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2014
State of
Marketing

Insights from over 2,500 global marketers

2014 State of Marketing

In the fall of 2013, we surveyed thousands of marketers to learn their top marketing objectives and priorities for 2014. With more than 2,500 responses, we've analyzed their insights to give you a current snapshot of the state of marketing. From lifecycle campaigns to return on investment (ROI), you'll find timely recommendations to help you plan your marketing efforts for the year ahead.

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Executive Summary

The *2014 State of Marketing* survey asked marketers about their budgets, priorities, channels, metrics, and strategies for 2014. See a snapshot of key findings here.

2014 Priorities

47% Driving increased conversion rates

46% Increasing & improving brand awareness

29% Collecting, measuring, & using behavior-based data

98% of marketers plan to increase or maintain their spend in 2014.

TOP 5 AREAS FOR INCREASED SPENDING:

61% DATA & ANALYTICS

60% MARKETING AUTOMATION

58% EMAIL MARKETING

57% SOCIAL MEDIA MARKETING

57% CONTENT MANAGEMENT

65% of marketers said driving subscriber engagement is their primary lifecycle challenge.

EMAIL	SOCIAL	MOBILE
68% of marketers believe email is core to their business	**46%** of marketers believe social is core to their business	**80%** of marketers using mobile believe mobile efforts do or will provide ROI
49% are sending more than 500,000 emails annually	**86%** believe social efforts will or do provide ROI	**30%** are using location-based functionality
42% rarely/never use responsive design	**57%** have a dedicated social team	**47%** have an app

New Priorities for 2014

Each year, endless options for marketing strategies face marketers, so it can be difficult to determine what's most important. We asked marketers to identify their top three marketing priorities for 2014, and we found some striking similarities across marketers from all levels and industries. The most common priorities were:

1 Driving increased conversion rates

2 Increasing and improving brand awareness

3 Collecting, measuring, and using behavior-based data

As shown in the following chart, 2014 Top Three Marketing Priorities, driving increased conversion rates and increasing and improving brand awareness are two clear priorities for the year to come. This holds true across all industries, except the media and entertainment and consumer packaged goods industries, where increased conversions were their third (not first or second) priority. A focus on conversion rates comes as no surprise, as more and more marketing teams work to align with their sales teams and prove value through concrete results. And while marketers are experiencing increased accountability, they're also being given more resources than ever to take a greater role in driving the business.

Respondents across almost every level of the organization also identified brand awareness as a top priority—indicating that brand is still a core focus, even beyond the CMO. With this in mind, we expect to see marketers using social media, mobile, and personalized web experiences to better boost their brand with customers.

The third most popular priority for marketers—collecting, measuring, and using behavior-based data—will support all other marketing objectives. More data enables marketers to build better 1:1 customer experiences and cut through the communication clutter, so it's now more important than ever to have a plan and process around collecting that data.

2014 Top Three Marketing Priorities

- ● 47% **Driving increased conversion rates**
- ● 46% **Increasing & improving brand awareness**
- ● 29% **Collecting, measuring, & using behavior-based data**
- ● 28% **Subscriber acquisition**
- ● 24% **Improving measurement & results of digital channels**
- ● 22% **Channel expansion** (adding new digital marketing channels)
- ● 21% **Testing & optimization**
- ● 21% **Leveraging actionable data**
- ● 20% **Data acquisition** (improving/expanding data collection efforts)
- ● 19% **Organizational alignment** (increasing collaboration between business units)
- ● 19% **Campaign attribution** (identifying campaign's role in sales)
- ● 4% **Other**

2,303 responses

New devices and channels emerge every day to create a more connected and complex brand-to-customer landscape. A single wide net across multiple mediums won't work, so here's how marketers say that they're divvying areas of focus and measuring success.

Digital Marketing Organization Areas of Focus

- ● **We use today**
- ● **Plan to use in 2014**
- ● **Do not plan to use**

Email Marketing	SMS Messaging	Social Media Marketing	Social Listening
● 88%	● 26%	● 78%	● 60%
● 9%	● 25%	● 14%	● 24%
● 3%	● 49%	● 7%	● 15%
2,334 responses	**2,327** responses	**2,332** responses	**2,331** responses

SEM/ SEO	Lead Scoring	Display/ Banner Ads	Guided Selling
● 73%	● 37%	● 64%	● 27%
● 17%	● 30%	● 14%	● 22%
● 10%	● 33%	● 22%	● 51%
2,331 responses	**2,325** responses	**2,330** responses	**2,322** responses

Marketing Automation	Social Advertising	Mobile Push Notifications	Data & Analytics
● 43%	● 57%	● 18%	● 81%
● 33%	● 23%	● 29%	● 13%
● 24%	● 21%	● 53%	● 6%
2,329 responses	**2,328** responses	**2,331** responses	**2,331** responses

Offer Mgmt	Landing Pages	Personalized Web	Content Mgmt
● 32%	● 75%	● 29%	● 71%
● 20%	● 15%	● 29%	● 19%
● 48%	● 10%	● 42%	● 10%
2,325 responses	**2,332** responses	**2,330** responses	**2,331** responses

Top Three Success Metrics
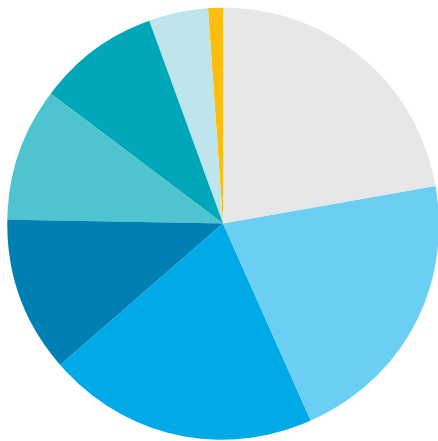
- ⬤ 67% **Conversion Rate** (sales directly attributed to digital marketing campaigns)
- ⬤ 64% **Engagement Rate** (opens, clicks)
- ⬤ 61% **Return on Investment**
- ⬤ 35% **Lifetime Customer Value**
- ⬤ 30% **Audience List Growth**
- ⬤ 28% **Social Activity** (likes, shares, retweets)
- ⬤ 13% **Incremental Value**
- ⬤ 3% **Other**

2,257 responses

Clearly, marketers have many areas of focus heading into 2014. For recommendations on where to begin, visit the section "2014 Recommendations" later in this report.

Budgets on the Rise

According to Gartner analyst Laura McLellan, the CMO will spend more on IT than the CIO by 2017.[1] So, it's no surprise that our survey found 98% of marketers plan to increase or maintain their budgets for 2014, while only 2% plan to decrease.

There are five key areas where marketers plan to increase dollars for 2014:

1   **Data & analytics** (61% plan to increase)

2   **Marketing automation** (61% plan to increase)

3   **Email marketing** (58% plan to increase)

4   **Social media marketing** (57% plan to increase)

5   **Content management** (57% plan to increase)

It makes sense that data and analytics top the list, as marketers noted increasing conversion rates and collecting behavior-based data as two of their top three 2014 priorities (see the section "New Priorities for 2014"). Likewise, the second greatest budget increase is for marketing automation, which will play a key role as marketers act on the data they've collected to power 1:1 customer experiences and enhance their brand relationships.

The next chart shows a complete picture of how marketers plan to spend their budget in 2014.

[1]my.gartner.com/portal/server.pt?open=512&objID=202&mode=2&PageID=5553&resId=1871515&ref=Webinar-Calendar

- ● **Increase**
- ● **Stay about the same**
- ● **Decrease**
- ● **Don't know**

Email Marketing	SMS Messaging	SEM/ SEO	Social Media Marketing	Marketing Automation	Display/ Banner Ads	Mobile Push Notifications	Social Advertising
● 58%	● 53%	● 54%	● 57%	● 60%	● 43%	● 49%	● 55%
● 38%	● 33%	● 39%	● 36%	● 31%	● 44%	● 32%	● 34%
● 2%	● 4%	● 2%	● 1%	● 1%	● 6%	● 2%	● 2%
● 3%	● 11%	● 5%	● 6%	● 8%	● 7%	● 17%	● 11%
2,246 responses	**1,195** responses	**2,098** responses	**2,156** responses	**1,763** responses	**1,824** responses	**1,110** responses	**1,844** responses

A Shift in Lifecycle Marketing

Lifecycle marketing occurs when marketers communicate with specific audience members at precise times. Marketers told us that lifecycle marketing is still a key piece of their overall strategy. We define lifecycle marketing as the tactics that reach customers across four core stages:

Acquire

Acquiring new audience members and converting potential customers into subscribers (whether to email, social, or mobile communications).

Onboard

Onboarding subscribers and making them accustomed to the cadence and content of your interactions.

Engage

Engaging subscribers with automated, personalized campaigns.

Retain

Retaining existing subscribers with targeted reengagement and win-back strategies.

And while marketers are still focused on lifecycle marketing, we've uncovered a notable shift. Unlike earlier findings (including IBM's *The State of Marketing 2013*) that showed acquiring new subscribers as marketers' greatest lifecycle challenge, our research found that driving engagement and revenue (65%) has edged to the forefront of their lifecycle concerns.

The top three lifecycle marketing campaigns that marketers currently use are newsletter (66%), promotional (61%), and web opt-in (54%). The next highest utilized campaign, transaction (42%), is 12% lower than web opt-in usage. A significant gap exists between the importance marketers place on lifecycle marketing campaigns and the number of campaigns they actually implement, as shown by the gap between the top three campaigns and the many other underutilized campaigns.

For example, birthday campaigns are used by only 19% of marketers and loyalty campaigns are used by only 36%, however, these two campaigns have the highest reported success rates compared to other lifecycle marketing campaigns. Along with testing other lifecycle strategies, implementing a birthday or loyalty campaign may be a great way to differentiate your brand, build loyalty, increase engagement, and drive results—all with minimal effort.

Lifecycle Marketing Challenges
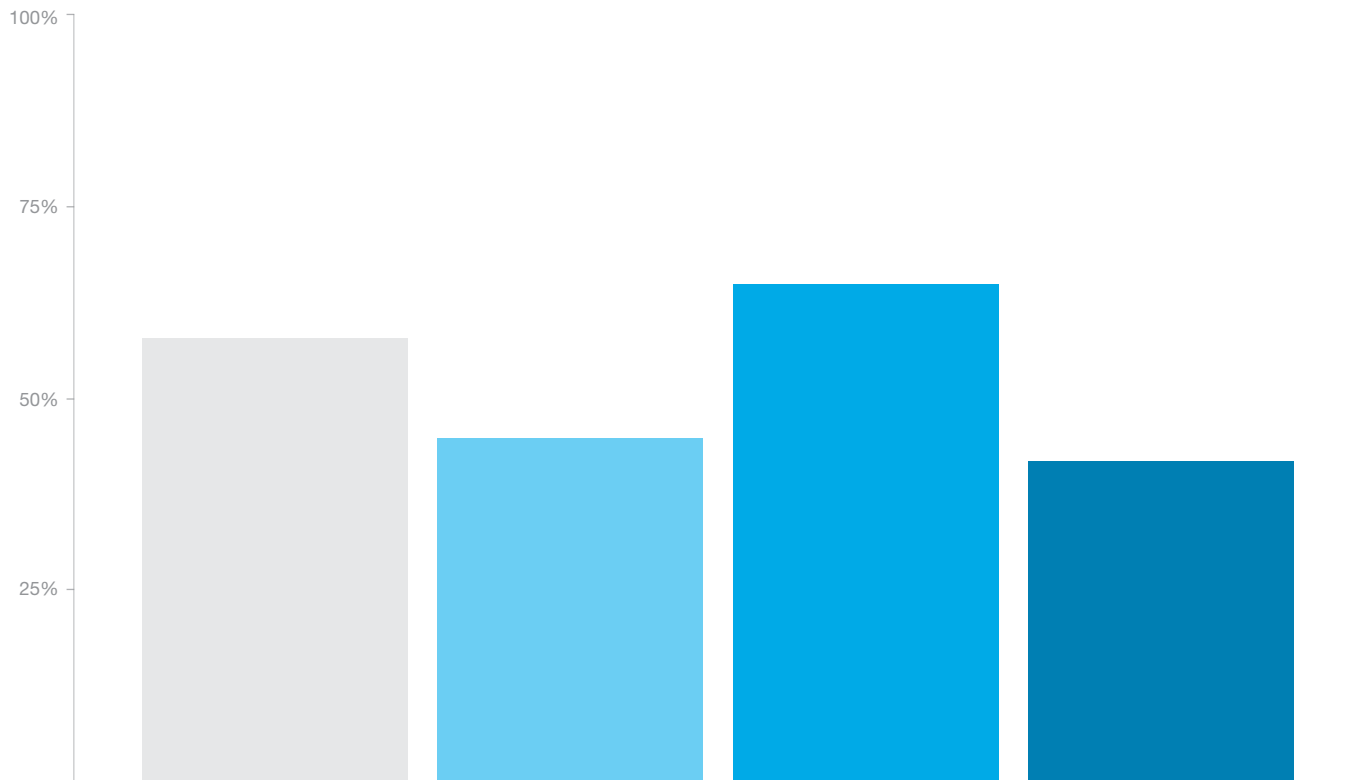
- ● 58% **Acquiring new subscribers**
- ● 45% **Developing a strong relationship with new subscribers**
- ● 65% **Increasing subscriber engagement and revenue**
- ● 42% **Getting the attention of subscribers that are no longer engaging with your messages**

2,126 responses

Lifecycle Marketing Campaigns

- ● We use today
- ○ Plan to use in 2014
- ● Do not plan to use

Web Opt-in	Social Opt-in	Mobile Opt-in	Welcome Series	Promotional	Birthday	Newsletter	Anniversary
● 54%	● 39%	● 22%	● 41%	● 61%	● 19%	● 66%	● 17%
○ 23%	○ 30%	○ 33%	○ 30%	○ 19%	○ 19%	○ 19%	○ 21%
● 23%	● 31%	● 45%	● 29%	● 20%	● 62%	● 15%	● 62%
2,128 responses	**2,126** responses	**2,126** responses	**2,125** responses	**2,127** responses	**2,126** responses	**2,127** responses	**2,126** responses

| Post-Purchase	Loyalty	Abandoned Cart	Browse Retargeting	Transactional	Win-Back	Reengagement
● 35%	● 36%	● 15%	● 23%	● 42%	● 24%	● 37%
○ 27%	○ 29%	○ 20%	○ 28%	○ 20%	○ 29%	○ 36%
● 38%	● 35%	● 65%	● 49%	● 38%	● 47%	● 28%
2,126 responses	**2,127** responses	**2,126** responses	**2,127** responses	**2,128** responses	**2,126** responses	**2,126** responses

Email is Alive and Well

Email is far from dead, according to the 68% of marketers who say that email marketing is core to their business for a variety of reasons—the top being:

- **Email indirectly impacts your business performance** (42%)
- **Email is a critical enabler of products/services your business provides** (42%)
- **Your business's primary revenue source is directly linked to email operations** (16%)

In fact, our data shows that 58% of marketers will increase their email spend in 2014, a spend that seems justified when you consider that 88% of marketers believe that email marketing does or will produce ROI; 59% have a dedicated email marketing team; and 49% are sending more than 500,000 emails annually.
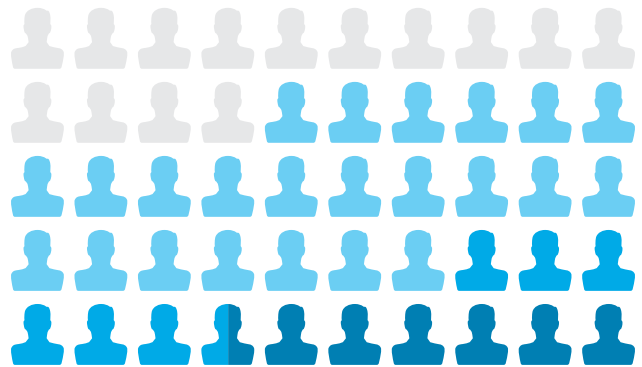
Annual Email Send Volume
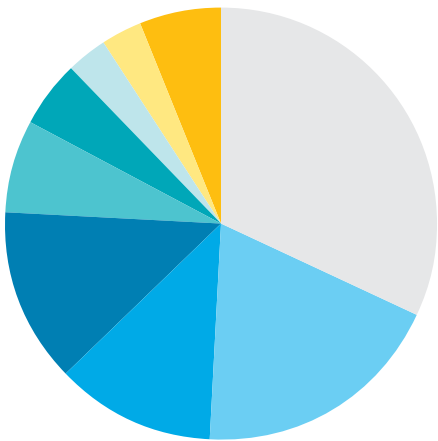
- 32% **Less than 100,000**
- 19% **100,001 - 500,000**
- 12% **500,000 - 1 million**
- 13% **1 million - 5 million**
- 7% **5 million - 10 million**
- 5% **10 million - 25 million**
- 3% **25 million - 50 million**
- 3% **50 million - 100 million**
- 6% **More than 100 million**

1,804 responses

Email Team Size

- 28% **1 person**
- 46% **2-3 people**
- 13% **4-5 people**
- 13% **More than 5 people**

1,048 responses

We asked marketers which email campaigns were most effective, and here's what they had to say:

Email Lifecycle Marketing Campaigns Success

- ● **Excellent / Very good**
- ● **Good**
- ● **Fair / Poor**

Web Opt-in	Social Opt-in	Mobile Opt-in	Welcome Series	Promotional	Birthday	Newsletter	Anniversary
● 30%	● 30%	● 36%	● 42%	● 38%	● 43%	● 40%	● 37%
● 42%	● 41%	● 39%	● 37%	● 42%	● 35%	● 36%	● 38%
● 28%	● 29%	● 25%	● 21%	● 20%	● 22%	● 24%	● 25%
1,152 responses	**830** responses	**483** responses	**865** responses	**1,291** responses	**406** responses	**1,397** responses	**363** responses

Post-Purchase	Loyalty	Abandoned Cart	Browse Retargeting	Win-Back	Reengage-ment	Transactional	
● 37%	● 47%	● 42%	● 42%	● 29%	● 29%	● 38%	
● 37%	● 36%	● 35%	● 38%	● 39%	● 41%	● 42%	
● 25%	● 18%	● 23%	● 20%	● 32%	● 31%	● 20%	
761 responses	**767** responses	**326** responses	**498** responses	**505** responses	**785** responses	**898** responses	

Responsive Design is the New Black

By the end of 2013, the number of mobile-connected devices will exceed the number of people on earth, and by 2017 there will be nearly 1.4 mobile devices per capita.[2] Despite growing mobile adoption, when asked how often they use mobile responsive design in emails, 42% of survey respondents said rarely or never. These numbers seem especially low considering that 41% of respondents also said that 31-50% of their subscribers open their emails via a mobile device, and 24% report that their emails are opened on a mobile device more than 51% of the time. We expect mobile email opens to increase alongside mobile device saturation, so 2014 is the year to commit to mobile-friendliness.
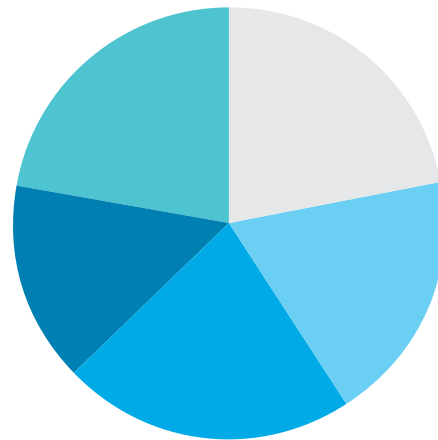
Emails Read on a Mobile Device
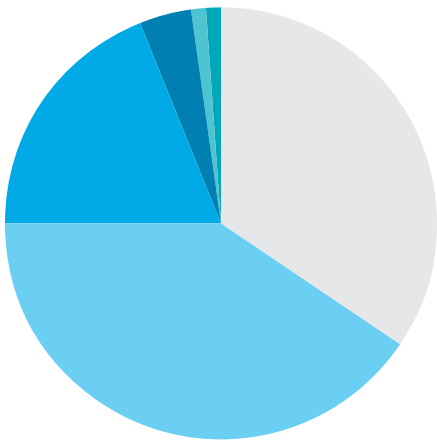
- 35% **Less than 30 percent**
- 41% **31-50 percent**
- 19% **51-70 percent**
- 4% **71-80 percent**
- 1% **81-90 percent**
- 1% **More than 90 percent**

1,772 responses

Mobile Responsive Design for Landing Pages

- 22% **Always**
- 19% **Often**
- 22% **Sometimes**
- 15% **Rarely**
- 22% **Never**

1,048 responses

[2]*Cisco Visual Networking Index: Global Mobile Data Traffic Forecast Update, 2012–2017*, February 2013, Cisco

Breaking Social Ground

Forty-six percent of marketers agree that social marketing is core to their business. They chose the following explanations for why social is so important:

- **Social indirectly impacts your business performance** (66%)
- **Social is a critical enabler of products/services your business provides** (25%)
- **Your business's primary revenue source is directly linked to social marketing** (9%)

Interestingly, dedicated social teams are almost as common as dedicated email teams (57% of respondents have a social team; 59% have an email team). And those social teams are roughly the size of most email teams—typically 3 people or less. Since email is a longtime marketing staple, it's worth noting that marketers are dedicating similar resources to newer social marketing efforts.

While marketers devote substantial time and resources to social, they don't agree on its effectiveness: 34% of marketers say they're currently seeing ROI from social media marketing, while 52% believe these efforts will eventually produce ROI. Just 31% think that their social listening is fully effective, and 23% find their social advertising effective.

To produce more ROI from social, marketers need a strong strategy in place to drive measurable results. Starting with one or two social channels and firming up a strategy on a small scale can help maximize social resources, and also lead the way toward joining those 34% of marketers who currently see ROI from social marketing.
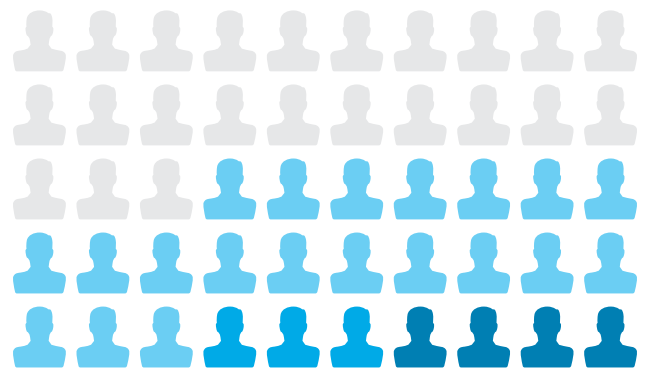
Social Media Marketing ROI
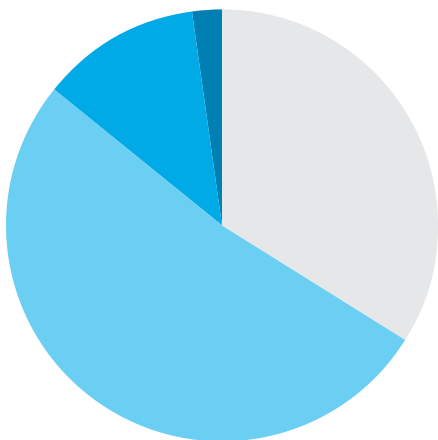
- 34% **Social media marketing is producing ROI**
- 52% **Social media marketing will eventually produce ROI**
- 12% **Social media marketing is unlikely to produce ROI**
- 2% **Other**

784 responses

Social Media Team Size

- 45% **1 person**
- 40% **2-3 people**
- 6% **4-5 people**
- 8% **More than 5 people**

974 responses

Facebook, Twitter, and LinkedIn are the most popular social channels for 2013. For the channels that marketers are planning to adopt in 2014, the following rose to the top:

• **Google+** (18% plan to introduce in 2014)

• **SlideShare** (17% plan to introduce in 2014)

• **Blog** (17% plan to introduce in 2014)

• **Podcasts** (17% plan to introduce in 2014)

• **Pinterest** (16% plan to introduce in 2014)

Content marketing is propelling Google+ back into the spotlight, with Google offering extra search juice to content authors for posts shared on Google+. If content marketing has a place in your 2014 plans, you may want to consider growing your Google+ presence alongside your breadth of content.

Brand advocates (and potential advocates) are looking to your social presence for a consistent stream of information that offers truly valuable content. These advocates don't need to be advertised to, but they can help promote you if you answer their questions and contribute meaningfully to social conversations. Social media alone may not fill your sales funnel, but a social strategy is necessary for a well-rounded brand voice that meets customers wherever they spend time online. You can favor Pinterest, Slideshare, YouTube, or any combination of the social channels mentioned in the following chart, as long as your brand fans favor it, too.
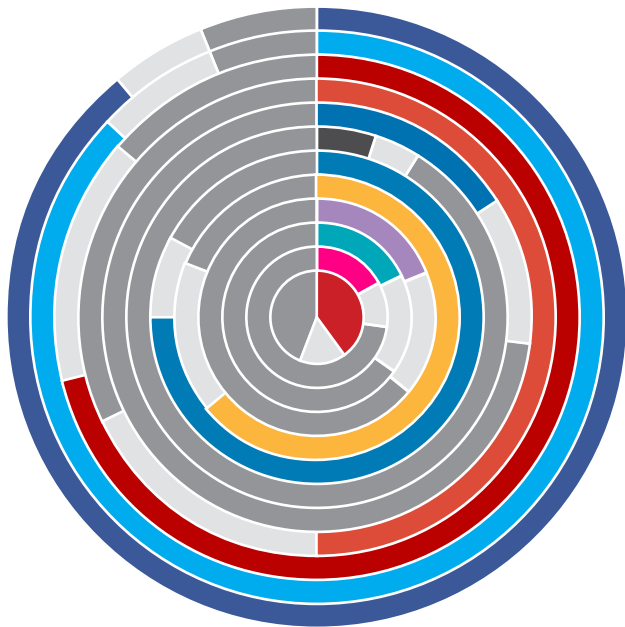
- ● **We use today**
- ○ **Plan to use in 2014**
- ● **Do not plan to use**

Facebook	Twitter	YouTube	Google+	Foursquare	MySpace
● 89%	● 87%	● 72%	● 50%	● 16%	● 5%
○ 5%	○ 7%	○ 15%	○ 18%	○ 11%	○ 4%
● 6%	● 6%	● 14%	● 32%	● 73%	● 91%
1,700 responses	**1,699** responses	**1,699** responses	**1,700** responses	**1,699** responses	**1,700** responses

LinkedIn	Blogs	Podcasts	SlideShare	Flickr	Pinterest
● 75%	● 64%	● 19%	● 18%	● 17%	● 40%
○ 8%	○ 17%	○ 17%	○ 17%	○ 10%	○ 16%
● 17%	● 19%	● 64%	● 65%	● 72%	● 44%
1,699 responses	**1,699** responses	**1,699** responses	**1,699** responses	**1,699** responses	**1,699** responses

The Future of Mobile

U.S. adults spend an average of two hours and twenty minutes on their mobile devices every day.[3] Globally, more people have access to mobile phones than electricity or safe drinking water.[4] Eighty percent of marketers who use mobile marketing say they believe mobile efforts do or will produce ROI, and 35% have a dedicated mobile team. As inboxes are brimming with marketing messages, mobile presents a way to reach customers on the devices they keep closest to them.
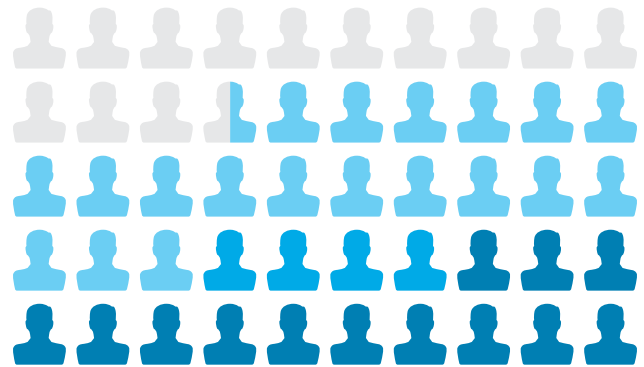
Mobile Marketing ROI
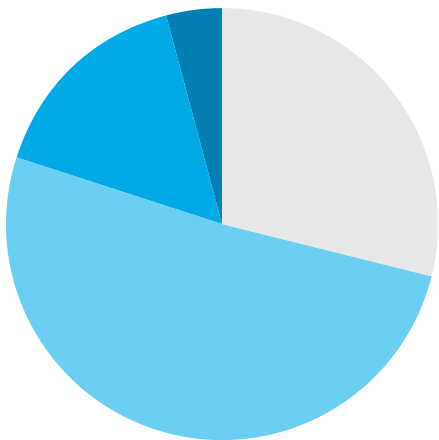
- 29% **Mobile marketing is producing ROI**
- 51% **Mobile marketing will eventually produce ROI**
- 16% **Mobile marketing is unlikely to produce ROI**
- 4% **Other**

596 responses

Mobile Marketing Team Size

- 27% **1 person**
- 39% **2-3 people**
- 8% **4-5 people**
- 26% **More than 5 people**

207 responses

Mobile Lifecycle Marketing Campaigns Utilization

- ● We use today
- ● Plan to use in 2014
- ● Do not plan to use

Mobile Welcome SMS	Exclusive Deals	Holiday or Event Campaign	Conversation via Keyword	SMS to Email
● 32%	● 35%	● 41%	● 27%	● 32%
● 30%	● 30%	● 26%	● 27%	● 30%
● 38%	● 35%	● 33%	● 46%	● 38%
596 responses	**596** responses	**596** responses	**596** responses	**596** responses

Cross-Channel Engagement	Win-back	Loyalty	Reengagement
● 36%	● 21%	● 36%	● 30%
● 36%	● 32%	● 30%	● 36%
● 28%	● 47%	● 35%	● 35%
595 responses	**596** responses	**596** responses	**596** responses

Forty-nine percent of marketers don't plan to implement SMS in 2014, yet the case for mobile is strong, based on global adoption of mobile devices. Mobile lifecycle campaigns prove highly successful (compare the chart below with the Email Lifecycle Marketing Campaigns Success chart on page 14), so perhaps SMS implementation will increase throughout 2014 as marketers consider SMS as a mobile communication solution. Mobile messaging is also relatively easy to implement, as an SMS doesn't require design expertise like an email.

Check out some of the most popular mobile campaigns for inspiration:

- **Holiday- or event-based** (41% of marketers using; 26% plan to introduce)

- **Cross-channel engagement** (36% of marketers using; 36% plan to introduce)

- **Reengagement** (30% of marketers using; 36% plan to introduce)

- **Win-back** (21% of marketers using; 32% plan to introduce)

- **Loyalty, exclusive deals, SMS to email, and mobile welcome SMS** (30% plan to introduce each in 2014)

## Mobile Lifecycle Marketing Campaign Success

- Excellent / Very good
- Good
- Fair / Poor

Loyalty	Exclusive Deals	Conversation via Keyword	Holiday or Event Campaign	Mobile Welcome SMS
57%	53%	53%	51%	51%
34%	33%	32%	36%	34%
9%	13%	15%	13%	15%
213 responses	**210** responses	**160** responses	**245** responses	**192** responses

Note that 13% of mobile marketers don't know if they're using location-based functionality, while 30% are currently implementing the technique, which is designed to better reach on-the-go consumers when they enter a specific geographic area.

Four out of five minutes on a smartphone are spent engaging with an app[5], and marketers are following the app trend: 47% of marketers who use mobile say their company has an app. Getting an app off the ground is one thing, but keeping customers engaged long-term is another. Push messaging can help bridge the gap between initial download and consistent reengagement, prompting app users to check out updates, visit certain areas in the app, and more.

Mobile App Support for Operating Systems
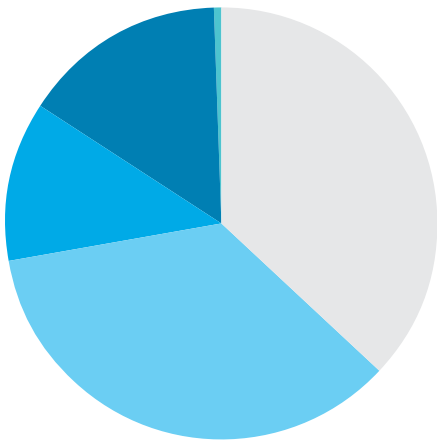
- 92% **iOS**
- 88% **Android**
- 30% **Blackberry**
- 38% **Windows**
- 1% **Other**

278 responses

Location-Based Functionality
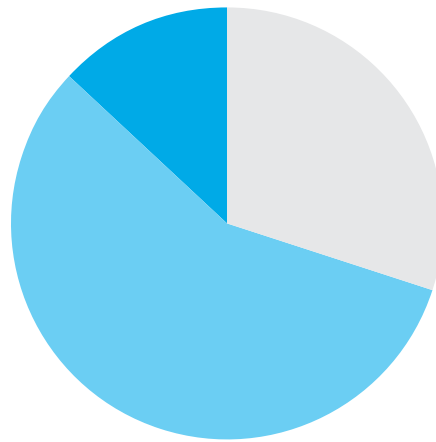
- 30% **Yes**
- 57% **No**
- 13% **Don't know**

595 responses

[5]comScore. "Mobile Future in Focus," Mark Donovan, February 2013

Mobile Meets the Family

Forty-one percent of marketers say they haven't integrated their mobile marketing into their overall programs, and 12% say they don't know. Mobile integration will be foundational to marketing success in 2014, as mobile adoption grows and customers spend more time with mobile devices. To continue shepherding mobile integration efforts in the direction of success, recall that customers may do all of the following via mobile device: browsing products on your site, accessing customer service portals (like web contact forms and forums), emailing, engaging with social media, watching branded videos, downloading and exploring your app, receiving in-app alerts and push and SMS messages, and much more.

These activities must be designed with both mobile and desktop users in mind. Consider how you can make every brand interaction more mobile-intuitive in 2014.

Fortunately, of the 47% of marketers who did integrate mobile marketing into their overall program, 95% said the integration was at least somewhat effective (and 16% claimed it was extremely effective). So, it's worth the effort to learn your customers' mobile preferences and reach them on the channel they prefer, when they prefer it.

Effectiveness of Mobile Integration into Overall Marketing Programs
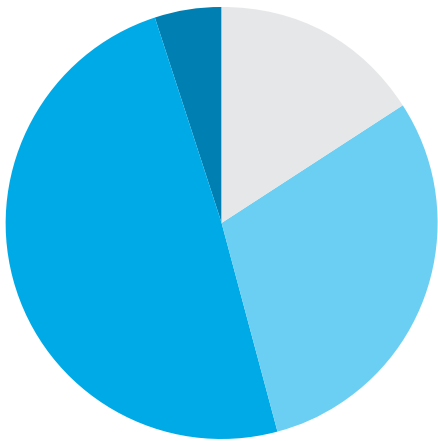
- ○ 16% **Extremely effective**
- ● 30% **Very effective**
- ● 49% **Somewhat effective**
- ● 5% **Not very effective**
- ○ 0% **Not at all effective**

280 responses

2014 Recommendations

No matter the size of your marketing team or programs, you need to decide what 2014 holds for your strategy. Use these recommendations to help lead the conversation in your business over the coming year:

Focus on customer engagement.

- Map your customer journey to understand at exactly what points your customers engage with you.
- Develop a plan around how you manage those engagement touchpoints and think through how you could improve each.

Develop a clear data strategy.

- Take inventory of the data you have today and the data you need to collect.
- Create a plan to collect that data over time and across multiple customer interactions—because asking for a lot of information at once can be a barrier to engagement.

Consider your channel options.

- Use this report to compare the channels you're using to the channels other marketers are using.
- Form a strategy around your presence on those channels—whether you flock to the most common channels or you choose to stand out by using an underutilized channel, like mobile.

Email

Evaluate your lifecycle campaigns.

- Take inventory of your programs across all four lifecycle stages—acquire, onboard, engage, and retain.
- Identify gaps across the lifecycle stages and implement campaigns to ensure that you have some form of engagement with your customers during each of these critical stages.

Roll out responsive design.

- Determine how many of your subscribers open your emails on a mobile device.
- If you have a substantial amount of mobile opens—like most marketers reported—put a responsive design plan into action right away.

Social

Start small.

- Evaluate the social media channels available and create a pros and cons list for each.
- Choose one or two channels to focus your efforts on first—then you can more easily scale successful strategies to other channels later on.

Hone in on clear objectives.

- Establish measurable goals to avoid feeling unsure of whether your social media efforts are performing.
- Add consistency to the list, and create metrics around how often you will post content, how quickly you'll respond to customer messages, etc.

Mobile

Don't ignore the importance of mobile.

- For most businesses, mobile is still a largely untapped opportunity—evaluate if mobile is right for your company.
- Use this report to see what pioneers in mobile are already doing and see if any of those strategies are relevant to your customers. And since mobile marketing is still in its infancy, don't be afraid to try out a few of your own ideas, too.

Integrate your mobile efforts.

- Map your broader marketing strategies alongside your mobile strategy to determine areas where the two can work together.
- Bringing your email and mobile efforts together can be one of the easiest ways to see an instant return and pilot the success of mobile integration.

Customer Journey

Take a deep look at how customers are currently experiencing your brand.

- Whether online or offline, and whether it's a function of marketing or another department entirely, examine and document the current brand experience your customers have at every touchpoint.
- Remember that these touchpoints transpire anywhere from call center to social media to brick-and-mortar and beyond.
- What are your gaps and areas for improvement? These should be addressed in your new activation plan to both establish the ideal customer journey and develop a strategy for incrementally getting there.

Personalization

Start communicating 1:1 with your customers.

- Collecting behavior-based data is the best way to start working toward high-quality personalized messages.
- Launch a more robust preference center to give customers the opportunity to voluntarily share the data they'd like to shape future messages.

Think about personalization beyond email.

- Today's marketers are unveiling personalized web experiences that reach far beyond email-only personalization to reach customers wherever they are.
- Begin working toward cross-channel personalization for social, mobile, and web if your email personalization is already top-tier.

Marketers experienced industry-affecting change in 2013, from the sale of Tumblr to Yahoo to Pinterest's announcement of sponsored pins and beyond. 2014 won't be any exception—agile marketers will lead 2014 and win customer attention in an ever-crowded marketplace. As Heraclitus said thousands of years ago, the only constant is change. Adapting to change is the one strategy that every digital marketer should adopt.

Survey Methodology and Demographics

The *2014 State of Marketing* survey was conducted online from October 24, 2013, until November 1, 2013. The survey was sent to more than 48,000 marketing professionals and a total of 2,651 marketers started the survey, with 1,959 surveys completed (74% completion rate). We show survey respondents' demographics here.

A note on methodology: Due to rounding, not all percentage totals equal 100%.

Total Number of Employees

- 21% **0-10 employees**
- 25% **11-99 employees**
- 21% **100-500 employees**
- 7% **501-1,000 employees**
- 11% **1,001-5,000 employees**
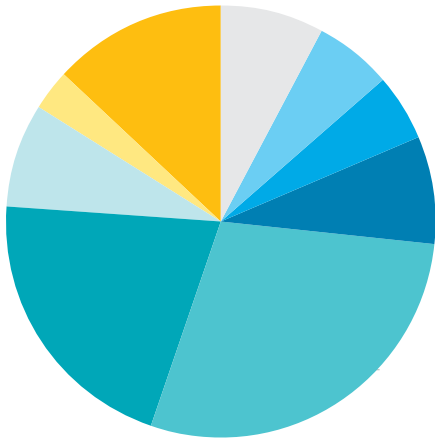- 15% **5,001+ employees**

2,651 responses

Industry

- 15% **Technology & Manufacturing**
- 11% **Agency**
- 10% **Retail & eCommerce**
- 10% **Financial Services**
- 10% **Services**
- 8% **Education & Non-Profit**
- 7% **Media & Entertainment**
- 6% **Healthcare**
- 3% **Travel & Hospitality**
- 2% **Telecommunications & Utilities**
- 1% **CPG**
- 17% **Other**

2,647 responses

Role

- 8% **Coordinator**
- 6% **Associate**
- 5% **Analyst**
- 8% **Designer/Developer**
- 29% **Manager**
- 21% **Director**
- 8% **VP**
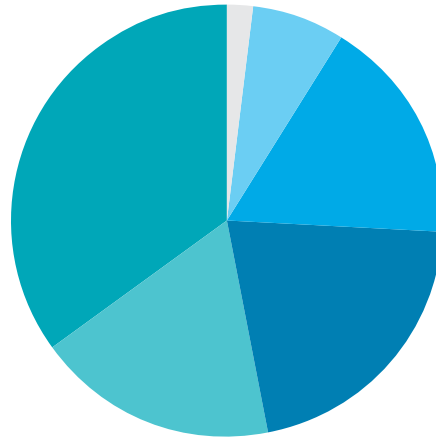- 3% **CMO**
- 13% **Other**

2,647 responses

Years of Experience

- 2% **Less than one year**
- 7% **1-2 years**
- 17% **3-5 years**
- 21% **6-10 years**
- 18% **11-15 years**
- 35% **15+ years**

2,649 responses

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