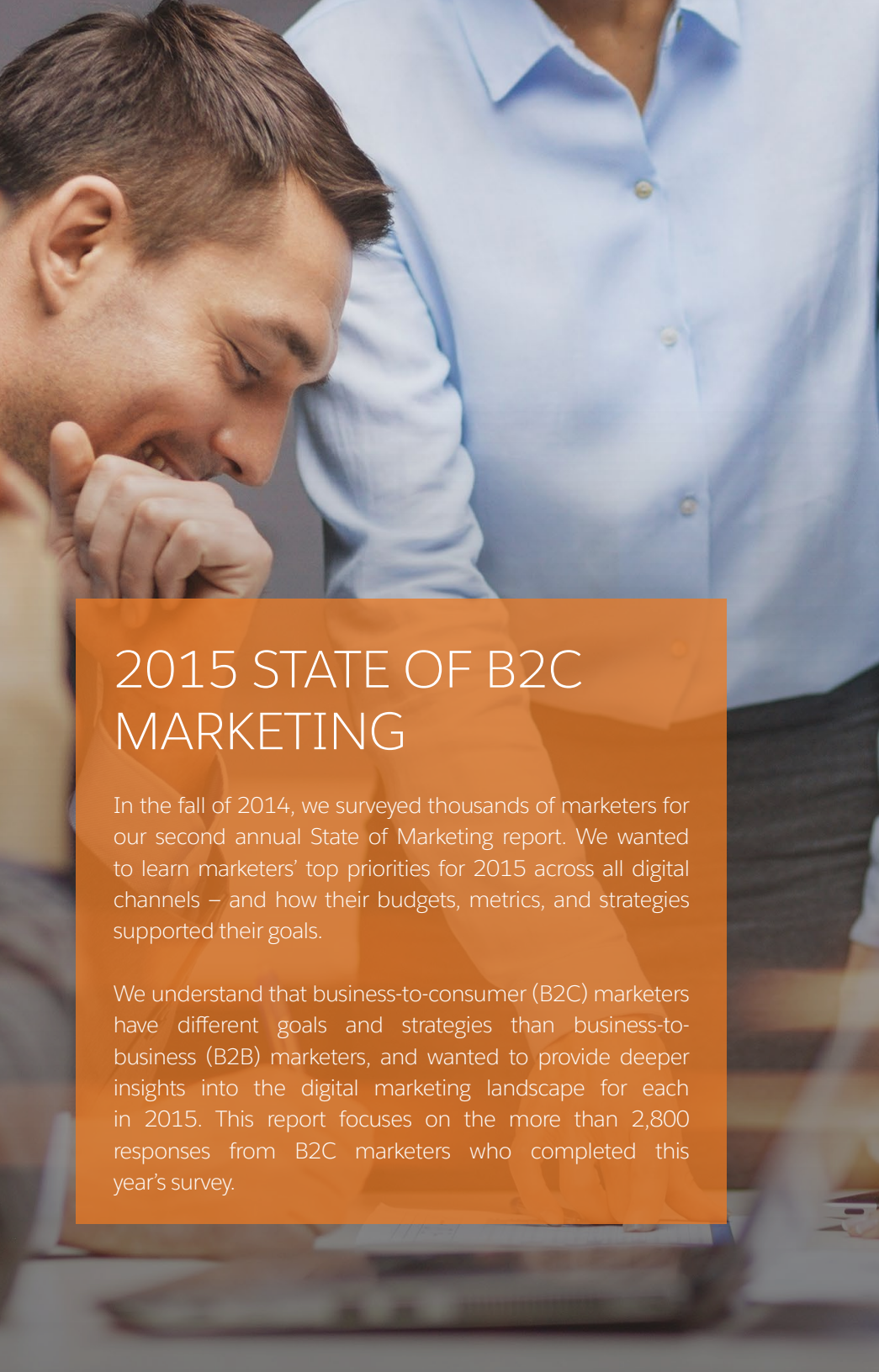


2015 STATE OF B2C MARKETING

Insights from over 2,800 global marketers



2015 STATE OF B2C MARKETING

In the fall of 2014, we surveyed thousands of marketers for our second annual State of Marketing report. We wanted to learn marketers' top priorities for 2015 across all digital channels – and how their budgets, metrics, and strategies supported their goals.

We understand that business-to-consumer (B2C) marketers have different goals and strategies than business-to-business (B2B) marketers, and wanted to provide deeper insights into the digital marketing landscape for each in 2015. This report focuses on the more than 2,800 responses from B2C marketers who completed this year's survey.

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Executive Summary

The *2015 State of Marketing* survey asked marketers about their budgets, priorities, channels, strategies, and metrics for 2015. Here's a snapshot of key findings based on cumulative responses from B2C marketers around the world.

Most Pressing Business Challenges

- #1

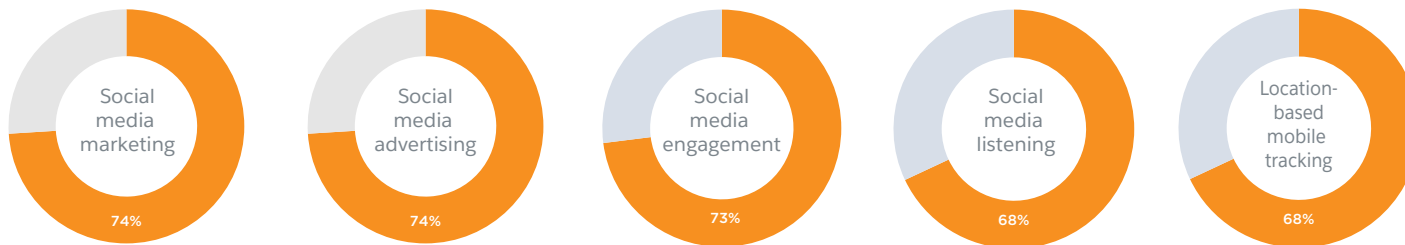
Remaining up to date with current marketing technologies
- #2

New business development
- #3

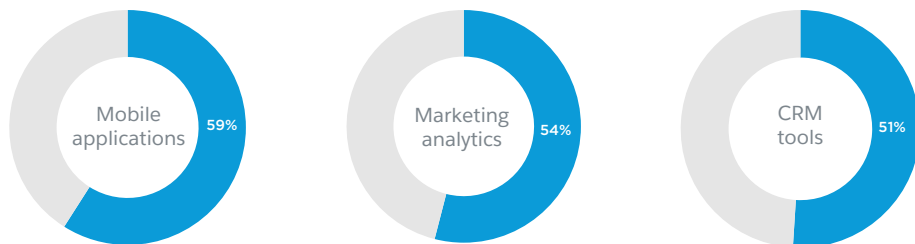
Customer acquisition

84% of B2C marketers plan to increase or maintain their spend in 2015.
42% of B2C marketers plan to shift spend from traditional mass advertising to advertising on digital channels.

Top 5 Areas for Increased Spending



Technologies Most Critical to Creating a Cohesive Customer Journey



EMAIL	N=1,138*
73% of marketers believe email marketing is core to their business	
61% always/often use promotional content in transactional emails; 67% include offers or coupons	
49% always/often use responsive design to build emails	
46% report click-through rate as the most important email marketing metric	

MOBILE	N=1,438*
77% have integrated mobile marketing into the overall marketing strategy	
76% of marketers believe mobile marketing is core to their business	
75% of marketers say mobile marketing is a critical enabler of products and services	
68% have a dedicated mobile marketing team	

SOCIAL	N=1,698*
76% have a dedicated social media team	
74% of marketers believe social media marketing is core to their business	
70% of marketers say social media marketing is a critical enabler of products and services	
28% report using Tagged; these marketers rate it as the most effective channel (88% very effective/effective)	

* Percentages represent data from the base of respondents who indicated that they use this channel.

Finding a Focus for 2015

Today's consumers are in the driver's seat – with technologies, channels, and strategies that make data real-time and actionable. They can easily shop between products and prices, while reading user reviews prior to making a purchase decision. B2C marketers are shifting their priorities by targeting customers with personalized content on both social and mobile channels.

Our research reveals that B2C marketers are homing in on metrics that not only matter, but can also be significantly influenced by clearly defined strategies and tactics. B2C marketers have a very clear focus when determining top metrics for 2015 – customers, and the bottom line. In fact, revenue growth and customer satisfaction are the top two metrics B2C marketers will use to gauge their overall success.

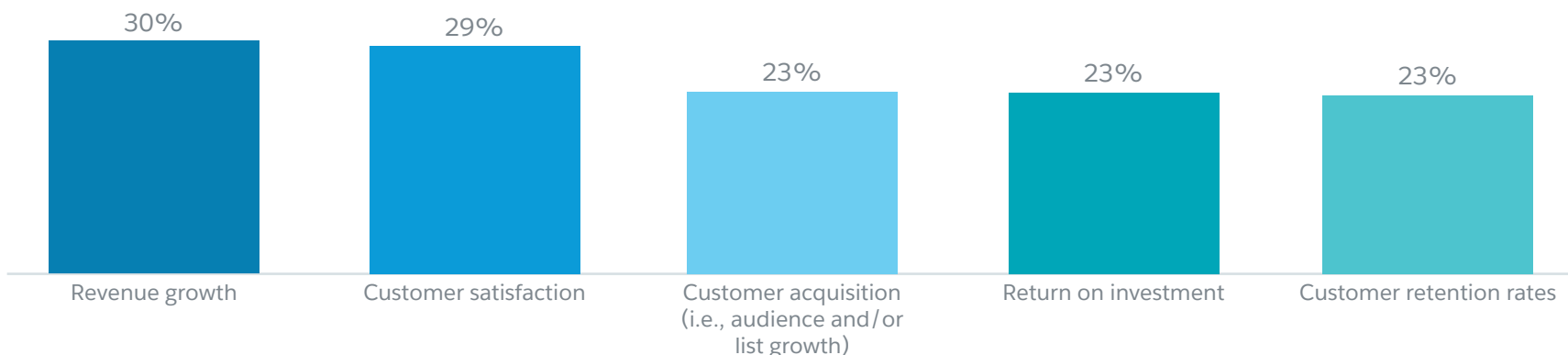
The focus that B2C marketers place on social interactions reaffirms that building a personalized customer journey is imperative. Marketers are investing more heavily in social tools, paired with mobile, to help them create this experience:

- Social media marketing
- Social media advertising
- Social media engagement
- Social media listening
- Location-based mobile tracking

This strategic shift toward social and mobile integration is not surprising given the exponential growth of e-payments options like ApplePay, PayPal, and mobile banking, as well as social payments, e-commerce, mobile wallets, and more.

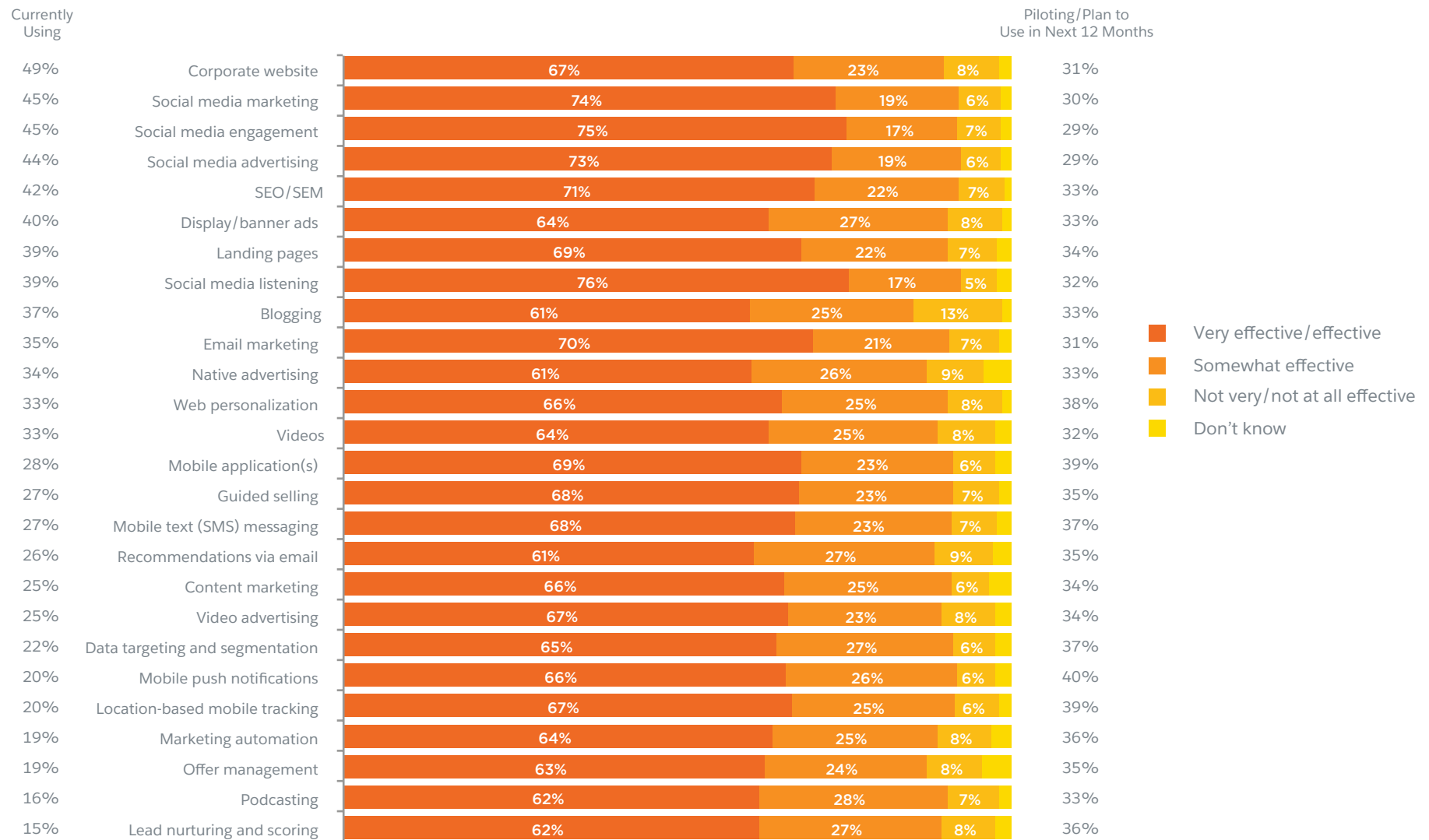
As the chart on p. 5 displays, B2C marketers who are currently using social media listening, social media engagement, and social media marketing are claiming the highest effectiveness rates of all channels and strategies surveyed.

Top 5 Digital Marketing Metrics for Success



Finding a Focus for 2015

Popularity and Effectiveness of Digital Marketing Channels and Strategies



Which marketing channels are most popular among B2C marketers, and how effective are they at using these channels? The chart above provides an overview, and shows the percentage of marketers planning to use each channel in the next year.

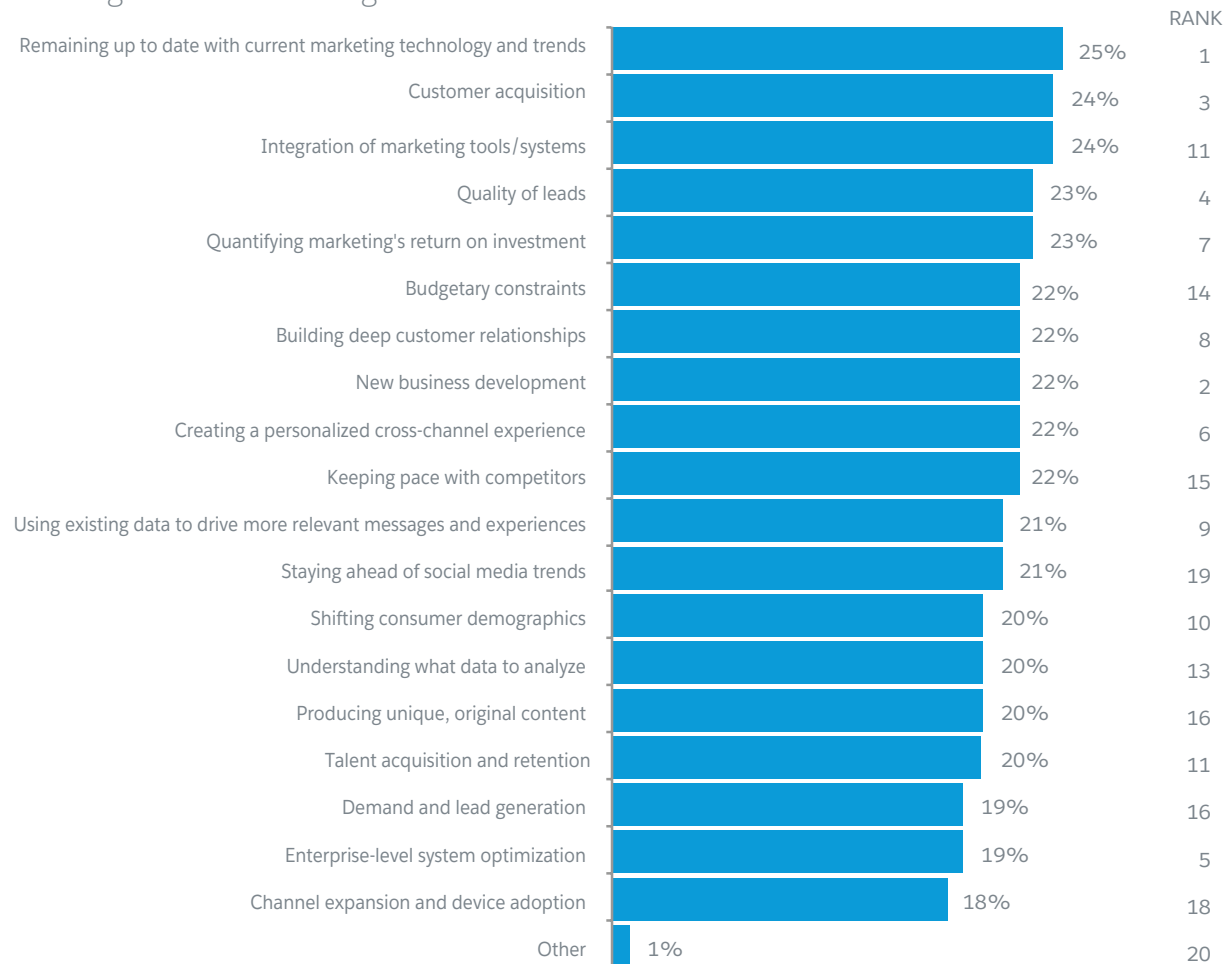
For recommendations on how to make the most of the digital marketing channels and strategies you choose to implement in 2015, flip to the “Recommendations” section on p. 29 of this report.

Ranking the Top Obstacles

With a defined focus on measuring customer-centric metrics, B2C marketers agree that nurturing the customer journey is crucial to successfully growing a business. However, achieving customer satisfaction and business success is challenging as marketers navigate the evolving digital marketing landscape. As part of this survey, we asked B2C marketers to share the top challenges that they face while executing their marketing strategy.

Last year, we asked about business challenges primarily in the context of email lifecycle marketing. This year, we expanded our focus to include business challenges that encompassed the entire customer journey. We first asked marketers to select all of their most pressing business challenges from the list. Of the selected challenges, we then asked them to rank their top three business challenges, which are reflected on the right side of the chart.

Most Pressing Business Challenges



Ranking the Top Obstacles

Not surprisingly, B2C marketers rank remaining up to date with current marketing technologies, new business development, and customer acquisition as their most pressing business challenges. This reiterates the clear focus that marketers have placed on providing customers with relevant communication using the latest available technology.









See the recommendations at the end of this report for guidance on how to improve marketing results while traversing these challenges.

The biggest challenges of 2015 are remaining up to date with current marketing technologies, new business development, and customer acquisition.

Budgets on the Rise

On average, 84% of B2C marketers who responded to our survey plan to increase or maintain their digital marketing spend in 2015. Globally, Canada and Brazil lead this trend among those surveyed with 96% of marketers planning to increase or maintain their spend. The chart below shows how other countries rank.

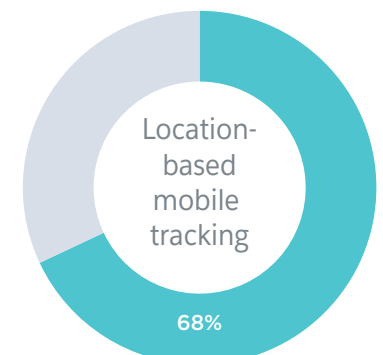
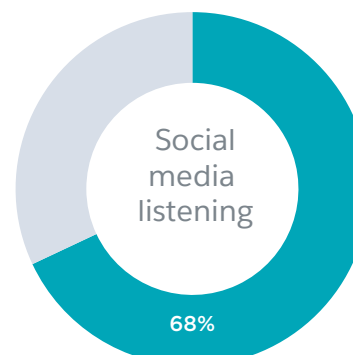
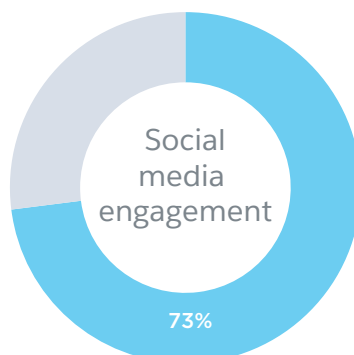
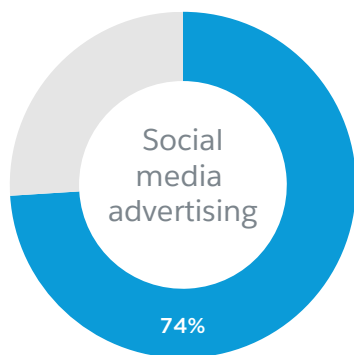
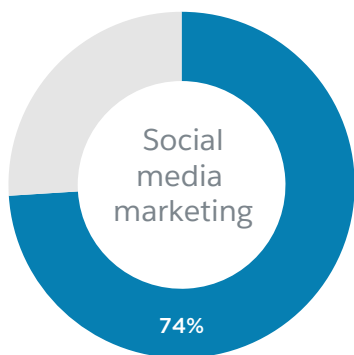
Take a look at the percentage of B2C marketers in each country that plan to increase or maintain their overall marketing spend in 2015.

US	Canada	Brazil	Japan	Australia	UK	Germany	France
							
N=1,901	N=152	N=190	N=99	N=152	N=108	N=103	N=105
81%	96%	96%	84%	82%	86%	90%	90%

Note: The Nordics not shown due to low base size.

With so many marketers planning to increase their overall spend, how exactly are B2C marketers planning to spend their budgets? 42% of B2C marketers plan to shift spend from traditional mass advertising to advertising on digital channels.

The five key areas where B2C marketers plan to focus their budgets in 2015 are detailed below. These percentages represent B2C marketers who plan to increase spend substantially/somewhat on each channel.



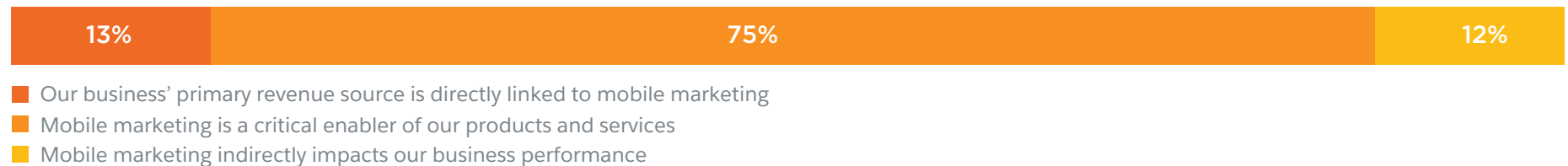
Budgets on the Rise

When we filter the *2015 State of Marketing* data by B2C marketers, we find that they are investing heavily in social media. B2C marketers are going where their customers are – social and mobile. Mobile apps and location-based mobile tracking will help B2C marketers engage customers across all digital channels wherever they are.

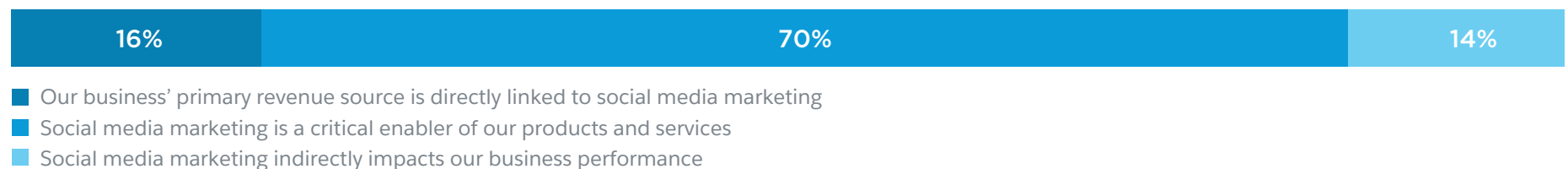
This is not surprising considering that 70% of respondents view social media marketing as a critical enabler of products and services, and 75% of respondents view mobile marketing as a critical enabler of products and services.

70% of B2C marketers see social media marketing as a critical enabler of products and services and 75% see mobile marketing as a critical enabler of products and services.

Why is Mobile Marketing Core to Your Business?



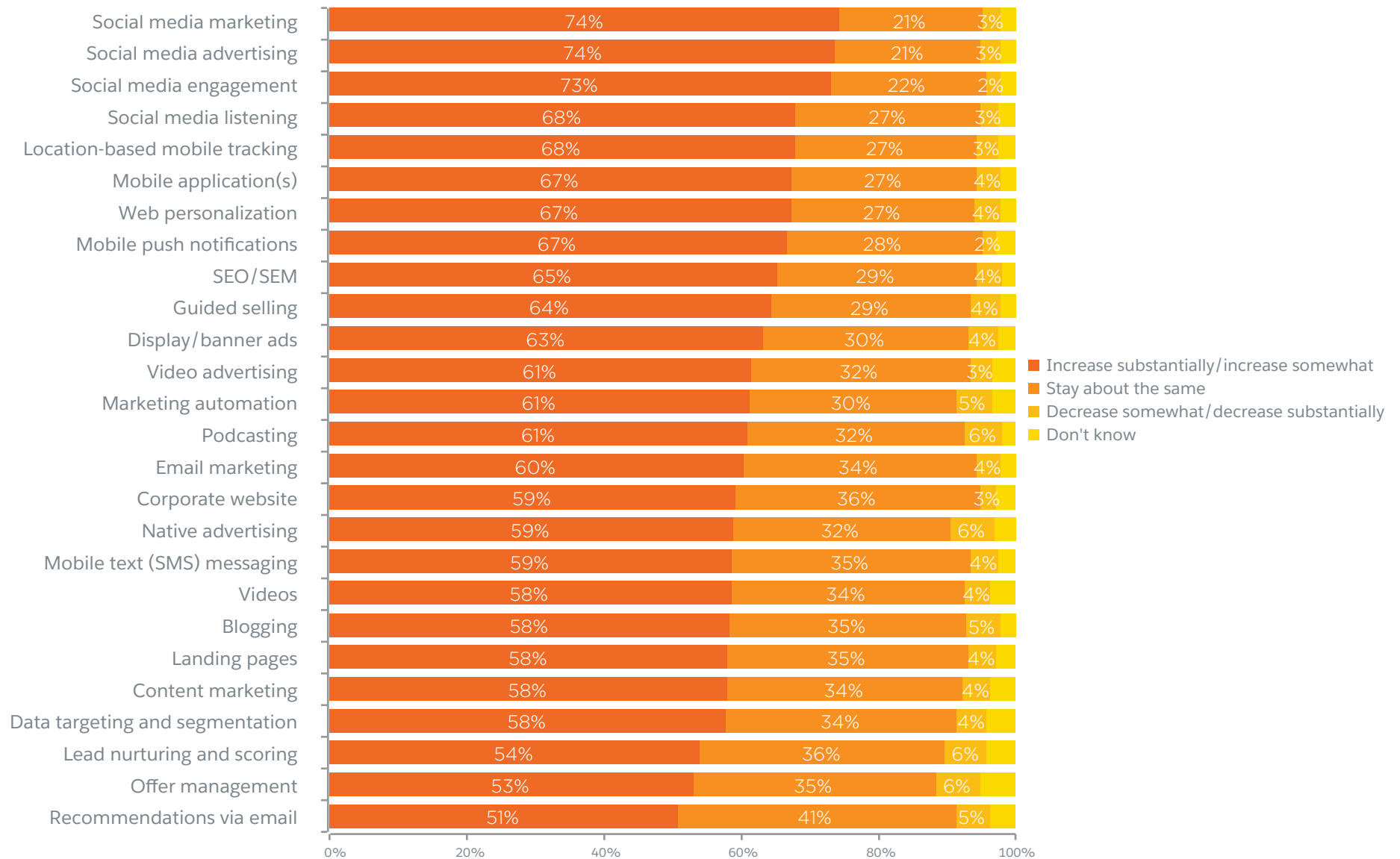
Why is Social Media Marketing Core to Your Business?



Budgets on the Rise

The chart below provides a detailed look at how B2C marketers plan to increase, maintain, or decrease their budgets across various digital marketing channels and strategies.

Areas of Increase and Decrease in 2015 Budget



Using Technology to Craft the Customer Journey

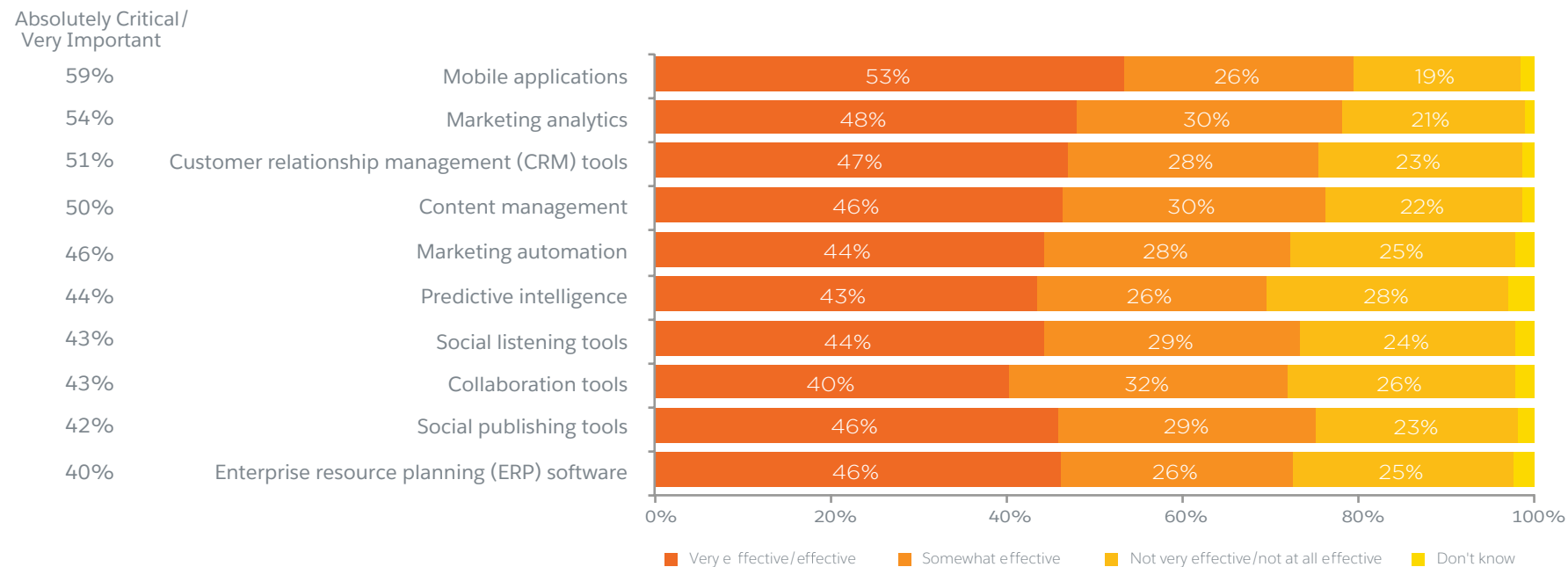
For the past 10 years, digital channels and data points have been accumulating at breakneck speed. Every industry has been disrupted. The customer now rules, and speed is the new currency of business. Marketers have scarcely had a moment to make sense of it all with a single big idea that ties everything together. Enter the customer journey. A growing number of marketers today are envisioning their entire marketing strategy under the umbrella of a cohesive customer journey, which we define as all of the interactions a customer has with brands, products, or services across all touchpoints and channels.

According to recent research, 86% of senior-level marketers say that it's absolutely critical or very important to create a cohesive customer journey. Another 11% view the customer journey as moderately important.¹

Technology is the essential glue that connects various moments along the customer journey to create 1:1 experiences. From analytics that help marketers create personalized interactions, to mobile applications that create personal brand experiences for every interaction, to CRM tools that let marketers track the span of a customer relationship, the customer journey relies completely on its technological elements.

The following chart shows which technologies B2C marketers find most effective at creating a cohesive customer journey. The left column shows the percentage of marketers who rate that technology as absolutely critical/very important to the customer journey.

The Effectiveness of Various Technologies at Creating a Cohesive Customer Journey



¹The State of Marketing Leadership, Salesforce Marketing Cloud and LinkedIn, November 2014

Using Technology to Craft the Customer Journey

B2C marketers rate three technologies as most critical or very important to the customer journey: mobile applications, marketing analytics, and CRM tools. The best-rated technologies varied widely in their functionalities, from mobile applications to social listening tools, demonstrating that customer journey touchpoints can transpire anywhere and require specialized attention to meet customer needs.

Consult the recommendations at the end of this report for specific suggestions on mapping and optimizing your customer journey.

Technologies Rated as Most Critical and Important to the Customer Journey

- #1 Mobile applications
- #2 Marketing analytics
- #3 Customer relationship management (CRM) tools

86% of senior-level marketers say that it's absolutely critical or very important to create a cohesive customer journey.²

²The State of Marketing Leadership, Salesforce Marketing Cloud and LinkedIn, November 2014

Email Keeps a High Profile

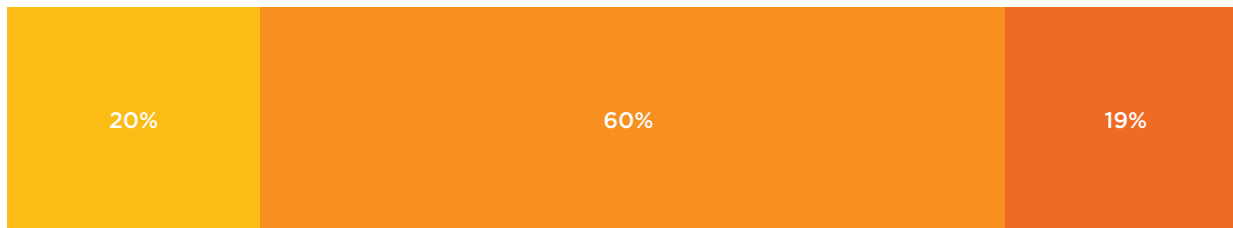
Email is an integral touchpoint along the customer journey for the majority of B2C marketers: 73% of B2C marketers agree that email marketing is core to their business. Sixty percent of B2C marketers rate email as a critical enabler of products and services.

More than one-third (37%) of B2C marketers said their subscribers read emails on mobile devices at least half of the time (50%). For more on

mobile email trends, see “Raising the Stakes on Responsive Design.” Sixty percent plan on increasing their email marketing budgets in 2015, hoping to give subscribers more content and a richer experience across all devices.

Note: All percentages in this section represent data from the base of respondents who indicated that they use email marketing.

Why is Email Core to Your Business?



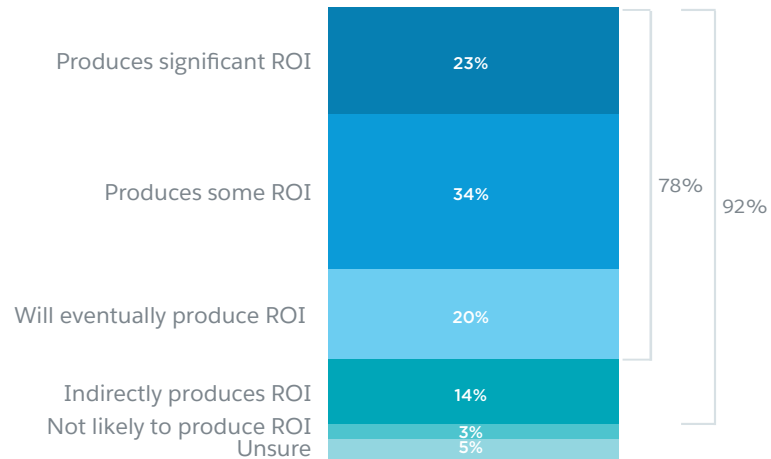
- Our business' primary revenue source is directly linked to email operations
- Email is a critical enabler of our products and services
- Email indirectly impacts our business performance

Email is an integral touchpoint along the customer journey for the majority of B2C marketers: 73% agree that email marketing is core to their business.

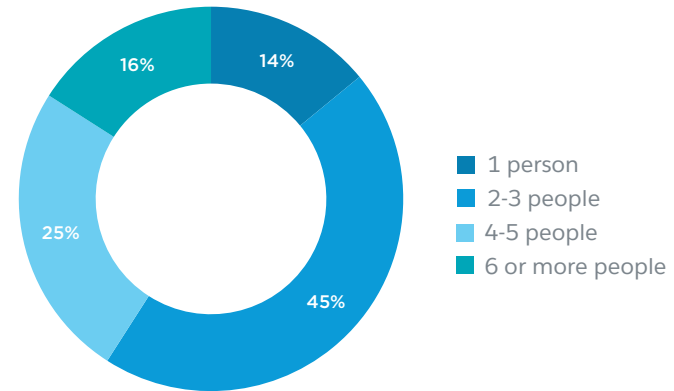
Email Keeps a High Profile

The following charts depict the current email marketing landscape for B2C marketers, from ROI to annual send volume. As you can see, 78% of marketers report that email marketing is producing or will produce ROI.

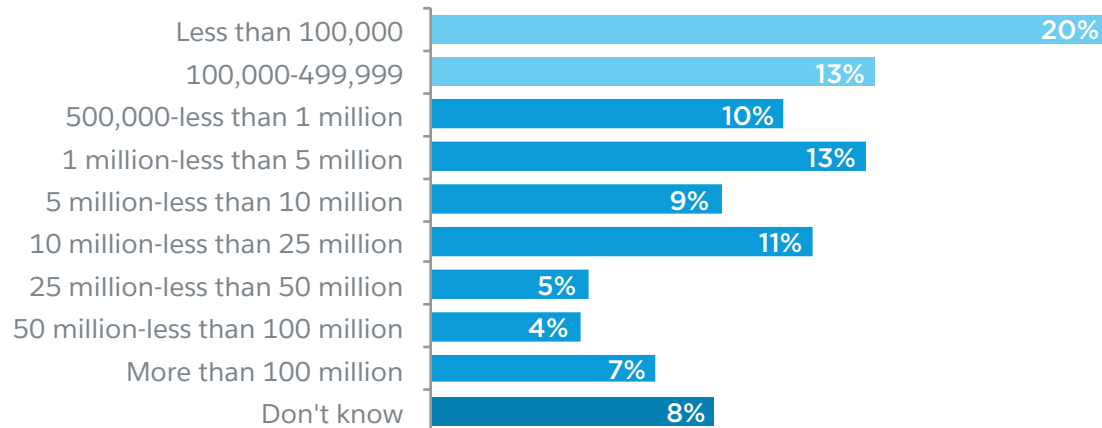
Is Email Marketing Producing ROI?



Email Team Size



Annual Send Volume



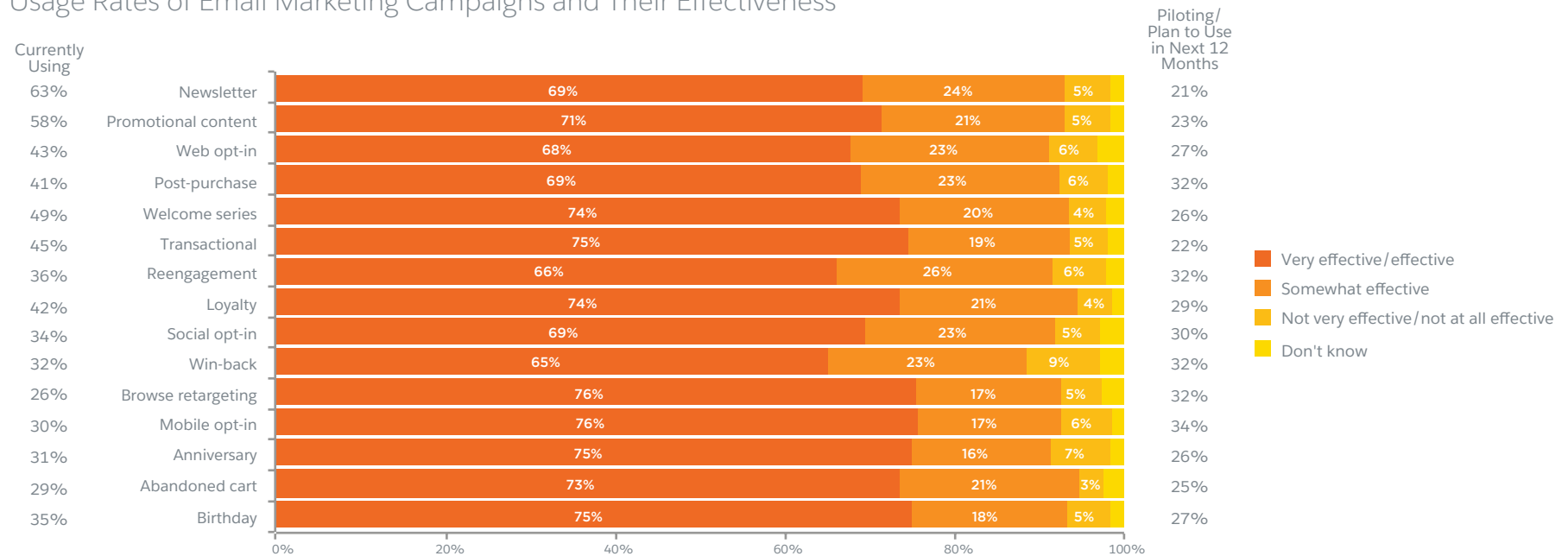
Email Keeps a High Profile

We asked B2C marketers to share which email campaigns they use and how effective they are at executing these campaigns. Not surprisingly, newsletters are the most often used campaigns; however, they rank lower for overall effectiveness.

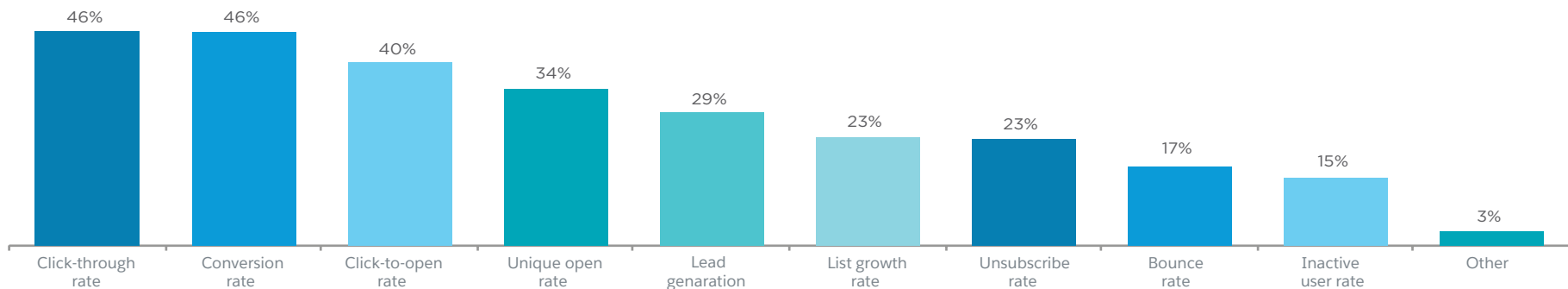
Conversely, marketers rate their ability to execute browse retargeting and mobile opt-in campaigns as highly effective, but they are not widely used.

Looking for ways to create and measure better email campaigns based on this data? See the email recommendations at the end of this report.

Usage Rates of Email Marketing Campaigns and Their Effectiveness



Metrics Used to Measure Email Marketing Success

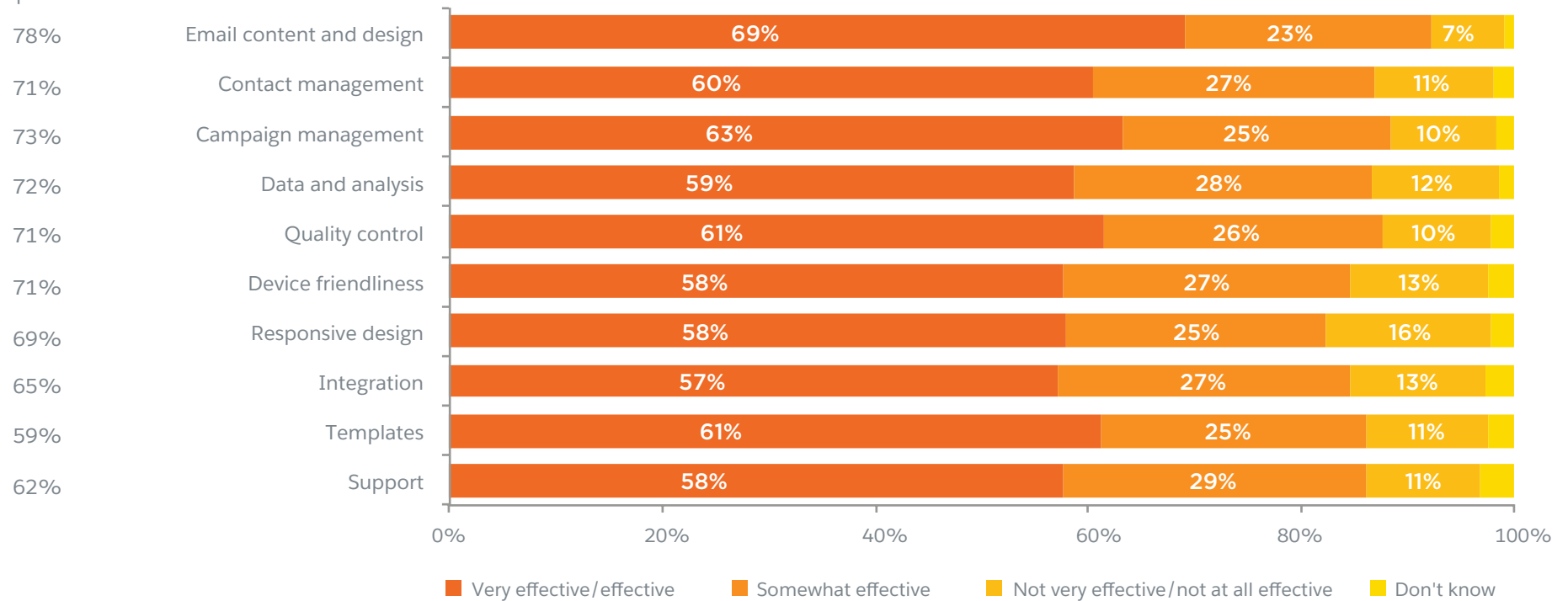


Email Keeps a High Profile

Seventy-eight percent of B2C marketers view the content and design of their email as the most critical/important feature to creating successful email campaigns, followed closely by campaign management (73%).

The Importance and Effectiveness of Email Features

Absolutely
Critical/Very
Important



Raising the Stakes on Responsive Design

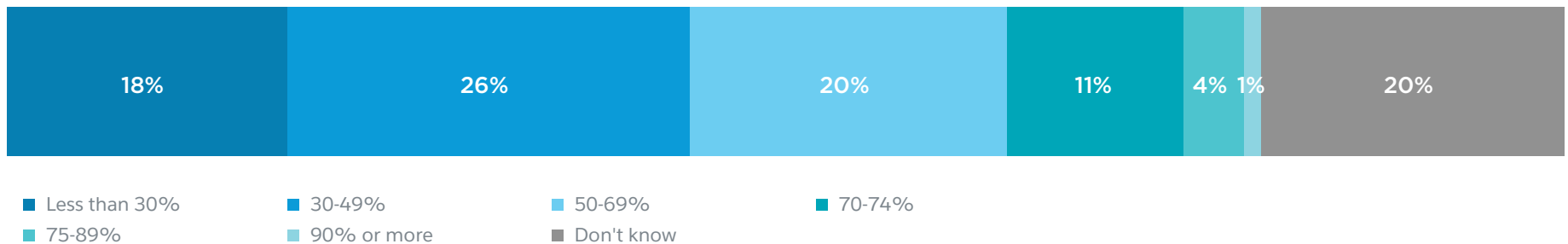
If you've been keeping an eye on your email analytics, you know that mobile email is likely the rule – not the exception. Here are some stats to consider:

- Nine countries likely surpassed 50% mobile penetration in 2014.³
- Responsive design can lead to a 130% increase in email clicks.⁴

Thirty-seven percent of B2C respondents report that at least 50% of their subscriber base reads emails on a mobile device. While that number may seem lower than what you may expect, consider this: 20% of marketers say they don't know if subscribers are reading their emails on a mobile device.

As with any area of business, if you don't know the problem, you can't deliver a solution. By tracking mobile opens, marketers can begin to understand each customer's preferences and habits, and also identify where metrics like click-through rate might be suffering due to a lack of device optimization.

Volume of Subscriber Emails Read on a Mobile Device



³ Worldwide Smartphone Usage to Grow 25% in 2014, eMarketer, June 2014

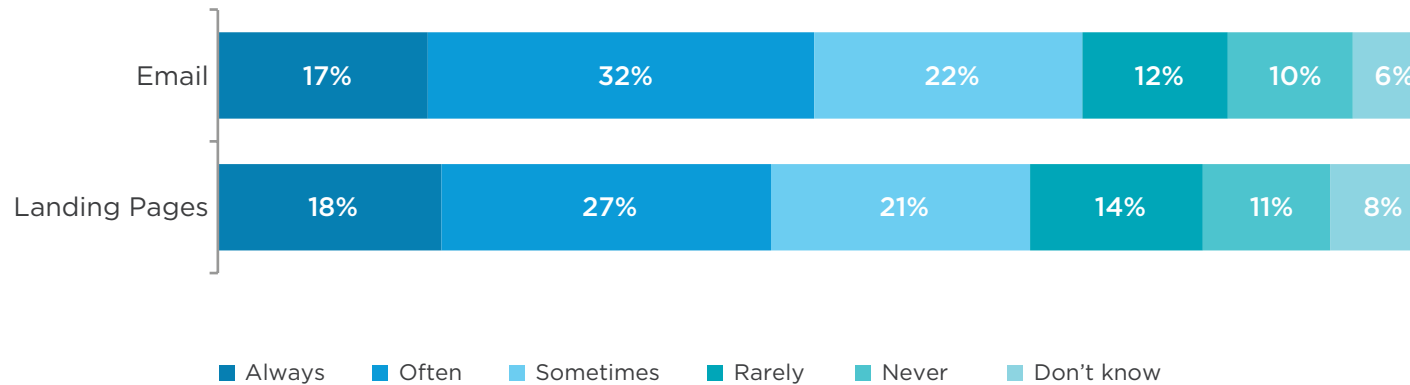
⁴ Responsive Design A/B Testing Leads to a 130% Increase in Clicks, Litmus, November 2014

Raising the Stakes on Responsive Design

Sixty-nine percent of B2C marketers view responsive design as absolutely critical/very important to building email marketing campaigns. If you're among the 16% who struggle to effectively design responsive emails, make it a priority in 2015 to not only appreciate the importance of responsive design, but also become highly effective at implementing it.

You can get the ball rolling by providing your designers with educational resources to help them learn. You may also consider hiring a temporary designer who's skilled in this area to show your team the ropes. Read our email recommendations at the end of this report for more ideas on responsive design implementation.

Usage Rates of Mobile Responsive Design



The Year of Mobile Has Arrived – for Real This Time

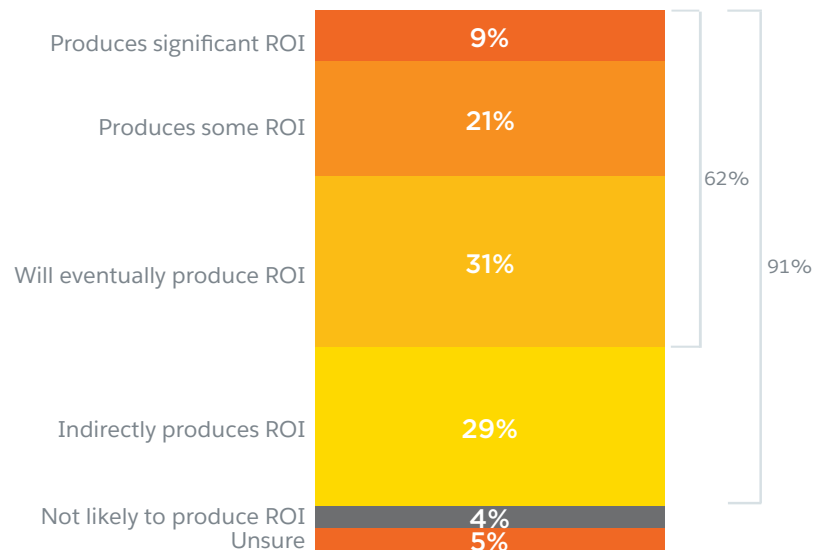
Last year, a *Forbes* article declared 2014 “the third annual year of mobile.”⁵ Marketers cry “mobile” like the boy who cried “wolf,” but this year, it’s looking like the real thing. Half of all B2C marketers surveyed are using some form of mobile marketing – either SMS, push notifications, mobile apps, or location-based functionality.

B2C marketers are leading the charge toward personalized mobile interactions by delivering tailored, 1:1 mobile communication. Sixty-eight percent of marketers have a dedicated team to manage their company’s

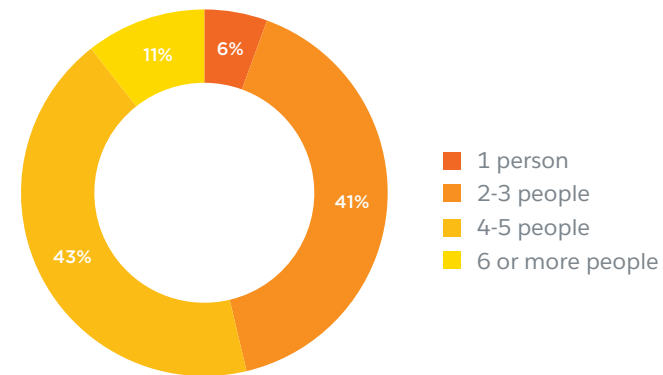
mobile marketing program. Seventy-five percent say that mobile is a critical enabler of products or services. With smartphones quickly becoming the number-one Web access device, every touchpoint along the customer journey must be planned with a mobile-first mindset – and B2C marketers are adopting this mentality in 2015.

Note: All percentages in this section represent data from the base of respondents who indicated that they use mobile marketing.

Mobile Marketing Return on Investment



Mobile Marketing Team Size



Mobile Marketing Impact on Business



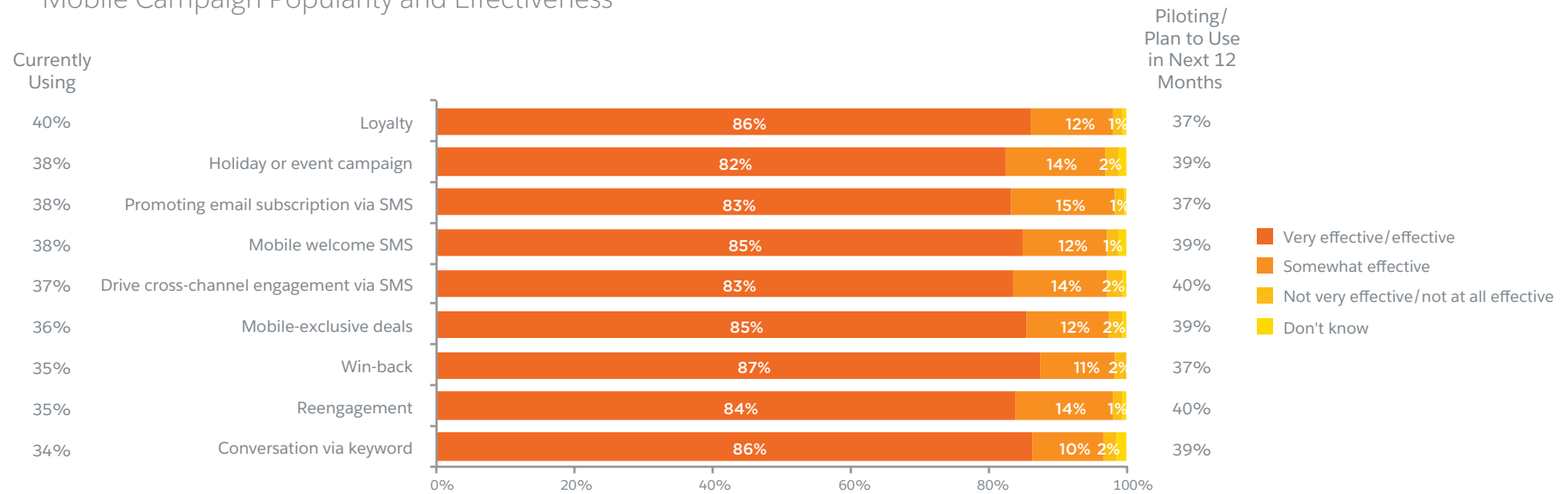
⁵ <http://www.forbes.com/sites/kimberlywhitler/2014/02/06/is-2014-finally-the-year-of-mobile/>

The Year of Mobile Has Arrived – for Real This Time

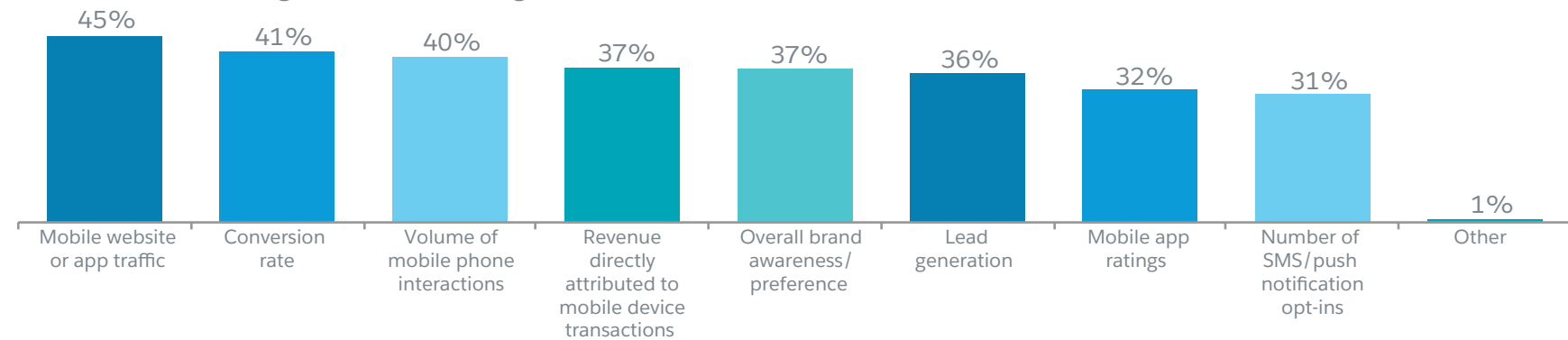
With this rise in mobile activity, how are B2C marketers actually using this channel? Loyalty campaigns are most widely used, followed by holiday or event campaigns. Marketers who haven't implemented a win-back campaign or customer conversation using a keyword should consider testing them in 2015, since they are ranked as the most effective mobile campaigns.

Overall, a majority of B2C marketers using mobile rated all campaign types as highly effective, further supporting mobile's crucial position in marketing strategy.

Mobile Campaign Popularity and Effectiveness



Metrics for Measuring Mobile Marketing Success

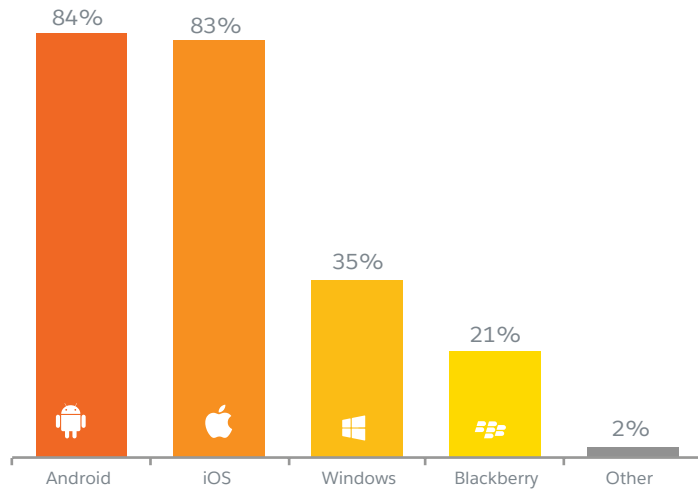


The Year of Mobile Has Arrived – for Real This Time

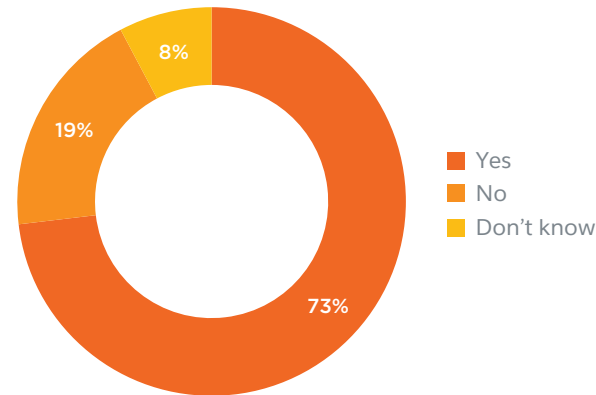
B2C marketers measure mobile marketing success by mobile website or app traffic. Through our research, we see that 28% of B2C marketers have a mobile application, with Android support and iOS support neck and neck

(84% and 83%, respectively), as shown in the following chart. Another 39% are piloting or planning to create a mobile application in the next 12 months.

Mobile App Support for Operating Systems



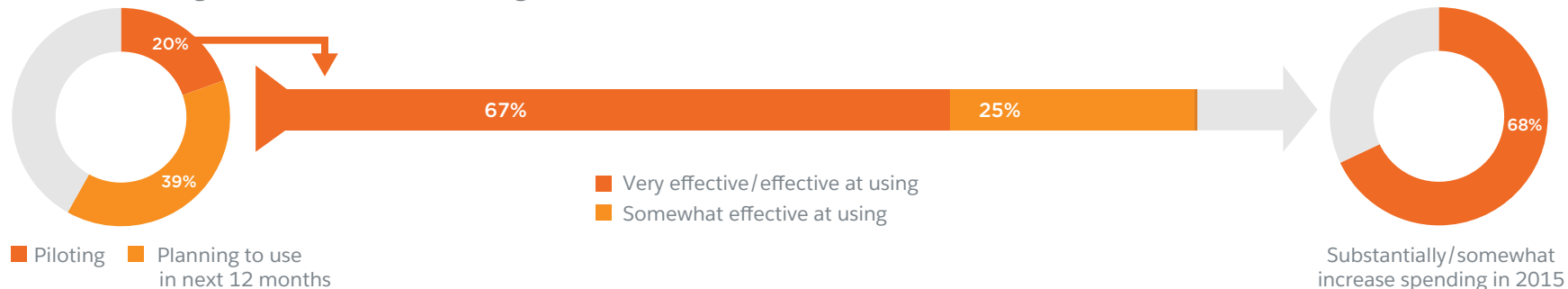
Marketers Tracking Mobile App Analytics



In our 2014 *Mobile Behavior Report*,⁶ we reported that 76% of smartphone users agree that location sharing provides more meaningful content, and 73% believe location sharing is somewhat or very useful. Among smartphone and tablet owners, 79% have allowed location sharing when using an app and 70% allowed push notifications.

Despite this interest, B2C marketers have just started dipping a toe into the geolocation pool. The good news is that 67% of the small group of B2C marketers (15%) who use location-based tracking rate it as very effective/effective. Sixty-eight percent of all B2C marketers plan to substantially/somewhat increase their spend in this category in 2015 as depicted in the chart below.

Marketers Using Location-Based Tracking



⁶ *Mobile Behavior Report*, Salesforce Marketing Cloud, February 2014

Small Screen, Big Impact: Integrating Mobile

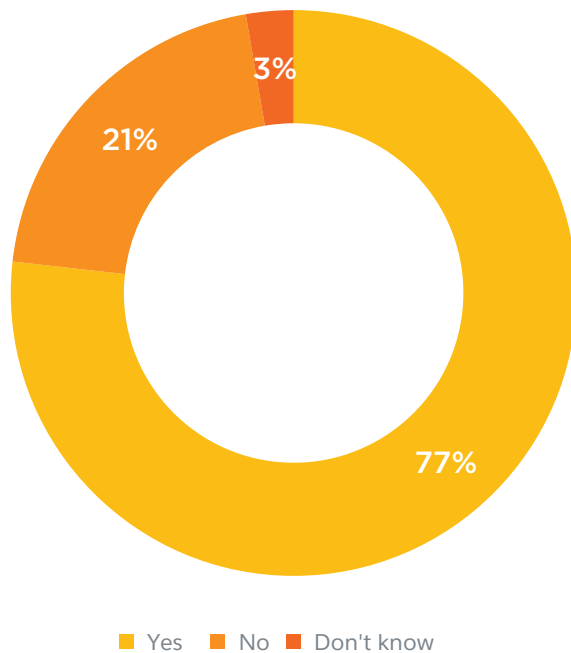
A successful customer journey requires integrating mobile into your marketing strategy. Among B2C marketers using mobile channels, 77% have integrated mobile marketing into their overall strategy – meaning they've incorporated either SMS, push notifications, mobile apps, or location-based functionality. Sixty-one percent rate their company as very effective/effective at integrating mobile into their overall marketing strategy; 32% rate their ability to integrate as somewhat effective.

B2C marketers are pulling ahead of B2B marketers when it comes to integrating mobile marketing into their overall marketing strategy (77% of B2C compared to 53% of B2B). Those who haven't integrated mobile

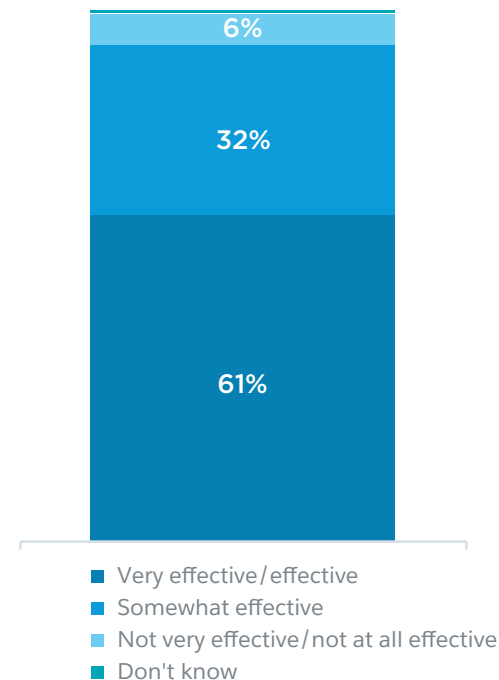
cite their number-one challenge as creating a personalized cross-channel experience (1:1 customer journey). For those who have integrated mobile, this concern isn't even listed in the top five challenges. In other words, integrating mobile is a major step to delivering the personalized brand experiences that customers expect today.

Note: Unless otherwise stated, charts in this section exclude respondents who answered "Don't know" to the question "Have you integrated your mobile marketing programs into your overall marketing strategy?".

77% of B2C marketers have integrated mobile marketing into their overall marketing strategy



61% of B2C marketers rate their integration as very effective/effective



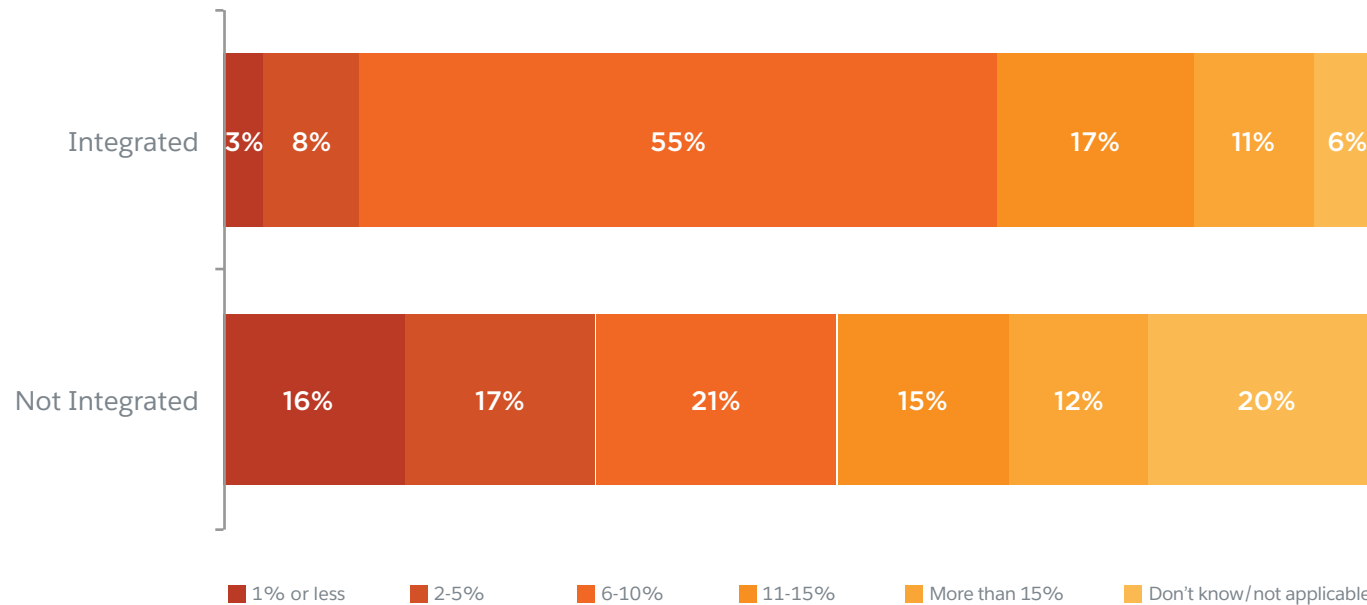
Small Screen, Big Impact: Integrating Mobile

How Mobile Integration Affects Marketers' Challenges

		Total	
<i>All B2C Respondents</i>		<i>Integrated</i>	<i>Not integrated</i>
1	Remaining up to date with current marketing technologies	Enterprise-level system optimization	Creating a personalized cross-channel experience
2	New business development	New business development	Remaining up to date with current marketing technologies
3	Customer acquisition (audience and/or list growth)	Quantifying marketing's return on investment	Quality of leads

Our research shows that B2C marketers can significantly increase their effectiveness by adding mobile integration into their overall approach. As marketers integrate mobile into their strategic plan, the volume of mobile sales dramatically increases, as seen in the chart on the following page.

Percentage of Sales Occurring on Mobile Device by Mobile Integration

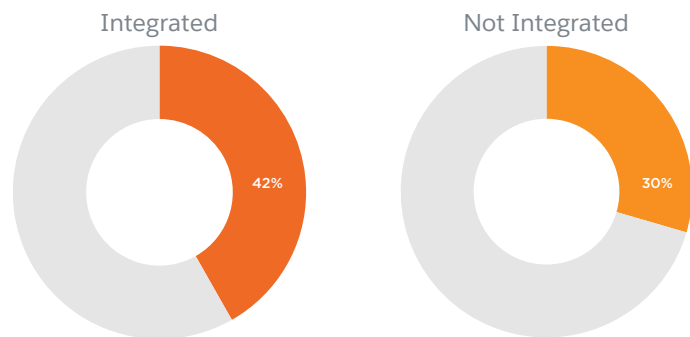


Small Screen, Big Impact: Integrating Mobile

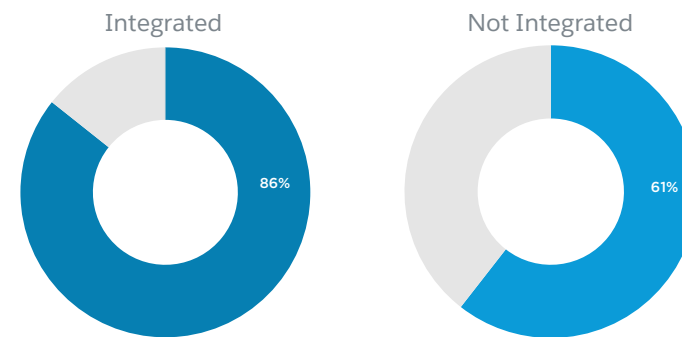
As mobile impacts sales, it also impacts spending on marketing spending. B2C marketers who have integrated mobile are shifting more of their marketing spend from traditional advertising to digital channels like mobile app ads, social ads, and display ads. Additionally, the total spend dramatically increases as they integrate their mobile marketing; this is perhaps a cyclical trend, where increased ROI from mobile integration fuels increased spending, so on and so forth. Among those who have fully integrated mobile, 86% are increasing their total digital spend substantially/somewhat, compared to 61% for those who haven't.

B2C marketers who have integrated mobile rate their ability to effectively implement various technologies – from marketing analytics to CRM – much higher than those who have not. This supports the notion that mobile can't be treated as an isolated channel, but should be a key component of the customer journey and enabler of other channels. We see the same pattern when they rate the effectiveness of individual channels and strategies, as seen in the chart on p. 25. In short, when mobile is integrated, all marketing technologies, channels, and strategies become more effective.

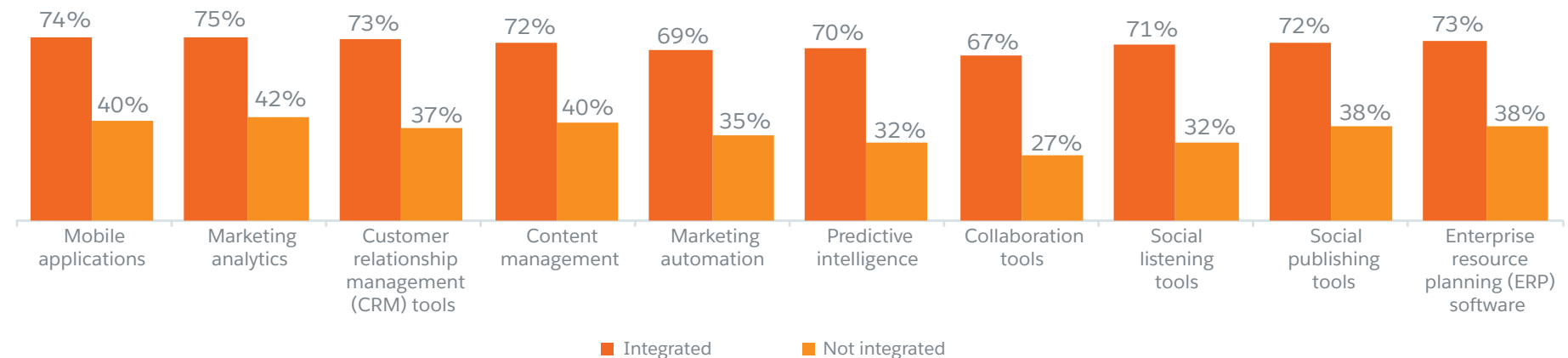
B2C Marketers Shifting from Traditional Advertising to Digital Channels by Mobile Integration



B2C Marketers Increasing Total Digital Spend Substantially/Somewhat by Mobile Integration

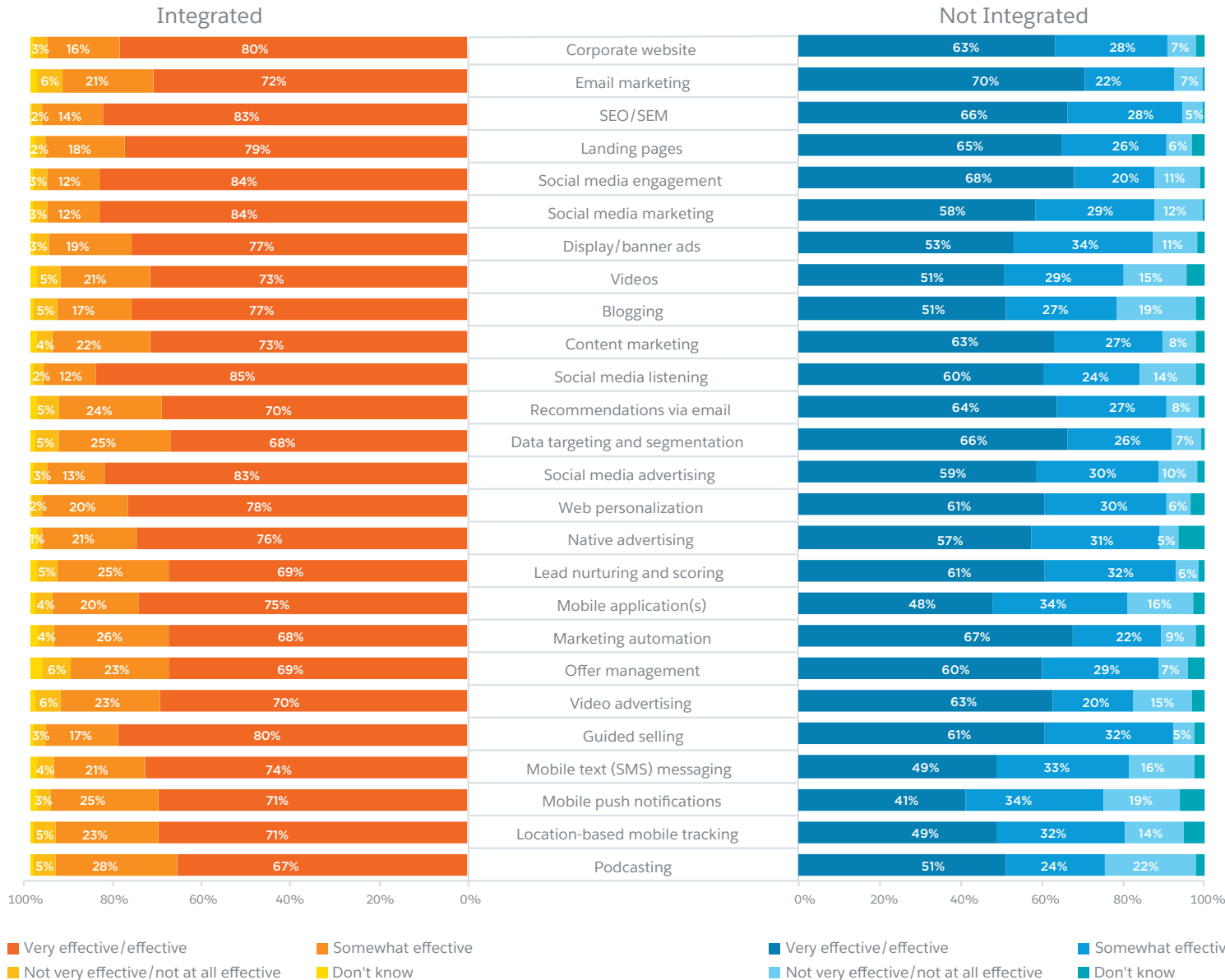


B2C Marketers Rating Technologies as Very Effective/Effective by Mobile Integration



Small Screen, Big Impact: Integrating Mobile

Effectiveness of Channels and Strategies by Mobile Integration



Marketers Who Have Dedicated Digital Teams by Channel

EMAIL	
Integrated	Not Integrated
N=509	N=228
77%	50%

MOBILE	
Integrated	Not Integrated
N=1,104	N=294
82%	18%

SOCIAL	
Integrated	Not Integrated
N=1,012	N=221
90%	47%

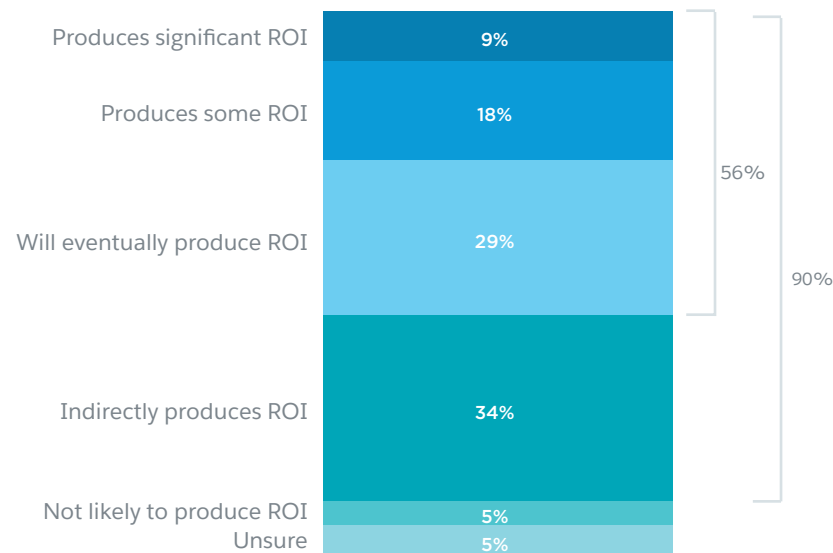
Social Takes the Spotlight

A study by MarketingProfs and the Content Marketing Institute revealed that B2C marketers use an average of seven social media platforms and an average of 11 content marketing tactics, with social media sitting at number one.⁷ Sixty percent of B2C respondents use social media, making it the primary channel used to reach consumers. Seventy percent of these same marketers agree that social media marketing is a critical enabler of products and services, and 74% agree that social media marketing is core to their business.

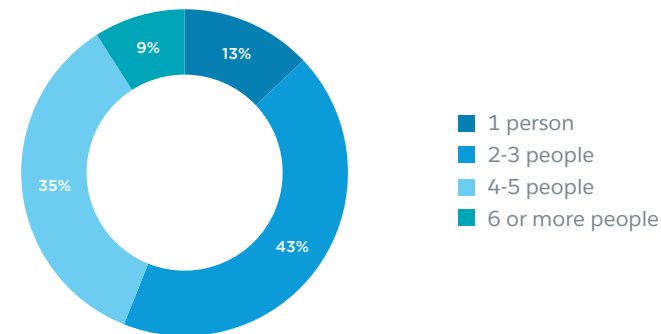
In fact, 74% of B2C marketers are increasing their social media marketing and social media advertising budgets. With bigger social budgets to manage, these marketers are likewise expanding the size of their teams; 76% have a dedicated team to manage their company's social media marketing programs.

Note: All percentages in this section represent data from the base of respondents who indicated that they use social media marketing.

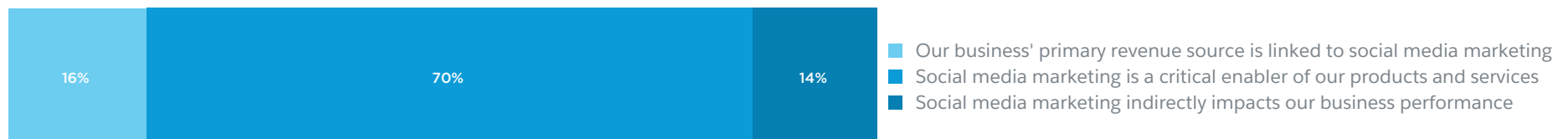
Social Media Marketing Return on Investment



Social Media Marketing Team Size



Social Media Marketing Impact on Business



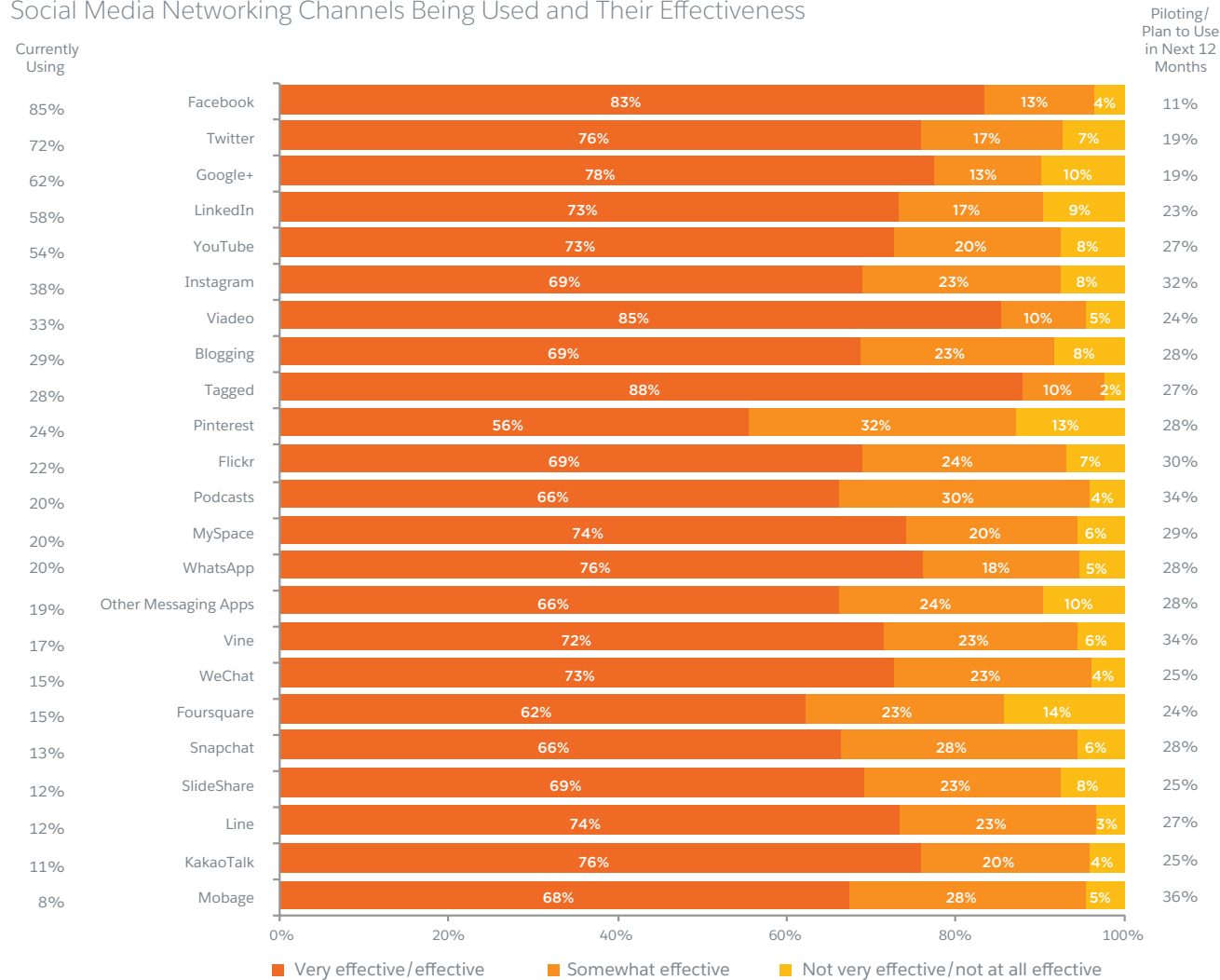
⁷ <http://contentmarketinginstitute.com/2014/10/2015-B2C-content-marketing-research/>

Social Takes the Spotlight

Facebook continues to be the most popular social channel for B2C marketers to engage customers around the world. Still, those who are experimenting with less popular channels are also seeing great success. For example, only 33% of B2C marketers utilize the social platform Viadeo, which is a network similar to LinkedIn, yet 85% of those marketers say it is very effective or effective to their marketing strategy.

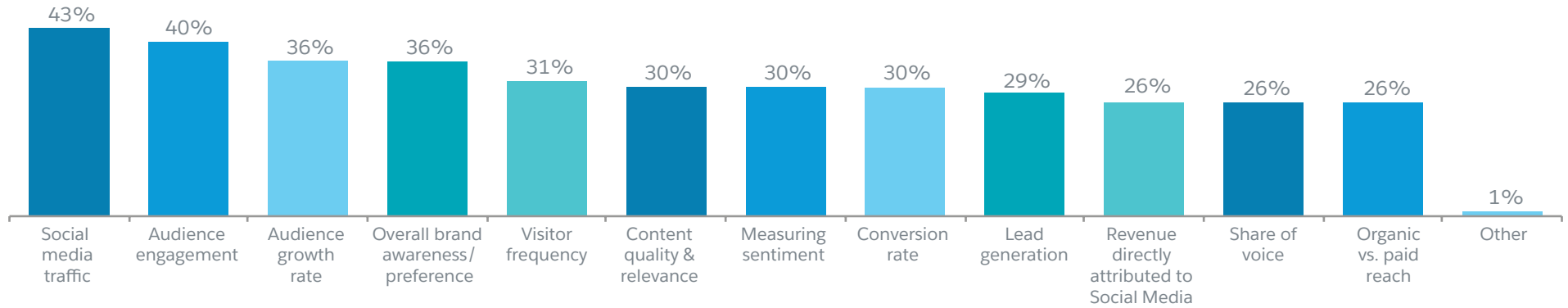
Note: Additional, country-specific social media channels were surveyed but are not shown in the overall report due to low base sizes.

Social Media Networking Channels Being Used and Their Effectiveness



Social Takes the Spotlight

Metrics Used to Measure Social Media Marketing Success



Recommendations

2015 Recommendations

This year's *State of Marketing* research makes it clear that marketers view digital channels as critical enablers of their company's products and services, and many of these channels are now core to business functions. If you'd like to make this report's data more actionable in your 2015 strategy, consider these recommendations.

Maximize mobile opportunities.

- Marketers need to jump on the mobile bandwagon. Fifty-nine percent of B2C marketers rank mobile applications as the most critical technology used to create a cohesive customer journey, but with mobile becoming the norm rather than the exception, marketers need to make mobile a core component of their strategy.
- Integrate mobile apps and location-based mobile tracking, allowing you to consistently engage customers across all digital channels wherever they are.
- You have the chance to offer customers a unique cross-channel mobile experience, and using landing pages, your website, mobile apps, social media, and email, the time is now.

Gain credibility in the eyes of consumers.

- Seventy-four percent of B2C marketers believe social media marketing is core to their business. Yet, social platforms need to be leveraged for more than promotional messaging. Instead, use social platforms to build strong relationships with your consumers by consistently interacting with them on a 1:1 basis.

- Allow social interactions with customers to spark new ideas and content for social messaging. Rather than simply responding to one comment or question and moving on, evaluate whether that engagement could drive new ideas or communication with your broader audience.
- Focus on delivering relevant and personalized communication at critical moments of the customer journey in order to show customers that you are listening and reacting to their wants and needs.

Spend strategically in advertising.

- The time has come to evaluate the money you're spending on offline advertising. This year, 42% of B2C marketers plan to shift spend from traditional mass advertising to advertising on digital channels.
- Seventy-four percent of B2C marketers plan to invest more money in social media marketing and social media advertising next year. Realize that spending more money on social media won't work if your social presence is negligent or too self-promotional, so advertising and organic content must work in tandem.

2015 Recommendations: Email

Evaluate email's role in the customer journey.

- Seventy-three percent of B2C marketers believe that email marketing is core to their business. Nevertheless, it's important to stop and evaluate whether or not you are leveraging email at the most critical moments of the customer journey.
- Recognize that your work schedule won't always coincide with your subscribers' email-reading habits. Explore sending campaigns over the weekend, when subscribers may have more leisure time to check their personal email accounts and non-urgent messages.
- Ask the following questions as you map your email touchpoints: Are you sending too many welcome messages early on, but too few retention emails? Are your communications steady throughout the journey, or do they appear randomly whenever you're running a new campaign? How can the email customer journey become more one-to-one instead of one-to-many?

Breathe new life into email campaigns.

- Sixty percent of respondents plan to increase their email marketing budgets in 2015. This increase provides the perfect opportunity for B2C marketers to implement new email tactics that resonate with consumers. For example, consider testing out a browse retargeting campaign to reengage customers, or a birthday campaign to remind customers that you are paying attention and value their brand loyalty.

- Email is the workhorse of many customer-facing marketing tactics, but your campaigns don't have to be predictable. Many B2C marketers aren't testing campaigns that others have effectively executed. For example, newsletters are used most often but rank lower on overall effectiveness. On the flip side, mobile opt-in campaigns are rated one of the most effective campaigns, but only 30% of B2C marketers use them.
- Establish win-back campaigns to remind customers that you not only value their time and business, but you also haven't forgotten them.
- As always, be sure to evaluate the success of each tactic to ensure that you are spending both time and budget on strategies that ultimately enrich the customer journey.

Take cues from your consumers. Design responsively.

- Email subscribers are voting for responsive design with every click, so if you're not already designing an easily navigable experience on mobile, it's high time.
- Don't forget tablets. Just as you should be designing for various smartphone devices, the tablet environment is another critical area for responsive design improvement.

2015 Recommendations: The Customer Journey

Place customers at the core of your marketing strategy.

- Just like mobile is becoming the norm for B2C marketers, customers expect brand interactions that consistently resonate with them on a 1:1 level. Consider how you can drive meaningful interactions with each and every customer when planning cross-channel tactics.
- Aim for a single view of each customer by avoiding lifecycle marketing and personas. Lifecycle marketing looks at broad terms like need, awareness, consideration, selection, and purchase. Likewise, personas should be used purely to imagine how common types of customers may respond to your marketing. A cohesive customer journey looks at the unique people interacting with your messages and profiles, personalizing the journey based on their actions and preferences.

Evangelize the customer journey in your organization.

- Did you know that 86% of senior-level marketers say that it's absolutely critical or very important to create a cohesive customer journey, and another 11% view the customer journey as moderately important? Stress the industry-wide importance of this approach to marketing in 2015, making a unified customer journey the norm rather than the exception.
- Host a customer journey-mapping brainstorm for coworkers with a whiteboard and an open mind. Invite team members from different sides of the organization – including sales, product, and services – to piece together a complete view of how customers interact with your brand.
- When mapping a customer journey, don't tiptoe around poor experiences and gaps in the journey. Addressing issues and crafting better communications and technological solutions around them are the only ways to move forward.

Think about the customer journey beyond email.

- Consider tools that allow you to reach customers at the moments that matter. Marketing automation, marketing analytics, and predictive intelligence technologies are helping marketers traverse the infinite amount of real-time data at their disposal, allowing them to react to customer behavior with personalized content through the right channel at the right time.
- It's easier to think about how the customer journey applies to email because it's such a linear communication path: first this email, then that one. Try to incorporate omnichannel elements in your customer journey mapping, testing new channels based on where each member of your audience spends the most time online.
- Which social channels are most successful for your brand? Mix up the types of messages that appear on social channels so that customers in various stages of the journey receive content that's relevant rather than repetitive.

2015 Recommendations: Mobile

Integrate mobile and reap the benefits.

- All signs point to mobile integration being a boon for business. B2C marketers report higher levels of effectiveness in other marketing channels, strategies, and technologies when mobile is integrated.
- Marketers who have integrated mobile into their overall strategy are three times as likely to have dedicated digital teams by channel and have larger teams overall.

Educate your team – and the larger organization – on the importance of mobile.

- Just like maximizing the importance of the customer journey within your company, the first step in integrating mobile with your overall marketing strategy is to help your team and larger marketing department understand the huge impact mobile has on business. Start by sharing this report, or pull out a few key statistics to share in your next presentation. Once others see the data behind mobile integration, it becomes easier to get things moving.
- Figure out who your internal mobile experts are – or turn to a trusted vendor – to assess any barriers that may exist between mobile and your other channels. Bring your mobile team together with your social, email, and web team to take a holistic look at how your customers currently interact via mobile as part of the journey with your brand.

Explore loyalty and location-based campaigns.

- Mobile loyalty campaigns have the highest very effective/effective rating at 86%. If you don't have a loyalty program yet, developing one with a mobile-first mindset is a smart way to start.
- Only 20% of B2C marketers are currently using location-based tracking, but 2015 is the year for growth in this area.
- With 68% of B2C marketers planning to substantially or somewhat increase location-based mobile tracking in 2015, reflect on how your business can respectfully and relevantly use customer locations to create a more cohesive journey in the real world as much as the online world.

2015 Recommendations: Social

Expand your social channels.

- Eighty-five percent of B2C marketers use Facebook in their day-to-day marketing strategy. However, 2015 is the year to expand social outreach to reach your audience on different platforms. For example, Tagged is considered the most effective social channel by B2C marketers, yet only 28% of marketers are currently using this platform.
- Do your research on channels that might resonate best with your unique audience. Engage in some social listening to see if topics relevant to your brand or competitors are taking place on lesser-known social networks.
- Consider using the chart on p. 27 as a guide to test new channels, keeping these marketer ratings and, of course, your audience in mind.

Provide content that counts.

- With B2C marketers using an average of seven social media platforms, it's not surprising that consumers can easily overlook or ignore repetitive and excessive social messaging from businesses.
- Avoid using social platforms purely for the sake of following marketing norms by ensuring that each social interaction provides relevant or impactful content.
- Use social wisely to help solidify your brand. Creating a social presence that is inconsistent or self-promotional only gives consumers a negative impression of your company.

Get serious about social.

- Invest the resources – both headcount and budget – to support social as a viable channel, because it is.
- If you're not yet seeing significant business results from social, start small. What's the one channel where your social audience is most responsive? Direct more resources to growing that space instead of spreading your efforts too thin.

Adopt a round-the-clock strategy.

- New data shows that users are most engaged on social media during weekends – which is when brands post the least frequently.⁸ Designate on-call social managers for every hour of the day, because customers interact on their own terms when it comes to social channels.
- True, you can schedule messages on Facebook and Twitter in advance – but you shouldn't schedule ahead with no one available to reply. Messages posted to social channels should incite customer questions and engagement, and few things can frustrate customers more than a question that goes ignored, especially when the brand just posted moments earlier.
- Test what works for your own social audience. We recommend doing an internal benchmark study: track time of day and day of week social engagement for at least three months, then see when engagement was highest and lowest. Focus your social efforts around these findings.

⁸ Social Engagement Benchmark Report: Facebook and Social Engagement Benchmark Report: Twitter, Salesforce Marketing Cloud, September 2014

A background image showing a group of business professionals in a meeting. A man on the left is leaning over a table, looking at documents. A woman on the right is smiling and looking towards him. Another person in a light blue shirt is standing in the background. The scene is lit with warm, soft light, creating a professional and collaborative atmosphere.

Conclusion

Marketers are challenged with evolving technology, industry trends, and most importantly, building meaningful customer relationships.

No matter which tactics, technologies, channels, and strategies you adopt in 2015, remember that each touchpoint is an opportunity to improve and influence the digital customer journey.

Survey Methodology and Demographics

Survey Methodology and Demographics

The *2015 State of Marketing* survey was conducted online from October 28, 2014 to November 25, 2014. The survey was sent to full-time marketers in the Salesforce Marketing Cloud's locations around the world. A total of 5,053 marketers completed the survey, with 2,853 stating they worked in the B2C space. The survey took 17 minutes and 26 seconds, on average, to complete. Due to rounding, not all percentage totals in this report equal 100%.

The following charts display the demographics of B2C marketers who completed the survey.

Region

North America (U.S., Canada)	72%
South America (Brazil)	7%
APAC (Australia, Japan)	9%
EMEA (U.K., Nordics, Germany, France)	13%

Country

Australia	5.06%
Brazil	6.32%
Canada	5.06%
France	3.49%
Germany	3.43%
Japan	3.29%
Nordics (Finland, Norway, Sweden, Denmark)	1.43%
United Kingdom	3.59%
United States	68.32%



Survey Methodology and Demographics

Company Size

Small: 1-200 Employees	29%
Mid-Sized: 201-2,500 Employees	62%
Enterprise: 2,500+ Employees	9%

Industry

Insurance	11%
Technology & Manufacturing	10%
Advertising & Marketing Agency	8%
Life Sciences	8%
Education & Non-Profit	6%
Retail & E-commerce	6%
Construction	5%
Healthcare	5%
Consumer Packaged Goods (CPG)	4%
Media & Entertainment	4%
Other	33%

Role

Owner or Equivalent	8%
Chief Marketing Officer	6%
Vice President	4%
Director or Equivalent	11%
Manager or Equivalent	30%
Self-Employed or Consultant	4%
Coordinator	9%
Analyst	7%
Developer	7%
Associate	5%
Designer	6%
Other	1%

Time in Role

Less than 1 Year	3%
1-2 Years	11%
3-5 Years	47%
6-10 Years	23%
11-15 Years	8%
More than 15 Years	8%



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