

2019

MARKETING **HIRING** TRENDS

An in-depth
report on factors
shaping demand
for marketing and
creative talent



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2019 Marketing Hiring Trends Report

For the fourth consecutive year McKinley Marketing Partners brings you close enough to hear the whispers of our industry. Lend us your ear and we will tell you how in just one year the marketing hiring landscape has changed. We are back with our annual report to look at the important highlights of 2018 and insights for 2019 that you will need to successfully hire candidates in today's marketing playing field.

Whether you are hiring, looking for your own traditional marketing role, or are looking for a role that requires digital sophistication, this year's report gives you insight into a broad range of questions that are not always easy to answer. We've gathered answers from four generations, from Boomers to Gen Z, on important trends that are affecting how we work and live. Is "ageism" alive and well? How do people feel about Boomers, Millennials, and Gen Z? Can they work together? What are the most important skills to have for 2019? Are younger generations most guilty of ghosting employers or is everyone in on this new disturbing trend? Do people disappear only during the hiring process or even after they've started a job?

How do you hire for a virtual team differently than an in-office team? Not just anyone can attend a global meeting in their bedroom slippers. What kind of personality do you look for when hiring a successful remote candidate to work independently or to lead a virtual team? What is the key trait to look for to ensure the success of your remote team versus your on-site team?

2018 came to a close with [U.S. unemployment](#) at only 3.9 percent even with a rise from 3.7 percent during the last months of the year. What does this buyer's market for job candidates mean for recruiters and hiring managers? How do we manage to find the right candidates to fill the jobs we need? And what are those jobs? Have the tools we work with changed for the exponentially changing digital marketplace? What kind of candidates do we want who can use these tools in-house?

We bring you the answers to these questions in four main sections: **Ghosting, Hiring, Remote Teams, and Ageism.** The new year will bring growth as marketing teams expand and hire more specialists. We bring you insights to meet the challenges of 2019 with your finger on the pulse of what your marketing peers across the country are thinking and feeling. Our report is designed to give you the knowledge you'll need for success in the new year and the perspective you'll need to move forward for growth.

2019 Hiring Trends: Marketers Anticipate Continued Growth

Despite the U.S. stock market volatility and political bipartisan clashes of the last year, the field of marketing showed growth in hiring and marketers are optimistic about hiring in 2019.



Almost every company (94 percent) hired at least one person for their marketing team in 2018.”

Our new survey results at the end of 2018 reveal that almost every company (94 percent) hired at least one person for their marketing team in 2018. This is compared to 73 percent in 2017. While the number of companies hiring in 2018 did increase, the average number of hires per marketing team decreased from 3.8 in 2017 to 3.3 in 2018. The small decrease in the average number of hires and the increase in companies hiring, combined with low unemployment, shows us that 2018 was a candidates' market.

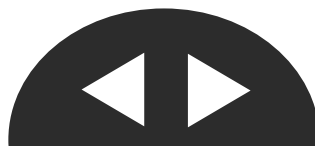
This trend has been in play for at least two years. In 2017, national unemployment was at 4.8 percent, which economists refer to as “full employment”. Since then, the unemployment rate decreased to 4.0 percent (as of June 2018). At full employment, businesses have an extremely difficult time finding available, qualified workers to fill job openings. This suggests that hiring slowed because hiring managers could not find the candidates they

Factors Leading to Personnel Decisions 2018 - 2019: A Comparison

* Reasons are in descending order of importance as reported in the October 2018 survey



More of a Factor in 2018
Company growth



Factor Stayed Same in 2018
Marketing department expanding
Employee turnover
Creation of new position / restructuring
Market conditions
Budget cuts
Automation of job functions
Merger/acquisition



Less of a Factor in 2018
New innovations
Consolidation of responsibilities or departments
Loss of business or clients

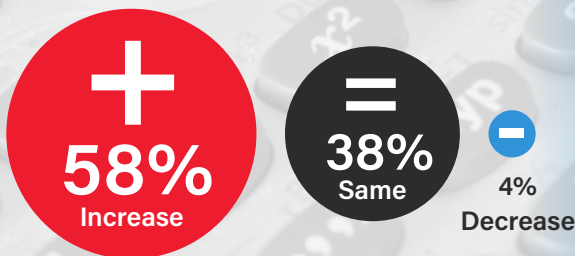
In late 2018, companies were more optimistic about company growth, and less concerned about loss of business or clients than reported in late 2017. The greatest reason for hiring is company growth (55 percent) and/or expansion of a marketing department (34 percent). New innovations and technology (which was projected to be a major factor in hiring in 2018) is not nearly as important as it was last year. 19 percent of companies plan to expand their marketing team due to new innovations and technology. This is compared to 37 percent at this time last year.

needed to fill the roles. [The U.S. Bureau of Labor Statistics](#) reports that by December 2018 there were 7.1 million job openings and just 6.3 million available workers to fill them. Jobs were available, but there were not enough qualified candidates to fill them, yet, the increase in expectations for hiring indicates that marketing teams still need to hire.

Looking Forward to 2019

For 2019, 62 percent of marketers expect that they will hire for growth. While there may be some attrition within a marketing team, hiring managers believe they will see an increase in the total number on their marketing team by year-end. Thirty-three percent of marketers expect to hire, but keep their teams at the same number, and 5 percent will hire, but also plan to cut back more than they plan to hire.

2019 Marketing Budgets



Budgets are Also on the Rise

Another reason to be optimistic about the future of marketing is the expected allocation of marketing budgets. On average, marketing budgets will be about 5 percent of revenue, on par with last year's percentage. However, given revenues are projected to increase, we can predict that actual dollars allocated to marketing will also increase.

In last year's report, budget shifted slightly, with staff budget being reduced and vendor budget increasing. Looking ahead to 2019, that trend has reversed. Fifty-eight percent

of marketers expect their overall budget to increase, with staff budget increasing more than vendor or non-staff.

2019 Hires by Specialty

While none of the marketing categories we looked at are expecting significant cutbacks in 2019, our marketing leaders are embracing Digital Marketing and Research and Analysis, and plan to grow their teams.

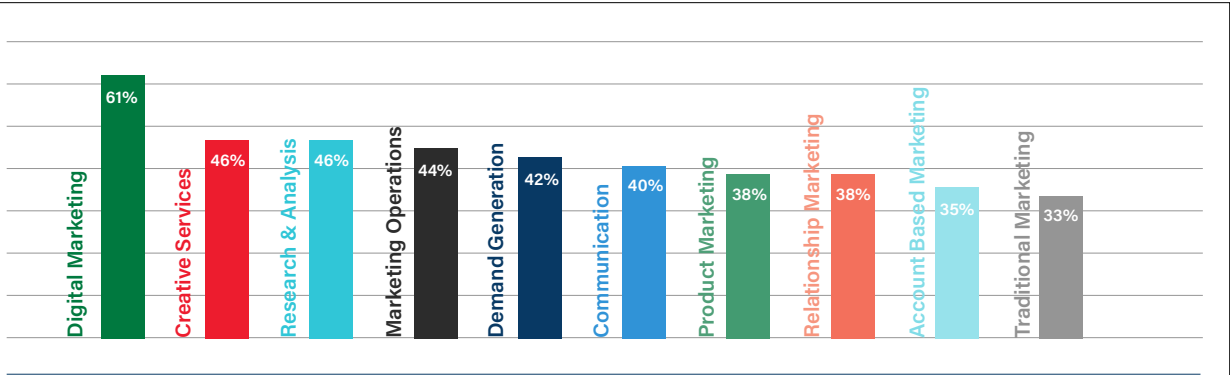
61 percent reported that they plan to add digital marketers to their team. With the advent of new technology, and an emphasis on digital marketing, the change in digital is part of a forward trend towards exploring new marketing software frontiers and a new generation that understands how to research, analyze, create and operate in this fast-changing field.

Research and Analysis and creative services are tied for the second most-frequently reported area of growth, with 46 percent of hiring managers anticipating an increase in team hires. Both of these are areas that have been historically outsourced to agencies, but more companies are bringing these services in-house and relying less on vendors and more on available DIY software tools.

New types of marketing specialists are also in demand, as the field changes and expands on ways to reach and engage target audiences. In 2018, we saw that 42 percent of marketing leaders said they are hiring people with expertise in Demand Generation and 35 percent reported looking for someone with experience in Account Based Marketing. As these specialties are closely aligned with driving increased revenue, we anticipate seeing additional growth and demand for these skills in the coming years.



61 percent reported that they plan to add digital marketers to their team... the change in digital is part of the trend toward exploring new marketing software frontiers."



2019 Hiring: By Specialty

Digital Marketing is expected to be the most in-demand specialty followed by a tie between research and analysis and creative services. Second tier growth will come from marketing operations, demand generation, and communications. Third-tier growth will come from relationship marketing, account-based marketing, product marketing, and traditional marketing. In addition to growth, we looked to see if there would be any cut backs in any particular specialty. There is no specialty that is in danger of being cut drastically. The small percentage of decreases was due to layoffs or not filling vacated positions.

Hiring by Seniority

Entry-level marketers who can demonstrate skills in traditional marketing, digital marketing, research and analytics, and communications will be in high demand all the way through mid-level. At the senior level we see a shift away from those skills and toward product marketing, communication and relationship marketing.

A few other skills to note:

Product marketing is not in high demand for entry level and junior level but is for mid-level and senior. Demand for digital marketers cools at the senior level – suggesting that senior level marketers may be viewed as being less proficient in these areas compared to their more junior colleagues.

What Skills Are Hot for My Experience Level?

Experience Level	What's Hot	What's Not
Entry level (just out of college)	Traditional Marketing	Demand Generation
	Communications	Marketing Operations
	Digital Marketing	Product Marketing
	Research and Analysis	Creative Services
Junior level (1-3 years experience)	Traditional Marketing	Marketing Operations
	Digital Marketing	Product Marketing
	Relationship Marketing	
	Research and Analysis	
Mid-level (4-10 years experience)	Creative Services	Communications
	Research and Analysis	Traditional Marketing
	Digital Marketing	
	Product Marketing	
Senior-level (11+ years experience)	Product Marketing	Demand Generation
	Communications	Traditional Marketing
	Relationship Marketing	Digital Marketing
	Creative Services	

Salary Satisfaction

With an average salary of \$107,100 it was surprising to find that only 41 percent of all marketers are satisfied overall with their compensation and only 44 percent believe they are compensated fairly relative to their position and local market.

To shed some light on satisfaction with compensation we looked at factors such as age and education and saw an interesting trend:

While they have different levels of satisfaction and agreement that they are compensated fairly, both Millennials and Gen Z score their overall satisfaction on par with their perception of receiving a fair salary. What does this mean? Perhaps the younger generation considers the importance of equality to their peers when determining satisfaction with their income. They may not all like what they are being paid, but they feel it is fair because it aligns with what others earn in similar positions in their market.

Gen Z are most satisfied with their compensation and most likely to believe they are compensated fairly relative to their market. Boomers are among the least satisfied, but also second to the Gen Zs in terms of believing they are compensated fairly.

Salary Satisfaction By Generation

	Boomer	Gen X	Millennial	Gen Z
Average salary	\$127,860	\$123,700	\$99,800	\$57,290
Satisfied with salary	40%	33%	43%	65%
Believe that they are compensated fairly relative to the local market	54%	38%	41%	65%

Salary Satisfaction by Education Level

Marketers with a master's degree are the least satisfied with their compensation, however, they are among the most highly compensated. Clearly their expectations for what they should be earning with a master's degree are not being met (only 40 percent believe they are being compensated fairly relative to the market).

By contrast, those without a college degree are the lowest compensated, but among the highest in satisfaction and in believing their compensation is fair. Those with a bachelor's degree may earn more than marketers without a degree, but we also see that only 44 percent of them are satisfied with their compensation. It appears that having a doctorate degree yields the ideal mix of dollars earned, satisfaction, and fairness.

Salary Satisfaction By Education Level

	HS Grad	Some College	Bachelor's Degree	Master's Degree	Doctorate Degree
Average salary	\$73,400	\$90,400	\$100,020	\$123,470	\$132,610
Satisfied with salary	64%	37%	44%	33%	67%
Believe that they are compensated fairly relative to the local market	73%	42%	40%	40%	83%

Benefits Satisfaction

Beyond salary, benefits are key pieces of the happiness puzzle when building an enticing package. We asked marketers if they were satisfied with their benefits and how important various benefits are to their job satisfaction. Less than half of marketers responding to the survey expressed high satisfaction with the benefits offered to them by their company.

Satisfaction With Benefits Offered

	Total	Boomer	Gen X	Millennial	Gen Z
Very/moderately satisfied with benefits offered	44%	39%	38%	49%	65%

When asked what benefits and perks are most important and what they would like to see offered by a company, the winning benefits are tangibles: salary, time off and growth opportunities. Free wellness screenings/checks onsite may seem like it should score higher given it is a tangible benefit for the employee. However, privacy and the idea of the employer knowing too much may be a deterrent.

Which Benefits are Important to You?

Baby Boomers 1946-1964 Telework edges out salary just a bit. But they want flexibility with work location and timing. In addition, unlimited sick leave and paid health insurance are more important to them.

Gen X 1965-1979 Salary and telework are nearly tied in importance.

Millennials 1980-1994 Salary far outweighs telework and flex time.

Gen Z 1995-2014 Different needs from the others. Professional development stipends are important to them – more so than salary. Also, eco-friendliness and social responsibility are of greater importance to this group of workers than to older generations.

While employers cannot realistically (or legally) offer different benefits to different age groups, being aware of what is important to each generation can help in recruiting and targeting different experience levels. Gen Z and Millennials represent a new generation of workers with different priorities and employers should consider the needs of this new generation when developing benefit packages.

Getting Help for a Daunting Task

Hiring managers face many challenges when it comes to recruiting and hiring. The most common concerns are too few quality candidates available, unqualified candidates applying, attracting talent, and making competitive job offers (see chart, page 9).

The challenge to find qualified candidates is a result of low unemployment. Candidates understand companies have

an urgent need to hire. They see that urgency as an opportunity to apply for positions for which they may not be qualified.

One way to remedy these challenges is through the use of an agency. Overall, 79 percent of organizations surveyed use an agency for recruiting, hiring, and contracting.

Those who use an agency for recruiting, hiring, or contracting are more likely to have faced the challenges of:

- Hiring managers / companies were having difficulties attracting talent
- Too many applicants and not enough time
- Candidates were dropping out of the process while the hiring managers were still interested in them

Most Common Hiring/Recruiting Challenges

Too few quality candidates	44%
Unqualified candidates applying	37%
Attracting talent	34%
Making competitive offers	33%
Too many applicants and not enough time	27%
Long and/or complicated hiring process	25%
First year retention	19%
Candidates dropping out of the process	17%
Not being in alignment with hiring partners (HR or other decision makers)	17%
Candidates backing out of a job offer after they accepted	14%
Low job offer acceptance rate	12%
Candidates exiting the recruiting process on their own when you are still interested in them	12%
Assessing soft skills	11%
Other (specify)	2%

How can agencies help organizations overcome these challenges? This is what hiring managers say about the benefits of using an agency:

"Although bringing in an outside agency adds time up front for them to get to know your company culture and values you look for in candidates, they are highly capable of bringing in candidates with the right skills."

"Depending on how niche the position is, outside agencies can bring very qualified candidates into the pool - including those who are not actively looking but may be open to a change."

"You just have to make sure the agency is clear about what you want, and that they are plugged into the community from which you want to recruit."

At McKinley Marketing Partners we have boots on the ground experience hearing our clients share the challenges they face and what agencies can do about those challenges. The top reasons hiring managers state that they use agencies are to:

- Save time
- Bring new ideas
- Reduce internal effort
- Bring good candidates to them
- Offer an unbiased approach to recruiting

While recruitment agencies may not solve all of an organization's hiring challenges, they can help make it easier and reduce some of the pain points.

It's a Candidate's Market

Be prepared for this year's buyer's market, where the candidate is king and queen. Our 2019 report offers cross-generational answers and an inside scoop to hiring managers in the marketing industry. Knowing that it is a buyer's market out there, a hiring manager needs to set out a table of enticing goodies, right near the check out line, in order to attract the specialty talent they are looking for, to sign and retain their recruit. A candidate wants to know what others in their same position find important and a hiring manager wants to know what each generation is looking for so they can find the right pieces of the benefits puzzle to properly nurture the candidate and help them on their career path. Insights from these results can help candidates and hiring managers to find the right work-life balance for each generation and to prepare for this year of expected growth.

The Phenomenon of “Ghosting”

But it's too late to say you're sorry
How would I know, why should I care?
Please don't bother trying to find her
She's not there

- The Zombies

When Joan Smith arrived for her first day of work, she had already been through some initial on-boarding paperwork. She had signed a non-disclosure agreement and a contract and received a security badge. She was introduced to colleagues, given a welcome package with the company branded mug and t-shirt, and was taken out to a lunch to welcome her to the company.

Ghosting: abandoning a job opportunity before getting an offer; accepting a job offer, then not starting the position; leaving a position in the first 30 days. All without any or little notification to the hiring manager.

On the second day, her seat was empty. Was she late or sick? Stuck in traffic? By noon HR had called her cell to check on her, but no answer. They sent her a text. No reply. They never saw her again and never heard from her again. She was gone. Her actions, now all too familiar, have a name: ghosting.

Many employers have experienced some form of ghosting firsthand; although less dramatic than disappearing after starting a job, ghosting after an interview or before starting a job can also be irksome. How can this pattern be stemmed? We tried to get to the heart of the matter by asking our respondents why this is happening. We

asked employers why candidates ghosted them, and we asked candidates who admitted to ghosting, why they did it.

We have to ask ourselves why this is happening now, and why it didn't happen as much before, at least not enough to be labeled as a phenomenon.

First, many of today's candidates grew up on social media and ghosting was a label given to what happens when someone breaks up with you or ignores you on social media or through texting. The social media generation grew up feeling that it was easier and acceptable to just cut off communication in order to send a message. This culturally accepted form of cutting ties has transferred itself to the workplace. What was once completely unacceptable and rare, to renege on a signed contract and not show up for a new job, has worked its way into the accepted norm. Just as “selfie” worked its way into the Oxford Dictionary in 2013, what was once a niche social media tag became a mainstream term.



The same day I accepted an offer, a much better offer and opportunity came to me so I called the first job and profusely apologized. I felt so unprofessional, but it was best for me.” - GEN X

Secondly, it's a “Buyer's Market.” this means that with 3.9 percent unemployment in December 2018, there are plenty of jobs and offers, and candidates with skills can be fickle.

In the past, when the unemployment rate was higher, hiring managers had the luxury of not responding. Applicants could wait for weeks after an interview and hear nothing. If the candidate had no friends or contacts at the company, they just had to wait to hear yes or no, and often they never got an answer. Now hiring managers are getting a taste of their own medicine with ghosting. With more jobs and fewer qualified candidates, the tables have turned.

Communicating with your candidate may not prevent it, but it can help avoid ghosting: after an interview, but before

an offer, the key is to keep the candidate informed of the process. Deliver on promises. If you say you will contact them by Friday – contact them by Friday even if it is just to say something like “Hey I told you I’d let you know something by today, but we have not made any decisions yet. We are still interested in you – can you give us a few more days?”

Why Do Candidates Ghost?

50% Exit during the interview process

Candidates reported that during the application and interview process they did more research and changed their minds, they decided to look elsewhere even before an offer was made. Some changed their minds during an interview when they discovered that the culture and fit was not right for them.

21% After an offer was made

These ghosting candidates accepted another job, often from an offer they were waiting on or hoping for. In some instances, the offer or work were not what they expected based on the interview.

16% Not what was expected first month on the job

Those who ghosted after they started the job discovered that the fit and culture were not what they expected, that the job description was not “as advertised” or they had not done enough homework to find out more about the role and the company they had joined.

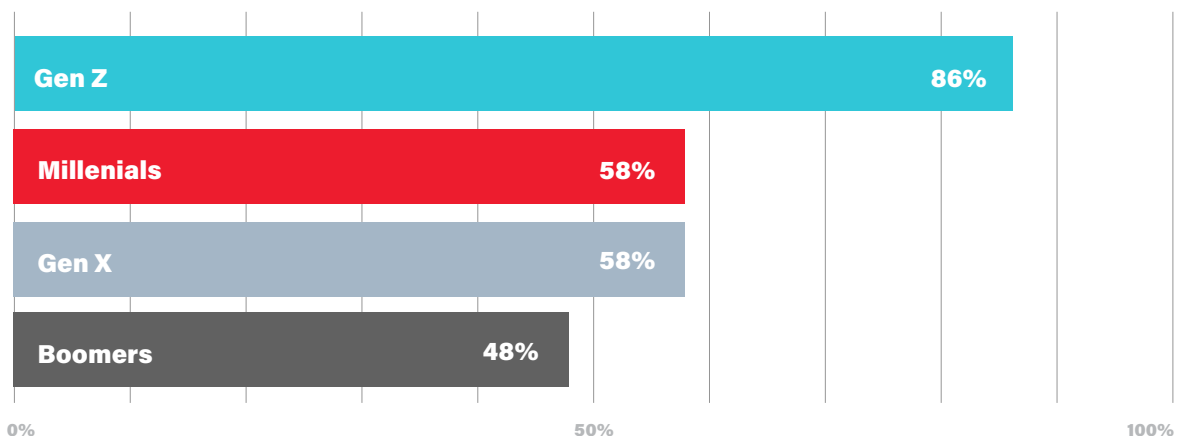
“ I accepted an offer which was significantly lower than my previous salary. I was unemployed at the time and actively search/interviewing for jobs at the time. I took the first offer available. I then interviewed somewhere else and was offered a much higher salary with benefits, so I backed out.” - MILLENNIAL

Interestingly, when looking at ghosting by seniority, C-level (including

vice-presidents) reported leaving the hiring process more than twice as frequently as their less-experienced counterparts!

Who Ghosts Most? Percentage of Job Seekers Who Have Ghosted At Least Once

Of our respondents, who have been looking this year, 60 percent have dropped out of an interview process, didn't start a job that they had accepted, or like Joan, disappeared from a job. Gen Z are the biggest culprits, with 86 percent revealing that they have ghosted a potential employer. However, all generations are ghosting: Boomers come out a little less ghostly at 48 percent, Gen X and Millennials were both at 58 percent.



Shedding Light on the Ghosts

Most of the time, those who leave after starting a job already had something in the works. Some said they left because the job changed after they started, or it was not what they expected in terms of pay structure, management style, or the vision of the company. We can assess that in order to stem the pattern of ghosting there are several issues to be addressed, such as the issue of Millennial pessimism and lack of loyalty, their need for a purpose and emphasis on mission and vision, to a desire for well-being and a work/life balance. A positive culture and good pay will attract Millennials and Gen Zers to jump in the car, but diversity and flexibility along with a cohesive purpose, culture and chance for professional development are the keys to ignite the engine of their loyalty. Millennials are prepared to move quickly to a better workplace experience.

According to the [2018 Deloitte Millennial Survey](#), "Millennials feel pessimistic about the prospects for political and social progress, along with concerns about safety, social equality and environmental sustainability. While young workers believe that business should consider stakeholders' interests as well as profits, their experience is of employers prioritizing the bottom line above workers, society and the environment, leaving them with little sense of loyalty."

Forbes contributor [Josh Bersin](#) notes the importance of focusing on employee productivity and wellbeing. He suggests that managers need to set clear goals, simplify their organizational structure, and make sure they have a rich set of wellbeing programs to offer that will see a return on investment in terms of loyalty and retention.





So, You've Been Ghosted

Employer comment:

“ I think they have learned [ghosting] from the employers. Employers were notorious for never getting back to people, and only letting them know what was going on if it turned out they wanted them to go to the next step.” - Peter Cappelli, management professor and director of Wharton's Center for Human Resources

Some never hear from ghosters again, some find out a few months later that they've taken another job. Recruiters are starting to keep notes when a new employee disappears, as some will reappear and reapply a year later. Recruiters are trying to make it harder for new employees to disappear without a trace, so that their ghostly reputation precedes them and prevents companies from getting burned twice.

Red flags that can help identify challenging candidates:

-  **Red flag #1: Delays and Slow Response Time**
When they don't respond immediately or within 24 hours or say "can I tell you next week" it is clear that they are not serious about the role.
-  **Red flag #2: Reminders**
When the candidate needs multiple reminders to send their references and the job offer is clearly forthcoming, it is a red flag that they are delaying to hold out for another offer.
-  **Red flag #3 Deadpan**
When the candidate has no questions, no excitement, and says 'yes' to everything, it is often a sign they are just on the market to see what is out there, but are not serious about the position and are about to say no or disappear.
-  **Red flag #4 Bait & Switch**
When the candidate asks for a specific salary, they appear to be happy to get it, but once the offer is extended, they immediately ask for more. If the new salary level is not met, they walk away without hesitation.

Ghosting can take many forms and there are red flags that help to identify when people will bail out. Not all ghosters are the kind who take a job and then disappear. "There are ghosters who are shoppers," notes Susan Aubuchon, Senior Vice President, Client Services at McKinley Marketing Partners, "and through our extensive experience in the marketing recruitment sphere, we have learned the behaviors that can identify when a candidate is only shopping or may end up ghosting from interviews or offers."

Remote and Distributed Teams

Pajamas and Pearls

Anna rose at 6:40 am and made herself a cup of coffee. She ran a comb through her hair, put on a dash of lipstick, and threw on a white cotton blouse and a string of pearls. Her flannel pajama pants and fuzzy slippers stayed on. She was ready for work; her computer camera showed the bookcase behind her and her torso, sans PJs. One by one her distributed global marketing team arrived in the virtual workroom for the marketing strategy meeting, each from a different time zone. She already took the time to get to know each of her remote colleagues in one on one calls. They also had a group “get to know you” meeting where each person shared something surprising about themselves. Anna was aware of how each person fit into the company’s culture and with her winning personality and optimism, she led the meeting to a successful conclusion.

“Sixty four percent of respondents believe that personality is the most important soft skill for a successful in-office candidate or a remote candidate.”

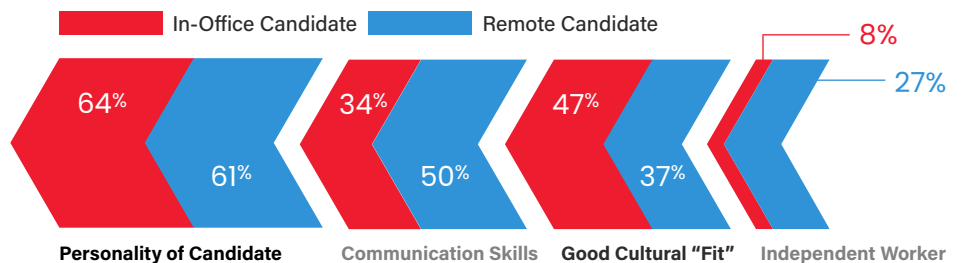
After three months on the job, Anna had yet to meet her boss or her colleagues in person. She was interviewed by phone and video conference by several supervisors and had conversations with each colleague. The questions they asked were about her skills and experience; did she have the desire to work on her own, manage her team from a home office and travel to meet the team several times a year? By 3:00 pm, she’d had several meetings, made herself lunch and gone for a run with her dog. She then worked for a couple of hours more on her own online retail store before going out to meet friends for dinner.

Why is Anna a perfect candidate for a distributed team? What traits and skills are you looking for when hiring a candidate for a remote role? If you were hiring Anna by video interview would you know what traits would make her successful in a remote role?

Our respondents believe that personality is the most important soft skill for a successful in-office candidate or a remote candidate. With

64 percent choosing personality as number one for in-office and 61 percent choosing personality as number one for a remote candidate, a winning personality is tied for importance. Communication skills jump ahead in importance for remote at 50 percent instead of 34 percent

Most Important Soft Skills of Job Candidates



Hiring managers looking for ideal remote candidates want independent workers and excellent communicators, while other skills are wanted for both in-house and remote workers.

for in-office candidates. The third most important trait ranked by our respondents for remote candidates is to be a good cultural fit within the organization. Although higher for in-office employees at 47 percent, than remote workers at 37 percent, the ability to mesh with the culture even when working from home is of paramount importance when hiring a remote candidate.

There are many good reasons to offer a remote option to employees, offering flex time to help in the work and life balancing act. For many marketing companies choosing to have a fully distributed team means choosing the right candidate with the right skills from a greater pool of talent and not being limited to hiring locally and near the office. Eighty-five percent of our respondents would hire a remote candidate if it means getting the right candidate for the job.



47

Percent of respondents who said they would definitely hire a remote candidate, which demonstrates a 21 percent increase from 2017.

When hiring remote team members:

Boomers

are looking for team players who can work independently and have good problem-solving skills.

Gen X and Millennials

look for personality, communication and leadership skills to match company culture.

Forty-seven percent said they would definitely hire a remote candidate, which shows us a 21 percent increase from 2017.

There are several good reasons for this increase, which include the exponential changes in technology that allow us to communicate and run our businesses from anywhere and the fact that we are in a full economy and it is a candidates' market. If you can find the right person and they want to work remotely, you are going to try and make it work for them and for your company.

While hiring managers are looking for personality, communication skills and candidates with a good cultural fit, they are also looking for people with an entrepreneurial spirit that approach their jobs as a business and want it to succeed. The ability to work independently is important, but not without the other skills that make a candidate successful within a team that is dependent on each other to succeed.

Not every generation has the same priorities when hiring a remote team member. Baby Boomers are looking for team players who can work independently and have good problem-solving skills. They want team members who don't require hand holding. Whereas Gen X and Millennials look first for personality, communication and leadership skills to match the company culture when hiring for a remote position or distributed team.

Comments from our **Millennial and Gen X respondents** reflect their fear of losing the company culture with a remote team.

According to **Millennials**:

"It's hard to fit into the strong agency culture while being remote."

"Remote workers and teams can develop an independent work culture, so careful attention needs to be put into efforts to project culture outwards and ensure that remote workers/teams are living the company's values."

"The company is new to remote working so many benefits are still only offered in the form of in-office treats, and the way management talks sometimes sounds like "us" and "them" with remote staffers being the "them."

Baby Boomers have different concerns:

"As long as they deliver, I see no problem."

"I think working from home has its benefits but sometimes people take advantage of it and work does not get done or quality suffers. I think allowing people to work from home occasionally to care for a sick relative, to run errands that can't be done after work, etc. has merits and should be taken into consideration based on the person and their maturity."

Marketers in the C-Suite and directors role are looking for managers who have the right personality to manage their teams remotely, whereas middle managers, who may be more hands on day-to-day, place higher importance on meshing with the company culture, education and the ability of the candidate to embrace change and work independently.



Hiring managers need to know what skills are needed and how to assess them to find the right fit for a remote role or when building a distributed team."

While the benefits of a virtual team can mean that everyone loves going to work and has a great attitude, the overhead costs for office space are reduced and employees may be available 24 hours a day, there can also be disadvantages. If team members are not a good fit, require hand-holding, and feel they need the support and camaraderie that comes with fitting into the culture in the office, this weak link can do more damage than an in-office misfit. Hiring managers need to know what skills are needed and how to assess them to find the right fit for a remote role or

when building a distributed team. And without ever taking off those fuzzy slippers, candidates can also learn what hiring managers are looking for to create a resume that emphasizes the skills that are prioritized for remote roles.

The Role of Ageism in the Workplace

“Don't go changin'...
to try and please me...”

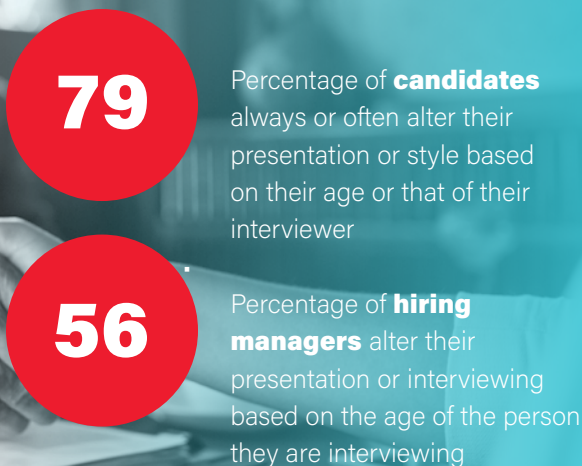
– Billy Joel

If you're a Baby Boomer or a member of Gen Z, you may be hyper-aware of the reality of ageism. You've run into skepticism of your skill set or saviness because of a perceived lack of experience. For Boomers the assumption is a lack of experience using digital tools. For Gen Z the assumption is a lack of experience in the workforce indicating they cannot handle large responsibilities. But no matter which generation you identify with, everyone in the workforce has something in common: we will all experience a beginning, middle, and end to our careers. So while

the unfair perceived assumptions within the realm of “ageism” may not be at the forefront of everyone's career concerns at the moment, rest assured, they more than likely will be at some point.

In our research we wanted to find out how ageism plays out in the workplace. We found that it manifested notably in adjustments to wardrobe, speech patterns, and even interview questions.

Interestingly, the older the candidate is, the less likely they are to change their appearance. Eighteen percent of Boomers would change their appearance. This is followed by 33 percent for Gen X, and 44 percent for Millennials and Gen Z. Perhaps Millennials and Gen Z are more concerned about adding credibility through appearance.



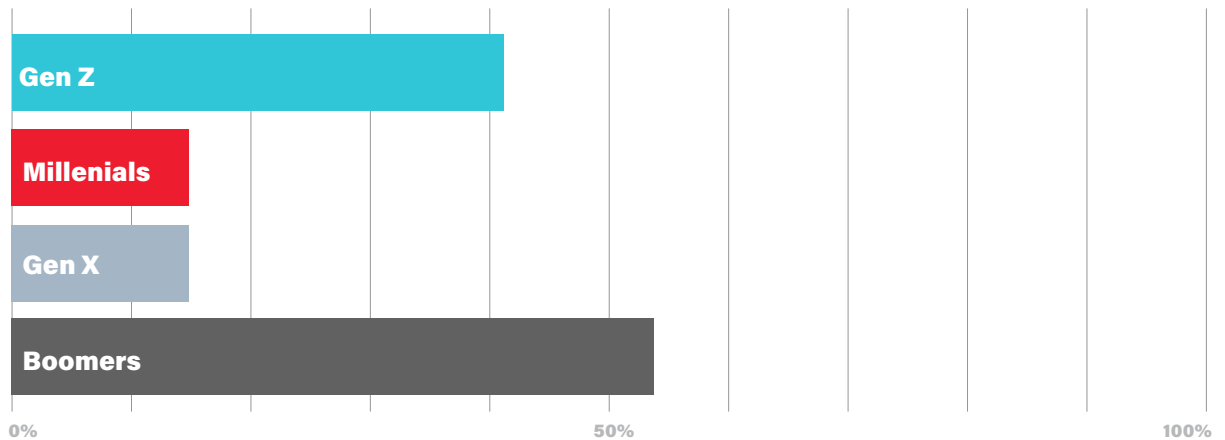
The open secret:

Overall, twenty-four percent of candidates are concerned that their age could be a deciding factor when it comes to the job search process. Boomers, those with decades of experience, are most concerned about ageism, followed by Gen Z—those newest to the workforce.

How Perceived Age Impacts Hiring

	Candidate	Employer
Change appearance	40%	43%
Change questions (employers) vs. plan responses (candidates)	61%	48%
Feel intimidated by older generation	30%	33%
Feel intimidated by younger generation	29%	30%

Are You Concerned About Ageism in Your Job Search?



Among employers, 67 percent believe applicants are screened out of the job search process due to their age, and not just occasionally. They believe it happens almost half the time (43 percent), and its Boomers and Gen X who are most frequently screened out.

“Age discrimination is rampant in my industry as well as most industries! It is never openly discussed nor can it be easily proved” - **BOOMER**

“Some people think we’re too young to do a professional job” - **GEN Z**

According to our respondents, Boomers are concerned that age will impact their job search, but they are against doing anything about it if it means being dishonest or unethical. They will opt to leave things off their resume that reveal age, such as the name of their university and types of degrees, while omitting the year of graduation. According to LinkedIn Editor-In-Chief Dan Roth, they have something to be worried about. A study from ProPublica and the Urban Institute says 56 percent of Americans over the age of 50 have faced or could face ‘employer-driven’ job loss. “This will affect everyone and the study shows it doesn’t matter your income, age, what geography you’re in, what industry you’re in.”

So how would you interpret that Baby Boomers are less apt to hide their age or change their story to fit the age of their candidate or interviewer? Baby Boomers are considered the most idealistic generation. They grew up in an atmosphere of post war optimism and feel they can challenge and change the world. Along with Gen X, they saw the fall of the Berlin Wall and exponential changes in technology with the advent of the Walkman and personal computer. But ageism is alive and well and they have had to adapt or get left behind.

For the Millennials, the free-wheeling 60s was something they saw in the movies. They went to work changing the world through technology that had already started to become the norm.

Gen Z, considered the first fully digital generation, are multitasking, and fluent in the digital world. While 56 percent of Gen Z would predetermine the narrative of their story to adapt to the age of their interviewer, only 18 percent of the “let me be myself” Boomers would change their story depending on the age of their interviewer. Perhaps Boomers can speak more easily about themselves, having 30 years of experience doing so, than Gen Z who needs to prepare more meticulously to tell their story based on little experience sharing their story and limited examples from which to choose.

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Percentage of older workers who will be **forced out** of jobs after the age of 50; 90 percent of whom will **never recover** the same income level.

And yet the youngest generation has a clear instinct for survival and adaption, 61 percent would ask an older person for advice. We found that the oldest generation in the workforce, the Boomers, had more in common with the youngest, Gen Z, than with Gen X and Millennials between them. But when it comes to omitting their age on their resumes, Gen X felt they had more to hide, coming out at 50 percent while the Boomers and Gen Z were of the same mind at 33 percent.

Clearly not just the Boomers are feeling that ageism will affect their job applications.

Of the 15 percent of respondents who would falsify their age on their resume, the Millennials and Gen Z came out as the ones most willing to lie. Thirty-three percent of Gen Z would falsify their age and 22 percent of Millennials.



Very young candidates don't have enough experience in my field. We are not big on training on the job. You need to be an expert already. If you are on the older side, you may be grilled more to prove you have the technical skills and expertise, since many over 50 are not as savvy as younger folks" - GEN X

So, what is the perception versus the reality? Both ends of the spectrum feel that they have to worry about being perceived as too young or too old for a job and that age will impact their job search. We see clearly that not just the older generation feels they have to overcome the stereotypes associated with their age group, with 54 percent of Boomers and 41 percent of Gen Z both feeling the sting of ageism, while Gen X and Millennials (each at 15 percent) feel it's now their time. The Gen X crowd is saying, "Hey, I got this, I don't need to ask for advice or change anything."

In Which Portions of the Work/Hiring Process Does Age Play a Factor?

Category/Overall %	Overall Average	Boomer	Gen X	Millennial	Gen Z
Ask someone older for advice	49%	18%	23%	59%	61%
Pre-determine stories based on age	48%	18%	30%	34%	56%
Change your appearance in an interview	40%	18%	30%	44%	44%
Omit information on application that reveals your age	33%	27%	50%	34%	33%
Omit information on a resume that reveals your age	32%	46%	30%	20%	28%
Feel intimidated when interviewing with someone older	30%	9%	10%	29%	50%
Feel intimidated interviewing with someone of a younger generation	29%	18%	15%	17%	28%
Ask someone younger for advice	24%	0%	15%	22%	28%
Falsify information about your age on application	16%	0%	15%	24%	22%
Falsify information about your age on resume	15%	0%	0%	22%	33%

Marketing leaders said that age makes a difference to them in the interviewing process. The older generation feels less need to change their appearance and is less intimidated by younger candidates. They also feel less of a need to ask advice of someone younger.

When we asked hiring managers about adjusting their answers and appearance, there were similar responses, except (see chart page 18) for changing questions versus planned responses. Employers are more likely to pre-plan questions based on the age and experience of the person they are interviewing more often than candidates may realize. Candidates who can learn to speak to the needs and concerns of their interviewer's generation will have an advantage. Millennials and Gen Z are inclined to change interview questions. This could be because they are new to the process and are adapting as they go, or it could be because they have biases toward the older generation that they perceive to be less tech savvy. They are often assessing the technology skills of older candidates as well as their ability to collaborate and fit into the culture of the team.

“Marketing is so different than it was 5-10 years ago that people making decisions often don't understand what the job description means.” - MILLENNIAL

“Where I've seen it impact the most is with team fit. Very few older staff members are able to work effectively in a group of all Millennials.” - MILLENNIAL

“Employers are looking to hire young people that are willing to work crazy hours for significantly less pay.” - GEN X

Herding Cats...and Kittens

How good are managers at managing a multi-generational workforce? Only about half of our respondents feel their manager is well prepared to manage diverse age groups. The younger the generation, the less likely they are to believe their manager is prepared to lead them. Generally, though, respondents felt that their manager was better suited to manage their own generation, while being less prepared when there were bigger age differences.

Opinion: My Manager's Ability to Manage Different Generations

	Boomer Employee	Gen X Employee	Millennial Employee	Gen Z Employee
Boomer Manager	74%	58%	41%	42%
Gen X Manager	56%	53%	42%	42%
Millennial Manager	33%	45%	52%	33%
Gen Z Manager	23%	35%	41%	50%

Each age group feels their manager is the most prepared to lead members of their own generation. Possibly, this speaks to an overall satisfaction with their manager.

And yet, despite their belief that their own age group is the best group to manage them, Boomers and Gen X feel they are least prepared to lead Millennials and Millennials do not feel they are well prepared to lead their own age group. Interestingly, Gen Z feels confident that they can lead Millennials.

Opinion: How Well Prepared are You to Manage Different Generations?

My Generation:	Boomer Employee	Gen X Employee	Millennial Employee	Gen Z Employee
Boomer Manager	81%	50%	33%	62%
Gen X Manager	73%	64%	33%	52%
Millennial Manager	54%	58%	57%	38%
Gen Z Manager	46%	44%	63%	48%

It seems biases and beliefs are well ingrained! Ageism is alive and well. So what can be done about it? Hiring managers need to truly understand the culture of the team for which they are hiring. Can the team and its managers adapt to a diverse and multi-generational workforce? The keys to a successful hire are first to accept that these biases exist and then understand the needs of the role they are hiring for, both from the technical skills side as well as the generational and cultural fit within the company.



Only about half of respondents believe their manager is well prepared to manage diverse age groups.

Interestingly, both the candidate and the interviewer may have biases and sensitivities about their age and experience. If you're looking for a job you might do well to know the age group of your interviewer before you arrive and be prepared to address potential biases. Perhaps, by understanding the perspectives of each generation, one by one we can build multi-generational teams that learn from each other and work together to overcome ageism.

Conclusion

We are entering the last teenage year of our new century and 2019 promises to be a year of growth. Babies born at the turn of the century will be graduating from college and entering the workforce in just a few years. Will you be prepared for the new era of marketing with a new work culture, exponential changes in technology, multi-generational teams and long distance communication between team members?

Growth will occur as companies harness the power of new technology to improve how we live and work. We will build teams that work together in an office and in a virtual world, communicating from long distances. It's a buyer's market for the job seeker and we need to meet the needs of each candidate according to their generational preferences. We've all got to up our game: hiring managers and candidates need to finesse inter-generational communication in the digital age to attract, retain, and nurture each team member.

These findings can prepare us to grow as individuals, to be aware of our own personal biases in ageism, and understand how others might feel when they are from a different generation than our own, whether we are the recruiter or the candidate. By listening to the voices of our industry we can hope to thrive as individuals in successful team structures, whether remote or on-site. Knowledge and insight can help us grow as individuals and teach us how to improve life for ourselves, our neighbors, and the planet as a whole.





About McKinley Marketing Partners

Our team at McKinley Marketing Partners is recognized across the marketing landscape as “Masters in the Art of Recruitment.” Throughout our 24-year history, we have been a trusted source to fill both contract and direct hire positions with marketers whose passion and experience enable them to quickly deliver impressive results.

McKinley Marketing Partners works with companies and organizations with a variety of skill sets, from traditional and digital marketing to creative, communications and market research and analysis. Our marketing expertise, combined with a carefully refined recruiting process, helps us deliver specialized marketing talent quickly.

McKinley Marketing Partners has been named to *Inc. Magazine's* 5000 fastest growing private companies in the U.S. three times. The company has also received consistent recognition as a top staffing organization by multiple outlets including both the *Washington Business Journal* and the *Dallas Business Journal*.



Connect with McKinley Marketing Partners

Top Marketing Talent. Top Companies.

We provide the connection for contract and direct hire positions from our carefully vetted, thoughtfully chosen candidates.



2019 Marketing Hiring Trends: Contributors

Michelle Boggs | **President and CEO, McKinley Marketing Partners**

As McKinley Marketing Partners' co-founder and first employee, Michelle now serves as the company's President and CEO. After working in sports marketing for a decade, she decided to switch gears and begin consulting independently. As a marketing consultant, Michelle was able to leverage her marketing and business development skills while maintaining a healthy work-life balance – an experience she wanted to share with others. As a result, in 1995 she co-founded McKinley Marketing Partners and, even after all these years, she is still thrilled by the results it delivers to clients and candidates.

Scott Koenig | **Consumer Insights and Strategic Marketing Consultant**

Since 2000, Scott has been providing strategic marketing direction to businesses in a wide range of industries, helping them to understand their business, the market, and the customers they serve. In addition to his work as a marketing and market research consultant, he has served in leadership functions within the American Marketing Association, has taught university-level marketing and business courses, and has been published in market research industry publications.

Doveen Schecter | **Content Developer & Brand Storyteller**

Serving multinational tech, hospitality and finance clients in New York and Hong Kong, Doveen Schecter creates content and tells brand stories with a global perspective. She is the ghostwriter of two corporate history books, co-author of two books on Russia and author of more than 40 travel and design magazine features. Doveen recently returned to the US after 20 years in Hong Kong, where she founded her own scrapbooking and gift company, Dove of the East, and ran her own marketing consultancy, Yaza Asia. Now based in New York, Doveen is leveraging her vast design, sourcing, manufacturing and marketing experience to help clients create their brand story and develop, launch and promote a range of new products.

Hilary Sutton | **Content Marketing Consultant**

Hilary Sutton serves as a content marketing consultant at McKinley Marketing Partners. She runs HSL Enterprises where she works as a consultant, coach, writer, and speaker. In 2013 Hilary started a blog at hilarysutton.com to explore digital media, creativity, personal development, and careers. In 2015 she launched HSL Enterprises Courses to provide workshop-style teaching around concepts that had grown popular on her blog. She is the author of an eCourse, three workshops, two eBooks and is the host of the podcast *Hustle & Grace with Hilary Sutton*.



2019 Marketing Hiring Trends: Methodology

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

The survey was open to marketing professionals across all industries throughout the U.S. from October 26 - November 21, 2018. To qualify for the survey respondents needed to be currently working in a marketing role or have experience working in a marketing related role. Questions specific to hiring practices among employers were only asked of those who have influence in hiring decisions. Likewise, questions about marketing budgets were only asked of those who would have knowledge of their marketing team budget.

Upon completion of data collection, the data was reviewed for accuracy and suspect data was eliminated from the analysis. Of the 325 marketing professionals who completed the survey, 263 were employed in various roles and job titles across a mix of company types and sizes - from solo consulting practices to publicly traded enterprises with revenues of more than \$100 billion.

Notes:

For reference throughout the report, "hiring managers" refers to those with hiring authority within their marketing team.

Where applicable, comparisons to previous McKinley Marketing Partners trends reports are included.

Marketing Expertise

Digital Marketing	10%
Traditional Marketing	8%
Relationship Management	7%
Account Based Marketing	4%
Demand Generation	3%
Research & Analysis	7%
Creative Services	11%
Communications	12%
Marketing Operations	10%
Product Marketing	7%
Other	3%

Marketing Seniority

C-Level (including President and Vice-President)	20%
Director/Senior Manager	26%
Manager	34%
Associate	12%
Consultant/Contractor	7%
Other	2%

Region Represented

Midwest	9%
Mountain West	2%
Northeast	38%
Southeast	25%
Southwest	17%
West	9%

Education Level

High school graduate or less	6%
Some college	14%
Bachelors degree	40%
Masters degree	36%
Doctorate degree	4%

2019 Marketing Hiring Trends: Methodology (continued)

Years of Work Experience

Less than 1	3%
1 to 3	17%
4 to 10	33%
11 to 20	28%
21+	18%

Currently Employed

Yes	81%
No	19%

Generation

Baby Boomer (b. 1946 – 1964)	15%
Generation X (b. 1965 – 1979)	32%
Millennial (b. 1980 – 1994)	44%
Generation Z (b. 1994-2014)	9%