

# Digital Intelligence Briefing

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# 2017 Digital Trends in B2B



in association with **Adobe**

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# 1

## Executive Summary

The **2017 Digital Trends in B2B** report is based on a sample of almost 2,400 B2B respondents<sup>1</sup> who were among more than 14,000 digital professionals taking part in the annual Digital Trends survey carried out in November and December 2016.

The research, conducted by Econsultancy in partnership with Adobe, demonstrates the priorities and progress being made in B2B marketing as digital experiences in the consumer world continue to bleed into B2B journeys. The results show a sector that, though marred by the familiar 'B2B lags behind B2C' adage, is showing maturity in terms of prioritization of digital strategy. A lack of capabilities in key areas holds back progress, but there's increasing evidence that customer experience and digital transformation have taken on a more prominent role.

Key insights from the research include:

### **B2B companies need to overcome culture hurdles to elevate digital as a priority**

- B2B marketers are just as likely to state that their company is digital-first as their B2C counterparts. However, progress at the other end of the scale appears to be stagnating; the proportion of those with digital marketing activities 'very much separate' to the rest of their marketing has increased this year to more than a fifth of respondents.

Manufacturing and healthcare companies are most likely to be at the early stages of digital maturity. The proportion stating their digital marketing to be 'very much separate' is double that of respondents from the professional services and technology sectors.

- B2B strategies and processes remain offline-focused for many, and the challenge is in transforming the customer experience (CX) to reflect 'consumer' behavior. This means that websites are not just shop windows and digital can be integrated throughout the journey rather than being simply an introductory point.

Though technology is aiding the transition of this digital culture (internally through tools like Slack and Facebook's Workplace, and externally through account-based marketing (ABM) platforms), 38% of B2B marketers find culture (a cross-team approach with the customer at the heart of all initiatives) as difficult to master.

- Strategy, arguably encompassing culture, is seen as the most difficult CX element to master. Without a comprehensive strategy, the various components of the customer experience are unlikely to come together successfully. Strategy is classed as important for success by 76% of respondents, and 43% find it difficult to master.

### **Mobile is not a strategic focus yet**

- B2B's lag behind B2C is most evident in mobile capabilities. B2B companies are 29% less likely than their B2C

<sup>1</sup> The 2,335 B2B respondents who took part in the 2017 Digital Trends survey were among a total of more than 14,000 digital marketing and ecommerce professionals from all sectors who participated, from countries across EMEA, North America and Asia Pacific.

counterparts to rank mobile as a top-three strategic priority in 2017, and only 12% are making mobile optimization a tactical priority, with mobile marketing investment also low.

- A lack of confidence in measuring mobile and offline mindsets are both likely contributing to this. The research indicates that mobile is not yet being seen as a key touchpoint in their customers' journeys, meaning that many B2B organizations are not capitalizing on mobile opportunities.
- Some progress over the last year is evident though; 36% now say that understanding how mobile users research/buy products is 'very important' to their digital marketing this year, compared to 31% in 2016. In addition, more than a third now class the understanding of cross-device behavior as 'very important', compared to 29% in 2016.

### The personalization mandate

- Data is a key strength and priority of B2B; almost three-quarters of organizations have made it a strategic priority, and this is reflected in their confidence over handling data. Compared to last year, they are less likely to say that data is difficult to master, and slightly more likely to use online data to optimize the offline experience and vice versa.
- Investment in data continues; 50% of respondents plan to increase their budgets for marketing analytics in 2017, and data analysis capabilities are seen as the most important factor in delivering a great CX.
- This focus on data means that personalization is likely to be an area of growth in B2B over the coming year. An increase in the use of ABM technologies, allowing personalized and highly targeted campaigns for key accounts, is producing strong results for the leaders. Implementation relies on but also facilitates the internal cultural changes vital for digital transformation, as ABM requires sales and marketing teams to collaborate and synchronize efforts.
- A fifth of respondents are placing their highest CX emphasis on improving personalization and relevance in 2017,

second only to increasing the value of the experience. Value comes from delivering what customers need, at the moment they need it, and a large part of this will be achieved through personalization.

### Building the CX of the future

- The continued dominance of CX in terms of the focus of marketers is reflected in the report, with 91% of B2B brands making the discipline a strategic priority in 2017. However, they are less likely than B2C companies to use CX as their key differentiator, with product innovation and quality almost as likely to be used.
- Content turned out to be the biggest opportunity for improving digital experiences in B2B, and is by far the top digital priority for B2B and most likely to see increased budgets this year.

Using content as a way of optimizing the CX is part of the way in which B2B marketers are trying to replicate experiences customers encounter in the B2C world. The challenge is responding to the pain points of a number of decision makers and influencers, rather than one individual. This is being tackled through the use of ABM and website experience management platforms, enabling the delivery of personalized content on an individual basis.

- Looking ahead, the Internet of Things (IoT), connected devices and artificial intelligence (AI) are set to enhance personalization of marketing through increased data collection. AI is automating this collection, and automating the identification, targeting and servicing of prospects and clients.

Though B2B marketers are excited by the prospect of IoT and AI, few are sure of how to incorporate them into their strategies. This is likely to change as many martech providers have been releasing AI services into their marketing stacks, meaning that we are likely to see the excitement around these technologies translate into widespread use in the coming years.

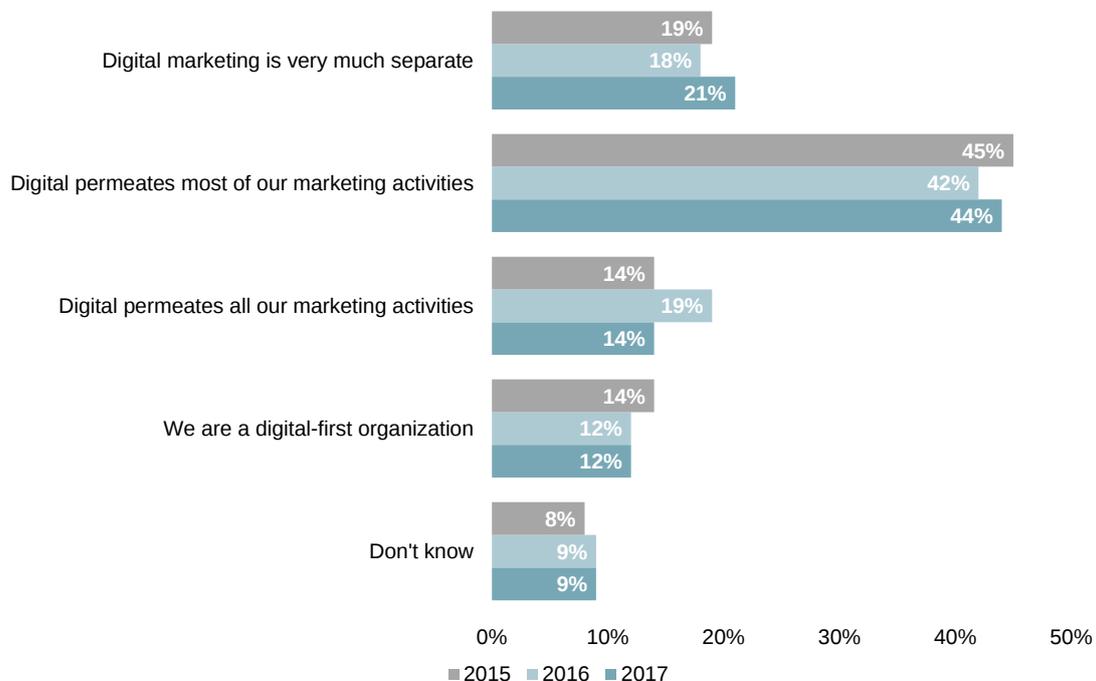
# 2

## Fostering a digital culture

The gap in digital maturity between B2B and B2C organizations is well documented, and can in part be supported by the findings of this research: across eight key pillars of digital success, B2B companies are less likely than their B2C counterparts to say each is important to success. However, the industry has recently been more optimistic regarding the digital capabilities of B2B marketing<sup>2</sup>, and our survey results also show that in terms of digital integration, B2B marketers are just as likely to view their company as digital-first as their peers in B2C (12% vs. 11% respectively).

This is likely a product of differing goals and expectations between the two business types. B2C organizations are very aware of the ever-increasing expectations of consumers, and the technologies and tools being used to market to these customers are often superior to those being used in the B2B world. Awareness of the extent of the digital opportunity, and the steps needed in order to capitalize on it, is likely to be wider in general in B2C, meaning B2C organizations downplay their assessment of digital maturity. B2B companies are likely to do the opposite, bringing parity to the proportion of each classing themselves as digital-first.

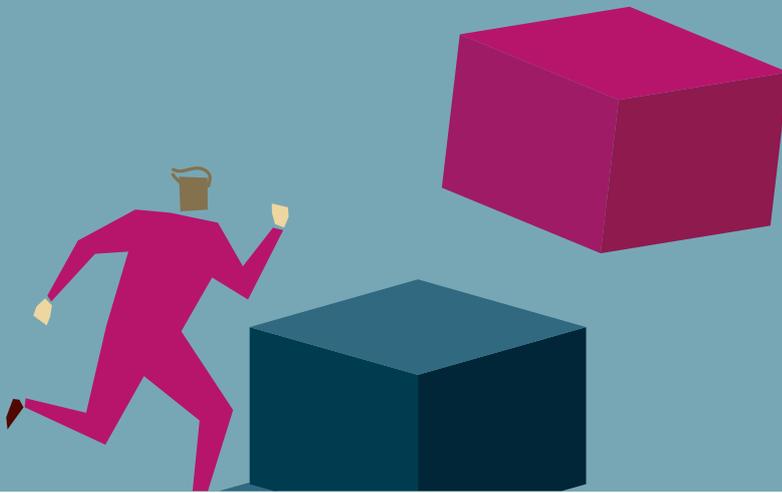
**Figure 1: To what extent does digital permeate your own organization's marketing activities?**



Econsultancy / Adobe Digital Intelligence Briefing

Respondents 2017: 1,627  
Respondents 2016: 848 | 2015: 641

<sup>2</sup> <https://econsultancy.com/blog/68474-b2b-digital-marketing-trends-for-2017-finally-catching-up-with-b2c/> and <http://contentmarketinginstitute.com/2016/09/content-marketing-research-b2b/>



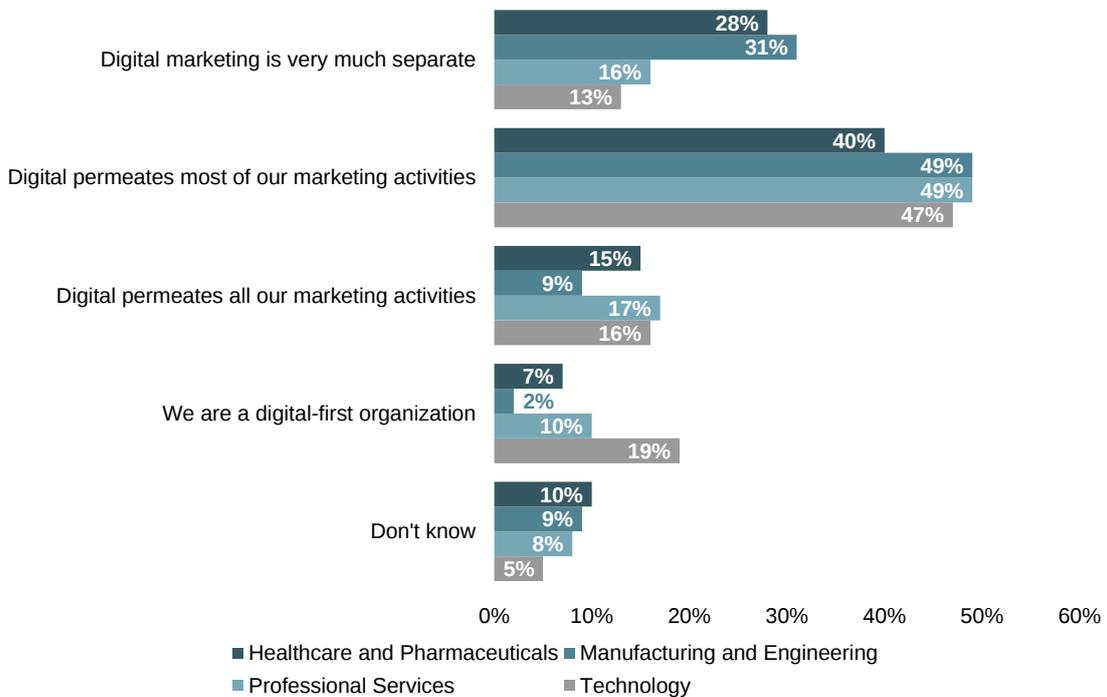
Of more concern is the indication that digital progress within B2B marketing is stagnating. Over the last year, the proportion of B2B organizations with digital marketing activities 'very much separate' to the rest of their marketing has slightly increased, from 18% to 21%, bringing it to the largest proportion responding as such in the last three years.

Breaking the results down by region reveals that APAC organizations are most likely to have completely separate digital activities; a quarter of respondents in the region responded as such, compared to 19% in North America and 21% in Europe.

Figure 2 shows a further breakdown of the results by four key B2B sectors, revealing significant differences in digital maturity. Manufacturing and healthcare companies are most likely to be at the inception of a digital transformation journey. Close to a third (31% and 28% respectively) indicated that their organizations' digital marketing is very much separate; double the proportion of respondents from the professional services and technology sectors.

**Sub-sector comparison**

**Figure 2: To what extent does digital permeate your own organization's marketing activities?**



Econsultancy / Adobe Digital Intelligence Briefing

Respondents: Healthcare and Pharma: 122  
 Manufacturing and Engineering: 232  
 Professional Services: 115 | Technology: 356



A key barrier to integrating digital into B2B marketing activities is that the sales process for many products remains steadfastly offline, meaning that the majority of B2B customers' journey is offline too. The challenge for these businesses is in making their websites more than shop windows for their customers, by focusing on delivering an integrated customer experience that is commonplace in B2C.

For many B2B organizations in the early stages of integrating digital into their marketing practices, internal cultural changes are the starting point. Financial services company JP Morgan is an example of a business attempting to do this, by *"bringing the look, feel and experience of consumer technology into the enterprise environment to transform the way employees work"*.<sup>3</sup>

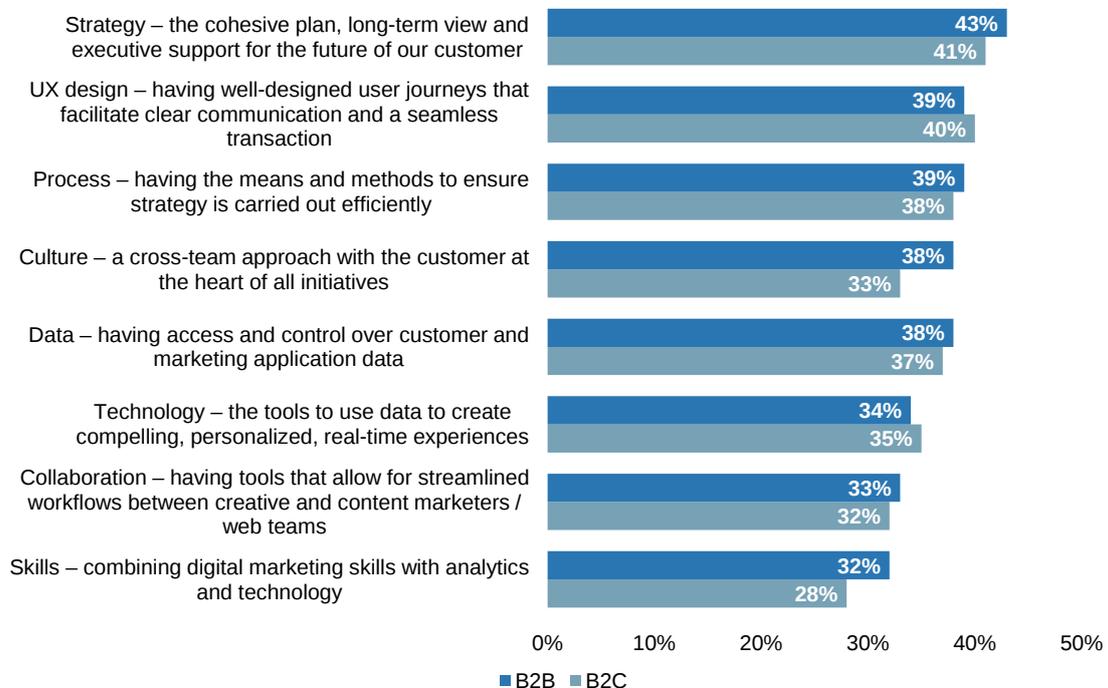
Almost a third of their \$9 billion technology budget is being allocated to 'change the bank' investments (as opposed to 'run the bank' investments), a strategy that includes

allowing employees to access business applications from their mobiles. Though not an outward change that is immediately felt by their customers, the cultural change is playing a part in creating a digital-first mindset internally, which can then filter through to the customer experience.

For B2B leaders, the internal culture is changing through the use of new tools, such as Slack and Facebook's Workplace, that are simple to use but can create the internal digital focus that is essential for making outwardly digital developments a success. However, 38% find culture (having a cross-team approach with the customer at the heart of all initiatives) as difficult to master, compared to 33% of B2C brands.

Above culture, three elements of customer experience are seen as more difficult to master by B2B respondents (*Figure 3*): process (39%), UX design (39%) and strategy (43%).

**Figure 3: Proportion of respondents rating these elements of customer experience as difficult to master**



Econsultancy / Adobe Digital Intelligence Briefing

B2B respondents: 626  
B2C respondents: 721

<sup>3</sup> <https://econsultancy.com/blog/68350-digital-transformation-in-a-b2b-giant-jp-morgan-ge/>

## Strategy

Strategy encompasses many of the other elements in *Figure 3*. Without a comprehensive strategy, the various components of the customer experience are unlikely to come together successfully. Strategy is classed as important for success by 76% of respondents, and 43% find it difficult to master. Digital transformation is a marathon in which the first few miles of strategy setting are difficult, but arguably most important. An ill thought-out strategy, executed however well, will not lead to success.

This might explain why progress is slow in B2B: McKinsey revealed that fewer than 15% of B2B companies had adopted test-and-learn approaches to new digital business initiatives, and for a third, it takes more than a year to bring a new digital idea to implementation.<sup>4</sup>

## UX design

According to the vast majority (87%) of B2B respondents, design-driven companies outperform other businesses, but it is evidently a difficult part of the customer experience to get right. Two in five (39%) said that having well-designed user journeys that facilitate clear communication and a seamless transaction is difficult to master. A great UX design ensures that the needs of a customer are well catered for, without presenting barriers to information or purchase.

## Process

Process and culture are inherently linked building blocks of a good customer experience. Without a customer-first culture, where strategy, design, training and technology investment are focused on the customer rather than the product, new processes around effective customer experience can be hard to implement.



<sup>4</sup> <http://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/measuring-b2bs-digital-gap>

# 3

## Lack of confidence in mobile continues

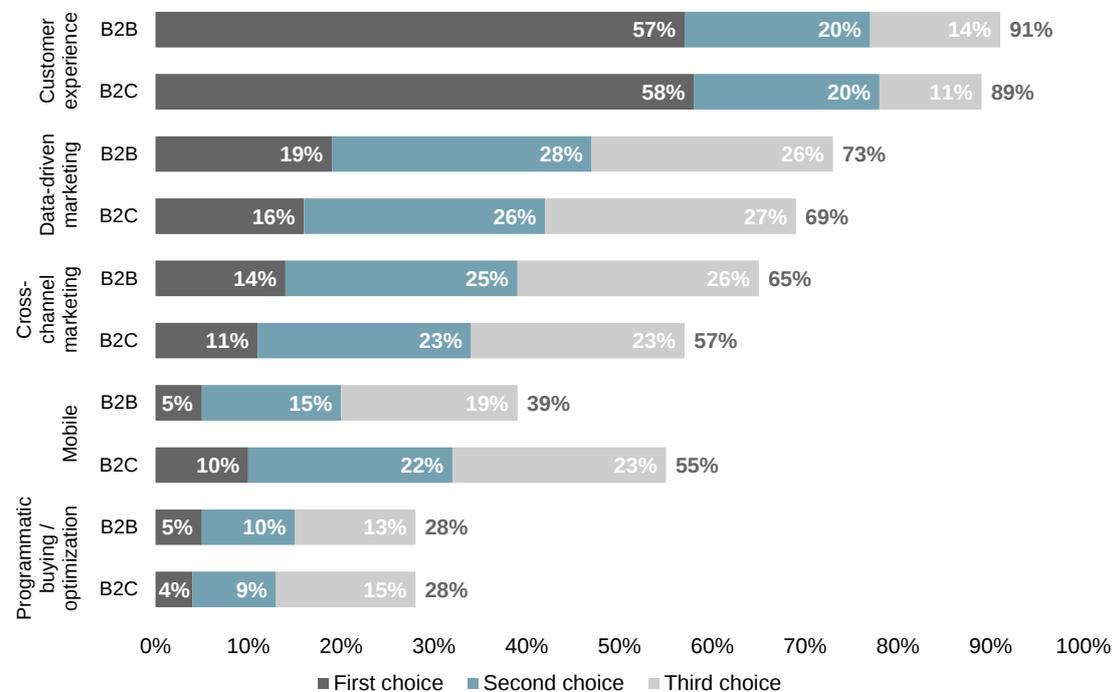
Though the B2B sector has been showing overall progress in digital, as discussed in the previous section, the lag behind B2C is most evident when looking at mobile capabilities.

B2B companies are 29% less likely than their B2C counterparts to rank mobile as a top-three strategic priority in 2017 (39% vs. 55% – Figure 4). According to McKinsey research<sup>5</sup>, only 6% of B2B companies have a mobile strategy, compared with 30% of B2C companies. Additionally, indications for future improvement are not positive: only 12% are making mobile optimization a tactical

priority, and B2B respondents are 28% less likely than their peers in B2C to increase investment in mobile marketing in 2017 (39% vs. 54% of B2C respondents).

In fact, mobile marketing is among the least likely areas to see increased investment this year. This could be a result of an apparent lack of confidence in B2B marketers' ability to measure the return on mobile ad spend and mobile marketing programs; less than a third (30% and 27% respectively) are confident in their organizations' ability to do so.

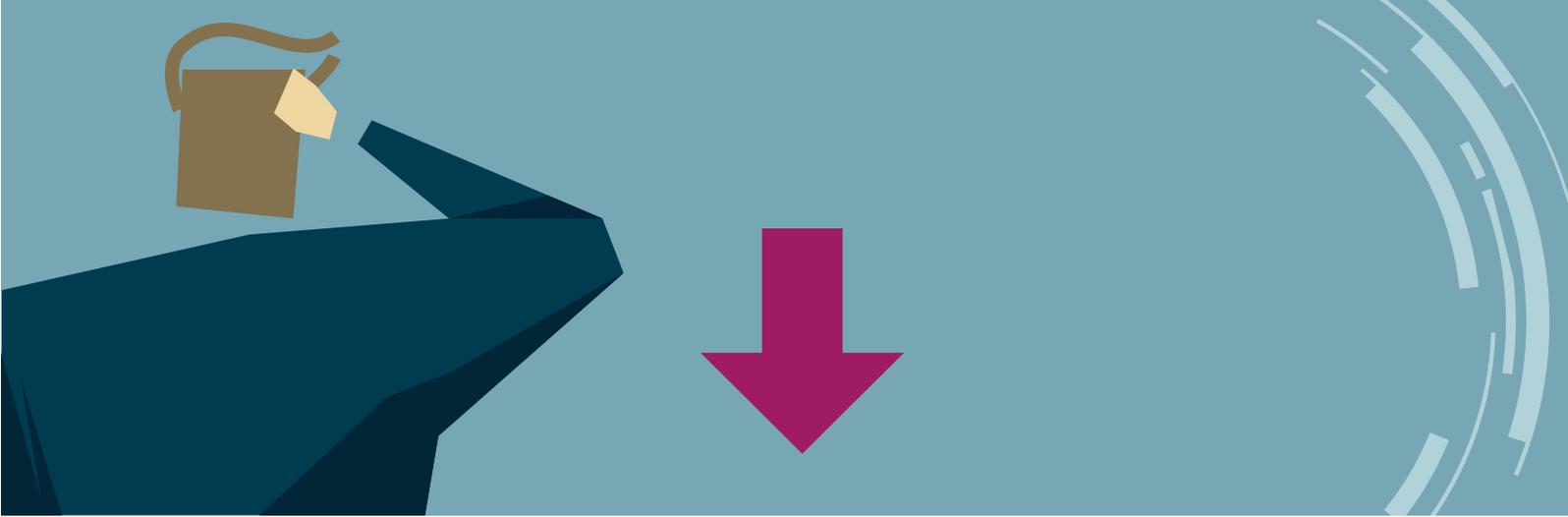
Figure 4: Please rank these five areas in order of priority for your organization in 2017.



Econsultancy / Adobe Digital Intelligence Briefing

B2B respondents: 1,521  
B2C respondents: 1,672

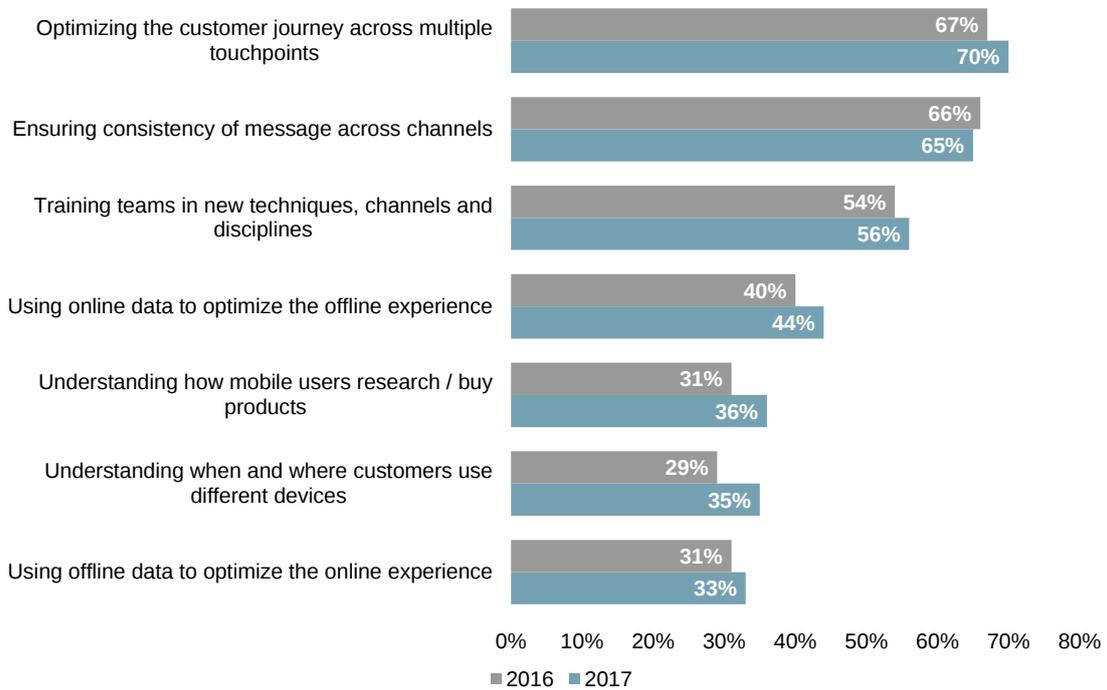
<sup>5</sup> <http://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/measuring-b2bs-digital-gap>



The function of mobile can be very different in B2B businesses than in B2C, often acting as a customer service channel, rather than as a medium through which sales are sourced and made. The lack of confidence referenced above could be a function of mobile's lower priority in terms of generating sales in B2B than B2C, as this research indicates that the majority of B2B marketers don't see mobile as a key touchpoint in their customers' journey to purchase.

Figure 5 shows that 70% of respondents rate 'optimizing the customer journey across multiple touchpoints' as 'very important' to their digital marketing over the next few years, yet understanding the use of mobile and cross-device behavior were selected by only around a third (36% and 35% respectively).

**Figure 5: Proportion of respondents rating the following as 'very important' for their digital marketing over the next few years**



Econsultancy / Adobe Digital Intelligence Briefing

B2B respondents: 1,266  
B2C respondents: 1,396



This is likely a result of B2B journeys historically having a larger offline component, and legacy strategies around this assumption still being used today. This mindset lacks the understanding that mobile is not a single channel, but a way to engage with customers across the range of channels that can be accessed through the mobile medium.

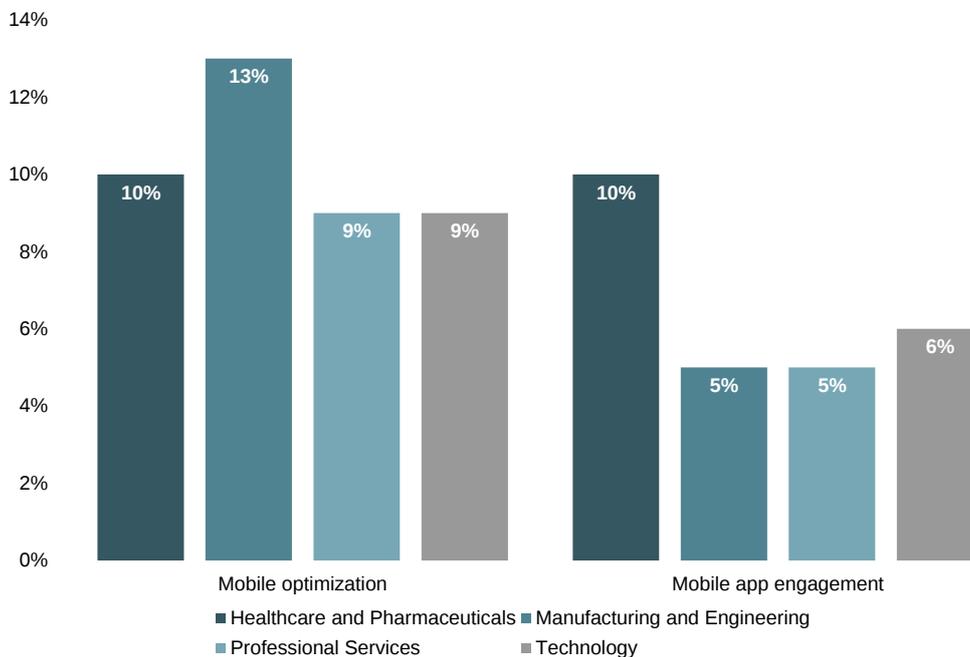
In B2B, the fact that the sale is still the decision of a group of individuals is missed. According to comScore, of time spent online by UK internet users, 50% is now via a smartphone<sup>6</sup>, and as individuals spend more personal time online, they are more likely to want to continue this behavior in the workplace. Though in many B2B industries sales and execution of processes cannot be done via a mobile device, the latter can be used as a customer service tool in the majority of cases. Salesforce research found that 84% of millennials and 76% of Gen Xers (age 36-51) agree that their mobile device is essential to the work they do.<sup>7</sup>

However, there have been improvements in the proportion of those focusing on mobile over the last year. Over a third (36%) now say that understanding how mobile users research/buy products will be 'very important' to their digital marketing over the next few years (compared to 31% last year), and 35% class understanding of when and where customers use different devices as 'very important', compared to 29% last year.

Among the four key sub-sectors analyzed (Figure 6), manufacturing is most likely to prioritize mobile optimization (13%), while those in the healthcare sector are most likely to prioritize mobile app engagement (10%, twice as likely as those in the other three sectors). Healthcare and pharma companies are most likely to increase their mobile marketing budgets (45%, compared to 39% in manufacturing, 36% in professional services and 35% in technology).

**Sub-sector comparison**

**Figure 6: Mobile priorities in 2017**



**Econsultancy / Adobe Digital Intelligence Briefing**

Respondents: Healthcare and Pharma: 123  
 Manufacturing and Engineering: 231  
 Professional Services: 116 | Technology: 354

<sup>6</sup> <https://www.emarketer.com/Article/Smartphones-Key-UK-Internet-Users-Time-Spent-Online/1015167>

<sup>7</sup> <https://www.salesforce.com/form/pdf/state-of-the-connected-customer.jsp>

# 4

## The next wave of B2B marketing

In the previous section, *Figure 4* showed the focus on data in B2B, which is a strategic priority for nearly three-quarters (73%) of B2B brands, compared to 69% in B2C. Data is a key strength of B2B; purchase cycles are typically longer, and they generally don't have the issue of a one-time-only offline customer. B2B customers also typically pass on large quantities of identifiable data, meaning data-driven marketing should be a simpler task.

Indeed, compared to last year, B2B marketers are less likely to say that data is difficult to master (38% compared to 49% in 2016), and slightly more likely to use online data to optimize the offline experience and vice versa. Investment in data continues; *Figure 7* shows that 50% of respondents plan to increase their budgets for marketing analytics in 2017, and 'improving data analysis capabilities to better understand CX requirements' is perceived to be the most important factor in delivering a great CX over the coming year.

**Figure 7: Proportion of respondents saying they will increase their budget for these digital marketing channels or disciplines in 2017**



Econsultancy / Adobe Digital Intelligence Briefing

B2B respondents: 1,105  
B2C respondents: 1,192





## Improving data analysis capabilities is the most important factor in delivering a great CX over the coming year

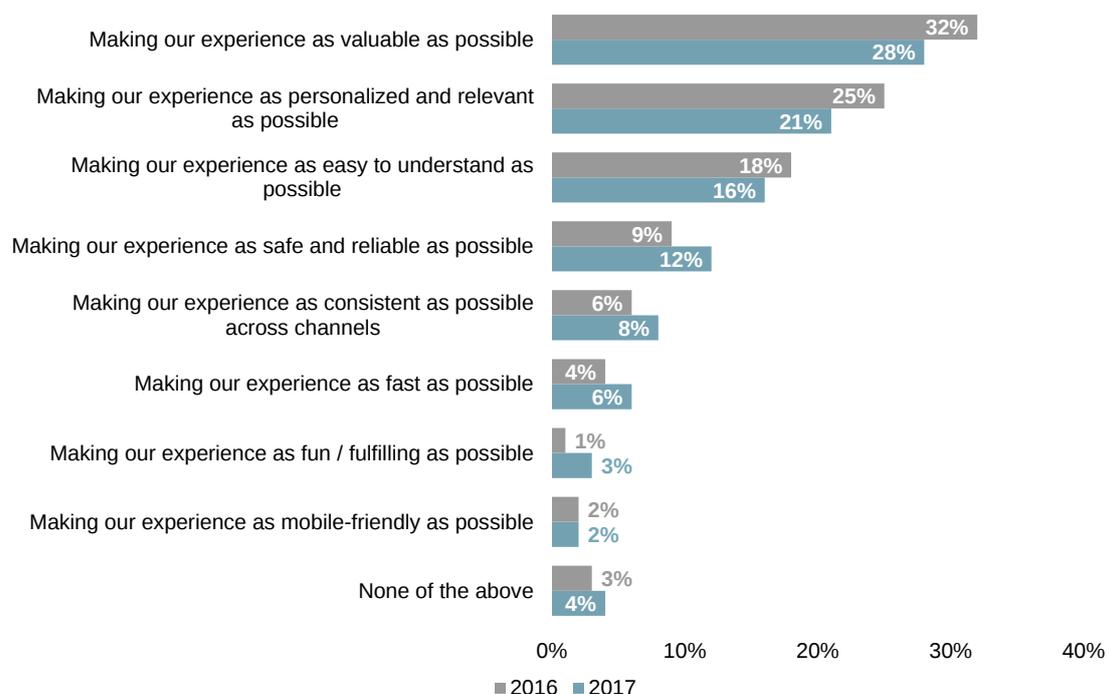
This focus on data is definitely positive for the B2B industry, as a strong data backbone is key for customer experience optimization and targeted marketing. The latter is where the next trend in B2B marketing is expected, following in the footsteps of B2C but with the typical lag between the two.

An increased use of targeting and personalization in B2B is being achieved through the use of account-based marketing (ABM) and associated technologies. Based on the idea that purchase decisions are usually made after discussions between a small group of stakeholders, ABM is used to

identify and win these key accounts, using personalized and highly targeted campaigns.

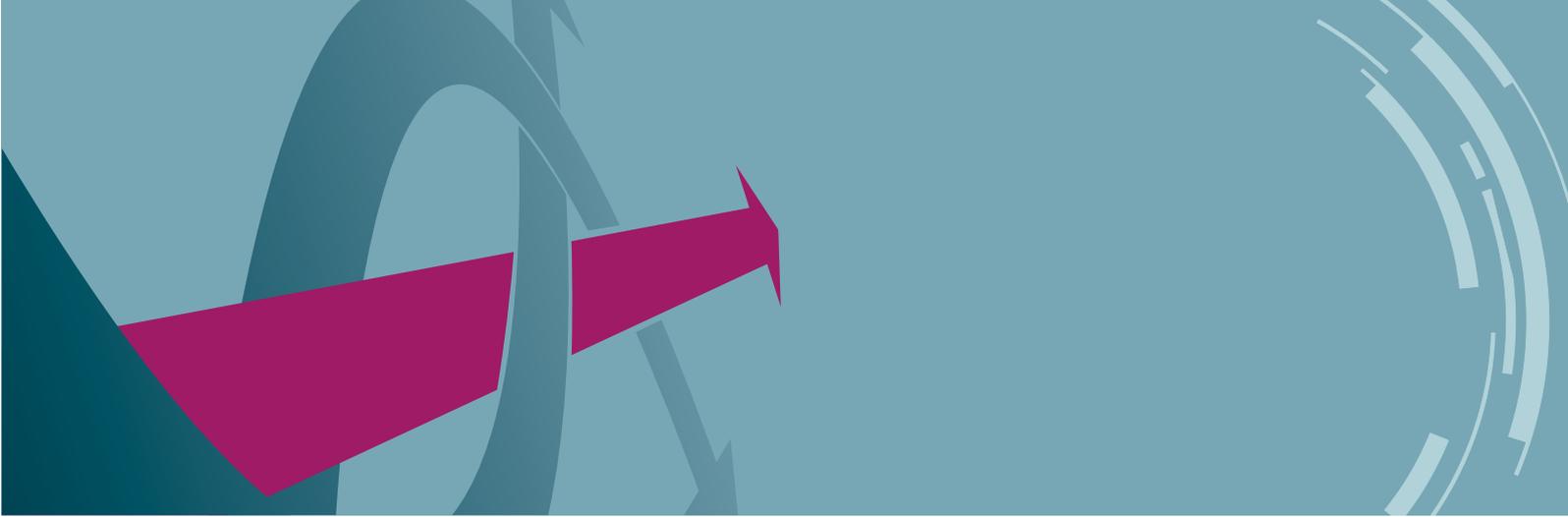
Implementation of these ABM systems requires business-wide buy-in and relies on the cultural changes discussed in *Section 2*. Recreating the in-person conversations typical of B2B in a digital manner, and driving these conversations towards a sale through personalized marketing at crucial moments, requires sales and marketing teams to collaborate and synchronize efforts. This, and the investment in technology and training required, can be a barrier to smaller businesses, impacting ABM's uptake.

**Figure 8: Where does your organization place the highest emphasis in terms of improving the customer experience?**



Econsultancy / Adobe Digital Intelligence Briefing

Respondents 2017: 1,402  
Respondents 2016: 678



Leaders in B2B marketing have begun to use these technologies with strong results, however this research shows that for the majority, focus may not have yet moved from data to its utilization through targeting and personalization.

*Figure 8* shows that compared to last year, a smaller proportion of respondents place the greatest emphasis on making the experience 'as personalized and relevant as possible' (21% vs. 25%).

However, the next section reveals the anticipated focus on content marketing over the coming 12 months, and personalized content is discussed as being a key tool for marketers in the B2B sector. This means that although personalization as a standalone tool may not be front of mind, when encompassed within content marketing it is likely to play an important role over the next year.

Targeting and personalization are key tactical priorities for just under a quarter (23%) of B2B respondents, compared to 28% in B2C, and personalization is far down the list of disciplines expected to see increased budgets next year (*Figure 7*). Organizations in the professional services sector are most likely to increase their budgets in this area: 54% compared to 47% in healthcare, 44% in manufacturing and 43% in technology.

However, the apparent lack of personalization investment priority should again be put into the context of *Figure 8* as a whole, which shows content marketing leading in terms of investment over the next year, and the need for personalized content is well understood by the industry.

Value comes from delivering what customers need, at the moment they need it. That is the aim of personalization and shown to

be the main focus of CX improvement in *Figure 8*. 'Making our experience as valuable as possible' was selected by the highest proportion of respondents (28%); this is a decrease compared to last year, which could be a result of CX strategies being established and focus therefore moving on to other areas such as consistency across channels and security of customer data and experiences.

Trust in marketing is a prominent area of discussion within the industry, as consumers and businesses alike become more aware of data rights and regulations, and large data leaks continue to attract attention. *Figure 8* shows that the proportion of respondents selecting 'making our experience as safe and reliable as possible' has increased this year. Reliability of experience is particularly key for B2B where organizations are trying to encourage digital engagement and transaction values can be significantly larger than they are for B2C purchases.

# 5

## The CX of the future

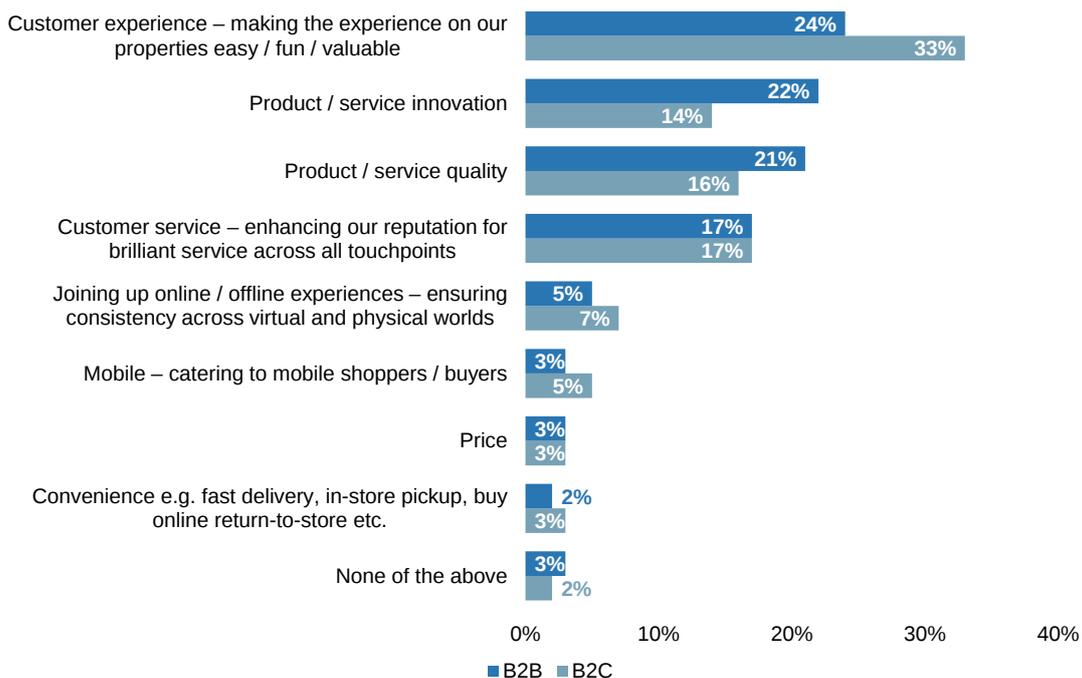
No matter how the question is asked, over the past couple of years customer experience (CX) has been selected by the majority of marketers as their priority and number one opportunity. There is no question that marketing today is all about the individual customer, and the only fact that differs in B2B is that the 'customer' is likely to be a small group of decision makers rather than one individual.

This research continues to support the dominance of CX, finding that the discipline is a strategic priority for the vast majority (91%) of B2B brands (Figure 4), as they strive for the value-add discussed in the previous section. Almost a quarter (24%) of B2B respondents selected CX as their

primary differentiator over the next five years (Figure 9), and optimizing the CX is the most exciting opportunity for 21% this year.

However, Figure 9 highlights the difference in approach between B2B and B2C organizations: B2B brands are 27% less likely than their peers in B2C to use CX as a differentiator over the next five years, and the legacy B2B differentiator of product is obvious, with over two-fifths focusing on product / service innovation (22%) or product quality (21%).

**Figure 9: Over the next five years, what is the primary way your organization will seek to differentiate itself from competitors?**



Econsultancy / Adobe Digital Intelligence Briefing

B2B respondents: 1,419  
B2C respondents: 1,522

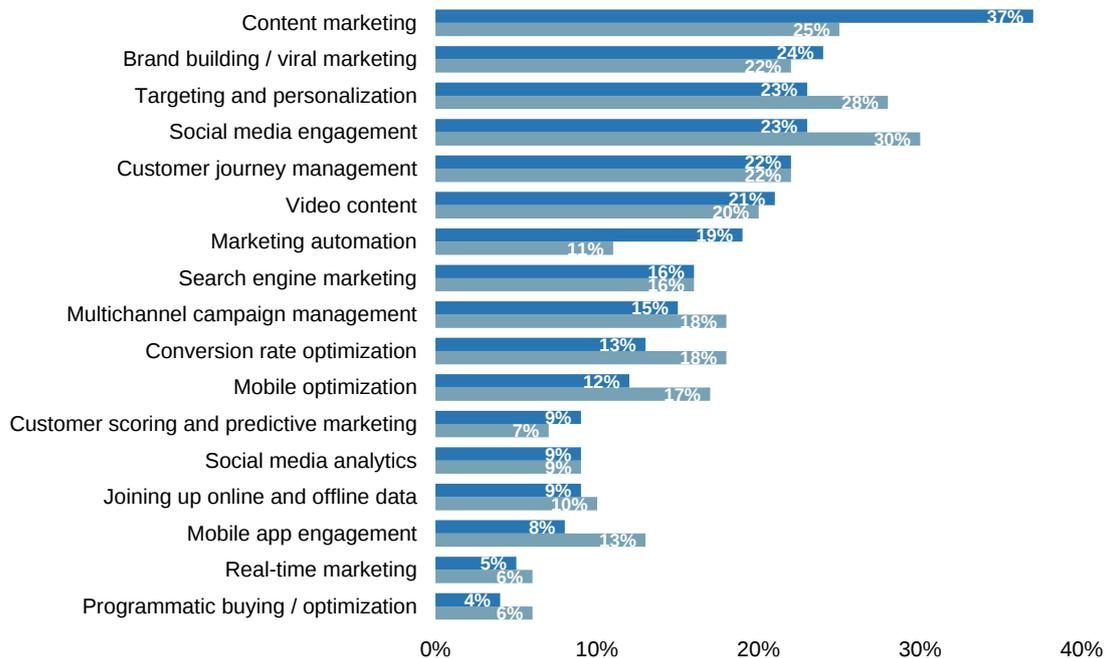


On more than one occasion, the research points towards digital content as being a priority and key component of CX for B2B marketers, with many aiming to create a one-to-one dialogue with customers through the use of content.

'Creating compelling content for digital experiences' turned out to be the biggest opportunity for B2B organizations in 2016, and content marketing is by far the top digital

priority this year, selected by 37%, ahead of brand building at 24% (Figure 10). For 2017, optimizing the CX has overtaken creating content as the expected biggest opportunity, but content is the area most likely to see increased budgets this year, according to 58% of B2B marketers.

**Figure 10: Which three digital-related areas are the top priorities for your organization in 2017?**



Econsultancy / Adobe Digital Intelligence Briefing

B2B respondents: 1,419  
B2C respondents: 1,522



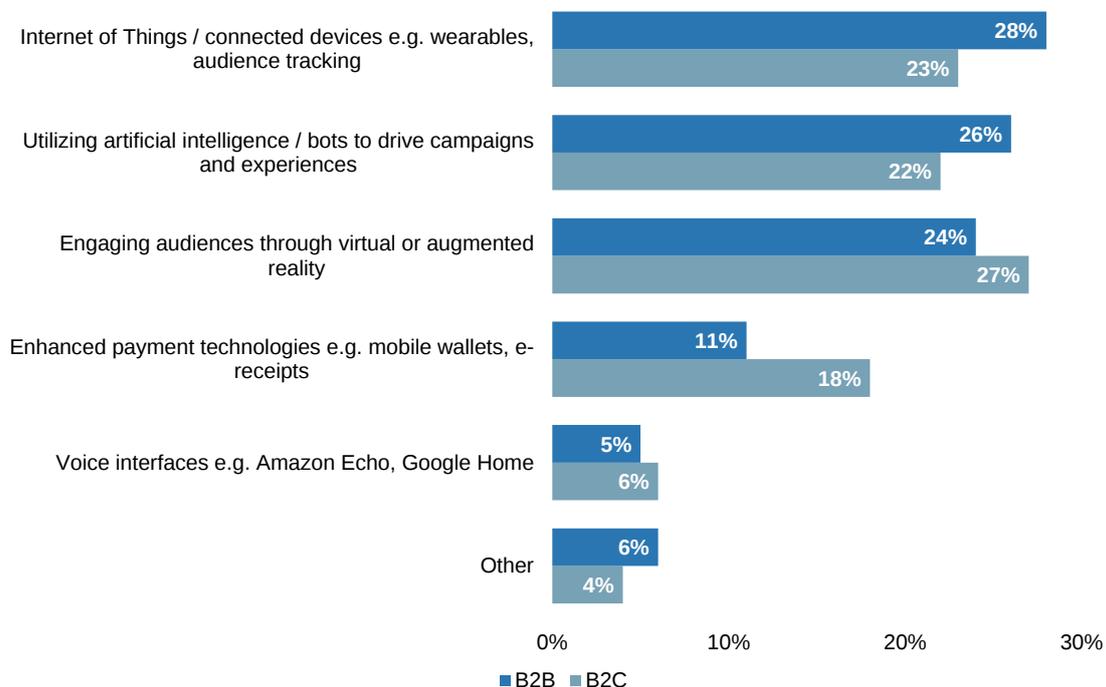
John Watton, EMEA Marketing Director at Adobe, sees B2B content as creating a conversation in order for the brand to let customers know what it is they stand for, and breaks content types down into three areas: inspirational content, designed to build awareness; transactional content, to provide a specific solution; or broader conversation to prove the ongoing value of a brand or service.<sup>8</sup>

However, using content as a way of optimizing the CX, rather than just producing content for content's sake, can be something B2B marketers struggle with as they try to replicate experiences customers encounter in the B2C world. This replication is referred to in a recent KPMG and Nunwood report as 'consumerism': the "cycle of rapidly escalating consumer expectations spilling over into the B2B world".<sup>9</sup>

They found that customers rate their experience on average 2.3 times more positively if the same brand delivered a good B2C experience to them, concluding that "in a customer's mind, the separation between B2C and B2B doesn't exist". People have the same demands and expectations of technology and experiences in their personal lives as they do their work life, meaning that B2B companies need to evolve to meet the needs of individuals rather than their customers as a business entity.

The challenge that B2B marketers face, particularly with regards to content, is in responding to the pain points of a number of stakeholders with individual priorities. B2B digital leaders are using website experience management platforms to counter this, presenting each visitor with an experience that matches their interests and behavior patterns, and as such making it more likely that a purchase decision will be reached by a group.

**Figure 11: Looking ahead, which of these do you regard as the most exciting prospect for 2020?**



Econsultancy / Adobe Digital Intelligence Briefing

B2B respondents: 1,648  
B2C respondents: 1,807

<sup>8</sup> <https://econsultancy.com/blog/68252-what-defines-a-great-customer-experience-for-b2b-companies/>

<sup>9</sup> [http://www.nunwood.com/wp-content/uploads/dlm\\_uploads/2017/02/B2B-Customer-Experience-Winning-in-the-Moments-that-Matter.pdf](http://www.nunwood.com/wp-content/uploads/dlm_uploads/2017/02/B2B-Customer-Experience-Winning-in-the-Moments-that-Matter.pdf)



New technology is providing the opportunity for B2B marketers to take personalized CX to new levels. Artificial intelligence (AI) and the Internet of Things (IoT) have the potential to help B2B brands stand out, and according to *Figure 11*, respondents are seeing this opportunity in B2B more than in B2C (28% vs. 23%). According to research from Demandware, 80% of B2B marketers claim that 'AI will revolutionize marketing by 2020'.<sup>10</sup>

Further analysis of the data revealed that North American companies are most likely to consider AI as an exciting prospect (28% compared to 25% in Europe and 24% in APAC), and among the four key sectors, organizations in the tech and healthcare & pharma sectors are most likely to consider AI exciting (35% and 32% respectively).

AI's boon for marketing lies in automation; of data collection and cleansing, of customer service conversations and of identifying and targeting prospects. An indirect impact of AI is that it can also help to improve internal processes, like aligning marketing and sales, which historically has been a challenge in the B2B sector.

Though excitement around the use of AI and the IoT has started to spread in B2B, separate research has found that current usage of AI is still low, and few B2B organizations are sure of how to incorporate AI into their strategies.<sup>11</sup> However, many players in the martech space are clamoring to make their AI services known, and it is unlikely to be long before this provision comes as standard with a marketing suite.

<sup>10</sup> <https://www.demandbase.com/press-release/marketing-executives-predict-artificial-intelligence-will-revolutionize-marketing-2020/>

<sup>11</sup> <https://www.demandgenreport.com/features/industry-insights/dreamforce-2016-how-disruptive-will-ai-be-in-b2b-technology/>

# 6

## Actionable tips to help future-proof your B2B business

### 1. Turn your website from a shop window into a shopping mall of information

Allow the digital research phase to translate into a purchase within the same journey. B2B customers are increasingly expecting the same experiences they encounter in the B2C world when making a purchase. Professionals in 2017 spend the majority of their time online, be it on a mobile device or on desktop; capitalize on this opportunity by meeting them there.

### 2. Encourage internal collaboration between sales and marketing to improve targeting and personalization of campaigns

Marketing and sales have a pivotal role to play in the journey to digital transformation, so making sure that departmental boundaries don't get in the way of delivering a seamless, compelling customer experience is key. After all, the customer's purchase journey is a single evolving conversation with the business rather than separate conversations with various teams. Get on board with the ABM wave, and use it to change your company culture into one which makes use of all channels and devices, ensuring the experience is consistent throughout.

### 3. Use content to create conversations between you and your customers

While content marketing continues to be very important in B2B, you shouldn't create content for content's sake. Ensure that your content is valuable, actionable and targeted to specific decision makers and their likely barriers to purchase. Enabling streamlined workflows between creative and content teams, facilitating the rapid creation and deployment across multiple platforms, is equally important.

### 4. Plan for the arrival of AI by ensuring that your customer data is cleansed and consolidated

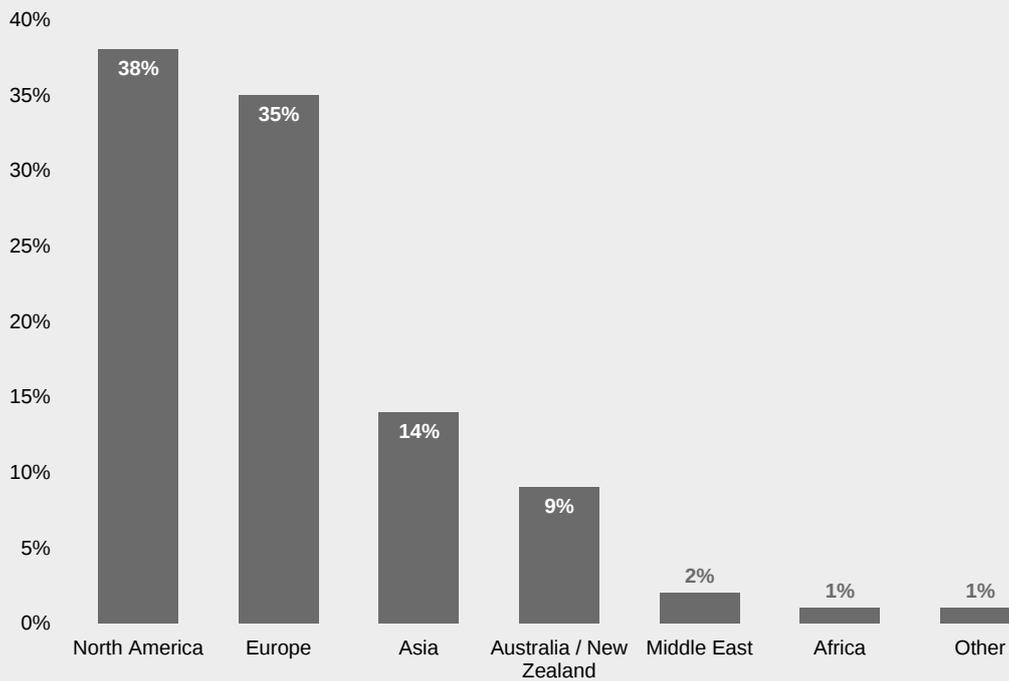
The success of AI will only be as good as the data it is using, so even if AI is not on the imminent horizon for your business, being data-ready will mean rapid success when its use becomes mainstream.



# 7

## Appendix: respondent profiles

Figure 12: In which region are you based?

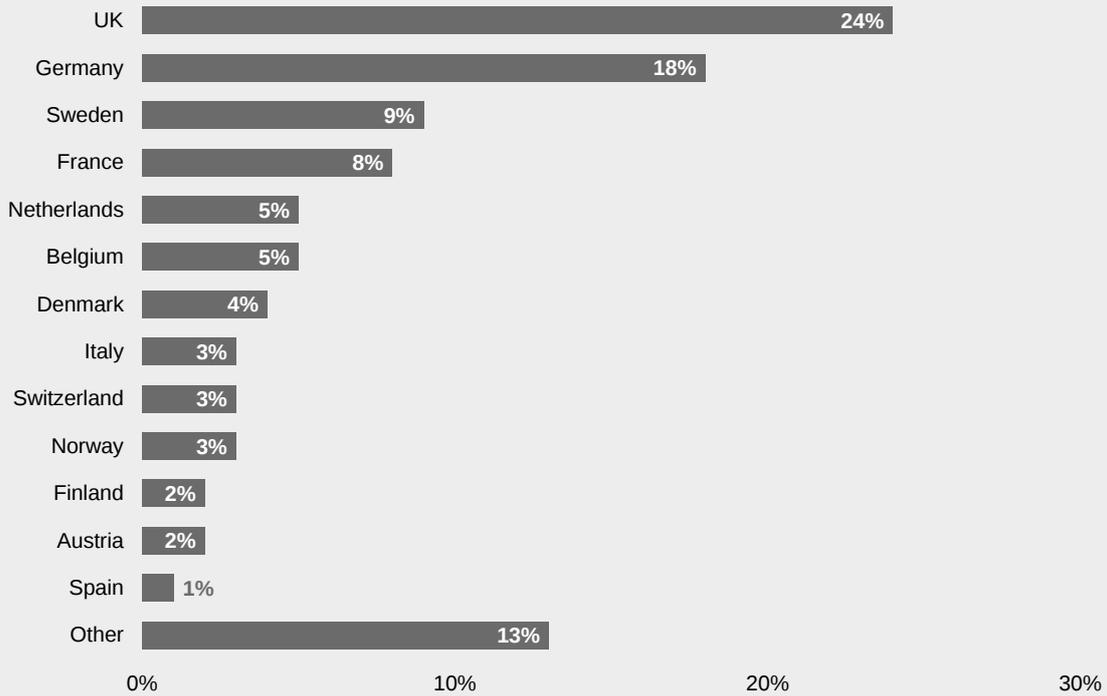


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Respondents: 2,335

Respondents based in Europe

Figure 13: In which of the following countries are you based?

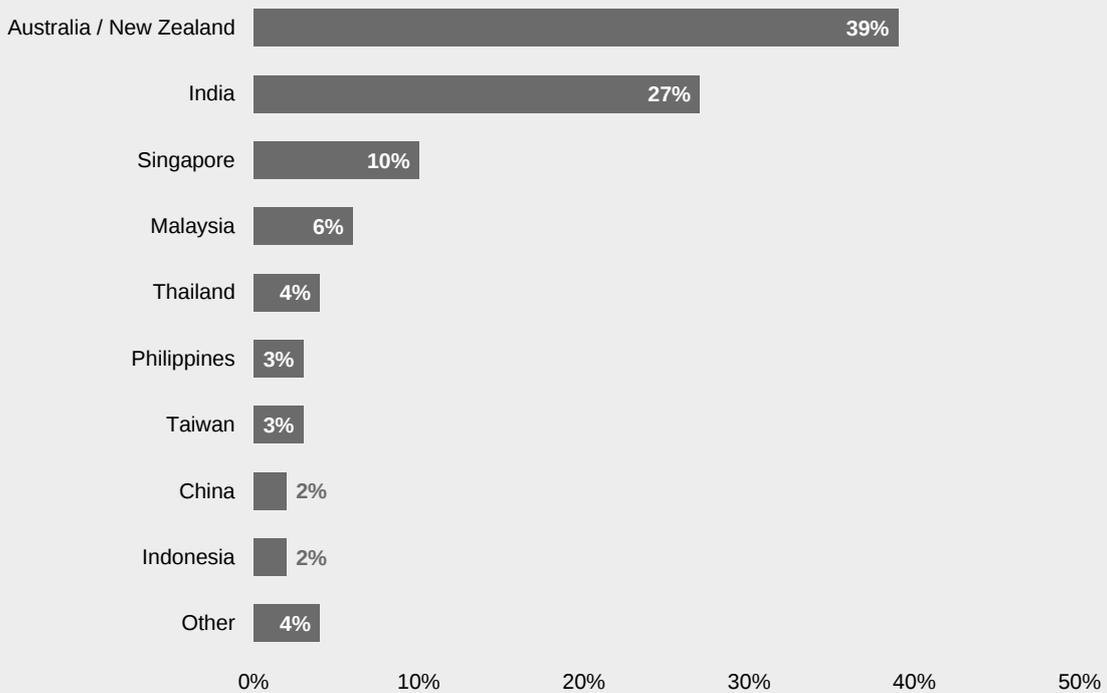


Econsultancy / Adobe Quarterly Digital Intelligence Briefing

Respondents: 823

Respondents based in Asia Pacific

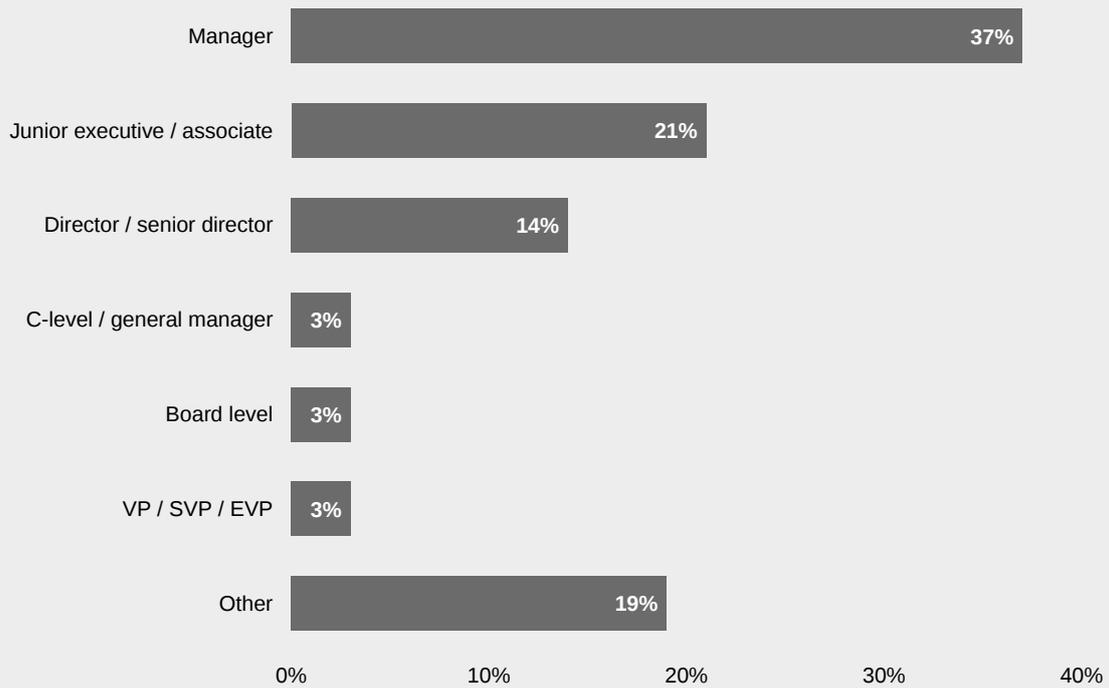
Figure 14: In which of the following countries are you based?



Econsultancy / Adobe Quarterly Digital Intelligence Briefing

Respondents: 321

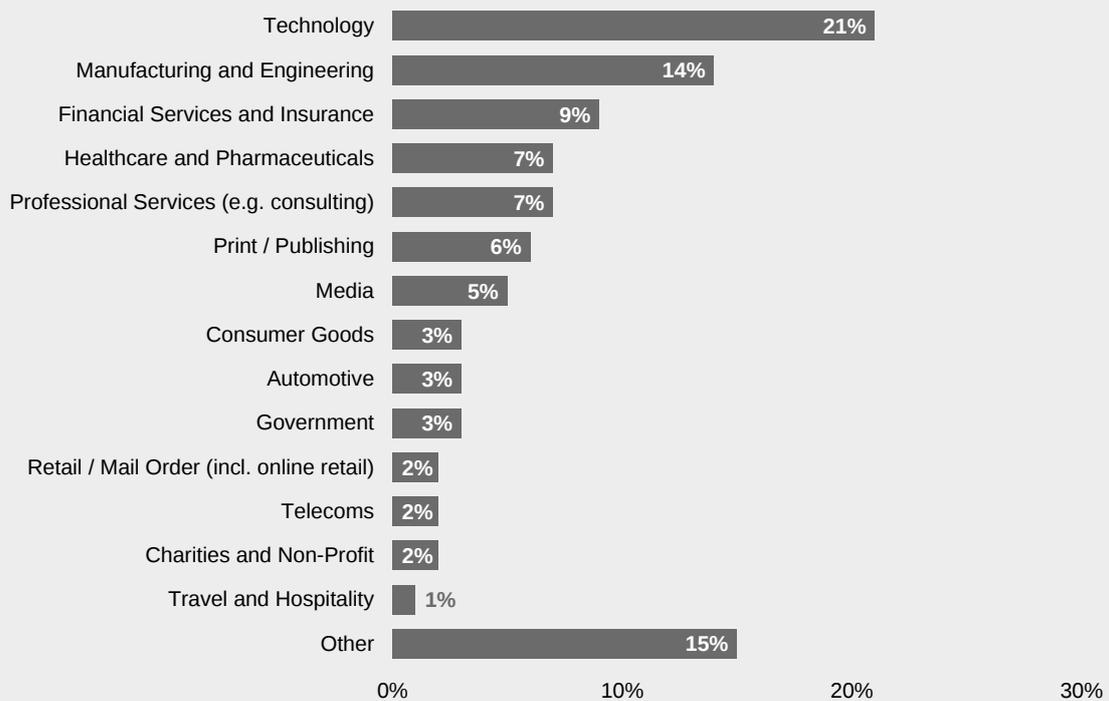
**Figure 15: What best describes your job role?**



Econsultancy / Adobe Quarterly Digital Intelligence Briefing

Respondents: 2,334

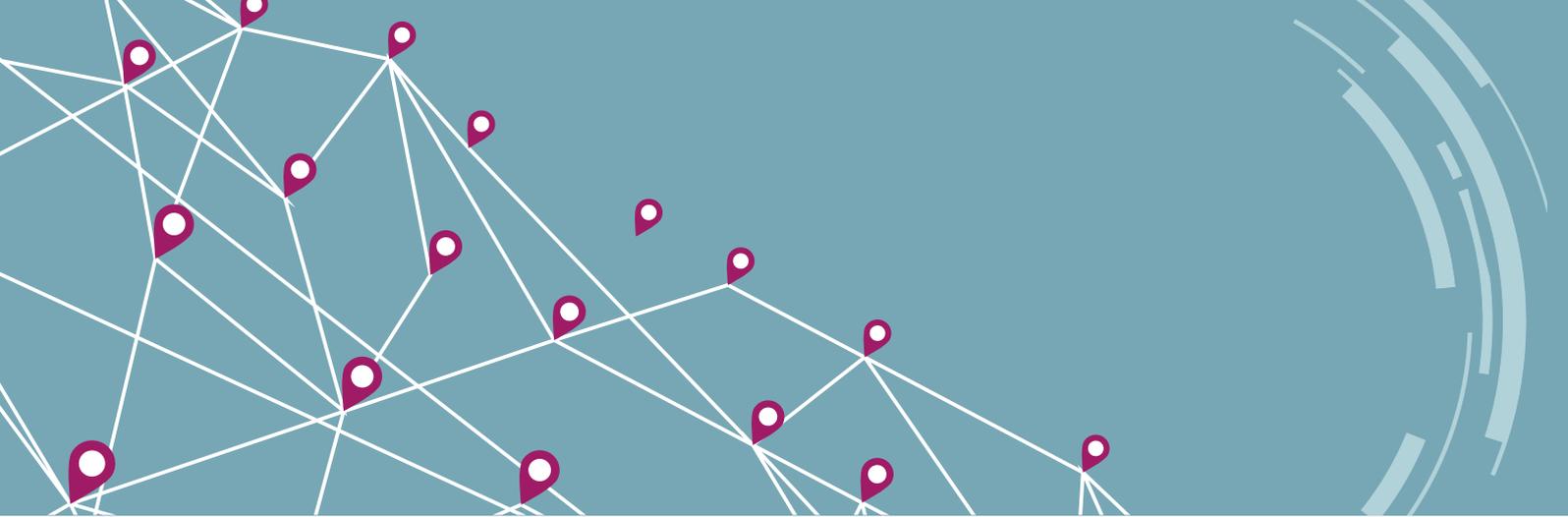
**Figure 16: In which business sector is your organization?**



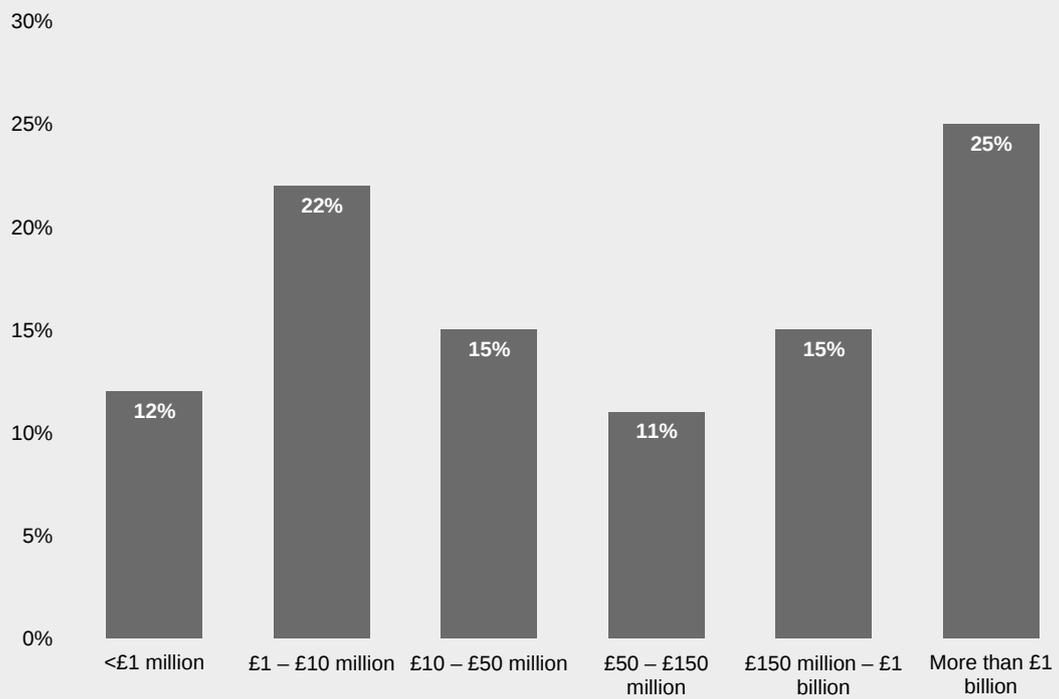
Econsultancy / Adobe Quarterly Digital Intelligence Briefing

Respondents: 2,335





**Figure 17: What is your annual company revenue?**



Econsultancy / Adobe Quarterly Digital Intelligence Briefing

Respondents: 1,279

# Digital Intelligence Briefing

## 2017 Digital Trends B2B



in association with **Adobe**



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