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How are marketing operations teams being developed across organizations?

Today's marketing landscape is changing, and many organizations have developed marketing operations teams to help overcome new challenges and embrace new opportunities. Leaders have organizations have overcome obstacles in the marketing operations team development process, and read more about the successes these organizations have achieved.

One Minute Insights:

- Most surveyed marketers agree that the marketing operations function at their organization is clearly defined.
- Organizations who have fully developed their marketing operations function report improved marketing efficiency and alignment with business objectives.
- A top concern among marketers who are developing their marketing operations function is the lack of a standardized marketing tool for marketing operations.
- Lack of human resources (i.e., marketers experienced in marketing operations), and budgetary constraints are the top concerns among marketers whose marketing operations team development is fully complete.

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Data collection: March 5th - July 7th, 2021 Respondents: 101 marketing professionals whose organization has a dedicated marketing operations team

Among organizations with a dedicated marketing operations team, most report they have a marketing operations leader and that the role of their team is clearly defined

84% of marketing leaders whose organization has a **dedicated marketing operations team** also have a **marketing operations leader**, and an additional **12%** report their organization plans to hire a marketing operations leader.

The majority of marketers **agree (55%) or strongly agree (25%)** that the **function and scope of the marketing operations role at their organization is clearly defined**.

73% of marketing leaders, at organizations with a marketing operations team, report the primary responsibilities of their marketing operations teams are **campaign management (73%), reporting (65%)** and **performance measurement (57%)**. Over half also selected technology/tools management (56%), continuous process improvement (56%) and data analysis (55%).

Market research/competitive intelligence (**52%**), Budget management (**46%**), Strategic planning (**44%**), Lead management/nurturing (**44%**), Customer journey mapping (**41%**), Marketing innovation (**38%**), Vendor relationship management (**37%**), Capacity planning (**34%**)

Lack of a centralized marketing tool and human resources were top reported obstacles marketers have faced when developing the marketing operations function

Most marketers (**86%**) report they are **fully or somewhat complete** with the **marketing operations development process.**

The top selected **obstacles** marketers have experienced when developing their marketing operations function are **lack of a centralized marketing tool (45%), lack of human resources (42%)** and **siloed marketing functions (42%).**

Under data governance strategy (**37%**) ; Unclear business strategy for marketing operations (**30%**) ; Unwillingness to collaborate between marketing functions (**27%**) ; Inability to synchronize tech stack across marketing functions **24%**; Lack of agreeing on metrics/reporting functions **20%**; Unclear data governance strategy **20%**; Lack of budget **17%**

Among respondents whose **marketing operations development process is fully complete** (n=41), the top selected obstacles experienced while developing marketing operations are **lack of human resources (44%), siloed marketing functions (41%)** and **employees unwilling to consistently use assigned tools and resources (39%).**

Unwillingness to collaborate between marketing functions **30%**; Inability to synchronize tech stack across marketing functions **27%**; Lack of agreeing on metrics/reporting functions **24%**; Unclear data governance strategy **20%**; Lack of budget across marketing functions **20%**; Unclear data governance strategy **20%**; Other **5%**; None of the above **5%**

Among respondents whose **marketing operations development process is somewhat complete** (n=40), a lack of human resources is the top selected obstacle **(44%)**, followed by lack of **a centralized marketing tool (39%). Employees unwilling to consistently use assigned tools (31%)** and **siloed marketing functions (30%)** round out the top three selections.

Under data governance strategy (**30%**); Unclear business strategy for marketing operations (**25%**); Unwillingness to collaborate between marketing functions (**25%**); Inability to synchronize tech stack across marketing functions (**23%**); Lack of budget across marketing functions (**20%**); Other (**5%**); None of the above (**5%**)

Question shown only to respondents who answered "somewhat complete – we are still filling some roles, and developing processes" and "fully complete – we are fully staffed and our marketing operations function has been rolled out" in the question, "How far along the marketing operations development process are you (i.e. do you have people, processes, and tools in place)?"

Other was less bandwidth for other functions such as PMMs and digital

Among marketing professionals who say their organization's marketing operations development process is **fully complete** (n=41), **improved marketing efficiency (83%)** is the most selected benefit of their marketing operations team development, followed by 70% of the group, an increase of 13%.

Improved marketing data tracking and reporting (**70%**); Improved marketing data quality (**56%**); Improved collaboration across marketing functions (**54%**); Improved marketing data accuracy (**52%**); Enhanced the customer experience (**52%**); Improved marketing data integration (**51%**); Improved marketing data governance (**49%**); Improved organizational performance (**47%**); Improved organizational positioning in the market (**47%**)

Question shown only to respondents who answered "fully complete – we are staffed and marketing operations team has been rolled out" in the question, "How far along the marketing operations development process are you (i.e. do you have people, processes, and tools in place)?"

Improved marketing data tracking and reporting (**70%**); Improved customer retention (**63%**); Improved marketing data quality (**56%**); Improved marketing data accuracy (**54%**); Improved collaboration across marketing functions (**54%**); Improved marketing data integration (**52%**); Enhanced the customer experience (**52%**); Improved organizational positioning in the market (**51%**)

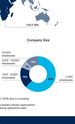
Question shown only to respondents who answered "fully complete – we are staffed and marketing operations team has been rolled out" in the question, "How far along the marketing operations development process are you (i.e. do you have people, processes, and tools in place)?"

Of those marketers who report their organization's marketing operations development process is somewhat complete (n=40), **Improved marketing efficiency and improved marketing alignment with business objectives tied at 64%** as the most selected successes.

Improved customer retention (**58%**); Increase overall marketing agility (**58%**); Increased leads/opportunities (**56%**); Streamlined marketing technology stack (**55%**); Improved revenue/pipeline relationships (**50%**); Improved customer acquisition (**48%**); Improved customer experience (**48%**); Improved organizational positioning in the market (**48%**)

Question shown only to respondents who answered "somewhat complete – we are still filling some roles, and developing processes" in the question, "How far along the marketing operations development process are you (i.e. do you have people, processes, and tools in place)?"

40% of marketing professionals say **alignment and completion of business objectives** is the KPI that has been **most impactful** on the success of marketing operations at their organization.



"Understand the end goal first, what are the top 3 KPIs that matter the most, instead of chasing all. Identify high impact interventions. Develop a use case & scale it up."

- Director, consumer goods industry, 10,001+ employees

"Prioritize cross functional collaboration, establish clear processes, leverage automation, and focus on data driven decision making. Align your strategy with business goals, empower your team with the right tools and training, and continuously improve for long-term success."

- C-Suite, real estate industry, 5,001 - 10,000 employees

"Marketing operations is a must in current times to demonstrate resilience of new campaigns quickly and efficiently"

- Director, Finance industry, 5,001 - 10,000 employees

"It's a great idea to launch marketing operations as a separate function, but it needs to be aligned and in sync from a data point of view or it becomes useless. Technology that is easy to use is also important to encourage use of it. I've seen programs that get out of sync easily."

- Director, software industry, 1,001 - 5,000 employees

"Talk to other industry leaders. There are best practices that may not be evident without learning [from] others' experiences."

- Director, professional services industry, 1,001 - 10,000 employees

Question: What advice would you give to marketing leaders who are just beginning to develop or launch a marketing operations function/strategy?

Question: What advice would you give to marketing leaders who are just beginning to develop or launch a marketing operations function/strategy?

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Respondent Breakdown

Note: May not add up to 100% due to rounding

Sample: 101 marketing leaders whose organization has a dedicated marketing operations team

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Source: Gartner Peer Community, Marketing Ops Crack the Nut Marketing Operations survey

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