Defining the Future of Marketing in EMEA

DECODING THE CHALLENGES AND OPPORTUNITIES FACED BY MARKETING DECISION-MAKERS

MAY 2023

Table of Contents

Strategies for Marketing Success in EMEA

INSIGHTS AND OPPORTUNITIES FOR MARKETING DECISION MAKERS

FOREWORD

Artificial intelligence (AI) and account-based marketing (ABM). Personalisation and data-based decisions. Multi-channel strategies and marketing automation. These fast-moving trends are changing the game for marketers. And they have the potential to power some unprecedented success stories.

The question is: Will your company be ready to act on them?

Across EMEA, marketing decision makers are at different stages of adoption. They have various concerns and visions for the future. But what is the best path forward?

To find out, HubSpot and LinkedIn commissioned Nielsen with a survey of 2,016 chief marketing officers, heads of marketing, marketing directors, VPs and other decision makers about their challenges and priorities. Our research revealed some telling insights — ones you can use to your advantage.

Across a diverse range of markets throughout Europe, marketing leaders are innovating to engage with customers amidst evolving circumstances.

METHODOLOGY

HubSpot and LinkedIn commissioned Nielsen to research trends among marketing decision makers in the UK, Ireland, France, Germany, Austria, and Switzerland in March 2023. Topics for research included:

- Marketing channels used
- Challenges, priorities and areas for growth
- Involvement in budget allocation
- Current usage of software
- Sources of data
- Drivers for software and tool purchases

Respondents included a mix of B2B, B2C and B2B2C companies, and the survey was conducted online.

INTRODUCTION

Across EMEA, companies are facing a big challenge: Seven in 10 marketers are making important decisions alone. They're determining what software to buy, which channels to pursue, and how to shape strategies — and they're doing it in silos.

This problem has been exacerbated by the great reshuffle[1], with job transitions causing longer sales cycles and lower win rates. The resulting pressure to perform has caused many time-strapped marketers to focus on demand instead of brand, even though 71% of lead generation ads are likely to generate no sales[2].

Clearly, there's a gap — one that goes beyond basic marketing and sales alignment.

Today's marketing leadership needs a much deeper understanding of what's working, what's not, and what to expect moving forward. With rapid movement in key areas like AI and ABM, the next five years are going to be critical for marketing. You'll need a deeper understanding of the dynamics for not only your industry and business size, but your geographic market as well.

That's precisely what this report is for. While there's no one plan that will perfectly fit every region, marketers can learn a lot from each other. And based on our findings from 2,000+ marketing decision makers, there's a wealth of opportunity ahead.

[1] *LinkedIn: Why the Great Resignation Is Actually the Great Reshuffle*
[2] *LinkedIn, July 2022: Building a Memorable B2B Brand: Who Will Be the Next Iconic Brand?*

THE UK AND IRELAND

Customer-first campaigns are key

One of the best ways to create successful marketing campaigns? In the UK and Ireland, the focus lies on delighting your customers.

Marketing decision makers in this region report a significant focus on customer-first strategies. In fact, the UK has one of the highest instances of customer-first companies, second only to Austria in our survey.

This approach has no doubt contributed to the region's sales successes. Ireland has a notably high average sales turnover — the total amount of products or services sold in 2022 — considering the size of the market. An impressive 38% of organisations surveyed reached £10 million+ in sales turnover in 2022, and another 23% were in the £1-9 million range. This is especially encouraging when you consider the country's average company size. More than half of the organisations in our survey have 100 employees or less.

Still, challenges remain.

Another 24% of organisations in Ireland still describe themselves as "company-first," even though six in 10 customers will switch brands after a poor customer experience[3]. Organisations in both the UK and Ireland also use a wider range of marketing channels and are more likely to name "channel fatigue" as a top challenge.

Compared with other EMEA countries, marketers in the UK and Ireland are also more concerned with implementing AI. More than 20% of respondents named it as a top challenge, compared with as little as 8% in other markets.

Looking ahead, our survey sheds light on opportunities in two key areas for this region.

1. First: Social media is seen as the biggest area for future growth, especially for small businesses. HubSpot's 2023 EMEA Social Media Trends Report confirms this is the right direction. As marketers in the UK and Ireland turn to social media to build brand awareness, many are seeing some of the highest engagement levels on LinkedIn[4].

2. Second: Companies in the UK and Ireland are dedicating a larger share of budgets to paid advertising compared with other surveyed EMEA markets. If you're not already harnessing the power of emotions in those ads, now's the time. One LinkedIn study found the companies that focus less on lead generation and more on branding that appeals to emotions acquire 198x more followers[5].

[3] HubSpot, November 2022: How to Move to a Powerful Customer First Strategy
[4] HubSpot: The 2023 EMEA Social Media Trends Report
[5] LinkedIn, July 2022: Building a Memorable B2B Brand: Who Will Be the Next Iconic Brand?

DACH

Simple strategies yield big results

Of all the regions included in our survey, Germany had the highest proportion of organisations with €10 million or more in sales turnover. Another 22% sold €1-9 million.

So, what are marketers in this country doing differently? It could be attributed to the fact that Germany represented the largest average company size. More than half of the organisations in our survey have 101 employees or more.

But, there are other differences as well:

Germany uses the fewest number of marketing channels and has the lowest level of channel fatigue among all countries in our study. Marketing decision makers in this market appear to be staying calm in times of uncertainty, an approach LinkedIn refers to as "all weather marketing." Rather than reinventing the wheel, they may be focusing on remaining steady by investing in future-focused strategies — the kind that can help build trust with prospects and customers over time.

Meanwhile, Austria has the highest rate of customer-first organisations and a higher-than-average share of B2B companies. This might explain why companies in this country are more reliant on traditional channels. Six in 10 respondents name email marketing as a top channel, compared with 48% across EMEA. And while social media and marketing automation are seen as the biggest areas for future growth in EMEA overall, Germany and Austria are less interested in these platforms.

Looking ahead, companies in Austria and Switzerland are most likely to make larger shifts in marketing budget allocation. This could be a good opportunity to reach audiences with creative thought leadership, which business leaders say beats traditional product-oriented marketing as the most effective tool for demonstrating value[6]. Small and midsize companies — most prevalent in these two DACH countries — are at an advantage in this area, since fewer silos makes it easier to align on creative campaigns that increase retention and outperform competitors.

[6] *LinkedIn, April 2023: How to Break Through Economic Uncertainty with Thought Leadership*

FRANCE

Collaboration can be a differentiator

Marketers surveyed in France come from a wider range of positions than companies in other markets. This means marketing decisions are less likely to be made in silos — and more likely to be shared with other job roles.

It's also worth noting that digital and print publications are widely used in this market, as are blogs, email, and social media.

So far, these strategies seem to be working.

An impressive 36% of companies in France reported €10 million or more in sales turnover, and 35% reported €1 to €9 million.

But what about 2023 and beyond?

Social media is a key focus for growth in France. Fewer marketing decision makers are concerned with implementing AI, consolidating multi-channel marketing, or establishing account-based marketing, compared to most other EMEA markets. This may indicate a lack of understanding about how these tools can help with challenges.

At the same time, businesses in France are more likely to allocate budget to CRM and marketing automation software in 2023. In fact, compared with other surveyed EMEA markets, marketing automation is most likely to be implemented in France as a key solution to marketing challenges in 2023. Revamping loyalty programmes is also seen as a strong solution to challenges in this market.

LOOKING AHEAD

Building a better MarTech stack

Marketing technology has been increasing customer expectations for more than a decade — and there are no signs of a slowdown any time soon. To succeed in 2023 and beyond, you have to select the right tools.

The two biggest challenges — and biggest priorities for 2023 — facing marketers in EMEA are:

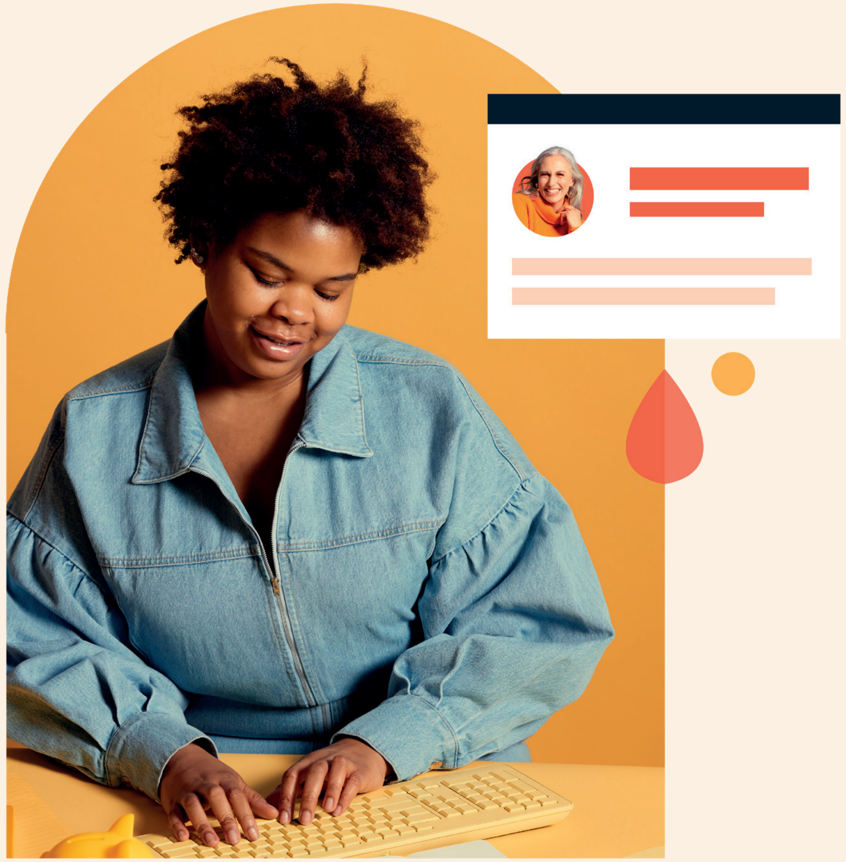
- Maintaining customer loyalty
- Retaining existing customers

Yet just 38% of marketing leadership is taking advantage of analytics tools and dashboards to deep dive into customer behaviours. Three in 10 respondents indicate they use CRM software or consumer research data.

At a time when companies worldwide are facing longer sales cycles, higher churn, and lower win rates, it's time to rethink those priorities. Why? Because every aspect of a company's marketing technology stack hinges on accurate customer data. And for many use cases, CRM is an ideal resource. The EMEA marketers in our survey use an average of four different data sources when making decisions. This includes a wide range of company resources — data from sales operations and stores, company websites and social media pages, surveys and customer feedback — all of which would benefit from increased CRM usage.

So, how do you decide which software and tools to invest in?

First, organisations will need to stop making decisions in silos. Nearly 90% of sales and marketing leaders say collaboration between these two teams alone can enable critical business growth[7]. Yet three in five marketing decision makers are currently choosing consumer-based software vendors alone. Only 1 in 5 involve advertising, sales, or finance.



[7] *LinkedIn, 2020: Why customer value is the key to sales and marketing alignment*

When it comes to criteria, most of the decision makers in our survey consider price, stability, support, and integrations when choosing marketing software. Our survey results show it may be time to involve more people in those decisions, too. As marketing becomes more instrumental in helping to drive revenue, it will be important to include sales leaders and finance as part of the decision making process when building your tech stack.

And while a minority of organisations in our survey use AI, analytics, or marketing automation software to understand customer behaviour, the organisations that do use these tools are driven by marketers with less job tenure. In other words: Some of the most innovative tools are currently in the hands of newcomers to the industry. When in doubt, consider involving them in your software decisions.

These few simple steps could have a big impact on success in 2023 and beyond.

According to HubSpot's 2023 State of Marketing report, AI and other tools are fast becoming a part of the everyday marketing tech stack globally — and can make a big difference when it comes to retaining customers and boosting loyalty[8]. They're essential for any business looking to create a "human touch" through personalisation. And the more you automate, the less channel fatigue and overwhelm your team will face.

DETAILED FINDINGS

Economic uncertainty and budget cuts. Waning loyalty and longer sales cycles. Heightened customer expectations and channel fatigue. These are the challenges facing marketers today. But that doesn't have to be your story.

Across EMEA, marketing decision makers are discovering new ways to connect with customers and drive sales. With the right tools and insights, you can do the same. The findings in this survey are a great start. Use them as a guidepost when deciding the next best steps for your organisation.

[8] HubSpot: *The State of Marketing 2023*

Research findings from Nielsen

Key Objectives

Both Hubspot and LinkedIn have a shared mission in providing their clients the chance to successfully grow their business by giving them the tools to do so.

AS SUCH, THIS RESEARCH WILL:

- **Produce EMEA specific findings** and recommendations for CMOs to help them feel understood and enable them to make the best strategic decisions for their business.
- **Provide an angle on differentiating factors** from other companies through a study which is focused on the EMEA region, rather than the US.
- **Gain perspective on future trends amidst macro-economic factors** in the context of 2022/23 and take the opportunity to produce insights into the next 5 years for strategic planning purposes.

Custom Survey Overview

Fieldwork & Sample

Fieldwork:
March 2023

Total Sample:
N = 2,016

Markets:
UK
Republic of Ireland
France
Germany
Austria
Switzerland

Survey Design

Custom Survey focused on deep-diving into research objectives

Survey Length:
15 minutes

Recruited by:
Trusted third-party panel providers

Target Audience

Adults 18+, **working within Marketing who are Business Decision Makers,** such as Full-time Employees, VPs, Chief Marketing Officers, Chief Executive Officers, Heads of Marketing, or Marketing Directors.

Sample Breakdown by Region & Country

TOTAL SAMPLE LEVEL:

N = 2,016 (UK & Republic of Ireland, France,Germany, Austria & Switzerland)

Regions	UK & Ireland		France	DACH		
Countries	UK *inc Northern Ireland	Republic of Ireland	France	Germany	Austria	Switzerland
Country Sample Size:	675	100	601	500	80	60
Regional Total:	775		601	640		

Summary of findings

DECISION-MAKING INVOLVEMENT, CHANNEL USAGE & CHALLENGES/PRIORITIES

Among marketing decision-makers who took the Nielsen survey in UK, Ireland, France, Germany, Austria & Switzerland…

Involvement in marketing decisions varies by size & type of business model – owners/founders are very involved in decisions with 1 in 2 marketing decision-makers involving them in budgets, more so in smaller/B2C companies whilst larger/B2B/B2B2C companies also involve multiple other roles such as finance, sales, IT, customer service and more.

A **decision-maker's tenure may impact marketing decisions** - those with less experience are more likely to rely on social media while those in longer tenures use more emails & publications/print (digital & physical). In France & Switzerland, the fewer years of experience on average, equated to involving a higher number of other roles/divisions in marketing decisions.

Channel usage varies by market with websites/blogs, emails & social media used the most across EMEA, **but 'one plan does not necessarily fit all'** with the UK & Ireland using a wider range of channels whilst in Germany they rely on fewer channels. Publications/print (digital & physical) still widely used in many markets, more notably in Austria, France and UK.

Events, demand/lead generations and customer-advocacy programmes increased in share of spend in 2023. For events this could be reflective of, fewer on average in 2022, leftover from the pandemic.

Social media is seen as the biggest area for future growth, especially for small businesses, **followed by industry-specific marketing and marketing automation**. Germany and Austria are less interested in social media or marketing automation than other countries - UK & Ireland being the markets most interested in the latter areas.

Maintaining customer loyalty, retaining customers and **creating a 'human touch' with customers are the main challenges & priorities faced, in 2023,** by marketers; more so in smaller companies, among decision-makers with less tenure and B2C companies. **Media channel fatigue also a concern** for 1 in 4 EMEA marketers.

Retention strategies and **aligning sales with marketing** are the **more popular solutions to marketing challenges. Marketing automations** and **AI-based CRM solutions** also seen as a **solution and growth area for 2023, by 1 in 4 marketers** - even more so for those with less tenure, larger/B2B2C/company-first businesses and 3rd-party data users.

SOFTWARE/TOOLS USAGE/NEEDS AND FACTORS AFFECTING CHOICE

Among marketing decision-makers who took the Nielsen survey in UK, Ireland, France, Germany, Austria & Switzerland...

Sales, research/surveys, company websites and social media data are heavily used for marketing decisions. **France, Ireland & the UK rely more on data from sales, social media, forums and marketing automation software than in the DACH region.**

SaaS is widely used by EMEA marketers, with 4 in 10 using analytics tools/ dashboards to dive into customer behaviour, and **3 in 10 using marketing automation and/or CRM software** (latter more popular with B2B/B2B2C & larger companies).

Innovative tools like Artificial Intelligence (AI), dashboards and marketing automation software are used more by those with less job tenure, third-party data users and company-first organisations; latter also more likely to use ABM tools.

CRM usage is higher in UK & Ireland with businesses in **Ireland**, on average, **allocating more budget to CRM/AI** in 2023.

Overall, **share of spend for CRM/business AI and marketing automation software** remained similar year-on-year vs 2022, however, **spend for external software purchases of customer data platforms** declined.

Fewer marketers consider AI model implementation, consolidating multi-channel marketing and establishing ABM as a priority for 2023, indicating **a lack of understanding about how these tools can help with key challenges faced.** This is more so in France & DACH, whereas UK & Ireland are more aware of such tools, reflecting higher current usage.

Product type, cost & customer habits are **the most important factors for marketing channel selection.** UK & Ireland are more likely to focus on cost and business size than Germany, when it comes to factors affecting marketing channel choice.

Price, stability/reliability & user experience are **key drivers when deciding on external software to purchase. Pricing** more important to smaller/ B2C companies, those with longer job tenure and 1st-party data users. **User experience** more important to companies in Ireland/UK, with UK businesses also citing **integration to existing tools** as a key driver.

Though, overall in EMEA, **privacy credentials** are further down the pecking order as a software purchasing factor, it is more important to first-party data users and larger-sized companies with higher turnover, as well as, to businesses in Germany.

Survey Audience Profile

Amongst respondents who completed the survey…

The top job roles for marketing decision makers in EMEA are **owner, founder, or CEO,** though France includes a wider range of positions. This means that responsibility for decisions is more likely to be shared with other job roles in France and Switzerland, when compared to other markets. For France, this corresponds with job tenure, with **French marketing decision makers being less experienced on the whole.**

In general, **those with more experience tend to work at smaller, B2B2C companies, using first-party data.** B2C and customer-first companies also tend to be smaller than B2B, though instead working with third-party data.

Ireland and Austria are more likely to be company-first organisations, and **Austria has a higher share of B2B companies than other markets.** Across all countries, roughly 4 in 10 are B2C, with the remaining proportion split equally between B2B and B2B2C. **Ireland and Switzerland have the highest number of B2C companies,** where companies tend to be smaller on average, reflecting market size.

Germany, on the other hand, has the highest turnover and largest average company size, with fewer in owner/founder positions, likely as larger companies will have marketing decisions localised to the specific departments.

In comparison, the UK has a share of smaller companies with smaller turnover more similar to smaller markets Ireland, Austria and Switzerland than to France and Germany.

The top job roles for marketing decision makers in EMEA are owner, founder, or CEO, though France includes a range of positions…

Marketing decision makers in the UK, Ireland and DACH region are more likely to be the owners/CEOs than in France.

CURRENT JOB ROLE %

	Total	UK n=675	Ireland n=100	France n=601	Germany n=500	Austria n=80	Switzerland n=60	DACH (NET: Germany, Austria & Switzerland)
Owner / Founder	19%	27%	25%	10%	17%	21%	23%	18%
Chief Executive Officer (CEO)	13%	14%	10%	10%	14%	29%	13%	16%
Co-Owner / Co-Founder	7%	8%	13%	2%	7%	10%	12%	8%
Chief Marketing Office (CMO)	6%	8%	4%	8%	3%	3%	3%	3%
Marketing Manager	6%	7%	7%	6%	4%	5%	3%	4%
Associate Director of Marketing	5%	3%	1%	5%	10%	6%	3%	9%
Company Director	5%	7%	15%	4%	2%	4%	8%	3%
Chief Commercial Officer	5%	2%	1%	9%	7%	3%	2%	6%
Chief Operating Officer (COO)	4%	3%	4%	7%	2%	1%	7%	3%
Head of Marketing	4%	3%	2%	7%	3%	3%	3%	3%
Director of Marketing	3%	4%	3%	2%	2%	1%	3%	2%
Marketing Executive	2%	2%	1%	3%	2%	4%	2%	2%
Marketing Director	2%	2%	1%	4%	2%	0%	0%	1%
Marketing & Sales VP	2%	0%	0%	1%	6%	0%	2%	5%
Marketing Consultant	2%	2%	1%	3%	1%	1%	5%	1%
President of Marketing	2%	0%	0%	0%	7%	0%	0%	5%
Chief Strategy Officer	2%	1%	1%	3%	1%	0%	3%	1%
Member of Board of Directors	2%	1%	0%	2%	1%	1%	3%	1%
Other	4%	4%	10%	5%	3%	5%	3%	3%

Lower
Higher
Indicates result significantly higher/lower than Total (at 95% confidence level)

Q: Which of the following best describes your current job role?

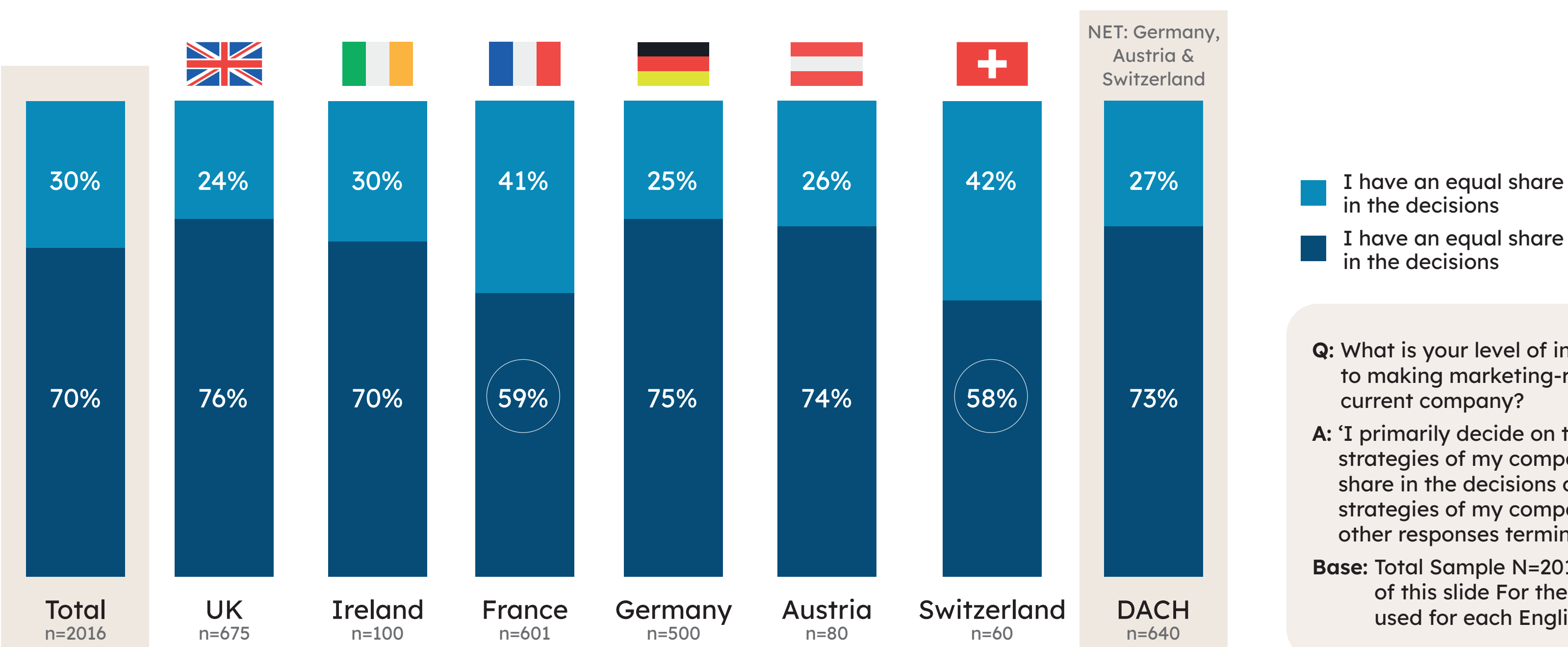
A: Response selected (One response possible), Showing only reponses with 3% or more for at least 1 market.

Base: Total Sample N=2016
See the notes area of this slide For the French / German wording used for each. English-worded job role.

7 in 10 marketing business decision makers are doing so alone, saying that they ‘primarily decide’, in UK, Ireland, Germany & Austria

…whilst responsibility for decisions is more likely to be shared with others in France and Switzerland, suggesting an environment of relatively less independent decision-making in these markets.

LEVEL OF INVOLVEMENT FOR MARKETING DECISIONS (%)



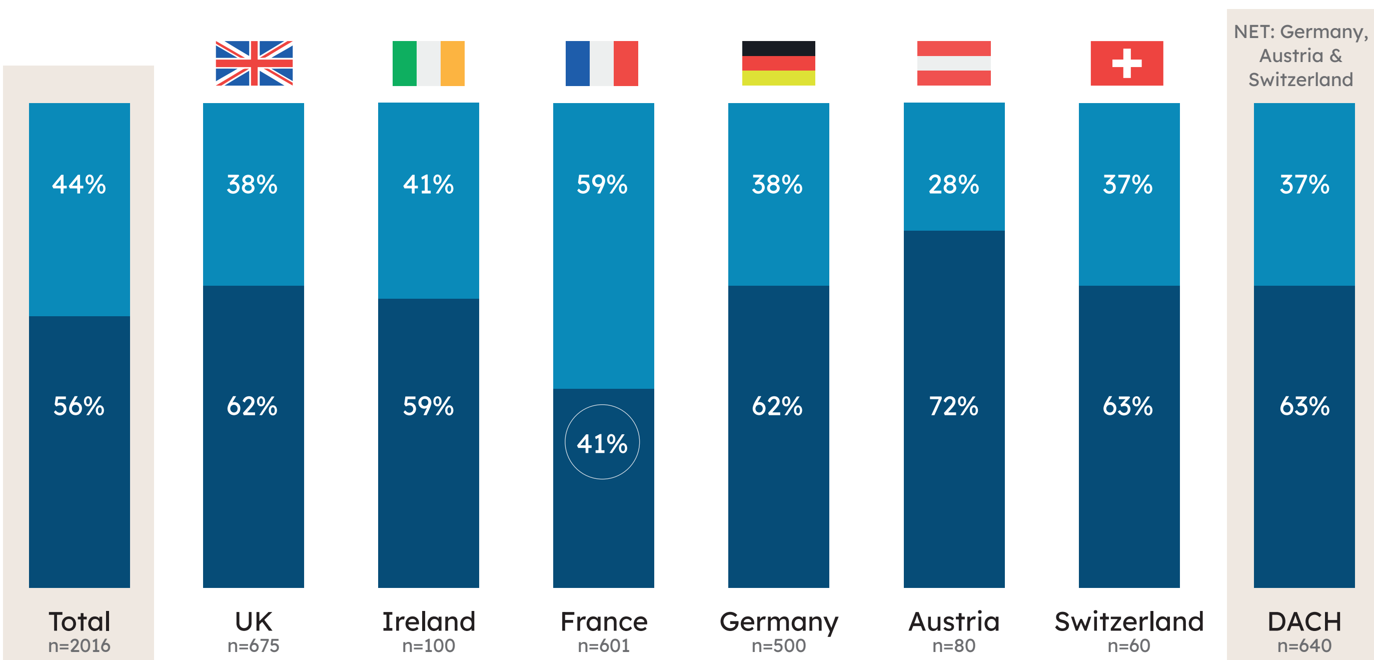
Q: What is your level of involvement when it comes to making marketing-related decisions in your current company?

A: ‘I primarily decide on the marketing services/ strategies of my company’ or ‘I have an equal share in the decisions on the marketing services/ strategies of my company’ (5-point scale, all other responses terminated).

Base: Total Sample N=2016 | See the notes area of this slide For the French / German wording used for each English-worded job role.

This also corresponds with job tenure, with decision-makers in UK, Ireland, Germany & Austria being more experienced than in France

DECISION-MAKING EXPERIENCE IN YEARS (%)



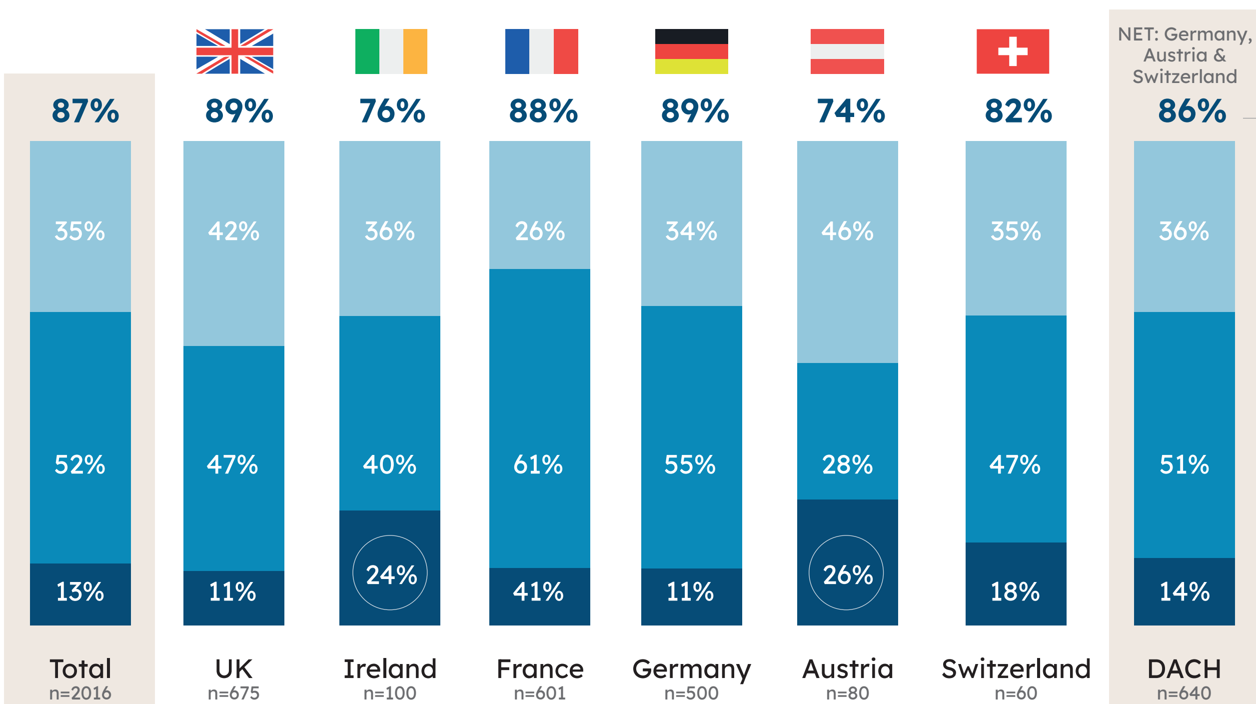
Up to 5 years
5 or more years

Q: And how long have you been involved in decision making?
A: '5 or more years' (5-point scale)
Base: Total Sample N=2016

There is a wide distribution of both customer-first & company-first organisations across markets

Smaller markets like Ireland & Austria more likely to have company-first businesses.

COMPANY OR CUSTOMER-FIRST ORGANISATION (%)



NET: Customer-focus

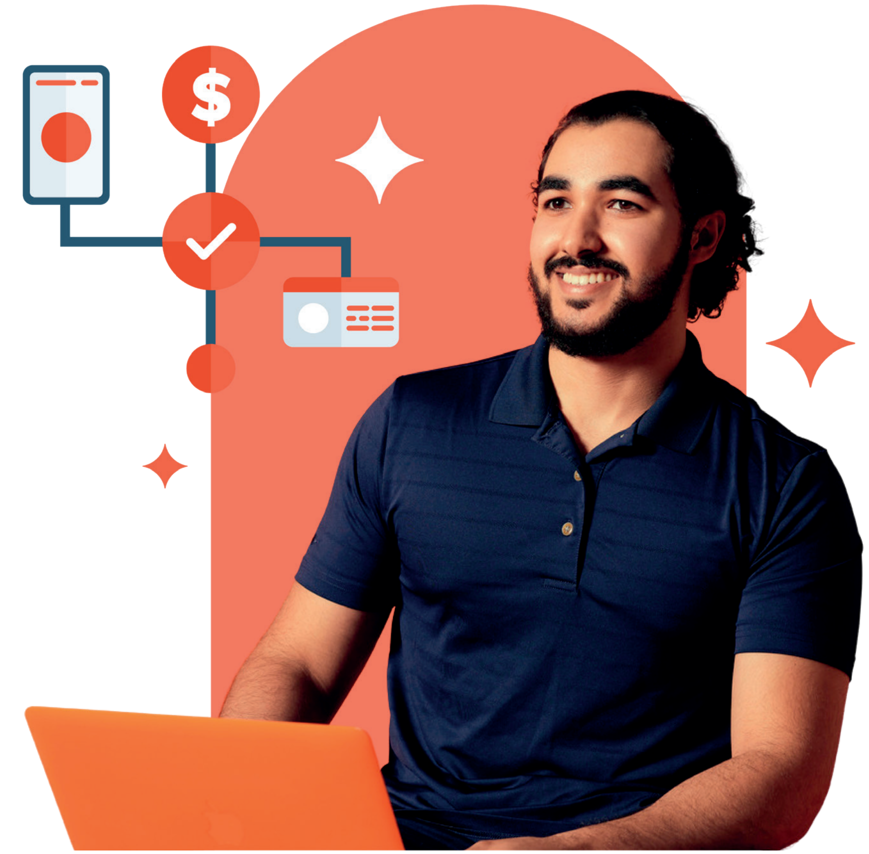
- We are a customer-first organisation
- We focus on both the customer and the company
- We are a company-first organisation

Q: Which of the following best applies to your company?
A: 'Response selected (One response possible)
Base: Total Sample N=2016

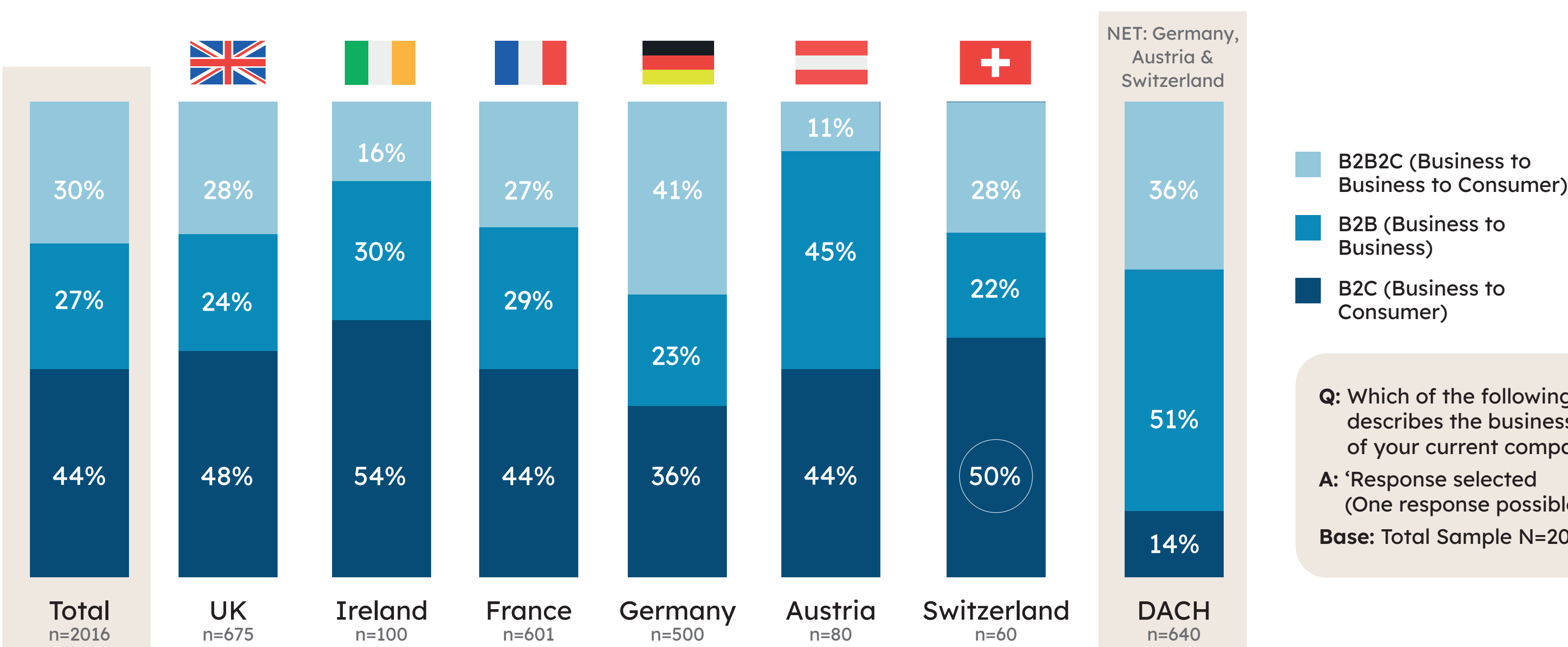
Other Insight:
Businesses in Austria/Ireland more reliant on 'less mainstream' digital channels vs. average EMEA:
Email marketing
(AT: 64% vs EMEA 48%)
Websites/blogs (IE: 60% vs EMEA 49%)

Austria has a higher share of B2B than others. For most markets, B2C makes up the biggest share, highest for Ireland & Switzerland…

Germany has more B2B2C companies, whereas other markets have more B2C companies.



BUSINESS MODEL (%)



Q: Which of the following best describes the business model of your current company?

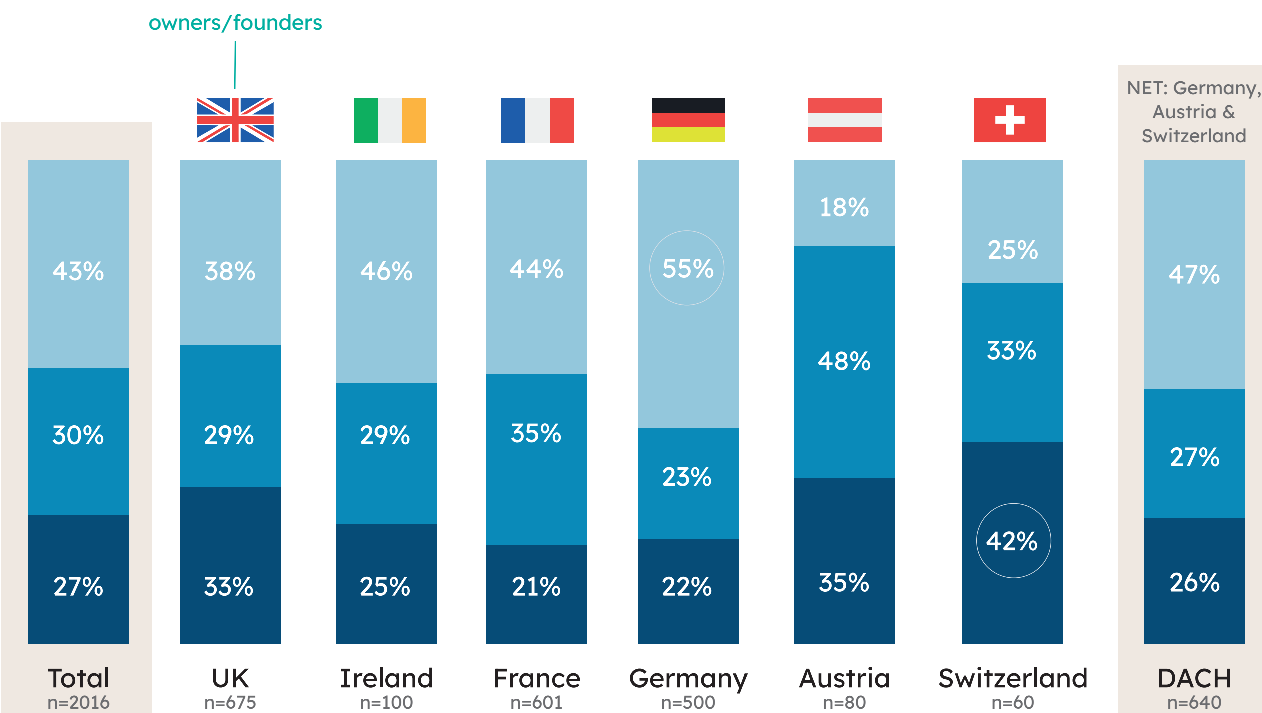
A: 'Response selected (One response possible)

Base: Total Sample N=2016

…and marketing decision makers in Switzerland work at smaller businesses, while those in Germany are at larger-sized businesses

In comparison to larger markets Germany and France, the UK has a higher number of small businesses, corresponding with more marketing decision makers also being the owners/founders in this market.

COMPANY SIZE: NUMBER OF EMPLOYEES (%)

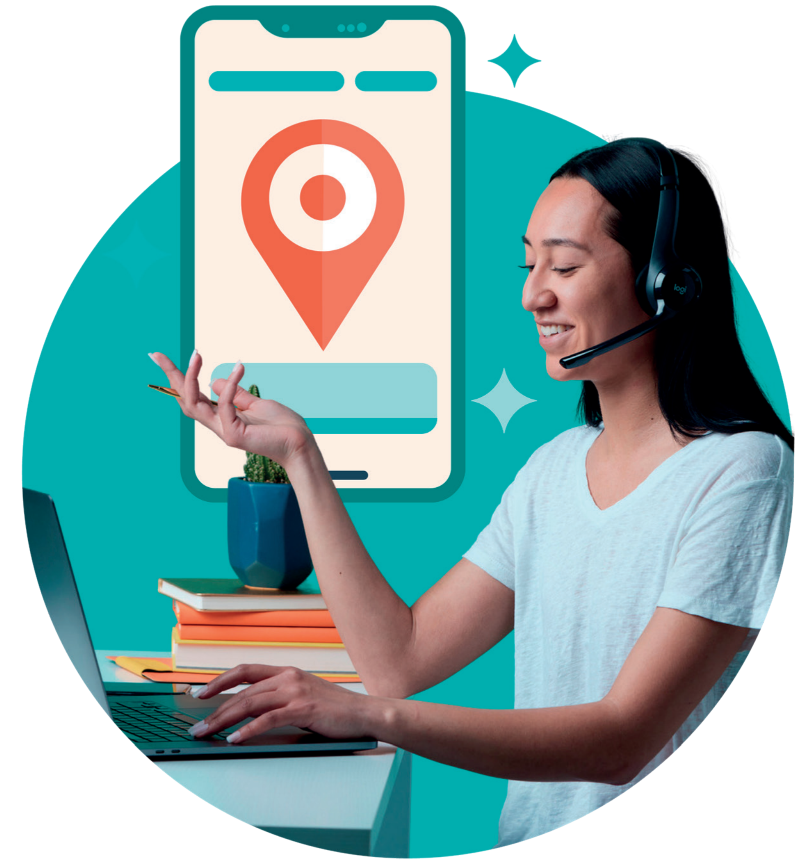


- 101 + employees
- 6-100 employees
- 1-5 employees

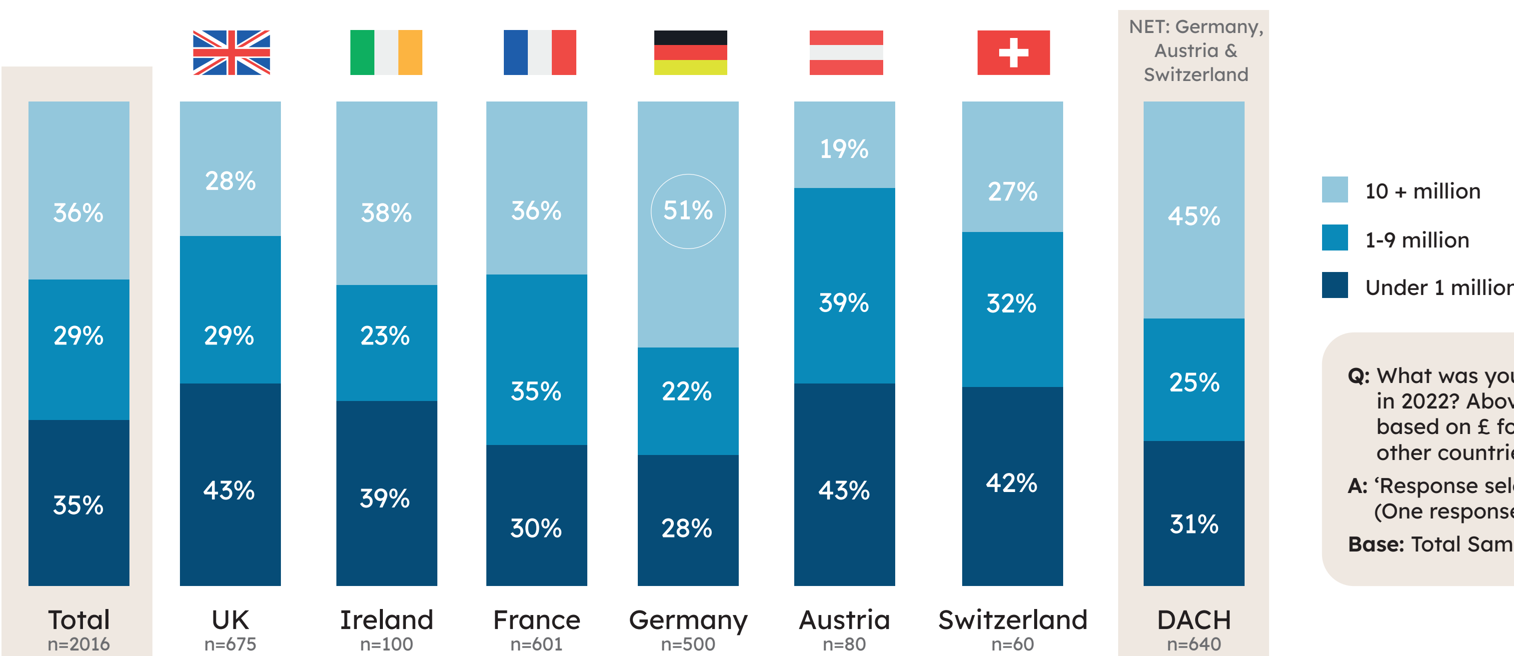
Q: How many employees are there in your company/where you work?
A: 'Response selected (One response possible)
Base: Total Sample N=2016

With a higher share of large-sized companies (no. of employees), Germany has the highest turnover compared to other countries

Ireland has a high average turnover considering the size of the market, with the UK having rates similar to Ireland, Austria & Switzerland rather than larger markets Germany and France, following suit with the average number of employees.



SALES TURNOVER 2022 (%) - UK (£) / OTHER COUNTRIES (€)



Q: What was your company's turnover in 2022? Above ranges in chart are based on £ for the UK and on € for other countries.

A: 'Response selected (One response possible)

Base: Total Sample N=2016

Marketing channels used

Websites/blogs, email marketing and organic social media posts are currently the top most used marketing channels, whereas ABM tools are used by 1 in 5. The UK and Ireland use a wider range of channels, and Germany uses the fewest. **Publications/print are also widely used** in many markets, more notably in Austria, France and the UK.

This is reflected in usage of CRM and AI software, with the UK and Ireland being the heaviest users and **Ireland being the most likely to allocate budget to these in 2023.**

Those with less job experience and those working at smaller, B2C companies are more likely to utilise organic social media marketing channels.

For those with longer job tenure, more often at B2B or B2B2C companies, email marketing and print have heavier usage. B2B2C companies and those who are company-first are also higher users of ABM tools.

Events, demand/lead generations and customer-advocacy programmes increased in share of spend in 2023. For events, this could be reflective of fewer on average in 2022, leftover from the pandemic.

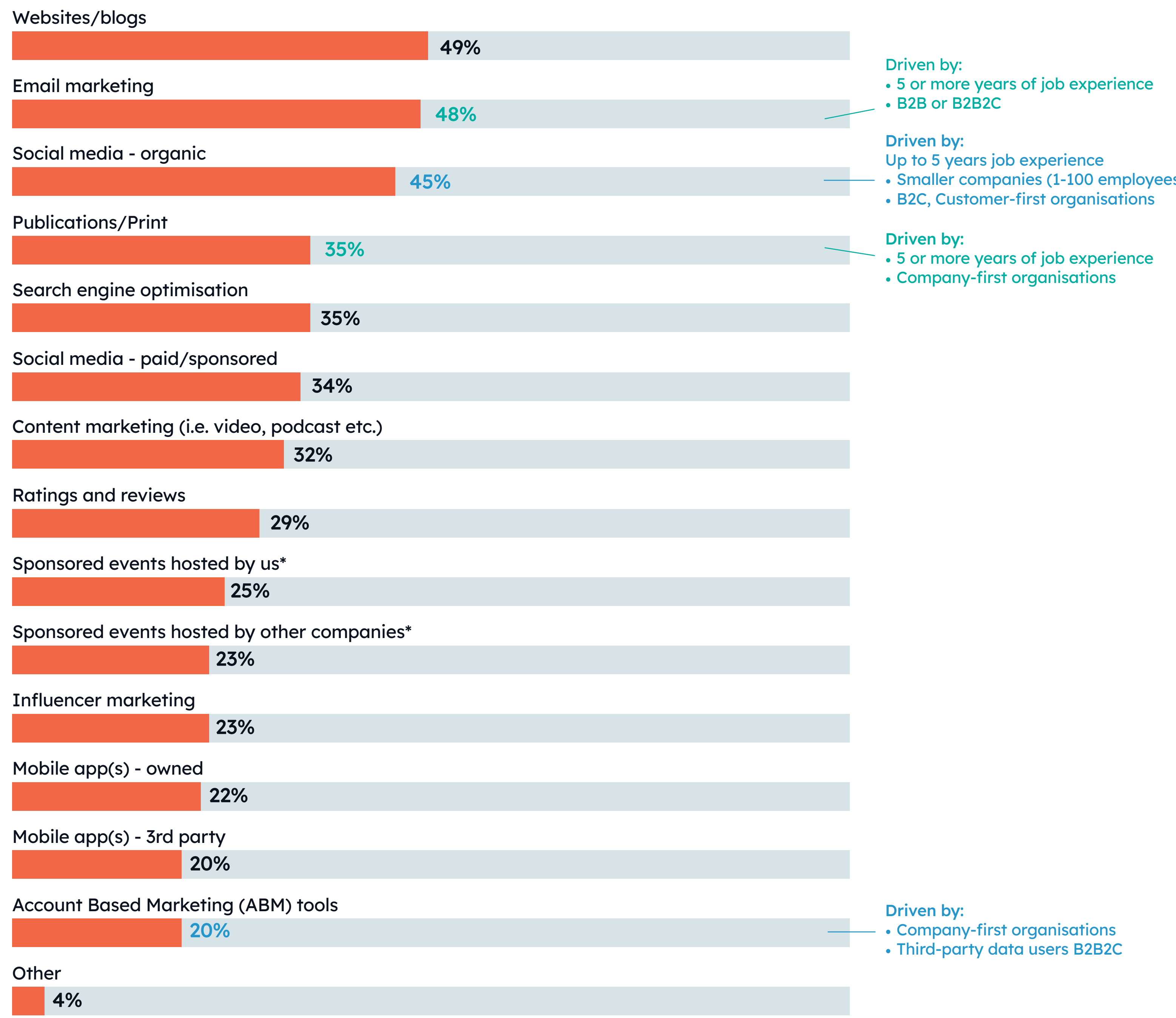
Share of spend for CRM/business AI and marketing automation software remained similar year-on-year, however, spend for external software purchases of customer data platforms declined.

Website/blogs, email marketing and organic social media are currently the top most used marketing channels across countries

ABM tools and 3rd party mobile apps are used the least, though higher for company-first and B2B2C organisations. More experienced decision makers prefer email marketing and print, though those newer in the role lead towards social media.

Q: Which of the following marketing channels are used the most in your organisation?
A: 'Response selected (Multiple responses possible)
Base: Total Sample N=2016

MARKETING CHANNELS USED



*In person or virtual

UK and Ireland lead website/blogs, whereas Austria prefers emails, customer reviews and sponsored events, along with France

UK/Ireland use a wider range of channels (5) vs. Germany (3.5), with 'human touch' connections less of a challenge in latter. Publications/print are also widely used by marketing decision-makers across markets, moreso in Austria, France and UK.

MARKETING CHANNELS USED

	Total	UK n=675	Ireland n=100	France n=601	Germany n=500	Austria n=80	Switzerland n=60	DACH (NET: Germany, Austria & Switzerland)
Websites/blogs	49%	56%	60%	48%	39%	46%	50%	41%
Email marketing	48%	55%	42%	46%	39%	64%	42%	43%
Social media - organic	45%	52%	45%	48%	34%	45%	40%	36%
Publications/Print	35%	37%	30%	38%	29%	44%	28%	31%
Search engine optimisation	35%	42%	44%	26%	32%	40%	40%	33%
Social media - paid/sponsored	34%	41%	38%	33%	25%	34%	33%	27%
Content marketing (i.e. video, podcast etc.)	32%	35%	33%	37%	22%	34%	35%	25%
Ratings and reviews	29%	33%	45%	24%	24%	39%	27%	26%
Sponsored events hosted by us*	25%	24%	33%	29%	19%	35%	20%	21%
Sponsored events hosted by other companies*	23%	23%	22%	25%	19%	30%	23%	21%
Influencer marketing	23%	26%	23%	22%	18%	28%	17%	19%
Mobile app(s) - owned	22%	24%	23%	21%	18%	25%	17%	19%
Mobile app(s) - 3rd party	20%	23%	22%	21%	16%	26%	10%	17%
Account Based Marketing (ABM) tools	20%	22%	20%	21%	14%	26%	17%	16%
Other	4%	5%	4%	2%	4%	8%	8%	5%
Average # of channels used	4.5	5	5	4.5	3.5	5	4	4

Other Insight:
Fewer businesses in Germany (29%) consider the "creation of a 'human touch' connection with customers" a challenge vs. average EMEA (36%)

Lower / Higher: Indicates result significantly higher/lower than Total (at 95% confidence level)

Q: Which of the following marketing channels are used the most in your organisation?
A: Response selected (Multiple responses possible)
Base: Total Sample N=2016

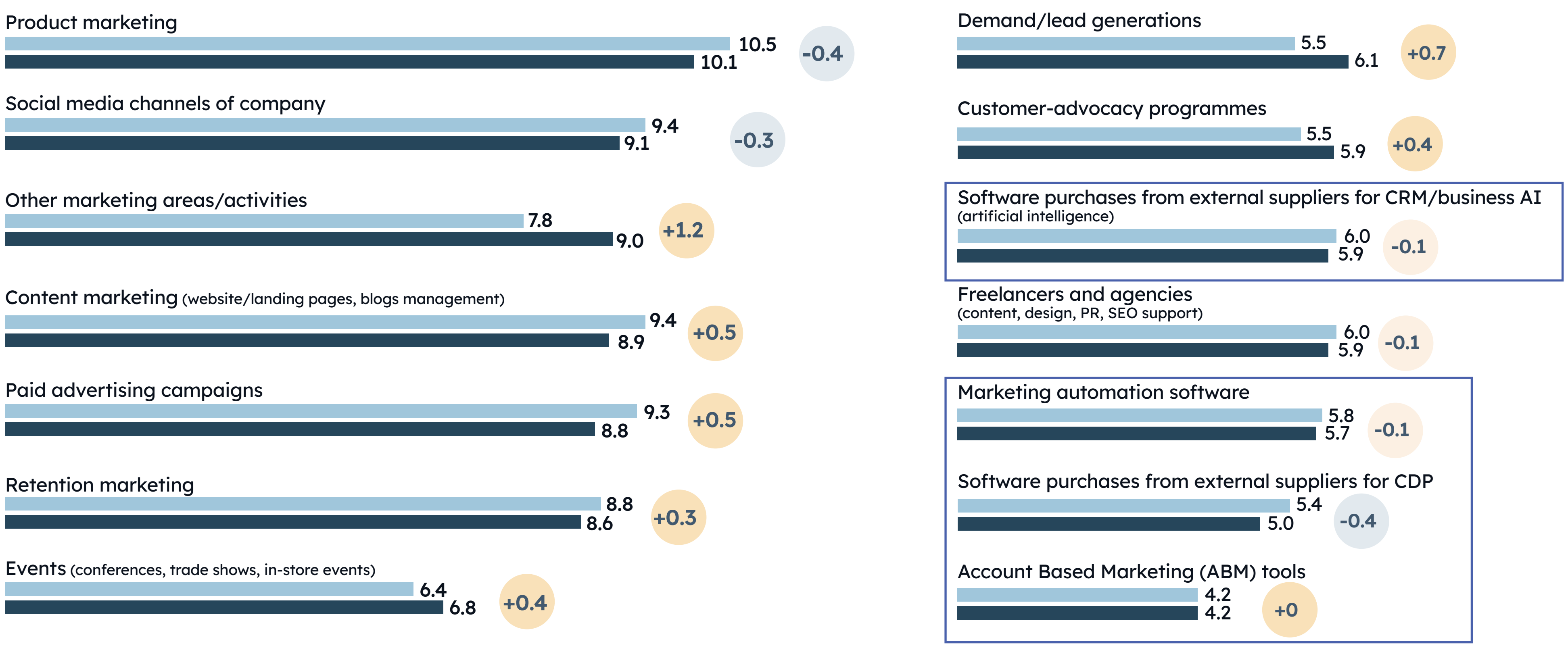
*In person or virtual

Events, demand/lead generations and customer-advocacy programmes increased in share of spend in 2023

CRM/business AI and marketing automation software remained similar, however, spend for external software purchases of customer data platforms declined. At the same time, businesses are reducing budget allocation to paid ads/social media.

CHANGE IN BUDGET ALLOCATION 2022 VS. 2023

(MEAN, NUMERIC OPEN-ENDED % OUT OF 100)



Past Budget (2022)

Current Budget (2023)

Q: What percentage of your marketing budget was allocated to the following areas in 2022?

Q: And what percentage of your marketing budget will be allocated to the following areas in 2023?

A: Open-ended numerical responses adding up to 100% | Above numbers take into account decimal places that may not be visible in the chart's numeric labels.

Base: Total Sample N=2016

But differences exist across markets in terms of budget allocation by areas, suggesting that 'one plan may not perfectly fit all markets

Businesses in Ireland & France more likely to allocate budget to CRM/AI/marketing automation software and content marketing in 2023. Businesses in UK & Ireland more reliant on social media/ paid ads, whilst DACH markets are allocating more to retention.

BUDGET ALLOCATION 2023

(MEAN, NUMERIC OPEN-ENDED % OUT OF 100)

	Total	UK n=675	Ireland n=100	France n=601	Germany n=500	Austria n=80	Switzerland n=60	DACH n=640 (NET: Germany, Austria & Switzerland)
Product marketing	10.1	12.0	12.3	8.6	9.3	9.7	8.3	9.3
Social media channels of company	9.1	10.8	9.7	8.8	7.5	7.6	7.1	7.5
Other marketing areas/activities	9.0	10.5	6.4	6.3	9.9	11.5	13.6	10.4
Content marketing (website/landing pages, blogs management)	8.9	9.0	10.8	10.1	7.6	7.7	6.9	7.5
Paid advertising campaigns	8.8	9.5	10.2	8.3	8.3	7.8	8.0	8.2
Retention marketing	8.6	7.3	5.7	8.9	9.6	12.1	12.0	10.1
Events (conferences, trade shows, in-store events)	6.8	6.6	7.4	7.3	6.3	7.0	5.2	6.3
Demand/lead generations	6.1	6.5	3.9	6.5	5.5	7.1	6.5	5.8
Customer-advocacy programmes	5.9	3.9	2.3	5.8	8.9	7.5	8.6	8.7
Software purchases from external suppliers for CRM/business AI (artificial intelligence)	5.9	5.4	9.2	6.5	5.9	3.5	4.5	5.5
Freelancers and agencies (content, design, PR, SEO support)	5.9	5.6	4.2	5.8	6.6	5.3	7.0	6.5
Marketing automation software	5.7	5.0	8.2	6.3	5.5	5.8	6.1	5.6
Software purchases from external suppliers for CDP	5.0	4.4	4.8	5.8	5.3	2.9	3.5	4.8
Account Based Marketing (ABM) tools	4.2	3.5	4.8	5.0	4.0	4.6	2.8	4.0

Lower / Higher: Indicates result significantly higher/lower than Total (at 95% confidence level)

Q: And what percentage of your marketing budget will be allocated to the following areas in 2023?

A: Open-ended numerical responses adding up to 100%.

Base: Total Sample N=2016

Moreover, differences also exist across markets in terms of the change in share of budget being allocated in 2023 vs 2022

Ireland, Austria and Switzerland are more likely to make larger shifts in budget allocation across key marketing areas vs 2022. In the 'post-COVID era', businesses in the UK & Ireland increased their share of spend on events more vs. other markets.

% CHANGE IN BUDGET ALLOCATION 2022 VS. 2023

(MEAN, NUMERIC OPEN-ENDED % OUT OF 100)

	Total	UK n=675	Ireland n=100	France n=601	Germany n=500	Austria n=80	Switzerland n=60	DACH n=640 (NET: Germany, Austria & Switzerland)
Product marketing	-0.4	+0.5	-2.5	-1.7	+0.3	+1.1	-2.5	+0.1
Social media channels of company	-0.3	+0.7	-2.7	-0.4	-1.1	+0.7	-1.1	-0.9
Other marketing areas/activities	+1.2	+1.0	-0.7	+1.8	+1.0	+0.7	+2.7	+1.1
Content marketing (website/landing pages, blogs management)	-0.5	-0.5	+3.3	-1.0	-0.1	-2.4	-1.3	-0.5
Paid advertising campaigns	-0.5	-0.6	+1.2	-1.0	-0.3	+2.1	-3.1	-0.3
Retention marketing	-0.3	-0.5	-1.1	+0.3	-0.6	+1.3	-0.6	-0.4
Events (conferences, trade shows, in-store events)	+0.4	+1.1	+1.4	+0.3	-0.6	+0.5	+0.3	-0.4
Demand/lead generations	+0.7	+0.5	-0.7	+1.1	+0.8	0.0	+0.8	+0.7
Customer-advocacy programmes	+0.4	+0.2	-2.8	0.0	+1.6	+1.2	+2.6	+1.6
Software purchases from external suppliers for CRM/business AI (artificial intelligence)	-0.1	-0.3	+2.5	-0.2	+0.1	-1.6	+0.2	-0.1
Freelancers and agencies (content, design, PR, SEO support)	-0.1	-0.5	-0.6	+0.2	-0.1	+0.5	+1.1	+0.1
Marketing automation software	-0.1	-0.6	+1.4	+0.3	-0.2	-0.9	+1.1	-0.2
Software purchases from external suppliers for CDP	-0.4	-0.5	+0.7	+0.1	-0.5	-5.0	+0.5	-1.0
Account Based Marketing (ABM) tools	0.0	-0.3	+0.7	+0.1	-0.1	+1.8	-0.5	+0.1

Indicates a negative % change of -2% or more

Indicates a positive % change of +2% or more

Indicates the areas per market with a +/- 1% change or more in 2023 budget vs 2022

Q: Which of the following best describes your current job role?

A: Response selected (One response possible), Showing only reponses with 3% or more for at least 1 market.

Base: Total Sample N=2016
See the notes area of this slide.
For the French/German wording used for each. English-worded job role.

Challenges faced, priorities and areas of growth for 2023

Maintaining customer loyalty and retaining existing customers are the biggest challenges faced by marketing decision makers, and is the biggest priority for 2023. This is driven by smaller organisations, those with less job experience, and B2C companies, where 'human touch' is more of a challenge. **Media channel fatigue is also a concern** for 1 in 4 EMEA businesses.

Retention strategies and aligning sales with marketing are seen as the main solutions for tackling key challenges. Retention strategies are most popular in Ireland, closely followed by Germany, UK & France, with the latter market also looking for industry-specific programmes & marketing automations

Fewer marketing decision makers are concerned with how to implement AI models, consolidating multi-channel marketing and establishing an ABM approach, indicating that there is a **lack of understanding about how these tools can help with other challenges mentioned.** This is more pronounced in France and the DACH region, whereas the UK and Ireland are more aware of these tools, reflecting higher current usage.

However, **B2B2C, company-first organisations, larger companies, those using third-party data and those with less job experience are more likely to name implementing AI and establishing a programmatic ABM approach** as a priority for 2023 and a key area for growth the future, along with marketing automation software.

Social media is seen as the biggest area for growth in the future, especially for small businesses, followed by **industry-specific marketing and marketing automation.** However, Germany and Austria are less interested in social media or marketing automation than other countries - UK and Ireland being the markets that are more interested in the latter areas.

Maintaining customer loyalty and retaining existing customers are the biggest challenges faced by marketing decision makers...

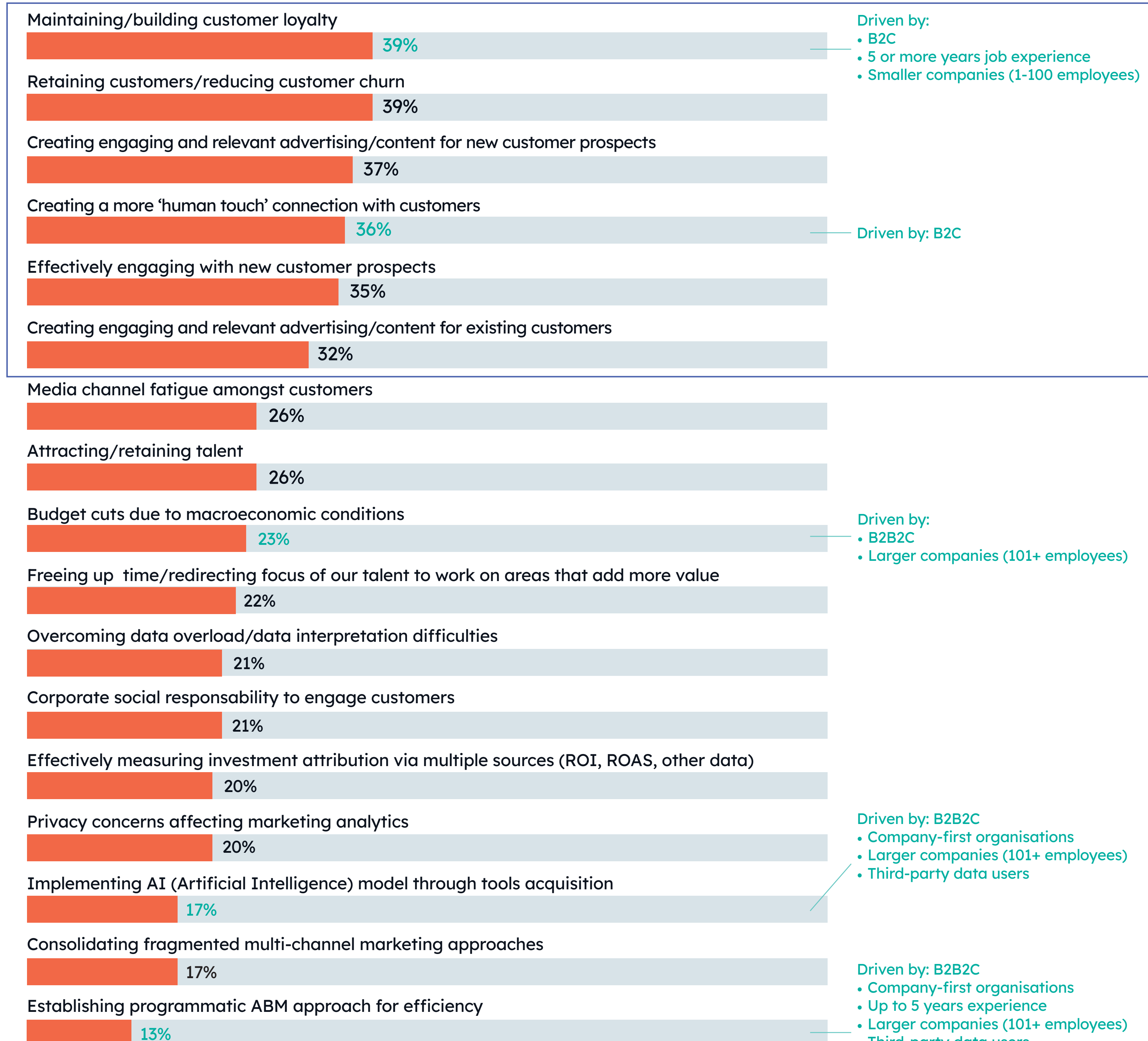
This is driven by smaller organisations, those with less job experience, and B2C companies, where 'human touch' is more of a challenge. As of March 2023, budget cuts are more of a concern for larger B2B2C companies.

Q: In your opinion, what are the key challenges that today's marketing leaders are faced with?

A: Response selected (Multiple responses possible)

Base: Total Sample N=2016

CHALLENGES FACED (%)



…media channel fatigue, attracting talent and budget cuts are a concern for 1 in 4, while other concerns fall further down the list

While flagged by 1 in 5, the challenges around CSR, measuring investment, and privacy are less prevalent in comparison.

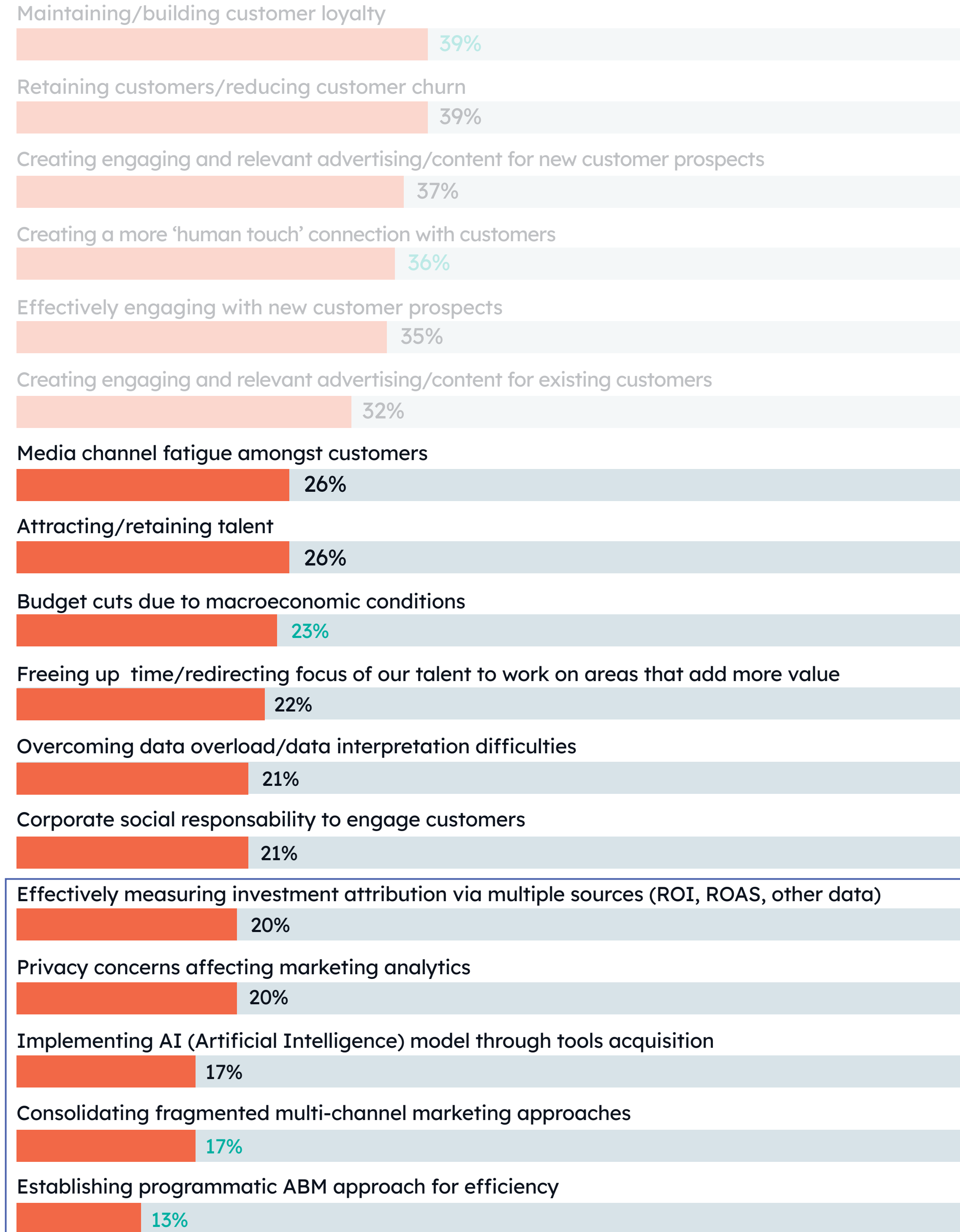
Fewer marketing decision makers are concerned with how to implement AI models, consolidating multi-channel marketing and establishing an ABM approach, indicating that there is a lack of understanding about how these tools can help with other challenges mentioned.

Q: Which of the following best describes your current job role?

A: Response selected (One response possible), Showing only reponses with 3% or more for at least 1 market.

Base: Total Sample N=2016
See the notes area of this slide.
For the French / German wording used for each. English-worded job role.

CHALLENGES FACED (%)



UK & Ireland are more concerned with implementing AI, whereas France see maintaining loyalty as a bigger challenge

Measuring investment more of a concern in the UK & Ireland than in the DACH region. Media channel fatigue and budget cuts due to macroeconomic conditions also more of a challenge for UK/Ireland than business in the DACH region.

CHALLENGES FACED (%)

	Total	UK n=675	Ireland n=100	France n=601	Germany n=500	Austria n=80	Switzerland n=60	DACH (NET: Germany, Austria & Switzerland)
Maintaining/Building customer loyalty	39%	38%	38%	43%	37%	34%	42%	37%
Retaining customers/reducing customer churn	39%	37%	35%	45%	35%	38%	50%	36%
Creating engaging and relevant advertising/content for new customer prospects	37%	38%	33%	41%	34%	31%	47%	35%
Creating a more 'human touch' connection with customers	36%	36%	44%	40%	29%	29%	38%	30%
Effectively engaging with new customer prospects	35%	35%	31%	31%	38%	45%	35%	38%
Creating engaging and relevant advertising/content for existing customers	32%	32%	29%	34%	31%	31%	35%	32%
Media channel fatigue amongst customers	26%	32%	27%	25%	20%	24%	28%	21%
Attracting / retaining talent	26%	25%	33%	31%	20%	24%	12%	20%
Budget cuts due to macroeconomic conditions	23%	29%	30%	22%	15%	25%	10%	16%
Freeing up time / redirecting focus of our talent to work on areas that add more value	22%	26%	28%	21%	17%	24%	15%	18%
Overcoming data overload / data interpretation difficulties	21%	21%	32%	22%	20%	13%	17%	19%
Corporate social responsibility to engage customers	21%	18%	23%	23%	20%	28%	18%	21%
Effectively measuring investment attribution via multiple sources (ROI, ROAS, other data)	20%	24%	25%	21%	14%	18%	13%	15%
Privacy concerns affecting marketing analytics	20%	21%	29%	19%	17%	23%	18%	18%
Implementing AI (Artificial Intelligence) model through tools acquisition	17%	21%	25%	15%	15%	19%	8%	15%
Consolidating fragmented multi-channel marketing approaches	17%	18%	17%	16%	16%	15%	12%	15%
Establishing programmatic ABM approach for efficiency	13%	13%	17%	14%	12%	9%	5%	11%

Other Insight:
Fewer businesses in Germany (29%) consider the "creation of a 'human touch' connection with customers" a challenge vs. average EMEA (36%)

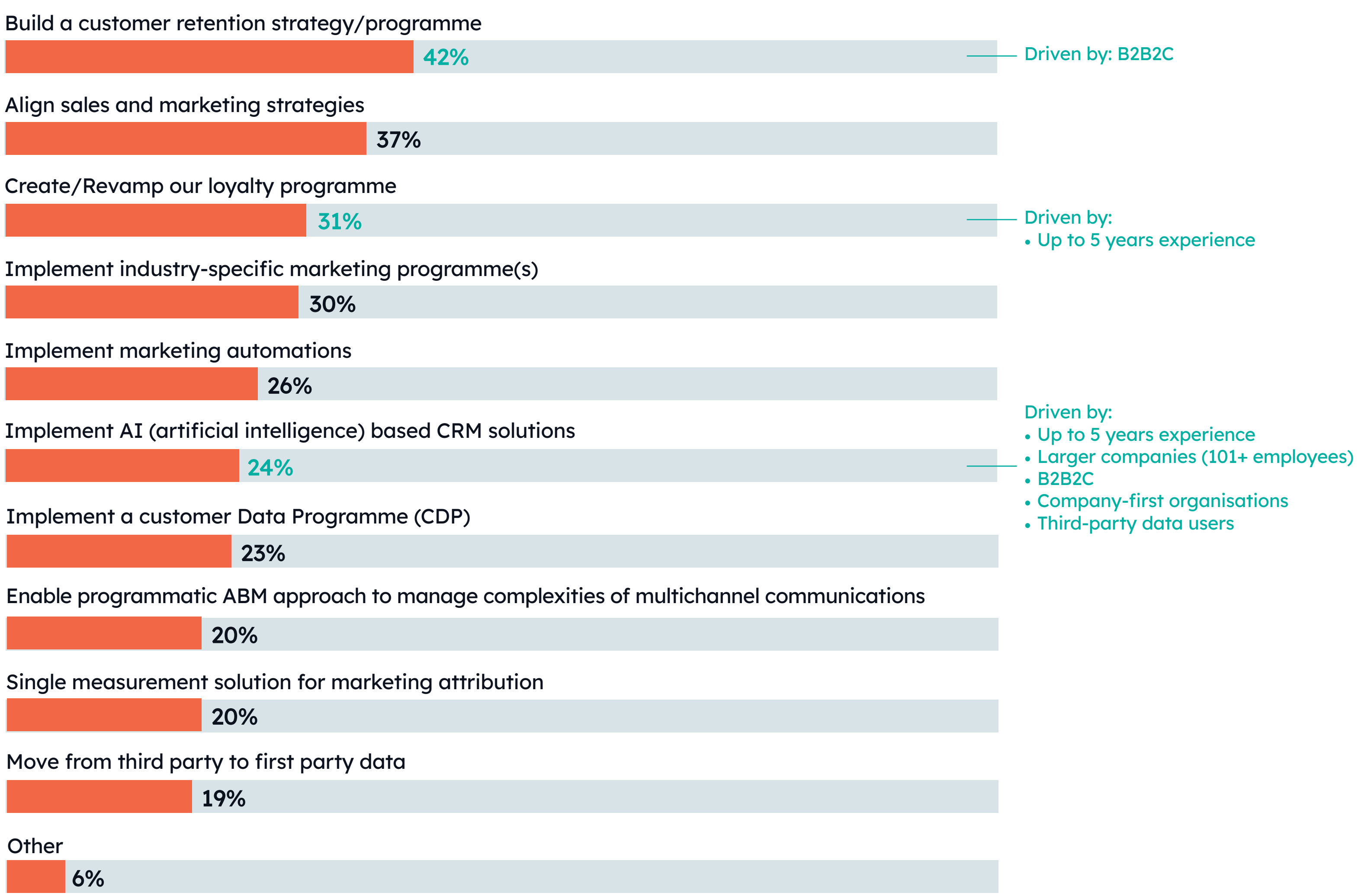
Lower / Higher: Indicates result significantly higher/lower than Total (at 95% confidence level)

Q: Which of the following marketing channels are used the most in your organisation?
A: Response selected (Multiple responses possible)
Base: Total Sample N=2016

2 in 5 see retention strategies and aligning sales and marketing as the main solutions for challenges...

Marketing automations and AI-based CRM solutions are also mentioned by 1 in 4, higher for those newer to the job, larger companies, B2B2C companies, company-first organisations and third-party data users.

SOLUTIONS FOR CHALLENGES (%)



Other Insight:
Businesses looking to 'align sales and marketing strategies' as a solution in 2023 are more likely than businesses not looking at this solution to...

- Consider **'effectively engaging with new customer prospects' a challenge** (43% v 30%)
- Look at **'marketing automation to generate leads / conversions/sales' as a growth area** (44% v 31%)
- **Involve sales in marketing budgets** (29% v 12%)
- **Use sales data in marketing decisions** (70% v 56%)

Q: Which of the following are you likely to implement in 2023 to overcome the marketing challenges in your organisation?
A: Response selected (Multiple responses possible)
Base: Total Sample N=2016

Retention strategies are most popular in Ireland, closely followed by Germany, UK & France, with the latter market also looking for industry-specific programmes & marketing automations

Loyalty programme revamp seen as solution for challenges by more businesses in France, Switzerland and Austria. Measurement for marketing attribution and shifting from third-party to first-party data are relatively less important solutions.

SOLUTIONS FOR CHALLENGES (%)

	Total	UK n=675	Ireland n=100	France n=601	Germany n=500	Austria n=80	Switzerland n=60	DACH n=640 (NET: Germany, Austria & Switzerland)
Build a customer retention strategy/programme	42%	42%	52%	45%	41%	35%	30%	39%
Align sales and marketing strategies	37%	39%	40%	37%	33%	29%	43%	33%
Create / Revamp our loyalty programme	31%	26%	27%	37%	30%	33%	37%	31%
Implement industry-specific marketing programme(s)	30%	28%	29%	35%	26%	30%	27%	27%
Implement marketing automations	26%	25%	28%	30%	24%	19%	15%	23%
Implement AI (artificial intelligence) based CRM solutions	24%	25%	23%	24%	22%	23%	17%	22%
Implement a Customer Data Programme (CDP)	23%	20%	25%	28%	21%	16%	17%	20%
Enable programmatic ABM approach to manage complexities of multi-channel communications	20%	22%	19%	18%	22%	11%	13%	20%
Single measurement solution for marketing attribution	20%	23%	25%	19%	16%	24%	8%	16%
Move from third party to first party data	19%	21%	24%	17%	18%	19%	8%	17%
Other (Please Specify)	6%	9%	3%	2%	6%	1%	8%	6%

Lower / Higher: Indicates result significantly higher/lower than Total (at 95% confidence level)

Q: Which of the following are you likely to implement in 2023 to overcome the marketing challenges in your organisation?
A: Response selected (Multiple responses possible)
Base: Total Sample N=2016

Customer loyalty is also the highest priority, followed by budget and creating a 'human touch', while ABM and AI are the lowest

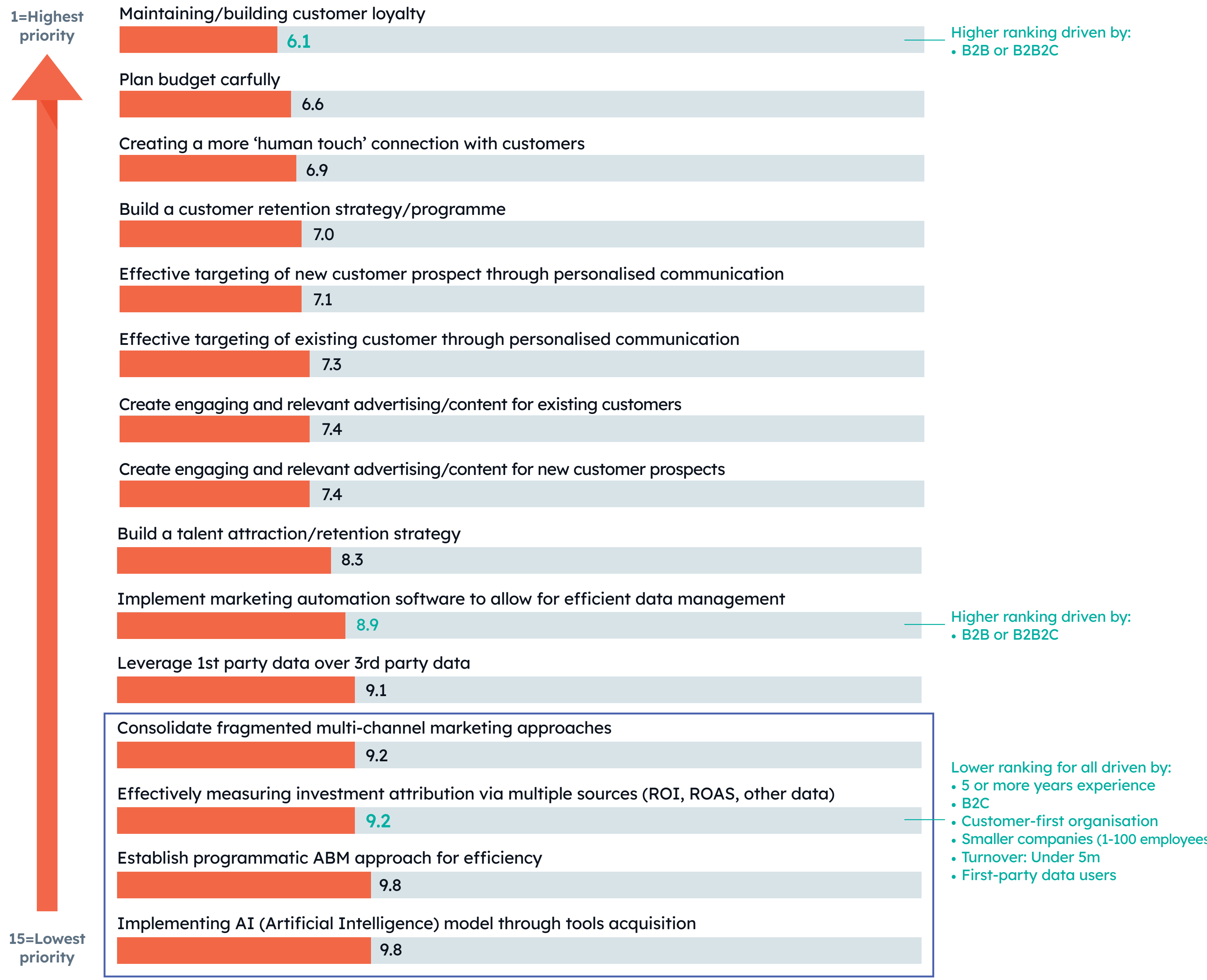
Those with a longer job tenure, in smaller / B2C companies and users of third-party data rank customer loyalty higher & ABM / AI as a lower priority vs. their counterparts; third-party data users also more likely to look to ABM/ AI as a solution as seen earlier.

Q: Now thinking of your company, please rank the following areas from highest to lowest priority for your 2023 marketing strategy.

A: Response selected (Ranking, Mean Averages)

Base: Total Sample N=2016

Priorities 2023 - Ranking (Mean)



‘Human touch’ is a higher priority in France than in Germany, whilst the UK sees AI and ABM as a lower priority than other markets

Effective targeting of existing customers through personalised communication a higher priority in UK than France.

Priorities 2023 - RANKING (MEAN)

1=Highest priority

15=Lowest priority

NET: Germany, Austria & Switzerland

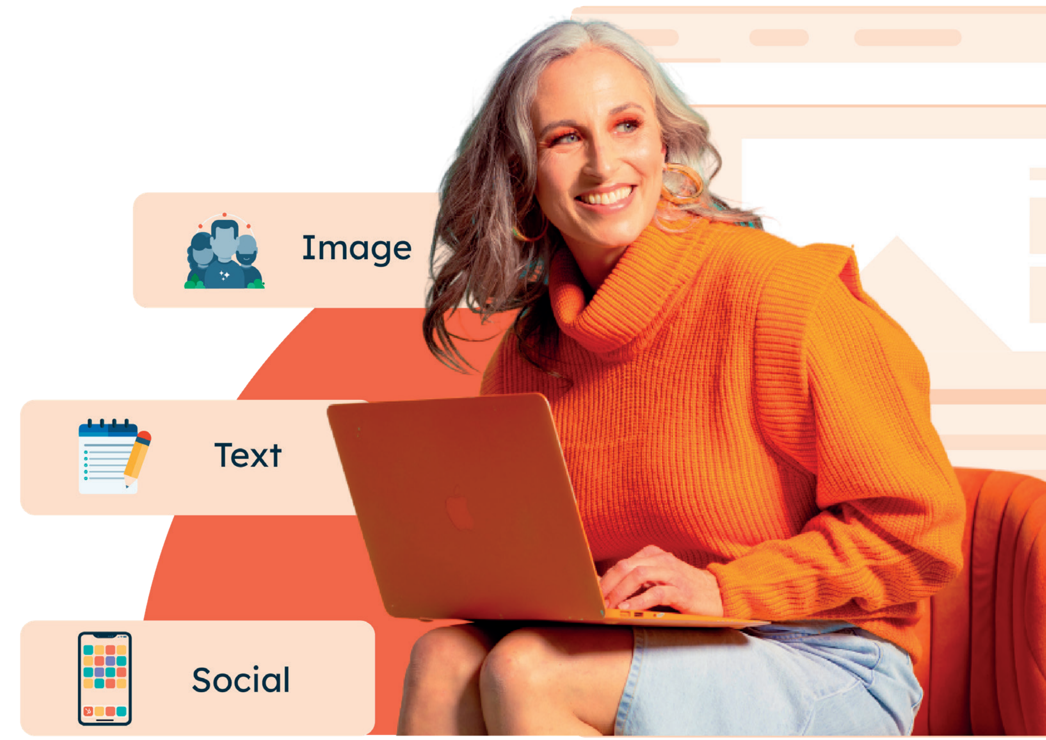
	Total	UK n=675	Ireland n=100	France n=601	Germany n=500	Austria n=80	Switzerland n=60	DACH n=640
Maintain/Build customer loyalty	6.1	5.5	6.1	6.5	6.2	6.2	5.8	6.2
Plan budget carefully	6.6	6.1	6.3	6.9	7	7	6.5	6.9
Create a more 'human touch' connection with customers	6.9	7.1	7.1	6.5	7.3	6.3	6.1	7.1
Effective targeting of new customer prospects through personalised communication	7	6.8	7.6	7.1	7.2	7	6.3	7.1
Build a customer retention strategy/programme	7	6.9	7.1	7	7.2	7.2	6.7	7.2
Effective targeting of existing customers through personalised communication	7.3	6.9	6.9	7.7	7.6	7.1	7.2	7.5
Create engaging and relevant advertising/content for existing customers	7.4	7.3	7.6	7.5	7.5	7.9	7.3	7.5
Create engaging and relevant advertising/content for new customer prospects	7.4	7.1	7.4	7.4	7.6	7.5	8.1	7.6
Build a talent attraction/retention strategy	8.3	8.6	7.8	8.1	8.4	7.9	8.1	8.3
Implement marketing automation software to allow for efficient data management	8.9	9.2	8.8	8.6	8.8	9.3	9.1	8.9
Leverage 1st party data over 3rd party data	9.1	9.8	10.2	8.9	8.2	8.3	8.6	8.2
Consolidate fragmented multi-channel marketing approaches	9.2	9.1	8.9	9.3	9.2	9.5	9.5	9.3
Effectively measure investment attribution via multiple sources (ROI, ROAS, other data)	9.2	9.1	9.2	9.1	9.2	9.9	10.3	9.3
Implement AI (Artificial Intelligence) model through tools acquisition	9.7	10.2	9.4	9.6	9.3	9.8	10	9.5
Establish programmatic ABM approach for efficiency	9.8	10.3	9.8	9.7	9.3	9.3	10.5	9.4

Lower / Higher: Indicates result significantly higher/lower than Total (at 95% confidence level)

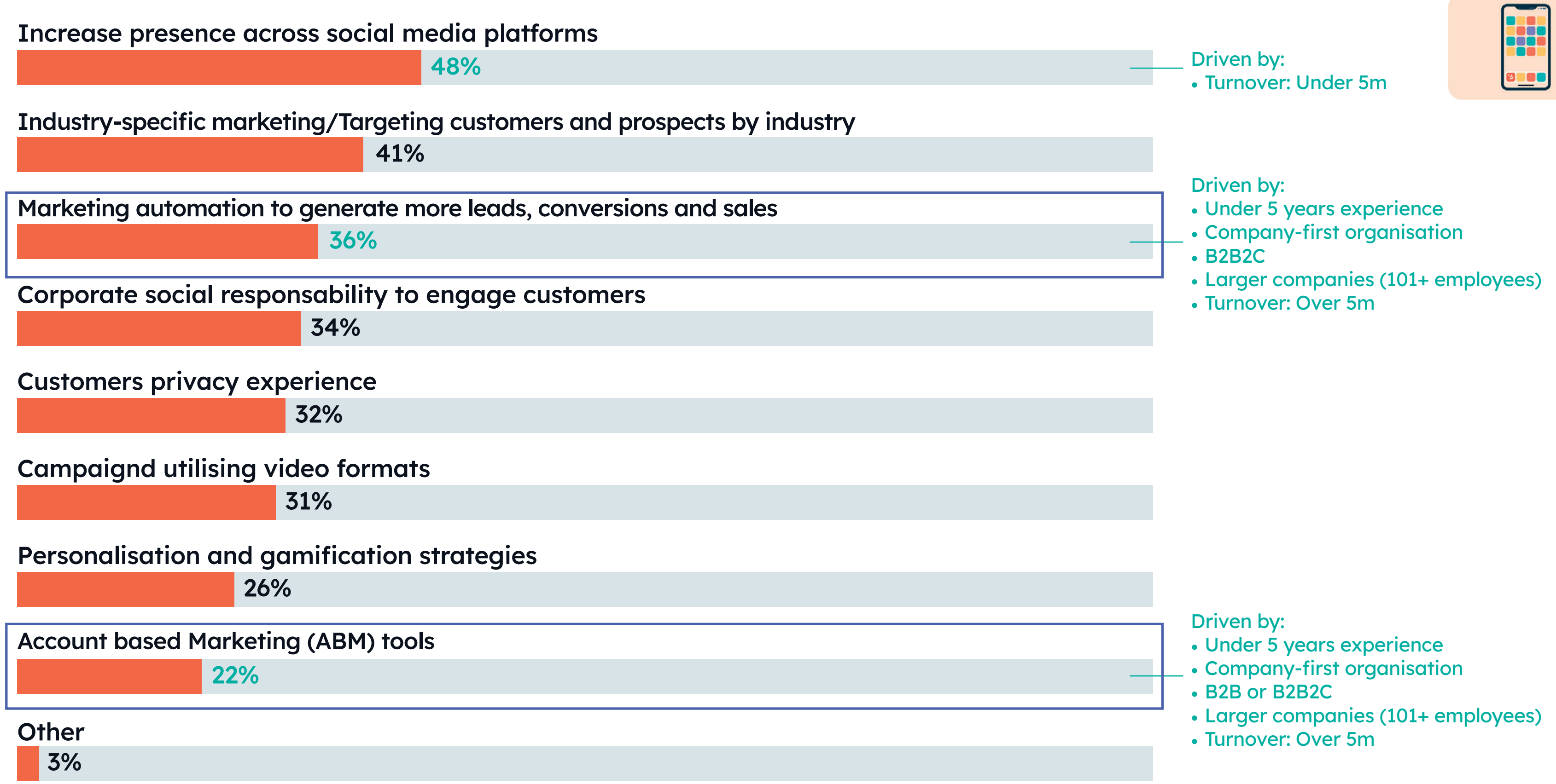
Q: Now thinking of your company, please rank the following areas from highest to lowest priority for your 2023 marketing strategy.
A: Response selected (Ranking, Mean Averages)
Base: Total Sample N=2016

Social media is seen as the biggest area for growth in the future, followed by industry-specific marketing

Those with less experience and at larger, company-first businesses (including B2B or B2B2C) see marketing automation and ABM tools more as areas for growth than their counterparts.



AREAS FOR GROWTH IN 2023 (%)



Q: And which of the following marketing growth areas are you likely to focus on in 2023?

A: Response selected (Multiple responses possible)

Base: Total Sample N=2016

Social media is a key focus for the UK, Ireland and France. CSR is higher in Ireland and France as well

Germany and Austria are less interested in social media or marketing automation.

AREAS FOR GROWTH IN 2023 (%)

	Total	UK n=675	Ireland n=100	France n=601	Germany n=500	Austria n=80	Switzerland n=60	DACH n=640 (NET: Germany, Austria & Switzerland)
Increase presence across social media platforms	48%	52%	57%	50%	39%	41%	50%	41%
Industry-specific marketing / Targeting customers and prospects by industry	41%	39%	36%	43%	41%	43%	40%	41%
Marketing automation to generate more leads, conversions and sales	36%	39%	43%	36%	33%	29%	27%	32%
Corporate social responsibility to engage customers	34%	30%	42%	38%	35%	30%	35%	35%
Customer privacy experience	32%	28%	33%	35%	31%	33%	40%	32%
Campaigns utilising video formats	31%	30%	33%	33%	30%	25%	28%	29%
Personalisation and gamification strategies	26%	23%	29%	31%	25%	23%	20%	24%
Account Based Marketing (ABM) tools	22%	22%	20%	24%	21%	20%	20%	21%
Other	3%	5%	0%	1%	4%	3%	2%	3%

Lower

Higher

Indicates result significantly higher/lower than Total (at 95% confidence level)

Q: And which of the following marketing growth areas are you likely to focus on in 2023?

A: Response selected (Multiple responses possible)

Base: Total Sample N=2016

Involvement in budget allocation and share of decision-making

Owners/founders are also heavily involved in marketing decisions, with 1 in 2 marketing decision makers claiming to involve owners/founders across the whole region.

Sister companies and the IT department are also involved, with various departments involved across multiple stages of the budgeting process.

When looking at job tenure in particular, **fewer years of experience on average in France and Switzerland,** likely due to a larger than normal wave of resignations during COVID, **equates to a higher proportion of other roles being involved in the budgeting decision process.**

Those in smaller, B2C companies with more experience will go straight to the owners/founders, whereas others (larger companies, B2B and B2B2C) will involve multiple other roles in the process.

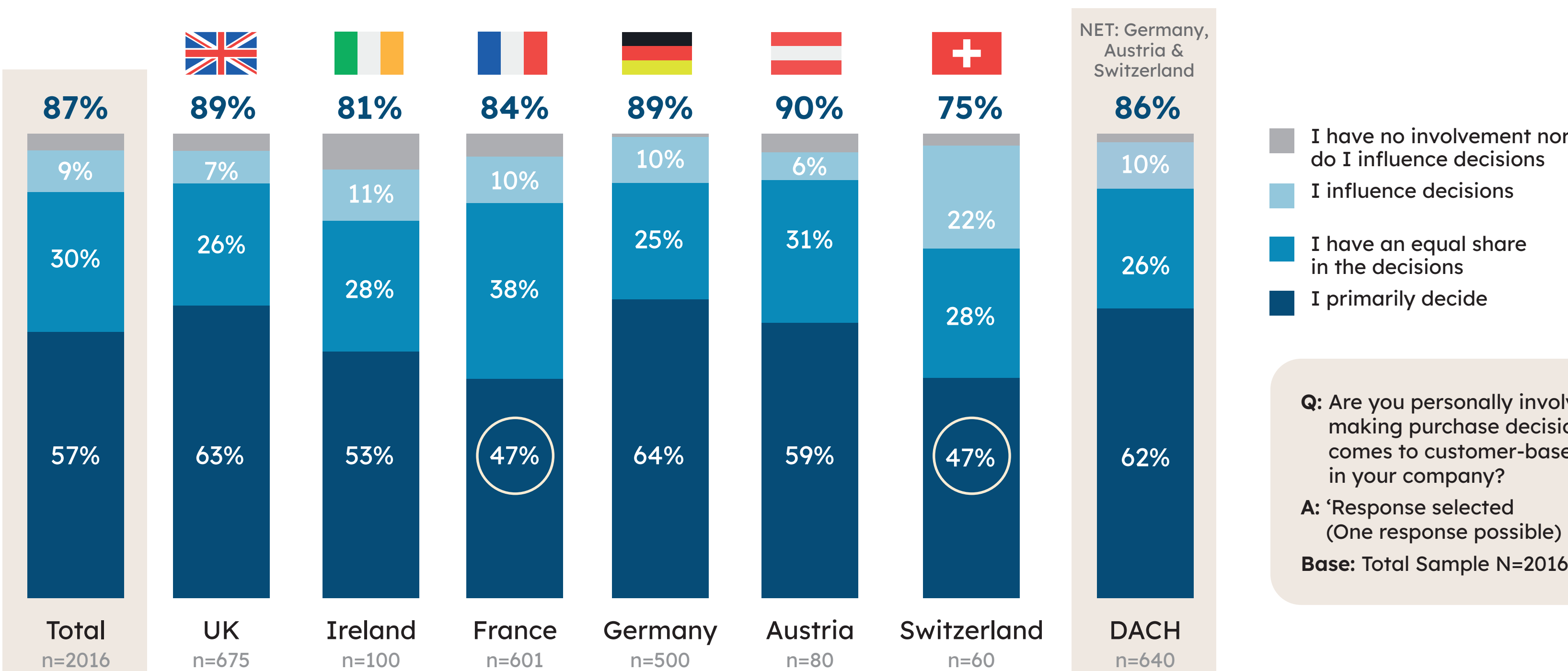
However, working at larger companies does not hinder involvement in decision making **for Germany, where marketing decision makers are less likely to share responsibility** with other departments.

On the other hand, markets with a higher share of **smaller companies (UK, Switzerland and Austria) are more likely to be the owners/founders themselves,** with primary decision making responsibilities.

3 in 5 marketing decision makers share responsibility with others when it comes to picking consumer-based software...

There are also fewer 'primary deciders' in France and Switzerland, corresponding with less job experience in these markets.

SHARE OF DECISION MAKING RESPONSIBILITY FOR CONSUMER-BASED SOFTWARE (%)



Q: Are you personally involved in making purchase decisions when it comes to customer-based software in your company?
A: 'Response selected (One response possible)
Base: Total Sample N=2016

...with 1 in 2 involving owners/founders before allocating budget. Larger, B2B2C or B2B companies will involve a wider range of roles

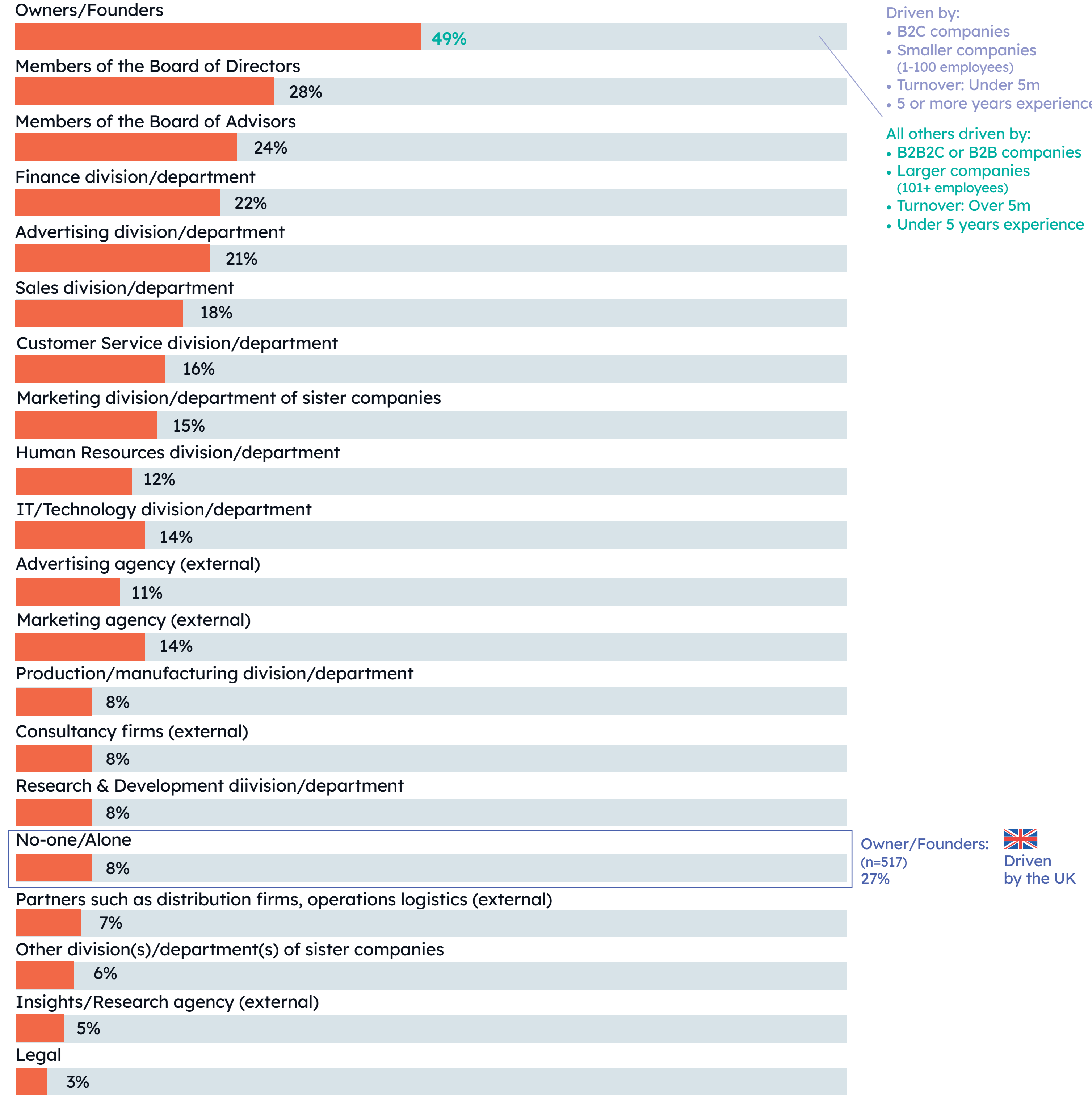
**Overall, roughly 1 in 5 will involve finance, advertising or sales departments.
Those in smaller, B2C companies with more experience will go straight to the owners/founders, whereas others will involve multiple other roles in the process.**

Q: Including yourself, who in your company and across your suppliers plays a role in deciding how marketing budget is allocated? This includes any involvement in the initial identifying and research stages through to the final decision or implementation.

A: Response selected (Multiple responses possible)

Base: Total Sample N=2016

Other Roles Involved in Budget Allocation (%)



Germany is less likely to involve board members in budget than the UK & France, despite having a higher share of larger-sized companies

Working at larger companies does not hinder involvement in decision making for Germany, where marketing decision makers are less likely to share responsibility with other departments.

OTHER ROLES INVOLVED IN BUDGET ALLOCATION (%)

TOP 10 ROLES INVOLVED IN BUDGET ALLOCATION

	Total	UK n=675	Ireland n=100	France n=601	Germany n=500	Austria n=80	Switzerland n=60	DACH n=640 (NET: Germany, Austria & Switzerland)
Owners / Founders	49%	51%	40%	48%	47%	56%	46%	48%
Members of the Board of Directors	28%	35%	41%	28%	17%	24%	33%	19%
Members of the Board of Advisors	24%	24%	29%	26%	21%	31%	18%	22%
Finance division/department	22%	23%	26%	19%	23%	21%	17%	22%
Advertising division/department	21%	21%	23%	24%	17%	26%	17%	18%
Sales division/department	18%	19%	30%	19%	14%	14%	17%	14%
Customer Service division/department	16%	16%	17%	17%	13%	15%	12%	13%
Marketing division/department of sister companies	15%	18%	24%	17%	8%	14%	10%	9%
IT/Technology division/department	14%	18%	15%	13%	12%	8%	10%	11%
Marketing agency (external)	14%	13%	14%	15%	15%	14%	10%	15%

Lower / Higher: Indicates result significantly higher/lower than Total (at 95% confidence level)

Q: Including yourself, who in your company and across your suppliers plays a role in deciding how marketing budget is allocated? This includes any involvement in the initial identifying and research stages through to the final decision or implementation.

A: Response selected (Multiple responses possible)

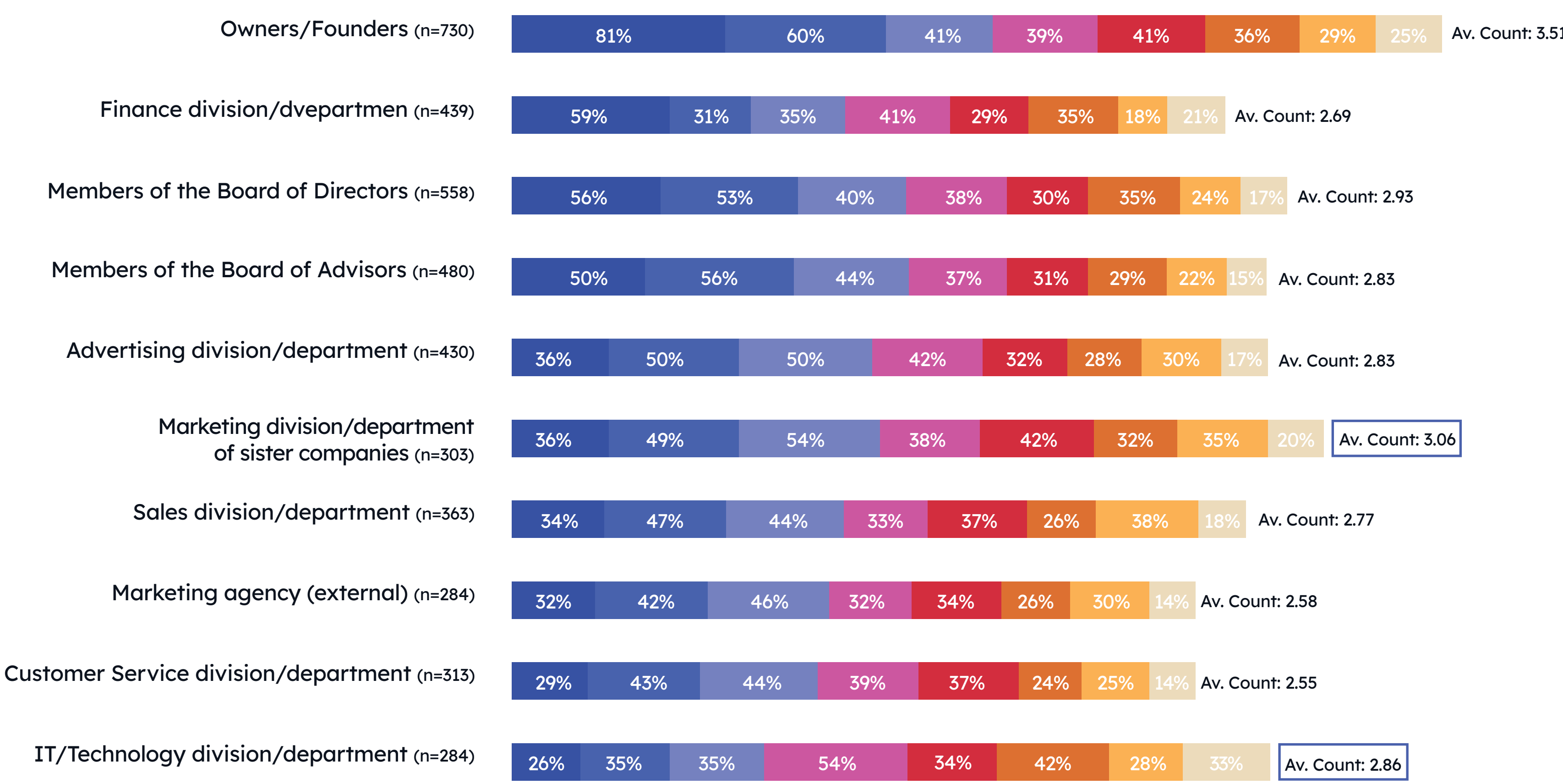
Base: Total Sample N=2016

Budget, marketing goals & planning responsibility are split across owners & board members, though multiple divisions are involved

Sister companies and the IT department in particular are heavily involved at multiple stages of the budgeting process.

Marketing Budget Allocation Process: Role Responsibilities (%, Mean)

TOP 10 ROLES INVOLVED IN BUDGET ALLOCATION



How to read this chart:
Results show what percentage of each role are involved in each part of the processes. For example, 81% of Owners/Founders are involved in deciding on Marketing Budget specifically.

- Marketing Budget
- Defining Marketing Goals
- Marketing Mix Planning
- Software Purchase Planning
- Decide on Marketing Mix
- Decide on Software Purchases
- Implement Marketing Mix
- Implement Software Purchase

Q: You mentioned that the following role(s) play a part in deciding how marketing budget is allocated. In which part(s) of the process are each of the following roles involved?

A: Response selected (Multiple responses possible), Showing Top 10 Roles Involved in Budget Allocation only.

Base: Role Plays a Part in Deciding How Budget is Allocated.

Current usage of software/tools & sources of data

4 in 10 use analytics tools/dashboards to deep dive into customers' behaviours, followed by 3 in 10 using marketing automation software, consumer research or CRM software. Sales data, company websites and social media are also heavily used for marketing decisions, though CDP falls further down the list.

France, the UK, and Ireland use more sales, social media, forums and marketing automation software sources than the DACH region, with Germany using fewer sources on the whole.

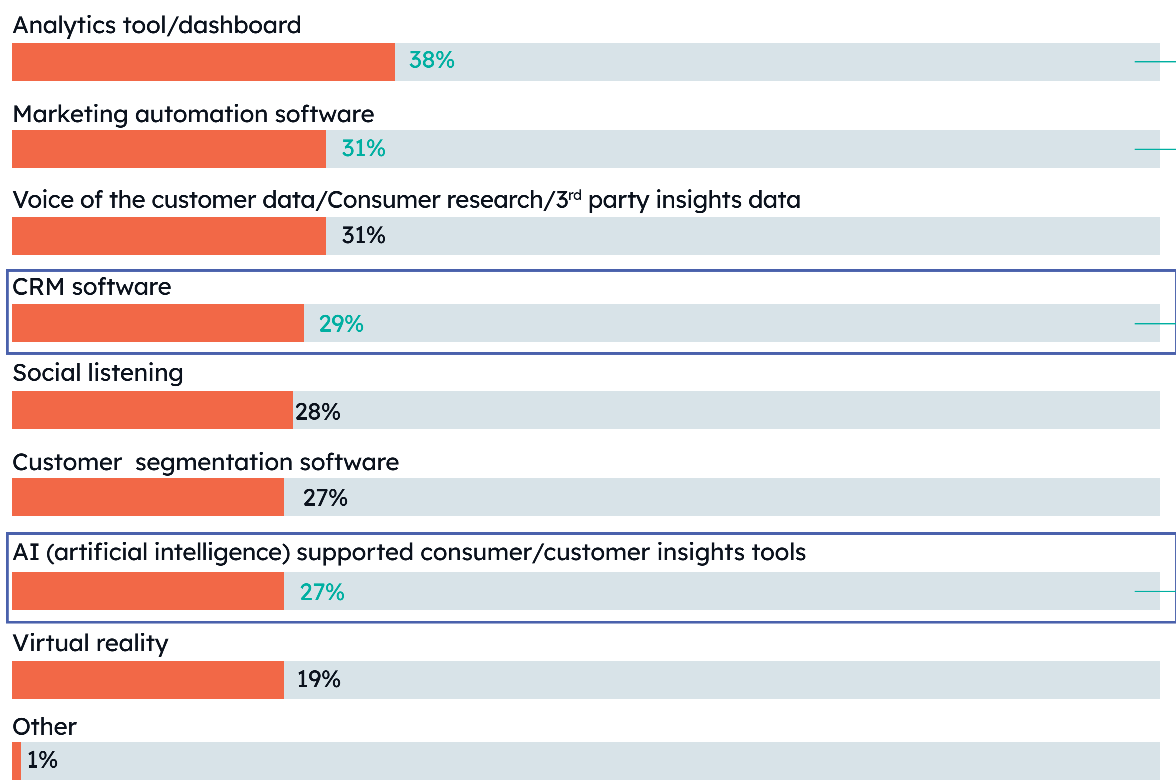
Usage of CRM software higher in the UK and Ireland with businesses, on average, in **Ireland increasing budget for this and for AI in 2023** (as we saw earlier).

AI, dashboards and marketing automation software are used by around 3 in 10, driven by those with less job experience, perhaps reflecting that this is an innovative tool used by newcomers in the industry. It is also driven by third-party data users and company-first organizations, with the latter being the same for CRM software, where usage is also higher for B2B or B2B2C companies, and larger companies (101+ employees).

Dashboards, automation software & consumer research are the most used tools. Almost 1 in 3 use CRM software, the same for AI…

AI, dashboard & marketing automation software usage is driven by those newer to the job (up to 5 years experience), reflecting that these are new/innovative tools. CRM software is used more by B2B/B2B2B, with company-first organisations driving usage.

CURRENT TOOLS USED TO DEEP DIVE INTO CUSTOMER BEHAVIOUR (%)



Analytics tool/dashboard – Driven by:
- Up to 5 years experience
- Companies using both first and third party data
- Larger companies (101+ employees)

Marketing automation software – Driven by:
- Up to 5 years experience
- Third-party data users
- Company-first organisation
- B2B2C
- Larger companies (101+ employees)

CRM software – Driven by:
- Company-first organisation
- B2B or B2B2C companies
- Third-party data users
- Larger companies (101+ employees)

AI (artificial intelligence) supported consumer/customer insights tools – Driven by:
- Up to 5 years experience
- Company-first organisation
- Third-party data users
- B2B2C
- Larger companies (101+ employees)

Q: Does your organisation currently use any of the following to deep dive into customers' behaviours?

A: Response selected (Multiple responses possible)

Base: Total Sample N=2016

...however, CRM software is used more by businesses in France, Ireland & UK than in DACH. AI usage is mostly level across markets

The UK uses fewer tools on the whole (see 'NET: Using Any Tools') whilst France uses more, with 'human touch' connections being a challenge and 'personalisation/gamification strategies' being a growth area for more businesses in the latter market.

CURRENT TOOLS USED TO DEEP DIVE INTO CUSTOMER BEHAVIOUR (%)

	Total	UK n=675	Ireland n=100	France n=601	Germany n=500	Austria n=80	Switzerland n=60	DACH n=640 (NET: Germany, Austria & Switzerland)
NET: Using Any Tools	79%	71%	83%	87%	78%	79%	75%	78%
NET: Using CRM and/or AI)	44%	43%	44%	46%	42%	40%	40%	42%
Analytics tool / dashboard	38%	39%	41%	44%	29%	38%	32%	30%
Marketing automation software	31%	32%	39%	34%	29%	16%	22%	27%
Voice of customer data / Consumer research / 3rd party insights data	31%	32%	29%	37%	26%	23%	23%	25%
CRM software	29%	33%	34%	30%	25%	30%	17%	25%
Social listening	28%	33%	39%	28%	20%	29%	23%	22%
Customer segmentation software	27%	26%	26%	30%	27%	25%	22%	26%
AI (artificial intelligence) supported consumer/customer insights tool	27%	25%	24%	29%	27%	19%	28%	26%
Virtual reality	19%	19%	26%	18%	18%	25%	10%	18%
Other	1%	1%	1%	0%	1%	1%	2%	1%

Other Insights:

More businesses in **France** (31%) cite 'personalisation/gamification strategies' as a growth area vs. average **EMEA** (26%)

More businesses in **France** (40%) claim that 'creating a more 'human touch' connection with customers' is a challenge vs average **EMEA** (36%)

Lower / Higher: Indicates result significantly higher/lower than Total (at 95% confidence level)

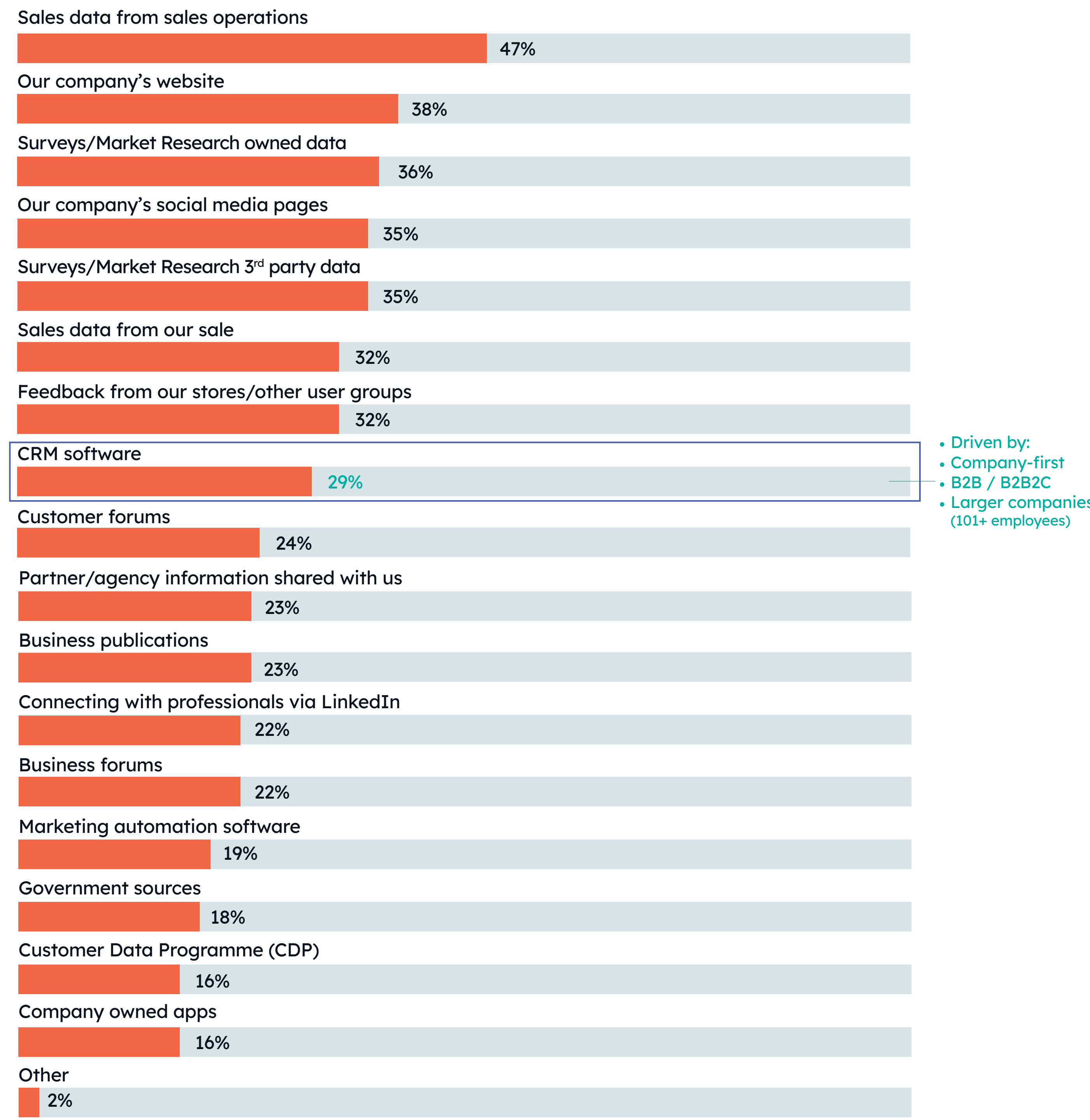
Q: Does your organisation currently use any of the following to deep dive into customers' behaviours?
A: Response selected (Multiple responses possible)
Base: Total Sample N=2016

Top sources of data for marketing decisions are sales & company resources, which would benefit from increased usage of CRM

Just under 1 in 2 use customer data on the whole, though over 1 in 3 also use market research surveys.

Q: And which sources do you utilise for obtaining data/information to help you with your marketing decisions?
A: Response selected (Multiple responses possible)
Base: Total Sample N=2016

DATA SOURCES UTILISED FOR MARKETING DECISIONS (%)



France, the UK & Ireland use more sales, social media, forums and marketing automation software sources than the DACH region

Just as we saw previously, Germany uses fewer sources on the whole, though sales data comes out on top for all markets.

Data Sources Utilised For Marketing Decisions (%)

	Total	UK n=675	Ireland n=100	France n=601	Germany n=500	Austria n=80	Switzerland n=60	DACH (NET: Germany, Austria & Switzerland)
Sales data from sales operations	47%	46%	50%	51%	42%	51%	52%	44%
Our company's website	38%	45%	46%	35%	30%	32%	41%	31%
Surveys/Market Research owned data	36%	33%	36%	38%	35%	41%	45%	37%
Our company's social media pages	35%	41%	46%	41%	21%	25%	25%	22%
Surveys/Market Research 3rd party data	35%	36%	33%	39%	31%	35%	31%	32%
Sales data from our stores	32%	29%	47%	29%	33%	46%	43%	35%
Customer feedback from our stores / other user groups	32%	35%	35%	30%	28%	27%	38%	29%
CRM software	29%	33%	30%	29%	26%	28%	20%	25%
Customer forums	24%	28%	39%	26%	14%	20%	28%	16%
Partner/agency information shared with us	23%	24%	31%	25%	19%	18%	25%	20%
Business publications	23%	26%	28%	24%	17%	15%	31%	18%
Connecting with other professionals via LinkedIn	22%	26%	35%	21%	19%	13%	19%	18%
Business forums	22%	24%	24%	26%	15%	15%	17%	15%
Marketing automation software	19%	21%	14%	23%	15%	10%	14%	14%
Government sources	18%	20%	37%	16%	15%	18%	17%	15%
Customer Data Programme (CDP)	16%	16%	15%	18%	16%	15%	7%	15%
Company owned apps	16%	16%	10%	20%	13%	13%	9%	13%
Other	2%	3%	3%	1%	1%	1%	5%	1%

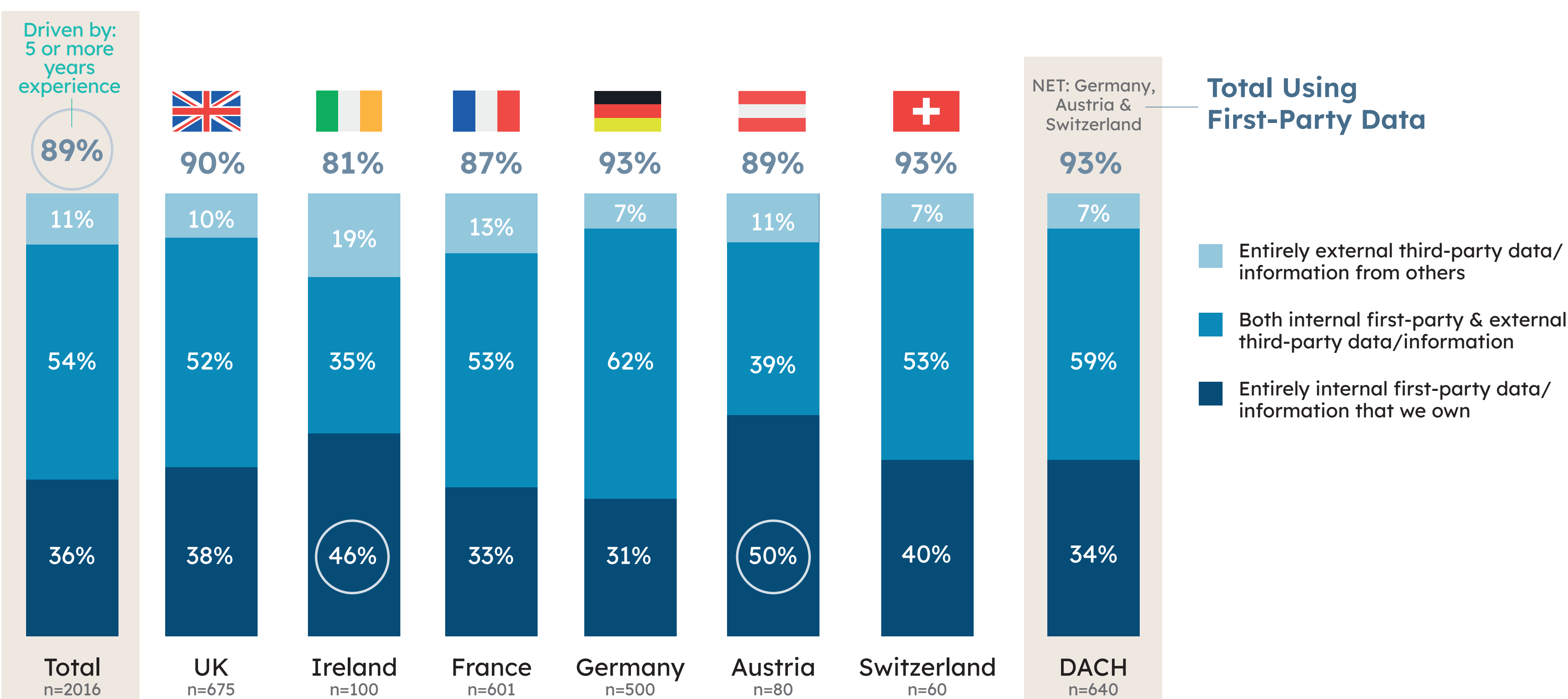
Lower / Higher: Indicates result significantly higher/lower than Total (at 95% confidence level)

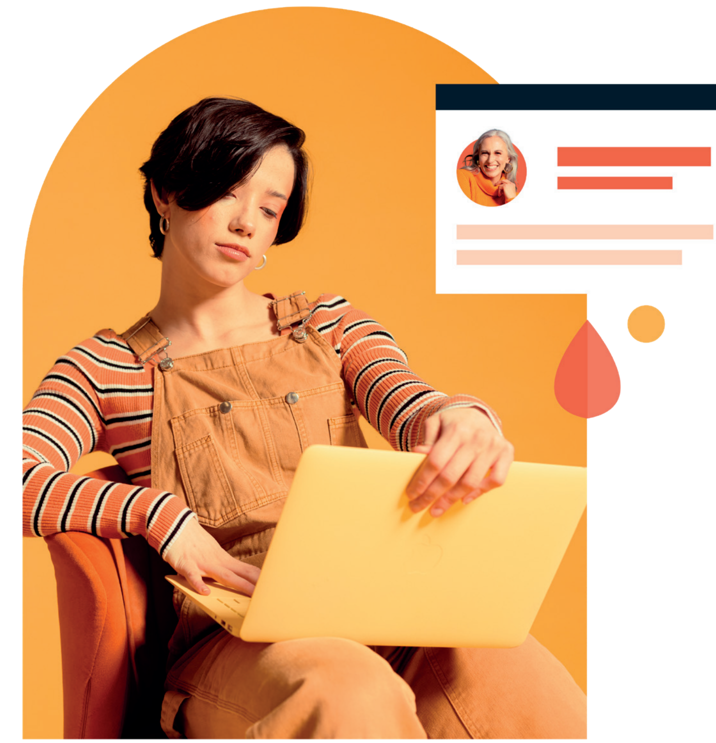
Q: And which sources do you utilise for obtaining data/information to help you with your marketing decisions?
A: Response selected (Multiple responses possible)
Base: Total Sample N=2016

...and higher conversions between awareness and usage in Austria and Ireland reflect their preference for first-party data

This suggests awareness-led campaigns are key in smaller markets Ireland, Austria and Switzerland. Though most use both, more use first than third-party resources across all markets, and first-party usage is higher for those with more job experience.

First or Third-Party Data Usage (%)





Q: Which of the following best describes your use of data/information for enabling your marketing decisions?

A: Response selected (One response possible)

Base: Total Sample N=2016

Drivers for software / tool purchase

3 in 5 say price is an important factor for choice of software, followed by stability and reliability, and user experience.

Price is more important for B2C companies, those with more job experience, smaller companies (where there is overlap with longer job tenure) and first-party data users. Stability and reliability is more important for B2C or B2B2C companies.

Privacy credentials are more important to **first-party data users and larger sized companies with higher turnover. Germany,** where turnover & company size is largest, **is more sensitive to privacy,** however, pricing is less important.

User experience are more important amongst businesses in the **UK and Ireland,** with the **UK also citing pricing** and **integration with existing tools** as key drivers.

On the whole, the most important **factors for selecting marketing channels** are the **product type, cost, and customer habits.** And, when it comes to factors affecting choice of marketing channels, the **UK & Ireland focus more on cost & business size than Germany.**

3 in 5 say price is an important factor for choice of software, followed by stability and reliability, and user experience

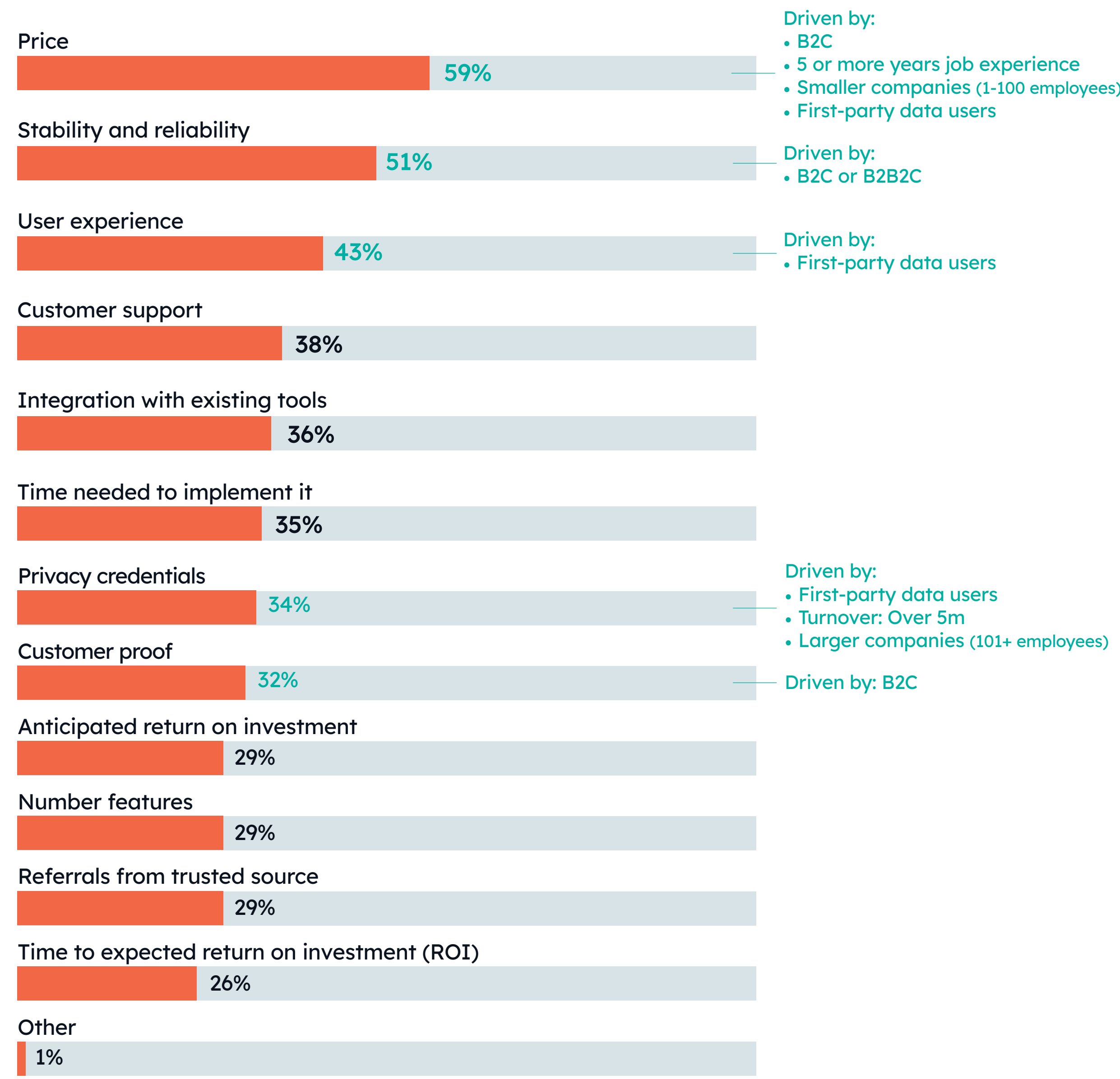
Price is more important for B2C, those with more job experience, smaller companies (that overlap with longer job tenure) & first-party data users. Stability and reliability is more important for B2C or B2B2C companies. Privacy more important to first-party data users, and larger-sized companies.

Q: And what factors are important to you when deciding on software purchases in your company?

A: Response selected (Multiple responses possible)

Base: Total Sample N=2016

Important Factors For Software Purchase (%)



With more large-sized companies, Germany is less sensitive to price but privacy more important. User experience & tools integration key in UK

When compared to other markets, Switzerland, where more companies are B2C, says 'customer proof' is more important.

Important Factors For Software Purchase (%)

Sales Turnover 2022:
- Up to 10 million: 49%
- 10+ million: 51%

B2C: 78%

NET: Germany, Austria & Switzerland

	Total	UK n=675	Ireland n=100	France n=601	Germany n=500	Austria n=80	Switzerland n=60	DACH
Price	59%	63%	61%	62%	48%	52%	74%	51%
Stability and reliability	51%	53%	47%	53%	46%	47%	55%	47%
User experience	43%	50%	53%	40%	39%	34%	33%	37%
Customer support	38%	43%	43%	40%	28%	31%	36%	29%
Integration with existing tools	36%	41%	45%	37%	32%	25%	29%	31%
Time needed to implement it	35%	36%	43%	36%	31%	39%	40%	32%
Privacy credentials	34%	33%	36%	26%	41%	35%	41%	41%
Customer proof	32%	29%	32%	28%	35%	42%	48%	37%
Anticipated return on investment	29%	36%	35%	28%	22%	22%	21%	22%
Number of features	29%	33%	29%	25%	27%	29%	29%	28%
Referrals from trusted source	29%	27%	39%	29%	28%	29%	28%	28%
Time to expected return on investment (ROI)	26%	31%	34%	25%	19%	25%	19%	20%
Other	1%	1%	0%	1%	1%	0%	3%	1%

UK/IE
More companies cite 'freeing up time / redirecting focus of our talent to work on areas that add more value' as a key challenge in UK (26%) and IE (28%) vs EMEA (22%)

Lower
Higher
Indicates result significantly higher/lower than Total (at 95% confidence level)

Q: And what factors are important to you when deciding on software purchases in your company?
A: Response selected (Multiple responses possible)
Base: Total Sample N=2016

Similarly, when it comes to marketing channels used, the UK & Ireland focus more on cost & business size than Germany...

In France, Germany and Switzerland, the type of product and customers' buying habits are more important than price.

Key Factors Affecting Choice of Marketing Channels (%)

	Total	UK n=675	Ireland n=100	France n=601	Germany n=500	Austria n=80	Switzerland n=60	DACH n=640 (NET: Germany, Austria & Switzerland)
Type of product	52%	52%	54%	53%	50%	45%	57%	50%
Cost of channel	50%	58%	53%	46%	46%	46%	45%	46%
Customers' buying habits	50%	49%	54%	52%	47%	45%	50%	47%
Size of the market	42%	49%	45%	41%	36%	29%	47%	36%
Size of business	39%	45%	49%	39%	33%	34%	27%	32%
Competitor knowledge	38%	38%	39%	41%	35%	33%	37%	35%
Data availability	35%	37%	33%	32%	35%	53%	32%	37%
Other	2%	2%	3%	1%	2%	4%	2%	3%

Lower

Higher

Indicates result significantly higher/lower than Total (at 95% confidence level)

Q: What are the key factors affecting the choice of marketing channel(s) used?

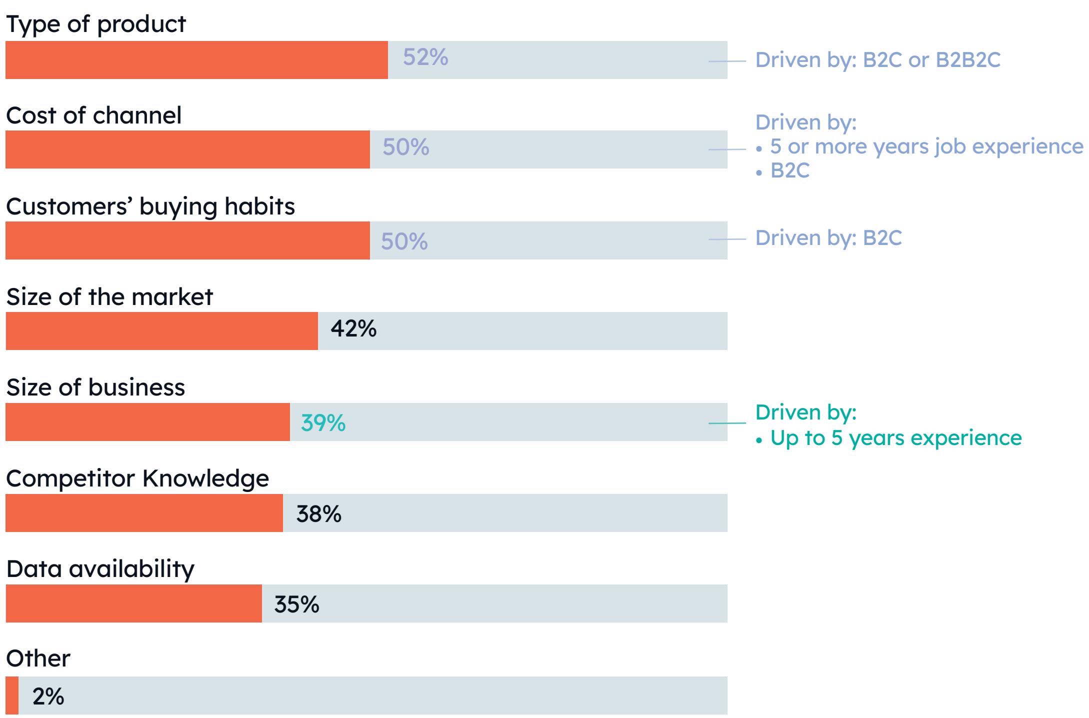
A: Response selected (Multiple responses possible)

Base: Total Sample N=2016

…though on the whole, the most important factors for marketing channels are the product type, cost, and customer habits

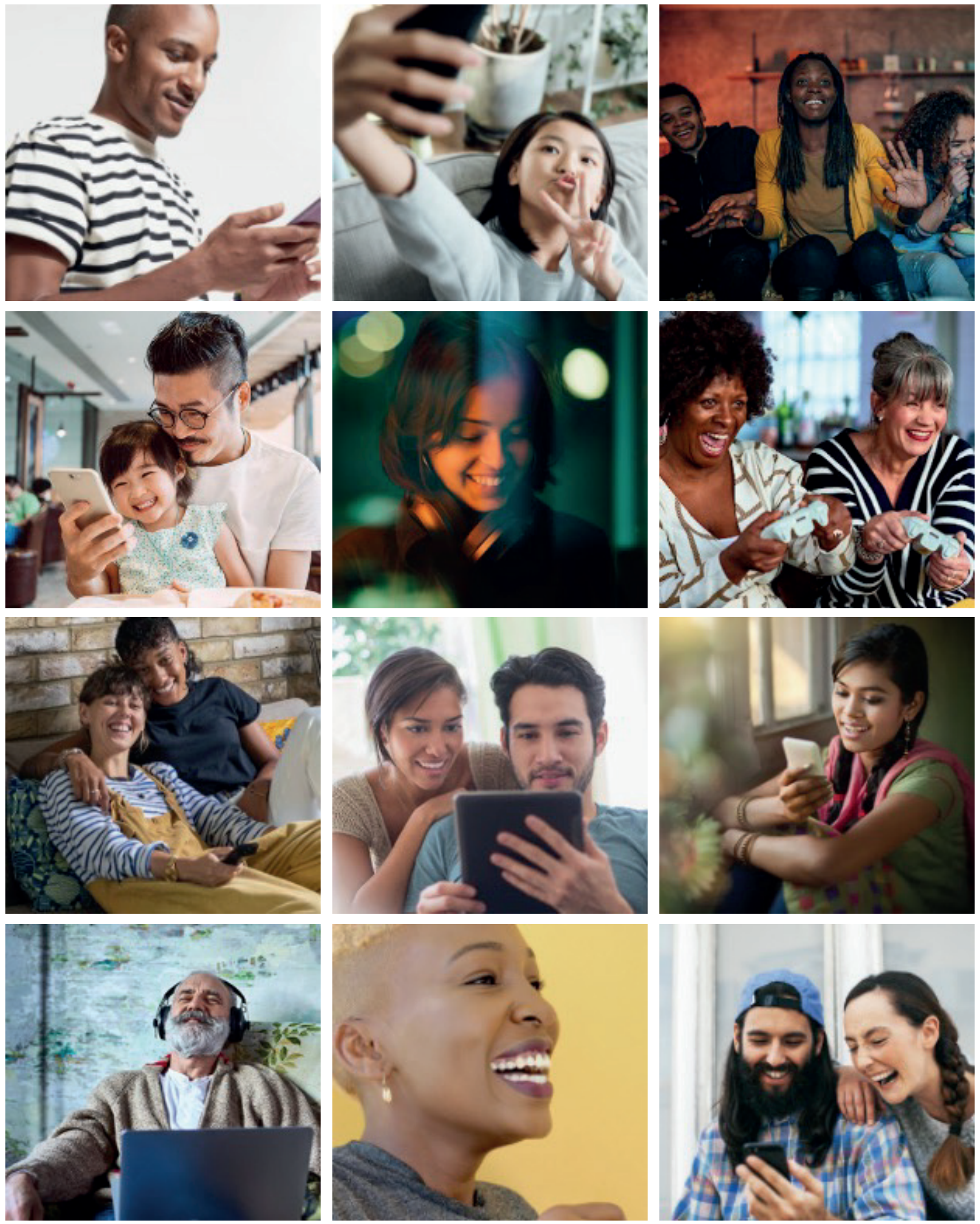
Data availability is the least important, though still picked by 1 in 3 in the EMEA region.

KEY FACTORS AFFECTING CHOICE OF MARKETING CHANNELS (%)



Q: What are the key factors affecting the choice of marketing channel(s) used?
A: Response selected (Multiple responses possible)
Base: Total Sample N=2016

About Nielsen



Nielsen shapes the world's media and content as a global leader in audience measurement, data and analytics.

Through our understanding of people and their behaviors across all channels and platforms, we empower our clients with independent and actionable intelligence so they can connect and engage with their audiences—now and into the future. Nielsen operates around the world in more than 55 countries.

Learn more at www.nielsen.com and connect with us on LinkedIn.