

Martech Report 2025



1. Introduction

This section introduces the report's purpose, survey design, and key findings, offering a brief overview of how Swedish organizations approach Martech from both strategic and operational perspectives.

1.1 About the report

Over the past eight years, the Martech Report has closely followed how companies use data, technology and insight to strengthen their marketing. From early steps with automation and CRM to the rise of customer experience and, most recently, the impact of AI, each edition has captured a new stage of the journey.

This year’s report gives a clear picture of where the market stands today: how companies invest, how perceived maturity has developed, and what challenges remain. It highlights both the opportunities of Martech and the obstacles that still hold organizations back. Also, the report takes a closer look at the companies that consider themselves “best in class” within Martech. Which these companies are, and what goals and objectives they have with their Martech investments, are just some of the questions answered in the report.

In short, the report provides facts and insights for everyone who wants to understand the current state of Martech in Sweden and where it is heading next.

1.2 About the survey

The survey on which the Martech Report is based was conducted across seven different markets. In total, the survey gathered responses from 815 participants during May 2025.

The respondents are distributed as follows:
Sweden – 500 Finland – 52, the Netherlands – 57,
Norway – 50, Germany – 55, UK – 50, Austria – 51.

Country	Number of respondents
Sweden	500
Finland	52
The Netherlands	57
Norway	50
Germany	55
The United Kingdom	50
Austria	51

1.3 Executive Summary

The 2025 Martech Report provides a comprehensive view of how organizations in Sweden and across Europe approach marketing technology. Based on responses from 815 participants in seven markets, including 500 in Sweden, the report highlights both current realities and emerging priorities.



Key Findings

Declining maturity: Perceived Martech maturity has fallen sharply across Europe, with the decline most pronounced in the Nordics. Despite growing investments, many organizations struggle with integration, fragmented processes, and lack of competence.

AI at a crossroads: Initial enthusiasm is giving way to caution. Many projects stall due to governance, data, and process challenges. Organizations with higher maturity are realizing more value, while others adopt a “wait-and-see” approach.

Shift from technology to people: Investment priorities have changed. Skills, leadership, and ways of working now outrank technology and data as the main focus areas, reflecting a recognition that tools alone do not create value.

High-maturity companies stand out: Larger firms, especially in hardware, networking, and manufacturing, are more likely to report high Martech maturity. They benefit most in efficiency and customer experience but still face resource and competence gaps.

Future investments: High-maturity companies prioritize content and experience technologies and continue to expand their budgets. B2C firms are more cautious, while B2B and mixed B2B/B2C companies plan more aggressive increases.

Implications

The Martech landscape in 2025 reflects a critical transition. Success no longer depends primarily on acquiring tools but on developing the organizational capacity to use them effectively. Companies that combine new technology with strong processes, leadership, and skills report the greatest impact. For others, the key challenge is to bridge the gap between ambition and execution.

2. Shifting Priorities: The Martech Landscape 2025

Martech is business strategies combined with technology in order to be more customer-focused. This combination includes several dimensions, such as people, process, data and technology. This means that Martech as such includes much more than only the technology itself.

2.1 Decline in Martech Maturity – A European and Nordic Challenge

This year's survey reveals a clear decline in perceived Martech maturity across Europe. The proportion of organizations ranking at the lowest levels has more than tripled in one year, while the share at the highest levels has significantly decreased. This downturn is evident regardless of company size or geographic market and is largely explained by recurring organizational and technical challenges.

An analysis by Boston Consulting Group points in the same direction: between 2021 and 2024, the average Martech maturity in the EMEA region dropped by 8%.¹ Behind this figure are increasing demands for artificial intelligence, complex data integration, and the need to manage an increasingly fragmented customer journey. In other words, the structural level of maturity has not kept pace with technological development. Instead, many organizations feel they are falling behind as tools and opportunities multiply but become harder to translate into actual impact.

1. Boston Consulting Group, *Accelerating AI-Driven Marketing Maturity*, 2024.

What level of Martech maturity is your organization currently at?

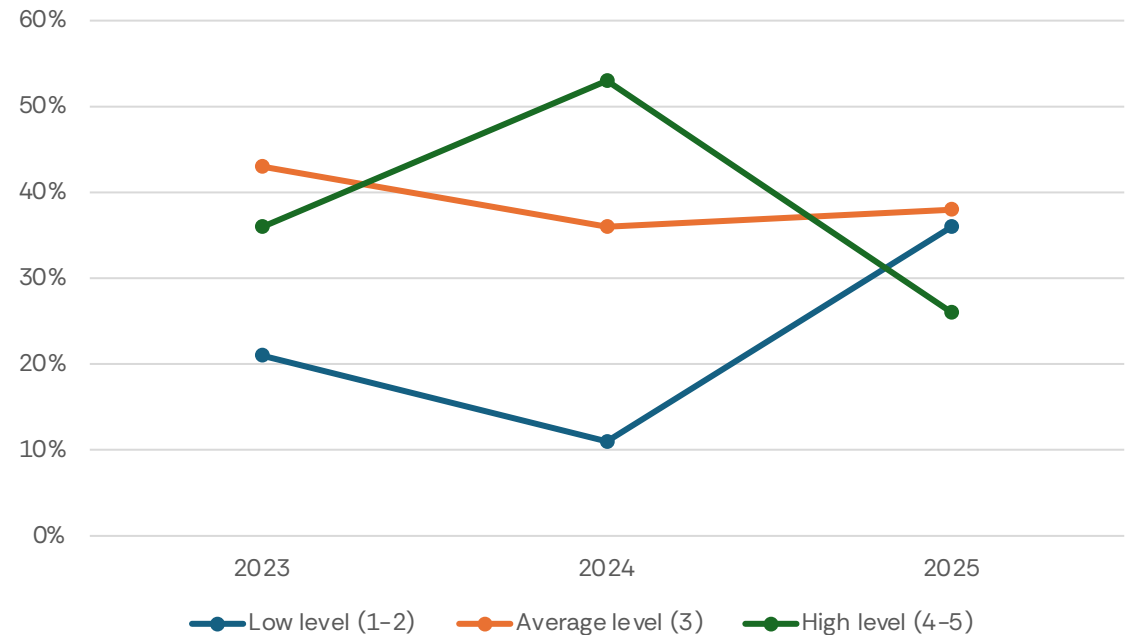


Figure 1: Change in perceived Martech maturity between the years 2023–2025

2.1.1 A European Trend with Nordic Extremes

The broad European decline is even more pronounced in the Nordics, where the development is significantly more dramatic. Norway shows the most substantial shift, driven by both a rapid pace of change in the digital ecosystem and new regulatory requirements that tighten consumer data protection. In a relatively small market, the lack of skills and resources becomes especially apparent. Sweden also demonstrates a marked decline, which can partly be explained by a more realistic perspective from leadership and the increasing complexity in Martech landscape in the last couple of years.



Estimated Martech maturity per country 2025

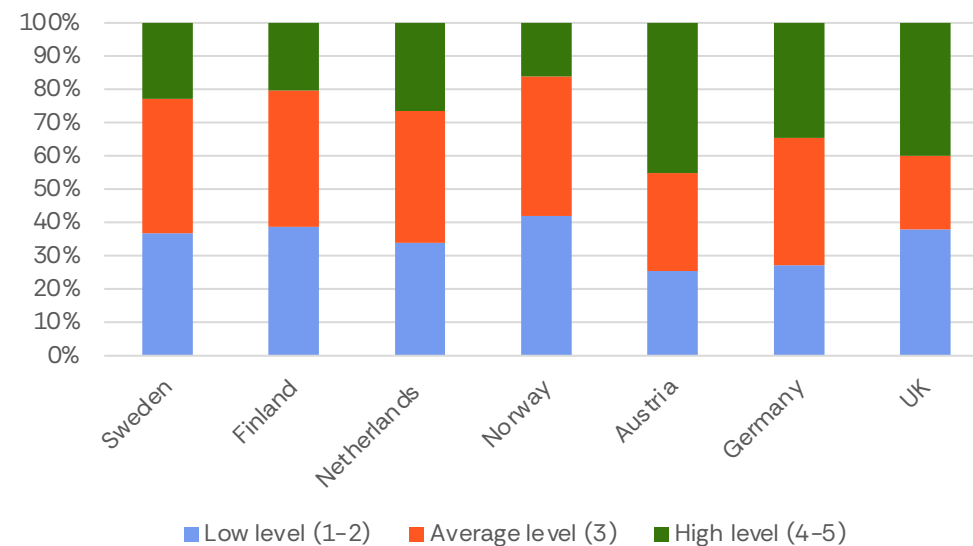


Figure 2: Estimated Martech maturity per country

2.1.2 Tools vs. Objectives – The Technology Trap

A central pattern is that more tools do not automatically lead to greater impact. StackAdapt describes this phenomenon as a “Martech maturity debt”: organizations invest in more solutions, but shortcomings in integration, data quality, and processes prevent them from realizing the benefits.² Gartner has estimated that only one-third of tool capabilities are fully utilized, while a quarter of the budget goes to underused or redundant systems.³ Without addressing the root causes, increased investments tend to be ineffective.

2.1.3 Data Integration and Organizational Capacity

Several studies indicate that it’s not the technology itself that poses the greatest obstacle, but rather the organization’s inability to manage it. A review from MarTech.org shows that nearly two-thirds of organizations cite data integration as their biggest challenge.⁴ The CMO Survey also highlights that lack of collaboration, insufficient expertise, and limited capacity weigh more heavily than the technology itself.⁵

2. StackAdapt, *Unlocking Martech Maturity: A Strategic Framework for Modern Growth*, 2025.

3. CMSWire, *Beyond the Mirage: A Data-Driven Blueprint to Tame Martech Complexity*, 2025.

4. MarTech.org, *These are the challenges and barriers impacting your martech stack*, 2025.

5. The CMO Survey, *Leading Marketing in a Complex World*, 2025.

2.1.4 Maturity Silos – The Gap Between Leadership and Operational Levels

An interesting shift in this year’s data is that leadership teams now rate their maturity lower than operational staff, a reversal from previous years. Earlier surveys showed that top management was often more optimistic, but now the picture is the opposite. This can be interpreted as a sign of increased realism: leadership now has a clearer view of the gap between ambition and execution. Self-awareness at the highest level can, in the long run, strengthen decision-making and improve the conditions for change.

Job level and perceived Martech maturity level

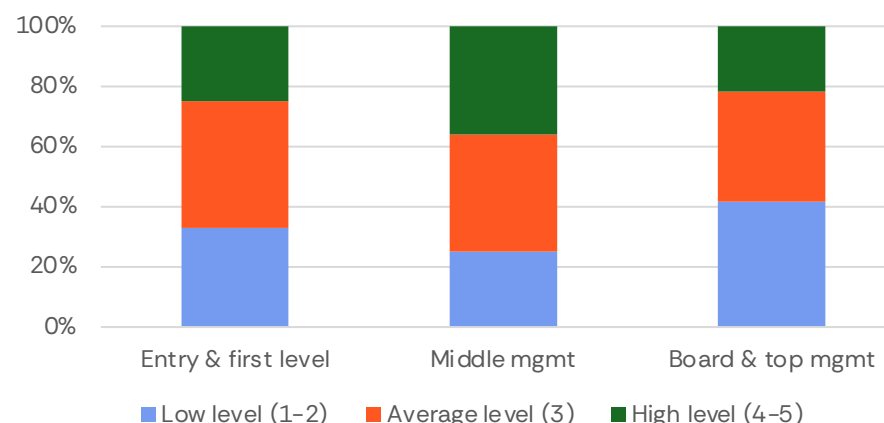


Figure 3: Job level and perceived Martech maturity level

2.1.5 Challenges Ahead for 2025

– Time, Content, and Processes

This year's results show that lack of time and competence remain the biggest obstacles to advancing Martech efforts. New response options also highlight challenges related to content production, IT infrastructure, and tools. Analysis from Adasight suggests that the problems are often more complex than mere resource shortages as fragmented processes, unclear ownership, and weak structure cost both time and credibility.⁶ Therefore, processes themselves become a key factor moving forward: without clear accountability and a robust framework for content and tool usage, investments risk continuing to underdeliver.

What are the biggest challenges you have faced in achieving the goals behind your organization's investments in Martech?

Total (% of the respondents)

Lack of time	57%
Lack of competence	44%
Lack of budget	39%
Difficulties to build collaboration within the organization	27%
Lack of content	24%
Challenges with customer data and insights	23%
Lack of support from top management	21%



6. Adasight, *The Hidden Cost of Poor Marketing Analytics*.

2.2 AI in Martech – Between Hype and Reality

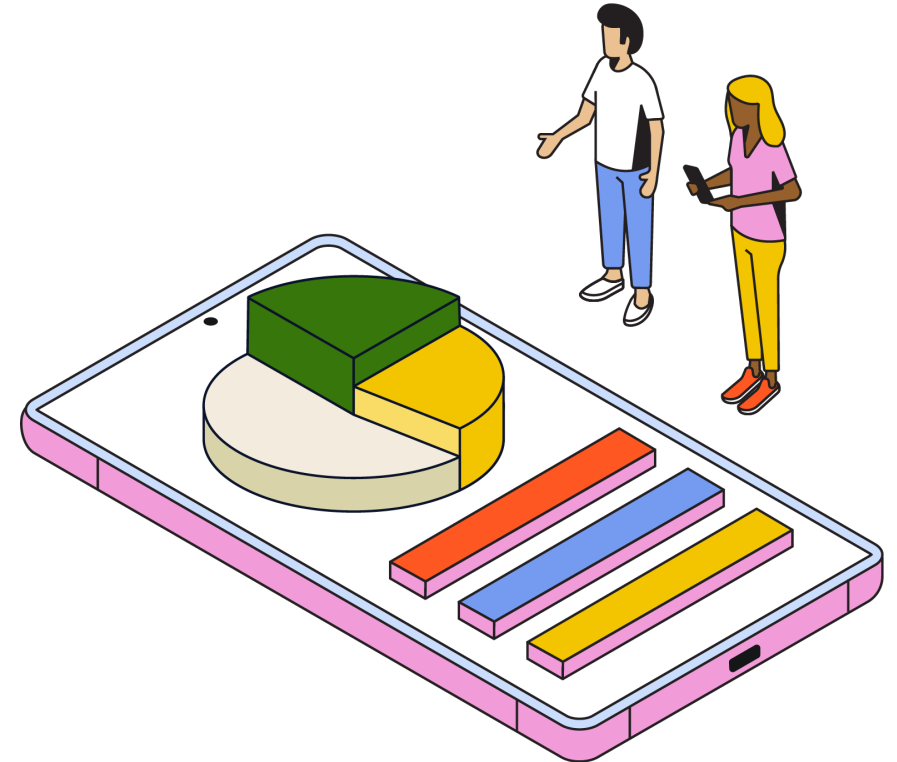
Artificial intelligence continues to shape the Martech landscape, but the initial wave of enthusiasm is giving way to a more cautious and reflective approach. This section explores how expectations, investment levels, and market conditions are evolving as organizations move from hype to practical implementation.

2.2.1 A New Phase for AI in Marketing

AI has quickly emerged as one of the most transformative technologies in marketing. Few areas have sparked such high expectations, but this year's data shows that optimism has waned. The proportion of organizations that have already implemented AI solutions within Martech has decreased, while a growing number are holding off or only planning for the longer term.

This marks a clear shift from the initial boom in spring 2023, when many companies saw AI as an obvious and rapidly growing part of their strategies.

Today, a more sober view prevails: the complexity, costs, and risks are more apparent, and decision-makers increasingly choose to “stay put” until the technologies have matured. As Gartner notes, nearly half of ongoing agent-based AI projects will be discontinued within two years, not because the technology lacks potential, but because organizations lack governance, data quality, and clear business value.⁷



⁷. Gartner, *5 Key Ways to Create an Effective Marketing Strategy*, 2025.

2.2.2 Investments Slow Down, but Interest Remains

Last year, the willingness to invest in AI was nearly universal. This year, the proportion of organizations saying no to AI has increased significantly. The connection to perceived maturity level is clear: organizations that rate themselves low in Martech maturity are also the ones most likely to opt out of AI. More than half of those at the lowest levels say no to AI investments, while only a small share of the most mature organizations does the same.

Planned AI investments within Martech

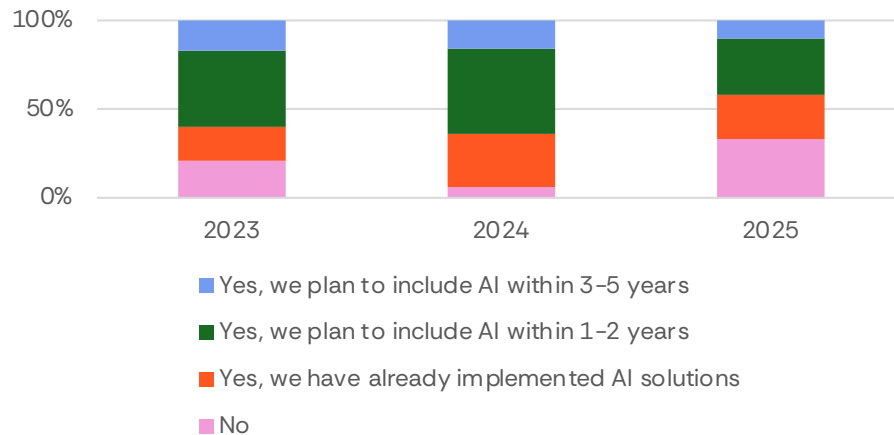
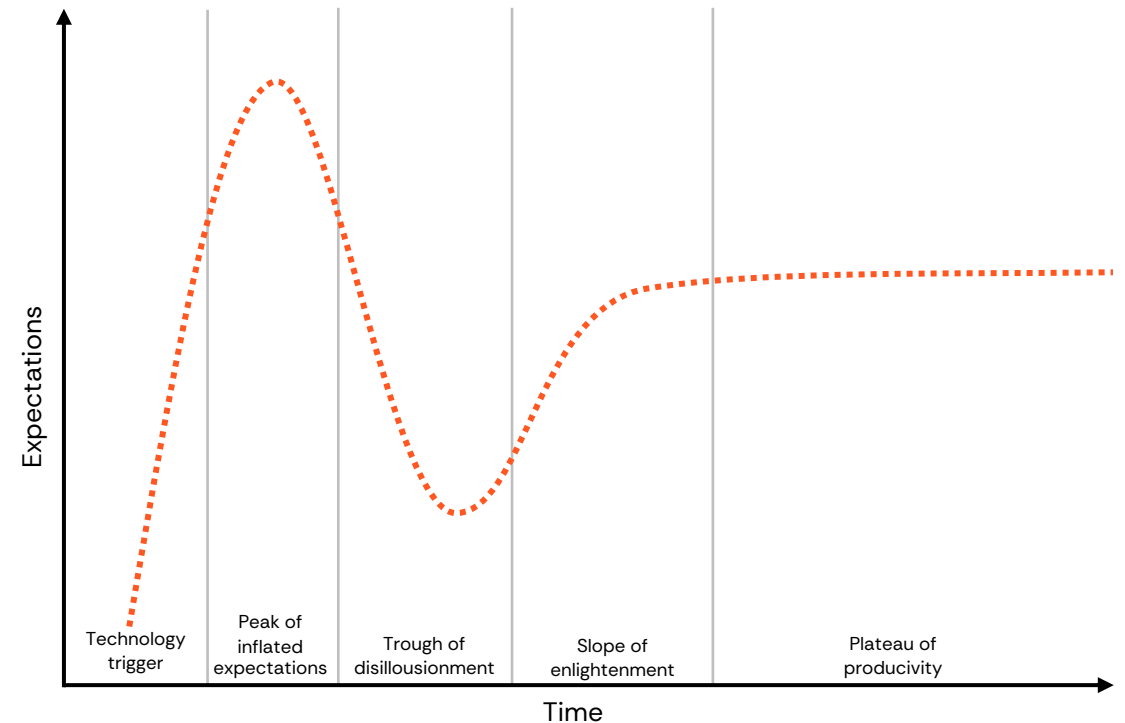


Figure 4: Planned AI investments 2023-2025

8. Gartner, *Gartner Hype Cycle*.

This reflects a maturity journey in itself: the more organizations learn about AI, the more they also recognize the challenges. The investment threshold rises with growing awareness of complexity, a kind of “trough of disillusionment” according to Gartner’s Hype cycle.⁸



Gartner Hype cycle

2.2.3 Differences Between Markets – Different Phases of the Same Journey

The picture is far from uniform.

Sweden sits at the European average: one-third of organizations are not working with AI within Martech and have no plans to do so, but an almost equally large share plans to start within the coming years. The ambition is there, but capacity is lacking.

Norway stands out as the most sceptical market, with a majority stating they have no plans for AI initiatives at all. This may be linked to a lack of resources, expertise, and a more cautious investment culture.

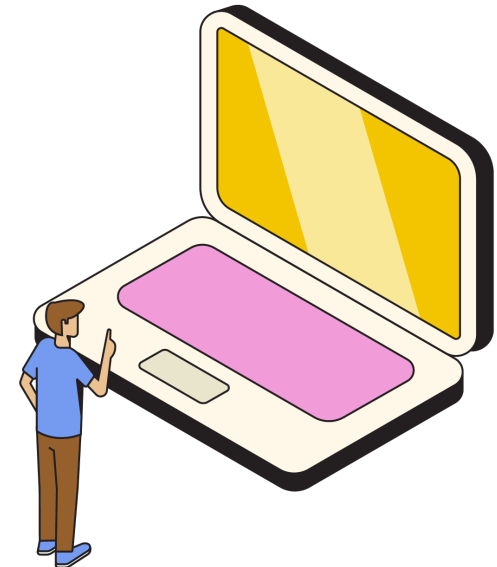
Germany appears to be the most AI-mature market. Here, both the level of implementation and self-assessed maturity are higher, and the challenges are more about internal processes and coordination than resources.

The United Kingdom reports high levels of technical complexity and integration issues, typical of markets with large and advanced tech stacks.

Finland reports less of a resource shortage but a clear challenge in terms of expertise. The conditions are in place, but a lack of the right knowledge hinders progress.

The Netherlands stands out with data quality being perceived as the main obstacle, reflecting a more data-driven focus where demands for precision and structure are higher.

These differences show that AI is not merely a technical issue but is strongly influenced by local market conditions, regulations, and organizational culture.



2.2.4 Industries at Different Speeds

Clear differences between industries are also evident. Retail, IT, and finance continue to lead the way, while non-profit organizations and parts of the public sector remain more cautious. Among non-profits, nearly 40% report that they neither use AI nor plan to, although a few have already implemented solutions.

The public sector shows a different profile: here, almost no one gives a clear “no,” and a large proportion plan to invest soon. This suggests that welfare organizations see the potential of AI for future citizen engagement but are still in the planning phase.

Already uses or plans to invest in AI (selection of industries)

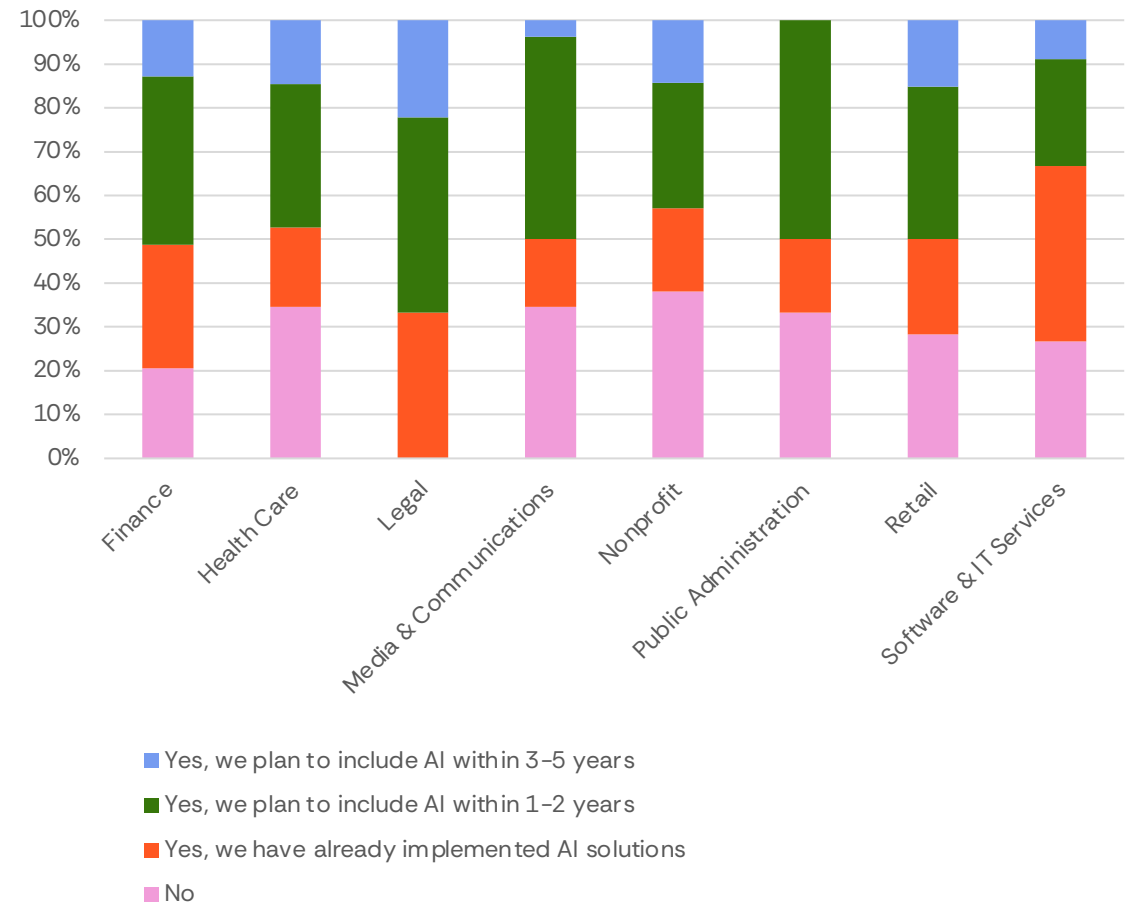


Figure 5: AI investments divided by industry

2.2.5 Between Hype and Organizational Reality

Several global reports emphasize that the obstacles are rarely technical at their core. Both Forrester and Gartner point to the same conclusion: the biggest bottlenecks lie in people, processes, and governance, not in the technology itself.⁹

This is where the AI question lands in 2025. Implementation is not slowing down because interest has faded, but because organizations have become more realistic. Without clear processes, accountability, and skills development, AI becomes a cost rather than an asset.

2.2.6 Conclusion – A Strategic Crossroads

AI in Martech stands at a crossroads. Companies that have already implemented AI and demonstrate high maturity report the greatest impact due to a combination of investments, processes, and people working in harmony. Those who hesitate risk falling behind, but their caution also reflects growing self-awareness.

Looking ahead, it's not about chasing the next AI tool, but about asking the tough questions:

- What problem are we trying to solve?
- Do we have the right data and expertise?
- How do we ensure governance and ethical use?

AI will continue to be a key driver in the evolution of marketing, but it's only when ambition is matched by organizational capability that the technology becomes a true competitive advantage.

2.3 Shift from Tech to People – A New Priority in Martech

This year's survey reveals a clear shift in focus. Where technology and data platforms once topped the agenda, people and processes are now highlighted as the most prioritized areas for development. Skills development, change management, and organizational conditions are ranked higher than new tools and systems. This marks a transition from "buying capacity" to building capability.

9. Forrester, *Upskilling The Public Sector Workforce For The AI Era*, 2025; Gartner, *5 Key Ways to Create an Effective Marketing Strategy*, 2025.

The numbers show this movement clearly: the proportion prioritizing investments in skills has increased significantly, while technology is ranked lower than before. This reflects a growing awareness regarding that technology alone does not create value. Instead, it is the people, their knowledge, and their processes that determine whether the potential can be realized.

2.3.1 When Technology Outpaces the Organization

Several explanatory models shed light on why this shift is happening now. In organizational research, it's well known that technological development often moves faster than organizational adaptation. Gartner illustrates this phenomenon through its hype cycle, where initial euphoria is often followed by a period of disillusionment when systems prove difficult to fully utilize.¹⁰ The Dunning–Kruger curve offers a similar framework: when organizations first encounter new technology, they often overestimate their capabilities, but with increased experience comes a more realistic understanding of what is required.

This is also how this year's results should be interpreted. Companies have invested in extensive tech stacks but, according to CMSWire, use on average only 42% of their capacity.¹¹ The rest remains unused as a form of organizational “technology debt.” When leadership now rates maturity lower than in previous years, it's not due to a lack of ambition, but rather a more nuanced understanding of complexity and the importance of human capital.

Facts

42%

That's the average proportion of Martech stacks being actively used. The rest remains unused – an indicator that the challenge lies within the organization, not the technology.¹²

(Source: CMSWire 2025)

10. Gartner, *Gartner Hype Cycle*.

11. CMSWire, *Beyond the Mirage: A Data-Driven Blueprint to Tame Martech Complexity*, 2025.

12. CMSWire, *Beyond the Mirage: A Data-Driven Blueprint to Tame Martech Complexity*, 2025.

2.3.2 Self-Awareness as a Step Toward Maturity

The shift from technology to people can thus be seen as a sign of growing maturity. As several respondents in this year's study testify, real improvement only becomes possible once there is awareness of one's own limitations. McKinsey emphasizes that only 1% of organizations today can be described as fully mature in their AI usage, not because the technology lacks power, but because leadership, accountability, and skills are not sufficiently developed.¹³

Similarly, data from The CMO Survey shows that a majority of CMOs now plan to allocate an increasing share of their martech budgets to training and change management.¹⁴ This is not a retreat from technology, but an awakening to what is truly required to realize its value.

13. McKinsey & Company, *The state of AI in 2023: Generative AI's breakout year*, 2023.

14. The CMO Survey, *Leading Marketing in a Complex World*, 2025.

Future Investment Priorities 2025

1. **People** – Skills, leadership, and change management are now ranked as the highest priorities.
2. **Process** – Structures and workflows are seen as critical to realizing the value of technology.
3. **Tech** – New tools remain important but are given lower priority than in previous years.
4. **Data** – Considered foundational but ranks lowest in the 2025 prioritization.

(Source: The Martech survey 2025)

Future Investment Priorities 2024

1. **Tech** – AI and technology were the primary drivers of growth.
2. **Data** – Structure and models for accessibility and analysis were prioritized.
3. **Process** – Work methods gained importance but ranked below technology.
4. **People** – Skills were considered important but received the least investment focus.

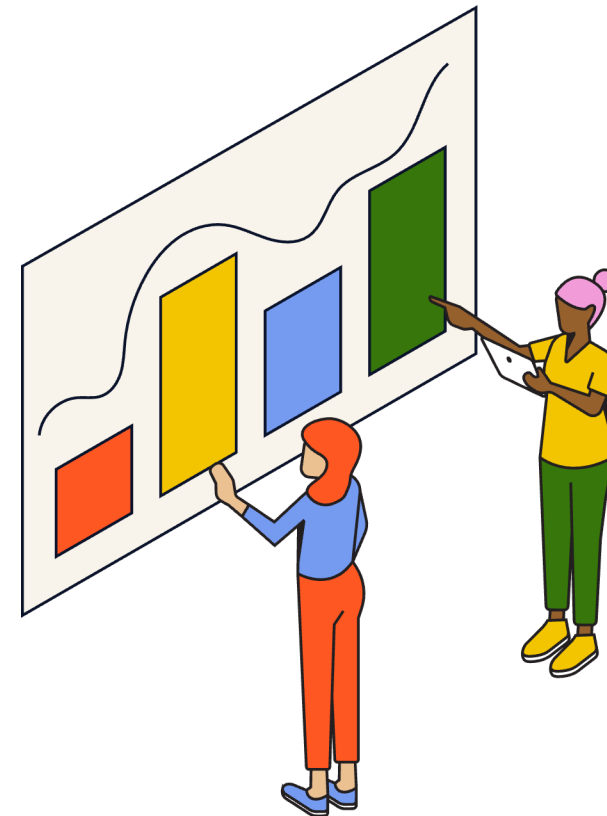
(Source: The Martech report 2024)

The shift from technology to people is not a random change, but a consequence of the insight gained after several years of rapid technological development. Organizations are now entering the next phase: investing in people rather than tools. Skills, processes, and culture are emerging as the true keys to success.

Even when looking at the challenges companies themselves report, the picture becomes clear. The obstacles are primarily about people and processes:

- Lack of time: 57%
- Lack of competence: 44%
- Lack of budget: 39%
- Lack of support from top management: 21%
- Lack of tools: only 15%

The clear picture is that organizations are not lacking in technology – they lack the ability to use it effectively. Martech is no longer about what you can buy, but what you can understand and use. It is within that understanding that the Martech landscape takes its next step.



3. Companies Reporting High Martech Maturity

This section will focus on the companies with a high level of self-assessed Martech maturity. What distinguishes these companies? What do their internal conditions look like? And what are their next steps in Martech development?

3.1 Company Characteristics and Self-Assessed Maturity Level

To categorize the companies in the survey, several parameters with varying degrees of correlation to self-assessed maturity have been used.

3.1.1 Revenue and Perceived Maturity: A Strong Correlation

Revenue is a parameter strongly correlated to self-assessed maturity. Among the largest companies, more than half (51%) report a maturity level of 4–5, while 47% of the smallest companies report a level of 1–2. This suggests that perceived Martech maturity is largely an economic matter, and that larger companies generally see themselves as more successful in their Martech efforts.

In general: What level of Martech maturity is your organization currently at?

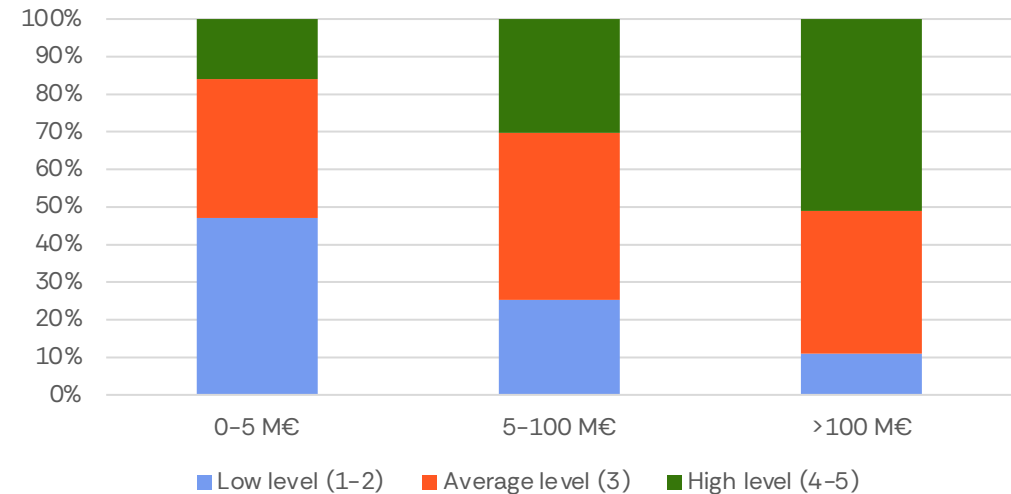


Figure 1: Perceived level of Martech maturity in relation to revenue

3.1.2 Business Model as a Parameter in Perceived Martech Maturity

The study also considers the business model parameter, with the consistent finding that whether a company operates in a B2B or B2C context has no impact on the perceived level of maturity. A company with a high perceived maturity is just as likely to operate with B2B, B2C, or both. This indicates that the clear differences resulting from the business model such as customer volume and the nature of personal relationships, do not influence how companies perceive their ability to benefit from Martech.

	B2B	B2C	B2B & B2C
Perceived maturity (mean)	2,82	2,78	2,79

3.1.3 Industry Affiliation and Its Impact on Martech Maturity

Another parameter examined is the impact of industry affiliation on perceived maturity. The study indicates that companies within the Hardware & Networking and Manufacturing sectors are more likely to report a high self-assessed level of Martech maturity.

One possible explanation for this is that these industries are capital-intensive and have extensive experience with technology investments.

Who in your organization has budget responsibility for Martech?

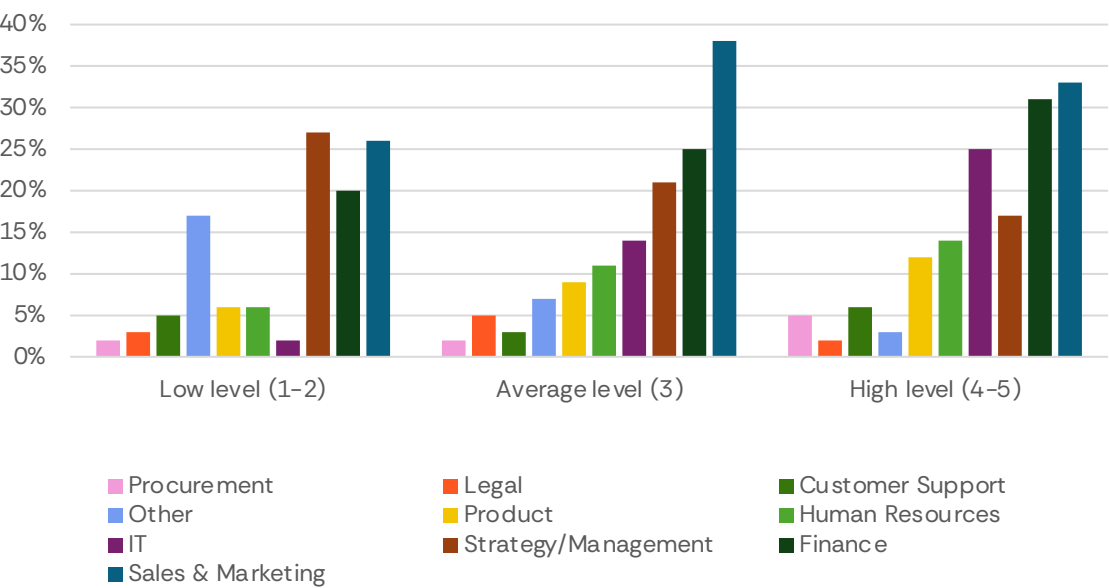


Figure 2: Budget responsibility divided by perceived level of Martech maturity

3.2 Organizational Conditions and Perceived Value of Martech

While company characteristics are important to examine, it is equally relevant to explore how perceived Martech maturity relates to the organizations' capabilities across key areas, as well as the tangible business impact of their Martech efforts.

3.2.1 Capability Levels Across Self-Assessed Martech Maturity Groups

Achieving success in Martech requires organizations to be equipped in several essential areas. In the survey forming the basis of the Martech report, respondents rated their capabilities in technology, Martech data, processes and ways of working, competence, and strategy on a scale from 1–5 with 5 being the highest. These dimensions represent the foundational elements required to effectively implement and scale Martech efforts.

Respondents with a self-assessed Martech maturity of 4–5 report notably higher scores across all areas, with strategy (mean 3.90) and competence (mean 3.88) emerging as their strongest capabilities. Technology receives the lowest score within this group (mean 3.68), suggesting that even among the most mature organizations, technical infrastructure remains a relative challenge. These results indicate that organizations with higher self-assessed maturity levels tend to rate strategic clarity and internal expertise as notable strengths.

Across all maturity levels, the ratings between different capability areas are relatively even. This consistency may reflect that organizations tend to develop their Martech capabilities in parallel, or that respondents perceive their overall readiness as uniform across domains. It could also indicate a lack of internal benchmarking, making it difficult to distinguish specific strengths and weaknesses.

How well equipped is your company regarding...

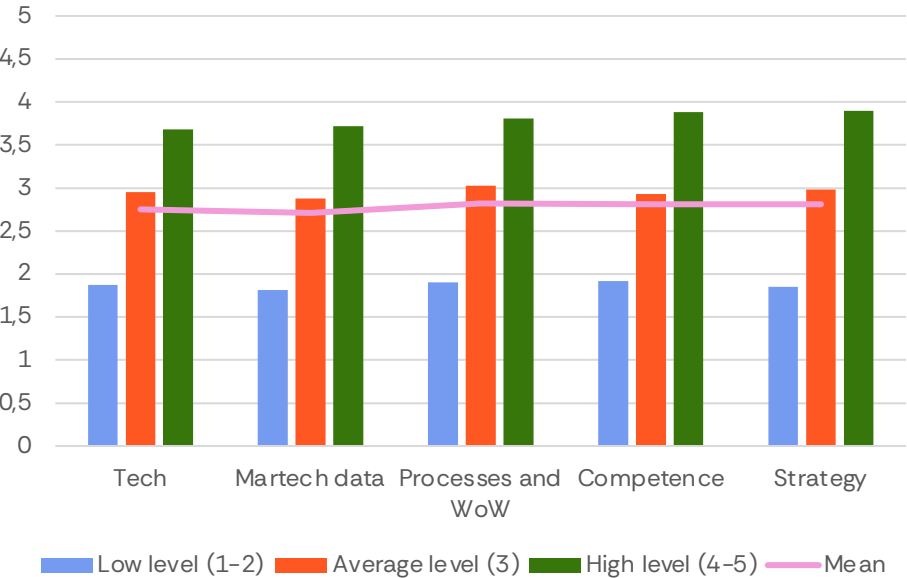


Figure 3: Equipment across core areas divided by perceived level of Martech maturity

3.2.2 Business Impact of Martech Across Key Customer and Operational Areas

Respondents were asked to rate the business impact of their Martech efforts in five areas: customer acquisition, develop customers, retain customers, deliver excellent customer experience and efficient way of working. The strongest impact is reported in efficient way of working, where 68% of those with a self-assessed Martech maturity of 4-5 rated the impact as 4 or 5 on a five-point scale. Customer experience follows closely, with 65% of the same group giving similarly high ratings. Although these two areas stand out, the overall distribution of responses is relatively even across all categories.

High level (4-5): What business impact has your organization seen from previous Martech investments?

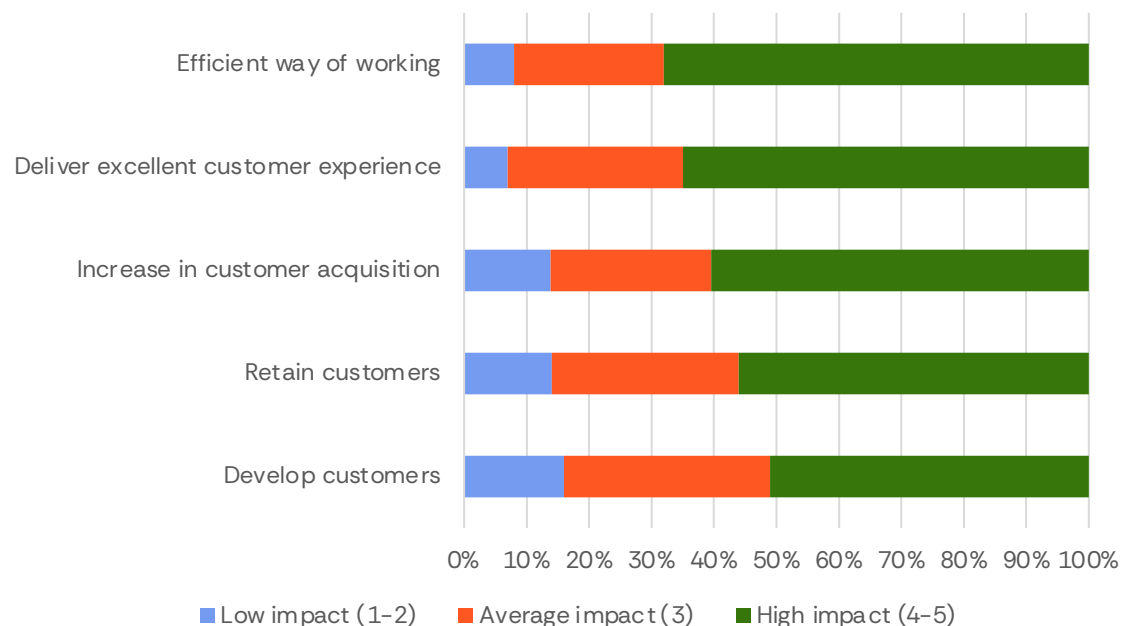


Figure 4: Business impact from Martech investments for companies with a high level of self-assessed maturity

When looking at all respondents regardless of maturity level, the pattern remains consistent. *Efficient way of working* is the area with the highest perceived business impact, while *develop customers* receives the lowest ratings.

3.2.3 Resource and Competence Gaps

An additional insight from the group with high self-assessed Martech maturity is that only 34% report having both sufficient resources and the right competencies in place. Within this group, one in four say they lack the resources needed for upcoming projects and transformations. Furthermore, 39% state that they have sufficient resources but not the necessary competence.

These findings suggest that both resources and competence remain critical bottlenecks, even for organizations that consider themselves mature within Martech. Continued development in both areas appears essential to maintain a high level of maturity and to successfully carry out future transformation initiatives. This aligns well with the broader industry shift toward prioritizing people and processes over technology alone.

High level (4-5): Do you currently have the right people and skills in place to achieve the goals behind your company's investments in Martech?

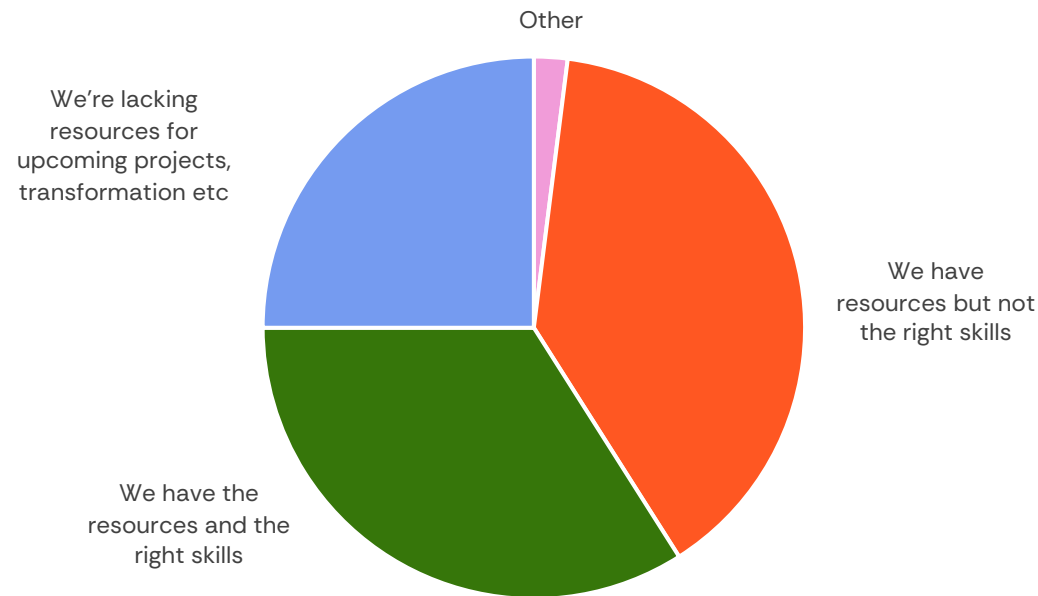


Figure 5: People and skills within companies with a high-level of perceived maturity

3.3 Planned Investments and Strategic Objectives

The group with the highest self-assessed Martech maturity (4-5) stands out not only in terms of revenue and overall readiness. Differences are also visible when looking at planned future investments and strategic goals.

3.3.1 Access to New Technology as a Key Driver of Martech Investment

Access to new technology stands out as the most common reason for investing in Martech among respondents with a self-assessed maturity level of 4-5. This suggests that organizations with high perceived maturity consider it important to stay at the forefront of martech innovation. The use of new tools may also help explain why these companies perceive themselves as mature, as access to the latest solutions likely enables them to respond quickly when new and valuable technologies are introduced.

What are the main reasons/goals behind your organization's investments in Martech over the next couple of years? Choose up to 3	Low level (1-2)	Average level (3)	High level (4-5)
Other	11%	2%	2%
Deliver excellent customer experience	21%	20%	22%
A more efficient way of working	35%	38%	34%
Challenges with current system/s	9%	17%	12%
Retain customers and reduce churn	15%	19%	19%
Develop customers with upsell and cross sell	18%	19%	23%
Increase in customer acquisition	27%	33%	33%
Access to new technology	27%	37%	43%
Company directives	10%	17%	28%
Change in customer's behaviour	27%	28%	28%

3.3.2 Planned Martech Investments Reflect Shared Priorities

A closer look at the Martech technologies that companies plan to invest in reveals clear patterns. Most organizations with a self-assessed maturity level of 4–5 intend to invest in tools related to content and experience. The survey also shows that companies with a self-assessed maturity level of 4–5 and those at level 3 have similar investment plans. This suggests that organizations in both groups view the same types of tools as valuable for driving business outcomes.

What Martech technology do you plan to invest in? Choose up to 3 options

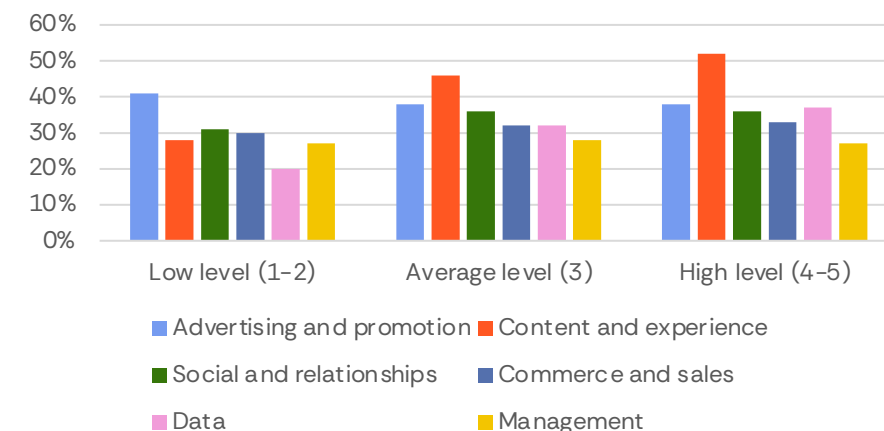


Figure 6: Investment plans divided by perceived Martech maturity

3.3.3 Projected Martech Spending

To further develop the analysis of investment willingness, it is also valuable to examine planned future investment levels. Most companies that rate their Martech maturity at levels 4–5 intend to increase their Martech investments over the coming years. This insight aligns well with the fact that access to new technology is one of the key drivers of investment, suggesting that acquiring new Martech solutions often requires an expanded budget.

A significant proportion of companies with high perceived maturity also report that their Martech investments will remain at current levels. This may indicate that they consider their existing investments sufficient to meet future Martech needs. Alternatively, it could suggest that these companies have become more efficient in their Martech operations and see potential for continued development even within their current budget.

Overall, do you expect your organization's investments in Martech over the next couple of years to...

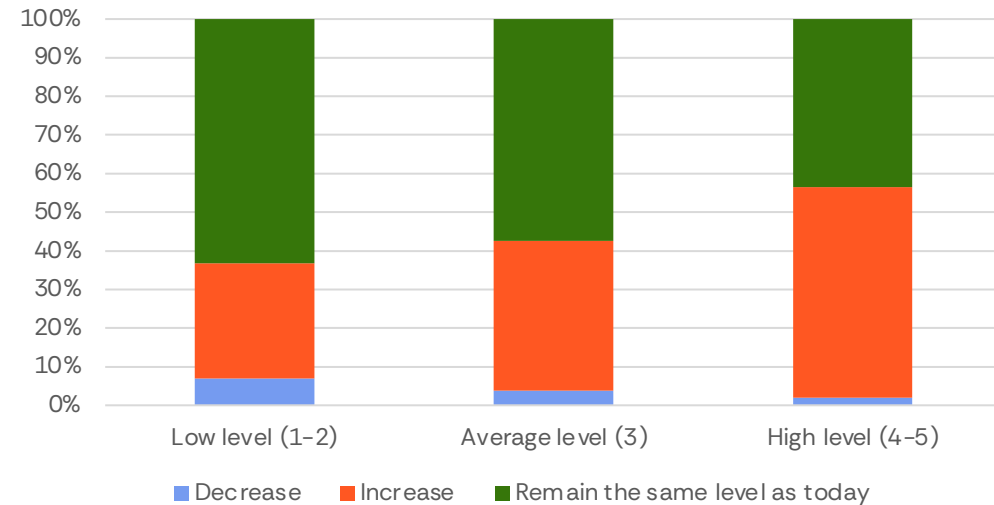


Figure 7: Future Martech spending divided by perceived maturity

3.3.4 The Influence of Business Model on Martech Investment Decisions

When examining companies with a high level of perceived Martech maturity, a clear pattern emerges regarding how their business model affects future investment choices. Companies operating in B2B, B2C, and those serving both segments report similar intentions to invest in technologies related to content and experience, as well as social and relationship management.

The most notable differences between the groups appear in data-related technologies. Companies working with both B2B and B2C are less likely to invest in this category. About 35% of companies focused solely on business or consumer markets plan to invest in data technologies, compared to only 20% of companies that operate in both segments.

In the commerce and sales category, companies focused on B2C stand out by showing a lower level of planned investment. In contrast, when it comes to advertising and promotion, companies that target both

business and consumer customers are more likely to invest. 45% of these companies indicate plans to invest, compared to around 30% among those focused exclusively on either B2B or B2C.

The investment differences mirror the challenges of each business model. B2B and B2C companies prioritize data to better understand buyer journeys and consumer behaviour. Mixed-model firms focus more on advertising and promotion to reach both audiences, while B2C companies invest less in commerce tools, likely because many already have established platforms.

3.3.4 The Influence of Business Model on Martech Investment Decisions

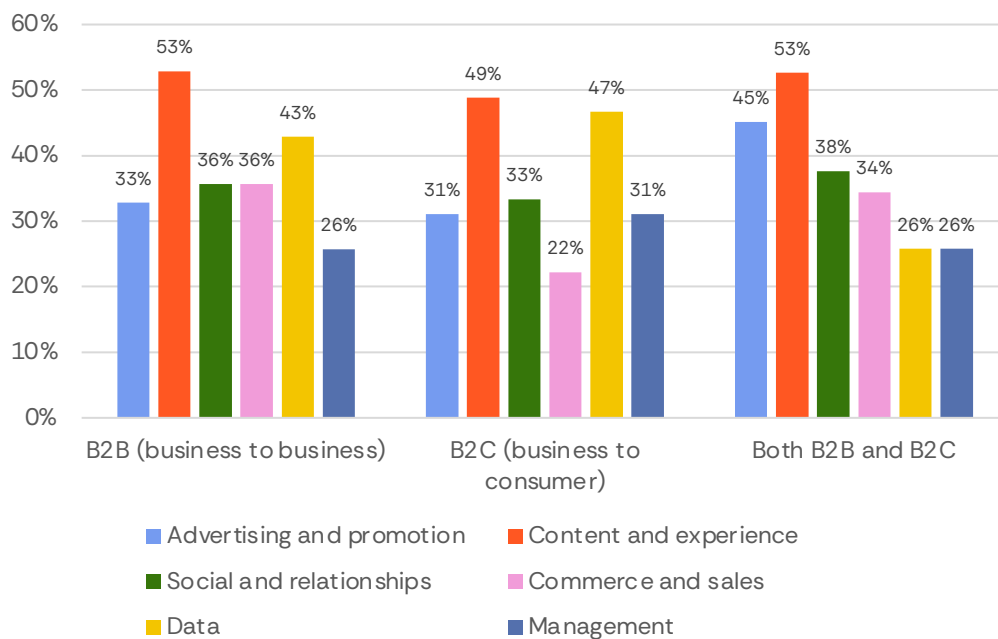


Figure 8: Investment plans for companies with perceived high maturity, divided by business model

3.3.5 Business Model and Future Investments for Perceived High Maturity Level

It is also relevant to explore how business models relate to future Martech investment levels among companies with a high degree of perceived maturity. A few findings stand out. Very few companies indicate that they intend to reduce their Martech investments. Only 1% of companies operating in B2B and B2B/B2C consider it likely that their investment pace will slow down. Among B2C companies, however, the figure is notably higher at 5%. The same pattern is visible when looking at companies that plan to increase their Martech investments. Only 39% of B2C companies report plans to increase their investments, compared to 56% of B2B companies and 62% of companies operating in both B2B and B2C.

B2C companies appear more cautious about future Martech investments compared to B2B and mixed-model companies. While very few in any group expect to reduce spending, B2C players are both more likely to slow down and less likely to increase investments.

This suggests that B2C firms may already feel they have reached a sufficient level of Martech capability, or that they face tighter budget constraints than their B2B counterparts.

Overall, do you expect your organization's investments in Martech over the next couple of years to...

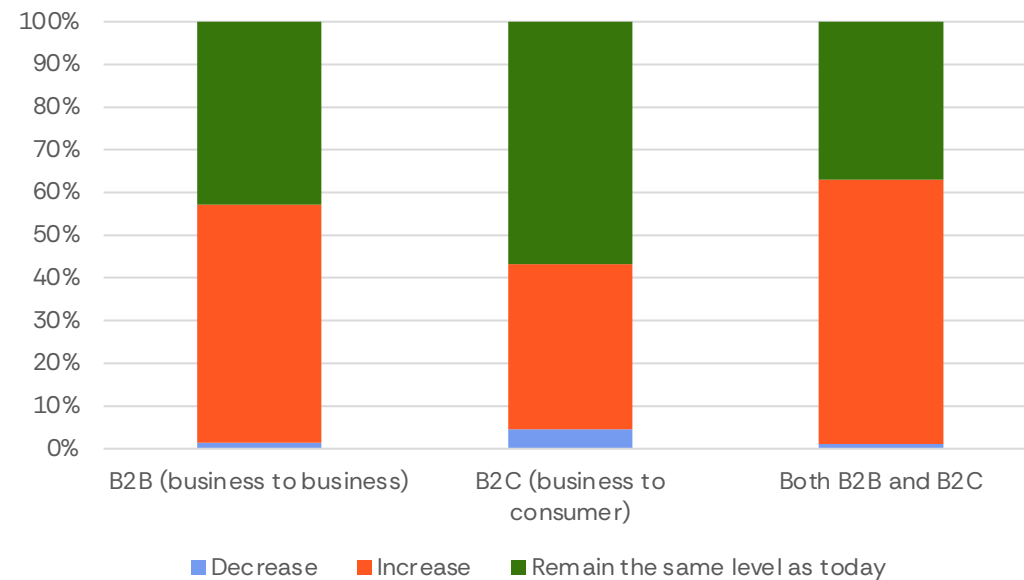


Figure 9: Future Martech spending for companies with perceived high maturity, divided by business model



Contact us!

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