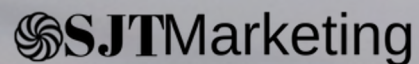


RETHINKING MARKETING: Survey of Today's Marketing Department





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ABOUT US

Jennifer and Sara each has over 25 years of marketing leadership experience, specializing in B2B organizations. They met in 2008 in the marketing department of Grant Thornton LLP and discovered a shared passion for quality campaigns that deliver measurable results.

This survey was carefully designed to capture the comments they consistently heard from marketing colleagues and identify marketing department trends.



SURVEY OF TODAY'S MARKETING DEPARTMENT

1. Introduction
2. Marketing Budget and Strategy
3. Pressures on the Marketing Department
4. Changes in Marketing Due to Covid-19
5. Key Takeaways



INTRODUCTION

THE 2020 PANDEMIC UPENDED MARKETS GLOBALLY AND FOREVER CHANGED THE MARKETING DEPARTMENT.

During the second half of 2020 and throughout 2021, B2B marketing departments across the U.S. had to handle virtual employees, canceled conferences, remote events, and drastically modified business strategies, all under the pressures of limited headcount and severely reduced budgets.

We wanted to better understand where these pressures were coming from and how marketers were successfully handling the added responsibility.

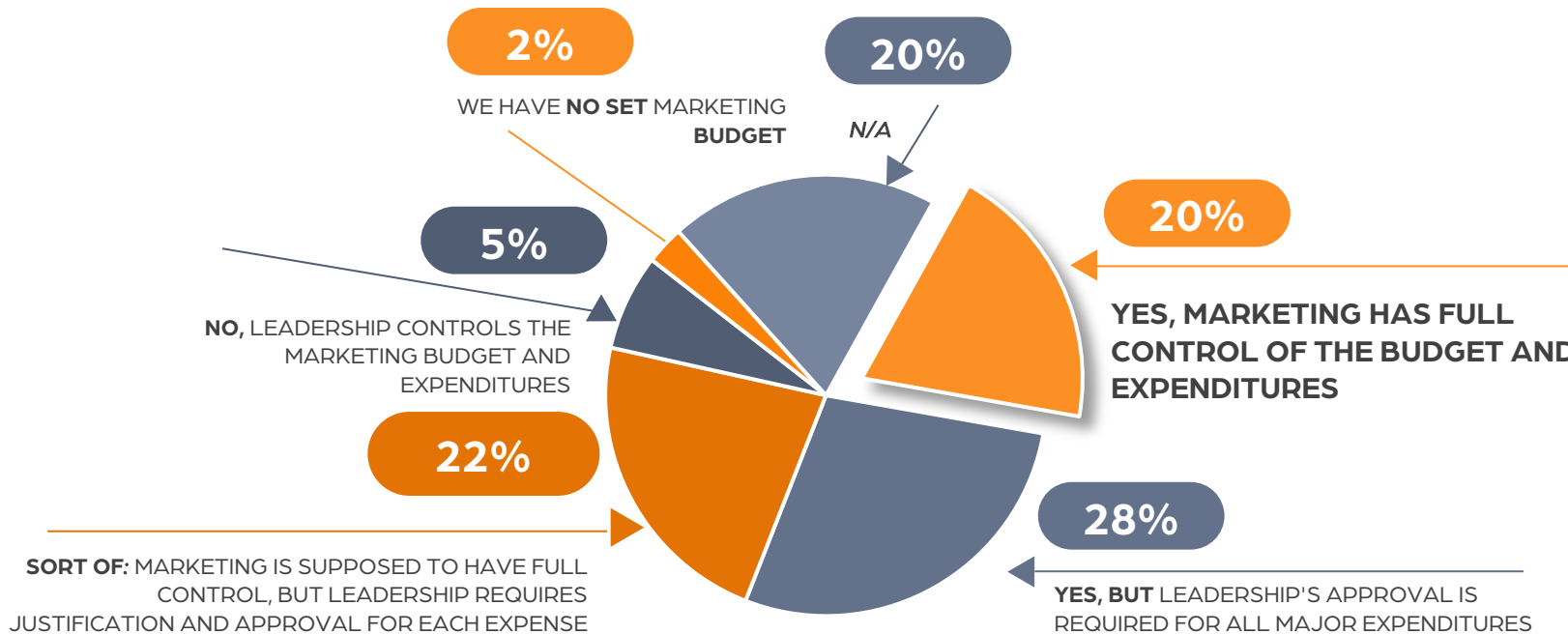
Our survey was sent to marketers at all job levels, and we received 71 completed responses. Our demographics are at the end of the survey results.

**What are the
challenges facing
marketers today
and can we put
numbers to them?**

Do today's B2B marketing departments have control over their own budgets and input on strategy?

MARKETING BUDGET

DOES YOUR CMO/VP OF MARKETING CONTROL THE DEPARTMENTAL BUDGET?



>>INSIGHT

Only 20% of respondents stated that **marketing has full control of the budget** once it was set and approved by executives.

Delays in the approval process can reduce marketing's ability to act on opportunities and could hurt ROI.

MARKETING BUDGET & STRATEGY

DO YOU HAVE A WRITTEN MARKETING STRATEGY?



IS YOUR MARKETING STRATEGY TIED TO YOUR MARKETING BUDGET?



YES, OUR MARKETING BUDGET IS TIED TO OUR STRATEGY

24%



NO, OUR MARKETING BUDGET IS NOT TIED TO OUR STRATEGY

52%



I DON'T KNOW

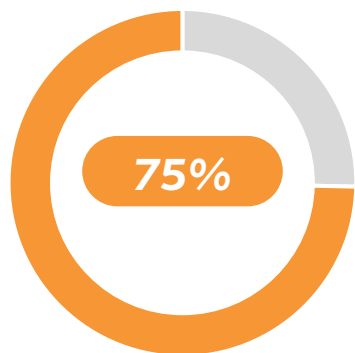
24%

>>INSIGHT

While **60%** have a marketing strategy, **52%** of marketers do not have their marketing budget tied to their business strategy. This allows leadership to question each expense for ROI and slows the marketing process.

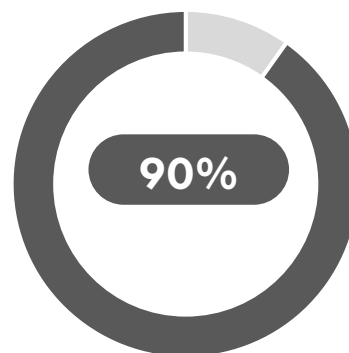
ABILITY TO MAKE BUDGET & STRATEGY DECISIONS

ARE YOU ABLE TO MAKE
BUDGET DECISIONS?



75% of marketers can make some type of budget decisions in their role

ARE YOU ABLE TO MAKE
STRATEGY DECISIONS?

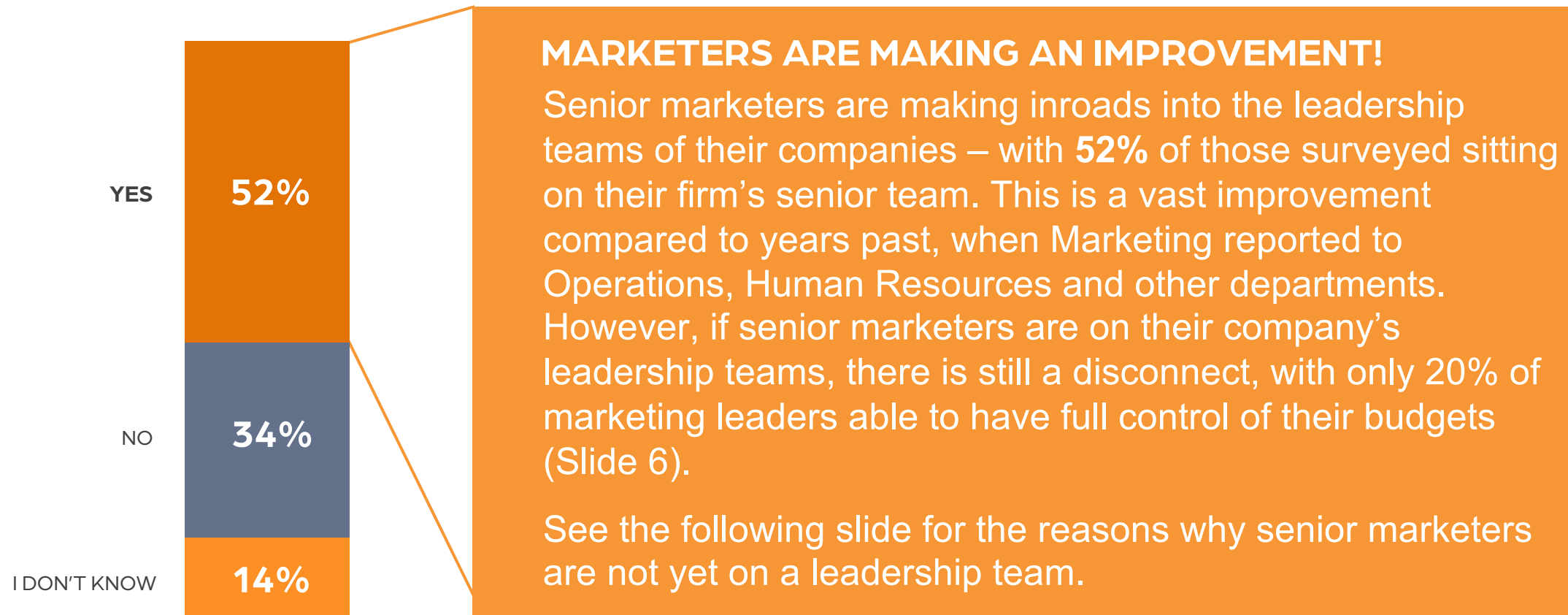


90% of marketers are included in making some strategy decisions

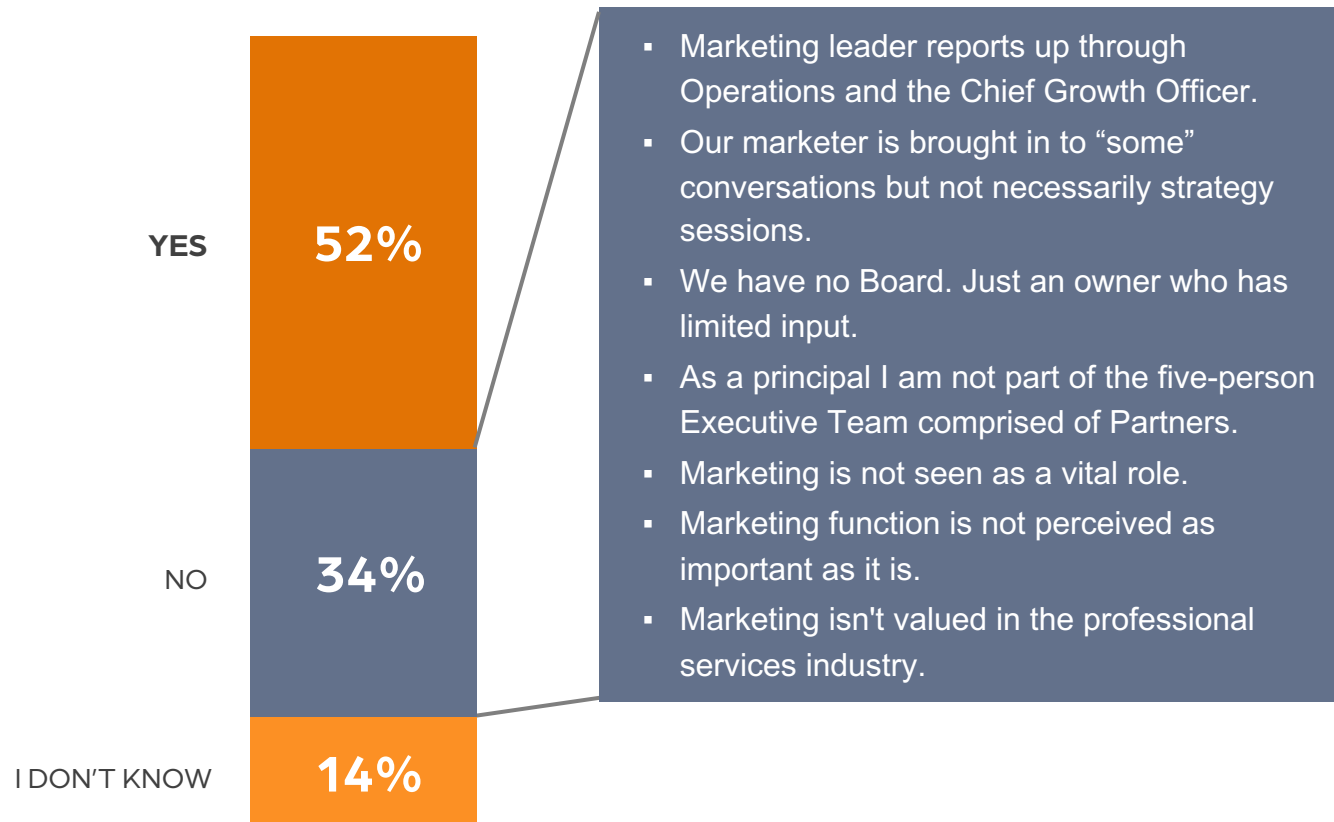
>>INSIGHT

While **75% of marketers** indicate they have a say in **some budget decisions** and **90% in making some strategy decisions**, we question the extent of that ability when only **20% of marketing leaders can control the marketing budget**. If they work to compile the budget and build a strategy but are unable to execute the strategy due to leadership questioning individual budget expenses as they come up, the marketing leader will have a difficult time achieving stated goals.

IS YOUR CMO/VP ON THE LEADERSHIP TEAM?



REASONS WHY MARKETERS ARE NOT ON THE LEADERSHIP TEAM



“ Marketing is not seen as a vital role.

>>INSIGHT

The common theme in responses remains the perception of the marketing department not being as valued as the rest of the firm. The only way to change this is to demonstrate the importance of marketing programs to delivering solid leads and generating revenue.



PRESSURES ON THE MARKETING DEPARTMENT

Today's marketing department faces an increased workload without the relief of additional staff.

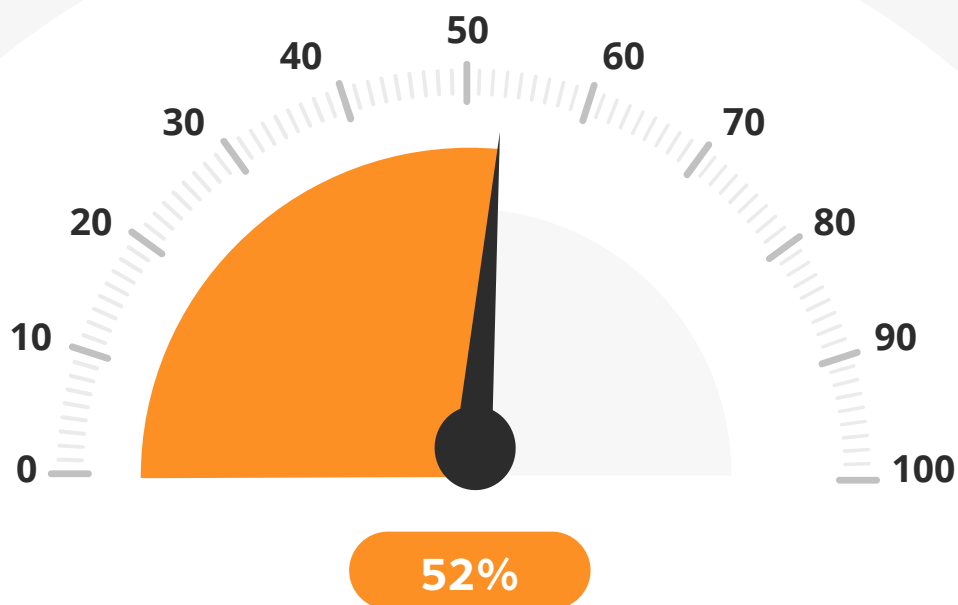


QUESTION???

What is the greatest pressure facing marketers today?

THE GREATEST PRESSURE FACING THE MARKETING DEPARTMENT?

Answer: A Lack of Dedicated Resources



>>INSIGHT

52% of marketers indicated that the greatest pressure they face comes from a **lack of dedicated resources**. As increasing demands are placed on the marketing department (see next slide) not having the resources to effectively handle them can create stress.

PRESSURES FACING TODAY'S MARKETING DEPARTMENT

A close second

Unrealistic Expectations

>>INSIGHT

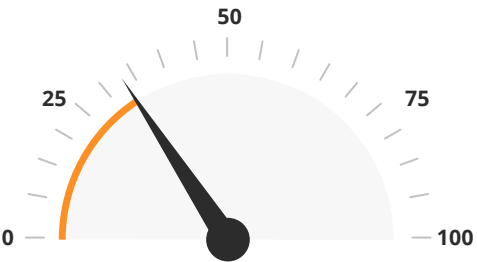
During the pandemic, marketing departments saw an increase in the number of requests coming in, while there were unrealistic expectations to fulfill them. Marketers felt that it was a case of being asked to do more with less, but the increased workload was too much to keep up with under the required timing.



PRESSURES FACING TODAY'S MARKETING DEPARTMENT

On a scale of 1-5, with 5 being the greatest

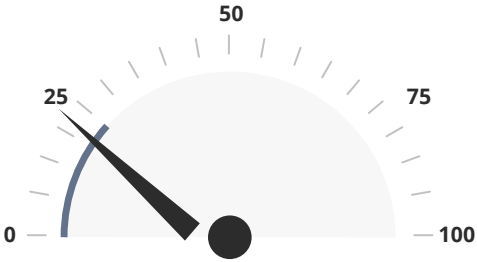
CHANGES IN THE MARKETPLACE



34%

4: 35%
3: 27%
1: 4%

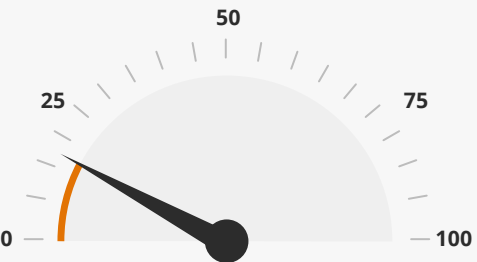
LACK OF COMMITMENT FROM COMPANY LEADERSHIP



25%

4: 19%
3: 24%
2: 8%
1: 24%

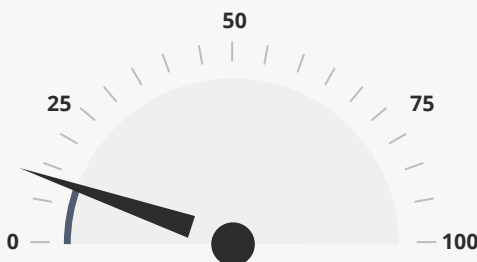
TECHNOLOGY ADVANCEMENTS



17%

4: 28%
3: 30%
2: 21%
1: 4%

PRESSURES FROM SALES OR OTHER DEPARTMENTS



14%

4: 28%
3: 30%
2: 21%
1: 7%

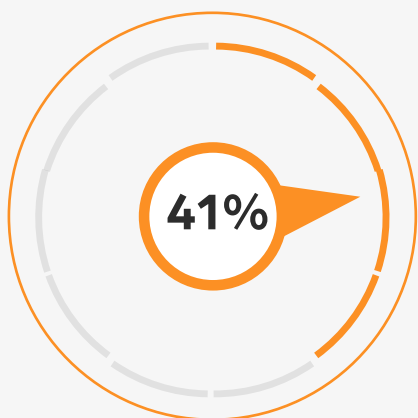
Other:

“Constantly shifting priorities and overwhelming demand for marketing needs from across the organization.”

“The role of marketing is still undervalued, and employees aren't aware of their actual marketing needs.”

CURRENT JOB FOCUS

INDICATE YOUR JOB FOCUS, CHOOSING ALL THAT APPLY



41% of marketers are responsible for **5 to 9 core marketing functions**



34% of marketers are responsible for **5 to 9 core marketing functions**



25% of marketers are responsible for **more than 10 core marketing functions**

>>INSIGHT

When asked about their day-to-day core marketing responsibilities, we began to see some alarming statistics. **34% of marketers handled 5-9 core marketing functions in their job.** This workload would make it very difficult to ensure that any individual is performing across all of them at a high level, all the time and meeting the expectations of their stakeholders.

Core functions are defined as main marketing roles, such as: public relations, web programming, content development, advertising, graphic design, internal communications, events management, etc.

CURRENT JOB FOCUS

34%

of marketers surveyed
are also responsible
for roles **OUTSIDE** of
the marketing
department.

34%

>>INSIGHT

This was perhaps one of the most significant survey findings – that **34% of marketers are also having to engage in non-core activities**. When this occurs, it dilutes the overall effectiveness of the department and reduces the efficiency of performing actual marketing work.

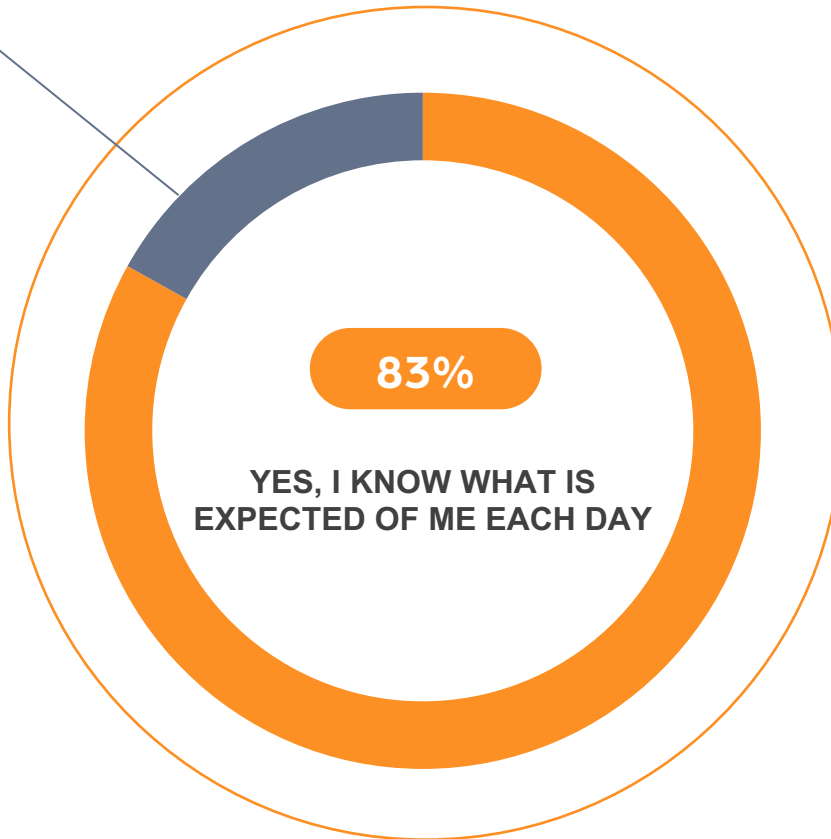
If revenue generation is vital to the growth and well being of the company, marketing must be allowed to focus on activities that generate sales.

CURRENT JOB FOCUS

DO YOU HAVE A CLEAR UNDERSTANDING OF YOUR DAILY PRIORITIES?

NO, MY PRIORITIES SHIFT BASED ON LEADERSHIP'S NEEDS

- Being pulled in different directions by company leaders with our marketing leader never standing up for the team and saying no
- Activities vary based on the priorities of the 50+ internal senior leadership served and new corporate initiatives
- More work is often added without new resources (people or budget)
- Startup marketing must be agile in order to survive and deliver. A B2C strategy could shift to B2B within a short period of time.



>>INSIGHT

Most marketers know what they are going to do each day, they are passionate about their work and are highly organized. Part of being a good marketer is to expect the unexpected.

EXPECTATIONS OF THE MARKETING DEPARTMENT

CAN YOUR TEAM SAY NO TO NEW PROJECT REQUESTS MADE FROM OUTSIDE THE DEPARTMENT?

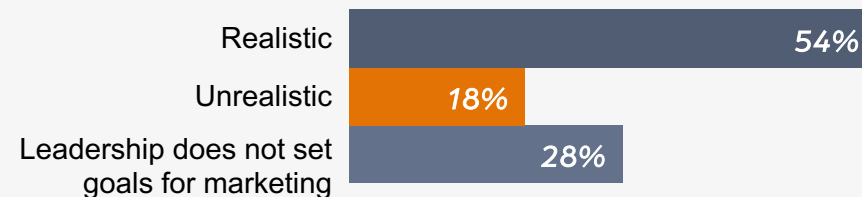
52%

YES, WE CAN TURN DOWN PROJECTS THAT ARE OUTSIDE OUR CURRENT MARKETING STRATEGY

48%

NO, WE USUALLY MUST ACCEPT ALL REQUESTS

ARE YOUR COMPANY'S LEADERSHIP EXPECTATIONS ON THE MARKETING DEPARTMENT:



20

>>INSIGHT

Respondents were split as to whether they could turn down project requests. Having a set marketing strategy supported by the executive leaders allows marketers to let others know if a project is outside the scope of the current strategy.

It is good to see that marketers feel executive leadership is realistic about their expectations for marketing and the department's activities. However, we question this answer, when they indicated under Pressures on the Marketing Department, that the second greatest pressure was Unrealistic Demands (Slide 14).

CHANGES IN MARKETING DUE TO COVID-19





QUESTION???

During the COVID-19 pandemic, what was the most significant impact on the marketing department?

MOST SIGNIFICANT IMPACT ON THE MARKETING DEPARTMENT OF COVID-19

Answer: Increased demands of the marketing team

81%

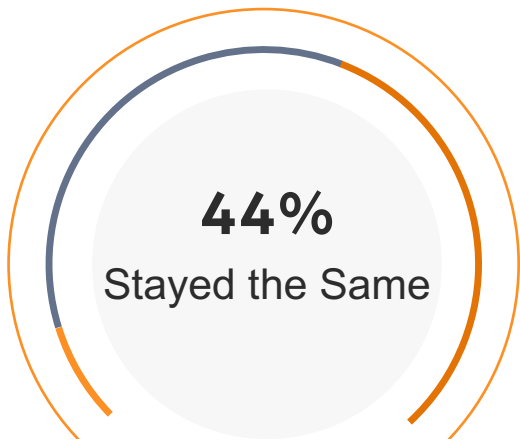
of marketers surveyed felt that the demands put on the marketing team greatly increased with the pandemic.

IMPACT ON THE MARKETING DEPARTMENT OF COVID-19

DURING THE PANDEMIC, DID YOUR FIRM:

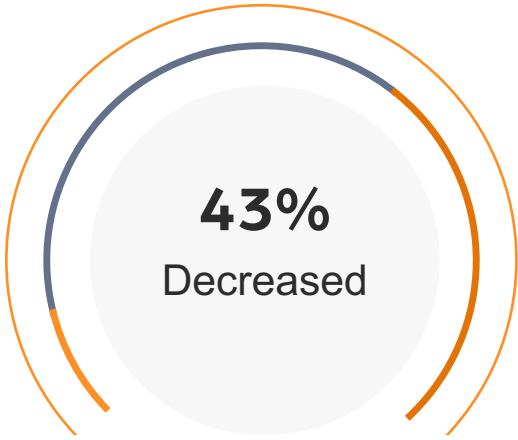
■ Increase ■ Decrease ■ Stayed the Same

MARKETING STAFF



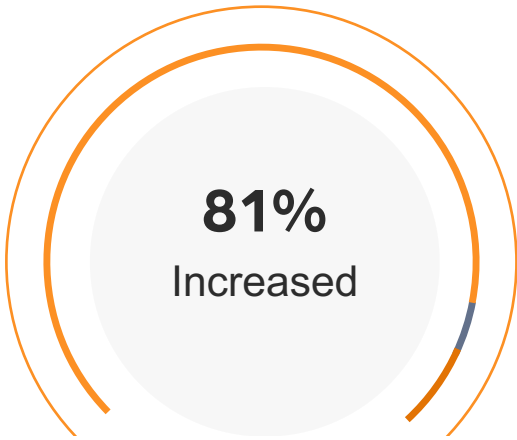
This was close, with **44%** of companies keeping their marketing departments intact while 37% decreased their staff. A surprising 19% increased their staff during the pandemic to take advantage of new opportunities.

MARKETING BUDGET



With many companies trying to figure out how to handle operating during the pandemic, **43%** of those surveyed saw their marketing budgets decreased. 37% kept their budgets the same while a lucky 20% increased their budget to assist with their increased marketing requests.

DEMANDS ON THE MARKETING TEAM



Marketing teams saw a dramatic **81% increase to project requests** since the start of the pandemic.

IMPACT ON THE MARKETING DEPARTMENT OF COVID-19

DURING THE PANDEMIC, DID YOU GIVE UP A PORTION OF YOUR SALARY AND/OR BENEFITS?

33%

YES, WE DID, AND **ONLY 40%** OF US HAD IT RETURNED

67%

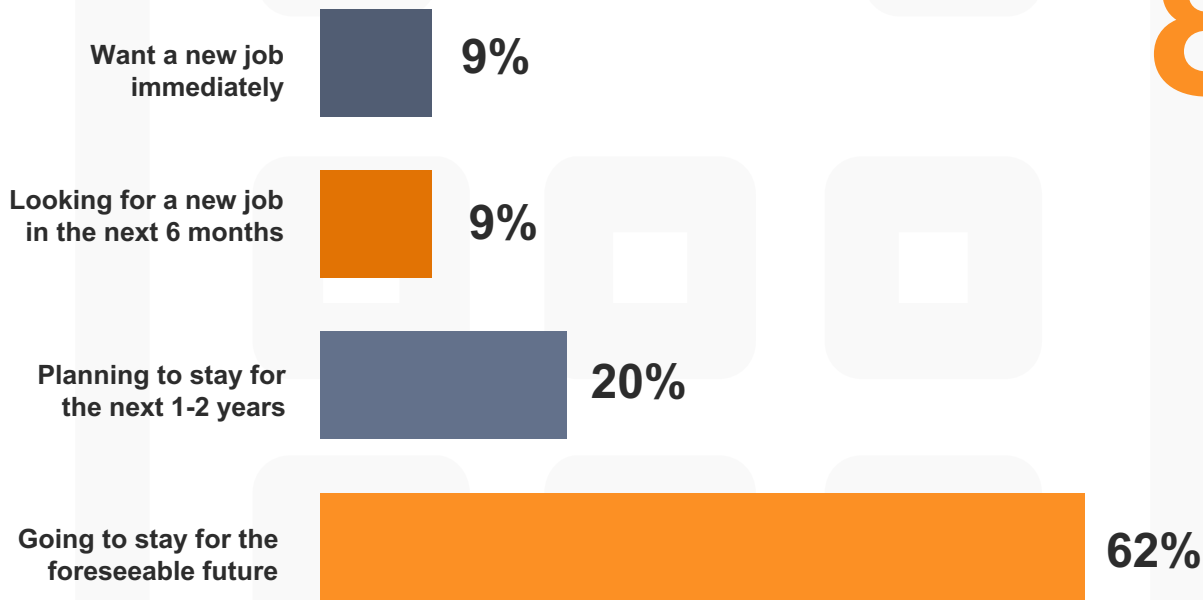
NO, WE WERE NOT ASKED TO GIVE UP ANY OF OUR SALARY

>>INSIGHT

Most of the marketers surveyed were not asked to give up any of their salary or benefits during COVID-19. Unfortunately, for those who had to, **only 40% had their salary and/or benefits returned** to them.

IMPACT ON THE MARKETING DEPARTMENT'S HAPPINESS

HOW HAPPY ARE YOU IN YOUR CURRENT POSITION?



80%

OF MARKETERS CONSIDER THEMSELVES FULFILLED IN THEIR WORK

>>INSIGHT

Most marketers consider themselves fulfilled with their work – and who wouldn't? Marketing is exciting, constantly evolving and keeps us engaged and young at heart. What is interesting, is that of those surveyed, 62% indicated they are going to stay at their current job. This may indicate a desire for stability in the sector. As the market continues to heat up, it will be interesting to see if we polled the same individuals again, what their response would be 6 months from now.

04 KEY TAKEAWAYS

What did we learn about the
state of today's marketing
department?

27

8-KEY TAKEAWAYS

01

Marketing has input into the marketing strategy and budget but requires leadership approval to execute on the budget items.

Even with **52% of marketers** surveyed having their **CMO/VP on the executive leadership team**, marketers still require additional approval on individual budget expenses. **Only 20% of CMOs/VPs have full approval of their marketing budget and activities.**

02

Marketers are feeling the pressure of not having enough resources to do their jobs well.

Marketers are experts when it comes to making more from less. However, the past two years have taken a toll on the marketing department, with **52% of respondents naming not having enough resources as the top stressor on the department.** Inflation and the increase in ad costs add an additional layer of difficulty.

03

Marketing department requests are up, and the expectations set by those giving the requests are perceived as unrealistic.

50% of marketing departments saw an increase in the number of requests flooding in, while also feeling that **there were unrealistic expectations** placed on them to fulfill and complete these requests within the set timeline.

04

Marketers are handling too many core job functions in their roles.

When we asked marketers to indicate the number of marketing duties they currently perform in their roles, **34% said they handle 5-9 core marketing functions in their job.** This workload alone would make it difficult to ensure that they are performing at a high level across all of them, let alone meeting the expectations of key stakeholders.

8-KEY TAKEAWAYS

05

Marketers are being asked to do non-marketing work as a part of their role.

With **34% of marketers surveyed doing work that is outside the scope of the marketing department**, there is a major disconnect in how companies are using their best resources for finding and building a loyal client-base. Instead of having marketing assisting on new client acquisition and company expansion, their time is being spent doing work elsewhere.

06

Marketers are split on whether they need to say yes to every project that lands on their desk.

Knowing when to say “no” to a project that comes into the marketing department is important to keeping the marketing strategy on track. **If a project does not fit into the current approved strategy, marketers need to be able to say “no” and pass**, so they can keep the strategy moving forward and on time. They also need to have the support of executives when complaints come in saying the marketing department isn't being helpful.

07

The pandemic caused a significant increase in demands on the marketing department, while at the same time decreasing the marketing budget.

81% of marketers surveyed indicated that they saw an increase in marketing demands during the pandemic while at the same time the budget decreased, giving them fewer resources to fulfill those demands.

08

Marketers, for the most part, were not asked to give up a portion of their salary, but those who did haven't seen it return.

Only **33% of the marketers surveyed had to give up a portion of their salary and/or benefits** during the pandemic. Out of those, **only 40% had the salary and/or benefits returned to them.**

GENERAL DEMOGRAPHICS

The survey was sent out to marketers of all job levels, and we received 71 completed surveys.

How many years of experience do you have in marketing?

Less than 5 years	13%
6 to 10 years	18%
11 to 20 years	26%
21 to 30 years	43%

Survey respondents were a more experienced group, with 69% of them having over 11 years of marketing background.

What is your highest level of schooling?

Bachelor's Degree	68%
Master's Degree	32%

What is your current job level?

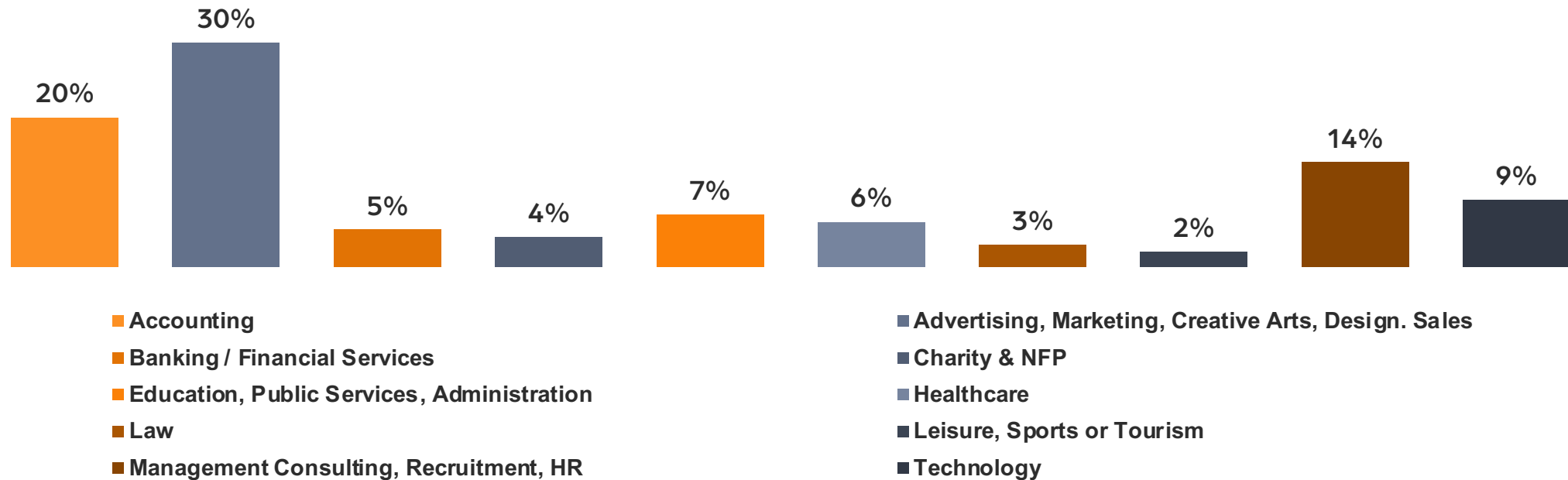
Owner, Partner CMO, EVP	45%
Director	25%
Sr Manager, Manager, Sr Coordinator	25%
Sr Associate, Associate, Coordinator	5%

What is the size of your company?

Large (1001 or more)	34%
Mid (251 to 1000)	17%
Small (11 to 250)	29%
Micro (1 to 10)	20%

GENERAL DEMOGRAPHICS

What industry do you work in?



ALL MARKETING ROLES



* Numbers indicate the individuals handling those marketing duties