In partnership with

Customer Acquisition Barometer 2015

October edition

Contents

#cab2015

Introduction

Finding leads and turning them into customers is nothing new. It's often regarded as a methodical, automated process. But there is a magic ingredient – trust.

The relationship between trust and success is well established. For proof you need to look no further than Volkswagen. The recent emissions testing scandal fundamentally undermined trust in the company. Research by Brand Finance shows the scandal wiped one-third of its total value. Trust is not a vague concept but a critical asset.

Sending the right message to the right person at the right time is of course what every marketer strives to achieve. Digital media presents more and more opportunities for targeting, defining audiences and sending messages, and at reduced costs and increased speed.

But there's a hitch. This digital convenience comes at the cost of audience fragmentation. How do marketers find new customers and build trust in a decentralised media environment in which consumer choice is almost infinite? People behave differently depending on the medium and the context.

For example, in last year's Customer Acquisition Barometer we learned that social media is a poor acquisition channel. This year, it has improved significantly. 13% of consumers choose social media as their preferred channel for contact from a known brand, up from 4% last year. For the 18-24 age group, this rises to 30% - they trust social media more. The correlation with increased trust in the medium can't be ignored.

And yet there is a note of concern coming out of the research. Marketers are less likely than they were last year to give clear opt-outs and explanations of how their data will be used. Worse, the proportion not conducting audits has increased from 4% to 12% since last year, and the situation is worse for B2B marketers compared to B2C marketers. It's vital that businesses turn these worrying trends around and behave in a more transparent and responsible way. The DMA Code exists to inspire our industry to serve each customer with fairness and respect and build trust, and, in consequence, should play an essential role in any customer acquisition strategy.

What does the future hold? Marketers will continue to grapple with new channels and technology yet there should be two constants. First, transparency - that's being open and honest in how you communicate to your potential customers.

Secondly, creativity. Customer acquisition is as much as an art as it is a science. A strong creative proposition gets people emotionally involved - a fundamental ingredient to customer acquisition.

Rachel Aldighieri
Managing Director
DMA

Foreword

The only constant is change. Heraclitus may have been a Greek philosopher from circa 500BC, but his view on the world then could not be more appropriate for the modern day marketer now.

It used to be that strategy was the constant, it's just the tactics that changed. But, even that seems to be old hat now.

Strategy has become more of a strategic framework, a guide if you will. But why is that? Well, a number of reasons really. There are so many more channels available for marketers to engage with their audience. For one, social media hasn't just grown, it has exploded. In general, our customers have become increasingly more demanding and knowledgeable.

The modern audience is tech savvy. They also understand compliance. They understand the value exchange, but more than that, they understand their own value more than ever. They will happily buy from you 24 hours a day – but on their terms, not necessarily yours.

So, what tactics should marketers deploy? Should they focus on retaining their existing customers? Where do they find their new customers? What are they looking for? What is going to turn them from a prospect to a willing and paying participant?

The insight generated by CAB 2015 provides marketers, both B2B and B2C alike, with many of these answers. Yes, it's time to listen, but more than that, it's time for us all to react.

Internal teams, agencies and suppliers need to be ahead of this game; to understand the very latest tactics and what will work most effectively for them (or their clients) – and if you're not, you may well find that the change you experience, may not be the one that you had hoped for.

Andrew Colwell
Head of Strategy
The Media Octopus

TMO

Executive summary

Consumers get stricter as marketers become more lax

Consumers will share data - depending on when they are asked

The top level attitude among 60 per cent of consumers is that they have not shared data when making a purchase or enquiry in the last 12 months. In specific circumstances, however, this attitude softens - with a brand they do not know, 51 per cent will not share, but for a brand they have already bought from, only 31 per cent say they will not share. When buying through specific channels, the number claiming not to share data falls as low as 26 per cent.

Email is becoming the prime marketing channel

Consumers and marketers agree strongly on one thing - email is their preferred contact channel. Among consumers, 74 per cent want email from brands they know and 60 per cent want unknown brands to use email. Email is also the most trusted channel among consumers for data sharing (58 per cent). Among marketers, 84 per cent say they are using email (although only 36 per cent say it is their most effective channel).

B2B acquiring in fewer channels, B2C looking to lower costs

Just six channels are used by one third or more of business-to-business (B2B) marketers, compared to 15 being deployed by the same proportion of business-to-consumer (B2C) marketers. There are also big differences between what B2B marketers had as their primary target compared to B2C marketers - quality of leads was first and foremost a B2B objective (53 per cent v 24 per cent), whereas cost-per-acquisition was primarily a B2C goal (48 per cent v 24 per cent).

Incentives work to drive data sharing

Brands can encourage data sharing with a range of incentives. If the brand is one the consumer has already bought from, 46 per cent say they will respond to a loyalty scheme - for an unknown brand, 21 per cent will share data. Competitions, coupons and free products/services from a known brand will influence around three in 10 consumers or two in 10 for an unknown brand. Social sharing and exclusive content are the least influential, but with less difference in terms of the relationship that does or doesn't exist.

Consumers have a strong first-party preference

Consumers have a strong preference for their data to be used only by the company they directly provided it to (63 per cent), with just 2 per cent saying third-party usage is acceptable. Yet as many consumers (19 per cent) say they never read privacy policies as say they do (20 per cent), meaning their expectations on data usage could be better informed.

Marketers lagging on permissions and transparency

Marketers need to be aware that their practices could be encouraging a knowledge gap - only 56 per cent give a clear and easy opt-out of data usage at every step, while 62 per cent explain clearly how data will be used and 60 per cent explain why they need the data in the first place. Only a minority (43 per cent) claim to avoid small print or jargon.

DMA Code is leading compliance source for marketers

While two-thirds of marketers (65 per cent) are following the DMA Code of Practice, elsewhere there is a compliance gap - 55 per cent follow the Information Commissioner's guidelines, but just 34 per cent have their data usage processes checked by compliance. Most worryingly of all, 12 per cent of marketers never conduct audits on their customer acquisition processes.

1. Consumers - more social, more secure, less clear about sharing

To share or not to share?

When making a purchase or enquiry, 60 per cent of consumers claim not to have shared their personal information. By contrast, when asked about sharing data in specific channels, only 26 per cent who say they have not done this.

Email for preference

For both known and unknown brands, consumers name email as their most preferred contact channel. Only post (used in this survey to mean advertising mail) gains more acceptance for cold contact (40 per cent of consumers) compared to warm contact (28 per cent).

Safer with sharing

Nearly twice as many consumers now believe data security is not compromised when data is shared compared to 2014 (20 per cent v 11 per cent). While 35 per cent believe security does suffer, this is down from 48 per cent in 2014. All channels have benefitted from increased confidence that data will be kept secure.

Rewards good, relationships better

Consumers will share their personal information in exchange for incentives, ranging from loyalty schemes to coupons and free or discounted items. But it is a prior relationship with a brand that makes the biggest difference - only 31 per cent of consumers claim not to have shared data with a brand they know compared to 51 per cent for a brand they do not.

Experience of contact has an impact

The nature of the contact which consumers receive once they have provided their personal information influences their expectations. A concern for marketers should be that only 12 per cent describe their experience as problem-free.

Consent for now (but not for long)

The length of time for which a consumer's consent is valid is shortening - 68 per cent now say their permission lasts for six months, up from 49 per cent in 2014. The trend is towards shorter consent times (and therefore more frequent requests from marketers).

Consent for first-party (but not for third-parties)

The strong preference among consumers is for their data to be used only by the company that requests it - 62 per cent want this, compared to only 2 per cent who say they accept third-party usage.

1.1 Consumers sharing their personal information

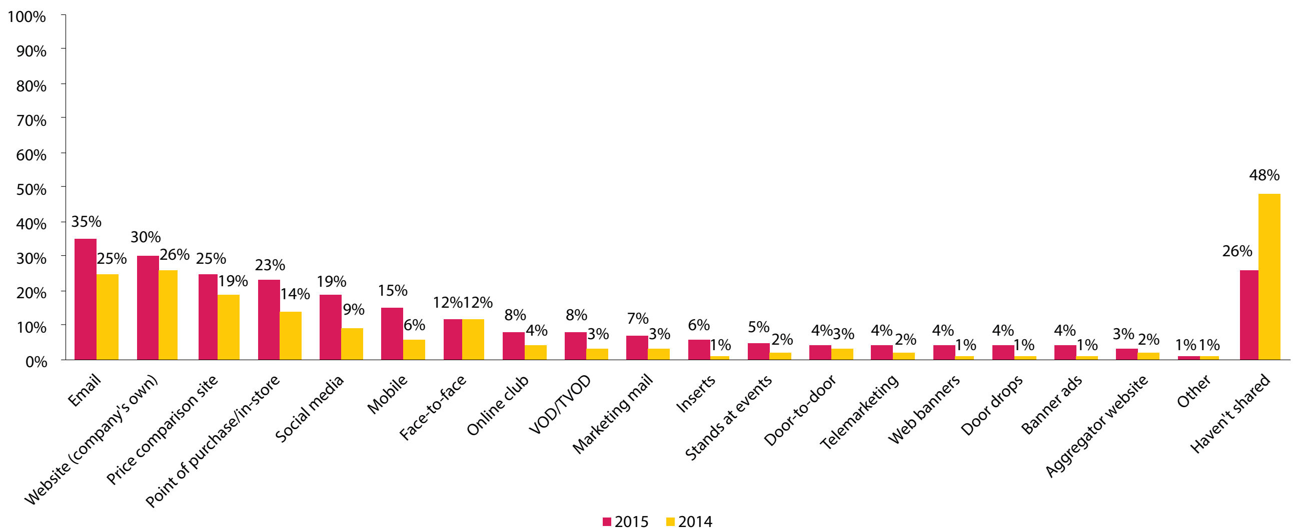
According to the DMA's 2015 study, "Data privacy: What consumers really think" 71 per cent of consumers acknowledge that sharing data and personal information is part of the modern economy and 73 per cent expect to have to provide personal information in order to buy things. It is surprising, therefore, to find 60 per cent of consumers in this survey claiming not to have shared their information when purchasing or making an enquiry in the last 12 months, up from 48 per cent in 2014.

This may reflect a gap between attitude and action, however. When asked about specific channels through which they might have shared their data while buying or responding, only 26 per cent said they had not shared information. There is also a difference between warm and cold contact when it comes to data sharing - if the consumer has bought from a brand before, 31 per cent claim not to have provide information, but with unknown companies, this rises to 51 per cent - still below the generic level. While the majority of consumers may believe they do not share data, their behaviour says otherwise.

All marketing channels show an increase in the number of consumers sharing data since 2014. Providing data by email is now the major (and still growing) channel, closely followed by a brand's website and price comparison sites. Social media has more than doubled its data sharing rate to 19 per cent, making it the fifth most likely channel in which consumers will share information. There was also a big rise for in-store data sharing (although there was no growth in face-to-face). Mobile also enjoyed a near-doubling in the number of consumers who had given out their data - this could reflect new data sharing scenarios, such as downloading apps or connecting to free wi-fi.

Sharing data with brands has to be understood in the context of other behaviours, especially updating social profiles (which 52 per cent of consumers have done) and sharing pictures online (48 per cent). Sharing data with marketers in social media still lags behind, but is closing the gap. Using online payments (84 per cent) and loyalty cards (77 per cent) shows there is confidence among the majority of consumers when it comes to specific, practical activities which involve data sharing.

Have you shared your information in the last 12 months



1.2 Contact channel preferences

Mobile is gaining in preference among consumers as a contact channel. If they have previously bought from or been interested in a company, 15 per cent name SMS and 14 per cent mobile phone as their preferred channel, double or more the number in 2014, which saw 7 per cent mention mobile and 6 per cent SMS. But unknown brands have half this preference rate, at 9 per cent for mobile and 7 per cent for SMS.

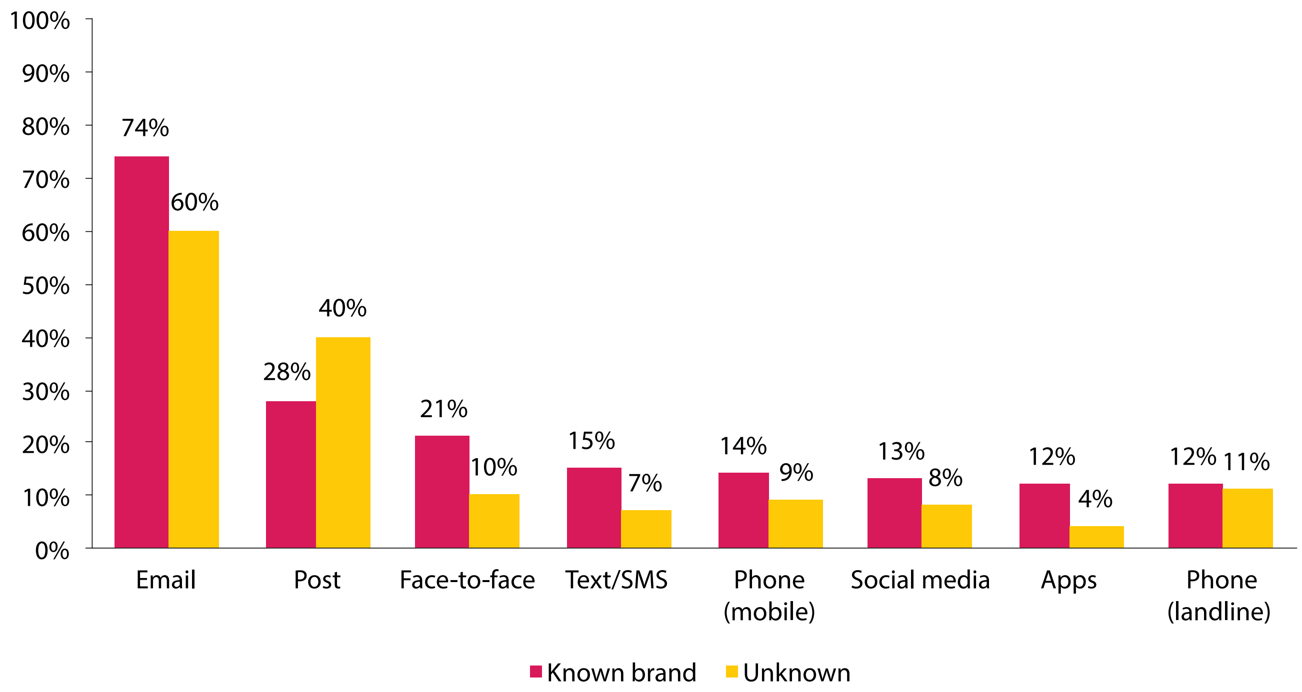
Apps run a close third for mobile contact at 12 per cent for known brands, although only 4 per cent of consumers mention these for cold contact. Interaction with an app is a positive action by the individual, rather than a passive receipt of a message, which may account for this significant level of acceptance.

Social media has increased its preference rate threefold, with 13 per cent choosing it for known brand contact, up from 4 per cent last year. Even cold contact via social media is preferred by 8 per cent of consumers. This channel is a different way for marketers to communicate with consumers which may feel more like a dialogue than a commercial interaction and therefore be more welcomed.

Email remains the dominant contact channel for known brands at 74 per cent (down slightly from 77 per cent previously) and 60 per cent for unknown brands. Accessible from mobile, tablet and desktop, it is omni-present for consumers.

Post is the one channel where cold contact is more welcome than warm contact - 40 per cent of consumers prefer brands they have not bought from before to use post, whereas 28 per cent choose this channel for known brands (down from 35 per cent in 2014).

Contact channel preferences



1.3 Data security and channel choice

Trust is critical when it comes to data sharing and consumers appear to be more trusting then before. Asked if data sharing compromises the security of personal information, only 35 per cent agreed - a sharp reduction on 48 per cent who expressed this concern in 2014. By contrast, 20 per cent disagree that data security is compromised by sharing, up from 11 per cent previously, while 45 per cent are neutral. This is a more positive picture than the one depicted in Deloitte's 2014 study, "Data nation: Putting customers first," which found 63 per cent of consumers saying they are not confident companies keep their data secure.

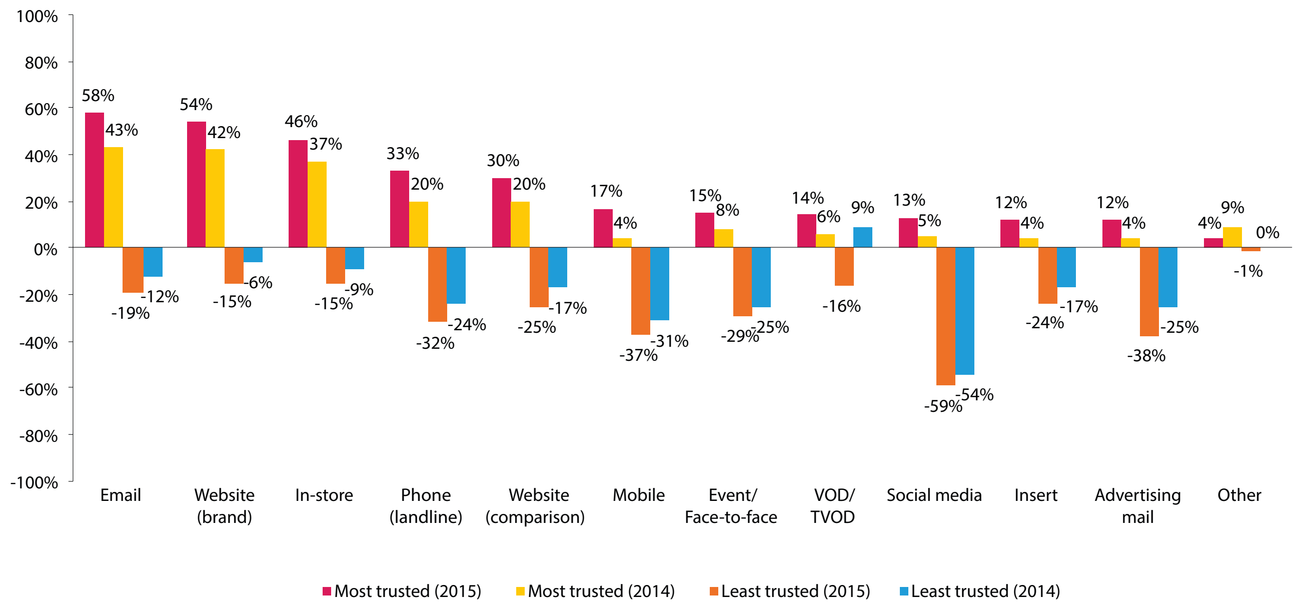
Data security is no longer a simple yes/no issue for consumers and is conditional on a number of factors. Channel choice is an important one of those and every route to market has seen improved levels of confidence that information shared through them will be secure.

Email is the most trusted to keep data secure, named by 58 per cent in 2015 compared to 43 per cent previously, while a brand's own website scores 54 per cent for confidence in security, up from 42 per cent. Social, mobile and other digital channels have also enjoyed a doubling or trebling of their rating for keeping personal information safe. A likely driver of this confidence is the depth of experience and maturity of usage of mobile devices, combined with more visible efforts by brands to demonstrate how secure their sites and channels really are.

Despite this, distrust around data security has also grown for all channels, with social (59 per cent) facing the biggest crisis of confidence. Concerns about data used in advertising mail also saw a surprising increase, up to 38 per cent from 25 per cent, perhaps because personal information (or name and address at least) is openly visible in this channel.

Another conditional factor is what type of organisation is asking for data. The NHS and GPs enjoy the highest trust rating for keeping information secure, at 73 per cent, reflecting their key role and social impact (and despite the recent controversy over centralising and sharing medical data). They are closely followed by banks and financial services at 68 per cent. At the other end of the scale, social and search only have the trust of 8 per cent of consumers for data security - an apparent paradox in the light of the volume of personal information which is routinely shared across these sites.

Most/least trusted channels for data sharing



1.4 Incentives for data sharing

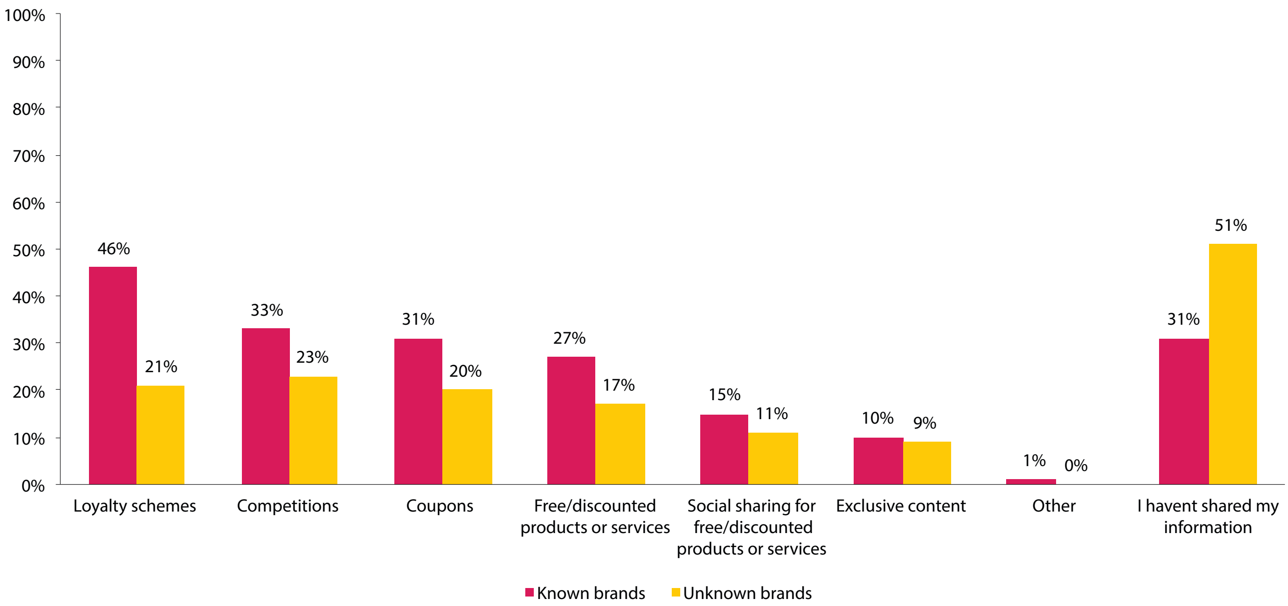
Consumers are open to the idea of a value exchange, sharing their personal information in return for a reward. That willingness differs between brands consumers already have a relationship with and those they do not know, right down to a higher absence of data sharing with unknown brands (51 per cent) than with known brands (31 per cent). For all forms of incentive offered by known brands, willingness to share data has increased since 2014.

This difference between known and unknown brands extends to loyalty schemes, which are the most influential incentive, with known brands able to attract data from 46 per cent of consumers compared to only 21 per cent for unknown brands. This indicates that loyalty must be earned first through trust, before it can be formalised through a scheme that relies on data.

Competitions, coupons and free products or services also show this differential level of influence, with 10 per cent more consumers willing to share data with known brands than unknown brands in return for these rewards.

There is a much closer level of influence between warm and cold contacts for free products or services which are offered in exchange for posting information about a company on social media. This relatively new form of incentive is acceptable to 15 per cent of consumers for companies they know and 11 per cent where the business is new to them. Social media is clearly viewed in a positive light by a segment of consumers who are comfortable with the data exchange that takes place on this channel.

Incentives for data sharing



1.5 Experiences of data sharing

Although six out of ten consumers claim not to have shared their personal information in the last 12 months, the reality is that any individual who is economically active will have given their data to a company during a purchase or enquiry. According to the DMA research, "Data privacy: What the consumer really thinks," only 24 per cent of consumers can now be described as fundamentalists (that is, unwilling to provide personal information even for service enhancement), down from 31 per cent in 2013.

There is a near balance between those who say they were offered the control they expected and those who did not experience this, with 41 per cent positive and 39 per cent negative. This split may look acceptable - consumer expectations could be unreasonable or too high, while not all brands have implemented the right level of privacy controls and permission management.

But a cause for concern is the 4 per cent increase since 2014 in those who say they were not offered the right level of control over how their data would be used. It is also notable that fewer consumers simply accept a poor deal - only 20 per cent now do not expect to have any control once they hand over their data, down from 27 per cent last year. That indicates less acceptance of a one-sided or asymmetrical value exchange.

Having provided their data, consumers then experience how it is used by marketers. For only 12 per cent, this presents no problems. For the rest, there is a list of reasons why they may have become frustrated (and therefore developed different expectations about the controls they should be offered during the value exchange).

Top of that list are calls from contact centres based overseas (27 per cent), although this has fallen since last year, closely followed by contacts being too frequent (25 per cent). Lack of relevance is a concern for one fifth, while one in ten say there was a lack of openness about the reasons for the contact. Arguments can be made about why contacts happen in these ways - but for 6 per cent, their problem is down to having a bad experience.

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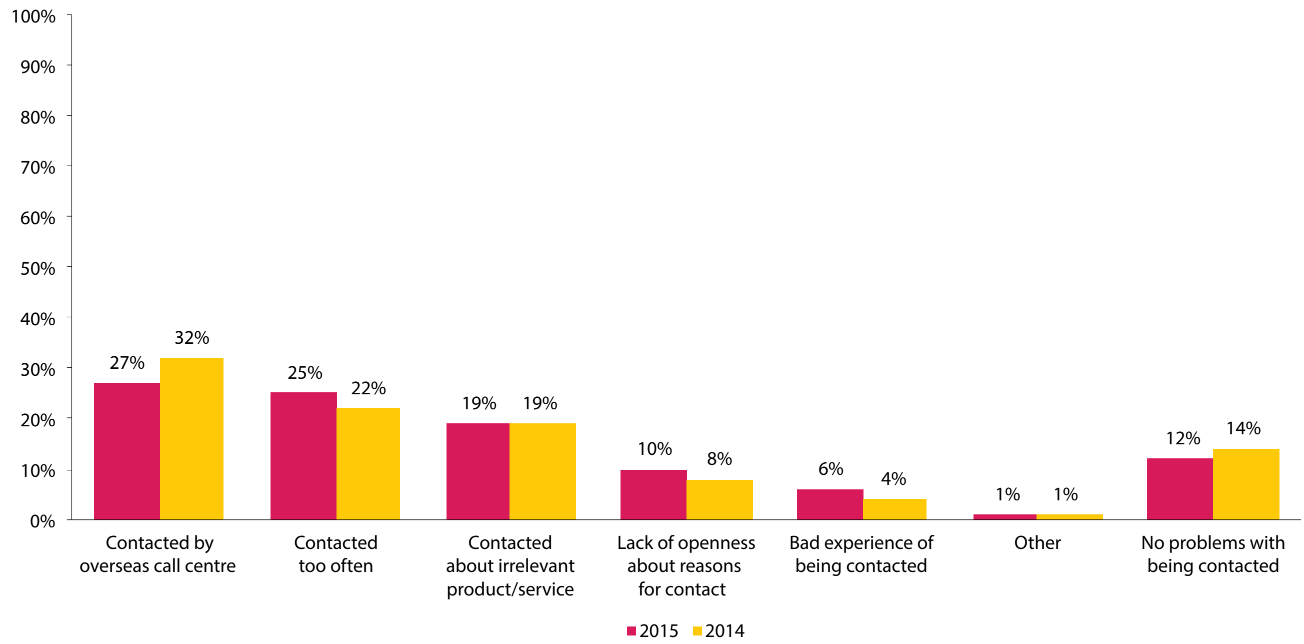
Frustrations with being contacted



1.6 The shelf-life of permission

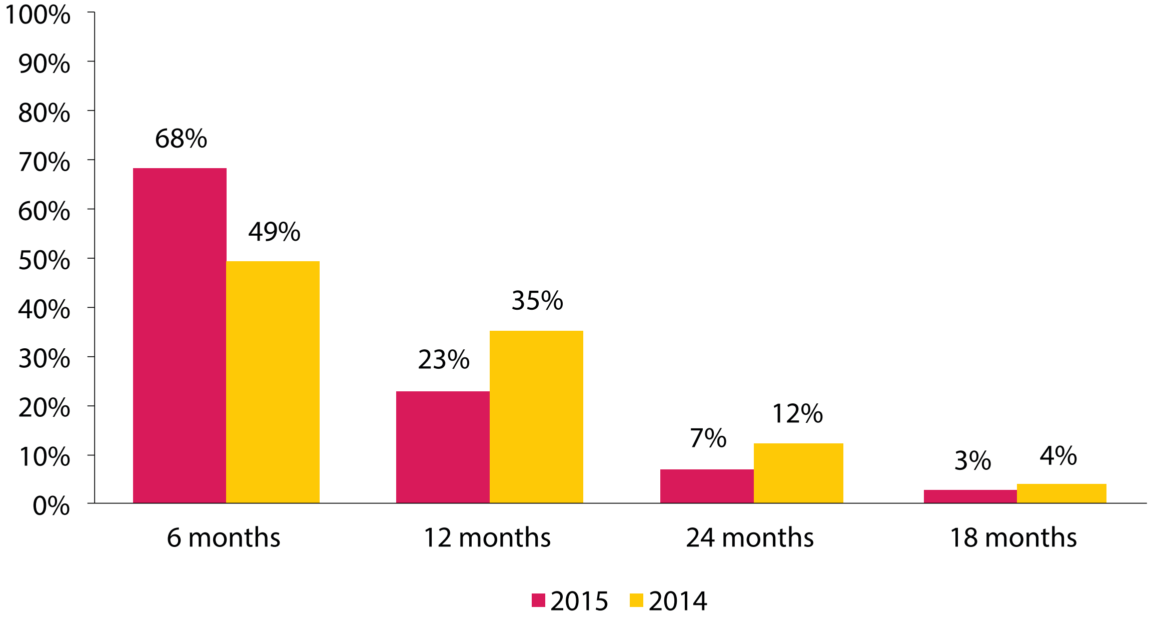
How long permission remains valid is a very live issue for marketers with the likely introduction of explicit consent to marketing in the new Data Protection Regulations. The Information Commissioner's Office (ICO) has previously suggested that six months be used as the benchmark, although there are also arguments that, for some sectors, consent should be considered to last for longer - insurance providers with annually-renewable policies or automotive manufacturers with a three to six-year replacement cycle, for example.

Consumers have a very definite view that their permission to use personal information for marketing is not open-ended - 87 per cent say it should have a time limit. Although the 18 to 24-year-old age group are slightly less concerned - 79 per cent say there should be an expiry date - among those aged over 65, 97 per cent say their consent is finite.

Consumers are increasingly taking the view that their consent is relatively short-lived. The big shift is towards shorter duration, with 68 per cent now saying their consent is valid for only six months - a sharp rise from 2014 when 49 per cent had this view.

As an average, consumers would set the expiry of their permission at nine months. This creates a clear window of opportunity for marketers to benefit from that period of consent within which 25 per cent of consumers say monthly contact is acceptable and 28 per cent would prefer quarterly contact.

Time limit for permission



1.7 Controls over shared data

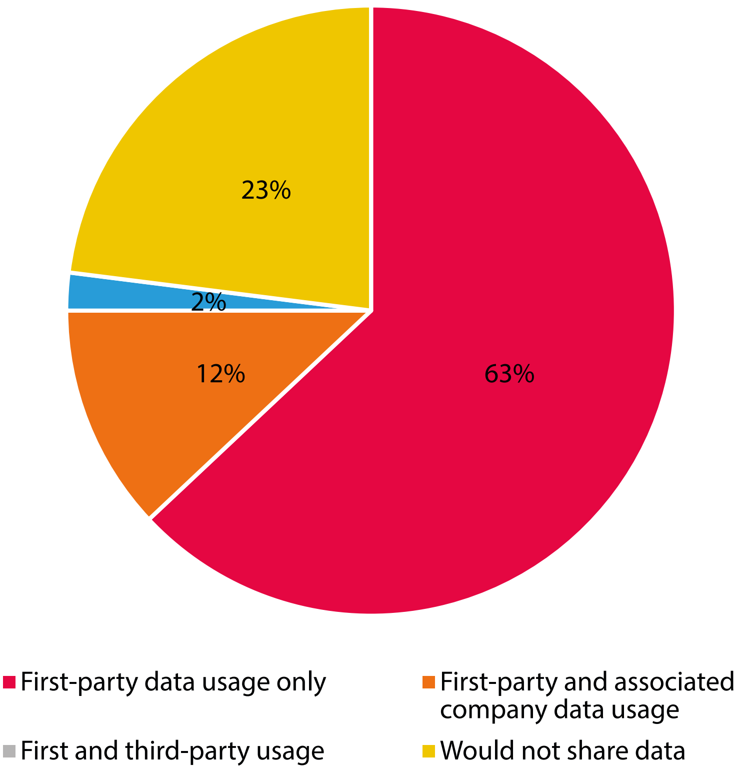
When consumers enter the value exchange, it is often with a clear understanding that they will receive some benefit, beyond just marketing messages. But they also have views about the parameters of the consent they are giving and are more likely to give permission for data to be used by companies who respect these limits.

For 62 per cent, their preference is for data to be used only by the first-party company they have given it to. In addition to this, 12 per cent would prefer their data to be used only by the first-party and its associated companies. However, only 2 per cent named data sharing with third-parties as their preference - a very clear indication that they are worried about a potential loss of control in this scenario.

When asked in 2014, consumers were not offered the option to state that they would not share their information at all - in 2015, where this had been included, 23 per cent gave this as their preference. This is in line with the fundamentalist segment identified in the DMA study, "Data privacy: What the consumer really thinks," which found 24 per cent in this group. But significantly it is also well below the 60 per cent who claimed not to have shared data in the last 12 months.

Whether consumers can be considered to have expressed informed consent is an important issue. Currently, only 20 per cent say they always read the privacy policy, while nearly the same number (19 per cent) never do. For one quarter (26 per cent), the small print has no impact on whether they will share their personal information, but consumers can be influence by a clearly-written privacy policy - 34 per cent say this makes them more willing to share data, while 40 per cent are put off when the privacy policy is hard to understand.

Preference for data usage when sharing



2. Marketers - fewer channels, more volume and less transparency in data collection

Comparing B2B and B2C

For 2015, business-to-business (B2B) marketers were included in the survey sample alongside business-to-consumer (B2C). This provides an opportunity to compare and contrast the different issues, opportunities and challenges faced in each category as well as the common causes each discipline shares.

Fewer channels being used

Marketers are using fewer channels in their marketing in 2015 than in 2014. While activity is still spread across social and mobile as well as digital, there is a tighter focus on channels considered to be the most effective, especially email.

Quality this year, quantity next

Marketers have been focused on the quality of leads they generate during 2015 (42 per cent have this as their primary target). Over the next 12 months, however, 47 per cent will be making quantity of leads their priority - a surge towards volume.

Challenges with budget, headcount and data

Budget is the biggest challenge identified in customer acquisition (40 per cent), followed by internal resources (28 per cent). But data degradation (20 per cent) and a lack of data (15 per cent) add up to the second-biggest problem for marketers.

Less transparency and fewer opt-outs - especially in B2B

Across the board, fewer marketers are running the same standard of data collection processes compared to 2014 - 56 per cent offer an opt-out at every stage, down from 93 per cent, for example, with only 48 per cent of B2B marketers offering this.

Following the DMA Code - but not much else

The revised DMA Code is being followed by 65 per cent of marketers - more than the 55 per cent who follow ICO guidelines. Use of these official guidelines is down from 83 per cent in 2014 and all other compliance practices have seen steep falls in usage, especially among B2B marketers.

Mind the audit gap

Three times as many marketers do not use audits in 2015 compared to 2014 (12 per cent v 4 per cent), with B2B marketers twice as likely not to conduct an audit as B2C marketers (14 per cent v 7 per cent).

Consumer attitudes and EU laws will change marketing

The majority of marketers (54 per cent) expect shifts in consumer attitudes to make their task of acquiring new customers more difficult, with 63 per cent foreseeing more difficulties from the EU Data Protection Regulation.

B2B acquiring in fewer channels, B2C looking to lower costs

Six channels are used by one third or more of B2B marketers, compared to 15 being deployed by the same proportion of B2C marketers. There are big differences between what B2B marketers had as their primary target compared to B2C marketers - quality of leads was first and foremost a B2B objective (53 per cent v 24 per cent), whereas cost-per-acquisition was primarily a B2C goal (48 per cent v 24 per cent).

2.1 Channels used for customer acquisition and their effectiveness 2015 v 2014

The marketing mix is change with the range of channels being used to acquire new customers narrowing and becoming more homogenous. Across the board, fewer marketers in 2015 mentioned each channel than in 2014. Even the most recent areas of focus - social and mobile - have both seen significant drops in use. (It should be noted that last year social media was included a single option, chosen by 79 per cent, while this year it was split between paid, used by 46 per cent, and organic, used by 60 per cent.)

Use of the company's own web site has fallen in usage by 13 per cent. This leaves email as the primary channel for customer acquisition and the only channel to have seen no change year-on-year.

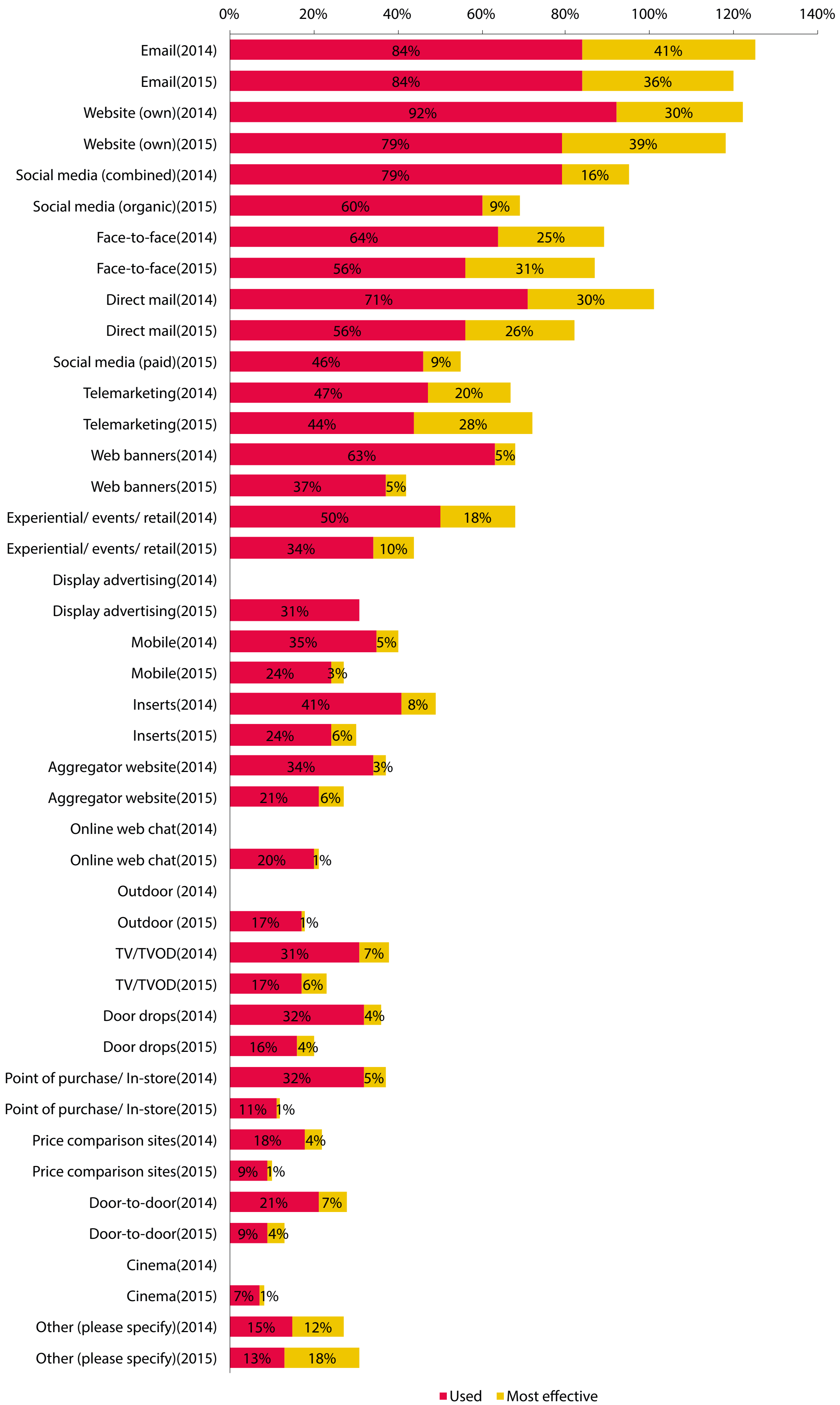
In B2B marketing, six channels dominate, led by email (79 per cent using), website (73 per cent) and face-to-face (65 per cent), organic social media (55 per cent), direct mail (46 per cent) and telemarketing (41 per cent). All other channels are used by one third of marketers or fewer.

In B2C marketing, email (92 per cent) and website (87 per cent) are also the lead customer acquisition channels, but a total of 15 different channels were named by at least one third of marketers. This concentration into email is in line with consumers' own channel preference, since 74 per cent welcome contact from a known brand and 60 per cent from an unknown brand in this medium. B2C marketers are also twice as likely to use paid social media as B2B marketers (63 per cent v 34 per cent), whereas usage of organic social media is closer (69 per cent v 55 per cent).

This channel selection is particularly surprising when compared to the effectiveness each shows in acquiring new customers. Marketers naming their own website grew to 39 per cent from 30 per cent last year, but email fell to 36 per cent from 41 per cent despite being the most-used channel. Face-to-face and telemarketing were both chosen more than last year.

Both types of social media (organic and paid) gained only mid-ranking scores for effectiveness at 9 per cent, nearly half the level reported last year. Organic social media is rated as effective by far more B2B marketers (13 per cent) compared to B2C marketers (3 per cent), but both sides share a similar view of the performance of paid organic social media (8 per cent for B2B compared to 11 per cent for B2C). An important point to note is that social media metrics continue to be less robust than for other channels, making their impact within campaigns harder to assess and compare.

Channels used for customer acquisiton and their effectiveness 2015 v 2014



2.2 Targets for customer acquisition 2015 v 2014

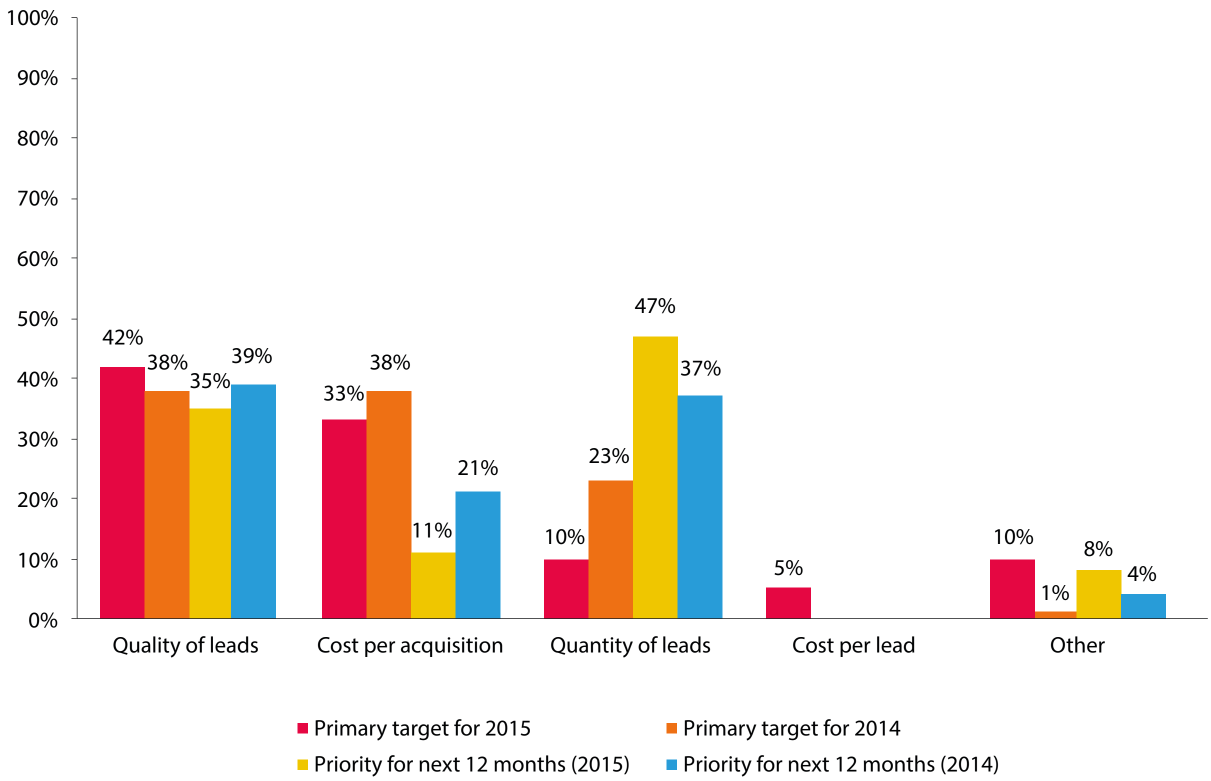
Customer acquisition continues to account for the largest share of marketing budget, with 57 per cent of marketers saying it is the most important area of expenditure compared to 15 per cent naming retention and 25 per cent an even split between the two. Both B2B and B2C marketers had similar levels of focus on acquisition in the past year, but B2C marketers had a higher focus on retention than B2B marketers, at 22 per cent compared to 11 per cent.

This balance looks set to move more towards acquisition over the next year. When marketers looked ahead to 2015, 43 per cent expected to be spending more on acquisition with 46 per cent saying the split would be equal. Looking ahead to 2016, 57 per cent of marketers plan to spend more on acquisition and only 27 per cent will share their budget out equally. Among B2C marketers, acquisition will take the largest share of marketing budget for the next year (51 per cent) with 19 per cent focused on retention, but B2B marketing is even more acquisition-focused (61 per cent) than retention-oriented (9 per cent).

Marketers appear to have been pursuing a quality agenda in their customer acquisition, with an increase in the number setting quality as their priority for 2015 compared to 2014, especially when compared to the number who had quantity of leads as their priority. There are big differences between what B2B marketers had as their primary target compared to B2C marketers, however - quality of leads was first and foremost a B2B objective (53 per cent v 24 per cent), whereas cost-per-acquisition was primarily a B2C goal (48 per cent v 24 per cent).

These priorities are set to shift significantly in the next year - quantity of leads will once more become the priority for 47 per cent of marketers, up from 37 per cent setting this objective for the year to come in 2014. Both B2B and B2C marketers foresee this move toward volume, but B2B marketers will be more focused on quality (40 per cent) than B2C marketers (25 per cent), whereas CPA will matter to twice as many B2C marketers (16 per cent) than B2B marketers (8 per cent).

Targets for customer acquisition 2015 v 2014

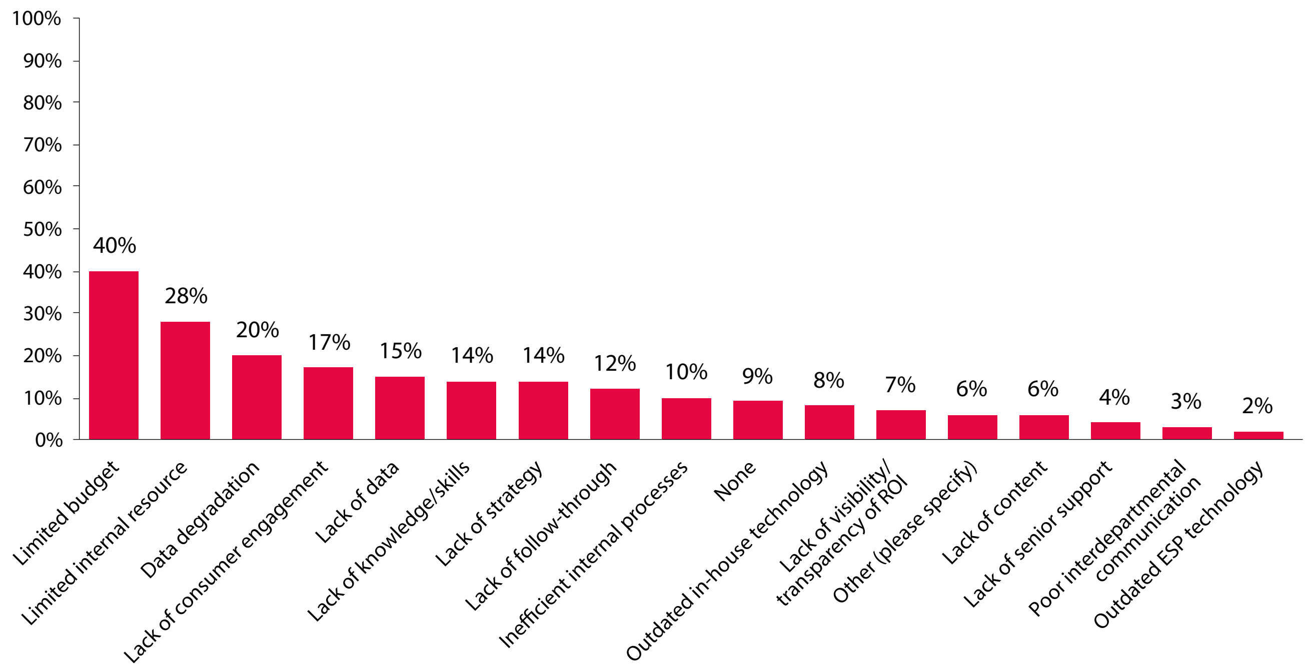


2.3 Challenges in customer acquisition strategy

Marketers need a wide range of resources to deliver on their strategy - budget, skills, data, processes, technology. Limited budget is identified by 40 per cent as their biggest obstacle - more B2B marketers (43 per cent) mentioned this challenge than B2C marketers (35 per cent). Limited internal resource is the second biggest problem, with 28 per cent saying it is too limited for their strategy to be successfully executed.

Data is now a significant issue - 20 per cent of marketers highlight data degradation and 15 per cent a lack of data as key challenges which could undermine marketers' acquisition programmes. There is also evidence of a lack of marketing process and structure - B2B marketers in particular blame a lack of follow-through (18 per cent) which is only an issue for 3 per cent of B2C practitioners. This could reflect the more complex conversion process for business leads, much of which takes place outside of the marketing function.

Challenges in executing customer strategy



2.4 Collecting data in line with consumer expectations

Marketers have legal obligations around data collection, as well as a need to meet consumer expectations. Compared to last year, fewer marketers say they are carrying out these processes.

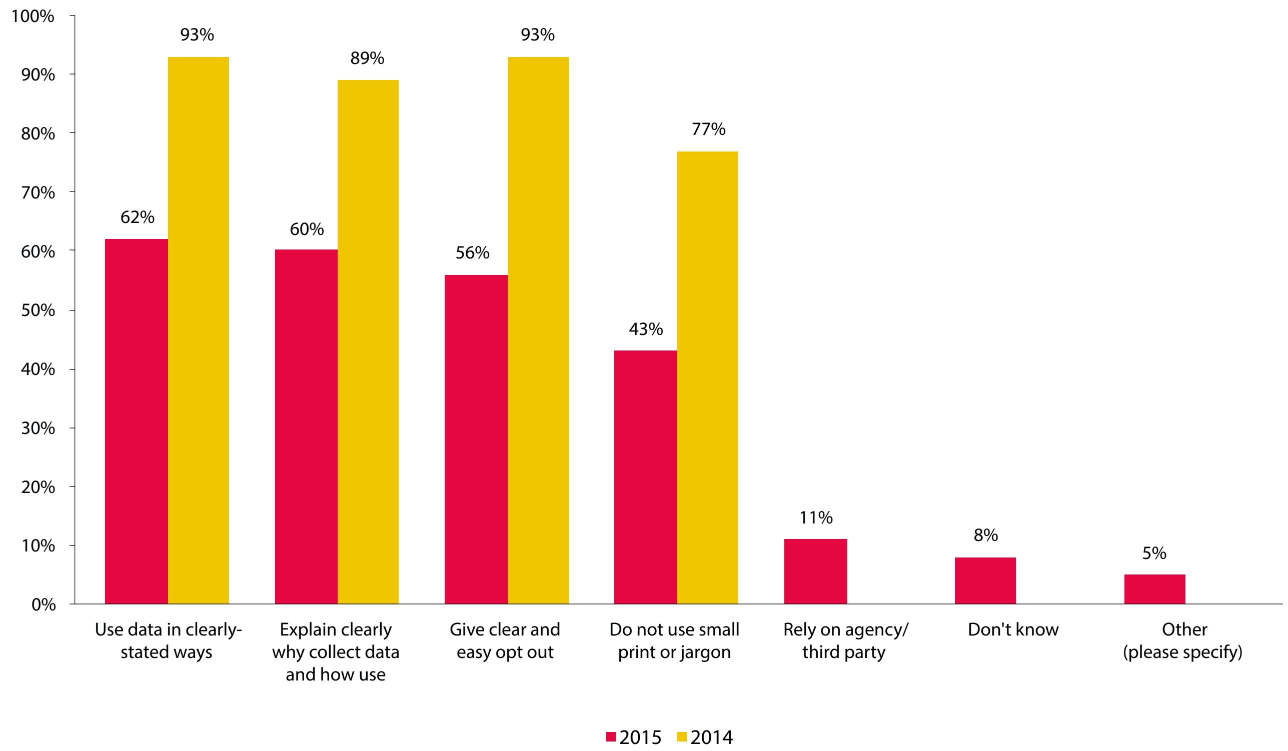
In 2014, nearly all marketers (93 per cent) said they had a data collection policy which offered an opt-out at every stage, but in 2015 this has fallen to just over half (56 per cent). It is worth adding that where email addresses or mobile phone numbers are collected for marketing, it is actually an opt-in which is required (unless the individual is already a customer). Clearly stating how data will be used - one of the principles of the Data Protection Act - was upheld by 93 per cent of marketers last year, but now only 62 per cent are being transparent in this way.

Transparency is also less in evidence in data collection notices than before, with 60 per cent of marketers now giving a clear explanation why they need to collect data and how it will be used, compared to 89 per cent last year. Whereas 77 per cent of marketers said they avoided small print or jargon in 2014, only 43 per cent now do so.

B2B marketers are less compliant than their B2C peers. Using data only in clearly-stated ways is practiced by 55 per cent of B2B marketers (compared to 74 per cent in B2C), clear explanation of data collection purposes by 47 per cent (compared to 80 per cent), offering an opt-out by 48 per cent (compared to 69 per cent) and not using small print or jargon by 36 per cent (compared to 54 per cent).

Customer acquisition marketing and data collection processes now appear to be less aligned. Fewer marketers provide a copy of their privacy policy with all customer communications than a year ago (38 per cent v 50 per cent), whereas 40 per cent now send their policy separately (up from 27 per cent in 2014).

Data collection processes and consumer expectations



2.5 Compliance in customer acquisition processes

The obligations which marketers are under when it comes to data protection are clear - they are laid out in law and also the DMA Code of Practice. Two-thirds of marketers (65 per cent) are following the DMA Code to ensure their processes are in line with industry standards and best practice. The Code sets out requirements which match and exceed what the Data Protection Act demands. But this leaves one-third exposed to risk because they have not adopted this standard.

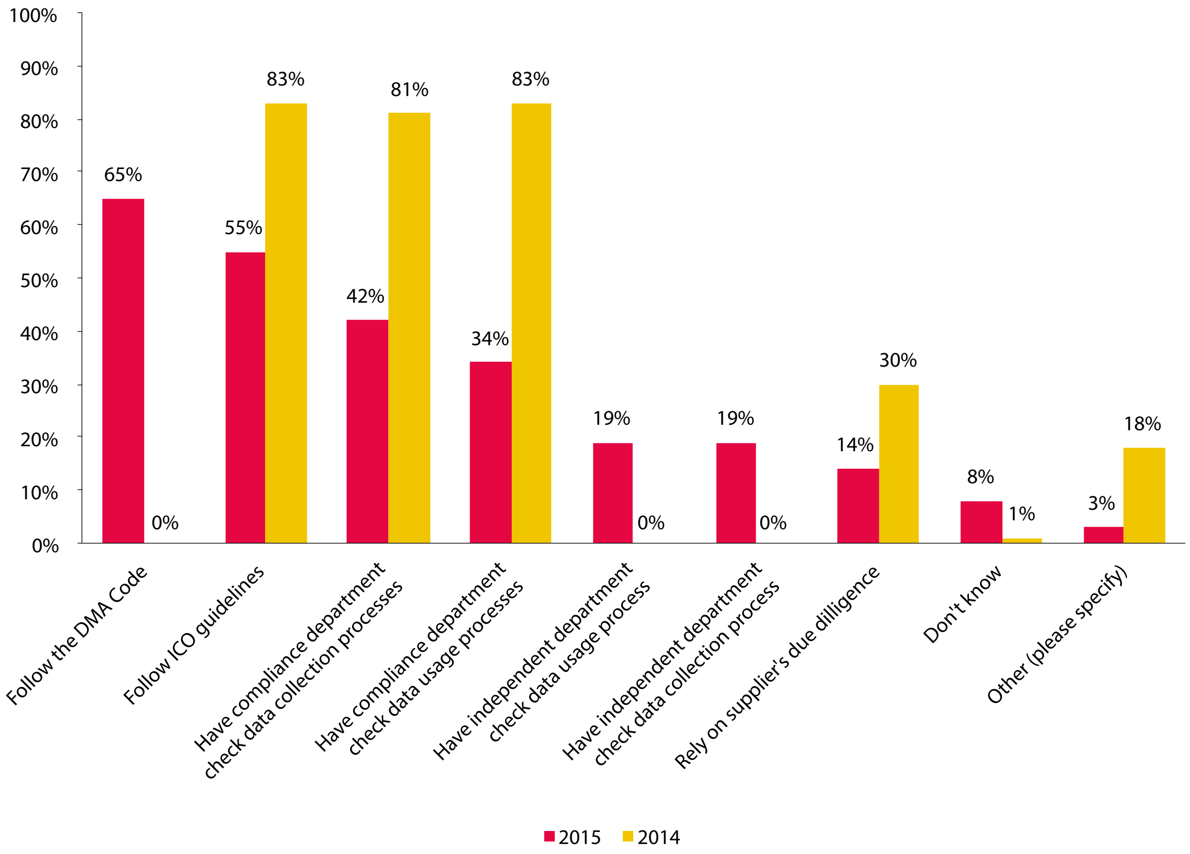
Of far greater concern is the decline in the number who follow guidelines from the ICO on collecting data for marketing, down to 55 per cent from 83 per cent in 2014. An even steeper collapse has occurred in having the compliance department check marketing's data usage process - while over 83 per cent of marketers followed this practice last year, now only 34 per cent do this - and instead of 81 per cent of marketers allowing compliance to check their data collection processes, just 42 per cent do so in 2015.

If marketers rely solely on their own judgement as to what is appropriate and legal, they are putting their data - and company - at risk. That is why having an independent officer or department review data collection, storage and usage can be useful, but only 19 per cent follow this path. Even relying on external agencies or suppliers to ensure they are compliant has halved, down to 14 per cent from 30 per cent.

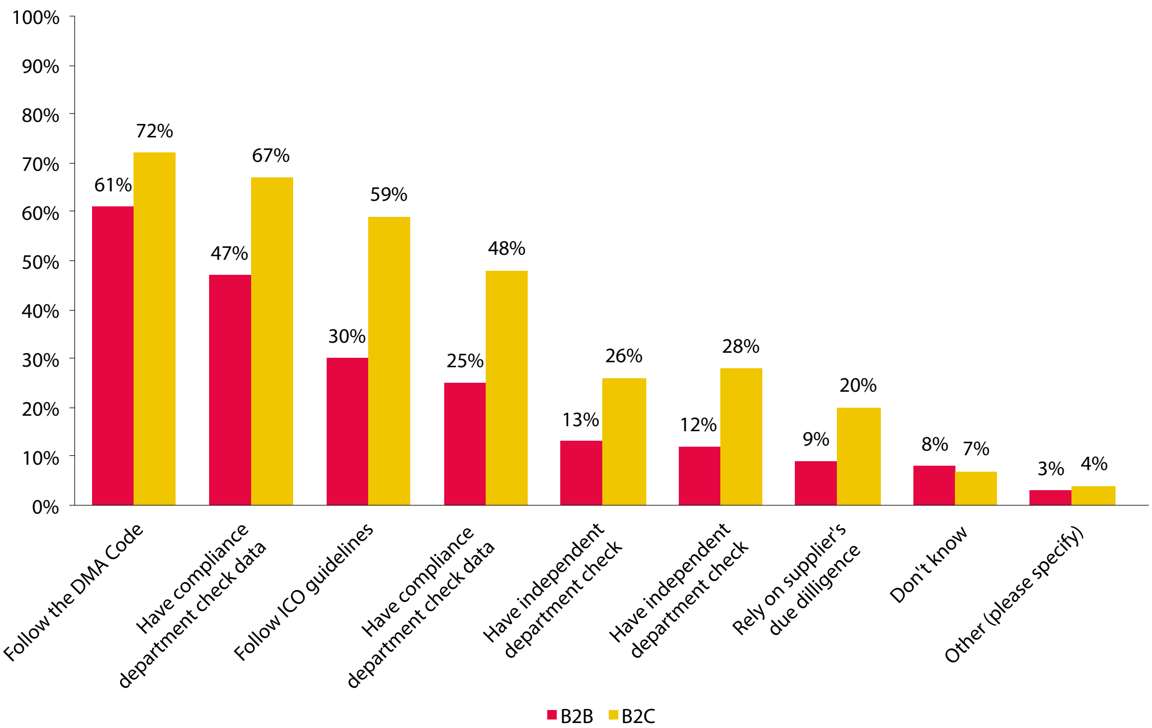
B2B marketing's stated level of compliance activity is half that claimed by B2C on nearly all measures, except for following the DMA Code where they run behind - 61 per cent compared of B2B marketers say they follow it compared to to 72 per cent of B2C marketers. Only 47 per cent of B2B marketers are following ICO guidelines, compared to 67 per cent of B2C marketers. Either marketers in the B2B field leave compliance totally in the hands of a separate function or they do not perceive their data-driven activities to be subject to the same rules that consumer marketers are following.

Based on this shift in behaviour, it appears that marketers are taking less responsibility for their data protection obligations, despite the core role that data now plays in marketing. As a result, they could face customer complaints, regulatory fines or data breaches and losses, or even legal action.

Ensuring compliance of customer acquisition processes (All marketers)



Ensuring compliance of customer acquisition processes (B2B v B2C)



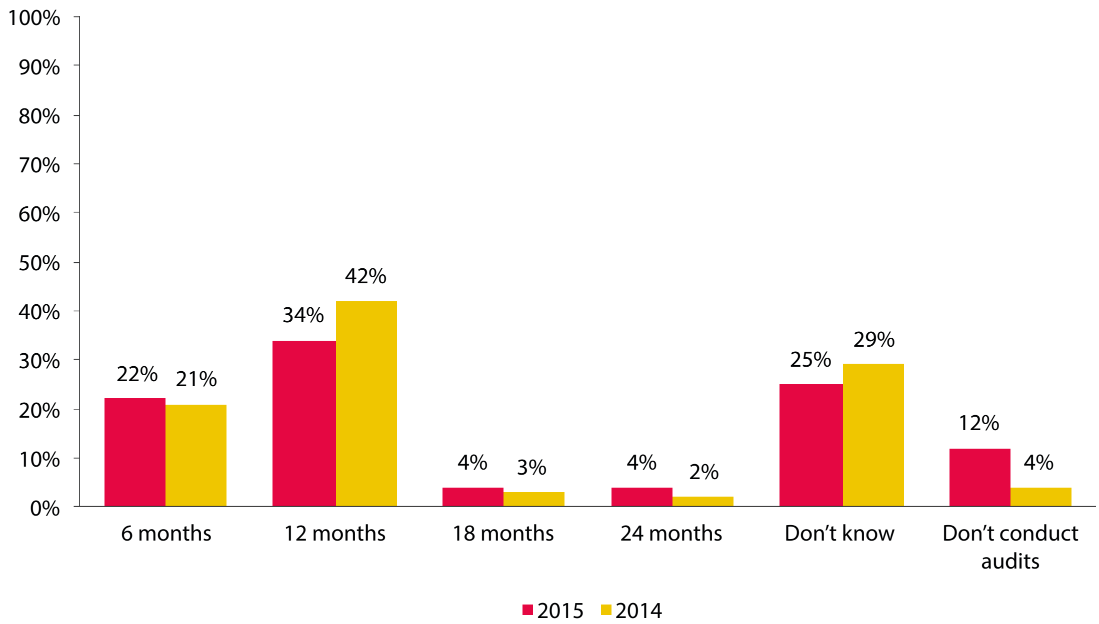
2.6 Auditing data protection processes

The only real way to ensure that a company is complying with its legal obligations around data protection is to have its processes audited. This will reveal how close to best practice and industry standards those internal processes truly are. Although it is positive to see a small majority (56 per cent) carrying out audits every six or 12 months, this is a fall from the level of 63 per cent seen in 2014. Fewer regular audits mean greater risk.

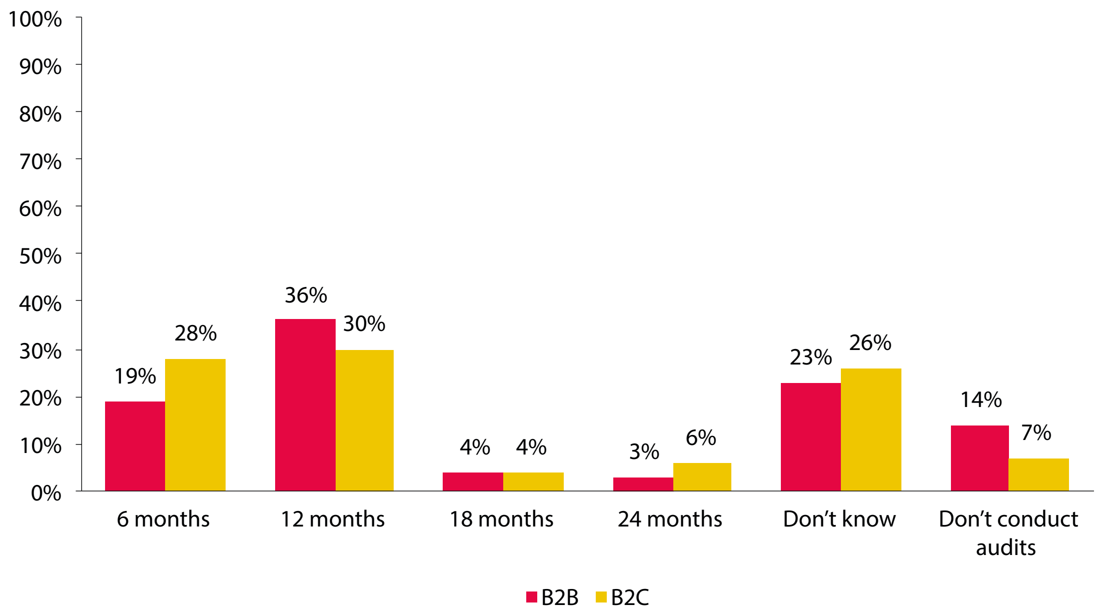
Most troubling of all is the trebling in the number of marketers who say they do not conduct audits, rising to 12 per cent from 4 per cent in 2014. B2B marketers are twice as likely not to carry out audits as B2C marketers (14 per cent v 7 per cent), while among those who do audit, the frequency is lower, with 36 per cent undertaking an annual audit compared to 30 per cent of consumer marketers.

In these organisations there is no way of knowing whether their marketing is operating inside or outside of the law. Further, 25 per cent of marketers do not know if audits happen or not. With consumers keener than ever to be reassured about how their data is collected, managed and used, this gap in marketing compliance is also becoming a gap in delivery against customer expectations.

Frequency of audits for compliance checks (All marketers)



Frequency of audits for compliance checks (All marketers)



2.7 Changing data collection and usage landscape

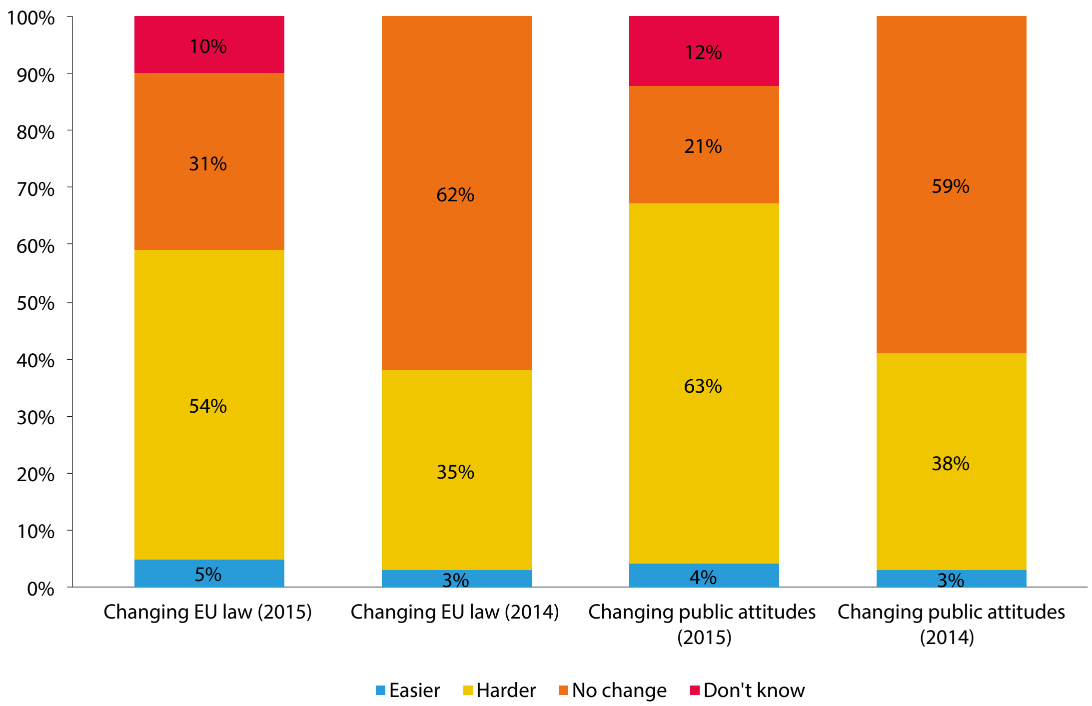
Since 2012, marketers have been waiting for the final passing into law of the new European Data Protection Regulations. Customer acquisition is expected to become harder under the new law by 63 per cent of marketers, up from 57 per cent last year.

As the likely date for their implementation in 2017 draws closer, more marketers are recognising that things will be different, with only 21 per cent now believing there will be no change, compared to 26 per cent in 2014. B2B marketers are more confident than their B2C marketing peers that there will be no change (26 per cent v 13 per cent), with B2C marketers more pessimistic - 72 per cent think their task will be made harder, compared to 57 per cent in B2B.

Marketers are also recognising that changing public attitudes towards data privacy are also driving change. The majority (54 per cent) now hold this view, compared to only 35 per cent in 2014. As seen in the consumer section of this survey, 63 per cent of consumers already only want the first-party company to use their data, placing a tighter restriction on the consent which consumers are likely to give under the new Regulations.

Marketers are acknowledging this shift in consumer attitudes with a halving in the number who do not expect customer acquisition to become harder as a result, down to 31 per cent from 62 per cent. Again, B2C marketers are the most likely to think changing public attitudes will make their task harder, at 65 per cent compared to 48 per cent of B2B marketers.

Impact on marketing of changes in consumer attitudes and EU laws



3. What the marketer *really* thinks: Inside the customer acquisition process

Similar to 2014, we wanted to gain an insight into what a select group of the industry's top practitioners thought about the quantitative results obtained.

In two focus groups we assembled:

- Lisa Benson, Customer Data, Targeting & Insight Manager, BMW Group UK Limited
- John Blyth, Commercial Printing Business Development Manager, Ricoh Europe
- Jurgen Boltz, Head of Fintech Policy, Inline Policy
- Suzanna Chaplin, Commercial Director, Email Switchboard
- Nigel Copp, Director, KPM Media
- Tim Drye, Managing Director, DataTalk (Statistical Solutions) Ltd
- Christine Konrad Barton, Planning Director, MRM Meteorite
- Scott Logie, Partner, The Mothership Group
- Matt Rees, Business Development Director, The PurePrint Group
- Richard Robinson, Managing Director and VP, EMEA at Turn
- Graham Smith, Head of Marketing, Curo Resourcing
- Gerry Weatherley, Business Analyst & Project Manager, Clickwork7

Through a series of questions designed to promote debate among the group, we were able to gain a insight on the challenges of acquisition.

3.1 In an increasingly complex world, companies need to adopt a holistic approach to customer acquisition

One of the key trends we found in our discussions was the need to continue to embrace the increasingly diverse way in which customers and brands can interact with each other. Whilst some companies are very good at doing this, many are still constrained by existing ways of doing things, and the way they are set up as an organisation.

> ***"Customers perspectives are dynamic and we're too rigid with our marketing."***

It was felt that companies need to try to move away from the traditional boundaries of having separate silos for customer acquisition and retention. Similarly, it's also felt to be increasingly difficult to think of customer acquisition in terms of a linear straightforward 'funnel' – the situation is more complex than that, with people dipping in and out of being a customer for particular brands, with the relationship being felt to be more cyclical.

Acquisition and retention need to work together to help build a relationship with customers that is going to last for the long term. It was felt to be short-sighted to keep these two entirely separate. With the growing availability of greater quantities of data, companies need to get smarter in how they analyse and manage their interactions with customers, taking a long-term, holistic view of their relationship with them.

> "*Whether you're online or offline your competitors are only a click away*"

Similarly, companies need to adapt to this blending of channels, and adopt a joined up approach across all those that are relevant. There was felt to be danger for different campaigns/ different channels to remain as silos, not interacting and potentially giving customers a mixed experience of their brand. Increasingly, people are seeing the need for channels to work together to maximise their effectiveness.

3.2 Customer acquisition needs to rise to the challenge of personalisation, and whilst the world is changing, content is arguably more important than ever

Participants were agreed on the core characteristics required to get the most from a customer acquisition campaign. The key remains to get the **right message to the right person at the right time**. Relevance is crucial to ensure messages cut through to consumers, who are often willing to provide information about themselves to help get greater value from personalisation of services. New technology presents tremendous opportunities to help do this but at the same time makes the communication ecosystem even more complicated for companies to understand and master. Similarly, the plethora of data being produced provides the same opportunity but a big challenge to understand how to get the most out of it.

> "*There seems to always be enough time to do it again rather than time to do it right*"

The best campaigns are felt to be multi-channel, or omni-channel – ideally with each channel working with the others to raise and reinforce awareness. The goal is to make the most of the strengths of each channel to maximise the overall impact of the campaign, providing an inspiring, integrated, fully 'joined up' experience for the customer.

This again presents the marketer with challenges. Not least the expectation that ideally, the customer experience needs to be **dynamic**, adapting to customer needs and their stage in the customer journey/ where they are at in their interactions with the company. This is difficult to achieve.

The **customer journey** itself needs to be easy, intuitive and fast – avoiding any obstacles which might get in the way of customers responding. The digital world in particular has a very low tolerance for inconvenience, and even the smallest of bumps in the road can be enough to drive customers away.

This applies in particular to **data management**, where it is vital to make it easy for customers to interact with you and to manage their relationship with you; providing a clear understanding at the start of what they are signing up for and allowing them to opt in/ out, so they can feel confident in you as a company, and maintain this as the relationship progresses.

However, fundamentally, the best campaigns are grounded in **inspiring ideas**. Having high quality content is crucial and the fast pace of the digital world means that there is potentially greater pressure than ever before on producing such content. The range of digital channels also means that content is needed in a greater variety of forms, and companies either need to dedicate time to producing these or potentially out-source some of the burden.

Finally, underpinning all this is the need to **set the right KPIs** so that companies can truly monitor the performance of their campaign. There is an ambition to try to move away from easy to measure but not necessarily very meaningful KPIs e.g. click rates, towards the potentially more difficult but worthwhile lifetime value of a customer. However, some companies do insist of using KPIs which are easier to measure proxies, and this can be a cause of frustration for marketing professionals.

3.3 Social media works best as an enabler, but is being mis-used by some companies

Social media is used widely by companies, with the CAB survey finding that 71% use at least one type, whether paid or organic.

However, there was some feeling that social media is currently seen as being the '**fashionable**' thing to do, with companies wanting to be seen to be using it without necessarily using it most appropriately. Examples were given of companies using social media but not actually thinking through the implications of doing so. One example was of a company that was not prepared when one of their campaigns actually started generating high levels of interest and customer interaction. People therefore started responding to it and interacting with the company and they missed the opportunity as they did not have the capability to deal with it.

> ***"Social media creates slaves to false metrics: 100 new twitter followers doesn't mean you're going to have 100 new customers"***

Interestingly, some of this drive for using social media was felt to be coming from practitioners, as they need such experience to help them win work and develop their careers.

Social media was not felt to be highly effective as a customer acquisition tool in itself – apart from a few sectors where it does come into its own e.g. alerting people to special offers. It's main strength is felt to be as an enabler, **enhancing** the value of other channels, helping to build a broader relationship with potential customers and heightening awareness of a company's brand.

> ***"Marketers are going after the latest shiny thing but they are not understanding what they are using it for. Social media is a push tool."***

There are myriad channels and formats to social media, which can be difficult to navigate, but this potentially allows campaigns to target consumers in exciting and relevant ways. It's power is in its immediacy, its relevance, and the potential for a meaningful direct, personal connection. A further potential benefit is in the broader information and insight that it can generate to help companies understand their customers, something that can sometimes be over-looked by companies.

As a tool for marketers, social media was thought to be comparatively cheap in terms of accessing it, but it was felt important to remember that to do it properly can take a lot of time and effort in terms of monitoring and responding to customers as well as generating high quality content in the first place.

This is one of its main **weaknesses**: the potential for content to be irrelevant and easily dismissed by customers. It can also take a lot of time to test and optimise campaigns, and there can be a lot of 'hidden' costs in servicing the social media channels. Expectations for response times are heightened for social media and companies could create a negative impression by not meeting these.

It can also be difficult for a company to manage and control its online presence. It is by its nature a more informal environment, and requires fast responses, which can make maintaining a consistent tone difficult. There is also the risk of reputational damage. Social media can be felt by some to be an inappropriate environment for companies to be communicating with customers, and can also be seen as being quite intrusive.

Finally, social media is also one of the key areas where companies can 'become slaves to false metrics' – it can get expensive, with companies paying related to the number of impressions rather than the number of conversions.

3.4 Challenges in delivering customer acquisition campaigns

> *"We have all this data but how do we use it?"*

There were a **range of challenges** that participants felt they were facing in executing effective customer acquisition campaigns. Key to these were:

- **Data** - making sense of all the data that organisations now have available, and getting access to data that is of sufficient quality to be useful. Identifying the best time to communicate with individual customers, and how best to engage with them? Getting the right call to action to attract customers
- **Expertise** – getting access to the specialist knowledge required to really benefit from the changing communication environment ; having sufficient expertise in house to deliver all the acquisition campaigns required
- **Budgets** – getting access to dedicated budgets to deliver acquisition campaigns – especially in smaller organisations Getting value for money from your budget.
- **Structural difficulties in allowing companies to get closer to their customers** – participants spoke of the difficulties in making it easy for customers to interact with your company: they are often held back by historic internal processes, systems and procedures that conflict with this – focused on internal needs rather than customers.

3.5 Companies are focusing on using in-house resources rather than out-sourcing

The quantitative survey has found that there is an emphasis on conducting customer acquisition campaigns in-house rather than out-sourcing, with 66% of marketers having conducted customer acquisition in-house in the last year and the trend set to continue into next year, with 64% of marketers planning to conduct acquisition in-house.

Participants in the workshop agreed with this trend, with in-house being used for the majority of work, although often supplemented by out-sourcing specific projects.

> *"In-house is an internal way of getting round external obstacles"*

Using in-house resources for customer acquisition was felt to have a number of benefits:

- It gives you **control** – over your campaigns, how you implement your strategy, and how you spend your budget. You can also get a clearer idea of return on investment
- You potentially get better **value for money** – 'more bang for your buck' – with more of the budget going on the campaign itself rather than on agency fees. It is also a paid resource – already included in the business' budget, and there are lower costs for producing it in-house.
- Your own staff will have a **greater understanding** of the brand, it's values, the tone in which it communicates, and your company's products. They will be closer to their customers and closer to the customer data.
- There's potentially greater freedom to **try new things**, as out-sourcing can arguably lead to more conservative strategies – 'the temptation could be for the agency to keep doing what they know will work, rather than take a chance to try something new that could make a real impact but could also fail'

However, it is also felt to have a number of potential **draw-backs**:

- Chief amongst these is **a lack of specialist expertise**, especially in leading edge techniques. The way consumers interact with brands is changing very quickly, with new technologies and services appearing all the time. It is difficult for anyone to keep fully up to date with all these trends and it would usually only be through out-sourcing that a company would be able to guarantee access to the highest level of expertise
- This can also potentially lead to a lack of credibility within an organisation
- There can also be a **lack of creative skills**. In-house teams are typically more likely to come from into the business/ from other parts of the business, selected for reasons other than their creative skills, e.g. they may typically have a data/ more 'scientific' background. As one participant put it, 'Marketing departments are really a science department', so to get great creativity it is arguably better to try to bring it in from outside.
- There could also be a tendency to **be more conservative** in their campaigns, to lack innovation, especially in difficult economic times, as staff might be keen to the temptation might be to take the safe option to avoid risking their jobs.
- It can be difficult for in-house teams to remain focused on particular campaigns, with their time being eaten away by other responsibilities/ resource being diverted onto other priorities. **Resources can therefore be constrained**.
- There can also be a wide range of **internal obstacles** to overcome – political rivalries , company procedures and policies, needing to fit into a certain way of doing things – this can hinder customer acquisition
- Finally, using solely in-house resources means it can be difficult to **benchmark** your work against other companies / other sectors to see how you are performing and if there is anything you could be dong to enhance your campaigns – this is a potential benefit of out-sourcing.

Similarly, out-sourcing has its own set of strengths and weaknesses. It was felt to:

- Be a faster way of '**getting things done**' – you can feel confident it is going to happen and can set service level agreements to make sure it does. This is helped by their being less politics to cope with, and staff will be focused on working on that project, getting the campaign implemented successfully without being side-tracked onto different tasks. Some people tended to out-source the more difficult tasks that they do not feel their in-house team has sufficient experience to be able to cope with. For smaller companies, it leaves clients to be able to focus on their own business – what they're best at - rather than have to worry about something they don't have much experience in.
- It can produce **better ideas**. Staff are able to feed in thoughts and ideas from different categories, and agencies tend to be more creative. As external parties they also tend to be more likely to focus on the customer viewpoint – championing the customer and avoiding the potential pit-fall of becoming too embroiled with a company's products
- It allows you to **benchmark** your ideas against other clients

But on the down-side:

- out-sourcing is **more expensive**, so your budget doesn't go as far. And in difficult economic times, this is perhaps the key consideration
- it can be **time-consuming** to brief the agency and try to get them up to speed about your company, its products and philosophy. The agency may not have a very deep understanding of your brand. It can also take a lot of management
- It can also create a **more complex legal environment** when a company is trying to ensure it is staying the correct side of data legislation and any quality standards – where is the data housed – where is it transferred to.

3.6 Companies need to think more closely about data privacy

The quant study found that 12% of companies don't conduct audits to check they comply with data protection laws, and this has risen from 4% last year. Participants felt that data protection is a growing issue that companies need to embrace – there is too great a tendency for people to try to stick their heads in the sand about it and hope it won't affect them.

However, data privacy is a growing issue for consumers, especially with a number of high profile data scandals being in the news. It was felt that people are becoming more aware of the value of their data and thus more demanding and discerning about who they give data to.

> *"We need to get across to customers that it's a value exchange and at the minute we're not there"*

The key issue is that of a **value exchange**: companies need to provide something that customers genuinely see value in – something valuable, insightful, exclusive, something that will benefit them/ their business. This means that companies have a continual struggle to try to find the content/ provide services that will create the interest for people to want to sign up.

Young people were felt to be particularly savvy with regard to this as they have grown up with it and they know exactly how to turn off all the options, unsubscribe – it's part and parcel of what they do, although at the same time, once the bond of trust has been created, they are happier to share a great deal of their information with companies.

There is also growing awareness and distrust of what people see as being 'tricked' into signing up – using double negatives, or getting people to 'opt in' in one box, then 'opt out' in the other. This is increasingly risky as it creates distrust, undermining their trust in the company as they then assume they must be doing something bad with their data.

The key to reassuring customers is for companies to be open and transparent. Making a clear commitment as to how they will or will not use their data, helps to get the relationship off on the right footing and starts building trust.

3.7 Advice for the sector in the coming year

Participants had a range of advice for people undertaking customer acquisition in the coming year, to help get the most out of their campaigns. These tended to fall under three main themes:

Integrated, multi-channel campaigns are the way ahead

A core theme for these was to aim for **greater integration** within their campaigns: try to make the most of the different channels available and try to ensure you get the most out of each of their capabilities.

> *"Know what your customers experience is and deliver it at the right channel at the right time"*

However, be careful in your choice of channel – DMA has plotted the most effective channels against the most used, and companies should make sure you're using the channels that are most effective for your product, brand and sector, rather than just those that are most popular. Utilise the multi-channel approach appropriately – make sure you tailor your use of this to your marketing objectives.

Do what works for you – in your sector and company. People might say that email works or social media works, but does it work for you, for particular groups of customers, for specific objectives? Direct mail works brilliantly for some companies but not for others. And vary it – if it doesn't work for you, try something else.

Put the customer first

Another key theme was to ensure that you put the customer at the heart of everything you do. Remember that behind the data there's a person. Put yourself in the customer's shoes – how are they going to experience your company? Really know what your customer experience is and deliver on the thrill of it in every channel.

> *"Behind the data there's a person, and put that person first"*

In doing this, try to make the **customer experience as seamless as possible**, so that customers can feel they are experiencing the whole brand itself. Being multi-channel is not enough, they need to interact and be dynamic, so that the customer feels they are truly interacting with the brand, rather than a specific channel.

Build a personal relationship with customers – once you have that, they will want to give you more information, and then you can use that to take your relationship to a different level.

Be focused on the customer, rise above the constraints of your business. Minimise the traditional divisions between acquisition and retention, use your customer service as a way of acquiring customers – demonstrate to them that when they become your customers you will treat them right. Instead of waiting until people become your customers before giving them the best customer service, give them that care and attention from the start. Instead of them coming to you for the best deal out there – win them because you've demonstrated you'll treat them properly.

Businesses need to be acting smartly – it's not just about getting more on board, it's about building lifetime value, building trust, and gaining a positive reputation.

Be smarter with your data

> *"Take advantage of what data you've got and then put that customer first"*

Manage your data more smartly, really take advantage of what data you have and make the most of it. You need to know who your consumer is wherever they are, so that you're not over-targeting or under-targeting. Do less better. It's about getting more of the right customers at the right cost – being cleverer, using the right technology, really understanding the data, segmenting properly, and being efficient.

There's an on-going issue with data quality. Make sure the quality of your data is flawless. Create your own data – develop your own process to capture information so you rely less on getting it from other places.

Your Privacy Officer will keep you out of jail! Not only do you have to deal with new data regulation but also other legislation coming through that companies will need to keep on the right side of. It goes hand in hand with earning your customers' trust – go back to ensuring you have permissions, be transparent, do good things for them, give them options – it's an ongoing process of relationship building.

Finally – this is a highly complex, quickly evolving environment: experiment more – try new things.

Methodology

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

Questions for both the consumer and marketer surveys were scripted in collaboration with DMA staff, Andrew Colwell (The Media Octopus), and research suppliers. Wherever possible, questions were routed, and answer choices randomised to avoid top-box bias. In addition, an acceptable survey completion time was set and those answered too quickly were removed.

Beautiful Insights conducted the consumer survey with 1072 responses received from their YouSay customer panel. This is a closed panel which members of the public cannot voluntarily join and comprises approximately 90,000 profiled UK residents, recruited through numerous sources to demographically represent the markets based on gender and age. The online survey was then distributed to a random selection from Beautiful Insights' panel to gain a sample representative of the UK population, with a £250 prize draw as incentive. Participants were naïve to the purpose of the questionnaire prior to consenting to participate.

There were 20 questions in total, results reweighted by age and gender. The panel was constantly re-qualified to ensure current background variables. The questionnaire took an average of 12 minutes and 34 seconds to complete with results reported to a ± 1.9% margin of error.

The survey opened on 22/6/2015 and closed on 26/6/2015.

Data for the marketer's survey used two methods. Firstly, an online survey, distributed through various channels by the DMA. Secondly, telephone interviews collected by ICM Direct. Participants were a sample of B2B and B2C marketers working in customer acquisition in the UK, contact details sourced from the DMA's database. There were 345 responses recorded, from which 164 (99 B2B marketers and 64 B2C marketers) participants were valid for analysis. There were twenty-one questions in total, the survey opening on 28 May 2015 and closing on 2 September 2015. The survey took an average of 19 minutes to complete.

Findings from the consumer and marketer surveys formed the basis of the discussion guide for the focus group by The Media Octopus, Beautiful Insights, focus group facilitator Geoff Gosling, and DMA UK's staff. Twelve marketing experts agreed to participate in two separate focus groups (seven in one group and five in another) held at DMA head offices in London. Geoff Gosling moderated the focus groups in the presence on one observer, one transcriber, and two videographers. Geoff Gosling also analysed the transcripts.

David Reed compiled the findings presented in the present report and authored the commentary for the quantitative parts. Geoff Gosling and DMA straff authored the qualitative parts.

In addition to the present report, the DMA produced an infographic and videos from the focus groups which are live on the DMA YouTube channel and DMA website. The findings were launched at an event on 15th October 2015.

About The Media Octopus

The Media Octopus has a rich multi-sector heritage in marketing data and customer acquisition. We grew out of data intelligence and information is our bedrock.

While marketing is often considered hard to measure, at The Media Octopus we start and end with the numbers, translating data intelligence into definitive reach, engagement, acquisition and ultimately a truly measurable ROI.

TMO helps businesses understand, engage and nurture their audiences.

The customer acquisition services available to your business are incorporated within a combination of the services below:

- Strategy
- Data Marketing
- Mapping & Visualisation
- SEO
- Paid Search
- Paid & Owned Social Media
- Content Creation
- Digital Design
- Video Marketing
- Mobile Advertising
- Conversion Rate Optimisation

These services help you not only acquire new customers, but also gain a deeper and more meaningful understanding your existing customer base so as to drive efficiencies and opportunities in your sector.

TMO deliver strategic and tactical marketing and lead generation programs for blue chip businesses, including amongst others, G4S, Travelers, and UK Central Government.

Quality and Credibility

As you would expect, we are audited annually and are proud members of the UK industry body, The Direct Marketing Association and a part of the Recommended Agencies Register. For compliance purposes, we are governed and regulated by the Information Commissioner's Office.

Additionally, we are the proud and exclusive partners for the DMA's annual research and insight program, The Customer Acquisition Barometer (CAB).

About the DMA

The DMA is the professional association representing companies working in the UK's multi-billion pound data-driven marketing industry. Its vision is to create a vibrant future for Britain by putting 1-to-1-to-millions communication at the heart of business, even society: promoting organisation-customer relationships that are genuine, in touch with the individual's needs, inspiring, helpful and mutually beneficial. It provides members with the strongest framework for driving success: the DMA code, unlimited legal advice, political lobbying, business-critical research, educational and networking events, niche tools and resources, the latest and most creative thinking and the greatest community of digital and direct marketing experts, leaders, shapers and creators to support and inspire.

For further information: www.dma.org.uk

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