



MCKINLEY MARKETING PARTNERS
Masters in the Art of Recruitment

2017

MARKETING HIRING TRENDS:
AN IN-DEPTH REPORT ON FACTORS
SHAPING DEMAND FOR MARKETING
AND CREATIVE TALENT

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As 2016 was wrapping up, leading business and marketing publications were compiling their list of marketing trends for 2017. While each list was slightly different, they all had one common theme – the rules of marketing have not changed but the tools marketers use to carry out the rules are evolving. This year we will see an even greater evolution in digital tools used by companies to reach connected consumers and businesses. Therefore, to remain relevant, organizations must embrace these new tools while holding onto the basic tenets of marketing: stand out, differentiate and to prove value to stakeholders. This requires having the right tools in place and a structure that will foster success. The most important piece of the puzzle, however, is having the right people in place. Without smart marketing hires, even the best-laid plans can fail.

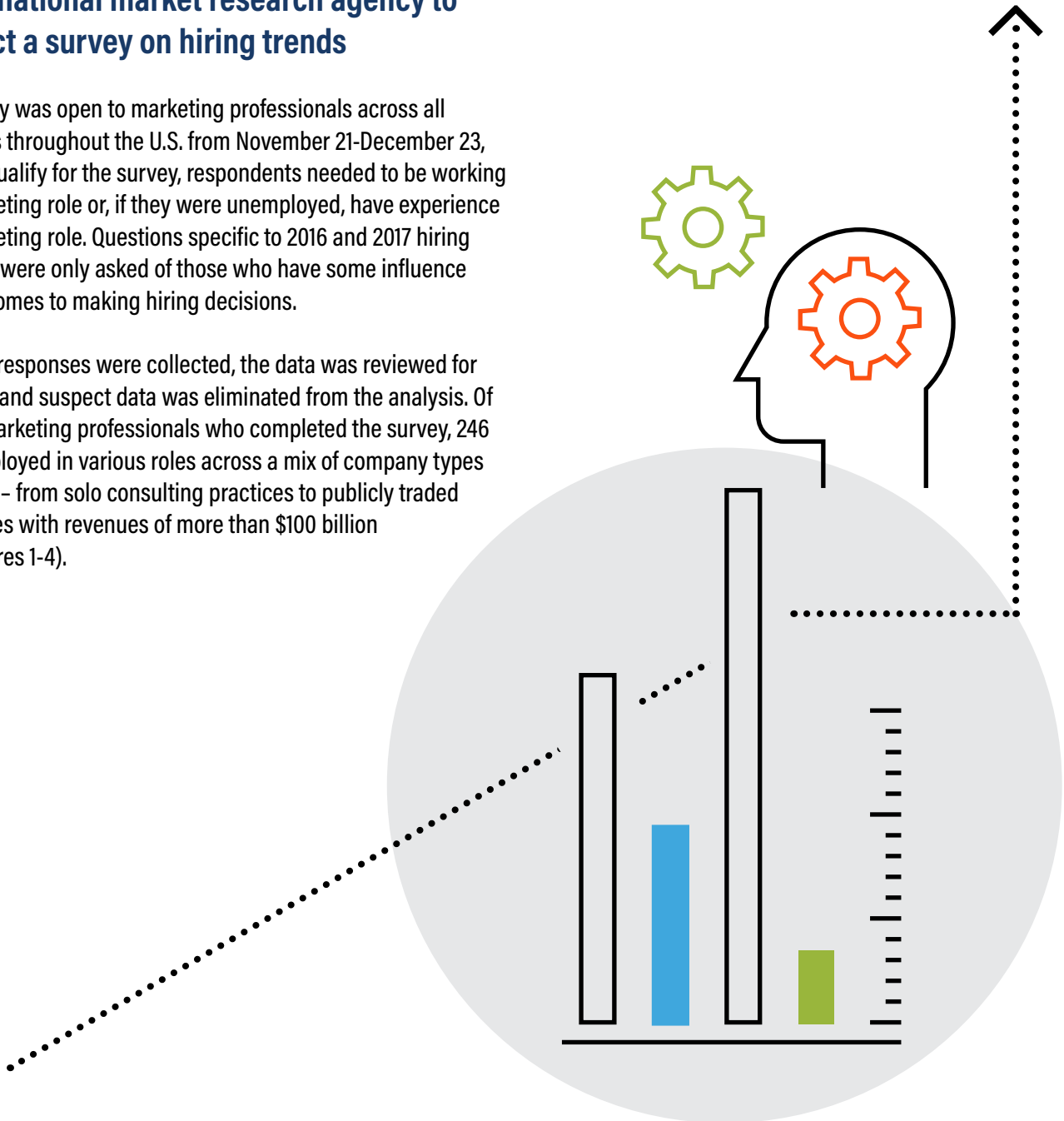


2017 MARKETING HIRING TRENDS: METHODOLOGY

McKinley Marketing Partners collaborated with a national market research agency to conduct a survey on hiring trends

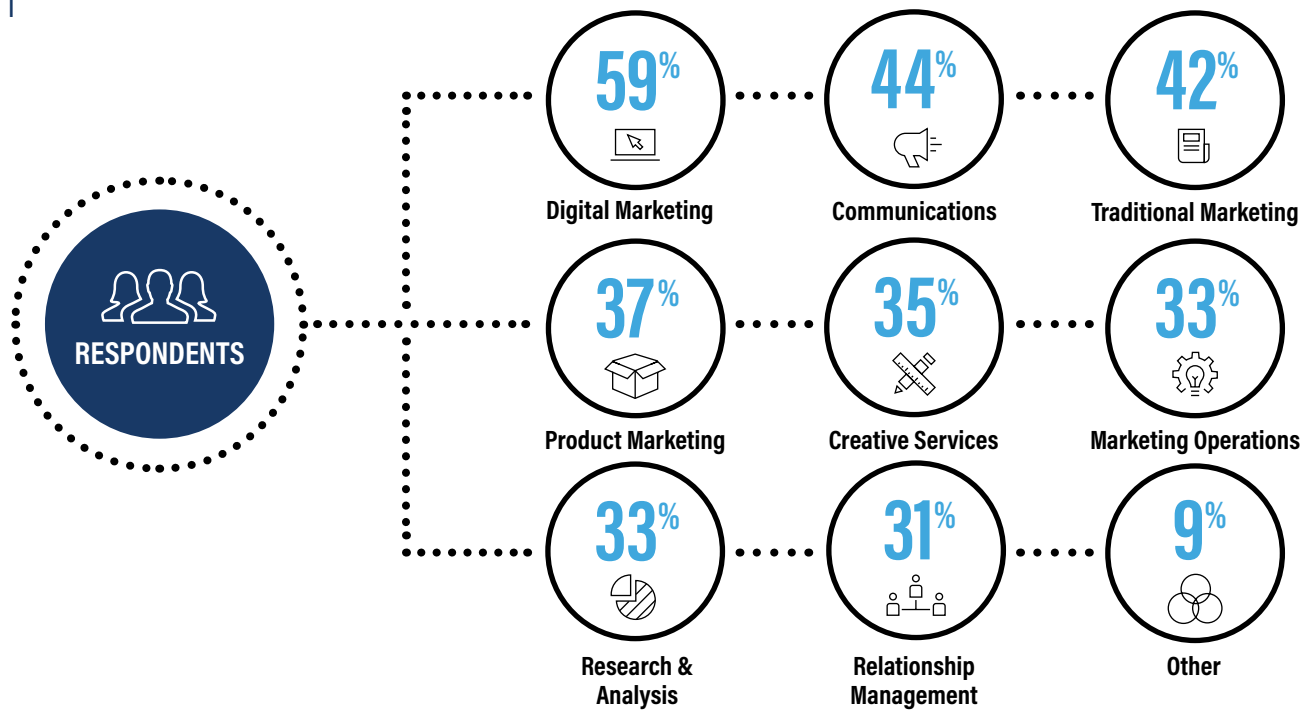
The survey was open to marketing professionals across all industries throughout the U.S. from November 21-December 23, 2016. To qualify for the survey, respondents needed to be working in a marketing role or, if they were unemployed, have experience in a marketing role. Questions specific to 2016 and 2017 hiring practices were only asked of those who have some influence when it comes to making hiring decisions.

Once the responses were collected, the data was reviewed for accuracy and suspect data was eliminated from the analysis. Of the 314 marketing professionals who completed the survey, 246 were employed in various roles across a mix of company types and sizes – from solo consulting practices to publicly traded enterprises with revenues of more than \$100 billion (See Figures 1-4).



Job Roles of Respondents

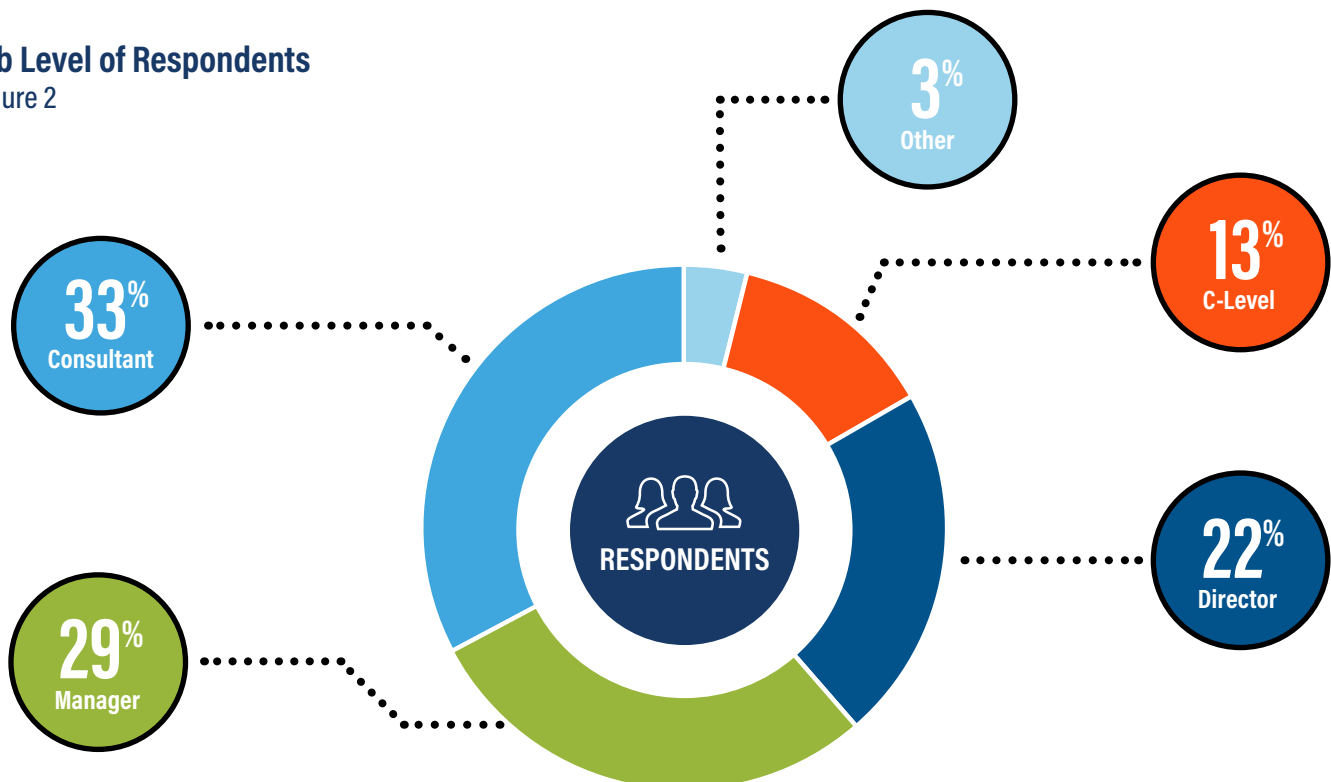
Figure 1



** Respondents could select more than one option.

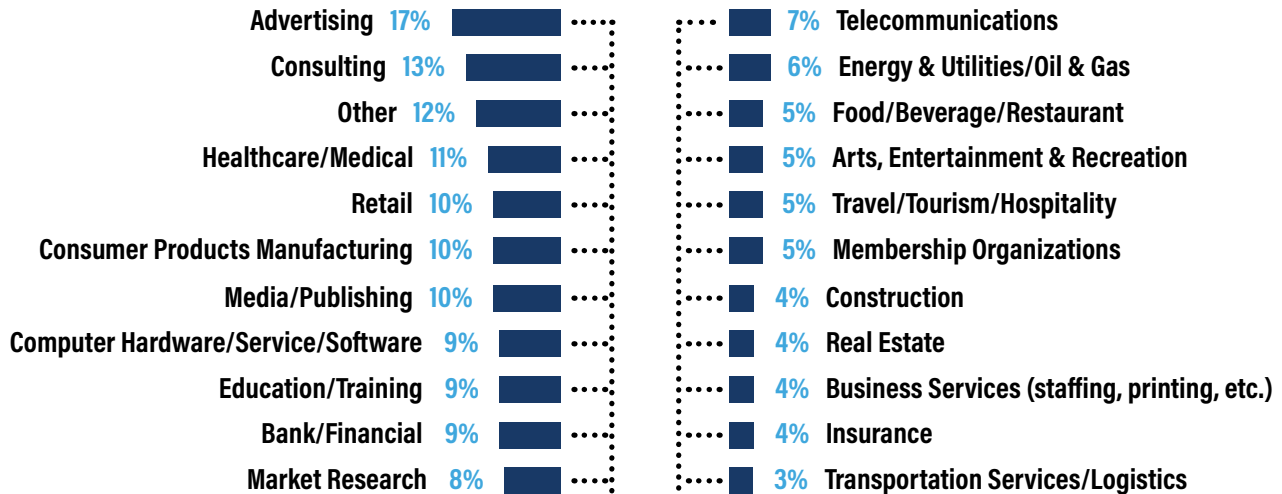
Job Level of Respondents

Figure 2



Industry of Respondents

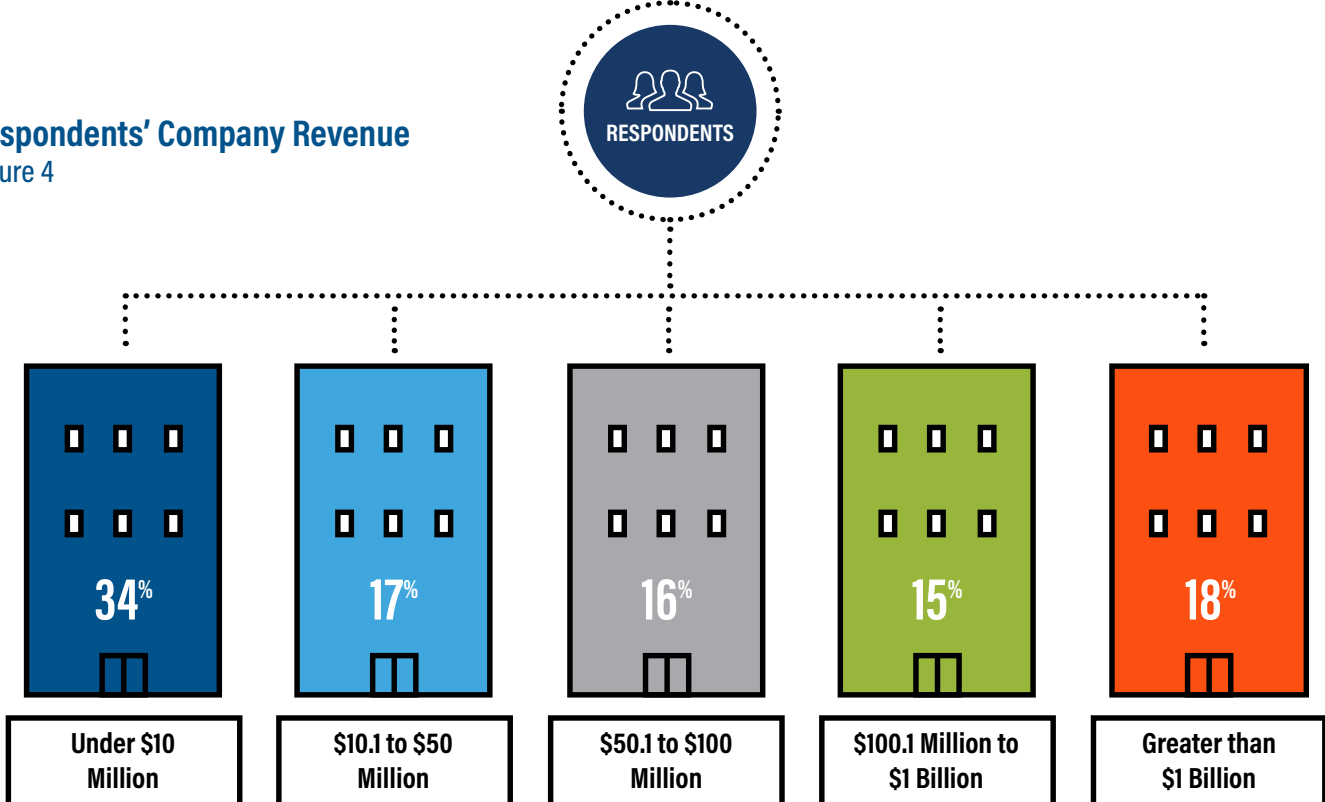
Figure 3



** Respondents could select more than one option.

Respondents' Company Revenue

Figure 4



2016 MARKETING HIRING TRENDS: A LOOK BACK

Digital marketers and creative professionals were in highest demand

In 2016, companies hired, on average, 5.6 marketing professionals. This is up from 4.7 in 2015 and represents a 19 percent increase in hiring. Less than 10 percent of the companies reported not hiring anyone for their marketing staff and most of those work for small companies with 10 or fewer employees. These same small companies also do not anticipate hiring marketing professionals in 2017.

Of the employees hired in 2016, permanent hires (7.4) had the edge over temporary/contract hires (3.8). This suggests companies may be more confident in their ability to take on the additional full-time headcount and/or hire temporary and contract employees full-time (See Figure 5).

When we look at the data from a revenue perspective we see there was greater variability in company hiring. While we expect large companies to hire mostly for backfill rather than growth, **smaller companies are going to hire due to both growth and backfill** (See Figure 6).

As we anticipated in our last hiring trends report going into 2016, digital marketers were in the highest demand at 54 percent (See Figure 7).

Digital Marketing Hires by Type of Role

Figure 5

	2015	2016	% Change YOY
Average Hires	4.7	5.6	19%
Permanent	5.2	7.4	42%
Contract	4.1	3.8	-7%

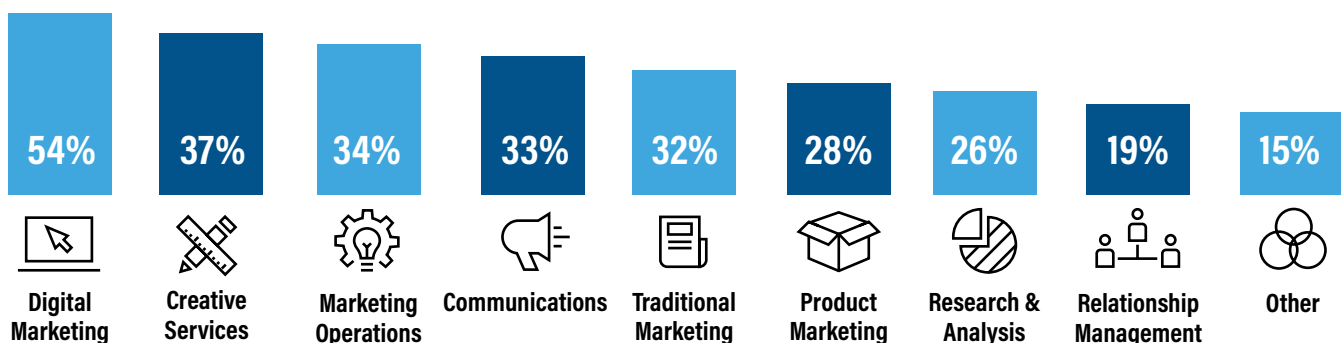
Digital Marketing Hires by Company Revenue

Figure 6

Revenue	Average Hires
Less than \$1 Million	4.2
\$1 - \$5 Million	6.6
\$5.1 - \$25 Million	7.4
\$25.1 - \$100 Million	4.5
\$100.1 - \$500 Million	7.9
Greater than \$500 Million	6.8

2016 Hiring by Expertise

Figure 7



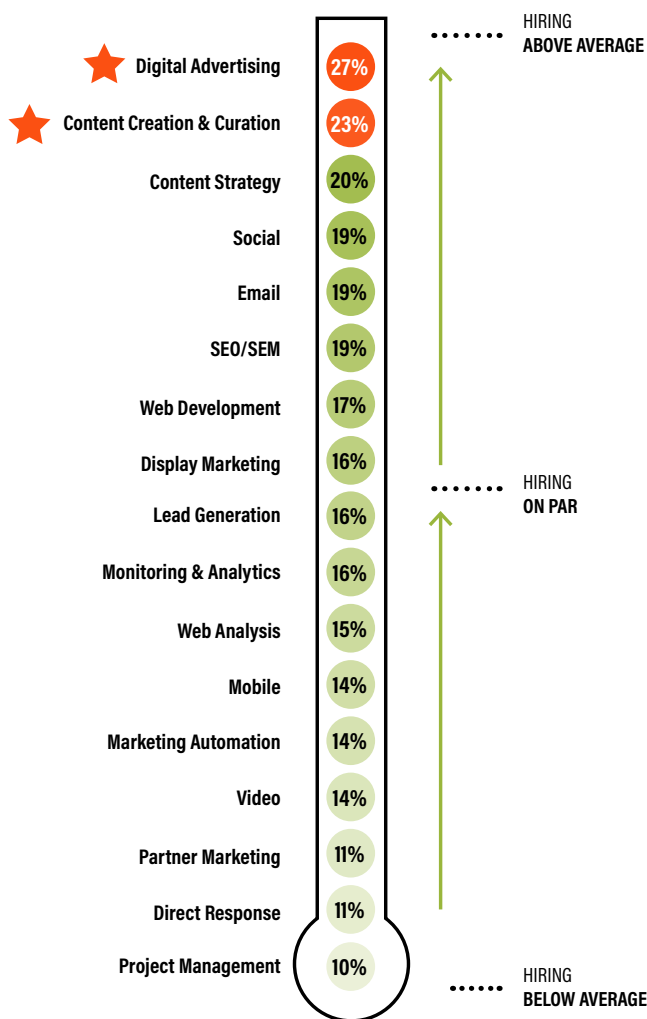
** Respondents could select more than one option.

Demand for Areas of Expertise within Digital Marketing

Among those hired for digital marketing, the following areas of expertise were most in-demand: **digital advertising (27 percent)**, **content creation and curation (23 percent)** and **content strategy (20 percent)**. The skills least in demand this year are project management (10 percent) and both direct response and partner marketing (11 percent). In the mid-range are social media, SEO/SEM (19 percent), lead generation (16 percent) and marketing automation (14 percent) (See Figure 8).

Demand for Areas of Expertise within Digital Marketing

Figure 8

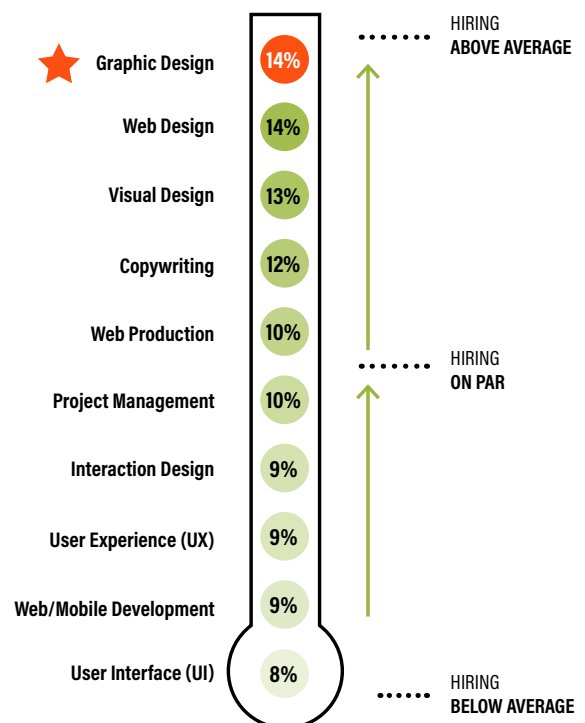


Demand for Areas of Expertise within Creative Services

Within creative services, **graphic and web design were most in demand (14 percent each)**, followed by **visual design (13 percent)** and **copywriting (12 percent)**. User Interface (UI) was least in demand at only eight percent (See Figure 9).

Demand for Areas of Expertise within Creative Services

Figure 9



** Respondents could select more than one option.

** Charts represent where hiring is above, on par, or below all digital marketing and creative specialties.

★ 2016 Top Marketing Skill

2016's TOP MARKETING SKILLS

Regardless of marketing function or role, the most in-demand marketing skills for 2016 included:



★ 2016 Top Marketing Skill

THE ROLE OF MARKETING BUDGETS

On average in 2016 marketing budgets for companies with revenue less than \$100 million represented approximately 12 percent of total company revenue, with smaller companies (those with revenue less than \$25 million) investing slightly more (See Figure 10). **Regardless of the total dollars spent on marketing activities in 2016, companies allocated about 45 percent of their marketing budget to staff (salary, bonuses, benefits, etc.)** with the remaining 55 percent divided almost equally between vendor costs (consultants, agencies, etc.) and “non-staff” related costs (printing, creative services, etc.) (See Figure 11).

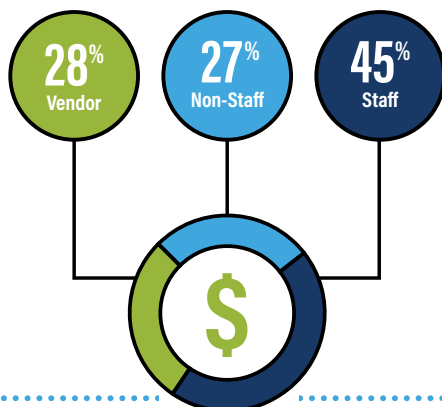
Most companies (64 percent) anticipate their overall 2017 marketing budgets to remain on par with 2016 but those who are anticipating a change report it will be an average increase of 23 percent. Those reporting a decrease expect it will be around 13 percent (See Figure 12).

2016 MARKETING BUDGET

Marketing Budgets by Revenue Band
Figure 10

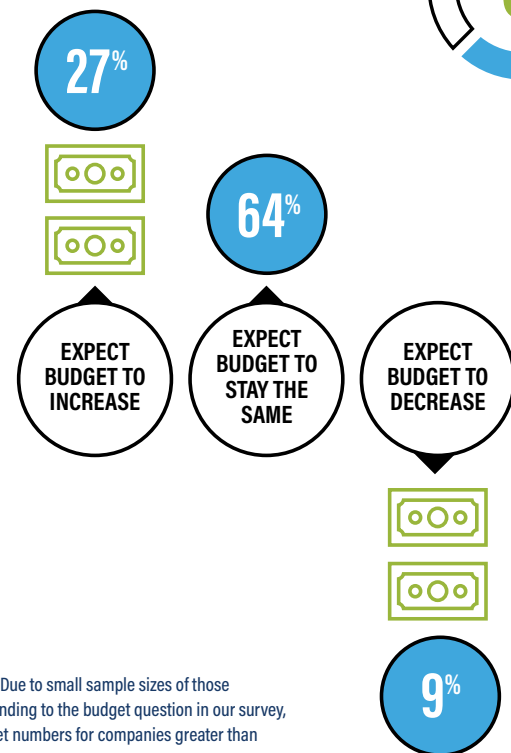
Company Revenue	Marketing budget as a % of revenue
Less than \$10 Million	14%
\$10.1 - \$25 Million	16%
\$25.1 - \$50 Million	7%
\$50.1 - \$100 Million	10%

Marketing Budget Allocation
Figure 11



2017 MARKETING BUDGET

2017 Overall Budget Projection
Figure 12



Note: Due to small sample sizes of those responding to the budget question in our survey, budget numbers for companies greater than \$100 Million are not being reported.

KEY FINDING: STAFF IN SOME AREAS OF MARKETING MAY BE CUT BACK IN 2017

Cuts will depend upon market conditions and budget constraints

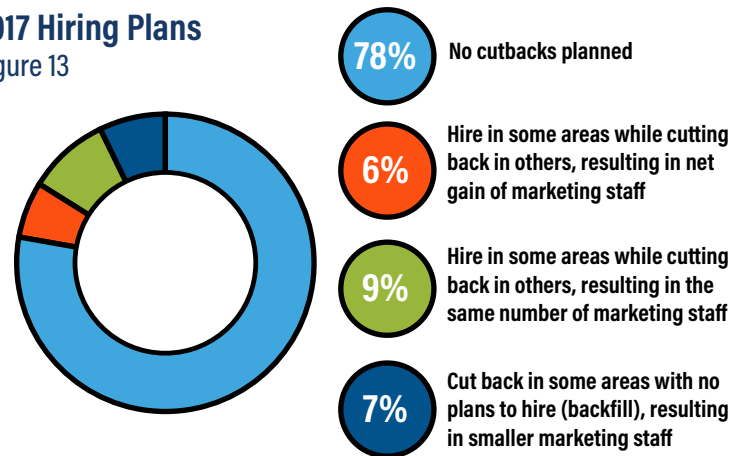
Twenty-two percent of the marketers surveyed report planned cutbacks in their marketing staff in 2017. While a majority (15 percent) plan to backfill or hire in other areas, seven percent expect these cutbacks to result in an overall smaller marketing team (See Figure 13). Meaning, those with smaller marketing teams must figure out how to get the job done with less manpower this year.

Interestingly, only 7 percent of companies indicated automation of job functions would be a contributing factor in their 2017 marketing hiring plans. **While automation of job functions sometimes leads to a reduction in staff, the fact that we don't see it happening as much with the marketing profession suggests companies still place a premium on strategic thinking.**

While the creative services skill set is an area of growth this year it is also an area experiencing cutbacks. This suggests more companies are outsourcing these roles which have historically been done in-house. Traditional marketing will also experience reductions (See Figure 14).

Within the traditional marketing function, traditional advertising will see the largest cutbacks, followed by direct mail and then print (See Figure 15).

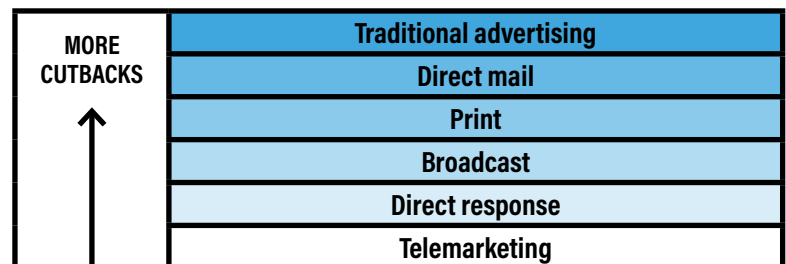
2017 Hiring Plans
Figure 13



Marketing Functions Experiencing Cutbacks in 2017
Figure 14



Cutbacks in Traditional Marketing
Figure 15



KEY FINDING: MARKETING HIRING GROWTH CONTINUES TO INCREASE IN 2017

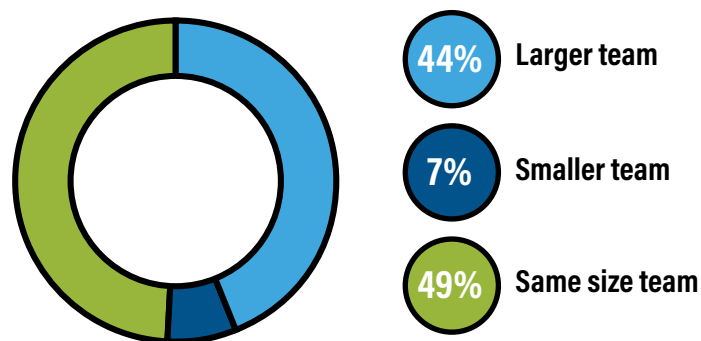
This upsurge reflects the growing importance of marketing to the company's bottom line

In 2016, only 28 percent of respondents anticipated hiring more marketers. This year, that number increased dramatically to 44 percent, reflecting the upward trend we first noted last year. This upsurge reflects the growing importance of marketing to the company's bottom line. In this age of quantifiable marketing, the evolution of marketing tools has helped businesses use big data more effectively and tie results directly to their ROI. While 49 percent will hire to fill vacant positions or to redistribute responsibilities, 44 percent will hire for growth (See Figure 16).

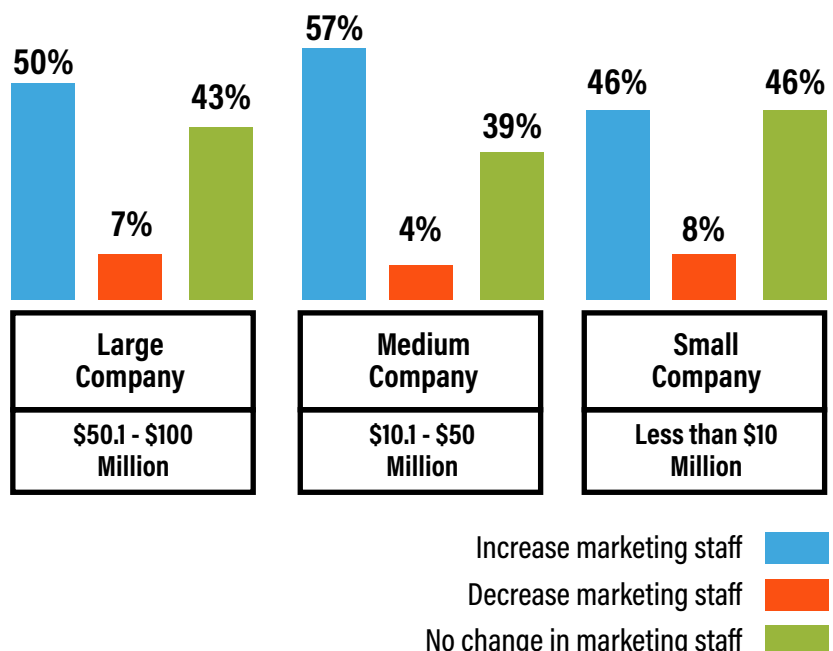
As they continue to grow, medium-sized companies – those with annual revenue between \$10.1 and \$50 million – will do the most hiring (See Figure 17).

The biggest factor impacting hiring is company growth, by 52 percent of respondents. On the other side, companies planning to reduce marketing staff or maintain staff at current levels cite market conditions and budget cuts as the main reasons for not hiring additional marketing staff.

Impact of Talent Strategy on 2017 Marketing Teams
Figure 16



2017 Hiring by Company Size (based on revenue)
Figure 17



Increase marketing staff ■
Decrease marketing staff ■
No change in marketing staff ■

KEY FINDING: DIGITAL MARKETING SKILLS ARE STILL HIGHEST IN DEMAND

Advertising and Content Marketing are fueling the expanding influence of Digital Marketing

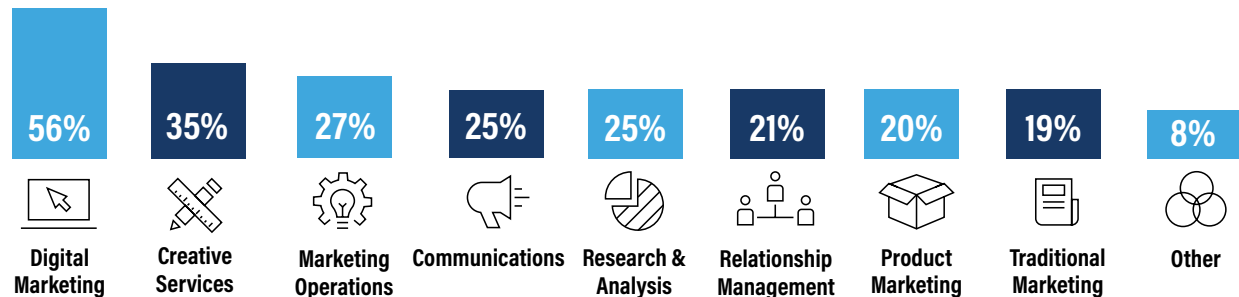
Of those who are hiring this year, **56 percent will hire professionals with digital marketing expertise which includes those who work in content creation and curation, mobile, social, SEO/SEM and lead generation.** The second highest area of hiring is creative services, which came in at 35 percent. Those in creative services may specialize in web design, User Experience (UX), graphic design or copywriting, to name a few. We first reported the growing expansion of digital marketing in our 2016 report, and expect it to continue into the foreseeable future. Traditional marketing will once again be in least demand which could be evidence of increasingly blended roles. Traditional marketing includes print, broadcast,

direct mail and traditional advertising. The evolution of digital tools and proliferation of social media have created a world of two-way communication with buyers which stands in stark contrast to the days of one-way, push communication. There is no doubt digital marketing will constantly evolve as new tools are developed (See Figure 18).

Regardless of the job title or function, employers look for candidates with digital marketing skills. This is especially true within communications and creative services but is also important in specialties where digital has historically not been required such as in traditional marketing and market research (See Figure 19).

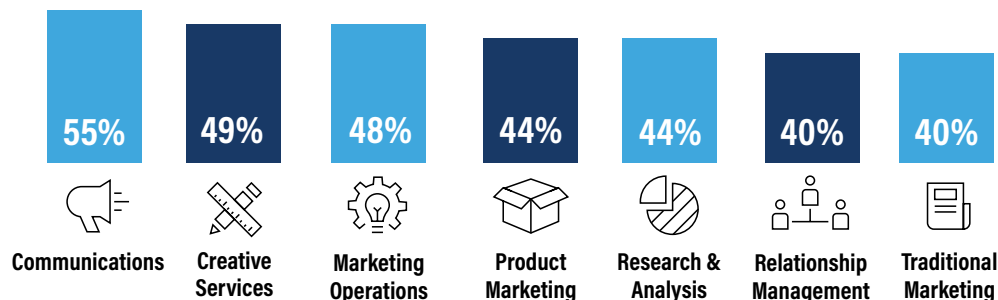
2017 Demand for Marketing Talent by Function

Figure 18



Importance of Digital Marketing Skills Across Marketing Functions

Figure 19



** Percentage responding 6 or 7 (on 7-point scale).

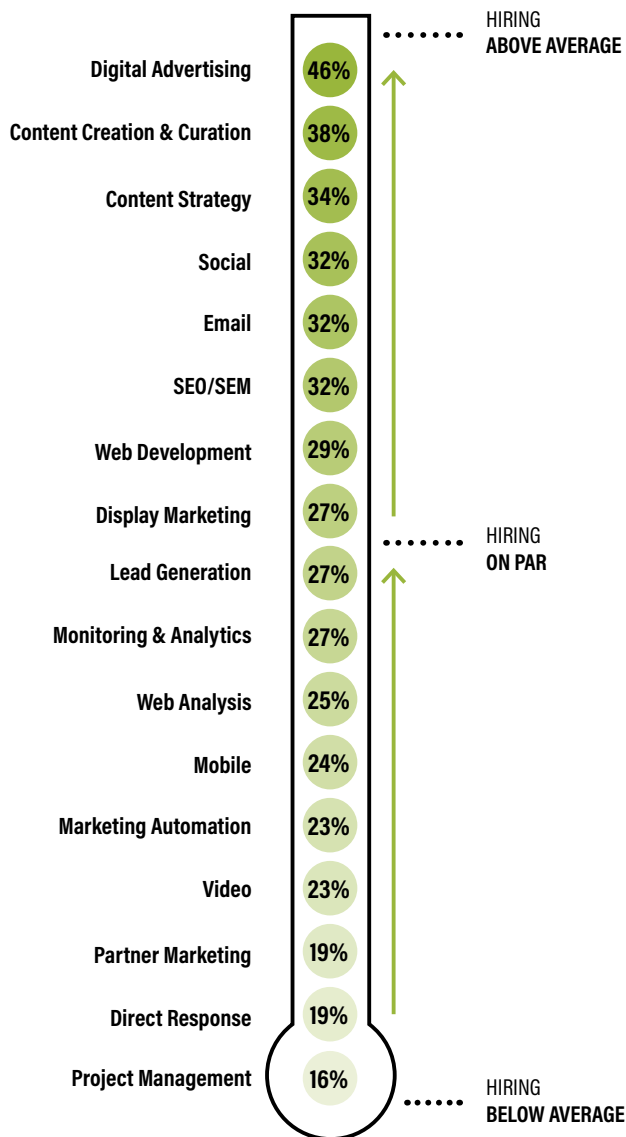
** Respondents could select more than one option.

Amongst digital marketing skills, digital advertising and content creation, curation and strategy are highest in demand (See Figure 20). In creative services, the most in-demand skills are graphic, web and visual design, and copywriting (See Figure 21). Social media, email and Search Engine Optimization (SEO) were close behind, signaling the importance of an overall digital media strategy.

These digital marketing skills are necessary for today's high-tech environment. Marketers must be able to create engaging and educational content that can cut through the noise to reach stakeholders. Design also plays a key role in customer engagement. Clean, organized web design for example, will go a long way in making sure a message gets received.

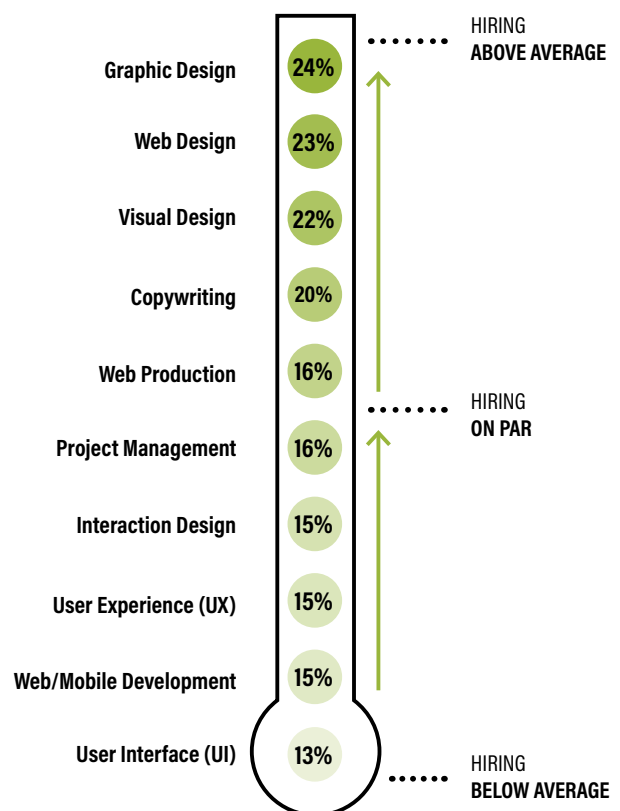
2017 Demand for Skills Within Digital Marketing

Figure 20



2017 Demand for Skills Within Creative Services

Figure 21



** Respondents could select more than one option.

** Charts represent where hiring is above, on par, or below all digital marketing and creative specialties.

KEY FINDING: THE SEARCH FOR DIGITAL MARKETERS WILL BE TIGHT

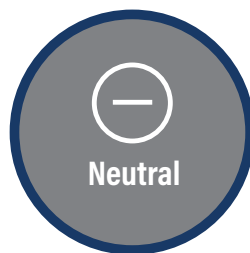
Companies must understand what motivates marketers to consider a career change

2017 is a great year to be a digital marketer. **Digital marketing remains the most hired for area of expertise in marketing (56 percent) (See Figure 18, page 13) with only a fraction of digital marketers actively looking for new opportunities.** Hiring managers should always be looking for marketers with digital skills so they have a pool of talent to tap into when a need arises, otherwise they may have a hard time finding the right candidate on short notice. The hiring landscape among other marketing functions, though not as extreme, still presents challenges and opportunities for job seekers and hiring managers alike.

To quantify the supply of marketing talent in 2017 we asked respondents to describe the status of their job search



**Look for new jobs
at least weekly**



**Look for new jobs
occasionally**



**Minimal effort
into job search**



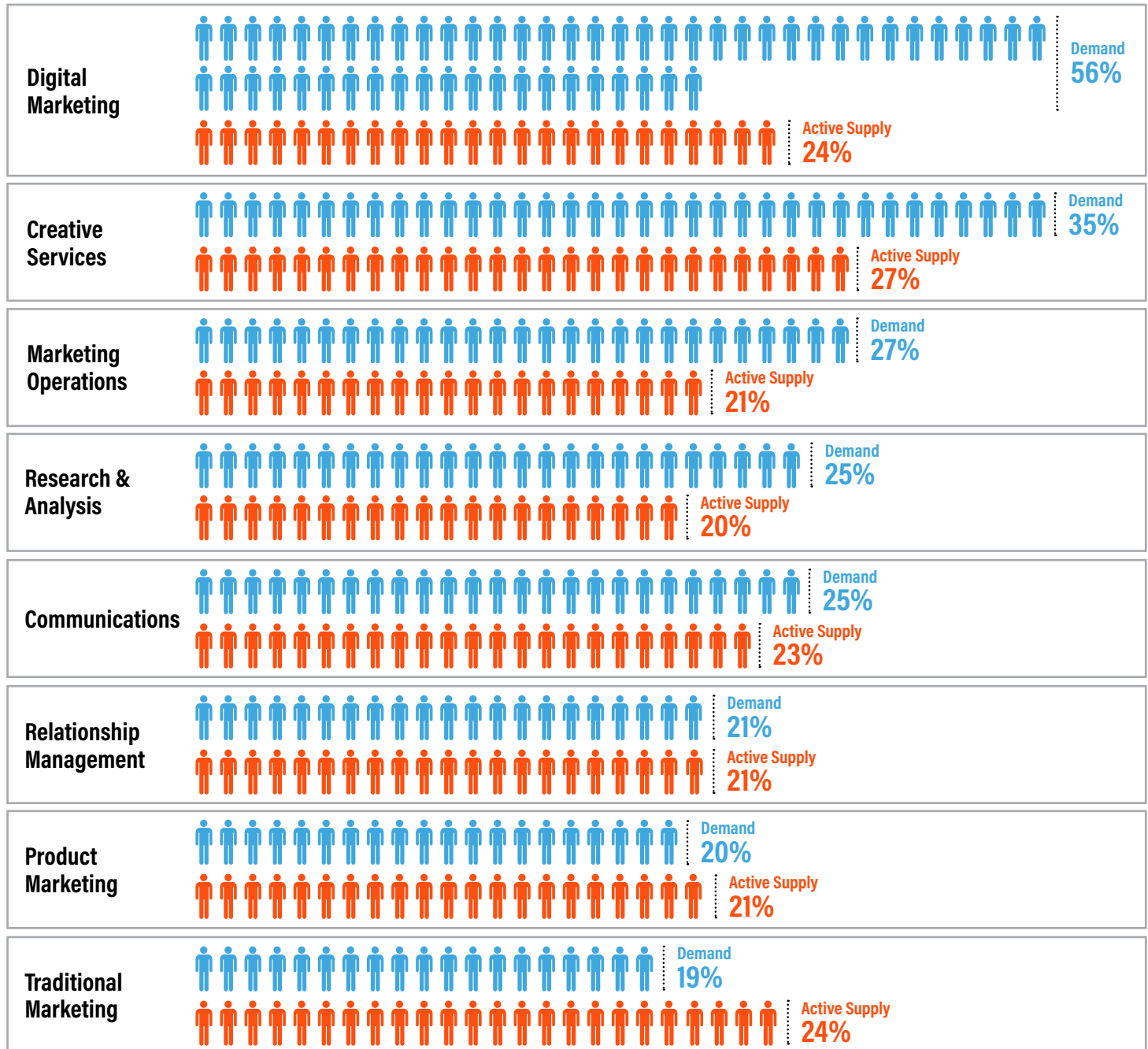
**Not looking
at all**


We then compared the supply, those who reported at least occasionally searching for new job opportunities, with the demand for each area of marketing expertise (See Figure 22).

2017 Hiring Landscape by Marketing Function

Demand for Marketing Talent and Available Supply of Active Job Seekers

Figure 22



 Percentage of positions that will be hired for in 2017

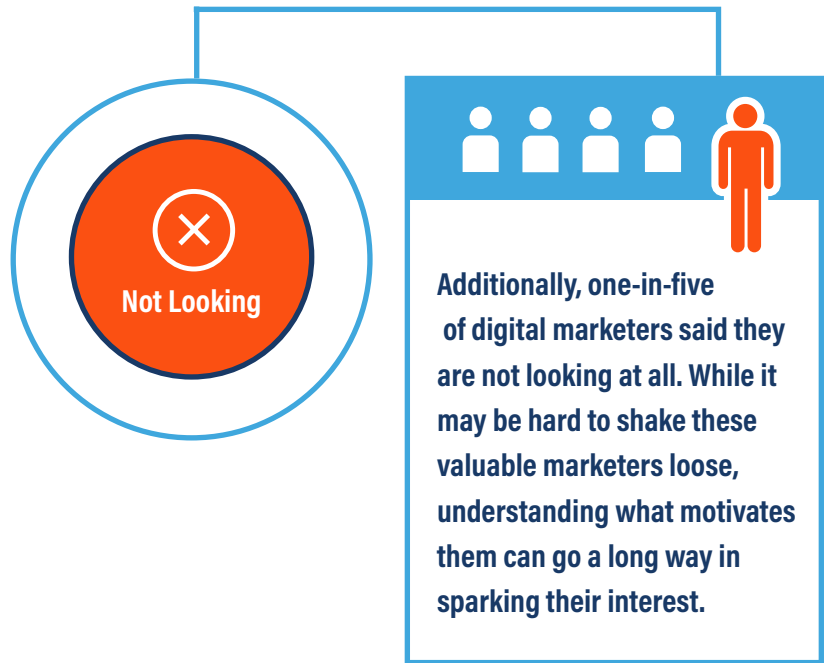
 Percentage of marketers actively searching for new opportunities  = 1%

Demand exceeds the active supply of talent in all but three functional areas of marketing (Relationship Management, Product Marketing, and Traditional Marketing), suggesting successful companies will employ advanced sourcing and recruiting tactics to tap into neutral talent pools. Nowhere is the talent shortage more apparent than in Digital Marketing where demand is more than twice the available supply.

Effective positioning of company values and culture will also help garner attention. Attract the best candidates by highlighting perks and benefits that are important to each cohort. *See the next section to learn more about their motivation for switching jobs.*

In situations where supply exceeds demand, job seekers should find ways to market themselves to potential employers and stand out from their peers. Marketers across all functions can strengthen their resumes and LinkedIn profiles by quantifying their impact.

In all other marketing functions – communications, traditional marketing, product marketing, research & analysis, relationship management and marketing operations – the markets are mostly saturated. It won't be hard to find a candidate but it may take time to weed through the excess to find the shining stars. Hiring managers should brush up on their interview skills – know what to look for and equally important, what to watch out for – and keep an eye out for marketers with digital experience to augment their teams.



Marketers in high-demand fields:

Know your worth. Make sure you can back up your resume with concrete examples, and wherever possible illustrate your impact on the bottom line.

Job seekers in a crowded job market:

Figure out what it is that you do better than anyone else, and promote it. Use the things that differentiate you as a creative professional to market yourself, not your daily tasks and responsibilities.



KEY FINDING: SALARY INCREASE IS MAIN REASON MARKETERS WOULD SWITCH JOBS

Companies can entice certain candidates with benefits and perks

Three-out-of-four marketing professionals are at least passively looking for a new job (See Figure 23) and 93 percent would consider a new position if the right opportunity came along (See Figure 24). This is great news for companies looking to expand their marketing teams. With so many people considering a job switch the pool may be large but organizations will still need to offer perks such as flex time or telecommuting options to make them more appealing.

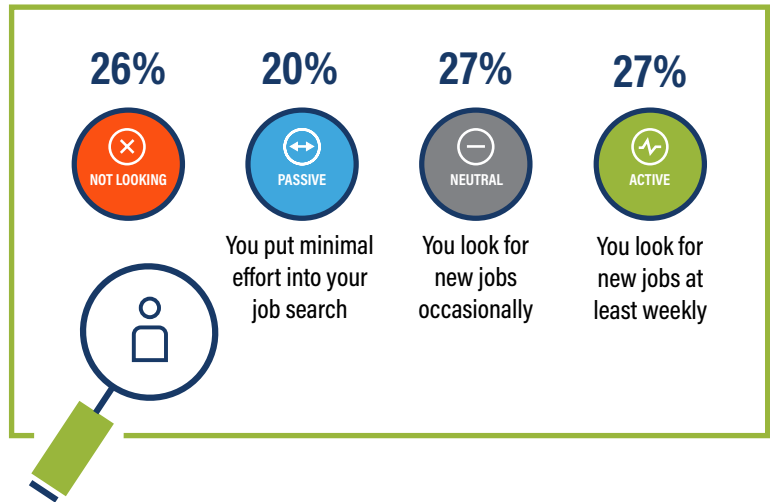
Regardless of job search status, 45 percent of respondents cited salary increase as the primary motivation for considering a job change, another 25 percent said career advancement was also an important consideration (See Figure 24).

Marketing function had no bearing on whether someone was looking for a job. Results were similar across the board.



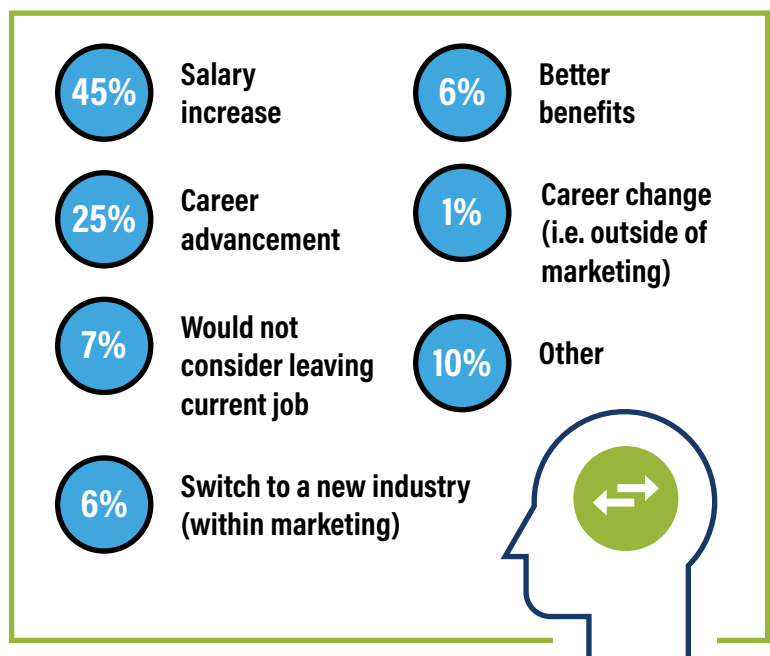
Job Search Status

Figure 23



Motivation for Switching Jobs

Figure 24



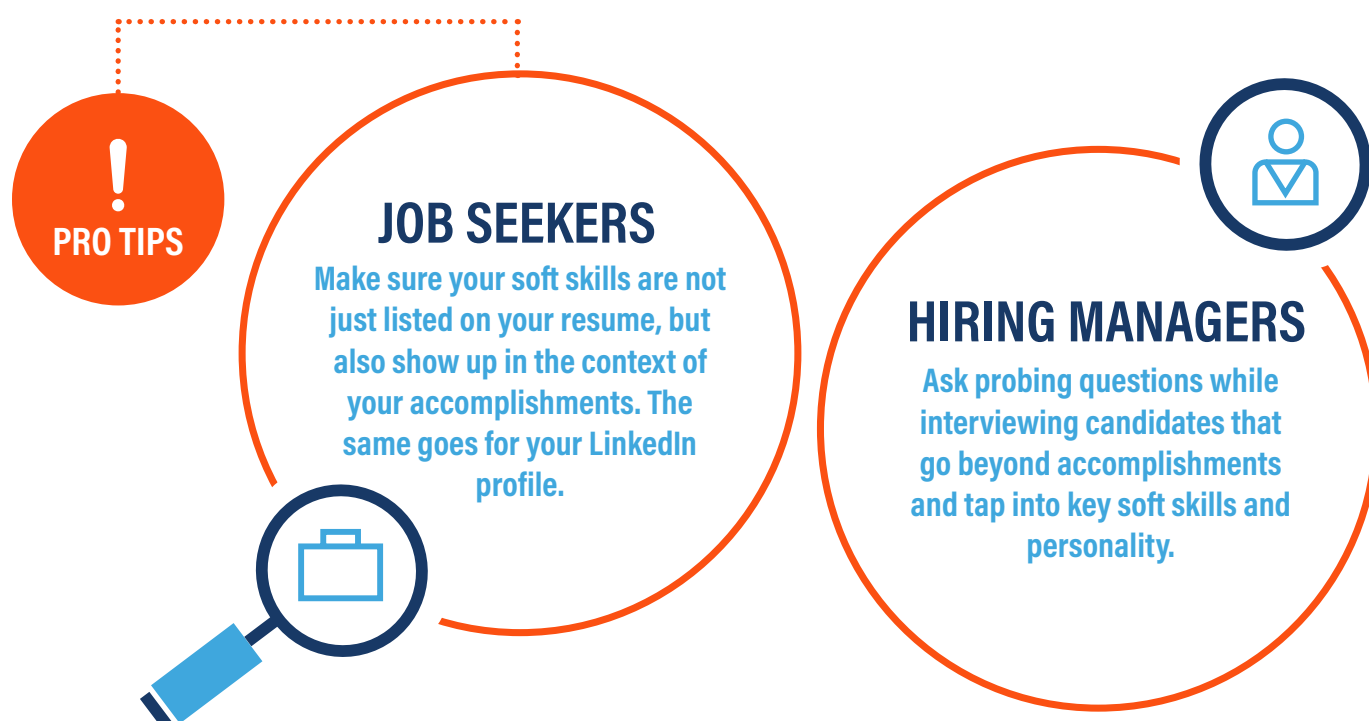
THE IMPORTANCE OF SOFT SKILLS

A candidate's soft skills continue to be important to hiring managers as they are often a leading indicator of cultural fit. **This year, employers will be looking for those with exemplary communication skills and problem-solving ability.** Therefore, job seekers would be well served to illustrate these skills on their resumes and LinkedIn profiles. Analytical thinking skills, which ranked third last year, has fallen in importance (See Figure 25).

The Importance of Soft Skills

Figure 25

Item	Overall Rank	Lowest Rank					Highest Rank				
Communication Skills	1	●	●	●	●	●	●	●	●	●	●
Problem Solving Skills	2	●	●	●	●	●	●	●	●	●	●
Personality	3	●	●	●	●	●	●	●	●	●	●
Cultural Fit with Organization	4	●	●	●	●	●	●	●	●	●	●
Analytical Skills	5	●	●	●	●	●	●	●	●	●	●
Education Level	6	●	●	●	●	●	●	●	●	●	●
Rank Distribution											



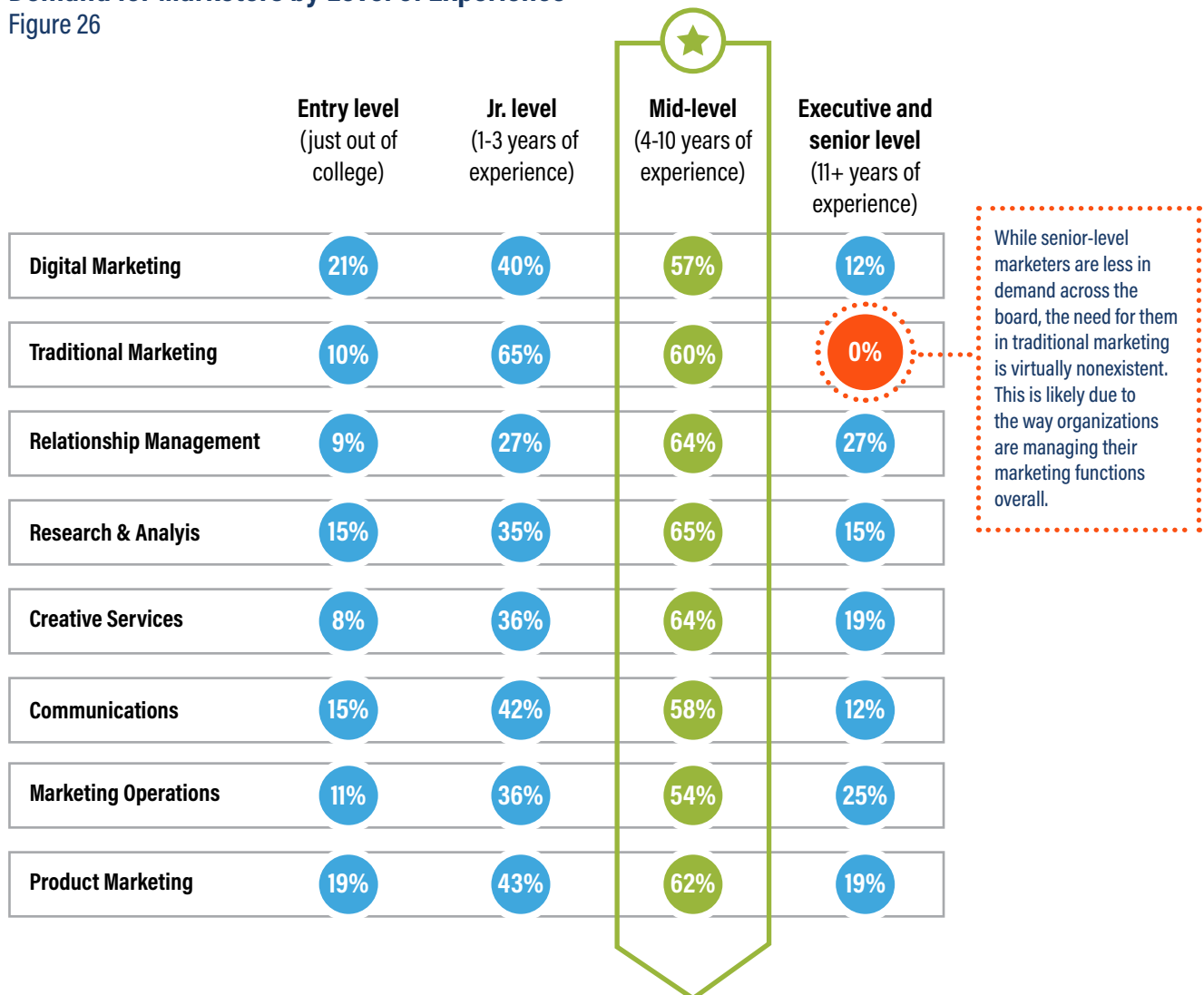
KEY FINDING: MID-LEVEL MARKETERS ARE MOST IN DEMAND

Real World Experience Matters

When hiring marketing professionals in 2017, employers are placing more value on real-world experience (See Figure 26). Those at entry level or just out of college are less in demand than those with one to three years of experience and those with four to ten years of experience. This holds true across all marketing disciplines. **Organizations that want to hold on to these in-demand workers should offer perks and benefits that matter to them.** Those at the senior and executive levels are less in demand, likely due to there being fewer positions available at these levels and higher salaries.

Demand for Marketers by Level of Experience

Figure 26



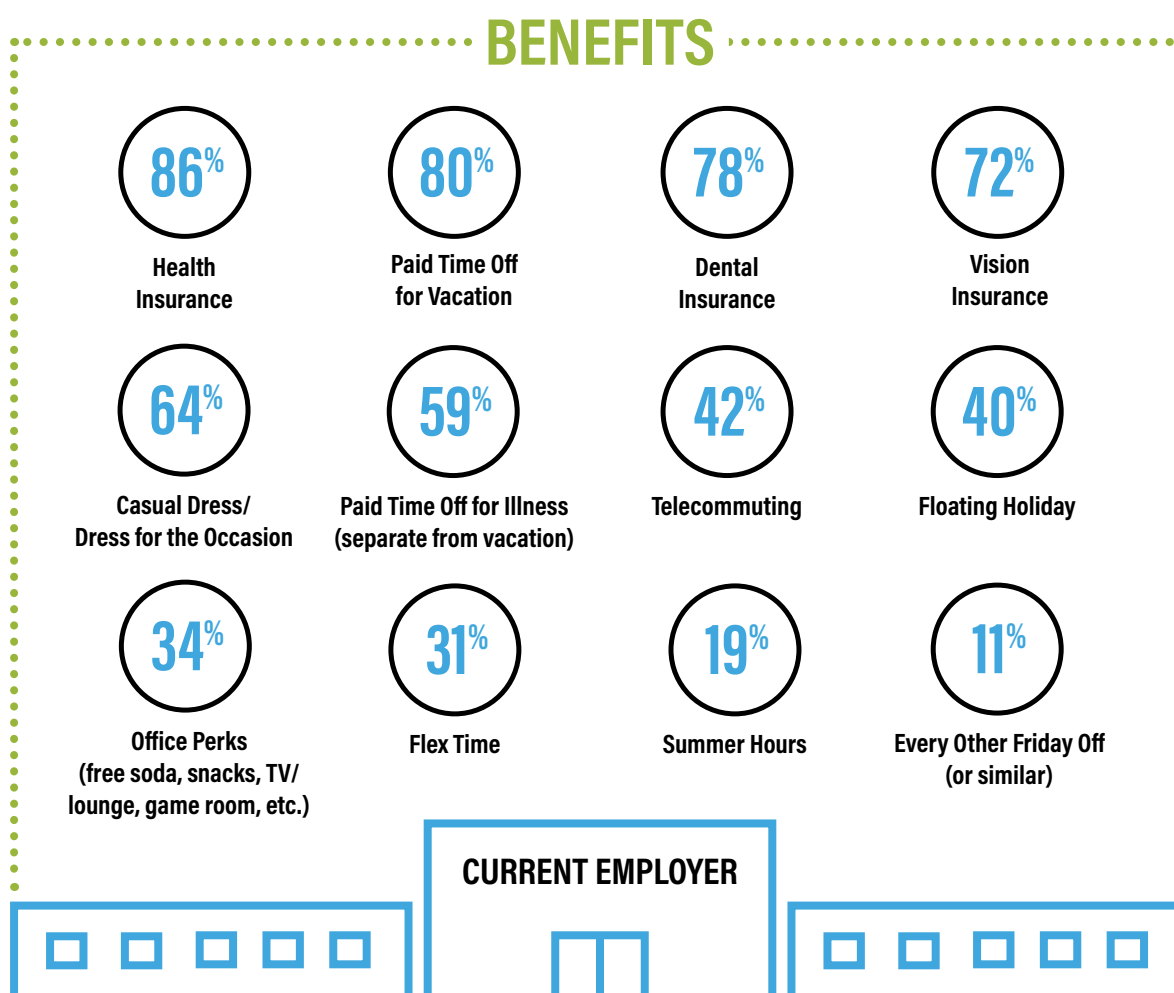
KEY FINDING: MARKETERS SEEK FLEX TIME AND TELECOMMUTING OPTIONS IN ADDITION TO HEALTHCARE

What Matters Most to Job Seekers Depends on Experience Level

Overall, 64 percent of marketing professionals are satisfied with the benefits package offered by their employer. This grows to 70 percent when healthcare options are included as part of the package. Companies that do not offer health insurance can still maintain a high level of satisfaction with their benefits package if they offer flex time and telecommuting. This suggests some workers are willing to seek alternatives to health insurance in exchange for some flexibility in their schedule and working conditions (See Figure 27).

Benefits Offered by Current Employer

Figure 27





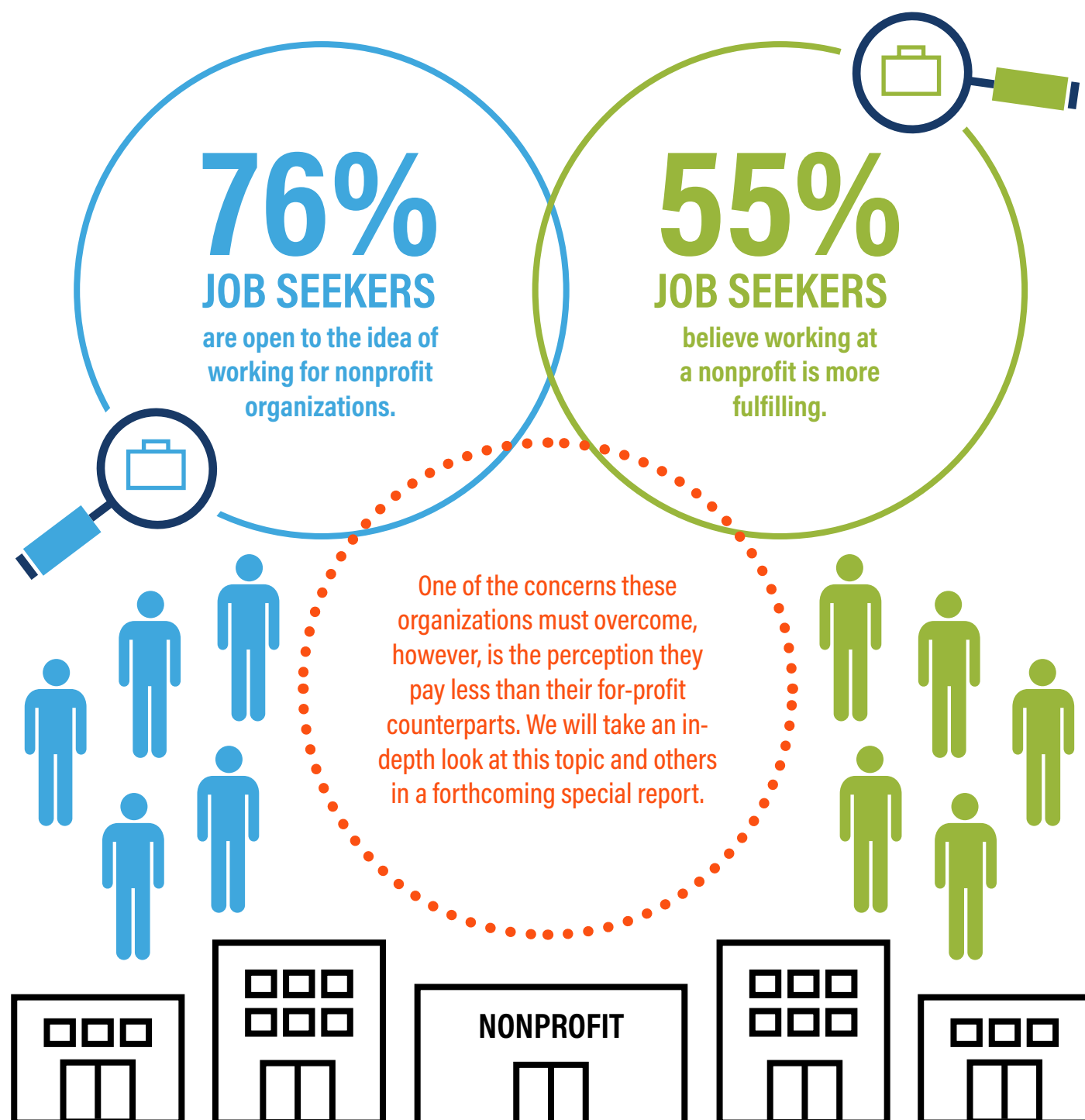
Marketers value the ability to work from home on occasion to help ease a lengthy or stressful commute and to balance their personal and working hours (i.e. telecommuting). This is especially true for those with more than 10 years of experience. Those who are just entering the workforce also value the ability to balance their work and personal time but prefer to do it through other “perks” such as every other Friday off (or similar), floating holidays, summer hours and personal trainers on site or exercise time. Those new to the workforce also find value in office perks such as free snacks and beverages, a TV/lounge area, etc. As a hiring manager, it’s important to know what candidates want so you can use this to your advantage when recruiting Millennials and those with four to ten years of experience.

We do see some differences in benefit preferences within certain marketing functions. While companies aren’t likely to offer benefits based on employment status or job function, emphasizing various benefits based on current employment status or marketing function may be beneficial in recruiting and/or “selling” the job to a candidate for a specific role.

Across the board, paid time off for vacation and separate time off for illness, and options for telecommuting and flex time are most in demand by marketers across all industries including consumer products, healthcare and advertising. This holds true whether they specialize in traditional or digital marketing, creative services or even relationship management.



GOOD NEWS FOR NONPROFIT MARKETERS AND ORGANIZATIONS ALIKE!





McKinley Marketing Partners has been placing marketing and creative talent at organizations of all sizes and across a variety of industries for more than 22 years. Known as "Masters in the Art of Recruitment," we use a multi-layered, human approach that allows us to better understand our candidates and deliver these experienced professionals to our clients, quickly.

We have been twice recognized by Inc. Magazine as one of the fastest growing private companies in the U.S. and we have also been consistently recognized as a top staffing company by multiple outlets including both the Washington and Dallas Business Journals.



Contact us to learn more about this year's hiring trends.