Marketing 2025

The future of skills and technology in marketing across Australia and New Zealand

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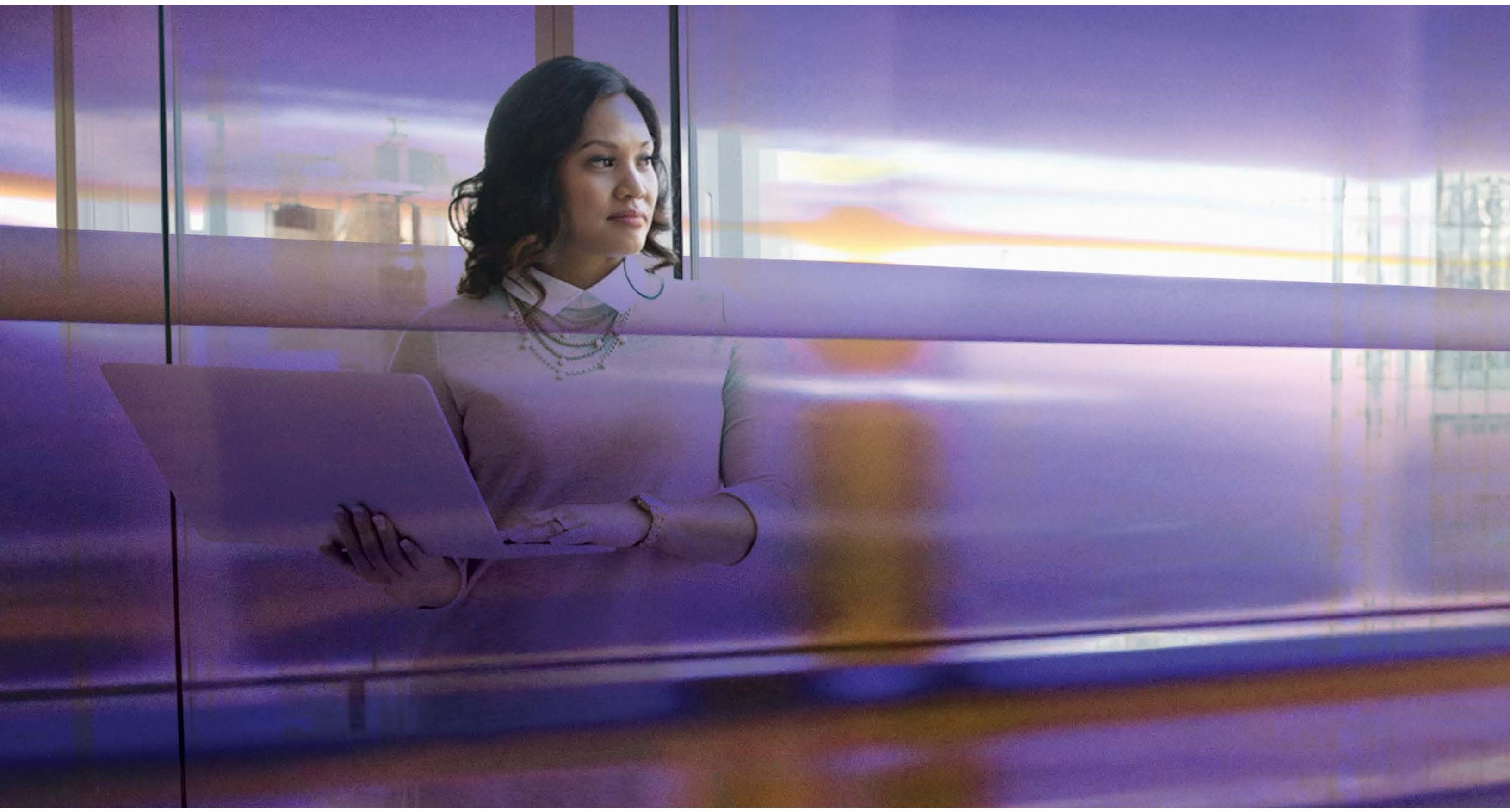
2025: A Marketer's Look Ahead



Marketers are in the midst of unprecedented changes, fuelled by business technology and—just as powerfully—by changing consumer expectations. When surveyed about the future, they describe a professional work environment very different from the one they occupy today.

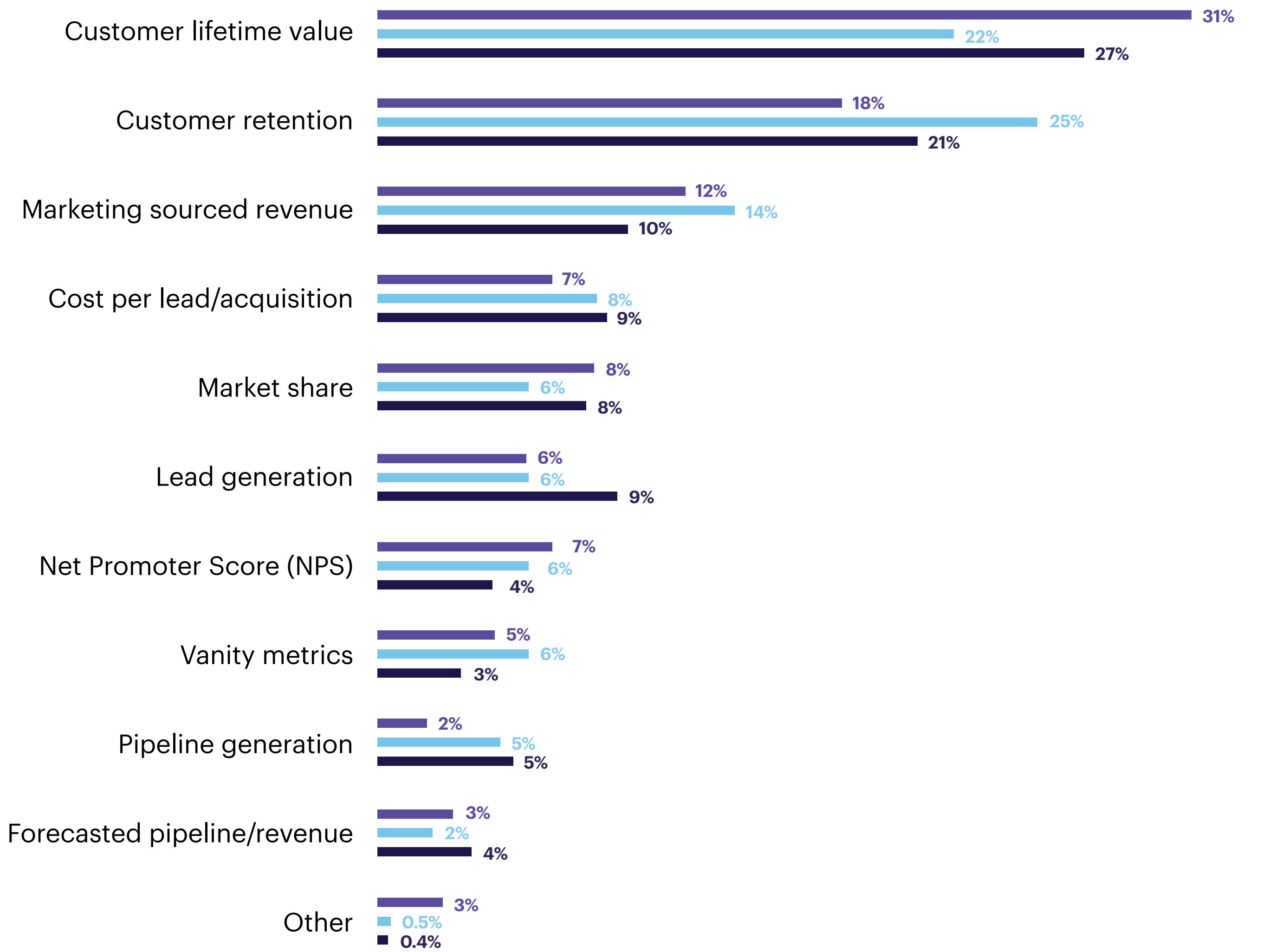
For starters, marketers are predicting huge changes ahead in the kinds of tools they will use and the skills they will need to do their jobs. Machine learning, sophisticated analytics, and neuromarketing are seen as the most important skills in the marketing department in 2025, and the tools that enable these will sit on top of the shopping list.

The corollary is that many current activities such as email marketing, social media marketing, and digital media marketing are expected to decrease—in some cases, dramatically.

While the tools marketers use and the skills they need will change, the core focus will not. Customer lifetime value will replace customer retention as the top priority, though retention remains in second place. The big mover is marketing-sourced revenue, which jumps from sixth today to third. Pipeline generation drops out of the top three altogether.

The really big change between now and the world of seven years in the future concerns lead generation. Across the board, marketers believe this will be much less of a priority. Among large companies, the drop is from 18% to 6%, for medium companies from 21% to 6%, and in smaller companies (who presumably expect to be bigger companies by then) the proportion of marketers who say it will be a top priority craters—dropping from 26% to 9%. That decline represents one of the biggest changes in the survey.

Top priority for marketing KPIs in 2025 (by size of organisation)



Q5 What do you imagine will be the key performance indicators for marketing in 2025? Please indicate the top three. (n=756)

*Vanity metrics: Open rates, click-through rates, likes, shares
Weighted average calculated by upweight of first priority by a factor of three and second priority by a factor of two

We drilled into the results to look for differences based on the size of the companies and industry segments. And we investigated the differences between how CMOs see the future compared to the people they work for: the CEOs.

The survey also looks at current behaviour and expectations. We examined the perceptions of marketing (spoiler: marketers are their own worst enemies), and we also found that the perception of marketing's value declines as companies get larger. Among the largest companies, some of the perceptions are worryingly dismissive.

Finally, we gave marketers the chance to tell us what gets in the way of getting new initiatives. Not surprisingly, budget and the need to demonstrate ROI top the list.

Just for fun (and maybe as therapy) we asked marketers to identify the worst excuses they had ever been told for why an initiative was knocked back.

Marketing 2025 - The Survey

In May, we asked over 700 senior executives to imagine the future. In particular, we asked them what the world of marketing would look like in the year 2025 and how it compared to the job marketers do today.

While the overwhelming majority of those we surveyed were marketing leaders, we also sought the opinions of CEOs. This enabled us to check the alignment—and any disconnection—between the CMO and the CEO. While we found both, the good news is that marketers and their CEOs are reasonably aligned. There was an interesting subtext though: marketers are more likely than CEOs to believe that marketing is poorly perceived.

After we collected all the data, we went back to a smaller group of marketing leaders and asked them to provide some context around the data.

Marketing Maturity Today

We started by asking marketers what sets their team apart from their peers and competitors. The answer confirmed a trend that has been recognised for some years now: the growing importance of technology.

Indeed, the number one factor that marketers believe sets their team apart is their investment in tools and technology. At 45%, this was rated more important than either superior skills or executive buy-in. CEOs and CMOs are in furious agreement on this point—returning exactly the same scores. There were some differences, however, with more CEOs also saying that skills and executive buy-in are factors that set their marketing teams apart.

The size of organisation a marketer worked for had a significant impact on their views. For instance, smaller businesses nominated the skills of their teams as the most important differentiator. Indeed, they were three times as likely as medium-sized businesses and twice as likely as large businesses to hold this view.

Large and medium-sized companies, meanwhile, said tools and technology provided them with the critical difference to their peers, and at 47% and 49% respectively, their views were very consistent.

The importance of tools and technology was especially pronounced in the finance sector, where almost three quarters of executives say tools and technology set their teams apart—representing one of the strongest results in the entire study.

Only 3% of marketers we asked considered their teams to be cutting edge compared to 9% of CMOs, but overall CEOs are more

likely than marketers to think their competitors are doing a better job. Just under a quarter of those we surveyed believed their teams to be better than their competitors.

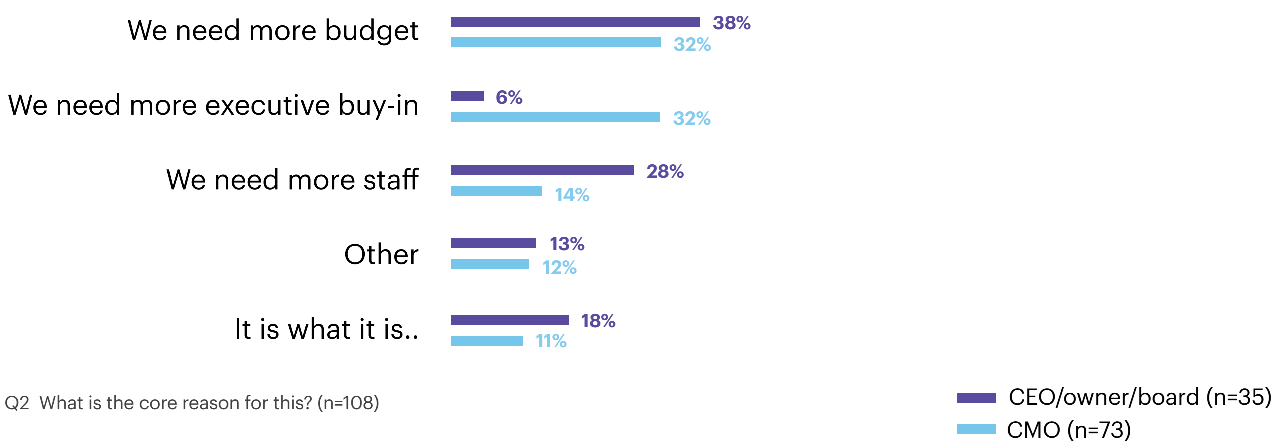
Instead, the sentiment that comes through in the survey is one of frustration. Almost 30% of executive said they lagged their competitors when it comes to skills. A further 10% said that while they had the right tools, they lacked the skills to use them.

This is consistent with the feedback from marketing leaders we spoke to, who said getting budgets approved for tools and technology is often easier than convincing their bosses to spend money on staff helping them to make the most of those tools.

That needs to be weighed against the 22% of marketing leaders who said they had the skills but not the tools!

When we asked marketers what was stopping them from the overall maturing of the marketing team, budget (28%) emerged as the top answer followed by a lack of management buy-in (25%) and too few staff (20%). Interestingly, when we dove into the attitudes of CEOs and marketers it looks like the CMO should ask a little more loudly.

What's holding back marketing maturity (CMO vs. CEO/owner/board)



Q2 What is the core reason for this? (n=108)

CMOs (31%) are almost six times more likely to identify executive buy-in as the core problem compared to CEOs (6%). Meanwhile, twice as many CEOs identified staff shortages as the core problem compared to marketers. It's almost like they have each identified the same problem, but they haven't discussed it!

Larger companies were three times more likely to identify management buy-in as the core problem compared to smaller companies where management structures are flattened and the boss likely sits on the other side of the cubicle divider.

Finance companies by a very significant margin, of three to one, versus manufacturers and retailers at a margin of two, identified the management buy-in problem.

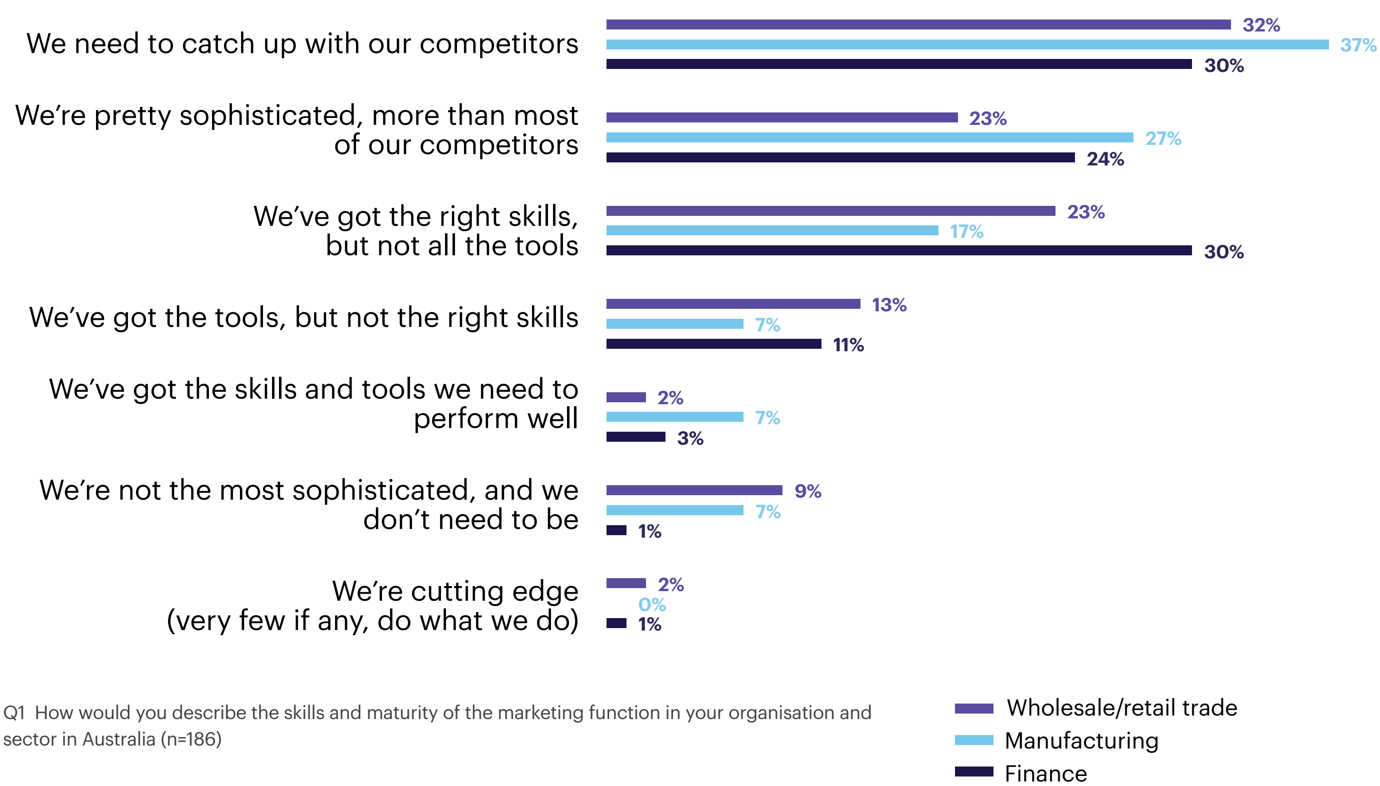
Larger companies are less likely to view themselves as leading edge compared to smaller companies. This reflected the sentiments expressed to us during subsequent interviews with marketers—that start-ups and disruptors are more willing to adopt the most current technology and are more able to take chances on new technology as they don't have to worry about formal standard operating environment guidelines or infrastructure inertia holding them back.

Large companies are also more likely to say they lag their competitors in marketing maturity, and barely 1% of large companies consider themselves to be leading edge.

In particular, retailers are pessimistic about their sophistication, while manufacturing is split. On the one hand, 27% of manufacturers believed themselves to be more sophisticated than their competitors, but nearly 37% said they needed to catch up.

And not a single marketer from manufacturing considered their business to be leading edge. Not one.

Skills and maturity of marketing function (by industry)



Q1 How would you describe the skills and maturity of the marketing function in your organisation and sector in Australia (n=186)

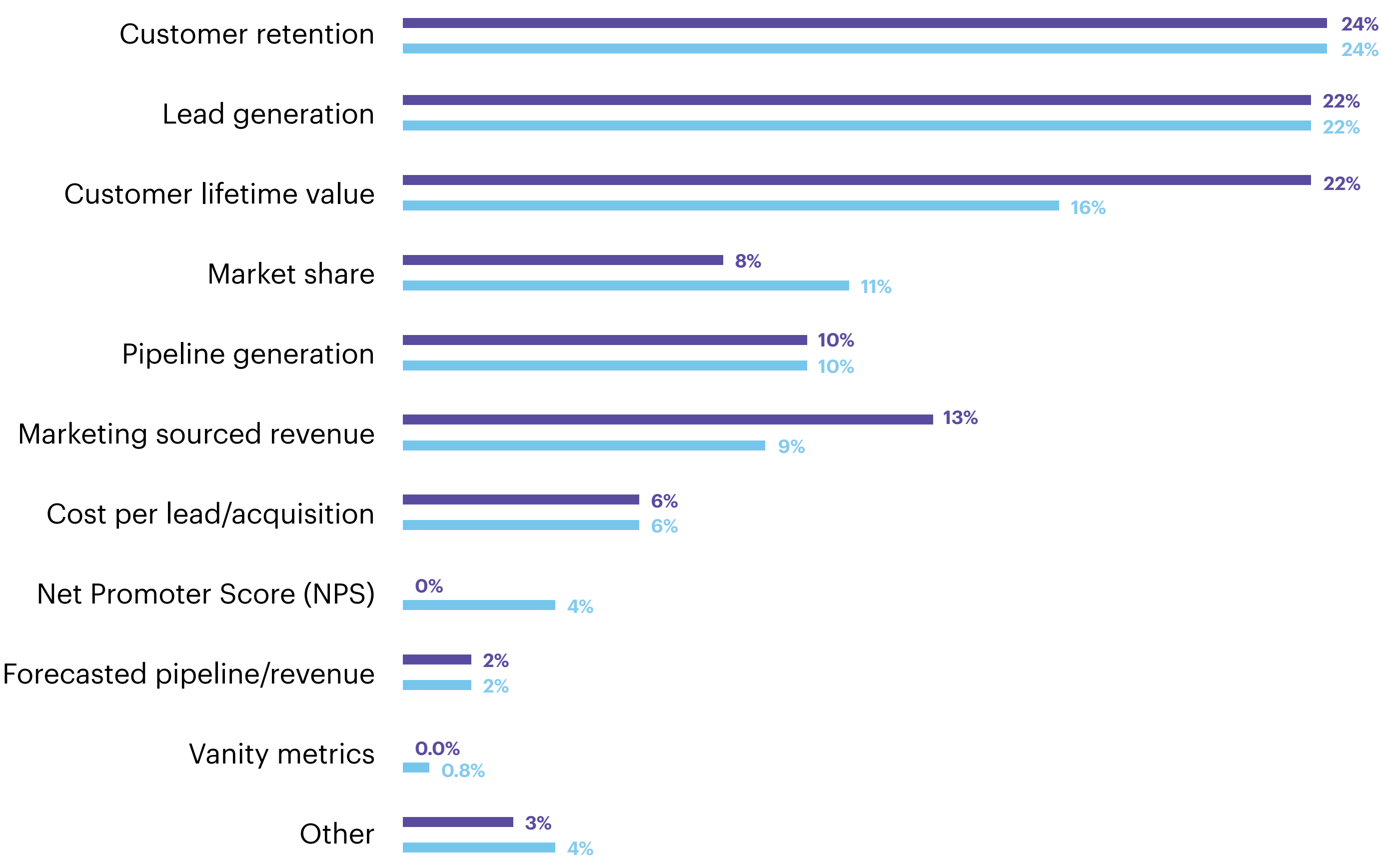
Today's Priorities

For the next twelve months, marketers say their top priorities are customer retention, lead generation, and customer lifetime value. In many ways, this looks like the natural result of the shift over the last few years to customer experience-led marketing.

Under such circumstances, it is not surprising that two of the three top three issues are as concerned with what the customer does next as they are with where the next sales lead is coming from.

On these points CEOs and CMOs are in lockstep in terms of the order they rank these issues—14% and 22% respectively. CEOs remain more focused on customer lifetime value than marketers currently (22% vs. 16%) while marketers still show more of a preference for market share (8% vs. 11%).

Priorities for next 12 months (comparing first priorities for CMO vs. CEO/owner/board)



Q4 Thinking about your organisational key performance indicators, please indicate the top three priorities over the next 12 months. (n=181)

*Vanity metrics:Open rates, click-through rates, likes, shares

And here is an interesting data point: not a single CEO in any company—no matter the size, no matter the segment—nominated Net Promoter Score as a priority. Not one.

There are clear differences around priorities depending on the size of the business.

In marketing departments at larger companies, customer lifetime value is their top priority today.

However, that changes at medium-sized businesses who are focused on customer retention rates as their most important priority (28%). For smaller companies, lead generation matters the most. As anyone who has ever worked for a start-up or fast-growing insurgent understands, it's all about the top line (have to get the cash in quick)!

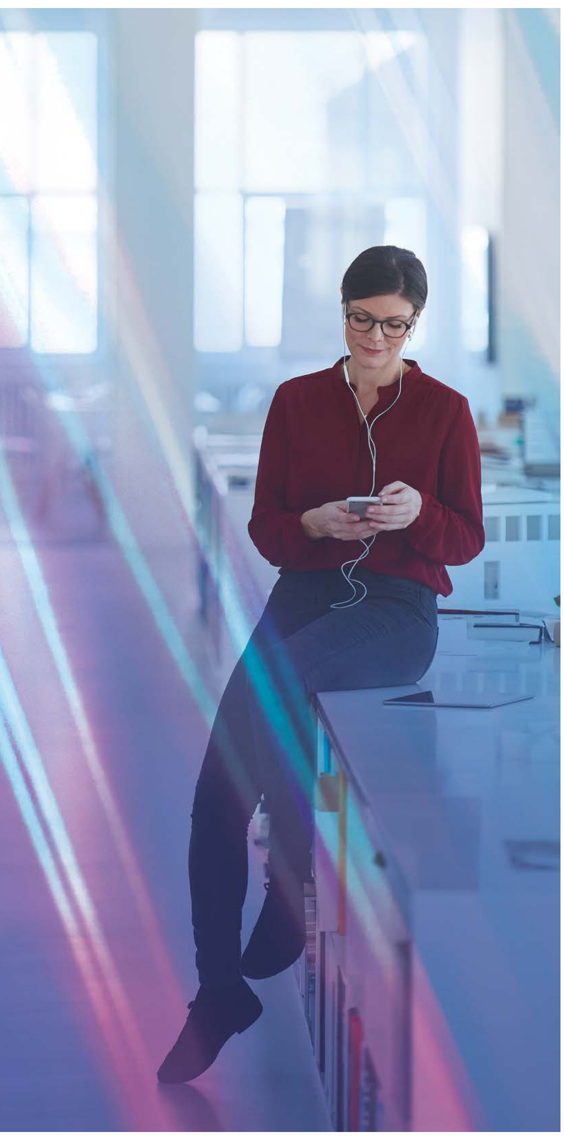
And small companies share something in common with the CEOs of large companies: they couldn't care less about NPS, with only one rating it a priority.

Marketing Investment Priorities

Today, marketing budgets are prioritised around advertising spend, with three of the top five marketing budget items reflecting this.

The top five areas of spend are search engine marketing (SEM) & pay-per-click (PPC), traditional advertising, CRM, paid social, and headcount.

SEM and PPC, along with traditional advertising and paid social, takes about 37% of the spend. Compare that to platform/ tech investments like CRM, CMS, and marketing automation and social media tools, which collectively account for 33%.That means Australia, like the more mature markets overseas in the US and UK, is rapidly approaching the day when technology spending outstrips campaign spending—a trend that has been evident for some time.



The larger a company is, the less it invests in technology as a percentage and the more it invests in advertising. Smaller companies have almost achieved parity between their tech spend and their ad spend, while the gap remains very pronounced among larger companies.

CEOs and CMOs also have very different perceptions about how the money is being spent.

Marketers (who, after all, put the budgets together) say significantly more is spent on SEM, traditional advertising headcount, and contractors. CEOs are more likely to believe the money is being spent in areas such as paid social, direct marketing, marketing automation, and CRM.

CEOs believe that about 30% of the money is going to technology and 40% is going to advertising, while for marketers the figures are 18% and 44% respectively. CEOs also underestimate the headcount and contractor costs compared the CMOs—6% to 23%.

Sounds like it might be worth it to sit down with the boss and running them through the budget.

Larger companies spend more on traditional advertising than smaller companies, which makes sense, if only because they have more money to spend on more expensive platforms like TV.

Smaller companies prefer paid social as a channel more than larger ones, likely because the cost of entry is so much lower.

Retailers love traditional advertising more than their peers. Manufacturers are much more likely to invest in CRM—which makes sense since CRM is a B2B platform.

“CEOs believe that about 30% of marketing budget is going to technology.”

Marketing investment priorities – weighted ranking

Rank	Area	Highest priority	Second	Third	Weighted
1	SEM & pay-per-click	14%	12%	7%	15%
2	Traditional advertising	16%	8%	7%	14%
3	Customer relationship management (CRM)	9%	8%	5%	10%
4	Paid social	7%	9%	9%	10%
5	Headcount/staffing	9%	5%	7%	8%
6	I'm not sure	6%	6%	8%	8%
7	Direct marketing	5%	7%	8%	8%
8	Content creation & strategy	4%	7%	8%	7%
9	Marketing automation	6%	5%	6%	7%
10	CMS/web	5%	6%	5%	7%
	Field events	5%	5%	5%	6%
	Agencies	4%	5%	5%	5%
	Social media marketing tools	2%	5%	6%	5%
	Other	3%	1%	0.4%	3%
	Public relations	1%	3%	3%	3%
	Commercial sponsorship	1%	3%	3%	3%
	Content syndication	2%	2%	1%	2%
	Contractors	0.5%	1%	2%	1%

Q11 Please rank the top three areas of marketing investment from the largest to the smallest proportion of your annual budget. (n=756)

Weighted average calculated by upweight of first priority by a factor of three and second priority by a factor of two

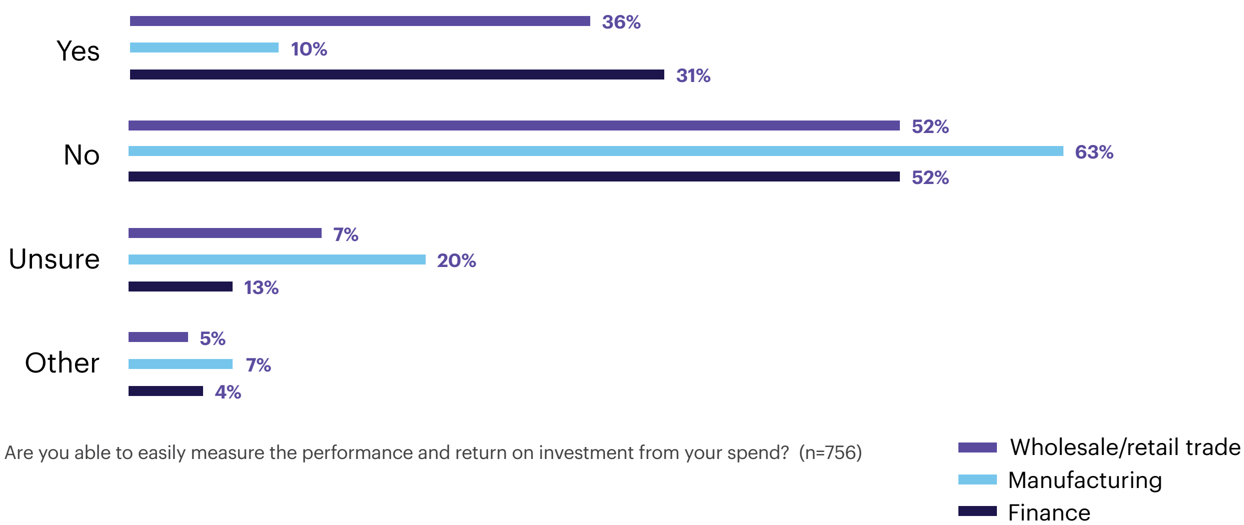
Measuring ROI

Most marketers are still struggling to measure performance and ROI (and yet don't plan on investing heavily in attribution technology in future, which suggests they care less than they should).

Only about a third of executives agree with the statement that they could easily measure performance and ROI.

Smaller companies are closer to the impact of the marketing than bigger ones. Almost 40% of small companies said they could easily measure performance and ROI compared to only 29% of large companies. In fact, almost half the large companies surveyed said they struggle to measure ROI. Only 10% of manufacturers have a handle on ROI, and a majority of marketers in finance, retail, and manufacturing struggle on this measure.

Ease of performance and ROI measurement – by industry



Q12 Are you able to easily measure the performance and return on investment from your spend? (n=756)

Predictions for 2025

Here's the headline: a marketer today may not recognise the marketing team of tomorrow. Artificial intelligence and data analytics will be the key tech drivers and there will be a strong focus on neuromarketing, which barely exists today.

The day-to-day work of marketers will change dramatically. For instance, there will be much less emphasis on decisions around email marketing or social media. Rather, they are precisely the kinds of tasks where machines are expected to make better decisions than people make today.

There will be less emphasis on transactional metrics and much more focus on the overall relationship with the customer, according to marketing leaders. They believe the most important metric they will be judged on in future is customer lifetime value.

As marketing-sourced revenue grows in importance, marketing leaders interviewed as part of the survey believe the days of their departments being viewed as "the colouring-in department" will be left in the rear-view mirror.

Those same marketing leaders are very clear about where responsibility for this changing perception lies—and it's not outside with their peers. Instead, the regard in which marketing is held is owned lock stock and smoking barrel by the CMO. Our panel of senior marketers are adamant that any problems with management buy-in or being misunderstood by peers will no longer be tolerated by anyone on the C-suite—least of all by the head of marketing!

Marketers expect that by 2025, customer lifetime value will be the most important priority. Customer retention is expected to drop into the second spot, and marketing-sourced revenue will enter the top three, which is a big change on where it sits on the priority list today at sixth.

Pipeline generation also drops out of the top five and is replaced by expand CPA, thanks to much more sophisticated AI-driven technology and attribution modelling.

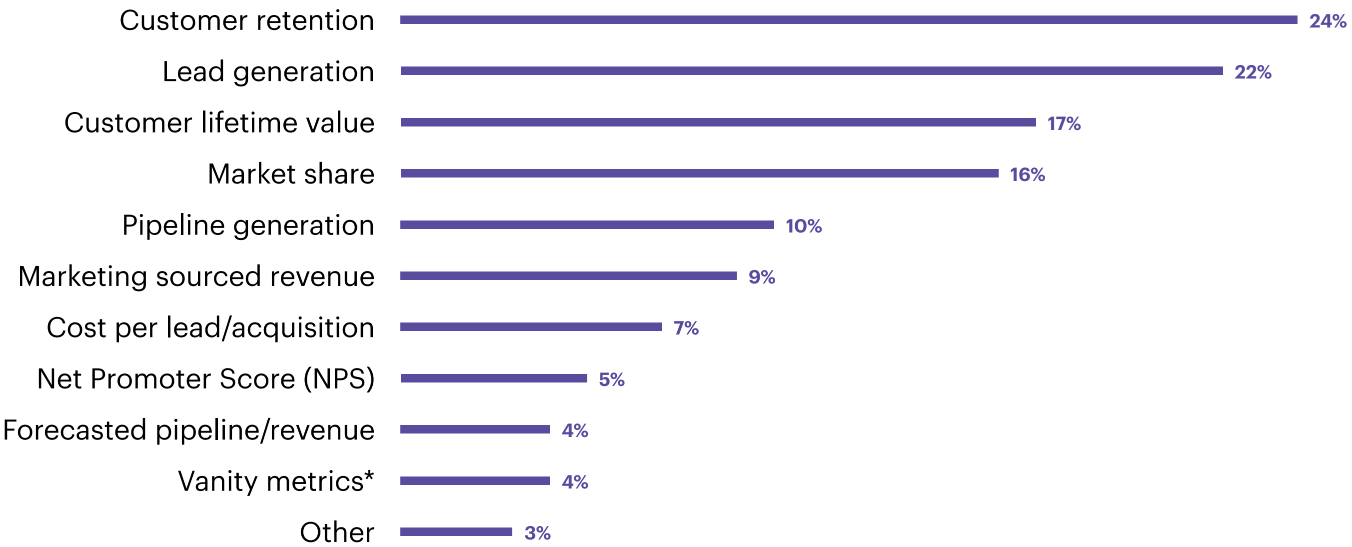
Despite the complete disinterest in Net Promoter Scores by the CEOs who responded to this survey, NPS is expected to be more of a priority in 2025, although still not a major measure of marketing success. The main change is that CEOs will have finally started engaging—in a small way—with the idea.

By 2025 CMOs and CEOs will be aligned around the top three priorities: lifetime value, customer retention, and marketing-sourced revenue.

In the marketing department of tomorrow, marketers expect to have much more direct input into revenue generation, irrespective of company size. In all instances, marketing-sourced revenue came in as the third top priority. Among large companies, the number of marketers who rated this a priority doubles from the 2018 result.

The really big change between present day and the marketers of 2025 concerns the number of marketers who believe lead generation will still be a top priority.

Priorities for next 12 months (weighted average)



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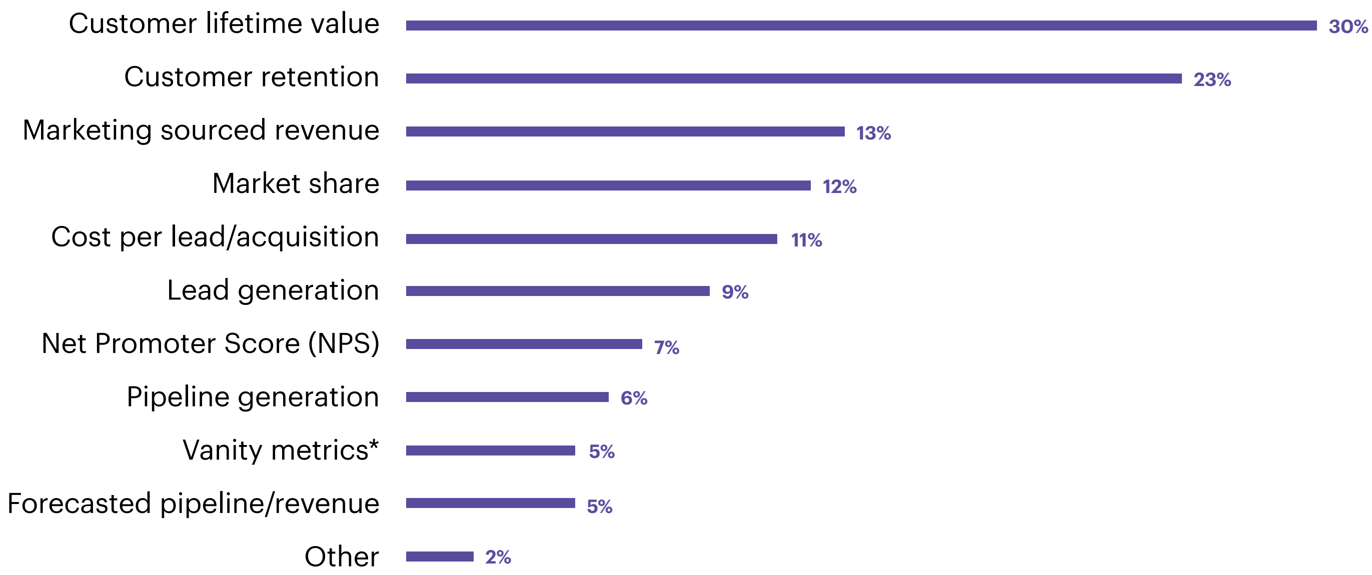
* Vanity metrics: open rates, click-through rates, likes, shares
Weighted average calculated by upweight of first priority by a factor of three and second priority by a factor of two

Predictions for marketing KPIs in 2025 (weighted average)



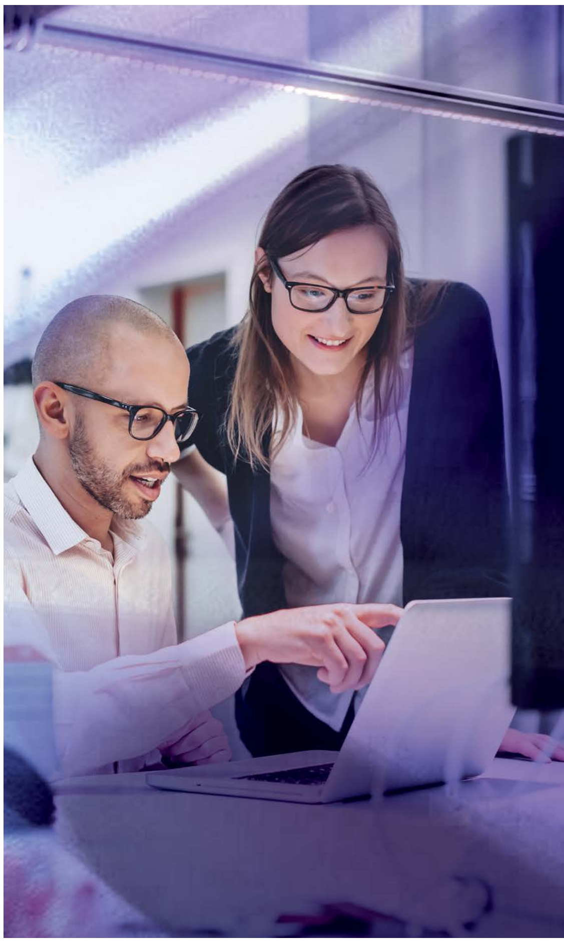
Q5 What do you imagine will be the key performance indicators for marketing in 2025? Please indicate the top three. (n=756)

*Vanity metrics: open rates, click-through rates, likes, shares
Weighted average calculated by upweight of first priority by a factor of three and second priority by a factor of two

Across the board, marketers believe this KPI will decline as the relationship with the consumer switches from transactional to experiential. Among large companies, the drop is from 18% to 6%. For medium companies it's from 21% to 6%, and in smaller companies (who presumably expect to be bigger companies by then) the number of marketers who say it will be a top priority craters—dropping from 26% to 9%. That decline means 65% of marketers in small companies who think lead generation is a top priority today don't think it will be in seven years. This shift represents one of the biggest changes in the survey.

While across the board customer lifetime value tops the results in 2025, it is worth noting that retailers aren't quite as enamoured as their peers in manufacturing and finance. Among retailers, a quarter believe their top priority in seven years' time will be customer retention, while marketing-sourced revenue will be placed second, and customer lifetime value relegated to third place.

Marketing-sourced revenue also doubles as a priority in finance and more than doubles in manufacturing.



Skills for 2025

No result in the study more demonstrates the huge extent to which the work of marketers will change over the coming decade than the expectations around skills. Niche capabilities today will emerge as the most important skills, while the current tasks performed by the marketing team will decline in importance or be automated into oblivion.

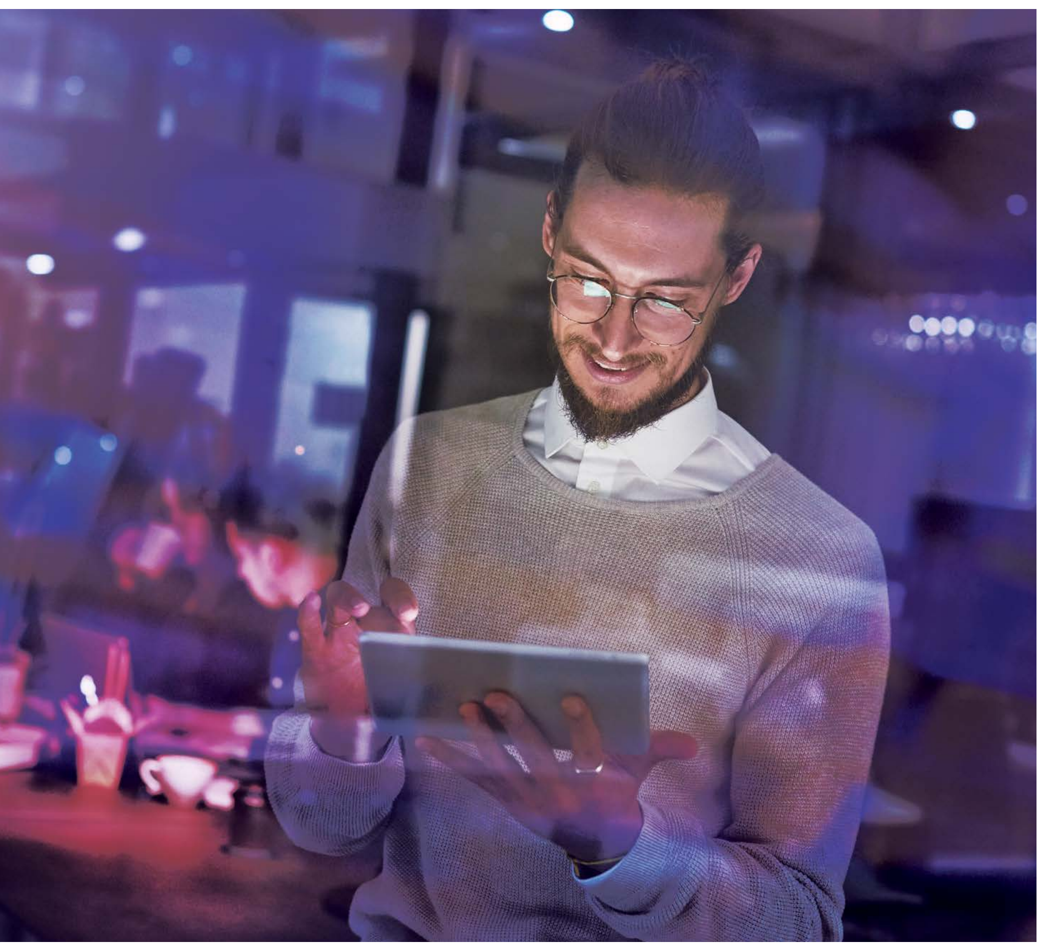
In 2025, the most in-demand skills in marketing will be centred around analytics, data & insights, CX/UX, AI & machine learning, Vanity metrics: open rates, digital marketing & media (though this is declining), and marketing technology & operations. Put another way, marketing will be a technology hub.

Some of the changes in marketing capabilities are staggering.

There is a huge increase in the number of marketers who say they will need AI capabilities for machine learning up from 6% today to 60% by 2025—and neuromarketing, which leaps from a 8% niche to 52% by 2025.

Not surprisingly, the foundational enabling technology behind these two trends—sophisticated data analytics—will be the most important skill in the marketing team in 2025, according to survey respondents.
The corollary to these changes is decline in the importance of current capability priorities. All four of the skills rated as top priorities today will fall away. That includes digital marketing and media— down from 73% today to 52%. Social media marketing will halve from 66% to 33%, and content marketing falls from 63% to 39%.

Another staggering result: general marketing skills are expected to fall entirely out of fashion, according to the executives we surveyed—dropping from 65% today to just 13% in 2025. In manufacturing, the number of executives who rated general marketing as a core skill by 2025 is precisely zero—down from 73% today. The retail result is almost as pronounced, falling from 70% to just 7% in seven years' time.



Predictions for marketing skills in 2025

		2025	Now	Change
1	Artificial intelligence/machine learning	60%	6%	54%
2	Neuromarketing/buyer behaviour	52%	8%	44%
3	Customer experience/UX/UI	66%	35%	31%
4	Experiential marketing	39%	15%	23%
5	Analytics, data, and insights	71%	52%	19%
6	Influencer marketing	33%	21%	12%
7	Marketing technology & operations	41%	33%	8%
8	Programamatic buying	22%	16%	7%
9	Ecommerce	24%	22%	2%
10	Web/app development	30%	31%	-0.4%
	Shopper marketing	6%	8%	-3%
	Segment marketing	28%	37%	-10%
	Telemarketing	0.8%	12%	-12%
	Market research	24%	35%	-12%
	Digital marketing and media	52%	73%	-21%
	Content marketing	39%	63%	-24%
	Public relations/corporate communications	15%	44%	-29%
	Social media marketing	34%	66%	-32%
	Field marketing & events	7%	41%	-34%
	Product marketing	14%	48%	-35%
	Generalist marketing	13%	65%	-53%
	Other	0.5%	0.5%	0%

Q6 What are the skills your marketing team has now? (n=756)

Q7 What are the skills that will be most important in 2025? (n=756)

In fact, only analytics remains a top priority from the current crop of top five skills.

Outside of the top five, demand for PR and product marketing skills is also predicted to crash.

When the attitudes of CMOs and CEOs are compared, CMOs are much more aggressive in their predictions around the changing skill mix—with one exception: their views around the emergence of machine learning and artificial intelligence are very similar to those of the CEO.

CEOs aren't quite as willing to let go of traditional marketing skills and are more likely to rate currently popular skills like social media marketing, influencer marketing, web & app development, and digital marketing as a priority.

When it comes to machine learning, the size of the organisation doesn't seem to matter. Across the board, marketers predict the coming age of the machine. The scale of change is also similar in areas such as neuromarketing and CX.

Among large companies, the biggest increases are in machine learning, neuromarketing & learning and CX, while the biggest declines are in general marketing, product marketing, and field marketing. (Although that last one sounds more like wishful thinking to us!)

"Across the board, marketers predict the coming age of the machine."

Technology, 2025

The tools and technologies marketers say they will use by 2025 align with the skills they expect to find in their department—which will be a relief for anyone on the job on 1 January 2025 (and a change for many people in the job today).

As such, the changes to the tools marketers use will be almost as dramatic as the changes in skills.

Today email marketing, social media marketing, and CRM are the most-used tools—but none of these make the top three by 2025.

Instead, AI/machine learning for content delivery, data analytics/ visualisation are first and second, with customer experience management third.

However, there is an important subtlety in this result. When we drilled behind this number, marketers were not saying that email and social won't be part of the mix. Instead, the view is that they will be led by AI.

Perhaps this was best described by a digital leader from the consulting industry, who told us "Although I believe that the impact of AI on marketing will be massive, as it already is in certain niches, the role of social media and email marketing will not decline massively by 2025. Facebook's 2.3 billion members are not going to disappear or be replicated by another network by 2025, and email will remain the most effective lead-generation and customer-nurturing tool for small to mid-sized businesses."

Advanced micro-segmentation, VR, and chatbots are also on the rise. Chatbots are up from 14% to 36%. This actually looks a little conservative, given they are gaining significant market attention and also often the first entry to AI for many companies.

CMOs are much more bullish than their CEO colleagues when it comes to the role machine learning will play in 2025. 65% of marketers say AI tools will be an important part of the stack by then, while for CEOs the figure is only 44%.

CEOs instead believe CRM will be the most important technology, with CX not far behind. Marketers also rate these very highly—but not as high relatively speaking.

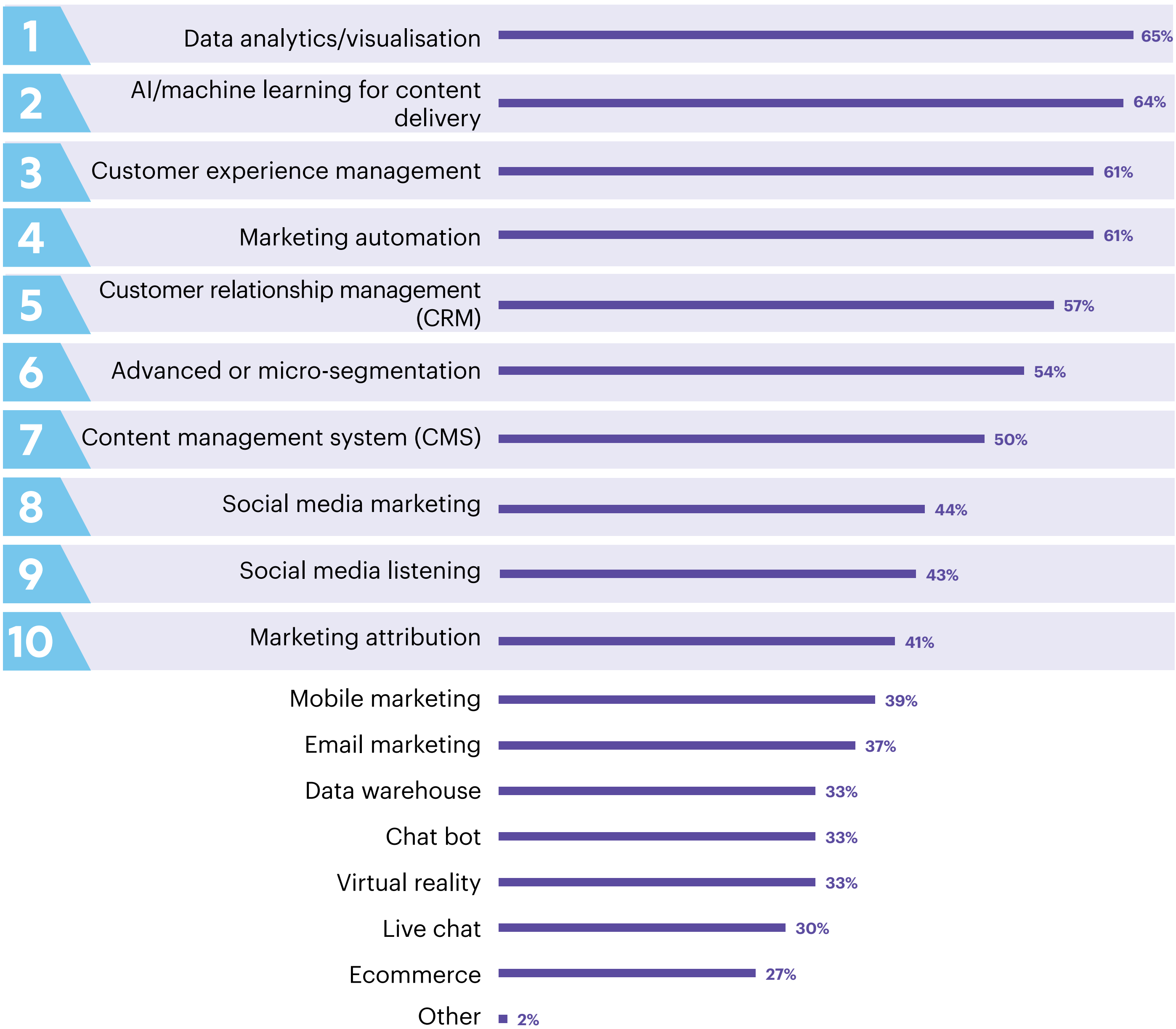
When looking at company size, the most dramatic changes appear in the largest companies. Large companies reported the biggest increase in a tool category with machine learning up 65% and the most significant decline with email marketing at 63%. But while these were the biggest changes with large companies, small and medium companies reflected similar variances.

The financial services sector is most enamoured with AI. The number of executives who expect it to be part of the marketer's toolkit grows from 6% today to 77% in 2025. It should be noted that the changes in both retail and manufacturing are also impressive. Today, 5% of retailers say AI is part of the toolkit, but by 2025 retailers expect that to grow to 66%.

Meanwhile, 63% of manufacturers expect AI will feature in their stack compared with precisely zero today.

The Dream Technology Stack in 2025

‘Dream’ technology stack of 2025?



Q14 What technology will be in your dream technology stack in 2025? (n=756)

Data analytics, AI & machine learning, CX, marketing automation, and CRM are the five top tools in the ideal 2025 tech stack according to the CMOs we asked.

And at the other end of the scale, the low scores are just as interesting as the high ones.

Ecommerce rates last. In Australia, ecommerce often began life outside the marketing department usually in IT or in a separate silo. Clearly marketers don’t expect that to change.

But chatbots come in at second to last place, with live chat in the fourth to last spot, split by virtual reality. Again, this seems unusual given the rise of AI and machine learning.

CMOs and CEO seem to disagree on the efficacy of some technologies. AI, marketing attribution, and advanced segmentation all rate higher with CMOs than with CEOs, while

‘Dream’ technology stack of 2025? CMO vs. CEO/owner/board

	CMO (n118)	CEO/owner/board (n=63)	Difference
Virtual reality	25%	37%	12%
Social media marketing	42%	54%	12%
Customer experience management	57%	68%	12%
Social media listening	41%	51%	10%
Live chat	33%	4%	8%
Mobile marketing	39%	46%	7%
Email marketing	39%	41%	2%
Content management system (CMS)	55%	57%	2%
Chat bot	31%	33%	2%
Ecommerce	36%	38%	2%
Customer relationship management (CRM)	58%	59%	1%
Data warehouse	36%	35%	-0.7%
Marketing automation	62%	60%	-1%
Data analytics/visualisation	69%	64%	-5%
AI/machine learning for content delivery	60%	49%	-11%
Marketing attribution	53%	38%	-14%
Advanced or micro-segmentation	63%	46%	-17%

Q14 What technology will be in your dream technology stack in 2025? (n=181)

CEOs rate VR, social media, customer experience, and social listening higher than their colleagues in marketing.

The stacks don’t differ much whether you work for small, medium, or large companies.

Although more large companies opted for AI, data analytics, and marketing automation than their smaller peers. These were the top three, regardless of the size of the company.

Manufacturers were less likely to put AI at the top of their stack, but they were more likely to want to invest in technologies like VR. More retailers chose more options on the stack than either finance or manufacturing.

Perceptions of Marketing

Given the dramatic changes marketers expect to the skills they need, the tools they need, and the expectations on them, we also took the opportunity to investigate how marketing is perceived today.

Respondents to the survey say marketing is presently seen as both a driver of revenue growth and a partner of sales.

The results are positive and reflect a change from the days when marketing was considered to be "the colouring-in department"—although that perception still lingers. 18% of executives said that was still a common opinion among their peers.

A marketing leader from the networking sector told us, "When I worked for a smallish software company in the past, of about a hundred people, everyone used to ask: what is it that marketing actually does? Part of the problem is that unless you work for marketing, customer service, or in product management, you don't really engage much with customers, or with what goes on in the market. And, consequently, you are not exposed to marketing's work."

This is a common experience for many marketers. The biggest perceived negative that respondents identified was a lack of understanding from their peers about the work they do, with one third selecting this option.

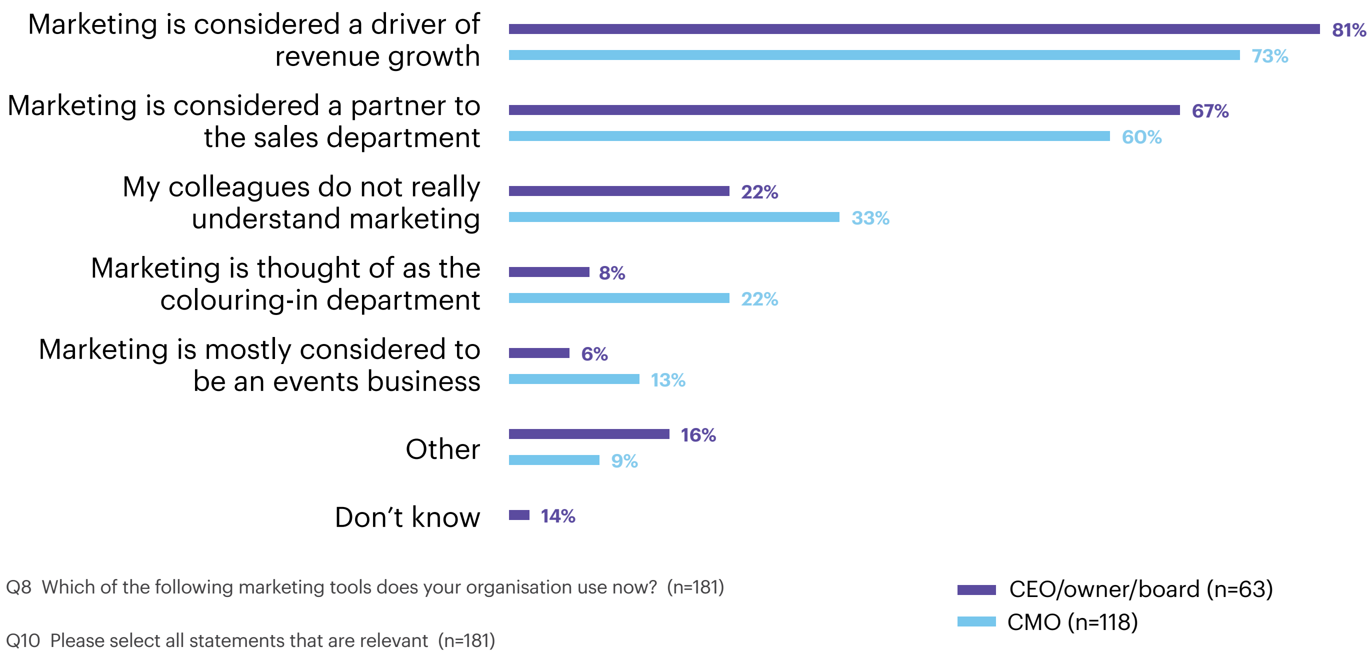
However, when it comes to marketers, the fault is not in their stars but in themselves. It turns out that the way marketers think they are perceived is more negative than the reality.

We compared the views of CEOs and CMOs.

CEOs provided much stronger responses to positive statements about marketing and much lower responses to negative statements about marketing.

On each measure marketers rated positive statements about marketing more negatively than CEOs and negative statements about marketing more highly than CEOs.

How is marketing perceived? CMO vs. CEO/owner/board



Q8 Which of the following marketing tools does your organisation use now? (n=181)

Q10 Please select all statements that are relevant (n=181)

Take the example of marketing as "the colouring-in department." Only 8% of CEOs hold this view, compared to 22% of marketers! And twice as many marketers as CEOs felt they were perceived as mostly event managers although the numbers were low in both cases—13% and 6%.

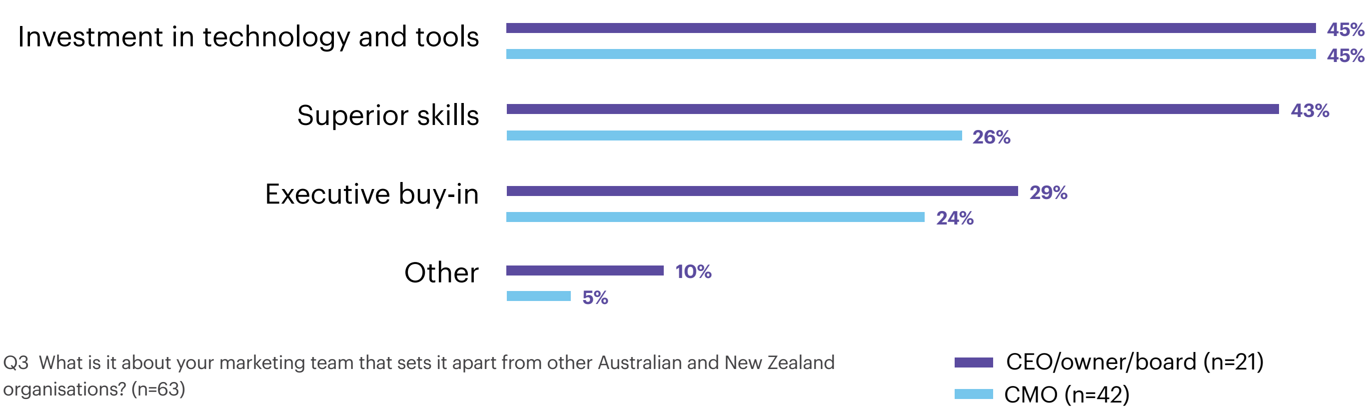
At the other end of the scale, 81% of CEOs said marketing was considered a driver of revenue growth compared to only 73% of marketers.

Marketers do still have a problem in some areas. Our survey revealed that the larger the organisation, the more likely marketing is to be poorly perceived.

In every case, marketing scores stronger on positive statements like "driver of revenue" and received fewer votes for negatives statements like "colouring-in department" from smaller companies.

Finally, finance, manufacturing, and retail all see marketing as a driver of growth in roughly equal measure.

What sets your marketing team apart



Q3 What is it about your marketing team that sets it apart from other Australian and New Zealand organisations? (n=63)

MARKETING 2025 – COMMENTARY

Digital leader, insurance on the shift to customer lifetime value by 2025:

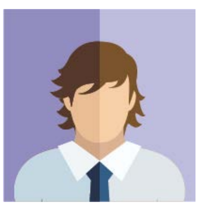
"It's more expensive to create a new business than to keep existing customers. As more businesses move to the point of having a single view of their customer, the retention and lifetime value will be easier to execute. This approach also reflects the increasing need to provide outstanding customer experiences, alongside ever-increasing expectations from customers."

Marketing leader, big four bank:

"Traditional marketing functions like email marketing and social media marketing—how quickly the world turns! New technologies and channels appear at an ever-faster rate. Machine learning and AI will undoubtedly be growth areas but I'm not so sure that email and social media is what they will replace (rather they might enhance them). The jury is still out."

Digital analytics leader, professional services, on the rise of AI:

"Although I believe that the impact of AI on marketing will be massive, as it already is in certain niches, the role of social media and email marketing will not decline massively by 2025. Facebook's 2.3 billion members are not going to disappear or be replicated by another network by 2025, and email will remain the most effective lead-generation and customer-nurturing tool for small to mid-sized businesses."



Marketing leader, technology sector:

"When I worked for a small-ish software company (100 people) everyone used to ask: what is it that marketing actually does? Part of the problem is that unless you work for marketing, customer service or in product management, you don't really engage much with customers, and what goes on in the market. And, consequently, are not exposed to marketing's work. That said, CMOs and marketing directors often fail to tell the story internally, which is also one of the measures of how strong a brand is. Management tends to fail, whether on purpose or not, to implement strong analytics and reporting. Including attribution."

FSI marketing leader on lifetime value:

"Smart marketers already are (especially in larger organisations). It's hard to refill a leaking bucket and should be easier to grow share of wallet than acquire new customers. If you are large and have nimble disruptors nipping at your heels then you better be loving your customers a whole lot."

Marketing leader, services sector, on the perception of marketing:

"I have come back into an organisation after 12 months and have really noticed this shift—the rise of the CMO and the role they now play in organisations (particularly in Australia) has been huge. It's a shift and something that we just need to get used to and I think it varies depending on industry and size of organisation. It correlates directly to the findings around how marketers are perceived as the "colouring department"—if a CMO has a seat at the boardroom table, is closely aligned with sales and is tied to bottom line revenue then I truly believe this will change."

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