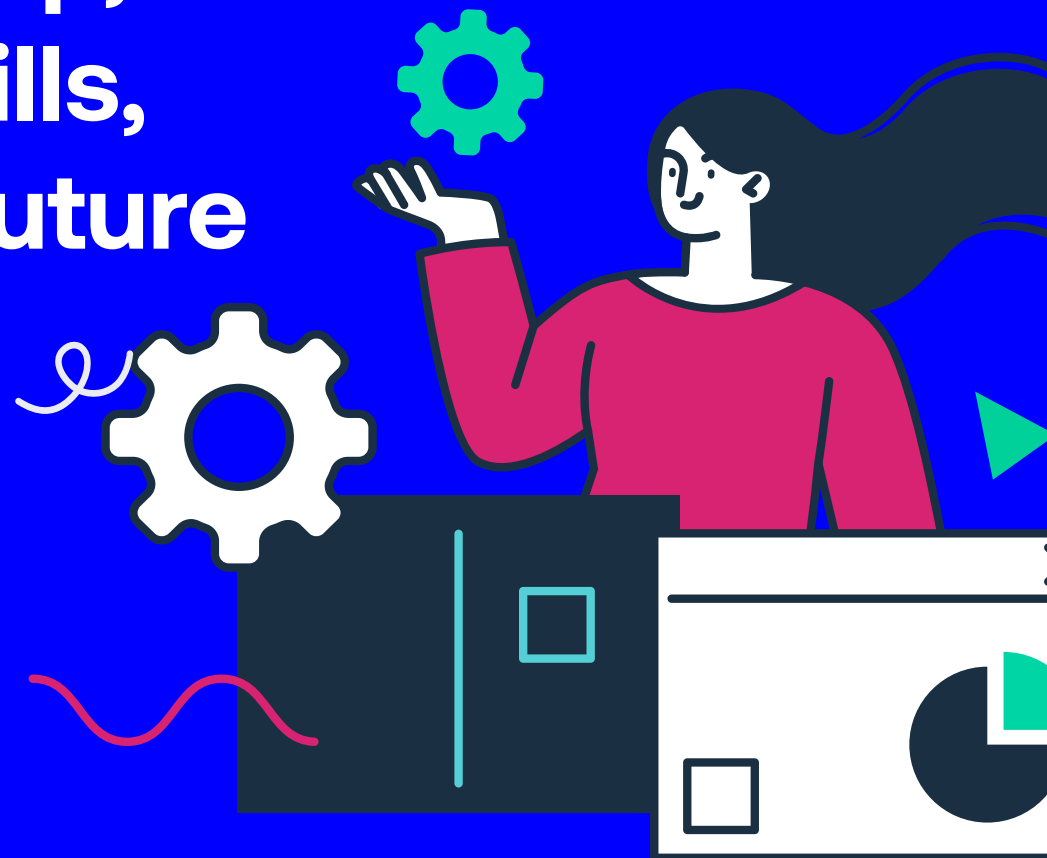


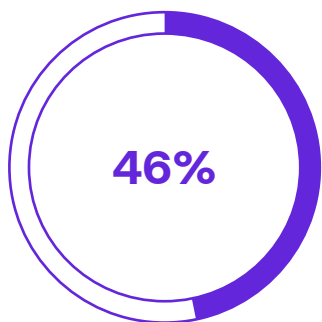
WHITEPAPER

The Marketing Evolution: Leadership, Transformation, Skills, Challenges & the Future

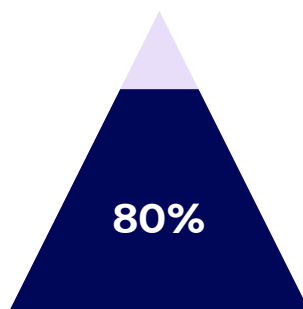
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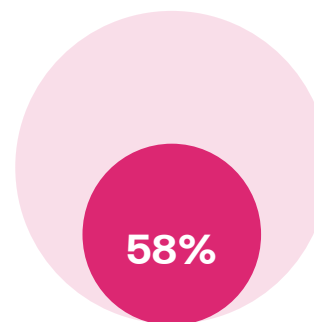
Survey Highlights



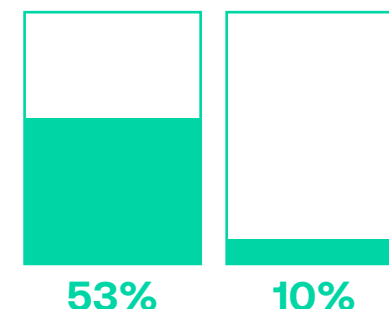
46% of CMOs, Marketing Directors & VPs of Marketing have seen leadership's vision of digital transformation change over the past 12-24 months



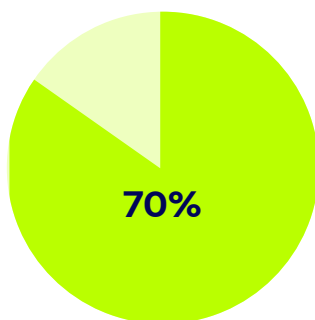
80% of survey respondents believe consumer behavior has changed due to Covid-19



58% of senior marketers have moved their marketing budgets from traditional to digital channels



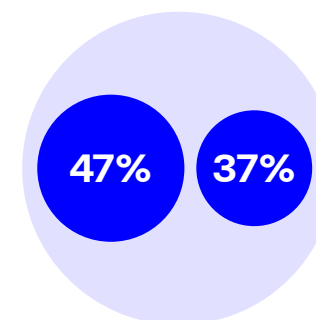
53% of respondents are spending 'significantly more' on digital marketing while only **10%** are spending the 'same as before'



70% of CMOs, Marketing Directors, and VPs of Marketing experienced budget reductions over the past 2 years



The **#1** challenge for all marketers in our survey is 'delivering greater ROI on the marketing budget'



47% of respondents report a shortage in data analysts while **37%** cited a shortage of general digital marketing skills

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Executive Summary

Marketing is a sector that's always changing. But the past two years has seen a marketing evolution

As the world went into lockdown due to the Covid pandemic, marketing leaders and their teams scrambled to use digital technologies to be where their customers were - online.

For marketers, this sudden change was unexpected and unplanned and resulted in 67 percent of businesses losing revenue according to our whitepaper 'Digital Paves the Way in Response to Covid-19'.

This rapid digital transformation across almost every industry means that the role of marketers from CMO to Marketing Director to Marketing Specialist has changed significantly which is what we will see in this whitepaper.

48 percent of CMOs, Marketing Directors and VPs of Marketing believe their role has changed over the past two years.

What marketers are expected to know and do has also accelerated. It's no longer about one person being able to do everything - although we discovered that many small teams are expected to do just that. It's about companies having specialist skills that can help them compete and perform. It's about having in-house knowledge or access to skills that can grow brand awareness, leads, and, ultimately, revenue.

There's also the customer to consider. The customer journey continues to become more complex as people move from one channel to the next with just a click. While the pandemic has changed consumer behavior and driven prospects online, it's now a space people are comfortable with and so marketers need to continue to deliver successful digital campaigns that can be measured and optimized in this omnichannel world.

Unfortunately, marketing budgets are under threat and marketers across industries are being forced to prove the reasoning for their decisions.

Gartner's 'Chief Marketing Officer's Leadership Vision 2022' report² cites three main trends to consider:

- A reduction of CMO accountability for digital initiatives
- Loss of resources as business leaders focus on multifunctional digital growth
- A changing customer journey as channel preferences persist post-pandemic

So what are the top challenges and priorities for senior and mid-level marketers for 2022 and beyond? And what do marketers see as the key to driving brand awareness, influence, business growth, and ROI?

In this report, we'll provide unique insights into how CMOs and marketers across levels view their roles and the marketing industry. We'll reveal what the limitations are but also the changes required to drive success in this brave new digital world.

Survey Demographics

This whitepaper is based on the results of a comprehensive survey conducted through LinkedIn of 444 marketing professionals. The aim of the survey was to find out more about digital leadership and marketing activities in a post-pandemic world.

A range of topics was covered to unveil the landscape for marketers across the globe. It was aimed at senior-level and mid-level marketers with responsibility for digital transformation, budget allocation, marketing activities, along with the acquisition and retention of digital marketing talent.

The respondents involved in the survey are divided into 'VP' and 'Manager' levels* depending on the roles. Over half of those surveyed (56 percent) are at CMO, Director, or President/VP level with the remaining working as Marketing Managers, Marketing Specialists, or Marketing Executives.

VP

Chief Marketing Officer	31%
Director of Marketing	18%
President/VP of Marketing	7%

Manager

Marketing Manager	27%
Marketing Specialist	12%
Marketing Executive	5%

*Throughout this report, VP and Manager levels will refer to the roles in each group

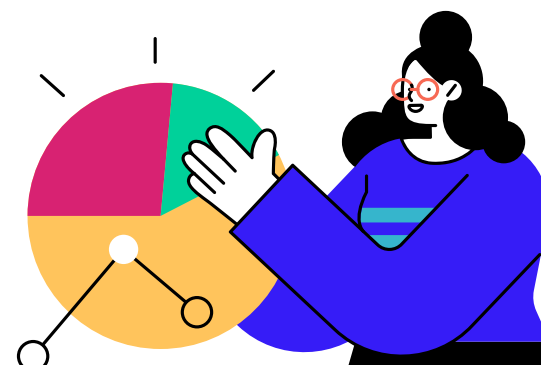
The 444 marketers surveyed work across a range of industries with a focus on marketing and digital marketing. The top industry represented is Marketing, Communications and Advertising at 24 percent.

The top five industries across roles are:

1. Marketing Communications & Advertising 24%
2. Technology 16%
3. Financial services 9%
4. Education 8%
5. Healthcare 6%

In terms of location, the respondents identified from 90 countries. The United States makes up for a quarter of marketers involved while the top five countries represented across all roles are:

1. United States
2. United Kingdom
3. Ireland
4. Canada
5. India



1. How are CMOs & Marketers Coping with Digital Transformation?

A huge part of succeeding in today's consumer-driven and digitized world is how digital your business is. When the Covid-19 pandemic hit, many organizations were forced to adapt to a new way of working - internally and externally.

The channels many brands had relied on - in-store, in-person, events, conferences, etc. - were no longer viable. Instead, consumers went online to find what they wanted. This meant that organizations needed to reallocate their resources and budgets to channels that offered online visibility and delivered tangible results.

From our survey, it's obvious that digital transformation is a concern for companies across industries. It's a challenge that many senior marketers recognize as an obstacle to growth: as it applies to their organization but also for customers and revenue.

CMOs, Marketing Directors, & VPs of Marketing

When asked what the most critical element to digital transformation is, senior-level marketers are conscious of ensuring there is buy-in across the organization for digital marketing.

"Collaboration - very simple. There needs to be collaborative efforts between sales, marketing, internal IT as well as the people on the ground, e.g admin, at all stages of digital transformation," Director of Marketing, Professional Services, Ireland

What comes up frequently is buy-in and a willingness to engage and adapt to digital transformation which includes backing from leadership.

From a practical perspective, a company needs to invest in digital transformation and allocate a budget. This includes ensuring a company has

46%

of CMOs, Marketing Directors & VPs of Marketing have seen their leadership's vision of digital transformation change over the past 12-24 months.

71%

of senior marketers and 61% of mid-level marketers are **responsible for digital transformation in their organizations**

the tools and software in place that will help to facilitate digitization.

“(You need) a product mindset, not a project mindset. You need to be agile, use data and insight to drive decision making and bring your people on the journey with you,” Director of Marketing, Technology, United Kingdom

There’s also an emphasis on the ‘right tools’ rather than the ‘latest tools’. It’s about understanding your business and what will work for it rather than just trying everything that’s out there. To figure out where your business is, an audit of the tools you currently use can be a way to understand what tools are effective and any gaps there are that require technology to increase efficiency.

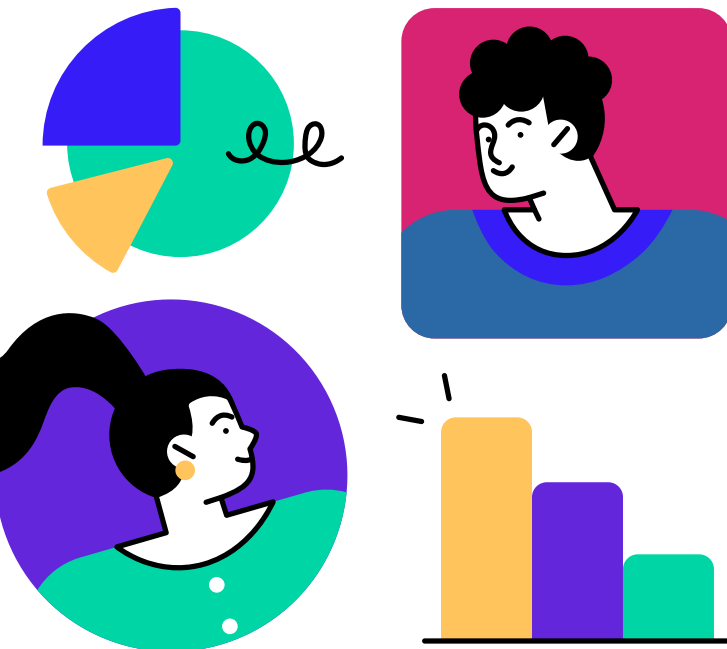
Many also expressed the importance of knowledge. This included digital marketing know-how, but also an awareness of marketing trends in order to keep up and tap into new developments and technologies wherever possible.

“Expertise is the most important factor in a company’s ability to successfully implement digital change and we must also consider technology, customer experience, operational processes, business models, and data,” Director of Marketing, Communications & Advertising, Trinidad & Tobago

A huge part of building on knowledge is training and within digital, that means continuing professional development which can be fast-paced. There’s also a requirement for shared knowledge amongst marketing teams but also across departments to ensure digital is embedded.

“(What’s critical is) a team that’s ready to get creative and embrace fast-paced learning,” Chief Marketing Officer, Industrial Manufacturing, United Kingdom

Many senior marketers surveyed saw huge value in continuously upskilling not only digital marketing staff but also other employees who have little or no knowledge in the area to ensure all become digitally literate.



“Getting “old school” folks on board.

I insist they continue their digital marketing education on a yearly basis with new certifications in this area,” Director of Marketing, Transportation & Logistics, United States

Marketing Managers, Marketing Specialists & Marketing Executives

For Marketing Managers, specialists and executives, there are correlations between what they see as critical to digital transformation as their senior counterparts do.

Many also cite internal engagement and a willingness to change as being crucial to accelerating digital transformation.

Collaboration across teams and departments also comes up while the backing of leadership is deemed essential.

However, for this group of marketers surveyed, many focused on the more practical elements that can make a difference by having the user at the center. This means a focus on data, personas, customer experience, channel integration, content creation, and branding.

“Keeping tabs on your audience’s persona and properly targeting that persona is very important for the success of your digital ads. Also keeping your ads/copy extremely relevant to your landing page or destination URL is key. Think like the user and provide them with the best user experience possible,” Marketing Manager, Marketing Communications & Advertising, Canada

The abilities and skills of staff were also high on the list of importance with a focus on training. With so many digital tools and channels available, many marketers are concerned that their business is not using the right ones to enable growth and staff are unsure of how to use them.

“(It requires) having the right, digital-savvy leaders in place - building capabilities for the workforce of the future - empowering people to work in new ways - giving day-to-day tools a digital upgrade - communicating frequently via traditional and digital methods,” Marketing Manager, Financial Services, South Africa



“(There needs to be) coordinated efforts and unified strategy among different departments working toward the transformation, a deep knowledge of customers and prospects for digital targeting and internal metrics. Also, tracking to trace the journey, determine ROI and future segmentation,”
- Marketing Manager, Professional Services, United States



17%

of senior marketers rate unlocking the power of data as their second-greatest challenge while 13% of mid-level marketers rate it as the fourth biggest challenge

Greatest Challenge	#1	#2	#3	#4
VP	Delivering greater ROI on marketing budget	Unlocking the power of data to drive growth	Attracting new talent into the marketing team	Integrating traditional digital marketing
Manager	Delivering greater ROI on marketing budget	Delivering marketing automation	Building specialist skills in the marketing team	Unlocking the power of data to drive growth

2. What are the Greatest Challenges for the Marketing Sector?

Digital channels make it easier to target individuals and extend reach through organic and paid content. However, this makes for a competitive online marketplace that requires knowledge and skills across a marketing team.

Our survey respondents give great insight into the challenges faced by many marketers across industries today. We've broken them down to 'VP' and 'Manager' levels to show the challenges called out by each group.

As you can see, there are commonalities between senior and mid-level marketers.

Being able to give an accurate return on investment for marketing activities has always been a challenge. The great thing about digital is that it is easier to measure but it's about having the right metrics in place and the knowledge to follow the journey of

a lead from generation to conversion (we'll go into ROI in more detail in section 4).

17% of senior marketers rate unlocking the power of data as their second-greatest challenge while 13% of mid-level marketers rate it as the fourth biggest challenge.

This comes as no surprise as data is often the key to successful marketing activities as it enables marketers to target the right people on the right platforms. It's also a question of quality over quantity. You may have lots of data but it's meaningless without understanding it to use it effectively.

"A big challenge is delivering the right buying journey for the target audience and finding the right advertising channels to reach a specific target audience," Marketing Manager, Marketing, Communications & Advertising, France

Data collection and analysis will become more important as Google phases out third-party cookies in 2023 due to privacy issues.

This means organizations must find other ways to persuade consumers to provide confidential data (this is where first party data becomes more important and zero-party data) through lead generation forms, email subscriptions, or marketing communication opt-ins.

For CMOs, Directors of Marketing, and VPs of Marketing, attracting new talent to the marketing team is a huge challenge. Many are struggling to attract specialized skills such as e-commerce, branding, PPC, and social media to meet the demand of customers and leadership.

For Marketing Managers, Specialists and Executives there's also an issue with staffing as many find it difficult to build specialist skills within their marketing teams. This could be

due to the absence of training available in digital skills but also a lack of digital know-how amongst marketing graduates.

“A recent recruitment and interview process showed a lack of basic knowledge of digital marketing among marketing graduates,” Marketing Manager, Retail, Ireland





“I don’t have the needed human power to perform the duties that need to be done, especially in digital marketing. My organization won’t dedicate any more money at this time to hire additional talent or to hire for vacancies in marketing and communications. At the same time, expectations have risen and our team is expected to output much more than we did prior to the pandemic,”
– Director of Marketing,
Education, United States



Mid-level marketers also find marketing automation as a challenge in their roles.

This insight feeds into the need for marketers to be more efficient and effective in their digital activities and campaigns. It also aids in measuring lead generation to revenue (a big part of delivering ROI) and can drive personalization in social media and emails.

As a result, companies are investing more in marketing automation (a market predicted to exceed \$14 billion by 2030³) which includes technologies such as

- Customer Relationship Management systems
- Machine learning and Artificial Intelligence (AI)
- Chatbots/Live chat
- Social media marketing (automated)
- Personalized email automation

As one Marketing Manager put it, what’s needed is the “implementation of a CRM system that provides a single source of truth for our customers.”

Senior marketers named their fourth-biggest challenge as integrating traditional and digital marketing channels. While many industries relied on traditional methods to generate leads, using digital channels is a challenge due to a lack of understanding and unskilled staff.

“(A big challenge) is trying to navigate lead generation which we used to rely on via trade shows and events. Those are not happening now,” Director of Marketing, Industrial manufacturing, United States

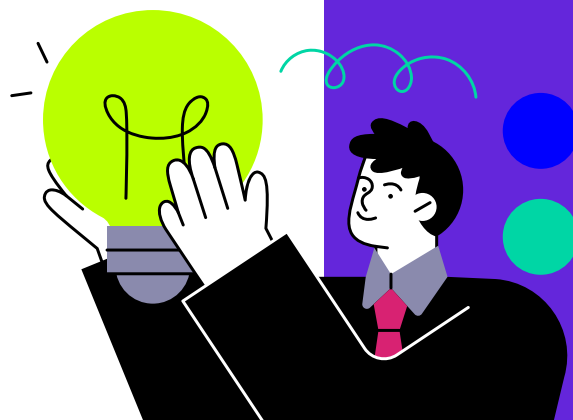
It’s also about the pace of digital for many senior marketers and the ability to pivot and adapt internally. As one Marketing Director working in the education sector says, it’s about “being agile enough to embrace new opportunities on online platforms that have developed rapidly because of Covid.”

Marketers across all levels in the survey called out and rated other challenges in their roles (see table).

What’s obvious from respondents’ feedback is that there are significant challenges to becoming more digital or optimizing digital marketing activities.

It’s not just about the technology, but the digital marketing talent required to compete and succeed.

Greatest	#5	#6	#7	#8	#9
VP	Managing a remote team working hybrid	Retaining talent in the marketing team	Building specialist skills in the marketing team	Delivering marketing automation	Trying to fast track digital transformation due to Covid
Manager	Attracting new talent into the marketing team	Retaining talent in the marketing team	Integrating traditional and digital marketing	Managing a remote team working hybrid	Trying to fast track digital transformation due to Covid



3. The State of Marketing Spend & Budgets

Budgets are precious to every department. But with so many marketing channels and platforms on offer, it can be difficult to know where to put spend to get the best return on investment on marketing activities.

For the marketers in our survey, the dramatic shift during the pandemic required a reassessment of marketing spend across industries. In both groups, the shift from traditional to digital channels was swift and enormous.

This means that over half of senior marketers surveyed abandoned traditional channels to go online. For many organizations, this was a huge change with a whopping 53 percent spending ‘significantly more’ on digital channels and 34 percent spending ‘slightly more’ compared to only 10 percent that kept their spend the same.

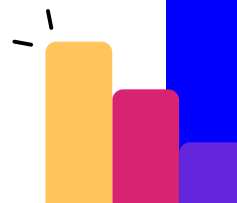
With such a dramatic shift in marketing budgets to digital channels, where did marketers increase their spend?

58%

of CMOs, Marketing Directors, and VPs of Marketing have shifted their marketing spend from traditional to digital channels

Budget Adjustments Across Marketing Channels

Marketing Channel	Marketing VPs	Marketing Managers
Social advertising	68% increase	63% increase
Paid search	60% increase	57% increase
Podcast advertising	12% increase	9% increase
TV advertising	3% increase	6% increase
Radio advertising	5% increase	6% increase
In-store advertising	9% increase	6% increase



2022 Marketing Budget Reductions Reported by Marketing Managers & VPs



VPs and Managers are on the same page when it comes to where to allocate their budgets. Unsurprisingly, the majority went to social advertising and paid search as these have proven to be effective at targeting and converting customers online.

Zenith's Advertising Expenditure Forecasts report⁴ predicts that by 2024 social media will be the fastest-growing channel, with an average annual growth rate of 15 percent, closely followed by online video at 14 percent and paid search at 10 percent. In comparison, radio and television will only grow by 2 percent and 1 percent.

The rise in streaming services like Netflix and Amazon Prime Video has created issues for linear television advertising as they battle to stay competitive. However, television still saw advertising spend reach \$49 billion in the United States⁵ and over \$7 billion in the United Kingdom in 2021⁶ so there is still value in this channel. Interestingly podcast advertising spend is the third on the list to see the largest increase,

particularly amongst VPs, at 12 percent.

This rise in spending can be attributed to the popularity of podcasts on platforms such as Spotify and Amazon's Audible. The age demographic for podcasts⁷ is also younger, at a median age of 34 compared to 47 years for broadcast radio and 57 years for network TV so offers value for targeting a younger age group.

While marketing spending has shifted to digital channels, a lot of marketers surveyed have seen their budgets reduced in 2022.

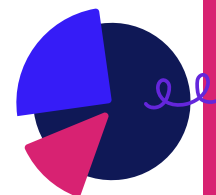
For those who did report a budget reduction, for many marketers, it was significant. A fifth of senior marketers reported a reduction of more than 40 percent in 2022 compared to 26 percent of Marketing Managers, Specialists and Executives.

The greatest reduction for all respondents was below 20 percent, a sizable chunk of

any department's budget when they need to meet targets and prove ROI on activities.

These budget cuts will put pressure on marketing departments to deliver and it demonstrates the need for extra resources to meet expectations.

"A challenge is the mindset of top management team such as CEOs and how difficult to convince them about the value of marketing activities and budgets,"
Director of Marketing, Financial Services,
Saudi Arabia.



\$49 BILLION

- the television advertising spend
United States for 2021

70%

of CMOs, Marketing Directors, and
VPs of Marketing experienced
budget reductions in 2022

4. What Channels Deliver the Best Digital Marketing ROI?

Delivering a greater ROI on the marketing budget is one of the greatest challenges for marketers right now.

Irrelevant of budget size, marketers need to prove the success of their activities and campaigns. It's about maximizing ROI by using and investing in the right channels. So what channels are delivering a good return on investment according to our survey?

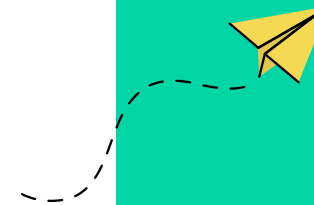
As shown in the table, The top three channels identified by both groups of marketers for delivering the greatest ROI are online channels: paid social, SEO, and paid search.

For many companies, digital channels were a new territory to draw in prospects and engage customers. This means

marketers and marketing teams had to adapt and learn to use channels they may have no experience with or had a significant presence in.

“Offline had zero impact on returns due to the lockdowns. On the contrary, online strategies boomed, but we had to be quick in adapting and gaining our market share on the digital front,” Marketing Manager, Marketing, Communications & Advertising, Bahrain

It also meant that brands had to go online to drive transactions and revenue. Channels such as social media and paid search offered new ways to improve customer experience and enable seamless purchasing.



Channels that deliver the best ROI

Marketing Channel	Ranked #1 Greatest Return for VPs	Ranked #1 Greatest Return for Managers
Paid Social	31%	32%
Search Engine Optimization (SEO)	30%	28%
Paid search	20%	23%
Affiliate advertising	5%	4%
Radio advertising	1%	0.2%
TV advertising	3%	4%
In-store advertising	2%	3%
Outdoor advertising	4%	2%



“Offline had zero impact on returns due to the lockdowns. On the contrary, online strategies boomed, but we had to be quick in adapting and gaining our market share on the digital front,”
- Marketing Manager, Marketing, Communications & Advertising, Bahrain

“The team is now focused on increasing our capabilities in the digital space with social commerce and shoppable posts as well as ensuring that our content across all digital channels is relevant,” VP of Marketing, Marketing, Communications & Advertising, United States

“With digital platforms being the main touchpoint to promote products, reach consumers and evolve the service model, we’ve seen a leapfrog in adoption and becoming an embedded communication and conversion lever that drove a seamless interaction,” VP of Marketing, Education, Mexico

The role SEO plays in marketing is often underestimated. A study by Manifest⁸ found that 70 percent of small companies in the United States do not have an SEO strategy meaning they underestimate the importance of SEO.

Not only is SEO an affordable tactic but is becoming increasingly important as organic traffic is often the primary source of a website making search engine rankings important. SEO is also highly targeted as it focuses on the keywords and brand terms that matter to your business and can be localized to

target people in a particular area.

Since the pandemic, senior stakeholders are starting to see the value of SEO as a channel. This means allocating more resources for 2022 and beyond to increase online visibility.

“SEO would not have been a major concern for the board (although it was always a concern for marketing), but since the onset of Covid, there has been more of a push towards online presence and ranking,” VP of Marketing, Professional Services, Ireland

This increase in activity and spending on digital channels means that traditional channels such as radio, television, in-store and outdoor advertising are becoming less attractive and effective. With such competition and limited budgets, marketers at all levels are feeling the need to account for their decisions.

“The challenge is not just to reach the targeted audience but to have them converted in a market where every penny is monitored,” Marketing Manager, Marketing, Communications & Advertising, India

5. Marketing Digital Skills & Digital Skill Shortages

Across industries, all marketers reported a significant shortage in digital skills. This table shows a breakdown of the most in-demand skills that many reported missing in their organization.

“There’s a chronic need for more highly targeted training so that people don’t just say the right words, they can actually perform the duties attached to those words. I am seeing a big gap between what people “know” and what they can “do” and what they want to be “accountable for,” VP of Marketing, Marketing, Communications & Advertising, United States

Digital skills shortage	VPs	Managers
Data analyst	47%	46%
General digital marketing	37%	36%
UX Designers	36%	31%
Martech	26%	22%
CX Specialist	26%	28%
PPC Specialist	24%	28%
Search Marketing	23%	27%





**“It’s the combination of analysis
and marketing skills at a sufficiently
high level that is hard to find,”**

**– VP of Marketing,
Communications & Advertising,
United Kingdom**

The majority of marketers in our survey state that a lack of digital skills is a challenge to their organization. This accelerated during the pandemic and has created an even greater demand for digital skills to drive leads, revenue, and organizational growth.

Both groups of marketers reported significant shortages in digital skills with the top three being data analysts (47 percent), general digital marketing skills (37 percent), and UX designers (34 percent).

During the pandemic, many marketers admit to adopting mass communication models rather than targeted messaging. The reason? As one CMO told McKinsey & Company⁹ “I’ve largely retreated to mass marketing instead of data-driven marketing because customer behavior is changing so fast I can’t trust my historical data and models.”

This is probably true for a lot of marketers as many needed to communicate

online but did not have the data required to target prospects or customers in a personalized way.

According to McKinsey’s ‘Next in Personalization 2021’ report¹⁰, 71 percent of customers expect companies to deliver personalized interactions and 67 percent get frustrated when it doesn’t happen.

This is the reason data analysts are in such demand. Companies need these skills to create and implement better marketing campaigns, drive customer engagement and generate leads. What companies need is better data or to better understand data.

The same can be said for the third skill on the list: UX designers. As people browse and search online, they want a seamless user experience. Whether they click on a social media ad, download a free ebook or click on a blog link, the journey from A to B to C to D needs to be uninterrupted to retain their attention.

This is where a UX designer comes into play as they have a role in a user's entire journey. This role also feeds into personalization as a good UX takes user behavior into account and adapts according to preferences.

Second on the list is general digital marketing skills. This role is in-demand as it offers companies the opportunity to have a marketer that has a broad range of knowledge and skills.

This is particularly true for SMEs or less digital industries with smaller marketing teams who need online campaigns but do not have the budget to create a team of specialists.

We have a two-person team - so having specializations is tough. We're mostly generalists who try our best to keep up with and use specializations," VP of Marketing, Education, United States

This approach can work for some companies, but the risk is that there is too much to do and marketers struggle to achieve what's expected.

As one Marketing Manager put it: **"Defining roles as a marketer on a team is difficult as the marketing industry grows. I find that the role of a marketer encompasses way more than it should in hiring companies. For example, an accountant's role is clearly defined in comparison. I've seen this lead to burnout in teams and it's not effective. Experience is one thing, but the term 'wearing too many hats' rings true for marketers, and it's not just me."**

The other skills on the list are also lacking in companies according to respondents - between 22 to 28 percent. This demonstrates that digital skills shortages are an industry-wide problem in specialist and generalist areas. And this shortage is only going to get worse unless more marketers are taught or offered the opportunity to learn new skills or hone existing ones.



What Does Future Success Look Like for Marketing?

As we progress through 2022, how will marketers measure success and what does it look like?

For CMOs, Directors of Marketing and VPs of Marketing the focus is on the bottom line. Crucial Key Performance Indicators (KPIs) for 2022 are about lead generation, sales conversion rate, lead to opportunity ratio, ROI, and cost-per-lead - metrics that drive revenue and growth.

In addition, there's a big focus on engagement across channels such as social media networks and owned websites. While brand recognition for many is pivotal as a KPI to help measure awareness and market share.

What's obvious is that success is complex in terms of measurement in 2022 and beyond. As one CMO answered the question "What are your Key Performance Indicators for 2022?"

"Website visits, bounce rates, time on pages, # of pages viewed, organic traffic, LinkedIn traffic, social media engagement, website form completions/leads, # of proposals and leads from digital."

While another CMO's response was -

"Conversion rates across the entire marketing and sales funnel - Sales pipeline contribution - Content consumption - Engagement (demo, contact, download, etc.) - Social engagement."

These KPIs lead back to the top challenge for senior marketers - measuring the ROI of marketing activities. It's about being able to demonstrate the performance of marketing and show the value of these activities to the business.

For other companies, KPIs and expectations are lower as they start out on their digital transformation journey.

"We're starting from the ground up, so launching our CPC campaigns and analyzing

our webpages to gather baseline data,"

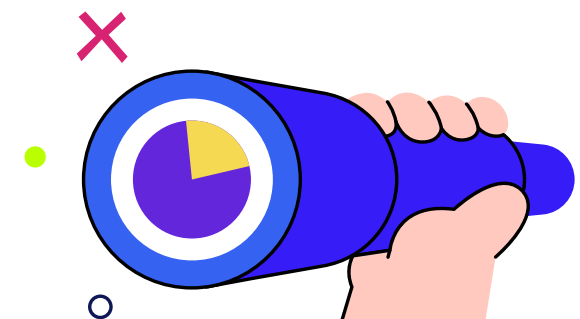
Marketing Specialist, Telecoms, United States

But it's also about having the talent to use these digital technologies and extract data that holds value to drive campaign success.

This means that organizations need digital talent that can take them to the next level and put their brand in front of the right people online. But they also need a digital mindset across the business.

"COVID-19 finally prompted management to understand we need outside agency help on the digital front and a need to cross-train and educate more people across the staff on digital fundamentals and developing a digital mindset,"

VP of Marketing, Marketing, Communications & Advertising, United States



Conclusion

From these unique insights it's obvious that many organizations are concerned about their digital agility and literacy. In addition, customers are now at the heart of everything and brands need to prioritize the needs and desires of their audience in their marketing efforts - online and offline.

For CMOs and senior leadership, this requires keeping a close eye on consumer behavior to monitor touchpoints and journeys. Digital marketing trends and developments will also be key in the coming years and marketing leaders need to ensure they have the right technology and software in place to facilitate their teams.

Data is and will continue to become more important both in its value for insight but also for understanding where customers dwell, interact, and make purchases. Remember, it's not about volume, it's about mining and using

quality data that will have an impact on leads, sales, and revenue.

Social media and paid search will play an integral role in future success. As social media networks change to court creators to ensure they have the best and most engaging content, newer platforms like TikTok, Twitch, and WhatsApp will evolve to compete with stalwarts Facebook, Instagram, and Twitter.

Most importantly, it's about ensuring staff have the skills and knowledge required to drive digital transformation across an organization.

As industries cry out for marketers with digital skills, companies should look internally and provide ongoing training that can upskill existing employees. This will not only provide the skills you require in-house but empower your marketers to do more with new skills while enhancing their careers.



As one Marketing Manager in Financial Services put it
“A willingness to learn about technology that may be unfamiliar and ask questions to support growth. A willingness to test and gather feedback / data from clients and prospective clients to optimize digital experiences.”



Appendix

1. 'Digital Paves the Way for Covid-19', The Digital Marketing Institute
2. 'Chief Marketing Officer Leadership Vision 2022', Gartner
3. 'Marketing Automation Market Growth Driver and Trend Analysis By 2030', P&S Intelligence
4. 'Advertising Expenditure Forecasts', Zenith
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7. 'As Podcasts Continue To Grow In Popularity, Ad Dollars Follow', Forbes.com
8. 'Top 5 SEO Strategies for Small Businesses in 2020', The Manifest
9. 'The big reset: Data-driven marketing in the next normal', McKinsey & Company
10. 'Next in Personalization 2021 Report', McKinsey & Company





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