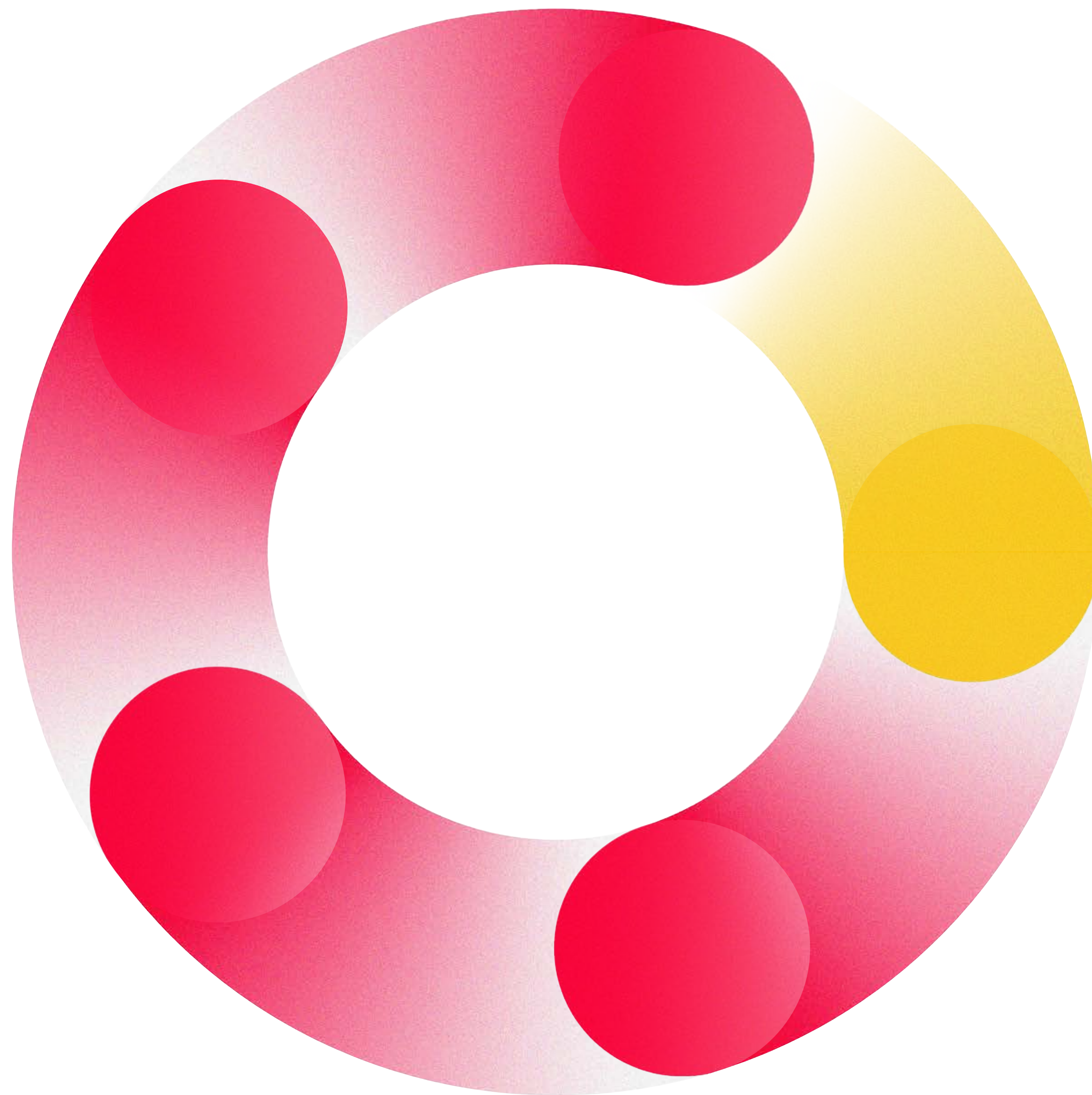
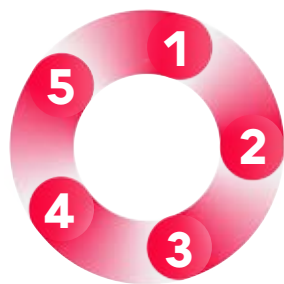


# Marketer of the Future

In partnership with

O X F O R D





<b>Marketer of the Future</b>	<b>1</b>	<b>Functional Integration</b>	<b>18</b>	<p>We would like to extend our thanks to the following national advertiser associations for their partnership. Together with WFA’s corporate members, they helped to drive uptake of this study in 25 markets around the world.</p> <div></div>
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# Introduction and background

People, capabilities and talent has always been a top priority for brand owners and, therefore, long been a focus for WFA. In the last iteration of our marketer of the future study, in 2020, we saw that the ideal marketer was expected to have hugely varied skills, needing to be an expert in many diverse areas. Too much for one person, hence the increased requirement for multi-faceted teams.

Five years on, our research alongside Oxford, identifies many similarities to our previous project. Marketers are faced with an ever-expanding to-do-list, making it increasingly hard to prioritise.

Despite this complexity, marketers believe in the value of their function, with 93% seeing marketing as being ‘vital to the success of my business’ (up by 1 point versus 2020). They also believe in the future of marketing leadership. Only 10% saying ‘the role of the CMO won’t exist in 10 years time’, down from 19% in 2020.

**93%**  
see marketing as being ‘vital  
to the success of my business’

**10%**  
say ‘the role of the CMO  
won’t exist in 10 years time’



“

**Increasing pressure to deliver and demonstrate the value of marketing towards business goals, combined with the rapid adoption of new technologies, notably generative AI, means the path forward is increasingly complex.**

**As a result, many marketing leaders are re-evaluating the required capabilities to deliver better effectiveness and efficiency. This initiative comes at a time where there are more transformations and re-organisations, amongst global brand owners than, perhaps, ever before.**

**Whilst much has been said on marketing in the future, or around the marketer of the future, our study aims to be additive to that work – thanks to its unique global and local perspective. Created with, and designed for, client-side marketers around the world.**

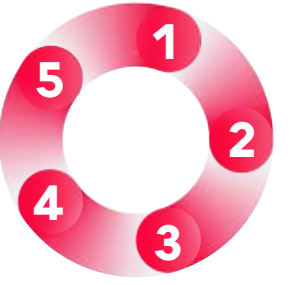
**The goal of this work is to help participating brand owners benchmark their own approach and benefit from potential actions to drive improvements during a time of unprecedented change.**



Stephan Loerke  
CEO, WFA



# Executive summary



Marketing’s period of rapid transformation shows no sign of slowing, with yet more technological advancements, shifting consumer expectations, and new ways to build brands. The one constant seems to be the need for marketing to demonstrate tangible business value.

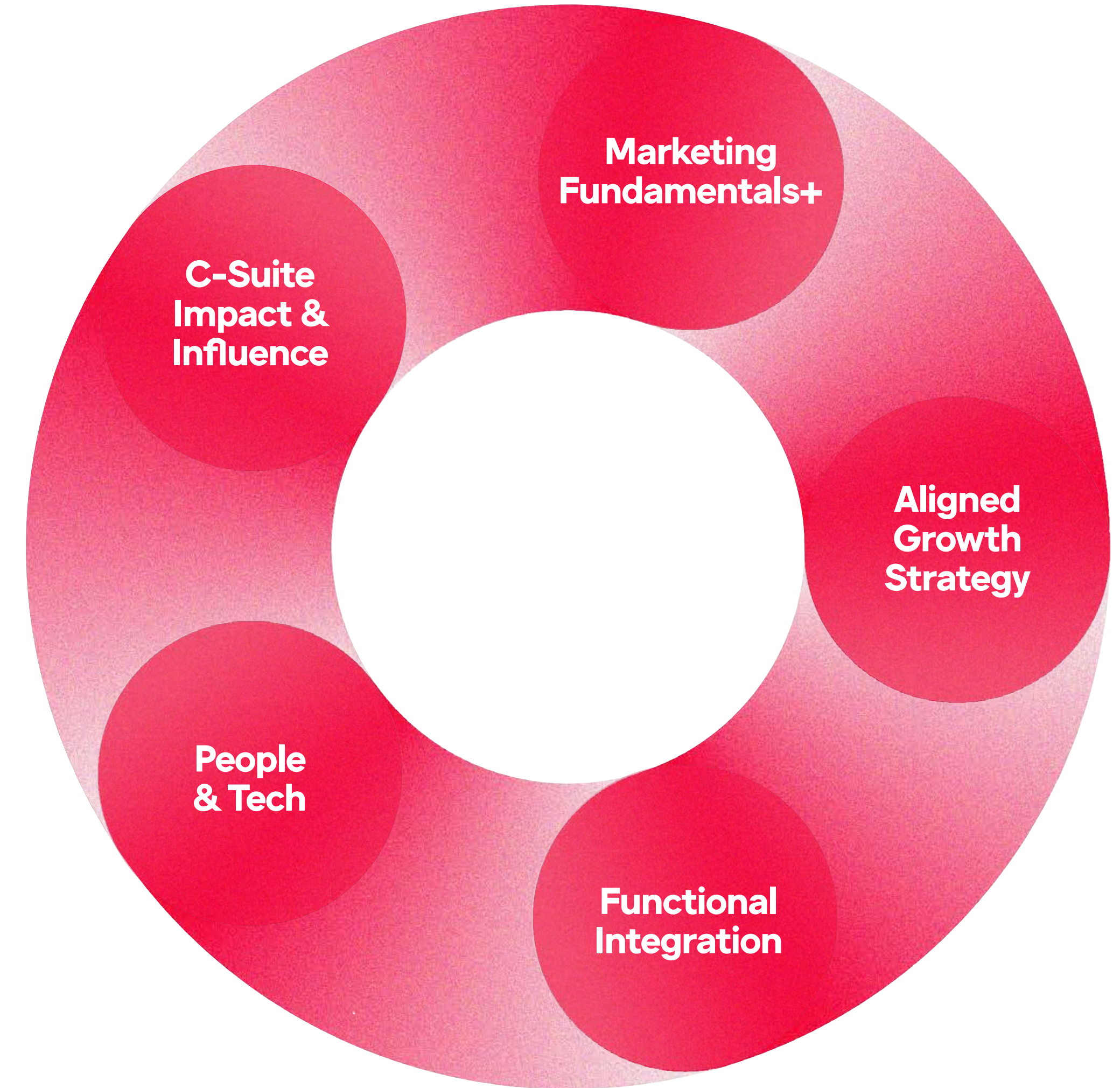
The Marketer of the Future initiative, conducted by the WFA in partnership with Oxford, explores the evolving capabilities required for marketing teams to remain future-fit. The research, combining qualitative insight from senior marketing leaders with quantitative data from almost 600 marketing executives, identifies clear priorities for CMOs seeking to enhance their function’s capabilities and strategic impact.

At the heart of our findings is the Marketer of the Future **Flywheel Framework**, which defines five critical areas where high-performing marketing

organisations excel. These include **Marketing Fundamentals+**, **Aligned Growth Strategy**, **Functional Integration**, **People & Tech**, and **C-Suite Impact & Influence**.

The pursuit of these five drivers provides the clarity, the ability, and the air cover for marketing teams to deliver tangible value and adapt at the speed of culture. It’s the marketing organisations that are prioritising and embedding these five elements that are outpacing their peers in terms of growth.

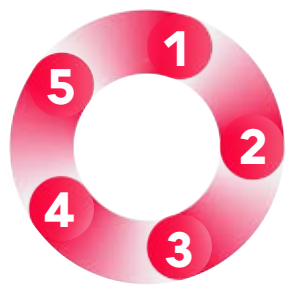
This report provides analysis of each section of the flywheel, brought to life by opinions from key marketing leaders and the related data points sourced exclusively from the study. It also contains actionable checklists for each section for CMOs to contrast against their own marketing organisations to identify potential actions.



“The pursuit of these five drivers provides the clarity, the ability, and the air cover for marketing teams to deliver tangible value and adapt at the speed required in a rapidly evolving world.”



# Our approach



Following a similar path to 2020, we worked in partnership with our national advertiser associations to generate a sample across **25 markets** to create a local-global perspective.

Almost **600 senior marketers** took part in our quant study.

This was complemented with interviews involving **25 senior industry leaders**.

Thank you to the WFA members and partners who contributed their insight for this project.



**Alberto Hernandez**  
Global Chief Growth Officer



**Allyson Witherspoon**  
Chief Marketing Officer



**Tamara Rogers**  
Chief Marketing Officer



**Lex Bradshaw-Zanger**  
Chief Digital & Marketing Officer,  
SAPMENA Region



**Martin Renaud**  
EVP & Chief Marketing and Sales  
Officer



**Edward Bell**  
General Manager Brand, Insights  
and Marketing Communications



**Norm de Greve**  
Global Chief Marketing Officer



**Julka Villa**  
(Former) Global Chief Marketing  
Officer



**Pawan Kumar Marella**  
VP Strategic Growth Initiatives,  
Marketing Capabilities, Innovation  
Excellence



**Joanna Segesser**  
Global Head of Marketing  
Capability



**Florian Péquignot**  
VP Human Resources – Global  
Brand Building



**Laura Bignone**  
Brand Growth Director Global



**Jessica Spence**  
President, NA, Edgewell  
Personal Care



**Becky Verano**  
(Former) VP Global Marketing  
Operations and Capabilities



**Sir John Hegarty**  
Co-founder & Creative Director



**David Jones**  
Founder



**Jon Williams**  
Founder and CEO



**Jenny Rooney**  
Chief Brand &  
Community Officer



**Sophia Angelis**  
(Former) SVP Marketing Excellence



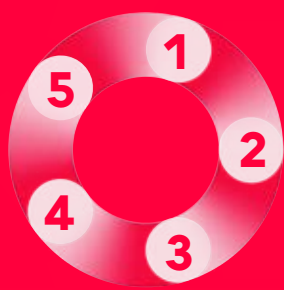
**Irina Rodina**  
SVP Marketing Strategy  
and Operations, Bacardi



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



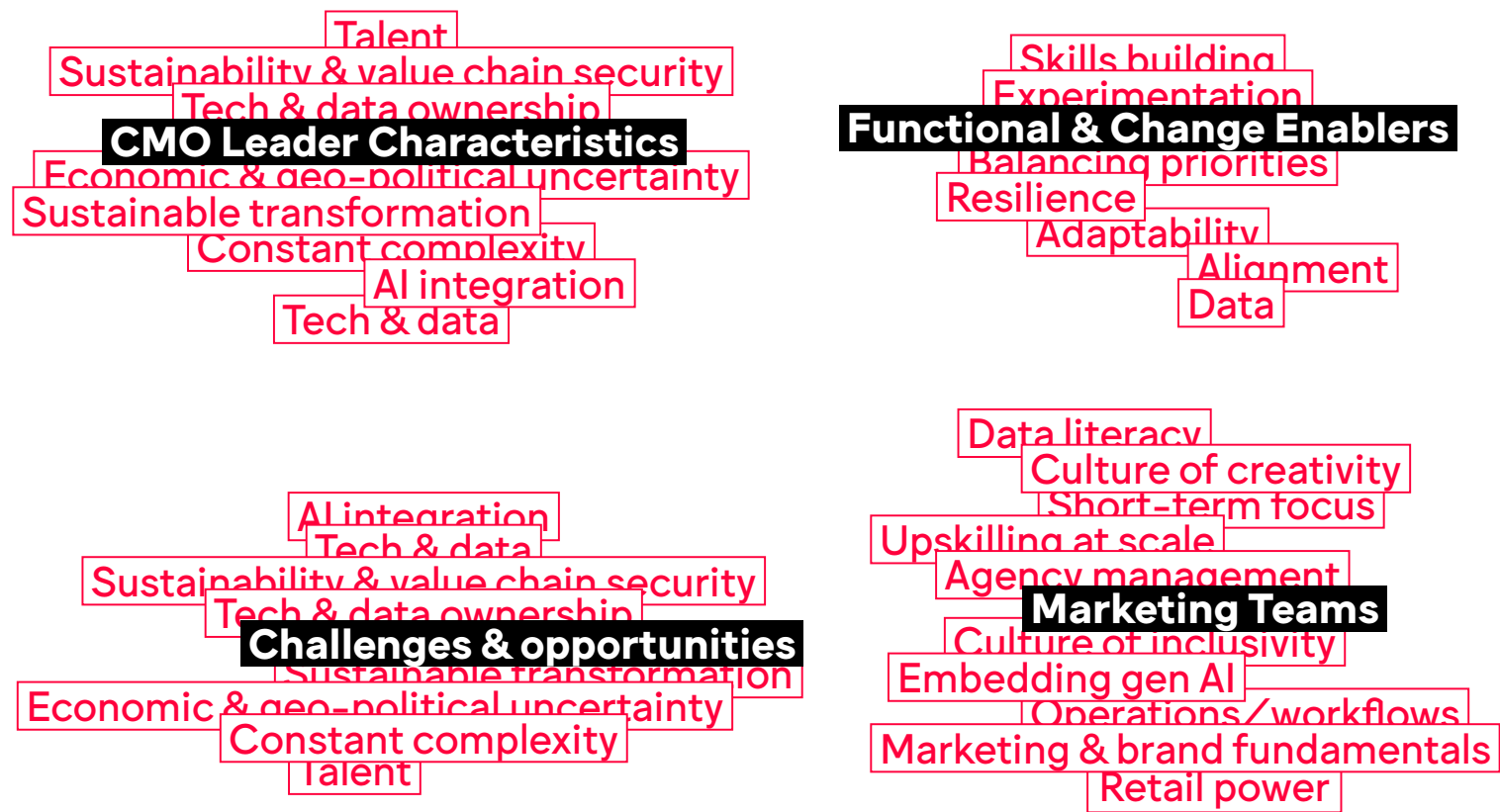
# Our approach



The *Marketer of the Future* evaluated current and future marketing priorities, and assessment of current performance and future importance for a range of marketing capabilities, CMO leadership characteristics, and change & transformation enablers.

Interestingly, a lot of the results show us that there is a lot of ‘noise’. Of the many marketing drivers we included, a majority of them are not seen to be significant in shaping success in the future.

We were, however, able to identify the disparity between respondents who told us that their organisations were either growing at rates ahead of or behind their sector. What we have called the Leaders and the Laggards.



- Outperforming their sector
- Optimistic about the future
- Cross-functional influence

## Leaders

- ← Underperform against their sector
- ← More pessimistic, seeking resilience
- ← Trying to balance priorities

## Laggards

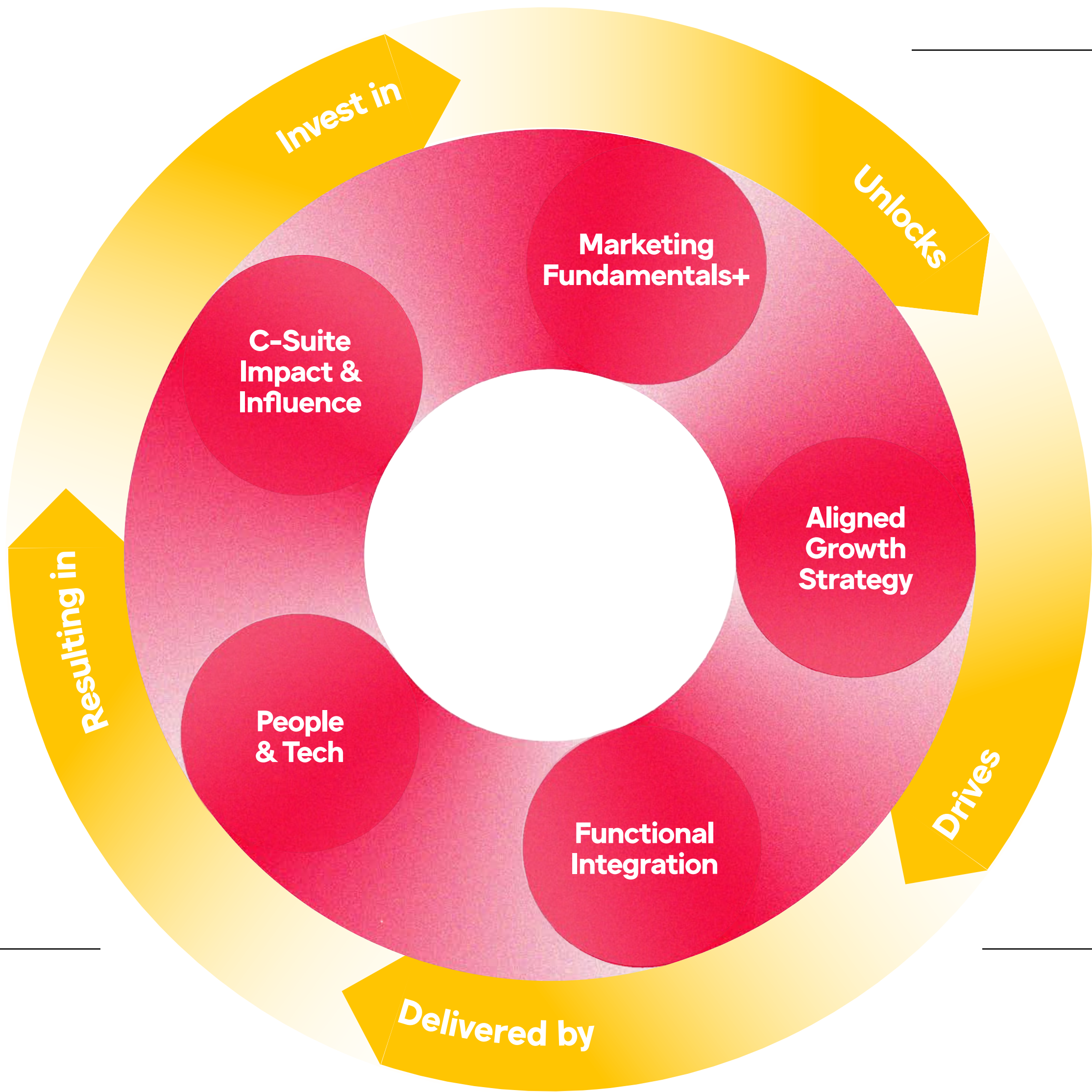


# Marketer of the Future: the flywheel effect

Statistical differences between the leaders and laggards show us **five things** that leaders do better. This resulted in the development of our Flywheel Framework...

Proving marketing’s value in credible business terms and grow the function’s mandate.

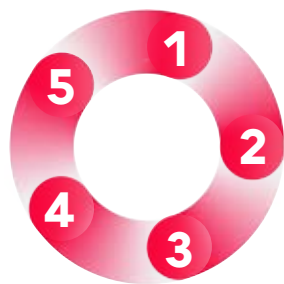
Transformation which enables effective integration of human talent with tech enablers.



Commitment to strengthening the fundamentals of marketing in balance with developing new capabilities.

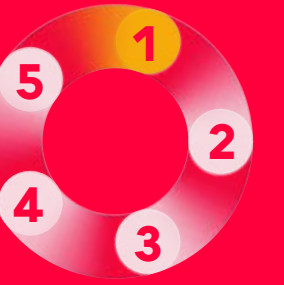
Clarity in terms of the right growth priorities and align on that vision with other stakeholders.

Breaking down silos and effectively plan across all key functions, including finance, IT and sales.





5 things leaders do better



# Marketing Fundamentals+



# Marketing Fundamentals+

At its core, marketing success is built on a few enduring fundamentals: consumer insight, brand strategy, creative excellence. As it was in the 80s, so it is now.

And yet in recent years many organisations have lost focus on the marketing fundamentals. Through a combination of factors – digital transformation, new technologies, the pandemic. For some, the focus shifted from the foundations to new shiny objects and transformations.

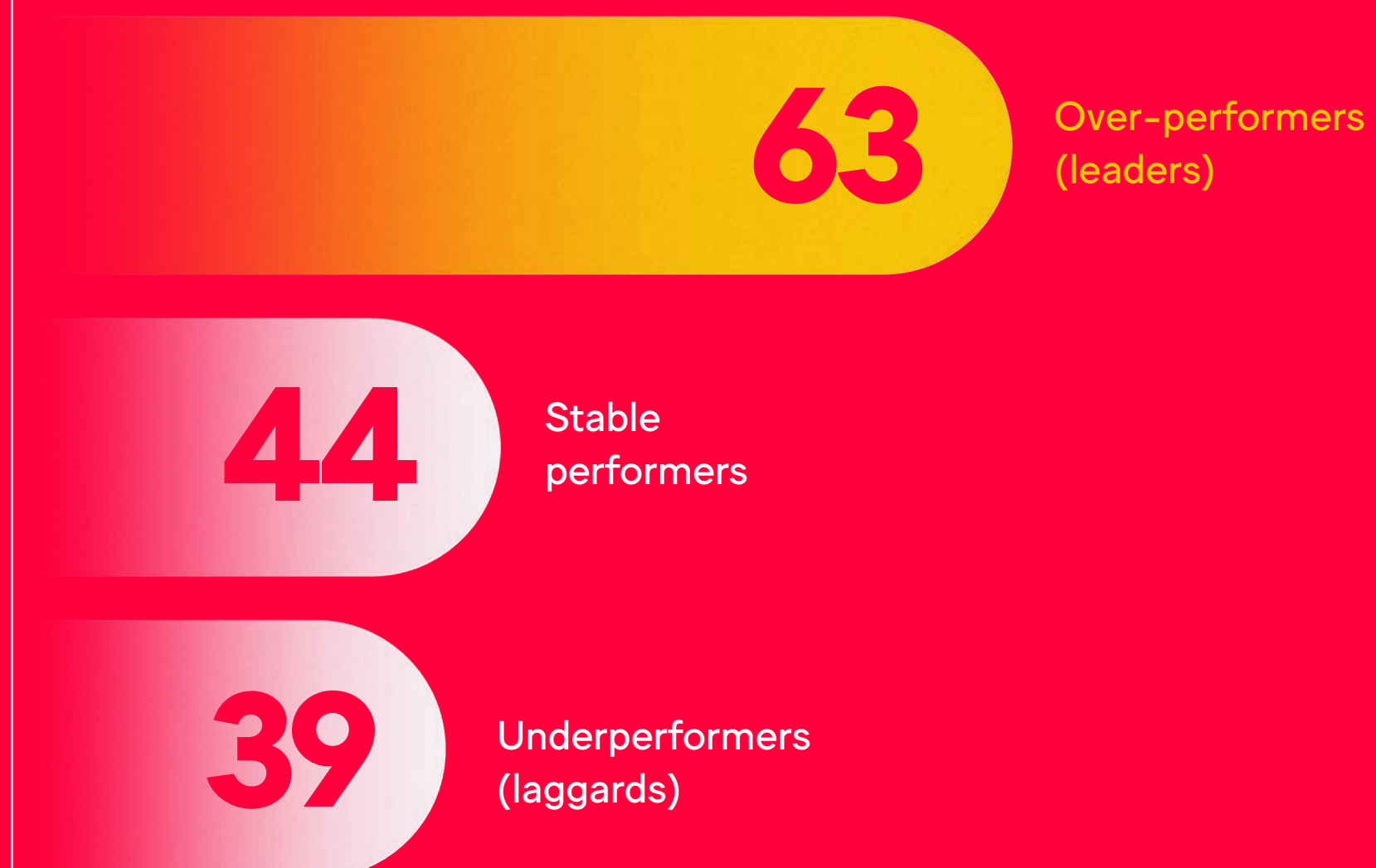
More recently, the pursuit of short-term tactics and performance marketing have only added distractions. The difference between the over- and under-performing organisations is striking: 63% vs. 39% claim they have the marketing fundamentals mostly or fully in place.



## Leaders have the marketing fundamentals – brand, strategy, creativity – in place

‘To what extent does your organisation have the marketing fundamentals in place? E.g. brand building, strategy, creative.’

Top box scores (mostly or fully in place)





**“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





# Marketing Fundamentals+

By contrast, the leading growth organisations never took focus away from the fundamentals, so now they are able to balance both fundamentals and new developments.

It's the strong core of marketing fundamentals that is enabling them to integrate (not add-on) new marketing capabilities, approaches and technologies. Meanwhile, the under-performing growth companies are playing catch-up by doubling back to refocus on the fundamentals.

“We have to go back to fundamentals. Our younger marketers and our marketers of tomorrow need to re-understand the fundamentals – of brands, consumer insights, creativity, of reach and frequency.”

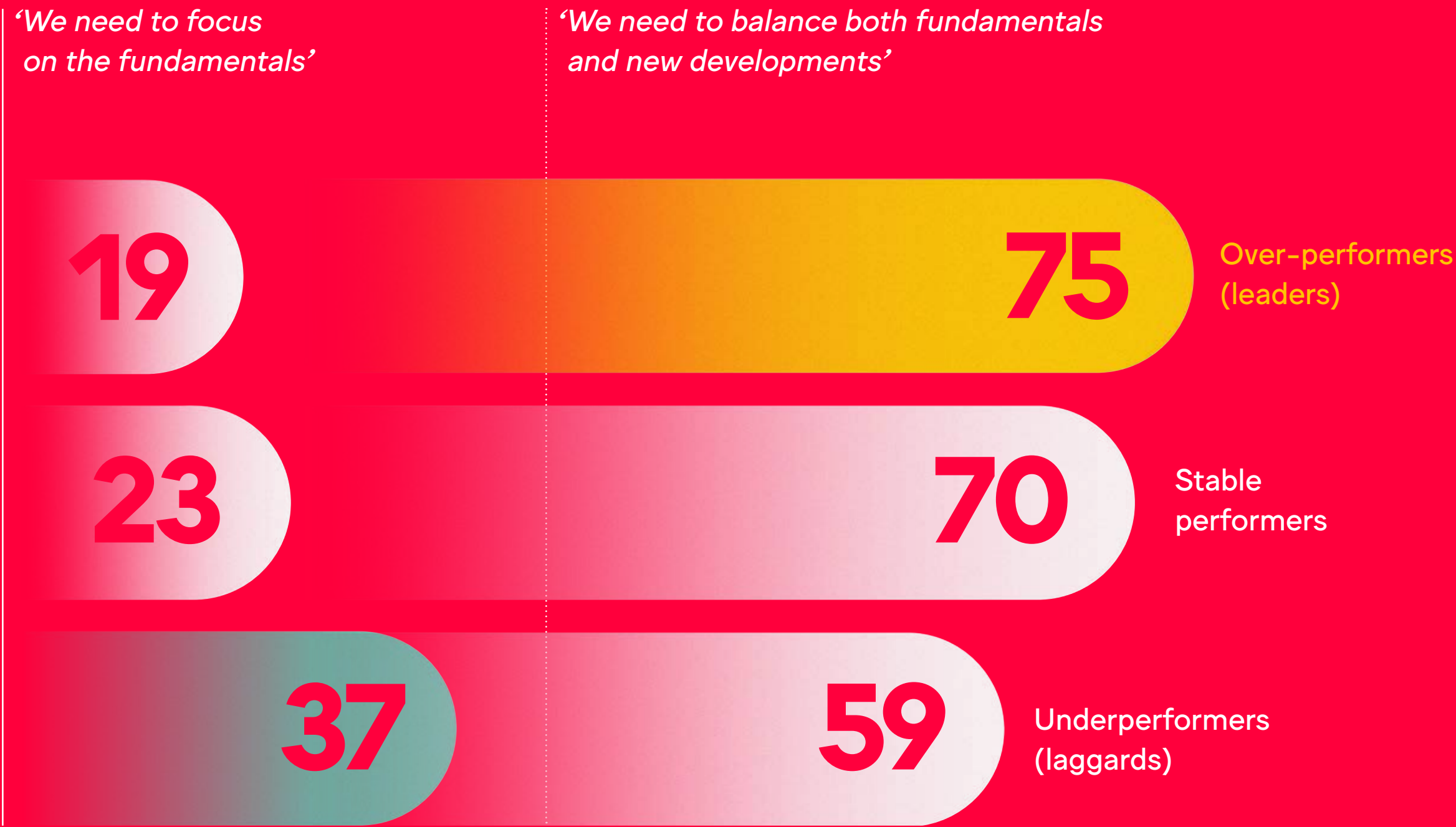


Lex Bradshaw-Zanger,  
Chief Digital and Marketing Officer,  
SAPMENA Region, L'Oréal



## Leaders are building fundamentals and new capabilities, lagging companies are playing catch up

‘What is your priority for your marketing fundamentals?’



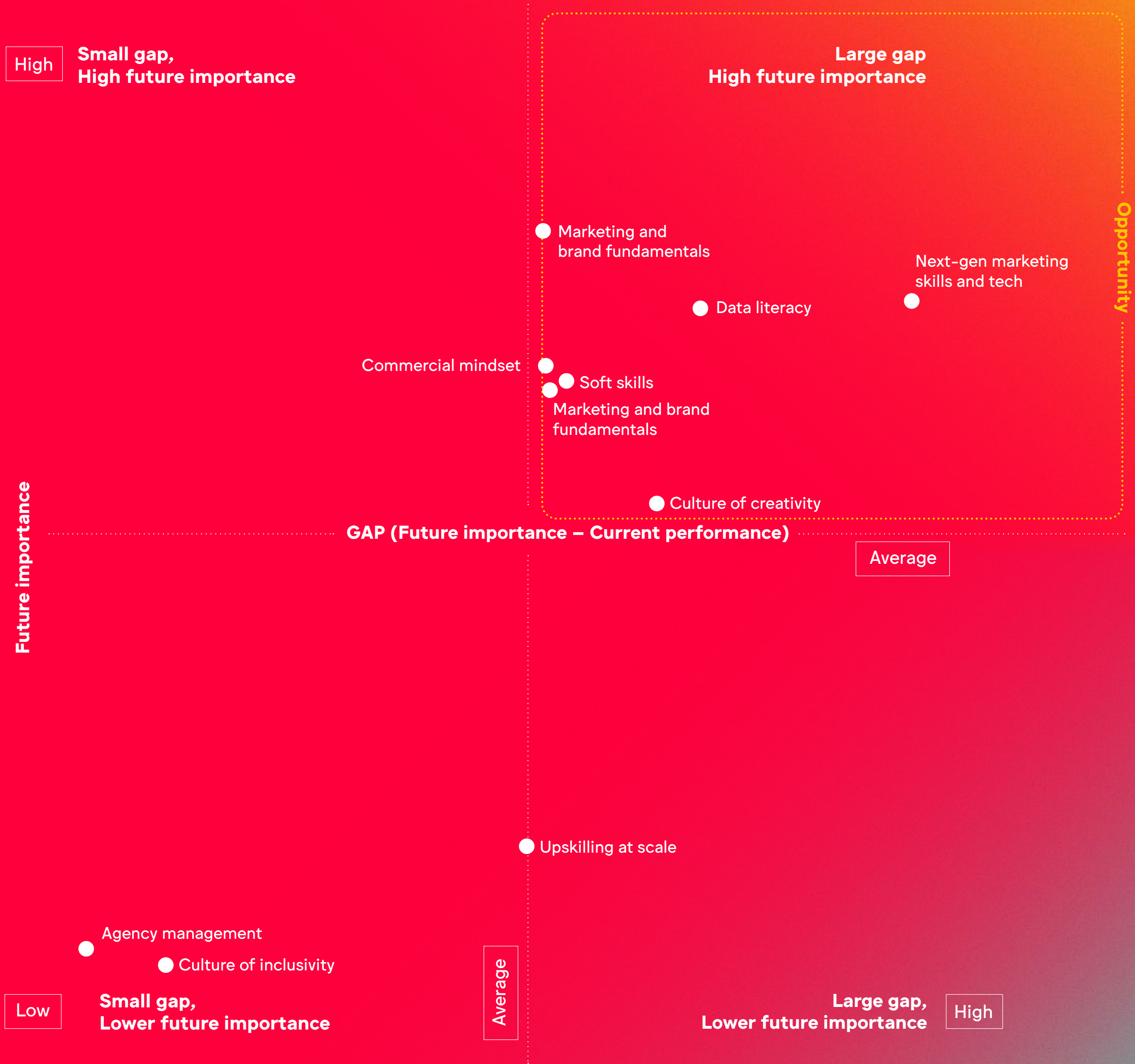


# Fundamentals and ‘new’ capabilities: gaps to bridge

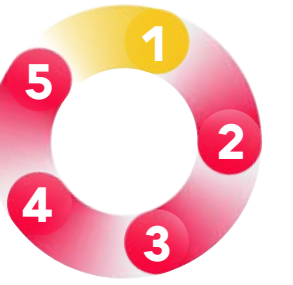
“We see that marketing fundamentals and ‘next gen’ marketing skills are seen as being the most important for the future.”

This gap analysis uses our entire quantitative sample. It factors in claimed ‘future importance’ and the ‘gap’ to bridge (future importance minus current performance). The factors appearing in our top right quadrant show the priority areas

to address. It demonstrates that the capabilities development task is significant across many areas. But, even with the entire sample in review, we see that marketing fundamentals and ‘next gen’ marketing skills are seen as being the most important for the future.







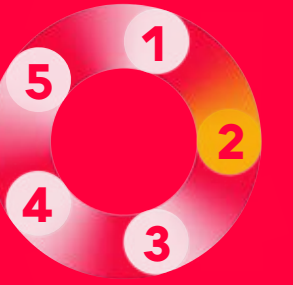
# Future-fit reality check from Oxford

- Do your marketing teams have the fundamentals in their DNA? Is there ONE way of marketing that's sticky yet evolves over time?
- Are you merely mastering today's fundamentals, or pushing further?
- Meaning: balancing a strong core of the fundamental AND pioneering and integrating new tech and skills for the next era of growth and efficiency.

**Because in marketing, standing still is not an option.**



5 things leaders do better



# Aligned Growth Strategy



# Aligned Growth Strategy

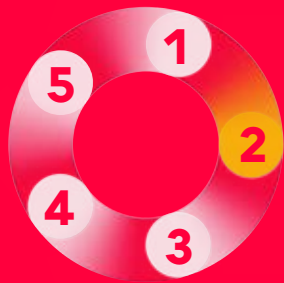
Future-fit organisations harness the marketing fundamentals and robust data to unlock the right strategic growth choices and actions.

This is the first flywheel effect: the marketing organisations with the fundamentals in place use them as ‘anchor and wings’ – the tethering anchor of what’s right, and the uplifting wings of what’s possible. Data without the fundamentals is just info; in combination they become invaluable inputs for aligned growth strategy. 52% of over-performers can identify key priorities for marketing to drive business growth versus just 31% of under-performers.

“Marketers are outsourcing too much thinking. Agencies are brilliant, but we must regain deep consumer understanding and strategic clarity.”



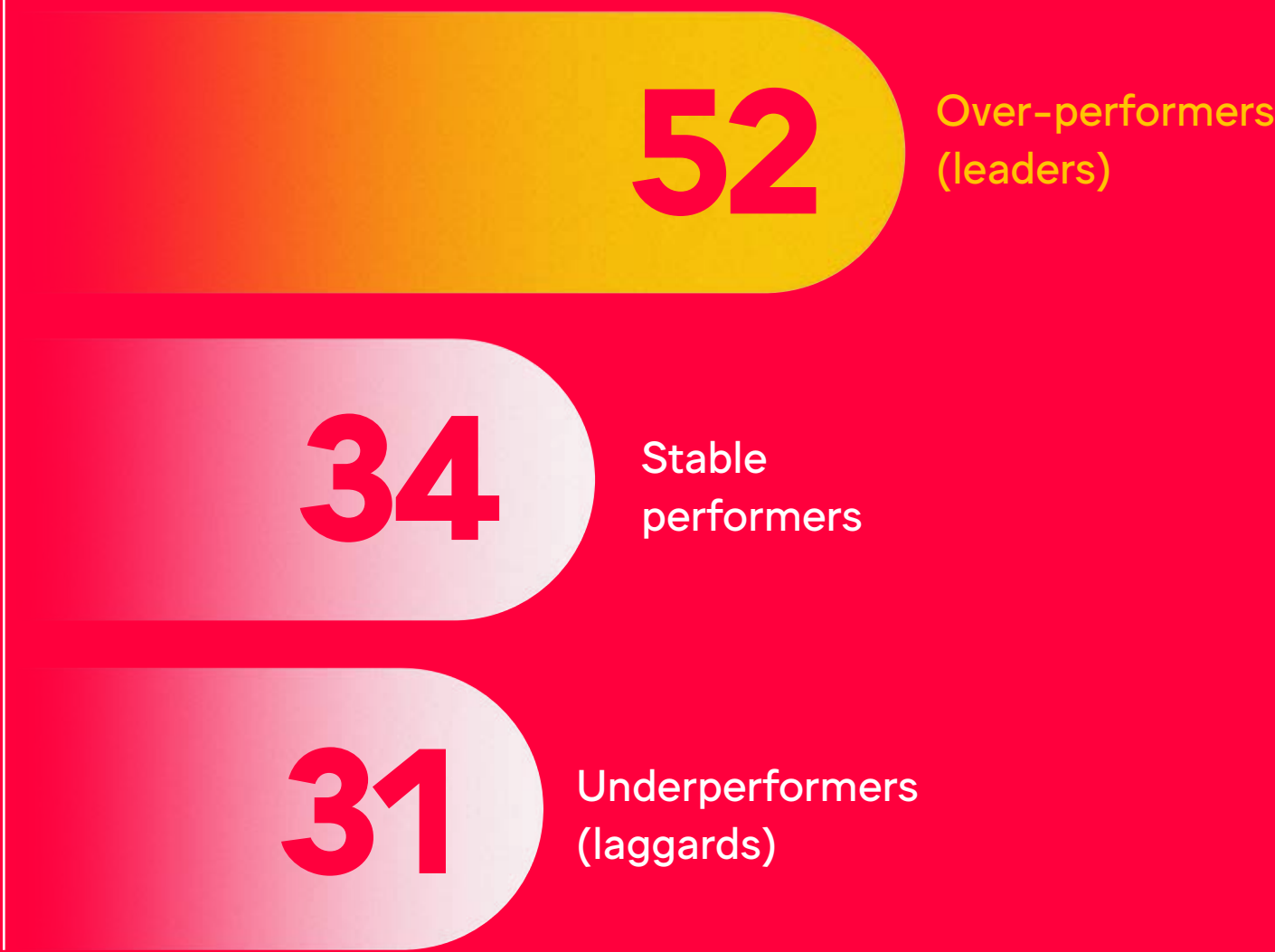
Alyssa Fenoglio, VP Digital,  
Teva Pharmaceuticals



## Leaders are able to identify growth opportunities

‘How well is identifying key priorities for marketing to drive business growth developed in your organisation?’

Top 2-box scores (mostly or fully in place)



**98%**  
Agree that alignment (clear vision, direction and shared goals) is important for future change.



# Aligned Growth Strategy

Identification of the right growth priorities aligns marketing with broader business objectives, ensuring a clear connection between marketing and brand strategy, and commercial outcomes. In turn, strategic clarity and conviction within marketing unlocks commitment and collaboration from other functions and the flywheel effect continues.

“The focus needs to be on how marketers can communicate the value of marketing internally. Understanding and demonstrating the full impact of marketing. Beware looking in the wrong place – like the drunk looking for the keys under the streetlight. It’s not where the keys are, just where the light is!”

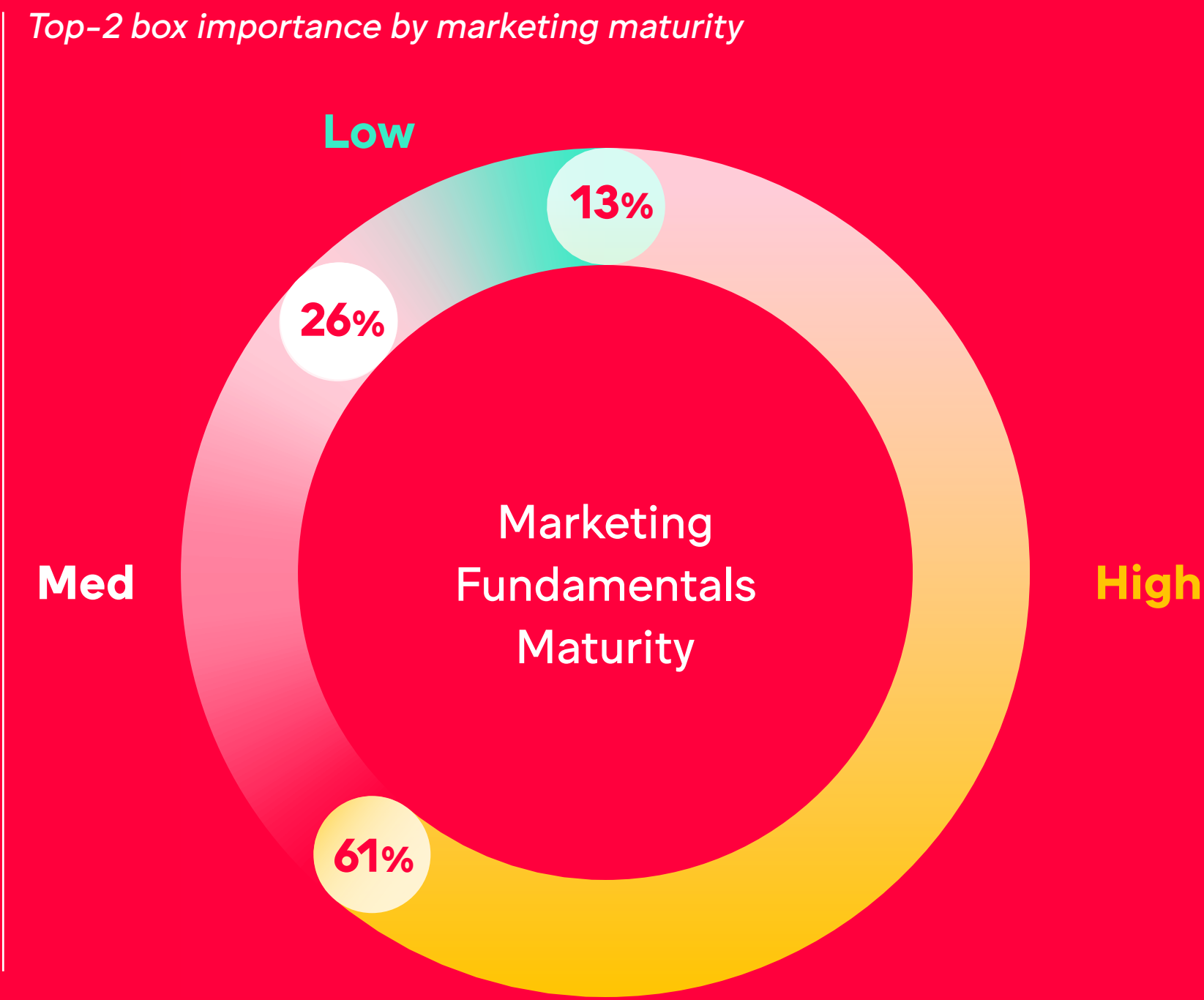


Edward Bell, General Manager Brand, Insights and Marketing Communications, Cathay Pacific

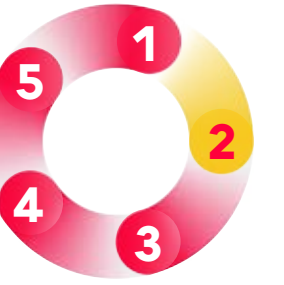


## Again, it’s the marketing fundamentals as the enabler

‘How important will consumer, market and trends insights be for future growth in your organisation?’







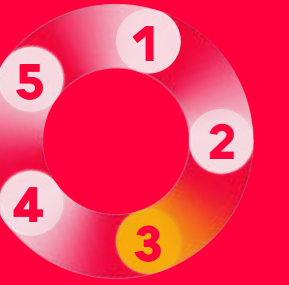
# Future-fit reality check from Oxford

- Is marketing an unstoppable engine of future growth?
- Are you tuned in to cultural currents, market shifts, evolving human behaviours?
- Hand on heart: can you prove how insights uncover opportunities and spark best bold, strategic choices that drive breakthrough brand growth?
- Can your teams craft a compelling brand growth story – one with a clear red thread from trends to insights to strategic choices —both Go and No-Go—to execution, backed by solid metrics?

**It's what earns marketing a seat at the top table.**



5 things leaders do better



# Functional Integration



# Functional Integration

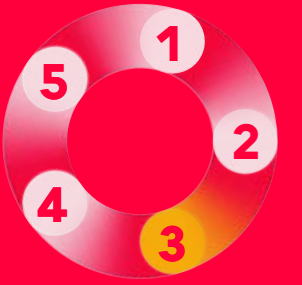
Marketing no longer operates in a silo; it must work closely with technology, data, sales, and supply chain teams to democratise brand building, deliver growth strategies, and create seamless consumer experiences.

Cross-functional integration is seen as important by all – over-performers (78% agree), stable performers (73%), and under-performers (72%) alike.

“Integration across functions is essential. Marketing can’t operate in isolation if it wants to impact the business at scale.”



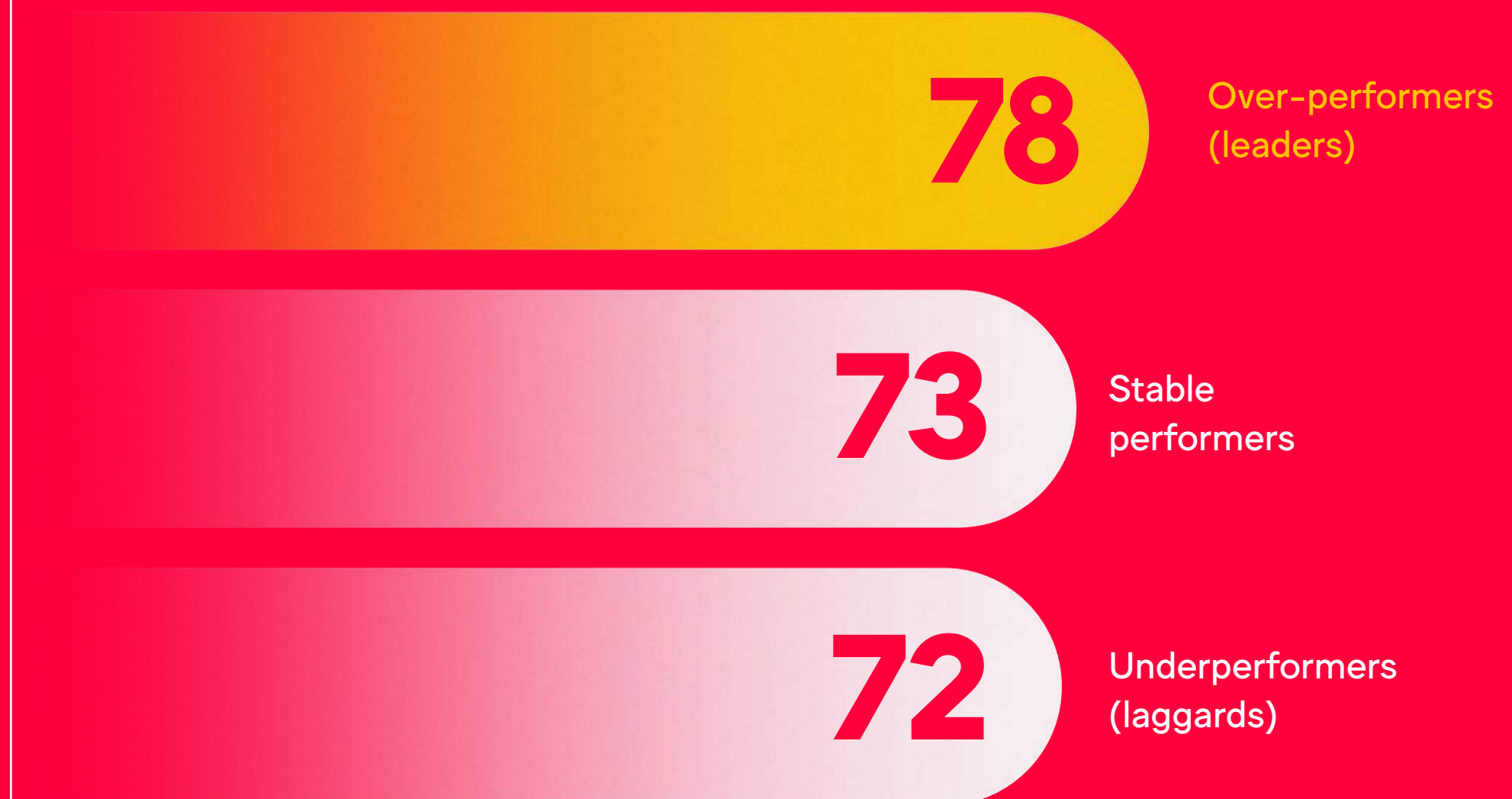
Tamara Rogers,  
CMO, Haleon



## Cross-functional integration is seen as important by all...

‘How important will cross-functional integration be for future growth in your organisation? Breaking silos, aligning business planning across all key functions.’

Top 2-box scores (very or extremely important)





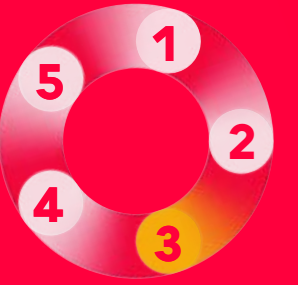
# Functional Integration

Functional Integration – and the sustained influence, negotiation and collaboration it requires – is one of the biggest challenges and opportunities for marketing leaders.

And it's the more confident marketing leaders who feel optimistic about the future who are going after it. 79% of optimistic marketing leaders agreed they could break down silos and align business planning across all key functions, versus only 50% for the pessimists.

As outlined previously, the journey to functional integration starts with solid marketing foundations and compelling, credible growth strategies. But integration requires adoption of common objectives, KPIs, language and tools used by marketing, sales and other functions.

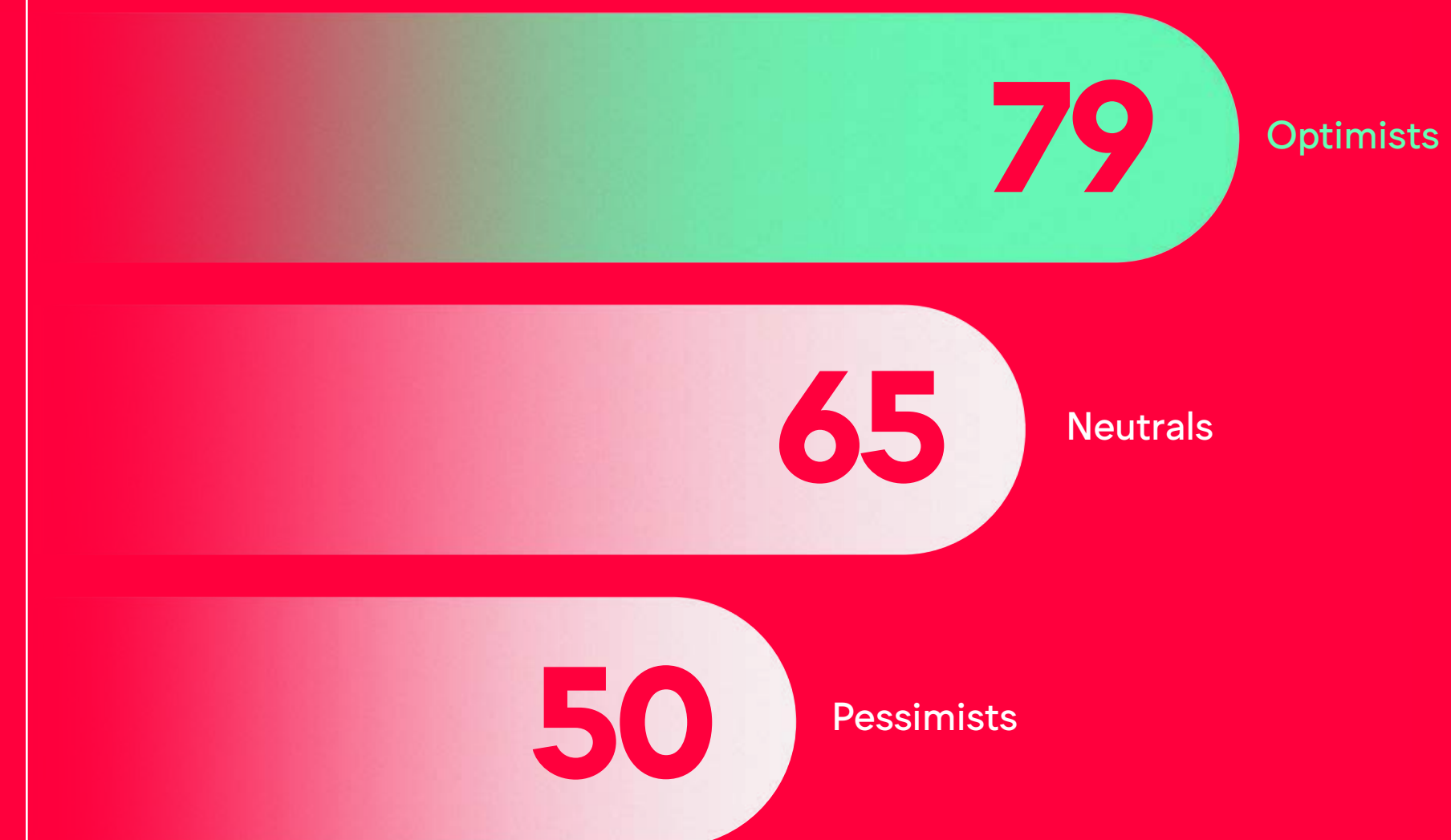
Marketing needs to get beyond its own myopic metrics; kill the KPIs chaos and focus on aligned business goals. Marketing must also demonstrate the commercial case for brand-building and how other functions can contribute towards (or, conversely, erode) it. This shared belief and commitment across functions that, 'We are ALL brand builders' is the unlock to marketing teams integrating seamlessly with business functions to maximise impact.



...but it's the more confident, optimistic marketers that are going after it

'How important will cross-functional integration be for future growth in your organisation? Breaking silos, aligning business planning across all key functions.'

Top-2 box importance by view of marketing future



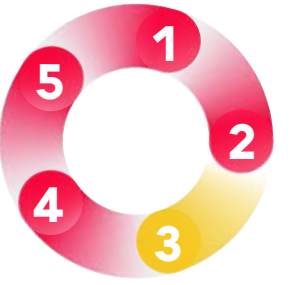


**“If sales and marketing aren’t aligned, consumers feel it. The experience falls apart. You can’t build a brand if you can’t deliver on it.”**

Edward Bell, General Manager Brand,  
Insights and Marketing Communications, Cathay





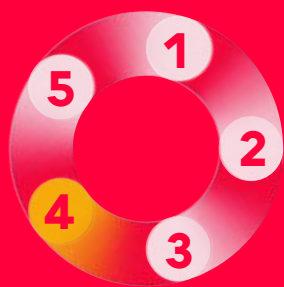


# Future-fit reality check from Oxford

- Have you squared up to challenges and rewards of breaking barriers?
- Do Sales and Marketing work as one – fighting to achieve the same goals? Driving the brand forward. Winning at every touchpoint?
- Is there a shared belief in brand-building? Does every function, team, person live and breathe the brand experience and prioritise it above silos and self-interest?
- How do you smash silos? One vision. Bold goals. Shared measures. A game plan everyone owns.

**A united ‘one team’ that wins for Customers, Brand, Business.**





# People & Tech



# People & Tech

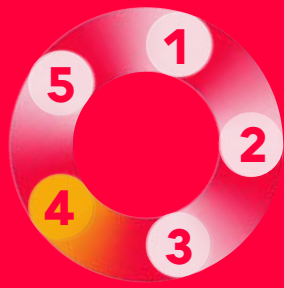
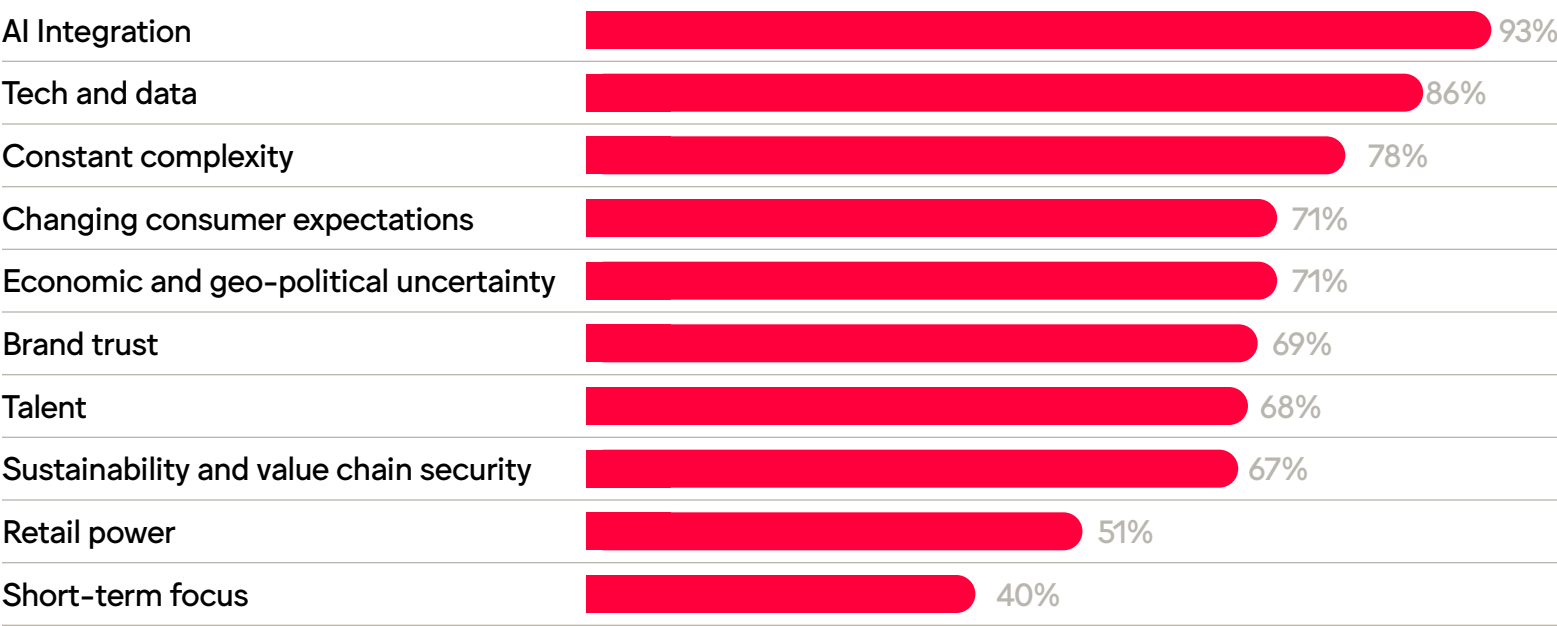
High-performing marketing functions are increasingly powered by the integration of people and technology — combining enduring marketing fundamentals with the accelerating impact of AI, automation, and digital transformation...

This is both a ‘now’ and ‘next’ priority – with leading companies seeing AI, digital and tech transformation as becoming only more important.

However, many marketing teams are struggling to adapt to the relentless speed of change.

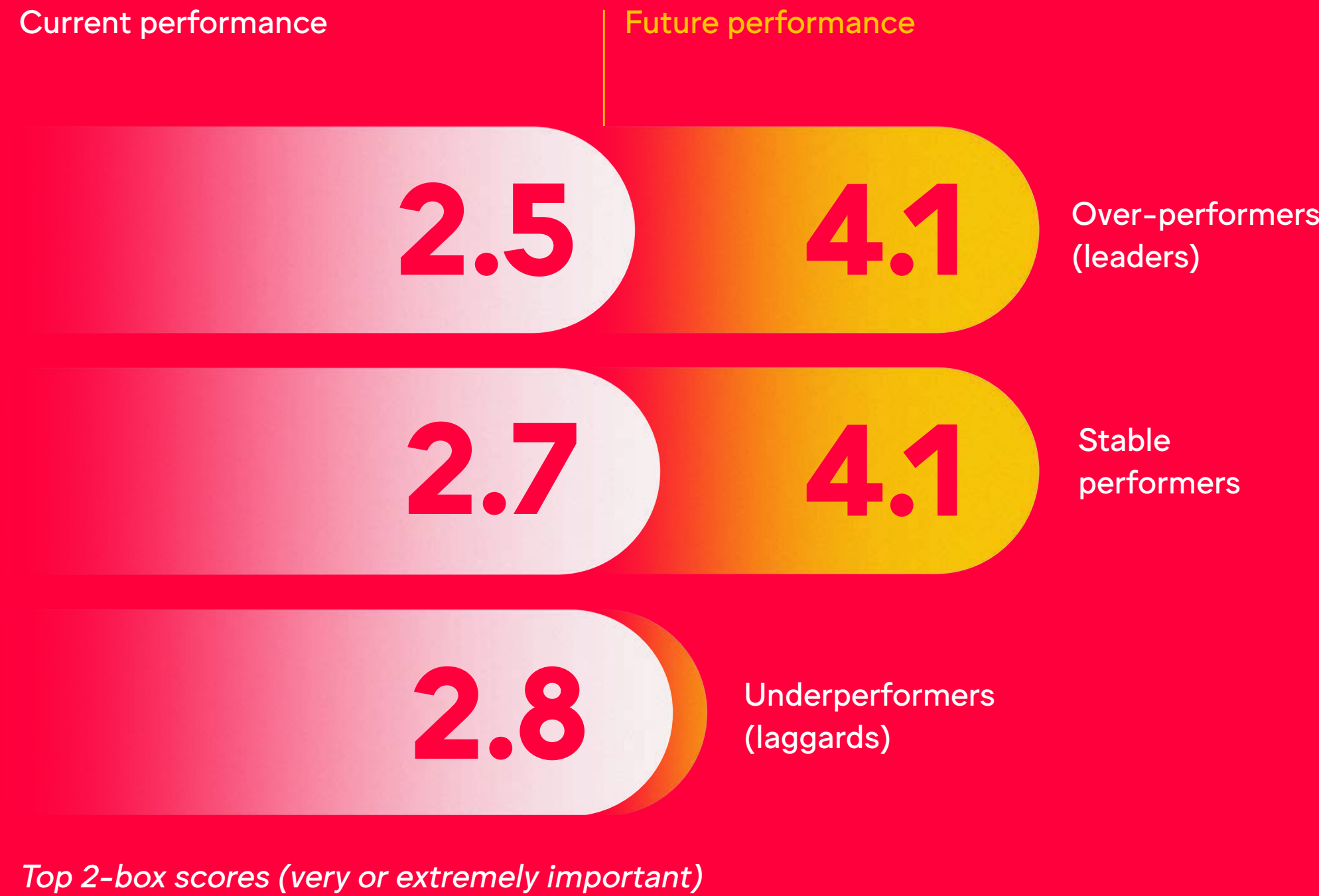
While 78% of marketing leaders at over-performing organisations express optimism about the future of the profession, only 29% feel confident in their ability to drive transformational change in both people and technology (and it’s even lower – a mere 12% – among the under-performers).

Challenges and opportunities seen as becoming more important over the next five years



## Most see digital transformation as imperative for future growth

‘How important will digital transformation be in driving future change in your organisation? Ensuring effective use of technology, including AI, and data.’





# People & Tech

A recurring theme is the risk of over-indexing on technology at the expense of human expertise...

Leaders emphasise that AI and automation should augment decision-making, not replace it. The key to this, of course, is integration rather than addition. Many organisations risk adding new tech tools, tasks or workflows to the marketer’s day job and overwhelming them in the process.

The smarter (albeit harder) approach is integrating AI and technology into existing tasks and tools. This may include leveraging brand and marketing frameworks to train AI on brand and content governance so it can better react to and engage with culture and communities. Or marketing peer-to-peer training to integrate tech and AI into the day job and workflows – learning from the early adopters who are already living it, rather than theoretical training exercises.

“Marketing is about the fusion of people and technology – future-fit teams embrace both.”



Tamara Rogers,  
Chief Marketing Officer, Haleon



## But even the leaders feel people & tech progress is challenging

‘How would you rate the current progress of transformational change in people and technology in your organisation.’

Top 2-box scores (very or extremely important)





**“Technology is an enabler,  
not a solution. The  
real shift is teaching  
marketers how to work  
alongside AI, rather  
than fearing it.”**

David Jones, Founder, Brandtech Group





# People & Tech

Enablers to people & tech integration can take the form of culture and skills profiles. The over-performing companies tend to put more emphasis on fostering growth cultures where creativity, experimentation and brand-building can thrive.

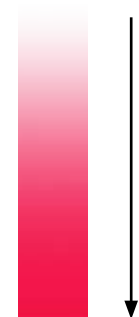
Marketing leaders we spoke to talked about shifting from ‘T-shaped’ to ‘M-shaped’ skills profiles, where marketers who combine expertise in a few ‘skill spikes’ (e.g. brand, analytics, community management) with the ability to influence and integrate across functions.

At its core, the evolution of marketing is about harmonising human creativity with machine-driven efficiency, ensuring that teams can leverage AI, automation, and data to drive smarter, faster, and more effective marketing decisions—without losing sight of the human elements that define great brands.

## Marketing skills profiles

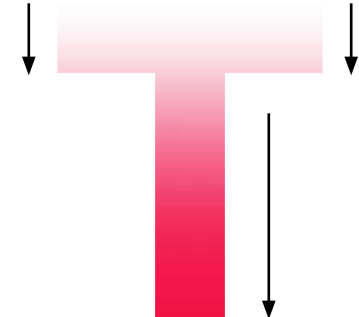
### I-shaped profiles

Deep knowledge on one area



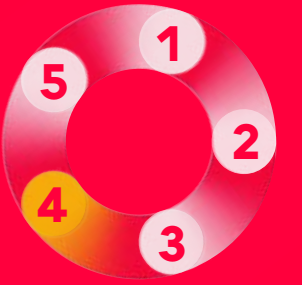
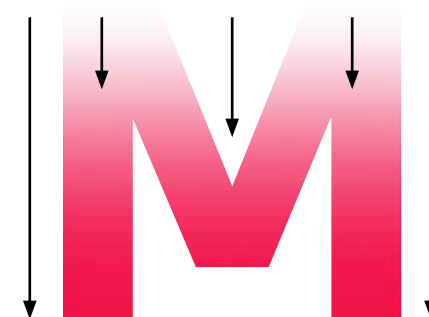
### T-shaped profiles

Deep knowledge in one area and more shallow knowledge across a broad range of areas



### M-shaped profiles

Deep knowledge in multiple areas, more shallow knowledge across a broad range of areas



## Add a growth culture where creativity can thrive

‘How important will growth culture be in driving future change in your organisation? Creating an environment where creativity and brand building can thrive.’

Top 2-box scores (very or extremely important)

34

Over-performers (leaders)

23

Stable performers

23

Underperformers (laggards)

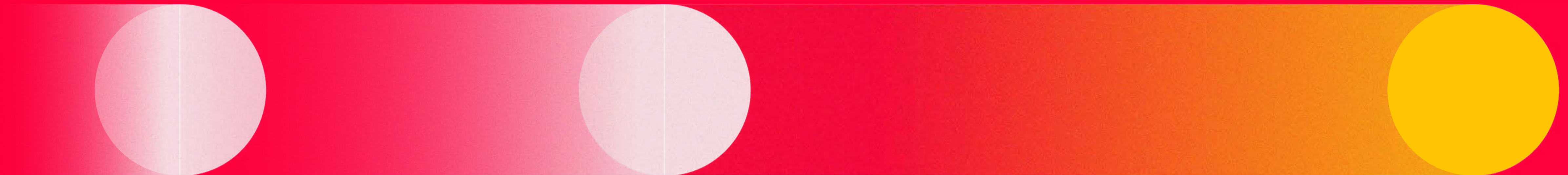




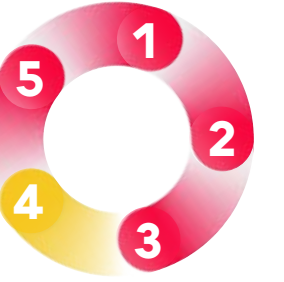
**“To stay ahead in a rapidly evolving landscape and leverage the potential of AI, marketers must cultivate agility and external curiosity. Building these muscles will be crucial for driving transformative change.”**



Joanna Segesser,  
Global Head of Marketing Capability, Diageo







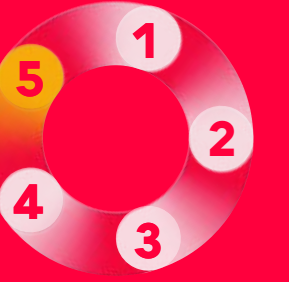
# Future-fit reality check from Oxford

- Your marketing AI and Tech: Future proof or falling behind?
- Hype vs. reality. Do you truly know AI's future in marketing or are you simply guessing?
- Are you making AI and automation a must-have not a maybe so it's second nature for marketers, boosting their confidence, creativity and speed... not undermining or outsourcing it?
- AI without the chaos. How will you ensure AI and humans together deliver smarter, safer, ethical and unmistakably on-brand results?

**Marketing that's smarter, faster, predictive, and personal.**



5 things leaders do better



# C-Suite Impact & Influence





# C-Suite Impact & Influence

## Marketing’s influence in the C-suite is at a crossroads...

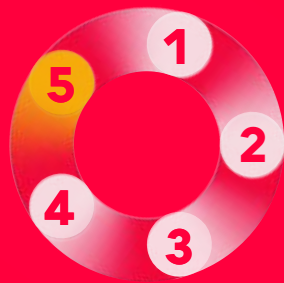
The Marketer of the Future data showed a clear split between the growth over-performers and the under-performers: Marketing functions at the growth lagging companies are finding themselves sidelined, perceived as service functions, and unable to prove marketing’s impact in credible financial terms.

Conversely, marketing functions at growth leading companies have already stepped up. Over the past ten years they’ve leveraged the voice of the consumer and digital & data transformation to assert marketing into the position of a leading function. Marketing at these companies is setting the vision and driving company-wide transformation.

“It’s easy to chase quick wins with short-term campaigns, but the real leadership challenge is convincing stakeholders to invest in brand-building, which might not show immediate results but pays off in the long run.”



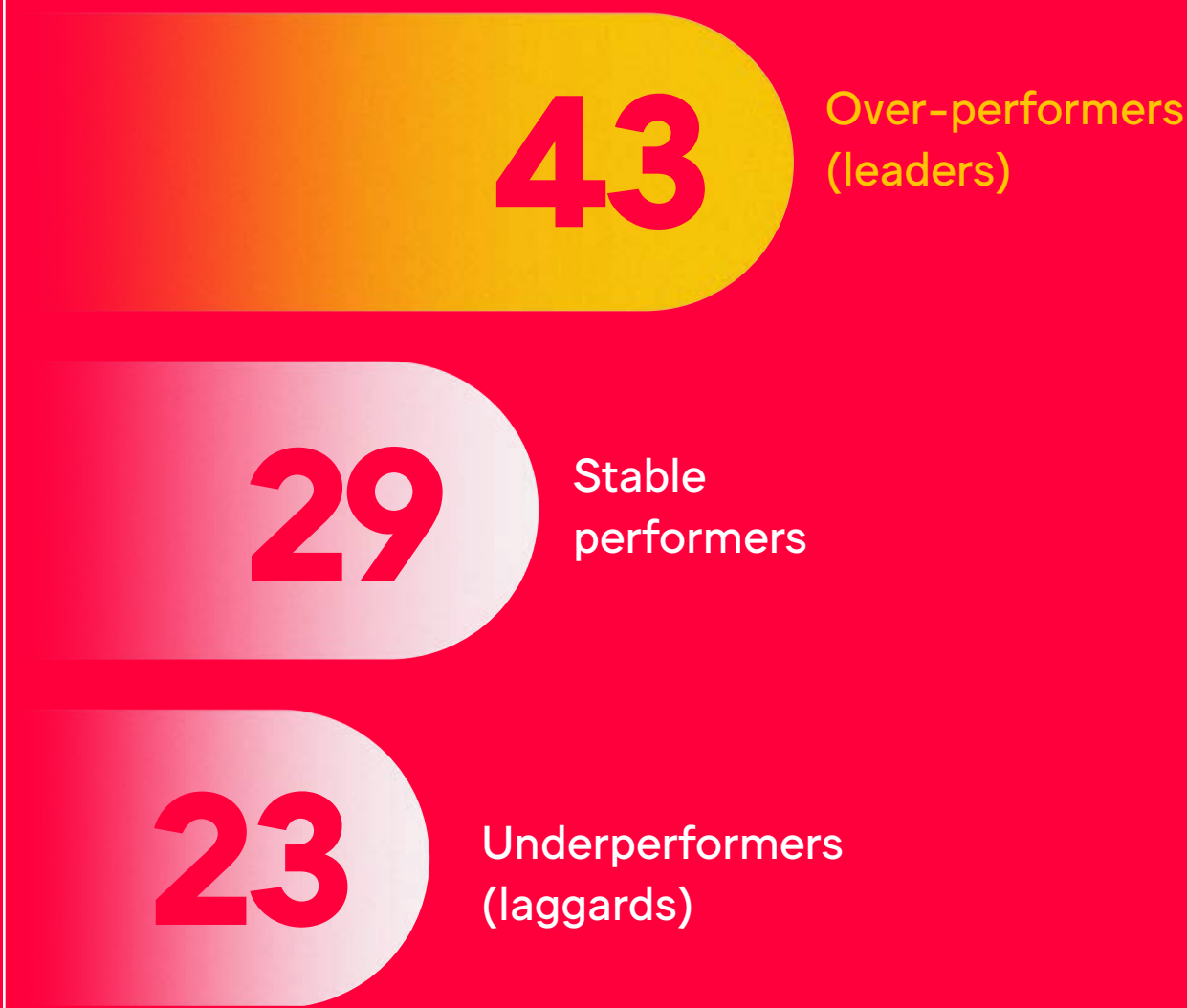
Pawan Kumar Marella, VP Strategic Growth Initiatives, Marketing Capabilities, Innovation Excellence, Unilever



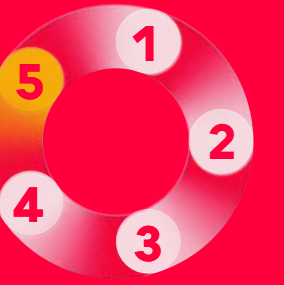
## Leaders see the importance of C-suite influence in driving future change and growth

‘How important will C-suite influence be in driving future change in your organisation? Delivering and demonstrating growth against business objectives.’

Top 2-box scores (very or extremely important)







**“With the Board, you need to use business language and demonstrate a strategic and disciplined approach to marketing aligned with core business goals and metrics. Without the right marketing metrics, you lose them.”**



Norm de Greve,  
Global Chief Marketing Officer, GM Motors



# C-Suite Impact & Influence

Key to achieving this impact and influence is moving beyond the marketing myopia of self-serving goals, language and metrics...

Revenue and growth aren't the only metrics that matter but they are the table stakes. CMOs must consider articulating their value in financial terms and demonstrate marketing's impact on revenue, profitability, and shareholder value. By aligning marketing to business goals and outcomes, the role of marketing can evolve from executional to being an integral part of business strategy development.

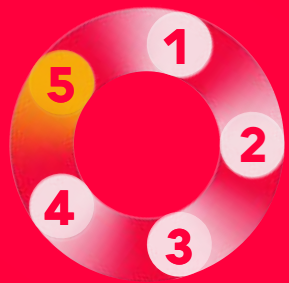
The flywheel effect is strongest at this point: clarity and maturity

on the marketing fundamentals; compelling, aligned growth opportunities and strategies; reduced functional silos and the democratisation of brand-building; integration of people and tech to deliver demonstrable impact... all of these have a cumulative effect that results in marketing's ability to deliver business impact that unlocks c-suite influence. This in turn results in increased marketing credibility, mandate and investment; a virtuous cycle.

“CMOs need to speak the language of business to truly justify their seat at the table.”



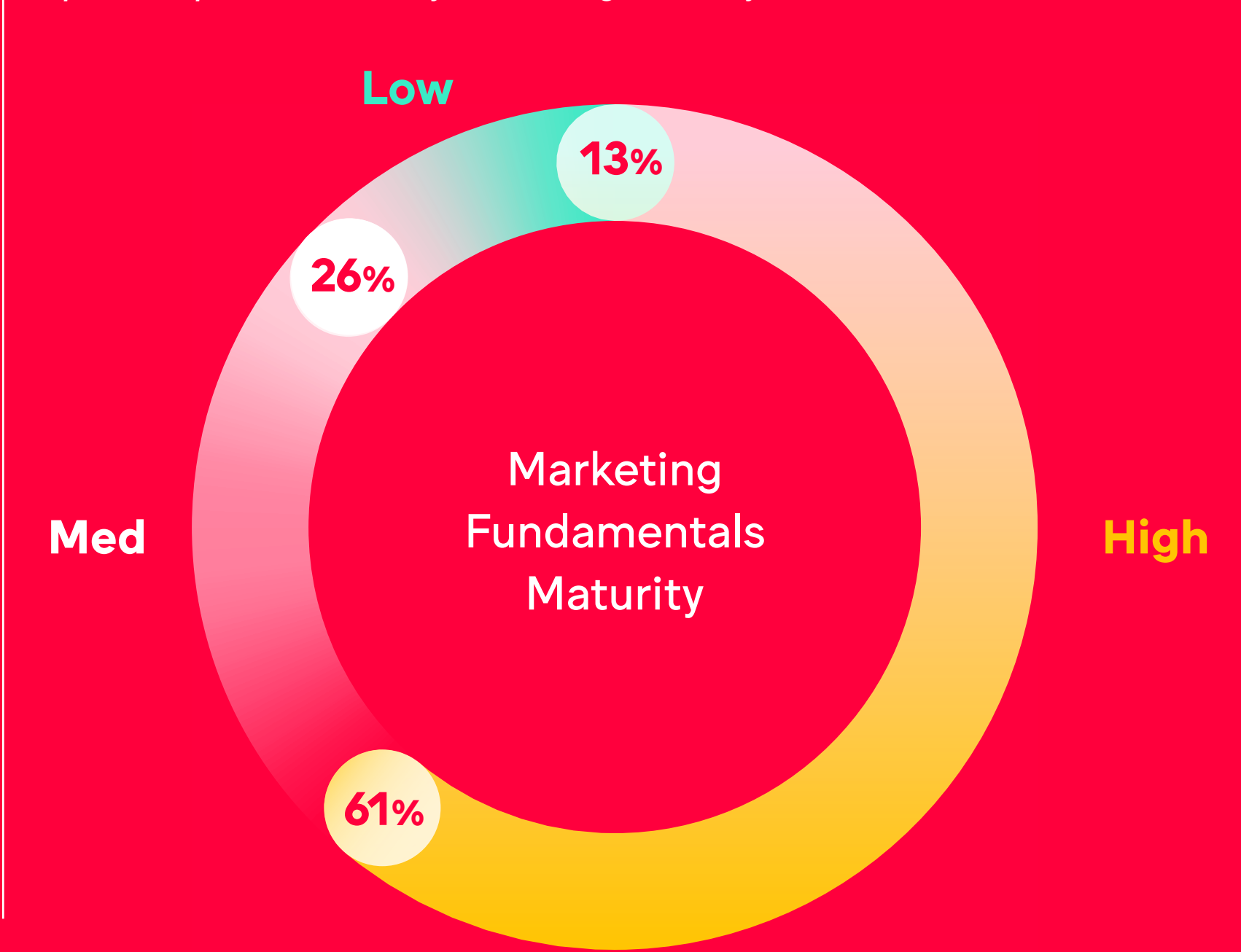
Jessica Spence,  
President, NA, Edgewell Personal Care



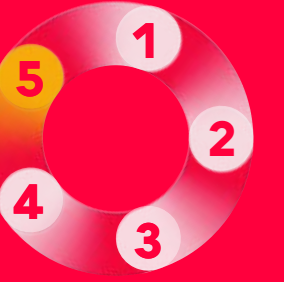
## Better fundamentals enable better business impact

‘How important will C-suite influence be in driving future change in your organisation? Delivering and demonstrating growth against business objectives.’

Top-2 box performance by marketing maturity





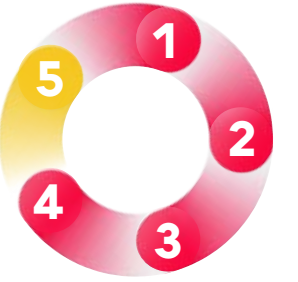


**“Marketing is more than just campaigns. We drive profitable, sustainable, growth. That’s why we are called ‘The Growth Hub’.”**



Alberto Hernandez,  
Global Chief Growth Officer, Opella





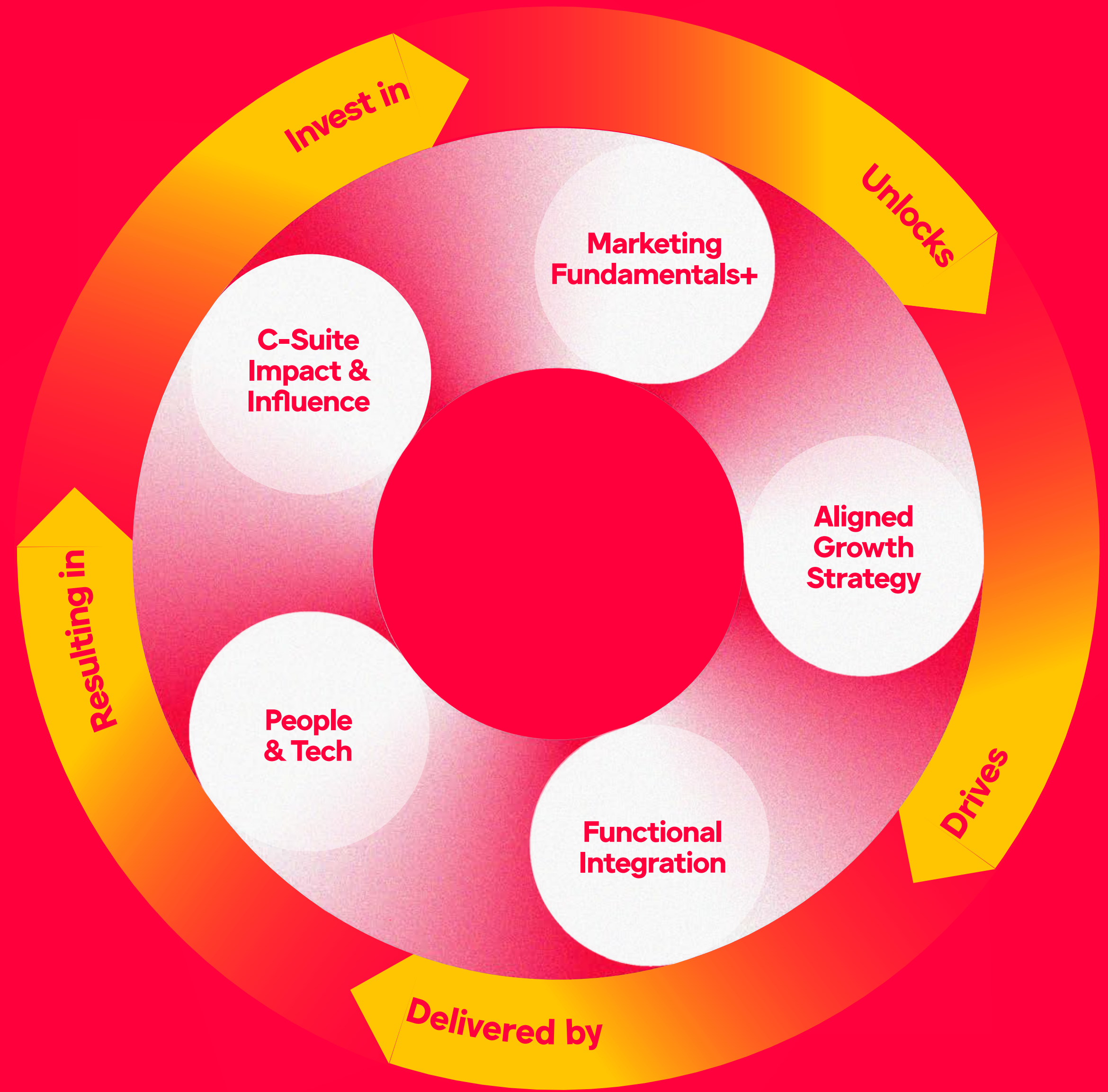
# Future-fit reality check from Oxford

- Marketing at a crossroads. Boardroom to bottom line, where do you stand?
- Business accelerator or money pit? Can you prove your marketing dollars drive measurable, meaningful outcomes?
- Power player or backseat spectator? Do you have the high-impact alliances – CEO, Finance, and Tech leaders – to impact decisions that shape the future?
- Is marketing driving your company's next wave of change, growth and transformation?

**Marketing must prove its value – or lose power.**



# Conclusion





# Profile of the marketer of the future

Clarity unlocks agility. It's only by being clear on a brand's fundamentals, by having strategic clarity of what's in and what's out of scope for growth, by democratising 'We are ALL brand builders' across and within other functions, and by integrating people and technology, that brands can potentially react with pace and confidence to consumer, community and cultural trends or opportunities.

And what is true for the function is also true for the individual. The Marketer of the Future is no longer some unicorn – proficient in an impossible number of new and ever-changing skills. Rather, they mirror the Flywheel drivers:

## Marketing Fundamentals+

They will have a strong, core understanding of the fundamentals and use these to experiment and advance with the right new marketing skills, tools and tasks.

## Aligned Growth Strategies

Whatever the role or seniority, they'll combine growth mindset with bias for action to identify, validate and align growth opportunities and strategies.

## Functional Integration

They'll translate marketing or brand strategies into goals, language and metrics that other functions understand, value and are compelled to help deliver.

## People & Tech

Marketers of the future will seamlessly integrate AI and tech into their daily tasks, enhancing their creativity, efficiency and decision-making.

## C-Suite Impact & Influence

Perhaps not in the c-suite (yet...), they will be savvy and fluent in the language, models and metrics of the business. And more than this, they'll appreciate that business impact unlocks influence and mandate.

## 1 Masters the marketing fundamentals

## 2 Leads on growth

76% have a commercial mindset

## 3 Breaks down silos

Leaders over-index in terms of soft skills

## 4 Skills and decisions enhanced by AI

76% of our marketing leaders strong in digital literacy

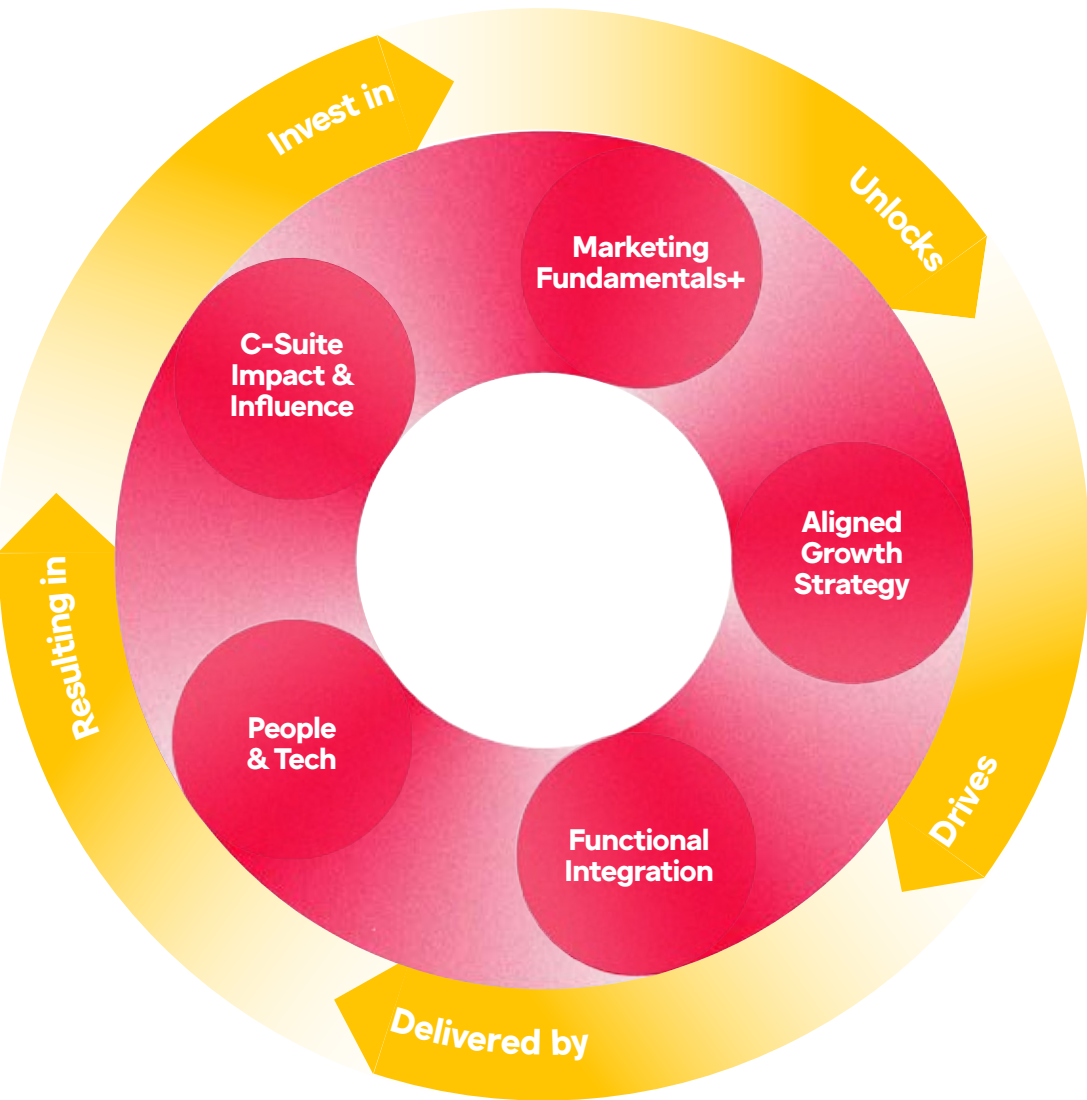
## 5 Leverages impact for influence

Leaders over-index on performance management (assessing, taking action)



# Conclusion: the value of marketers

Throughout this report we’ve talked about the flywheel effect of the five drivers, and how successfully achieving one driver helps to unlock the next. There’s a cyclical effect whereby c-suite impact and influence tips into increased focus on, and investment in, the marketing fundamentals – and so the flywheel effect continues and increases.



There’s also a cumulative effect of the five drivers and it’s where we see a flip in focus from internal to external. The five Marketer of the Future drivers are all focused on internal marketing capabilities, priorities, behaviours and metrics. But it’s the outcome of all these that may result in marketers and marketing teams being able to deliver, and better communicate, around the value of marketing. To all stakeholders.

The pace of change will continue to accelerate. New technologies will offer more opportunities and challenges. But technology is just a means to an ends. A structured focus on where, and how, to invest in your people, the marketers of the future, will potentially serve to enhance your organisation’s capabilities and strategic impact.

**“Marketers need to become value incubators: put an emphasis on trials but also scaling success related to new opportunities.”**

Allyson Witherspoon, Corporate VP,  
Global Chief Marketing Officer, Nissan Motor Corporation





# Want to get involved?

This report is just the beginning. We want your reactions and insights, your examples of where you see the flywheel working (or breaking down), and your topics for us to dig deeper into. Contact us...



## About WFA

WFA is the only global network for senior marketers. Our goal is to make marketing better by championing more effective and sustainable marketing communications.

We are a global association that represents over 150 of the world's biggest brands and more than 60 national advertiser associations worldwide. Together, they create a peer-to-peer network of the world's best marketers, offering a unique source of expertise, inspiration and leadership. We help you by connecting you to their collective wisdom, so you can take leadership positions.

## Contact

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O X F O R D

## About Oxford

We help deliver growth **that sticks** through strategic clarity, change and capability, across marketing and sales.

Like you, we all come from senior client-side roles, and are a mix of generalists and specialists. No juniors, no hierarchies and no politics. We're independent, so have no axe to grind – just what's right for you.

And, as a B Corp, we're committed to being a force for good, for people, planet AND profit.

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### WFA Competition compliance policy

The purpose of the WFA is to represent the interests of advertisers and to act as a forum for legitimate contacts between members of the advertising industry. It is obviously the policy of the WFA that it will not be used by any company to further any anti-competitive or collusive conduct, or to engage in other activities that could violate any antitrust or competition law, regulation, rule or directives of any country or otherwise impair full and fair competition. The WFA carries out regular checks to make sure that this policy is being strictly adhered to. As a condition of membership, members of the WFA acknowledge that their membership of the WFA is subject to the competition law rules and they agree to comply fully with those laws. Members agree that they will not use the WFA, directly or indirectly, (a) to reach or attempt to reach agreements or understandings with one or more of their competitors, (b) to obtain or attempt to obtain, or exchange or attempt to exchange, confidential or proprietary information regarding any other company other than in the context of a bona fide business or (c) to further any anti-competitive or collusive conduct, or to engage in other activities that could violate any antitrust or competition law, regulation, rule or directives of any country or otherwise impair full and fair competition.