

Vision report

The marketing team of the future

9 trends and developments that will drastically change the work method, composition and skillset of marketing teams



Inhoudsopgave

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Introduction

What a great wind we've had blasting into our marketing sails in recent years. They were the decades of abundance: cheap energy, raw materials, available labour and money, with a wealth of innovate dynamism as a result. Meanwhile, that wind has completely fallen still, as everything has become more expensive, and those unlimited stocks suddenly appear to be rather limited. All these global developments have their origins in billions of sub-movements that impact our lives, as well as those of the business community, especially in the field of marketing. This is because it is as clear as day that marketing seems to be changing as a profession. In this vision report, we will not be solely focusing on the change and trends within our profession, but on the question of how these changes will affect marketing teams of the future. We outline the underlying dynamics and implications behind this impact, and present you with the tools to form your own vision for your marketing team of the future.

From a tailwind to a recession

Under the winds of progress, marketing teams have evolved as the feelers and connectors within organisations. Marketing teams know how to connect consumer sentiment and behaviour on social media to CRM systems, link brand KPIs to VR and AR innovations, transform marketing into customer experience management, and put first-party data on the boardroom agenda.

All that only covers the basic tasks of the marketer, who nowadays also has to deal with themes such as employer branding, ED&I and sustainability. So... whereas a few years ago we ambled around quietly as a small team of art, copy and media planners with the odd UX staff member, here we are today, sailing closely to the wind around one single data-driven customer journey in a joint aircraft carrier packed with specialists.

But the wind has turned...

The price of energy and raw materials has shot through the roof and its supply appears to be finite. New team members are hard to find and even harder to retain.

A recession is imminent. European privacy legislation a daily topic on Dutch business channel BNR, ChatGPT's AI joins in on conversations in the Jinek talk show, and the role of Big Tech is widely reported on Twitter on a daily basis. What will this mean for the marketing team of the future?

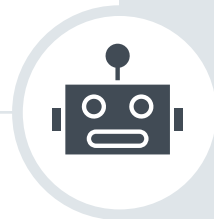
3 themes and 9 trends

A well-known saying goes: "If you want to go fast, go alone. If you want to go far, go together." That is exactly what we have done in this vision report. Together with marketing professionals from different markets, we have listed 9 trends under the themes *Technology, Culture and Organisation*, which we believe will have an impact on the marketing team of the future. Not because we are 100% sure they will materialize, but because we hope that they will inspire you to start a conversation within your organisation about the best method for putting together marketing teams in order to quickly get the wind back in their sails, and to ultimately steer towards a more sustainable, human and connected way of marketing in a successful manner.

We have divided the trends into different themes in order to create a clear layout and to provide insight into the various factors that influence today's society and business life. However, it is good to realise that some trends transcend these categories. For example, a technological trend can also have an impact on the culture within an organisation and vice versa. It is therefore important not to view these trends through organisational silos, but to work in conjunction with one another.

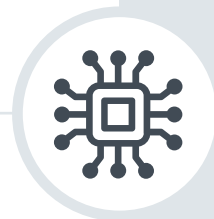
Key takeaways by trend

TECHNOLOGY



1. AI for and by everyone

- AI will determine the composition of marketing teams in the long run
- The marketing team of the future will focus mainly on preventing over-reliance on AI
- AI will generate completely autonomous and adaptive marketing systems



2. A new generation of hardware

- Computing power and information overheads have decreased significantly in recent years, enabling VR and AR applications on a wide scale
- The marketing team of the future will benefit from this through all the new forms of data points and touchpoints that will become available
- The power of quantum computing poses multiple security risks. Safety will therefore become a core theme for the marketing team of the future



3. The decentralization of the internet

- Due to the dominance of Big Tech in recent years, the 'decentralisation of the internet' counter-movement is gaining ground
- Decentralisation of the internet requires a new perspective on consent management and personalised journeys
- Opportunities for marketing teams lie primarily in product innovations, creativity to create pull and the optimisation of journeys for a better user experience

CULTURE

**4. The importance of ethical issues continues to grow**

- Marketing plays a key role in driving sustainability and ED&I
- In addition to KPIs, future marketing teams will also work on the ethical and social value frameworks of their activities in future
- Preventing biased data to combat exclusion will be a core theme for the marketing team of the future

**5. The impact of purpose-driven strategies**

- Focus on the long term, and on why you are doing something
- A purpose does not stem from external factors, but is something you apply from an intrinsic motivation
- Implement your purpose in your models, templates and KPIs to make it measurable and implement it in your processes
- Embed your purpose in your talent strategy as a key element
- Express your value not only in money, but in the extent to which you generate a social impact

**6. The EU vs. The World**

- The EU takes its pioneering role in regulating marketing very seriously; and is aiming to prepare Europe for the 'Digital Age' through 86 legislative proposals
- The EU wants to be less dependent on 'other' parties, such as Big Tech or geopolitical superpowers
- The EU is aiming towards a more uniform set of rules, so that every European citizen and/or business has to deal with the same rules

ORGANISATIE



7. The rise of the digital enabler

- A new role is emerging due to the speed of technological developments, namely that of the digital enabler
- The digital enabler makes the connection between the needs of business and technology
- The role of marketer is changing due to the increasing complexity of the profession; developing soft skills is therefore crucial
- A dichotomy arises due to the increasing need for creativity versus knowledge of martech
- Agility from both individuals and organisations is a precondition for a successful, future-proof marketing team



8. Having a 'purpose' is crucial to conquering a place within the labour market

- Due to persistent shortages within the labour market, employer branding will become a key theme of the marketing team of the future
- Younger generations, including GenZ, are looking for employers with a social mission to create an impact
- Having a purpose, and actively and sincerely conveying it will become the main force for attracting new employees
- Embedding your purpose within your talent strategy will form a key factor for a long-term strategy

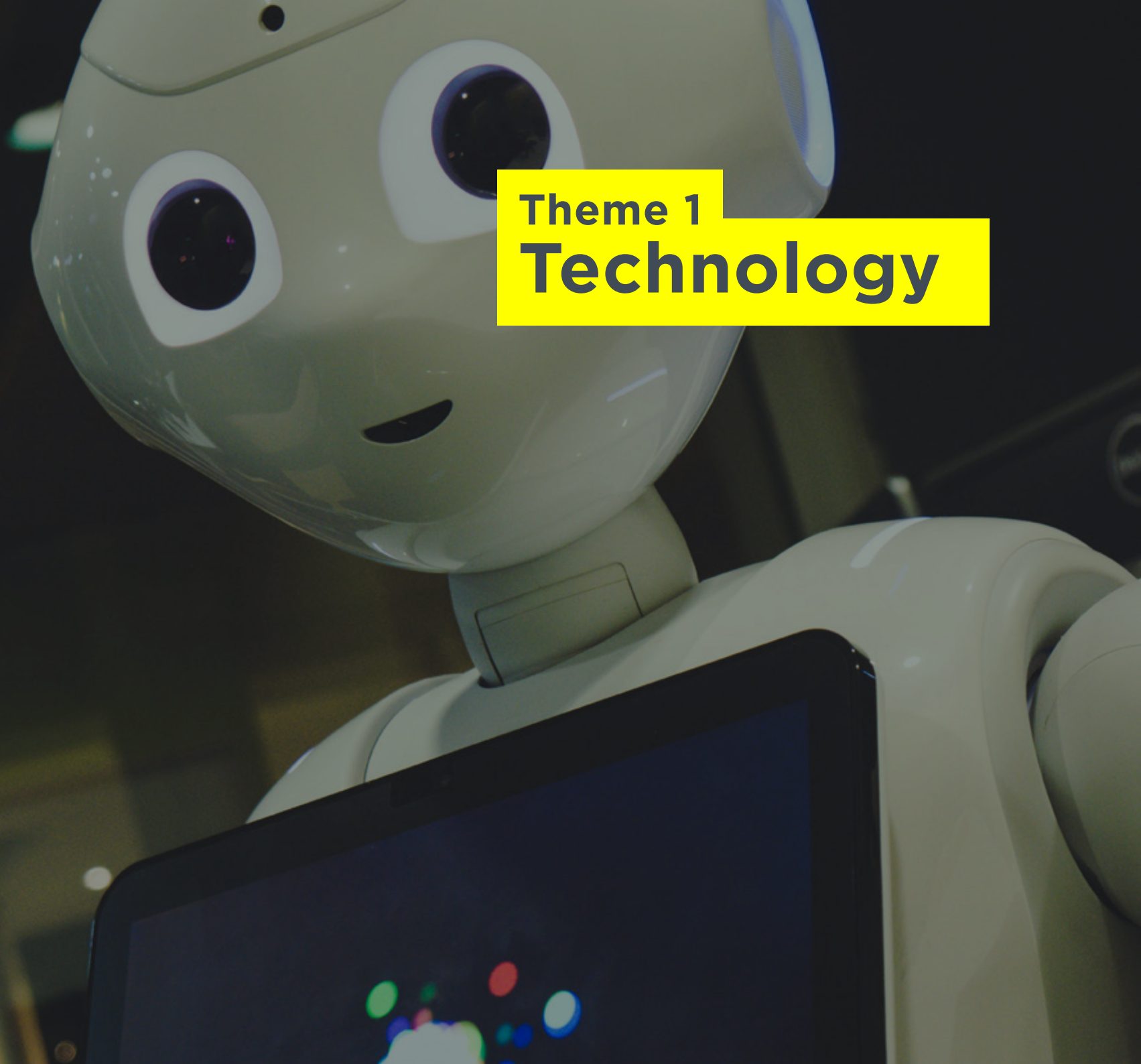


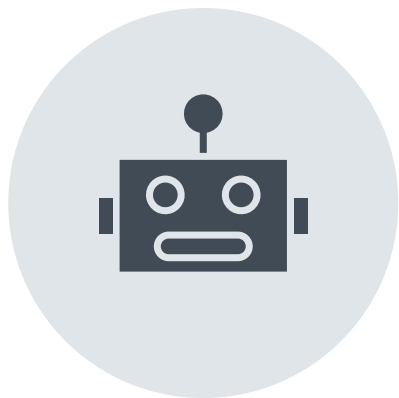
9. Skills and personal characteristics will become increasingly important

- Competency-based recruitment of new employees is a must
- Soft skills such as collaboration, communication and responsibility are becoming increasingly important
- Create space and time for up- and reskilling
- The marketing team of the future is CAT: Creative, Analytical and Tech savvy
- Making the marketing team future-proof is not just a matter of marketing, but should be interwoven and carried out in collaboration with the rest of the organisation

Theme 1

Technology



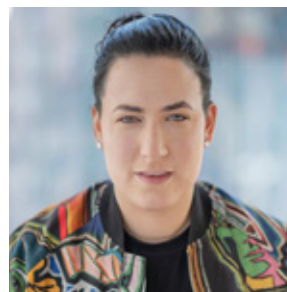


TREND 1 | **AI by everyone and for everyone**

The instant we began putting this vision report together, ChatGPT suddenly emerged. Judging from the commotion this programme caused at the table of the talk show Jinek about a Generative AI-created script for Ryan Reynolds, we realised we were on the cusp of something major. It is for this reason that it will also be the first trend we will be discussing in this report, as AI is namely rapidly developing: from a system for a few touchpoints, such as Generative AI integration in Word and PowerPoint, to ultimately independent systems that will decide over entire value chains, including the touchpoints that we as marketing teams are already lending direction to.

The rise of AI is going to be able to provide marketing with a great deal, and the marketing team of the future will be able to take advantage of those opportunities presented by AI. In addition, marketing will also feel its impact on activities that AI can largely take over, especially in creative, programming and media sections. In the long term, AI will ultimately determine the composition of the optimum marketing team.

But over-reliance on AI also equals less control. That is why the market is already working hard on a solution to prevent an excessive dependence on AI, by drawing up preconditions that an AI has to adhere to. Drawing up these kinds of safeguards is therefore what the marketing team of the future will focus on, and what specialists must be trained to do. Think, for example, of themes such as sustainability, humanity,



“Whether it’s AI-generated videos, photos, sounds or texts, ‘Generative AI’ technology, such as ChatGPT or Bard, will take the world by storm in the fields concerning creative activities and searches. ‘Foundation Models, especially in the realm of language, will help us in our daily lives by assisting with software, improving quality, and also productivity.”

*Lee Boonstra, Software Engineering Tech Lead,
Conversational AI @ OCTO, Google Cloud.*

ethics, and laws and legislation. It's important that marketing teams have the capabilities to safeguard and continuously monitor these keystones in terms of all that AI has to offer.

Another aspect that AI will certainly have an impact on is automating the customer journey by, for example, automating media, creation (adaptive touchpoints), analyses and testing. Ultimately, we are moving towards completely autonomous, adaptive marketing systems, within which touchpoints adapt throughout the entire customer journey of their own accord. The main question left for the marketing team of the future is therefore how far this automation can go without bringing harm to people, society and nature.

The AI hype will also eventually pass

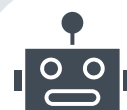
The AI in ChatGPT is one of the first publicly accessible forms of Generative AI, but it's certainly not the only one. Google, Amazon, Facebook, Apple and many others already carry similar systems that are often much more advanced, which we will see rolled out everywhere before too long. Moreover - driven by fear of missing out on the AI hype - we will witness major investments in AI in the coming years. However, we have to be aware that the AI bubble will eventually burst, just as it did with blockchain. Investments will evaporate, smaller players may cause disruption, but there is every chance that Big Tech will remain the dominant player in the field of AI. After all, they have the money, the personnel, the products and the processing power to maintain their lead.



"You can look at Generative AI in two ways: on the one hand as a technology that will take over people's jobs, on the other hand as a technology that can support people in an even better and faster manner. By utilising Generative AI more in the latter manner, i.e. to support people, you can make all interactions even more personal and better, because there will be more time left for people to do interesting things. However, it

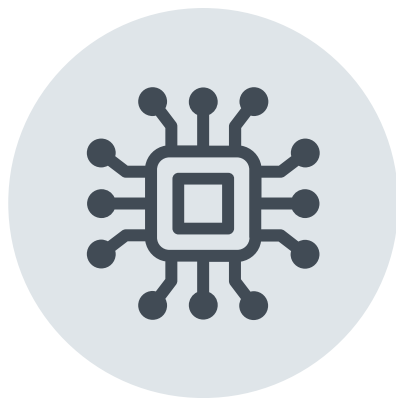
remains important to maintain control over the algorithms in the right way, and it will be interesting to see how that develops in the coming period."

*Kevin Duijndam, Manager Performance Insights & Analytics
@ Air France-KLM*



Key Takeaways

- AI will determine the composition of marketing teams in the long run
- The marketing team of the future will focus more on preventing over-reliance on AI
- AI will provide completely



TREND 2 | **A new generation of hardware**

In recent years, the costs for hardware and therefore the costs for computing power and information storage have decreased enormously. In order to reduce raw computing time, significant effort is being made towards the innovation of quantum computing or Photonic Integrated Circuits (PICS); an important component to enable VR and AR on a large scale.

New and smarter AR and VR technology that is in direct contact with our body (for example to monitor blood pressure or heart rates) and our environment (for example sound, light or vibrations) will also be introduced before too long. The marketing team of the future will benefit from this through all the new forms of data points and touchpoints rendered by these innovations. In addition, teams will have to focus even more on connecting people and brands with hardware, technology and data. Quantum computing will play a huge role in how we can analyse, model, predict and optimise large complex business systems, such as digital marketing ecosystems throughout the business chain.

The marketing team of the future will utilise an organisation-wide strategic policy

Activating such complex business systems can lead to marketing teams becoming even more integrated into overall business processes and systems. Marketing KPIs with broader business objectives, such as production and sustainability, will be linked in this manner. For the marketing team of the future, there are therefore many opportunities to pursue broader strategic policy across the entire organisation. Further on in this report, we will elaborate on the marketing team of the future, plus the organisational challenges accompanying it, later in this report.

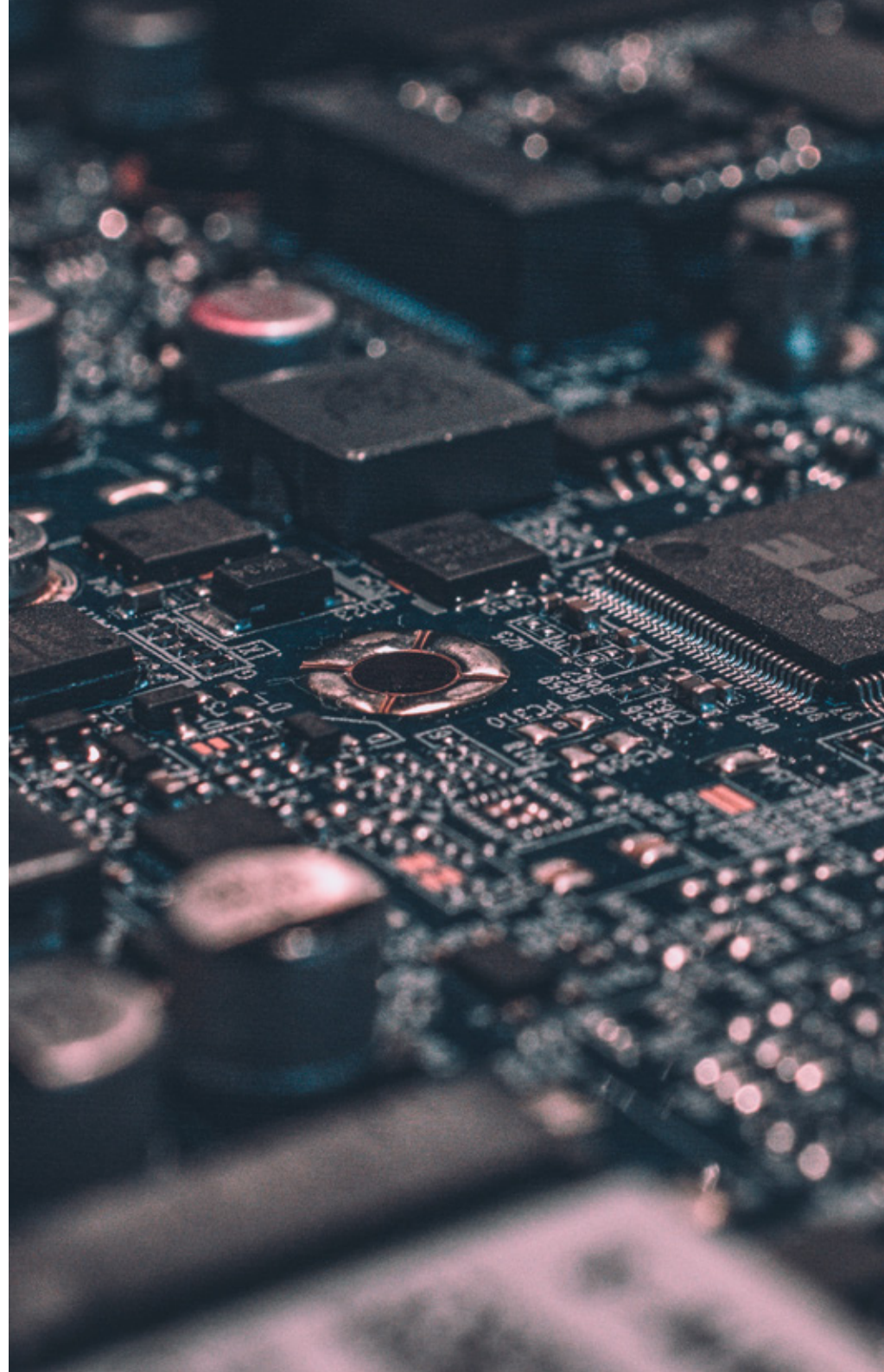
Safety to become a core theme

In addition to opportunities, there are also enormous risks associated with the power of quantum computing: think of the power to decrypt some of today's data encryptions, such as blockchain technology or the encryption of all web interactions. Not to mention the potential gap that can arise between organisations with sufficient funds and resources for quantum computers and those without, and the impact of this gap on the end user.

Security around quantum decryption will undoubtedly become a core theme for the marketing team of the future. Technical questions such as ‘what happens when competitors and malicious entities decipher information systems’ and ‘what do we do when we no longer have access to our information systems’ must be able to be answered.

Key Takeaways

- Computing power and information costs have decreased significantly in recent years, resulting in VR and AR applications becoming possible on a large scale
- The marketing team of the future will benefit from this through all the new forms of data points and touchpoints that will become available
- The power of quantum computing poses many security risks.
Safety will therefore become a core theme for the marketing team of the future





TREND 3 | **The decentralisation of the Internet**

These past years have been fantastic for American Big Tech companies in particular, who treated us as marketers to numerous innovations such as marketing personalisation, cloud computing, and video on demand. Our lives seem unimaginable without the major platforms. But the downside of all this growth and innovation is becoming increasingly clear. We have all become trapped in a web of platforms, data and algorithms – as marketers as well as end users, and almost totally dependent on the whims of a few large-scale international players, who essentially determine how our information flows proceed, as well as the costs and which rules apply. But - as is always the case whenever power is in the hands of only a few - a counter-movement arises, also known as ‘the decentralisation of the internet’.

Users regain ownership of the Internet

The decentralisation of the internet started with new technologies and platforms such as bitcoin, web3, Solid and permissionless blockchains. These seem to be the first steps towards a future in which end users regain control over their information and therefore the internet. The more control end users have over their data, and the more they can decide for themselves how they travel across the internet, the more room there will be for other platforms to facilitate this - ultimately leading to new competition and flow of innovation. One tangible example is the micropayment conducted through the Bitcoin Lightning Network.

This allows you to create a digital identity without disclosing personal data. You create an account by transferring a small amount of Bitcoin and that's it. This also adds an extra dimension to consent management. Due to the upcoming EU legislation, this is already a topic that is becoming increasingly important within the profession, but with the decentralisation of the internet, this requires even more creativity and brainpower to turn this development into opportunities for marketing. How do you ensure sufficient pull around your brand or product, how do you obtain consent and gain the maximum leverage

from it, and will personalized journeys still be possible if you only have partial or no personal data? This development will require even closer cooperation between marketing and IT.

Opportunities for marketing teams

Initially, you would think that marketing teams would mainly experience negative consequences from the decentralisation of the internet. After all, they have less data to work with, which means that solutions are limited and less scalable. Costs are higher and less predictable, and parties will only be able to offer end users a diminished version of the seamless user experience. But we must realise that the decentralisation of the internet presents enormous opportunities as well. It offers you as a marketing team the opportunity to redesign the customer experience based on the mutual value exchange of data with added value for the end user. This will ensure that marketing teams will focus much more on optimising user journeys, creative campaigns and product innovations to attract users, and in doing so create a new standard – although this is more applicable to larger international organisations that have access to the required resources. Organisations with smaller marketing teams and lower budgets for innovation and automation will lag behind.

It is a fact that consumers are becoming increasingly aware of privacy. This is also evident from the [DDMA Privacy Monitor 2023](#). There is a growing need for more control and ownership over personal data, and expectations are that technological developments will respond to this need. As an organisation and as a marketing team of the future, it is therefore crucial to think about this and see what technologies you can use to remain relevant within a decentralized internet.



Key Takeaways

- Due to the dominance of Big Tech in recent years, the 'decentralization of the internet' counter-movement is gaining ground
- The decentralisation of the internet requires a new perspective on consent management and personalised journeys
- Opportunities for marketing teams present themselves primarily in product innovations, creativity to create pull, and the optimisation of journeys for a better user experience

Theme:
Culture





TREND 4 | **The importance of ethical issues continues to grow**

Marketing is rarely mentioned in a positive way in the same sentence as sustainability and diversity. Marketing is seen as a means to grow brands by selling more products and services to the largest possible target group. What people do not realise however, is that marketing increasingly helps the same target group to become more sustainable. And that's a good thing, because the importance of ethical issues like sustainability continues to grow.

It really is the only way to go. With a future perspective of a planet supporting a population of 8.5 billion people (18.5 million in The Netherlands) by 2030, a scarcity of raw materials, and the consequences of climate change, brands must focus on themes such as sustainability and ED&I (Equity, Diversity & Inclusion). The fact that this is at odds with our growth objectives in terms of marketing is already noticeable today, and will only intensify in 2030. Terms such as circular design and recycling are becoming the new sexy in our brand stories, where the emphasis is shifting from the new to the repurposed.

The pursuit of sustainability and ED&I will begin to dominate the visions of brands. The accompanying policy will undoubtedly influence the work of the marketing team of the future: from recruitment and team composition to the daily campaigns and the associated KPIs. Data will play a major role in this regard - especially where ED&I is concerned. Brands are increasingly using data to make their products and brands more inclusive. However, therein also lies a degree of danger: for example, how do you ensure that you do not systematically exclude groups? Consider, for example, the 'child allowance affair', the scandal involving the Dutch tax authorities that rocked the nation. Preventing similar biased data will therefore become an important topic for the marketing team of the future. Data will also play an increasingly prominent role in major social themes, such as aid and debt relief. Data and associated models can predict and identify who might have trouble keeping up payments in the future. It is up to marketers to get the user into the right mode by means of the appropriate message and consent. The fact is, without consent, there is no data, although in some cases data can prevent multiple cases of debt being generated.

The goals of the marketing team of the future are therefore no longer only about achieving KPIs, but also about establishing and safeguarding the ethical and social value frameworks within which those KPIs are achieved.



Key Takeaways

- Marketing plays a key role in driving sustainability and ED&I
- In addition to KPIs, marketing teams will also work on the ethical and social value frameworks of their activities in the future
- Preventing biased data to prevent exclusion will be a core





TREND 5 | **The impact of purpose-driven strategies**

Gepaard met het belangrijker worden van ethiek, heeft de 'waarom-vraag' zich in de voorbije jaren ontpopt als de belangrijkste vraag om je als organisatie te stellen. Om welke reden je iets doet is voor klanten én organisaties vandaag de dag belangrijker dan wát je doet.

Het duidelijk aangeven waar je als merk voor staat, maar ook wat je drijft en dag-in-dag-uit bijdraagt, gaat de komende jaren uitgroeien tot echte no-brainers binnen marketingteams.

Dit vooropgestelde doel, een echte purpose, is de basis voor het marketingteam van de toekomst.



"A purpose-driven policy is not a temporary project or something a few departments utilise. It is in the 'DNA' of everyone within the organisation. Everyone is proud of our purpose and their own contribution towards realising it."

Simone Neefjes, Manager Marketing at Vattenfall

The importance of purpose in numbers

The fact that a purpose is important has been demonstrated by several studies in recent years, including one from Stichting Management Studies (part of VNO-NCW), which show that companies with a clear purpose perform better. In addition, research by PwC underlines that 79% of executives believe that the goal is indispensable for business success and the existence of an organisation.

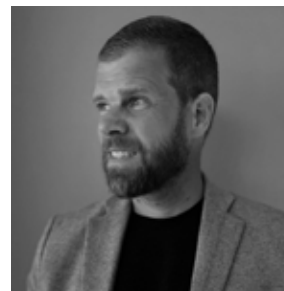
Purpose is essential for the generation of the future

political uncertainties are increasing. Combined with this is the increasing importance of a purpose, a mission within the framework of society to cope with those same uncertainties. From a marketing perspective, this will become a key point within a solid marketing strategy, because if you don't adopt this, your target group simply won't want anything from you anymore. A brand mission with impact is especially important among the younger GenZ generation. They are looking to make a social impact from the outset and are therefore explicitly looking for companies with a mission that matches their own values and passions. And with GenZ as the first generation to

collectively attach importance to purpose-driven organisations, this entails that purpose-driven strategies only look set to increase in the times that lie ahead; something the marketing team of the future will certainly pick up on. Performance remains a core part of business objectives, but conveying a purpose will become even more important. This could be in terms of sharing a message, personal stories and experiences in relation to issues such as climate change, opportunity inequality, and diversity.

Practice what you preach

However, purpose-driven marketing is a precarious business. The line between a notorious or lauded purpose is razor-thin, and is heavily reliant on consistency. The advent of new social platforms poses risks, as consistency across many different channels is difficult to guarantee. It is up to organisations to retain a sharp focus in this regard, and to communicate their purpose to the customer in all forms, through all available channels. An intrinsic motivation to fulfill their purpose is necessary. In other words: practice what you preach.



"In our purpose, we have gone from primarily protecting wildlife towards preserving a habitable planet, as nature is of vital importance, not least for us humans. So that is why it is our mission to inspire people to opt for more nature. You as a human being, and your role in nature are essential as a solution in that regard. In order to inspire everyone to take part, WWF-NL has switched from a fundraising model to a participation model. By providing context, knowledge, inspiration and information about global nature challenges to more than 1 million WWF relations, we can connect and support behavioural change. Everyone can participate in whatever way appeals to them, and in doing so contribute towards our mission for more nature and the purpose of a habitable planet."

*Paul Zevenboom,
Head of Digital, eCommerce & Data for the World Wildlife Fund*



Key Takeaways

- Focus on the long-term and on why you are doing something
- A purpose is not from an external source, but is something you apply from an intrinsic motivation
- Implement your purpose in your models, templates and KPIs to make these measurable, and implement them within your processes
- Embed your purpose in your talent strategy as a key element
- Express your value not only in money, but in the extent to which you make a social impact



TREND 6 | The EU vs. The World

Just as it is with the weather, predicting the future of marketing up until the year 2030 is a precarious matter; not a simple calculation of weather patterns for yesterday and last year for instance. In this vision report, we try to explain the role of the marketing team within a global ecosystem, and how that role will develop. But with so many radars and dependencies, the case we are trying to make remains uncertain. What is becoming increasingly clear however, is the pioneering role that the European Union (EU) has generally taken on in this regard. This progressiveness will certainly affect the way you will be able to set up your marketing team.

In addition to the rules already rolled out (such as the General Data Protection Regulation), the EU is setting the tone with a progressive Digital Strategy for the period up to 2030. This sets out the EU's digital policy based on geopolitical choices in the areas of justice, sustainability and 'digital legislation'. Under the heading 'Europe fit for the Digital Age', 86 legislative proposals have been set in motion to lend substance to this policy: think of proposals for sharing data, but also for regulating and stimulating developments (for example in the field of AI). Not every bill put forward will

be accepted and implemented, but it shows how seriously the EU views its role. The fact that the EU itself sees it as having a pioneering role is also evident from the following phrase about this policy: 'Europe must strengthen its digital sovereignty and set standards, rather than following those of others'. This clearly shows that it is important to be less dependent on other parties (Big Tech or other geopolitical superpowers), but also to set progressive standards yourself. They mention 3 important spearheads:

1. Technology that works for the people
(e.g. the regulation of AI)
2. A fair and competitive digital economy
(e.g. regulation of online platforms)
3. An open, democratic and sustainable society
(e.g. regulation of misinformation)

Finally, this digital policy should contribute towards creating a more harmonised/uniform set of rules in Europe. This would (in theory) mean that every European citizen or company would have to deal with the same rules. This contributes towards a level playing field, but also to uniform legal certainty. All things considered, it is plausible that the developments within this

policy will exert a strong influence on your marketing team in the coming years, so it would be in your interest to both follow and safeguard these.



Key Takeaways

- The EU is taking its pioneering role to regulate marketing very seriously; through 86 legislative proposals, the EU is aiming to prepare Europe for the Digital Age
- The EU wants to be less dependent upon 'other' parties, such as Big Tech or geopolitical superpowers
- The EU is aiming for a more uniform set of rules, so that every European citizen and/or business has to deal with the same rule set



Theme 3

Organisation





TREND 7 | The rise of the digital enabler

A marketer nowadays is often T-shaped, and masters all aspects of digital applications, with a specialisation in one or two subtopics. The digital marketer knows how to generate traction through performance channels, remove friction through CRO, and gain insights through web analytics. However, with the speed of technological developments, the question is whether this digital marketer is still future-proof. To what extent will the digital marketer still be at the controls in the future, or will these tasks be taken over by technology?

A new role: the digital enabler

We see a new role emerging within these developments, namely that of the *digital enabler*. In the future, the digital enabler will play an essential role within a successful marketing organisation. A digital enabler makes the connection between the needs of business and technology, and ponders questions such as: how do we utilise technology to work at scale? How does technology help us personalise, and how do we help marketers to generate more impact through technology? The customer of the digital enabler is therefore in fact the marketer. A digital enabler has a strong technical background, but – just as importantly – has a great understanding of the business.

What ambitions are pursued, where are gaps that stand in the way of ambition, and which type of technology can remove it? These are questions that a digital enabler is able to answer flawlessly.

We have to realise that we will be demanding a lot from the digital enabler. By fulfilling this role, you are not only professionally engaged, but also the person who translates business goals into marketing goals, through incorporating all available expertise and departments.



“Job descriptions are changing, and becoming more demanding due to the increasing complexity of the profession and its role within organisations. The marketer becomes a business partner. And with that, developing soft skills also becomes more important. We are already seeing this reflected in our analyses of the required skills.”

*Bart van Krimpen,
Randstad Groep Nederland Labour Market Specialist*

You are the connector between, among other things, sales, finance, and IT, and are increasingly in a changing, 'agile' environment. The profession of marketing is becoming more complex and demanding. An analysis conducted by Randstad in collaboration with ROA shows that soft skills such as collaboration, communication and responsibility are the fastest growers within the required skill set of marketing professionals.

But it would be wise to note that the rise of the digital enabler will not happen of its own accord. The question for marketers now, is to what extent they would both want and are able to develop into a martech professional, who can translate knowledge of tech and data into useful insights for the sector. In addition, an important condition is that employers give their marketers sufficient time and space to carry on developing.

AI drives the demand for digital enablers

In this report, we have described future trends that will impact the marketing team of the future. At the same time, we must realise that this trend has already been set in motion. Just looking at the proliferation of MarTech tools*, brings the realisation of just how much the digital enabler is needed already. This need will only continue to grow as the 'tech' part of 'martech' continues to innovate at a rapid rate.

** This has made the martech ecosystem quite extensive; there are currently almost 10,000 Martech Solutions on the market. The 2022 martech landscape shows the space growing towards 10,000 solutions Over the past two years alone, there has been an increase of 24%.*

**"More skills and knowledge of tech will be needed.
The marketer of the future will be adaptable and comfortable using
AI to power more decision-making."**

*Pega's The Future of Marketing Report,
7 Trends Changing the Status Quo, page*

In addition, we are increasingly using AI within all this martech. Machine learning and AI helps marketers convey the right messages – at scale – to the right people; faster and better than they could ever do manually, AI is taking the martech profession to new heights. Through a high rate of adoption of machine learning and AI, the focus of the marketing team of the future is shifting to being able to proactively predict customer behaviour, in order to increase the overall customer experience. Optimisations will therefore focus more on creating prediction models in the future.

A dichotomy: the experience marketer and the digital enabler

Given that the rise of the digital enabler is already underway, we are already witnessing something interesting take place, namely the onset of a dichotomy. On the one hand, you have the experience marketer, whose focus is more on branding and creation, while on the other, you have the digital enabler, the martech professional who is comfortable with seeking out new digital opportunities.

Agility is a precondition

Are you looking to build a successful marketing team for the future? If so, then agility, the ability to adapt to changing environments and take advantage of opportunities, is a vital precondition. This concerns both the marketers – such as learning new skills and being able to deal with changes – but also at an organisational level, such as outsourcing expertise, and working with agile teams focused on creating value for the customer. The more agile you are, the more likely you are to be successful in the rapidly changing world..

Key Takeaways

- The speed of technological developments has seen a new role emerge: the digital enabler
- The digital enabler makes the connection between the needs of businesses and technology
- The role of marketer is changing due to the increasing complexity of the profession; developing soft skills is crucial
- A dichotomy is taking place due to the increasing need for creativity versus the knowledge of martech
- Agility of both individuals and organisations is a precondition for a successful, future-proof marketing team





TREND 8 | **Having a ‘purpose’ is crucial for conquering a position within the labour market**

Previously, we stated that having a purpose will be crucial to having a successful business, but that’s not all. Employees are also making increasing demands on their employers. GenZ not only want products from purpose-driven organisations, they also want to work for them.

Employees are no longer solely triggered by the offer of high salaries or other financial contract conditions. In a tight labour market, we need to realise that more needs to be done in order to attract talent. We have to realise in the market that this is not going to improve in the near future, and that attracting talent is going to be a major theme for the marketing team of the future. Right now, and certainly in the years ahead, employees will be concerned with the extent to which they can identify with the purpose of a company, in combination with a space to express this. People want to have a sense of pride in a company; a working environment where their personal values come into their own. Salesforce’s research underscores this view that some 80% of employees are looking to make an impact in their work, based on the issues that drive them.

The impact of a purpose-driven talent management strategy

Several studies have been carried out in recent years, including one by Stichting Management Studies (VNO-NCW), which shows that companies with a clear purpose are better performers. In view of current developments in terms of the climate, and social and political uncertainties, the importance of purpose – a social mission – is increasing. And, as we mentioned earlier, this is especially true among younger generations.



“Our purpose is not an isolated matter, but something that has been implemented in everything, such as control and targets. My main targets are CO₂ reduction and financial results. These targets do not clash with each other, but actually reinforce one another. For example, we can invest our financial result in new wind farms, with which we can achieve greater carbon reductions. And I am convinced that our purpose will ensure our right to exist, now and in the future. This motivates both myself and my colleagues to meet both targets!”

Simone Neefjes, Marketing Manager at Vattenfall

Generations such as GenZ are keen to generate social impact of some kind within their work, and are therefore explicitly looking for companies where they can fulfill their mission, purpose and passions. High salaries are not so much what encourages them to opt for your organisation. What is much more important, is that they identify with the values and mission, in combination with space to express this in their daily work. Think of sharing a message, personal stories, and experiences in relation to themes such as climate change, opportunity, inequality and diversity.

With the advent of social platforms, where your message is either enhanced or toned down, brands are increasingly becoming forced to convey their purpose. Therefore, you must also take responsibility in this regard, and do whatever your selected purpose dictates.

A purpose does not come from an external source, but is something that is internal. Embed your purpose in your talent strategy as a key element for the long haul. It's not about what you do, but why. It all goes back to the sustainability of your brand. Your value is not in money, but in the social impact you generate.



"I work on our purpose every, so thereby automatically contribute towards a better world. This gives me energy and satisfaction. In fact, I would never want to work for a company again that does not have a social purpose/impact."

Simone Neefjes, Manager Marketing at Vattenfall

Of course, the question remains of just how much of a factor this will actually prove to be in a time of scarcity within the labour market. Salary may not be the strongest deciding factor, but in today's overheated labour market, it is an essential part of the total package in recruiting and retaining employees.

Key Takeaways

- Due to the persistently tight labour market, employer branding will become a core theme of the marketing team of the future
- Younger generations, including GenZ, are looking for employers with a social mission to generate an impact
- Having a purpose and actively and sincerely conveying it will become the main factor for attracting new employees
- Therefore, embed your purpose within your talent strategy as a key element for the long haul





TREND 9 | Skills and personal characteristics become more important

Based on a job advert wording analysis by Randstad, we see that employers often still have either an excess of requirements, or unrealistic ones. We deem them unrealistic, because the labour market is so tight that these job requirements can never all be found within one single person. The 'unicorn marketer' they are looking to hire simply does not exist.

More attention to skills and personal characteristics

So, on the one hand, we are dealing with a tight labour market. On the other, the aforementioned trends show that the environment and role of marketing is set to change so quickly that skills and personal characteristics will become crucial to enable solid cooperation between teams and a future-proof marketing department.

"More than 1 billion jobs, almost one-third of all jobs worldwide, are likely to be transformed by technology in the next decade."

Organisation for Economic Co-operation and Development (OECD)

According to the 2030 OECD Learning Compass, the most important skills are:

- Cognitive and meta-cognitive skills (critical thinking, learning agility)
- Social and emotional skills (empathy, cooperation, responsibility)
- Practical and physical skills (utilisation of new information and technology)

This shows that hard job requirements in vacancies will disappear, and that people will recruit new employees in a much more competency-oriented way. This increases the pool when angling for the right employee, for example also workers from other sectors. However, we must realise that it is unrealistic to expect to find all of the desired skills in one single person. As an employer, it is therefore important to create time and space in which employees can continue to develop, as well as room to look beyond the current profession by, for example, reskilling possibilities. In addition, the collaboration between HR and other staff departments is important. This is the only way to remain future-proof, as a marketer and an organisation, especially within this tight labour market.

Reshaping the marketing department

What we already know is that, in view of current developments within the marketing sector, we ask marketers to continuously keep themselves up-to-date on professional knowledge and skills. What we would expect from a martech professional is knowledge of martech tooling, being able to identify the right data (sources), knowing what information needs to be accessed so that this data can be used for business objectives, and being able to apply this to certain analyses, campaigns and activations. Although there is an increasing demand for tech skills, the need for creativity is still relevant. Furthermore, 'creativity, originality and initiative' are also listed as the top 10 future skills by the World Economic Forum (WEF). Important characteristics of marketers, as from a brand specialist we would expect creativity, conceptual thinking, persuasive powers and being able to infuse others with enthusiasm.

In the DDMA Podcast [Shaping the Future](#), Philippe Stulens, the CMO at Randstad Group Netherlands, explains his vision for the marketing team of the future, within which a blend of creativity, technology and data is essential. According to Philippe, the ideal composition of the marketing team of the future consists of "CAT", in other words: creation, analytics and technology.

In addition, it is crucial as an organisation to look at what your long-term vision and goals are, and to fill in the skills you need on that basis. The traditional role of marketing will soon no longer exist, and will be incorporated in competencies that are widely supported within the organisation.



"Employers or the future will have to look much more at skills and personal characteristics in combination with development potential, and less at hard job requirements. In the current and future labour market, it will be difficult to find people who immediately meet every single requirement. Competencies such as collaboration and learning agility are becoming much more important. We know of a few wonderful

examples of career switches, such as a pilot whose work is now combating money laundering, and a catering employee who is now a recruiter. Companies such as the Municipality of Amsterdam and ING have made the switch towards competency-based recruitment. More and more companies are changing over to competency-based recruitment."

*Bart van Krimpen,
Labour Market Specialist at Randstad Group Netherlands*

Key Takeaways

- Competency-based recruitment of new employees is a must
- Soft skills such as collaboration, communication and responsibility are becoming increasingly important
- Ensure space and time are created for up- and reskilling
- The marketing team of the future is CAT: Creative, Analytical and Tech-savvy
- Making the marketing team future-proof is not just a matter of marketing, but being interwoven, and is realised in conjunction with the rest of the organisation



Is the overheated labour market set to continue?

We have all picked up on the fact that the labour market is overheated, which is evident by the long queues at Schiphol Airport, goods that are not in stock, and offers of an extra bonus of 1500 euros for people who take on a job. Unemployment has never been so low, and there have never been so many vacancies. The question is whether this will continue to be the case in the years ahead. According to the UWV and Randstad, it will. Higher-educated professionals are definitely still hard to find. This also applies specifically to marketing job positions, where demand has risen the fastest in recent years, such as digital marketers, product owners and e-commerce specialists.

Noteworthy figures

Despite the fact that lifetime learning is high on the social and political agenda, recent SER/TNO research shows that the need to learn has fallen from 49% to 42% in the past 10 years. Nevertheless, 85% are satisfied with the learning opportunities offered by employers. In addition, research by TNO/CBS shows that marketing professionals attach an above-average importance to learning, and that this trend is increasing.

In addition to salary, the offer to develop yourself, and the opportunity to be able to learn is becoming increasingly important. Research by TNO/CBS shows that marketing professionals attach an above-average importance to learning, with this displaying an increasing trend.



Final word

The 9 trends from this report show that marketing is a dynamic field. No two years are the same for marketing teams, and in order for an organisation to remain relevant to a target group, agility is a definite requirement, and it is crucial to think long-term. How will you tackle the technological, cultural and organisational challenges in the coming years? What skills are needed? What effect will that have on your marketing team? And how do you set up your marketing team in such a way that you not only survive in the future, but that you also thrive within it?

These pressing questions make the marketing team of the future perhaps one of the biggest challenges on our industry's agenda. The trends in this vision report are basically unavoidable points of attention for any organisation that takes marketing seriously. We hope that this list of developments has given you food for thought, and that the tips and takeaways help to make your own organisation future-proof. Because one thing is certain: these trends will definitely have an impact on the form, configuration and working method of your marketing team. Whether this will be an impact of a positive nature is entirely in your hands.

More about the marketing team of the future

As the 'Marketing team of the future' expert group, we pay attention to this theme throughout the year, from multiple aspects. For example, we will investigate to what extent the sector already has a future-proof team, and will allocate a prominent place on the agenda for this topic within our DDMA Decision Makers Network. For an overview of all our activities surrounding this theme, please visit ddma.nl/marketing/marketingteam-van-de-toekomst.



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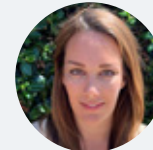
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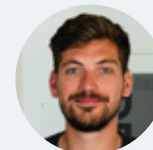
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