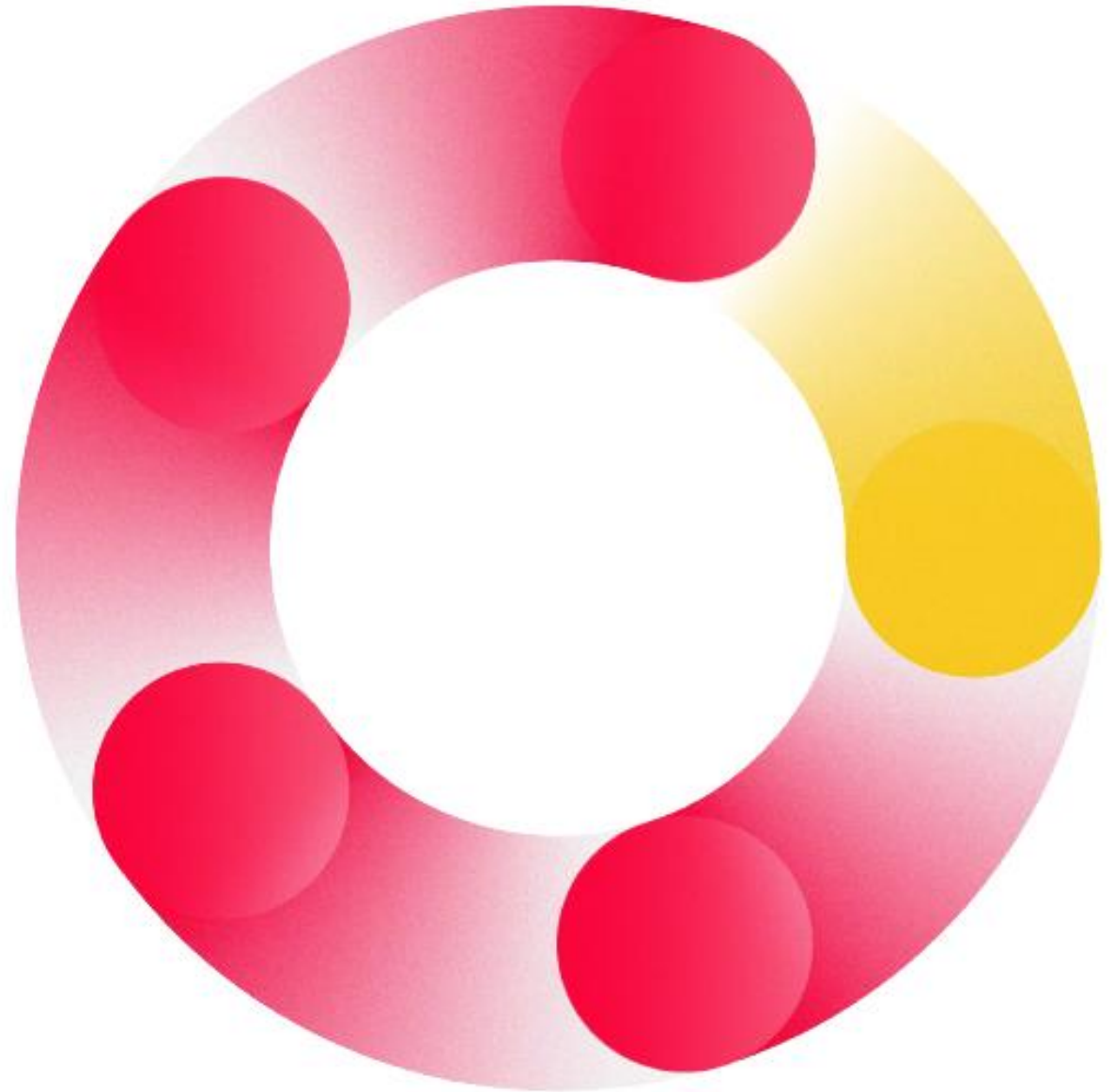


# Marketer of the Future

Survey results: Germany

In partnership with

O X F O R D





# Introducing this report

accenture

Marketing BPS

# Fast-track to future-ready marketing

JUNE 23, 2021

Report

EXPLORE MORE

RESEARCH REPORT

Categories > Marketing Agencies Creative Media Sustainability Technology

## Marketer of the Future

Faced with increasing responsibility for data and innovation; a rise in in-house and management consultancies; evolving agency models; and an ever-changing suite of technologies at their fingertips - marketers face more opportunities, and challenges than ever before.

The Drum's Marketer of the Future editorial explores the know-how, resources and skills today's marketers need for tomorrow.

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The Drum

### Future 50

The world's best new marketers

# strategy

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## Are marketers ready for the future?

By Strategy Staff

July 2, 2024

This feature was originally published in the Summer 2024 issue of strategy magazine

By Will Novosedlik

While marketing has been rocked by one technological change after another over the last 25 years, nothing appears to be so radical as the promise of artificial intelligence. That said, marketers appear to be struggling when it comes to balancing the competing demands of the space, a deluge of hype and - lest we forget - the daily pressures of meeting quarterly forecasts.

As a consequence, there exists a major gap between the belief in AI technology to their teams.

# We're conscious this is a crowded space

TRENDS AND INNOVATION

## Future of Marketing

The Future of Marketing report brings together survey results from marketing professionals and examines the key trends and challenges shaping the industry.

By Rose Keen

December 2024

McKinsey & Company

Life Sciences

How We Help Clients Our Insights Our People Contact Us

## The biopharma marketer of the future: Closing the gap

November 30, 2020 | Article

By Agnes Claye, Laura Furstenthal, and Laura Moran

Gartner

Newsroom Topics Media Contacts Media Resources Insights

## Press Release

Newsroom

LONDON, U.K., May 13, 2024

### Gartner Says The Marketing Function of The Future Must Be Designed to Direct Disruption

Experts Explore How to Reshape the Marketing Function During Gartner Marketing Symposium/Xpo 2024, May 13-14 in London

The marketing function must be redesigned to direct disruption, rather than adapting to it, according to Gartner, Inc. There are three essential elements CMOs must...

Thank you to the 25 National Advertiser associations who made this project possible

# Global & local

600 CMOs & leaders

All regions & sectors

# Brand owners

Leader characteristics

Marketing capabilities & skills

Change enablers

# Leaders

Focus on the over-performers



---


# Our approach

In partnership with 25 of our National Association members and [Oxford](#), WFA conducted a new research to help explore these challenges and how to best meet them:





25

In-depth, qualitative interviews with leading CMOs




25

National associations



560

Online survey responses from senior marketers across the globe



*The findings in this report highlight what CMOs and their teams need to be mindful of, and how the WFA plans to help the industry going forward*

# Contributors



**Alberto Hernandez**  
Global Chief Growth Officer



**Allyson Witherspoon**  
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**Tamara Rogers**  
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**David Jones**  
Founder



**Jon Williams**  
Founder and CEO



**Jenny Rooney**  
Chief Brand &  
Community Officer



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(Former) SVP Marketing Excellence



**Irina Rodina**  
SVP Marketing Strategy  
and Operations



**Alyssa Fenoglio**  
VP, Global Head of Digital  
Commercial

# The context

*Extracts from the Global report\**



\* Download the full report and learn more at:  
[www.marketerofthefuture.org/](http://www.marketerofthefuture.org/)

# Marketer of the Future

What **challenges**  
marketing leaders  
face

What sets  
**top-performing**  
companies apart

How to **future-proof**  
your teams and  
strategies

**Leaders**

**Lagging**

- ➔ Optimistic about the future
- ➔ Cross-functional and c-suite influence
- ➔ Marketing fundamentals and building new
- ➔ Over-performing on growth

**Leaders**

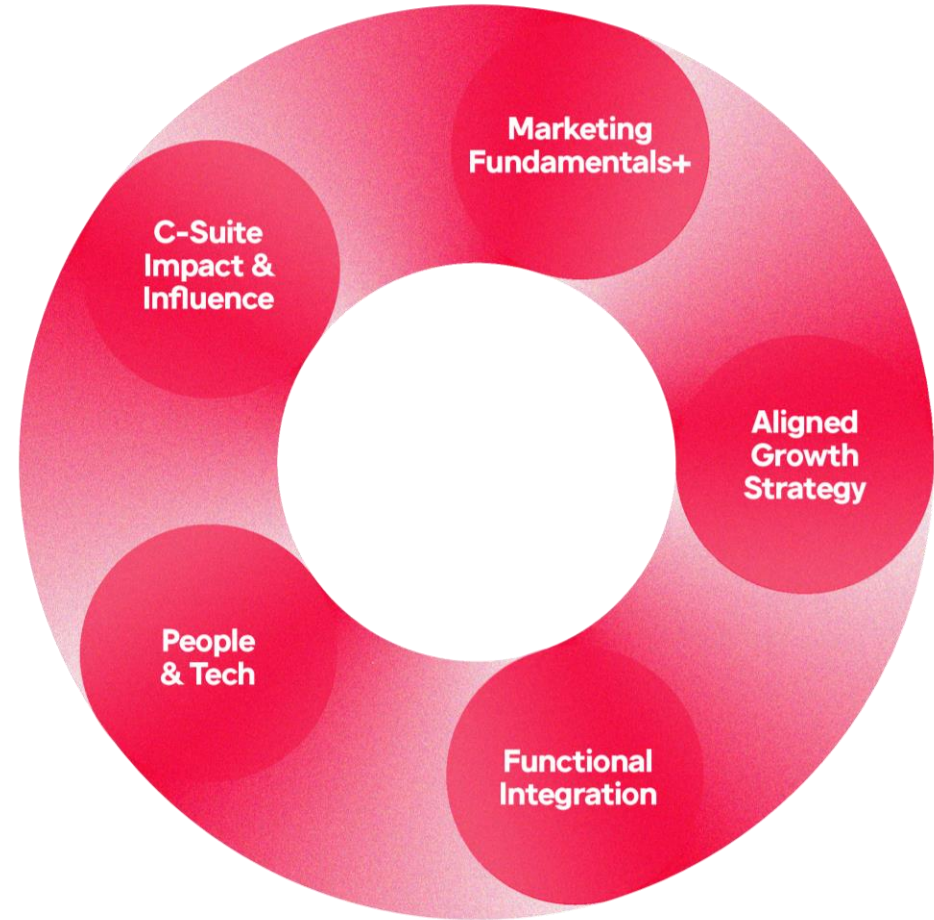
- ← More pessimistic, seeking resilience
- ← Trying to balance priorities
- ← Having to re-focus on the marketing foundations
- ← Struggling for growth vs. peers

**Lagging**

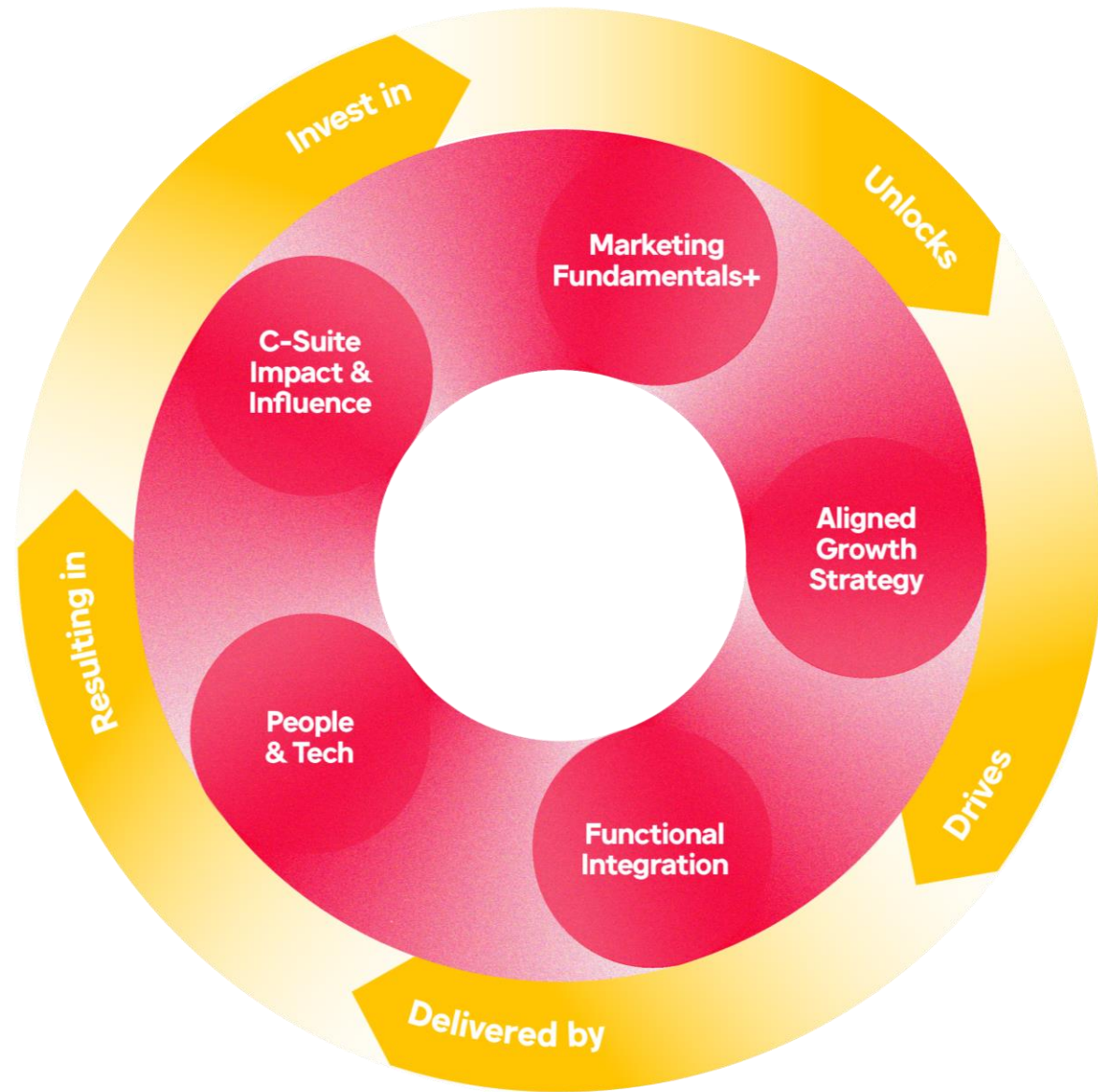
A large, dark red number '5' is centered in the background of the slide.

These are the 5 things that  
the Leaders do better

# Marketer of the Future **DRIVERS**



# Marketer of the Future **FLYWHEEL EFFECT**



“The fundamentals of marketing have remained true for decades. That said, evolving the skills, tools, and the way in which businesses adapt the operations behind the fundamentals is critical. Only then can the full potential of brands be unleashed and opportunities for growth unlocked.”

**Cristina Diezhandino,**  
Chief Marketing Officer, Diageo



# The Marketer of the Future

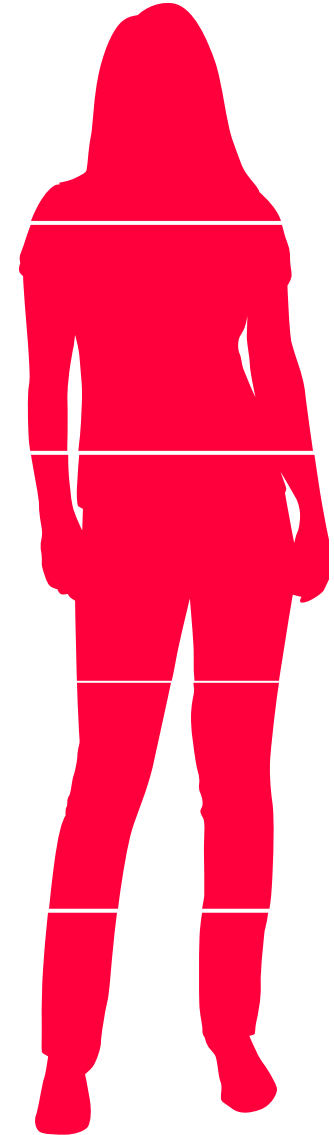
**Masters the marketing fundamentals**

**Leads on growth**  
76% have a commercial mindset

**Breaks down silos**  
Leaders over-index in terms of soft skills

**Skills and decisions enhanced by AI**  
76% of our marketing leaders strong in digital literacy

**Leverages impact for influence**  
Leaders over-index on performance management (assessing, taking action)



Watch the key highlights from the  
global report in **this short video**

The Marketer of the Future  
is coming...



*(Click the image to play the video)*

# Zoom in: Germany



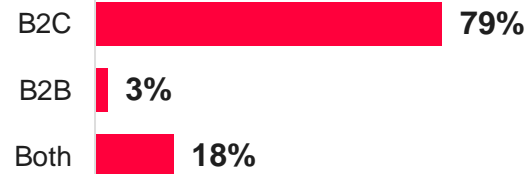
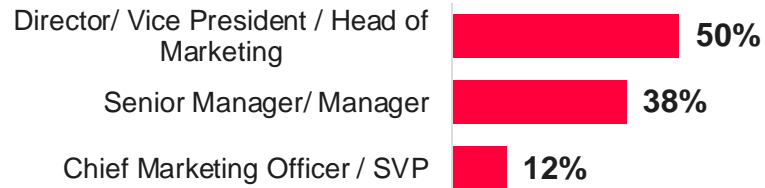
# Who did we interview



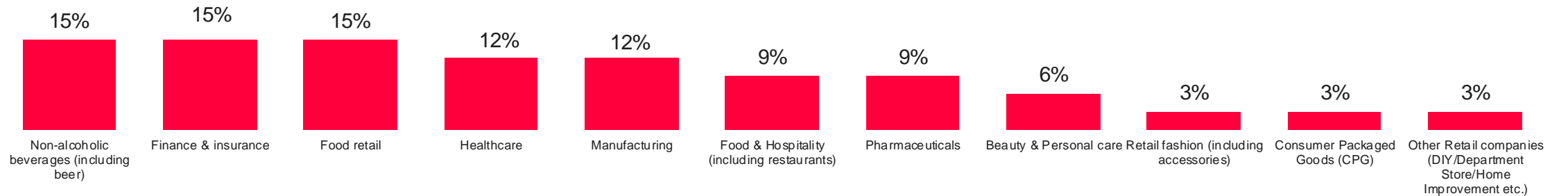
By role

By business focus

By remit



By sector



Sample size: 34 senior marketers in Germany

# How to read the norms

This report illustrates the results at 3 levels:

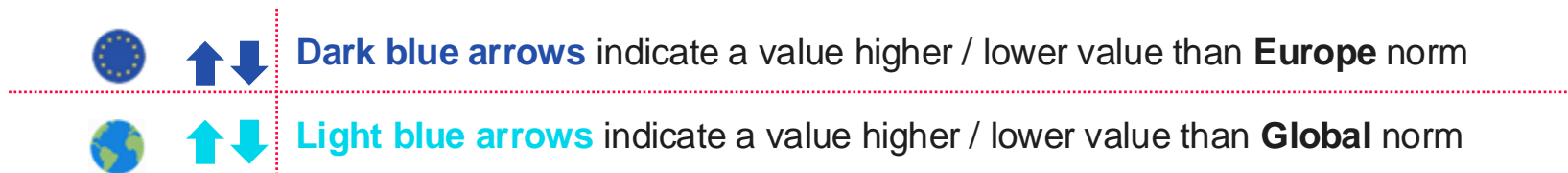
- Country deep-dive (🇩🇪)
- European regional norms\* (🇪🇺)
- Global norms\*\* (🌍)



## How are the differences highlighted?

Where the results in Germany are statistically significant higher/ lower than Europe/ Global norms, the % is highlighted by arrows, as following   Arrows indicate a significantly higher / lower value than norms (at Confidence interval 95%)

Specifically...



\*Based on a sample of 356 senior marketers in Europe (France, Germany, Greece, Ireland, Italy, Netherlands, Poland, Portugal, Spain, Sweden, Switzerland, UK)

\*\*Based on a sample of 560 senior marketers in 25+ countries worldwide

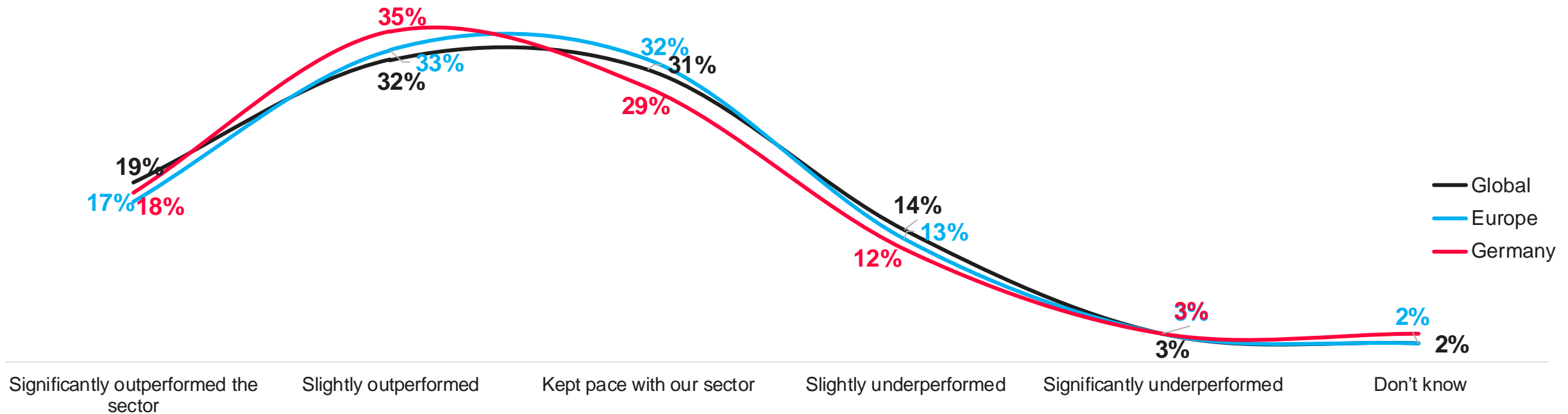


# 1 The current Marketing landscape

*What is happening now? Where does Marketing stand today?*

# Benchmarking Marketing performance

The majority of companies globally, in Europe, and in Germany have either **outperformed or kept pace with their sector**. Germany shows a very similar pattern to Europe, with 18% of companies "significantly outperforming" the sector and stands out with a higher percentage of companies slightly outperforming the sector (35% compared to 33% in Europe and 32% globally), which could indicate a stronger relative performance or a more optimistic self-assessment.



D3: Thinking about the competition in your organisation's primary sector over the last year, how would you rate your company's performance? (single answer on a 5-point scale)

Source: WFA peer research: 'Marketer of the Future' (in partnership with Oxford); Global sample = 560, Europe = 356, Germany = 34 marketers

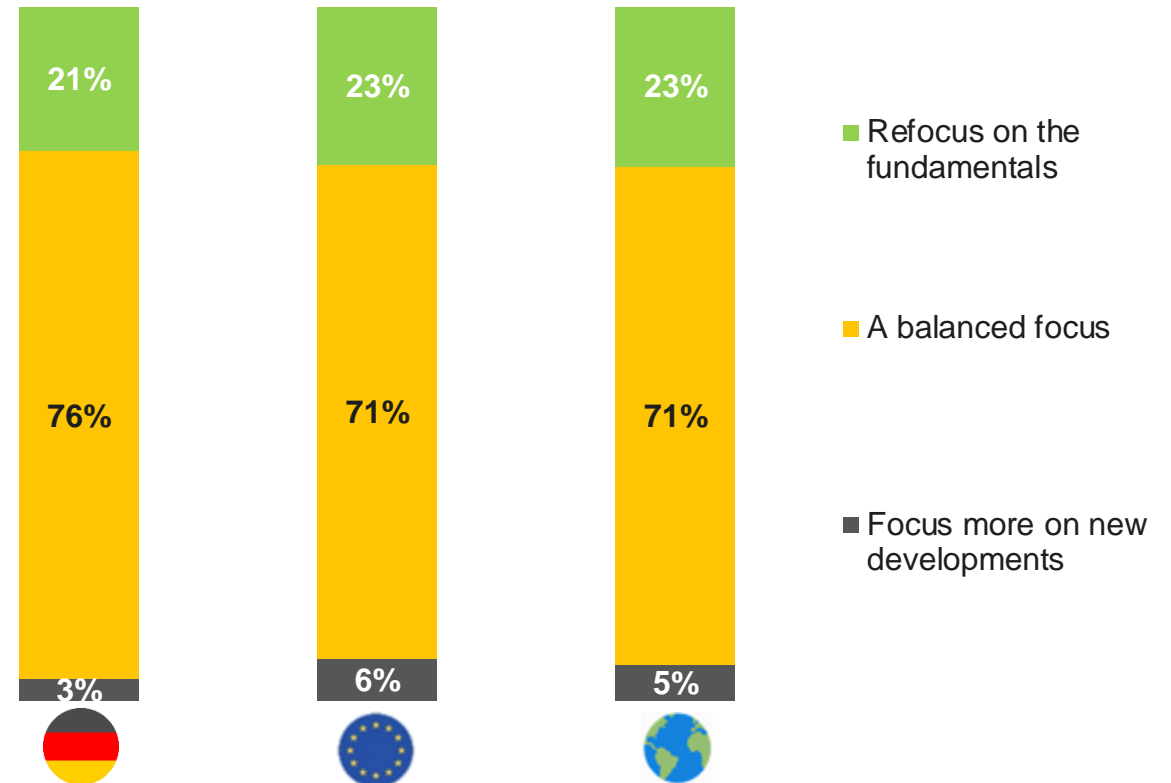
# Striking the right balance: Marketing's future focus

Interestingly, there is **little regional variation**, reinforcing that marketers worldwide prioritise a **well-rounded approach** rather than favouring one aspect over the other.

The data shows a strong consensus across all regions, with **more than 70% of respondents emphasizing the need for a balanced focus** between marketing fundamentals and new developments, slightly higher in Germany (76%).

A smaller but notable share (21-23%) believes there is a need to **refocus on fundamentals**, possibly indicating concerns about an overemphasis on short-term tactics or rapid technological shifts.

With only **3-6% advocating for a stronger focus on new developments**, the results suggest that businesses see **innovation as a complement to, rather than a replacement for, strong marketing foundations**.



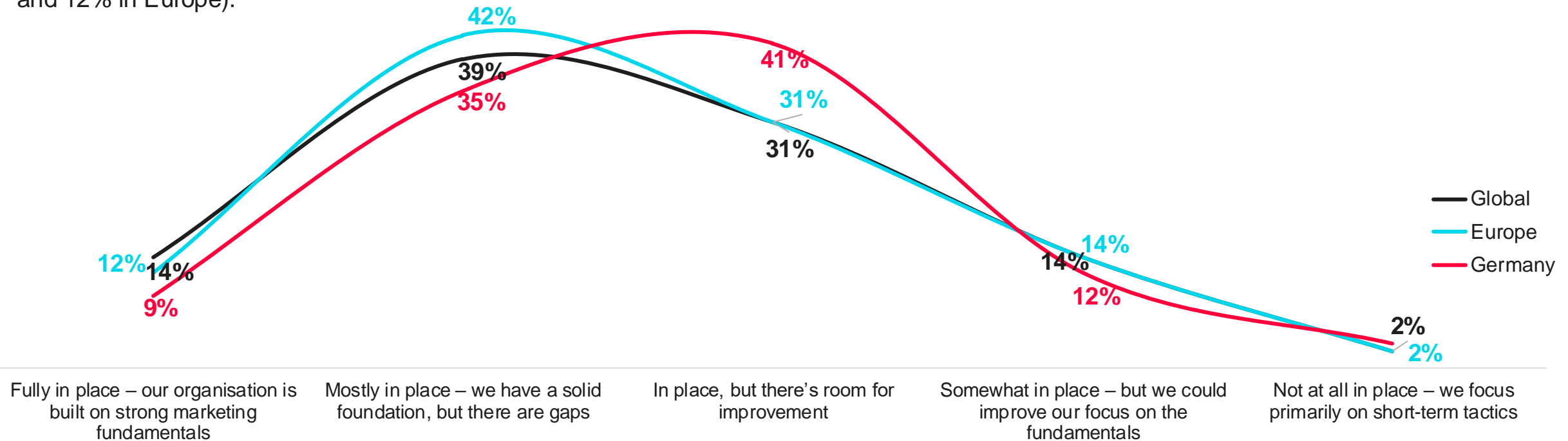
C2: How important is it for your organisation to have strong marketing fundamentals e.g., brand building, strategy, creative? (single answer)

Source: WFA peer research: 'Marketer of the Future' (in partnership with Oxford); Global sample = 560, Europe = 356, Germany = 34 marketers

# The state of Marketing fundamentals

German marketers show slightly lower confidence in their marketing fundamentals than European and global benchmarks – around 1 in 3 German respondents saying their fundamentals are "mostly in place" (35% compared to 42% in Europe and 39% globally). Moreover, **higher proportion in Germany state their marketing is in place but could be enhanced** (41% vs 31% benchmarks).

Fewer companies report fully established marketing fundamentals, with only 9% in Germany reaching this level of maturity (vs. 14% globally and 12% in Europe).



C3: To what extent does your organisation currently have marketing fundamentals (e.g., brand building, strategy, creative) in place? (single answer on a 5-point scale)

Source: WFA peer research: 'Marketer of the Future' (in partnership with Oxford); Global sample = 560, Europe = 356, Germany = 34 marketers



# 2 Shaping the future of Marketing

*How will the role of Marketing evolve? What forces will drive change?*

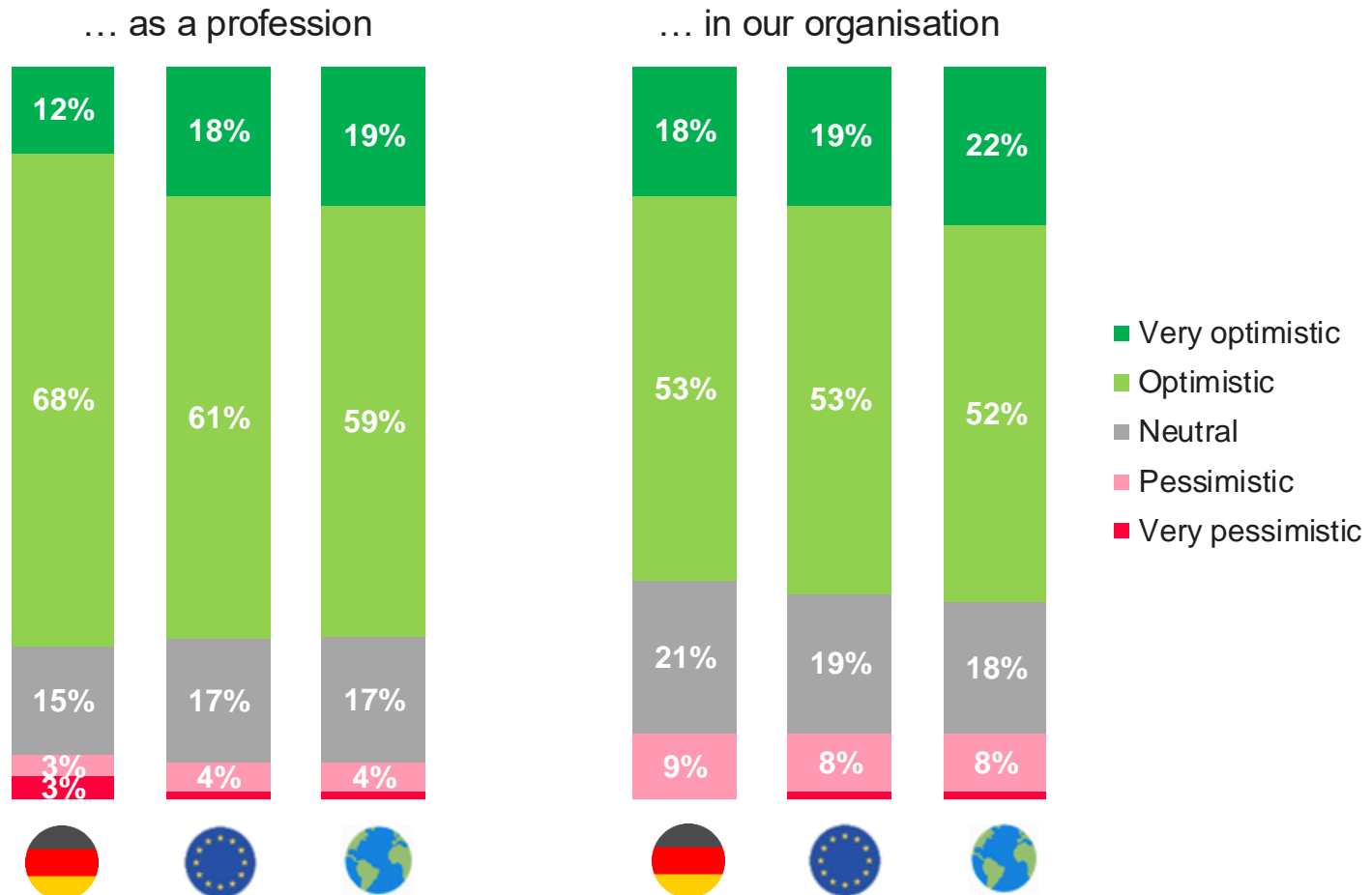
# How optimistic are German marketers about the future of Marketing?

Overall, a strong, positive outlook towards marketing as a profession and as a function within organisations across Germany, Europe, and globally is noticed.

Around **80% of respondents in Germany are optimistic**, suggesting confidence in industry growth and innovation.

However, a **neutral sentiment remains comparable**, indicating some uncertainty about how marketing teams will navigate future challenges.

## The future of Marketing...



B1: How do you feel about the future of marketing as a profession? (single answer)

B2: And how do you feel about the future of marketing in your organisation over the next 5 years? (single answer)

Source: WFA peer research: 'Marketer of the Future' (in partnership with Oxford); Global sample = 560, Europe = 356, Germany = 34 marketers

# Challenges and opportunities expected to grow in the next 5 years

Germany perceives **constant complexity** (90%) as the most significant shifts in marketing, surpassing both Europe (80%) and global (78%) benchmarks, indicating a **stronger recognition of the growing challenges** in the marketing landscape compared to other regions.

Economic uncertainty (77%) and retail power (75%) also rank higher in Germany, more than their European and global peers (47%, 51%), highlighting a **greater sensitivity to external disruptions**.

Interestingly, **AI integration is less of a priority** for German marketers, compared to their counterparts in Europe and globally, suggesting a more cautious or selective approach toward leveraging AI in marketing strategies.

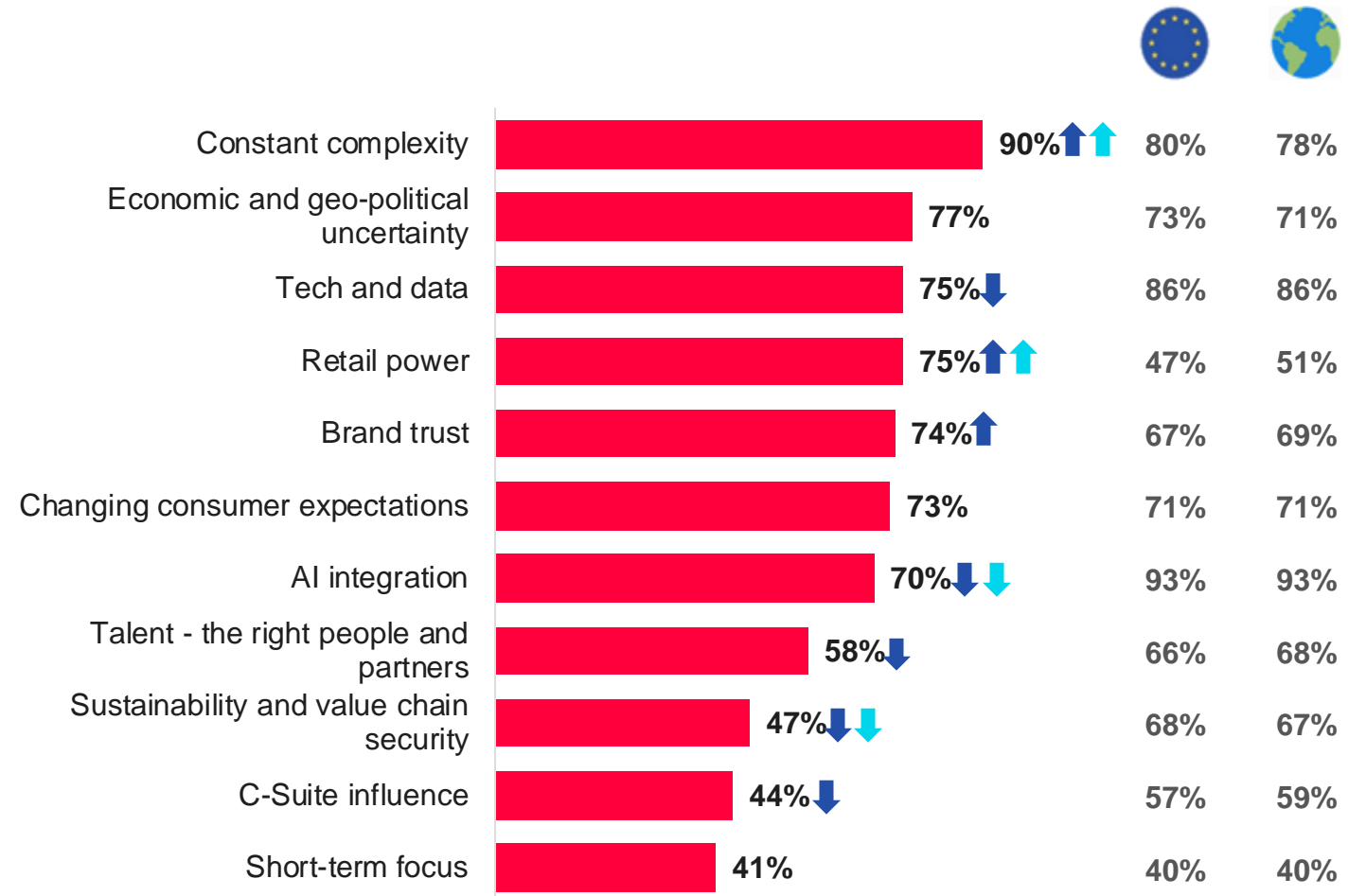


Chart shows Top 2 Boxes % ("More Important" + "Considerably more important")

C1: How do you think the importance of the following challenges and opportunities will change over the next 5 years? (single answer on a 4 points scale)

Source: WFA peer research: 'Marketer of the Future' (in partnership with Oxford); Global sample = 560, Europe = 356, Germany = 34 marketers

# If everything's important, nothing is: The challenge of prioritising

All German respondents rate **adaptability and skills building** as critical, slightly exceeding European (98, 95%) and global (98, 96%) averages, showing a strong focus on developing quick decision-making capabilities and continuous learning opportunities for staff.

Germany is aligned with Europe and the global market regarding **balancing priorities** (97%) and **alignment** (97%). This indicates a shared recognition of the importance of balancing short- and long-term goals.

And shows the lowest emphasis on **experimentation** (88%) compared to **Europe** (91%) and **Global** (93%), suggesting a more cautious approach.

With **all factors rated highly**, there is a **challenge in distinguishing what truly drives competitive advantage**, suggesting the **need for clearer strategic focus**.

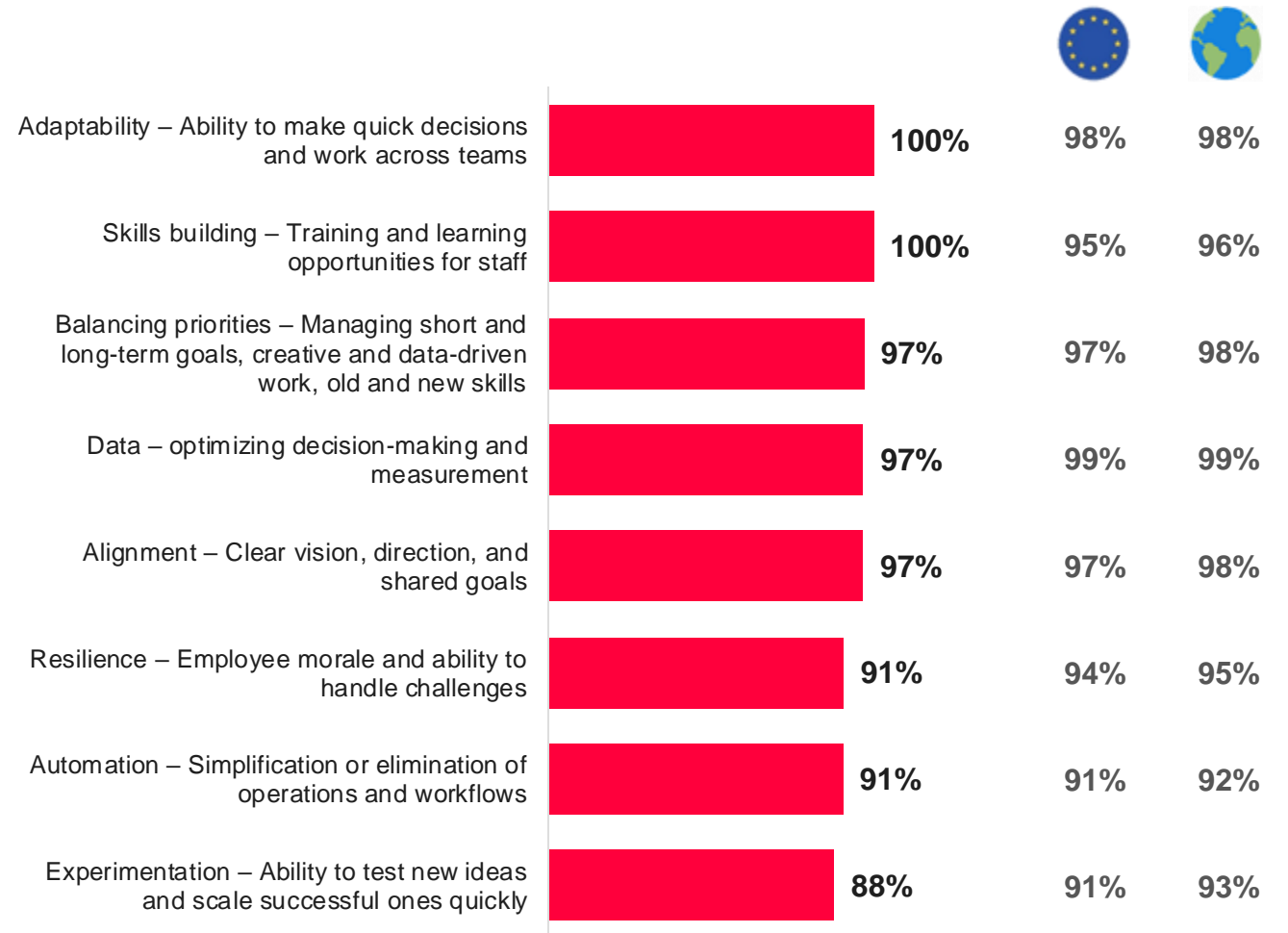


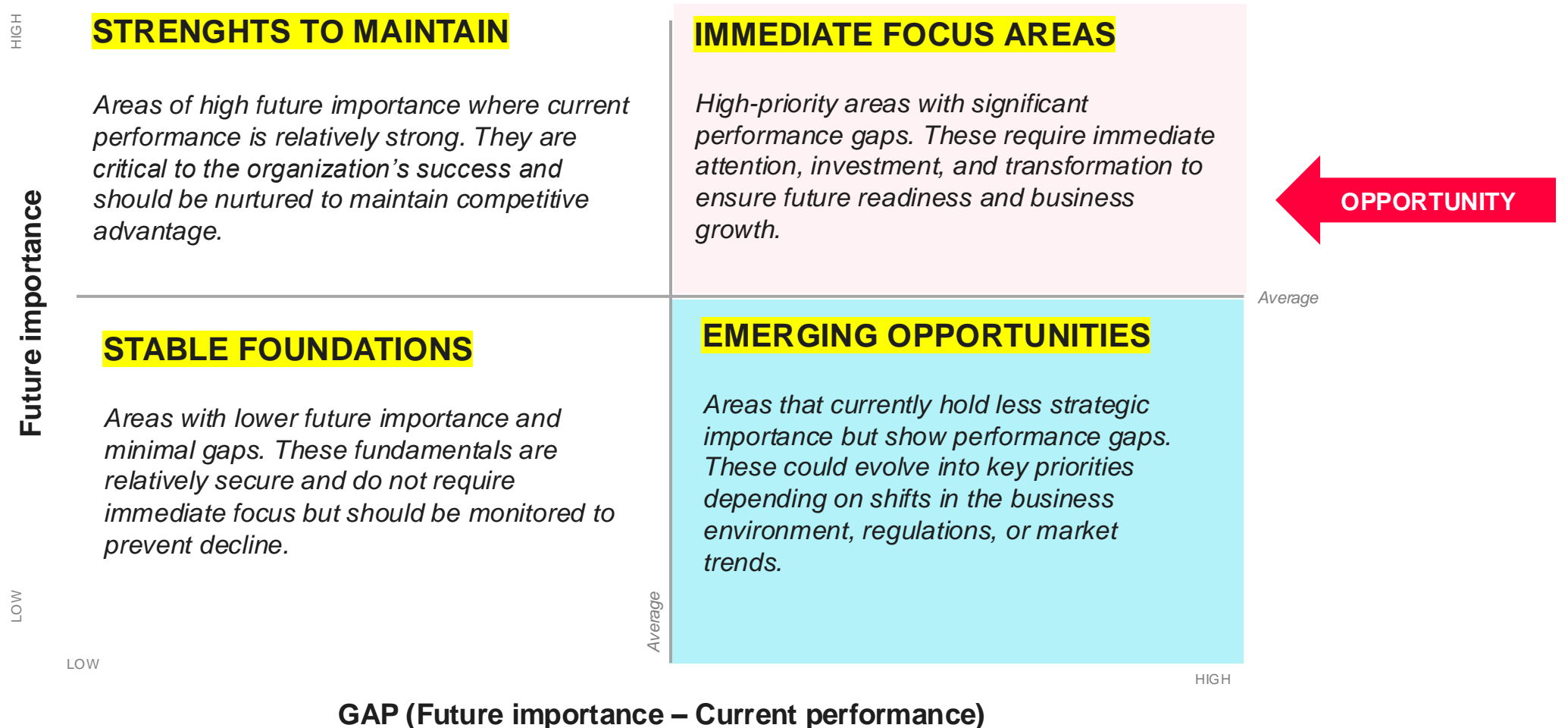
Chart shows Top 2 Boxes % ("Important" + "Extremely important")

D1: How important are the following factors in driving future change in your organisation? (single answer on a 4 points scale)

Source: WFA peer research: 'Marketer of the Future' (in partnership with Oxford); **Global sample** = 560, **Europe** = 356, **Germany** = 34 marketers

# Bridging the gaps: The role of leadership & skills in transformation

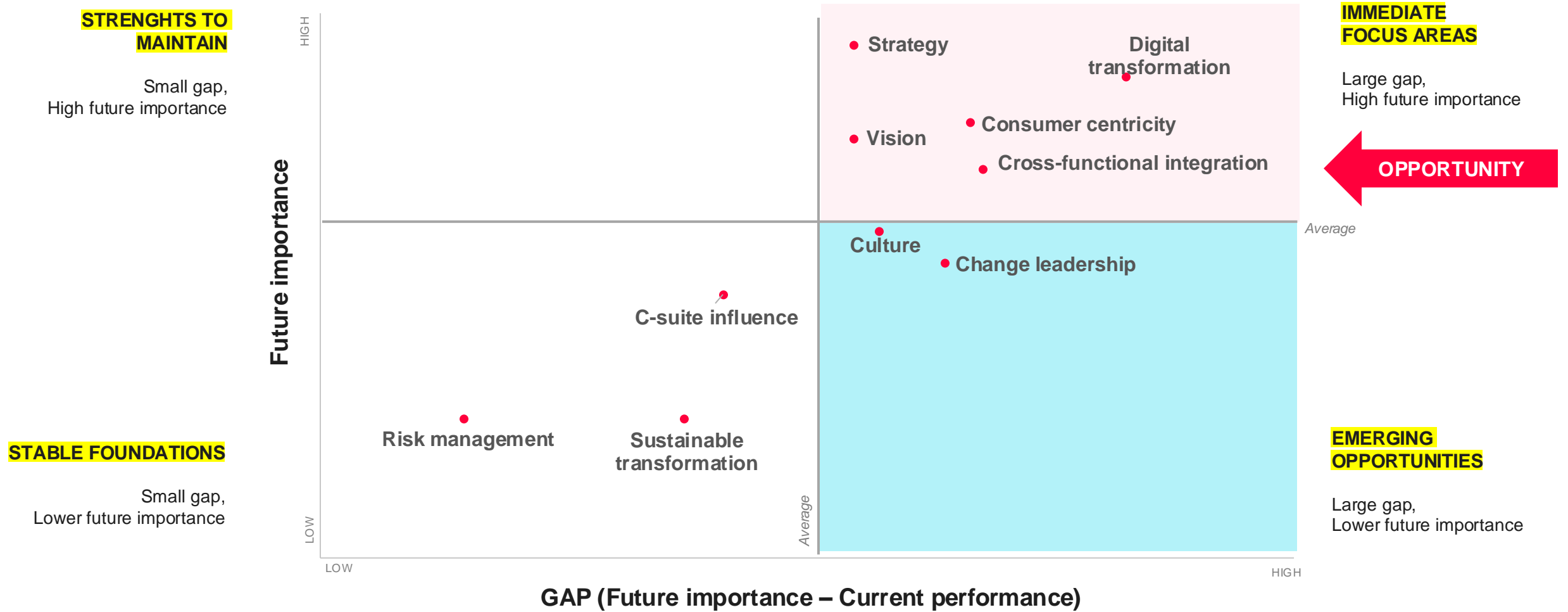
## How to read



Source: WFA peer research: 'Marketer of the Future' (in partnership with Oxford); Global sample = 560, Europe = 356, Germany = 34 marketers



# Bridging the gaps: The CMO - Marketing leadership characteristics

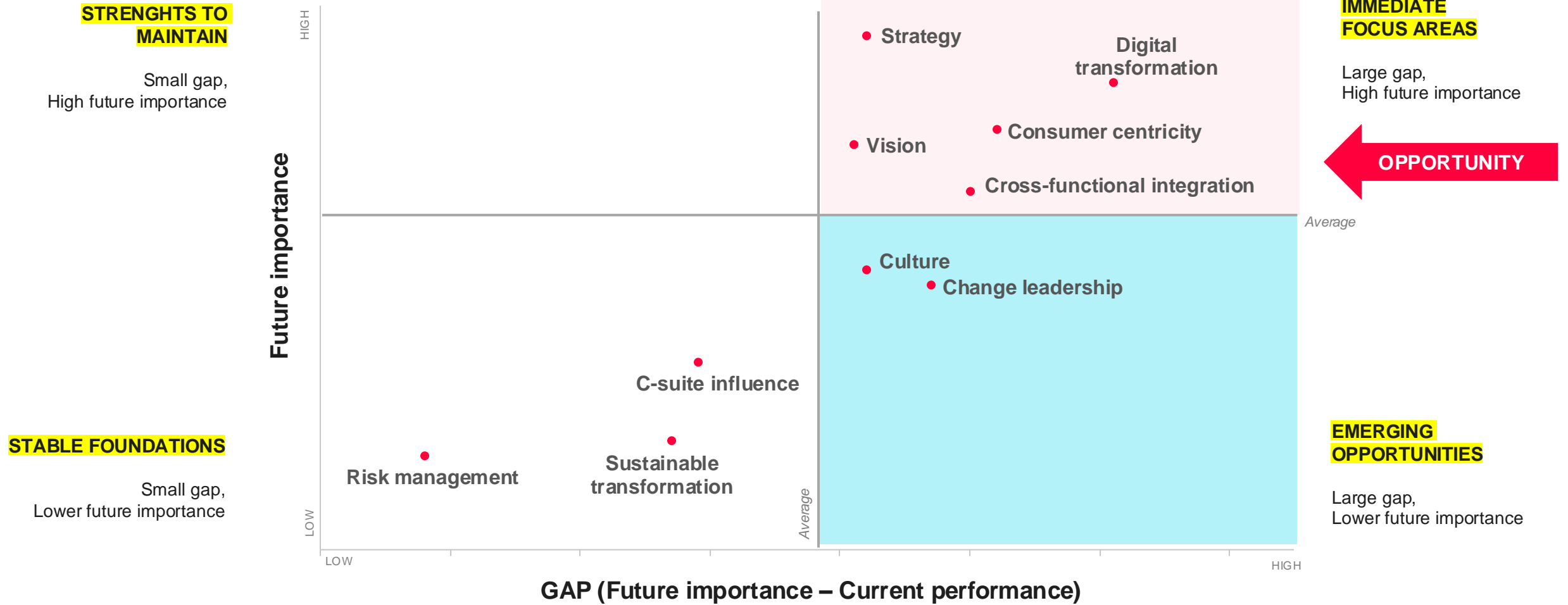


D2a: How important will the following factors be in driving future change in your organisation, and how well are they currently in place? (single answer on a 5-point scale)

Source: WFA peer research: 'Marketer of the Future' (in partnership with Oxford); Global sample = 560 marketers



# Bridging the gaps: The CMO - Marketing leadership characteristics

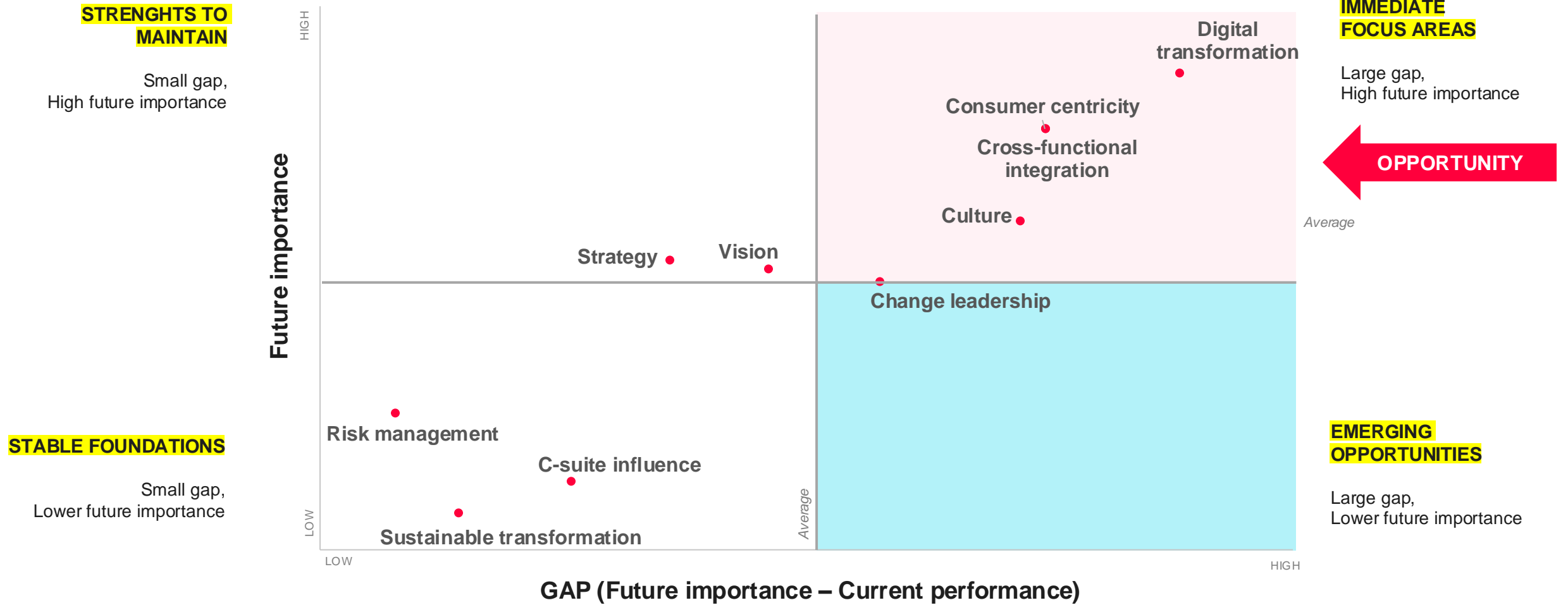


D2a: How important will the following factors be in driving future change in your organisation, and how well are they currently in place? (single answer on a 5-point scale)

Source: WFA peer research: 'Marketer of the Future' (in partnership with Oxford); Europe sample = 356 marketers



# Bridging the gaps: The CMO - Marketing leadership characteristics

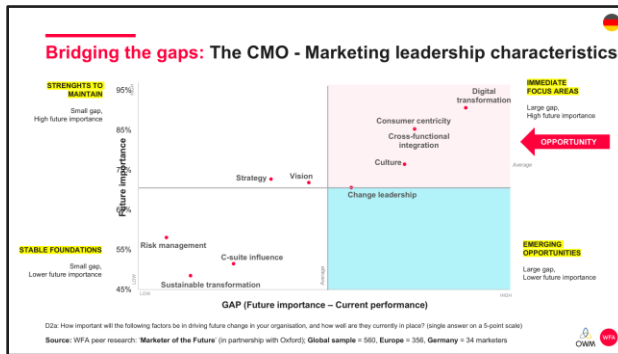


D2a: How important will the following factors be in driving future change in your organisation, and how well are they currently in place? (single answer on a 5-point scale)

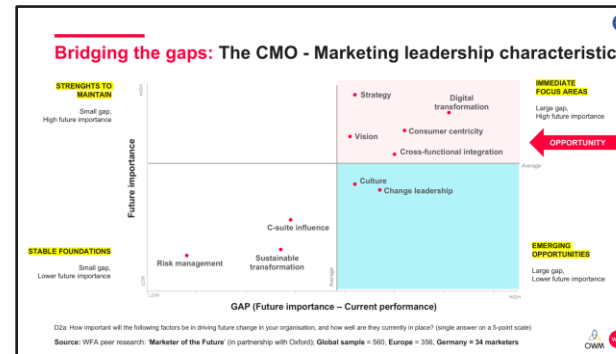
Source: WFA peer research: 'Marketer of the Future' (in partnership with Oxford); Germany sample = 34 marketers

# Gap analysis – Marketing leadership - learnings for Germany

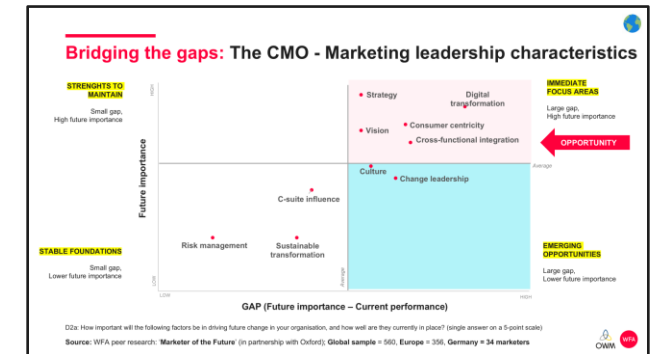
The CMO – Germany



The CMO – Europe benchmark



The CMO – Global benchmark



## Where does Germany stand versus the European and Global norms?

As seen, German senior marketers agree that, currently, **the key areas that require immediate attention & investment** are on:

- **Digital transformation, cross-functional integration and consumer centricity** → *in line with both Europe and Global trends*
- **Additionally, culture related aspects are important for Germany, revealing significant gaps in current performance** → *higher than in Europe or globally*

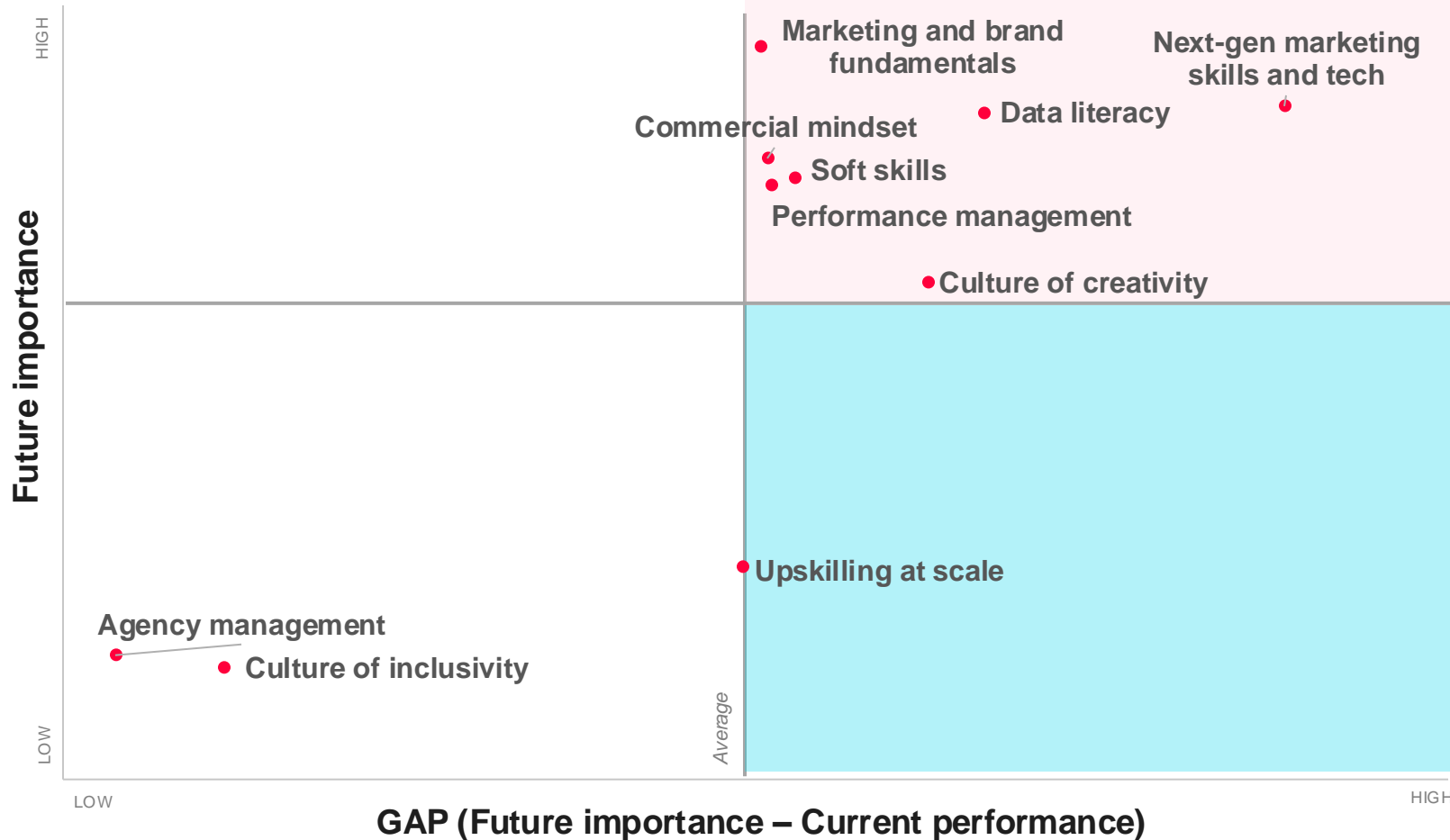
Whilst **strategy** is considered a focus area in Europe and globally, Germany reports closer performance to their level of expectations.



# Bridging the gaps: Marketing teams – Skills and culture

## STRENGTHS TO MAINTAIN

Small gap,  
High future importance



## IMMEDIATE FOCUS AREAS

Large gap,  
High future importance

**OPPORTUNITY**

Average

## EMERGING OPPORTUNITIES

Large gap,  
Lower future importance

## STABLE FOUNDATIONS

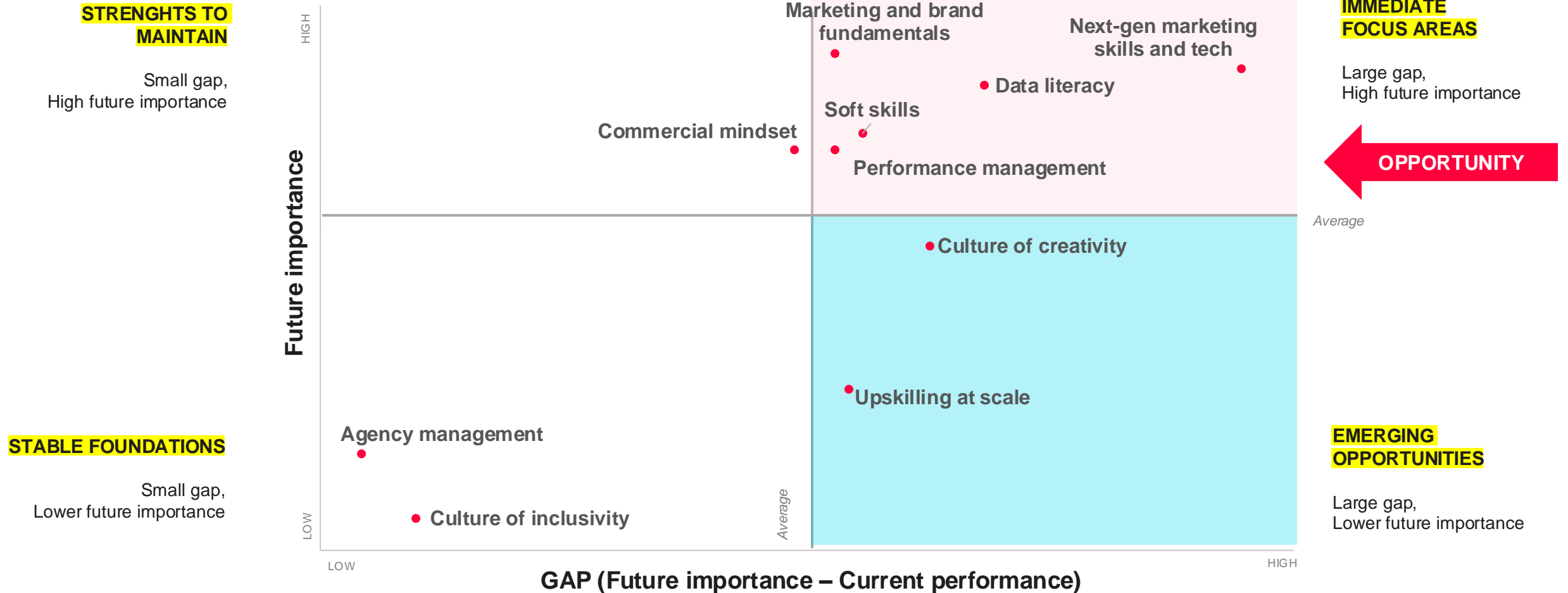
Small gap,  
Lower future importance

D2b: How important will the following factors be in driving future change in your organisation, and how well are they currently in place? (single answer on a 5-point scale)

Source: WFA peer research: 'Marketer of the Future' (in partnership with Oxford); Global sample = 560 marketers



# Bridging the gaps: Marketing teams – Skills and culture

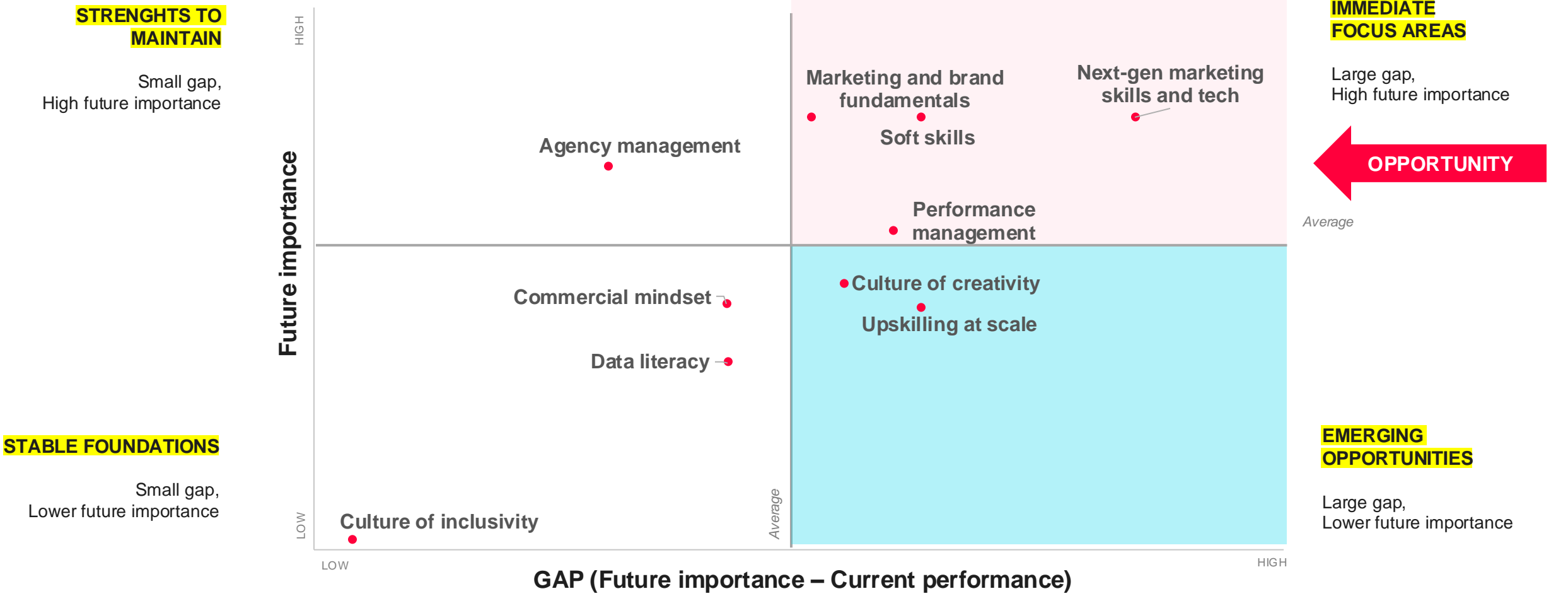


D2b: How important will the following factors be in driving future change in your organisation, and how well are they currently in place? (single answer on a 5-point scale)

Source: WFA peer research: 'Marketer of the Future' (in partnership with Oxford); Europe sample = 356 marketers



# Bridging the gaps: Marketing teams – Skills and culture

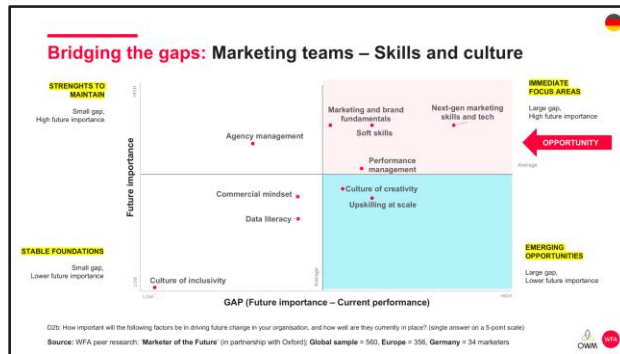


D2b: How important will the following factors be in driving future change in your organisation, and how well are they currently in place? (single answer on a 5-point scale)

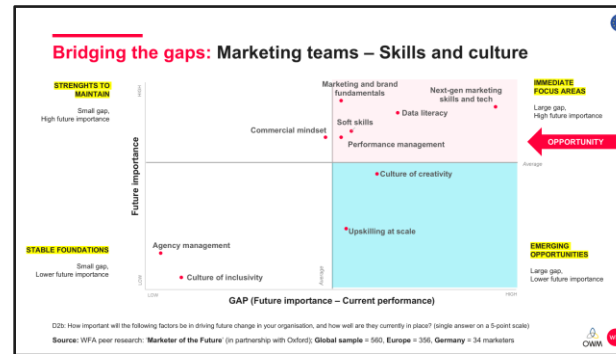
Source: WFA peer research: 'Marketer of the Future' (in partnership with Oxford); Germany sample = 34 marketers

# Gap analysis – Skills and culture - learnings for Germany

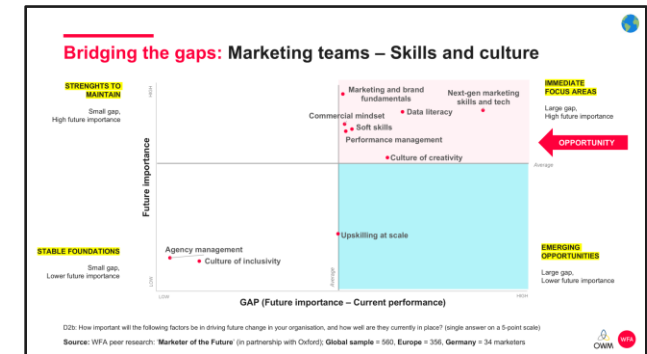
Skills and culture – Germany



Skills and culture – Europe benchmark



Skills and culture – Global benchmark



## Where does Germany stand versus the European and Global norms?

In terms of skills and culture, German senior marketers **emphasize the importance** of:

- **Next-gen marketing skills, soft skills, and marketing fundamentals** — aligning with both European and global trends.

Germany reports higher confidence in its ability of **data literacy**, while globally, this area is considered critical and in need of immediate attention.

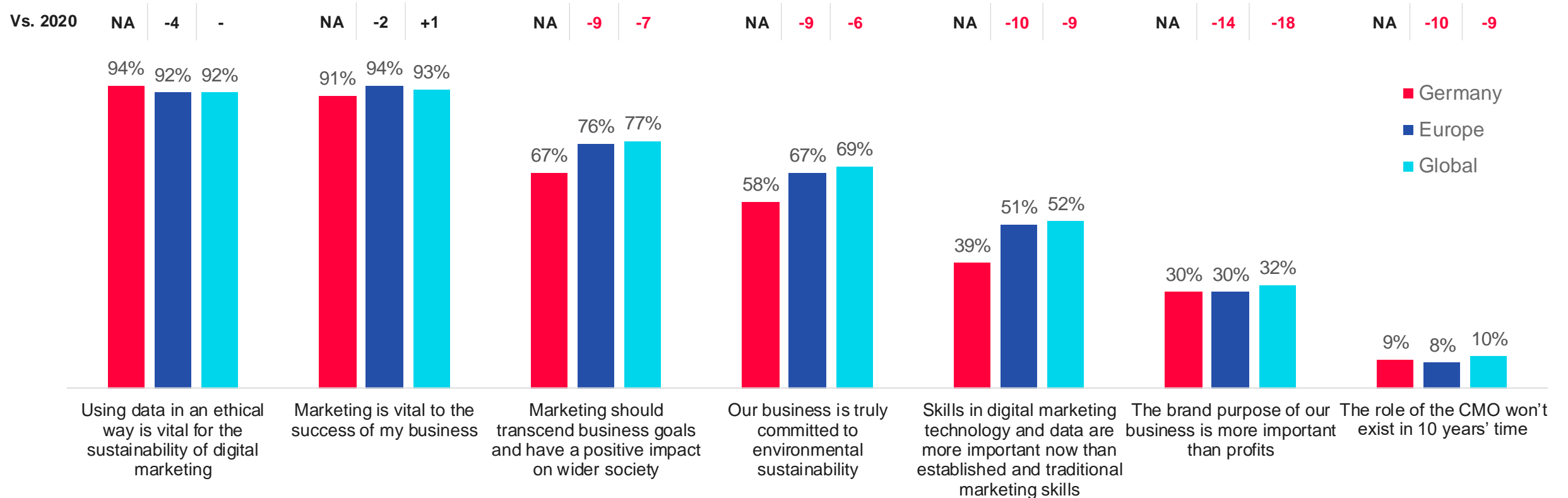
**Creativity**, a top priority worldwide, is seen by German senior marketers as an emerging opportunity rather than an immediate focus.

# 3 The future of Marketing: Opportunities & innovations

*Where is Marketing headed? What will shape its future?*

# Shifting priorities in Marketing: less focus on social impact

German senior marketers are closely aligned with global and European trends regarding marketing and their role. There is a noticeable decline, both globally and in Europe, in the perception of the social impact of businesses compared to 2020. This shift suggests a change in focus or a reduced emphasis on the broader societal influence of businesses in recent years.



XX/XX indicate a statistically higher/ lower value versus 2020  
 NA= Not applicable, low sample

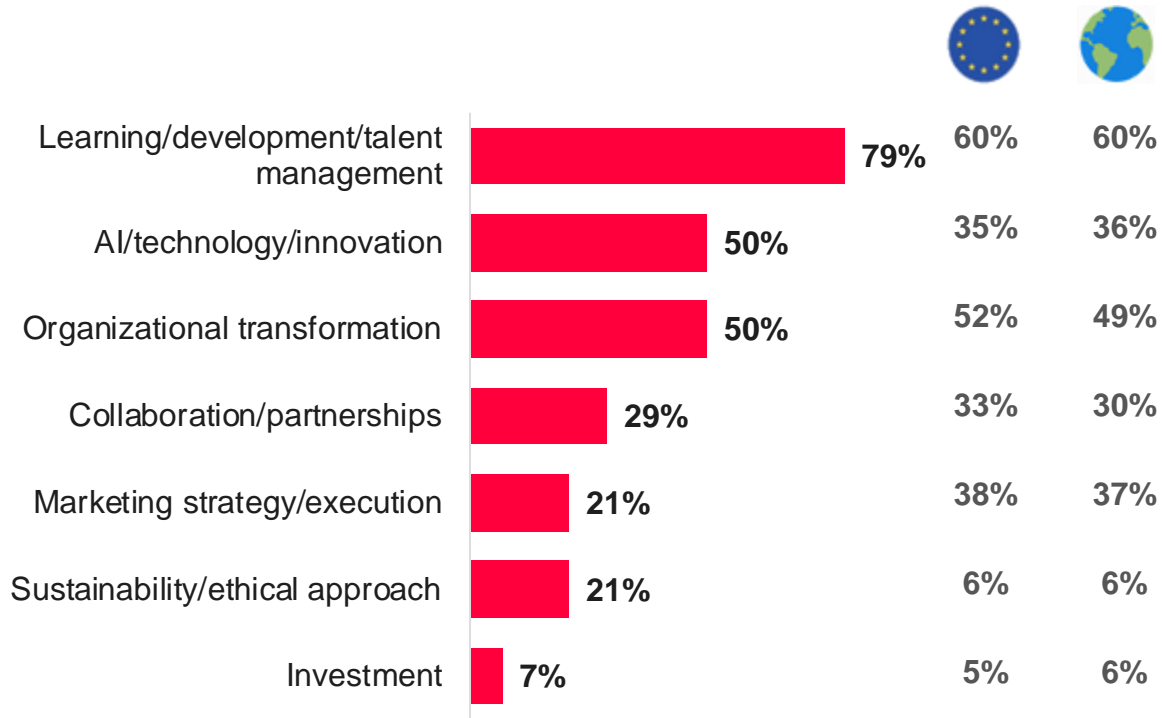
D4: Thinking generally about marketing and your role, to what extent do you agree with the following? (single answer on a 5-point scale)

Source: WFA peer research: 'Marketer of the Future' (in partnership with Oxford); Global sample = 560, Europe = 356, Germany = 34 marketers

# Organisational priorities & areas for improvement

German marketers prioritize **continuous training, AI integration, and cross-functional collaboration**, while focusing on consumer insights and flexible, innovative workflows. A reorganization includes clear roles, a global strategy team, and a next-gen sub-team to drive transformation and talent development.

## The most effective steps for the future...



## In German marketers' voice...

- “
- We prepare our marketing team for the future by continuously investing in training, fostering cross-functional collaboration, and implementing agile workflows while experimenting with new channels and technologies. This keeps us flexible and innovative.
  - Reorganisation & adaptation of future needs. AI Taskforce. Regular trainings and test groups for new topics (e.g. AI).
  - Clear Roles and responsibilities. Set-up a global strategy marketing team and local brand activation teams. Strong focus on consumer insights and needs.
  - Introduction of AI processes for all functions including creative and media support of campaigns; Focus on social first led creativity; Building talents.
  - Educational efforts focused on all relevant aspects of modern marketing, including digital tools and AI; continuous performance management to enhance efficiency; ongoing improvement of cross-departmental communication; and, most importantly, gaining consumer insights from relevant target groups to optimize content and communication strategies.
  - Setup a next gen marketing sub team to drive, vision and train for the change

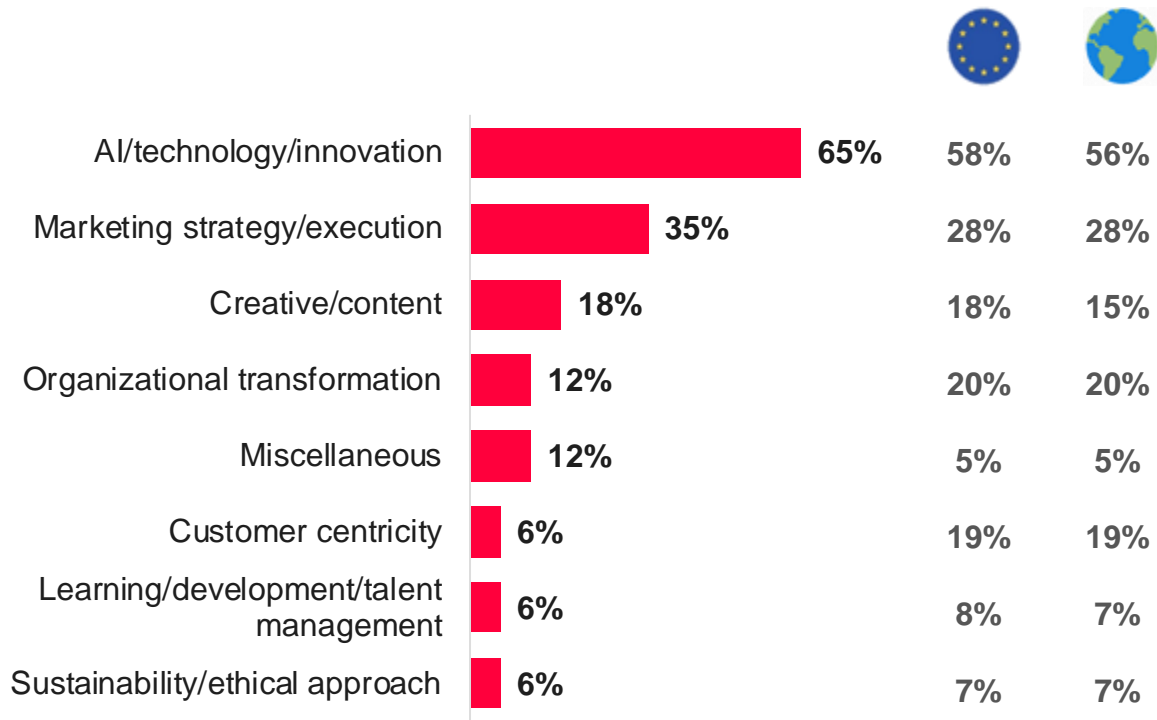
D5: What you consider are the most effective steps your organisation has taken, or may plan to take, to create a marketing team that is prepared for the future? (spontaneous answer)

Source: WFA peer research: 'Marketer of the Future' (in partnership with Oxford); Global sample = 560, Europe = 356, Germany = 34 marketers

# New Marketing roles

According to German marketers, implementing key roles such as an AI Marketing Coordinator, AI Marketing Strategist, and Data Ethicist to ensure ethical, personalized, and data-driven marketing campaigns while boosting creativity through AI is a top priority. Additionally, roles like a Consumer Insights Specialist and Digital Marketing Capabilities Lead are focused on enhancing consumer understanding and fostering continuous learning in the digital marketing space.

## New roles required in Marketing...



## In German marketers' voice...

- “
- An AI Marketing Coordinator who coordinates all the different AI tools used to set up and steer optimal marketing campaigns.
  - ...a Data Ethicist to ensure ethical use of consumer data, an AI Marketing Strategist to leverage technology for personalized campaigns, and a Sustainability Marketing Lead to align our messaging with environmental and social responsibility.
  - Insourcing all the creative work (image, text, video, etc.) and use AI to boost the communication.
  - 1. An AI Marketing Strategist: to focus on leveraging artificial intelligence to personalize consumer experiences, predict market trends, and optimize campaign performance. By integrating AI-driven insights, we could enhance decision-making and deliver highly targeted marketing strategies. 2. Consumer Insights Specialist: A dedicated role to analyze and interpret complex consumer data, ensuring a deep understanding of target audiences. This would help us tailor content and communication strategies to better align with customer needs and preferences.
  - Project lead for AI transformation
  - Digital Marketing Capabilities Lead to ensure adoption of new ways of working and constant learning

F3: Finally, an opportunity for creativity! Based on the responses you have kindly provided, if money were no object, what new role(s) would you create within the marketing function and why? (spontaneous answer)

Source: WFA peer research: 'Marketer of the Future' (in partnership with Oxford); Global sample = 560, Europe = 356, Germany = 34 marketers

# **4 Key takeaways & Strategic implications**

---

# Executive Summary

## 1. The current Marketing landscape

- ✓ The majority of companies globally, in Europe, and in Germany have either **outperformed or kept pace with their sector**.
- ✓ Most German marketers (76%) confirm the **need for a balanced focus** between marketing fundamentals and new developments, suggesting that organisations continue to see brand-building, strategy, and creativity as essential pillars of long-term success.
- ✓ Moreover, higher proportion in Germany state their Marketing is in place but **could be enhanced** (41% vs 31% benchmarks).

## 2. Shaping the future of Marketing

- ✓ German marketers express **optimism** about the future of their profession (80%, aligned with the European and global averages), suggesting **confidence in industry growth** and innovation.
- ✓ They perceive **constant complexity** (90%) as the most significant shifts in marketing, surpassing both Europe (80%) and global (78%) benchmarks, indicating a **stronger recognition of the growing challenges** in the marketing landscape compared to other regions.
- ✓ All German respondents rate **adaptability** and **skills building** as critical, slightly exceeding European (98, 95%) and global (98, 96%) averages, showing a strong focus on developing quick decision-making capabilities and continuous learning opportunities for staff.

## 3. The future of Marketing: opportunities & innovations

- ✓ German marketers feel there is a need of **continuous training, AI integration, and cross-functional collaboration**, while focusing on consumer insights and flexible, innovative workflows. Implementing key roles such as an AI Marketing Coordinator, AI Marketing Strategist, and Data Ethicist to ensure **ethical, personalized, and data-driven marketing campaigns while boosting creativity through AI is a top priority**.



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