



*Meet Lina*





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## The German Client

More likely to be female (60/40 split)

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Aged between 27 and 29

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Degree educated and likely to hold a Master's Degree

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Average 2.5 years experience

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Very analytical mindset with a focus on data & performance metrics

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Ambitious and hardworking with a keen desire to learn

# The German Client



## Information Sources & Content Preferences

- The German Client has a thirst for knowledge in general and they seek out information from a number of sources. They tend not to actively look for information on specific subjects, however, there were several topics of interest to them currently. There was a feeling from the opinion leaders that client knowledge is behind that seen in the UK and NAMER.
- Newsletters, online marketing news sites and events are the most popular sources of information and The German Client will access several different sources at least once or twice per week. Examples of newsletters and news sites include Online Marketing.de, Ad Tech News, Adzine, Horizont and Search Engine Land.
- Online Marketing Rockstars is a key information source for The German Client, with 100% of interviewees citing the website and their annual event as preferred insight sources. The German Client values face-to-face learning and networking. Dmexco was cited by 75% of those interviewed and Google seminars are also important to The German Client.
- There is more of an appetite for community or peer-to-peer knowledge sharing than for information from specific influencers. The German Client prefers to explore opportunities for their business by sharing experiences and knowledge with others in similar roles to identify opportunities or help them overcome challenges.
- Over 50% of interviewees expressed an interest in learning through tutorials and there is an opportunity to help drive knowledge and education through learning tools and portals.
- There is a general lack of awareness and/or visibility of current AdRoll resources available to the market in Germany, both online and offline.

# The German Client



## Pet Peeves & Fears

- The German Client will not really have any fears and they tend not to lose a great deal of sleep over their work, unless there are any specific outstanding issues that need to be resolved.
- They are frustrated by inefficiency though, and will be annoyed when things take longer than expected. They like to work and act quickly, so delays in responding to questions or resolving issues should be avoided. They are also looking for transparency from colleagues and suppliers, and will be annoyed by unfulfilled promises or when a campaign or channel does not perform as expected.

# The German Client



## Job & Company

- The German Client will most likely be in their first or second job after university, typically in a junior Campaign or Online Marketing Manager role. The maturity of the business they work for varies, but many will be in relatively early start-up phases, employing around 50-75 people.
- Marketing teams tend to be small, usually with only 2 or 3 people, so the The German Client will have a broad remit across all aspects of online marketing and they report to a Head of Marketing or CMO who will be their main stakeholder for all decisions.
- When making decisions, they will be most interested in data that substantiates realistic performance claims, which will be reviewed in a very rational way with little or no emotional influence over the final decision.
- It is unlikely that there will have been significant strategic change in the past 12 months within the business, with plans changing quite fluidly and tactically.

# The German Client



## Their Customer

- The German Client has a good working understanding of who their customer is in terms of demographics and shopping behaviour. Their customers will have a tendency towards regular purchase, although that does depend on the type of product or service on offer.
- Customers in Germany value service highly, so The German Client will provide good levels of service through all touchpoints, and therefore stated that it is unlikely would be doing any work to address this currently.
- If they do feel that they want to improve their relationship with customers, it is most likely that they will be looking to do this through the user experience and customer journey on their website.

# The German Client



## Objectives & Challenges

- Growth is the overriding objective for The German Client, with increased revenue as the number one target. They may also be looking to increase growth in areas such as brand awareness or newsletter subscribers, but all with a view towards delivering more revenue.
- It is unlikely that The German Client will feel they need any additional external support to help achieve those objectives, unless there is a specific channel or area that lacks internal expertise, such as offline and ATL activity.
- Challenges will vary from business to business, but will include competition in their market and levels of reporting to get a deeper understanding of customers and their habits. Again, it is unlikely that they will feel they need any external support in overcoming these challenges.



# The German Client



## Current Setup & Budget

- The German Client will try to keep as much activity as possible in-house and will only reach out to third party vendors or agencies for support in areas where they lack expertise or resource internally, or in areas where they feel they need added value.
- Without exception, they will be using the full suite of online and performance marketing channels, albeit to varying degrees of sophistication and success. PPC is most likely to be the channel that performs best, with email and Facebook ads also performing well.
- Email is an area that they see potential and opportunity, and they'd like to do more to understand their customer and make better use of this channel.
- Vendor assessment takes place regularly, but on an ad-hoc basis and it is likely that this is done through testing within campaigns rather than via a formal process. When it does happen, it will be done every 3-4 months. Internal stakeholders for new vendor assessment and implementation will be their direct line manager, IT and finance, although the final decision will lie with their line manager. Implementation times vary depending on technical complexity, but in most cases they have agile teams able to put things live within weeks rather than months.
- Online marketing budgets vary but will most likely be around €30,000 per month, although could be as high as €100,000 to €200,000 in some cases. There isn't a particularly formal process for budget setting, but they tend to be set annually with monthly reviews of spend on a tactical basis. The budget year runs from January to December, with marketing budget being set and communicated to The German Client in either December or even January of the new budget year itself.

# The German Client



## Hot Topics

- Programmatic is by far the most common area of interest to The German client, although it was clear this is a topic they were aware they should be interested in without having much knowledge currently. They would like to understand more about how this works because they are unclear at the moment about the best ways to implement automation within their business.
- Attribution was another topic popular with The German Client, with businesses keen to understand more about which channels and activity are most efficient so they can decide where they should be spending more of their budgets.
- During validation of the insight it was felt that if there was more transparency and sharing of information by clients about campaigns that have worked and campaigns that have failed, and why, that the market would benefit from having a better view of the most successful types of activity
- The growing shift towards social and influencer marketing is something The German Client is aware of and they are keen to keep on top of social media trends.
- They were also interested in video, mobile and cross device targeting and moving away from the traditional cookies approach to targeting.

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# Key Findings

We have identified several key findings to focus on from the detailed findings in the previous slides.

These findings have informed a number of recommendations in the following slides for AdRoll to focus on.

1. Lack of seniority of everyday contacts

2. Lack of awareness of existing AdRoll content

3. More interested in acquiring knowledge in general than seeking specific topics

4. Newsletters and live events/conferences are main sources of information

5. Frustrated by inefficiency and unfulfilled promises

6. Very keen desire to learn

7. Budgets run from Jan-Dec

8. Very analytical with a focus on data & numbers

# Recommendations

Key finding	Opportunity / Challenge	Recommendation
Lack of seniority of everyday contacts	Contacts operating at a tactical level and not necessarily aware of more strategic goals within their business, nor in a position to influence strategy overall	<p>Improve networks with the real decision makers - Heads of Marketing and CMOs. Better relationships with senior stakeholders will allow for more strategic conversations and a much better understanding of the needs of clients and how AdRoll can help.</p> <p>This shouldn't be done at the expense of existing relationships, as the current contacts have the potential to be strong AdRoll advocates in the future, but currently there is a missed opportunity in influencing business strategy with clients.</p>

# Recommendations

Key finding	Opportunity / Challenge	Recommendation
<p>Lack of awareness of existing AdRoll content</p>	<p>AdRoll are currently not top of mind as a source of good quality and trusted information, choosing instead to subscribe to newsletters and visit websites of alternative content providers.</p> <p>100% of interviewees cited Online Marketing Rockstars as a content resource, but nobody mentioned the AdRoll resources. There is an opportunity for AdRoll to also become a trusted brand that The German Client actively seeks out as a source of information, tools and knowledge.</p>	<p>There is already a significant amount of content available in the DACH market, such as reports, guides and case studies, but it's not getting noticed so there is a real need to improve visibility, awareness and engagement with that existing AdRoll content.</p> <p>Email newsletters such as those sent out by Adzine, Search Engine Land, AdTech and Horizont are a very popular resource so efforts should be made to improve subscription levels and to provide a regular digest of the latest news and information delivered via newsletter.</p> <p>This should cover key topics such as those identified by the insight in this project, but should also be used to demonstrate AdRoll's expertise in other areas that you can talk authoritatively about.</p> <p>Content should be focused on factual data with CTAs around improving performance, and should be delivered in short/digestible formats that pull out key points with navigation to more detailed content if desired. The format should be varied to maintain interest and determined by the subject matter to deliver the information in the most appropriate way - this could be video, infographic or short copy for example, but the format should vary to suit the content.</p> <p>Consider DM as a way to help drive awareness and utilise the sales team to become a key voice in promoting and communicating the content that is available. A gift that directs clients to the AdRoll content hub and that would be reused so it serves as a reminder would be a good DM option.</p>

# Recommendations

Key finding	Opportunity / Challenge	Recommendation
<p>More interested in acquiring knowledge in general than seeking specific topics</p>	<p>Identifying specific topics to cover with content was a challenge because of a desire to acquire knowledge in a very general way rather than on specific subjects or fields.</p> <p>This has made it difficult to identify a broad range of topics to be covered by a content plan, but there were some specific areas of interest to The German Client.</p>	<p>Although specific topic recommendations are difficult to make based on interviewee responses, there were some areas of interest to the majority. AdRoll should create a content calendar for the next 6 months in the DACH market with specific focus on programmatic, attribution and brand safety.</p> <p>Some of this will be a case re-surfacing existing content, whilst in other instances this may be developing new content but the topics above are of definite interest to the audience from the responses given.</p> <p>We recommend developing different formats of content for each subject to deliver information in different levels of detail, e.g. long format reports or case studies for full detail, supported by shorter format digests such as infographics or video to communicate the key points from the report. The aim should be to create interest through the short format and deepen engagement with those that want to then go on to read the longer formats.,</p> <p>The improved networks with more senior decision makers should be leveraged to set the direction of future content, as well as capturing the most popular areas of interest through face-to-face conversations through events attended by AdRoll such as Online Marketing Rockstars and dmexco.</p>

# Recommendations

Key finding	Opportunity / Challenge	Recommendation
<p>Newsletters and live events/conferences are main source of information</p>	<p>Maximise these channels as a way to reach and engage with the audience in DACH market</p>	<p>As per the recommendations around lack of awareness, effort should be made to ensuring The German Client is aware of the content available from AdRoll.</p> <p>Although no newsletter exists currently, AdRoll should consider developing a monthly eNewsletter and driving subscriber volumes to build a substantial audience. The newsletter should combine short format content such as video, polls, infographics and snippets of key information from longer reports as a means of bringing subscribers back to the content on AdRoll's website.</p> <p>The newsletter does not necessarily need to be DACH specific - it could, for example be an EMEA newsletter - but where appropriate content should be localised where there is DACH specific content available. But it should also cover current and new thinking from the US and UK, as publishers in particular felt that the DACH market was behind the NAMER and UK markets in terms of knowledge.</p> <p>Use the already highly visible presence at events such as Online Marketing Rockstars as a way to improve networks by actively following up on conversations and leads within 48 hours of each event and capture topics of each conversation as a way of informing future content development and communications strategy. Also consider supplementary small and informal events in key cities to encourage dialogue.</p> <p>Case studies were also mentioned by about 25% of interviewees, so AdRoll should look to deliver more local case studies as being able to see examples of clients and their success stories from the DACH market would, especially when backed up with data from real life scenarios, would resonate well with this audience</p>

# Recommendations

Key finding	Opportunity / Challenge	Recommendation
Frustrated by inefficiency and unfulfilled promises from suppliers	Opportunity to become a highly trusted supplier in the market by enhancing reputation for efficient delivery and exceeding of expectations	<p>Implement and publicise SLAs with financial penalties. By openly committing to minimum service standards and providing financial compensation to clients when those standards are not met, AdRoll can really tap into the local psyche which places a very high value on efficiency and delivering what you've promised.</p> <p>Ensure that examples of performance cited in content or the sales process are realistic. The German Client will be let down if the performance they experience in reality does not match their expectations.</p>



# Recommendations

Key finding	Opportunity / Challenge	Recommendation
<p>Very keen desire to learn</p>	<p>The German Client has a very keen desire to learn and actively seeks out general information with a view to selecting content that appeals or looks interesting to them.</p> <p>AdRoll has an opportunity to be an authoritative voice on retargeting and programmatic advertising by helping the The German Client to learn about these and related topics in much more detail.</p>	<p>Aim to actively become an educator in the market on programmatic and other subjects in which AdRoll are experts, and explore additional ways to impart knowledge on top of existing activity as well as improving awareness of current content.</p> <p>Look to offer an accredited training programme for retargeting and related disciplines, and investigate a partnership with Hamburg Media School with a view to becoming part of their online marketing bootcamp, which had been attended by one of the publishers as a way of broadening their overall digital marketing knowledge and becoming an influencer.</p> <p>Build 'How to use our tools' and 'Getting more from your data' tutorials through formats such as video and elearning within existing resource centre. Ease of platform use and transparency were both identified as key parts of the decision making process for bringing on new suppliers and a general desire to keep things in house, so it would be beneficial for AdRoll to help The German Client become more intimately familiar with AdRoll's platform and tools for example as it makes them more appealing as a potential supplier or more 'sticky' as an existing supplier. AdRoll Pro could resonate here.</p>

# Recommendations

Key finding	Opportunity / Challenge	Recommendation
Budgets run from Jan-Dec	<p>Current day-to-day contacts are not directly involved in the budget planning process and tend to be advised of their budget for the year at the start of that year.</p> <p>Opportunity for AdRoll to be top-of-mind with decision makers during the budget planning period around October.</p>	<p>Leverage and work the network with senior decision makers over the key budget setting period. It will be necessary to establish exactly when the planning takes place for the following year as current contacts are too junior to be part of that process or even aware that it is happening, but given that almost without exception the budgets run January to December we were able to verify with AdRoll sales and Account Managers that this would most likely be around October - November. It would be important to do activity around the time decisions are being made.</p>

# Recommendations

Key finding	Opportunity / Challenge	Recommendation
<p>Very analytical mindset with a focus on data and numbers</p>	<p>Opportunity to make content more engaging and credible for The German Client by tapping into this mindset and ensuring that content is supported by the relevant data or performance figures.</p>	<p>Ensure that content has a very firm grounding in factual information and data, such as examples of performance experienced by a particular client within a case study or average performance experienced by AdRoll clients at an aggregate level within a report.</p> <p>Being able to support theories or general narrative with solid evidence and numbers will help land the message in any given piece of content more effectively with this audience.</p> <p>However, any data or claims made should be realistic to ensure AdRoll don't fall foul of the German Client pet peeve of unfulfilled promises.</p>