

Marketing Budget Optimisation: Key Metrics and Trends,
According to Specialists

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Abstract

The importance of marketing budget optimisation is undeniably growing. A survey by Gartner showed that marketing budgets increased to 12% of company revenue in 2016, from 11% in 2015 (Marketing Weekly News, 2016). Not only are marketing budgets increasing, but advancements in data collection and analytics deliver firms a whole new array of marketing information to interpret, opening new possibilities to marketing budget optimisation.

However, despite the growth in investment, most of the existing literature regarding the subject is still debating concepts and definitions (Gao, 2010), reducing its utility to managers that seek streamlined and practical information to apply to their companies. This leads to the objective of this dissertation, which is to gather and analyse the opinions of marketing specialists regarding key metrics and trends related to marketing budget optimisation, according to the type of company.

Through a Real-Time Delphi methodology used to gather the opinions of specialists on the matter, this dissertation came to several interesting conclusions. The main conclusion is that the topic of marketing budget optimisation is non-consensual, due to its complexity and scope. This means that the type of company alone was not enough to reach a consensual conclusion among specialists, as other criteria such as the market that the company operates in, its competition, product lifecycle, and objectives are also considered crucial.

Despite these shortcomings, several key metrics were identified according to the chosen types of company, and trends were identified in marketing budget optimisation such as programmatic marketing, earned media, and marketing automation.

Keywords: Marketing Budget Optimisation, Real-Time Delphi, Marketing Metrics, Marketing Trends

JEL Classification System: M31 Marketing, M37 Advertisement

Resumo

A importância da otimização do orçamento de marketing está indubitavelmente a crescer. Um estudo da Gartner mostrou que os orçamentos de marketing aumentaram de 11% das receitas das empresas em 2015, para 12% em 2016 (Marketing Weekly News, 2016). A juntar a isto, os avanços na recolha de dados dão às empresas todo um novo conjunto de informação, abrindo as portas à otimização do orçamento de marketing.

Contudo, apesar do crescimento em investimento, a literatura atual ainda debate conceitos e definições (Gao, 2010), reduzindo a sua utilidade para os gestores que procuram informação mais prática para aplicarem nas suas empresas. Isto leva-nos ao objetivo desta dissertação, recolher e analisar as opiniões dos especialistas de marketing relativamente às métricas e tendências da otimização do orçamento de marketing de acordo com o tipo de empresa.

Através de uma metodologia Real-Time Delphi para recolher as opiniões dos especialistas, esta dissertação chegou a várias conclusões interessantes. A principal conclusão é que o tema é não-consensual, devido à sua complexidade e extensão. O tipo de empresa não foi suficiente para chegar a uma conclusão consensual entre os especialistas, pois outros critérios como o mercado, competição, ciclo de vida do produto e objetivos também foram considerados cruciais.

De qualquer modo, várias métricas-chave foram identificadas de acordo com o tipo de empresa escolhido e identificaram-se tendências na otimização do orçamento de marketing como o marketing programático, *earned media* e automação do marketing.

Palavras-Chave: Otimização do Orçamento de Marketing, Real-Time Delphi, Métricas do Marketing, Tendências do Marketing

JEL Classification System: M31 Marketing, M37 Advertisement

Index

1. Introduction.....	1
1.1. Actuality and Trends of the Marketing Budget.....	1
1.2. Research Problem and Objectives.....	2
1.3. Structure	3
2. Literature Review.....	4
2.1. Definition and Evolution of Marketing Budget Optimisation	4
2.1.1. Definition of Budget.....	4
2.1.2. Definition of Marketing Budget	5
2.1.3. Definition of Marketing Budget Optimisation	5
2.1.4. Historical Forms of the Marketing Budget.....	6
2.2. Marketing Metrics	6
2.2.1. Definition of Metric and the Role of Marketing Metrics	6
2.2.2. Key Marketing Metrics.....	7
2.3. Models of Optimisation.....	9
2.3.1. Mathematical Models of Marketing Budget Optimisation.....	10
2.3.2. Programmatic Marketing and Attribution Modelling.....	11
2.3.3. The Customer Journey.....	12
2.3.4. The Sales Funnel	18
3. Methodology	21
3.1. Exploratory Interviews.....	21
3.2. Research Questions	22
3.3. Delphi Method.....	23
3.4. Real-Time Delphi Method	24
3.5. Research Platform “eDelphi”	25
3.6. Sample and Survey Process	27

4. Analysis of Results	28
4.1. Relationship between marketing budget optimisation and the type of company.....	28
4.2. Relationship between metrics for marketing budget optimisation and the type of company	30
4.3. Relationship between the focus of marketing budget optimisation and the type of company	38
4.4. Non-controlled communication of companies and its challenges for marketing budget optimisation.....	43
4.5. Contribution of new technologies to marketing budget optimisation.....	46
5. Conclusion	48
5.1. Summary of Results	48
5.2. Theoretical Implications.....	50
5.3. Managerial Implications.....	50
5.4. Research Limitations.....	52
5.5. Suggestions for Future Research.....	52
6. References.....	53
7. Annexes.....	57
Annex 1: Key Marketing Metrics Developed	57
Metrics According to Sales Objectives	57
Metrics According to Rentability Objectives	59
Metrics According to Product, Price, and Distribution Objectives	61
Metrics According to Offline Communication Objectives.....	63
Metrics According to Online Communication Objectives	64
Annex 2: Questionnaire as seen on the eDelphi platform.....	67
Annex 3: Results given by the eDelphi platform	71

Figure Index

Figure 1: A dynamic, expanded consumer decision journey by Batra and Keller (2016).....	14
Figure 2: The sales funnel by Bendle <i>et al.</i> (2017).....	19
Figure 3: Example of a question, as seen by the respondent, in the eDelphi platform.....	26
Figure 4: The best practices of marketing budget optimisation are related with the type of company.....	29
Figure 5: The metrics presented in question 2 are the most adequate for digital B2C start-ups.	31
Figure 6: The metrics presented in question 4 are the most adequate for digital other companies with digital sales.	32
Figure 7: The metrics presented in question 6 are the most adequate for companies with a well-defined sales cycle.	34
Figure 8: The metrics presented in question 8 are the most adequate for traditional companies.	35
Figure 9: The different social networks will converge in the time of 5 years to the utilisation of the same type of metrics.	36
Figure 10: For B2C digital start-ups, one should act on the different touchpoints of the customer journey to maximise shares/recommendations.	38
Figure 11: In the case of companies with digital sales, marketing budget optimisation is mostly about process improvement, to improve customer capture, experience and loyalty.	40
Figure 12: Tools such as HubSpot are the future of marketing optimisation in firms with a well-defined sales cycle.	41
Figure 13: Offline and online compatibilization is the solution of marketing budget optimisation for traditional companies.	42
Figure 14: Non-controlled communication by companies creates new challenges for marketing measurement.	44
Figure 15: The probability of this reality of earned media growing over the next 5 years, creating new challenges for brands.....	45
Figure 16: New technologies such as programmatic marketing, will tend to be used by most brands in the next 5 years.....	47
Figure 17: Example of an online newspaper visitor by Bendle <i>et al.</i> (2017).	64
Figure 18: Example of the order acquisition process by Bendle <i>et al.</i> (2017).....	65

Table Index

Table 1: Metrics according to sales objectives.	8
Table 2: Metrics according to rentability objectives.....	8
Table 3: Metrics according to product, price, and distribution objectives.....	8
Table 4: Metrics according to offline communication.....	9
Table 5: Metrics according to online communication objectives.	9
Table 6: Comparison between customer journeys and consumer decision-marking models by Wolny and Charoensuksai (2014).....	12
Table 7: Channel usage at different buying stages in cosmetics shopping by Wolny and Charoensuksai (2014).	13
Table 8: “Bottom-Up” model by Batra and Keller (2016).	15

1. Introduction

Before the analysis of concepts through the review of existing literature, a brief contextualisation of the topic of this dissertation is crucial to its understanding. This introduction begins, therefore, with an analysis of the current environment surrounding the marketing budget and its trends, followed by a statement of proposed objectives for this dissertation and an explanation of its structure.

1.1. Actuality and Trends of the Marketing Budget

Marketing budgets are growing in importance and, consequently, in investment. A survey by Gartner that included responses from 377 marketers, from companies with over \$250 million in annual revenues in the United States and the United Kingdom, showed that marketing budgets increased to 12% of company revenue in 2016, from 11% in 2015 (Marketing Weekly News, 2016).

The top three categories of marketing spending in 2016 identified in Gartner's survey were web, digital commerce and digital advertising – illustrating how critical digital marketing has become. Technology has changed the location of media consumption through reductions in production costs, improved targeting, personalisation, and accountability. This affected the marketing budget, which gravitates to where its audience is (James, 2016).

Offline advertising budgets are making way for e-mail and other digital marketing channels. StrongView's annual marketing survey of 2015, with 400 responses from leaders at global brands, found that 54% of brands intended to increase their investment in e-mail marketing, versus 46% in 2014 (Business Wire, 2014). Target Marketing's "2015 Media Usage Survey" noted that search engine marketing (SEM) and search engine optimisation (SEO) continue to be high priorities in media spending. 61% of respondents planned to increase their social media investments in 2015 and 45% of these respondents also planned to increase their investment in mobile marketing. (McGuee & Zimmerman, 2015).

The nature of marketing has shifted towards multichannel, cross media marketing. Marketers not only have to consider the traditional platforms of communications such as TV, radio and print, but also the recent rising mediums such as online platforms and mobile. Advances in data collection and analytics may allow firms access to a whole new level of information but add more time and resource requirements to the marketing management process. Firms are spending more on their marketing budgets and changing how they spend it,

but the overabundance of mediums and available information raises problems in an almost equal measure of opportunities, making an efficient marketing budget a necessity.

1.2. Research Problem and Objectives

The subject of marketing budget optimisation is quite ample. One cannot deny the relevance of the topic nowadays, as researchers have stated that the inability of marketing to demonstrate its contribution to firm performance has weakened its standing with firms (Ambler & Roberts, 2008; O'Sullivan & Abela, 2007; Stewart, 2008). As such, marketing performance has been regularly studied, as seen in Gao's (2010) "Measuring Marketing Performance: A Review and A Framework" which compiles and assesses several researches related to the topic of marketing performance.

However, while the subject of marketing performance is deep in empirical literature, most managers are unaware of what frameworks are on top of the marketing performance and budget optimisation discussion by the academia. There is a gap between what academics focus on researching and what managers actually implement in their businesses, as most researchers are still trying to achieve a consensus regarding definitions related to marketing performance (Gao, 2010) and not as focused on the practical necessities of a manager. There have been some mathematical approaches to optimisation that have been mostly directed to firms' marketing managers, as it will be shown *Chapter 2.3.1. Mathematical Models of Optimisation*, but these are oftentimes too complicated to implement.

The research problem is, therefore, the lack of practical information from a managerial standpoint on how to set and allocate a marketing budget for specific company types, when considering that many managers still often rely on trial-and-error to define their budget. This problem leads to the main objective of this dissertation, which is to gather and analyse the opinions of marketing specialists regarding key metrics and trends related to marketing budget optimisation, using the language and tools that managers understand and, consequently, use. More succinctly, this dissertation proposes to:

- Understand how companies examine their marketing spending and return on investment using metrics;
- Gather the insight of marketing experts regarding the trends of marketing budget optimisation, and their opinion on the future of the subject.

1.3. Structure

This dissertation is divided into five chapters, which compose its main body, followed by three annexes.

Following the first chapter, in which this structure is inserted, the second chapter expands the theoretical basis of the dissertation through a literature review. Topics such as marketing budget optimisation, marketing metrics, and models of optimisation are analysed and summarised according to their relevance to the achievement of the previously stated objectives.

The third chapter, which contains the methodology, offers a contextualisation of how the utilised research tool was chosen, as well as its questionnaire came to be, using existing literature and exploratory interviews with marketing specialists.

The fourth chapter assembles an analysis of the results that were gathered through the utilised research tool. The analysis is done by studying each question that composes the questionnaire, according to their respective topic of marketing budget optimisation.

Finally, the fifth and final chapter of the main body, the conclusion, is done by recapping the obtained results, stating its academical and managerial implications, and explaining the consequential research limitations and suggestions for future research.

2. Literature Review

On this stage of the dissertation, a review of the existing literature will be done to develop the most relevant subjects. These are: definition of budget, marketing budget, and marketing budget optimisation; a brief historical contextualisation of the marketing budget and the differences to today's budgets; analysis of marketing metrics as a fundamental instrument in the evaluation of the company's performance and objectives; review of the relevant mathematical models of marketing budget optimisation; and finally, an analysis of the sales funnel and the customer journey as tools of marketing.

2.1. Definition and Evolution of Marketing Budget Optimisation

In the first chapter of the literature review, the core definitions surrounding marketing budget optimisation will be established. Under the existing literature, the following will be analysed: the definition of budget (as a general term), the definition of marketing budget, and the definition of marketing budget optimisation. Finally, which elements have composed the marketing budget throughout the years will be briefly determined.

2.1.1. Definition of Budget

A budget is a detailed plan outlining the acquisition and use of financial and other resources over some given time period (Abratt *et al.*, 1994). It moves the organization from an informal reaction method of management to a formal controlled method of management (Morse *et al.*, 1984) and can also act as a motivator and communicator, as well as for functional coordination and performance evaluation (Dominiak and Louderback, 1988; Wolk *et al.*, 1988).

According to Anthony *et al.* (1992) there are four uses of a budget. First, to fine tune the strategic plan; second, to help coordinate the activities of the several parts of the organization; third, to assign responsibilities to managers; and finally, to obtain commitment that is a basis for evaluating a manager's actual performance.

Garrison (1988) enumerates four major advantages of budgeting. First, it gives planning top priority; second, it provides managers with a way to finalise their planning efforts; third, it overcomes potential bottlenecks before they occur; and last, it coordinates the activities of the entire organization by integrating the plans and objectives of the various parts.

2.1.2. Definition of Marketing Budget

Kluyver and Pessemier (1986) claim that marketing budgets are prepared for two principal purposes: planning and control; and its principal purpose is to facilitate the implementation of the marketing strategy.

The authors further develop the concept by stating that it serves to harmonize the company's strategy with its organization, management and personnel, and with the tasks that need to be performed to implement a chosen strategy. The budgeting process forms a bridge between the formulation of marketing strategy and its implementation, by providing a coherent set of period-oriented operational guidelines for action. The expected result of the marketing budget is to get as much return on investment as possible from the marketing plan (Caragher, 2007).

Nowadays, one of the most important areas of marketing is setting and allocation of marketing budgets. The aim of budget setting is to find the optimal budget that should be assigned to all activities and the aim of budget allocation, the process that follows budget setting, is to determine the best allocation of budgets to these activities (Koosha and Albadvi, 2015). Proper allocation of the marketing budget can avoid the waste of resources and lead to a more efficient budgeting operation (Huang, 2012), as firms are looking for optimal allocation of marketing resources to customer segments, in order to maximise total profits (Albadvi and Koosha, 2011).

2.1.3. Definition of Marketing Budget Optimisation

According to Ratner (2004), optimisation is central to the decision-making process in business and involves selecting the best condition, or most favourable, within a given environment. In mathematic terms, he claims that to distinguish among available choices, an objective function must be determined. The choice that corresponds to the extreme value of the objective function is the best alternative and therefore, the solution to the problem. Perret's (2007) approach to the definition is also mathematical, as stated that it "(...) operates by optimising a target variable given a range of constraints" since in most firms, the item to be optimised will be some kind of value measure.

Marketing budget optimisation is, therefore, the process of setting and allocating the optimal marketing budget which will provide the best value for money and should, theoretically, deliver an optimal return on investment.

2.1.4. Historical Forms of the Marketing Budget

When looking at the elements that comprised a marketing budget at the turn of the millennium, compared to the present, a drastic change in communication channels is clearly noticeable. Batra and Keller (2016) say that previously, marketers had a small array of communication modalities at their disposal to try to accomplish their brand communication objectives. They could use television ads, radio and outdoor ads, print ads; they could focus on public relations, offer coupons and use newsletters and catalogues.

The authors continue their comparison by stating that today, in addition to those traditional channels, a brand can reach “(...) a large number of consumers through mass or targeted Facebook ads, banner or display ads on thousands of websites, or paid and organic search ads. It can use its own website, third party websites, and bloggers to provide persuasive content to create brand preference; offer short-term promotions through tweets and targeted e-coupons; and create online brand communities through its own and social media-type web properties”. Available media-usage data by the second allow for micro and dynamic segmentation, and targeting, as consumers are no longer passively receiving brand information but are, instead, actively seek it when needed through search engines, mobile browsers, blogs and websites.

The customer’s journey to a purchase is also quite different today due these advancements in technology as it is often shorter in length, less hierarchical, and more complex (Court *et al.* 2009).

2.2. Marketing Metrics

In the second point of the literature review, a review of the key marketing metrics and their importance to the performance of marketing budget optimisation will be done. First, the definition of metric and marketing metrics will be established, as well as their role in organisations. Finally, a compilation of the most important marketing metrics to the objectives of this dissertation will be done to facilitate the comprehension of the research tool and consequential conclusions.

2.2.1. Definition of Metric and the Role of Marketing Metrics

According to Bendle’s *et al.* (2017) in *Key Marketing Metrics*, “A metric is a measuring system that qualifies a trend, dynamic or characteristic. (...) in virtually all disciplines, practitioners use metrics to explain phenomena, diagnose causes, share findings and project the results of future events.” When putting the definition into practical terms, they state that in the worlds of

science, business and government, metrics encourage rigour and objectivity, make it possible to compare observations across regions and time periods, and facilitate understanding and collaboration.

Kerzner (2011) describes the metric as a numerical measure which represents a segment of business data in a specific area – a measurable indicator to improve quality level, quantity or financial categories. Ambler (2000) defends that ‘metric’ is a performance measure that matters to the whole business and should be necessary, precise, consistent and sufficient (i.e. comprehensive) for review purposes.

In the context of management, Bendle *et al.* (2017) state that metrics allow managers to quantify market opportunities and competitive threats, justify the risks and financial returns of their decisions, evaluate plans and performance and identify which where improvements can be made. In the context of marketing, marketers should be able to quantify the addressable markets through the value of products, customers and distribution channels. They must also measure new opportunities and the required investment to realise them.

Finally, the Marketing Science Institute (2004) defines marketing metrics, specifically, as “(...) the performance indicators top management use (or should use) to track and assess the progress – specifically the marketing performance – of a business or business unit.”

2.2.2. Key Marketing Metrics

Using Bendle’s *et al.* (2017) *Key Marketing Metrics*, a compilation of the key marketing metrics that serve the objectives of this dissertation is done in this chapter. Their definitions and corresponding formulas are developed on [Annex 1: Key Marketing Metrics Developed](#) and are divided according to their relationship with Sales Objectives, Rentability Objectives and Marketing Mix Objectives.

According to Sales Objectives: Sales objectives allow a competitiveness analysis, brand and category evaluation, and the measuring of the dedication and use of new and existing customers. In table 1, the corresponding metrics were divided into three objectives: growth of sales, growth of sales within existing customers and growth of the number of customers.

Table 1: Metrics according to sales objectives.

Growth of Sales	Growth of Sales within Existing Customers	Growth of the Number of Clients
Unit market share	Share of wallet	Penetration
Revenue market share	Heavy usage index	
Relative market share		
Market concentration		
Brand development index (BDI)		
Category development index (CDI)		

According to Rentability Objectives: Rentability objectives are related with margins and return on investment. These are presented in table 2.

Table 2: Metrics according to rentability objectives.

Margin	Channel margins	Marketing spending
Break-even and contribution	Customer profit	Customer lifetime value
Net profit and return on sales (ROS)	Return on investment (ROI)	Return on marketing investment (ROMI)

According to Product, Price, and Distribution Objectives: Metrics that evaluate these elements grant a deeper understanding of the marketing mix, going from product performance whether for new and for existing products, to pricing strategies, and the effectiveness of distribution. The metrics composing these elements of the marketing mix are seen in table 3.

Table 3: Metrics according to product, price, and distribution objectives.

Product	Price	Distribution
Trial rate	Average price per unit and price per statistical unit	Numeric distribution
Repeat rate	Price premium	Weighted distribution
Penetration		
Projection of sales		
Growth rate: percentage and CAGR		

According to Offline Communication Objectives: Going further into the marketing mix, promotion was divided into two parts: offline and online communication. Through metrics for offline communication it is possible to understand how many individuals are exposed to a campaign, the frequency of exposure to the promotion, and the cost of impressions. These are presented in table 4.

Table 4: Metrics according to offline communication.

Impressions	Gross rating points (GRPs)
Cost per thousand impressions (CPM)	Share of voice

According to Online Communication Objectives: Finally, with the rise of the internet, metrics according to offline communication have transformed to fulfil the purposes of online communication. The metrics in this section are divided into five parts: traffic, e-commerce, social networks, mobile devices and e-mail, as can be seen in table 5.

Table 5: Metrics according to online communication objectives.

Traffic	Ecommerce	Social Networks	Mobile Devices	Email
Impressions	Cost per impression	Friends/followers/supporters	Average revenue per user	E-mail opening rate
Pageviews	Cost per click	Likes	Average duration per session	E-mail unsubscription rate
Click-through rate	Cost per order			E-mail rejection rate
Visits and visitors	Search engines			
	Conversion rate			

2.3. Models of Optimisation

In the final section of the literature review, several models of optimisation will be analysed regarding their purpose in marketing. The first part, mathematical models of optimisation, will look at the models that were specifically developed, as their name implies, to optimise the marketing budget. Programmatic marketing will also be given a focus as an increasingly popular tool in digital marketing, regarding its performance and budget optimisation.

Afterwards, the focus will shift to widespread models of marketing that serve a greater number of uses in the discipline, with marketing budget optimisation being one of them. These are: the customer journey and, finally, the sales funnel.

2.3.1. Mathematical Models of Marketing Budget Optimisation

In 1986, Kluyver and Pessemier stated that a marketing budget "... requires that a complete strategy statement is available before an effective budget can be drawn up". Great importance was given to the development of a good strategy statement by listing four minimums: first, clear marketing objectives; second, a description of the market segments served and the company's desired positioning within each of these segments; third, a broad outline of a marketing program describing basic decisions on the various elements of the marketing mix; and finally, a five-year pro-forma statement.

The relationship between strategy and marketing budget triggered the birth of model-based approaches to marketing budget optimisation. Chakravarti *et al.* (1981) noted that "While model-based approaches have great potential for improving decision making in these situations, it is also difficult to construct and operationalize valid models of these environments. The models tend to be either too simple so they are not valid representations of the real world or so complex that the manager does not understand the models and, consequently, does not use them". These problems are still relevant in the modern business environment, with managers opting for simple rules of thumb for their marketing budgets such as "percentage-of-sales", "objective-and-task" and "affordability" methods instead of more complicated modelling solutions (Fischer *et al.*, 2012).

Despite the avoidance of complicated solutions by managers, mathematical optimisation models have been developed throughout the years in an attempt to make marketing budget decisions fact based, rather than intuitive. Ratner (2004) used the machine learning method of neural networks as a form of optimisation to develop the GenIQ Model, which consists of the recombination of several models using their relevant parts for the solution of the optimisation problem. Perret (2007) demonstrates the impact of different propensity models within a service business to improve the performance of direct marketing, by providing evidence of significant performance gains without any change to the business process. Albadvi and Koosha (2011) used a mathematical programming model which employs customer equity as an objective function to allocate marketing budgets, proving their approach to be more reliable in uncertain situations than deterministic models. Rowson *et al.* (2012) attempted a solution to the budget

allocation problem using a decision support system that they developed using integer linear program techniques. Fischer *et al.* (2012), using an excel-based decision support model, determine optimal marketing budgets for multi-product, multi-country firms and proved its reliability with a successful implementation at Bayer, one of the world's largest pharmaceuticals.

These solutions were proved to be effective, with positive results in their respective case-studies, but the previously mentioned problem is still prevalent: they are too complicated for an inexperienced user which throws most managers away from implementing them in their optimisation efforts.

2.3.2. Programmatic Marketing and Attribution Modelling

“Programmatic marketing is automated bidding on advertising inventory in real-time, for the opportunity to show an ad to a specific costumer, in a specific context” (Allen, 2016). In simpler terms, when a person clicks on a webpage that has an advertising space configured for programmatic advertising, the publisher of the page runs an auction among advertisers that are interested in displaying their ad. The advertiser that is willing to bid the most for its ad to be displayed, wins the auction and the ad is placed on the page. Since the process is automated and the maximum price to bid as already been established by the advertisers, the auction is completed in the milliseconds that it takes the page to load.

Busch (2016) defines programmatic marketing as a more intensive use of data, technology and artificial intelligence with the common goal of boosting marketing efficiency in real time. The author further expands that the growth of programmatic marketing means that the user becomes more important: instead of individual campaigns, continuous and targeted marketing programs are becoming increasingly popular.

According to the monography by Sharma (2016), “Attribution modelling is the process of understanding and assigning credit to marketing channels which eventually lead to conversions (goal conversions and/or e-commerce transactions). These marketing channels are primarily digital marketing channels (e.g. paid search, organic search, e-mail marketing, direct traffic, referral traffic, display advertising, etc.) but can also include offline touchpoints (e.g. store visits, phone calls, etc.)”

He defends that the appeal lies on understanding and finding the optimal mix of digital marketing channels by using attribution models to measure and understand the impact of digital marketing touchpoints in a conversion path; without forgetting that no marketing activity

should be purely online, nor offline, since customers often go back and forth between the two depending on the stage on their purchase path, the type of product, the value of the purchase or their familiarity with technology. Attribution modelling does not require an advanced understanding of statistics but requires a deep understanding of Google Analytics and its intricacies. Despite being easier to understand than previously mentioned complex mathematical models, managers that wish to apply it still must dedicate time to fully understand the modelling process.

2.3.3. The Customer Journey

According to Clark (2013), a customer journey can be defined as a “(...) description of customer experience where different touchpoints characterise customers’ interactions with a brand, product, or service of interest.” Due to the multiplicity of touchpoints, physical and digital, the customer journey model increased its diffusion considerably throughout organizations worldwide, as can be seen by the multiple conferences and seminars that are held every year.

The customer journey originated from the widely known consumer buying process model by Engel *et al.* (1978), which consists of five stages that the consumer is expected to go through the buying process: need recognition; information searches; alternative evaluation; purchase; post-purchase. The main differences between customer journeys and decision-making models such as Engel’s is explained by Wolny and Charoensuksai (2014) in table 6:

Table 6: Comparison between customer journeys and consumer decision-marking models by Wolny and Charoensuksai (2014).

Customer Journeys	Decision-Making Models
Involve every touchpoint and channel customers engage with in a shopping journey.	Hierarchical stages customers go through to reach a purchase decision.
Non-linear structure.	Linear structure.
Reflect cognitive, emotional, and behavioural drives.	Reflect cognitive drives.

Wolny and Charoensuksai (2014) also developed their own customer journey model (table 7), in which they describe the observed stages of the journey and pinpoint the channel usage in

each of them, to exemplify the flexibility of a journey compared to a decision-making model and bring it up to date with the recent media and distribution channels.

Table 7: Channel usage at different buying stages in cosmetics shopping by Wolny and Charoensuksai (2014).

Observed stages	Description	Primary channel used
Orientation/ inspiration/ horizon scanning	At this stage, consumers do not think of themselves as shopping. They are consciously or unconsciously scanning the marketplace and referring to their own previous experience.	Friends, bloggers, product reviews, videos, magazines, product display (in-store and online), prior experience.
Information search	Consumers have intention to shop and search for information prior to shopping. They try to get directed information from product reviews, rating and swatches.	Blogs, videos, review sites and friends.
Evaluation	Consumers narrow down the choice of purchase and search more information on price, physical attributes, availability and purchase channels. Trying product in-store and browsing product online are widely reported at this stage.	Physical store, online store, mobile channel, as well as friends, social media for confirmation.
Purchase	At this stage, consumers make a decision regarding final purchase. Physical store was the most preferred point of purchase for cosmetics, followed by online store.	Physical store or online store.
Post-purchase	Consumers tend to share their shopping experience through word of mouth (WOM).	Friends and/or social media.

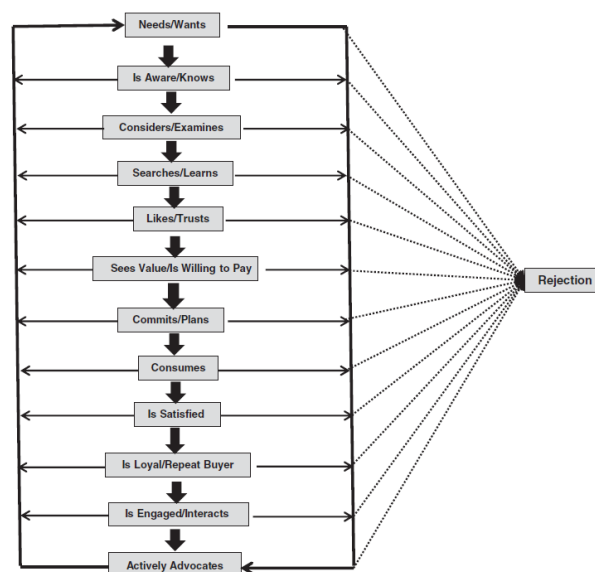
It should be noted that the channels being used in these, more recent approaches, consist of a mix of media types – no longer are the channels completely owned or bought by companies, as marketers are forced to recognise the power that lies beyond what is considered “traditional paid media”. Paid media includes traditional advertising, as the company pays for a space or for a third party to promote its products, such as television commercials, magazine and

newspaper ads, and search engine marketing. Owned media consists of properties or channels that the company owns and uses for marketing purposes, such as catalogues, websites and retail stores. Finally, and not less important in the customer journey, is earned media. This type of media is generated when the “(...) quality or uniqueness of a company’s products and content compel consumers to promote the company at no cost to itself through external or their own [social] media” (Edelman and Salsberg, 2010).

Batra and Keller (2016) developed a similar approach to the optimisation of media channels according to the purchase stages. They began by studying the work of researchers from McKinsey & Company (Court *et al.* 2009) who developed their own “consumer decision journey circle” in which consumers begin by “(...) considering a preliminary set of brands to form an initial consideration set, modify this consideration set (often adding more brands) as they gather and evaluate more brand information, select a brand (at the moment of purchase), and then utilise their post-purchase experiences to shape their next decision”.

From this model, Batra and Keller (2016) note that while consumers interact with many more media types, and do so in more nonlinear and circular ways, they still go through a sequence of stages, as seen in figure 1. This study showed that brand owners have, nowadays, a much bigger challenge of allocating budgets and managing time across a wider range of touchpoints that occur in the customer decision journey. These broader touchpoints also go beyond brand advertising, which is generally referred to as “paid media” (or “owned media” where the firm does not have to pay directly), to include “earned media” such as editorial coverage and word of mouth (Stephen and Galak, 2012).

Figure 1: A dynamic, expanded consumer decision journey by Batra and Keller (2016).



The authors defend that “Each of these steps puts the consumer in a particular information-processing state of mind, which makes any one media type more or less appropriate for deployment by the brand to satisfy that consumer’s information needs and ensure movement to the next stage”. The tendency is to move away from linear, decision-making models and use non-linear customer journeys that follow the costumer’s cognitive, emotional and behavioural drives and allow managers to apply integrated marketing communications to stimulate the buying process. Finally, the model named “Bottom-Up” (table 8), is the culmination of their analysis, in which they take their previously developed stages and assign the best media channels for it.

Table 8: “Bottom-Up” model by Batra and Keller (2016).

Observed stages	Description	Optimal media channels
Needs/Wants	Feel a need or want for the overall category for which the brand is a part.	Location-targeted mobile apps and ads, paid search ads triggered by proximate search keywords, third-party websites and blogs.
Is Aware/Knows	Recall the brands they associate with meeting that category-level need.	Paid search ads, display and banner ads, targeted Facebook posts and paid ads, retweets, location targeted mobile apps and ads, advertising in traditional media, targeted events, sponsorships, third-party websites, blogs and owned websites.
Considers/Examines	Further evaluate a smaller subset of those brands not only with respect to performance quality but also about their trustworthiness.	Brand or third-party websites, online and offline inquiries, visits to the retailer to speak with the salesperson.
Searches/Learns		
Likes/Trusts	Develop a preference and make a tentative choice.	Third-party testing, endorsements, testimonials, friends (social media and WOM), perceived experts or celebrities, owned, earned and shared media.

Marketing Budget Optimisation: Key Metrics and Trends

Sees Value/Is Willing to Pay	Decide how much they are willing to pay for the preferred brand.	TV ads, prestigious events, celebrities, YouTube brand videos, Facebook.
Commits/Plans	Take the action step of trial or purchase.	Paid media, owned media and/or earned media, trade partners, co-op advertising and linked-to-retailers' websites.
Consumes	Form an assessment of post-consumption satisfaction with the brand, which determines repurchase intentions and loyalty; and hopefully, over time.	
Is Satisfied	Increase their usage amount or purchase frequency.	Direct mail, e-mail, outbound telemarketing, traditional media ads, banner and display ads, social media reinforcement, Facebook and Twitter direct communication.
Is Loyal/Repeat Buyer		
Is Engaged/Interacts	Engage in post-purchase interactions with the brand.	Twitter hashtag events, Facebook, online and offline brand communities, voting-type contests.
Actively Advocates	Become a loyal and willing advocate for it.	

Another approach to the customer journey are the six moments of truth, which Sharma (2016) states that “In the context of marketing, the moment of truth refers to the experience customers have when interacting with any aspect of your brand, product, service or marketing. The moment of truth can be positive, average or negative depending upon the nature of the customer’s interactions with your brand. In order to truly understand your customer’s purchase journey, you first need to understand these moments of truth.” He describes these moments of truth as:

- **Stimulus** is what triggers the customer into buying mode, and the moment which occurs when a potential customer is first exposed to a brand via an ad or a piece of content such as a blog, infographic, video or podcast. The first interacting marketing channels in Google Analytics can be considered sources of stimulus such as organic searches in Google, direct traffic, LinkedIn referrals, among others.

- **Establishing the decision criteria framework** can be quickly established for products that require a lot of consideration and evaluation before a purchase is made. For example, people do not buy a new car very often, therefore they need to do a lot of research just to determine the ideal specifications of their new car. Once the specifications have been determined, they have determined their decision criteria framework.

- **Zero Moment of Truth** is defined as the moment which occurs after a customer has been exposed to a brand, but before a purchase is made. It is the moment when the customer does research and makes a decision about buying your product. During ZMOT, customers usually go back and forth between various digital and non-digital channels to make an informed decision. Sources are online searches (both paid and organic), word of mouth, comparison shopping websites, product review websites, coupon websites, offers and special deals websites, loyalty, rebate and cashback websites, affiliate websites, and offline marketing channels (physical stores, sales people, billboards, magazine ads, TV ads, radio ads, newspaper ads, brochures, leaflets).

- **First Moment of Truth** refers to the moment which occurs when a customer encounters a product on a website or on the self of a physical store, before making a purchase. In the context of online marketing, website landing pages and product descriptions play an important role in shaping a customer's first moment of truth.

- **Second Moment of Truth** is the moment which occurs after a customer has made a purchase and started to use the product. It is the customer's experience and satisfaction with the product which can be won over by providing a memorable user experience and after sales service.

- **Third Moment of Truth** occurs after a product has been purchased and used. During this moment customers give feedback to the business in the way of reviews, ratings and word of mouth publicity. During this process, a customer can either become a brand advocate or a brand adversary, depending upon their experience with the product and the after-sale service provided.

2.3.4. The Sales Funnel

Patterson (2007) argues that Marketing and Sales are two sides of the same coin since both are responsible for generating revenue to the company. Alignment between the two is essential to increase the chances of increasing revenue, but many times marketing people in organizations accuse salesmen of not following up on leads and refusing to track them through the sales cycle. She also states that this problem is aggravated by a longer and more complex sales cycle, as shown by a research conducted by CSO Insights and IDC.

A sales funnel is, therefore, a way to track potential customers through the sales process. Most companies have many deals progressing at the same time and at different steps, raising several problems to the management of the sales force, which makes the sales funnel a powerful tool in optimising the sales process. It helps assess the health and balance of projected sales by providing information on the following (Davies, 2010): the progress of each customer through the sales process; the value of the opportunity associated with a customer; how long customers are taking to move down the funnel; how many customers are at each step; and projected revenue forecasts for cash flow statements.

Miller (2006), divides the funnel in three areas: at the bottom are the deals that are nearest to being closed; in the middle are other prospects in the works; and above the funnel are numerous promising leads that need further investigation. Each of the three areas require different activities, with the bottom having obstacles to closing the deals that need to be removed, the middle requiring important background work and the top needing the leads to be screened to identify which should be pursued. Miller (2006) also notes: “Ask any executive, including those in sales, how to prioritize the three types of activities and the answer is likely to be that the funnel should generally be worked from the bottom up”. This is problematic and the fundamental cause of the sales cycle volatility. By not generating any new leads, salespeople start to realise that they are in trouble as the funnel is drying up, which results in panic and a flurry of activity.

This led to greater importance given to the different stages of the sales funnel and, as a result, a recent approach (figure 2) divides it into four stages (Bendle *et al.*, 2017):

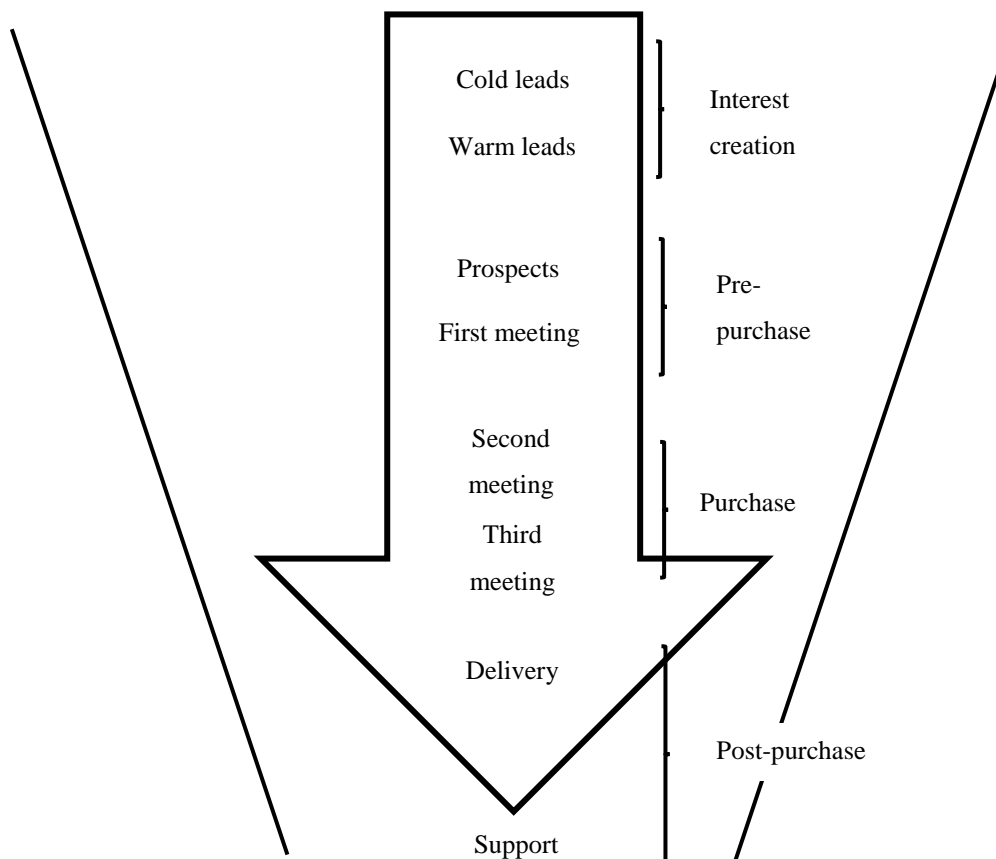
- 1. Interest creation:** implies building product awareness through trade shows, direct mail and advertising. In the course of interest creation, salespeople can also generate leads. That is, they can identify targets to add to their pool of potential customers. Two main classifications of leads include cold leads, that have not specifically expressed interest, and warm leads, that are expected to be responsive.

2. Pre-purchase: involves identifying prospects form among cold and warm leads. A prospect is a potential customer who has been identified as a likely buyer. Salespeople make this distinction through initial meetings with leads, in which they explain product features and benefits, and cooperate in problem solving with the customer. The desired result of such an early-stage meeting is not a sale but rather the identification of a prospect and the scheduling of another meeting.

3. Purchase: after prospects are identified and agree to additional calls, salespeople engage in second and third meetings with them. It is in these sessions that traditional “selling” takes place. Salespeople will engage in persuading, negotiating and/or bidding. If a purchase is agreed upon, a salesperson can close the deal through a written proposal, contract or order.

4. Post-purchase: includes the delivery of the product or service, the installation (if necessary), collection of payments and possibly training. There is an ongoing commitment to customer service.

Figure 2: The sales funnel by Bendle *et al.* (2017).



“In order to populate a sales funnel correctly, salespeople must maintain records of all their current and potential customers, and the status of each within the purchase process. Each salesperson must also share this information, which can then be aggregated in a comprehensive database of sales force activities. By applying assumptions to these – including assumptions drawn from historical sales results – a firm can project future sales. For example, if 25% of warm leads are generally converted to sales within two months, and 200 warm leads currently appear in a sales funnel, management can estimate that 50 of these will be converted to sales within two months.” (Bendle *et al.* 2017)

3. Methodology

The research subject of this dissertation is complex and dependent on the characteristics of the firm, as determined by three exploratory interviews which provided context for the construction of this methodology and its research questions, such as its sector of activity, competitive and marketing positioning, buyers' behaviour, and market concentration. As such, the data gathering method needed to be able to process qualitative data. Qualitative data is a necessity because the personal opinions and forecasts of marketing specialists, which will compose the sample, are valuable sources of information to reach a relevant conclusion.

Considering the previous requirements, the most relevant methodology considered was the Delphi method. However, its drawbacks considering the circumstances of this dissertation led to a more sophisticated version of the method – the Real-Time Delphi Method. Both are, therefore, analysed under the existing literature in this methodology and finally, it is explained which software was used to perform the survey.

3.1. Exploratory Interviews

In an attempt to develop the best possible survey to achieve the objectives of this dissertation, three interviews were conducted beforehand to further amplify the knowledge on the subject. The sample consisted of three high performance marketing professionals from three distinct areas who were interviewed separately: one specialist from a marketing agency, one from a communications agency and finally from a media network. These interviews were qualitative with a semi-directive approach, done in an informal way to gather personal insight regarding the present state of marketing budget optimisation and its expected future trends. Two main questions were presented to the interviewees to guide the discussion:

1. What are the best practises in marketing budget optimisation?
2. What are the best metrics regarding marketing budget optimisation?

Coming from three different backgrounds, the answers were quite distinct among the interviewees but still enlightening regarding the current and future state of marketing budget optimisation, and several conclusions were taken from these discussions. First, there cannot be a generalisation of every company towards marketing budget optimisation. If one were to generalise, four types of companies should be considered: **1) digital B2C start-ups** such as Uniplaces; **2) other companies with digital sales** such as insurance firms and banks; **3)**

companies with a well-defined sales cycle such as consulting agencies; **4) and companies in more traditional businesses** such as retailers in fast-moving consumer goods.

1) Regarding digital B2C start-ups, the most mentioned metrics regarded the number of clients and their acquisition costs, shares and recommendations, and RFM (recency, frequency and monetary) evaluation. The best practices seemed to rely on maximising the impact of shares and recommendations, as these companies are often in “make it or break it” situations.

2) For other companies with digital sales, the mentioned metrics were regarding number of clients, share of wallet, and satisfaction. Best practises came from improving the existing processes to gather more customers and increase their loyalty.

3) For companies with a well-defined sales cycle, the sales funnel was given more importance than specific metrics and marketing automation platforms such as HubSpot were mentioned as the future of marketing budget optimisation for firms that heavily rely on its sales funnel.

4) For more traditional companies several metrics were mentioned, regarding customer loyalty, shares and recommendations, market share and sales, and margins. The best practices of marketing budget optimisation were mostly regarding offline and online actions which should engage customers.

Finally, due to the open-ended nature of these conversations, other topics regarding the subject of this dissertation were mentioned that were considered relevant to the development of the survey, such as the growth of earned media, new marketing platforms like HubSpot and XAxis, programmatic marketing, and the growth of social media.

3.2. Research Questions

Five research questions were conceptualised according to the information gathered in the exploratory interviews and, when possible, backed by the existing academic literature. As was firstly mentioned, there cannot be a generalisation of every company towards marketing budget optimisation. Vorhies and Morgan (2003) verified this by stating that what constitutes a superior marketing performance may differ between businesses. Therefore, the first research question is: **RQ1 – Marketing budget optimisation is related to the type of company.**

Second, different metrics to measure marketing budget optimisation were mentioned according to the type of company. Ambler (2000) mentions that a company should use metrics tailored to its unique situation, which leads to the second research question: **RQ2 – The most adequate metrics for marketing budget optimisation are related to the type of company.**

From the first research question, Vorhies and Morgan (2003) continue that "... organizing marketing activities in ways that fit the business strategic type is associated with marketing effectiveness...". The third research question is, therefore: **RQ3 – The focus of marketing budget optimisation depends of the type of company.**

Edelman and Salsberg (2010) stated that "The rough guide to marketing success used to be that you got what you paid for. No longer." As explained in the literature review, under the customer's journey, earned media is an increasingly prevalent type of media channel that marketers consider when deciding their marketing budget. As such: **RQ4 – Non-controlled communication by the company, done by its customers, creates new challenges that are growing in impact.** Finally, as was also discussed in the interviews and in the literature review, marketing technologies such as programmatic marketing are growing every year, with the Magna Global Programmatic Intelligence report (2015) estimating that the global expenditure of programmatic marketing will reach \$37 billion by 2019. The final research question is, therefore: **RQ5 – New technologies, such as programmatic marketing, are increasing, contributing to marketing budget optimisation.**

The final questionnaire ([Annex 2](#)) was constructed while considering the previously gathered information, with 13 questions: 12 questions with a Likert-type scale with 7 levels of agreeableness; and 1 question with a scale of probability between 0 and 100%.

3.3. Delphi Method

When considering the need to gather the opinions of specialists regarding the subject matter of this dissertation, the chosen methodology had to be able to gather qualitative data in the form of a discussion between said specialists. The most commonly used methodology in these circumstances is the Delphi method, which was developed at RAND, the Santa Monica "think tank", in the early 60s by Olaf Helmer, Nicholas Rescher, Norman Dalkey, and others. Since its introduction, thousands of studies requiring the knowledge and opinions of experts have been conducted. In 2008, 105 papers and presentations were identified, in the Scopus database, as having been published in response to the search terms "Delphi study" (Glenn and Gordon, 2009).

Hsu and Sandford (2007) develop the definition of the method, and state that it is well suited as a means and method for consensus-building by using a series of questionnaires (traditionally in pen and paper, and only more recently through software) to collect data from a panel of selected experts. In contrast to other data gathering and analysis techniques, it

employs multiple iterations, with overall feedback being given to the respondents as a means to stimulate discussion and reach consensus. Ludwig (1994) explains the process: “Iterations refer to the feedback process. The process was viewed as a series of rounds; in each round every participant worked through a questionnaire which was returned to the researcher who collected, edited, and returned to every participant a statement of the position of the whole group and the participant’s own position. A summation of comments made each participant aware of the range of opinions and the reasons underlying those opinions.”

The feedback process allows and encourages the participants to reassess their initial judgements about the information provided in previous iterations. Therefore, in a Delphi study, it is possible for the panel members to change their responses from previous rounds based on the comments and feedback provided by other panel members. The feedback given is kept anonymous as a way of controlling the process and reduce the effects of dominant individuals, manipulation and coercion to conform or adopt a certain viewpoint, which is often a concern in group-based processes. The Delphi method can be continuously iterated until consensus has been achieved.

Delbecq, Van de Ven and Gustafson (1975) indicate that the Delphi technique can be used to achieve the following:

1. To determine or develop a range of possible program alternatives;
2. To explore or expose underlying assumptions or information leading to different judgements;
3. To seek out information which may generate a consensus on the part of the respondent group;
4. To correlate informed judgements on a topic spanning a wide range of disciplines, and;
5. To educate the respondent group as to the diverse and interrelated aspects of the topic.

3.4. Real-Time Delphi Method

Gnatzy *et al.* (2011) state in their paper that the Delphi method faces “(...) the challenge of increasing efficiency in order to shorten the time to perform a Delphi survey. Moreover, the availability of experts and the drop-out-rate are identified as major methodological challenges: the repetitive and multiple feedback character of Delphi studies demands considerable time until such studies are completed, which can increase the likelihood of drop-outs”.

Gordon and Pease (2006), aware of these limitations, attempted to increase the efficiency of the Delphi survey procedure by omitting sequential rounds. This was achieved by hosting

the survey online and having the respondents answer through the internet, reducing the time necessary to perform the procedure, and providing the results in “real-time” – hence the name Real-Time Delphi. Respondents’ answers to the questionnaire would become immediately available for other respondents to check and give feedback on, eliminating the need for sequential rounds and streamlining the whole process.

This process, however, is not without its limitations as well. As Gnatzy *et al.* (2011) describe, this “(...) real-time survey method exhibits some weaknesses such as the ease-of-use for the facilitator of the Delphi survey, the real-time presentation of results, and the tracking of progress over time...”. Nonetheless, Real-Time Delphi surveys have been used in several different fields of research such as information and communication technologies (Keller and von der Gracht, 2014), security (Gordon *et al.*, 2015), education (Gary and von der Gracht, 2015), logistics (Markmann *et al.*, 2013) and others.

3.5. Research Platform “eDelphi”

A small number of software capable of running a Real-Time Delphi survey are available online, for a fee. Being a recent, less used methodology, the information available regarding these software to students is limited. As such, an article by Aengenheyster *et al.* (2017) was used to aid in the decision of which platform to use, which compares four different software: RAHS, eDelfoi (now named eDelphi), GFIS and Surveylet.

The platform chosen was eDelphi, mainly for budget reasons, but without discarding the technical aspects that were required for proper data collection. Regarding it, Aengenheyster *et al.* (2017) affirm that: “The online software eDelfoi, originally called “Professional Delphi Scan”, was developed by the Finnish futurists Jari Kaivo-oja, Osmo Kuusi and Hannu Linturi in 1998 in cooperation with the Futures Research Center of the Turku School of Economics. The tool strives to create an environment to design, implement, document, and report on surveys, studies and discussions. (...) Hundreds of projects have been realized using the different versions of eDelfoi and about 200 Finnish organizations use it, including the Finnish Futures Research Centre, The Finnish Innovation Fund SITRA, VTT Technical Research Centre of Finland and various universities.”

The platform is available in Finnish and English but the surveys themselves are free to be written in whatever language the administrator desires. For the purpose of this dissertation, the entire survey is presented in Portuguese, since every respondent was of this nationality. Figure 3 represents how the survey was available to the selected respondents:

Figure 3: Example of a question, as seen by the respondent, in the eDelphi platform.

Questão 1

Instruções: Para responder deslize com o cursor no quadrado preto para a esquerda ou para a direita, até ao ponto que exprime o seu nível de concordância. O gráfico abaixo reflete as respostas já dadas por outros especialistas do painel. Abaixo do gráfico, na caixa "Add a comment", agradecemos a seu comentário, particularmente se tiver uma opinião discordante da maioria que já se expressou, ou se tiver argumentos que ainda não foram apresentados.

1. As melhores práticas para otimização do orçamento de marketing estão relacionadas com o tipo de empresa.

Para além das micro e pequenas empresas, podemos considerar 4 tipos de práticas de otimização relacionadas com os seguintes tipos de empresa:

- **Startups B2C digitais** (com foco em *Growth Hacking*), que procuram encontrar o fator de diferenciação em alguns touch points da *customer journey*, com o objetivo de crescerem rapidamente, como é o caso da Uniplaces e 360Impressoir;
- **Outras empresas com vendas digitais**, que procuram captar, melhorar a experiência de compra e fidelizar, como é o caso da banca e seguros online;
- **Empresas com o ciclo de vendas bem identificado e definido**, desde a prospeção à venda, sobretudo em negócios B2B, como é o caso das consultoras e empresas de equipamentos industriais;
- **Empresas em negócios mais tradicionais**, em que a quota de mercado tende a estar relacionada com o investimento de marketing, como é o caso das cervejeiras e supermercados;

(Se considerar uma diferente tipificação, por favor identifique-a na caixa "Add a comment")

1

NÍVEL DE CONCORDÂNCIA

- Discordo totalmente 2 - Discordo 3 - Tendo a discordar 4 - Não concordo nem discordo 5 - Tendo a concordar 6 - Concordo 7 - Concordo totalmente

ANSWERS

Nível de Concordância	Porcentagem
1 - Discordo totalmente	0.00%
2 - Discordo	0.00%
3 - Tendo a discordar	0.00%
4 - Não concordo nem discordo	0.00%
5 - Tendo a concordar	50.00%
6 - Concordo	50.00%
7 - Concordo totalmente	0.00%

3

ADD A COMMENT

COMMENTS (2) HIDE

Comment date Aug 28, 2017 1:16:24 PM

Concordo com a tipificação apresentada em termos na dinâmica dos seus negócios e do seu tipo de génese (offline vs. offline). Acho que as empresas aqui representadas 'com vendas digitais' são empresas que instituíram o seu modelo de negócio na reinvenção da experiência do consumidor e digitalização de processos, mais focadas numa gestão integral dos pontos de contato e sua experiência.

[Reply](#) [Hide](#) [Edit](#) [Delete](#)

Comment date Aug 29, 2017 8:25:30 PM

Sim, parece-me que sim, que "As melhores práticas para otimização do orçamento de marketing estão relacionadas com o tipo de empresa". Acredito, no entanto, que possam existir novas segmentações para além das propostas. Esta "novas" estão relacionadas com a forma como a empresas pretendem atuar no mercado. Ter apenas presença digital (considerando que o negócio não permite mais), como por exemplo oferta de serviços de consultoria, contabilidade e outras, terá um custo bastante inferior comparativamente a realidade de uma empresa que opta por ter comércio transaccional on-line, onde o investimento em tecnologia e gestão de stocks próprios para o canal digital poderá ser uma realidade.

[Reply](#) [Hide](#) [Edit](#) [Delete](#)

5

PREVIOUS 2 / 15 NEXT

26

1. The number of the question that the respondent is currently in, with the body of the question and instructions, which were presented in every question. This was done to avoid further confusion, since it was the first time of every respondent in a Real-Time Delphi survey.

2. A Likert-type scale with 7 levels that the respondent used to represent his/her level of concordance with the question. The scale was: 1 – Totally disagree; 2 – Disagree; 3 – Tend to disagree; 4 – Do not agree nor disagree; 5 – Tend to agree; 6 – Agree; 7 – Totally agree.

3. Being a Real-Time Delphi survey, the previous responses of other respondents were available to the others, and could be checked anytime.

4. The most interesting aspect of the Delphi method is the discussion between its participants. A comment box was available for respondents to explain their point-of-view regarding their concordance level with the question. They were incentivised to do so.

5. Finally, respondents were also incentivised to check others' answers and reply to them, to further justify their point-of-view or to nurture discussion.

3.6. Sample and Survey Process

The sample was composed of 21 marketing specialists. 14 of these specialists are currently connected to marketing agencies, consultancy firms or universities. The remaining 7 are top-level managers.

After a few tests, the final survey was launched online on the 28th of August of 2017. The final answer was registered on the 11th of September of 2017, the same day that the survey was closed, after 2 weeks online. As previously mentioned, the respondents were asked to answer each question in terms of concordance and develop their answers in the form of a comment, which could be done in the comment box of each question.

They were also incentivised to reply to other participants' answers – as an exploratory study, the richness of this methodology comes from the comments of the specialists that fuelled the discussion. Two rounds were conducted so that respondents had to see every answer at least once and comment accordingly to oppose others' positions or defend their own.

4. Analysis of Results

The results of the Real-Time Delphi survey are analysed in the following chapter, according to the research questions that were brought up in the methodology. This chapter is, therefore, divided according to each research questions and, within, the results for the corresponding questions of the questionnaire are presented.

As was previously discussed in the methodology, the expected results are a combination of quantitative responses given in the Likert-type scale – which compose the concordance level to the question presented – and qualitative responses given in the comment box – which compose to respondents’ opinions to the question presented and/or their comments to other respondents’ answers. Since a large number of comments were posted and not all of them contributed to the development of the underlying research question, only the most relevant are presented in this chapter. The original results taken from the eDelphi platform can be seen on [*Annex 3: Results given by the eDelphi platform.*](#)

4.1. Relationship between marketing budget optimisation and the type of company

The first research question of this dissertation, **Research Question 1 – Marketing budget optimisation is related to the type of company (RQ1)**, is addressed in the first question of the Real-Time Delphi questionnaire which is presented below, followed by an analysis of the results according to the specialists’ commentaries and, finally, a verification of the research question.

Question 1: “The best practices of marketing budget optimisation are related with the type of company. Beyond micro and small companies, we can consider 4 variants of optimisation related with the following types of company:

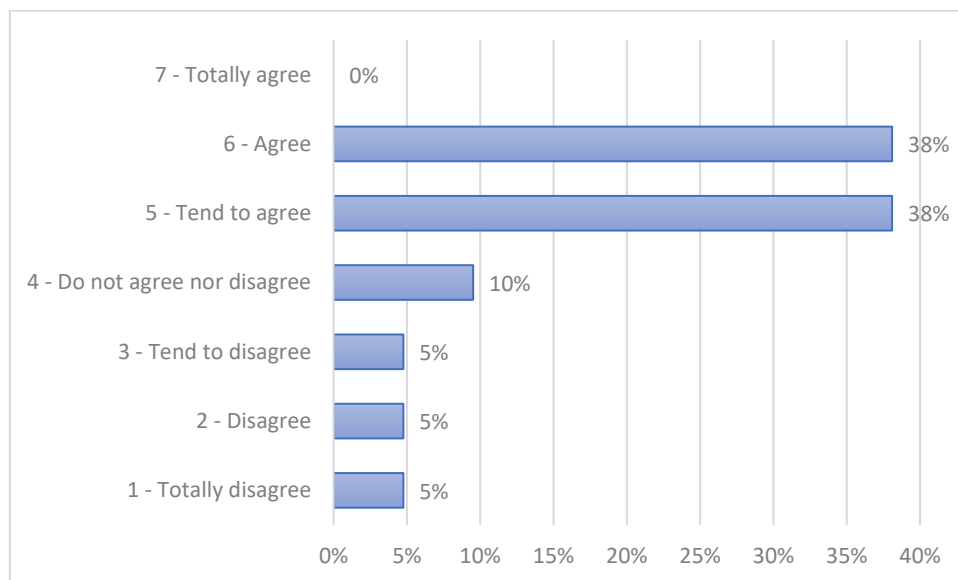
- 1. Digital B2C start-ups (with a focus on Growth Hacking), that strive to differentiate themselves in certain touchpoints of the customer journey, with the objective of growing rapidly, as is the case of Uniplaces and 360Imprimir.*
- 2. Other companies with digital sales, that look to capture, improve the buying experience, and attain loyalty, as is the case of banks and insurance companies that are online.*

3. Companies with well identified and defined sales cycle, all the way from sales prospection, mainly in B2B businesses, such as consultancy firms and industrial equipment manufacturers.

4. Companies in more traditional businesses, where market share tends to be related to marketing investment, as is the case of beer firms and supermarkets.”

Regarding the answers of the specialists, as seen in figure 4, 76% of respondents tend to, at least, agree with the proposition. It should be noted that none totally agreed with the proposition and several reasons for it were presented in the discussion.

Figure 4: The best practices of marketing budget optimisation are related with the type of company.



From the agreeing opinions, the following comment can be used to generalise:

“I agree with the proposition in terms of the dynamic of the businesses and its genesis (offline vs online).”

One of the specialists, however, noted that non-profit organisations were not considered, and they should be, as there is also a concern with marketing budget optimisation in this business.

“But non-profit organisations are left behind, which may also have marketing budgets... Especially NGOs and governmental entities.”

It was also added other criteria/factors with impact to the practices of marketing budget optimisation, such as the market in which the company operates in, competition, product life cycle, and objectives.

“Optimisation criteria varies according to the market in which the company operates, the product and its life cycle, the type of communications that are being done, and what are the objectives to be reached.”

“I believe there are an assortment of other factors, other than the type of company, that have an impact on marketing budget optimisation: (...) The objective of the marketing investment (brand development, sell-out, client acquisition); the type of purchase decision making of the customer.”

“(...) the best practices for marketing budget optimisation are related to multiple factors such as the market in which the company operates, the type of company, the product life cycle, brand strategy, objectives for the current year, competition, etc.”

To conclude, **Research Question 1 (RQ1)** has been **partially verified**. The argumentation of further criteria that impact the practices of marketing budget optimisation such as the market that the company operates in, competition, product life cycle, and objectives should be taken into consideration together with the type of company, which was the basis of the research question.

4.2. Relationship between metrics for marketing budget optimisation and the type of company

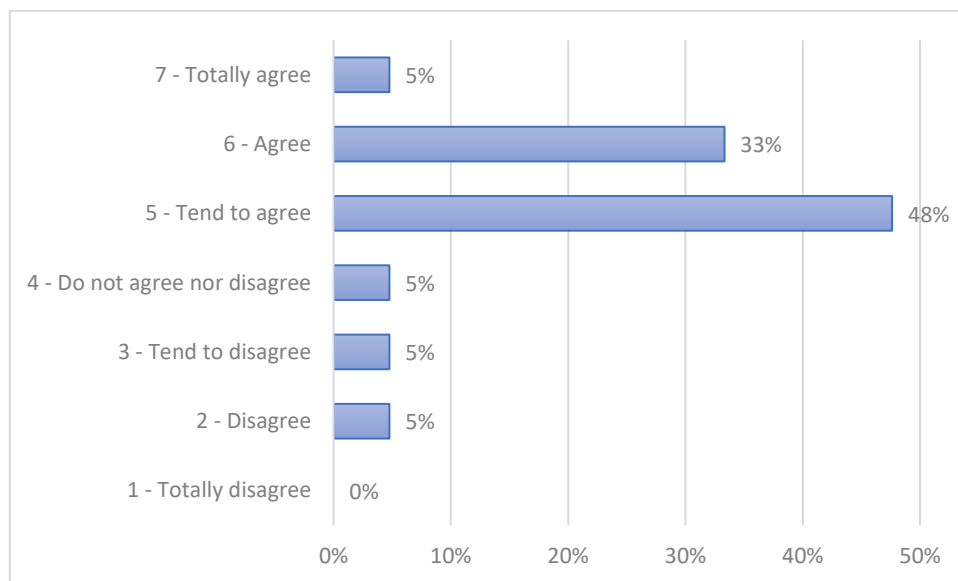
The second research question of this dissertation, **Research Question 2 – The most adequate metrics for marketing budget optimisation are related to the type of company (RQ2)**, is addressed in the second, fourth, sixth, eighth, and thirteenth questions of the Real-Time Delphi questionnaire which are presented below, followed by an analysis of the results according to the specialists' commentaries and, at the end of the chapter, a verification of the research question.

Question 2: *“The marketing metrics most adequate to digital B2C start-ups (such as Uniplaces and 360Imprimir) are: number of clients; acquisition cost per client; product/service evaluation through shares, reviews or recommendations; RFM evaluation (Recency – When did the client last made a purchase? Frequency – How many purchases were made over a*

period of time? Monetary – How much did the client spend? And what was the margin generated by the client?).”

On average respondents tend to agree with the proposition, as verified in figure 5 with over 85% of respondents tending to, at least, agree with the proposition. Nonetheless, some defend that there are other considerations to be made.

Figure 5: The metrics presented in question 2 are the most adequate for digital B2C start-ups.



First, it is hard to generalise these metrics to every single type of start-up company.

“(...) but not so much a Uniplaces that, as a marketplace, also needs to have acquisition metrics with regards to supply (landlords, value of collected properties, cost per collection, placement fee, etc.).”

It is also important to consider metrics such as customer lifetime value (CLV) and metrics related to the sales funnel and website performance, as the business is fully supported by its digital platform.

“These metrics serve the purpose of 360Imprimir, although it makes sense to add customer lifetime value...”

“(...) other metrics should be added that reflect engagement along the sales funnel, bounce rate of the website (since we’re talking about digital firms), etc.”

“(...) other indicators connected to the website management, since it’s a digital firm: number of visitors, origin, time spent, etc...”

And finally, one should also consider communication metrics, given their importance in marketing, especially in businesses where the contact with the customer is not personal.

“(...) communication metrics are missing, such as notoriety, campaign recall, brand image (vs brand defined image), engagement, cost per thousand contacts (CPM)...”

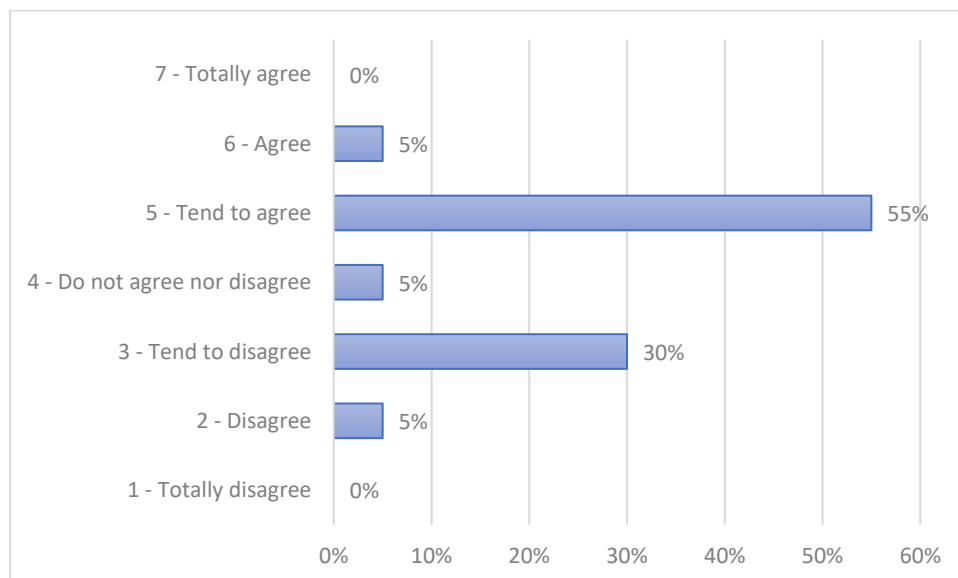
“I think that any company/brand, especially in launch phase, should bet on PR value, through media relations...”

Taking this discussion into consideration, the conclusion is that the presented metrics in question 2, while relevant, are not enough to generalise the vast spectrum of B2C start-ups that have been on the rise in recent years.

Question 4: *“The marketing metrics most adequate for other companies with digital sales (such as banks and insurance companies that are online) are: number of clients; share of wallet in the category; and customer satisfaction.”*

For question 4, respondents are divided into two groups: of those that at least tend to agree and those that at least tend to disagree, with the positive spectrum having an edge of 20% over the negative spectrum, as visible in figure 6.

Figure 6: The metrics presented in question 4 are the most adequate for digital other companies with digital sales.



Respondents agree that the presented metrics are relevant but insufficient, mentioning the importance of metrics that evaluate the digital process and customer lifetime value.

“I believe that the mentioned metrics are interesting and adequate but can be complemented with short-run and medium/long-run metrics related to the performance of the process (cost of the process, time, client experience, recommendation) and customer value (cost/revenue/margin per client).”

“(…) it’s important to track actions inside the websites, to understand areas of abandonment and optimise navigation and the utilisation of more services.”

“(…) marketing budget optimisation is related to acquisition cost and customer lifetime value.”

Under the discussion of customer satisfaction and customer lifetime value, it is mentioned the importance of cross-selling and upselling. It is also mentioned that when considering achieved sales, one should not only look at the standard metrics such as costs but also at customer satisfaction.

“(…) I think that more important than customer satisfaction is the capability to generate additional business with the customer through cross-sell and/or upsell, increasing customer lifetime value.”

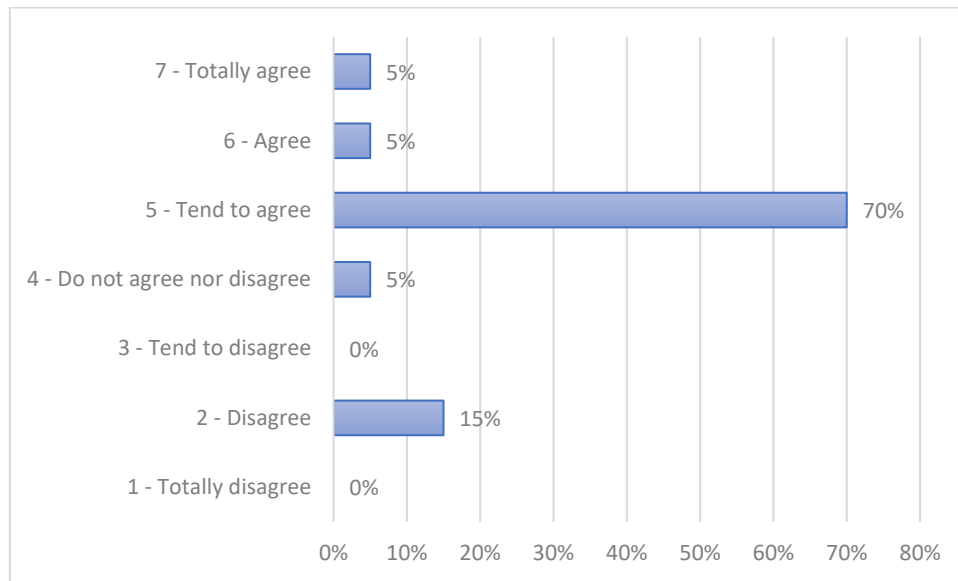
“(…) [it is important to consider] achieved sales, compared to the respective invested cost, including human resources allocated to the various channels. I also think it’s relevant to consider the optimisation of the distribution cost in the various sales channels and, also, the NPS (Net Promoter Score) and customer evaluations.”

The conclusion for question 4 is, once again, that the presented metrics are relevant but not enough to fully address the challenge of marketing budget optimisation for other companies with digital sales.

Question 6: *“The most adequate marketing metrics for companies with a well-defined sales cycle (such as consultancy firms and industrial equipment manufacturers) are: to identify the sales funnel passers in each stage of conversion; and the cost of passage of potential clients along the funnel.”*

For question 6, 70% of answers were represented under “Tend to agree”. As seen in figure 7, 80% of responses were positive, with only a small number of specialists opposing the proposition.

Figure 7: The metrics presented in question 6 are the most adequate for companies with a well-defined sales cycle.



Most specialists tended to agree with the proposition, adding that a longer sales cycle also means greater risk of abandonment by the client, and that metrics related to brand awareness and image should also be considered.

“These firms have, traditionally, a longer sales cycle and therefore, their metrics should be related to the sales cycle. However, due to the more technical nature of these products, we should also include metrics related to thought leadership such as notoriety, recall, image, etc.”

“(…) in my perspective, and being crucial stages of sales and risk, the important thing is to test and optimise the techniques of retention in each stage, as a way to minimise abandonment and consequently, acquisition costs.”

There is also a call for attention to the differences in the development of the sales funnel between service firms, focused on attraction and involvement, and industrial firms with tendentially longer funnels, focused on pre and post-sale engagement.

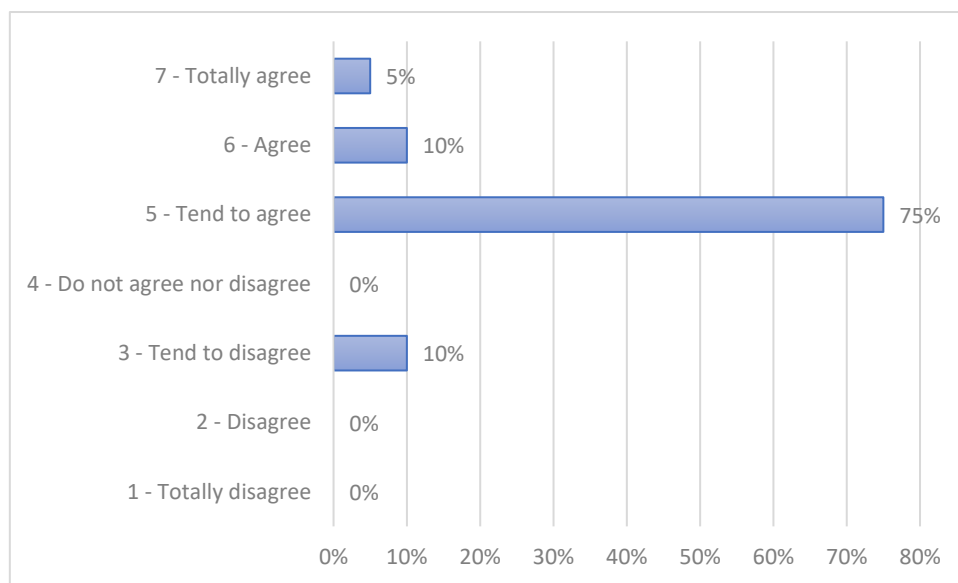
“In the case of service firms, there are more metrics related to attraction and involvement, whereas industrial firms have longer funnels with a greater focus on pre and post-sale engagement.”

The conclusion for question 6 is that the most relevant metrics for companies with a well-defined sales cycle are, in fact, related to the sales funnel, with minor deviations according to the more specific characteristics of the company.

Question 8: “The most adequate marketing metrics for traditional companies (such as beer firms and supermarkets) are: notoriety; affinity; level of share of digital contents; market share/volume of sales; margins.”

Regarding figure 8, one can see in graph 5 that the clear majority of respondents tended to agree with the proposition with 75% of answers. Only 10% of the specialists gave a negative response.

Figure 8: The metrics presented in question 8 are the most adequate for traditional companies.



In most answers, the agreement with the proposition was clear, but it was added that one should not forget metrics such as brand relevance. Other specialists refer the need to consider important objectives related to lifecycle stages.

“Being historical sectors with years of experience, it’s normal that there is already a uniformization of the main KPIs for marketing optimisation.”

“I believe we should add relevance/meaningfulness – level of identification and utility of the brand to our lives.”

“Before defining metrics, first we need to understand which objectives with the highest priority are and at what stage the brand/product/firm is in.”

Metrics associated to customer experience were also referred, and finally, a reminder that digital platforms should be considered for these companies, especially for communication purposes.

“I would add customer experience. Metrics such as NPS (Net Promoter Score) and C-Sat (Customer Satisfaction) are critical in the analysis of purchase/usage/post-sale (complaint management).”

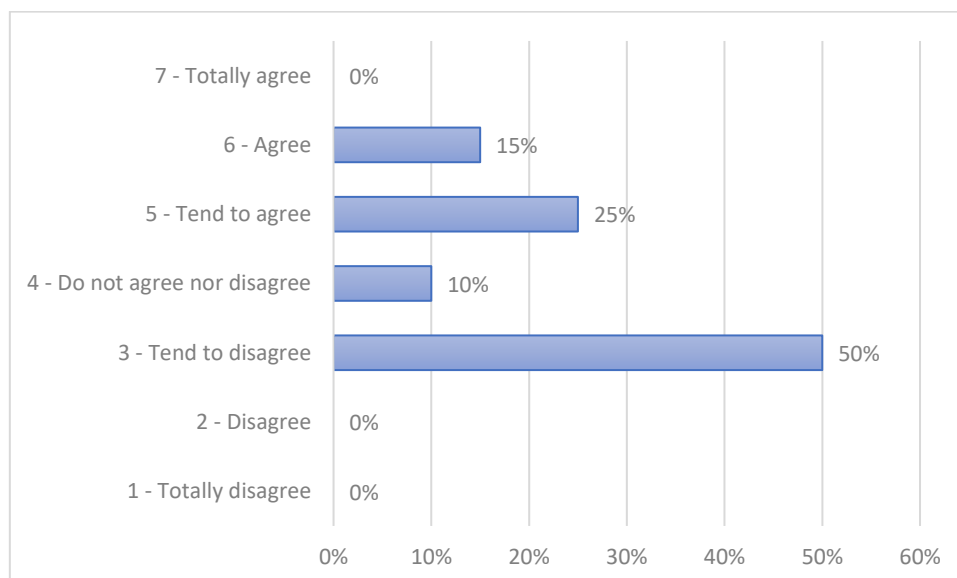
“These metrics are important for these and other “traditional” firms, and maybe the level of digitalisation of a business should be a metric to consider, as in the future everything will be digital and these companies will have to adapt. In terms of communication, the metrics of engagement, recommendation and interaction are very important.”

Regarding question 8, the conclusion is similar to question 6. These are market-tenured firms and their respective marketing budget optimisation has had a lot of time to establish itself. However, as with every proposition thus far, it is not fully accepted, as certain specialists mention the importance of customer experience and the level of digitalisation of the business.

Question 13: *“The different social networks will converge in the time of 5 years to the utilisation of the same type of metrics.”*

For question 13, answers were considerably divisive. 50% of answers lied in the negative spectrum while 40% lied in the positive spectrum, as seen in figure 9.

Figure 9: The different social networks will converge in the time of 5 years to the utilisation of the same type of metrics.



Most respondents tended to disagree with the proposition, but opinions branched into three chains of thought. The first, that agreed with the standardisation of metrics in a time of 5 years:

“In a short amount of time and with the digitalisation of all means, metrics will tend to uniformize...”

“With the hegemony of Facebook, that seems to be a big probability. However, there may be new surprises and turnarounds with the current contenders (Snapchat, LinkedIn, Google) – although it doesn’t seem to be the case because of their strategies and results... Metrics will probably also change due to social networks coming closer to the business of e-commerce.”

The second chain, that defends there’s no tendency for uniformization:

“I tend to disagree due to the innate characteristics of [social] networks and their interactivity.”

And the third chain, that defends that even if there is a group of transversal metrics, there will always be differentiation strategy behind each social network and the tendency will be towards the comparison of relevant metrics, not their standardization:

“The past already showed us that the probability of transversal metrics is high... but it is expectable that each will maintain their specificities (part of the differentiation strategy).”

“(...) there will be comparable metrics, but they’ll be at the output level (for example, cost per certain action, cost per click, etc.).”

“It’s not the metrics that will be standardized (it doesn’t make sense – it’s too dependent on the type of social network) but the way equal metrics are measured. Example: if not all social networks use video, it’s not for the good of metric standardization that they’ll begin to use “video visualisation”. But for those that use videos, the way that they count views, that yes, will be standardized.”

Question 13 raised a polarising discussion. From the results, it seems to be that, when considering the short life of social networks and historical events, one cannot accurately determine the future of social media metrics.

To conclude, **Research Question 2 (RQ2)** has been **partially verified**. Generally, and following RQ1, it was expected that the most adequate metrics for marketing budget optimisation are related to the type of company. However, as we dig deeper into more specific types of company, a multitude of factors arise that question whether the type of company alone determines the most relevant metrics – as even exogenous factors to the company, such as the usage of different social media platforms, influence which metrics are most relevant.

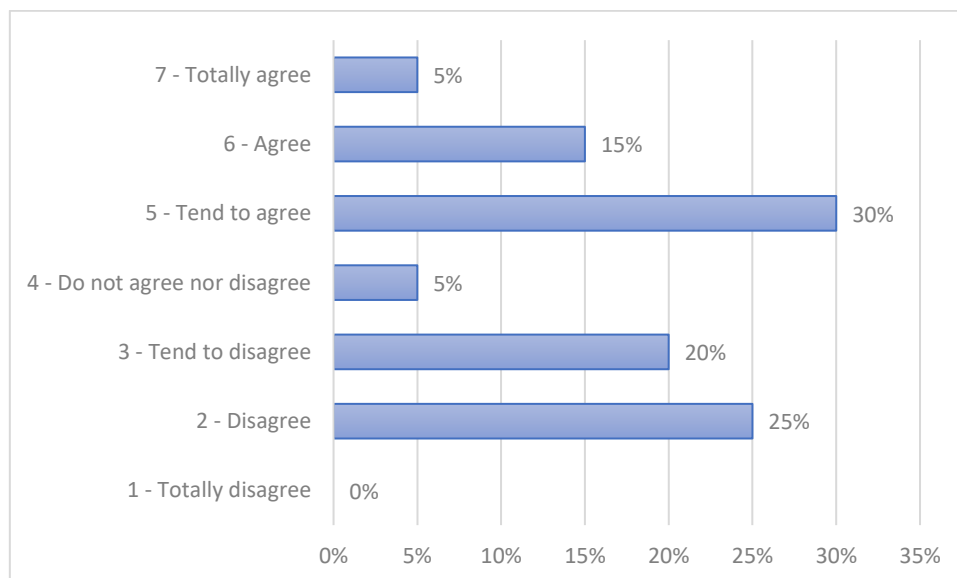
4.3. Relationship between the focus of marketing budget optimisation and the type of company

The third research question of this dissertation, **Research Question 3 – The focus of marketing budget optimisation depends of the type of company (RQ3)**, is addressed in the third, fifth, seventh and ninth questions of the Real-Time Delphi questionnaire which are presented below, followed by an analysis of the results according to the specialists' commentaries and, at the end of the chapter, a verification of the research question.

Question 3: *“In the case of B2C digital start-ups optimisation is about, through a logic of trial and error, acting on the different touchpoints of the customer journey to maximise the impact of shares/recommendations.”*

As seen in figure 10, respondents divided into 2 groups: 50% who, at least, tended to agree and 45% who, at least, tended to disagree. As expected from a consequence of these two groups, opinions were quite different from each other.

Figure 10: For B2C digital start-ups, one should act on the different touchpoints of the customer journey to maximise shares/recommendations.



A large part of the specialists mention that shares/recommendations are a consequence of the purchase and product experience, and that the several stages of the customer journey must cause other reactions that maximise sales and not only recommendations.

“I partially agree with the sentence, because in the logic of growth hacking, a fine tuning of all the stages of the buying cycle is necessary not only to maximise recommendations. I think the purpose is to maximise virtuous actions such as sales, conversions, registrations, etc. and not just shares...”

“Beyond recommendations and shares, conversions and satisfaction are also very important, as they naturally generate recommendations and shares.”

“The main objective will be sales conversions (ROI) and then shares/recommendations since those are consequence of client satisfaction with the product/service.”

Some agree with the sentence about the importance of shares/recommendations for the rapid growth of the business and add that it is also important to consider communication optimisation along the customer journey.

“We want to optimise everything, but only some axis are critical. Many online companies had their success because they understood the right drivers – such as mobile payment.”

“Along the customer journey, communication optimisation from the standpoint of the relevance of the message, at the right time and place, is fundamental to generate engagement with the brand and curiosity to know more.”

While others considered it reductive because it did not consider other metrics, namely for social networks and budget allocation by segment and channel.

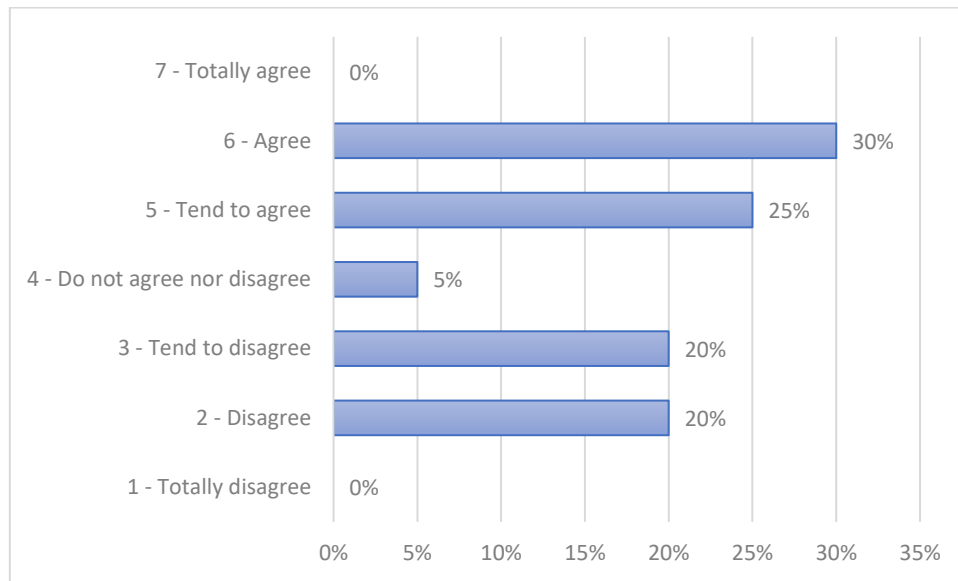
“I believe the affirmation is reductive... For example: (...) Targeting optimisation, construction/identification of segments and respective probability of conversion/reaction/recall. Optimisation of the construction of the value proposition by segment and channel. Budget allocation to the channels with the best return.”

The third question resulted in a 50/50 separation of opinions, which leads to the conclusion that the affirmation has some relevancy but is, nonetheless, lacking. The agreement seems to be that recommendations alone are not enough, since they should go hand in hand with (re)conversions, communication optimisation and strategy.

Question 5: *“In the case of companies with digital sales, marketing budget optimisation is mostly about process improvement, to improve customer capture, experience and loyalty.”*

Question 5 was another one that stayed far from consensus, with 55% of positive answers and 40% of negative answers, as seen in figure 11.

Figure 11: In the case of companies with digital sales, marketing budget optimisation is mostly about process improvement, to improve customer capture, experience and loyalty.



Many agreed that optimisation is mostly about process improvement, as seen by the 30% of answers being for “Agree”.

The reinvention of the processes is part of the nature of these products, namely a focus on simplification (and elimination of redundancies), with the purpose of offering a better customer experience compared to what currently exists.”

“(…) its fundamentally about the 4 stages: Reach, Involve, Convert and Retain.”

When considering the negative responses, the stages of capture and retention were heavily debated, and it was also stated the lack of focus on the minimisation of client loss.

“The focus of optimisation is not so much directed towards process improvement, but more towards minimisation of client acquisition costs or minimisation of client loss.”

“There is an excessive focus on capture and not on the value of retention and nurturing of actual customers.”

“(…) remember the “minimisation” of client loss, that in small markets such as Portugal, which are already mature, can be more relevant than capturing new clients.”

Finally, the proposition was considered lacking the aspects of innovation and communication, which are also a prevalent “lack” in propositions related to other types of companies.

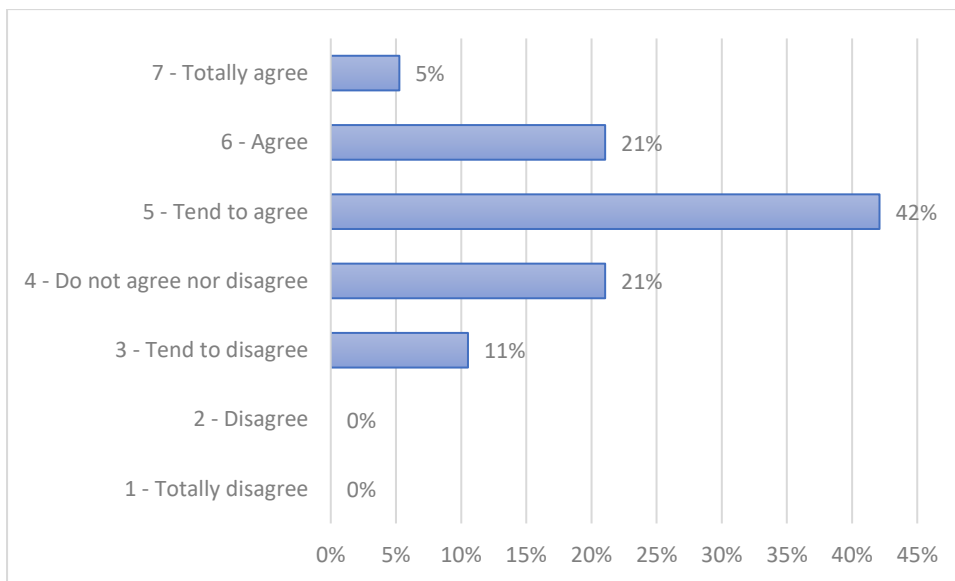
“There are many other ways to optimise budget, such as testing new functionalities, using innovation in communication…”

To sum up the results for question 8, for companies with digital sales, marketing budget optimisation seems to be achieved not only through process improvement, but also minimisation of client loss, innovation and optimisation of communication.

Question 7: *“In firms with a well-defined sales cycle, tools such as HubSpot, that manage the sales funnel, from lead gathering to post-sale, including content integration, are the future of marketing optimisation in these businesses.”*

On average, as seen on figure 12, respondents tended to agree with the proposition with 42% of answers being “Tend to agree” versus only 11% of negative responses being “Tend to disagree”.

Figure 12: Tools such as HubSpot are the future of marketing optimisation in firms with a well-defined sales cycle.



The specialists reinforced the importance of the sales funnel on these companies and added that tools of marketing automation such as HubSpot are incredibly valuable because of their control and optimisation features.

“On companies with a well-defined sales cycle, the risk may be bigger if there is a failure at any moment, therefore control and optimisation are fundamental.”

Despite these inherent advantages, one of the specialists refers that companies should not assume that the evolution of marketing budget optimisation goes through, exclusively, marketing automation tools.

Marketing Budget Optimisation: Key Metrics and Trends

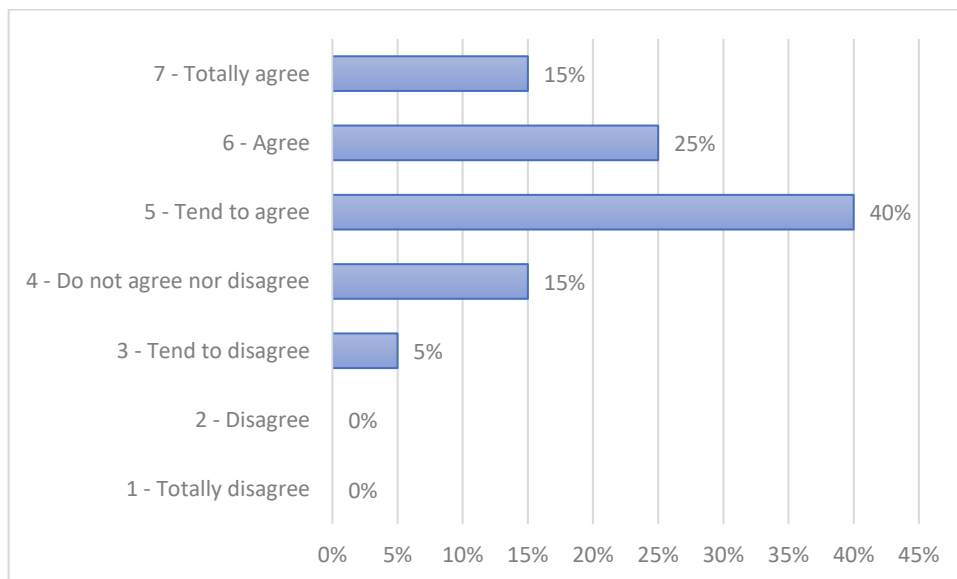
“I believe that companies should have approaches such as those provided by HubSpot (inbound marketing, account based marketing), but not exclusively – because value proposition, channels, segmentation and creativity are ignored. I don’t believe that it is clear that this evolution goes through integrated marketing tools, that seek to do everything (at high prices), or through the assembly of ecosystems of different best-in-class platforms.”

To conclude question 7, it seems that for firms with a well-defined sales cycle, marketing automation tools are unquestionably valuable. Their value, however, is dependent on the marketing team and strategy of the company, which should never be undermined for a “do-it-all” platform.

Question 9: *“Marketing optimisation in traditional companies goes through the compatibilization of offline and online actions, whose main metrics should be relevantly connected to engagement (share of contents and purchases).”*

Once again, as seen on figure 13, responses were mostly positive with the average standing on “Tend to agree”. 80% of responses were positive with only 5% lying in the negative spectrum.

Figure 13: Offline and online compatibilization is the solution of marketing budget optimisation for traditional companies.



The proposition was then completed, as it was added that more than seeking a compatibilization, the true challenge of traditional companies is to achieve total integration of online and offline actions, in an omnichannel fashion.

“Clients tend to approach us on the different channels in a logic of omnichannel. Sometimes on one channel to obtain information, and on another for the purchase. Knowing how to manage this relationship/consistence is critical.”

“More than a compatibilization, I would say it goes through the integration and optimisation of these actions between online and offline.”

“It’s not about compatibilization but elimination of the barrier and the two-dimensional way of thinking (on and off). It’s necessary to think in a totally integrated way.”

To conclude, **Research Question 3 (RQ3)** has been **partially verified**. Once again, following RQ1 and RQ2, it was expected that the focus of marketing budget optimisation is related to the type of company. Problems in the verification of the research question start to appear as we go deeper into specific company types, which also happened with RQ2. Once again, there are far too many factors influencing marketing budget optimisation to allow the confirmation that the company type alone is enough to determine its focus.

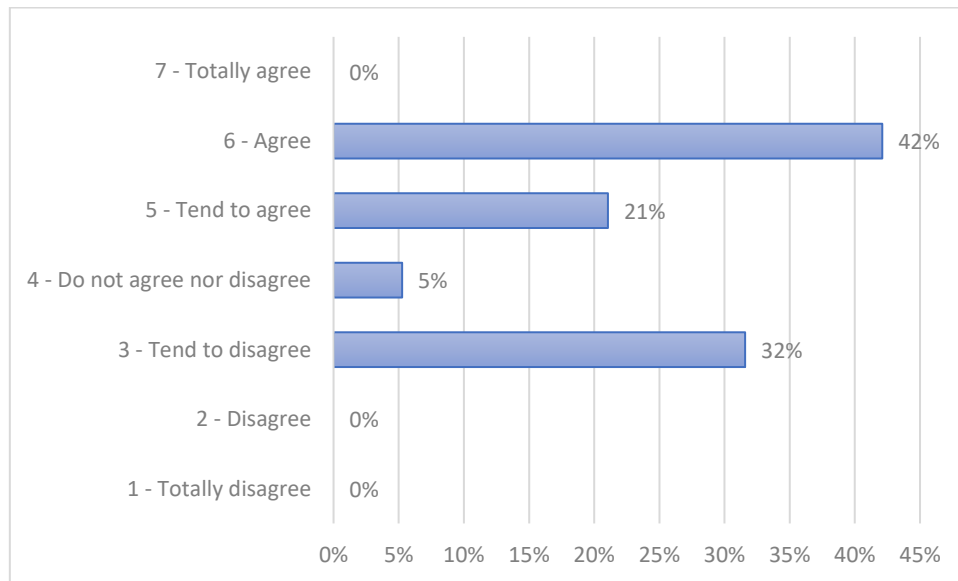
4.4. Non-controlled communication of companies and its challenges for marketing budget optimisation

The fourth research question of this dissertation, **Research Question 4 – Non-controlled communication of the company, done by its customers, creates new challenges that are growing in impact (RQ4)**, is addressed in the tenth and eleventh questions of the Real-Time Delphi questionnaire which are presented below, followed by an analysis of the results according to the specialists’ commentaries and, at the end of the chapter, a verification of the research question.

***Question 10:** “A good portion of the communication about a brand is not under its control, being done through word-of-mouth/mouse (earned media), which raises new challenges of measuring the return of marketing actions.”*

The majority of respondents answered positively with 42% of answers being “Agree”, as seen in figure 14, versus 32% of “Tend to disagree” as the only negative answers.

Figure 14: Non-controlled communication by companies creates new challenges for marketing measurement.



One specialist mentions that the true struggle for marketers lies on the merging of paid and owned media, to achieve better results through the consequential earned media.

“The struggle lies on merging the properties of paid and owned media to effectively manage a proper and positive divulgation (earned) and integrate everything on a platform that allows a holistic and causal view, regarding the attribution of “responsibilities” of each touchpoint.”

Most specialists agree that social media is one of the main drivers of the impact of Word of Mouth.

“Naturally, the proliferation of social media channels increases the importance – and impact – of WoM...”

Finally, the influence of earned media can be “controlled” by brands through public relations and measurement tools, but there is a clear preoccupation with eventual crisis situations.

“Earned media has been gaining relevance but, with the exception of crisis situations, it’s very supported on reputation and notoriety that the brand has worked on and gathered throughout the years. However, continuing to apply positioning strategies and strengthening reputation will increase earned media dynamically, but stopping it will risk losing that capital of active fans and ambassadors.”

“Earned media (PR/Traditional Media/Bloggers) also has an applicable ROI, as well as a qualitative evaluation... As for client feedback, published or shared, it can be

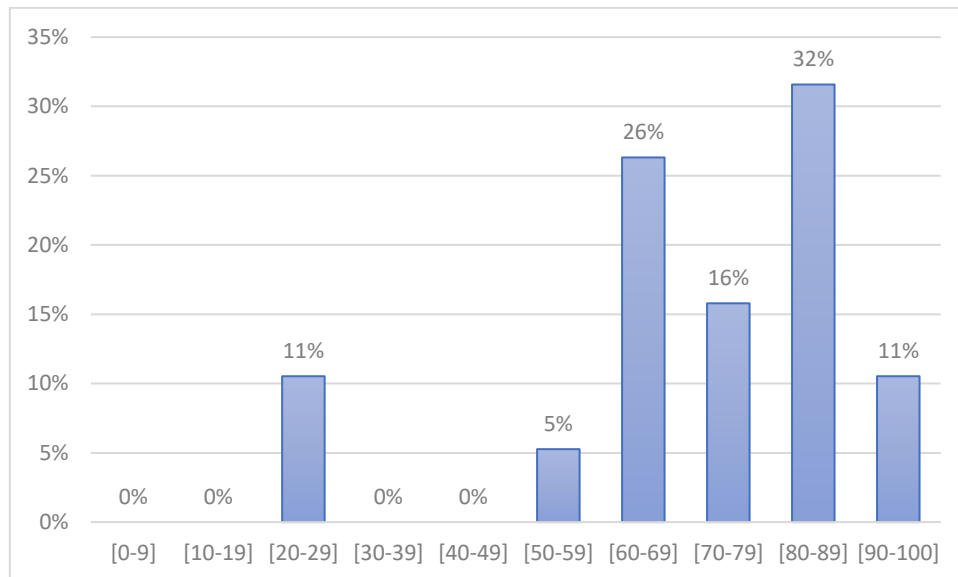
measured with the proper tools, in quantitative and qualitative terms (semantic analysis). The fact that brand communication is not, for a long time, controlled by them shouldn't stop them from managing that communication – directly with their clients before, during and after their purchase.”

The conclusion appears to be that earned media can be, albeit not completely, controlled by companies. The challenge, nonetheless, still lies in how to accurately and efficiently measure the impact of earned media.

Question 11: *“Identify the probability of this reality of earned media growing over the next 5 years, creating new challenges for brands.”*

As seen in figure 15, only 11% of responses were in brackets under the 0.5 probability, as the clear majority suggest a positive proposition. The average probability given in the responses was 66%.

Figure 15: The probability of this reality of earned media growing over the next 5 years, creating new challenges for brands.



The forecast will be to “work” earned media, increasing its weight on the marketing budget for being more credible to the eyes of the consumer.

“Since organic traffic is free (in theory, as we know), it's the ambition of any company, so I believe it will be a trend.”

“I think that with the passing of time and the conformation of companies to this reality, although it will grow, companies must also know how to “work” earned media in its favour, using specialists to do so. (...) most of this communication (at least the positive one) although is named earned, because it’s not paid media directly to the publisher, but happens through the work of communication professionals. I think that this area tends to have more weight on the budget, because it is also “more credible” to the eyes of the consumer.”

One of the specialists considers, unlike the majority, that earned media has already had its impact and that the future is on the growth of content marketing and influencer marketing.

“In general terms, what had to happen has already happened and the company responses were given. Two phenomenon that show themselves with more potential to grow are: Content marketing (owned media) and Influencer marketing (paid media).”

Despite this negative response, the opinions of specialists confirm that earned media is still growing and will continue to do so in the next five years as companies continue to look for ways to “work” their earned media and optimise its corresponding investment.

To conclude, **Research Question 4 (RQ4)** has been **verified**. It was clear in both questions that earned media has an undeniable impact in firms’ marketing budgets at the present, as many are working on ways to optimise their earned media’s results.

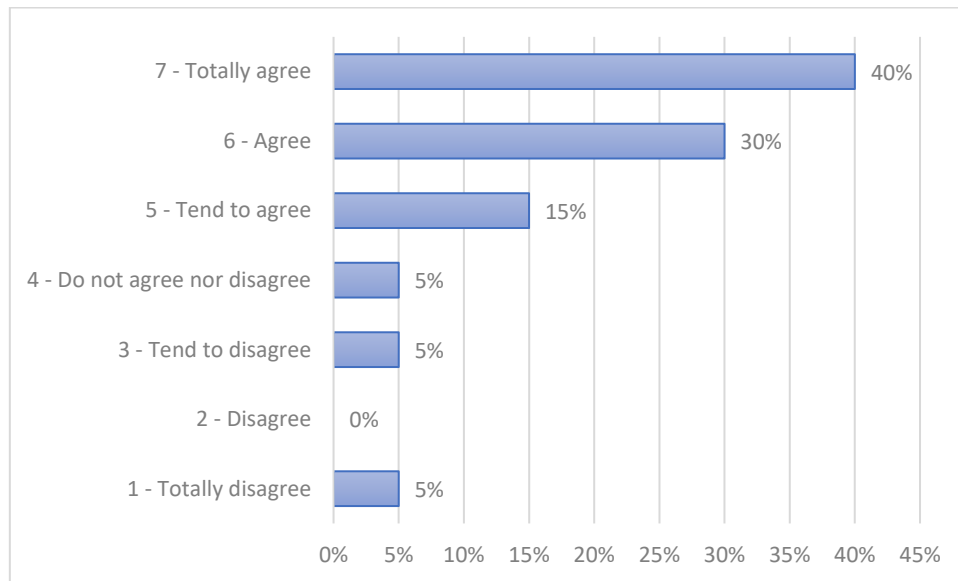
4.5. Contribution of new technologies to marketing budget optimisation

The fifth research question of this dissertation, **Research Question 5 - New technologies, such as programmatic marketing, are increasing, contributing to marketing budget optimisation (RQ5)**, is addressed in the twelfth question of the Real-Time Delphi questionnaire which is presented below, followed by an analysis of the results according to the specialists’ commentaries and, finally, a verification of the research question.

Question 12: *“New technologies such as programmatic marketing, will tend to be used by most brands in the next 5 years.”*

The results of question 12, as seen in figure 16, were overwhelmingly positive with most of the answers being “Totally agree” at 40% of total responses, versus 10% negative answers.

Figure 16: New technologies such as programmatic marketing, will tend to be used by most brands in the next 5 years.



The majority of respondents agreed with the proposition, also adding that with the advancement of technology, many marketing processes can be optimised through programmatic marketing.

“Programmatic marketing has many branches and with the increasing computation capacity, analysis, data crossing and digitalisation of touchpoints, it’s natural that most of the big brands will use it on a bigger or smaller scope in the next years.”

“The ever-greater utilisation of digital means on our daily lives will allow companies to create the algorithms for one-to-one pre-programmed marketing.”

Another aspect of this discussion was the programmatic purchase of digital means:

“On more digitally evolved countries, programmatic purchase is a reality for more than 50% of the digital budget. In a few years, all other means will become digital (TV, radio, outdoor, etc.) and their purchase will also be programmatic, with a huge optimisation in terms of return for advertisers, controlling metrics of frequency and multimedia coverage, generating marketing budget optimisation automatically.”

The final research question, **Research Question 5 (RQ5)** has, therefore, been **verified**. Not only has question 12 had overwhelmingly positive responses, specialists’ commentaries also indicate that programmatic marketing is not just increasing in popularity, it is also evolving. Programmatic marketing which was once exclusively associated with search engines is now being considered as a means of purchase of other digital mediums, such as TV, streaming, and even outdoor.

5. Conclusion

In this final chapter, several conclusions will be presented regarding the research problems initially uncovered:

- Understand how companies examine their marketing spending and return on investment using metrics;
- Gather the insight of marketing experts regarding the trends of marketing budget optimisation, and their opinion on the future of the subject.

First, a summary of the results obtained will be made to facilitate the analysis of the outcoming results, which will be followed by the academical implications of this study. Then, the managerial implications will be presented with the most relevant conclusions to managers and their practical applications. The closing points of this chapter will develop the limitations of this research as well as offer food for thought for future researchers that wish to further develop the subject of marketing budget optimisation.

5.1. Summary of Results

As explained in 3.2. *Research Questions*, five different research questions were developed and, afterwards, tested through the Real-Time Delphi research tool:

- RQ1 – Marketing budget optimisation is related to the type of company;
- RQ2 – The most adequate metrics for marketing budget optimisation are related to the type of company;
- RQ3 – The focus of marketing budget optimisation depends of the type of company;
- RQ4 – Non-controlled communication of the company, done by its customers, creates new challenges that are growing in impact;
- RQ5 – New technologies, such as programmatic marketing, are increasing, contributing to marketing budget optimisation;

Following the results obtained through the research tool, **RQ1** was **partially verified**. The type of company, while considerably relevant to marketing budget optimisation, should be complemented with further criteria such as the market that the company operates in, its competition, product life cycle, and objectives.

Both RQ2 and RQ3 were conceptualised from RQ1, being more specific correlations between marketing budget optimisation and the type of company. First, **RQ2** was **partially**

verified. From the results, it became clear that while the type of company greatly influences the most adequate metrics for marketing budget optimisation, as a “one size fits all” approach is impossible, the type of company alone is not enough. For example, two different digital B2C start-ups may have a different strategy, business model, marketing mix, and other criteria that influence the most adequate metrics – which was also verified for other types of company. Mintz and Currim (2013) concluded, in a similar fashion, that a manager’s use of metrics is not based on the manager, but on the variables describing the setting in which the manager operates (for example, the firm’s strategy, metric orientation, type of marketing-mix decision, firm and environmental characteristics).

Finally, social media metrics are also not expected to be converging – a consequence of each social network that use the metrics that better serve its own strategies. The huge variety of social media means that there is no metric compilation that addresses all requirements for all brands alike, as the solution lies in their shared fundamentals, whose commonalities allow for a unified approach to the construction of appropriate metrics (Peters *et al.*, 2013).

RQ3 was also **partially verified**, with a conclusion in the same vein of RQ2. Much like the conclusion that the type of company alone is not enough to determine the most adequate metrics for marketing budget optimisation, the same applies to its focus. This implies that specific methods, processes, and strategies related to marketing budget optimisation depend on a vast number of criteria and not solely on the type of company. For example, traditional companies which can use marketing automation tools to greatly amplify their marketing budget optimisation efforts, could barely do so ten years ago when the technology was primitive and far from the mainstream appeal it has today.

RQ4 was **verified** from the analysis of the results. Several challenges were proved to be arising from earned media such as the merging of paid and owned media to benefit the impact of earned media, which leads to the challenge of “working” earned media as communication specialists attempt to influence what is deemed as “uncontrolled communication”. As Rakic and Rakic (2014) concluded, “(...) consumers now also expect to be active participants in the media process. This requires new approaches to media strategy, involving media that do not simply replace traditional media, but rather expand media choices so as to capture reach, intimacy, and engagement.”

Finally, **RQ5** was also **verified**. Programmatic marketing is growing to become an almost indispensable part of every large company due to the increasing computation capacity, analysis, data crossing, and digitalisation of touchpoints. The programmatic principle will, irrespective of the media, form the basis of all marketing communication with automation and data being

closely linked to other marketing disciplines (Busch, 2016). One-to-one marketing is, thanks to these advancements, closer to becoming a reality that grants huge optimisation potential to advertisers in terms of return, controlling metrics of frequency and multimedia coverage.

5.2. Theoretical Implications

In *1.2. Research Problem and Objectives*, it is mentioned that a gap exists between the literature dedicated to the topic of this dissertation, and what managers effectively know and believe to be relevant to their businesses. Considering the contrast between the two fields, this dissertation proposed to reduce the gap between the usefulness of academic research to managers, which implies that its most relevant implications are, unexpectedly, managerial. Nonetheless, some theoretical implications have been made that can be relevant to future researchers and managers alike.

There is a huge diversity of metrics regarding marketing, which creates a demand for a clear definition of those that are most relevant and impactful to the business. Disappointment with marketing metrics was a recurrent problem in previous researches, such as Woods' (2004) which states that "The challenge for marketers is to define measurement metrics; and, indeed, there's been a mixed success across all industries." From the results, it became clear that there will never be a "one size fits all" approach to metrics. The main conclusion was that the type of company alone was not enough to determine what metrics were most adequate to the optimisation efforts, as other criteria such as the marketing mix and the firm's strategy also played a determinant role.

In fact, the main implication is that the topic of marketing budget optimisation as a whole (and not just regarding metrics) is non-consensual, as was verified not only from the quantitative results of the questionnaire, but also the qualitative commentary results. This flexible methodology was used due to the awareness that marketing budget optimisation is an ever-evolving subject that struggles to be perfected, originally confirmed by the exploratory interviews that were conducted for this dissertation and the existing literature.

5.3. Managerial Implications

Recapitulating *1.1. Actuality and Trends of the Marketing Budget*, investment on marketing continues to increase on a steady basis. This fact is a call-to-action to every marketer that, with the growth of marketing investment, more importance needs to be given to marketing budget optimisation. The increasing pressure to justify marketing expenditure consequently creates a

need for better measures of marketing performance, so that its contribution to firm value can be clearly demonstrated (Stewart, 2008).

From the perspective of management, the implications have been divided according to the types of companies identified in the methodology: digital B2C start-ups, companies with digital sales (such as banks and insurance companies), firms with a well-defined sales cycle (such as consultancy firms and industrial manufacturers) and traditional companies (such as retailers and beer brands).

Regarding digital B2C start-ups, the most relevant metrics identified were related to the number of clients, cost of acquisition per client, evaluations of clients and, finally, RFM (recency, frequency, monetary) analysis. Customer lifetime value is highlighted, as are metrics related to the sales funnel and website performance, as the business is fully supported by its digital platform. Communication metrics are also important because shares and recommendations are, usually, the top indicators of more sales to come and a successful customer experience.

For companies with digital sales, these should already be established and, therefore, an exponential growth of clients and sales is not as critical (even more if considering market limitations). The most important metrics are those that evaluate the digital process and the customer's lifetime value – increasing the value of the existing customers is considered more cost efficient than generating new customers and process optimisation is crucial to achieve this – and those that focus on optimising the sales funnel.

Companies with a well-defined sales cycle are the most dependent on sales funnel optimisation due to the usually longer sales cycle. The most important metrics are those that allow managers to understand the funnel's performance and its respective costs – since maximising retention in each stage is key to reduce acquisition costs. Marketing automation tools such as HubSpot also play a big role in marketing budget optimisation of these types of firms, since they facilitate funnel management throughout the entire customer's journey.

Finally, when considering traditional companies, and more specifically those focused on mass market, the most relevant metrics are still those related to awareness, market share and margins. The Net Promoter Score (NPS) is emerging as a tool to evaluate the loyalty of existing customers, due to the proliferation of digital means. What was once done through pen and paper questionnaires and/or phone calls, focused on a small sample, can now be more easily done online to a larger audience. Considering how strong and established the offline media channels of these companies used to be, the critical area of optimisation lies in the compatibilization of offline and online actions, reaching customers in an omnichannel fashion.

5.4. Research Limitations

First, and most importantly, this dissertation was developed in collaboration with Marketing FutureCast Lab which meant that the realisation of the study presented had to be done in three months. The panel of 21 marketing specialists can also be considered small but, nonetheless, an attempt to create the best possible panel under the time constraint presented was made. Finally, the time constraint also meant that the questionnaire was only available for two weeks, with only two rounds being performed.

Such a vast and controversial topic resulted in, as expected, a lot of doubts and disparity between the opinions of specialists, since there is no miraculous solution to the challenge that is marketing budget optimisation. The differences between each sector and firm difficult the generalisation of conclusions, which lead to an attempt of specialisation through the aggregation of firms according to their company type. However, this still proved to be a much too broad generalisation, as several other criteria ended up being brought up during the discussion.

5.5. Suggestions for Future Research

The potential of the Real-Time Delphi method for controversial subjects such as marketing budget optimisation, which struggle to achieve a universal consensus through conventional methods, is undeniable. Further research should be conducted through this method following the lessons learned in *5.4. Research Limitations* to achieve the Delphi's major goal of consensus.

As suggestions for future research, the same methodology as the one used in this dissertation should be conducted again but under more specific conditions to avoid a generalisation of results. For example: using specialists from specific countries, adapting the size of the panel to the size of the country; focus on specific sectors such as Fast-Moving Consumer Goods, to improve the significance of the results; and focus on unique themes of marketing budget optimisation such as key metrics, the conciliation of paid/owned and earned media, or the impact of new technologies.

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7. Annexes

Annex 1: Key Marketing Metrics Developed

Metrics According to Sales Objectives

Growth of Sales	Growth of Sales within Existing Customers	Growth of the Number of Clients
Unit market share	Share of wallet	Penetration
Revenue market share	Heavy usage index	
Relative market share		
Market concentration		
Brand development index (BDI)		
Category development index (CDI)		

Unit market share: the units sold by a particular company as a percentage of total market sales, measured in the same units.

$$\text{Unit market share (\%)} = \frac{\text{Unit sales (N)}}{\text{Total market unit sales (N)}} \quad (2.1)$$

Revenue market share: differs from unit market share in that it reflects the prices at which goods are sold.

$$\text{Revenue market share (\%)} = \frac{\text{Sales revenue (\$)}}{\text{Total market revenue (\$)}} \quad (2.2)$$

Relative market share: indexes a firm's or a brand's market share against that of its leading competitor. It is regularly used to perform the BCG matrix.

$$\text{Relative market share (I)} = \frac{\text{Brand's market share (\%)}}{\text{Largest competitor's market share (\%)}} \quad (2.3)$$

Market concentration: the degree to which a relatively small number of firms accounts for a large proportion of the market. This is also known as the concentration ratio and is usually calculated for the largest three or four firms in a market.

Brand development index (BDI): quantifies how well a brand is performing within a specific group of customers, compared with its average performance among all consumers.

$$\text{Brand development index (I)} = \frac{\frac{\text{Brand sales to group (N, \$)}}{\text{Households (N) in group}}}{\frac{\text{Total brand sales (N,\$)}}{\text{Total households (N)}}} \quad (2.4)$$

Category development index (CDI): measures the sales performance of a category of goods or services within a specific group, compared with its average performance among all consumers.

$$\text{Category development index (I)} = \frac{\frac{\text{Category sales to group (N, \$)}}{\text{Households (N) in group}}}{\frac{\text{Total category sales (N,\$)}}{\text{Total households (N)}}} \quad (2.5)$$

Share of wallet: a given brand's share of purchases in its category, measured solely among customers who have already purchased that brand.

$$\text{Unit share of wallet (\%)} = \frac{\text{Brand purchases (N)}}{\text{Total category purchases by brand buyers (N)}} \quad (2.6)$$

$$\text{Revenue share of wallet (\%)} = \frac{\text{Brand purchases (\$)}}{\text{Total category purchases by brand buyers (\$)}} \quad (2.7)$$

Heavy usage index: is a measure of the relative intensity of consumption. It indicates how heavily the customers for a given brand use the product category to which that brand belongs, compared with the average customer for that category.

$$\text{Heavy usage index (I)} = \frac{\text{Average total purchases in category by brand customers (N, \$)}}{\text{Average total purchases in category by all customers for that category (N, \$)}} \quad (2.8)$$

$$\text{Heavy usage index (I)} = \frac{\text{Market share (\%)}}{[\text{Penetration share (\%)} * \text{Share of wallet (\%)}]} \quad (2.9)$$

Penetration: The proportion of people in the target who bought (at least once in the period) a specific brand or category of goods.

$$\text{Market penetration (\%)} = \frac{\text{Customers who have purchased a product in the category (N)}}{\text{Total population (N)}} \quad (2.10)$$

$$\text{Brand penetration (\%)} = \frac{\text{Customers who have purchased the brand (N)}}{\text{Total population (N)}} \quad (2.11)$$

$$\text{Penetration share (\%)} = \frac{\text{Brand penetration (\%)}}{\text{Market penetration (\%)}} \quad (2.12)$$

Metrics According to Rentability Objectives

Margin	Channel margins	Marketing spending
Break-even and contribution	Customer profit	Customer lifetime value
Net profit and return on sales (ROS)	Return on investment (ROI)	Return on marketing investment (ROMI)

Margin: on sales, is the difference between selling price and cost. This difference is typically expressed either as a percentage of selling price or on a per-unit basis.

$$\text{Unit margin (\$)} = \text{Selling price per unit (\$)} - \text{Cost per unit (\$)} \quad (2.13)$$

$$\text{Margin (\%)} = \frac{\text{Unit margin (\$)}}{\text{Selling price per unit (\$)}} \quad (2.14)$$

Channel margin: can be expressed on a per-unit basis or as a percentage of selling price. In “chaining” the margins of sequential distribution channels, the selling price of one channel member becomes the “cost” of the channel member for which it serves as a supplier.

$$\text{Supplier selling price (\$)} = \text{Customer selling price (\$)} - \text{Customer margin (\$)} \quad (2.15)$$

$$\text{Customer selling price (\$)} = \frac{\text{Supplier selling price (\$)}}{[1 - \text{Customer margin (\%)}]} \quad (2.16)$$

Marketing spending: to predict how selling costs change with sales, a firm must distinguish between fixed selling costs and variable selling costs.

$$\text{Total selling (marketing) costs (\$)} = \text{Total fixed selling costs (\$)} + \text{Total variable selling costs (\$)} \quad (2.17)$$

$$\text{Total variable selling costs (\$)} = \text{Revenue (\$)} * \text{Variable selling costs (\%)} \quad (2.18)$$

$$\text{Marketing as a percentage of sales (\%)} = \frac{\text{Marketing spending (\$)}}{\text{Revenue (\$)}} \quad (2.19)$$

Break-even and contribution: the break-even level represents the sales amount – in either unit or revenue terms – that is required to cover total costs (both fixed and variable). Profit at break-even is zero. Break-even is only possible if a firm’s prices are higher than its variable costs per unit. If so, then each unit of product sold will generate some “contribution” toward covering fixed costs.

$$\text{Contribution per unit (\$)} = \text{Selling price per unit (\$)} - \text{Variable cost per unit (\$)} \quad (2.20)$$

$$\text{Contribution margin (\%)} = \frac{\text{Contribution per unit (\$)}}{\text{Selling price per unit (\$)}} \quad (2.21)$$

Marketing Budget Optimisation: Key Metrics and Trends

$$\text{Break-even volume (N)} = \frac{\text{Fixed costs (\$)}}{\text{Contribution per unit (\$)}} \quad (2.22)$$

$$\text{Break-even revenue (\$)} = \text{Break-even volume (units) (N)} * \text{Price per unit (\$)} \quad (2.23)$$

$$\text{Break-even revenue (\$)} = \frac{\text{Fixed costs (\$)}}{\text{Contribution margin (\%)}} \quad (2.24)$$

Customer profit: is the profit the firm makes from serving a customer or customer group over a specified period of time. The firm will identify its most profitable customers and be in a position to take steps to ensure the continuation of these most profitable relationships.

Customer lifetime value (CLV): is the financial value of a customer relationship based on the present value of the projected future cash flows from the customer relationship. When margins and retention rates are constant, the following formula can be used.

$$\text{Customer lifetime value (\$)} = \text{Margin (\$)} * \frac{\text{Retention rate (\%)}}{1 + \text{Discount rate (\%)} - \text{Retention rate (\%)}} \quad (2.25)$$

Net profit and return on sales (ROS): Net profit measures the profitability of ventures after accounting for all costs. Return on sales (ROS) is a net profit as a percentage of sales revenue.

$$\text{Net profit (\$)} = \text{Sales revenue (\$)} - \text{Total costs (\$)} \quad (2.26)$$

$$\text{Return on sales (\%)} = \frac{\text{Net profit (\$)}}{\text{Sales revenue (\$)}} \quad (2.27)$$

Return on investment (ROI): is one way of considering profits in relation to capital invested.

$$\text{Return on investment (\%)} = \frac{\text{Net profit (\$)}}{\text{Investment (\$)}} \quad (2.28)$$

Return on marketing investment (ROMI): is not like the other “return-on-investment” metrics because marketing is not the same kind of investment. Instead of moneys that are “tied up” in plants and inventories, marketing funds are typically “risky”. Marketing spending is typically charged to expenses in the current period.

$$\text{Return on marketing investment (\%)} = \frac{\text{[Incremental revenue attributable to marketing (\$)} \\ * \text{Contribution (\%)} - \text{Marketing spending (\$)]}}{\text{Marketing spending (\$)}} \quad (2.29)$$

Metrics According to Product, Price, and Distribution Objectives

Product	Price	Distribution
Trial rate	Average price per unit and price per statistical unit	Numeric distribution
Repeat rate	Price premium	Weighted distribution
Penetration		
Projection of sales		
Growth rate: percentage and CAGR		

Trial rate: the percentage of a defined population that purchases or uses a product for the first time in a given period.

$$\text{Trial rate (\%)} = \frac{\text{First-time triers in period } t \text{ (N)}}{\text{Total population (N)}} \quad (2.30)$$

Repeat rate: the fraction of people who try a product and then repeat their purchase decision.

$$\text{Repeat rate (\%)} = \frac{\text{Repeat buyers (N)}}{\text{Trial population (N)}} \quad (2.31)$$

Penetration: is the measure of the population buying in the current period

$$\text{Penetration } t \text{ (N)} = [\text{Penetration in } t-1 \text{ (N)} * \text{Repeat rate period } t \text{ (\%)}] + \text{First-time triers in period } t \text{ (N)} \quad (2.32)$$

$$\text{Projection of sales } t \text{ (N)} = \text{Penetration } t \text{ (N)} * \text{Average frequency of purchase (N)} * \text{Average units per purchase (N)} \quad (2.33)$$

Cannibalisation rate: is the reduction in sales (units or Money) of a firm's existing products due to the introduction of a new product.

$$\text{Cannibalisation rate (\%)} = \frac{\text{Sales lost from existing products (N, \$)}}{\text{Sales of new product (N, \$)}} \quad (2.34)$$

Growth rate: percentage and CAGR: year-on-year percentage growth uses the prior year as a base for expressing percentage change from one year to the next. Over longer periods of time, compound annual growth rate (CAGR) is a generally accepted metric for average growth rates.

$$\text{Year-on-year growth (\%)} = \frac{\text{Value (\$, N, \%)} t - \text{Value (\$, N, \%)} t - 1}{\text{Value (\$, N, \%)} t - 1} \quad (2.35)$$

$$\text{CAGR (\%)} = \{[\text{Ending value (\$, N, \%)} / \text{Starting value (\$, N, \%)}]^{1 / \text{Number of years (N)}}\} - 1 \quad (2.36)$$

Average price per unit and price per statistical unit: average prices represent total sales revenue divided by total units sold. Many products, however, are sold in multiple variants, such as bottle sizes. In these cases, managers face the challenge of determining “comparable” units and average prices can be calculated by weighting different unit selling prices by the percentage of unit sales (mix) for each product variant. **Stock Keeping Unit (SKU)** is a term used by retailers to identify individual items that are carried or “stocked” within an assortment. This is the most detailed level at which the inventory and sales of individual products are recorded.

$$\text{Average price per unit (\$)} = \frac{\text{Revenue (\$)}}{\text{Units sold (N)}} \quad (2.37)$$

$$\begin{aligned} \text{Average price per unit (\$)} = & [\text{Price of SKU1 (\$)} * \text{SKU1 percentage of sales (\%)}] \\ & + [\text{Price of SKU2 (\$)} * \text{SKU2 percentage of sales (\%)}] \end{aligned} \quad (2.38)$$

$$\text{Price per statistical unit (\$)} = \text{Total price of a bundle of SKUs comprising a statistical unit} \quad (2.39)$$

$$\text{Unit price per statistical unit (\$)} = \frac{\text{Price per statistical unit (\$)}}{\text{Total units in the bundle of SKUs comprising the statistical unit (N)}} \quad (2.40)$$

Price premium: the percentage by which the price charged for a specific brand exceeds (or falls short of) a benchmark price established for a similar product or basket of products. Price premium is also known as relative price.

$$\text{Price premium (\%)} = \frac{\text{Brand A price (\$)} - \text{Benchmark price (\$)}}{\text{Benchmark price (\$)}} \quad (2.41)$$

Numeric distribution: is based on the number of outlets that carry a product (that is, outlets that list at least one of the product’s stock-keeping units, or SKUs). It is defined as the percentage of stores that stock a given brand or SKU, within the universe of stores in the relevant market.

$$\text{Numeric distribution (\%)} = \frac{\text{Number of outlets carrying brand (N)}}{\text{Total number of outlets in the market (N)}} \quad (2.42)$$

Weighted distribution: examines the share of the relevant product category sold by the stores in which a given product has gained distribution.

$$\text{Weighted distribution (\%)} = \frac{\text{Total category sales by stores carrying brand (\$)}}{\text{Total category sales of all stores (\$)}} \quad (2.43)$$

Metrics According to Offline Communication Objectives

Impressions	Gross rating points (GRPs)
Cost per thousand impressions (CPM)	Share of voice

Impressions = OTS = Exposures: the number of times a specific advertisement is delivered to a potential customer. This is an estimate of the audience for a media “insertion” (one ad) or campaign.

$$\text{Impressions (N)} = \text{Reach (N)} * \text{Average frequency (N)} \quad (2.44)$$

Gross rating points (GRPs): the sum of all rating points delivered by the media vehicles carrying an advertisement or campaign. A television programme with a rating of 2 would reach 2% of the population.

$$\text{Gross rating points (\%)} = \text{Reach (\%)} * \text{Average frequency (N)} \quad (2.45)$$

$$\text{Gross rating points (\%)} = \frac{\text{Impressions (N)}}{\text{Defined population (N)}} \quad (2.46)$$

Cost per thousand impressions (CPM): is the cost per thousand advertising impressions. This metric is calculated by dividing the cost of an advertising placement by the number of impressions (expressed in thousands) that it generates.

$$\text{Cost per thousand impressions (\$)} = \frac{\text{Cost of advertising (\$)}}{\text{Impressions generated (N in thousands)}} \quad (2.47)$$

Share of voice: quantifies the advertising “presence” that a specific product or brand enjoys. It is calculated by dividing the brand’s advertising by total market advertising.

$$\text{Share of voice (\%)} = \frac{\text{Brand advertising (\$, N)}}{\text{Total market advertising (\$, N)}} \quad (2.48)$$

Metrics According to Online Communication Objectives

Traffic	E-Commerce	Social Networks	Mobile Devices	E-Mail
Impressions	Cost per impression	Friends/followers/supporters	Average revenue per user	E-mail opening rate
Pageviews	Cost per click	Likes	Average duration per session	E-mail unsubscription rate
Click-through rate	Cost per order			E-mail rejection rate
Visits and visitors	Search engines			
	Conversion rate			

Impressions: represent the number of opportunities that have been presented to people to see an advertisement.

Pageviews: the number of times a specific page has been displayed to users. A page can be composed of multiple files. **Hits** is a count of the number of files served to visitors.

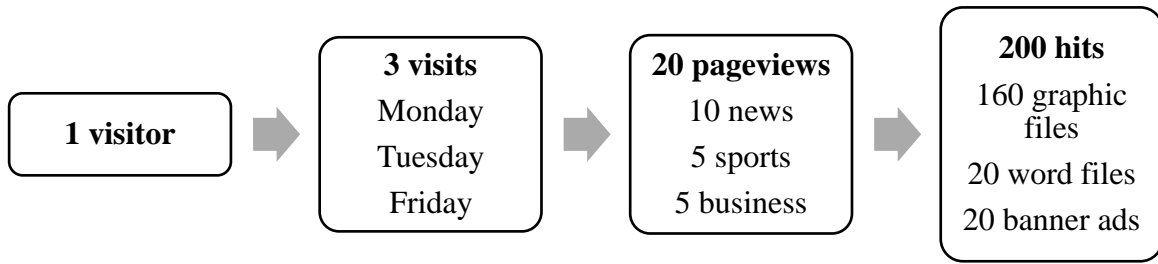
$$\text{Pageviews (N)} = \frac{\text{Hits (N)}}{\text{Files on the page (N)}} \quad (2.49)$$

Click-through rate: is the percentage of impressions that lead a user to click on an ad. Click-through is the number of times a click is made on the advertisement.

$$\text{Click-through rate (\%)} = \frac{\text{Click-throughs (N)}}{\text{Impressions (N)}} \quad (2.50)$$

Visits and visitors: measures the number of sessions in a website, and the number of individuals requesting pages from the website, during a given period.

Figure 17: Example of an online newspaper visitor by Bendle *et al.* (2017).



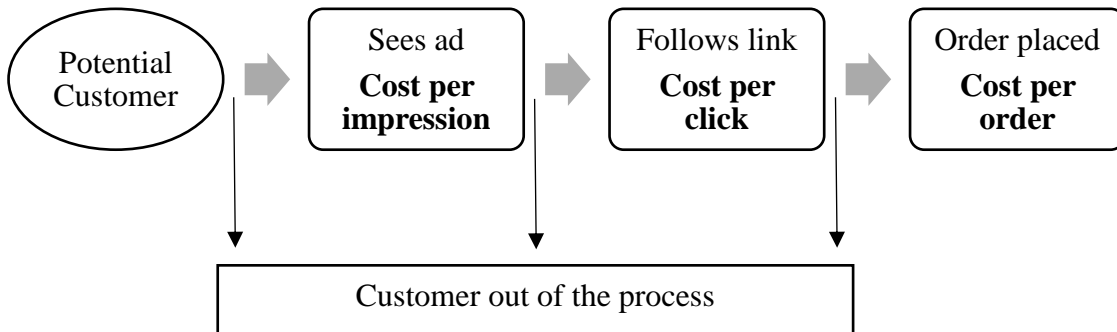
Cost per impression, cost per click and cost per order: these metrics are the starting point for assessing the effectiveness of a company’s online advertising and can be used for comparison across advertising media and vehicles and as an indicator of the profitability of a firm’s online marketing.

$$\text{Cost per impression (\$)} = \frac{\text{Advertising cost (\$)}}{\text{Number of impressions (N)}} \quad (2.51)$$

$$\text{Cost per click (\$)} = \frac{\text{Advertising cost (\$)}}{\text{Number of clicks (N)}} \quad (2.52)$$

$$\text{Cost per order (\$)} = \frac{\text{Advertising cost (\$)}}{\text{Orders (N)}} \quad (2.53)$$

Figure 18: Example of the order acquisition process by Bendle *et al.* (2017).



Search engines: the most important metric is the cost per click, and it is generally the basis for establishing the search engine placement fee. Paid search marketing is essentially paying for the placement of ads on search engines and content sites across the internet.

$$\text{Cost per click (\$)} = \frac{\text{Cost per week (\$)}}{\text{Clicks per week (N)}} \quad (2.54)$$

Conversion rate: the percentage of visitors that effectively commit to a purchase.

$$\text{Conversion rate (\%)} = \frac{\text{Number of clients that commit to a purchase (N)}}{\text{Number of visitors (N)}} \quad (2.55)$$

Friends/followers/supporters: measures the number of individuals that joined the social network of a particular entity.

Likes: is the number of individuals that supported a page or publication using the like button.

Average revenue per user: measures how much revenue, on average, the app generates per user.

$$\text{Average revenue per user (\$)} = \frac{\text{Total revenue (\$)}}{\text{Number of users (N)}} \quad (2.56)$$

Average duration per session: the average time that a user spends on the app.

$$\text{Average duration per session (N)} = \frac{\text{Total duration in the app (N)}}{\text{Number of sessions (N)}} \quad (2.57)$$

E-mail opening rate: the percentage of e-mails that were opened.

$$\text{E-mail opening rate (\%)} = \frac{\text{Opened e-mails (N)}}{\text{Sent e-mails (N)}} \quad (2.58)$$

E-mail unsubscription rate: the percentage of unsubscribers.

$$\text{E-mail unsubscription rate (\%)} = \frac{\text{Total unsubscribers (N)}}{\text{Subscribers in the beginning of the period (N)}} \quad (2.59)$$

E-mail rejection rate: measures the quality of a mailing list.

$$\text{E-mail rejection rate (\%)} = \frac{\text{Delivered e-mails (N)}}{\text{Sent e-mails (N)}} \quad (2.60)$$

Annex 2: Questionnaire as seen on the eDelphi platform

Introdução

Como especialista da área de marketing, o Marketing FutureCast Lab agradece, desde já, a sua participação neste debate com uma metodologia inovadora (Real-Time Delphi) sobre a otimização dos orçamentos de marketing.

Este estudo tem por base um questionário composto por 13 perguntas, 12 em formato de escala e 1 em formato de probabilidade, cujo objetivo é chegar a conclusões relevantes sobre a otimização de um orçamento de marketing, sendo o mais importante os seus comentários.

Esta metodologia - Real-Time Delphi - como o nome indica, é realizada em tempo real. As suas respostas serão visíveis para os outros respondentes, assim como as deles serão visíveis para si (sem identificar o participante).

Abaixo da sua resposta, estará uma caixa para comentários, onde esperamos que justifique a sua resposta com os argumentos que considera relevantes. Estes comentários também estarão visíveis para todos (sem identificar o participante).

Por ser em tempo real, o interesse da metodologia é poder voltar a esta plataforma, ver os novos comentários e alterar a sua opinião, tanto quantitativamente como com novos comentários, já que o objetivo deste questionário é fomentar um debate entre os envolvidos.

Obrigado, desde já, pela sua disponibilidade.

Marketing FutureCast Lab



Questão 1

Instruções: Para responder deslize com o cursor no quadrado preto para a esquerda ou para a direita, até ao ponto que exprime o seu nível de concordância.

O gráfico abaixo reflete as respostas já dadas por outros especialistas do painel.

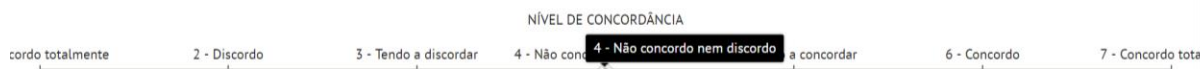
Abaixo do gráfico, na caixa "Add a comment", agradecemos o seu comentário, particularmente se tiver uma opinião discordante da maioria que já se expressou, ou se tiver argumentos que ainda não foram apresentadas.

1. As melhores práticas para otimização do orçamento de marketing estão relacionadas com o tipo de empresa.

Para além das micro e pequenas empresas, podemos considerar 4 tipos de práticas de otimização relacionadas com os seguintes tipos de empresa:

- **Startups B2C digitais** (com foco em *Growth Hacking*), que procuram encontrar o fator de diferenciação em alguns *touch points* da *customer journey*, com o objetivo de crescerem rapidamente, como é o caso da Uniplaces e 360Imprimir;
- **Outras empresas com vendas digitais**, que procuram captar, melhorar a experiência de compra e fidelizar, como é o caso da banca e seguros online;
- **Empresas com o ciclo de vendas bem identificado e definido**, desde a prospeção à venda, sobretudo em negócios B2B, como é o caso das consultoras e empresas de equipamentos industriais;
- **Empresas em negócios mais tradicionais**, em que a quota de mercado tende a estar relacionada com o investimento de marketing, como é o caso das cervejeiras e supermercados;

(Se considerar uma diferente tipificação, por favor identifique-a na caixa "Add a comment".)



Questão 2

Instruções: Para responder deslize com o cursor no quadrado preto para a esquerda ou para a direita, até ao ponto que exprime o seu nível de concordância.

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Abaixo do gráfico, na caixa "Add a comment", agradecemos o seu comentário, particularmente se tiver uma opinião discordante da maioria que já se expressou, ou se tiver argumentos que ainda não foram apresentadas.

2. As métricas de marketing mais adequadas para as **startups B2C digitais** (do tipo Uniplaces e 360Imprimir) são:

- Nº de clientes;
- Custo de aquisição por cliente;
- Avaliação do produto/serviço feita pelos clientes através de partilhas, avaliações ou recomendações;
- Avaliação RFM (**Recency** - Quando é que o cliente fez a última encomenda? **Frequency** - Quantas encomendas fez ao longo de um período de tempo? **Monetary** - Quanto é que o cliente comprou? E qual foi a margem gerada pelo cliente?).

(Se considerar existir outras métricas mais adequadas, insira-as, por favor, na caixa "Add a comment".)



Marketing Budget Optimisation: Key Metrics and Trends

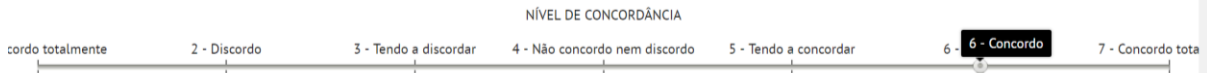
Questão 3

Instruções: Para responder deslize com o cursor no quadrado preto para a esquerda ou para a direita, até ao ponto que exprime o seu nível de concordância.

O gráfico abaixo reflete as respostas já dadas por outros participantes do painel.

Abaixo do gráfico, na caixa "Add a comment", agradecemos o seu comentário, particularmente se tiver uma opinião discordante da maioria que já se expressou, ou se tiver argumentos que ainda não foram apresentados.

3. No caso das **startups B2C digitais**, a otimização passa por, numa lógica de tentativa/erro, agir sobre os diferentes pontos de contato da *customer journey*, de forma a maximizar o impacto das partilhas/recomendações.



Questão 4

Instruções: Para responder deslize com o cursor no quadrado preto para a esquerda ou para a direita, até ao ponto que exprime o seu nível de concordância.

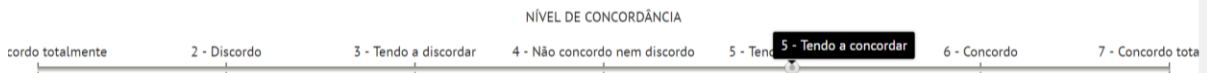
O gráfico abaixo reflete as respostas já dadas por outros participantes do painel.

Abaixo do gráfico, na caixa "Add a comment", agradecemos o seu comentário, particularmente se tiver uma opinião discordante da maioria que já se expressou, ou se tiver argumentos que ainda não foram apresentados.

4. As métricas de marketing mais adequadas para as **outras empresas com vendas digitais** (como banca e seguros online) são:

- Nº de clientes;
- Quota de carteira na categoria;
- Avaliação da satisfação dos clientes.

(Se considerar existir outras métricas mais adequadas, insira-as, por favor, na caixa "Add a comment".)



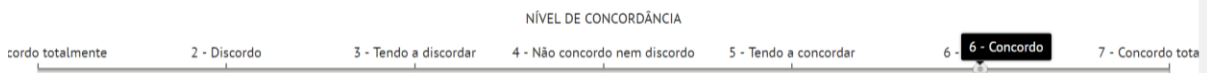
Questão 5

Instruções: Para responder deslize com o cursor no quadrado preto para a esquerda ou para a direita, até ao ponto que exprime o seu nível de concordância.

O gráfico abaixo reflete as respostas já dadas por outros participantes do painel.

Abaixo do gráfico, na caixa "Add a comment", agradecemos o seu comentário, particularmente se tiver uma opinião discordante da maioria que já se expressou, ou se tiver argumentos que ainda não foram apresentados.

5. No caso de **outras empresas com vendas digitais**, a otimização do orçamento de marketing passa sobretudo pela melhoria dos processos, de forma a melhorar a captura, experiência e fidelização dos clientes.



Questão 6

Instruções: Para responder deslize com o cursor no quadrado preto para a esquerda ou para a direita, até ao ponto que exprime o seu nível de concordância.

O gráfico abaixo reflete as respostas já dadas por outros participantes do painel.

Abaixo do gráfico, na caixa "Add a comment", agradecemos o seu comentário, particularmente se tiver uma opinião discordante da maioria que já se expressou, ou se tiver argumentos que ainda não foram apresentados.

6. As métricas de marketing mais adequadas para as **empresas com ciclo de vendas bem definido** (como consultoras ou empresas de equipamentos industriais) são:

- Identificar os passantes no funil de vendas em cada etapa de conversão;
- Custo de passagem de potenciais clientes ao longo do funil.



Marketing Budget Optimisation: Key Metrics and Trends

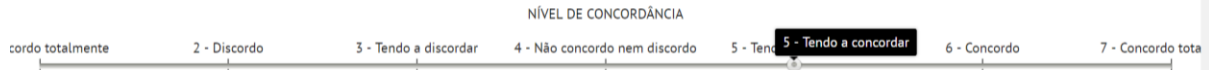
Questão 7

Instruções: Para responder deslize com o cursor no quadrado preto para a esquerda ou para a direita, até ao ponto que exprime o seu nível de concordância.

O gráfico abaixo reflete as respostas já dadas por outros participantes do painel.

Abaixo do gráfico, na caixa "Add a comment", agradecemos o seu comentário, particularmente se tiver uma opinião discordante da maioria que já se expressou, ou se tiver argumentos que ainda não foram apresentados.

7. Nas **empresas com ciclo de vendas bem definido**, as ferramentas como o Hubspot, que fazem gestão do funil de vendas, desde a captação de leads até aos pós-venda, incluindo a integração de conteúdos, são o futuro da otimização de marketing nos negócios com ciclo de venda bem definido.



Questão 8

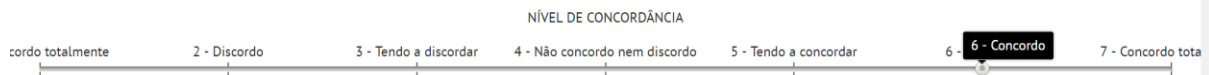
Instruções: Para responder deslize com o cursor no quadrado preto para a esquerda ou para a direita, até ao ponto que exprime o seu nível de concordância.

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8. As métricas de marketing mais adequadas para as **empresas mais tradicionais** (como é o caso das cervejeiras e dos supermercados), são:

- Notoriedade;
- Afinidade;
- Nível de partilha de conteúdos digitais;
- Quota de mercado/volume de vendas;
- Margens.



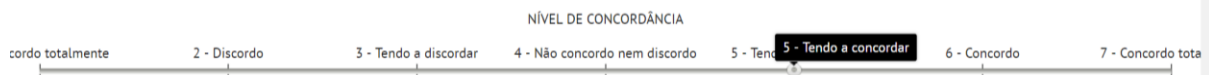
Questão 9

Instruções: Para responder deslize com o cursor no quadrado preto para a esquerda ou para a direita, até ao ponto que exprime o seu nível de concordância.

O gráfico abaixo reflete as respostas já dadas por outros participantes do painel.

Abaixo do gráfico, na caixa "Add a comment", agradecemos o seu comentário, particularmente se tiver uma opinião discordante da maioria que já se expressou, ou se tiver argumentos que ainda não foram apresentados.

9. A otimização de marketing nas **empresas mais tradicionais** passa pela compatibilização entre ações offline e online, cujas principais métricas devem estar ligadas ao *engagement* de forma relevante (partilhas de conteúdos e compras).



Questão 10

Instruções: Para responder deslize com o cursor no quadrado preto para a esquerda ou para a direita, até ao ponto que exprime o seu nível de concordância.

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10. Uma boa parte da comunicação sobre as marcas foge ao controlo das mesmas, sendo feita por *word of mouth/mouse* (*earned media*), o que coloca às empresas novos desafios na medição do retorno das ações de marketing.

(No caso de concordância (níveis 5, 6 ou 7 na sua resposta), identifique na caixa "Add a comment" quais são os principais desafios daqui decorrentes.)



Marketing Budget Optimisation: Key Metrics and Trends

Questão 11

Instruções: Para responder deslize com o cursor no quadrado preto para a esquerda ou para a direita, até ao ponto que exprime o seu nível de probabilidade.

O gráfico abaixo reflete as respostas já dadas por outros participantes do painel.

Abaixo do gráfico, na caixa "Add a comment", agradecemos o seu comentário, particularmente se tiver uma opinião discordante da maioria que já se expressou, ou se tiver argumentos que ainda não foram apresentadas.

11. Identifique a probabilidade de esta realidade de *earned media* vir a crescer nos próximos 5 anos, criando, assim, novos desafios para as marcas.



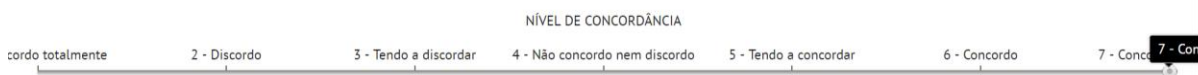
Questão 12

Instruções: Para responder deslize com o cursor no quadrado preto para a esquerda ou para a direita, até ao ponto que exprime o seu nível de concordância.

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12. Novas tecnologias, como o marketing programático, tenderão a ser utilizadas para a maioria das grandes marcas no prazo de 5 anos.



Questão 13

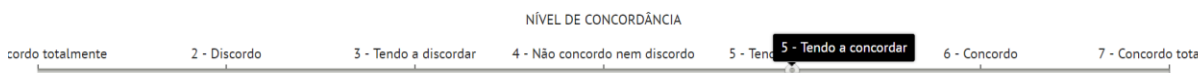
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13. As diferentes redes sociais vão convergir no prazo de 5 anos para a utilização do mesmo tipo de métricas.

(No caso de concordância (nível 5, 6 ou 7 na sua resposta), indique por favor na caixa "Add a comment" o tipo de métricas que passarão a ser standard para as várias redes sociais.)



Conclusão

Agradecemos a sua participação neste debate sobre otimização do orçamento de marketing com metodologia Real-Time Delphi.

Dado que todos os dias, até ao próximo dia 4 de Setembro, vão surgir novos comentários, pedimos-lhe para voltar a esta plataforma dentro de 1 a 2 dias, ver os comentários e alterar a sua avaliação ou acrescentar novos comentários (relembramos que os comentários dos especialistas não estão identificados).

PREVIOUS 15 / 15 SAVE
SKIP QUESTION

Annex 3: Results given by the eDelphi platform

Introdução

Como especialista da área de marketing, o Marketing FutureCast Lab agradece, desde já, a sua participação neste debate com uma metodologia inovadora (Real-Time Delphi) sobre a otimização dos orçamentos de marketing.

Este estudo tem por base um questionário composto por 13 perguntas, 12 em formato de escala e 1 em formato de probabilidade, cujo objetivo é chegar a conclusões relevantes sobre a otimização de um orçamento de marketing, **sendo o mais importante os seus comentários**.

Esta metodologia - Real-Time Delphi - como o nome indica, é realizada em tempo real. As suas respostas serão visíveis para os outros respondentes, assim como as deles serão visíveis para si (sem identificar o participante).

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Por ser em tempo real, **o interesse da metodologia é poder voltar a esta plataforma, ver os novos comentários e alterar a sua opinião, tanto quantitativamente como com novos comentários**, já que o objetivo deste questionário é fomentar um debate entre os envolvidos.

Obrigado, desde já, pela sua disponibilidade.

Marketing FutureCast Lab

Questão 1

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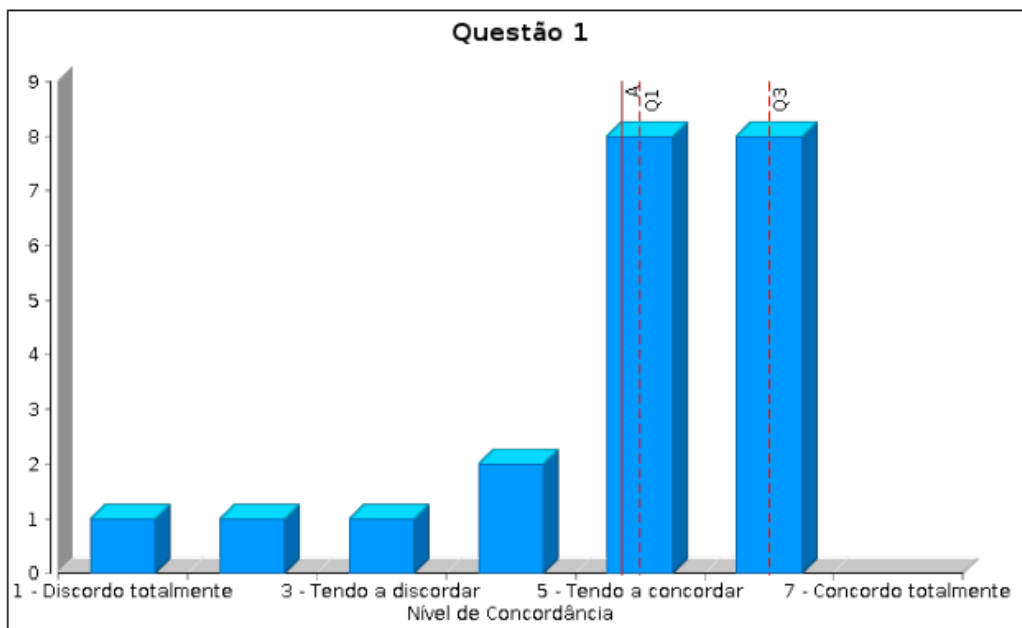
1. As melhores práticas para otimização do orçamento de marketing estão relacionadas com o tipo de empresa.

Para além das micro e pequenas empresas, podemos considerar 4 tipos de práticas de otimização relacionadas com os seguintes tipos de empresa:

Marketing Budget Optimisation: Key Metrics and Trends

- **Startups B2C digitais** (com foco em *Growth Hacking*), que procuram encontrar o fator de diferenciação em alguns *touch points* da *customer journey*, com o objetivo de crescerem rapidamente, como é o caso da Uniplaces e 360Imprimir;
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(Se considerar uma diferente tipificação, por favor identifique-a na caixa "Add a comment".)



A 0.857
n 21
Md 5 - Tendo a concordar (1)
min 1 - Discordo totalmente (-3)
max 6 - Concordo (2)
stdDev1.355

COMMENTS

Comment date Aug 28, 2017 1:16:24 PM

Nível de concordância: 6 - Concordo

Marketing Budget Optimisation: Key Metrics and Trends

Concordo com a tipificação apresentada em termos na dinâmica dos seus negócios e do seu tipo de génese (offline vs. offline).

Acho que as empresas aqui representadas "com vendas digitais" são empresas que instituíram o seu modelo de negócio na reinvenção da experiência do consumidor e digitalização de processos, mais focadas numa gestão integral dos pontos de contato e sua experiência.

Comment date Sep 3, 2017 1:51:05 PM

Concordo com esta segmentação, porém considero também que cada vez mais no que se refere à parte do orçamento de marketing relacionada com a comunicação das marcas, todas as marcas, quer vicam apenas online ou não. ou quer façam ou não vendas digitais, devem utilizar comunicação digital. E os critérios de otimização da comunicação digital variam consoante o mercado onde opera, o produto, o ciclo de vida do produto, o tipo de comunicação que estão a fazer e quais os objectivos que se querem atingir. Os objectivos são o guia para a otimização.

Comment date Sep 5, 2017 12:50:29 AM

De acordo totalmente. Poderão existir três ou quatro objetivos referencias macro, mas que terão que ser sempre declinados face à estratégia da empresa

Comment date Sep 4, 2017 2:57:12 AM

Penso que existe um conjunto de outros factores, para além do tipo de empresa, que têm impacto nas práticas de optimização do orçamento de marketing (não exaustivo):

- Existência de medição do impacto e caso existam, respectivos KPIs.
- Objectivo do investimento de marketing (construção de marca, sell-out, aquisição de novos clientes).
- Tipo de processo de tomada de decisão de compra por parte do consumidor

Comment date Sep 5, 2017 2:58:39 PM

Concordo com a segmentação se bem que existe ainda uma tipificação distinta no segmento de venda online e que são as companhias que estão totalmente orientadas para a captação independentemente da capacidade posterior de fidelizar.

Comment date Aug 29, 2017 8:25:30 PM

Nível de concordância: 5 - Tendo a concordar

Sim, parece-me que sim, que "As melhores práticas para otimização do orçamento de marketing estão relacionadas com o tipo de empresa". Acredito, no entanto, que possam existir novas segmentações para além das propostas. Esta "novas" estão relacionadas com a forma como a empresas pretendem atuar no mercado. Ter apenas presença digital (considerando que o negócio não permite mais), como por exemplo oferta de serviços de consultoria, contabilidade e outras, terá um custo bastante inferior comparativamente a realidade de uma empresa que opta por ter comercio transaccional on-line, onde o investimento em tecnologia e gestão de stocks próprios para o canal digital poderá ser uma realidade.

Comment date Sep 2, 2017 8:47:33 PM

Marketing Budget Optimisation: Key Metrics and Trends

Caro Participante, a segmentação a que se refere poderá então ser Brick & mortor vs Click & Mortar, em vez da proposta acima, que também inclui uma segmentação dentro de cada uma destas categorias?

Comment date Sep 4, 2017 7:48:36 PM

Podem coexistir. A introdução nos planos de marketing atuais da rubrica digital é fundamental, mesmo que seja inicialmente a custo 0€. Depois, o entendimento por parte das organizações sobre os novos conceitos de classificação Brick & Mortar, Click & Mortar e Pure Play ajudaram ao pensamento estratégico dos planos de marketing, e projetaram os custos com mais facilidade.

Comment date Sep 5, 2017 12:52:16 AM

E que tal sermos mais disjuntivos - em vez de segmentarmos por tipo de empresa, que tal por tipo de estratégia e abertura à mudança e inovação?

Comment date Sep 5, 2017 11:07:09 PM

Nível de concordância: 5 - Tendo a concordar

Tendo a concordar embora considere que as melhores práticas para a otimização do orçamento de marketing estão relacionados com múltiplos fatores, nomeadamente, com o setor de atividade em que a empresa opera, a tipologia da empresa, o estágio do ciclo de vida do produto, a estratégia da marca, os objetivos para o ano em causa, a concorrência, etc.

Comment date Sep 6, 2017 2:45:31 AM

Concordo. Acho que há múltiplos fatores que afetar essa otimização. Por exemplo, uma empresa "digital native" tende a ter os seus clientes mais acessíveis neste meio e isso afeta a otimização que a mesma pode fazer.

Comment date Sep 6, 2017 2:45:13 PM

Nível de concordância: 5 - Tendo a concordar

Obviamente que ambiente sectorial em que a empresa opera irá influenciar, os meios e/ou canais de comunicação onde irá investir bem como a metodologia/tacticas necessárias para uma otimização. Aqui a única dúvida que tenho é na segmentação proposta de apenas 4 tipologias de empresas. Julgo que esta proposta seja demasiada redutora para abranger empresas investidoras em actividades ligadas ao marketing, seja ATL ou BTL, Online ou Offline.

Comment date Sep 7, 2017 1:05:03 AM

Nível de concordância: 5 - Tendo a concordar

No entanto mesmo para as startups digitais a importância da experiência de compra/consumo é muito grande – muitas delas suportam a sua existência nessa mesma melhoria, tendo tornado algo existente em mais fácil, mais rápido, mais simples e mais barato (o próprio questionário reflete essa importância nas métricas de marketing da pergunta 2: "avaliação do produto/serviço")

Marketing Budget Optimisation: Key Metrics and Trends

Comment date Sep 7, 2017 11:17:47 AM

Nível de concordância: 5 - Tendo a concordar
Concordo. No negócio do turismo, especialmente na indústria hoteleira as boas práticas de marketing podem rever-se nos segmentos aqui identificados.

Comment date Sep 3, 2017 1:34:03 AM

Nível de concordância: 4 - Não concordo nem discordo

A criação de 4 tipos: 2 de negócios digitais e 2 de negócios físicos, corresponde a uma abordagem que faz sentido. Mas ficam de fora entidades não empresariais que podem ter também orçamento de marketing

Comment date Sep 3, 2017 2:06:05 AM

Sobretudo ONG e entidades governamentais

Comment date Sep 10, 2017 6:08:40 AM

Nível de concordância: 3 - Tendo a discordar

Não me parece que a taxonomia seja coerente.

Ainda assim, mesmo sendo uma abordagem válida, creio que ignora aspectos culturais importantes e estilos de gestão que, independentemente dos sectores de actividade, podem determinar as práticas de otimização.

Comment date Sep 5, 2017 5:40:36 PM

Nível de concordância: 2 - Discordo

Acho a tipificação interessante mas creio que a otimização de marketing depende mais da cultura de gestão, know how e recursos da empresa do que da tipificação em si mesmo

Questão 2

Instruções: Para responder deslize com o cursor no quadrado preto para a esquerda ou para a direita, até ao ponto que exprime o seu nível de concordância.

O gráfico abaixo reflete as respostas já dadas por outros participantes do painel.

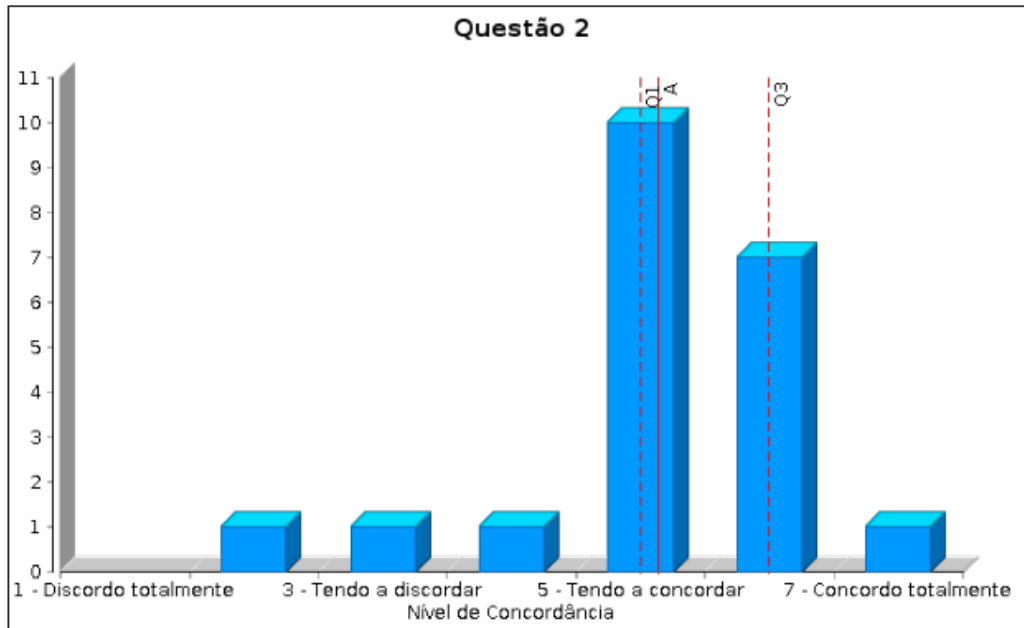
Abaixo do gráfico, na caixa "Add a comment", agradecemos o seu comentário, particularmente se tiver uma opinião discordante da maioria que já se expressou, ou se tiver argumentos que ainda não foram apresentadas.

2. As métricas de marketing mais adequadas para as **startups B2C digitais** (do tipo Uniplaces e 360Imprimir) são:

Marketing Budget Optimisation: Key Metrics and Trends

- Nº de clientes;
- Custo de aquisição por cliente;
- Avaliação do produto/serviço feita pelos clientes através de partilhas, avaliações ou recomendações;
- Avaliação **RFM** (**Recency** - Quando é que o cliente fez a última encomenda? **Frequency** - Quantas encomendas fez ao longo de um período de tempo? **Monetary** - Quanto é que o cliente comprou? E qual foi a margem gerada pelo cliente?).

(Se considerar existir outras métricas mais adequadas, insira-as, por favor, na caixa "Add a comment".)



A 1.143
n 21
Md 5 - Tendo a concordar (1)
min 2 - Discordo (-2)
max 7 - Concordo totalmente (3)
stdDev1.082

COMMENTS

Comment date Aug 28, 2017 1:18:43 PM

Nível de concordância: 6 - Concordo

As métricas apontadas são por mim subscritas, especialmente numa lógica de negócio e acompanhamento de campanhas, gestão operacional e quick-wins.

Marketing Budget Optimisation: Key Metrics and Trends

Acho que podemos acrescentar métricas globais como o ROI, engagement e indicadores ligados com a marca como notoriedade, conhecimento, imagem, posição nos motores de busca e, sobretudo, qual a relevância.

Comment date Aug 29, 2017 11:13:15 PM

Nível de concordância: 6 - Concordo

Essas métricas propostas fazem sentido mas devem ser adicionadas outras que reflitam o engagement ao longo do funil, bounce rate do site (já que estamos a falar de empresas digitais), etc

Comment date Sep 3, 2017 1:26:11 AM

Não obstante poderem existir muitas métricas, nomeadamente na área da comunicação e engagement, estamos a falar de métricas-chave numa perspectiva de optimização do negócio.

Inputs sobre satisfação de clientes sou partilha de conteúdos devem ser consideradas no contexto de optimização de vendas.

Comment date Sep 3, 2017 1:59:20 PM

Pelo que percebi estamos a falar de "otimização do orçamento de marketing", onde a comunicação é um dos pilares, por isso concordo com o comentário inicial e não estamos a analisar unicamente ao nível da otimização do negócio.

Comment date Sep 4, 2017 2:58:25 AM

Estas métricas servem bem o caso da 360 imprimir, embora faça sentido adicionar lifetime customer value, mas já não tanto uma Uniplaces que, enquanto marketplace, precisa também de métricas de aquisição do lado da oferta (senhorios, valor das propriedades angariadas, custo por angariação, taxa de colocação, etc)

Outro exemplo é break down e evolução de clientes e CAC, por canal (orgânica, vs pago, push vs pull), assim como o período para o payback do CAC, a % de repeated buyers. Outros negócios poderão querer usar MAU (Monthly active users), como o facebook ou revenue por pageview como um publisher.

Enfim, penso que é difícil eleger um one-size-fits-all.

Podemos sem dúvida dizer que nestes negócios as métricas são customer centric, à semelhança do direct marketing.

Comment date Sep 5, 2017 3:02:35 PM

A performance do site e a sua capacidade de reter interesse e converter é fundamental nestes negócios mas concordo que este tipo de métricas possam ser analisadas numa dimensão mais micro.

Comment date Sep 3, 2017 1:37:39 AM

Nível de concordância: 6 - Concordo

Neste tipo de empresas de crescimento muito rápido é crucial o time to market e a velocidade de aquisição de novos clientes, antes da entrada de concorrentes. Dado o custo de aquisição poder ser mais elevado do que a rentabilidade esperada, os clientes poderem trazer outros clientes ganha uma importância acrescida

Marketing Budget Optimisation: Key Metrics and Trends

Comment date Sep 6, 2017 2:49:33 AM

Nível de concordância: 6 - Concordo

Acrescentaria que a experiência de cliente na aquisição, utilização, reclamação ...(vida útil cliente) é crítica para fazer crescer as métricas mencionadas

Comment date Sep 7, 2017 1:05:33 AM

Nível de concordância: 6 - Concordo

Acrescentaria igualmente i. a margem de contribuição gerada, que define a sustentabilidade da proposta de valor a médio e longo prazo; ii. a evolução dos cohorts, para monitorizar a evolução da sua performance ao longo do tempo.

Comment date Aug 29, 2017 8:38:05 PM

Nível de concordância: 5 - Tendo a concordar

Com mais detalhe deverão ser identificadas métricas por canal de comunicação e venda. O custo de aquisição via redes sociais será diferente de uma ação de e-mail marketing. Algumas serão transversais, e terão leitura mais universal, outras não. Nem sempre uma conversão é uma venda, mas deve ser medida e analisada.

Comment date Sep 5, 2017 12:56:36 AM

De facto acho que devemos definir uma optimização multinível: negócio, comunicação, campanha - cruzando as duas primeiras com curto e médio prazo

Comment date Aug 29, 2017 8:45:05 PM

Nível de concordância: 5 - Tendo a concordar

Considero as métricas correctas, mas era importante perceber para que objectivo estamos a definir estas métricas. Estas métricas são mais de negócio (exceptuando a 3ª). Quanto a mim faltam métricas de comunicação, como notoriedade de marca, recordação de campanhas, imagem de marca (vs a identidade definida para a marca), engagement, ROI, custo por mim contactos (CPM).

Comment date Sep 4, 2017 1:11:05 PM

Nível de concordância: 5 - Tendo a concordar

A importância das métricas varia consoante a fase de vida do projecto e conseqüentemente, quais os objectivos principais a atingir. Para mim, é-me difícil avaliar o valor de uma métrica em especial, sem ser em contexto do objectivo que se pretende atingir. Dito isto, as métricas apresentadas, correspondem a aspectos chave e gerais de qualquer negócio.

Comment date Sep 5, 2017 5:42:06 PM

concordo

Marketing Budget Optimisation: Key Metrics and Trends

Comment date Sep 5, 2017 12:07:09 AM

Nível de concordância: 5 - Tendo a concordar

Acho que para qualquer empresa /marca, especialmente em fase de lançamento, há que apostar no lado PR value, através de Media Relations, onde a medição é também possível, tanto on como offline - Ad Value ou PR Value. E este trabalho é geralmente mais longo a apresentar resultados do que a própria venda. E, para além de Número de clientes, é relevante o número de encomendas /compras, pois o custo da encomenda /compra online, é medido mais facilmente do que o número de clientes.

Comment date Sep 6, 2017 2:49:41 PM

Nível de concordância: 5 - Tendo a concordar

Como KPI's iniciais para uma empresa start up, até podem fazer sentido. Estranho não ver outros indicadores mais ligados à gestão da página da empresa, visto tratar-se de uma empresa digital: - Numero de visitantes, Origem, Tempo de permanência, etc..

Comment date Sep 10, 2017 6:12:59 AM

Nível de concordância: 5 - Tendo a concordar

Faltam aqui as métricas relacionadas com o potencial de cada consumidor como endorser. Consumidores que tendem a promover ou a criticar (e o conteúdo específico dos comentários e resultados são críticos)

Questão 3

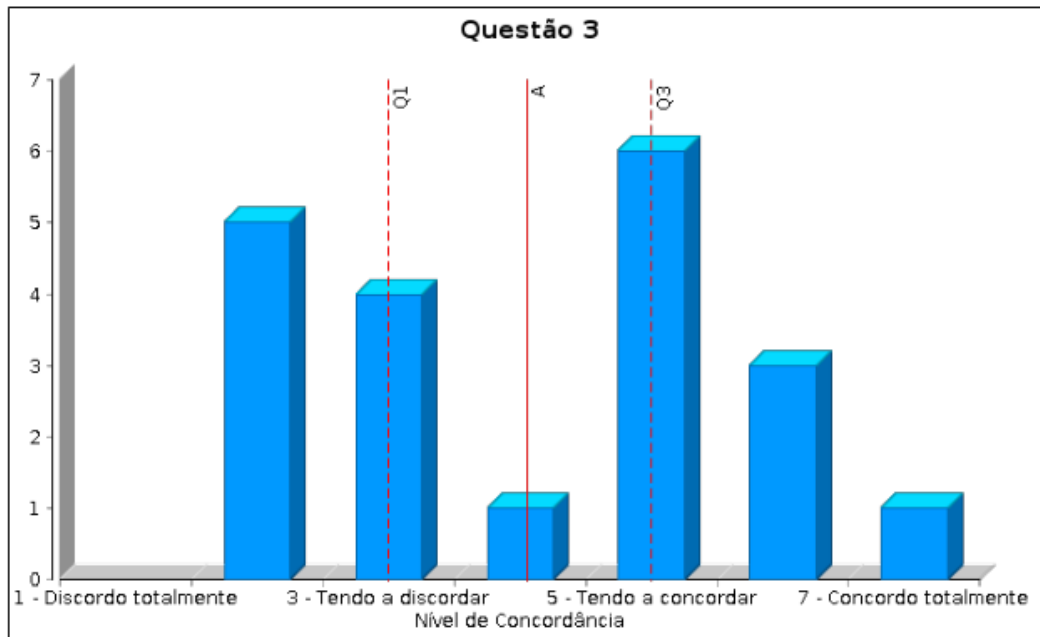
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3. No caso das **startups B2C digitais**, a otimização passa por, numa lógica de tentativa/erro, agir sobre os diferentes pontos de contato da *customer journey*, de forma a maximizar o impacto das partilhas /recomendações.

Marketing Budget Optimisation: Key Metrics and Trends



A 0.05
n 20
Md 5 - Tendo a concordar (1)
min 2 - Discordo (-2)
max 7 - Concordo totalmente (3)
stdDev1.596

COMMENTS

Comment date Sep 3, 2017 1:39:45 AM

Nível de concordância: 6 - Concordo

Reforço o comentário anterior sobre a importância de os clientes recomendarem a outros potenciais clientes, para tal a experiência de compra e utilização tem de ser relevante

Comment date Aug 28, 2017 1:22:29 PM

Nível de concordância: 5 - Tendo a concordar

Concordo parcialmente com a frase, porque numa lógica de growth hacking é necessário uma optimização/fine tuning de todas as fases do ciclo de compra, mas não apenas para maximizar o impacto das recomendações. Acho que o objectivo é maximizar ações virtuosas sobretudo vendas, conversões, inscrições, etc. e não apenas partilhas - no entanto, estará dependente do setor de negócio.

Comment date Sep 3, 2017 2:01:56 PM

Marketing Budget Optimisation: Key Metrics and Trends

concordo, é um dos objectivos, mas não o único

Comment date Sep 6, 2017 2:38:57 PM

Concordo inteiramente com este ponto / ressalva importantíssimo. Penos que a experiência de interação está muito mais orientada para a otimização da conversão do que propriamente para as recomendações.

Comment date Aug 29, 2017 8:55:24 PM

Nível de concordância: 5 - Tendo a concordar

Penso que nas empresas que operam no mundo online, startups ou não, o modelo tentativa - erro - otimização é constantemente utilizado ao longo de todo o funil de compra. Além de recomendações e partilhas, muito importante é mesmo a conversão e a satisfação, pois isso naturalmente gera recomendação e partilha. Ao longo do consumer journey a otimização da comunicação, do ponto de vista da relevância da mensagem, no local certo e na altura certa é fundamental para gerar engagement com a marca e curiosidade para se saber mais.

Comment date Sep 6, 2017 2:54:27 AM

Nível de concordância: 5 - Tendo a concordar

Concordo que implica uma abordagem + agile, mas também é crítico percebermos os touchpoints e drivers chave do nosso cliente target. Tendemos a querer otimizar tudo, e na verdade apenas alguns eixos são críticos. Muitas das empresas "online" tiveram sucesso pela sua capacidade de perceber os driver certo - mobile payment e shopping na china por exemplo

Comment date Sep 7, 2017 1:06:40 AM

Nível de concordância: 4 - Não concordo nem discordo

Sendo que nas principais métricas se incluem o número de clientes, custo de aquisição por cliente e avaliação RFM, a otimização passa por conseguir maximizar o número de clientes cuja avaliação RFM os coloque acima da rentabilidade necessária. O impacto das partilhas/recomendações contribui mas não o vetor principal.

Comment date Aug 29, 2017 8:43:35 PM

Nível de concordância: 2 - Discordo

Não obrigatoriamente. Nesta altura já existem bastantes indicadores e boas praticas que servem de modelo mesmo para as StartUps. A presença no digital não significa ignorar os princípios básicos do marketing, antes pelo contrário.

Comment date Sep 5, 2017 12:59:46 AM

Acho que a otimização passa pela melhoria de processos e sobretudo redefinição da experiência de utilização, muitas das vezes com disfunção do modelo de negocio e preços pagos. E será isso, em corolário, que gerará partilhas naturalmente.

Marketing Budget Optimisation: Key Metrics and Trends

Comment date Aug 29, 2017 11:14:11 PM

Nível de concordância: 2 - Discordo

O objetivo final não é apenas partilhas e recomendações

Comment date Sep 3, 2017 1:27:29 AM

Comment date Sep 3, 2017 1:28:18 AM

Não obstante poderem existir muitas métricas, nomeadamente na área da comunicação e engagement, estamos a falar de métricas-chave numa perspectiva de optimização do negócio.

Inputs sobre satisfação de clientes ou partilha de conteúdos devem ser consideradas no contexto de optimização de vendas.

Comment date Sep 4, 2017 3:00:01 AM

Penso que a afirmação é redutora:

1. Os objectivos não se cingirão à obtenção de partilhas e recomendações
2. Creio que a optimização advém de optimizações de um conjunto de disciplinas (não necessária mente organizados por touchpoints da consumer journey). Alguns exemplos serão:
 - a) Melhor medição = melhores analítica, melhores modelos de atribuição, melhor integração de fontes de atribuição (1st, 2nd e 3rd party data)
 - b) Melhoría dos assets digitais, sites (em termos de UI/UX/CX/CRO e SEO), presença nas redes sociais, criativas gráficas, copywriting
 - c) Optimização do targeting construção/identificação de segmentos e respectiva probabilidade de conversão/reacção/recorção, etc
 - d) Optimização da construção de proposta de valor por segmento e canal
 - e) Alocação do budget aos canais com melhor retorno (para isto importa assegurar todos os pontos anteriores)
 - f)...

Comment date Sep 4, 2017 7:58:40 PM

Estou de acordo com o pensamento, ainda que a "Alocação do budget aos canais com melhor retorno (para isto importa assegurar todos os pontos anteriores)" para um StartUp seja muito difícil... Mas de facto com as métricas em tempo real será mais fácil.

Comment date Sep 6, 2017 1:20:55 AM

Mesmo sendo tipicamente um dos problemas das startups a falta de notoriedade, o objetivo final da optimização do orçamento de MKT tem de passar por mais do que partilhas e recomendações. Não basta angariar tráfego. A optimização do orçamento passa tb pela qualificação do tráfego, conversão do tráfego, etc

Comment date Sep 5, 2017 12:11:42 AM

Nível de concordância: 2 - Discordo

Com online marketing, a tentativa/erro é muito menor, uma vez que produzem-se dados sobre o cliente e o seu processo de compra, para otimizar, antes do "erro". E o objetivo principal será a

conversão de vendas (ROI) e depois as partilha/recomendações, pois essas decorrem da satisfação do cliente com o produto /serviço prestado.

Comment date Sep 6, 2017 2:52:21 PM

Nível de concordância: 2 - Discordo

Pessoalmente julgo que uma start up não se pode dar ao luxo de tentar e errar.

O sucesso da mesma depende de muitos investimentos funcionarem à primeira, senão tem os dias contados.

Questão 4

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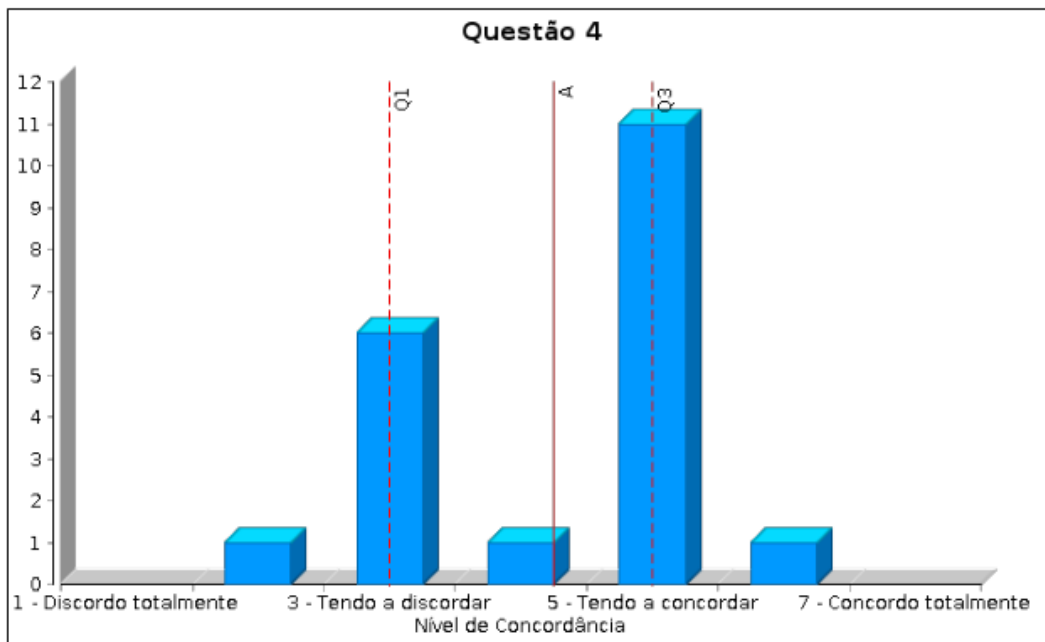
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4. As métricas de marketing mais adequadas para as **outras empresas com vendas digitais** (como banca e seguros online) são:

- Nº de clientes;
- Quota de carteira na categoria;
- Avaliação da satisfação dos clientes.

(Se considerar existir outras métricas mais adequadas, insira-as, por favor, na caixa "Add a comment".)

Marketing Budget Optimisation: Key Metrics and Trends



A 0.25
n 20
Md 5 - Tendo a concordar (1)
min 2 - Discordo (-2)
max 6 - Concordo (2)
stdDev1.09

COMMENTS

Comment date Aug 28, 2017 1:28:40 PM

Nível de concordância: 5 - Tendo a concordar

Penso que as métricas acima referidas são interessantes e adequadas, mas podem ser complementadas com mais métricas de curto prazo e médio/longo prazo relacionadas com o desempenho do processo (custo do processo, tempo, experiência do cliente, recomendação) e valor do cliente (custo/receita/margem por cliente).

Comment date Aug 29, 2017 9:01:37 PM

Nível de concordância: 5 - Tendo a concordar

As métricas apresentadas são correctas, mas insuficientes na minha opinião e mais uma vez faltam métricas de comunicação, quando falamos de otimização do orçamento de marketing. Para além dessas é importante fazer o tracking das acções dentro dos sites, para perceber zonas de abandono e otimizar a navegação e a utilização de mais serviços. Faltam leads, como por exemplo simulações de seguros.

Marketing Budget Optimisation: Key Metrics and Trends

Comment date Sep 3, 2017 1:42:33 AM

A geração de leads num negócio como os seguros é fundamental, mas isso remete-nos para o funil de vendas.

Comment date Sep 3, 2017 2:22:29 AM

E é tanto verdade no mundo físico, como no digital.

Comment date Sep 3, 2017 2:03:09 PM

sem dúvida!

Comment date Sep 4, 2017 3:01:10 AM

Mais uma vez, dependerá de um conjunto de especificidades dos negócio, mais do que a tipologia de empresa.

Lifetime customer value, CAC, ROI, Brand recall...Margem por cohort de cliente...

Comment date Sep 6, 2017 2:54:22 PM

Julgo que este comentário se aproxima muito com o que tenho em mente.

KPI's não apenas pelo facto de serem digitais, mas adequado ao respectivo negócio.

Comment date Aug 29, 2017 11:15:08 PM

Nível de concordância: 5 - Tendo a concordar

Valor do cliente como por exemplo o Lifetime Value

Comment date Sep 3, 2017 2:22:36 AM

é uma excelente chamada de atenção, porque a otimização do orçamento de marketing passa pela relação entre custo de aquisição e lifetime customer value

Comment date Sep 5, 2017 11:26:23 PM

Nível de concordância: 5 - Tendo a concordar

Tendo a concordar, embora considere que as métricas indicadas nem sempre serão as "mais adequadas", porque estas estão relacionadas com os objetivos estratégicos da empresa, os quais podem ser diferentes. Acrescento ainda que a notoriedade da empresa e a sua preferência são métricas bastante relevantes em muitas tipologias de empresas.

Comment date Sep 6, 2017 2:56:57 AM

Nível de concordância: 5 - Tendo a concordar

Pelos exemplos dados, se o produto for quase uma commodity....então acredito que a experiência de cliente / avaliação de satisfação se torna chave. Sem isso, não acredito que se possa continuar a crescer no longo prazo

Comment date Sep 7, 2017 8:10:15 PM

Nível de concordância: 5 - Tendo a concordar

Marketing Budget Optimisation: Key Metrics and Trends

No sector hoteleiro acrescentaria preço médio por quarto das vendas online, segmentado por vendas directas e vendas intermediadas

Comment date Sep 10, 2017 6:18:32 AM

Nível de concordância: 5 - Tendo a concordar

faltam aqui todas as métricas orientadas ao entendimento do potencial de cross e upselling nos clientes actuais e potenciais.

Comment date Sep 7, 2017 1:07:03 AM

Nível de concordância: 4 - Não concordo nem discordo

Actualmente as empresas com vendas digitais estão também alinhadas com métricas de performance – utilizando métricas relevantes como custos de aquisição, cálculo de LTV, etc – sendo que a satisfação é importante porque contribui para o aumento do negócio.

Comment date Aug 29, 2017 8:46:43 PM

Nível de concordância: 3 - Tendo a discordar

Como respondido anteriormente nem sempre uma conversão é uma venda, mas deve ser medida e analisada. Trabalhar conversões é trabalhar e criar um bom funil de marketing digital.

Comment date Sep 6, 2017 2:46:10 PM

O negócio dos seguros online é totalmente diferente do negócio da banca online. A Banca tende a estar mais próxima das métricas referidas, os seguros é um negócio de angariação puro pelo que as métricas principais são as que se relacionam com a conversão e, respetivamente, com a capacidade de transformar contatos convertidos em contas ativas. Além disso, penso que mais importante que a satisfação de clientes é a capacidade de se gerar negócio adicional com o cliente através de cross sell e/ou up sell al´mn da capacidade de aumentar o LTV do cliente.

Comment date Sep 5, 2017 12:17:19 AM

Nível de concordância: 3 - Tendo a discordar

Objetivo de orçamento é maximizar o ROI, pelo que a principal métrica de marketing - quer em online marketing (PPC etc), E-mail marketing, social media marketing) será sempre as vendas alcançadas, face ao respetivo custo investido, incluindo recursos humanos alocados aos vários canais. Também acho relevante a otimização do custo da distribuição, nos vários canais de vendas e, ainda, o NPS e a publicação das avaliações de clientes, nos setores onde é possível. Numa otica de fidelização, o custo de aquisição de cliente mas considerando o Lifetime value e o valor (net) de cada compra.

Comment date Sep 5, 2017 1:04:33 AM

De acordo, são processos analíticos que devem ser alvo de acompanhamento ao longo de todo o funil

Marketing Budget Optimisation: Key Metrics and Trends

Comment date Sep 6, 2017 2:46:17 PM

Nível de concordância: 3 - Tendo a discordar

O negócio dos seguros online é totalmente diferente do negócio da banca online. A Banca tende a estar mais próxima das métricas referidas, os seguros é um negócio de angariação puro pelo que as métricas principais são as que se relacionam com a conversão e, respetivamente, com a capacidade de transformar contatos convertidos em contas ativas. Além disso, penso que mais importante que a satisfação de clientes é a capacidade de se gerar negócio adicional com o cliente através de cross sell e/ou up sell além da capacidade de aumentar o LTV do cliente.

Comment date Sep 4, 2017 3:02:40 AM

Nível de concordância: 2 - Discordo

Mais uma vez, dependerá de um conjunto de especificidades dos negócio, mais do que a tipologia de empresa.

Lifetime customer value, CAC, ROI, Brand recall...Margem por cohort de cliente...

Comment date Sep 4, 2017 8:02:17 PM

De acordo. Não podemos ser tão redutores

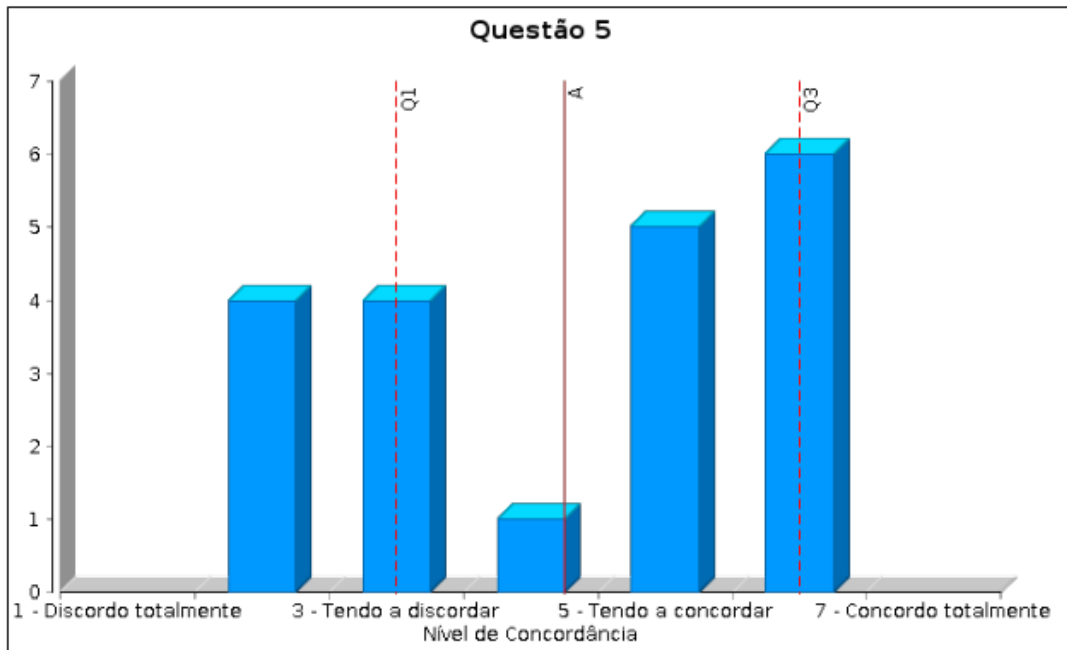
Questão 5

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5. No caso de **outras empresas com vendas digitais**, a otimização do orçamento de marketing passa sobretudo pela melhoria dos processos, de forma a melhorar a captura, experiência e fidelização dos clientes.



A 0.25
n 20
Md 5 - Tendo a concordar (1)
min 2 - Discordo (-2)
max 6 - Concordo (2)
stdDev1.545

COMMENTS

Comment date Aug 28, 2017 1:33:38 PM

Nível de concordância: 6 - Concordo

A reinvenção dos processos faz parte da própria natureza deste tipo de produtos, nomeadamente com o foco na simplificação (e eliminação de redundâncias), com o propósito de oferecer uma melhor experiência do consumidor face ao que existe na sua vida.

Comment date Aug 29, 2017 8:52:34 PM

Nível de concordância: 6 - Concordo

Sim, de certa forma, ainda assim passa fundamentalmente por trabalhar bem as 4 etapas Atingir, Envolver, Converter e Reter. E claro, cada uma tem os seus pressupostos. De preferências com a sequência implícita.

Comment date Sep 7, 2017 8:17:05 PM

Marketing Budget Optimisation: Key Metrics and Trends

Nível de concordância: 6 - Concordo

Concordo, para além disso muito importante incentivar os reviews online, o word of mouse, que poderá fazer baixar o custo da captura

Comment date Sep 7, 2017 1:07:24 AM

Nível de concordância: 5 - Tendo a concordar

Em empresas com um baseline de clientes robusto a otimização por tentativa e erro assume menor relevância, mas é imprescindível a procura constante de novos canais de crescimento

Comment date Aug 29, 2017 9:09:21 PM

Nível de concordância: 3 - Tendo a discordar

No mundo online a reinvenção tendo como objectivo a melhoria deve ser constante, porém não considero que a otimização do orçamento passe apenas por ai. Há muitas outras formas de otimizar o orçamento, como por exemplo testando novas funcionalidades, utilizando inovação na comunicação, fazendo testes A/B.

Comment date Sep 4, 2017 1:15:28 PM

Nível de concordância: 3 - Tendo a discordar

Melhorar constantemente a experiência do consumidor faz parte ou deve fazer parte de qualquer negócio. Não é exclusivo deste tipo de empresas, assim como esta não é a actividade exclusiva do marketing destas empresas. Comunicar o negócio, captar novos clientes continua a ser igualmente relevante e crítico

Comment date Aug 29, 2017 11:16:55 PM

Nível de concordância: 2 - Discordo

O foco da otimização não será tanto a melhoria de processos mas antes minimizar custos de aquisição de clientes ou minimizar perda de clientes.

Comment date Sep 3, 2017 1:46:17 AM

Concordo. Mas um processo essencial podem ser entendido o de aquisição de clientes. Interessante o lembrar da "minimização" da perda de clientes, que em pequenos mercados, como Portugal e já maduros pode ser mais relevante do que adquirir novos clientes.

Comment date Sep 5, 2017 1:07:34 AM

De acordo. Existe um excessivo foco na captação e não no valor da retenção e exploração dos clientes atuais.

Comment date Sep 4, 2017 3:02:10 AM

Nível de concordância: 2 - Discordo

Marketing Budget Optimisation: Key Metrics and Trends

Penso que a afirmação é uma verdade universal para qualquer tipo de empresa, embora incompleta.

Mais uma vez importa conseguir medir, otimizar USP; otimizar targeting,

Comment date Sep 6, 2017 9:18:15 PM

Concordo, tanto é valido para este caso como para tantos

Comment date Sep 10, 2017 6:21:33 AM

Nível de concordância: 2 - Discordo

Este segmento "outros" pode ser conveniente para a análise e entendo o seu uso aqui.

Assumindo que colocamos aqui empresas B2B com vendas digitais (casos da SAP ou da Cisco), muitos dos princípios e métricas serão similiares aos de B2C digitais.

Questão 6

Instruções: Para responder deslize com o cursor no quadrado preto para a esquerda ou para a direita, até ao ponto que exprime o seu nível de concordância.

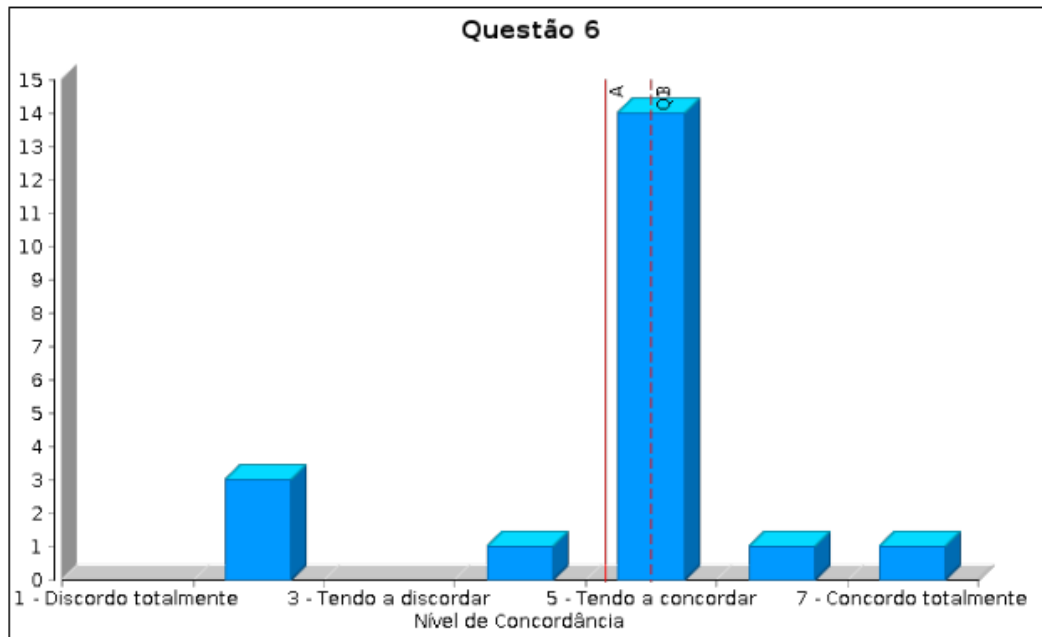
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Abaixo do gráfico, na caixa "Add a comment", agradecemos o seu comentário, particularmente se tiver uma opinião discordante da maioria que já se expressou, ou se tiver argumentos que ainda não foram apresentadas.

6. As métricas de marketing mais adequadas para as **empresas com ciclo de vendas bem definido** (como consultoras ou empresas de equipamentos industriais) são:

- Identificar os passantes no funil de vendas em cada etapa de conversão;
- Custo de passagem de potenciais clientes ao longo do funil.

Marketing Budget Optimisation: Key Metrics and Trends



A 0.65
n 20
Md 5 - Tendo a concordar (1)
min 2 - Discordo (-2)
max 7 - Concordo totalmente (3)
stdDev1.236

COMMENTS

Comment date Aug 28, 2017 1:37:35 PM

Nível de concordância: 5 - Tendo a concordar

Estas empresas têm, tradicionalmente, um ciclo de venda mais longo, pelo que as métricas devem estar sobretudo relacionado com o ciclo de venda.

No entanto, devido à natureza mais técnica destes produtos, devemos também incluir métricas relacionadas com thought leadership como notoriedade, reconhecimento, imagem, etc.

Comment date Sep 3, 2017 2:23:25 PM

Mas, na minha perspectiva, e sendo fases cruciais de venda e de risco, o importante é testar e otimizar as técnicas de retenção em cada fase, por forma a minimizar o abandono e o conseqüente custo de aquisição.

Comment date Sep 6, 2017 2:50:48 PM

Marketing Budget Optimisation: Key Metrics and Trends

Penso que também é fundamental incluir como métrica estruturante o ROI do negócio pois, nestes casos, tal como se refere, são ciclos de venda mais longos e como maior esforço de recursos e investimento.

Comment date Aug 29, 2017 9:18:33 PM

Nível de concordância: 5 - Tendo a concordar

Penso que estas métricas são importantes para estas empresas e para qualquer uma das outras, no caso destas penso que a fidelização será uma métrica muito importante

Comment date Aug 29, 2017 11:18:15 PM

Concordo a 100%.

Comment date Aug 29, 2017 8:57:00 PM

Nível de concordância: 2 - Discordo

Não estou muito de acordo com tratar da mesma maneira consultoras ou empresas de equipamentos industriais. Uma vende serviços a outros produtos físicos (tangíveis). Como sabemos as abordagens deverão ser diferentes, logo as métricas também. Funis diferentes, ciclos de venda diferentes, etc.

Comment date Aug 29, 2017 9:18:33 PM

Concordo, penso as métricas são inclusivé diferentes. Métricas como notoriedade, imagem de marca e confiança são diferentes nestas 2 tipologias de empresas e têm importância diferentes ao longo dos seus funis de compra, que são também diferentes

Comment date Sep 3, 2017 1:49:38 AM

Tendo a poder concordar, mas gostaria de ter as vossas visões sobre quais são especificamente as diferenças dos funis de compra

Comment date Sep 4, 2017 8:19:27 PM

Ciclos de vendas diferentes com períodos temporais diferentes, logo funis com dilatações diferentes.

Com o digital a perceção desta diferença acentua-se. Mais e melhores métricas em tempo real permitem ver com mais detalhe as várias fases dos funis dos exemplos citados.

Comment date Sep 5, 2017 1:11:23 AM

No caso das empresas de serviços, existem mais métricas no funil relacionadas com a atração e envolvimento, sendo que nas empresas industriais existem funis mais longos e com maior foco no engament pre e pós venda.

Comment date Sep 4, 2017 3:03:42 AM

Nível de concordância: 2 - Discordo

Marketing Budget Optimisation: Key Metrics and Trends

Considero que a afirmação é redutora, ignora proposta de valor, canais, segmentação...
Aqui é perfeitamente aplicáveis abordagens de marketing automation, account based marketing, growth hacking.

Comment date Sep 6, 2017 9:20:10 PM

Subscribo a este ponto de vista

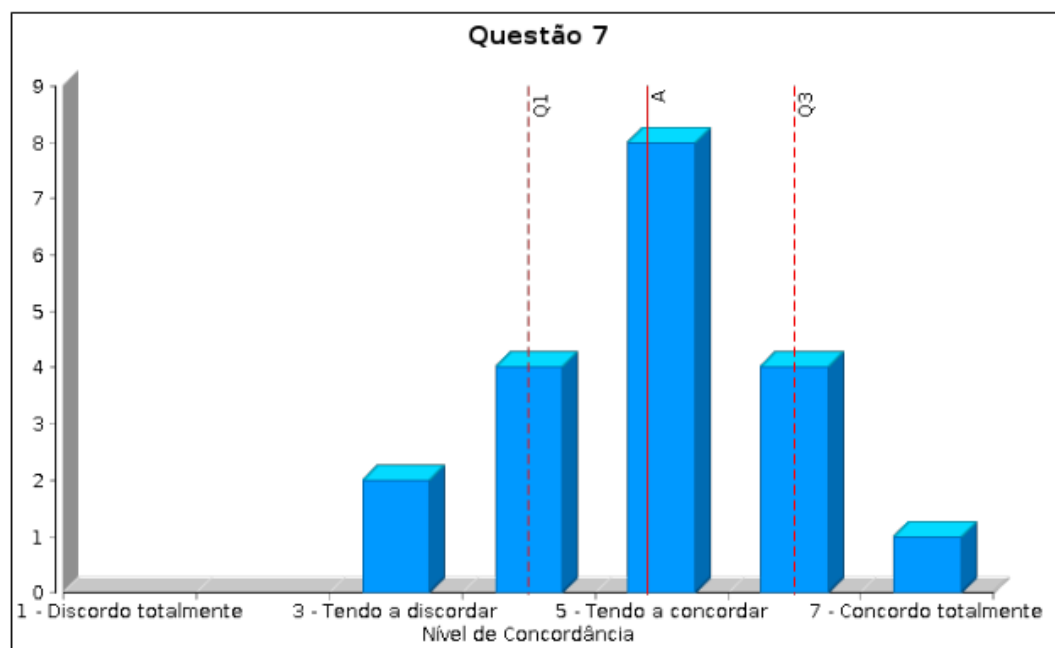
Questão 7

Instruções: Para responder deslize com o cursor no quadrado preto para a esquerda ou para a direita, até ao ponto que exprime o seu nível de concordância.

O gráfico abaixo reflete as respostas já dadas por outros participantes do painel.

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7. Nas **empresas com ciclo de vendas bem definido**, as ferramentas como o Hubspot, que fazem gestão do funil de vendas, desde a captação de *leads* até aos pós-venda, incluindo a integração de conteúdos, são o futuro da otimização de marketing nos negócios com ciclo de venda bem definido.



A 0.895

Marketing Budget Optimisation: Key Metrics and Trends

n 19
Md 5 - Tendo a concordar (1)
min 3 - Tendo a discordar (-1)
max 7 - Concordo totalmente (3)
stdDev1.021

COMMENTS

Comment date Aug 28, 2017 1:38:56 PM

Nível de concordância: 7 - Concordo totalmente

O fenómeno de marketing automation é transversal a todas as empresas com atividade digital que necessitam de "cuidar" da experiência do cliente.

Comment date Sep 5, 2017 11:32:59 PM

Nível de concordância: 6 - Concordo

Sem dúvida que a ferramenta apontada é muito interessante nesta tipologia de empresas.

Comment date Aug 29, 2017 9:23:12 PM

Nível de concordância: 5 - Tendo a concordar

Esta gestão e controle é importante para todas as empresas e a relevância dos conteúdos também. Nas empresas com o ciclo de venda bem definido o risco poderá ser maior caso se falhe em algum momento, por isso o controle e otimização é fundamental.

Comment date Sep 6, 2017 9:21:39 PM

Nível de concordância: 5 - Tendo a concordar

Não são o futuro, são já o presente

Comment date Aug 29, 2017 8:58:54 PM

Nível de concordância: 3 - Tendo a discordar

Não chega. Em alturas mais específicas outras ferramentas poderão ser necessárias.

Comment date Sep 6, 2017 2:52:20 PM

Concordo que não chegue, irá depender muito da natureza do negócio e do respetivo ciclo de venda.

Comment date Sep 4, 2017 3:04:01 AM

Nível de concordância: 3 - Tendo a discordar

Considero que as empresas deverão ter abordagens como as proposta pela HubSpot (inbound marketing, account based marketing), eventualmente não só - mais uma vez é ignorada a importância da proposta de valor, canais, segmentação, criatividade). Não creio que seja claro que a

Marketing Budget Optimisation: Key Metrics and Trends

evolução passar por ferramentas integradas de marketing automation que procuram fazer tudo (a preços elevados) ou a montagem de ecossistemas de diferentes plataformas best-in class.

Comment date Sep 4, 2017 8:22:15 PM

Sim, de acordo.

Comment date Sep 5, 2017 1:13:59 AM

De fato, a lógica de construção de marcas como plataformas em que as diferentes ferramentas best-in-class se ligam irá ser uma prática de referência

Questão 8

Instruções: Para responder deslize com o cursor no quadrado preto para a esquerda ou para a direita, até ao ponto que exprime o seu nível de concordância.

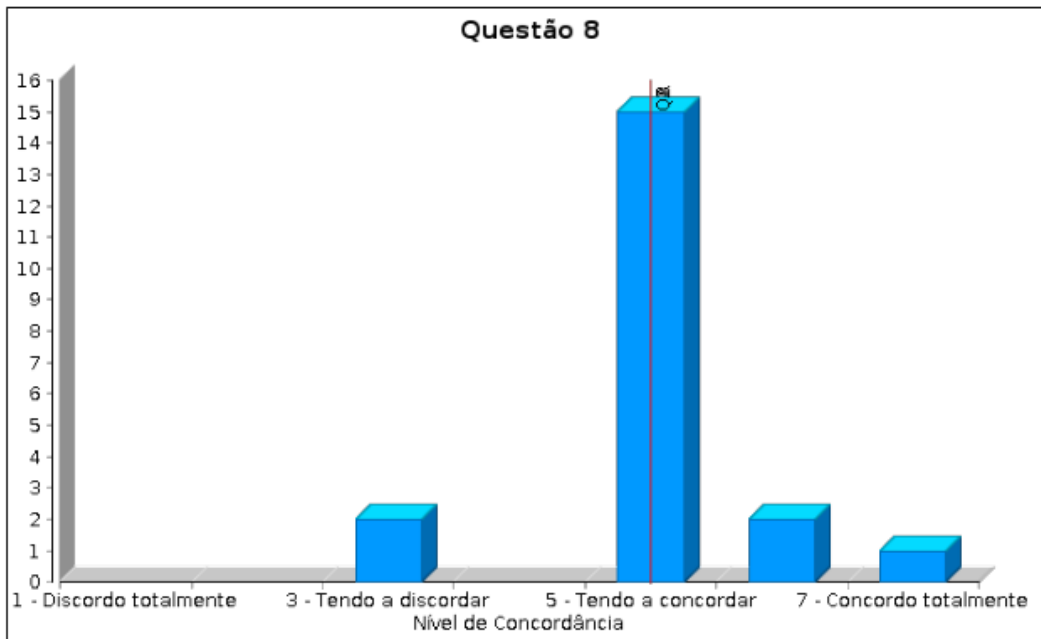
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8. As métricas de marketing mais adequadas para as **empresas mais tradicionais** (como é o caso das cervejeiras e dos supermercados), são:

- Notoriedade;
- Afinidade;
- Nível de partilha de conteúdos digitais;
- Quota de mercado/volume de vendas;
- Margens.

Marketing Budget Optimisation: Key Metrics and Trends



A 1
n 20
Md 5 - Tendo a concordar (1)
min 3 - Tendo a discordar (-1)
max 7 - Concordo totalmente (3)
stdDev0.837

COMMENTS

Comment date Sep 6, 2017 9:24:22 PM

Nível de concordância: 7 - Concordo totalmente

Sendo sectores historicos com anos de experiencia, é normal que exista já uma uniformização dos principais Kpi's para optimização de marketing.

Citaram os principais, mas obviamente que existirão outros por sector tambem eles relevantes.

Comment date Aug 28, 2017 1:41:09 PM

Nível de concordância: 5 - Tendo a concordar

Penso que devemos acrescentar também a Relevância/Meaningfulness - nível de identificação e utilidade da marca para a nossa vida.

Seria relevante também incluir métricas de engagement e de retorno das companhas (mais operacional).

Marketing Budget Optimisation: Key Metrics and Trends

Comment date Aug 29, 2017 9:01:07 PM **Nível de concordância:** 5 - Tendo a concordar

Sim de alguma aforma deverá manter-se a abordagem, O MKT digital permite o uso de novas ferramentas mas o objetivo mantem-se.

Comment date Aug 29, 2017 9:28:50 PM

Nível de concordância: 5 - Tendo a concordar

Estas métricas são importantes para estas e para as restantes empresas Nas empresas "mais tradicionais", se calhar o nível de digitalização do negócio poderá ser uma métrica a seguir, pois no futuro tudo será digital e estas empresas têm que se adaptar. Em termos de comunicação as métricas digitais de engagement, recomendação, interação são muito importantes.

Comment date Sep 4, 2017 1:19:15 PM

Nível de concordância: 5 - Tendo a concordar

Mais uma vez, e neste caso é particularmente importante. antes de definir métricas, primeiro é preciso perceber quais os objectivos prioritários na fase em que se encontra a marca/produto /empresa.

Comment date Sep 5, 2017 12:24:30 AM

Nível de concordância: 5 - Tendo a concordar

Adicionaria métricas de investimento em R&D / roll out de produtos /serviços novos em tempo útil.

Comment date Sep 5, 2017 11:39:31 PM

Nível de concordância: 5 - Tendo a concordar

Tendo a concordar, embora considere muitíssimo relevante a métrica da preferência, bem como métricas de inovação e outras do universo digital para além da referida.

Comment date Sep 6, 2017 3:03:02 AM

Nível de concordância: 5 - Tendo a concordar

Acrescentaria a experiência de cliente. Métricas como NPS ou C-Sat são critica serem analisadas na compra/utilização/pós venda (gestão de reclamações)

Comment date Sep 10, 2017 6:24:35 AM

Nível de concordância: 5 - Tendo a concordar

Faltariam aqui métricas de retenção/fidelização (níveis e custos de retenção)

Comment date Sep 4, 2017 3:04:13 AM

Nível de concordância: 3 - Tendo a discordar

Marketing Budget Optimisation: Key Metrics and Trends

Os supermercados já não são assim tão tradicionais (incluem-se cada vez mais na categoria de empresas que fazem parte do seu negócio online).

Com a existência de novos canais e a sofisticação a chegar a canais tradicionais será redutor ficar por estas métricas. Na parte online deverão ser consideradas todas as métricas do online.

No offline, hoje é possível medir uplift de vendas por canal (ROI), custo por uplift de brand awareness, etc.

Comment date Sep 5, 2017 1:15:55 AM

De fato, devemos prosseguir uma cultura de analítics independente do mundo online e offline onde se desenrola o negocio, para que se possa chegar a um modelo de atribuição que cubra estas duas realidades, cada vez mais intepenetradas

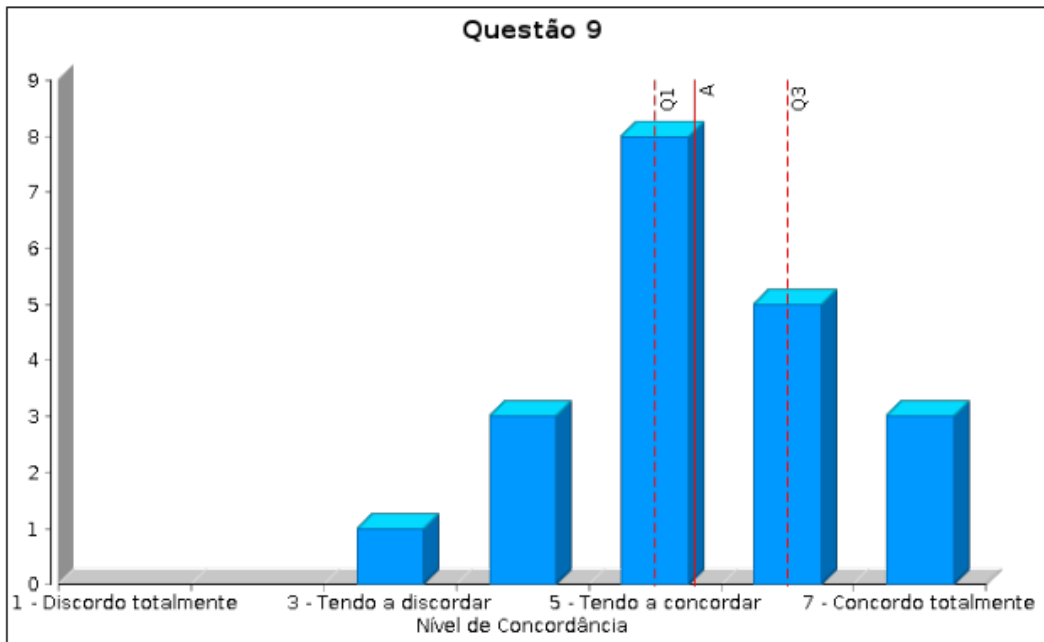
Questão 9

Instruções: Para responder deslize com o cursor no quadrado preto para a esquerda ou para a direita, até ao ponto que exprime o seu nível de concordância.

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9. A otimização de marketing nas **empresas mais tradicionais** passa pela compatibilização entre ações offline e online, cujas principais métricas devem estar ligadas ao *engagement* de forma relevante (partilhas de conteúdos e compras).



A 1.3
n 20
Md 5 - Tendo a concordar (1)
min 3 - Tendo a discordar (-1)
max 7 - Concordo totalmente (3)
stdDev1.054

COMMENTS

Comment date Sep 5, 2017 11:44:41 PM

Nível de concordância: 7 - Concordo totalmente

Concordo totalmente, pois a compatibilização entre as ações offline e online é potenciadora do sucesso do negócio do produto e contribui fortemente para um maior "engagement".

Comment date Sep 6, 2017 3:04:58 AM

Nível de concordância: 6 - Concordo

Os clientes tendem a abordar-nos nos diferentes canais numa logica de omnichannel. Por vezes num canal para obter a informação e noutra para a compra. Saber gerir esta relação/consistência é critica

Comment date Aug 29, 2017 9:33:54 PM

Nível de concordância: 5 - Tendo a concordar

Marketing Budget Optimisation: Key Metrics and Trends

Mais do que compatibilização eu diria que passa pela real integração e potencialização dessas ações entre online e offline.

Comment date Sep 6, 2017 2:57:17 PM

Concordo totalmente. A compatibilização indica o encaixe de áreas diferentes e o que tem de acontecer é a fusão natural do on e do off e a integração total de processos.

Comment date Sep 4, 2017 3:04:29 AM

Nível de concordância: 5 - Tendo a concordar

Penso que as métricas deverão ir bem para além do engagement. Mesmo no negócio offline, hoje é possível medir uplift de vendas por canal (ROI), custo por uplift de brand awareness, etc.

Comment date Sep 4, 2017 1:21:17 PM

Nível de concordância: 4 - Não concordo nem discordo

Não se trata de compatibilizar mas sim de eliminar a barreira e o pensamento a duas dimensões (on e off). É preciso pensar de uma forma totalmente integrada

Comment date Sep 5, 2017 1:16:41 AM

Pensar, agir e medir de forma integrada

Comment date Sep 6, 2017 9:27:14 PM

Nível de concordância: 3 - Tendo a discordar

Não sei se mais do que o engagement, a afinidade com a utilização digital do target grupo, como principal métrica.

Questão 10

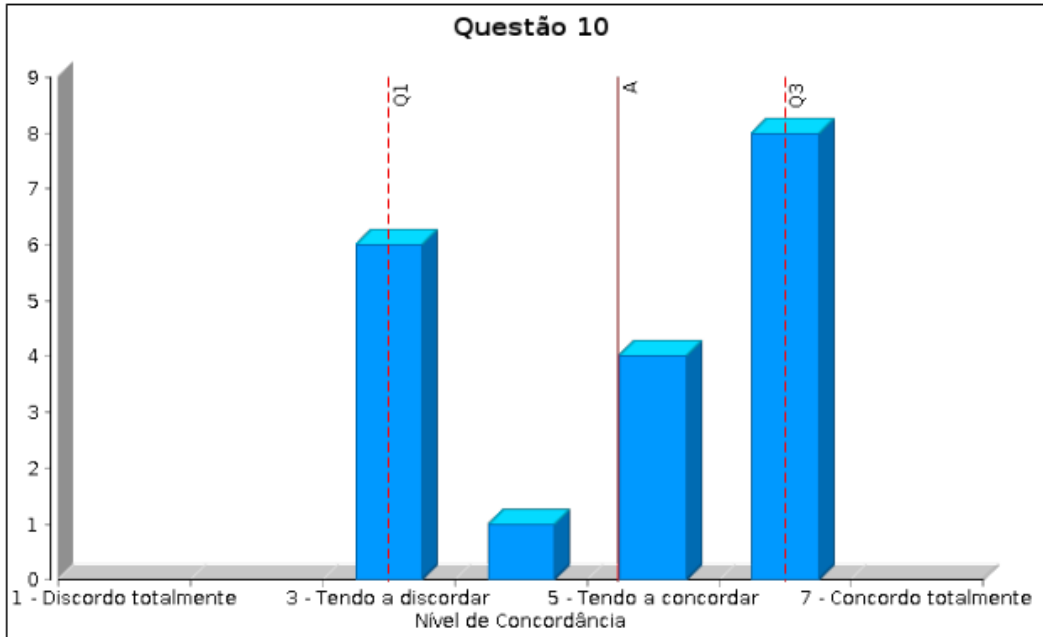
Instruções: Para responder deslize com o cursor no quadrado preto para a esquerda ou para a direita, até ao ponto que exprime o seu nível de concordância.

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10. Uma boa parte da comunicação sobre as marcas foge ao controlo das mesmas, sendo feita por *word of mouth/mouse* (*earned media*), o que coloca às empresas novos desafios na medição do retorno das ações de marketing.

(No caso de concordância (níveis 5, 6 ou 7 na sua resposta), identifique na caixa "Add a comment" quais são os principais desafios daqui decorrentes.)



A 0.737
n 19
Md 5 - Tendo a concordar (1)
min 3 - Tendo a discordar (-1)
max 6 - Concordo (2)
stdDev1.291

COMMENTS

Comment date Aug 28, 2017 1:45:10 PM

Nível de concordância: 6 - Concordo

A dificuldade está em conciliar todas as propriedades paid e owned para conseguir eficazmente uma divulgação adequada e positiva (earned) e integrar tudo numa plataforma que permita ver uma visão integrada e causal ao nível da atribuição das "responsabilidades" de cada touchpoint

Comment date Sep 5, 2017 1:19:02 AM

Mais do que redes sociais, devemos focar na capacidade de influência porque os clientes mais jovens cada vez menos se reveem nas redes sociais "tradicionais"!

Comment date Sep 7, 2017 1:08:24 AM

Marketing Budget Optimisation: Key Metrics and Trends

Nível de concordância: 6 - Concordo

Naturalmente que a proliferação de canais de "social media" aumenta a importância – e impacto – do WOM, mas quando analisamos as marcas que foram sujeitas ao efeito negativo do WOM – percebemos que o impacto é menos material do que o que aparenta.

Comment date Sep 7, 2017 8:31:35 PM

Nível de concordância: 6 - Concordo

Na hotelaria somos "reféns", para o bom e para o mau, do TripAdvisor, da Booking.com e das redes sociais em geral. É aqui que se joga uma importante componente do campeonato da comunicação da(s) marca(s). Os clientes já não são sensíveis às brochuras e vídeos institucionais. Hoje são influenciados por partilhas de experiências com imagens reais e genuínas

Comment date Aug 29, 2017 9:37:59 PM

Nível de concordância: 4 - Não concordo nem discordo

Penso que um bom trabalho de Paid e Owned media, conjugado com um bom trabalho de RP poderá levar a um maior controlo do Earned media. O WOM pode e deve ser trabalhado e influenciado a favor da marca. Claro que ninguém está livre de uma crise, porém também nessa área a prevenção e preparação para a crise são essenciais para a travar e resolver.

Comment date Sep 5, 2017 11:51:44 PM

Concordo com a relevância atual do WOM e com o comentário acima.

Comment date Aug 29, 2017 9:04:30 PM

Nível de concordância: 3 - Tendo a discordar

Hoje o word of mouth/mouse (earned media) são as redes sociais, "basta" ler o que lá está. Com custo acessíveis para todo o tipo de orçamentos.

Comment date Sep 4, 2017 8:30:56 PM

A minha consideração foi feita sobre o word of mouth. A questão do earned media é outro campeonato. mas neste sim, "basta" ler o que lá está. Claro que o "basta" é relativo, mas a facilidade e a qualidade dos indicadores dados pelas ferramentas das redes sociais é priceless.

Comment date Sep 4, 2017 3:04:45 AM

Nível de concordância: 3 - Tendo a discordar

De uma forma geral a parte de word of mouth não é assim tão relevante e não foge assim tanto do controlo das marcas. Obviamente há exceções - os casos de crise.

Como tal não considero que este tema encerre desafios muito relevantes.

Nota: Obviamente quando os territórios de comunicação das marcas não são preenchidos por elas, alguém se encarrega de o fazer.

Comment date Sep 6, 2017 3:03:51 PM

Marketing Budget Optimisation: Key Metrics and Trends

A earned media tem vindo a ganhar relevância mas à excepção de alguma situação de crise, está muito suportada na reputação e notoriedade que a marca trabalhou e adquiriu ao longo dos anos. No entanto, continuar a fazer um trabalho estratégico de posicionamento e de reforço da reputação potenciará o earned media dinamicamente mas se o deixar de fazer poderá arriscar a perder esse capital de ter fãs ativos e embaixadores.

Comment date Sep 5, 2017 12:31:40 AM

Nível de concordância: 3 - Tendo a discordar

O "earned media" (PR/Media tradicionais /bloggers) também tem ROI aplicável, bem como avaliação qualitativa - muito para além das medições no universo da publicidade tradicional offline TV ou print. Quanto ao feedback de clientes, publicado ou partilhado, pode ser medido com ferramentas próprias, em termos quantitativos e qualitativos (análise semântica). O facto da comunicação sobre as marcas já não ser, há muito, "controlada" pelas mesmas, não as deve impedir de gerir essa comunicação - diretamente com os seus clientes antes, durante e depois da sua compra.

Comment date Sep 6, 2017 3:08:03 AM

Nível de concordância: 3 - Tendo a discordar

A forma como as empresas devem encarar os seus departamentos (não apenas de Mkt) e ferramentas é que mudou. Hoje a criação de boas experiências nasce em todas áreas da empresa e deve estar nos KPIs de todos. Areas técnicas, logísticas, sistemas, clientessão críticas na construção de uma perceção (e word of mouth) de uma marca

Comment date Sep 6, 2017 9:29:39 PM

Nível de concordância: 3 - Tendo a discordar

Não concordo a 100%, porque já existem instrumentos de medida para afinidades, qualidade das interacções, etc... logo á não é um desafio

Questão 11

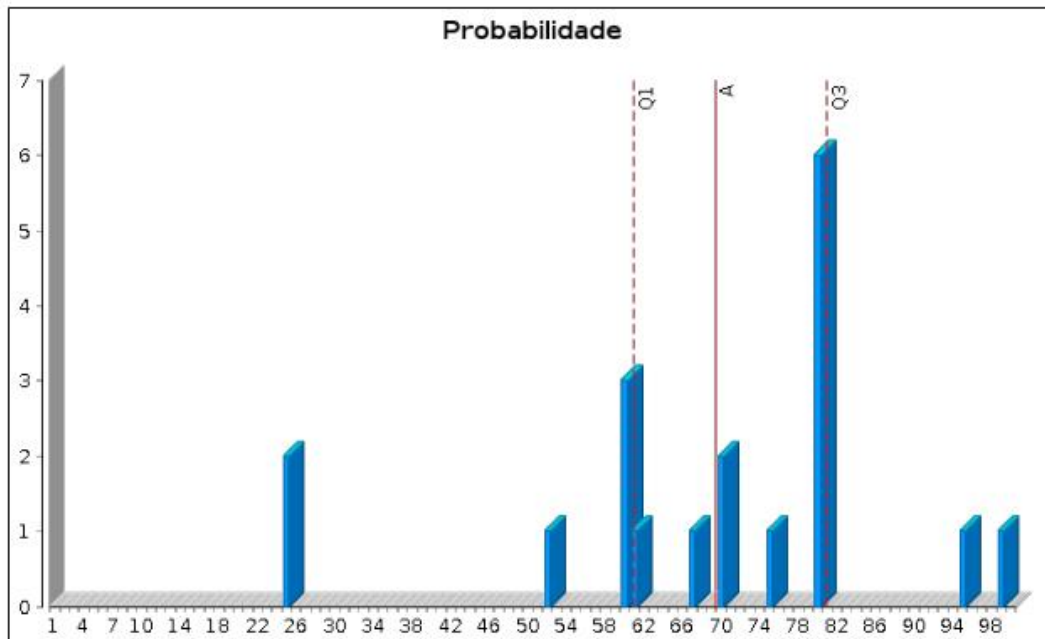
Instruções: Para responder deslize com o cursor no quadrado preto para a esquerda ou para a direita, até ao ponto que exprime o seu nível de probabilidade.

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11. Identifique a probabilidade de esta realidade de *earned media* vir a crescer nos próximos 5 anos, criando, assim, novos desafios para as marcas.

Marketing Budget Optimisation: Key Metrics and Trends



A 68.368
n 19
Md 70 (70)
min 25 (25)
max 99 (99)
stdDev18.924

COMMENTS

Comment date Aug 28, 2017 1:46:03 PM

É um fenómeno cumulativo, face à perda de comunicação nas comunicações menos relevantes das marcas

Comment date Sep 4, 2017 3:05:44 AM

De uma forma geral o que havia para acontecer já aconteceu e as respostas das empresas foram dadas. Dois fenómenos que se afiguram com maior potencial de crescimento são:

- Content marketing (owned media)
- Influencer marketing (paid media)

Comment date Sep 5, 2017 1:20:13 AM

De acordo - potenciado pela identificação com a marca e sua relevância

Comment date Aug 29, 2017 9:14:04 PM

Marketing Budget Optimisation: Key Metrics and Trends

Parece-me que deverá existir uma relação direta entre a capacidade financeira das empresas e crescimento do earned media. Sendo o trafego orgânico gratuito (na teoria como sabemos), é a ambição de qualquer empresa, por isso acredito que será uma tendência. Deverá haver uma relação direta entre baixos e altos orçamentos de MKT digital com a quantidade de trafego orgânico gerado, consequentemente maior earned media.

Comment date Aug 29, 2017 9:43:15 PM

Penso que com o passar do tempo e a adaptação das empresas a esta realidade, embora venha a crescer as empresas também saberão melhor como "trabalhar" o earned media a seu favor, recorrendo a especialistas para o fazer. Todos sabemos que muita desta comunicação (pelo menos a positiva) embora se chamen earned, pois não é paid media directamente paga ao publisher, acontece pelo trabalho dos profissionais de comunicação. Penso que esta área tende a ter mais peso no orçamento, pois é também "mais credível" aos olhos do consumidor.

Comment date Sep 4, 2017 8:32:30 PM

Sem dúvida, enquadra também o meu ponto de vista.

Comment date Sep 5, 2017 11:58:32 PM

Acreditando ser uma realidade crescente, despoletará novos desafios às empresas que estas procurarão encontrar soluções e vencer!

Comment date Sep 6, 2017 3:10:00 AM

Preferia descreve-la como "target media". Essa sim acredito que vai mudar.

Comment date Sep 7, 2017 8:36:06 PM

Os desafios da comunicação, da qualidade dos produtos/serviços, da estratégia tarifária e da gestão em geral serão cada vez mais escrutinados e por isso cada vez maiores.

Comment date Sep 10, 2017 6:29:57 AM

Está já a atingir um patamar de maturação.

O que me parece normal é que as estruturas organizadas nos social media ganharão força (grupos de consumidores) e será difícil gerir a pegada (legacy) de antigos boatos e problemas já resolvidos pelas marcas.

Questão 12

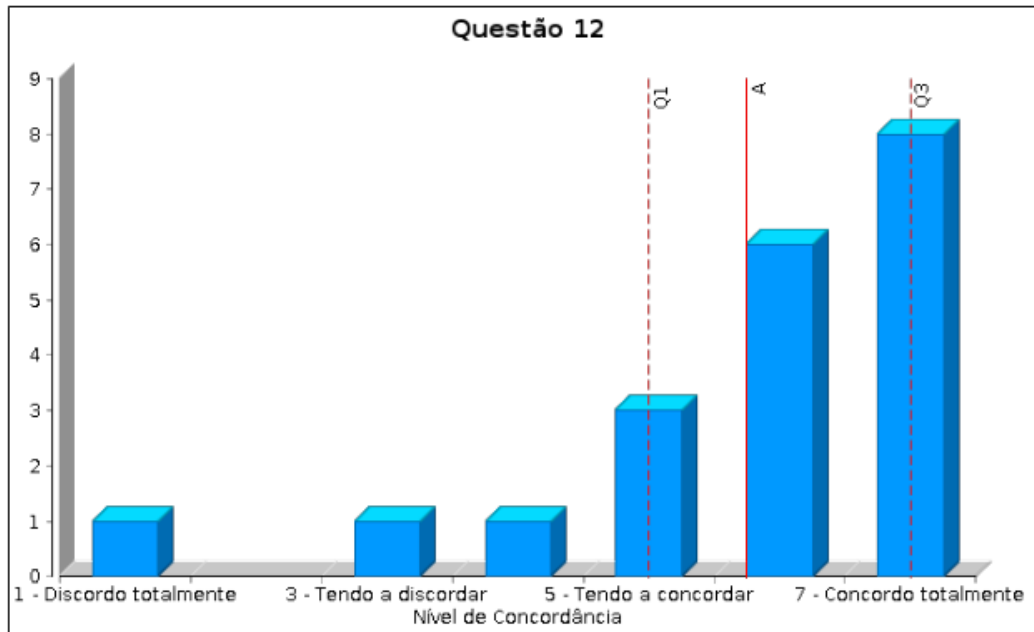
Instruções: Para responder deslize com o cursor no quadrado preto para a esquerda ou para a direita, até ao ponto que exprime o seu nível de concordância.

O gráfico abaixo reflete as respostas já dadas por outros participantes do painel.

Marketing Budget Optimisation: Key Metrics and Trends

Abaixo do gráfico, na caixa "Add a comment", agradecemos o seu comentário, particularmente se tiver uma opinião discordante da maioria que já se expressou, ou se tiver argumentos que ainda não foram apresentadas.

12. Novas tecnologias, como o marketing programático, tenderão a ser utilizadas para a maioria das grandes marcas no prazo de 5 anos.



A 1.75
n 20
Md 6 - Concordo (2)
min 1 - Discordo totalmente (-3)
max 7 - Concordo totalmente (3)
stdDev1.545

COMMENTS

Comment date Sep 4, 2017 3:06:04 AM

Nível de concordância: 7 - Concordo totalmente

A tónica deve ser colocada em novas tecnologias não no exemplo do programático.

Nota: valera a pena diferenciar marketing programático de compra programática de media (sendo que o primeiro é muito mais relevante).

Comment date Sep 5, 2017 1:22:24 AM

Marketing Budget Optimisation: Key Metrics and Trends

Sim, devemos diferenciar, mas a automação e qualificação automática de ações de envolvimento com o consumidor também será uma realidade.

Comment date Sep 6, 2017 3:06:17 PM

O grande desafio dessas ferramentas é conseguirem ser relevantes e eliminar o "efeito de spam" que estes instrumentos tendem a transformar-se.

Comment date Sep 6, 2017 9:32:12 PM

Nível de concordância: 7 - Concordo totalmente

A cada vez maior utilização de meios digitais no nosso dia a dia irá permitir às empresas criar os algoritmos assertivos para um marketing 1 to 1 pré programado

Comment date Sep 7, 2017 1:09:13 AM

Nível de concordância: 7 - Concordo totalmente

O "marketing programático" existe em várias vertentes e com o aumento da capacidade de computação, análise, cruzamento de dados e digitalização dos touchpoints é natural que a maioria das grandes marcas o venham a utilizar em maior ou menor escala nos próximos anos

Comment date Aug 28, 2017 1:47:37 PM

Nível de concordância: 6 - Concordo

O horizonte de aplicação ao nível da Internet vai ser uma realidade. A expansão da mesma para plataformas mais visuais como a TV tradicional, facebook tv e outras referências deverá ter uma adesão crescente a médio prazo (3 anos), mas ainda não chegar ao seu pico de adopção em 5 anos.

Comment date Aug 29, 2017 9:47:59 PM

Nível de concordância: 6 - Concordo

Nos países digitalmente mais desenvolvidos a compra programática é uma realidade para mais de 50% do orçamento digital. Em poucos anos todos os outros meios se tornarão digitais (TV, radio, outdoor, etc) e a compra será também programática, com uma enorme otimização em termos de retorno para os anunciantes, controlando métricas de frequência e cobertura multimeios, gerando automaticamente otimização de budget e em alguns casos redução de custos (não necessariamente), pois comprar bem um contacto, significa comprar um contacto com a pessoa certa, que naquele momento está potencialmente interessada naquela marca e não necessariamente um contacto bruto mais barato.

Comment date Sep 5, 2017 1:21:12 AM

Certo, mesmos custos, mas menos desperdício, portanto em teoria melhor ROI

Comment date Sep 7, 2017 8:38:42 PM

Nível de concordância: 6 - Concordo

Marketing Budget Optimisation: Key Metrics and Trends

Temos que saber combinar o marketing programático com personalização recorrendo a ferramentas evoluídas de BI/CRM

Comment date Sep 10, 2017 6:32:44 AM

Nível de concordância: 1 - Discordo totalmente

A compra programática já é maioritária e começa a ganhar força na TV e OOH digital.

Em 3 anos as regiões da Ásia e LATAM já estarão maturadas.

Nos Blg 5 da Europa já este tipo de compra é o standard

Questão 13

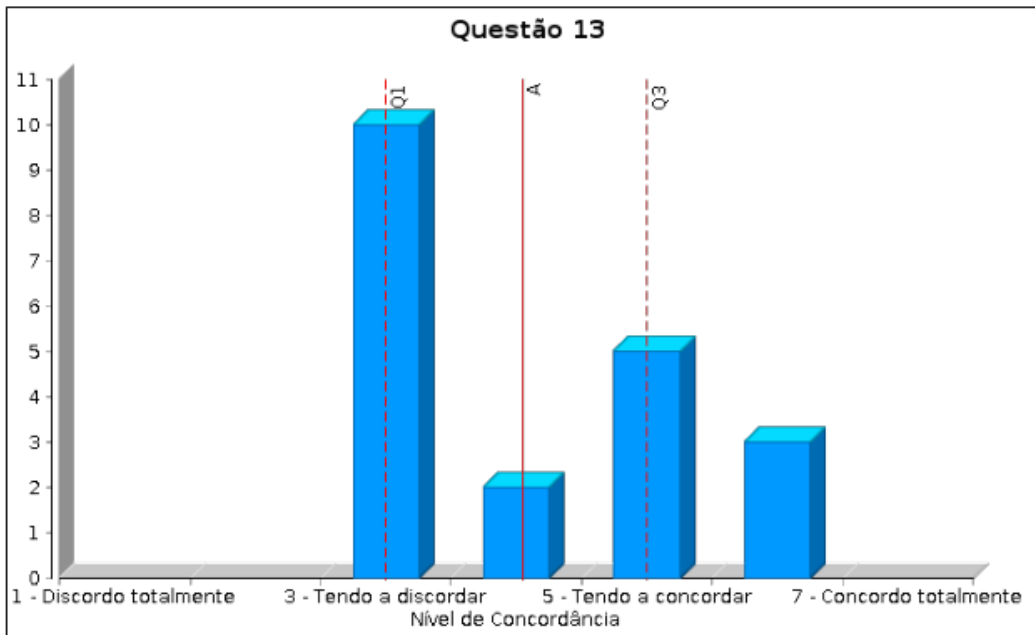
Instruções: Para responder deslize com o cursor no quadrado preto para a esquerda ou para a direita, até ao ponto que exprime o seu nível de concordância.

O gráfico abaixo reflete as respostas já dadas por outros participantes do painel.

Abaixo do gráfico, na caixa "Add a comment", agradecemos o seu comentário, particularmente se tiver uma opinião discordante da maioria que já se expressou, ou se tiver argumentos que ainda não foram apresentadas.

13. As diferentes redes sociais vão convergir no prazo de 5 anos para a utilização do mesmo tipo de métricas.

(No caso de concordância (nível 5, 6 ou 7 na sua resposta), indique por favor na caixa "Add a comment" o tipo de métricas que passarão a ser standard para as várias redes sociais.)



A 0.05
n 20
Md 4 - Não concordo nem discordo (0)
min 3 - Tendo a discordar (-1)
max 6 - Concordo (2)
stdDev1.161

COMMENTS

Comment date Aug 29, 2017 9:49:58 PM

Nível de concordância: 6 - Concordo

Num curto espaço de tempo e com a digitalização de todos os meios a métricas tenderão a uniformizar-se, até para a possibilidade real de comparação da eficiência de cada meio para o objectivo definido

Comment date Sep 4, 2017 8:36:23 PM

Os interesses instituídos não deverão permitir... MS vs Google ex. A Apple também é um bom exemplo. A compatibilidade dos seus sistemas e das suas ferramentas com o resto do mundo é um problema para a maioria dos profissionais.

Comment date Sep 7, 2017 1:09:27 AM

Nível de concordância: 6 - Concordo

Marketing Budget Optimisation: Key Metrics and Trends

O passado já nos mostrou que a probabilidade de existirem um conjunto de métricas transversais é alta – de resto já existe em quase todos eles – mas é expectável que cada uma delas mantenha as suas especificidades (parte da estratégia de diferenciação)

Comment date Sep 4, 2017 3:06:22 AM

Nível de concordância: 5 - Tendo a concordar

Com a hegemonia do facebook essa parece ser uma probabilidade grande. Porém, podem sempre aparecer novas surpresas e reviravoltas nos contenders atuais (snapchat, linkedin, google) - embora não pareça vir a ser o caso pelas suas estratégias e resultados.

As métricas provavelmente serão também outras à medida que as redes sociais se aproxima do negócio de e-commerce.

Nota: A introdução da China na discussão provavelmente infirmaria a afirmação.

Comment date Sep 7, 2017 8:40:18 PM

Nível de concordância: 4 - Não concordo nem discordo

Dentro de 5 anos tudo será diferente

Comment date Aug 28, 2017 1:49:13 PM

Nível de concordância: 3 - Tendo a discordar

Tendo a discordar pelas próprias características das redes e da interatividade nas mesmas. Compreendo no entanto, a virtude de existirem métricas comparáveis, mas vão estar ao nível dos outputs (ex. custo por determinada ação, custo por click, etc.)

Comment date Sep 6, 2017 3:08:11 PM

Concordo totalmente com esta observação, apesar de ser interessante do ponto de vista analítico a uniformização de métricas penso que as redes sociais seão cada vez mais particulares e com âmbitos e audiências diferentes.

Comment date Aug 29, 2017 9:16:15 PM

Nível de concordância: 3 - Tendo a discordar

Muito dependendo a quem pertencem. Mas não acredito.

Comment date Sep 4, 2017 1:27:47 PM

Nível de concordância: 3 - Tendo a discordar

Não é a métrica assim que vai ser standardizada (não faz sentido - é demasiado dependente do tipo de rede social) mas sim a forma como são mensuradas as métricas iguais. Exemplo: Se nem todas as redes sociais utilizam video, não vai ser pelo bem da standardização de métricas que vão passar a ter para poder utilizar a métrica "visualização de vídeos". Mas para as que têm videos, a forma como contabilizam os views de cada video, isso sim, será standardizado.

Comment date Sep 5, 2017 1:24:07 AM

Marketing Budget Optimisation: Key Metrics and Trends

De fato, os Marketeers gostariam de ter uma métrica única, mas a realidade é que os analistas reconhece que cada rede social assume por vezes pressupostos bastante diferentes em que baseiam essas métricas que tornam impossível essa comparação

Comment date Sep 6, 2017 12:05:46 AM

Nível de concordância: 3 - Tendo a discordar

Tendo a discordar com a afirmação pois embora possa existir convergência na utilização de algumas métricas, as redes sociais continuarão a usar métricas próprias que atendam melhor às suas especificidades.

Comment date Sep 6, 2017 9:33:01 PM

Nível de concordância: 3 - Tendo a discordar

Temo que dentro de 5 anos as redes sociais tenham sido substituídas por outros conceitos.

Conclusão

Agradecemos a sua participação neste debate sobre otimização do orçamento de marketing com metodologia Real-Time Delphi.

Dado que todos os dias, até ao próximo dia 4 de Setembro, vão surgir novos comentários, **pedimos-lhe para voltar a esta plataforma dentro de 1 a 2 dias, ver os comentários e alterar a sua avaliação ou acrescentar novos comentários** (relembramos que os comentários dos especialistas não estão identificados).