



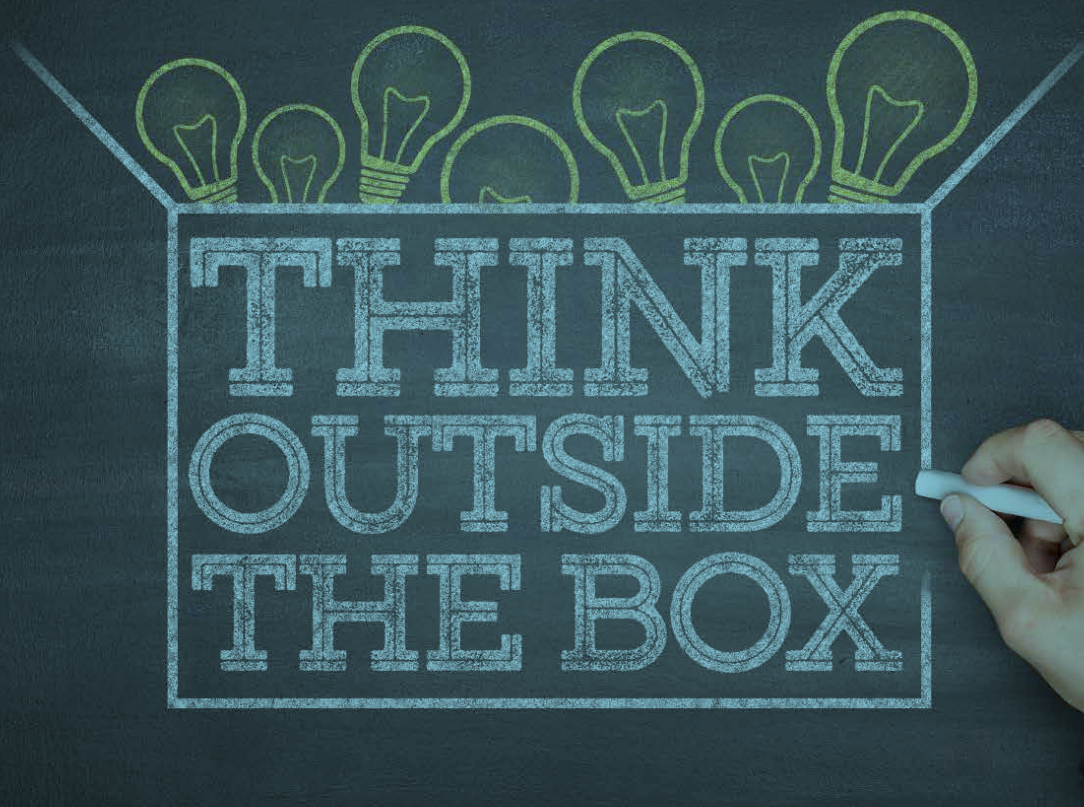
Marketing 2016: Trends and evolutions.

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Colofon

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Graydon Belgium nv, Antwerp Management School, STIMA

Realization of publication

This publication is based on a survey that was conducted by 705 respondents in Belgium. This was a mix of marketers and non-marketers.

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Foreword

Thorsten Strauss



Thorsten Strauss works at Antwerp Management School (AMS) as Marketing Director and Academic Director Digital Marketing Transformation since 2014.

He also holds a position executive guest lecturer at the marketing department of the University of Antwerp (UA) since 2012, where he taught several marketing classes and was awarded "Professor of the Year" - Faculty of Applied Economics, by student vote in 2013. Before entering consulting and teaching, he worked 12 years in various international marketing leadership positions in Europe, MENA and the USA including global marketing director of deSter (part of gategroup).

"What makes businesses successful?" "What makes leaders successful?" We seek answers to these questions. As business professionals, we like reading a book about anecdotal best practice, but as researchers we seek evidence.

Here the Holy Grail is to find causality: in simple terms, one thing causes the other, a clear prediction of: if I do this, then I will get that. The truth is that the greater part of popular business literature makes claims to give such answers even when they are far from being able to prove causality, simply because in order to make such a claim you need a totally controlled environment (laboratory tests) or long-term studies (longitudinal research).

We are not claiming causality with this survey. Instead we aimed at the next highest possible level of insight which is looking for correlations and clusters using analytical analysis. Do we find clusters of groups in the data? What is the connection between being perceived good marketers and other factors? Does being good at analytics show significance elsewhere?

We found such insights that only analytics can provide (see chapter 9). The most relevant three were: a) only perceived analytical capability is correlated with perceived marketing team performance, b) those who perceive themselves to be better at analysis expect higher marketing budgets in the future and c) marketers rate themselves lower in analytical capability than non-marketers (but higher on all other aspects).

Excluding the bi-directional nature of correlations based on managerial experience, for me the conclusion is this: only marketers know how big the analytical gap really is, or how challenging analytics is as a topic in marketing. Successfully bridging this gap is the key to higher performance and thus higher budgets. It should be the priority for marketers in 2016.

We hope you enjoy reading the report and that you find at the minimum some food for thought or even some beneficial insights.



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Foreword

Jens Verboven



Jens Verboven is a business and database consultant at Graydon. As a marketing graduate (Karel De Grote Hogeschool), he has a lot of expertise in B2B, client segmentation and market insights. Jens strongly believes in the power of data to create new business insights.

He has published a number of articles on how to transform 'big data' into 'smart data'. He also has a lot of expertise in how to use the insights from smart data to optimise leads, financial performance and market position.

Graydon has worked in partnership with academic institutions for a long time already. This explains the regular studies we produce together with the Vlerick Business School and the universities of Ghent, Antwerp and Brussels. These partnerships always focus on topics such as insolvency and financial business management. In this new study however, carried out together with the Antwerp Management School and marketing authority STIMA, we tackle a very new area. Namely the trends and evolution in the field of marketing in Belgium.

Graydon, as a business information specialist, strongly believes that, with the proper use of insights from data, Belgian companies can operate in a healthier manner. Not only can they use data to avoid risk, it can also be used to spot new opportunities. And which department in a company is better placed to identify and seize these opportunities than the marketing department?

In this study we looked at elements such as how Belgian companies currently handle data. Some of our conclusions in this area come as quite a surprise – and are even rather alarming:

- Nearly half of the marketers don't really understand the meaning of big data, although most of them are convinced that big data will continue to become more important in the future.
- Of those respondents who are already convinced of the importance of big data, only 10% admit to taking advantage of it already.
- And when it comes to what the marketers have to say about themselves, it appears that analytical skills are far less developed than say creative skills.

Earlier this year our marketing director Mark Beekman wrote in an opinion column that today's generation of marketers is still too often living in the 'stone age'. With this he referred to the fact that they are not always up-to-date when it comes to the latest tools and tactics. Unfortunately, the results of this study, and particularly the fact that marketers often leave the enormous potential of data insights untouched, seem to confirm his opinion. I do hope that this study provides a clear reflection of the challenges faced by marketers and that it signifies a first step towards the marketing of the future.

Who participated in the survey?

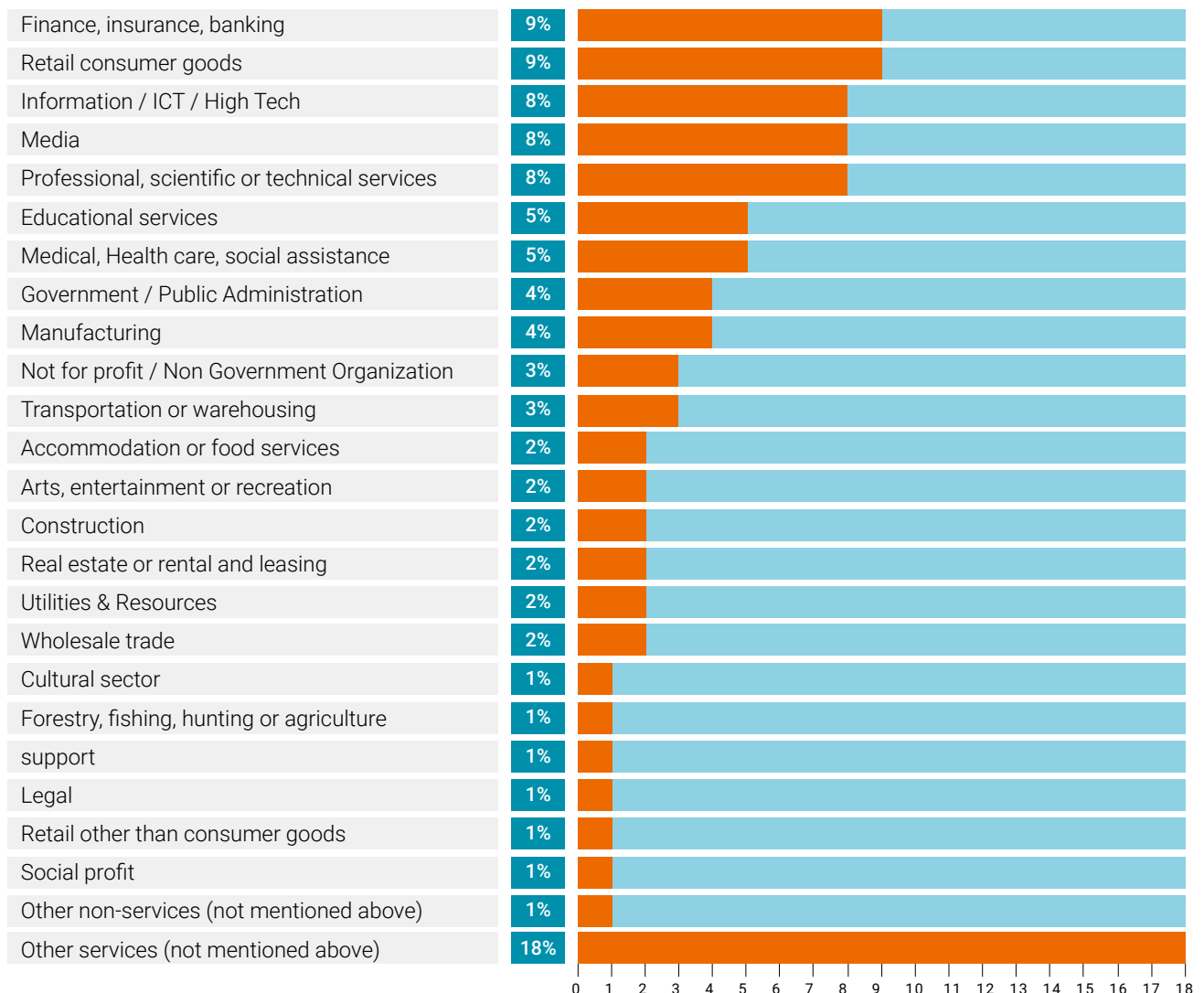


705 respondents participated in the survey of Graydon, Antwerp Management School and STIMA. The following graphs provide you with more information on the respondents.

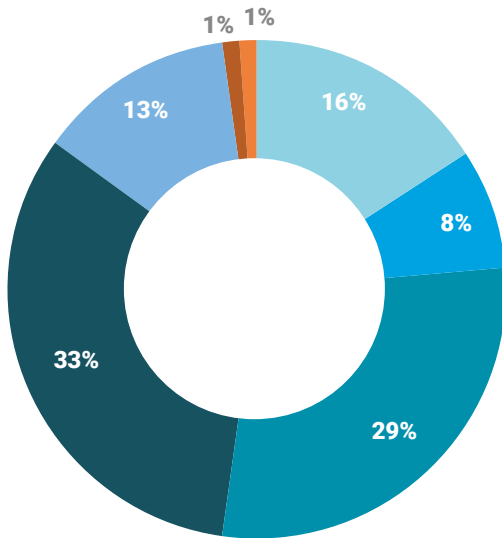
> In what type of business environment do you work?



> In which industry do you work?

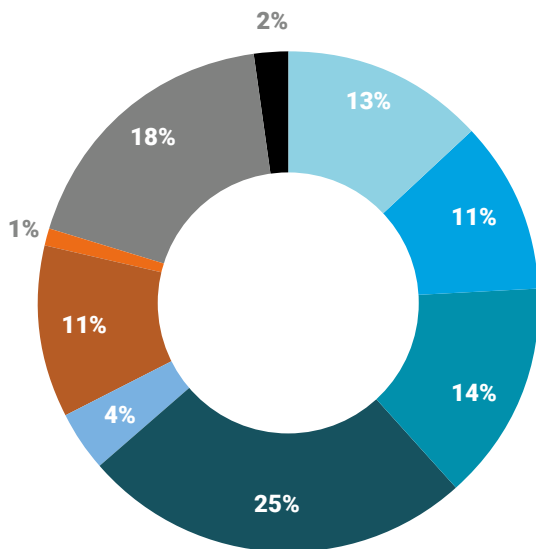


> What is your seniority level?



- CEO, CFO, CMO, COO, GM, Owner, ... (you are part of the management team in your company)
- Director or Vice President reporting to the management team
- Middle Manager with a team
- Middle Manager without a team
- Entry level
- Trainee
- Intern paid or unpaid

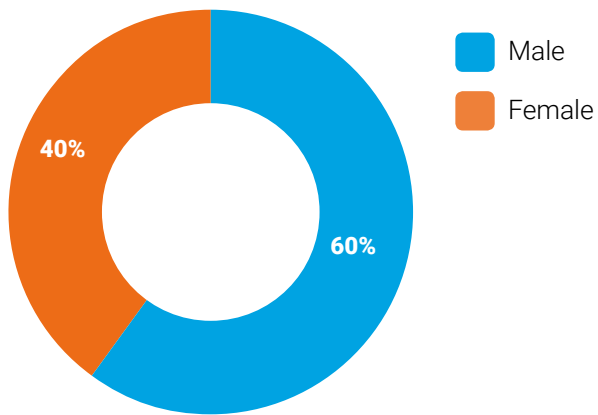
> Which of the following best describes your function within the marketing department? (question only for marketers)



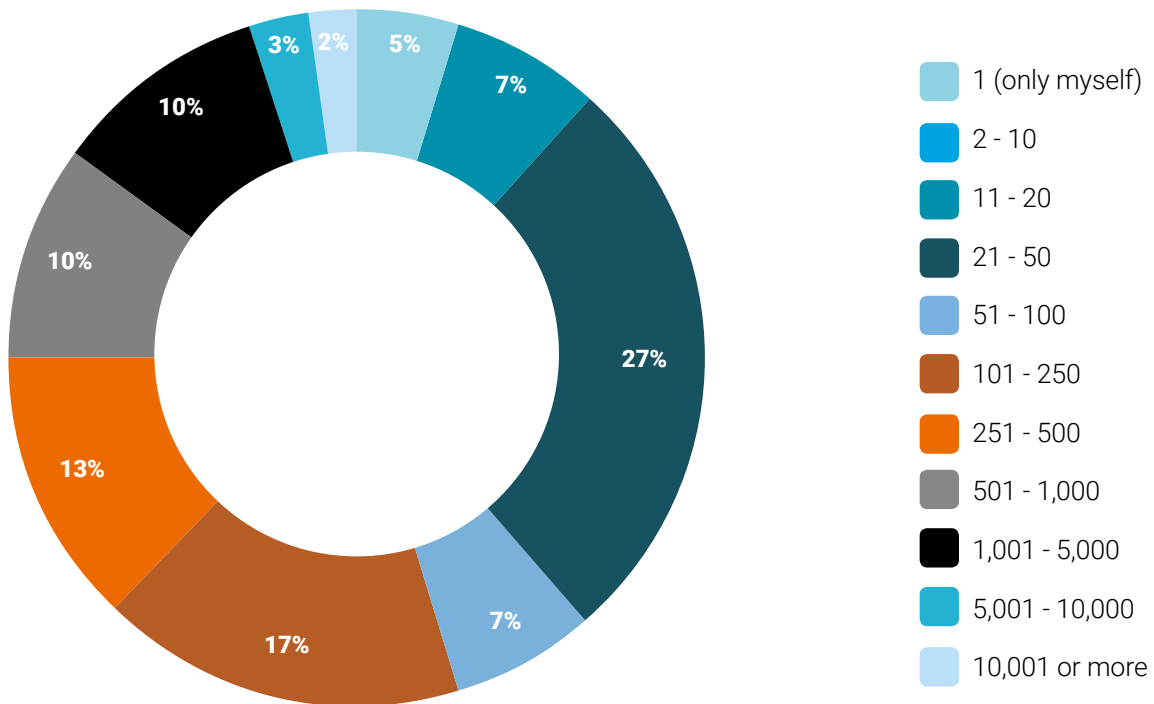
- Communications Manager
- Marketing Consultant
- Marketing Director
- Marketing Manager
- Digital / Online Marketer
- Product/Brand/Category Manager
- Trade Marketer
- Other*
- Market Researcher / Analyst

**) Trainer, Innovation Manager, CRM Manager, Account Director, Project manager customer intelligence strategy, I teach marketing, Customer Experience Manager, lecturer marketing, Lead Client Coordinator, Internal Communication, creative advisor, Lector, Marketing&Communications Officer, MarCom manager (combined), strategy, head of specialised division, Project manager, Director Marketing & Communications, senior copywriter, Head of fundraising department, Marketing and communication consultant, Fundraising, Social Media expert, Account Manager, Go to market manager, Strategy, Customer Loyalty Manager.*

> Are you male or female?



> How many people does your company employ in Belgium?

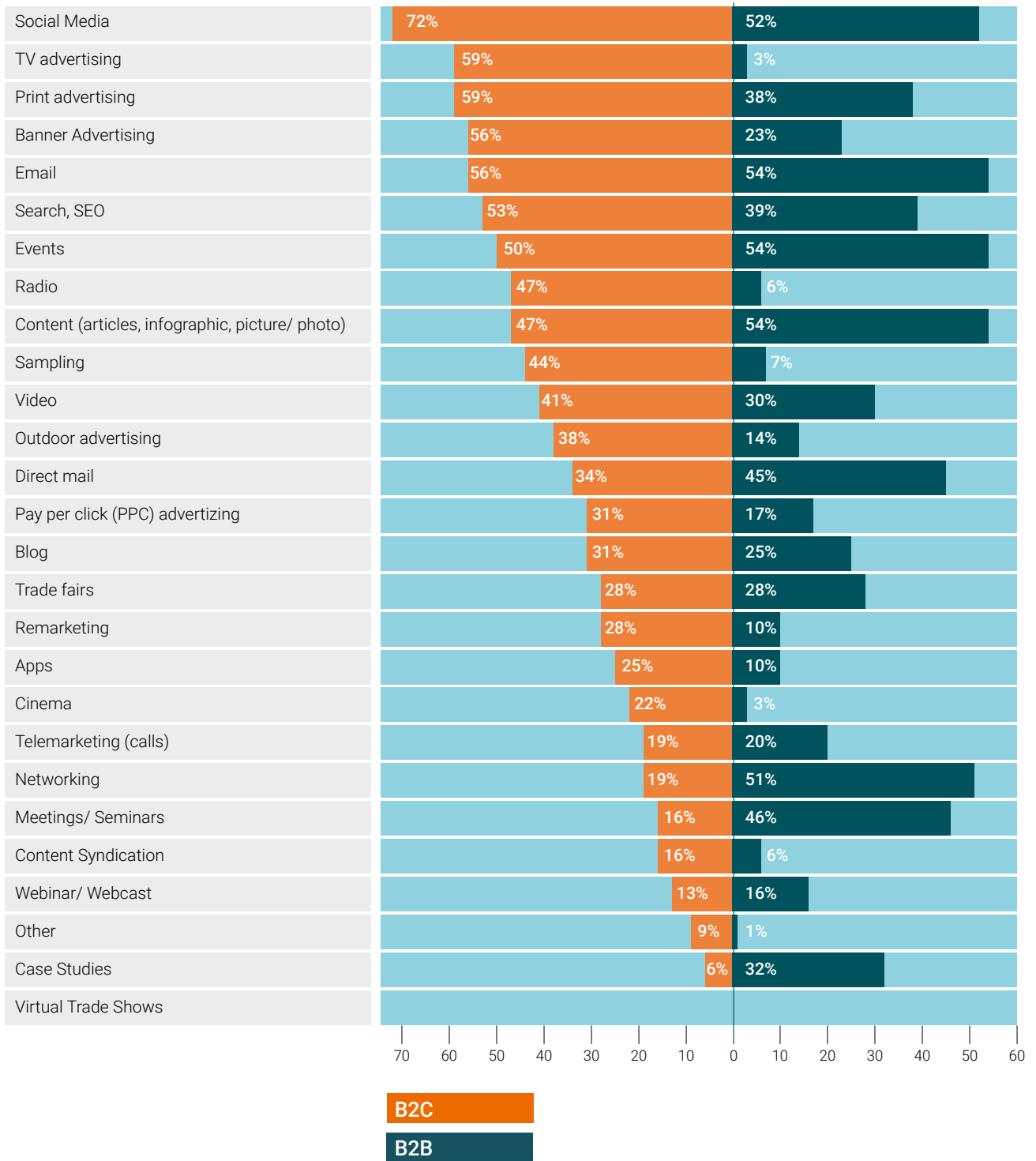


The results

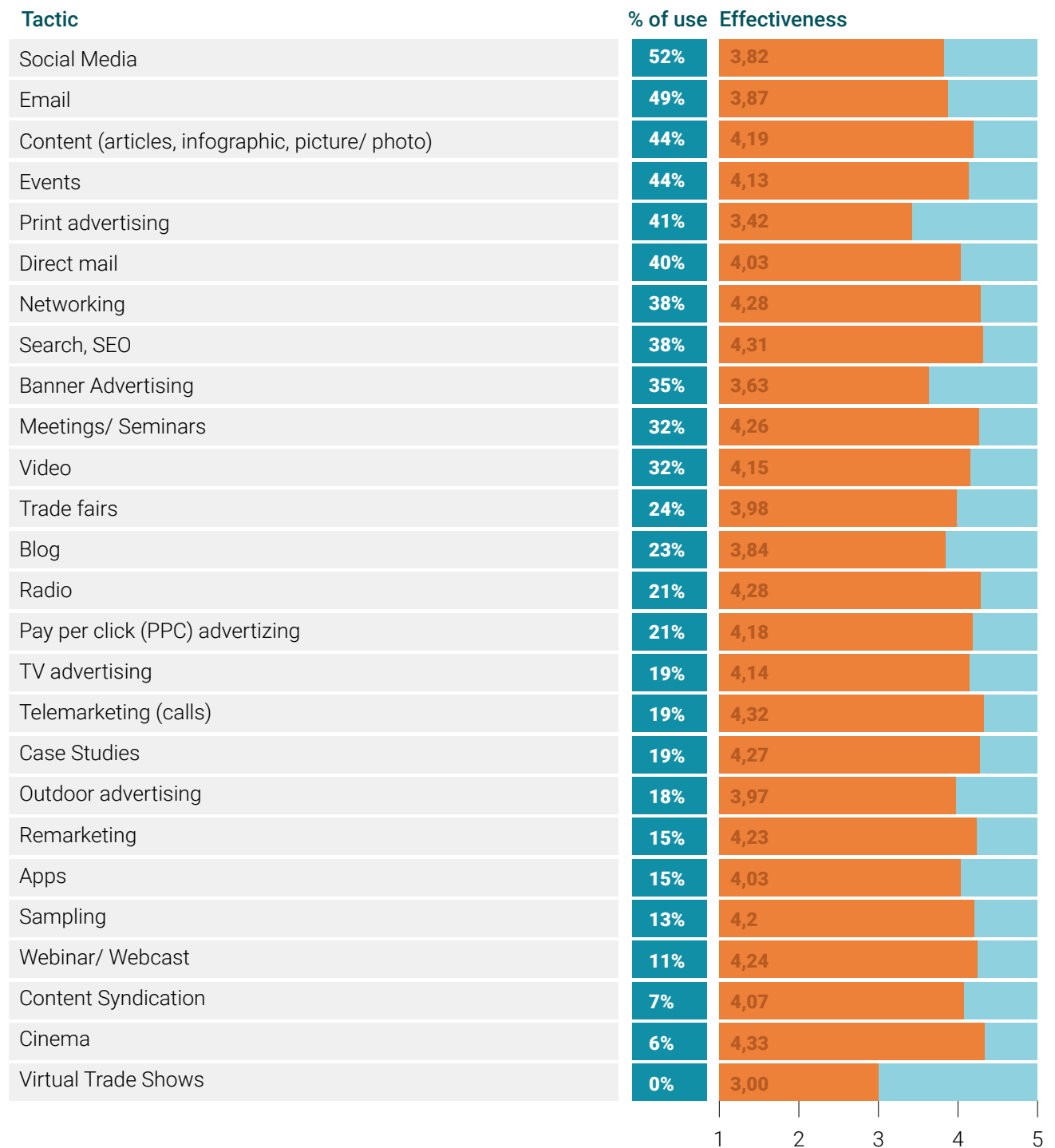


1. Marketing tactics

1. Which marketing tactics that your company applies will bring you new leads and new customers?

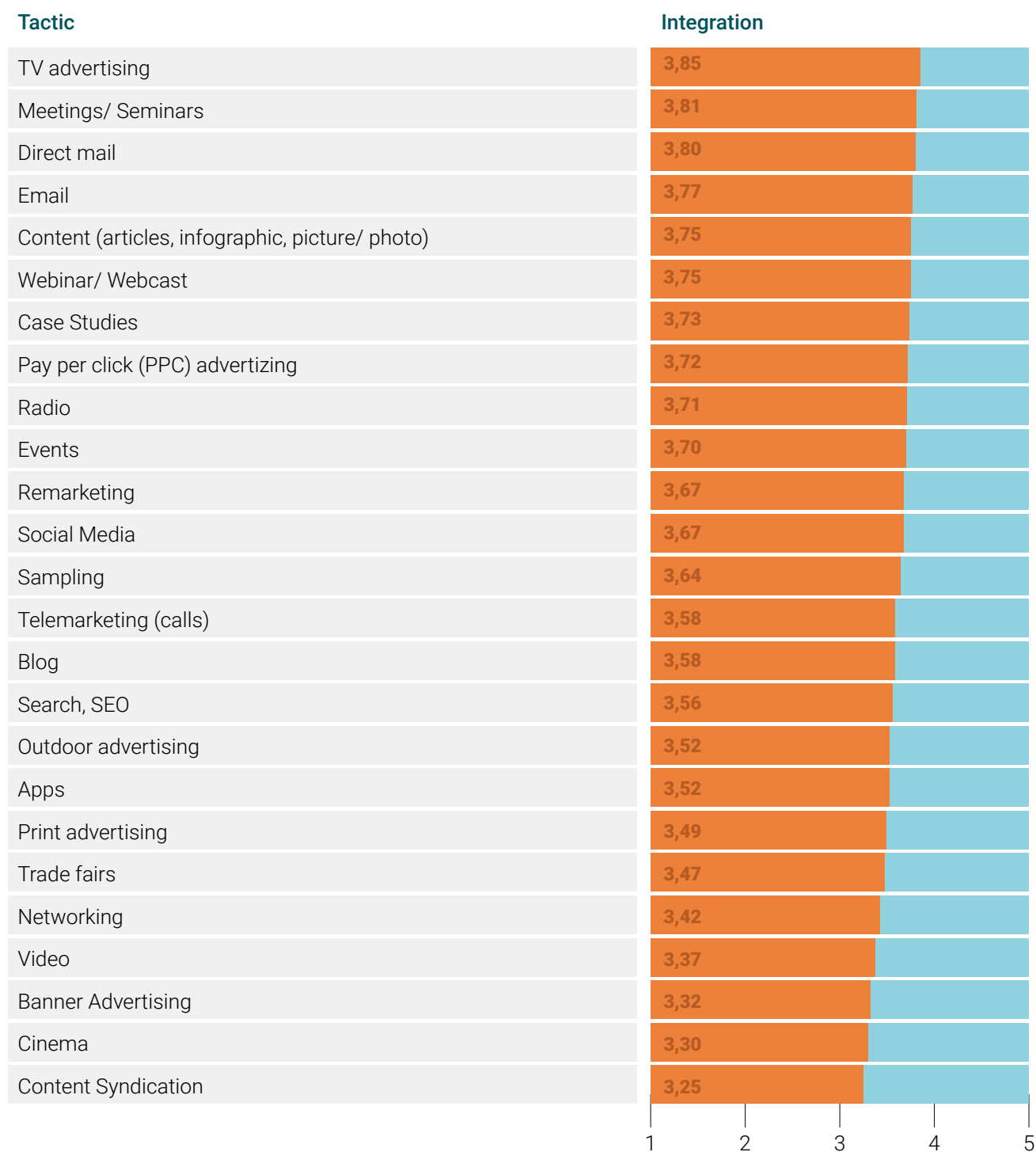


2. Use of marketing tactic versus effectiveness of this tactic



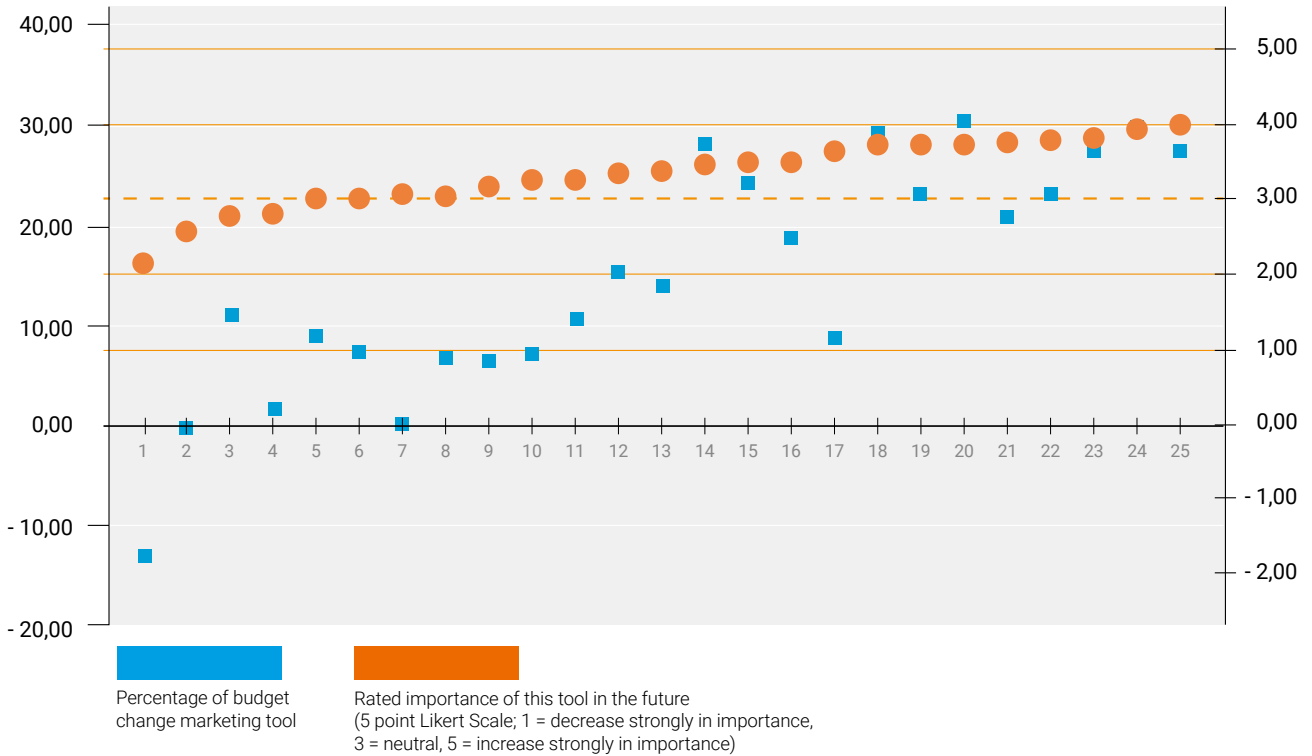
This number is based on a Likert scale, where 1 is very ineffective and 5 is very effective.

3. Degree of integration for each marketing tactic



This number is based on a Likert scale, where 1 is not integrated and 5 is totally integrated.

4. Percentage of budget change marketing tactic versus rated importance of this tactic in the future



Marketing tactic	% of budget change	importance of tactics in the future
1 Print advertising	-13,07	2,13
2 Trade fairs	-0,57	2,58
3 TV advertising	10,96	2,76
4 Outdoor advertising	1,58	2,81
5 Cinema	9,00	3,00
6 Banner Advertising	7,50	3,01
7 Radio	0,12	3,06
8 Direct mail	6,75	3,07
9 Events	6,56	3,18
10 Sampling	7,15	3,26
11 Telemarketing (calls)	10,65	3,28
12 Email	15,40	3,36
13 Meetings/ Seminars	14,19	3,39
14 Pay per click (PPC) advertizing	28,20	3,46
15 Content Syndication	24,30	3,50
16 Networking	18,91	3,52
17 Webinar/Webcast	8,77	3,64
18 Case Studies	29,32	3,70
19 Blog	23,39	3,73
20 Video	30,49	3,73
21 Apps	20,71	3,76
22 Search, SEO	23,39	3,78
23 Social Media	27,50	3,82
24 Content (articles, infographic, picture/photo)	29,72	3,95
25 Remarketing	27,48	4,00

Conclusions on this chapter

Respondents clearly indicate that traditional marketing tactics form an important component of their marketing strategies. The study shows that a large majority of them uses print advertising (64%), mailshots (61%), events (66%) and networking (56%) to create new leads and new clients. Jeroen Donkers, Group Marketing Manager at Graydon: "This is remarkable, especially when you consider that the last few years have tended to be dominated by Search Engine Marketing (SEM)."

A clear division between offline and online marketing tactics is also something that Thorsten Strauss, Marketing Director and Academic Director Digital Marketing Transformation at the Antwerp Management School has observed. "Social media, email and content marketing are firmly anchored within the Belgian marketing world. What is interesting is the high level of content marketing, which seems to indicate that content marketing has arrived in the mainstream perception of the Belgian marketers."

Research has shown that there are huge differences in terms of marketing tactics used, between B2B and B2C marketers. For instance, TV advertising is often used in the B2C sector to attract new customers whereas the B2B sector doesn't use this marketing channel at all. Tactics such as print advertising, radio, pay per click & banner advertising, social media and apps are also primarily popular in the B2C sector. The degree of interest from the B2B sector is slightly higher when it comes to tactics such as mailshots, events, networking, meetings, content marketing and case studies.

It is worth noting that there are big differences between the frequency with which marketing tactics are used and the effectiveness that marketers ascribe to these tactics. Jeroen Donkers: "Telemarketing has the highest score in terms of effectiveness but rather a low score in terms of its application. The same goes for webinars/webcasts, case studies and remarketing. There is also a contradiction between the high level of use of print

advertising and the second-to-bottom score when it comes to the effectiveness of this marketing tactic. Either Belgian companies have insufficient insight into the effectiveness of their marketing tactics, or they simply do not dare to move away from the traditional channels."

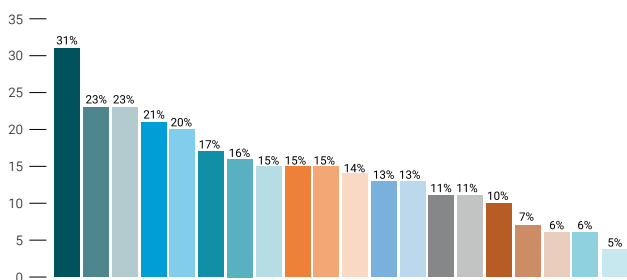
Jean Cornet, Managing director of STIMA, on the graph which combines the percentage of budget change in the marketing tactics with the rated importance of that tactic in the future: "Marketers are logically shifting their budgets towards tactics which they believe will increase in importance in the future. There is a consensus to reduce the spend on print advertising. Remarketing, Social Media and Content are amongst the tactics expected to increase most in importance and logically are those where marketers see the biggest budget increases."

Finally, it is worth noting that there is a gap between how effective marketers believe certain tactics to be and how effectively these tactics are integrated within their marketing strategy. Once again, telemarketing is a notable example here. This tactic is gauged to be good in terms of effectiveness but does not tend to be very well integrated in the global strategy. The same goes for other important tactics such as SEO, video and networking. In other words, there are many improvements to be made when it comes to Belgian companies.

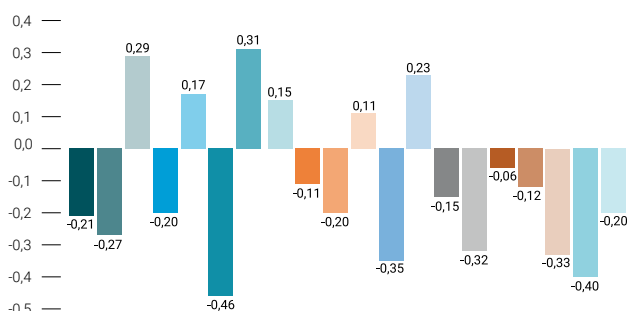
2. Digital marketing

5. How do you evaluate the importance of the tools you use to the overall success of your digital marketing efforts, now and in the future?

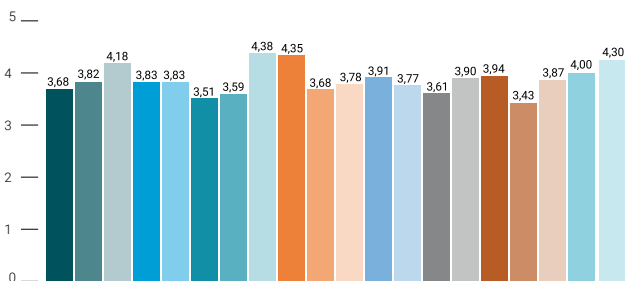
a. Frequency of use of marketing tools



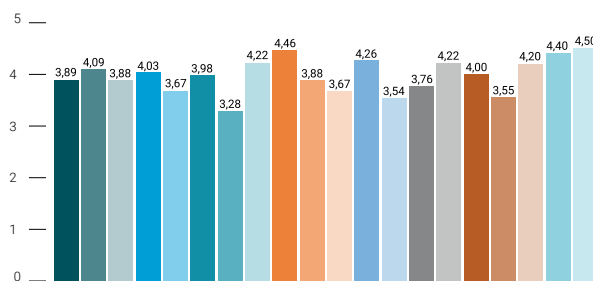
b. Gap between current importance and future importance of marketing tools



c. Current importance of marketing tools



d. Future importance of marketing tools



- Website analysis tool
- Email planning tools
- SEO tools
- Adword optimizer
- Social media planning tool
- Dashboard or visualization tools
- URL shortener & link management tool
- PR & Media planning tool
- Media monitoring tool
- Website content performance optimization tool

- Marketing automation
- Online customer satisfaction tool
- Business intelligence tool
- Event and webinar tools
- E-Commerce tool
- Content performance analyzer
- Online e-learning tool
- Online chat tool
- Total platform solutions combining many of the above
- Influencers tool

Conclusions on this chapter



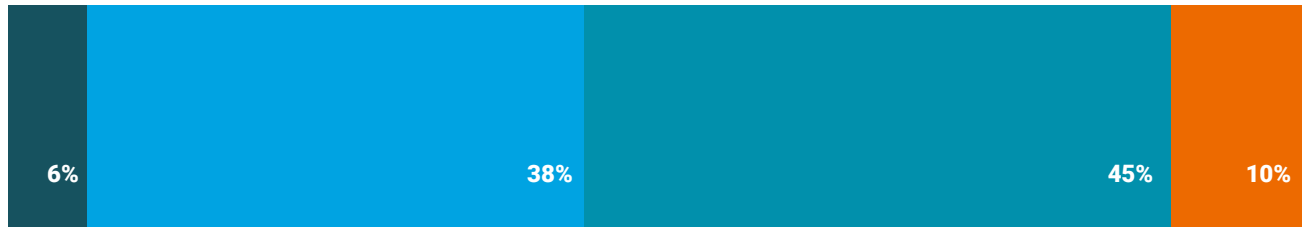
Even though some Belgian marketers are still holding onto traditional marketing tactics (see chapter A), digital marketing is on the rise. Data about customers and prospects allows marketers to customise their strategy and thus increase their conversion percentage.


The most frequently used tools in the Belgian business world are website analysis tools, email planning tools, SEO tools and Adword optimizer. These tools form the basis for conducting digital marketing effectively. The most popular tend to be the SEO tools, says Thorsten Strauss: “While other tools are more or less required or even provided for free (Google Suite), SEO tools are neither mandatory nor (all) free. It makes sense to utilize a tool but I did not expect SEO tools to turn out with such a high score.”


Thorsten Strauss: “It is really interesting that most tools have a diminished rate of perceived importance in the future compared to today. Influencer tools and marketing automation are seen as the key tools in the future. Personally I am surprised to see influence tools to show up as high and often. There seems to be an opportunity for influencer marketing in Belgium which would be a good topic for further study. On greatest loss side we see email planning tools. This is a bit surprising given the fact that email marketing was rated positively in its performance perception.”


3. Big data


6. How familiar are you with big data?



 I do not know anything about big data / never heard the term before.

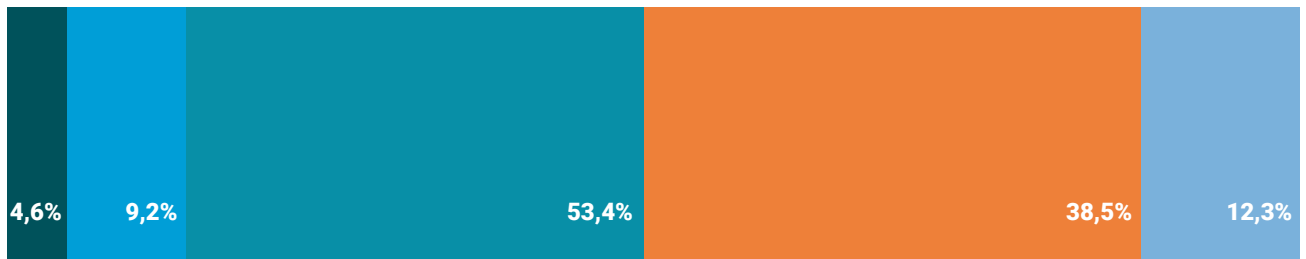
 I have heard the term before but do not really know what it is about.

 I know the definition of big data (4Vs) and I understand its potential.

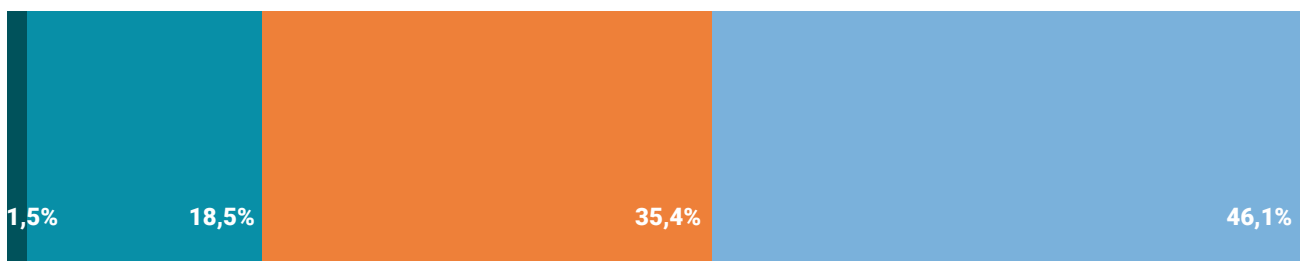
 I know how to take full advantage of big data.


7. How important is big data for the success of your business? *


Today




In the next 3 years




 Not at all Important

 Very Unimportant

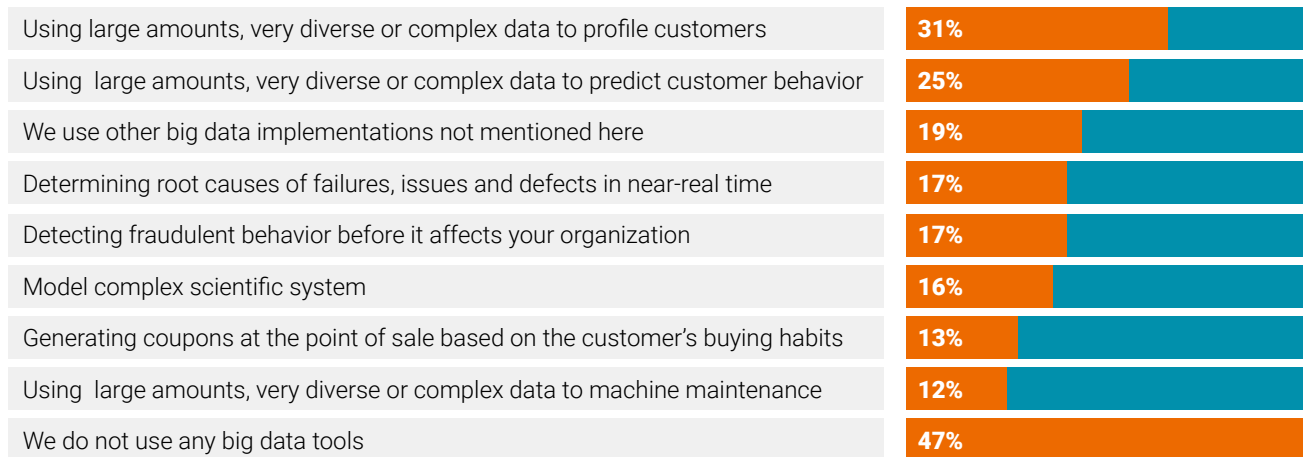
 Neither Important nor Unimportant

 Very Important

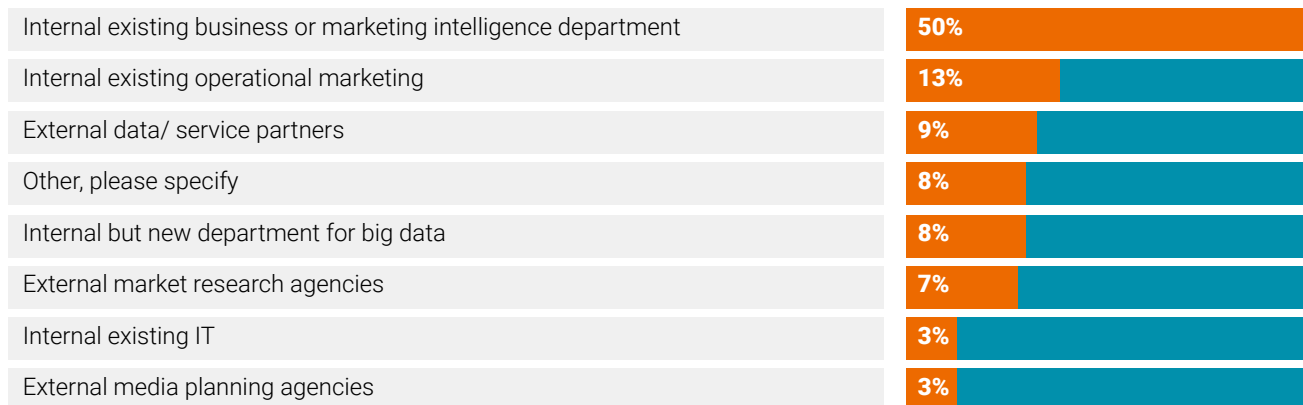
 Extremely Important

*The question about the future importance of big data was only asked to those who know what big data is about.

8. If you are implementing big data practices, for which of the following are these applied in your company?



9. Which department should be in the lead when it comes to big data?





Conclusions on this chapter

Despite the fact that big data has been a hot topic for years, the survey suggests that only around half of the respondents genuinely understand its significance (Volume, Velocity, Veracity, Variety) and appreciate the potential that corresponds to big data. Of the group that has recognised its significance, just one in ten marketers says they are obtaining the benefits of big data.

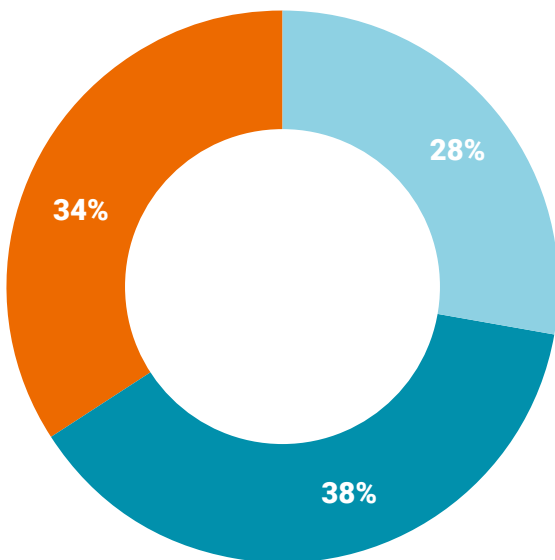
This means that big data is still a 'concept' for many and, for the time being, does not represent a tactic for gaining competitive advantages. Jens Verboven, business developer and Big data expert at Graydon: "Our research shows that less than half (47%) of the respondents use big data tools. And this is despite the fact that various studies have shown that companies who use this data successfully gain new insights and are much healthier in terms of business. The companies that took part in our survey seem to realise this. Expectations for the future are very high when it comes to big data. Almost eighty percent of the respondents expect

Big data to become extremely important for the success of their businesses, between now and three years' time. In other words, gaining new insights on the basis of big data is on the agenda for many companies but they will have to take the step to link external (big and smart) data to their internal data in order to gain insights or develop new tools."

It is also interesting to see the opinion of the respondents to who should be in the lead of big data. Thorsten Strauss: "While some (big data) enthusiasts might even call for a new department and I have heard some even saying that we need a CDO (chief data officer), the figures show that its place is perceived to be within existing departments. Only 8% see big data leading to a new department. 50% see it within existing business or marketing intelligence and 13% within existing operational marketing. It is also interesting that 74% sees it internal and only 19% sees it externally located."

4. Social media and agile marketing

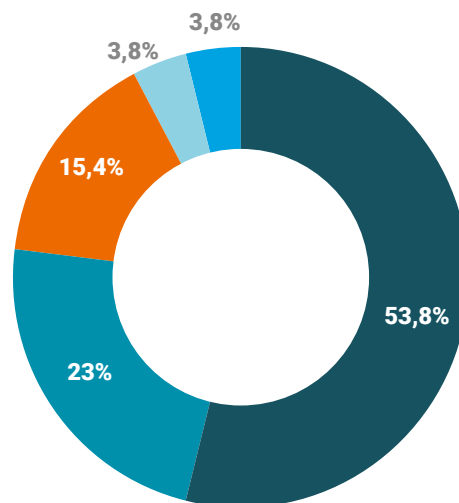
10. Which statement best describes how you show the impact of social media in your company?



- We have proven the impact quantitatively.
- We have a good qualitative sense of the impact but not a quantitative impact.
- We haven't been able to show the impact yet.

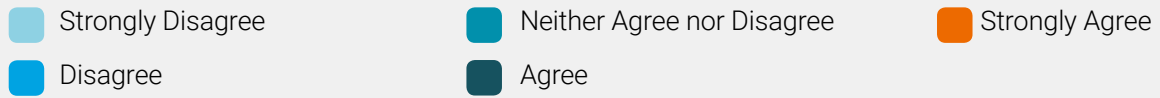
11. Is agile marketing the future? *

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

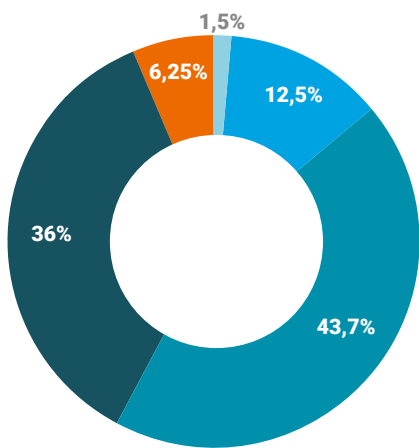


* This question was only answered by respondents who already know what agile marketing is.

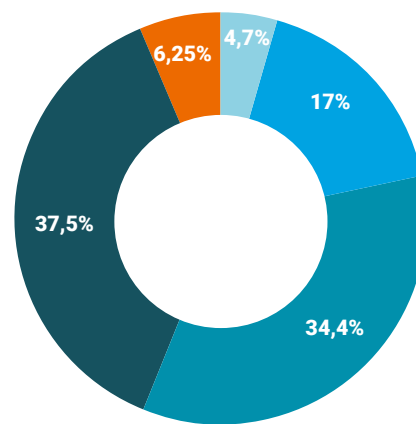
12. Insights on ROI, online and offline marketing



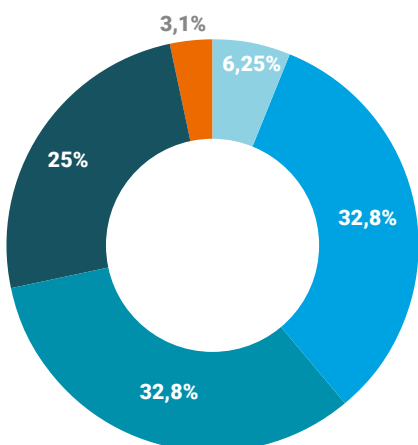
Online marketing is more critical to success than offline marketing.



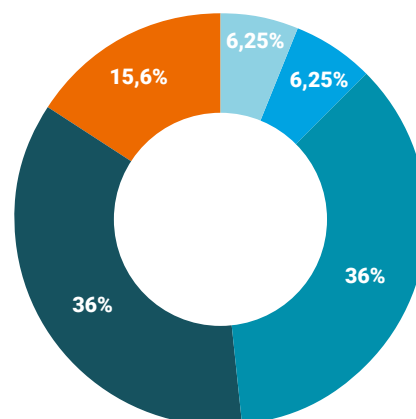
We know the ROI of our online marketing activities.



We know the ROI of our offline marketing activities



Mobile marketing will be important to my business in 2016.





Conclusions on this chapter

The survey focussed on the use of social media among marketers. Social network sites such as Facebook, LinkedIn and Twitter have been much used tools within the (marketing) strategies of companies for many years. The survey shows, however, that less than one third of Belgian companies have a genuine quantitative insight into the impact of social media. This is noteworthy not only because nowadays there are many measurement instruments that can chart promotions on social media, but also because respondents indicate that over 20% of the marketing budget is spent on social media.

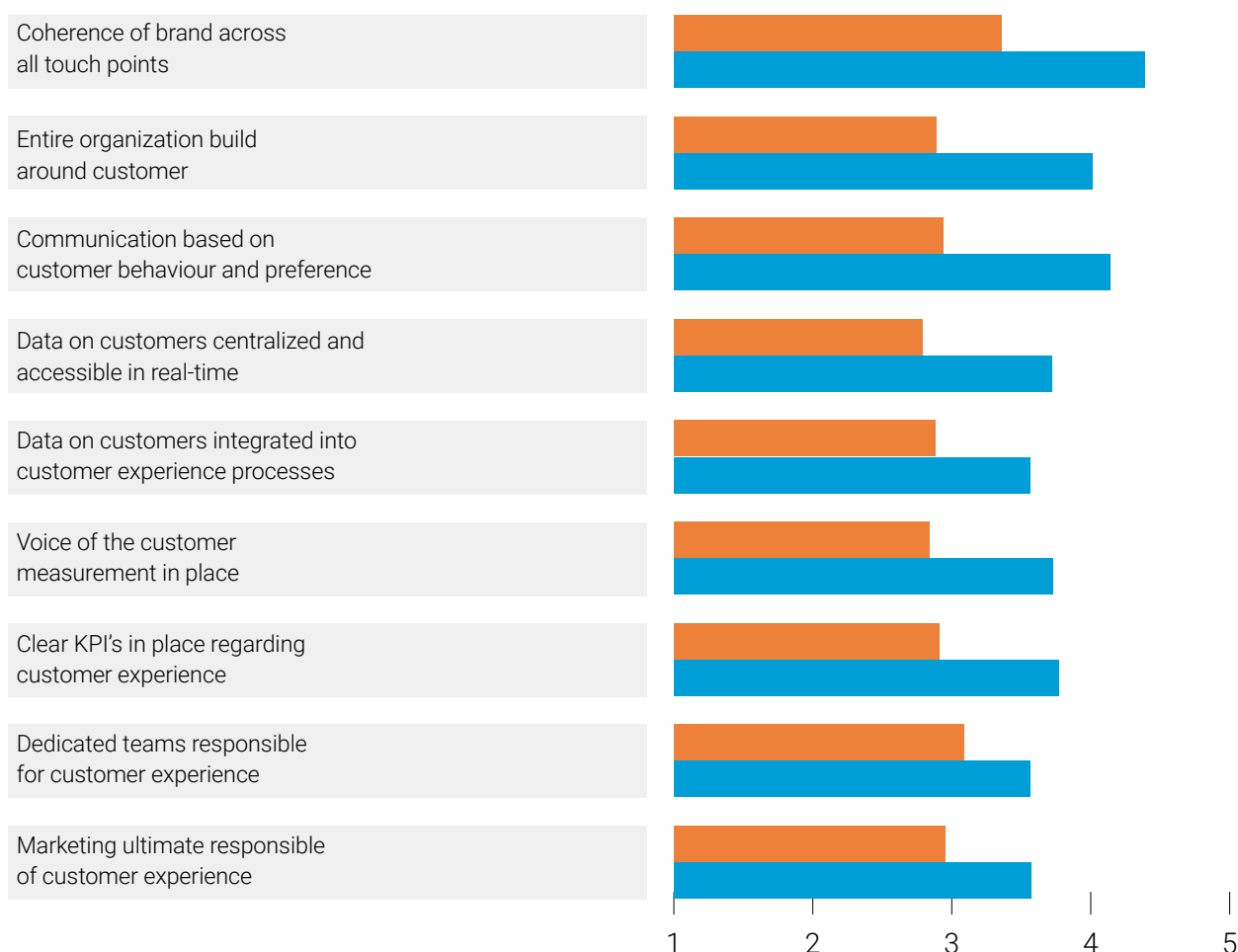
The survey also shows that online marketing is perceived by most respondents to be more important for commercial success than offline marketing. Jeroen Donkers: "Three times as many respondents indicate that online marketing has a greater impact on commercial success than offline marketing. A possible explanation for this could be that the measurement of online marketing (ROI impact) is better organised than the measurement of offline marketing."

Agile marketing is a new methodology for marketers coming from principles, processes and practices out of the IT world (SCURM, KanBan and Lean) and seen by over 30% to bear future relevance in marketing. Jeroen Donkers: "In our opinion, it will take some time before traditional marketing departments transfer to these new and efficient working methods."

Thorsten Strauss adds: "Agile is new, it is hot and has yet to show its worthiness in order to achieve mainstream attention. After the tactics revolution (wave 1) through online and digital marketing it might be the logical organisational revolution (wave 2). Marketing might benefit from learning from IT and specifically software development. In that way, I see potential for agile working in marketing."

5. Customer centricity

13. How do you evaluate the integration of customer centricity within your company's strategy, now and in the future?

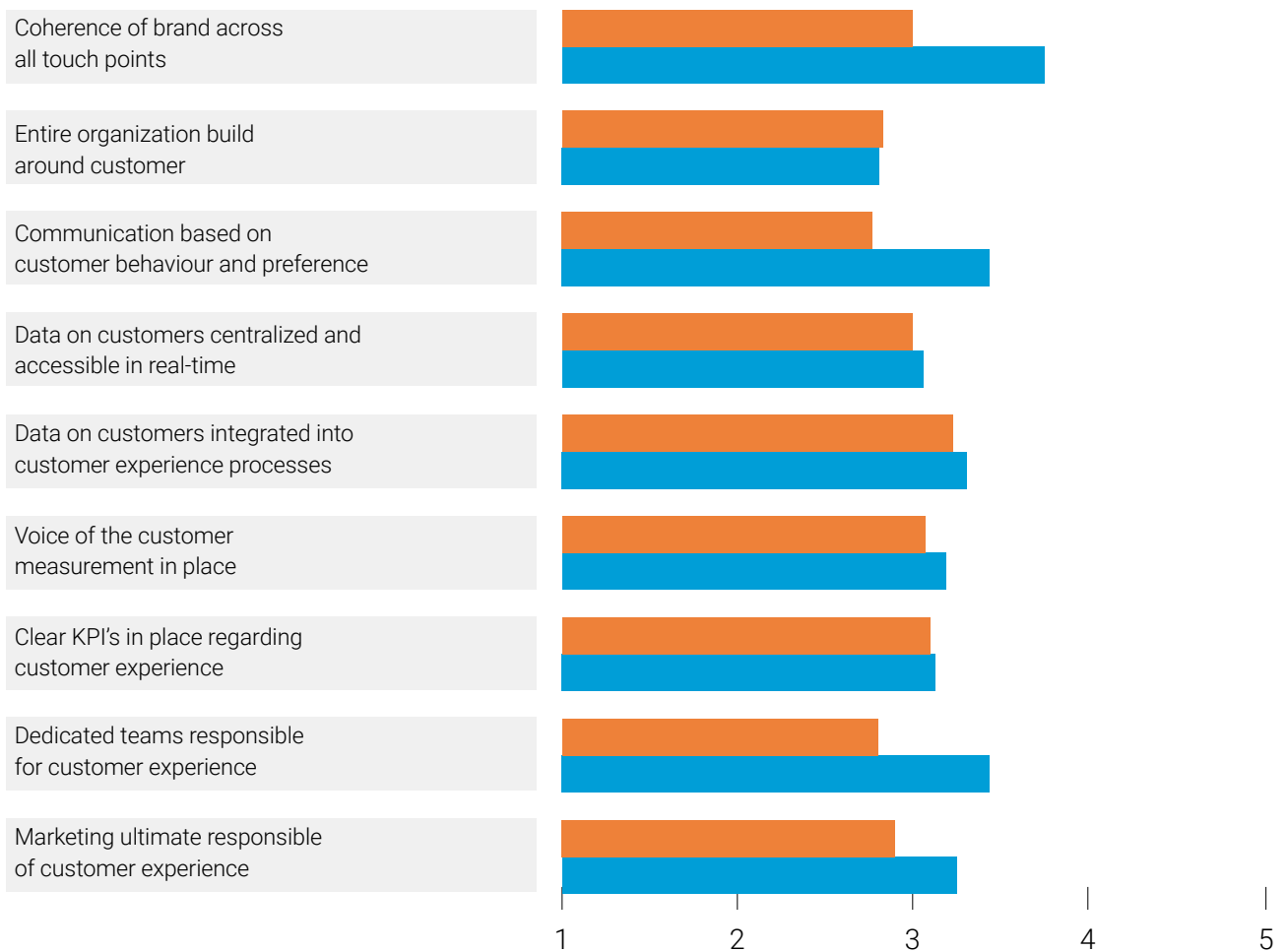


current importance

future importance

This number is based on a Likert scale, where 1 is not integrated and 5 is totally integrated.

14. How do you evaluate the integration of customer centricity, B2B versus B2C?



B2B
B2C

This number is based on a Likert scale, where 1 is not integrated and 5 is totally integrated.

Conclusions on this chapter



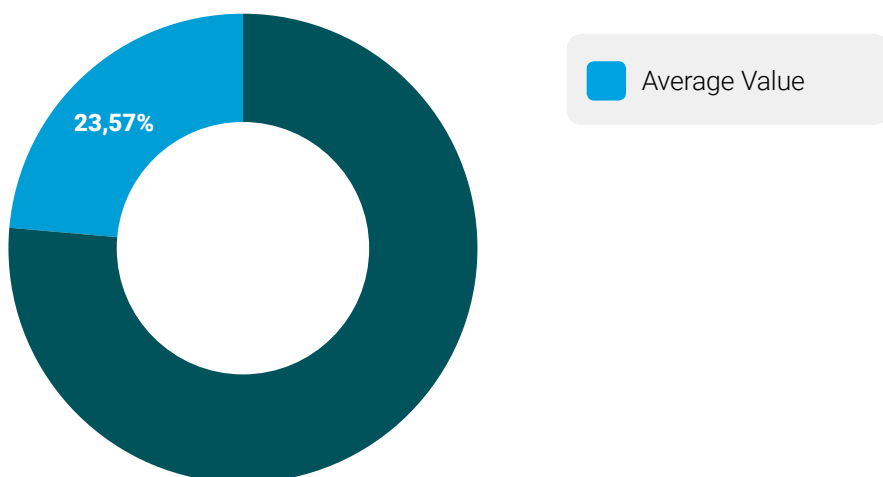
The research also asked respondents about their ambitions with respect to customer centricity. The answers to the questions primarily show that respondents will focus more on all customer centricity in 2016. The customer will therefore end up (even) more central and the primary focus (increase) will lie on coherence of brand across all touch points and communication based on customer behaviour and preference. Also the building of the entire organisation around the customer will become more and more important.

Jean Cornet also sees important differences between B2C and B2B: "B2B and B2C marketers are pretty well aligned in their evaluation of the integration of most aspects of customer centricity. But there are a few notable exceptions: 'coherence of brand across all touch points', 'communication based on customer behavior and preference',

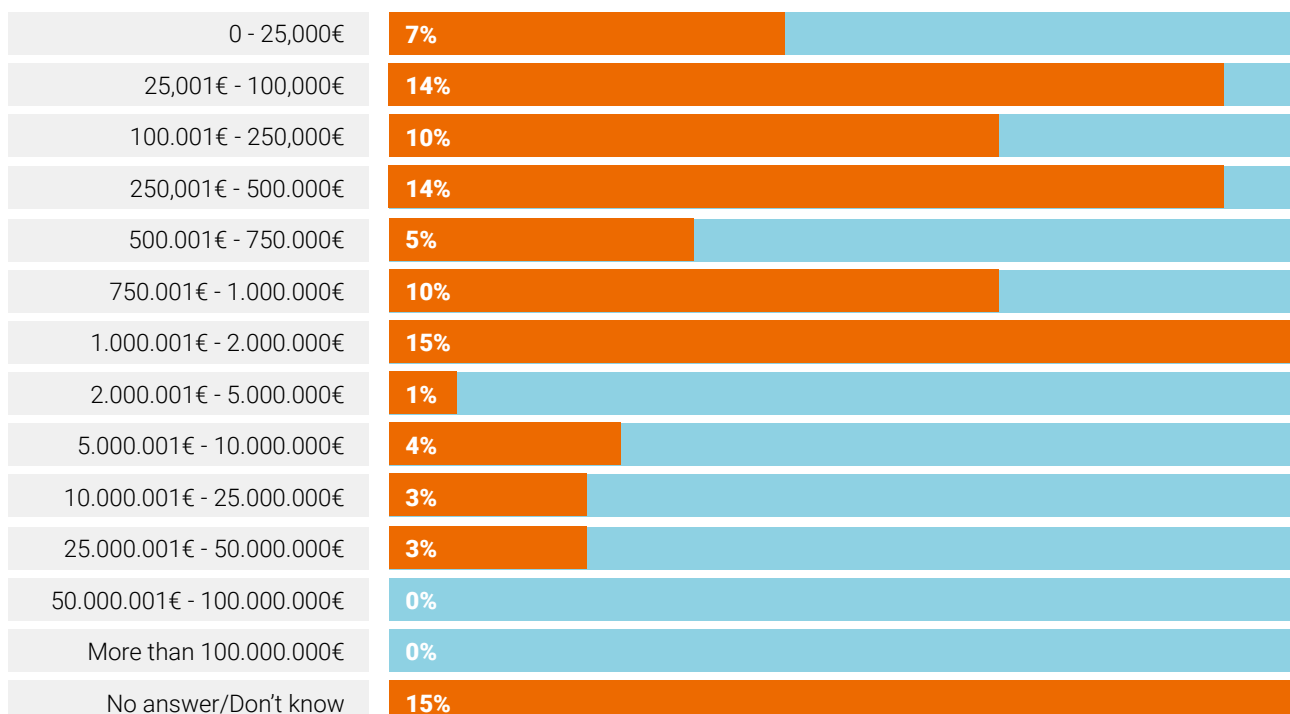
and 'dedicated teams responsible for customer experience'. On these three items B2C marketers perceive themselves as much further than their B2B colleagues."

6. Marketing budgets

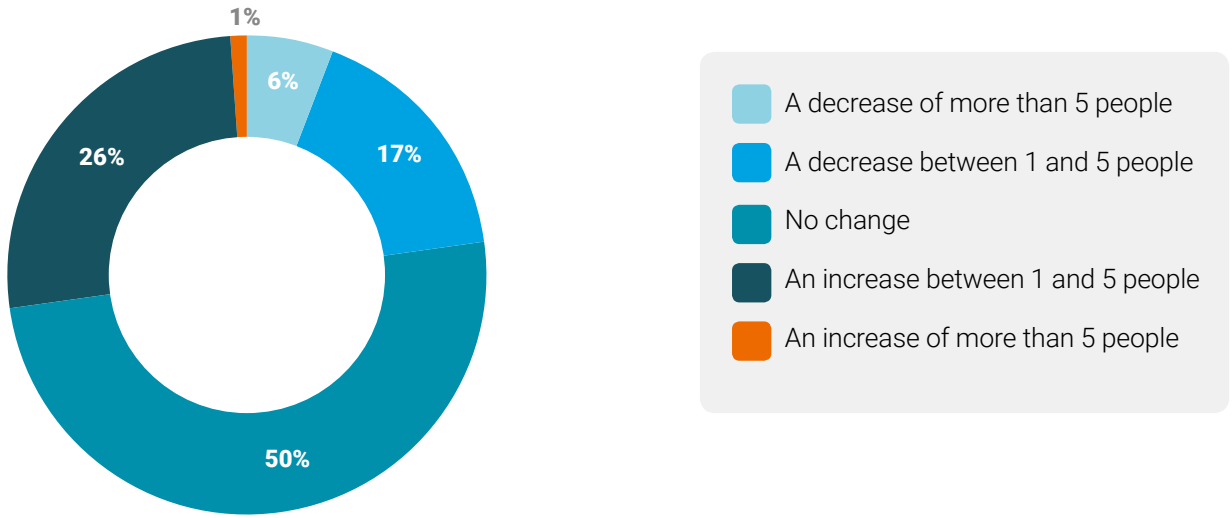
15. Compared to the company budget what is the percentage for the marketing budget including staff?



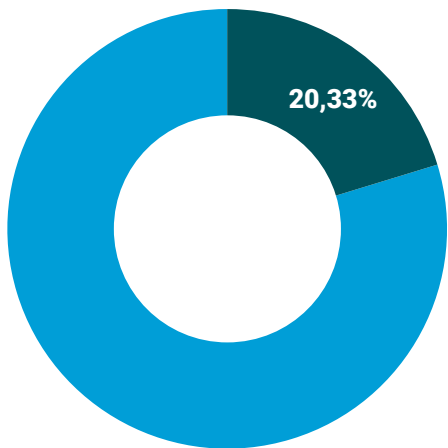
16. What is the size of the total marketing budget excluding staff in 2015 (only Belgium)?



17. What is the expected change in size of your marketing team in 2016?

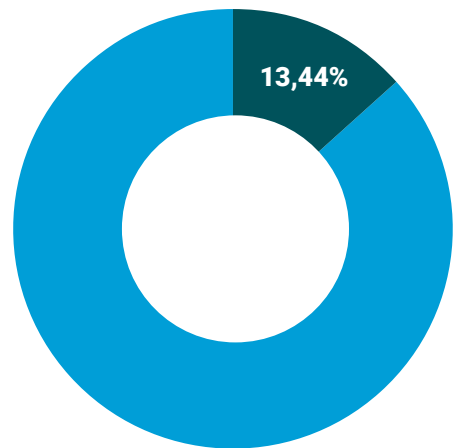


18. What percentage of your sales is coming from internet?



% of sales from internet

19. What percentage of your total marketing budget (without staff) do you spend on analytics?



% of marketing budget spent on analytics



Conclusions on this chapter

This chapter offers an insight into the marketing budgets of Belgian companies. Expected budget change varies a lot. The good news is that is almost entirely positive, meaning the lean years seem to be in the past and marketing is looking at increased budgets in 2016.

Thorsten Strauss: "23% of the respondents are expecting a decrease in their team size, but on the other hand 27% of them are expecting an increase. 50% see themselves also as stable, which given the recent turbulent years can be looked upon as a positive message as well."

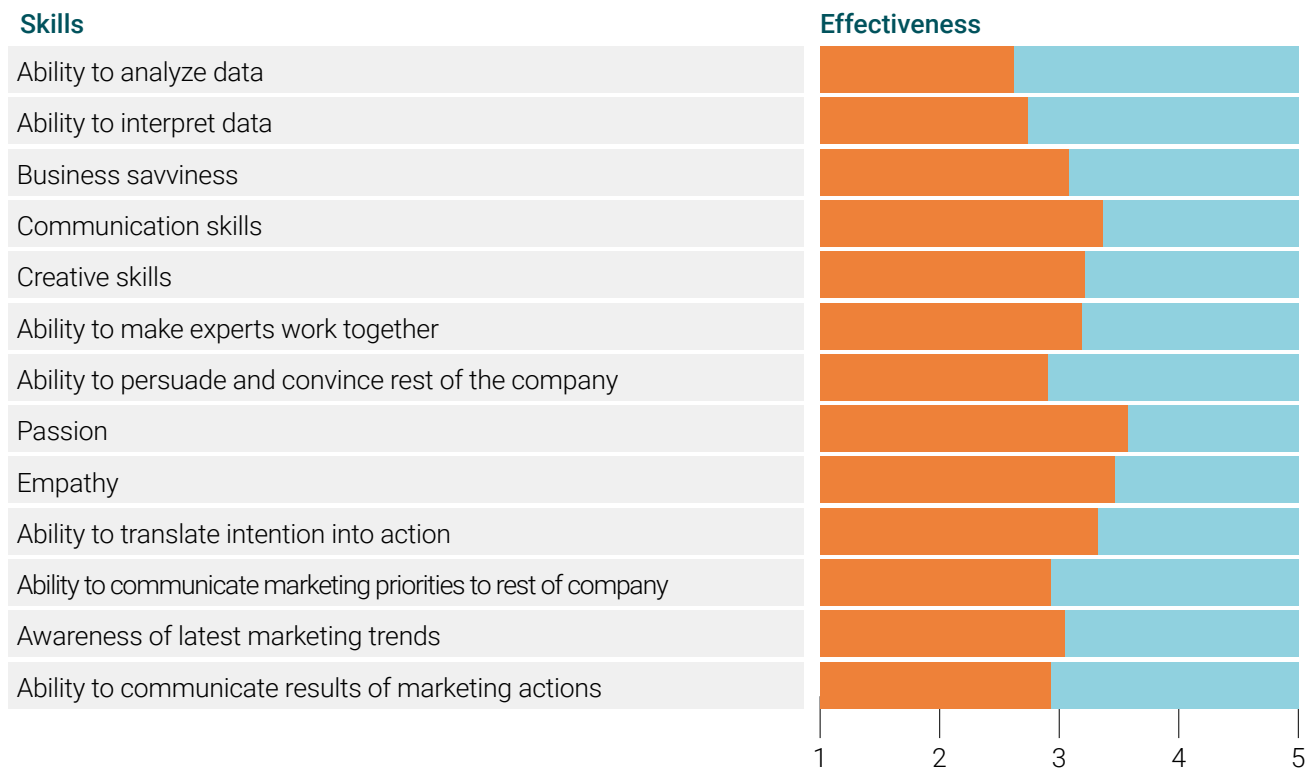
The fact that over 13% of the marketing budget is spent on analytics is also great news, according to Strauss. "In the eyes of the organisation and knowing that those who have high analytical capabilities seem to be more confident and positive about meeting future requirements, it would be wise

to review your investment levels. It might make a big difference for budget and securing the influence of marketing in the organisation."

The survey also shows that companies which have higher sales coming from the Internet are spending more on social and mobile marketing and are expecting an increase in online budget, while claiming a larger percentage of the total budget for marketing than others with lower Internet sales. Strauss: "It shows that Internet sales, (some) online marketing tactics and budget size are positively correlated."

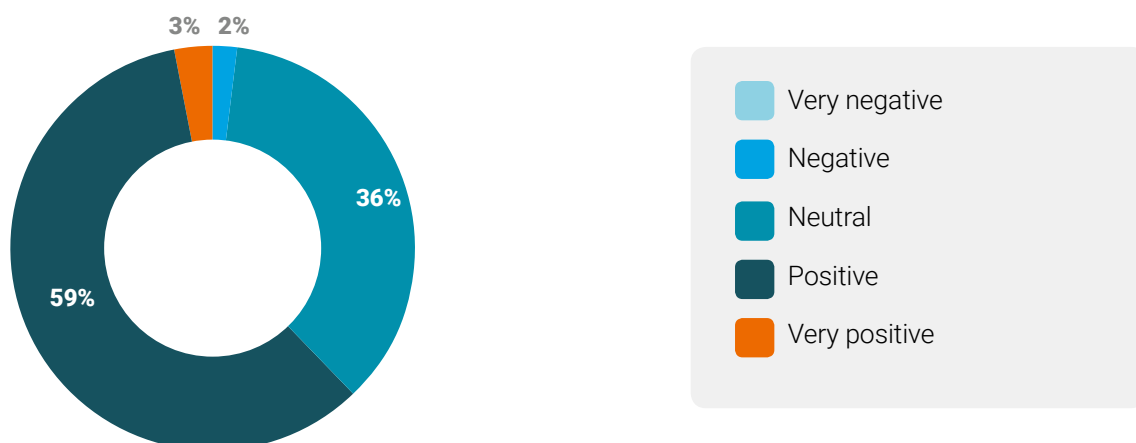
7. Marketing performance

20. How do you rate the skills of your marketing team currently?



This number is based on a Likert scale, where 1 = definitely below needs, 3 = in line with needs, 5 = definitely above needs.

21. How do you see your ability to meet overall performance expectations on marketing department in 2016?



Conclusions on this chapter



Marketers all too often live in the Stone Age. With this daring statement, Graydon marketing's director Mark Beekman stirred up the opinions in 2015 in the marketing world in Belgium and the Netherlands.

Beekman was then primarily referring to the fact that marketers in Belgium and the Netherlands often have too little knowledge about new marketing tools, analytics and the companies that lead the field when it comes to digital marketing ([read here his opinion piece](#)). And all this while the correct procedures with data could not only support their strategies and campaigns but also their very existence within the organisation. It enables them to demonstrate precisely what their efforts have delivered.

This research seems to confirm Beekman's statement. Marketers themselves indicate that they have too little in-house expertise when it comes to

the ability to analyse and interpret data. In terms of 'soft skills', such as being creative, communicating effectively and the art of ensuring experts work well together, they rate themselves more highly. Jeroen Donkers: "The survey shows that marketers realise that there is a hiatus between their 'hard' and 'soft' skills. This is a start; it is now up to them to close this gap."

Finally, marketers are positive when it comes to realising their objectives in 2016. Strauss: "62% think they will meet the overall performance expectations and a few, 3%, are extremely positive. That is positive news in itself. Marketers are confident about the future."

8. Ten analytical insights by Thorsten Strauss

In this last chapter of the report, Thorsten Strauss summarises the most important analytical insights from the survey.

Marketing tools and tactics

> 1. We saw that rated effectiveness of marketing tactics does not correlate with percentage of use. That is counterintuitive, since one would expect to see a higher degree of application for those tactics rated highly effective.

> 2. However, future expected change in budgets does correlate significantly with the future rated importance of marketing tactics. That is no surprise and increases our confidence in the results.

> 3. We had high expectations of finding a correlation between those who focus on big data and analytical capability today. Well, the data have shown otherwise. There is no correlation, meaning that perceived analytical capability today is not a predictor of big data focus, or, if viewed from another perspective, even companies without high analytical capabilities are equally ambitious about big data. However, we did find a significant correlation that those who are focusing on big data are perceived as better team-players.

> 4. There was a significant difference between those who use digital marketing tools and those who do not. For those who do, they use more marketing tactics with 20 vs 15 for those who do not use digital marketing tools. The favourite tools are (in ranked order, highest first): Website analysis tools, Adword optimiser, SEO tools, Social, media-planning tools and e-mail planning tools.

Marketing and budget

> 5. The ability to analyse data correlated with the expectation of positive rate of change of the total marketing budget. In short, those who perceive themselves as better at analysis expect higher marketing budgets in the future.

Personally, I find this to be a major important finding and outcome, because it clearly signals the importance of analytical capability to marketing departments. Higher

budgets can be seen as a sign of confidence or trust that investment is yielding returns, and in order to claim those higher budgets, analytical capability could be the key.

> 6. Another analytical insight is that teams who are perceived to be higher-performing are expecting higher budget increases. Again, one of those common-sense yet reassuring findings.

Perceived Marketing Team Performance / Skills

> 7. Only perceived analytical capability is correlated to with perceived marketing team performance. This is the second time analytical capability pops up as a major factor. Of course, it might mean that higher-performing teams have higher analytical capability, but as a senior manager (and not a researcher) I claim it is analytical capability that drives performance, and not vice-versa. In my view, it strengthens the importance and focus analytics should and could play in marketing.

> 8. The negation of the previous statement is that neither teamwork nor communication capabilities showed a significant correlation to with perceived performance, which in itself is a strong statement.

> 9. Equally interesting is that marketing departments rate their own analytical capability lower than non-marketers, but they rate themselves higher on all other aspects (creativity, empathy, etc.) than non-marketers.

> 10. Those non-marketers who are interested in marketing as a topic rate the performance of marketing higher than those who are not interested in marketing. One conclusion might be that marketing should consider improving internal communications as well as explaining the field and practice of marketing better internally in order to attract higher interest levels, thereby increasing the perception of marketing, which then drives support for increased marketing budgets. While this is common sense, it does not seem common practice.

Conclusion

We need to overcome the fear of figures

This survey published at this moment of the year is a good opportunity to take a few steps back and look at some recent signals sent by the market. We had Martin Sorrell talking about the need to reassess the efficacy of digital ad spend levels, followed by I.A.B. US statement “We messed up” explaining or even justifying the raise of adblockers. This modest survey shows marketers praising the efficacy of TV advertising, a media that had been declared as good as dead a few years ago. We also see marketers being rather confused in front of the proliferation of digital tools available. In other words: the certainties of yesterday are the doubts of today. One of STIMA ambitions is to create clarity in times of uncertainty and sorting the facts from the buzz. This survey is a precious support for that. We firmly believe that robust analysis will help marketers to increase their contribution to their company success – but here comes the wake-up call: marketers are perceived, by themselves and their colleagues of other departments, as “somewhat below needs” on analytical skills. At a time where

the quantity of data on consumers’ behavior is exploding, our profession just cannot settle for this “somewhat below”.

Some will argue that analytical skills are a given for a person, that you either have a mind for figures or you don’t. I am personally convinced that “the fear of figures” can be overcome, and we at STIMA will play our role in helping marketers who want to make the effort.



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