



The Chartered
Institute of Marketing



2024 THE IMPACT OF MARKETING

REBUILDING CAREERS





FOREWORD

We commenced our first Impact of Marketing report series in 2019, with a goal to understand the state of the UK marketing industry. It was unknown to us then how important the study would become in benchmarking marketing's changing role in society, during an incredibly turbulent time.

We carried out our latest study during a pivotal period for UK marketing, "a moment where our industry seeks to rebuild but where we still face lingering challenges". The changed circumstances of a post-pandemic world have resulted in rising costs, skills shortages, global political unrest and environmental crises that require UK marketers to navigate an ever-more difficult landscape. The world has moved on a lot in the past 12 months and so this version has been updated for 2024 with brand new data from our members.

Despite these hurdles, I remain confident in our industry's ability to build back better. That is because over the last few years, we have witnessed the marketing profession truly elevate itself. When times seemed toughest, our industry was able to respond to challenging conditions and inspire others. We have seen marketers respond by reskilling and creating campaigns that have inspired a whole society to re-evaluate our actions, and ultimately, to be better. I am incredibly proud of what our sector achieved during times of national and indeed global turmoil.

We are emerging from a moment in history where shopping habits, customer preferences, and expectations of brands have experienced a watershed, with consumers regularly reassessing their brand loyalties. The first instalment of this series, *'Rebuilding Better Customer Experiences'* explored how marketers can adapt to the new normal and keep the customer at the heart of the business.

The second report, *'Rebuilding for Globalisation'* discussed how marketers can make the most of the global opportunities that are available, and the ways in which we are currently holding ourselves back. We hope you found both of these reports an insightful read with useful insights on how to keep the customer at the heart of the business and take advantage of international opportunities and international markets.



As the final instalment to the Impact of Marketing series, this report looks 'inwards' at the sector to explore how marketers can rebuild their careers in a post-pandemic world and make the most of the opportunities available to them.

As marketers, we often spend the majority of our time thinking about how our customers and target audiences feel, ensuring that our campaigns resonate. We perhaps do not spend enough time thinking about how we feel in our professional roles and what we can do to improve them.

Reviewing our latest research, I am encouraged that more within our profession are learning to put themselves first. The proportion concerned about burnout is increasing, but so too are the number determined to improve the situation by addressing work/life imbalances or flexing on salaries. Marketing has always had its big characters and mavericks, but it remains at heart a people profession, and it is clear those within it truly value spending time with their teams, and that there has been real progress in the industry in terms of diversity and mental health support made available.

Recent years have proven challenging for people's careers, from stalling progression, preventing team collaboration, or causing uncertainty on career choices. The coming years are crucial in cementing long-term interest to work in our sector.

We hope the findings in our latest report can help provide the insights needed for marketers, and managers, to create a more fulfilling role and working environment for the talent we have and for those we want to welcome into the sector.

CHRIS DALY

Chief Executive, Chartered Institute of Marketing

CONTENTS

- 05** **A PERFECT STORM?**
- 06** **TOP PRESSURE POINTS FOR MARKETERS**
- 08** **CONFIDENCE IN THE UK MARKETING INDUSTRY**
 - A. ECONOMIC AND DIGITAL CONCERNS
 - B. STAFF TURNOVER
- 13** **THE OPPORTUNITIES FOR EMPLOYERS**
 - A. MENTAL HEALTH
 - B. TEAM COLLABORATION
 - C. DIVERSITY
 - D. WAGES
- 15** **VIEWS FROM INDUSTRY**
- 17** **INTERNATIONAL TRENDS**
- 19** **CONCLUSIONS AND RECOMMENDATIONS**
- 20** **CIM QUALIFICATIONS, TRAINING & MEMBERSHIP**



METHODOLOGY

For the latest Impact of Marketing series, CIM conducted three waves of polling over the course of a year with 500 UK adults working in marketing, in-agency and in-house roles, overseen by Opinium. The first survey was carried out online between 9th and 16th March 2022. The second wave of polling was carried out online between 2nd and 16th August 2022 and the final wave online between 2nd and 9th June 2023. CIM conducted an additional survey of 395 CIM members between 15th-22nd May 2024.

A PERFECT STORM?

Within the sector, there are various tension points for marketers currently: an increasingly competitive market where pressure is building to differentiate products or services to attract and retain customers; tight deadlines to complete tasks and projects quickly; limited budgets and staff, making it challenging to effectively execute campaigns; changing consumer behaviour; and increasing expectations, with consumers now wanting to see more from brands and marketing efforts.

We also must consider the impact the pandemic has had on working patterns across the UK. We have seen a new normal emerge, where people are spending time in the office on Tuesday, Wednesday and Thursdays, but less so on Mondays and Fridays. Recent figures¹ from Savills report that Friday office occupancy is 17 percent lower than the mid-week peak.

Working remotely clearly has its benefits on work/life balances, but in many organisations, there is a tension between those who started their careers during the pandemic and are more attuned with working remotely, and older workers who are likely to return to old habits. Additionally, many can find it challenging to 'train up' newer workers remotely with less face-to-face time, resulting in younger employees having less opportunities to learn from more experienced colleagues.

Coupled with these pressures is, of course, the cost of living crisis. We are now seeing consumer confidence dropping to a near-record low, and brands are all too aware of the risk this has on consumer loyalty and buying habits- an area this report will discuss in more detail in the following chapters.²



The post pandemic era has seen the advent of a more enlightened public mindset that is intolerant to abuse of power, bigotry, misogyny, and racism. According to the Principia - Ethics Study 2023 '96% of leaders agree that the ability to address ethical issues will be critical to future success in their industry'. Trust is the bedrock of a brand's value and is built on what stakeholders know, feel, see, and hear about an organisation, product or service. Leaders drive values, values guide behaviours which in turn define our culture and our productivity.

Younger workers: Generation Z and Millennials, are consciously choosing to seek employment for brands who share their values indicated by their Equity, Diversity and Inclusion (EDI), 'Corporate Social Responsibility' (CSR) and 'Environmental, Social and Governance' (ESG) credentials. Employers with a proven EDI, CSR and ESG commitment benefit from a stronger employer brand. Where marketing and human resources align, values are found to be at the heart of a healthy brands performance. Investing in corporate culture and developing an authentic employer brand pays dividends in attracting, retaining, and engaging the very best talent. It is often said that individuals choose to work for a good brand and leave because of bad people.



PAUL HITCHENS

CIM Course Director and Brand Management Consultant, Verve Brand

¹ https://www.savills.co.uk/research_articles/229130/343549-0
² <https://www.gfk.com/press/uk-consumer-succumb-to-economic-january-blues>



TOP PRESSURE POINTS FOR MARKETERS

All of these conditions could be leading towards the creation of a 'perfect storm'. In fact, more than half of respondents to our survey admit they fear burning out in their current role, and 39% agree that remote working has negatively impacted their team's creativity.

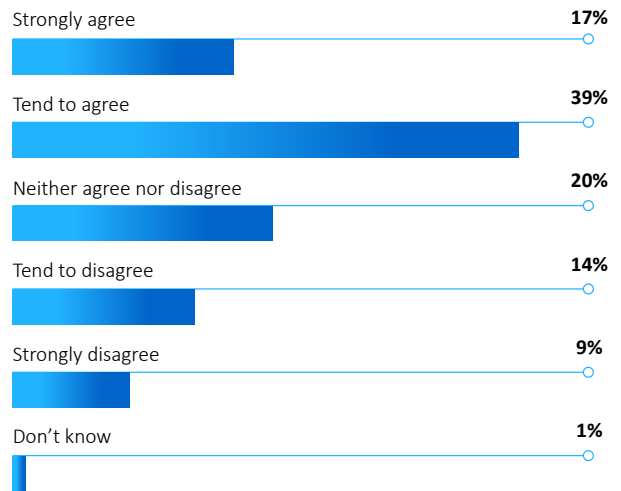


Within both our own marketing team and across our 29,000 residents, we understand that a great workplace and supportive team are crucial in addressing the risk of burnout. Marketing tends to attract progressive, collaborative mindsets but it is critical that in addition to spaces in which to collaborate, learn and share ideas together, that provision is made for quality spaces in which to focus and rest.



JENNIE FARMER
CMO of Fora, The Office Group

Do you agree or disagree that you are worried about experiencing burnout in your current role?



Interestingly, the 2023 survey found that younger professionals are more concerned about stress in their jobs, with around six in ten (59%) worried about experiencing burnout compared to just 49% of those aged 35-44, and 38% of 45-54 year olds. This suggests that those in mid-level roles are experiencing the 'brunt' of the workloads and stress levels, which managers need to be mindful of.

Similarly, 47% of those aged 25-34 years old in 2023 were concerned about not being provided with a clear progression path (58%), compared to just 41% of those aged 45-54 - demonstrating that they are an age group who may require more career support.

Looking at sectors, marketers working in the public sector in 2023 were most concerned about burning out (66%), with those in the public sector the least concerned (50%). Furthermore, over six in ten (66%) of those who work in the banking and financial services industries are concerned about their stress levels, compared to just 56% of those in the retail trades.



Of equal concern is the fact that the picture hasn't changed significantly in the past 12 months. Our 2024 survey saw an increase of five percentage points for those agreeing that they were worried about experiencing burnout, suggesting that the problem may get worse before it improves.

The marketing sector is fast-paced, but it's clear that this is an important issue to address if the industry is to continue attracting and retaining the talented individuals that make it a success. Individual companies and associations must work together to develop solutions that look after our most valuable assets: people.

The study reveals that changes to working patterns may be undermining marketers' strategic value to their organisation. 59% believe that marketing is becoming too digitally focused, missing out on a strategic approach.

This is reflected in the fact that more than twice as many (56% to 23%) believe that the wider organisation does not fully understand the importance of marketing. A more transactional approach to marketing appears to be linked to a loss of traditional team structures and interactions.

While 70% believe face to face interactions boost productivity, 59% report it is now normal not to meet new members of the team at all.



Many marketers are experiencing increased workloads as a result of tough economic conditions. They've had to quickly adapt their marketing strategies to an ever-evolving set of circumstances. This has often involved finding new ways to reach and engage customers, as well as developing and implementing new campaigns that address the changing needs of consumers.

In addition, many marketers have had to work on maintaining and improving their online presence, as the shift to online shopping and increased use of digital channels has put a greater emphasis on digital marketing efforts.

But now, we're experiencing a partial 'swing' back to pre-pandemic habits - and marketers are having to adapt again. It is a difficult landscape to work in, but with the right skills and teamwork the industry can really thrive.

CHRIS DALY

Chief Executive, Chartered Institute of Marketing



W

CONFIDENCE IN THE UK MARKETING INDUSTRY

ECONOMIC AND DIGITAL CONCERNS

The cost of living crisis is undoubtedly having an impact on consumer confidence, but also on the confidence of marketers about their industry as a whole.

Our research reveals that marketers are feeling the pressure from both overseas competitors and AI. Nearly half (49%) are worried the growth of the UK marketing industry will be surpassed by international competitors. This is likely linked to 59% being concerned that brands are spending less due to external economic pressures. This proportion has held steady since 2022, and reflects a long term threat to growth.

In our earlier report, *Impact of Marketing: Rebuilding for Globalisation*, we also discovered concerns around how the UK marketing industry was progressing in comparison to other markets. Only two fifths (40%) believe UK marketing campaigns are 'export ready' and are able to be used outside of the UK without needing to be adapted. Additionally, the research found that two fifths (41%) of UK marketers fear brands could become victims of global 'cancel culture', with the majority (67%) limiting work to UK campaigns.

“

For a brief moment after the pandemic subsided, it seemed as though we had collectively been able to shake off the tumult of the last few years. but no sooner had we emerged from the covid crisis, than we found ourselves facing mounting political tensions in Europe and a spiralling cost of living crisis. Despite the UK exiting recession relatively quickly after the pandemic in 2020, magic money trees in various industries began to disappear. This has presented an opportunity to shake off the bad and embrace the good when it comes to efficient marketing spend.

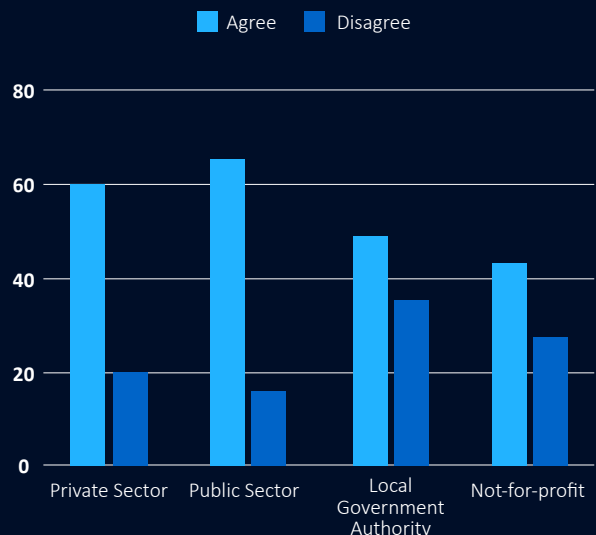
Brands have had to focus on marketing channels and campaigns that are able to drive sustainable growth and revenue. In practice, this has meant better value for money on marketing channels and investment in marketing automation and personalisation, particularly for leads and existing customers; although there have inevitably been some marketing channels which have been left behind including some social platforms and out of home formats.

The UK has a thriving marketing industry, from creative partners to software platforms which can aid brands to re-focus on growth and maintaining their customer bases.



JASPER MARTENS
CMO PensionBee

Are you worried that brands are likely to spend less on marketing due to external economic pressures?





DIGITAL SKILLS

The latest *Digital Marketing Skills Benchmark* find that UK skills across both digital marketing disciplines and core strategic marketing skills are actually equal, or generally slightly higher than in the majority of other global competitors. However, this might give a false sense of security, as in reality the current global standard of skills is generally very low. It is also apparent that there is a divide between those with strategic marketing skills and those with the latest tactical digital marketing skills.

There is no doubt that journeys are becoming increasingly digital, but we also need the strategic insights to plan these activities effectively. Our research shows an increasing gap between those with strong strategic marketing knowledge and those with advanced tactical knowledge. This often means that senior managers don't know enough to ask the right questions.

The biggest growing knowledge gap is, worryingly, in analytics and data. It's very hard to plan, implement and constantly improve marketing if we can't measure campaign performance effectively. Recent advances and changes in technology have made this problem particularly acute. What this does mean, is that ongoing investment in skills is incredibly important.

As marketers, if we need to get more out of lower budgets, and simultaneously out-manoeuvre our national and global competitors, having highly skilled marketers is a key way to achieve this.

Alongside worries about how the UK industry can perform on a global stage, an interesting finding reveals that half of marketers (52%) worry that new AI tools will automate parts of their roles, hampering their personal progression.

CEO of Target Internet Daniel Rowles believes "Investing in skills will pay a greater dividend in the long run and allow us as marketers to get more from whatever marketing activity we do carry out. We should also remember that any time of economic uncertainty tends to also lead to market disruption, with new market entrants and brands taking new strategic approaches. A short-sighted lack of investment into skills and development for our marketing teams, will potentially open organisations up to much greater problems down the line. At a time of increasing societal and technological change, our data shows that those organisations that keep their marketing skills up to date are more confident in their ability to thrive in these challenging times."

Reviewing the data it's clear that digital marketing has become increasingly critical but also fragmented in recent years. With the proliferation of the internet and the increasing amount of time that people spend online, it makes sense for businesses to put digital strategies at the heart of campaigns, but also remember that not all customers are the same and that a well-rounded marketing strategy should take into account the needs and preferences of everyone within a target audience, not just the most attractive segment. For marketers, that means a focus on life-long learning to stay proficient in both traditional marketing tactics and the latest digital marketing trends.

JAMES DELVES

Head of PR, Content and Community, Chartered Institute of Marketing



LEGISLATION

The marketing industry has learnt to adapt to changing regulations in recent years- perhaps the most notable being the introduction of GDPR, which saw the way companies use personal data as part of digital marketing strategies completely change.

Whilst introducing new legislation can be a very lengthy process which takes years to implement, it is crucial for marketers to stay in the know of upcoming changes that will impact their work.

The marketing industry understands the value of legislation as evidenced in CIM's recent *CMO75 report*, which identified several key areas that marketers felt were in need of greater regulation which include: products that have an unhealthy impact on the environment, gambling, unhealthy food products and products aimed at children.

Furthermore, two thirds of those polled for the report felt there was too little regulation of social media and over half felt it was their responsibility to protect clients and customers on social platforms; user safety was also identified as a key factor amongst those polled when deciding on which social media channels to use for marketing.

One area of legislation that will continue to impact marketers' roles in 2024 is the Online Safety Act (2023), which has made social media companies legally responsible for keeping children and young people safe online. The legislation provides greater regulation for certain internet services in connection with communications offences. CIM believes that the successful passing of the bill in 2023 has boosted the UK's reputation as the safest place to go online and will generate long-term opportunities for professionally trained marketers.

Another important change in the rules for marketers working in the financial services industry came into practice in 2023. The FCA's Consumer Duty sets higher and clearer standards of consumer protection and requires firms to put their customers' needs first. There are additional rules from the FCA which came into force at the end of May 2024, which include an anti-greenwashing rule for authorised firms, four investment labels and new rules and guidance for the marketing of investment funds on the basis of sustainability characteristics.

Interestingly, whilst it is clear in CIM's CMO study that marketers will welcome additional regulation in key areas, there is also concern that increased regulations around the marketing of products would require marketers to learn new skills in order to adapt, with nearly three quarters of respondents (71%) agreeing.



Trust is the currency of marketing, and staying on the right side of changing legislation is the key to maintaining that trust. Brands that fail to adhere to evolving regulations not only risk legal repercussions but also erode stakeholder trust, potentially damaging their reputation irreparably. Proactive engagement on changing rules, and putting the customer and ethical practices first is the surest route to sustainable brand loyalty.



RICHARD MOSS
CEO of Good Relations

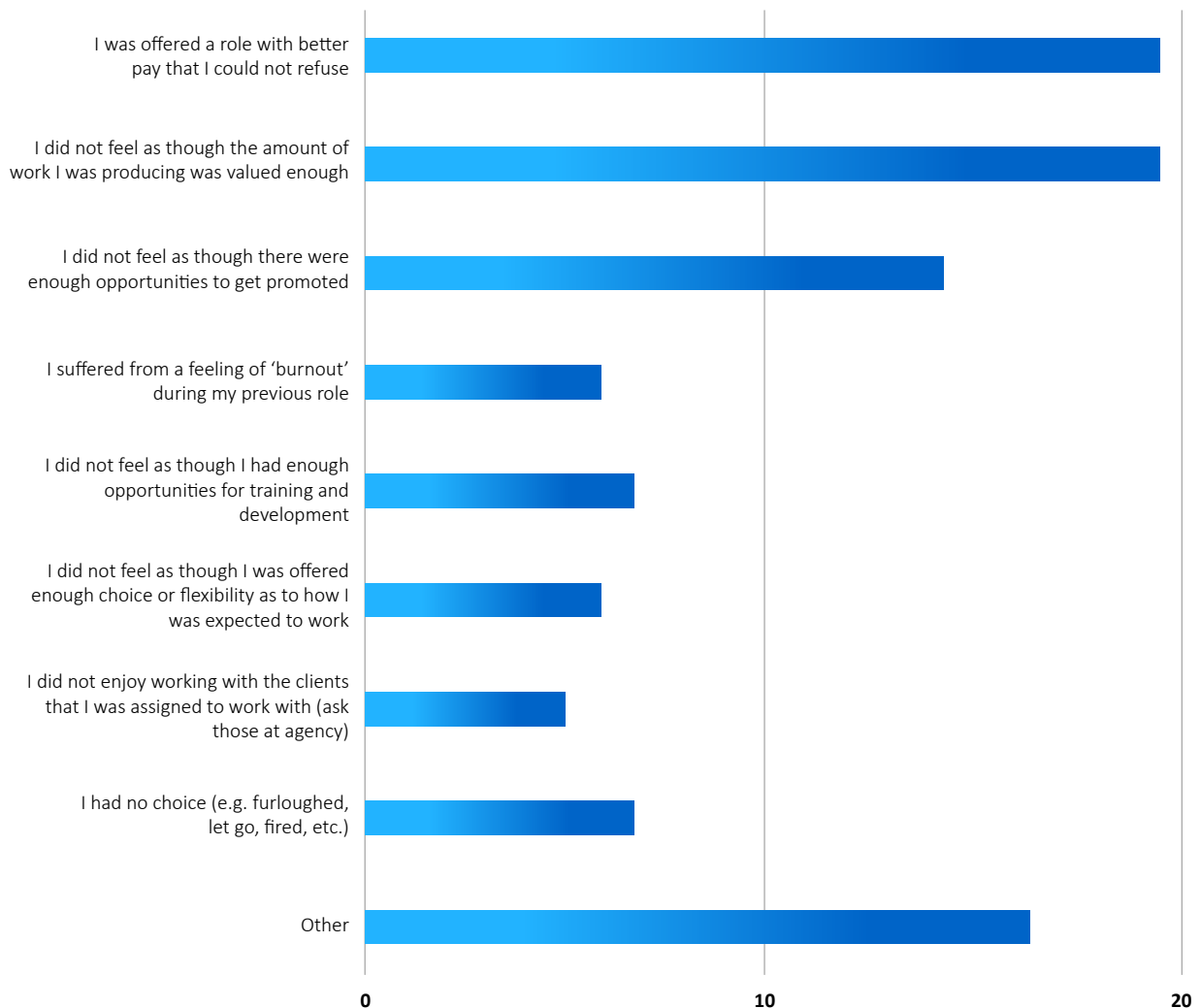




STAFF TURNOVER

Similar to many other industries, the marketing industry is experiencing staff turnover as many look for new job opportunities. In fact, 20% of respondents had considered leaving the profession during 2023. One in ten had also considered relocating overseas to take advantage of their skills and new opportunities.

Our 2024 survey asked respondents for the top reasons why they had changed roles:





Areas where respondents are looking for new work opportunities



Interestingly, a certain pain point that emerges is the lack of a career path - over half of all respondents (54%) are worried about not having the right direction laid out for them. This increases to 64% amongst marketers who have considered leaving the industry in the last two years.

Therefore, it is clear that marketing managers need to provide colleagues with a clear career path and goals to aim for, if they are to sustain their interest and dedication to the role.

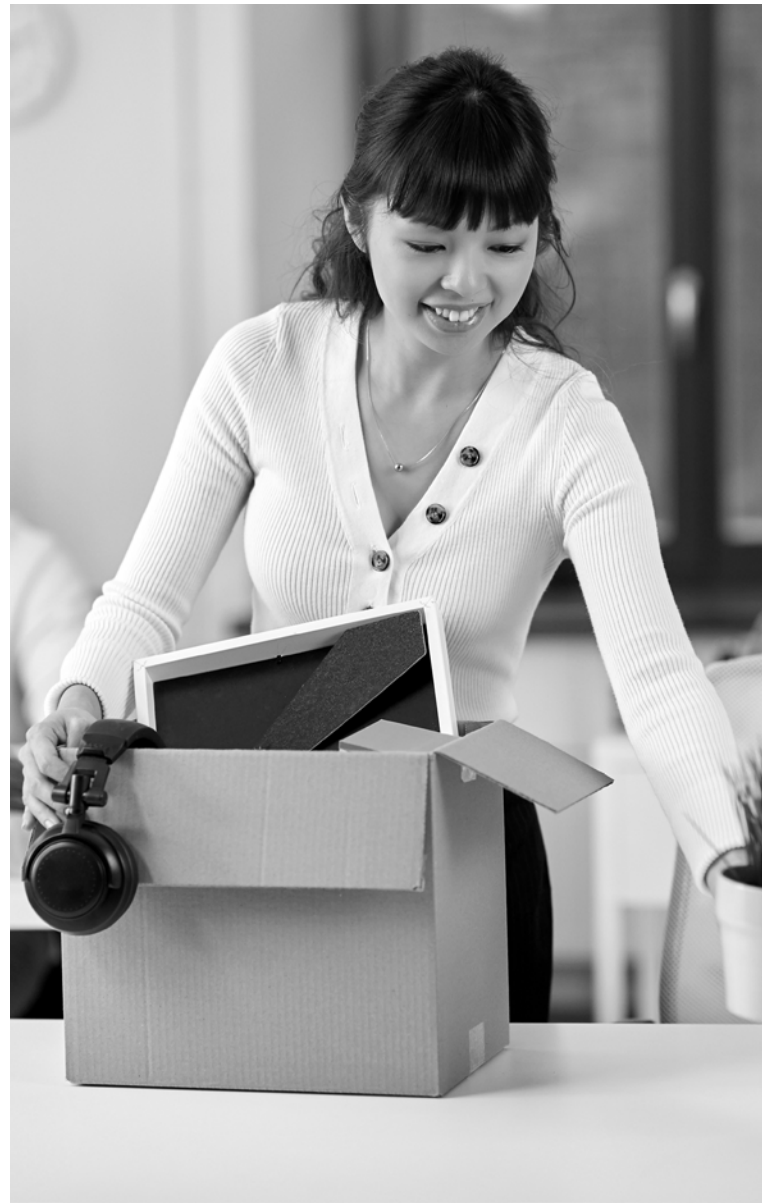


Challenges continue around the recruitment and retention of talent in the industry. The cost of living crisis and inflationary pressure will undoubtedly require many of us to tighten our belts, so marketing leaders must balance business success with the well-being of their teams, providing them clear direction and the empowerment to succeed.

Inevitably, people will move on and change roles, perhaps even leave the industry, but to mitigate this we must prioritise the next generation of UK talent, by nurturing individuals through professional progression and training. This involves investment, but through these methods, we can help retain purpose and continued development in the profession.

MARK SCOTT

Director of Marketing and Communications, CIM



OPPORTUNITIES FOR EMPLOYERS

So far this report has detailed areas where marketers would like to see improvements within the industry as well as areas of concern.

The good news is that there are also a lot of positives about the marketing profession which are highly valued by marketers. Employers and marketing leads alike must now take note of these as they provide direction for what organisations should focus on to retain staff and improve people's performance and general happiness in their role.

Here are the **top four** takeaways:

1. Mental health

The pandemic marked a watershed moment where the lines of people's personal lives and professional lives blurred and, at times, merged together - with remote working providing an unseen look behind the scenes of people's homes, family life, and general well-being.

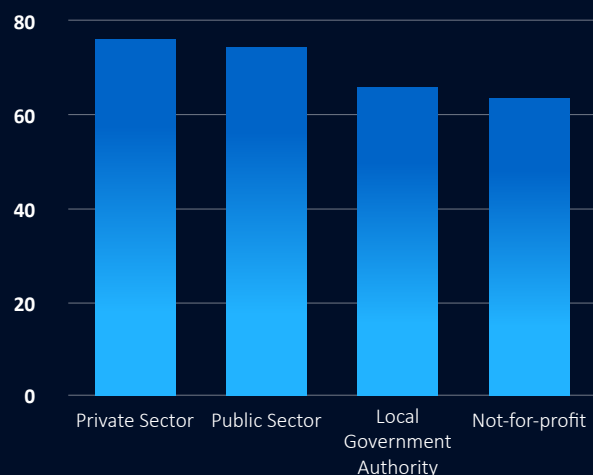
This, coupled with the pressures of the pandemic, resulted in mental health becoming more of a priority for individuals and the wider society.

It is therefore reassuring to see that 74% of those polled believe their employers now take the mental health of their employees more seriously since March

2020. Over half (57%) feel that their company's mental health initiatives have had a positive impact on their wellbeing.

Organisations must not take their foot off the pedal when it comes to supporting employees' mental health, and should double down on the efforts and progress made during the pandemic.

Percentage of workers in different sectors who believe that employees' mental health is taken more seriously now than in March 2020.



Employers have made great strides in mental health awareness in recent years, but mental health action still needs some work. Since the pandemic, we've seen the emergence of policies and initiatives to better look after the wellbeing of our people. But can we honestly say that everyone in our organisations feels as comfortable talking about their mental health in the same way they might their physical health?

I'm a huge advocate for Mental Health First Aid training in all businesses. There's ample evidence that it improves attitudes towards mental health issues and reduces stigma in the workplace. It also helps organisations become more fluent in the language of mental health and ensures that there is always someone internally within arm's reach to provide support and to spot when things are not OK.

But it needs a critical mass of people and must be led from the top. The goal should be 10% of the company trained as Mental Health First Aiders, and that number doubled to 20% of the senior leadership team. It's vital that leaders actively demonstrate to their people that they truly care about their mental wellbeing, that they take it seriously both within the organisation and as human beings.



CHRIS DUNNE

Head of Marketing at Thinkbox, Mental Health First Aider and mental wellbeing activist



2. Team collaboration

Hybrid working can provide a variety of benefits, largely focused around ensuring a better work life balance.

Yet regardless of this trend, marketers clearly value team time, with the majority (70%) believing that face-to-face interactions between colleagues have a positive impact on their productivity.

In fact, 71% agree that working in person also positively boosts their mental well-being, highlighting the need for organisations to foster a collaborative culture.

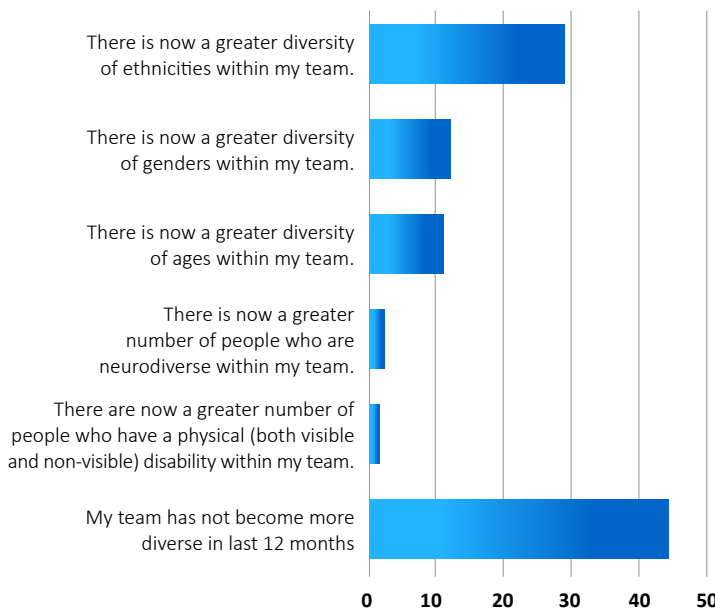
It is key for marketing team leads to strike the right balance between allowing remote work, and encouraging in person work, in order for the team to benefit from the boost in-person collaboration can provide.



It's encouraging to see that marketers really value working together and that the industry has made positive steps in the mental health support it provides. Now, we need to double down on these efforts - ensuring that our marketers have the right environment to do their jobs to the best of their ability, so we can retain the great talent we currently have.

SARAH LEE-BOONE

Director of People and Workplace at CIM



3. Diversity

The marketing industry's progress on Equality, Diversity and Inclusion (ED&I) initiatives is not clear cut. Respondents to our most recent survey indicated some positive findings, including more than a quarter (28%) of respondents stating there is a greater diversity of ethnicities within their team than this time last year and 12% indicating a greater diversity of genders.

Troublingly, almost half (44%) indicated that their team has not become more diverse within the last 12 months. Serving to highlight that the sector needs to do more to promote diversity and inclusion and ensure teams have a wide range of viewpoints and lived experiences.

Some of the more 'dinosaur' company cultures think that diversity is an obligation rather than an opportunity, a 'have to' rather than a 'want to'. Diversity itself is not enough though, it's inclusion that is really valuable to businesses, hence Verna Myers' famous quote: "Diversity is being invited to the party; inclusion is being asked to dance". This approach creates a culture where people feel that they don't need to 'cover' their identity or 'mask' their perceived 'differences.

The main prizes for creating a culture of inclusivity are people feeling that they belong and that their unique contribution is valued and celebrated. From this comes higher retention, higher productivity, better problem-solving, a better understanding of stakeholders, creativity and great innovation - for example from people who are neuro-divergent. To boil it down further - inclusion increases discretionary effort and it improves brand reputation. And that's where the profit is.

The battle now has to be won in the boardroom, ideally inspired by the CEO and championed by HR and by Marketing. Even better if Marketing can drive a big part of the change, after all, in our profession we tell stories and stories shape culture.



DAVID HARE

CIM Course Director, Executive Coach, Author and Trainer

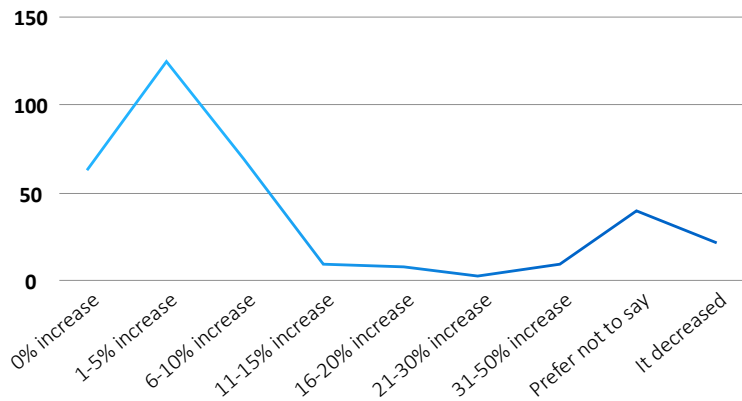


4. Wages

With the cost of living crisis impacting people’s personal budgets, it is also positive to see that two thirds, (67%) of marketers have seen wages increase in the past 12 months.

As we continue through 2024, which will undoubtedly be a difficult time for budgets both personally and professionally, it’s important for the marketing industry to stay on top of wage expectations to stay competitive and retain employees.

Number of respondents who received a pay increase over the past 12 months



VIEWS FROM INDUSTRY

Marketing continues to be an integral part of business and the need for extensive internal and external communication, development of the customer experience, a deep understanding of brand and the success of tech to support these key aspects of marketing have been notable areas of investment in recent years. Data collection and analysis is also as important as ever for organisations to understand complex and ever-changing markets and to leverage growing AI practises.

The skills shortages within the industry are no secret. There needs to be further investment in understanding where exactly there are skills shortages; once identified, greater provision of support for professionals to upskill through effective training programmes will be paramount. Marketers should be given consistent access to learning opportunities to enhance their current skillset, add value to their role and support them in the long term to future-proof their careers.

According to our UK 2024 Salary and Recruiting Trends guide, 78% of marketers believe an organisations commitment to sustainability is crucial when contemplating a new role and nearly half (49%) of marketers would be interested in enhancing an organisation’s social impact and value. Even more marketers (90%) believe an organisation’s purpose is crucial when assessing a new role. Therefore, it is likely we will miss opportunities if we don’t invest in the technology and learning necessary for marketers to follow an extensive pathway on the purposeled, sustainability route.



ROBIN STURMEY
Head of Marketing, Hays



Over the course of the next 12 months, the prevalence of AI tools and the continued popularity of remote working will be sure to place an emphasis on digital skills. For marketers to get the most out of new technology, reach their target audiences and create and be part of high performing teams, they will need to be well versed in the uses and applications of this new tech. With this will also come a growing need for marketers to become data literate ensuring they are able to analyse key data generated by these new digital tools and systems to understand changing consumer behaviour and make data-driven decisions.

Although often overlooked, soft skills will also play a key role in the coming months as marketers seek to rebuild their careers. Hiring managers will be looking for candidates who they feel will be up to the challenging and often unpredictable conditions of the post covid world. The candidates who will be in the strongest position when seeking a new role or a promotion are those who can demonstrate themselves to be adaptable, creative, empathetic, collaborative and agile.

The marketing industry is constantly evolving, and as such, it's important for marketers to stay up-to-date with the latest trends and technologies. From a technical perspective, marketers should keep up to date with and understand the latest innovations. Whilst from a more strategic perspective, networking and building a personal brand should be key areas of focus. Attending industry events, joining and engaging with professional organisations such as the CIM, and connecting with other marketing professionals on LinkedIn are all great ways to ensure that you, as a marketer, are up-to-date with the latest developments in the industry.



ALEX ALDOUS

*Chair of CIM Construction Industry Group and
Senior Marketing Operations Manager, Mace Group*



The role of the marketer has seen positive developments over the past 12 months with marketers increasingly representing the voice of the customer to influence strategic decision making within organisations. Encouragingly, we are also seeing a trend for marketers collectively championing positive change and increasingly acting as a force for good; a trend which was borne out by the recent CMO75 research findings. As a result of this, the last 12-months have seen a significant increase in marketers allocating budgets to market research projects to gain greater insights into customers' needs and wants.

However, marketers still face the same old challenge of demonstrating return on marketing investment. Ill-defined or ambiguous briefs make measurement difficult but marketers who are able to rise above this challenge and demonstrate returns will find it easier to climb the career ladder. Compounding this issue is the lack of useful historical data. The landscape has changed significantly in the wake of covid, Brexit, and the cost of living crisis. The measurement situation continues to evolve further, with Google starting to disable third-party cookies from Chrome. Marketers will have to adapt to ensure their digital skills remain up to scratch.



PAUL MACKMAN

Managing Director, The Mackman Group and Non-Executive Director, CIM



INTERNATIONAL TRENDS



It is especially important for marketers in Sri Lanka to continuously upskill themselves with knowledge and expertise from the global marketing industry; undertaking regular training will provide marketers with insight into international tactics and knowledge that can help drive businesses growth both domestically and internationally.

Without a solid marketing plan in place, it becomes nearly impossible for a business to grow and develop. To ensure that a business is able to deliver on its commercial objectives, marketers must be able to take ownership of the growth plan, and this makes continuous education and training a prerequisite of a successful career in marketing.



ONALIE DISSANAYAKE

*CIM Country Head, Sri Lanka
and The Maldives*



The marketing sector within Ghana has proven resilient in the wake of the covid pandemic. Organisations have realised that to drive growth, they need to create environments which are conducive to individual career progression which encourages business success; one of the key ways this has been achieved is through ensuring all the necessary tools are in place.

There is no doubt that digital marketing has bolstered the marketing profession, particularly over the last two or three years and for this reason it is one of the most important tools marketers can utilise. Critical to the successful implementation of the principles of digital marketing, is the provision of marketing training, which ensures that individuals are able to confidently employ these techniques, generate useful insights and make data driven decisions which can deliver long-term business growth.



DR. GEORGE E. GYAMFI-OSEW

*Chartered Management Consultant
and Branch President, CIM Ghana*



In order for marketers to feel empowered, senior leaders need to encourage lifelong learning. Now, more than ever, it is essential for Australian marketers to continually upskill to keep pace with the rapidly changing local marketing landscape, and this is equally important for marketing leaders.

Fostering a learning environment which encourages team members to take time to prioritise learning is something that I have always found to be beneficial to the wider business. Couple this with frank, honest conversations about career paths and empowering marketers with the time to focus on developing the skills and knowledge they need to progress and you will be well on your way to creating a marketing team that is the envy of others. This also serves to help with recruitment and the retention of talent and further serves to engage marketers and motivate results.



BRONWYN POWELL
CEO, AMI



The UAE is rapidly moving towards digitisation which has increased the demand for digital and technology skills such as data analysis, AI, digital marketing, and software development. Rapid advancements in technology have required marketing leaders to retrain existing employees so they can effectively leverage new technologies and tools. Upskilling existing work forces, who already know the organisation, processes and clients can be far quicker and more cost-effective than bringing in new staff.

In order for our marketing team to have a competitive advantage on the world stage, UAE marketers need to address the skill gaps and upskill their marketing teams. Methods I have found particularly effective include: specific training programs/external courses to stay competitive, cross training and job rotation, E-learning programs and empowering marketing staff to attend industry specific conferences and workshops to learn from experts.

The importance of soft skills such as: communication, negotiation, listening, networking, leadership and customer/client relationship management skills can also not be underestimated.



RAJ ACHAN
CMO and Head of Sustainability, Accolade Engineering Consultancy
and CIM UAE Senior Ambassador



CONCLUSIONS AND RECOMMENDATIONS

As our research demonstrates, there are clear areas of progress within the marketing sector which provides marketers with career satisfaction and happiness. However, like with any industry, there are also areas for improvement.

In 2024, it is crucial that on an individual level, we focus on pushing our careers in the right direction. For this to happen, marketing managers and organisations alike need to create the right conditions for employees to have the opportunity to progress.

TOP TIPS FOR DIRECTORS:

- 1. Set clear expectations of your team:** employees should have a clear understanding of what is expected of them in their current role and what they need to do to progress to the next level.
- 2. Offer opportunities for learning and development:** providing opportunities for employees to learn new skills and advance their knowledge can help them progress in their careers. This can include things like training programs, workshops, and mentorship opportunities.
- 3. Provide regular feedback:** giving employees regular feedback on their performance can help them understand their strengths and areas for improvement, and can provide them with guidance they need to succeed in their current role and advance in their careers.
- 4. Encourage open communication:** creating an open and supportive work environment where employees feel comfortable voicing their career aspirations, opinions and asking for help can help them feel more engaged and motivated to succeed.

TOP TIPS FOR MARKETERS:

- 1. Set your own career goals:** identifying what you want to achieve in your career can help you create a roadmap for success. You should also consider sharing them with your line manager to see if it aligns with what your organisation expects and can provide.
- 2. Seek out learning and development opportunities:** look for ways to improve your skills and knowledge, such as taking classes or training programs, reading industry-specific books or articles, or participating in professional organisations. Platforms like LinkedIn also occasionally offer free courses.
- 3. Network and build relationships:** building relationships with co-workers, industry professionals, and mentors can help you gain new insights and opportunities.
- 4. Keep an open mind:** be open to new opportunities, even if they may not be exactly what you had in mind. Sometimes taking on a new role or project can lead to unexpected career advancement.

TRAINING AND QUALIFICATIONS

If you're looking to progress your career and ensure you're up to date on the latest issues affecting marketers, CIM offers a range of qualifications and professional training on many of the topics discussed in this report such as:

- *Equity, Diversity and Inclusion in Marketing*
- *Leadership and Professional Skills*
- *Marketing Strategy and Planning*
- *Digital Marketing*
- *Social Media*
- *Sustainable Marketing*
- *Customer Experience*
- *Copywriting and Creative*
- *Data*
- *GDPR and Compliance*



CIM MEMBERSHIP

SUPPORTING YOUR LIFE-LONG LEARNING JOURNEY

CIM membership is open to anyone who wants to make an impact in marketing. From those still thinking about whether it's the right career path for them, all the way through to those who have already established themselves and hold senior marketing positions.

Our membership benefits are designed to provide the support marketers need at every stage of their careers. CIM membership provides a host of resources to marketers ranging from the latest insight into the topics that matter most in Catalyst magazine and our member exclusive webinars, to marketing resources, networking opportunities, exclusive events and more.



Find out more about how CIM membership can help support your career development [here](#).

2024 THE IMPACT OF MARKETING

REBUILDING CAREERS

CIM
Moor Hall
Cookham
Maidenhead
Berkshire
SL6 9QH
United Kingdom

Call: 01628 427250
Visit: cim.co.uk/content-hub
Email: editorial@cim.co.uk

 facebook.com/TheCIM
 CIM | The Chartered Institute of Marketing

Authored by:
James Delves, Bryndley Walker & Opinium.

© CIM 2024. All rights reserved.

Permission to reproduce or extract material from
this publication must be sought from CIM.

