



MATT BAILEY

mashro

WHAT TO LOOK FOR IN THE

21st Century Marketer

The EVOLUTION of TECHNOLOGY is one of **promise** and **opportunities** for **EMPLOYEES**



Trends, cultural shifts and **customer behaviors** are evolving at an alarming rate, which is presenting an opportunity for employees to hold companies to a higher standard.

Today's employees are expecting greater transparency and work flexibility. While employees might think they have all the power, companies are now left looking for a new kind of worker, balancing the scales within the workplace.

Companies need employees who not only possess technical skills needed to perform the duties of the job, but they also need employees who think creatively, collaborate and adapt to change¹. Since the pandemic, jobs in the digital and media space are booming. This means that different skills and roles are now more in demand for marketing departments. For example, search engine optimization (SEO) is becoming more of a priority. So, many companies are looking for skilled employees to do these in-demand jobs².

The Evolution of Marketing Skills

With the rise of artificial intelligence and marketing automation, hard skills are not enough to be considered valuable in the workforce. Creativity, adaptability and collaboration will always be needed. Companies are now looking for employees who understand the story behind the data while being able to create personalized and on-demand marketing that will be seen in a crowd. While 72 percent say they can track revenue, only 25 percent are somewhat confident in their reporting ability, according to a Nielson report³.

The value of particular disciplines will start decreasing as society moves into the 21st century.

According to LinkedIn Talent Trends, 5,000 talent professionals in 35 countries value:

91% SOFT SKILLS

72% WORK FLEXIBILITY

25% ANTI-HARASSMENT

53% PAY TRANSPARENCY



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The following PREDICTIONS are based on Marketo's research⁴.

	2025	Now	Change
Artificial Intelligence / Machine Learning	60%	6%	54%
Neuromarketing / Buyer Behavior	52%	8%	44%
Customer Experience (UX / UI)	66%	35%	31%
Experiential Marketing	39%	15%	23%
Analytics, Data & Insights	71%	52%	19%
Influencer Marketing	33%	21%	12%
Marketing Technology & Operations	41%	33%	8%
Programmatic Buying	22%	16%	7%
eCommerce	24%	22%	2%
Web / App Development	30%	31%	-0.4%
Shopper Marketing	6%	8%	-3%
Segment Marketing	28%	37%	-10%
Telemarketing	0.8%	12%	-12%
Market Research	24%	35%	-12%
Digital Marketing & Media	52%	73%	-21%
Content Marketing	39%	63%	-24%
Public Relations / Corporate Communications	15%	44%	-29%
Social Media Marketing	34%	66%	-32%
Field Marketing & Events	7%	41%	-34%
Product Marketing	14%	48%	-35%
Generalist Marketing	13%	65%	-53%
Other	0.5%	0.5%	0%



There has been a move **from traditional marketing**,
to **established hard skills** and **now to emerging soft skills**.

This move makes it harder for companies to understand the types of employees needed to create a marketing team positioned to succeed.

Traditional Marketing

Branding
PR
Product Strategy
Product Marketing
Product Management
Business Goals
ROI

Established Hard Skills

Digital Analytics
Content Marketing
Digital Advertising
Social Media Marketing
Conversion Rate Optimization
SEO
Email Marketing

Emerging Soft Skills

Customer Experience (UX)
Marketing & Sales Collaboration
Media Targeting
Campaign Stack Management
Customer Data Management
Dev. Ops. (Business Acumen)
Apply Data to Action

Therefore, the skills in high demand include creativity, persuasion, collaboration, adaptability and time management. The 21st-century marketer needs to be able to apply the following into their day-to-day:

- Strategic thinking
- Critical and creative thinking
- Communication
- Influence and persuasion
- Storytelling

At the same time, this new kind of marketer is going to have to use different kinds of skills, such as the following:

- Collaboration with key stakeholders
- Management of cross-functional workflows
- Ability to persuade and understand sales-selling
- Capability to create tactics from strategy
- Proficiency in data to make decisions

But while the skills needed have been identified, it isn't easy to find them in employees. Everyone has a unique way of conceptualizing information, which is why careful evaluation is needed to attract this new kind of marketer.



Right Brain + Left Brain Thinking

The **LEFT SIDE** of the brain concerns **logic**, such as **science** and **mathematics**.
The **RIGHT SIDE** performs tasks geared towards **creativity** and the **arts**.

According to Daniel H. Pink, the right brain person will rule the future. He talks about this in his book titled, "A Whole New Mind." Pink believes that the future belongs to those whose abilities include art, inventing and storytelling.

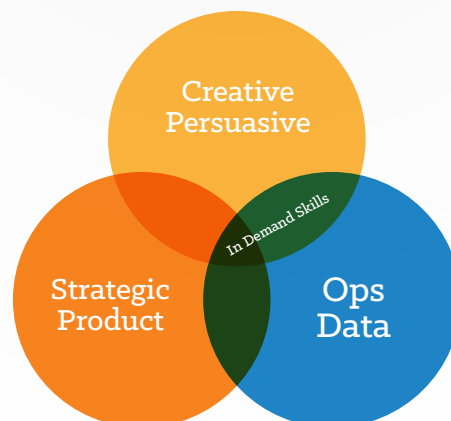
While Pink has a point, the picture he paints is a lot bigger than the creative. Marketers must learn left brain tactics in order to perform right brain tactics. A complete right and left-brain approach is imperative because there needs to be a mix of creative and critical thinking.

The graphic to the right demonstrates how marketers need to understand strategy and brand, creative and persuasive, and operations and data. The skills in demand are where Pink makes his point.

The types of issues and challenges arising today include a massive amount of complexity. The approach to solving problems cannot be a linear one, so creative thinking will become the norm for many companies as society moves into the 21st century.

Storytelling is natural for a right brainer. They are not afraid to capitalize on the meaning of the story behind a piece of static data. They will be able to generate emotion behind their innovation by sharing stories to demonstrate a new way to tackle a challenge, thereby connecting with their audience in a personal way.

Left brain thinking will still be needed in order to implement the task. However, **marketers need to exercise those creative muscles** by thinking of new paradigms to connect the dots of our modern world. This will create a **marketer who is willing to take risks** and will look for the reason to understand "why."



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Creativity & Omnichannel Marketing

According to Forbes, IBM found that **omnichannel marketers outperform their peers by 20 percent** in revenue, profit and market share⁵. Omnichannel marketing includes a multichannel approach, but it looks at the **engagement holistically** to provide a **good user experience**.

Omnichannel marketing is the ability to personalize across all channels. This means that marketers need to understand how an individual interacts across platforms while customizing each person's experience. Therefore, marketers must see the bigger picture to provide a truly innovative experience to prospects and customers.

Every company should have its own omnichannel experience and include key stakeholders, such as product, marketing, sales and customer support. Marketing for the 21st century will include collaboration across departments to understand the complete experience a customer can have with a company.

While artificial intelligence, chatbots and virtual reality are increasing in use, marketers must be able to understand how and why they are being used in order to incorporate the soft skills into their day-to-day. Once marketers know how to think about data and creatively apply it, regardless of the technology used, they will be able to drive revenue through omnichannel marketing.

Similar to learning analytics, such as open and click-through rate, a marketer can apply that knowledge across multiple technology platforms. The channels that are being used to execute the marketing campaigns will be dominated by high-performing marketers that are skilled in

answering the "why" and "how." These types of marketers are the true idea drivers and will be the ones in high demand.

Creativity is difficult to automate, so it's extremely valuable. Since technology evolves at a rapid pace, marketers must also respond at a rapid pace. Therefore, the way a company collaborates will play a role. The marketer must be able to make quick decisions, take risks and leverage strategic thinking to respond to the demanding needs of a technological environment.





The Power of Flexibility & Agility

Technology has taken work beyond the office. Now employees can conduct their job duties wherever and whenever they want, which can be good and bad. While flexibility can improve retention, it can also present problems with collaboration and culture.

Therefore, companies are adopting technologies like instant messaging platforms to meet the demands of today's workplace. By understanding what's needed to provide flexibility without sacrificing collaboration, companies will be able to create a successful and agile work environment.

But agility can come in many forms, as it's more than providing a flexible work environment for employees. Agility is not only expected of the employer, but it's also expected of the employee. An agile and change-ready worker and organization can quickly adapt to the changing circumstances that technology provides. A company geared toward agility innovates rapidly and immediately creates products and services to meet the needs of customers.

For example, when the economy was undergoing some changes in the 1990s and 2000s because of technology, companies were reevaluating what was necessary to balance growing responsibilities. This was the time when mobile technology was first introduced.




 A low-angle shot of a modern glass skyscraper with the word 'NOKIA' in large, white, three-dimensional letters mounted on its facade. The sky is blue with some clouds.

NOKIA

An Inability to Change

Nokia Corporation was **once a market leader** and increased 150 percent between 1996 and 2000. And while revenue was up 503 percent, it came at a cost. Managers at Nokia's main development centers found themselves **unable to dedicate time and resources to innovation** because of the pressure for short-term results.

Software was taking precedence over hardware, and the **management team was struggling** to find a response to the changing environment. Nokia and its employees lacked the skills and inclination to engage with this new way of working.

As a result, Nokia began to collapse not because of Apple, Google and Samsung. The **company collapsed from within** before any of these companies entered the market due to its inability to change in a decisive and committed way⁶.

How employees work with each other and adapt to the changing needs of the environment will determine the success of a company. With technology like artificial intelligence and marketing automation, it's becoming easier for marketers to focus more on the strategy and less on the tactics. Those strategies need to include an alarming amount of creativity. This skill is not the ability to create beautiful art and design; rather,

it's a skill that incorporates problem solving into their day-to-day. This is the time for marketers to make sense of what is happening with technology and their customers while developing new mindsets and strategies.

Marketing teams need to include flexible roles and be open to changing responsibilities. They need to be empowered to make quick and calculated decisions

while utilizing creative problem solving. By looking at what is needed holistically and seeing patterns in behavior, a marketer will be able to understand what is needed for multichannel integration and a great customer experience.



Entering the 4th Industrial Revolution

There are **many people who worry about the future of the workforce** because of technology. Many **economists point out** how the **Industrial Revolution** during the 18th and 19th centuries did not lead to widespread suffering, but it was a **tipping point**.

The growth that happened only a few hundred years ago was on an entirely different scale than it is now. Some economists are predicting that we may be at an even bigger change compared to the potential profitability and productivity of the future with new technology.

Both the first and fourth Industrial Revolution of today impacted manufacturing at the beginning. By substituting technology for workers, U.S. manufacturing productivity roughly doubled between 1995 and 2015. And while manufacturing output was and is increasing, employment around

1980 has been declining since 1995. Those whose jobs didn't change in the first Industrial Revolution are about to find some changes⁷.

The fourth Industrial Revolution is going to impact just about every industry. While jobs will be impacted, new jobs can be created because technology makes new products and services.

According to LinkedIn Talent Trends, 76 percent of hiring managers think that the fourth Industrial Revolution will have an impact on recruitment⁸. Therefore, new skills are required for employees to stay competitive in the job market.

Technology will never incorporate the human element in reaching an audience on an emotional level. Creative intelligence is that which emerges when you combine intellect with imagination. It incorporates a capacity to analyze problems while coming up with solutions that are truly unique. This is something that simply cannot be replaced with technology.



The HARD Move to Soft Skills

It can be **difficult for companies** to evaluate if an employee has soft skills. In fact, only **41 percent of employers** have a formal process to assess soft skills³.

So how are companies going to know if a marketer can utilize soft skills within their day-to-day?

For starters, they can evaluate a potential employee during the interview process by asking behavioral and situational questions. However, the problem with focusing on an interview process for soft skill assessment is that a candidate can come well-prepared with rehearsed answers. There are other, more informative methods to leverage when evaluating employees, such as certifications. The Online Marketing Certified Professional (OMCP) certification verifies if the marketer has up-to-date knowledge, education and experience in the industry.

The Online Marketing Certified Associate (OMCA) certification verifies knowledge of digital marketing concepts and demonstrates understanding of general practices across marketing disciplines. The exams for these certifications are written by industry leaders and published authors. More than 800 colleges, universities and training providers teach to OMCP standards to shape the skills of marketers entering the workforce.

Studies have shown that marketers' digital skills and abilities have either become stagnant or decreased between 2020 and 2021⁹. This has become a worry for companies because of increasing updates in analytics platforms and new complexities surrounding cookies. It may make it harder for marketers to analyze their data and improve work overall. Now, it is noticeable that there is a need for broader skill sets.

The organization takes a deep look at job postings and does extensive interviewing of hiring managers to see what's in demand. They noticed that while interviewing hiring managers about hard skills, their first answer was almost always about a need for soft skills. The following is what Michael Stebbins, chairman of OMCP, put together on how hiring managers can approach developing talent.



Talent Development Model

Require & Test

ESTABLISHED HARD SKILLS

- #1 Digital Analytics
- #2 SEO
- #3 Digital Advertising
- #4 Content Marketing
- #5 Social Media Marketing
- #6 Conversion Rate Opt.
- #7 Email Marketing

Interview & Hire

SOFT SKILLS & EXPERIENCE

- #1 Ability to Persuade
- #2 Data > Decisions
- #3 Writing Skills
- #4 Traditional Marketing
- #5 People Skills
- #6 Strategy > Tactics
- #7 Other Hard Skills

Train & Develop

EMERGING (HARD-TO-FIND) SKILLS

- Customer Experience (UX)
- Marketing Automation
- Programmatic (Media Targeting)
- Martech (Marketing Stack Management)
- Customer Data Management
- Dev Ops
- Big Data (Dta Sci.) Marketing

The organization believes that hiring managers should first test and require established hard skills to make sure the marketer can meet best practices.

For example, what are the basic components of a landing page? What are the functions of a content management system? Then, companies should hire for experience and soft skills. The emerging hard skills are what they should train and develop.



Hiring managers are learning to use **standard testing** to measure **established best practices**, and to use interview techniques to ensure the critical soft skills are evident. With those in place, managers can **invest in training**, whether internal or outside, to develop the newest **hard skills for emerging practices**.



MICHAEL STEBBINS
CHAIRMAN OF OMCP

Training is the new competitive advantage for employees and employers. Now that the market provides digital marketing courses, training has become increasingly important. When a company has OMCP certified marketers, it increases productivity, execution and efficiency. After looking at the Nokia example and what's coming with the fourth Industrial Revolution, companies need to be smart about their hiring decisions and understand how

to train their employees to be ready for what tomorrow brings. Marketers need to have soft skills coaching with hard skills content.

The 21st-century marketer needs to understand the bottom line of the business, how to gain the return on investment and how to incorporate other channels to develop stronger marketing campaigns. The marketer of the future needs to understand how it all fits together.

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