



20/20 VISION: A MARKETING LEADER'S VIEW OF DIGITAL'S FUTURE

Predictions from Global Digital Marketing Experts



Table of Contents

Foreword	3	It's a Question of Skills: Shortages, Investment & Outsourcing	23
Introduction	4	The Skills Most Valued by Marketing Managers	25
		Top Skills Companies Will Need by 2020	27
Consumer Engagement & Expectations in 2020	5	Skillsets to Receive Training Investment	29
Top Five Digital Marketing Channels	7	Outsourced Training	31
- Mobile	8	Digital Recruitment Channels	34
- Online Marketplaces/Aggregators	9		
- Video	10	The Outlook of Marketing Budgets	36
- Display	11	Budget Allocation by Channel	40
- Email	12	The Move to External Channel Management	42
- Regional differences (U.S, U.K & Pacific)	13		
Challenges for Marketers in 2020	14	Emerging Themes & Technologies	44
Top 5 Current Challenges	15	Emerging Technologies	47
- Pace of Technological Change	16	Investing in New Technology	48
- Recruiting the Right Talent	17	The Rise of Marketing Automation	50
- Creating Engaging Digital Content	18	Emerging Trends - The Importance of New & Familiar Skills	51
- Skills Shortages Within Business & Across Industries	19		
- Difficulty Measuring Content Effectiveness	20	Conclusion	52
Challenges by Region (U.S, U.K & Pacific)	22	Endnotes including Methodology	53
		Sources	54
		Global Industry Advisory Council	55



Foreword



Ken Fitzpatrick, CEO

It's a pivotal time for marketing leaders as the digital space continues to evolve and provide new, innovative ways to engage with customers and drive brand awareness.

The unique quality of digital means that marketers can use tools to gather valuable insights from online like no other medium, particularly when it comes to customer behavior.

For marketing leaders, the vast opportunities created by the online space are reflected in the rising proportion of spend allocated for digital activities as we head toward 2020.

As investment increases, so does the interest in optimizing successful channels that are integral in turning prospects into happy customers.

This research, informed by our Global Industry Advisory Council comprised of the world's leading digital brands, revealed that a significant focus in 2020 will be on emerging technologies like artificial intelligence and machine learning.

This global perspective is crucial since most brands trade globally and digital behaviors can differ.

Interestingly, tried and tested channels also have their place, with many marketing leaders allocating budget for platforms like mobile and video as they continue to perform well in the customer journey.

But there's a flip side to this fast-moving digital landscape, which becomes apparent when CMOs and senior leaders talk about the workforce. While the pace of digital increases, more often than not, the skillset and knowledge base of employees lags behind, leaving many organizations playing catch up.

For many leaders, the skills they prioritize within the business are not just technical. They want employees with expertise in areas like strategy and planning, critical thinking, analytics, research and leadership.

The shortage of digital skills on a global scale has been widely reported. The Digital Marketing Institute has made it our mission to upskill today's working professionals and recent graduates for tomorrow's world. The problem is, not enough people are upskilling to meet the demand of a buoyant job market.

The solution? Education. Either through an in-house training program or an external certification body, individuals must continually improve their professional skills to remain relevant.

There's a lot that is working well in the marketing sector, and a lot to still accomplish. The lead up to 2020 will be an exciting and busy time where shared learning, insights and skills will matter more than ever.



Introduction

20/20 is a number associated with visual acuity and precision, which is precisely how CMO, Heads of Marketing and CDOs are viewing digital marketing strategies ahead of 2020.

As customer expectations and interactions continue to change, marketers need to work harder and smarter to guide consumers on a seamless journey. This constant shift offers great opportunities for brands and their leaders, but also creates challenges.

In this report, Global Industry Advisory Council members of the Digital Marketing Institute, comprised of a distinguished group of digital marketing and education leaders help us get to the bottom of key future challenges and explore the opportunities available for their teams and businesses in the lead up to 2020.

From identifying the top five digital channels in 2020 to looking at the key emerging technologies such as Artificial Intelligence, automation and trends to examining future budget allocations, it's obvious that the marketing landscape is a tricky one to predict with certainty.

Above all, what became apparent from this research was the issue of digital skills (not necessarily technical ones), in terms of the need for skilled professionals, and lack of them across industries and markets.

The need is so great, that **82%** of CMOs and senior marketers believe their organization needs to invest more in staff training and development.

While some organizations are taking action to fill the gaps and nurture talent through outsourcing and training programs, it's clear that extensive work is needed to upskill workforces and measures need to be taken to help prepare employees of the future for the needs of the job market.

It's obvious that the future is bright for digital leaders and their teams. A powerful and influential tool for customer experience and engagement, the key to digital is knowing how to use it, what to invest in and, how to source the talent needed to drive digitization.





Consumer Engagement & Expectations in 2020





In 2020, consumers will be engaging with brands digitally more than ever before as the use of devices shifts and new platforms emerge. As engagement changes so will the expectations surrounding those interactions.

Increasingly, marketers are using digital channels to create personalized experiences for consumers. This more personable approach means that customers no longer want to follow the traditional top-down journey defined by a company.

Instead, they want brand interactions that are unique and personal. So, rather than just considering touchpoints, marketers need to think about and plan for customer journeys and the many routes they can take.

It's the companies that provide the best experience from start to finish that will enhance customer satisfaction, improve sales and retention and reduce end-to-end service cost.

In return, consumers will provide their personal data enabling brands to understand their preferences and behaviors on a granular level that allows for a tailored user experience. Digital marketing channels - established and emerging - have a huge role to play in customer UX.

That's why machine learning is valuable for understanding customer's actions and preferences. It's why mobile apps are built with personalization capabilities like profiles - allowing companies to learn more about each user.

But what channels do leaders predict will play an integral role in their strategies in 2020?



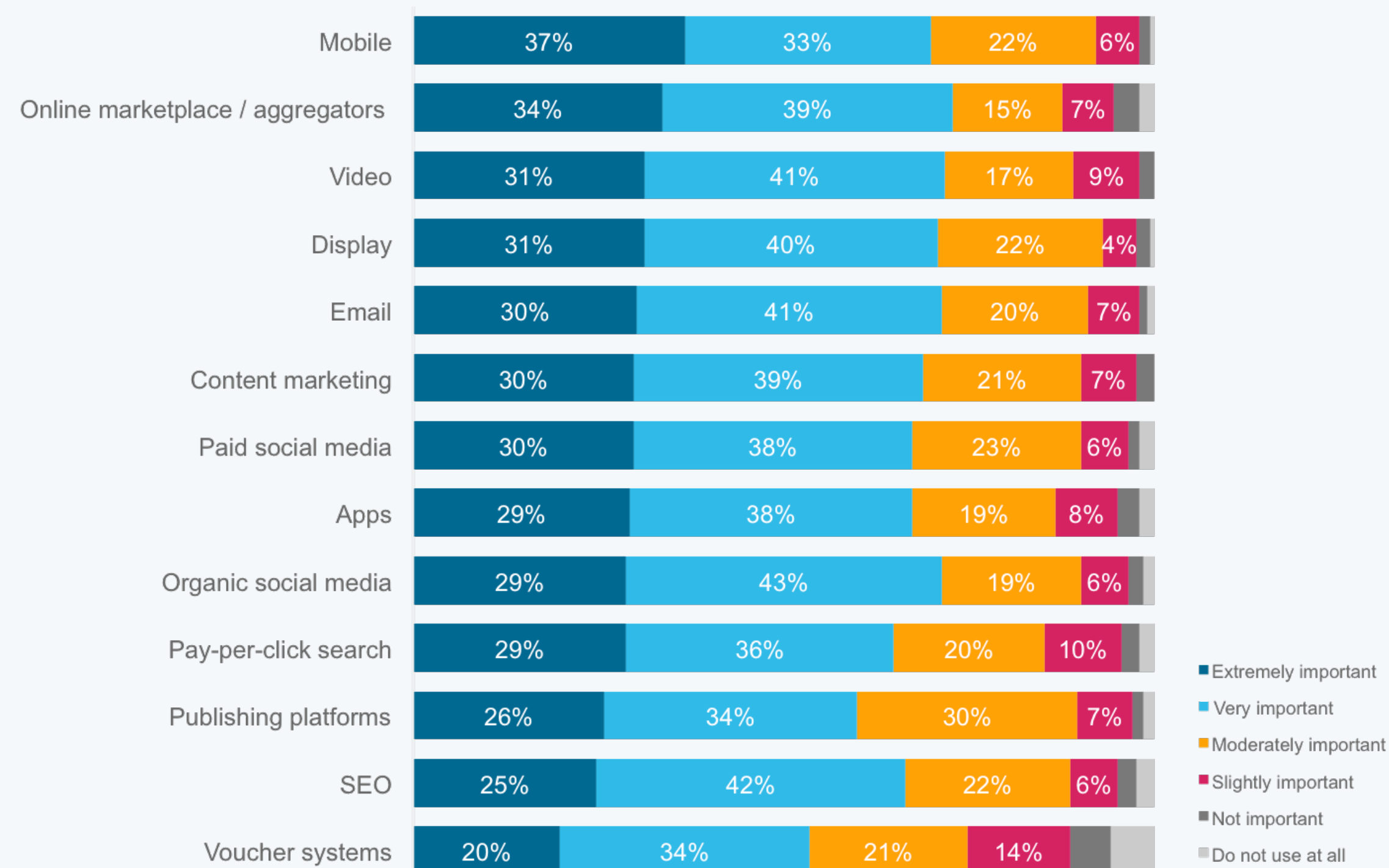
Top Five Digital Marketing Channels

All digital channels included in the research are viewed as important and will receive increased attention and investment by 2020.

But, the online world is often segmented leading to different channels being used for different purposes.

Some are critical to one segment and not another. The opposite is also true. However, five channels emerged as key and are set to get more attention from marketing teams between now and 2020.

Channel Importance to Digital Marketing Strategy





1) Mobile

37% of marketing leaders see mobile as an extremely important component of their future digital marketing strategy, while only **6%** consider it slightly important.

Mobile devices and networks are expected to have a bigger impact than any other technology trend by 2020¹. This is due to mobile powering the success of many channels: apps, online sales, email marketing, data collection, personalization, geo-targeting, and more.

Brands that are not engaging effectively on mobile devices risk losing existing and potential customers and market share.

Mobile apps are increasingly playing a larger role in the public space. From banking and online shopping to

email and entertainment, app development and usage is ubiquitous with the online experience. Mobile apps rank 8 out of 13 on our list of most important marketing channels.

However, **38%** of practitioners consider mobile apps very important to their organization's digital marketing strategy for a few key reasons.

Apps help companies mine data about consumers, which creates more effective strategies. It also creates a better user experience because a brand's app is mobile-friendly, accessible, and personalized.



2) Online Marketplaces/ Aggregators

Online marketplaces are websites or mobile apps that aggregate products from different sources. Their goal is to make shopping and transactions easier for the consumer. Brands such as Amazon and eBay have no contributed to the increased growth this sector has experienced in recent years.

Marketers agree that digital marketplaces have increased their online sales and that competition is also increasing.² This could be why **over a third** of experts consider online marketplaces extremely important for digital marketing strategies.

Companies and shoppers like ecommerce aggregators for a similar reason. They provide buyers with a consistent experience through every purchase, which helps to improve the perception of a product and brand.

Businesses also find value in online marketplaces because they offer additional tools and resources to help increase sales, scalability, and provide better customer service.



3) Video

Video has been the shining example of content marketing for several years which could be why it ranks in the third spot on the list of important digital marketing channels.

While **31%** of marketers described video as extremely important to their strategy, **41%** rated it as very important, the highest percentage in the channel category.

Consumers are more likely to engage with video than any other type of content. In just three years, experts predict that the overwhelming majority of global internet consumption (80%) will be video.³

In addition, businesses that include video content in their marketing strategy grow their revenue 49% faster³ than those that neglect it.

All of the CMOs accountable for proving the ROI on the company's digital marketing efforts are still very much invested in video for their brand.

Video is also valuable because it is easy to share and has the possibility to go viral. Online videos are shared 1200%³ more than linked content, like a web page or article. They're also easily embedded in other channels such as email or mobile apps.

In addition, an email that includes the word 'video' in its subject line improves open rates by 19%³. Essentially, video marketing is proving to be consistently important for all platforms.



4) Display

This channel has come a long way since the early days of banner ads. Display advertising has become popular largely due to its diversification.

We can deduce that the **31%** of marketers who said display is extremely important for their marketing strategies understand this revitalization and believe it's likely more will share the same sentiment by 2020.

Used across platforms such as social media, apps and video, display ads are highly visual, attention-grabbing, and interactive because they are designed and styled with images, video, and audio.

Their success is down to their interactive nature as consumers are more likely to respond to an ad that includes pictures or video over a text-based ad.

Display ads are also extremely effective at reaching a targeted group of people because of the specific parameters available, like geographic and demographic data along with their placement on specific sites. Being able to reach a targeted audience can boost conversion rates by 30%.⁴

Finally, display ads are one of the most-used channels for retargeting purposes. This aids in personalizing the consumer's experience as it enables brands to deliver highly targeted ads based on their previous actions and data.



5) Email

Email is regarded as one of the most effective channels and an integral part of a successful digital marketing strategy.

In most organizations it is likely to be integrated into the digital marketing strategy, but **30%** of senior practitioners still consider it extremely important.

Consumers check their email every day, giving brands a regular opportunity to get in front of an engaged audience that has already committed to receiving communications. Once delivered to an inbox, it's simple to record open and click-through rates to determine the effectiveness of messaging, format and imagery.

A customer that converts from an email is valued as three times higher than a customer converting from social media.⁵ It has also proven to be more cost-effective with businesses achieving an average return of \$38 for every \$1 spent.

“The research confirms what was previously intuitively known, which is that digital marketing is becoming increasingly important, particularly adapting marketing strategies and tactics to mobile devices.”



Larry Kim
CEO of MobileMonkey
Founder of WordStream



These five channels were identified by all respondents collectively. However, when the data is examined by region, it tells a slightly different story.

While most digital channels are a high priority for marketers, apps and mobile are consistently viewed as the most effective overall, particularly in the United States.

Overall a third of marketers said apps are extremely effective for their business, while **38%** of marketers said the same for mobile. Email is also regarded as extremely effective by **37%**.



In the United States, the top three digital channels are:

1. Online marketplaces
2. Display
3. A tie between mobile and video



Results from the United Kingdom shake out differently. These marketers identified the three most important channels as:

1. Mobile
2. Email
3. Apps (which did not make the cut in the top five channels)



The opinion of marketers in the Pacific had the most discrepancies from the five digital channels at the top of the list. Leaders working in this area claim that the channels with the greatest importance are:

1. Mobile
2. Apps
3. A tie between organic social media, content marketing, and publishing platforms



Challenges for Marketers in 2020

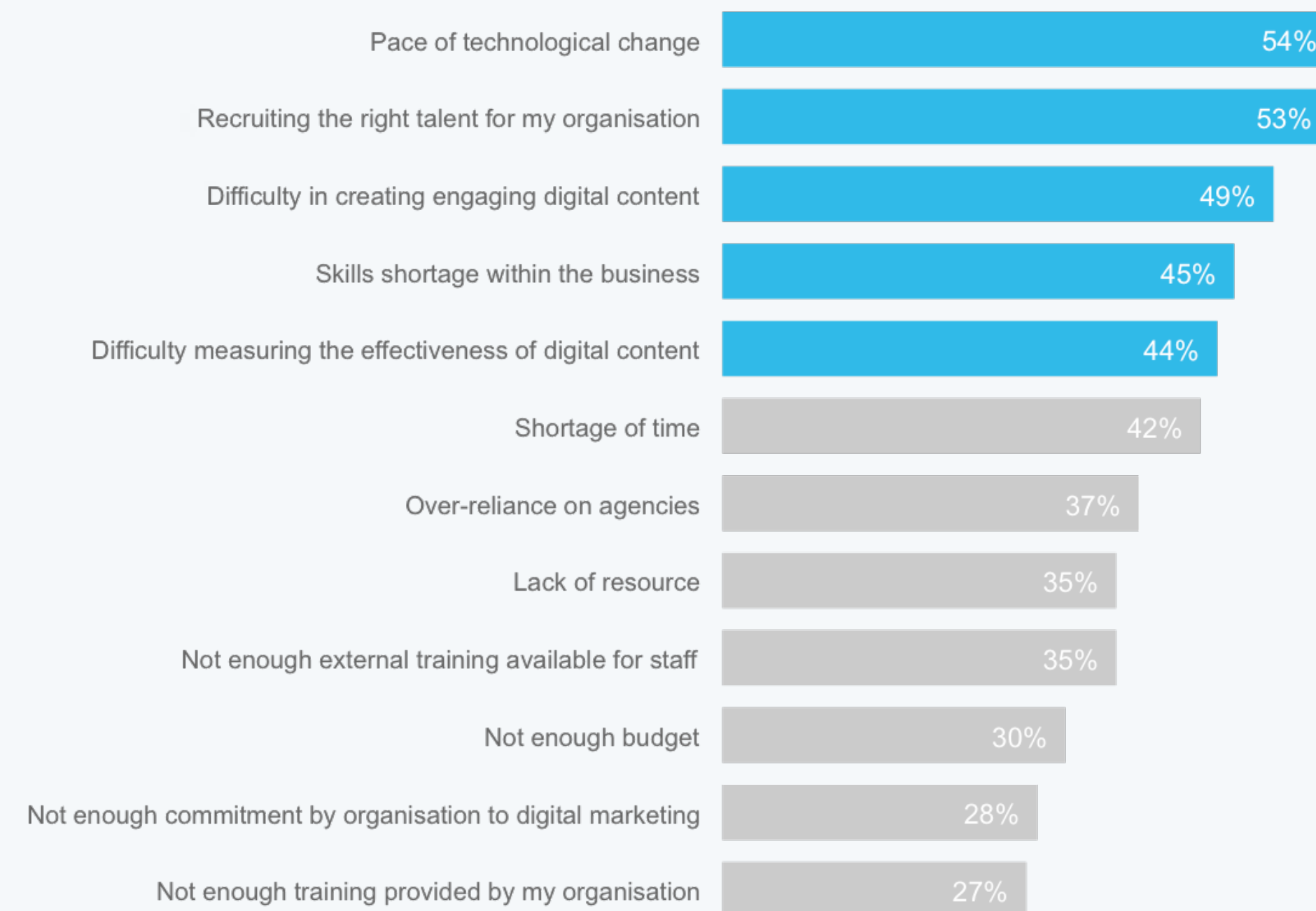




As more advanced technologies become mainstream and marketing leaders look to engage customers in new ways, marketers will be faced with a series of challenges in the lead up to 2020.

The leaders involved in our research highlighted the top challenges they see for their teams citing the pace of change, finding suitable talent and content creation as the three most pressing issues followed by skills shortages and measurement.

Top 5 Challenges for Marketers





Pace of Technological Change

From a leadership perspective, the greatest challenge was seen to be the pace of technological change. **54%** of CMOs and senior marketers report struggling with the shifting digital landscape and voiced concerns about how their department and business would keep up.

While the pace of change poses a challenge, a lack of innovation could result in other challenges. For example, by failing to keep up with developments, brands could lose out on revenue and market share to competitors who are further along in the digital transformation or entering the market as digital only entities with skilled staff.

Another risk is losing customers to brands that have capitalized on technology to create a better user experience and customer journey.





Recruiting the Right Talent

"It is imperative that we invest in and take action on hiring and investing in talent that will keep pace with technological change. The incoming wave of marketers aren't fully prepared to find footing in the shifting digital landscape that now exists. We need to move thoughtfully and quickly to meet the transformation in marketing and sales."



Ty Heath
Global Lead for Market Education
[LinkedIn](#)

A fact that marketing leaders are acutely aware of is the evolving digital marketing landscape requiring a different skillset than those involved in traditional marketing tactics.

In our research, **82%** of CMOs and senior marketers agreed with the statement: "Our organization needs to invest more in staff training and development."

From this, we can infer that a vast majority of organizations do not currently feel prepared for their digital transformation journeys and know that their workforces lack key skills making them underprepared.

If current employees are not equipped and companies are not investing resources into training, that means they need to recruit new talent that already has the desired skills. The challenge?

Graduates from universities and various marketing or business programs are leaving these institutions with outdated skills. Higher education is also facing this challenge as they struggle to keep up with the evolving needs of the job market across industries.

While this is a challenge that marketers are facing, it seems that they are not alone. The World Economic Forum found that 35% of skills needed for today's jobs will change by 2020, regardless of industry.⁶

At this point, it would be next to impossible for educational institutions to reskill their staff and redo their curriculum in time for soon-to-be-graduates to enter the workforce in 2020 with the skills employers are seeking.

Reskilling a marketing team takes time. Companies need to start by taking an inventory of the current skillsets available in their marketing departments and start thinking about they will need in the future, specifically proficiencies like automation, analytics, strategy and leadership.



Creating Engaging Digital Content

In 2020, creativity and other fundamental skills will play a large role in executing digital marketing campaigns. In fact, over half of marketers think it will take equal parts creativity and technology to build a successful marketing strategy in the future.⁷

However, effective creativity and design are becoming increasingly difficult. Due to the omnipresence of digital marketing channels, consumers are saturated with content and as a result experiencing 'content shock' making it a challenge to engage and influence.

Creating high-quality and engaging digital content is the only way get noticed in an over-crowded space.

Content must enrich the customer experience, spark interest within seconds and use emotional engagement to be successful.

Content also needs to utilize emerging technology to learn about consumers and provide them with a more personalized brand experience.

The challenge for brands is to ensure they have employees with content marketing skills as individuals who can create engaging digital content are extremely valuable to an organization.

"Marketing and sales are changing rapidly. Technology, social media and AI influence how we consume content and are making buying decisions."



Frank Hattan
Director Inside Sales (Europe)
Microsoft



Skills Shortages Within Businesses (& Across Industries)

"I think it is important for marketing leaders to do what they can to keep increasing the capability and skill base within the industry. This will help the overall contribution of the sector to the economy and also create more opportunities for individuals to join, learn and grow in a structured way."



Keith Moor
CMO, UK
Santander

Marketers have always had varied skillsets and it's clear from our research that this will continue into the future. But, will there be enough employees with the right skills to carry their companies into 2020 and beyond?

One of the greatest barriers to adopting new trends and technologies is the lack of skilled personnel, including in-house expertise and organizational commitment to finding the right people.⁸

However, over the next few years, the responsibility rests on their shoulders of skilled personnel to help their organization incorporate emerging technologies and adapt at a quick pace.

This challenge is not lost on CEOs and CMOs. Over a third of CEOs around the world are worried about the availability of key skills in the workforce and how it will affect the growth of their business.⁶

Also, almost two thirds of respondents to the survey agreed with the statement: "I am concerned about a digital skills shortage in the industry" while **82%** believe their organization needs to invest more in staff training and development.

However, this isn't just a problem with marketing staff. CMOs also have a case of digital distress. Approximately 52% of C-level marketers are not confident in their own abilities to master digital marketing and feel unfamiliar with new technology.⁹

As the second greatest challenges leaders face is recruiting the right talent for their organization. However, the concern for some is what to do with the people that are already employed. This theme is occurring globally.

In Ireland, **86%** of workers feel that they need to enhance their digital marketing competencies for their current role in the future.⁸ The majority (**69%**) of workers in the United States and United Kingdom feel the same way.

Mark Kilens from Hubspot suggests implementing the "T"-shaped model for building employee proficiencies. This would provide employees with a high-level, broad range of skills across the top and deep knowledge in one or two specific areas.

To attract and retain talent it would also be wise to implement cutting-edge training programs and encourage individual professional development to keep up with the pace of change.



Difficulty Measuring Content Effectiveness

"You need to evaluate the entire digital experience to evaluate what your easy short-term wins are vs. longer term objectives."



Tom Kendall
Head of Digital Marketing (Europe)
IBM

If an organization invests time and money into a digital marketing strategy, they want to be sure that it works. As organizations increase digital budgets, marketers will be held more accountable for their success.

In their new accountability, marketers must address a challenge that they've faced in the various eras of marketing - measurement. The reason it is growing more difficult to measure the effectiveness of digital content, is because marketers cannot solely rely on metrics to paint the entire picture.

Data and analytics without context or the right parameters are not an accurate depiction of the consumer's journey, which could actually span large periods of time.¹⁰

Think back to print advertising, billboards, and TV commercials. There was no concrete way to track consumer behavior which came as a result of one of those ads. However, if sales or profits increased after the ad ran, it was assumed that the message was valuable.

Now, there are so many channels and devices that nearly every interaction is trackable, right down to the individual. Companies are overwhelmed with improving metrics and they are no longer stopping to consider what resulted in a valuable interaction.

Therefore, obtaining the data is not the challenge. That part is solid. It's determining where the value lies in the consumer journey.



“We underestimate the amount of splintering in the world of ‘digital’ marketing. It’s no longer possible to gain truly actionable insights without further defining the various elements of ‘digital’ (streaming video, mobile, SEM/SEO, etc.)”



Julie Roehm
Chief Experience Officer and CMO
ABRA Auto & Glass



Digital Marketing Challenges Differ by Region

United States



1. Recruiting the right talent for my organization
2. Pace of technological change
3. Difficulty measuring the effectiveness of digital content

United Kingdom



1. Pace of technological change
2. Difficulty creating engaging digital content
3. Recruiting the right talent for my organization

Pacific



1. Pace of technological change
2. Recruiting the right talent for my organization
3. Difficulty measuring the effectiveness of digital content

When looking across the three regions surveyed by the Digital Marketing Institute, the same challenges recur for all marketing leaders. However, there was variance in how critical respondents found each challenge.

Concerns about recruiting skilled talent landed in the top three on the list of challenges for each of the regions surveyed.

It's interesting to note that senior-level marketers in the U.S. are more concerned about filling jobs with the right people, or at least people with the right skills, than those in the United Kingdom and the Pacific.

However, since it was ranked so highly by each region, it tells us that marketers around the world are concerned about the preparedness of new talent entering the workforce. This is arguably the most crucial challenge for companies to overcome by 2020.

Keeping up with the pace of technological change is also an extremely important challenge that is being addressed globally. Again, marketers from all three regions listed this as one of their top three challenges, although those in the United Kingdom and the Pacific see this as their single largest issue.

This challenge is equally important or even more important than recruiting talent for most marketers, but we mention it second for one reason. If organizations do not have people with the right skills on board, they will not have the resources to keep up with the pace of technological change as well as keeping up with the competition.

While one way to determine success is by evaluating that of your competitors, measuring the effectiveness of digital content goes beyond market share and brand recall.

Marketers from the U.S. and the Pacific both struggle with determining how effective their digital marketing efforts are at providing value to the consumer as well as a return on the investment to their company.

The only challenge that was an anomaly across all three regions arose from organizations in the United Kingdom. They listed their second most challenging issue as difficulty creating engaging digital content.

The content saturation on digital channels makes it hard for a brand to stand out. That's why a digital content strategy is growing increasingly important.

However, this could also be attributed to recruiting talent and finding the skills an organization needs. Marketers must encourage technological and creative skills to work together.



It's a Question of Skills: Shortages, Investment & Outsourcing





Digital transformation is driving companies around the world to take a closer look at their digital marketing strategies, tactics, and organizations.

Emerging technologies coupled with the quick pace of change are leading companies to upskill and reskill their marketing teams, creating a demand for both new talent and development opportunities for current employees.

However, there are some skills that company management value even more than technical skills at this time. CEOs and CMOs are actively seeking agile people that can lead organizations through the digital transformation successfully.

Today, senior marketers value the importance of critical thinking, strategy, analysis, research and insights and management skills first and foremost.

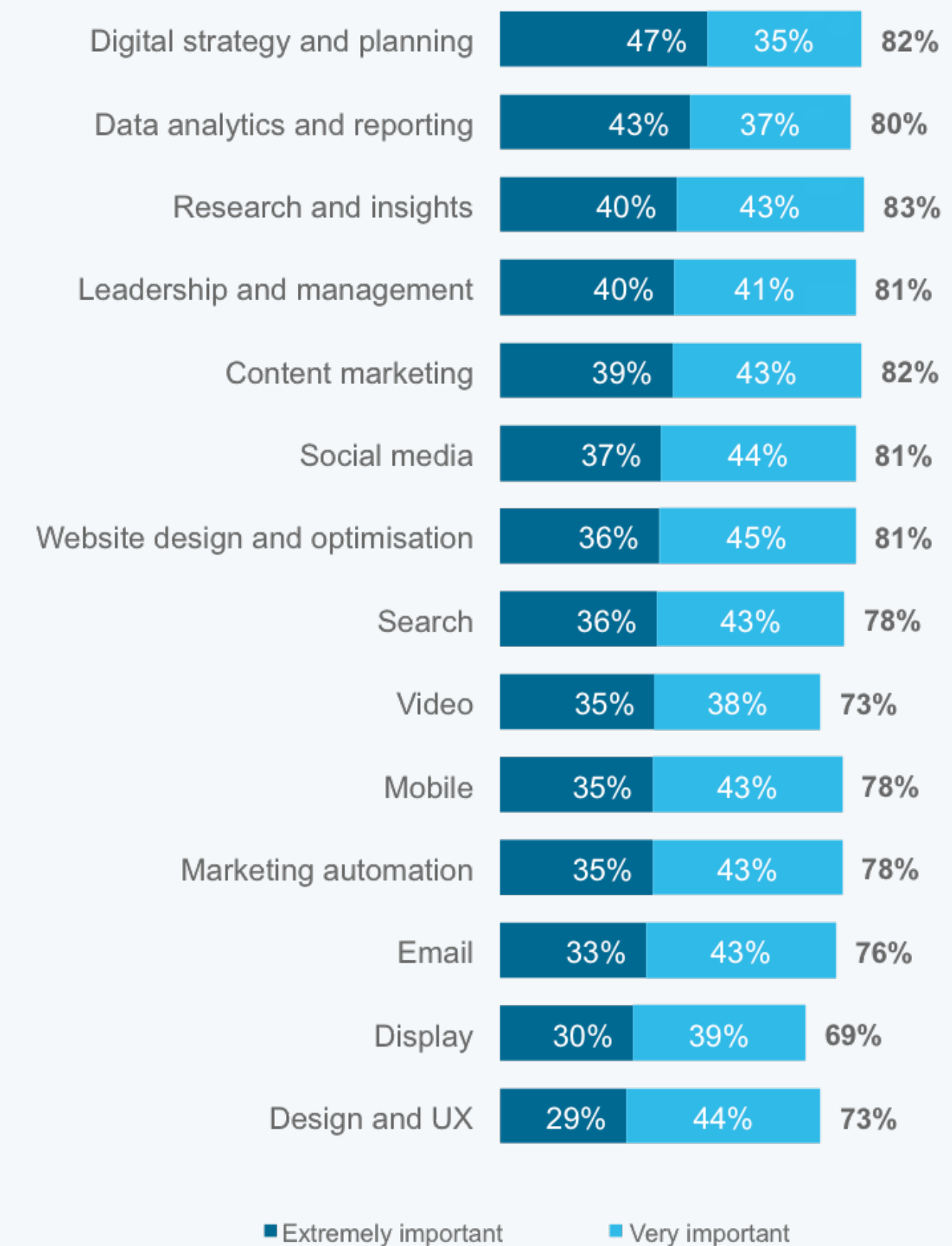
These big-picture skills are core business practices and it is critical that key employees are skilled in these areas.

Besides technology, companies need skills in two focus: 1. business and science and soft skills.⁶ Employees with business and science skills have a specialty e.g. data analysis and can help steer the overall direction of the business through research and reporting.

Employees with soft skills are critical thinkers, strategists, and problem solvers. They have the ability to adapt to change because they are forward thinkers and planners.

Both types of skills will be highly valued as companies become fully submerged in the digital transformation over the next few years.

Importance of Skills Currently





The Skills Most Valued By Marketing Managers

Currently, the top four skills that marketers around the world value are:

- 1. Digital strategy and planning**
- 2. Data analytics and reporting**
- 3. Research and insights**
- 4. Leadership and management**

All of the technical skills filed in after these such as content marketing, social media and website design and optimization.

It is possible that some technical skills could rise as top priorities for marketers by 2020, but we predict that big picture skills will remain extremely important regardless of what is happening in the digital landscape.



Digital Strategy and Planning

The growing accountability and responsibility for marketing strategies and forecasting are pushing marketers to become fully emerged in their company's business decisions, specifically concerning data and technology.

Marketers must create digital strategies that align with business goals as well as plan for future trends and challenges.

In this research, **47%** of leaders cite digital strategy and planning as extremely important skills for their organization currently. In the Senior Marketing Manager role specifically, that number increases to **52%**.

Data Analytics and Reporting

Data skills are important to marketing and will continue to be of equal or greater importance moving forward. Data analytics and reporting are ranked as extremely important to **43%** of marketers in the United States, United Kingdom, and the Pacific.

Marketers are seeing changes in their roles when it comes to data analytics and reporting, too. 31% claim to have much more responsibility in metrics and reporting over the past five years, while 29% have gained more authority over data.¹¹

Without the right skills to interpret data and understand what it says about an organization's digital marketing efforts or its customer's journey, companies will struggle to thrive and remain competitive.

Research and Insights

Research and insights help marketers better understand their target audience and what they want. After all, consumers expect brands to deliver a personalized, seamless experience and data-driven intelligence can help provide it.

CMOs specifically see the value of these skills and **47%** ranked them as extremely important. Looking at all levels of marketing experience around the world, **40%** of marketing leaders felt the same way.

Without these skills, it can be difficult to create effective digital marketing content as well as measure its success. Research and insights will continue to be important as companies learn how to capitalize on digital marketing in order to bring value to the customer.

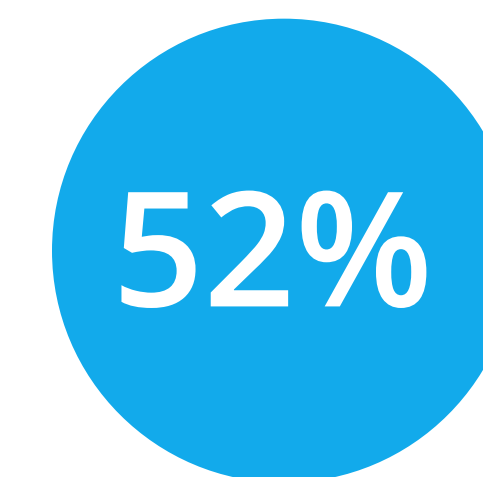
Leadership and Management

40% of marketing leaders think that leadership and management skills are currently extremely important. Not only are leaders needed to incite change in a company, but they are also accountable for putting research, data, and metrics into action.

Also, they have another important role, aside from leading their companies through a digital transformation. They must prove to the C-suite and other executive leaders that customer relationships and experiences lead to continued success for their company.¹¹

If not, they could be develop and implement short-term marketing strategies that do not support the company's long-term goals.

Experienced marketing team members and CMOs must drive change in their departments first in order to be able to support the business as a whole, work cross-departmentally and not operate in silos.



of Senior Marketing
Managers say digital strategy
and planning skills are
extremely important



Top Skills Companies Will Need by 2020

Technical skills will have an increased priority for marketers moving into 2020, but there is a significant difference between the technical skills that marketers value right now and the ones they find important for the future.

Currently, the five most important skills for marketers are:

1. Content marketing (39%)
2. Social media (37%)
3. Website design and optimization (36%)
4. Search (36%)
5. Video (35%)

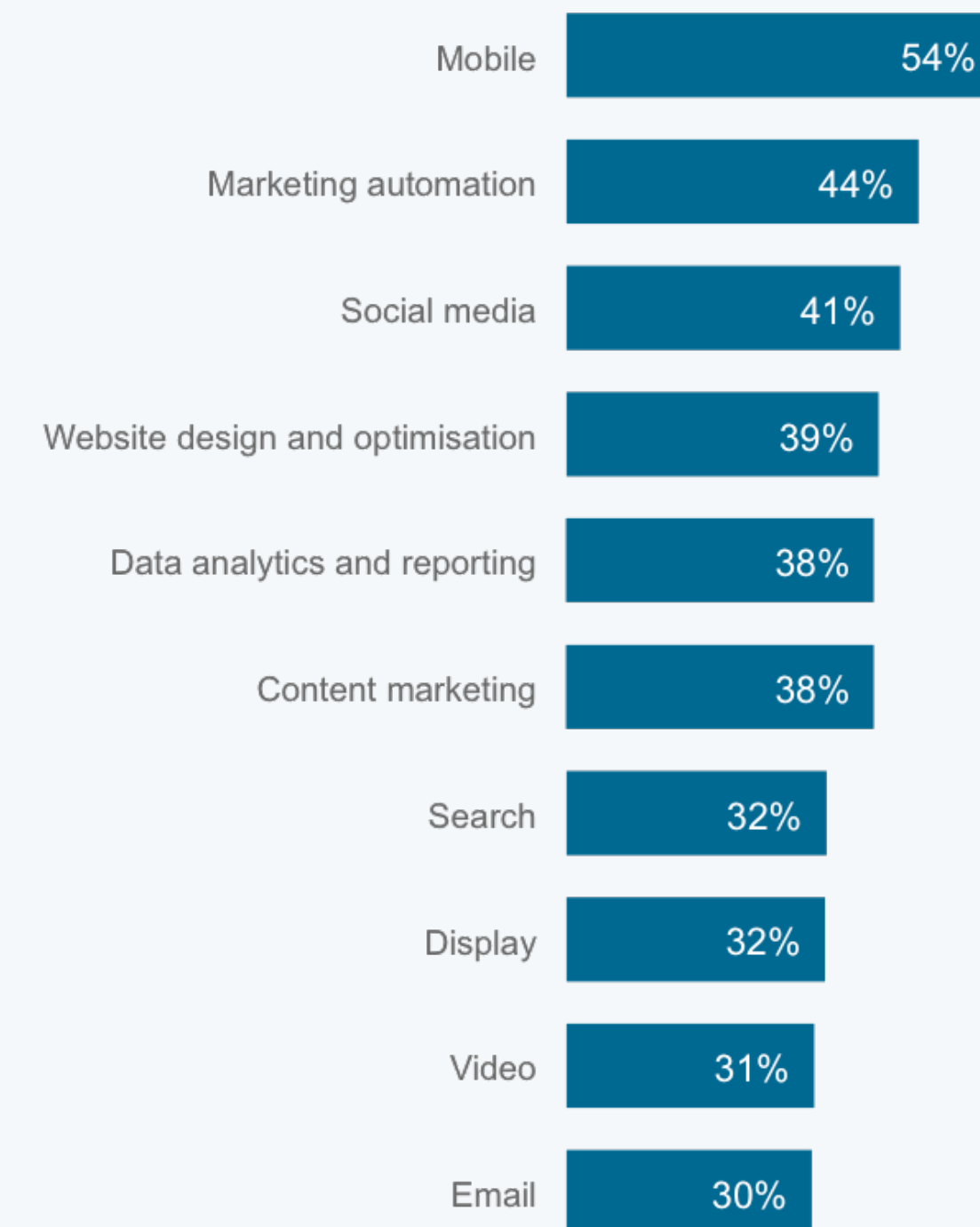
Marketers predict that by 2020, only three of these will remain worthy of their top five

priorities, which we can conclude is due to their shifting focus on emerging technologies.

The top five technical skills marketers think will be the most important in 2020 include:

1. Mobile (54%)
2. Marketing automation (44%)
3. Social media (41%)
4. Website design and optimization (39%)
5. Data analytics and reporting/Content marketing (38%)

IMPORTANCE OF SKILLS BY 2020





1. Mobile Skills

Mobile, which is already understood to be one of the most important digital marketing channels for the future, is not found to be a highly desired skill by marketers today. However, it takes a significant jump to the top between now and 2020.

Currently, **35%** of marketers think that mobile skills are extremely important for their organization, but in 2020, over half (**54%**) anticipate this skillset to be the most important.

2. Marketing Automation Skills

Marketing automation is another skill that marketers seem to not be focusing heavily on right now, but plan for it to be extremely important in the future.

Survey respondents (**35%**) find this skill to be even less important than search and video proficiencies for their current operations, but **44%** expect that their organizations will place a greater importance on incorporating this skill into their workforce in the future.

3. Social Media and Website Design Skills

It looks like social media and website design and optimization skills will hold steady between 2018 and 2020 or possibly grow slightly more important.

While these skills are ranked somewhat lower in the top five future skills predictions, the percentage of marketers that find social and web extremely important increases **4%** and **3%** respectively.

4. Data and Analytics Skills

Data analytics and are the only skills that carry into 2020 from the strategy, analysis, and management skills that marketers find more important today.

This is because data skills will be a large part of informing and evolving the marketing workforce moving forward. Without understanding the data, marketers cannot make educated decisions about reskilling or upskilling employees in the digital transformation.



Skillsets to Receive Training Investment

Marketing leaders are finding that it is important to invest in training for new talent and seasoned employees in order to have the appropriate skills needed to develop effective strategies and adopt technologies.

Therefore, strategic and technical skills are set to receive training investment by organizations.

Strategic Skills

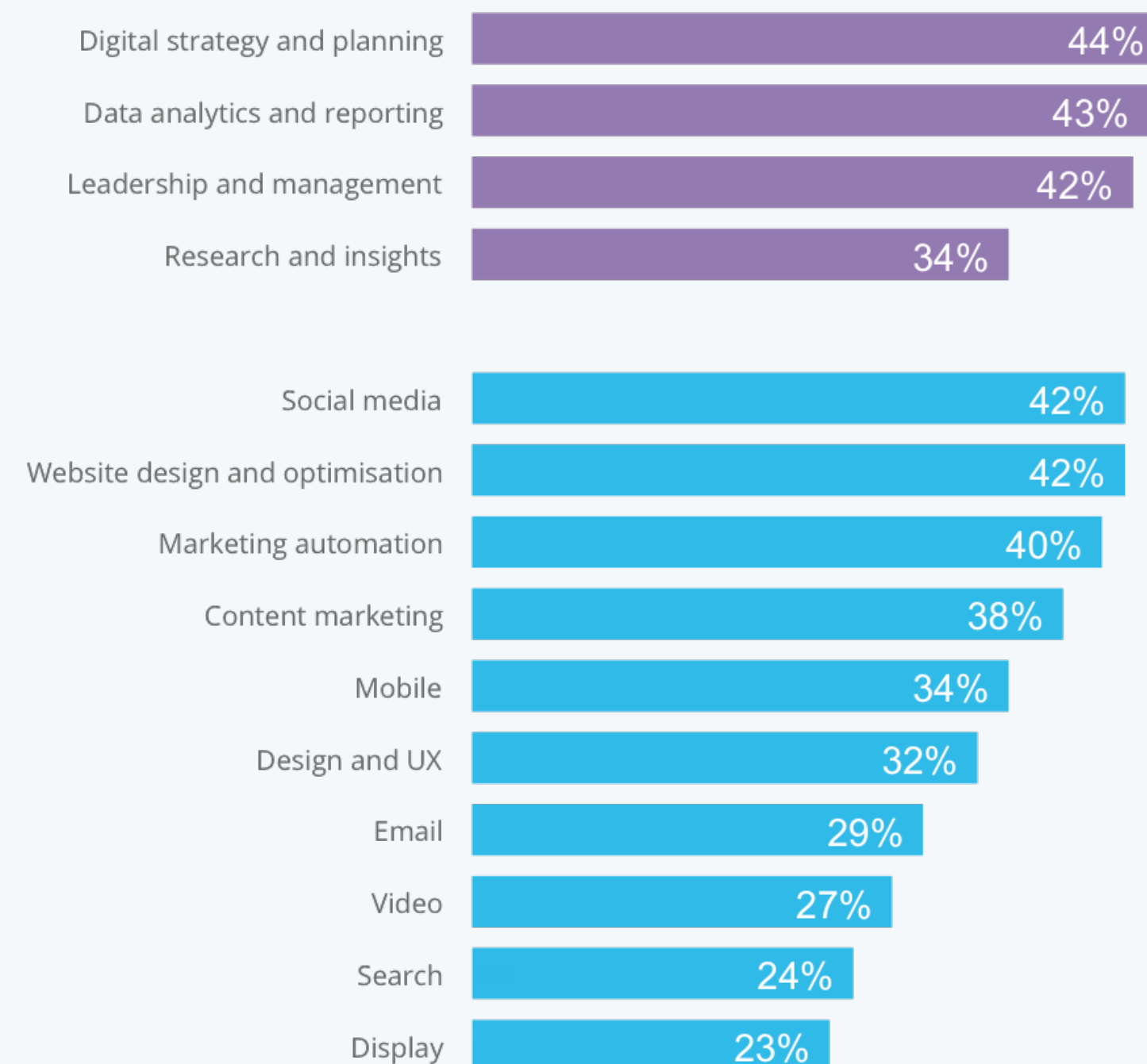
The top four strategic skills that marketers identified as important are set to receive investment at some level.

There is a direct correlation between how important marketers perceived these skills to be and how much of a training investment their company is planning to make.

- 1. Digital strategy and planning (44%)**
- 2. Data analytics and reporting (43%)**
- 3. Leadership and management (42%)**
- 4. Research and insights (34%)**

The only difference between the importance placed on these skills and the investment organizations intend to make in them is that the positions of research and insights and leadership and management are flipped.

Top Priority Areas for Training Investment





“Many brands are now in the process of reskilling their entire organizations in the context of the digital transformation being led now. This research will help leaders validate key digital areas they will want to explore further as they think about the talent and enablers required to win from a future-tense perspective.”



Barry Thomas
VP Global Shopper & Channel
The Coca-Cola Company

Technical Skills

The top five technical skills that marketers plan to allocate more training resources towards are a combination of the skills important to their workforce now as well as those they will need in 2020.

Based on the data, companies are prioritizing training for the skills they currently value.

The top five training priorities for skills are:

- 1. Social media (42%)**
- 2. Website design and optimization (42%)**
- 3. Marketing automation (40%)**
- 4. Content marketing (38%)**
- 5. Mobile (34%)**

Therefore, the top two of the three technical skills that organizations find extremely important are also priorities for training.

Also, even though marketing automation skills follow mobile skills when looking at what will be important for the future, marketing automation skills receive a slightly higher training investment.

Content marketing skills, deemed most important by organizations today, lose foothold when it comes to training. This is likely because content marketing has played such a large role in marketing strategies over the last decade and **80%** of leaders believe they have the necessary skills in-house.

Given mobile's importance as a digital channel and app technology's emergence in 2020, it is surprising that more companies are not allocating resources to bolster marketers' skillsets especially since most companies choose to manage this channel in-house and **24%** believe there's a gap in their business.



Now Trending: Outsourced Training

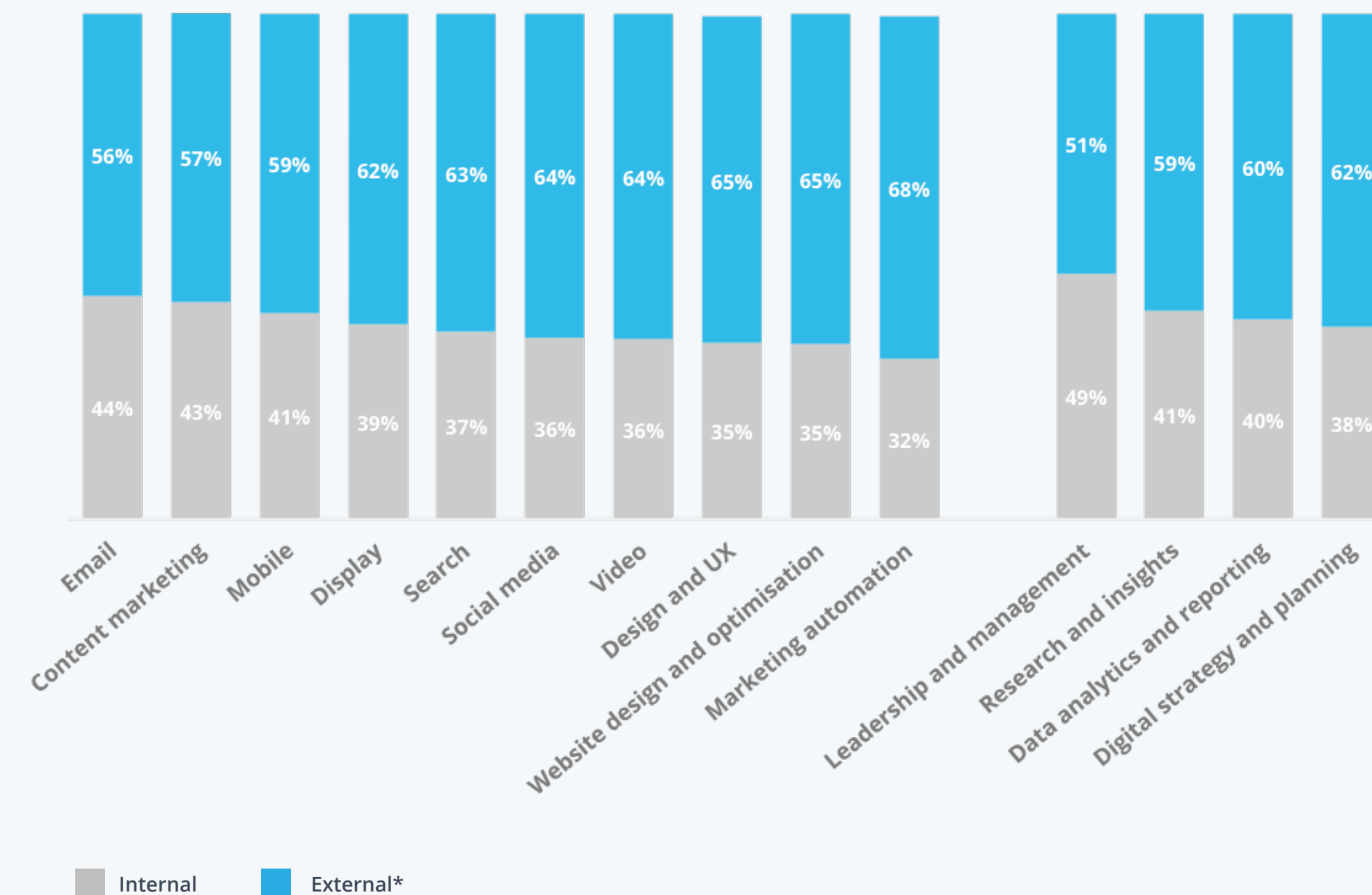
The Digital Marketing Institute asked marketers in the United States, United Kingdom, and the Pacific if training at their organizations is provided internally or outsourced to an external program.

In this context, outsourced training can be defined by an external training partner, an agency, a free online training program, or another provider that is not affiliated with the company.

The bottom line is that most organizations are outsourcing training for all skills, both strategic and technical. There is not a single instance for any skill where training is delivered primarily in-house.

This could be due to a lack of expertise in-house, which **40%** of marketers employed full-time in America feel is a challenge of their organizations.⁸

Training Provided Internally vs. Externally





Strategic Skills Training is Kept In-House More Frequently

Although companies are more likely to outsource strategic skills training, there is a smaller gap in the number of companies that choose to outsource versus conduct this training internally.

Only **38%** of marketing leaders conduct digital strategy and planning training internally, which is the lowest of the strategic skills.

Therefore, while digital strategies are becoming more pressing, organizations are looking for education in this area from third party experts. Out of all the strategic skills, leadership and

management training is the most likely to be kept internal. It's nearly an even split, with **51%** of companies outsourcing training and **49%** conducting it in-house.

It is logical that future company leaders are developed internally, possibly by their predecessors.

However, these trainees must be diligent in remaining focused on leading their company through the digital transformation in the future, which may not be a quality of existing management.



More than Half of All Technical Skills Training is Outsourced

Marketers revealed that between **56%** and **68%** of companies outsource training for the 10 technical skills listed in our survey.

Marketing automation training is conducted in-house less often than any other skills training. More than half of companies utilize outside training programs on this skill.

This is a logical move for companies as marketing automation is still new to most marketing teams, so there are far fewer internal experts.

On the other hand, companies are more likely to conduct email training internally. It is not quite an even split, though it is close as **56%** choose to outsource training on email marketing.

Considering that this channel has been a fixture in marketing strategies for some time, it is feasible that there are internal subject matter experts at most companies.

It is most surprising that more companies are not seeking external training programs for mobile and app technology. Only just over half outsource mobile training, even though it is predicted to be the most important emerging technology by 2020.

It may be that many organizations outsource their training because today's senior-level marketers are not equipped with the skills that will be needed in their departments by 2020 and so struggle to train incoming employees.

Companies need to take action to protect their workforce, which includes new talent

that have graduated from education institutions that have not refashioned their curriculum to include digital techniques.⁸

Therefore, organizations need to consider a dual approach to their training programs in order to close the skills gap.

First, organizations need to upskill modern marketers that are not prepared to lead them through a digital transformation. Secondly, they need to invest resources in tech education at the secondary, undergraduate, postgraduate levels.¹²

That way, when it is time to recruit staff, the talent pool will be filled with people that can bring value to the company quickly.



Digital Recruitment Channels

When looking for new staff, digital recruitment channels are prioritized over more traditional channels. Realistically, if a business are searching for a candidate with marketing automation experience, they are unlikely to reach them by placing a newspaper ad.

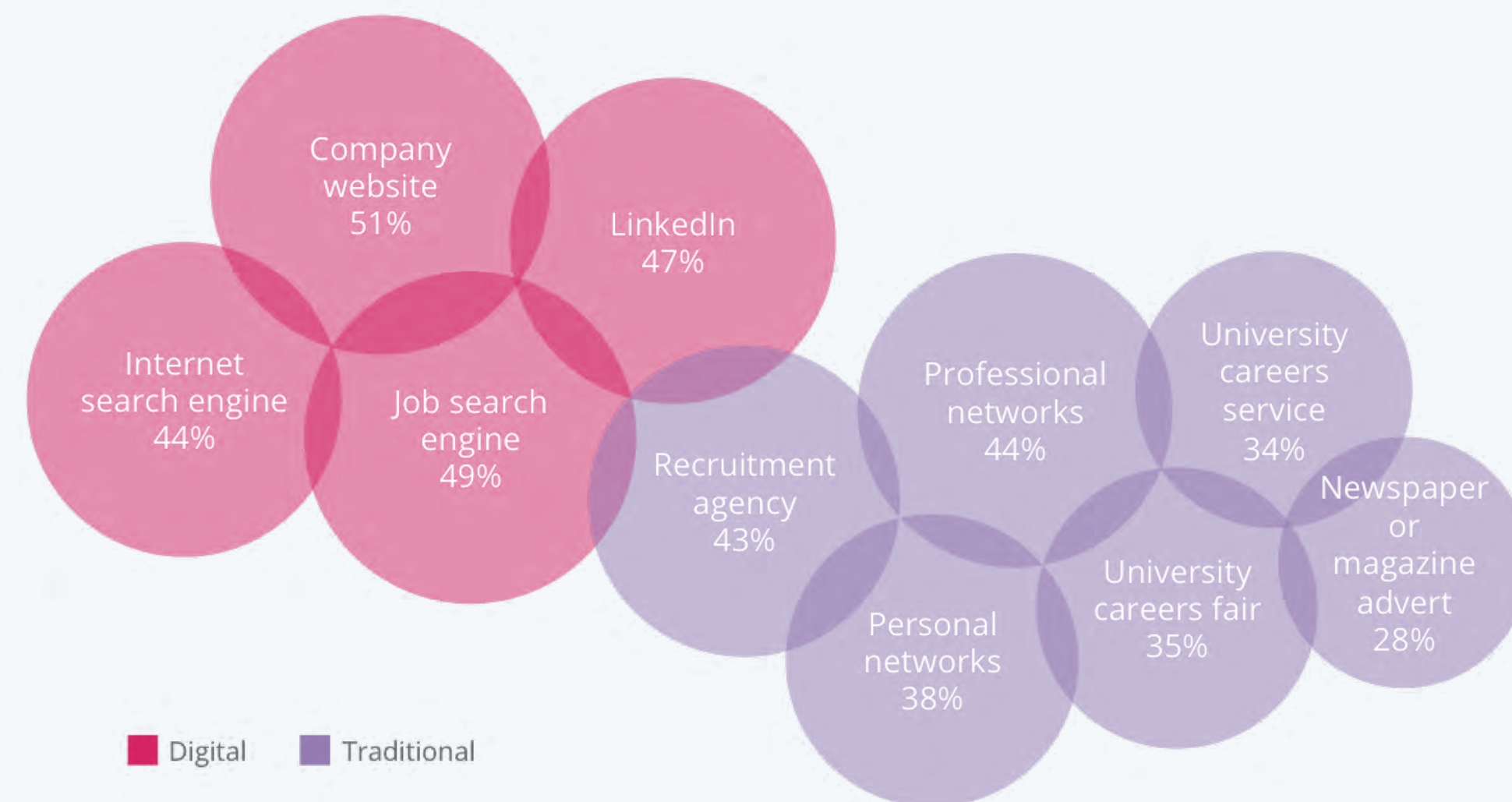
This is why organizations benefit from the ability to tailor job postings to the role they are seeking to fill as well as the channel.

Digital channels offer this through features like audience targeting, keyword placement, and even have the ability for companies to private message specific recruits directly. They also allow companies to collect data and information about their job posting and how people engage with them.

The top four digital recruitment channels used by organizations are:

- 1. Company website (51%)**
- 2. Job search engine (49%)**
- 3. LinkedIn (47%)**
- 4. Internet search engine (44%)**

Digital vs. Traditional Recruitment Channels





Another reason that these channels work is that they allow companies to treat recruits like customers. Similar to how marketers use their digital channels to build an effective customer experience, digital recruitment channels create that same experience for talent.

However, some companies still consider traditional recruiting channels to be beneficial for finding new talent. Specifically, personal relationships and face-to-face conversations are valued most. In fact, the top four traditional recruiting channels all are built on interpersonal relationships.

- 1. Professional networks (44%)**
- 2. Recruitment agency (43%)**
- 3. Personal networks (38%)**
- 4. University careers fair (35%)**

The idea is that if potential new hires can be referred by trusted individuals, like a recruiting professional or a personal contact, companies do not have to invest as much in hiring and onboarding. The same goes for the situation when employers can meet potential recruits in person before an official interview.

“I was pleased to see that big picture skills like strategy, planning, and analysis remain the most important, rather than tactical channel management. That’s likely because the respondents’ organizations are fully bought in. Few people said that budget constraints, training, or commitment are issues.”



Brian Lavery
Managing Director EMEA
AccuWeather



The Outlook of Digital Marketing Budgets





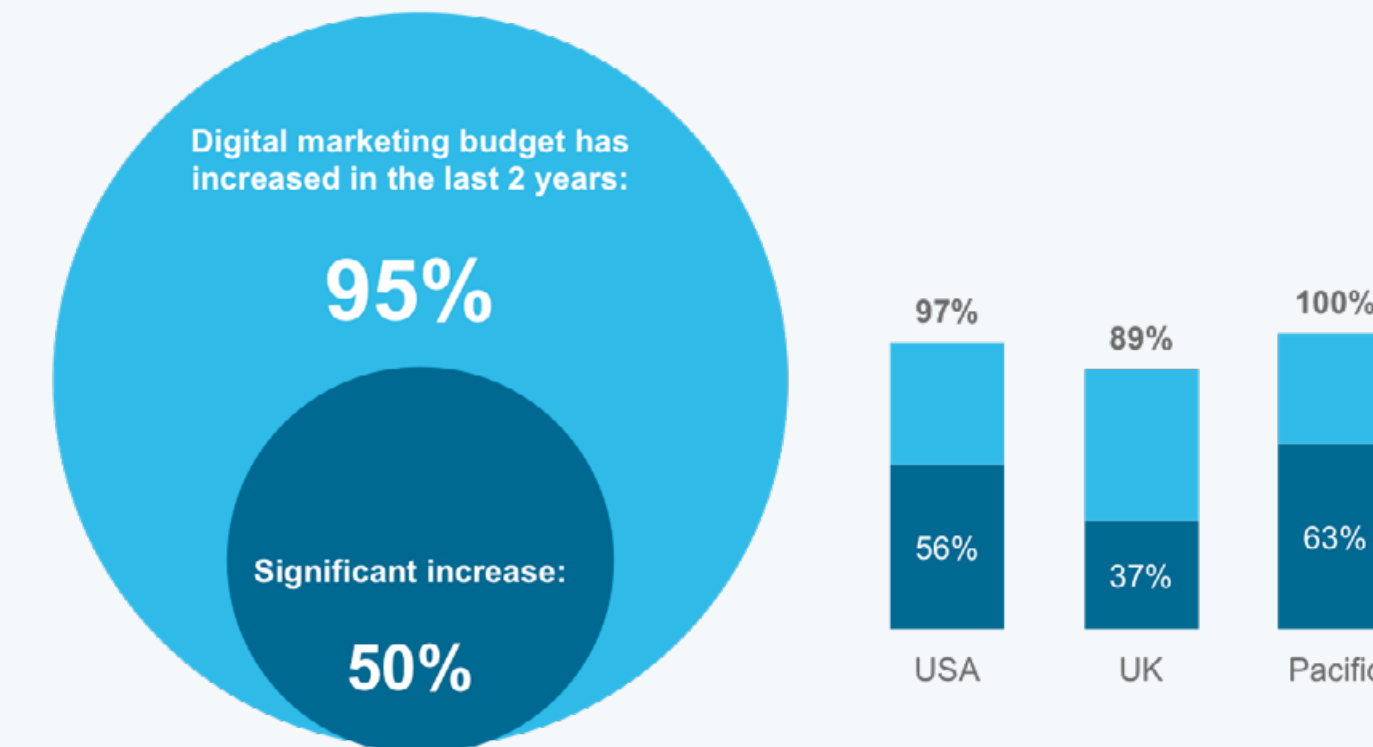
Marketing teams have a pivotal role in a company's revenue growth and the department's budget tends to reflect that. According to Gartner, marketing budgets make up 11% of company revenue.¹³ While budgets are receding after a three-year growth trend, digital is the one area that continues to climb.

From a CMO perspective, **67%** plan to increase their investment in digital media, while **63%** intend to keep traditional media budgets flat or take decreases in order to allocate more dollars to it. Digital's importance means it now receives over half the typical marketing budget, averaging **56%**.

Globally, survey respondents almost unanimously increased their digital marketing budget in recent years and will continue to make incremental increases through 2020.

Marketing experts in the US (**56%**) and Pacific (**63%**) describe these increases as significant, while less than half of marketers in the UK (**37%**) make this claim.

Digital Marketing Budgets Continue to Grow



Q2: Which of the following best describes how your organisation's digital marketing budget has changed in the last 2 years?
Base: All respondents (202); split by region - USA (102), UK (70), Pacific (30 – low base size)

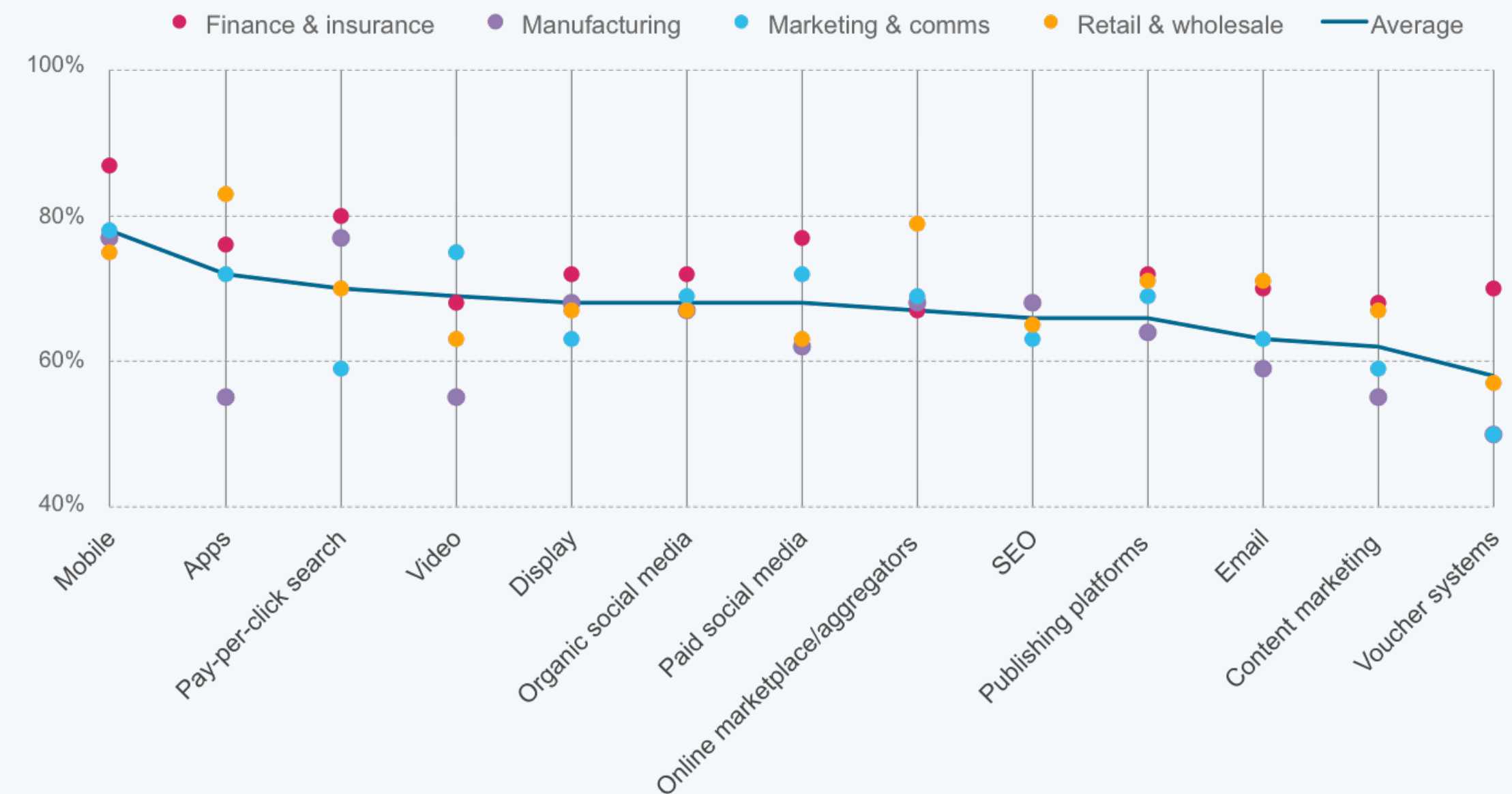


In terms of industries, the finance and retail sectors expect the largest increase in budgets across channels. Nearly **90%** of those working in financial services plan to increase spending in mobile followed by PPC and paid social media.

In the retail sector, over **80%** will increase investment in apps followed by marketplace aggregators and mobile.

Finance and Retail Industries Expect the Largest Increase in Marketing Budget Across Channels

Channels set to see increase in budget by 2020*:



*Any increase (slight / significant)

Q17: And to what extent do you think your digital marketing budget will change for each of the following channels by 2020?

Base: all respondents that rated each channel between extremely and not important at Q13 (21 – 201)



The largest reason marketers are able to predict and secure additional budget dollars for digital marketing is because there has hardly been another period in history when marketers were able to reach a large captive audience with such highly targeted parameters, which is what digital media services like Google and Facebook provide.

In fact, increased reach (**87%**) and accurate audience targeting (**88%**) were identified as two key benefits of digital marketing over traditional marketing.

While it is the most effective way to reach today's customer, investing in online marketing is also necessary to remain competitive in today's landscape.

One Head of Marketing at an American firm said, "the use and importance of digital technology are expanding steadily, and businesses must increase the usage and spending on digital marketing in order to compete."

Marketers Find Digital More Effective Than Traditional Channels

Digital marketing is better than traditional marketing for:



Q8: When compared to traditional marketing, to what extent do you see these as benefits of digital marketing? For the following...
Base: All respondents (2021)



Budget Allocation by Channel

Since marketers designated mobile and apps as the most important and the effective digital marketing channels, we can conclude that they will see the largest budget increases by 2020.

When asked to what extent these digital marketing channel budgets will change, **78%** of marketers expect mobile budgets to increase and **72%** think mobile app budgets will do the same.

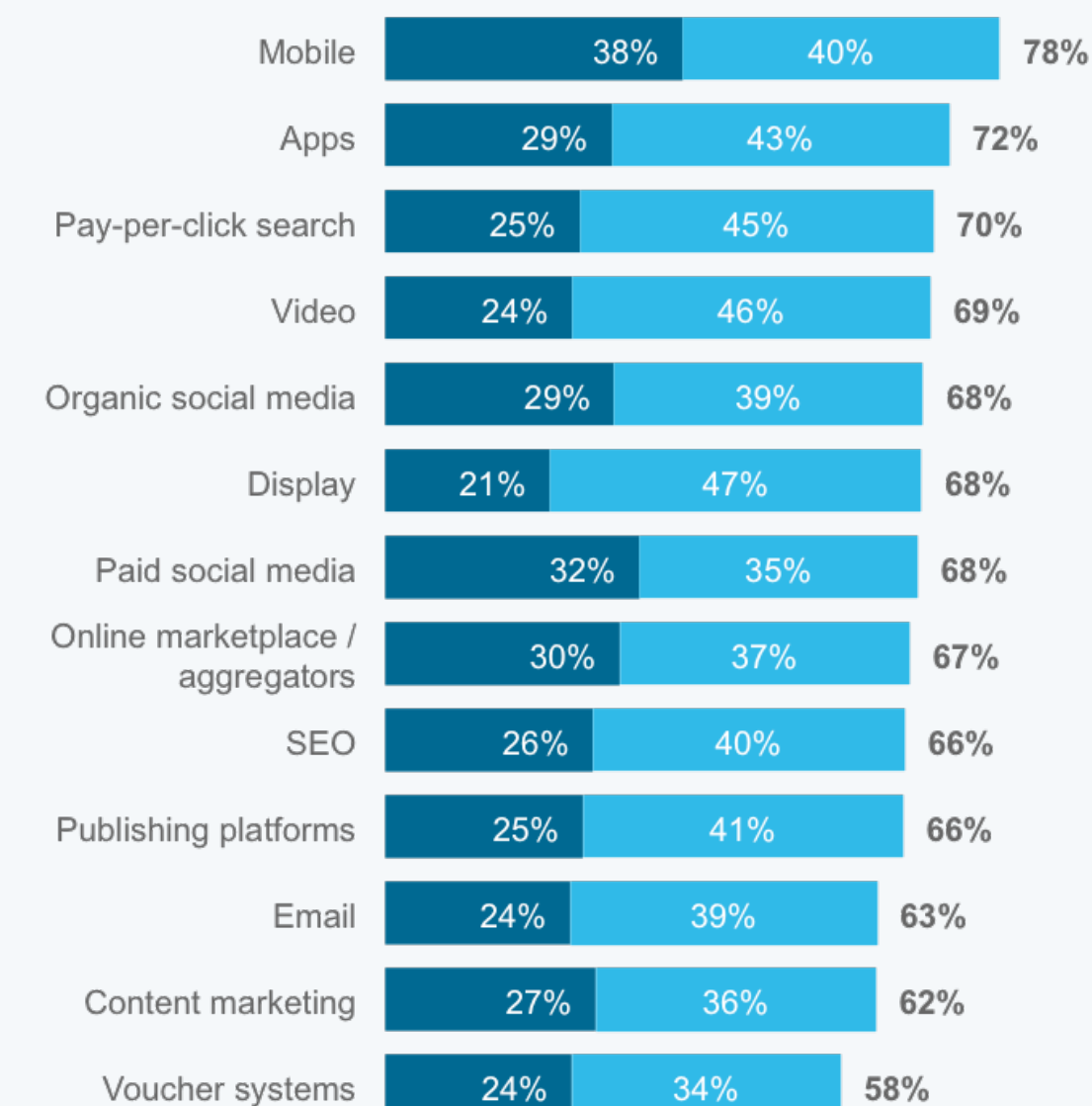
The remaining four of the top five channels all received similar responses. **67%** of marketers anticipate an increase in online marketplace budgets with nearly a third predicting it will get a significant increase.

Video budgets will also likely increase by 2020 according to **69%** of respondents. However, almost half of those marketers (**46%**) predict just a slight increase.

Display ads will probably see the smallest budget increases by 2020. While **68%** of marketers will look for an increase, **47%** predict it won't be significant.

The predictions for email marketing tell a similar story. **63%** will look for extra budget, while a third of marketers expect there to be a slight increase. However, there is a larger chance that email sees a more significant increase than display ads and the same increase as video.

How Investment will Increase by 2020



■ Digital marketing budget will increase significantly ■ Digital marketing budget will increase slightly



"Digital marketing now covers so many other supporting parts of the business that a deep analysis on what you can directly impact yourself vs. need help on from supporting teams will help scope out what can be achieved."



Tom Kendall
Head of Digital Marketing (Europe)
IBM





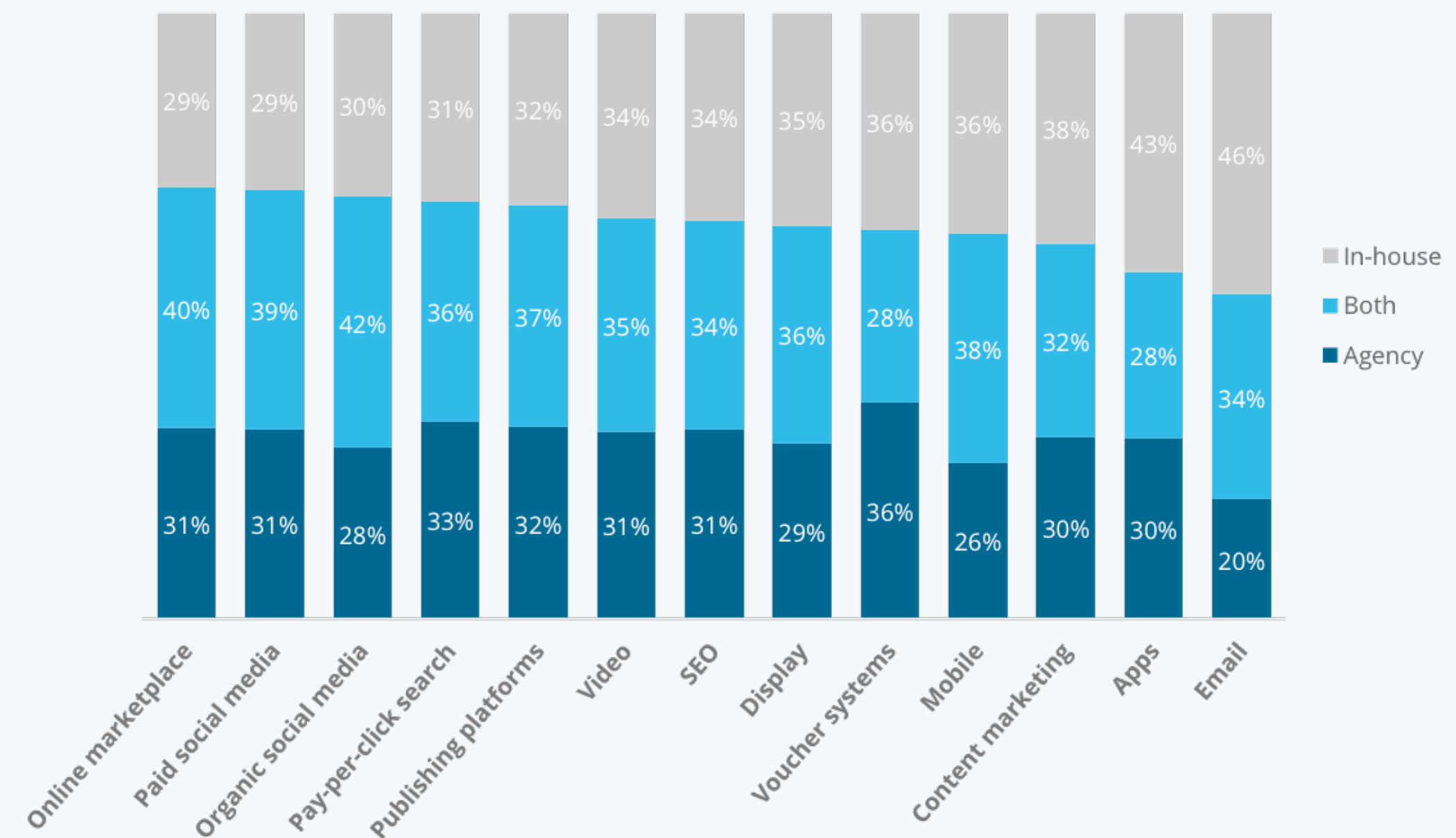
The Move to External Channel Management

As CMOs and senior marketers take on increased responsibility within their companies, managing budgets and digital strategies becomes a challenge. Especially when they are also faced with other priorities such as keeping pace with technological changes and talent recruitment.

Therefore, many businesses are reliant on external support from marketing agencies to manage channels. This trend is also apparent based on the way's marketers are dividing resources between in-house labor and agency partners. The amount of money spent on external labor increased from 22% in 2016 to 25% a year later.¹³ During the same period, budget dollars spent on internal labor decreased slightly from 28% to 27%.

While external services receive a budget increase, marketers are still faced with deciding which channels to keep in-house and which to outsource.

Managing Channels In-House Vs. Agency Support





Mobile and Apps

Some marketers agree that mobile should remain in-house in some capacity, which is why **36%** say that their mobile channel is managed internally.

However, over a quarter of companies still rely on an agency to manage their mobile activity followed by **38%** that co-manage it.

Most respondents also prefer to keep ongoing management of apps in-house (**43%**). However, a third of marketers rely on agencies to oversee mobile apps rather than trying to co-manage this digital channel, and only **28%** prefer to share the responsibility.

Online Marketplaces/Aggregator

This digital marketing channel is managed in-house less frequently than any other - only **29%** of marketers do this. Only slightly more outsource their online marketplaces altogether (**31%**).

Instead, the majority prefer to work alongside a partner agency (**40%**) to effectively manage this channel. This could be due to a lack of understanding of the landscape and gap in training for employees working in the area.

Video

This channel is almost evenly split between in-house management, agency management, or some combination of both.

34% of marketers handle video in-house, **31%** rely on an agency partner and **35%** coordinate efforts with a partner.

Display

Display ads are identified as one of the least effective marketing channels by survey respondents. This could be why there's no clear preference for how they are managed.

Over a third of marketers prefer to keep display ads in-house and a close **36%** collaborate with a marketing agency. Only **29%** hand over this channel to an agency

Email

On the other hand, email is regarded as one of the most effective digital marketing channels, so it's no wonder that most companies keep this task in-house (**46%**) plus the platforms to manage this are often user friendly and affordable.

Significantly fewer surveyed companies outsource email to a marketing partner (**20%**) and **34%** think the best strategy is to share responsibility.



Emerging Themes & Technologies





Rising budgets will result in a wave of change that will ripple through the behavior of marketers by 2020. Strategies will be fine-tuned by channel, emerging technologies will be implemented, new challenges will be faced, and staff with digital proficiencies will become highly valued.

However, not all channels are equal. Mobile devices and apps take top priority as they are widely considered to be the most effective. In addition, there are emerging technologies bleeding into marketing from the information technology sector and digital marketers are set to take the reins.

Digital marketing is effective at generating leads, increasing revenue, and driving customer engagement. Machine learning and artificial intelligence are integral to returning the customer experience to the center of attention and for broadening the scope of digital. These technologies are shifting company's focus from brand love to brand value.

With new technologies and customer-centric approaches finding their way into marketing strategies as early as 2019, expect marketers to face a series of new challenges as they race to keep up with the change.

However, it is not only marketing strategies that have to adapt. Senior marketers will recruit new talent with a more robust digital skill set and train existing staff to keep up with the evolution of technology.

So, what will digital marketing look like in 2020? That depends how marketers spend the next two years in the face of emerging technology and a widening digital skills gap.

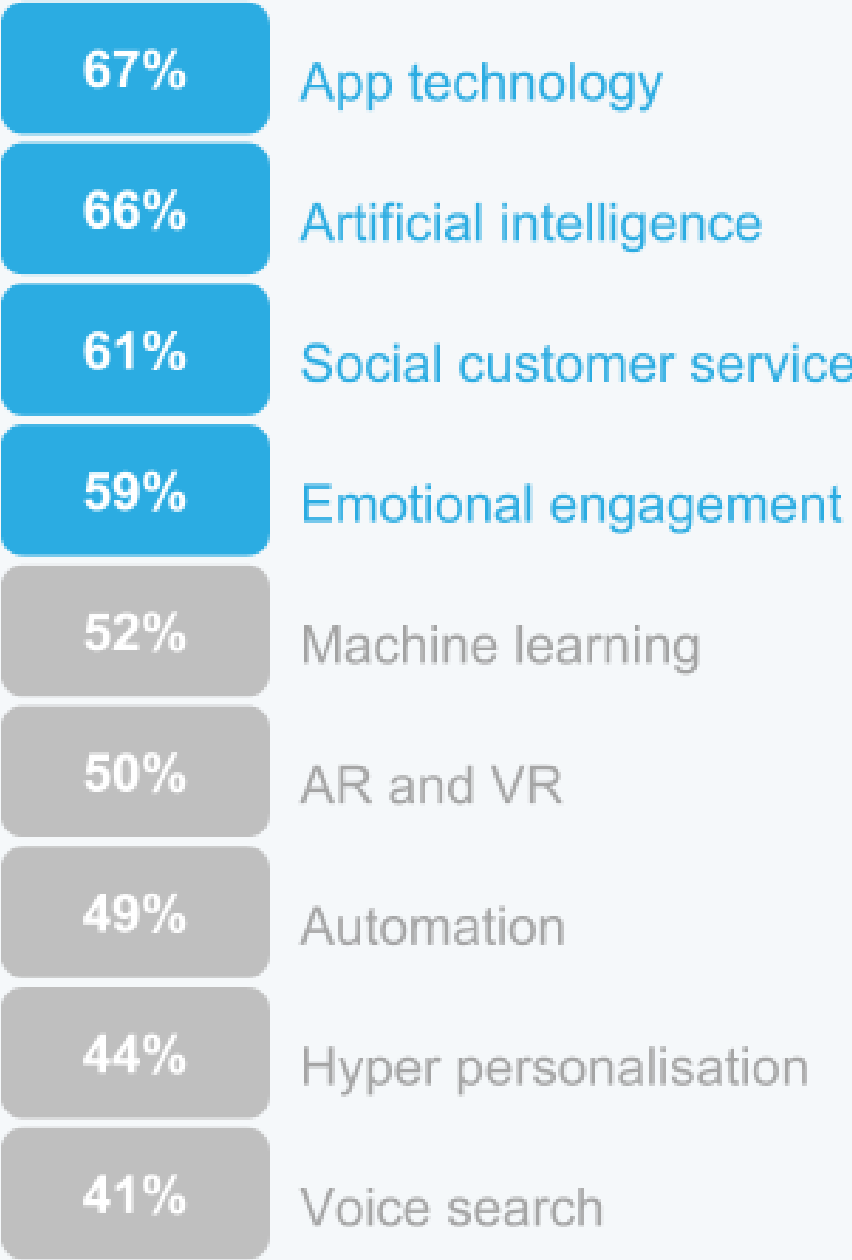
"I have chosen to pursue a career at the intersection of technology and business because information is a catalyst for transformation, particularly in markets where a dearth of information leads to people and communities being left behind."



Ty Heath
Global Lead for Market Education
[LinkedIn](#)



Top 5 Technologies for Digital Strategy in 2020



Top 3 by region:

USA:	UK:	Pacific:
1. App tech	1. AI	1. AI
2. AI	2. App tech	2. App tech
3. Social CS	3. Automation	3. Emotional

Top 3 by B2C / B2B:

B2C:	B2B:	Even split:
1. AI	1. AR and VR	1. App tech
2. App tech	2. AI	2. Machine learning
3. Social CS	3. Automation	3. AR and VR

Top 3 by job role:

CMO:	Senior Marketing Mgr:	Head of Marketing:
1. AI	1. App tech	1. AR and VR
2. Machine learning	2. AI	2. App tech
3. Automation	3. Personalisation	3. AI

* Denotes low base size (<30)
Q18: Which of the following technologies do you believe will be the most important for your organisation's digital marketing strategy by 2020?
Please put your top 5 trends in order.



Emerging Technologies

Digital marketing channels aren't the only investment that organizations plan to make by 2020. They are also looking to allocate more resources to emerging technologies, which are vital for staying competitive and keeping up with the evolution of the industry.

B2B and B2C marketers must spend the next number of years focusing on new technologies in order to remain ahead of the curve. This is how consumer-centric companies like Amazon and Apple continually improve customer experience - by capitalizing on emerging technology to find new ways to create value around their brand.

There are more technologies that marketers plan to incorporate by 2020 that are worth mentioning such as augmented and virtual reality, automation, hyper-personalization, and voice search.

However, B2C and B2B companies have different priorities when looking toward the future. B2C marketers name artificial intelligence, app technology, and social customer service as the three most important emerging technologies to incorporate by 2020. While, B2B marketers identify augmented and virtual reality, artificial intelligence, and automation as the three technologies they intend to incorporate in coming years.

Geographically, all three regions agree on two out of three up and coming technologies that are key to marketing strategies. Marketers in the United States, the United Kingdom, and the Pacific all indicated that app technology and artificial intelligence could be implemented by 2020.

It's also interesting to see where the priorities lie for different roles. While there is some agreement across senior

marketers priorities, AR and VR are seen as the top technology to focus on for Heads of Marketing. CMOs and Senior Marketing Managers don't agree.

While CMOs see a need to focus on machine learning and automation, this is absent among the top three of the other roles. This finding may indicate a need for senior marketers to align with one another in order to ensure they are on the same page when it comes to strategies approaches to new technologies.

Geographically, in the U.S., experts listed social customer service as their third priority for emerging technologies. Those in the United Kingdom feel that automation will be important by 2020 and marketers in the Pacific are looking to incorporate emotional engagement technologies.



Investing in New Technology

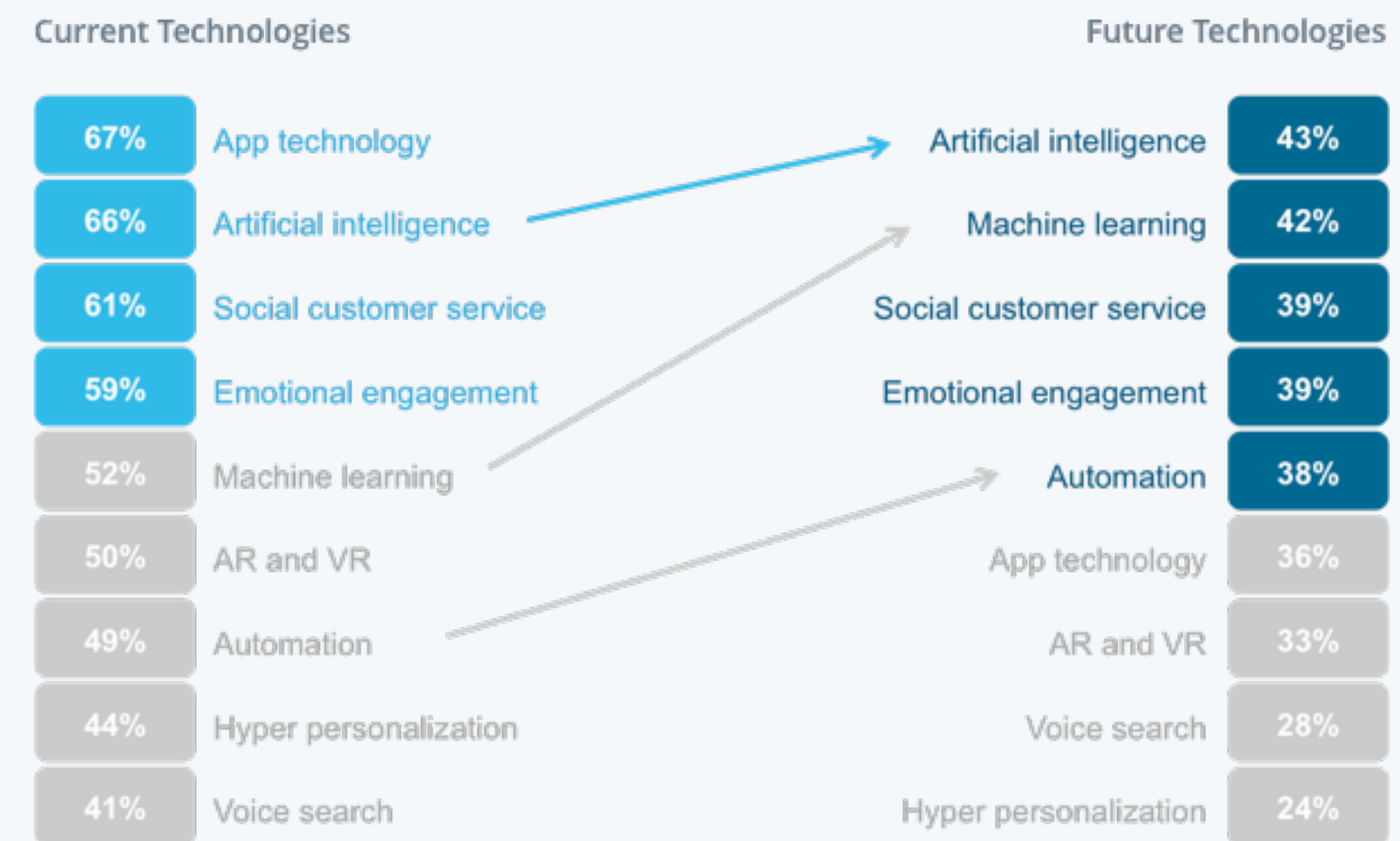
Since these new technologies are crucial for remaining innovative and competitive, they are likely to receive significant investment by 2020.

What's most surprising is which technologies marketers are likely to allocate more budget toward in the next few years.

App technology, which was ranked as the most important emerging technology by respondents, isn't in the top five technologies set to receive a significant investment.

Only **36%** of companies predict that they will allocate more resources there. Similarly, automation ranks seventh in top emerging technologies, yet **38%** will likely make significant investments in it by 2020.

New Technologies Likely to Receive Future Investment



Q20: To what extent do you think your organization is planning to invest for each of the following technologies?
Base: all respondents (202)



Budget expectations for social customer service and emotional engagement are less surprising. **39%** of marketers will aim to make a significant investment in both technologies, which falls just about in the middle of the pack. That aligns closely with the importance placed on these technologies by marketers.

Rising technologies such as machine learning and Artificial Intelligence (AI) are the most likely emerging technologies to receive significant investment by 2020 at **42%** and **43%** respectively.

It's no surprise that AI is poised to see significant investment since most companies believe that it will be very important for their marketing strategy.

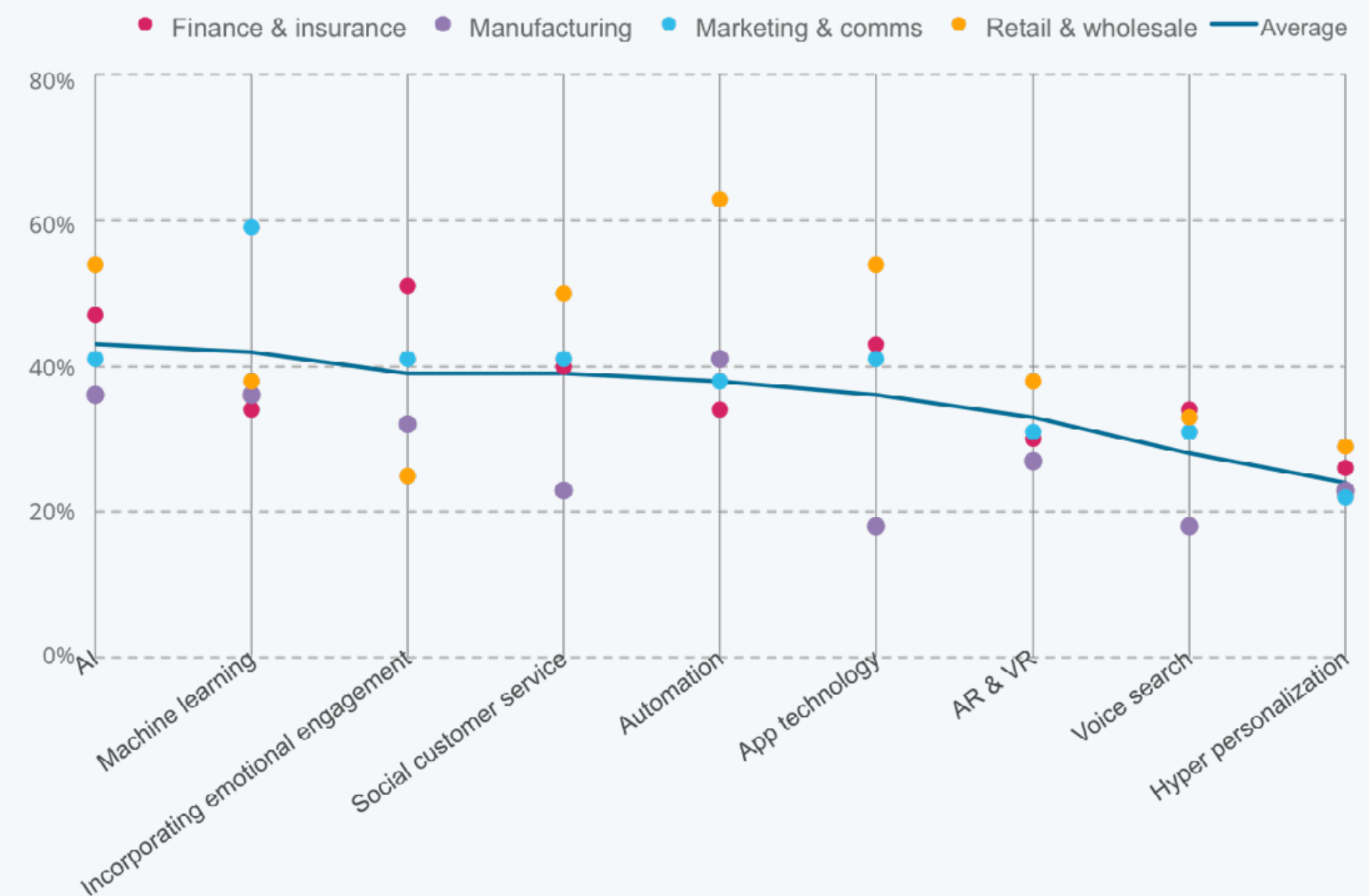
However, only half of respondents expect machine learning to be as important, yet most of them are planning to increase their investment over their next few years.

In terms of industries, the retail and marketing sectors are planning to make substantial investments in emerging technologies. Over **60%** of marketers in retail expect to increase budget in automation, AI and app technology.

In the marketing and communications sector, **60%** intend to invest in machine learning followed by emotional engagement, app technology and social customer service.

Emerging Technologies Likely to Receive Significant Investment by Industry

Technologies set to receive significant investment*:



*Significant investment only
Q20: To what extent do you think your organization is planning to invest for each of the following technologies?
Base: all respondents (22 - 202)



The Rise of Marketing Automation

Marketing automation is a new theme in both marketing strategies and emerging technologies. Our research indicates that it will become a major focus for marketers by 2020.

Currently, just **35%** of experts think marketing automation is an important digital skill for their organization. Instead, today's companies are more focused on other competencies such as digital strategy and planning or analytics and reporting as well as other skills like content marketing and social media.

In contrast, **44%** of practitioners think that adeptness in marketing automation will be more important by 2020, only second behind mobile (**54%**).

This is likely because any marketing solution that drives efficiencies and enhances the customer journey will be important for keeping up in a quickly evolving and increasingly complex industry.

That's why there are two other technologies emerging and integrating with marketing automation that are worth mention.

A principal analyst at tech research firm Altimeter said that artificial intelligence and machine learning are set to have a profound impact "because it will fundamentally make marketing more human."¹⁴



Emerging Trends - The Importance of New & Familiar Skills

Finding the right talent is mission critical for companies that want to grow through digital transformation. Without having the right people that possess the skills companies lack, it is nearly impossible to overcome any of these challenges by 2020 or beyond.

In order to understand what skills are missing, organizations need to assess where their current strengths lie. This can include specific digital channels or technologies that an organization has already implemented.

In our group of marketing experts, the majority of strengths are in strategizing and managing certain digital channels. In fact, marketing automation is the only technical skill that made the list - and it was last.

Collectively, **80%** of the surveyed marketing experts across the United States, United Kingdom, and the Pacific agree that their content marketing skills

are either strong or very strong. That strength is followed closely by social media (**78%**) and website design and optimization (**77%**).

These three digital skills have exploded in both importance and relevance over the past decade. It's not a mystery why marketers consider these to be their top three strengths right now. Every brand has a website and a Facebook page and every brand needs content to put on those channels. It is also not a surprise that these three skills are closely related. Efforts in these spaces may often overlap.

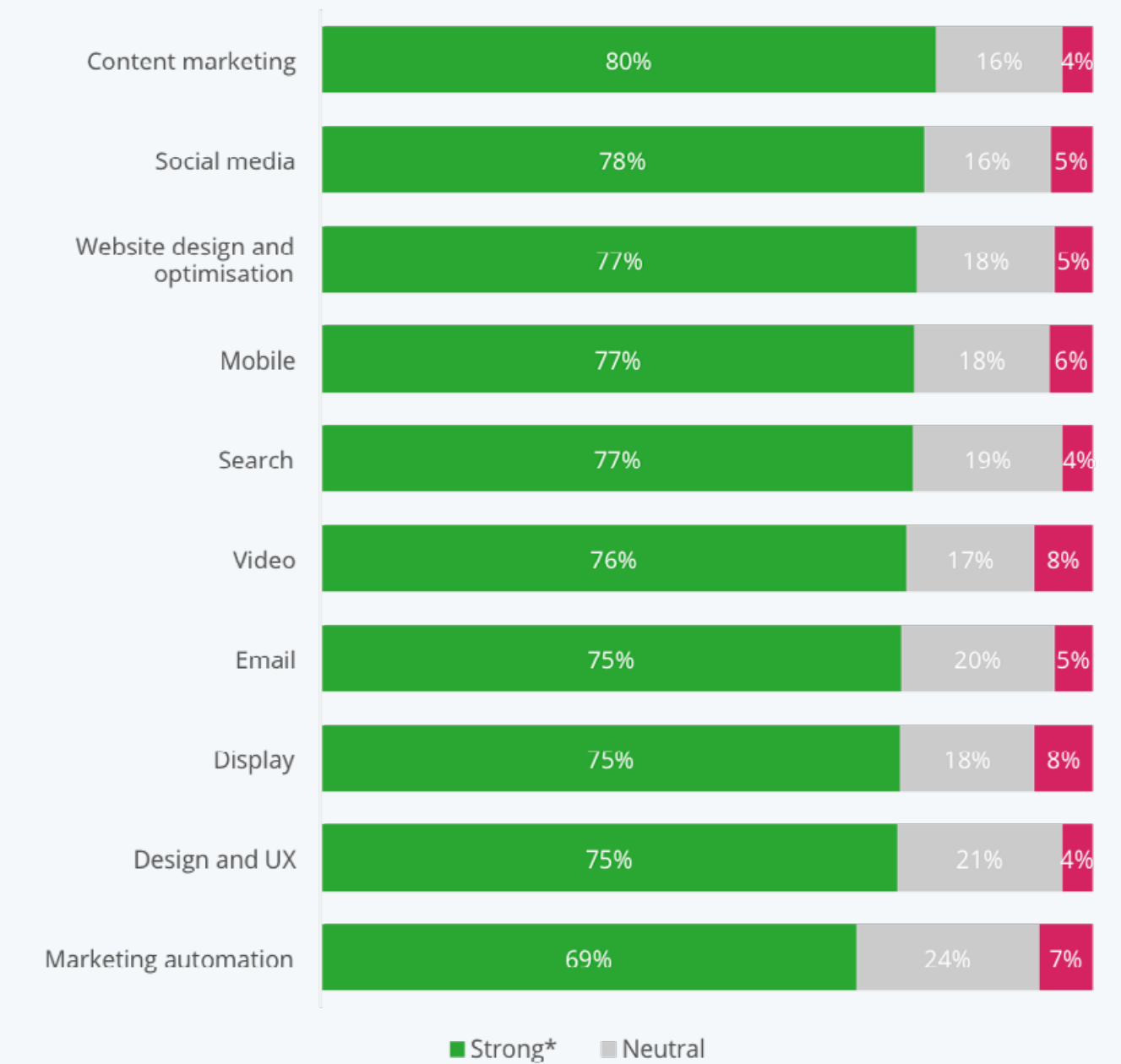
Another skill that marketers are consistently adding to their resumés is mobile. This channel is set to have a large impact by 2020, more so than any other channel. Plus, app technology is one of the most important emerging technologies for marketers. Currently, **77%** of companies feel like they have the right talent and skills in place and feel strongly about the standard in their organization.

Rounding out the top five proficiencies of companies right now is search. This channel was not considered a main focus for digital marketing strategies by respondents. Less than a third of companies consider pay-per-click search extremely important and even fewer have the same opinion about SEO (**25%**). It seems that companies have the right people or partners in place here and this will not be a skill void in 2020.

Companies cannot be content with the capabilities and successes of their workforce today, because digital skill proficiencies have been decreasing over multiple years.

They slipped from **42%** in 2014 to **38%** just two years later.⁸ While skills are perceived to be strong, the pace of change in technology means staff will still need continuous training.

Current Strengths in Digital Skills





Conclusion

"I joined the Global Industry Advisory Council to be able to make a contribution to the global debate on business continuity, risk and technology for major brand owners in the shifting digital landscape."



Ardi Kolah
Executive Fellow & Director
GDPR Program, Henley Business School

By 2020, marketing will be another version of itself, which is why successful organizations are already underway transforming how everything works - from strategy to staff.

This research sheds light on marketing leaders' views of the future of digital marketing and provides insights into where CMOs and other senior marketers are focusing their attention and budgets. This includes allocating more resources to digital marketing channels and technologies in order to generate leads and revenue and drive customer engagement.

However, marketers cannot expect to grow through this revolution without facing challenges. A lot of those challenges will be a result of growing pains for the existing workforce. It's clear that the majority of organizations are worried about the the digital skills shortage in the industry and the digital capabilities of their workforce.

Therefore, organizations need to invest more resources in training both existing staff along with individuals entering the workforce to cultivate a talent pool that possesses the skills necessary for businesses to remain competitive and relevant. A culture that promotes professional development, upskilling, or reskilling is going to be just as important in digitization as emerging technologies, effective strategies and increased budgets.

It is affecting both large and small organizations as well as employees with varying degrees of experiences and at different levels of their career. Both strategic and technical skills are needed to help companies continue to drive revenue and market share. If these skills are not present in the workforce by 2020, companies will struggle to progress.

Keith Moor, CMO UK at Santander, best summarized the importance of digital skills in the evolving world of marketing. He said, *"The importance of leadership skills has never been greater in an environment where massive amounts of change are happening at a very rapid pace. It's not just the technical skills that are required but the ability to knit everything together."*

From now until 2020, and beyond, this is the message that CEOs and CMOs need to send internally to their teams. Marketers no longer work in silos, instead, they are moving closer to the core of the business. It takes both sets of skills to knit everything together.



Endnotes

Methodology

The Digital Marketing Institute conducted 202 online surveys of senior marketing professionals worldwide in August 2018. The survey lasted 15 minutes and was administered via a specialist online panel.

Geography

Our sample is made up of three different geographic regions with varying numbers of respondents from each region.

- 50% (102) of the respondents work in the United States
- 5% (70) of the respondents work in the United Kingdom
- 15% (30) of the respondents work in the Pacific, which includes responses from Australia (15) and Singapore (15) combined

Job Title or Position

All of the respondents to the survey hold a manager title or higher. The majority are considered senior level or higher.

- 48% (96) have the title of Chief Marketing Officer
- 25% (50) have the title of Senior Marketing Manager
- 13% (27) have the title Head of Marketing
- 6% (13) have the title Chief Digital Officer
- 3% (7) have the title Senior Digital Marketing Manager
- 2% (5) have the title Head of Digital
- 2% (4) have the title Customer Experience Manager

Commerce Type

The sample included companies with both commerce types, but the majority are B2C, followed by companies that do an even amount of both.

- 43% (87) are primarily B2C companies
- 17% (35) are primarily B2B companies
- 40% (80) are evenly split between B2C and B2B

Company size

Companies were asked to select between two categories in order to determine their company size. Most marketers that responded to the survey indicated that their company has more than 1,000 employees.

- 45% (91) said their company size is under 1,000
- 55% (111) said their company size is over 1,000



Sources

1. Robert Allen, "Digital Marketing in 2020: A glimpse into the future," Smart Insights, June 7, 2017, <https://www.smartinsights.com/manage-digital-transformation/digital-marketing-2020-glimpse-future/>
2. Stephanie Pandolph, "Here's how small businesses can benefit from online marketplaces," Business Insider, April 5, 2018, <https://www.businessinsider.com/heres-how-small-businesses-can-benefit-from-online-marketplaces-2018-4>
3. Mark Walker-Ford, "The Benefits of Video Marketing: 9 Reasons Your Business Needs Video," Social Media Today, April 18, 2018, <https://www.socialmediatoday.com/news/the-benefits-of-video-marketing-9-reasons-your-business-needs-video-infog/521595/>
4. "The Benefits of Display Advertising: Why Big Brands Do It, and You Should Too," DIGITALAND, <https://www.digitaland.tv/blog/benefits-display-advertising-big-brands/>
5. "Top 25 Benefits of Email Marketing & Why Every Business Should Be Using Email Marketing," LYFE Marketing, November 4, 2017, <https://www.lyfemarketing.com/blog/benefits-email-marketing/>
6. Sheila Kloefkorn, "It's Time To Reskill the Marketing Workforce," Forbes, April 26, 2018, <https://www.forbes.com/sites/forbesagencycouncil/2018/04/26/its-time-to-reskill-the-marketing-workforce/#9f7734d73d4c>
7. Jennifer Mulligan, Scott Brinker, "State of Marketing Technology 2018: Maximizing the Value of Martech Innovations," WalkerSands Communications, 2018, http://www.walkersands.com/wp-content/uploads/2018/07/Walker-Sands_2018-State-of-Martech-Report1.pdf
8. Clodagh O'Brien, "Missing the Mark: The Digital Marketing Skills Gap in the USA, UK, & Ireland, Digital Marketing Institute, September 2016, <https://digitalmarketinginstitute.com/en-us/the-insider/missing-the-mark-the-digital-marketing-skills-gap-in-the-usa-uk-ireland>
9. Hassan Bawab, "The Five Challenges of Digital Marketing Transformation," Medium, July 31, 2017, <https://medium.com/digital-vault/the-five-challenges-of-digital-marketing-transformation-fdad29b218c3>
10. Prema Srinivasan, "Measuring the Effectiveness of Digital Content Marketing: Insights from the 2018 Intelligent Content Conference (ICC)," Medium, June 7, 2018, <https://medium.com/strategic-content-marketing/measuring-the-effectiveness-of-digital-content-marketing-insights-from-the-2018-intelligent-bc3ee081ede5>
11. Thorin McGee, "How To Drive Successful Marketing Strategy In 2018," TargetMarketing, <https://www.targetmarketingmag.com/resource/how-to-drive-a-successful-marketing-strategy-in-2018/file/>
12. Nick Ismail, "Key employer challenges for 2018: Skills gap, regulation and keeping the multi-generational workforce energised," InformationAge, January 16, 2018, <https://www.information-age.com/employer-challenges-digital-skills-123470390/>
13. Ewan McIntyre, Anna Maria Virzi, "CMO Spend Survey 2017-2018: Budgets Recede Amid Demand For Results," Gartner, October 18, 2017, <https://www.gartner.com/binaries/content/assets/events/keywords/digital-marketing/gml4/gml4-cmo-spend-survey.pdf>
14. John Koetsier, "Top 10 Most Transformative Technologies For Marketing In 2018: 350 CMOs, CEOs, Experts Speak," Forbes, December 15, 2017, <https://www.forbes.com/sites/johnkoetsier/2017/12/15/top-10-most-transformative-technologies-for-marketing-in-2018-350-cmos-ceos-experts-speak/#3ac9973c564d>



(From R-L) Ken Fitzpatrick, CEO **Digital Marketing Institute**, Michael Goeden, **Digital Marketing Insititute** , Ardi Kolah **Henley Business School**, Lee Odden **Toprank Marketing**, Frank Hattann **Microsoft**, Brian Lavery **AccuWeather**, Larry Kim **Mobile Monkey**, Ty Heath **LinkedIn**, Tami Cannizzaro **CA Technologies**, Julie Roehm **Abra**, Olivia Kearney **Microsoft**, Tony Appleby **Project Strategy Consulting**, Mia Mora **Google**, Barry Thomas **Coca-Cola**, Gabe Villamizar **Lucidchart**, Patrick Dolan **IAB**, Tom Kendall **IBM**, Mark Evans **DirectLine Group**, Mark Kilens **Hubspot**, John Hurley **Digital Marketing Institute**, Keith Moor **Santander**, Ted Weissberg, Chairman **Digital Marketing Institute**, (other members Shuvo Saha **Google**, Amy Brooks **Facebook**, David Moore **WPP Digital**, Andrew Mortimer **SKY**, Mina Seetharaman, **The Economist**



setting the standard

digitalmarketinginstitute.com