

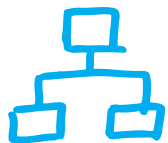
# MARKETING MANAGEMENT PRIMER FOR 2017

(Analyst: Ewan McIntyre)

# SUMMARY

Marketing leaders must align strategies and investments to business goals.

Gartner's 2017 coverage of marketing management offers practical guidance for setting marketing strategy, strengthening the marketing team, driving decisions with data and optimizing resources for profitable growth.



**Marketing budgets have increased for the third consecutive year as the marketing leader's mandate broadens.**

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## Scope

Marketing management involves setting marketing strategy, and sourcing, aligning and optimizing people, processes and data to align results to strategic business goals.

Marketing management includes insight and guidance on:

- Allocating budgets and resources for the highest yield across traditional and digital channels
- Understanding and designing organizational structures to enable high-performance marketing in a digitally led world
- Assembling the right combination of in-house and outsourced marketing resources to control costs, enhance agility and accelerate innovative thinking
- Measuring and optimizing marketing performance to achieve business goals

# ANALYSIS

Figure 1. Marketing Management Overview



Source: Gartner (January 2017)

Senior executives expect marketing leaders to close the loop between strategic investments and business performance. Results rely on the ability to develop and execute a compelling marketing strategy — informed by data — that empowers a favorable return on investments. Data now drives competitive differentiation and informs timely innovation. Even as data's value rises, marketing teams struggle to fully capitalize on its potential. Gaps in critical skills, together with a lack of internal team coordination and other organizational shortcomings, prevent marketing leaders from delivering business outcomes that match senior executives' expectations.

Use Gartner's 2017 marketing management research to build performance accountability within your team using the data (and metrics) that matter most for growth and profitability. Find strategies for attracting talent with marketing analytics and digital commerce skills — often the most difficult to recruit and retain. Learn to orchestrate the right skills and capabilities — internally and externally — for maximum marketing impact.



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## Top Challenges and How Gartner Can Help

For marketing leaders tasked with delivering profitable growth, Gartner's 2017 research agenda for marketing management will help your organization build actionable, data-driven marketing strategies that align to business goals. Use this research to optimize your team's capabilities and organizational success, from agency selection to internal collaboration and training.

Specifically, the marketing management agenda will help marketing leaders answer the following questions.



**Success rides on your ability to formulate marketing strategies informed by corporate goals, which leverage available market insights along with internal and external performance data.**

### How can you build and align the marketing strategy to larger business goals?

Delivering measurable marketing performance aligned to corporate goals is now central to your marketing leader role. Success rides on your ability to formulate strategies informed by corporate goals, which leverage available market insights along with internal and external performance data. Your strategy should set clear marketing objectives: defining budgets, orchestrating available resources and capabilities, and setting consistent measures of success.

Our 2017 research agenda will clearly define the pace of marketing strategy within the business context — how it aligns with the corporate plan, together with the operational marketing plans that should flow from it. We will uncover the insights and data points that are most material to strategic planning. Our annual Gartner CMO Spend Survey will provide tools to benchmark your marketing strategy investments against those of your peers and competitors.

### Planned Research

- Gartner marketing surveys, 2017-2018: Our reports track the investment focus and prioritized resource allocations, drilling into the tools and tactics employed by marketing leaders. Use this research to assess where your strategic marketing investments and resources can be focused and strengthened, and create meaningful results.
- How to build a data-driven marketing strategy: From setting goals to formulating strategy, find the specific data points that drive marketing results aligned to wider corporate goals.

## How do you make the marketing strategy more actionable and measurable?

Your marketing strategy is only as strong as its executional agility. Yet fractured media consumption and audience distrust of paid promotions drive consumers to engage with only the most relevant, compelling marketing content.

In 2017, our research will help you identify engagements and audiences that matter most to business results, and align your marketing budgets accordingly. Learn how to develop the channels and technologies that support your strategy, building a unified brand positioning that supports profitable differentiation. Discover which metrics best link execution with marketing objectives and business goals.

### Planned Research

- Identifying marketing metrics that matter: Close the loop between marketing investments and business performance, using actionable metrics to link execution with marketing strategy and business goals.
- Aligning budgets and channels with business goals: Robust planning and budgeting tools and capabilities that ensure your team maximizes the return on marketing investments.

## How do you organize and build a team that enables you to deliver marketing's goals?

Gartner research in “Presentation for Marketing Organizational Design and Strategy Survey 2016: Marketing Leaders’ Ambitions Outstrip Capabilities,” reveals marketing leaders are hamstrung by outmoded team structures, mismatched capabilities and critical gaps in skills. In 2017, your ability to field and orchestrate the right team across marketing disciplines — such as analytics, content and multichannel — will determine how effectively you capitalize on new opportunities.

Use our research to help attract and retain the right marketing talent and onboard key roles into your team. Find ways to optimize the marketing organization, facilitate collaboration and better align your team structure to business goals.

### Planned Research

- Evolve your marketing organization: As marketing’s scope and accountabilities flex and grow, discover optimal organizational structures for your industry and business goals.
- How to recruit the right marketing talent: Identify the capabilities that deliver maximum results, and define the tactics and techniques that will hone and optimize recruiting efforts.

## How do you build a marketing team that stays relevant in a volatile marketplace?

Attracting the right capabilities to your team drives results; developing and retaining them ensures long-term business viability. Building sustainable team relevance requires marketing leaders to nurture and train T-shaped talent — marketers with a broad range of skills capable of diving deeper into specific capabilities as needed.

Assess your marketing team's capabilities using guidance from our 2017 research agenda. Identify critical skills gaps within your team, and find practical guidance for filling those gaps — either through training programs, internal collaborations, agencies and third-party providers, innovation labs, or other emerging resources.

### Planned Research

- Identifying and filling marketing capability gaps: Define the core skills required to boost your marketing team's organizational maturity.
- Building foundational marketing skills: Dive into these foundational guides for high-level insights on core and emerging marketing capabilities, such as digital commerce, analytics, content marketing and social marketing.

## How do you select, orchestrate and optimize external marketing partners?

As much as marketing leaders yearn to bring certain capabilities in-house, they embrace agencies and other service providers for strategic planning and specialized capabilities. For many, finding the right providers, orchestrating the agency mix and achieving desired results are huge challenges.

Let our 2017 research guide your agency initiatives. Identify which agencies and partners best meet your business needs. Learn how

to carefully manage third-party resources to get the best short- and long-term results. Build effective statements of work that set clear expectations and nurture strong, fruitful working relationships.

### Planned Research

- Understand the marketing agency landscape: Whether it's global agencies that combine creative and technical capabilities to enable digitally led marketing and customer experience strategies, or smaller, specialized agencies — we'll help you identify the agency mix that meets your needs.
- How to manage your agency portfolio: Access best practices for maximizing results and minimizing conflict when multiple agencies provide a host of marketing services across the enterprise.

## Related Priorities

Table 1. Related Priorities

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

Source: Gartner

# GARTNER RECOMMENDED READING

## Suggested First Steps

[“CMO Spend Survey 2016-2017: Budgets Climb \(Again!\) to 12% of Revenue as Marketers Juggle More Demands”](#)

[“Presentation for Marketing Organizational Design and Strategy Survey 2016: Marketing Leaders’ Ambitions Outstrip Capabilities”](#)

## Essential Reading

[“How to Balance Your Insource/Outsource Marketing Talent Mix”](#)

[“Magic Quadrant for Global Digital Marketing Agencies”](#)

[“How to Foster a Data-Driven Culture in Your Marketing Organization”](#)

[“Navigating the Intelligent Brand Framework”](#)

## Tools and Toolkits

[“Toolkit: Digital Marketing Maturity Self-Assessment”](#)

[“Toolkit: Compare Your Digital Marketing Budget Allocations Against Those of Your Peers”](#)

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

Gartner for Marketers helps you get up to speed on and stay smarter in the eight marketing areas that matter most: social, mobile, multichannel and data-driven marketing, digital commerce, customer experience, marketing management, and emerging marketing technology & trends. Our clients say that they use our real-time, expert advice and objective research, data and tools to:

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

Gartner helps companies improve their business results through the use of technology. Our independent research and advice is trusted by business and technology leaders in more than 10,000 distinct enterprises around the world.

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