# DUTCH EMAIL BENCHMARK 2016

The 2016 Edition



### **Dutch National Email Benchmark 2016**

In the face of a fast changing and uncertain environment email marketing is for many companies strategically important. In this report the Data Driven Marketing Association (DDMA) presents the Dutch annual email benchmark of 2016. This benchmark aims to provide insight into the effectiveness of campaigns and which drivers (e.g. time of day or a specific technique) make a campaign more effective. This year's benchmark includes 172k campaigns and 4.4 billions emails, provided by 7 Email Service Providers (ESP's ), which represents a substantial part of the total amount of campaigns that are sent in the Dutch market.

This year we introduce a new impact analysis through which we can address the impact of specific campaign characteristics on the Confirmed Open Rate (COR), Click Through Rate (CTR) and Click To Open Rate (CTO).

#### Some of the main findings this benchmark has uncovered

**Overall ratios.** The COR and CTR have remained steady when compared to last year. Both the COR and CTR show a -0,3% change; from 35,5% last year to 35,2% this year for the COR and from 7,3% last year to 7,0% this year for the CTR. The CTO shows a -1,1% change; from 18,6% last year to 17,5% this year. The CTO has shown a substantial decrease in the last couple of years from 22,1% in the 2012 benchmark to 17,5% this year.

**Campaign size.** There is a negative relationship between the campaign size and the COR, CTR and CTO. The larger size buckets have a lower COR, CTR and CTO compared to the average. We expect that smaller campaign sizes are better targeted to their audience and thus more relevant for the reader.

**Campaign frequency.** The campaign frequency shows a clear trend; the more campaigns sent by a company per year, the lower the COR, CTR and CTO. Although, lower ratios indicates that relatively less emails are opened and clicked upon when looking at a single campaign, this does not mean that the less emails are opened in absolute numbers.

**Timing.** Of all campaigns, 75% is sent during office hours. This varies across industries. Some industries (Retail eCommerce only, Leisure, Travel) prefer evenings and weekend hours more than others. These industries are related to leisure activities.

**Techniques.** From the techniques that are used in campaigns, both dynamic content and a personalised subject line significantly improve the COR, CTR and CTO. This is especially evident in industries like Charity and Telecom, which make good use of these techniques.

**Mobile usage.** Of all campaigns, 41% is opened on a mobile device and 59% on a desktop. This is a +10% change compared to last year's benchmark (31%). During the weekend half of the campaigns are opened on a mobile device. The percentage of clicks on a mobile device is 34%, which is slightly higher compared to last year (31%).

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### **Created by**

The DDMA Email Research and the Email ESP's Commission





PwC

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#### Diana Janssen

Dear reader,

The numbers tell the tale. When done well, email stands out as one of the most effective ways to reach target audiences. Marketers are always looking for statistics that express customer engagement towards their brand, marketing- or media channel. The DDMA Email Benchmark 2016 provides statistics for measuring engagement for open, click through and delivery rates, ideally within their sector of industry.

This year the benchmark is released in collaboration with PwC. This has resulted in a more extensive and in depth analyses of the data. For the first time we do not only describe the ratios and technique's used throughout the various campaigns and sectors of industry. We also use regression analyses to predict specific campaign metrics.

The response ratios remain more or less unchanged when compared to previous editions. However the regression analyses shows that variables like dynamic content, time sent or personalised subject lines can significantly influence the ratios. So a smart email marketer can immediately use the results in his own business strategies.

I would like to thank everybody who contributed to this year's benchmark. Foremost the participating Email Service Providers and their clients. I'm also grateful for the continuous input and feedback on the report from the DDMA Commissions Email Research and ESP's. Last but not least many thanks to the PwC team for their excellent work. Our joint efforts have led to a great result.

Diana Janssen Director DDMA

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In this report the DDMA presents the Dutch email benchmark of 2016. The report can be used to measure the effectiveness of individual campaigns. The data includes campaigns that are sent between January 2015 and December 2015, which is a substantial part of the total amount of campaigns sent in the Dutch market. More detailed comparisons can be made with the online tool on the DDMA-website: <a href="https://www.nationaleemailbenchmark.nl">www.nationaleemailbenchmark.nl</a>.

The first part of this report provides the traditional benchmark average ratios (COR, CTR and CTO) for all campaigns. The second part consists of more detailed overview for specific campaign attributes (size and frequency, timing, techniques and mobile usage). Thirdly, deep dives per industry are given in the respective detailed industry pages. To navigate through the rapport, the menus on both sides of the pages and/or the table of contents on the previous page can be used.

#### This year's changes

The report contains the standard ratios that have been used in the previous years (CTR, COR and CTO). However, we make use of two methods to calculate these ratios. Both methods serve a different purpose and are thoroughly explained in the appendix.

- 1. Descriptive method: What happened? (e.g. 4% of all campaigns used a personalised subject line)
- 2. **Predictive method** Q: What might happen next? (e.g. the use of a personalised subject line increases the COR with 1,8%)

For the second part of this report each of the attributes has a descriptive (description) page and a predictive (impact) page. For the third part of this report this is similar, each of the industries has a descriptive and predictive page.

A reading guide and list of definitions can be found in the appendix and can directly be accessed by clicking on the reading guide.

#### **BENCHMARK 2016**



# **OVERALL RATIOS**

This section contains the ratios for this year's benchmark. We provide an overall description of the ratios and of the impact of the B2B and B2C segmentation on the ratios.

### The COR and CTR remain steady at the high levels of last year, the COR still shows a negative trend

	COR	CTR	СТО
Total	35,2%	7,0%	17,5%
B2C	34,8%	6,8%	16,9%
B2B	36,3%	7,4%	18,9%
	AR	SBR	HBR
Total	99,1%	0,4%	0,6%
B2C	99,2%	0,3%	0,5%
B2B	98,7%	0,6%	0,7%

The average COR of all campaigns is 35,2%, this is slightly lower compared to last year (35,5%). Last year the COR increased after several years of a decreasing COR.

The average CTR of all campaigns is 7,0% which is comparable to the previous two benchmarks (7,3% and 7,3% respectively). The CTO is 17,5% which is slightly lower compared to last year's benchmark (18,6%). Over the last couple of years the CTO has shown a negative trend, declining from 22,1% in 2012 to 17,5% in this year's benchmark. For B2C and B2B campaigns there is a small variation in these ratios, with B2B having higher percentages than B2C campaigns. Again, it is important to note that it is hard to determine what factors have most influence on the fluctuation of these ratios.

The AR shows that 99,1% of emails is accepted which is higher compared to last year (98,9%). Both HBR (0,6%) and SBR (0,4%) dropped in comparison to last year (respectively 0,7%, 0,5%). Hence, the overall quality of delivery can be regarded as improved.

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# CAMPAIGN CHARACTERISTICS

This section contains the description of campaign characteristics and their impact on the ratios. We will touch upon campaign size and frequency, timing and techniques. For most of these characteristics two pages are included; the first page includes descriptive information and the second page the impact of each characteristic on the ratios.

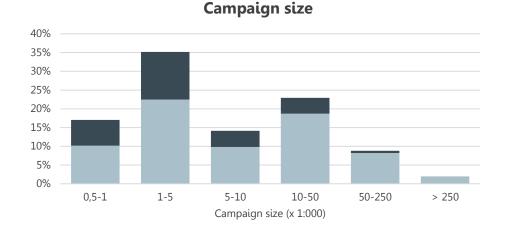
Description

Impact

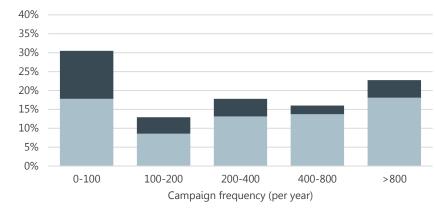
# Smaller campaign sizes are more often applied, lower campaign frequency is favoured

The graphs illustrate the campaign size and campaign frequency distribution across size buckets. The campaign size buckets are similar compared to last year. This year the concept of campaign frequency is newly introduced. The campaign frequency is simply the total amount of campaigns divided by the number of companies that send these campaigns. This gives an indication of how many campaigns customers receive.

It seems that smaller campaign sizes are more prevalent, with a peak in the size bucket 1-5. The distribution of campaign size buckets between B2B and B2C fluctuates. In B2B campaigns there is a preference for a smaller campaign size. Similarly, a smaller campaign frequency is favoured when sending B2B campaigns, whereas B2C is more evenly distributed across size buckets.



Campaign frequency (average per company)



■ B2C ■ B2B

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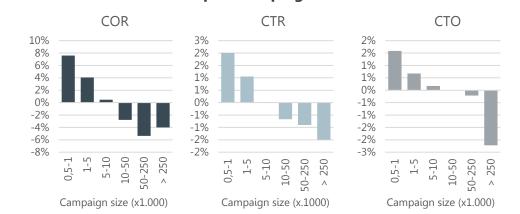
Description

Impact

### A large campaign size and a high frequency have a negative impact on the COR, CTR and CTO

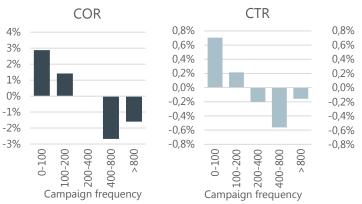
The campaign size has the largest impact on the ratios of all campaign variables measured in this report. The graphs below show each of the ratios, per campaign size bucket in relation to the average ratios. For each of the ratios the smallest size bucket provides the best ratios. The larger a campaign gets, the more negative the trend. The COR shows a deviation from this trend for its largest size bucket, which we cannot explain.

For the **campaign frequency** there is a similar downward trend. This indicates that when a company is sending more campaigns this has a negative impact on the COR, CTR and CTO.



Impact campaign size

#### Impact campaign frequency





Note: The percentages shown in these graphs, illustrate the deviation (subtract/add) from the average ratio.

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# Frequency

■ B2B

B2C

# Appendix

Of all campaigns, 75% is sent during office hours (Monday-Friday, 08:00-18:00)

Timing

Description

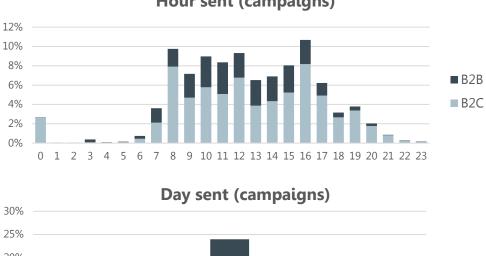
Impact

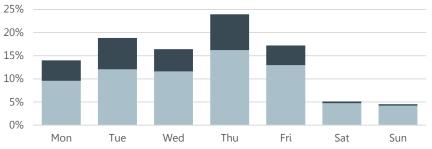
The graphs on the right show the distribution of sent campaigns by hour, day and month.

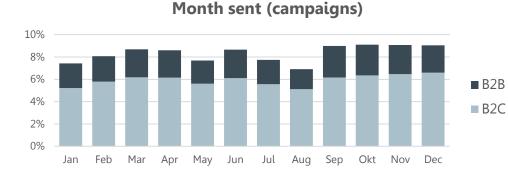
Most campaigns are sent between 08:00 and 18:00 (87%). In the evening, 10% of the mails are sent and at night (22:00 to 06:00) the remaining 3% is sent.

The largest part of campaigns is sent during working days (90% of all campaigns). For B2B campaigns this is 98%, which implies that there is hardly any activity during the weekends. B2C does show activity during the weekends, although this is significantly lower than during the week. Thursday is by far the most popular day for B2C and B2B campaigns with a total 24% of all campaigns that are sent.

The months show less variation than the hour or day. But we do notice that during the summer holiday months, July and August, less emails are sent. Similarly, May is less active as well, which is most probably related to the four national holidays and one or two weeks of school holidays. September to December is the most active period, which is probably a result of the Year-End campaigns. Accordingly, we see a small drop in activity around January as a follow up for this period.







#### Hour sent (campaigns)

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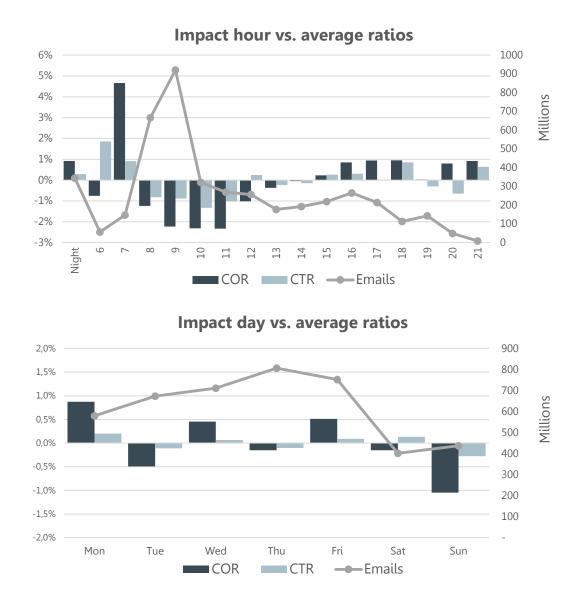
### *Total emailing volume has a negative impact on COR and CTR*

The graphs on this page show the ratios compared to average ratios, per hour and per day. The number of emails that are sent during the day is also visualised in the graph using a secondary axis on the right. The total emailing volume indicates how many emails are received at a specific time or day by consumers.

During the day the COR and the CTR behave quite similarly. We notice an increase in the COR and CTR around 07:00. Between 08:00 and 12:00 we notice a drop in both ratios, and at the end of the day there is an upward trend again. This is true for both ratios. Based on this information it could be argued that these moments are popular for sending an email, since the COR and CTR are high.

The number of emails that are sent during the day show opposite behaviour compared to the ratios. This suggests that the larger the number of emails that customers receive, the likelihood of opening/clicking declines. This means that there is something to gain in planning the moment of sending emails.

For working days we see a similar relation between the amount of emails sent and the ratios. Most emails are sent on Thursday, which is one of the least performing days to send a campaign. The least amount of emails are send on a Monday, while the ratios are the highest. During the weekend, the ratios are lower, which is most evident on Sundays.



Note: The percentages shown in these graphs, illustrate the deviation (subtract/add) from the average ratio.

Description

📿 Impact

Appendix

### Charity is the most advanced industry in terms of overall adoption of techniques

Of these three, responsive design appears to be the most often used technique

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# Size and Frequency

Timing

**Dynamic content Personalised subject line Responsive design** 1 1 1 2 2 2 3 3 3 Hotel Charity Charity Auto-Leisure 83% Telecom (96%) (36%) Energy motive (91%) (14%) (89%) **Adoption Adoption** Adoption **Total Total Total** 35% 4% 68% 41% 5% 73% B2C B2C B2C **B2B** 18% **B2B** 3% **B2B** 56%

# Techniques

Description

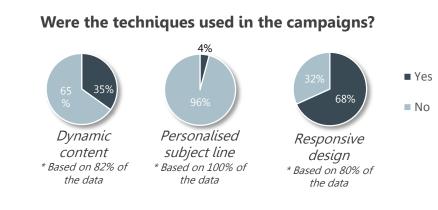
O Impact

### *Dynamic content and a personalised subject line significantly improve all ratios*

Email marketing has many techniques of which several are used frequently. Dynamic content, personalised subject lines and responsive design are measured in this report. Here we show how frequent these techniques are used and their impact on the COR, CTR and CTO. The effect of each of the techniques is identified separately. The percentage shown in the table is the average impact a technique has on the average ratios and the mobile vs. desktop distribution.

The right table indicates that most techniques improve all ratios and mobile usage. For responsive design this is slightly different, where no effect was found on the CTR and CTO (not significant) and a little effect on the COR.

In more than half of the campaigns, **dynamic content** is not applied. This while it has the largest positive impact on all ratios. The impact on the COR is profound, a 4,8% increase. **Personalised subject lines** are only used in a few campaigns. It also has a positive effect on all three ratios when used. **Responsive design** is applied in more than half of the campaigns. However, it appears to have a negative effect on the COR and no significant effect on the CTR and CTO. Considering that responsive design is only visible after opening an email, it is expected that the negative effect on COR has to do with a technical aspect of measuring. A responsive design does improve the ratio of mobile usage vs. desktop.



Technique	COR	CTR	сто	% Mobile opens	% Mobile clicks
Dynamic content	+ 4,8%	+ 1,82%	+ 2,88%	+ 2,7%	+ 2,5%
Personalised subject line	+ 1,8%	+ 0,87%	+ 1,31%	No effect	+ 1,3%
Responsive design	- 0,97%	No effect	No effect	+ 0,7%	+ 1,74%

Note: The percentages shown in the table, illustrate the deviation (subtract/add) from the average ratio.

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# **MOBILE USAGE**

This section describes the mobile usage in this year's benchmark. The difference between mobile usage and desktop usage is highlighted. Additionally, we show the impact of time (hour and day) on mobile usage.

### *In 2015 41% of all emails were opened on a mobile device*

Last year this was 30%

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Mobile use is becoming more and more common in today's digital world. We also see this in the percentage of emails that are opened or clicked upon on mobile devices. This is based on all opens and clicks. Last year's benchmark indicated that 30% of all emails were opened on

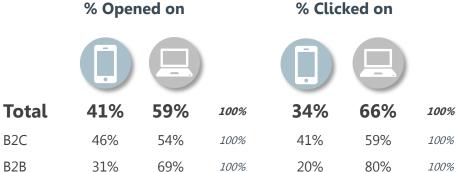
mobile devices. This year's benchmark, containing data for 2015, shows an increase of 11%, with a total of 41% of emails opened on mobile devices. In some industries mobile use has already overtaken desktop use with 53% of all opens on a mobile device.

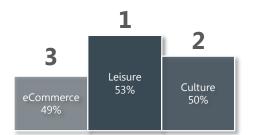
Mobile

Description

The percentage of clicks also shows an increase compared to last year's benchmark. This year 34% of all clicks came from mobile. The CTO is still higher for desktops compared to mobile devices in 2015. Our expectation is that next year will be the tipping point, where mobile devices will outweigh the desktop usage in the B2C market.

Especially in B2C campaigns the use of mobile devices is more common, with 46% opens and 41% clicks. There is a slower adoption of mobile in B2B campaigns, with half the amount of clicks and onethird the amount of opens.





Top 3 industries which campaigns are most often opened on mobile devices

### Mobile devices are used more outside office hours

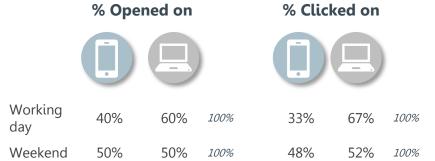
Mobile

Description

These graphs show the percentage of mobile opens and clicks per campaign, by time of the day. The other percentage that is not shown is opened on a desktop, combined it ads up to 100%.

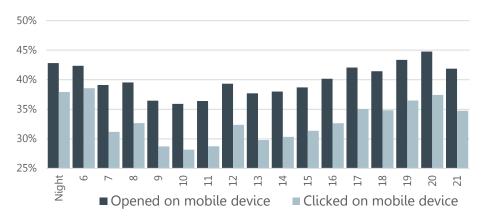
During office hours on a working day, a desktop is used more than average. Outside office hours the usage of mobile is a lot higher, especially at night. The averages are shown in the table below. In the weekends the mobile usage is a lot higher than during the week with 50% off all opens on mobile and 48% of all clicks. In the weekend the evening and nights again performs better than average. These are the times when people are more often found sitting on the couch watching television or lying in bed. Places where desktops are usually not found

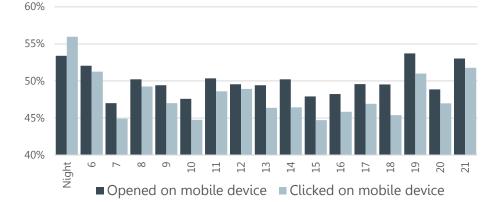




Time of sending a campaign on a working day

Time of sending a campaign on a weekend day





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# INDUSTRIES

This section contains industry specific information. First, we show the differences between the industries in size and ratios. Second, for each industry we discuss descriptive information on the first page. For the five largest industries, a second page is included in which we discuss the impact of variables on the ratios. The second page is not included for all industries due to small sample sizes. We refer to the reading guide for more detailed information on how to read this section.

Media

Retail

Culture

Education

Telecom

**Business services** 

Leisure

Banking

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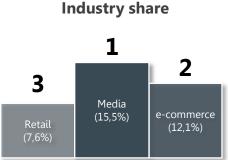
eCommerce

### Media and publishing and Retail are responsible for approximately half of the emails that are sent

Media and publishing has the highest number of campaigns. This is a result of the high campaign frequency. In this sector consumers receive a relatively large amount of campaigns.

Even though retail (ecommerce only) has the second largest industry share campaign wise, it sends almost 40% of all mails. This is explained by the high average campaign size.

Retail (mixed) has the third largest industry share and has the largest number of companies that are sending campaigns.



Industry	Campaigns	Emails (millions)
Media & Publishing	26.679 (15,5%)	413 (9,5%)
Retail (eCommerce only)	20.689 (12,1%)	1.727 (39,6%)
Retail (mixed)	13.011 (7,6%)	312 (7,1%)
Culture & Entertainment	10.423 (6,1%)	190 (4,3%)
Education	7.870 (4,6%)	60 (1,4%)
Telecom Services & Equipment	7.265 (4,2%)	201 (4,6%)
Business Services	6.021 (3,5%)	56 (1,3%)
Leisure	4.683 (2,7%)	119 (2,7%)
Banking & Insurance	4.128 (2,4%)	45 (1,0%)
Healthcare	3.692 (2,2%)	36 (0,8%)
Travel	3.527 (2,1%)	199 (4,6%)
Energy & Natural Resources	3.495 (2,0%)	25 (0,6%)
Construction Services	2.736 (1,6%)	26 (0,6%)
Not for profit	2.639 (1,5%)	30 (0,7%)
Industry & Producers	2.597 (1,5%)	12 (0,3%)
Charity	2.058 (1,2%)	81 (1,9%)
Hotel & catering	1.936 (1,1%)	145 (3,3%)
ICT & Internet	1.849 (1,1%)	31 (0,7%)
Automotive	1.791 (1,0%)	89 (2,0%)
Government	1.760 (1,0%)	12 (0,3%)
Wholesale	1.241 (0,7%)	15 (0,3%)
Agriculture	974 (0,6%)	5 (0,1%)
Transportation & Logistics	684 (0,4%)	4 (0,1%)
Fast Moving Consumer Goods	422 (0,2%)	7 (0,2%)
Other / unknown	39.515(23,0%)	523 (12,0%)
	171.684	4.363

\* Additional information on industry level can be found in the appendix.

Frequency Size and

Timing

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Industries

General information Media

eCommerce

Retail

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**Business services** 

Leisure

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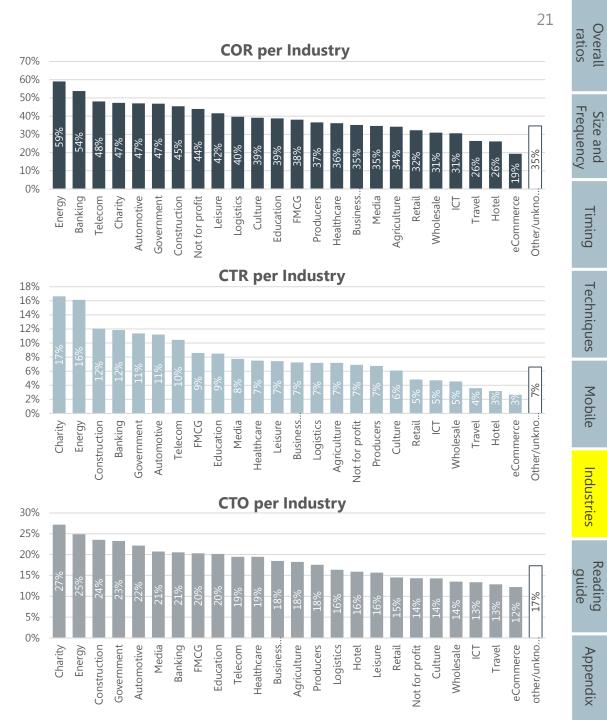
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*The charity and energy industry have the highest overall ratios* 

The graphs visualise the COR, CTR and CTO per industry ranking from high to low. We notice quite some variation between the industries. *Energy and utility* and *Charity* dominate for all three ratios.

If an industry has lower ratios, it does not indicate that the industry is performing worse than others. It could be explained by factors that are not measured in this benchmark, an example of this is given below.

**Example:** Some industries often sell yearly subscriptions such as the telecom and energy industry. Consumers are more likely to open or click on campaigns that are distributed around the time their subscription ends, simply because the timing makes them more relevant. In some industries, companies can anticipate on this but this is not the case for each industry, for example in retail (eCommerce only). Such an industry sells multiple items a year and has a broad variety of articles in their web shops. Their campaigns can be individually tailored to the customer's preference, demographics and online behaviour during previous web visits.



Media

eCommerce

Retail

Culture

Education

Telecom

**Business services** 

Leisure

Banking

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### Media and publishing (1/2): Highest campaign frequency but small campaigns resulting in average ratios

i		publishing	industry include	es 413 million emails sent ir	26.679 campaigns.	Adoption techniques	B2C	B2B
	Ratios:		Average			•		1
	Average campaig	gn size*:	Low			Dynamic content	69%	11%
	Campaign freque	ency*:	Very high			Personalised	2%	0%
	Timing:			e hours, high peak between 1	2:00 and 01:00	subject line	270	0.00
	Technique adopt	ion:	High (except p	personalised subject line)		Responsive	69%	71%
	Mobile usage:		Below average			design	0070	, 1,0
		$\bigcirc$	*	<b>%</b> /0		% Mobile device	B2C	B2B
	Total	34,6%	7,8%	20,7%		Opens	39%	27%
	B2C	35,3%	7,6%	19,7%		Clicks	31%	18%
	B2B	33,4%	8,1%	22,3%				
	B2C ■ B2B	20%	Hour se	ent (campaigns)	Day sent (cam	paigns) Month	n sent (camp	paigns)
		150/			25%	8%		
		15% ——			20%	6%		
38	%	10% —			15%			
						4%		

10%

5%

0%

21 22 23 Mon

Tue

Wed

Thu Fri Sat Sun 2%

Jan

Feb Mar Apr May

0% \_\_\_\_\_\_\_\_ \* These numbers can be found in the appendix

5%

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Size and Frequency

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Oct Nov Dec

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General

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eCommerce

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Q Media

### Media and publishing (2/2): High ratios outside office hours

-4%

-6%

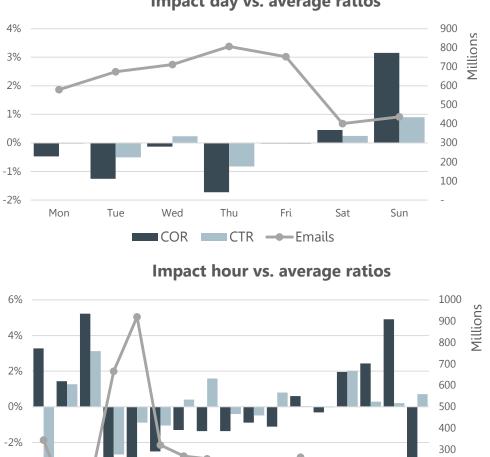
Night

For the media and publishing industry we see that the weekend, especially Sunday shows the best COR and CTR. This is guite different from the overall benchmark where Sunday is the least performing day.

The best COR's and CTR's are found outside office hours, which is in line with the overall benchmark. The night seems to be a good time for opens in the media and publishing industry but the worst time for clicks. Also between 21:00-22:00 there is a big dip in predicted COR.

All techniques seems to have either no significant impact or a negative one. This is not in line with overall data except for the negative impact of responsive design on the COR's. 305 campaigns used a personalised subject line in 2015 in the media and publishing industry. With the data available no explanation is found why they perform considerably less.

Technique (% known in data)	COR	CTR
Dynamic content (51%)	No effect	-1,3%
Personalised subject line (100%)	-8,4%	-3,1%
Responsive design (74%)	-1,1%	No effect



COR CTR — Emails

### Impact day vs. average ratios

Mobile

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### Retail (eCommerce only) (1/2): Highest email volume resulting in low ratios

5	<b>The retail (</b> Ratios:	eCommerce onl			<b>sent in 20.689 campaigns.</b> with 2,7% compared to 7%	Adoption techniques	B2C	B2B
		npaign size*:	High	e. Especially the entries tow		Dynamic content	53%	0%
eral	Campaign f Timing:	1 0	High	y morning, weekend high o	compared to average	Personalised subject line	1%	1%
ation	Technique a	adoption:	The adoption	, , ,	C is high with 89%. Personalised	Responsive design	89%	3%
lia	Mobile usag	je:	High with alm	, , , , , , , , , , , , , , , , , , ,		5		
merce								
il		$\bigcirc$				% Mobile device	B2C	B2B
re	Total	19,3%	2,7%	12,2%		Opens	49%	38%
	B2C	19,2%	2,7%	12,2%		Clicks	49%	39%
tion	B2B	30,0%	3,0%	9,5%				
om	■ B2C ■ B2B	400/	Hours	sent (campaigns)	Day sent (campai	-	h sent (camp	paigns)
ervices		40% —— 35% ——			16%	10% 9%		
re	1%	30% — 25% —			14% 12% 12% 10%	8%		
ng		20%			8%	5%		
	99%	10%		III	4%	2%		
	* These numbers can be foun	, 0	- О м 4 и 0 Р	8 110 100 100 100 100 100 100 100 100 10		Sun Jan %0 Mar Abr	May Nul Jul Aug	Sep Oct Nov Dec

24 Overall ratios

Timing

Frequency Size and

Techniques

Mobile

Media

eCommerce Retail Culture Education Telecom

#### **Business services**

Leisure

Banking



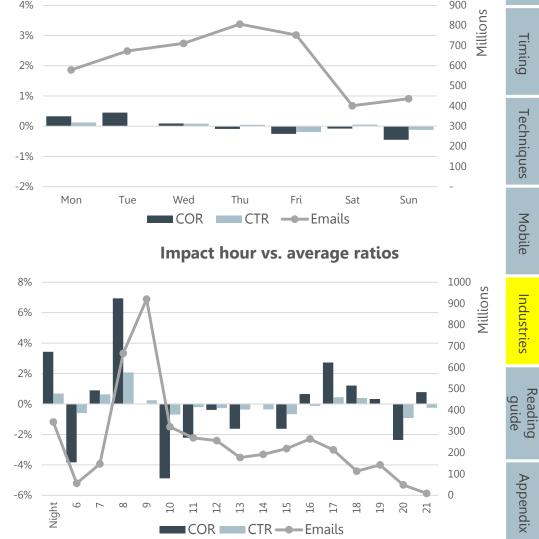
For retail (eCommerce only) we see that the weekday a campaign is sent has a small impact on the COR's and CTR's. Monday and Tuesday perform slightly better and Friday and Sunday slightly worse.

Between 08:00 and 09:00 is the best time to send an email in the retail (eCommerce only) industry which is the only hour that considerably scores above average. As can be seen in the previous slide, 38% of the campaign in this industry are send at this hour which make all other hours perform under average.

Dynamic content is used in roughly half the campaigns and on average lowers the COR with -3,4% but increases the CTR with 1,0%. A personalised subject line is hardly used in the retail (eCommerce only) industry and when it is done it seems to have a negative effect. Responsive design is widely used with 88% adoption and works well in this industry with higher COR of 2,1% and higher CTR of 0,7%.

Technique (% known in data)	COR	CTR
Dynamic content (99%)	-3,4%	1,0%
Personalised subject line (100%)	-2,1%	-0,7%
Responsive design (98%)	2,1%	0,7%





-requency

Timing

Techniques

Mobile

Industries

Media

Retail

Culture

Education

Leisure

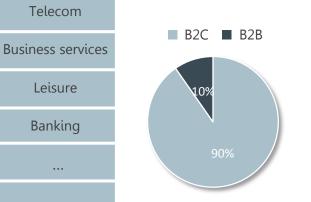
Banking

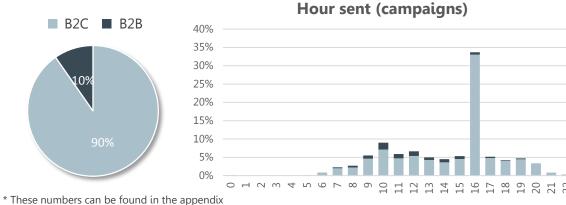
...

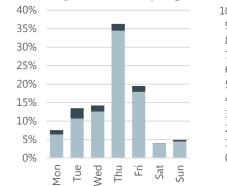
eCommerce

### Retail (mixed) (1/2): Low CTR and a strong focus on 16:00 till 17:00

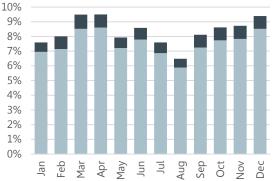
In the retail	l (mixed) indus	try 312 million	emails are sent in 13.011 cam	npaigns.	Adoption	B2C	B2B
Ratios:		Below average	e. The CTR is especially low wit	h 4,8% compared to 7%	techniques		
Average can	mpaign size*:	Below average	е		Dynamic content	13%	20%
Campaign fr	requency*:	Average			Personalised	2%	0%
Timing:		Thursday is by	y far the most popular day with	a 36% of all campaigns. Between	subject line	270	070
			00 is extremely popular with 33		Responsive	73%	53%
Technique a	adoption:		5	ow with 13% compared to 41% on	design		
		5	her industries. Personalised sub	ject lines adoption is low too			
Mobile usag	ge:	Slightly below	/ average				
	$\bigcirc$		8/				
					% Mobile device	B2C	B2B
Total	32,2%	4,8%	14,5%		Opens	42%	18%
B2C	32,2%	4,9%	14,8%		Clicks	40%	19%
B2B	32,1%	4,1%	11,9%				
		Hour s	ent (campaigns)	Day sent (campaig	ns) Month	sent (cam	paigns)
B2C 🔳 B2B	40%			40%	10%		







23



Frequency Size and General

information

Media

🔿 Retail

Culture

Education

Telecom

**Business services** 

Leisure

Banking

eCommerce

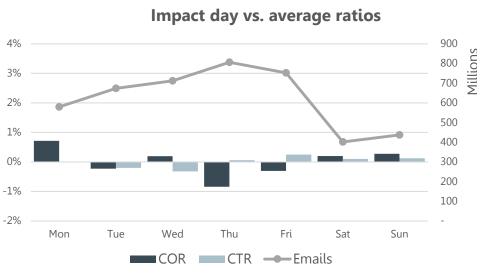
# *Retail (mixed) (2/2): High ratios between 15:00 and 22:00, day has low impact*

For the retail (mixed) we see that the weekday on which a campaign is sent has a small impact on the COR's and CTR's. Monday and the weekend have better COR's while Friday has the best CTR.

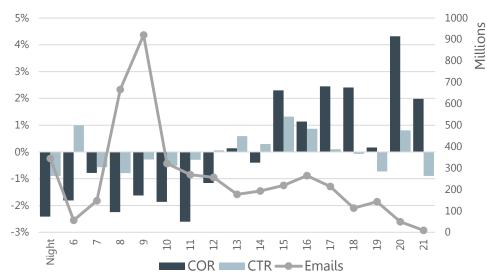
Before 12:00 the ratio's are below average and after 12:00 scores better than average.

Dynamic content is used in only 14% of the campaigns but increases the COR with 5,6%. Also the CTR increase with 1,0% when dynamic content is used. A personalised subject line is hardly used in the retail (mixed) industry and when it Is done it seems to lower the COR with -1,4% but increase the CTR with 1,5%. Responsive design is used in almost three quarters of the campaigns but lowers the COR with -2,2%. The CTR however, increases with 0,6%.

Technique (% known in data)	COR	CTR
Dynamic content (83%)	5,6%	1,0%
Personalised subject line (100%)	-1,4%	1,5%
Responsive design (76%)	-2,2%	0,6%



Impact hour vs. average ratios



Industries

Mobile

requency

Timing

Techniques

Gene

Med

eCom

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Cultu

Educat

Teleco

Leisu

Banki

Business s

# *Culture and entertainment (1/2): COR is higher than average, the CTR and CTO are lower*

2		and entert	-	25 million emails an		npaigns	5.			Adopt techni				B2C		B2E	\$
	Ratios: Average campa	ian sizo*:	Above averag Below averag	e (COR) and below av	erage (CTR, CTO)					Dynam				53%		1%	,
	Campaign frequ	0	Above average							Persor				60/		100	,
neral	Timing:	, ,	During office	hours with a peak bet	ween 16:00 and 17:	:00				subjec	t line			6%		13%	2
nation	Technique ador	otion:	-	ent adoption is high f						Respo				38%		38%	, 0
dia	Mobiloucago		•	subject line it is highe	r and for responsive	e design	lower			design							
	Mobile usage:		Average														
nmerce				3													
tail		$\bigcirc$								% Mol	bile d	evice		B2C		B2E	3
ture	Total	39,1%	6,1%	14,3%						Opens				46%		27%	, D
	B2C	39,3%	6,1%	14,3%						Clicks				46%		27%	, C
ation	B2B	35,3%	5,3%	13,6%													
com			Hour s	ent (campaigns)		D	av sen	t (cam	paigns	)		Mont	h sei	nt (ca	mnai	anc)	
services	■ B2C ■ B2B	20% —				25% —		. (		12%				it (ca	input	giis)	
Services		15% —				20% —				10%					_		
sure	۶%	13%				15% —				8%	ъĨ			_	÷	H	
king		10% —			-	10% -	: T.I.			6%		_					-
kung	94%	5% —			_				_	4%					H		
••	9470					5% -				2%							-
		0% -	1 0 m 4 m 0 h	8 9 11 9 8 11 9 8 11 11 11 11 11 11 11 11 11 11 11 11 1	117 119 20 21 23 23	0%	Mon Tue Wed	Thu Fri	Sat	0%	Jan Feb	Mar Apr	May	un(	Aug Sep	Oct Nov	
	* These numbers can be found in t	he appendix:				4	∑⊢≥	F	S, V		- L	2 4	Σ		A N	νz	

28

Dec

#### General information Media

eCommerce

Retail

Q Culture Education

Telecom

**Business services** 

Leisure

Banking

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Culture and entertainment (2/2): High COR on Monday, low ratios
between 08:00 and 09:00 in the morning.

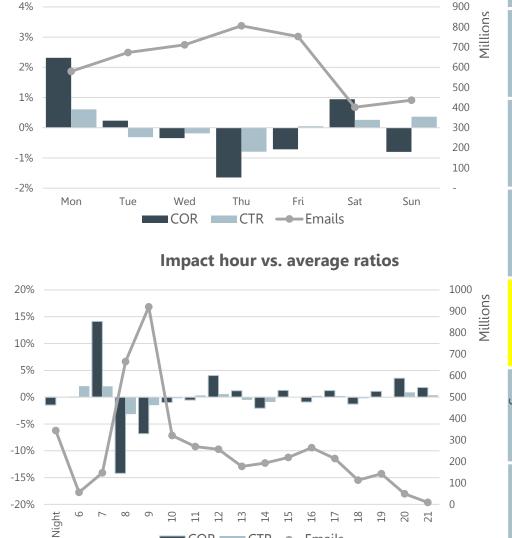
For the culture and entertainment industry we see that Monday works really well with the highest COR's and CTR's Saturday is the next best day. Thursday performs least with -1,6% COR and -0,8% CTR.

The hour sent has an a great positive impact between 07:00 and 08:00 with 14% higher COR and 2% higher CTR. The following two hours between 08:00 and 10:00 are the worst performing with again high delta's. The remaining hours are all near the averages.

Dynamic content is used in half of the campaigns and increases the COR with 4,1%. Also the CTR increase with 2,6% when dynamic content is used. A personalised subject line is hardly used in the culture and entertainment industry and when it is done it seems to increase the COR with 1,2%. Responsive design is used in 38% of the campaigns and lowers the COR with -0,6%.

Technique (% known in data)	COR	CTR
Dynamic content (96%)	4,1%	2,6%
Personalised subject line (100%)	1,2%	No effect
Responsive design (86%)	-0,6%	No effect





COR CTR — Emails

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Media

Retail

Culture

Education

Telecom

Leisure

Banking

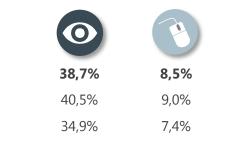
•••

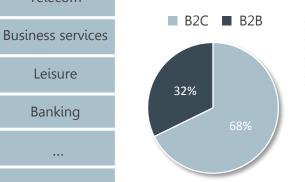
eCommerce

### Education (1/2): Small campaigns with a high focus on office hours



The education industry includes 60 million emails sent in 7.870 campaigns.			B2C	B2B
Ratios:	Above average	techniques		
Average campaign size*:	Small with 7k compared to 33k on average	Dynamic content	38%	16%
Campaign frequency*:	Average	Personalised	3%	2%
Timing:	High focus on office hours	subject line	570	570
Technique adoption:	The adoption of responsive design is high for B2C	Responsive	82%	57%
Mobile usage:	Below average	design	0270	5770
Average campaign size*: Campaign frequency*: Timing: Technique adoption:	Small with 7k compared to 33k on average Average High focus on office hours The adoption of responsive design is high for B2C	Dynamic content Personalised subject line	38% 3% 82%	16% 3% 57%

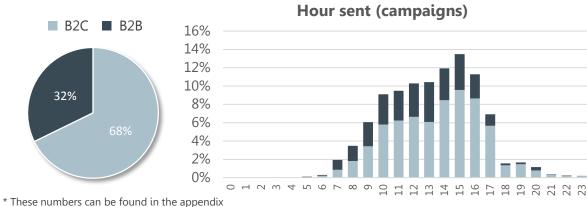




Total

B2C

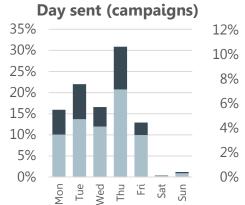
B2B



20,1%

20,1%

20,3%



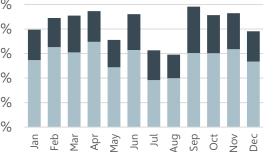
Opens	34%	25%
Clicks	27%	20%

B2C

B2B

% Mobile device

## Month sent (campaigns)



Media

eCommerce

Retail

Culture

QEducation

Telecom

#### **Business services**

Leisure

Banking

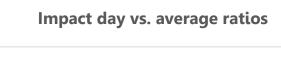
# *Education (2/2): High ratios on Sunday, higher ratios between 13:00 and 18:00*

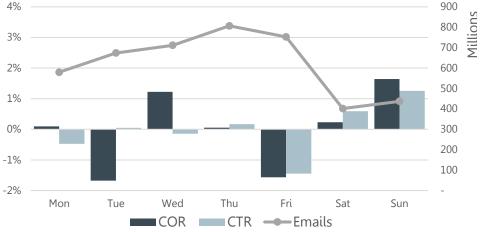
For the education industry we see that Sunday works really well with the highest COR's and CTR's. Saturday is the next best day. This is different from average where Sunday is the least performing day

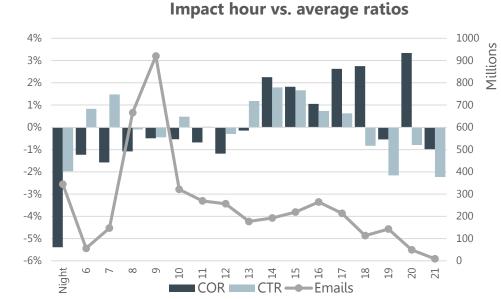
Educational campaigns are best opened in the afternoon and evening and best clicked upon in the afternoon between 13:00 and 16:00. The evening and night perform below average.

Dynamic content is used in only 30% of the campaigns but increases the COR with 3,0%. Also the CTR increase with 1,0% when dynamic content is used. A personalised subject line is hardly used in the education industry and when it Is done it seems to increase the COR with 3,4%. Responsive design is used in three quarters of the campaign and lowers the COR with -4,5%.

Technique (% known in data)	COR	CTR
Dynamic content (73%)	3,0%	1,0%
Personalised subject line (100%)	3,4%	No effect
Responsive design (72%)	-4,5%	No effect







-requency

Timing

Techniques

31

Media

Retail

Culture

Education

Telecom

**Business services** 

Leisure

Banking

•••

eCommerce

# Telecom services and equipment: High ratios and high adoption of techniques

<i>In the teleco</i> Ratios:	om services an		•	<b>are sent in 7.265 campaigns.</b> ompared to 35% on average	Adoption techniques	B2C	B2B
Average cam	paign size*:	Average			Dynamic content	74%	59%
Campaign fr Timing:		High with 227	<sup>7</sup> compared to 58 campaigr on office hours	ns on average	Personalised subject line	12%	1%
Technique ad Mobile usage		Very high, esp Average	pecially for B2C campaigns		Responsive design	99%	58%
	$\bigcirc$	4			% Mobile device	B2C	B2B
Total	48,0%	10,4%	19,5%		Opens	46%	22%
B2C	50,5%	11,8%	21,3%		Clicks	42%	18%
B2B	38,5%	5,4%	12,3%				
B2C ■ B2B	20% —	Hour s	ent (campaigns)	Day sent (campai	gns) Month	sent (cam	paigns)
	15% —			20%	10%		
21%	10% —			15%	8%		111
79%	5% —			10%	2%		
	0% —				0%		

19 20 21 22 23 23

17 18

14 15 16 Mon Tue Wed Thu Sat Sun

Fri

\* These numbers can be found in the appendix

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8 01

Appendix

Jan Feb Mar Jun Jul Aug Sep Oct Nov Techniques

Timing

Frequency

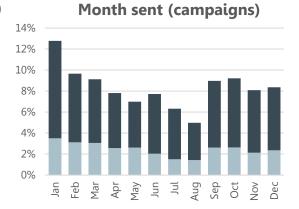
32

### Business services: Average overall ratios while average campaign size is small

р	<i>i</i> In the busines	s services in	dustry 56 millio	n emails are sent	in 6.021 campaigns.				
	Ratios:		B2C campaig	ns perform better f	or all ratios, especially	the COR	τ		
_	Average campa	aign size*:	Low with 9k compared to 33k on average Below average						
	Campaign freq	uency*:							
General	Timing:		Strong focus	on office hours			S		
information	Technique ado	ption:	Dynamic cont	tent adoption is hig	gh for B2B with 35% cc	ompared to 18% on	F		
Media			-	onalised subject ac ve design is less ac		er than average 13% vs.	С		
eCommerce	Mobile usage:		Below averag	e					
Retail		$\bigcirc$	4				0		
Culture	Total	35,2%	7,3%	18,5%			(		
	B2C	41,0%	8,8%	18,9%			(		
Education	B2B	32,7%	6,6%	18,2%					
Telecom			Hour s	sent (campaigns	s)	Day sent (cam	paigns)		
Business services	■ B2C ■ B2B	14% —				30%			
		12% —		-		25%			
Leisure	30%	10% —— 8% ——				20%			
Development	30%	8% —				15%			
Banking	70%	4%				10%			
		2%				5%			
		0% -				0%			
	* These numbers can be found in	the appendix	Ч О М <del>4</del> М О Р	8 111 12 13 14 13	116 117 118 119 119 20 21 22 23 23		Sat Sun		

Adoption techniques	B2C	B2B
Dynamic content	38%	35%
Personalised subject line	13%	2%
Responsive design	56%	43%

% Mobile device	B2C	B2B
Opens	37%	23%
Clicks	35%	21%



33 Overall ratios

Media

Retail

Culture

eCommerce

### Leisure: High COR, technique adoption and mobile usage

34

Size and Frequency

#### **Adoption** B2C B2B In the leisure industry 119 million emails are sent in 4.683 campaigns. techniques Ratios: Above average, especially the COR 9% Dynamic content 73% Average campaign size\*: Average Campaign frequency\*: Above average Personalised 4% 9% subject line Timing: High peak between 19:00 and 20:00 High for dynamic content and responsive design Technique adoption: Responsive 90% 0% design Mobile usage: High % O Total 41,5% 7,4% 15,7%

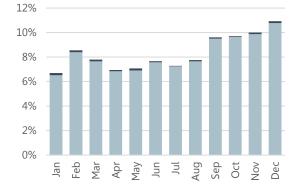
Day sent (campaigns)

Wed

Mon Tue Thu Fri. Sat Sun

% Mobile device	B2C	B2B
Opens	51%	22%
Clicks	43%	23%

#### Month sent (campaigns)



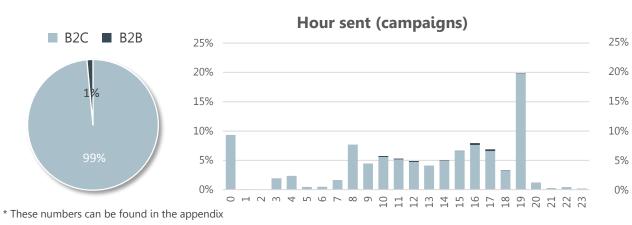
### B2C Education B2B Telecom ■ B2C ■ B2B **Business services** Leisure 1% Banking ...

41,5%

44,9%

7,5%

3,1%



15,8%

8,8%

...

Leisure

Banking

Healthcare

Travel

Energy

Construction

Not-for-profit

Producers

•••

### Banking and insurance: Small campaigns with high ratios and strong focus on office hours



<b>The bankin</b> Ratios:	g and insuranc	<b>e industry inclu</b> High for all ra	<b>des 45 million emails sent i</b> atios	n 4.128 campaigns.	Adoption techniques	B2C	B2B
	npaign size*:	5	k compared to 33k on averag	e	Dynamic conte	nt 60%	15%
Campaign frequency*: Average Timing: Strong focus on office hours					Personalised subject line	3%	8%
Technique a	doption:	The adoption		onsive design is high for B2C or these techniques	Responsive design	86%	43%
Mobile usag	e:	Below averag	e				
	$\bigcirc$		B/			_	
					% Mobile devi	e B2C	B2B
Total	53,7%	11,8%	20,5%		Opens	38%	14%
B2C	49,5%	11,7%	21,4%		Clicks	30%	11%
B2B	57,6%	11,9%	19,7%				
		Hour s	sent (campaigns)	Day sent (cam	paigns) Mo	nth sent (cam	paigns)
B2C ■ B2B	14% —			30%	12%		
	12% —			25%	10%	_	_
	10% —			20%	8% -		
2% 48%	8% —		_	15%	6%		
<b>62%</b> 48%	6%			10%	4%		
	2% —			5%	2%		

E Z E

 $\infty$ б 10 L4 L5 L6 L7

18 20

21 22 23

0%

Mon Tue Wed Fri

Sat Sun

\* These numbers can be found in the appendix

0%

0

Frequency Size and

Timing

Nov Dec

Oct

Mar Apr Jun Jul Aug Sep

Jan Feb

...

Leisure

Banking

Healthcare

Travel

Energy

Construction

Not-for-profit

Producers

•••

### Healthcare: Ratios slightly above average and a small average campaign size

Sat Sun

Mon Tue Wed Fri

Mar Apr May Jul Aug Sep

Jan Feb

Nov Dec

Oct



i	In the healthcar	re industry	16 million emai	ls are sent in 1.898	campaigns.		Adoption techniques	B2C	B2B
	Ratios:		Slightly above	e average			-		
	Average campaig	gn size*:	Small with 11	k compared to 33k or	n average		Dynamic content	15%	27%
	Campaign freque Timing:	ency*:	Average Tuesday and <sup>-</sup>	Гhursday are popular	days. The busiest hour is	between 07:00	Personalised subject line	3%	0%
	Technique adopt	tion:	and 08:00 Average				Responsive design	70%	57%
	Mobile usage:		Average						
		$\bigcirc$	4				% Mobile device	B2C	B2B
	Total	36,1%	7,5%	19,5%			Opens	40%	35%
	B2C	38,2%	6,9%	16,8%			Clicks	38%	31%
	B2B	34,1%	8,1%	21,9%					
	B2C ■ B2B	20% —	Hour s	ent (campaigns)	35%	Day sent (campaigns	) Month	sent (cam	paigns)
		20%	_		30%				
		15% —			25%		8%		
	400/	10%			20%		6% -		
51	49%			aller i	15%		4%		
		5% —	- 11		5%		2%		

14 15 16 17

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00

18 21 23 23 23

\* These numbers can be found in the appendix

0%

0

Frequency Size and

Timing

Techniques

# *Travel: Low ratios and a large average campaign size*

Wednesday is the most popular day for sending emails, while Monday scores

Dynamic content is hardly used in B2C with 8% compared to 41% on average

Large with 56k compared to 33k on average

12,9%

12,9%

11,4%

General information

Leisure

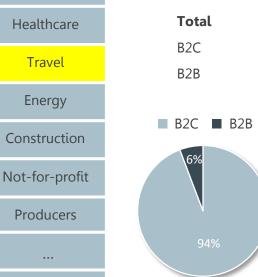
Banking

Travel Energy

Construction

Producers

•••



Ratios:

Timing:

Average campaign size\*:

Campaign frequency\*:

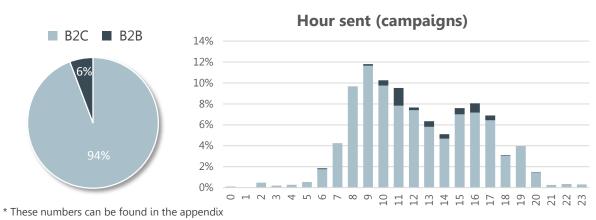
Technique adoption:

26,3%

24,9%

49,2%

Mobile usage:



In the travel industry 199 million emails are sent in 3.527 campaigns.

Above average

below average

Average

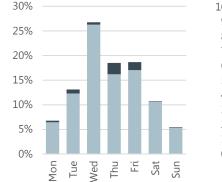
3,6%

3,5%

5,9%

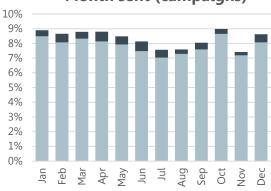
Low

Dav	sent	(cam	paigns)
Duy	50110	(cam	pargiis/



B2C	B2B
8%	35%
2%	0%
76%	67%
	8% 2%

% Mobile device	B2C	B2B	Ľ
Opens	45%	29%	
Clicks	41%	25%	



Reading guide

37 Overal ratios

Size and Frequency

Timing

Techniques

Mobile

Industries

# Energy and natural resources: High ratios, small average campaign size and high adoption of techniques

Ratios:

Timing:

Total

B2C

B2B

Average campaign size\*:

Campaign frequency\*:

Technique adoption:

Mobile usage:

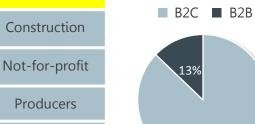
General
information

Healthcare

Travel Energy

Construction





Hour sent (campaigns) 18% 16% 14% 12% 10%

59,0%

61,1%

44,6%

Very high

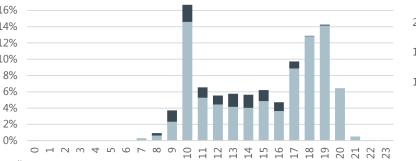
High

Below average

16,1%

17,2%

9,0%



The energy and natural resources industry includes 25 million emails sent in 3.495 campaigns.

Small with 7k compared to 33k on average

Focus on office hours and early evenings

24,9%

25,9%

17,7%

High with 121 campaigns compared to 58 on average

	Day	sent	(campaigns)
25%			

20%								1 1
15%								1
10%								
5%								
0%	Mon	Tue	Wed	Thu	Fri	Sat	Sun	

Adoption techniques	B2C	B2B
Dynamic content	81%	11%
Personalised subject line	8%	0%
Responsive design	91%	63%

% Mobile device	B2C	B2B
Opens	45%	22%
Clicks	33%	12%

# 14

### Month sent (campaigns)

										-	
					_		_	_			
							T				
									ł		
				ł					ł		
				ł					ł		
Jan	Feb	Mar	Apr	٩ay	nn	Jul	Aug	Sep	Oct	VoV	Dec

\* These numbers can be found in the appendix

# Construction services: High ratios and a small average campaign size

Ratios:

Timing:

Total

B2C

B2B

Average campaign size\*:

Campaign frequency\*:

Technique adoption:

45,4%

54,1%

38,7%

18%

16%

14%

12%

10% 8%

> 6% 4%

2% 0%

N 1 0

6 7 4

000 10

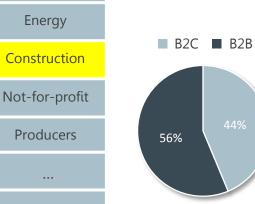
Mobile usage:

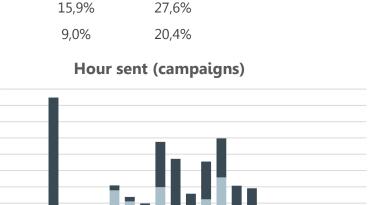
\* These numbers can be found in the appendix

# General information Leisure Banking Healthcare Travel Energy

Construction

Producers





11 12 13

9

L5

23,5%

The construction services industry includes 26 million emails sent in 2.736 campaigns.

Small with 10k compared to 33k on average

Focus on office hours, except the peak of B2B-campaigns between 03:00

High for dynamic content, whereas personalised subject line adoption is low. Responsive design is low in B2C, although it is much higher than in B2B.

High for all ratios

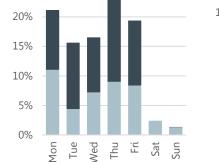
Average

and 04:00

Average

12,0%





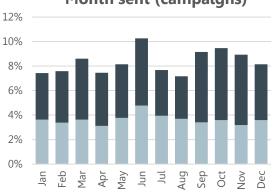
techniques		
Dynamic content	79%	21%
Personalised subject line	4%	1%
Responsive design	23%	73%

B2C

B2B

**Adoption** 

% Mobile device	B2C	B2B	
Opens	42%	30%	
Clicks	43%	28%	



Month sent (campaigns)

Industries Reading guide

Frequency Size and

Timing

Techniques

Mobile

...

Leisure

Banking

Healthcare

Travel

Energy

Construction

Not-for-profit

Producers

• • •

# Not-for-profit: High COR and high adoption of dynamic content

40

Ratios:			emails are sent in 2.639 campa high with 44% compared to 35%	6 on average. The CTR is average	techniques		
		resulting in a		5	Dynamic content	44%	51%
	mpaign size*:		k compared to 33k on average		Personalised	1%	1%
Campaign f	requency*:	Average	( (C ) )		subject line		
Timing:	dontion		focus on office hours than avera	age	Responsive design	89%	42%
Technique a Mobile usag	•	Slightly below	n of dynamic content		design		
	<b>j</b> = •						
	$\bigcirc$				% Mobile device	B2C	B2B
Total	43,9%	6,9%	14,3%		Opens	38%	23%
B2C	44,3%	6,9%	14,0%		Clicks	30%	19%
-							
B2B	38,6%	7,6%	18,4%				
B2B			18,4% sent (campaigns)	Day sent (campaigr	ns) Month	sent (camı	paigns)
B2B				Day sent (campaign	<b>12%</b> Month	sent (cam	paigns)
B2B B2C ■ B2E						sent (camp	paigns)
B2B	<b>3</b> 12% —			30%	12%	sent (cam	paigns)
B2B B2C ■ B2E	3 12% — 10% —			30% 25%	12% 10%	sent (cam	paigns)

0%

21 22 23

9

00

19

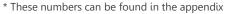
Mon Tue Wed Thu 0%

Sat Sun

Fri

Jan Feb

Mar Apr Jun Jul Aug Sep Oct Nov



0%

- О



# Industry and producers: Average ratios in spite of very small campaign size

	i

Ratios:

Timing:

Total

B2C

B2B

Average campaign size\*:

Campaign frequency\*:

Technique adoption:

Mobile usage:

General
information

Not-	for-	profi

Ρ	r	0	d	u	C	e	r	S

Charity

Hotel ICT

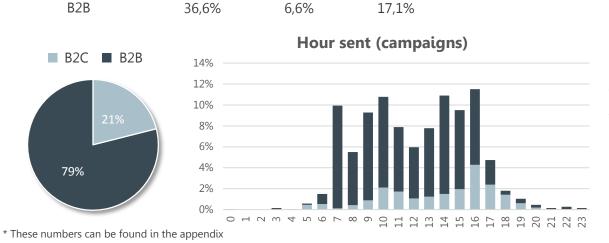


Governmen



•••

	B2C	B2B
t		21%
	79%	,



17,5%

19,1%

The industry and producers industry includes 12 million emails sent in 2.597 campaigns.

Strong focus on office hours

of responsive design

Very small with 5k compared to 33k on average

Low with 30 campaigns compared to 58 on average

The adoption of the techniques is low compared to the average in B2C

campaigns. The B2B market adopts techniques much better with the exception

Average

Low

6,8%

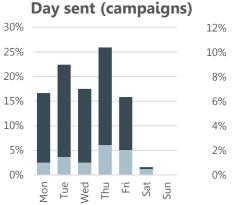
7,2%

36,5%

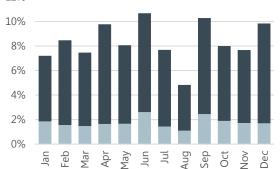
36,3%

Adoption techniques	B2C	B2B
Dynamic content	32%	39%
Personalised subject line	1%	7%
Responsive design	57%	41%

% Mobile device	B2C	B2B
Opens	23%	18%
Clicks	21%	16%



### Month sent (campaigns)



41 Overal ratios

Frequency

Not-for-profit

Producers

Charity

Hotel

ICT

Automotive

Government

Wholesale

...

# Charity: Very high ratios and high adoption of techniques

Very high in spite of above average campaign size and campaign frequency

42

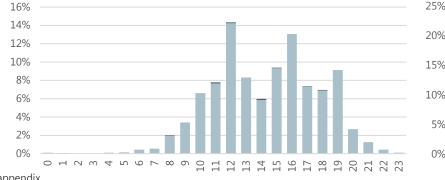
#### Opens 27,2% Clicks 27,2% 24,1% Hour sent (campaigns) **Day sent (campaigns)** 25% 20% 15% 10% 5%

Mon

Tue

Wed Thu

Fri. Sat Sun



The charity includes 81 million emails sent in 2.058 campaigns.

Slightly above average

Focus at the end of the year

Very high for all techniques

Above average

Average

16,6%

16,7%

8,8%

inpaigns)		Month Sent
	12%	
_	10%	
	8%	
	6%	
	4%	
	2%	
	0%	

Feb

Jan

**Adoption** 

techniques

Personalised

subject line

Responsive

design

Dynamic content

% Mobile device

# Month sent (campaigns)

B2C

69%

36%

96%

B2C

44%

38%

B2B

8%

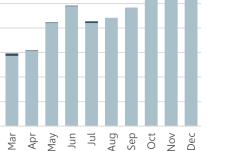
0%

88%

B2B

27%

28%



\* These numbers can be found in the appendix

Ratios:

Timing:

Total

B2C

B2B

■ B2C ■ B2B

1%

Average campaign size\*:

Campaign frequency\*:

Technique adoption:

47,2%

47,3%

32,0%

Mobile usage:

...

Not-for-profit

Producers

Charity

Hotel

ICT

Automotive

Government

Wholesale

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# Hotel and catering: Low ratios and a large average campaign size

43

Nov Dec

Oct

Mar Apr Jun Jul Aug Sep

l The hotel a	nd catering ind	dustry includes :	L45 million emails se	nt in 1.936 campaigns.	Adoption techniques	B2C	B2B
Ratios:		Very low			•	<b>.</b>	2.0.0/
Average can	npaign size*:	High with 75	compared to 33k on	average	Dynamic content	84%	39%
Campaign fr Timing:	equency*:	Below averag Strong focus		veen 14:00 and 18:00 and spring months	Personalised subject line	0%	0%
Technique a	doption:	March, April a The adoption	2	high and the other techniques low	Responsive design	28%	50%
Mobile usag	e:	Average					
			H				
	$\mathbf{O}$		10		% Mobile device	B2C	B2B
Total	26,1%	3,2%	15,9%		Opens	47%	18%
B2C	26,0%	3,2%	15,9%		Clicks	36%	18%
B2B	31,7%	4,1%	13,9%				
■ B2C ■ B2B		Hours	sent (campaigns)	Day sent (campaig		sent (camp	paigns)
DZC DZD	25% —			30%	20%		
	20% —			25%	15%		
2%	15% —			20%	-		
	10% —			15%	10%		
98%	5% —		1	5%	5% —		

18 20

21 22 23 23

0%

Mon

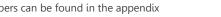
Tue Wed Thu

Fri.

Sat Sun

Jan Feb





0%

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Not-for-profit

Producers

Charity

Hotel

ICT

Automotive

Government

Wholesale

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# ICT and internet: Low ratios in spite of small campaign size

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tic	en
Š	a

44

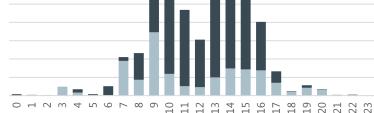
#### techniques Low for all ratios especially B2C campaigns Ratios: Dynamic content 16% 12% Low with 17k compared to 33k on average Average campaign size\*: Campaign frequency\*: Low with 23 campaigns compared to 58 on average Personalised 10% 6% subject line Timing: Strong focus on office hours Technique adoption: The adoption of dynamic content is low but the other techniques are adopted Responsive 74% 58% design more than on average Mobile usage: Below average % Mobile device B2C B2B Opens 38% 19% Total 30,5% 4,7% 13,3% Clicks 35% 18% B2C 23,4% 2,3% 8,7% B2B 34,0% 5,9% 15,6% Hour sent (campaigns) Day sent (campaigns) Month sent (campaigns) ■ B2C ■ B2B 35% 16% 14% 14% 30% 12% 12% 25% 10% 10% 20% 8% 15% 6% 10% 4% 5% 2%

0%

\* These numbers can be found in the appendix

0%

68%



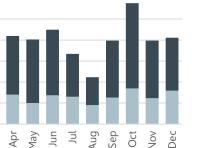
The ICT and internet industry includes 31 million emails sent in 1.849 campaigns.



**Adoption** 

B2C

B2B



info

Not-

Pro

Aut

Gov

Wholesale

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# Automotive: High ratios and techniques well adopted

10%

5%

0%

Mon

Tue

Wed

Thu Fri Sat Sun

18 20 23 23 23 23

σ	<i>i</i> The automotiv	ve industry	includes 89 mill	ion emails sent i	n 1.791 campaigns.			Adoptio	
2	Ratios:		High for all ra	tios			- I	techniqu	les
_	Average campa	nign size*:	Large with 50	k compared to 33	k on average			Dynamic	content
	Campaign freq	uency*:	Average					Personali	ised
General	Timing:		High peak at I	11:00, 16:00 and 2	0:00			subject li	ne
formation	Technique ado	ption:	High for all te	chniques				Responsi	ive
	Mobile usage:		Below average	e				design	
t-for-profit									
roducers		$\bigcirc$						% Mobil	e device
Charity	Total	47,0%	11,2%	22,1%				Opens	
	B2C	49,0%	12,2%	23,2%				Clicks	
Hotel	B2B	41,5%	8,6%	19,3%					
ICT	■ B2C ■ B2B		Hour s	ent (campaign	s)		nt (campaigns)		Month
Itomotive	BZC BZB	14% —				25%		12% —	
		12% —				20%		10% —	
overnment	27%	10%				15%		8% —	
	2770	8%		- E -				6%	

15 15 16

17

43% 28% 37% 25% **Month sent (campaigns)** 

B2C

75%

9%

94%

B2C

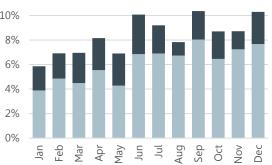
B2B

38%

29%

63%

B2B



45 Overall ratios

Size and Frequency

Timing

Techniques

Appendix

6%

4%

2%

0%

N 1 0

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# Government: High ratios with a small average campaign size, low mobile usage



Ratios:

Timing:

Total

B2C

B2B

Average campaign size\*:

Campaign frequency\*:

Technique adoption:

Mobile usage:

General information

Not-for-profit

Producers

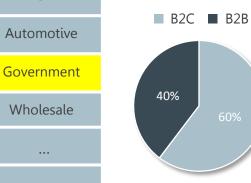
Charity

Hotel ICT

Automotive

Wholesale

•••



\* These numbers can be found in the appendix



 $\infty$ 0 0

The government industry includes 12 million emails sent in 1.760 campaigns.

Strong focus on office hours

Small with 7k compared to 33k on average

23,2%

24,7%

Low adoption except for dynamic content in B2C campaigns

00

20

9

23

High for all ratios

Below average

11,3%

12,8%

Low

46,8%

50,8%

0%

0

Adoption techniques	B2C	B2B
Dynamic content	63%	1%
Personalised subject line	0%	1%
Responsive	600/	1 = 0/

design

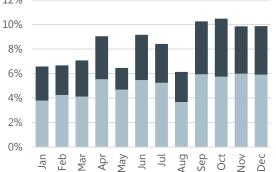
% Mobile device	B2C	B2B
Opens	30%	22%
Clicks	23%	16%

68%

45%

#### Day sent (campaigns) 40% 12% 35% 10% 30% 8% 25% 20% 15% 4% 10% 2% 5% 0% 0% Mon Wed Thu Fri Sat Sun Tue Jan

#### Month sent (campaigns)



# Wholesale: Ratios are below average while the average campaign size is small



Ratios:

Timing:

Total

B2C

B2B

Average campaign size\*: Campaign frequency\*:

Technique adoption:

30,9%

38,9%

29,2%

Mobile usage:

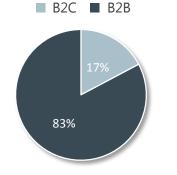
General information ... Government

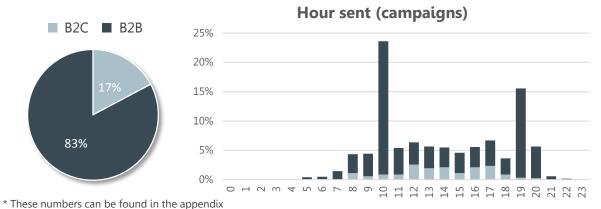
Wholesale

Agriculture Logistics

FMCG

Overall





13,5%

13,7%

13,5%

The wholesale industry includes 15 million emails sent in 1.241 campaigns.

Average

active Sunday

Below average

4,5%

5,7%

4,3%

Below average for all ratios

Small with 12k compared to 33k on average

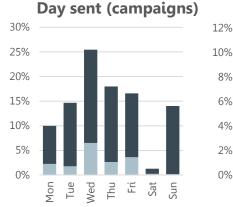
High peak between 10:00 and 11:00 and 19:00 and 20:00 and a surprisingly

The adoption of dynamic content is low in B2C campaigns and high in B2B

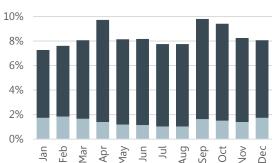
campaigns. Responsive design adoption is high, especially in B2B campaigns

B2C	B2B
4%	76%
2%	0%
77%	87%
	4% 2%

% Mobile device	B2C	B2B
Opens	40%	36%
Clicks	38%	29%



#### Month sent (campaigns)



Overall ratios

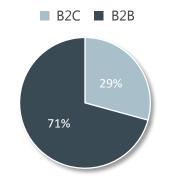
Government

Wholesale

Agriculture Logistics

FMCG

Overall



Total

B2C

B2B

 $\mathbf{O}$ 

34,1%

23,4%

38,6%

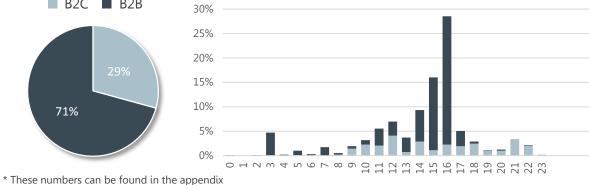


Ratios:	Average for all ratios
Average campaign size*:	Small with 5k compared to 33k on average
Campaign frequency*:	Above average
Timing:	Strong focus on office hours, especially between 14:00 and 16:00
Technique adoption:	Very low
Mobile usage:	Below average except mobile opens in B2C campaigns which is far above
	average



The agriculture industry includes 5 million emails sent in 974 campaigns.

#### Hour sent (campaigns)



#### Day sent (campaigns)

**Adoption** 

techniques

Personalised

subject line

Responsive

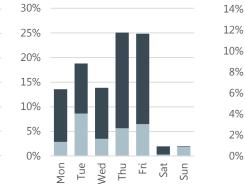
design

Opens

Clicks

Dynamic content

% Mobile device



#### Month sent (campaigns)

B2C

18%

0%

34%

B2C

62%

21%

B2B

28%

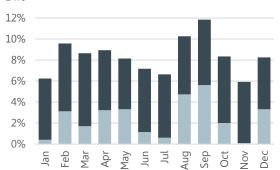
0%

42%

B2B

24%

14%



# Transportation and logistics: COR for B2C campaign above average and high adoption of techniques

General information

...

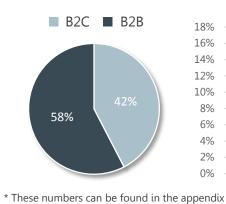
Government

Wholesale

Agriculture

Logistics FMCG

Overall



Ratios:

Timing:

Total

B2C

B2B

Average campaign size\*:

Campaign frequency\*:

Technique adoption:

39,6%

45,7%

35,2%

2% 0%

Mobile usage:



In the transportation and logistics industry 4 million emails are sent in 684 campaigns.

High COR for B2C campaigns

Below average

7,2%

7,1%

7,2%

16,4%

14,6%

17,7%

õ

23

Small with 6k compared to 33k on average	Dynamic content
Low with 24 campaigns compared to 58 on average	Personalised
Strong focus on office hours	subject line
High adoption of dynamic content and responsive design	Responsive
Below average	design

% Mobile device	B2C	B2B
Opens	36%	19%
Clicks	35%	16%

B2C

64%

2%

80%

B2B

25%

6%

80%

**Adoption** 

techniques

#### Day sent (campaigns) 30% 12% 25% 10% 20% 15% 10% 4% 5% 2% 0% 0% Thu Fri. Sat Sun Mon Tue Wed

# Month sent (campaigns)

Sep

Oct VoV Dec

May

Jun Jul Aug

Jan Feb Mar Apr 49

Frequency Size and

Timing

Techniques

Mobile

Industries

Reading guide

Appendix

Governmen

Wholesale

Agriculture

Logistics

FMCG

Overall

# Fast moving consumer goods: Ratios above average with a small average campaign size

	In the fast m Ratios:	noving consum	<b>her goods indus</b> Above averag		ails are sent in 422 can	npaig	ns.				Adopt techni				B20	C	B	32B
	Average cam	paign size*:	Small with 6k compared to 33k on average								Dynamic content				73%	6	(	)%
l	Campaign fre Timing:		Low with 28 c	ampaigns compa	red to 58 on average specially the afternoon I	betwee	en 14:00	) and			Personalised subject line				2%	)	(	)%
on			19:00								Respoi				61%	6		7%
	Technique ac	1	•	n of dynamic con	tent						design				01/	0		/ /0
	Mobile usage	e:	Slightly below	/ average														
nt																		
е		$\bigcirc$		/0							% Mol	oile d	levice	9	B20	2	B	82B
e	Total	38,1%	8,6%	20,3%							Opens				41%	6	1	.8%
-	B2C	37,0%	7,8%	19,3%							Clicks				41%	6	2	1%
;	B2B	55,4%	23,2%	38,0%														
	■ B2C ■ B2B	20% ——	Hour s	ent (campaigr	ns)	30%	Day se	ent (ca	ampai	gns)	12%		Mon	th se	ent (e	camp	baigr	ıs)
	5%	15% —				25% 20%		_			10%			-			l e	
		10% —			telt —	15%					6%			h	H			
	95%	5% —		a ha d	IIII	10% 5%			Ŀ		4% 2%							
		0%	100400	8 0 11 0 8 11 0 8 11 11 0 11 11 0 11 11 0 11 11 11 11 11	15 116 117 119 20 221 222 223	0%	Mon Tue	Wed Thu	Fri Sat	Sun	0%	Jan Feb	Mar	Apr May	un[	Aug	Sep Oct	Nov Dec
	* These numbers can be found	in the appendix					TL M	Т Т	- v	SL		Ϋ́, Ϋ́	Σ	₹ž	- T	AL	S O	žă

# Overall (1/2): Factsheet



nd	<i>i</i> This slide is to b	be used as a re	ference for a s	pecific Industry. It cor	ntains the ratios of th	ne over	all benchmark.	Adoption techniques	B2C	B2B
_								Dynamic content	41%	18%
General								Personalised subject line	5%	3%
information								Responsive	72%	56%
								design		0070
Government										
Wholesale		$\bigcirc$						% Mobile device	B2C	B2B
Agriculture	Total	35,2%	7,0%	17,5%				Opens	46%	31%
	B2C	34,8%	6,8%	16,9%				Clicks	41%	20%
Logistics	B2B	36,3%	7,4%	18,9%						
FMCG			Hour	sent (campaigns)			Day sent (campaigns	s) Month	n sent (cam	paigns)
Overall	■ B2C ■ B2B	12%				30%		10% 9%		
		10%		1		25%		8%		
	29%	8%		Talif I		20%	1.1.1	6% -		
		6%				15% 10%	125 B	5%		
	71%	4% 2% -			1.1	5%		3% 2%		
		0%				5% 0%		1%		
	* These numbers can be found in t	0 1	0 m 4 n 9 h	1 1 1 1 0 0 8 0 1 1 0 0 8 0 1 1 1 0 0 8 0 1 1 1 0 0 1 0 0 1 0 0 0 0	16 17 18 19 20 21 22 23	070	Mon Tue Wed Fri Sat Sun	Jan Feb Mar Apr	May Jun Jul Aug	Sep Oct Nov

51

Nov Dec

General

information

Government

Wholesale

Agriculture

Logistics

FMCG

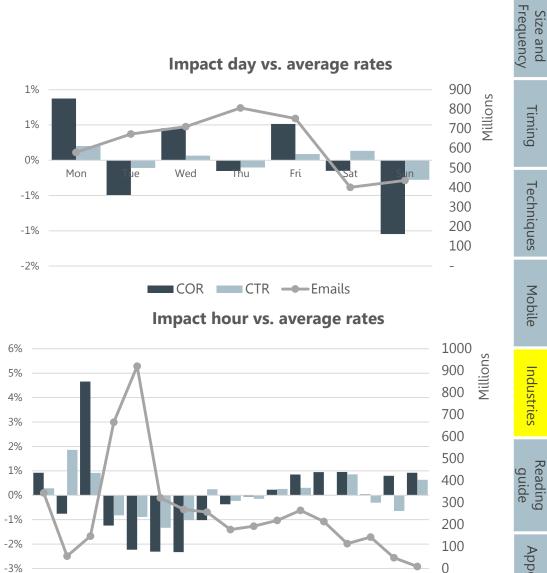
Overall

# Overall (2/2): Factsheet

i

This slide is to be used as a reference for a specific Industry. It contains the ratios of the overall benchmark.

Technique (% known in data)	COR	CTR
Dynamic content (51%)	+ 4.8%	+ 1.82%
Personalised subject line (100%)	+ 1.8%	+ 0.87%
Responsive design (74%)	- 0.97%	No effect



COR CTR — Emails

18 19 20 21

Night 6

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Thank you for reading this benchmark. If you have any comments, please contact the DDMA

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The Data Driven Marketing Association (DDMA) is the cross media trade organisation for the data driven marketing industry in the Netherlands. This is one of the fast growing sectors of industry in Western Europe. DDMA represents the interests of users, service providers and media/carriers both in the Netherlands and at a European level. The organisation also acts as a communication and knowledge platform for professionals working in data driven marketing.

DDMA

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# ADDITIONAL INFORMATION

This section contains the reading guide and the appendix. The reading guide is divided into several parts which will guide the reader through the report. It considers definitions, terminology and the technological and methodological background. The appendix contains additional information that has not been presented in the report. It considers a historic overview of the ratios, industry ratios and a data description.

Rationale

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# Ratios

# **Techniques**

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# Size and Frequency

#### Confirmed Open Rate (COR)

Number of unique people who opened an email divided by the total number of successfully delivered emails.

#### Click Through Rate (CTR)

Number of unique people who clicked on the link in the email divided by the total number of successfully delivered emails.

#### Click to Open Rate (CTO)

Number of unique people who clicked on the link in the email divided by the total number of unique confirmed opens.

#### Acceptance Rate (AR)

Number of emails that has been successfully delivered divided by the number of sent emails.

#### **Soft Bounce Rate (SBR)**

Temporary rejected emails divided by the total number of sent emails.

#### Hard Bounce Rate (HBR)

Permanently rejected emails divided by the total number of sent emails.

#### **Dynamic content**

Refers to variations in the content of emails based on a set of predetermined rules. These rules usually refer to personal characteristics or a profile of the email receiver, for example behaviour, preferences or purchase patterns. Dynamic content thus results in the display of a specific variation of an email that is considered most relevant for a receiver.

#### Personalisation subject line

Refers to variations/ personalisation in the 'headline' or subject line of an email based on a set of predetermined rules. These rules usually refer to personal characteristics or a profile of the email receiver.

#### **Responsive design**

Approach where the appearance of an email is dynamically changed, depending on the screen size, opening system and orientation of the device being used to view it.

# Terminology

#### Night vs. day

The regression analysis that specifies the impact of each hour in the day on which emails are sent, does not show all "nightly" hours. The night hours were grouped from 22:00 till 06:00 in the morning and are mentioned with the term *night*. The reason for grouping the hours together is that the lower email activity in these hours do not result in significant results. The only real activity in this timeslot is often related to batch sending around midnight.

#### No effect

The regression analysis does not always show a significant output, in such cases the term *no effect* is applied.

#### Mobile device

The term mobile device represents the use of mobile phones and tablets. This is related to the fact that the distinction between mobile phone and tablets is not provided for all campaigns.

#### Scale

When comparisons between ratios are made, for example on the industry specific pages, several terms are used. These terms vary from low to high and are scaled as stated in the image below.



Industry specific

Definitions

Rationale

Regression analysis

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# **Rationale of choices**

Throughout the report certain choices were made. In this section we provide the rationale for these choices.

#### Campaign level vs. email level

- 1. Email level: All individual emails are taken into consideration. For the COR this implies that all opened emails are divided by the total number of sent emails.
- 2. Campaign level: All individual campaigns are taken into account. For the COR this implies that a weighted average is taken over the COR per campaign. This means that all campaigns are weighed equally.

In this report we focus on option 2 as we did in previous years, because:

- 1. We aim to provide insight into the performance and effectiveness of campaigns to be used as a benchmark for campaign performance. For this purpose we argue that option 2 will give the best insights considering the campaign is the measuring unit.
- 2. The first option has the negative side effect of not taking into account the size of the campaign. This way larger campaigns, which can contain a considerably large amount of emails, will dominate in the calculation of the ratios. E.g. in the benchmark the largest campaign would have more influence on the overall ratio's than the 30:000 smallest campaigns.

#### Scoping of research data

- Campaigns which contain at least 500 email addresses.
- Transactional emails, service emails and event driven emails are excluded.
- Dutch emails (Dutch senders and Dutch customers).
- Emails sent from January 2015 until December 2015.
- Data from 7 ESPs (not all ESP clients made their data available for the Benchmark and emails abroad are not included in the dataset).

#### Timing

The data includes the time that an email was sent and whether or not an email is opened/clicked upon. It does not include time when an email is opened or clicked upon. So only conclusions can be drawn whether the time a mail is sent results in a higher or lower opening/clicking rate.

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# **Regression data**

#### Descriptive vs. predictive

The descriptive method is applied to describe high level information. E.g. "*What is the average COR of an industry?*". The predictive method is used to isolate the impact of one variable. E.g. "*What is the impact of the campaign size on the COR?*". The descriptive method does not adjust for the effect of specific variables, whereas the predictive method is based on a regression analysis and can isolate each variable individually. This means, that specific properties of a campaign can be taken into consideration.

#### **Regression** analysis

A regression analysis is a statistical procedure that allows us to analyse relationships between variables. It provides insight into individual variables by analysing its behaviour while keeping other variables constant. In technical terms a regression analysis makes use of a *dependent* variable and one or more *independent* variables. For example, suppose we want to investigate whether the COR is influenced by the campaign size. A regression model can be used with the COR as the *dependent* variable and the campaign size as the *independent* variable. The other variables are kept constant, such that the effect of other variables is neutralised. This way we are able to analyse specifically the effect of the campaign size on the COR.

#### Regression vs. no regression

A regression analysis requires the inclusion of a large data set. With smaller sets of data the regression analysis becomes less accurate. For this reason not all industry pages include information provided by the regression analysis. The threshold that was applied to determine whether or not a regression analysis would be included, was 7.500 campaigns. Hence, industries with a smaller amount of campaigns will not have an industry specific regression analysis.

#### Assumptions for regression analysis

A regression analysis is usually performed on data that is characterised by a normal distribution. Considering the data of the benchmark is categorical a normal distribution is assumed.

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# **Examples**

#### Example 1

Using the descriptive method, B2B campaigns has an average COR of 36,3% and B2C has an average COR of 34,8%. Based on this outcome, we conclude that B2B sends better quality campaigns than B2C. In reality several factors can explain this difference. For instance, the size of the campaigns could be of influence. The average campaign size of B2B-campaigns is 7:000, whereas for B2C this is 33:000. Later we show that the data indicate that a higher campaign size has a strong negative impact on the COR. Using the predictive method the impact of one variable on the COR, in this case B2B or B2C, is corrected for other variables, such as campaign size. The predictive method predicts a COR of 33,3% for B2B and 36% for B2C. This means that a campaign with similar properties performs better in the B2C market compared to the B2B market. This is opposite to what we concluded with the descriptive method, because we corrected for campaign size and all other campaign characteristics.

	Descriptive COR	Q <u>Predictive</u> COR
Total	35,2%	35,2%
B2C	34,8%	36,0%
B2B	36,3%	33,3%

#### Example 2

Using the descriptive method the *energy and natural resources* industry has a COR of 59% and the *retail (eCommerce only)* industry has a COR of 19%. We conclude that the *energy and natural resources* industry performs better compared to the *retail (eCommerce only)* industry. Using the predictive method we can analyse whether individual factors could explain this difference. Similar to the previous example, we found that the campaign size is influential. The *retail (eCommerce only)* industry sends approximately 83:000 emails on average compared to approximately 7:000 emails in the *energy and natural resources* industry. Using the predictive method the *energy and natural resources* industry. Using the predictive method the *energy and natural resources* industry has an average COR of 57% and *retail (eCommerce only)* a COR of 32%. The difference is now significantly smaller.

#### Rationale

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In the following section a detailed overview will be provided for each of the industries. Each industry has either one or two pages to describe the results. The first page is based on output of the descriptive method (Figure 1). The second page, impact, is based on output of the predictive method (Figure 2). The second page is not available for each of the industries, because not all industries meet the minimum requirement for the regression analysis (6.000 campaigns).

To give an idea of how to read these pages we have provided some key points for each of the pages. For information on the regression analysis we refer to the reading guide.

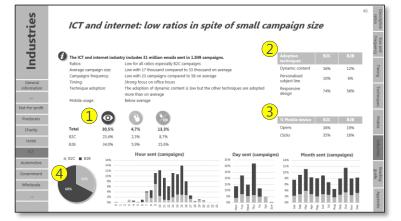


Figure 1. This page contains general information regarding the industry.

- 1. The different ratios are displayed with a segmentation to B2B/B2C. Due to considerably small differences we chose to exclude the segmentation for the AR, SBR and HBR.
- 2. The adoption of email techniques in the industry is shown for the B2B/B2C segmentation.
- 3. The mobile usage in the industry is shown for the B2B/B2C segmentation.
- 4. The graphs at the bottom show the distribution of campaigns sent during the day, month and hour and show the segmentation for B2B/B2C.

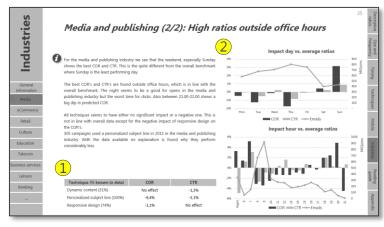


Figure 2. This page contains information based on the predictive method.

- 1. The graphs on this page show the impact of a variable on the ratios, compared to the average ratio of the industry. The descriptive method results in a COR of xx% (page 1). The graph shows the deviation of the average for certain days or hours. If the impact is positive, this means that the COR is xx% higher than the average.
- 2. The table shows the deviation from the average for the specific email techniques. The interpretation of these values is similar to the above explanation.

# Historic benchmark data (2012 - 2016)

Ratios	Benchmark 2016	Benchmark 2015	Benchmark 2014	Benchmark 2013	Benchmark 2012
COR	35,2%	35,5%	31,9%	32,9%	34,0%
CTR	7,0%	7,3%	7,3%	7,9%	8,1%
СТО	17,5%	18,6%	20,6%	21,4%	22,1%
AR	99,1%	98,9%	98,7%	98,5%	98,5%
BR	0,4%	0,5%	0,5%	0,6%	0,7%
HBR	0,6%	0,7%	0,8%	0,9%	1,0%

Historic data

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**Overall industry** information

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# **Overall industry information**

Industry	Campaigns	Emails (millions)	Campaign size (avg.)	Companies	Frequency (avg.)
Media & Publishing	26.679 (15,5%)	413 (9,5%)	15.486	85	314
Retail (eCommerce only)	20.689 (12,1%)	1.727 (39,6%)	83.456	89	232
Retail (mixed)	13.011 (7,6%)	312 (7,1%)	23.954	271	48
Culture & Entertainment	10.423 (6,1%)	190 (4,3%)	18.181	105	99
Education	7.870 (4,6%)	60 (1,4%)	7.629	138	57
Telecom Services & Equipment	7.265 (4,2%)	201 (4,6%)	27.729	32	227
Business Services	6.021 (3,5%)	56 (1,3%)	9.326	181	33
Leisure	4.683 (2,7%)	119 (2,7%)	25.465	57	82
Banking & Insurance	4.128 (2,4%)	45 (1,0%)	10.784	100	41
Healthcare	3.692 (2,2%)	36 (0,8%)	9.824	74	50
Travel	3.527 (2,1%)	199 (4,6%)	56.537	48	73
Energy & Natural Resources	3.495 (2,0%)	25 (0,6%)	7.101	29	121
Construction Services	2.736 (1,6%)	26 (0,6%)	9.617	40	68
Not for profit	2.639 (1,5%)	30 (0,7%)	11.314	38	69
Industry & Producers	2.597 (1,5%)	12 (0,3%)	4.758	87	30
Charity	2.058 (1,2%)	81 (1,9%)	39.468	27	76
Hotel & catering	1.936 (1,1%)	145 (3,3%)	74.887	41	47
ICT & Internet	1.849 (1,1%)	31 (0,7%)	16.618	79	23
Automotive	1.791 (1,0%)	89 (2,0%)	49.736	39	46
Government	1.760 (1,0%)	12 (0,3%)	6.669	40	44
Wholesale	1.241 (0,7%)	15 (0,3%)	12.167	18	69
Agriculture	974 (0,6%)	5 (0,1%)	4.880	10	97
Transportation & Logistics	684 (0,4%)	4 (0,1%)	6.290	28	24
Fast Moving Consumer Goods	422 (0,2%)	7 (0,2%)	16.618	15	28
Other / unknown	39.515(23,0%)	523 (12,0%)	13.227	1.334	30
	171.684	4.363	33.010	2.976	58

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Industry	COR	CTR	СТО	AR	SBR	HBR
Media & Publishing	34,6%	7,8%	20,7%	99,1%	0,5%	0,4%
Retail (eCommerce only)	19,3%	2,7%	12,2%	99,8%	0,1%	0,1%
Retail (mixed)	32,2%	4,8%	14,5%	99,5%	0,2%	0,3%
Culture & Entertainment	39,1%	6,1%	14,3%	99,2%	0,3%	0,5%
Education	38,7%	8,5%	20,1%	98,7%	0,4%	0,9%
Telecom Services & Equipment	48,0%	10,4%	19,5%	98,4%	0,5%	1,0%
Business Services	35,2%	7,3%	18,5%	98,1%	0,7%	1,2%
Leisure	41,5%	7,4%	15,7%	99,3%	0,2%	0,4%
Banking & Insurance	53,7%	11,8%	20,5%	98,9%	0,4%	0,7%
Healthcare	36,1%	7,5%	19,5%	99,3%	0,3%	0,4%
Travel	26,3%	3,6%	12,9%	99,5%	0,3%	0,3%
Energy & Natural Resources	59,0%	16,1%	24,9%	97,5%	0,5%	2,0%
Construction Services	45,4%	12,0%	23,5%	99,4%	0,2%	0,4%
Not for profit	43,9%	6,9%	14,3%	99,1%	0,4%	0,5%
Industry & Producers	36,5%	6,8%	17,5%	98,0%	0,9%	1,1%
Charity	47,2%	16,6%	27,2%	98,7%	0,5%	0,8%
Hotel & catering	26,1%	3,2%	15,9%	99,3%	0,2%	0,5%
ICT & Internet	30,5%	4,7%	13,3%	98,4%	0,6%	1,0%
Automotive	47,0%	11,2%	22,1%	98,4%	0,6%	1,0%
Government	46,8%	11,3%	23,2%	98,9%	0,4%	0,7%
Wholesale	30,9%	4,5%	13,5%	98,8%	0,7%	0,5%
Agriculture	34,1%	7,2%	18,2%	99,2%	0,3%	0,5%
Transportation & Logistics	39,6%	7,2%	16,4%	98,4%	0,6%	1,0%
Fast Moving Consumer Goods	38,1%	8,6%	20,3%	98,1%	0,7%	1,1%
Other / unknown	34,6%	6,6%	17,3%	99,1%	0,3%	0,6%
	35,2%	7,0%	17,4%	99,1%	0,4%	0,6%

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Graph 'Impact day vs. average ratios' (p.13)

The number of emails sent per day have been corrected, therefore the grey line in the graph slightly shifted and the labels on the secondary axes changed. In addition, there have been some minor changes in the last paragraph on this page to anticipate on this shift. This was changed at June 29<sup>th</sup> 2016.

#### Text of 'Culture and entertainment industry (2/2)' (p.29)

There have been some minor changes in the last paragraph of this page. This was changed at June 16<sup>th</sup> 2016.

#### Text of 'Education industry (2/2)' (p.31)

There have been some minor changes in the last paragraph of this page. This was changed at June 16<sup>th</sup> 2016.

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