



**Marketing**  
**Labour Market Report**  
**2011/12**

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## Foreword

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This report examines Labour Market Intelligence (LMI) relating to Marketing and the demand from employers for relevant workforce skills.

Marketing is a function considerably affected by technological change, and with skills demands relating to such diverse areas as customer handling, legislative change, ICT, creativity and metrics. The way in which marketing is delivered– whether through specialist roles, or throughout the whole organisation – also affects what skills are needed, and by whom.

The principle purpose of this report is to provide a robust analysis of the current Marketing occupation, skills and skills needs across the UK, and in particular, to look at skills drivers to anticipate what this critical business function will look like in the future.

## Executive Summary

This report discusses the nature of the marketing workforce, current skills drivers, recruitment and skills gaps.

### The marketing workforce

The marketing workforce represents approximately 2.4 per cent of UK employment, or 703,630 workers. This includes people working in such occupations as marketing directors and managers, advertising and PR professionals, graphic designers, conference and exhibition managers and organisers and market research interviewers.

The majority of marketing workers are in senior roles, such as managers or directors. Marketers are more likely to work full-time than the average UK employee.

Marketing professions where men dominate are, with the exception of graphic design, the director/manager roles. Marketing directors, marketing managers and graphic designers are all substantially more likely to be male, while public relations professionals, marketing associate professionals and conference and exhibition managers and organizers are more likely to be women.

Average annual salaries for marketing range from £21,462 for a graduate trainee to £77,799 for a marketing director. Marketing managers earn an average of £37,305. Marketers in London earn the highest average salary (£47,963), marketers in Northern Ireland earn the third highest average salary (£41,417), and marketers in Wales earn an average salary smaller than any other region in the UK (£32,915).

### Skills drivers

The key drivers of skills for marketers include:

#### *Policy and legislation*

Marketing is governed by an increasing amount of legislation relating to consumer protection and information, data protection, and regulation of advertising. Because of potential legal or civil consequences, this means it is vital for people working in marketing to maintain their knowledge of the legislation which governs what they do.

#### *Technological change (including social media)*

The ICT revolution and the new possibilities it raises for advertising are vast, and also require new skills of marketers, including ICT skills in general, as well as graphic design and a greater understanding of 'new media' and how it can be used. Companies are spending proportionally more on marketing online. In social media, the kinds of skills required are those usually found in jobs outside mainstream marketing (such as journalism and PR).

#### *Relationship marketing and customer focus*

Due to globalisation and the internet, customers have more power over businesses. In marketing, there is now a shifting emphasis towards building long-lasting repeat business, known as relationship marketing, and focusing more on the customer.

#### *Metrics and accountability*

In the current economic climate, there is more emphasis on measuring the financial outcomes of marketing and having greater accountability for marketing spend. This requires marketers to have a commercial mindset and financial understanding.

## Executive Summary

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### *Creativity*

While difficult to teach, creativity is a key skill of marketing, and critical to its success.

### **Qualifications**

Many of the marketing qualifications on the QCF have been recently developed, and there are QCF units in some of the key areas discussed above (legal matters, digital marketing). Professional bodies also offer training courses in these areas, including legal compliance, relationship marketing and digital marketing.

### **Skill shortages and skills gaps**

Over a third of firms experienced skill shortage problems when trying to recruit across marketing areas (general, direct, market research and public relations). This was highest in direct marketing (62 per cent). Some of the most often cited skills lacking in recruitment skill shortages were knowledge of best practice, creation, innovation and flexibility and commercial understanding.

The key skills missing among existing staff included knowledge of best practice and knowledge of new media. Knowledge of best practice was important due to the “rules and regulations” the industry is subject to,<sup>1</sup> and thus relates to the legal and regulatory skills driver above.

Employers also thought skills were lacking in financial abilities, sales experience/commercial acumen, customer relationship management and retention, customer service skills, and digital awareness.

When recruiting, firms most often look for communication skills, creativity, innovation and flexibility, IT ability and knowledge of new media.

### **The future of marketing**

This report summarises some key studies examining where marketing is headed and consequently, what skills are needed.

These studies reveal that customer focus and technology will continue to be vital in marketing. A more business-minded focus (such as discussed above in terms of financial accountability) and using data to better understand market segments also mean that numerical and analytical skills will be vital to future marketers.

The future shape of the marketing workforce is also worth discussion. A CIM paper suggested that marketers could either specialise in science (e.g. metrics, research) or arts (e.g. branding, advertising), rather than attempting both. Social media, with its notably different skill set, may require people with backgrounds in journalism or PR. Additionally, the emphasis on the customer and the more frequent interactions afforded by the internet mean that other employees throughout a business may take on a greater marketing role.

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<sup>1</sup> TBR (for MSSSB) 2008, *Skills Needs and Training Supply for Marketing – A Gap Analysis*, p25

# 1. Introduction

## 1.1 Defining Marketing

### 1.1.1 A customer-focused definition

The Chartered Institute of Marketing (CIM) is the Professional Body for marketers in the UK. It has historically defined marketing as:

*"the management process responsible for identifying, anticipating and satisfying customer requirements profitably".<sup>2</sup>*

More recently, CIM discussed whether marketing, rather than being a discreet profession, should be carried out by all managers in a business, with a proposed new definition removing the "management process" term to reflect that all employees have some marketing function.<sup>3</sup>

This created the new suggested definition of marketing, with a continued focus on the customer:

*"The strategic business function that creates value by stimulating, facilitating and fulfilling customer demand. It does this by building brands, nurturing innovation, developing relationships, creating good customer service and communicating benefits. With a customer-centric view, marketing brings positive return on investment, satisfies shareholders and stakeholders from business and the community, and contributes to positive behavioural change and a sustainable business future."<sup>4</sup>*

Marketing includes a diverse range of activities and job roles in carrying out this process. Broad functions include advertising, design, direct marketing, promotional marketing, market research, public relations, export marketing and others like self-branding and events marketing.<sup>5</sup>

### 1.1.2 Marketing National Occupational Standards

The Marketing National Occupational Standards (NOS) describe what a person needs to know, understand and be able to do in order to be competent in carrying out particular job functions within marketing. The marketing NOS were last revised in 2010, and cover areas of marketing including:

- Collecting and analysing market research data
- Customer-focused functions such as getting feedback and defining the customer experience and delivering customer service
- Relationship management activities
- Monitoring competitors
- Understanding and defining market segments
- Developing a marketing strategy
- Social marketing
- Establishing requirements for and developing new products and services
- Pricing policy and price promotions
- Marketing distribution plans
- Branding strategy
- Communications strategy

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<sup>2</sup> CIM, *Definition of Marketing*,

[www.cim.co.uk/resources/understandingmarket/definitionmkting.aspx](http://www.cim.co.uk/resources/understandingmarket/definitionmkting.aspx)

<sup>3</sup> CIM 2007 *tomorrow's word: Re-evaluating the role of marketing*, p10

<sup>4</sup> CIM 2007 *tomorrow's word: Re-evaluating the role of marketing*, p14

<sup>5</sup> TBR (for MSSSB) 2008, *Skills Needs and Training Supply for Marketing – A Gap Analysis*, p10

## 1. Introduction

- Advertising
- Direct Marketing
- Digital Marketing
- Public relations
- Sales promotions
- Field marketing
- Business to business motivation activity
- Evaluating marketing performance
- Using technology in marketing
- Marketing plans
- Strategies for products and services
- Legal, regulatory and ethical requirements
- International marketing
- Managing and obtaining finance
- Creating sales strategies and relationships
- Buying in marketing from third parties
- Providing services to and building relationships with clients
- Engaging with stakeholders and building networks

There are also NOS in Marketing and Sales for non-professionals, in recognition of the fact that some people that need to carry out marketing activities will not themselves be marketers.

### 1.1.3 Trade and professional bodies

There are many regulatory bodies (discussed below) and trade bodies for those who undertake marketing activities. Some of the key trade bodies are:

- Advertising Association
- Chartered Institute of Marketing
- Chartered Institute of Purchasing and Supply
- Direct Marketing Association
- Direct Selling Association
- Institute of Direct and Digital Marketing
- Institute of Practitioners in Advertising
- International Advertising Association
- Promotion Marketing Association
- Public Relations Consultants Association
- The Marketing Society<sup>6</sup>

## 1.2 Scope of research

### 1.2.1 Secondary data

The aim of this report is to provide an up-to-date analysis of the Marketing workforce and its skills needs in the UK, using secondary data sources.

The workforce estimate was compiled using Office of National Statistics (ONS) data from 2011, and qualification and training information is based on current availability as stated on individual websites, at the time of writing the report.

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<sup>6</sup> Osborne Clarke, "Useful links for marketing lawyers", [www.marketinglaw.co.uk](http://www.marketinglaw.co.uk)



## 1. Introduction

Much of the research on skills gaps and hard-to-fill vacancies for the UK (and individual nations within the UK) is published at the largest occupational grouping in the Standard Occupational Classification. This is too aggregated to reveal any information about the marketing workforce, which is represented by a number of much finer occupational unit groups, as discussed below. Therefore, this report largely relies on previously published labour market information, and papers produced by professional bodies (such as the Chartered Institute of Marketing).

Please note that some data sources which are typically used by Sector Skills Councils for LMI are not appropriate for this report, because the data is available by industry, not by occupation. As marketing is not a separate industry, but rather, a discipline used across sectors, these sources are not appropriate for this report.

### 1.2.2 Previous LMI Marketing report

The previous LMI Marketing report, written by TBR for MSSSB in 2008 (TBR 2008), discussed the results of two skills workshops, online surveys and telephone interviews with marketing professionals. This produced some detailed, thorough analysis on skills needs in marketing, and so the key results are reproduced and discussed in the relevant section of this report.

### 1.2.3 Standard Occupational Classification (SOC) Codes<sup>7</sup>

Much of the workforce data in this report is defined by the Office of National Statistics' (ONS) Standard Occupational Classification 2010 (SOC 2010). The SOC is a hierarchical coding of occupations in the UK.

Marketing is better classified by occupation rather than industry, as it can be used in any sector. The SOC unit groups used to estimate the Marketing workforce are as follows:

**Table 1: Marketing occupations in SOC 2010, UK**

Unit Group	Part of Major Group
1132 Marketing and sales directors	managers, directors and senior officials
1134 Advertising and public relations directors	managers, directors and senior officials
2472 Public relations professionals	professional occupations
2473 Advertising accounts managers and creative directors	professional occupations
3421 Graphic designers	associate professional and technical occupations
3543 Marketing associate professionals	associate professional and technical occupations
3545 Sales accounts and business development managers	associate professional and technical occupations
3546 Conference and exhibition managers and organisers	associate professional and technical occupations
7215 Market research interviewers	sales and customer service occupations

Source: ONS (2010), *Standard Occupational Classification 2010, Vol. 1*

For some of these occupational groups, only a proportion of the group is used, as not all of the occupations within it relate to marketing. This is discussed in the workforce estimate in section 2.

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<sup>7</sup> Office of National Statistics 2010, *Standard Occupational Classification 2010, Vol. 1*, Palgrave Macmillan.

## 2. Profile of the UK Marketing Workforce

This section presents a brief overview of the Marketing workforce across the UK, including size, status and breakdown by sex.

### 2.1 Size of the workforce

**Table 2** below lists the total employment in the SOC unit groups which contain marketing occupations.

Three categories (graphic design, sales and marketing directors, and sales accounts and business development managers) have been adjusted in line with the previous MSSSB LMI to account for only marketing occupations within those groups. Marketing positions are thought to account for 22 per cent of the graphic design group, and marketing directors and managers are thought to account for about two thirds (67 per cent) of the marketing and sales directors group<sup>8</sup>. This estimate includes people who are solely marketing managers/ directors, as well as who are both sales and marketing managers/ directors, so there will be a slight overlap with the sales workforce. <sup>9</sup>

This provides an estimate for 2011 (quarter 2) of 703,630 in marketing employment. This estimate of the marketing workforce represents 2.4 per cent of UK employment.

**Table 2: Final estimate of employment in Marketing, Quarter 2, 2011 (SOC 2010), UK**

Standard Occupational Classification (SOC 2010)	Total in employment	Percentage used for marketing	Original group total
1132 Marketing directors	124,145	67%	185,291
1134 Advertising and public relations directors	26,090		
2472 Public relations professionals	38,897		
2473 Advertising accounts managers and creative directors	18,701		
3421 Graphic designers	12,844	22%	58,384
3543 Marketing associate professionals	144,968		
3545 Marketing managers	274,729	67%	410,044
3546 Conference and exhibition managers and organisers	45,530		
7215 Market research interviewers	17,725		
<b>Total marketing employment</b>	<b>703,630</b>		

*Note: Totals include unpaid family workers, persons on government-supported training and employment programmes and those who did not state whether they worked full or part time. Source: ONS (2011) Labour Force Survey: EMP16: all in employment by status, occupation and sex, Quarter 2 (Apr - Jun) 2011.*

**Table 3** shows the share of the total marketing workforce for each occupational unit group. This reveals a very top-heavy structure: almost one in five workers in marketing (18 per cent) are marketing directors, and 39 per cent are marketing managers. Another 7 per cent are directors in advertising and PR or advertising accounts managers and creative directors.

Together these already account for almost two thirds of the total marketing workforce (63 per cent). There are still more managerial roles in other categories, such as

<sup>8</sup> This follows the proportions on page 15 of TBR (for MSSSB) 2008, Skills Needs and Training Supply for Marketing – A Gap Analysis.

<sup>9</sup> Any subsequent statistics that break down these categories by sex and status will be reduced by the same amounts. This will not affect relativities within an occupational group, such as share of employment by sex.

## 2. Profile of the UK Marketing Workforce

'manager, communications (public relations)' in the public relations professionals category, and positions like 'conference centre manager' in the conference and exhibition managers and organisers category.

**Table 3: Shares of employment in Marketing occupations, Quarter 2, 2011 (SOC 2010), UK**

Standard Occupational Classification (SOC 2010)	Total in employment	Share of marketing employment
1132 Marketing directors	124,145	18%
1134 Advertising and public relations directors	26,090	4%
2472 Public relations professionals	38,897	6%
2473 Advertising accounts managers and creative directors	18,701	3%
3421 Graphic designers (marketing)	12,844	2%
3543 Marketing associate professionals	144,968	21%
3545 Marketing managers	274,729	39%
3546 Conference and exhibition managers and organisers	45,530	6%
7215 Market research interviewers	17,725	3%
<b>Total marketing employment</b>	<b>703,630</b>	<b>100%</b>

*Note: Totals include unpaid family workers, persons on government-supported training and employment programmes and those who did not state whether they worked full or part time. Source: ONS (2011) Labour Force Survey: EMP16: all in employment by status, occupation and sex, Quarter 2 (Apr - Jun) 2011.*

**Table 4** shows the status of employment (full or part time) by marketing occupation. Most marketing occupations were more likely than the average for all occupations to be full time. However, marketing associate professionals and conference and exhibition managers and organisers were less likely than the other occupations to be full-time, but about the same rate as all UK employees.

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**Table 4: Status of employment in Marketing occupations, Quarter 2, 2011 (SOC 2010), UK**

Standard Occupational Classification (SOC 2010)	All employees ('000s)			
	Full-time	Part-time	Total	Full-time as % of total employees
1132 Marketing and sales directors	100	*	104	96%
1134 Advertising and public relations directors	20	*	23	88%
2472 Public relations professionals	29	*	34	85%
2473 Advertising accounts managers and creative directors	16	*	17	93%
3421 Graphic designers	8	*	8	96%
3543 Marketing associate professionals	98	32	130	75%
3545 Sales accounts and business development managers	245	18	263	93%
3546 Conference and exhibition managers and organisers	26	11	37	71%
7215 Market research interviewers	*	11	16	.
<b>Total UK employees (all occupations)</b>	<b>18,301</b>	<b>6,680</b>	<b>24,980</b>	<b>73%</b>

*Note: Totals include unpaid family workers, persons on government-supported training and employment programmes and those who did not state whether they worked full or part time.*  
*Source: ONS (2011) Labour Force Survey: EMP16: all in employment by status, occupation and sex, Quarter 2 (Apr - Jun) 2011.*

### 2.2 Gender of the workforce

**Table 5** presents the gender breakdown of the marketing workforce, and the share of each occupation by sex. It is not possible to provide a share by gender of the total marketing workforce, as this information is missing for three categories (advertising accounts managers, advertising and public relations directors and creative directors and market research interviewers), due to small sample sizes.

Using the rest of the marketing occupations, though, the gender ratio for marketing employment is 59 per cent male to 41 per cent female. As the missing categories only comprise a small proportion of marketing employment, these would not change this ratio much if the figures were available. This reveals that marketing is more male-dominated than UK employment overall, where the split is 54 per cent male to 46 per cent female.

## 2. Profile of the UK Marketing Workforce

**Table 5: Employment in Marketing occupations by sex, Quarter 2, 2011 (SOC 2010), UK**

Standard Occupational Classification (SOC 2010)	Total in employment		Share of employment	
	Male	Female	Male	Female
1132 Marketing and sales directors	96,610	27,535	78%	22%
1134 Advertising and public relations directors	17,731	*		
2472 Public relations professionals	15,650	23,247	40%	60%
2473 Advertising accounts managers and creative directors	*	*		
3421 Graphic designers	8,473	4,371	66%	34%
3543 Marketing associate professionals	53,673	91,295	37%	63%
3545 Sales accounts and business development managers	186,832	87,898	68%	32%
3546 Conference and exhibition managers and organisers	14,336	31,194	31%	69%
7215 Market research interviewers	*	*		
<b>Total UK employment (all occupations)</b>	<b>15,586,863</b>	<b>13,481,955</b>	<b>54%</b>	<b>46%</b>

\* Sample size too small for reliable estimate.

Note: Totals include unpaid family workers, persons on government-supported training and employment programmes and those who did not state whether they worked full or part time.

Source: ONS (2011) Labour Force Survey: EMP16: all in employment by status, occupation and sex, Quarter 2 (Apr - Jun) 2011.

**Table 5** also reveals that there is some large variation in the gender split within different marketing occupations.

Marketing professions where men dominate are, with the exception of graphic design, the director/manager roles. Marketing directors, marketing managers and graphic designers are all substantially more likely to be male, while public relations professionals, marketing associate professionals and conference and exhibition managers and organisers are more likely to be women.

Interestingly, there is no marketing profession where the gender split is roughly even. The closest to even is the 60/40 split for public relations professionals, in favour of females.

### 2.3 Status of the workforce by gender

**Table 6** shows the status of employment (full time or part time) of marketing employees by sex.

For UK employees overall, 73 per cent were full time workers. Male workers (88 per cent of male employees) were more likely to be full-time than female workers (58 per cent of female employees).

## 2. Profile of the UK Marketing Workforce

**Table 6: Status of employment in Marketing occupations by sex, Quarter 2, 2011 (SOC 2010), UK**

Standard Occupational Classification (SOC 2010)	Male employees ('000s)				Female employees ('000s)			
	Full-time	Part-time	Total	Full-time as % of total male employees	Full-time	Part-time	Total	Full-time as % of total female employees
1132 Marketing and sales directors	78	*	80	97%	22	*	24	92%
1134 Advertising and public relations directors	14	*	16	90%	*	*	*	*
2472 Public relations professionals	13	*	15	86%	16	*	19	84%
2473 Advertising accounts managers and creative directors	*	*	*	*	*	*	*	*
3421 Graphic designers	6	*	6	*	2	*	2	*
3543 Marketing associate professionals	43	*	48	89%	56	27	82	67%
3545 Sales accounts and business development managers	173	*	178	97%	72	14	85	84%
3546 Conference and exhibition managers and organisers	10	*	12	85%	16	*	25	64%
7215 Market research interviewers	*	*	*	*	*	*	*	*
<b>Total UK employees (all occupations)</b>	<b>11,223</b>	<b>1,504</b>	<b>12,727</b>	<b>88%</b>	<b>7,078</b>	<b>5,175</b>	<b>12,253</b>	<b>58%</b>

*Note: Totals include unpaid family workers, persons on government-supported training and employment programmes and those who did not state whether they worked full or part time.*

*Total UK employment includes where full-time/part-time status not stated.*

*Source: ONS (2011) Labour Force Survey: EMP16: all in employment by status, occupation and sex, Quarter 2 (Apr - Jun) 2011.*

### 2.4 Age of the Workforce

The age of the marketing workforce has a normal distribution, with the largest category of workers being the 35 to 39 group (16 per cent).<sup>10</sup> The Sales workforce, by comparison, is a lot younger, with about a third of the Sales workforce being 25 years old and under.<sup>11</sup>

### 2.5 Salary levels of the Workforce

*Marketing Week* and *Ball and Hoolahan* conduct annual salary surveys for marketing positions.<sup>12</sup> The 2012 survey of 3,357 marketers was conducted in November 2011, and the resulting analysis of salaries for different positions also sheds a light on which skills are currently in demand.

<sup>10</sup> *TBR (for MSSSB) 2008, Skills Needs and Training Supply for Marketing – A Gap Analysis, p17*

<sup>11</sup> *TBR (for MSSSB) 2008, Skills Needs and Training Supply for Marketing – A Gap Analysis, p17*

<sup>12</sup> *Marketing Week/ Ball and Hoolahan 2012, Salary Survey 2012, www.marketingweek.co.uk/the-marketing-week/ball-and-hoolahan-salary-survey-2012/3033165.article*

## 2. Profile of the UK Marketing Workforce

**Table 7** lists the average annual UK salaries for different marketing roles, by sex.

**Table 7: Average annual marketing salaries by job role and sex, 2011, UK**

	male average annual salary (£)	female average annual salary (£)	overall average annual salary (£)	female salary as % of male salary
Marketing director	80,733	74,241	77,799	92%
Marketing manager	39,625	36,364	37,305	92%
Brand/product manager	38,470	34,622	36,039	90%
Head of insight	74,207	64,300	69,170	87%
Insight manager	42,214	37,976	39,928	90%
Head of customer marketing	72,353	55,765	61,294	77%
Customer marketing manager	39,333	43,667	37,310	111%
Head of digital	54,578	61,400	56,755	112%
Digital marketing manager	38,350	37,576	37,893	98%
Head of CRM	59,958	60,417	60,111	101%
CRM manager	44,571	41,039	42,617	92%
Communications director	81,389	58,183	66,885	71%
Communications manager	38,886	36,361	37,068	94%
Graduate trainee	20,864	21,900	21,462	105%

Source: *Marketing Week/ Ball and Hoolahan (2012), Salary Survey 2012*

The average salary for females was lower than the average salary for males in ten of the 14 job roles in the table below, ranging from 71 per cent to 98 per cent of the male average salary. However, the average salary for females was actually higher than the average salary for males in four job roles; customer marketing manager, head of digital, head of CRM and graduate trainee. In the first two roles, this was quite marked, with women earning an average 11 to 12 per cent more than men.

The article reporting on the survey indicated that while some job roles, such as marketing managers, are seeing declines in average annual pay, marketers with digital or research skills experienced higher than average pay rises. This is due to the demand for people with digital skills, and while there are a lot of young people with digital skills, it is harder to find senior managers with digital experience.

The article also reported that, while customer relationship managers were not receiving big pay increases from earlier years, demand for skilled workers in CRM is high because of the focus on retaining customers during the economic downturn.<sup>13</sup>

One head of CRM indicated that more specialist roles were being created, and that "the marketing department now bears little resemblance to what it was five years ago."<sup>14</sup>

<sup>13</sup> *Marketing Week/ Ball and Hoolahan 2012, Salary Survey 2012, www.marketingweek.co.uk/the-marketing-week/ball-and-hoolahan-salary-survey-2012/3033165.article*

<sup>14</sup> *Marketing Week/ Ball and Hoolahan 2012, Salary Survey 2012, www.marketingweek.co.uk/the-marketing-week/ball-and-hoolahan-salary-survey-2012/3033165.article*



## 2. Profile of the UK Marketing Workforce

The survey also found that 53 per cent of marketers expected their teams to be restructured in the next year, and 63 per cent said that their brand teams had already been restructured in the previous 12 months.

A 2011 PR Census found that average annual salary for in-house PR professionals was £49,007, while the all agency average was £47,955. More than half of all PR professionals (56 per cent) received a pay rise in the preceding 12 months.<sup>15</sup>

### 2.5.1 Salary levels by region

The average marketing salaries by region are shown in **Table 8** below. Salary levels for marketing can vary considerably by region, with London marketers earning the highest amount. This shows that marketers in Wales earn an average salary smaller than any other region in the UK (£32,915), while marketers in Northern Ireland have the third highest average salary after London (£47,963) and South East England (£44,005).<sup>16</sup>

**Table 8: Average annual marketing salaries by region, 2011, UK**

Region	Average annual marketing salary (£)
London	47,963
South East England	44,005
North East England	34,674
East England	40,531
South West England	39,244
West Midlands England	38,495
North West England	37,242
Wales	32,915
Scotland	36,000
Northern Ireland	41,417

Source: *Marketing Week/ Ball and Hoolahan (2012), Salary Survey 2012*

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<sup>15</sup> *PR Week 2011, 2011 PR Census, p12*

<sup>16</sup> *Marketing Week/ Ball and Hoolahan 2012, Salary Survey 2012, [www.marketingweek.co.uk/the-marketing-week/ball-and-hoolahan-salary-survey-2012/3033165.article](http://www.marketingweek.co.uk/the-marketing-week/ball-and-hoolahan-salary-survey-2012/3033165.article)*



### 3. Drivers of skills demands

Marketing changes at a pace, and consequently this drives the demand for new skills, as marketers must try to keep up. The following sub-sections set out the key drivers of skills demand for marketing occupations across the UK. Consideration is given to the main drivers associated with marketing, and does not provide an extensive list of drivers.

Drivers of skills for marketing occupations included:

- Policy and legislation
- Technological change (including social media)
- Relationship marketing and customer focus
- Metrics and accountability
- Creativity<sup>17</sup>

Many of these drivers are interconnected. For example, technology creates new legal and regulatory issues which must be addressed. Likewise, the recession emphasised a focus on value-for-money and accountability, which puts increased emphasis on metrics and measuring the value of marketing. Metrics and segmentation of the market are more possible with technology. The recession also stimulated customer relationship management as businesses were keener to retain the customers they already had, while technology, in particular social media, has revolutionised the way businesses are able to communicate and market to customers.

Social marketing and international marketing are less recent drivers of skills demand, and functions relating to these appear in the National Occupational Standards.

CMI's 2009 white paper on the future of marketing discusses five drivers of growth, which correspond to the above skills drivers:

- The customer-centric organisation
- Customer experience management
- Digital and social media
- Strategic insight
- Value proposition development<sup>18</sup>

#### 3.1 Policy and legislation

Marketing is governed by an ever-changing, increasing amount of legislation relating to consumer protection and information, data protection, and regulation of advertising.<sup>19</sup> Because of potential legal or civil consequences, this means it is vital for people working in marketing to keep their knowledge current of the legislation which governs what they do.

The legal issues around marketing are multifaceted, as they vary with media type (eg, non-broadcasting, television/radio, telephone) and type of advertising (eg, advertising for consumer credit is regulated by a different Act than for financial promotions)<sup>20</sup>. Then there are rules governing health claims, misleading advertising, intellectual property,

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<sup>17</sup> Based on a review of the literature for this report and TBR (for MSSSB) 2008, *Skills Needs and Training Supply for Marketing – A Gap Analysis*, p11

<sup>18</sup> CIM 2009, *The future for marketing capability*, p15

<sup>19</sup> TBR (for MSSSB) 2008, *Skills Needs and Training Supply for Marketing – A Gap Analysis*, p11

<sup>20</sup> Osborne Clarke 2012, "what are the regulatory bodies?" [www.marketinglaw.co.uk](http://www.marketinglaw.co.uk)

### 3. Drivers of skills demands

data protection, and a range of other issues that marketers must know, understand, and abide with in their work.

The key regulatory bodies relating to advertising legislation are the Department for Business, Innovation and Skills (BIS), the Office of Fair Trading (OFT), the Advertising Standards Authority (ASA) and the Office of Communications (Ofcom)<sup>21</sup>, and there are also relevant Committees such as the Broadcasting Committee of Advertising Practice.<sup>22</sup>

TBR (2008) mentions eight Acts affecting marketing activity as examples, and all but one were from the last decade. This demonstrates what a moving feast this is, and that keeping one's knowledge current is a never-ending process<sup>23</sup>

With a greater emphasis on international marketing, marketers must also be aware of other countries' legislation, where this is relevant to their business.<sup>24,25</sup>

In addition to legislation, there are also at least half a dozen regulatory codes, such as the British Code of Advertising, Sales Promotion and Direct Marketing, and the Direct Marketing Code of Practice, the latter of which must be followed by all Direct Marketing Association members.<sup>26</sup>

The changing nature of legal issues for marketers is due to both social and technological change. For instance, current news on Osborne Clark's Marketing Law website reflects specific legal changes (from April 2012, abortion clinics can be advertised on UK TV), and legal issues arising from technology (an upcoming conference on "Best practice and legal issues of social media", ASA probing a twitter advertising campaign)<sup>27</sup>.

The emphasis on legislation and regulation looks set to continue, with *Marketing Week* reporting on a number of upcoming key occurrences in 2012 that will affect marketers. Critically, this does not require marketers to develop an unchanging skill, but rather for them to have the ability to constantly update their knowledge and be able to apply this to their work.

However, the CIM found that while there is this obvious need for marketers to understand the law, many companies don't have this knowledge, and only a small percentage include 'knowledge of legal compliance' within the marketing job specification.<sup>28</sup>

#### 3.2 Technological change

The ICT revolution and the new possibilities it raises for advertising are vast, and also require new skills of marketers, including ICT skills in general, as well as graphic design and a greater understanding of 'new media' and how it can be used.<sup>29</sup>

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<sup>21</sup> TBR (for MSSSB) 2008, *Skills Needs and Training Supply for Marketing – A Gap Analysis*, p11

<sup>22</sup> Osborne Clarke 2012, "what are the regulatory bodies?" [www.marketinglaw.co.uk](http://www.marketinglaw.co.uk)

<sup>23</sup> TBR (for MSSSB) 2008, *Skills Needs and Training Supply for Marketing – A Gap Analysis*, p11. Legislation includes 'indirectly applicable' Acts such as the Gambling Act 2005 and the Consumer Credit Act 2006, and advertising standards-related legislation such as the Communications Act 2003 and the Data Protection Act 1998.

<sup>24</sup> CIM 2011, *2011-12 compliance courses*, [www.cim.co.uk](http://www.cim.co.uk).

<sup>25</sup> CIM 2005, *the long arm of the law: marketers and legislation*, p5

<sup>26</sup> CIM 2010 *Marketing Law Fact File* ([www.cim.co.uk](http://www.cim.co.uk)) and Osborne Clarke ([www.marketinglaw.co.uk](http://www.marketinglaw.co.uk))

<sup>27</sup> Osborne Clarke, *Latest News*, [www.marketinglaw.co.uk](http://www.marketinglaw.co.uk), accessed 17 February 2012.

<sup>28</sup> CIM 2005, *the long arm of the law: marketers and legislation*, p7

<sup>29</sup> TBR (for MSSSB) 2008, *Skills Needs and Training Supply for Marketing – A Gap Analysis*, p12

### 3. Drivers of skills demands

There are several facets to how technological change drives skills demands in marketing, through the creation of new challenges. These are:

- Digital marketing: use of communications technology for campaigns (such as social media, internet, mobiles)
- Use of technology (communications, database) for better market research
- Using communications technology and databases as a way of building ongoing relationships with customers and understanding segments of the market better
- Better technology benefitting traditional marketing (eg, graphic design programs, printing techniques)

Digital marketing in particular stands out as a skills driver, and this is reflected in the availability of training courses on the subject. Professional qualifications cover a range of areas such as social media, mobile and email marketing, website design, search engine marketing and networks.<sup>30</sup>

The increasing focus on digital marketing is supported by spending. CIM found that 17 per cent of companies they surveyed indicated that the money they spend on online advertising is more than what they spend on “offline” advertising, and another third of companies believe that their spending will follow this trend within the next five years.<sup>31</sup>

CIM's 2010 paper on *'The Shape of Digital to Come'* looked at the evolution of marketing technology, and how different the marketing environment is from even five or ten years ago.<sup>32</sup> A graphic in the report shows how throughout the 20<sup>th</sup> century and beyond, marketers have been subject to the constant evolution of communication media, and the speed of this evolution has only accelerated in the 21<sup>st</sup> century. The technology which was popularly taken up by 2010 includes social networking, one terrabyte storage on home computers, internet/email on portable devices/ phones, ipod, advert personalisation, and the convergence with other media such as television with the technology listed above.<sup>33</sup>

#### 3.2.1 Social media

The ability to use social media for digital marketing and contact with customers is just one result of technological change.

However, what is particularly interesting is that the use of social media requires a distinctly different skill set than is typically found in marketers.

The CIM 2011 white paper *unlock the value of creative* discusses preliminary insights from qualitative research (interviews with marketing leaders) seeking to address how organisations can get more value from creative marketing processes.<sup>34</sup> It found that the skills-set required for marketing with social media were more closely related to Public Relations (PR) skills.<sup>35</sup> Likewise, TBR (2008) found that as a result of digital marketing

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<sup>30</sup> CIM 2011, *Digital marketing courses 2011-12*, [www.cim.co.uk](http://www.cim.co.uk)

<sup>31</sup> CIM 2010, *What hasn't happened yet: the shape of digital to come?*, p6

<sup>32</sup> CIM 2010, *What hasn't happened yet: the shape of digital to come?*, p28

<sup>33</sup> CIM 2010, *What hasn't happened yet: the shape of digital to come?*, p29

<sup>34</sup> CIM and Canon Europe 2011, *Unlock the value of creative*, p4

<sup>35</sup> CIM and Canon Europe 2011, *Unlock the value of creative*, p15

### 3. Drivers of skills demands

opportunities generally, it is considered more and more important to integrate marketing with PR.<sup>36</sup>

PR Week's 2011 PR Census found that the number one area which had increased in importance in the past two years was online communications (according to 93 per cent of respondents), and which would increase in importance in the next two years. Third was search engine optimisation (64 per cent).<sup>37</sup>

Marketing Week reports that "marketing jobs with digital responsibilities are beginning to require skills or qualifications that may originate in fields other than marketing", citing one Head of Content who says she only hires former journalists for branded content and communications, which includes social media.<sup>38</sup>

#### 3.3 Relationship marketing and focus on customer

Due to globalisation and an increase in choice, customers are increasingly demanding, and because of the internet, they have more ways to make their voice heard. Consequently, customers have more power over businesses than ever before. The channels opened by email, the internet and social media have also led to an increasing customer *expectation* of easy, fast communication with an organisation.

In marketing, there is now a shifting emphasis towards building long-lasting repeat business; similar to the growing emphasis on consultative sales. Consequently, so-called 'relationship marketing' has grown in importance.

Relationship marketing is about building and maintaining relationships that benefit both parties. It also involves understanding the characteristics of customers, so that they can be grouped and targeted in customised ways. Technology gives marketers more opportunity to do this<sup>39</sup>, but also creates challenges for relationship building overall. Prophet (2011) considered meaningful dialogue with customers to be even more difficult with so many new platforms, networks, devices, communication modes and trends, saying that "exploding and fragmenting channels have made customer relationships a moving target."<sup>40</sup>

#### 3.4 Metrics and accountability

The CIM (2009) future of marketing capability report argued that marketers need to be more financially savvy.<sup>41</sup> – that is, to increase their focus on the financial outcomes of their marketing and have greater accountability.

CIM (2011) also found that value for money, return on investment, and most importantly, *the ability to measure these* ('metrics') and use the information for future marketing were key skills for marketers that were coming up short.<sup>42</sup> The key issues were measuring return on investment across multiple media and channels; measurement within digital channels; and consistent use of measurement. The report

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<sup>36</sup> TBR (for MSSSB) 2008, *Skills Needs and Training Supply for Marketing – A Gap Analysis*, p29

<sup>37</sup> PR Week, 2011 PR Census, p21-3

<sup>38</sup> Marketing Week, "Marketers learn new tricks with digital training", 1 December 2011

<sup>39</sup> CIM 2011, *Relationship marketing courses, 2011-12*, [www.cim.co.uk](http://www.cim.co.uk)

<sup>40</sup> Prophet 2011, *2011 State of marketing study*, p1

<sup>41</sup> CIM 2009, *The future for marketing capability*, p13

<sup>42</sup> CIM and Canon Europe 2011, *Unlock the value of creative*, p16

### 3. Drivers of skills demands

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considered that “growth in digital media compounds this issue as a priority area for improvement”.<sup>43</sup>

Measuring and monitoring marketing effectiveness was again emphasised in a paper on marketing in the NHS.<sup>44</sup> Metrics is both an issue for commercial businesses, with their emphasis on the bottom line, and also for social marketing in charities and public organisations, where any money spend on marketing might be perceived as better spend on the charity’s beneficiaries or service users. This creates a particular scrutiny for any marketing spend to have a proven, tangible benefit.

#### 3.5 Creativity

Creativity is not often raised as a skill, perhaps because it is thought of as something innate. However, creativity is a key part of marketing, and a very different skill set to some of the others in this list – particularly metrics, which is primarily about numbers, finance and analysis. How these two can be reconciled was the subject of a paper by CIM which will be discussed in a later section (future skills needs).

TBR (2008) found that among the skills sought when recruiting marketers, creativity, innovation and flexibility was second only to communication skills.<sup>45</sup>

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<sup>43</sup> CIM and Canon Europe 2011, *Unlock the value of creative*, p16

<sup>44</sup> CIM 2009, *Measure for measure: metrics and marketers in the NHS*

<sup>45</sup> TBR (for MSSSB) 2008, *Skills Needs and Training Supply for Marketing – A Gap Analysis*, p31

## 4. Qualifications and training

### 4.1 QCF Qualifications

As of January 2012, 42 marketing QCF qualifications were listed on the Register of Regulated Qualifications<sup>46</sup>.

**Table 9** shows the Marketing qualifications by level, revealing that over half (55 per cent) are at level two or three.

**Table 9: Levels of QCF qualifications in Marketing, February 2012**

Qualification level	Number of QCF Marketing qualifications	Share of total
Level 1	4	10%
Level 2	10	24%
Level 3	13	31%
Level 4	5	12%
Level 5	3	7%
Level 6	5	12%
Level 7	2	5%
<b>Total</b>	<b>42</b>	<b>100%</b>

*Source: Ofqual, The Register of Regulated Qualifications, January 2012.*

If an identical qualification is offered by (for instance) two Awarding Organisations, then these are counted as two separate qualifications as they will both be accredited. It should also be noted that 11 of the qualifications are both sales and marketing.

**Table 10** lists the qualifications on the QCF with information about how many Awarding Organisations offer each one, and also the (earliest) operational start date.

This reveals that many of the QCF qualifications are recent, and that qualifications above level 3 are focused on marketing management. There are also a number of qualifications that combine sales and marketing, and a few that focus on marketing for a specific area (hair and beauty, hospitality and tourism).

Recalling the drivers of skills demands discussed in section 3, the recently developed NVQs (competence) and principles of marketing (knowledge-based) qualifications contain units on many of these key drivers.

For example, there are QCF units relating to marketing law, digital technology and social media, evaluating the effectiveness of campaigns and research data and IT specific units such as website software.

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<sup>46</sup> *The Register of Regulated Qualifications is a public, online database run by Ofqual which lists all accredited qualifications in England, Wales and Northern Ireland.*

## 4. Qualifications and training

**Table 10: List of QCF qualifications in Marketing, February 2012**

Qualification Number	Qualification Title	Operational Start Date
600/1380/1	ISMM Level 1 Award In Market your business (QCF)	01 April 2011
600/0416/2	ISMM Level 1 Award In Understanding marketing (QCF)	01-Jan-2011
600/0223/2	ISMM Level 2 Award In Understanding marketing (QCF)	01-Jan-2011
600/4347/7	CILT(UK) Level 2 Award in Customer Service and Marketing (QCF)	01-Feb-2012
600/4130/4	FAQ Level 2 Certificate In Principles of Marketing (QCF)	01-Dec-2011
600/3575/4	Edexcel BTEC Level 2 Certificate in Principles of Marketing (QCF)	01-Dec-2011
600/0928/7	City & Guilds Level 2 Certificate in Principles of Marketing (QCF)	01-Apr-2011
600/3768/4	FAQ Level 2 NVQ Certificate in Marketing (QCF)	01-Nov-2011
600/2933/X	Edexcel Level 2 NVQ Certificate in Marketing (QCF)	01-Sep-2011
600/0925/1	City & Guilds Level 2 NVQ Certificate in Marketing (QCF)	01-Apr-2011
600/1963/3	AABPS Level 3 Certificate in Principles of Marketing (QCF)	01-Jul-2011
600/3576/6	Edexcel BTEC Level 3 Certificate in Principles of Marketing (QCF)	01-Dec-2011
600/0929/9	City & Guilds Level 3 Certificate in Principles of Marketing (QCF)	01-Apr-2011
600/0935/4	City & Guilds Level 3 NVQ Certificate in Marketing (QCF)	01-Apr-2011
600/2850/6	Edexcel Level 3 NVQ Diploma in Marketing (QCF)	01-Sep-2011
600/0926/3	City & Guilds Level 3 NVQ Diploma in Marketing (QCF)	01-Apr-2011
600/1401/5	ISMM Level 4 Award In Analysing the marketing environment (QCF)	01-Apr-2011
500/9773/8	ABE Level 4 Diploma in Marketing Management (QCF)	01-Jan-2011
600/2416/1	IOCM Level 4 Diploma In Marketing Management (QCF)	01-Sep-2011
600/2413/6	IOCM Level 5 Diploma In Marketing Management (QCF)	01-Sep-2011
501/1209/0	ABE Level 5 Diploma in Marketing Management (QCF)	01-Jan-2011
600/2414/8	IOCM Level 6 Diploma In Marketing Management (QCF)	01-Sep-2011
600/2415/X	IOCM Level 6 Diploma In Strategic Marketing Management (QCF)	01-Sep-2011
501/1210/7	ABE Level 6 Diploma in Marketing Management (QCF)	01-Jan-2011
600/0372/8	ABE Level 6 Extended Diploma in Marketing Management (QCF)	01-Jan-2011
600/1910/4	ABE Level 7 Diploma In Marketing Management (QCF)	01-Jun-2011
600/1951/7	ABE Level 7 Extended Diploma in Marketing Management (QCF)	01-Jun-2011
600/0418/6	ISMM Level 1 Award In Sales and marketing (QCF)	01-Jan-2011
600/1384/9	ISMM Level 1 Certificate In Sales and marketing (QCF)	01-Apr-2011
600/0229/3	ISMM Level 2 Certificate In Sales and Marketing (QCF)	01-Jan-2011
600/0242/6	ISMM Level 3 Diploma In Sales and marketing (QCF)	01-Jan-2011
600/0241/4	ISMM Level 3 Certificate In Sales and marketing (QCF)	01-Jan-2011
600/0235/9	ISMM Level 3 Award In Understanding sales and marketing in organisations (QCF)	01-Jan-2011
600/0236/0	ISMM Level 3 Award In Using market information for sales (QCF)	01-Jan-2011
600/1404/0	ISMM Level 4 Diploma In Sales and Marketing Management (QCF)	01-Apr-2011
600/1403/9	ISMM Level 4 Certificate In Sales and Marketing Management (QCF)	01-Apr-2011
600/1406/4	ISMM Level 5 Award In Understanding the integrated functions of sales and marketing (QCF)	01-Apr-2011
600/1605/X	ISMM Level 6 Award In Planning and implementing sales and marketing strategy (QCF)	01-May-2011
600/2225/5	City & Guilds Level 3 Award In Marketing in the Hair and Beauty Sector (QCF)	01-Aug-2011
501/1055/X	EDI Level 2 Certificate in Music Business (Marketing and Promotion) (QCF)	01-Sept-2010
501/1460/8	Institute of Hospitality Level 3 Certificate in Marketing and Sales for Hospitality and Tourism (QCF)	01-Aug-2010
600/1523/8	PIABC Level 3 Award in The Relationship between Packaging Design and Marketing (QCF)	01-Apr-2011

Source: Ofqual, *The Register of Regulated Qualifications, January 2012*.



## 4. Qualifications and training

### 4.2 Apprenticeships

In 2011, CFA developed new level 2 and 3 apprenticeships in Marketing for England and Wales, with new QCF marketing qualifications. These were required to comply with the *Specification of Apprenticeship Standards for England* and draft *Specification of Apprenticeship Standards for Wales*. Prior to this, an earlier Marketing and Communications framework (developed by the Marketing and Sales Standard Setting Body) had been available from 2008, using NQF qualifications.

The new apprenticeships were implemented on 31 May 2011. These apprenticeships were developed, issued and are certificated by the CFA.

The apprenticeships contain the following qualifications:

Level 2:

- Level 2 NVQ Certificate in Marketing (QCF)
- Level 2 Certificate in Principles of Marketing (QCF)

Level 3:

- Level 3 NVQ Diploma in Marketing (QCF)
- Level 3 Certificate in Principles of Marketing (QCF)

In England, the apprenticeships also contained Transferable Skills for English, Maths and ICT, Personal Learning and Thinking Skills, and a minimum number of guided learning hours.

In Wales, the apprenticeship also contains Essential Skills Wales in Communication, Application of number and ICT, as well as minimum on and off the job training hours.

The previous Marketing and Communications framework required the learner to complete a competence-based qualification, a knowledge-based qualification, and some key skills in English, Maths and IT.

The marketing framework has had a historically low takeup, with 30 starts in England in 2009/10, and 60 in 2010/11. There were only 10 achievements of the framework in 2010/11.<sup>47</sup>

The provisional figure for the first quarter of 2011/12 is 60 starts on the framework in England. While this provisional figure cannot be compared with previous years, it does indicate a promising start to increasing the takeup of this framework.

There are no statistics on the takeup of the framework in Wales.

### 4.3 Training programmes and qualifications offered by professional bodies

Marketing knowledge and skills can be enhanced through qualifications or training courses, both independent and in-company. The following section looks at the training available from professional bodies for some of the key skills resulting from the drivers listed in Section 3 as skills drivers or needs.

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<sup>47</sup> *The Data Service 2012, Statistical First Release, [www.thedataservice.org.uk](http://www.thedataservice.org.uk). Figures rounded to the nearest 10.*



## 4. Qualifications and training

### 4.3.1 Law and regulation courses

The CIM offers training courses (one-day workshops) in compliance, such as data protection for marketers and must know law for marketers.<sup>48</sup> The Institute of Direct and Digital Marketing (IDM) offers training in Digital Marketing Law.

General marketing qualifications offered by IDM and CIM also have a legal component.

### 4.3.2 Technology training courses

*Marketing Week* reported in December 2011 that demand for formal training in digital marketing is strong. The article reported that CIM's most popular training courses were the foundation courses in digital skills, and at another training centre, the Media Academy, digital specialists represented about a quarter of marketers on courses, with social media training particularly popular.<sup>49</sup>

IDM offers qualifications on digital marketing, including a MSc Digital Marketing, which can be used to 'fast track' to a masters degree. Some of the optional modules include social marketing, global operations and logistics and international marketing. They also offer awards, certificates and diplomas in Digital Marketing. Relevant to the above category, one of the modules relates regulation, law and codes covering digital marketing.<sup>50</sup>

CIM likewise offers Diplomas in managing digital media, mobile marketing<sup>51</sup>, digital media and branding, digital campaign planning, and digital marketing.<sup>52</sup> Of the eight qualifications listed in their 2011/12 prospectus, two diplomas were digital focused (digital marketing and managing digital media).<sup>53</sup>

The marketing apprenticeships discussed above also have digital marketing units.

### 4.3.3 Relationship marketing training courses

CIM offers a few 1-3 day relationship marketing training courses, including one with a technological emphasis on customer relationship management in a connected world.<sup>54</sup>

The above indicates that the skills drivers for marketing are being anticipated by providers of qualifications and training.

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<sup>48</sup> CIM 2011, 2011-12 compliance courses, [www.cim.co.uk](http://www.cim.co.uk).

<sup>49</sup> *Marketing Week* 2011, "Marketers learn new tricks with digital training", 1 December 2011.

<sup>50</sup> The Institute of Direct and Digital Marketing (IDM), [www.theidm.com](http://www.theidm.com)

<sup>51</sup> See CIM 2011, *It's not a phone: A future of mobile marketing*

<sup>52</sup> [www.cim.co.uk](http://www.cim.co.uk)

<sup>53</sup> CIM 2011, *Prospectus 2011/12*

<sup>54</sup> CIM 2011, *Relationship marketing courses, 2011-12*, [www.cim.co.uk](http://www.cim.co.uk)

## 5. Skill shortages and skills gaps

This section provides an overview of the current skills needs for marketing workers. It primarily draws on the 2008 MSSSB labour market information report, written by TBR.

**Terminology** used in this section is described as follows:

**Skill shortages** occur when organisations cannot recruit sufficient people who are appropriately qualified, skilled or experienced to fill the vacancies they have.

**Skill gaps** exist when members of the existing workforce in an organisation are seen to have lower skills than are necessary to meet current business needs.

### 5.1 Recruitment difficulties and skill shortage vacancies

TBR (2008) consulted with marketing professionals in two skills workshops, online surveys and telephone interviews about recruitment and skills needs, and the results were discussed in the 2008 LMI. Key tables have been reproduced below.

**Table 11** shows the percentage of firms experiencing recruitment problems by the different marketing groups. Those experiencing skill shortages ranged from 27 per cent for general marketing, to 62 per cent for direct marketing. Firms were more likely to say that they were not recruiting or had not tried to recruit in relation to general marketing (36 per cent) than the other categories. Overall, this shows skill shortages to be a significant issue in marketing recruitment.

**Table 11: Percentage of firms experiencing recruitment problems by marketing occupation, 2008**

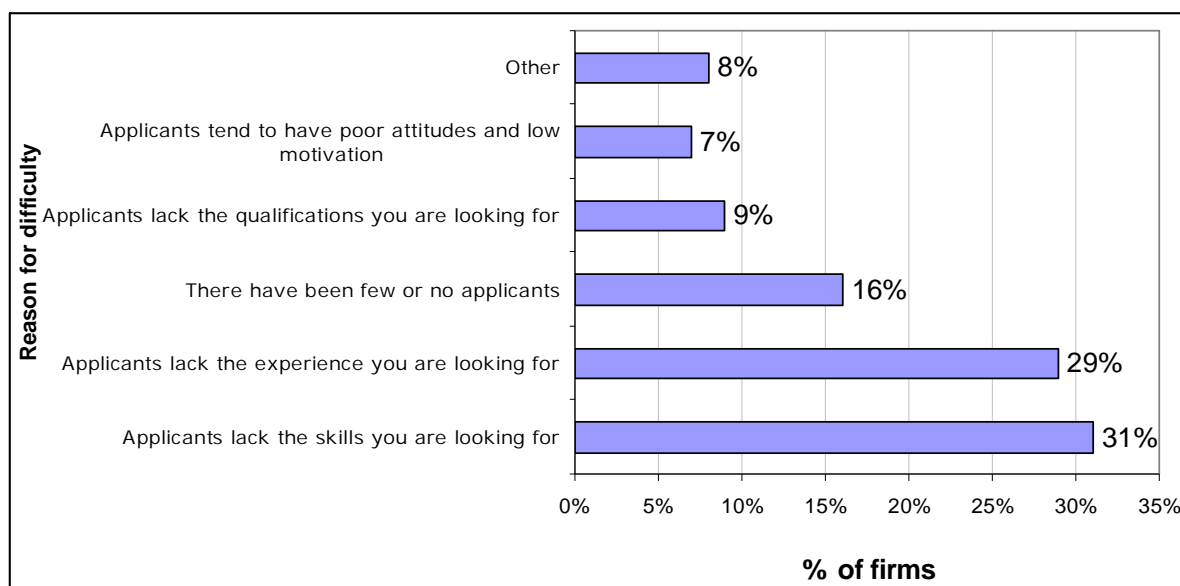
	General marketing	Direct Marketing	Market research	Public relations	Across sector
Skills shortage	27%	62%	49%	32%	36%
No shortage	26%	25%	29%	36%	32%
Not recruiting/have not tried	36%	13%	22%	28%	28%
Don't know	11%	0%	0%	4%	4%

Source: TBR (for MSSSB) 2008, *Skills Needs and Training Supply for Marketing – A Gap Analysis*, p23

**Figure 1** illustrates the reason for marketing recruitment difficulties by the percentage of firms experiencing them. Almost a third (31 per cent) indicated that these difficulties related to a lack of skills, 29 per cent attributed them to a lack of experience, and only 9 per cent to a lack of qualifications.

## 5. Skill shortages and skills gaps

Figure 1: Reason for marketing recruitment problems, 2008



Source: TBR (for MSSSB) 2008, *Skills Needs and Training Supply for Marketing – A Gap Analysis*, p23

**Table 12** shows the reasons for skill shortages by marketing category. This indicates that a lack of skills represent between 28 and 30 per cent of the reason for recruitment skill shortages across the marketing categories, and experience between 26 per cent and 33 per cent.

A lack of applicants was more likely to be given as a reason in the area of market research (26 per cent), while poor attitudes and low motivation was most likely to be related to general marketing (12 per cent).

Table 12: Reason for skill shortages in marketing by occupation, 2008

Reason for difficulty	Direct Marketing	General Marketing	Market Research	Public Relations
Applicants lack the skills you are looking for	28%	28%	28%	30%
Applicants lack the experience you are looking for	33%	32%	26%	26%
Applicants lack the qualifications you are looking for	13%	4%	6%	14%
There have been few or no applicants	13%	12%	26%	17%
Applicants tend to have poor attitudes and low motivation	8%	12%	9%	4%
Other	5%	12%	5%	9%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Source: TBR (for MSSSB) 2008, *Skills Needs and Training Supply for Marketing – A Gap Analysis*, p24

**Table 13** lists the types of skills relating to skill shortages by marketing area.

For direct marketing, communication skills (14 per cent of skills in skill shortages) and creativity, innovation and flexibility (14 per cent) were often cited, after 'other' (45 per

## 5. Skill shortages and skills gaps

cent). The 'other' category includes skills like a wide knowledge of marketing disciplines, general buying expertise, project management and client facing skills.<sup>55</sup>

Apart from the 'other' category, notably high categories for each section include commercial understanding (25 per cent) and knowledge of best practice (19 per cent for general marketing; creativity, innovation and flexibility (16 per cent) for market research; and knowledge of best practice (23 per cent) for public relations.

**Table 13: Types of skills in skill shortages by occupation, 2008**

Skill	Direct Marketing	General Marketing	Market Research	Public Relations	Across Sector
Analytical skills	2%	0%	12%	3%	6%
Commercial understanding/knowledge of business modelling	6%	25%	12%	8%	11%
Communication skills	14%	0%	4%	0%	3%
Creativity, innovation and flexibility	14%	13%	16%	9%	12%
Financial understanding	0%	6%	2%	0%	1%
Knowledge and ability to use IT technology	2%	13%	8%	0%	4%
Knowledge of new media	5%	0%	2%	2%	2%
Knowledge of relevant legislation/codes of conduct	0%	0%	0%	5%	2%
Numerical skills	2%	0%	8%	0%	3%
People management skills	5%	6%	4%	5%	5%
Knowledge of best practice	5%	19%	6%	23%	14%
Written skills	0%	0%	6%	0%	2%
Other	45%	18%	20%	45%	35%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Source: TBR (for MSSSB) 2008, *Skills Needs and Training Supply for Marketing – A Gap Analysis*, p24

**Table 14** reveals that one of the key occupations to experience skill shortages in general marketing is the senior marketing manager. The report found that competition for jobs was good for junior candidates, but there was a shortage of appropriate job applicants at the more senior levels.<sup>56</sup>

**Table 14: Share of skill shortages by occupation, 2008**

General Marketing role	Proportion
Marketing officer/assistant product manager	25%
Senior marketing manager	25%
Marketing clerk	6%
Product/brand manager	6%
Other	38%
<b>Total</b>	<b>100%</b>

Source: TBR (for MSSSB) 2008, *Skills Needs and Training Supply for Marketing – A Gap Analysis*, p25

<sup>55</sup> TBR (for MSSSB) 2008, *Skills Needs and Training Supply for Marketing – A Gap Analysis*, p25

<sup>56</sup> TBR (for MSSSB) 2008, *Skills Needs and Training Supply for Marketing – A Gap Analysis*, p25

## 5. Skill shortages and skills gaps

### 5.2 Key skills gaps

The 2008 TBR report found that the key skills gaps lacking were:

- Lack of a common agenda underlining marketing training and qualifications
- Lack of recognition of marketing at company board level
- Lack of specialisation within the current range of education and training
- Disparity between uptake of preferred and actual sources of training
- Poor development of IT skills in the marketing (general) workforce
- Lack of up-to-date knowledge of best practice in PR
- Lack of creativity, innovation and flexibility as a skillset in market research
- Lack of communication skills in direct marketing<sup>57</sup>

**Table 15** shows how internal skills gaps are distributed by job role in each marketing area. In general marketing, the more senior roles have a larger share of gaps (21 per cent for Marketing/senior product/senior brand manager, 17 per cent for senior marketing manager and marketing director). Likewise, in Direct Marketing, the marketing director role accounts for 18 per cent of internal skills gaps.

Market research has skills gaps among the research executive (19 per cent) and senior director (14 per cent) roles, and notably, the IT support or other IT roles (18 per cent).

The Public Relations area continues the trend of skills gaps among more senior staff, with managers and directors accounting for the majority of cases.

**Table 15: Internal skills gaps by job role, 2008**

Job role	General Marketing	Direct Marketing	Market Research	Public Relations
Account Manager	-	-	5%	-
Interviewer	-	-	2%	-
IT Support or other IT role	-	-	18%	-
Marketing clerk	10%	9%	-	-
Marketing director	5%	18%	-	-
Marketing officer/assistant product manager	12%	-	-	-
Marketing/senior product/senior brand manager	21%	-	-	-
PR clerk	-	-	-	6%
PR director	-	-	-	15%
PR officer/assistant product manager	-	-	-	20%
PR/senior product/senior brand manager	-	-	-	8%
Product/brand manager	10%	9%	-	2%
Research Assistant	-	-	9%	-
Research Director	-	-	5%	-
Research Executive	-	-	19%	-
Research Manager	-	-	9%	-
Senior Director	-	-	14%	-
Senior marketing manager	17%	9%	-	-
Senior PR clerk	-	-	-	3%
Senior PR manager	-	-	-	17%
Other	25%	55%	19%	29%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Source: TBR (for MSSSB) 2008, *Skills Needs and Training Supply for Marketing - A Gap Analysis*, p27

<sup>57</sup> TBR (for MSSSB) 2008, *Skills Needs and Training Supply for Marketing - A Gap Analysis*, p88

## 5. Skill shortages and skills gaps

**Table 16** shows the key skills missing internally by marketing area. For general marketing, the key skills missing were:

- Knowledge and ability to use IT (17 per cent of key skills missing)
- Knowledge of relevant legislation/codes of conduct (12 per cent)
- Knowledge of best practice (12 per cent)
- Other (12 per cent), including project management skills.

For direct marketing, the key skills missing were:

- Other (55 per cent of key skills missing), including digital skills, general media skills and call centre management skills.
- Analytical skills, communication skills, knowledge of legislation, people management skills and knowledge of best practice (all 9 per cent)

For market research, the key skills are:

- Other (55 per cent), including new business development skills, technical skills, technical research design and basic market research skills for junior roles
- Creativity, innovation and flexibility (14 per cent)
- Knowledge and ability to use IT technology (12 per cent)
- Numerical skills (7 per cent)

For public relations, the key skills are:

- Other (20 per cent), including political awareness, analysis, media relations, speech writing, etc
- Knowledge of best practice (18 per cent)
- Knowledge of new media (14 per cent)
- Commercial understanding/ knowledge of business modelling (11 per cent)

**Table 16: Key skills missing (internal skills gaps), 2008**

Skill	General marketing	Direct Marketing	Market research	Public relations	Across marketing
Analytical skills	2%	9%	7%	6%	6%
Commercial understanding/knowledge of business modelling	7%	0%	5%	11%	9%
Communication skills	5%	9%	5%	0%	2%
Creativity, innovation and flexibility	10%	0%	14%	8%	9%
Financial understanding	5%	0%	2%	7%	6%
Knowledge and ability to use IT technology	17%	0%	12%	5%	8%
Knowledge of new media	10%	0%	2%	14%	11%
Knowledge of relevant legislation/codes of conduct	12%	9%	5%	1%	4%
Numerical skills	0%	0%	7%	1%	2%
People management skills	8%	9%	5%	9%	8%
Knowledge of best practice	12%	9%	0%	18%	12%
Written skills	0%	0%	5%	0%	1%
Other	12%	55%	31%	20%	22%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Source: TBR (for MSSSB) 2008, *Skills Needs and Training Supply for Marketing – A Gap Analysis*, p28

## 5. Skill shortages and skills gaps

Across marketing, 'other' was the largest category (22 per cent of the key skills gaps), followed by knowledge of best practice (12 per cent) and knowledge of new media (11 per cent).

These findings indicate that the same skills driven by changes in marketing are also those lacking among both job applicants and existing staff. TBR reported that the knowledge of best practice was deemed necessary in relation to understanding all the "rules and regulations" that the industry is subject to,<sup>58</sup> and therefore this comes back to the legal and regulatory skills driver.

Across all the marketing areas, 78 per cent of respondents in the TBR report felt that skills gaps could be filled by developing current staff. This number was even higher for market research and public relations (both 82 per cent), but considerably lower for direct marketing (44 per cent). The remainder of respondents said 'no' or 'I don't know'.<sup>59</sup> This emphasises the importance of building existing staff skills over recruitment.

40 per cent of respondents thought that skills gaps had a significant impact on their business, which was even more pronounced in the market research area (53 per cent).

Discussions with respondents also found an emphasis of skill shortages at the management/director level, perhaps because of the key role that these people play in organisations. Skill needs were focused on soft skills such as emotional intelligence and people skills.<sup>60</sup> Valued but lacking skills raised in discussion included:

- Financial abilities
- Sales experience/commercial acumen (seen as rare across the board)
- Customer relationship management and retention and customer service skills
- Increased digital awareness<sup>61</sup>

**Table 17** shows the key skills looked for when recruiting by each marketing area. Across all the sectors, the two key skills are communication skills (18 per cent of skills looked for) and creativity, innovation and flexibility (17 per cent). Both IT ability and knowledge of new media follow at 12 per cent each.

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<sup>58</sup> TBR (for MSSSB) 2008, *Skills Needs and Training Supply for Marketing – A Gap Analysis*, p25

<sup>59</sup> TBR (for MSSSB) 2008, *Skills Needs and Training Supply for Marketing – A Gap Analysis*, p29

<sup>60</sup> TBR (for MSSSB) 2008, *Skills Needs and Training Supply for Marketing – A Gap Analysis*, p30

<sup>61</sup> TBR (for MSSSB) 2008, *Skills Needs and Training Supply for Marketing – A Gap Analysis*, p31

## 5. Skill shortages and skills gaps

Table 17: key skills looked for when recruiting, 2008

Key skills looked for when recruiting	General Marketing	Direct Marketing	Market Research	Public Relations	Across sector
Communication skills	16%	12%	15%	19%	18%
Creativity, innovation and flexibility	14%	10%	14%	19%	17%
Knowledge and ability to use IT technology	15%	14%	14%	10%	12%
Knowledge of new media	11%	10%	4%	14%	12%
Analytical skills	6%	10%	14%	10%	10%
People management skills	7%	16%	9%	9%	9%
Commercial understanding/knowledge of business models	9%	6%	3%	9%	7%
Financial understanding	8%	8%	11%	4%	6%
Awareness of social marketing	7%	4%	8%	4%	5%
Numerical skills	4%	10%	6%	2%	3%
Other	3%	0%	2%	0%	1%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Source: TBR (for MSSSB) 2008, *Skills Needs and Training Supply for Marketing – A Gap Analysis*, p32



## 6. Future skills needs

### 6.1 Future skills needs: some key studies

The preceding sections reveal the importance that changes on the marketing profession has on individual skills needs, and how closely current skills drivers relate to skills needs.

The following section therefore summarises some key international literature on where marketing is heading, in order to anticipate future skills needs.

#### 6.1.1 Prophet's State of Marketing study (2011)

The international brand and marketing consultancy Prophet surveyed more than 150 executives in its State of Marketing study (2011). Half were marketing executives and the other half were in business unit management or other non-marketing roles, in a range of business sizes and industries.

The survey asked about the top three strategic marketing challenges their organisation faces today. The most frequent responses were:

- Creating value propositions that differentiate our brands (mentioned by 55 per cent of respondents)
- Identifying new paths to growth (41 per cent)
- Growing awareness/relevance within new customer segments (40 per cent)
- Aligning brand strategy with business strategy (35 per cent)
- Determining most appropriate marketing investments/levels (34 per cent)
- Broadening/deepening customer insights (31 per cent)

#### 6.1.2 Emerging themes in Marketing (CIM 2009 and 2012)

As of February 2012, the CIM lists the following as new and emerging themes in marketing on its website:

- Recession
- Social change
- Forecasting
- Technology
- Environment
- Consumer
- Social networking<sup>62</sup>

An earlier (2009) paper from CIM which touched on emerging themes also spoke briefly about future trends in marketing. These were an increased emphasis on collecting and using market information, made possible by improved ICT; greater emphasis on measuring and monitoring performance; and a growing investment in training and developing staff.<sup>63</sup>

The paper also discussed how new challenges in marketing have been caused by such issues as technological change, increased globalisation, more discerning and demanding customers, the pace of change, the environment and mature markets with little room for growth.<sup>64</sup>

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<sup>62</sup> CIM 2012, *Emerging themes (webpage)*,  
[www.cim.co.uk/resources/emergingthemes/emerging.aspx](http://www.cim.co.uk/resources/emergingthemes/emerging.aspx)

<sup>63</sup> CIM 2009, *Marketing and the 7Ps: a brief summary of marketing and how it works*, p9

<sup>64</sup> CIM 2009, *Marketing and the 7Ps: a brief summary of marketing and how it works*, p9

## 6. Future skills needs

### 6.1.3 CIM's tomorrow's word report (2007)

CIM sees the increasing complexity of marketing requiring specialities (much like law has). Its recent '*tomorrow's word*' report considered that in the future, marketers could focus in one of three areas:

- Science (metrics, analysis, research, technology)
- Arts (branding, advertising, communication)
- Humanities (social/ethical marketing)<sup>65</sup>

At the moment, marketers are expected to have both the creative and mathematical/science-minded skills, and this proposes to split them, which would enable marketers to become proficient in either the creative or the numbers-based side of marketing, and then they could also spend time to develop an understanding of the business.<sup>66</sup>

This CIM report also focused on a number of emerging trends:

- Customer power
- Technology
- Fragmentation of media
- Metrics
- People
- Ethics<sup>67</sup>

### 6.1.4 Association of National Advertisers (ANA) on the Future of Marketing (2011)

A US Association of National Advertisers article had eight people with various relevant expertise discussed the future of their profession, in light of the rapid change taking place. The key themes to emerge were:

- Customers have more power than before
  - Transparency and engagement with consumers is key
  - Technology has given customers more power
  - Marketing should be social and interactive
  - "Data is king", which means more emphasis on assessing effectiveness of marketing and making sure that money spent is getting results
- There needs to be a connection between marketing promises relating to social media and their delivery by the business/ customer service
  - "hybrid", connection between communications, marketing and customer service
- Marketing should be embedded and carried out by everyone in the business, not just a separate marketing department
- Marketing should be more empirical, collecting and analysing data for product design, usage, pricing, etc
- Products are mass customisable and service intensive, meaning that companies need innovation
- Price is more flexible

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<sup>65</sup> CIM 2007 tomorrow's word: Re-evaluating the role of marketing, pp7-8

<sup>66</sup> CIM 2007 tomorrow's word: Re-evaluating the role of marketing, p9

<sup>67</sup> CIM 2007 tomorrow's word: Re-evaluating the role of marketing, pp11-12

## 6. Future skills needs

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- Companies should be building communities and relationships with customers online
- Customers are no longer just being promoted to, but create their own public opinion online
- Renewed focus on customer experience and customer service, due to social media and other communication tools
- Customers will drive marketing
- “the network effect” should cause marketers to rethink giant, expensive campaigns
- Customer service will become more public, as email/telephone is replaced by social media
- Social media provides marketers with more data about customers, and so companies must have greater analytical capability to make use of it
- Emphasis on customer relationship
- Use of social media will become distinct from digital marketing, as it’s continuous and relationship-focused
- Social media won’t be limited to marketing, but other departments (as it is already) so that all employees are marketers<sup>68</sup>

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<sup>68</sup> Association of National Advertisers 2011, *The Future of Marketing*, ANA Magazine, October 2011.

## 7. The way forward

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In the sources reviewed, the key areas of focus for skills drivers were very much tied into the evolving nature of marketing. These were:

- Understanding the legal and regulatory environment
- Skills stemming from new opportunities created by technology
- Customer relationship focus
- Importance of metrics and financial accountability
- Creativity

In looking at current skills needs and where marketing is headed, these same issues tend to come up.

The legal and regulatory environment is a permanent skills driver, in that as new regulation comes in, marketers will be required to keep their knowledge and work practices up to date.

Information and communication technology has evolved rapidly within the past few decades, and so (especially in the last decade) has innovation in the use of this technology, particularly social media. This is expected to continue, and have considerable impact on not only the skills of marketers but also how marketing sits within an organisation. For instance, with everyone having easy access to social media, it is possible for marketing to be, in effect, undertaken across the organisation. And with organisations so open to public comment on the internet, any customer service representative has a marketing function, as they are representing the organisation.

Surprisingly, the TBR (2008) study did not mention customer service as a key skill shortage, except that it came up in discussion among respondents. However, communication skills, a similar soft skill, was deemed most important for future recruitment. Skills gaps raised included knowledge of best practice, knowledge of new media and commercial understanding.

The fact that the key skills gaps closely correspond to the key drivers of skills in the future indicates that training to overcome these gaps will be of increasing importance. Given recent development of QCF qualifications and professional bodies with training responsive to new trends, there seems to be the capacity to meet these skills challenges.

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