REPORT:

The 2016 Marketing Study

Black Ink

SUMMARY:

In December of 2015, Black Ink ROI surveyed a range of organizations headquartered in the United States.

The majority of responders represented the top 2000 largest companies in the United States by annualized revenue. Nearly 55% of the responders have over $5 billion in revenue, and represent approximately 30 different industry segments. Their collective marketing budget is well over $5B, including program and labor costs.

You'll discover some of the general, wide-sweeping marketing trends affecting these global companies, but also some unique nuances between company cultures, budget preferences, challenges, and opportunities.

There is one evident, overarching theme: Marketing Technology. Analytics and infrastructure is driving transformation across the boardroom, between departments, staffing, and budgets. The goal of this study is to educate and potentially shape future plans to help drive new revenue opportunities, customer-engagement, brand management, processes, and key investment areas.

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METHODOLOGY:

Black Ink insight did not solely rely on the classic, firmagraphic data to analyze the research, such as the company's annual revenue or industry category. Black Ink decided to also use company culture as one lens. Each responder was asked at the outset "what attribute best describes what drives the company's culture?" What we found were some interesting variances, and yes, common ground too.

Black Ink felt this unique approach provides greater context and relevancy for a marketer who may have more in common with his or her peer in part because often leadership, decisions, goals, objectives, and expectations may vary greatly from business-culture to business-culture.

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EXECUTIVE OVERVIEW:
Top 6 Key Learnings from Study

1 Marketers' priorities are to further advance brand relevancy and customer-centricity that will require dramatic improvement for Marketing Technology infrastructure and omni-channel capabilities.

2 Access to "advanced analytics to make smarter decisions" is the single greatest barrier to achieve success across the board.

3 Inter-/Intra-department relationship building is important to future success, though it is largely ignored as a priority in 2016.

4 In general, marketers would rather over-invest in customer retention and upselling efforts, rather than customer acquisition.

5 Marketers are confident on reporting tactical campaign success but struggle to deliver marketing's financial contribution requirements to the C-suite and upper management.

6 The top 3 MarTech categories most likely to be purchased in 2016 are Business Intelligence, Marketing Automation, and Customer Interaction software solutions.

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CULTURE/
INDUSTRY

PRIORITIES/
PERFORMANCE

TECHNOLOGY/
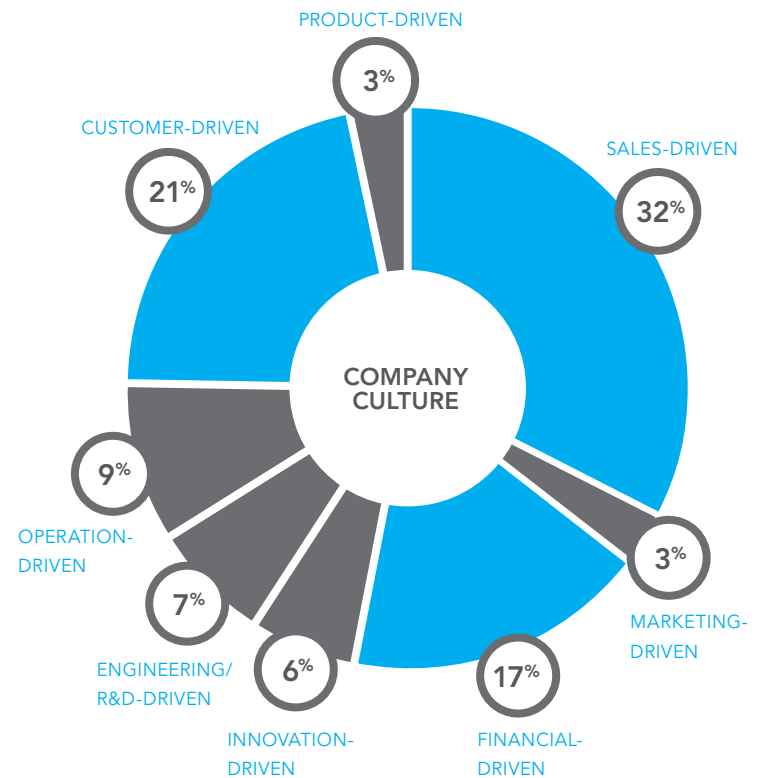ANALYTICS

RESOURCES/
BUDGET

FINDINGS:

Sometimes the behavior of an organization is driven by the undocumented DNA of its culture. In other cases, the leadership makes it crystal clear that the company's purpose is supported by the brand's promise to its customers and the marketplace at large. A great example of this is Amazon's pledge to be "customer-obsessed vs. competitor obsessed." This first question frames up, perhaps in an even more self-reflective manner, what attribute best describes and drives the culture of their respective organizations.

Being marketing-driven comes in dead last! Readers can infer this in a variety of ways. In one camp, it could be argued that it is encouraging that marketers are more "outside-in," and thus centered on the customer. Another perspective could be that the responders are still challenged to demonstrate marketing's value or contribution.
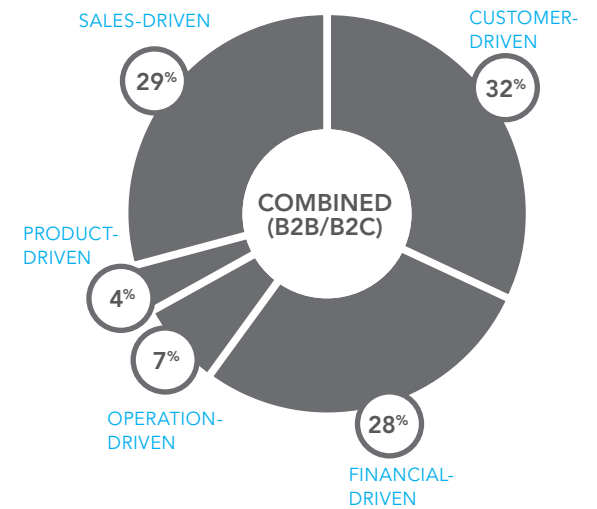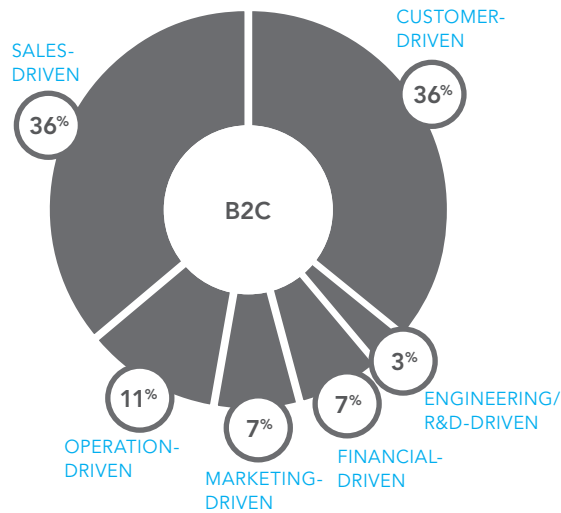
In total responses, being "Sales-driven" or "Customer-driven" are top named cultures. Having a "Marketing-driven" culture comes in dead last.

What is the top attribute that best describes what drives your company culture (choose only one)

PRODUCT-DRIVEN **3%**

CUSTOMER-DRIVEN **21%**

SALES-DRIVEN **32%**

COMPANY CULTURE

OPERATION-DRIVEN **9%**

ENGINEERING/R&D-DRIVEN **7%**

INNOVATION-DRIVEN **6%**

FINANCIAL-DRIVEN **17%**

MARKETING-DRIVEN **3%**

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INDUSTRY

PRIORITIES/
PERFORMANCE

TECHNOLOGY/
ANALYTICS

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BUDGET

FINDINGS:

While the current narrative is innovation fuels the economy, marketers don't believe it is what drives the company culture. Being an "innovation-driven" culture is absent of all B2C and B2B/B2C organizations, and represents only 10% of the B2B cultures.

B2B

- CUSTOMER-DRIVEN 10%
- ENGINEERING/R&D-DRIVEN 12%
- FINANCIAL-DRIVEN 17%
- INNOVATION-DRIVEN 10%
- MARKETING-DRIVEN 4%
- OPERATION-DRIVEN 10%
- PRODUCT-DRIVEN 5%
- SALES-DRIVEN 32%

B2C

- CUSTOMER-DRIVEN 36%
- ENGINEERING/R&D-DRIVEN 3%
- FINANCIAL-DRIVEN 7%
- MARKETING-DRIVEN 7%
- OPERATION-DRIVEN 11%
- SALES-DRIVEN 36%

COMBINED (B2B/B2C)

- CUSTOMER-DRIVEN 32%
- FINANCIAL-DRIVEN 28%
- OPERATION-DRIVEN 7%
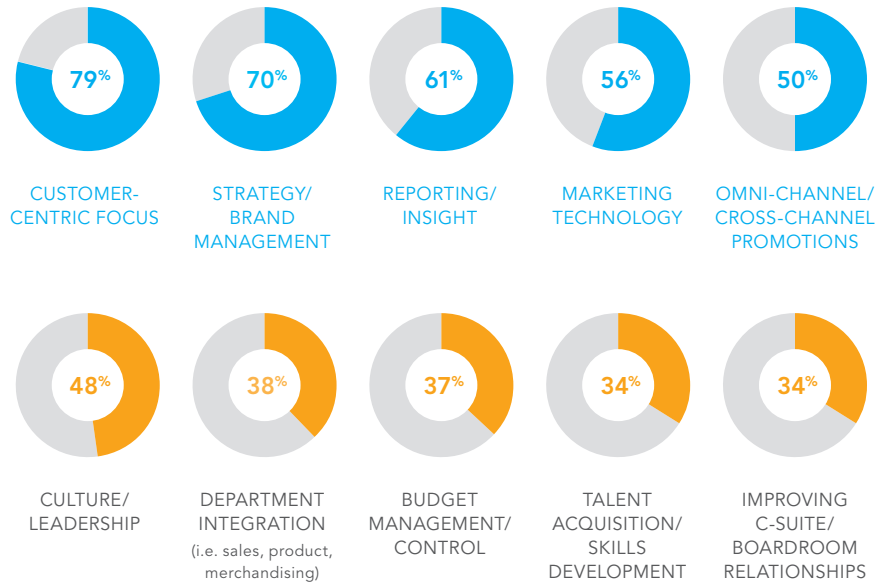- PRODUCT-DRIVEN 4%
- SALES-DRIVEN 29%

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FINDINGS:

This question explores what marketers feel is their role in supporting their company's compass. Brand strategy and being customer-centric were reported as the #1 and #2 priorities heading into 2016. Reporting/ Insight and Marketing Technology, land at #3 and #4 respectively.

Arguably in a data-driven marketing environment, reporting/ insight and contemporary omni-channel execution require having solid marketing technology capabilities, which may explain its emphasis. Further research reveals these competencies are weak, and need attention.

The remaining priorities are fairly equal and balanced. This finding supports other studies, such as the IDC CMO annual study, that there remain too many priorities and not enough focus.

Marketing technology, reporting/insight, and ability to execute omni-channel campaigns are typically associated with marketing operations and infrastructure.

Marketing's top 5 priorities for 2016 (choose all that apply)

79%	70%	61%	56%	50%
CUSTOMER-CENTRIC FOCUS	STRATEGY/ BRAND MANAGEMENT	REPORTING/ INSIGHT	MARKETING TECHNOLOGY	OMNI-CHANNEL/ CROSS-CHANNEL PROMOTIONS

48%	38%	37%	34%	34%
CULTURE/ LEADERSHIP	DEPARTMENT INTEGRATION (i.e. sales, product, merchandising)	BUDGET MANAGEMENT/ CONTROL	TALENT ACQUISITION/ SKILLS DEVELOPMENT	IMPROVING C-SUITE/ BOARDROOM RELATIONSHIPS

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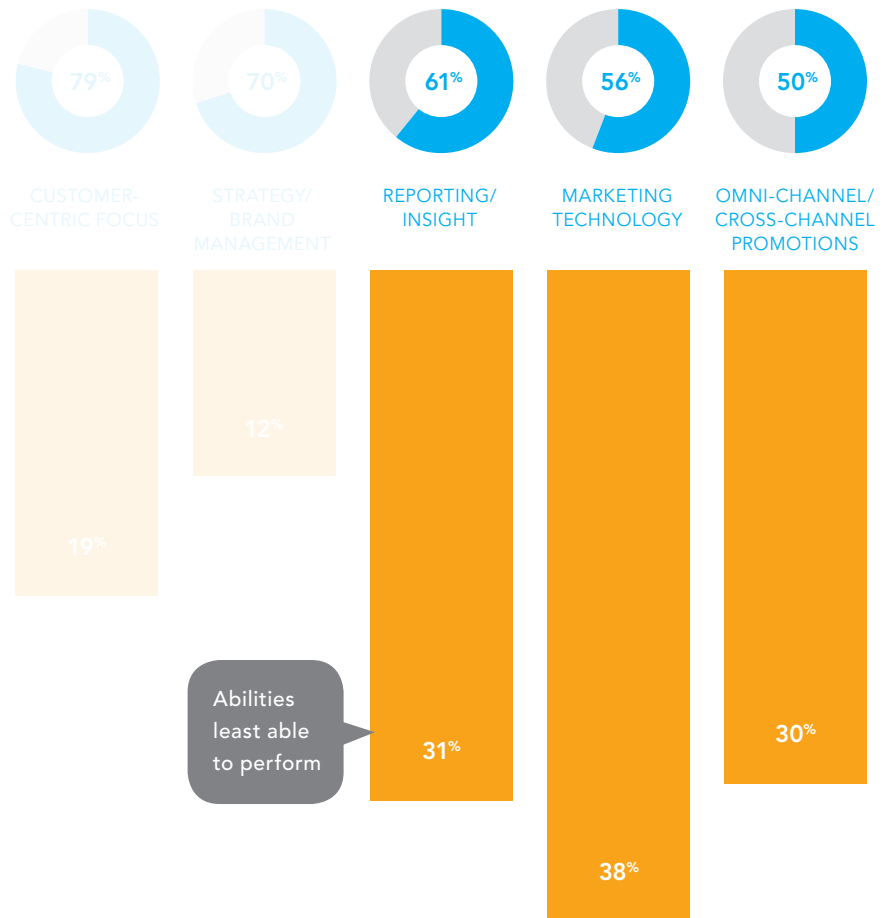ANALYTICS

RESOURCES/
BUDGET

FINDINGS:

Of the current capabilities to perform at the highest level, Marketing Technology, Reporting/Insight, and Omni-Channel execution lag behind all others.

When these are overlaid with their top priorities, marketers choose to keep the brand relevant to its customers by improving infrastructure and omni-channel execution capabilities.

Soft skills such as leadership and C-level relationship management are considered strengths, but not a priority heading into 2016.

Of the Top 5 Priorities in 2016, 3 represent lowest current abilities to perform.

Top 5 Priorities in 2016.

79%	70%	61%	56%	50%
CUSTOMER-CENTRIC FOCUS	STRATEGY/BRAND MANAGEMENT	REPORTING/INSIGHT	MARKETING TECHNOLOGY	OMNI-CHANNEL/CROSS-CHANNEL PROMOTIONS
19%	12%	31%	38%	30%

Abilities least able to perform

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PERFORMANCE**

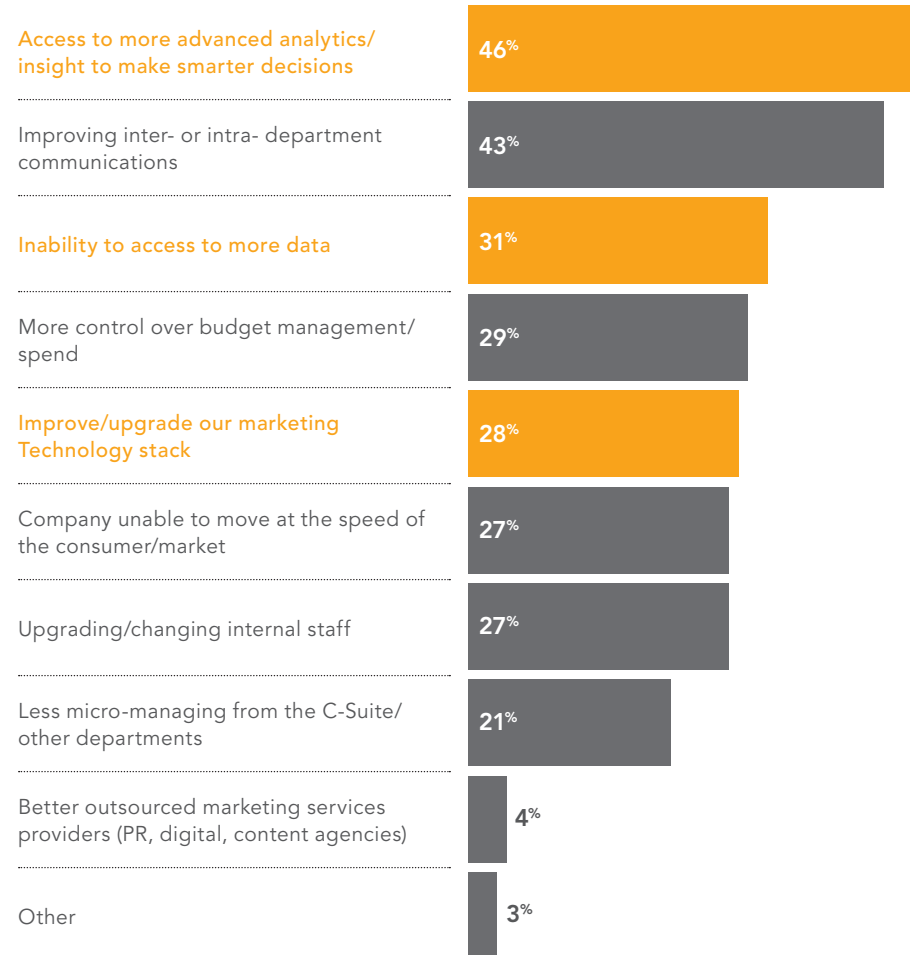TECHNOLOGY/
ANALYTICS

RESOURCES/
BUDGET

FINDINGS:

If marketers acknowledge their infrastructure is currently both a shortcoming and a priority to support its brand promise and customer-centricity, what is impeding their ability to attain it?

Across the board, advanced analytics takes the top spot. This is not to suggest that marketing leaders are fully responsible for managing the infrastructure (e.g., analytics and data management) to deliver the insight. Later, the research will demonstrate that this department relies on many other resources outside its purveyance to manage the Marketing Technology stack.

This top barrier, along with lack of sufficient data, can add another layer of complexity as marketing insight is often delivered as a shared service or a center of excellence to support the global enterprise.

3 out of the top 5 barriers are Marketing technology infrastructure related. "Access to more advanced analytics/insight to make smarter decisions" is the number one barrier.

Rank order the top barriers/obstacles that impede your ability to achieve your top initiatives?

Barrier	%
Access to more advanced analytics/insight to make smarter decisions	46%
Improving inter- or intra- department communications	43%
Inability to access to more data	31%
More control over budget management/spend	29%
Improve/upgrade our marketing Technology stack	28%
Company unable to move at the speed of the consumer/market	27%
Upgrading/changing internal staff	27%
Less micro-managing from the C-Suite/other departments	21%
Better outsourced marketing services providers (PR, digital, content agencies)	4%
Other	3%

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**PRIORITIES/
PERFORMANCE**

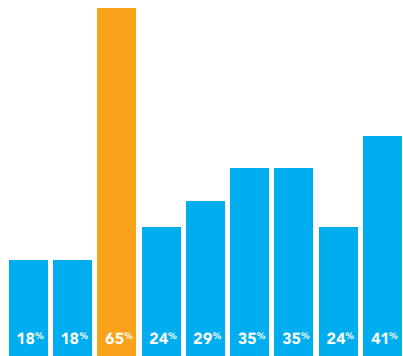TECHNOLOGY/
ANALYTICS

RESOURCES/
BUDGET

FINDINGS:

All major industries, except for Financial Services, relayed their #1 impediment to achieving success is advanced analytics/insight.

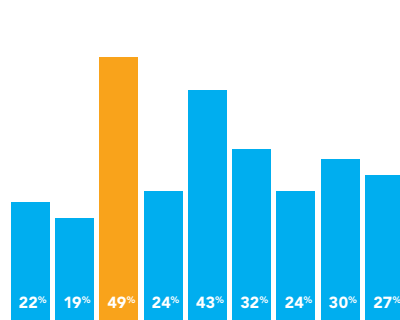TOP BARRIERS/OBSTACLES FOR **HEALTHCARE & PHARMACEUTICALS INDUSTRY**

Represent 16% of total responders

| 18% | 18% | 65% | 24% | 29% | 35% | 35% | 24% | 41% |

Access to more advanced analytics/insight to make smarter decisions

TOP BARRIERS/OBSTACLES FOR **SERVICES INDUSTRY**

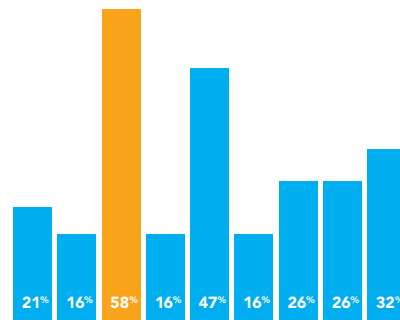Represent 32% of total responders

| 22% | 19% | 49% | 24% | 43% | 32% | 24% | 30% | 27% |

Access to more advanced analytics/insight to make smarter decisions

TOP BARRIERS/OBSTACLES FOR **TECHNOLOGY INDUSTRY**

Represent 16% of total responders
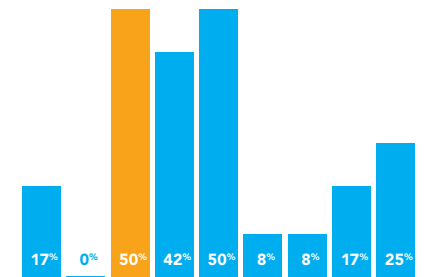
| 21% | 16% | 58% | 16% | 47% | 16% | 26% | 26% | 32% |

Access to more advanced analytics/insight to make smarter decisions

TOP BARRIERS/OBSTACLES FOR **INDUSTRIALS**

Represent 10% of total responders

| 17% | 0% | 50% | 42% | 50% | 8% | 8% | 17% | 25% |

Access to more advanced analytics/insight to make smarter decisions

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FINDINGS:

Departmental integration and communications is the #2 barrier for marketers to achieve their priorities.
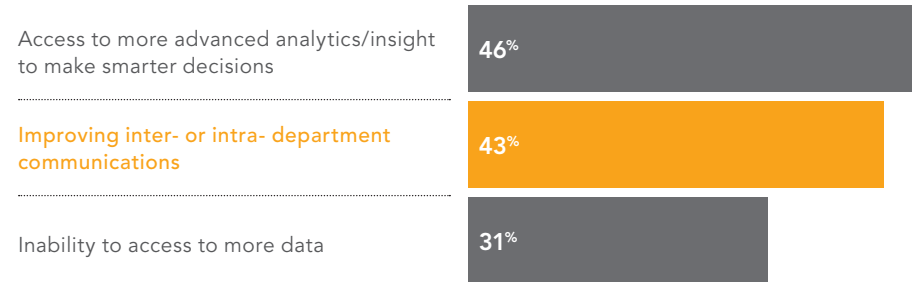
By overlaying 3 different questions, it becomes evident the lion's share of marketers do not see it as a top focus to improve, even though it is the #7 lowest ability to perform.

It is worth noting that marketers are currently confident with their culture/leadership (as well as C-level relationship management), as these were in their top 5 abilities to perform. So the challenge remains on peer level efforts across product, sales, finance, and merchandising.

Though marketing is a process that supports most other departments. From a customer's point of view, operating in silos could cause an inferior consumer experience across marketing assets and omni-channel execution platforms (i.e., social, web, content, promotions, customer service, POS, call centers).

Improving inter-/intra-department communications is important to achieve success, though it is largely ignored as a priority.

Rank order the top barriers/obstacles that impede your ability to achieve your top initiatives?

Access to more advanced analytics/insight to make smarter decisions	**46**%
Improving inter- or intra- department communications	**43**%
Inability to access to more data	**31**%

**ABILITIES
TO PERFORM**

7TH

PRIORITIES

7TH

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TECHNOLOGY/
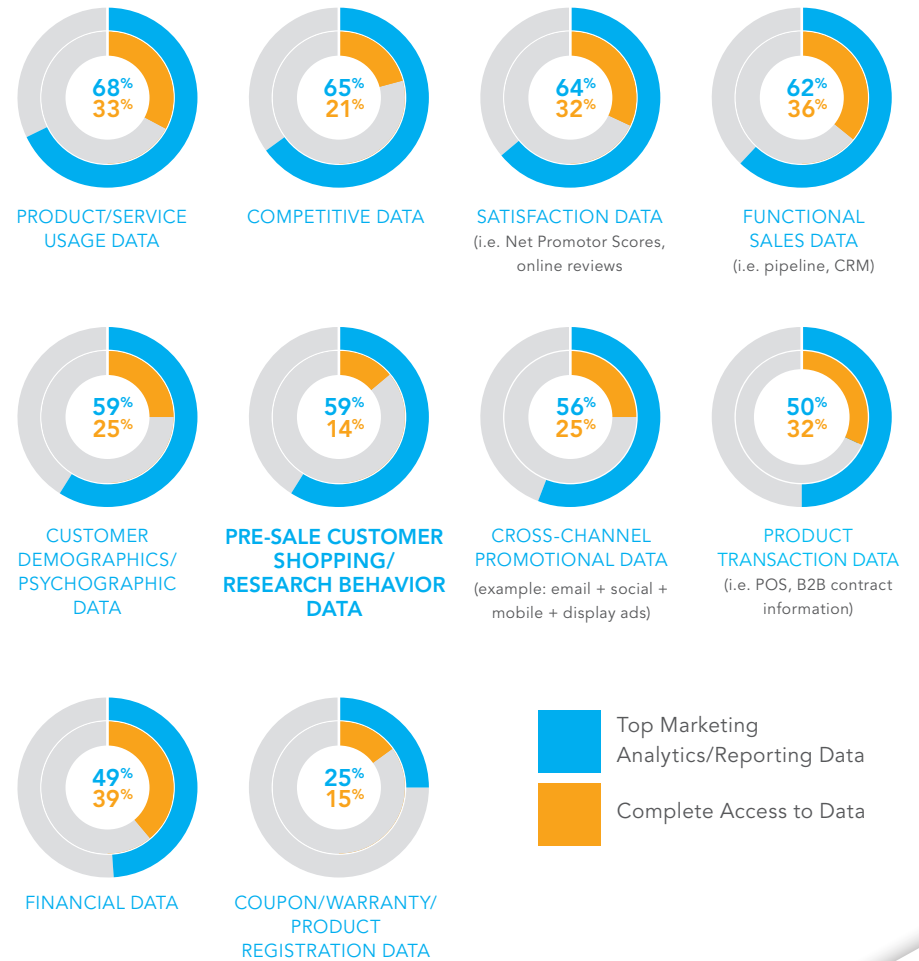ANALYTICS

RESOURCES/
BUDGET

FINDINGS:

This figure combines two questions to understand what may be creating the universal gap to fulfill the number one barrier, advanced analytics: "What are the most important data sources you require to provide advanced analytics, and of those, what is your ability to access them?"

Outside of marketers having more access to financial data than any other desired data source, unfortunately, there is not one category where marketing has complete access to the desired data source. The need for many data sources seem very apparent, and so does the gaps to get access.

The largest gap of data access is pre-sale shopping/research behavior. This gap may hamper their ability to execute omni-channel campaigns, ranked as one of the top priorities in 2016.

Access to internal and external data to achieve advanced analytics reporting is woefully inadequate. Not having even moderate access may be a constant challenge to minimize their number one barrier to success—access to advanced analytics to make smarter decisions.

What is the rank order of the most important data sources to deliver marketing analytics vs. the degree in which you have complete access to the data today?

68% 33%	65% 21%	64% 32%	62% 36%
PRODUCT/SERVICE USAGE DATA	COMPETITIVE DATA	SATISFACTION DATA (i.e. Net Promotor Scores, online reviews)	FUNCTIONAL SALES DATA (i.e. pipeline, CRM)

59% 25%	59% 14%	56% 25%	50% 32%
CUSTOMER DEMOGRAPHICS/ PSYCHOGRAPHIC DATA	**PRE-SALE CUSTOMER SHOPPING/ RESEARCH BEHAVIOR DATA**	CROSS-CHANNEL PROMOTIONAL DATA (example: email + social + mobile + display ads)	PRODUCT TRANSACTION DATA (i.e. POS, B2B contract information)

49% 39%	25% 15%
FINANCIAL DATA	COUPON/WARRANTY/ PRODUCT REGISTRATION DATA

■ Top Marketing Analytics/Reporting Data
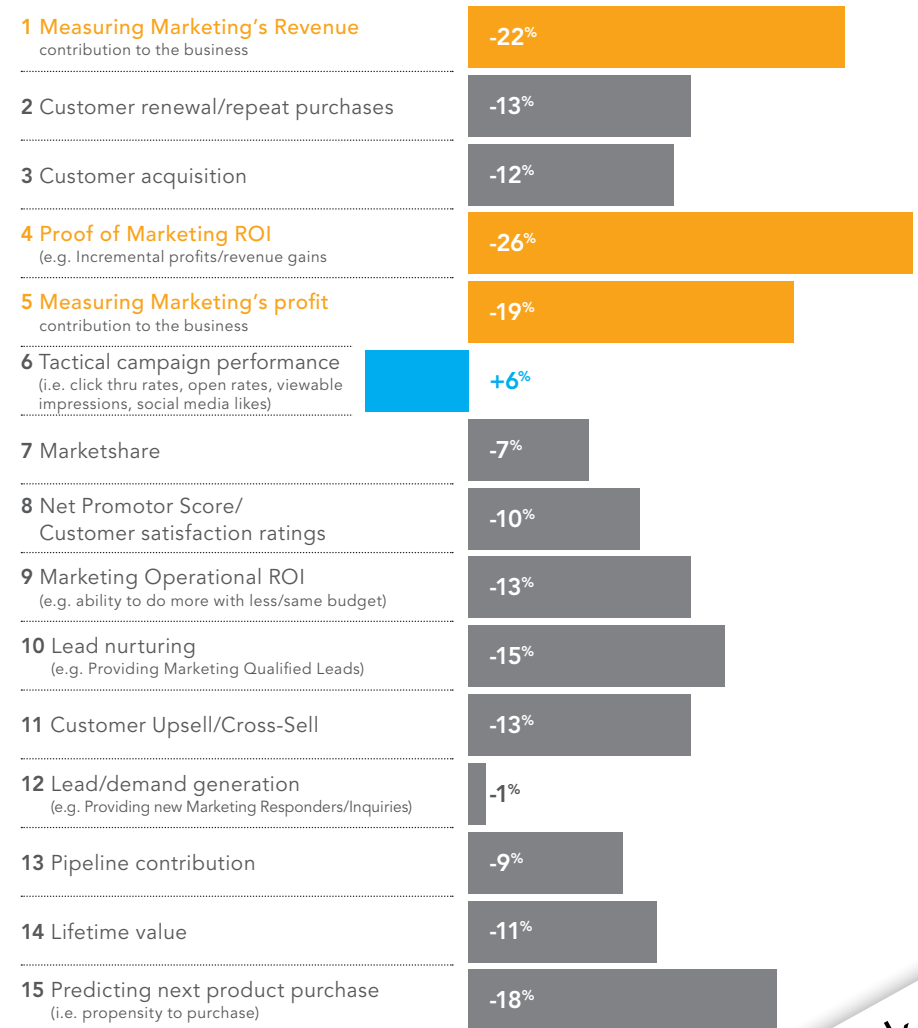
■ Complete Access to Data

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FINDINGS:

Financials is the one data source to which marketers have the fullest access, but they are challenged to connect their contribution to business outcomes. Measuring revenue, profit, and ROI rank in the top 5 Key Performance Indicators (KPIs) that C-level management require. Yet those KPIs also represent some of the largest reporting gaps marketing can currently deliver.

For example, measuring Marketing ROI is the 4th most important KPI that C-level management requires, with a -26% gap in the ability to report.

Marketing is much stronger in reporting "top of the funnel" KPIs such as tactical performance and lead/demand generation, but they appear to lose a clear line of sight with lead nurturing, pipeline contribution, upselling, and lifetime value.

Marketers excel at tactical campaign performance, but struggle to deliver marketing's financial contribution reports the C-suite requires.

How important is it to report on the following Marketing Key Performance Indicators (KPIs) to your C-suite/upper management vs. your ability to currently deliver it?

#	KPI	Gap
1	Measuring Marketing's Revenue contribution to the business	-22%
2	Customer renewal/repeat purchases	-13%
3	Customer acquisition	-12%
4	Proof of Marketing ROI (e.g. Incremental profits/revenue gains	-26%
5	Measuring Marketing's profit contribution to the business	-19%
6	Tactical campaign performance (i.e. click thru rates, open rates, viewable impressions, social media likes)	+6%
7	Marketshare	-7%
8	Net Promotor Score/ Customer satisfaction ratings	-10%
9	Marketing Operational ROI (e.g. ability to do more with less/same budget)	-13%
10	Lead nurturing (e.g. Providing Marketing Qualified Leads)	-15%
11	Customer Upsell/Cross-Sell	-13%
12	Lead/demand generation (e.g. Providing new Marketing Responders/Inquiries)	-1%
13	Pipeline contribution	-9%
14	Lifetime value	-11%
15	Predicting next product purchase (i.e. propensity to purchase)	-18%

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FINDINGS:

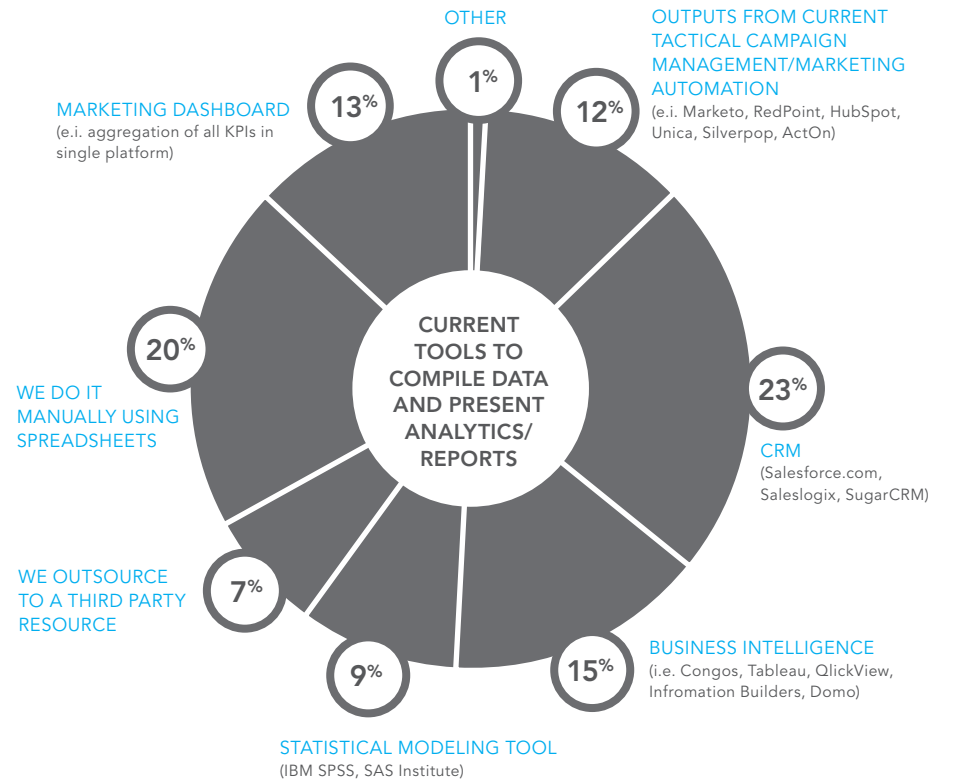Marketers currently use a breadth of tools to help compile and report marketing analytics.

The most commonly used category is Customer Relationship Management (CRM), which is not that surprising given the proliferation of its current adoption, as well as the need to report on pipeline, customer acquisition, retention/repeat, and upselling KPIs.

Spreadsheets continue to be leveraged; if fully leveraged, it can provide ANOVA, linear, and other general regression models. Mature statistical tools, such as SPSS, are not as widely adopted but are very powerful for calculating many variables. They require moderate experience to operate and analyze.

Business intelligence and dashboards are akin to general data visualization tools, though if more advanced KPIs are required, marketers still need to develop and test the models. Tactical campaign tools, such as marketing automation, are more likely used to track media channels, albeit only a few can be within the entire media mix.

In an automated world, manually building spreadsheets is the second most used tool used to compile and present marketing analytics reports. CRM tools are the mostly commonly used.

What are the tools you use to compile data and present analytics/reports to your management?

OTHER 1%

OUTPUTS FROM CURRENT TACTICAL CAMPAIGN MANAGEMENT/MARKETING AUTOMATION (e.i. Marketo, RedPoint, HubSpot, Unica, Silverpop, ActOn) 12%

MARKETING DASHBOARD (e.i. aggregation of all KPIs in single platform) 13%

CURRENT TOOLS TO COMPILE DATA AND PRESENT ANALYTICS/ REPORTS

WE DO IT MANUALLY USING SPREADSHEETS 20%

CRM (Salesforce.com, Saleslogix, SugarCRM) 23%

WE OUTSOURCE TO A THIRD PARTY RESOURCE 7%

BUSINESS INTELLIGENCE (i.e. Congos, Tableau, QlickView, Infromation Builders, Domo) 15%

STATISTICAL MODELING TOOL (IBM SPSS, SAS Institute) 9%

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FINDINGS:

A probe into 2016 marketing technology investments may be an indication of marketer's intent to fill data and reporting gaps, and fulfill their priorities.
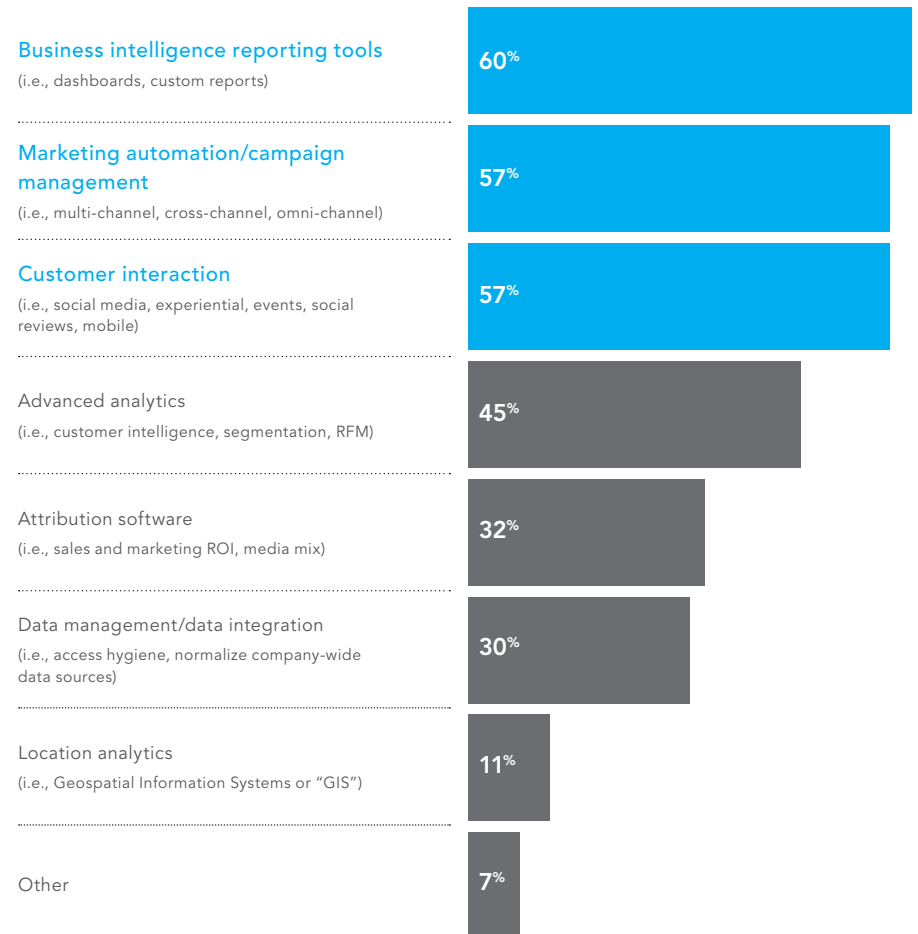
There is an indicated proclivity to purchase Business Intelligence, Marketing Automation/Campaign, and Customer Interaction tools in 2016. This supports the previous findings that marketers are more comfortable supporting their customer-centric priorities.

It also suggests they are less concerned about advancing the KPI reporting that C-level management requires (such as ROI, or closing the data gaps), and to a lesser extent, the need to overcome their number one barrier to achieving success—"access to more advanced analytics/insight to make smarter decisions."

Tactical campaign tools, such as marketing automation, are more likely to be used to track media channels, albeit only a few exist within the entire media mix.

Business Intelligence, Marketing Automation, Customer Interaction, and Advanced Analytics are the top MarTech tools most likely to be purchased in 2016.

What are top 3 marketing technologies that will most likely be purchased in 2016?

Business intelligence reporting tools
(i.e., dashboards, custom reports)
60%

Marketing automation/campaign management
(i.e., multi-channel, cross-channel, omni-channel)
57%

Customer interaction
(i.e., social media, experiential, events, social reviews, mobile)
57%

Advanced analytics
(i.e., customer intelligence, segmentation, RFM)
45%

Attribution software
(i.e., sales and marketing ROI, media mix)
32%

Data management/data integration
(i.e., access hygiene, normalize company-wide data sources)
30%

Location analytics
(i.e., Geospatial Information Systems or "GIS")
11%

Other
7%

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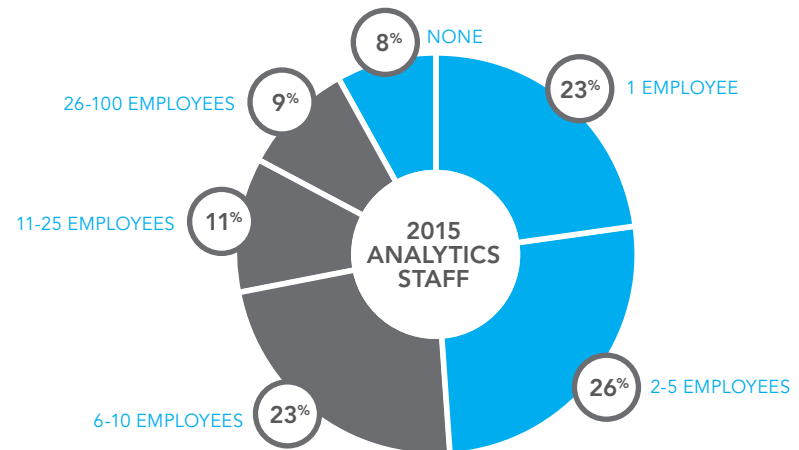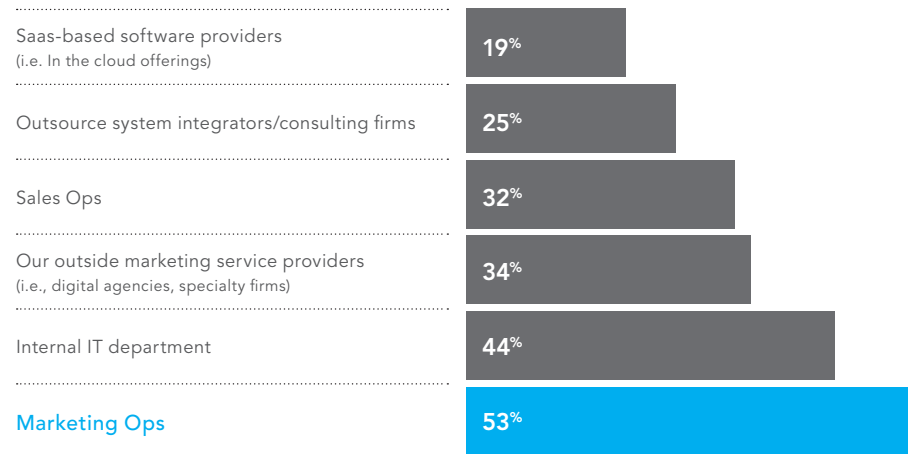
**RESOURCES/
BUDGET**

FINDINGS:

Marketing relies on multiple resources across the enterprise to help manage their Marketing Technology stack.

Marketing Operations leads the way, but there are nearly as many marketers also partnering with their IT department. Even with so many SaaS-based Marketing Technology offerings that don't need IT to "manage" a 3rd party vendor's infrastructure, IT can be supportive in providing access to data sources and security.

Outside agencies, at best, typically can only manage their own tactical efforts, and are often challenged to provide the larger picture view of the total enterprise marketing eco-system. This causes large gaps for holistic decision-making.

Of those marketers who rely on a Marketing Operations team to help manage their marketing stack, nearly 53% have current staff levels of 5 employees or less.

The skill set currently staffed to support the department that is most relied upon to manage the Marketing Technology stack.

Saas-based software providers (i.e. In the cloud offerings)	19%
Outsource system integrators/consulting firms	25%
Sales Ops	32%
Our outside marketing service providers (i.e., digital agencies, specialty firms)	34%
Internal IT department	44%
Marketing Ops	**53%**

2015 ANALYTICS STAFF

- NONE 8%
- 1 EMPLOYEE 23%
- 2-5 EMPLOYEES 26%
- 6-10 EMPLOYEES 23%
- 11-25 EMPLOYEES 11%
- 26-100 EMPLOYEES 9%

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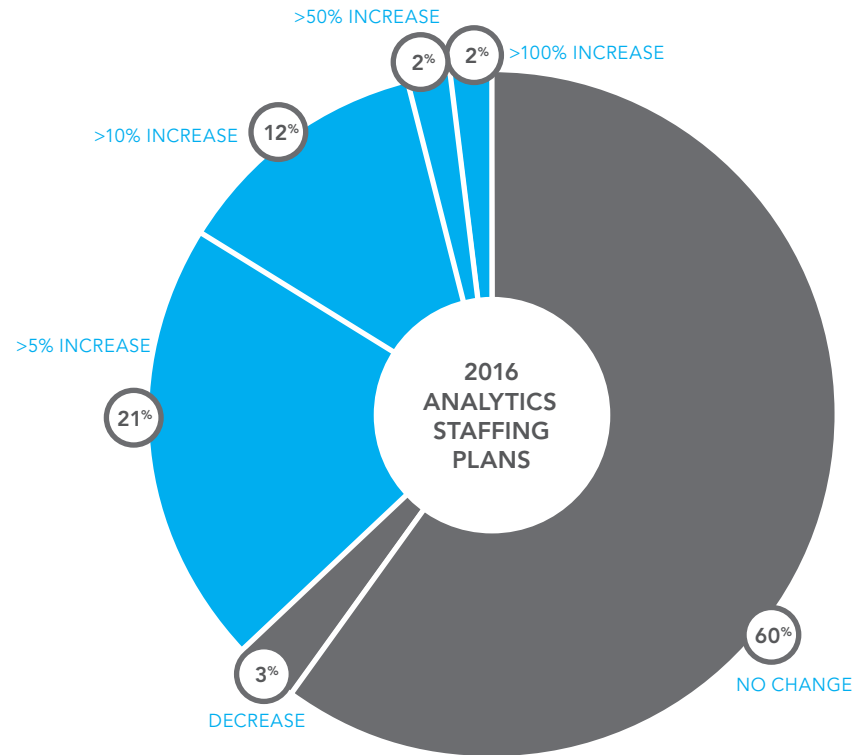ANALYTICS

RESOURCES/
BUDGET

FINDINGS:

Approximately 40% of marketers will increase their in-house marketing analytics staff in 2016.

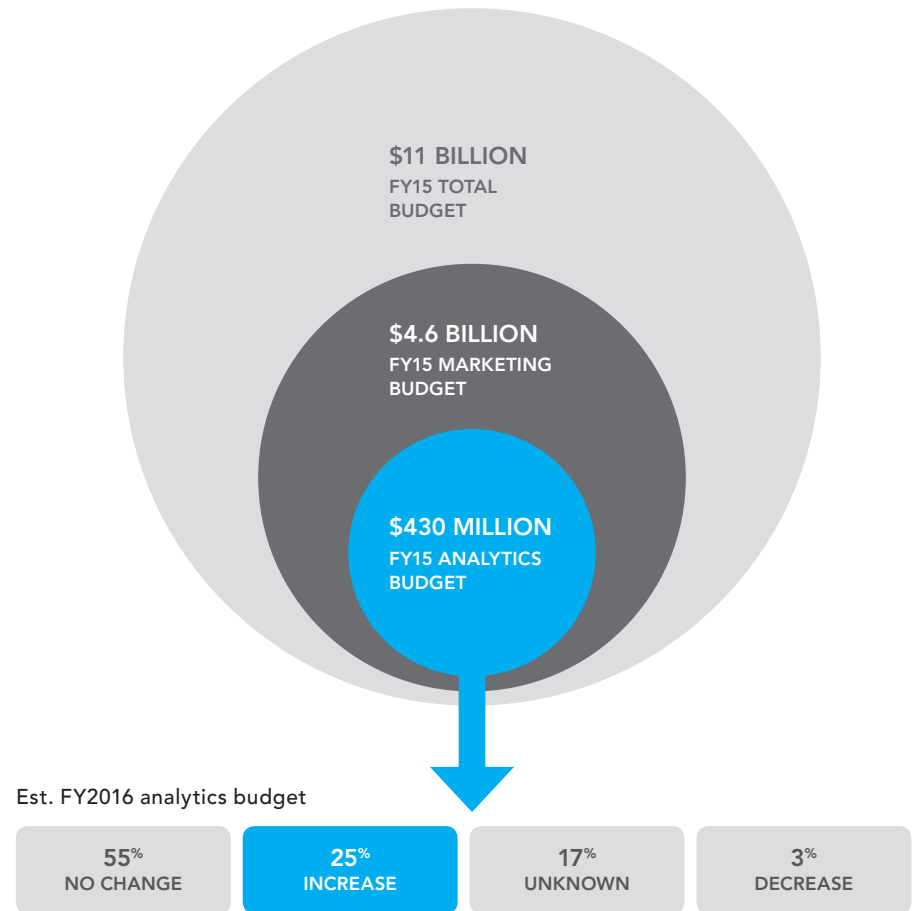What percentage do you anticipate increasing your future marketing analytics staff in 2016?

>50% INCREASE
2%

>100% INCREASE
2%

>10% INCREASE
12%

>5% INCREASE
21%

2016
ANALYTICS
STAFFING
PLANS

60%
NO CHANGE

3%
DECREASE

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BUDGET

FINDINGS:

In FY 2015, $430M is applied towards marketing analytics efforts,

The underlying data does not demonstrate any patterns in which the size of the analytics budget has any connection to overall marketing programs budget, type of industry, staffing levels, etc.

In FY 2016, 55% state their budget will remain flat, and 25% claim an increase YoY.

Marketing analytics budgets in FY 2016 will more than likely be greater than $430M.
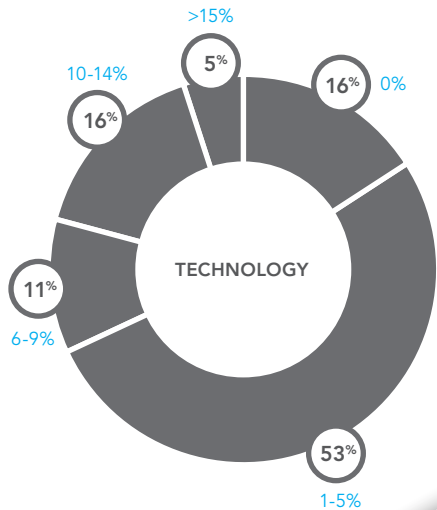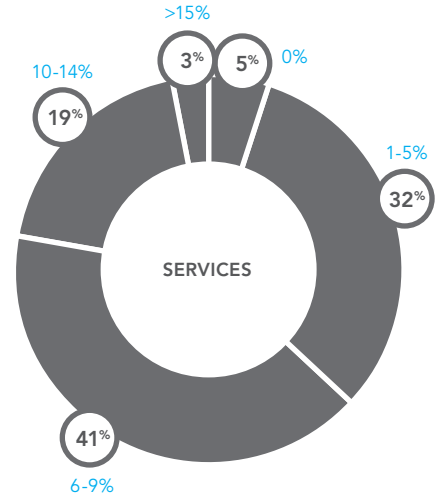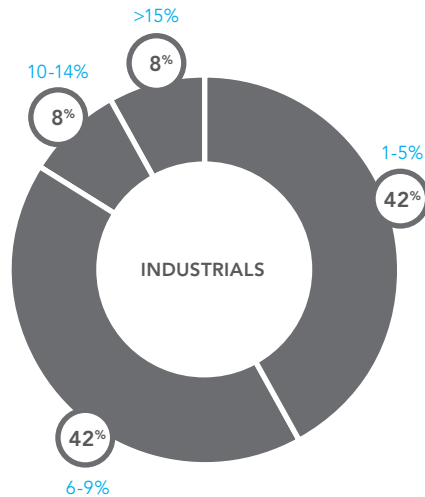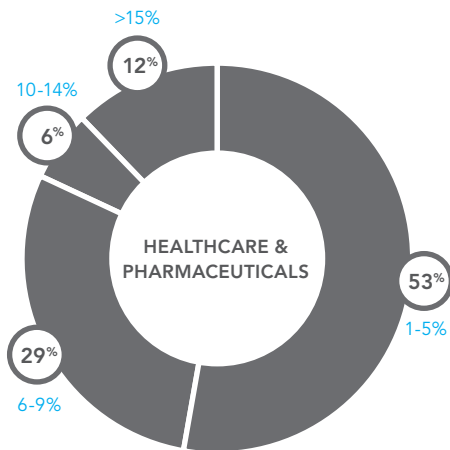
Advanced analytics budget analysis

$11 BILLION
FY15 TOTAL
BUDGET

$4.6 BILLION
FY15 MARKETING
BUDGET

$430 MILLION
FY15 ANALYTICS
BUDGET

Est. FY2016 analytics budget

55% NO CHANGE	25% INCREASE	17% UNKNOWN	3% DECREASE

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INDUSTRY

PRIORITIES/
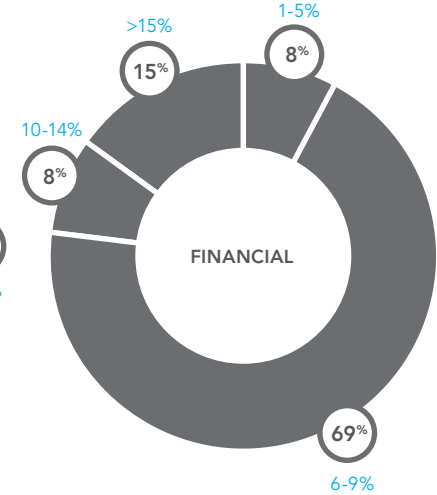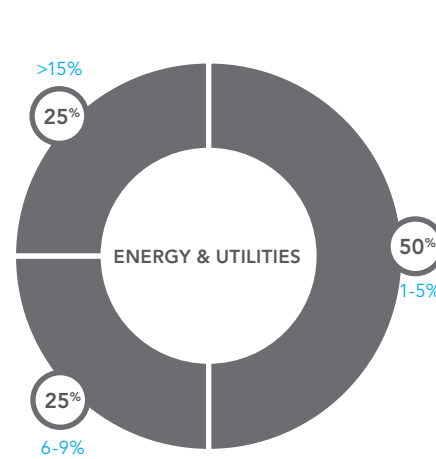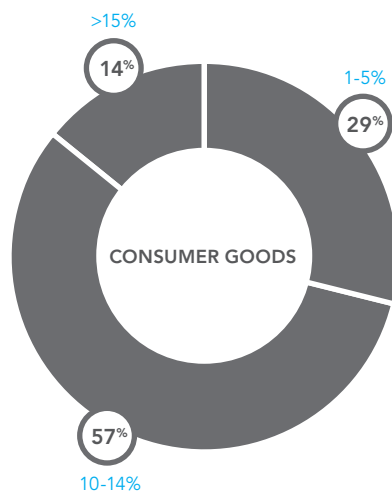PERFORMANCE

TECHNOLOGY/
ANALYTICS

**RESOURCES/
BUDGET**

FINDINGS:

Of the total $430M allocated for advanced marketing analytics, 24% of the responders represent $220M, and 76% represent $210M.
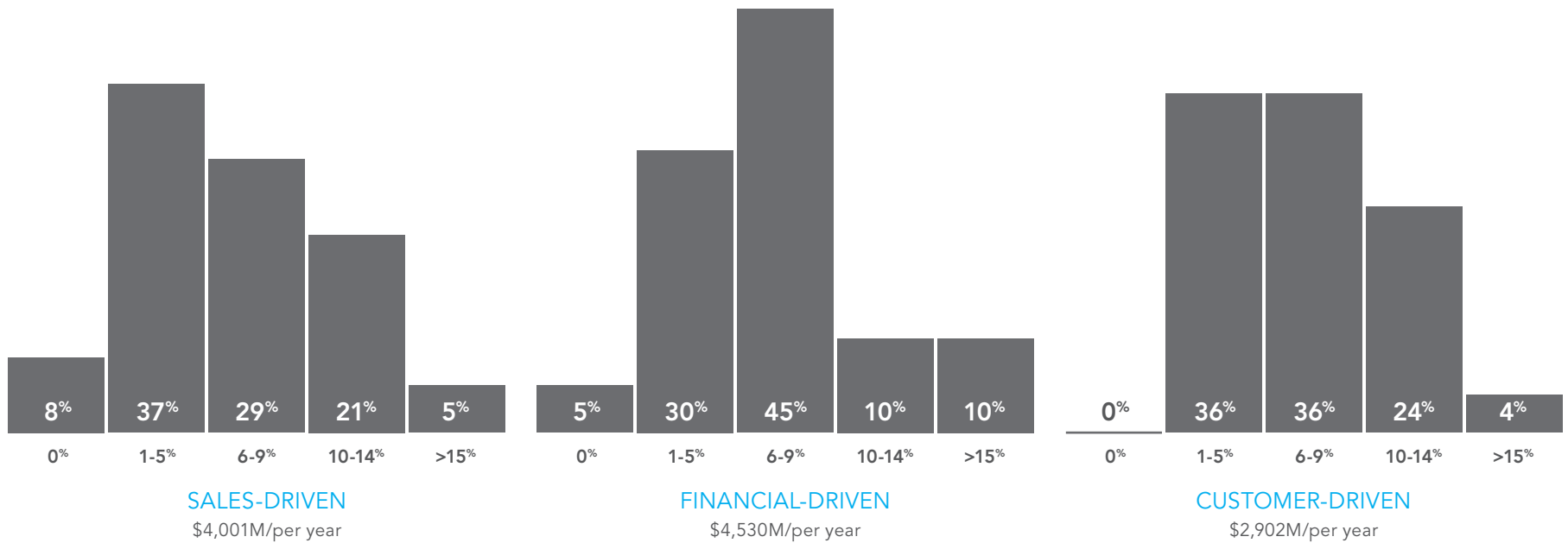
The % of marketing budget for marketing analytics have a wide variance by industry, though most have between 1-9%.

What is the % of your budget that is allocated towards advanced marketing analytics?

CONSUMER GOODS
- >15%: 14%
- 1-5%: 29%
- 10-14%: 57%

ENERGY & UTILITIES
- >15%: 25%
- 1-5%: 50%
- 6-9%: 25%

FINANCIAL
- >15%: 15%
- 1-5%: 8%
- 10-14%: 8%
- 6-9%: 69%

HEALTHCARE & PHARMACEUTICALS
- >15%: 12%
- 10-14%: 6%
- 1-5%: 53%
- 6-9%: 29%

INDUSTRIALS
- >15%: 8%
- 10-14%: 8%
- 1-5%: 42%
- 6-9%: 42%

SERVICES
- >15%: 3%
- 5%
- 0%
- 10-14%: 19%
- 1-5%: 32%
- 6-9%: 41%

TECHNOLOGY
- >15%: 5%
- 0%
- 16%
- 10-14%: 16%
- 6-9%: 11%
- 1-5%: 53%

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CULTURE/
INDUSTRY

PRIORITIES/
PERFORMANCE

TECHNOLOGY/
ANALYTICS

RESOURCES/
BUDGET

FINDINGS:

Organizations with a customer-driven culture spend a greater % of their budget on marketing analytics. Financial-driven organizations spend more money on an average annual basis.

0%	1-5%	6-9%	10-14%	>15%
8%	37%	29%	21%	5%

SALES-DRIVEN
$4,001M/per year

0%	1-5%	6-9%	10-14%	>15%
5%	30%	45%	10%	10%

FINANCIAL-DRIVEN
$4,530M/per year

0%	1-5%	6-9%	10-14%	>15%
0%	36%	36%	24%	4%

CUSTOMER-DRIVEN
$2,902M/per year

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CULTURE/
INDUSTRY

PRIORITIES/
PERFORMANCE

TECHNOLOGY/
ANALYTICS

RESOURCES/
BUDGET

FINDINGS:

Each industry had varying degrees of how they would prefer to shift their budget versus how it is currently allocated.

If you could have 100% control of the budget how would you allocated it differently than it is currently established?

TECHNOLOGY

| Current		Ideal
22%	upselling cross-selling	25%
26%	retention/ renewal	38%
52%	acquistion	37%
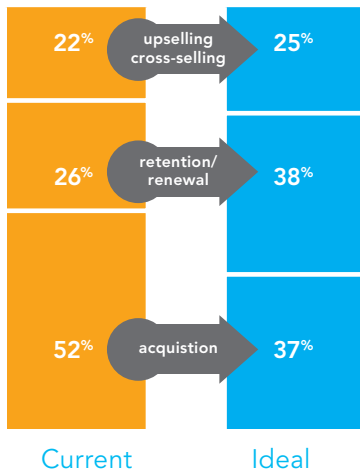
EX: Tech leaders wish to decrease budget for customer acquisition nearly 40% basis points, from 52% to 37%; Increase budget of renewal from 26% to 38%; and desire a minor modification for customer upselling.

RETAIL/CONSUMER SERVICES

| Current		Ideal
17%	upselling cross-selling	24%
45%	retention/ renewal	38%
38%	acquistion	38%
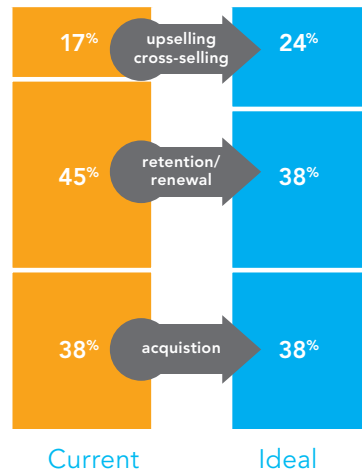
EX: Retail/consumer service marketers wish to keep customer acquisition budget allocation flat; Decrease budget of renewal/retention from 45% to 38%; and desire to increase customer upselling up >30%, from 17% currently to 24%.

BUSINESS SERVICES

Current		Ideal
19%	upselling cross-selling	27%
41%	retention/ renewal	37%
40%	acquistion	36%
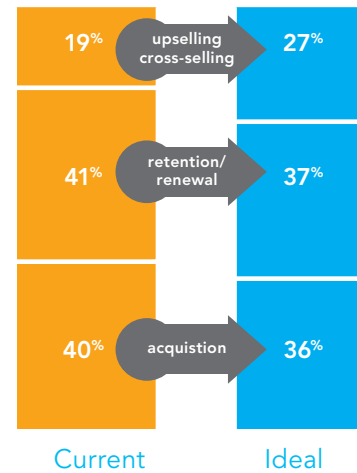
EX: Business Services wish to decrease budget for customer acquisition about 10% basis points, from 40% to 36%; Decrease budget of renewal from 41% to 37%; and increase customer upselling by nearly 40%.
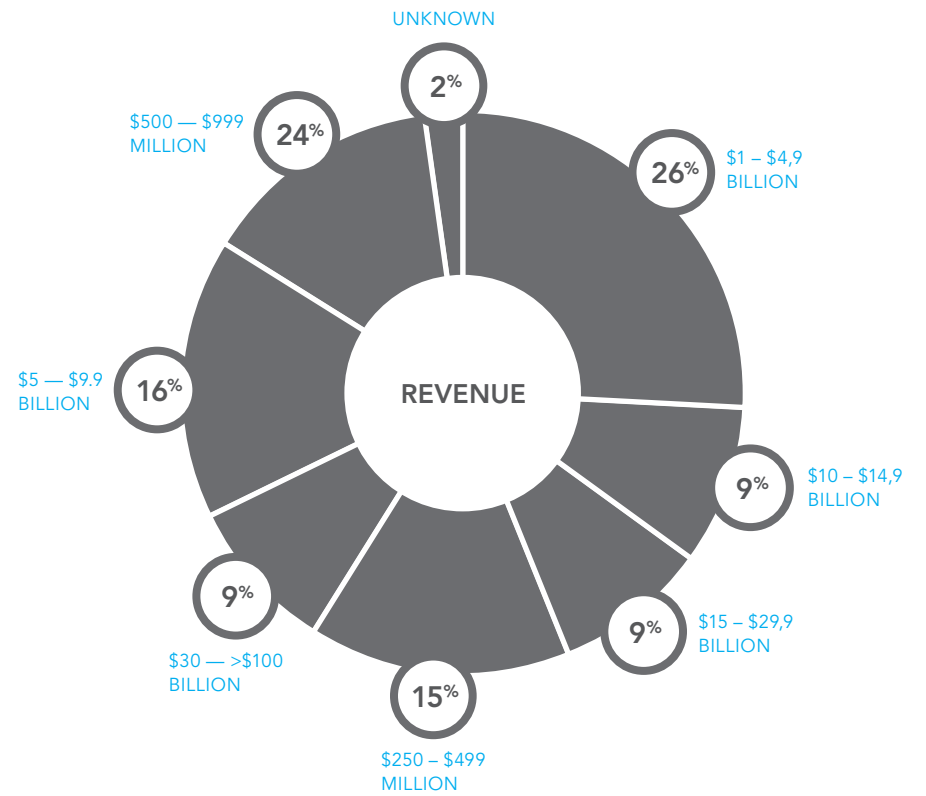
INDUSTRIALS

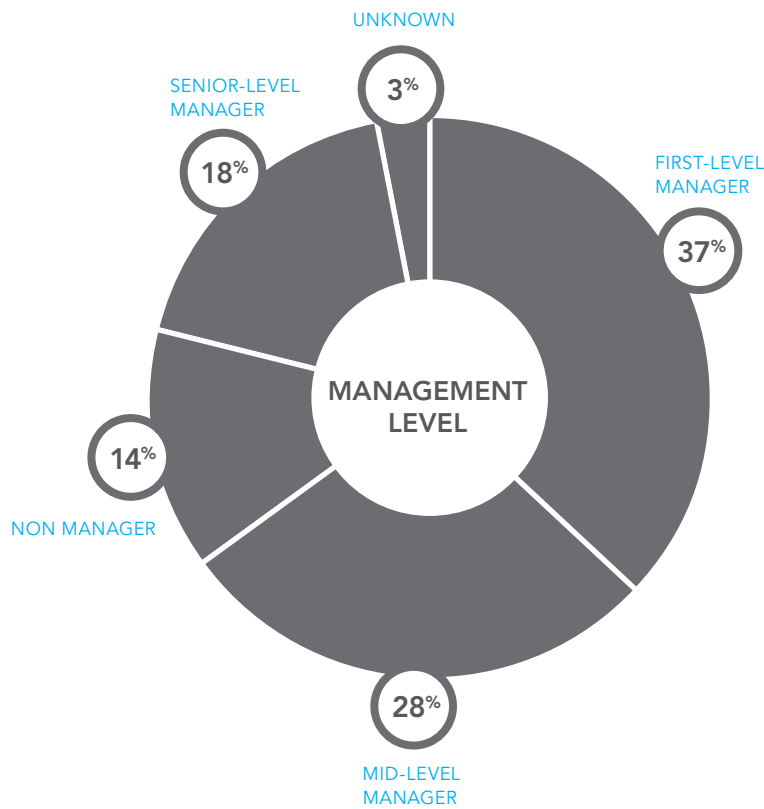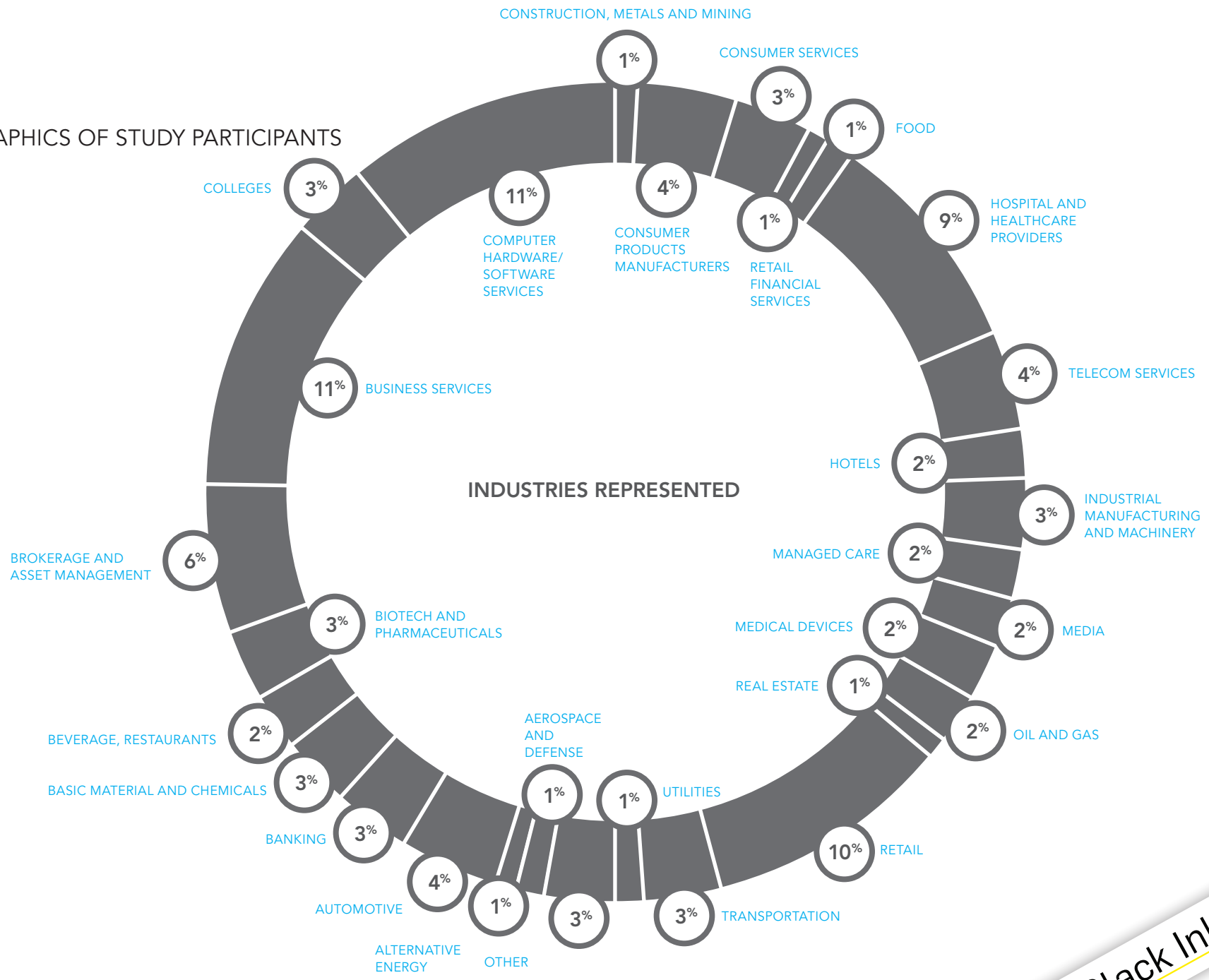| Current		Ideal
19%	upselling cross-selling	24%
38%	retention/ renewal	36%
43%	acquistion	40%
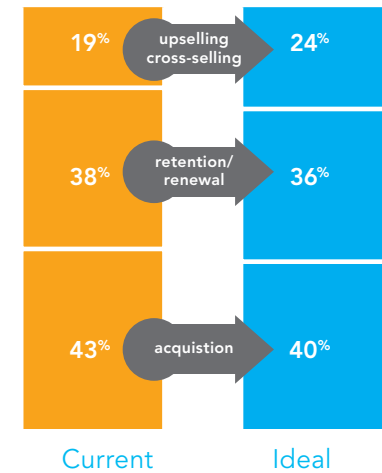
EX: Industrial marketers wish to reduce customer acquisition budget allocation by about 8%; Keep the budget relatively flat for renewal/retention; and desire to increase customer upselling up >20%, from 19% currently to 24%.

In general, marketers would like to divert budget from customer acquisition and invest more in customer retention/repeat and upselling efforts.

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FIRMAGRAPHICS OF STUDY PARTICIPANTS

MANAGEMENT LEVEL

- UNKNOWN — 3%
- SENIOR-LEVEL MANAGER — 18%
- FIRST-LEVEL MANAGER — 37%
- NON MANAGER — 14%
- MID-LEVEL MANAGER — 28%

REVENUE

- UNKNOWN — 2%
- $500 — $999 MILLION — 24%
- $1 – $4,9 BILLION — 26%
- $5 — $9.9 BILLION — 16%
- $10 – $14,9 BILLION — 9%
- $15 – $29,9 BILLION — 9%
- $30 — >$100 BILLION — 9%
- $250 – $499 MILLION — 15%

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FIRMAGRAPHICS OF STUDY PARTICIPANTS

INDUSTRIES REPRESENTED

- CONSTRUCTION, METALS AND MINING — 1%
- CONSUMER SERVICES — 3%
- FOOD — 1%
- HOSPITAL AND HEALTHCARE PROVIDERS — 9%
- TELECOM SERVICES — 4%
- INDUSTRIAL MANUFACTURING AND MACHINERY — 3%
- HOTELS — 2%
- MEDIA — 2%
- MANAGED CARE — 2%
- OIL AND GAS — 2%
- MEDICAL DEVICES — 2%
- REAL ESTATE — 1%
- RETAIL — 10%
- TRANSPORTATION — 3%
- UTILITIES — 1%
- AEROSPACE AND DEFENSE — 1%
- OTHER — 3%
- ALTERNATIVE ENERGY — 1%
- AUTOMOTIVE — 4%
- BANKING — 3%
- BASIC MATERIAL AND CHEMICALS — 3%
- BEVERAGE, RESTAURANTS — 2%
- BIOTECH AND PHARMACEUTICALS — 3%
- BROKERAGE AND ASSET MANAGEMENT — 6%
- BUSINESS SERVICES — 11%
- COLLEGES — 3%
- COMPUTER HARDWARE/SOFTWARE SERVICES — 11%
- CONSUMER PRODUCTS MANUFACTURERS — 4%
- RETAIL FINANCIAL SERVICES — 1%

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Black Ink is an advanced, customer analytics platform. It is designed for sales, marketing and P&L leaders who desire to optimize their customer acquisition, retention, up-sell, and cross-sell opportunities.

Representative global clients spanning various industries include STIHL USA, Thermo Fisher, Teradata Corporation, FlyPrivate, and ConEdison.

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