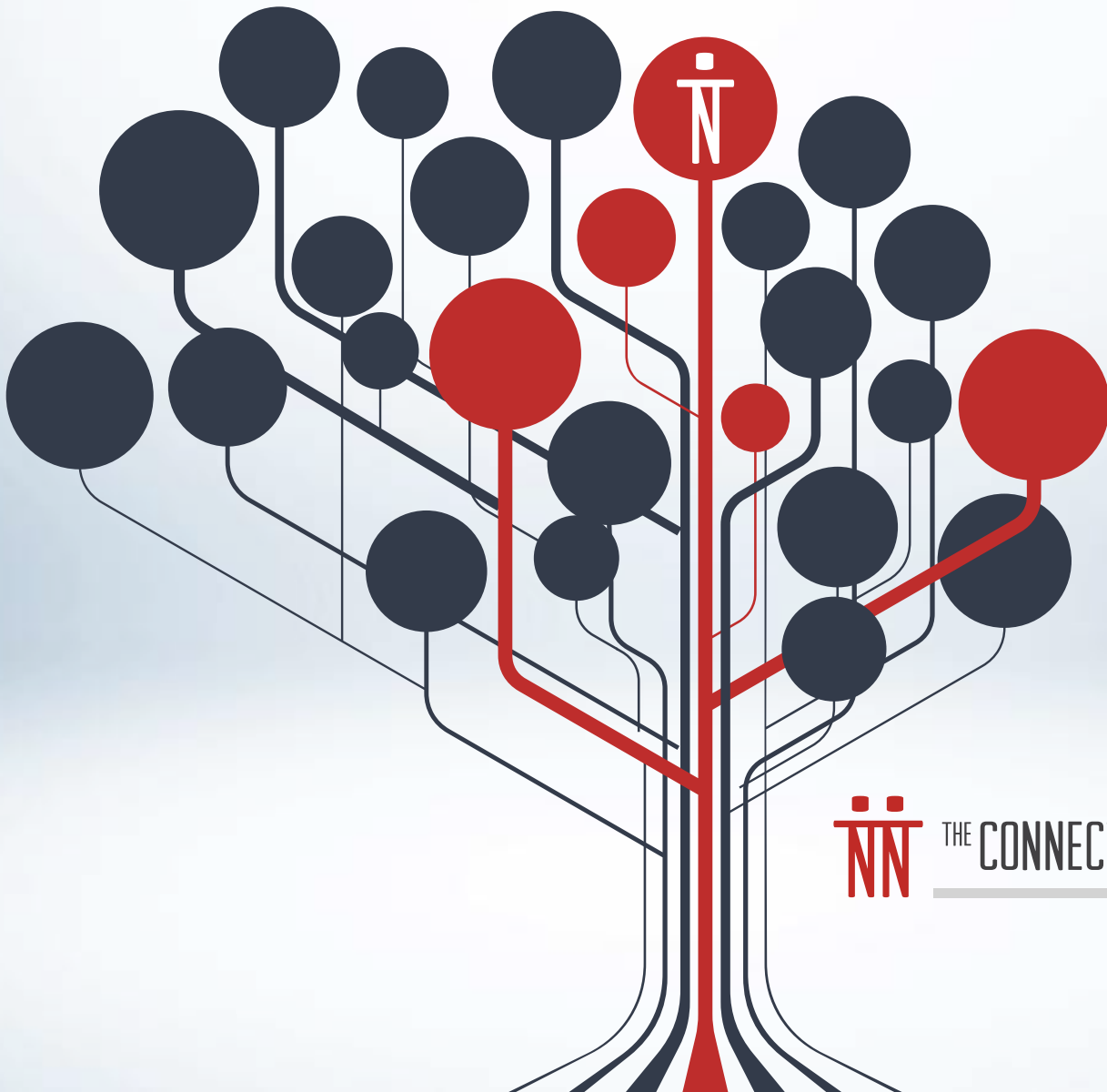


The Talent Land Grab In Marketing Technology: How To Win

By Erica Seidel



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Executive Summary

Marketing has changed more in the past five years than in the previous fifty. Driving that change is an explosion of emerging technologies that enable – and challenge – marketers to launch products, build brands, create campaigns, find customers, and measure results faster and more effectively than ever before. Into this fast-changing world a new breed of marketer has arrived: the marketing technologist. The role is new, expectations are high, and supply of high-quality talent is low.

Over the past few months, I have conducted research to examine the challenges confronting executives when recruiting marketing technologists, and how they overcome those challenges. The insights I share in this paper come from:

- qualitative interviews with executives who recruit and manage marketing technology talent across a range of industries
- my experiences from recruiting marketing technology talent

Three interrelated challenges surface throughout the recruiting process: scouting, evaluating, and selling. Hiring managers struggle the most with scouting – filling their proverbial funnel with enough high-quality candidates. This could be due to an over-reliance on “post and pray” recruiting – posting on job boards and praying that the right talent will appear, rather than personally

and proactively engaging with talent. It could also be due to simple semantics — ‘marketing technologist’ is not a universal term, and someone with the right skills could be difficult to find since they have a very different job title.

Effective evaluation is holistic and examines the three A’s of an ideal marketing technologist: Aptitude, Altitude, and Attitude. Hiring managers agree that the most important trait of a marketing technologist is the ability to learn, reflecting the rapidly-evolving world of marketing technology.

The higher we reach for top talent, the more important it is to accompany that reach with a compelling sell. Those who successfully recruit marketing technologists apply their marketing and sales chops to the recruiting effort. They deliberately build a value proposition for candidates and they deliver a candidate experience that sells the candidate at every touchpoint.

Whoever is leading the recruiting effort — hiring managers, internal talent acquisition professionals, or external recruiters — they will be most successful when they apply an understanding of marketing transformation and the role of marketing technology within it. This will allow them to credibly tap into specialist networks and engage talent.

Marketing Technologists: Who Are They And Why Do We Need Them?

Marketing technologists infuse technology capabilities into the marketing bloodstream, with the goal of making marketing faster, smarter, leaner, and more stable. As the wizards behind the transformation of marketing, marketing technologists' responsibilities include, but are not limited to:

- Marketing automation
- Marketing resource management
- Integration of tools and processes across marketing and sales
- Customer data management and analytics
- Social media monitoring, analytics, and automation

By definition, the ideal marketing technologist is fluent in marketing and technology, blending the creativity of marketing with the process and scaling orientation of IT.

The marketing technologist moniker is a new one, although there are plenty of people with skills at the marketing/IT intersection and only some have the title Marketing Technologist.

Today's marketing technologists are found throughout organizations, in areas such as:

- Marketing Analytics
- Information Management & Analytics
- Customer Intelligence
- Direct or Database Marketing
- Marketing Operations
- Data Science
- Platform Marketing
- Performance Marketing
- Digital Marketing
- e-Commerce

Marketing technologists may work internally in a client-side organization, or for a marketing software or services company in client-facing roles, advancing the marketing discipline for their customers.

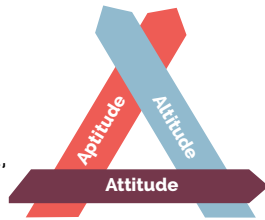
"Marketing is not just outbound demand gen and filling the top of the funnel. It's also about segmentation, product optimization, pricing, strategy, and more. When you take this broader view of marketing, there is a much bigger solution space for marketing technology."

Adam LeVasseur
Slalom Consulting



Aptitude, Altitude, And Attitude: What Hiring Managers Seek In Marketing Technologists

Organizations on the hunt for marketing technologists are seeking a unique combination of aptitude, altitude, and attitude. Across the board, the #1 wish list item for marketing



technologists is the ability to learn. Given how quickly the technology landscape shifts, hiring managers value people with the curiosity, resourcefulness, and flexibility to find answers in a rapidly-changing world.

Aptitude, Altitude, And Attitude: The 3 A's Of Ideal Marketing Technologists

Aptitude:

- Stay on top of technology trends and tools, both in general and as they apply to marketing



“Look for someone who can conceive a technical architecture, including inputs, outputs, business logic, and where data resides.”

— Adam LeVasseur, Slalom Consulting

- Develop a nuanced understanding of the customer journey and add value and speed to it across multiple channels
- Distinguish technology that is operational from technology that is useful and usable



“Understand not just how technology works in isolation but pragmatically design the environment according to how people work.”

— Malcolm Faulds, dunnhumby

- Convince others what a technology investment will do for the organization



“Beware that there can be a long learning curve on the road to being an evangelist. This is because you have to demonstrate how a technology investment will benefit the business, ideally from personal experience. If you can say that in your last company, a particular investment helped increase lifetime customer value or reduced the time to get a campaign out by 50%, that is so much more compelling than the vendor’s sales pitch.”

— Director, Customer Insights & Analytics, major energy service provider

- Translate between technical and less-technical people

Attitude:

- Be able to walk into a meeting with either the CMO or the CIO and add value
- Scale and optimize efforts across the organization



“You want someone who can play the long game of relationship management across siloes, but isn’t so inured to big company politics that they can’t ask, ‘Why is this being done this way?’”

— Shawn Goodin, Clorox

- Go beyond simply buying technology for its own sake — build integrated platforms that link to overall strategic goals

Attitude:

- Be hands-on, getting into the weeds when necessary
- Be comfortable working autonomously, since many companies only have one marketing technologist
- Be “precise without being a perfectionist,” in the words of one participant
- Be able, ready and willing to learn

Conquering The Three Challenges Of The Talent Land Grab In Marketing Tech: Scouting, Evaluating, And Selling

Once you define what you’re looking for in a marketing technologist, you need to find one. You will face three hurdles:

- **Scouting:** Identifying enough high-caliber candidates is far and away the most common challenge faced by participants in this research.
- **Evaluating:** Exploring whether candidates have the chops for a multi-faceted role that’s prone to change is another challenge.
- **Selling:** Identifying what is important to candidates, developing a value proposition, and delivering on it throughout the recruiting process is a challenge that will stretch your marketing muscles.



Scouting, evaluating, and selling may strike you as sequential steps in the recruiting process. But instead of thinking of them as separate and distinct — like three spears of asparagus — approach them as interwoven, overlapping strands — more like cooked spaghetti. Successful selling

leaves a strong impression with candidates and can lead to referrals, which supports scouting. A well-crafted evaluation phase invites candidates to demonstrate their problem-solving skills with real challenges they will encounter in the job, and makes selling easier. Smart, incisive, and proactive scouting streamlines the rest of the process.

In my research, I noticed a theme of hiring managers taking an active role in scouting, evaluating, and selling candidates. This was especially the case when their talent acquisition partners had a more generalist orientation. If a generalist talent acquisition team has only a minimal understanding of marketing transformation and the role of marketing technology within it, they have a harder time credibly tapping into communities of experts. As a result, the talent they surface — according to participants — tends to be either from the marketing side or the technology side, instead of straddling both disciplines. An approach that blends know-how and networks across marketing, recruiting, and marketing technology is clearly most apt to succeed.

Scouting: Be Proactive, Personalized, And Not Too Picky

A common refrain I hear from hiring managers is: "If I could just get more people into my funnel, I'd be able to sell them on the opportunity." What's behind the limited supply of good candidates?

- An over-reliance on "post and pray" recruiting. Often, organizations post their job openings on LinkedIn and other job boards, and then pray that qualified candidates will materialize. Disappointment and frustration sets in when their candidate pool fails to inspire. Post and pray is like casting your fishing line in the Hudson: You just might reel in an interesting fish, but you'll probably throw most of what you find right back in the river.
- Semantics. With marketing technology job titles all over the map, an ideal candidate may have a title quite different from "marketing technologist." This lack of standardization means many good candidates get missed, thus making it harder for talent and hiring managers to find each other.

How do smart hiring managers overcome the supply problem and fill their funnels with valuable candidates? They:

- 1) Embrace non-marketers.** Successful marketing technologists can hail from a variety of backgrounds, including finance, IT, tech consulting, agencies, or digital marketing. Whether marketing technologists are career marketers or 'transfers' from other disciplines, they should be unhampered by 'arts and crafts' marketing modes and methods.

Philipp Stauffer, founder and CEO of marketing technology platform Onor, recalls building a marketing analytics practice at a large consultancy. The timing was opportune: it was right after the 2008 market collapse, and plenty of financial services quants were available and looking to pivot

their careers. Philipp says: "They were not just laid off, but also deeply frustrated with the ethics of the financial services industry. And the beautiful thing about the analytical space is if you are a strong quant talent, you can enter any industry you want."

2) Engage consultants to fill gaps in the short term. Several research participants suggested overcoming a talent shortage by hiring independent consultants or the consulting units of vendors. Yes, "renting" talent like this can be more expensive in the short term, but this way you can gradually pinpoint the full-time talent profile that you need, and then expand at the right pace.

3) Hone job descriptions to showcase only the most essential 'must haves.' Let's imagine a job description that says, "The ideal candidate will have 10 years' experience with CRM software." Now, suppose you have two candidates: Candidate A has 10 years of experience doing the same thing over and over again; while Candidate B has only five years of experience but has progressed faster and seen a broader set of technologies, challenges, and marketing environments in their short career.

Which candidate do you want? Most people would say B. Why? Because often the best people master jobs quickly and are then ready for their next step. With a broader recruiting lens, you will ensure that candidates are not penalized for a pattern of fast growth.

There's another reason why re-evaluating long lists of 'must haves' on job descriptions is important: Many candidates don't bother applying if they can't meet all the so-called 'requirements' on the job description. We saw earlier that the most important wish list item for a marketing technologist is the ability to learn. Since that is the case, relax your expectation for a candidate to check every single box on Day One. Instead of imposing an endless list of requirements, use your job specs to highlight the unique aspects of the job and the attitudes you are seeking.

This strategy can be particularly helpful when ramping up marketing analytics efforts. Author and marketing analytics consultant Cesar Brea has found that: "A smart analytics strategy starts simple and doesn't expand any faster than a firm's ability to absorb the insights it generates. You don't want analytic Ferraris running in first and second gear all the time, burning out their clutches in the heavy traffic of your operating realities."

4) Hire with an eye to building teams, by identifying candidates with some, if not all, of what you need. Several people I interviewed for this research discussed the advantages of thinking in terms of teams when hiring. They look for people with skills and traits that complement others on the team, even if they don't "have it all." Then they cross-train the members of these teams. For instance, consider pairing an analytical technologist with someone who is a great interface to the business. This approach may be expensive and may make your team feel bloated at times, but it will also introduce some extra capacity.

One participant faced the challenge of finding analytical and technical marketing talent, a task made harder by the firm being headquartered in Houston, which is not a hotbed for marketing tech talent. She says: "The question becomes who has done something relevant — even if remotely relevant — and how do you build a portfolio of skills within your team. It's a matter of how many skills you can get at once. If you can get two or three in one person, that's good. I had a guy on my team who spent 15 years in our industry and is a great statistician. He doesn't have as much customer-facing experience, but that's OK."

If your organization is small and you only have one marketing technologist, you won't have the luxury of teams. In that case, you will be looking for the best all-around athlete you can find.

5) Tap vendors. Many vendors showcase their power users and advanced customers, whether on their web sites, at conferences, or through their user groups. Consider tapping into these communities to broaden your funnel.

Jason Seeba, Lead Marketing Technologist at BloomReach, was on the hunt for a marketing technologist. He knew of a bright individual who was making substantial contributions to the Marketo online community. It was clear this individual was a problem-solver who was motivated to help others. From a continent away, Jason managed to land him.

6) Bring on a talent magnet. Consider investing in one talent magnet — even if this means stretching your budget. Landing a senior individual with strong ties to the marketing technology ecosystem can pay off when that person taps their network to grow the team.



But don't expect to tap that network on Day One with a new hire, when they are still deciding if it is the right place for them. **Hagen Wenzek, former CTO of Mediabrand**s who has also advised marketing technology startups with their hiring, has good advice here: "Check in with the new hire after a week, a month, and a quarter. Make sure they are happy. Then at the three-month mark, ask for them to refer you to others in their network. They won't put their reputation on the line after one day but if they are happy after 90 days, they are more likely to do so."

7) Host 'scouting sprints.' How about bringing the CMO and the CIO together to discuss their shared vision, and gather the marketing and IT staff to hear about it? Then, while the remarks are fresh in the minds of the attendees, ask them to recommend people to help deliver on the mission. Ideally, you can have them hear about the mission, identify top talent, and reach out all in one meeting.

Evaluating: Let Both Sides Try Before They Buy

Once you have enough candidates flowing into your funnel, your accompanying challenge is to evaluate them.

You would think that evaluating analytical talent at the marketing/technology intersection is a highly analytical endeavor. But ironically, some of the most analytical marketing leaders I have met admit to hiring more by gut feel than by applying predictive approaches. Evaluating candidates is a discipline unto itself. So please consider these tips instructive, not exhaustive. Whether you use technology, psychometrics, or old-fashioned one-on-one meetings in your evaluations:

1) Incorporate assessments that beget actual work. Hiring processes comprised solely of interview questions will surface the candidates who are the best at interviewing – not necessarily the candidates who will be the best at the job. By contrast, when you expose candidates to the type of work they will do on the job and give them the opportunity to show their previous work, mutual confidence in the fit – or lack thereof – increases. With the right assessments, both sides can evaluate aptitude, altitude, and attitude.

2) Test for altitude. We know altitude is a key aspect for marketing technologists, especially senior ones who will oversee architecting, rolling out, and scaling an entire technology environment. Look for people who enjoy not just coming up with a new solution, but also making that solution stable, repeatable, and standardized. Look for evidence that a candidate embraces simplicity, since it is in reducing ambiguity that their solutions can be broadly applied.

For more junior hires, Rishi Dave, CMO of Dun & Bradstreet, has a suggestion for testing altitude: “Ask them to connect what they have done to the broader strategies a modern CMO might have. For example, can they articulate how technology drives inbound marketing?”

3) Explore the whole person. Earlier, we saw that the best marketing technologists are open-minded by nature and also self-sufficient learners. Exploring a candidate holistically (rather than asking them only about their technology aptitude) will surface these traits and highlight the people with the initiative and passion to ‘lean in’ to their roles in marketing technology.

Greg Tirico at Sage discussed how he differentiated himself as a marketing technologist candidate. He wrote a blog that chronicled and evaluated the productivity apps he was using. Greg suggests that people hiring marketing technology talent look for others who, like him, “have figured out that Excel is not the solution.”

4) Try before you buy. Reflecting the challenges of predicting who will be most effective on the job — made more complicated by the nascence of the marketing technology role — several participants

noted the rise of extended trials for evaluating talent. With this arrangement, you can test skills and cultural fit on both sides. Some hiring managers engage candidates as part-time consultants before hiring them. Others hire talent on a full-time basis and then have an honest dialogue after a few months about fit on both sides. (This tendency is consistent with the emerging 'tours of duty' approach for jobs — the idea of hiring people to accomplish explicit, time-bound mandates rather than to hold jobs with infinite time horizons. For more on this, see Reid Hoffman and Ben Casnocha's work on 'The Start-up Of You.')

Evaluation Suggestions

Here are some suggested avenues for exploring the fit with candidates. Consider seeding interviews with these questions. To assess candidates' Aptitude, Altitude, and Attitude more deeply, invite them to prepare a story or a few slides ahead of an interview.

1. In marketing technology, things change quickly and it's important to learn and adapt in real time. Your job will undoubtedly evolve beyond what is written in the job description today. With that in mind, how do you forecast your role changing over the next 12-24 months?
2. Walk me through the process you used to decide on your marketing automation solution.
3. In your most recent role, how did you decide which marketing technologies to rent, buy, build, and ignore?
4. What was the last thing you learned on your own? How did you approach it? Why?
5. Tell me about a time when you proposed a solution that did NOT involve technology.
6. Here's the raw data from a recent A/B test. Craft a few slides to show the 'so what' and the 'now what' to the CMO. How would you change the presentation if you were presenting this information to the CIO?

Selling: Treat Candidates Like You Treat Customers

The third challenge of landing great marketing technology talent is selling them on the opportunity. The higher we reach for top talent, the more important it is to accompany that reach with a compelling sell. Most hiring managers agree in principle that selling is important. But too often, their candidates fall into a black hole of recruiting bureaucracy. In this hole, candidates can linger for weeks, receiving meager feedback that leaves them scratching their heads rather than understanding how to improve. Such treatment alienates top candidates, especially those that are being wooed by multiple organizations.

The good news: If you apply marketing and sales skills to recruiting, by paying attention to the candidate value proposition and the candidate experience, you will differentiate your opportunity and land more of the candidates you want.

Selling is not something to relegate to the end of the recruitment process. The best recruitment approaches, like the best marketing approaches, deliver a candidate experience that sells the candidate at every touchpoint with a consistent and reinforcing message.

When I work with hiring managers looking for marketing/technology talent, I encourage them to treat candidates as they would treat customers. If we had a \$500k prospective customer on the hook, wouldn't we, at the very least, schedule a meeting expediently, prepare for it, show up on time, ask good questions, position the partnership opportunity in a way that benefits the customer, and follow up appropriately? That's exactly what to do with a candidate.

To adopt a sales and marketing mindset for your recruiting:

1) Consider the signals your recruiting process sends and how they can be improved. Just as marketers are increasingly focusing on the end-to-end customer experience, recruiters and hiring managers must pay attention to the entire candidate experience.



Dave Balter of dunnhumby and Smarterer describes this well: "The art of recruiting now is realizing that every single touchpoint is a selling moment. Are there pets in the office? Do you look innovative in how you treat employees? Are you active in the places where leading-edge conversations take place for your industry? You are marketing your business throughout the process."


2) Re-examine job titles. An 'email analyst' job title could signal that the person in that role should not care about other channels. Similarly, someone holding the title 'marketing analyst' could get the subtle message that they needn't interface with IT. Just as we want candidates to demonstrate Altitude, it's important to offer job titles with altitude.

3) Surface what makes an opportunity special, and promote that. Most job specs portray companies as overly concerned with what they need, and not enough with what they offer. To improve, identify the value proposition you offer to candidates, bearing in mind that different candidate segments could respond to different value propositions. Promote that 'secret sauce' in your job postings, employment branding initiatives, and conversations with candidates.

The following questions can help to identify and build the candidate value proposition:

- What is special about our organization? What is our mission and why does it matter?
- What is smart or unique about the way we are going after the market?
- How could the new hire grow if they are successful in their role?
- Who would not be a good fit here?

4) Match your value proposition to your target market and what it values. To pitch an opportunity effectively, it's not enough to know what you need and what you offer. The other critical piece is knowing what your target market values and speaking to those values.



Rishi Dave at Dun & Bradstreet knows his target market well, and has a value proposition that resonates with this market: "What makes our marketing transformation exciting to recruits is that the executive team, including the CEO, supports and understands modern marketing. Here, they don't have to swim against the tide. Here, marketing technologists will focus on driving big change immediately instead of trying to sell it to people who will never get it."

What's Your Pitch?

To sell candidates effectively, first identify what is special about the opportunity. Here are a few examples:

- **Career development:** In conversations with candidates, help them picture themselves in the job and the support they will have. Malcolm Faulds, who leads global marketing for dunnhumby, suggests, "Always make a strong 90-day onboarding plan with a combination of long-term initiatives and short-term wins. This way, there's a path for some very visible tactical gains that will lead to traction in the organization, both for the new hire and for the marketing technology function in general." Discussing that onboarding plan before the recruit joins the company can be a selling point, since it shows an organizational commitment to career development.
- **Path to CMO:** David Norton, EVP of Customer Analytics and Insights at MDC Partners and former CMO at Harrah's, sets marketing technologists on a career path whereby they rotate around in several functions to get exposure across the business. In this way, marketing technology is seen as a unique stop to becoming well-rounded on the journey towards CMO.
- **Learning from experts:** Are there multiple marketing technologists in your organization? If so, you can showcase this community, and the opportunity for new recruits to learn from experts.
- **Making the first mark:** By contrast, if you are hiring your first marketing technologist, that's exciting for different reasons – the opportunity to make the first mark, build the first team, and architect solutions from the ground up.

5) Always be in recruiting mode, especially if you are part of a small, growing company. Just like a startup CEO is always on the lookout for customers, the strongest hiring managers in small, growing companies are always scouting for talent. They may not have the luxury of a well-developed brand, so they create brand impressions with every interaction.

Philipp Stauffer is based in Silicon Valley, and as a startup CEO, he recruits 24/7. When house hunting, of all things, he met a seemingly very strong engineer working at a leading social media company, whose background and interests were in line with Philipp's business. So Philipp shared the story of his startup and his mission, to start a long-term recruiting conversation. Similarly, Piyush Shah, Philipp's co-founder and CTO, has guests at his home through Airbnb on a regular basis. Through hosting them, he has met several top talent candidates. "You're always hiring and selling when you have a startup," Philipp says.

6) Be aware of other opportunities your candidates are exploring, and contrast your offering with your competitors. Leverage your competitive analysis skills when you're recruiting. When you understand the other shiny objects your candidates are considering, you can hone your value proposition to put your opportunity in the best possible light.

For instance, I interviewed someone who leads an analytics group at a global financial services corporation. She competes for talent with investment banks and consultancies, and she positions the work on her team as "more interesting with less insane hours."



Recommendations:

Recruiting Marketing Technologists in Today's Difficult Market

When recruiting marketing technologists in today's market, you may not have the luxury of huge talent pools and one-way evaluations. So you will need to apply your marketing skills to the three interrelated challenges of scouting, evaluating, and selling candidates. Here are five recommendations to get started:

1. Identify your biggest talent acquisition challenge. Is it scouting? Evaluating? Selling? Simply having the time, expertise, or network connections to recruit effectively? Identifying the biggest challenge will help you focus your energies. Use the Self-Assessment guide included in this report to help pinpoint your biggest challenge.
2. Swim in the same water as marketing technologists. Go to their conferences, read the books and blogs they read, and understand the challenges they face. This could entail:
 - a. Hiring managers applying their subject matter expertise
 - b. Internal talent acquisition teams building subject matter expertise
 - c. Organizations renting subject matter expertise by engaging external specialist recruiters
3. Broaden your view of what an ideal candidate looks like. Often hiring managers over-value industry or functional expertise and miss out on people who could be great transfers with the right attitude to be successful.
4. Adapt and apply your marketing skills to your recruiting endeavors:
 - a. Market and competitive analysis: Get to know your target audience of marketing technology talent. What do they value? What other opportunities do they find compelling?
 - b. Value proposition development: Identify and market the secret sauce of your opportunity and why it matters to an incoming marketing technologist.
 - c. Lead generation: Scout the right prospects proactively.
 - d. Lead nurturing: Ensure that your evaluation phase enables both sides to mutually explore fit. Remember that the best candidates want to be challenged, not coddled.
 - e. Customer experience design: Remember that every touchpoint with candidates sends a signal and can either sell them or alienate them.
5. Treat candidates with the same respect you show clients. Just as customers can share their good — and bad — experiences with your company, so can candidates. Just as customers can refer you to other new customers, so can candidates.

Self-Assessment:

How Well Are You Conquering The Challenges Of Recruiting Marketing Technologists?

For each of these statements, rate your agreement from 1 to 5, where 1 = strongly disagree, and 5 = strongly agree.

Scouting: Identifying high-caliber prospective hires

1. We are happy with the quality of candidates we see.
2. We are happy with the quantity of candidates we see.
3. We incorporate proactive, personalized outreach to candidates.
4. We have one or more 'talent magnets' – people on our team who are successful at attracting new talent due to their network and/or reputation.
5. The people in charge of talent acquisition for marketing technologists are known and credible to the talent market.

Evaluating: Exploring mutual fit for the role

6. We assess aptitude, attitude, and altitude.
7. Our assessment process is mutual – we evaluate candidates and they evaluate us.
8. We have a well-defined process for interviewing and assessing candidates.
9. Our hiring team has a shared language for evaluation that helps us be consistent across candidates.
10. We go beyond interviews and create ways for candidates to show their work.
11. Our evaluation process leads us to a decision point fast enough that we almost never lose top candidates.

Selling: Converting candidates to new hires

12. We know what our target market values.
13. Our job descriptions showcase not just what we need, but what we offer.
14. Everyone on the interviewing team can articulate the selling points of the job.
15. We almost never reschedule interviews with candidates.
16. Candidates say they are wowed by the experience of interviewing with us.
17. The majority of candidates to whom we make offers accept.
18. We receive referrals from candidates that did not receive job offers.

Overall:

19. We find the right new marketing technologists quickly enough for our needs.
20. The vast majority of people we hire perform well and fit with our organization.

Methodology

I was invited to speak at the first [MarTech conference](#) in Boston in August 2014, about “**The Talent Land Grab In Marketing Tech: How To Win.**” I wanted to make sure my advice was rooted not just in my own experiences as a recruiter placing technical and analytical marketing talent, but also in the reality of hiring managers more broadly.

So I undertook this research to understand:

- The landscape for marketing technology talent
- The biggest challenges facing those who hire marketing technology talent
- What's working — and what needs to change — to attract, evaluate, and land great marketing technologists

Seeking a broad set of perspectives, in summer 2014 I conducted telephone interviews with 13 people that have hired and managed marketing technologists. Participants hailed from a range of environments, from client-side organizations to consultancies to technology players. The seniority of participants ranged from Director to C-level.

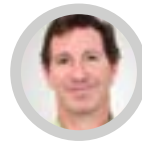


Participants



Dave Balter

Global Head of Investments,
dunnhumby and CEO, Smarterer



David Norton

EVP, Customer Analytics and Insights
MDC Partners



Anonymous

Director, Customer Insights & Analytics,
major energy service provider



Jason Seeba

Lead Marketing Technologist
BloomReach



Cesar Brea

Partner, Force Five Partners and
Author, Marketing and Sales Analytics



Philipp Stauffer

Founder and CEO
Onor



Rishi Dave

Chief Marketing Officer
Dun & Bradstreet



Greg Tirico

Director, Digital Media and Content
Sage



Malcolm Faulds

Head of Global Marketing
dunnhumby



Hagen Wenzek

Acting CTO and Advisor
Unified Social; and former CTO, Mediabrand



Shawn Goodin

Director of Marketing Technology
The Clorox Company



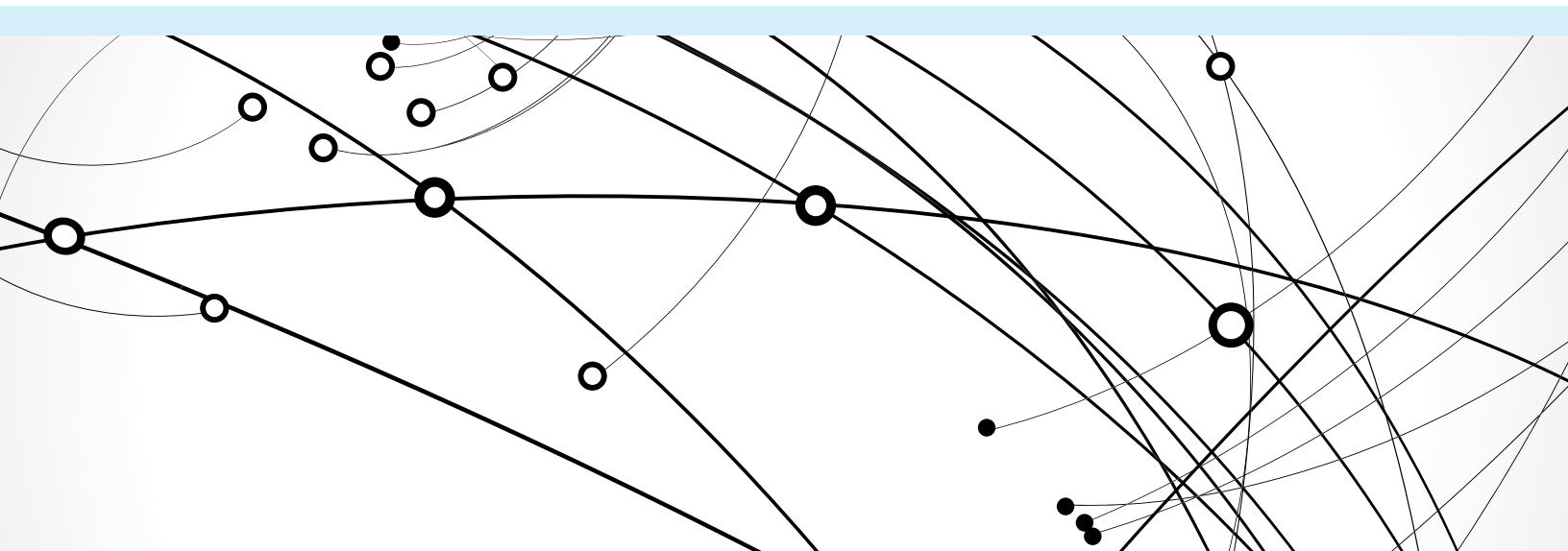
Anonymous

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large global financial services corporation



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About The Author: Erica Seidel



I am the founder of a recruiting practice called The Connective Good, specializing in helping organizations attract and land talent to lead the transformation to data-driven marketing. Specifically, The Connective Good recruits senior professionals with backgrounds in marketing technology, marketing analytics, customer intelligence, digital marketing, product management, quant market research, line marketing, and strategic marketing consulting. Most clients are growing companies that have very high standards for talent, but may not be on the radar of their target talent market. For these organizations, a successful recruiting approach often looks less like procurement and more like 1-1 marketing and sales. The Connective Good helps by proactively and creatively marketing opportunities to carefully-chosen individuals.

My own career has spanned marketing and technology. Previously, I led The CMO Group and The Interactive Marketing Council at Forrester Research. These advisory businesses serve senior marketing executives of Fortune 500 companies with guidance and peer-to-peer education. I started my career in software development, with companies such as Sony, IBM, and Sun Microsystems (now Oracle). I have an MBA in Marketing from the Wharton School of the University of Pennsylvania and a BA in International Relations from Brown University.

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www.theconnectivegood.com

Acknowledgments

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