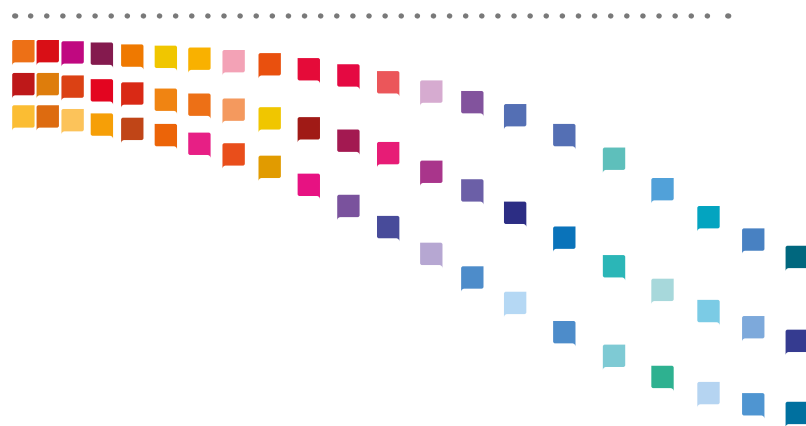




Putting a price on direct marketing

2012



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Foreword

Putting a price on direct marketing is the most comprehensive research to date into direct marketing industry's financial contribution to the UK's economy. The report puts a figure on the volume of sales direct marketing generates, assesses how much companies are spending on direct marketing, details the spread of expenditure across all direct media channels and counts the number of people that find their employment directly and indirectly through direct marketing.

While the UK remains mired in a protracted recession with the economy shrinking by 0.7% in Q2 of 2012, the creative industries are among the few that are performing strongly. As *Putting a price on direct marketing* demonstrates, direct marketing in particular is making an outstanding contribution to the UK economy. The industry is bucking the prevailing trend with increases in overall expenditure and employment figures forecast for 2012.

Creativity and innovation are the driving forces behind the success of direct marketing. Ingenious new ideas for capturing consumers' attention with engaging communications that make use of the latest digital channels or find new ways of updating traditional media are what characterise direct marketing. But it's data that delivers the audience for brands to engage with through tailored one-to-one communications.

Yet, direct marketing's access to consumer data and ability to meet consumer needs is under threat by proposed new legislation. The draft EU Data Protection Regulation has been designed to update legislation conceived in a pre-internet era to protect the data privacy rights of the web-connected consumer.

While it's necessary to bring data legislation in line with the demands of the 21st Century, it must not come at a cost to business. In its current form, the draft EU Data Protection Regulation singularly fails to do this. The findings of *Putting a price on direct marketing* clearly highlight what the UK stands to lose through the burden of unnecessarily onerous data legislation that does not protect the free exchange of information between consumers and businesses.

Chris Combemale
Executive Director, DMA

Introduction

The UK faces a sombre economic outlook over the coming decade. Forecasts predict total UK growth will stand at just 0.3% this year, rising to an unspectacular 1.8% in 2013¹. Similarly, the future of the Eurozone is uncertain with no apparent good news on the horizon.

Yet, in spite of the bleak picture overall there are causes for optimism. For example, the UK's creative and communications industries are defying the current economic downturn and together rank among the fastest growing sectors in the UK. Today they account for more than 5% of total employment².

Direct marketing in particular has become a vital mainstay of the expanding marketing communications industry. In the past two decades this has been driven by technological advances that have delivered high-speed broadband into the majority of UK homes and web-connected smartphones into the palms of more than 50% of the population. Additionally, 86% of UK citizens now have at least one store loyalty card in their wallets whether from Tesco, Sainsbury's or another top retailer³. As a result, the majority of marketing communications are now data driven and provide a means of directly targeting individuals with tailored information and offers.

While direct marketing is one of the few industries to buck the trend and excel in a flagging economy, the contribution it makes by stimulating economic activity through generating sales and supporting jobs is not widely acknowledged or understood. This perhaps explains why the threat that proposed new EU Data Protection Regulation poses to one of UK's few economic success stories in these recessionary times has, to date, not attracted greater attention.

The situation should be met with serious concern. To redress this, the Direct Marketing Association (DMA) commissioned the international futures consultancy, Future Foundation, to provide a robust evaluation of the economic scale, impact and value of the direct marketing industry in the UK, as well as to estimate the potential negative financial impact of the proposed EU legislation.

Putting a price on direct marketing is the result of the most extensive original research into the economic impact and the value of direct marketing in the UK undertaken to date. Six-hundred companies were polled for the study, and were selected to be representative of UK businesses as a whole. Of these, 453 marketing decision makers in companies who undertake direct marketing were interviewed by telephone and their responses have been analysed in depth using the accepted conventions of economic impact analyses.

The findings of *Putting a price on direct marketing* show an industry that's booming in terms of the amount of money companies are spending on campaigns and related activities, the value of sales it generates and the level of employment it supports. Above all, the findings demonstrate that it's vital direct marketing receives support from the highest levels of government to protect the future of one of the few prospering industries.

¹Oxford Economics forecasts

²DCMS Economic estimates 2011 – not including direct marketing

³Data Privacy: What the consumer really thinks 2012 DMA/Future Foundation



Executive summary

The study highlights the major contribution that direct marketing made to the UK economy in 2011. The key findings can be summarised in four headline figures.

2011 expenditure on direct marketing totalled £14.2 billion; 7% growth expected in 2012

Total UK expenditure on direct marketing stood at £14.2 billion in 2011. Encouragingly, businesses using direct marketing estimate that their expenditure will increase by an additional 7% in 2012 – hugely important in an economy that is looking at modest overall growth at best. Such growth will be driven predominately by increased investment in direct digital channels.

23% of UK sales are generated by direct marketing

Companies polled for this study attributed almost a quarter (23%) of their overall turnover (sales) in 2011 to direct marketing. When these findings are extrapolated to represent all UK businesses, this would suggest that direct marketing accounted for £700 billion worth of sales out of a total of £3 trillion in 2011⁴.

The direct marketing industry employs 530,000 people

In 2011, the number of people employed in direct marketing totalled 530,000, accounting for 1.8% of total UK employment⁵. This comprises 375,000 workers directly employed and 155,000 indirectly employed, for example by Royal Mail and call centres. Moreover, findings presented here demonstrate that employment in direct marketing is likely to grow across all sectors in 2012.

The proposed EU Data Protection Regulation could cost the UK £47 billion in lost sales

According to the businesses polled for the study, the proposed EU legislation could cost UK each an average of £76,000. Crucially, if these results were representative of the UK economy as a whole, this would translate into a potential cost of £47 billion to UK businesses, concentrated amongst mainly SMEs.

⁴Total sales is calculated differently to gross domestic product, which excludes the goods and services that are sold on by businesses.

⁵ONS figure for employment is 29.23 million in May 2012.

1. £14.2bn spent in 2011, rising by 7% in 2012

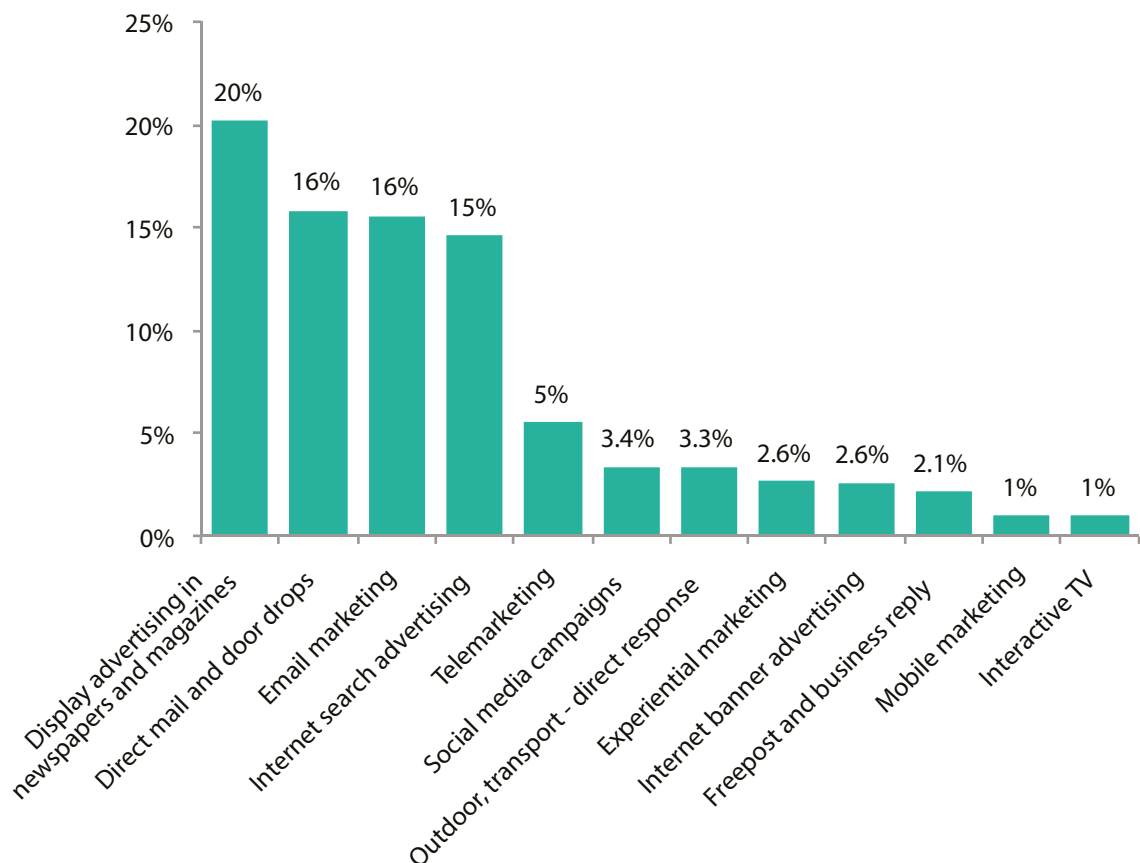
Total direct marketing spend in 2011 totalled £14.2 billion. This compares favourably to the £16 billion estimate for expenditure in the related area of advertising in 2010⁶ and suggests that after many years of strong growth direct marketing is reaching parity with the advertising industry.

1.1 Distribution of direct marketing expenditure by channel

Direct marketing covers an array of offline and online media channels – from advertising mail to email to social media - all of which are characterised by their use of data to target consumers with tailored communications.

The spending patterns show that while companies predominantly favour newer digital channels, there remains considerable investment in traditional direct marketing channels, such as direct mail and door drops. Considerable research has shown that integrating multiple channels in a campaign maximises effectiveness, which perhaps explains why there is a reasonably even spread of investment in the top four channels.

1.1.1 Proportion of total direct marketing spend by media channel



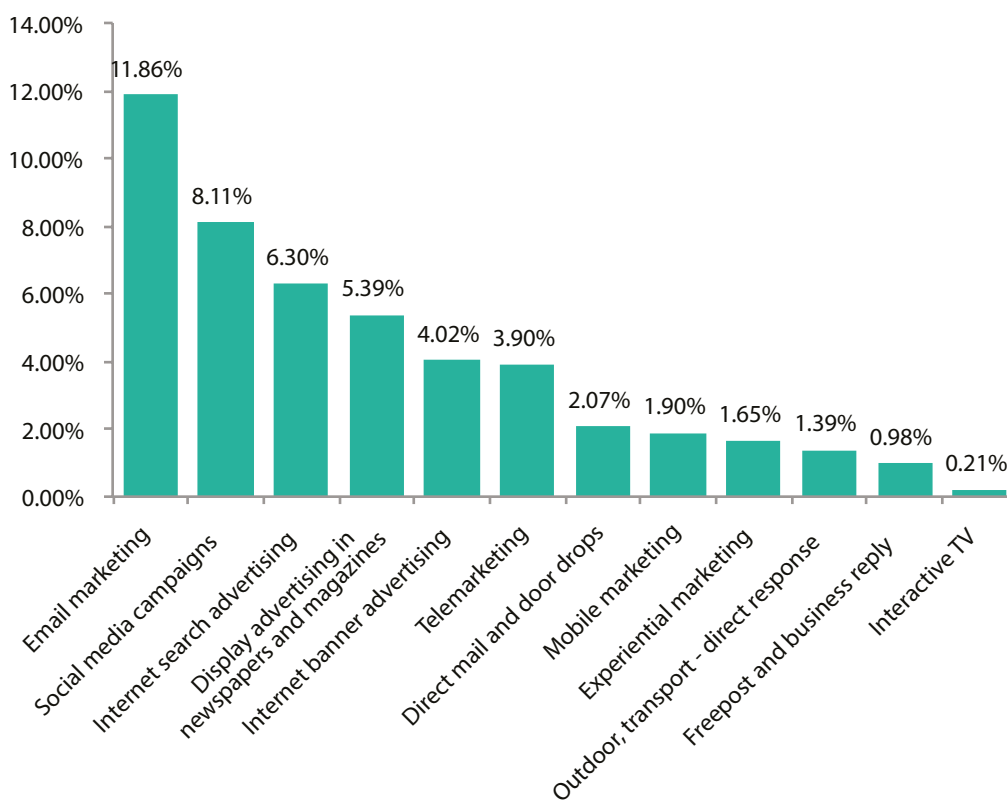
⁷Boston Consulting Group, March 2012.

1.2 Strongest growth expected in digital channels

Direct marketing spend in 2012 will be 7% higher than it was in 2011, with the study's respondents seeing future direct marketing growth being driven by increased spending on digital channels. Companies predict their investment in email marketing will grow by 11.9% to £2.5 billion, social media marketing expenditure will rise by 8.1% to £2.2 billion and total internet search advertising spend will increase by 6.3% to £516 million. This is supported by studies in other areas of the marketing communications industry, by organisations such as IPA and IAB, as well as the Government's own figures which estimated the new internet economy to be worth £121 billion in 2011⁷.

This confirms the vital role that direct marketing will play in driving the growth of the digital economy of the UK. Since future digital marketing success will be dependent on the ability to analyse and store information about individual shopping behaviour and preferences online to improve offers and services, it's certain that the data-driven expertise of direct marketing is central to maximising the potential of the digital economy. It will be particularly important for developing innovative new apps and services based on a flow of data between consumers and brands.

1.2.1 Anticipated percentage growth direct marketing spend by media channel



1.3 A quarter of direct marketing expenditure is outsourced

Outsourcing of direct marketing work is typically used by companies that market to a relatively large number of customers. Such organisations are more likely to outsource to the agencies and suppliers that comprise much of the DMA membership, and often lead the way in terms of scale of activity and innovating new approaches.

Among the companies surveyed:

- 25% outsourced some of their direct marketing
- for those 25% of companies, the average share outsourced was 53%
- firms in the financial services and charity sectors outsource the most direct marketing activity; outsourcing is less pronounced in the travel and retail sector

⁷Boston Consulting Group, March 2012.

2. Direct marketing generated 23% of sales in 2011

The companies surveyed attributed nearly a quarter - 23% - of their sales turnover to direct marketing. When extrapolated to all UK businesses, this is equivalent to sales of £700 billion out of a total national figure of £3 trillion⁸.

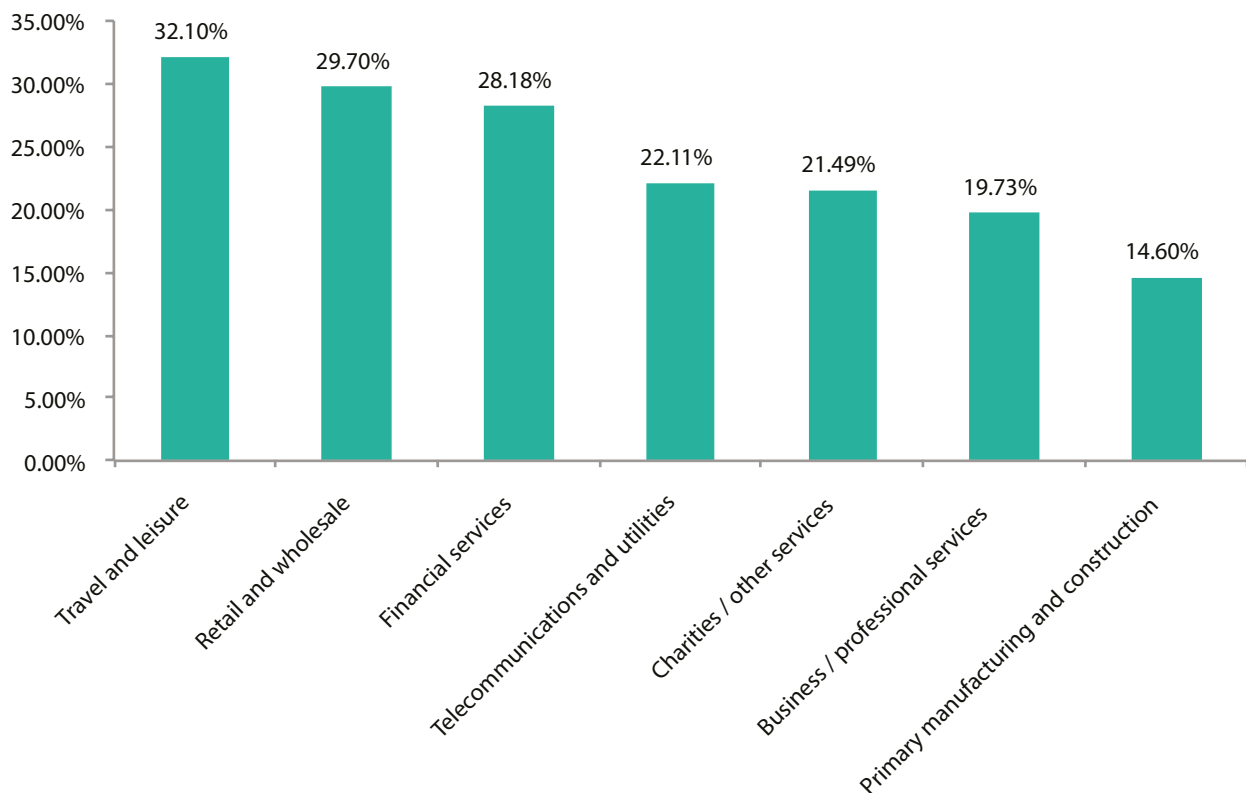
The huge overall dynamic effect of the industry on the UK economy demonstrates how much businesses now rely on direct marketing to generate a significant proportion of their turnover.

2.1 Sector variations in sales attributed to direct marketing

The extent to which direct marketing is effective at promoting a business varies widely from industry sector to industry sector. This difference in effectiveness is clearly reflected in the variances between the volumes of sales which are attributed to direct marketing in different sectors.

Interestingly, the volume of sales attributed to direct marketing is highest in the travel and leisure, retail and financial services industries – key powerhouses of the consumer economy. Even the manufacturing industry, which is not typically associated with using direct marketing, attributes 15% of its sales to the practice.

2.1.1 Proportion of sales attributable to direct marketing, by sector



⁸Total sales is calculated differently to gross domestic product, which excludes the goods and services that are sold on by businesses. See appendix for other methods of measuring economic impact.

Case study: *Work It Baby* campaign by Indicia for client Very.co.uk

The amount of sales generated by one campaign

“The success of ‘Work it baby’ has further demonstrated to us the value of direct marketing in opening the route to new markets by engaging directly with consumers. The campaign created great awareness, won us new customers and has generated a significant volume of additional sales. Direct marketing continues to be pivotal in creating new business and maintaining relationships with our existing customers.”

Mikaela King, Acquisition & Retention Manager, Shop Direct Group

Very.co.uk’s *Work it baby* campaign, which won the 2011 DMA Awards *Grand Prix*, is an excellent illustration of how direct marketing creates economic value.

Very.co.uk is an online retailer selling fashion, clothing and electrical goods. The website’s owners, Shop Direct Group, commissioned direct marketing agency Indicia to help it break into the highly prized mother-and-baby market, which is dominated by a number of major brands.

The campaign enticed mums and mums-to-be to click through from popular websites, such as Mumsnet, Babycentre and Bounty, to the bespoke microsite landing page. Here, they could share their post and email addresses in exchange for exclusive sneak previews and backstage access to a new virtual fashion show specially created for the campaign.

The *Work it baby* microsite featured a teaser movie, the full fashion show at launch, a competition and the chance to buy featured products. From launch onwards, the campaign used online film embedded in the microsite and support activity that included a direct mail pack, animated banner ads, Facebook ads, and baby-centric tweets.

The successful campaign garnered 4,795 new customers for Very.co.uk, with each spending an average of £145 – a significant increase on the average spend. The overall value added to the company over the next five years has been estimated at £3.4 million.

3. Direct marketing supports 530,000 jobs

Direct marketing directly and indirectly employed 530,000 UK jobs in 2011 – nearly 2% of all working adults⁹.

This compares favourably with the employment figures of a number of other key sectors in the UK economy that are currently in decline, such as:

- civil service – 489,000 (source ONS)
- agriculture - 500,000 (source UK Agriculture)
- publishing – 243,000 (source DCMS)

The expectations of growth in expenditure on direct marketing in 2012 cited in section 3.2 of the report also give cause for expected commensurate growth in industry employment figures.

3.1 Direct employment stands at 375,000

3.1.1 Direct marketing employees in UK businesses add up to 150,000

Among the UK firms surveyed, the average number of people employed in-house on direct marketing was just under five per firm. This was out of an average of 290 employees per company, which equates to an overall UK total of 150,000 workers.

Growth in employment in particular has been driven by the rise of digital job opportunities. One firm in six (18%) now employs digital media direct marketing specialists. The majority of these (69%) work on social media marketing. Given the nature of the work, it's hardly surprising that most workers on these channels are from the younger end of the workforce.

3.1.2 Direct employment in specialist firms – 225,000

In addition to staff that work in-house for the users of direct marketing, a huge number of other workers are employed directly on the 'supply side'.

These are companies such as direct marketing agencies, data providers, printers, and mailing houses. Three-quarters of the DMA's membership are companies that are classed as working on the supply side. On the basis of this sample, a conservative estimate can be made that the sector employs 225,000 people.

3.2 155,000 full time equivalent (FTE) jobs provided indirectly by direct marketing

Alongside those employed directly in direct marketing, there are a significant number of jobs in the UK which are supported through direct marketing activity. Based on available data the estimates here are also conservative, covering two just key areas.

- Royal Mail – 44,000 FTEs from direct marketing based on the straightforward pro rata calculation that one-quarter of all post is direct mail, which means that that one-quarter of Royal Mail's 176,000 employees owe their jobs to this activity

⁹Economic impact studies rely on a number of conventions in order to arrive at robust calculations of value and employment. Traditionally, employment estimates are based on two distinct components:

- Firstly, counting those people that are directly employed in direct marketing. These are people in businesses whose principal work is to undertake direct marketing on behalf of that business or those working in supplier companies (agencies, email marketing companies, for example) whose main business is direct marketing itself.
- Secondly, estimates are made for the proportion of people who are indirectly employed by direct marketing. These are people for whose main job will be something else but for whom a significant proportion of their work is generated by direct marketing. Postal workers provide an excellent example, since their job is to deliver letters – of which a quarter are direct mail. Thus a quarter of their time and costs are attributable to direct marketing

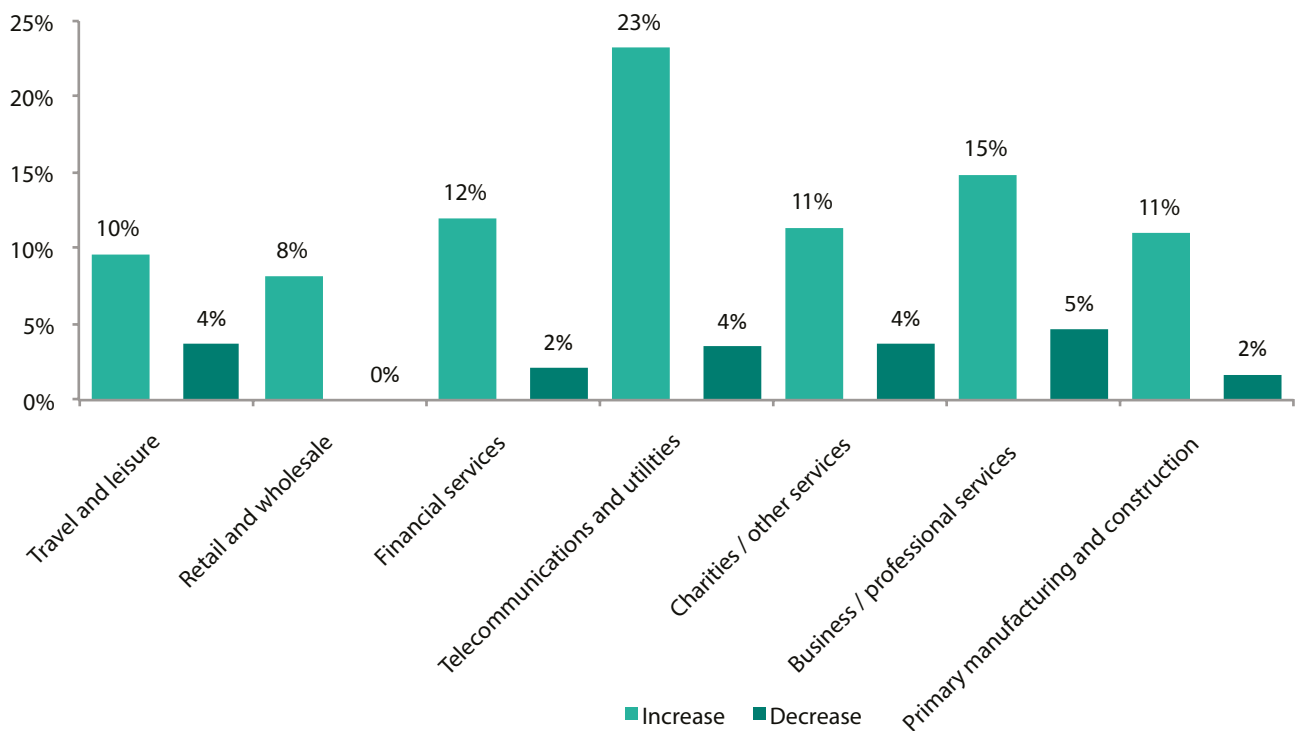
- UK contact centres – 111,000 FTE jobs based on the figures supplied by the Customer Contact Association. The figure comprises those only involved with outbound telemarketing and excludes those that provide customer services

However, there are a large number of workers in other industry sectors, particularly those employed by media owners and technical services providers, who also work indirectly on direct marketing campaigns. Therefore the overall employment figure is likely to be far higher than that cited above.

3.3 Strong growth forecast for employment in direct marketing

Encouragingly, more companies in all sectors expect their direct marketing employment levels to increase in 2012, rather than decrease. This is particularly true of the telecommunications and utilities sectors, where almost one-quarter of companies expect to increase the number of their employees engaged in direct marketing.

3.3.1 Expected change in the number of employees engaged in direct marketing in 2012



Case study: *Work It Baby* campaign by Indicia for client Very.co.uk

The employment created by one campaign

The *Work It Baby* campaign illustrates how direct marketing creates high-quality jobs in the creative industries. Very.co.uk's investment in the campaign generated significant economic activity and supported the employment of a large number of professionals in a range of creative industry sectors. This also impacted on the training and development of certain skill sets, increasing competitiveness and innovation across a range of teams.

In all, 83 people worked on the campaign in the following jobs:

Agency:

Three creatives, two designers, two developers, three client services managers, one project manager, one planner, one list and media director, one data analyst, one digital operations executive, one financial controller, one traffic and logistics executive.

Client:

Three customer recruitment executives, one planner, one data analyst, two brand managers, one product buyer, two e-commerce.

Media, across five website brands:

One media sales, one technical.

Film production:

One director, three camera crew, two lighting crew, one sound engineer, two set builders, one art worker, two runners, two fashion photographers.

Fashion show cast:

Fifteen models.

Post production:

One voice-over artist, one editor, one sound engineer.

Print production:

Two account managers, four pre-press and repro, five printers, six finishers, five distribution and delivery.

4. EU data legislation could cost UK businesses £47 billion

In January 2012, the European Union published the draft of its new Data Protection Regulation. If the Regulation was implemented in its current form, then it would place a major additional burden on the UK economy.

A key objective of this study has been to identify the potential cost of the proposed Regulation for UK businesses.

4.1 Calculating the estimated loss to the UK economy

The respondents to the survey cited the new proposals relating to the use of web analytics as having the most serious implications for their businesses. The definition of ‘personal data’ in the proposed Regulation could be interpreted as including IP addresses. If this were the case, then without express consent of individuals, web analytics would not be possible and the consumer would not receive the personalised services they have come to expect.

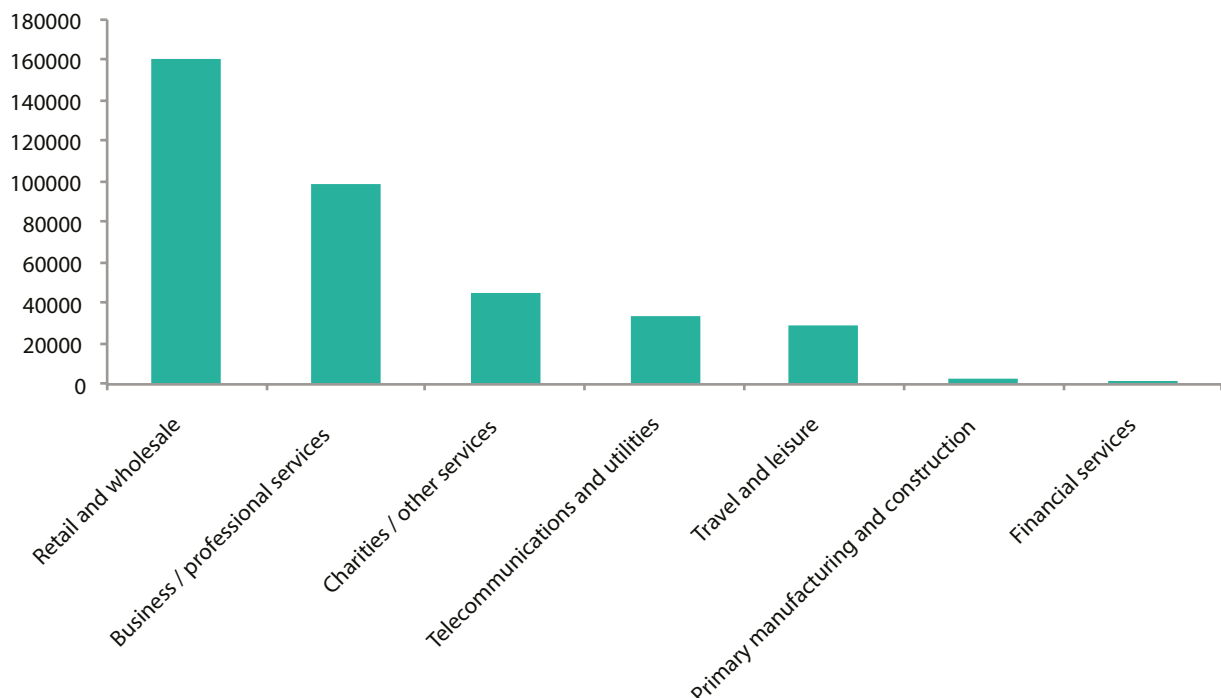
The impact of the Regulation would be most strongly felt by SMEs which typically employ 250 or fewer people. Of the companies polled – the majority of which were SMEs – 22% stated that the average likely cost to their businesses would be just over £76,000 – equivalent to 11% of their turnovers. This translates to an estimated potential cost of £47 billion to all UK businesses.

Additionally, there would doubtless be a further constraint on dynamism, with businesses restricted in their ability to use direct marketing to generate new sales opportunities or develop new digital media applications.

4.2 The retail sector is likely to be hardest hit

Retailers rank top among the sectors that are most likely to be hardest hit by the proposed Regulation. This is a serious issue for the UK economy, which has been dogged by weak consumer spending growth. In particular, there should be serious cause for concern for the future of digital direct channels, which brands are using and developing to find new ways to stimulate consumer markets.

4.2.1 If you could no longer use web analytics for marketing purposes, what cost would this have on your business (including loss of sales)?



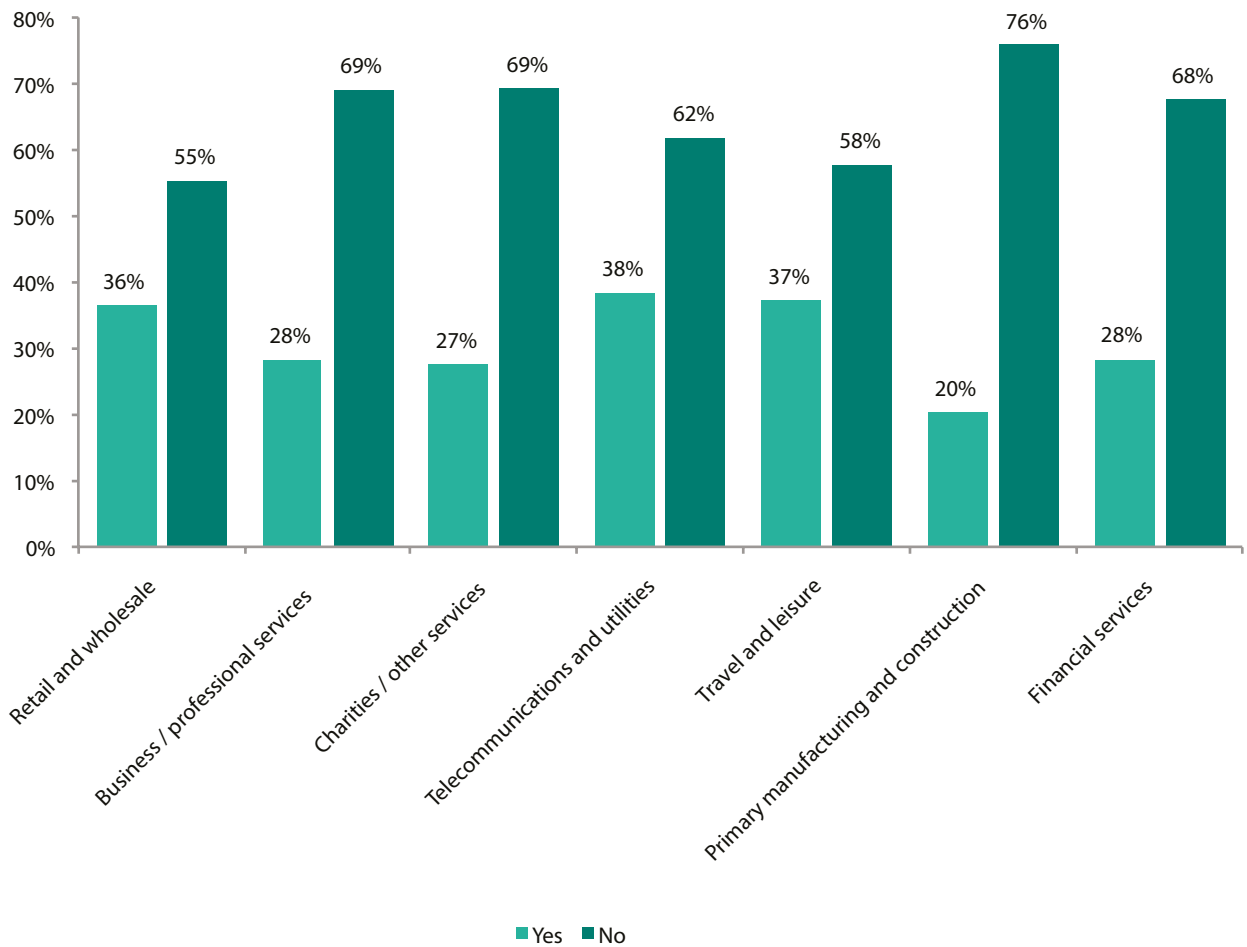
4.3 Low awareness of the proposed legislation is widespread

In spite of the substantial economic impact that the proposed EU regulations would have on UK businesses, less than half of companies across all sectors are aware of the draft data protection legislation.

Particularly low levels of awareness exist among the manufacturing, charity and professional services sectors. Even in the retail sector, which would see the highest potential costs, just a third of companies are aware of the proposed EU Regulation.

The low level of awareness, rather than low level of concern, would therefore be a good reason as to why there has been a muted response to the proposals from the companies that stand to lose the most from the legislation.

4.3.1 Are you aware of the new draft EU Data Protection Regulation?

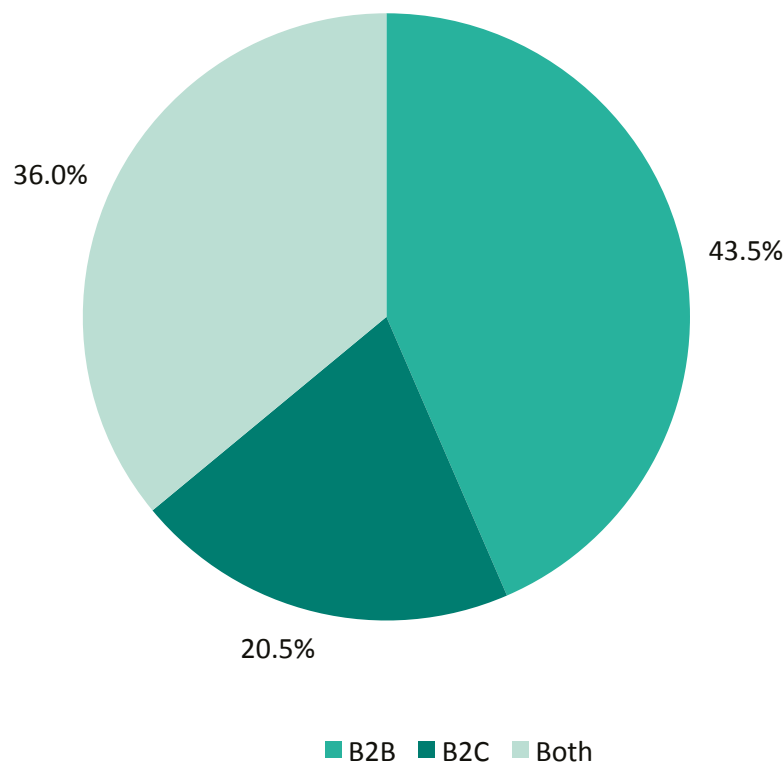


5. B2B companies are the most reliant on direct marketing

There is a significant gulf between the number of business-to-business (B2B) and business-to-consumer (B2C) companies that use direct marketing to promote their services and goods. This is perhaps explained by the fact that B2C companies also undertake mass marketing techniques, such as TV and radio advertising, which generally are not effective methods for B2B companies.

The respective contributions B2B and B2C sales make to the UK economy naturally have an influence on how much direct marketing contributes to overall UK sales.

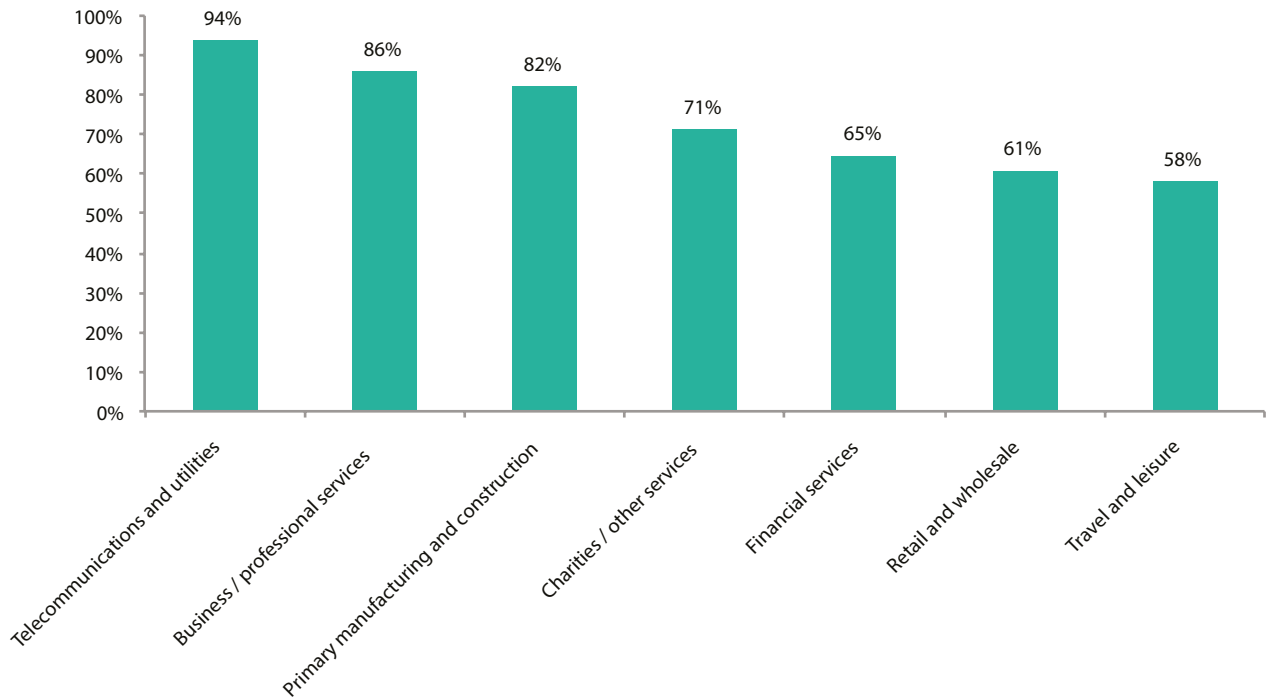
The distribution of respondents was as follows:



5.1 Four in five companies engage in direct marketing to business

Four in five (81%) companies apportioned part of their direct marketing budget for direct marketing to businesses. Moreover, among these companies, over three-quarters (77%) of total direct marketing expenditure is on B2B campaigns. Unsurprisingly, the degree to which companies focus direct marketing on businesses varies from sector to sector.

5.1.1 What proportion of your direct marketing expenditure is spent on B2B direct marketing?

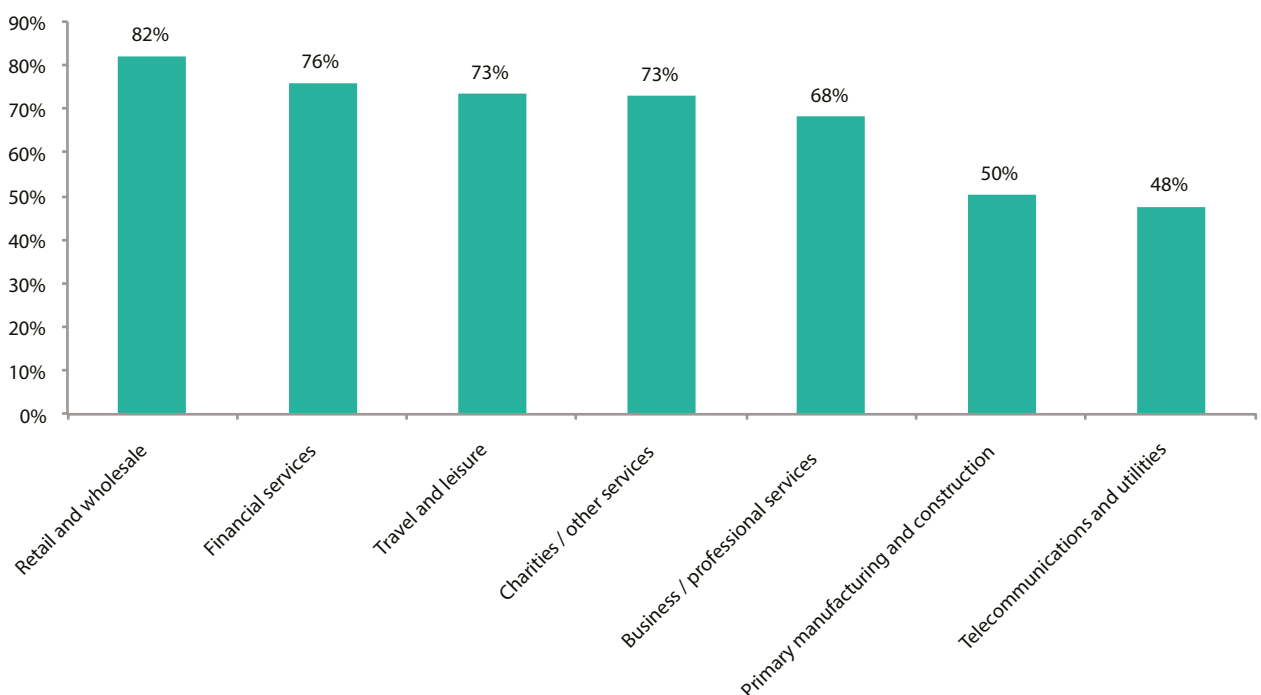


5.2 One in two companies engage in B2C direct marketing

Just over half of companies (53%) report using direct marketing to promote services and goods to consumers. On average, these companies spend 70% of their total direct marketing budget on consumer marketing.

Again, the extent to which a company engages in direct marketing toward consumers is sector- dependent.

5.2.1 What proportion of your direct marketing expenditure is spent on B2C direct marketing?





6. Conclusion

By any metric, the impact the direct marketing industry makes on the UK economy is huge. Every year, companies spend more than £14 billion on direct marketing, which generates 23% of all UK sales and supports 530,000 jobs. The success of direct marketing is all the more pronounced for thriving in a sluggish economy and promising growth where other industries are flatlining.

At a point when the UK economy has little prospect of returning to the pre-recessionary boom times in the immediate future, it would be counter-productive to place obstacles on the road back to growth. Yet, this is exactly the effect the implementation of the draft EU Data Protection Regulation would have on one of the few industries that is performing strongly and which underpins other economic powerhouses, such as the retail sector.

There is a clear need to revise pre-internet era legislation to protect the data privacy rights of individuals in the 21st Century. None of us want to live in a 'Big Brother' society having our every online move monitored by companies. However, the Regulation needs to be formulated in a way that doesn't result in undesirable unintended consequences for individuals or businesses. As it stands, the Regulation comprehensively fails to do this. It threatens to deny consumers the option to interact with their favoured brands and retailers on terms they set and benefit from tailored communications and offers. On the other side, the Regulation could cost UK businesses approximately £47 billion every year in lost sales and additional costs.

Neither are consequences that are acceptable to the UK's businesses and consumers.



Methodology

Future Foundation employed an economic model developed using data from the ONS and applied best practice modelling techniques to a specially-commissioned survey of a representative sample of 600 UK companies.

The primary research was conducted through telephone interviews. Information was collected from businesses - including those that did not undertake any direct marketing - in order to understand the different direct marketing activity by sector, and to weight the data to be representative of the ONS data for sectors in the UK.

Field work was designed using a quota system and standard weights, with quotas set by size (revenue), sector and location of the business to be representative of all private businesses in the UK. This information was then used to form a weighting framework for businesses that undertake direct marketing activity and those that do not. Interviews were undertaken across all sectors except the public sector. In total, detailed interviews were undertaken with 453 companies who engage in direct marketing.

Appendix A - The results in conventional economic terms

Throughout this report, the results have been expressed in terms that the lay person can understand. However, there are conventions that are used by economists in calculating and expressing economic impact that are provided here for the sake of both completeness and comparison. They provide the following figures not cited in the main body of the report.

The direct marketing industry contributed £9.1 billion to the UK economy in 2011

The direct marketing industry's total contribution to the UK economy is calculated by combining the direct, indirect and induced value of direct marketing. This covers the following elements:

£4.3 billion of direct economic contribution

The companies in the survey had an average turnover of £4.4 million in 2011 (compared to an average of £1.7 million for all companies including the smallest partnerships), suggesting that the firms in the sample were most likely to be the heaviest users of direct marketing.

However, after allowing for this and for the fact that some companies do no direct marketing at all, by extrapolating the average direct marketing spend of companies in the survey to represent all UK businesses, it's possible to estimate that companies in the UK spent £14.2 billion on direct marketing in 2011.

The total value added to the UK economy by direct marketing can be calculated by deducting bought-in costs from total expenditure. In 2011, this figure was £4.3 billion of value added.

The standard measure of 'added value' is the value of sales *minus* bought in costs, suitably defined. The focus has been on direct marketing activities occurring within firms selling other products, such as consumer goods or banking services; the report has used expenditure on direct marketing. The ratio of turnover to value added for UK companies as a whole was used to produce a value added figure for direct marketing. While this is an approximation, it can be justified because:

1. direct marketing is widely used across all types of companies
2. because direct marketing is not capital intensive, it is likely to have lower bought in costs than the average for all corporate activities

The net impact is that the estimate is likely to be a conservative one.

Indirect economic contribution was £1.1 billion in 2011

Indirect economic contribution refers to the goods and services bought in by companies to enable the undertaking of direct marketing activity. For example, this includes postal services, accountancy and utilities.

Through the purchasing of such goods and services, the direct marketing industry provides an economic boost to other companies and sectors in the supply chain. The value added from these bought in activities is likely to be similar to, or slightly lower than, the value added from direct marketing itself. On that basis, it can be estimated that the indirect value added by direct marketing to be £1.1 billion.

Induced economic contribution was £3.7 billion in 2011

Along with the direct and indirect impact of direct marketing, further value is added to the UK economy through the spending of people employed in the industry as consumers. In turn, this generates revenue and output for retailers

and for providers of consumer services, ranging from utilities to travel to banking. This is known as the 'induced economic impact'.

The survey indicates that the average salary of people employed in direct marketing in 2011 was £26,000 (including commission and bonuses); a little below the UK average earnings figure calculated by the Office of National Statistics (ONS) of £26,871.

However, people on lower incomes typically spend proportionately more, and save proportionately less, than those on higher incomes. Such findings suggest a stronger induced impact.

Taking this into account, it can be estimated that the induced value added from direct marketing activity in 2011 was £3.7 billion.

Appendix B - Comparison to previous DMA economic impact studies

Three economic impact studies were produced between 2004 and 2008 by Future Foundation for the DMA. This was based on a sample of UK businesses created through a business omnibus in 2003, nearly 10 years ago, at a time when online marketing was in its infancy and everyday digital interactions with customers the exception rather than the rule. In designing this new study, it was decided to start with a new sample and start afresh rather than referring back to historical data and information that was out of date.

A number of key elements have changed significantly and should account for any big variance that can't be explained by the direction and progress of the market between then and now. These include:

- using a sample frame that includes companies of all sizes including the very smallest in the UK and thus provides a better representation. Previously, the studies had taken a £1 million turnover as the cut-off point and made adjustments accordingly
- broadening the definition of direct marketing to include search, email and social marketing
- being deliberately conservative with indirect employment estimates – previously large numbers of the call centre industry were included, but it is understood that the majority of these should more properly be defined as having purely customer service roles

About the DMA

The Direct Marketing Association (DMA) is Europe's largest professional body representing the direct marketing industry. With a large in-house team of specialists offering everything from free legal advice and government lobbying on direct marketing issues to research papers and best practice, it is always at the forefront of developments in the industry.

The DMA protects the direct marketing industry and consumers. It promotes the highest standards through self-regulation and lobbies against over-regulation. The DM Code of Practice sits at the heart of everything we do – and all members are required to adhere to it. It sets out the industry's standards of ethical conduct and best practice.

Our 16 DMA Councils cover the whole marketing spectrum – from the digital world of social media and mobile marketing to the 'real' world channels of door drops and inserts. The Councils are made up of DMA members and regularly produce best practice and how to guides for our members.

We also have a packed calendar of conferences, workshops and discussions on the latest topics and best practice, and 80% of them are free for members and their staff.

As the industry moves on so do we, which is why we've recently launched a number of new services for our members – a VAT helpline, a Social Media Helpdesk and an IP Protection Service.

Visit www.dma.org.uk regularly to keep up to date with all our services.



About Future Foundation

The Future Foundation is a leading international consumer futures business. Our core expertise is based on identifying and forecasting social and consumer trends and determining the extent of their impacts on markets, services, brands and products. Since our launch in 1996, we have worked to meet the strategic needs of businesses through the application of insight. We identify, measure and examine trends, attitudes and behaviours through the rigorous analysis of quantitative and qualitative research. Our robust programme of research provides businesses with the grounding and confidence to anticipate the likely impact of the evolving consumer environment and identify new market and revenue opportunities.

www.futurefoundation.net





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