



Challenges of Marketing

WHICH TASKS NEED TO BE SOLVED IN MARKETING.
A SURVEY OF MARKETING DECISION-MAKERS IN
EIGHT COUNTRIES.

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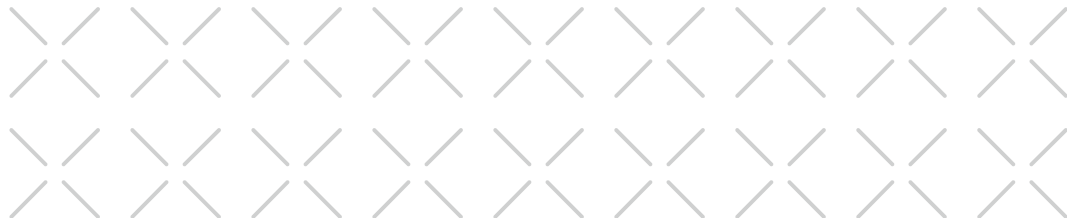
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The Nuremberg Institute for Market Decisions (NIM) is a non-profit research institute at the interface of academia and practice. NIM examines how consumer decisions change due to new technology, societal trends or the application of behavioral science, and what the resulting micro- and macroeconomic impacts are for the market and for society as a whole. A better understanding of consumer decisions and their impacts helps society, businesses, politics, and consumers make better decisions with regard to “prosperity for all” in the sense of the social-ecological market system.

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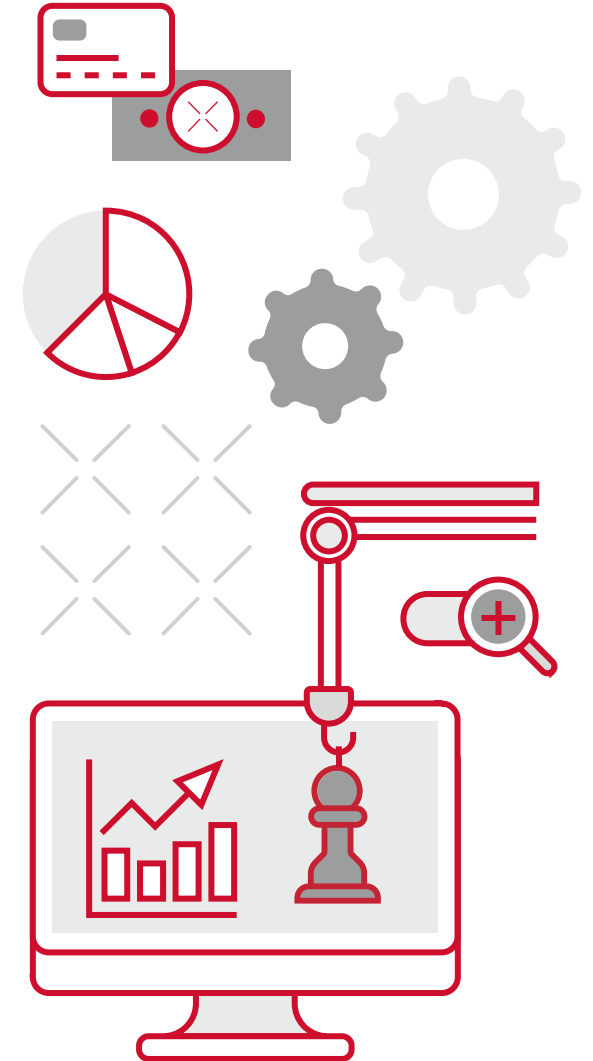
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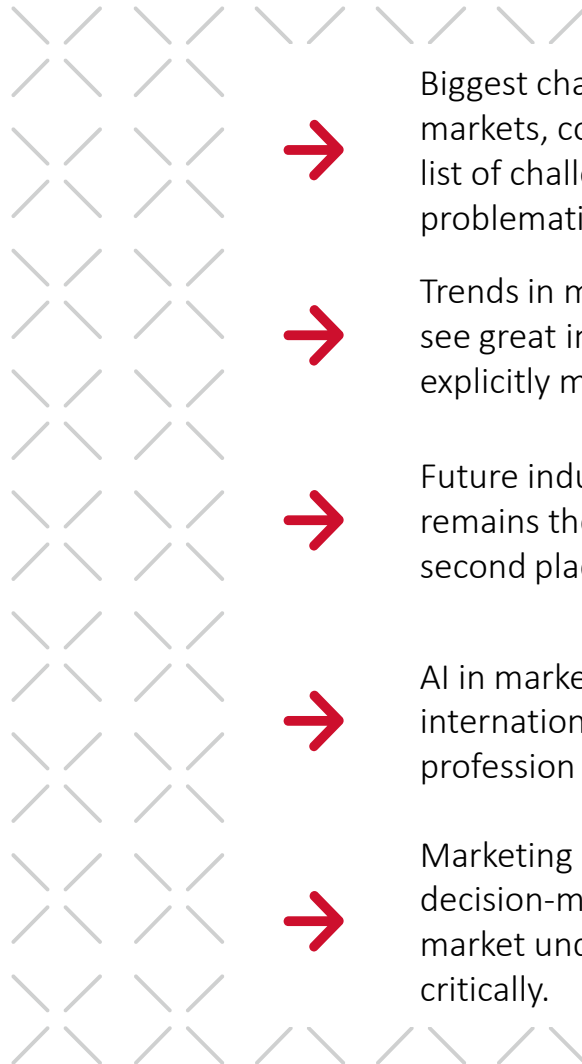
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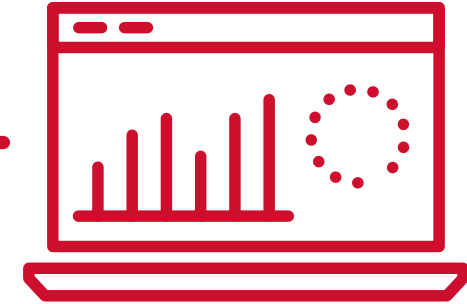


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- Biggest challenges for marketing: Decision-makers are currently losing sleep regarding the development of sales markets, communication strategies and product policy. Prices/cost and customer orientation rank in the middle of the list of challenges and the staff situation is seen as comparatively relaxed internationally, but somewhat more problematic in Germany.
 - Trends in marketing tools: Online activities, including social media, continue to be the measure of all things. CMOs also see great importance in internal competencies, technology and market understanding, which also includes the often explicitly mentioned topic of "artificial intelligence".
 - Future industry challenges from a marketing perspective: Remaining competitive, especially in a technical context, remains the biggest challenge for companies overall. The economic, social and demographic development follows in second place. In comparison, sustainability is given significantly less importance.
 - AI in marketing: Many CMOs see artificial intelligence as a key challenge for the future. However, they are divided internationally in their assessment of how important AI will be in opening up or developing sales markets. The profession currently seems to be in the exploratory process of separating hype from real added value.
 - Marketing in Germany: Online continues to extend its lead over personal contact. In the medium term, however, decision-makers expect a shift in focus from general online activities to expanding internal technical expertise and market understanding. A major challenge here will be the personnel situation, which CMOs are assessing increasingly critically.




1



Summary

Summary (1/2)



 In April and May 2023, the Nuremberg Institute for Market Decisions (NIM) surveyed a total of 805 marketing decision-makers in eight countries on the following topics

1. What concerns/challenges do marketing managers currently see?
2. What trends do marketers see when it comes to marketing tools?
3. What challenges will need to be overcome in the respective industry in the future?


 The NIM is thus not only continuing the "**Marketing Challenges**" study series, which the institute last conducted in 2019, but is also extending the analysis to an international context. Marketing decision-makers in companies based in Germany, France, Italy, the UK, the USA, Japan, Brazil and South Africa were included.



 The answers to these open, i.e. completely unaided, questions vary even more in an international comparison than in previous years, when the study was only conducted in Germany.

For reasons of comparability, the coding of the open answers was based on the code plans of the study in Germany – as in the past expanded to include current topics.

A first insight:

- 
 From the perspective of decision-makers, the development of sales markets/channels is currently the most frequently mentioned **challenge in marketing**. The categories of communication strategies/channels and product policy/product development were mentioned almost as frequently. These are followed at some distance by topics such as prices and cost, customer orientation or staff situation and the labor market.
- 
 The urgency of these current challenges varies from country to country, as this international study also reveals. While marketing decision-makers in Germany, for example, are the most relaxed about product policy and product development, those in the USA are comparatively more concerned.

Summary (2/2)

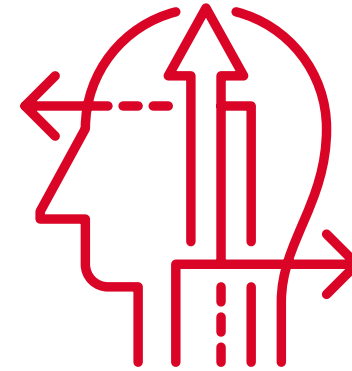
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Another insight:

- > **Marketing tools** that decision-makers expect to become more important in the coming years are primarily to be found in the area of online activities and in the complex of competencies, technology and market understanding. The latter includes tools such as automation, artificial intelligence, market research and data analysis.
- > Managers in European countries are more likely to explicitly mention **artificial intelligence** in the context of marketing tools. Decision-makers in the USA, Japan, Brazil and South Africa, on the other hand, see technical change and automation more as a future challenge for their industry.

This leads to insight number 3:

- > Marketing managers believe that competition, to which we add technological change, will be by far the biggest **challenge for their own industry** in the future. In second place, the economic, social or demographic development follows with a greater distance. In this context, the topic of sustainability is given comparatively little importance.
- > As far as the countries included in the study, there is broad agreement on this. What is particularly striking is the strongly divergent assessment of marketing managers in companies based in Germany. Here, it is not competitiveness that is the most frequently mentioned challenge but, by far, the economic, social or demographic development.



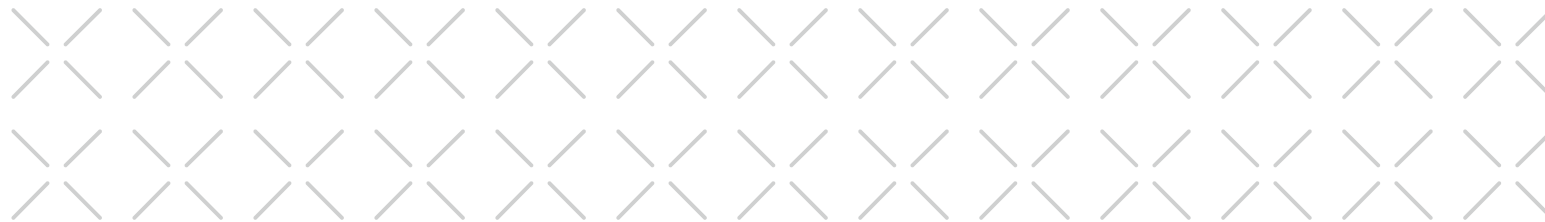
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What decision-makers are currently thinking about:
The biggest challenges in marketing

The biggest challenges in marketing: Key Insight



- Decision-makers are currently losing sleep regarding the development of sales markets, communication strategies and product policy.
- Prices/cost and customer orientation rank in the middle of the list of challenges.
- The staff situation is seen as comparatively relaxed internationally, but somewhat more problematic in Germany.



The biggest challenges in marketing: Summary

- ✕
✕
✕
✕

> The challenge most frequently mentioned by marketing decision-makers today is the development of sales markets/channels. The categories of communication strategies/channels and product policy/product development were mentioned almost as frequently. These were followed at some distance by topics such as prices/costs, customer orientation and staff situation/labor market.
- ✕
✕
✕
✕
✕

> Strong competition and the own competitiveness are challenges that many marketing decision-makers currently see for their industry and that are the top mentions in the category "development of sales markets/channels". In the context of communication strategies/channels, marketers mention the topics marketing, marketing mix and marketing concepts, i.e. their core business, as the most frequent individual aspects. With regard to product policy/product development, the task of designing products according to customer requirements causes currently a headache for many CMOs.
- > Nevertheless, the urgency of the current challenges also varies depending on the country in which the respondent's company is based.



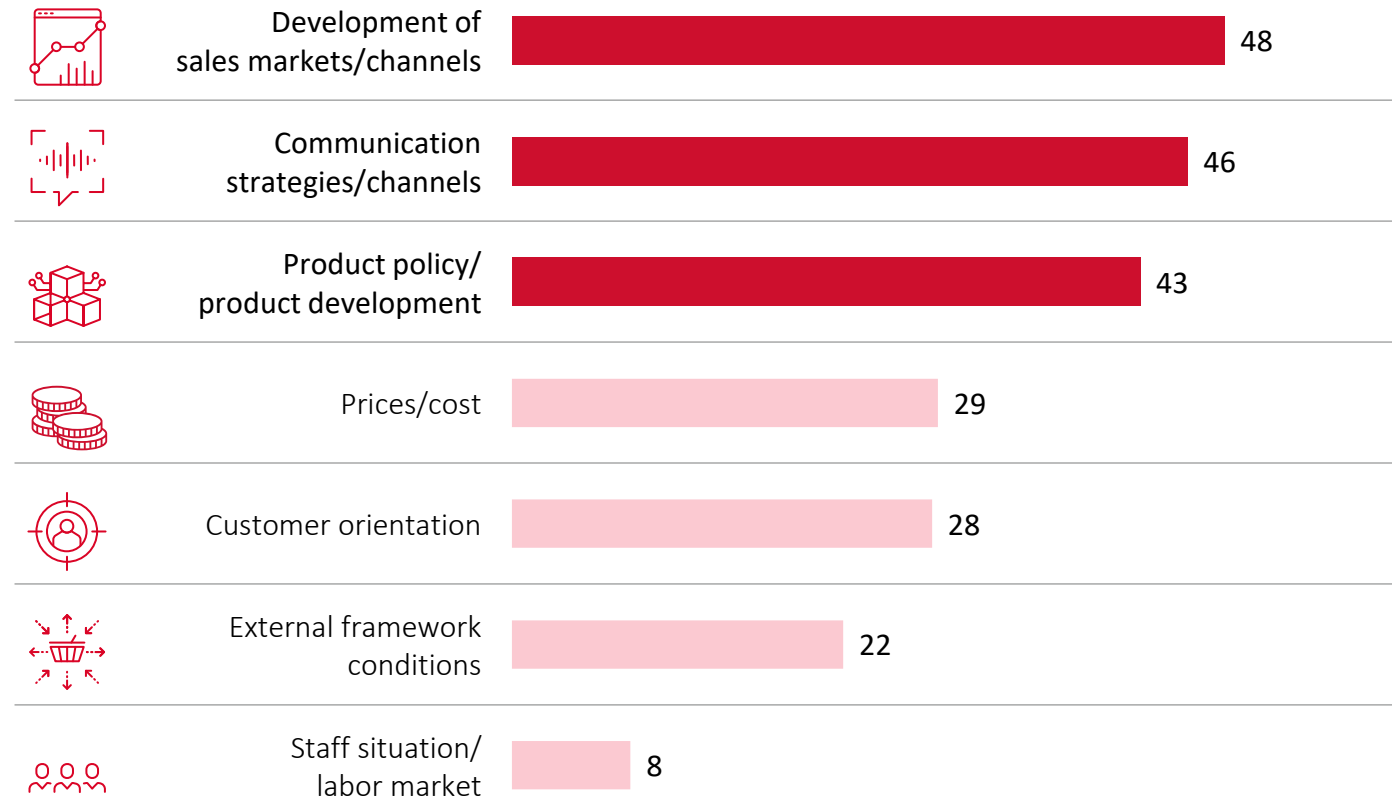
The biggest challenges in marketing: Summary



- › Take product policy and product development, for example: marketing decision-makers in Germany are more relaxed about this topic, while those in the USA have the greatest concerns compared to other countries.
- › There is also a noticeable spread when it comes to the challenge of communication strategy, with 43 percentage points between the UK (28 percent) and Brazil (71 percent). For product policy and product development, the range is even wider at 47 percentage points, with Germany at the lower end of the scale and the USA at the upper end.
- › However, there are not seen such clear differences in all aspects: the development of sales markets, for example, is currently the most important challenge in marketing, and not just on a global average. Problems such as competition and competitiveness are perceived as similarly important in all countries. There is only a difference of 20 percentage point seen between Japan (40 percent), where these tasks are least often described as a major challenge, and South Africa (60 percent), where most of the corresponding mentions can be counted.



2 The challenge most frequently mentioned by marketing decision-makers today is the development of sales markets/channels. The categories of communication strategies/channels and product policy/product development are mentioned almost as frequently.



Top mentions

Competition	12%
Competitiveness	10%
Growth, increase in sales	10%
Marketing mix, -concept, marketing	20%
Communicate USP, positioning, image building	11%
Advertising	7%
Products according to customer requirements/needs	13%
Innovation	12%
Quality/Quality assurance	10%

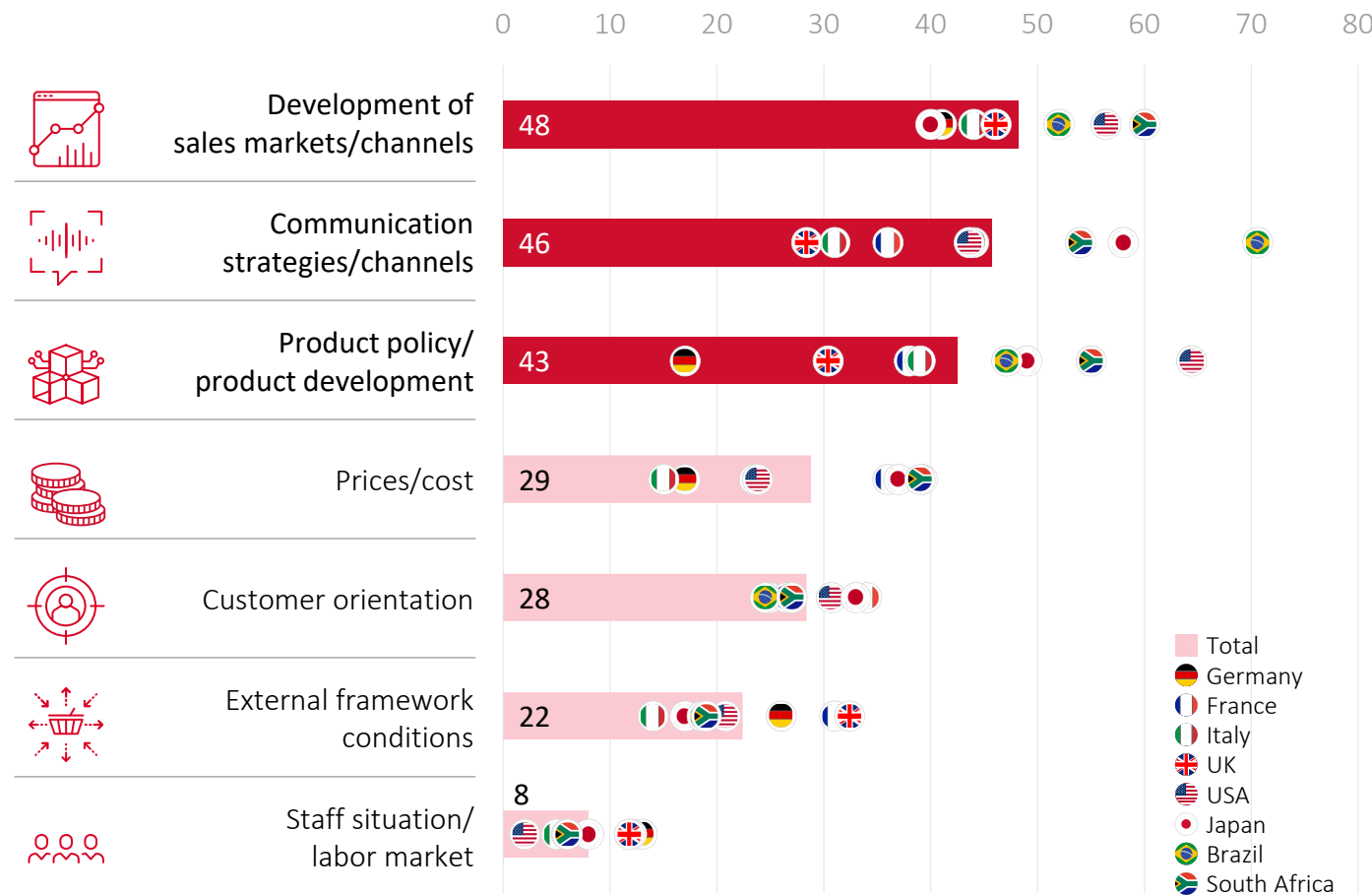


The strong competition, the own competitiveness and increasing sales are challenges that many marketing decision-makers currently see for their industry and which form the top mentions within the category "Development of sales markets/channels".

"Companies have a wide range of options when it comes to developing their markets, e.g. using various sales or marketing tools. When you think about tapping into or developing sales markets, what major challenges do you personally see for your industry?"

Unaided responses (net sum per topic) | multiple responses possible | BASE: all companies n = 805 | Values in %

The location of the company seems to have an influence on the perception of current marketing problems. Decision-makers in Germany, for example, are the most relaxed about product policy, while those in the USA are comparatively more concerned.



- > The development of sales markets is currently the most important challenge in marketing on a global level. Problems such as competition and competitiveness are perceived as similarly important in all countries. There is only a difference of 20 percentage point seen between Japan (40 percent) and South Africa (60 percent).
- > The spread is greater when it comes to communication strategy, for example. There are 43 percentage points between the UK (28 percent) and Brazil (71 percent). For product policy and product development, the range is even wider at 47 percentage points.
- > CMOs in Germany are very concerned about the staff situation, while those in the USA are more relaxed.

"Companies have a wide range of options when it comes to developing their markets, e.g. using various sales or marketing tools. When you think about tapping into or developing sales markets, what major challenges do you personally see for your industry?"

Unaided responses (net sum per topic) | multiple responses possible | BASE: all companies n = 805 | Values in %

The biggest challenges in marketing: Selected comments in respondents' own words.

The global competitiveness, our industry has to compete with other manufacturers on a global level. In many cases, foreign manufacturers can offer similar products at lower prices, which makes it difficult to maintain a competitive position.

Keeping up to date with new technologies, so as to guarantee maximum professionalism for its customers.

To gain the trust of our customers for our services, e.g. by offering a success guarantee.

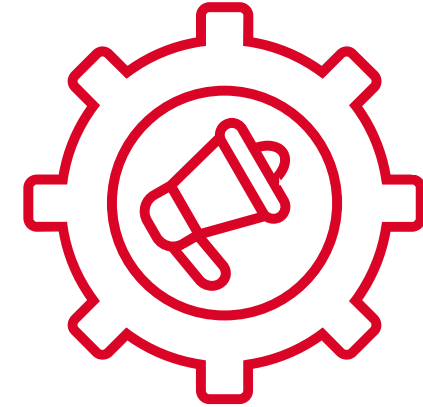
Changing customer demands and needs. Especially of the younger generation.

The difficulty will be to convince customers to buy environmentally friendly products that might be more expensive, but then to gain a return in the future.



"Companies have a wide range of options when it comes to developing their markets, e.g. using various sales or marketing tools. When you think about tapping into or developing sales markets, what major challenges do you personally see for your industry?"

Unaided responses (net sum per topic) | multiple responses possible | BASE: all companies n = 805 | Values in %



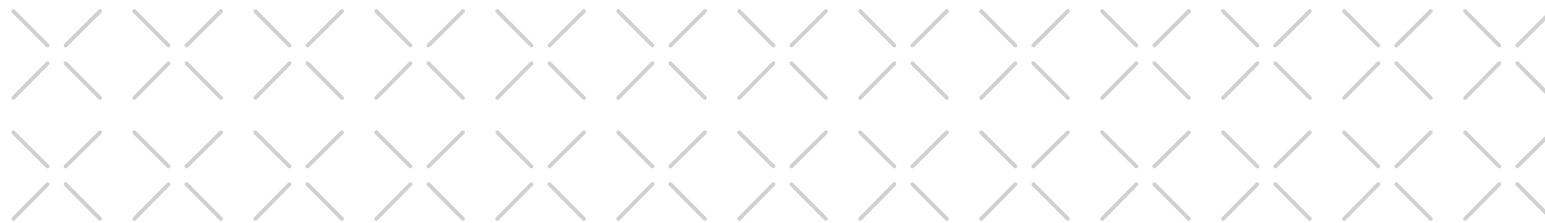
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A look inside the toolbox: trends in marketing tools







Trends in marketing tools: Key Insight

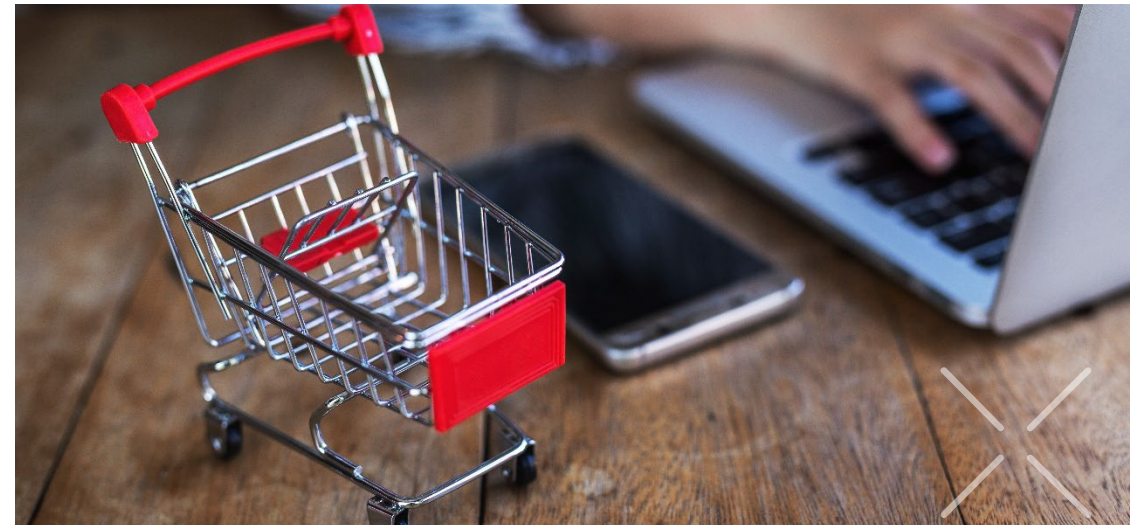


- Online activities, including social media, continue to be the measure of all things.
- CMOs also see great importance in internal competencies, technology and market understanding, which also includes the often explicitly mentioned topic of "artificial intelligence".

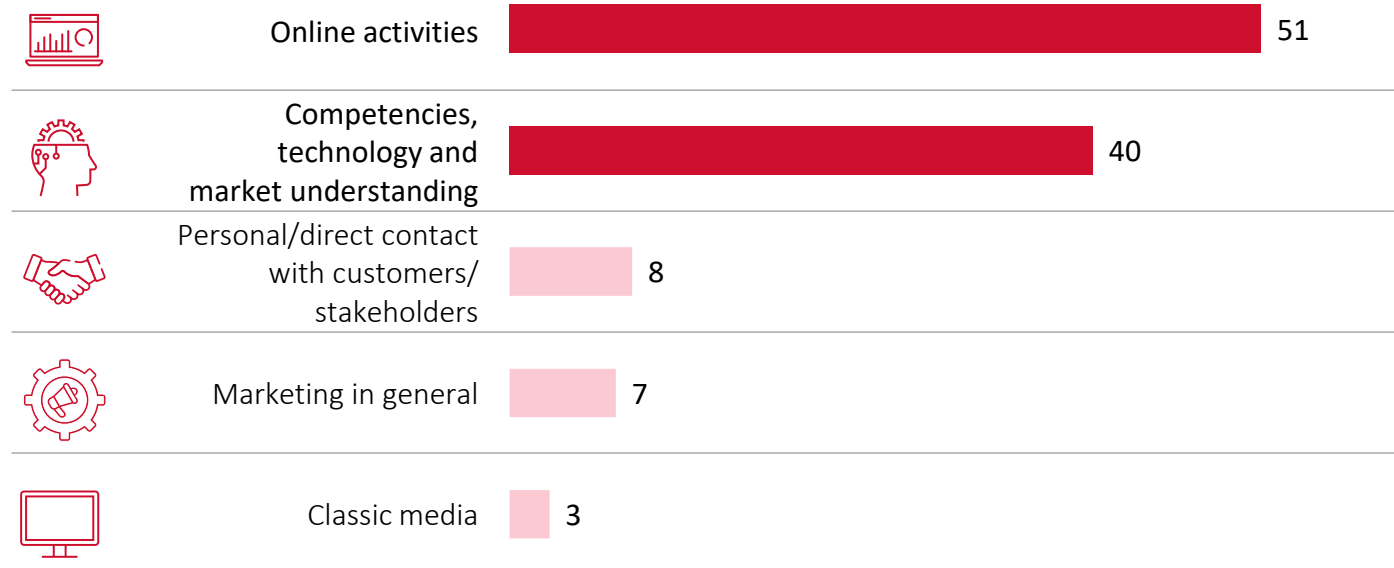


Trends in marketing tools: Summary

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 - > Tools that will become more important in marketing over the next few years are primarily online activities and the complex of competencies, technology and market understanding. The latter includes topics such as automation, artificial intelligence, market research and data analysis. The importance of traditional media is low in this context.
- 
 - > In a country comparison, all marketing managers also see either online activities or the area of competencies, technology and market understanding as the tools that will become more important in the coming years. However, there are differences as to which of the two instruments is ranked first and which is ranked second in which country.
- 
 - > In France and Italy, for example, "competencies, technology and market understanding" are at the top of the list – in France by a narrow margin, in Italy by a significant margin – while in Brazil both instruments are almost on par. In the USA, on the other hand, most companies see online activities as the instrument of the future, while the topic area of competencies, technology and market understanding is given comparatively little importance here.
- 
 - > The picture is very similar in Germany. Here, too, online activities achieve a high share overall. And here too, comparatively few managers believe that the topic area of competencies, technology and market understanding will gain great importance (although the trend is rising).
- 
 - > Managers in European countries are more likely to explicitly mention artificial intelligence in the context of automation. According to their own statements, they see the benefits of artificial intelligence in various areas of marketing and customer service.
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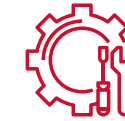


Marketing tools: CMOs continue to see great potential for developing markets by means of online activities, incl. social media. This is followed closely by competencies, technology and market understanding, including artificial intelligence.



Top mentions

Social media portal, social media networks	16%
Online marketing, digital marketing, digital channels, digitalization	16%
Internet/online (general), Internet presence	11%
(Best) machines/technology, automation/artificial intelligence (approx. 10% of mentions explicitly about AI)	25%
Market research/market observation/data analysis (tools)	10%



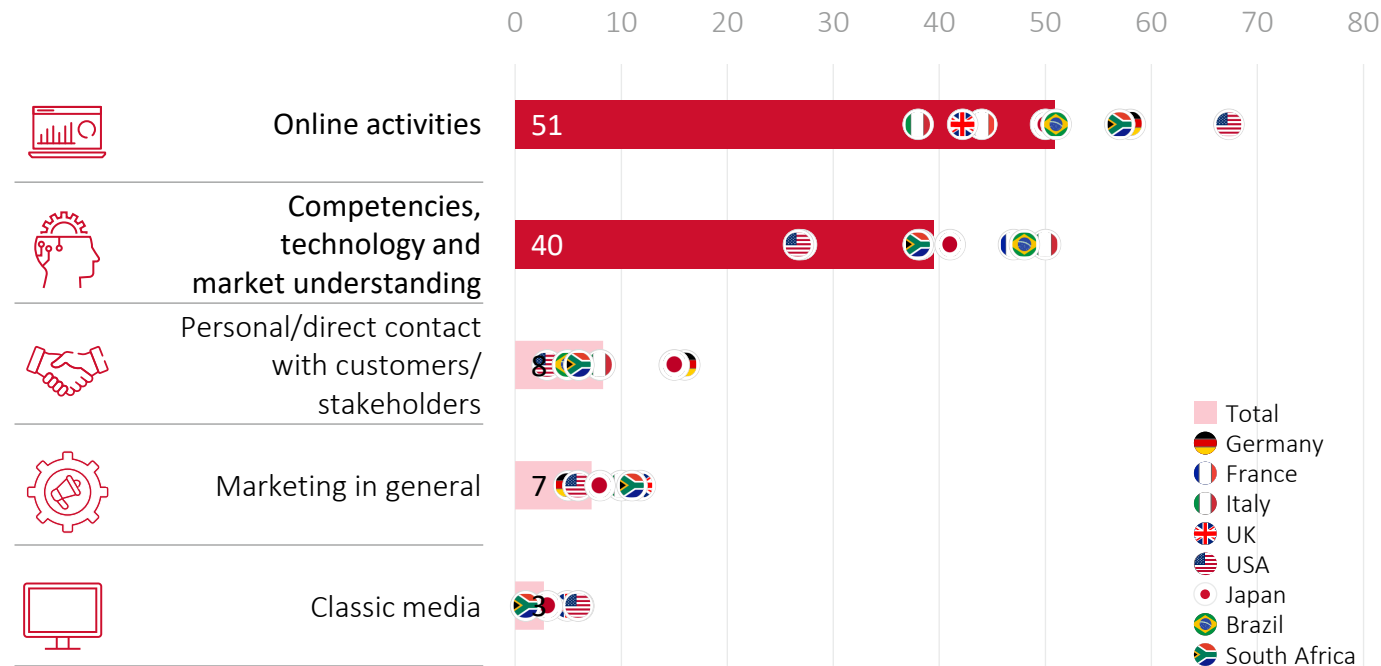
Decision-makers believe that marketing tools in the areas of online activities and competencies, technology and market understanding will become more important in the next few years. The latter also includes market observation and data analysis. Offline instruments, on the other hand, are not expected to gain great importance.

"Now thinking about the tools or opportunities that are available to you for tapping into or developing sales markets for your industry. Which tools do you think will become more important in the next few years?"

Unaided responses (net sum per topic) | multiple responses possible | BASE: all companies n = 805 | Values in %

3

Country comparison: Online activities as well as in-house expertise/competencies, technology and market understanding are the most important instruments in all countries, however, in some cases in a different ranking order.



- > **Outlier 1:** In the USA, the instrument of online activities is clearly ahead of the area of competencies, technology and market understanding. The gap here is over 40 percentage points. Only in Germany is the difference between the two topics similar. Here too, CMOs are more convinced of the (continued) growing importance of social media and online presence (57 percent) than of automation and AI (27 percent).
- > **Outlier 2:** In Japan and Germany, marketing managers associate "personal/direct contact with customers/stakeholders" with a future increase in importance much more frequently than those in other countries.

"Now thinking about the tools or opportunities that are available to you for tapping into or developing sales markets for your industry. Which tools do you think will become more important in the next few years?"

Unaided responses (net sum per topic) | multiple responses possible | BASE: all companies n = 805 | Values in %

Trends in marketing tools: Selected comments in respondents' own words.

I believe that all-in-one platforms will become one of the most important and effective means to improve one's business.

Personal contact will be increasingly replaced by social networks.

Implementing an online and offline marketing strategy with email and printed material in this way we reactivate both old customers and acquire new ones.

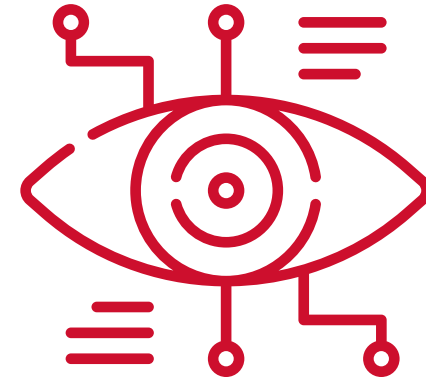
Automated digital marketing tools to create and distribute quality advertising content to potential customers.

Data management programs will become more and more sophisticated and will make it possible to better manage every business initiative.



"Now thinking about the tools or opportunities that are available to you for tapping into or developing sales markets for your industry. Which tools do you think will become more important in the next few years?"

Unaided responses (net sum per topic) | multiple responses possible | BASE: all companies n = 805 | Values in %



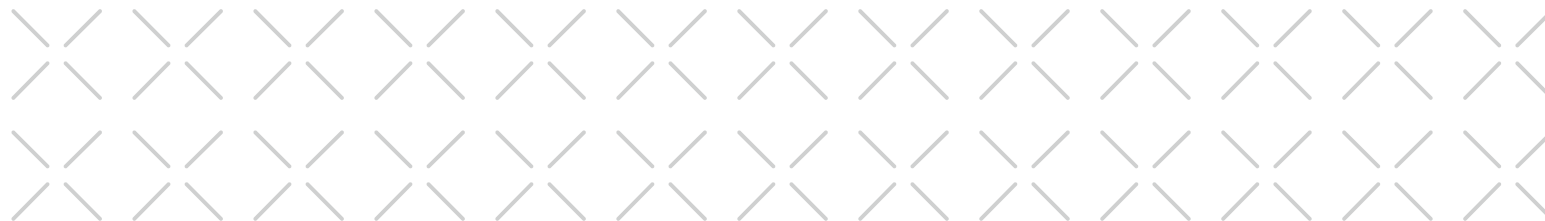
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A look into the future:
tomorrow's industry challenges
from the perspective of
marketing decision-makers



4 Tomorrow's industry challenges from the perspective of marketing decision-makers: Key Insight

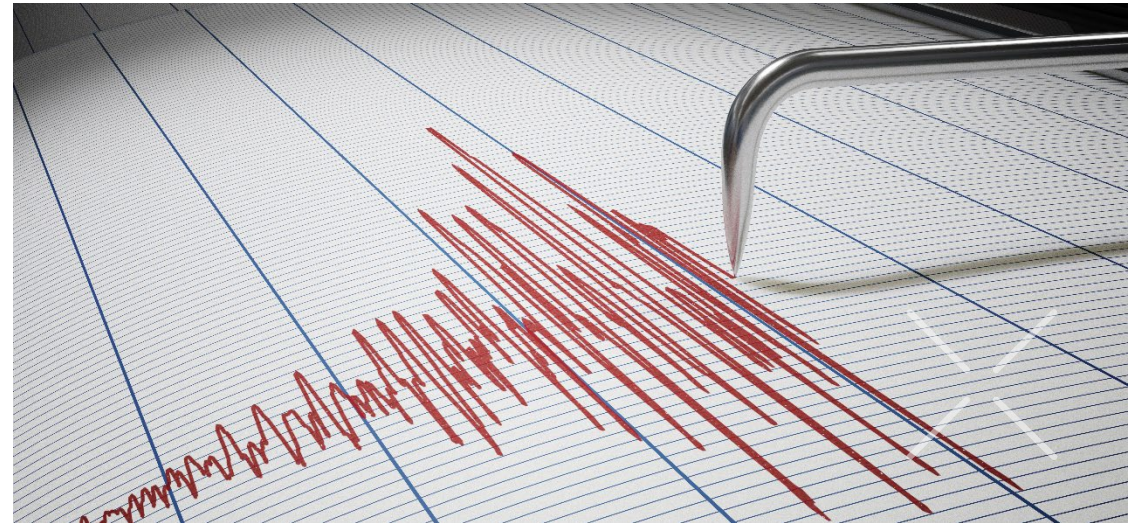


- > Remaining competitive, especially in a technical context, remains the biggest challenge for companies overall.
- > The economic, social and demographic development follows in second place.
- > In comparison, sustainability is given significantly less importance.

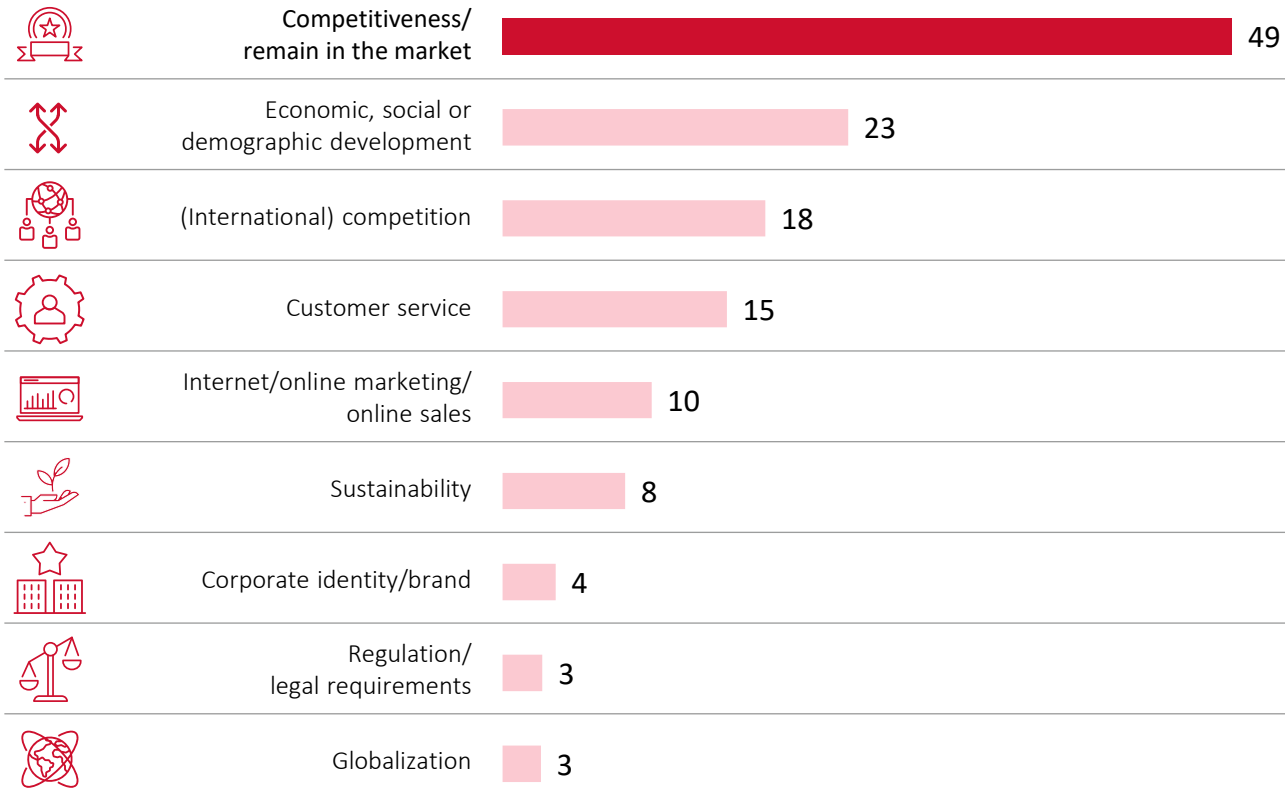


Tomorrow's industry challenges from the perspective of marketing decision-makers: Summary

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 - > According to marketing managers, competition will be by far the biggest challenge for their own industry in the future. And here again, technological change is the most important sub-category.
 - > Competitiveness is currently a key challenge– and will also apply to the next 5-10 years. In order to remain competitive in the long term, companies need innovation and technological change, including the use of artificial intelligence.
 - > When comparing countries, there are hardly any differences seen in the ranking of problems. There seems to be a broad agreement. What is particularly noticeable, however, is the strongly divergent assessment of marketing managers in companies based in Germany. The most frequently cited challenge here is not competitiveness, but economic, social or demographic development.
 - > In the other countries, the topic is also frequently mentioned as a challenge and is in second place, but at a significantly lower level than in Germany.
- > The subsequent places in the ranking of concerns are occupied by (international) competition and customer service. In the eyes of the respondents, sustainability will play a relatively small role for their own industry. Corporate identity, globalization and regulation or legal requirements are topics that are not expected to have a major impact in the near future, in any country.



When asked about the challenges that their own industry will face in the future, a majority of marketing decision-makers answer with competitiveness. Sustainability is considered to be of minor importance in comparison.



Top mentions

Being innovative, keeping pace with technological change, Industry 4.0, automation, AI	21%
Adapt infrastructure, optimize (work) processes, investments (in new machines/systems)	9%
Remain/be able to remain in the (regional) market, remain competitive, survive	8%

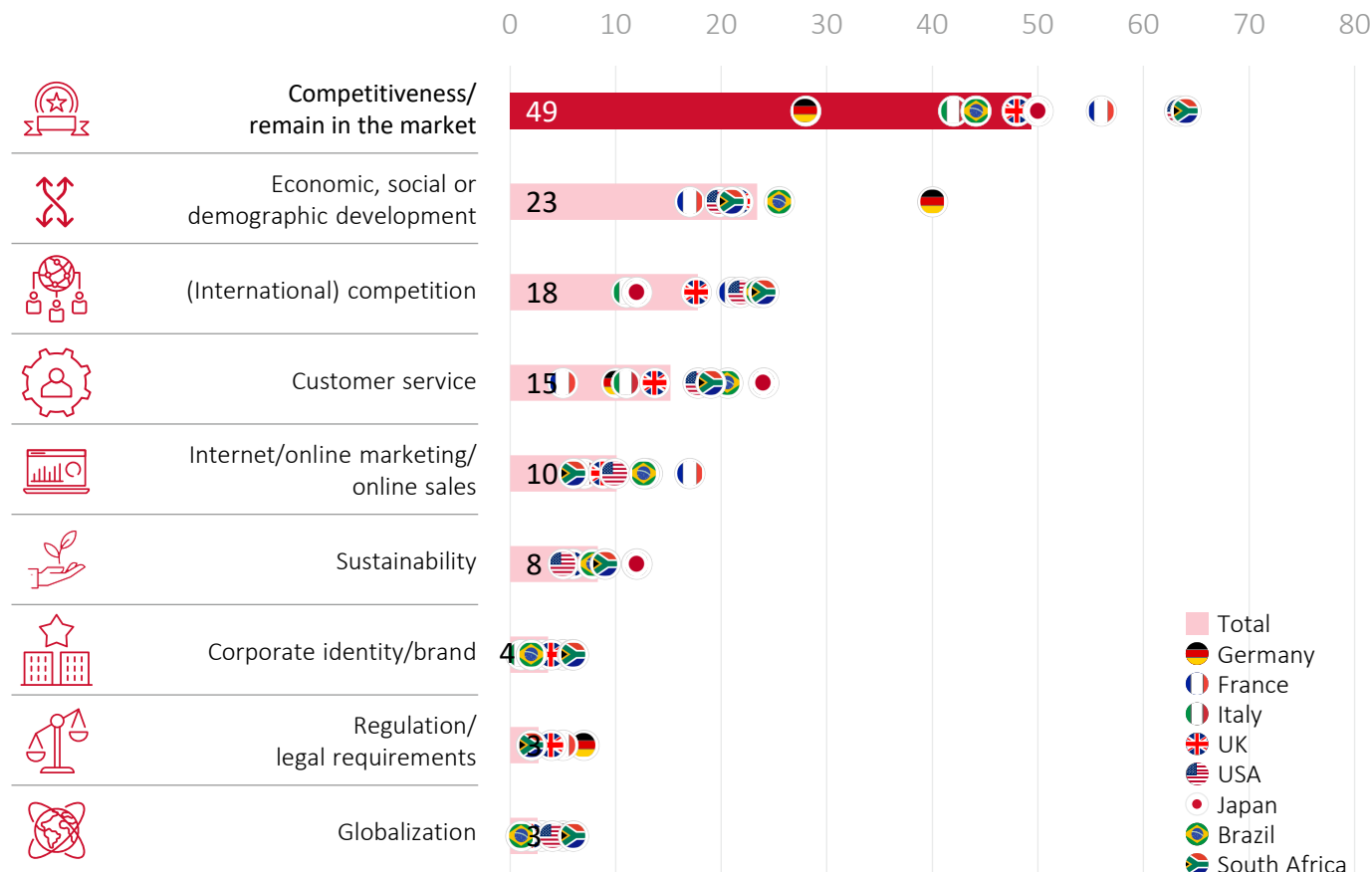


Competitiveness is currently a key challenge – and from a marketing perspective, this will also apply to the next 10 years. This category, which leads the ranking of future industry challenges with 49 percent, primarily includes the aspects of innovation and technical change (21 percent), and therefore also the use of artificial intelligence.

"Everything is in a constant state of flux, which means that the demands on companies keep changing too. If you look a few years into the future, what major challenges do you personally see for your industry in the next 5-10 years?"

Unaided responses (net sum per topic) | multiple responses possible | BASE: all companies n = 805 | Values in %

Country comparison: Hardly any differences in the ranking and little spread. The response behavior of decision-makers in Germany is particularly noticeable.



- > Marketing decision-makers in Germany do not see competitiveness, but rather the economic, social or demographic development as the biggest industry challenge in the coming years. This makes Germany the only country in which competitiveness is not in first place in the ranking.
- > CMOs in France are particularly less concerned about the economic, social or demographic development (17 percent).
- > (International) competition is an issue especially in Brazil and South Africa (24 percent each).
- > Sustainability is mentioned with above-average frequency by marketing decision-makers in Germany and Japan (12 percent each).

"Everything is in a constant state of flux, which means that the demands on companies keep changing too. If you look a few years into the future, what major challenges do you personally see for your industry in the next 5-10 years?"

Unaided responses (net sum per topic) | multiple responses possible | BASE: all companies n = 805 | Values in %

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Tomorrow's industry challenges from the perspective of marketing decision-makers: Selected comments in respondents' own words.

The challenge for the future will be to build a solid reputation and then to have products recognized as reliable.

Competition and unforeseen crises that slow down business.

Competition of others, keeping up with the current times there is always something new you need to be part of keeping up with trends can be classed as difficult. Keeping up with the younger generation.

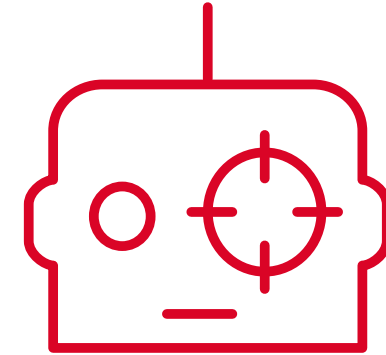
As protecting the environment becomes more and more important, our products must be developed in ways that pollute less.

Doing more to protect customer data, investing in advanced IT security technologies and training staff to avoid security breaches.



"Everything is in a constant state of flux, which means that the demands on companies keep changing too. If you look a few years into the future, what major challenges do you personally see for your industry in the next 5-10 years?"

Unaided responses (net sum per topic) | multiple responses possible | BASE: all companies n = 805 | Values in %



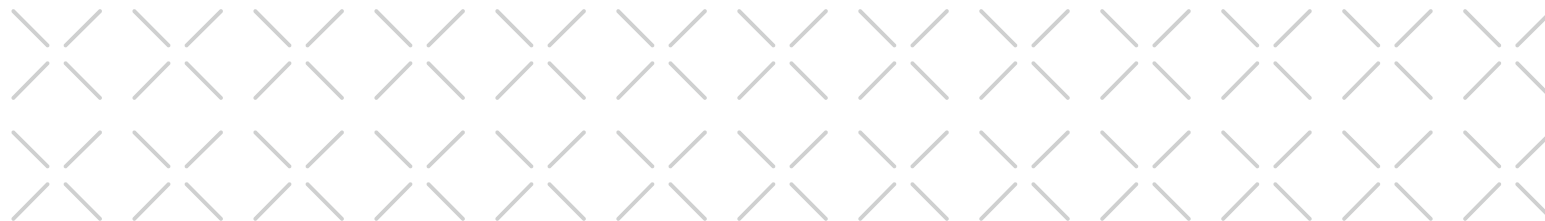
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Deep dive AI in marketing

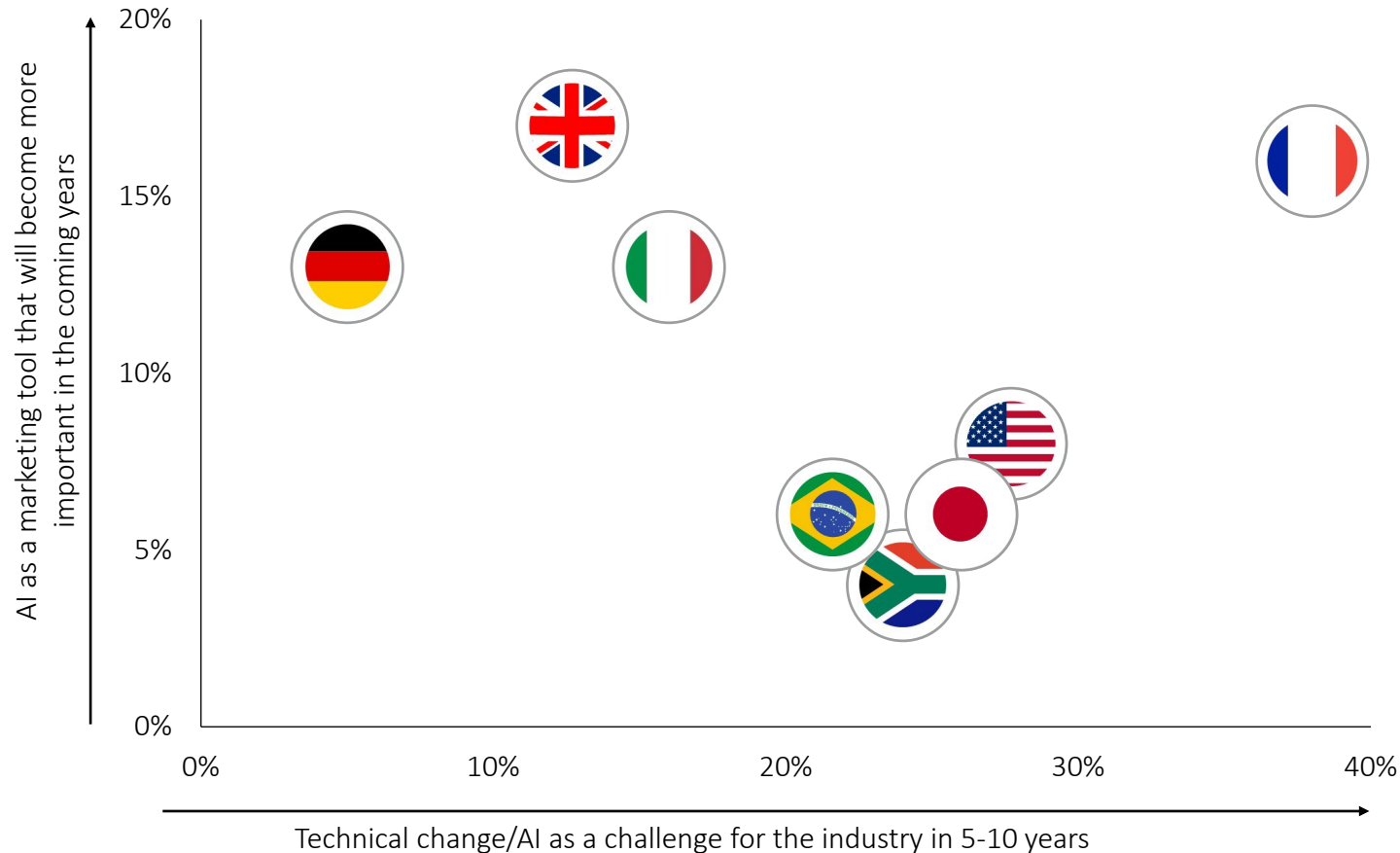
Deep dive AI in marketing: Key Insight



- Many CMOs see artificial intelligence as a key challenge for the future.
- However, they are divided internationally in their assessment of how important AI will be in opening up or developing sales markets.
- The profession currently seems to be in the exploratory process of separating hype from real added value.



Particularly CMOs in Europe and the UK expect AI to gain importance as a marketing tool. Decision-makers in the USA, Japan, Brazil and South Africa see technical change as more of an industry challenge.



- > The specific mentions were grouped into categories for the study. Artificial intelligence, for example, is part of the topic category competencies, technology and market understanding in the context of marketing tools and the competitiveness/remain in the market category in the context of challenges for the industry.
- > When asked about marketing tools that will become more important in the coming years, 10 percent of CMOs explicitly mentioned AI. As an industry challenge of the future, technical change/automation even accounted for 21 percent.

"If you now think about the instruments or options available to you for opening up or developing sales markets for your industry. Which instruments do you think will become more important in the next few years? / If you now think a few years further into the future, what major challenges do you personally see for your industry in the next 5-10 years?"

Unaided responses (net sum per topic) | multiple responses possible | BASE: all companies n = 805 | Values in %

Deep dive AI in marketing: Selected comments in respondents' own words.

Artificial intelligence and its ability to create chatbots, as well as virtual assistance.

Using artificial intelligence to structure good marketing plans.

AI tools are the new big thing, the automation of tasks will take the industry to the next level.

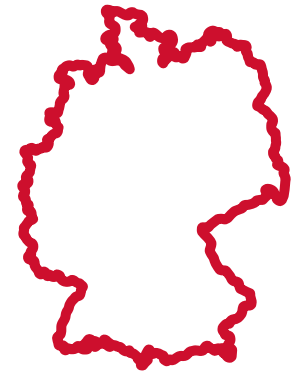
AI & e-commerce. The web has the largest market on the planet, so it's vital to our business to tap into that resource best we can.

The social media marketing together with artificial intelligence to realize an entire customer service from the comfort of one's own home.



"If you now think about the instruments or options available to you for opening up or developing sales markets for your industry. Which instruments do you think will become more important in the next few years? / If you now think a few years further into the future, what major challenges do you personally see for your industry in the next 5-10 years?"

Unaided responses (net sum per topic) | multiple responses possible | BASE: all companies n = 805 | Values in %

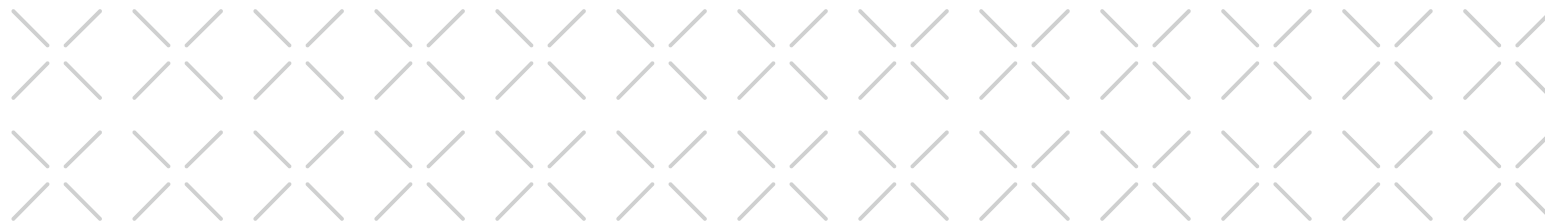


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Marketing decision-makers in Germany in focus



- Online continues to extend its lead over personal contact.
- In the medium term, however, decision-makers expect a shift in focus from general online activities to expanding internal technical expertise and market understanding.
- A major challenge here will be the personnel situation, which CMOs are assessing increasingly critically.



Marketing decision-makers in Germany in focus: Summary

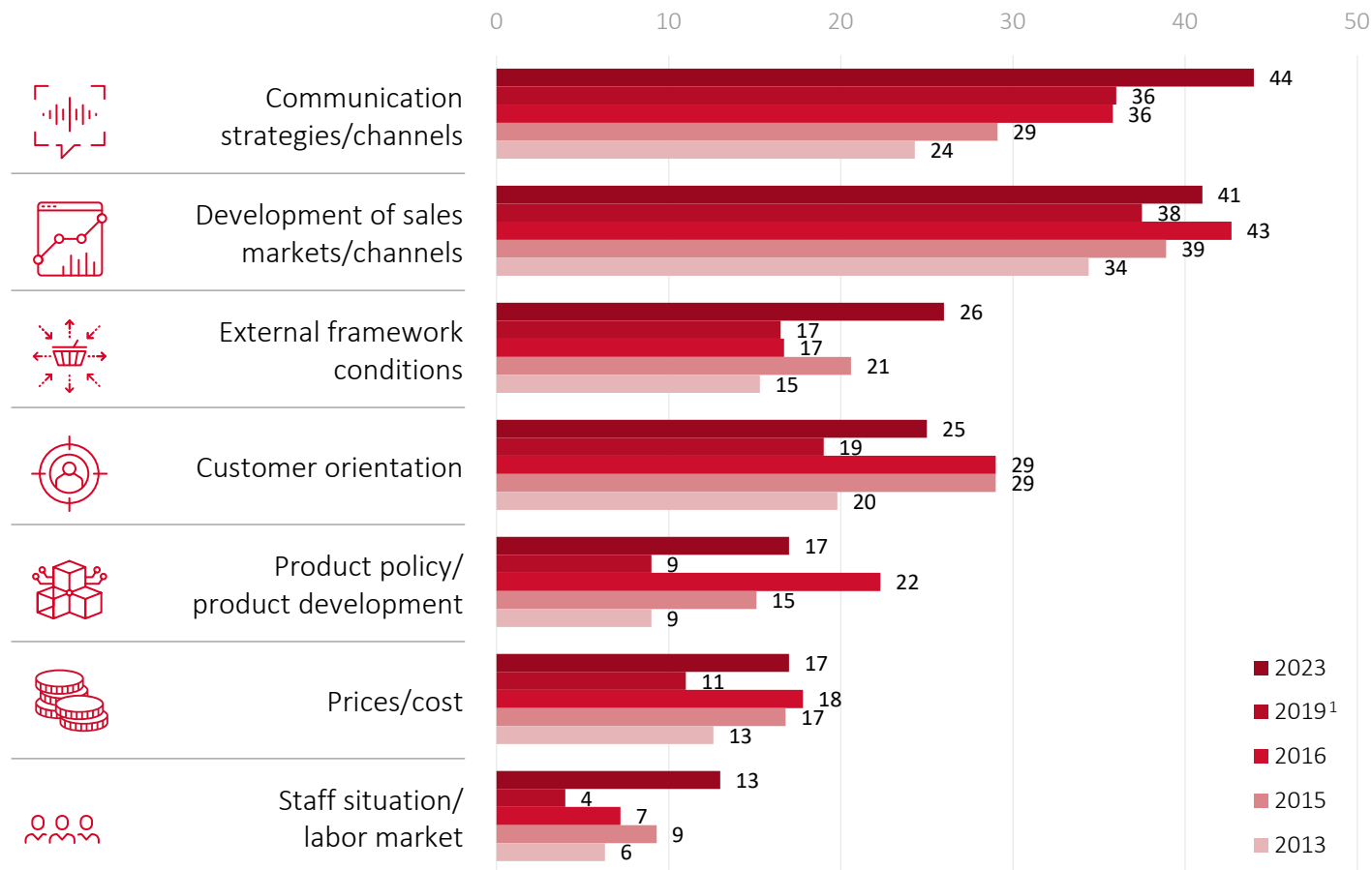
For marketing managers in companies based in Germany there is a time series available. This target group has been invited to answer the three questions mentioned five times so far, namely in 2013, 2015, 2016, 2019 and 2023. Trends and changes can be derived from the time series:

- > German marketing managers see communication strategies and channels as well as the development of sales markets as the greatest **challenges in marketing today**. A continuous increase in importance can be observed here over the last ten years. External framework conditions and the staff situation/labor market also tend to become more important.
- > Online activities will continue to be the most important **marketing tool** in Germany in the future, although the share of mentions tends to decrease. The proportion of mentions relating to the topic of competencies, technology and market understanding is increasing significantly. In return, personal contact with customers/stakeholders is becoming less relevant as a marketing tool.

- > The CMOs surveyed in Germany – and here they differ significantly from the CMOs in the other countries included in the study – see the economic, social and demographic development as the greatest **future challenge for the industry**. This complex also tends to gain in importance over time. In contrast, the topic of competitiveness, which always led the ranking in previous waves of the survey, is losing relevance, as is the topic of sustainability.



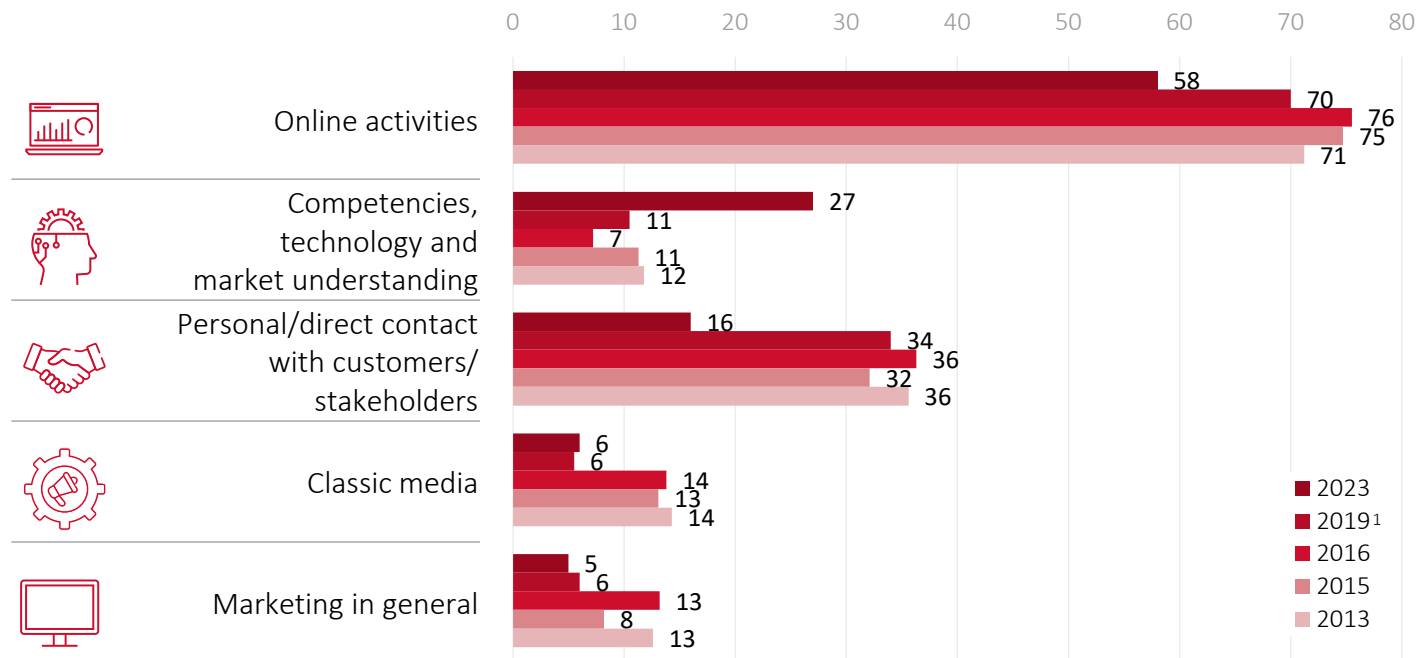
Time series Germany: German marketing managers see communication strategies and channels as well as the development of sales markets as the greatest challenges in marketing today.



- > Communication strategies and channels, currently the most important challenge from the perspective of German CMOs, have become increasingly important over the last 10 years.
- > External framework conditions are also tending to become more important, including the economic situation (share: 10 percent) and changes in consumer behavior (share: 8 percent).
- > The lack of qualified personnel has also reached German marketing departments. At 13 percent, the topic of staff situation and labor market has the highest share of mentions since the start of the study series.

"Companies have a wide range of options when it comes to developing their markets, e.g. using various sales or marketing tools. When you think about tapping into or developing sales markets, what major challenges do you personally see for your industry?" | Unaided responses (net sum per topic) | multiple responses possible | BASE 2023: all companies n = 100 | Values in % | ¹ Restriction: In 2019, only decision-makers in companies in the manufacturing and production of consumer goods were surveyed.

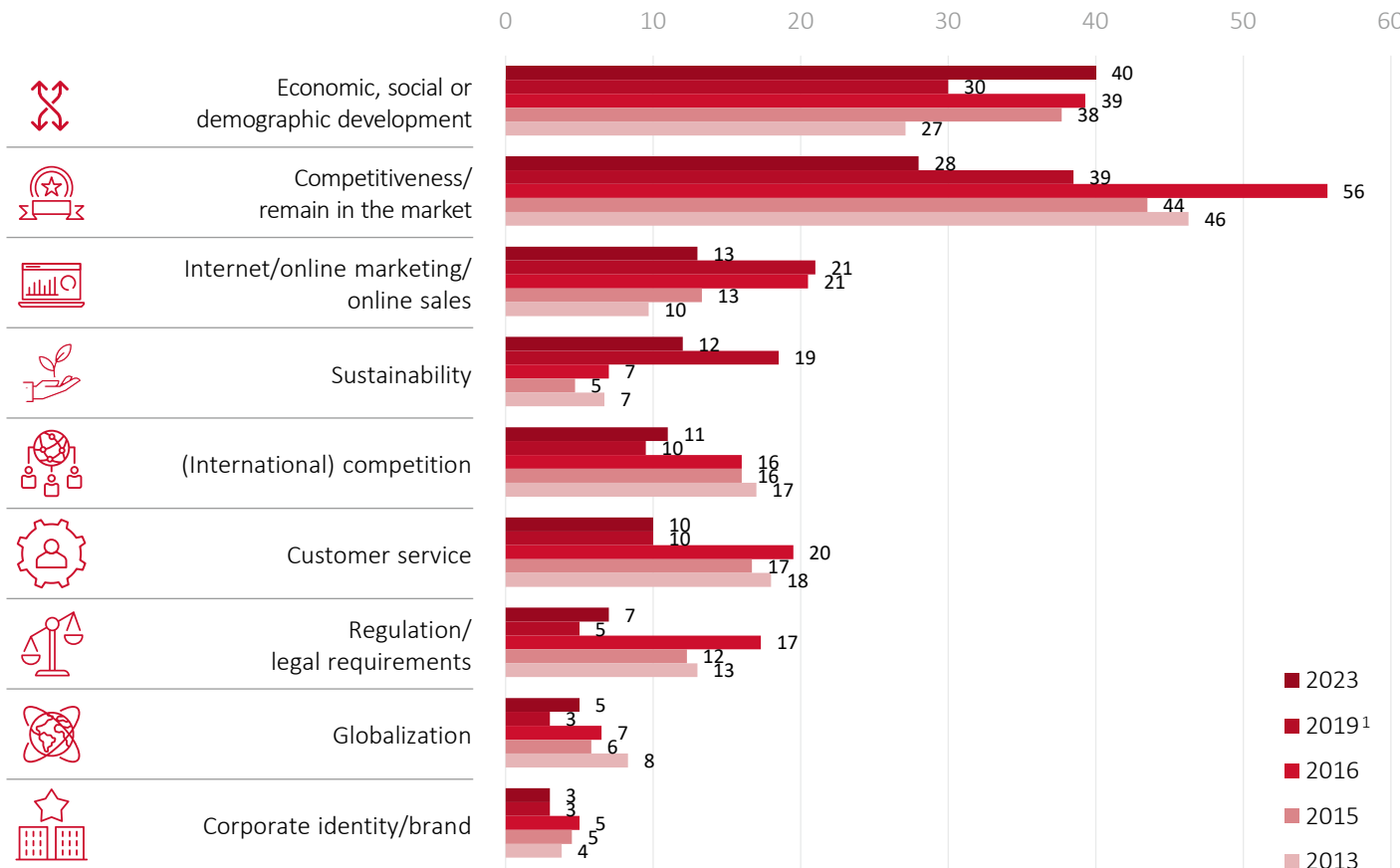
Time series Germany: Online activities will continue to be the most important marketing tool in Germany, but competencies and technology are gaining in importance.



- > Online activities will continue to be the most important marketing tool in Germany in the future, although the share of mentions tends to decrease. This could mean that this channel is now established.
- > The proportion of mentions relating to the topic of competencies, technology and market understanding is increasing significantly. The marketing departments in Germany therefore seem to be building up competencies in order to be able to use online channels even better.
- > On the other hand, personal contact with customers/stakeholders becomes less relevant as a marketing tool.

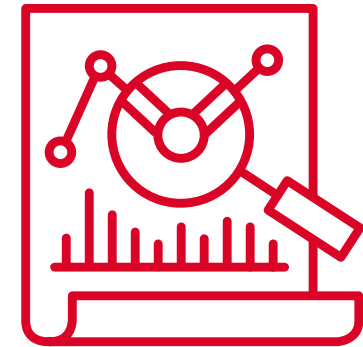
"Now thinking about the tools or opportunities that are available to you for tapping into or developing sales markets for your industry. Which tools do you think will become more important in the next few years?" | Unaided responses (net sum per topic) | multiple responses possible | BASE 2023: all companies n = 100 | Values in % | ¹ Restriction: In 2019, only decision-makers in companies in the manufacturing and production of consumer goods were surveyed.

Time series Germany: CMOs in Germany see the economic, social and demographic development as the biggest challenge for the industry in the future - the issue has overtaken competitiveness.



- > The CMOs surveyed in Germany see the economic, social and demographic development as the biggest future challenge for the industry - at 40 percent, this is the highest figure of all the countries surveyed. This area includes crises (economy, finance, Ukraine war with a total of 11 percent), but also aspects such as market changes (10 percent), cost increases (6 percent) or the shortage of raw materials (5 percent).
- > In contrast, the topic of competitiveness, which always led the ranking in previous waves of the survey, is losing relevance, as is sustainability - or these two topics are being overshadowed by the current crises.

"Everything is in a constant state of flux, which means that the demands on companies keep changing too. If you look a few years into the future, what major challenges do you personally see for your industry in the next 5-10 years?" | Unaided responses (net sum per topic) | multiple responses possible | BASE 2023: all companies n = 100 | Values in % | ¹ Restriction: In 2019, only decision-makers in companies in the manufacturing and production of consumer goods were surveyed.


















7

Appendix and method
















Results at country level in
detail

7 Companies have a wide range of options when it comes to developing their markets, e.g. using various sales or marketing tools. When you think about tapping into or developing sales markets, what major challenges do you personally see for your industry?

		TOTAL	 Germany	 France	 Italy	 UK	 USA	 Japan	 Brazil	 South Africa
	Development of sales markets/channels	48	41	46	44	46	56	40	52	60
	Communication strategies/channels	46	44	36	31	28	44	58	71	54
	Product policy/product development	43	17	38	39	30	64	49	47	55
	Prices/cost	29	17	36	15	24	24	37	39	39
	Customer orientation	28	25	34	27	27	31	33	25	27
	External framework conditions	22	26	31	14	32	21	17	19	19
	Staff situation/labor market	8	13	12	5	12	2	8	6	6


















Unaided responses (net sum per topic) | multiple responses possible | BASE: all companies n = 805 | Values in %

7 Now thinking about the tools or opportunities that are available to you for tapping into or developing sales markets for your industry. Which tools do you think will become more important in the next few years?

	TOTAL	 Germany	 France	 Italy	 UK	 USA	 Japan	 Brazil	 South Africa
 Online activities	51	58	44	38	42	67	50	51	57
 Competencies, technology and market understanding	40	27	47	50	38	27	41	48	38
 Personal/direct contact with customers/stakeholders	8	16	8	8	6	3	15	5	6
 Marketing in general	7	5	6	10	12	6	8	0	11
 Classic media	3	6	1	0	5	6	3	0	1

Unaided responses (net sum per topic) | multiple responses possible | BASE: all companies n = 805 | Values in %

Everything is in a constant state of flux, which means that the demands on companies keep changing too. If you look a few years into the future, what major challenges do you personally see for your industry in the next 5-10 years?

	TOTAL	 Germany	 France	 Italy	 UK	 USA	 Japan	 Brazil	 South Africa
 Competitiveness/ remain in the market	49	28	56	42	48	63	50	44	64
 Economic, social or demographic development	23	40	17	21	22	20	21	26	21
 (International) competition	18	11	21	11	18	22	12	24	24
 Customer service	15	10	5	11	14	18	24	21	19
 Internet/online marketing/ online sales	10	13	17	7	9	10	6	13	6
 Sustainability	8	12	6	9	6	5	12	8	9
 Corporate identity/brand	4	3	5	1	4	6	2	2	6
 Regulation/ legal requirements	3	7	5	2	4	2	0	0	2
 Globalization	3	5	0	3	2	4	0	1	6

Unaided responses (net sum per topic) | multiple responses possible | BASE: all companies n = 805 | Values in %



Results at company level by
manufacturer, retailer and
service provider affiliation

7 The biggest challenges in marketing: Summary – Sectors and company size

Whether a company belongs to the manufacturing, retail or service sector has little influence on what decision-makers perceive as current marketing challenges.

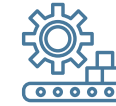
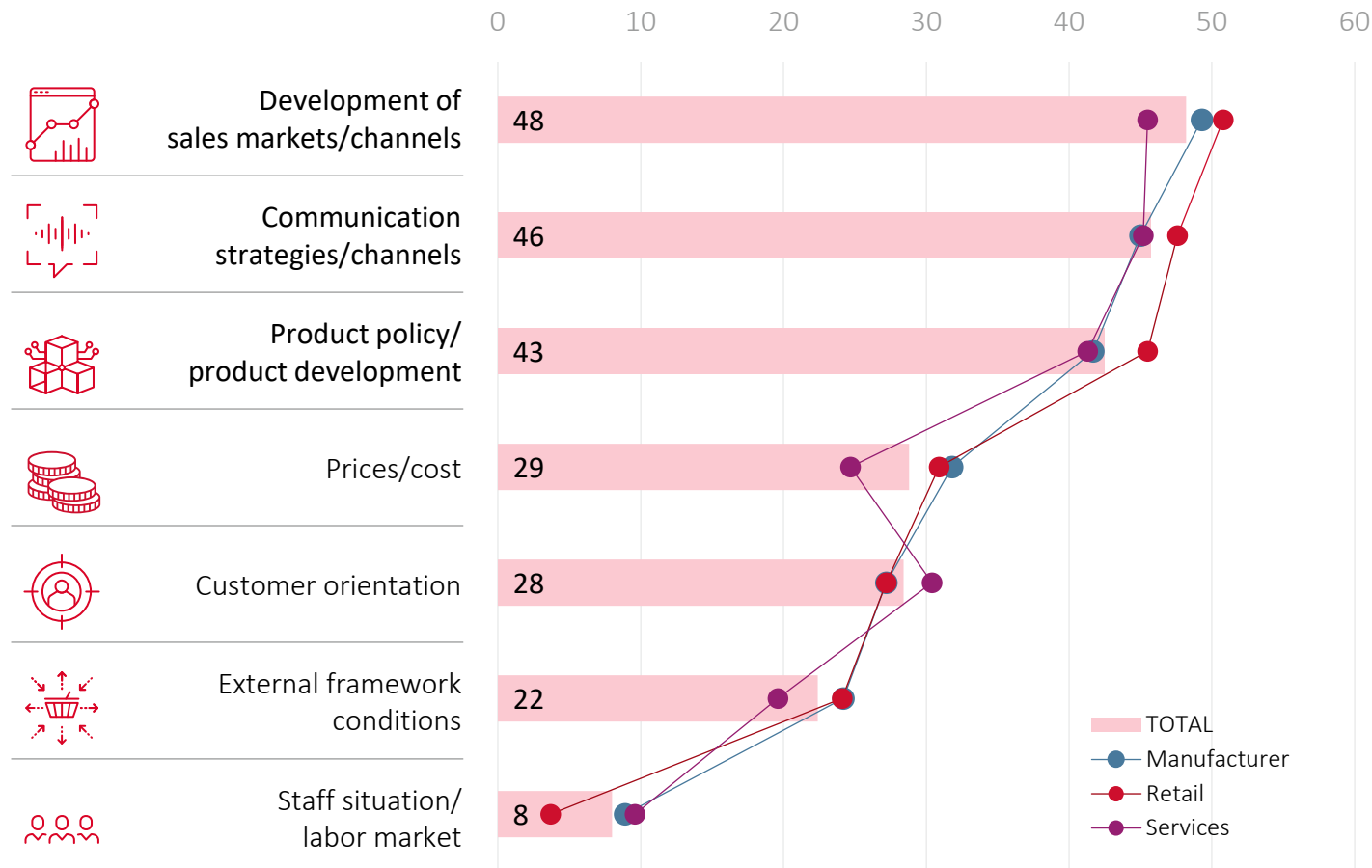
- > While the retail sector reports challenges in product policy/product development slightly more frequently than the other sectors, marketing managers in the service sector are less concerned about prices and cost. The latter is particularly important for marketers in the manufacturing and retail sectors.
- > When it comes to the staff situation/lack of qualified personnel, CMOs from manufacturers and services are more concerned than those from retail.



Greater differences can be seen in the differentiation criterion of company size: As far as current marketing problems are concerned, it makes a difference whether marketing is carried out by a listed corporation or a medium-sized enterprise.

- > Decision-makers from large companies with 250 or more employees mention slightly fewer marketing challenges on average than those from smaller companies. They report problems with customer orientation and external framework conditions comparatively frequently. Prices and cost, on the other hand, seem to play a lesser role here than in smaller companies.
- > Decision-makers from smaller companies with 50 to 99 employees report an above-average number of problems with regard to product policy and product development.
- > Those responsible in medium-sized companies with 100 to 249 employees are currently working relatively intensively on communication strategies/channels.

Manufacturing, retail or services – the sector affiliation has little influence on what decision-makers perceive as current marketing challenges.

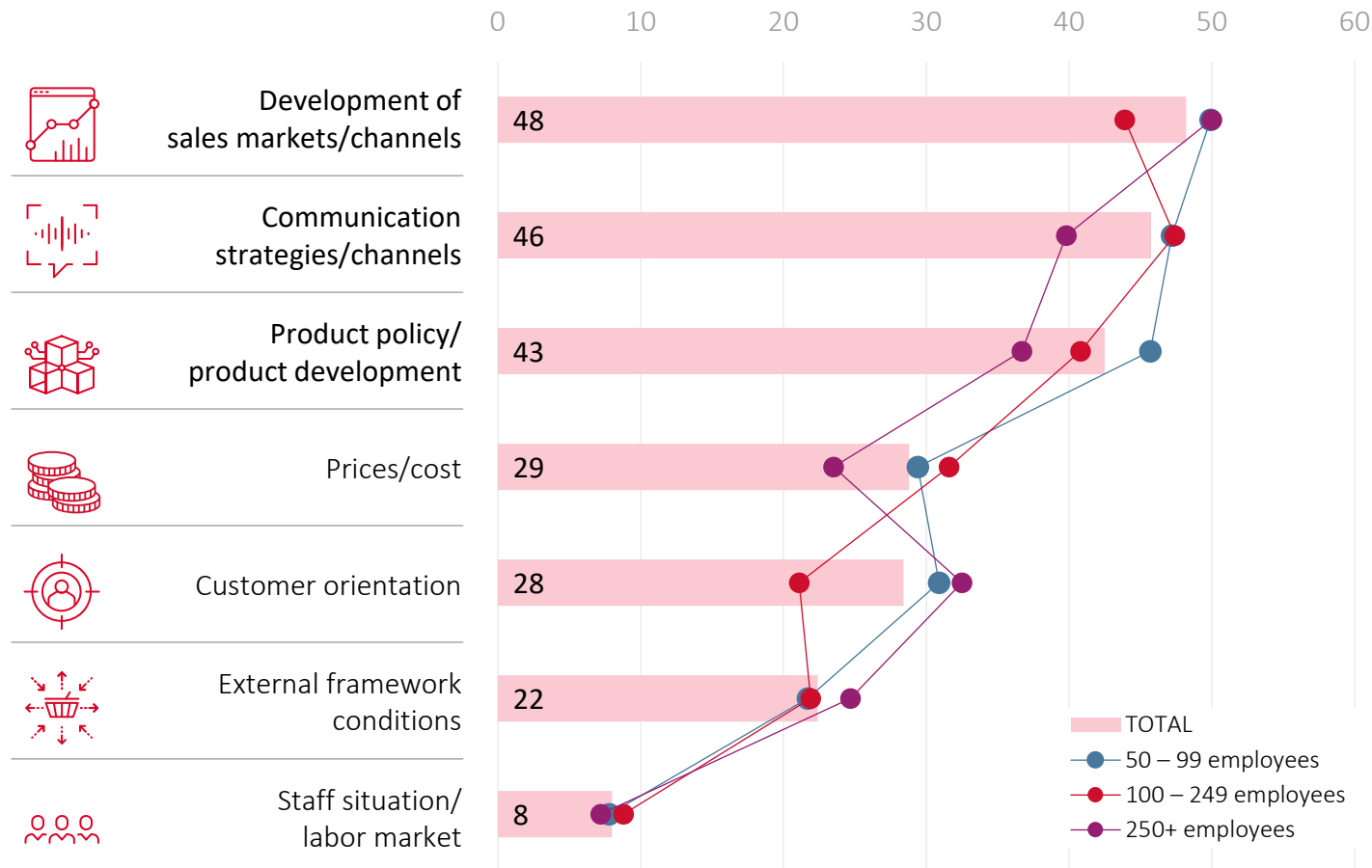


- > While the retail sector reports challenges in product policy/product development slightly more frequently than the other sectors, marketing managers in the service sector are less concerned about prices and cost. The latter is particularly important for marketers in the manufacturing and retail sectors.
- > When it comes to the staff situation/lack of qualified personnel, CMOs from manufacturers and services are more concerned than those from retail.

"Companies have a wide range of options when it comes to developing their markets, e.g. using various sales or marketing tools. When you think about tapping into or developing sales markets, what major challenges do you personally see for your industry?"

Unaided responses (net sum per topic) | multiple responses possible | BASE: all companies n = 805 | Values in %

Differentiation criterion company size: As far as current marketing problems are concerned, there are slight differences as to whether marketing is carried out by a listed corporation or a medium-sized enterprise.



- > Decision-makers from large companies with 250 or more employees mention slightly fewer marketing challenges on average than those from smaller companies. They report problems with customer orientation and external framework conditions comparatively frequently. Prices and cost, on the other hand, seem to play a lesser role here than in smaller companies.
- > Decision-makers from smaller companies with 50 to 99 employees report an above-average number of problems with regard to product policy and product development.
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"Companies have a wide range of options when it comes to developing their markets, e.g. using various sales or marketing tools. When you think about tapping into or developing sales markets, what major challenges do you personally see for your industry?"

Unaided responses (net sum per topic) | multiple responses possible | BASE: all companies n = 805 | Values in %

7 Trends in marketing tools: Summary – Sectors and company size



The affiliation to the manufacturing, retail or service sectors reveals few differences in terms of tool trends.



> When it comes to the future relevance of marketing tools, the retail sector stands out in online activities. Companies in this sector still seem to have some catching up to do regarding their online presence and e-commerce.



> Manufacturers and service providers also see online activities as an increasingly important marketing tool. This could be an indication that they want to intensify direct online trade, which could lead to increasing competition with retailers.

> Personal contact remains comparatively important for retailers.

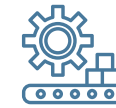
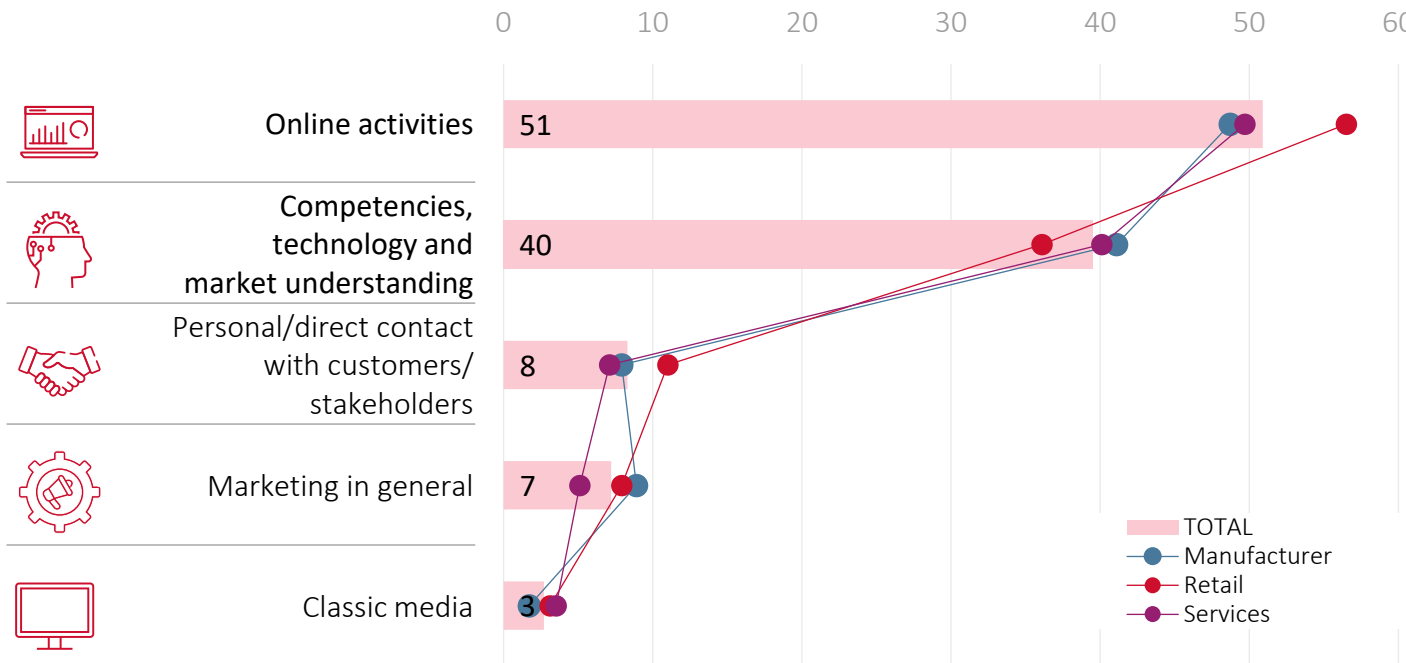


The size of the company does not seem to influence which marketing tools are expected to become more important.

> CMOs of all company sizes expect online activities to gain the greatest importance as a marketing tool in the future. Decision-makers from larger companies with 100 or more employees are slightly more likely to assume this than those from smaller companies.

> At the same time, marketing managers from small and medium-sized companies are slightly more likely than those from large companies to believe that tools in the area of competencies, technology and market understanding will become more important for their own sector in the coming years.

7 The sector affiliation reveals few differences in terms of tool trends.

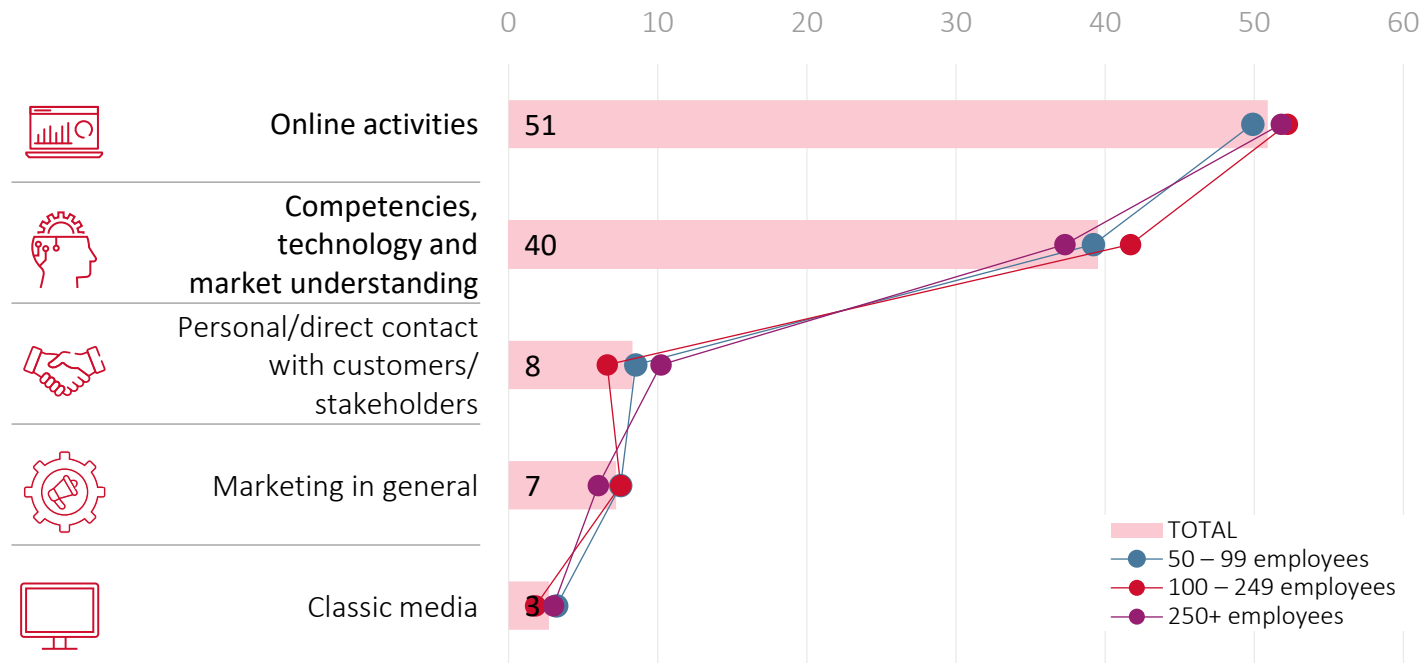


- > For marketers from the retail sector, online activities are still slightly more important than for those from manufacturing and services. At the same time, retail CMOs are slightly more likely to see the growing future importance of personal contact.
- > Marketing managers from manufacturers and services are slightly more likely than those from retail to believe that competencies, technology and market understanding will become more important for their sector in the coming years.

"Now thinking about the tools or opportunities that are available to you for tapping into or developing sales markets for your industry. Which tools do you think will become more important in the next few years?"

Unaided responses (net sum per topic) | multiple responses possible | BASE: all companies n = 805 | Values in %

Company size does not seem to influence which marketing tools are expected to increase in importance.



- > CMOs of all company sizes expect online activities to gain the greatest importance as a marketing tool in the future. Decision-makers from larger companies with 100 or more employees are slightly more likely to assume this than those from smaller companies.
- > At the same time, marketing managers from small and medium-sized companies are slightly more likely than those from large companies to believe that tools in the area of competencies, technology and market understanding will become more important for their own sector in the coming years.

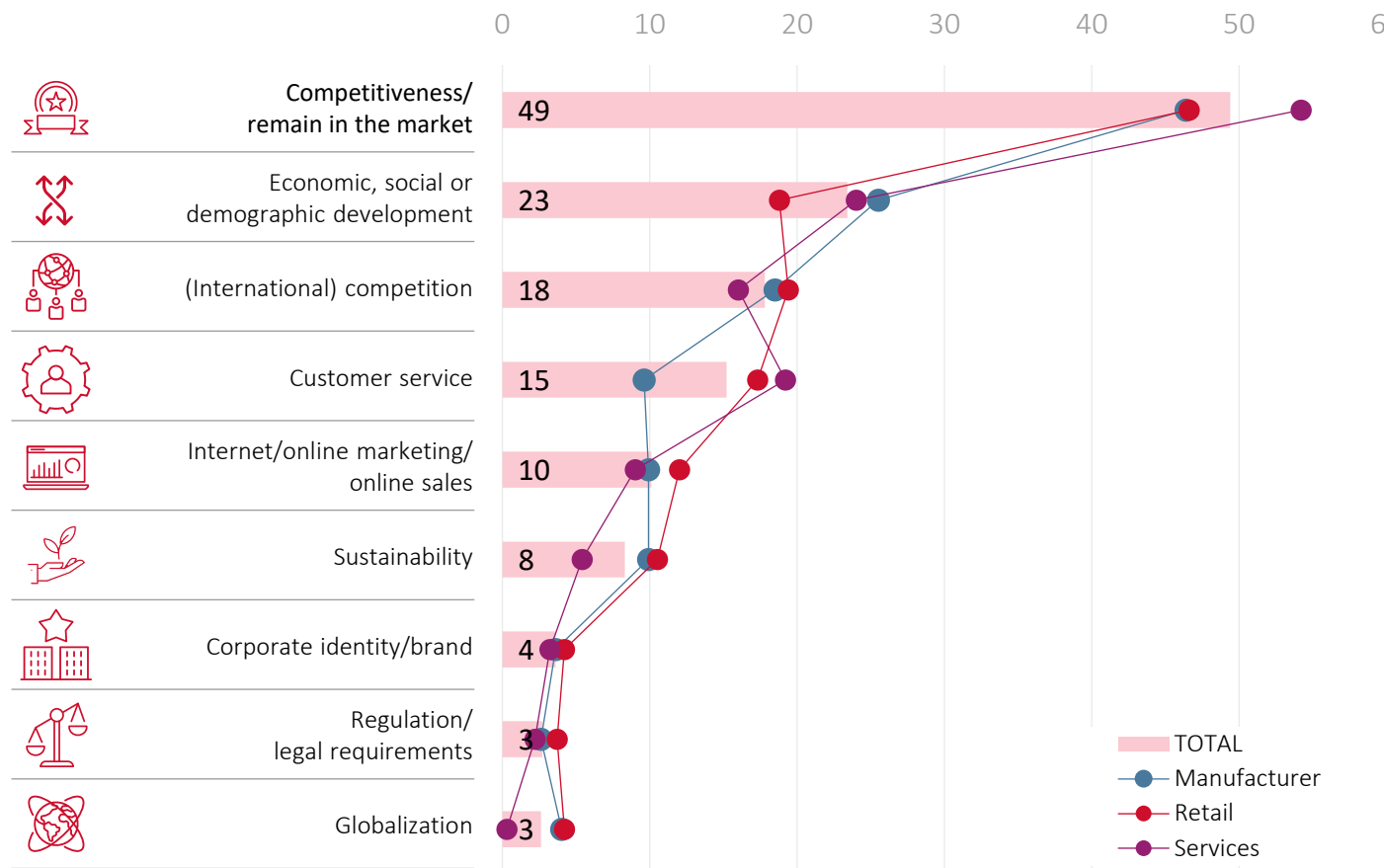
"Now thinking about the tools or opportunities that are available to you for tapping into or developing sales markets for your industry. Which tools do you think will become more important in the next few years?"

Unaided responses (net sum per topic) | multiple responses possible | BASE: all companies n = 805 | Values in %

7 Tomorrow's industry challenges from the perspective of marketing decision-makers: Summary – Sectors and company size

- By sector, service providers see fewer problems with sustainability, manufacturers with customer service.
 - > CMOs from all three sectors are most concerned about future competitiveness. Decision-makers from the service sector are slightly more concerned than those from other sectors.
 - > The opposite picture emerges for sustainability, which marketing decision-makers from the manufacturing and retail sectors more frequently describe as a relevant challenge for the future.
 - > Decision-makers from the manufacturing and services sectors are more likely to see economic, social or demographic developments as a future challenge.
- Factor of company size: Differences are particularly evident in the assessment of the economic, social or demographic development.
- > Overall, marketing decision-makers from large, medium-sized and small companies differ only slightly in their assessment of future industry challenges.
 - > Differences are particularly evident in the assessment of economic, social and demographic developments. Decision-makers in companies with 250 or more employees are slightly more concerned about this than smaller companies.
 - > For small companies with 50 to 99 employees, (international) competition is an above-average cause for concern.

Sector affiliation: service providers see fewer problems with sustainability, manufacturers with customer service

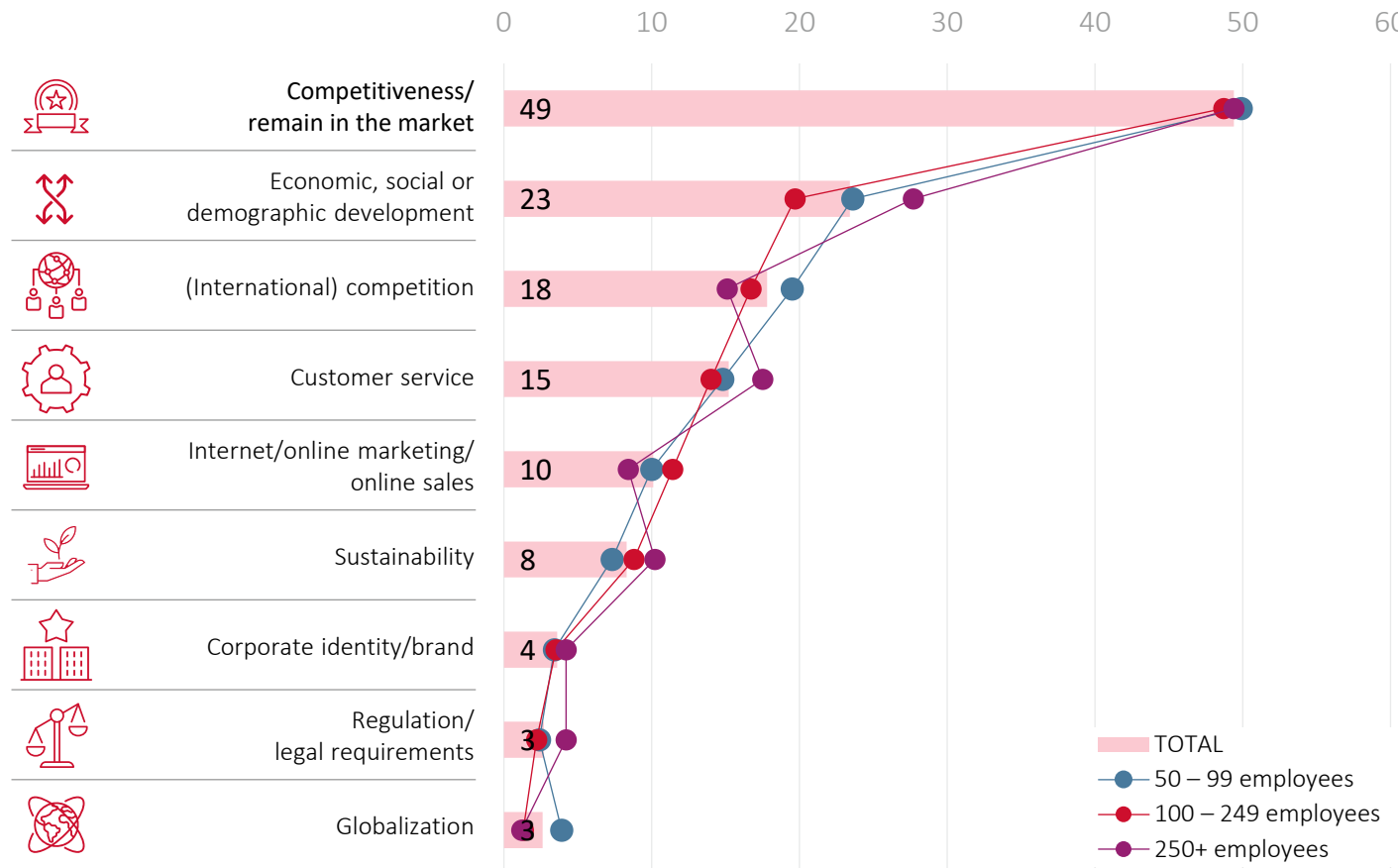


- > CMOs from all three sectors are most concerned about future competitiveness. Decision-makers from the service sector are slightly more concerned than those from other sectors.
- > The opposite picture emerges for sustainability, which marketing decision-makers from the manufacturing and retail sectors more frequently describe as a relevant challenge for the future.
- > Internationally, decision-makers from the manufacturing and services sectors are more likely to see economic, social or demographic developments as a future challenge.

"Everything is in a constant state of flux, which means that the demands on companies keep changing too. If you look a few years into the future, what major challenges do you personally see for your industry in the next 5-10 years?"

Unaided responses (net sum per topic) | multiple responses possible | BASE: all companies n = 805 | Values in %

Company size factor: Differences primarily in the assessment of the economic, social or demographic development.



- > Overall, marketing decision-makers from large, medium-sized and small companies differ only slightly in their assessment of future industry challenges.
- > Differences are particularly evident in the assessment of economic, social and demographic developments. Decision-makers in companies with 250 or more employees are slightly more concerned about this than smaller companies.
- > For small companies with 50 to 99 employees, (international) competition is an above-average cause for concern.

"Everything is in a constant state of flux, which means that the demands on companies keep changing too. If you look a few years into the future, what major challenges do you personally see for your industry in the next 5-10 years?"

Unaided responses (net sum per topic) | multiple responses possible | BASE: all companies n = 805 | Values in %



Information on the study and the report

7

Sample of the survey

Concept and questionnaire

Nuremberg Institute for
Market Decisions

Sample

805

Companies with 50 or more employees in the manufacturing, services and trade sectors (Selection by SIC codes, sectors with a focus on end customers). Target persons in the company (screening): Persons responsible for end customer marketing

Survey

GfK
Telephone Interviews
(CATI)
No quotas, but spread
according to sectors and
company size

Scope

3 open questions,
the answers were coded
based on the existing code
plan, supplemented by
current topics.

Period of the survey

**April 18th, 2023
until May 22nd, 2023**

Number of features Company statistics

8

7 Information on the study and the report

Questions

The questionnaire consists of open questions without any answer specifications, multiple answers are possible:

- > Companies have a wide range of options when it comes to developing their markets, e.g. using various sales or marketing tools. When you think about tapping into or developing sales markets, what major challenges do you personally see for your industry?
- > Now thinking about the tools or opportunities that are available to you for tapping into or developing sales markets for your industry. Which tools do you think will become more important in the next few years?
- > Everything is in a constant state of flux, which means that the demands on companies keep changing too. If you look a few years into the future, what major challenges do you personally see for your industry in the next 5-10 years?

Coverage

2023: 8 Countries worldwide

Previous waves: Germany only

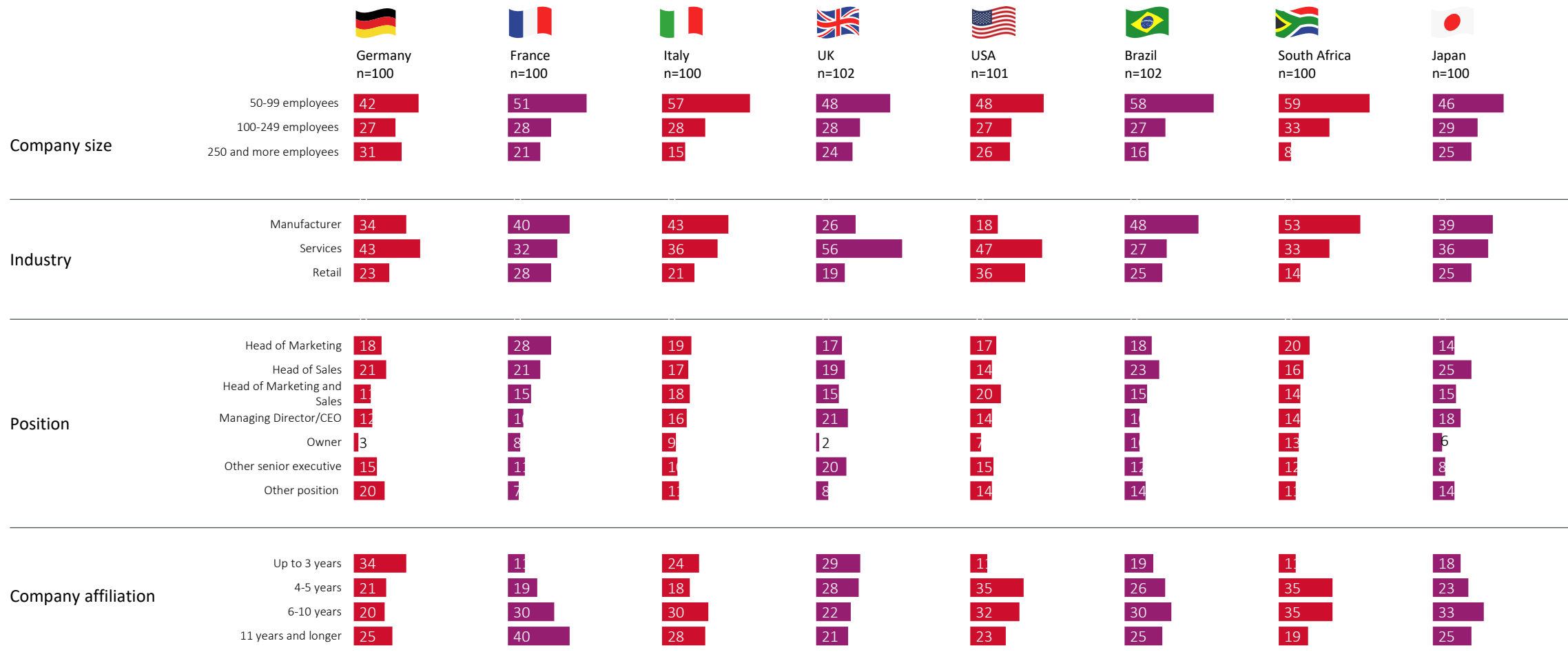
Charts

The values used in the data charts are rounded figures of, unless otherwise stated, net sums (topic was mentioned at least once)

Methodological changes compared to the previous waves (Germany only):

Year	Number of interviews	Method	Field Time	Notes
2023	100	CATI	April/May 2023	Companies with 50 or more employees in the following sectors: manufacturing/production (mainly consumer goods), energy/water/transport/communication, retail incl. motor vehicles, hospitality, banking/insurance/real estate, other services. Selection by SIC codes, sectors with a focus on consumers/end customers. No quota requirements. Target person: Responsible for consumer marketing, this can be the head of marketing or sales or someone from the management.
2019	200	CATI	October/November 2019	Companies with 50 or more employees in the manufacturing sector, production of consumer goods; selection by WZ system, sectors with a focus on consumers/end customers. No quota requirements. Target person: Responsible for marketing/sales
2016	600	CATI	September/October 2016	Companies with 50 or more employees in the following sectors: manufacturing/production, energy/water/transport, construction, retail incl. motor vehicles, hospitality, banking/insurance/real estate, professional services, other services and healthcare/social services. Quotas were based on sector and employee size class. Target person: Responsible for marketing/sales.
2015	601	CATI	September/October 2015	
2013	601	CATI	October/November 2013	

Survey sample in detail



BASIS: all companies n = 805 | values in %