

Hire Digital

State of Marketing Organizations Survey Report 2021

Insights on how marketing leaders are building their teams to drive excellence

Preface

Businesses around the world were faced with new challenges during the pandemic. Marketers had to go back to the drawing board when the traditional channels were shut down, customer needs were changing, and remote work became the new normal. The evolving nature of marketing in the post-COVID world has led to a shift in how teams are built.

In September 2021, Hire Digital led a discussion with marketing leaders in Asia Pacific to understand how they were driving organizational success with their teams. Over 100 senior marketing professionals participated in live polls that are featured in this report. These poll responses from leading organizations offer insights into where marketing organizations are headed.

Executive Summary



Driving marketing excellence

Lack of bandwidth or expertise, long approval processes, and rapidly changing market are the major challenges in achieving marketing excellence today.

Strategy and insights, customer experience and personalization, and analytics and ROI are the top three essential skills or capabilities for achieving marketing excellence.

88% of marketers believe their teams are somewhat or quite agile while none claim they are super agile, leaving room for improvement.



Building new team structures

Nearly half of senior marketers expect their teams to be fully remote.

Marketers agree on blended workforces and smaller core teams as the key trends for marketing teams.

42% have either used on-demand teams before or are planning to do so soon.

Executive Summary



Bringing in outside expertise

66% of marketers predict the usage of on-demand talent to increase at their marketing organizations.

Digital freelancing marketplaces is also one of the top three ways marketers are sourcing outside expertise besides traditional outsourcing and recommendations.

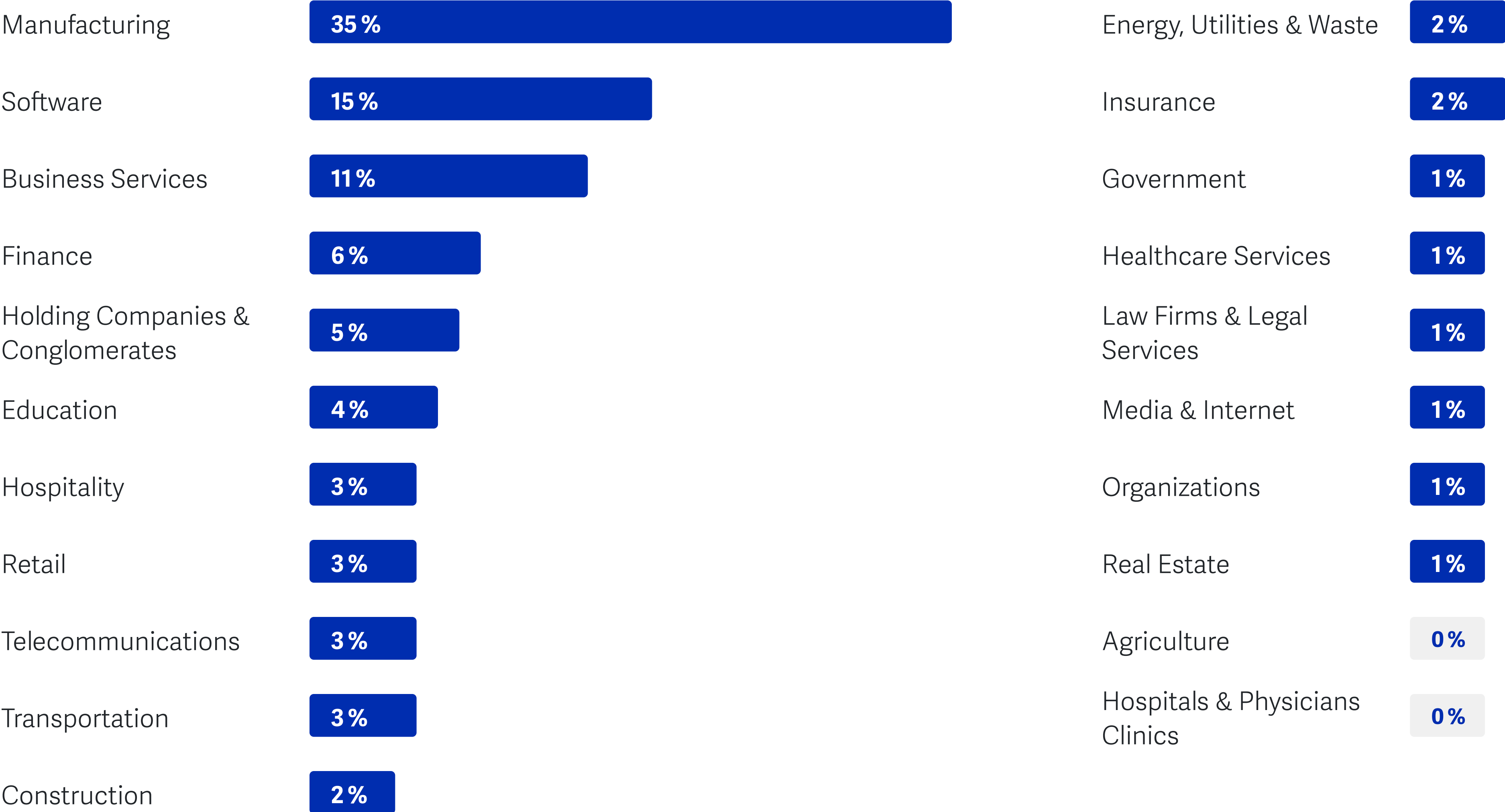
Survey Respondents

Up to 132 senior marketers from mid to large organizations participated in the live survey questions during the APAC Marketing Virtual Roundtable on 23rd Sep 2021. The following pages summarize info about these survey respondents.

Number of respondents by organization revenue



Number of respondents by industry

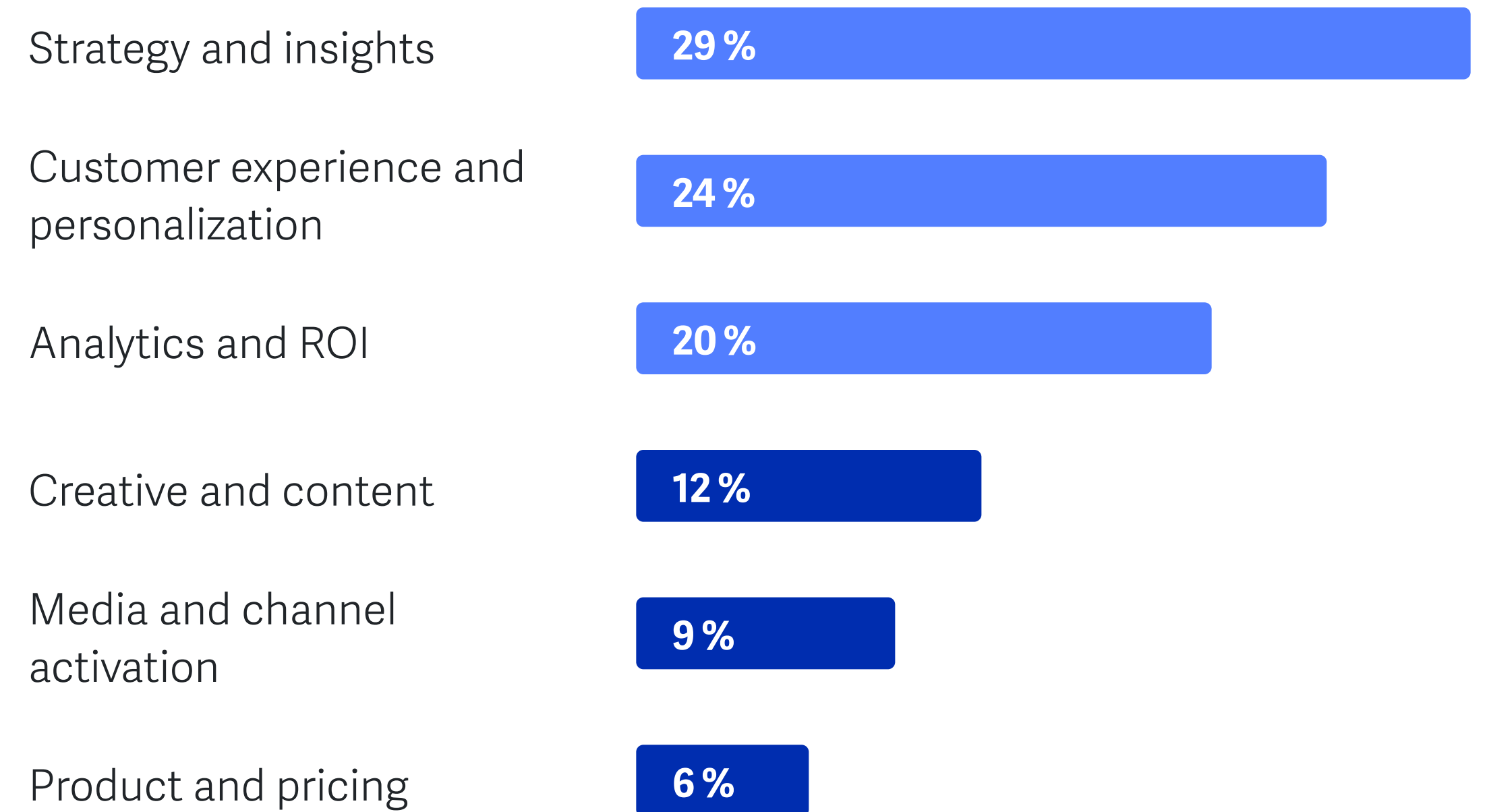


Driving marketing excellence

Marketers have a lot on their plates and often not enough resources. Enterprises also struggle with long approval processes, whereas the pandemic-led shifts need them to be more agile than ever.

Strategy and insights are key capabilities

Customer experience and personalization, and analytics and ROI emerge as essential capabilities for achieving marketing excellence.



Client centricity, external eminence, and solid sales relationships are skills every senior marketer should have.

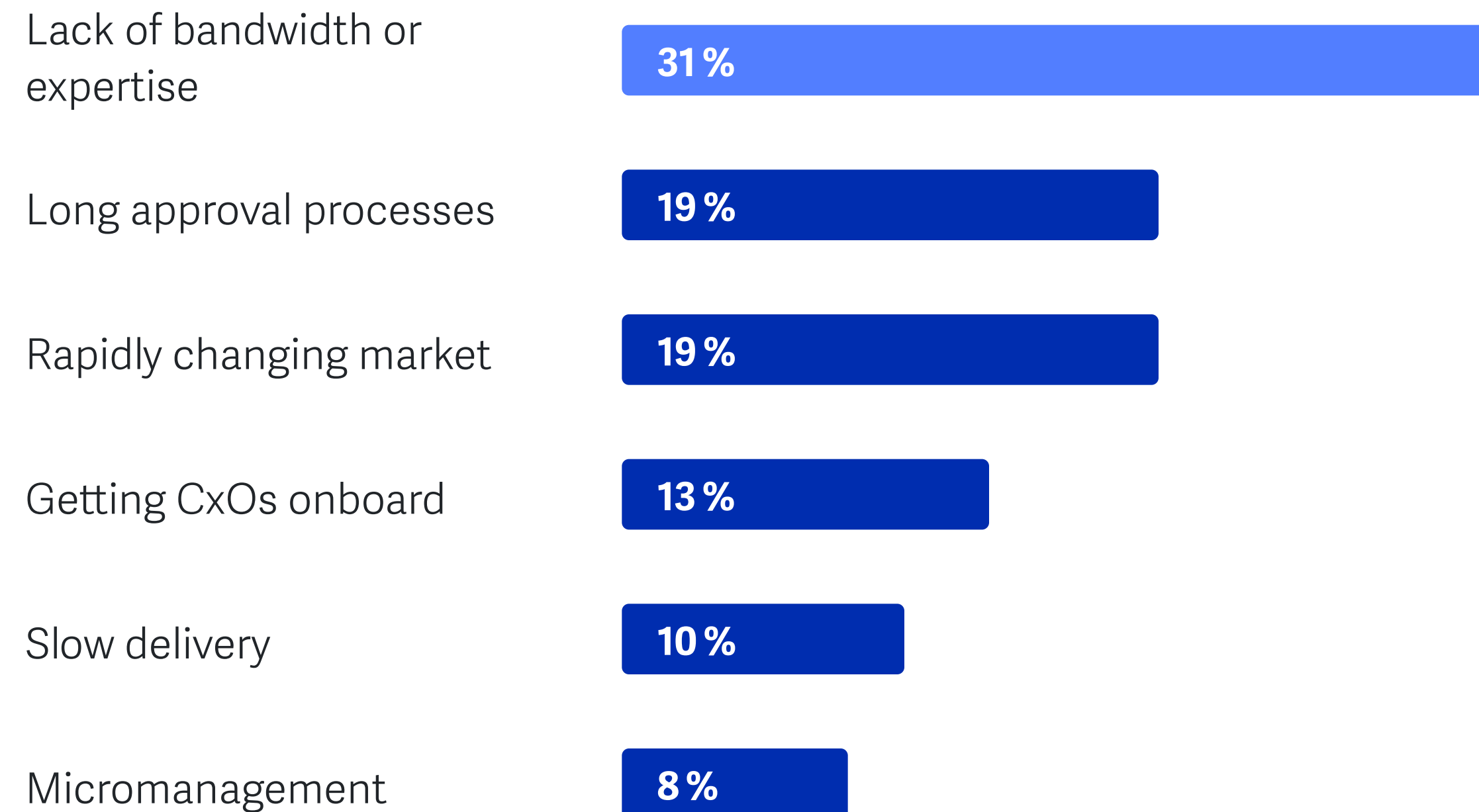


Arun Cavale
CMO, IBM Global Business Services, Asia Pacific

Note: This analysis is based on the 132 responses received to the question “What are some of the essential skills/capabilities for achieving marketing excellence?”

Lack of bandwidth or expertise

It is reported as the biggest challenge to achieving marketing excellence.



I think of us as spokes in a wheel; each one is important to keep the wheel running and that's how an organization can achieve its central objectives.

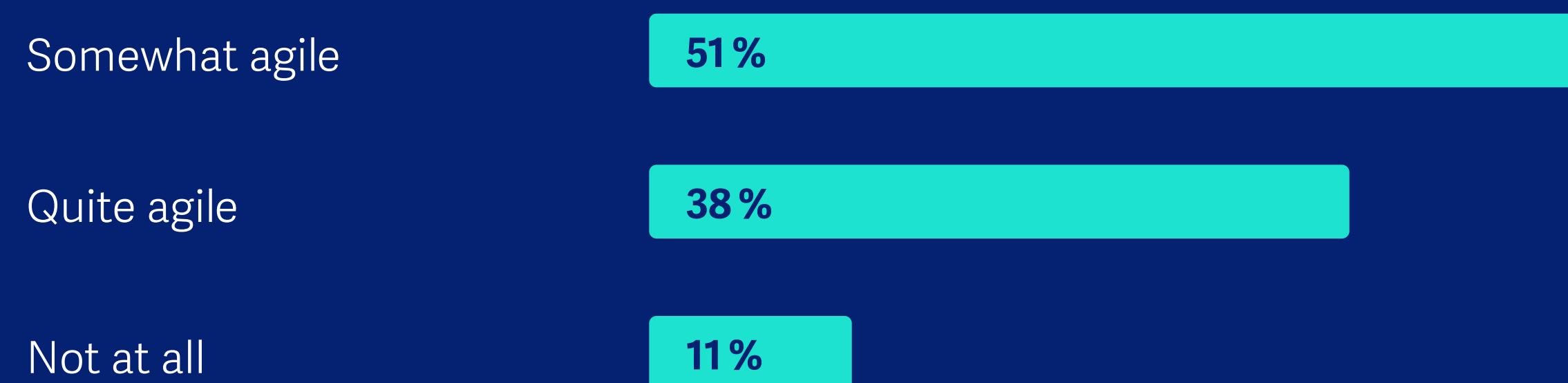


Bhavinkumar Shah
Head of Marketing - APAC, Western Union

Note: This analysis is based on the 46 responses received to the question "What are your challenges in achieving marketing excellence?"

Most teams are agile

88% marketing organizations are either quite agile or somewhat agile.



We bring in talent for our marketing needs through outsourcing, and on project basis - this actually helps us keep an agile team.



Joycelyn Chan

Assistant Director, Communications & Marketing,
GovTech Singapore

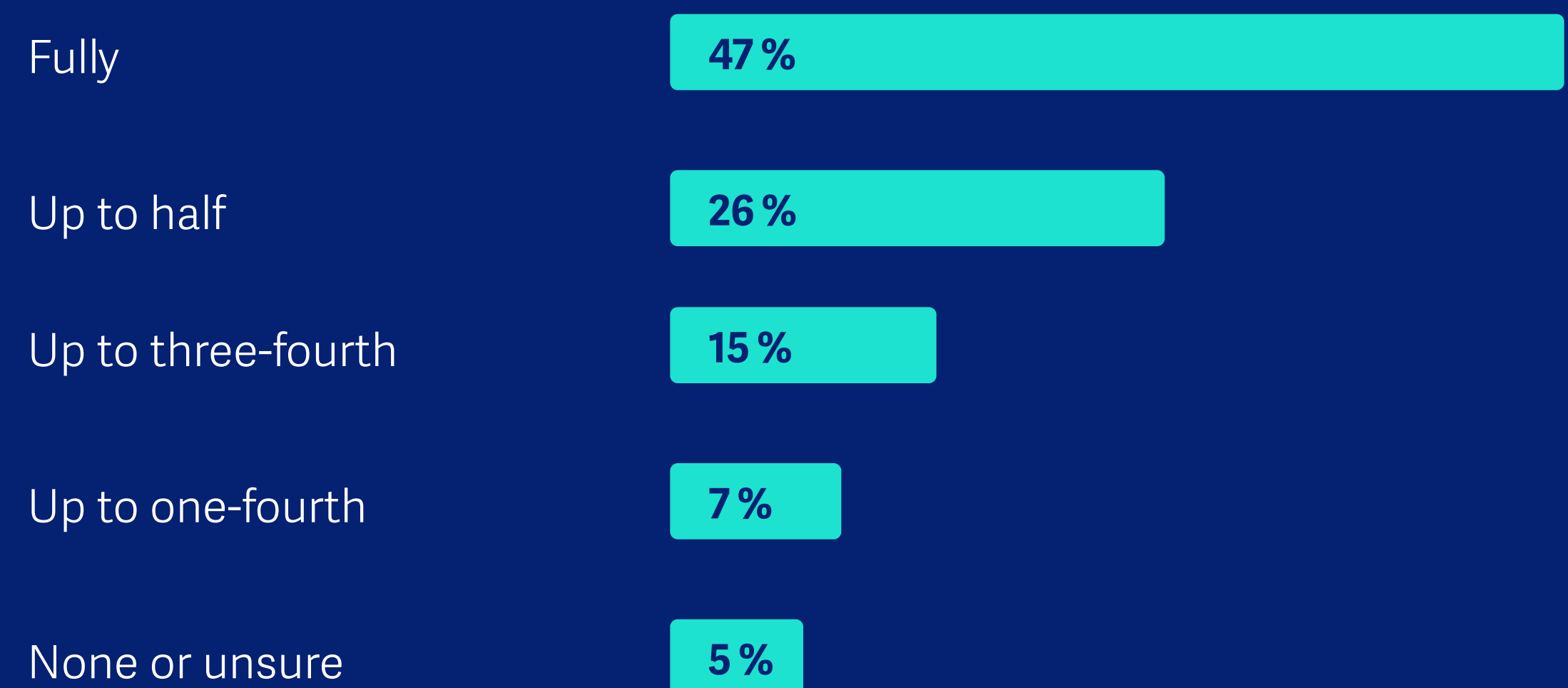
Note: This analysis is based on the 35 responses received to the question "How agile is your marketing team?"

Building new team structures

Driving Marketing Excellence
Marketers have a lot on their plates and often not enough resources. Enterprises also struggle with long approval processes whereas the pandemic-led shifts need them to be more agile than ever.

Marketing teams can be remote

Nearly half of the senior marketers say the marketing teams can be fully remote.



The challenge of remote working presented itself as an opportunity for us. After COVID, our innovation cycles have improved by 30%.

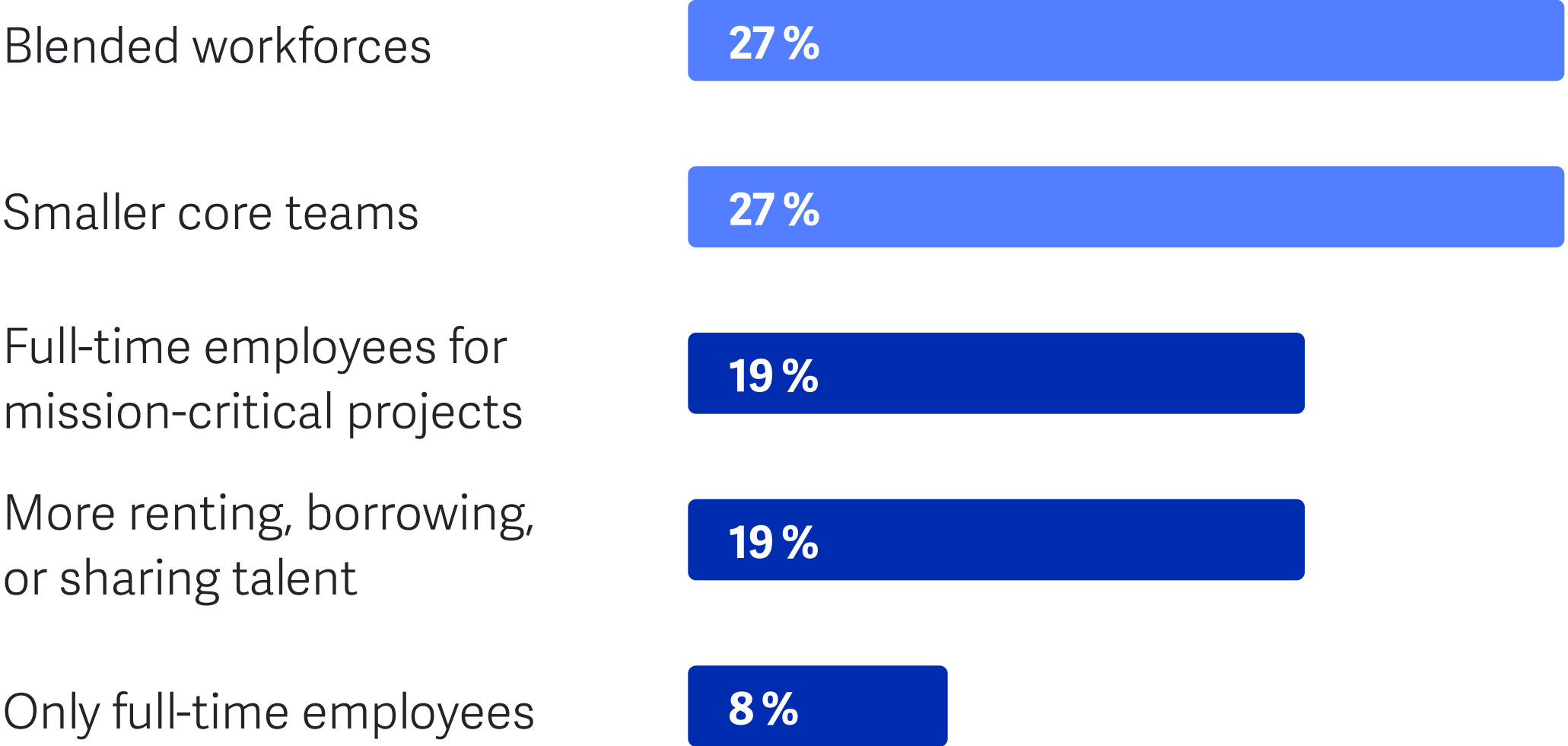


Duygu Ersoy
Global Brand Director, Unilever

Note: This analysis is based on the 61 responses received to the question “What fraction of marketing teams can be fully remote post COVID?”

Blended workforces and smaller core teams

These are the major workforce trends in marketing



After the planning in-house, we bring in experts who can execute well to support our campaigns based on the market and our needs.

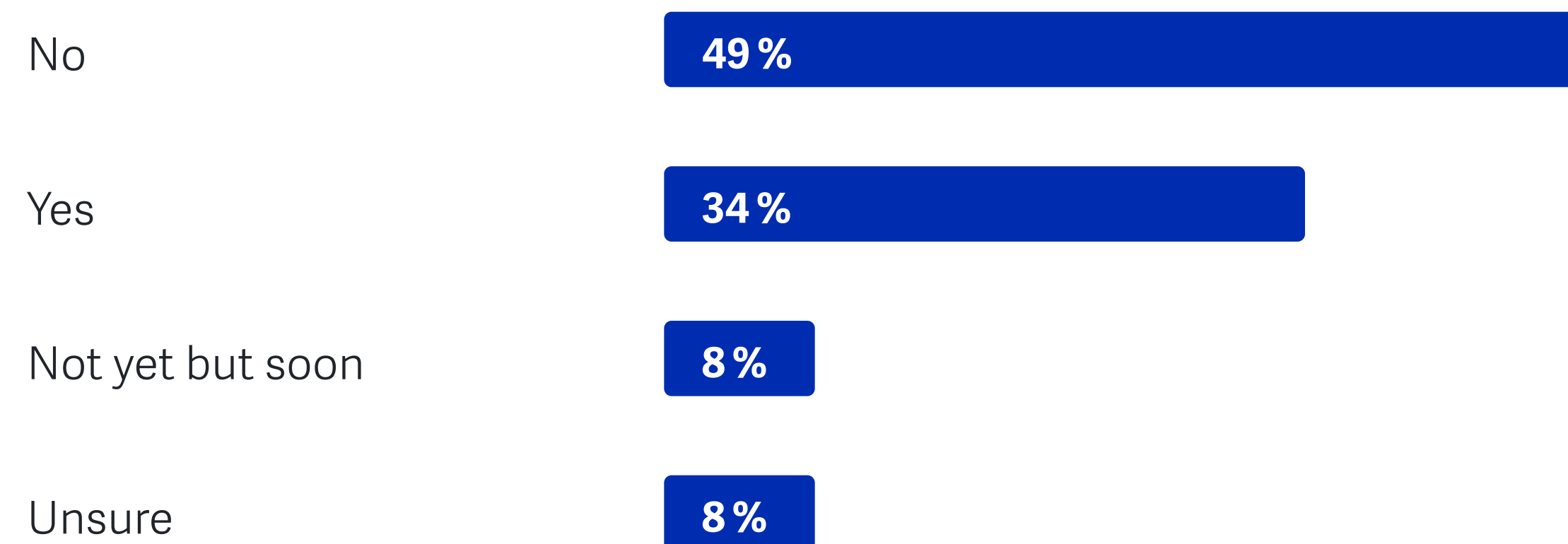


Dawn Ng
Senior Marketing Director, UiPath

Note: This analysis is based on the 48 responses received to the question “Which of the following workforce trends do you agree with for marketing?”

Enterprises are leveraging on-demand teams

Current use of on-demand teams in marketing



Today, almost all Fortune 500 brands use on-demand talent at some level. With faster time to market and agility, they believe this is core to their ability to compete in the future.



Alexis Chan
Director of Enterprise, Hire Digital

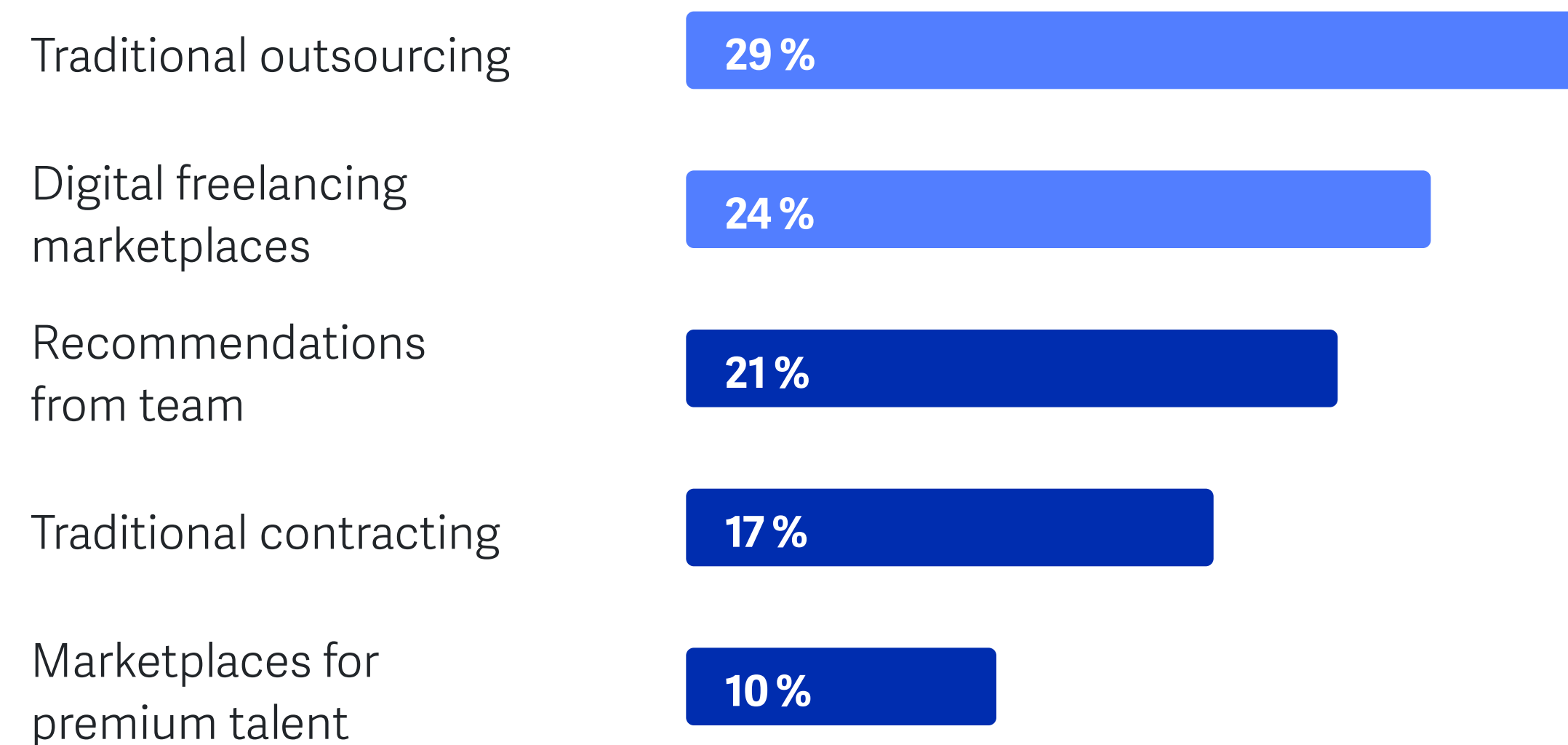
Note: This analysis is based on the 69 responses received to the question “Have you ever used on-demand teams for marketing at your current or previous organizations?”

Bringing in outside expertise

Marketers are bringing in outside expertise for most non-core activities to pilot new initiatives and quickly scale their campaigns. On-demand is catching up to other traditional methods of sourcing.

Traditional outsourcing and digital freelancing

These marketplaces are the biggest sources of outside expertise in marketing teams today



Working with traditional agencies, you often gave them briefs and then waited around for weeks to see some kind of a concept. So, that's when we thought of moving to in-house agile teams. We embedded outside teams of specialists into our core teams.

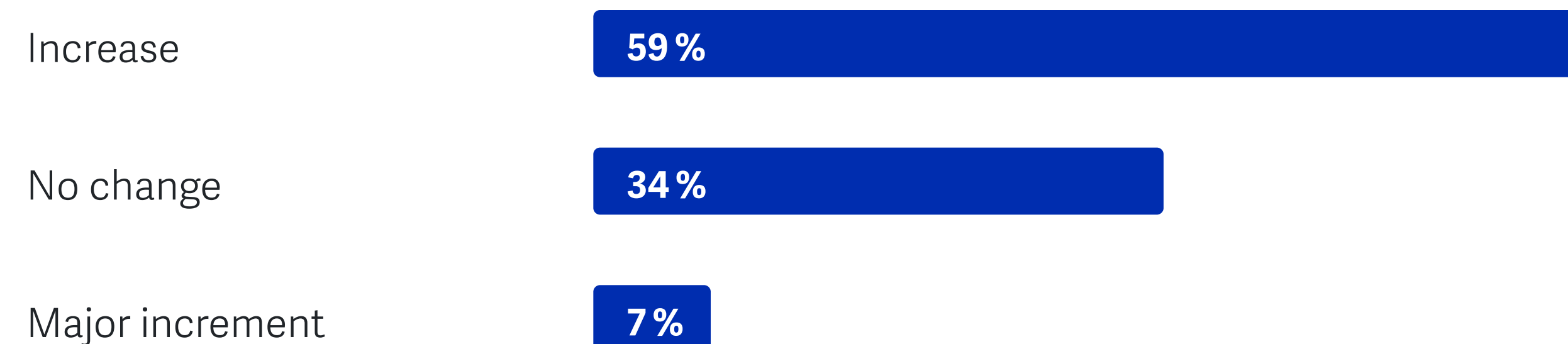


Smita Kumar
Digital Capabilities Leader, 3M

Note: This analysis is based on the 42 responses received to the question "How do you source outside expertise in your marketing teams today?"

The need for on-demand teams is steadily increasing

Usage of on-demand talent in the next five years



On-demand specialists can bring in fresh perspectives and sometimes also have the ability to think in an unconstrained manner.



Anil Viswanathan
Senior Marketing Director, Mondelez Foods

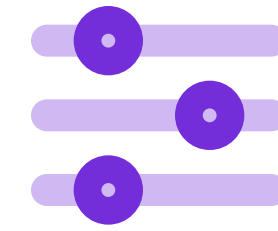
Note: This analysis is based on 29 responses received to the question "How would you predict the usage of on-demand talent at your marketing organization in the coming 5 years?"

Drivers of sourcing external talent



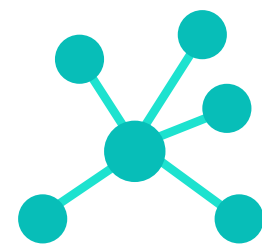
Time and Speed

In-house marketing teams can focus on strategy and leave the execution / implementation to external talent.



Cost

Lesser cost with several options such as freelancing and on-demand teams on a project / need basis.



Expertise

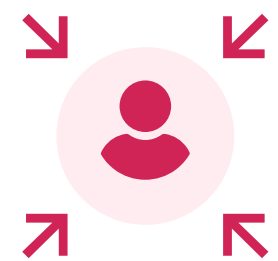
Get quality deliverables by people having the right skills, experience and specialization in the field.



Flexibility

Bring in talent only when required and scale up and down based on your requirements.

Transform your talent model and achieve strategic goals with on-demand teams



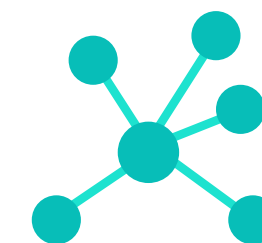
Hire on-demand talent specializing in different areas of marketing such as digital marketing, analytics, SEO, and content creation, etc.



Create talent pools to be deployed flexibly, i.e., when you need them, making it easier for organizations to access the right and rare skills



Build a powerhouse of marketing talent knowledgeable about latest trends in the market



Leverage availability of premium talent through digital marketplaces

Questions & Answers

Q. How are the hiring requirements and job descriptions changing for marketing roles?

Regional Product Manager at a Midsize Healthcare Company

A. 30 years ago, marketing was more art, less science. The JDs for marketing reflected that. Today (last 5 years), marketing has pivoted to more science, less art. And today's JDs reflect that. BUT a lot of the science aspects (and some of the art aspects e.g. A/B testing, copy review) will be done better by AI. So, I believe we will go to marketing becoming more art in a few years. This moves in cycles.

Arun Cavale, CMO, IBM Global Business Services, Asia Pacific

Q. What are the critical core teams/elements within digital marketing one should build in-house in a fast-growing tech company & what are the elements we should outsource to a digital agency?

Demand Generation Director at a Large AI Software Company

A. The critical piece to keep in-house would be targeting and segmentation, and the messaging aligned to that segment or audience. Once that is clear, the agency can better recommend the appropriate channel and tactics.

Dawn Ng, Senior Marketing Director, UiPath

Questions & Answers

Q. How would the marketing teams work in a hybrid environment mixing physical and digital events/meetings? Will it remain the same as of now? Because a lot of people are expecting traveling to resume, so does it mean we will have to change again our operating model?

Digital Marketing and Commercial Excellence Manager at a Medical Device Manufacturing MNC

A. I don't think we will ever go back to an in-person first world. We need to accept that the new world order will be a digital-first/f2f selective hybrid engagement world.

Arun Cavale, CMO, IBM Global Business Services, Asia Pacific, IBM

Q. There are obvious benefits from a creative perspective of having the teams working together physically and face to face. How can the expectable lack of creativity (and teamwork) be offset in teams that will no longer work physically together?

Global Innovation & Marketing Director at an FTSE 250 Manufactured Solutions Company

A. No easy answers. One solution that has worked is by reducing team sizes. When the group is small, there is more open thinking. The other solution is to enable unstructured conversations, bringing in multiple stimuli & external perspectives.

Anil Viswanathan, Senior Marketing Director, Mondelez Foods

Questions & Answers

Q. When the Marketing team brings in leads and passes the ownership of leads to Sales for conversion, there is always a challenge in how much Marketing needs to do/research. What's your best practice of closing this gap and make an effective and strong conversion?

Marketing and Customer Management Director at a Logistics MNC

A. No easy answers. I personally find the primary answer is in tightening sales engagement via tight handshakes on target accts, next step offers, and lead routing.

Arun Cavale, CMO, IBM Global Business Services, Asia Pacific, IBM

Q. With google phasing out support for third-party cookies/data collection soon, what should companies be thinking about currently to build up their first-party data hub to future proof their digital marketing efforts to targeted customers?

Group Web and Social Media Channels Manager at a Financial Services Conglomerate

A. This is likely to be a big disruption and companies should think about this as a Transformation Project and resource it accordingly at a cross-functional level.

Anil Viswanathan, Senior Marketing Director, Mondelez Foods

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& Company

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University

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University

Microsoft

WPP

facebook



Content Strategist
Previously at JPMorgan



Digital Strategist
Worked with Amazon



UI Designer
Previously at McKinsey



JavaScript Developer
Worked with Unilever



HTML Developer
Previously at Expedia



E-commerce Marketer
Previously at WPP



Campaign Manager
Previously at Google



UX Designer
Previously at IDEO



CRM Expert
Previously at Airbnb



Graphic Designer
Worked with Adobe



UX Designer
Previously at Deloitte



WordPress Developer
Previously at IDEO



Trusted by the most forward-thinking companies



Reinvention starts with game-changing expertise

First Match Success

97%

Number of Talents

5,500+

Countries Served

16

Number of Successful Engagements

10,000+

Average Time to Match

48 HR

Hire Digital

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