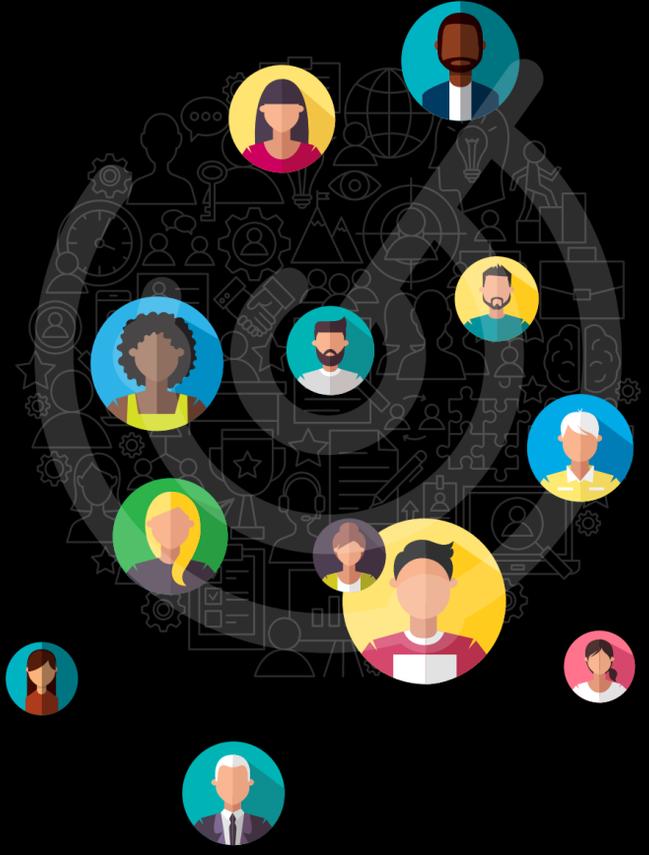


Focus on marketing talent

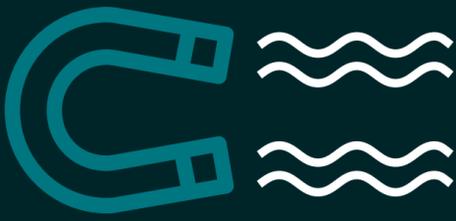
Evolving digital marketing needs trigger increased importance for marketers in getting talent right

The August 2018 CMO Survey, produced by Christine Moorman at Duke University, with partners Deloitte, the Fuqua School of Business, and the American Marketing Association, finds that changes to the digital marketing landscape are expected to impact far more than the bottom line.



A focus on organic growth

The right talent remains top of mind for marketers as they think about how to drive organic growth within the organization.



34%
Talent



23%
Stakeholders alignment



22%
Having the right operating model

A focus on marketing analytics

Spending on marketing analytics is forecasted to increase more than 200% over the next three years. However, both a lack of trained professionals and tools and processes to measure the impact of marketing analytics are the biggest obstacles to implementing and scaling the use of marketing analytics.



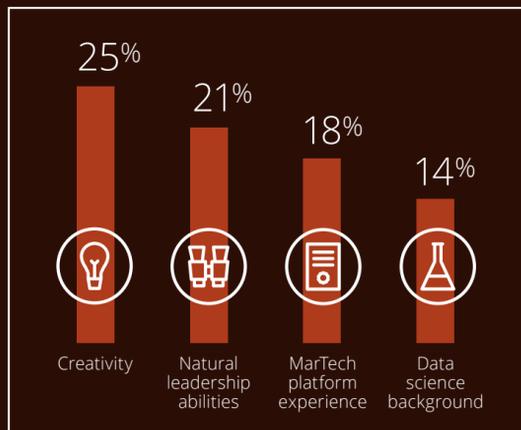
Lack of tools/processes to measure the impact of marketing analytics

56%



A lack of trained professionals

48%

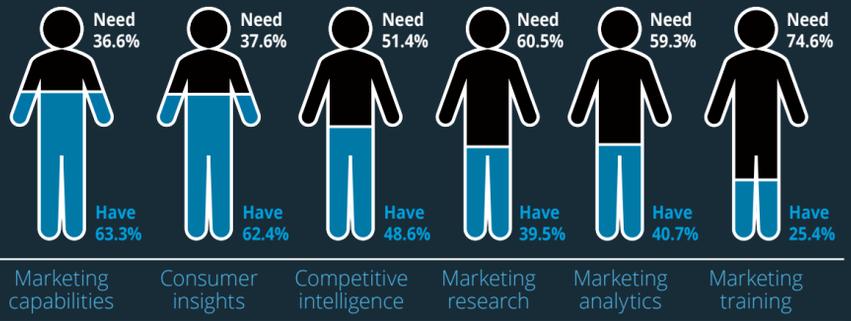


A need for diverse marketing skills

In their hiring decisions, marketers prioritized candidates with creativity, natural leadership abilities, MarTech platform experience and data science backgrounds.

Where are the quality gaps in company marketing knowledge resources?

Marketing capabilities are rated as the strongest marketing knowledge resource while the largest opportunity lay in marketing training.



■ % strong rating resource 5-7 on a 7-point scale (1=poor, 7=excellent)
 ■ % weak rating resource 5-7 on a 7-point scale (1=poor, 7=excellent)



- 8.0% Developing new marketing knowledge and capabilities
- 5.1% Investments in marketing research and intelligence
- 4.8% Marketing consulting services
- 3.5% Marketing training*

An investment in marketing knowledge

Investments in capability development remain a top marketing knowledge priority for marketers.

* Marketing training involves transferring existing marketing knowledge to employees.

To prepare for future shifts in the marketing landscape, CMOs should understand the existing topography. Read more about the survey results at CMO.Deloitte.com and discover how CMOs are adjusting to today's changing paradigms.

www.CMO.Deloitte.com

@DeloitteDigital