

\$997

EXECUTIVE GUIDE

2012 Executive Guide to Marketing Personnel

**LEADER
SERIES**

**Benchmark research and insights
on attracting, managing, developing
and retaining key players**

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2012 Executive Guide to Marketing Personnel:

Benchmark research and insights on attracting, managing, developing and retaining key players

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2012 Executive Guide to Marketing Personnel

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Dear Executive:

This book marks a new event in our series of Benchmark Reports. It was born out of a conversation with major marketing leaders around the world. During this conversation, I discovered that **many leaders in different industries wrestled with the problem of building an ideal marketing team.**

It is difficult to find effective marketers. It is difficult to **hire them.** It is difficult to **develop them.** And, it is hard to **retain them.** So how do we, as senior marketing leaders, overcome these formidable challenges? This question defines the *2012 Executive Guide to Marketing Personnel*.

In this study, we **interacted with more than 1,600 organizations**, we **singled out their top performers**, we **benchmarked their key attributes**, and we **asked penetrating questions** about their motivations and aspirations. This dialog has led us to fascinating insights, and has helped to answer some of our most pressing questions:

- How do marketing departments **incentivize for performance**?
- Do assessments **address the core competencies** necessary for the marketer's role?
- What are the **key attributes** that lead to a successful performance?
- How do marketing leaders make sure the **right person is in the right position**?
- How do marketing leaders **identify and manage** intangibles such as character?
- How do marketing leaders rank their **department's competency level**?
- How do marketing departments implement a **long-term employee development** program?

In addition to more than 65 questions like the ones above, we **"drilled down" on specific roles within the marketing department.** We identified essential attributes and average compensation levels for key positions such as:

- Marketing Executives and managers
- Branding Specialists
- Analytics/Research Specialists
- Content Specialists
- Website Specialist
- Search Specialists
- Email Specialists
- Direct Mail Specialists
- Social Media Specialists

This process was guided by our lead author, Dr. Chuck Coker. Dr. Coker has **taught on four continents** and lectured at universities like Auburn, Harvard, and Moscow State. He has developed more than **50 training programs**, and has written more than **35 books and manuals** in the field of human capital. In addition to attaining the designation of **Senior Professional Human Resources** he holds **two doctorates** and more than **30 years' experience**, Dr. Coker is considered one of the world's leading experts in maximizing employee performance.

In 2006, I hired Dr. Coker to lead the Human Capital development group within MECLABS, the parent company of MarketingSherpa. It was a fortuitous moment. With Chuck's help, we now compile more than 100 pages of assessment data for every new hire in our organization. **He has helped us develop a highly scalable, carefully benchmarked, people-first research institution.** His work has been invaluable.

Dr. Coker is unique in that his academic rigor is so **grounded in practical real-life experience**. He is the father of nine children (surely he has learned something about building a team). He is a former U.S. Marine Corps Officer and pilot, 9th degree Black Belt as well as past chair of the President's Council of the National Speaker's Association.

I have learned a lot from Chuck, and **it is without reservation that I can recommend his work**. With more than 30 years of research and teaching, and with the help of the MECLABS Research and Sciences teams, he has compiled **the most comprehensive research report in the field**. I trust you'll find the data relevant, rigorous, and especially actionable.

Dr. Flint McGlaughlin
Managing Director
MECLABS

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EXECUTIVE SUMMARY

Today, the average tenure of a CMO is 28 months. Likewise, the average marketing practitioner stays in his/her position for a mere 20 months. These statistics naturally evoke questions about why most marketers don't maintain their jobs longer, making us wonder if there is anything that can be done to remedy the problem, or if turnover is just one symptom of deeper, underlying issues.

Within the pages of the *2012 Executive Guide to Marketing Personnel* we examine the substance of these challenges as we take on the primary issue facing marketing departments today – the human factor.

In this groundbreaking report, **we have culled the insights from more than 1,600 marketers to formulate the most extensive study in the industry.** You can use this original research to benchmark your organization's practices against peers and competitors, and learn top tactics and strategies to optimize your department's performance.

Through our analysis of the 2012 Marketing Personnel Benchmark Study results, common themes became apparent, as marketing leaders continue to look for new approaches and skill sets that result in performance excellence.

However, the underlying theme for success always seems to come down to one common denominator – people. As you review our study participants' responses, we will share their collective knowledge to help you address key people issues and ensure you find answers to these challenges:

- Most companies have substituted general guidelines and/or processes for active personnel strategies. Yet, it is the strategy for success that motivates people to excellence.
- The most significant challenge to today's marketers is wearing multiple hats, under intense deadlines, without the benefit of a secure developmental path.
- Most companies believe in, and utilize assessments, yet do not use them to fully impact their largest long-term investment – people.
- Larger companies have more thorough processes and procedures than medium- and small-sized companies, yet they also have the highest rates of turnover.
- The largest incentives provided to marketers are based on company performance rather than individual efforts.

The *2012 Executive Guide to Marketing Personnel* will address each of these issues with answers and direction, based on marketer responses in each of the four stages of employee tenure: **hiring, management, development and retention.**

Benchmark Report
MarketingSherpa Benchmark Reports provide marketing executives and practitioners the comprehensive research data and insights needed to compare an organization's practices and performance against industry benchmarks, and guide strategic decisions and tactical planning.

KEY INSIGHT #1: PEOPLE ISSUES DOMINATE MARKETING DEPARTMENT CHALLENGES

While the primary challenge faced by our surveyed organizations is “lack of funding,” it’s difficult to ignore that **six of the eight most prominent issues facing marketing departments today are personnel concerns.**

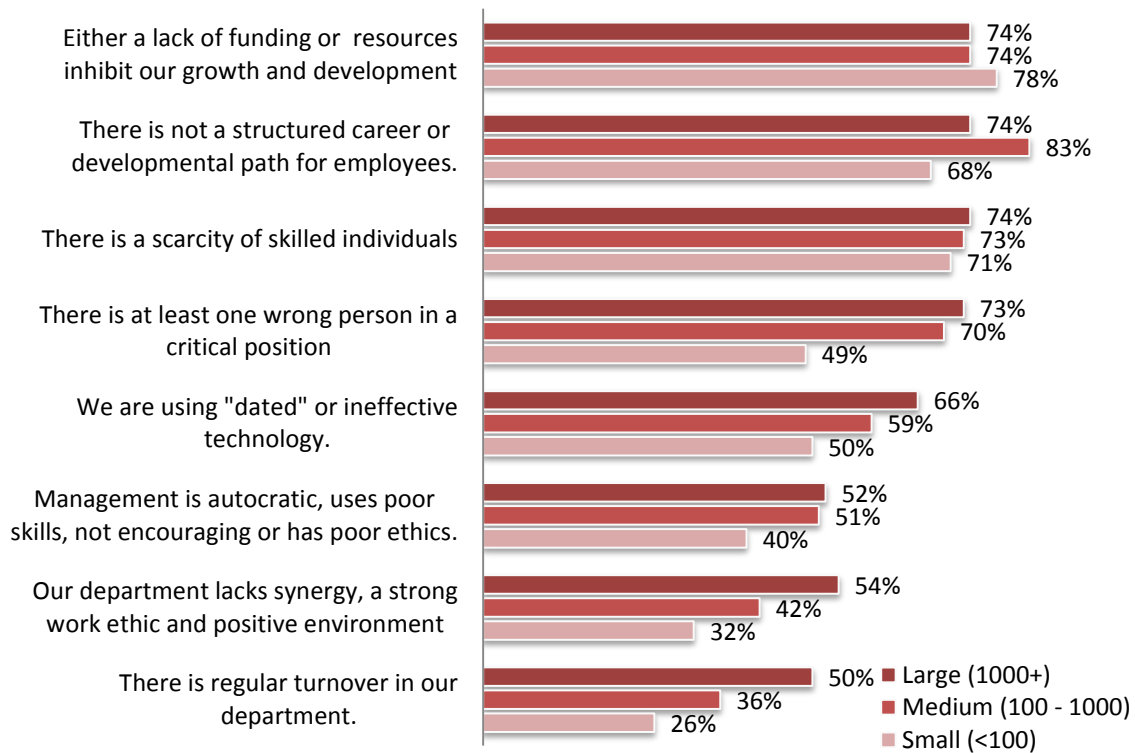
When people are the greatest deterrent to organizational success, management must discuss and pinpoint areas in need of improvement. Often, the issues do not lie in policies or procedures, but rather in the way marketers are approached, utilized, and/or managed.

“When all is said and done, you must have competent marketers with an excellent work ethic, willing to function within a diverse group of individuals that know they have a future if they perform.”

People are the single-most important element that impacts the success or failure of every marketing organization. You must have competent marketers with an excellent work ethic, willing to function within a diverse group of individuals, while knowing they have a clear path for growth within the company walls.

As you consider the findings below ask yourself how often you have observed any of the following challenges.

CHART: WHAT CHALLENGES UNDERMINE YOUR MARKETING DEPARTMENT’S POTENTIAL?



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

Data Points

- 74% of marketers don't see "What's in it for me."
 - 61% say the right people aren't in the right position
 - 51% management is poor in one way or another
-

Six of the eight categories identified by our respondents indicate that personnel issues take precedence to other issues within their marketing department. The primary issue is : **three out of four marketers are not receiving the training and development they need for competence and success.**

Yet, the second key personnel issue lies in the scarcity of skilled, competent marketers. Marketing departments want skilled people but are **not willing to invest in their current employee base to provide the necessary skills** to reach the next appropriate career level.

Following closely behind the lack of skilled marketers, we see there are people in positions inappropriate for their abilities and skill sets – likely due to poor management. Additionally, **almost half our respondents said that their department lacks synergy** and the strong work ethic necessary to produce positive results on a regular basis.

Could the top challenge meeting our surveyed organizations (lack of funding) be caused by – or due to – the ineffectiveness of the people that staff those marketing departments?

The overwhelming majority of respondents said companies were simply unwilling to personally invest in them. There does not appear to be a commitment from companies to build their employees' knowledge and skills base, damaging the foundation for future growth and success.

This lack of organizational commitment likely has an impact on employee retention, as well. Is this refusal to invest in employee growth related to the short average tenure (20 months) of marketers? Or, are marketers leaving because their companies are unwilling to invest in improving their skill sets?

CMOs and marketing managers ultimately hold these answers in the way they develop their people. Later in this report, we illustrate how **you can achieve success without additional funding.**

Survey participants indicated larger organizations have both longer-tenured employees, and more structure and developmental opportunities, but are also facing similar turnover problems. Perhaps these companies did not establish an environment that values employees throughout all stages of their tenure.

Even if marketers feel this way, it may be too time-consuming and expensive to reestablish a better culture, especially when ROI and bottom line results remain at the forefront of management concerns. If this culture exists, new employees may not get an initial sense of opportunity. However, there are ways to achieve this, which we will discuss after first developing a foundation.

Our nation's struggling economy continues to affect marketing departments, as seen in our respondents' top challenge – there simply isn't enough funding to achieve the goals marketers want to accomplish. This lack of funds could be related to dated technology (respondents' #5 concern). This is unlikely since the average marketer has been working with minimal resources for years, and continues to be spread thin.

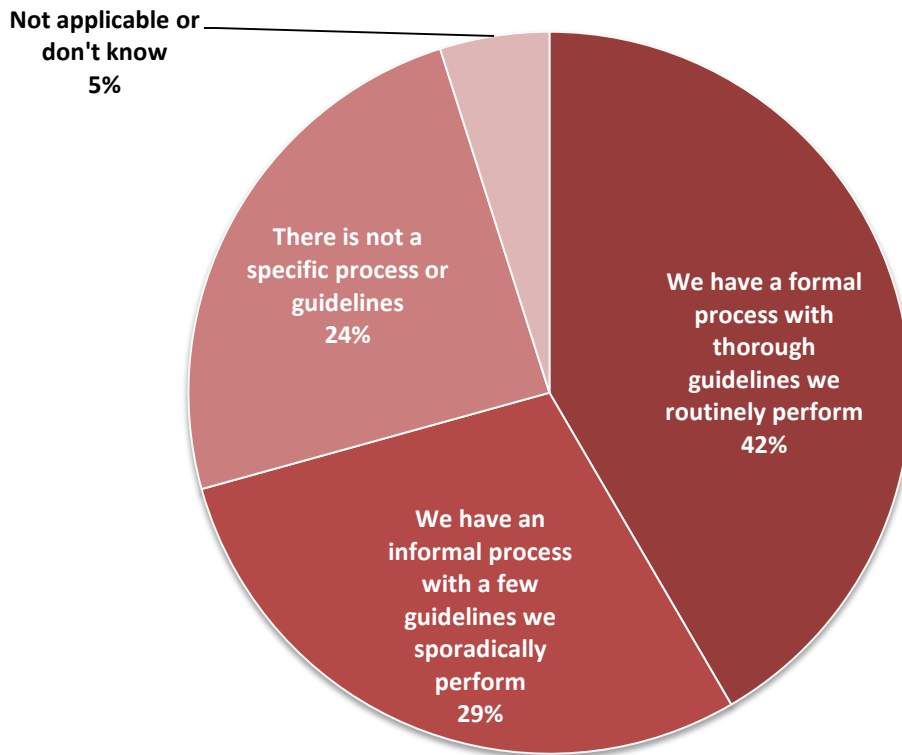
Let's review the data in order to identify the key elements of our findings.

KEY INSIGHT #2: MOST ORGANIZATIONS LACK PEOPLE STRATEGIES

The challenges faced by CMOs and marketing managers originate with the staffing process. While many respondents indicated they had a formal process to follow, the process largely consisted of traditional or behavior-based interviews. According to historical studies, this is only 14% effective.

The majority of respondents indicated they employed informal processes, or even none at all. We must assume a vast majority of screening and developmental approaches do not adequately position individuals.

CHART: DOES YOUR COMPANY HAVE A STRATEGY FOR ACQUIRING AND KEEPING GOOD MARKETERS?



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

“A lack of strategy has resulted in turnover, depression and tons of lost business.”

- Marketer insight

Time has shown that marketers hire, and try to develop, employees who are similar to themselves. When it comes to finding a replacement this approach works well.

However, when trying to find someone to accomplish new or different tasks, this approach presents a problem.

If a repeatable process is not in place, interviews and developmental approaches will always be subjective. The process for filling each position must be very specific, with guidelines anyone can follow. Only then will others

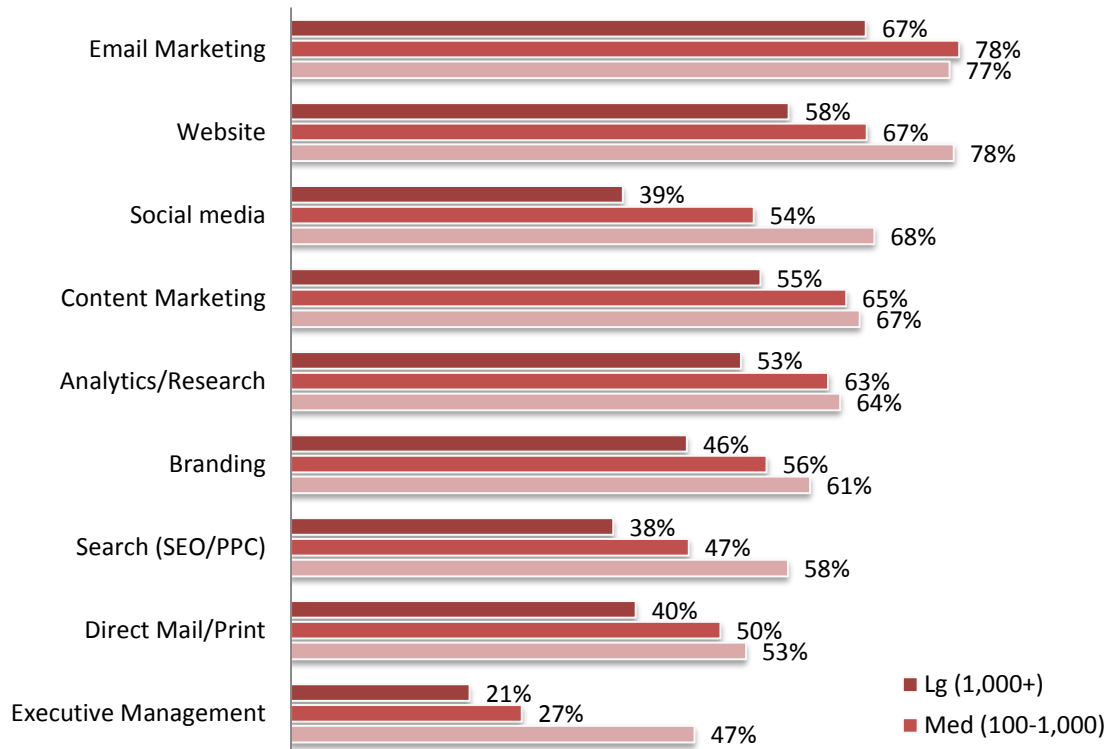
involved in your company’s human capital processes be able to provide similar feedback when considering, hiring, managing and developing the same individual.

KEY INSIGHT #3: MARKETERS WEAR MULTIPLE HATS BUT HAVE FEW GUIDELINES

As we all know, **marketers must wear many hats**, provide expertise in multiple areas, cater to many whims, and deliver answers to questions no one else can answer. We also know that **marketers rarely perform the same duties each day**.

Finally, we know that marketers will either be praised or blamed for the overall well-being of the organization’s position in the marketplace. In short, there is a lot riding on the marketing team, and its ability to produce results in a highly aggressive marketplace.

CHART: WHICH TASKS ARE PART OF YOUR RESPONSIBILITIES?



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

“We have far too many people doing too many jobs.”

- Marketer insight

Survey participants indicated, regardless of organizational size, that they handled multiple tasks. The fewest differing responsibilities were held by executive managers in large companies.

However, in most cases **our respondents were tasked with three to five very different competencies** – each requiring a very different skill set.

When individuals are tasked in so many different directions, they will excel in some and fail in others.

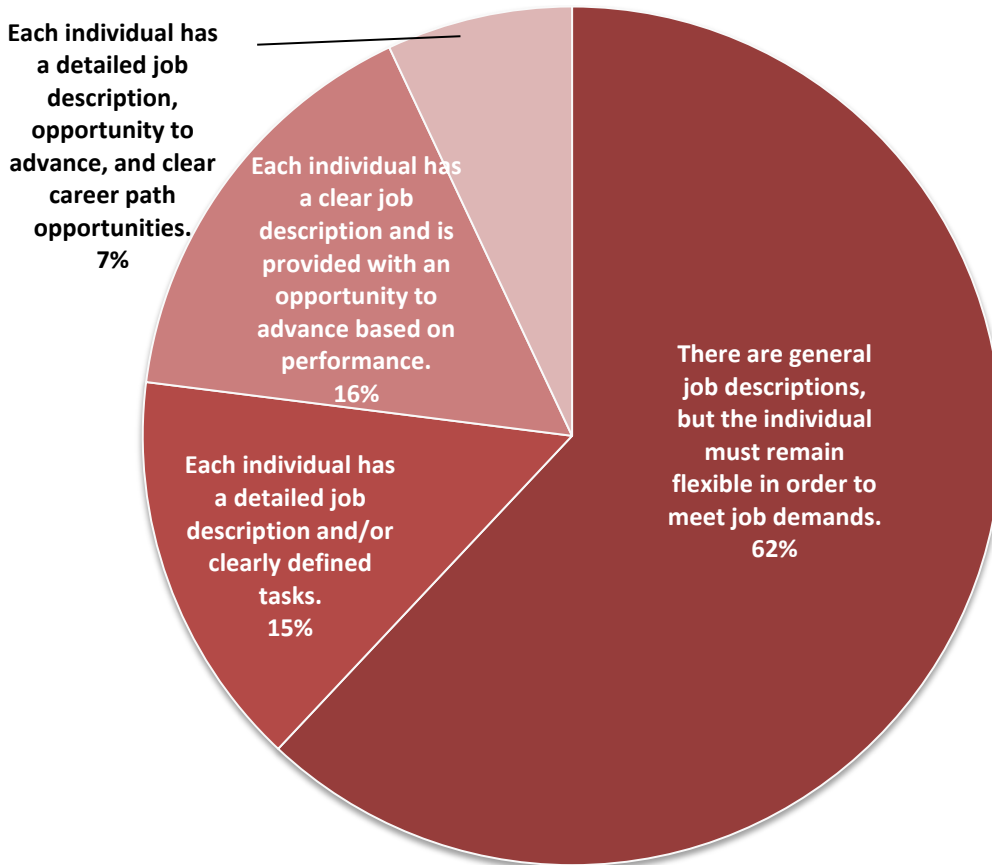
This can have a huge impact on tactical effectiveness in one or more channels and the overall efficiency of the marketing program. When an organization is desperate to improve results, it becomes evident that tactics must change.

I KNOW I AM SUPPOSED TO BE DOING SOMETHING, I’M JUST NOT SURE ABOUT THE PRIORITY...

After a marketer has been delegated with three to five tasks (based on respondent averages), the first question likely is: “What’s most important?” The answer is usually dependent on the deadlines of someone who may not know the extent of their workload or pending projects.

A new marketer, joining a team for the first time, may have been assessed and screened to ensure competence. However, no marketer, regardless of skill set, can perform without clear guidelines and direction. As you consider the chart below please notice **that less than one in four new marketers know the specifics of what their jobs entail**, or what their performance-based reward(s) will be.

CHART: HOW WELL ARE YOUR RESPONSIBILITIES AND DIRECTION DEFINED?



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

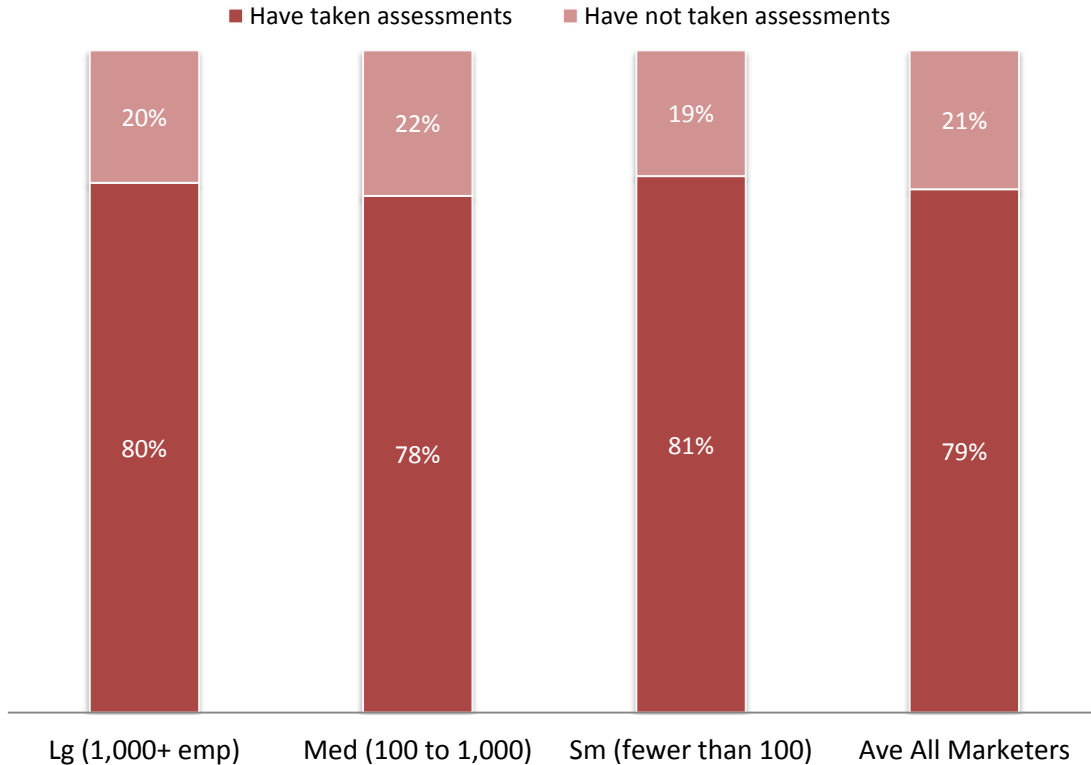
Most marketers want to do a good job and establish credibility early in their employment. **The more general and broad ranging areas of responsibilities a marketer has, the greater the chance these responsibilities will inhibit their early successes.**

Companies of all sizes can hamper a marketer’s ability to achieve early successes when they do not provide clear direction and focus. Mastering one task establishes success patterns and allows a person to build on a solid mental foundation.

KEY INSIGHT #4: MARKETERS DEPEND ON ASSESSMENT ACCURACY ... TO A POINT

In reference to finding and developing the right person, our respondents were united in their belief in assessments, regardless of organizational size. Over the last few decades **assessments have been identified as one of the most effective tools for hiring**, managing, developing and retaining marketers.

CHART: WERE YOU ASKED TO TAKE ASSESSMENTS FOR JOB ACQUISITION OR DEVELOPMENT?



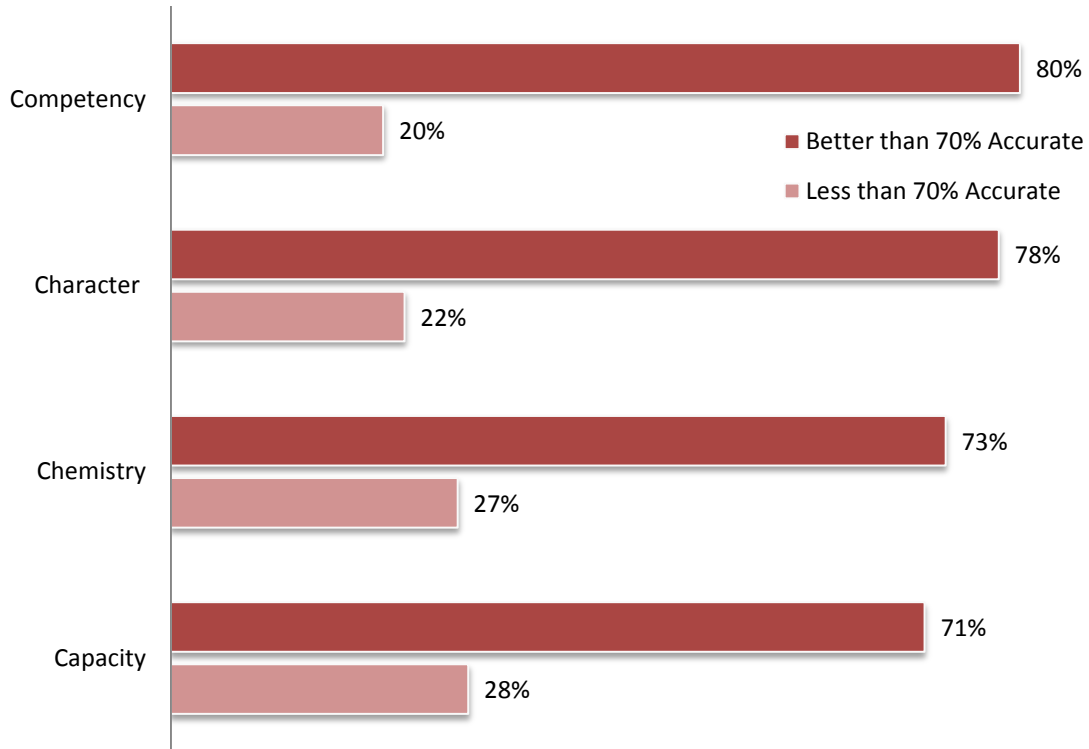
Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

We asked survey participants to identify how relevant assessments are in today’s marketing departments. Marketers feel the level of sophistication found in modern assessments has allowed them to shorten the hiring processes, and improve the streamlining of the employee acquisition process. However, **very few identified profiles as a developmental tool.**

Marketers know there is often a small window of time in which to access especially competent talent. **Using assessments allows them to identify these candidates in a quick and efficient manner, at a minimal cost.** Marketers also indicated they are becoming well-versed in many current tools, and continually try to identify the tool that best meets the needs of their individual marketing positions.

Marketers, along with executives, human capital, HR managers, and OD professionals have embraced the accuracy and sophistication in validated assessments. Not only do four out of five companies use assessments correctly to identify and develop candidates, but they use them to precisely detect appropriate levels of the core attributes for success.

CHART: HOW ACCURATE ARE THE ASSESSMENTS USED TO TEST FOR CORE APTITUDES?



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

When we asked survey participants about the accuracy level of the assessments they use, we expected a wide range of answers. Respondents, with very few exceptions, said they **found the tools to be highly accurate**, regardless of organizational size. Additional comments indicated that assessments save time and allow the opportunity to focus more on an individual’s potential chemistry with the team.

“... profiling by our HR department has proven to be very accurate.”

- Marketer insight on assessment accuracy

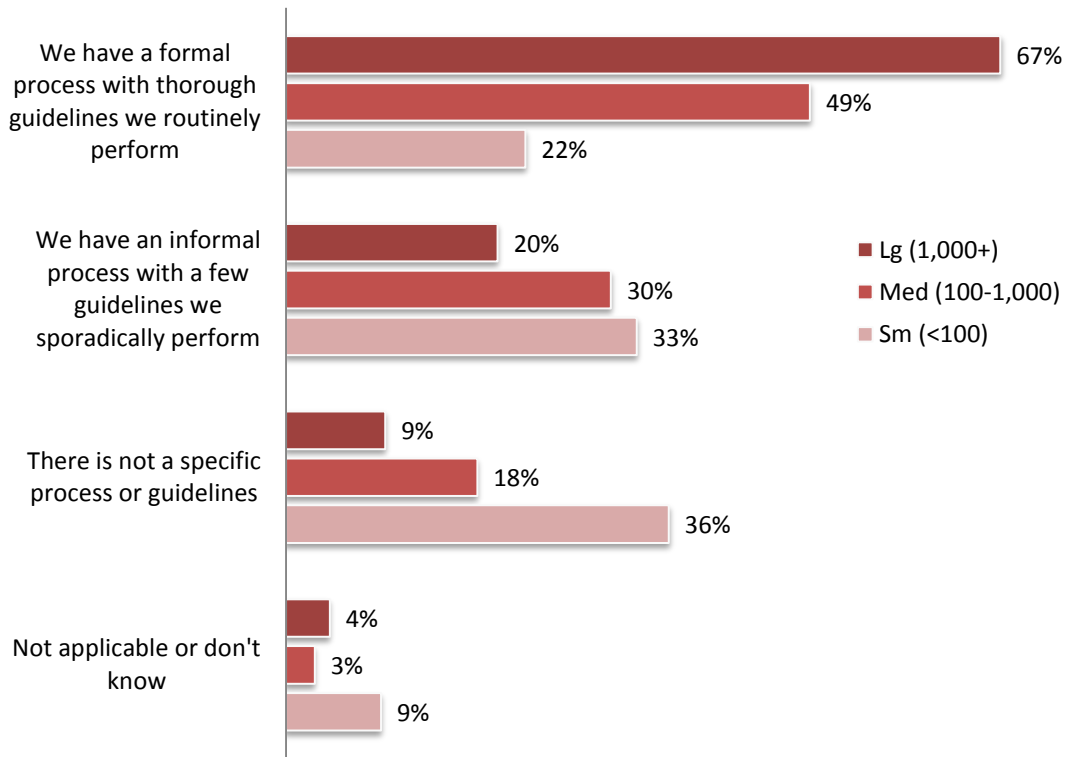
Survey respondents indicate they trust the assessments more for the ability to measure the tangible (tasks), rather than the intangible aspects of a person (as seen in the chart above). This may provide the interviewer with a greater capacity to use personal judgment, but may also become part of the “people challenge,” should a manager hire with personal bias.

The more subjective a decision, the greater chance there is for inaccuracy when data is available in the assessments. Respondent data appears to confirm that many managers could use deeper skills in understanding people and applying test results.

KEY INSIGHT #5: LARGER COMPANIES HAVE STRUCTURE BUT STRUGGLE WITH ATTRITION

The larger a company grows, the greater need there is for infrastructure. Very often, the greater an organization’s infrastructure, the less flexibility (and creativity) there will be. When you consider the general marketer’s mindset **flexibility, creativity and change are key elements for a marketer’s sustained success**. Often, this structure clashes with marketers’ mindsets. However, hiring, management, development and retention processes all require structure. If you do not lay a good foundation, you cannot produce good results.

CHART: HOW FIXED ARE YOUR ORGANIZATIONAL PRACTICES?



Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

“We lack the cohesion to work together as a team. I’m of the mind that smaller more compact teams can deliver better results.”

- Marketer insight

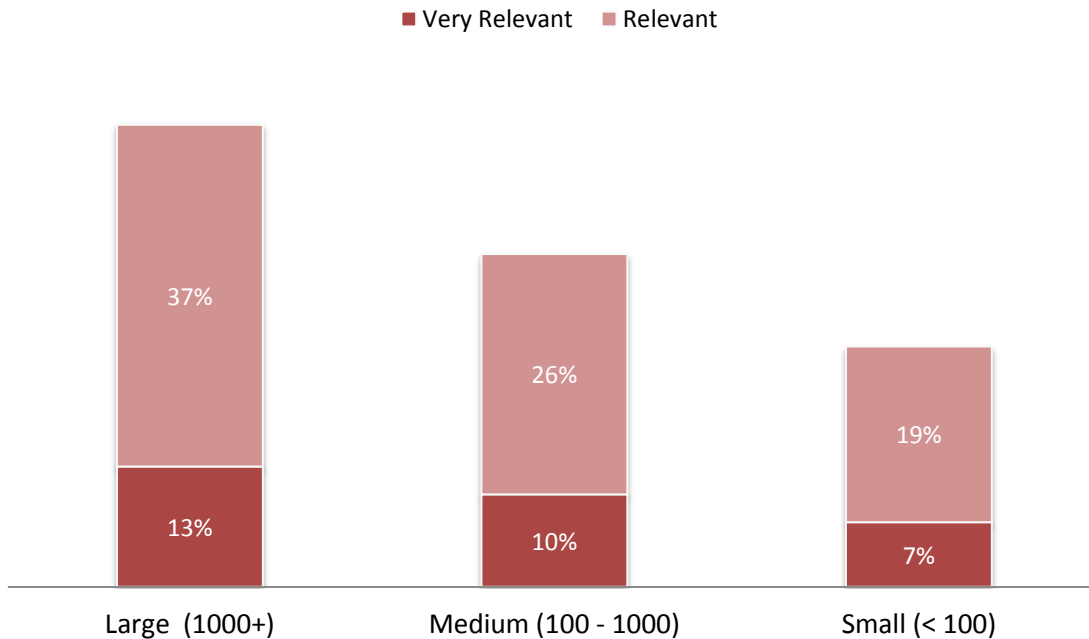
Most surprising are the results from small companies. It doesn’t seem to make sense that fewer guidelines, less structure and direction would produce fewer turnovers. But, there is a reason, which is revealed in Chapter 5.

Our survey respondents provided insight that indicates small companies have learned from the large, and that hiring processes are similar in organizations of all sizes. Assessments seem to be a common denominator that provides an edge for organizations that use them.

Our respondents indicated that marketers want a plan and structure – **they like to know where they are going and how they will be rewarded.** What we derive from this is that large companies’ structure is NOT bad, in and of itself. The structure and processes these companies employ can be hugely beneficial, which helps large companies acquire the best available talent.

When marketers do not find they have a clearly planned career path, or receive too few initial rewards, there is a tendency for them to move on – especially within larger companies. These companies likely have strong hiring practices but, due to inflexibility within the structure, fail to retain some of their best marketers.

CHART: HOW SIGNIFICANT IS TURNOVER IN YOUR COMPANY?



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

71% of respondents told us that they experienced a shortage of skilled and competent people. Yet, all respondent companies indicate that turnover is also an issue. Could it be because they:

- used an improper approach to hiring?
- gave them too many hats to wear?
- relied on one assessment when they should have used another?
- were biased toward task attributes and didn’t consider the people attributes?
- provided little or no direction or their work and future?
- did not reward their successes *in a meaningful way*?

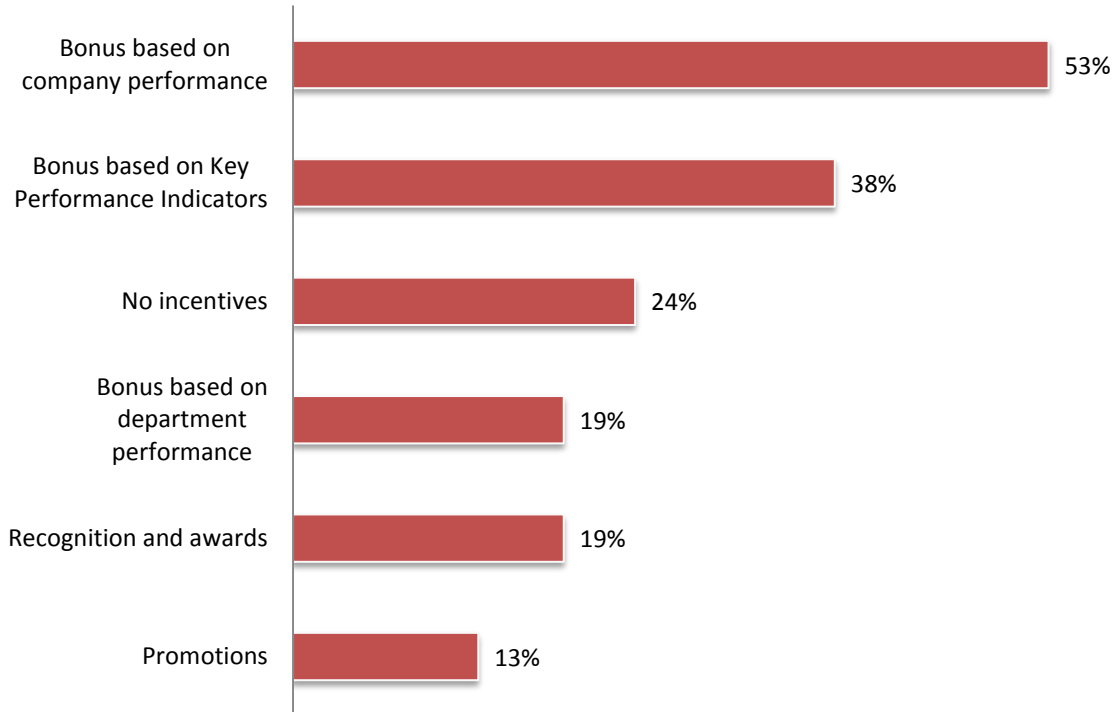
This report will help you see how each of these concepts (and more) may be impacting your department. Then, we will give you a road map to overcome this and achieve success.

KEY INSIGHT #6: INCENTIVES FOCUS ON COMPANY PERFORMANCE

Marketers generally have individual mindsets, and pride themselves on their individual contributions to company effectiveness (see Chapter 2). As we'll see, **bonuses based on company performance – the most common incentive – tend to demotivate, rather than encourage, marketers.**

Additionally, when you consider that another large sector of companies (24%) offer no incentives at all, it is not surprising that turnover is a significant issue.

CHART: HOW ARE YOU INCENTIVIZED FOR PERFORMANCE?



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

It takes unique personality types to find success in different marketing functions. Marketers are similar to other employees in their desire to be recognized, however, they bring their own unique perspective of what form recognition takes.

Managers must recognize marketers based on their unique mindsets, rather than by standards used to recognize general employees. To some, a better title is sufficient; for others an additional day off will resonate better. To the marketer, who helps differentiate companies or clients, there is a desire to be recognized individually – more so than his fellow employees.

FINAL NOTE: FOLLOWING A STRATEGIC PROCESS DOES NOT HAVE TO PRODUCE NEGATIVE RESULTS

The purpose of this report is to identify the key principles of making a marketing department function above and beyond current expectations. Since approximately **80% of the data contained in this report was collected from CMOs or marketing managers**, we must view these findings as relevant and significant.

In these pages, we will address the details of a marketer's makeup, and all aspects of a marketing career from the data we collected. Here is your outline:

1. What you need to know about the 2012 Executive Guide to Marketing Personnel
2. Hiring Marketers by using assessments to gather relevant data
3. Managing Marketers by focusing on task aptitudes
4. Developing Marketers by focusing on people aptitudes
5. Retaining Marketers by developing strategic processes
6. Special Report 2012 Marketing salary and incentive trends

This Executive Guide will not simply provide data, but rather analyze and organize the information into a highly focused plan, including specific, directive actions to impact your organization's efficiency and effectiveness, and improve its ROI.

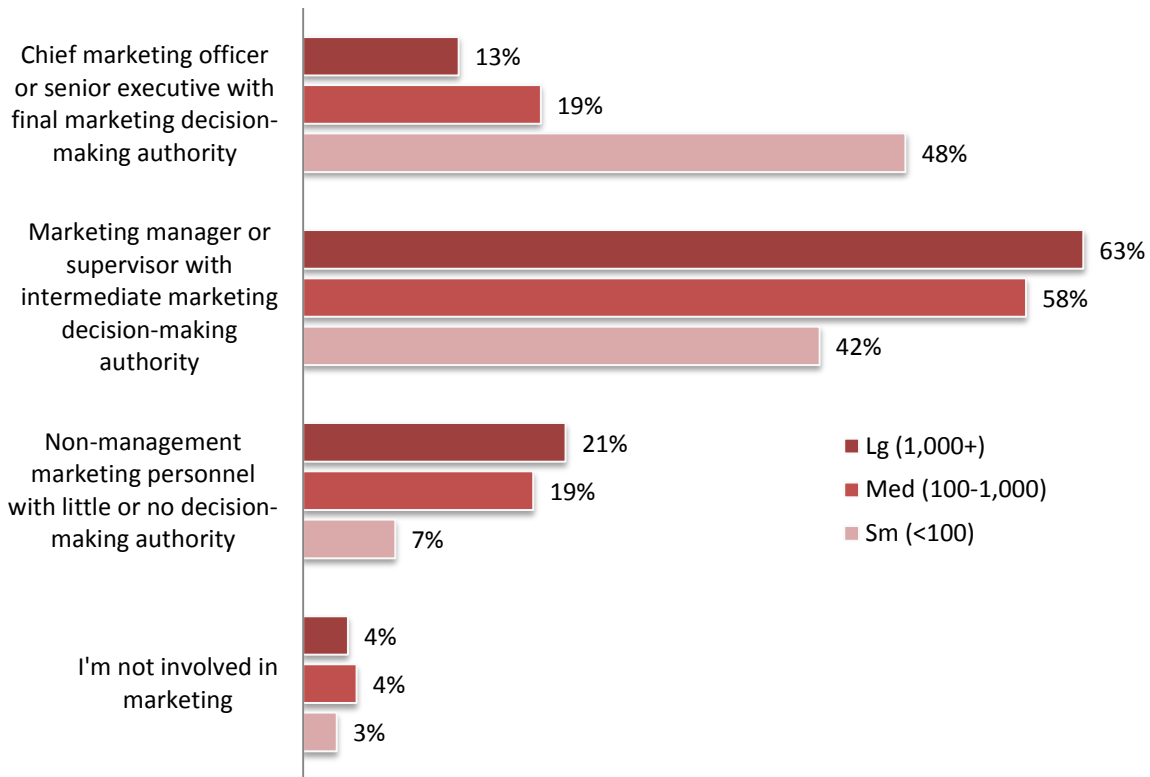
CHAPTER 1 - WHAT YOU NEED TO KNOW ABOUT THE 2012 EXECUTIVE GUIDE TO MARKETING PERSONNEL

HOW DID WE IDENTIFY THE KEY CHALLENGES IN THIS REPORT?

Our survey respondents provided critical data from marketing departments of all sizes, which helped to identify the challenges these companies face. We used this data to identify the true underlying issues keeping these groups from their full potential. We've noted that small, medium and large organizations have similar challenges – but for different reasons.

In the following chart, you can see how roles and authority differs depending on organization sizes. As we proceed through this report, you'll see how managers learned to identify these critical differences, and how to use this information to improve productivity, performance and ROI.

CHART: DIFFERENCES IN ROLES AND AUTHORITY, BASED ON ORGANIZATION SIZE



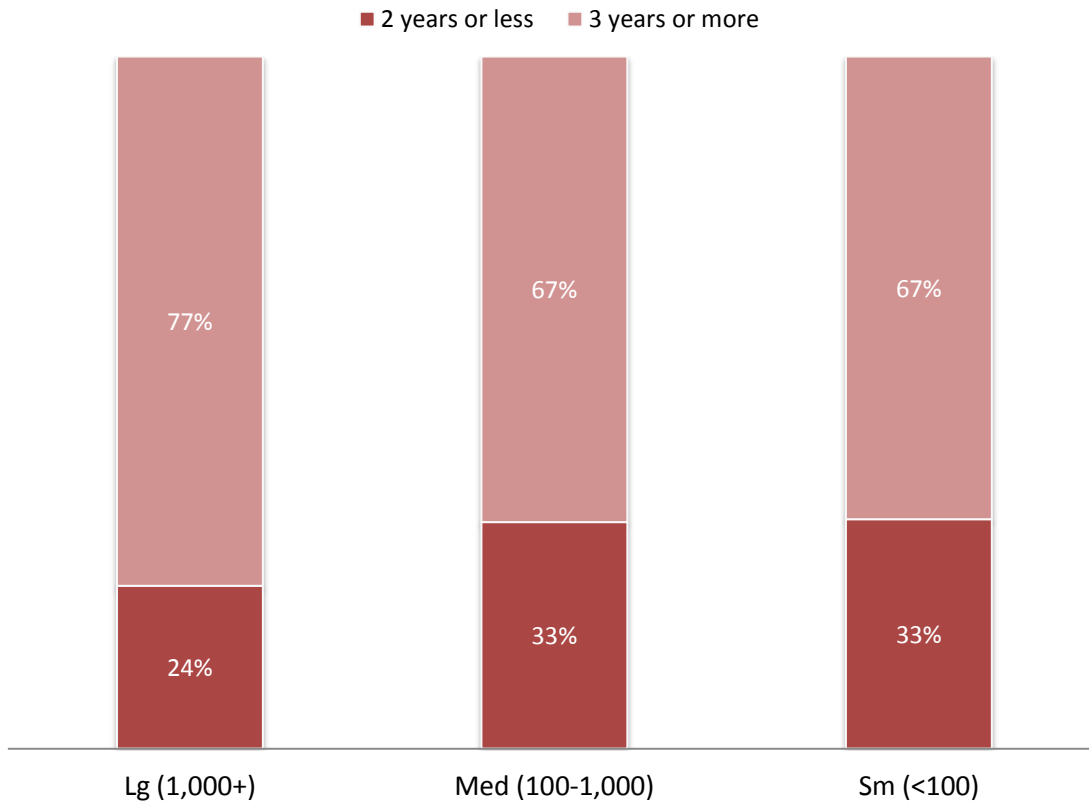
Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

As you can see, 9 out of 10 respondents from small companies played some management role. However, they all carried additional responsibilities, which often included multiple task areas requiring specialized expertise. Based on our data, very few respondents from medium- and large-sized companies were able to focus on one area of responsibility.

DOES EXPERIENCE AND DEPTH OF MARKETING KNOWLEDGE AFFECT LENGTH OF TENURE?

An employee’s tenure adds clarity to what are considered real and/or perceived people issues. In the chart below you can see that the vast majority of the respondents spoke from experience, regardless of company size. This allows the “complainers” to be filtered out so our examples only represent real world marketers. With this knowledge you can be assured that the issues discussed in this report are not isolated to one small group or organization size.

CHART: LARGER COMPANIES RETAIN MARKETERS FOR LONGER TENURES



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

Finding people with proven experience and track records . . . then using them to mentor and train those less experienced helps others grow and take on more responsibility.

- Marketer insight

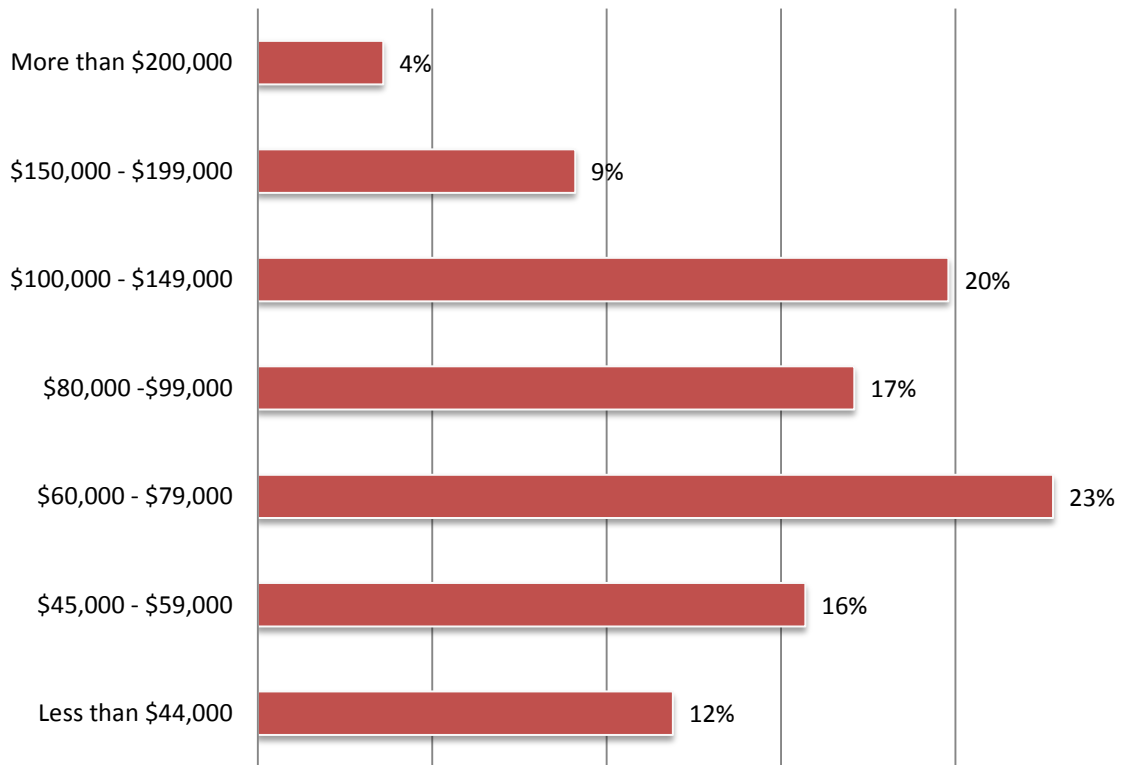
Respondents from larger organizations tended to have longer tenures with their current companies, and were focused on ensuring marketers stayed within a particular “path” by using a standardized process to obtain specific types of results. In medium and small companies, there was often a broader range of responsibilities covered, but also a greater deal of flexibility displayed in how experienced individuals approached marketing problems. This information indicates more flexibility in the medium and small companies, encouraging creativity rather than stifling the implementation of new ideas or concepts.

DOES COMPENSATION REFLECT EXPERIENCE AND SKILLS?

Looking at the chart below, it could be determined that there is an even distribution of income levels. However, when considering that 50% of respondents claimed incomes of \$80,000 or greater, we can also surmise that tenure and compensation levels provide us with data that comes from people who, quite simply, know what they are talking about.

One of the most critical aspects of publishing reliable data is to obtain it from a source that has a “finger on the pulse” of the area in question. While this data indicates a diverse group of respondents, we also fielded information from experts who are being compensated for their knowledge – experts we need to provide information about the biggest issue facing marketing departments today.

CHART: ANNUAL SALARIES/INCOME LEVELS, WITHOUT BENEFITS



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

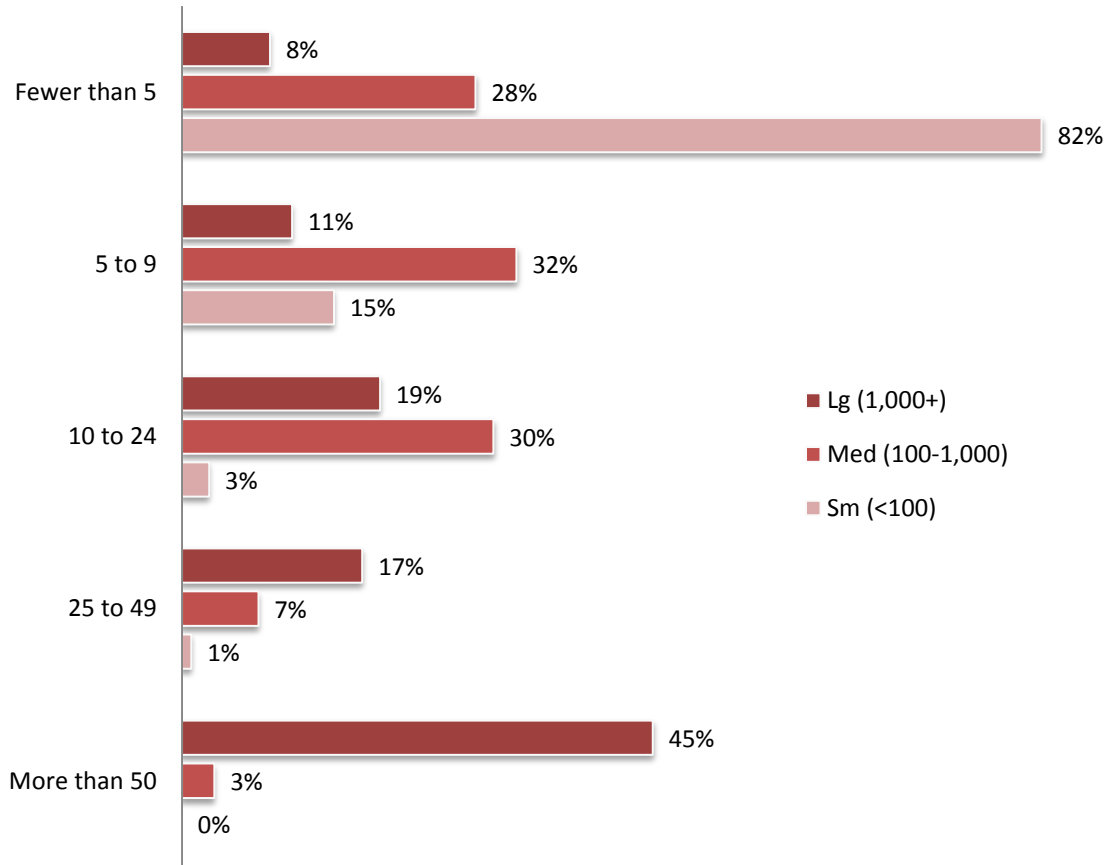
MarketingSherpa respondents appear to be more experienced and better compensated than the average marketer, if you consider the data from the U. S. Department of Labor Statistics.

ARE PERSONNEL ISSUES LIMITED TO CERTAIN COMPANY SIZES?

Marketing department personnel issues appear to be consistent, regardless of company size. In order to ensure the challenges faced by marketers were not over- or understated, our respondents identified key issues faced by companies of all sizes.

Based on the graphs below, you can see that departments of varying complexity were represented to ensure the human factor issues are appropriate.

CHART: MARKETING DEPARTMENT MEMBERSHIP CORRELATES TO COMPANY SIZE



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

Upper management is run by people living in a marketing age 20 years ago. Nothing is proactively driven; it's all reactive and short sighted.

- Large Company Marketer insight

The CEO needs to stop driving her whims forward and let marketing do a quality (versus knee-jerk) job . . . producing means and messaging tractable and measurable.

- Medium Company Marketer insight

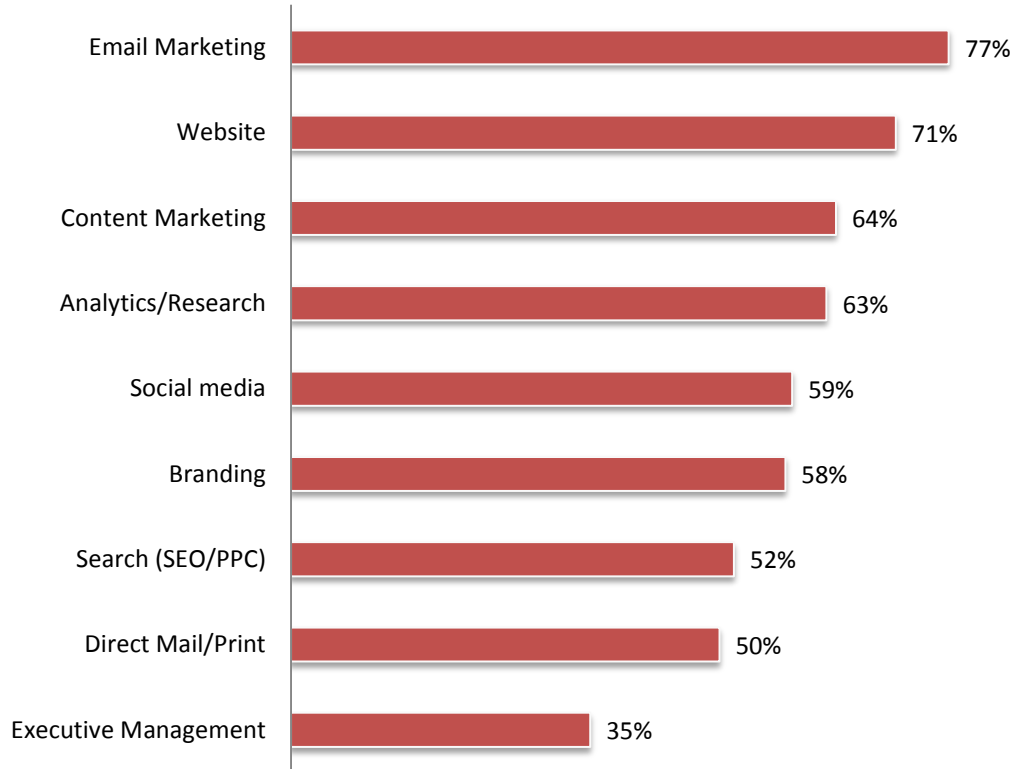
We need someone with a vision . . . and not all over the place. There is no vision, just seat of the pants. We miss deadlines, and are constantly rushing to get things out.

- Small Company Marketer insight

WHICH SOURCES PROVIDED OUR SURVEY INFORMATION?

As you consider the graphic below you may recall a greater degree of specialization within the large organizations discussed earlier. However, even large companies require each marketer to carry multiple roles and responsibilities. What we know is that representatives from every marketing specialty area have provided input to this survey to ensure we have the best data available about human factor issues.

CHART: MARKETERS REQUIRED TO HAVE MULTIPLE RESPONSIBILITIES, REGARDLESS OF COMPANY SIZE



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

Two of the binding themes that arose from the MarketingSherpa Personnel Benchmark Survey are how marketers must be flexible in their approach to their jobs, and how they must wear many hats. While those within your organization may have a specialty, it is highly unlikely that you can perform the same tasks each day.

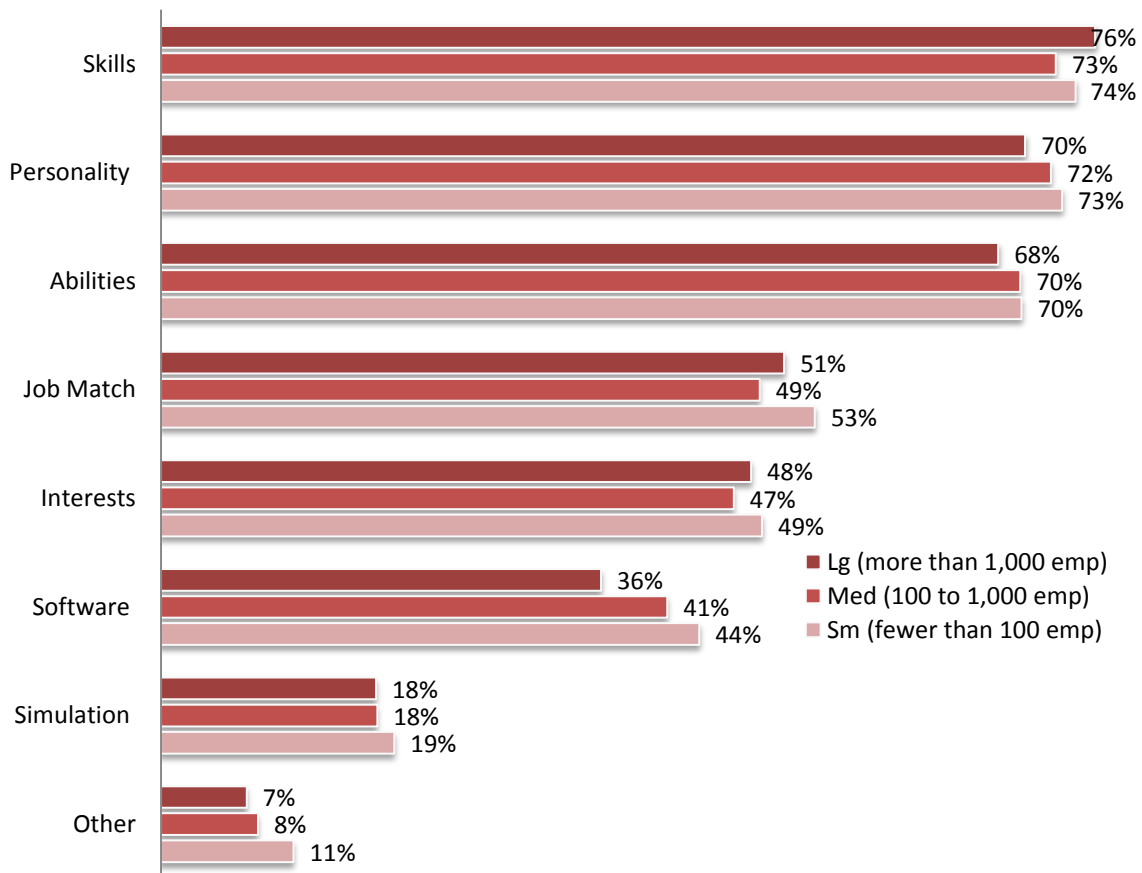
Marketing requires more objectivity than in many other types of work. As we explore marketers' differences keep in mind that, in general, they require a unique personality, and specific types of marketers require a **specialized** personality.

CHAPTER 2 – HIRING MARKETERS BY USING ASSESSMENTS TO GARNER RELEVANT DATA

In the executive summary you read that 80% of our respondents indicated assessments were widely used during the hiring process, because of their high level of accuracy.

You can see in the chart below that what was once considered a large company luxury is now considered an integral part of the human capital acquisition process. There is relatively no difference between the large-, medium- and small-sized companies' usage of assessments to identify elements they require when filling positions.

CHART: WIDE VARIETY OF ASSESSMENTS USED FOR HIRING IN COMPANIES OF ALL SIZES



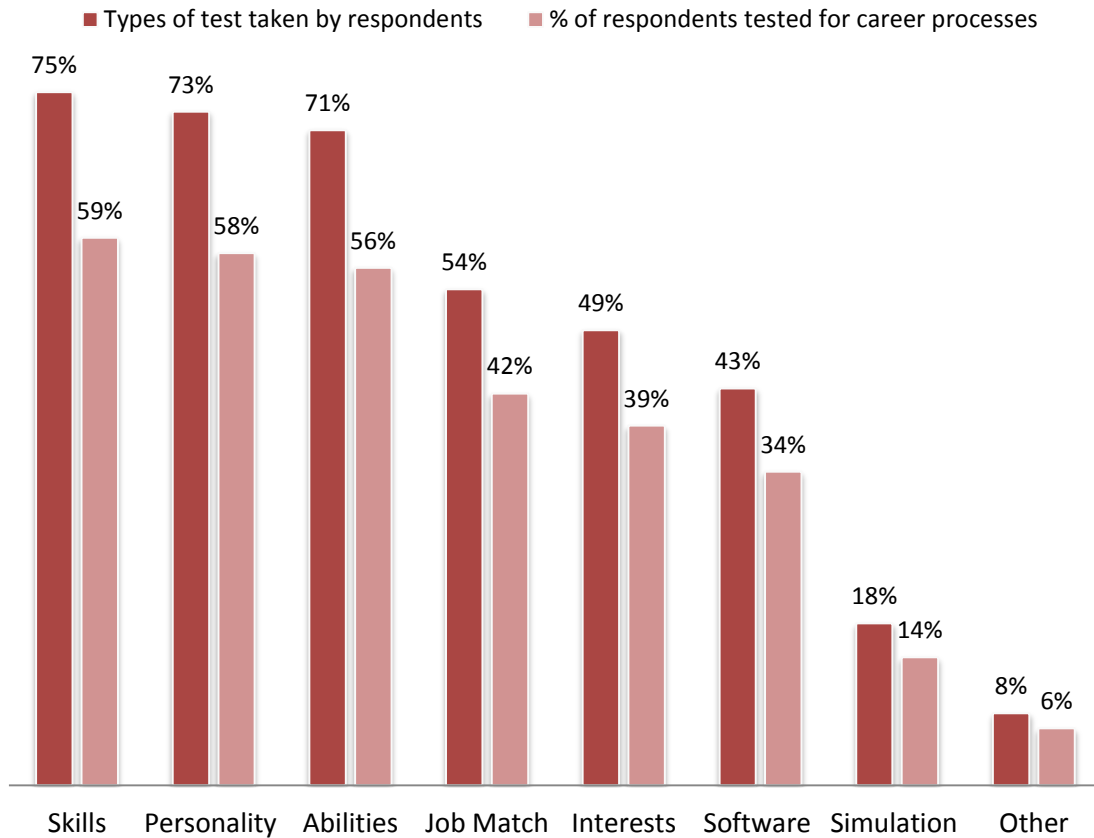
Source: ©2011 MarketingSherpa Personnel Benchmark Survey
 Methodology: Fielded November 2011, N=1,646

WHAT TYPE OF ASSESSMENTS DOES YOUR COMPANY USE FOR SCREENING APPLICANTS?

Based on our survey results, it would be easy to conclude that experienced marketers have been asked to take an assessment at one time during their careers. According to Target Training International, companies have increased assessment usage from 34% in 1995 to more than 65% currently. The growth of assessments over the past fifteen years has almost doubled.

In the following chart, notice that the greatest assessment use is focused on skills and competency-based data. Also, notice that respondents' companies assessed candidates near US national averages in the first three (predominantly) task-based areas.

CHART: SKILLS- AND PERSONALITY-BASED ASSESSMENTS ARE MOST COMMONLY USED



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

It's a challenge: tests show the individual capacity is there, but the organization may need to be bought or acquired to provide a meaningful career path enabling the fulfillment of their potential.

- Marketer insight

Critical data from multiple sources, including this survey, indicate the vast majority of companies conduct résumé-based interviews, accompanied by some type of assessment results. Also note that just half of surveyed managers utilized these test results to best position and develop their marketing talent. The data contained in the assessments is just as valid for managing and developing as it is to identify competency levels.

DO YOUR ASSESSMENTS ADDRESS ALL CORE APTITUDES?

To ensure an individual is an appropriate fit for a position, his/her strengths and weaknesses must align with the characteristics of the job in question. "Job fit" explains whether there is an intersection between an employee's strengths, needs and experience, and the requirements of a particular job and work environment. **All job aspects need to match – not just skill sets.**

When the attributes of tasks and people match, an employee and your organization experience a good job fit. If employees' natural behaviors and values do not align with the job, despite having experience in a particular skill set, they will experience stress alongside the people around them.

Generally, employers and marketing department managers pay attention to the skills and experience a potential employee brings to the interview table. Some actively assess whether a candidate will fit well within the culture of the department and company by comparing personalities.

However, in most cases these corporate values have not been established in a measurable format. Therefore, they are estimated or presented as a "best guess." The largest challenge occurs because **fewer groups look beyond the candidate's job and culture fit to their capacity for professional development and maturity.**

Finding the right people to fit the job is not an impossible task. Employee assessments are available that provide snapshots of high-performing "spark plugs," which tell managers what makes the employee a good fit for a particular job. From that snapshot, managers can develop a flexible profile for a superb performer, and hire employees that match the profile. Few, if any, will perfectly match a profile, so you must know which elements are critical, and which are not.

What is most often overlooked is the fact that **no marketer will continually perform well without opportunity for growth and development.** Therefore it is imperative that managers proactively monitor their personal and professional progress, making adjustments as the experiential level changes. To make sure you are using assessments properly, consider how to identify the "4 Cs" when you assess a candidate's potential job fit.

THE FOUR APTITUDES NECESSARY FOR A HIGH PERFORMING, SELF-MOTIVATED MARKETING TEAM

CMOs, and marketing and departmental managers have learned over time that **there is not a single test that will provide you with all the answers you need to identify, manage, develop and retain the best marketer.** If someone tells you a test will do just that, they are ill-informed and have more interest in selling you something than helping you.

Astute leaders have begun to rely on a battery of assessments that will allow you to establish and benchmark the four critical areas requiring attention and focus. Two areas must be aligned to ensure the job is performed with success, while the other two must receive equally focused attention or the first ones will fail miserably.

The first two competencies revolve around the task (job description) to be performed. They require skills and initiative to ensure the job is completed satisfactorily.

You must MANAGE the following:

- **Competency – “Can they do the job?”**
Does the individual have the observable abilities, skills, knowledge, motivations or traits defined in terms of the behaviors needed for successful job performance? You must know if the individual has depth in the requisite abilities and/or qualities to function, respond or develop in a particular way. This is where most employers focus the majority of their attention – and rightly so. However, even if a person has the skills, this does not mean that they enjoy the work, find satisfaction in the work, or see the work as providing value to themselves and others.
- **Character – “Will they do the job?”**
All individuals possess mental and ethical traits that individualize them. These characteristics are what make one person distinguishable from others. Most managers want marketers with the integrity and work ethic that distinguishes them as trustworthy, loyal and a person who can be counted on when needed. Just because an individual has the “competencies” does not mean they will perform well, especially if they are operating under work-related stress from an improper job fit.

The second two competencies revolve around the people aspects of job performance. Because the vast majority of people (67%) are relationally oriented (in comparison to task oriented) understanding and developing an ability to apply them determines a critical aspect for a marketing manager’s success.

In order to achieve long-term success and personal satisfaction, the CMO or marketing manager must cultivate an internal desire for each marketer to perform over a long period of time. **Continued, sustainable excellence can only be achieved when a marketing manager develops the people attributes in his/her team members.** This is the primary reason marketers leave their positions – NOT because of competence or character issues.

You must DEVELOP the following:

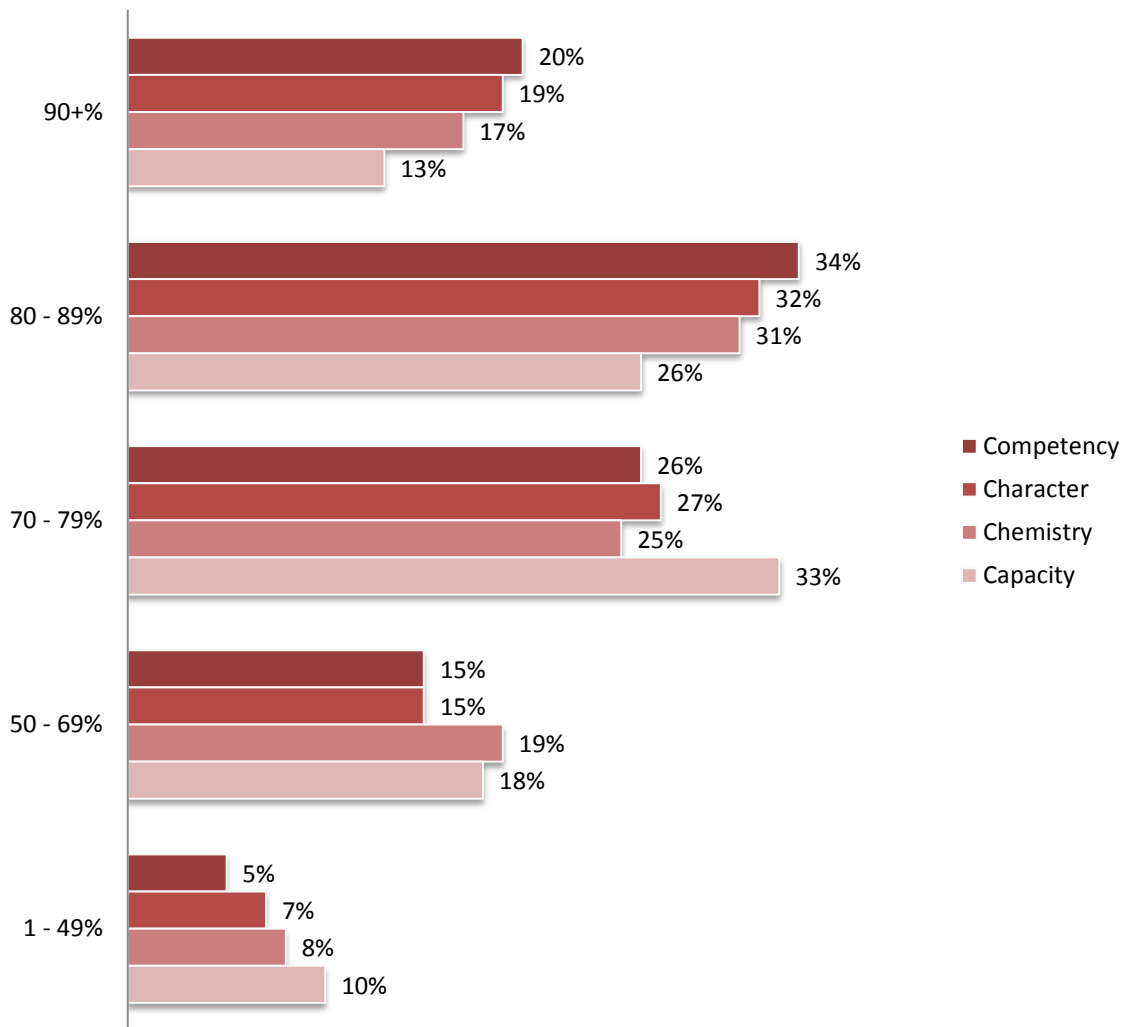
- **Chemistry – “Can they work in our culture and well with our team?”**
Psychologists agree that about two out of every three individuals possess the desire for relationships to work well together. However, just because people enjoy working together does not mean they will enjoy working with your marketers or other company associates. In most work environments this is a very specialized and measurable culture which, if interrupted or tampered with, will have an impact on the efficiency and effectiveness of all team members. **There must be mutual attraction, attachment, or sympathy between people working together making their interaction harmonious or effective.** This is why there is often conflict between sales people and marketers or marketers and purchasing agents – they are not looking for the same type of environment. Even very competent individuals with a strong work ethic and character will not remain in what they perceive to be an abrasive or difficult environment.
- **Capacity – “Will they be able to mature personally and professionally?”**
Capacity is most often viewed as “the potential or suitability for growth and development of an individual’s mental and professional abilities.” Most marketers have the ability to receive new information or concepts which will help them perform at a higher level. This is true of a vast majority of marketers, meaning you must pay attention to their potential or you will lose them. Yes, there are some who are at the top level of their potential and must be considered differently. They will remain

content doing what they feel they have mastered or what provides them with a high level of comfort. However this does not pertain to most marketers. Top CMOs and marketing managers hire people with the potential to perform at higher levels. Ignoring this potential is the number one reason marketers leave jobs, develop morale issues, or become disgruntled. **The manager is responsible for helping strategize and advance each marketer’s growth and development process, NOT the company.** Failure to do this will be blatantly ignoring the primary individual issue for marketers today.

DO YOUR ASSESSMENTS ACCURATELY ASSESS CORE EMPLOYEE SKILLS?

CMOs, marketing and departmental managers have learned to depend on the results of multiple assessments to ensure they are getting what they want in a marketer – especially in the task and skill set areas. Respondents indicate that the task areas are the easiest and most reliable for which to test. While the people competencies are deemed very accurate, they are nonetheless less accurate overall.

CHART: ACCURACY OF ASSESSMENTS FOR IDENTIFYING COMPETENCIES



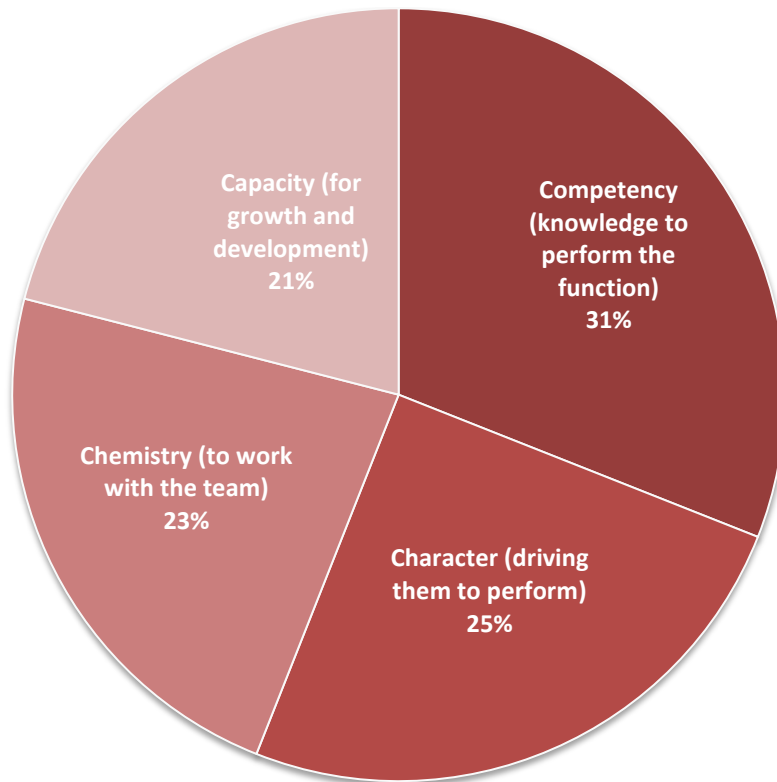
Source: ©2011 MarketingSherpa Personnel Benchmark Survey
 Methodology: Fielded November 2011, N=1,646

WHAT ARE THE KEY ATTRIBUTES YOUR ORGANIZATION SEEKS IN A MARKETER?

Every marketer must “bring something to the table.” Each marketing position requires certain competencies which do not always show up on a résumé. Most often, these mental capacities can be key determinants for success. Marketers must be able to integrate themselves into a team for success to occur.

The following chart analyzes the importance our respondents placed on each of the four aptitudes necessary for personal and professional success.

CHART: CANDIDATE COMPETENCE AND CHARACTER RECEIVE GREATER FOCUS DURING HIRING PROCESS



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

There are many marketers that may be the right person for the position. The problem rests with the people doing the interviewing and hiring . . . who have no basis for properly evaluating the talent they are interviewing. That's how the wrong person gets put into the wrong position.

- Marketer insight

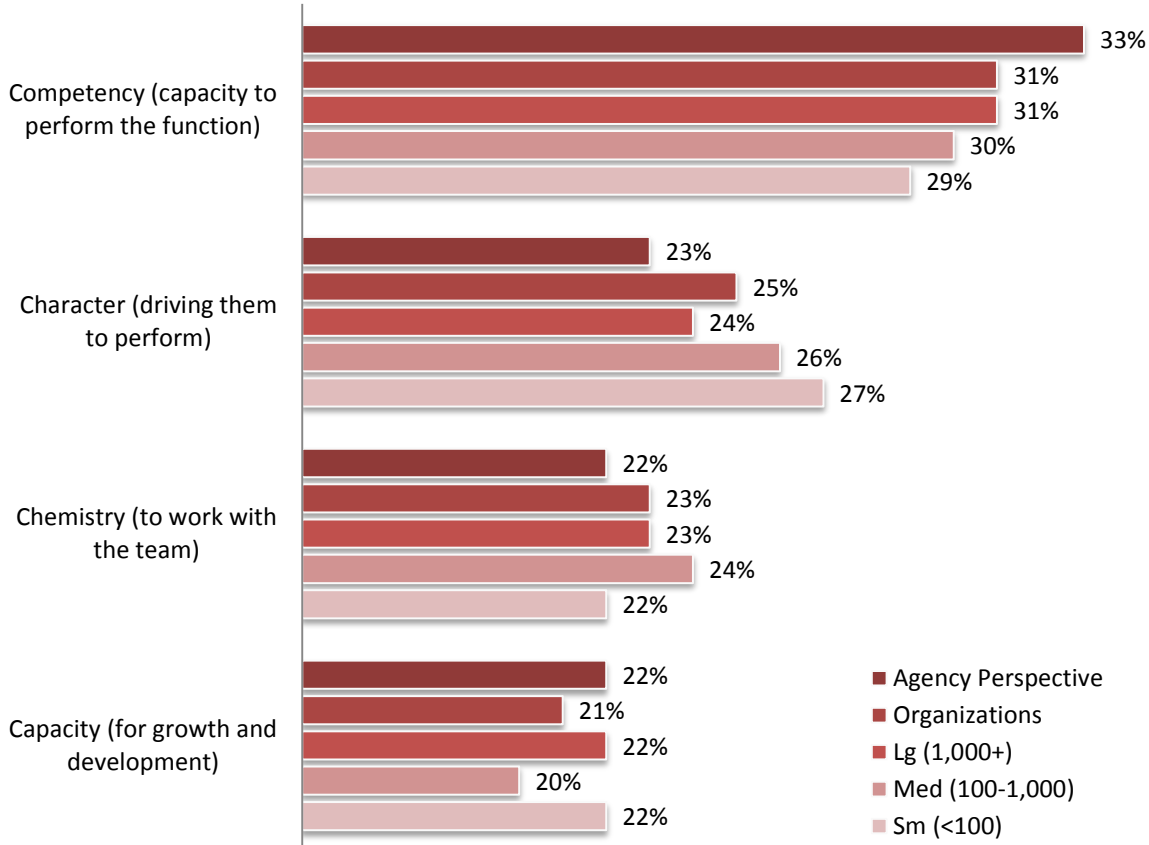
Since the vast majority of respondents were CMOs or managers, this is not surprising, as **they are looking for people that will show up, accept direction and get the job done.** HR, by direction from Marketing, will focus its screening processes and interviews on these specific areas to ensure the department gets the best possible candidate.

However, if HR is involved, they may not understand the chemistry or demands of the department. Additionally, an individual's long term aspirations will rarely be a deciding part of the interview process.

HOW DO YOU PRIORITIZE KEY EMPLOYEE APTITUDES?

There are some noticeable differences that may provide insight into how organizations approach their business model, particularly in the case of agencies. These are normally smaller organizations who work on a contractual basis with focused task orientation. In a typical employment situation, there is a much more diverse population featuring many other dynamics. There must be greater consideration given to this diversity and all individuals who comprise the organization.

CHART: COMPETENCY IS MOST IMPORTANT APTITUDE IN EMPLOYEES ACROSS COMPANY SIZES



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
 Methodology: Fielded November 2011, N=1,646

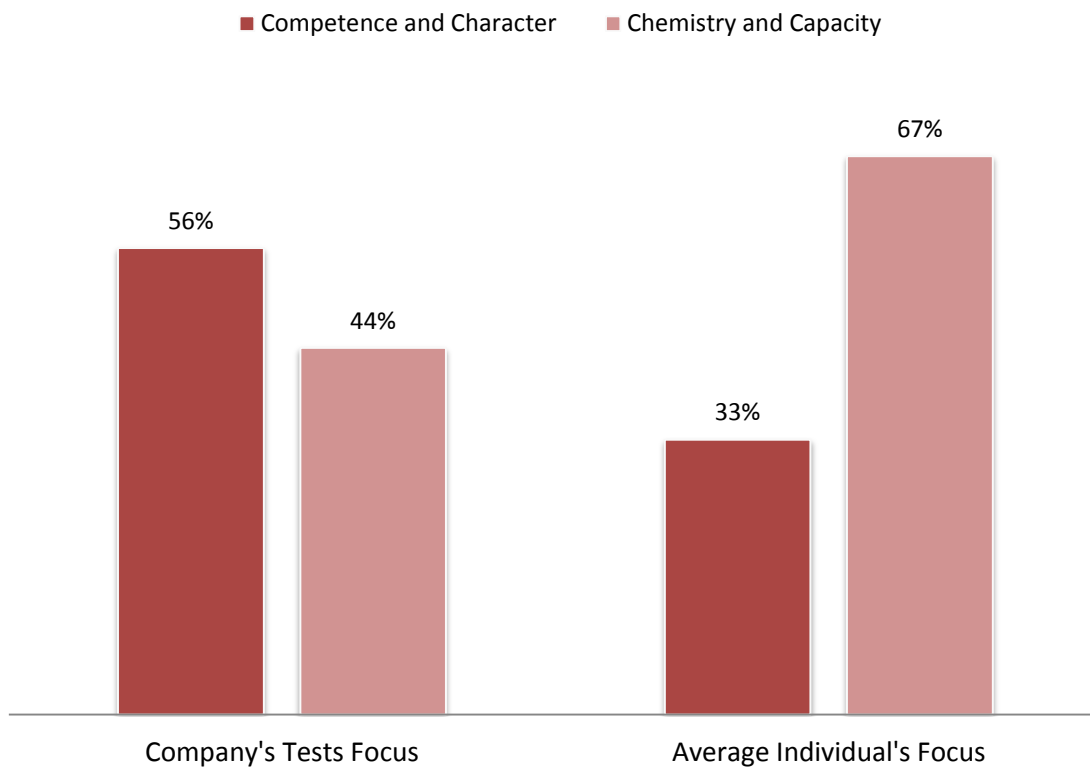
When it comes to finding the right people . . . we need to do a better job of assessing ALL their skills prior to hiring. Despite a less-than-robust economy, we are having trouble filling positions and many times hire people without the right skill sets just to fill the opening. Once on board, we need to make sure they get the appropriate company-specific training and have a path to progress.

- Marketer insight

WHICH APTITUDES ARE IMPORTANT TO ORGANIZATIONS? TO MARKETERS?

While viewing the chart below, think about what you want out of your job, in comparison to what the organization most often wants. People are relational, and how they interact with others is a significant factor. However, when marketers are at work, they want to achieve their goals through the use of their task attributes. Companies insist on a task focus by a significant margin and may overlook the relational.

CHART: MOST IMPORTANT ATTRIBUTES OF COMPANIES VS. INDIVIDUALS



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

Based on these responses, it is evident that there must be some sort of balance, because the job must get done – and done well – the first time. We've learned that the best competency and character will not breed success if chemistry and capacity are not addressed.

The CMO or marketing manager must achieve a delicate balance by managing task attributes and developing the relational aspects of each team member. This can be achieved by helping every individual identify their role within the team's objectives and goals, as well as their personal and professional aspirations. When the manager illustrates these values (or delegates this task to secondary management), the team will perform at maximum efficiency.

*People can't be motivated by covering their actions or trying to look their best.
They need to be motivated to do the best job possible.*

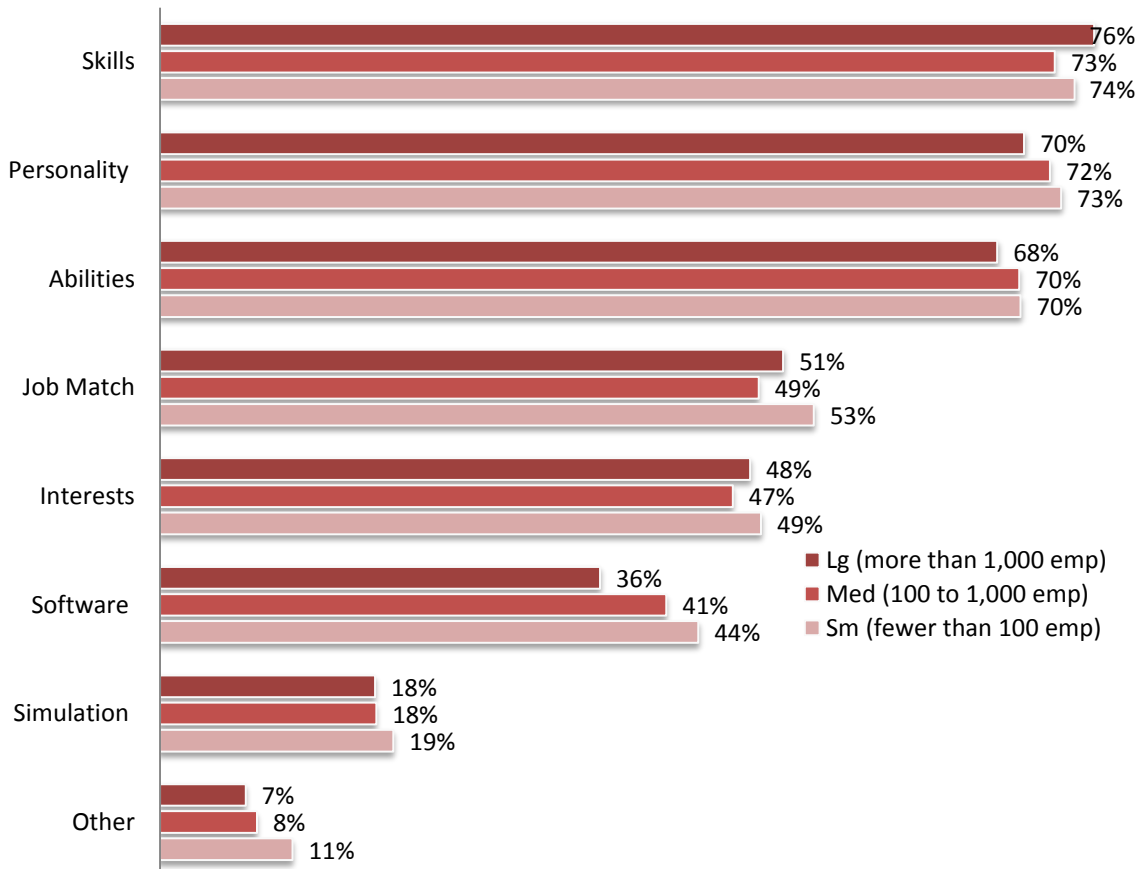
- Marketer insight

ARE YOUR ASSESSMENTS UNIQUE TO YOUR ORGANIZATIONAL NEEDS?

We noted that approximately 60% of organizations use assessments to help them identify key attributes for acquiring the right employees. Based on the graphic below we see there is an uncanny similarity in the types of assessments being used by organizations of all sizes. The reality seems to be that **the assessment process has adopted a mimicked approach.**

The question we must ask as we consider respondents' feedback is, ***“Why would organizations (as a whole) assess candidates 50% more often for skills, personality and abilities than whether they match the job they are being hired to perform?”*** Small companies appear to do this best.

CHART: SIMILAR ASSESSMENT TYPES USED BY ORGANIZATIONS OF ALL SIZES



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

I will acknowledge that they make the effort, but the metrics and methods they employ are meaningless and we must develop our own evaluation criteria to use alongside that used by the HR department.

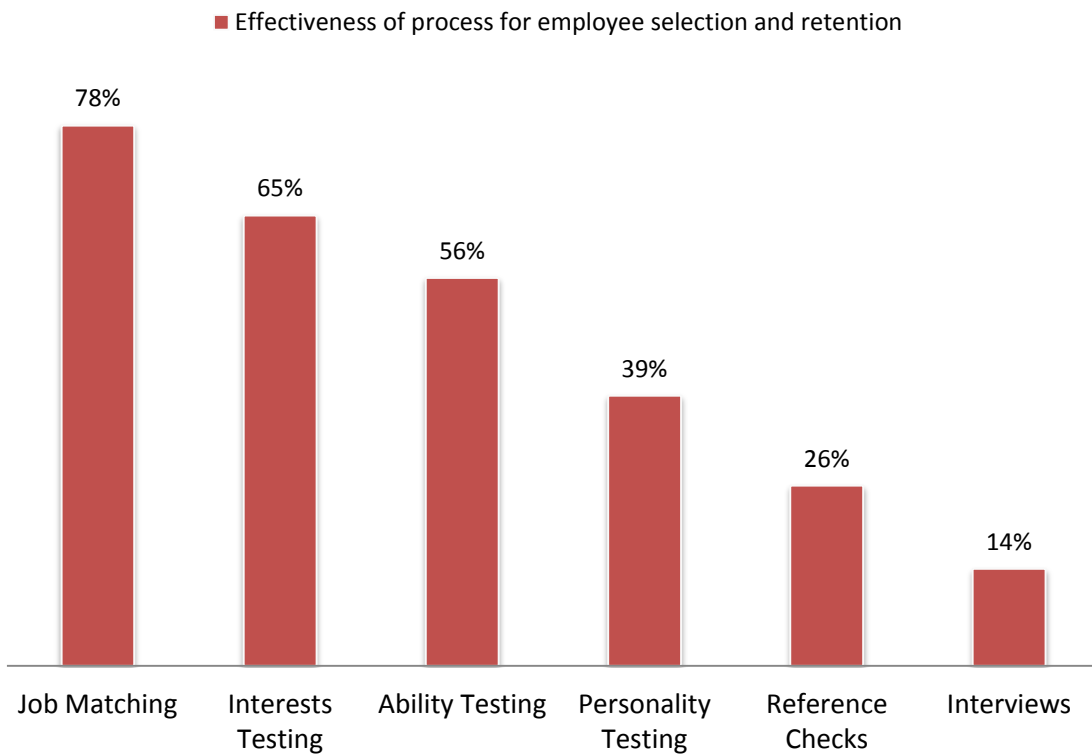
- Marketer insight

ARE YOU USING THE MOST EFFECTIVE DATA FOR HIRING, MANAGING, DEVELOPING AND RETAINING QUALITY EMPLOYEES?

Assessment data, as insightful as it can be, is only useful if properly applied. On the previous page we noted that small, medium and large companies all seem to be using the same types of data. When you consider that larger companies are using assessments in more significant numbers, one could determine this is why turnover is a more visible in these organizations.

Albert Einstein said, "We can't solve problems by using the same kind of thinking we used when we created them." Here is credible information from an older study that continues to be validated in high-performance organizations, with tenure levels far exceeding typical marketing averages.

CHART: EFFECTIVENESS OF DIFFERING HIRING, DEVELOPMENTAL PROCESSES



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

After putting the right person in the right position . . . we must provide the latitude for team members to grow their position beyond its described responsibilities.

- Marketer insight

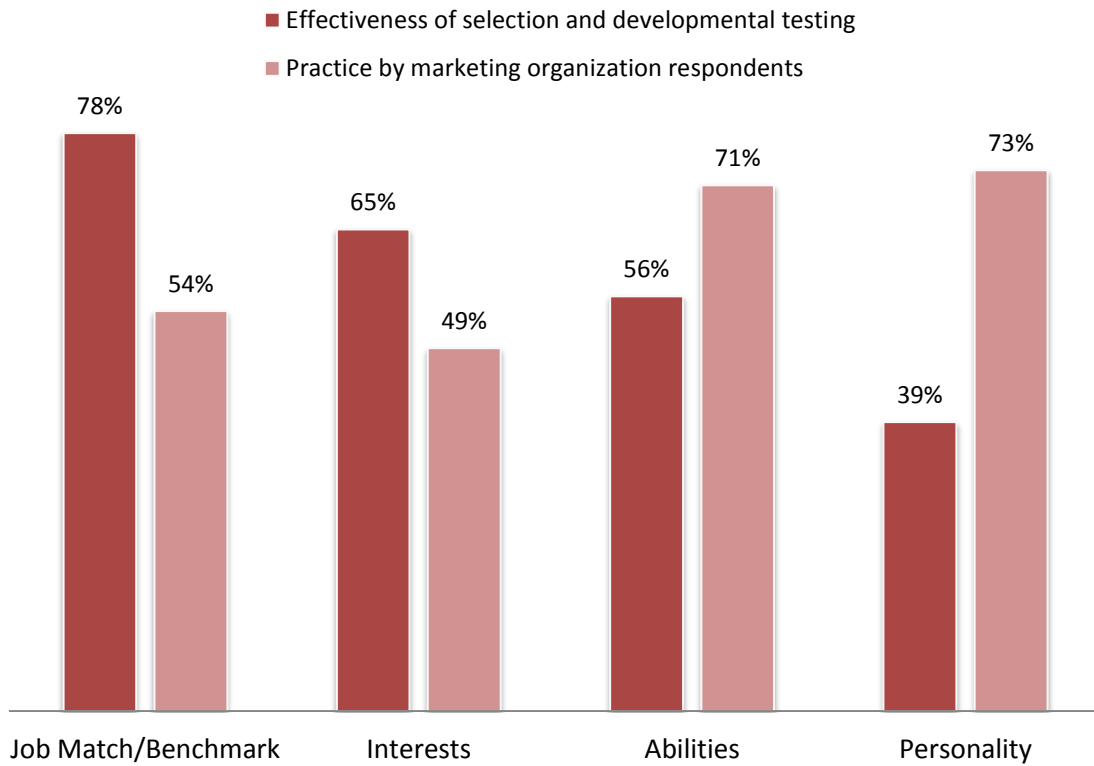
The above chart, compiled by human capital specialists, identifies how to make sure the right person is in the right job for the long term. The approaches they use accomplish this by ensuring each department within the organization develops a culture conducive to the "4Cs" of their people, illustrating how they support the corporate vision.

WASTED RESOURCES ... WRONG APPROACH ... OR BOTH?

Marketers are committed to finding answers – it’s part of their natural makeup. However, when we compare the present approach with assessment, it’s obvious we are looking for answers in data that may not always provide credible answers. **Only half of surveyed companies are trying to use the most effective approach for job placement and individual development.**

As you consider the data below, one would have to assume that we are using a “channel” that is not going to provide optimized results. Compare your processes to the best practice of job matching (benchmarking).

CHART: RESPONDENTS MISS THE MOST RELEVANT DATA



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

We have a management consultant on staff that performs multiple assessments to match the character of the candidate to that of top performers within the organization.

- Marketer insight

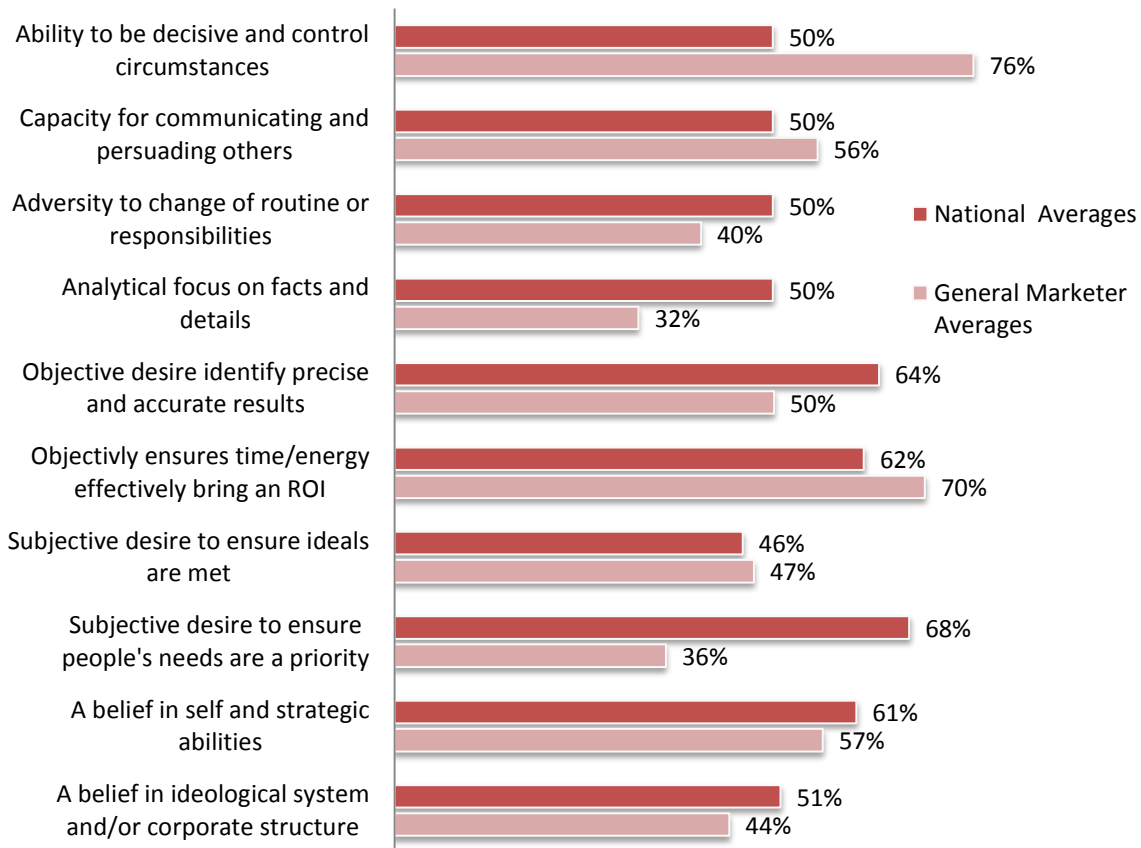
CAN YOU IDENTIFY UNIQUE MARKETING SPECIALTIES?

We know marketers are different, but does the rest of the organization, including HR, really know how different they are? Marketers must be thorough problem solvers with the ability to create, communicate and persevere.

Arriving at inspiration comes from focus groups, surveys and regularly revised content. They must brainstorm an idea and come up with a clever campaign – the integration of these elements, mixed with experience, insight and intuition, to create something new.

Marketers are in the business of communicating and must be masters of both content and delivery. The ability to articulate messages ultimately determines their success. Marketers figure things out with data that must be applied for continuous feedback – and add it to what they already know.

CHART: MARKETER PERSONALITY DIFFERENCES, AS COMPARED TO THE GENERAL POPULATION



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011. N=1,646

CAN YOU IDENTIFY THE KEY DIFFERENCES IN THE MARKETER PERSONALITY AND MINDSET?

COMMUNICATION LEADS TO BETTER UNDERSTANDING OF UNIQUE BEHAVIORS AND PERSONALITIES

Whether you are a one-person marketing department or CMO, **there is one capacity you MUST possess: a strong ability to either interact interdepartmentally or with a diverse corporate team.** Interacting effectively with a large, diverse group of professionals will make the difference between success and failure.

Effective interpersonal communication starts with an accurate perception of oneself, and of those with whom you lead, manage or regularly interact. Of particular interest is how a marketing manager identifies interpersonal communication preferences. **When a CMO or marketing manager can maximize their communication with others, they become more effective and productive.** Marketing leaders must also become more aware of how their styles influence others' reactions, as well as whether they enhance or inhibit their success and the success of team members.

Marketers are most productive in environments that complement and reward behaviors that are action-oriented and often creative (based on the job description). However, natural behaviors may not always produce desired results, especially when interacting with marketers who exhibit opposing behaviors.

By understanding the most effective adjustments necessary to achieve success, marketing leaders learn to effectively modify their behavior, or that of their team members. Only then can they receive positive responses from team members, or other departments with which they interact.

OPTIMIZE PERFORMANCE BY BETTER UNDERSTANDING EMPLOYEE MINDSETS

If an individual is participating in a discussion, activity or career that is in alignment with their motivations, they will value the experience. Conversely, if it is in conflict with their dominant motivations, they will be indifferent or negative toward the experience, causing stress.

As a manager, leader and an individual become aware of the motivations that contribute passion and purpose to life, they will be able to clarify what drives individual actions, as well as what causes conflict. For example, if you are currently trying to decide if someone is in the right position, understanding motivations will determine if they will exhibit an appropriate approach. By understanding their work mindsets you can deepen your appreciation of them, and clarify the "why" of their interactions.

In addition to general communication/personality issues, marketers generally have a unique way of approaching tasks. **They like to do things right the first time, don't like to waste time or energy, and pride themselves on pleasing their customers.**

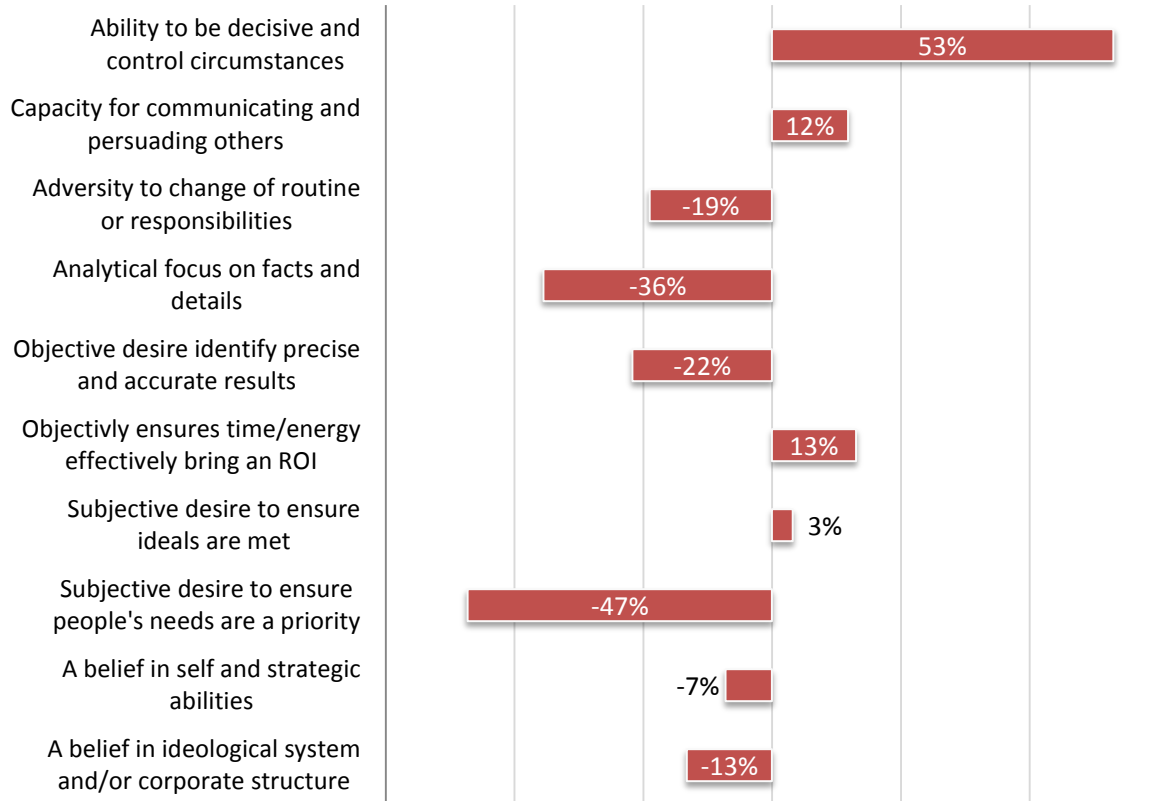
We will now begin to look at these key differences, characteristic by characteristic, from a personality and mindset perspective, based on what our survey respondents told us about themselves and each of the marketing tasks they perform.

HR doesn't quite understand the marketing department. It's hard for them to make other than generally assessments. So job descriptions are made without a lot of experience in the field.

- Marketer insight

WHAT ARE THE KEY DIFFERENCES OF MARKETERS AS COMPARED TO EMPLOYEES IN OTHER TYPES OF BUSINESSES?

CHART: KEY DIFFERENCES HELP IDENTIFY BEHAVIORAL AND MOTIVATIONAL PREFERENCES



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

WHERE DOES THE BEHAVIORAL AND MINDSET INFORMATION COME FROM?

Our survey respondents answered demographic, psychographic and behavior-based questions in the 2012 MarketingSherpa Marketing Personnel Benchmark Survey, which provided the necessary critical data. We applied all survey responses to “marketers in general” and identified the key characteristics that differentiate marketers from other types of employees.

For individual positions we segmented each unique job description and the psychographic information provided by those who specified their particular duties. The differences, based on job categories, help us identify behavioral and motivational preferences used specifically for the marketing specialty they perform. Since most marketers perform multiple functions, the specialists from organizations with more than 50 people in their marketing departments provided the greatest insight into individual differences.

WHAT DO ALL THESE DIFFERENCES MEAN?

Each of the categories in the graphic will be addressed as we identify the average marketer's unique characteristics. By explaining the differences between an average employee and average marketer we hope to provide a sense for the distinctiveness of the marketing mindset, and the differences required for performing the job descriptions to be discussed.

The information shared about an “average marketer” may not be precisely what you need to perform any or all of your specific job requirements in your organization. It is, however, a reflection of the marketers who completed the survey for the 2012 MarketingSherpa Marketers Personnel Benchmark Survey, and should be considered from that perspective.

#1: How assertive and controlling is the average marketer?

+53% - Based on our survey responses, **the average marketer must be much more assertive, decisive and controlling than the average person to accomplish tasks to his/her satisfaction.**

There are times when a marketer must make a quick decision and accept the results. He/she relies on what is believed to be right for the situation. Marketers seem to rely on gut instincts, based on the perspective of a calculated risk, knowing if and when they are taking the right approach. They depend on themselves to make the call, knowing they may not be able to rely on others to get things done.

#2: How important is their ability to influence others?

+12% - Our respondents indicated the average marketer must also have a “better than average” ability to communicate and/or sell their ideas and concepts in a convincing manner. **It is not enough to simply have a good idea; the idea must be communicated in multiple ways, acceptable to a broad range of individuals.** Communication must be a strong point, especially when there are multiple layers of approval during the marketing and image development process.

#3: How important is a methodical approach?

-19% - Our audience indicated that the average marketer has considerably less concern about doing things the same way, every time, much like many who are stuck in methodologies.

Marketers see each new assignment as a challenge requiring a unique approach, based on the circumstances. This variety is refreshing, and provides marketers with an opportunity to expand their skills.

#4: How important is it to cover all the details and follow all the rules?

-36% - **Most marketers are focused on results, not details.** While there may be many details along the way, a marketer tries to remain flexible. (There are exceptions in some of the specialties which we address in the coming pages.) Most are willing to bend the rules, if necessary, to achieve their objectives. Sometimes, this means being somewhat unconventional. Marketers are not averse to taking calculated risks because the praise of success is worth any unorthodoxy perceived by “outsiders.”

#5: How important is a rote method, process and approach?

-22% - As explained earlier, marketers are often more conceptual than precise. However, accurately following directions, and doing things “by the book,” is not a preferred approach. This may be why there seems to be more significant turnover issues in large companies than smaller companies where the marketer has more freedom to be themselves. **While marketers are concerned about the effectiveness of their work, the precision of their approach will not typically be a priority.**

#6: How important is it to be effective and efficient, producing an ROI?

+13% - **Marketers know that their job is to produce results and make things happen.** They know that they are judged by (and hopefully compensated for) getting a return on investment. As such, their natural questioning process begins with: “How do I get to the market better than our competitors?” Whether it is conventionally or unconventionally, they will find a way to generate results. This desire is an important factor managers must consider as they approach incentives. We will address this more completely in Chapter 7 as we consider compensation and incentives.

#7: How important is it to make sure viewpoints are in harmony?

+3% - There is a willingness by a marketer to “hear” a client’s needs, and find a way to make sure those needs are met in a way that does not compromise their client’s ideology. Marketers may go out of their way, at times to make sure the client’s image is at the forefront of their campaign or ideals. However, **marketers will not drop everything they have learned to meet client whims, because they’ve learned that often clients don’t always know exactly what they need.** Their expertise is what will normally make the difference.

#8: How important are “people needs” during the process?

-47% - Marketers seem to either isolate themselves and/or “personal issues” when focused on a campaign or project. People are important, but what really matters is conveying the concepts, addressing the issues, and making sure messages are communicated. While this may seem somewhat impersonal, **there is a job that needs to be done, and a marketer will do whatever is necessary to achieve the objective.** Marketers that seem to have a different approach congregate more around personalized areas like social media.

#9: How important is your belief in yourself and your approach?

-7% - Marketers, like most people, believe in themselves, but will not make their personal agenda a part of their job or campaign efforts. They often find that listening to customers may provide insights to help shape results. Therefore, they will often focus on customer needs more than the promotion of their own personal agendas.

#10: How important is corporate “ideology” to you, day to day?

-13% - The average marketer is not as focused on being a part of the “bigger picture” as the average person. While they do want to belong, they enjoy getting lost in their projects and accomplishing their personalized goals. There is a sense of belonging more in their individual challenges than in a “corporate fishbowl.” They may continue working at an organization for many years, but during that time they find their real joy and satisfaction in their creations rather than the success of the company that writes the checks.

Most internal staffs do not have the new marketing skills (inbound marketing, social, website, etc.), but management will not hire in those with these skills. They tend to choose people without the skills, and 'hope' that they will learn them if tasked with new projects. This does not work. We need to hire people that 'get it,' not those that might get it, or might not.

- Marketer insight

ARE YOU MATCHING THE RIGHT MARKETER TO THE RIGHT JOB?

Earlier in this chapter we identified that marketers did not often utilize the right type of assessments, or approach to fitting the right person into the right position, when aiming to achieve department or company goals.

While skills and abilities are important, **the key to departmental success lies with a person's fit for a job and work environment.** Only when this happens will the department move towards steady growth. The key is to first benchmark the position, then find a person who is as close to that benchmark as possible. An appropriate match will perform without undue stress and find joy and satisfaction in their position and the people around them.

Marketing departments seemingly always seek better ways to secure the talent necessary for success. **But what talent is required for superior performance when it comes to search, social media, email marketing, branding, etc.? Only the job itself has the answer!** Marketing experts have learned to identify key psychographic information to ensure success.

There are 4Cs: competencies, character, chemistry and capacity for each and every job. These must be matched to the behaviors and values consistent with performance (or high performers) in a particular description. You must assess the job prior to finding the talent to fit the position. Factual data based on job requirements provide a solid foundation for hiring, management, developmental and retention success. This is accomplished through work environment and benchmark studies.

MAKE SURE THE JOB AND PERSON ARE AN APPROPRIATE FIT

A behavioral and motivational benchmarking process is the most effective solution, because it identifies the specifics of the job helping a marketing leader identify what he or she needs to fill a specific position, and not be biased by the person's interviewing ability. To do this a marketing department leader must know how to obtain the psychographics for the position. You must research/study:

- The history of the position, why the job exists, and how it fits into the company's strategy
- Who has a direct connection to the job and understands its requirements
- Key accountabilities (critical job elements and goals), ranked by importance and time requirements
- How success in the job is measured

Once these key aspects of the position are benchmarked, you can develop behavior-based interviews to ensure the right person is properly positioned. You can also identify where they will:

1. Need management direction
2. How often they will need that type of direction
3. How they will work on or manage tasks
4. How to incentivize them to their highest level of performance

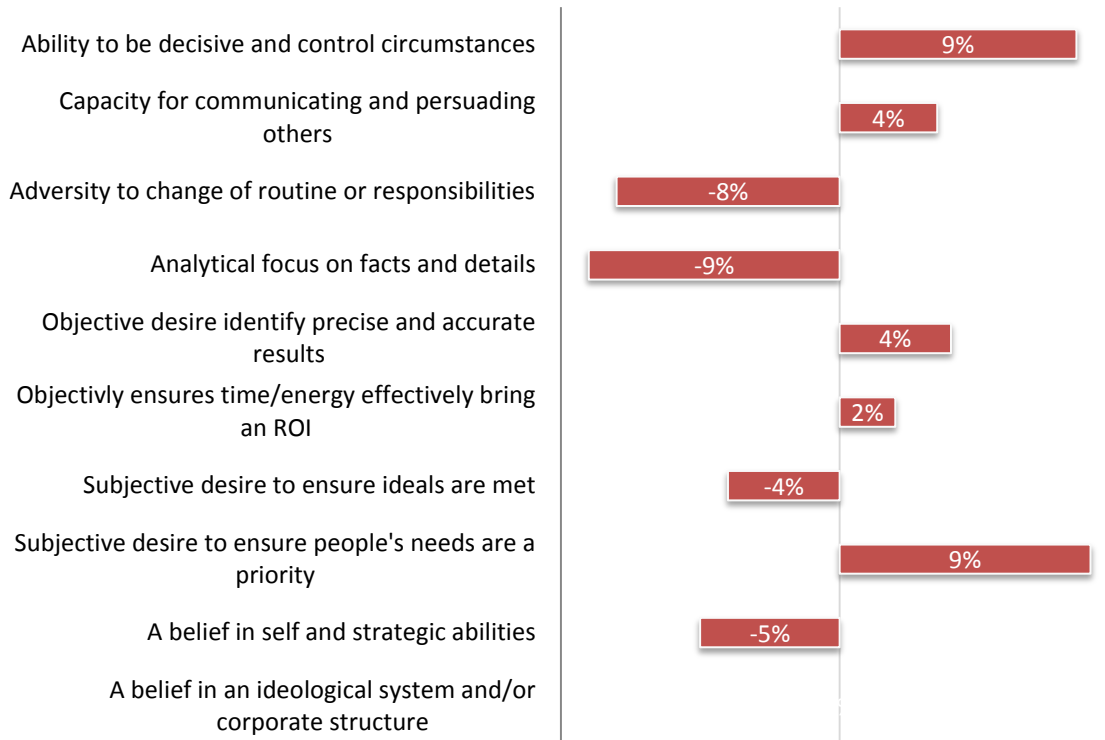
Marketing is so specialized now and most managers and directors have experience doing one thing and get promoted into these high level positions without really experiencing any other aspects of marketing.

- Marketer insight

HOW DOES THE AVERAGE MARKETER COMPARE TO LARGE DEPARTMENT MARKETERS (50+ EMPLOYEES)?

Marketers in large marketing departments are normally more specialized, and spend more time on one or two specific tasks. Our respondent marketers have given us an excellent representation of our audience. However, there seems to be unique differences between average marketers, and those who work alongside many specialists. This insight helps us better identify and understand the specialists we will consider in the pages ahead.

CHART: LARGE DEPARTMENTS INTENSIFY PRESSURE ON SPECIALISTS



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

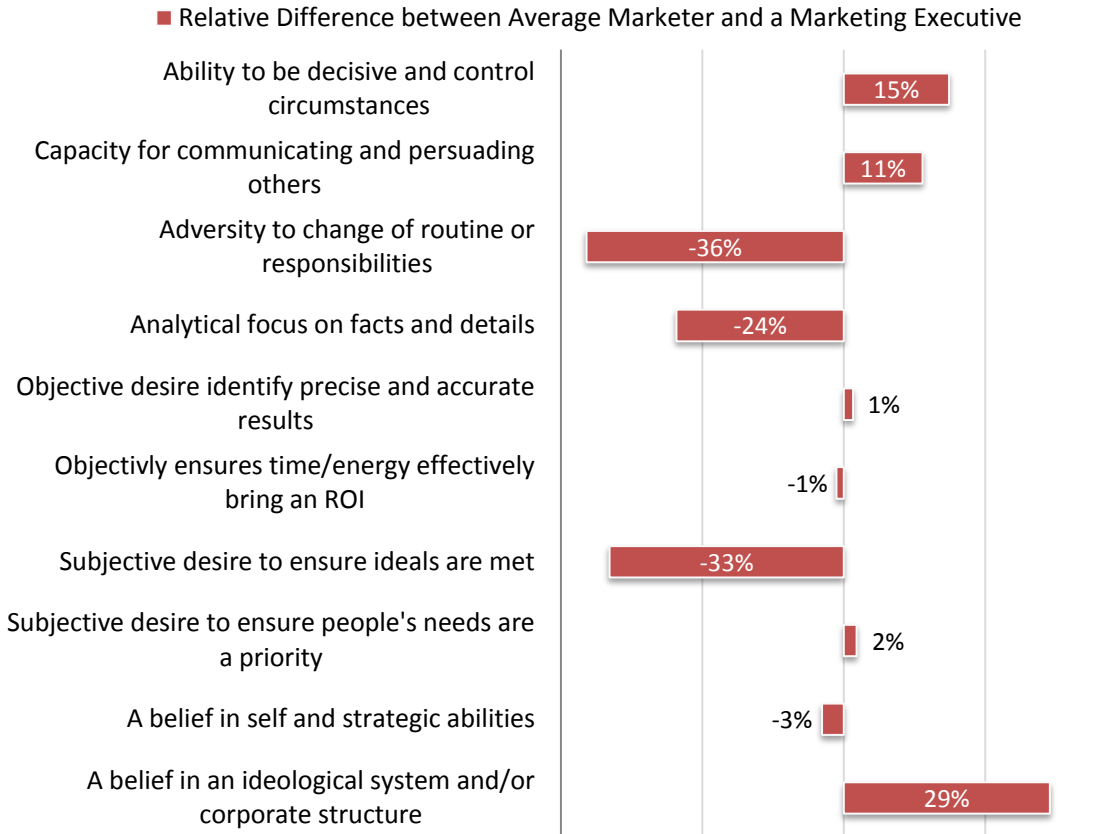
As we consider the graphs above we see that marketers in large departments feel they must be more assertive and communicative about their own personal agendas. **They know they remain under constant scrutiny, and strive to produce precisely what is needed to ensure results.** They are under pressure to prove themselves to their superiors. This has an impact on self-image, illustrated by a lower belief in self.

Accompanying the structure of a large organization is politics. This highly competitive environment initiates constant movement and change, keeping the individual from going as “deep” into their projects as desired. This is probably why developmental opportunities offered by large companies are not utilized as often as they might be in a smaller company, where there are fewer political issues facing the marketer.

HOW DOES THE AVERAGE MARKETER COMPARE TO A **MARKETING EXECUTIVE**?

To become a CMO or marketing executive you must have traits that further distinguish you from general marketers. In the graphs below you can see where significant differences exist and how these differences impact marketers' ability to manage and make strategic decisions.

CHART: THE MARKETING EXECUTIVE IS MORE FOCUSED AND ASSERTIVE



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
 Methodology: Fielded November 2011, N=1,646

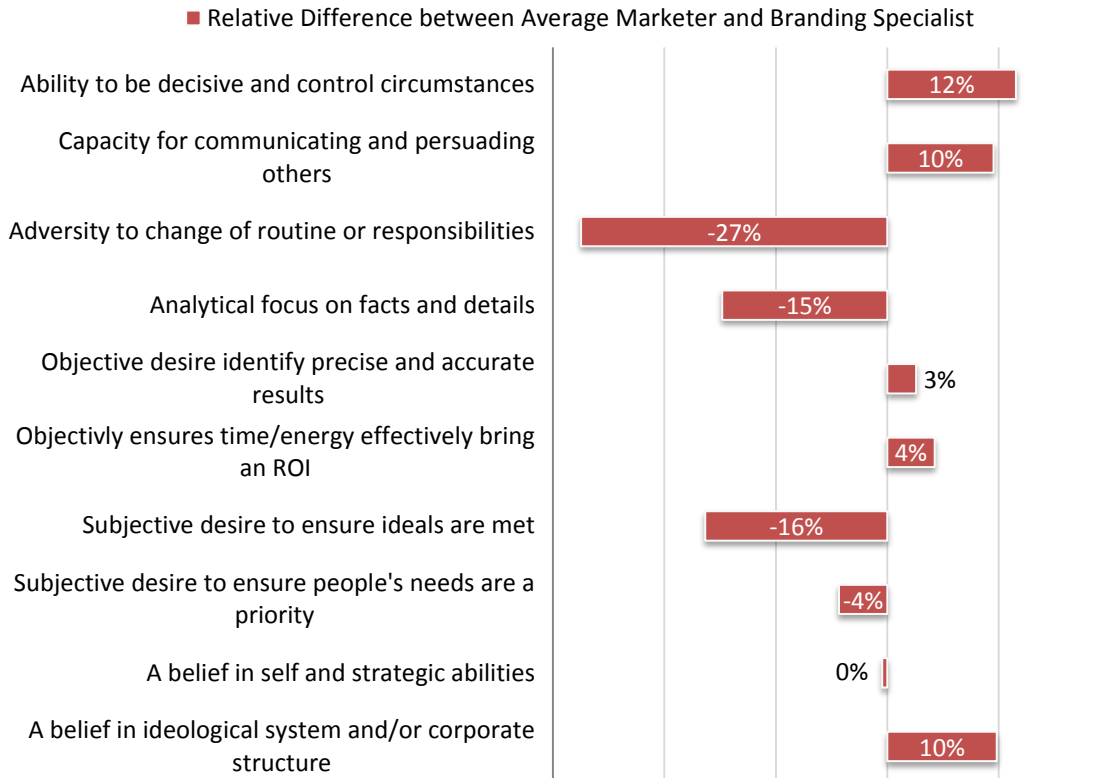
There are several key elements that allow marketers to move into the executive suite. Most notable is the marketer's belief in the company's vision and direction. This belief must be 29% stronger than the average marketer. Additionally, these marketers will not be mired or persuaded by individual ideologies; they will change directions, get the big (corporate) picture, and focus on what needs to be done.

These marketers are strong communicators with the ability to rally others around them, persuade them directionally, or focus them on a cause. They have a strong sense of direction, which allows them to be very objective, decisive and assertive when needed. They will be able to quickly make decisions, especially difficult ones, knowing they must live with the consequences. They will be able to do this despite what others think or communicate during the process.

WHY DO BRANDING SPECIALISTS EMBRACE CHALLENGE AND CHANGE?

The branding specialist is required to establish standards, and provide a path for an organization and others to follow. Their mental capacities must be unique from other marketers.

CHART: BRANDING SPECIALISTS LIKE NEW CHALLENGES, BUT KNOW WHERE TO FOCUS



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

The branding specialist is, above all else, a flexible individual, willing to change courses and ideologies, and embrace various marketing philosophies when the situation demands. They seem to find joy as each new project approaches with its unique product or client demands. **They must possess an increased ability to communicate above the norm, to ensure mandates are congruous with client needs and meet marketplace demands.**

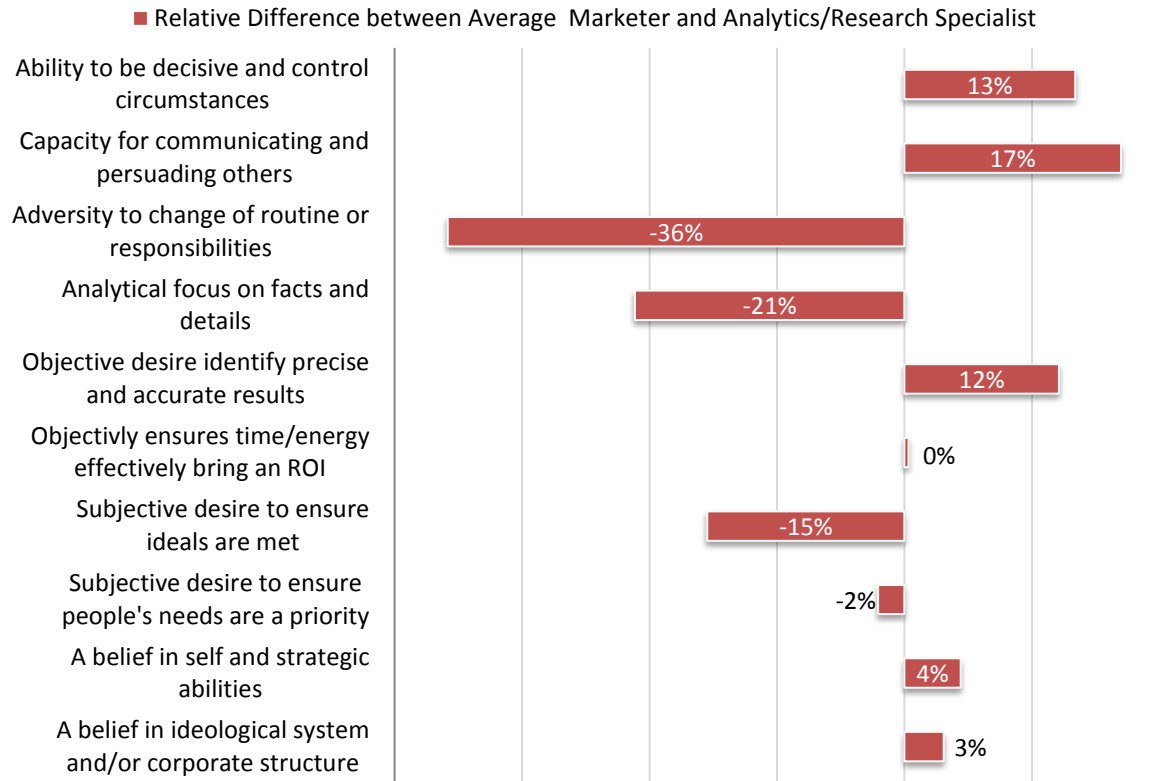
Branding specialists must also be a bit more “global” in their thought processes, and more assertive in selling ideas and concepts to stakeholders. While they take their guidance from others, they will only use the direction if they feel it is appropriate, or in the best needs of the project and its success. They are not easily swayed by other’s opinions or ideas, but will have a stronger than normal corporate focus and insight on how their efforts will benefit an organization.

Additionally, they take even more pride than the average marketer in their ability to achieve success, based on their own personal decisions and creativity.

ARE YOUR ANALYTICS/RESEARCH SPECIALISTS DEMONSTRATING THE NECESSARY VERSATILITY?

While we often think of analysts and research specialists as quiet, behind-the-scenes individuals, our research indicates they need skills beyond that of just data management. In fact, they must be more versatile than just about any other type of marketer.

CHART: ANALYTICS/RESEARCH SPECIALISTS ARE DETERMINED AND SINGLE-MINDED



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

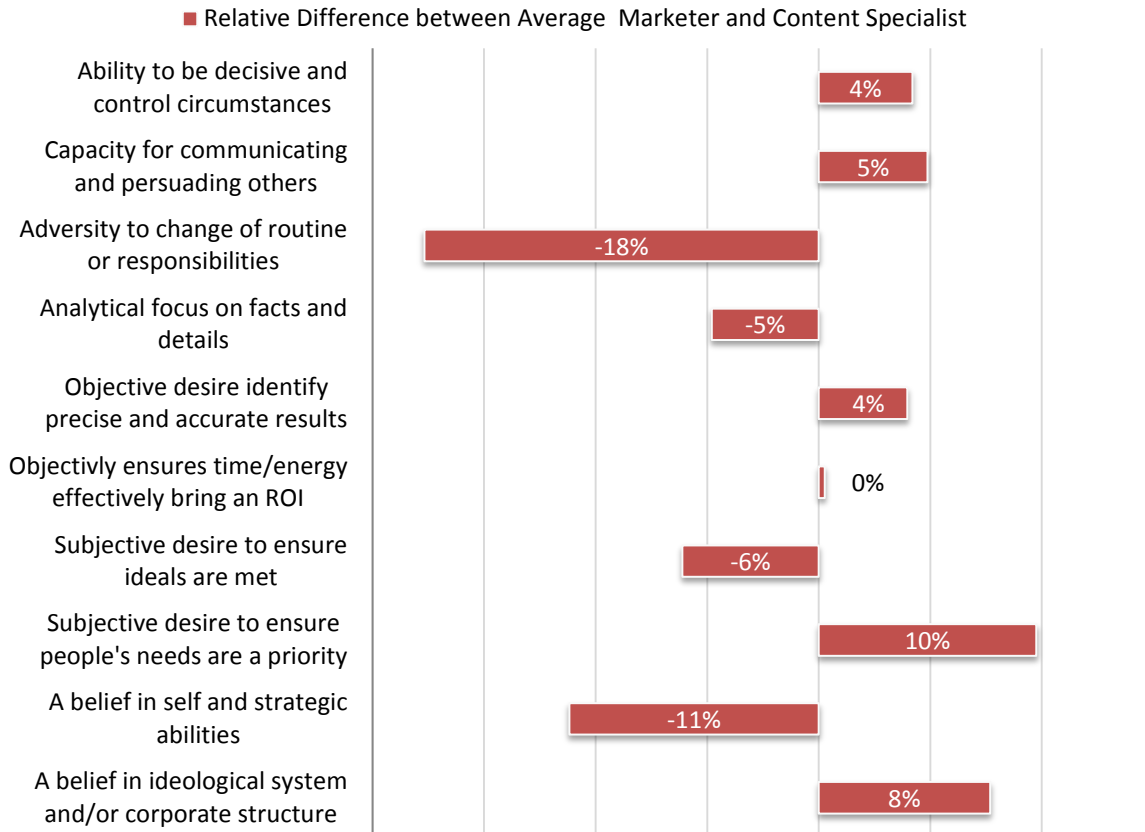
Analysts/researchers know they must change routines and directions, look under every rock, and find new ways to categorize what others simply cannot identify. This skill does not simply involve listening to someone else’s opinion or direction, but rather requires a personality that looks beyond pure detail toward more global thinking. Without the ability to separate themselves from preconceived notions about an ideal approach, analysts/researchers know they will never achieve their goals. They are independent and their perspective often does not match what the others around may hold true.

This independence comes from a stronger than normal desire to obtain precise data and information that can be interpreted in a meaningful way. Then they trust themselves, become more assertive and communicative in a way that ensures others buy into their methodology and approach. **Analysts know how to make the mundane meaningful.**

ARE YOUR **CONTENT SPECIALISTS** FLEXIBLE ENOUGH TO MEET NEEDS OF BOTH AUDIENCES AND EXECUTIVES?

The content specialist is similar to the average marketer profile with only a few exceptions – exceptions that define their uniqueness. This is probably because marketing is often about content and selling an idea. What content specialists do is communicate marketing ideas based on the challenges presented to their audience – which always seems to be in a state of change.

CHART: CONTENT SPECIALISTS HAVE PERSONALITIES SHAPED BY THEIR AUDIENCE



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

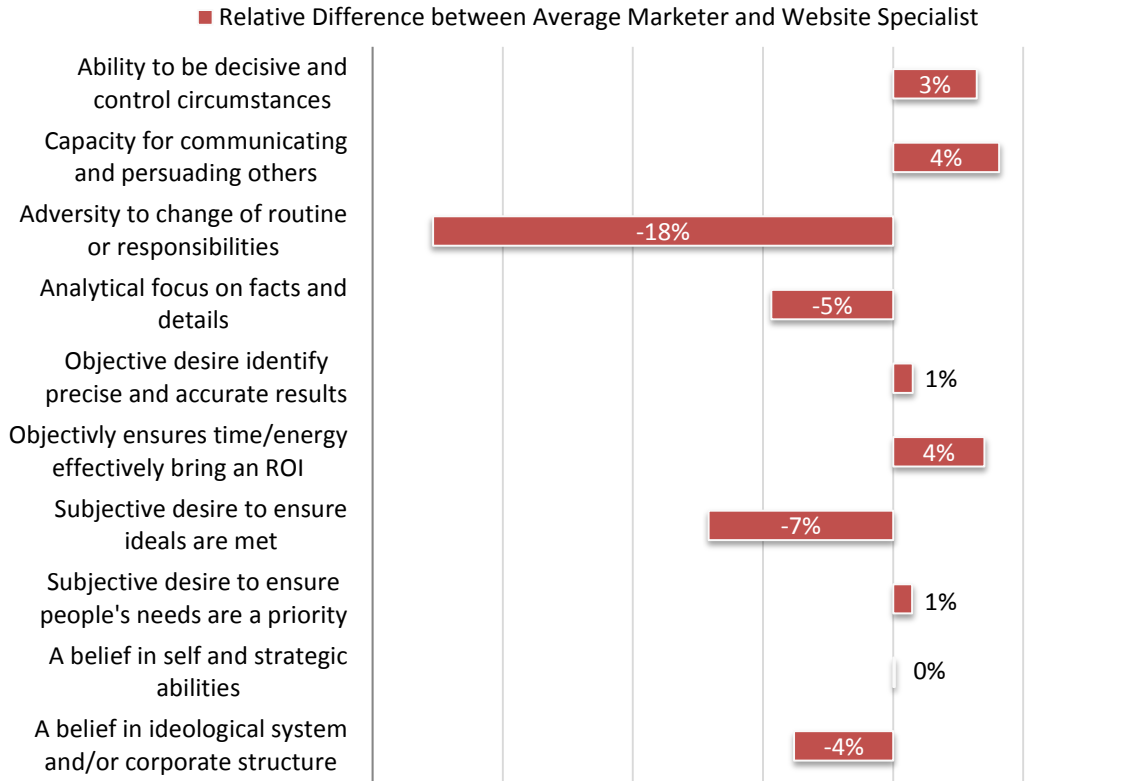
Content specialists know they must be a bit more flexible than others because they must reshape, gather, or put new twists on content that the public has likely already experienced. Therefore, they must be willing and able to change perspectives and find the details that will allow them to communicate messages in a way that will not seem old, tired or too similar to others’ information.

The next most unique aspect of the content specialist’s makeup is that they appear to be more loyal to brands or organizations than the average marketer, often identifying with the support system, readership or organization that sponsors them or generated the content. They seem to thrive on meeting their reader’s needs as well as any organizations they support or serve. Most unusual is that they find their identity in what they do, more than their particular belief in their self and their personal abilities. They sincerely believe that their greatest value lies in delivering to those they serve.

DO YOUR **WEBSITE SPECIALISTS** RECEIVE THE FLEXIBILITY TO DETERMINE THEIR OWN PATH?

Like the average marketer, website specialists have a strong understanding for what makes things unique. They focus on what is in front of them, get lost in their work, and rarely take their direction based on opinions or what is the best corporate approach.

CHART: **WEBSITE SPECIALISTS LOVE NEW APPROACHES AND ARE FREE THINKERS**



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
 Methodology: Fielded November 2011, N=1,646

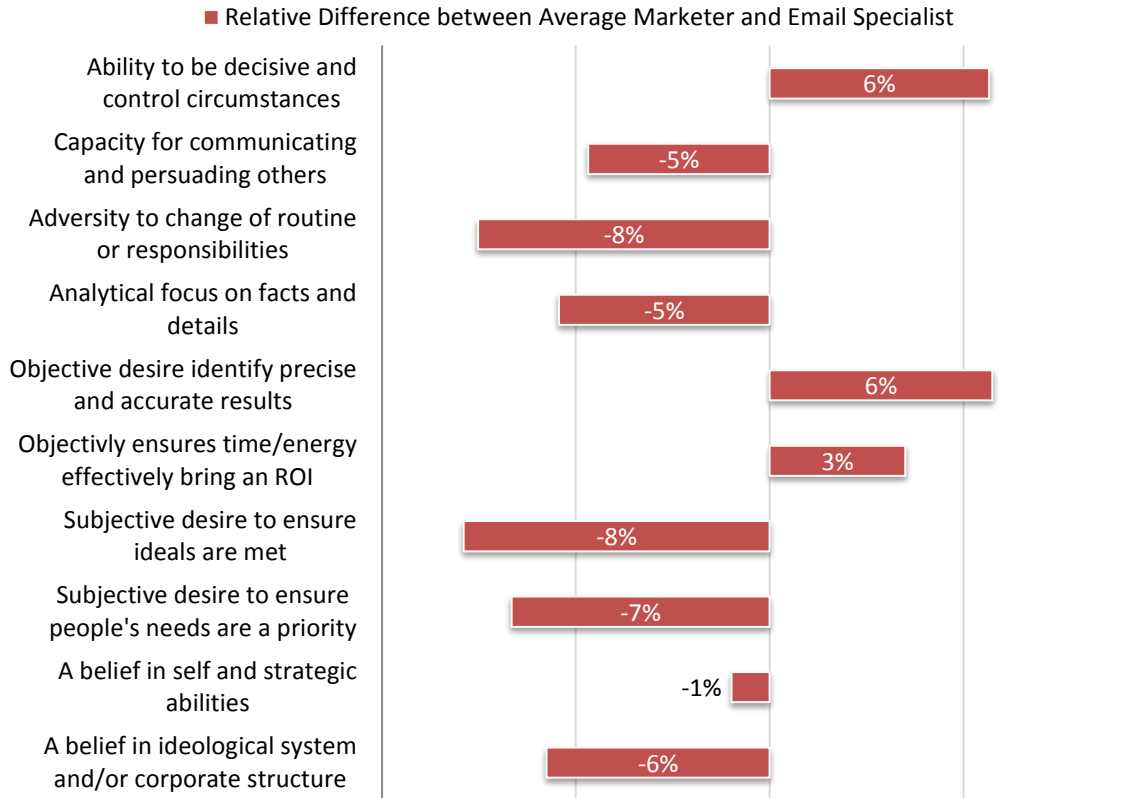
Website specialists do not like to be put in a box. They, unlike many marketers, are not acutely focused on what people want, but want to identify a unique approach that works, yet doesn't look like "everybody else's." They embrace the change that occurs on each new landing page, or each new twist that a landing page requires. Each test is a new challenge to their creativity. They seem to find more of their joy in their creations and unique attributes, rather than calling a great deal of attention to themselves.

Website specialists can get lost in what they are doing, at times. However, once they draw close to completion they become more assertive in their strategy, communication and explanations of their project decisions. They enjoy pointing out how they will provide a better return and results through attention to precision and accuracy.

ARE YOUR EMAIL SPECIALISTS GIVEN THE NECESSARY INDEPENDENCE TO THRIVE?

Email specialists seem to know that their focus lies in producing results with their approach. They seem to have a laser focus when they settle into a pattern, which is often outside of the realm of what other marketers might see.

CHART: EMAIL SPECIALISTS UNDERSTAND THE PARAMETERS OF SEEING A RETURN ON THEIR WORK



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

Email specialists can be considered the “behind-the-scenes promoters” in today’s marketing departments. While they are not as strong with verbal communications, they know what to do to garner a response from their audience. They often go outside of normal boundaries or organizational structure to ensure they get their message across and achieve their objective. The challenge in working with them is that often some of them seem overly focused, and less than receptive to others’ ideas.

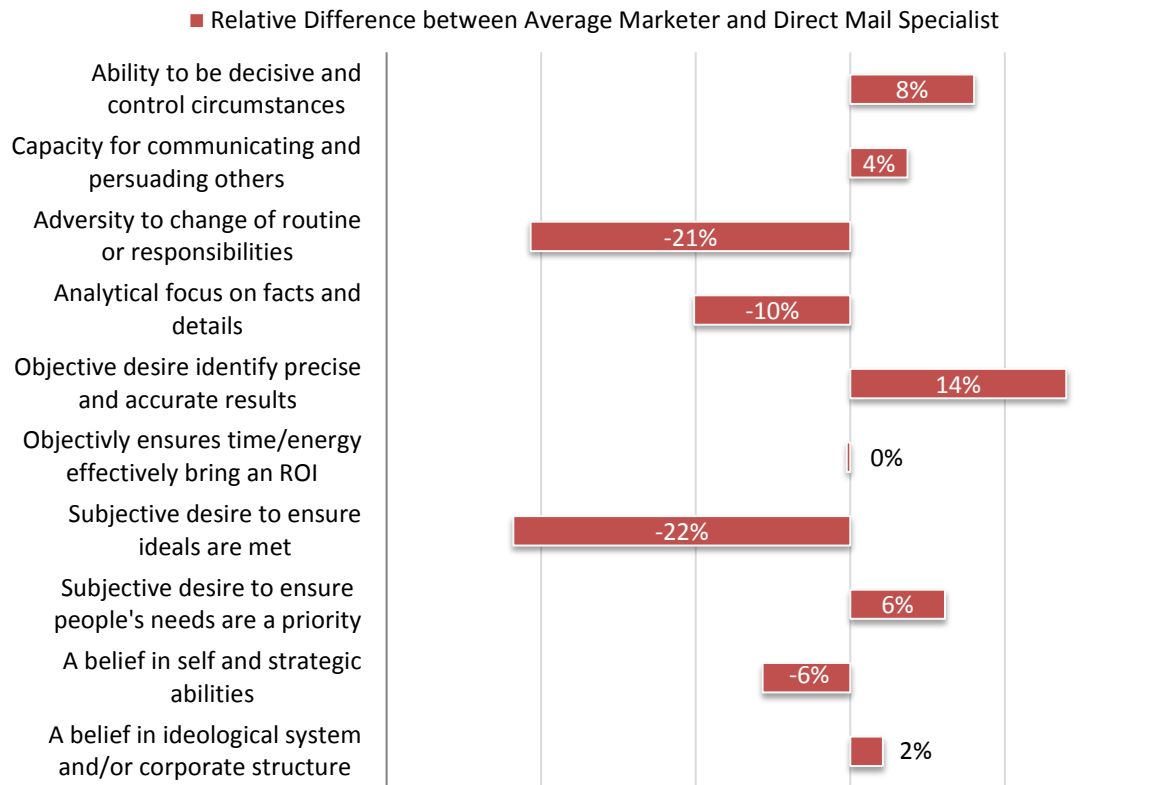
They achieve results through mixing and matching a focused, assertive approach, and move their readers to action. They identify precise details and reshape them (within perceived boundaries) until they know they have a product that will be persuasive and help the reader move on to the next level of commitment.

Email specialists constantly look to challenge themselves. **You cannot create a greater sense of urgency within them than what they already put on themselves.**

ARE YOUR **DIRECT MAIL SPECIALISTS** GIVEN ROOM TO DEVELOP THEIR OWN DIRECTION?

A direct mail specialist is one of the more unique and different specialists of our group. They have developed a direction that works for them, but thrive on adding new and compelling changes. They love to change the way things look, and honestly don't care much for others' opinions, as long as they know it will work.

CHART: THEY EMBRACE CHANGE AND MAKE IT WORK FOR THEM



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
 Methodology: Fielded November 2011, N=1,646

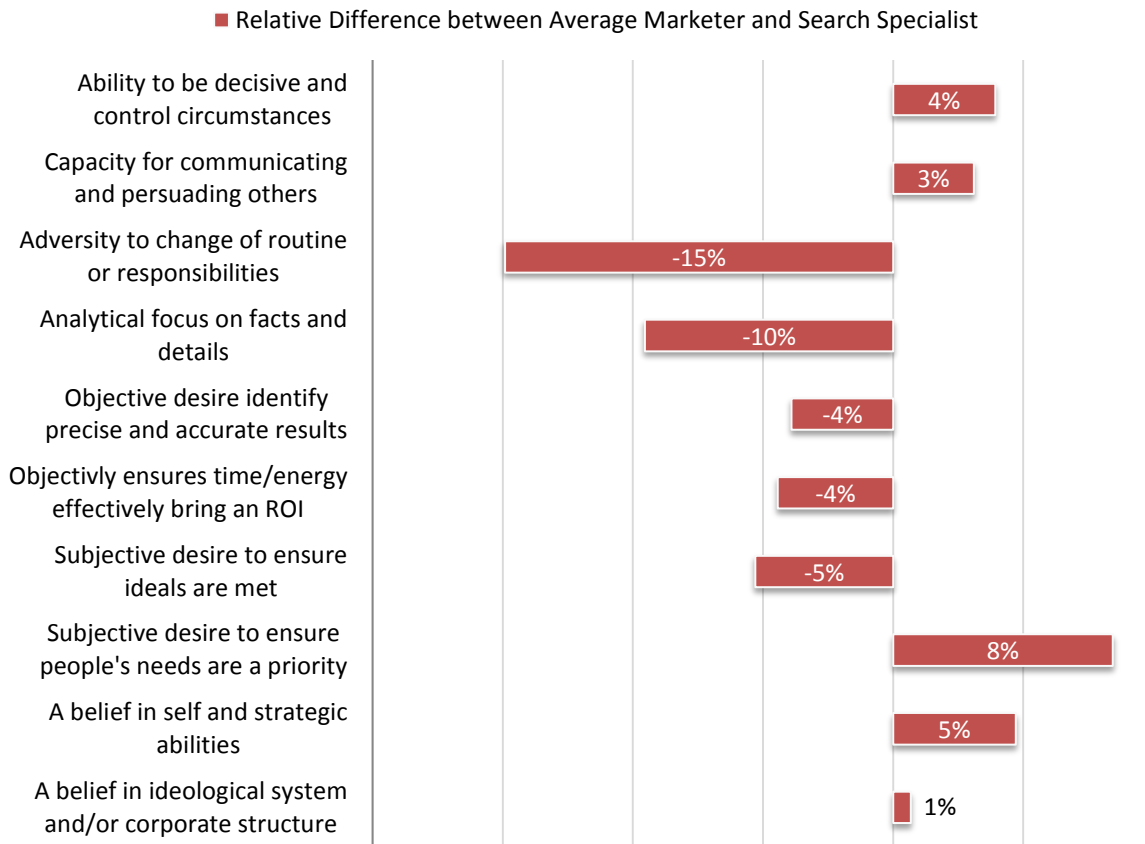
Direct mail specialists know that there are certain things that work, and things that don't. The DM field is one that has been analyzed for many years. Therefore, they are not as quick to listen to the emotional chatter, as clients often try to build a dream of direct mail campaigns which will pull in massive double digit returns. They have learned to focus on precise approaches that will provide the right exposure and, if possible, flavor it with the personalities of their clients.

Their desire for change is rooted in working on multiple campaigns which provide them with variety and opportunity to illustrate their expertise with decisive and persuasive data that illustrates their proven abilities on other campaigns. They may not fit the average marketer's profile, in that they are slightly less self-centered, but at the same time, are not tied to what everyone else is doing. They simply know themselves, and what works, allowing them to focus on the tasks at hand.

WHAT QUALITIES ALLOW **SEARCH SPECIALISTS** TO KNOW WHAT IT TAKES TO PROPERLY MEET OTHERS' NEEDS?

A search specialist is probably one of the more unique marketers. While there are only very slight differences from the average marketer in some areas, there is a distinction in the way they focus on people and their needs. They approach their work with assertiveness and openness to change that gives their clients ease and confidence. They want the whole picture to ensure their clients' needs are met, creating a bond for the present and the future.

CHART: THEY IDENTIFY THE OBJECTIVE AND THEN FOCUS ON DIRECTION



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

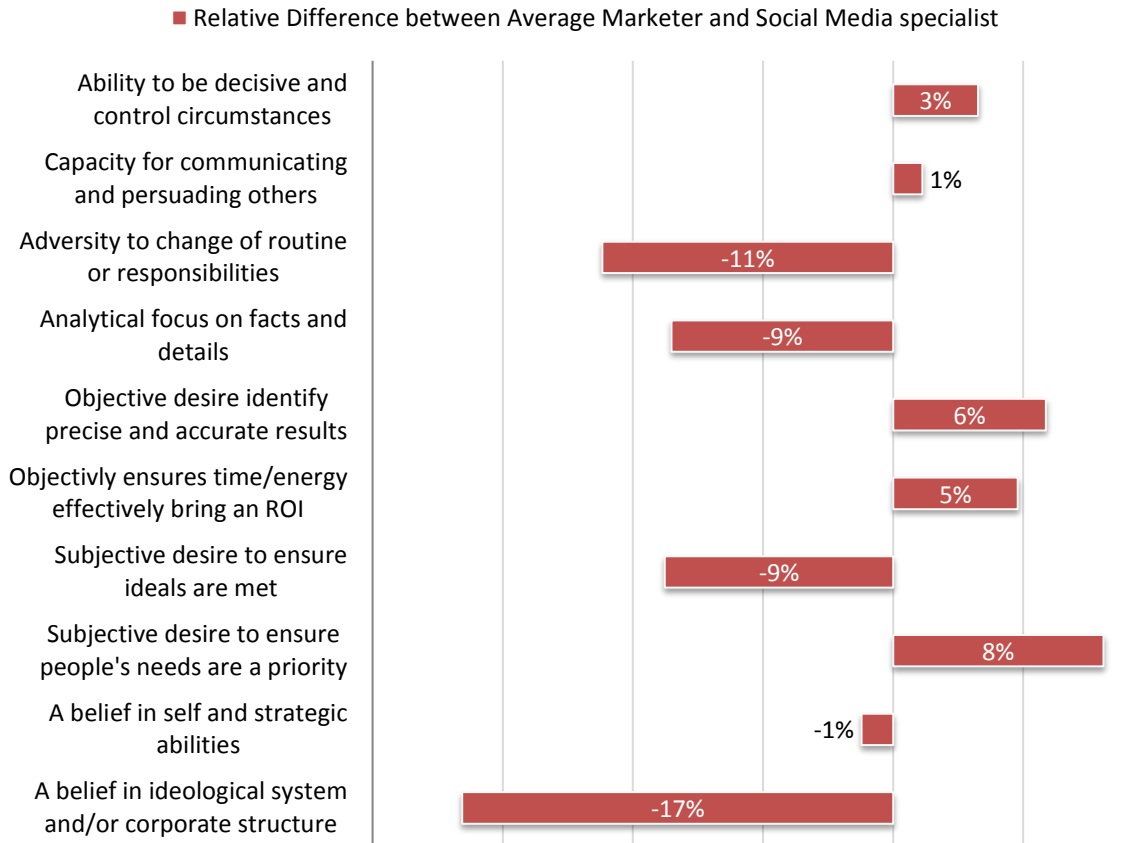
What stands out most about search marketers is that they are willing to take the time to develop a process that ensures that people's needs and objectives are met. Compared to the average marketer, they take the time to listen and develop stronger relationships. They then execute with a focus on what is at hand, rather than what might have worked elsewhere. They do not forget what they know, and simply adapt and change based upon the confidences built from past success.

Search specialists have a stronger belief in their abilities, and see themselves as strategic partners with their clients, working in sync to make sure both parties achieve their goals. If that means sometimes going outside of established parameters, it does not bother them, as they do what is needed to complete the task.

WHY DO UNCONVENTIONAL METHODS PRODUCE RESULTS FOR SOCIAL MEDIA SPECIALISTS?

Social media specialists illustrate a unique desire to project a personalized image that exceeds that of the average marketer. They may not pay as much attention to details, but what they have learned is that being unconventional may be the best approach to accomplish what the client wants and needs.

CHART: SOCIAL MEDIA SPECIALISTS OFFER AN UNCONVENTIONAL APPROACH, BUT ARE ABLE TO MAKE THINGS HAPPEN FOR THEIR CLIENTS



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
 Methodology: Fielded November 2011, N=1,646

A social media specialist might adopt the mantra, “Don’t try to put me in a box, because I won’t stay in it very long!” Even though there are things that work and don’t work in social media, specialists in this area are constantly looking for a new approach based on the uniqueness of their clients. They hear what needs to be done beyond standard expectations. Coming at things from a different angle is what it is all about.

Social media specialists also hear needs with a greater sense of urgency. This strong motivation pushes them to want to be precise about the message, and produce greater results than expectations. By doing this they find satisfaction in doing what the client asks, but perhaps not in the way the client would necessarily approach the process.

Their strong assertive nature and ability to persuade helps the client see how their way is “the better way.”

MARKETING SPECIALISTS REQUIRE DIFFERENT ATTRIBUTES AND MOTIVATIONS

The purpose behind this chapter should be self-explanatory – different types of marketers require different skill sets. However, as we noted most marketers must wear many hats, which positions them for success in some areas, but for mediocrity or failure in others. This is problematic because most managers remember failures above most successes.

As a manager you must consider what the position requires, knowing that if the marketer must wear multiple hats they will bring strengths and weaknesses to the position. **Focus on the job. What does the job say it needs?**

Once this is done, you can then apportion the tasks based on priorities. When you have these answers you can position an individual in a job where they have the greatest opportunity for success.

You may also want to consider assessing your present staff to make sure they are in the areas where they have the greatest opportunity for success. If not, don't be afraid to adapt their job description to their behaviors, if they bring value to the team.

Most importantly, make sure you assess for growth. Can your marketers handle the next position? If not they will probably not last. **Consider the long term, not just the short-term need of filling a single position.**



This graphic is designed to help communicate the essential nature of each of the 4Cs, (covered in the next two chapters) and the way they impact one another. The part of the tree that is seen “above ground” is where we focus our attention. CMOs and marketing managers must have competent marketers (who CAN do the job), with personal characteristics that make them dependable (and WILL do to the job). They can manage marketers who have those characteristics and shape them into a great looking product by providing freedom for growth and trimming the rough edges back as necessary.

However, the tree will never achieve its full potential or beauty without a root system that is fertilized, developed and well-watered. There must be good soil surrounding the root system, provided from others in a department or organization. The manager must then provide the food and opportunity for growth, even though the organization itself may not have a vast array of resources. A creative and caring manager can share what he/she knows will help “feed” the growth and development of the marketer.

Bottom Line: “You will not keep the competency and character on your team if you do not have the correct chemistry and help expand the marketer’s capacity.” This Executive Guide repeatedly promotes this concept. We hope you will see the value in paying attention to the priorities to which marketers have called our attention.

CHAPTER 3 – MANAGING MARKETERS BY FOCUSING ON TASK APTITUDES

While all marketing tasks are performed by people, the ones most obvious to a leader and manager are those which require task completion through very specific skill sets. Having competent employees is critical to the success of any marketing department or organization.

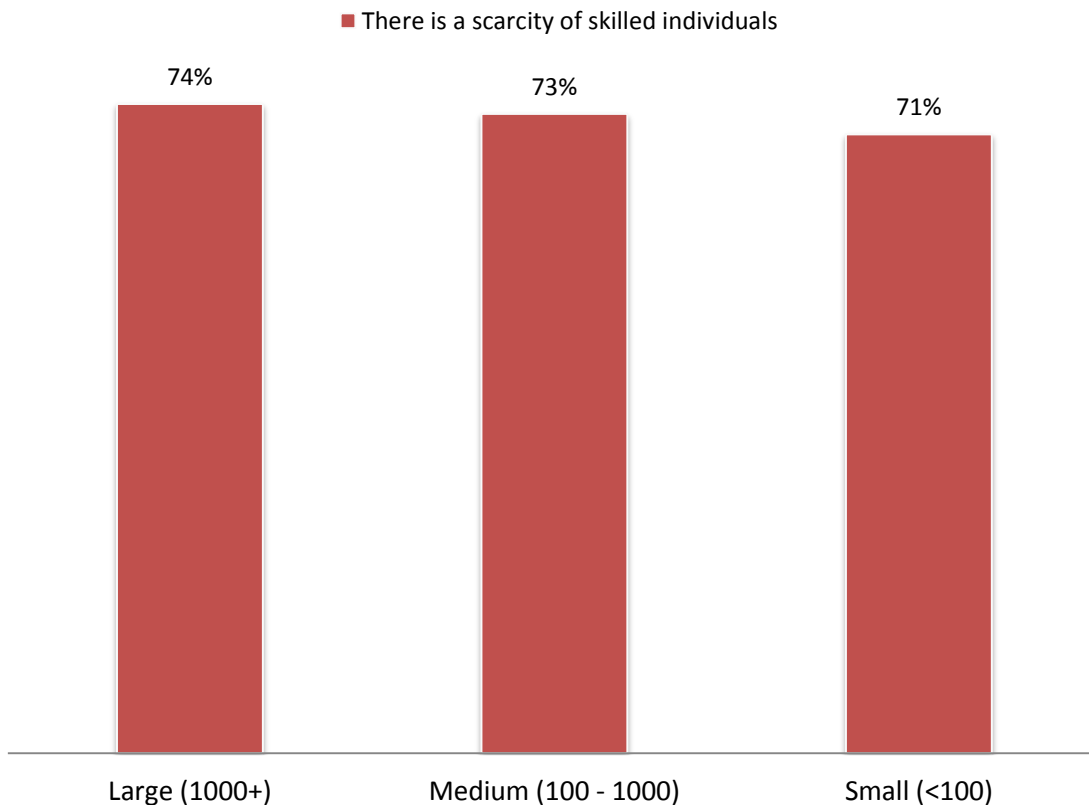
The first of the two task aptitudes is competence – does the person know what to do and/or have the resources to do it and do they know what processes to go through to reach completion. Our first “C” of the 4Cs is Competence and is the second most critical issue to our surveyed marketers.

DOES THE EMPLOYEE KNOW WHAT TO DO TO ACHIEVE RESULTS?

“... business owners are feeling a little more than the usual stress about global economic conditions, but the thing that's really keeping them up nights is the trouble they're having finding qualified staff,”

- American Express Small Business Monitor, Winter 2011

CHART: ALL ORGANIZATIONS ASK, “WHERE ARE THE COMPETENT MARKETERS?”



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

CASE BRIEFING: NATIONAL MARKETING FIRM REDUCES TURNOVER 85% IN 90 DAYS

Case Study: CS11995TR

Location: MECLABS HQ

Summary: The world's largest prepaid cellular company uses new competence benchmarks to reduce turnover dramatically

CHALLENGE

The CEO and executive staff of this organization knew that to improve their profitability they had to have competent people to perform in their marketing call center. They found that using the appropriate psychometric assessments to benchmark the job position would reduce the rapid turnover and improve retention of the most talented performers.

CAMPAIGN

The following steps were taken to ensure each level in the call center was appropriately benchmarked:

- 1. Identify the competencies for each of the three positions*
Work environment studies and job analysis was performed on each of the three positions, identifying the most critical tasks to be performed, the competencies required, and the amount of time dedicated to completion of the tasks consuming 80% of their time.
- 2. Identify the top performers in each position*
Leaders in the Key Performance Indicators were identified based on performance during the past 8 quarters.
- 3. Locate and identify the top skill/competency assessment for the position*
Since there was strong cultural diversity in this organization the Quality of Motivation Questionnaire was selected to measure the levels of competence in the habits that contributed to the success of each of the KPIs
- 4. Test all top and bottom performers*
In addition to ensuring that future employees had the appropriate habit patterns to meet the competency level needed, assessments were given to the lowest performers to identify habit patterns that precluded failure rather than success and what the organization "didn't want."
- 5. Identify the key differences*
In addition to identifying the habit patterns of the top performers, which seemed to have general consistencies, the greatest help in this process came from identifying the counterproductive skills of the lower performers. Once these were identified they provided immediate "red flags" helping departmental managers focus on very specific questions (during the interviewing process.) This helped them easily identify those who did not possess the skills necessary to succeed.
- 6. Set the benchmark*
Key indicators were set and put in place during the second quarter of the year.

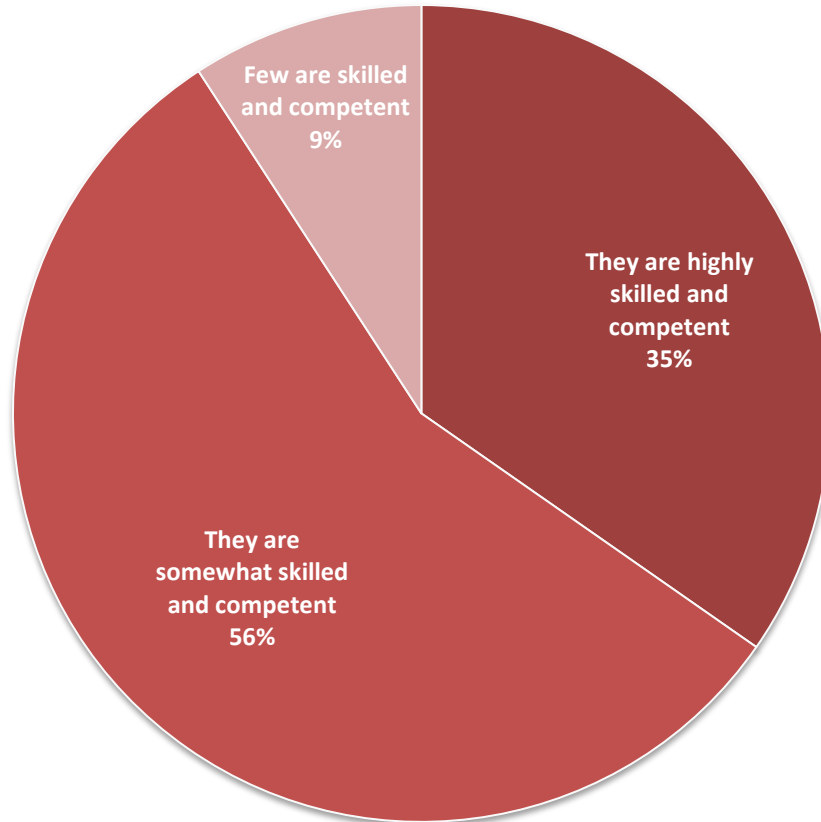
RESULTS

At the end of the following quarter the turnover had dropped 85% with an annual estimated savings impact of approximately \$600,000.

HOW COMPETENT IS YOUR MARKETING DEPARTMENT?

Every marketing department likes to believe they are doing things to the best of their ability; rarely do they want to admit they are performing on a subpar level. Our respondents indicate that a large majority of departments host both good and bad levels of competence, as seen below.

CHART: MOST MARKETING TEAMS COMPRISED OF “SOMEWHAT” SKILLED EMPLOYEES, ACCORDING TO RESPONDENTS



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

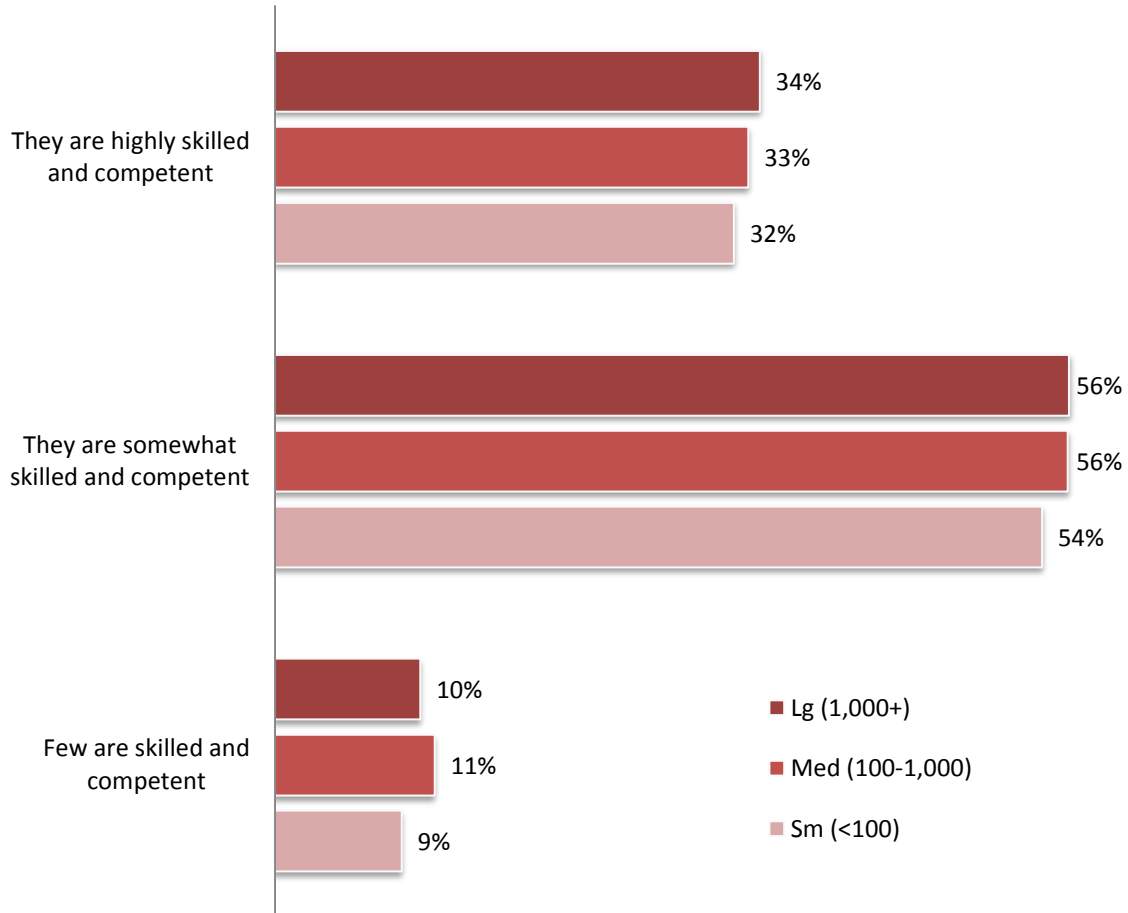
Our respondents indicated that 65% of the marketers they interact or work with were only partially skilled and competent, or not skilled at all. Based on the wide number of respondents, this indicates the competence level is below expectations. This is further indication that the number two problem (as indicated on page 46) is very real, and that either an organization either accepts mediocrity, or in some way contributes to it.

When we identified the key problems in the Executive Summary we noted that one of the most relevant issues was that people did not have appropriate direction and were spread extremely thin. A marketer will struggle with competence if they are not behaviorally suited and possess the right mindset, but they will struggle even more if they are asked to perform tasks that are not related and then do not have clear guidelines for performance. Competence comes with clarity of vision and direction.

WHAT IS YOUR PERCEPTION OF COMPETENCE?

Regardless of the size of an organization, there is often no basis for comparison, so the natural assumption is that what is being done reflects a general level of competence. In the chart below you will notice there are no significant differences in various organizational sizes.

CHART: DEPARTMENTAL PERCEPTION OF COMPETENCE IS LESS THAN STELLAR



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
 Methodology: Fielded November 2011, N=1,646

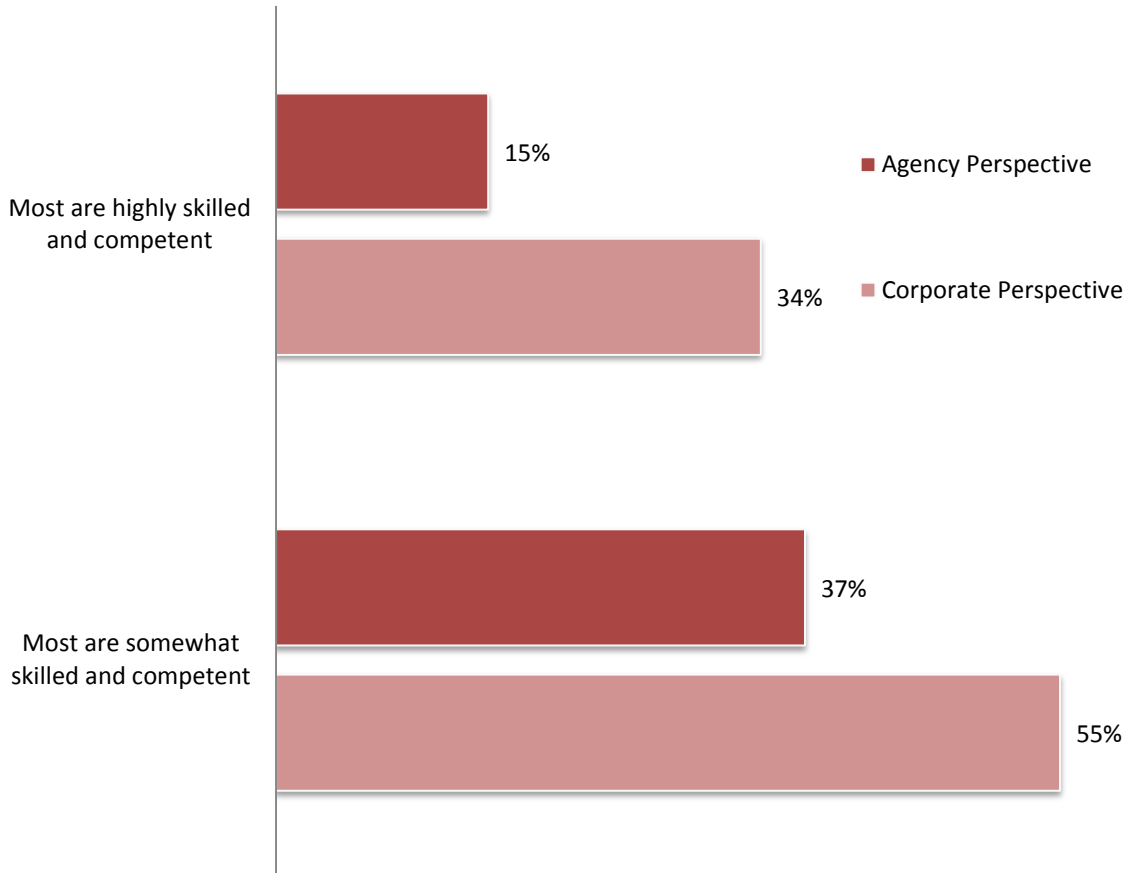
When there is no basis for comparison you generally grade your marketers “on the curve.” This provides managers with what they see as the immediate challenge: “What do I do to get rid of the dead weight and get more top-level performers?” The reality is that this is the wrong question to ask. Instead, **they should ask, “How do I create a standard of excellence in my marketing department, using the resources I have?”**

Developing excellence is not an easy task, but it is possible. However, the approach must be highly objective and properly managed. The first step is to ensure the competencies necessary for completing the departmental mission are identified within the job requirements of each position. The second step is to measure these competencies and compare them to your needs. The third step is to acquire the competencies through one of two methods: (1) acquisition of the skills through new employees or (2) education and development of employees with the capacity to learn.

WHY DO AGENCIES POSSESS A DIFFERENT VIEW OF CORPORATE COMPETENCE LEVELS?

While most marketers have a pretty good feeling for what they perceive as competence within their department, we get a very different picture from agencies that are on the outside looking in.

CHART: AGENCY VS. CORPORATE PERSPECTIVE OF COMPETENCE LEVEL



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

While 89% of marketers view their departments as somewhat to highly skilled and competent, those working with (or outside) those departments see the picture very differently. Agencies work with multiple marketing departments and would normally have a larger basis for comparison. Their view is that only 52% fall into that same category. This is a significant difference.

The differences in perception can be brought about by several factors. First, agencies only have limited exposure, and are normally accessed for their specialized competencies. Therefore, their employees or agents see departments more for what they cannot perform, rather than what they can, which presents an obvious bias. However, their capacity to see into multiple organizations should be noteworthy for CMOs and marketing managers. Excellent marketing managers have learned to ask, not just assume.

You must set the expectations and measurements for performing at a high level through comparisons and research. That will require you as a manager and your people to stay up on the latest concepts, data and marketing approaches in order to have maximum market penetration with state-of-the-art approaches.

IS EMPLOYEE COMPETENCE A REASON FOR INAPPROPRIATE JOB MATCHING?

When asked how his organization screens and hires people to ensure they are finding the right employees who will contribute to their culture, Dan T. Cathy, President and COO of Chik-Fil-A replied with the following:

“We typically select based on what we call the “three Cs.” Competence, that’s their business acumen and the skills that they have. Character, which is their whole values set, and also their Chemistry, their likability – is this someone we would want our own sons or daughters to work for?”
- BGS International Exchange, Summer 2008, p. 14

CHART: BAD JOB MATCHING IMPACTS PRODUCTIVITY, PERFORMANCE, PROFITABILITY AND RETENTION



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

Quick recognition of incorrectly placed individuals is critical to survival. They must be shifted quickly into more appropriate roles. Managers must embrace honest feedback of both positive and negative elements.

- Marketer insight

Survey respondents indicated that regardless of an organization’s size, people are assigned to positions that are not a good fit.

Their comments point out that there are many reasons for this occurrence, but one must assume that **competence plays a crucial role in making the improper fit.**

When competence is combined with character and chemistry issues there is a huge window for problems to occur. Deadlines will be missed, teams will be at odds with one another, and finger pointing will be a common occurrence.

HOW DO YOU ENSURE THE MARKETERS YOU HIRE ARE COMPETENT?

We all know that the team holding the greatest skills has a huge advantage. However, this is the one area that most marketers have identified as their first priority. This is the area that provides the greatest advantage to a marketing leader. In the next three sections we will identify the three key steps to use, to ensure your marketers are competent.

LET THE JOB TALK AND REMOVE THE BIAS

Marketers are like most people in that they are often relational-based and influenced by other people. To successfully manage a marketing department or organization there must be a strong degree of objectivity without bias. This requires that you consider the job, NOT the people. You must ask yourself: "If the job could talk what would it say about the responsibilities of the position?"

1. Critical Job Elements (CJEs) must be established and prioritized so that 80% of the person's time is identified with the key responsibilities, defined without bias.
2. Once prioritized identify the time requirements necessary to perform each of those responsibilities.
3. Identify how the manager can see and measure the responsibility execution into easily definable categories (excellent, very good, average, and unsatisfactory), indicating desired and unacceptable examples as a part of the measurement process.

IDENTIFY YOUR BEST FORM OF MEASURING INITIAL SKILL SETS (BASED ON INDIVIDUAL INTERESTS)

There are a plethora of assessments to measure skills and interests. And, you want to measure because people may be able to execute certain skills, based on their knowledge, but **if their interests are not aligned there will be stress induced during the execution.**

Stress spreads to other departmental members as a person begins to wear down from the pressure. Interests indicate internal motivation. A person that is motivated to execute a skill set because they choose to do so will be considerably more effective, and outperform even those with higher skills. You should not hesitate to use multiple assessments to identify if a person's skills and interests are aligned. A good résumé does not always indicate a high level of proficiency. All it indicates is that the function was performed with an unknown level of competence.

SET YOUR STANDARDS AND DON'T DEVIATE FROM THE DETERMINED PATH

If you want a department of high performers you must identify what it should resemble. If you are in a small organization, then you must look outside of the company (larger companies and agencies) to identify what skills to look for. If you are in a medium to large organization, identify your high performers, alongside those from similar organizations that are willing to share their findings. Don't forget to check with agencies, because often they may have (within their organization), or be able to refer you to, someone to help you benchmark the skills needed to accomplish your goals.

Once you have identified your standards, pinpoint the behaviors, interests, skills and motivations required to accomplish those tasks. Thousands of assessments are available, and many professionals spend their lives involved in the benchmarking process. This is the simplest part of the process, and has the easiest access for success.

HOW DO YOU MANAGE EMPLOYEE COMPETENCY?

In chapter 2 we defined competency as, “the observable abilities, skills, knowledge, motivations or traits defined in terms of the behaviors needed for successful job performance.” They are the qualities that a CMO or marketing manager must maximize in his/her team in order to achieve the overall strategic plan of the department and organization. To do this **the manager must integrate wise human capital planning with the business planning to incorporate each team member’s individual competencies.**

COMPETENCY MANAGEMENT IS THE PRACTICE OF DOING AND REFLECTING

Competency management requires an ordered, structured environment to ensure projects are completed and deadlines are met. This requires a customized structure based on the competencies available.

Imagine a football team full of tall, skinny players who must face an opponent comprised of larger, bulkier players. Their plan of attack must rely on reach and speed because of their unique makeup. They can win, but it will not be accomplished through traditional brute force. The same is true of each unique marketing department.

Each department must also be flexible to meet the needs of the unique personality of marketers. Most marketers are more assertive, communicative, and results-oriented than the average employee. So, while they want to adhere to an overall set of guidelines, they must also have the freedom to “fashion” how they approach and complete their projects. **Too much structure and overbearing guidelines will stifle the more creative and results-oriented marketer.**

Competency management is best accomplished by a very simple but focused objective approach:

1. Doing: Applying the skill sets exactly as intended, under very specific and relevant guidelines, in a structured time frame, and then measuring the results to obtain a level of competence.
2. Reflecting: Taking the measured level of competence and identifying any key missing or lacking elements which can be augmented by in-house training, or through outside educational resources.

Findings and supplemental relevant education must be shared with all appropriate departmental members. Failure to have or access a knowledge management system will infer the following to the marketer (especially in large companies):

1. The competence level is very good or adequate – leading to an over estimation of departmental capacity – and there is little else to be learned.
2. The skills performed by an individual will remain their specialty and is not to be shared, leading to other marketers feeling left out.
3. There is a lack of willingness by the company (and/or the manager) to invest in them, or other team members.
4. Additionally, there is little or no opportunity for growth and competency development.

Though it may come across as a trite statement, competency management is just as much a task as meeting marketing deadlines. **Your only hope for departmental excellence as a CMO or marketing manager is to surround yourself with competent people and then deepen their level of competence.**

MARKETER INSIGHTS: WHAT STEPS DO YOU TAKE TO HELP IDENTIFY EMPLOYEE COMPETENCE?

In the 2012 Marketing Personnel Benchmark Survey our respondents were very specific about categorical approaches for identifying character. Therefore, these insights have been classified in general groupings to ensure you understand the context of their experience. Note: An asterisk (*) following an insight indicates the most common answer for this category.

PRIORITIZE SKILLS/QUALITIES WHEN VETTING CANDIDATES

- We look out for strong candidates and then match them to well-developed company roles. *
- We clearly identify the position responsibilities and expectations in advance.
- Match their skills to the job description.
- Most important is to make hiring and placement a number one priority. This is one process I never, ever rush. Having the RIGHT person is way more important than filling the chair immediately.
- We have developed ideal candidate criteria and a candidate selection system, as well as a planned approach using analytics through assessment.
- We try to identify natural talent, drive, passion and other personality traits can be more important than skills and experience. We seek out individuals with these qualities.
- Understand their background in relation to what you are trying to accomplish (i.e., if you need a better marketing writer, hire someone with that proven track record).
- We search for candidates with relevant industry knowledge/ training/skills.
- Thorough evaluation of skills/competency. Training in existing systems and availability of documentation to ensure efficiency and productivity. Ongoing reviews (more than annual, don't need to be formal) to ensure effectiveness in position...potential additional training needs to either fulfill existing requirements and/or broaden skill set.
- Clear job description and expectations are a must. Fair, thorough and relevant interviewing process, including many team members is always conducted. We then have frank conversation with the candidate about their strengths and growth opportunities in the role.
- Better skills inventory, provide cross-training, access to outside training for specific functions. Rotation among team to build skills broadly.
- Before you can even start looking at your candidates, you must look at your bottom line and determine what you are willing to pay for. **If you want experience and quality, you must understand the benefit associated with the cost, and vice versa.**
- Looking at résumés will help you determine who has the minimum qualifications. The first interview helps you discover the depth and breadth of those experiences to determine their capacity and competency. The second interview is a closer look at the individual to determine their likelihood to be a good employee.
- The third (and hopefully final) interview involves the team members with whom the prospect will work. They should take the opportunity to pose questions and envision this person as part of the team.

INTERVIEW AND SCREEN CANDIDATES

- The past is a strong indicator of future performance: We try to ensure that candidates have strong work histories, training, education, and/or provide samples of their work. *
- We perform a thorough review of background and qualifications before the Interview process begins. We want to know who we are talking to.
- We go through the standard process of screening and interviewing (i.e. reference check).
- A skilled outsider (outside of the internal politics) should make the assessment of the individual and make the recommendations or the internal staff working with marketing should communicate a wish list which then should be analyzed by a competent outsider who will then make the final recommendations.
- Thoroughly interview and discuss background, check all references, verify portfolio.
- We use a structured interviewing process.
- We use phone, in person, team and interviews by differing departmental levels.
- Rigorous interview process with multiple rounds - imperative the candidates is interviewed by their peers.
- Team approach to interview. Give actual simulations for tackling a problem and presenting solutions to a group setting to judge analytical and organizational skills.
- Open discussion with associate, regarding their performance and own assessment; open discussion with peers regarding performance and 'fit'. Willingness for us to adapt to associate's needs and working habits, as well as willingness for them to adapt to our company's culture.

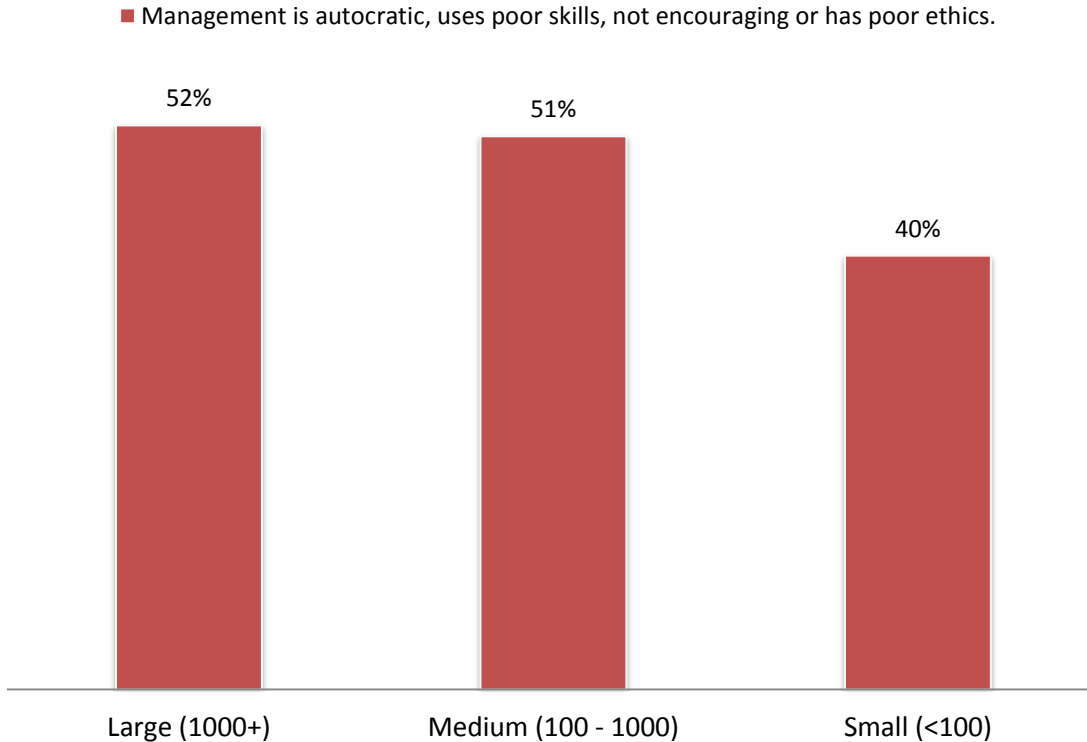
CONDUCT APPROPRIATE ASSESSMENTS DURING THE INTERVIEW PROCESS

- Skill level assessment prior to hire.
- Skill tests and development programs for those who need further training are crucial to ensure the proper fit of employee to job. Otherwise, don't prolong incompetence by not replacing underperforming employees sooner.
- Test for skills match, right company fit and realistic expectations of the role.
- Personality and social situations tests are used most often.
- Assess their interest, experience, skills and education affinity
- Properly organize resources to get the best candidate
- We clarify company needs and candidate criteria and ensure there is a proper job description. *
- Good or better pay to attract and retain quality candidates.

DOES POOR LEADERSHIP EVOKE CHARACTER AND CHEMISTRY ISSUES?

“All things being equal, people will work with people they like; all things not being equal, they still will. Chemistry matters. Character is what closes the gap between knowing and doing. It aligns intentions and action. That consistency is appealing, and is also essential to good, credible leadership.” - John Maxwell, The 5 Levels of Leadership: Proven Steps to Maximize Your Potential, 2011

CHART: POOR LEADERSHIP IMPACTS HALF OF SURVEYED COMPANIES



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

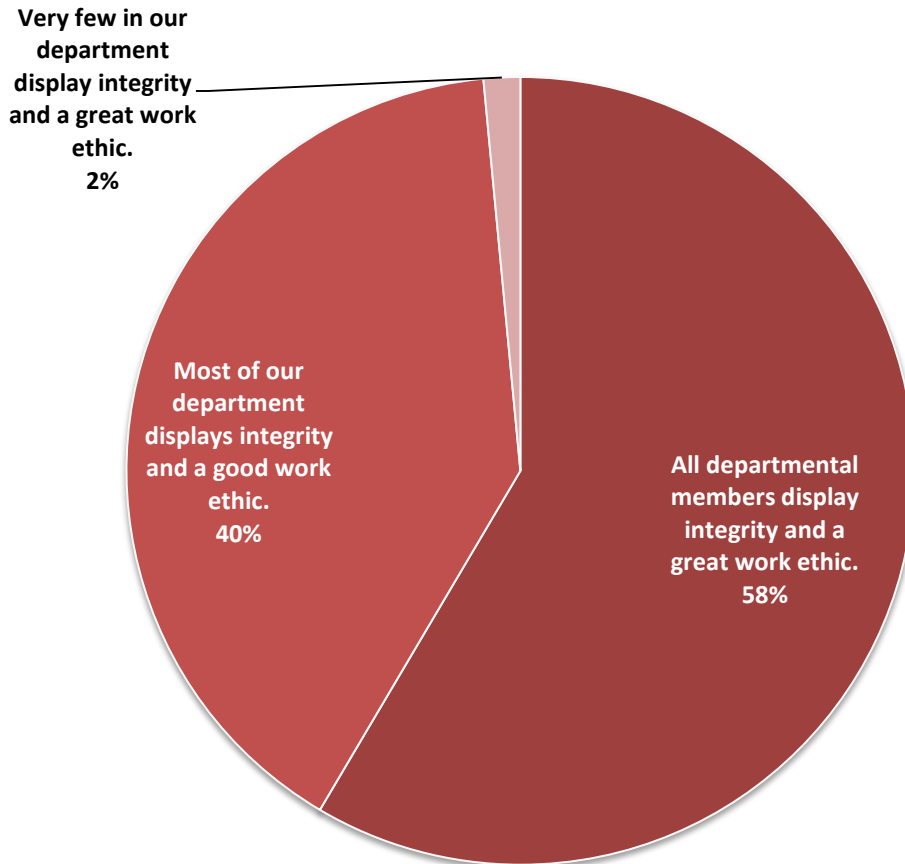
Our respondents indicate leadership in large- and medium-sized organizations tends to be more autocratic, less personable, and more self-serving than small companies. While there needs to be structure and guidance, the average marketer’s personality cries out for collaboration during team efforts.

Our departmental VP's style is that of a "barking dog" (He over talks, doesn't listen, and drives until he has said his say and demeaned the team. When he is barking, his ears are tightly closed - even if you say I agree early on. This discourages input, creativity and demotivates. We need to go out as a team, do team functions...anything. I miss how in team meetings, my former boss use to ask how was your weekend. It kept us close. Now, team meetings are more just lectures...he talks, we listen. Not enough "Team" in the team. - Marketer insight

DOES YOUR MARKETING DEPARTMENT DEMONSTRATE APPROPRIATE CHARACTER?

The second “C” receives the highest rating of all the 4Cs. From these survey results it appears that marketers are committed to what they do, and see their work as an expression of who they are, giving them “identity” through their job.

CHART: DEPARTMENTAL PERCEPTION OF CHARACTER LEVEL



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

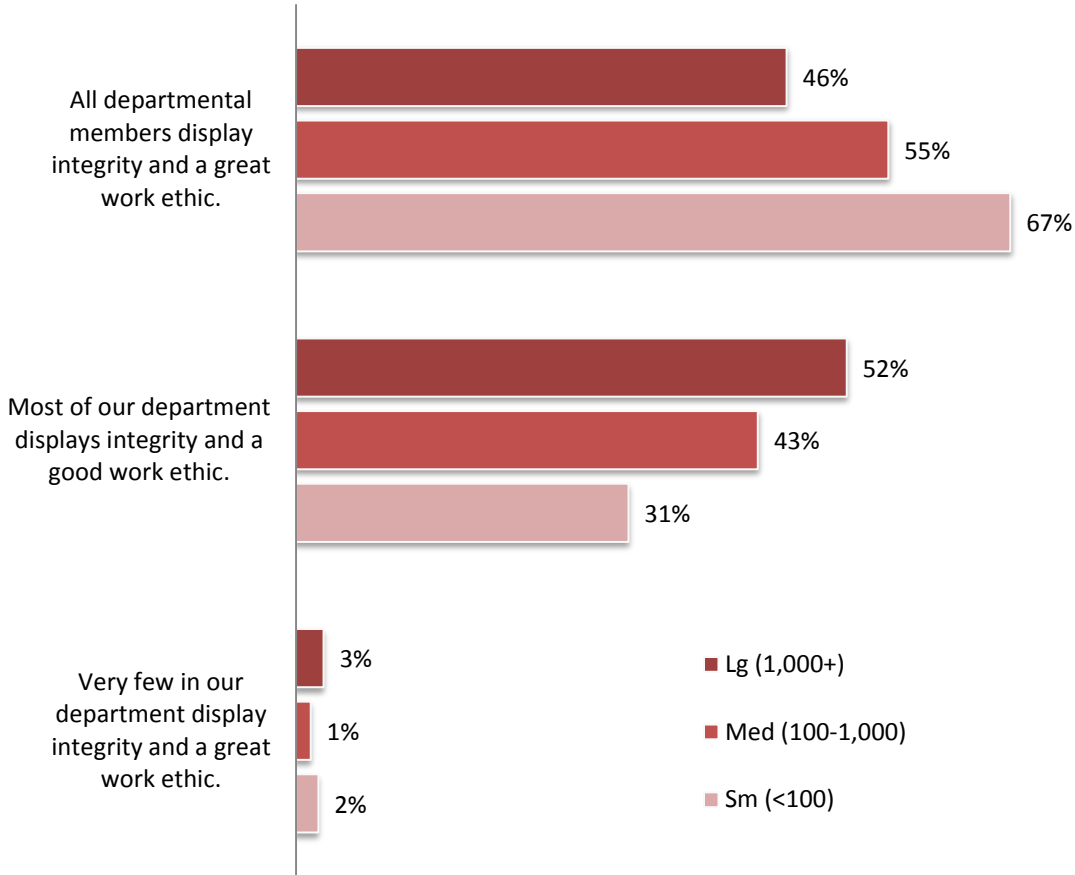
Our survey respondents indicated that character is not a significant issue within their organizations, with 98% indicating that character was good or great. One can determine that marketers like their jobs, are committed to them, try to do their best, and are committed to producing the best possible results. Regardless of whether or not this work ethic is motivated from present economic conditions, marketers seem to feel they are doing the work they want to do, and make every effort to do it well.

When we approached a "drop-dead" date for a project, the team had to pull-together to get it completed successfully, included monitoring progress over the weekend, checking in with each other and coordinating next steps. Our team displayed true character.

- Marketer insight

Organizations of differing sizes had a somewhat different view of whether their character level was great or just good. As you view the charts below, please notice how differently organizations of varying sizes evaluated the character within their company.

CHART: DEPARTMENTAL PERCEPTION OF CHARACTER LEVEL, BY COMPANY SIZE



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
 Methodology: Fielded November 2011, N=1,646

Based on our survey responses, there seems to be a higher perceived level of commitment and work ethic in smaller companies. Perhaps this is because there are fewer resources and people to get the work done – which is obviously more important to a small company’s survival. Additionally, in smaller companies there is often a greater propensity for people working together to socialize and share common interests outside of the company. There seems to be more room for a familial atmosphere.

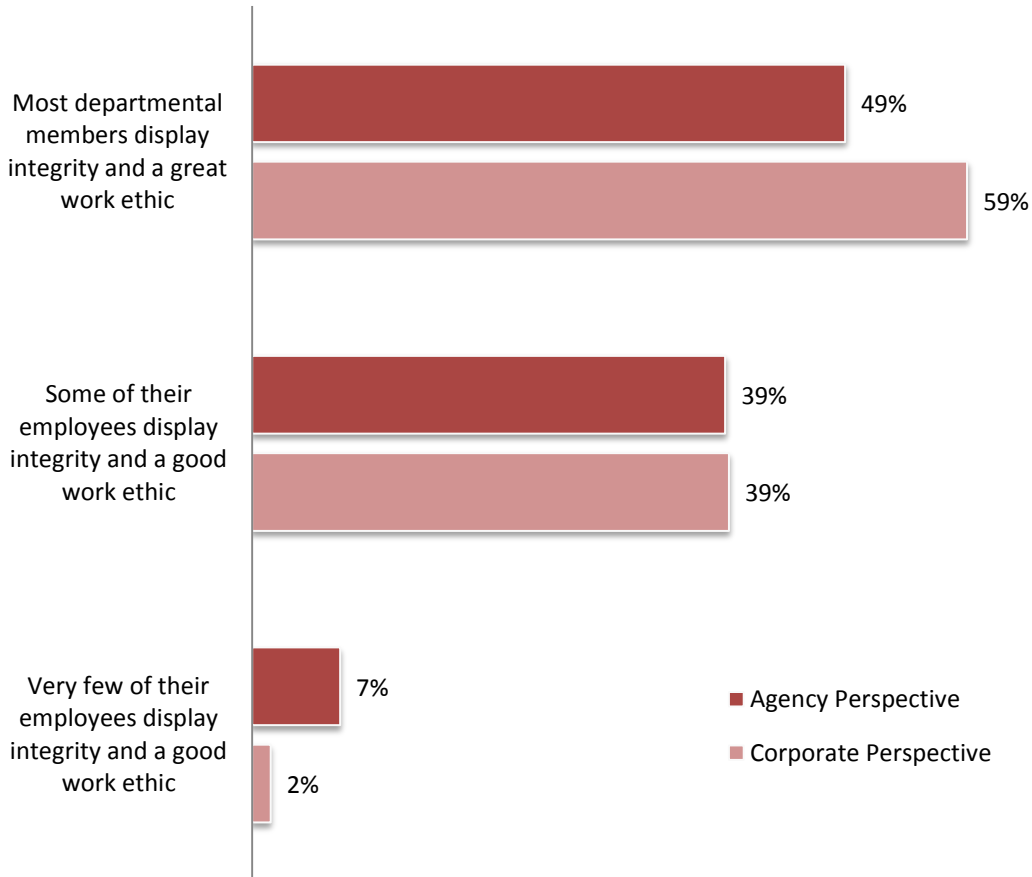
In a group of two people in marketing, we have to be able to give and take to ensure the job just gets done – [there is] no room for egos.

- Marketer insight

DO AGENCIES HAVE A SIMILAR VIEW OF CORPORATE CHARACTER?

While there is a slight difference of opinion, it appears that agencies also feel that the character and work ethic of marketers is good to great.

CHART: AGENCY VS. CORPORATE PERSPECTIVE OF CHARACTER



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

Even though each team member has their own responsibilities and areas of expertise, I have never once heard anyone say, "That's not my job." The whole team displays character as we rally to help out on big (or urgent) projects (such as a new product launch). This enables us to complete bigger projects faster without outsourcing. Another example of synergy boosting performance is in an annual campaign we conduct to raise public awareness around a particular issue. It was originally a PR effort and got decent results. Once our social media person began collaborating with our PR person, the reach and effectiveness of the campaign multiplied, both in social and traditional media.

- Marketer insight

MARKETER INSIGHTS: HOW DOES HR OR THE DEPARTMENT MANAGER IDENTIFY CHARACTER?

In the 2012 Marketing Personnel Benchmark Survey our respondents' answers seemed to fall into general categories. Therefore, these insights have been classified in general groupings to ensure you understand the context of their experience. Note: An asterisk (*) following an insight indicates the most common answer for this category.

USE ASSESSMENTS OF VARIOUS TYPES

- We use psychological, behavioral and/or personality tests as part of hiring process accompanied by personal observation and discussions. *
- Personality profiling by HR has proven very accurate
- Aptitude tests of various types, depending on the situation
- Via CVs and psych test after which we conduct additional behavioral screening
- Personality assessments, executive feedback, and a 360 review
- Our personality survey plus a multi-person interview has become very good. Every operations team member interviews with both of our owners and all our principals.
- Thorough testing that includes personality as well as basic assessment (similar to IQ or standardized test)
- We use a standard performance evaluation and assessment testing.
- The human resource managers do their own assessment of the individual.
- The hiring manager performs the screening of applicants and interviews.
- We have a management consultant on staff that performs multiple assessments to match the character of the candidate to that of top performers within the organization.
- We have a thorough testing and interviewing system that uses multiple interviews to determine personality and character, and interviewers are trained.
- The candidate meets team members to get a first feel for matching personal HR tests which indicate how they behave in different situations

EMPLOY BOTH BASIC AND BEHAVIORAL-BASED INTERVIEW PROCESSES

- Candidates go through several rounds of interviews to assess skills/competency/character. Interviews span not only skill set/ability, but use-case discussions to understand candidate's method in working with others/in high stress situations - Clear outline of company culture to establish a candidate's desire to work at organization - Background checks/reference discussions with past employers. *
- There is a process whereby the candidate is interviewed by phone and asked pointed questions re: work history, ethics, etc. An additional phone interview is set up with the hiring manager before a face to face meeting is scheduled.
- We used behavioral interviewing to elicit concrete, relevant examples and make sure candidates meet with several team members.
- We put our candidates through a grueling behavioral interview process with 5+ people leaving it up to the interviewers to assess. Reference checks. A lot of behavior examples in interview process.
- Character is determined by the interviews. Good, proven interviewers and great care are the most important factors. References are second. Personality tests are voodoo.
- By asking experiential questions (tell me about a time you ...; or when faced with X, how did you deal with ...) to probe and understand behavior and how they answer.
- During the vetting process, include questions that ask for examples of unsuccessful projects, ask for clear assessment of what went well, badly and their role in the ultimate failure of the project (the specific details are immaterial but the process and ownership they show is key.)
- Final candidates are interviewed by other department leaders to determine the team/culture fit. This has helped us hire team members who have top skills, strong work ethics, and fit into our culture well.
- Targeted, coordinated interview process whereby work and personal history are explored from multiple angles. We then collectively compare their thoughts about the candidates.
- HR personnel are part of the entire interview process and collaborate with Marketing to determine candidate fit.
- Character can be dealt with in the multiple interview process as well as via references. We often get references from people we know at companies a candidate has worked for, rather than solely relying on the candidates named references.
- Every department head interviews the interviewee, not just the dept. where they are looking to fill a seat.
- Marketing management's interviews assess candidate's skills and expertise relative to our company's marketing demands. We can assess chemistry and work ethic, initiative and team-player attitude in interviews and with references.
- There is no HR department. I do my own hiring, other product managers meet candidate prior to offer. I must have 2-3 other managers agree on my hiring decision. Throughout the interview process, I get to know the candidates pretty well, ask probing questions of references; each reference call is 20-30 minutes.

CONDUCT SCREENING AND BACKGROUND CHECKS

- We check references before hiring, and run detailed background checks. We also foster a culture where mistakes are viewed as learning and growth opportunities, but hiding a mistake or acting in bad faith, or displaying any lack of integrity is grounds for immediate dismissal. We all work hard – and we all work independently – and we all understand that treating each other with the same respect we display to our customers is paramount. *
- Personal background checks, lifestyles, work record, interviews are taken to ridiculous levels.
- We conduct background checks, including criminal record checks and reference checks. Our company mainly looks at past job performance.
- The extent of HR's involvement is offering a form that asks candidates if they have a Facebook page, and if so, how many friends they have.
- Through diligent reference checking, and more social interview process, put people at ease to see how they operate under different parameters.
- Identification and focus on core competencies of their posts in multiple areas.
- If they have accomplished tasks or projects on their own before without much assistance, that indicates drive. The person should be conscious of deadlines and how the individuals must meet those.
- The company only hires people they've worked with or know in some context already.
- Before hiring, executive management asks for a business plan to determine mindset and capacity to process the issues
- Because we live and work in rural communities most of our work force is known...we do not routinely use testing for placement...word of mouth is the preferred method.
- Our HR director is wonderful at ferreting out the facts behind the claims.
- Our HR department has one person dedicated to recruiting for the marketing department. As such, she has a really good feel for our group and chemistry and can help weed out people who will not fit from a cultural perspective.
- Simulation. We have all applicants complete an actual task or project.

Each member of the firm is of high integrity. They just have no marketing experience.

- Marketer insight

WHAT ARE THE BEST WAYS TO MANAGE CHARACTER?

In Chapter 2 we defined character as, “The mental and ethical traits marking and often individualizing a person and making them distinguishable from others.” CMOs and marketing managers are constantly looking for people of strong character. They need to know they can depend on their marketers to have the integrity and work ethic to help them achieve their strategic goals.

To do this the manager must understand the person, their natural and learned behavioral traits, and how to manage those traits objectively and without bias.

CHARACTER MANAGEMENT REQUIRES APPLYING OBJECTIVE PEOPLE SKILLS.

Most CMOs and marketing managers know that marketers do things for their own reasons, not those of the company. Each individual sees things, responds, and reacts in different ways. Marketers usually do what they believe will offer them the greatest reward for their efforts. Their motivation is individualized and comes from within.

The leader’s question is, “How do you create an environment where marketers, of their own accord, will want to cooperate, produce the desired results, and optimize their own performance?” The answer is simple – by merely acting on and integrating the empirically measured different character attributes addressed in Chapter 2.

The leader can gain insight which, when integrated into their management style, will significantly reduce the amount of friction, tension, stress, and upset; as well as the potential for misunderstandings, miscommunication, and conflict. You’ll also find that **when those attributes are addressed properly, marketers will naturally develop a sense of integrity in their approach and pride in the work they perform.**

Each marketer has **two types of character traits, those inherent at birth, and those they learned from their family and their environment.** The first – behaviors – are responsible for telling your brain how to make decisions, communicate, develop a pace in life as you learn, and how structured you want your life to be. The second – attitudes/values – are learned, each to a greater or lesser extent, to help you objectively identify truth and efficiency, subjectively choose your environment and friends as well as measure your self-worth and moral parameters.

Each of the 10 marketer characteristics were measured in the 2012 Marketing Personnel Benchmark Study. These attributes produce observable and predictable behaviors, which can be managed if awareness exists on the manager’s part.

Our survey respondents told us exactly how marketers are different than the average person or the “general employee.” They are more assertive and communicative. Most develop routines and think more conceptually than analytically. They are strongly focused on results and making sure their clients achieve their objectives. While they do not have a strong “people issue” concentration, they are more focused on ensuring the overall vision is accomplished.

With these concepts in mind, wouldn’t *you* manage a marketer differently?

Each of the 10 marketer characteristics were measured in this 2012 Marketing Personnel Benchmark Study. Those attributes produce observable and predictable behaviors which can be managed if awareness exists on the part of the manager.

MANAGING IS THE FIRST STEP TO SUCCESS



As we end Chapter 3 we have established the importance and value of managing your marketers' competencies and character. Our respondents clearly established the necessity of having marketers with the skills and work ethic necessary to complete their respective tasks. Their concerns are expressed clearly in this chapter, as they reflect on the second, third and fourth most challenging concerns facing marketers.

Competence needs direction, shaping and molding. A tree will not produce fruit unless it is trimmed and molded properly. Your job as a CMO or marketing manager is to take the competencies they bring to the table and shape them into the products and services you need. You must do this with focus and objectivity. Emotions must take a back seat to deadlines and customer needs.

Character also needs direction, shaping and molding. Your marketers, like the tree, need to be managed because they do not know what you know, nor do not have the insight necessary to see why things must be done the way you need. Character that is weak must be managed and strengthened. Character that is strong must be stretched in order to grow. Again, objectivity is required rather than emotion.

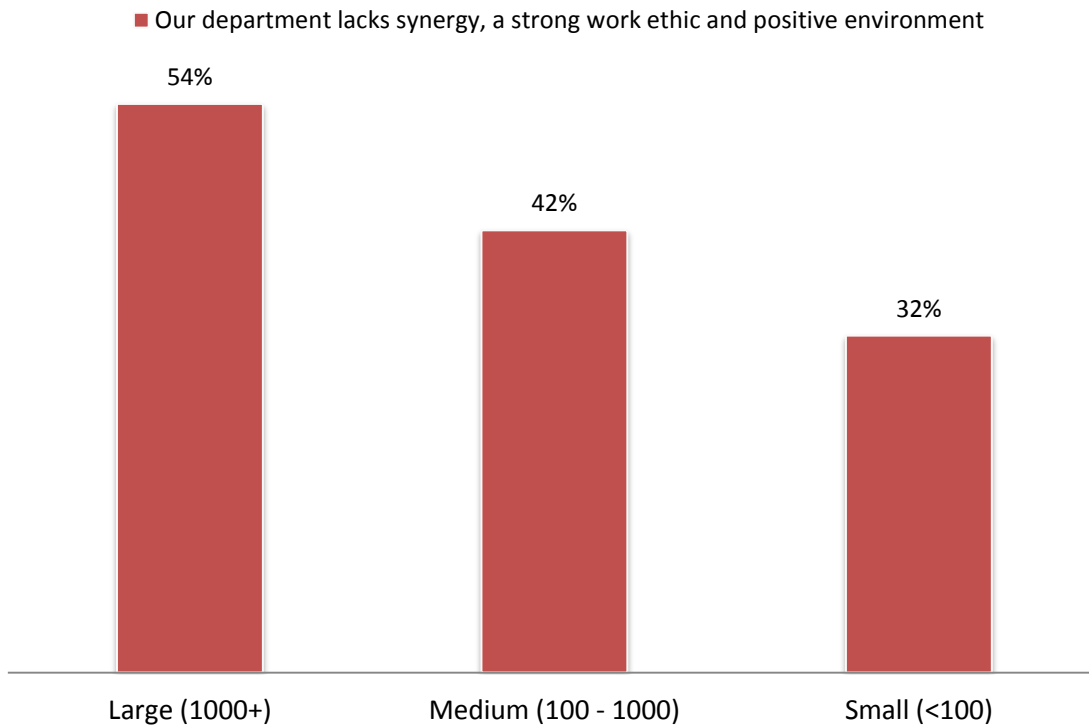
No marketer, or tree, can grow and flourish without proper management. **However, after you assimilate this chapter's wisdom, realize management is not the "end all." You must also develop your marketers.** The small root system you see in the above graphic illustrates that you may have well developed competencies and character, but the first big wind that blows in (people issues) the root system will NOT be able to sustain the pressure.

CHAPTER 4 – DEVELOPING MARKETERS BY FOCUSING ON PEOPLE APTITUDES

DO CHEMISTRY AND COMPETENCE ISSUES AFFECT LARGER COMPANY CONCERNS?

“... take a deeper look at winning teams. Sure, there's always a great player or two, yet it's the chemistry of all, not the competence of a few that makes the difference.” Scott Asai, CPC, Growing Forward: Guiding Individuals from Aspiration to Achievement, [Corporate Life Coach blog](#)

CHART: WORKING TOGETHER WELL, DESPITE DIFFERENCES, PRESENTS A SIGNIFICANT CHALLENGE



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

Chemistry may very well be the reason why turnover is higher in large organizations. If there is a lack of chemistry in the department, there will be a lack of position in the marketplace.

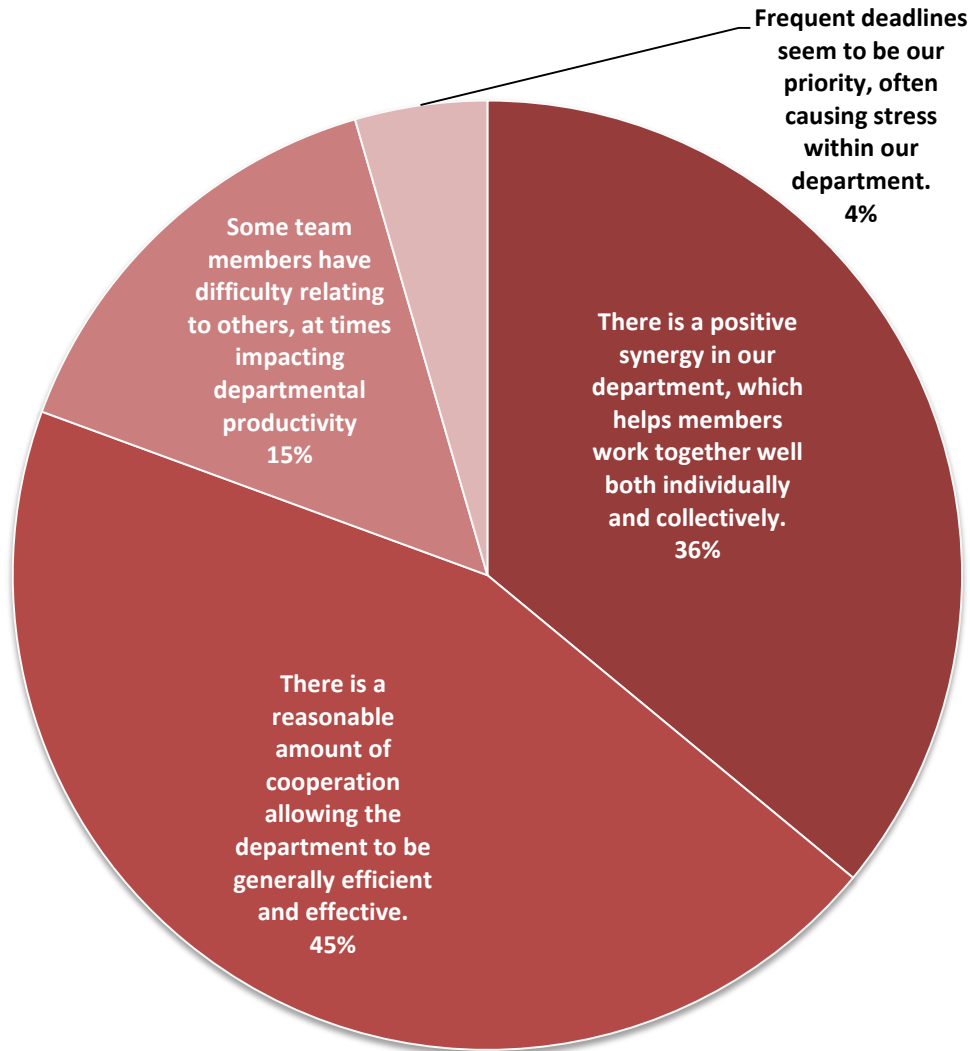
The marketing department is the head cheerleader for the whole company.

- Marketer insight

WHAT IS THE MARKETING DEPARTMENTS' VIEW OF CHEMISTRY LEVEL?

Marketing departments from every organization are required to communicate. However, even the best communicators can struggle co-existing with other departments. As you consider the data in the following chart, **please note that at least one in five marketing departments find that productivity is inhibited by negative chemistry issues.**

CHART: DEPARTMENTAL PERCEPTION OF CHEMISTRY LEVEL



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

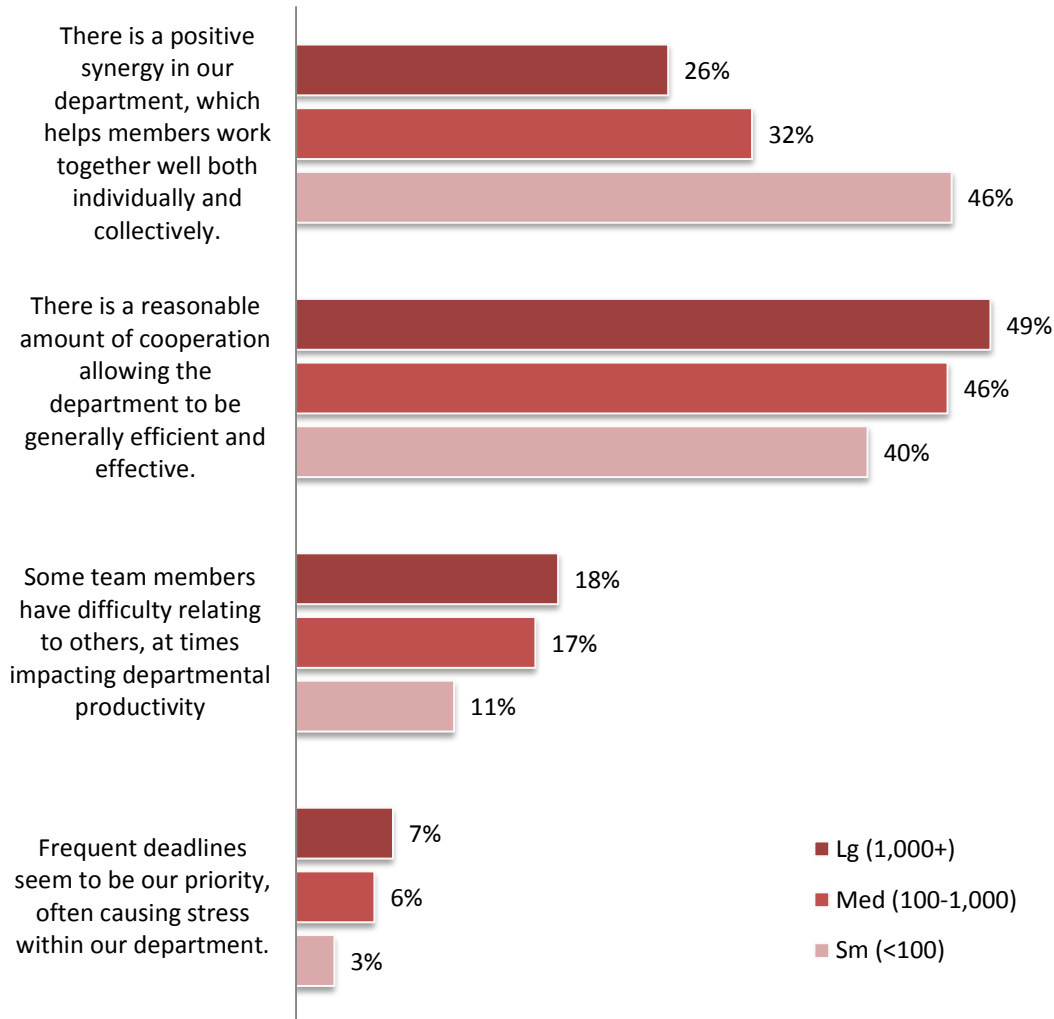
The majority of marketing departments feel they only have reasonable chemistry in their department, but not a particularly strong one.

Sometimes the lack of communication or implied mistrust has adversely affected project outcomes.

- Marketer insight

As we consider the chemistry levels in organizations of differing sizes, you can see a pronounced difference between the large-, medium- and small-sized companies.

CHART: DEPARTMENTAL PERCEPTION OF CHEMISTRY LEVEL, BY COMPANY SIZE



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
 Methodology: Fielded November 2011, N=1,646

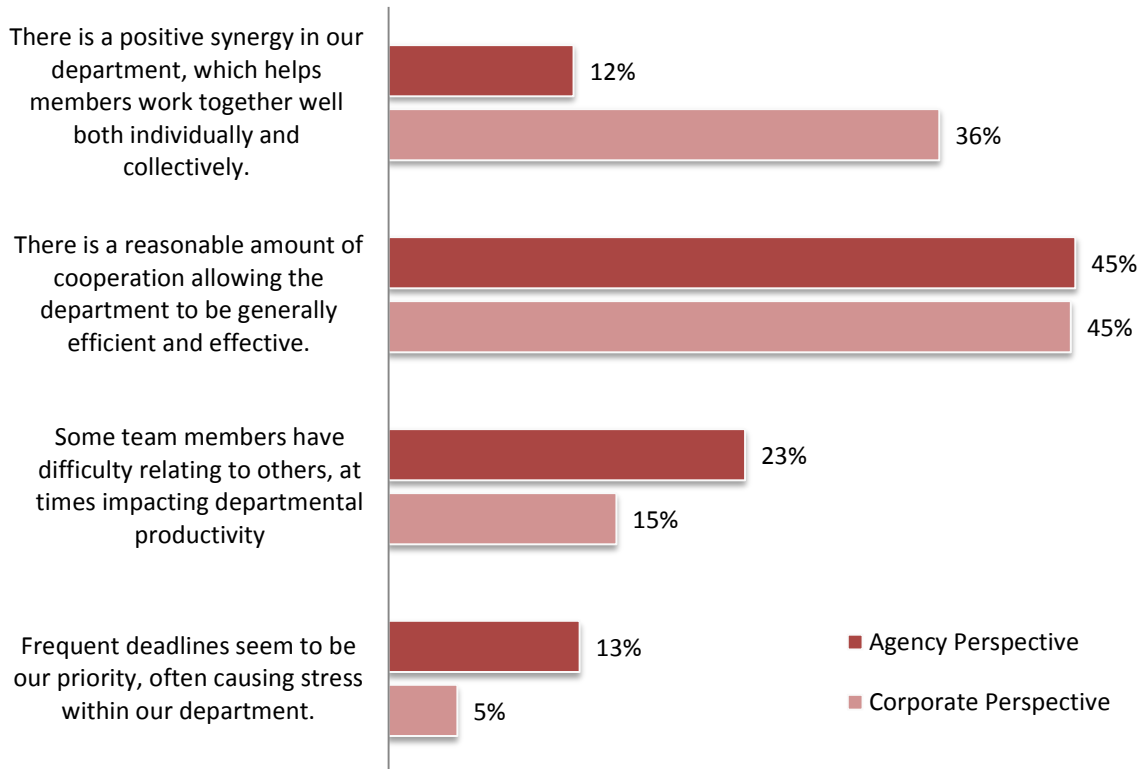
The respondent data above is another primary indicator for the large discrepancy in turnover issues in organizations of all sizes. While there appears to be a collaborative atmosphere in about half of the smaller companies, only a quarter of the respondents from large companies feel they work in a positive, synergistic environment.

25% of large company respondents indicated deadlines and poor relationships are an integral part of their day-to-day environment. Despite having the security of a position within a large corporation, working in an environment that is less than cordial appears to have an impact on morale, productivity and performance, providing little incentive for creativity.

HOW DO AGENCIES VIEW CORPORATE CHEMISTRY, WHEN COMPARED TO OTHER ENVIRONMENTS?

Participants can often be somewhat optimistic when appraising their own work environments. Though survey participants from large companies indicated chemistry was lower than in medium- and small-sized organizations, agencies were considerably more direct in their assessment of organizational chemistry.

CHART: AGENCY VS. CORPORATE PERSPECTIVE OF CHEMISTRY LEVEL



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

Our agency respondents feel more than half of the organizations they work with have reasonable or synergistic chemistry in their marketing departments. Surprisingly, they feel more people are problematic to their groups, and that three times as many departments work within pressured deadlines instead of more reasonable work schedules.

The most surprising finding was that **three times as many companies believe they have synergistic departments, while agencies don't observe this when visiting them.** While it is true that agencies are looking from the outside in, they can offer more objective perspectives about these environments.

As a manager, you must ask, "What am I doing to create a positive working environment for my marketers? Am I encouraging my marketers to feed off of each other and develop proactive collaboration? Am I developing teams that generate synergy as well as creativity?"

MARKETER INSIGHTS: WHAT DO MANAGERS DO TO CREATE POSITIVE DEPARTMENTAL CHEMISTRY?

In the 2012 Marketing Personnel Benchmark Survey our respondents provided repeatable examples of how departmental chemistry impacted both individuals and organizations. These insights have been classified in general groupings to ensure you understand the context of their experiences. Note: An asterisk (*) following an insight indicates the most common answer for this category.

EXAMPLES OF CHEMISTRY IMPROVING PERFORMANCE

- We go on marketing retreats, we collaborate on a weekly basis and we do things outside of work. *
- Collaboration across global and departmental borders helps us achieve a common goal and/or project outcome.
- We believe in information sharing, experience disclosure as well as apportioning great ideas. When people respect and like each other their collaboration and production levels skyrocket.
- We live and breathe as a team. The more we work together the bigger the impact. We will even work late when necessary, having fun and getting along together in and out of work.
- We do weekly team activities like building each other's business plans.
- We cover for each other if anybody is on leave or traveling and support each other in crises as they arise.
- When crises strike, marketing comes together and exceeds expectations and meeting a big deadline.
- Willingness to ask what's needed and offer suggestions on unmet desires as possibilities.
- The ability to work together with great chemistry allows for our department to be open to each other's ideas and to feed off of each other to create the best possible marketing campaign.
- When people like each other they work well together, when priorities are set and consistent, people's performance is at its peak. Constant swings, shifts, etc. does not make for happy confident workers or performance.
- My current team rocks. We are in a high-volume environment and getting along/being in sync is critical. I spend a lot of time building team, creating the creative platform for performance. We all understand the expectations, quality needed, resources available and goals and thus can execute effectively.
- Most in our department have a great sense of humor and are more concerned with the end result - not whether their name is on it.
- I've learned by experience that in a department where goals and responsibilities are clearly defined, the chemistry between the team members grows exponentially. If the lines are fuzzy, there is always the possibility that people will feel slighted or ousted.
- Trust and confidence is a must as it brings out the best in employees. Mistakes are quickly remedied and learned from without a lot of judgment so work can improve going forward.

- A strong team means each individual member is supportive of the entire process and not so focused on only their own results. There is still individual accountability, but building a strong team through cross-training and outside team building is really important.
- In today's multi-channel marketing environment, in which multiple touch-points across a variety of programs are required to drive desired consumer behavior, it is of paramount importance that the team understands the significance of their colleagues' work. Understanding that no program operates in a silo has a marked impact on overall department performance.
- We conduct several major marketing initiatives each year, including two user summits, on top of an aggressive events and publicity program all year. The marketing team corrals and directs company-wide involvement and support of these events, putting in many additional hours to make sure the quality of the experience is great for our customers and for our employees. We get a boost in sales team and account manager enthusiasm and performance, and typically see strong upsell activity following these events.
- Our work spaces are in close physical proximity, allowing us to interact often, check in, ask/answer questions, take brief breaks together to recharge, and cheer each other on.
- People are very comfortable asking each other for help and showing each other how to do things. We feel jointly responsible for and proud of our team's work.
- Understanding how each member thinks and operates has allowed responsibilities to be distributed to the team member who will deliver most effectively and efficiently. This also allows other team members to pick up responsibilities with ease in case of illness or absence.
- The members talk regularly about problems and solutions, and especially in anticipating possible problems. Communication is excellent (consistent and regular, allowing enough time to deal with nuanced issues), even when members are on different continents for prolonged periods.
- We are very effective at sharing experiences, learning's and skill-sets across the team. We have a team culture that is built on trust so we are very honest about mistakes or can highlight when projects may be starting to turn pear-shaped. All this helps us to perform better as a team.
- Even though each team member has their own responsibilities and areas of expertise, I have never once heard anyone say, "That's not my job." The whole team will rally to help out on big (or urgent) projects (such as a new product launch). This enables us to complete bigger projects faster without outsourcing. Another example of synergy boosting performance is in an annual campaign we conduct to raise public awareness around a particular issue. It was originally a PR effort and got decent results. Once our social media person began collaborating with our PR person, the reach and effectiveness of the campaign multiplied, both in social and traditional media.
- During particularly busy time periods the department pulls together to help each other out. We spend a lot of time bouncing ideas off each other, even if they may not be relevant to our specific business. On the other hand, one bad apple can leave a very sour taste, resulting in walls going up between team members and communication pathways shutting down. The remaining team members often feel isolated in their opinions wondering why management cannot see what is happening.

WHAT CHEMISTRY ISSUES HAVE NEGATIVELY IMPACTED PERFORMANCE, PRODUCTIVITY, MORALE, ETC.?

- When there are individuals with concerns about "who is doing and getting what." There is friction caused by a greater focus on who owns what than on getting the job done.
- Poor relationships and communication have negatively impacted workflow and deadlines.
- Siloes and ineffective communication are really the key issues.
- Some department heads are incompetent and autocratic, while others in some departments are not trained/qualified to fulfill the roles of their position. This lowers morale and productivity.
- When there is a culture of "blame" in an organization, it inhibits synergy.
- A lack of leadership, capability and vision can all cause poor chemistry.
- Misalignment of team members results in a lack of communication, misunderstandings and poor chemistry.
- The website design/development team (for example) is either unresponsive or acts entirely on their own.
- When we are on a deadline, all hands are on deck, team members go above and beyond - but are rarely rewarded for it.
- Two senior marketing managers do not have good relationship, which impacts the ability of their respective teams working together, sharing ideas, etc.
- They can be too friendly which gets in the way of cracking the whip when necessary. Personal relationships should not excuse poor performance.
- Chemistry is a big factor for me - one bad fit can throw a lot of team members off. We had a bad fit that has since left, and the issues w/this person were a big distraction.
- People can't be motivated by covering their actions or trying to look their best. They need to be motivated to do the best job possible. If this is happening, management needs to reinforce what matters and make it clear that if motivations are not in the right place it won't be tolerated.
- It is a very tense situation right now with everyone trying to get things done under current conditions with marketing head. We are basically working around him. This causes the marketing department to be very frustrated (with the situation and with each other.) Nothing is easy... We make a special effort to go to lunch once a month and talk about things outside work, so we can stay positive and friendly.
- Negative characters or very individual people are not the best for a good team performance.
- President has favorites who are spared the monotony of doing things they don't like to do - it negatively impacts morale and productivity.
- When a person on my team did not feel like they were a part of the team they went out of their way to make communication between all of us awkward. Instead of talking to our boss this person talked bad about him behind his back to the rest of the team which destroyed morale and was just generally unprofessional. This person felt underworked/utilized and actually made the rest of the team feel bad that they took initiative and ran with projects like they were the ones being favored.
- In the past there wasn't enough cross departmental communication. So tests and ideas that were working in one area, wasn't be shared with other areas. Now we have regular companywide marketing meetings with division leaders - who then filter information down. But we also have smaller marketing meetings to discuss test ideas, execution and results. This is improving the creativity and effectiveness of all marketers in the company.
- We tend to be working on six things at once and can quickly get pulled in different directions.

- Previously, we had a team member who was very negative, and other team members didn't want to work with her on projects unless absolutely necessary. It caused workarounds and affected the quality of work. Another person was clearly not suited for her position, which meant that others had to take on some of her work in addition to their own. This also affected quality and our ability to meet deadlines at times.
- Owner assumed control of some marketing projects. His methods revolve around secrecy and compartmentalization which limits the positive inputs available from more experienced staff resulting in inefficient activity and lower quality work product delivered at deadline, not before.
- The department works well but there is no support from senior management at this time to make the necessary changes required to take the marketing of this company to the next level.
- A few of us work well together, but there is an "old boys club" mentality for the people in higher positions – who don't fit the roles well – that prevent the entire team from working together. We are often prevented from banding together to brainstorm by those higher ups.
- Each function is segmented with very little communication/integration across the team. Tension/competition for budgets between digital/traditional, funding for PR completely cut. Competition between Directors leads to the creation unrealistic deadlines and unrealistic expectations around work-life balance However, projects are delivered and the results are impressive.
- Some people need to work on their listening skills rather than verbalizing all the time.
- Sometimes when managers create a very competitive environment, it destroys the team cohesiveness. When different individuals or teams are competing for the spotlight or recognition, they tend to step on toes and ultimately reduce the amount of quality work.
- Individuals who micromanage others, inhibit them from growing and developing their skills. Some managers provide misinformation as a way of manipulating colleagues.
- Some people have been incredibly protective of their knowledge and don't want to share what they've learned over time with others, especially new associates, which can make it difficult to interact. We've also had times where people say "Can't be done" instead of "how do we get it done" which can cause tensions between groups.

HOW DO YOU DEVELOP PROPER CHEMISTRY?

Any CMO or marketing manager who reads, or contributed to this report has the ability to maximize departmental chemistry, even with limited resources. The key is using people attributes to achieve the success you desire.

FOCUS ON INDIVIDUALS, NOT JUST THE DEPARTMENT AS A WHOLE

In Chapter 2 we identified the uniqueness of each type of marketer. We noted the very special characteristics that differentiate them and motivate them to succeed at their specialty. As a manager you can improve departmental chemistry by developing those people traits. Here's how:

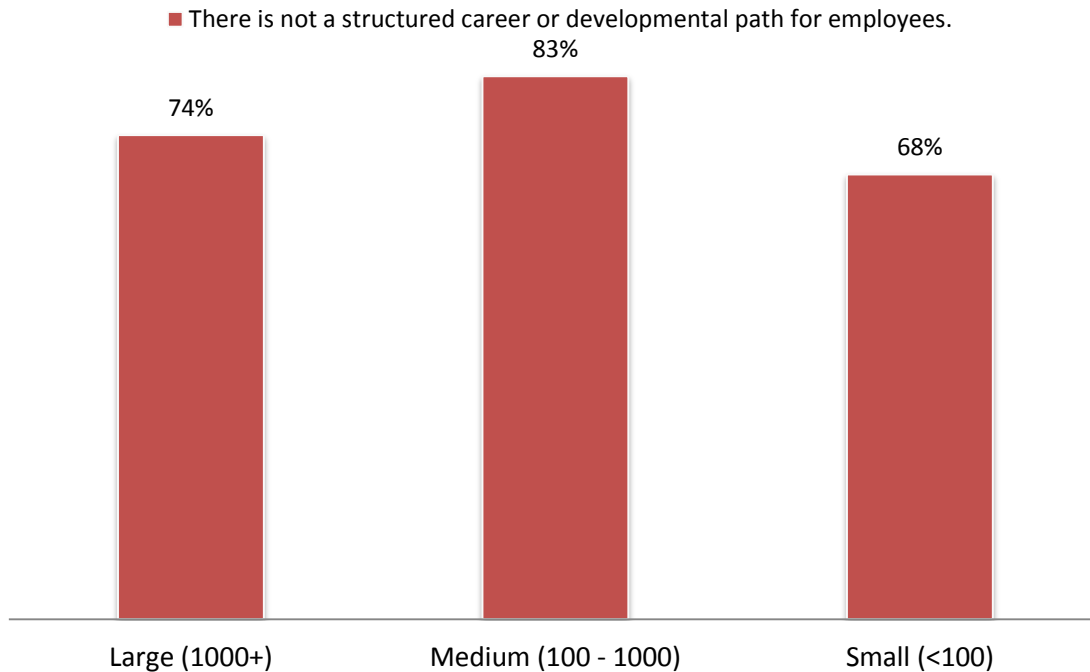
1. **Set departmental goals but individualize them for each marketer.** Illustrate how their individual accomplishments will help the department and the company as a whole. Then identify their unique behavior/value traits to motivate them to accomplish those goals with their unique cognitive approach. This will provide the mental incentive for them to perform.
2. Provide examples of how their mind and skill sets will help them accomplish the goals and then **praise them in departmental meetings when the intermediate goals are accomplished.** This reinforces the value on their individual capacities which a marketer values above all else. Why? Because it positions that individual marketer as someone with unique values and establishes their credibility with other team members.
3. **Don't micromanage your marketers.** The one common trait of marketers is that they enjoy making their own decisions and having the freedom to create and achieve their goals **their way.** Let them do that, outside of the normal training and developmental sessions (which are a must.) Give them the freedom to make mistakes so they will learn and develop competency more rapidly.
4. **Deal with issues/problems IMMEDIATELY.** Marketers envision themselves as problem solvers – out there leading the pack in ways others cannot. As a manager if you do not develop an atmosphere of openness and willingness you are not addressing a key element of the marketer's personality – communication. They are 19% more communicative than the average person – talk to them and let them talk.
5. **Tell them you want them to succeed and how they can obtain advancement/promotion.** A wise man once said: "Where there is no vision, the people perish!" This is especially true of marketers. They pride themselves on vision and success. When a manager does not provide a career path or vision, it is only a matter of time before your marketer finds one – **someplace else.**
6. **Instill the team spirit in each member of your department.** Marketers are independent by nature, especially those specialists who are highly analytical and objective. To lead people, sometimes you must walk behind them, giving them their moment to shine. You can accomplish that if you don't care who gets the credit. Help each member create their own identity and show them how that identity helps make up a dynamic team
7. **Be consistent and fair.** While each marketer is going to be unique and require a different verbal and mental approach to management, be consistent in the way you deal with departmental and individual issues. Praise publically and counsel/reprimand privately. Use your knowledge of their individual dynamics to the max. Understand their motivations and use those motivations to make your department excellent.

THE #1 PEOPLE ISSUE? CAPACITY FOR GROWTH AND DEVELOPMENT

According to the University of Continuing Education Survey:

“The #1 retention factor listed by best performing employees under the age of 30 was the opportunity to develop new skills through training.” - University of Continuing Education Association Survey 2008

CHART: CAREER PATH OPTIONS ARE SORELY LACKING FOR MARKETERS



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

Marketers worldwide told us in their survey responses that while they are asked to wear multiple hats, they work in somewhat negative environments, take direction from less than encouraging bosses, and know that they are probably picking up the slack for another incompetent employee. Likewise, they were promised little or no future growth opportunities for their efforts.

Within this model, where is the motivation for employees to perform? This is part of the marketing manager’s job description. **Motivation initiates competency development, and competency development is what seems to be in short supply**, according to our respondents.

Marketers want more than just a job. They want to improve both personally and professionally. They want to know their efforts will result in opportunities for growth and development. **When the incentives that mean the most are missing, morale and performance suffer.**

As a manager, you can motivate your marketers by showing them opportunity for the future – *their* future.

CASE BRIEFING: I DON'T CARE HOW MUCH YOU KNOW UNTIL I KNOW HOW MUCH YOU CARE!

Case Study: CS22001ZU

Location: MECLABS HQ

Summary: The world's 4th largest financial institution use personal development to improve volume and marketing efforts to the tune of "eight figures"+

CHALLENGE

The Executive Vice President of Zurich Specialties wanted to consider personal development opportunities for his sales and marketing team. He felt that by improving individual personal development, he would get stronger and more effective team members.

CAMPAIGN

The following steps were initiated to identify and implement training that would benefit team members both personally and professionally:

1. *Identify a training resource that would increase personal and professional knowledge and insight.* The Divisional Executive VP knew he had a team of high caliber professionals. He also knew that just "throwing them a bone" would not motivate them past an already excellent performance the previous year. He felt that this could be a win-win scenario if the right opportunity presented itself. If he was right it could also help him achieve another record sales year.
2. *Identify the human element training that would provide an asset for use on and off the job.* Based on his personal research and a series of referrals the Ex. VP decided to contract in-house training by behavioral based experts on how to identify and apply communication and value differences and provide his team with a real marketing advantage.
3. *Conduct the training on all staff members, not just those directly in contact with the brokers or the public.* Over a period of the next six months every member of the Specialties Team, in all parts of the country went through multiple three and two day training sessions.
 - a. *Phase One – Knowledge acquisition.* In the first phase members were tested for their own behavioral, values styles and taught how their particular styles compared to others from both a simplistic and complex approach. Later they learned to identify (from an audio, visual and characteristic perspective), communicate with, approach and facilitate agendas with each of the differing mindsets.
 - b. *Phase Two – Application of knowledge.* During this session every team member took their acquired knowledge and was introduced into simulated sales and marketing situations while being videotaped. All aspects of their responses were then reviewed and critiqued by other team members. This was repeated multiple times with improvement illustrated over the several day training sessions. Each team member became more adept at identifying, communicating, and facilitating their sales or marketing agendas with very few exceptions.

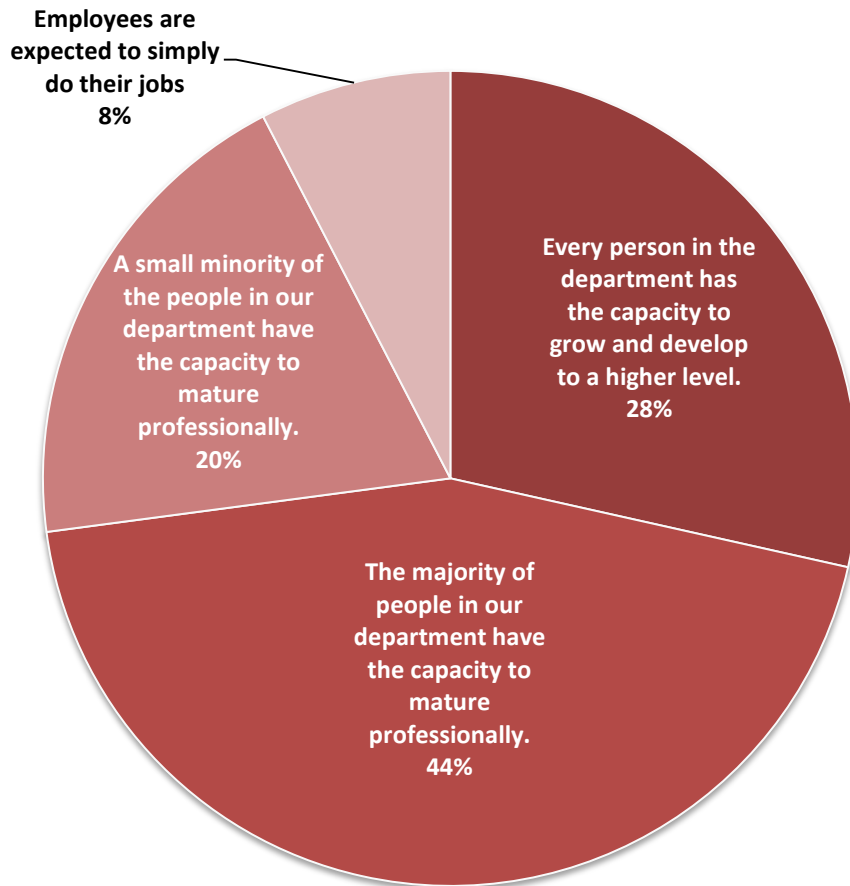
RESULTS

Sales and marketing efforts by the team members led to increased volume over of eight figures by the specialty division. By improving the individuals, Zurich saw a huge return on their investment.

DOES YOUR MARKETING DEPARTMENT HAVE CAPACITY FOR GROWTH AND DEVELOPMENT?

Marketers, by nature, consider themselves to be “people on the move.” They enjoy seeing and experiencing success, and want to know there is a path for continued success. In the chart below, you can see a considerable percentage of our survey respondents do NOT see that happening in their current positions.

CHART: GROWTH AND CAPACITY LIMITATIONS IN MARKETING DEPARTMENTS



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

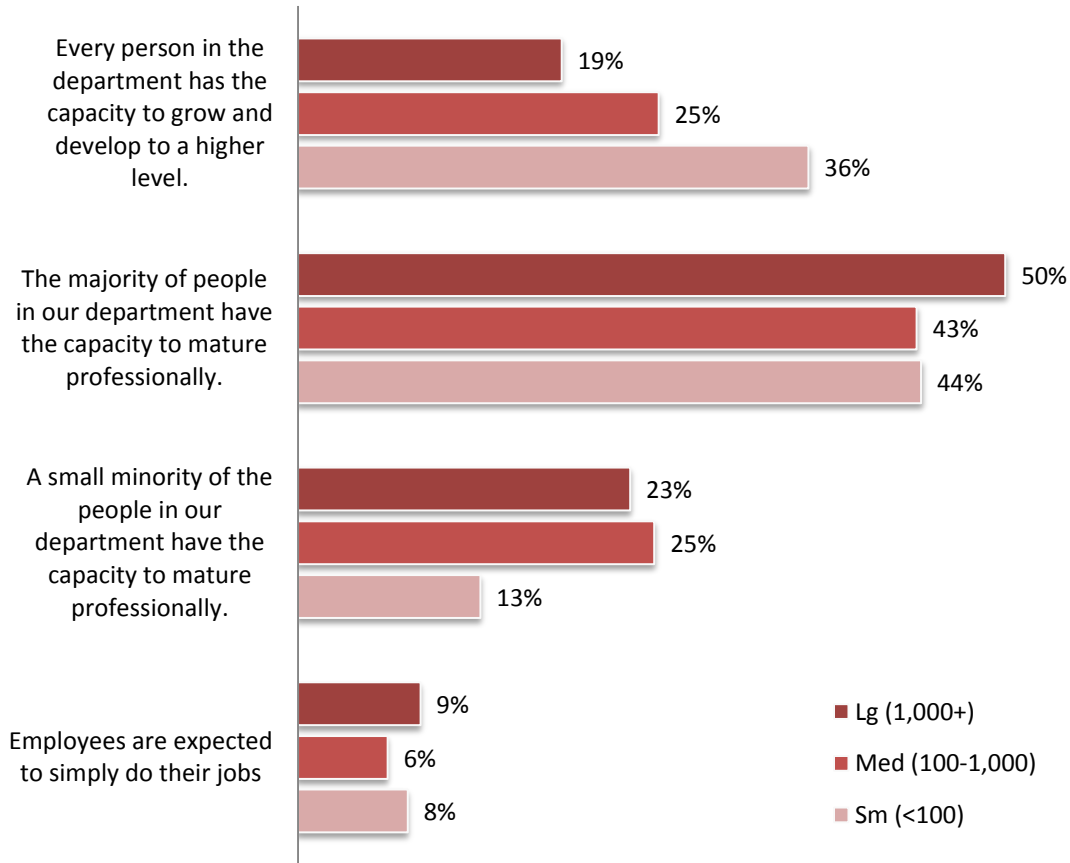
When only 28% of surveyed marketers say they have the same growth opportunities as everyone else, there are problems within their companies. Institutions of every size indicated they were lacking skilled/competent employees. **Respondents communicated they do not have an equal opportunity to acquire the growth and development necessary for improved competence.** This is the issue marketers care about most.

Hundreds of surveys and research data reports indicate that it is less costly to invest in present employees than to hire new ones. The cost of turnover is tremendous, and our respondents say it is an issue in companies of all sizes – especially large ones.

WILL AN ORGANIZATION’S SIZE HAVE AN IMPACT ON GROWTH CAPACITY?

In the chart below, you can see the perceived differences in viewpoints about growth capacity and potential from our surveyed marketers.

CHART: PERCEPTIONS OF UPWARD MOBILITY



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
 Methodology: Fielded November 2011, N=1,646

When you consider the combination of results from our questions on departmental chemistry, you see almost identical totals based on company size. While a majority of respondents say there is “reasonable” synergy in their environments, and a majority of people have opportunity to grow and develop, in both cases **there remains a minority who see “positive” work environments, and “equality for all” to grow and develop.**

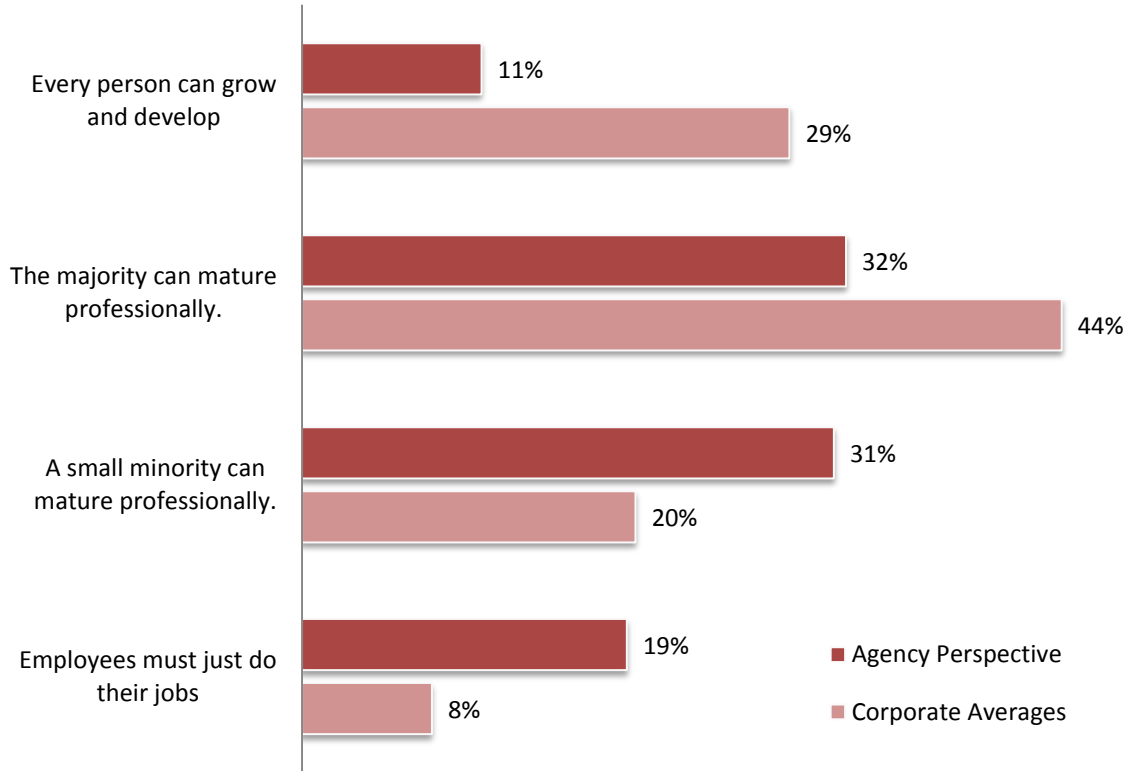
Marketers are not inclined toward the “middle of the road.” They want to succeed, they want to get results, and they enjoy the successes and rewards which distinguish them for their performance. They are merit-based employees who rarely settle for contentment. Mediocrity is not something they like to think about.

Since growth and development is the top people issue with marketers, it may also provide an answer for the issue of finances. If greater development is implemented it could save companies enormous amounts of money. If CMOs and marketing managers readjust their thinking and prioritize marketer growth and development, **they will build more competent employees.**

DO AGENCIES HAVE A DIFFERING VIEW OF CORPORATE CAPACITY FOR GROWTH?

Again, agencies give us a significantly different perspective of this picture. The discrepancy lies in the way these outsiders view opportunities for growth and development, as compared to those inside the closed corporate environment. It is this author’s belief that agencies know something very important – if they do not stay on the cutting edge, companies will not need, nor hire them. They see value in growth and development of their competence levels, and are probably more aggressive than corporations.

CHART: AGENCY VS. CORPORATE PERSPECTIVE OF CAPACITY FOR GROWTH AND DEVELOPMENT



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

Perhaps agencies take a fairly unbiased look into marketing departments. If this is true, then what they see is only 50% of team members really have a chance to move ahead. This would better explain why

1. competence levels are low;
2. there are wrong people in wrong positions;
3. managers have turned to autocratic management styles to get things done;
4. only 25% of the surveyed companies provide a positive work environment;
5. turnover is an issue in companies of all sizes.

While many assign blame to the companies, CMOs and marketing managers must ensure their teams believe there is growth opportunity – even if the company does not have ample finances for training and development.

In addition to in-house resources, there are many free or inexpensive resources available to marketers, who only need to learn how to access them, and which ones would be most helpful. They want and need development.

MARKETER INSIGHTS: HOW DOES YOUR COMPANY DEVELOP INDIVIDUAL CAPACITY?

Respondents indicated that a majority of companies did not equally afford opportunity for growth across the board. However, companies that do offer developmental opportunities provide creative and excellent ideas for improving marketers' competencies – many of which are free or inexpensive. Even those who have limited resources provide valuable in-house approaches.

DEVELOPED INITIATIVES LOOK LIKE THIS:

- There is a personal development plan for each individual. Courses and training are provided.
- A clear career progression is chalked out. Every new position is first tried to be filled with internal capabilities and resources.
- We just started setting personal development goals as part of annual review process.
- Annual \$800 professional development funding is available for use for training or conferences. Financial support for post-secondary credential seeking.
- The company does IDPs and supports “career-pathing.”
- There are education reimbursement and training budgets for specific skill acquisition.
- Participation in training and conferences, one-on-one discussions about future plans.
- Projects and training are created and presented to management which will approve if convinced of return.
- Our company offers courses and self-study material.
- We use personal goal driven action plans.
- We have regular training options and shadowing opportunities.
- We will regularly create new positions based on an employee's strengths and interests.
- Weekly 1-on-1 and quarterly review meetings.
- We have formal professional development plans, updated each year and incorporated into performance reviews. The organization supports the plan with resources (time, budget) and opportunities (expectations) to implement new learnings and skills. The organization also looks for opportunities to provide new challenges and responsibilities to employees, particularly in their areas of interest. For example, our current Product Marketing Manager started out in customer service, but had an interest in marketing. He started helping out the Product Marketing Manager, became his assistant, and eventually took on the position.
- Extensive educational opportunities from in-house training systems and ties to outside university systems. Growth is part of annual goals.
- Learning and growth is encouraged and expected! Through every avenue possible, whether networking, formal education, online, etc., and especially in allowing time to think and develop new ideas.

“ON-SITE” OR “ON-THE-JOB TRAINING PROVIDED

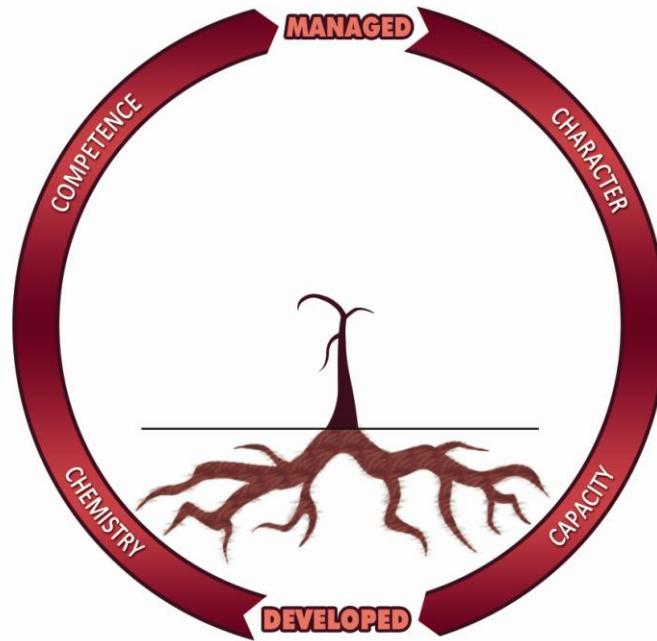
- New learning is made available as they demonstrate the ability to handle and absorb it. Typically it's assigning the person more complex or higher profile projects that involve multiple departments.
- Our company provides opportunities for new projects to build skill sets to enable movement to new positions.
- In a large organization with seven consumer segments, there is a lot of opportunity for cross functional work. Individual contributors are encouraged to take leadership to lead changes and projects across the company
- Depending on the individual – continue to provide them with challenging initiatives that enable them to enhance their existing skill sets and keep them highly engaged. We continue to provide them with increased complexity and responsibility of projects they are involved with. We also partner them with more senior team members for complete projects.
- I personally rotate a number of members of my team into other functional areas such as service and support in order to sharpen their perspective of the operating dynamics of the business as it relates to and affects customers, etc.
- We try to "stretch" the individual by giving him/her more challenging/difference projects to see what their capabilities might be. Provide mentoring to get them to the level that we need. Provide access to education.
- At a senior level there is job shadowing in the form of a deputy or backup to other senior level positions. At a junior level there is opportunity to manage new projects with support and guidance from a senior level person.
- Rather than provide a structured growth environment, the company gives people the leeway to develop their skills in various areas. Works well for self-motivated employees who are willing to take risks and reap the rewards.
- We read a lot of whitepapers to stay current. We try to attend all available webinars for best practices and set metrics for measuring success. We have open discussions in operations and reviews.
- I take classes and read everything you write and attempt share it with the company and fellow employees. I always hope something will be done.
- Management says that little structure requires initiative for self-development. I believe that capacity for growth is largely innate. It can be encouraged, but much depends on being able to recognize it (or the lack of it) in the hiring process.
- A lot depends on the individual, if one shows desire to grow, door is open for betterment of the employee through trainings, more responsibility, etc. - More so than not though, it's left to the individual to establish their growth, i.e. the personal development of employees through annual performance reviews / opportunities for improvement is lacking.
- When I work with others I give them autonomy, opportunity to develop new skills, and purpose using personal goal and driven action plans. Placing objectives and checking the results.

AN OVERWHELMING RESPONSE – THERE IS NO FORMAL PLAN

Even though these respondents said they did not have programs, you can see in most replies that the department manager has opportunities to contribute, not just the company. There are ideas to be found here, despite the negative context:

- At this point, its sink or swim. It's an employer's market.
- Company doesn't have any plans. Zip. Zero. Nada. Very Sad.
- We are given projects with little direction and oversight, often for tasks we haven't yet done. Employees tend to learn as they go, which can be inefficient.
- We have little additional time and resources to develop the marketing staff. As a result, we function more as a marketing initiatives/requests assembly line than as a strategic resource. Mid-level employees have little opportunity for additional education and development of their strategic competencies. Junior employees can learn a lot, but it's because they start at a very junior level.
- I do coach my staff and try to give them opportunities to raise the bar on their skills - maybe have them take the lead on working with a new contractor or direct a specific aspect of a major project.
- As a company we don't have a defined career path, it's up to each employee - we do allow for company time to be used on professional development. I serve as their superior and mentor.
- President nurtures those she likes; ignores everyone else.
- Individuals have the capacity to grow but it is not something that is nurtured by executive team.
- Our company has hardly anything today... it's up to me to provide any opportunities for my team
- This is left to the discretion of the manager. There is no formal process.
- It is the informal responsibility of the manager to develop the employee...but typically this only happens once the employee initiates that conversation. Very little seems to be proactive.
- The company does nothing but the marketing leader spends time coaching, listening, guiding, helping, etc.
- We are a startup and do not really have internal resources to develop individuals. This is left up to their management and any outside resources that can be utilized.
- Nothing. They do not encourage growth at all. Just show up and do your job.
- The company does not expect it to occur unless it is sought out by the individual.
- There is no formal process used. It is pretty much a self-managed process and those who are driven and outgoing are the ones who obtain extra development opportunities. Others are left on their own to flounder unless a co-worker steps in to offer assistance. We could really use some assistance in developing the management skills of our managers - company-wide more than in our marketing dept.

DEVELOPMENT FINISHES THE PROCESS



As a CMO or marketing manager you have learned that marketers have egos and very specific needs. In Chapter 4 our respondents addressed the #1 and #5 people needs, and illustrate that if these needs are not met turnover will occur. **However, you cannot develop your marketers without managing them**, otherwise your department will look great to you with wonderful chemistry and capacity but unruly to those looking inside. You cannot give your marketers everything they want and hope all will be well. Building a strong relational foundation is a key success factor and must be addressed equally with the management process. This second aspect of building a strong and enduring marketing department is equally as critical to your success.

According to our respondents, departmental or organizational chemistry is critical to success. It is often the determining factor in whether productivity is good or bad. It plays a major role in marketer morale and whether a marketer even wants to come to work. If you or your marketer wants to come to work every day that is a plus and will probably provide you with the key elements of success – IF he/she knows where they are going and how they are to get there.

Our respondents say that a capacity for growth and development is their top people issue. They provide data that indicates that if this issue was addressed, funding would probably not be as big an issue. However, organizations have determined that competence is necessary, but not so important that they will invest in the marketers on board to give them the skills they say they need, but cannot find. **Building capacity increases competence** – somewhere, somehow companies lost sight of this key principle.

Organizations must address marketers' wants/needs if they are to be successful. Developing the marketers they manage will provide them a much greater ROI than they can imagine.

CHAPTER 5 – RETAINING MARKETERS BY DEVELOPING STRATEGIC PROCESSES

Large companies have learned through experience that assessment data can be combined with a focused planning process, without expending a wealth of additional resources. These companies have taken this insight from a manufacturing industry perspective. **Companies must view people (and therefore the human factor) in the same way they would approach quality management processes.**

Where the large companies have NOT excelled is in their individualized approach to the human factor. While there are programs available in larger organizations, **it is up to the CMOs or marketing managers to make sure employees feel as if they have value to themselves, to their peers, and to management.** Only then will they believe they are an asset to their organizations.

Throughout this report, it has been illustrated that leaders should manage task competencies and character in very specific, objective manners. It was also illustrated that it is important to develop the people skills of chemistry and capacity on a case-by-case basis. When leaders deviate from these concepts they open the door for “push back” against the limiting structure they believe exists within company walls.

HOW DO YOU IDENTIFY AND FIND THE PERFECT PLACEMENT FOR EACH TEAM MEMBER TO FOSTER TEAM DYNAMICS?

Teamwork is a critical component in the success of any marketing team trying to accomplish more work in less time, and becoming capable of handling all aspects required to achieve departmental goals. **The most effective marketing teams have members who understand themselves, as well as each of their unique peers.**

By developing the ability to communicate and understand other marketers’ behavioral styles and motivations, managers and team members can become more effective and productive. Individual competencies and strengths must be determined to ensure everyone is in a position to fully contribute to departmental success. **One of the most important components to building the team requires leadership to identify and find the perfect placement for each team member’s behavioral style and motivators.**

Skills and competencies can be assessed through any number of different tools; you must choose which are best for your organization. You also need to know what you plan to do with these competencies once you have them. You cannot manage each marketer with the same approach. Likewise, you cannot develop each marketer with the same career path. This approach will not work.

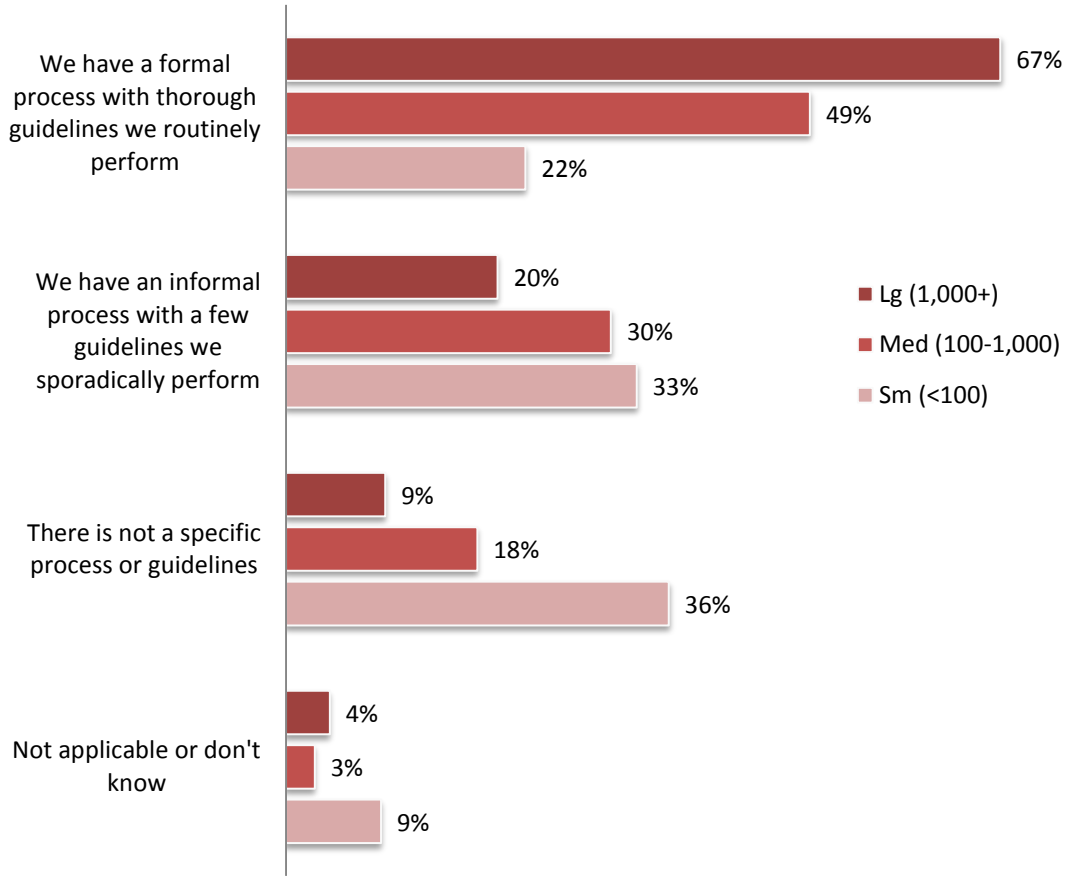
In the pages ahead we use additional data to address the good and challenging aspects of structure, and how you must work with or around that structure to formulate the best possible team. By chapter’s end you should be able to determine when and where structure is most valuable to your team management. You will also know how to develop your team members and maximize their potential.

Let’s identify what the data says about structure.

HOW DO YOU MAKE SURE THE RIGHT PERSON IS IN THE RIGHT POSITION?

In the executive summary, our respondents reported a significant difference in the way large companies approached their hiring, management, development and retention processes. These processes are focused, well-established, and provide the infrastructure for ensuring the right person gets the job. Some managers might think that these processes alone would solve the majority of their “people issues.” At this point you know they don’t, and likely understand why.

CHART: LARGER COMPANIES PREFER – AND FOCUS ON – STRUCTURE



Source: ©2011 MarketingSherpa Marketing Personnel Benchmark Survey
 Methodology: Fielded November 2011, N=1,646

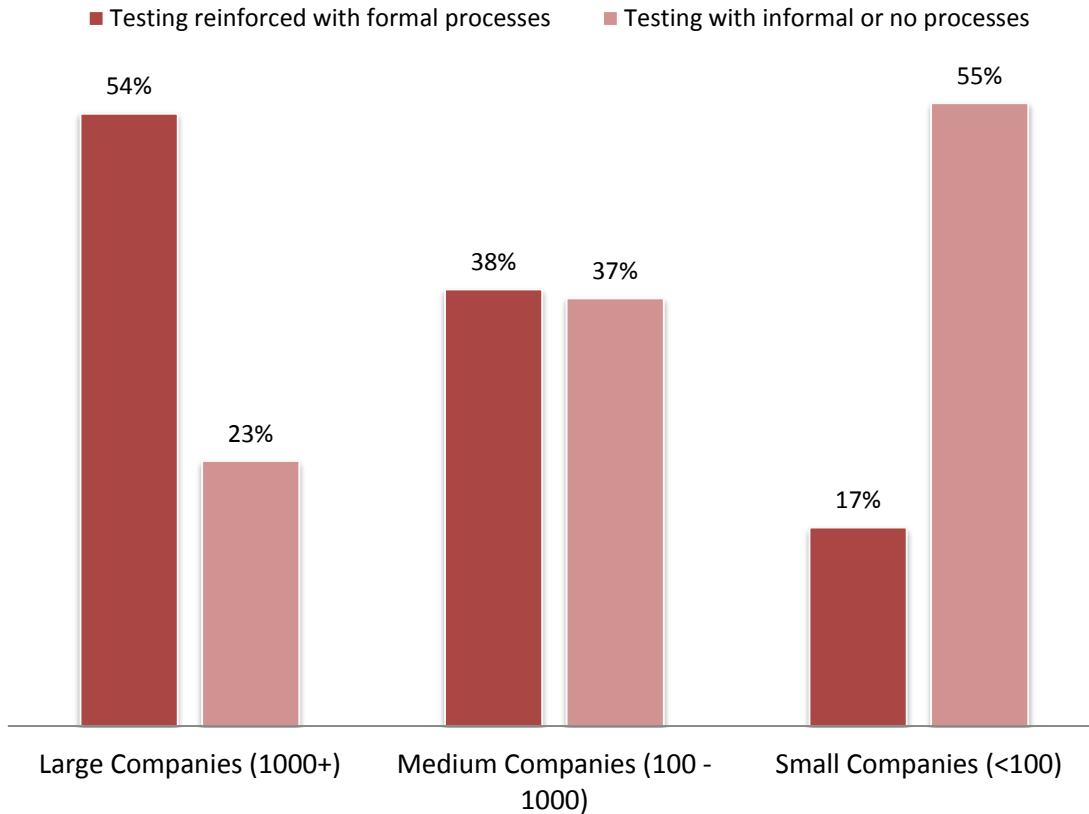
Decades ago large companies set the standard for using assessments and other testing products to identify “best chance for success” employees. Fortunately, medium- and small-sized organizations followed this lead and began using them, as well. They discovered there was a relatively minimal cost when compared to the expense involved in making a poor and expensive hiring decision. In most cases it brings clarity and direction.

What we have learned from this report is that **it is not the structure alone that makes the difference, but rather how it the structure is employed by the CMO and marketing manager.**

HOW DO LARGE COMPANIES USE DATA WITHIN A STRUCTURED, FORMAL PROCESS?

With the advent of TQM and similar work processes, large companies identified that results improved if certain approaches were applied. There still remains a gap in this area, due to organizational size.

CHART: HOW THIS INFORMATION IS APPLIED



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

Medium and small companies typically do not have the luxury of a dedicated employee for developing an infrastructure to scale product development and/or services. This is often due to the entrepreneurial approach taken with small companies, and companies that have experienced growth over a relatively short period of time.

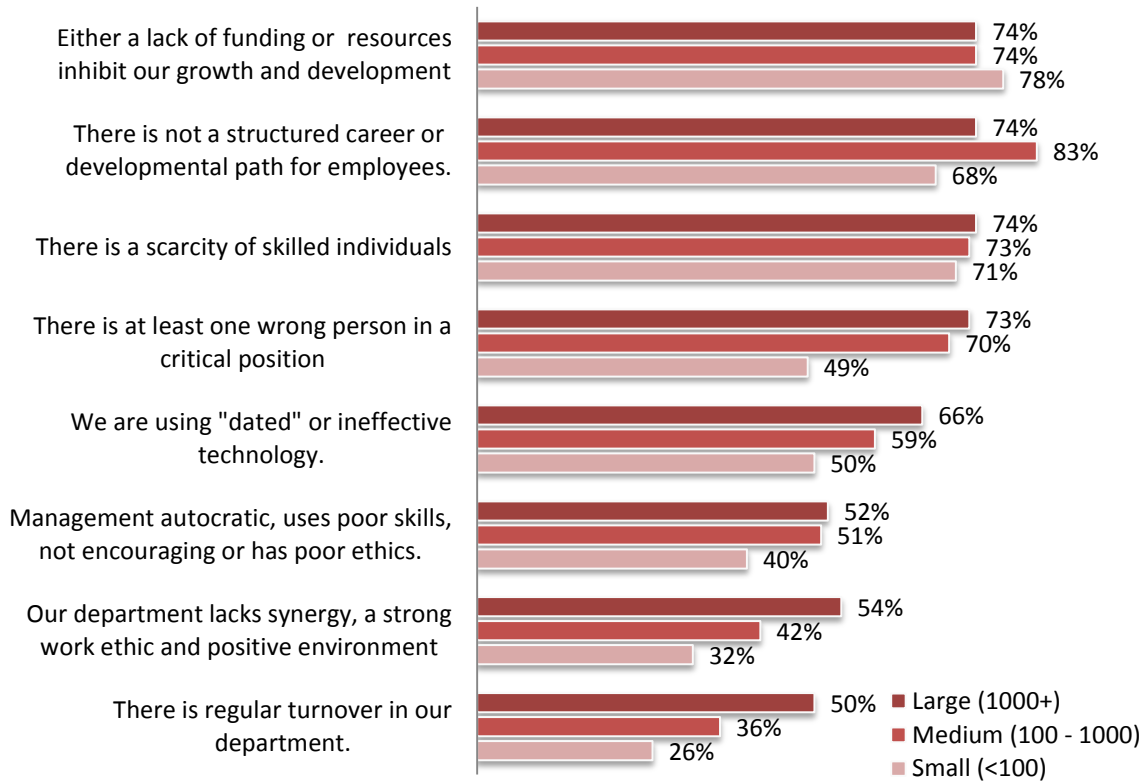
This phenomenon does not necessarily need to continue, especially in today's information-based society. There are multiple ways to acquire the necessary structure and information. They end up saving managers considerable resources and time. The most obvious and least expensive are:

1. Purchase standardized packages for the function that include software.
2. Hire consultants or specialists on a limited budget basis. They are inexpensive in this economy.
3. Personal or employee (Internet/reading) research when not attending job duties.

WHY DO LARGE COMPANIES STILL FACE GREATER CHALLENGES?

It would seem with the significant infrastructure of large companies, they would be most resistant to problems. However, the 2012 Marketing Personnel Benchmark Study's responses begin to answer the complexities of this question.

CHART: RESPONDENTS IDENTIFY CHALLENGES BY COMPANY SIZE



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

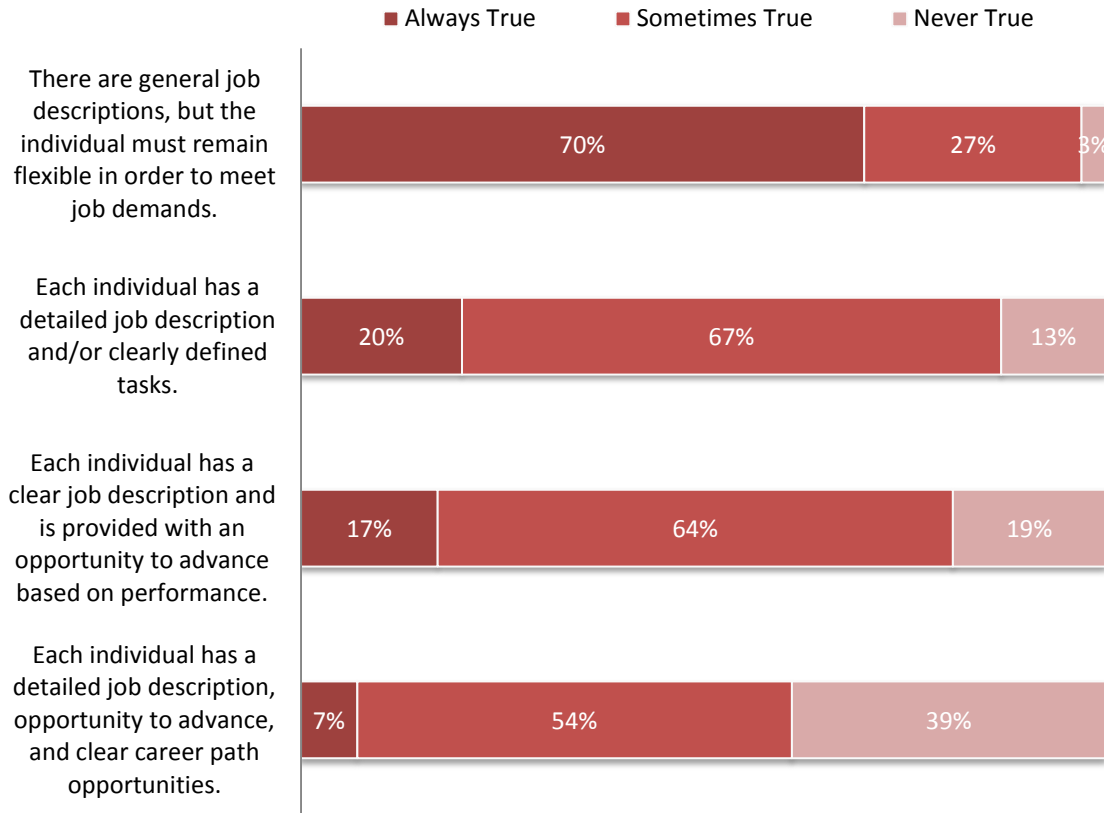
Here are the key points identified from our respondents:

1. 76% of the challenges faced by marketing departments today are people issues.
2. Of those issues large company respondents indicate that five of the six are more significant within their organization than within medium and small companies.
3. While many large companies have better career development programs than smaller companies respondents grade themselves worse in management skills, placing wrong people in wrong positions, maintaining departmental chemistry, and managing rate of turnover.
4. Having all the policies, procedures and processes does not guarantee success with the human element. **People skills trump task skills.** A manager with people skills can create the synergy for the learning, growth and development of task skills, and build a more dynamic and efficient department through chemistry as capacities are developed for competency growth.

WHY DO SO FEW COMPANIES COMMUNICATE EXPECTATIONS SPECIFICALLY, OR WITH CONSEQUENCE?

Those with introverted minds (54% of the population) thrive on details. The extroverted marketer’s mind (the average marketer profile) needs structure and direction, even if they desire the freedom to do things the way they prefer. Marketers, in general, seem to lack the priorities, direction, detail and clarity needed to perform their functions. This data tells us managers are not communicating with clarity.

CHART: LARGE COMPANIES’ STANDARDS OF DIRECTION ABOUT RESPONSIBILITIES, FOCUS AND FUTURE



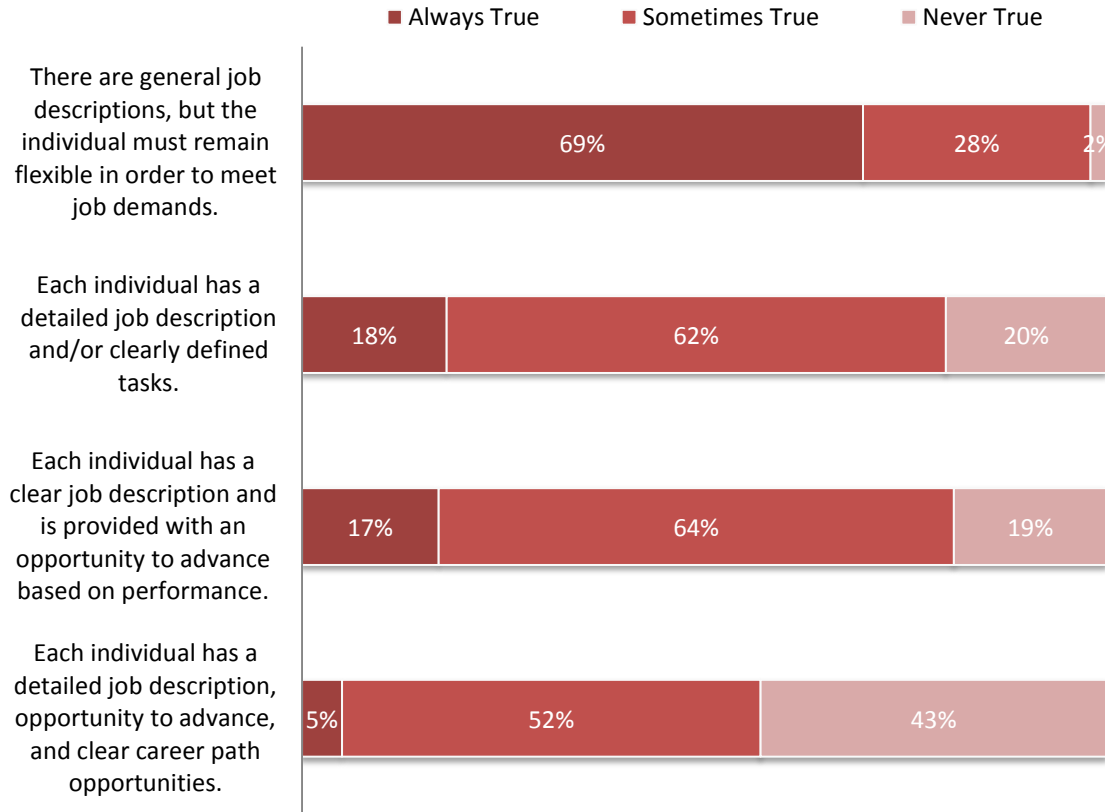
Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

Marketers cherish their freedom, but they also need parameters within which to operate successfully. The average marketer’s profile illustrates they prefer a systematic approach which requires more clarity and detail than normal.

However, once a target is established, they find a way to align a goal with how they will approach the campaign. Without this direction they often find themselves straying from the task.

CHART: MEDIUM-SIZED COMPANIES ALSO PROVIDE LITTLE DIRECTION

There seems to be a similar issue with medium-sized companies. Respondents from these companies indicate they have the least capacity to see where their long-term career plans lie. This is likely due to the fact that there is a significant employee base, but an infrastructure is still not clearly defined.



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
 Methodology: Fielded November 2011, N=1,646

Medium-sized organizations have a unique challenge – they have a relatively large group of people employed, but not as many resources as the larger companies. Without a strong marketing manager, this can amplify confusion and possibly create undue chaos within the department.

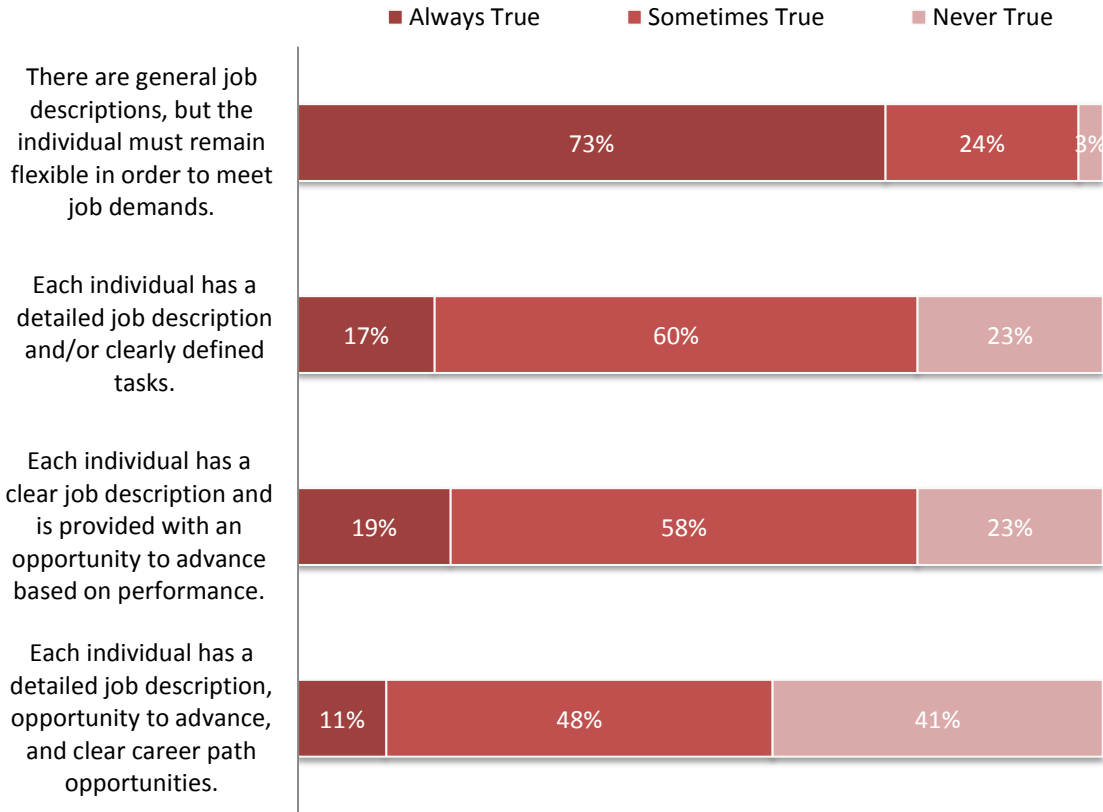
Here are some of the obvious reasons why medium-sized companies struggle more notably within this area:

1. They do not have the time or sophistication necessary to refine their infrastructure.
2. They often “change directions” because of market and revenue demands.
3. They often bring with them, an entrepreneur’s mentality from when the company began.
4. There are more generalists than specialists.

However, there is a huge benefit for managers at medium-sized companies – they have greater capacity to shape and mold their marketing teams. By managing the team competencies and character, as well as developing departmental chemistry and individual capacities, a focused leader can generate strong team dynamics.

CHART: SMALL COMPANIES APPEAR BETTER WITH SPECIFICS, BUT REQUIRE GREATER FLEXIBILITY

Small companies have to be more flexible because they must cater to customer and/or client needs. If a customer wants something, a small company must be responsive unless first establishing itself as a “boutique” marketing group.



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
 Methodology: Fielded November 2011, N=1,646

Small company marketers are often called upon to wear more hats than those in larger organizations. They often find themselves relying on consultants to help them meet client needs. **However, within a small company there has to be a greater level of communication than in a medium- or large-sized company.**

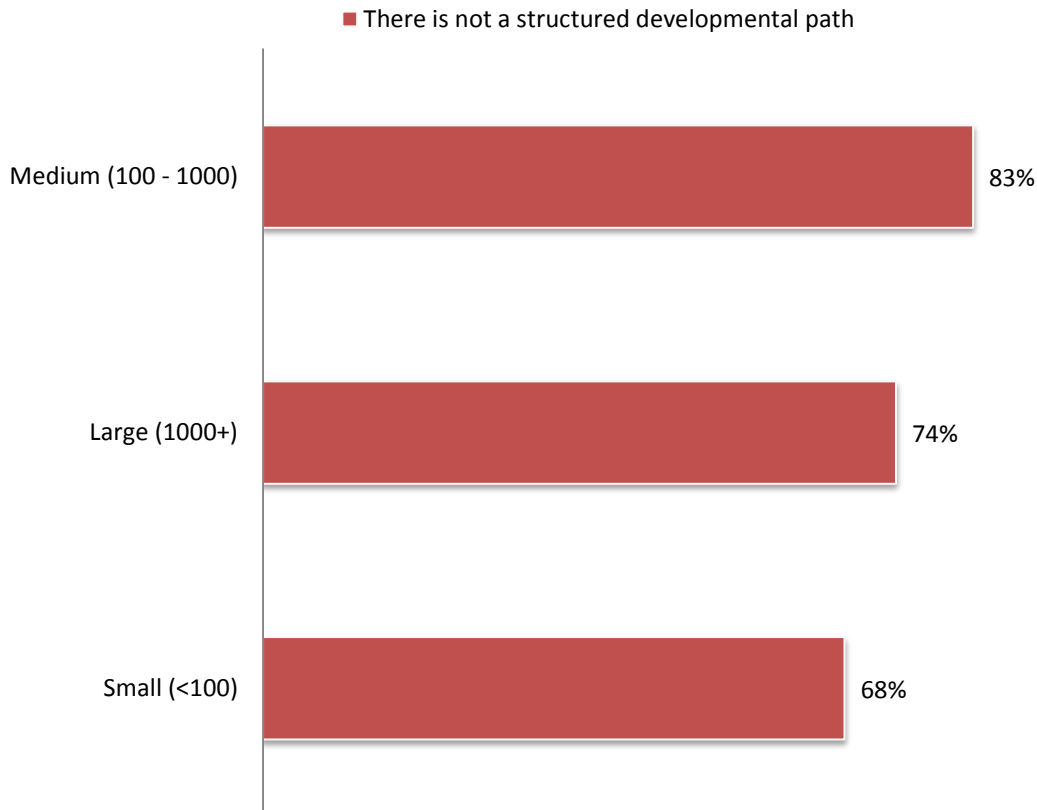
A higher degree of communication, alongside less hierarchical structure, allows employees of smaller companies to understand what a long-term career would look like within the organization. There is an almost immediate recognition of whether there are advancement or growth opportunities, and subsequently, fewer questions to be answered.

The small company has many advantages due to this looser infrastructure. They often adopt best practices that fit the criteria of their needs. **Online information, associations and local marketing groups can save thousands of dollars, provide a network of “assistants” and build your knowledge base, quickly and efficiently.**

DO MEDIUM-SIZED COMPANIES OFFER THE LEAST NUMBER OF DEVELOPMENTAL OPPORTUNITIES?

In a medium-sized organization individuals may stand out due to their abilities. Additionally, they have been exposed to a relatively sophisticated business model and have grasped sound marketing principles. But, they often do not have upward mobility, because **medium-sized companies are least effective at providing career development plans**. This often results in employees moving to start-ups, or larger companies that offer seemingly more opportunity.

CHART: DEVELOPMENTAL OPPORTUNITIES BY ORGANIZATION SIZE



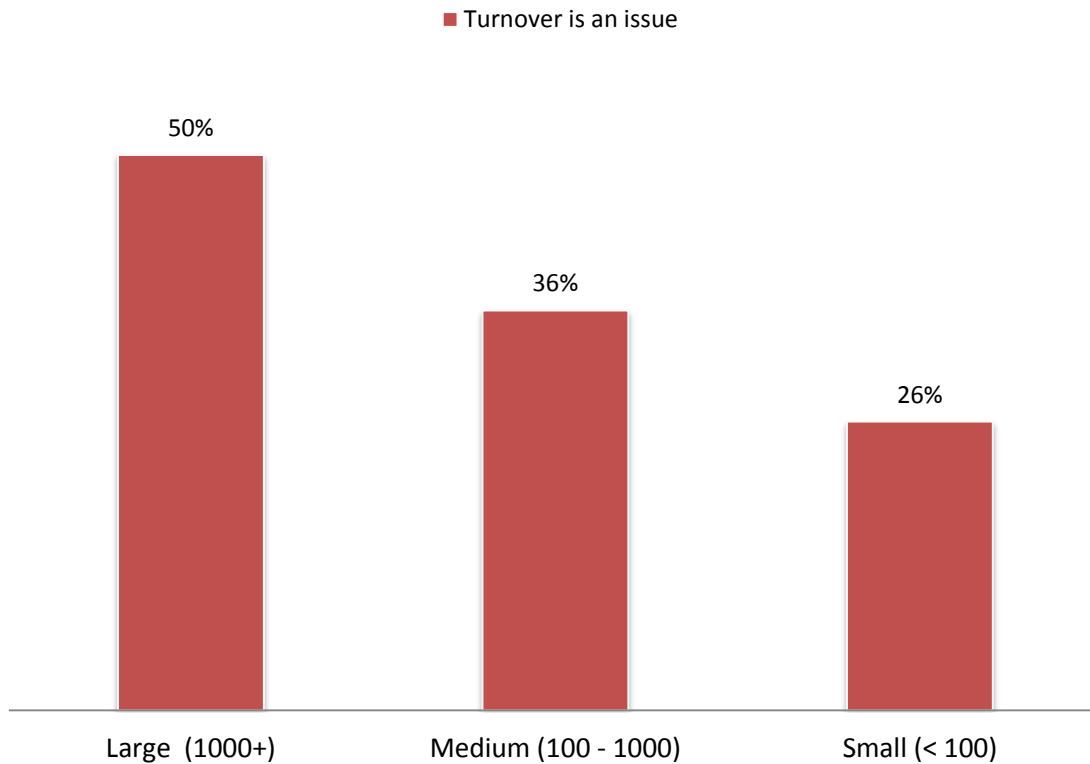
Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

When you match the #1 people issue with medium-sized organizations, is there any wonder why an assertive goal-oriented marketer may want to move on? The marketer's mindset wants to be "out there" leading with vision and applause, but also earning rewards and recognition for a job well done.

Sadly, these companies typically have not reached the size where there is a structured career path and system of recognition in place. This is where the CMO or marketing manager must step in. Here, management has the greatest opportunity to build a dynamic department. Since there may be a lack of corporate structure, **they can run a more informal program in-house and have their marketers help shape and mold the process. This is where the human element can achieve its highest level of effectiveness.** The manager must learn to develop his/her people, not just manage them.

HOW ARE LARGE, STRUCTURED COMPANIES IMPACTED BY TURNOVER?

While larger companies have a greater tenure level on average than medium- and small-sized organizations, they also suffer from a greater exposure to turnover because of staff sizes they maintain.



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

Large companies have both positive and negative traits that affect hiring and keeping good marketers. Here are a few items that work in their favor:

1. They have a higher visibility than smaller organizations.
2. They have more employment opportunities.
3. They have greater capacity to use a very narrow skill base.
4. They have a greater ability for advancement.
5. They have a greater capacity for knowledge acquisition

Now consider some of the issues our respondents identified as reasons good marketers don't join or stay within these large organizations:

1. Autocratic management.
2. Wrong people placed in departmental positions.
3. Often questionable departmental chemistry.
4. Perceived partiality in career developmental processes.

WHAT CAN BE LEARNED FROM LARGER, STRUCTURED, DATA-DRIVEN COMPANIES?

While it may seem that large companies have been unfairly targeted during this survey, it must be noted that they have also been the pacesetters in virtually every aspect of marketing personnel development. **Large companies have been instrumental in developing a well-functioning people process that will address many of the issues that we have considered in this study.**

The reality is that larger companies, even with their higher level of sophistication, cannot seem to overcome some of these people issues. The question we must ask at this point is, “Why?”

We have learned from marketers that the issue is not the structure itself, but rather the way in which structure is administered or imposed upon individual marketers, and how it can impact their aspirations and career planning.

In general, marketers have a unique personality and therefore need a specialized approach to being managed. **CMOs or marketing managers must balance structure and flexibility, and provide a code of rewards that matches their unique value system; otherwise the marketer will soon be a statistic.**

Large, data-driven organizations have developed processes (through assessments) that allow companies of all sizes to acquire the competencies necessary to fill a job description. The truth is that this is not just a large company issue – it is prominent in all organizations. However, we use them as an example because they have fewer miles to travel to get where they need to be. Where they have found their greatest challenge is in the three remaining Cs that follow:

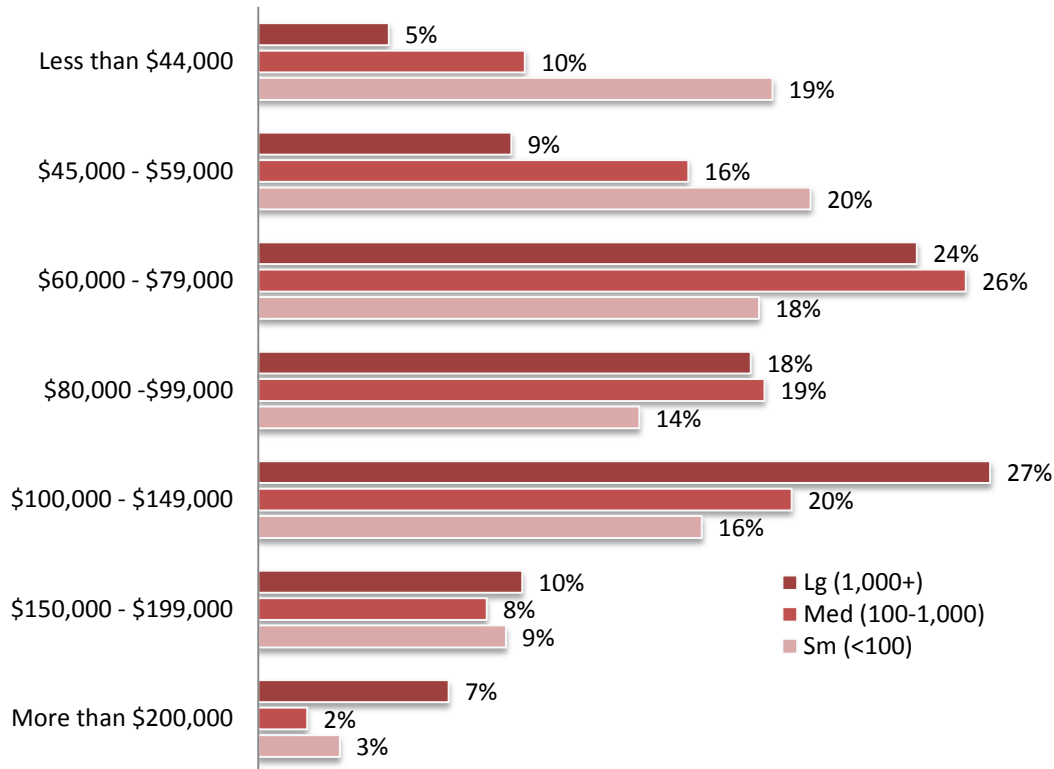
- **Training managers to abstain from an autocratic management style, while teaching them to objectively manage the individual’s unique character.** This empowers employees to display integrity and an excellent work ethic by focusing on their unique skill sets rather than by comparing them to others – which rarely, if ever, works.
- **Empowering their managers to identify when structured programs, processes and procedures are impeding departmental chemistry.** Departmental managers, in most cases, have the authority and flexibility to decide when it is appropriate to determine special approaches for a maximum level of productivity. This can only be discerned by a manager who knows their marketers inside out, and communicates a willingness to listen, hear and adjust when appropriate. Too often, the standard answer is, “That’s company policy and there is nothing I can do about it,” when it should be, “Which team members can take charge, bring value to each individual in the process, and lead us through this challenge?”
- **Relying on managers to author their own approaches to developing and focusing their team members for today’s work and tomorrow’s future.** Marketers need to be reminded of their value. However, depending on their competencies and characteristics, each needs such recognition in different ways. The manager must identify this uniqueness early in the marketer’s employment. Once this is understood there needs to be a focused plan for developing new and deeper competencies in that marketer. Only then will the marketer be able to achieve his professional goal, and will view the manager as a coach/mentor rather than an autocrat.

We have learned from marketers in this survey that the issue is not the structure itself, but that way the structure is administered to or imposed upon individual marketers that impact their dreams aspirations and ultimately their careers.

CHAPTER 6 – SPECIAL REPORT: 2012 MARKETING SALARY AND INCENTIVE TRENDS

Much in the same way we discussed marketers as a collective whole, we will begin this salary and benefits survey with the same paradigm of thought. First, we'll ask where marketers fall based on the size of their companies. In the following chart, note the unique differences and where salaries become more balanced.

CHART: AVERAGE MARKETER SALARY WITHOUT BENEFITS, BY COMPANY SIZE



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

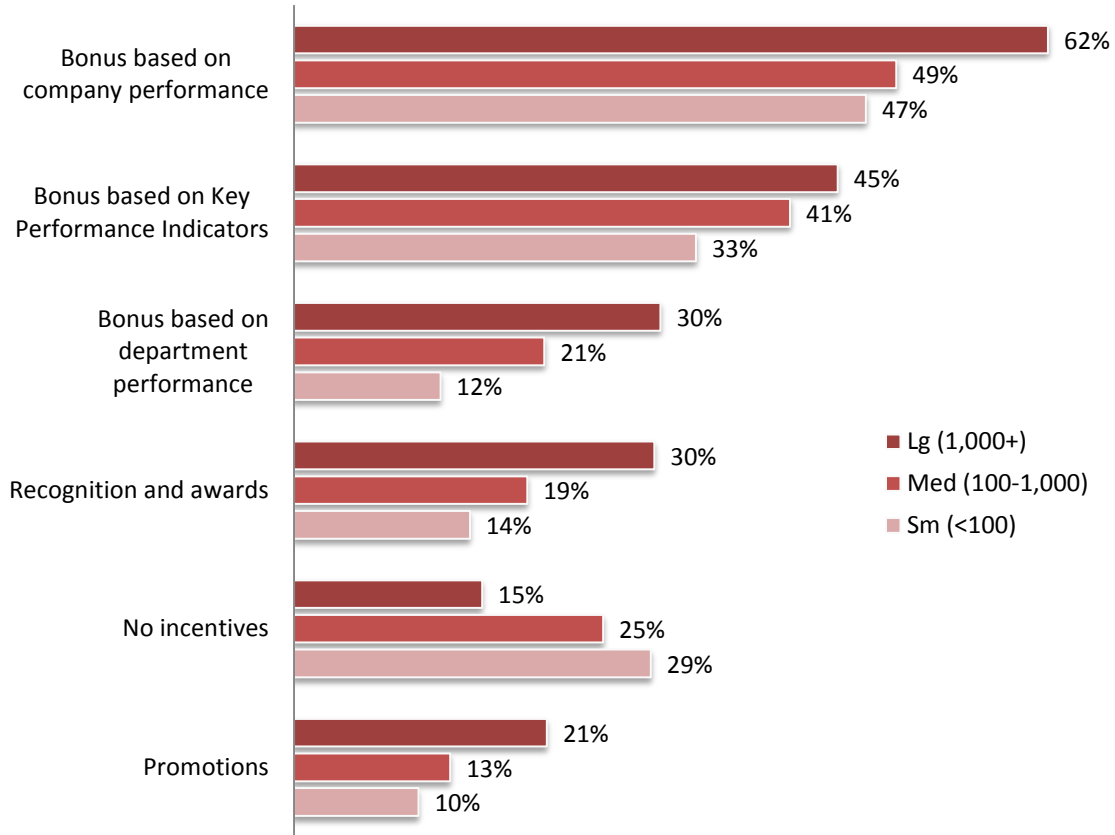
Large company employees seem to have a distinct advantage as it pertains to salary opportunities. They are more stringent in their entry and screening processes, and require either a broad knowledge base or a specialty. **Only 14% of the employees in large marketing companies earn \$59,000 or less, receiving better compensation for the knowledge base or specialty.** Likewise, 40% of small company employees fall into the same category, and are tasked with more general responsibilities requiring stronger entry-level knowledge.

69% of large company employees and 65% of medium-sized company employees fall in the \$60,000 – \$150,000 salary range. These specialists or managers have developed a higher degree of skill sets in their specialties, or have assumed a role as a marketing manager or CMO.

Please remember these figures reflect salary only and do not include benefits or incentives for performance during the year.

CHART: AVERAGE MARKETER INCENTIVES, BY COMPANY SIZE

The average marketer receives the majority of his/her incentives from company performance. Although this is the most traditional of organizational approaches used over the last 100 years, it is also the least motivating for marketers and their teams.



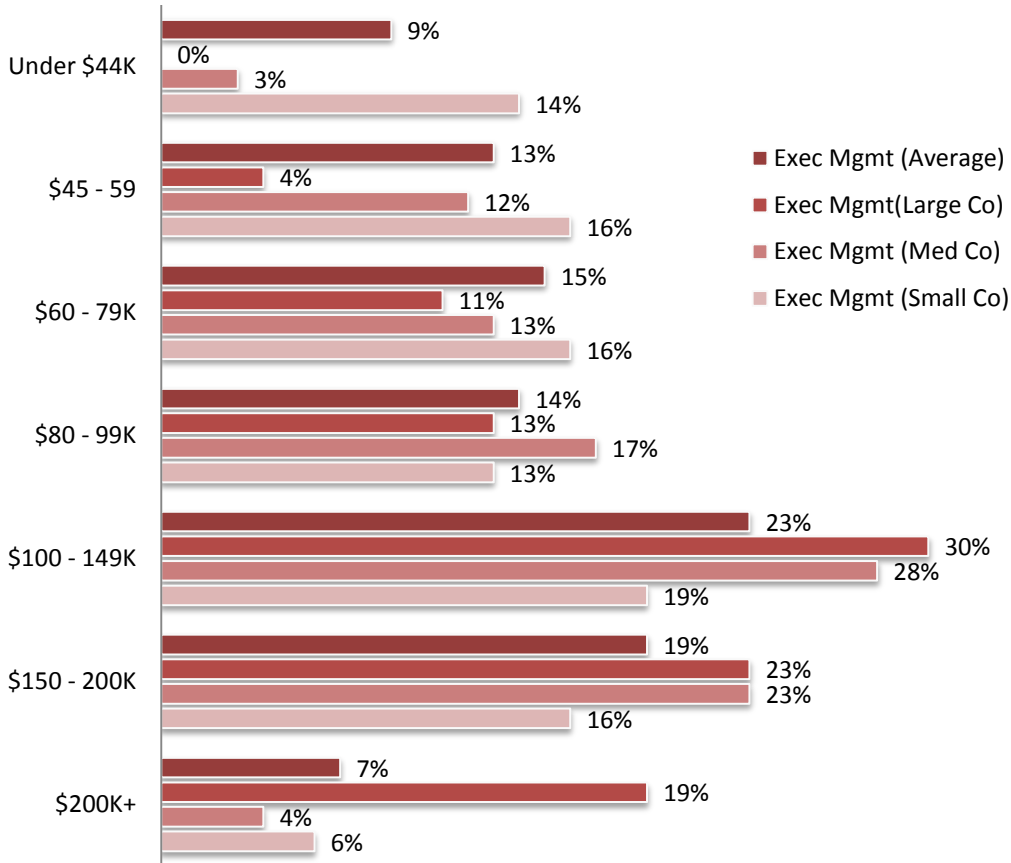
Source: ©2011 MarketingSherpa Personnel Benchmark Survey
 Methodology: Fielded November 2011, N=1,646

There was an obvious trend from our survey respondents when it came to incentives – large companies are perceived much better with the concept than small companies. **Less than 50% of the medium and small companies use the traditional company performance or KPI approach. More than 25% of them offer no bonuses at all.** These approaches are highly demotivating to the average marketer.

While organizations are quick to respond that the company, as a whole, must be profitable, there can be departments that can keep this from happening, even after several others have turned in stellar performances. Based on what we know about their psychological makeup, MBOs based on KPIs will achieve the highest degree of effectiveness with members of the marketing department.

CHART: AVERAGE EXECUTIVE SALARY WITHOUT BENEFITS, BY COMPANY SIZE

Executives are most often standout marketers, or executives who have a general knowledge of either sales or marketing functions. Their duties more often include the coordination, control and management of marketing functions, and they answer directly to the CEO or president. Their experience with the profession and people warrants a higher degree of compensation.



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

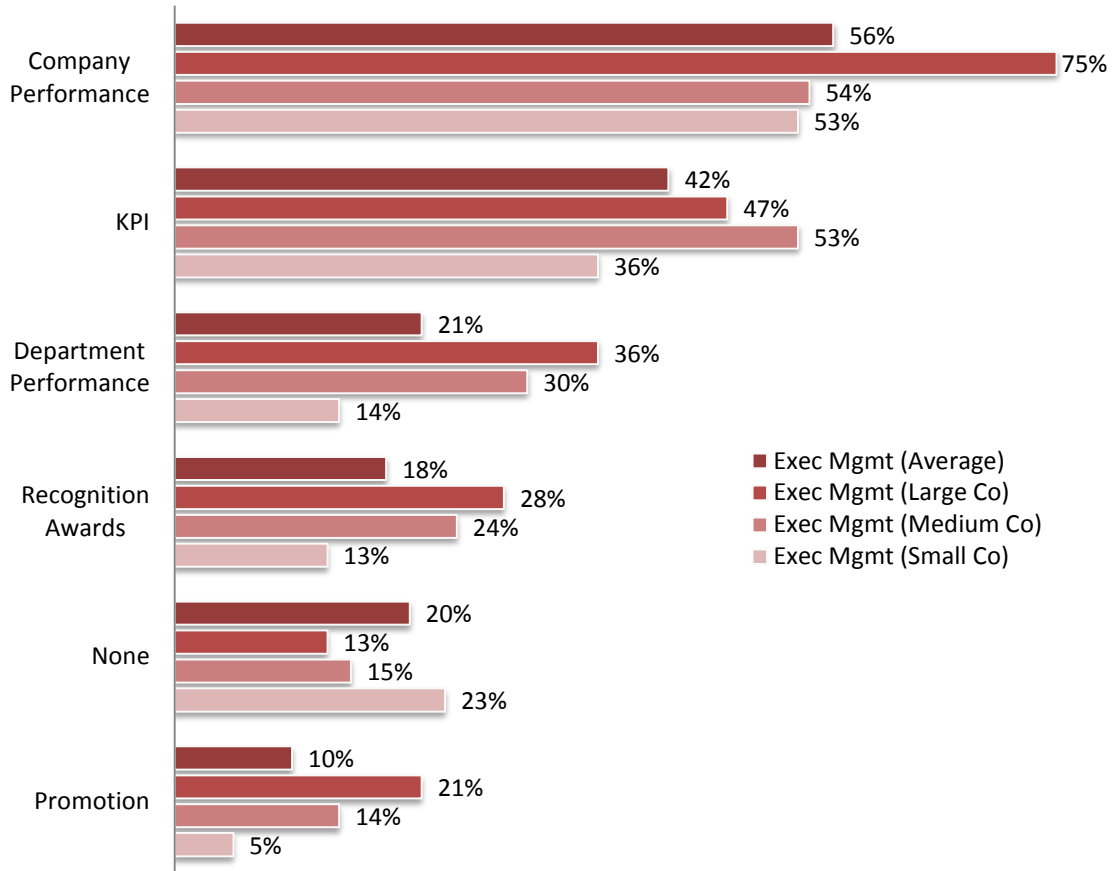
In large companies only 28% of the executive managers/CMOs earn less than \$100,000, while 42% of medium-sized company executives/CMOs fall below the six-figure line. However when we consider the small organization we find 59% earning less than \$100,000.

In the \$100,000 - \$200,000 range we see a strong sense of equity between large- and medium-sized organizations. **While 53% of the large companies and 51% of the medium-sized companies compensate their CMOs in the \$100,000-\$200,000 level, only 35% of the small companies fall into this salary range.**

There is no comparison on the \$200,000+ category, as large companies are far ahead of the pack. Surprisingly, there is 50% more small companies compensating in this range than there are medium-sized organizations doing the same.

CHART: AVERAGE EXECUTIVE INCENTIVES, BY COMPANY SIZE

Large companies continue to focus on company performance issues while medium-sized companies seem to be bucking the trend. Have they learned something that the large companies have not yet embraced?



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

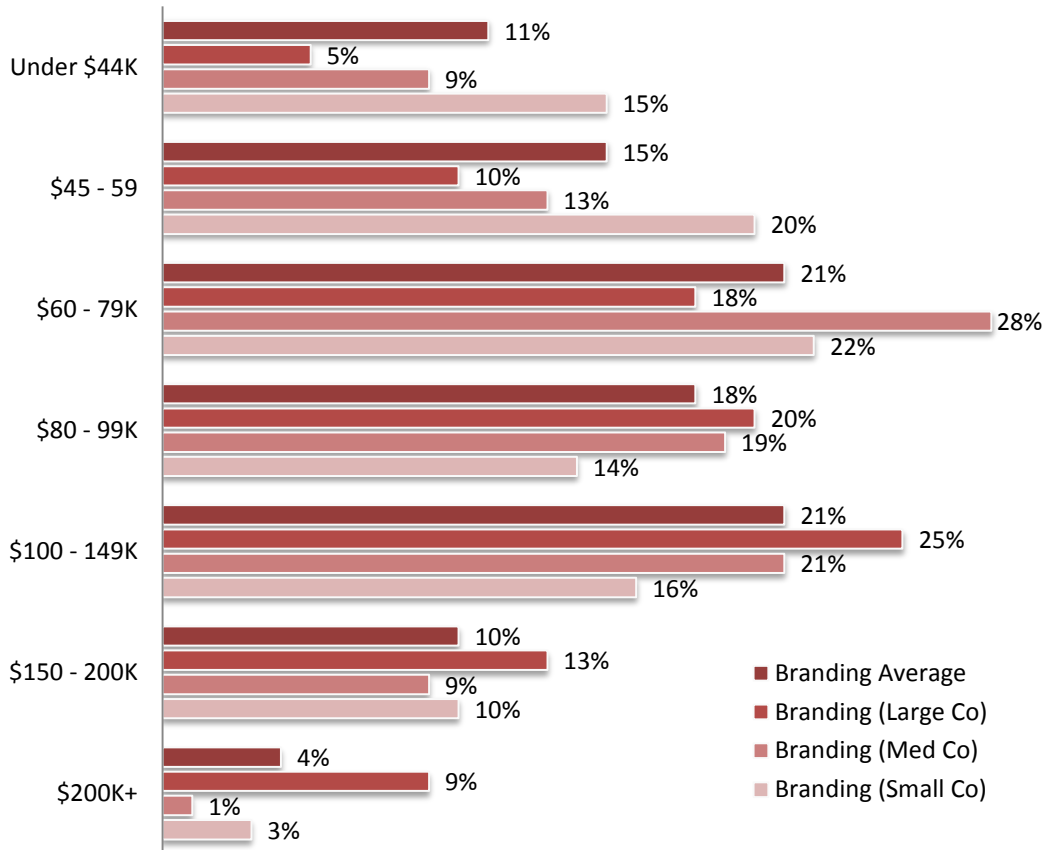
As we consider the incentives for CMOs/executives one thing seems to stand out – **medium-sized organizations are watching the KPIs more closely, and rewarding managers for attaining their objectives.** According to our respondents, the incentives are evenly split between company and KPI performance. This would indicate that there is an understanding of the marketer’s (and marketing executive’s) mindset and motivations.

Small companies clearly have not begun to understand how to incentivize while dealing with marketers. It’s a simple process – if you want something to grow or develop, you must find a way to incentivize the performance necessary for reaching the goal.

While I am sure many companies will claim to not have the funding, we ask, “If you want to grow into a specific channel or market, generating previously unattainable cash flow, how will you motivate your marketers without incentivizing?”

CHART: AVERAGE BRANDING SPECIALIST SALARY WITHOUT BENEFITS, BY COMPANY SIZE

In Chapter 2 we noted that the branding specialist is required to establish standards, and provide a path for others to follow. They are naturally more communicative, assertive, and open to change than the average marketer. However, they are also more independent and less likely to focus purely or team activities. In short, they see themselves as standard setters.



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

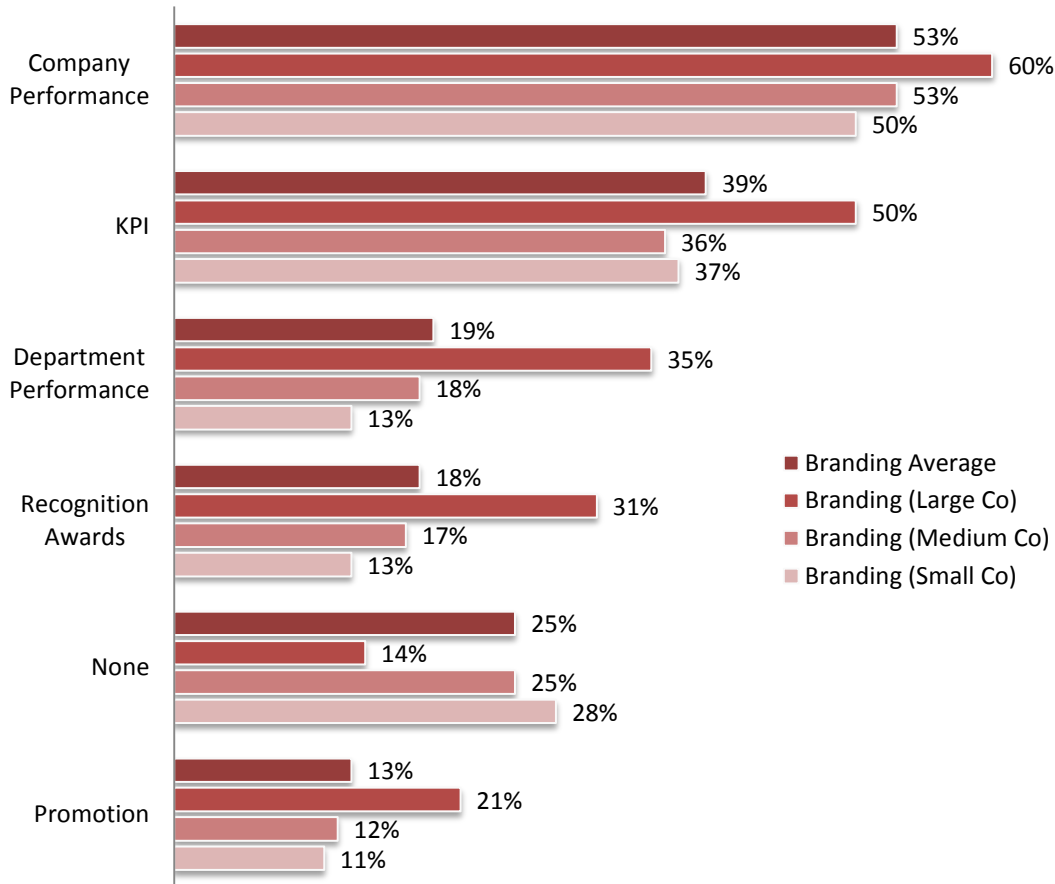
While you find a very small percentage of these specialists earning less than \$60,000 in large companies, there is also probably a lesser need for entry-level employees in these organizations. In medium-sized companies (22%) and small companies (35%) salaries less than \$60,000 are more prominent, but not as common.

Those with branding experience begin to find mid-range compensation (\$60,000 – \$100,000) in large companies 36% of the time, compared to 47% in medium-sized companies, and 36% in small companies.

The top end of the salary range (\$100,000 - \$200,000+) is predominantly found in large companies. Here reside 42% of the branding specialists. Medium-sized organizations claim 31% of those in branding, while small companies account for 29%. Small organizations are surprisingly similar to the medium-sized companies in their willingness to pay top salaries to those who can establish their brands.

CHART: AVERAGE BRANDING SPECIALIST INCENTIVES, BY COMPANY SIZE

The independence of the communicative and assertive branding specialist, who wants to be focused on his/her own projects (without too much interference) has been acknowledged in large companies as a need to be rewarded for individual efforts. Other sized organizations should take notice of this approach and put it to work for their profit and benefit.



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
 Methodology: Fielded November 2011, N=1,646

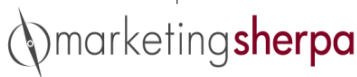
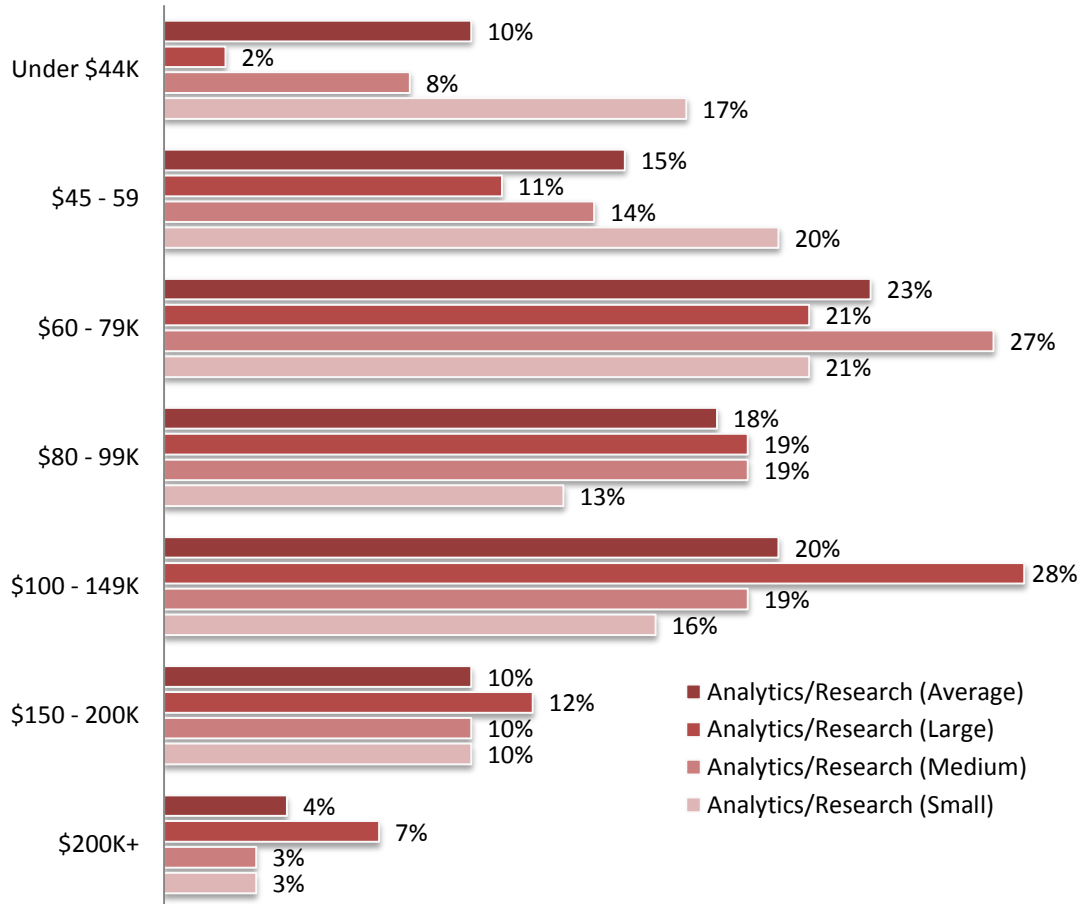
While old habits die slowly, larger companies have identified that this particular type of marketer needs to be incentivized differently. There is a strong link to company performance, and often the brand may be a deciding factor in corporate profitability.

Individual brands often form their own “department” or “silo.” Here, we see executive recognition that KPIs and department performance will have a significant impact on organizational performance. Therefore, they incentivize this independent group of marketers. **Only 14% of branding specialists are not incentivized in larger companies** – a testament to the profound impact they have on image and sales.

Medium- and small-sized organizations should learn from this data. Individuals who have a direct impact on revenues should be incentivized to find ways to create new approaches to improving brand exposure and increase market penetration.

CHART: AVERAGE ANALYTIC/RESEARCH SPECIALIST SALARY WITHOUT BENEFITS, BY COMPANY SIZE

Earlier we learned that analytics/research specialists are focused and directed individuals, in need of skills beyond standard data analysis for a necessary project. They pride themselves on looking at information from a different perspective than other marketers.



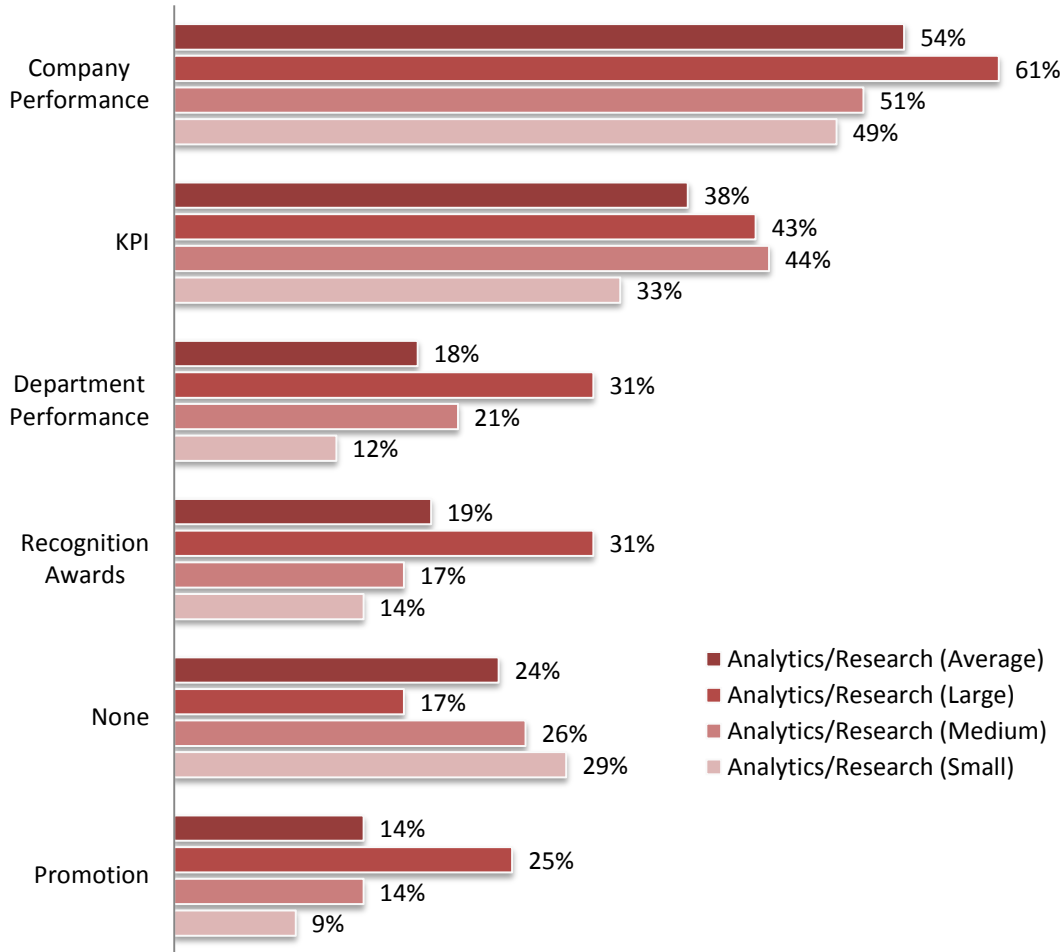
Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

There are virtually no analytics/researchers in large companies earning less than \$45,000, which speaks to their ability to decipher data and look at it many different angles. **We find 37% of analytics employees in small companies earning less than \$60,000, compared to 22% in medium-sized companies, and only 13% in large companies.** It appears that in larger companies, greater value is placed on research and analytics.

The largest majority of these specialists are found in the \$60,000 - \$150,000 range. In large companies, 67% appear in this compensation range, compared to 64% in medium-sized companies, and 50% in small companies. This illustrates that there is a significantly greater appreciation for this skill set in larger companies as they compete in much larger and diverse markets.

CHART: AVERAGE ANALYTICS/RESEARCH SPECIALIST INCENTIVES, BY COMPANY SIZE

Our feedback indicates that this analytical communicator – who enjoys being a part of new and exciting projects – has a greater propensity to align his/her thinking with corporate or departmental goals. While analytics/research specialists have free spirits, and embrace new opportunities, they feel safest within the structure of well-defined approaches that embrace company’s goals.



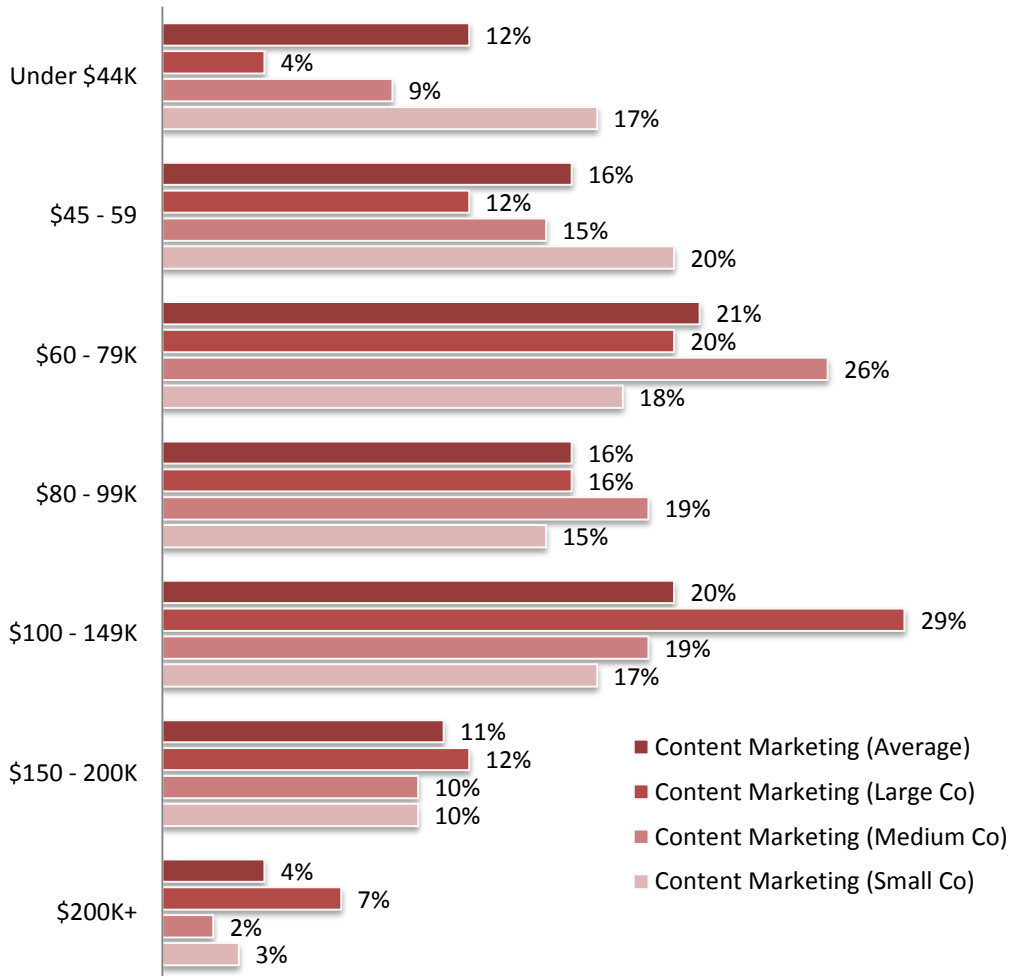
Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

In many circumstances you might find marketers more eager to embrace personal incentives based on their performance. There is a “thread” within this type of marketer that says, “I enjoy the applause of awards along with my identity as a team player.” **Company performance will not demotivate, but rather encourage most of these individuals, as will departmental performance.**

The analytics/research will embrace an approach to KPIs. Both medium and large organizations have identified their research and analytics critical to trends that impact their revenues. The analytics/research person in small companies does not hold *as* crucial a role in identifying key trends that have a larger impact on income than in the medium/large organizations, where small differences are more crucial.

CHART: AVERAGE CONTENT SPECIALIST SALARY WITHOUT BENEFITS, BY COMPANY SIZE

The content specialist has very similar personality traits to the “average marketer.” With these individuals, you can identify general trends of what is generally good for marketers. However, they are stronger communicators who enjoy their routines of mixing and matching their knowledge to differing audiences.



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
 Methodology: Fielded November 2011, N=1,646

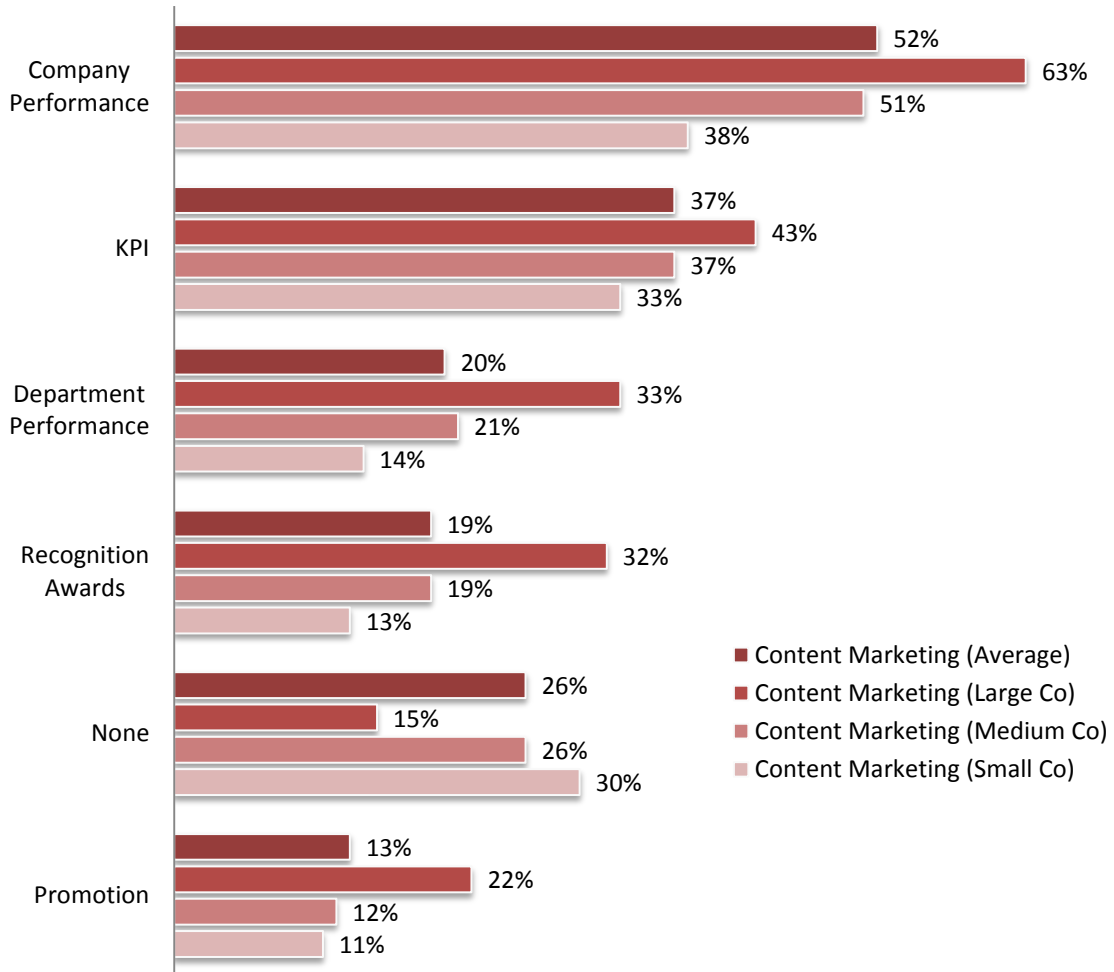
52% of large companies’ content specialists earn less than six figures. This is a similar percentage as the large company specialists we discussed earlier. In small companies this income level accounts for 70% of the employee base, with medium-sized companies holding 69% of the same group.

Large companies value content because of the competitive nature of the business environment. While medium-sized companies actually pay their content people more than small companies, there seems to be a wall for both sized organizations at the six figure level.

The question a marketing manager in a small- or medium-sized organization must ask is, “Does the present reach of my products/services warrant content excellence?” or “How much of a difference will better content make in market penetration?”

CHART: AVERAGE CONTENT SPECIALIST INCENTIVES, BY COMPANY SIZE

Content specialists identify with their projects and peers. They love outside recognition, along with team opportunities for success. They don't mind change, and thrive on camaraderie and having a task come together as planned.



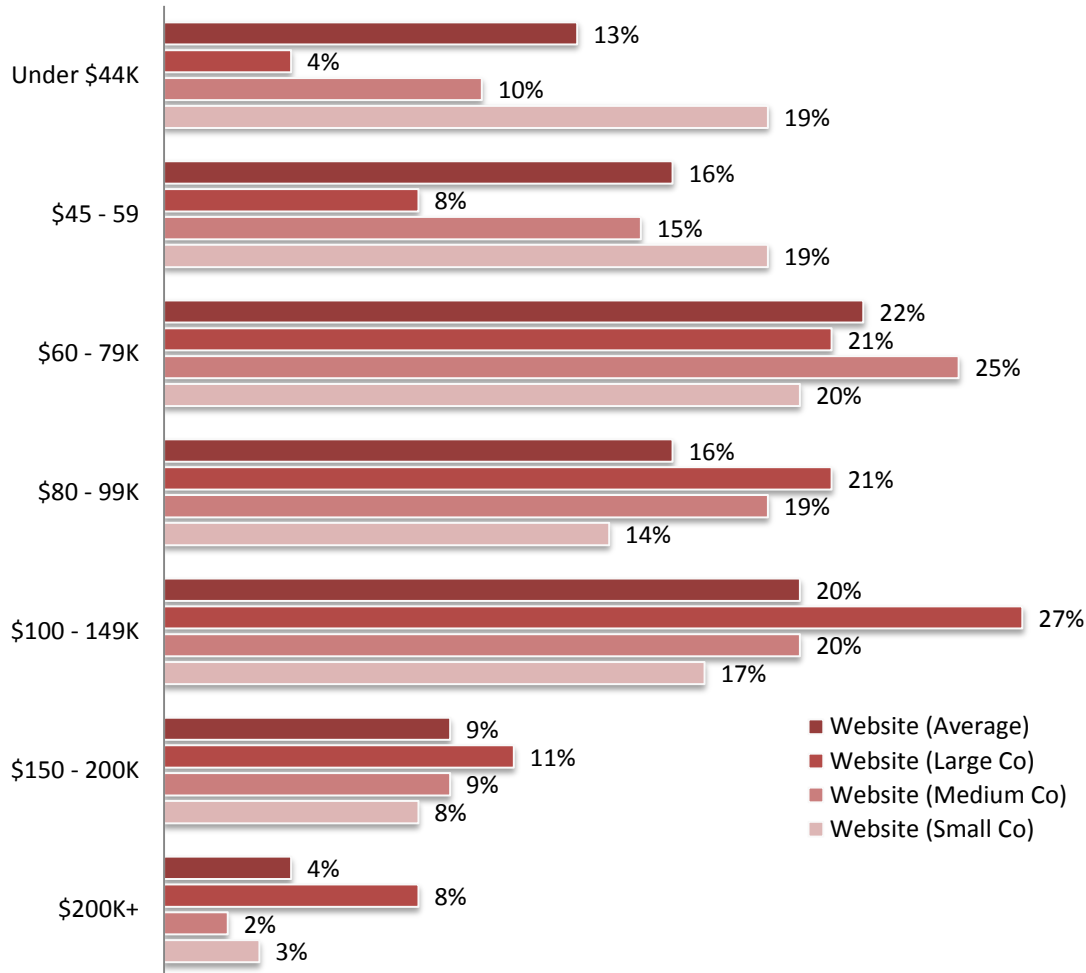
Source: ©2011 MarketingSherpa Personnel Benchmark Survey
 Methodology: Fielded November 2011, N=1,646

Content specialists enjoy recognition for their efforts. They sit at the very top of marketers in seeking recognition for their content. This provides them with the individual praise necessary to complement the team goals to which they are so closely tied.

Unfortunately, content specialists in both medium and small companies see significant drop-off in incentives, regardless of the category types.

CHART: AVERAGE WEBSITE SPECIALIST SALARY WITHOUT BENEFITS, BY COMPANY SIZE

As mentioned in Chapter 2 website specialists are unique individuals. They are more assertive than the average marketer as it pertains to their approach to work. They likely find less enjoyment in the spotlight, because they consider themselves independent and less “corporate” than the average person. They like to feel that their destinies are in their hands, and that they will ultimately be recognized for the quality and uniqueness of their work.

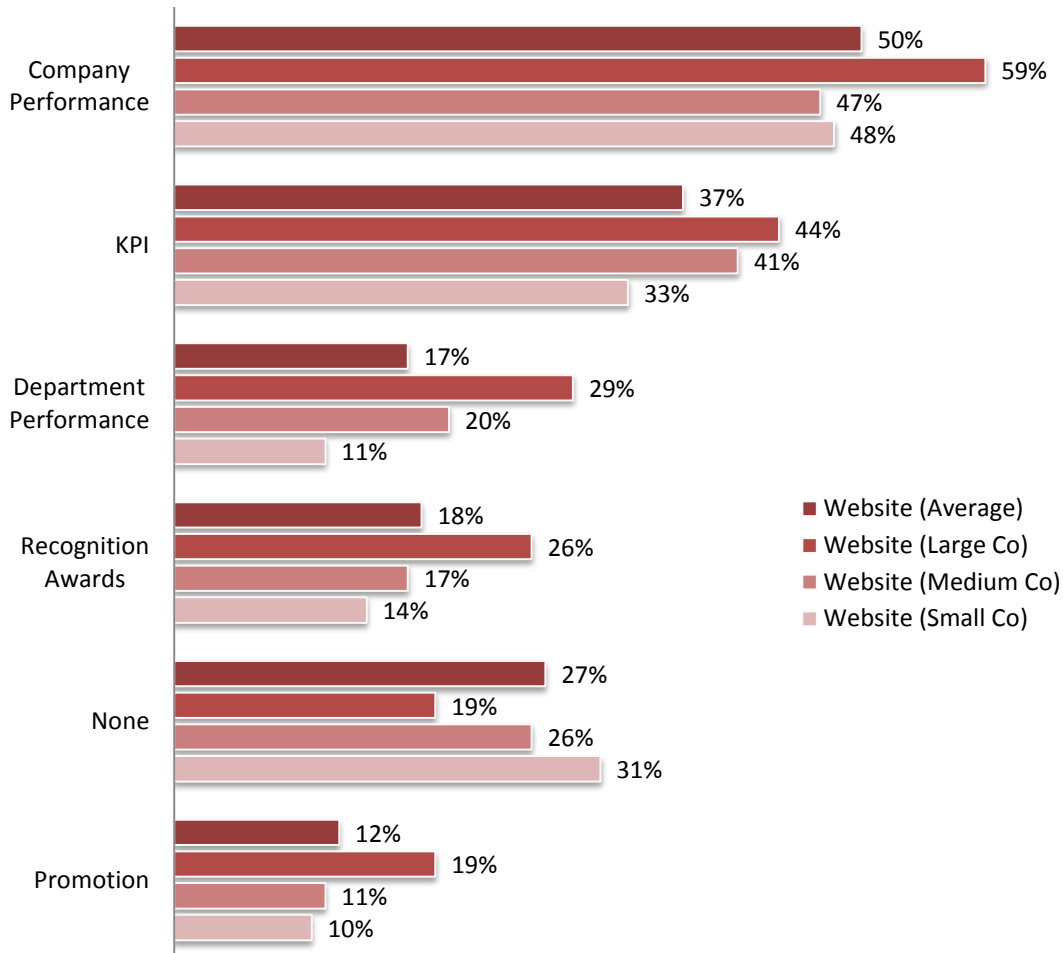


Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

The greatest number of website specialists predominantly land in the \$60,000 – \$79,000 range. However, the second largest grouping is in the \$100,000 - \$149,000 grouping, with large companies holding the largest percentage. This is likely due to the heavy usage of the Web to communicate corporate information, in addition to products and services.

CHART: AVERAGE WEBSITE SPECIALIST INCENTIVES, BY COMPANY SIZE

With the assertive nature of most website specialists, and their desire to see their creations produce results, one would think that bonuses would be more focused on their individual efforts. As you consider the chart below, ask yourself if this is obvious.



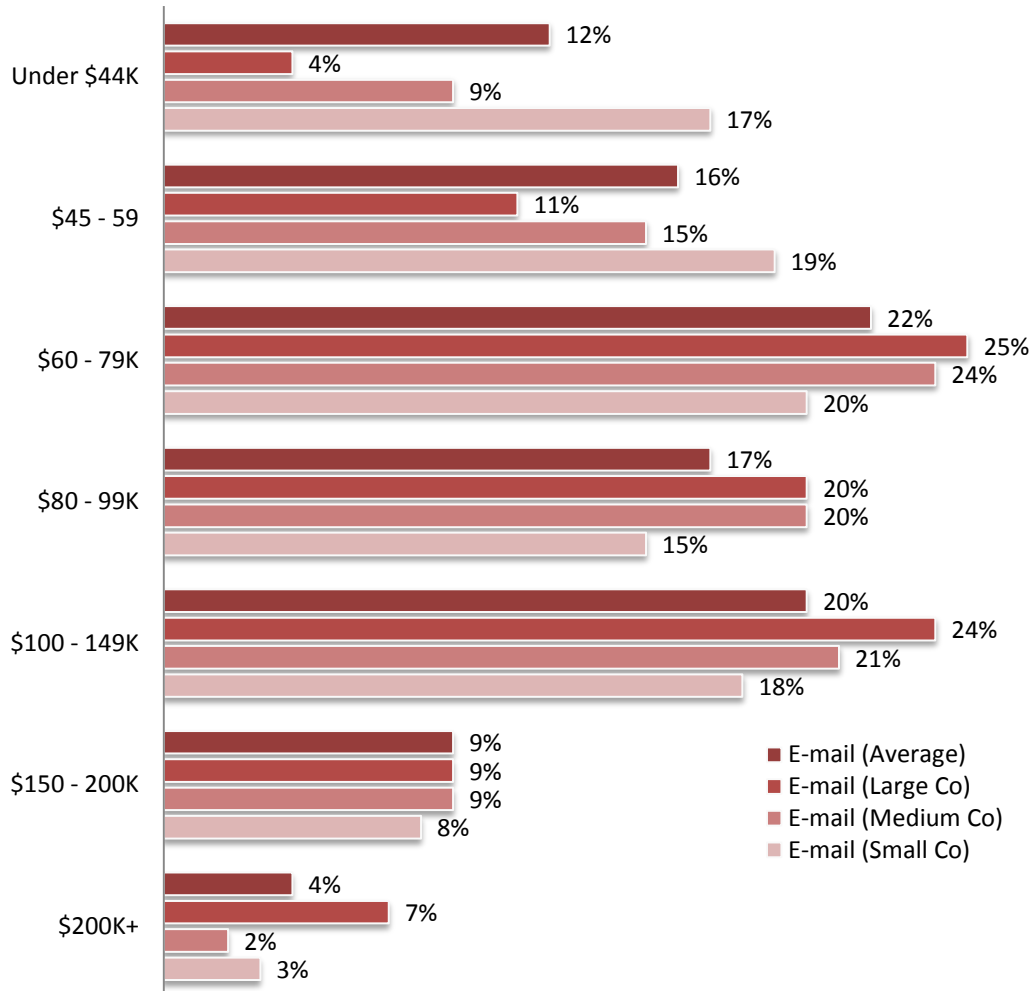
Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

Unfortunately, the individual incentives offered to website specialists are not much greater than those for other marketers. There is a slight drop-off in corporate incentives when compared to other marketers, which indicates this position does not stand out and/or above other marketing needs.

The CMO and marketing manager should consider the personality of Web specialists as they design their incentives. **The stronger he/she is in the makeup of the average website specialist, the more opportunity for personal incentives should be made available.**

CHART: AVERAGE EMAIL SPECIALIST SALARY WITHOUT BENEFITS, BY COMPANY SIZE

Email specialists are among the most ROI-oriented of all marketers. They are heavily focused on producing results, and do this with a methodical and precise approach. They have a routine they prefer to follow, and thoroughly enjoy pleasing their customers and establishing team pride.



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

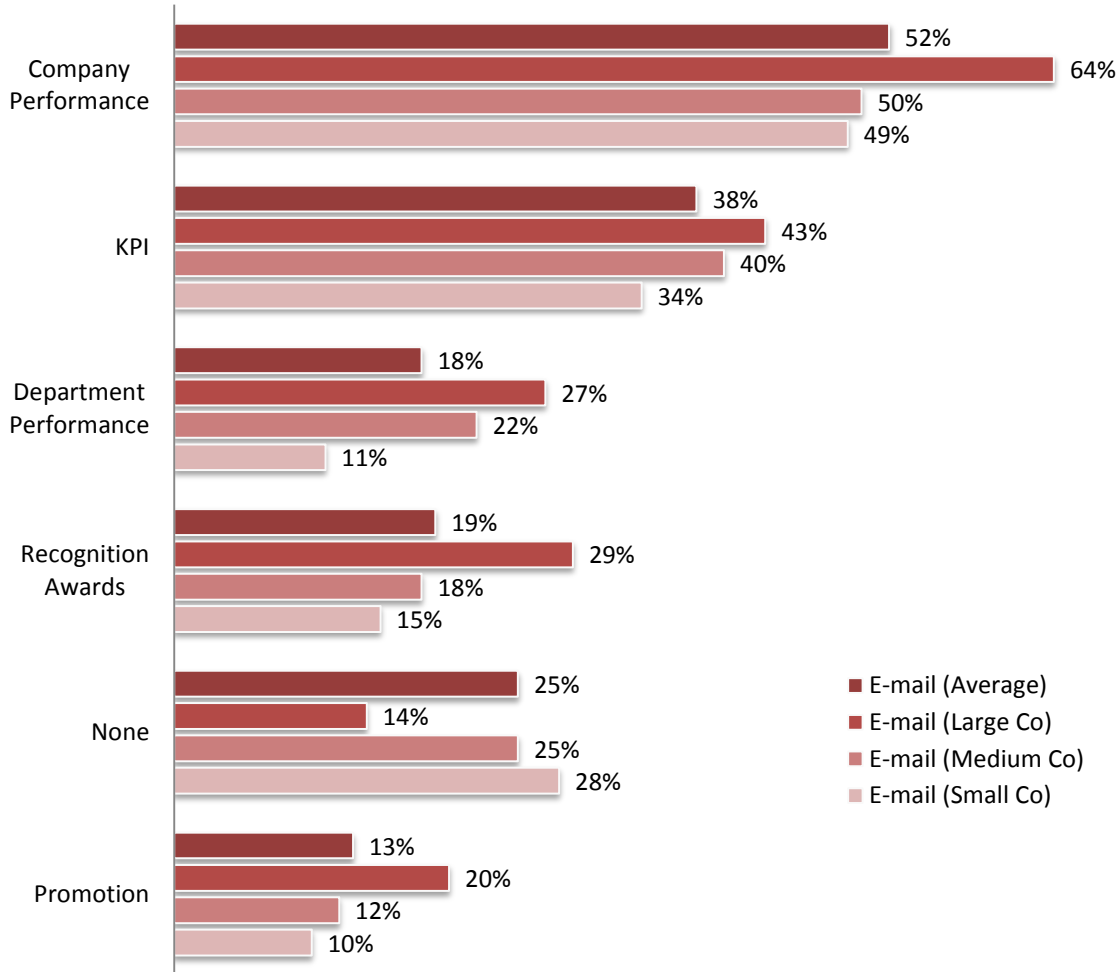
Our respondents indicate that email marketers follow the general salary trend of most marketers. In large companies they comprise 36% of those who earn less than \$80,000, while they constitute 48% of this range in medium-sized companies, and 56% in small companies.

Of email specialists earning in the \$80,000 - \$150,000 range, large companies claim 44%, while medium- and small-sized organizations possess 41% and 33% respectively.

What is interesting is that all sizes of organizations are roughly equal when paying email specialists in the \$150,000 - \$200,000 range. This indicates that a quality email specialist can make a lucrative salary, regardless of company size.

CHART: AVERAGE EMAIL SPECIALIST INCENTIVES, BY COMPANY SIZE

Despite the fact that email specialists are largely results-oriented, their incentives follow general marketer trends, as seen in the chart below.



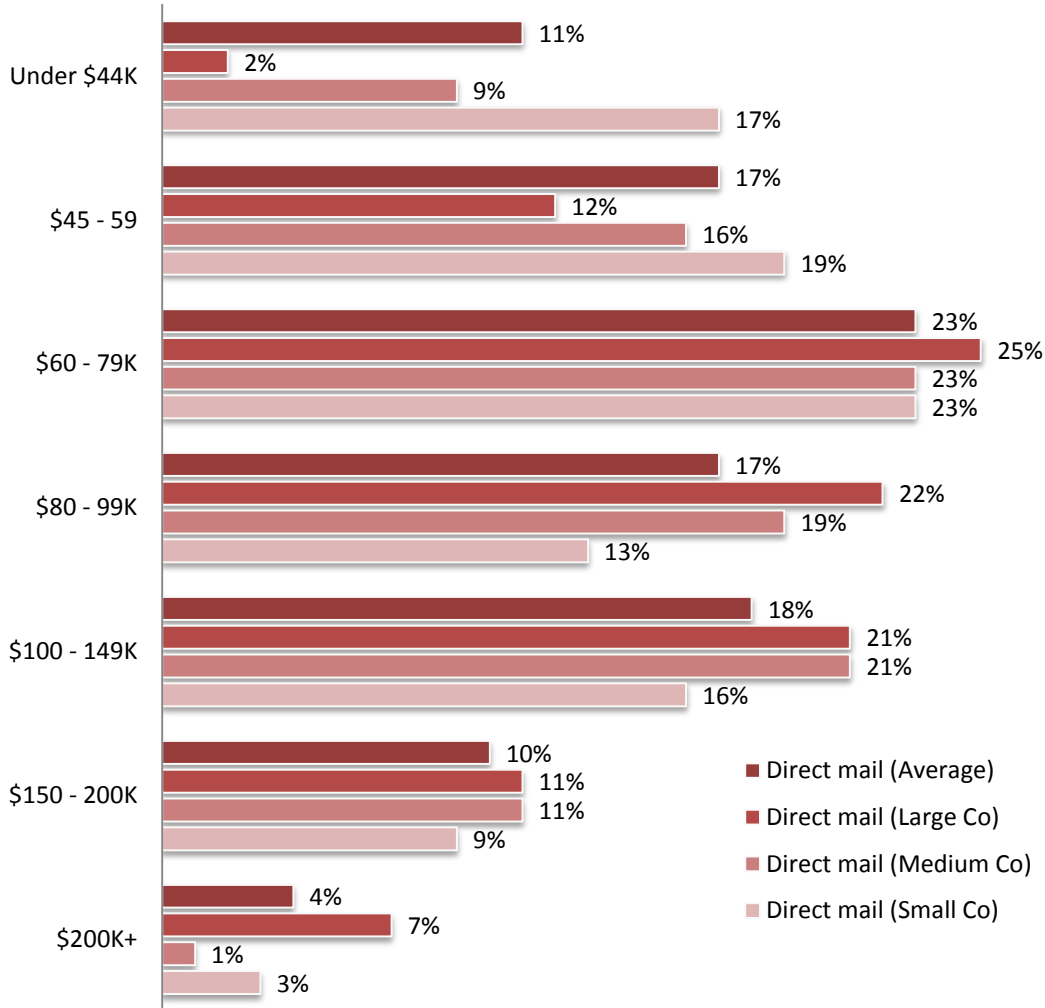
Source: ©2011 MarketingSherpa Personnel Benchmark Survey
 Methodology: Fielded November 2011, N=1,646

Email marketers are a very independent, task-focused group with their mind on the goal. They are not the strongest of communicators, and they process more than they verbalize during a campaign. They have laser-like focus on making sure that each aspect of their campaign work is on target.

Like many marketers, email marketers are not provided with individual incentives that will continue to motivate them to excellence. **With the minor exception of those in large companies more than 1/4 of email marketers receive no incentives at all, which is in direct opposition of their results-oriented mentalities.**

CHART: AVERAGE DIRECT MAIL SPECIALIST SALARY WITHOUT BENEFITS, BY COMPANY SIZE

The direct mail specialist is a very different entity than the email specialist, yet their compensation is almost exactly the same. Perhaps both are seen as providing different approaches to the same objective.



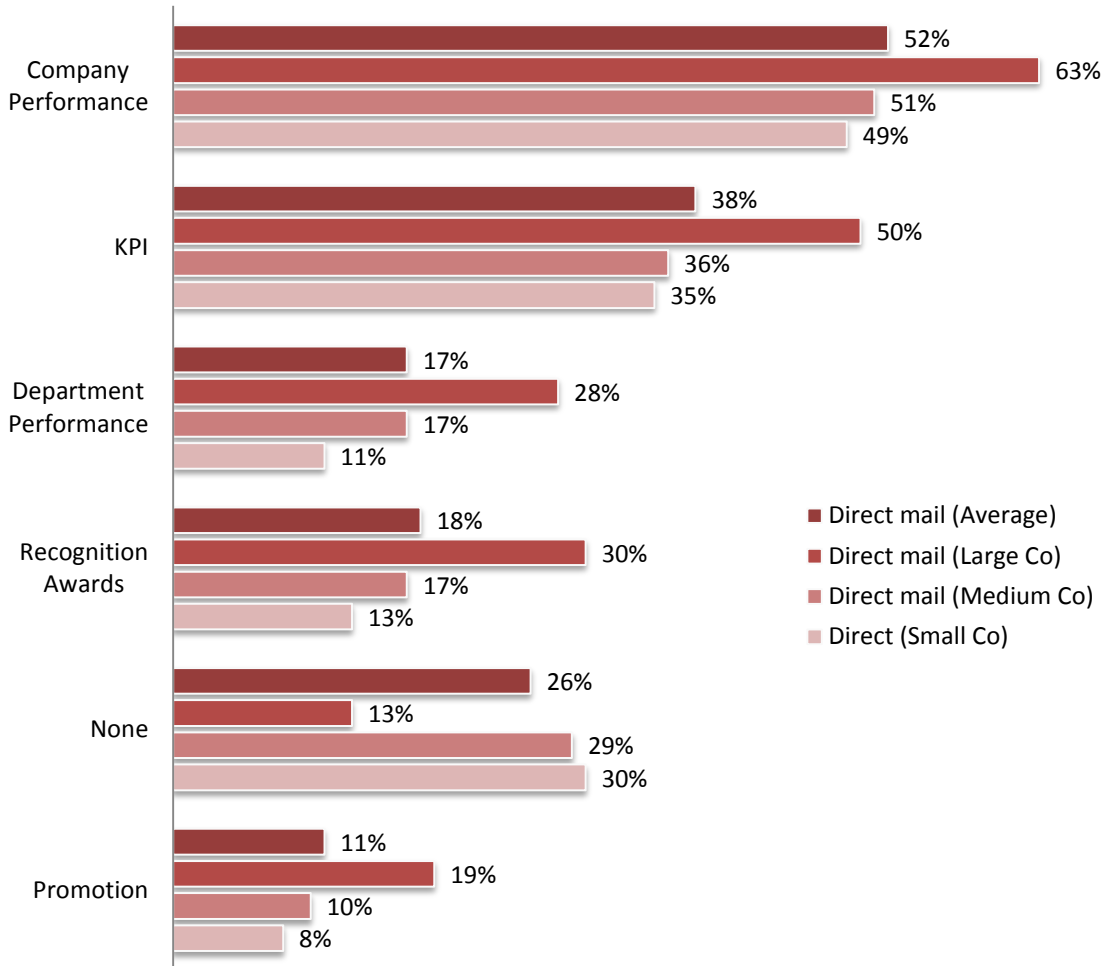
Source: ©2011 MarketingSherpa Personnel Benchmark Survey
 Methodology: Fielded November 2011, N=1,646

While large companies employ very few direct mail marketers at or below \$44,000, and there is a slight variation in the percentages employed in the \$45,000 - \$59,000 range, there remains a strong similarity in the ranges from \$60,000 - \$200,000. **There seems to be a strong ability on the part of the direct mail specialist to make the same type of salary, regardless of organizational size.**

Direct mail strategists have perfected their science over the past few decades. They know what will – and will not – work. They know the costs and results of most types of campaigns. Their focus lies in the small modifications that provide a huge difference due to volume. However, there are opportunities for this specialty everywhere, as long as our current mail system exists.

CHART: AVERAGE DIRECT MAIL SPECIALIST INCENTIVES, BY COMPANY SIZE

Direct mail specialists are strong, fixated and determined individuals, who stand an excellent chance of being compensated for their individual performances. They know if they follow a process and stick to their program, they can closely predict their success.



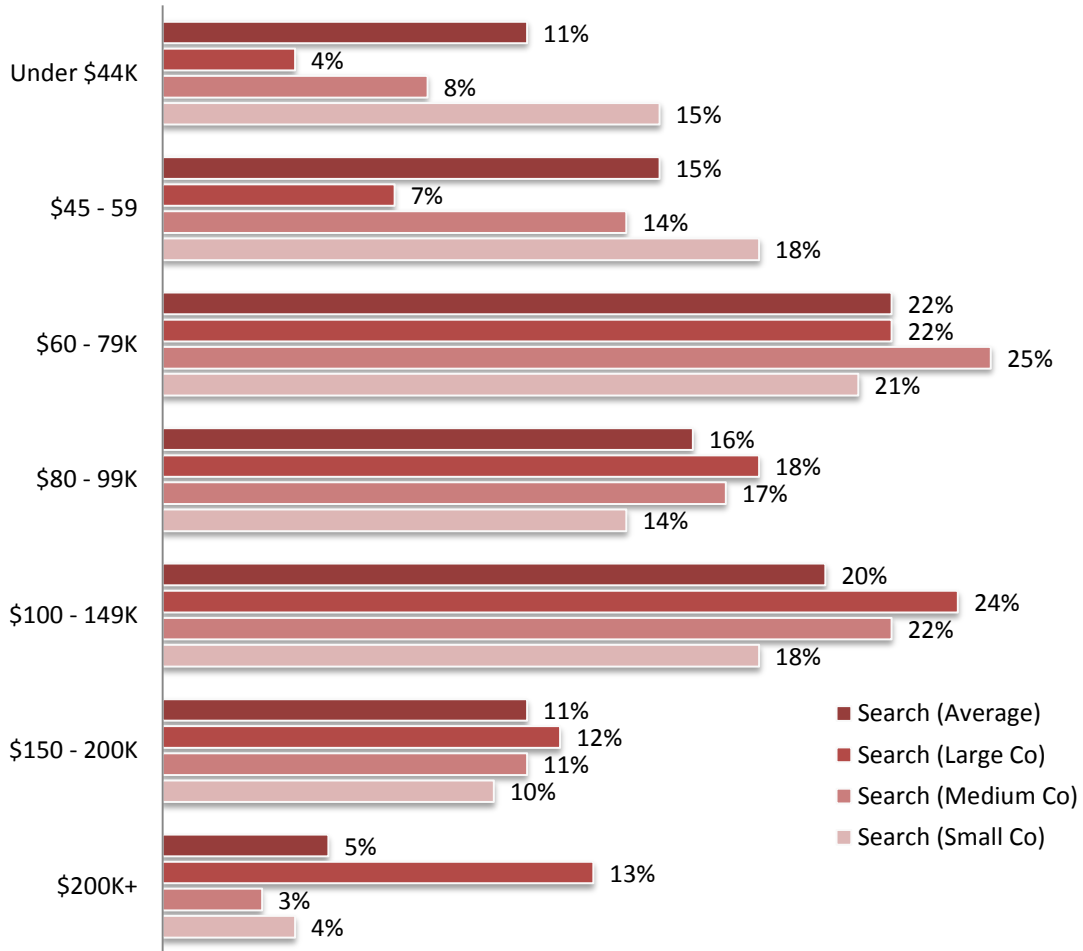
Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

Only one group is rewarded more for their individual performance than direct mail specialists – executives. **Half of direct mail marketers in large companies, and better than one in three in medium and small companies have their performance incentivized.**

They also have a standardized approach to company performance, as do other marketers. Companies know that if these specialists are on board they can depend on a certain income level from direct mail performance.

CHART: AVERAGE SEARCH SPECIALIST SALARY WITHOUT BENEFITS, BY COMPANY SIZE

Like average marketers, search specialists are more decisive, and only slightly less communicative in their efforts to identify what it will take to gather business and services for their clients. They focus on the return and getting things done in their area of specialty.



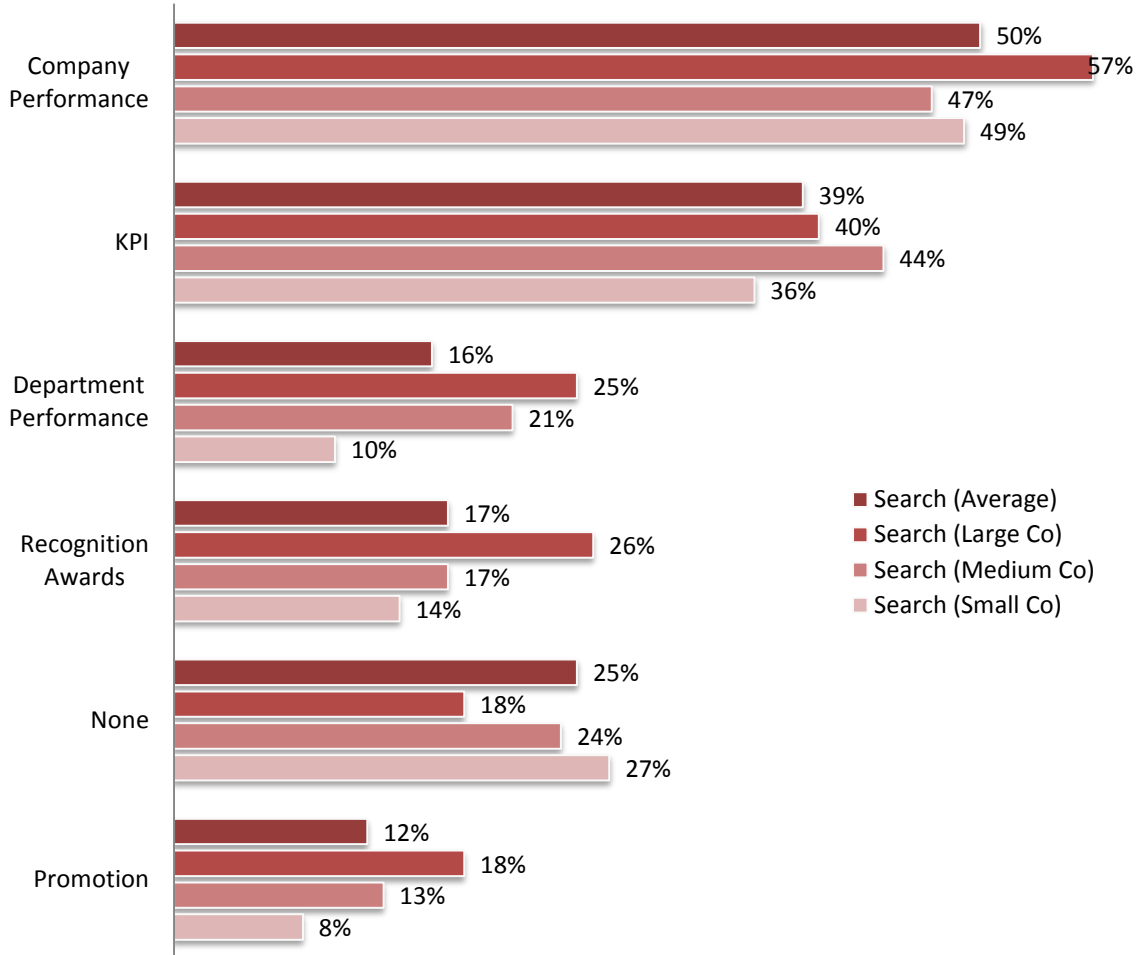
Source: ©2011 MarketingSherpa Personnel Benchmark Survey
 Methodology: Fielded November 2011, N=1,646

While similar in personality makeup to the average marketer, search specialist income levels tell a different story. **There is something very unique about the search specialist – they receive less on the front end of their careers, but more as they approach the end.**

Overall, search marketers who possess the experience level to remain in the \$79,000 and below range can expect to make slightly less than the average marketer. However, when their experience level exceeds a certain point, their income begins to improve well above the average marketer. Of the average marketer, only 7% make more than \$200,000, while 13% of the search marketers do the same.

CHART: AVERAGE SEARCH SPECIALIST INCENTIVES, BY COMPANY SIZE

According to survey respondents, search specialists carry many of the average market personality traits, as well as incentive packages.



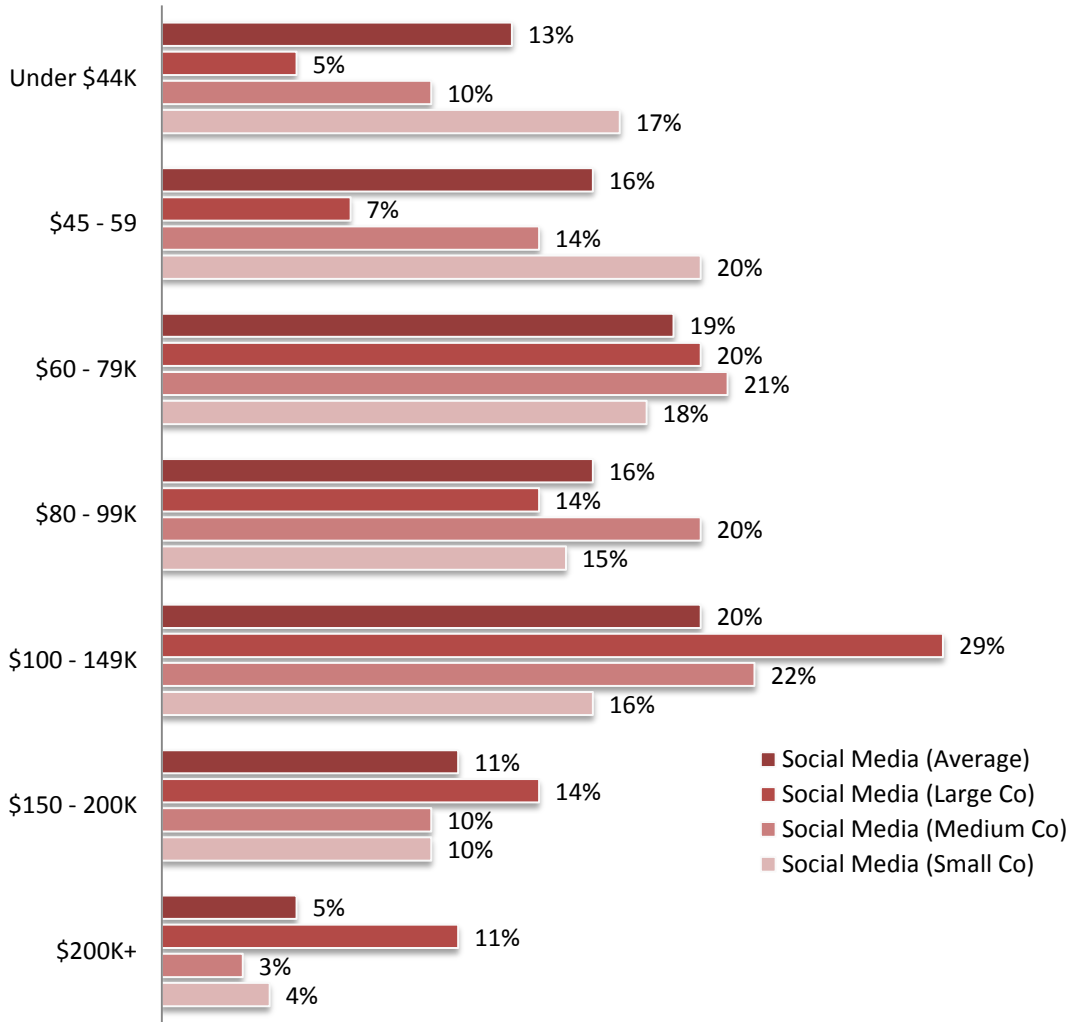
Source: ©2011 MarketingSherpa Personnel Benchmark Survey
 Methodology: Fielded November 2011, N=1,646

Based on our data, time and experience go a long way toward improving the compensation of search specialists. However, the same cannot be said of their incentive packages, which seem to be largely similar to other marketers.

Alongside executives, analytics/research and website specialists, search marketers do come in at the top end of those being offered incentives on their KPIs. This is positive, because their actions directly contribute to the bottom line of revenue flow. Likewise, their egos are a bit stronger when it comes to seeing their strategic position in their organization as relative to importance level.

CHART: AVERAGE SOCIAL MEDIA SPECIALIST SALARY WITHOUT BENEFITS, BY COMPANY SIZE

Social media specialists are focused on people, and communicating with them in a way that helps achieve their ideals. They are very strong team players, and feel comfortable with being a part of departmental and organizational teams, and promoting others.



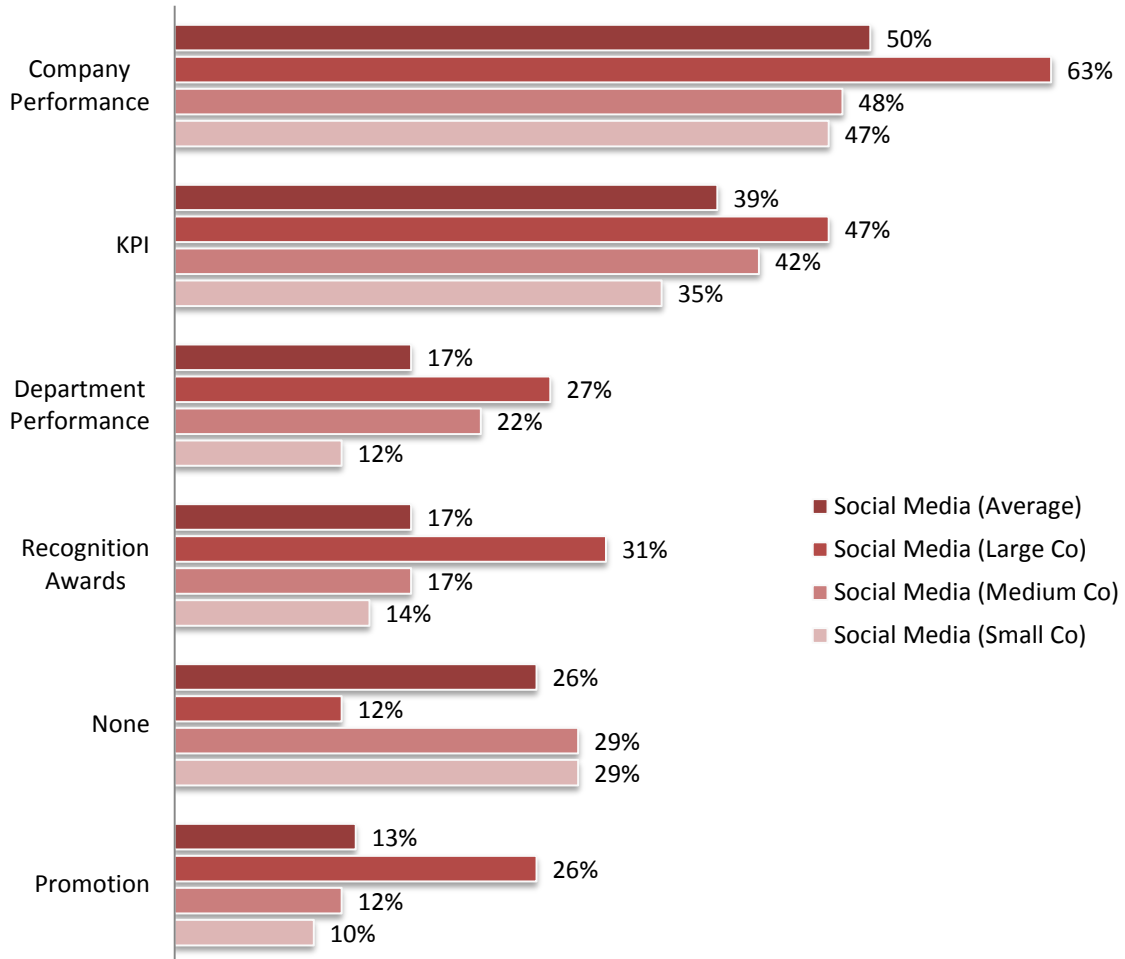
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Methodology: Fielded November 2011, N=1,646

Social media specialists do not receive significant salary attention until they break into the larger organizations and begin to deal with the more sophisticated programs supported by many forms of media at a higher professional level.

Social media, like search, can be one of the higher paid top-end positions. But, until they establish themselves as invaluable assets, they will probably be underpaid in comparison to other marketing positions, especially in smaller companies.

CHART: AVERAGE SOCIAL MEDIA SPECIALIST INCENTIVES, BY COMPANY SIZE

Social media specialists receive a good variety of incentives from multiple areas, when incentives are available. Their position is relatively new to the industry. From this perspective, small- and medium-sized organizations are still determining how to shape and mold appropriate incentive programs.



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 Methodology: Fielded November 2011, N=1,646

Social media specialists have a diverse lot of incentives when compared to most other marketers. They find that they are on the high end of having no incentives – 1/3 of the time in small- and medium-sized companies – while also having a higher percentage of KPI incentives than most of the other marketing positions.

SALARY AND INCENTIVES OVERVIEW

SALARIES

Small companies typically do not have the amount of resources held by larger organizations. Therefore, it is critical to focus more on the incentives to ensure there is ample opportunity for the marketer to feel as if they are progressing past their current position and have an opportunity to impact their own incomes. The marketer here must clarify the need of intentionality on the part of corporate leadership to understand a marketer's mindset and needs. When the marketer is not receiving this attention he/she must help leadership understand how they can achieve more with this valuable commodity.

Medium companies have the advantage of larger teams, but lack the depth of infrastructure. CMOs and Marketing managers here have similar challenges (financially) to small companies, but also their greatest opportunity for making a name for themselves. While there may not be as much financial opportunity there is a wider exposure and a CMO/marketing manager can develop a wider sphere of influence and opportunity as they establish themselves as a leader of marketers.

Large companies have a greater financial opportunity for marketers, but also must realize that departmental chemistry is going to be a challenge. Managing and developing at this level requires skilled leadership. When done properly, it can reap huge financial rewards.

INCENTIVES

Small companies face the same challenges with incentives as they do with salary. Marketers must be creative with his/her boss or company president. They must recognize their unique skill sets and make suggestions and recommendations as to the types of incentives they can take the greatest advantage of. While the tendency of companies is toward overall corporate profitability, marketers must fight for their individuality. If they do not ask, they may never receive the opportunity.

Medium companies have begun to recognize the necessity of individualized incentives, but you must be the advocate as neither you nor your team members will see those changes due to normal corporate approaches. You must help management see the necessity of meeting a marketer as his/her point of motivation.

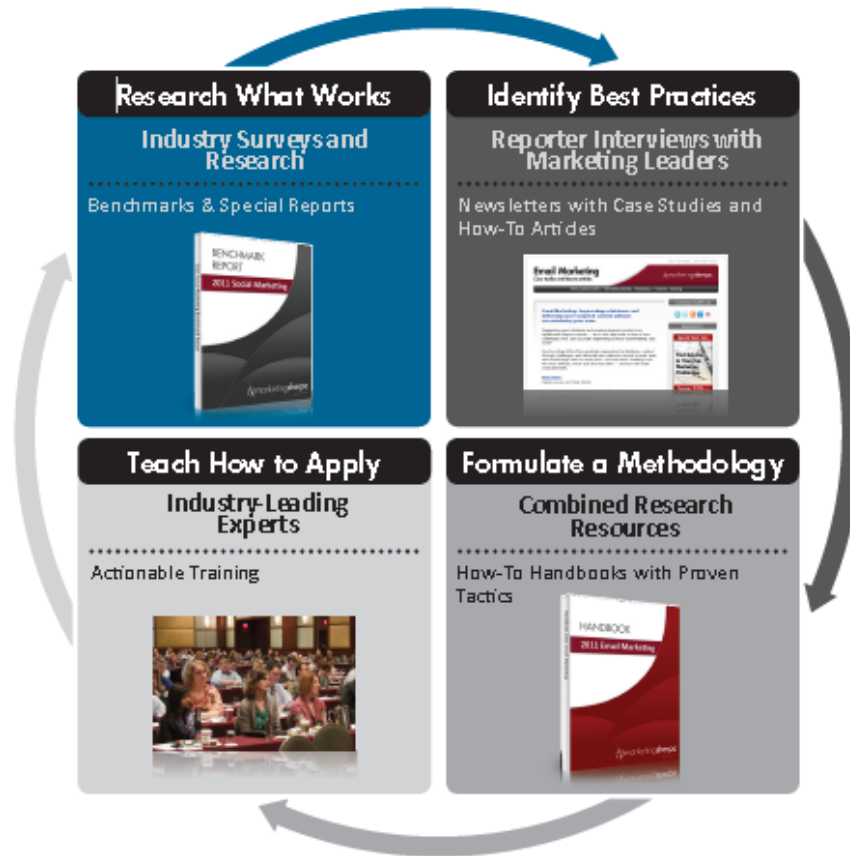
Large companies must continue to make progress in the area of individualized incentives. The greater the individualization (based on behaviors and motivations) the greater the effectiveness and efficiency as well as profitability of the organization.

METHODOLOGY

RESEARCH-BASED PUBLISHING AND TRAINING CYCLE

MarketingSherpa helps marketers improve the performance of their marketing programs by providing them with the most up-to-date tactics and insights. To this end, we research, write and speak about what works – and doesn't work – in marketing today. Our annual research-based publishing and training cycle fuels and guides these activities – and falls into four stages:

- Research what works
- Identify what works
- Formulate a methodology
- Teach how to apply



In Stage One: *Research what works* – We survey thousands of marketing, advertising and PR professionals across multiple industries to find out their top objectives, challenges and approaches for their particular marketing programs (e.g. email, social, search, B2B). This survey data becomes the foundation of our Benchmark and Special Reports.

Stage Two: *Identify best practices* – We capture the experiences and insights of the marketing community. Our team of reporters interviews marketing leaders and then develops a series of newsletters featuring case studies and how-to articles.

Stage Three: *Formulate a methodology* – We combine the research and best practices into how-to handbooks featuring tested, proven tactics.

Stage Four: *Teach how to apply* – We convert the research and handbook material into actionable training. Webinars, workshops, on-site training sessions, and large vendor-agnostic Summits are all forums for us to transfer this acquired knowledge back to the marketing community.

DESCRIPTION OF RESEARCH CONTENT

Research-driven content is at the heart of our three main publications: Benchmark Reports, Special Reports and Handbooks.

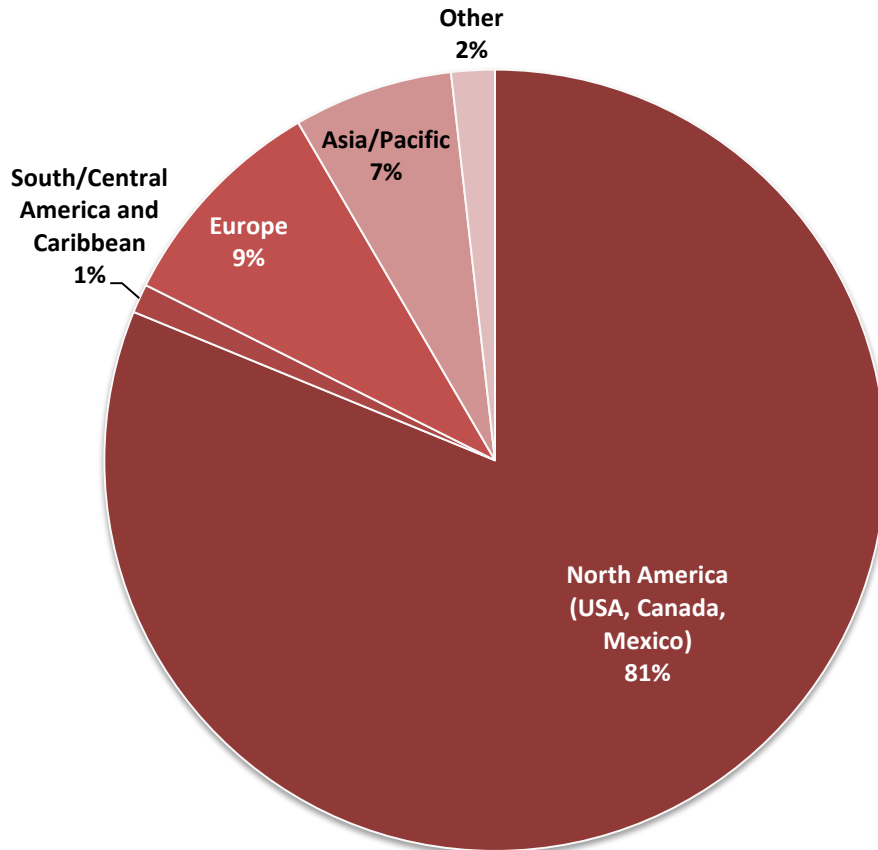
Benchmark Reports guide strategic planning and tactical optimization by arming marketing practitioners with comprehensive research data and insights for comparing an organization's practices and performance against industry benchmarks.

Special Reports support the strategic planning and decision-making of senior marketing executives by providing them with concise research, insights and actionable advice specific to unique market segments contained in our research results.

Handbooks present research-supported best practices for improving the performance of marketing programs. The content also serves as curriculum for self-instructed and professional career advancement training programs. Handbooks include case studies, methodologies, best practices, worksheets and data to support the recommended practices.

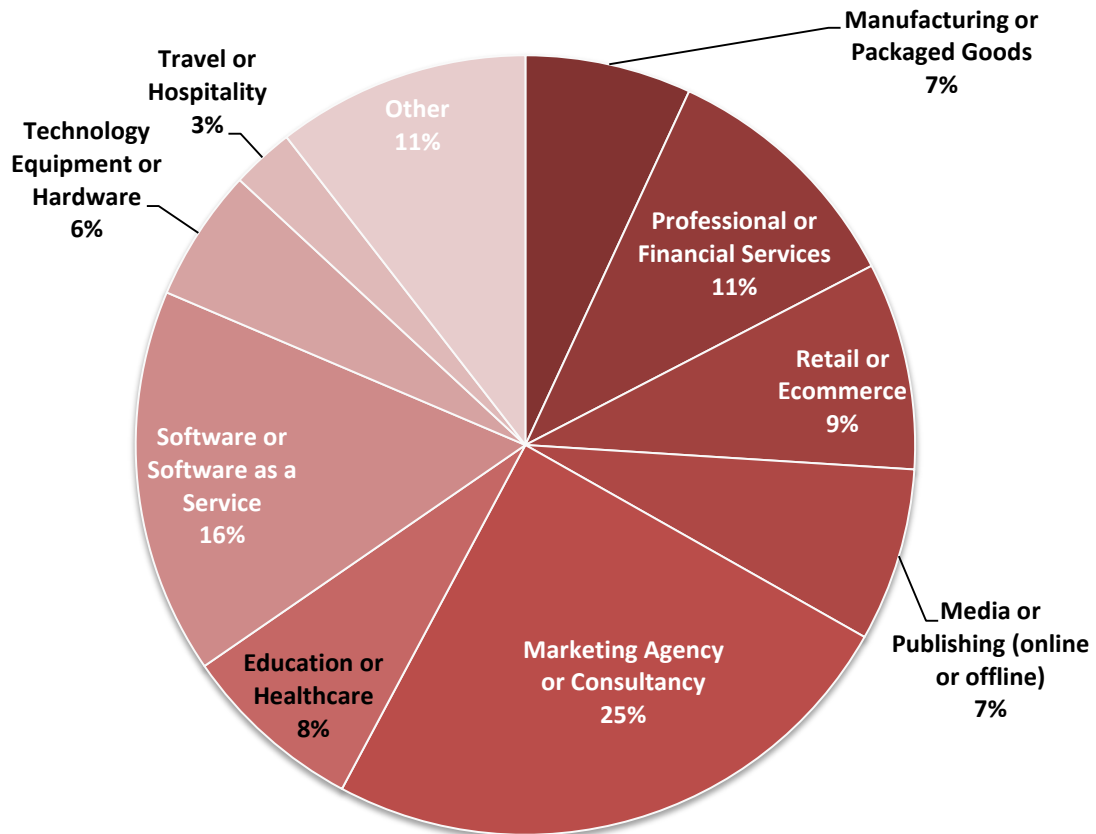
DEMOGRAPHICS

CHART: LOCATION OF PARTICIPANT ORGANIZATIONS



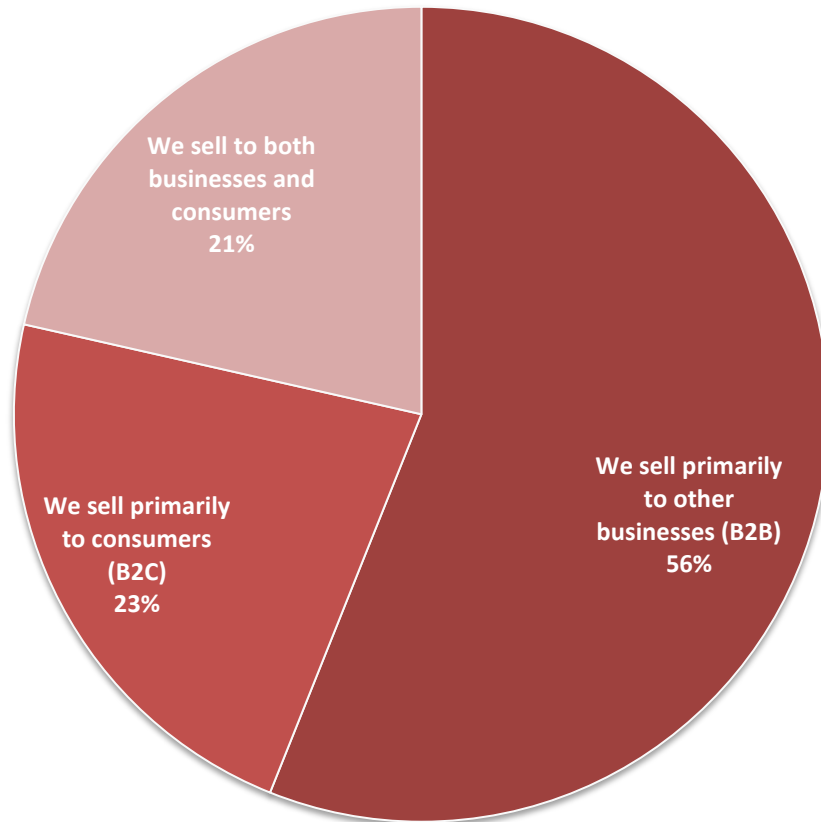
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Methodology: Fielded November 2011, N=1,646

CHART: TYPES OF ORGANIZATIONS SURVEYED



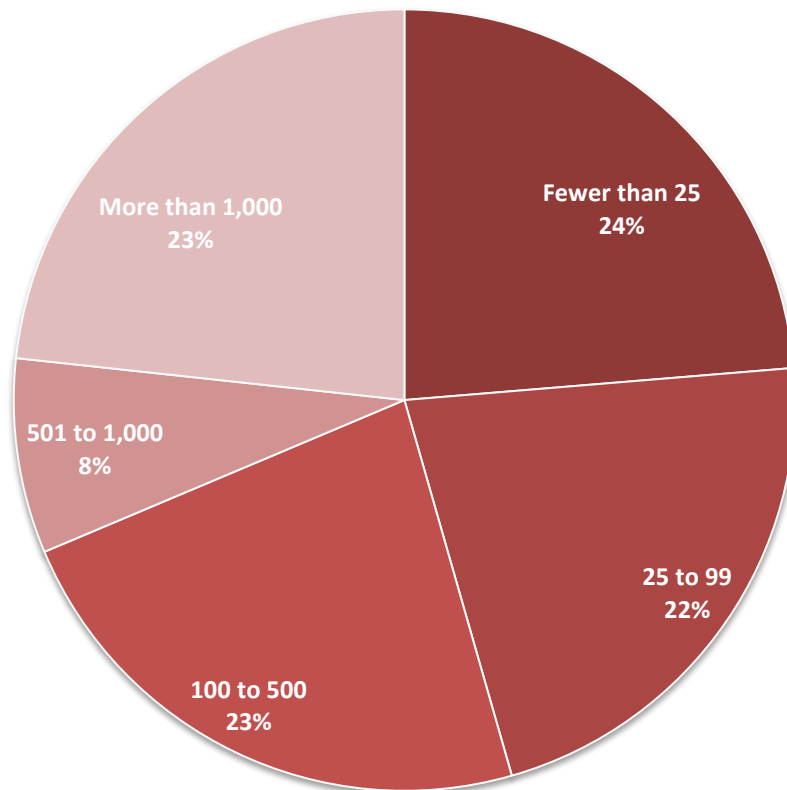
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CHART: ORGANIZATION'S PRIMARY SALES CHANNEL



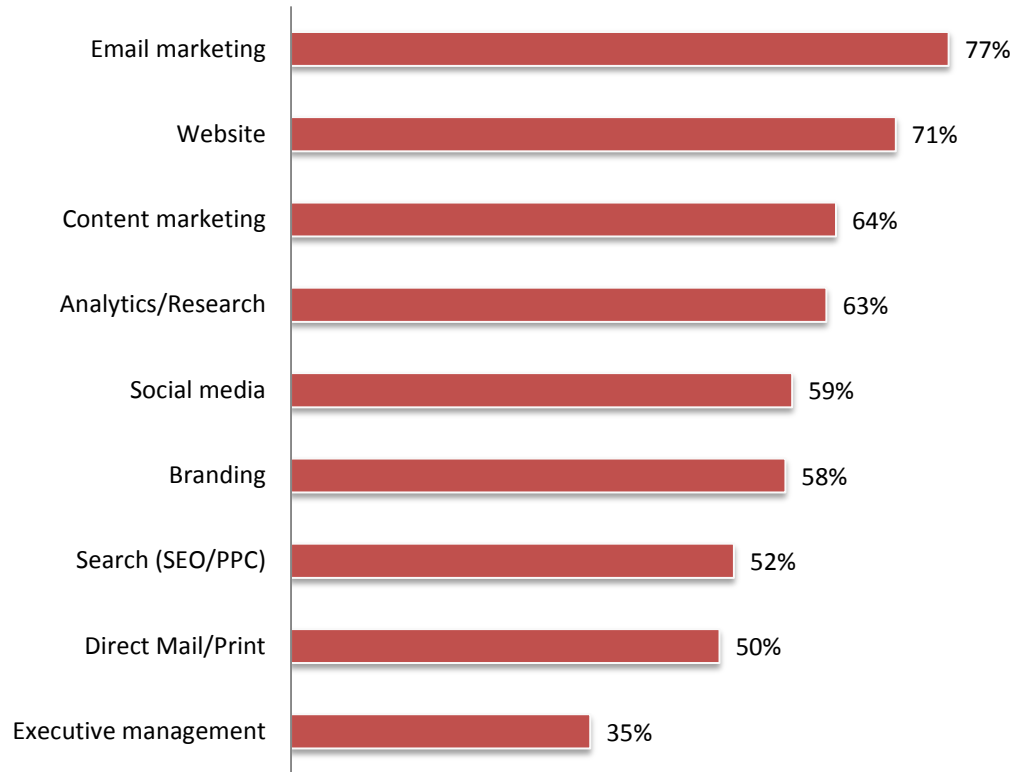
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CHART: # OF EMPLOYEES IN YOUR ORGANIZATION



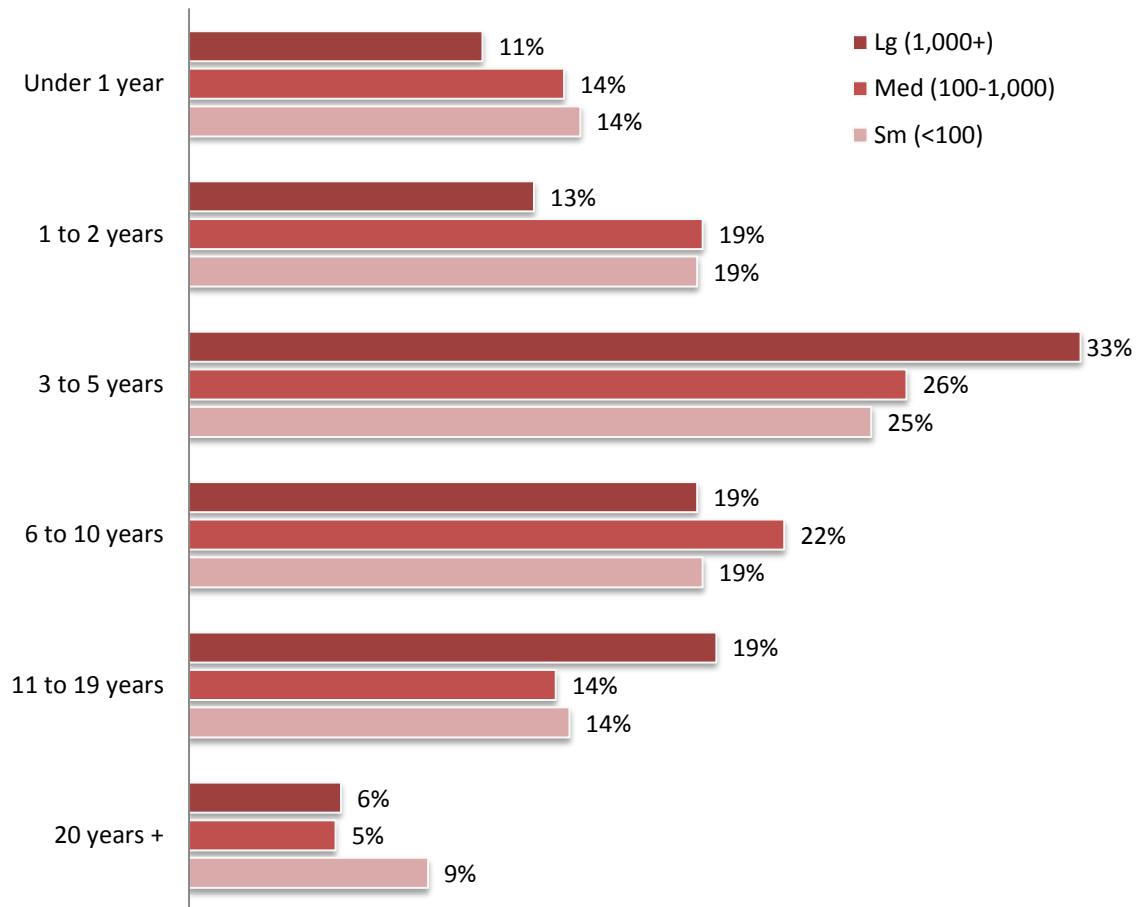
Source: ©2011 MarketingSherpa Personnel Benchmark Survey
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CHART: PRIMARY RESPONSIBILITIES OF SURVEY RESPONDENTS



Source: ©2011 MarketingSherpa Personnel Benchmark Survey
Methodology: Fielded November 2011, N=1,646

CHART: TENURE OF SURVEY RESPONDENTS



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Methodology: Fielded November 2011, N=1,646

About MarketingSherpa LLC

MarketingSherpa is a primary research facility, wholly-owned by MECLABS, dedicated to determining **what works in marketing** via exclusive case studies, surveys, and results data analysis. Then we publish what we learn so our community of marketers and weekly readers can improve their results and train their teams.

Praised by *The Economist*, Harvard Business School's Working Knowledge Site and Entrepreneur.com, MarketingSherpa is distinguished by offering **practical, results-based marketing** information researched and written by a staff of in-house reporters.

MarketingSherpa features:

- **Best Practices:** 1,000+ brand-side marketer case studies and 3,500+ Creative Samples
- **Research:** 2,000+ marketing and research abstracts
- **Instruction:** 800+ how-to articles
- **Newsletters:** 230,000+ marketers read weekly case studies on topics such as email, search, social, lead generation, lead nurturing, optimization and content marketing
- **Training:** 100+ live, hands-on training sessions providing practical and proven solutions
- **Summits:** 3 annual vendor-neutral, research-based marketing events

About MECLABS

MECLABS is a science lab that uses real-world research and training to **help business leaders get better use out of sales and marketing technology and resources**, including Internet marketing, website optimization, and lead management. We have been involved in direct research partnerships with companies throughout Europe and North America since 2001.

MECLABS deploys a rigorous methodology to conduct research. This research is compiled from:

- More than **10 years** of research partnership with our clients
- **1,300** experiments
- Over **1 billion** emails
- **10,000** landing pages tested
- **5 million** telephone call
- **500,000** decision maker conversations

MECLABS has consulted with companies like Cisco, Johnson & Johnson, *The New York Times*, 1-800-Flowers, and NetSuite to optimize sales and marketing processes and achieve triple-digit ROI gains.

Register for Summits and Workshops at MECLABS.com/training or contact:
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