



MCKINLEY MARKETING PARTNERS
Masters in the Art of Recruitment

2017

MARKETING HIRING TRENDS:
AN IN-DEPTH REPORT ON FACTORS
SHAPING DEMAND FOR MARKETING
AND CREATIVE TALENT AT NONPROFIT
ORGANIZATIONS AND TRADE ASSOCIATIONS

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The rules of marketing have not changed, but the tools marketers use to carry out the rules are evolving. This year we see an even greater transformation in digital tools used by nonprofit organizations and trade associations to reach their audiences. To remain relevant, organizations must embrace these new tools while holding on to the basic tenets of marketing: stand out, differentiate, and prove value to stakeholders. This requires having the right technology in place and a structure that will foster success. The most important piece of the puzzle, however, is people. Without smart marketing hires, even the best-laid plans can fail.



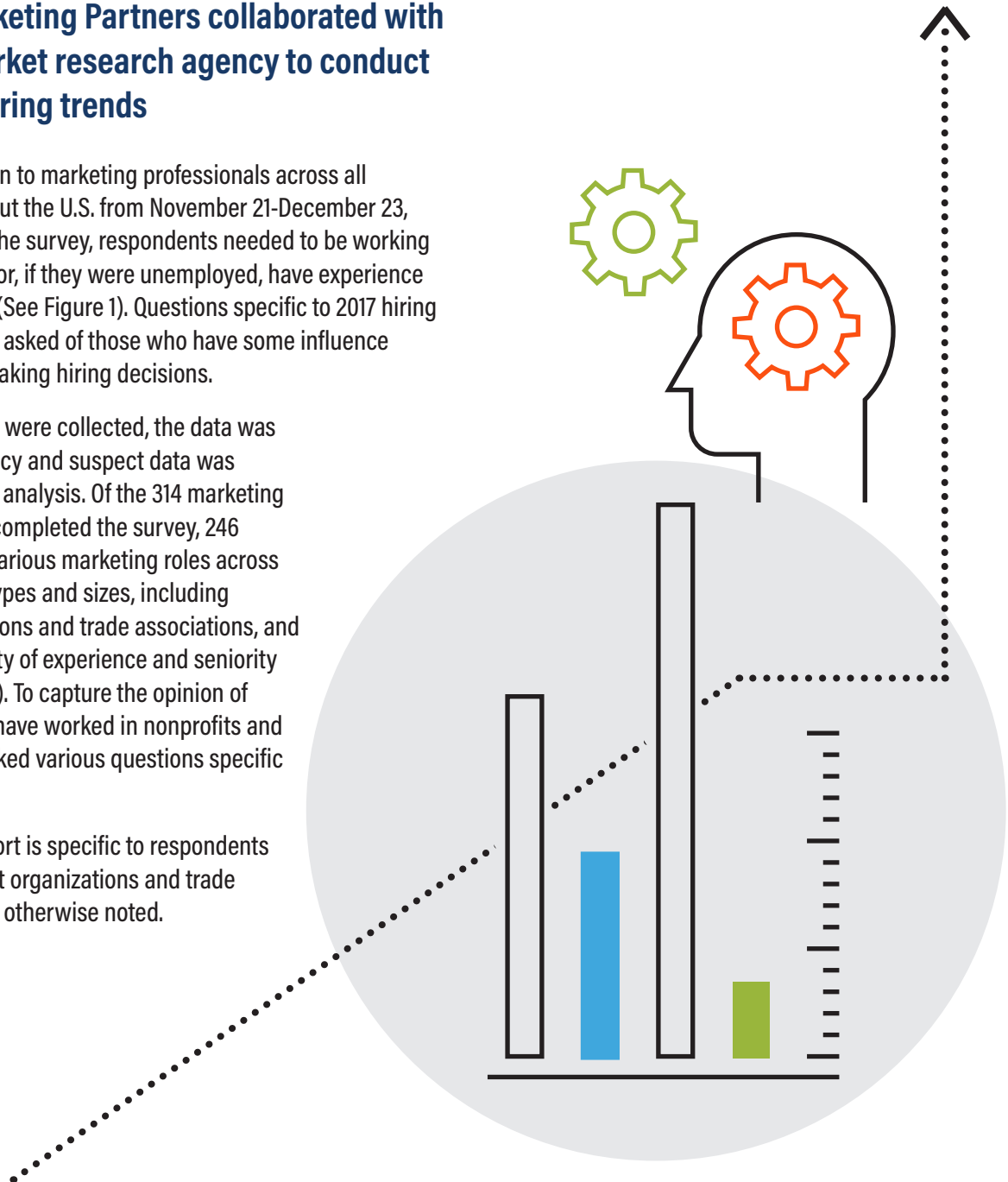
2017 MARKETING HIRING TRENDS AT NONPROFITS AND ASSOCIATIONS: METHODOLOGY

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

The survey was open to marketing professionals across all industries throughout the U.S. from November 21-December 23, 2016. To qualify for the survey, respondents needed to be working in a marketing role or, if they were unemployed, have experience in a marketing role (See Figure 1). Questions specific to 2017 hiring practices were only asked of those who have some influence when it comes to making hiring decisions.

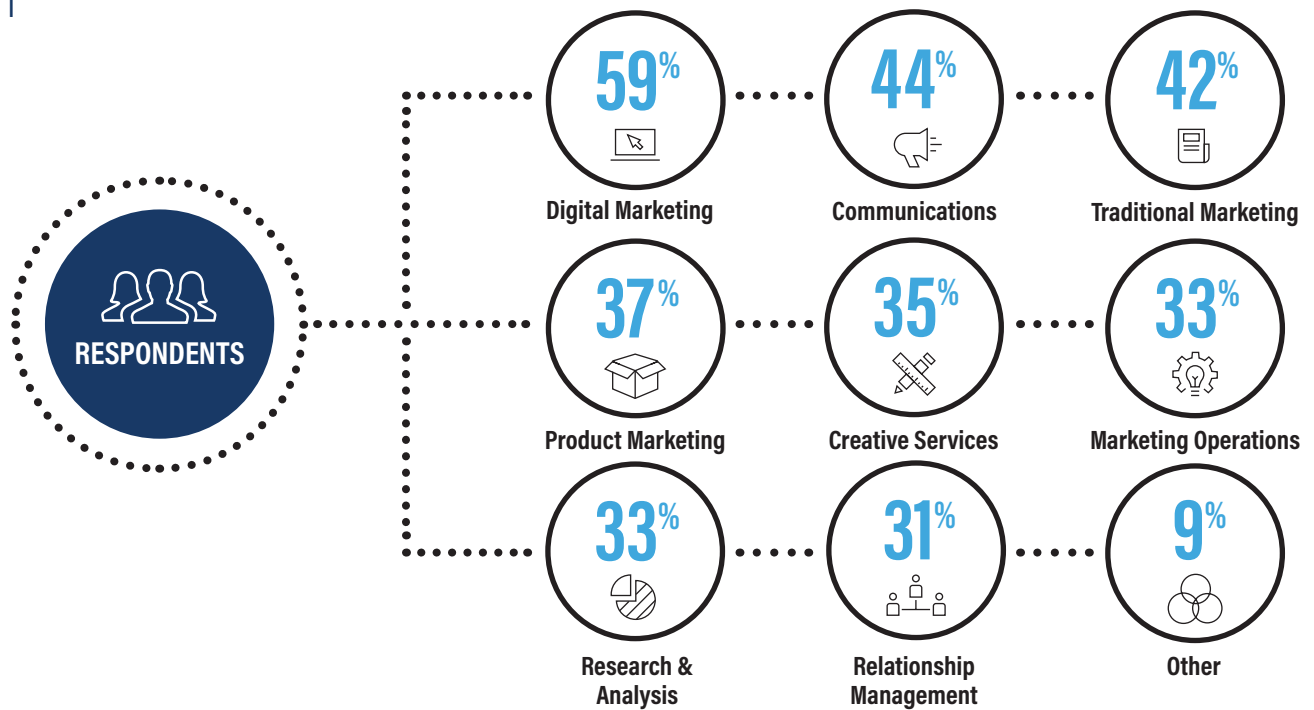
Once the responses were collected, the data was reviewed for accuracy and suspect data was eliminated from the analysis. Of the 314 marketing professionals who completed the survey, 246 were employed in various marketing roles across a mix of company types and sizes, including nonprofit organizations and trade associations, and represented a variety of experience and seniority levels (See Figure 2). To capture the opinion of those who work or have worked in nonprofits and associations, we asked various questions specific to this cohort.

The data in this report is specific to respondents working in nonprofit organizations and trade associations unless otherwise noted.



Job Roles of All Respondents

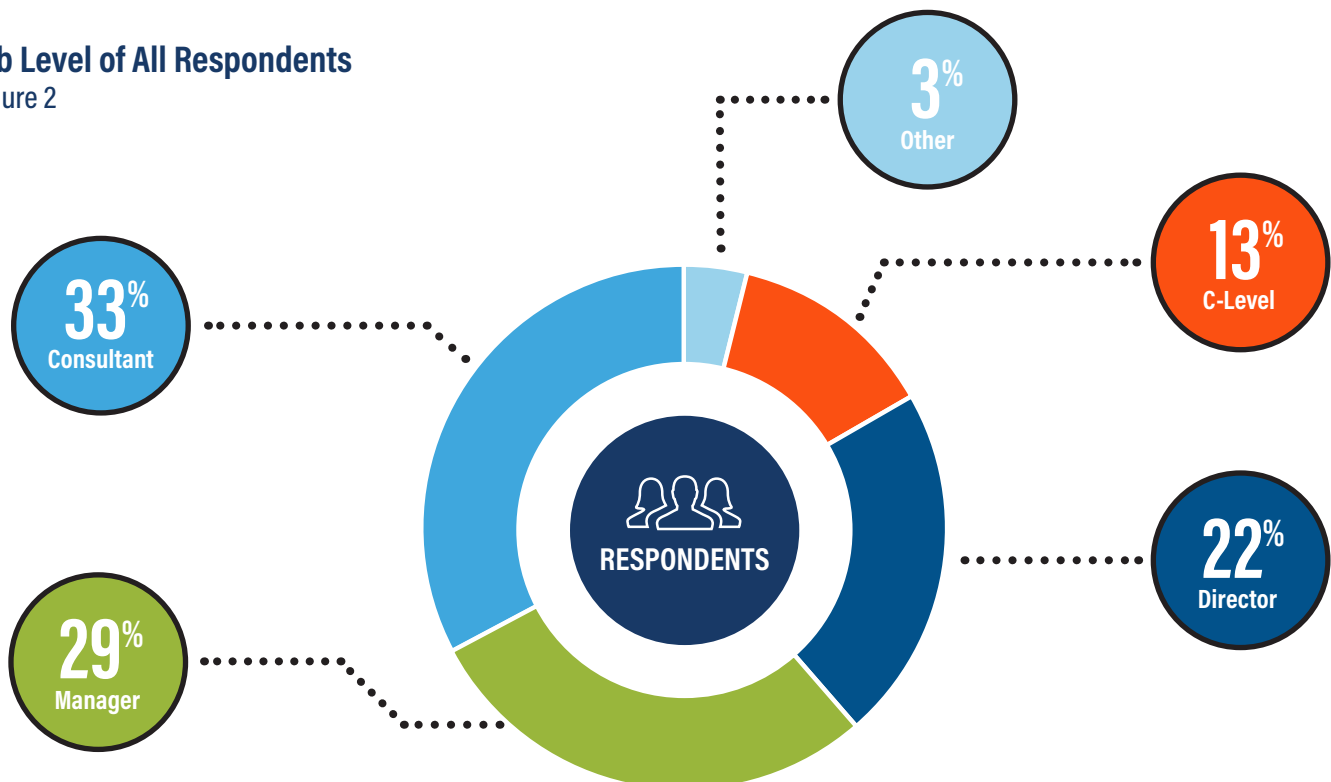
Figure 1



** Respondents could select more than one option.

Job Level of All Respondents

Figure 2



KEY FINDING: NEARLY HALF OF NONPROFITS AND ASSOCIATIONS PLAN TO HIRE MARKETERS THIS YEAR

Growth and backfill fuel the demand for marketing talent in 2017

Nearly half of nonprofits and associations surveyed (48 percent) plan to hire marketers this year compared to 53 percent of all marketing hiring managers surveyed. Thirty-eight percent of those nonprofit hires will result in an overall larger marketing staff.

Additionally, 20 percent of nonprofit marketers surveyed report plans to cut back on marketing staff in 2017. While a majority (15 percent) plan to backfill or hire in other areas, five percent expect these cutbacks to result in an overall smaller marketing team (See Figure 3).

One-third of respondents (33 percent) cited company growth as the top factor affecting their organization's hiring plans this year. On the other side, companies planning to reduce or maintain staff at current levels cite employee turnover, market conditions, and budgets cuts as the main reasons for not hiring additional staff.

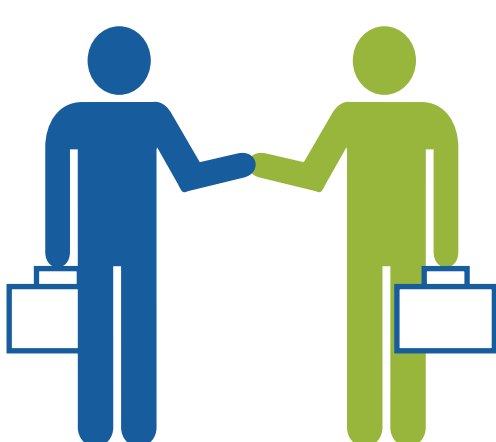
Interestingly, only five percent of those working in nonprofits cited innovations and technology as factors affecting hiring plans for 2017. This suggests organizations still place a premium on strategic thinking regardless of the tools used.

2017 Hiring Plans

Figure 3

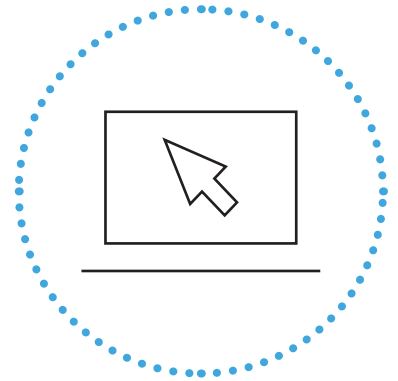


- 47%** Keep staff the same, no hires or cutbacks planned
- 33%** Hire in some areas, no cutbacks planned
- 10%** Hire in some areas while cutting back in others, resulting in the same number of marketing staff
- 5%** Hire in some areas while cutting back in others, resulting in net gain of marketing staff
- 5%** Cut back in some areas with no plans to hire (backfill), resulting in smaller marketing staff



KEY FINDING: DIGITAL MARKETING SKILLS ARE HIGHEST IN DEMAND AT NONPROFITS AND ASSOCIATIONS

Advertising, Display Marketing, and Content Creation are expanding the influence of Digital Marketing



Like other industries at the national level, nonprofit organizations and trade associations will hire more digital marketing and creative services professionals than any other marketing specialty this year. Of those who are hiring, **50 percent will hire professionals with digital marketing expertise** (See Figure 4). **The top requested digital marketing skills are display marketing, digital advertising, content creation and curation, and email.** The continued growth of the digital marketing workforce in this sector perhaps illustrates an evolution in marketing strategy and outreach activities.

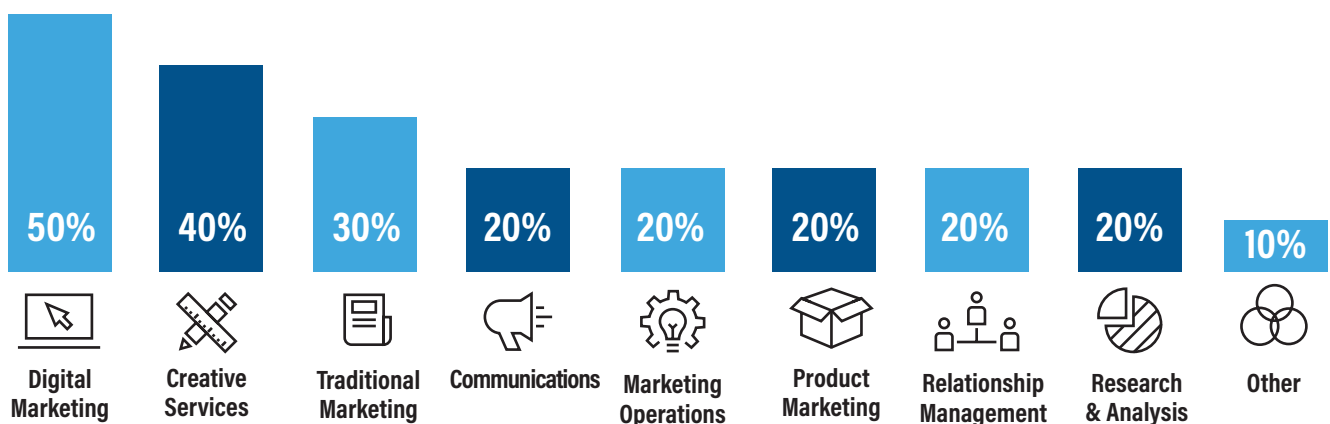
The second highest area of hiring is **creative services, with 40 percent of hires expected** to come from this group. **The top requested skills in creative services are copywriting, visual design, and web design.**

Interestingly, **30 percent of nonprofit marketing hires will require some degree of traditional marketing expertise**, whereas only 18 percent of marketing hires at the national level across all industries will need the same skill set.

Regardless of the job title or function, nonprofit employers look for candidates with digital marketing skills. This is especially true with communications and creative services but is also important in specialties where digital marketing has historically not been required such as in traditional marketing.

2017 Demand for Marketing Talent by Function

Figure 4



** Respondents could select more than one option.

KEY FINDING: THE USE OF MARKETING AUTOMATION PLATFORMS CONTINUES TO GROW

More nonprofits and associations are recognizing the value of these tools

Along with their commercial and government counterparts, more nonprofit organizations and trade associations are using marketing automation platforms. In fact, 57 percent are currently using these tools to bring efficiencies to their marketing programs, and an additional 19 percent report plans to implement an automation platform this year.

Often, the importance of marketing operations to the successful implementation of a marketing automation platform is overlooked. There are, however, signs that the tide may be turning this year at least where nonprofits are concerned. It is encouraging to see the number of projected nonprofit marketing hires requiring marketing operations

expertise (20 percent) so closely mirror the number of nonprofit marketing teams planning to implement an automation program this year (19 percent). This suggests that nonprofit and trade associations recognize not only the value of automation but more importantly the importance of having the right talent in place to set up and leverage these powerful tools.

We cannot overstate the importance of having someone on your team who can take ownership of the platform and train others on how to use it to its fullest potential. Nuances of a particular platform can be learned, but an organization will benefit most from someone who understands the business and appreciates its marketing automation goals.

KEY FINDING: THE SEARCH FOR DIGITAL MARKETERS WILL BE TIGHT

Those working in digital advertising, display marketing, and content creation and curation are the most sought after

This is a great year to be a digital marketer. **Digital marketing remains the most hired for area of expertise in marketing (50 percent) (See Figure 4, page 7)** with only a fraction of digital marketers actively looking for new opportunities. A shallow talent pool means less applicants, more aggressive competition, higher salary requirements, and the need to move quickly. As such, organizations should be ready to move fast if they find the right candidate. Creative professionals and traditional marketers will find slightly more opportunities at nonprofits and trade associations than other industries.

To quantify the supply of marketing talent in 2017, we asked respondents to describe the status of their job search:



Look for new jobs
at least weekly



Look for new jobs
occasionally



Minimal effort
into job search



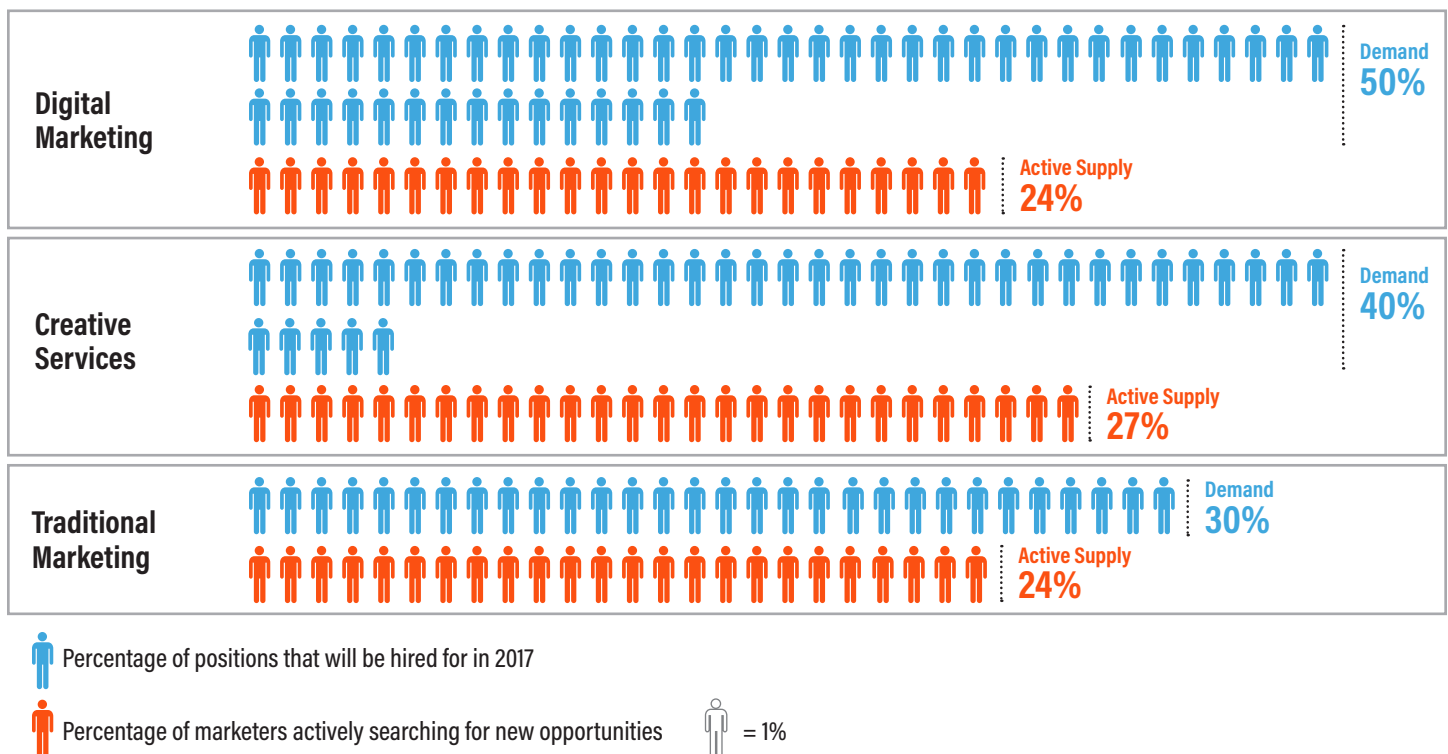
Not looking
at all

We then compared the active supply, those who reported looking for new jobs at least weekly, with the demand for those working in digital marketing, creative services, and traditional marketing (See Figure 5).

2017 Hiring Landscape by Marketing Function

Demand for Marketing Talent and Available Supply of Active Job Seekers

Figure 5



Demand exceeds the active supply of talent in digital marketing, creative services, and traditional marketing, suggesting successful organizations will employ advanced sourcing and recruiting tactics to tap into neutral and passive talent pools. **Nowhere is the talent shortage more apparent than in digital marketing where demand is more than twice the available supply.**

Marketers with largely traditional backgrounds may face fewer opportunities in a crowded job market overall, but they will find a very different hiring landscape in nonprofits and associations with greater demand, 30 percent compared to 19 percent nationally across all industries.

Effective positioning of an organization's values and culture will help garner attention and attract the best candidates. Marketers across all functions can strengthen their resumes and LinkedIn profiles by quantifying their impact.

Note: Active supply is determined by looking at all marketers including the nearly 10 percent of respondents who said they would not consider working for a nonprofit or association.

KEY FINDING: ONLY 10 PERCENT OF THE NONPROFIT/TRADE WORKFORCE IS ACTIVELY SEARCHING FOR A NEW ROLE

Only 10 percent of nonprofit and trade association marketers are actively searching for a new role, compared to 27 percent of all marketers surveyed. Nearly one-third are not looking at all (See Figure 6).

Additionally, 67 percent of those currently working in nonprofits would consider a new opportunity in the same arena.

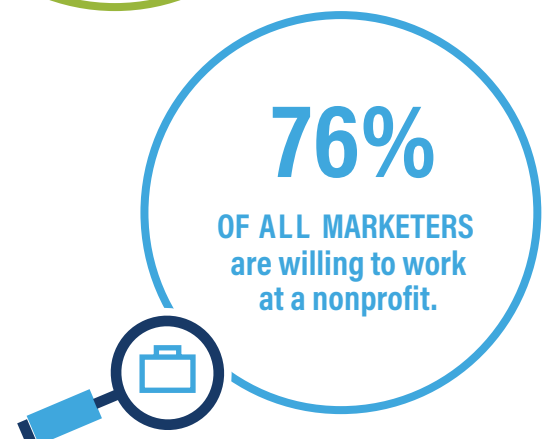
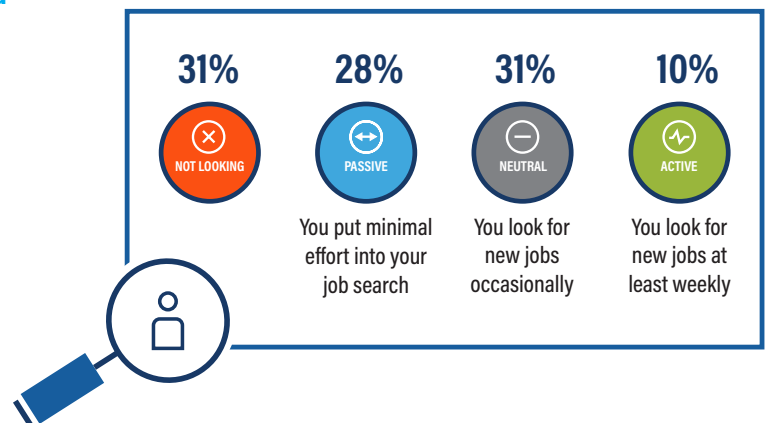
KEY FINDING: MORE THAN THREE-QUARTERS OF ALL MARKETERS WOULD CONSIDER A NONPROFIT OPPORTUNITY

Some marketers believe working at a nonprofit is more meaningful and brings more job satisfaction

Seventy-six percent of all marketers surveyed said they would consider a new job opportunity at a nonprofit organization or trade association. Reasons cited include the ability to make a positive change in society, to give back and help others, and to do meaningful work. In comparison, only 67 percent of marketers with nonprofit experience, current or previous, said they would consider working in that same sector.

Job Search Status

Figure 6



Perceptions about working in nonprofits:

There is a strong belief by all marketers that nonprofit salaries are lower than the salaries for similar roles in other industries. There is also a strong belief that marketing budgets are proportionally smaller. Armed with this knowledge, recruiters and hiring managers should be proactive in their approach and be prepared to answer related questions during the interview process.

The perception also exists that marketers should be passionate about the organization's mission to work there. As you will read on page 14, passion is something hiring managers find appealing but is by no means a dealbreaker. Most respondents agree that employees who believe in the cause of the organization are less likely to be tempted by more lucrative opportunities.



Reasons why marketers *would* consider working at a nonprofit or association:

"It's easier and more satisfying to work hard when you believe the KPIs you're hitting are advancing a cause you believe in."

"If you work for a cause, it's more rewarding than working for a paycheck."

"I feel like I can make a positive change in society."



doesn't pay well
lower pay
lack of benefits
low salary
overworked
small budgets
no challenge
low income

KEY FINDING: SALARY INCREASE IS THE MAIN REASON MARKETERS WOULD SWITCH JOBS

Nonprofits and trade associations can entice certain candidates with benefits and perks

Regardless of job search status, 52 percent of those working in nonprofits and associations cited salary increase as the primary motivation for switching jobs. This compares to 49 percent for all industries at the national level. Another 24 percent of those in nonprofits and trades said career advancement was also an important consideration (See Figure 7).

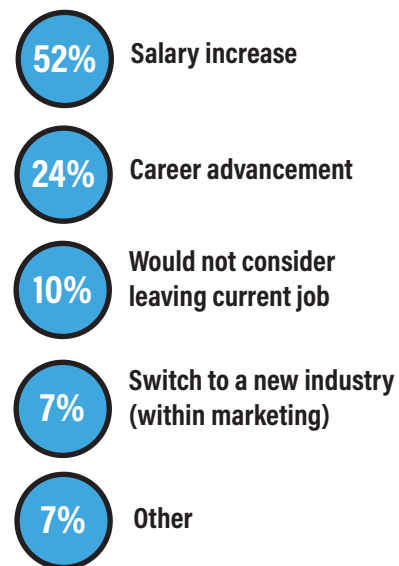
Overall, 79 percent of marketing professionals working in nonprofits and trades are satisfied with the benefits package offered by their employer. Organizations that don't offer health insurance can still maintain a high level of satisfaction with their benefits package if they offer paid time off for illness and vacation, flex time, and telecommuting options.

Nonprofit and association marketers appear to value sick leave and vacation time slightly more than those working elsewhere while flex time, summer hours, and Fridays off are less important.

Marketers do value the ability to work from home on occasion to help ease a lengthy or stressful commute and to balance their working hours (i.e. telecommuting). Other benefits they value include gym memberships and wellness programs, retirement and health savings accounts, and transportation benefits.

As a hiring manager, it's important to know what candidates want and use it to your advantage when recruiting.

Motivation for Switching Jobs
Figure 7



flex time 401K sick leave vacation
laptop gym paid time off
membership benefits
summer hours telecommuting

KEY FINDING: THE USE OF REMOTE WORKERS CONTINUES TO DECLINE

Even though more than half of respondents would consider remote workers, this represents a downward trend

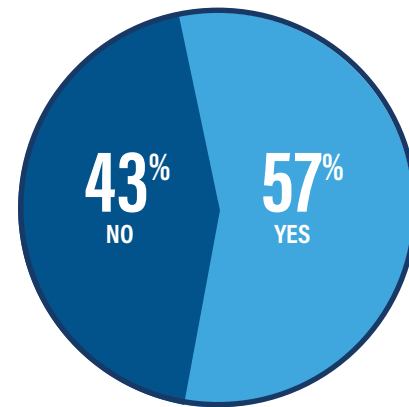
Fifty-seven percent of nonprofit and association hiring managers say they would consider hiring remote marketers (See Figure 8) for such things as marketing and communications support, graphic design, or conference registration, to name a few.

Remote workforces allow organizations to tap into a larger pool of talent not bound by geographic location. **These findings, like those of their corporate and government counterparts, represent an overall decline across the board, down from 70 percent in 2016.**

Each company must develop a stance on telecommuting. There are no right or wrong answers, it merely depends on the structure of the business and the type of services offered.

Willingness to Hire Remote Workers

Figure 8



Hiring managers opposed to remote workers say:



"My past experiences with remote workers show they require extra time to get work done. This creates an added layer, which creates a barrier to having these hires available to help immediately."

"The position I'm hiring for requires intra-departmental collaboration and the remote nature makes that more difficult. It's perceived as unfair to onsite staff who do not have the benefit of a telecommuting policy."

Hiring managers in favor of remote workers say:



"If they have the proven success, and are the right candidate for the job, then it makes sense. Being in an office is not as important as it used to be."

"Some marketing functions don't require face time in the office every day. Roles in creative services, web content management, email formatting, graphic design and even copywriting could be fulfilled remotely."

KEY FINDING: PASSION FOR THE CAUSE MATTERS IN HIRING

Nonprofits and associations look for candidates who want to make a difference

When searching for marketing candidates, hiring managers at nonprofits and associations are looking for someone who has a passion for the organization's cause and mission. This candidate attribute was ranked "very important" by most respondents.

Managers know the more invested someone is, the better they will perform, and the less likely they will be to seek out more lucrative opportunities. Smart hiring decisions may help with employee turnover and the challenges that come with it, like the cost of hiring and training someone new.

Hiring managers also want a marketer who is willing to perform tasks not related to their job function suggesting resources may be more limited on nonprofit and association marketing teams. From the candidate perspective, working at a nonprofit or trade association is a great way for marketers to gain a variety of functional experience.



It is interesting to note hiring managers seem to be neutral about hiring candidates with previous nonprofit experience. They are similarly neutral when it comes to for-profit experience. The most successful nonprofit marketers will also be self-starters with the ability to work across multiple teams and manage competing priorities.

THE ROLE OF OUTSIDE AGENCIES

By using external marketing and creative agencies, nonprofits and associations can tap into a variety of skill sets they don't have on staff, and that would be too expensive to hire individually. These resources, which are used by 67 percent of marketers surveyed, provide a wide variety of marketing solutions in every area. For example, some agencies help organizations with their cause marketing and fundraising while others provide overall marketing and branding expertise. Social media strategy, content creation, printing, and web and graphic design are other examples of components that may be handled by an outside firm.

Some nonprofits and associations also use external association management companies for professional services including event planning, member relations, information technology services, and financial oversight.

Ten percent of respondents use an alternative to outside agencies – staffing firms – which help them augment their marketing teams and fill skill gaps. There are advantages and disadvantages to using outside agencies and staffing firms and it comes down to what the organization's needs are at the time.

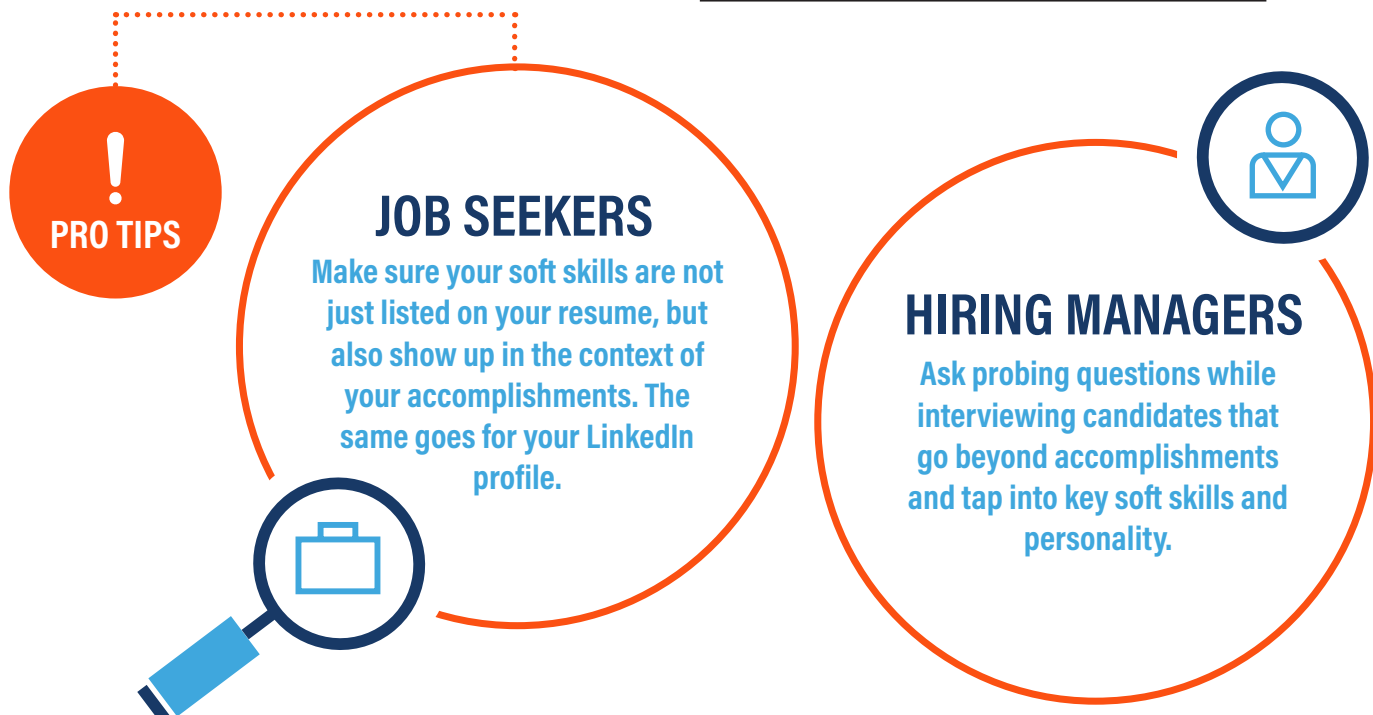
THE IMPORTANCE OF SOFT SKILLS


A candidate's soft skills continue to be important to hiring managers as they are often a leading indicator of cultural fit. **This year, employers will be looking for those with exemplary communication skills and problem-solving ability.** This isn't surprising because most marketers working at nonprofits should be good at doing things outside of their area of expertise. Therefore, job seekers would be well served to illustrate these skills on their resumes and LinkedIn profiles. Analytical thinking skills, which ranked third last year, has fallen in importance (See Figure 9).

The Importance of Soft Skills

Figure 9

Item	Overall Rank	Rank Distribution				
Communication Skills	1	●	●	●	●	●
Problem Solving Skills	2	●	●	●	●	●
Personality	3	●	●	●	●	●
Cultural Fit with Organization	4	●	●	●	●	●
Analytical Skills	5	●	●	●	●	●
Education Level	6	●	●	●	●	●
		Rank Distribution				





McKinley Marketing Partners has been placing marketing and creative talent at nonprofits and trade associations of all sizes for more than 22 years, completing north of 196 successful projects at 67 nonprofit/trade organizations to date. Known as “Masters in the Art of Recruitment,” we use a multi-layered, human approach that allows us to understand our candidates better and deliver these experienced professionals to our clients, quickly.

Twice recognized by Inc. magazine as one of the fastest growing private companies in the U.S., we have also been consistently recognized as a top staffing company by multiple outlets including both the Washington and Dallas Business Journals. We proudly serve both commercial/corporate entities and nonprofit clients in Washington, D.C., New York, Dallas, and Houston.



Contact us to learn more about this year's hiring trends.