

Research report



# 60% SOLUTION =

How better customer data drives marketing performance and business growth

dataIQ™





# Contents

|  |           |
|--|-----------|
| <b>Section 1 - Key findings</b>                                    | <b>03</b> |
| <b>Section 2 - Marketing gets data-driven</b>                      |           |
| 2.1 – Marketing’s biggest challenge                                | <b>04</b> |
| 2.2 – The problem of customer churn                                | <b>04</b> |
| 2.3 – Measuring marketing performance                              | <b>05</b> |
| 2.4 – The impact of contact data on marketing campaign performance | <b>06</b> |
| 2.5 – The real cost of poor customer contact data quality          | <b>07</b> |
| <b>Section 3 - Marketing's data sources</b>                        |           |
| 3.1 – Channels used to capture data for marketing                  | <b>08</b> |
| 3.2 – Data captured and used in marketing                          | <b>09</b> |
| 3.3 – Sourcing customer contact data                               | <b>10</b> |
| 3.4 – Enhancing customer contact data                              | <b>11</b> |
| <b>Section 4 - Life event marketing</b>                            |           |
| 4.1 – Understanding of the term “life event marketing”             | <b>12</b> |
| 4.2 – Usefulness of insight into customer switching intentions     | <b>13</b> |
| 4.3 – Usefulness of insight into customer interests                | <b>14</b> |
| 4.4 – Life events and customer relationships                       | <b>15</b> |
| 4.5 – Marketing opportunities presented by life events             | <b>16</b> |
| <b>Section 5 - Marketing and data management</b>                   |           |
| 5.1 – Responsibility for data across the organisation              | <b>17</b> |
| 5.2 – Challenges in customer data management                       | <b>18</b> |
| 5.3 – Data and GDPR compliance                                     | <b>19</b> |
| 5.4 – Strategies used to repermission data                         | <b>20</b> |
| 5.5 – Channels used for repermissioning data                       | <b>21</b> |
| <b>Section 6 - Dealing with data quality</b>                       |           |
| 6.1 – Causes of poor quality data                                  | <b>22</b> |
| 6.2 – Validating data on websites and internal systems             | <b>23</b> |
| 6.3 – Frequency of data cleansing                                  | <b>24</b> |
| <b>About Royal Mail Data Services</b>                              | <b>25</b> |
| <b>About DatalQ</b>  | <b>25</b> |





# Section 1 - Key findings

- 1.** The cost of poor quality customer contact data to UK organisations is now running at an average of 5.9 per cent of annual revenue.
- 2.** Companies are suffering an average of 19.8 per cent customer churn, but for three out of ten the rate is even higher. As a result, 52 per cent cite customer acquisition as their biggest challenge, with the rest focused on a range of customer marketing tasks, from retention to upselling.
- 3.** To be successful in meeting those challenges, marketers need good quality contact data - this is identified as having the biggest impact on campaign performance with a score of 3.48 out of 5. Data is also at the heart of segmentation and targeting, the second most important dimension in marketing performance with a score of 3.47.
- 4.** But evidence suggests marketers are not being given the right data tools. Seven out of ten complain they have incomplete or out-of-date customer contact data, a sharp rise of 12 per cent in both problem areas since 2014.
- 5.** A number of drivers are responsible for this problem. Web sites are the primary channel for data collection (86.9 per cent), backed up by mobile web (44.4 per cent). Yet only 44 per cent of companies automatically validate data at the point of entry online, while 19.2 per cent carry out no validation at all.
- 6.** A wide range of other channels are also used for data capture, such as direct sales (64.6 per cent), face-to-face (48.5 per cent) and contact centres (46 per cent). All of these sources need to be integrated and loaded into operating systems, such as CRM solutions. Yet here, too, only 36.8 per cent automatically validate data on entry, while 21.8 per cent carry out no data checks. Legacy systems are also cited as the single biggest obstacle to customer data management by 37.6 per cent of firms.
- 7.** On top of this, data is being collected by a wide variety of functions across the organisation, led by marketing (in 48.5 per cent of organisations), as well as CRM (40.1 per cent), customer service (33.7 per cent), sales (33.2 per cent), but also data management (27.7 per cent) and even IT (22.8 per cent). Since 63.7 per cent of companies only clean their data annually, have no formal process or don't know what they do about data quality, the cost to their business could be higher than the average.
- 8.** Quality could be improved if companies made use of third-party data validation and enhancement, rather than relying solely on what they capture directly from customers. But there is a significant retreat away from external sources, with only 47 per cent of marketers using third-party data now, compared to 55.9 per cent in 2014, while 49 per cent use only directly-collected data, against just 39.4 per cent doing this two years ago.
- 9.** The reason for this retreat is simple - a loss of confidence that third-party data is compliant with the requirements of the General Data Protection Regulation (GDPR) which became law in May 2016, with 42.5 per cent of respondents saying they are either very or quite concerned about whether external sources are compliant. At the same time, the majority (58 per cent) are concerned about whether their own data is compliant.
- 10.** As a result of this fear factor, marketers are missing out on legal and effective data sources, while narrowing the range of information they use in their campaigns. Life event marketing, which nearly half (49.1 per cent) understand, but whose value they have yet to realise, is considered useful in customer relationships by 61.1 per cent of marketers. This is because it provides both a reason to engage with a customer (60.8 per cent) and sales opportunities (59.3 per cent).
- 11.** If marketing needs to measure its performance, especially how it is growing the business, and the quality of data impacts on that performance, then a clear line can be drawn between poor data quality and the financial impact that it has on the bottom line. Yet a third of marketers (33.7 per cent) don't know how the issue is impacting on their company as a whole.

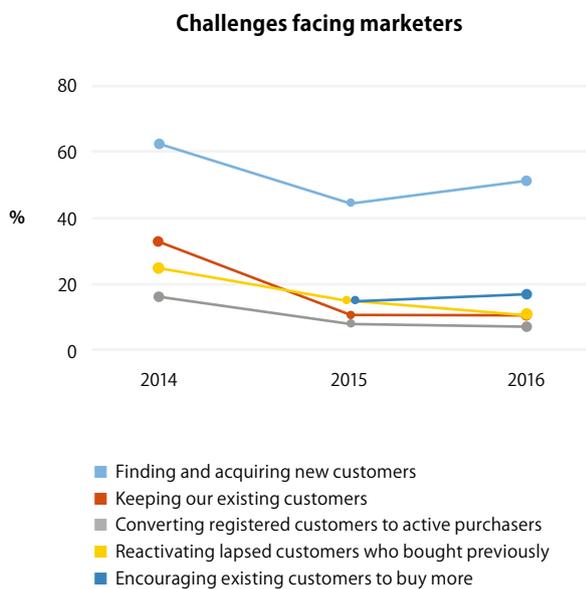




## The six per cent solution

# Section 2 - Marketing gets data-driven

### 2.1 – Marketing’s biggest challenge

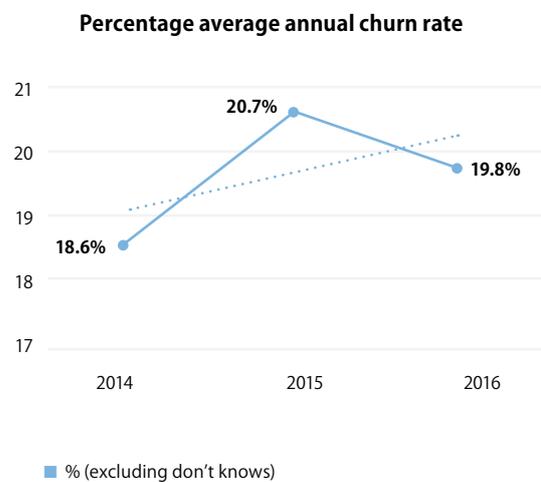


Marketing has to face in two directions at once. For half of practitioners (52.2 per cent), the biggest challenge is finding and acquiring new customers. Although down from a high of 61.4 per cent in 2014, prospecting remains the core task that they need to undertake.

A combination of customer-facing marketing challenges, taken together, make up the other half of the brief. Encouraging existing customers to buy more is the dominant component in customer marketing, according to 17.6 per cent, while 11.6 per cent have the primary goal of reactivating dormant customers and 11 per cent are focused on customer retention.

Surprisingly, the number of marketers who name converting registered customers to active purchasers has more than halved, down to 7.7 per cent now from 18.6 per cent in 2014. This may reflect a more joined-up customer journey which has conversion as its goal right from the start, especially as marketing adopts a broader customer experience management role.

### 2.2 – The problem of customer churn



Both of marketing’s main challenges reflect an underlying issue – that of customer churn. On average, one in five customers (19.8 per cent) defect from companies over the course of a year, a trend that appears to be growing. This creates a constant need both to find new customers to fill the gap and to hold on to those that remain.

For one in five companies, their churn rate is less than half this average – 19.8 per cent of marketers say they are losing either no customers or fewer than 10 per cent. Nearly one quarter (23.9 per cent) also have a below average level (between 11 and 20 per cent).

Elsewhere, some companies are facing runaway levels of customer defection – at 4 per cent of companies, marketers report churn over 51 per cent annually, while 2.2 per cent say it is between 41 and 50 per cent. For 7 per cent, churn is at near double the average (31 to 40 per cent), while 16.2 per cent see 21 to 30 per cent of customers leave each year.

As challenging as this churn rate is, it is not as difficult for marketers as not knowing. Yet 26.8 per cent of marketers admit that they are unaware how many customers their company is losing – that makes setting acquisition or retention targets problematic.

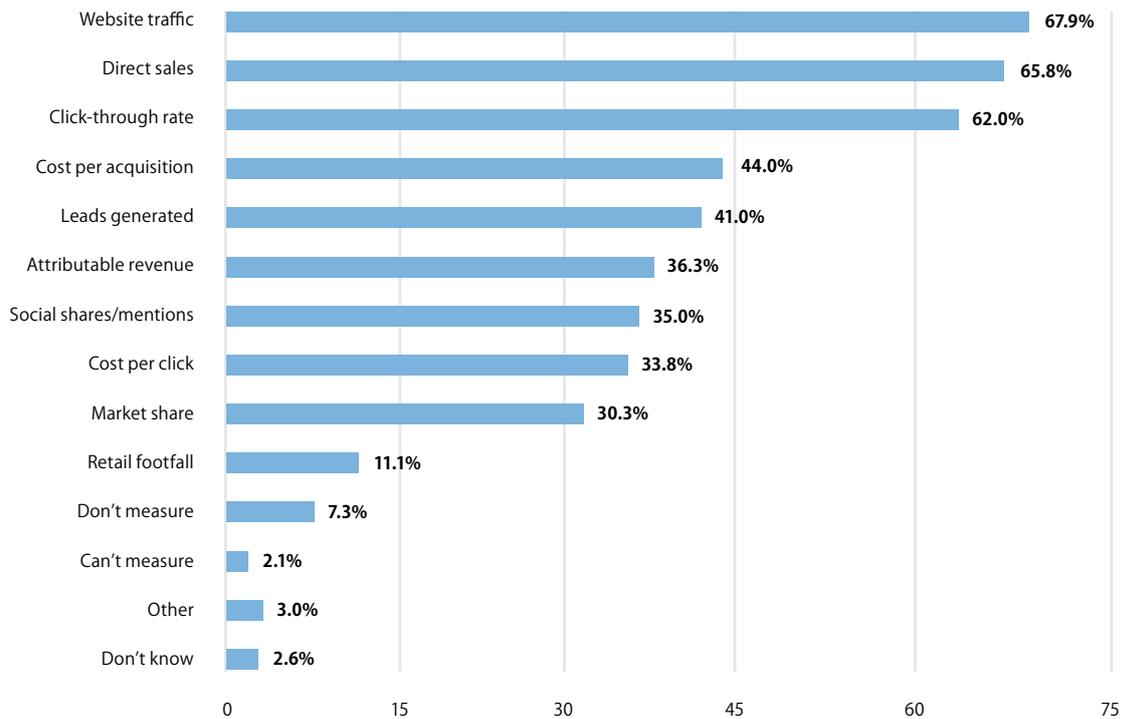




## The six per cent solution

### 2.3 – Measuring marketing performance

Metrics used to measure marketing performance



Marketing can be measured in a wide variety of ways, from metrics that report on its effectiveness to those which show its impact on business. Both of these are visible in the three most widely-used measures – website traffic (used by 67.9 per cent) and click-through rate (62 per cent) indicate that calls to action have worked, while direct sales (65.8 per cent) show marketing is meeting two of its major customer challenges.

Three other metrics add to marketing's ability to prove it is growing the business: leads generated (41 per cent) build the sales funnel, attributable revenue (36.3 per cent) shows a return on investment and

market share (30.3 per cent) gives the big picture of marketing's effectiveness. That these are only being used by a minority of three to four in ten shows marketing still has a way to go in connecting its activity to the bigger business picture.

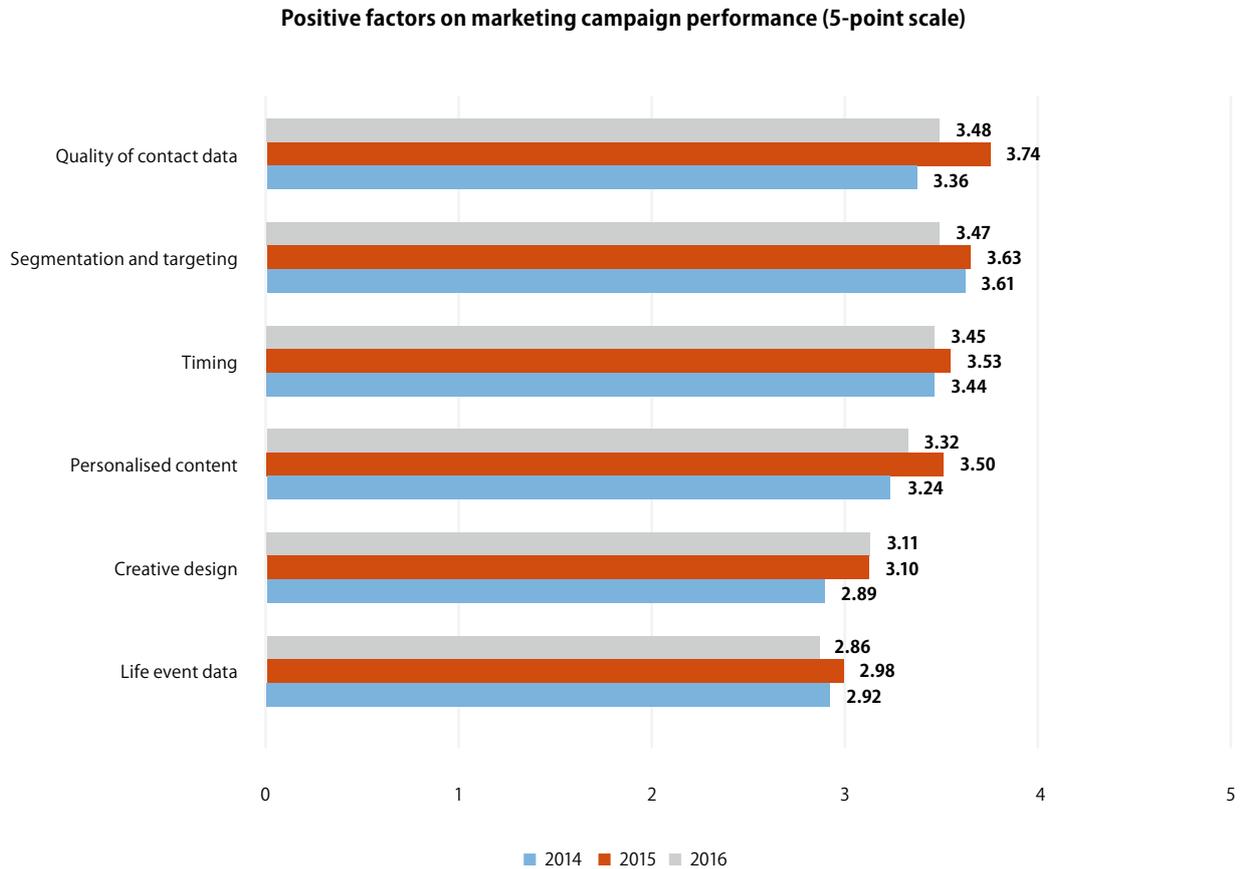
Direct metrics of marketing itself also matter since the function needs to know how efficiently its budget is being spent. Cost per acquisition (44 per cent) and cost per click (33.8 per cent) are critical within digital channels. Social shares and mentions, as used by 35 per cent) are also important because of the level of marketing expenditure in social channels – marketers need to know if their messages are getting noticed.





## The six per cent solution

### 2.4 – The impact of contact data on marketing campaign performance



➤ Contact data drives positive marketing performance across a range of dimensions. Quality of contact data leads the way with marketers rating its impact on their campaigns 3.48 out of 5. This puts it just ahead of segmentation and targeting (3.47) and timing (3.45). Critically, the ability to group customers and target prospects, then identify when they are in market and deliver a message at the right time, depends on having accurate, up-to-date data – if quality is poor, everything else suffers.

Personalisation (rated 3.32) also leads off quality data – getting something wrong about an individual will ruin the impact of a message. In a sign of how data-driven they have become, marketers rate all of these data elements as creating more uplift than creative design (3.21). But recognition of the value of life event data is still low (2.86), even though changes of address, family composition or other events are triggers of changes to customer data. If these are not captured and updated, data quality suffers.

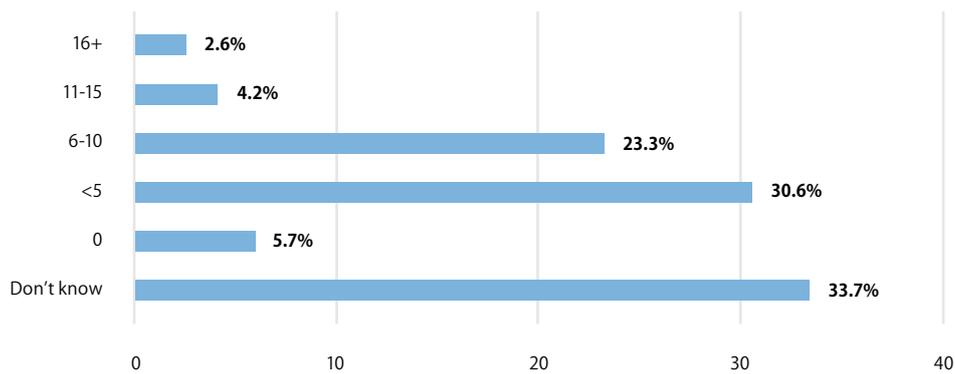




## The six per cent solution

### 2.5 – The real cost of poor customer contact data quality

Cost of poor quality customer contact data as a percentage of annual revenue



If marketing needs to measure its performance, especially how it is growing the business, and the quality of data impacts on that performance, then a clear line can be drawn between poor data quality and its impact to an organisation's bottom line. If those don't knows are excluded, the average annual cost of poor quality customer contact data to UK organisations is 5.9 per cent of annual revenues. Combined with the average churn rate of 19.8 per cent, it is clear that data-driven marketers have a lot of challenges to resolve. Yet a third of marketers (33.7 per cent) don't know how the issue is impacting on their company as a whole.

Among those who can identify the connection, 5.7

per cent are confident that poor data quality is having no negative effect on revenues – a level of confidence that seems hard to accept. But three in ten (30.6 per cent) say the cost of poor quality contact data is below 5 per cent of annual revenue, while nearly one quarter (23.3 per cent) estimate a level of 6 to 10 per cent.

For a small group, data quality problems would appear to be more severe, with 4.2 per cent of marketers saying that poor data quality costs their business between 11 and 15 per cent of revenues annually, while 2.6 per cent say the cost is more than 16 per cent.

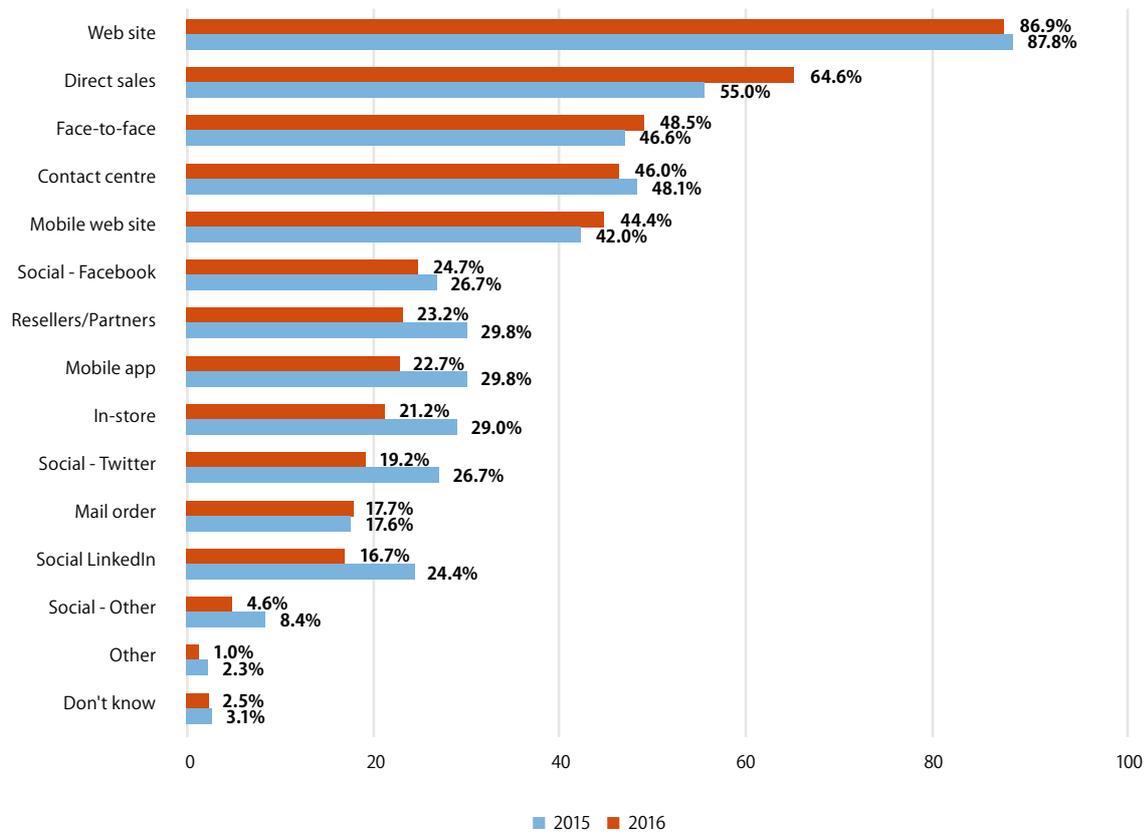




### The six per cent solution

# Section 3 - Marketing's data sources

## 3.1 – Channels used to capture data for marketing



➤ Digital marketing drives data with brands' websites the leading source for data capture (86.9 per cent). This is backed up by mobile web, although at only half the level (48.5 per cent). There has also been strong growth in the role of transactional data – two-thirds of marketers (64.6 per cent) capture data from direct sales, up from just over half (55 per cent) last year. Both of these sources provide data that either comes with first-party consent (direct sales) or can be leveraged to gain it (web site).

Direct customer contact continues to be an important data source for nearly half of companies, either via face-to-face (48.5 per cent) or contact centres (46 per cent) with little variation year-on-year. Where

relevant, specific distribution channels also provide data, such as resellers or partners (23.2 per cent) and in-store (21.2 per cent), but these have both declined significantly since last year. Mail order (17.7 per cent) remains stable, undoubtedly because companies who use this method have its data built into their business model, whereas retail distribution requires additional activities in order to capture data.

Social media also appears to have stalled as a data source for marketing with all channels showing lower usage this year than before. This may reflect difficulties in capturing user data from within social media until the individual makes contact via another route, such as by clicking on a link.

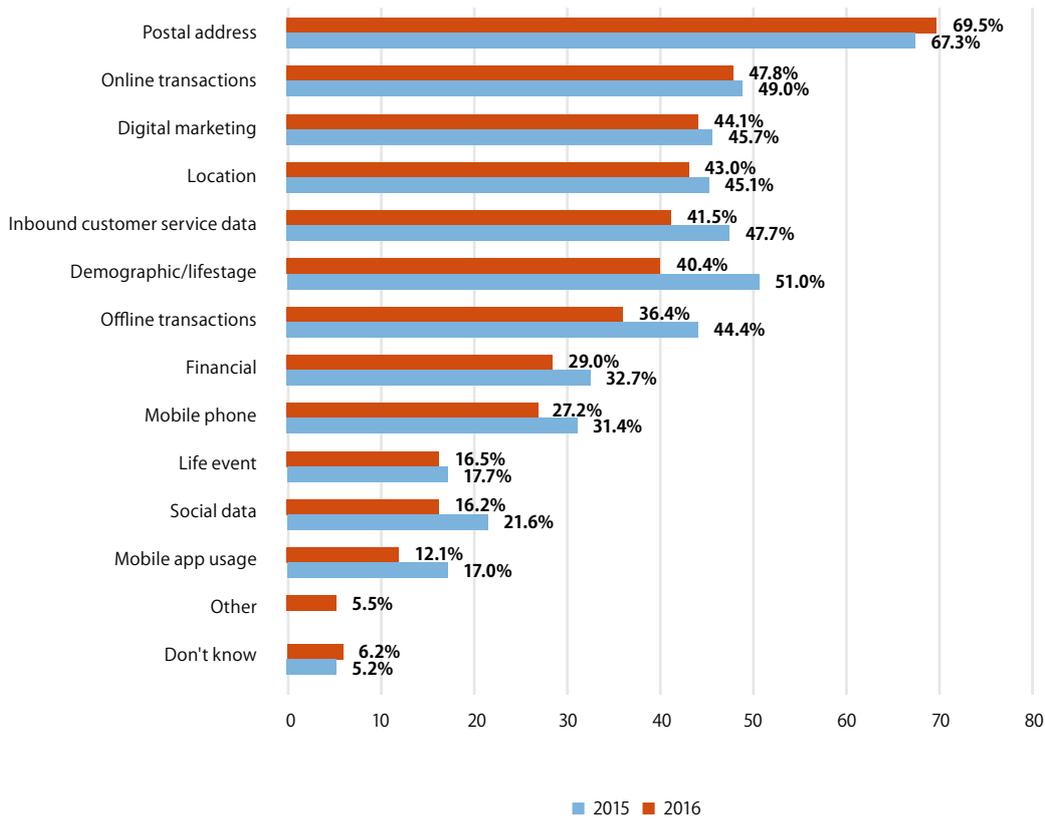




# The six per cent solution

## 3.2 – Data captured and used in marketing

Types of data captured and used for marketing purposes



With the exception of postal address, marketers appear to have pulled back from capturing and using all types of data since 2015. One explanation could be the confirmation of what the General Data Protection Regulation (GDPR) will require, especially its expanded definition of personal information and heightened requirements for consent. Postal address, which uniquely grew its usage level by 2.2 percentage points to 69.5 per cent, has a specific exemption from GDPR which may be why it has grown as a safe bet.

Uncertainty about compliance could be leading marketers to pull back from mobile data sources,

including location (down 2.1 points), phone (down 4.2 points) and app usage (down 5.6 points). The decision by one major broker of demographic and lifestage data to withdraw from the market temporarily in February 2016 may also have led to the 10.6 per cent fall in usage of this data source.

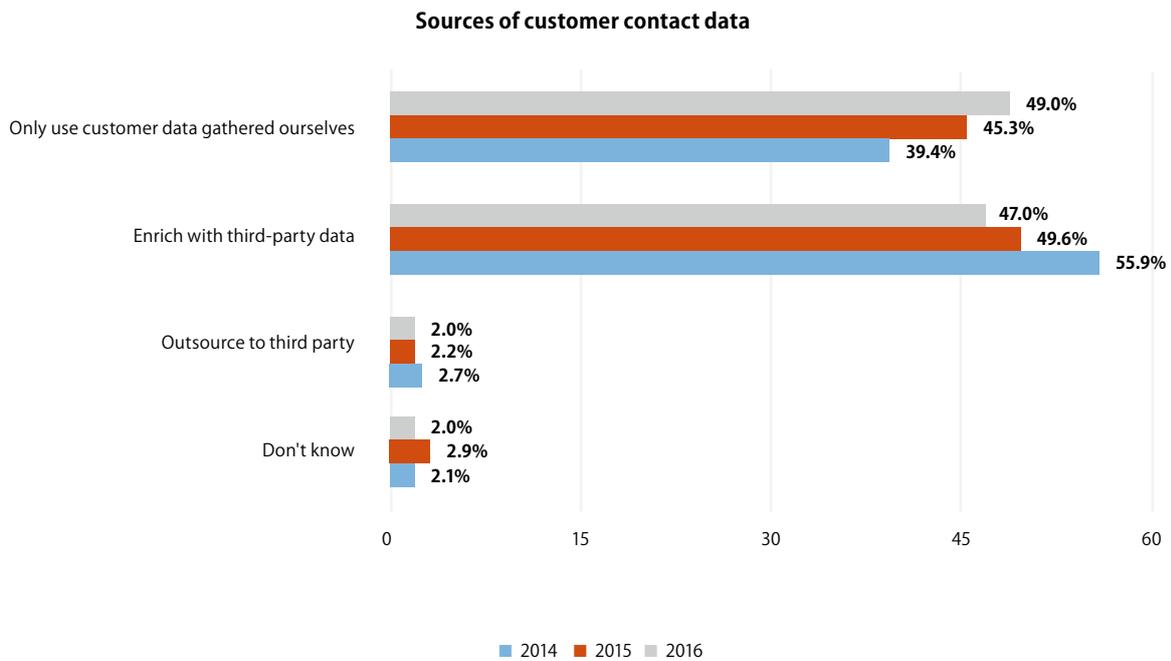
Harder to explain are falls in other data types which should not present any difficulties, such as inbound customer service data (down 6.2 points), offline transactions (down 8 points) and financial (down 3.7 points). Marketing did not become less data-driven in 2016, but marketers appear to have narrowed their data sources.





## The six per cent solution

### 3.3 – Sourcing customer contact data



➤ If marketers are using fewer data sources, there is one clear driver of this trend – pulling back from third-party data sets. This can be seen clearly in the 11.1 percentage point drop in the number of marketers who enrich their customer contact data with third-party information. What used to be a majority activity in 2014 for 55.9 per cent has now become a minority one (47 per cent). Concerns about GDPR and compliance will have played a decisive role in this shift.

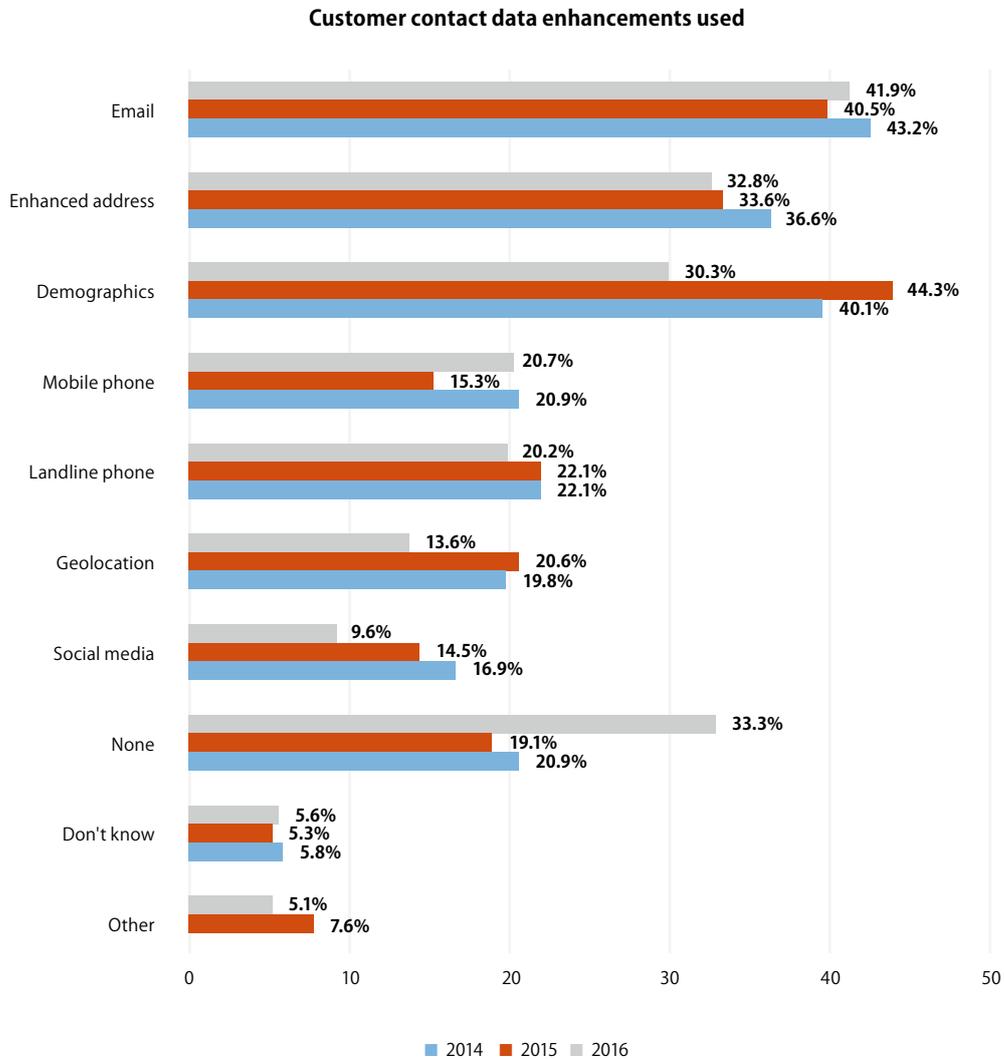
As a consequence, nearly half of marketers (49 per cent) now rely solely on customer data they have captured directly. This rise of 9.6 points may ensure all customer contact data is compliant and has first-party consent, but it does restrict the view of the customer which marketers can achieve. Compliant third-party data is available, but its providers may have to work harder to overcome a newly-emerging fear factor.





# The six per cent solution

## 3.4 – Enhancing customer contact data



➔ To underline the shift by marketers away from third-party data enhancement, one third (33.3 per cent) now say they add nothing to directly-captured customer data. This is a significant 63 per cent increase in just two years. Demographic data enhancements are now used by fewer marketers (30.3 per cent) than those using no enhancements.

Two data types in particular have suffered large falls in their usage, despite having been at the forefront of the marketing conversation recently. Social media data is now only being added to customer records by one

in ten marketers (9.6 per cent), a fall of 7.3 percentage points. Similarly, geolocation is down by 6.2 points and is now being used by just 13.6 per cent of marketers, despite having been used by one in five last year.

Marketers are remaining true to data enhancements which are both tried and tested and which also present fewer compliance challenges. Email continues to be the main contact data added (41.9 per cent), while address enhancement is in use by 32.8 per cent. Keeping these primary contact routes open clearly still matters.

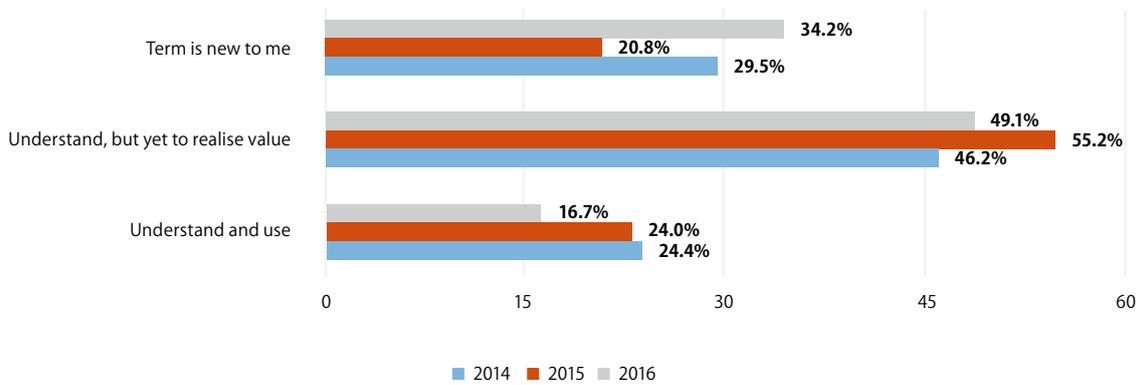




# Section 4 – Life event marketing

## 4.1 – Understanding of the term “life event marketing”

How well do marketers understand the term “life event marketing”



Life events, such as moving home or a change to family composition, are not always communicated by customers to every business with which they have a relationship. Service providers, such as the Royal Mail Redirection Service, are able to capture such events across a broader customer base than individual brands and then share these events as fully-permissioned data.

In line with the reduction in use of third-party data enhancements, however, a third fewer marketers

understand and use life event marketing compared to two years ago (16.7 per cent now compared to 24.4 per cent in 2014). At the same time, there has been a rise in the number of marketers who say the term is new to them, up by 13.4 percentage points year-on-year, although only 5.7 points up on 2014.

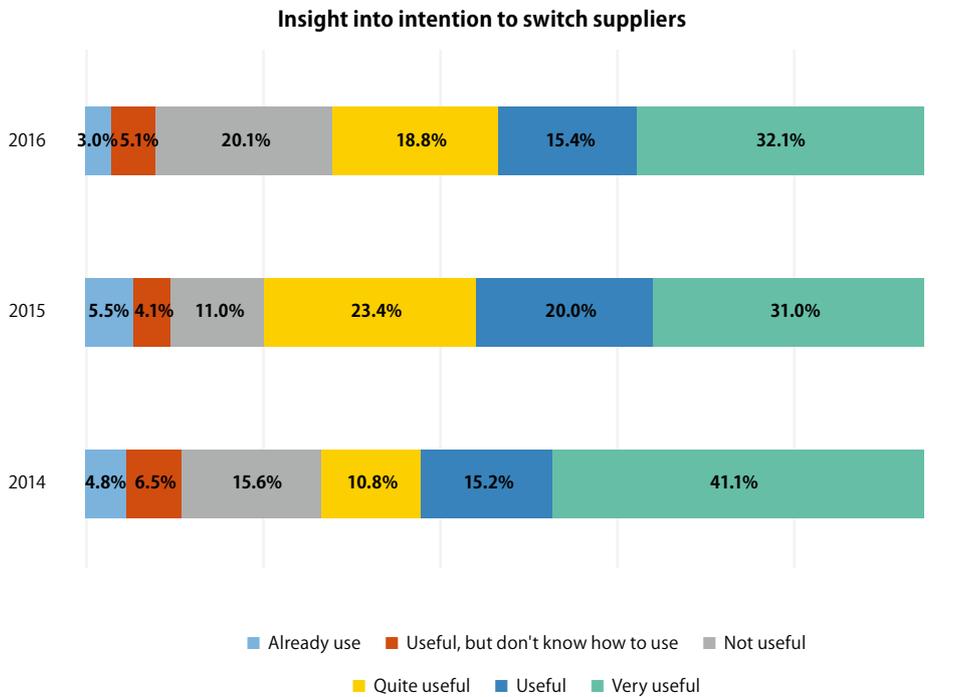
The biggest barrier to life event marketing, however, continues to be internal processes – nearly half of marketers (49.1 per cent) say that they understand the term, but their company has yet to realise its value.





## The six per cent solution

### 4.2 – Usefulness of insight into customer switching intentions



With nearly half of marketers undertaking customer-facing activities and companies experiencing annual churn of 19.8 per cent, being able to spot a customer's intention to defect before it happens could be a valuable insight. This is recognised by 47.4 per cent of marketers, with 32.1 per cent saying such an insight would be very useful. A further 18.8 per cent see a degree of usefulness in this information. Despite this, only 3 per cent say they are already making use of this insight.

But one in five marketers (20.1 per cent) are not convinced that knowing a customer is intending to change suppliers would be useful. That is hard to understand given the challenges marketers face, although it could be that this group has yet to recognise that, even if the information was of use, they wouldn't know how to use it – a sentiment held by 5.1 per cent.

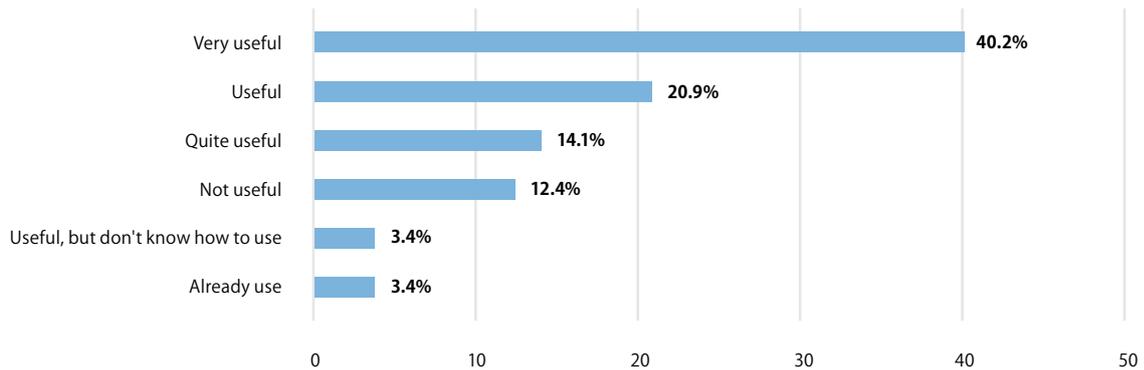




## The six per cent solution

### 4.3 – Usefulness of insight into customer interests

Usefulness of insight into customers interested in your products/services



➔ For the half of marketers charged with acquiring new customers, indicators that an individual is in market for the products and services they offer is a key trigger. Six in ten (61.1 per cent) recognise this, with four in ten of them (40.2 per cent) saying it would be very useful to know. A further 14.1 per cent see a degree of usefulness in this insight.

However, 12.4 per cent resist the idea and do not see any value in knowing that an individual has an interest in their product or service. That mental block is likely to prevent them from achieving their acquisition goals, given the availability of purchasing intention data. Even so, only a handful of marketers have so far adopted this source (3.4 per cent), while a similar number (3.4 per cent) would struggle to deploy it.

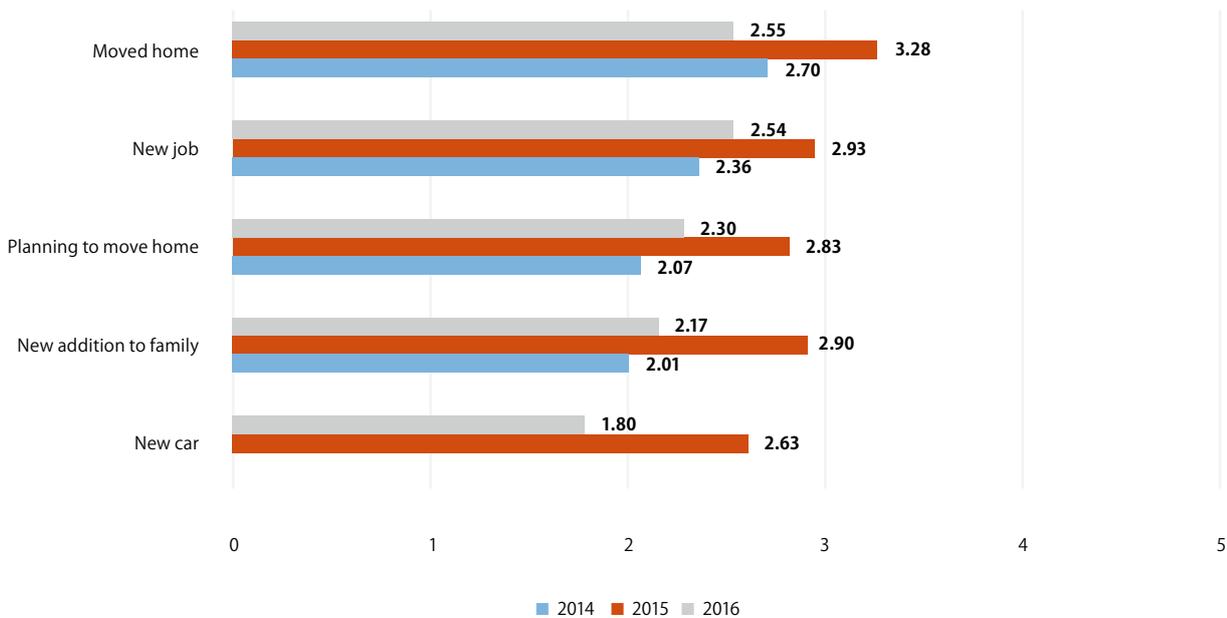




## The six per cent solution

### 4.4 – Life events and customer relationships

Importance of life events in customer relationships (5-point scale)



➤ Different life events will have a different impact on customer relationships, reflecting the nature of the product or service they have bought. For any customer-facing marketer, however, a home move will always be the most important event. From the simple change of address to a chain of purchases and switching suppliers that typically follows, this is why marketers rate moving home 2.55 out of 5 for importance. Knowing that a customer is planning to move is rated third, with a score of 2.3, further underlining the impact this insight can have.

Getting a new job runs a close second (2.54) as this usually represents a change in financial standing

which can create marketing opportunities, while a new addition to the family (2.17) typically alters buying patterns completely, since new products and services are required, but there is less disposable income for other purchases.

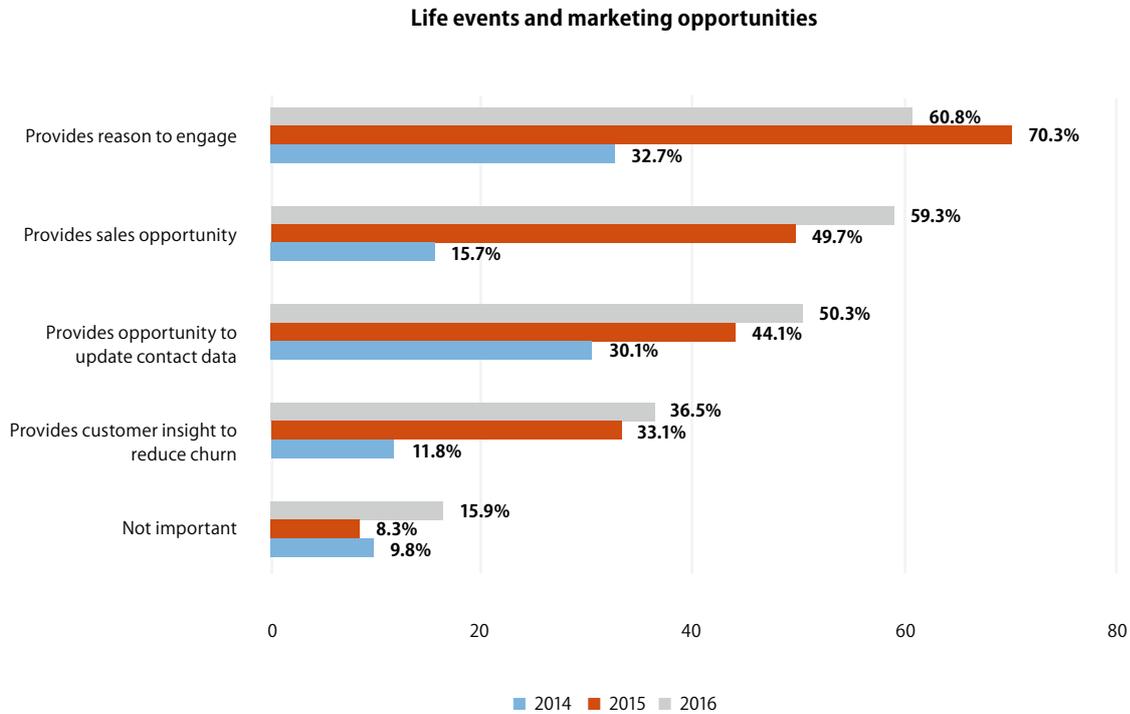
Reduced scores for all life events in 2016 compared to 2015 are in line with the decline in the use of third-party data. Such life event data is generally only available from third-party data providers. However, it is not the event itself which is less important, only that marketers have been making less use of this type of information – possibly due to concerns around GDPR.





## The six per cent solution

### 4.5 – Marketing opportunities presented by life events



Life event marketing can deliver against both of marketing's key briefs. For customer retention, it provides a reason to engage with an individual, as 60.8 per cent of marketers recognise – a figure that has nearly doubled since 2014. For customer acquisition, it presents a sales opportunity, which 59.3 per cent of marketers acknowledge – four times the level found in 2014.

There are also important data and insight-related opportunities within life event marketing which can be leveraged. As half of marketers know (50.3 per cent), it is an opportunity to update contact data – not just limited to a change of address, but potentially using

the contact to capture other elements, such as phone number or email address (if not already held). The number of marketers doing this has risen by two-thirds since 2014.

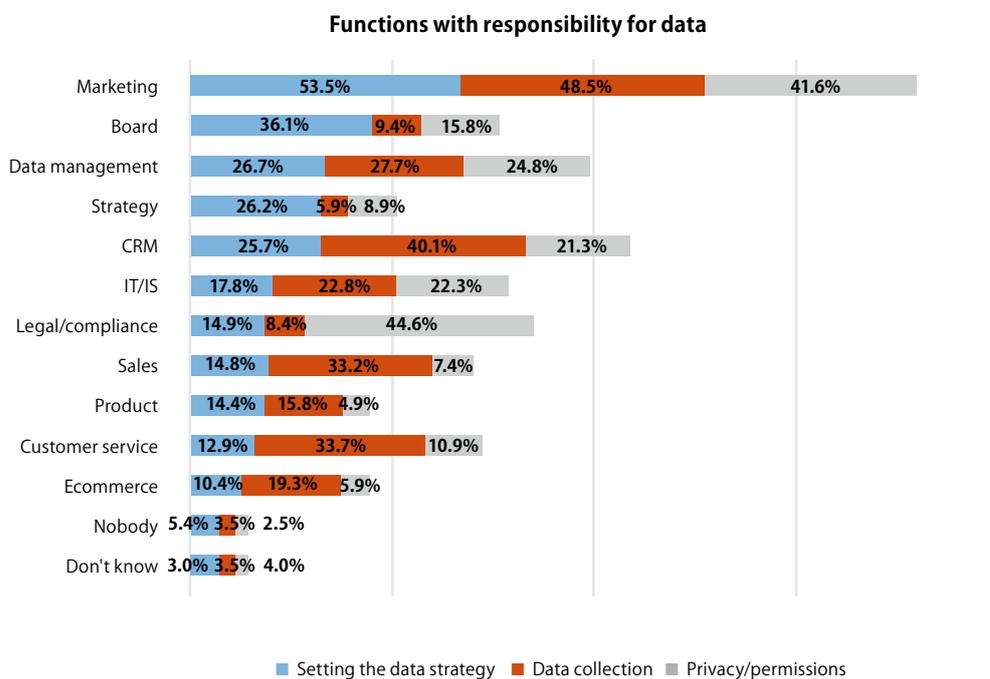
Life events also give insight into customer intentions which can be used to reduce churn, such as if an individual is thinking of switching supplier when they move house. Over a third (36.5 per cent) of marketers recognise this opportunity, three times the level of two years ago. Although the proportion who place no importance on life event marketing has also risen, this is most likely in line with the overall reduction in use of third-party data seen elsewhere.





# Section 5 – Marketing and data management

## 5.1 – Responsibility for data across the organisation



Data is now pervasive across organisations with multiple functions having a level of involvement. Marketing typically dominates across the core activities of setting the data strategy (53.5 per cent of companies) and data collection (48.5 per cent). But legal/compliance departments lead on privacy/permissions (44.6 per cent), with marketing in second place (41.6 per cent) – the relationship between these two functions is now clearly vital.

Marketing also needs to be in step with CRM, where 40.1 per cent of companies say this function is involved in data collection, as well as customer service (33.7 per cent) and sales (33.2 per cent),

with Ecommerce involved in 19.3 per cent of cases. Centralised data management operations are running data collection at 27.7 per cent of businesses, while IT has this responsibility at 22.8 per cent. This wide distribution of data collection points will require careful implementation of policies, as well as back-end data integration in order to avoid poor data quality or permissioning issues.

It is notable that the board is now the second most likely function to set the data strategy (36.1 per cent), indicating just how strategically important data has become in a third of companies.

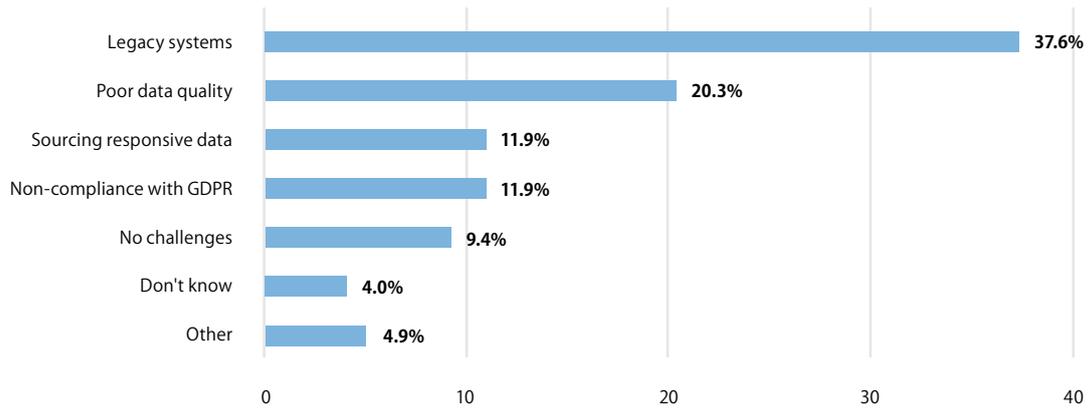




## The six per cent solution

### 5.2 – Challenges in customer data management

Challenges in managing customer data



Despite significant technological advances over the last decade and the more recent eruption of big data, nearly four in ten companies (37.6 per cent) are still hampered by legacy systems when it comes to managing their customer data. Migrating records in and out of these environments can limit or even prevent the level of personalisation which marketing is able to deploy.

Poor data quality also continues to be an issue for one in five (20.3 per cent), with a second tier of issues undoubtedly contributing to the problem, such as challenges in sourcing responsive data and data that is non-compliant with GDPR (11.9 per cent respectively). One in ten (9.4 per cent) claim to be fortunate to have no challenges with their customer data management, which seems hard to credit given the scope and complexity of this issue.

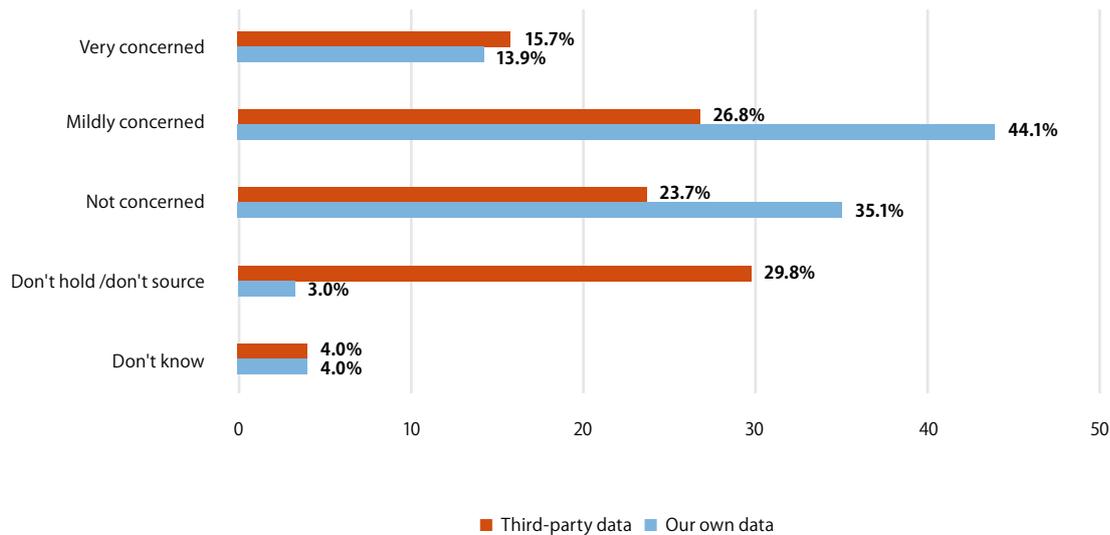




## The six per cent solution

### 5.3 – Data and GDPR compliance

Concerns about compliance with GDPR



With GDPR becoming law in the European Union in May 2016, regardless of the UK's decision to quit the EU and despite the two-year transition window before enforcement, any business currently holding personal information needs to be considering whether it is compliant now. As a result, concerns about internally-held customer contact data have emerged strongly, with 58 per cent of marketers either very or mildly concerned whether their customer data will meet the new obligations.

For those organisations using third-party data, 42.5 per cent are also either very or mildly concerned

about compliance issues. However, with the majority of organisations more concerned about their internal customer contact data, the focus will be on ensuring that they set their own house in order first. This aligns to the fact that organisations are pulling back from the use of third-party data in their marketing campaigns – down 9 percentage points since 2014.

If that trend in the reliance on first party data continues, it will become more important for organisations to focus their efforts on ensuring their own data is not only GDPR compliant, but also up-to-date, clean and accurate.

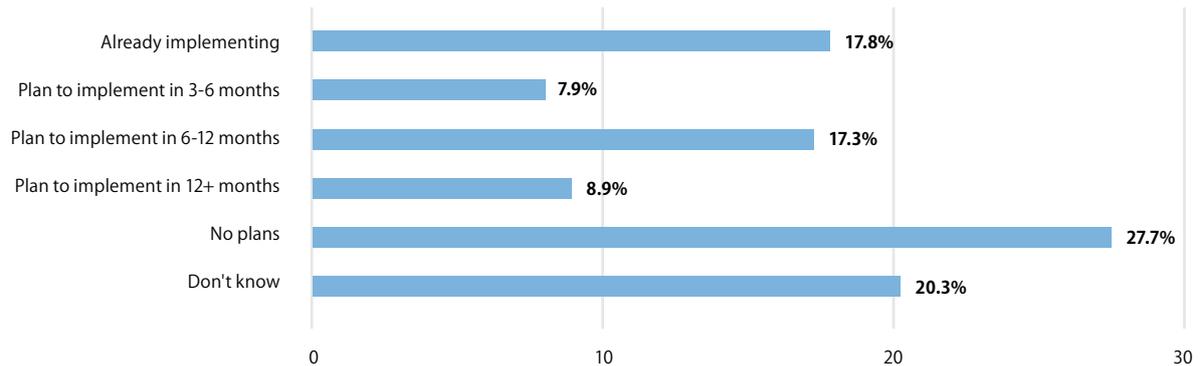




## The six per cent solution

### 5.4 – Strategies used to repermission data

Use of repermissioning strategies



Customer data that has not been captured with a process or privacy statement that complies with GDPR does not have to be simply discarded – those individuals can be contacted again and an appropriate consent collected, thereby repermissioning their data for marketing use. Nearly one in five companies (17.8 per cent) have already started to do this.

But, remarkably, nearly half of all firms (48 per cent) either have no plans (27.7 per cent) or do not know (20.3 per cent) whether they will seek fresh permission from their customers. This is to underestimate the extra degree of precision which GDPR requires in the

data capture and permissioning process and could lead to hurried activity close to the deadline for being compliant or the dual risks of non-compliant data and/or a shortfall in usable data.

For those who are planning a repermissioning exercise, but are not yet active, some are pursuing a short timetable of three to six months (7.9 per cent), but 17.3 per cent need six to 12 months and 8.9 per cent need even longer. As the deadline grows closer, there is a risk of individuals becoming bombarded with permission requests and choosing to decline more than they would if approached sooner.

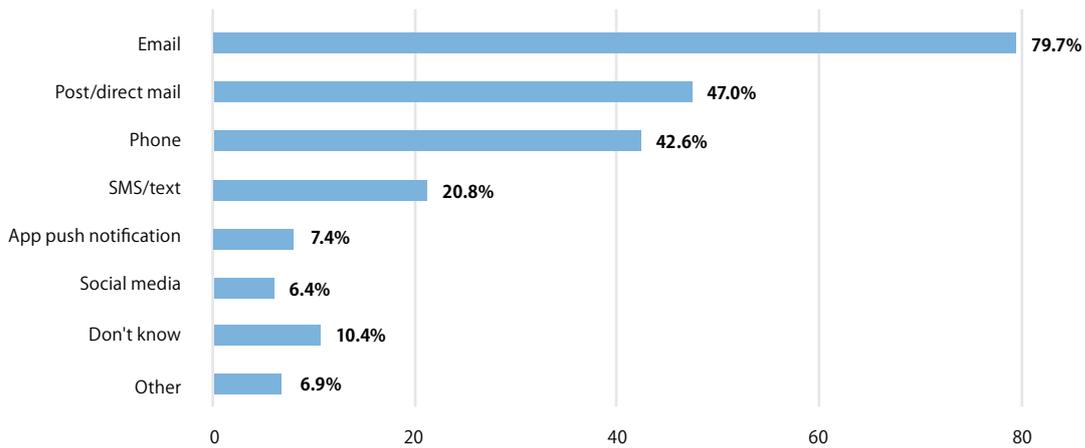




## The six per cent solution

### 5.5 – Channels used for repermissioning data

Channels used to gain permission/repermission



➤ Marketers have multiple options for executing their repermissioning strategies, but the one given is that email will be at the core – eight out of ten marketers (79.7 per cent) use or will use this channel. That fits with the use of email within customer marketing and CRM, increasing the chances of gaining a fresh consent to ongoing marketing.

Nearly half (47 per cent) also plan to use direct mail – with the ability to mail unaffected by GDPR changes, this is a logical choice to build sustainable contact data. Phone runs a close third, with 42.6 per cent using or

planning to use it, but this channel is not only high cost, it has also become associated with nuisance calls.

Other mechanisms are far less likely to be adopted, although one-fifth (20.8 per cent) will use SMS/text. A consideration in apps and social media is whether sufficient detail can be provided about the permission requested without making the customer experience too clumsy – email and direct mail allow for layered messages and access to full details if the individual wants to pursue them.

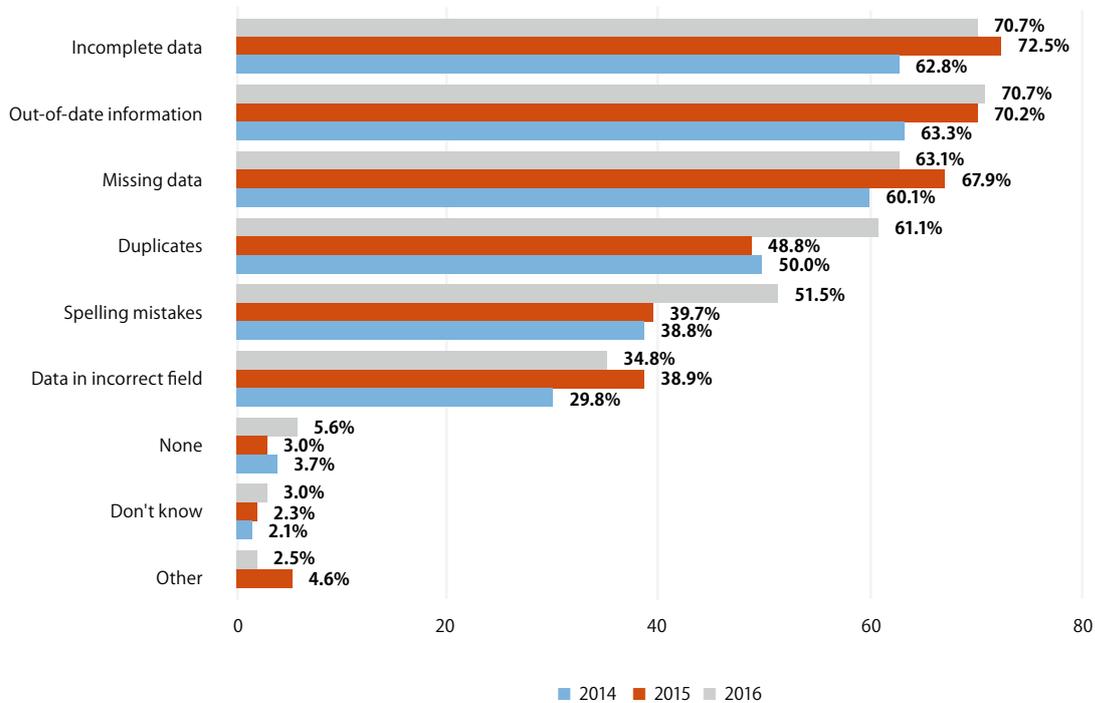




# Section 6 – Dealing with data quality

## 6.1 – Causes of poor quality data

Factors contributing to poor quality data



Given the impact on annual business revenues of nearly 6 per cent which results from poor data quality, addressing the root causes should be a matter of some urgency. Despite whatever efforts may have been made, nearly every cause of the problem has increased over the last two years. Incomplete data continues to be the biggest issue, with 70.7 per cent naming this, up from 62.8 per cent in 2014. A very close second is out-of-date information, up to 70.7 per cent from 63.3 per cent.

Although the number of marketers who point to

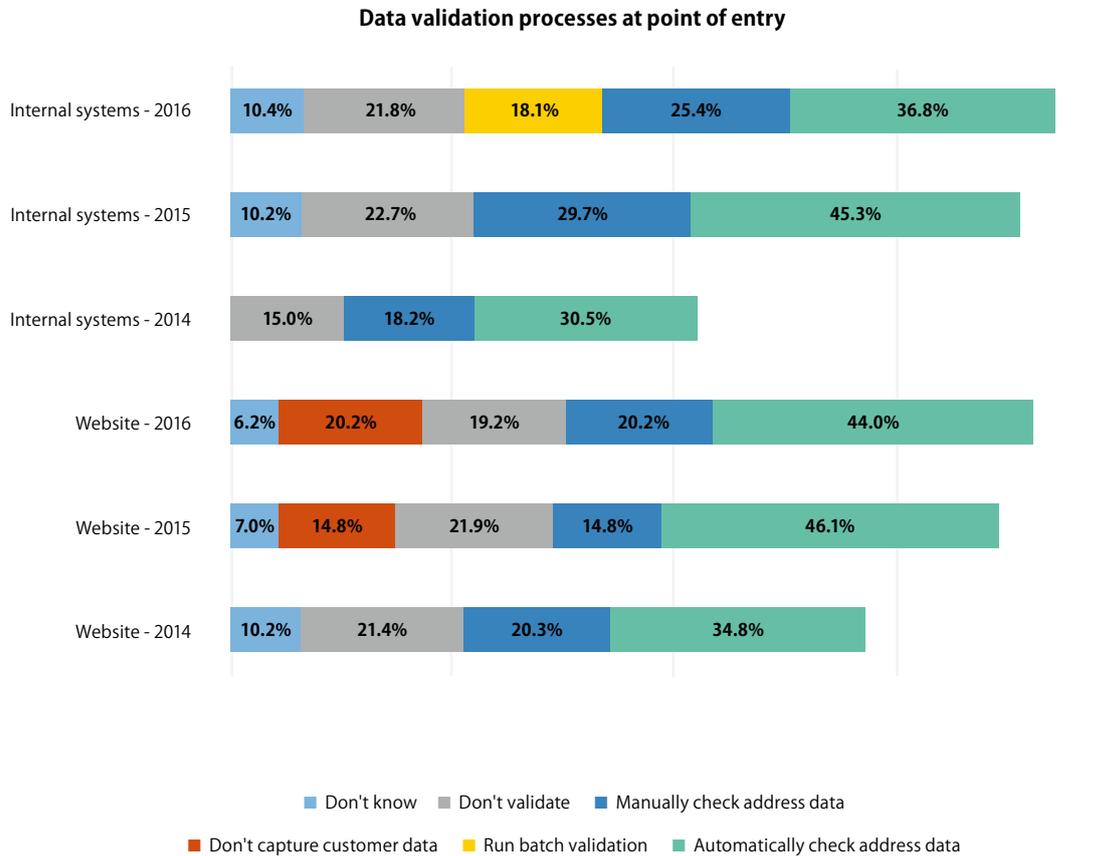
missing data as an issue has declined year-on-year to 63.1 per cent, this is still higher than the 2014 level. But there has been a big increase in the level of marketers struggling with duplicates, which now stands at 61.1 per cent – 11.1 percentage points higher than two years earlier – while spelling mistakes have jumped by 12.7 points to 51.5 per cent. It is possible that relying on individuals to self-complete data capture forms online is contributing to this problem, with data entered into incorrect fields – another typical manual data entry problem – further affecting 34.8 per cent.





## The six per cent solution

### 6.2 – Validating data on websites and internal systems



➤ Web sites are the primary data capture channel for customer contact data and this – together with anything collected via other channels – needs to be integrated into internal systems. It is during this transfer and integration that data should be validated and enhanced to improve its quality. However, only around four in ten do this automatically – 44 per cent run validation on web site data at point of entry and 36.8 per cent when loading it into internal systems. Nearly one in five (18.1 per cent) run validation as a batch process.

By contrast, half this number don't validate data at all, with 19.2 per cent leaving data collected on web sites unchecked and 21.8 per cent having no process for checking the accuracy of data when it enters internal systems.

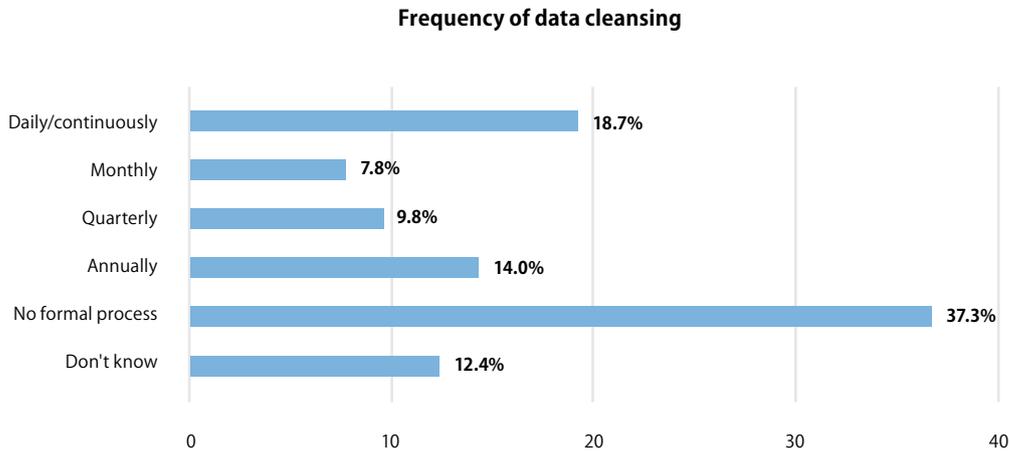
Manual processes may seem cumbersome – certainly the reported level of usage seems unnecessarily high at 20.2 per cent for web sites and 25.4 per cent for internal systems. But there can be reasons why checks have to be done this way, either because errors and duplicates can not be resolved automatically or because the information is sensitive and needs human intervention.





## The six per cent solution

### 6.3 – Frequency of data cleansing



➤ With the wide range of channels through which data is being collected and the large number of departments involved in capturing customer data, even where it is validated at the point of entry, errors and problems are likely to arise. Data is also dynamic, which nearly one in five firms (18.7 per cent) have recognised and are addressing through daily or continuous data cleansing. A further 7.8 per cent tackle this monthly, while 9.8 per cent run a quarterly process.

On the downside of that situation are nearly four in ten companies (37.3 per cent) where there is no formal

cleansing process in place, as well as the 12.4 per cent who do not know if they have a process or not. Those who have opted for an annual data cleanse (14 per cent) are in nearly as bad a position. It is highly likely that the 63.7 per cent of businesses with either an annual or no process for data cleansing – as well as those who do not know how often they cleanse their data – will have data quality problems. For nearly two-thirds of companies to be leaving themselves at risk of poor data quality creates a challenge for their marketing teams who are having to work with below-standard resources.





## The six per cent solution



### About Royal Mail Data Services

Royal Mail Data Services is the specialist data business of Royal Mail Group. We're committed to helping our customers build data-driven businesses to improve business performance so we're constantly developing new contact and address datasets as well as new ways for businesses to source, capture and use data. Every day we're providing businesses of all sizes with a combination of contact and address data, data insights and analysis, and data quality management services. Our customers work with us for so many different reasons. To improve the performance of their marketing and customer communications campaigns. To tap into the sales and customer retention opportunities presented by using our unique home and business mover data. To reduce their costs of using inaccurate or out-of-date address data. To enhance their customers' experiences by delivering more personalised, relevant communications and interactions. To improve the overall quality of their customer data. And these are just a few examples.

**You'll find more information at [www.royalmail.com/corporate/marketing/data-services](http://www.royalmail.com/corporate/marketing/data-services)**

**You can also call us direct on 08456 000 098 or, just send an email to [louise.owen@royalmail.com](mailto:louise.owen@royalmail.com).**

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### About DataIQ

DataIQ aims to inspire and help professionals using data and analytics intelligently to drive business performance across their organisation and in every industry sector.

Specifically, DataIQ helps business professionals to understand the benefits of adopting data-driven strategies, develop compelling business cases, implement best practice, ensure they comply with data regulation, and understand how to use the latest tools and technology to deliver sustained business improvement.

DataIQ achieves this by providing essential insight, help and know-how from proprietary research, analysis, best practice and comment from industry leaders and data experts. All made easily available through high-quality events and digital channels.

Our unique community of business decision-makers and influencers – working across functions in FTSE 100, large and mid market organisations – is growing rapidly as a consequence of this unique focus.

Importantly, DataIQ provides the bridge for ambitious vendors, agencies and service providers to influence this hard-to-reach and unique community.

DataIQ is committed to championing the value of data-driven business and best practice through focusing on the success stories of data-driven professionals with initiatives including the DataIQ 100 and DataIQ Talent Awards, plus many other events and programmes.

We contribute actively to trade and government bodies, including the DMA, IDM, PPA, techUK and UKTI.

**For the latest information on how DataIQ can help your organisation go to [www.dataiq.co.uk](http://www.dataiq.co.uk).**

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A large, stylized graphic featuring the text '60%' in a bold, black, sans-serif font. The '6' and '0' are filled with a white grid pattern. The percentage sign is also bold and black. To the right of the '60%' is a large, colorful pie chart with segments in yellow, pink, grey, and black. The entire graphic is set against a background of a white grid pattern.

# 60% SOLUTION =

## How better customer data drives marketing performance and business growth

### Methodology and respondent profile

Responses to this survey were collected via an online self-completion questionnaire served to registered members of the DataIQ community and customers of Royal Mail Data Services during September 2016. A total of 272 complete responses were included for analysis in this report.

Consumer-facing brands made up 52.6 per cent of the sample, with service providers (such as consultancies and technology vendors) making up 31.6 per cent and marketing or media agencies 15.8 per cent.