Marketing Management Primer for 2016

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Marketing leaders are expected to do a lot, from driving profitable growth to creating customers for life — all with finite resources. This overview summarizes how our 2016 research will help you align people, processes and technology — in-house and outsourced — to succeed in a digital world.

Scope

Marketing management involves the sourcing, alignment and continuous optimization of people, processes, enabling technology and data to help deliver on business goals in a digitally led world.

Marketing management includes insight and guidance on:

- Allocating budgets and resources to highest yield across traditional and digital channels

- Understanding organizational structures to enable high-performance marketing in a digitally led world

- Assembling the right combination of in-house and outsourced marketing resources to control costs and accelerate innovative thinking

- Measuring and optimizing marketing performance to achieve business goals

Analysis

Source: Gartner (January 2016)

As customers opt for digitally led experiences, digital marketing is no longer a discrete discipline. It's one part of the mosaic of campaigns, programs and initiatives that blend traditional and digital techniques. As a marketing leader, you'll need to prepare to embrace this new reality.

Marketing leaders are expected to contribute to and prove impact on profitable growth. You'll need to demonstrate how your efforts and spending contribute to goals like conversion and customer retention. Today's marketing leaders also recognize they can't go it alone. You'll need to become a sourcing integrator who intelligently combines in-house and outsourced resources. And, even as near-term pressure to contribute to revenue compounds, you'll need to prove how you deliver a measurable impact on customer lifetime value. Finally, you'll need to look closely at the roles and structure of your team and how to govern a globally distributed digital marketing organization without slowing the pace of execution.

Top Challenges and How Gartner Can Help

Gartner's 2016 research agenda for marketing management will focus on four key topics: driving profitable growth, aligning and optimizing myriad people and activities, measuring marketing performance and long-term customer value, and making smart decisions about providers and agencies. Specifically, it will help marketing leaders answer the following questions:

How do we allocate marketing budgets to highest yield?

Year-over-year budget changes in Gartner's annual CMO spending survey show both growth and changing priorities. Clearly the role of the marketing organization and the responsibilities of the leaders are expanding. Marketing teams that have focused on traditional marketing activities like advertising buys or email campaigns will find business leaders looking for new directions. How you allocated your budgets last year could be very different in 2016.

Change is constant and you have to keep up. Our 2016 research agenda will include the data you need to keep track of shifting priorities with our annual Gartner CMO Spend Survey and new surveys and benchmarking resources to help you manage changing priorities planned for 2016.

Planned Research:

- Gartner CMO Spend Survey, 2016-2017: This annual report tracks the trend in CMO budgets, areas of investment focus and resource allocation. The research helps marketing leaders evaluate their plans as they prepare to deliver on heightened expectations.

- How Marketers Are Prioritizing Their Technology Investments: New solutions to drive marketing success are coming to market every day. Wading through all the potentially complex options could easily become a full-time job. This research will show how top CMOs are prioritizing their technology investments to thrive in the digital world.

How do we staff and structure a high-performance organization?

Changing priorities inevitably bring new expectations, the need for new skills, and the implementation of new technologies to support the mission. Assembling the right team and balancing in-house staff with agencies and other outsourced marketing providers will be critical. This requires a deep understanding of business priorities and a clear view into your team's strengths, weaknesses, skills gap and productivity.

Our 2016 research agenda for marketing management will focus on the challenges of staffing and structuring high-performance marketing teams through Best Practice research and Case Study examples, particularly as it relates to building agile marketing teams and scaling your efforts globally.

Planned Research:

- How to Organize a Marketing Analytics Team**:** The range of analytic activities is growing as companies invest more, staff internally and perform more sophisticated analysis. The research will help you structure the right team and identify and acquire needed skills.

- Patterns of the Digital CMO: Today's chief marketing officers are expected to lead the digital transformation, guiding their organizations to new levels of marketing-driven growth. What are the characteristics of a progressive digital CMO? This research describes what it means to be a digital CMO and how to become one.

How do we measure and optimize marketing performance?

Measurement is a mixture of art and science. Activity metrics like click-through rates and deeper, but narrow, economic measures like customer acquisition cost can't adequately convey success or identify opportunities for a course correction. Big marketing priorities like improving customer experience, driving revenue growth and optimizing multichannel investments demand more. The marketing management agenda will focus on how to get the basics right by creating a solid measurement foundation and how to expand on this to develop a truly metrics-driven marketing organization.

Planned Research:

- Building a Marketing Dashboard: The number and variety of metrics that marketers use are growing as fast as the expanding mandate of the marketing organization. To really understand and track progress against business goals, marketers in different areas will need a customized view into a linked set of metrics that matter to business.

- Gartner 2016 Marketing Benchmarks: Compare your organization against peers and industry leaders across 20 critical organization, operational and performance benchmarks.

How do we select the right agency partners and technology providers?

The pace and scale of modern marketing means that marketing leaders must combine in-house and outsourced labor to efficiently and effectively respond to shifting customer demand, market competition and budget pressures. Picking the right agency partners and evaluating new technology solutions to help offload the heavy lifting are critical.

Our 2016 research agenda includes an update of the Magic Quadrant for Global Digital Agencies, and Market Guides on boutique and alternative agencies, digital asset management, and others. Although technology research is shared across multiple research agendas, the marketing management agenda will show how to apply the technology to your marketing strategy and planning objectives.

Planned Research:

- Magic Quadrant for Global Digital Agencies: This research focuses on global agencies that combine creative and technical capabilities to enable digitally led marketing and customer experience strategies. Competitive pressures continue to heat up as business and technology consultants enter the space. Traditional agencies fight back with technical chops and strategic savvy that often rivals the leading management consultants.

- Market Guide for Digital Asset Management Vendors: Digital asset management is a set of integrated tools for managing the life cycle of rich content and other media that fuel digital marketing activities. Typically, it is intended to support creative professionals both inside and outside organizations, but as more organizations become adept at content marketing, there is increased interest in digital asset management for broader team use. This research will provide an overview of major technology providers in the digital asset management market.

Related Priorities

Table 1. Related Priorities

Priority	Focus
Customer Experience	Today, 89% of marketers compete primarily on the basis of customer experience — discrete moments that, together, strengthen or weaken a customer's preference, loyalty and advocacy.
Data-Driven Marketing	Data-driven marketing (DDM) applies data and analytics to planning and execution processes in order to increase marketing's efficiency and effectiveness.
Multichannel Marketing	Multichannel marketing represents orchestrated interaction across digital and traditional customer touchpoints to acquire, grow and retain customers, engaging audiences and extending relationships.
Emerging Marketing Technology and Trends	Technology is fundamentally changing the nature of relationships among people, companies and products, unleashing trends that are vital for brands to address.

Source: Gartner (January 2016)

Suggested First Steps

- "CMO Spend Survey 2015-2016: Digital Marketing Comes of Age"
- "The Rise of the Digital CMO"

Essential Reading

- "How to Measure a Digital Marketing Campaign"
- "Realign the Marketing Organization for a Hyperconnected World"
- "Magic Quadrant for Global Digital Marketing Agencies"

Tools and Toolkits

- "Toolkit: Digital Marketing Maturity Self-Assessment"
- "Toolkit: Compare Your Digital Marketing Budget Allocations Against Those of Your Peers"

Analyst Profiles

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More on This Topic

This is part of an in-depth collection of research. See the collection:

- Gartner for Marketing Leaders' Research Overview for 2016

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Digital has redefined the role of marketing, adding new players and creating bigger complexities.

Gartner for Marketers helps you get up to speed on and stay smarter in the eight marketing areas that matter most: social, mobile, multichannel and data-driven marketing, digital commerce, customer experience, marketing management, and emerging marketing technology & trends.

Our clients say that they use our real-time, expert advice and objective research, data and tools to:

- Target the right audiences
- Choose the right channels
- Quickly shortlist marketing and technology providers
- Stay informed on market and competitors
- Save time and avoid costly mistakes

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