

TABLE OF CONTENTS

3	Contributors	19	Ask the Marketing Expert: David Kirkpatrick
5	Overview	21	Key Finding: What Matters Most to Job Seekers at the Negotiating Table
6	2018 Marketing Hiring Trends: Methodology	23	Key Finding: Cultural Fit is Key to Managing Successful Remote Teams
7	A Surprising Twist to 2017 Hiring	24	Key Finding: Working with a Staffing Agency Can Bolster HR Support
9	The Impact of Marketing Budgets on Hiring	25	Key Finding: More Digital Marketers Are Millennials
10	Key Finding: 2018 A Year of Impressive Hiring Growth	26	The State of Marketing Hiring in Nonprofits & Trade Associations in 2018
11	Key Finding: Marketing Teams Aren't Shrinking, But They Are Changing	28	About McKinley Marketing Partners
12	Key Finding: Digital Marketing Most Hired for Role in 2018	29	Connect with McKinley Marketing Partners
14	Key Finding: More Positions to Fill, Fewer Marketers Available	30	Appendix
16	Key Finding: Passive Job Seekers are Hidden Treasure		
18	Technology Trends Impacting Marketing Hiring		

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 began 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.

Douglas Burdett

Host of The Marketing Book Podcast

Named as one of the “10 Podcasts That Will Make You a Better Marketer” by LinkedIn, Douglas Burdett's The Marketing Book Podcast has published over 150 episodes. And he's read every single book on the show (and a few extras). Prior to starting his own firm, Douglas worked in New York City on Madison Avenue at ad industry giants J. Walter Thompson and Grey Advertising. Before starting his business career, Douglas served as a U.S. Army artillery officer in Germany for three years and then earned an MBA.



Sasha Cabell

Digital Marketing Manager, McKinley Marketing Partners

Sasha is a DC-area marketing strategist and lifecycle marketing advocate. She is passionate about finding better ways to use technology and content to drive action at every stage of the funnel. Sasha is currently the marketing lead at McKinley Marketing Partners, a marketing-centric staffing firm. Previously she served as the U.S. Consumer Marketing Lead at ESI International.



Heidi Cohen

Chief Content Officer, Actionable Marketing Guide

An Entrepreneur Magazine Top 10 Online Marketing Influencer of 2016, Heidi Cohen is the Chief Content Officer of the award winning Actionable Marketing Guide, focused on social media, content and digital marketing. As a consultant and a professor, Heidi helps executives and students understand and apply actionable tactics to execute their marketing strategy. She has worked with Citibank, The Economist, Bertelsmann, New York Times Digital, and other top companies.

David Kirkpatrick

Content and Marketing Consultant

David is a well-respected marketing thought leader, writer, consultant, and startup mentor/advisor. After extensive stints with MECLABS, MarketingSherpa, MarketingExperiments, and Marketing Dive covering the marketing industry, David began marketing consulting with a specialty in content marketing. He continues to be a regular contributor to Marketing Dive where he often writes about the integration of marketing and technology.



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 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.

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, and two eBooks.



This year marks one of the best years ever to be a marketer. The industry is growing. Marketers are in high demand. Technology is advancing to help marketers make smarter decisions than ever before. But to simply leave it at that is painting with too broad a brush. In a hiring landscape in which there are fewer qualified candidates than there are positions to fill, how do you attract talent? Which skills are in highest demand? If people are switching jobs, why? What can hiring managers do to expedite and streamline the hiring process? We set out to investigate these questions and more in the

2018 Marketing Hiring Trends Report.

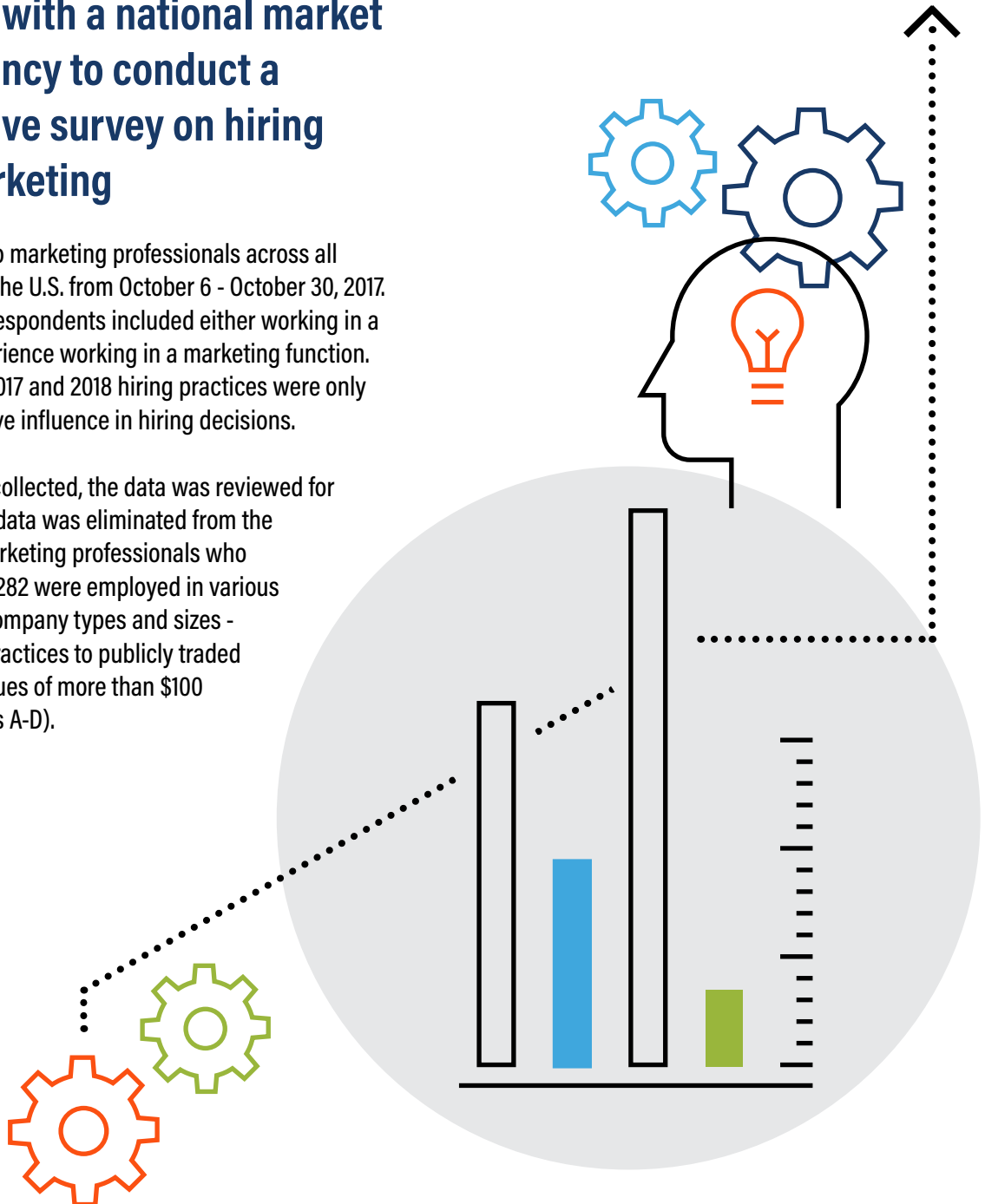


2018 MARKETING HIRING TRENDS: METHODOLOGY

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 6 - October 30, 2017. Qualifying criteria for respondents included either working in a marketing role or experience working in a marketing function. Questions specific to 2017 and 2018 hiring practices were only asked of those who have influence in hiring decisions.

Once responses were collected, the data was reviewed for accuracy and suspect data was eliminated from the analysis. Of the 329 marketing professionals who completed the survey, 282 were employed in various roles across a mix of company types and sizes - from solo consulting practices to publicly traded enterprises with revenues of more than \$100 billion (See Appendices A-D).



A SURPRISING TWIST TO 2017 HIRING

Continued growth anticipated, but declined overall

While our 2017 Marketing Hiring Trends Report showed every indication of continued growth in marketing hiring during the year, this year's study revealed that hiring declined overall in 2017 (See Figure 1).

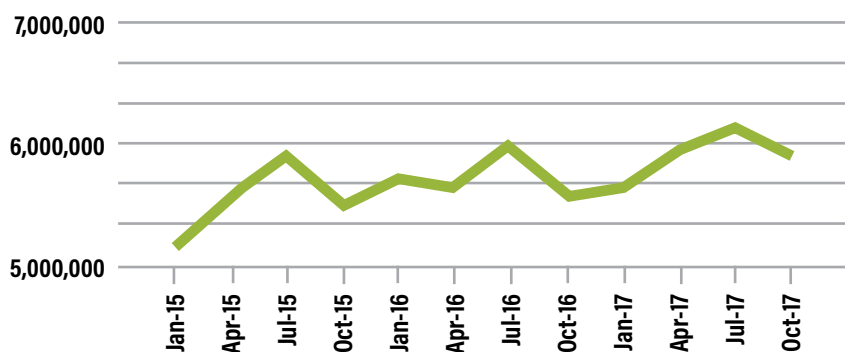
In 2017, U.S. companies hired, on average, 3.8 marketing professionals. **This is down from 5.6 in 2016 and represents over a 30 percent decline in hiring year-over-year.** This considerable drop in hiring is especially surprising coming on the heels of near 20 percent growth between 2015 and 2016.

One possible reason for the decline could, oddly enough, stem from low unemployment. At the start of 2017 the national unemployment rate was 4.8 percent which economists refer to as, "full employment." Since then, the unemployment rate has decreased to just 4.4 percent. **At full employment, businesses have an extremely difficult time finding available, qualified workers to fill job openings.**

The Labor Department reported record high numbers of unfilled job openings throughout 2017 and hit a record high 6.2 million in August (See Figure 2). This growth in available jobs suggests that hiring may have slowed in 2017 simply because **hiring managers could not find the candidates they needed to fill roles.** An uptick in expectations for hiring in 2018 indicates that they intend to fill these roles this year.

Unfilled Job Openings U.S. 2015-2017

Figure 2



Source: Bureau of Labor Statistics Job Openings and Labor Turnover Survey

Marketing Hires by Type of Role

Figure 1

	2016	2017	% Change YOY
Average Hires	5.6	3.8	-32%
Permanent	7.4	4.9	-34%
Contract	3.8	2.8	-26%



"There are more open positions than qualified marketers to fill them. This is true across industries and we can see it specifically in marketing hires."



Michelle Boggs

President and CEO, McKinley Marketing Partners

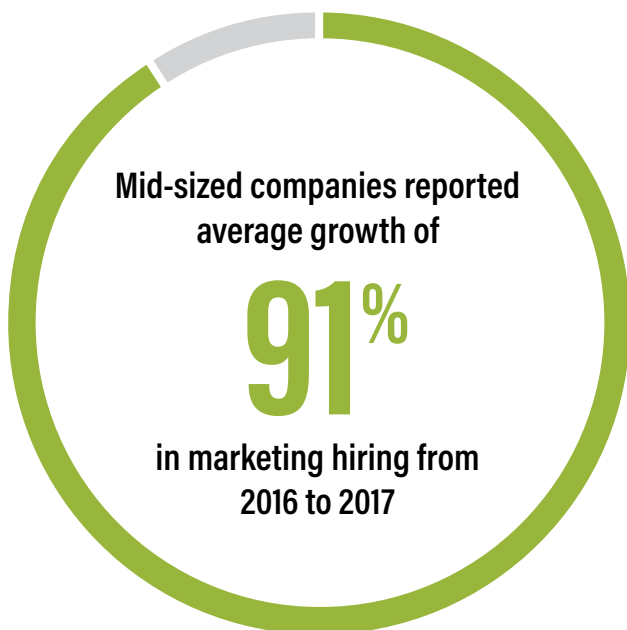
The highest growth is seen in mid-sized companies, while small organizations saw the sharpest decline. In 2016 these small companies averaged 4.2 hires and only 1.6 in 2017 (See Figure 3). This downturn can likely be attributed to the fact that small companies do not need to hire every year.

Companies with annual revenue of \$25-\$100 million hired approximately 91 percent more marketers in 2017 than they did in 2016, 8.6 and 4.5 hires respectively, and were the only companies that experienced hiring growth in 2017 (See Figure 3). This may be attributed to the fact that mid-sized companies are working to grow at a faster rate than others. Innovation, new markets, and expanding product and service lines could all be contributing to this movement.

Marketing Hires by Company Revenue

Figure 3

Revenue	2016	2017
Less than \$1 Million	4.2	1.6
\$1 - \$5 Million	6.6	3.7
\$5.1 - \$25 Million	7.4	3.2
\$25.1 - \$100 Million	4.5	8.6
\$100.1 - \$500 Million	7.9	3.5
Greater than \$500 Million	6.8	4.6



A colleague of mine owns a small consulting practice. As 2016 was wrapping up, two of his employees moved on to other opportunities. He decided not to replace these employees and to just tough it out in 2017 - working more hours himself or outsourcing more - hoping that in doing so, he would put his company in a better financial position in 2018. This turned out to be the right move for him and, he is now able to replace those two employees. I would not be surprised if this is typical of small businesses, especially the under \$1 million revenue companies.



Scott Koenig

Consumer Insights and Strategic Marketing Consultant

THE IMPACT OF MARKETING BUDGETS ON HIRING

In 2017 the average marketing budget represented eight percent of total revenue. Companies of all sizes allocated roughly 43 percent of their marketing budget to staffing costs with the remaining 57 percent going to vendor costs like consultants and agencies, and non-staff related costs such as printing or creative services, keeping budget allocation on par with 2016 (See Figure 4).

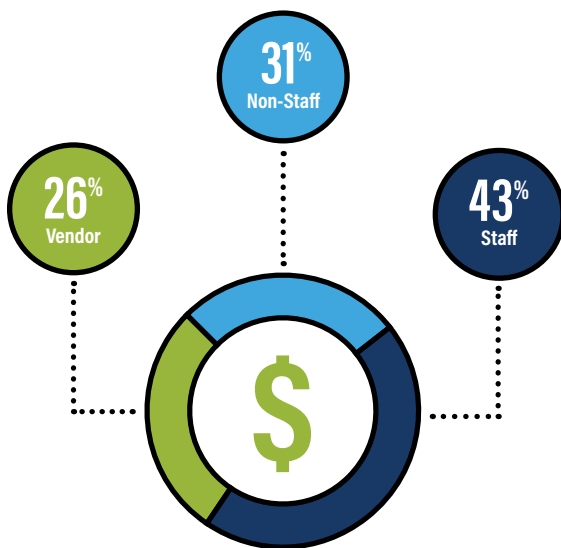
This year one out of every three companies (32 percent) anticipate increasing staff budgets, with medium-sized companies (\$10-\$50 million) leading the pack. **Medium-sized organizations are also more likely to increase non-staff expenses this year.** These findings are consistent with past research which suggests companies of this size are likely positioning for growth.

As recognition of marketing’s impact continues to grow, it comes as no surprise that 93 percent of companies expect to grow or at least maintain marketing budgets from the previous year (See Figure 5).

Though we find significantly more companies increasing their total marketing budgets this year – 44 percent will increase this year compared to only 27 percent last year – the anticipated average increase (19 percent) is more conservative. Similarly, the seven percent of companies planning to cut budgets in 2018 plan deeper cuts than last year, around 17 percent. It is important to note that of those planning overall budget increases this year, a majority (56 percent) plan to hire with no cutbacks to personnel (See Appendix E).

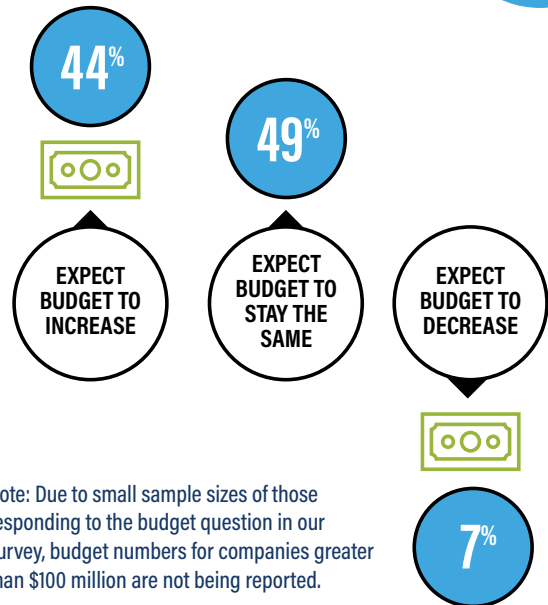
2017 MARKETING BUDGET

Marketing Budget Allocation
Figure 4



2018 MARKETING BUDGET

2018 Overall Budget Projection
Figure 5



Note: Due to small sample sizes of those responding to the budget question in our survey, budget numbers for companies greater than \$100 million are not being reported.

KEY FINDING: 2018 A YEAR OF IMPRESSIVE HIRING GROWTH

This year brings growth and opportunity to marketers as **69 percent of marketing leaders anticipate growing their teams** and hiring more marketing professionals (See Figure 6). This is a dramatic increase, **up 25 percent from last year**.

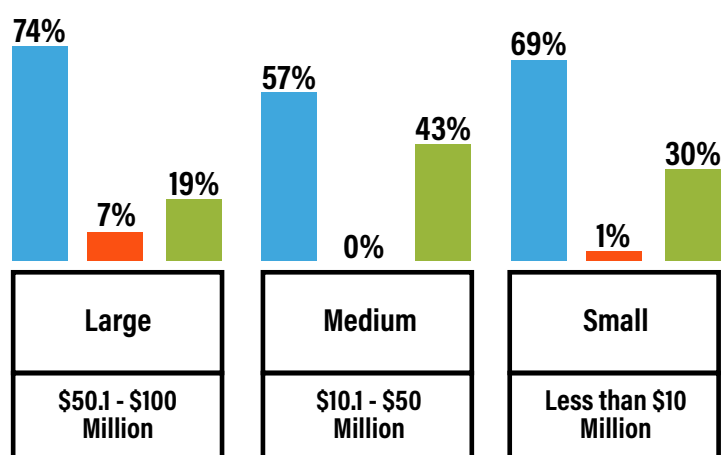
The single largest factor impacting hiring is company growth, reported by 39 percent of respondents. A combined 48 percent say they will hire to fill vacant positions or redistribute responsibilities (See Figure 7).

Large companies - those with annual revenue over \$50 million - will do the most hiring for growth, followed closely by small companies (See Figure 8).

Companies planning to reduce marketing staff or maintain staff at current levels cite budget cuts as the main reason for not hiring additional marketing staff.

2018 Marketing Hiring by Company Size (based on revenue)

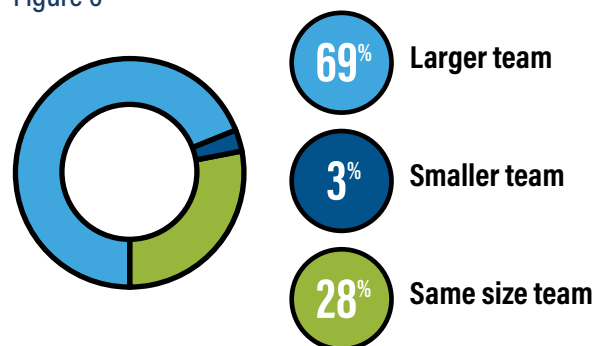
Figure 8



- Increase marketing staff
- Decrease marketing staff
- No change in marketing staff

Impact of Talent Strategy on 2018 Marketing Teams

Figure 6



Factors Impacting Hiring Plans for 2018

Figure 7

Value	Percent
Company is growing	39%
New innovations/technology	33%
Marketing department is expanding	30%
Creation of a new position/restructuring	27%
Employee turnover	26%
Market conditions	23%
Consolidation of responsibilities and/or departments	22%
Budget cuts	19%
Loss of business/clients	15%
Automation of job functions	15%
Merger/acquisition	14%
Other	2%

KEY FINDING: MARKETING TEAMS AREN'T SHRINKING, BUT THEY ARE CHANGING

Overall, marketing teams are growing. **Of those surveyed, 97 percent say their company plans to maintain the same number of marketing staff or expand.** Thirty-nine percent, however, report planned cutbacks in their marketing staff in 2018 compared to only 22 percent last year.

While a majority (36 percent) plan to backfill or hire in other areas, three percent expect these cutbacks to result in an overall smaller marketing team (See Figure 9). **This suggests that companies are restructuring their marketing teams and adjusting the responsibilities that members of the team will have.** We are seeing this trend as marketing teams are not looking to make their teams smaller, but rather are working to get the right people in place for the changing marketing landscape.

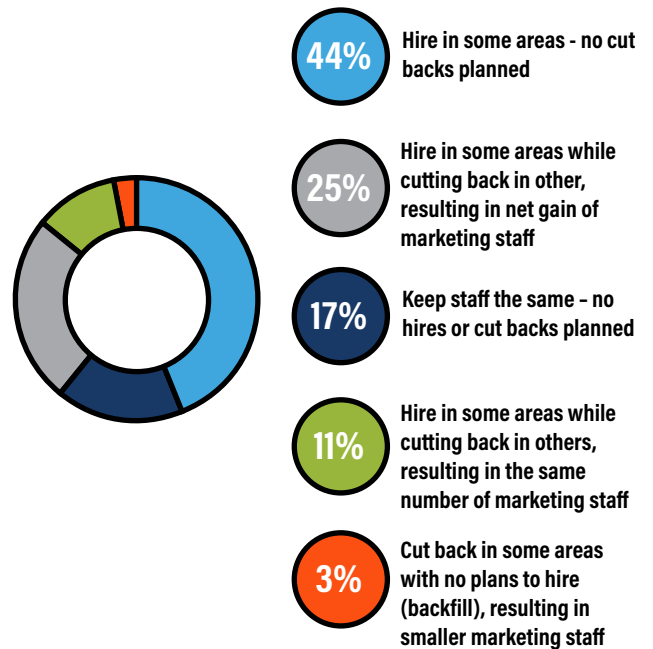
Cutbacks will be felt across the spectrum of marketing this year. Traditional marketers will be hit hardest, while those in communications roles will emerge relatively unscathed (See Figure 10). **Hiring, when accompanied by cutbacks, is largely fueled by internal restructuring, department expansion, and employee turnover.**

Cutbacks for each functional area of marketing can be found in Appendices F-M.



2018 Marketing Hiring Plans

Figure 9



Marketing Functions Experiencing Cutbacks in 2018

Figure 10

Traditional Marketing	37%
Creative Services	32%
Relationship Management	24%
Marketing Operations	24%
Digital Marketing	19%
Product marketing	18%
Research & Analysis	15%
Communications	11%

KEY FINDING: DIGITAL MARKETING MOST HIRED FOR ROLE IN 2018

Digital marketing continues to be in high demand, traditional marketing sees a sharp rise

In a fascinating, unexpected turn, **demand for traditional marketers has grown by 79 percent** since last year coming in as the third most in-demand skill of 2018. Traditional marketing includes print advertising, such as newsletters, billboards, flyers and newspaper print ads. Conversely, demand for digital marketers has only grown by 5 percent though it remains the most sought-after function at 59 percent of the demand (See Figure 11). Digital marketing is defined as the marketing of products or services using digital technologies, on the Internet and using mobile phones, display advertising, and any other digital medium.

This spike in demand is surprising since traditional marketing tops the list of areas facing cutbacks this year. **One factor that may be contributing to these unexpected numbers is that some traditional marketers may be aging out of the workforce. The oldest Baby Boomers turned 65 in 2011, six years ago.** Companies may be opting to replace these retiring traditional marketers with marketers who have strong

traditional marketing skills rather than simply replacing them with digital marketers.

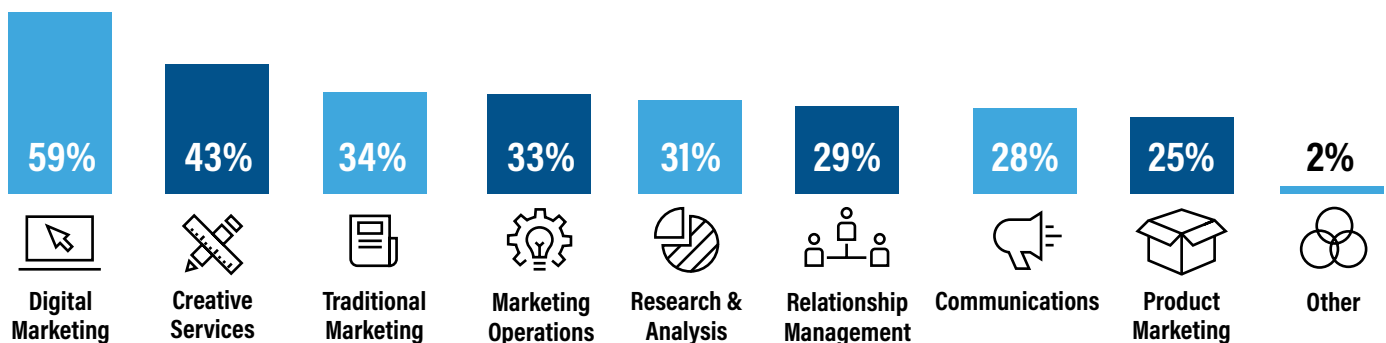
It's also worth noting that many companies hiring for traditional marketers this year also hired for traditional marketers last year. This could also suggest that these are simply businesses that rely heavily on traditional channels to get their messages out.

And regarding the slowdown of digital marketing hires, it may be that the need for digital marketers has in some ways capped out. So many digital marketers were hired last year that the demand consequently slowed.

Once again, creative services comes in second in terms of demand. Demand has grown by 23 percent since last year, not as quickly as other areas but it continues to close the gap with digital marketing. This increase is expected given how interrelated the functions are.

Demand for Marketing Talent by Function

Figure 11



** Respondents could select more than one option.

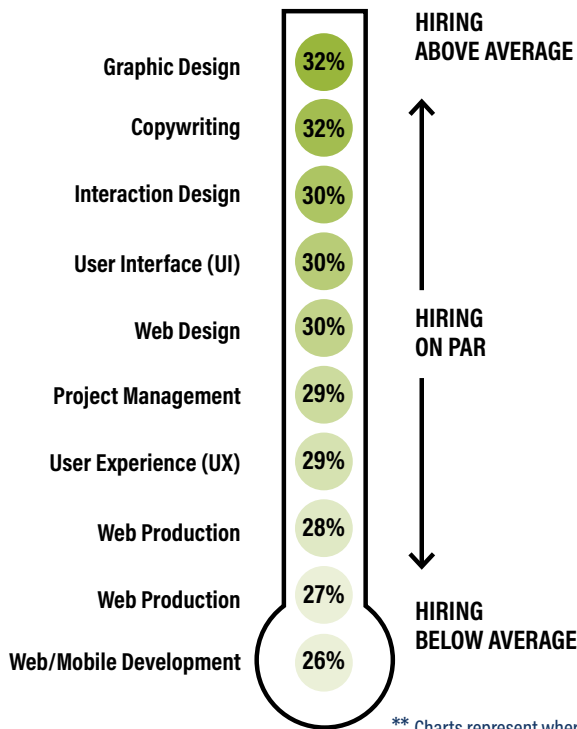
The skills in highest demand within digital marketing are digital advertising, content creation and curation, and email marketing (see Figure 12). The top five digital skills for 2018 remain consistent with the top skills from 2017.

New to the top skills for creative services this year is interaction design and user interface (UI), both of which were considered below average in terms of demand just last year (See Figure 13).

Demand for each functional area of marketing can be found in Appendices N-S.

2018 Demand for Areas of Expertise within Creative Services

Figure 13

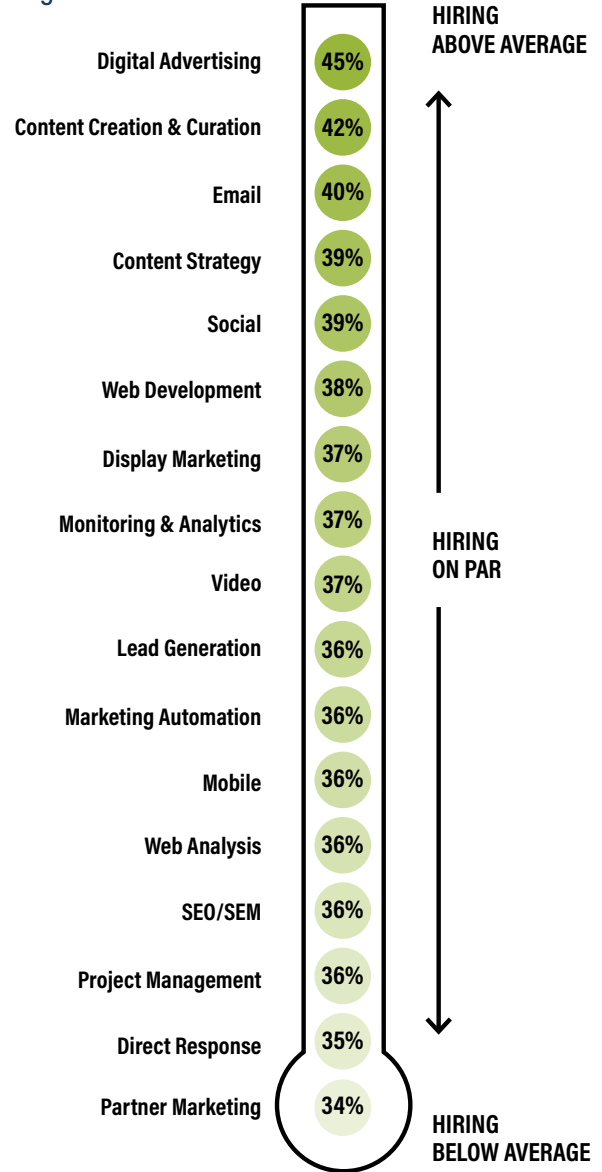


** Respondents could select more than one option.

** Charts represent where hiring is above, on par, or below all digital marketing and creative specialties.

2018 Demand for Areas of Expertise within Digital Marketing

Figure 12



"We live in a mobile world where many products and services are available to consumers through a simple app. For companies to get in the game, an intuitive user interface and interactive design along with a focus on overall user experience should be at the creative forefront. These areas tend to focus on things unseen to the consumer like research, usability, accessibility, user behavior, and analysis. User Interface design, on the other hand, focuses on the surface (i.e. button, dropdown list, and search field placements)."

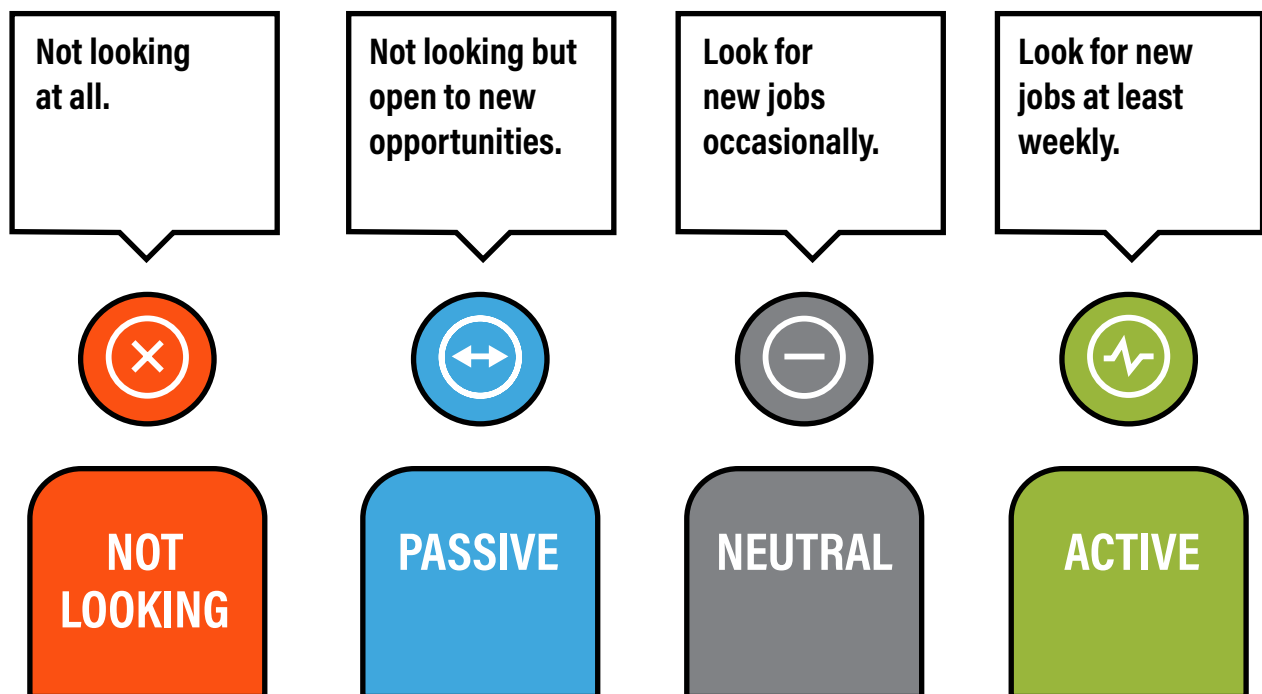
Jonathan Hurtarte
Graphic Designer, Washington D.C.

KEY FINDING: MORE POSITIONS TO FILL AND FEWER MARKETERS AVAILABLE

Supply runs low while demand continues to increase

Demand continues to outrun supply in the field of marketing. There are fewer marketers than there are marketing jobs available. The most in-demand marketing function, digital marketing, continues to soar at 59 percent while supply is down to just 19 percent. In every functional area except for communications, research & analysis, and relationship management, supply of available talent is down from 2017.

To quantify the supply of marketing talent in 2018 we asked respondents to describe the status of their job search:



We then compared the supply, those who reported actively searching for new job opportunities, with the demand for each area of marketing expertise (See Figure 14).

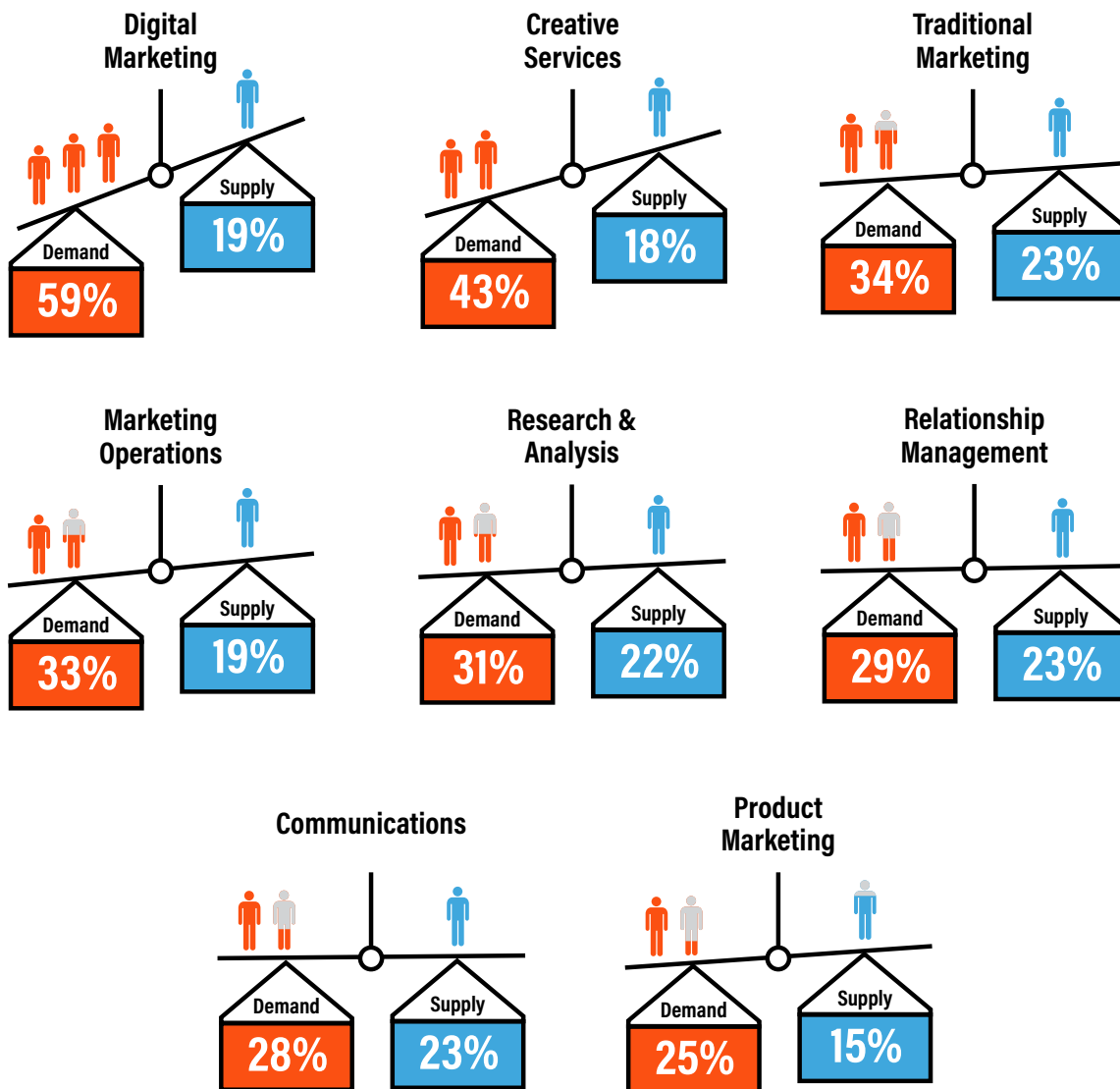
Filling creative roles will be markedly harder this year with available talent falling from 27 percent down to just 18 percent. Available supply of product marketers also fell dramatically from 21 percent down to 15 percent.

As marketing leaders face another year of full employment and fight to fill their teams from an ever-smaller pool of talent, we expect to spend yet another year in the candidate's market.

2018 Hiring Landscape by Marketing Function

Demand for Marketing Talent and Available Supply of Active Job Seekers

Figure 14



KEY FINDING: PASSIVE JOB SEEKERS ARE HIDDEN TREASURE

The war for talent continues this year with fewer qualified candidates actively searching for new opportunities. **While 79 percent of marketers are open to moving on from their current position, only a fraction of them (24 percent) are currently available or looking to change roles in the near term.**

Complicating matters further is what we refer to as the latent talent pool, or those job seekers who are either passive or neutral about their job search, which has grown considerably from 2017 and now represents 55 percent of all marketing candidates. **In both situations, passive and neutral, job seekers are not highly motivated and rarely apply to posted openings.** Envision the talent pool like an iceberg. The vast majority of talent lies under the surface. Identifying candidates under the surface and getting their attention is critical in a landscape where strong talent is difficult to find.



How do you tap into the latent talent pool?

- Lock arms with a staffing company that can help you reach hard to find talent.
- Make the application process simple.
- Implement an employee referral program.

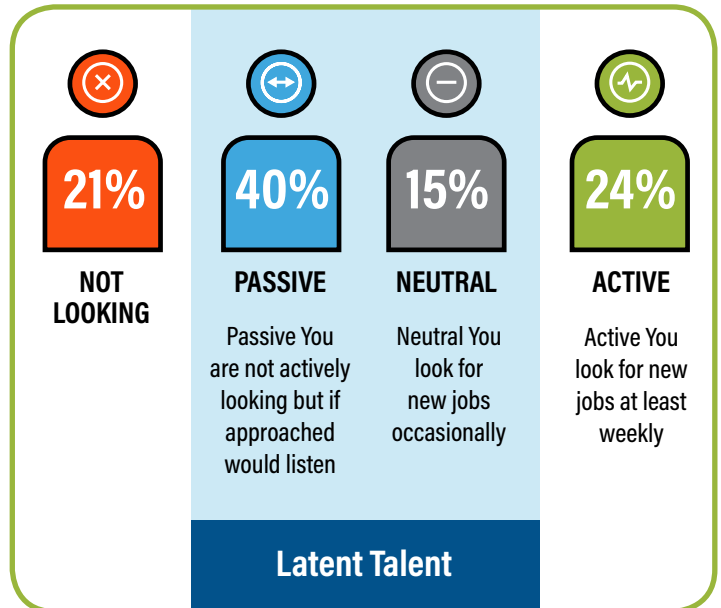


This year's figures tell a much different story than last year. **The latent talent pool, or the number of marketers who are open to new opportunities but are not actively looking, is on the rise.** In 2017 this group comprised 47 percent of all marketing candidates. In 2018 that number has risen to 55 percent (See Figure 15). The composition of the latent talent pool is also different this year. Last year there was a balance between passive and neutral job seekers, but this year there is a higher concentration of passive candidates. **Fewer people even occasionally looking for new roles suggests a lift in job satisfaction.**

Of those surveyed, **97 percent would be open to switching jobs** if the right opportunity came along. Chief among reasons to jump ship? A salary increase, followed by career advancement (See Figure 16).

Job Search Status Among Marketers

Figure 15



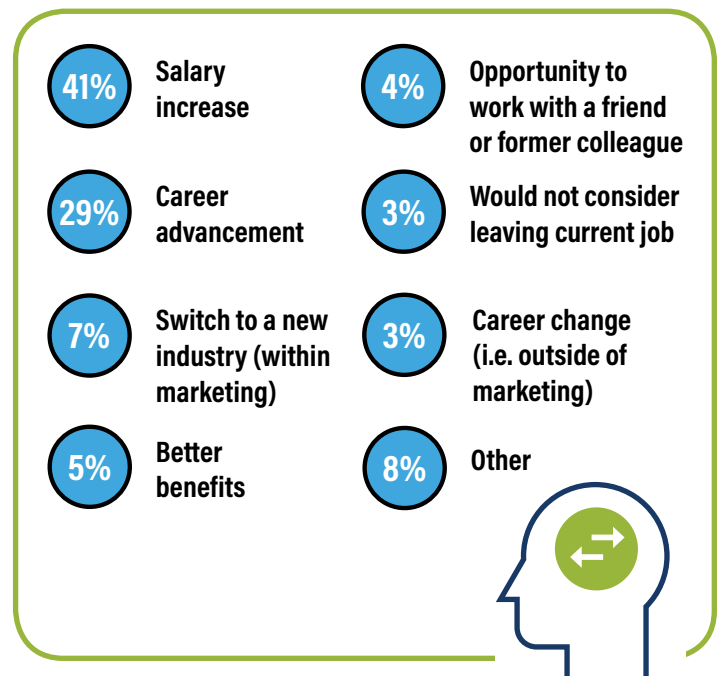
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Did you know?

There are twice as many passive job seekers in marketing this year than last?

Motivation for Switching Jobs

Figure 16



TECHNOLOGY TRENDS IMPACTING MARKETING HIRING

Trends that are impacting marketing hiring continue to involve automation, technology, and outsourcing. This trend that started during the Great Recession is now the norm. While companies have been able to run a tighter, leaner ship with these tools when it comes to strategy, they are no replacement for humans. Here are the trends that are making their mark in marketing.

Automation of job functions.

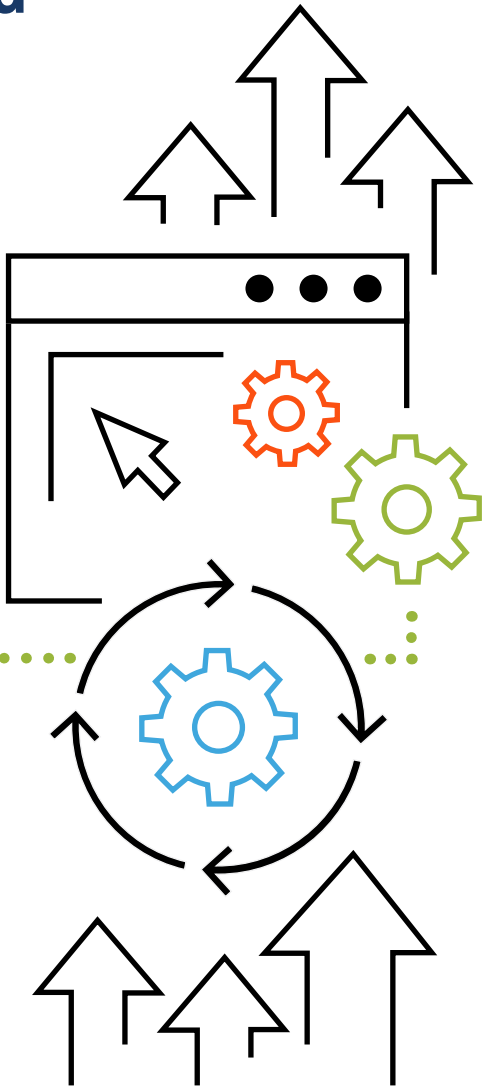
Last year, only seven percent of companies indicated automation of job functions would be a contributing factor in their marketing hiring plans. This year that number rose to 12 percent.

Marketing agencies.

46 percent of marketers are outsourcing to marketing agencies. 54 percent of companies are using marketing agencies for short-term marketing projects such as advertising, web design or SEO.

Marketing automation.

60 percent of companies currently use marketing automation software, with another 15 percent planning to implement the platform by year's end.



Most Popular Marketing Automation Platforms:



Adobe® Campaign

IBM

IBM Watson Campaign Automation



ASK THE MARKETING EXPERT: DAVID KIRKPATRICK



David Kirkpatrick
Content and Marketing Consultant



What does the future of marketing automation look like?



Technology around marketing automation, email automation software, social media management tools, database management, data analytics and data metrics are ingrained across marketing levels. Some technologies are more relevant to different job functions, but technology in marketing is a given regardless of the job level.

Where there will be increasing importance in both knowledge and training is in programmatic ad buying and understanding how to best implement artificial intelligence into marketing. And even understanding the basics around emerging technology such as blockchain, the basis of bitcoin, which is being applied to the digital media supply chain to offer a transparent line from offered inventory to what the marketer actually purchases, reducing ad fraud in the process.

Understanding programmatic is an immediate need for both in-house and agency marketers.

Artificial intelligence (AI) is a bit more complicated because there are many levels in how it can be applied to marketing. The cutting edge is technology like IBM's Watson and Salesforce's Einstein marketing AI modules which can apply machine learning to optimizing campaigns and offer up predictive analytics to inform campaign planning.

The lower level AI includes decisions such as whether to take the time and money to create an AI-powered customer service bot or other similar applications within a marketing strategy and mix.



What aspects of emerging technology must marketers educate themselves on?



Marketers need to at least track AI developments at the bare minimum and keep up with the various solutions available as that technology is rapidly evolving in capability and reach. They do not want to be playing catch up with competitors who are effectively using this higher level technology.

Marketers should keep up with bleeding edge technologies that are already touching marketing, like blockchain, as well as other emerging technologies that might not even seem to have a marketing use. Marketing and technology are closely tied now that the digital revolution is over and we have fully reached the digital age.

Marketers must understand programmatic. It will continue to grow percentage-wise in digital ad spending.



How will automation and outsourcing impact marketers?



The automation impact is around skill sets. Marketers need to have those skills in their personal toolboxes.

Outsourcing is interesting. At least one study (from Upwork, a freelancing website, so there could be some bias built in) found more talent budget will be spent on freelancers. As much as 50% of what brands spend with agencies will shift to freelancers in ten years according to the study "Future Workforce Report" put out by Upwork and research firm Inavero. According to that report, the main impact will be agencies losing business as brands move in-house, but not necessarily through new hires and instead bringing in contract talent.

KEY FINDING: WHAT MATTERS MOST TO JOB SEEKERS AT THE NEGOTIATING TABLE

The answers may surprise you

Attracting highly skilled marketing talent is no easy task. For many organizations, offering the highest salary to a candidate is not always an option. We set out to determine what exactly candidates desire if they are offered multiple positions that are within their desired salary range.

In only one scenario did those surveyed prefer a higher salary over some other kind of advantage. Not all benefits and perks carry the same weight.

In nearly every other case where respondents were asked if they would prefer a higher salary versus a lower salary with some other kind of advantage attached, the majority chose the lower salary. The only scenarios that were nearly a tie were telecommuting and flexible sick leave.

85%

of respondents would take a higher salary over access to office perks (free sodas, popcorn, candy, TV/lounge, game room, team events, happy hours).

“

“Profit sharing may be more important but I’m skeptical if it’s significantly more important. My sense is that a lot of marketers switch jobs because they are able to find opportunities elsewhere that will help them learn more and build their career. I hear from a lot of smart, talented marketers who are leaving jobs because they are tired of being unsuccessful change agents at companies with legacy thinking that think that marketing is still arts and crafts party planning vs. directly tied to the sales pipeline and revenue.”



Douglas Burdett

Host of the Marketing Book Podcast and Principal/Founder of Artillery Marketing

Here are the benefits, perks, and situations where a marketer would likely accept a lower salary.

Culture.

79%

of respondents would take a lower salary where the company culture is a great fit for their personality and work style rather than a higher salary with a company culture that is not a great fit for their personality and lifestyle.

Performance rewards.

76%

of respondents would accept a lower base salary that includes the opportunity for bonuses and profit sharing over a higher base salary with no bonus or profit sharing.

Clear potential for raise.

75%

of respondents would take a lower salary with the promise that after six months they would be eligible for a raise that would bring salary closer to the high end of pay scale over starting a job with a higher salary with no clear direction for when a salary increase may take place.

Clear path for growth.

69%

of respondents would accept a lower salary with a clear path for growth and progression over a higher salary with no clear path for growth and progression.

The right role.

68%

prefer a lower salary where the job role and tasks are aligned with what they are looking for over a higher salary where the job role and tasks are not quite what they are looking for. (In this case, they have the skills to do the work, but do not prefer it.)

A strong first impression.

65%

of respondents would accept a lower salary where a company makes a great impression before or during the interview process over accepting a higher salary elsewhere.

For the majority, if the work is fulfilling, there is a clear path forward, and they feel energized by the culture, then it is quite possible that they will accept a lower salary, given it is within their desired range. Salary is not always the most important factor when compared to personal growth and fulfillment. Even if hiring managers cannot offer a plethora of perks, they can make sure the candidate has a great first experience in the interview process. This can help tip the scales, making a great candidate within reach.

KEY FINDING: CULTURAL FIT IS KEY TO MANAGING SUCCESSFUL REMOTE TEAMS

Soft skills continue to be difficult to screen for, but necessary in a good hire

In this year's survey, we assessed three new soft skills: ability to spot opportunities and adapt quickly, ability to embrace change, and leadership skills. Surprisingly, leadership skills barely cracked the top ten in terms of importance, coming in at number eight (See Figure 17).

For dispersed teams where some or all of the team is located in different locations, the two most valued soft skills are culture fit within the organization and personality. While this may sound counterintuitive since dispersed teams are often comprised of those who work alone from remote locations, it actually goes to show how much more important cultural fit and personality are to creating the level of trust needed when workers are autonomous. **Rapport and connection must be built through personality and perceived culture fit.**

Cultural fit and personality are often used interchangeably to describe people who are enjoyable to work with. But where culture speaks to an organization's values, goals, and practices, personality is defined by how extroverted or introverted a person is in the workplace along with their natural disposition. While a particular type of personality (extroverted or introverted) may not be required for many marketing roles, our respondents agree that desirable candidates have a certain "je nais se quois" that makes it easy to envision them as part of the team.

The Importance of Soft Skills

Figure 17

Soft Skills	Rank
Problem Solving	1
Communication	2
Cultural Fit	3
Personality	4
Ability to Spot Opportunities & Adapt Quickly	5
Analytical Skills	6
Ability to Embrace Change	7
Leadership	8
Education	9



"Soft skills apply to a wide range of marketing needs. They're difficult to assess since they depend more on personal opinion rather than the ability to accomplish measurable tasks. Creative skills such as design and content creation can be tested during the interview process through the use of test content and/or portfolios. Additionally, hiring firms can start with a few 'trial' assignments before hiring full time. By contrast, teamwork, management and client skills are more difficult to assess. At a minimum, when hiring for positions that require these interactions, allow employees from 3 reporting options (managers, direct reports and peers) participate in the process."



Heidi Cohen

Chief Content Officer, Actionable Marketing Guide

KEY FINDING: WORKING WITH A STAFFING AGENCY CAN BOLSTER HR SUPPORT

Companies who partner with a staffing agency have a better hiring experience than those that don't

Many marketing departments depend on HR to help source new talent. Including a staffing agency in the hiring process can dramatically improve the experience of the marketing team in the hiring process. **Of companies that partner with outside agencies to meet staffing needs, 74 percent consider their HR departments to be supportive, compared to only 61 percent of companies that do not use staffing or recruitment agencies.**

Additionally, more companies (38 percent) that use outside agencies for hiring marketing staff find their HR departments to be more proactive than those that do not work with an outside agency (30 percent).

The hiring process is challenging. Consider implementing these tips to smooth out the process.



Finding New Talent

87% marketers who are hiring use an internal resource like HR for finding and selecting candidates.

86% report using their own network (personal connections) to find candidates.

68% marketing hiring managers use an external resource such as an agency, job board, or recruiting assistance website.

Tips for Finding the Right Candidates

- 1** **Work with the marketing and hiring managers to adjust recruitment messaging so only candidates who are the right fit respond.** To attract the right candidate sooner, make sure the messaging used calls out exactly what you need and does not attract candidates who are a bad fit.
- 2** **Keep hiring managers involved in outreach early in the process to create a personal touch and increase response rates.** Candidates are more likely to respond to a personal message that clearly explains why their experience and skills are of interest.
- 3** **Create a dedicated landing page for the role.** This makes it easy for applicants to find all the details they need to know about a role in one place.
- 4** **Create an accurate and detailed job description.** This not only helps the right candidate find the right role, but it also helps human resources and others involved get clarity and alignment on what is needed in a candidate.

Need help crafting the ultimate job description?

[Use our free guide!](#)

KEY FINDING: MORE DIGITAL MARKETERS ARE MILLENNIALS

How to attract the marketers you need most

As digital natives, millennials know their way around computers. In fact, most have had digital technology integrated into their lives since childhood.

It makes sense then, that **two out of three millennials have some responsibility within digital marketing**. As the need for skilled digital marketers continues to increase, so does the need to attract millennial marketing talent. **But surprisingly, millennials are not as eager to jump ship as popular opinion would have you believe**. In fact, only 19 percent of non-millennials tell us they are happy in their current role and would not consider leaving compared to 25 percent of millennials who say the same.

How to Attract Top Millennial Talent

Attracting top millennial marketing talent is not wildly different than attracting any other marketing talent, but there are a few key drivers that appear when we drill down in millennial preferences.

Contrary to popular belief, **millennials by and large value salary over perks**. And yet, while millennials would prefer a higher salary with no option to telecommute or receive flex time, it's clear that work/life balance is important to them. Millennials, it seems, are not as attracted to the idea of "working from anywhere." They want boundaries: time to work and time to play.

Moral of the story? If you offer any of these millennial-friendly options, call them out in your hiring process.



**Data for millennial preferences can be found in Appendix T.*

THE STATE OF MARKETING HIRING AT NONPROFITS & TRADE ASSOCIATIONS IN 2018

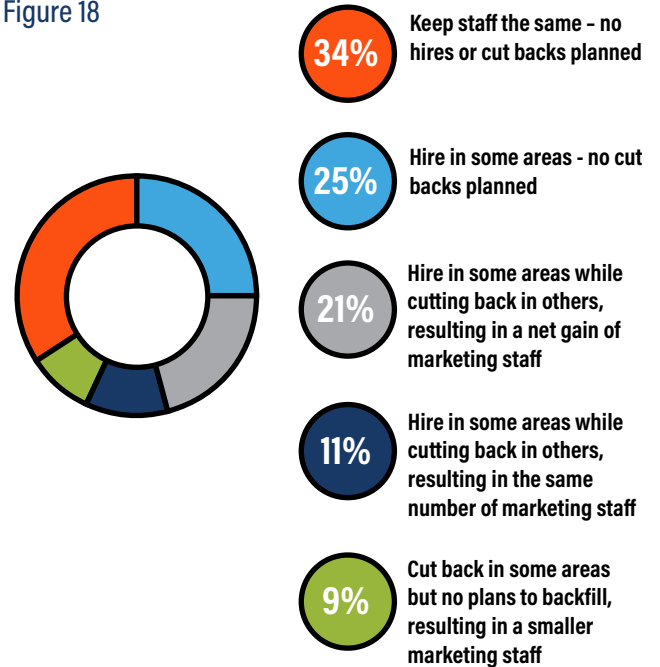
Fifty-seven percent of nonprofits and trade associations plan to hire marketers this year compared to 80 percent of all marketing hiring managers surveyed. **Forty-six percent of those nonprofit and association hires will result in an overall larger marketing staff** (See Figure 18). Though hiring is less in the nonprofit sector than the overall average, it is improving year-over-year (See Figure 19). As confidence in their marketing programs grows, so too do the opportunities for marketers in this space.

Nonprofit organizations may add to their marketing teams in 2018 but some will also make cuts. **Forty-one percent of nonprofits plan to cut staff to some degree in 2018**. While a majority (32 percent) will backfill or hire in other areas, nine percent expect these cutbacks to result in an overall smaller team (See Figure 18). **Traditional marketing and relationship management will see the most cuts this year**.

Like other industries, nonprofits and trade associations will hire more digital marketing and creative professionals than any other specialty this year (See Figure 20.)

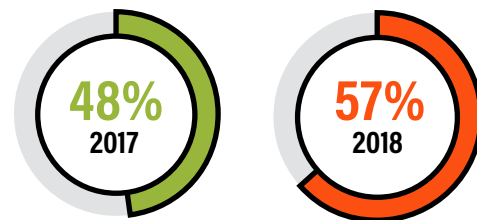
2018 Marketing Hiring Plans at Nonprofits and Trade Associations

Figure 18



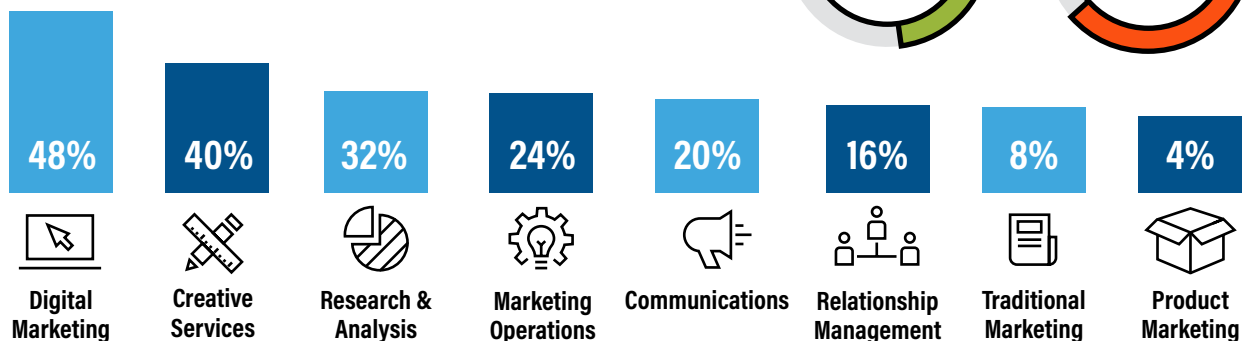
Nonprofits Hiring Marketing Staff

Figure 19



2018 Demand for Marketing Talent by Function For Nonprofit & Trade Associations

Figure 20



** Respondents could select more than one option.



Who are Nonprofit Marketers?

Most marketing teams who work in the nonprofit space have digital marketing (65 percent) and communications (61 percent) experience.

Hiring at Nonprofits

Nonprofit marketing teams are less likely to use an outside agency for hiring than those in for-profit businesses. Forty percent of nonprofits use an outside agency to find talent while 56 percent of for-profit organizations use a staffing agency.

Attracting Nonprofit Marketers

Nonprofit marketers are more likely to be open to new job opportunities. Eighty-six percent of nonprofit marketers are engaged in some type of job search, compared to 79 percent of all marketers (See Figure 21).

Perks of Nonprofit Work

The added value of working in a nonprofit/association is the good feeling that comes from doing altruistic work. But what about those practical perks? In our research, we see that most nonprofits offer similar benefits to their for-profit counterparts, things like paid time off and health insurance, but other benefits such as summer hours or office perks are unusual.

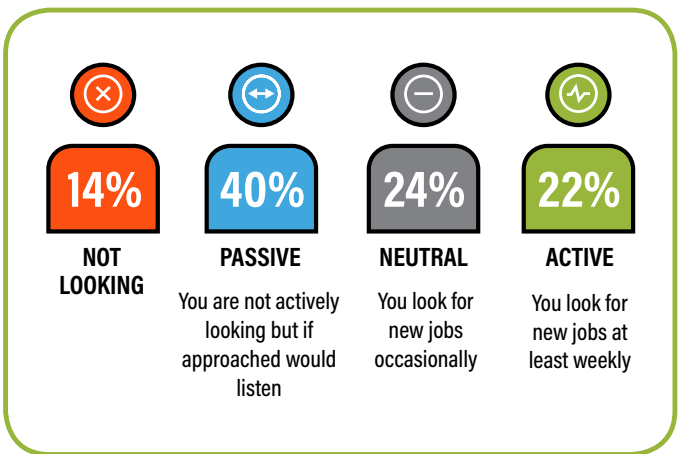
Perks of Nonprofit Work

Regardless of their job search status, most nonprofit/association marketers (former and current) would be open to a new opportunity in the nonprofit marketing space. In sharp contrast are those who have never worked in nonprofit marketing.



Job Search Status of Nonprofit & Trade Association Marketers

Figure 21



McKinley Marketing Partners is recognized across the marketing landscape as “Masters in the Art of Recruitment.” Throughout our 23-year history, we have been a trusted resource 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 to 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 been consistently recognized as a top staffing organization by multiple outlets including both the *Washington Business Journal* and the *Dallas Business Journal*.



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Web Content Specialist
Job Type: Contract Hire
Location: Orange Mills, Maryland
Are you a content marketer looking for an opportunity to get your feet in the door at a large financial organization? Then we have an excellent... see more

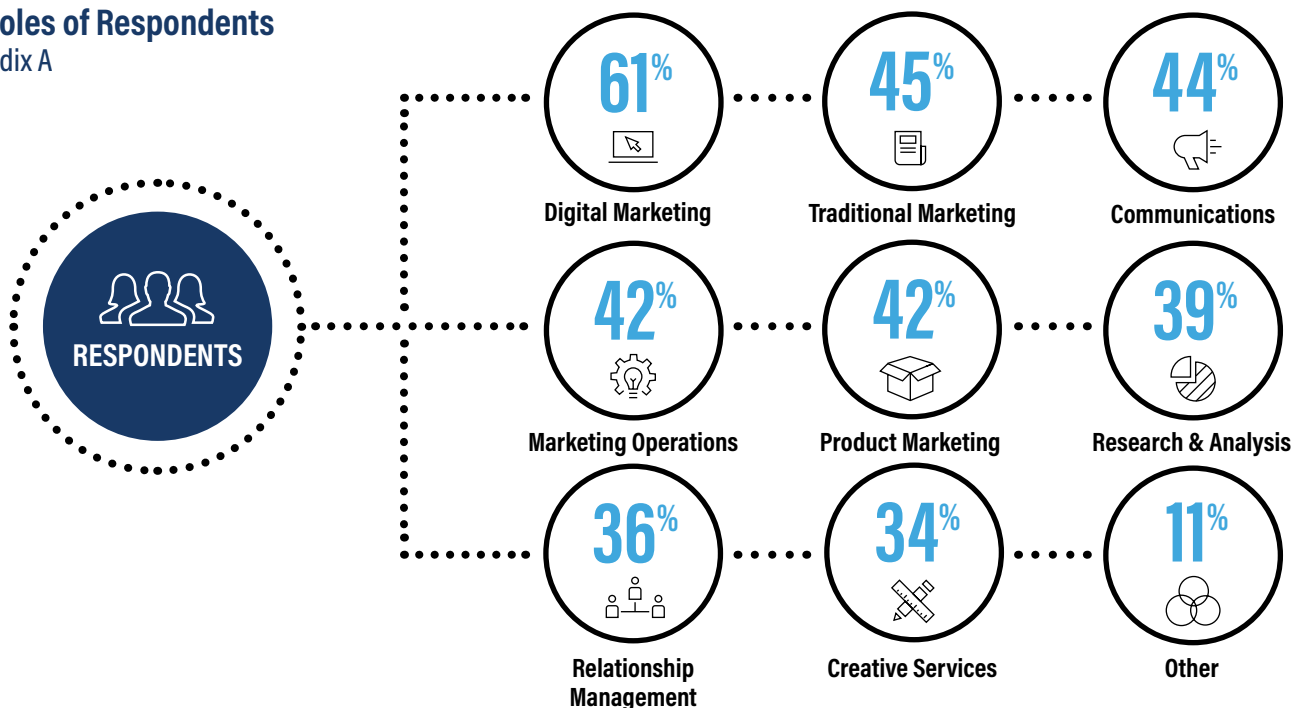
Senior Account Executive
Job Type: Direct Hire
Location: Alexandria, Virginia
Are you an Account Manager looking for an opportunity to work for an elite brand agency on top of their biggest clients? Then we have an excellent... see more

Product Manager, Enterprise Campaign Management
Job Type: Direct Hire
Location: Orange Mills, Maryland
McKinley Marketing Partners' large Baltimore area financial client is looking for a Product Manager, Enterprise Campaign Management for a... see more



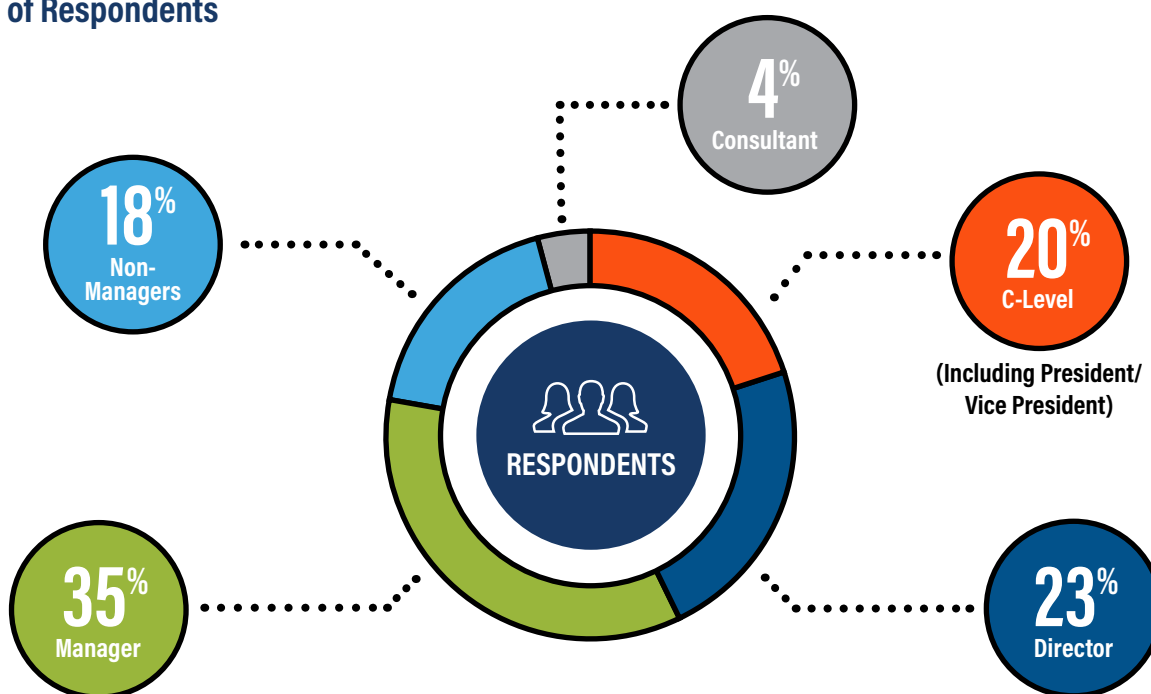
APPENDIX

Job Roles of Respondents Appendix A



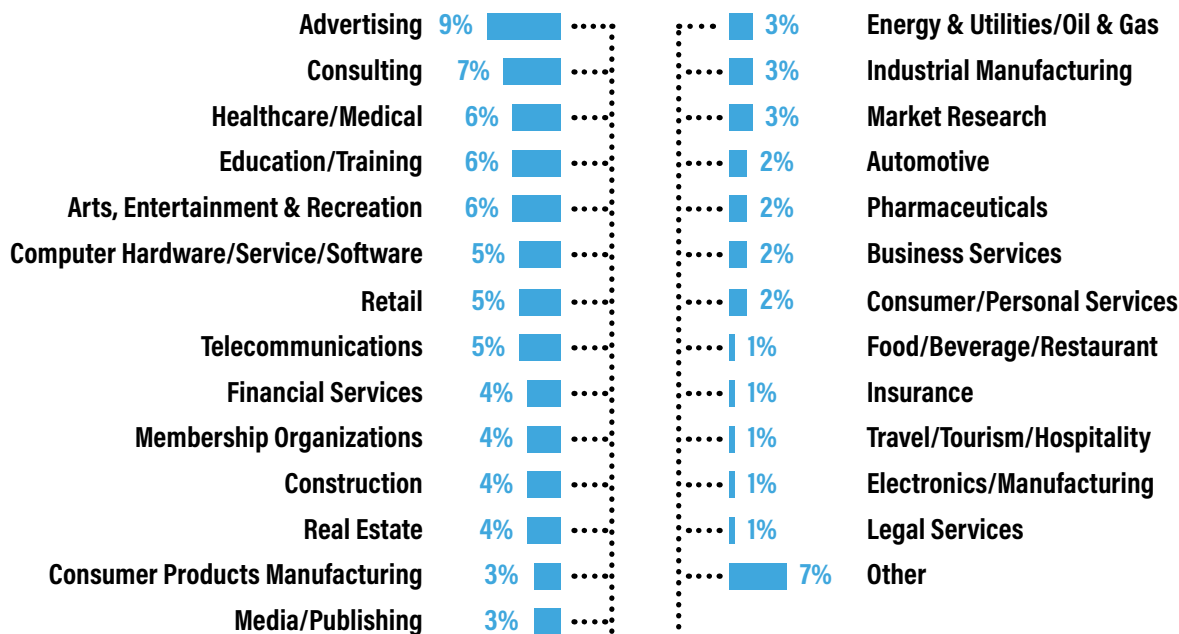
** Respondents could select more than one option.

Job Level of Respondents Appendix B



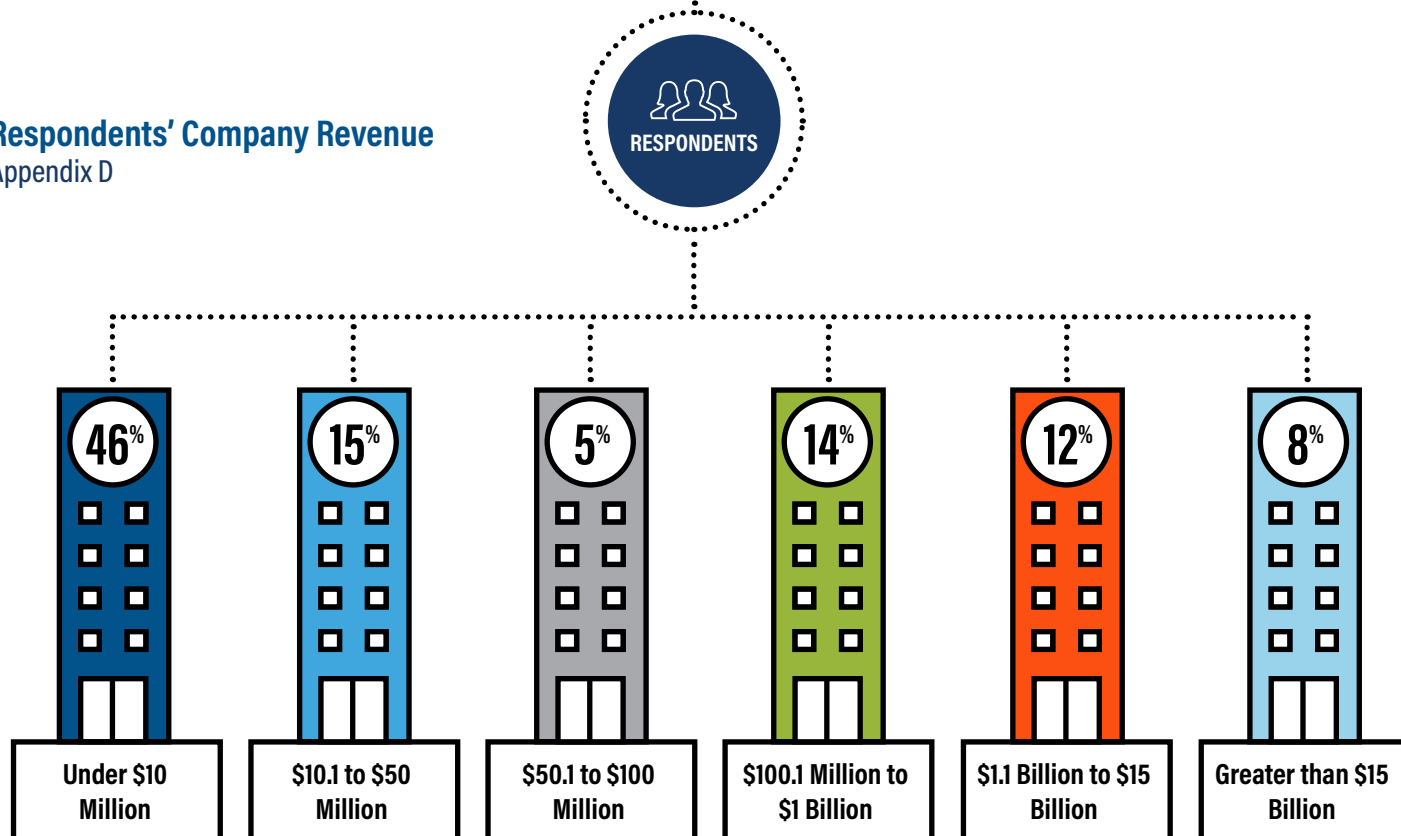
Industry of Respondents

Appendix C



Respondents' Company Revenue

Appendix D



Anticipated Changes to 2018 Marketing Budgets Compared to Planned Changes in Marketing Staff

Appendix E

Compared to 2017, overall budgets will	Decrease	Increase	Same
Cut back in some areas but no plans to backfill, resulting in a smaller marketing staff	8%	6%	0%
Hire in some areas - no cutbacks planned	15%	56%	38%
Hire in some areas while cutting back in others, resulting in a net gain of marketing staff	31%	13%	38%
Hire in some areas while cutting back in others, resulting in the same number of marketing staff	38%	8%	6%
Keep staff the same, no hires or cut backs planned	8%	17%	18%

Cutbacks in Communications

Appendix F

Copywriting	71%
External Communications	57%
Project Management	57%
Crisis Communications	43%
Internal Communications	43%
Product	43%
Corporate Communications	29%
Reputation Management	29%
Corporate Branding	14%
Employee Engagement	14%
Public/Media Relations	14%

Cutbacks in Creative Services

Appendix G

Copywriting	30%
Project Management	25%
Interaction Design	20%
Graphic Design	20%
Visual Design	20%
Web Design	20%
User Experience (UX)	15%
Web Production	15%
User Interface (UI)	10%
Web/Mobile Development	10%

Cutbacks in Digital Marketing

Appendix H

Digital Advertising	83%
Direct Response	42%
Content Creation and Curation	33%
Content Strategy	33%
Display Marketing	33%
Email	33%
Lead Generation	33%
Marketing Automation	33%
Web Analysis	33%
Mobile	33%
Monitoring and Analytics	25%
Project Management	25%
SEO/SEM	25%
Video	25%
Partner Marketing	25%
Social	17%
Web Development	17%

Cutbacks in Marketing Operations

Appendix I

Digital Advertising	83%
Direct Response	42%
Content Creation and Curation	33%
Content Strategy	33%
Display Marketing	33%
Email	33%
Lead Generation	33%
Marketing Automation	33%
Web Analysis	33%
Mobile	33%
Monitoring and Analytics	25%
Project Management	25%
SEO/SEM	25%
Video	25%
Partner Marketing	25%
Social	17%
Web Development	17%

Cutbacks in Product Marketing

Appendix J

Product Management	55%
Project Management	55%
Channel Marketing/Management	36%
Performance Measurement	36%

Cutbacks in Relationship Management

Appendix K

Customer experience management	60%
Lifecycle marketing	53%
Customer relationship marketing	47%
Project management	47%
Membership	33%

Cutbacks in Research & Analysis

Appendix L

Marketing Intelligence	67%
Primary Market Research: Quantitative	56%
Secondary Market Research	56%
Primary Market Research: Qualitative	44%
Project Management	33%
Web Analysis	33%
Database Marketing	22%

Cutbacks in Traditional Marketing

Appendix M

Direct Mail	67%
Print	37%
Traditional Advertising	37%
Telemarketing	30%
Direct Response	23%
Broadcast	17%

2018 Demand for Skills Within Communications

Appendix N

Copywriting	21%
Project Management	21%
Corporate Communications	20%
External Communications	20%
Product	20%
Corporate Branding	19%
Crisis Communications	19%
Employee Engagement	18%
Internal Communications	18%
Reputation Management	18%
Public/Media Relations	18%

2018 Demand for Skills Within Marketing Operations

Appendix O

Campaign Analysis and Reporting	25%
Data Management	24%
Customer, Market, Competitive Intelligence, Research and Insights	23%
Project Management	23%
Strategic Planning	23%
Organization Benchmarking and Assessments	22%
Performance Measurement	22%
Technology and Automation and Pipeline Management	22%
Budgeting and Planning; Financial Governance and Reporting	21%
Talent and Skills Development	21%
Workflow Process Development and Documentation	21%

2018 Demand for Skills Within Product Marketing

Appendix P

Product Marketing	20%
Brand Management	18%
Product Management	18%
Project Management	18%
Performance Measurement	18%
Channel Marketing/Management	17%

2018 Demand for Skills Within Relationship Management

Appendix Q

Customer Experience Management	25%
Project Management	24%
Lifecycle Marketing	23%
Customer Relationship Marketing	23%
Membership	21%

2018 Demand for Skills Within Research & Analysis

Appendix R

Marketing Intelligence	23%
Quantitative Primary Market Research	23%
Qualitative Primary Market Research	22%
Database Marketing	22%
Project Management	22%
Secondary Market Research	21%
Web Analysis	21%

2018 Demand for Skills Within Traditional Marketing

Appendix S

Marketing Intelligence	23%
Quantitative Primary Market Research	23%
Qualitative Primary Market Research	22%
Database Marketing	22%
Project Management	22%
Secondary Market Research	21%
Web Analysis	21%

Millennial Career Preferences

Appendix T

Millennials prefer a higher salary over office perks (snacks, TV/ lounge, game room, team events, happy hours, etc.)	78%
Millennials would accept a lower salary with a clear path for growth and progression.	78%
Millennials would accept a lower salary with unlimited vacation days.	66%
Millennials would accept a lower salary if sick days did not count against vacation time.	59%
Millennials prefer a higher salary over the option to telecommute.	55%
Millennials prefer a higher salary over a flexible schedule.	55%