Marketing Organizational Survey 2019: Marketers Aspire for Agility and Control but Fight Operational Challenges

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Senior Director Analyst

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VP Analyst
Marketing teams seeking greater agility and responsiveness struggle to access the right capabilities and implement effective operational models. In the quest for modernization and evolution, marketing leaders must establish solid team foundations — good communication, coordination and collaboration.

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Overview

Key Findings

• Marketing leaders strive for decentralization to meet digital transformation and enterprise growth goals. More than half of our survey respondents expect to deploy a decentralized organizational model by 2022, but only 20% of respondents have that model in place today.

• Marketing’s resource mix continues to change. Sixty-three percent of respondents have shifted work in-house, seeking greater control while leveraging external agencies for expertise and scale.

• Over two-thirds of marketing organizations now have a discrete marketing operations function with responsibility for financial planning, performance measurement and campaign management.

• Martech, analytics and customer experience (CX) capabilities are ranked as most important by marketing leaders, but they are also the areas with the greatest capability gaps.

• Three-quarters of marketing teams are using agile techniques to plan and manage their work to enable greater flexibility and responsiveness. But, these techniques vary in scope.

Recommendations

To build an effective marketing organization, marketing leaders should:

• Use Gartner’s interactive Marketing Maturity Model to benchmark the current state of their marketing resources and operations function. Share results with your leadership team, and engage in a return-on-effort exercise to chart out the next steps.

• Design for, cultivate and deploy internal marketing services for greater control and reduced third-party dependence on strategic activities. Evaluate and leverage external agencies, focusing on where they complement your capability gaps and scaling needs.

• Conduct a thorough capabilities analysis, placing their attention on the design of a well-rounded, agile team focused on accountability.
Survey Objective

This research is based on Gartner’s 2019 Marketing Organizational Survey. It was conducted online from April 2019 through May 2019 of 351 marketing leaders. The purpose of this survey was to better understand the current capability needs, operational priorities and approaches to organizational design to prepare firms for future growth and success.

The respondents included marketing leaders in the U.S. (n = 204, 58%), Canada (n = 25, 7%) and the U.K. (n = 122, 35%) who have involvement in decisions pertaining to setting or influencing marketing strategy and planning, as well as aligning marketing budget/resources. It details:

- The capabilities that are essential for marketers to effectively drive customer engagement and loyalty, as well as deliver against marketing objectives.

- The expanding strategic role and scope of marketing operations in planning, coordinating and reporting — helping marketing leaders achieve organizational flexibility.

- How much marketing teams rely on marketing services models (shared services, COE and in-house agency) and the impact to work done internally versus externally.

- What organizational structures reveal about marketing leaders’ preferred design and why.

Data Insights

CEOs are confronting softening growth and weakening margins by diversifying their businesses. One way to achieve business diversity is the application of digital business to offer new products and revenue-producing channels to market. Confirming this increasing focus, 82% of CEOs this year (versus 62% last year) agreed that they had a management initiative or transformation program underway to make their companies more digital (see “2019 CEO Survey: The Year of Challenged Growth”).

Marketing leaders continue to play a leading role in digital business transformation efforts. However, despite the effort and investment so far, digital transformation persists as the top driver of organizational change (see Figure 1).
Figure 1. Digital Transformation Is the Most Cited Driver of Marketing Organizational Redesigns for 2019

Main Driver of Marketing Organizational Redesign
Percentage of Respondents. Top 5 Responses Shown.

<table>
<thead>
<tr>
<th>Driver</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate digital transformation initiative</td>
<td>16%</td>
</tr>
<tr>
<td>Improve brand consistency/strength</td>
<td>13%</td>
</tr>
<tr>
<td>Team is misaligned from marketing strategy</td>
<td>10%</td>
</tr>
<tr>
<td>Reduction in marketing budget</td>
<td>9%</td>
</tr>
<tr>
<td>Team is inefficient and slow to react to business need or change</td>
<td>9%</td>
</tr>
</tbody>
</table>

Source: Gartner
All respondents n = 351
More than half of marketing leaders strive for decentralization in an effort to meet digital transformation and enterprise growth goals.

Marketers continue to search for the optimal structure for today’s digital world — one best suited to achieve the transformation mandate. There is still considerable variation in their vision for the ideal organization structure. Even with a significant shift away from centralized structures, nearly half of the survey respondents say they will still have some form of centralized structure by 2022 for greater control and consistency via proximity. However, 51% are planning on some sort of decentralized structure by 2022 — offering the potential benefits of being closer to the commercial imperative and the ability to work in a nimble way (see Figure 2).
Figure 2. Marketing Organizational Structures and Business Alignment for 2019

Marketing Org Structure Today vs. 2022
Percentage of Respondents

Today
- Decentralized, autonomous and uncoordinated marketing groups: 36%
- Centralized but distributed marketing staff: 45%
- Decentralized but coordinated marketing groups (i.e., corporate/BU/division/brand): 4%
- Centralized and colocated marketing staff: 20%

By the end of 2022
- Decentralized, autonomous and uncoordinated marketing groups: 24%
- Centralized but distributed marketing staff: 38%
- Decentralized but coordinated marketing groups (i.e., corporate/BU/division/brand): 13%
- Centralized and colocated marketing staff: 51%

Note: Percentages may not add up to 100% because of rounding.

Source: Gartner
All respondents n = 351

Interestingly, despite the significant change in desired structure, respondents expect minimal changes in organizational alignment. Thirty-nine percent of marketing organizations are aligned around function or product/brand. The remaining organizations are relatively balanced in their distribution across vertical/industry, geo-centric, channel and focus (e.g., customer experience). There is no clear winner or dominant organizational alignment model. When asked to look ahead and define what would be considered an ideal structure in 2022, there was only a minor reduction in channel structures and a corresponding increase in geo-centric alignment (see “Marketing Organizational Structure: What Should Marketing Leaders Centralize or Decentralize?”).

**Recommended actions:**

- Ensure that your strategy connects business goals to action, focusing on potential organizational changes needed in support of digital business initiatives (see “Use Gartner’s Marketing Strategy Framework to Build Accountable, Actionable Strategic Plans”).

- Focus organizational design energy on optimized function/group alignment, leveraging the benefits of a hybrid team model (see “Organizational Design: How to Plan, Implement and Roll Out While Minimizing Risk”). When marketing strategy changes, structures, roles and functions should be realigned around the new objectives. This doesn’t always happen, resulting in overlooked responsibilities, inappropriate staffing, and people and functions working against each other.

- Prioritize and optimize your team workflows. How your team works internally and externally is essential to ensure people are working in harmony. Evaluate instituting a marketing operations team and moving to agile styles of working to meet those requirements (see “How to Get Started With Agile Marketing”).

**Two-thirds of respondents have shifted work in-house seeking greater control while leveraging external agencies for expertise and scale.**

To keep pace with change, nearly 70% of marketing leaders say they rely heavily on agencies today to develop strategy and execute marketing programs — despite a preference to build more skills and capabilities in-house.

By 2022, marketing leaders aspire to reduce third-party agency dependence for marketing strategy and execution work (see Figure 3). Marketers cited that their ideal operating model would shift more marketing strategy (e.g., brand strategy) work internally while increasing work with external marketing services for filling short-term resourcing gaps and scaling needs.
Figure 3. Current Marketing Internal Versus External Operating Model for 2019

**Current Operating Model vs. Ideal**
Percentage of Respondents

- **Current operating model**
  - Agencies are never engaged
  - Agencies are rarely engaged
  - Marketing team uses agencies and third parties to fill the gaps
  - Marketing team sets marketing strategy but depends on agencies for execution
  - Marketing team uses agencies for most activity, including strategy and execution

- **Ideal operating model**
  - Agencies are never engaged
  - Agencies are rarely engaged
  - Marketing team uses agencies and third parties to fill the gaps
  - Marketing team sets marketing strategy but depends on agencies for execution
  - Marketing team uses agencies for most activity, including strategy and execution

Source: Gartner
All respondents n = 342
Over the past 12 months, 63% of respondents have shifted some work from external agencies and partners to internal marketing services groups for greater control and to lessen third-party dependence.

Almost 60% of marketing leaders are relying on only one internal marketing services model — shared services, center of excellence (COE) or in-house agency. For teams using only one service, COEs were the top model (36%), followed by the in-house agency (33%) and shared services (31%). Respondents cited operational efficiency as the top reason for using internal marketing services and external agencies, a common benefit of both models. However, they cited internal models best for ensuring brand consistency, strengthening the relationship with media owners, and improving adaptability and convenience. In contrast, they felt external agencies provided greater breadth and depth of skills, delivered higher-quality work, and could fill short-term resourcing gaps more effectively (see Figure 4).
**Reasons for Using Internal Marketing Services vs. External Marketing Services**

Percentage of Respondents. Sum of Top 3 Rank.

<table>
<thead>
<tr>
<th>Top Reason for Using Internal Marketing Services</th>
<th>Top Reason for Using External Marketing Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>To improve operational efficiency</td>
<td>To improve operational efficiency</td>
</tr>
<tr>
<td>29%</td>
<td>31%</td>
</tr>
<tr>
<td>To ensure brand consistency</td>
<td>They provide higher quality work</td>
</tr>
<tr>
<td>29%</td>
<td>27%</td>
</tr>
<tr>
<td>Relationship with media owners and/or technology vendors</td>
<td>Breadth and depth of skills and experience</td>
</tr>
<tr>
<td>27%</td>
<td>27%</td>
</tr>
<tr>
<td>Adaptability and convenience</td>
<td>Ability to fill short-term resourcing gaps</td>
</tr>
<tr>
<td>26%</td>
<td>26%</td>
</tr>
<tr>
<td>Ability to deliver specific large-scale projects</td>
<td>Ability to deliver specific large-scale projects</td>
</tr>
<tr>
<td>25%</td>
<td>26%</td>
</tr>
</tbody>
</table>

Source: Gartner

All respondents n = 342
Recommended actions

• Reevaluate the work done internally versus externally. Balance your team’s capabilities with external expertise, optimizing resources and budget across the strengths of internal versus external capabilities and importance to your marketing mandate (see “Magic Quadrant for Global Marketing Agencies”).

• Evaluate, justify and deploy internal marketing services group(s) (see “CMO Insight: Justify Benefits and Choose the Best Model for Building Your In-House Agency”).

• Cultivate leadership priorities that set realistic visions and goals while developing your internal marketing services capabilities (see “CMO Insight: Focus on 5 Key Areas to Build and Optimize Your In-House Marketing Agency”).

More than two-thirds of marketing organizations now have a discrete marketing operations function with growing strategic capabilities.

The mission for a marketing operations group continues to evolve in support of marketers responding to a dynamic and demanding marketplace. Marketing leaders recognize the need to grow, get organized and run their marketing teams like a business. To keep pace with evolving consumer and business buying behavior, as well as the marketing landscape, the scope of marketing operations is broadening to improve the efficiency and effectiveness of marketing through people, process and technology.

Gone are the days when marketing operations was focused solely on the “run” aspects of the marketing business. Today’s operations teams are taking on strategic elements of marketing. Survey respondents cited financial planning and management (budgeting), and performance measurement, reporting and analytics as the two top functions. Talent and skills development was cited fourth (see Figure 5).

The diversity of marketing operations’ responsibilities is also notable, with an average of 4.3 functions per marketing operations team, and supporting several essential disciplines.

Respondents cited, on average, three functions likely to grow in importance within their marketing operations teams by 2022. They named data management, market research and insights, and process improvement to grow in importance over the next three years. Interestingly, 10 of the 13 areas to grow in importance are strategic to marketing success, focused on talent development, planning, data and analytics, martech, and supplier management (see Figure 6).
Figure 5. Marketing Operations Functions for 2019

<table>
<thead>
<tr>
<th>Function</th>
<th>Percentage of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial planning and management</td>
<td>38%</td>
</tr>
<tr>
<td>Performance measurement, reporting, and analytics</td>
<td>38%</td>
</tr>
<tr>
<td>Campaign and lead management</td>
<td>37%</td>
</tr>
<tr>
<td>Talent and skills development</td>
<td>35%</td>
</tr>
<tr>
<td>Organization benchmarking and assessments</td>
<td>33%</td>
</tr>
<tr>
<td>Workflow process development, optimization and documentation</td>
<td>33%</td>
</tr>
<tr>
<td>Customer, market, competitive intelligence, research and insights</td>
<td>33%</td>
</tr>
<tr>
<td>Project management</td>
<td>33%</td>
</tr>
<tr>
<td>Martech management</td>
<td>32%</td>
</tr>
<tr>
<td>Data management</td>
<td>32%</td>
</tr>
<tr>
<td>Process governance and compliance</td>
<td>29%</td>
</tr>
<tr>
<td>Supplier management</td>
<td>29%</td>
</tr>
<tr>
<td>Facilitates strategic planning and management</td>
<td>29%</td>
</tr>
</tbody>
</table>

Average number of functions cited: 4:3

Source: Gartner
All respondents n = 351
## Marketing Ops Functions Expected to Grow in Importance Through 2022

<table>
<thead>
<tr>
<th>Function</th>
<th>Percentage of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data management</td>
<td>24%</td>
</tr>
<tr>
<td>Customer, market, competitive intelligence, research and insights</td>
<td>24%</td>
</tr>
<tr>
<td>Workflow process development, optimization and documentation</td>
<td>23%</td>
</tr>
<tr>
<td>Campaign and lead management</td>
<td>23%</td>
</tr>
<tr>
<td>Martech management</td>
<td>21%</td>
</tr>
<tr>
<td>Project management</td>
<td>21%</td>
</tr>
<tr>
<td>Facilitates strategic planning and management</td>
<td>20%</td>
</tr>
<tr>
<td>Performance measurement, reporting and analytics</td>
<td>19%</td>
</tr>
<tr>
<td>Talent and skills development</td>
<td>19%</td>
</tr>
<tr>
<td>Financial planning and management</td>
<td>19%</td>
</tr>
<tr>
<td>Organization benchmarking and assessments</td>
<td>17%</td>
</tr>
<tr>
<td>Supplier management</td>
<td>15%</td>
</tr>
<tr>
<td>Process governance and compliance</td>
<td>15%</td>
</tr>
</tbody>
</table>

Source: Gartner
All respondents n = 351

Average number of functions expected to grow in importance: 2.6
Having a discrete strategic marketing operations group is not unexpected, considering marketing leaders need to build adaptable, highly responsive teams able to deliver results consistently.

**Recommended actions**

- Evaluate your operational competence, focusing your attention on discrete operational functions and workflows that will enhance communications, planning, collaboration, measurement and insights (see “Why You Need Marketing Operations”).

- Define or refine the roles of your marketing operations team (see “Defining the Roles and Responsibilities of Your Marketing Operations [Ops] Team”).

- Integrate cost optimization efforts within your financial planning (see “Digital Twin of an Organization for Cost Optimization: A Marketing Perspective”). Proactively develop a data management literacy improvement plan (see “Learn the Five Components of Marketing Data Management for Successful Marketing Analytics”).

**Martech, analytics and CX capabilities are ranked as most important, but are also the areas with the greatest capability gaps.**

Marketing leaders ranked marketing analytics and martech capabilities as the most critical capabilities for delivering successfully against their objectives. Customer experience and insight followed close behind as the third-most-important capability, but ranked highest for successful customer acquisition and loyalty efforts (see Figure 7).

Interestingly, analytics has remained a top-ranked capability since 2016, highlighting the criticality of data. Analytics are, in essence, a core enabling capability, which is at the heart of delivering optimized experiences. Martech and customer experience topped the list in 2017.

Unfortunately, all three cited essential capabilities, in addition to digital commerce, were also noted as critical gaps impacting marketers' customer acquisition and loyalty results (see Figure 8). For many firms, this pressure will sustain their reliance on agencies and third parties for years to come.
Figure 7. Marketing Capabilities Most Important for 2019

Most Important Capabilities
Percentage of Respondents. Sum of Top 3 Rank.

- Marketing technology strategy, adoption and use
- Marketing and customer analytics
- Customer experience and insight

Source: Gartner
All respondents n = 351
Figure 8. Marketing Roles Being Added to Improve Flexibility and Responsiveness for 2019

**Most Important Capabilities Gaps Impacting Customer Acquisition and Loyalty**

Percentage of Respondents. Sum of Top 3 Rank.

- **Marketing technology strategy, adoption and use**: 24%
- **Marketing and customer analytics**: 22%
- **Customer experience and insight**: 23%
- **Digital commerce**: 22%

Source: Gartner
All respondents n = 351

Gartner for Marketers  GML@gartner.com  @GartnerDigital  gartner.com/marketing
Interestingly, and counter to the top-ranking essential capabilities, more than 50% of marketing leaders are adding marketing operations leader capabilities as their top-ranked capability to improve flexibility and responsiveness. Analysts, product marketing, strategists and project management capabilities rounded out the top five, although all were over more than 10 percentage points behind marketing operations (see Figure 9).

The focus on operations capabilities is not surprising, considering that two of the top three weaknesses impacting marketing objective attainment were lack of communication and collaboration and lack of process — common functions marketing operations supports.

Figure 9. Marketing Roles Being Added to Improve Flexibility and Responsiveness for 2019

<table>
<thead>
<tr>
<th>Roles Being Added to Improve Flexibility and Responsiveness</th>
<th>Percentage of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing operations leader</td>
<td>53%</td>
</tr>
<tr>
<td>Insights analysts</td>
<td>41%</td>
</tr>
<tr>
<td>Product marketing leader</td>
<td>40%</td>
</tr>
<tr>
<td>Marketing strategists</td>
<td>39%</td>
</tr>
<tr>
<td>Project owner/manager</td>
<td>38%</td>
</tr>
<tr>
<td>Martech leader/strategist</td>
<td>38%</td>
</tr>
<tr>
<td>Agile coach/evangelist</td>
<td>31%</td>
</tr>
<tr>
<td>None</td>
<td>3%</td>
</tr>
</tbody>
</table>

Average number roles being added: 2.9

Source: Gartner
All respondents n = 351
Recommended actions

• Perform a comprehensive skills audit, comparing your team’s capabilities and capacity against a defined set of capabilities required to satisfy your marketing strategy and commitments (see “Leaders Need Talent Analytics and Insights to Drive Change and Improve Organizational Performance”).

• Evaluate and prioritize marketing operations’ capabilities across your organization (see “Why You Need Marketing Operations”).

• Recruit, train or partner to strengthen or fill capability gaps needed to build an execution-minded team. Commit to an in-depth recruiting process that may involve more targeted efforts beyond more common hiring resources (see “Recruiting Primer for 2019”).

• Be ready to offer competitive compensation and other benefits. Your organization will be competing with others for limited talent, so ensure you are aware of competitive compensation levels, benefits and additional employee features others offer.

Three-quarters of marketing teams use agile techniques, but differences in scope may be drivers to execution challenges.

Agile is an approach that — when done correctly — empowers marketers to act and respond to the changing business environments quickly and effectively. Seventy-five percent of surveyed marketing leaders have embraced agile techniques, including rapid test-and-learn principles, to enable greater flexibility and responsiveness of their work (see Figure 10). However, rather than solve marketing’s operational weaknesses, adopting agile may have introduced challenges, evidenced by significant issues around efficiency and consistent marketing execution (see Figure 11).
Figure 10. Approach to Managing Marketing Programs for 2019

Approach to Project Management
Percentage of Respondents

- Traditional waterfall/iterative: 23%
- Rapid test-and-learn: 32%
- In-house defined agile: 36%
- Formal agile methodology: 7%
- Agile not priority: 2%

Source: Gartner
All respondents n = 351
The majority of respondents (68%) have not adopted all the tenets of formal agile project management methodology. Rather, they are using aspects of agile versus a formalized agile methodology, with more than a third defining their own agile approach. This selective approach has its benefits — marketing, after all, is not IT, and full rollout of agile would be overkill in many instances. However, challenges can occur when marketing works with internal and external stakeholders that have differing levels of scope or adoption, for example. Furthermore, care is required to ensure marketing doesn’t adopt an agile-in-name-only approach, where the trappings of the methodology are adopted, but none of the rigor.

When applied correctly, a central benefit of agile is the shift to a project-centric approach and working in more focused, sprint-style work cycles. This allows marketers to continuously calibrate team progress, resources and priorities, leveraging talent from across the organization rather than limiting contribution to functional teams.

Whether due to the early stage adoption of agile or challenges with implementation, marketing leaders have significant room for improvement. Lack of team agility and flexibility is explicitly called out as an issue that negatively impacts marketing execution. Other issues that agile should solve for are also cited. These challenges include ineffective/inefficient decision making, poor alignment, lack of agility, and lack of communication and collaboration (see Figure 11).
Figure 11. Largest Weaknesses Impacting Marketing Objective Execution for 2019

<table>
<thead>
<tr>
<th>Weakness</th>
<th>Percentage of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of team communication and collaboration</td>
<td>35%</td>
</tr>
<tr>
<td>Lack of resources</td>
<td>31%</td>
</tr>
<tr>
<td>Lack of process</td>
<td>31%</td>
</tr>
<tr>
<td>Inability to fill skills gaps</td>
<td>31%</td>
</tr>
<tr>
<td>Inability to quickly/efficiently adopt new martech/tools</td>
<td>30%</td>
</tr>
<tr>
<td>Inability to meet performance targets</td>
<td>29%</td>
</tr>
<tr>
<td>Lack of team agility and flex</td>
<td>29%</td>
</tr>
<tr>
<td>Poor organizational alignment, transparency and accountability</td>
<td>28%</td>
</tr>
<tr>
<td>Ineffective/inefficient decision making</td>
<td>27%</td>
</tr>
</tbody>
</table>

Source: Gartner
All respondents n = 351
Recommended actions

- Evaluate your agile program and approach, prioritizing your attention on common pitfalls that inhibit the success of your agile use (see “Implementing Agile: Top Things to Consider”).

- Refocus your leadership practices to be aligned with agile leadership principles (see “CMO Perspective: 7 Key Practices to Successfully Lead Today’s Agile Marketing Organization”).

- Evaluate and integrate a test-and-learn mindset within your team (see “Chief Marketing Officers: Lead and Champion a Test-and-Learn Culture to Reach Your Marketing Goals”).

Methodology

Gartner’s 2019 Marketing Organizational Survey: The purpose of this survey was to better understand the current approaches to organizational design — structures, operating workstyles and capabilities — to prepare firms for future growth and success.

The survey was conducted online by an external partner from April 2019 through May 2019 among 351 respondents in the U.S. (n = 204, 58%), Canada (n = 25, 7%) and the U.K. (n = 122, 35%). Respondents were required to have involvement in decisions pertaining to setting or influencing marketing strategy and planning, as well as aligning marketing budget resources. Seventy-four percent of the respondents came from organizations with $1 billion or more in annual revenue. The respondents came from a variety of industries: financial services (46 respondents), high tech (43 respondents), manufacturing (44 respondents), consumer products (42 respondents), media (45 respondents), retail (43 respondents), healthcare providers (41 respondents), and travel and hospitality (47 respondents).

The survey was developed collaboratively by a team of Gartner experts who follow marketing, and was reviewed, tested and administered by Gartner’s Research Data and Analytics team.

Note: Results of this study do not represent global findings or the market as a whole but are a simple average of results for the targeted countries, industries and company size segments covered in this survey.
Definitions

• Marketing operations — This is a discrete function (or shared service) in support of marketing execution. Marketing operations brings greater discipline to marketing planning and investments, manages daily operations and reporting, and standardizes business processes to increase the efficiency, scale and effectiveness of marketing across the company.

Internal marketing services models

• In-house agency — In-house agencies provide a range of services using project-based time-and-materials billing operations like a traditional external agency.

• Shared services — This is a pool of resources providing support for a well-defined marketing discipline, especially in organizations where marketing operations are dispersed yet require support across common functions, such as creative services or content development and editorial services. Often, these teams are largely focused on operational execution.

• Center of excellence (COE) — The COE is a physical or virtual center of knowledge, concentrating expertise and resources in a discipline or capability to attain and sustain performance and value.

Capabilities

• Advertising/media buying and placement — This is the advertising and media strategy driving the purchase and placement of advertising on TV, newspaper, magazine, blog or website. It also entails the negotiation for price and placement of ads.

• Brand strategy and tactics — This involves establishing and promoting a company’s purpose, vision and/or identity through its brand stories.

• Content creation and management — This is the creation, delivery and amplification of engaging content via digital and offline channels.

• Creative design and development — This concerns the design, creation and use of creative assets for branding/campaign programs and/or events (e.g., brochures and artwork).

• Customer experience and insight — This is the ability to design and react to customer interactions to meet or exceed customer expectations and, thus, increase customer satisfaction, loyalty and advocacy.
• **Demand generation and lead management** — This involves the ability to define and execute targeted marketing programs to drive awareness, interest and the selection of a company’s products and services.

• **Digital commerce** — This is the ability to enable and encourage customers and prospects to research, evaluate and purchase products online using commerce technology.

• **Marketing and customer analytics** — This involves the analysis of information used to optimize marketing programs by understanding prospects and customers and their behaviors across channels — e.g., web, social and mobile analytics, and customer journey analytics.

• **Marketing technology strategy, adoption and use** — This is the selection, integration and deployment of marketing technology/tools for competitive advantage, marketing process automation and improved marketing performance.

• **Market insights** — This concerns the analysis of market data to support marketing leaders in decision making and activating these insights to improve future strategies, programs and results.

• **Multichannel marketing strategy and orchestration** — This involves optimizing an engagement according to the way customers want to research, talk, compare, shop and buy through digital and traditional channels, orchestrated to build interactions that create compelling experiences.

• **Personalization/testing** — This is the application of context, including knowledge about users (e.g., demographic and psychographic data) and their circumstances (e.g., behavioral, geographic and transactional data), to select and tailor content, offers and interactions that will maximize conversion and other marketing and business goals.

• **Project/work management** — This is the ability to initiate, plan, execute, control and deliver the work of a team to achieve specific goals and meet specific success criteria at the specified time.

• **Strategy development and planning** — This concerns the ability to define a clear direction and set of priorities linked to business objectives.

Additional research contribution and review was provided by Karen Carter.
**Recommended by the Authors**

2019 CEO Survey: The Year of Challenged Growth

Use Gartner’s Marketing Strategy Framework to Build Accountable, Actionable Strategic Plans

CMO Insight: Focus on 5 Key Areas to Build and Optimize Your In-House Marketing Agency

Defining the Roles and Responsibilities of your Marketing Operations (Ops) Team

Digital Twin of an Organization for Cost Optimization: A Marketing Perspective

Leaders Need Talent Analytics and Insights to Drive Change and Improve Organizational Performance

Why You Need Marketing Operations

Implementing Agile: Top Things to Consider

CMO Perspective: 7 Key Practices to Successfully Lead Today’s Agile Marketing Organization

Chief Marketing Officers: Lead and Champion a Test-and-Learn Culture to Reach Your Marketing Goals

**Recommended For You**

Presentation of Marketing Organizational Survey 2019-2020: Marketers Aspire for Agility and Control but Fight Operational Challenges

Ignition Guide to Identifying and Proposing a New Marketing Organizational Structure

In-Demand Competencies for Execution-Oriented Roles in Marketing

Structured Problem Solving Playbook for Marketing Leaders

Marketing Budget and Spend Benchmarking Survey
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Gartner for Marketers provides the objective, expert advice and proven tools you need to seize the right opportunities with clarity and confidence and stay ahead of the trends that matter. Benchmark your performance with data-driven insights. Prioritize investments and areas of improvement. Execute your mission-critical priorities with speed and confidence.

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