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DMA Insight: Social data Integration report 2016



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Introduction

Social media has changed the way people behave. Around 60% of the UK population has an active social media account and this number is expected to rise.

According to the Customer Acquisition Barometer 2015 research we know that three quarters of marketers use either paid or organic social media.

Thanks to this new research, in association with Brightmatter, we know that marketers recognise the importance of social, with a majority 'always' or 'often' using social networks. Marketers also allocate large portions of their budget to social.

But, less than half of marketers see any return on investment from their social activity, showing great room for improvement.

For excellent customer engagement it's important to give relevant marketing messages to the right people at the right time.

If almost three-quarters of marketers say that their email and social media audiences are the same, this overlap should give marketers significant opportunities. However, a third of marketers say they never use social data to tailor their marketing messages using other channels.

This may be due to the large number of barriers marketers report. Of particular concern, more than a quarter of marketers said limited management knowledge prevented social data integration. Then there are organisational silos that need to be negotiated, particularly if social and other channels are managed separately.

This report gives us a chance to assess the role of social in marketing campaigns and work on ways to overcome the barriers the industry faces.

CMOs have the opportunity to bring about some of the changes needed to make social data work for businesses.

Rachel Aldighieri
MD, DMA Group



Sponsor's perspective

The DMA's recent Customer Acquisition Benchmarking study found that email was still the most-preferred contact channel for consumers, and it's easy to understand why. On the one hand it's accessible from all a consumer's devices and well-established as an advertising medium, on the other it makes marketing messages easier to assess, reject and ignore.

The tendency for marketers to prefer email to social media is also easy to understand - it is personally addressable, highly accountable and easy to automate at scale – all things that to date have been barriers to the widespread adoption of social media, especially as a B2B medium.

The same study revealed that social media increased its preference rate as an ad medium three-fold, posing both a problem and an opportunity for marketers; increasing engagement with marketing messages in a fragmented and growing marketplace means more bases that a marketer has to cover - more media buys, more channel-specific assets, and more complex analytics.

Meanwhile headlines around Twitter's recent tenth birthday focused on the lack of the platform's failure to live up to advertisers' expectations, citing an RBC Capital Markets poll showing 23 percent of advertisers planning to decrease their Twitter spend, and eMarketer lowering its 2016 ad sales forecast to \$2.6 billion from \$2.9 billion.

Using data providers like Brightmatter - who extract structured insight, draw meaningful and accurate inferences and create actionable segments from multiple open data sources - means better targeting and reduced wastage versus campaigns using a network's own insight. Combined with the ability to append actionable social media handles alongside email addresses this delivers tightly-targeted audiences that can be reached wherever they are active and engaged.

The benefits of applying socially sourced data to better segment audiences, whether across email or social, whether in B2B or B2C, is clear. Email is an established and highly effective medium which 36% of marketers say is their most effective marketing channel, while the standout that can be achieved with a persuasive and well-targeted tweet to the right individuals at scale is unparalleled, especially where the network itself cannot link the individual and the segment.

Clients using e-marketing brand ITMedia to reach IT decision-makers across email, addressable social and targeted display report similar engagement rates for email and social media, while the use of a multi-channel targeting approach drove up conversion rates across all three channels.

When Twitter hits twenty will consumers still have their timelines open alongside their email? Sadly not even the DMA can tell us that, but this report does highlight and attempt to solve a lot of the issues that marketers currently face in getting the most from the channels available to them.

Ben Oakshott
VP, Alliances and Business Development
Brightmatter



Social's place in marketing

According to the DMA's Customer Acquisition Barometer 2015 research, we know that both consumers and marketers prefer contact to be made by email

Marketers can scale their messages using email. Marketers do not have to hand over data to third parties when using email.

Looking the other way, consumers are actively involved in managing their emails (see Consumer email tracker 2016) and messages can be integrated with a Data Management Platform (DMP) to improve data management.

Marketers also use Social media extensively as a new and evolving marketing channel – 77% of marketers use at least one social network.

Social can also be used as a resource. Social can show trends, preferences and dislikes. And in real time. This could in theory extend the role of social from communications to sales by making content more relevant.

But social has not necessarily been tapped by marketers for the kinds of information it holds about customers or prospects, and relatively little has been done to show how this information can feed back into the marketing process and improve it.

Barriers to integrating social into marketing

Businesses often lack the data or expertise to make meaningful connections between social data and other channels. In addition, there may be organisational silos that could make the management of data such as CRM, marketing, PR, sales and other channels operates separately.

Finally, opinions vary on the value of social or its place in marketing. According to our research, social media is only moderately effective for marketers to reach their primary objective, with an average score of 6.12 out of 10.

Social media is slightly more effective for B2C (6.44) compared to B2B (5.88) marketers. Social media is also more effective when managed in-house (6.23) compared to outsourced (5.88).

However, as these differences are marginal, it's difficult to draw significant conclusions from the differences. But it suggests that social media is uniformly and moderately effective, whether managed in-house, by an agency, for B2B or B2C audiences.

Could it be that the middling effectiveness of social media marketing is a barrier to using social data to feed into wider campaigns?

Look wider, and it's possible to see how social data can be used. This is the principle of Facebook's Atlas – using social data to feed ads anywhere, freeing Facebook from Facebook.

Individual brands and agencies use the insights from social networks, combined with first party data, to build a more complete better view of the consumer, and to segment and target audiences more accurately and across more channels than can be done via any single social network. Using social data is open to any marketer, should they decide to use it.

Channel choice and management

It's difficult to think of campaigns without an email component.

According to our research, the cross over between email and social is high. Almost three-quarters (72%) of marketers saying email and social media audiences are 'always', 'often' or 'sometimes' the same.

Shouldn't social data be able to help, say, with email targeting, messaging or content?

Email

Two-thirds (66%) of marketers use email for marketing 'always' or 'often', with more B2C marketers using email (71%) compared to B2B marketers (63%). Six per cent of B2B marketers 'never' use email marketing.

The reasons why marketers use email as a channel varies.

The highest proportion of marketers choose 'customer engagement' as the primary reason for their email marketing campaigns (33%), closely followed by lead generation (29%). Significant minorities choose customer retention (14%), and acquisition (10%).

Responsibility for email marketing skews heavily to in-house, with 85% choosing this option, although a significant minority (10%) outsource to a specialist and 6% split their efforts between in-house specialists.

Of those that choose to divide their email marketing between in-house and outsourcing, three-quarters chose to spend the majority in-house, 50% by expertise and 25% by spend.

Social

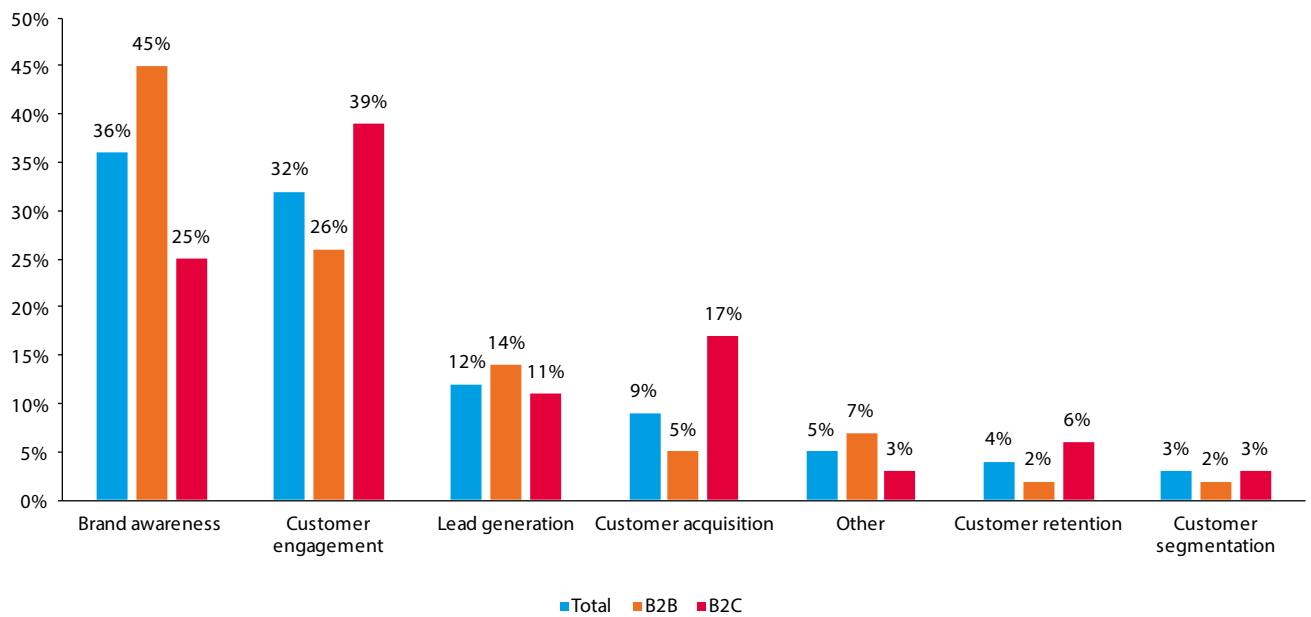
When we move to social, we see that a difference begins to build between B2B and B2C marketers. Almost half (47%) of B2C marketers 'always' use organic social media, dropping to 27% for B2B marketers.

Slightly more than half (52%) use organic social media 'often', dropping to 18% for B2C marketers.

B2C marketers see organic social media as an always-on channel, while B2B marketers are regular users, but they choose their moments more carefully.

B2C marketers' usage is different to B2B marketers, and so is their objective.

What is your primary aim for marketing using social media (organic)?



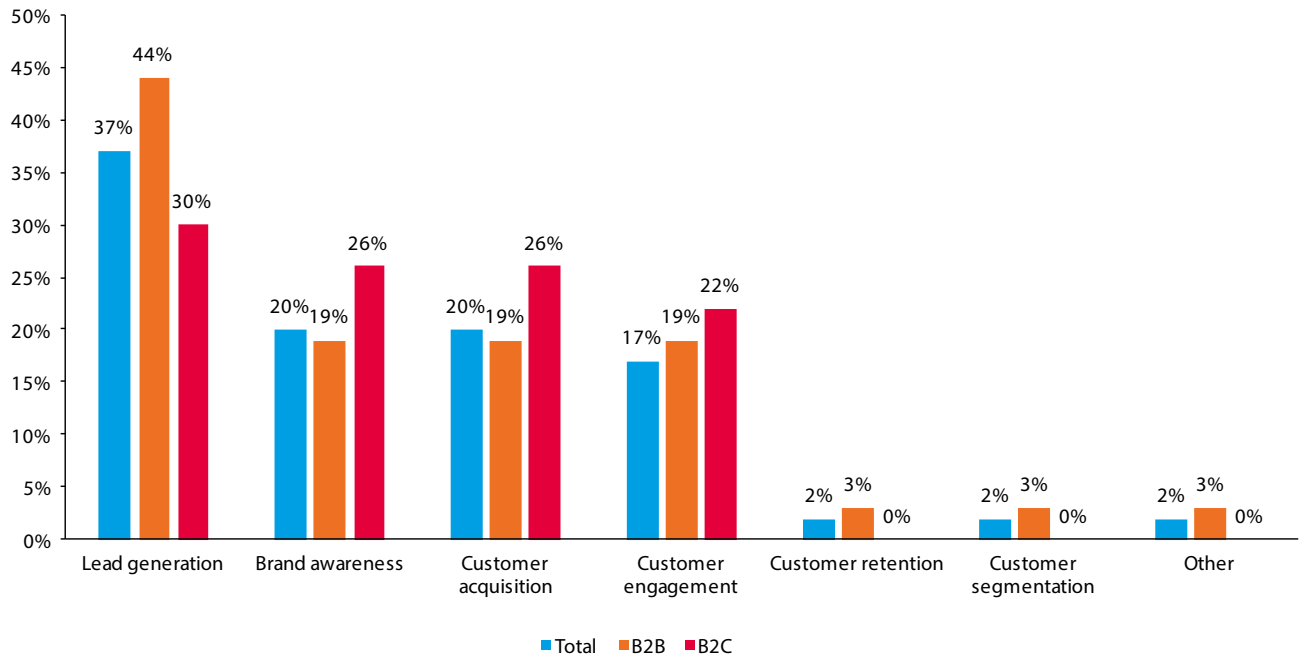
B2C marketers' most common aim for organic social media is customer engagement, for 39% of the total, followed by brand awareness for a quarter of the total, then customer acquisition for 17%.

B2B marketers prefer to use organic social media for brand awareness (45% of the total), which is the second most popular choice for B2C marketers, followed by customer engagement (26%) and lead generation (14%).

As the Customer Acquisition Barometer 2015 research suggests, customer acquisition is not suited to social, with just nine per cent of respondents choosing this option. Both lead generation and customer acquisition involve data collection, showing that organic social seems to be an effective channel for harvesting data for 21% of the total, but brands may find this data difficult to convert to sales.

There are further differences when we look at paid social. Few B2B marketers 'always' use paid social. Just 4% of B2B marketers chose this, compared to almost a quarter (23%) of B2C marketers. Could B2B marketer benefit from using a greater proportion of paid social? B2B marketers are more likely to 'never' use paid social, with 26% behaving this way, compared to 1 in 5 of B2C marketers, likely to be due to either lack of evidence of effectiveness or lower budgets.

What is your primary aim for marketing using social media (paid)?



B2B marketers are more inclined to use paid social media for lead generation, 44% choosing this option. However for B2C marketers there is a split between those who use paid social for lead generation (30%), brand awareness and customer acquisition (both on 26%), and customer engagement (22%).

On-fifth (19%) of B2B marketers also use paid social media for customer acquisition, despite Customer Acquisition Barometer (2015) research suggesting consumers do not like social media and it is less effective for customer acquisition than channels like email or direct mail.

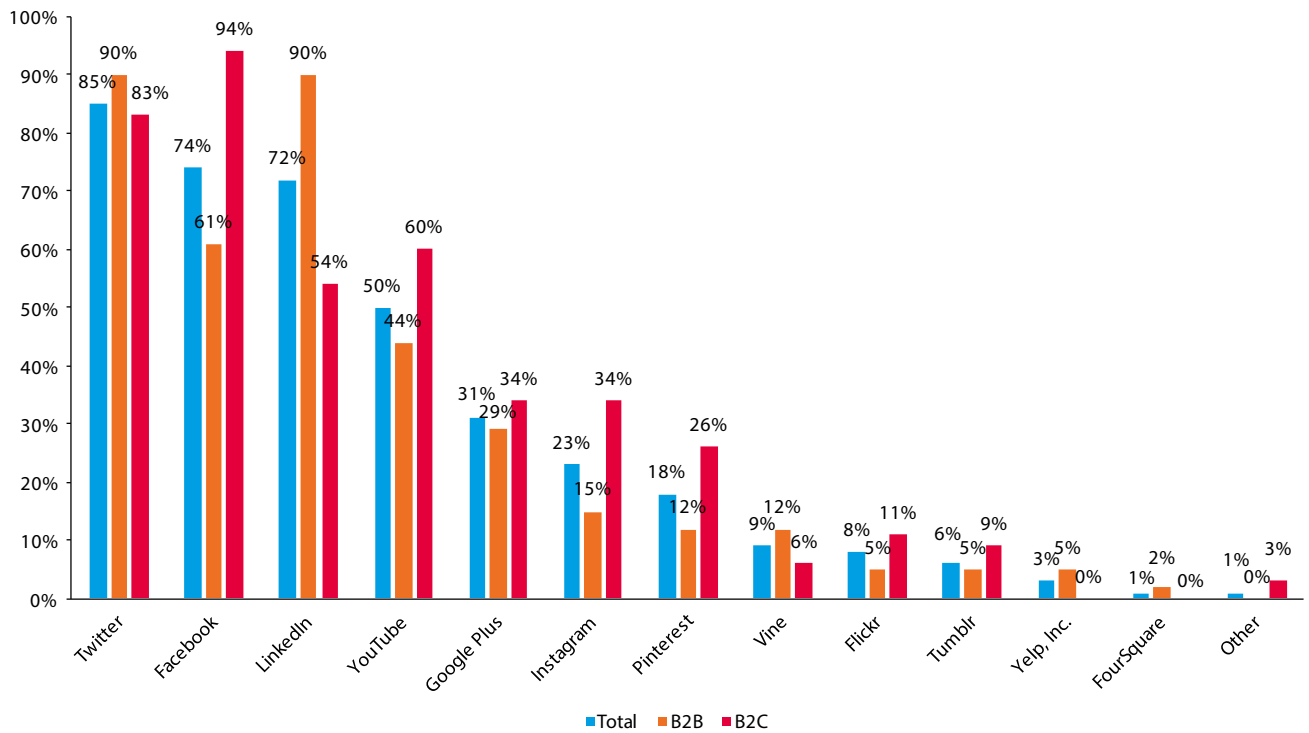
Those who said customer acquisition was the primary objective for paid social media rate social media as more effective (6.69 out of 10) than those who said lead generation was their primary objective (6.05 out of 10).

Both responses show a middling effectiveness. Are marketers therefore using social media effectively? If marketers do not yet fully understand the role of social in the lives of consumers, then effective use will be difficult.

Which social channels?

Twitter is the most popular social network for marketers, used by 85% of the total, followed by Facebook (74%), LinkedIn (72%), YouTube (50%), Google Plus (31%), Instagram (23%) and Pinterest (18%).

What social media platforms are you currently using for marketing purposes?



There are some differences in the preferences of B2B and B2C marketers. B2B marketers prefer to use LinkedIn and Twitter equally (90% use these networks), while the most popular choice for B2C marketers is Facebook, for 94% of the total.

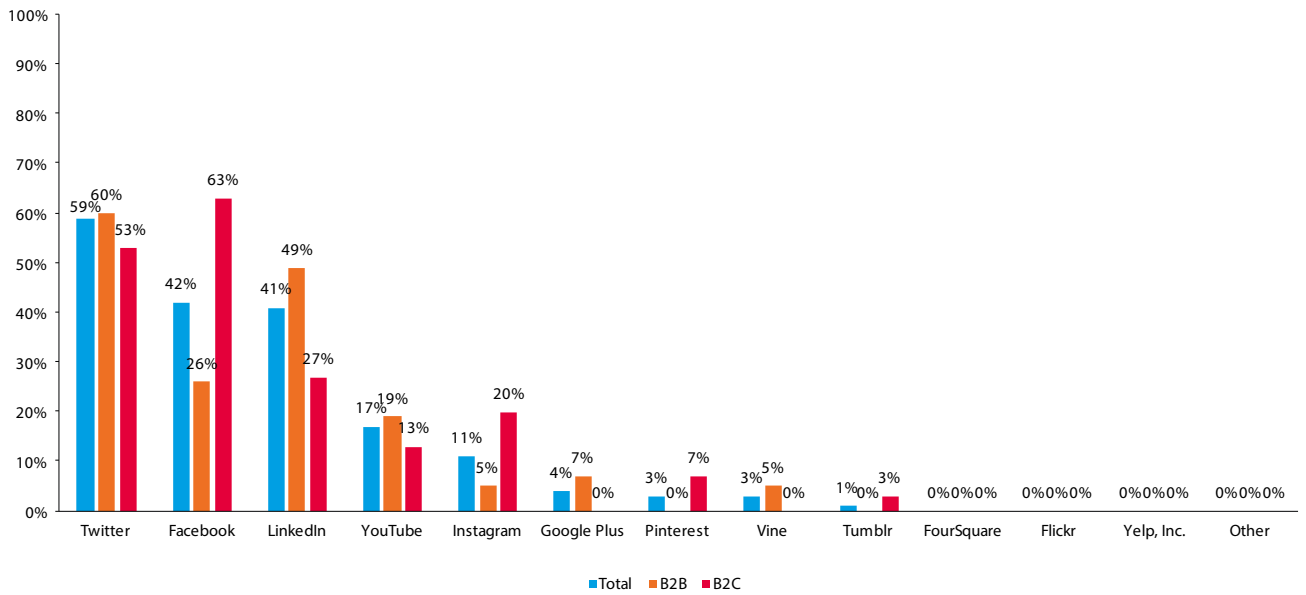
For the majority of the smaller networks, there is a clear skew to B2C marketers, with the exception of Vine, preferred by 12% of B2B marketers compared to 6% of B2C marketers, and Yelp, preferred by 5% of B2B marketers and no B2C marketers.

B2C marketers seem to be more willing to try and test newer social networks compared to B2B marketers.

While marketers use many different social networks, only a small number show any real effectiveness. The 'big three' – Twitter, Facebook and LinkedIn lead the pack, with YouTube and Instagram having some impact. The remainder either fail to register or have marginal effectiveness.

For organic social, marketers rate Twitter as most effective overall, according to 59% of the total, followed by Facebook, for 42% of the total and LinkedIn for 41% of the total.

Which social media platforms do you believe to be the most effective for organic social media?

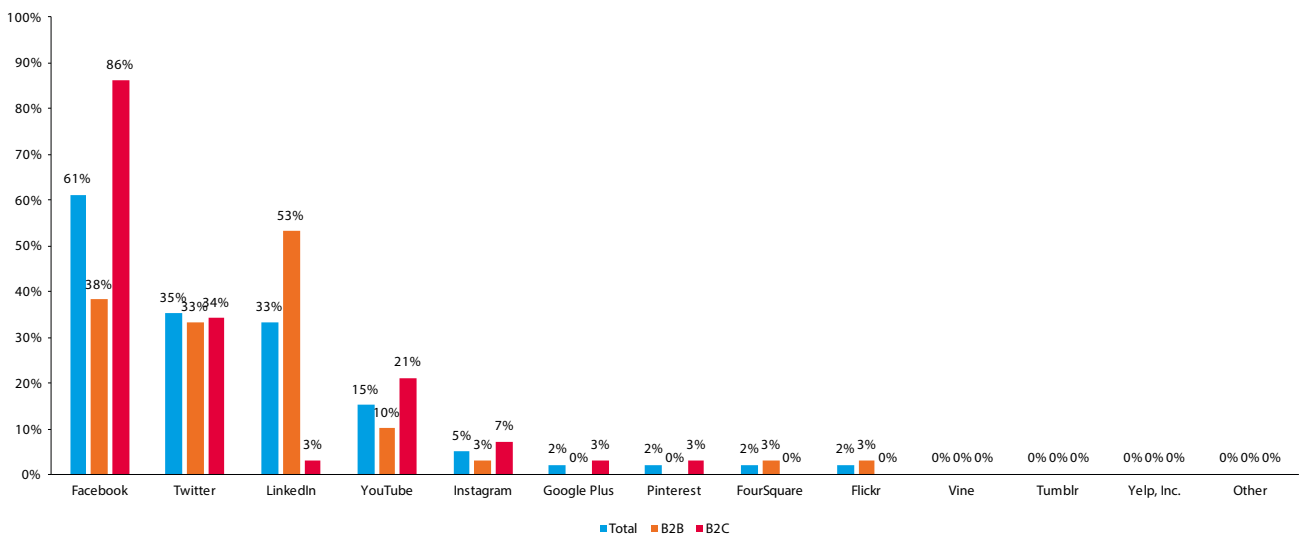


There are disparities between B2B and B2C opinions on effectiveness. B2C marketers find Facebook to be the most effective social network, 63% finding it effective, compared to 26% of B2B marketers. For LinkedIn, 49% of B2B marketers find the network effective, compared to 27% of B2C marketers.

Of the remaining social networks, only YouTube (for 17%) and Instagram (for 11%) are found to be effective for both B2B and B2C audiences.

Could marketers experience their own form of FOMO (Fear of Missing Out) if they limit themselves to the effective networks? By using so many apparently ineffective social networks, marketers may perceive ‘social media’ as less effective than it could be. Narrowing focus to those networks that work may actually increase the perceived effectiveness.

Which social media platforms do you believe to be the most effective for paid social media?



One social network stands out – 61% of marketers believe paid Facebook to be effective, rising to 86% of B2C marketers, and for 38% of B2B marketers. Paid Twitter is next-most effective according to respondents, for 35% overall. Paid LinkedIn is effective only for B2B marketers – 53% of B2B marketers find it effective, but just 3% of B2C marketers do.

Could B2C and B2B marketers be missing some of the targeting or life stage options available with LinkedIn and Facebook respectively? Of the remaining networks, Only paid YouTube is effective for 5% of marketers and paid Instagram for 15% of marketers.

According to our research, no other social networks are consistently effective for both B2B and B2C audiences. Pinterest and Google Plus were effective for 3% of B2C marketers, and Foursquare and Flickr are effective for 3% of B2B marketers.

Social budgets

The proportions of those whose marketing strategy focuses on social media closely matches the proportions executed by social media. However, despite this strong reliance on social media, budgets fall behind.

For B2B marketers, this spend drops dramatically to 15.7% of spend to achieve 34.56% of strategy and 35.11% of execution. B2C marketers spend more – a quarter of their budget (24.76%) to achieve 38.22% of strategy and 37.32% of execution.

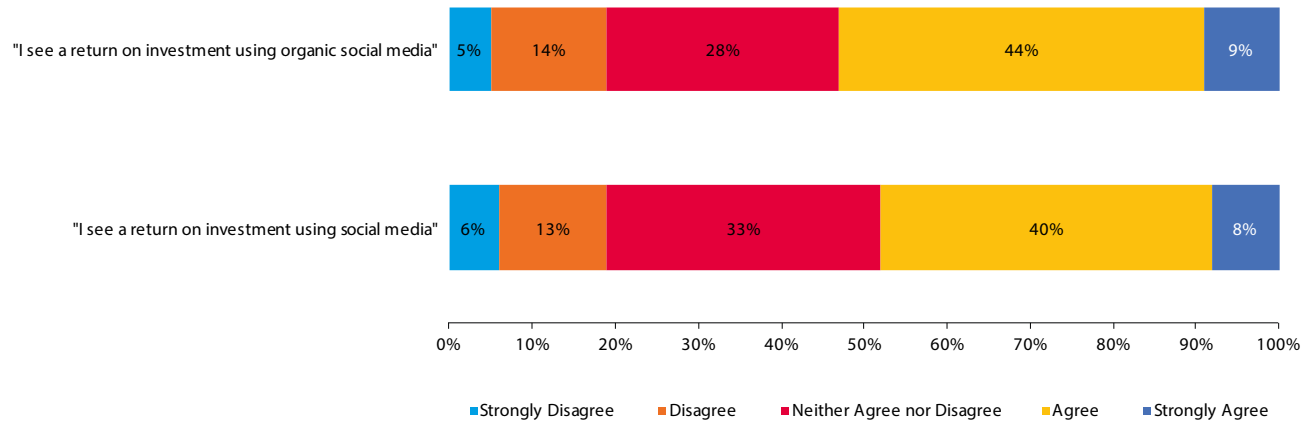
This means either that social media represents a highly cost-effective marketing channel, or that marketers under spend on social media.

But as marketers report that social is only moderately effective, could marketers spend their time making social channels more effective for reaching their goals, or even spend less on social channels.

ROI

Despite the heavy use and investment in social media, return on investment remains somewhat hazy.

How much do you agree with the following statement?



When asked if respondents, "see a return on investment using paid social media", just under half of respondents (48%) either 'agree' or 'strongly agree' with the statement, compared to one in five (19%) who either 'disagree' or 'strongly disagree'. One-third (33%) remain ambivalent.

Then, when asked if they, "see a return on investment using organic social media", marketers responded more warmly. More than half (53%) either 'agree' or 'strongly agree', while those who 'disagree' or 'strongly disagree' remains on 19%. The proportion who are ambivalent drops to below three in ten (28%).

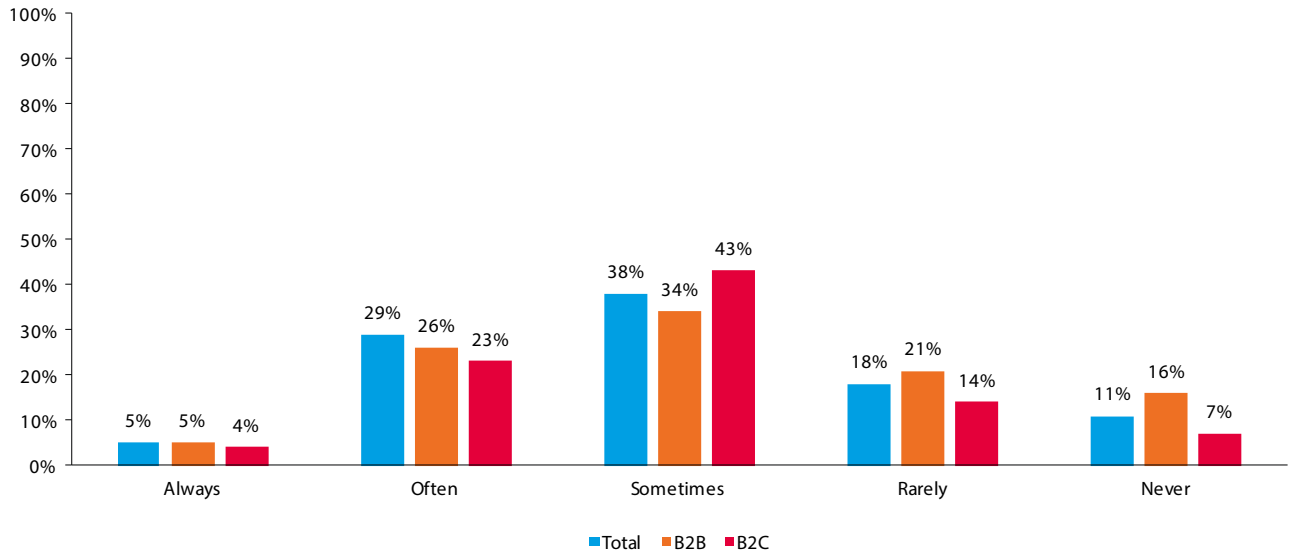
The strongest correlations from this research are between those who report social is effective for achieving their primary objective and those that see a return from organic social (0.501 correlation), and those that see a return from paid social (0.482 correlation).

These correlations most likely indicate for those who are able to calculate returns from their activity also find they are able to fulfil their marketing objectives using social – whatever those objectives may be.

Social data integration

There is significant overlap between social media and email audiences. Overall, almost three-quarters (72%) of marketers say email and social media audiences are the same 'always', 'often' or 'sometimes'.

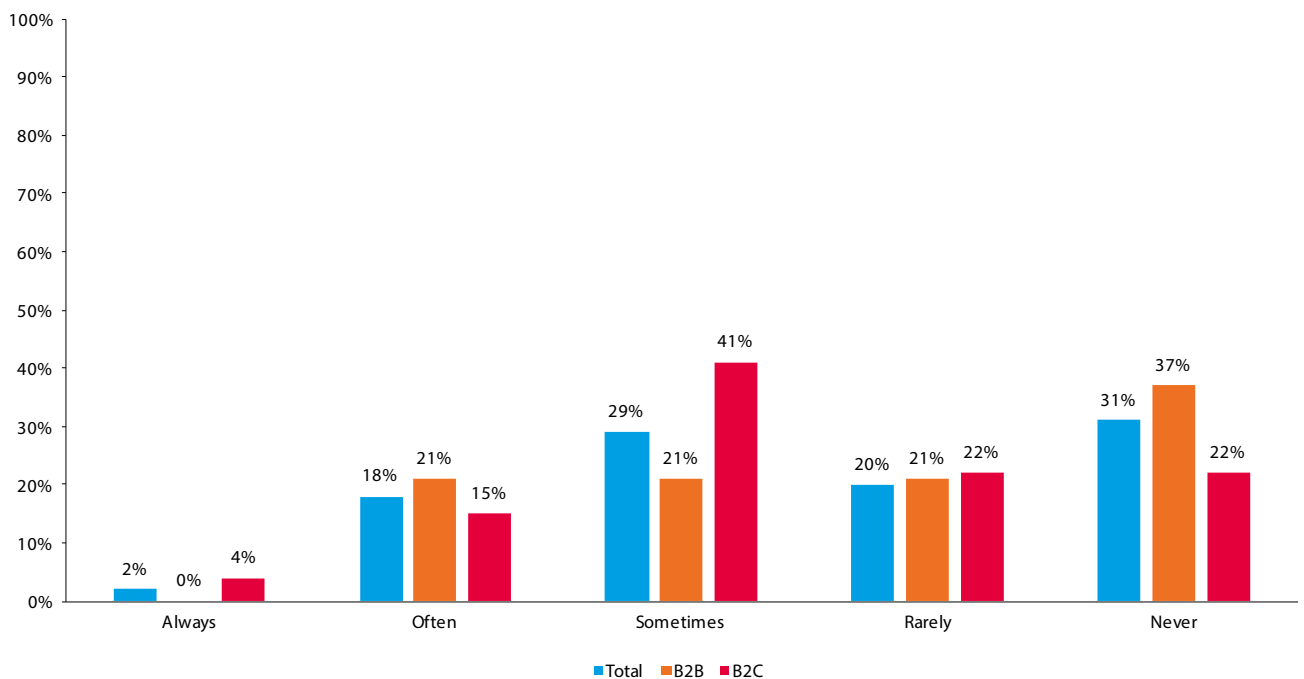
How often are the individuals you target for email marketing the same targeted for social media marketing?



For B2C marketers this proportion increases to almost four-fifths (79%), for B2B marketers this decreases to two-thirds (65%).

Despite this significant overlap between social and other customer data, marketers have made few inroads into using social data to refine their marketing on other channels.

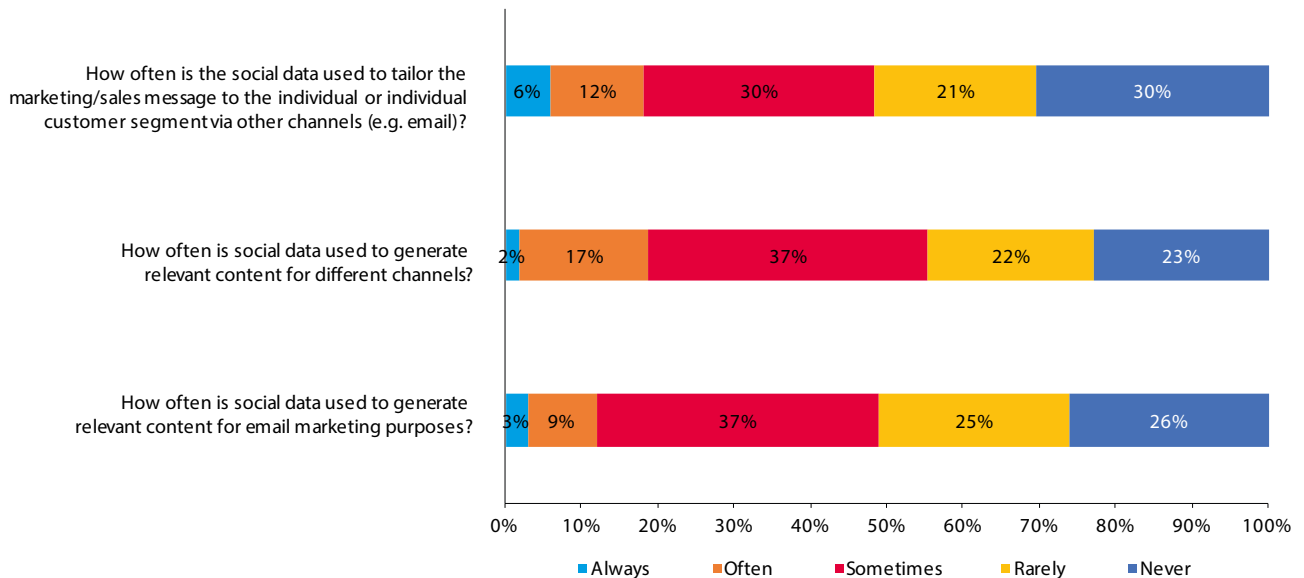
How often is social data used to refine customer segments?



No B2B marketers 'always' used social data to refine their targeting, with 37% 'never' doing this. Overall, half of marketers (51%) have 'rarely' or 'never' used social data to refine customer segments, rising to 58% of B2B marketers, dropping to 44% of B2C marketers.

Ignoring the data pouring out of social channels could mean that marketers are missing valuable targeting or refining opportunities – opportunities to know their customer better.

Using social data for other channels



Those marketers who use social data to tailor their marketing/sales message to the individual or individual customer segments via other channels (e.g. email) 'always' or 'often' represent less than one-fifth (18%) of the total.

According to our research, B2C marketers are the most likely to 'never' integrate data in this way, with more than one-third (36%) 'never' integrating data this way.

Using social data presents an opportunity to produce content for any channel based on live information from those social channels. It also enables those creating the content to be flexible and reactive, again based on real-time social feedback.

To produce new content for different channels, just under one-fifth (19%) produce content this way 'always' or 'often', with more than one-third (37%) doing this 'sometimes'.

Almost a quarter of marketers (23%) 'never' use social data to generate new content for non-social channels – a missed opportunity with considerable live social information available.

When looking at the interaction between social and email, small numbers generate content for email marketing based on social data – only 12% did this 'always' or 'often'.

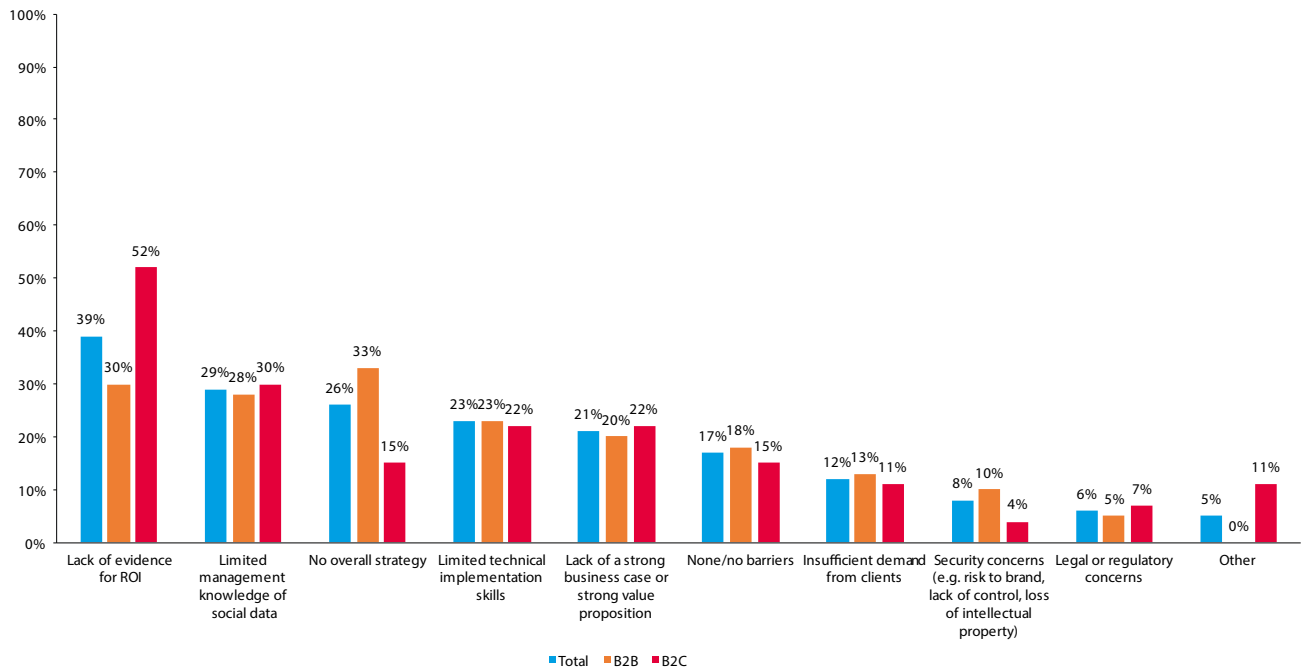
Marketers 'sometimes' using social data to develop email content represents 37% of the total.

A little more than one-quarter of marketers (26%) 'never' use social data to generate email content.

Barriers to integration

Barriers to using social data vary. The top concern is lack of evidence for ROI, for almost two in five marketers (39%), rising to 52% of B2C marketers and falling to 30% of B2B marketers.

What are the barriers preventing your organisation from utilising social data to achieve your primary objective?



Next is limited management knowledge for 29% of the total.

More than a quarter (26%) said they had no overall strategy, rising to one-third (33%) of B2B marketers and dropping to 15% of B2C marketers.

Fourth is limited technical implementation, for just under a quarter (23%) of marketers with little variation between B2B and B2C marketers.

Both the above responses could indicate why social is usually seen as only moderately effective.

Fifth is lack of a strong business case for more than one in five marketers (21%).

There is a negative correlation between those who focus a high proportion of their strategy on social, and those who report fewer barriers to using social data – the easier an organisation finds social marketing, the more they focus their strategy on it.

Social data integration – qualitative results

We wanted to gain an insight into what a select group of the industry's top practitioners thought about the quantitative results obtained. In a focus group we assembled:

- Donna Belanger, *Head of Partner Tools, Harte Hanks*
- James Laker, *Head of Marketing, DatacentreDynamics*
- Savinder Lefevre, *Senior Data Planner, Harte Hanks*
- Suzanne Lewis, *Managing Director, EDMMedia Ltd.*
- Mat Morrison, *Marketing Strategist, Mediaczar Ltd.*
- Valentina Severino, *Head of Talent and HR, Lab digital agency*

Through a series of questions designed to promote debate among the group, the group discussed the challenges of social data integration.

Social Media is here to stay as an important channel

Marketers believe social media to be an especially important channel to follow the consumer and interact with them in the way that suits them, as the consumer increasingly uses social media. The general feeling is that companies invest more in social data each year although the level of investment varies by sector.

Marketers said the main focus for social media is in building audiences to target, building awareness and developing or deepening relationships with a brand, but much less for acquisition. These findings tie to the quantitative findings of the study.

"It's a relatively cheap channel and it's very nicely targeted"

There has been an explosion in the amount of data available to target customers

The number and variety of new companies offering products to help target potential customers is increasing at an incredible rate. Brands now have the ability to refine and narrow their targeting using previously unknown information. There is some concern about exactly where some of this information might have come from.

Participants believe consumers have a limited understanding and awareness of how much data they hand over, which organisations then hold information about them, how those data might be used and the implications of this. Participants thought consumers would be shocked by how much data companies hold on them and what can be done with it. The ability to tie information together in new ways might trigger similar concerns.

Some practitioners rely on their suppliers complying with the terms and conditions of the various social media channels. However, there is a feeling that users do not fully understand the implications of signing-up, and may be concerned by some of the things permissible in the terms and conditions. With Facebook in particular, use of personal data varies by region depending on how sensitive an issue it is in that area. For example, in some countries, facial recognition software can prompt users posting photos to tag those people.

A key principle here is providing value to customers (and companies).

One participant had been to the DMA's recent Data Protection summit, which featured examples of low value data use. One familiar example is when a consumer selects an item from a retailer, adds it to the shopping basket, and whether they buy it or not, receive innumerable messages about the product. Participants thought it was fair to offer a discount to a customer as an encouragement to come back and purchase, but the technology needs to be used carefully to ensure that companies add value.

"We were used to dealing with very structured data and we kind of quantify everything and now everything is unstructured"

Marketers believe this explosion of data will be curtailed by regulators

Participants believe that ever-increasing information about customers may well be curtailed by new regulation. At the time of writing, the text for the EU General Data Protection Regulation (GDPR) is expected to be published in May or June of 2016.

One participant described the current situation as the coming together of two worlds – the 'traditional' and digital worlds. While the industry is enthusiastic about the possibilities and opportunities of more data, consumers may not be so enthusiastic. Some organisations are pre-emptively moving to a more cautious regime to help prepare for an anticipated crackdown on data usage, and as a way of building trust with customers.

Data Integration is a major priority for companies - they want to enrich their databases with a wide variety of new data. This explosion in the amount of data available to companies means they are reviewing their approach to customer relationships. Many firms have to start again with new systems that can cope with the volume of information collected. Suppliers have to rethink how they capture data, and how to maintain and store it, developing new databases so they can cope.

Now there is a greater need for contextual information such as previous behaviour on a company's website. This offers a more sophisticated analysis of consumer behaviour and how to take people on a journey to becoming a customer and building a relationship with them.

Companies want to know more about their customers. For example, in B2B marketing companies no longer ask for basic company information, but for employee size, turnover, who's responsible for purchasing, what IT have they bought recently and so on. This is also true in B2C marketing, when companies move into psychographic profiling. Gambling companies and banks want to find ways to evaluate the risk associated with particular customers for example.

Those companies want this data to be dynamic. But because some social media opportunities may be fleeting and time-sensitive, the challenge is to identify triggers in real time to let companies target potential customers and close a sale.

Sifting through these data to find what is useful is a challenge. If 90% of the data collected is 'noise' then there have to be new ways to identify crucial information.

Organisations are effectively 'learning as they go'. They receive novel requests from clients, and have to go to the market to find the data they require. It's a process of evaluating what's available, identifying what's not quite right and then trying to find a way to supplement the data.

The world is moving away from email towards messaging

Another emerging trend is a move away from email towards messaging, whether using social networks like Twitter and Facebook, or messaging services like Whatsapp. Marketers considered that email addresses could be ephemeral but people would be likely to hold onto their social media or messaging accounts.

Marketers felt messaging to be 'the gold standard' for a large proportion of customer contact as it is personal and

immediate. They felt that people are more likely to respond quickly to a message as opposed to an email, which might be checked only a few times a day. There's some downside to this, as some contact will be seen as too intrusive.

The main barriers to using social media are skills-related

One major barrier to using social media is finding staff competent to use more social data. Brands must either bring experts in or employ someone with the relevant skills but this can be difficult. Participants felt social media exposed a generation gap. Many younger people are very social media literate but not necessarily commercially literate. If everything seems exciting, this may encourage clients to set up on new social networks. Many of these will not endure, so they could end up with a constellation of unused platforms - Google plus is well known example.

A further barrier is persuading middle management to get on board. In many companies, leadership teams tend to buy into social media – it is their role to look forward and try new things. The junior ranks are more likely to be 'digital natives' and understand it, but the middle managers may offer more resistance.

Return on investment is a barrier to using social media

Return on investment is another significant barrier, as shown in the quantitative study.

One practical implication is that many companies will try to push customers towards email, which is easier to control and monitor. Similarly, marketers use social media to push customers to their own website, where they manage the content and what is on the page.

Social media is often used by marketers to promote content rather than acquire customers directly.

"A lot of the time we're linking them to a piece of content that's then paid rather than just straight to buy this now"

Is organic social declining in importance?

There was some feeling that organic social is now of less importance. If a company has a Facebook page, then they limit their marketing to those people who are fans of that page, rather than people who are your target audience, so it can be a limited strategy.

If organic social media is difficult to manage, it may also be difficult to demonstrate return on investment. Certain campaigns can 'go viral' and achieve a high profile. But even here there was a feeling that this skews companies' perceptions of the potential effectiveness of organic social media. The Cancer Research UK 'No make-up selfie' was such an example.

One possible consequence of very successful campaigns is that they might work wonders for brand awareness, but the contacts generated are not necessarily useful. Participants gave the example of the ALS Ice bucket challenge – people participated because they wanted to be seen to take part, not necessarily because they support the charity or fully believe in it. The charity may have generated significant amounts of data, but those people do not necessarily want to be in communication with the charity.

More social media is handled in-house rather than outsourced

As shown in the quantitative study, many organisations use in-house resources to run their social media accounts. The main reason for this seems to be control. Brands making nervous first forays into social media as the process can seem out of their control. In these situations, an in-house media team means you can keep some kind of control over your organisation's 'voice'.

Skilled people are important. One participant's organisation used an intern in to help with social media and they did a great job because it was second-nature for them. The challenge is to try to spread that knowledge throughout the organisation.

"In organisations because it's quite niche it can become siloed"

The world is changing fast and social media is at the forefront of this change

Participants highlighted a number of potential opportunities for social data over the coming years:

Social media will become even more important

Companies will need to have a social media presence, with a greater selection of platforms and choices. There was some feeling that there might be increased privacy concerns, and there will be more opportunities for individuals to curate what comes into their feeds.

We will continue to spend more time on our mobiles

The move to mobile will continue, and so therefore will the importance of messaging over email. Companies will be able to introduce greater functionality into messaging services, but must take care to generate the right sort of contact and avoid becoming intrusive. Marketers said companies are already moving customer services out of Twitter where everything is public, into Whatsapp and Facebook messenger. Many of these interactions will be automated and use natural language so encourage people to ask questions.

We will need to work harder to identify the crucial combinations of data

The challenge is putting companies in contact with potential customers at the most appropriate time. Data will not necessarily be held within a company – it may be that companies source data dynamically across different locations.

We will rely even more on intelligent analytical systems to help us harness data and capitalise on opportunities

There will be more automation. While there is a great deal of data that could be useful and important, it requires intelligent systems to sift through and identify the key information that makes a difference.

This will be linked to better rules-based actions – identifying key moments and then making appropriate contact with potential customers.



Conclusion

Social media is ubiquitous; both in consumers' and marketers lives.

This report shows us that marketers have different objectives for paid and organic social media and these approaches vary substantially in reported effectiveness.

Whilst social media receives a substantial percentage of budgets, half of marketers fail to see a return on investment. Marketers are also unlikely to integrate social with other channels, such as email. This may be due to the high number of barriers marketers feel they face that prevent them from integrating their social data with other channels - less than a fifth of marketers say they experience no barriers.

This presents marketers with the opportunity to address these barriers so that customers experience integrated messaging across the various channels marketers want to engage them on.



Methodology

The present research has a mixed-method design, both qualitative and quantitative, conducted in two parts: a marketer survey and a focus groups with marketers.

Questions for the marketer survey were scripted in collaboration with DMA and Brightmatter staff. Wherever possible, questions were routed, and answer choices randomised to avoid top-box bias. In addition, an acceptable survey completion time was set and those answered too quickly were removed.

There were 111 responses recorded, from which 54% were primarily B2B marketers and 46% were primarily B2C marketers. Data was obtained through an online survey, distributed through various channels by the DMA. The survey opened on 19/10/2015 and closed on 21/1/2016. There were 28 questions in total. The survey took an average of 20 minutes to complete. Participants were naïve to the purpose of the questionnaire prior to consenting to participate.

Findings from the survey formed the basis of the discussion guide for the focus group. Six marketing experts agreed to participate in a focus groups held at DMA head offices in London. Geoff Gosling (focus group facilitator) moderated the focus groups in the presence a transcriber, and videographers. Geoff Gosling also analysed the transcripts.

The DMA compiled the findings presented in the present report and authored the commentary for the quantitative parts. Geoff Gosling and DMA staff authored the qualitative parts.

In addition to the present report, the DMA produced a report, an infographic and videos from the focus groups which are live on the [DMA website](#).

About Brightmatter

Brightmatter provides next generation HR, CRM and marketing solutions, including: data refresh products that help recruiters and marketers keep data assets current, data enrichment products that add valuable new insights into prospects and candidates, and new contact touch points to allow for access to new marketing channels that expand their opportunities to communicate with their key audiences.

- **FreshUp** brings CRM records current, adding rich demographics, work information and interest data for segmentation and allowing multichannel targeting via social, email and offline.
- **OpenWeb** organizes and aggregates 400 million+ social profiles, providing detailed and accurate information on individuals' work history, skills, experience and interests.
- **Lengo** compiles machine-learning inferred audiences from the OpenWeb asset with industry leading accuracy to execute campaigns across multiple social media platforms.
- **getTalent** is an advanced sourcing management solution that helps HR teams build and manage a strategic, future-ready talent pipeline, and engage and hire the right candidates faster.

We're proud to call some of the biggest names in B2B and B2C marketing our clients, including IBM, Microsoft, Harte Hanks, Unilever and Laterooms.com. Our data and processes are also baked into some of the best-known and well-used marketing platforms around.

Brightmatter is a division of NYSE-listed DHI Group Inc. Our heritage in sourcing and recruitment ensures the highest standards of accuracy and compliance, while annual auditing, Trust-E certification and membership of the DMA serve to ensure our continuing quality and credibility.



About the DMA

A DMA membership will grow your business. Our network of more than 1,000 UK companies is privy to research, free legal advice, political lobbying and industry guidance. Our members connect at regular events that inspire creativity, innovation, responsible marketing and more. Most of them are free. A DMA membership is a badge of accreditation. We give the industry best-practice guidelines, legal updates and a code that puts the customer at the heart.

We represent a data-driven industry that's leading the business sector in creativity and innovation. One-to-one-to-millions marketing attracts the brightest minds; individuals that will shape the future. By sharing our knowledge, together, we'll make it vibrant.

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