

Meaningful Marketing Measurement 2021

Insights from the DMA Intelligent
Marketing Databank

Sponsors



/ Contents

Introduction.....	03
Foreword – Marketreach.....	04
Foreword – Salesforce.....	06
Executive Summary.....	08
Approach and Definitions.....	10
The Way We Measure: How Much is Too Much?.....	12
A Pandemic Effectiveness Boost.....	15
ROI for Small Budgets and Short Timeframes.....	19
Acquisition and Brand Building – Retention and Response.....	23
The Sector Divide.....	27
Key Takeaways for Campaign Planning.....	30
Golden Rules for Marketing Measurement.....	31
A Meaningful Measurement Roadmap.....	33
Methodology.....	34
Appendix.....	35
About the DMA.....	38
About Data Stories Consulting.....	39
About Marketreach.....	40
About Salesforce.....	41
Copyright and Disclaimer.....	42

/ Introduction

Over the last decade the field of marketing effectiveness and measurement has been gifted a number of vital studies. The works of practitioners like Byron Sharp, Peter Field, Les Binet and Dr Grace Kite have been foundational. Their thinking is also almost ubiquitous in marketing strategy documents, pitches and media plans.

As such, the creation of the DMA Intelligent Marketing Databank owes an intellectual debt to the other awards-based databases that have come before it – particularly the IPA's work on effectiveness. Much of the language around the types of effects recorded will be familiar to those who have read the work of Field and Binet interrogating the IPA's data over the years.

As marketing professionals, we should be constantly striving to unearth new, rich data sources that contribute to both our understanding of marketing effectiveness and the measurement of this effectiveness. As such, we must all also try to be better measurement professionals too.

The DMA Intelligent Marketing Databank provides an opportunity for us to help you. Built on the foundations of over 850 [DMA Awards](#) entries dating back to 2017, this new databank provides a perspective on the evolution of marketing effectiveness in recent years. Thanks to the diverse industry the DMA represents, the insights span brand and response campaigns, retention and acquisition campaigns, single to multi-channel campaigns, and 20 industry sectors.

This report highlights the first phase of marketing effectiveness insights that have been uncovered through analysis of the databank. Furthermore, it will specifically address some of the industry measurement challenges highlighted by a cross-section of industry experts in the '[Making Measurement Meaningful](#)' whitepaper, including:

- Quantifying the issue of the marketing industry's over-reliance on campaign delivery metrics used in reporting on campaign outcomes – rather than true measures of effectiveness relating to response, brand and business effects
- The disconnect between brand and response measurement, and the lack of acknowledgement of their combined effects
- The need to establish measurement best practice and guidance on how to build relevant and meaningful measurement frameworks

If you'd like to join the discussion about meaningful measurement of marketing, find out more about the insights available from the DMA Intelligent Marketing Databank or find out more about the DMA's existing and future work on measurement, do get in touch with the [DMA Councils team](#).

Tim Bond

Director of Content Strategy & Insight at Data & Marketing Association

Ian Gibbs

Measurement Consultant & Founder at Data Stories Consulting

/ Foreword – Marketreach

For years, 'Direct Marketing' was 'Direct Mail', a discipline guided by clearly defined rules of best practice and grounded in mail's unique ability to measure its effectiveness directly.

But with the unprecedented change in the industry over the last two decades, every aspect of direct marketing has been upended. This came not just from the explosion of the digital world (although that is the most obvious change), but also the enhanced personalisation power of data science, the ability of previously mass media (such as outdoor and TV) to deliver one-to-one targeting and, of course, consumer data and privacy changes.

With this level of disruption, pundits always look out for what will 'die' to make way for the 'new'.

But if the experiences of the coronavirus have taught us anything in marketing, it's that effectiveness is not about limiting choices, but about using all the tools in our arsenal to deliver real results. Mail's effectiveness in delivering personal messages, in the home, building trust in brands and making consumers feel valued reconfirms its value in today's marketing mix. This research shows what matters today in direct marketing. And although a lot has changed, the report shows that a lot hasn't. Some key learnings remain true:

Be true to yourself – Measure the metrics that matter

Direct Mail was built on powerful effectiveness measures – response, sales, ROI. As the report states: "An over-abundance of campaign delivery metrics and vanity metrics skew effectiveness measurement away from the metrics that really matter." So direct marketing may have changed, but the need to focus on true business measures remains important to every channel.

Make new friends but keep the old. One is silver and the other's gold – Know your customers and keep them close

During the pandemic, brands needed to build on brand loyalty to maintain relationships and sales. This study identifies that, "Retention campaigns have seen a 15% improvement in effectiveness between the pre pandemic era and 2020 while acquisition campaigns have only improved by 3%." Direct marketing is about reaching customers. With more channels than ever, integrated messaging reaches customers at key times and places. Mail's time is in the home where it makes customers feel valued.

Teamwork makes the dream work – Integration builds effectiveness

"Campaigns running across three or more media channels are on average 31% more effective than those running in just one or two." Direct Mail stays in the mix because it delivers trust, importance and longevity – an ideal counterpoint to digital's immediacy.

Our mission at [Marketreach](#) is to continuously explore how mail can enhance campaign effectiveness. We are excited that Direct Mail's lessons from the past remain central to direct marketing's growth and expansion for the future. We're pleased to be part of this breakthrough in measurement that creates a robust 360-degree measurement framework that unifies and values all channels and all measures – and will develop new thinking and measurement into the future.

Amanda Griffiths

Head of Communications Planning at Marketreach

/ Foreword – Salesforce

However you choose to reflect on the turmoil of the last 15 months, the number one priority for every company – and marketer – is how we now return to growth. Although the recovery will be uneven across industries and geographies, there are new trends we all have to consider as we take further action.

Marketing has always been about building relationships and about building loyalty that then translates into growth and revenue. But how do you build successful relationships with the digital-first customer?

Going “digital” doesn’t just mean digitising your business. It means digitising the relationship with your customer, scaling it, evolving it over time, and meeting them where they are: whether they are shopping on Instagram or asking a question via Whatsapp. All expressing a genuine empathy toward the actual person behind the screen, app, channel, or device.

Designing such a digital experience for customers requires a shift in tech, culture, and organisational alignment. But often, siloed data, legacy tools, and the overwhelming pace of change – from customer expectations to technology, to employee skillset requirements – make building relationships and connecting every interaction into a cohesive journey, extremely challenging. Accomplishing this goes beyond just the marketing department. Because digital sales, digital customer service, and commerce have to also align to the broader digital strategy.

At the heart of the accelerated transformation we are witnessing today is a sharp focus on what really matters to a business. So the findings in this report around the right measures of campaign effectiveness are particularly important to note. The ability to connect campaign activity to business effects that are meaningful to the board is what sets great marketing teams apart.

It’s time for marketing leaders to step up and become data champions, creating and maintaining standards for customer data governance and stewardship across the company. Marketing leaders who set aside the time and resources to make this a priority will be strategically set up for future success.

At Salesforce, we’re helping you build trusted customer relationships, at every moment. With Salesforce Marketing Cloud you can get to know your customer through a single source of truth that unifies all customer data so you get the complete picture of each individual, and can then engage them with relevancy.

With AI-powered personalisation across all touchpoints, you can humanise every moment at scale to inspire action and loyalty. Delivering on this mandate together with sales, service, and commerce teams to create an exceptional customer experience.

And finally, you can meet the requirement to drive sustainable growth by continuously increasing the customer lifetime value and optimising budget and performance. And so the impact of the digital strategy led by marketing reaches far beyond conventional impressions and clicks, and really plays into the broader organizational innovation and brand excellence so many of us aspire to.

Jonathan Beeston

Product Marketing Director, EMEA, Marketing Cloud at Salesforce

/ Executive Summary

The Way We Measure: How Much is Too Much?

- A total of 167 measures of effectiveness have been identified across the 852 campaigns analysed – 40% of which relate to campaign delivery metrics (such as audience reach, impressions generated, open rates, click throughs and social engagements), therefore tell us nothing of true campaign impact
- The remaining 60% relate to response, brand and business impact, but marketers should strive for 100% of the measures used in their campaign evaluation plans to relate to response, brand and business impact going forward – these are the metrics that will resonate in the boardroom

A Pandemic Effectiveness Boost

- Campaign effectiveness measurement increased by 11% in 2020 after three years of relatively flat growth
- In 2020, retention campaigns for existing products and services drove the effectiveness boost – as opposed to new product launches
- Over half (53%) of all campaigns in 2020 ran over less than three months, while likely a result of budgetary challenges and a focus on response brought about by the pandemic, brands should refocus on long-term thinking to build back better

ROI for Small Budgets and Short Timeframes

- Brands with larger budgets are more able to stretch their campaigns over longer timeframes and multiple platforms, reaping the rewards of greater campaign effectiveness as a result
- However, smaller brands (with more restricted campaign budgets) are the most likely to drive the largest ROI multipliers – albeit from relatively lower baselines
- Brands that have the budget to do so should think about marketing in the long-term, as campaigns over 12 months long have a greater opportunity to be effective
- Effectiveness is not out of reach for smaller brands – the opportunity to drive ROI at lower spend levels (particularly in a 4-12 month timeframe) provides the confidence needed to release further marketing budget

Acquisition and Brand Building – Retention and Response

- Acquisition campaigns are twice as likely to record brand impact than retention campaigns – Retention campaigns are more likely to drive response effects

- A blend of response and brand objectives will drive the greatest effectiveness overall, for both acquisition and brand building – yet the industry is considerably more proficient at measuring response than it is brand impact.
- To address the brand measurement gap campaign budgets must factor in the cost of this brand measurement – as campaign delivery metrics are not proxies for brand impact

The Sector Divide

- Retail and charity campaigns are the most adept at driving response, while public sector, finance and FMCG campaigns are the most effective at brand messaging
- Those sectors that have a healthy blend of short-term (1-3 months), medium-term (4-12 months) and long-term activity (over 12 months) tend to achieve the greatest effectiveness overall
- Marketers must consider their sector norms when planning campaign measurement – different target audiences, campaign objectives and timeframes all have different implications for campaign effectiveness and campaign measurement planning

Unifying the Language of Marketing Measurement:

- Best practice measurement of campaign strategy must be unified into industry-approved measurement framework toolkits to allow marketers to optimise their budgets.
- Unified measurement frameworks enable organisations to build benchmarks for target setting while testing and learning with their marketing spend, feeding the results back into future campaign plans in an ongoing virtuous circle of effectiveness.
- In addition, campaign measurement best practices must be embedded into industry training and development initiatives – ensuring that new starters are conversant in the measurement challenges highlighted, and the solutions available to meet these challenges head on

/ Approach and Definitions

As with other awards-based effectiveness databases, a lack of standardisation in how award entrants talk about effectiveness requires us to use a methodology that records the number of reported campaign effects – rather than focusing on the specific scale of each individual effect measured.

In this analysis a larger number of effects is equated with greater effectiveness. While this means the scale of each effect is not taken into account, this tried and tested methodology acts as a proxy for marketing effectiveness. These effects are specifically taken from the results sections of the [DMA Awards](#) entry forms.

Each individual effect has been recorded and grouped in to one of four categories (refer to the 'Appendix' section for the full list of recorded effects):

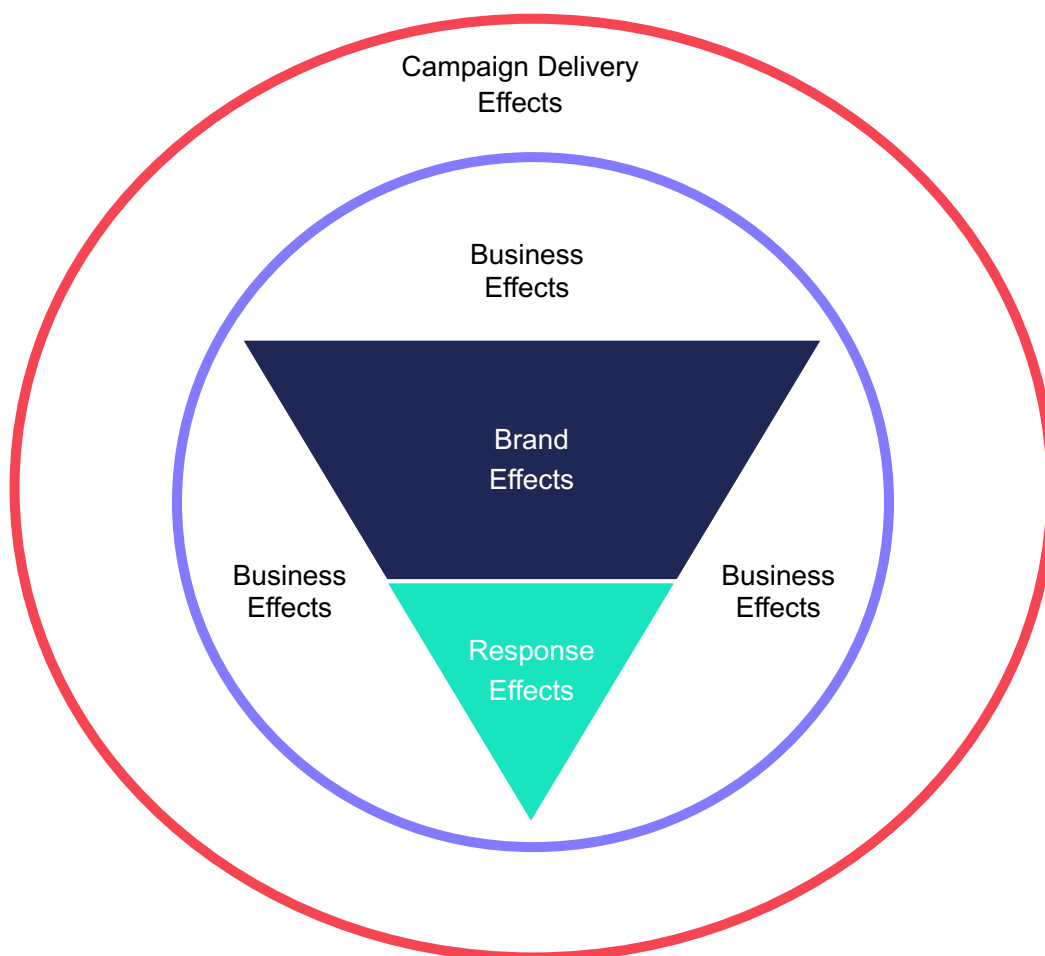
1. **Response Effects:** Effects that direct response and performance marketing campaigns are tasked with (e.g. conversions, acquisitions, sales, bookings, footfall, downloads, CPA efficiencies and response rates)
2. **Brand Effects:** Effects that specifically relate to brand measures and include metrics (e.g. brand awareness, ad recall, consideration, purchase intent, brand trust, brand perceptions, recommendation, customer satisfaction and NPS)
3. **Business Effects:** Effects related to overall business performance. They are distinct from response effects in that they typically point towards the long-term sustainability of a business (e.g. profit, market share growth, customer penetration, loyalty and shareholder value)
4. **Campaign Delivery Effects:** These measures are essentially media planning campaign inputs (e.g. reach, frequency and impressions, and so-called 'vanity metrics' such as clicks, likes and shares) – these ultimately say little about campaign effectiveness, but as they have appeared in the results sections of the award entries, they reveal a great deal about how marketers are currently measuring campaigns

Example Effectiveness Metrics

BUSINESS EFFECTS	BRAND EFFECTS	RESPONSE EFFECTS	CAMPAIGN DELIVERY EFFECTS
<ul style="list-style-type: none"> • Profit • Sales • Market Share • Penetration • Loyalty • Price sensitivity 	<ul style="list-style-type: none"> • Awareness • Consideration • Brand Perceptions • Purchase Intent 	<ul style="list-style-type: none"> • Conversions • Leads • Acquisitions • Bookings • Footfall 	<ul style="list-style-type: none"> • Reach • Frequency • Impressions • Clicks • Social engagements

Every campaign will have some form of delivery metric at its disposal, and most campaigns in theory will be part of an overall strategy to shift the dial on business outcomes. Brand effects and response effects are more specialist in nature. Both relate to different stages of the customer journey, and both employ very different strategies to drive a desired outcome.

Effectiveness Metrics and the Customer Journey



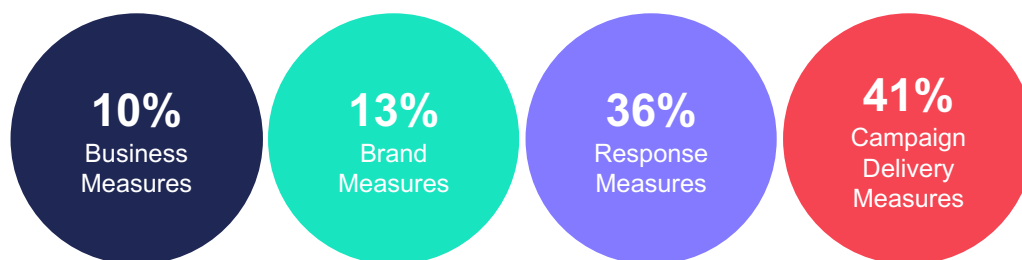
At various points in this report these effects will be discussed separately and at other times they will be combined into a measure of the average number of effects measured per campaign ("Total No. of Effects").

/ The Way We Measure: How Much is Too Much?

Overall, 167 measures of effectiveness have been identified across the 852 campaigns measured judged by industry leaders across a variety of different categories at the [DMA Awards](#). As discussed in the [Making Measurement Meaningful](#) whitepaper, a lack of common language around campaign measurement often masks the true picture of effectiveness. With 167 different methods of articulating campaign results being employed, the scale of this issue is all too apparent.

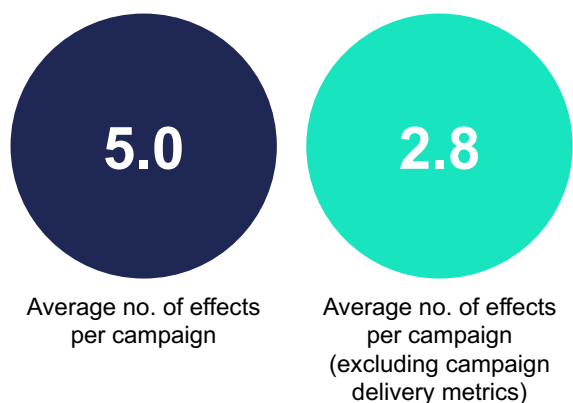
In addition, the most common types of effectiveness measures identified related to campaign delivery – measures such as reach, frequency and impression delivery. These measures are useful planning metrics and are also essential for giving planners and brands some assurance that they have got the inventory that they paid for. But ultimately they tell us little about what effect the campaign has had on consumers, customers or the business overall.

Breakdown of the types of effectiveness measures identified



The distorting effect that including campaign delivery metrics has on the overall picture of effectiveness becomes very clear when assessing the overall picture of effectiveness across all 852 campaigns. On average 5.0 effects have been recorded per campaign. With campaign delivery metrics excluded, this figure nearly halves to 2.8 effects per campaign.

Effects per campaign vs Effects per campaign minus delivery metrics

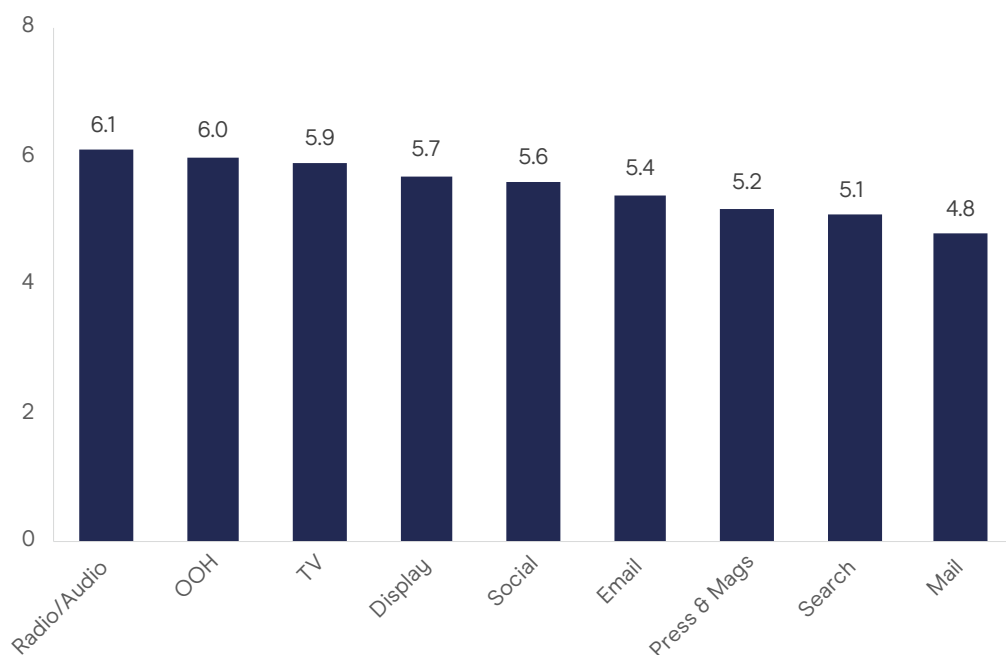


It is all too common for post campaign analysis reports to focus on what can be measured rather than what should be measured. Digital channels in particular offer an abundance of choice when it comes to campaign metrics, and the industry's long-held over-reliance on vanity measures (such as clicks and social engagements) has often worked to the detriment of the digital ecosystem overall.

Delivery metrics and channel effectiveness

To illustrate this point, the chart below shows media channels in order of the total number of effects per campaign recorded. Campaigns that include 'Radio/Audio' and 'Out of Home' (OOH) in their media mix sit at the top, while 'Mail' and 'Search' at the bottom. Importantly, it should be noted that the rankings refer to campaigns that include these channels in their overall media mix, and are not referring to solus use of that channel.

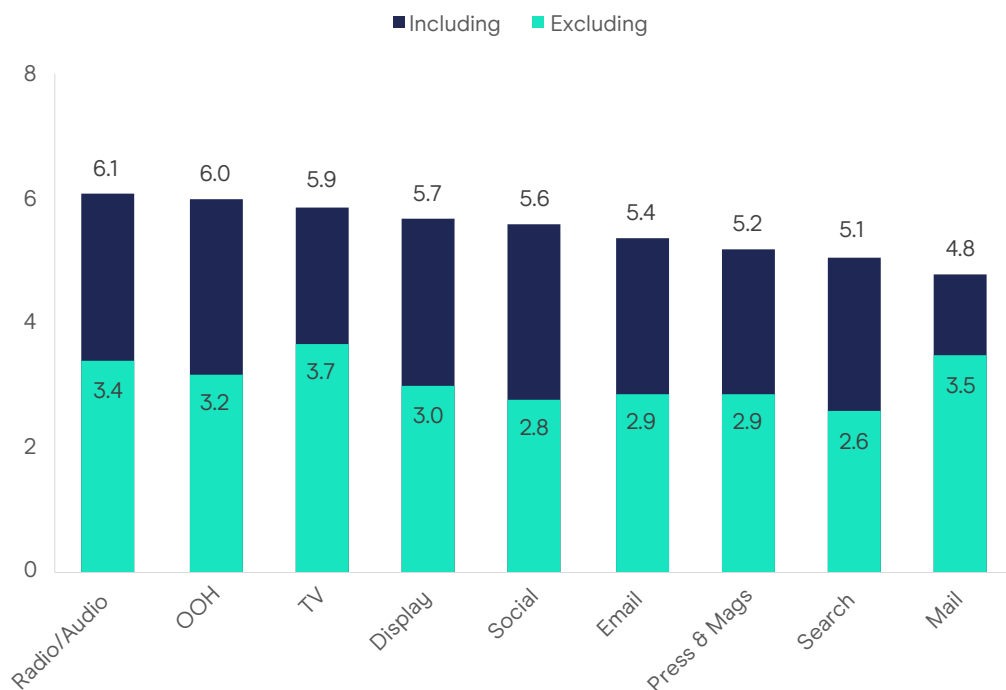
Average no. of Effects per Campaign (including campaign delivery metrics)



However, as the following chart demonstrates, when delivery metrics are excluded from the overall scores, 'Mail' is least impacted by the change and 'Display', 'Search' and 'Social' are the most impacted. Consequently, campaigns that include 'TV' and 'Mail' rise to the top of the effectiveness rankings.

It is particularly true in the digital world that an over-abundance of campaign delivery metrics and digital vanity metrics skew effectiveness measurement away from the metrics that really matter. This is not to say that these channels are ineffective, but rather that the true picture of their effectiveness is often obscured by suboptimal campaign reporting.

Average no. of Effects per Campaign (including vs. excluding campaign delivery metrics)



For the remainder of this report, delivery metrics will be excluded from the overall measure of campaign effectiveness (unless particularly specified), to provide a more accurate read on the evolution of campaign impact over time, along with the drivers of effectiveness.

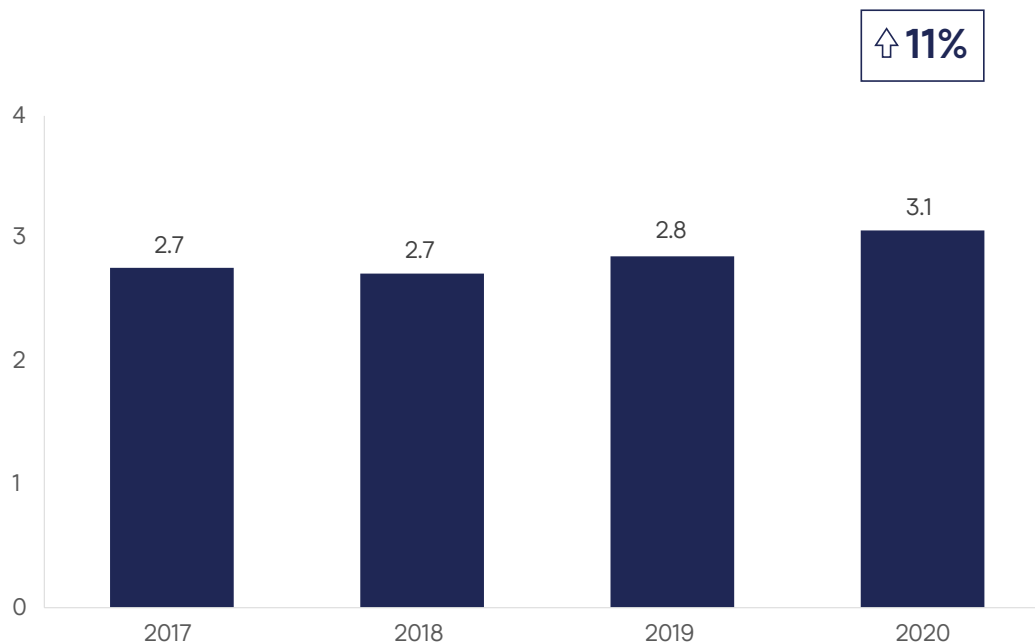
Key implications

167 measures of effectiveness identified	A lack of consistency in how the industry talks about effectiveness must be addressed by an industry approved measurement framework toolkit
41% of measures relate to campaign delivery	59% of measures related to the metrics that matter: response, brand and business effects. Campaign measurement plans should focus on these metrics rather than meaningless delivery or vanity measures
Mail and TV effectiveness is the least impacted by the removal of campaign delivery metrics	Display, Search and Social are more prone to dependency on campaign delivery metrics than other channels. Addressing the robustness of measurement in these channels is key

/ A Pandemic Effectiveness Boost

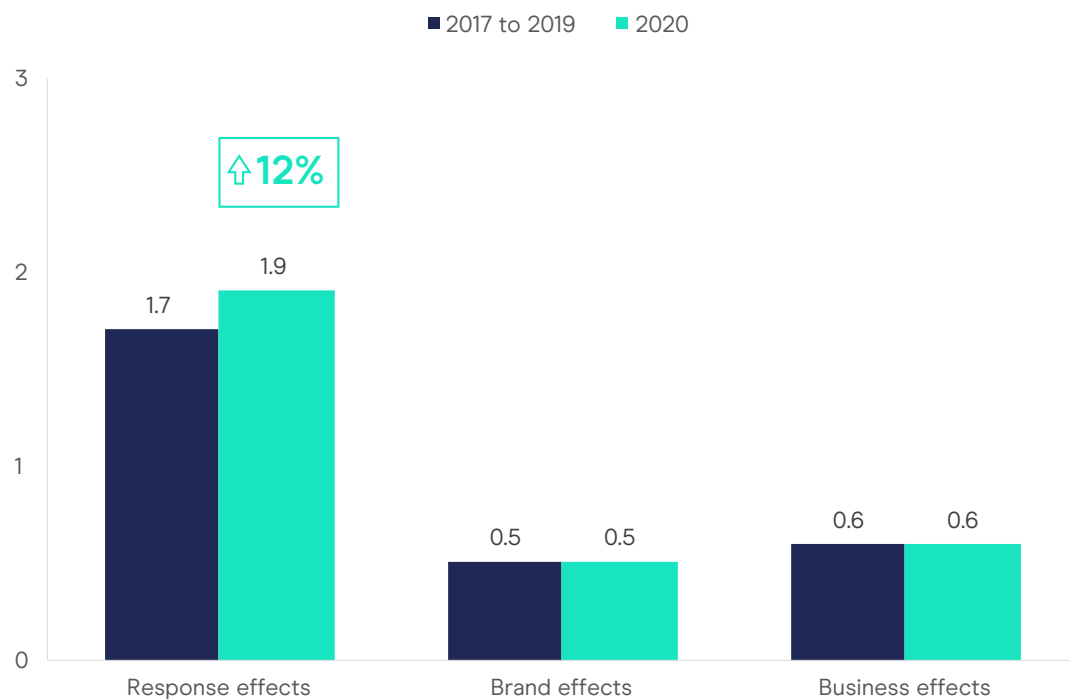
With four years of campaign data in the DMA Intelligent Marketing Databank, it is possible to analyse pre-pandemic vs pandemic campaign effectiveness. Despite the challenging economic environment and pressure on budgets during the global pandemic, it is apparent that marketers made their campaigns work harder than ever in 2020. Overall, a +11% year-on-year increase in campaign effectiveness was seen in 2020 after three years of relatively flat growth.

Total Number of Effects per Campaign



When drilling down into the types of effects seen from campaigns in 2020, it is clear that while brand and business effects have remained stable year-on-year, an improved performance in response effectiveness has driven the overall effectiveness boost.

Average Number of Response, Brand and Business Effects

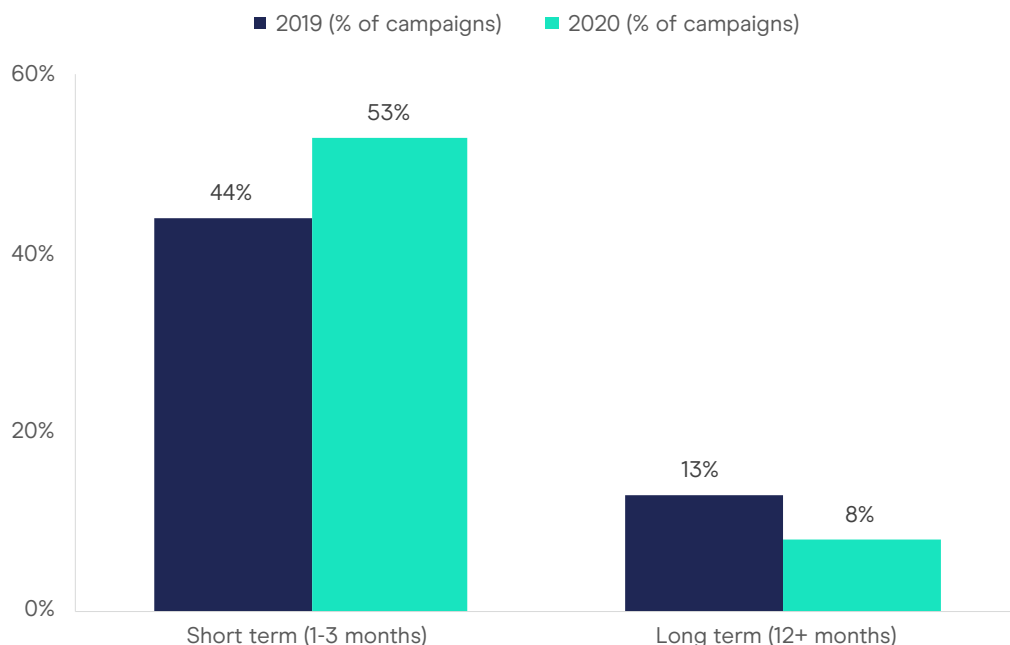


With many businesses suffering from the effects of a country in and out of lockdown, and in many cases seeing their traditional footfall and customer bases drying up completely, businesses had to do what they could to stay afloat in 2020. With a focus on driving the sales, revenue and conversions that are so readily associated with short-term performance targets, marketers have become more adept at driving response in difficult circumstances.

Retention campaigns for established brands drive covid-era effectiveness

The proportion of campaigns running for a duration of up to three months increased from 44% to 53% between 2019 and 2020, while the number running for 12 months or more fell from 13% to 8%.

Campaign Duration 2019 vs 2020



Not only have brands focused on the short term, but they have retrenched into what they knew best in 2020 – talking to their existing audiences about their established products and services rather than new product launches. Retention campaigns have seen a 15% improvement in effectiveness between the pre pandemic era and 2020, while acquisition campaigns have only improved by 3%. At the same time campaigns for established products and services have seen a 15% improvement in effectiveness while launch campaign effectiveness has remained flat during the same period.

The commonplace “we’re here for you in these difficult times” messaging seen from brands, particularly in the first few months of the pandemic, is a prime example of the above trend. Deloitte reported in their “[Brand Power in the Times of Covid-19](#)” report that consumers return to named brands during difficult times. Combined with a distinct movement towards more personalised communications, this in turn has driven an effectiveness boost that runs throughout the DMA’s Intelligent Marketing Databank data in 2020.

Key implications

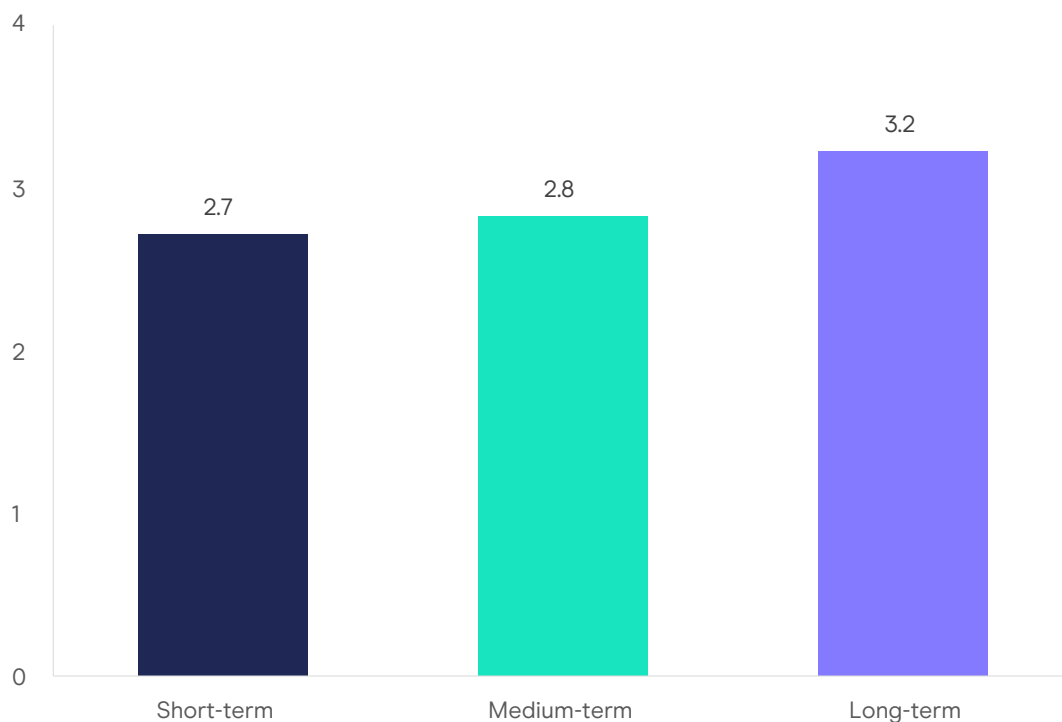
+11% effectiveness boost in 2020	Restricted marketing budgets have been made to work harder than ever. Response effectiveness has improved, albeit at the expense of longer-term brand and business effectiveness. A return to a balanced approach will be key in a post-pandemic world
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Proportion of campaigns less than three months long up to 53% in 2020	Restricted budgets and a focus on response have resulted in shorter campaigns. Long-term thinking will need to return to ensure future business sustainability
Retention campaigns for established brands drive the uplift in effectiveness	In challenging times, speaking to current customers about the established products and services they trust clearly pays dividends in terms of effectiveness

/ ROI for Small Budgets and Short Timeframes

It is well established that size matters in the marketing world. Large budgets and sustained campaign duration across multiple channels will often reap higher rewards than more modest campaigns. The benefits of long-term thinking are evident when looking at short-term (defined as 1-3 months), medium-term (4-12 months) and long-term (over 12 months) effectiveness. Typically, a long-term campaign will be nearly 20% more effective than a short-term campaign.

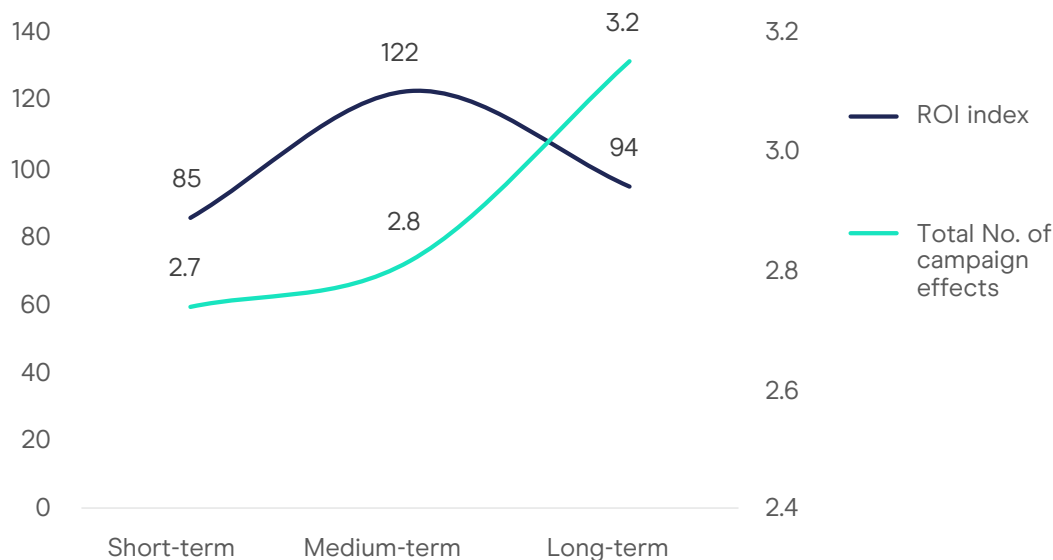
Total Number of Effects by Campaign Duration



Intuitively, this is an easy trend to understand. Longer campaigns have more opportunity to accumulate effects over time, and with more budget at their disposal, have more opportunity to pull the campaign planning levers that matter and optimise performance as required.

Marketing effectiveness is not out of reach for those who only have the budgets to operate in a shorter timeframe, however. In fact, while effectiveness peaks after 12 months, ROI peaks in the medium-term. In just three months, there are still more effects to be accumulated that can contribute to positive ROI, yet after 12 months, the larger budgets required for sustained marketing efforts will naturally put a downward pressure on ROI multipliers. This is particularly true if campaign planning ceilings, such as reach and frequency, begin to be reached.

Effectiveness and ROI by Campaign Duration



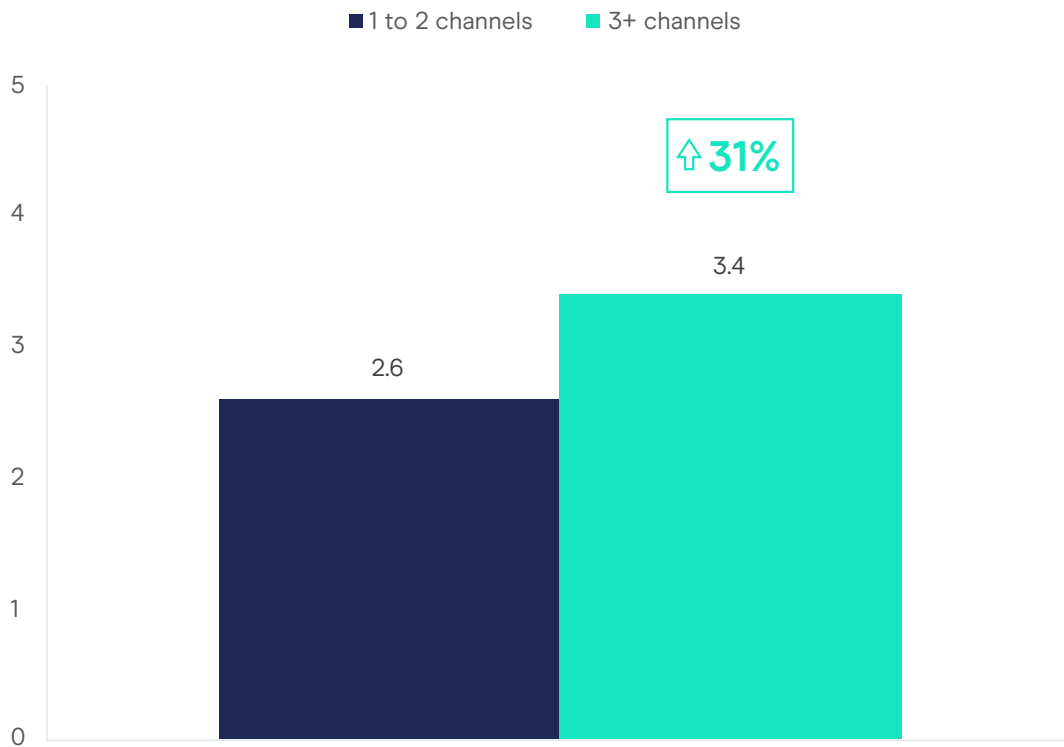
A further sense-check on this trend is apparent when assessing effectiveness by campaign budget. The smallest 33% of campaigns in terms of budget will only achieve three effects per campaign, yet drive 50% higher ROI than the average campaign. Conversely, the top 33% will drive four effects per campaign but will drive 25% lower ROI.

Proving the case for marketing effectiveness using ROI is vital for smaller brands – particularly those CMOs who are trying to convince their business to release more budget for sustained marketing efforts. For larger brands however, the focus should not solely be on ROI, and instead efforts should shift to measuring the other types of business effects that will ensure the long-term sustainability of a business (such as brand value, customer penetration and market share growth).

Multi-channel drives brand and business effects more than response

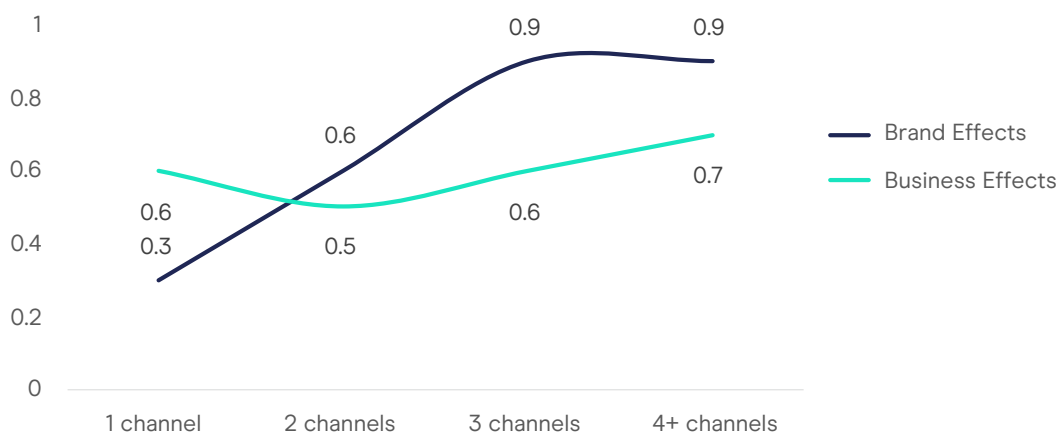
In addition to the impact of campaign duration and budget, there is a long-acknowledged multi-channel multiplier effect to integrated campaigns that is also in evidence in the DMA Intelligent Marketing Databank. Campaigns running across three or more media channels are on average 31% more effective than those running in just one or two.

Total Number of Effects vs Number of Campaign Channels



However, simply saying that “more is better” fails to acknowledge the diverse objectives of very different campaign types. In order to build brand effectiveness and drive business effects, a multi-channel approach certainly makes sense, with effectiveness still increasing where four or more channels are used.

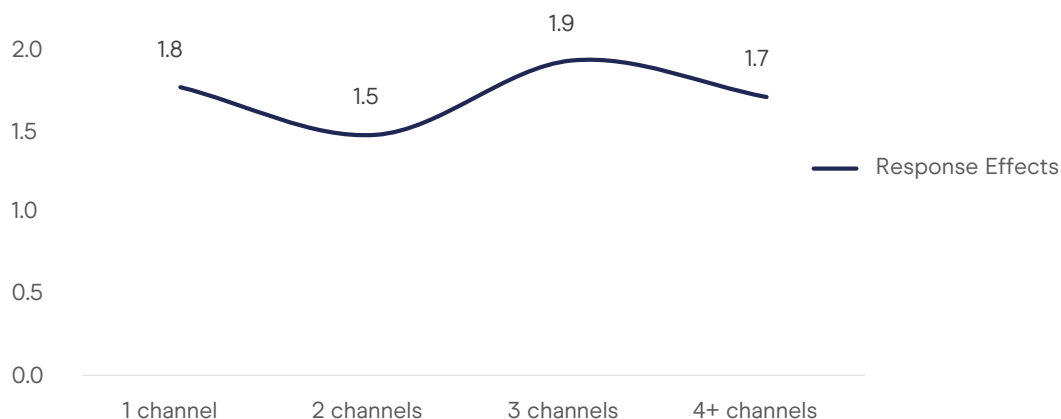
Average Number of Business and Brand Effects per Campaign



A well-planned multi-channel brand campaign will harness the power of multiple planning levers unique to each channel – levers related to media context, location, time of day, mood, and attention. Brands who craft engagement opportunities around each of these considerations have the potential to shift the dial on their brand metrics.

However, when it comes to response effects, a multi-channel approach makes far less of a difference, with no clear linear pattern of improvement seen as the number of channels accumulates.

Average Number of Response Effects per Campaign



Response campaigns in the databank are more likely to have retention rather than acquisition goals (34% of response campaigns vs an average of 25% of campaigns overall) and subsequently there are fewer marginal gains to be made once the same customer has already been contacted using one or two channels (invariably eCRM and/or mail). Response is often optimised across fewer channels than broader brand and acquisition campaigns.

Even acquisition-based response campaigns will record fewer marginal multi-channel gains as targeting algorithms optimise campaign delivery towards ever decreasing groups of consumers who display the highest engagement signals.

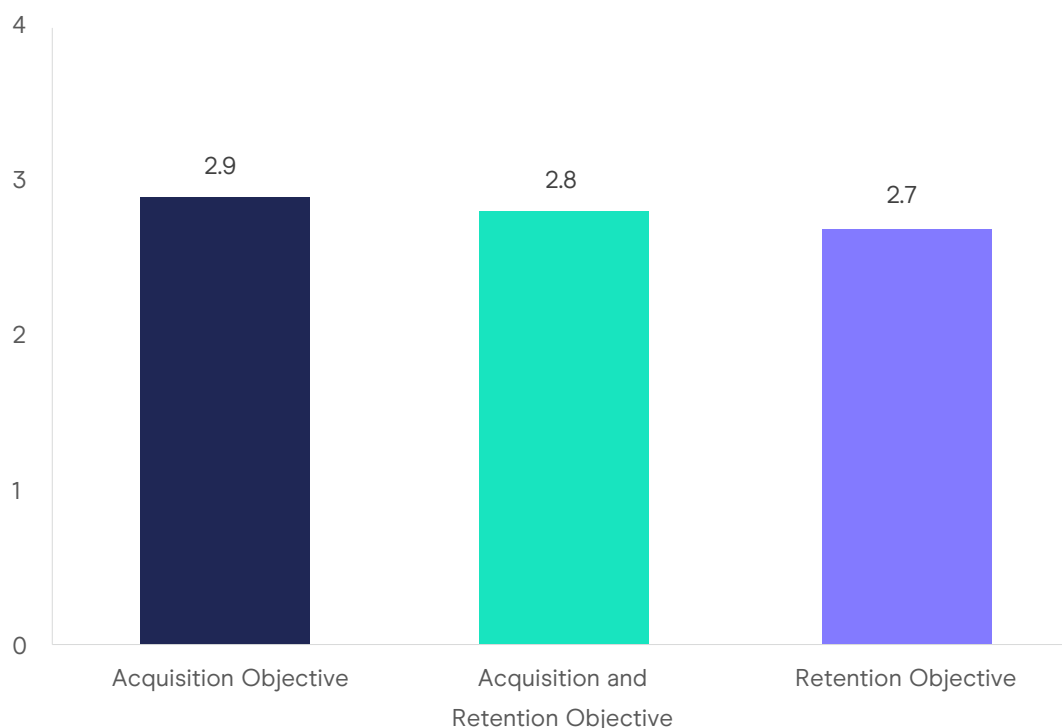
Key implications

Large budgets and long timeframes accumulate the most campaign effects	Brands that have the budget to do so should think long-term in their marketing vision. Campaigns over 12 months long will have the greatest opportunity to be effective
The smallest campaign budgets record the highest ROI – particularly across a 4-12 month time frame	Effectiveness is not out of reach for smaller brands. The opportunity to drive ROI at lower spend levels provides the confidence needed to release further marketing budget
Multi-channel matters for brand building but is less important for driving response	BBands must consider campaign objectives carefully before deciding whether a multi-channel approach is appropriate (and which channels should be included)

/ Acquisition and Brand Building – Retention and Response

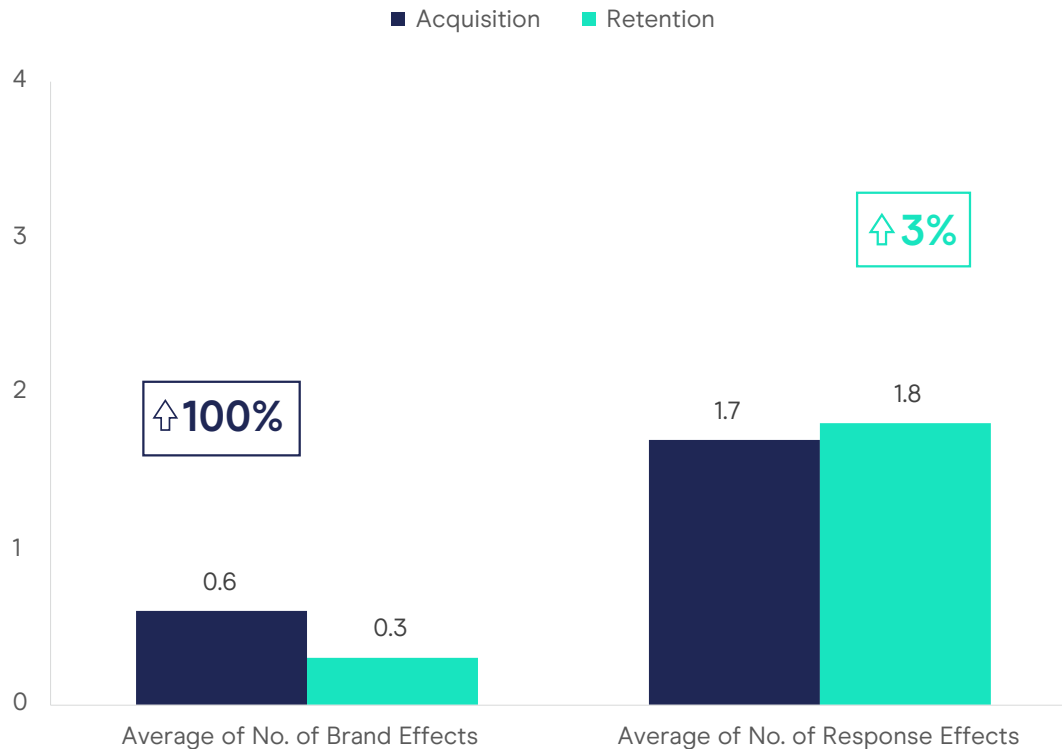
The majority of campaigns in the DMA Intelligent Marketing Databank (53% in total) have a pure customer acquisition objective and just over a fifth are focused on customer retention (the remainder have dual objectives). While there is evidence that those campaigns focused on acquisition are more effective than those focused on retention (or those that spread themselves too thin across both), the difference is slim and it is only when scrutinising the components of effectiveness that a clearer picture emerges.

Acquisition vs Retention Campaigns: Average Number of Effects



As previously discussed, response campaigns are more likely to be used in conjunction with customer retention objectives, while brand campaigns are more likely to be used to acquire new customers. This planning decision is in part justified by the relative success of the two approaches. While retention campaigns are marginally more likely to drive a response outcome than a brand campaign, an acquisition campaign is twice as likely to record a brand effect:

Acquisition campaigns are twice as likely to drive brand effects



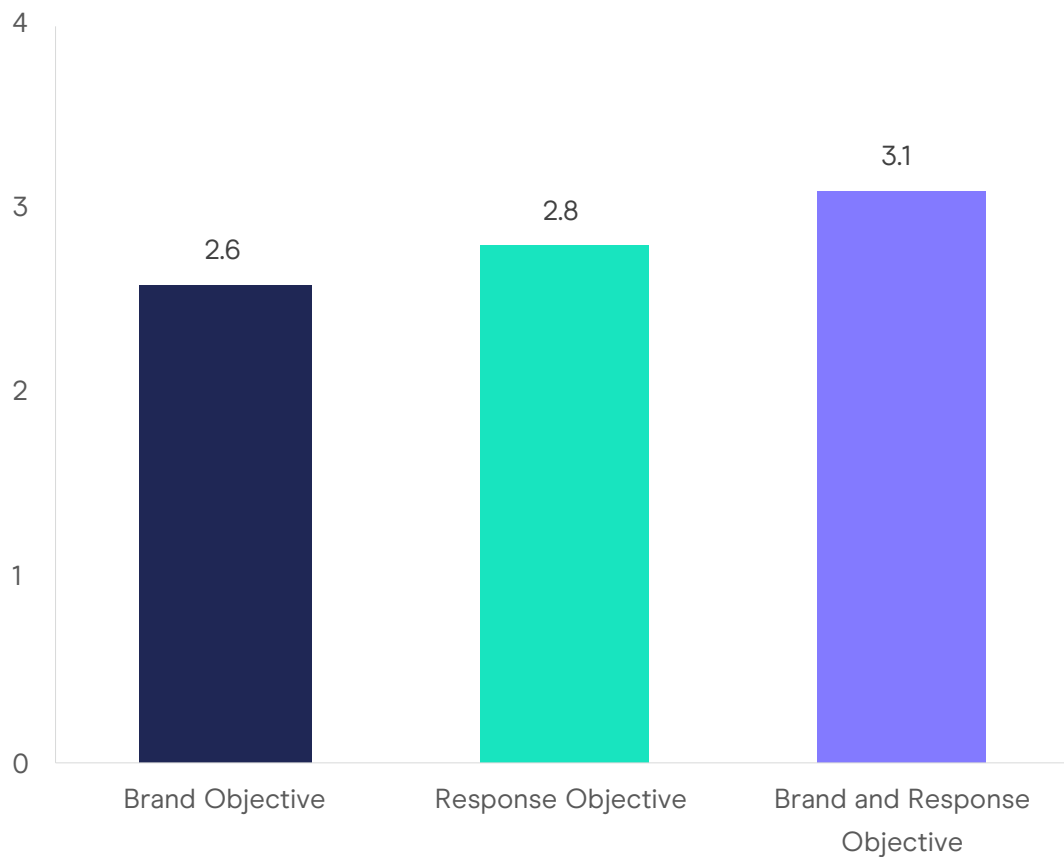
If the desire is to shift the dial on brand metrics, then targeting non-customer prospects will reap the greatest rewards. For non-customers, pre-existing brand metric baselines for awareness, consideration and purchase intent will be lower than in the existing customer base. Significant brand metric uplifts will be easier to achieve from lower baselines (consider that it is easier to double brand awareness from 5% to 10% than it is to increase it from 90% to 95%), and looking outside of a brand's current customer base in campaign targeting is therefore essential to brand growth.

Both response and brand objectives are key, but industry must improve measurement

The work of Peter Field and Les Binet in their paper "[The Long and The Short of It](#)" established the importance of an effective blend of long-term brand building and short-term response objectives (commonly referred to as "the 60:40 rule") in driving large business outcomes. With the industry often failing to invest sufficiently in brand campaigns, this golden rule has often been mis-used to push back on investment in short-term performance campaigns.

The insights from the DMA Intelligent Marketing Databank point to a similar conclusion to Field and Binet's study. Campaigns with a blend of both brand and response objectives are found to record greater effectiveness than when brand or response was the sole focus.

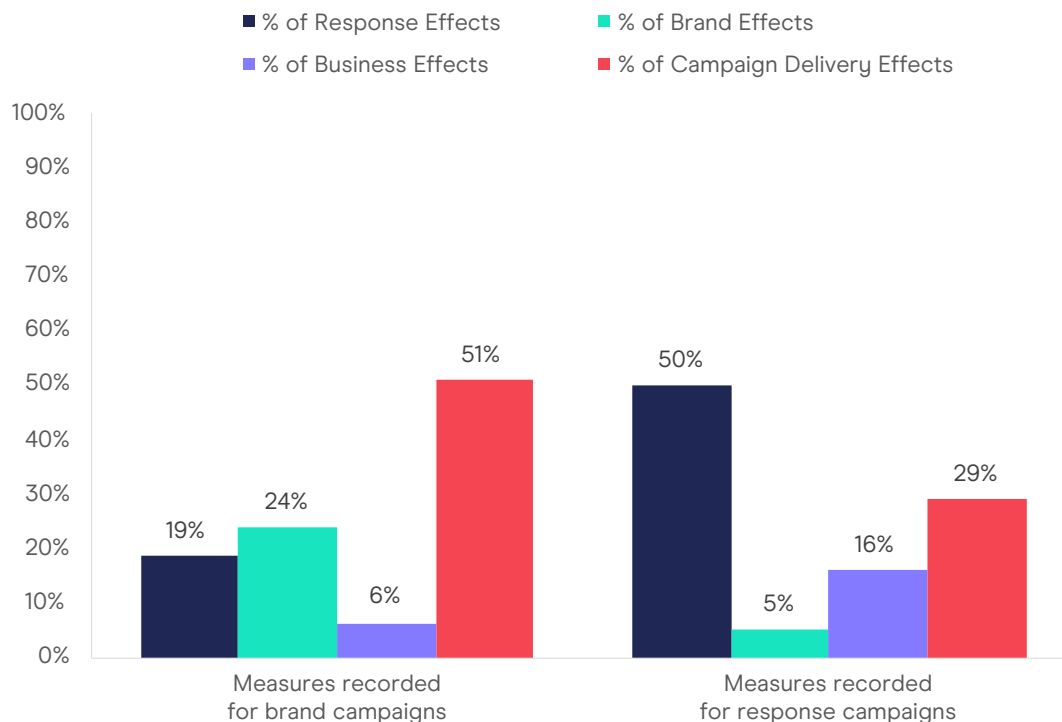
Effectiveness is driven by a combination of brand and response objectives



This dynamic is not purely down to the opportunity to record a greater breadth of effects across campaigns with broader objectives: a larger number of business effects are also recorded across campaigns with a dual focus – specifically where acquisition campaigns are concerned.

Given the importance of a blended approach to brand and response campaigns, the industry must apply the same rigour in the measurement of both campaign types. While response campaigns are on the whole measured as they should be – with only 29% of the effects recorded relating to campaign delivery measures, for brand campaigns the picture is very different. Over half of brand campaign effects are measured using campaign delivery measures that tell us nothing of true effectiveness. While reach and frequency are vital metrics for campaign planning (specifically brand campaign planning) they are not useful proxies for shifts in brand awareness, consideration and purchase intent. The same is true of digital vanity metrics – such as clicks, likes and shares.

Measures used to Report on Response vs Brand Campaign Effectiveness



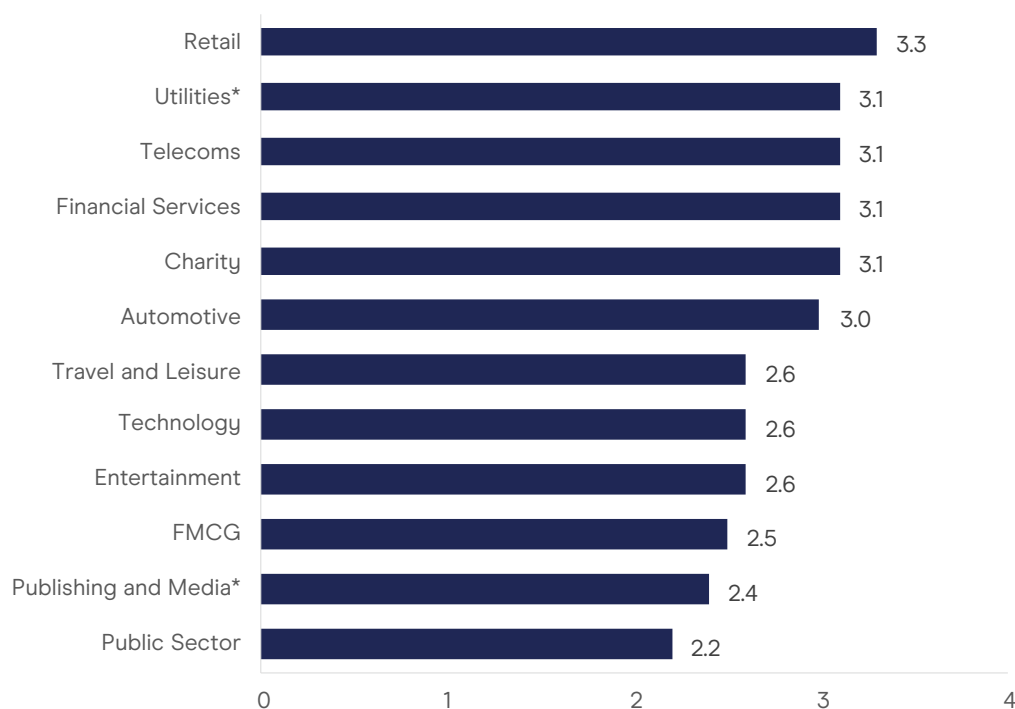
Key implications

Acquisition campaigns are the most likely to drive brand uplift	Non-customers will have lower brand metric baselines than current customers. Significant brand uplift is easier to achieve when building upon lower baselines
A combination of brand and response objectives drives higher effectiveness	Balanced marketing objectives are the key to long-term business sustainability – particularly where customer acquisition is concerned
Half of all reported brand campaign effects relate to campaign delivery metrics	The brand measurement gap must be addressed. Campaign budget must factor in the cost of brand measurement. Campaign delivery metrics are not proxies for brand impact

/ The Sector Divide

The overall effectiveness picture varies by industry sector – with diverse industry goals, consumer dynamics and campaign objectives all playing their part. While the retail sector sits at the top of the industry effectiveness rankings, again it is only when the components of effectiveness are unpicked, that a more nuanced picture emerges.

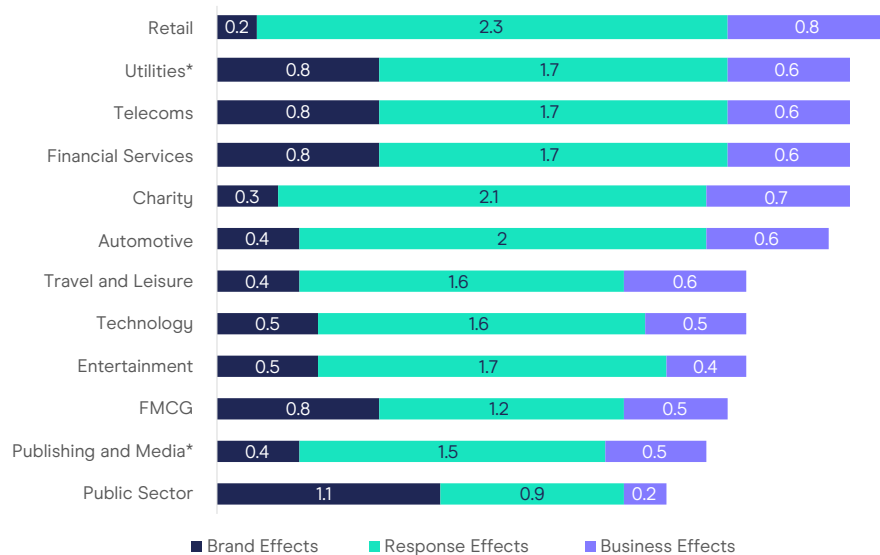
Number of campaign effects by sector



*Small sample size (less than 40 campaigns)

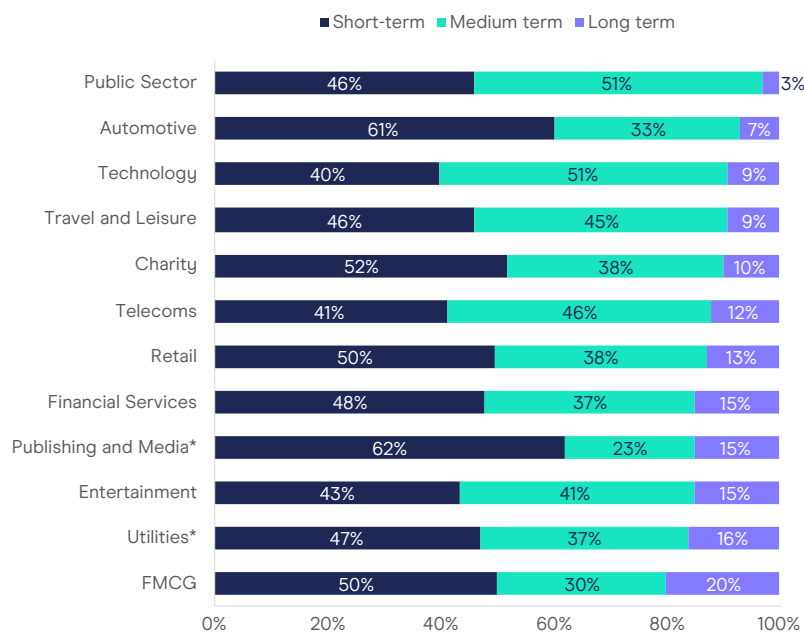
The positions are, in fact, reversed when studying brand effects. Public sector brands sit at the top of the ranking with 1.1 brand effects per campaign, while retail sits at the bottom with 0.2 effects. Many of the public sector campaigns measured were public awareness campaigns tasked with at least shifting the dial on awareness about a particular issue – and many of them were naturally successful at doing so.

Total number of Campaign Effects by Sector



Many of the retail campaigns measured on the other hand, were tasked with more immediate response effects related to shifting sales volume and value as efficiently as possible. Ultimately, the categories which invest in a healthy blend of short- and long-term activity, are the ones that rank higher. On the other hand, those who polarise themselves towards one of the other time frames, appear towards the bottom of the ranking.

Proportion of Campaigns by Duration



*Small sample size (less than 40 campaigns)

Key implications

Industry performance benchmarks vary considerably by sector	Different sectors will have their own measurement challenges depending on how close or disconnected they are to their end-consumer. Consider your sector norms when planning campaign measurement
Some sectors are more focused on brand messaging, some on response	Consider whether or not you conform to your industry norm, or do you see opportunity to build brand or drive response where your competitors are not?
A blend of long- and short-term thinking drives marketing effectiveness	Long- and short-term thinking goes hand in hand with joined up brand and response strategies

/ Key Takeaways for Campaign Planning

Each theme raised in this report carries a different set of campaign planning implications. While some play into established industry themes around campaign duration, budget, multi-channel effects and brand vs response dynamics, there is nuance to each of these implications that needs further consideration if marketing effectiveness is to be optimised.

Effectiveness is not out of reach for smaller brands with restricted budgets, and a multi-channel strategy is not absolutely integral if your fundamental aim is to drive response rather than shift the dial on brand metrics. If branding is your goal however, focusing your efforts on customer acquisition (e.g. targeting non-customers) will likely reap the most rewards.

The seven key takeaways are as follows:

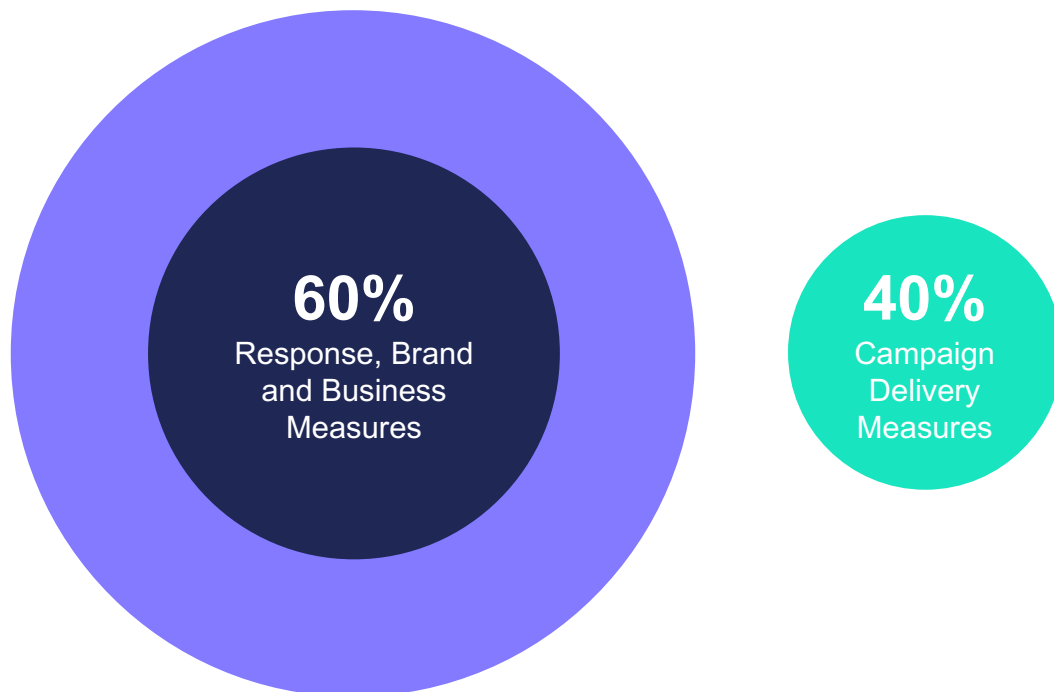
1	Smaller budgets?	Overall effectiveness may be lower in the short term, but a strong ROI figure should still be aimed for. Plan for a medium-term (4-6 months) campaign to maximise ROI.
2	Need to maximise response?	Multi-channel might not be as important as you think. The same number of response effects can be driven with just 1-2 channels.
3	Need to maximise brand impact?	Multi-channel does matter. Aim for at least three channels to maximise brand effects.
4	Need to maximise business impact?	A blend of response and brand objectives is vital. A focus solely on response or solely on brand will not drive the same number of business outcomes as the two combined.
5	Running an acquisition campaign?	You will likely drive more response effects than brand effects, although an acquisition campaign is twice as likely to drive brand effects as a retention campaign. Non-customers/prospects will have lower baseline brand metrics upon which larger shifts can be built.
6	Considering channel selection?	Some channels (in particular digital) are more reliant on campaign delivery metrics to position their value to media owners. Aim for partners who can help you focus on the metrics that matter.
7	Considering the sector effect?	Some sectors are more focused on long-term campaign planning, and some on short-term. It is those sectors which have a healthy blend of both that tend to run the most effective campaigns.

/ Golden Rules for Marketing Measurement

The DMA Intelligent Marketing Databank was launched with not just the study of campaign effectiveness in mind, but also to explore and understand the measurement of marketing effectiveness. The first section of this report quickly dismisses the use of campaign delivery measures in helping us assess campaign effectiveness, but as a challenge that the industry currently faces, their use is still pervasive.

Of the 167 measures of effectiveness identified across 852 campaign award entries, 60% relate to response, brand and business measures and 40% relate to campaign delivery measures that obscure the true picture of campaign impact. Where possible, marketers should strive to leave campaign delivery metrics in their media planning and auditing documents. When it comes to campaign evaluation and post-campaign reports, the aspiration should be for 100% of campaign effectiveness measures to relate to response, brand or business impact. A comprehensive list of the campaign delivery metrics that should be avoided when measuring effectiveness can be found in the appendix.

Percentage of Effectiveness Measures Currently Used in Campaign Evaluation

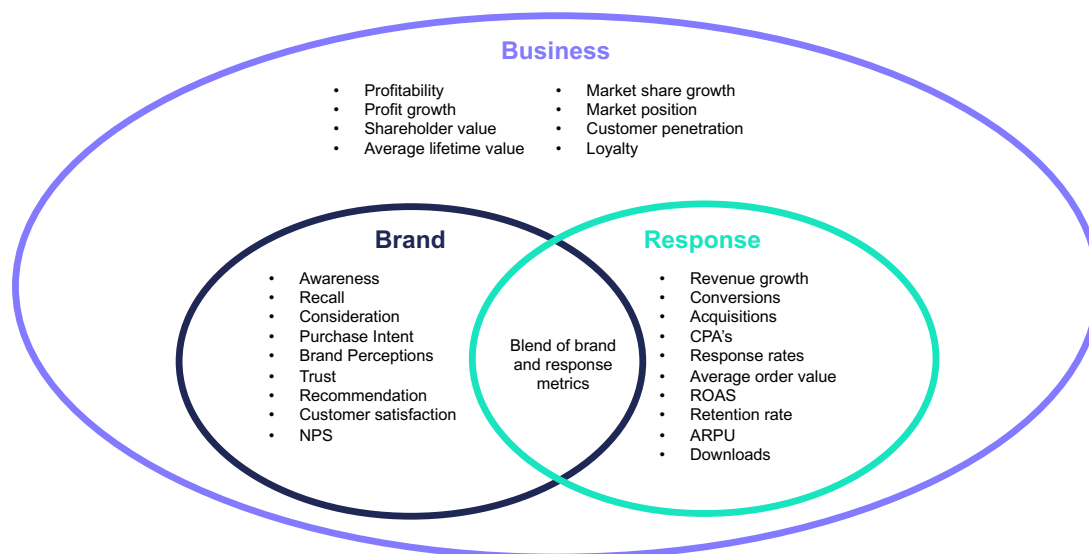


Business effect measurement reflects the long-term sustainability of a brand

Much of the narrative in this report has been given to distinguishing brand and response effects – mainly because the two types of effects reflect long-established and very different marketing strategies. Both, however, are a means to an ultimate goal: driving real business impact through marketing communications. Shifting incremental sales is one thing, but, if this cannot be done profitably in the long run, a business has no future. Similarly, if brand awareness and brand consideration never convert into uplift in real life purchase behaviour then as intermediary effects on the path to purchase they are wasted.

While brand campaign measurement plans should be weighted towards brand metrics and response campaigns to response metrics, business outcomes should be measured across all campaign types. An example of some of the key metrics to capture (please note that this is not an exhaustive list) can be seen in the figure below.

Response metrics for response campaigns; Brand metrics for brand campaigns;
Business metrics for all



/ A Meaningful Measurement Roadmap

The campaign measurement findings highlighted in this report in many ways represent the tip of the iceberg.

Starting with the problem of a lack of consistent industry language around campaign measurement and an unjustified preoccupation with campaign delivery metrics (as referenced in the [Making Measurement Meaningful](#) whitepaper), the establishment of the DMA Intelligent Marketing Databank is able to quantify the scale of these issues.

However, there are still a number of key steps required to galvanise the industry around the topic of more accurate and coherent campaign measurement – a vital endeavour for the sustainability of both brands and practitioners more generally.

Key steps in tackling the industry measurement question over the coming years include:

1. The creation of a campaign measurement framework and toolkit – reviewed and approved by a cross section of brands, media owners, agencies and other key industry practitioners
2. Embedding campaign measurement best practices into industry training and development initiatives – ensuring that new starters are conversant in the measurement challenges highlighted, the consequences of sub-optimal measurement, and the solutions available to meet these challenges head on
3. The development of best practice measurement case studies – the marketing industry is well-versed in championing its own achievements. Can we talk about measurement with the same enthusiasm?
4. Embedding measurement best practice into the DMA Awards' entry and judging process to ensure that those campaigns that are given the top awards are most deserving of their accolades
5. Ongoing interrogation of the DMA Intelligent Marketing Databank to further unpick the drivers of campaign effectiveness at a more granular level with further implications for campaign measurement

If you'd like to join the discussion about meaningful measurement of marketing, find out more about the insights available from the DMA Intelligent Marketing Databank or find out more about the DMA's existing and future work on measurement, do get in touch with the DMA Councils team.

/ Methodology

Over one thousand entries to the DMA Awards have been condensed into a database of 852 unique marketing campaigns. Some data is derived from the self-declared information provided in the award entries themselves, while additional tags have been created to add further depth to the databank.

Pre-existing campaign information:

- Entry year
- Agency name
- Client name
- Award categories
- Judges scores
- Campaign duration
- ROI (for 247 campaigns only)
- Campaign budget (for 178 campaigns only)
- Open text fields related to the campaign brief, strategy, solution, creative thinking, results and supporting data.

Additional campaign information added during databank build:

- Agency type
- Advertiser category
- Advertiser size
- Industry sector
- Launch or established product / service campaign
- Retention of acquisition objective (or both combined)
- Brand or response objective (or both combined)
- B2B or B2C
- Media channels used
- Type of campaign effect (see further detail below)
- Average number of effects (see further detail below)

/ Appendix

Complete list of effectiveness measures identified.

Campaign Delivery Measures:

- Ad Block Rates
- Brand Safety
- Buzz Score
- Call centre volume
- Campaign Reach
- Clicks
- CPC
- CPC reduction
- CPE
- CPM
- CPV
- CRM Rev contribution
- CTO
- CTO growth
- CTR
- CTR growth
- Digital Contribution
- Digital Impressions
- Digital Traffic / Views
- Digital Traffic / Views Growth
- DM CPC
- Domain Authority
- Dwell Time
- Dwell time growth
- Earned Media / PR Impressions
- Earned Media Mentions
- Earned Media Value
- Email CTR
- Email Open Rate
- Email Open Rate Growth
- Email Volume
- Engagement Increase
- Engagement Rate
- Engagements
- Frequency
- Interest Lift
- Live Event Traffic
- Mail open rate
- Mail Volumes
- OOH Impressions
- Opt-in rates
- Opt-out rate
- Organic Social Impressions
- Organic Social Reach
- People trained
- Press Impressions
- Production Costs
- Radio /Audio Impressions / Reach
- Reach Growth
- Referrals
- RPE
- Sales team growth
- Search Growth
- Searches
- SEO Ranking
- Site traffic retention
- Social Engagements
- Social Reach / Impressions
- Social Reach Growth
- SOV
- Spend Efficiencies
- Target Audience Reach
- Total ImpressionsTV Impacts
- Video View / Plays
- View Through Rate
- Viewability
- VOD Impacts
- Webinar views

Response Measures:

- Account logins / updates
- ARPU
- ARPU increase
- ATV
- Average Order Value
- Average Order Value Increase
- Bookings Growth
- Brochure Request Growth
- Churn Reduction
- Complaint / Claims Reduction
- Complaint reduction
- Conversion Rate
- Conversion rate growth
- CPA / Cost Per Lead / Cost of Sale
- CPA Reduction
- Customer / New Customer Growth
- Customer Reactivation rate
- DM AOV
- DM Revenue Contribution
- DM ROAS
- Door Drop Revenue Contribution
- Download growth
- Downloads
- email ROAS
- Enquiries
- Enquiries / Leads Growth
- Footfall
- Footfall Frequency
- Footfall Increase
- Frequency of purchase
- Lead / Sales Conversion
- Leads
- Leads / Pipeline value
- Leads contribution growth
- Mail Response Growth
- Mail response rate
- New Customer Acquisitions
- New Customer contributions
- Online Sales Increase
- PPC ROAS
- Referral increase
- Response per GRP
- Response Rate
- Response Rate Growth
- Responses
- Retention Rate
- Retention Rate Increase
- Revenue generated
- Revenue Increase
- Revenue per page
- ROAS
- ROAS Growth
- Sell out rate
- Shopper base
- Sign-up / member growth
- Sign-ups / uses / members
- Transactions per email
- Unit sales
- Unit sales growth
- Voucher / reward redemption rate

Brand Measures:

- Ad Recall
- Behaviour Change
- Brand Awareness
- Brand Familiarity
- Brand Favourability
- Brand Health
- Brand Interest
- Brand Perceptions
- Brand Persuasion / Consideration
- Brand Relevance
- Brand Trust
- Cost per brand lift
- Creative Interest / Understanding
- Creative pre-test results
- Customer Satisfaction
- Message Recall
- NPS
- NPS Growth
- Positive Sentiment
- Purchase Intent
- Recommendation Likelihood
- Word of Mouth

Business Measures:

- Average Lifetime Value
- Brand Value
- Brand Value Growth
- Customer Penetration
- EBIT
- EBITDA
- Long Term Customer Retention /Loyalty
- Long Term Revenue
- LTV Growth
- Market position
- Market Share Growth
- Policy Change
- Profit
- Profitability Growth
- ROI
- Shareholder value growth

/ About the DMA

The Data & Marketing Association (DMA) is the driving force of intelligent marketing.

Guided by our customer-first principles enshrined in the DMA Code, we champion a rich fusion of technology, diverse talent, creativity, research, and insight to set standards for the UK's data and marketing community to meet in order to thrive.

We deliver this mission through a fully integrated classroom-to-boardroom approach that supports you, your team, and your business at every stage of your development.

Through DMA Talent, we create pathways for the next generation of marketers; our world-class training institute, the Institute of Data& Marketing, delivers learning to corporations and individuals; and through the DMA, we deliver advocacy, legal, and compliance support, as well as research, insight, and a packed events calendar.

With more than 1,000 corporate members, we are Europe's largest community of data-driven marketers.

www.dma.org.uk

/ About Data Stories Consulting

With over fifteen years of experience in media and advertising measurement, taking in stints at Kantar, and the **Guardian** (as Head of Commercial Insight for nearly a decade), Ian Gibbs acts as an independent data consultant through his business Data Stories. He divides his time between **JICMAIL** as Director of Data Leadership and Learning, and a diverse range of clients including **NBC Universal**, **Freewheel**, **Twinnings** and the DMA for whom he runs measurement projects, builds effectiveness databases, and trains teams on how to harness the power of effective measurement frameworks.

/ About Marketreach

Marketreach is the marketing authority on commercial mail.

It provides evidence of mail's effectiveness and gets brands and businesses excited about mail's creative and strategic possibilities. In a digital age, mail is changing fast. Marketreach keeps you up-to-date with the latest innovations and can help your organisation achieve its goals by unleashing the magic of mail.

To discover more about how mail can enhance your campaign's effectiveness, visit marketreach.co.uk

/ About Salesforce

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