

Research report

DDMA 2023 Barometer: The Marketing Team of the Future

With insights on how marketing teams are future-proofing



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Introduction

The DDMA Barometer is the DDMA's annual gauge of where the Dutch marketing sector stands within current matters that are key to the entire sector. The 2023 edition of the DDMA Barometer is dedicated to the 'Marketing Team of the Future'. The research is an initiative of the DDMA, in collaboration with the DDMA 'Marketing Team of the Future' expertise group.

Marketing is a dynamic field that is constantly changing, driven by technological trends, social developments, and changes in rules and regulations. One of the greatest challenges in the marketing world is keeping up with the pace of these changes. In order to become a future-proof marketing team, it is crucial to be agile and able to respond in this regard.

Through a quantitative survey, we asked a representative group of those representing the marketing sector (n=506) in the Netherlands about their expectations for the future of the marketing profession. Which marketing trends and developments do they consider to be important? Which ones are already receiving attention within organisations and marketing teams? Do they expect certain employment positions to disappear, and new ones to emerge? Plus, just how future-proof is today's marketing team within this framework? These questions are linked to the [Vision Report: The Marketing Team of the Future](#), which the DDMA published in March.

The Barometer Report is divided into two parts: (1) the results based on the questions asked, and (2) the analysis and interpretation of these results, divided into four main topics that stood out. Through the insights and figures from this report, we hope to support the marketing sector, and provide guidance along the road to a future-proof marketing team.

Management summary



Management summary

AI is a hype for now, not yet being implemented within marketing teams

The marketing sector in the Netherlands has yet to respond to the most current marketing trends and developments. It is noteworthy that only 46% anticipate that the application of artificial intelligence (AI) and automation – currently one of the hottest topics in business and society – will become an important topic for the marketing profession.

Figures reveal that the application of AI and automation is considered to be the least important for the future of the marketing profession, compared to other major trends such as sustainability, diversity and inclusivity, and the adequate upkeep of knowledge and skills, and innovation. It appears that its actual implementation is not a matter of course and rather isolated. Only 14% of organisations actively address this topic within their organisation, but not within their marketing teams. Within 24% of organisations, this topic is exclusively active within the marketing teams. In 25% of organisations, it is relevant to both aspects of the organisation. Remarkably, AI plays no role whatsoever in 26% of organisations. In other words, both organisations and their marketing teams are not yet at the stage where they are making full use of this technology.

Moreover, expectations regarding the impact of AI on the professional realm of marketers are also not all that high, with only 41% convinced that applications such as ChatGPT or other AI tools will lead to the disappearance of marketing jobs and expertise. However, we do see a lot of division in this regard. For example, the B2B segment estimates that the impact of AI on jobs and expertise will be higher (42%) than the B2C segment. The size of an organisation is also a factor. Only 30% of small organisations (1-10 employees) are anticipating that there will be an impact, compared to 43% for SMEs (11-500 employees) and 45% for larger-scale organisations (500+ employees).

It is worth noting that the members of the DDMA do foresee a major role for AI and automation in the future of the marketing profession: 82% of them expect this topic to become more important, compared to 46% of the Dutch sector representation. Nevertheless, this group is also not yet fully utilising the technology within the organisation; here no significant differences are discernible compared to the sector representation.

Marketing teams aware of the importance of sustainability, but remain reluctant

The marketing sector sees sustainability as an important future topic within the marketing profession: A total of 65% of respondents consider sustainability to be a crucial marketing topic for the coming years. Despite this, marketers are still not awarding it very much attention. 40% of organisations are engaged in sustainable activities throughout their firm. It is striking that, in the remaining organisations, sustainability is more of a factor compared to the other matters within an organisation, but not within the marketing teams, despite the great importance attached to it. The discrepancy between the recognition of importance and actually taking action may arise from the fact that people often do not know how to get started. Only 19% can cite examples of how they might be able to make marketing activities more sustainable.

The major challenge: keeping up with knowledge and skills

A definite factor in terms of this reluctance, is that many organisations experience difficulties in maintaining the required employee knowledge and skill sets. Figures show that agility and adaptability are crucial in this regard, but often pose a huge challenge. The developments in this field are progressing so quickly, that marketing learning programs cannot remain the same for long. Many organisations do pay attention to this aspect. For example, 47% of the respondents have sufficient knowledge and skills within their entire organisation, including within marketing teams. Moreover, 66% of organisations work according to agile or fully agile principles. It is especially difficult

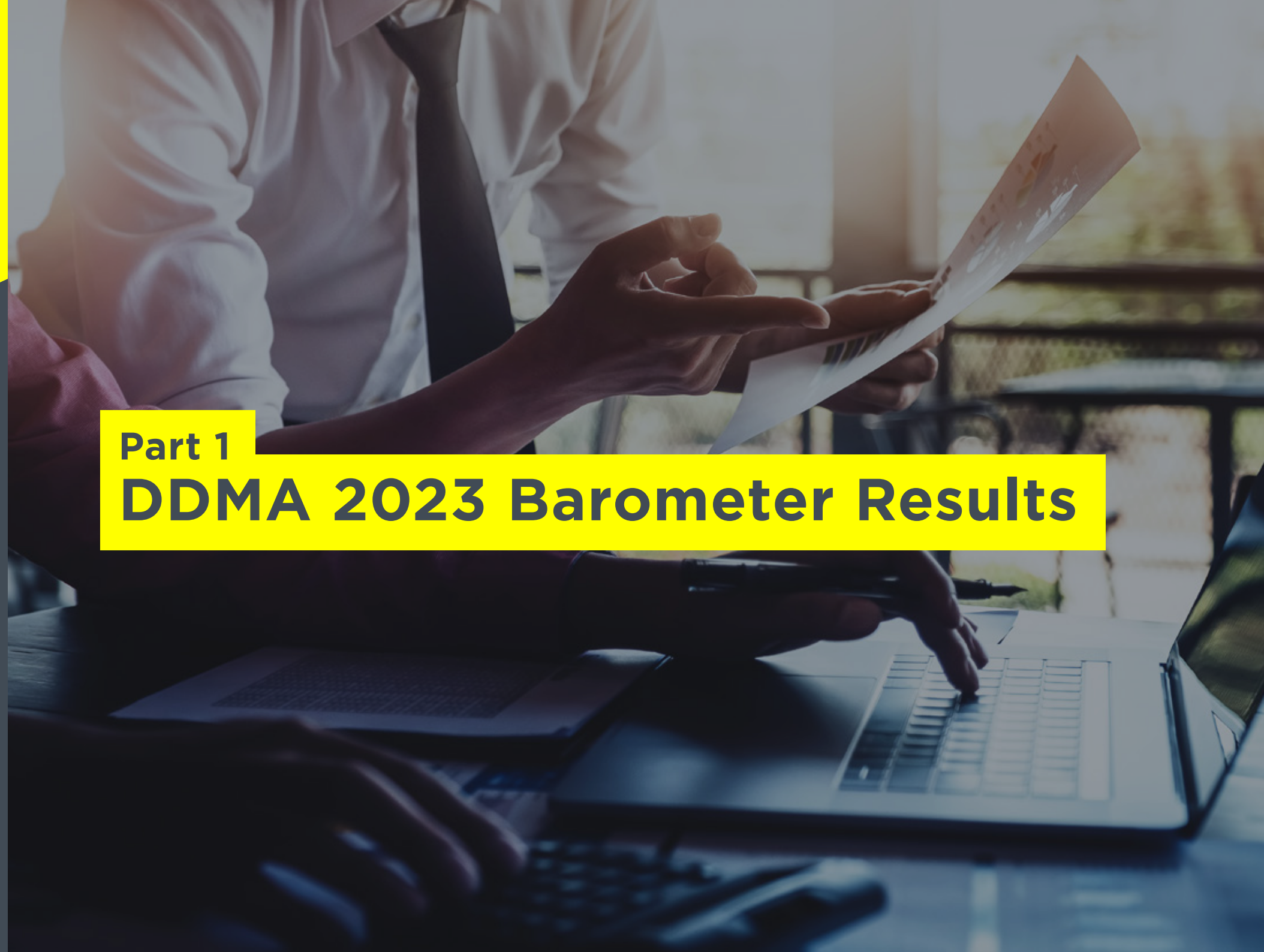
for large organisations to respond quickly to changes. This is easier for SMEs because they are smaller and more flexible. Here, however, other factors, such as budgets, generate new challenges.

Marketers see few fundamental changes within the profession

Despite current rapid developments, only 22% of organisations expect marketing-related jobs to change in the future. Those employment positions that they believe will become more important in the future include the AI specialist, data analyst, digital marketing specialist, and jobs related to social responsibility. This ultimately comes at the expense of more traditional marketing jobs, focused towards print and offline marketing, but also the profession of copywriter and content specialist. Large organisations (500+ employees) are anticipating more changes in this regard. A total of 41% expect the importance of jobs to shift, compared to 17% of small and SME organisations (1-500 employees).

Part 1

DDMA 2023 Barometer Results



PART 1 | DDMA 2023 Barometer Results

Challenges in data-driven marketing and collaboration

When it comes to data-driven marketing, budgets, data quality and collaboration between different departments are the biggest challenges, with the size of an organisation exerting an influence in this regard. For corporations (organisations with 500+ employees), the challenge is not so much a case of budget (25%), but more a case of realising a data-driven culture (28%), and in particular in the collaboration between departments (45%).

In terms of team configurations, the recruitment and retainment of employees forms one of the biggest challenges. For a quarter of organisations (25%, and in 2022: 23%), the challenge is to find employees with suitable skills, and for 1 in 5 organisations (19%, and in 2022: 19%) to retain them. This is also more often mentioned in the top 1. These results are unchanged compared to last year, with larger organisations presenting the same picture in this regard.

Repeating the pattern of last year, 2 in 3 organisations (66%) operate according to agile principles, of which for 16%, agile working forms the basis. The larger the organisation, the more often an agile mindset prevails, or work is carried out in line with agile principles. Among corporations, 24% operate according to an agile mindset (compared to 16% in total), while 58% do not work according to agile principles in organisations with 1-10 employees.

An agile way of working is a mindset in which organisations are flexible, and can respond quickly and adapt to changes. The customer is key in this regard. A total of 12 principles have been formulated for the official agile way of working, these include simplicity, responding to changing (customer) needs, and close cooperation between business and developers.

CHART 1

Question: What are the biggest challenges facing your organisation regarding data-driven marketing?

Total mentioned in top 3

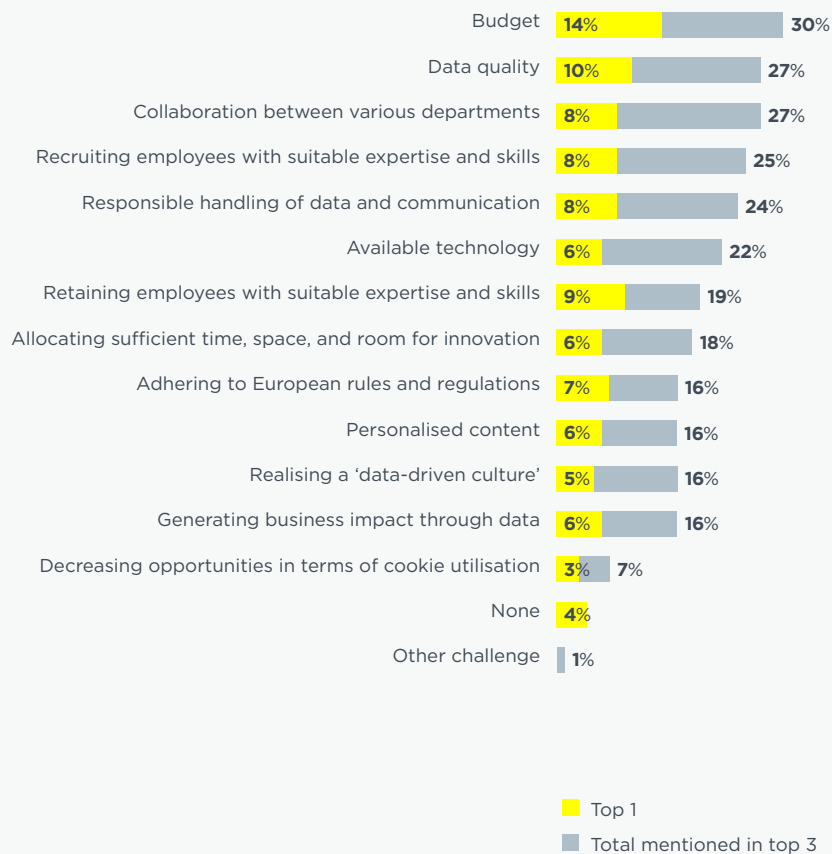
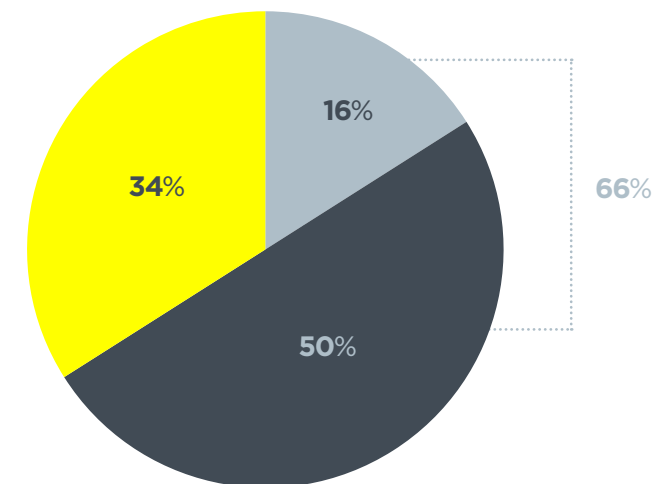


CHART 2

Question: Which statement about 'agile working' best describes your organisation?



- Our organisation does not work according to agile principles
- Agile working is not the starting point within our organisation, but we do maintain several agile principles
- There is a prevailing agile mindset within our organisation, and we work according to agile principles



Future expectations of marketing-related profession(s)

Half the organisations actively invest in young talent (46%) and talent development (48%) in preparation for the future. The theorem that entails working with a pool of employees based on requirements/knowledge in order to be able to deal flexibly with continuous changes within the profession, presents the greatest divide. If you look at organisational characteristics within these results, you will notice that organisation size exerts a degree of influence. For example, SME organisations score higher on flexibility and dealing with change than large organisations (500+). In in-depth topic 4 (see page XX) we will discuss this in more detail.

The expectation that data, automation and artificial intelligence will become more important within the profession is slightly underlined at 53%. It is worth noting that new technology (such as ChatGPT or other AI tools) is not expected to make certain professions redundant (41%) or for the skills required for marketing to become more 'alpha', i.e., focused on creativity, rather than 'beta' (more technical, 42%).

Looking to the future, more than half of organisations (61% on average) do not expect a major change in the type of professions in the future. A total of 22% expect positions such as AI specialist, content specialist, data analyst, digital marketing specialist, and job positions focused on social accountability to become more important. Some 13% expect the following jobs to become less important: content specialist, communication manager, copywriter, and jobs focused on print and offline marketing.

CHART 3

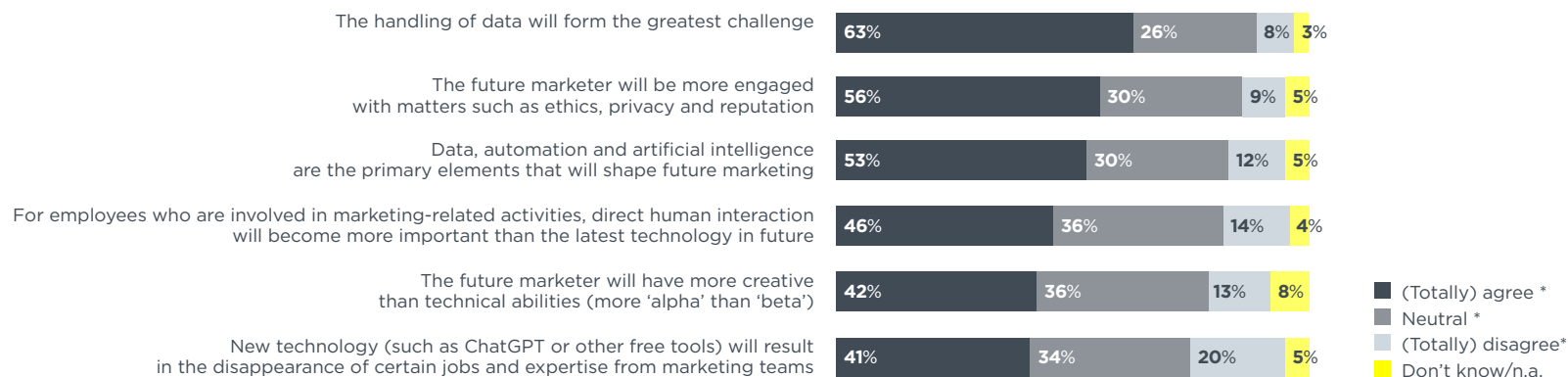
Question: To what extent do you agree or disagree with the following statements?



* No significant changes in 2022 in comparison with 2023

CHART 4

Question: To what extent do the following statements apply to your organisation?





Responding to the most important marketing trends and developments

One of the greatest challenges in marketing is keeping up with the pace of changes, and how to set up your marketing team accordingly. In order to support organisations in this regard, DDMA published the [vision report 'The marketing team of the future'](#) in March 2023, featuring 9 trends and developments that marketing teams are without doubt going to have to face in the years ahead. In this DDMA Barometer, respondents were presented with the same trends and developments from the report, accompanied by the question as to what extent this plays a role within the organisation, or within the marketing team of the organisation, and how important these topics are for the future of the marketing profession..

The results show that 'the sufficient upkeep of knowledge and skills' (73%) and 'a focus on skills and personal characteristics of employees' (68%) are in the top 3 of most important topics, alongside 'innovating to keep up with trends and developments' (69%). This shows that, within the marketing sector in the Netherlands, there is currently a strong focus on innovation and personal development. In relation to the other topics, the 'application of artificial intelligence (AI)/automation' scores remarkably low (46%) in terms of the expectation that this topic will become more important for the future of the marketing profession. Moreover, 26% of organisations state that this topic plays no part whatsoever within their organisation as of yet. The in-depth topic section 1 (see page 17) explains more about the importance of AI and its expected impact in the future.

The topics 'complying with European rules and regulations in daily operations' and 'sustainability' play a part for an average of 41% of the sector representation, both within the entire organisation and the marketing teams. It is worth noting that in the remaining organisations, these topics often play a part to a certain degree within the organisation, but not within the marketing-related teams, while on average, some 65% of those same teams think that these topics will become (much) more important within the marketing profession in the future. Only 19% of organisations can state examples that will make marketing activities within their own organisation more sustainable and in doing so render a positive impact. The in-depth topic section 2 (see page 19) explains more about the minimal amount of attention paid towards sustainability within marketing teams.

Considering the application of rules and regulations, 56% of industry representatives stated that they expect a marketer to be more concerned with issues such as ethics, privacy and reputation in the future (see also chart 4).

Respondents consider the topic of 'sufficient knowledge and skills' to be the most important (73%). This also applies to 47% of organisations throughout the organisation, including within the marketing teams. Nevertheless, organisations and marketing teams face a continuous challenge in terms of the upkeep of sufficient knowledge and skills. The in-depth topic section 3 (see page 21) explains more about this challenge of maintaining the knowledge and skills of marketing teams.



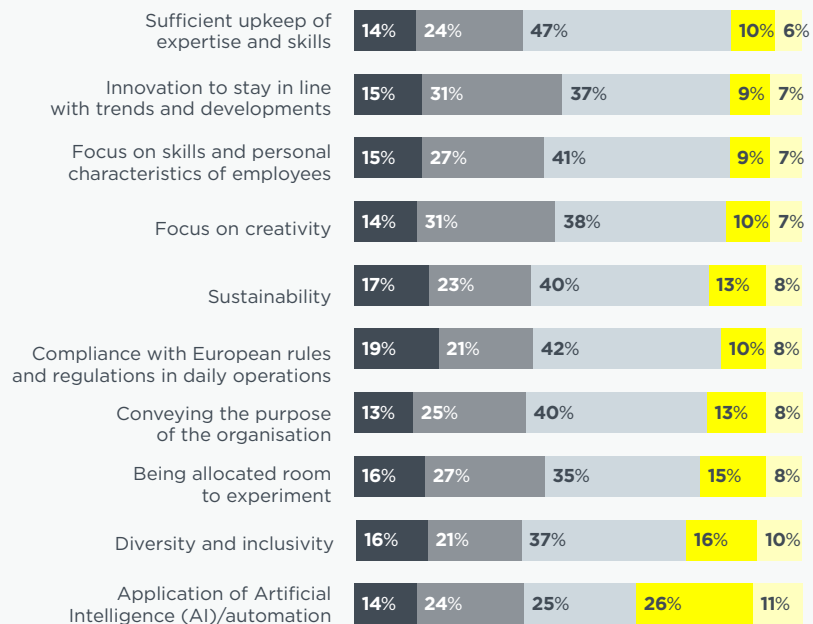
“In general, compliance with European rules and regulations plays a major role within organisations. Compared with its associated significance, it is noticeable that this

topic is more often a factor all across the board, but not within the marketing team, and tends to shift more towards the background. We see this happen more often; this might be because compliance does not feature in the organisation in a structured manner overall, or because the gap between legal and marketing is too wide. Organisations would therefore do well to incorporate compliance more into the culture and daily operation of the organisation.”

Romar van der Leij, Legal Counsel bij DDMA

CHART 5

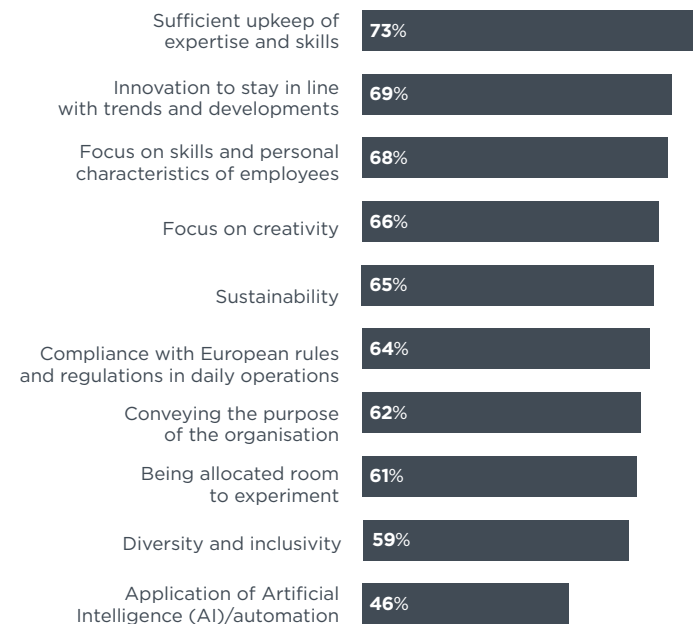
Question: To what extent do the following topics play a role within your organisation in terms of data-driven marketing?



- Is a factor within the organisation, but not within marketing-related teams
- Is mainly a factor within the marketing-related teams
- Is both a factor within the organisation and the marketing-related teams
- Is not a factor
- Don't know

CHART 6

Question: To what extent do you expect that the following topics become more important for the future of marketing?



- Selectie: (very) important

To what extent do the following topics play a role within your organisation in terms of data-driven marketing? Versus questioning: And to what extent do you expect these topics to become (more) important within the marketing profession in the future?

CHART 7

Selection: Is a factor within the organisation, but not within the marketing-related teams compared to selection: (very) important

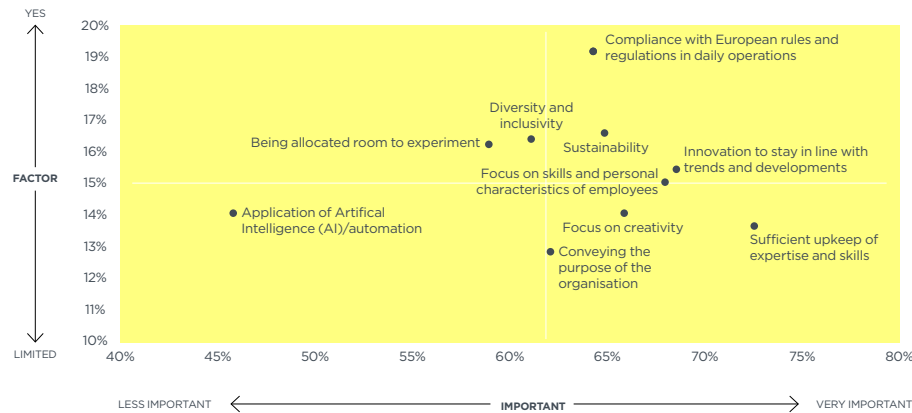


CHART 8

Selection: Is mainly a factor within marketing-related teams compared to selection: (very) important

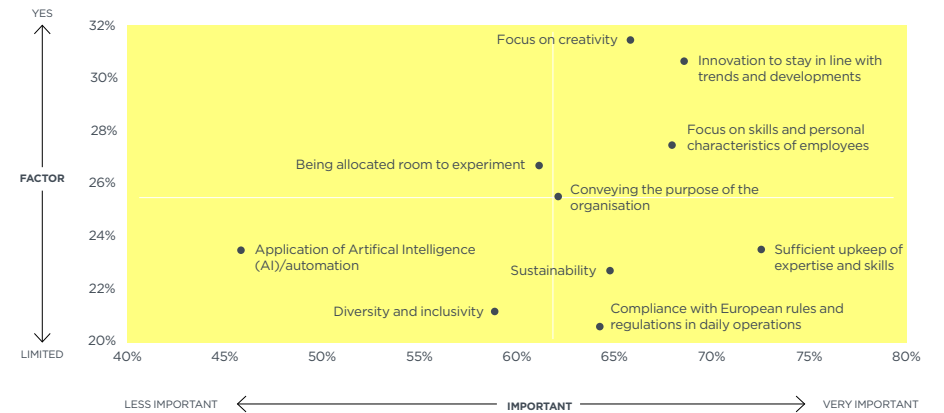


CHART 9

Selection: Is a factor both within organisation and within marketing-related teams compared to selection: (very) important

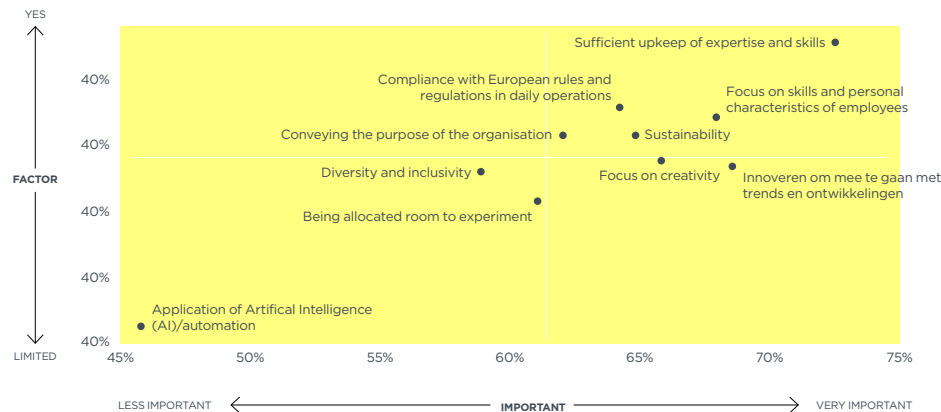
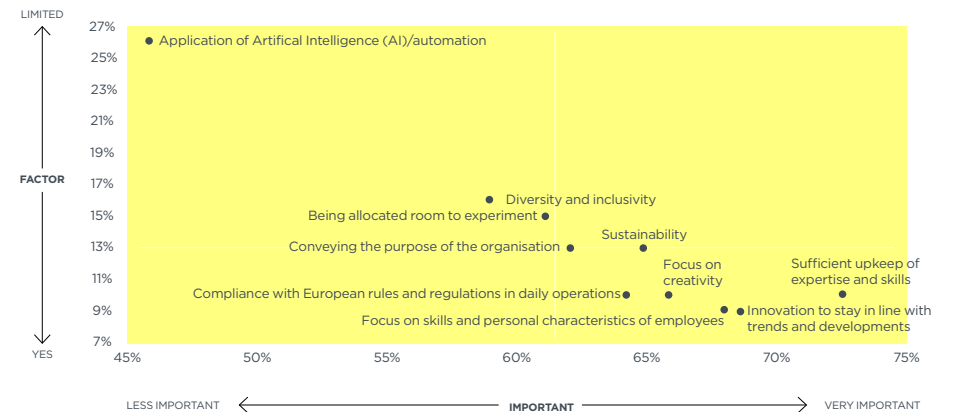


CHART 10

Selection: Subject is not a factor compared to selection: (very) important



Part 2

In-depth topics



PART 2 | In-depth topics

In-depth topic 1:

Importance and future impact of AI is not yet visible

There is no getting away from the fact that the rise of artificial intelligence (AI) is promising and offers marketing teams a veritable treasure trove of opportunities, but to what extent is this topic already high on the agenda of organisations and marketers?

If you look at the issues that are currently playing out in the field of data-driven marketing, then 'the application of AI/automation' scores remarkably low, with over a quarter of organisations (26%) even stating that this issue is not currently playing any role whatsoever – neither within the marketing teams, nor within the organisation across the board (see also chart no. 5).

Organisational size plays a significant role in this regard: at small organisations (1-10 employees), a total of 49% state that this topic is not currently relevant. At large organisations (500+ employees) this applies to 27%, and in SMEs (11-500 employees) only 17% indicate that this is currently not an issue. Another interesting difference can be seen in the field of occupational groups. Whereas 33% of the business section are stating that this matter is not a factor, this only applies to 20% of the bytes and the combination of business and bytes. The latter are therefore considerably more active when it comes to applying AI/automation.

Developments surrounding AI carry limited significance to date

Looking ahead to the future in 2030 also provides surprising insights, because which topics does the Dutch marketing sector expect to become (more) important within the marketing profession in the future? Remarkably, 'the application of AI/automation' again features at the bottom of the list (46%, see chart 6). The smaller the organisation, the less important this topic is considered to be - although large organisations (500+ employees) also score just 54% here. They equally consider this topic to be the least important compared to the other topics featured in the questions, such as 'sufficient knowledge and skills' at 73%, and 'innovating to keep up with trends and developments (69%)'. Despite the enormous buzz surrounding AI, the actual application of this does not yet seem standard for every organisation.

In line with this, respondents were also presented with the following statement: 'Data, automation and artificial intelligence are the main elements that will shape marketing in the future'. This expectation appears to feature among both business and byte occupational groups, with an average of 53% agreeing (see also chart 4). However, yet again, organisational size is visibly a factor in this regard. Whereas just 35% of small organisations (1-10 employees) agree with this, the share is significantly higher within SMEs (11-500 employees: 57%) and large organisations (500+ employees: 62%).

People are divided on the impact of AI on the marketing team of the future

So, what do we expect the impact of new technology such as AI to be on the configuration of the marketing team of the future? To what extent do we think that jobs and expertise will disappear from the marketing team in the future as the result of technology such as ChatGPT? It is interesting to note that estimates in this area vary considerably. A total of 1 in 5 organisations (20%) do not expect a huge shift to happen quickly, compared to 41% who do envisage that change to take place swiftly (see also chart 4). In particular, smaller organisations (1-10 employees) expect significantly less impact in this regard (30%), compared to 43% in SMEs (11-500 employees) and 45% in the large segment (500+ employees). Within B2B (combination B2B & vendor/supplier: 43%), the expectations that jobs and expertise will disappear within the marketing team as a result of new technology seem to be somewhat higher than within B2C (30%). So, it is mainly the division that stands out here. It is clear that not everyone is convinced that new technology will actually lead to the loss of jobs and expertise within the marketing team.



“Once you are in the AI bubble, it’s like a virus: you quickly have the idea that everyone’s infected with it. For example, 82% of DDMA members expect AI to become key to the future of the marketing profession, while only 46% of industry representation is convinced

of this. The prospects are huge. AI opens new doors to limitless possibilities for hyper-personal and effective marketing. With the continuously growing number of channels, interactions and data points, it presents excellent opportunities (the dream of every marketer).

However, this DDMA Barometer shows that the marketing team of the future is not yet ready to make full use of this technology. What’s more, the results mainly reveal that the focus is actually on other matters. And, remarkably, future expectations are not sky-high either; something that is both surprising and quite confrontational, because while I don’t think AI will completely take over the marketing profession, I am convinced that marketers who embrace AI and work with it will replace marketers who don’t. After all, customer expectations and complexity are increasing – and the marketing profession is changing with it. AI will play a significant role in this regard. Collectively, we are in the ultimate position to accelerate its awareness and the adoption within the realm of marketing.”

*Brenda van den Berg, Sr. Marketing Manager
Campaigning & Online at KPN*



In-depth topic 2

Sustainability is still not a major factor within marketing teams

It's great to see how many organisations are currently striving towards responsible entrepreneurship. This transition, often driven by international climate goals, is happening quickly and should proceed at an even faster rate. Marketing plays a crucial role in this sense. As marketers, we have the unique opportunity to influence people, brands and society in an ethical way, and to create a positive social and sustainable impact in the short and long term. Although you would think that every marketer would agree with this statement, the reality is somewhat more nuanced.

Organisations and marketing teams taking limited action regarding sustainability

A total of 65% of the sector representation (and even 85% of DDMA members) expect sustainability to become (more) important within the marketing profession in the future. However, only 40% state that this topic is currently being acted upon within the entire organisation. On top of that, only 23% of the marketing team are active within the subject of sustainability (see also chart 5). Sustainability scores high on importance in that sense, but compared to the other topics lower in terms of how the topic is actually acted upon within the marketing team (see chart 7 and 8).

If we look at how organisations could make marketing activities more sustainable, no less than 46% state that sustainability is not relevant to their organisation, despite the fact that the theme is relevant within the marketing teams of 63% of organizations. The vendor/supplier sector scores significantly higher in this regard at 55%, as does the combination B2B & vendor/supplier (51%), and B2B2C (indicatively) significantly lower (40%). Among the 19% of organisations that were able to state how they think they can make their marketing activities more sustainable and create a positive impact, the insights were encouraging. These range from strategic courses of action, such as integrating awareness into all marketing activities, sustainable product procurement, more efficient and sustainable media purchases, and optimising the customer journey and customer contact, to concrete measures aimed at the internal organisation, such as the creation of a paperless office, B Corp certification, and the use of electric cars.

Interestingly, according to the Netherlands Statistics Agency [CBS](#) in 2021, 58% of the Dutch population aged 18 years or older felt that their own behaviour exerted a degree of influence on climate change. In addition, 66% stated that they knew what they themselves could do to combat climate change, and 58% felt that they should live in a more climate-conscious manner themselves.



“These figures may not bode well for the rapid adoption of more sustainable marketing. It seems that the marketing sector in the Netherlands mainly focuses on innovation to keep up with trends and developments, and places their attention on creativity. This is understandable given the host of other challenges, such as finding

young talent, which is becoming more difficult due to an ageing population, the shift of economic power to emerging markets such as China, and changes in technology.

If 58% of people in The Netherlands would like to live more climate-consciously, then sustainability offers great opportunities to distinguish yourself as a brand and to commit consumers to you. B2C already understands this better than vendors and B2B marketers, but there is still work to be done. Sustainability is not only a great means to enhance your brand, but it also stimulates innovation. It involves marketers having to think about new ways of product development, packaging, distribution and communication. Do you remember back to the emergence of the internet? That was the catalyst for creative solutions such as programmatic advertising, influencers, data-driven marketing, and new business opportunities such as e-commerce, and app and website development. Well, we once again find ourselves riding that exact wave of innovation!

In addition, sustainable marketing promises cost savings in the long run. More efficient use of resources such as energy and materials can lead to lower operational costs. Add to that a reduction in waste and optimising processes, which can generate financial benefits.

My concluding message to the esteemed members of the DDMA and the entire marketing sector is: Let’s join forces, make our voices heard, and inspire those who are not yet seeing the opportunities of sustainability through stories and actual examples. Let’s support them through our enthusiasm, so that sustainability will shoot to number one in the DDMA Barometer next year. Fortunately, 85% of DDMA members already agree, so let’s do it!”

Joffrey Hoijer, Strategy & Sustainable Innovation VP at Merkle

In-depth topic 3: Despite major developments, marketers still see few fundamental changes to the profession

Customer needs and expectations are constantly changing, as is the technology to address them. In addition, changes are taking pace with increased speed, and simultaneously, and are more complex, meaning that organisations and marketers will be confronted with an environment that is constantly shifting in the years ahead..

Marketing attains new skills, but few fundamental changes to the profession

Zooming in on the marketers, this requires new skills. Interlinking with other departments, including sales, finance and IT, is becoming increasingly important, and conducted in a progressively agile environment. In addition, marketers must continue to make the connection between business needs and technology, rendering the marketing profession more complex and demanding.

Nevertheless, only 22% of industry representation expects marketing-related jobs to change in the future. Positions that they believe will become more important in the future include the AI specialist, data analyst, digital marketing specialist and functions related to social accountability. This ultimately comes at the expense of more traditional marketing jobs focused on print and offline marketing, but also the professions of copywriter and content specialist. It is noteworthy that large organisations (500+ employees) are expecting more changes:

41% expect changes in the importance of certain jobs, compared to 17% of small and SME organisations (1-500 employees).

A total of 51% of the Dutch marketing sector states that the ability to learn to deal with change will become more important than the professional expertise at that time (see also chart 3). This estimate is however in direct relation to the size of organisations. For example, small organisations (1-10 employees: 38%) are less comfortable with this than SMEs (11-500 employees: 57%). Large organisations (500+ employees) score average in this regard.

More focus on soft skills, agility and fluid professions

An [analysis by Randstad in collaboration with ROA](#) shows that soft skills such as collaboration, communication and accountability are the fastest risers in the required skills of marketing professionals. At the same time, there are also aspects at organisational level that are awarded more attention, such as the in- and outsourcing of expertise, and working with agile teams aimed at creating value for the customer. The more agile you are, the more likely you are to be successful in the rapidly changing world. Some 2 out of 3 organisations (66%) of the sector representation operate in a fully agile manner (16%), or utilise a number of agile principles (50%), see also chart 2. The larger the organisation, the more often there is an agile mindset. In large organisations (500+ employees), 24% have an agile mindset, while in small organisations (1-10 employees), 58% do not operate in an agile manner at all, and also not according to agile principles.

One trend in the market is to work with more fluid jobs that are built on the basis of junior, intermediate and senior placements. This creates more flexibility to adapt roles to the needs of the customer. The fact remains that technology is seen within many companies as an end rather than as a means to provide the right answer to a customer question. And we see that the marketing sector is not yet fully embracing fluid forms of work. Only 35% agree with the statement 'in the future there will no longer be permanent marketing teams, but work will be carried out from a pool of employees who are recruited based on needs/knowledge' (see also chart 3). However, SMEs (11-500 employees) are significantly more positive about this at 41% than large organisations (500+ employees: 25%).

SMEs (11-500 employees) show that they can move more easily in line with changes, and can implement a more fluid task definition for employees than large organisations (500+ employees), where processes generally tend to change less rapidly. SME organisations usually incorporate jobs that are less defined and therefore more flexible; this is more crystallized within large-scale organisations. Collaboration between different departments, and creating a data-driven culture are therefore the greatest challenges for them. Looking at the statement 'dealing with data will be the most important challenge', 63% of all organisations state that they are in agreement with this, while for large organisations (500+ employees) the figure is no less than 74% (see also chart 4). In other words, there are major challenges when it comes to changing the data landscape, using data, and creating a data-driven culture.



'The changes, both from customer demand and driven by technology, require strong leadership whereby marketing takes up its role to determine the course of the organisation by continuously listening to the customer, and observing new trends and

developments. The marketer will therefore have to claim their own responsibility as a customer representative; as a real change agent, more at the forefront of the organisational chain. This will enable the marketer to achieve the right fit between customers, environment and organisation.

My advice for the marketing sector is not to let technology be your starting point, but to use it as a trigger to tackle your business and customer challenges even more strongly. To summarize: customer needs dictate how you anticipate changes.'

Andries Hiemstra, Founder & Evangelist at [ah] consulting



In-depth topic 4:

The upkeep of marketing teams' knowledge and skills forms the greatest challenge

Investing in employee development is becoming increasingly important for retaining people, especially with the current scarcity in the present labour market. We live in a world in which new and relevant developments follow one another at lightning speed; this is also definitely the case within the marketing profession. Keeping up with the right knowledge and skills is therefore vital, although this remains a major challenge for organisations.

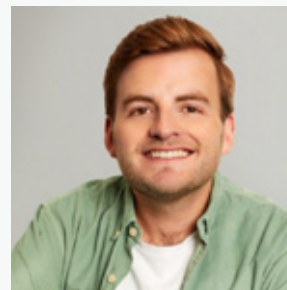
The market attaches great importance to developing skills and competences

Finding and retaining employees with the right knowledge and skills is one of the biggest challenges facing the marketing sector. No less than 25% of the sector representation in the Netherlands mentions finding - and 19% retaining - employees with the right knowledge and skills as its top 3 challenges (see also chart 1).

If we look at the future of the marketing profession, and what the sector considers important in this regard, 'sufficient knowledge and skills' is the most important issue at 73% (see also chart 6). Large organisations (500+ employees) attained a high score also in this regard. This is the most important matter for the future of the profession after innovation (77%). It seems that many organisations are aware of the rapid changes, and that this requires something in the way of (new) skills and competencies.

More - but often generic - focus on talent development

Organisations have stated that they are actively (46%) and increasingly (48%) investing in talent compared to a few years ago, in order to be able to retain and generate commitment from their workforce (see also chart 3). Nevertheless, you can still see that this pertains largely to generic talent development offered by HR and learning departments - within larger organisations in particular. The specific development of relevant marketing skills is still somewhat lagging. About half of the sector representation (47%) state that 'sufficient knowledge and skills' is relevant throughout the organisation, and therefore also within marketing teams (see chart 5). For the remaining organisations, sufficient maintenance of knowledge and skills is not yet receiving attention throughout the organisation, although this topic is considered very important (see charts 7 and 8).



'Fortunately, our organisation invests a lot in the talent development of its employees, facilitated through programmes run by our Talent & Learning department. However, we do see that these are often generic subject matters, where we have to pick up on specific developments within the field ourselves. With so

many disciplines present within the organisation, it is not always easy to offer relevant training programmes across the board, and we are no exception.

In conclusion, we can state that organisations are most definitely aware of the importance of talent development, and that investment in this regard is vital. And that, given the current scarcity in the labour market, is a good thing. However, the speed of change and the emergence of new technologies also means that keeping up with the right marketing knowledge and skills is often challenging. Organisations that either do not invest, or make limited investments in this regard run the risk of not attracting and retaining enough talent, and therefore falling behind.'

Rick van der Westen, Brand Experience and Marketing & Communication Director at Randstad Groep Nederland

Research accountability



Method

Quantitative research, conducted through an online survey



Examination

Carried out in collaboration with GfK research agency



Target group and sample

N=506 people in The Netherlands working in the marketing sector, selected on the basis of the question “Are the activities you perform within your current position largely marketing-related?”. In addition, 71 respondents of DDMA members took part. The results mentioned are solely based on the research target group (n=506), unless explicitly stated otherwise.



Field work period

April-May 2023



Significance verification

In the event of differences in results between 2 different groups, the significance was tested with a reliability percentage of 95%. In instances where there is a significant difference, this is indicated by a *. In a number of cases, significant differences have been mentioned indicatively, with significance shown by a reliability percentage of 90%. This is explicitly stated in these areas.

Background characteristics of respondents surveyed

Percentages shown are the research target group (n=506), the percentages of the DDMA members are *in italics* (n=71)

Organisation characteristics

Working in B2B/B2C	B2B – e.g., at an agency / consultancy / self-employed (supplier)	40% <i>51%</i>
	Vendor/supplier – supplier of a product, service or service e.g., in the field of marketing technology	29% <i>13%</i>
	B2C – e.g., with an advertiser / client / brand / NGO	31% <i>49%</i>
	B2B2C	25% <i>11%</i>

Industry			Organisation size		
Construction & Real Estate	10% <i>1%</i>		1 employee	9% <i>1%</i>	
Culture & Entertainment	9% <i>3%</i>		2-10 employees	13% <i>7%</i>	
Business services	8% <i>20%</i>		11-25 employees	10% <i>11%</i>	
Banking & Insurance	7% <i>8%</i>		26-100 employees	27% <i>28%</i>	
Industry & Manufacturers	7% <i>4%</i>		101-250 employees	13% <i>24%</i>	
Wholesale	6% <i>0%</i>		101-500 employees	7% <i>3%</i>	
Fast-moving Consumer Goods	6% <i>1%</i>		500+ employees	20% <i>25%</i>	
Healthcare & Welfare	5% <i>1%</i>				
IT & internet	5% <i>10%</i>				
Retail (mixed)	5% <i>0%</i>				
Energy & Utilities	4% <i>1%</i>				
<i>Selection</i>	<i>> 3%</i>				

Personal characteristics

Profession	Business (such as marketer, product owner, manager, coordinator)	42% <i>61%</i>
	Both, both business and byte	48% <i>23%</i>
	Byte (e.g. analyst, developer, programmer, data scientist, data engineer)	6% <i>14%</i>
	None of these	5% <i>3%</i>

Responsibility for decisions in the field of marketing tools

Final responsibility	33% <i>35%</i>
Co-responsible	50% <i>48%</i>
Not responsible	17% <i>17%</i>

Marketing budget responsibility decisions

Final responsibility	36% <i>28%</i>
Co-responsible	43% <i>39%</i>
Not responsible	21% <i>32%</i>

Degree of data usage within job

Quite a bit	17% <i>54%</i>
A lot	49% <i>35%</i>
Neutral	29% <i>10%</i>
Not (at all)	4% <i>1%</i>

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About the DDMA

The DDMA is the largest trade association for data-driven marketing, sales and service. We are a network of advertisers, non-profits, publishers, agencies and tech providers that use data in an innovative and responsible way to interact with consumers. Through knowledge and advice, we help our members to work in a data-driven and customer-oriented manner, to develop a vision on data use, and to deal with legal changes. We also give our members a voice in The Hague and Brussels and professionalize the sector by developing self-regulation.

For all DDMA studies, go to: ddma.nl/kennisbank