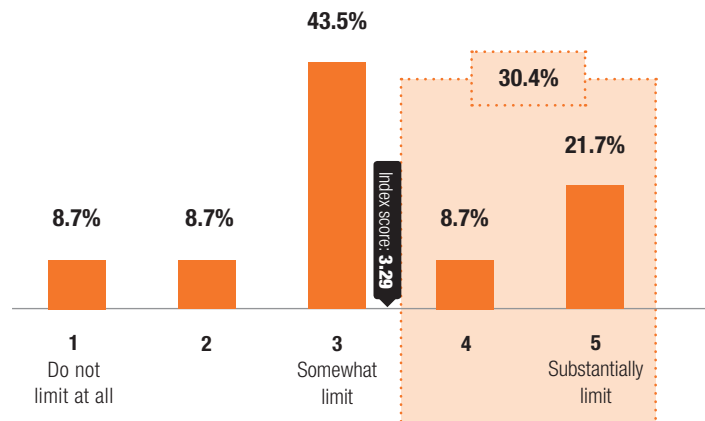
Displaying panelists' "top three" responses

Which of the following factors, if any, are most responsible for inhibiting your (or your clients') investment in data-driven marketing and advertising?



IMPACT OF REGULATION

To what extent are regulatory barriers in your marketplace (e.g. limits on access to data, requirements for affirmative consumer opt-in to marketing communications, etc.) actively limiting your ability to pursue data-driven marketing and advertising initiatives?



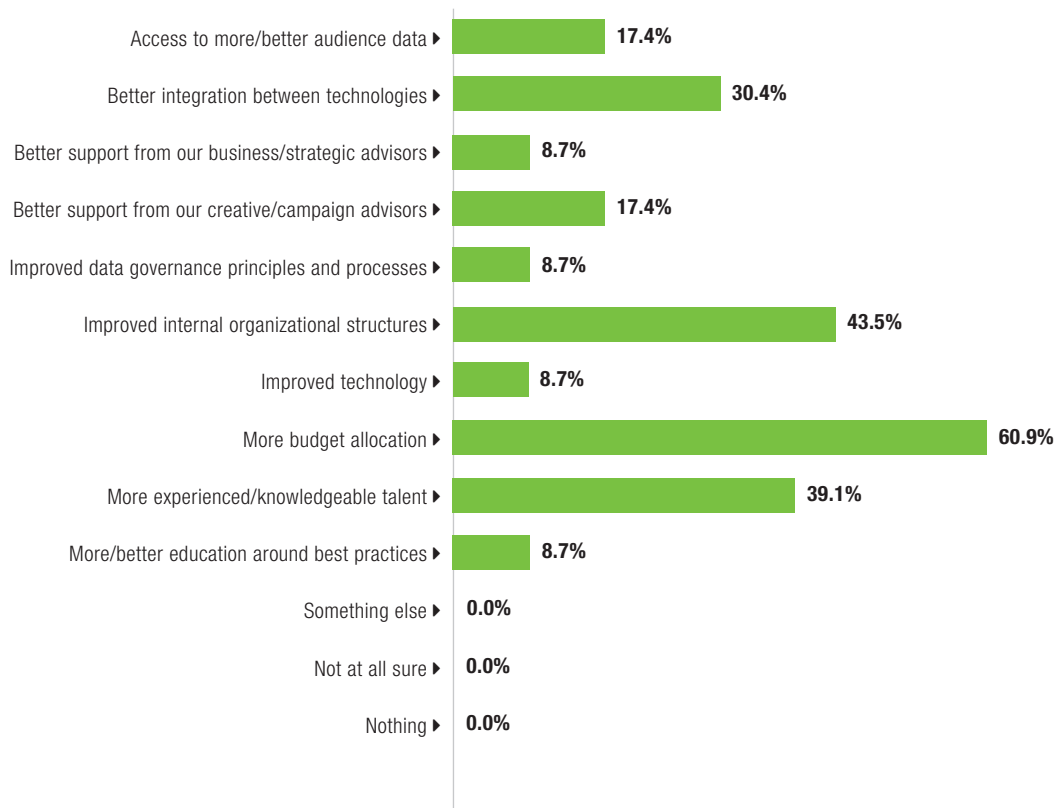
What do practitioners need to derive greater value from DDMA?

- More than three out of five French practitioners (60.9 percent) joined their global peers in suggesting that additional budgetary allocation would serve to advance their DDMA efforts, compared to an average of 43.4 percent of panelists worldwide
- Experience with related technologies was listed as a significant hiring priority in France, even more so than “general DDMA experience”—which was the highest-priority skill set cited globally

REQUIRED RESOURCES

Displaying panelists’ “top three” responses

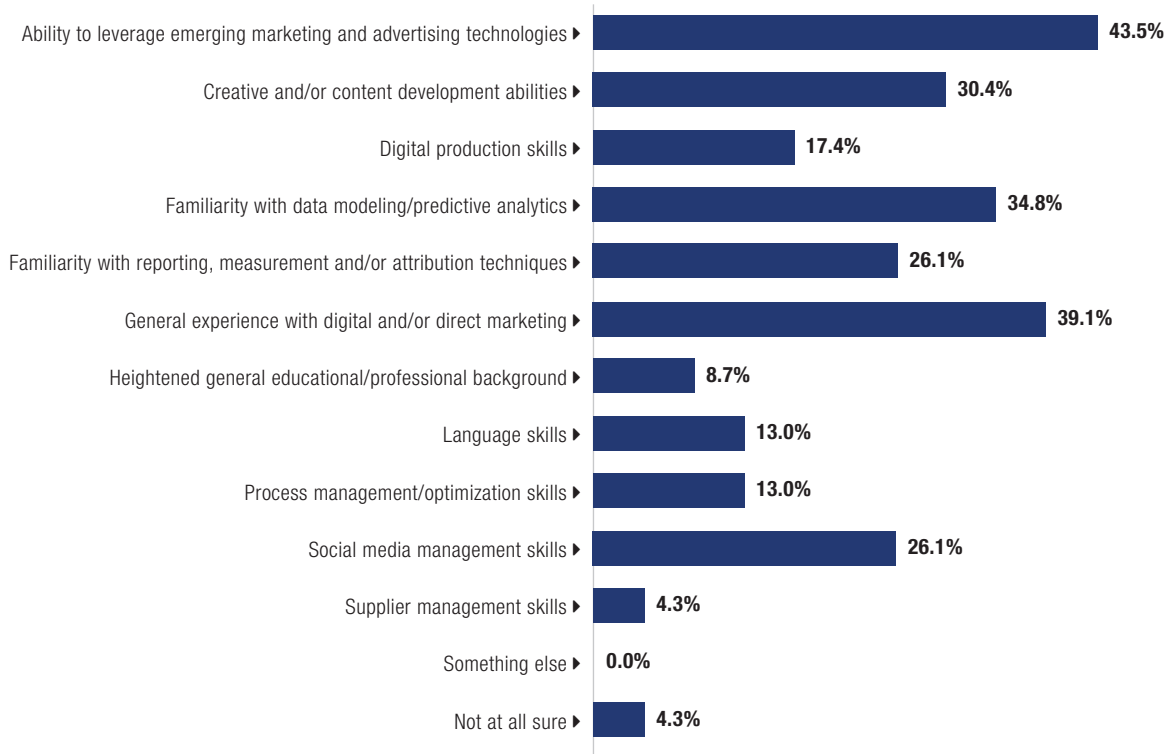
Which of the following resources would most significantly advance your (or your clients’) efforts to generate value from data-driven marketing and advertising efforts?



REQUIRED SKILLS

Displaying panelists' "top three" responses

Thinking about your ongoing staffing and talent development efforts, which of the following skill sets represent your most significant priorities for investment and/or enrichment over the next three years?



SELECT PANELIST FEEDBACK

“What other opportunities and/or challenges are you confronting in your practice of data-driven marketing and advertising?”

“It is necessary to develop tools that allow a global visualization of data-driven action and simplified diffusion of that information on all networks.”

“Clients have completely changed in the two to three years since the economic crisis. They are more volatile, and search for the best prices before searching for the best products.”

“It is difficult to understand and interpret the range of possibilities in terms of using data-driven marketing. The opportunities are vast; it’s hard to make sense of all of them.”

“We need a tool that helps connect the data from social media conversations linked to clients’ subjects with data from social accounts for more predictive analyses.”

Germany





Germany

PANEL:
111 TOTAL RESPONDENTS*

SURVEY TIMEFRAME:
JULY – SEPTEMBER 2014

* Not all respondents answered every question

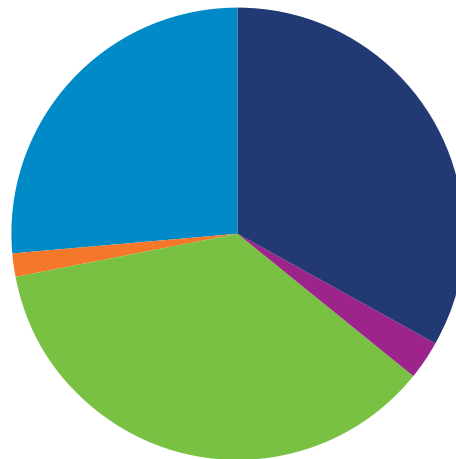
PRESENTING ASSOCIATION

Founded in 1948, the **Deutscher Dialogmarketing Verband (DDV)**, is the largest national affiliation of companies in the direct marketing industry in Europe, and one of the foremost associations in the marketing and communication sector in Germany. The goal of the DDV is to increase and communicate the attractiveness and acceptance of the direct marketing sector. 750 members, representing the entire marketing supply chain, promote quality assurance, and advance the promotion of young talent as well as the freedom of communication and dialog with consumers. For more information, please visit www.ddv.de



PANEL COMPOSITION

How would you describe your principal role/business focus?

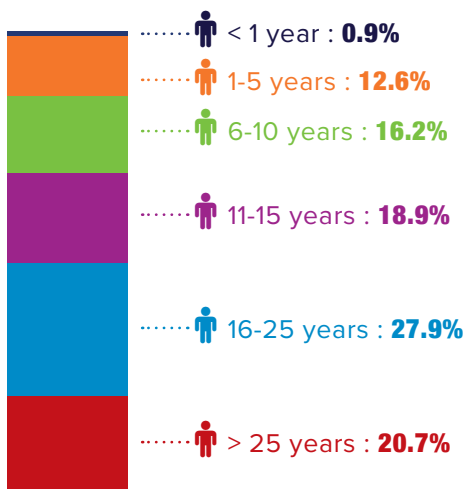


- **MARKETER/ADVERTISER : 33.3%**
- **PUBLISHER/MEDIA : 2.7%**
(focused on selling advertising)
- **PROVIDER OF MARKETING SERVICES : 36.0%**
(including data and agency services)
- **DEVELOPER OF ADVERTISING & MARKETING TECHNOLOGY : 1.8%**
- **OTHER : 26.1%**

EXPERIENCE

How many years of experience do you have with marketing and/or advertising?

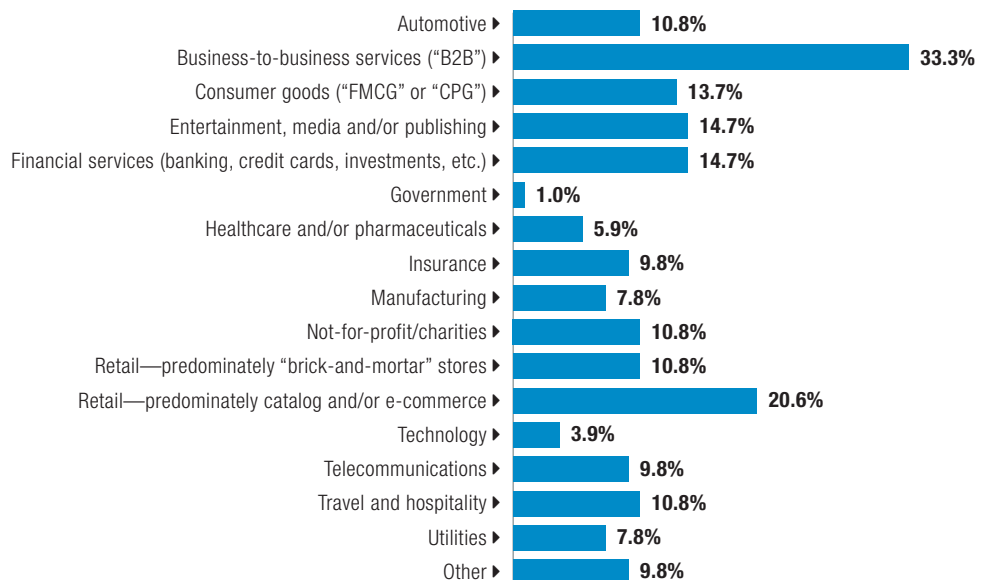
Please consider your current job and past professional roles that may apply.



INDUSTRY REPRESENTATION

Within which of the following vertical markets are your professional efforts most intensively concentrated?

Displaying panelists' "top three" responses

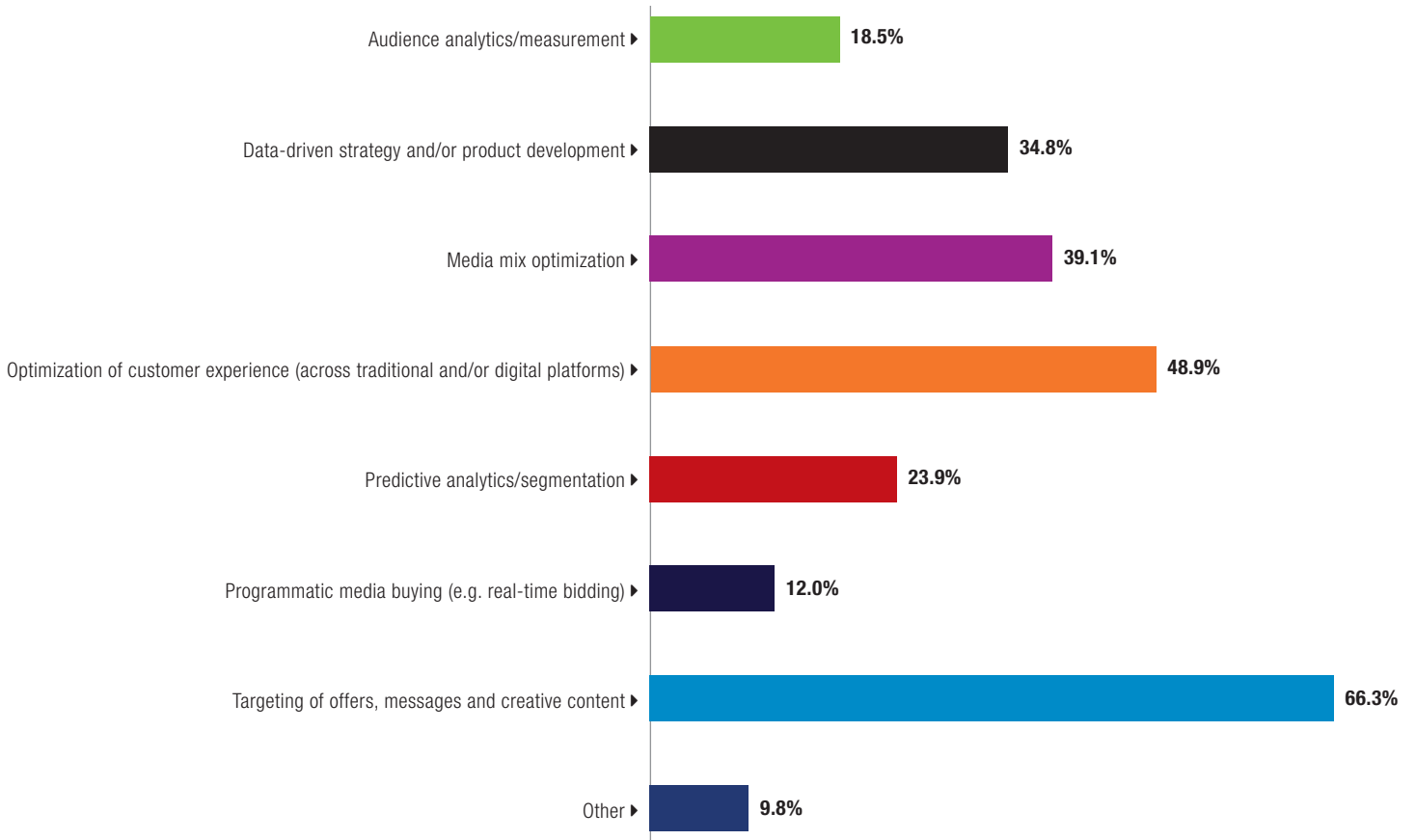


What is “DDMA”? How is it practiced?

- German panelists increased investment most across digital channels over the past year (with paid search, website and e-commerce content, mobile and digital display advertising capturing the largest investment gains) and expect to continue increasing spending on these channels over the next 12 months
- Though global panelists reported that spending on direct mail decreased in most markets over the past year, German respondents said that they actually grew their spending on direct mail and expect spending to increase further in the coming year, indexing their expected spending at 3.15 (on a 1-to-5 scale where 5 indicates spending is likely to increase “significantly”). For contrast, global panelists indexed their expected direct mail spending at 2.99, or just below flat
- From a functional perspective, German panelists decreased spending slightly on traditional campaign execution over the past year and expect to continue doing so over the coming 12 months. This decrease in budgetary commitment to traditional approaches is a contrast from other markets where panelists said they kept spending consistent or increased it slightly. (On a 1-to-5 scale global panelists indexed last year’s spending on traditional campaign execution at 3.06, or increasing slightly, compared to German panelists that indexed their spending as down, at 2.93)

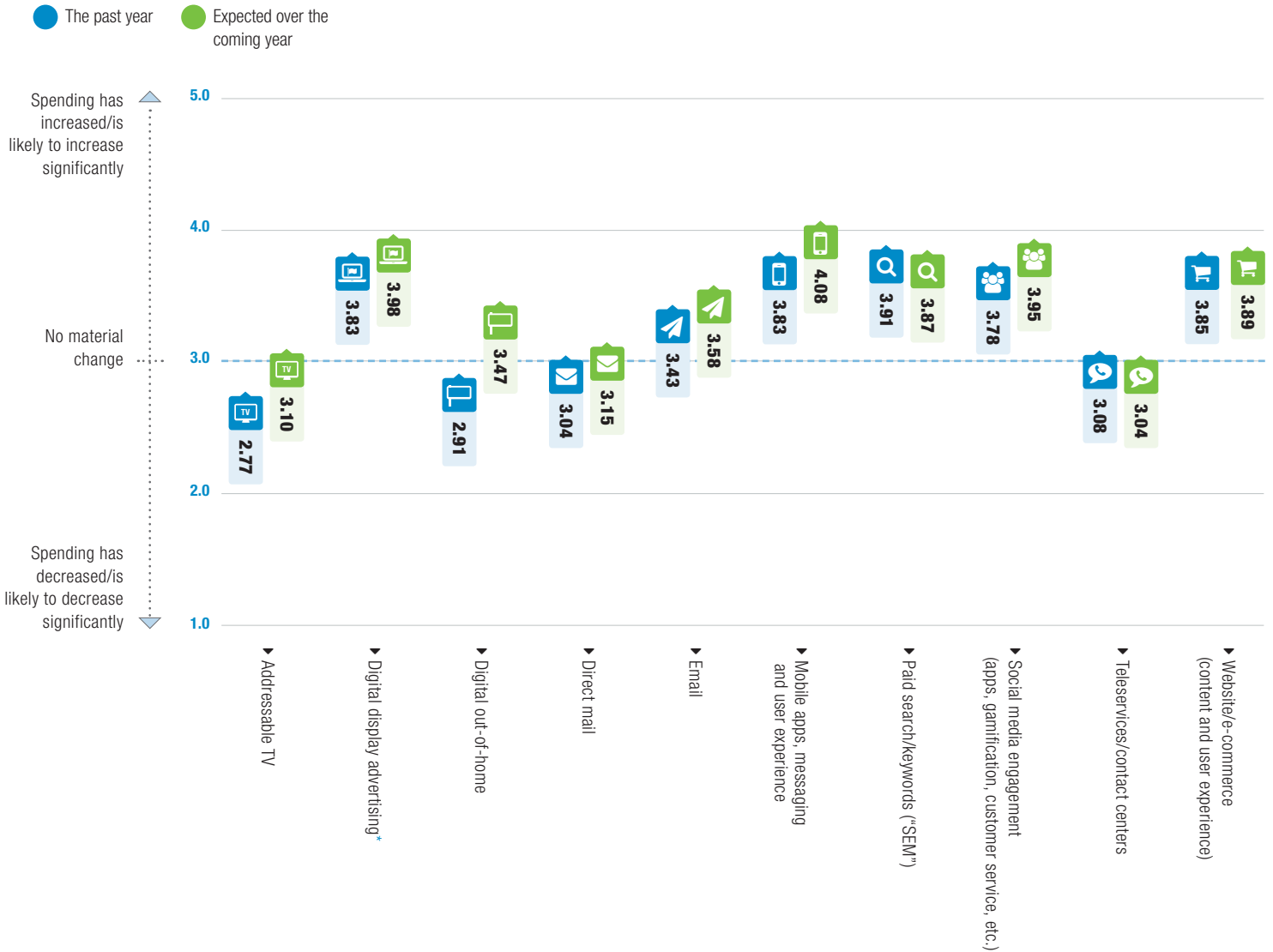
DDMA DEFINED

“My practice of data-driven marketing and advertising is characterized by a focus on...”



SPENDING ON DDMA CHANNELS

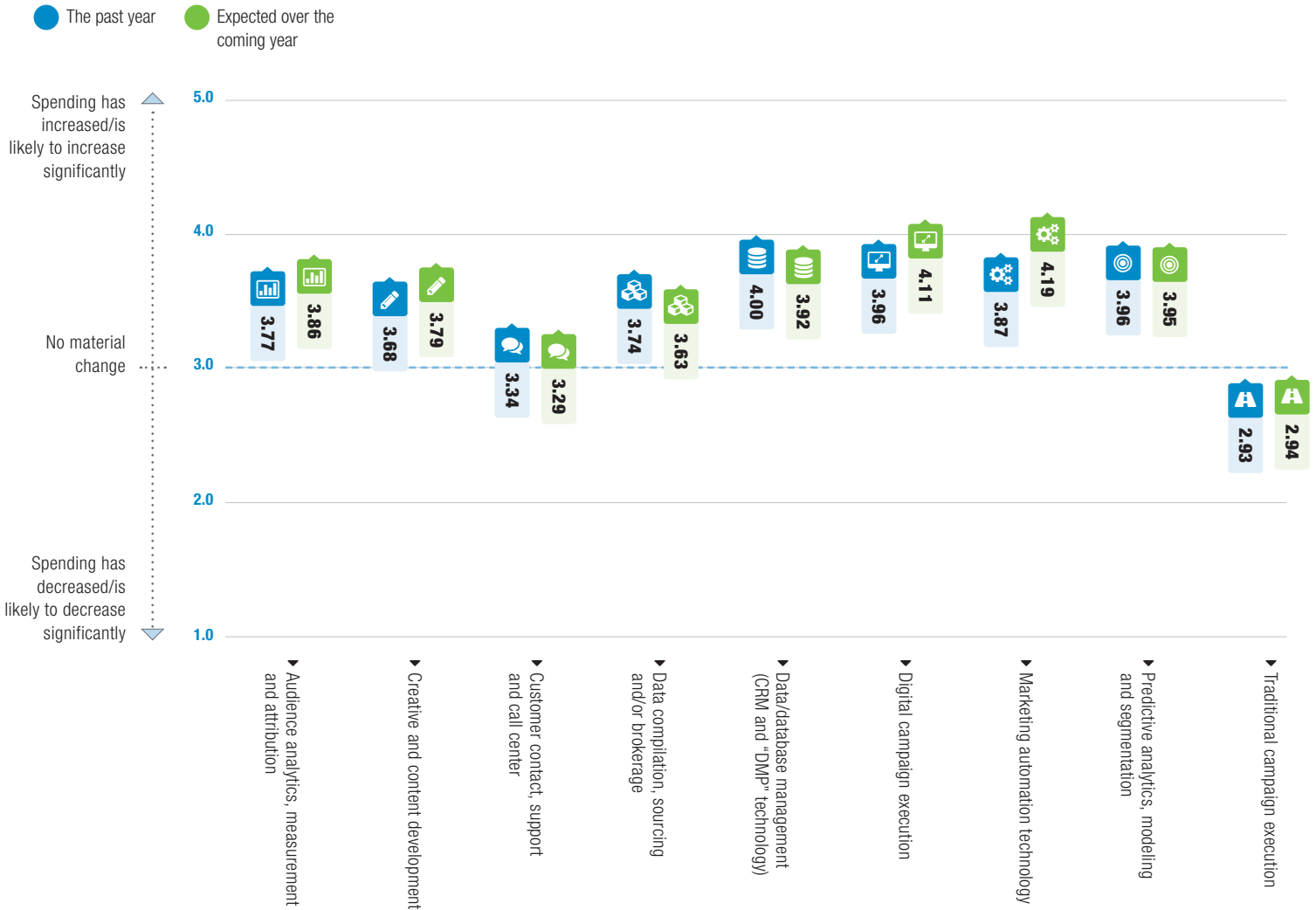
How has your (or your clients') spending on each of the following data-driven marketing and advertising channels changed over the **past** year? How do you expect spending to change over the **next** year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

SPENDING ON DDMA FUNCTIONS

How has your (or your clients') spending on each of the following data-driven marketing and advertising campaign execution functions changed over the **past** year? How do you expect spending to change over the **next** year?

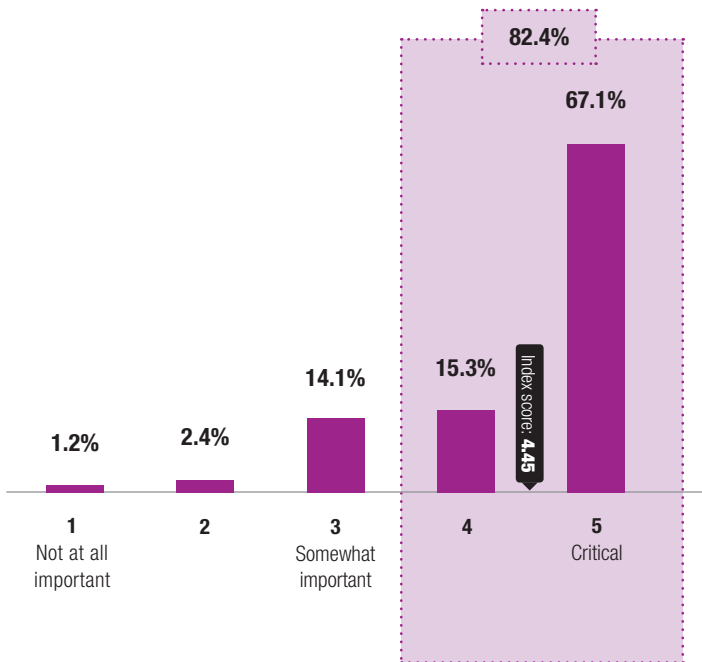


How does data impact marketing and advertising performance?

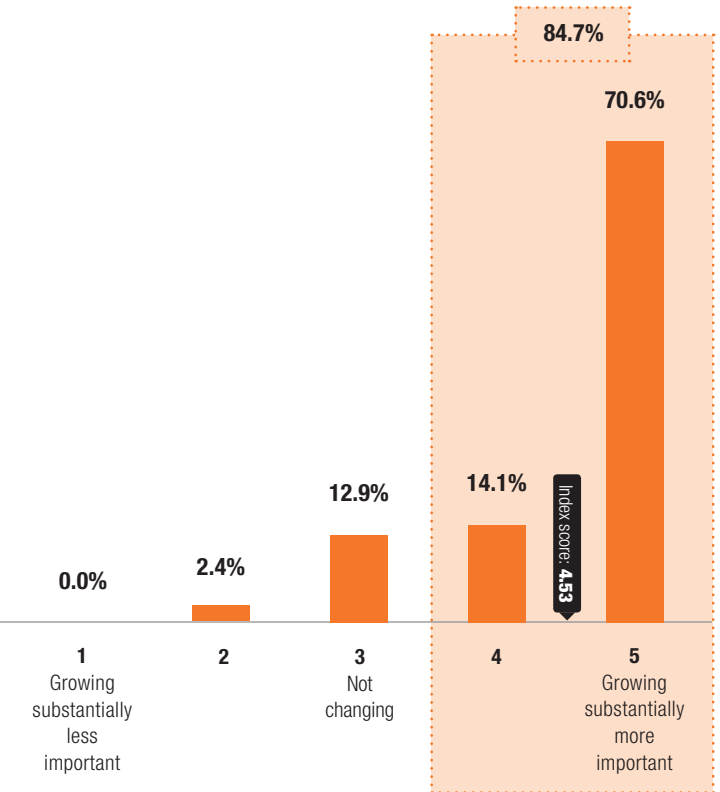
- Though German panelists said that data plays a more important role in their advertising and marketing efforts, on average, than their global peers—assigning it an index score of 4.45 on a 1-to-5 scale (with 5 indicating that data is “critical”), compared to the global benchmark of 4.34—Germans were generally less bullish about the future role of data. Looking ahead, 84.7 percent of German panelists said data is likely to grow more important to their marketing and advertising efforts, compared to 92.2 percent of global panelists who offered the same viewpoint
- Germans were broadly aligned with their worldwide counterparts when it came to expressing confidence in the practice of data-driven marketing and advertising; panelists indexed their confidence (on a scale of 1-to-5, with 5 indicating “extreme” confidence in the practice of DDMA and its growth prospects) at 4.20, modestly lower than the global average of 4.24
- More German panelists grew their DDMA spending over the past year than the global average; 67.1 percent of German panelists said they increased DDMA investments last year compared to 63.2 percent of global panelists that said the same. That said, fewer German practitioners said they expect to increase spending next year (71.0 percent versus 73.5 percent of the global panel)
- Direct mail performance in Germany improved more over than past year than reported globally; German panelists indexed direct mail’s performance at 3.20 (on a 1-to-5 scale where 5 indicates performance improved “substantially”) which compares to the global benchmark of 3.11. Digital display advertising also performed particularly well in the German marketplace (indexing at 3.89 compared to 3.68 globally), while social media engagement performance lagged global benchmarks (3.07 versus 3.69 globally)

IMPORTANCE OF DATA

How important is data to your (or your clients') current marketing and advertising efforts?

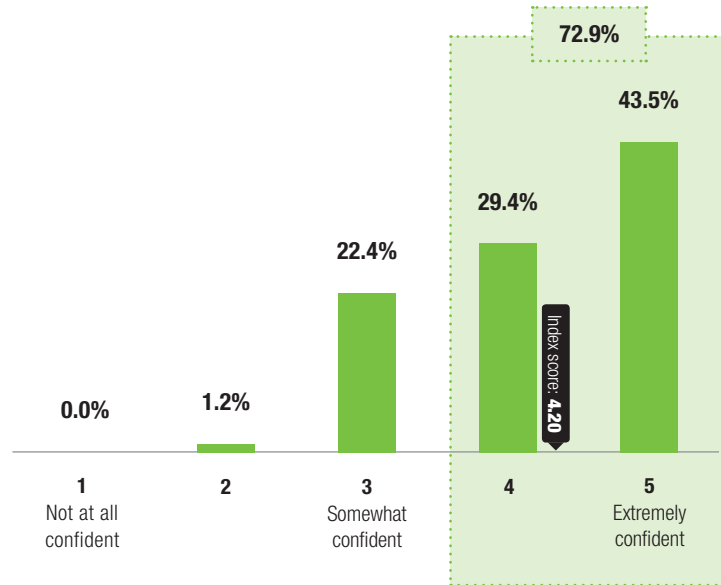


Thinking toward the future, how do you believe data's role is changing with respect to your (or your clients') marketing and advertising efforts?



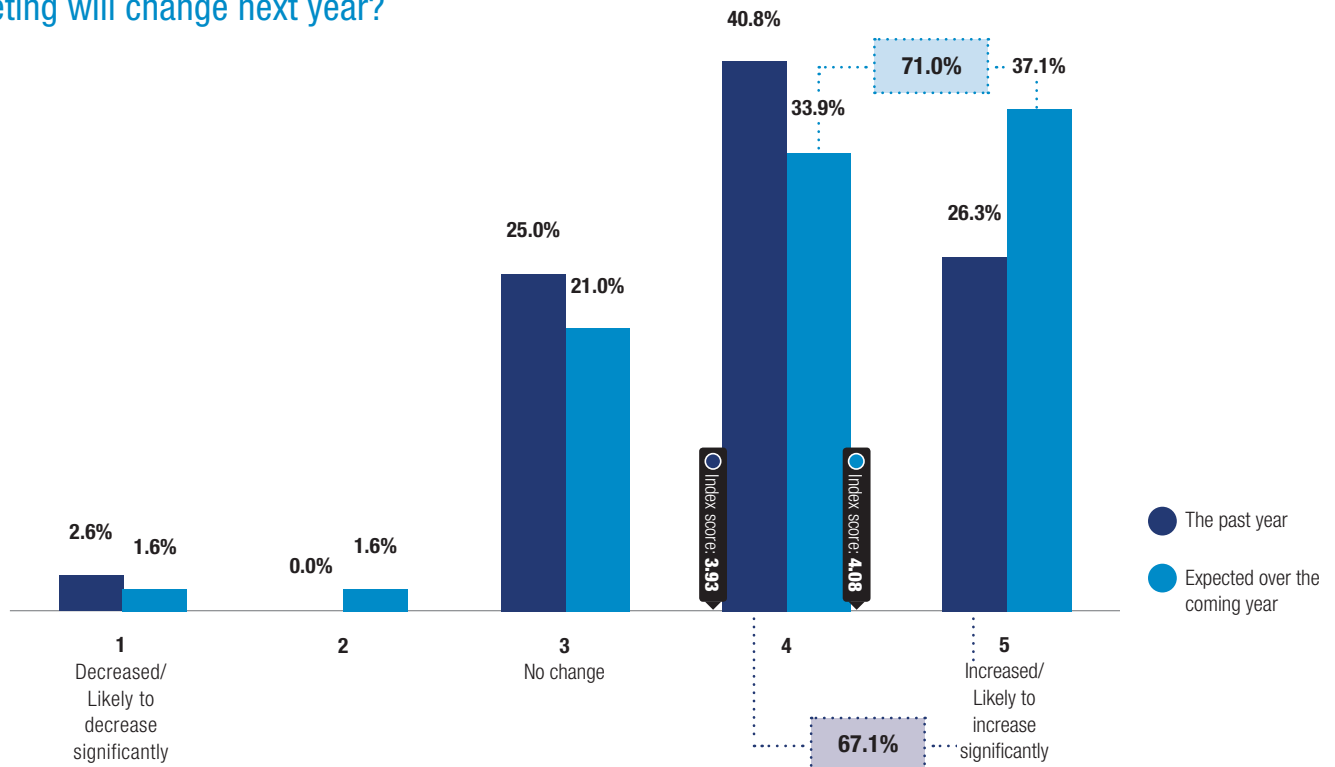
CONFIDENCE IN DDMA

Thinking in general about your current business activities and conditions within your respective marketplace, how confident are you in the value of “data-driven marketing and advertising” and its prospects for future growth?



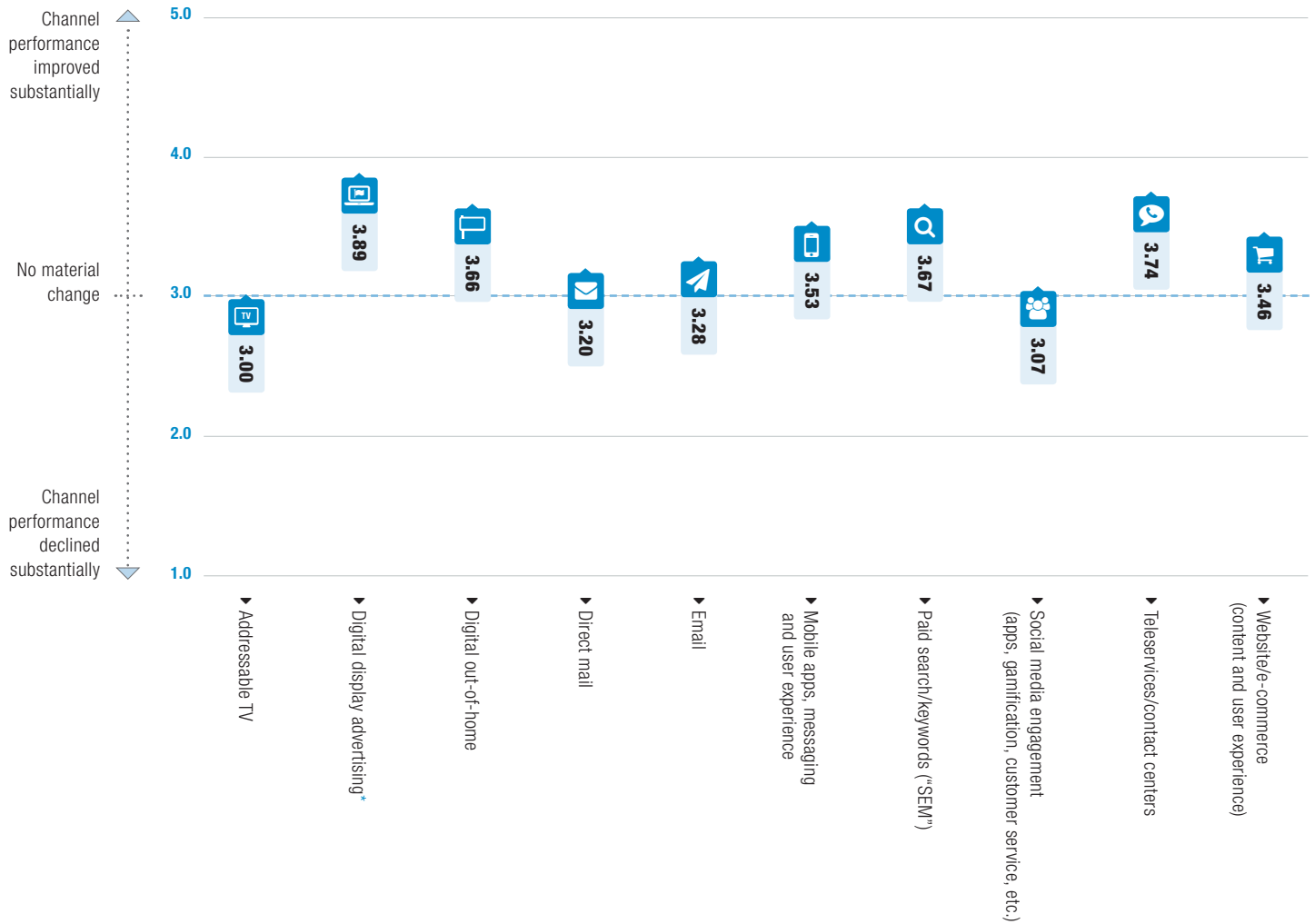
DDMA EXPENDITURES

How has your (or your clients') spending on data-driven marketing and advertising changed over the past year? How do you expect your (or your clients') spending on data-driven marketing will change next year?



CHANNEL PERFORMANCE

Thinking about the results generated by each of your (or your clients') data-driven marketing and advertising channels, how has the performance of each of the following changed over the past year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

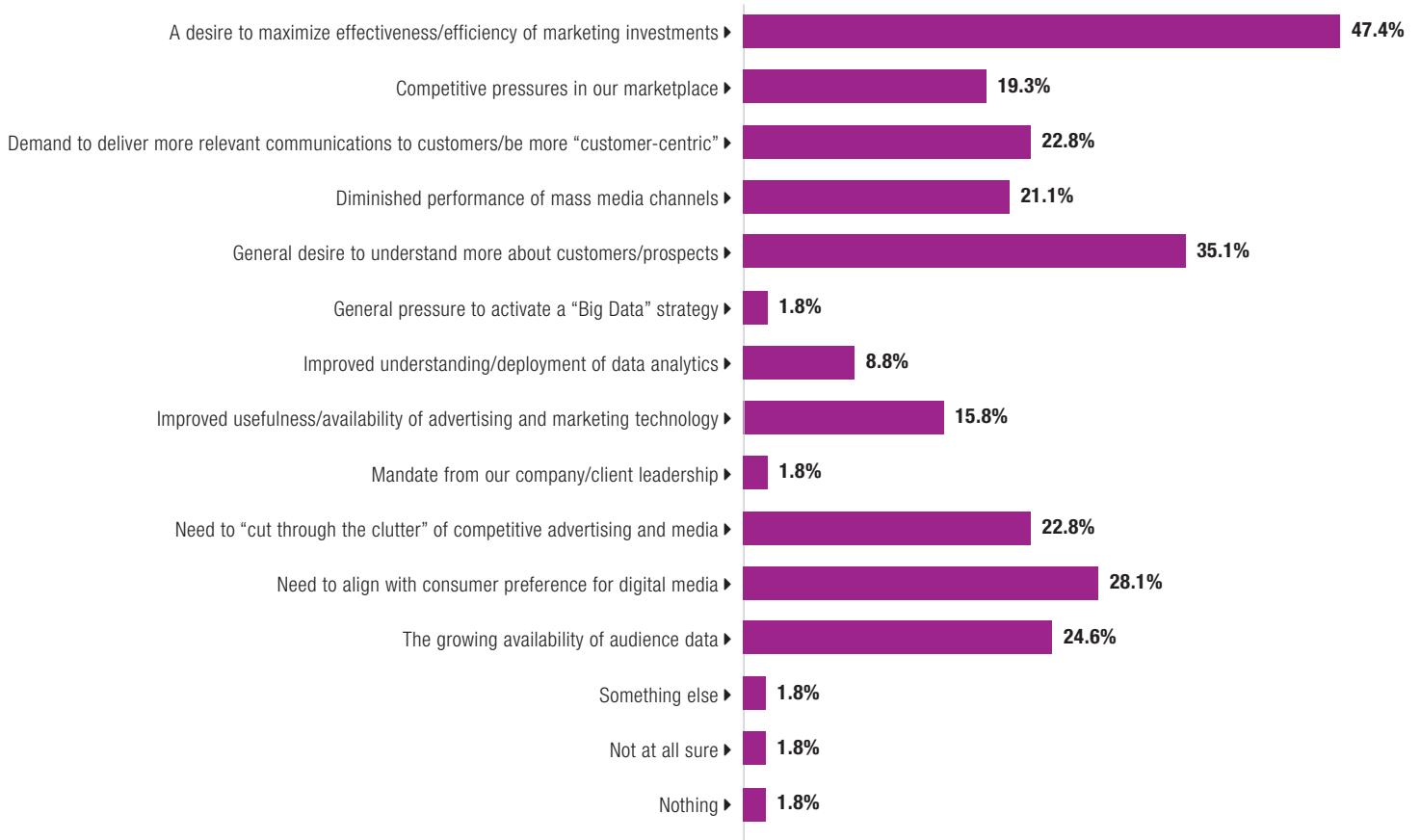
What's driving the practice of DDMA? What's inhibiting it?

- More than anything else, German panelists reported their DDMA efforts are being driven by a desire to maximize the impact of their related marketing investments. This outranked a desire to improve customer relationships, which was the primary driver among global panelists
- Regulatory oversight represents a more substantial hindrance to DDMA activity in the German market than anywhere else in the world. Panelists indexed the negative impact of data-use and consumer opt-in regulation at 3.50 on a 1-to-5 scale (where 5 indicates regulation “substantially” limits DDMA activity), which was higher than any other market worldwide, and substantially higher than the global average of 2.94

FACTORS DRIVING DDMA

Displaying panelists' “top three” responses

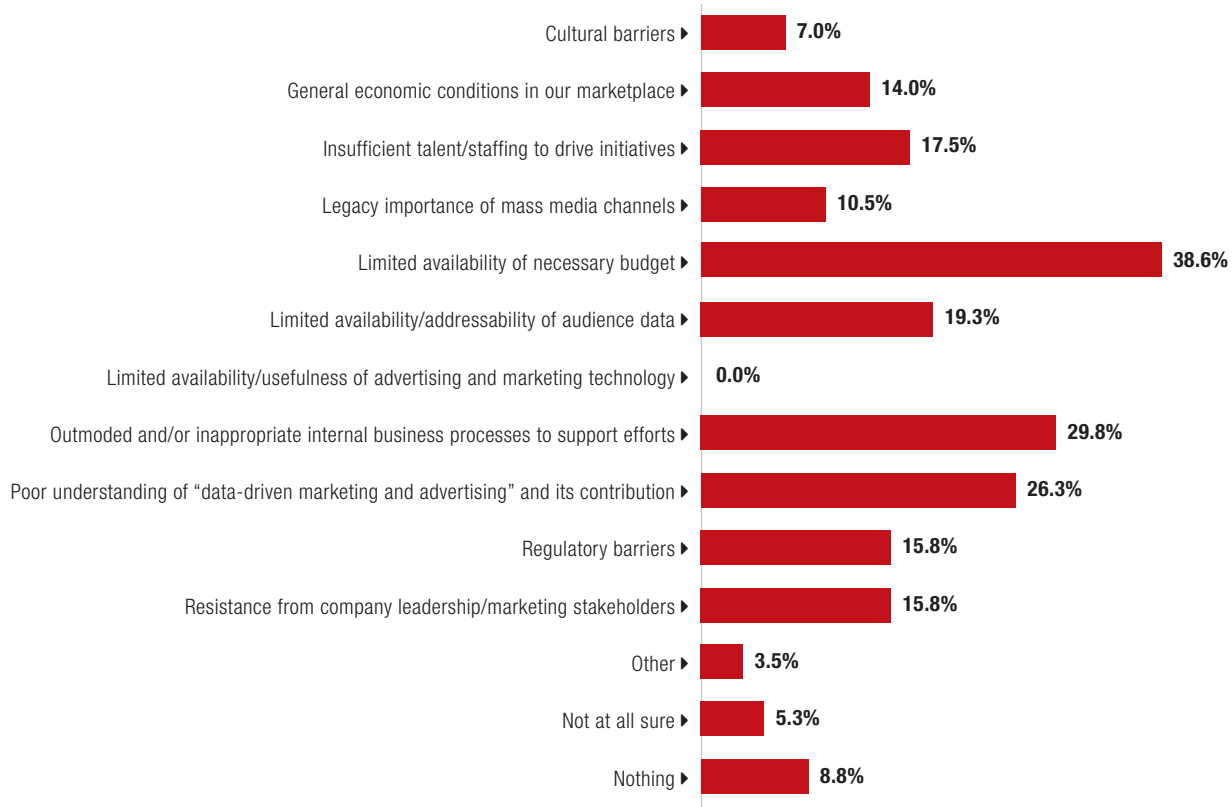
Which of the following factors, if any, are most responsible for driving your (or your clients’) investment in data-driven marketing and advertising?



FACTORS INHIBITING DDMA

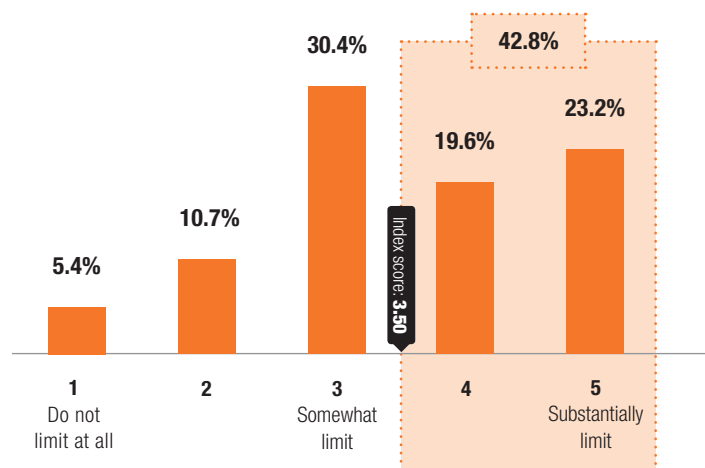
Displaying panelists' "top three" responses

Which of the following factors, if any, are most responsible for inhibiting your (or your clients') investment in data-driven marketing and advertising?



IMPACT OF REGULATION

To what extent are regulatory barriers in your marketplace (e.g. limits on access to data, requirements for affirmative consumer opt-in to marketing communications, etc.) actively limiting your ability to pursue data-driven marketing and advertising initiatives?



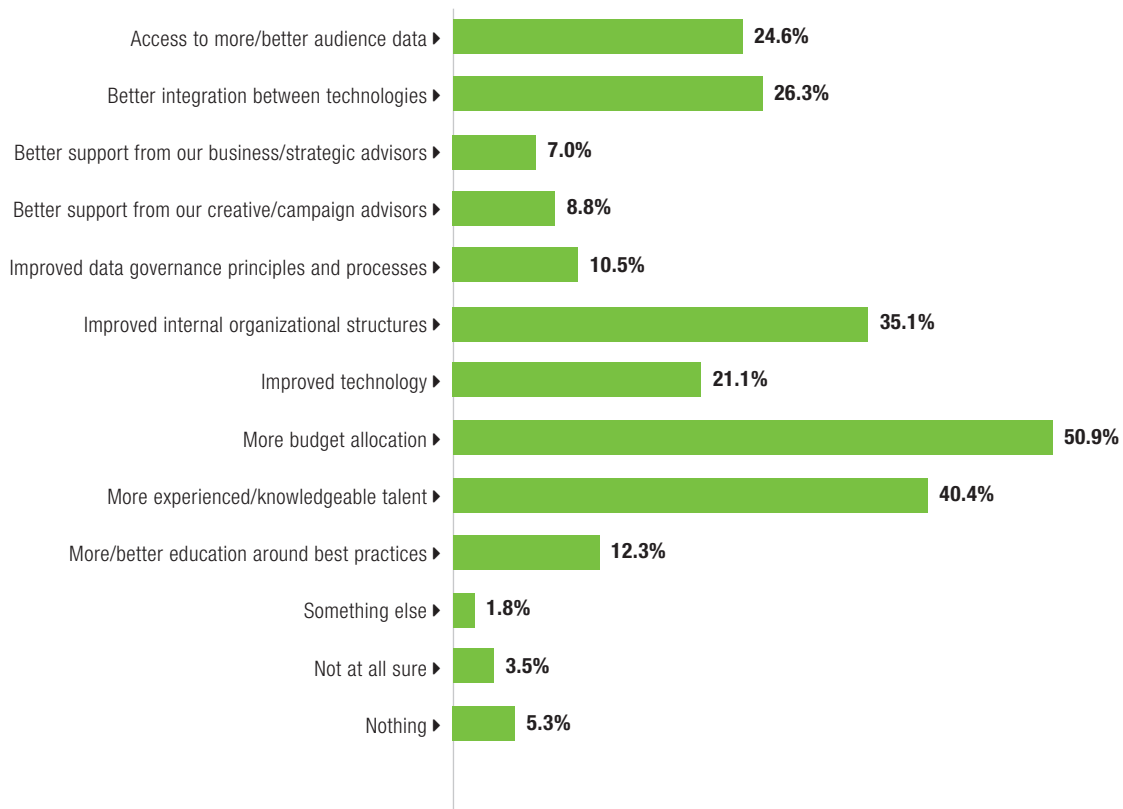
What do practitioners need to derive greater value from DDMA?

- Similar to elsewhere, more budgetary allocation, talent and experience with marketing technology were listed as key requirements for German panelists to grow and improve their DDMA efforts

REQUIRED RESOURCES

Displaying panelists' "top three" responses

Which of the following resources would most significantly advance your (or your clients') efforts to generate value from data-driven marketing and advertising efforts?



REQUIRED SKILLS

Displaying panelists' "top three" responses

Thinking about your ongoing staffing and talent development efforts, which of the following skill sets represent your most significant priorities for investment and/or enrichment over the next three years?



SELECT PANELIST FEEDBACK

“What other opportunities and/or challenges are you confronting in your practice of data-driven marketing and advertising?”

“Connecting data from several sources is a challenge for us—and a lot of our peers in market—today.”

“We need a better way to target group-specific, modular delivery of seasonal and topic-related content.”

“It’s increasingly necessary to develop a holistic digital marketing strategy, but that goal conflicts with IT and marketing managers due to responsibilities and budget. There is insufficient understanding of ‘digital marketing’ and ‘data-based marketing’ among company divisions outside of the specific marketing department.”

“We’re experiencing a lack of readiness and time to reveal information to target groups.”

Hungary





Hungary

PANEL:
22 TOTAL RESPONDENTS*

SURVEY TIMEFRAME:
JULY – SEPTEMBER 2014

* Not all respondents answered every question

PRESENTING ASSOCIATION

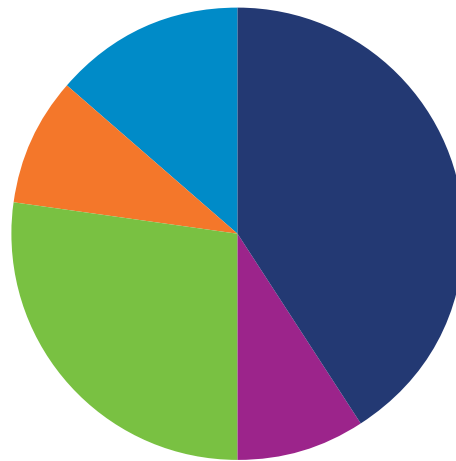
The **Direkt és Interaktív Marketing Szövetség** (dimsz) is the main professional direct communication



association within Hungary where direct marketing providers, agencies and advertisers come together and work to strengthen the reputation of the sector and establish industry trends. The Association provides research and case studies in order to advance knowledge for both beginners and senior professionals. For more information, please visit www.dimsz.hu

PANEL COMPOSITION

How would you describe your principal role/business focus?

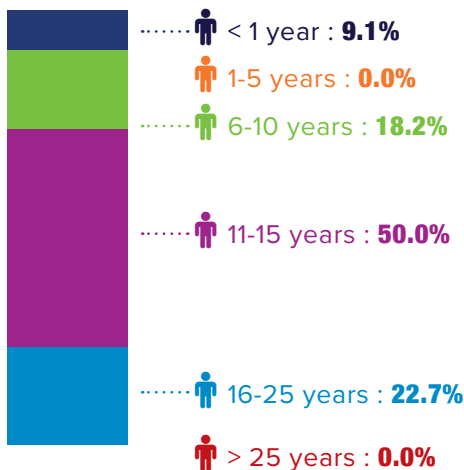


- **MARKETER/ADVERTISER : 40.9%**
- **PUBLISHER/MEDIA : 9.1%**
(focused on selling advertising)
- **PROVIDER OF MARKETING SERVICES : 27.3%**
(including data and agency services)
- **DEVELOPER OF ADVERTISING & MARKETING TECHNOLOGY : 9.1%**
- **OTHER : 13.6%**

EXPERIENCE

How many years of experience do you have with marketing and/or advertising?

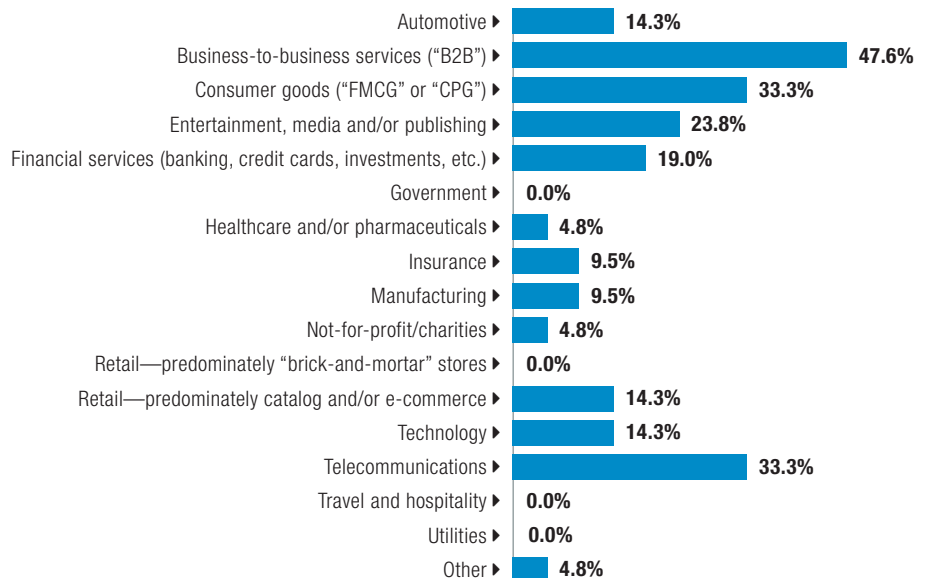
Please consider your current job and past professional roles that may apply.



INDUSTRY REPRESENTATION

Within which of the following vertical markets are your professional efforts most intensively concentrated?

Displaying panelists' "top three" responses

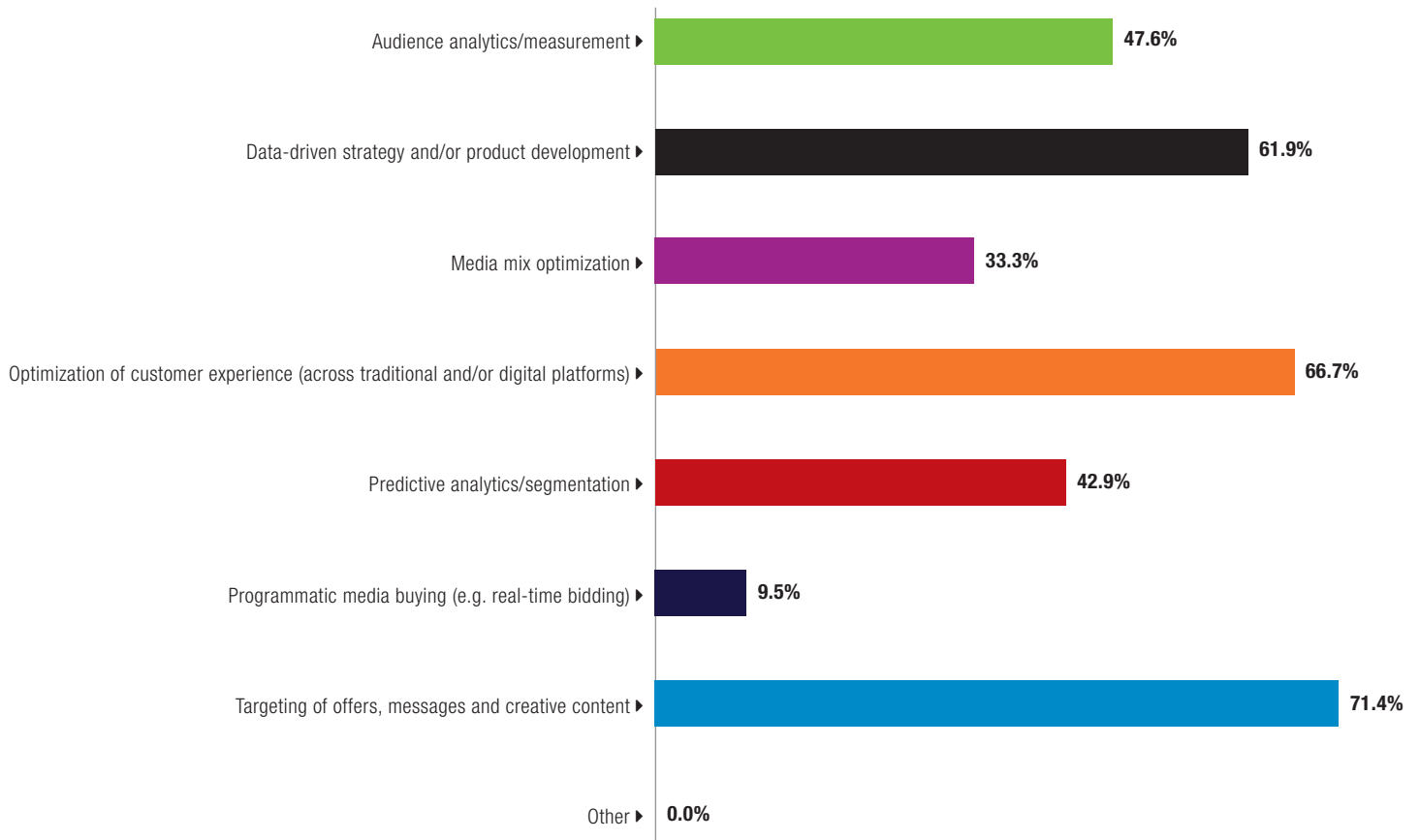


What is “DDMA”? How is it practiced?

- As reported elsewhere, Hungarian panelists increased their spending on digital channels most over the past year (led by the social media and website/e-commerce content channels), with spending growth in these areas outpacing global averages. On an index basis, using a 1-to-5 scale where 5 indicates spending increased “significantly,” Hungarian panelists indexed both their social media and website/e-commerce spending at 4.13, outpacing the respective global benchmarks of 3.96 and 4.02
- Looking toward the next year, Hungarian panelists said they expect to continue investing in these channels, albeit at a somewhat less aggressive rate, although they also expect to ramp up spending on mobile channels, surpassing the comparable global benchmark (indexing at 4.24 versus 4.15 globally)
- Hungarian panelists focused their functional investment growth on analytics, measurement and data management over the past year, while spending on campaign execution—both digital and traditional—lagged global benchmarks

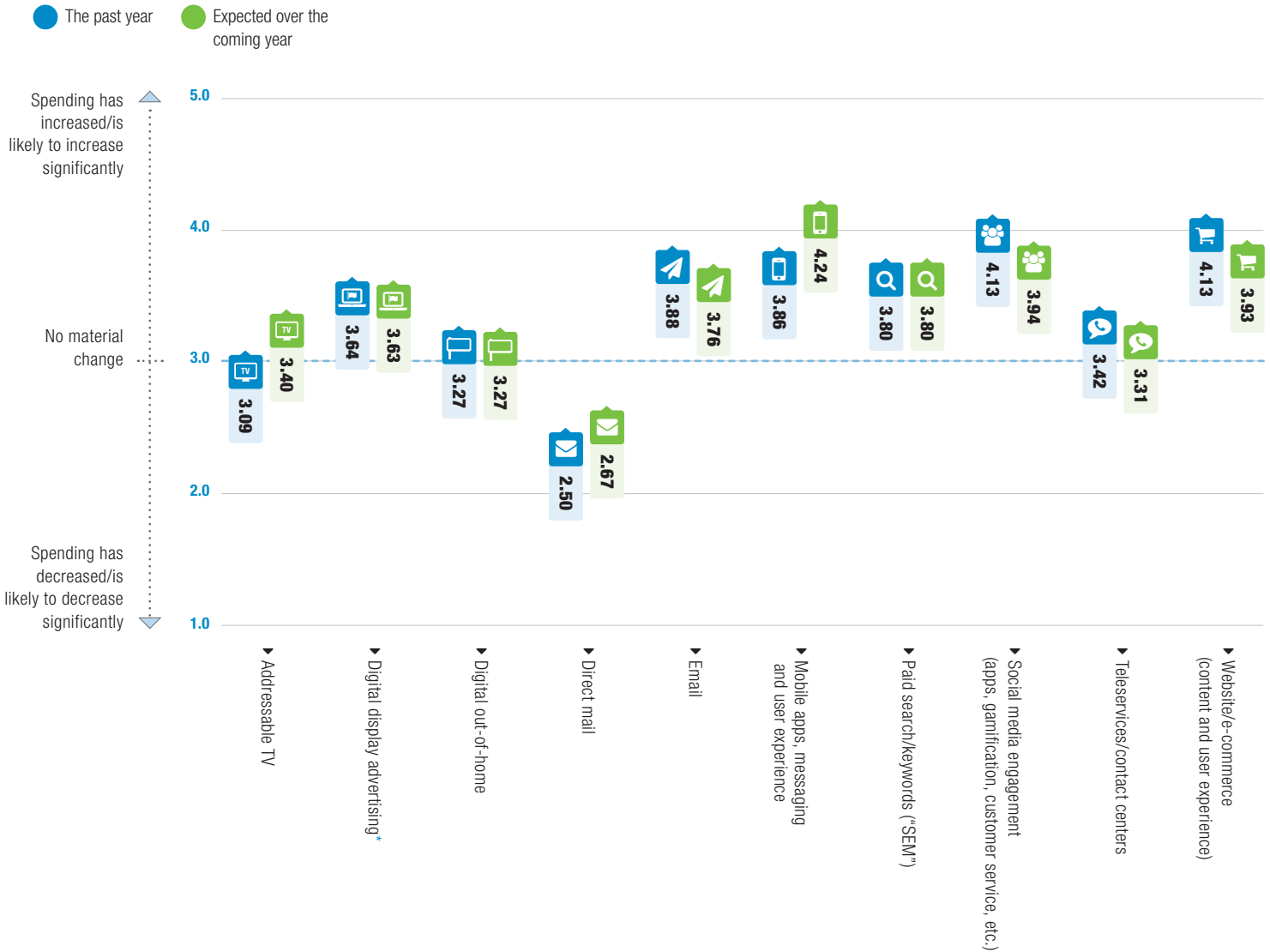
DDMA DEFINED

“My practice of data-driven marketing and advertising is characterized by a focus on...”



SPENDING ON DDMA CHANNELS

How has your (or your clients') spending on each of the following data-driven marketing and advertising channels changed over the **past** year? How do you expect spending to change over the **next** year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

SPENDING ON DDMA FUNCTIONS

How has your (or your clients') spending on each of the following data-driven marketing and advertising campaign execution functions changed over the **past** year? How do you expect spending to change over the **next** year?

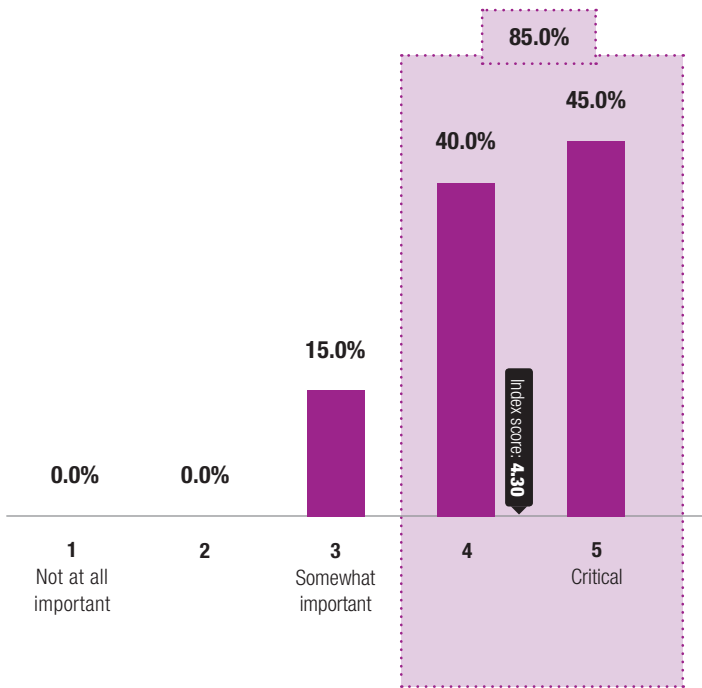


How does data impact marketing and advertising performance?

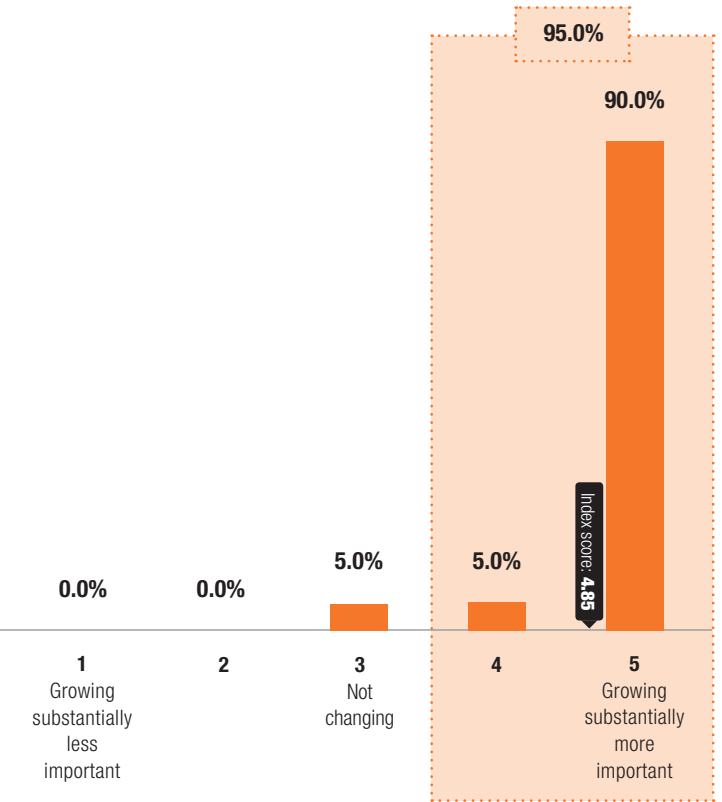
- Hungarian panelists reported that data is important to their DDMA efforts at a rate consistent with the global average, assigning it an index score of 4.30 on a scale of 1-to-5 (with 5 indicating data is “critical” to advertising and marketing), compared the global average of 4.34. Hungarians added they expect data’s role to grow more important in the months ahead, outpacing expected global benchmarks
- 80.0 percent of Hungarian panelists said they’re confident in the practice of DDMA and its prospects for future growth, reporting a “confidence index” of 4.25 on a scale of 1-to-5 (where 5 indicates panelists are “extremely” confident), closely aligned with the global benchmark of 4.24
- Hungarian panelists grew investments in DDMA—and said they expect to continue doing so—at rates that outpace global averages. Last year 66.7 percent of Hungarian respondents said they increased their DDMA spending, slightly higher than the 63.2 percent of global practitioners that said the same. Looking to next year, however, Hungarian DDMA spending is expected to ramp: 88.9 percent of panelists said they expect to increase spending in the next 12 months, compared to just 73.5 percent of the global panel that said the same
- DDMA channels in Hungary generated improved performance across the board compared to the previous year, panelists said, with the most significant improvements demonstrated across the website/ e-commerce content, social media and paid search channels, respectively

IMPORTANCE OF DATA

How important is data to your (or your clients') current marketing and advertising efforts?

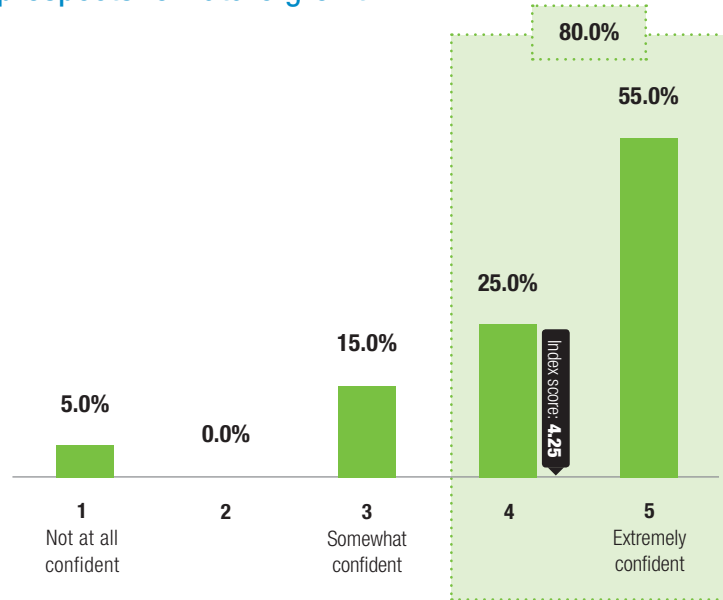


Thinking toward the future, how do you believe data's role is changing with respect to your (or your clients') marketing and advertising efforts?



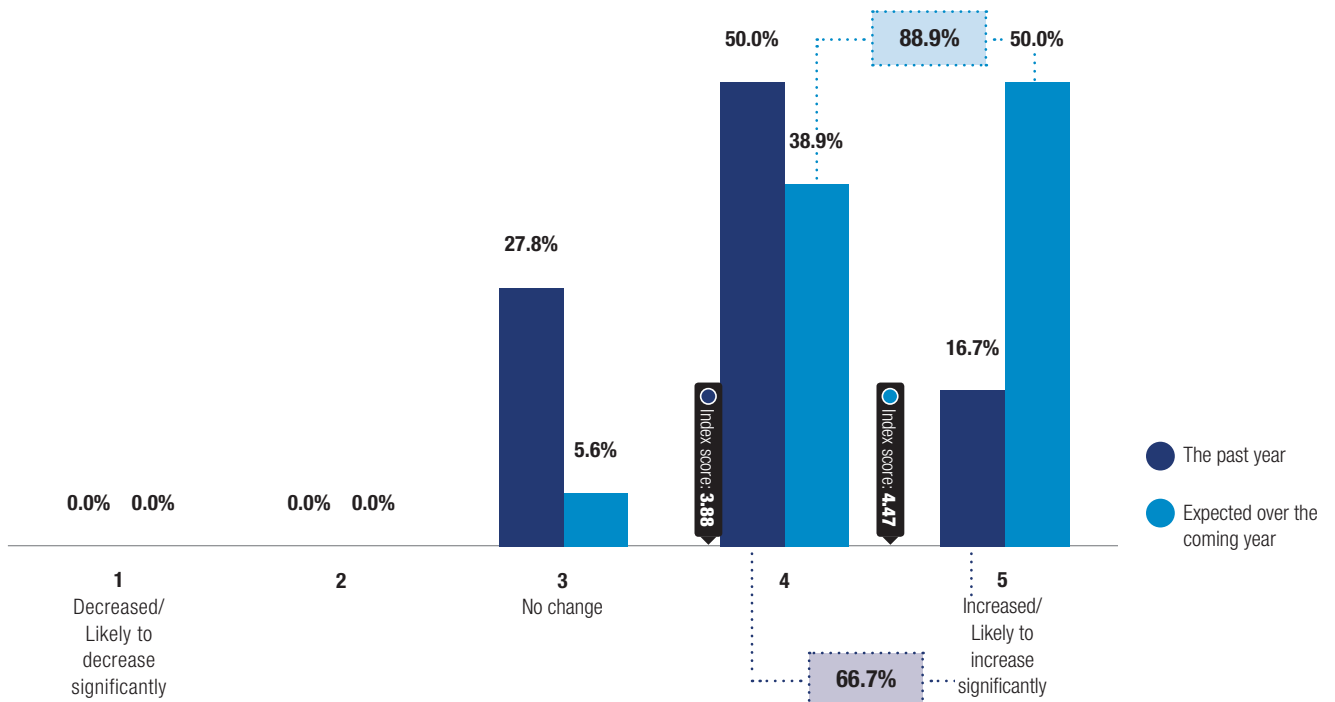
CONFIDENCE IN DDMA

Thinking in general about your current business activities and conditions within your respective marketplace, how confident are you in the value of “data-driven marketing and advertising” and its prospects for future growth?



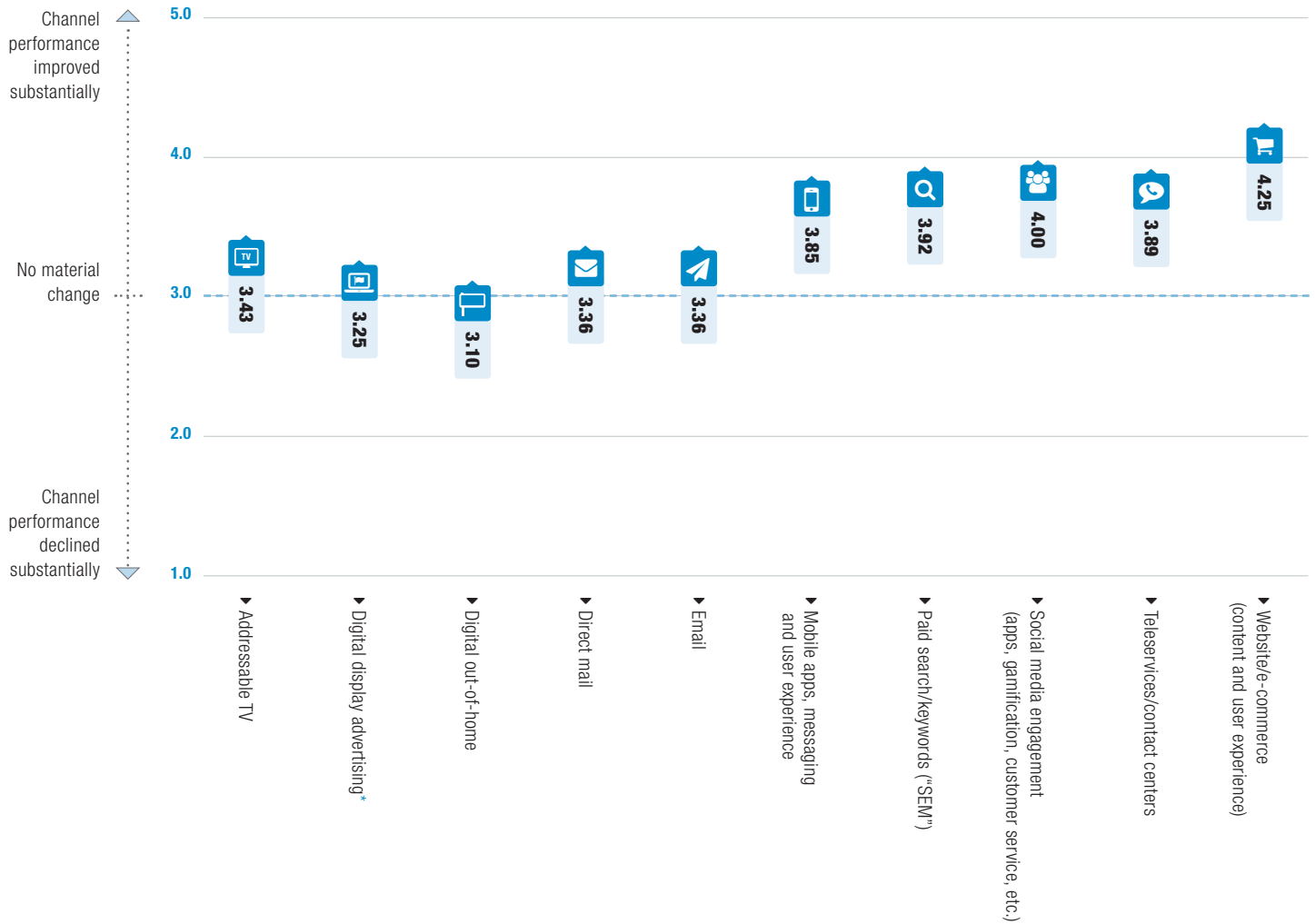
DDMA EXPENDITURES

How has your (or your clients') spending on data-driven marketing and advertising changed over the past year? How do you expect your (or your clients') spending on data-driven marketing will change next year?



CHANNEL PERFORMANCE

Thinking about the results generated by each of your (or your clients') data-driven marketing and advertising channels, how has the performance of each of the following changed over the past year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

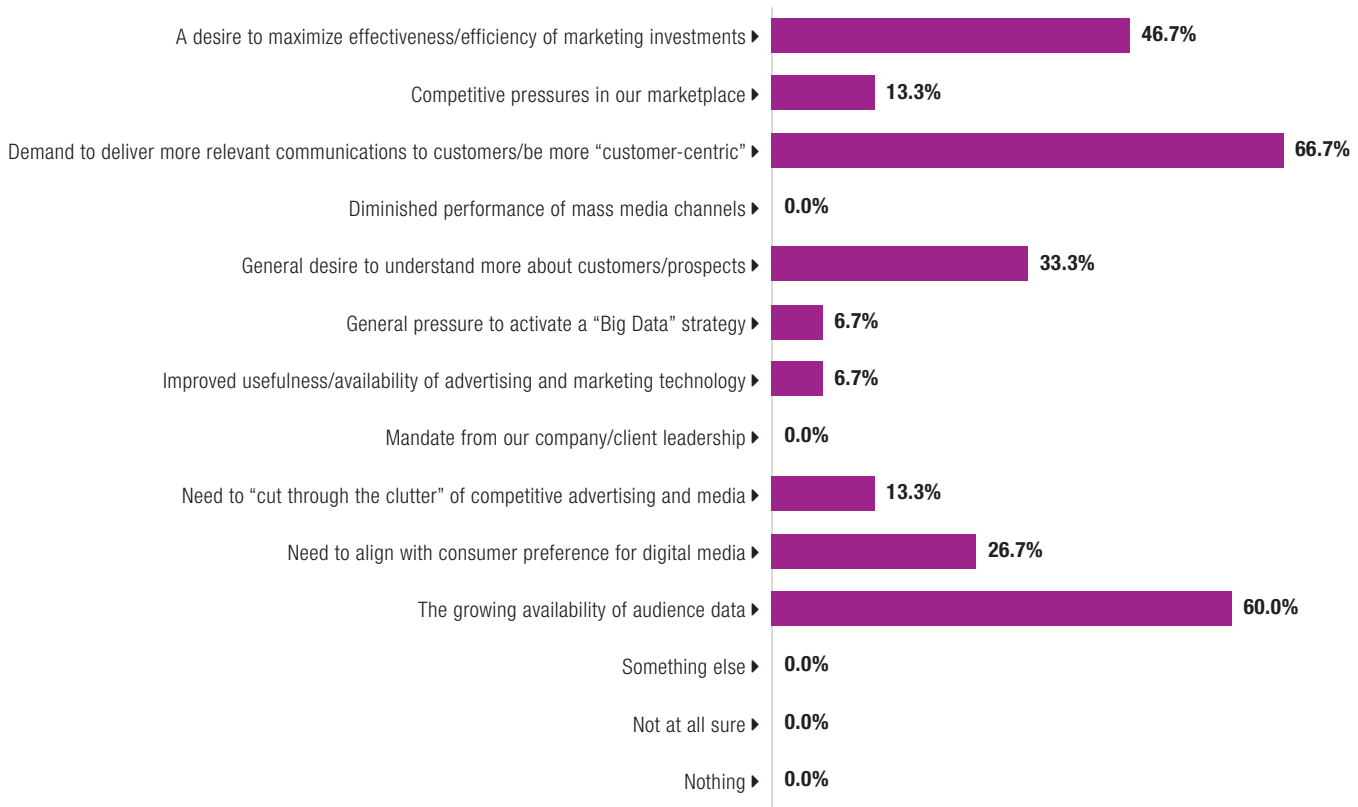
What's driving the practice of DDMA? What's inhibiting it?

- Hungarian panelists said their DDMA efforts were motivated first and foremost by the growing availability of audience data in their marketplace; 60.0 percent said this was a factor driving their DDMA activities over the past year, compared to just 24.2 percent of global panelists who said the same
- DDMA efforts in Hungary are inhibited more by regulatory barriers and concerns than is typical in other markets—40.0 percent of Hungarian panelists said regulatory interference negatively impacts their DDMA initiatives, compared to 24.8 percent of global panelists who said the same

FACTORS DRIVING DDMA

Displaying panelists' "top three" responses

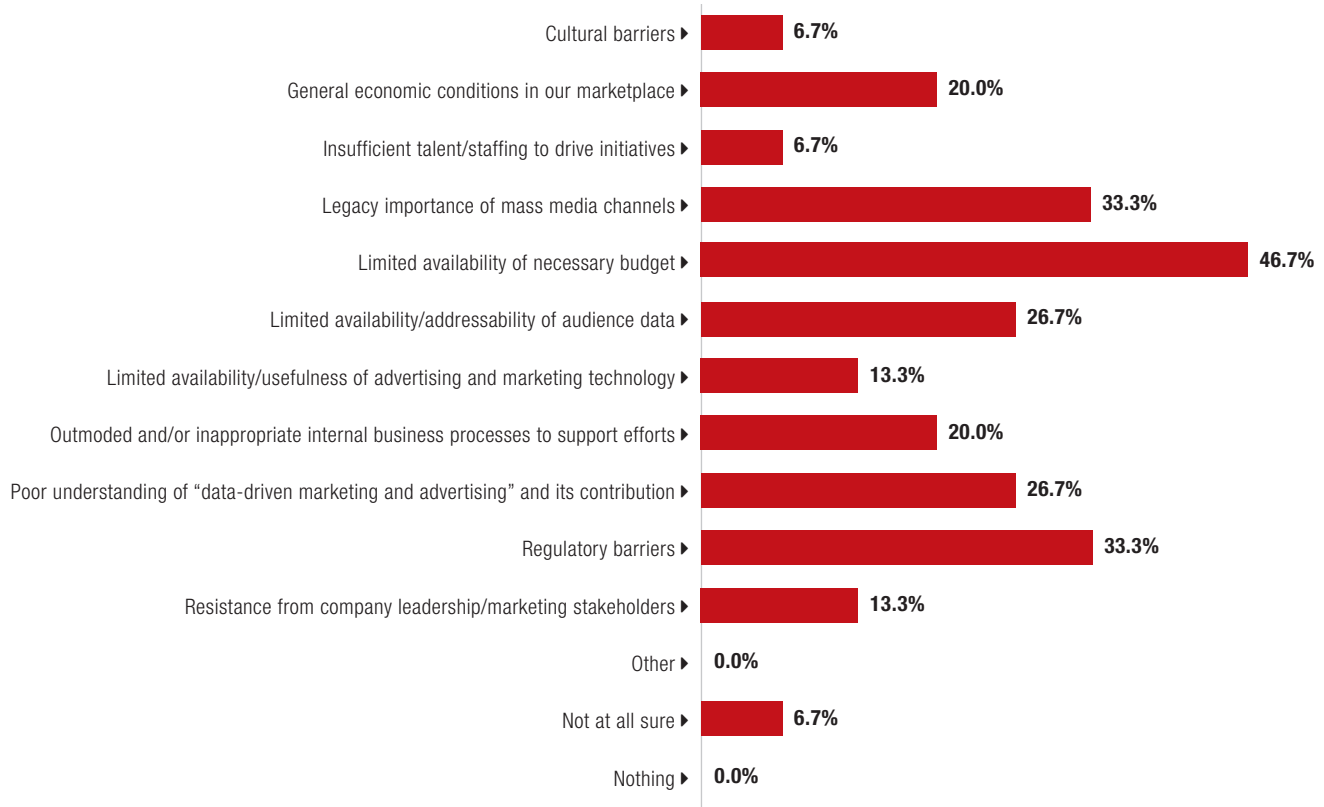
Which of the following factors, if any, are most responsible for driving your (or your clients') investment in data-driven marketing and advertising?



FACTORS INHIBITING DDMA

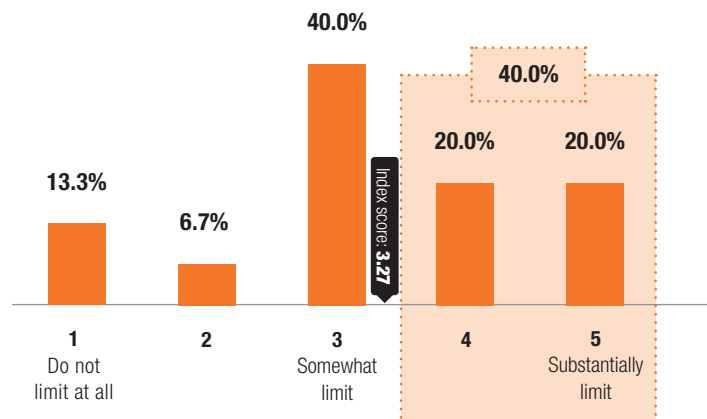
Displaying panelists' "top three" responses

Which of the following factors, if any, are most responsible for inhibiting your (or your clients') investment in data-driven marketing and advertising?



IMPACT OF REGULATION

To what extent are regulatory barriers in your marketplace (e.g. limits on access to data, requirements for affirmative consumer opt-in to marketing communications, etc.) actively limiting your ability to pursue data-driven marketing and advertising initiatives?



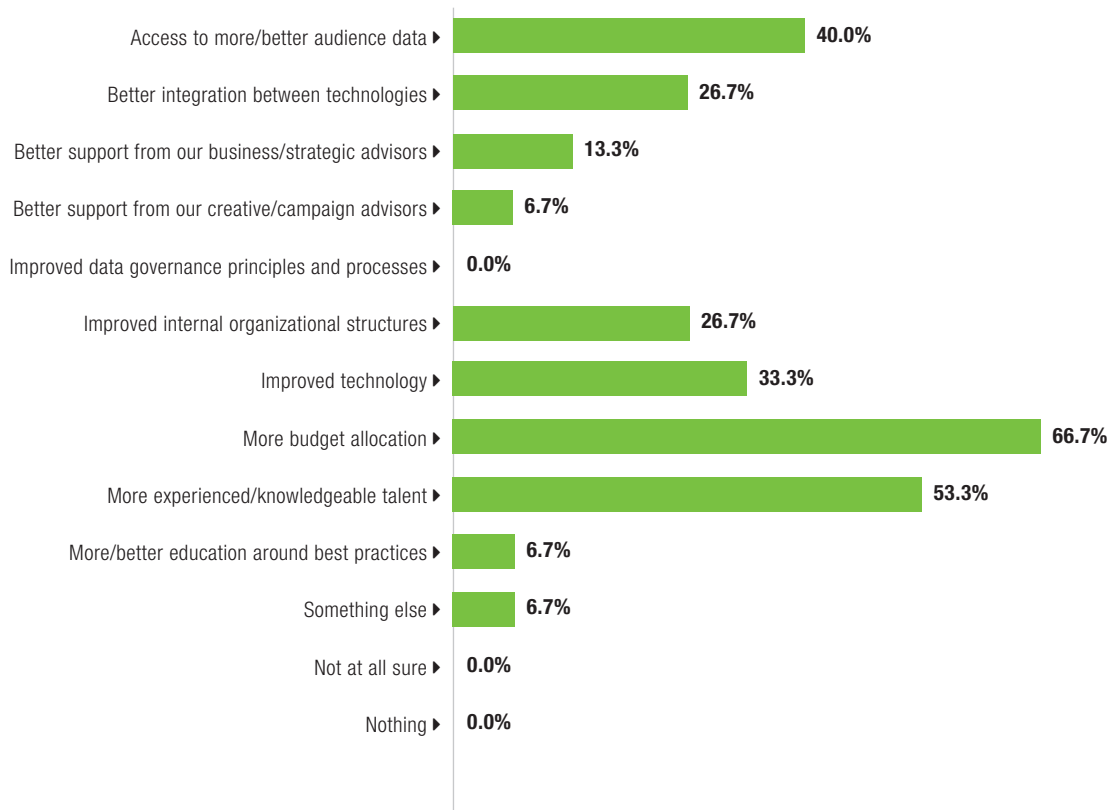
What do practitioners need to derive greater value from DDMA?

- In addition to more budget and experienced talent, Hungarian panelists said they need access to more audience data in order to advance their DDMA practices
- Similar to global panelists, Hungarian practitioners said data modeling and analytics skills represent top priorities for investment and development over the next three years

REQUIRED RESOURCES

Displaying panelists' "top three" responses

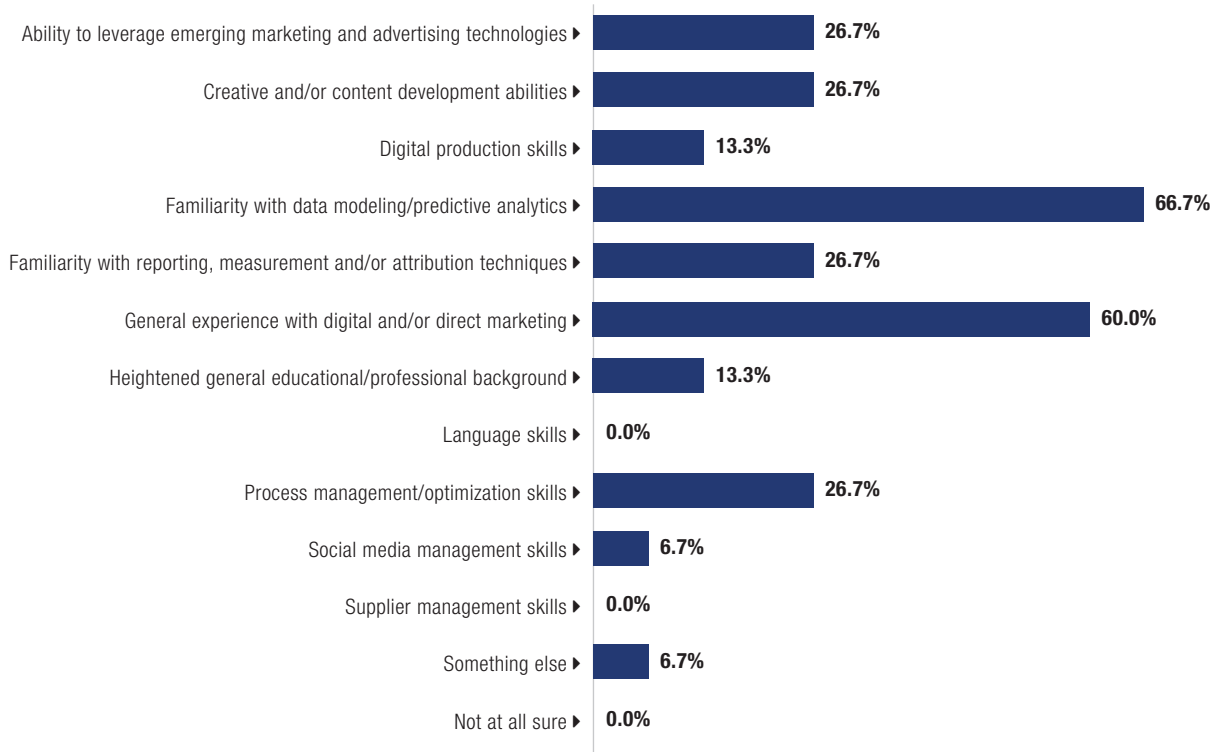
Which of the following resources would most significantly advance your (or your clients') efforts to generate value from data-driven marketing and advertising efforts?



REQUIRED SKILLS

Displaying panelists' "top three" responses

Thinking about your ongoing staffing and talent development efforts, which of the following skill sets represent your most significant priorities for investment and/or enrichment over the next three years?



SELECT PANELIST FEEDBACK

“What other opportunities and/or challenges are you confronting in your practice of data-driven marketing and advertising?”

“Data-driven marketing is not a three-year project, but most of the experts change jobs in a short period of time (every three or four years), so they are not interested in investing in something they most likely will not see harvest.”

“Our three major challenges are a high trading desk margin, local advertising law regulations, and local barriers against enterprise.”

“Few clients want to build and manage their own consumer database and CRM system.”

India





India

PANEL:
344 TOTAL RESPONDENTS*

SURVEY TIMEFRAME:
JULY – SEPTEMBER 2014

* Not all respondents answered every question

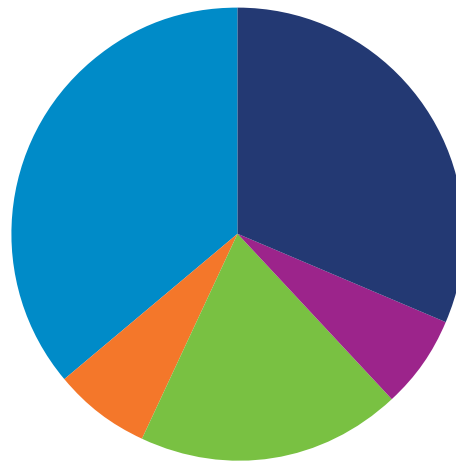
PRESENTING ASSOCIATION



DMAi, since 1992, has worked to advance and protect responsible data-driven marketing and advertising in India. To make marketing relevant and improve customer engagement, DMAi advocates for creating industry standards for ethical conduct and effective self-regulation of the data-driven marketing and advertising community. For more information, please visit www.dmai.co

PANEL COMPOSITION

How would you describe your principal role/business focus?

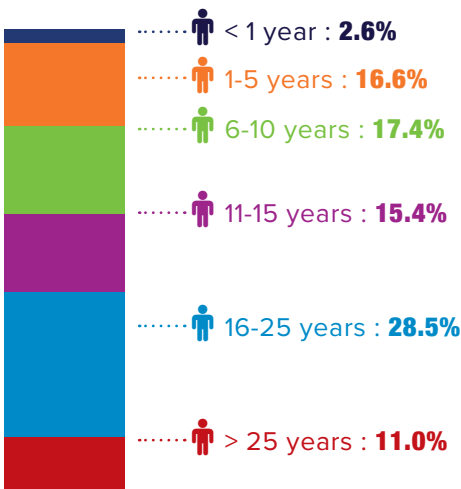


- **MARKETER/ADVERTISER : 31.4%**
- **PUBLISHER/MEDIA : 6.7%**
(focused on selling advertising)
- **PROVIDER OF MARKETING SERVICES : 18.9%**
(including data and agency services)
- **DEVELOPER OF ADVERTISING & MARKETING TECHNOLOGY : 7.0%**
- **OTHER : 36.0%**

EXPERIENCE

How many years of experience do you have with marketing and/or advertising?

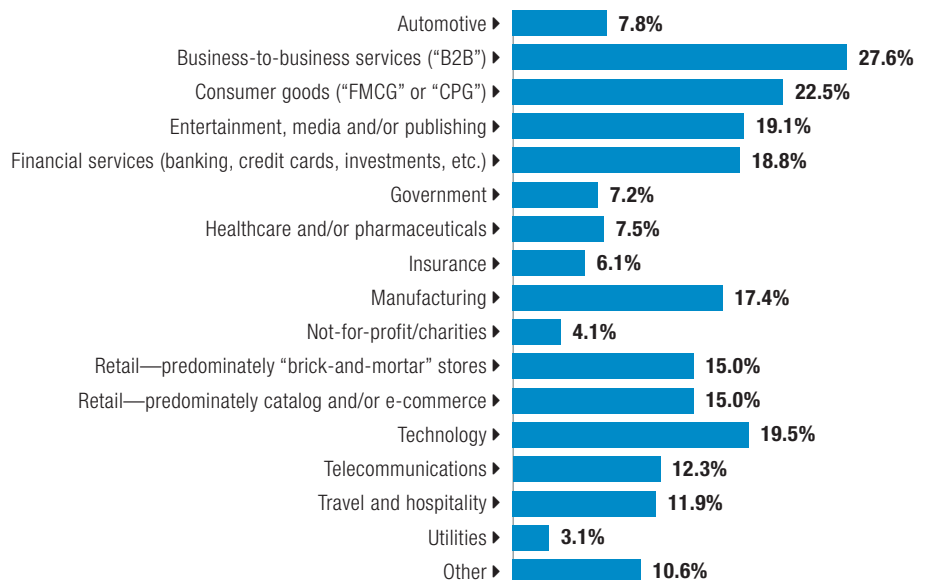
Please consider your current job and past professional roles that may apply.



INDUSTRY REPRESENTATION

Within which of the following vertical markets are your professional efforts most intensively concentrated?

Displaying panelists' "top three" responses

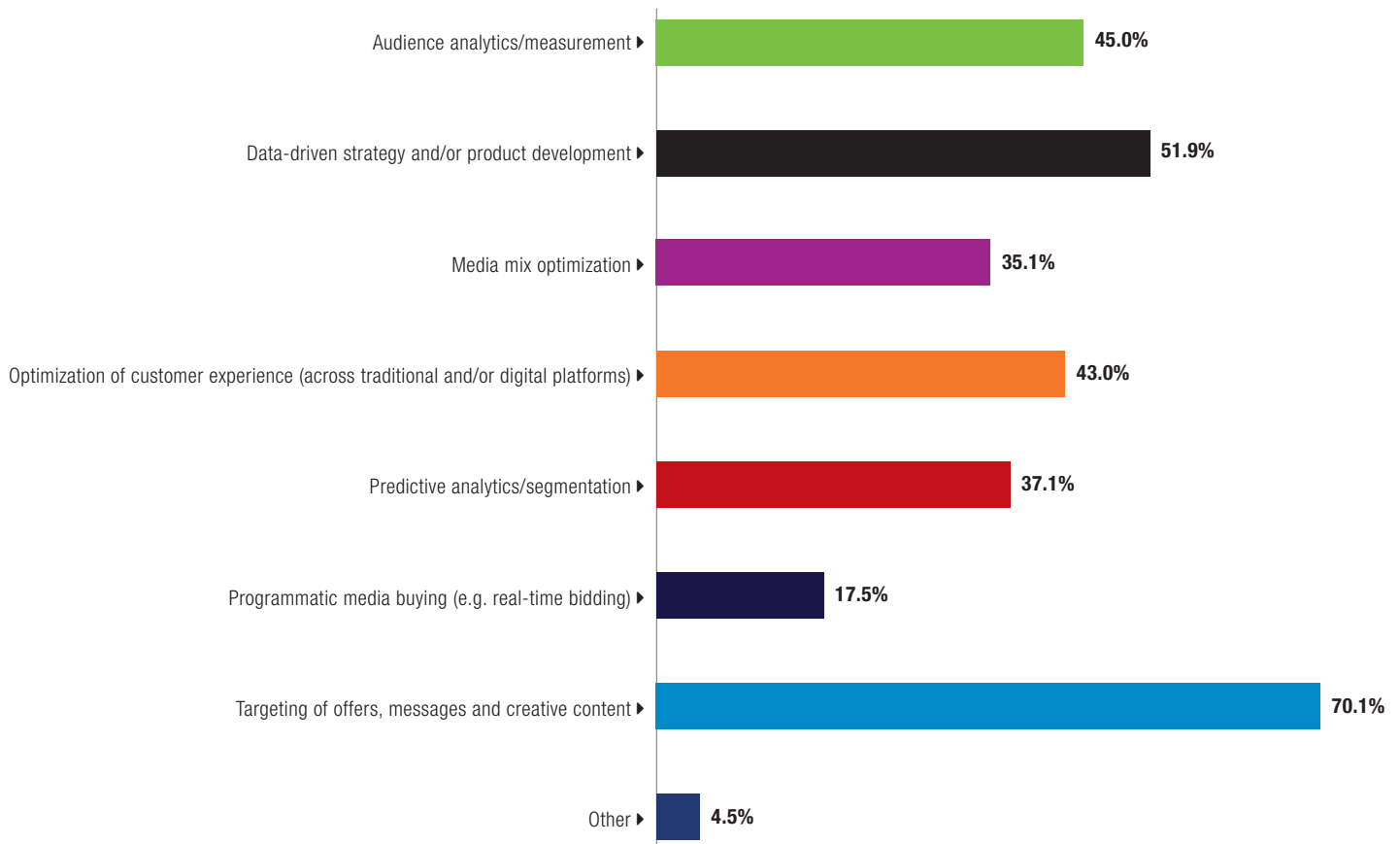


What is “DDMA”? How is it practiced?

- Indian panelists increased their investments in all addressable DDMA channels over the past year, with spending growth outpacing global benchmarks across the board. Among specific channels, website and e-commerce content, social media, paid search and mobile posted the largest year-over-year increases
- Spending on direct mail grew substantially in India over the past year (in contrast to declines reported on a global basis). Though Indian panelists said they expect to slow the expansion of their direct mail spending next year, the channel is nevertheless expected to benefit from larger budget allocations
- Indian panelists increased their investment across all addressable DDMA functions over the past year—with most increases surpassing global averages. Increases in spending growth were highest in digital campaign execution as well as creative and content development—which received less attention across other markets, on average

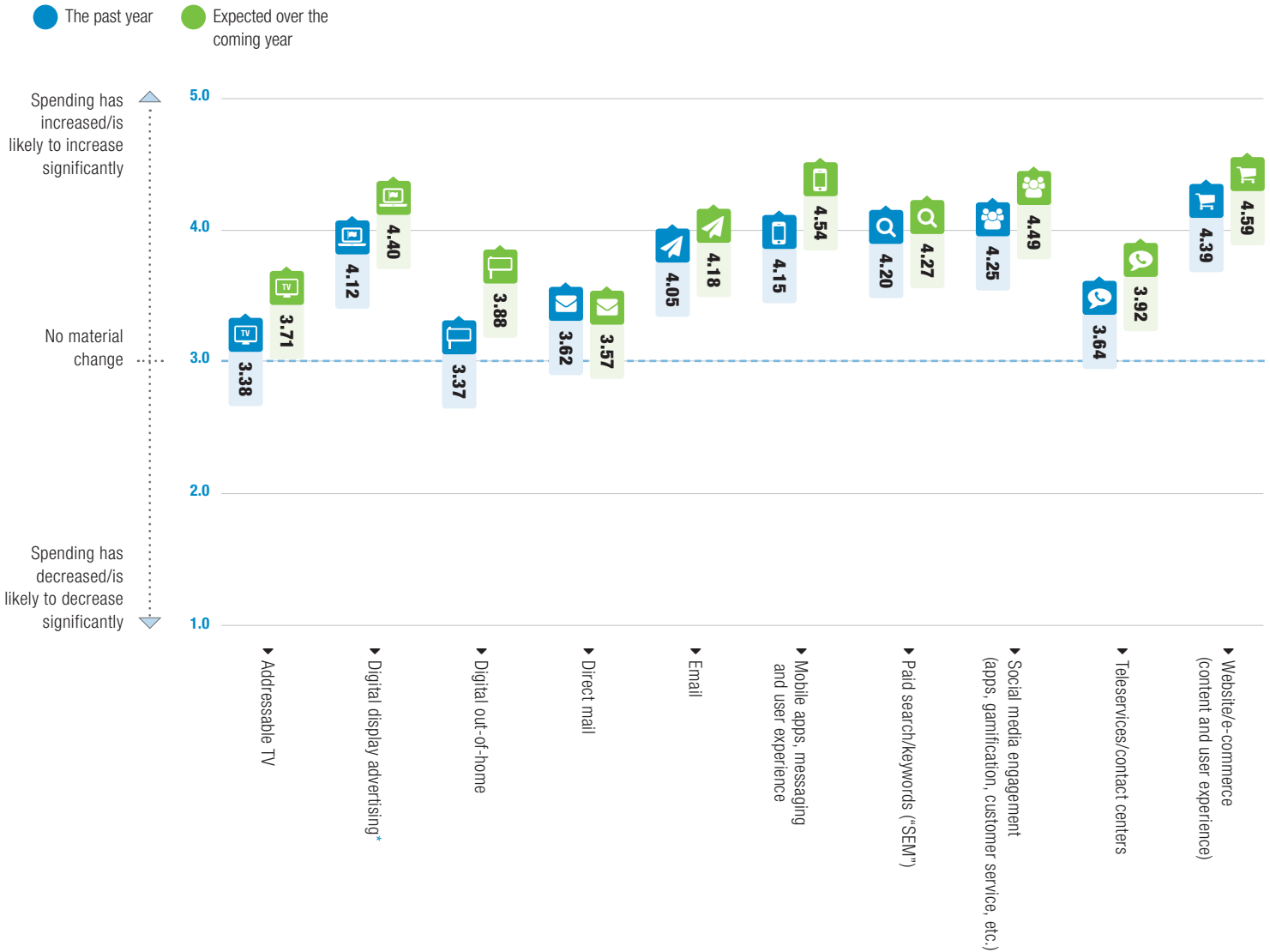
DDMA DEFINED

“My practice of data-driven marketing and advertising is characterized by a focus on...”



SPENDING ON DDMA CHANNELS

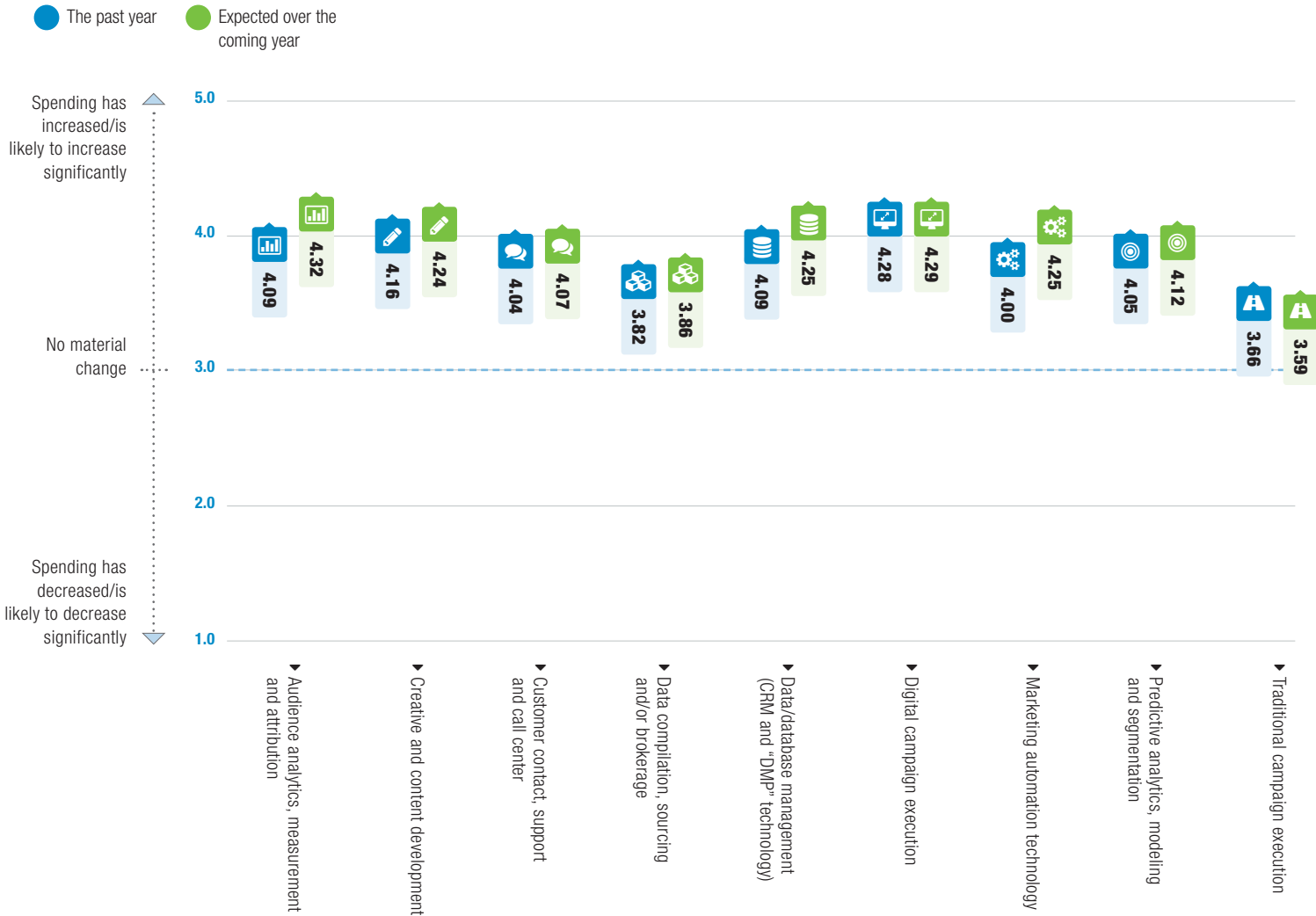
How has your (or your clients') spending on each of the following data-driven marketing and advertising channels changed over the **past** year? How do you expect spending to change over the **next** year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

SPENDING ON DDMA FUNCTIONS

How has your (or your clients') spending on each of the following data-driven marketing and advertising campaign execution functions changed over the **past** year? How do you expect spending to change over the **next** year?

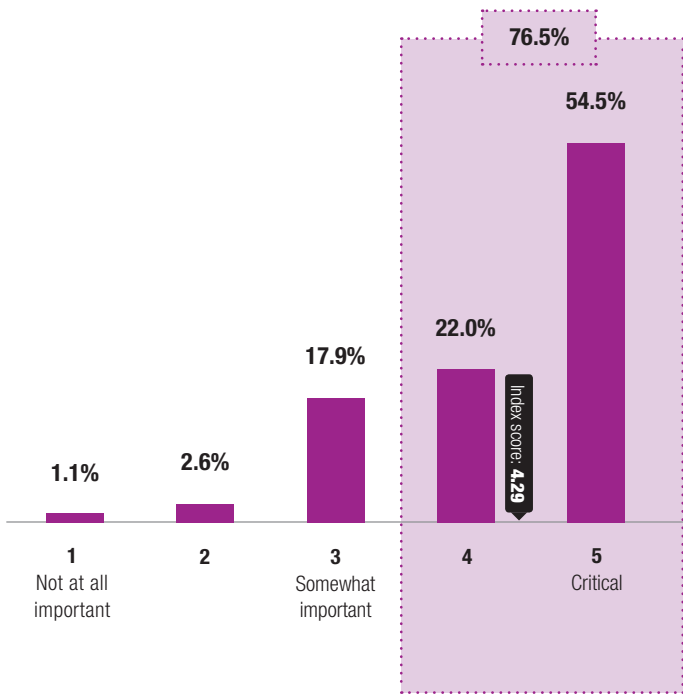


How does data impact marketing and advertising performance?

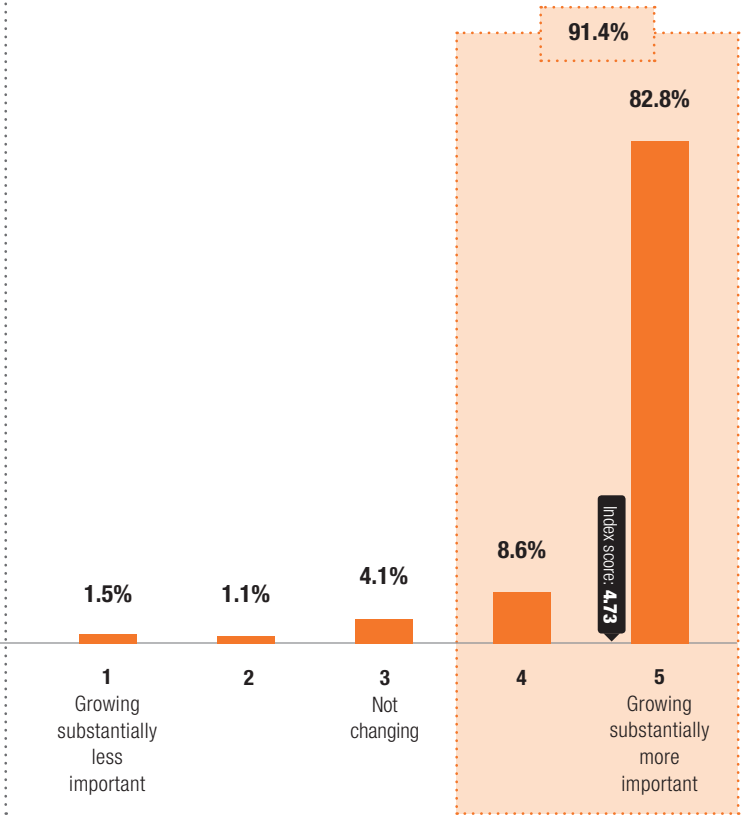
- Fewer Indian panelists said data is important to their marketing and advertising efforts today than global panelists indicated on average, yet Indian practitioners said they expect data's role to expand in the near term, growing at a more pronounced rate than the worldwide average. Indian panelists assessed the growing importance of data to their advertising and marketing efforts with an index score of 4.73 on a scale of 1-to-5 (with 5 indicating data is growing "substantially" more important to advertising and marketing efforts), compared to a lower global benchmark of 4.66
- In line with those heightened expectations for data's role, Indian panelists expressed significantly greater confidence in DDMA's contribution than their worldwide peers. On a scale of 1-to-5 (with 5 indicating panelists are "extremely" confident in DDMA and its growth prospects), Indian panelists pegged their confidence at a 4.48—the highest response recorded in any market, substantially outperforming the global average of 4.24
- Over the past year a higher proportion of Indian panelists increased their spending on DDMA than their global peers did the same (76.8 percent of Indian practitioners said they spent more, compared to 63.2 percent of global panelists), and Indian respondents said they expect to continue doing so in the year ahead (85.6 percent said they plan to increase spending next year, compared to 73.5 percent globally that intend to do the same)
- Indian panelists said the performance of all addressable DDMA channels improved over the past year, in most cases substantially outperforming global performance improvement benchmarks. Digital channels (led by the website and e-commerce content, social media and mobile channels) posted the most substantial performance improvements compared to the previous year

IMPORTANCE OF DATA

How important is data to your (or your clients') current marketing and advertising efforts?

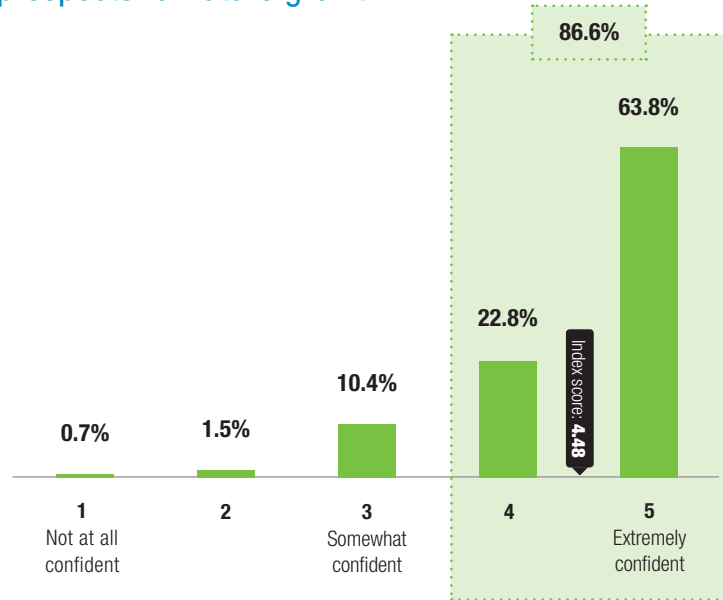


Thinking toward the future, how do you believe data's role is changing with respect to your (or your clients') marketing and advertising efforts?



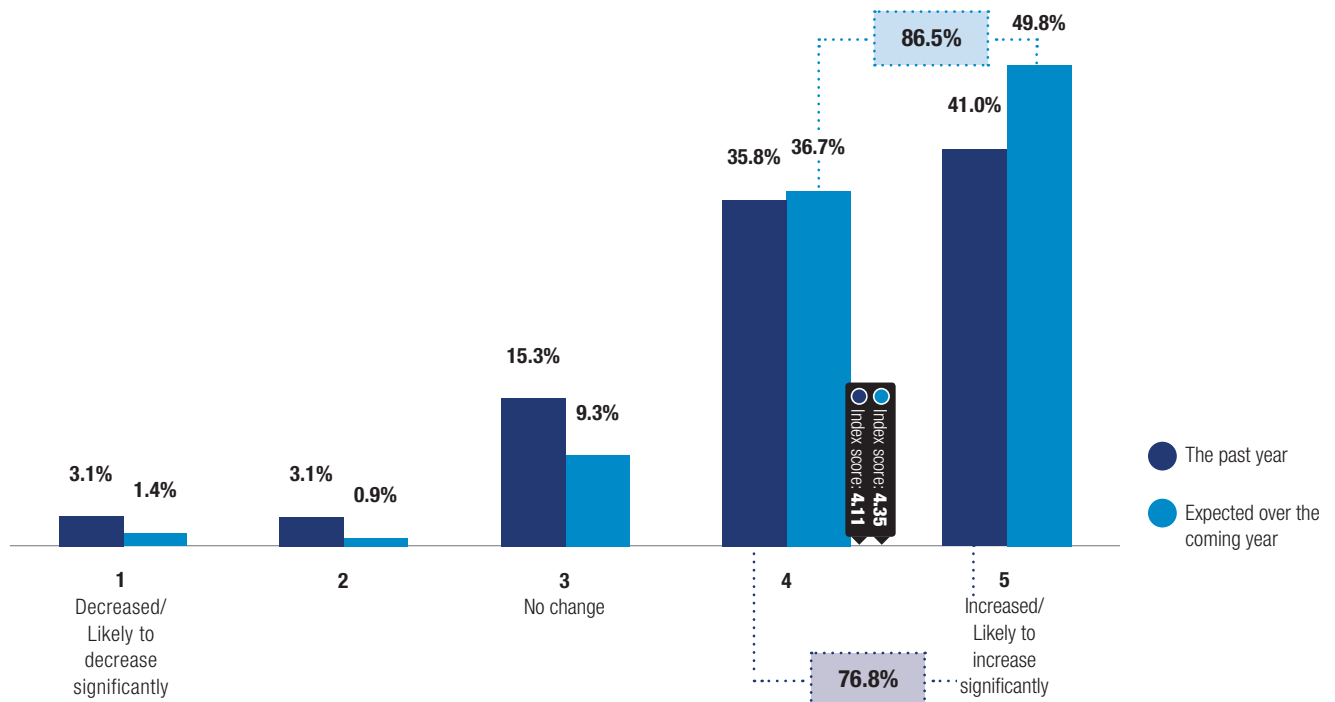
CONFIDENCE IN DDMA

Thinking in general about your current business activities and conditions within your respective marketplace, how confident are you in the value of “data-driven marketing and advertising” and its prospects for future growth?



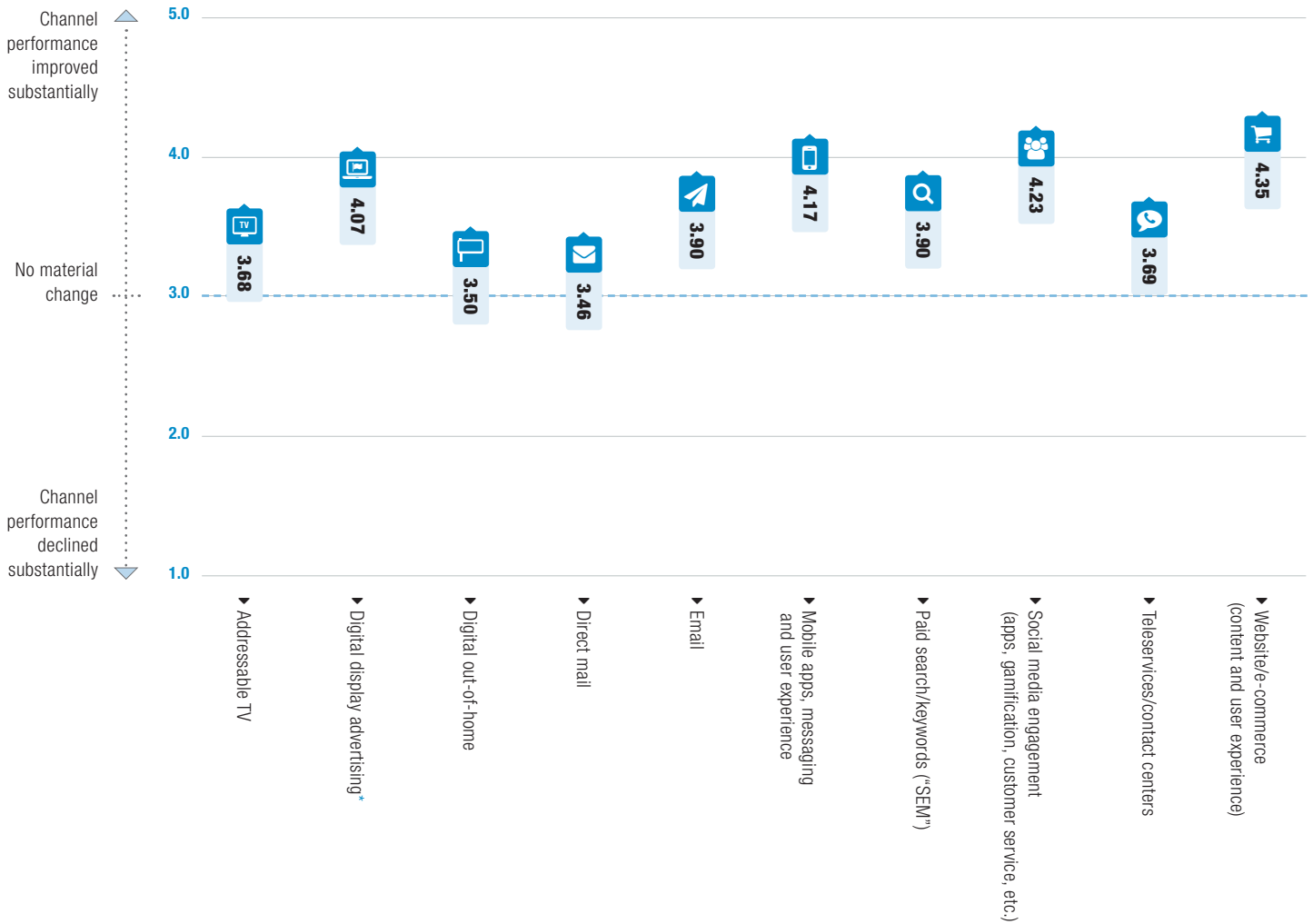
DDMA EXPENDITURES

How has your (or your clients') spending on data-driven marketing and advertising changed over the past year? How do you expect your (or your clients') spending on data-driven marketing will change next year?



CHANNEL PERFORMANCE

Thinking about the results generated by each of your (or your clients') data-driven marketing and advertising channels, how has the performance of each of the following changed over the past year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

What's driving the practice of DDMA? What's inhibiting it?

- Though Indian panelists said that they, like others, are highly motivated by a desire to maximize the impact of their marketing investments, they added that their DDMA efforts are particularly hampered by a lack of experienced talent and a poor overall understanding of data-driven marketing approaches and benefits
- Regulation isn't currently inhibiting DDMA activity to a substantial extent in the Indian market; panelists assessed the impact of current regulatory barriers with an index score of 2.98 on a scale of 1-to-5 (with 5 indicating regulation "substantially" limits DDMA), closely in line with the global average (2.94)

FACTORS DRIVING DDMA

Displaying panelists' "top three" responses

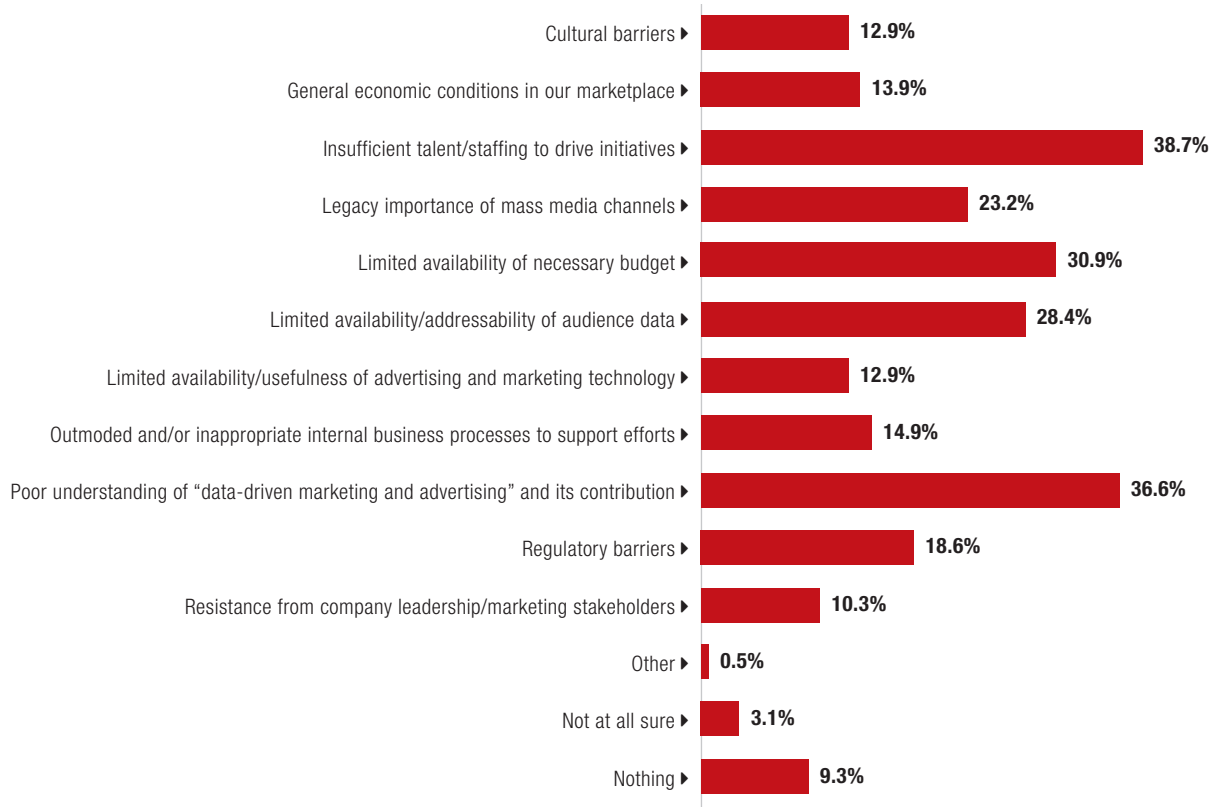
Which of the following factors, if any, are most responsible for driving your (or your clients') investment in data-driven marketing and advertising?



FACTORS INHIBITING DDMA

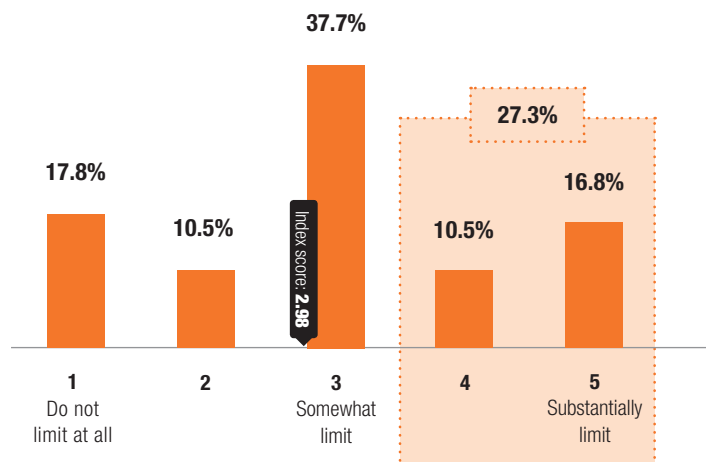
Displaying panelists' "top three" responses

Which of the following factors, if any, are most responsible for inhibiting your (or your clients') investment in data-driven marketing and advertising?



IMPACT OF REGULATION

To what extent are regulatory barriers in your marketplace (e.g. limits on access to data, requirements for affirmative consumer opt-in to marketing communications, etc.) actively limiting your ability to pursue data-driven marketing and advertising initiatives?



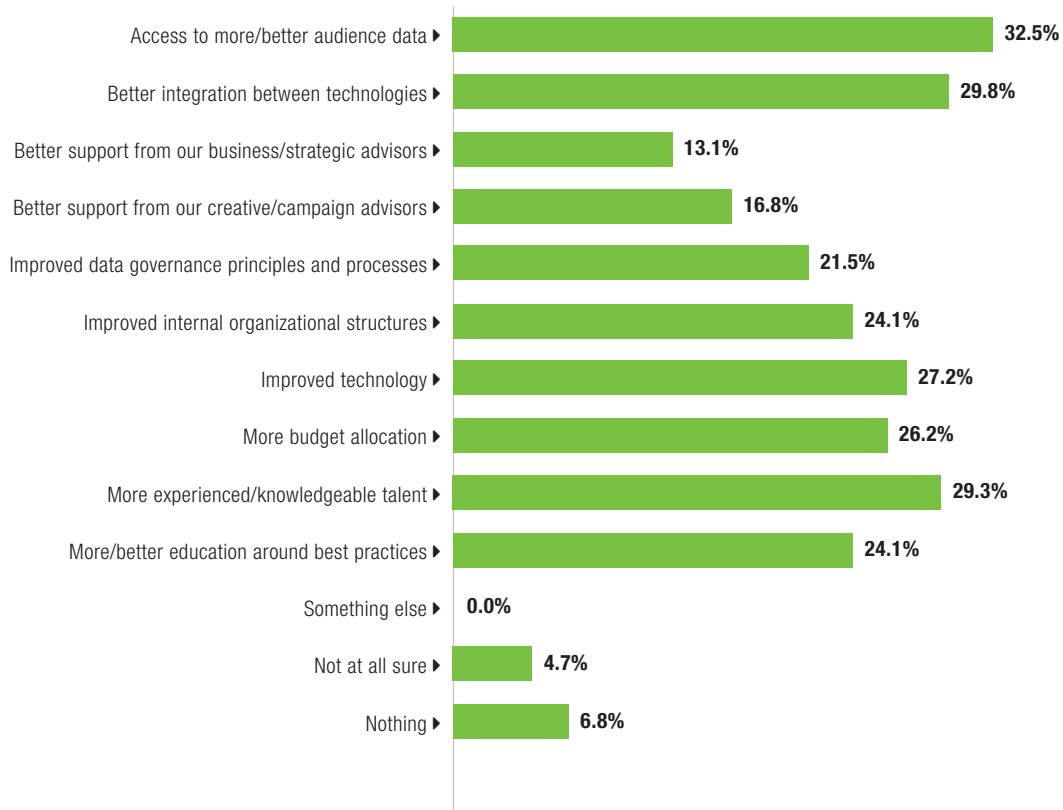
What do practitioners need to derive greater value from DDMA?

- In addition to experienced talent, Indian panelists said their practices would benefit from access to more data and better integration between applicable technologies
- From an expertise perspective, the Indian market is most in need of staff that bring deep experience with data modeling and analytics, panelists said

REQUIRED RESOURCES

Displaying panelists' "top three" responses

Which of the following resources would most significantly advance your (or your clients') efforts to generate value from data-driven marketing and advertising efforts?



REQUIRED SKILLS

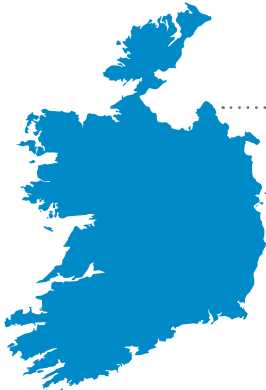
Displaying panelists' "top three" responses

Thinking about your ongoing staffing and talent development efforts, which of the following skill sets represent your most significant priorities for investment and/or enrichment over the next three years?



Ireland





Ireland

PANEL:
31 TOTAL RESPONDENTS*

SURVEY TIMEFRAME:
JULY – SEPTEMBER 2014

* Not all respondents answered every question

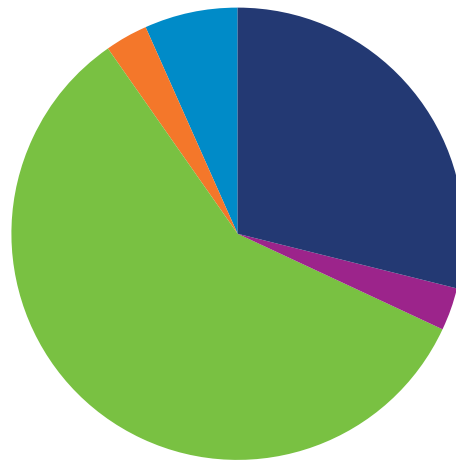
PRESENTING ASSOCIATION

The **Interactive Direct Marketing Association (IDMA)** is the only voice of the direct marketing industry in Ireland. IDMA leads the way in best practices for data-driven communication. For more information, please visit www.idma.ie



PANEL COMPOSITION

How would you describe your principal role/business focus?

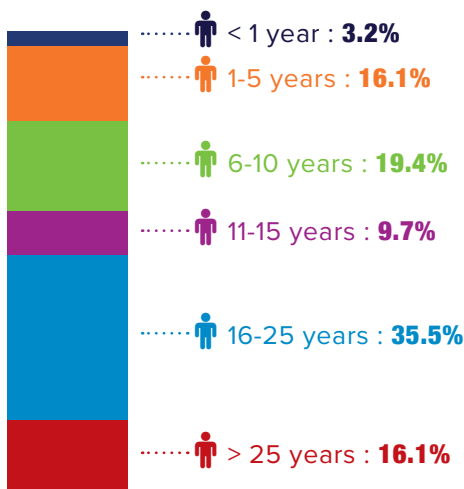


- **MARKETER/ADVERTISER : 29.0%**
- **PUBLISHER/MEDIA : 3.2%**
(focused on selling advertising)
- **PROVIDER OF MARKETING SERVICES : 58.1%**
(including data and agency services)
- **DEVELOPER OF ADVERTISING & MARKETING TECHNOLOGY : 3.2%**
- **OTHER : 6.5%**

EXPERIENCE

How many years of experience do you have with marketing and/or advertising?

Please consider your current job and past professional roles that may apply.



INDUSTRY REPRESENTATION

Within which of the following vertical markets are your professional efforts most intensively concentrated?

Displaying panelists' "top three" responses

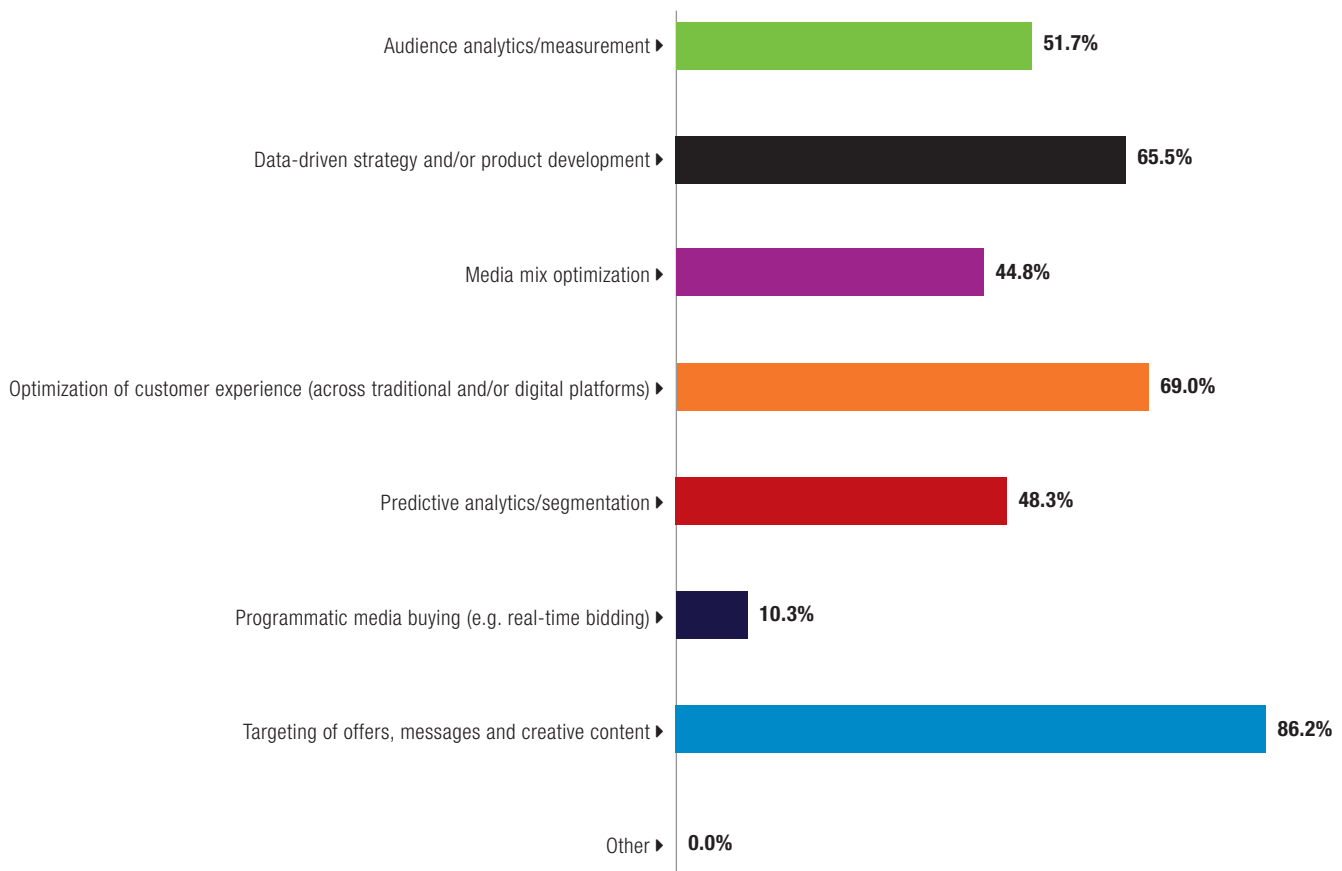


What is “DDMA”? How is it practiced?

- As did their counterparts in virtually all other markets, panelists in Ireland reported increasing spending across all digital media channels over the past year, with the website/e-commerce content, mobile and digital display advertising channels capturing the largest increases in investment over the past year
- Unlike their global counterparts, however, Irish panelists said that while they expect to increase investment in these channels next year, the rate of that spending growth is likely to drop compared to the previous year. Notable exceptions: Irish practitioners expect to accelerate their rate of spending growth on addressable TV as well as direct mail in the year ahead
- Functionally speaking—and similarly to their global peers—Irish panelists focused investment increases most on digital media execution, analytics and data management in the past year. In the coming year, Irish DDMA practitioners said they plan to grow their spending on creative and content—outpacing expected global spending benchmarks for the same

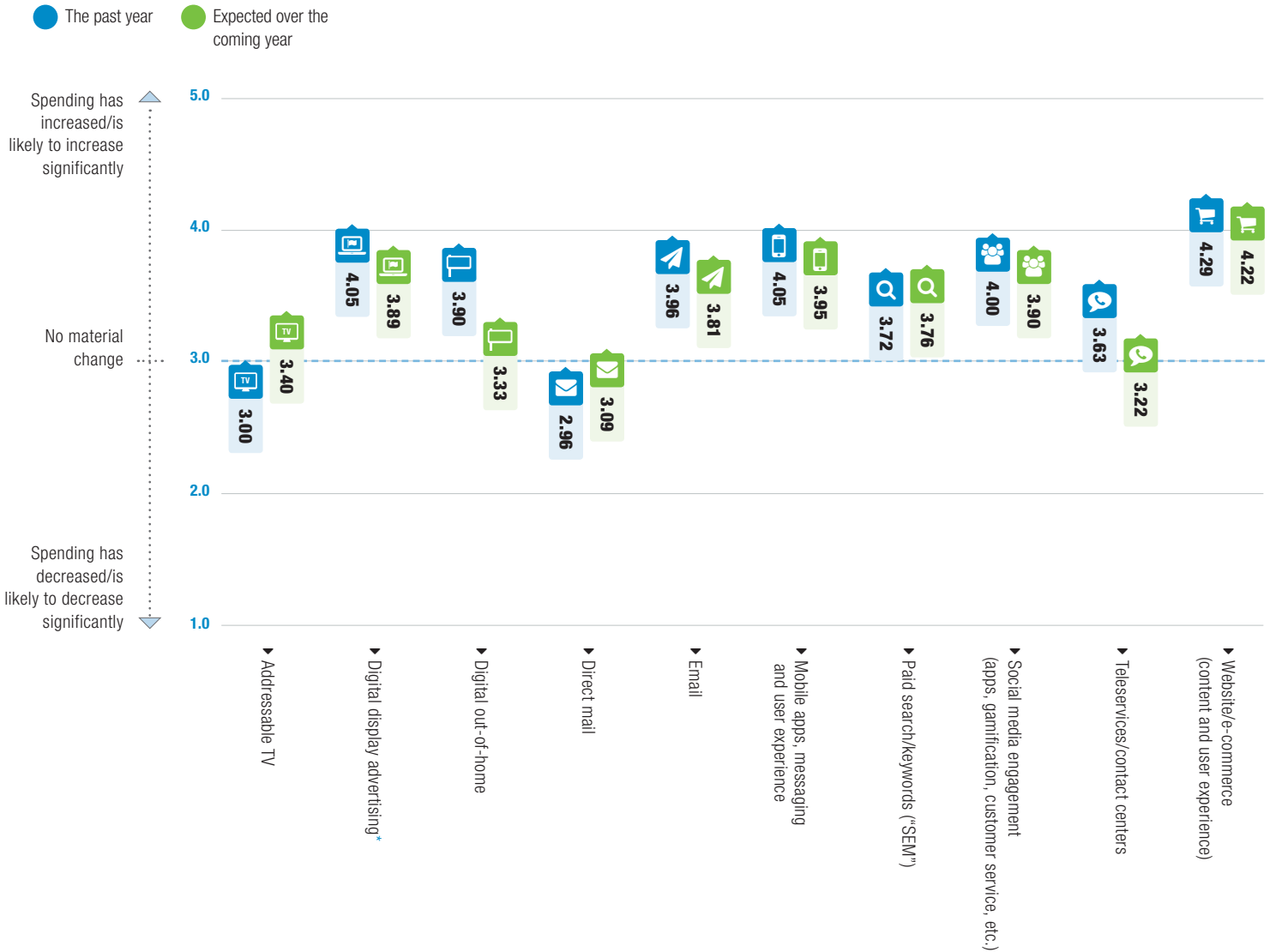
DDMA DEFINED

“My practice of data-driven marketing and advertising is characterized by a focus on...”



SPENDING ON DDMA CHANNELS

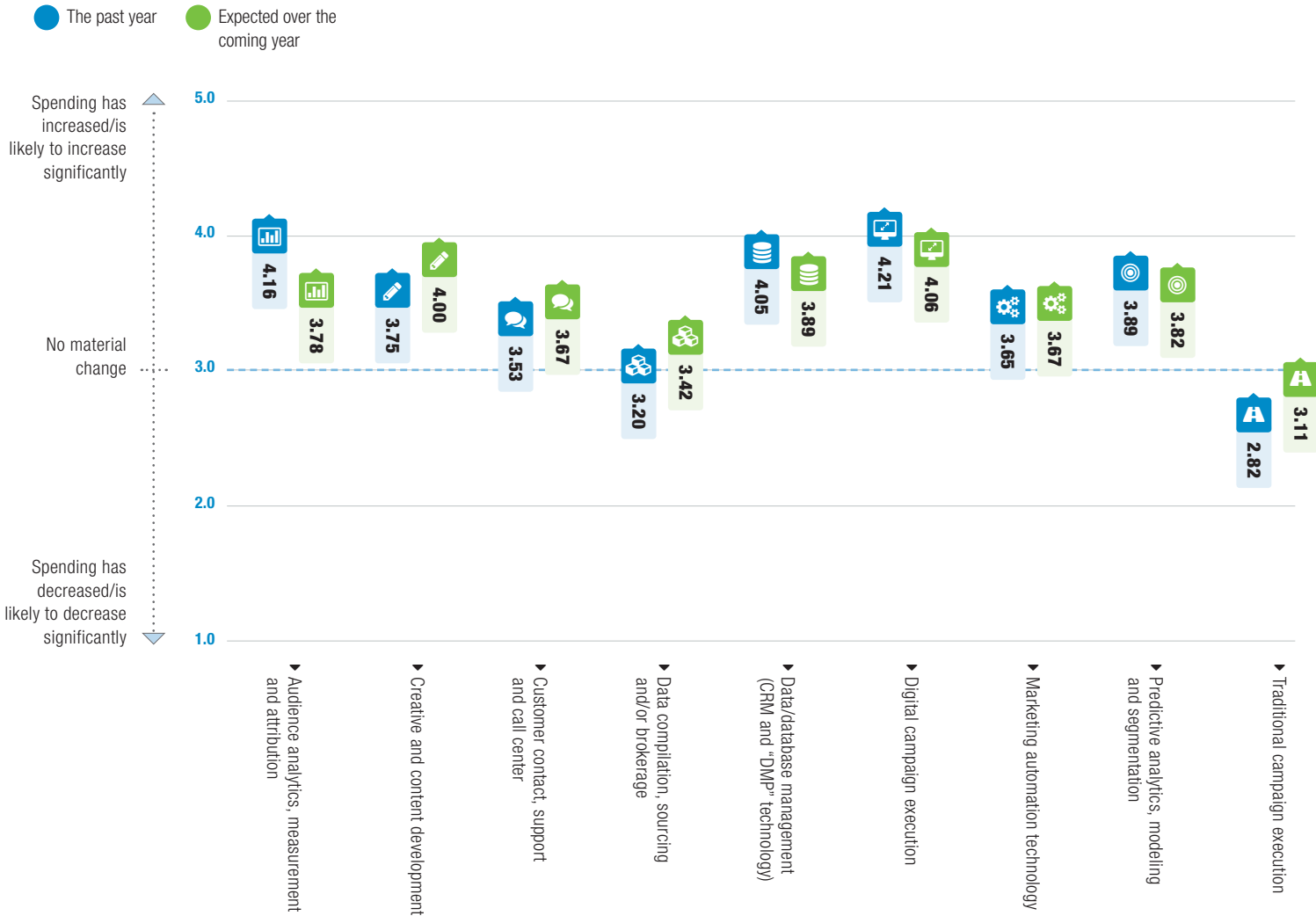
How has your (or your clients') spending on each of the following data-driven marketing and advertising channels changed over the **past** year? How do you expect spending to change over the **next** year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

SPENDING ON DDMA FUNCTIONS

How has your (or your clients') spending on each of the following data-driven marketing and advertising campaign execution functions changed over the **past** year? How do you expect spending to change over the **next** year?

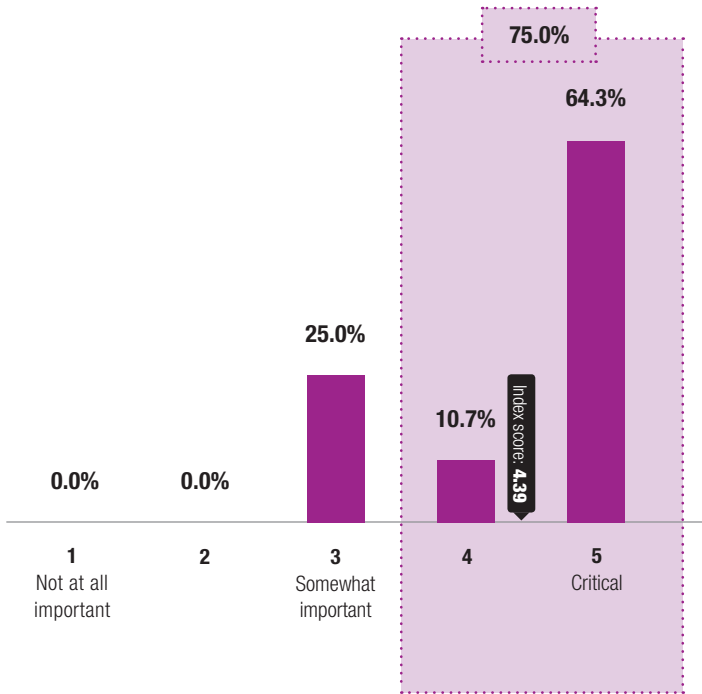


How does data impact marketing and advertising performance?

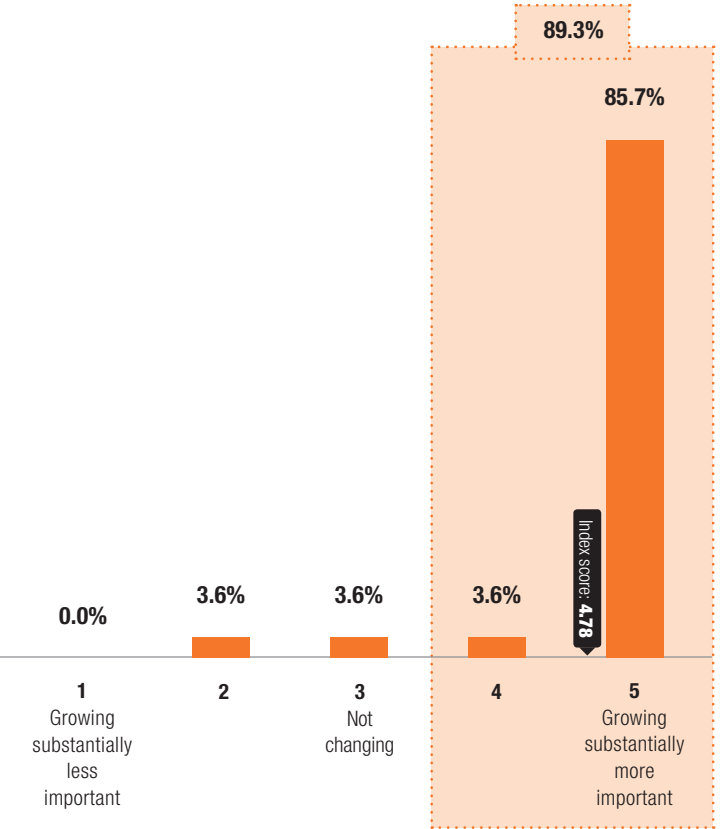
- When asked about the importance of data to their marketing and advertising efforts, Irish panelists responded similarly to their global peers, assigning an index score of 4.39, on a 1-to-5 scale (with 5 indicating data is “critical”), compared to a global index of 4.34. Thinking forward to data’s changing role, though, Irish panelists expressed more bullishness than average, as 85.7 percent said data is growing “substantially” more important to their efforts, compared to 76.7 percent of global practitioners who said the same
- Despite vesting substantial import to the role of data as a driver of their respective activities, Irish panelists reported a DDMA “confidence index” that lagged global benchmarks—checking in at 4.07 (on a scale of 1-to-5, with 5 indicating “extreme” confidence in the practice of DDMA and its growth prospects) compared to a global benchmark of 4.24
- Perhaps reflective of that confidence level, significantly fewer Irish practitioners increased overall spending on DDMA over the past year than panelists in other markets (20.9 percent of Irish respondents said they invested more, compared to 63.2 percent that said so globally). Similarly, only 36.8 percent of Irish panelists said they expect to increase spending in the coming year, compared to almost three-quarters of global panelists (73.5 percent) who said they plan to do so
- The website/e-commerce content and mobile channels performed particularly well for Irish panelists over the past year, outpacing global performance benchmarks

IMPORTANCE OF DATA

How important is data to your (or your clients') current marketing and advertising efforts?

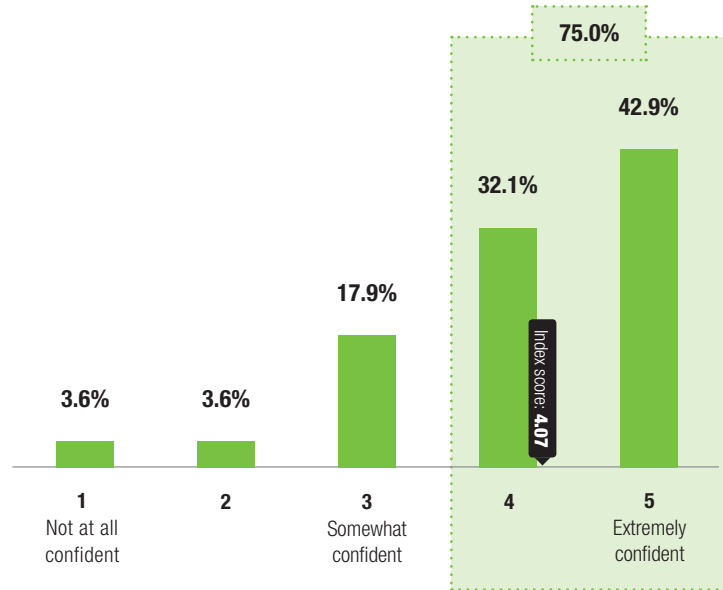


Thinking toward the future, how do you believe data's role is changing with respect to your (or your clients') marketing and advertising efforts?



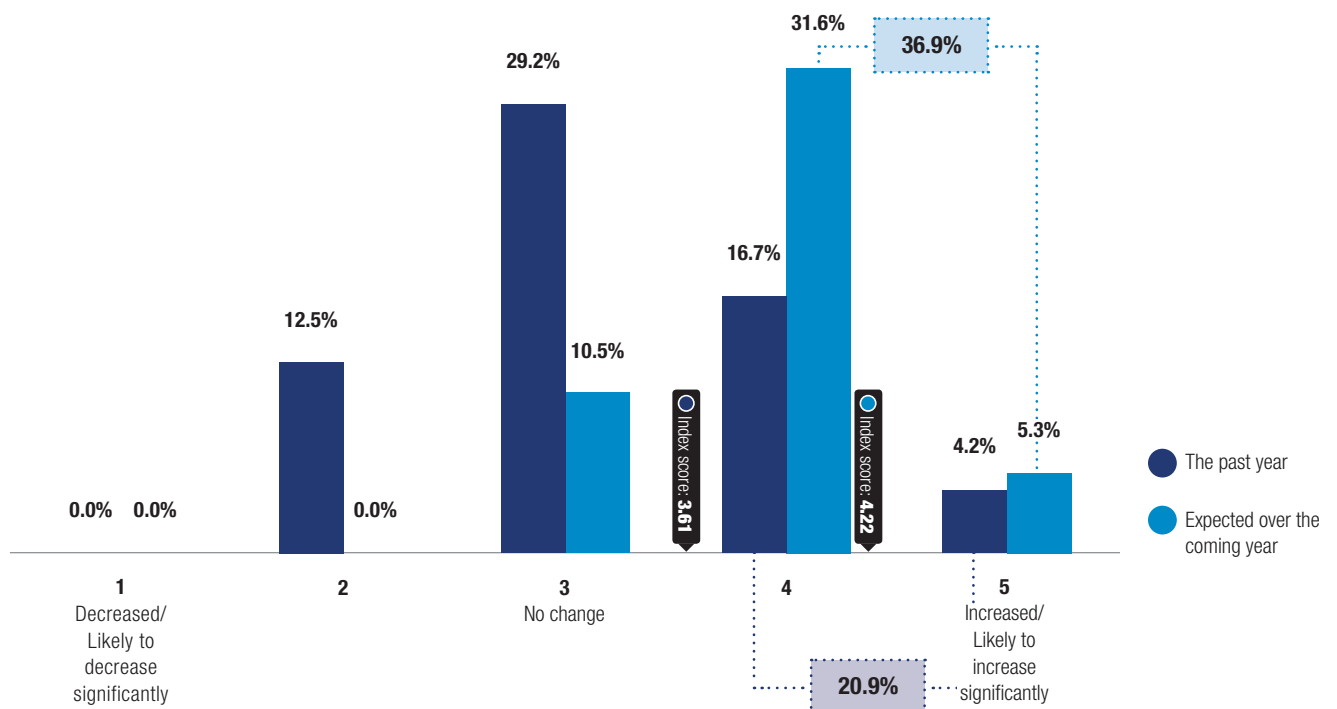
CONFIDENCE IN DDMA

Thinking in general about your current business activities and conditions within your respective marketplace, how confident are you in the value of “data-driven marketing and advertising” and its prospects for future growth?



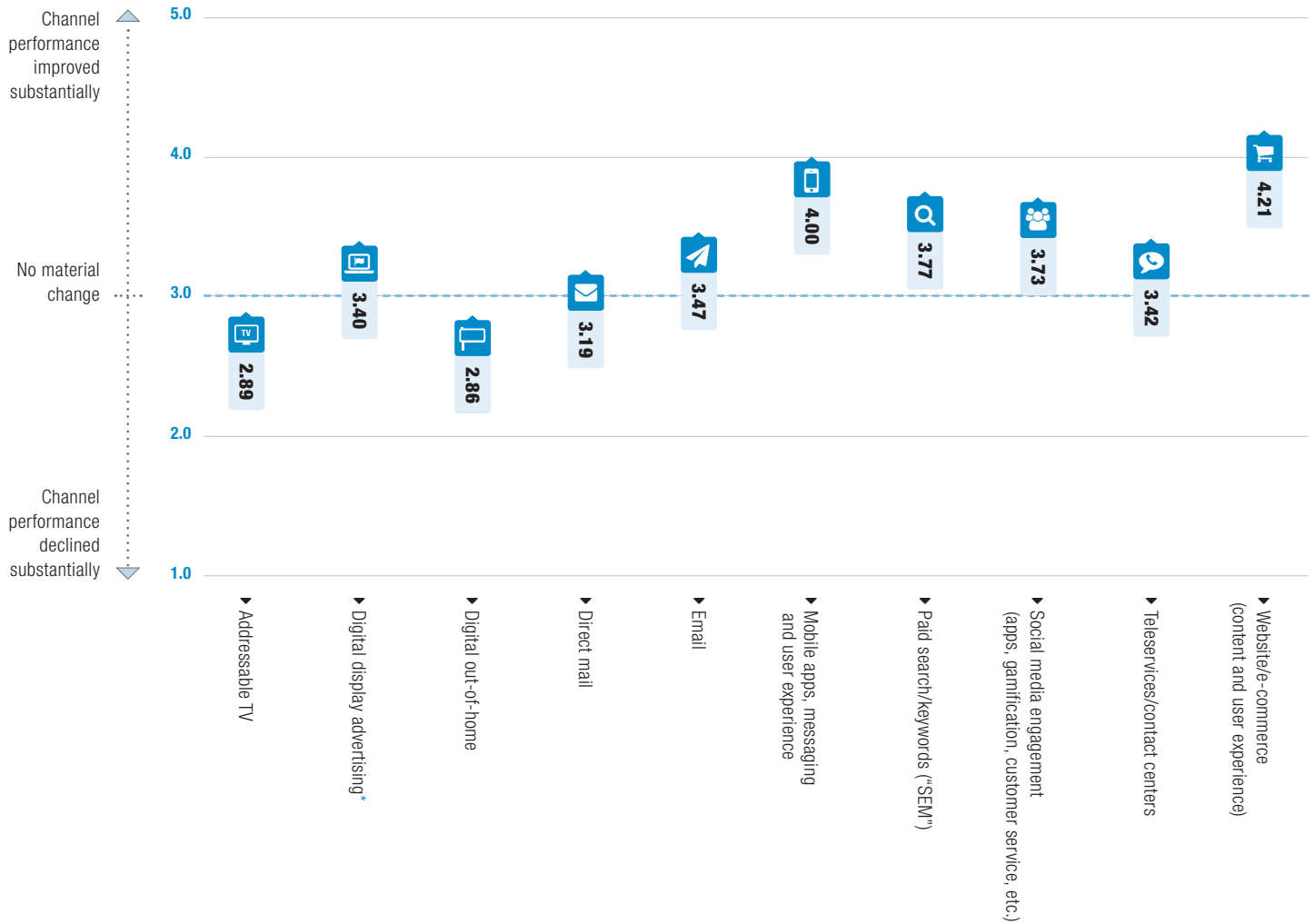
DDMA EXPENDITURES

How has your (or your clients') spending on data-driven marketing and advertising changed over the past year? How do you expect your (or your clients') spending on data-driven marketing will change next year?



CHANNEL PERFORMANCE

Thinking about the results generated by each of your (or your clients') data-driven marketing and advertising channels, how has the performance of each of the following changed over the past year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

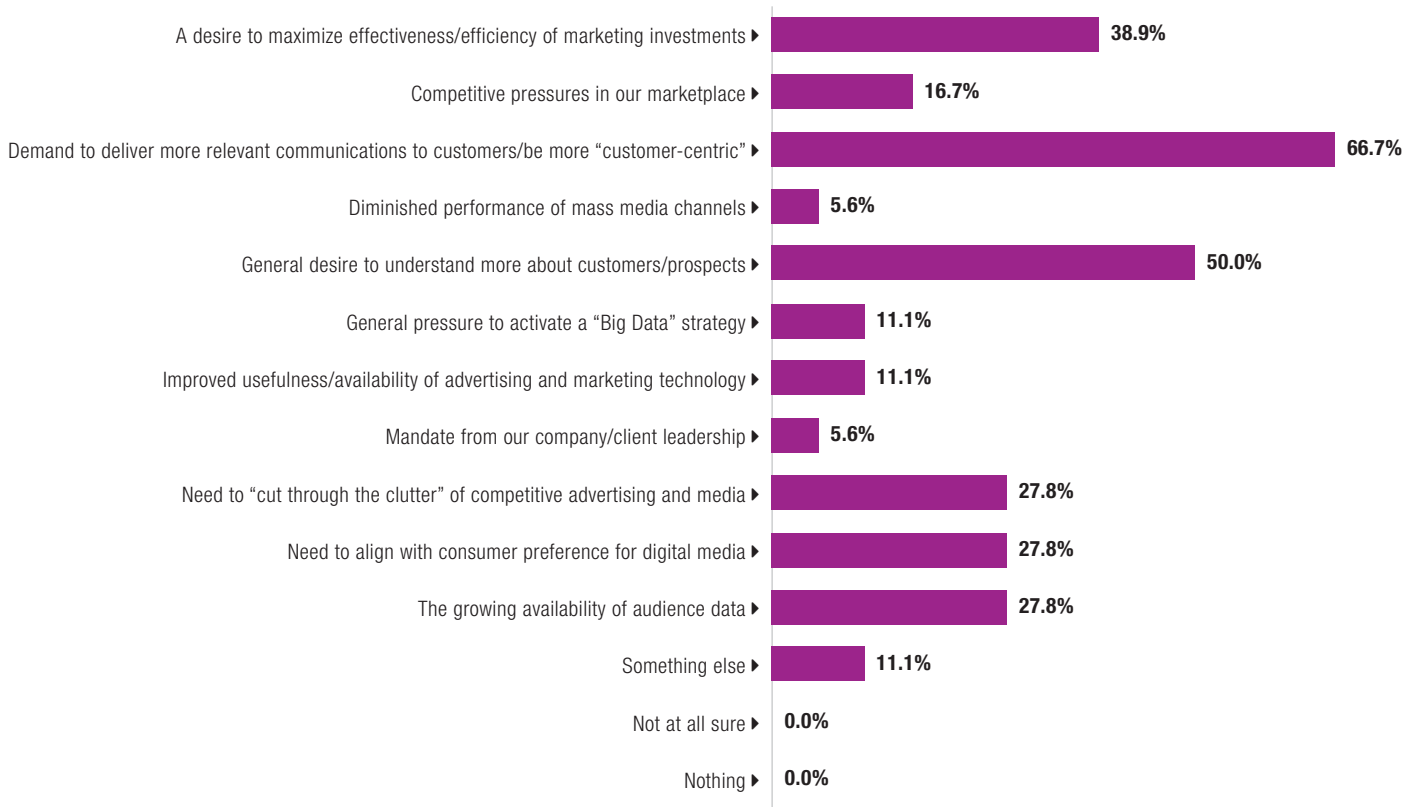
What's driving the practice of DDMA? What's inhibiting it?

- Similar to practitioners in most markets, Irish DDMA practitioners said they are most motivated by a desire to be more “customer-centric” or communicate with customers in more relevant ways
- Unlike practitioners elsewhere, Irish panelists reported that a top issue inhibiting DDMA advancement in their market is poor understanding of practices and related benefits (61.1 percent of Irish respondents listed this as a “top-three” inhibitor, compared to just 30.4 percent of global panelists that did the same)
- Irish panelists said they’re generally less affected by burdensome regulation than most of their global peers; only 16.7 percent of Irish panelists said regulatory barriers limit their DDMA efforts, compared to nearly one-quarter (24.8 percent) of practitioners globally who said the same

FACTORS DRIVING DDMA

Displaying panelists’ “top three” responses

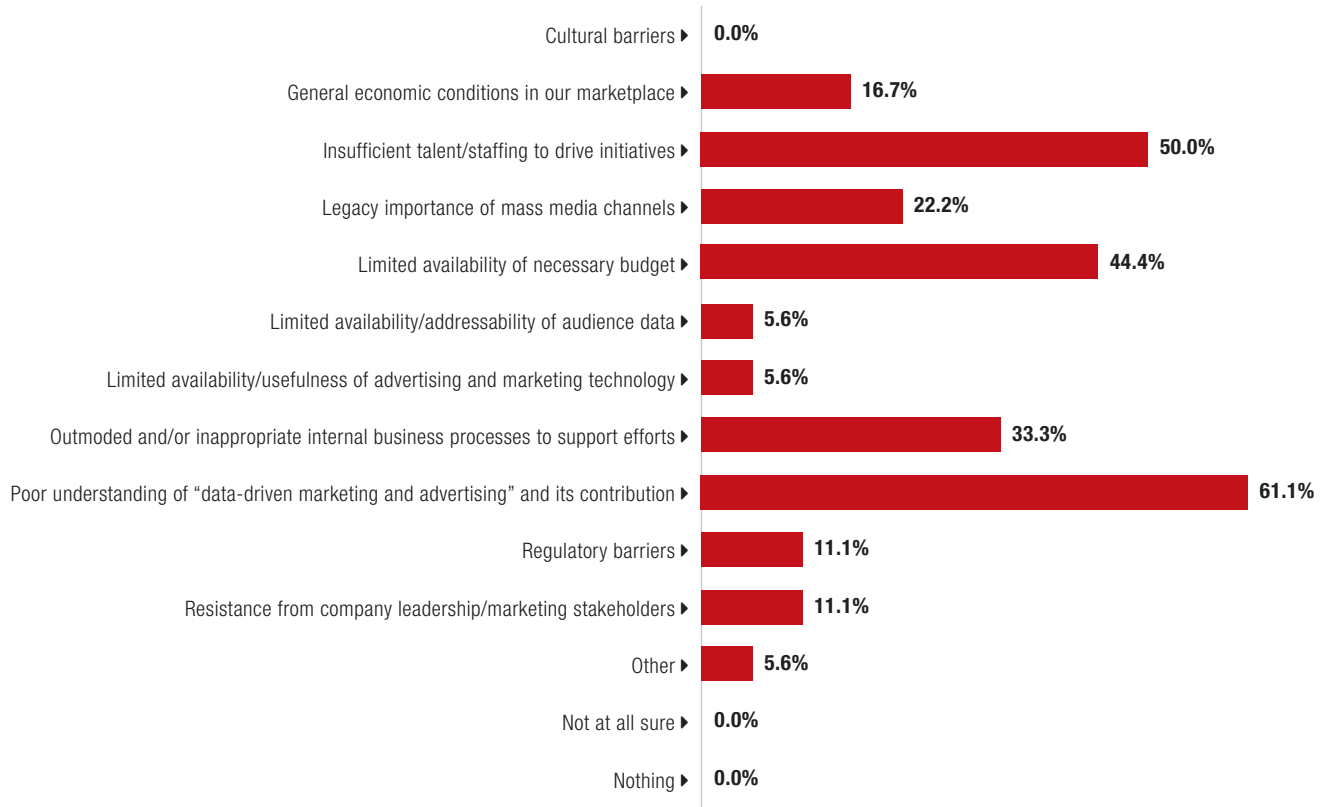
Which of the following factors, if any, are most responsible for driving your (or your clients’) investment in data-driven marketing and advertising?



FACTORS INHIBITING DDMA

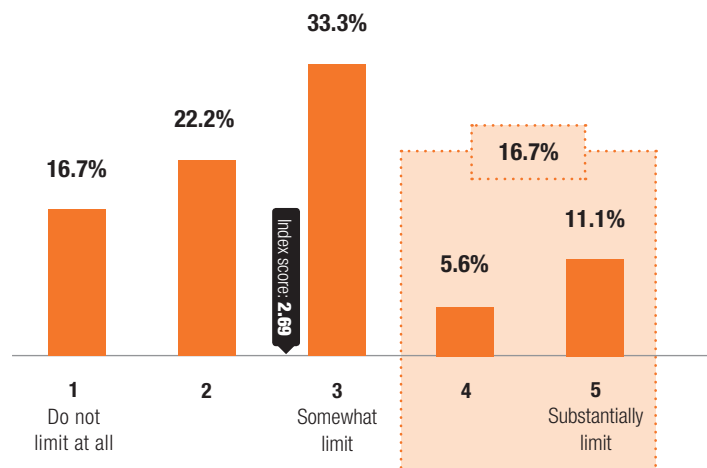
Displaying panelists' "top three" responses

Which of the following factors, if any, are most responsible for inhibiting your (or your clients') investment in data-driven marketing and advertising?



IMPACT OF REGULATION

To what extent are regulatory barriers in your marketplace (e.g. limits on access to data, requirements for affirmative consumer opt-in to marketing communications, etc.) actively limiting your ability to pursue data-driven marketing and advertising initiatives?



What do practitioners need to derive greater value from DDMA?

- In order to expand and improve their DDMA practice, Irish panelists—like many of their global peers—said that they most need more experienced talent (bringing with them a background in direct and digital marketing)

REQUIRED RESOURCES

Displaying panelists' "top three" responses

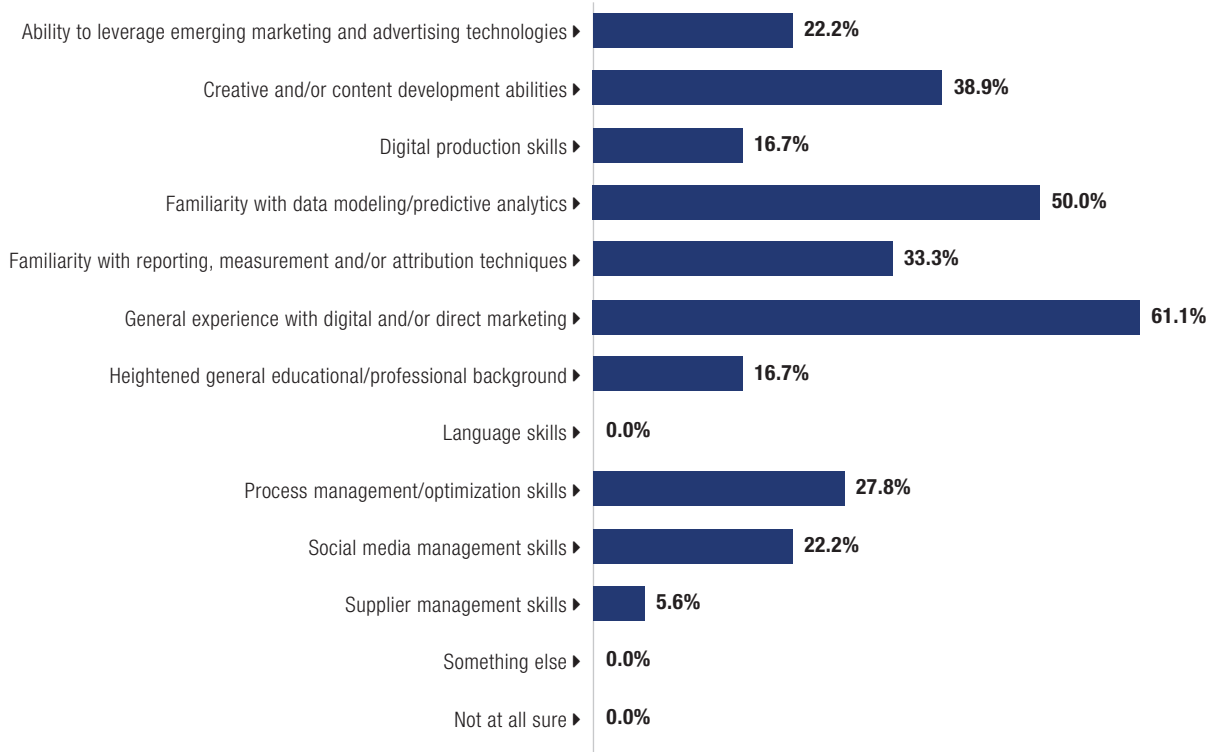
Which of the following resources would most significantly advance your (or your clients') efforts to generate value from data-driven marketing and advertising efforts?



REQUIRED SKILLS

Displaying panelists' "top three" responses

Thinking about your ongoing staffing and talent development efforts, which of the following skill sets represent your most significant priorities for investment and/or enrichment over the next three years?



SELECT PANELIST FEEDBACK

“What other opportunities and/or challenges are you confronting in your practice of data-driven marketing and advertising?”

“The C-suite does not understand the interdependencies of customer data gathering, usage, and storage and the required investment. It’s not always about the buzzword—it’s about future-proofing and being prophetic in investment for sustainable gain.”

“There is a lack of talented staff available in our market with the correct balance of traditional marketing experience/insight and digital skills.”

“Convincing clients of need for constant live data feeds is a challenge, involving data license agreements and all related compliance and best practice procedures.”

Netherlands





Netherlands

PANEL:
208 TOTAL RESPONDENTS*

SURVEY TIMEFRAME:
JULY – SEPTEMBER 2014

* Not all respondents answered every question

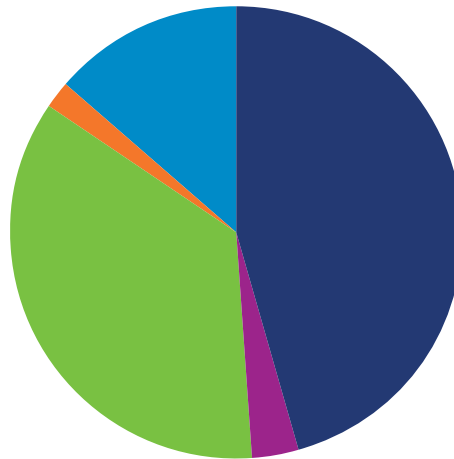
PRESENTING ASSOCIATION



The **DDMA** is the trade organization for data-driven marketing and advertising in the Netherlands. DDMA represents the interests of users, service providers and media/carriers of data-driven marketing, both in the Netherlands and across Europe. With 275 member organizations, DDMA acts as a leading communication and knowledge platform for professionals in marketing. For more information, please visit www.ddma.nl

PANEL COMPOSITION

How would you describe your principal role/business focus?

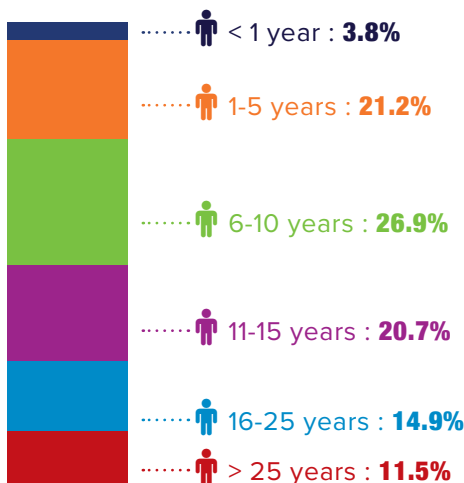


- **MARKETER/ADVERTISER : 45.7%**
- **PUBLISHER/MEDIA : 3.4%**
(focused on selling advertising)
- **PROVIDER OF MARKETING SERVICES : 35.6%**
(including data and agency services)
- **DEVELOPER OF ADVERTISING & MARKETING TECHNOLOGY : 1.9%**
- **OTHER : 13.5%**

EXPERIENCE

How many years of experience do you have with marketing and/or advertising?

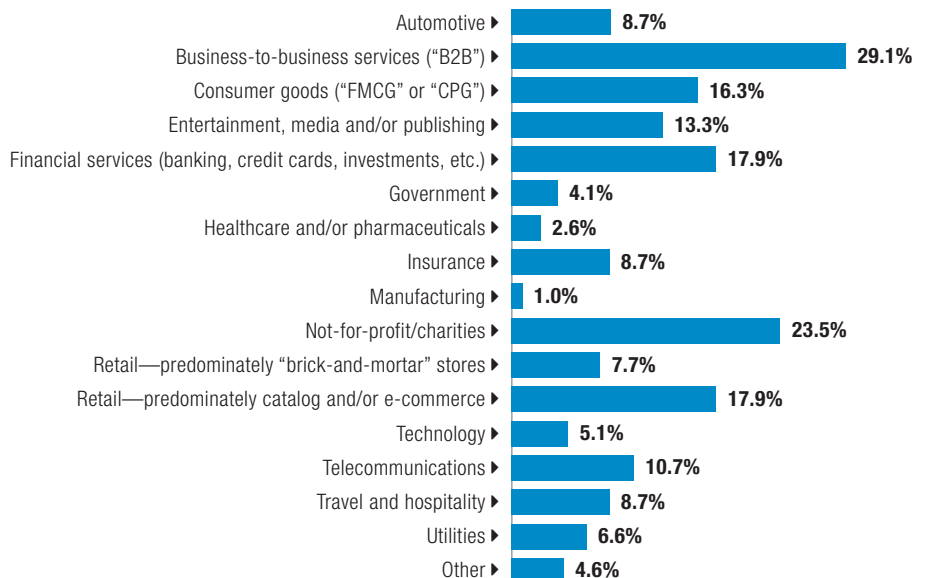
Please consider your current job and past professional roles that may apply.



INDUSTRY REPRESENTATION

Within which of the following vertical markets are your professional efforts most intensively concentrated?

Displaying panelists' "top three" responses

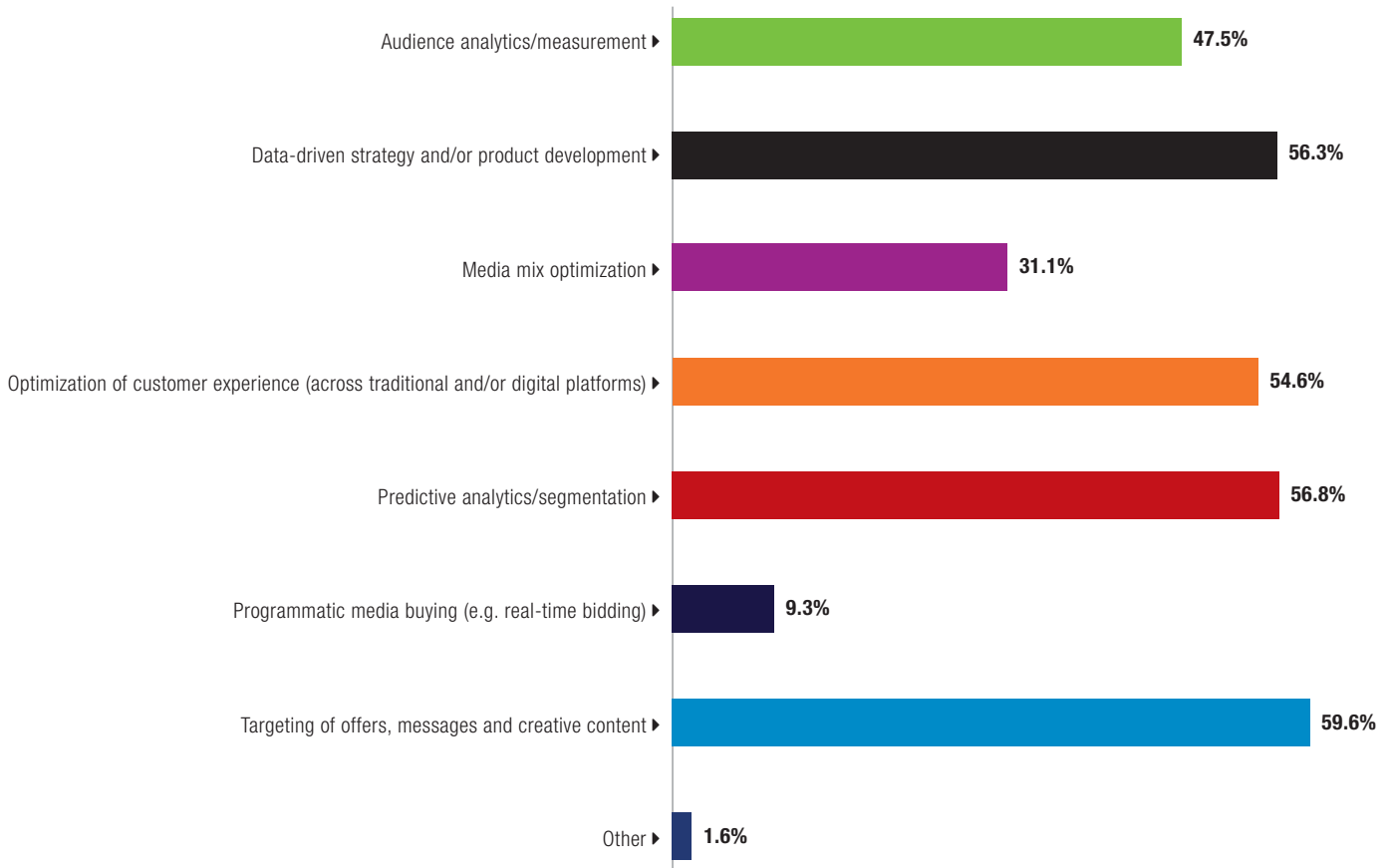


What is “DDMA”? How is it practiced?

- Like their global counterparts, Dutch panelists said their practice of DDMA is characterized primarily by the targeting of offers and messages; the majority of Dutch panelists also said their focus is oriented heavily toward predictive analytics (56.8 percent), leveraging data in support of business and product strategy (56.3 percent) and optimizing customer experiences across media (54.6 percent)
- Similar to their global peers, Dutch DDMA practitioners spent more on digital media channels over the past year than they did previously, with the website/e-commerce content, mobile and social media channels gaining the largest year-over-year budget increases
- Though spending on direct mail declined over the past year in the Netherlands, Dutch panelists said they expect to increase investment in this traditional DDMA vehicle next year, outpacing expected global benchmarks (which predict spending on direct mail will decline very slightly)
- While both Dutch panelists and their global counterparts increased spending on a range of digital execution functions over the past year, Dutch expenditure increases were also directed, uniquely, toward the implementation and utilization of marketing automation technology. As with other markets, digital campaign execution, data management and audience analytics were also key areas of focus for Dutch practitioners—and are expected to continue capturing increased budgets next year

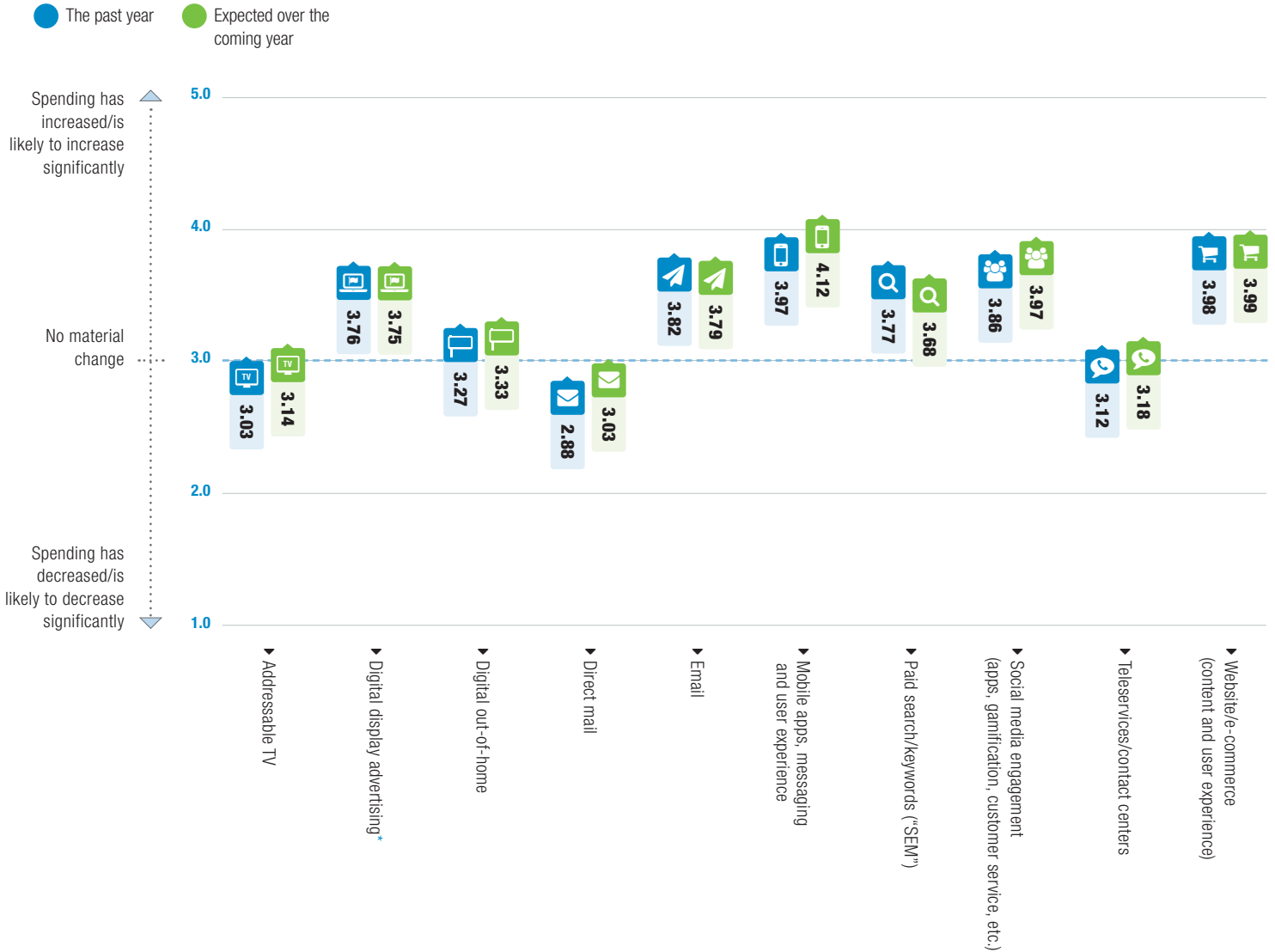
DDMA DEFINED

“My practice of data-driven marketing and advertising is characterized by a focus on...”



SPENDING ON DDMA CHANNELS

How has your (or your clients') spending on each of the following data-driven marketing and advertising channels changed over the **past** year? How do you expect spending to change over the **next** year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

SPENDING ON DDMA FUNCTIONS

How has your (or your clients') spending on each of the following data-driven marketing and advertising campaign execution functions changed over the **past** year?
How do you expect spending to change over the **next** year?

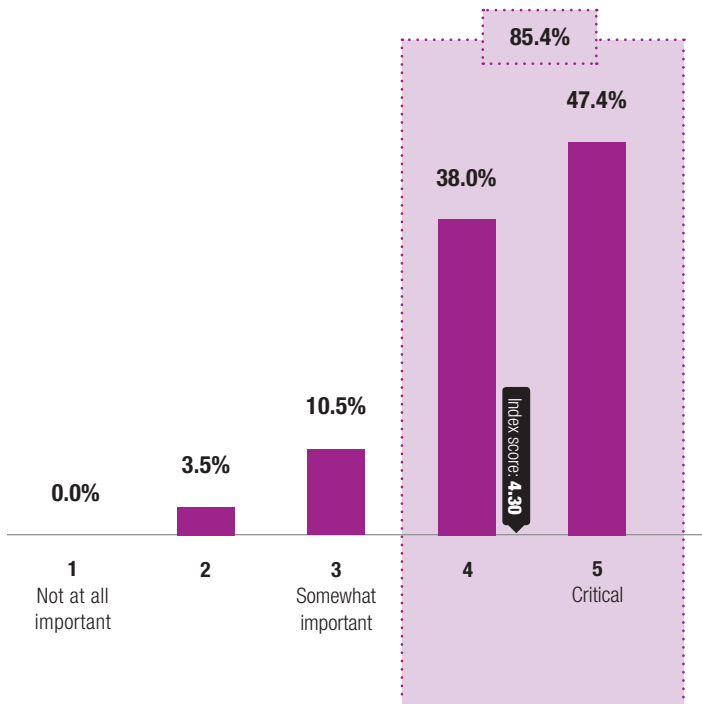


How does data impact marketing and advertising performance?

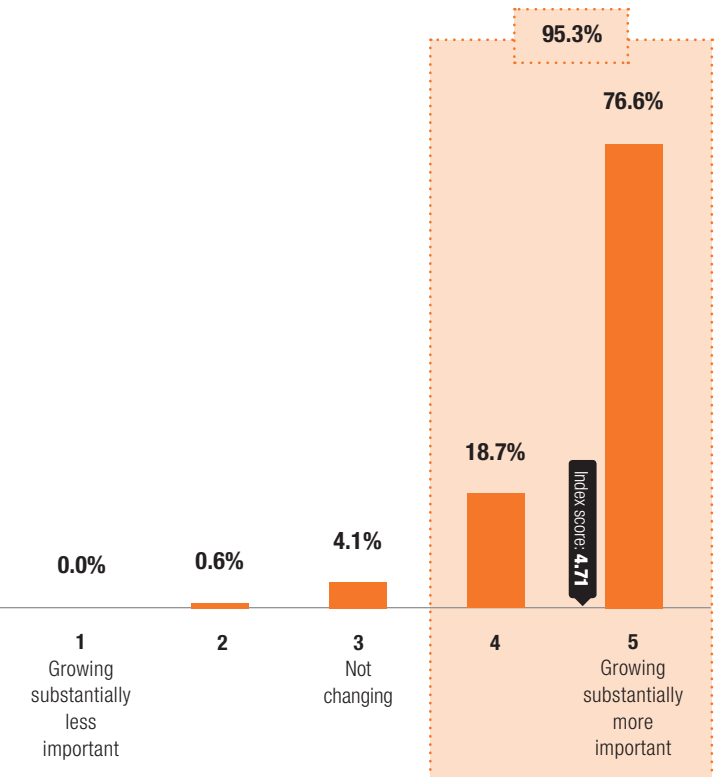
- DDMA practitioners in Holland reported that data is important to their marketing and advertising efforts at a rate consistent with global averages; Dutch panelists assigned data's importance a score of 4.30 (on a 1-to-5 scale, with 5 indicating that data is "critical" to their marketing and advertising efforts)—roughly in line with the average global index of 4.34
- Almost all Dutch panelists (95.3 percent) said data's role is growing more important in their advertising and marketing efforts, slightly exceeding feedback from panelists worldwide (92.2 percent said the same)
- When asked to think about DDMA's positioning for future growth, Dutch panelists reported a modestly low "confidence index" of 4.18 on a 1-to-5 scale (with 5 indicating that panelists are "extremely" confident in the practice of DDMA and its growth prospects). By comparison, the average global confidence index score was 4.24
- Overall, more Dutch panelists increased spending on DDMA over the past year (73.9 percent) than global panelists on average (63.2 percent). Looking ahead, a higher proportion (84.6 percent) said they are likely to grow their DDMA investments further in the year ahead, which compares to 73.5 percent of global panelists who said the same
- Though all DDMA media channels posted performance improvements over the past year, as with the majority of markets around the world, mobile and website/e-commerce content delivered the most substantial performance gains in Holland

IMPORTANCE OF DATA

How important is data to your (or your clients') current marketing and advertising efforts?

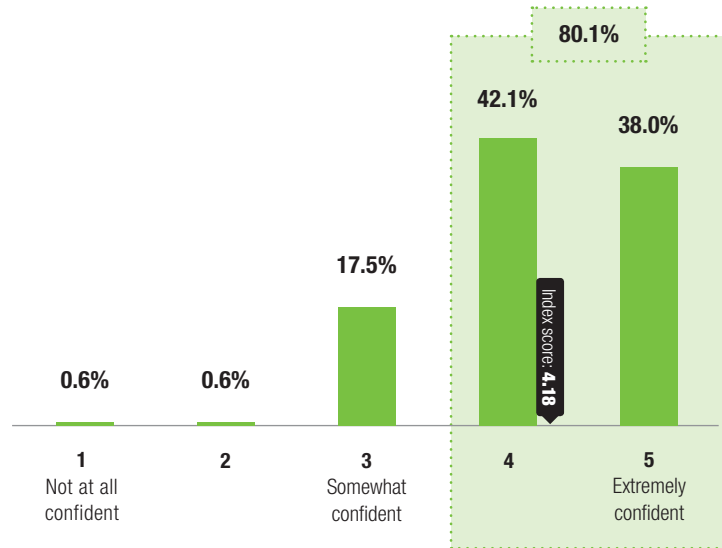


Thinking toward the future, how do you believe data's role is changing with respect to your (or your clients') marketing and advertising efforts?



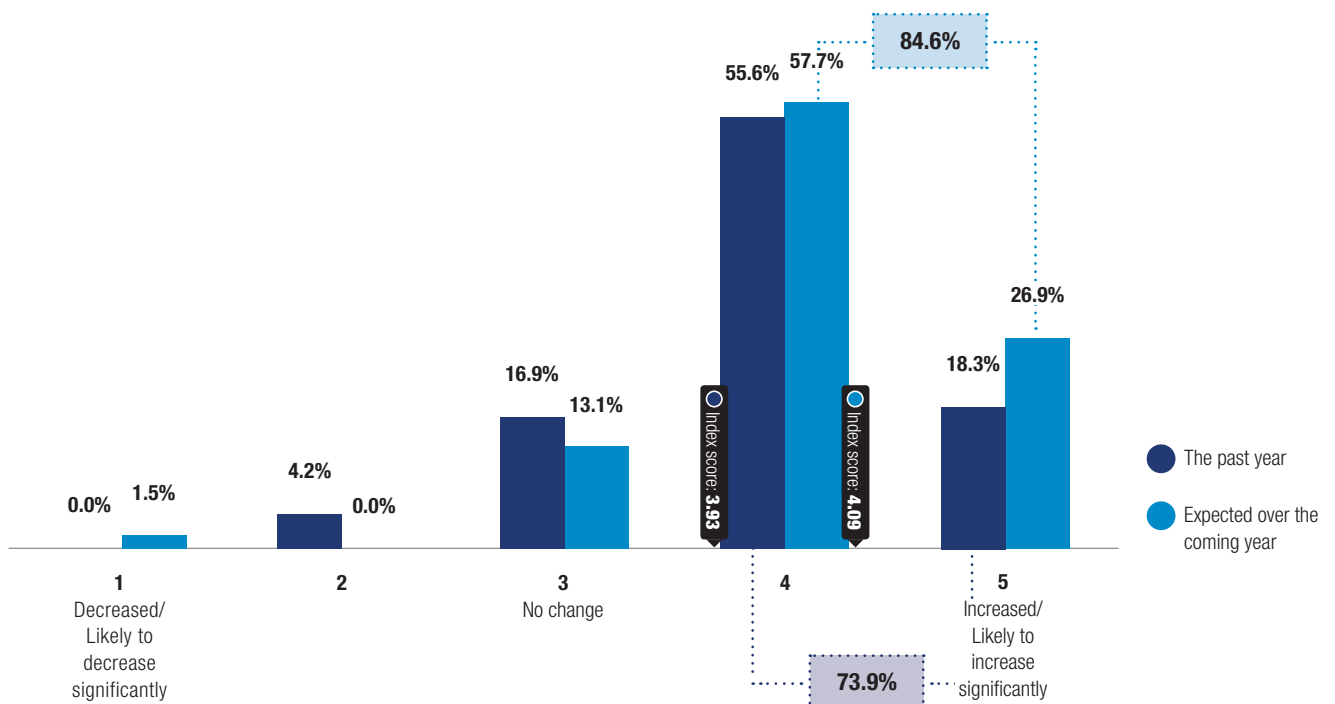
CONFIDENCE IN DDMA

Thinking in general about your current business activities and conditions within your respective marketplace, how confident are you in the value of “data-driven marketing and advertising” and its prospects for future growth?



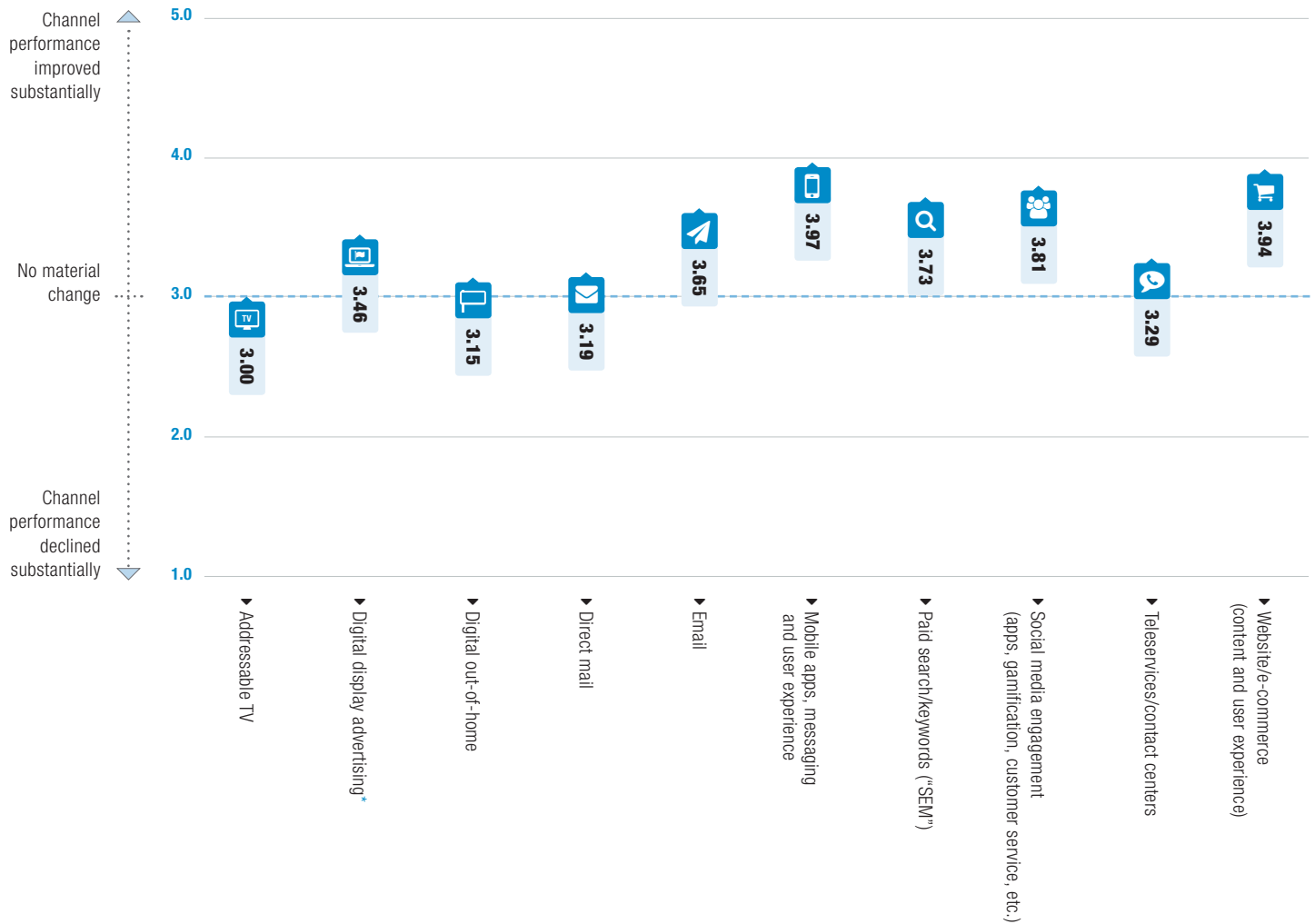
DDMA EXPENDITURES

How has your (or your clients') spending on data-driven marketing and advertising changed over the past year? How do you expect your (or your clients') spending on data-driven marketing will change next year?



CHANNEL PERFORMANCE

Thinking about the results generated by each of your (or your clients') data-driven marketing and advertising channels, how has the performance of each of the following changed over the past year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

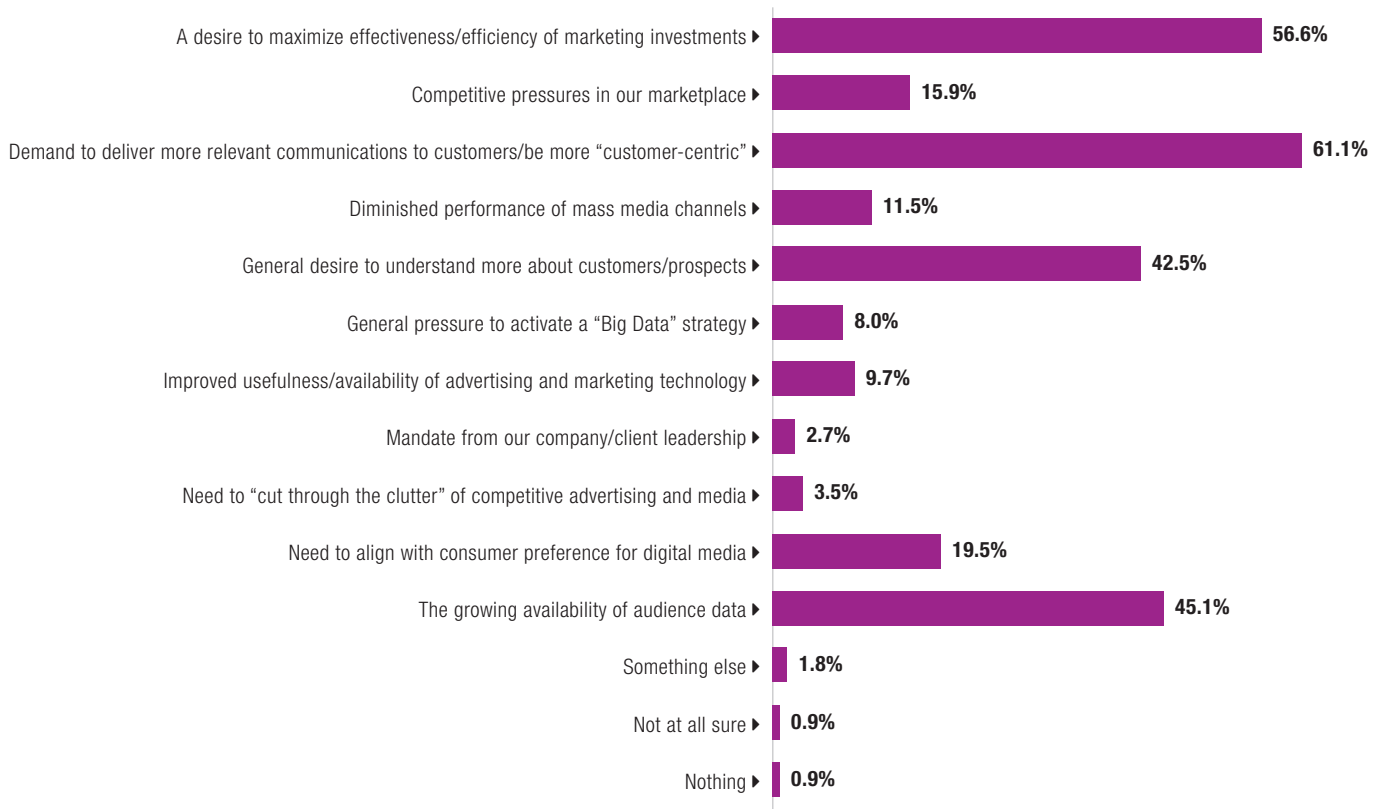
What's driving the practice of DDMA? What's inhibiting it?

- Like their global counterparts, Dutch practitioners said their DDMA efforts are motivated principally by a desire to interact more relevantly with customers and make the most of marketing investments. Notably, however, Netherlands panelists said they are also driven by the growing availability of audience data for use within their home market
- More than anything else, DDMA activities in Holland are hampered by a lack of funding (52.2 percent of Dutch panelists said limited availability of budgets inhibits their practice)
- In addition to budget availability, regulatory barriers pose a moderate threat to DDMA in Holland. Dutch panelists rated the negative impact of regulatory guidelines at 3.10 on a 1-to-5 scale (with 5 indicating that regulatory barriers limit the practice of DDMA “substantially”)—somewhat higher than the global average index score of 2.94

FACTORS DRIVING DDMA

Displaying panelists’ “top three” responses

Which of the following factors, if any, are most responsible for driving your (or your clients’) investment in data-driven marketing and advertising?



FACTORS INHIBITING DDMA

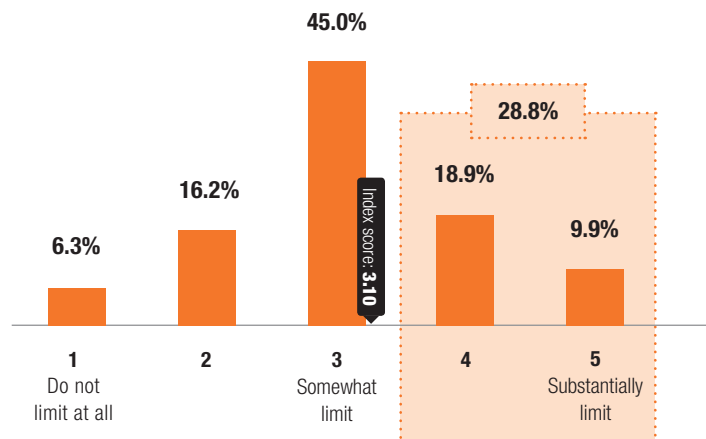
Displaying panelists' "top three" responses

Which of the following factors, if any, are most responsible for inhibiting your (or your clients') investment in data-driven marketing and advertising?



IMPACT OF REGULATION

To what extent are regulatory barriers in your marketplace (e.g. limits on access to data, requirements for affirmative consumer opt-in to marketing communications, etc.) actively limiting your ability to pursue data-driven marketing and advertising initiatives?



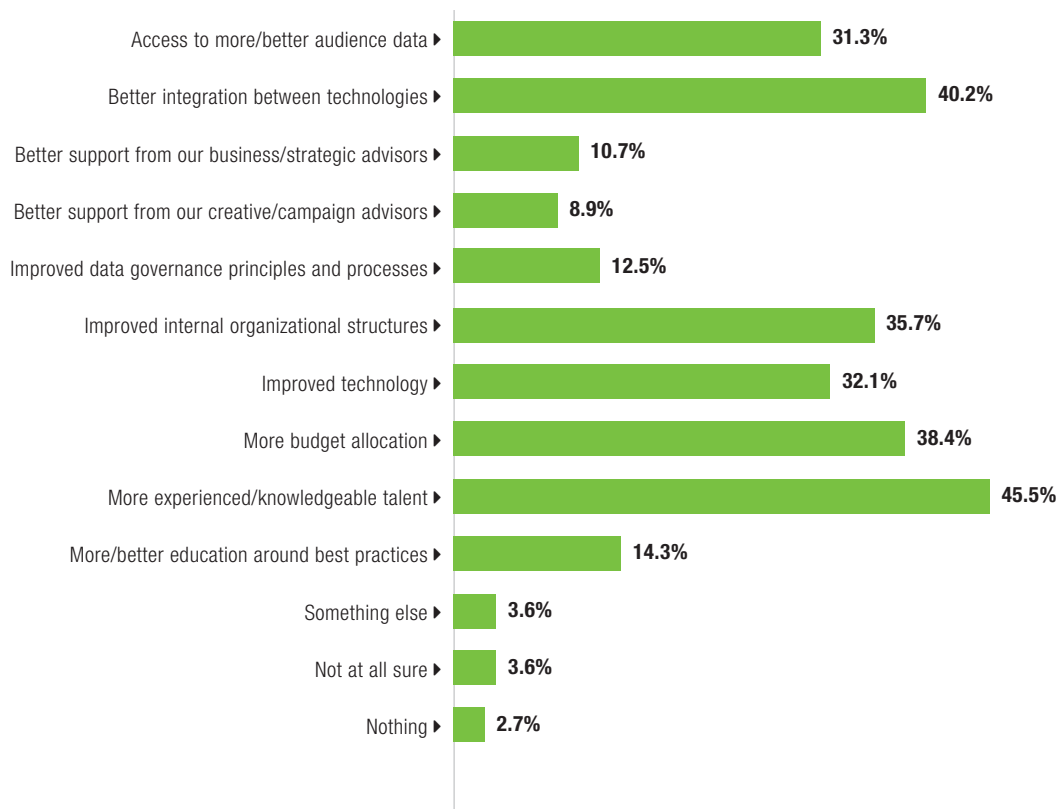
What do practitioners need to derive greater value from DDMA?

- As reported in numerous other markets, Dutch practitioners said they need more experienced talent to help them advance their DDMA activities in the years ahead
- Despite a gap in experienced talent, Dutch panelists most often cited data modeling and analytics capabilities as a key investment priority in their efforts to grow the scope of DDMA over the next three years (55.9 percent of Dutch panelists said that such a skill set represents a focus of their hiring and talent development efforts, compared to just 40.0 percent of global panelists who said the same)

REQUIRED RESOURCES

Displaying panelists' "top three" responses

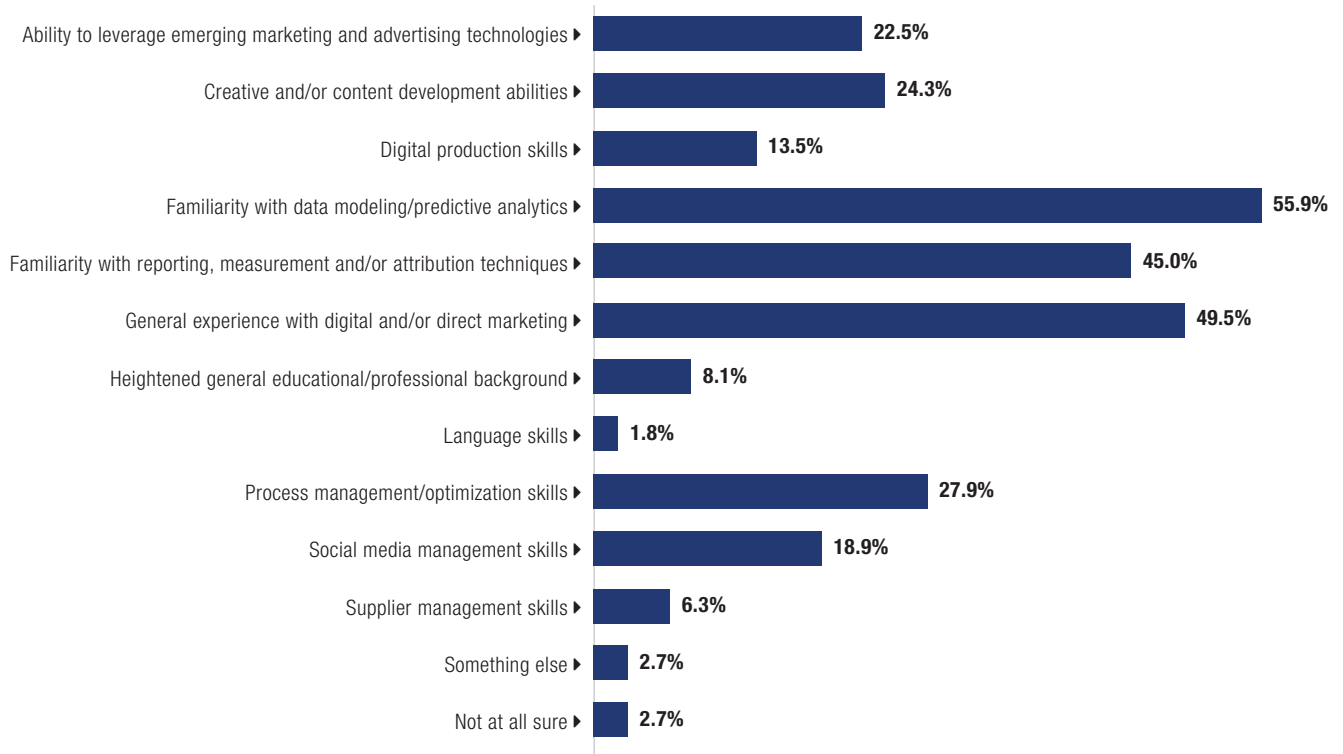
Which of the following resources would most significantly advance your (or your clients') efforts to generate value from data-driven marketing and advertising efforts?



REQUIRED SKILLS

Displaying panelists' "top three" responses

Thinking about your ongoing staffing and talent development efforts, which of the following skill sets represent your most significant priorities for investment and/or enrichment over the next three years?



SELECT PANELIST FEEDBACK

“What other opportunities and/or challenges are you confronting in your practice of data-driven marketing and advertising?”

.....
“Data-driven marketing is not on the agenda in the boardroom, and it should be.”
.....

.....
“Although data-driven marketing presents an opportunity for significantly better customer targeting, the challenge of resources remains—staff needs the right skills and competencies.”
.....

.....
“It can be difficult to find the willingness, resources, and budget necessary to experiment with data-driven marketing.”
.....

.....
“Local privacy laws pose a common problem to our practice of data-driven marketing.”
.....

.....
“It is difficult to maintain the balance between cost-of-sale and ROI-based database marketing/intelligence off-and online.”
.....

.....
“Company culture lacks the know-how and know-when to implement a sufficient data-driven strategy.”
.....

.....
“Many stakeholders and legacy systems on the client side still live in a paper world and do not see the need to change to a digital/omnichannel approach, but these challenges will both disappear in due time. On the other hand, there are numerous companies who do want to change.”
.....

.....
“There is a good opportunity to leverage the data on extensive client databases, not only for marketing but for strategic initiatives as well, but ensuring data quality remains a challenge.”
.....

.....
“Data integrity is a persistent challenge—there is little availability of correct data.”
.....

.....
“A major challenge is the changing strategy management, as the business model changes from ‘bricks to clicks’ and from anonymous to ‘I know my customer’ sales.”
.....

.....
“There are still barriers between online and offline marketing; it’s old-fashioned to make a distinction between the two domains.”
.....

New Zealand



New Zealand

PANEL:
61 TOTAL RESPONDENTS*

SURVEY TIMEFRAME:
JULY – SEPTEMBER 2014

* Not all respondents answered every question

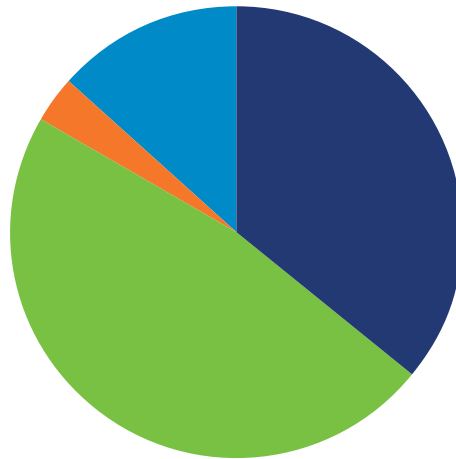
PRESENTING ASSOCIATION



The **Marketing Association (MA)** is the hub of New Zealand’s marketing industry, the heart of its marketing community and a center of excellence for all things marketing. It is the only industry body in New Zealand dedicated to ‘marketing’ with a 39 year history. MA has an established member base of over 6,000 and regularly engages with over 10,000 business and marketing professionals each year. For more information, please visit www.marketing.org.nz

PANEL COMPOSITION

How would you describe your principal role/business focus?

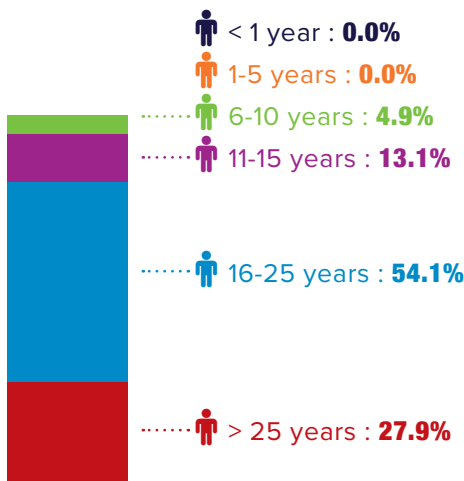


- **MARKETER/ADVERTISER : 36.1%**
- **PUBLISHER/MEDIA : 0.0%**
(focused on selling advertising)
- **PROVIDER OF MARKETING SERVICES : 47.5%**
(including data and agency services)
- **DEVELOPER OF ADVERTISING & MARKETING TECHNOLOGY : 3.3%**
- **OTHER : 13.1%**

EXPERIENCE

How many years of experience do you have with marketing and/or advertising?

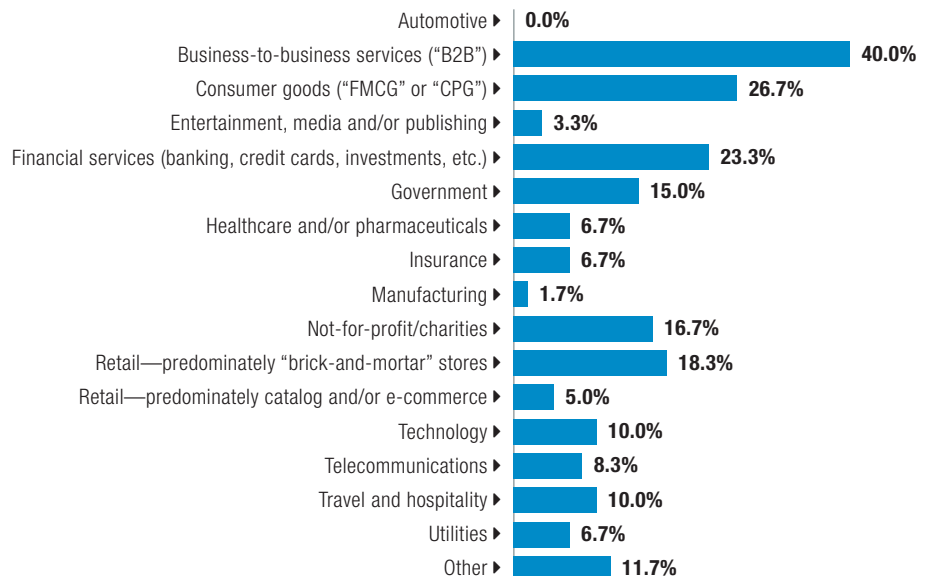
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INDUSTRY REPRESENTATION

Within which of the following vertical markets are your professional efforts most intensively concentrated?

Displaying panelists’ “top three” responses

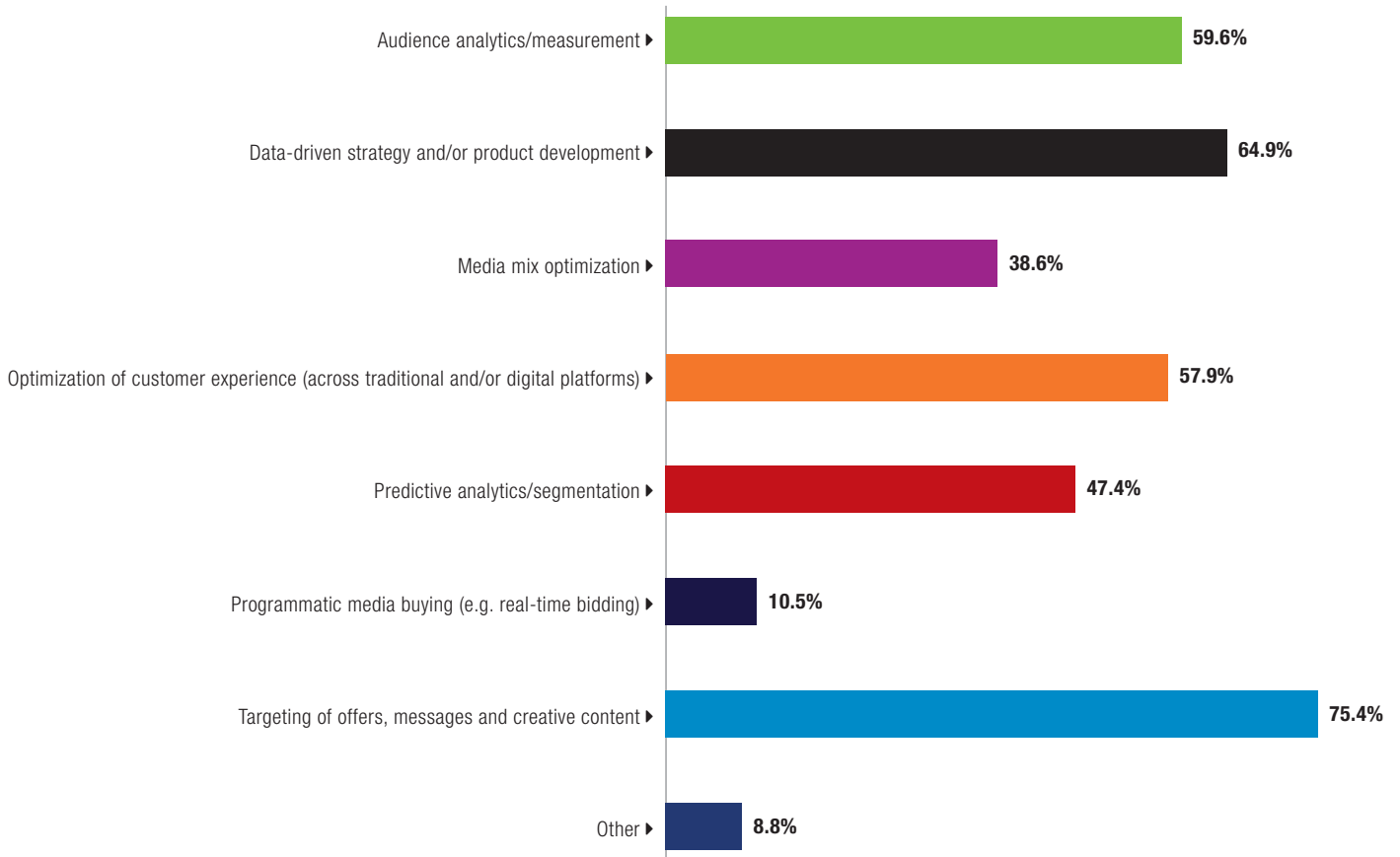


What is “DDMA”? How is it practiced?

- Similar to practitioners elsewhere, panelists in New Zealand increased spending on digital media channels over the past year, with social media, website/e-commerce content and mobile benefitting from the largest expenditure gains. Spending on direct mail declined in New Zealand, although the rate of decline aligned with global benchmarks. Looking ahead, practitioners in New Zealand said they expect to continue investing in digital channels, although they predict the rate of investment growth may dip with respect to display advertising, email, paid search and social media over the next 12 months
- With the exception of traditional campaign execution, New Zealanders increased investment across a range of DDMA-related functions over the past year—with spending on data management, digital campaign execution and audience analytics seeing the largest gains. Though these were key investment areas for DDMA practitioners in all markets, New Zealand investment growth rates lagged benchmarks reported elsewhere
- Looking ahead to next year, New Zealanders said they expect to continue ramping spending on digital and data-centered functions, as well as modeling and segmentation capabilities

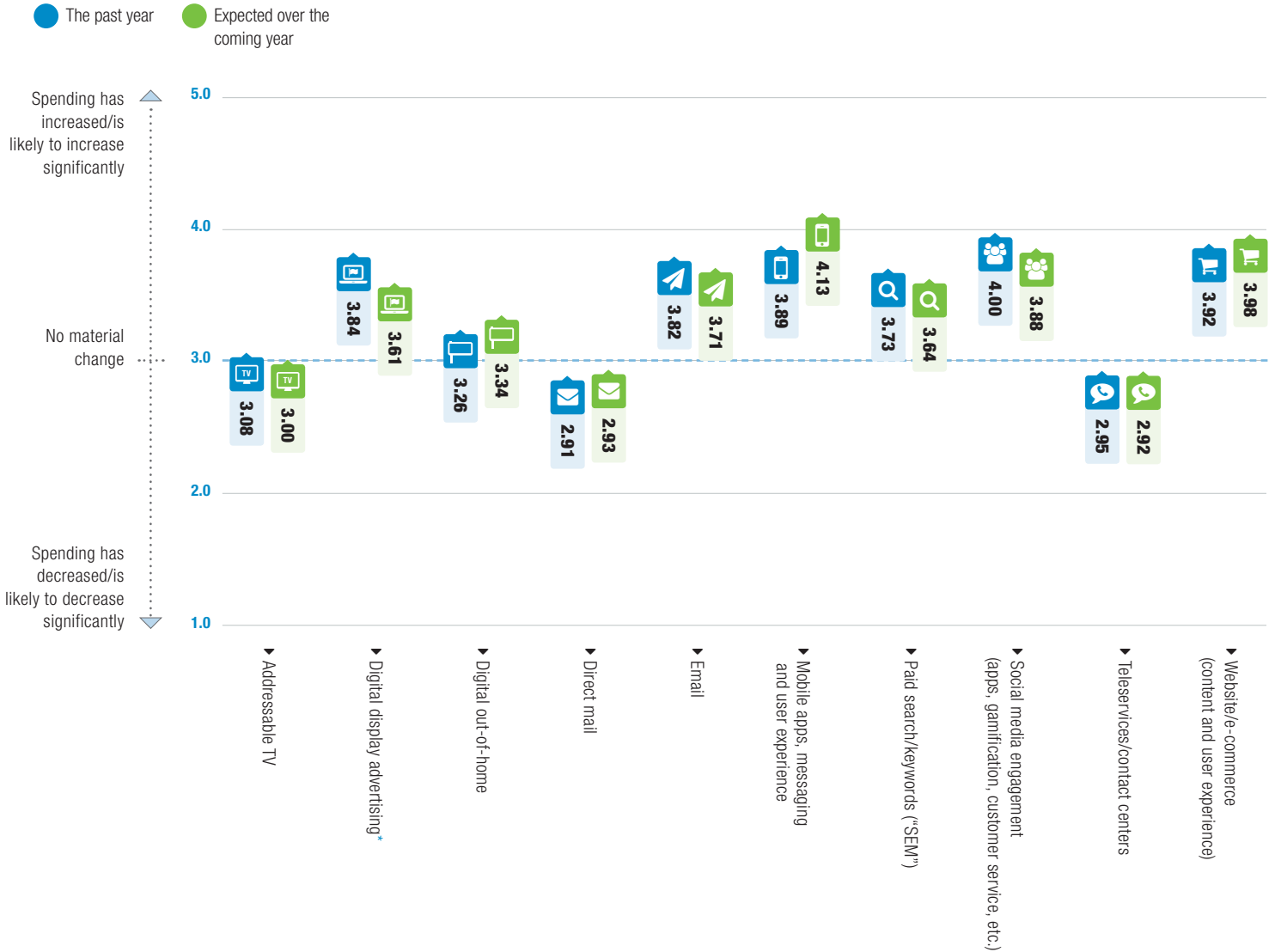
DDMA DEFINED

“My practice of data-driven marketing and advertising is characterized by a focus on...”



SPENDING ON DDMA CHANNELS

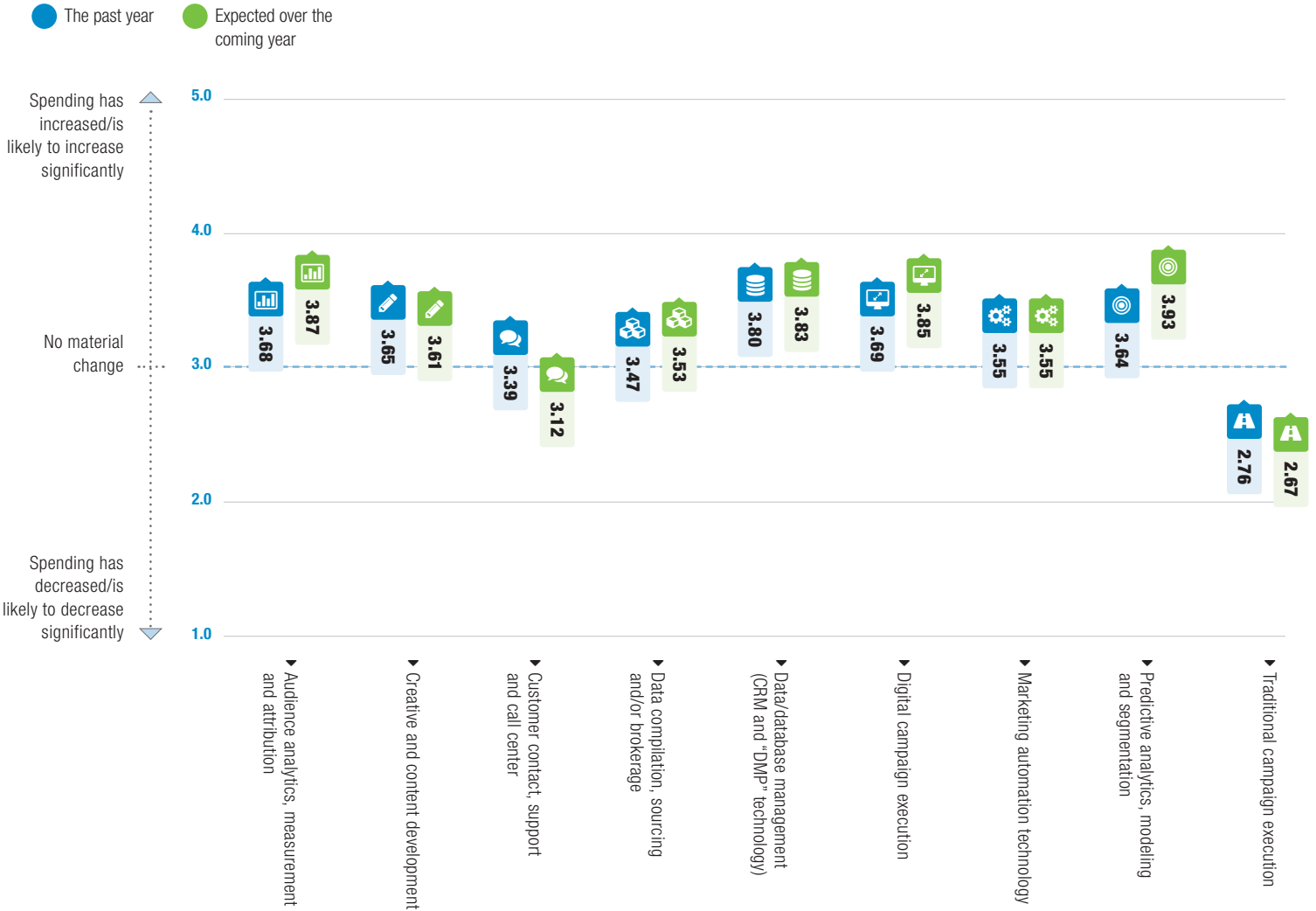
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SPENDING ON DDMA FUNCTIONS

How has your (or your clients') spending on each of the following data-driven marketing and advertising campaign execution functions changed over the **past** year? How do you expect spending to change over the **next** year?

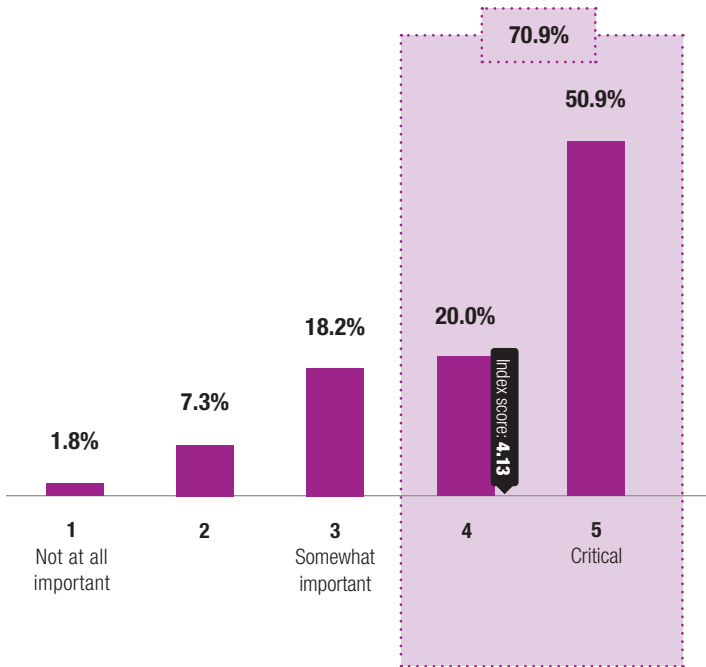


How does data impact marketing and advertising performance?

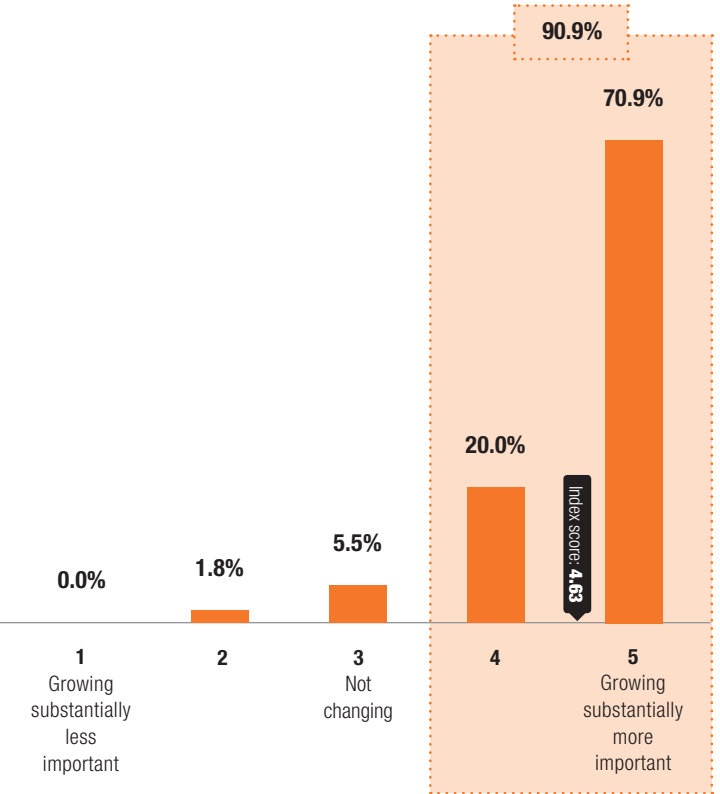
- Though a majority of practitioners (70.9 percent) in New Zealand said data is affirmatively important to their marketing and advertising efforts, this sentiment lags the reported global average of 80.4 percent
- Though a slightly smaller proportion of panelists from New Zealand were enthusiastic about the role of data as compared to their global peer markets, panelists from New Zealand were nonetheless bullish on the role data is likely to play in the near future, effectively “catching up” with response of other markets in this respect. Looking ahead, 90.9 percent of New Zealanders said data is growing more important to their advertising and marketing efforts, aligning closely with the aggregate global response (92.2 percent) to the same query
- On the whole, New Zealanders are also slightly less confident in the prospects of the data-driven marketing approach than their worldwide counterparts—reporting a “confidence index” of 4.13 (on a 1-to-5 scale, with 5 indicating panelists are “extremely” confident in the practice of DDMA and its growth prospects), compared to a slightly higher global average index of 4.24
- Despite modestly lower levels of confidence, DDMAers in New Zealand said they are continuing to invest in the practice in large numbers—67.9 percent of panelists said they increased spending on DDMA last year—outpacing the global spending growth benchmark. New Zealanders said they expect investment growth to continue; 73.8 percent of panelists said they plan to increase spending on DDMA further over the next year
- Having assessed various media channels, New Zealand panelists noted that mobile and website/e-commerce content showed most performance improvement in their market over the past year. And digital display advertising performance actually declined, which was an anomaly; across global markets display advertising mostly improved, often substantially (on a 1-to-5 scale with 5 indicating performance improved “substantially” New Zealanders indexed digital display performance at 2.94. The global average performance benchmark for the channel was significantly higher, at 3.68)

IMPORTANCE OF DATA

How important is data to your (or your clients') current marketing and advertising efforts?

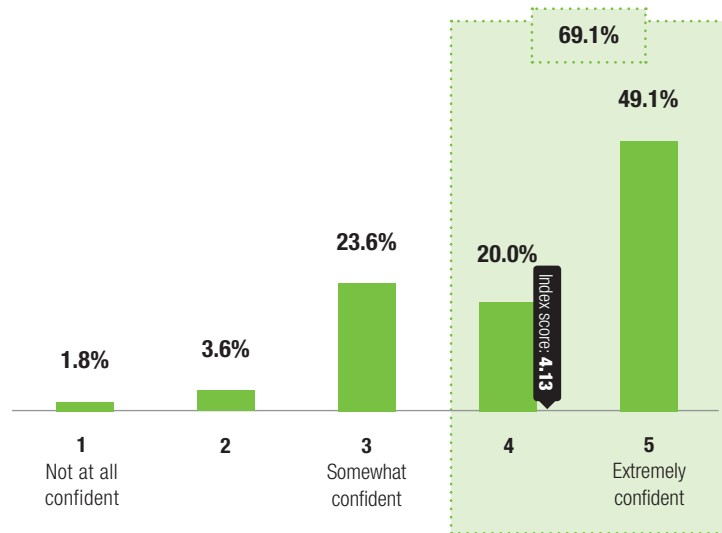


Thinking toward the future, how do you believe data's role is changing with respect to your (or your clients') marketing and advertising efforts?



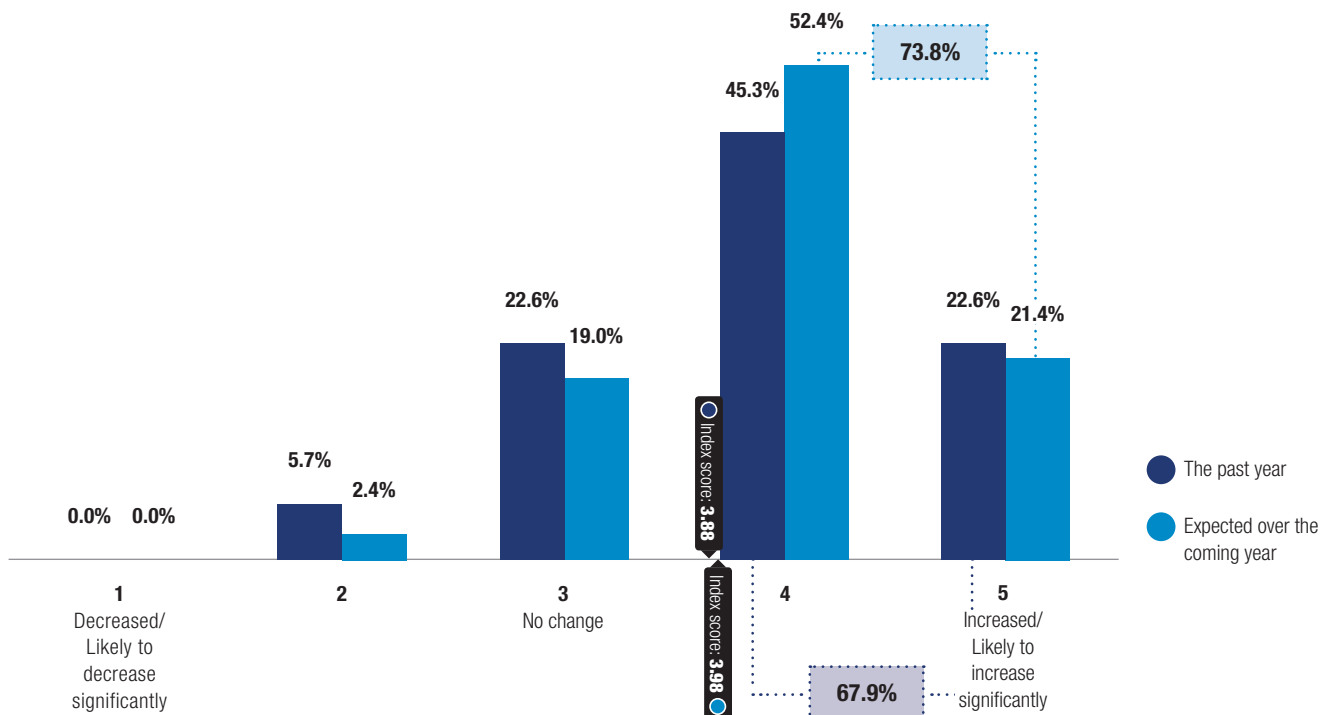
CONFIDENCE IN DDMA

Thinking in general about your current business activities and conditions within your respective marketplace, how confident are you in the value of “data-driven marketing and advertising” and its prospects for future growth?



DDMA EXPENDITURES

How has your (or your clients') spending on data-driven marketing and advertising changed over the past year? How do you expect your (or your clients') spending on data-driven marketing will change next year?



CHANNEL PERFORMANCE

Thinking about the results generated by each of your (or your clients') data-driven marketing and advertising channels, how has the performance of each of the following changed over the past year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

What's driving the practice of DDMA? What's inhibiting it?

- Similarly to their global peers, practitioners from New Zealand said their DDMA efforts are most driven by a desire to be more customer-centric, understand audiences and drive more relevant interactions
- Distinct from their global peers, a lack of marketing budget was not listed as the most significant barrier to advancing DDMA within the New Zealand market. Rather, panelists from New Zealand said a gap in understanding DDMA and its benefits is the primary inhibitor
- Likewise, regulatory barriers don't inhibit the practice of DDMA in New Zealand to nearly the extent they do in most other markets. New Zealand's DDMAers assigned regulatory interference an index score of 2.67 (on a 1-to-5 scale, with 5 indicating that regulatory guidelines "substantially" limit the practice of DDMA), representing the second lowest score among 17 reported global indices

FACTORS DRIVING DDMA

Displaying panelists' "top three" responses

Which of the following factors, if any, are most responsible for driving your (or your clients') investment in data-driven marketing and advertising?



FACTORS INHIBITING DDMA

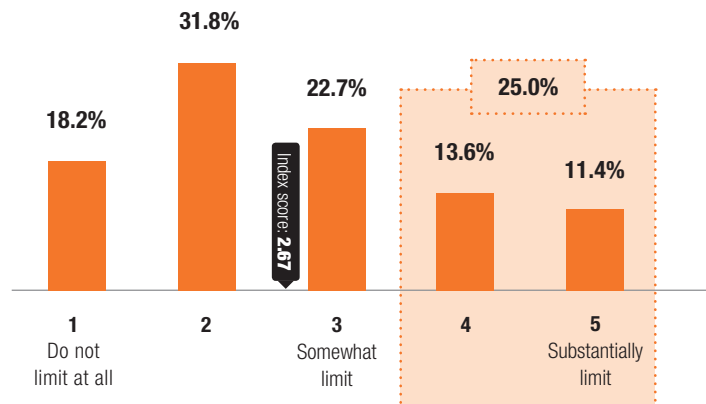
Displaying panelists' "top three" responses

Which of the following factors, if any, are most responsible for inhibiting your (or your clients') investment in data-driven marketing and advertising?



IMPACT OF REGULATION

To what extent are regulatory barriers in your marketplace (e.g. limits on access to data, requirements for affirmative consumer opt-in to marketing communications, etc.) actively limiting your ability to pursue data-driven marketing and advertising initiatives?



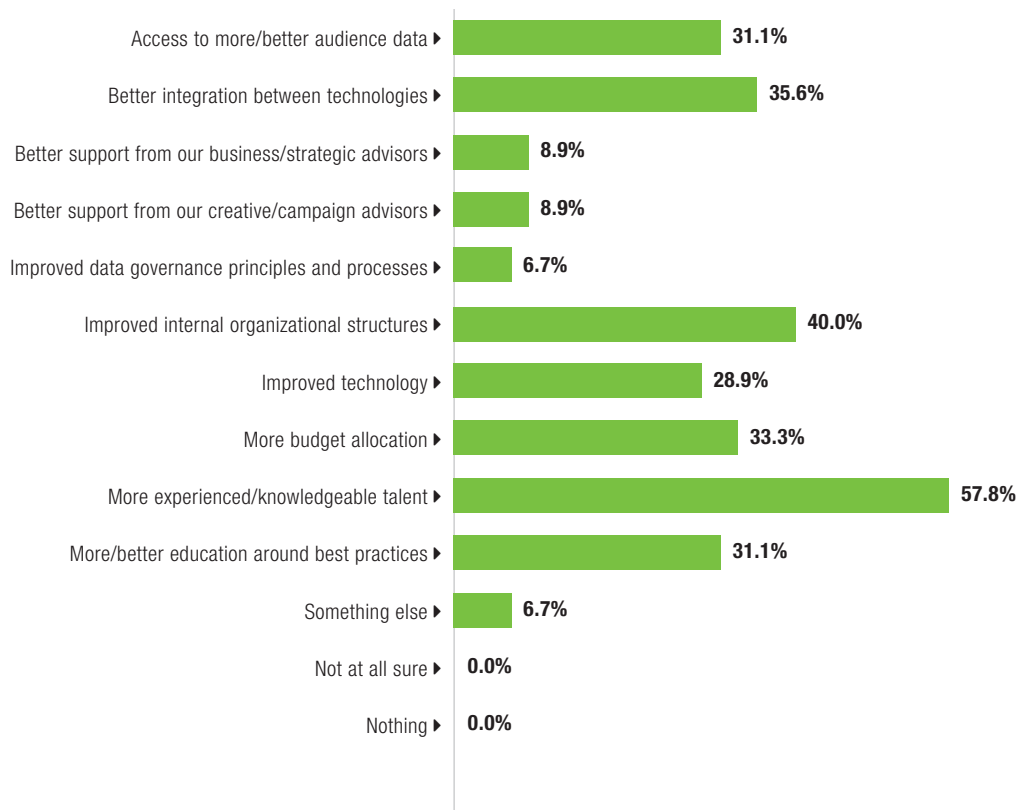
What do practitioners need to derive greater value from DDMA?

- Similarly to their global counterparts, New Zealand panelists said their greatest need in order to advance DDMA is access to more experienced talent
- New Zealanders also said data modeling and analytics skills and experience with related marketing technologies are key investment priorities for them over the next three years

REQUIRED RESOURCES

Displaying panelists' "top three" responses

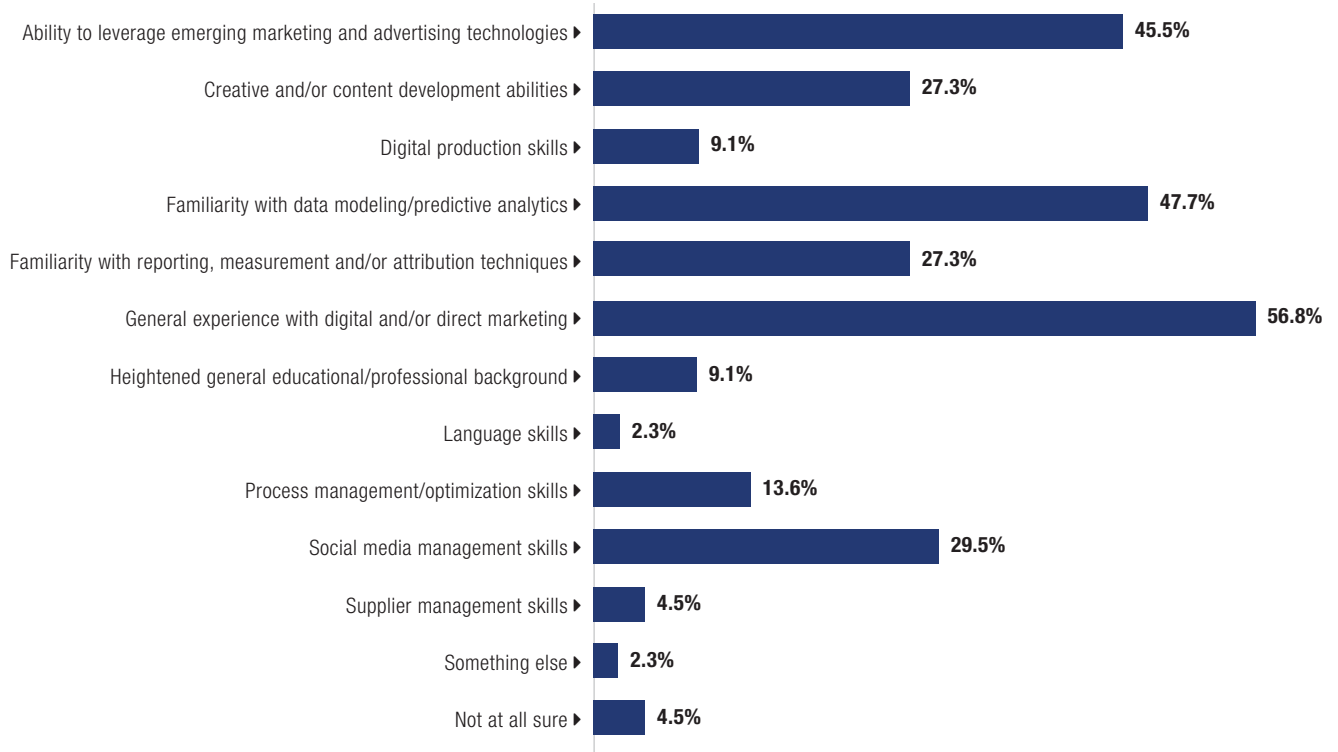
Which of the following resources would most significantly advance your (or your clients') efforts to generate value from data-driven marketing and advertising efforts?



REQUIRED SKILLS

Displaying panelists' "top three" responses

Thinking about your ongoing staffing and talent development efforts, which of the following skill sets represent your most significant priorities for investment and/or enrichment over the next three years?



SELECT PANELIST FEEDBACK

“What other opportunities and/or challenges are you confronting in your practice of data-driven marketing and advertising?”

“The senior management level doesn’t understand the power of working across departmental silos to leverage the value of in-house data first. People are looking at this area and thinking, ‘it’s too big, it’s too hard’ when, in fact, they just need to start by doing something small and then allow it to grow as it proves its value and they get more ambitious.”

“Regulatory practises in NZ—specifically, a lack of understanding about NZ’s privacy laws for mail and online—inhibits data-driven DM growth substantially. Companies here are afraid to collect and use data on either customers or prospects. This inhibits the development of list and data providers, so they are scarce on the ground here.”

“We need more openness to the integration of information sources; one source does not answer all questions. Building understanding from existing data, collected data and expert analysis helps to build knowledge that can support a wider range of stakeholders, but they have to be receptive.”

“Organisations are driven by short-term, tactical reactions rather than long-term customer engagement strategy due to shareholder/market performance indicators.”

“Data is great, but utilising it is the critical part: turning mountains of data into insight to convince a retailer, customer, or consumer to do something differently is the real magic.”

“Most marketers are poor at managing data. They’re not naturally good at systems and tend to be better at creative, however it’s likely that the nature of marketing staff will change to more analytical skills over the near term.”

“There is a strong need for change management to realign decision-making around customer management (e.g. integration of product management with customer management), and in particular for better integration between sales, service and marketing functions.”

“Clients are uncomfortable with customer data: privacy issues, storage and updating issues, how to employ it, cost of data collection, lack of knowledge of direct marketing. And behind all this is a general disbelief that it makes a difference to their marketing results.”

Singapore





Singapore

PANEL:
101 TOTAL RESPONDENTS*

SURVEY TIMEFRAME:
JULY – SEPTEMBER 2014

* Not all respondents answered every question

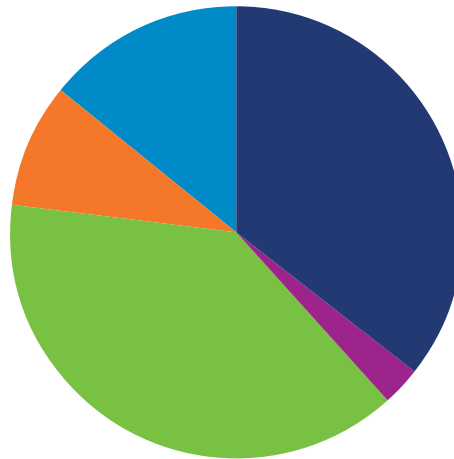
PRESENTING ASSOCIATION: **DMAS**
DIRECT MARKETING ASSOCIATION

The **Direct Marketing Association of Singapore**

(DMAS) is a non-profit trade organization established in 1983 to facilitate the development of direct marketing infrastructure, promote and protect DMAS members' interests and share information and ideas on direct marketing. Our mission is to enhance the growth and profitability of member organizations and their adherence to high ethical standards of practice. For more information, please visit www.dmas.org

PANEL COMPOSITION

How would you describe your principal role/business focus?

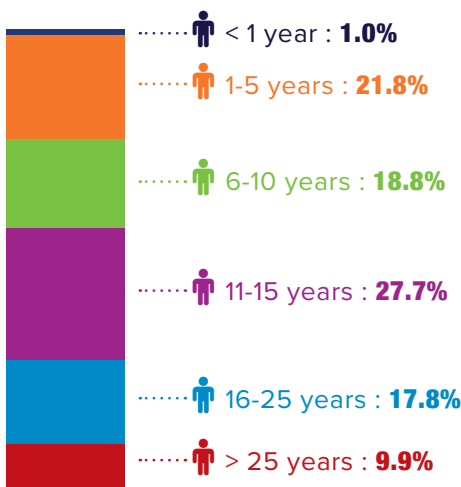


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- **PUBLISHER/MEDIA : 3.0%**
(focused on selling advertising)
- **PROVIDER OF MARKETING SERVICES : 38.6%**
(including data and agency services)
- **DEVELOPER OF ADVERTISING & MARKETING TECHNOLOGY : 8.9%**
- **OTHER : 13.9%**

EXPERIENCE

How many years of experience do you have with marketing and/or advertising?

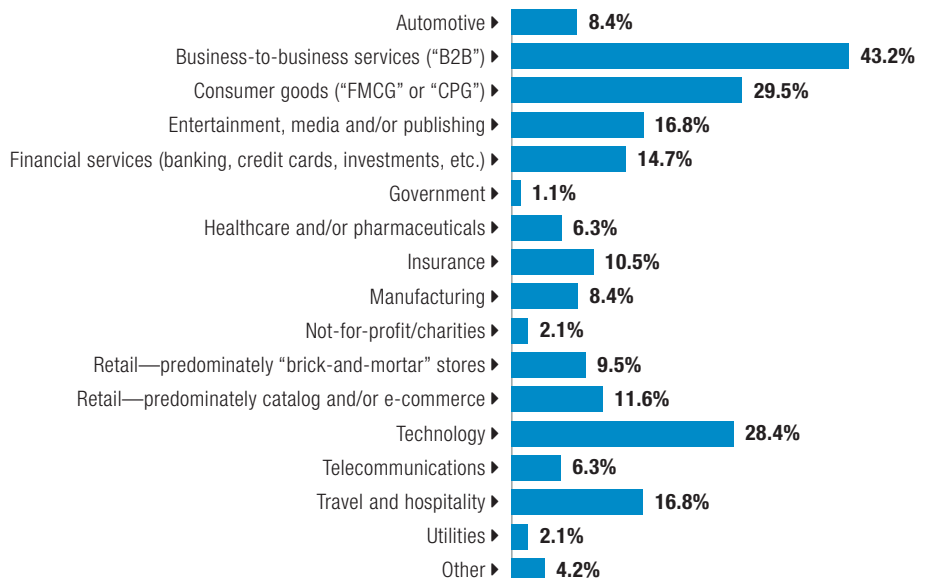
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INDUSTRY REPRESENTATION

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Displaying panelists' "top three" responses

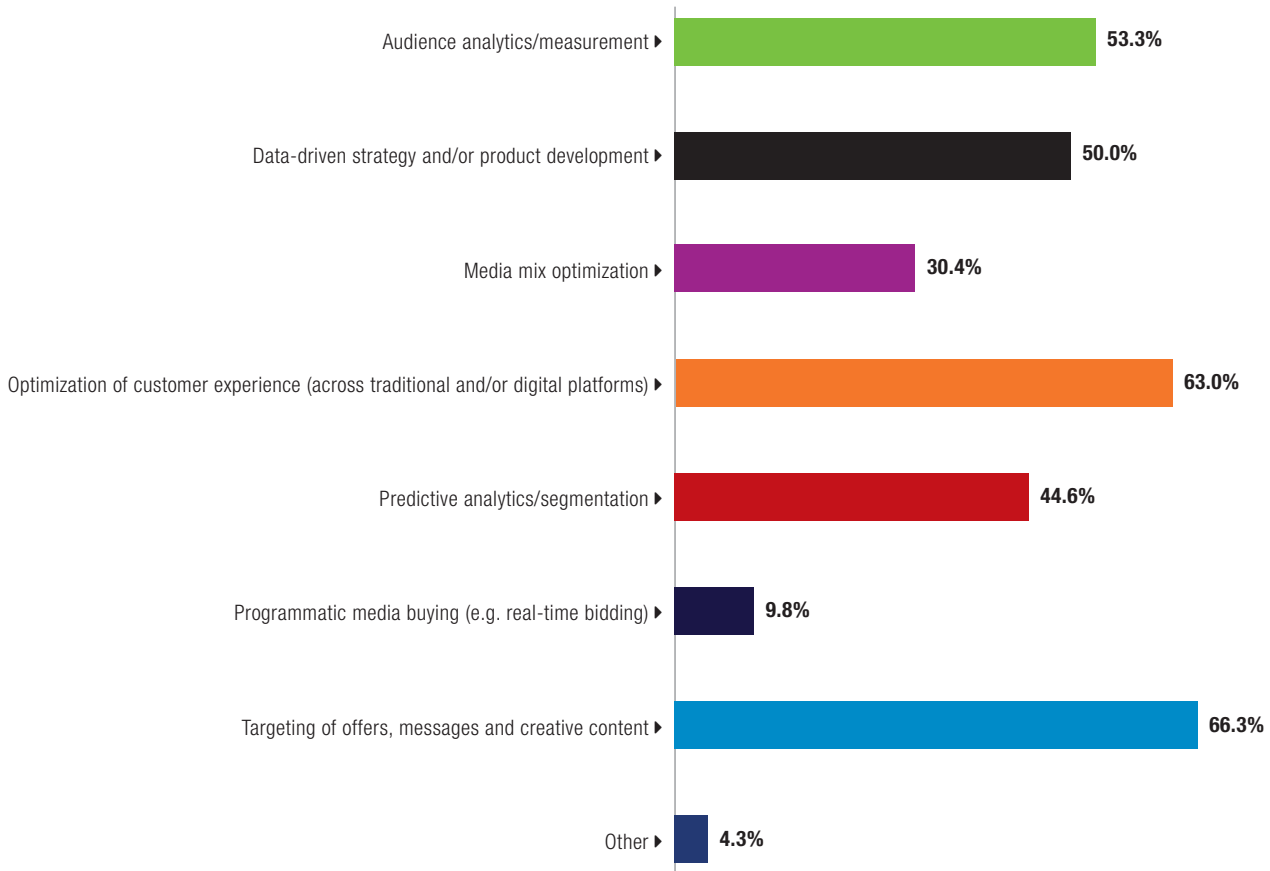


What is “DDMA”? How is it practiced?

- Like their global peers, panelists in Singapore said their DDMA efforts are focused predominately on the targeting of messages and offers; a majority of Singaporeans (63.0 percent) also said their practices are driven by an effort to improve customer experience across media touchpoints, which compares to 49.4 percent of global panelists who said the same
- Singaporeans grew their DDMA investments most in digital channels over the past year, with the website and e-commerce content, mobile and social media channels growing their share of budget most substantially—in each case outpacing their comparable global benchmarks for spending growth. Singaporean panelists added that they expect to ramp spending in these channels further next year
- Though spending on direct mail slid in Singapore over the past year, the rate of investment declines matched global averages. However, Singaporeans said they plan to increase spending on the channel next year, more so than their global peers, on average; Singaporean panelists indexed their expected direct mail spending at 3.04 (on a 1-to-5 scale with 5 indicating spend is likely to increase “significantly”), compared to the global average index score of 2.99
- From a functional perspective, Singaporean panelists said they were deeply engaged with *all* DDMA functions related to the deployment of digital media channels, although panelists reported a particularly robust focus on the implementation of marketing automation technology; investment in related tools ramped in Singapore over the past year at a rate outpacing global averages, and spending growth is expected to continue over the coming year

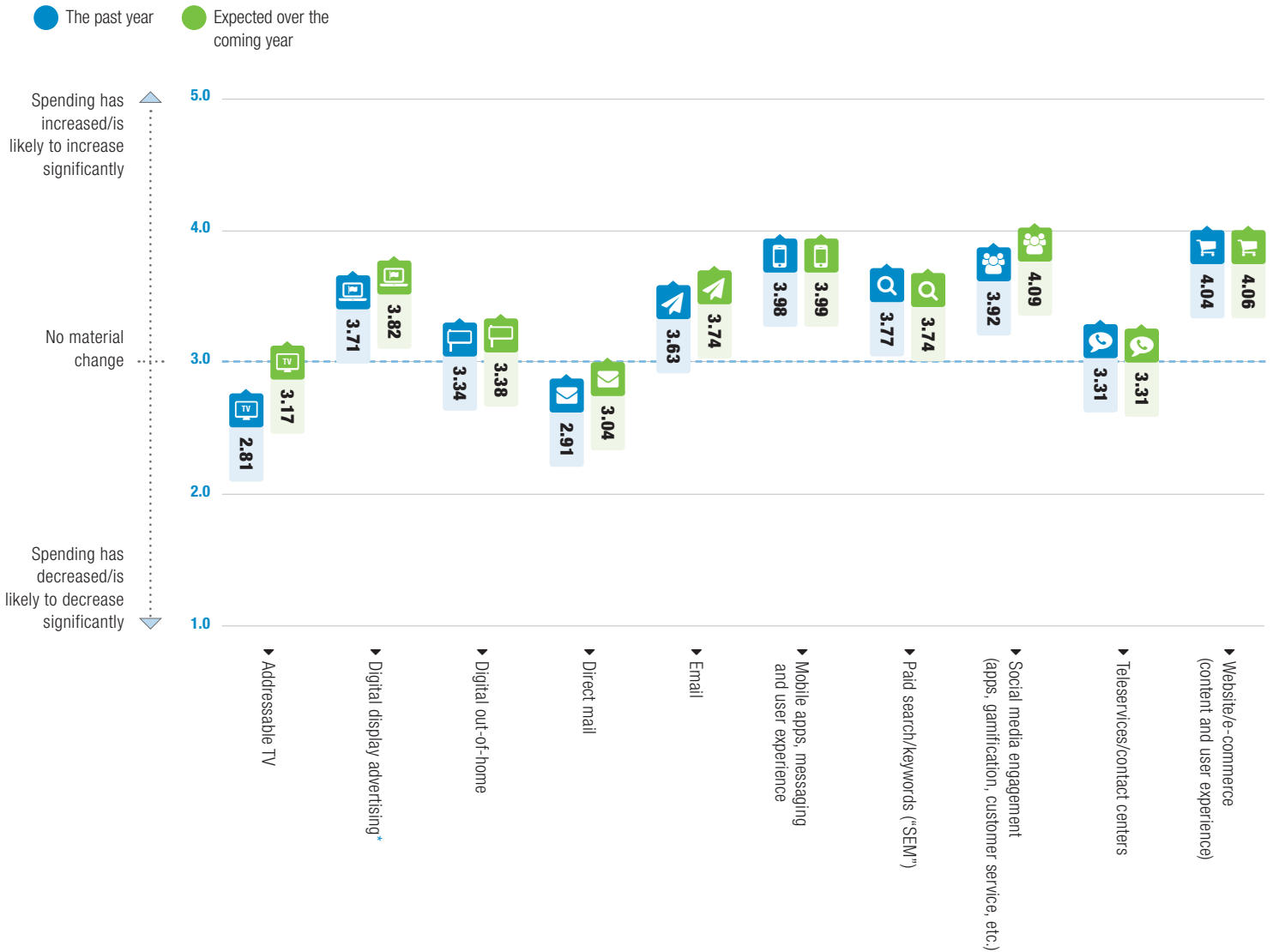
DDMA DEFINED

“My practice of data-driven marketing and advertising is characterized by a focus on...”



SPENDING ON DDMA CHANNELS

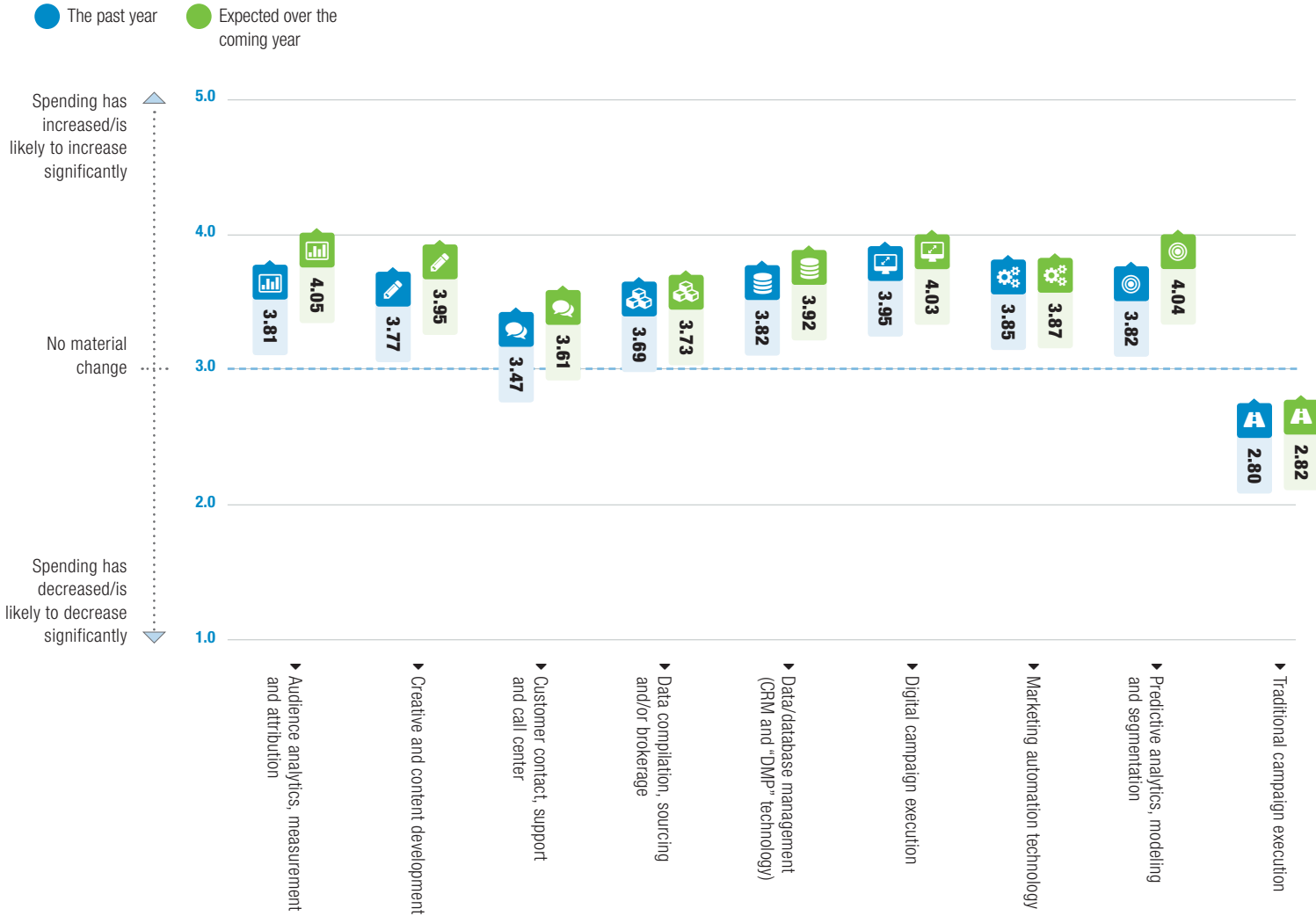
How has your (or your clients') spending on each of the following data-driven marketing and advertising channels changed over the **past** year? How do you expect spending to change over the **next** year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

SPENDING ON DDMA FUNCTIONS

How has your (or your clients') spending on each of the following data-driven marketing and advertising campaign execution functions changed over the **past** year?
How do you expect spending to change over the **next** year?

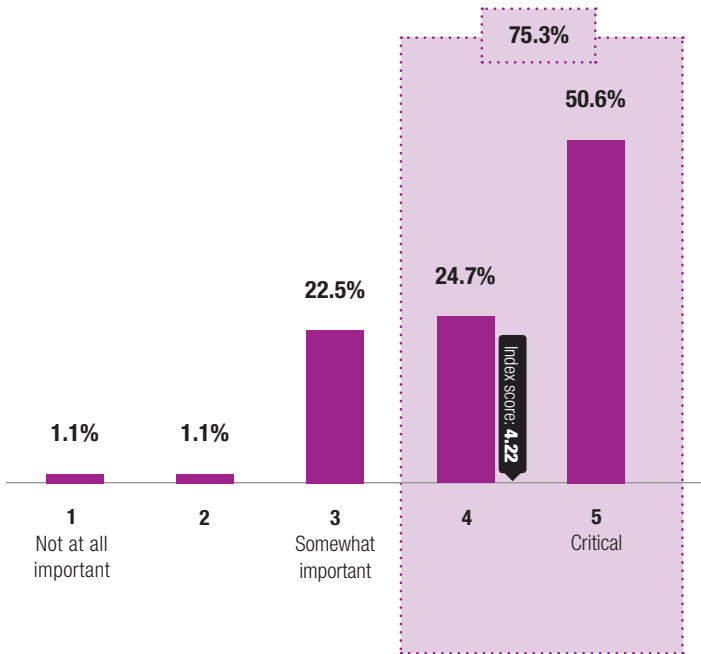


How does data impact marketing and advertising performance?

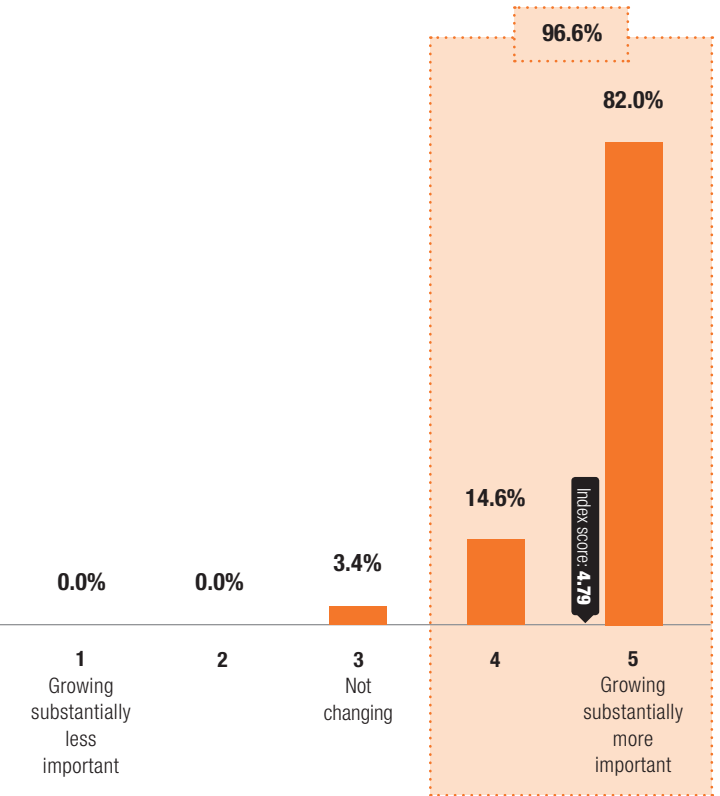
- While Singaporean panelists said data is growing more important to their marketing and advertising efforts at a rate that slightly outpaces global averages, panelists added that data currently plays a modestly less important role than reported by their peers in other markets. In considering the contribution that data imparts to their marketing and advertising efforts, practitioners assigned an index of 4.22 on a scale of 1-to-5 (with 5 indicating that data is “critical”), compared to an average rating of 4.34 globally
- Although 70.8 percent of Singaporean panelists said they’re confident in the practice of DDMA, on an index basis Singaporean practitioners were somewhat less bullish than their global peers; panelists reported a “confidence index” of 4.07 on a scale of 1-to-5 (with 5 indicating panelists are “extremely” confident in DDMA and its growth prospects), compared to a global average confidence index of 4.24
- Panelists in Singapore grew their overall DDMA investments at a rate consistent with global averages over the last year (63.3 percent of Singaporeans said they increased spending, compared to 63.2 percent of global practitioners who said the same). Looking to next year, Singaporeans said they expect to invest even more (70.4 percent said they plan to grow spending) which is in line with the global average (where 73.5 percent said they expect to grow investments)
- Similar to their global counterparts, practitioners in Singapore reported that digital DDMA media channels performed better over the past year, with website and e-commerce content and mobile posting the largest year-over-year performance gains. Direct mail performance dropped in Singapore over the past year

IMPORTANCE OF DATA

How important is data to your (or your clients') current marketing and advertising efforts?

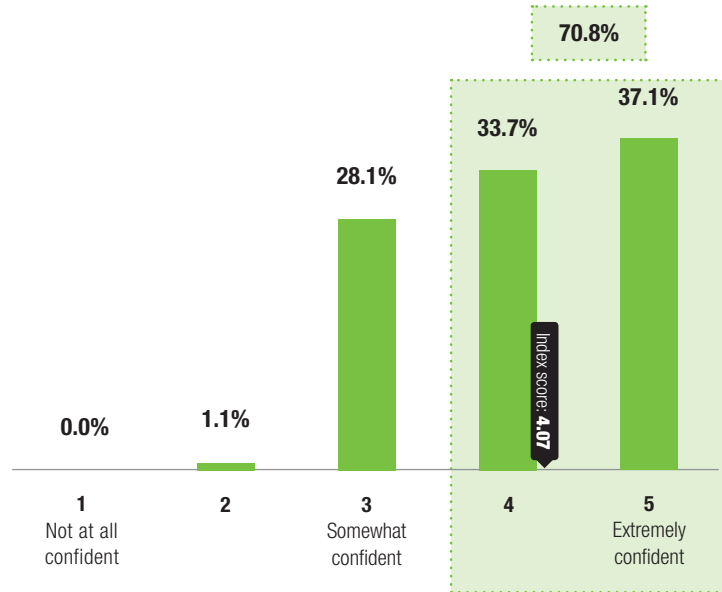


Thinking toward the future, how do you believe data's role is changing with respect to your (or your clients') marketing and advertising efforts?



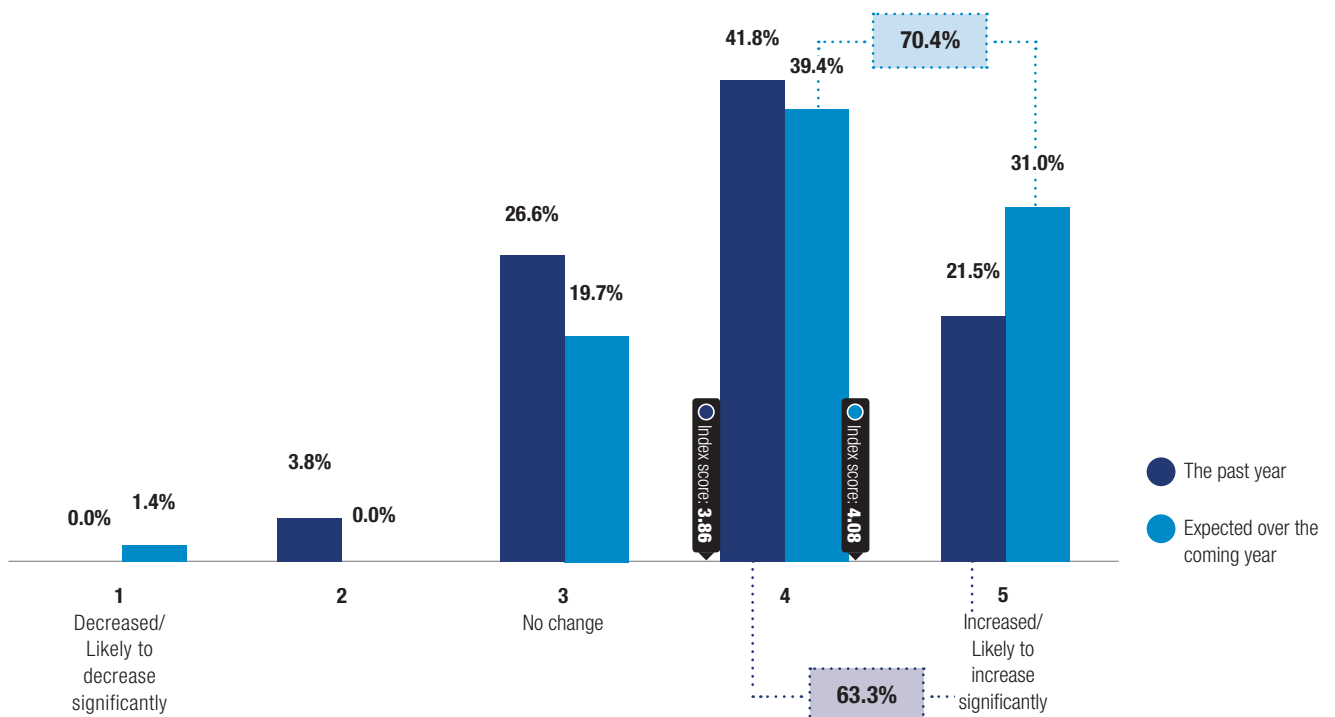
CONFIDENCE IN DDMA

Thinking in general about your current business activities and conditions within your respective marketplace, how confident are you in the value of “data-driven marketing and advertising” and its prospects for future growth?



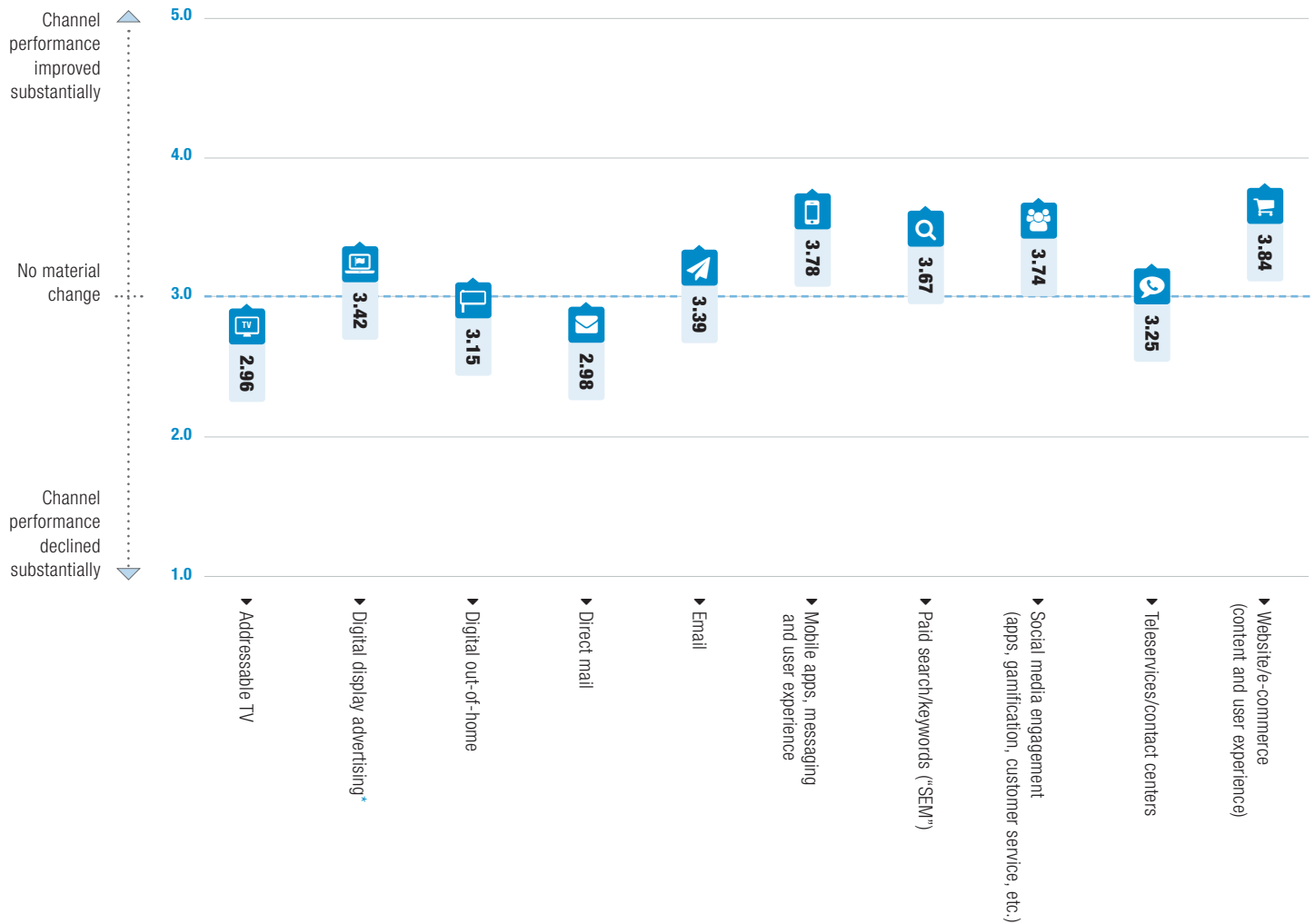
DDMA EXPENDITURES

How has your (or your clients') spending on data-driven marketing and advertising changed over the past year? How do you expect your (or your clients') spending on data-driven marketing will change next year?



CHANNEL PERFORMANCE

Thinking about the results generated by each of your (or your clients') data-driven marketing and advertising channels, how has the performance of each of the following changed over the past year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

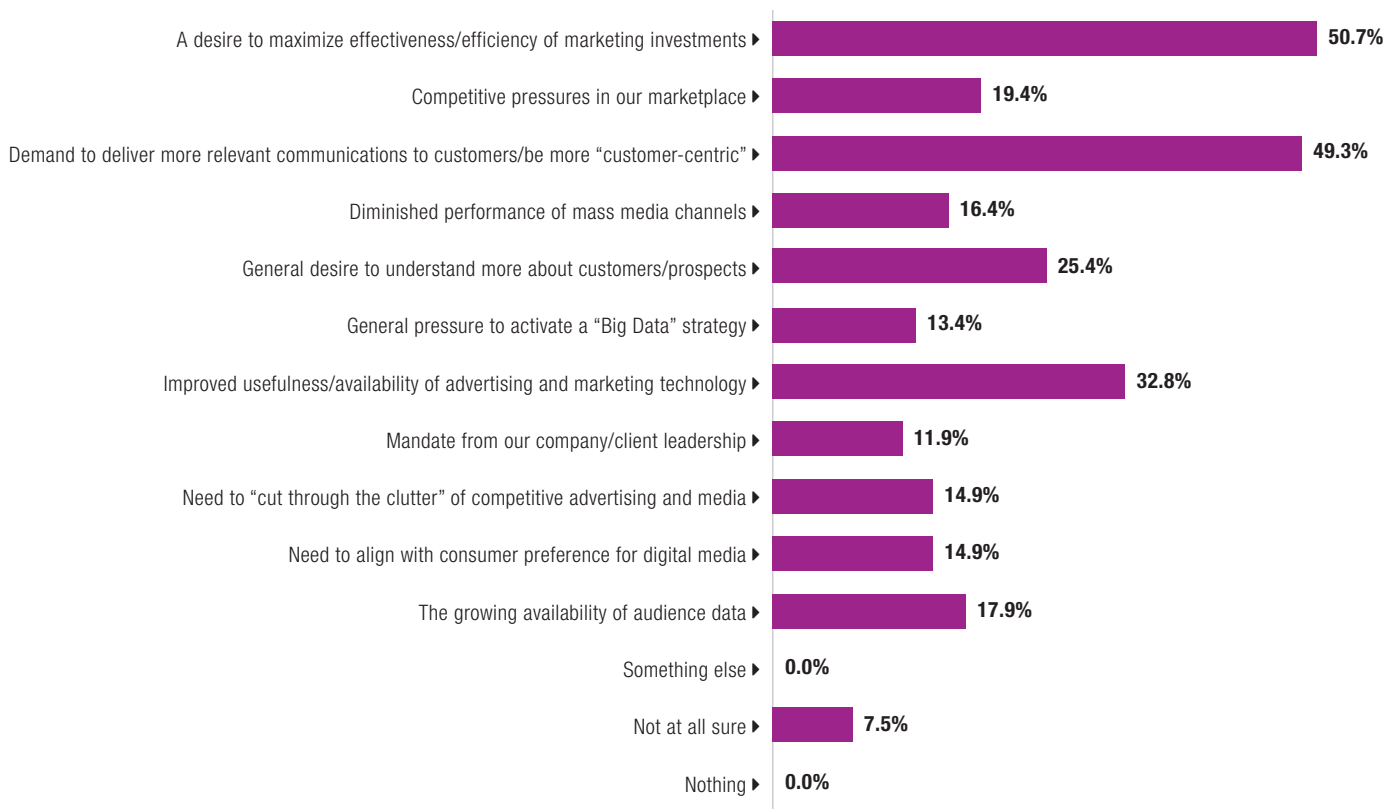
What's driving the practice of DDMA? What's inhibiting it?

- DDMA practitioners in Singapore said their efforts are driven most by a desire to be more “customer-centric,” understand their audiences and interact with them more relevantly. They reported that the gate most inhibiting these goals is a lack of appropriate talent to lead initiatives
- Regulatory barriers do not represent a notable execution challenge in Singapore; panelists rated the impact of regulatory guidelines with an index score of 2.85 on a scale of 1-to-5 (with 5 indicating that regulatory barriers limit DDMA “substantially”), compared to a global average of 2.94

FACTORS DRIVING DDMA

Displaying panelists’ “top three” responses

Which of the following factors, if any, are most responsible for driving your (or your clients’) investment in data-driven marketing and advertising?



FACTORS INHIBITING DDMA

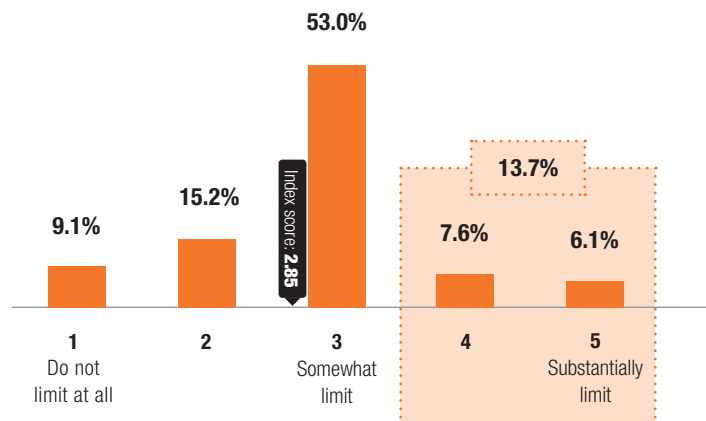
Displaying panelists' "top three" responses

Which of the following factors, if any, are most responsible for inhibiting your (or your clients') investment in data-driven marketing and advertising?



IMPACT OF REGULATION

To what extent are regulatory barriers in your marketplace (e.g. limits on access to data, requirements for affirmative consumer opt-in to marketing communications, etc.) actively limiting your ability to pursue data-driven marketing and advertising initiatives?



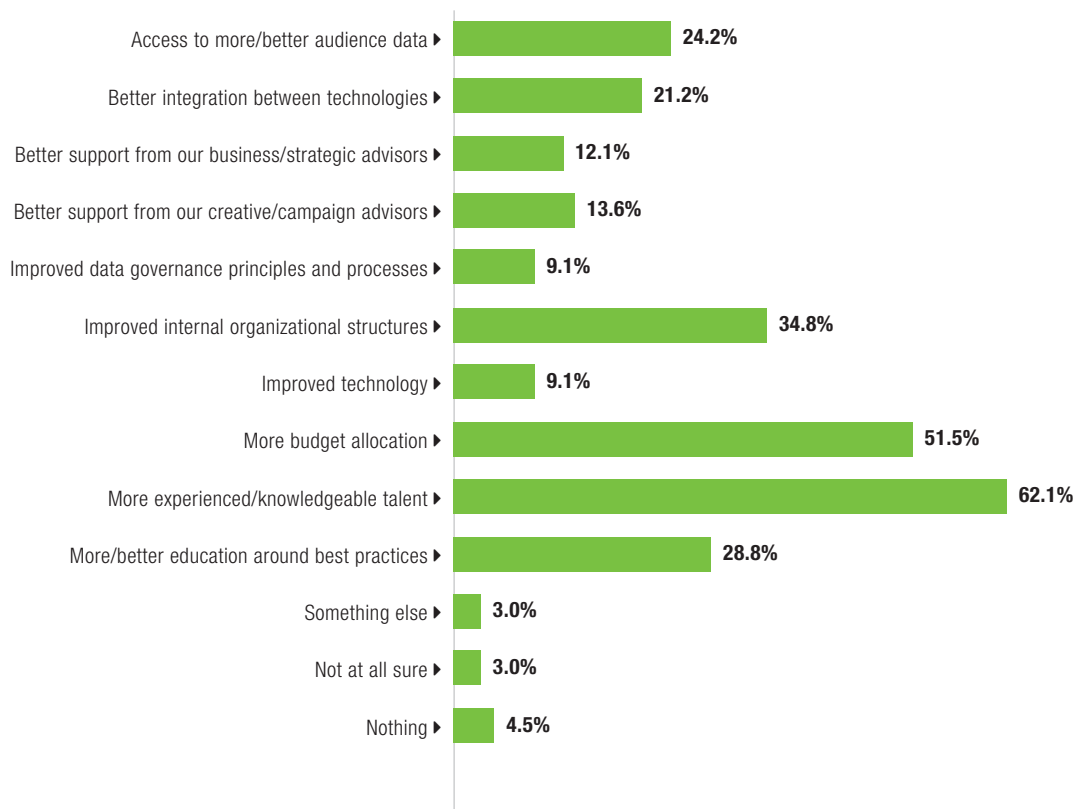
What do practitioners need to derive greater value from DDMA?

- Though their global peers consistently said that access to additional budget represents their single greatest need, Singaporean practitioners said “more experienced talent” was the asset they most coveted in contemplating their DDMA expansion plans
- In addition to investing in more experienced talent over the next three years, panelists in Singapore also said they plan to focus on expanding their creative and content development capabilities

REQUIRED RESOURCES

Displaying panelists’ “top three” responses

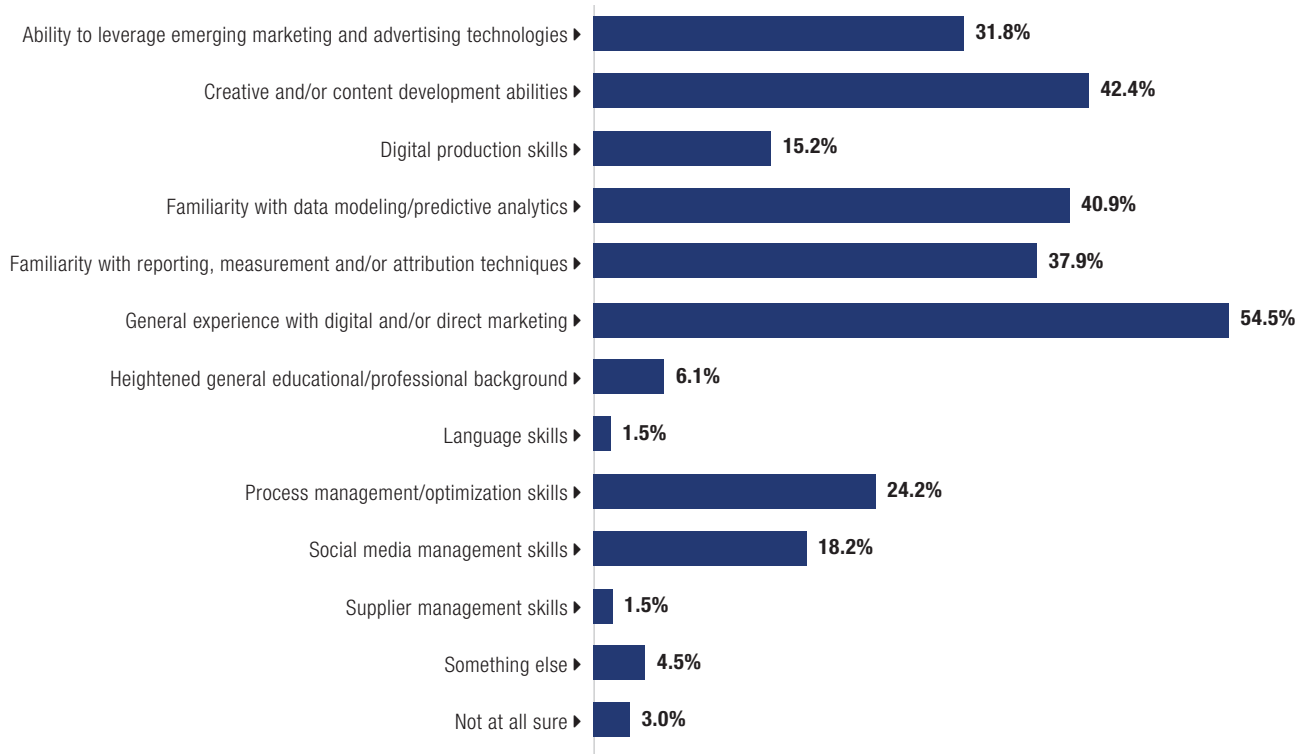
Which of the following resources would most significantly advance your (or your clients’) efforts to generate value from data-driven marketing and advertising efforts?



REQUIRED SKILLS

Displaying panelists' "top three" responses

Thinking about your ongoing staffing and talent development efforts, which of the following skill sets represent your most significant priorities for investment and/or enrichment over the next three years?



SELECT PANELIST FEEDBACK

“What other opportunities and/or challenges are you confronting in your practice of data-driven marketing and advertising?”

“There seems to be a real gap in the market for an inexpensive solution for SMEs that deliver on big-data capabilities. Especially in CRM, there are some solutions available but most require much configuration, and the knowledge required is actually pretty significant to make these tools useful. It will be interesting to see if something better crops up, that is very inexpensive, easy to use and scalable.”

“The basic issue is a lack of knowledge/understanding of the importance of data and how it can add value to both strategy and marketing.”

“We do not have staff with sufficient experience to monitor projects cohesively across various media.”

“Agency fragmentation, a complicated technology ecosystem and a lack of cost transparency are major challenges currently facing data-driven marketing.”

“Local talent is generally lacking, and old-style thinking (regarding budget allocation, for example) is being applied to modern-day challenges.”

“We need candidates to really have the engineering mindset, but at the same time possess a marketing thought process to allow accurate and precise data mining and interpretation.”

“Due to a lack of clear strategies, combined with the fact that there’s so much data out there and available internally, it is difficult to determine where and how to start.”

“There is no strong general awareness of what’s possible to accomplish with data-driven marketing, how to implement, and how much budget it requires.”

“We must be able to leverage the ever-growing amount of data a company can access; we need to collect massive amounts of complicated, unstructured data and integrate it with the more traditional sources of data the company collects.”

“The new regulatory structures in place have rendered existing practices not compliant for many partners, causing the majority of players to be excessively conservative.”

South Africa



South Africa

PANEL:
63 TOTAL RESPONDENTS*

SURVEY TIMEFRAME:
JULY – SEPTEMBER 2014

* Not all respondents answered every question

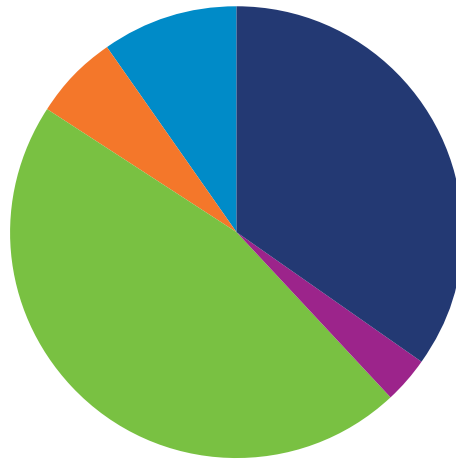
PRESENTING ASSOCIATION



The **Direct Marketing Association of Southern Africa** was established in 2005 to represent the interactive and direct marketing business in South Africa. The objectives of the DMASA are to promote interactive and direct marketing by providing members with education and training, events, research and information on the rapid developments in the sector from both South Africa and globally. The DMASA assists with compliance and represents members at government level to ensure regulations which are clear, easy to apply and not restrictive, whilst providing a high level of consumer protection. For more information, please visit www.dmasa.org

PANEL COMPOSITION

How would you describe your principal role/business focus?

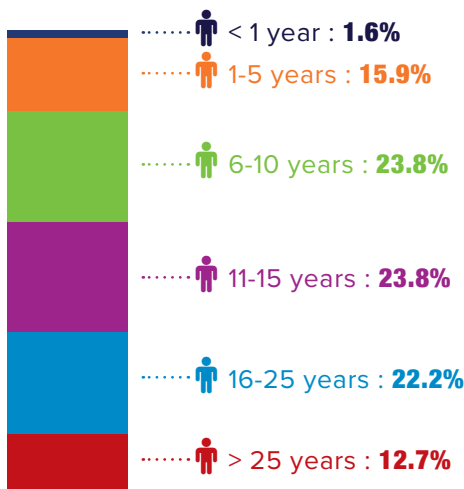


- **MARKETER/ADVERTISER : 34.9%**
- **PUBLISHER/MEDIA : 3.2%**
(focused on selling advertising)
- **PROVIDER OF MARKETING SERVICES : 46.0%**
(including data and agency services)
- **DEVELOPER OF ADVERTISING & MARKETING TECHNOLOGY : 6.3%**
- **OTHER : 9.5%**

EXPERIENCE

How many years of experience do you have with marketing and/or advertising?

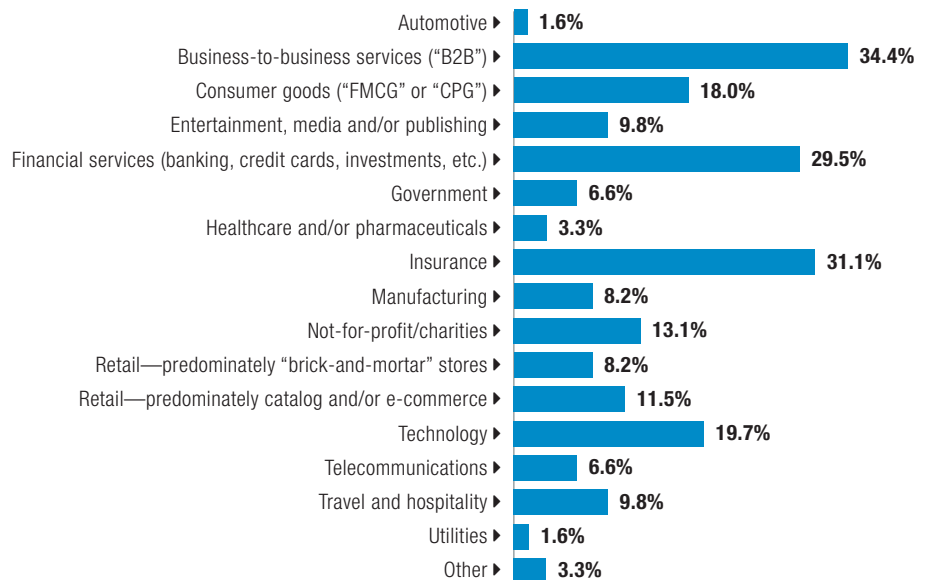
Please consider your current job and past professional roles that may apply.



INDUSTRY REPRESENTATION

Within which of the following vertical markets are your professional efforts most intensively concentrated?

Displaying panelists' "top three" responses

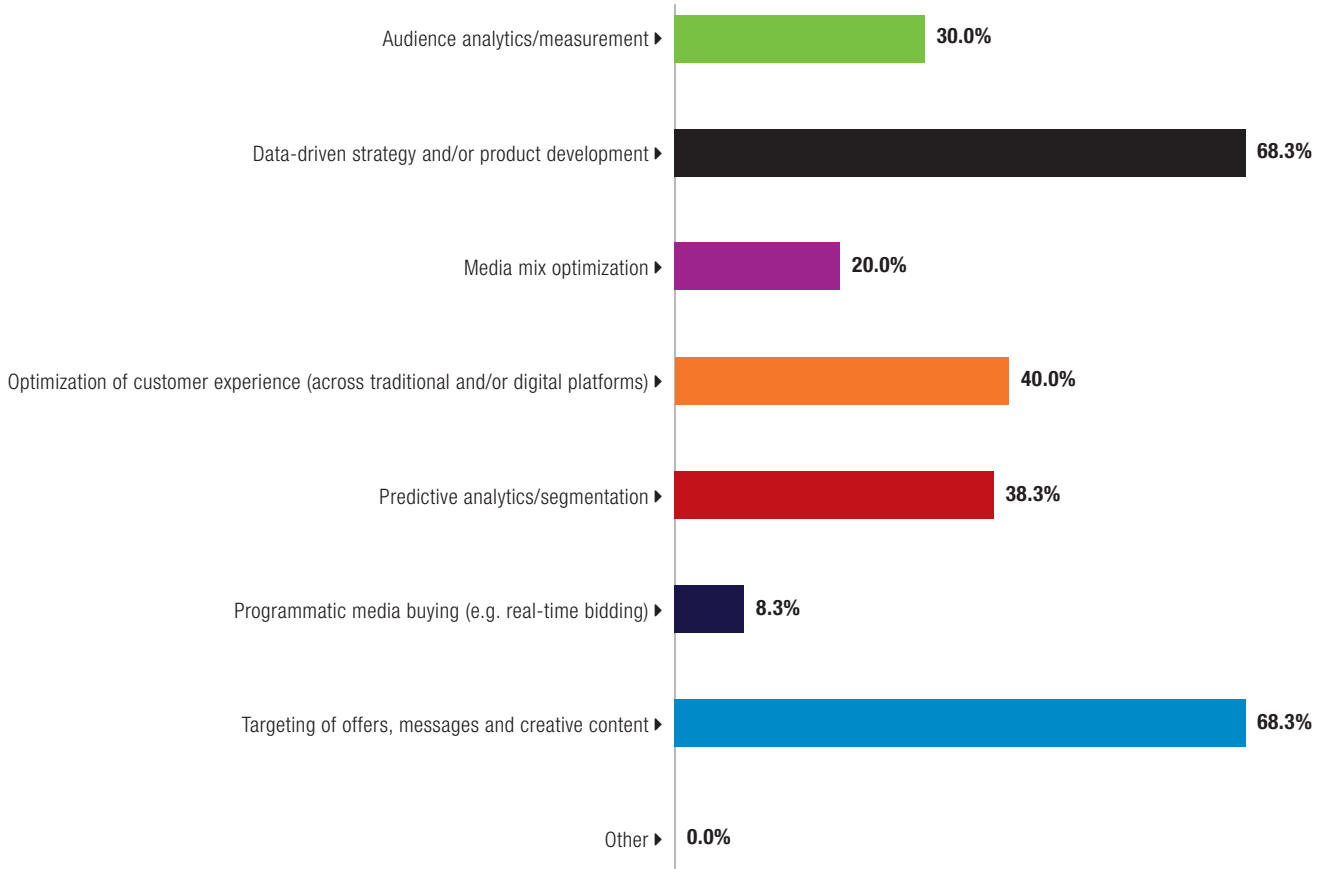


What is “DDMA”? How is it practiced?

- Like their global counterparts, panelists in South Africa said their DDMA efforts are characterized primarily by the effort to target messages and offers; an equal number of South Africans (68.3 percent) also said their practices are focused on leveraging data to support business and product strategies
- South Africans increased investment across all digital marketing channels over the past year, with paid search benefitting from the largest year-over-year gains on a proportional basis—significantly outpacing comparable global spending increases. Similar to their global peers, South African practitioners also directed increased spending to digital display advertising, social media and website/e-commerce content and said they plan to continue ramping investment in these channels next year
- Though digital campaign execution is a key area for increased investment in all markets, South African DDMAers said they increased spending on this capability more substantially over the past year than their global peers; South African panelists assigned their investment growth an index score of 4.20 (on a 1-to-5 scale with 5 indicating spending increased “significantly”) which compares to the global average index of 3.95. South African panelists also said they expect to continue growing these digital execution investments next year

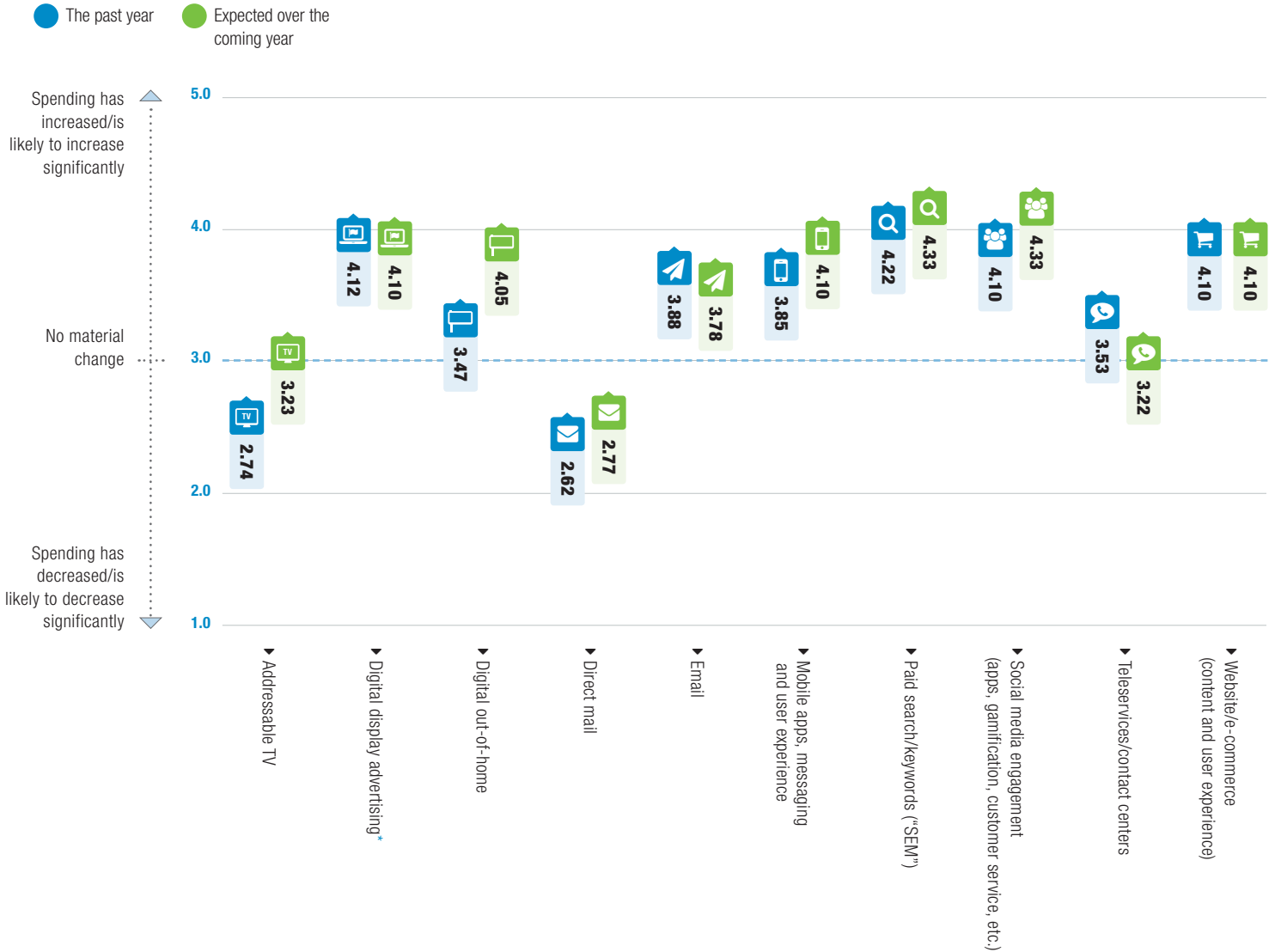
DDMA DEFINED

“My practice of data-driven marketing and advertising is characterized by a focus on...”



SPENDING ON DDMA CHANNELS

How has your (or your clients') spending on each of the following data-driven marketing and advertising channels changed over the **past** year? How do you expect spending to change over the **next** year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

SPENDING ON DDMA FUNCTIONS

How has your (or your clients') spending on each of the following data-driven marketing and advertising campaign execution functions changed over the **past** year?
How do you expect spending to change over the **next** year?

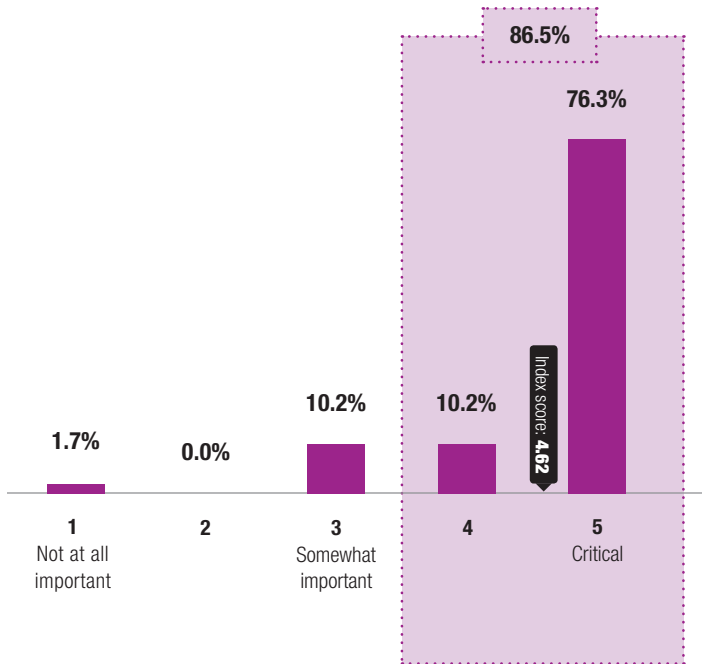


How does data impact marketing and advertising performance?

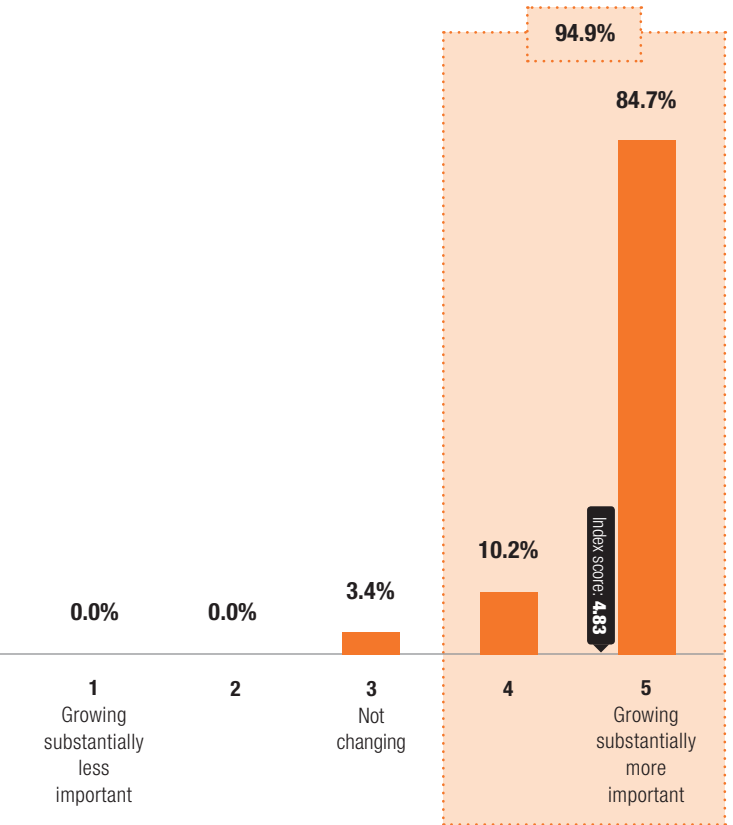
- When asked about the general importance of data, South African panelists expressed substantially stronger views on its role than their global peers; South Africans rated data's importance at 4.62 on a scale of 1-to-5 (with 5 indicating that data plays a "critical" role in advertising and marketing efforts). On average, global practitioners rated data's importance to their efforts lower, at 4.34
- In keeping with that strong perspective, more South African panelists said that data was likely to play an affirmatively important role *in the future* than typical across peer markets; 84.7 percent of South African panelists said that data is growing "substantially" more important to their marketing and advertising, which compares to a smaller (though still robust) 76.7 percent global aggregate
- South African bullishness was most apparent in their expressed confidence in the practice of DDMA and its prospects for future growth; the South African "confidence index" score of 4.36 (on a 1-to-5 scale, with 5 indicating panelists are "extremely" confident) was the third highest confidence index score reported worldwide—only practitioners in India and Brazil expressed stronger sentiment (the global average was 4.24)
- More South African panelists said they increased spending on DDMA over the past year than did their peers in other markets, on average; 69.1 percent of South Africans grew their related investments, compared to 63.2 percent of global panelists that said the same. Looking to next year, South Africans again said they expect to spend more (82.6 percent) compared to 73.5 percent of global practitioners who shared the same plans
- Among individual media channels, South African panelists said that mobile posted the most marked performance improvement over the past year; digital out-of-home also performed notably better than the previous year. These channels—as well as social media—outperformed comparable global performance improvement benchmarks

IMPORTANCE OF DATA

How important is data to your (or your clients') current marketing and advertising efforts?

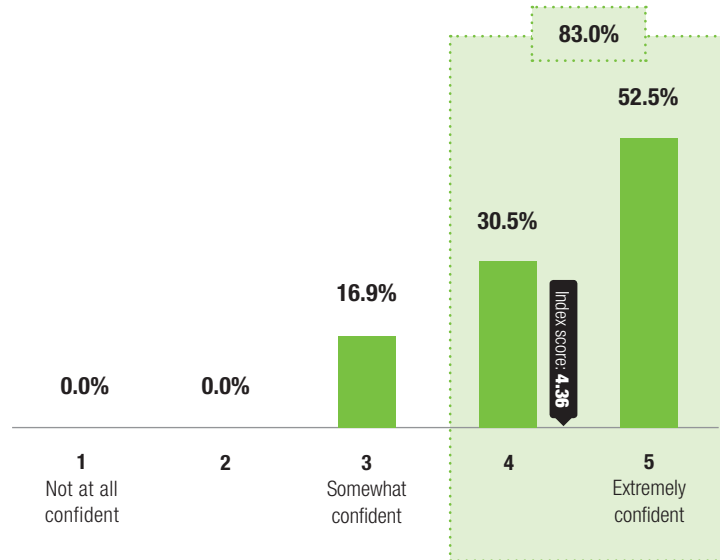


Thinking toward the future, how do you believe data's role is changing with respect to your (or your clients') marketing and advertising efforts?



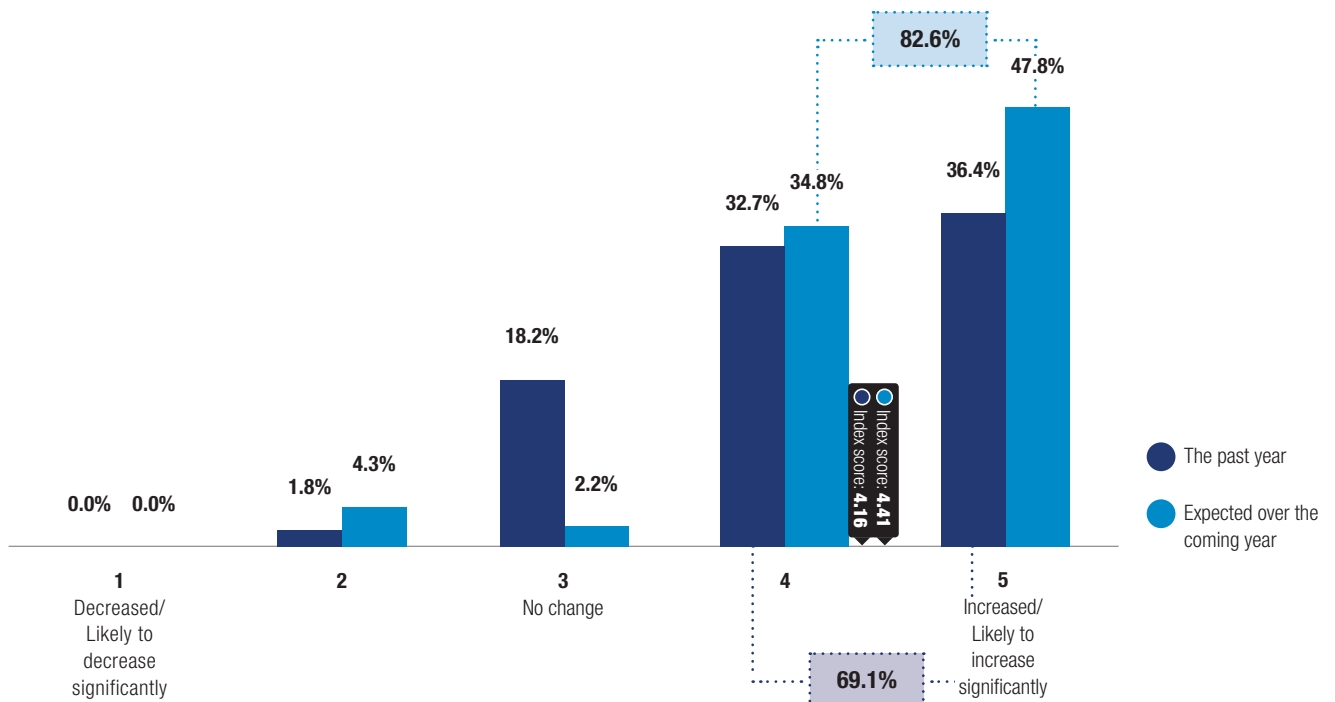
CONFIDENCE IN DDMA

Thinking in general about your current business activities and conditions within your respective marketplace, how confident are you in the value of “data-driven marketing and advertising” and its prospects for future growth?



DDMA EXPENDITURES

How has your (or your clients') spending on data-driven marketing and advertising changed over the past year? How do you expect your (or your clients') spending on data-driven marketing will change next year?



CHANNEL PERFORMANCE

Thinking about the results generated by each of your (or your clients') data-driven marketing and advertising channels, how has the performance of each of the following changed over the past year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

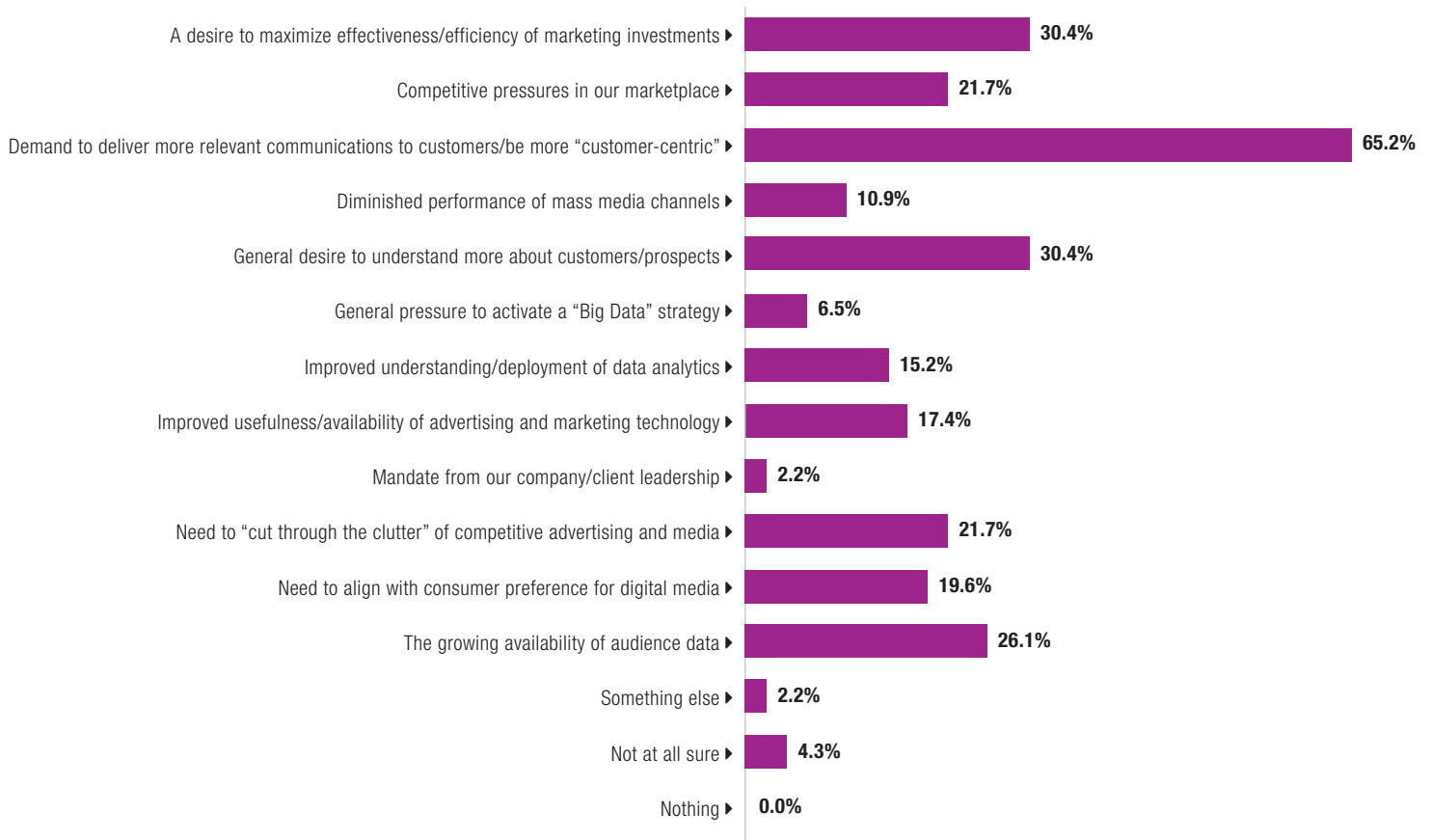
What's driving the practice of DDMA? What's inhibiting it?

- Similar to their counterparts in markets around the globe, South African DDMAers said that their efforts are motivated most by a desire to know more about their customers so that they can deliver more relevant engagements. In excess of their respective global averages, however, a large majority of South African panelists (67.4 percent, compared to just 30.4 percent globally) added that their efforts are likewise inhibited by a lack of understanding of the benefits and execution requirements of DDMA
- Regulatory barriers were also considered more of a threat to DDMA in South Africa than elsewhere; South African panelists rated regulatory barriers at 3.05 on a scale of 1-to-5 (with 5 indicating that regulatory guidelines “substantially” limit the practice of DDMA). On the whole, global panelists said regulation represents less of a factor, assigning it an average index score of 2.94

FACTORS DRIVING DDMA

Displaying panelists’ “top three” responses

Which of the following factors, if any, are most responsible for driving your (or your clients’) investment in data-driven marketing and advertising?



FACTORS INHIBITING DDMA

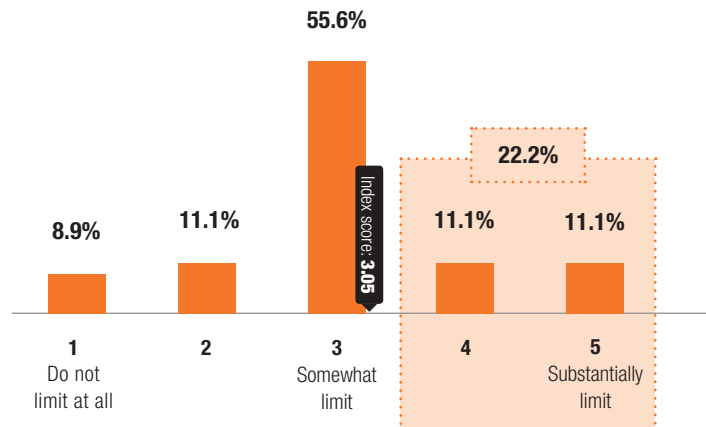
Displaying panelists' "top three" responses

Which of the following factors, if any, are most responsible for inhibiting your (or your clients') investment in data-driven marketing and advertising?



IMPACT OF REGULATION

To what extent are regulatory barriers in your marketplace (e.g. limits on access to data, requirements for affirmative consumer opt-in to marketing communications, etc.) actively limiting your ability to pursue data-driven marketing and advertising initiatives?



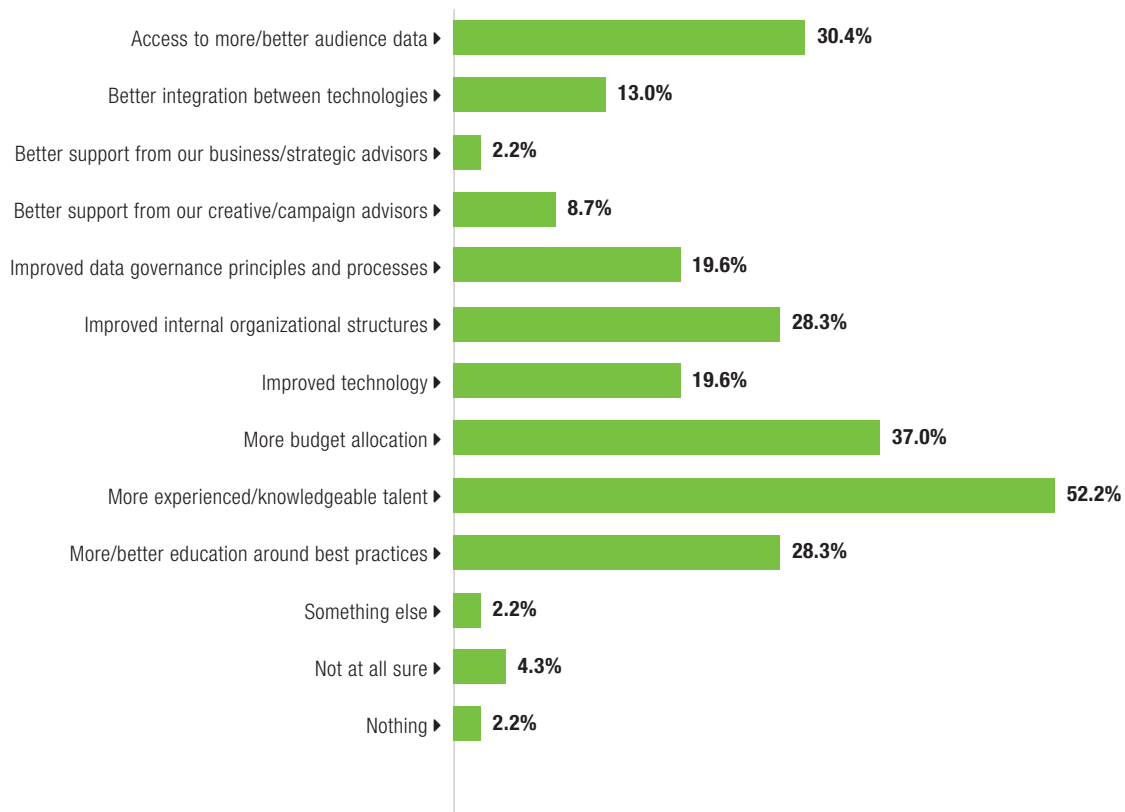
What do practitioners need to derive greater value from DDMA?

- Like their counterparts elsewhere, South African panelists said more experienced talent would do the most to help improve DDMA practices within their market
- In addition to investing in more experienced practitioners to lead efforts, South Africans also expressed a particular interest in investing in data modeling and analytics capabilities over the next three years

REQUIRED RESOURCES

Displaying panelists' "top three" responses

Which of the following resources would most significantly advance your (or your clients') efforts to generate value from data-driven marketing and advertising efforts?



REQUIRED SKILLS

Displaying panelists' "top three" responses

Thinking about your ongoing staffing and talent development efforts, which of the following skill sets represent your most significant priorities for investment and/or enrichment over the next three years?



SELECT PANELIST FEEDBACK

“What other opportunities and/or challenges are you confronting in your practice of data-driven marketing and advertising?”

“Some corporations are using cheap, stolen data, and therefore aren’t interested in utilizing best practices to mine data better.”

“It is difficult to establish governance and risk analysis on marketing activities in our market today.”

“Companies overall have insufficient resourcing to process data.”

“We need better access to good quality, well-managed lists with opt-in data and updated records.”

“There is a dearth of qualified and experienced agencies and staff out there—partners are necessary to help implement the strategies.”

“We are presently investing time and resources into testing and understanding the impact of customer segmentation and lifetime value. I think that’s where there’s a great opportunity to advance.”

“Being able to meet and engage with someone who has ‘eagle vision’ and does not see the picture in segments is a challenge we often face.”

“Data-driven marketing helps clients with contact optimization and other efficiencies to ensure the best channel, time and contact details for the right customers. It allows for the simplification and automation of campaigns within large organizations, but clients do not always understand the value of proper modelling to apply a more targeted approach to campaigns.”

“There is a significant lack of tertiary education focusing on direct marketing as a key component in business strategy. This, in turn, leads to a lack of young talent coming through the labour pool with the required skills to not only be employed in the direct marketing industry, but to have a positive impact upon it.”

“Skill levels remain the biggest challenge in the South African marketplace.”

Sweden





Sweden

PANEL:
34 TOTAL RESPONDENTS*

SURVEY TIMEFRAME:
JULY – SEPTEMBER 2014

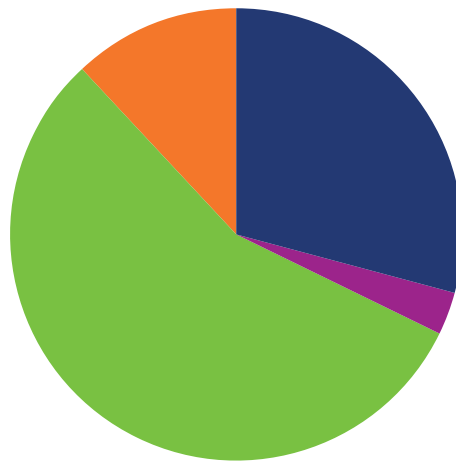
* Not all respondents answered every question

PRESENTING ASSOCIATION **SWEDMA**

SWEDMA is the association of companies and organizations involved in direct or interactive marketing in Sweden. As an association, it organizes both buyers and sellers of direct marketing-related products and services. In this way, SWEDMA has a unique insight into the requirements and conditions that apply to direct marketing between businesses and between businesses and consumers. For more information, please visit www.swedma.se

PANEL COMPOSITION

How would you describe your principal role/business focus?

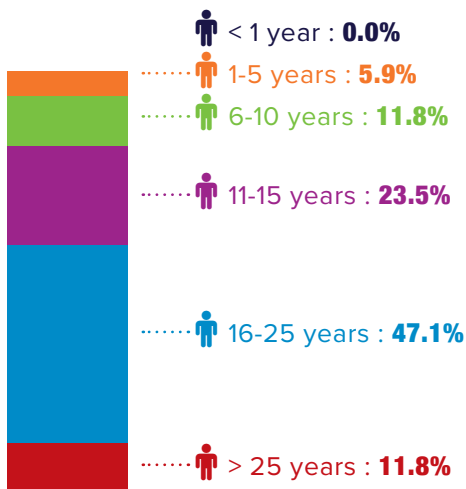


- **MARKETER/ADVERTISER : 29.4%**
- **PUBLISHER/MEDIA : 2.9%**
(focused on selling advertising)
- **PROVIDER OF MARKETING SERVICES : 55.9%**
(including data and agency services)
- **DEVELOPER OF ADVERTISING & MARKETING TECHNOLOGY : 11.8%**
- **OTHER : 0.0%**

EXPERIENCE

How many years of experience do you have with marketing and/or advertising?

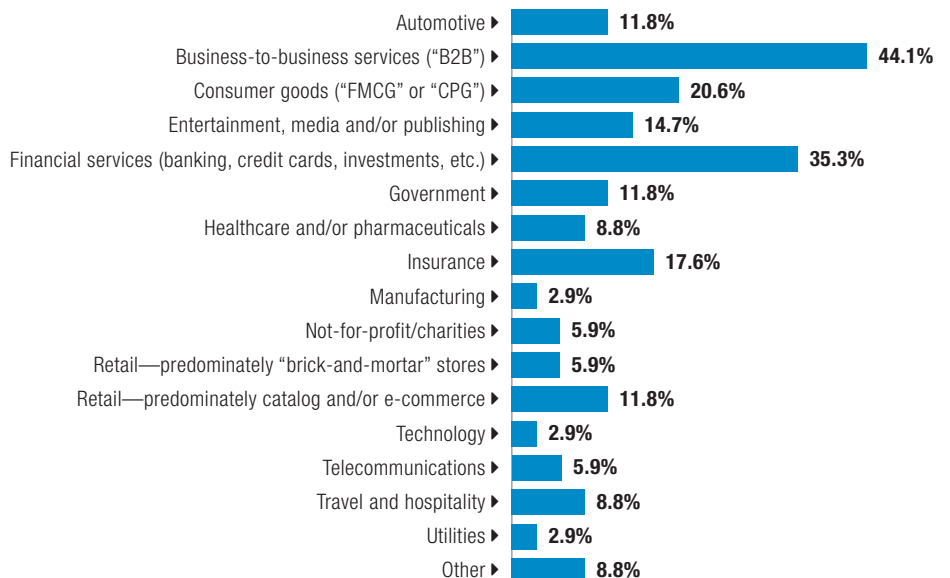
Please consider your current job and past professional roles that may apply.



INDUSTRY REPRESENTATION

Within which of the following vertical markets are your professional efforts most intensively concentrated?

Displaying panelists' "top three" responses

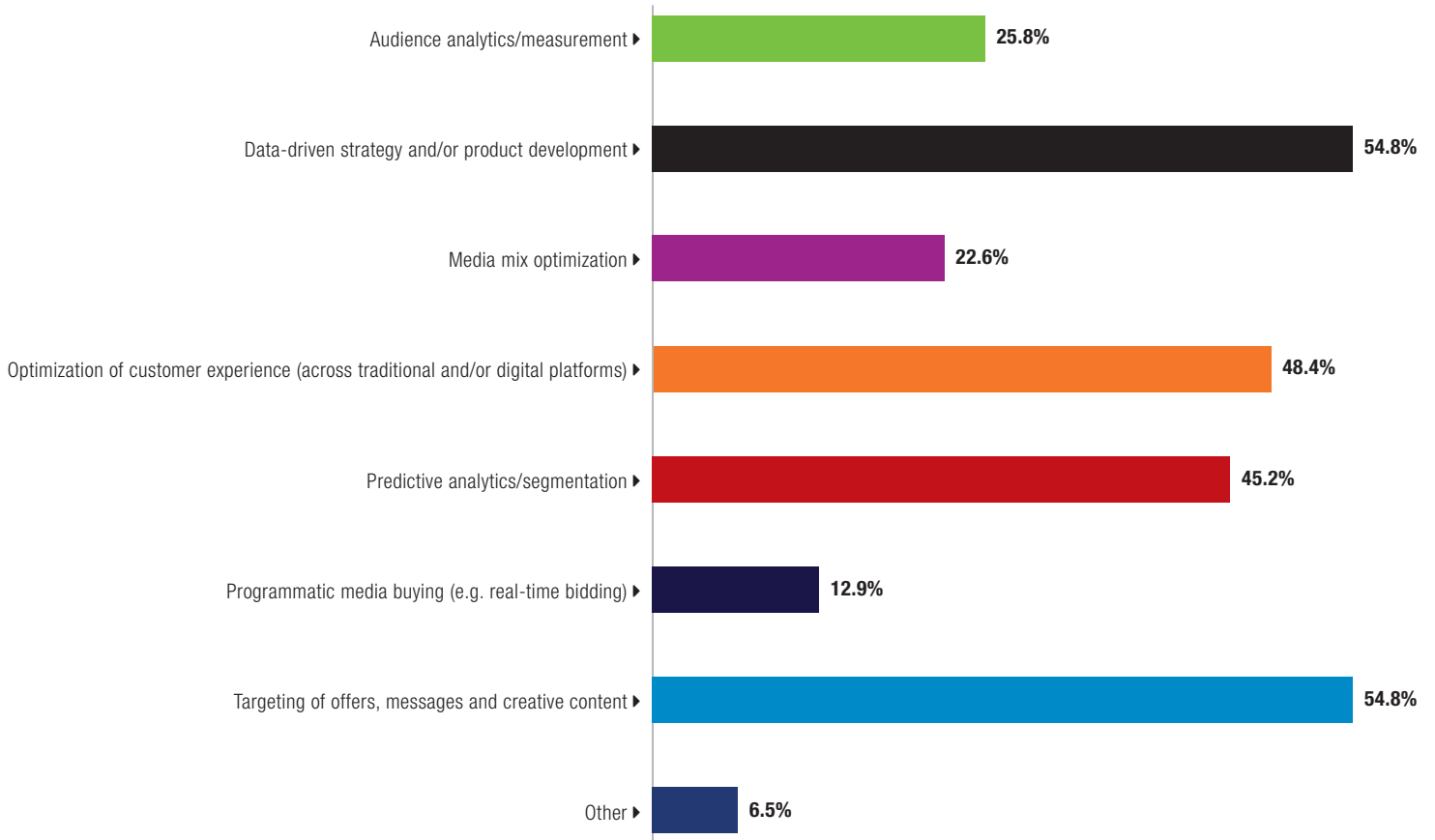


What is “DDMA”? How is it practiced?

- Like their global counterparts, a majority of panelists in Sweden (54.8 percent) said their DDMA efforts are characterized primarily by an effort to target messages and offers to specific consumer audience segments. Uniquely, though, an equal number of Swedes also said their practices are aimed at leveraging data to support the development of business and product strategies
- Over the past year, Swedish panelists—like their peers around the world—said they increased their spending on all digital marketing channels, with social media and paid search posting the largest proportional budget gains. On the other end of the spectrum, Swedish panelists substantially declined spending on teleservices/customer contact centers over the past year, although they expect to slow the pace of this investment decline next year
- With the exception of traditional campaign execution, Swedish panelists said they grew investment across all other DDMA-related functions over the past year—although the rate of spending growth in digital execution and data management lagged global benchmarks (Swedes pegged their spending on these functions (on a 1-to-5 scale with 5 indicating spending increased “significantly”) at 3.67 and 3.70, respectively, which compares to global averages of 3.95 and 3.85). Panelists added they expect investment in all digital functions to increase further next year, while spending on traditional campaign execution is expected to hold steady

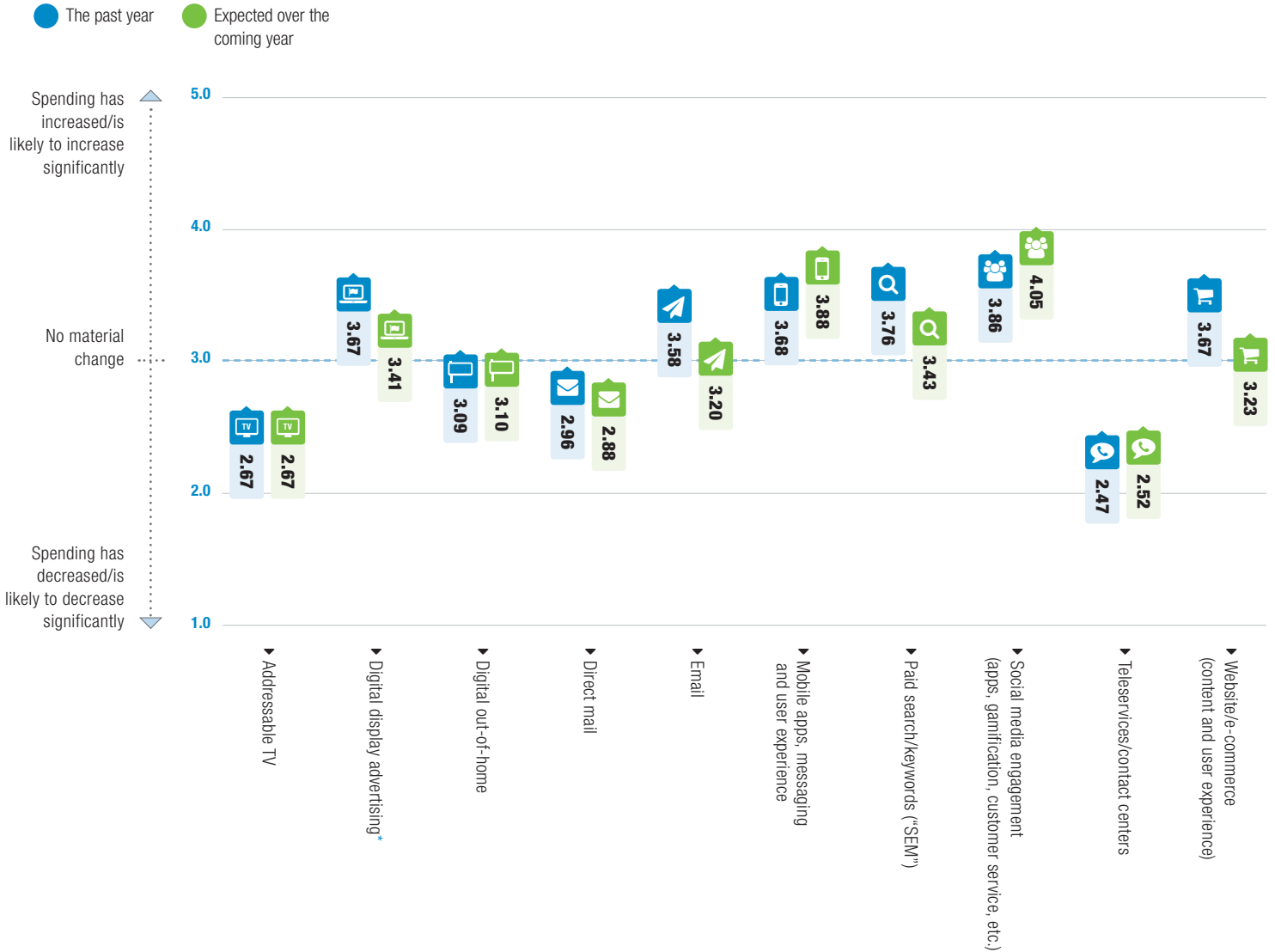
DDMA DEFINED

“My practice of data-driven marketing and advertising is characterized by a focus on...”



SPENDING ON DDMA CHANNELS

How has your (or your clients') spending on each of the following data-driven marketing and advertising channels changed over the **past** year? How do you expect spending to change over the **next** year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

SPENDING ON DDMA FUNCTIONS

How has your (or your clients') spending on each of the following data-driven marketing and advertising campaign execution functions changed over the **past** year? How do you expect spending to change over the **next** year?

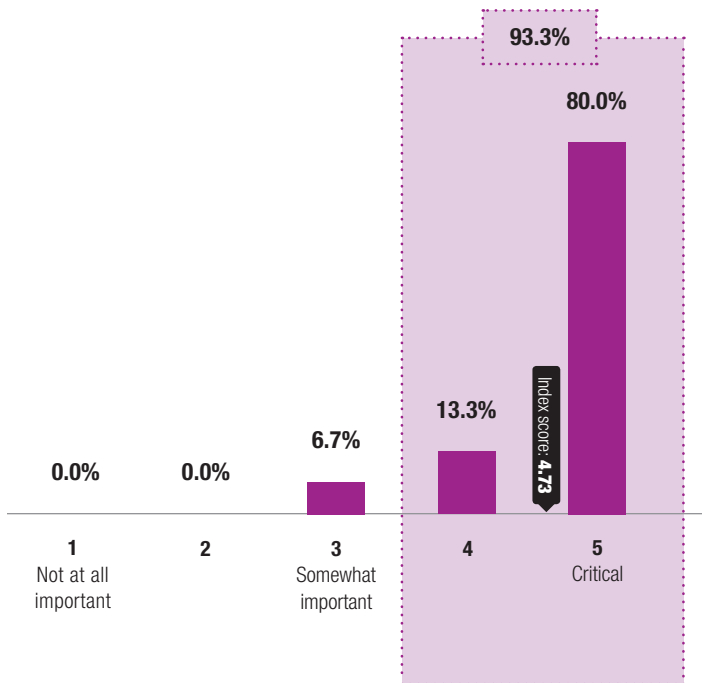


How does data impact marketing and advertising performance?

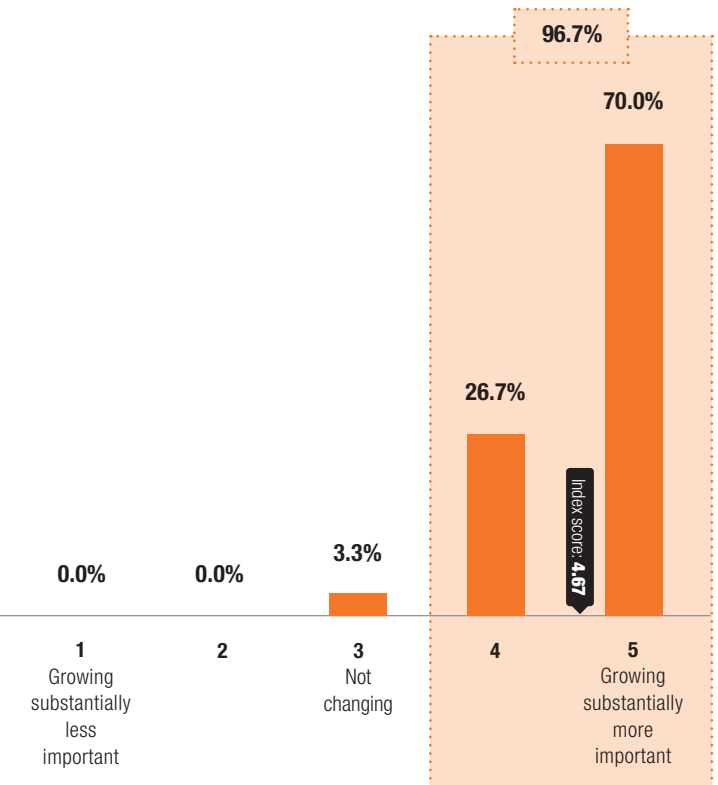
- In more robust numbers than reported by their worldwide peers, on average, Swedish panelists said that data is extremely important to their current advertising and marketing efforts; 93.3 percent said data is important to their efforts, with the vast majority (representing 80.0 percent of the total panel) calling data's role "critical." This compares to only 57.1 percent of global panelists who used the same term to describe data's current contribution
- Despite their endorsement of data's general contribution to marketing and advertising execution, Swedish practitioners reported a slightly lesser sense of confidence in the practice of data-driven marketing—indexing their feelings at 4.07 on a 1-to-5 scale (with 5 indicating "extreme" confidence in the practice of DDMA and its growth prospects). Globally, panelist confidence indexed at an average of 4.24
- More Swedish panelists (77.8 percent) said they increased their overall DDMA investments over the past year than was reported in most other countries, on average. (Globally, 63.2 percent of practitioners said their related expenditures grew over the past 12 months.) Looking to next year, an even higher proportion of Swedes said they expect to increase spending on DDMA once more, again outpacing expected global benchmarks
- Among individual media channels, Swedish panelists said that mobile channels—apps and messaging, in particular—posted the greatest performance improvements over the past year, outpacing their comparable global performance-improvement benchmarks. Though Swedes decreased spending on direct mail over the past year, panelists said the channel continued to deliver a steady rate of return

IMPORTANCE OF DATA

How important is data to your (or your clients') current marketing and advertising efforts?

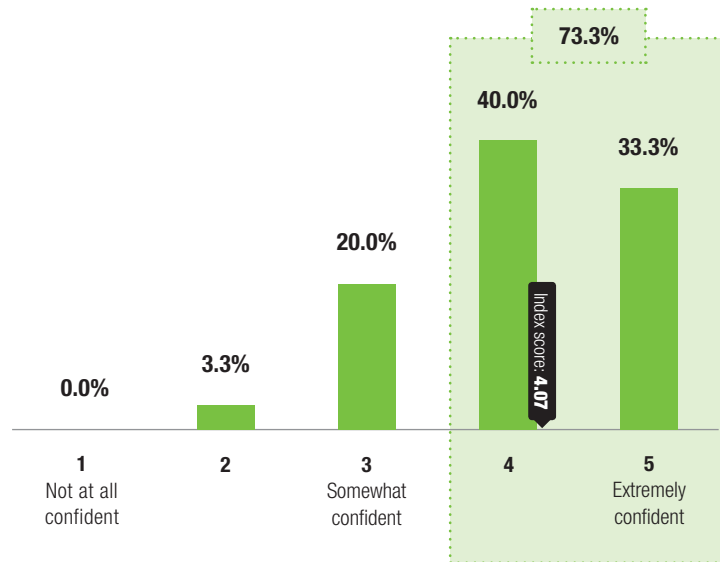


Thinking toward the future, how do you believe data's role is changing with respect to your (or your clients') marketing and advertising efforts?



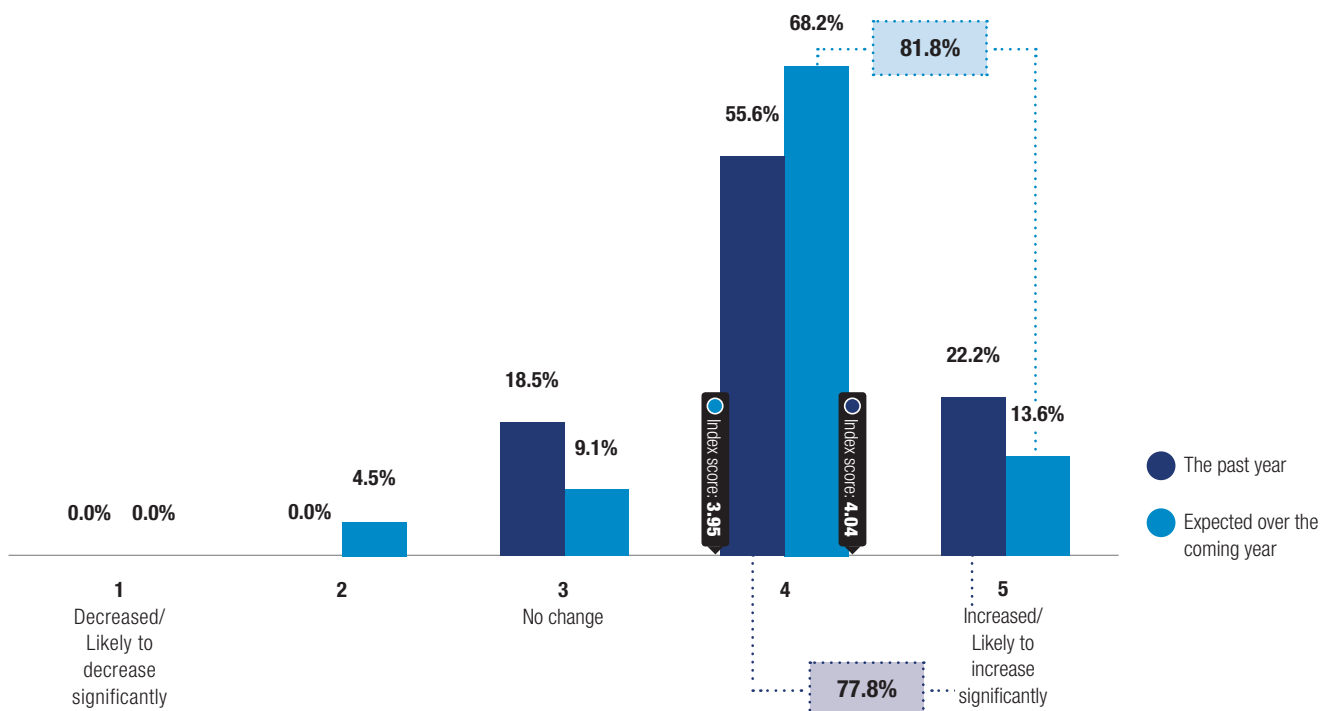
CONFIDENCE IN DDMA

Thinking in general about your current business activities and conditions within your respective marketplace, how confident are you in the value of “data-driven marketing and advertising” and its prospects for future growth?



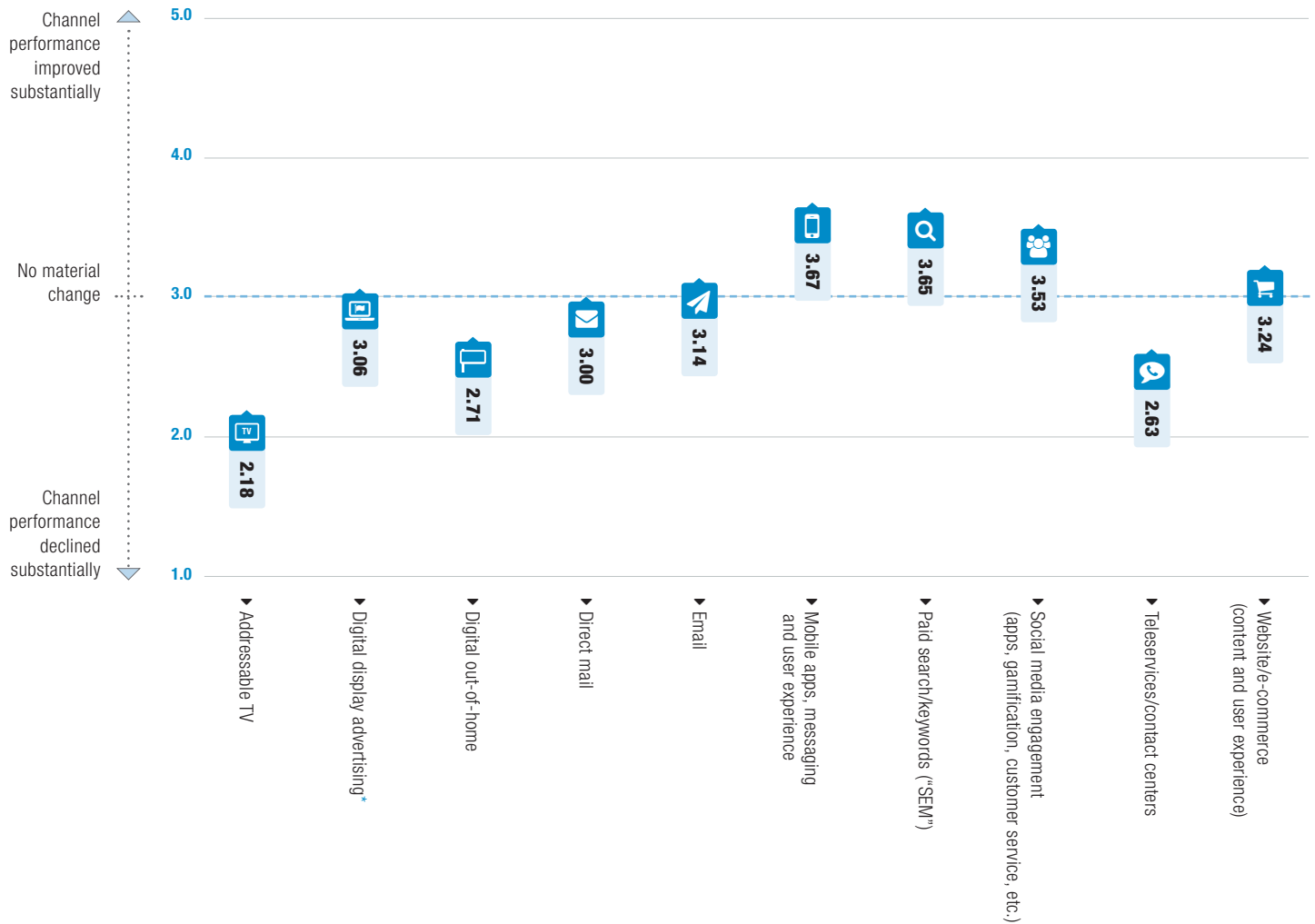
DDMA EXPENDITURES

How has your (or your clients') spending on data-driven marketing and advertising changed over the past year? How do you expect your (or your clients') spending on data-driven marketing will change next year?



CHANNEL PERFORMANCE

Thinking about the results generated by each of your (or your clients') data-driven marketing and advertising channels, how has the performance of each of the following changed over the past year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

What's driving the practice of DDMA? What's inhibiting it?

- Though panelists across all markets cited a desire to be more “customer-centric” as a key factor motivating their DDMA efforts, a whopping 90.5 percent of Swedish practitioners listed this as a core driver of their activities (which compares to just 52.7 percent of global panelists who said the same)
- Similar to their counterparts elsewhere, panelists in Sweden said their DDMA efforts are most inhibited by two issues: a lack of funding to support efforts and a lack of understanding about DDMA and its potential contributions
- Regulatory barriers represent less of a concern among Swedish panelists than as reported by other practitioners around the world; Swedish panelists indexed the impact of burdensome regulatory interference at 2.88 on a 1-to-5 scale (with 5 indicating that government regulation limits DDMA “substantially”)—modestly lower than the average global index of 2.94

FACTORS DRIVING DDMA

Displaying panelists’ “top three” responses

Which of the following factors, if any, are most responsible for driving your (or your clients’) investment in data-driven marketing and advertising?



FACTORS INHIBITING DDMA

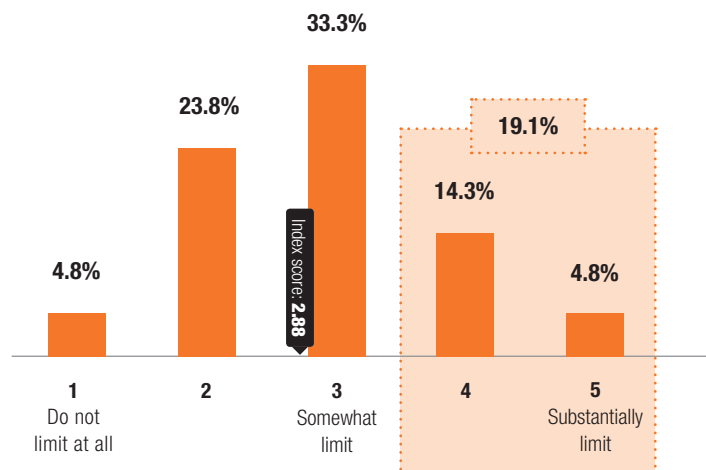
Displaying panelists' "top three" responses

Which of the following factors, if any, are most responsible for inhibiting your (or your clients') investment in data-driven marketing and advertising?



IMPACT OF REGULATION

To what extent are regulatory barriers in your marketplace (e.g. limits on access to data, requirements for affirmative consumer opt-in to marketing communications, etc.) actively limiting your ability to pursue data-driven marketing and advertising initiatives?



What do practitioners need to derive greater value from DDMA?

- Like their counterparts elsewhere, Swedish panelists said more experienced talent would do the most to help improve DDMA practices within their market
- In addition to investing in more experienced practitioners to lead efforts, Swedish panelists also expressed a particular interest in investing in data modeling and analytics capabilities over the next three years

REQUIRED RESOURCES

Displaying panelists' "top three" responses

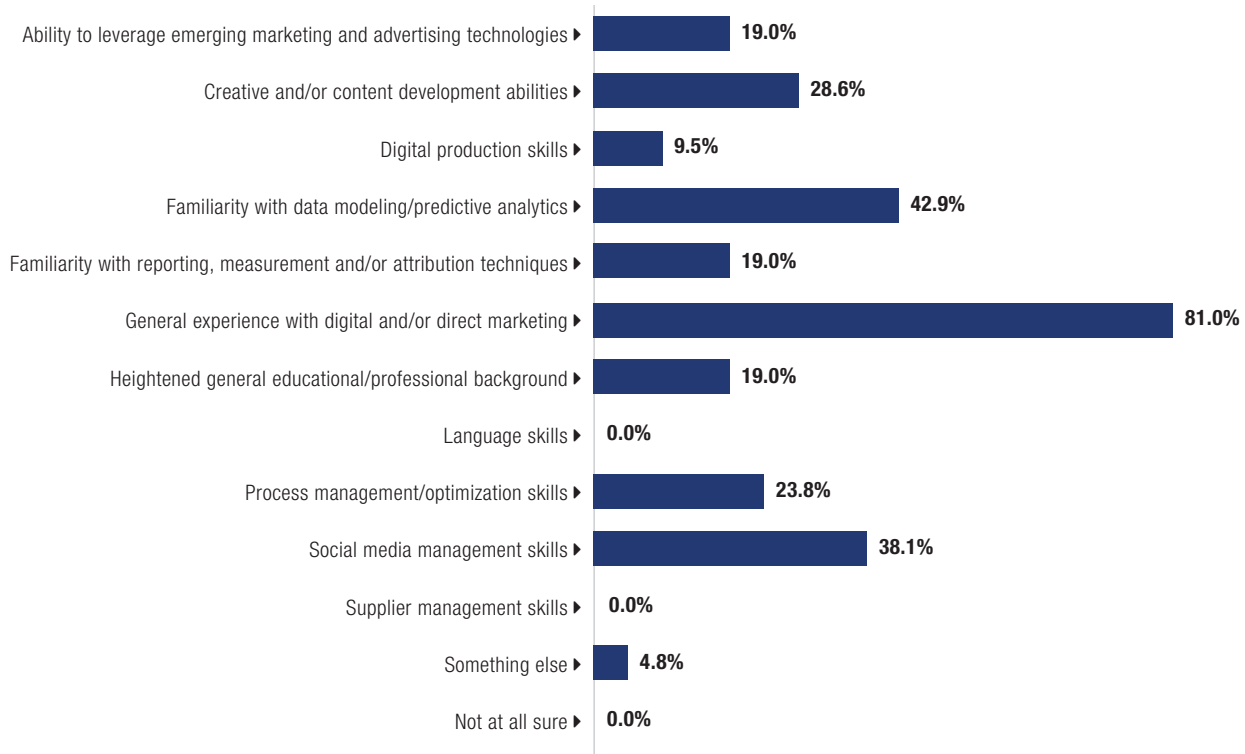
Which of the following resources would most significantly advance your (or your clients') efforts to generate value from data-driven marketing and advertising efforts?



REQUIRED SKILLS

Displaying panelists' "top three" responses

Thinking about your ongoing staffing and talent development efforts, which of the following skill sets represent your most significant priorities for investment and/or enrichment over the next three years?



SELECT PANELIST FEEDBACK

“What other opportunities and/or challenges are you confronting in your practice of data-driven marketing and advertising?”

“One of the biggest challenges is connecting different data sources and getting them to speak in real-time with each other.”

“Appropriate skills and talent are lacking in many companies today.”

United Kingdom



United Kingdom

PANEL:
257 TOTAL RESPONDENTS*

SURVEY TIMEFRAME:
JULY – SEPTEMBER 2014

* Not all respondents answered every question

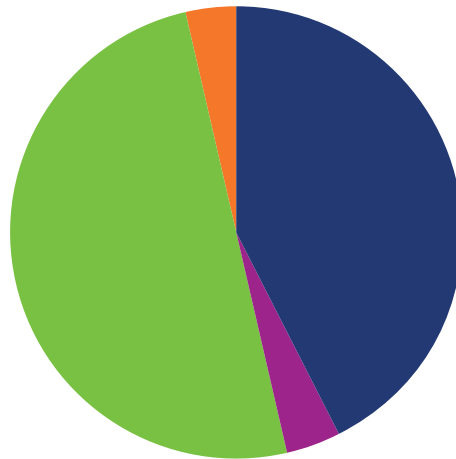
PRESENTING ASSOCIATION

DMA aims to connect, enable and inspire our 1,050 members to drive business growth through one-to-one to millions communication. DMA exists to help our members put their customers at the heart of their one-to-one communications—giving them the rich benefits of a much more relevant, welcomed and effective relationship with each individual customer. For more information, please visit www.dma.org.uk



PANEL COMPOSITION

How would you describe your principal role/business focus?

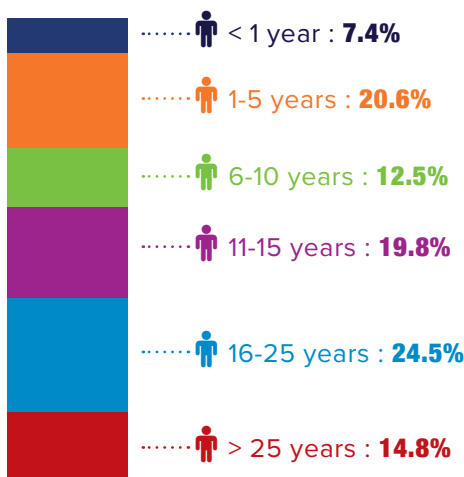


- **MARKETER/ADVERTISER : 42.5%**
- **PUBLISHER/MEDIA : 3.9%**
(focused on selling advertising)
- **PROVIDER OF MARKETING SERVICES : 50.0%**
(including data and agency services)
- **DEVELOPER OF ADVERTISING & MARKETING TECHNOLOGY : 3.5%**
- **OTHER : 0.0%**

EXPERIENCE

How many years of experience do you have with marketing and/or advertising?

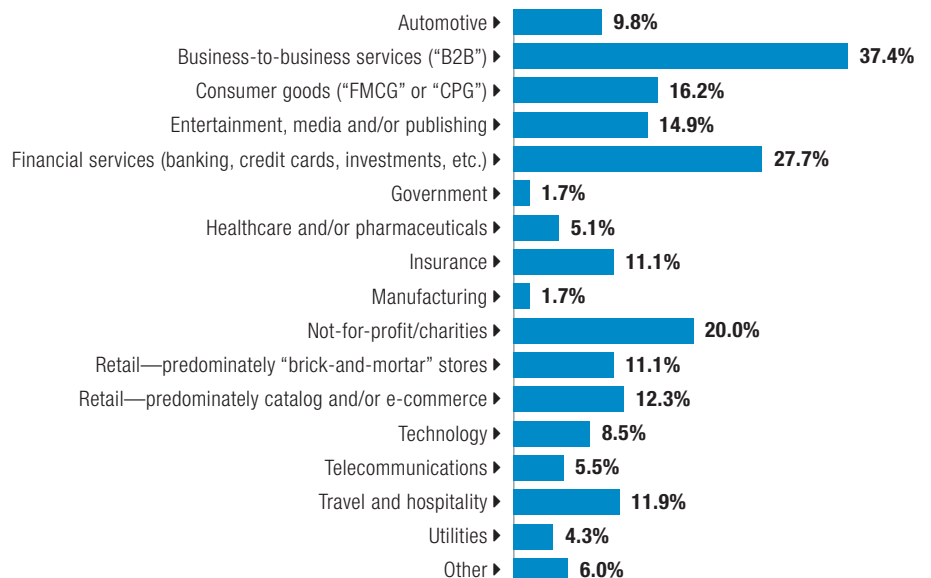
Please consider your current job and past professional roles that may apply.



INDUSTRY REPRESENTATION

Within which of the following vertical markets are your professional efforts most intensively concentrated?

Displaying panelists' "top three" responses

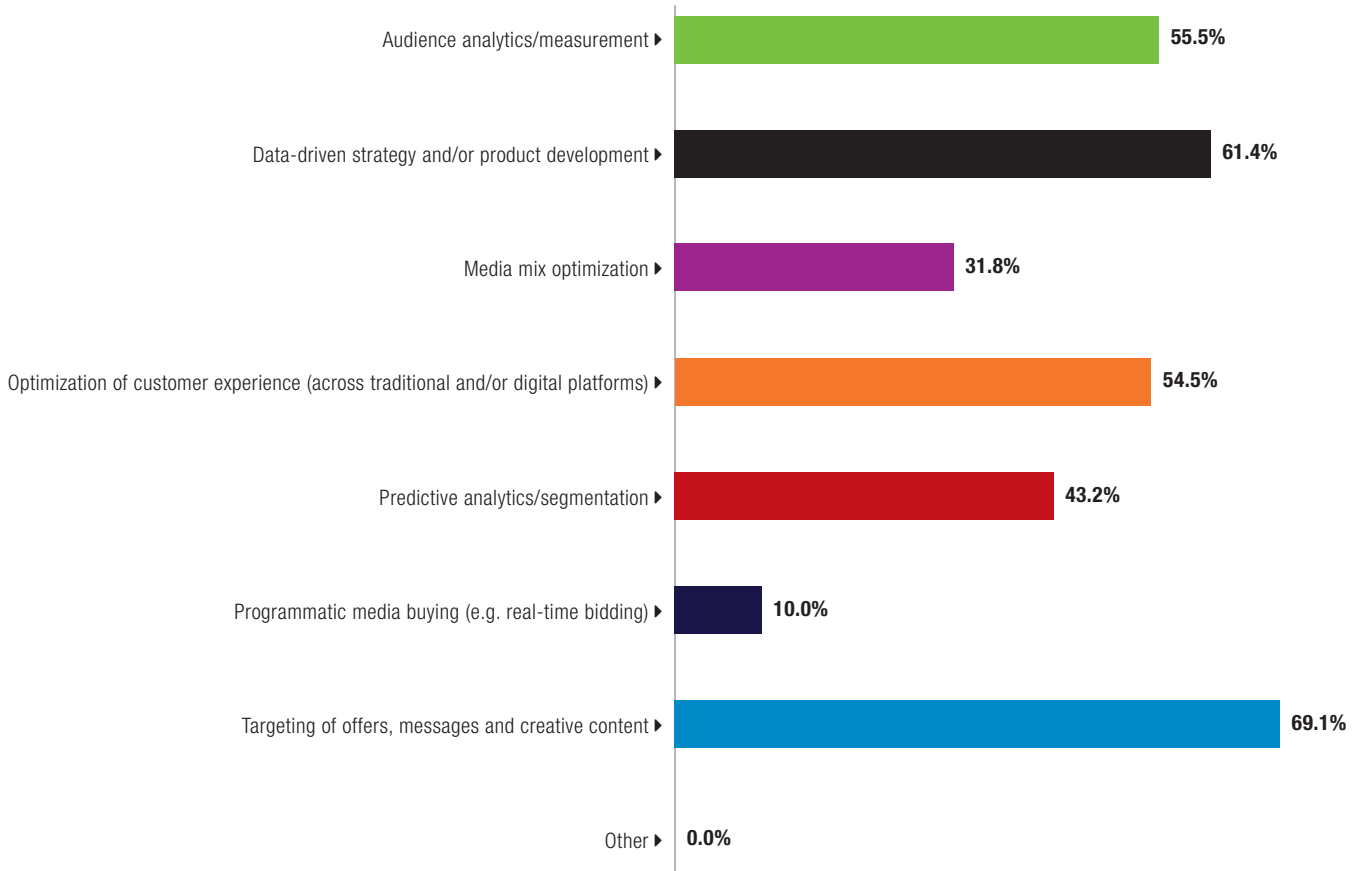


What is “DDMA”? How is it practiced?

- In roughly the same numbers as their global counterparts, British practitioners are pursuing DDMA work primarily through the targeting of messages and offers (with 69.1 percent of U.K. panelists reporting as such, versus 68.5 percent worldwide). Majorities of British DDMA practitioners also indicated their efforts are focused on data-driven strategy development (61.4 percent), audience analytics (55.5 percent) and optimizing audience experiences across touchpoints (54.5 percent)
- Similar to their global peers, British practitioners increased spending on all digital media channels over the past year with social media and website/e-commerce content capturing the largest proportional gains. Looking ahead, practitioners in the United Kingdom said they plan to increase spending further in these channels as well as the mobile channel
- British DDMA practitioners said they increased spending on all related campaign functions over the past year, with the most aggressive investment increases dedicated to analytics. Next year, panelists said they plan to spend more on analytics as well as digital campaign execution, though investment growth rates are expected to slightly lag global benchmarks

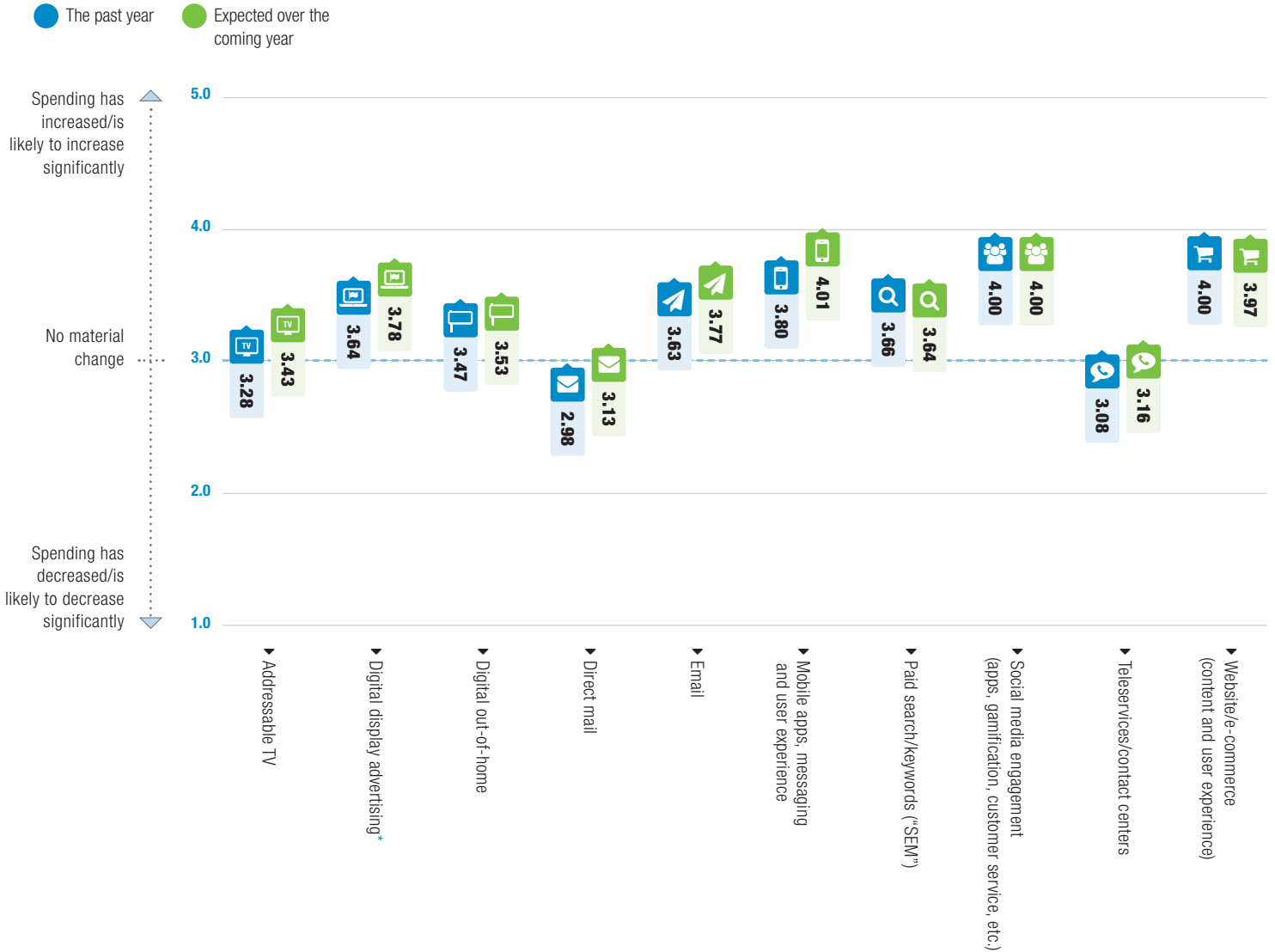
DDMA DEFINED

“My practice of data-driven marketing and advertising is characterized by a focus on...”



SPENDING ON DDMA CHANNELS

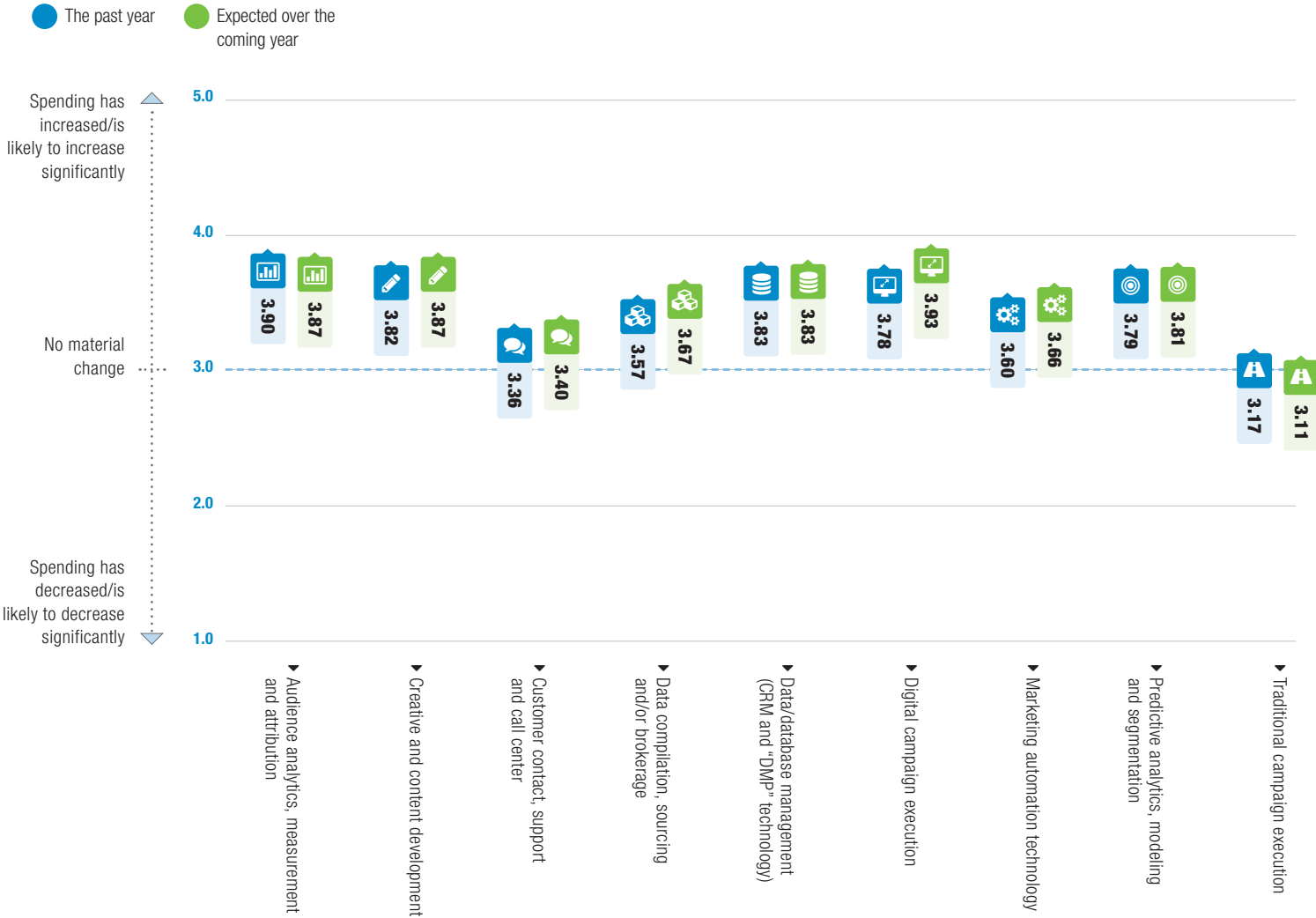
How has your (or your clients') spending on each of the following data-driven marketing and advertising channels changed over the **past** year? How do you expect spending to change over the **next** year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

SPENDING ON DDMA FUNCTIONS

How has your (or your clients') spending on each of the following data-driven marketing and advertising campaign execution functions changed over the **past** year? How do you expect spending to change over the **next** year?

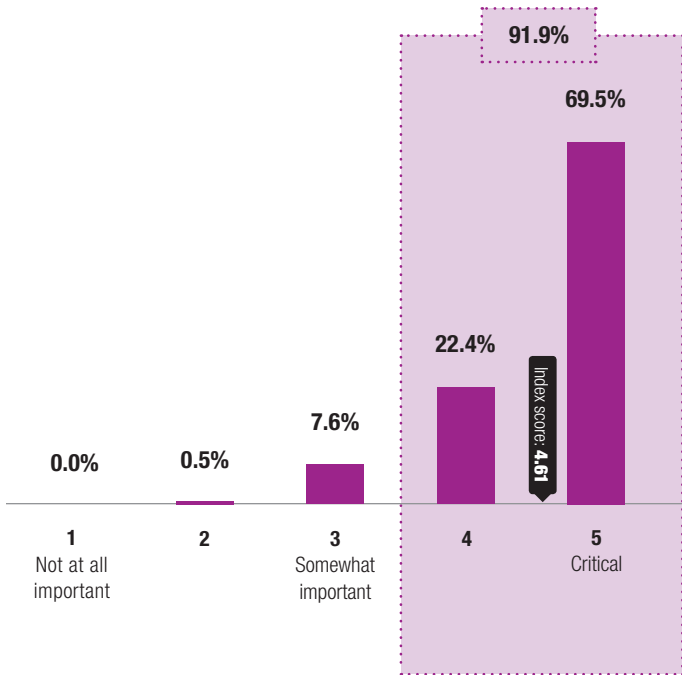


How does data impact marketing and advertising performance?

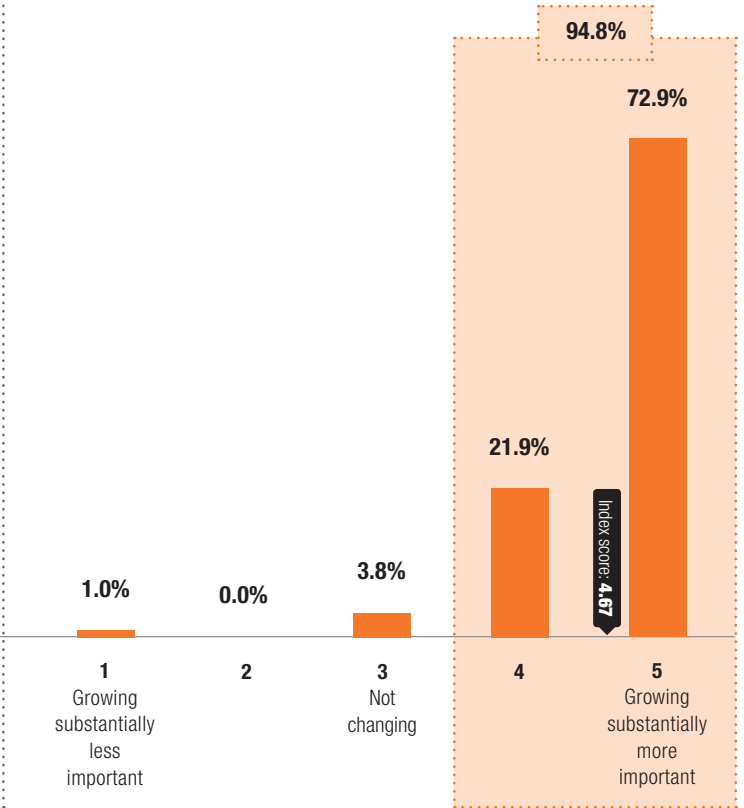
- On average, British panelists said they view data as somewhat more important to their ongoing marketing and advertising efforts than their global peers said the same, with 69.5 percent of panelists in the U.K. calling data's contribution "critical," compared to a smaller percentage (57.1 percent) of global panelists who said the same. Furthermore, panelists said they expect data's contribution to expand further in the future; 94.8 percent of British panelists said data's role is growing more important, which is slightly higher than the large majority of global panelists that expressed the same for their market (92.2 percent)
- Despite a bullish view on data's general contribution, British panelists expressed somewhat tempered confidence in DDMA's value and prospects for growth; U.K. panelists reported a "confidence index" of 4.10 on a 1-to-5 scale (with 5 indicating "extreme" confidence in the practice of DDMA and its growth prospects), lower than the average global index score of 4.24. British panelists were more confident, however, than panelists from several nearby European countries, including France, Ireland, Italy and Sweden
- U.K. panelists said they increased investment in DDMA over the past year—and expect to continue doing so in the year ahead—in slightly greater numbers than their global peers, on average (67.0 percent of U.K. panelists increased related investments last year compared to 63.2 percent of those worldwide). Next year, 75.4 percent of British panelists said they expect to spend more, which compares closely to the 73.5 percent of global panelists who offered the same response
- While performance improved across all addressable DDMA media over the past year, teleservices/customer contact centers posted the largest gains, substantially outpacing average performance improvement recorded by the channel across global markets. (On a 1-to-5 scale, with 5 indicating performance improved "substantially", British panelists indexed customer call center performance at 3.84, compared to a global average performance index of 3.56 for the channel)

IMPORTANCE OF DATA

How important is data to your (or your clients') current marketing and advertising efforts?

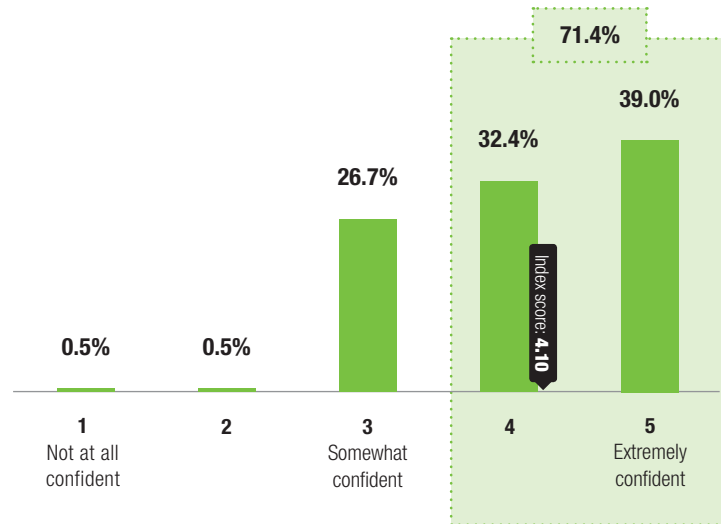


Thinking toward the future, how do you believe data's role is changing with respect to your (or your clients') marketing and advertising efforts?



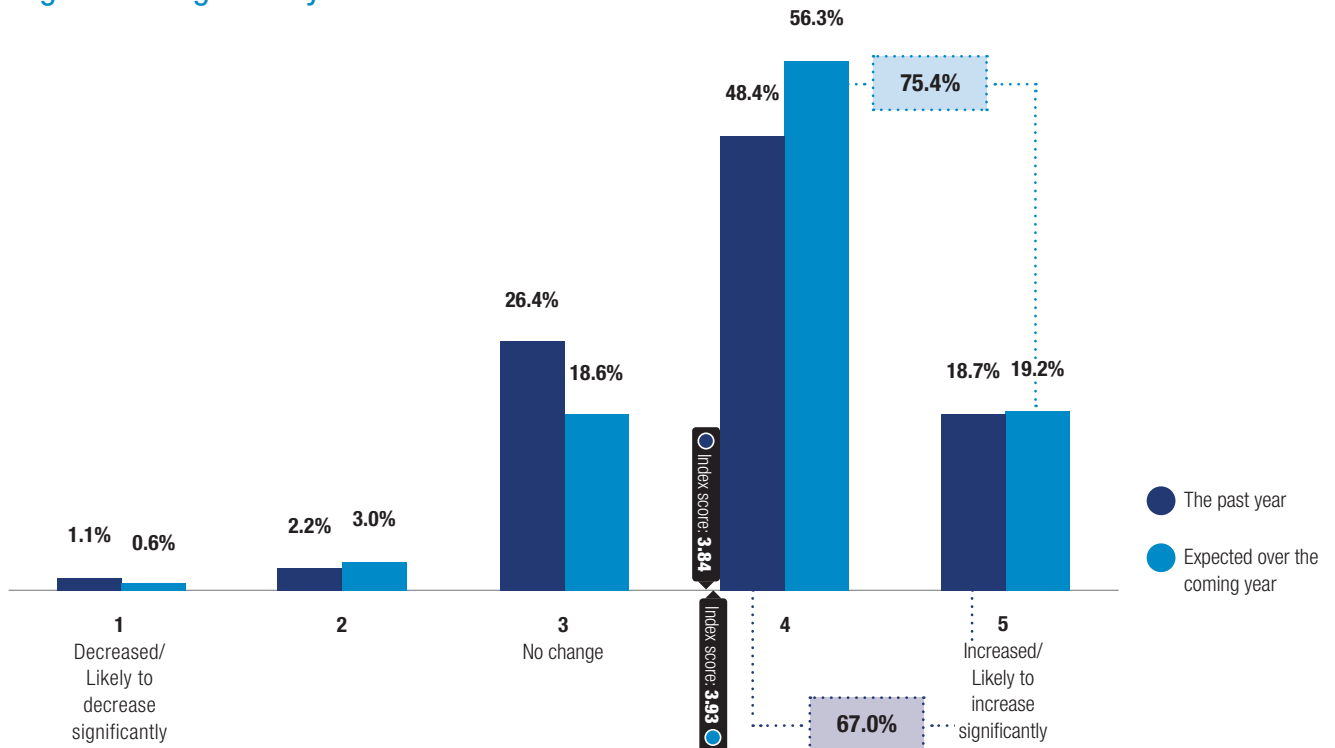
CONFIDENCE IN DDMA

Thinking in general about your current business activities and conditions within your respective marketplace, how confident are you in the value of “data-driven marketing and advertising” and its prospects for future growth?



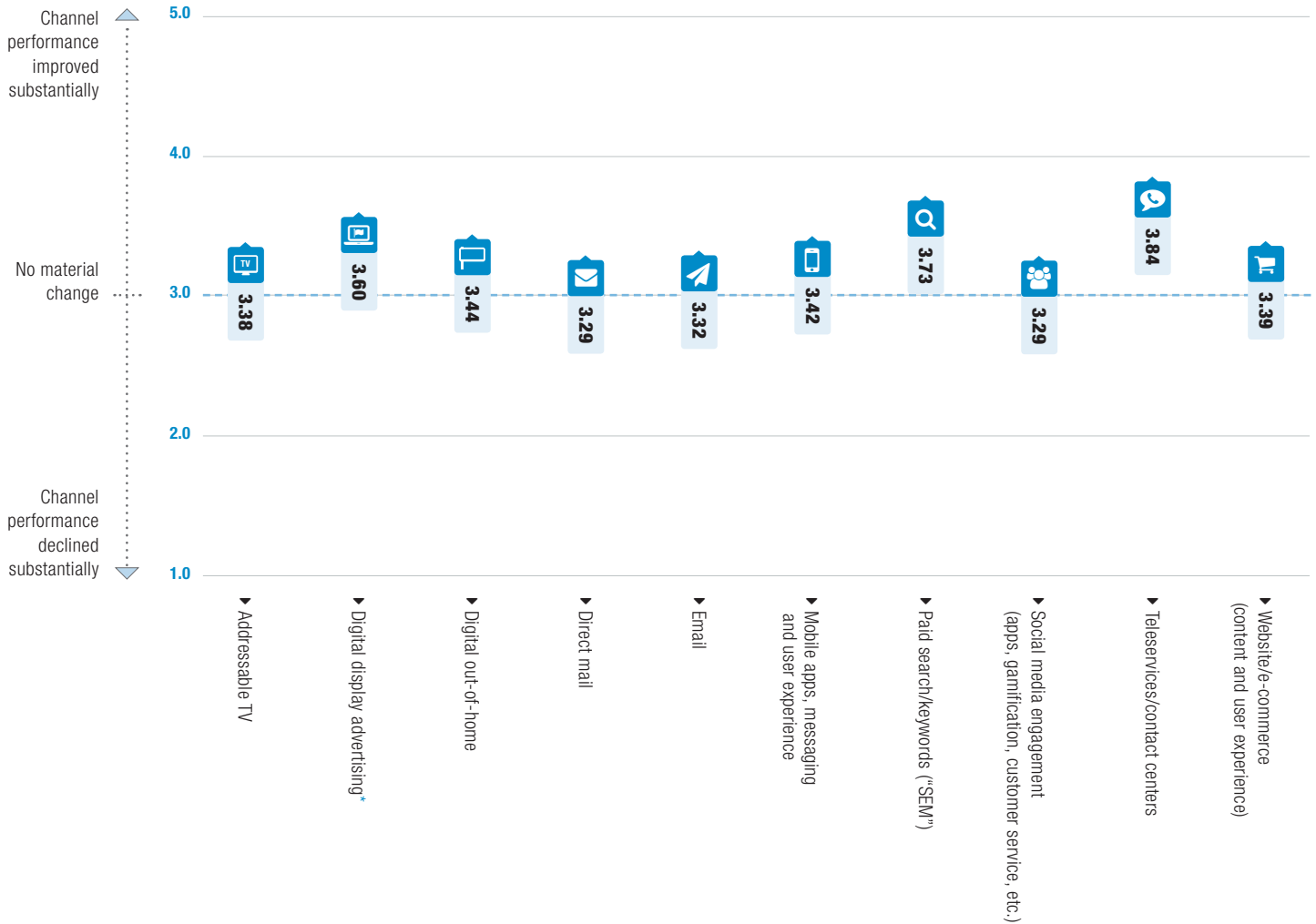
DDMA EXPENDITURES

How has your (or your clients') spending on data-driven marketing and advertising changed over the past year? How do you expect your (or your clients') spending on data-driven marketing will change next year?



CHANNEL PERFORMANCE

Thinking about the results generated by each of your (or your clients') data-driven marketing and advertising channels, how has the performance of each of the following changed over the past year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

What's driving the practice of DDMA? What's inhibiting it?

- Cited more frequently than other common motives (such as the desire to understand more about customers in order to interact with them more relevantly—the most-often reported factor driving DDMA activity across global markets), British panelists said their efforts are most motivated by a desire to maximize the impact of their marketing investments
- On the whole, British DDMA practitioners are less impacted by burdensome regulatory barriers than their global peers; panelists assessed the effect of regulatory interference among the lowest of all countries, with an index score of 2.74 (on a 1-to-5 scale, with 5 indicating that regulation “substantially” limits the practice DDMA). Only panelists from Ireland, New Zealand and the United States reported a lesser degree of regulatory interference

FACTORS DRIVING DDMA

Displaying panelists' “top three” responses

Which of the following factors, if any, are most responsible for driving your (or your clients’) investment in data-driven marketing and advertising?



FACTORS INHIBITING DDMA

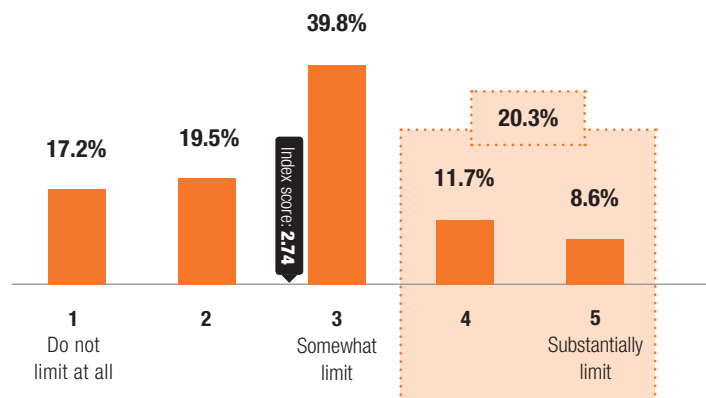
Displaying panelists' "top three" responses

Which of the following factors, if any, are most responsible for inhibiting your (or your clients') investment in data-driven marketing and advertising?



IMPACT OF REGULATION

To what extent are regulatory barriers in your marketplace (e.g. limits on access to data, requirements for affirmative consumer opt-in to marketing communications, etc.) actively limiting your ability to pursue data-driven marketing and advertising initiatives?



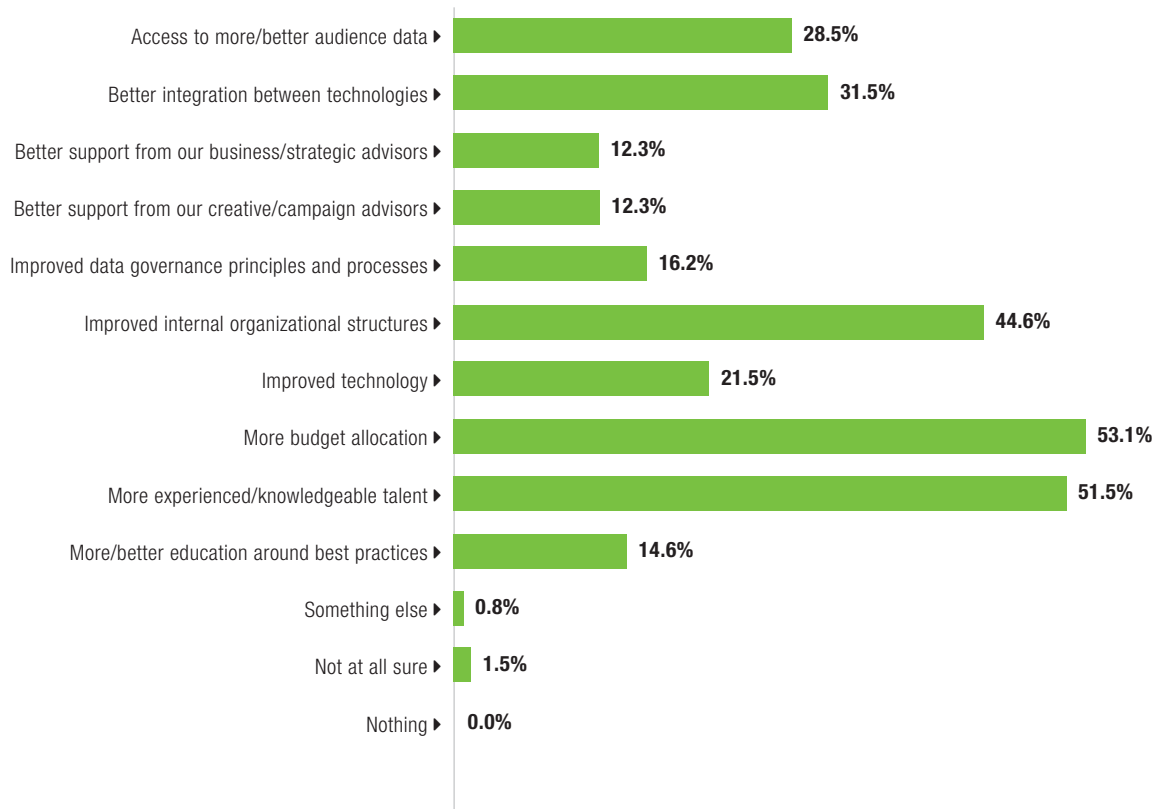
What do practitioners need to derive greater value from DDMA?

- Just over half of British panelists said they need more funding (53.1 percent) and more experienced talent (51.5 percent) to advance DDMA efforts in their market. These resources were widely cited as in-demand by panelists across global markets
- In addition to investing in more experienced practitioners generally, British panelists also prioritized investing in data modeling and analytics capabilities over the next three years

REQUIRED RESOURCES

Displaying panelists' "top three" responses

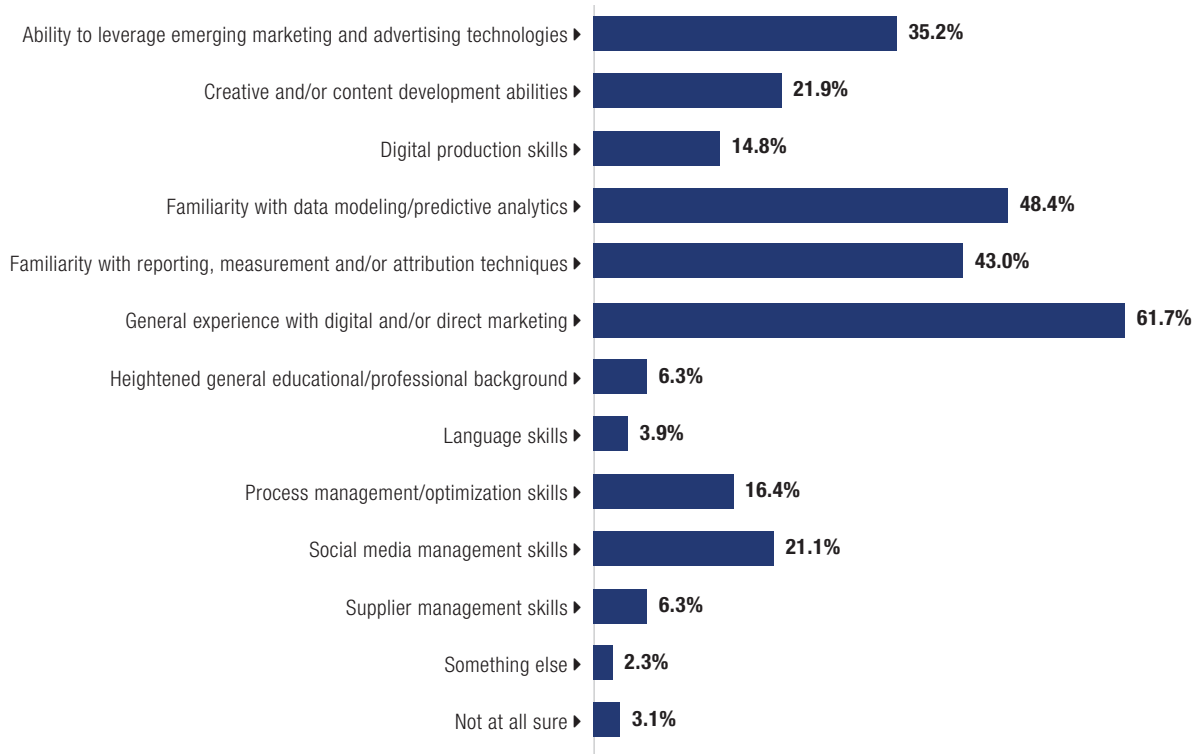
Which of the following resources would most significantly advance your (or your clients') efforts to generate value from data-driven marketing and advertising efforts?



REQUIRED SKILLS

Displaying panelists' "top three" responses

Thinking about your ongoing staffing and talent development efforts, which of the following skill sets represent your most significant priorities for investment and/or enrichment over the next three years?



SELECT PANELIST FEEDBACK

“What other opportunities and/or challenges are you confronting in your practice of data-driven marketing and advertising?”

“Potential EU data protection changes are a challenge, and internal silos cause problems—for example, there is no central ownership of permissions statements. Additionally, organizations are not investing enough in quality data management staff, resulting in slow access to data counts and data supply.”

“The biggest challenge by far is the organisation and cleansing of the data to make it more useable and consistent. The hard work has to happen in the data details, which are often outsourced. Clients and agencies need to get to know their data better. What sits on top of this—strategy, content, creative, automation, etc.—is easier, but none of it is achievable without solid foundations.”

“Integrating all digital channels to provide a seamless, “omnichannel” customer experience is a challenge.”

“Many clients do not have a strict data collection process, so marketing has very little data to play with to help them segment and create relevant content for marketing campaigns.”

“Often digital practitioners lack experience in the basics of marketing, direct marketing and response attribution.”

“Clients are being held accountable by measurable results and terrified of job loss. Hence, they do not report any results to anyone. There is a wide fear of data theft by outside consultants and refusal of access to their data—some do not even allow visitors to bring a USB onto their premises—and this hurts practices for everyone.”

“It is a difficult transition from batch-based communications IT support to ‘always on’, real-time infrastructure. We’re working on that.”

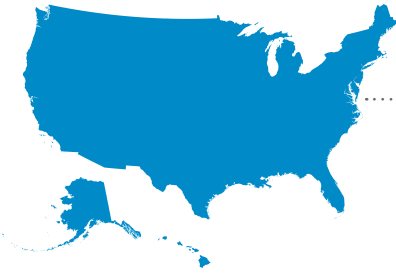
“Challenges are based around inflexible vendors who only want to supply out-of-the-box solutions rather than optimize with what we already have.”

“The main issue is legacy CRM systems that can’t easily provide, organise or segment the data required.”

“Adapting to the pace of evolving technology usage amongst customers and responding with appropriate solutions challenges the established process and procedures of our business model.”

“We need to ensure that data is still timely once actionable insights have been derived.”

United States



United States

PANEL:
248 TOTAL RESPONDENTS*

SURVEY TIMEFRAME:
JULY – SEPTEMBER 2014

* Not all respondents answered every question

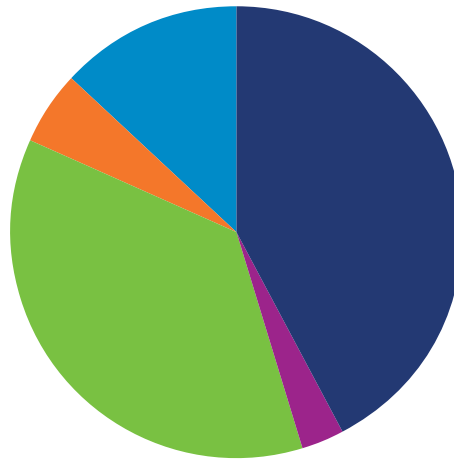
PRESENTING ASSOCIATION



DMA is the world's leading independent organization for data-driven marketers. DMA's mission is to advance and protect the responsible use of data-driven marketing wherever it is practiced. DMA offers members every opportunity for success through advocacy, networking, education, insight, and business services. DMA members represent more than 40 countries and every segment of the marketing industry, from client-side marketers to service providers. For more information, please visit www.the-dma.org

PANEL COMPOSITION

How would you describe your principal role/business focus?

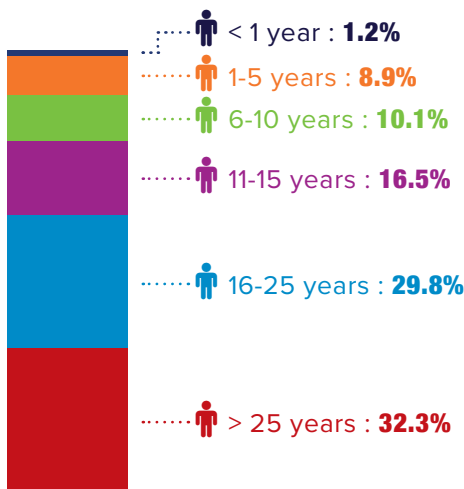


- **MARKETER/ADVERTISER : 42.3%**
- **PUBLISHER/MEDIA : 3.2%**
(focused on selling advertising)
- **PROVIDER OF MARKETING SERVICES : 36.3%**
(including data and agency services)
- **DEVELOPER OF ADVERTISING & MARKETING TECHNOLOGY : 5.2%**
- **OTHER : 12.9%**

EXPERIENCE

How many years of experience do you have with marketing and/or advertising?

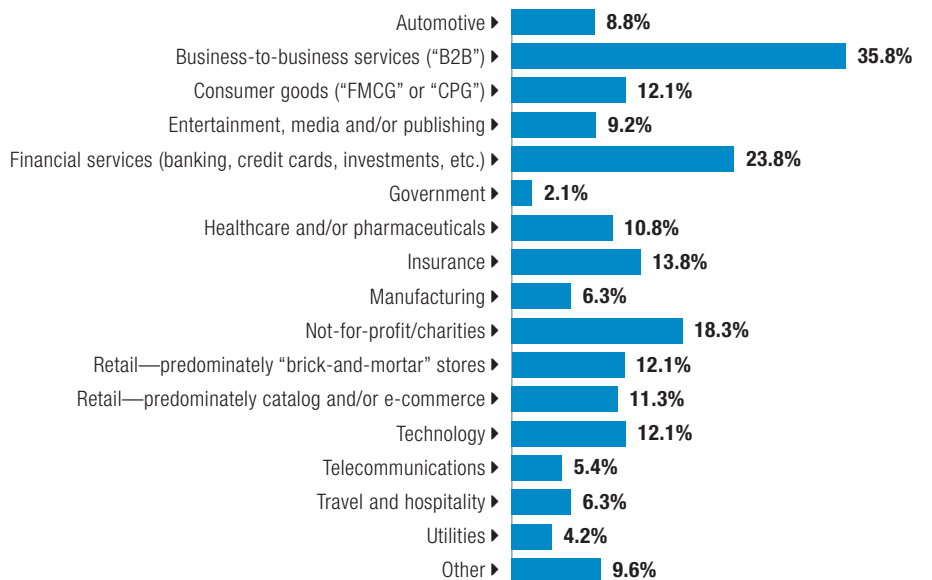
Please consider your current job and past professional roles that may apply.



INDUSTRY REPRESENTATION

Within which of the following vertical markets are your professional efforts most intensively concentrated?

Displaying panelists' "top three" responses

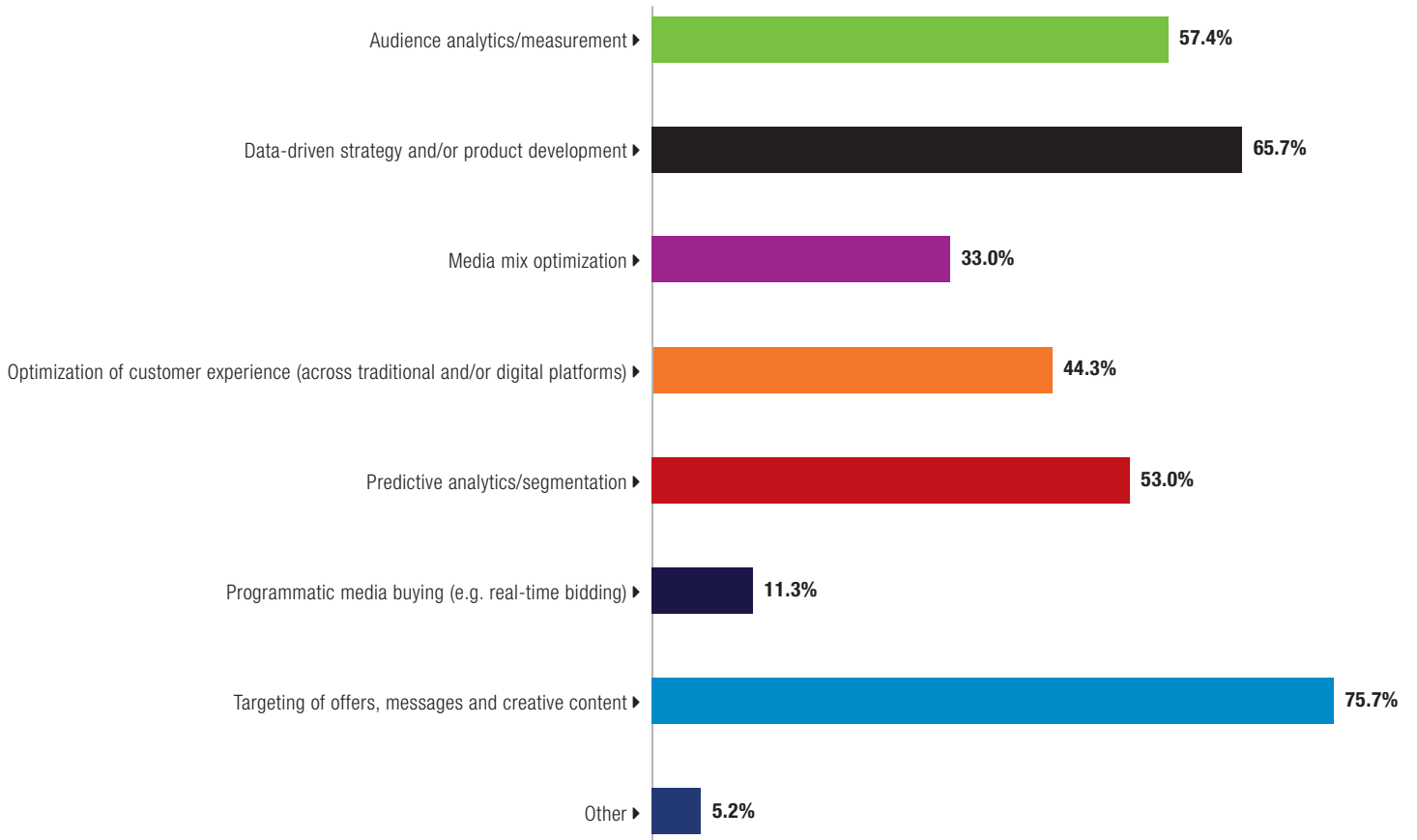


What is “DDMA”? How is it practiced?

- In describing the nature of their data-driven efforts, a majority of global panelists (68.5 percent) were aligned with only one notion: that the targeting of messages and offers represents their primary area of focus. In the United States, though, panelist majorities reported strong orientations around three key DDMA activities: targeting (as endorsed by 75.7 percent of panelists), leveraging data in support of product and business strategies (65.7 percent) and audience analytics and measurement (57.4 percent)
- Over the past year, U.S. practitioners increased total spending on all addressable DDMA channels (with the exception of addressable TV). Similar to their global counterparts, panelists reported that digital channels were the beneficiaries of the largest proportional expenditure gains, notably including the mobile and website/e-commerce content channels (though the pace of that spending growth in the U.S. within those vehicles lagged global benchmarks slightly). Looking toward the coming year, U.S. practitioners said they plan to grow investment across these channels—as well as social media and digital display advertising—most substantially
- U.S. DDMA practitioners grew their investment in all related functional capabilities over the past year, paying particular emphasis to analytics and measurement activities. When asked about expectations for next year, U.S. practitioners said they expect to continue growing investments across the board—with spending on digital execution expected to increase the most—although all growth rates are likely to lag comparable global benchmarks

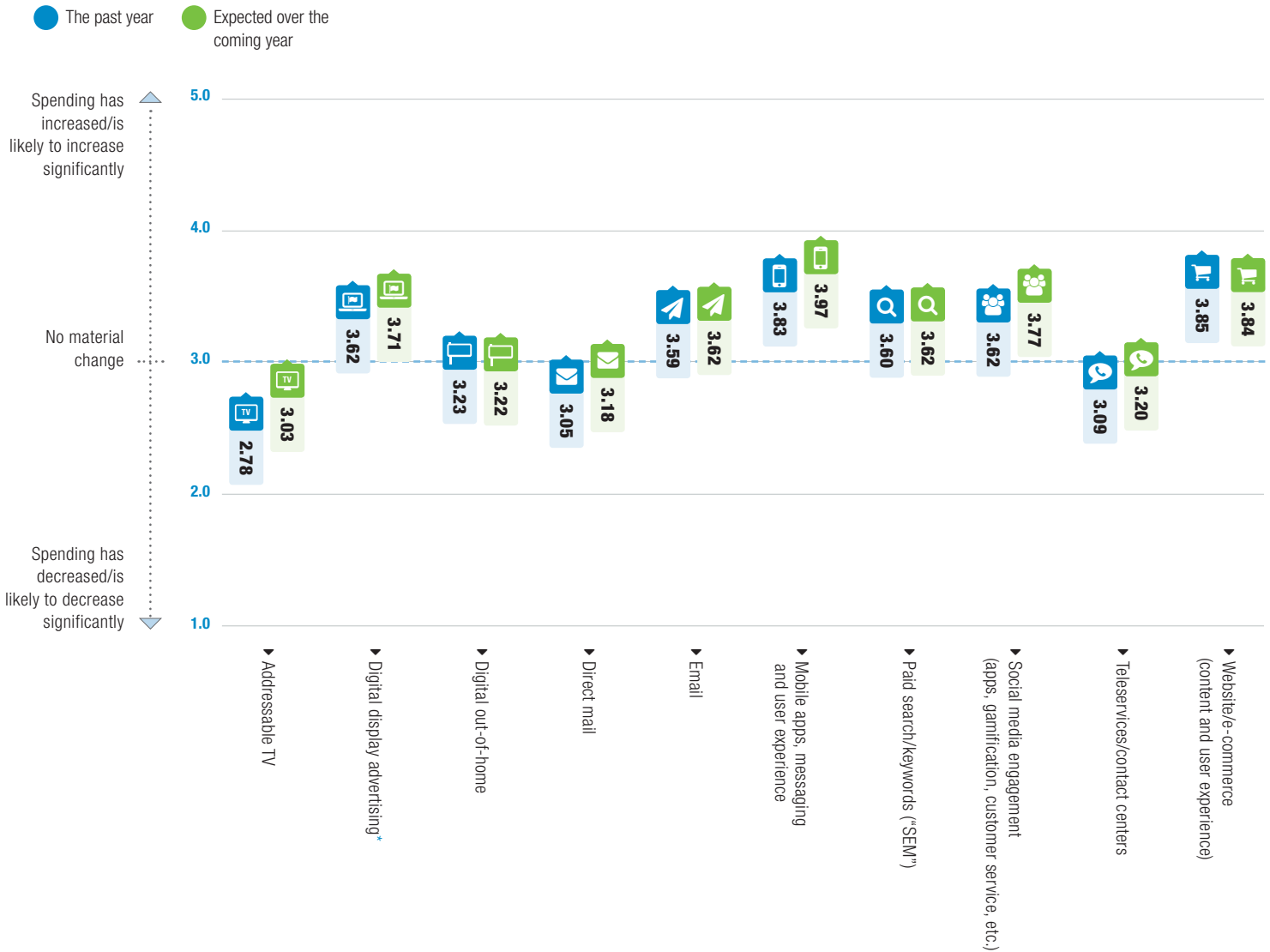
DDMA DEFINED

“My practice of data-driven marketing and advertising is characterized by a focus on...”



SPENDING ON DDMA CHANNELS

How has your (or your clients') spending on each of the following data-driven marketing and advertising channels changed over the **past** year? How do you expect spending to change over the **next** year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

SPENDING ON DDMA FUNCTIONS

How has your (or your clients') spending on each of the following data-driven marketing and advertising campaign execution functions changed over the **past** year?
How do you expect spending to change over the **next** year?

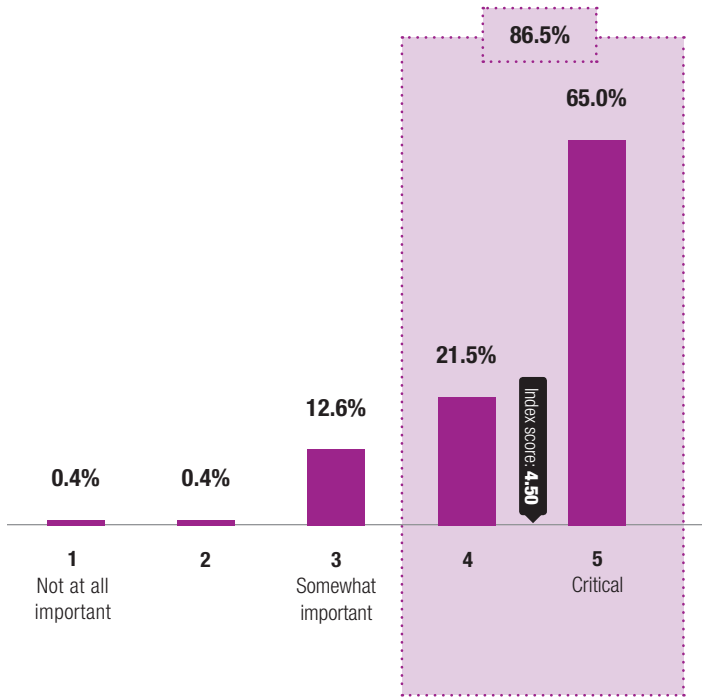


How does data impact marketing and advertising performance?

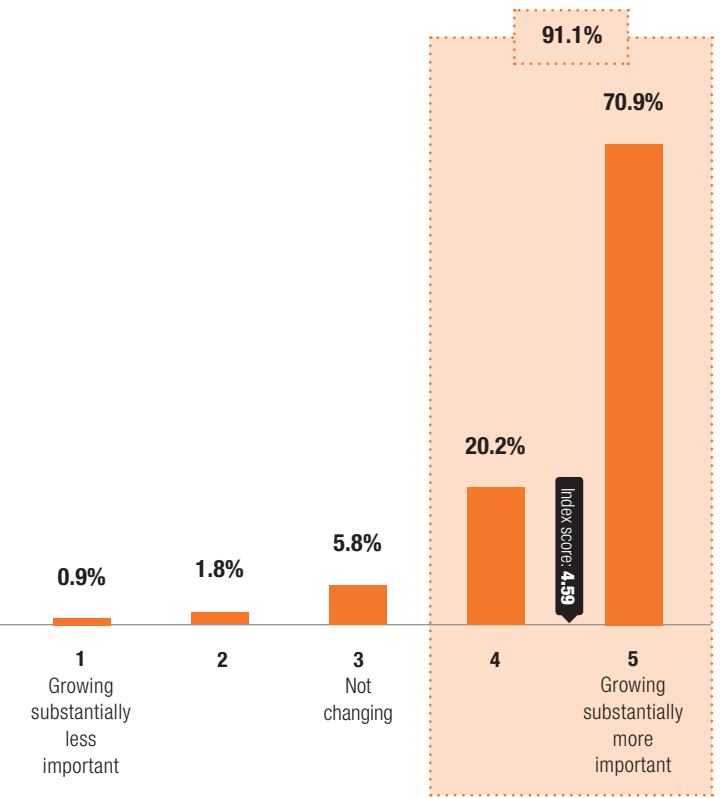
- A larger portion of the U.S. panel said they view data as important to their current marketing and advertising efforts than as reported by the global panel as a whole; 65.0 percent of American practitioners said data plays a “critical” role in marketing and advertising, compared to a smaller percentage (57.1 percent) of global panelists who said the same
- Perhaps because data’s contribution to U.S. advertising and marketing activities is already well-established, panelists were slightly more tempered in their perspective on data’s changing role; 70.9 percent of American panelists said they think data is growing “substantially” more important to their marketing and advertising efforts, compared to 76.7 percent of global panelists who said the same
- American DDMA practitioners are some of the world’s most bullish; U.S. panelists reported a “confidence index” of 4.33 on a 1-to-5 scale (with 5 indicating “extreme” confidence in the practice of DDMA and its growth prospects), outpacing the global benchmark of 4.24 and lagging only the comparable ratings posted by panelists in Brazil, India and South Africa
- Despite high levels of confidence in DDMA’s future growth prospects, only slightly more American practitioners than average, on a global basis, said they increased spending on DDMA over the past year (67.6 percent of U.S. panelists, compared to 63.2 percent of global panelists). And, looking to next year, only 69.6 percent of American practitioners said they expect to invest in DDMA more than previously, compared to 73.5 percent of the global panel who said they expect to do so
- Like their global peers, U.S.-based DDMA practitioners reported that the highest year-over-year performance improvements were posted by the mobile and website/e-commerce content channels. Though direct mail performance improved across most markets, American panelists said the traditional delivery vehicle’s performance growth in their market outpaced global benchmarks

IMPORTANCE OF DATA

How important is data to your (or your clients') current marketing and advertising efforts?

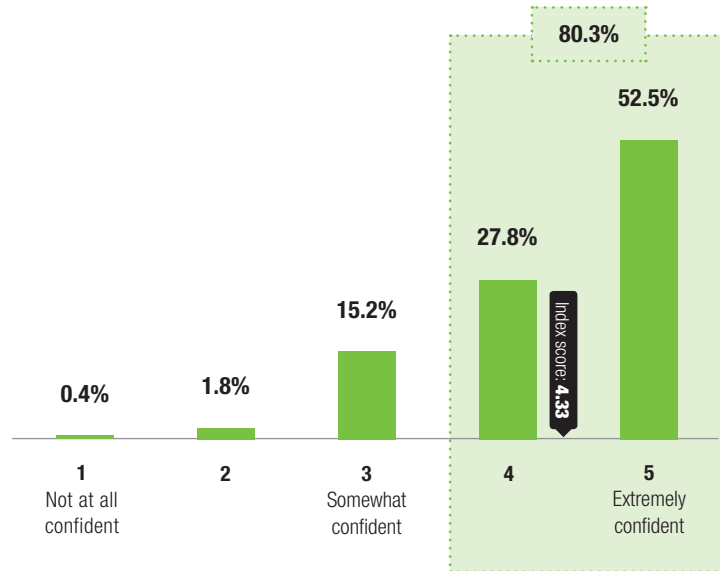


Thinking toward the future, how do you believe data's role is changing with respect to your (or your clients') marketing and advertising efforts?



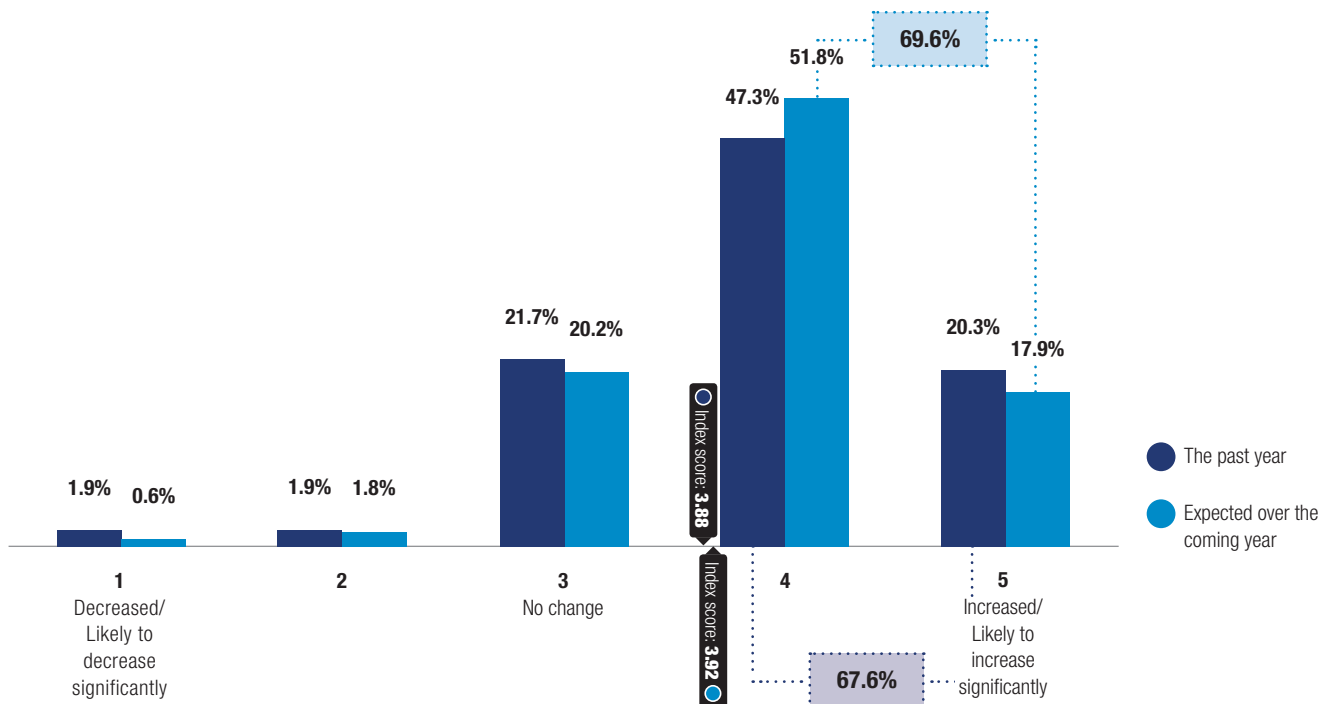
CONFIDENCE IN DDMA

Thinking in general about your current business activities and conditions within your respective marketplace, how confident are you in the value of “data-driven marketing and advertising” and its prospects for future growth?



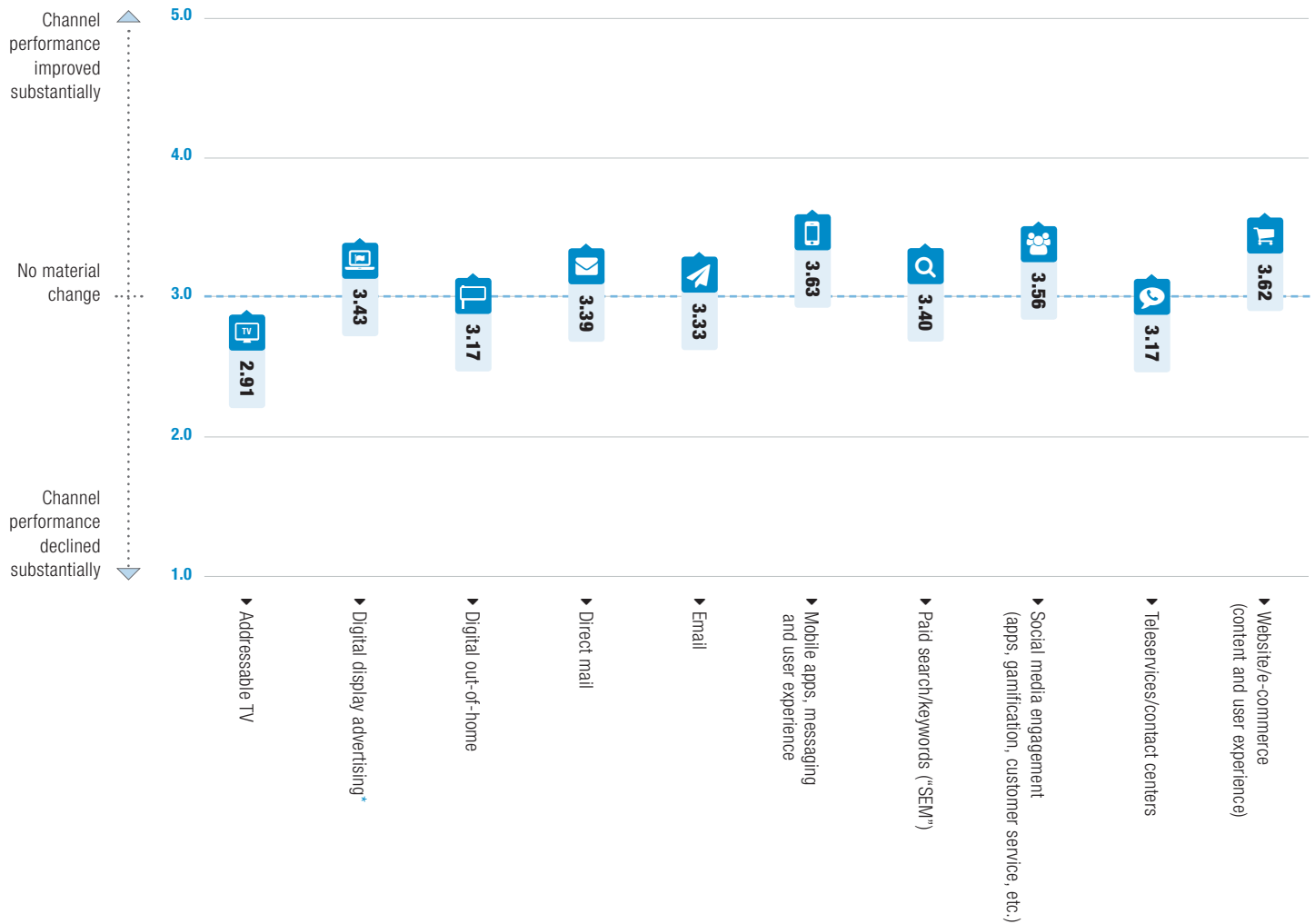
DDMA EXPENDITURES

How has your (or your clients') spending on data-driven marketing and advertising changed over the past year? How do you expect your (or your clients') spending on data-driven marketing will change next year?



CHANNEL PERFORMANCE

Thinking about the results generated by each of your (or your clients') data-driven marketing and advertising channels, how has the performance of each of the following changed over the past year?



* Including banner, video, rich media and associated formats—as intended for desktop, mobile and tablet devices

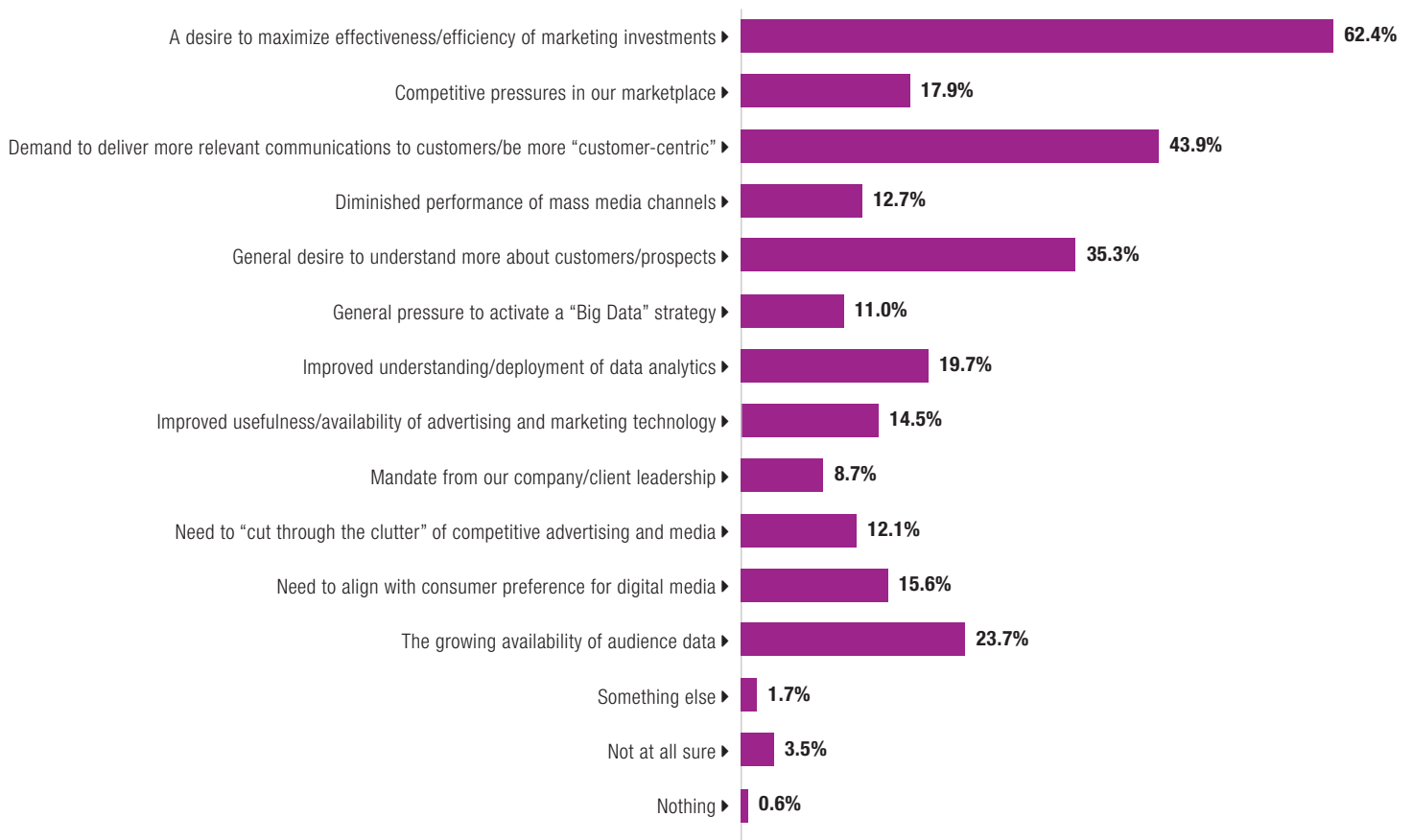
What's driving the practice of DDMA? What's inhibiting it?

- In line with global response, American DDMA practitioners said their efforts are most driven by a desire to understand their customers better and interact with them more relevantly
- In line with other data-driven practitioners around the world, U.S. panelists said that their efforts would benefit most from the addition of more funding, improved business processes and new, experienced talent
- American DDMA practitioners said they are less affected by burdensome regulation than those in any of the 17 markets that were represented in this research effort; U.S. panelists assigned an index score of 2.61, on a 1-to-5 scale, to the “regulatory inhibitors” question (with 5 indicating that regulation “substantially” limits the practice of DDMA). For comparison, the global average index score was 2.94

FACTORS DRIVING DDMA

Displaying panelists' “top three” responses

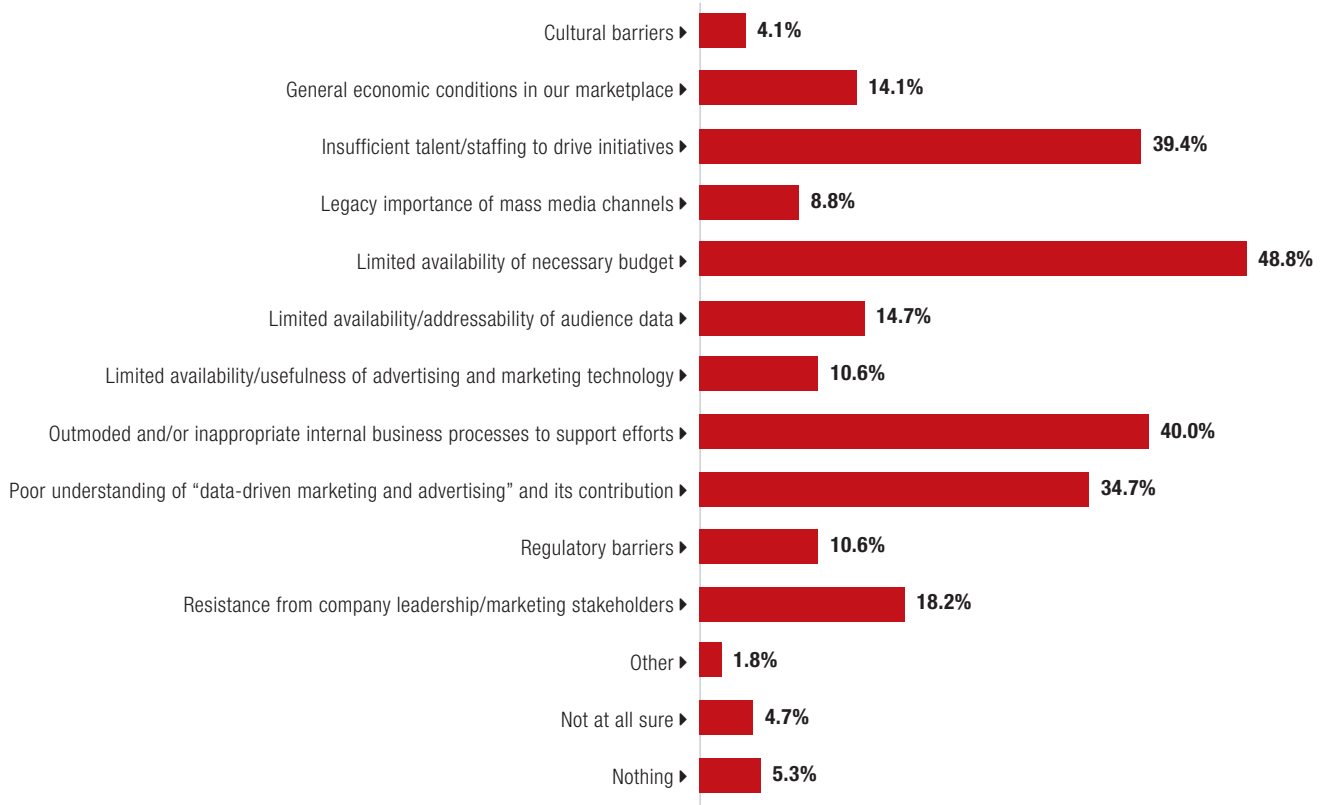
Which of the following factors, if any, are most responsible for driving your (or your clients’) investment in data-driven marketing and advertising?



FACTORS INHIBITING DDMA

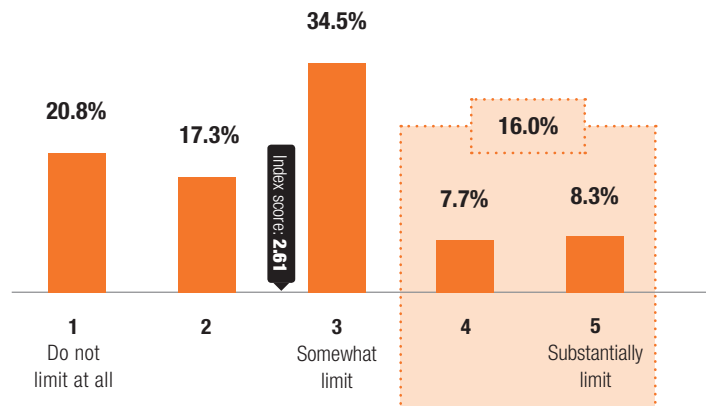
Displaying panelists' "top three" responses

Which of the following factors, if any, are most responsible for inhibiting your (or your clients') investment in data-driven marketing and advertising?



IMPACT OF REGULATION

To what extent are regulatory barriers in your marketplace (e.g. limits on access to data, requirements for affirmative consumer opt-in to marketing communications, etc.) actively limiting your ability to pursue data-driven marketing and advertising initiatives?



What do practitioners need to derive greater value from DDMA?

- Like their counterparts elsewhere, American panelists said more experienced talent and improved operational structures and business processes would help improve DDMA practices within their market
- As well as targeting the addition of more *generally* experienced DDMA practitioners, U.S. panelists also said they would be busy over the next three years recruiting staff with experience leveraging new and emerging marketing technology platforms

REQUIRED RESOURCES

Displaying panelists' "top three" responses

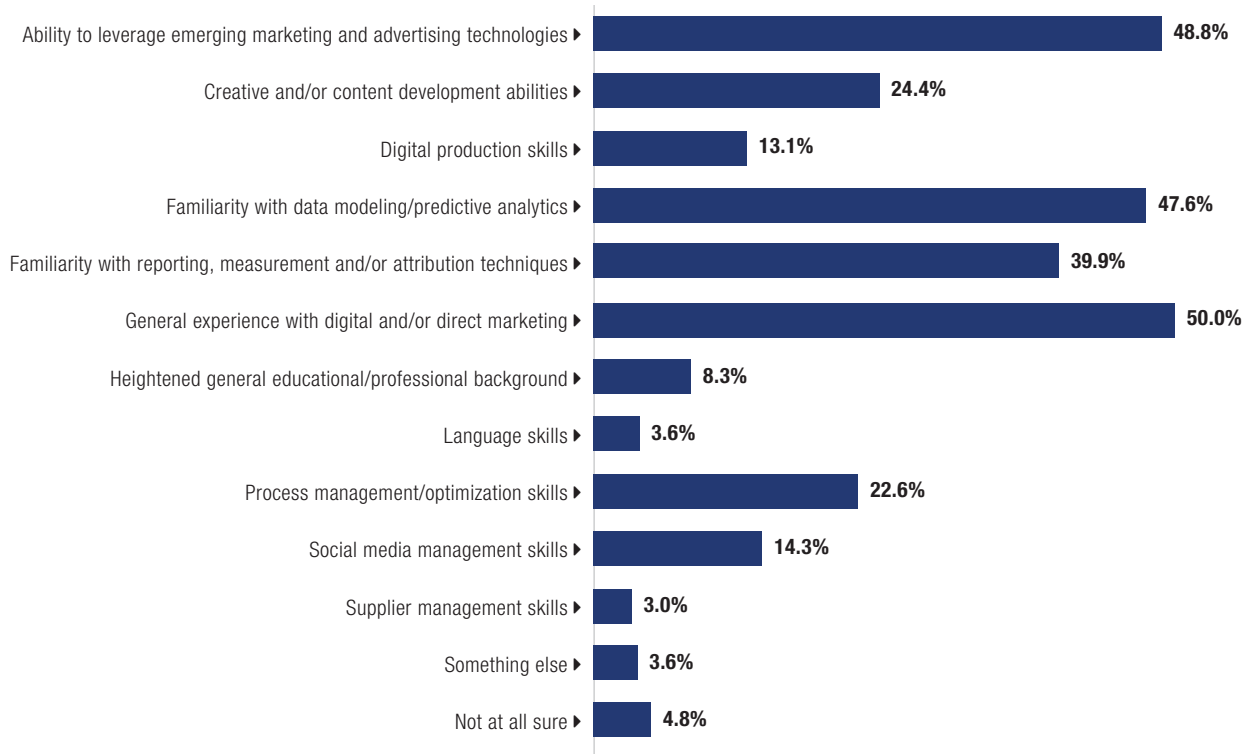
Which of the following resources would most significantly advance your (or your clients') efforts to generate value from data-driven marketing and advertising efforts?



REQUIRED SKILLS

Displaying panelists' "top three" responses

Thinking about your ongoing staffing and talent development efforts, which of the following skill sets represent your most significant priorities for investment and/or enrichment over the next three years?



SELECT PANELIST FEEDBACK

“What other opportunities and/or challenges are you confronting in your practice of data-driven marketing and advertising?”

.....

“Data availability, individual consumer targeting and dynamic marketing platforms are growing exponentially. These tools have moved much faster than marketers’ ability to use them or even understand them. The challenge now is to find more and better marketers who can think about the ‘who, what, where, when and how’ all at the same time.”

.....

.....

“Choosing the right technology solutions for our goals based on our current systems infrastructure is a challenge, and making sure the data connects and makes sense is another. There’s huge pressure to take full advantage of any system that comes into the fold, but it’s hard to evaluate and knit together the vast array of third-party software resources.”

.....

.....

“Many marketers and communication professionals don’t have digital or data and statistical skills. Senior leaders in marketing are sometimes the reason their organization can’t move ahead in these areas, either because they’re threatened by the new technologies or by the people who have these skills. It’s time to move both of those ideas aside and embrace the technologies and skills and allow new and old to collaborate for better results.”

.....

.....

“Some top executives can be ignorant of what the marketing technologies can do, what’s required to implement and the complexity of making it all work together. They expect a silver bullet, and there simply is not one available.”

.....

.....

“We often find ourselves in situations where clients want quick answers, yet developing an effective predictive analytical solution can take time. We have to manage expectations and be cognizant of providing interim findings in short spurts.”

.....

.....

“We don’t really know which technologies and services are out there. What we would call a technology is not always what the technology would call itself; we have to do a lot of research and networking to locate the correct technology solutions for our marketing needs.”

.....

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“Customers and prospects are increasingly concerned about the privacy of their information, so that’s something we have to focus on in particular.”

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“There’s too much hype about digital. Our tests continue to show a better response from direct mail than any other channel, particularly in the international market.”

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Presented by



GlobalDMA is an organisation that represents, supports and unites marketing associations from around the globe that focus on data-driven marketing. It promotes worldwide initiatives aimed at providing marketers with global trend information, thought leadership and know-how on data-driven marketing across all sectors, disciplines and channels.

Twenty-seven marketing associations are currently part of GDMA and more countries will join as their marketing associations begin to undertake the data-driven marketing remit. Collectively, they represent a significant proportion of the world's major brands, corporations, suppliers and agencies. Through its members' associations, GlobalDMA provides access to the world's largest network of data-driven marketing organisations and influencers.

FOR MORE INFORMATION, PLEASE VISIT WWW.GLOBALDMA.COM



Winterberry Group is a unique strategic consulting firm that supports the growth of advertising, marketing, media and information organizations. Our services include:

Corporate Strategy: The *Opportunity Mapping* strategic development process helps clients prioritize their available customer, channel and capability growth options, informed by a synthesis of market insights and intensive internal analysis.

Market Intelligence: Comprehensive industry trend, vertical market and value chain research provides in-depth analysis of customers, market developments and potential opportunities as a precursor to any growth or transaction strategy.

Marketing System Optimization and Alignment: Process mapping, marketplace benchmarking and holistic system engineering efforts are grounded in deep industry insights and “real-world” understandings— with a focus on helping advertisers, marketers and publishers better leverage their core assets.

Mergers & Acquisitions Due Diligence Support Services: Company assessments and industry landscape reports provide insight into trends, forecasts and comparative transaction data needed for reliable financial model inputs, supporting the needs of strategic and financial acquirers to make informed investment decisions and lay the foundation for value-focused ownership.

Additionally, Winterberry Group is differentiated through its affiliation with **Petsky Prunier LLC**, the leading investment bank serving the technology, media, marketing, e-commerce and healthcare industries. Together, the two firms provide one of the largest and most experienced sources of strategic and transactional services in their addressable markets.

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Accenture Digital, comprised of Accenture Analytics, Accenture Interactive and Accenture Mobility, offers a comprehensive portfolio of business and technology services across digital marketing, mobility and analytics. From developing digital strategies to implementing digital technologies and running digital processes on their behalf, Accenture Digital helps clients leverage connected and mobile devices; extract insights from data using analytics; and enrich end-customer experiences and interactions, delivering tangible results from the virtual world and driving growth.

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MediaMath is a global technology company that's leading the movement to revolutionize traditional marketing and drive transformative results for marketers through its TerminalOne Marketing Operating System™. A pioneer in the industry for introducing the first Demand-Side Platform (DSP) with the company's founding in 2007, MediaMath is the only company of its kind to empower marketers with an extensible, open platform to unleash the power of goal-based marketing at scale, transparently across the enterprise. TerminalOne activates data, automates execution, and optimizes interactions across all addressable media, delivering superior performance, transparency, and control to all marketers and better, more individualized experiences for consumers. MediaMath has delivered triple-digit year-over-year growth since inception. It has a seasoned management team leading 14 global locations across five continents. Key clients include every major agency holding company, operating agency, and top brands across verticals.

FOR MORE INFORMATION, PLEASE VISIT WWW.MEDIAMATH.COM