



Marketers are building momentum

93% believe marketers' skills will play a vital role in addressing the strategic challenges facing their firm in the future.

88% agree that all members of their marketing team understand how their activities contribute to the overall strategy of the firm.

66% recognise an element of transformative change is necessary to maximise marketing ROI.

Annual marketing budget: **+3.2%**

Marketing function headcount: **+2.6%**

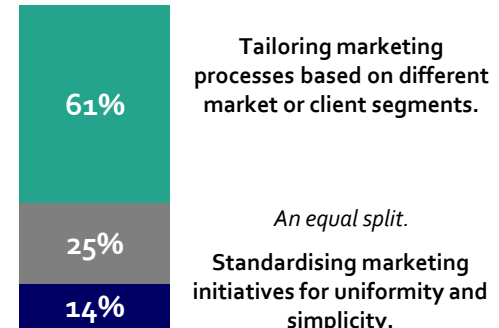
Expenditure on team salaries: **+3.2%**

Three strategic opportunities lie ahead

1 Client management

37% say client feedback or improving client service is their number one priority for 2016.

24% have a plan to link client data with financial analytics; just 12% do this already.



2 Technology and data

20% of marketers currently use technology portals to automate client data analysis; an additional 25% plan to do so this year.

46% say their primary focus is to exploit the latest technologies for higher performance.

"The world is in flux. Technology is changing the game. If we aren't thinking about the future as if it is going to happen tomorrow - which it is of course! - then we are dead meat." – *Legal sector respondent*

3 Skills of marketing teams

"Think carefully about the structure of your team. How can you allocate responsibility while still sharing learning and reviewing outcomes? Identify the strongest skills in your team and encourage them to build upon them/facilitate their specialisation." – *Architecture sector respondent*

Top 5 skills gaps:

1. Commerciality: **42%**
2. Data analytics: **38%**
3. Strategic thinking / planning: **35%**
4. Financial literacy: **34%**
5. Key account management: **27%**