



Market Data / Supplier Selection /  
Event Presentations / User Experience  
Benchmarking / **Best Practice** /  
Template Files / Trends & Innovation



# Digital Marketing: Organisational Structures and Resourcing

## Best Practice Guide

**Sample only, please download the full report from:**



<http://econsultancy.com/reports/digital-marketing-organisational-structures-and-resourcing-best-practice-guide>

# Digital Marketing: Organisational Structures and Resourcing



**Published** December 2011

All rights reserved. No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopy, recording or any information storage and retrieval system, without prior permission in writing from the publisher.

Copyright © Econsultancy.com Ltd 2011

**Econsultancy London**  
2nd Floor, 85 Clerkenwell Road  
London EC1R 5AR  
United Kingdom

Telephone:  
+44 (0) 20 7681 4052

<http://econsultancy.com>  
[help@econsultancy.com](mailto:help@econsultancy.com)

**Econsultancy New York**  
41 East 11th St., 11th Floor  
New York, NY 10003  
United States

Telephone:  
+1 212 699 3626

# Contents

<b>1. Executive Summary .....</b>	<b>6</b>
1.1. About Econsultancy .....	8
1.2. About the author .....	8
<b>2. Introduction.....</b>	<b>10</b>
2.1. Aims and methodology of the research .....	10
2.2. Scope of survey .....	11
2.2.1. Size of company by turnover .....	11
2.2.2. Business focus.....	12
2.2.3. Business sector .....	13
2.3. Market trends impacting digital structures and resourcing .....	14
2.4. The only constant is change .....	16
<b>3. Digital Resourcing and Structures .....</b>	<b>18</b>
3.1. Size of teams .....	18
3.2. Organisational structures for digital marketing capability.....	20
3.2.1. The rise of digital centres of excellence.....	24
3.2.2. Advantages and disadvantages of centres of excellence .....	25
3.2.3. Migration toward hub and spoke .....	26
3.2.4. Relationship and interface with offline marketing .....	27
3.2.5. Global, regional, local teams .....	28
3.3. Allocation of digital marketing capability .....	29
3.3.1. Allocation of resource.....	29
3.3.2. Key sector differences.....	32
3.3.3. Location of e-commerce .....	33
3.3.4. Location of social media capability .....	36
3.3.5. Technical infrastructure, support and build teams .....	37
3.4. Outsourcing vs in-sourcing.....	38
3.5. Allocation of specialist digital resource .....	40
3.5.1. Areas of specialism and generalism .....	41
3.5.2. Key sector differences.....	42
3.5.3. Balancing specialism with generalism .....	43
3.6. Senior organisational management and digital .....	44
3.6.1. Senior level buy-in to digital .....	44
<b>4. Budgeting.....</b>	<b>45</b>
4.1. Integration of digital into annual planning and budgeting .....	45
4.2. Prioritisation of digital projects .....	46
4.3. The role of strategy and planning.....	49



4.4.	Allocation of digital budgets .....	50
4.4.1.	Digital in the wider marketing mix .....	50
4.4.2.	Budgeting for digital channels .....	51
<b>5.</b>	<b>Knowledge, Skills and Training.....</b>	<b>53</b>
5.1.	Level of organisational knowledge of digital.....	53
5.2.	Priority of digital training .....	54
5.3.	Budgeting for digital training .....	55
5.3.1.	Working with partners and agencies .....	55
5.4.	Knowledge sharing and innovation .....	56
5.4.1.	Informal knowledge sharing and Enterprise 2.0.....	56
5.4.2.	Innovation and the networked enterprise .....	56
<b>6.</b>	<b>Recruitment and Retention .....</b>	<b>57</b>
6.1.	Challenges in recruiting for digital .....	57
6.2.	Challenges in retention for digital .....	59
6.3.	Increasing requirements for ‘T-shaped’ people .....	60
6.3.1.	A definition .....	60
6.3.2.	Why ‘T-shaped’ people are becoming increasingly important .....	61
6.4.	Graduate recruitment.....	62
<b>7.</b>	<b>Growth, and the Future .....</b>	<b>63</b>
7.1.	Growth in resourcing .....	63
7.1.1.	The strategic imperative for change.....	63
7.1.2.	Approach to resourcing emerging channels .....	64
7.1.3.	Key areas of predicted growth.....	65
7.1.4.	The rise in product management .....	67
7.2.	Challenges and barriers to growth.....	68
7.2.1.	The challenge of always-on marketing.....	69
7.2.2.	The challenge of a multichannel approach .....	69
7.2.3.	The challenge of being agile .....	71
7.2.4.	The increasing need to break down organisational silos.....	74
7.2.5.	The talent time bomb .....	74
7.3.	Opportunities for the future .....	76
7.3.1.	The digital team of the future.....	76
7.3.2.	Agile digital marketing structures.....	76
7.3.3.	The rise of talent networks.....	79
<b>8.</b>	<b>References and Further Reading.....</b>	<b>81</b>
8.1.	Books and web articles.....	81
8.2.	Econsultancy best practice guides, briefings, studies.....	83
8.3.	Econsultancy blog posts.....	83
<b>9.</b>	<b>Appendix .....</b>	<b>84</b>



# 1. Executive Summary

The ten key findings and themes from this research are:

1. **The only constant is change:** Marketing and digital marketing teams have entered a new phase characterised not just by change, but continuous change (in structures, processes, roles, skills), creating an environment of uncertainty but also opportunity. As the global economic pressures bite, constant evaluation of organisational structures becomes the reality as businesses seek to be more adaptive and to drive greater efficiency and effectiveness.
2. **A key shift in mindset:** In 2008, Econsultancy surveyed a range of businesses for the Econsultancy Managing Digital Channels Best Practice Guide<sup>1</sup> and alongside a broader range of questions, asked them about how their digital marketing/e-commerce functions were structured (enabling some comparative trend analysis which is covered in *Section 3.3.3*). As part of that report, organisational online presence was categorised broadly into four main types:
  - a. **Transactional e-commerce site:** where products are available for purchase online and the main business contribution is through sale of these products e.g. e-retailers, online financial services and travel companies.
  - b. **Services-oriented relationship building website:** Sites that provide information to stimulate purchase, build relationships and generate leads. Products may or may not be available for purchase online.
  - c. **Brand building site:** Sites that provide an experience to support the brand and interact with customers. Products are not typically available for online purchase, although merchandise may be e.g. FMCG brands.
  - d. **Publisher, portal or media site:** Sites providing information, news or entertainment about a range of topics, with ad revenue being key to the business model e.g. portals, social networks, publisher sites.

The survey feedback indicated the significant...

**Sample only, please download the full report from:**



<http://econsultancy.com/reports/digital-marketing-organisational-structures-and-resourcing-best-practice-guide>

<sup>1</sup> <http://econsultancy.com/reports/managing-digital-channels-best-practice-guide>



## 1.1. About Econsultancy

Econsultancy is a [global independent community-based publisher](#), focused on best practice digital marketing and ecommerce, and used by over 240,000 internet professionals every month.

Our hub has 105,000+ members worldwide from clients, agencies and suppliers alike with over 90% member retention rate. We help our members build their internal capabilities via a combination of research reports and how-to guides, training and development, consultancy, face-to-face conferences, forums and professional networking.

For the last ten years, our resources have helped members learn, make better decisions, build business cases, find the best suppliers, accelerate their careers and lead the way in best practice and innovation.

Econsultancy has offices in London, New York and Dubai and we are a leading provider of digital marketing training and consultancy. We are providing consultancy and custom training in the Middle East, and extensively across Europe and Asia. We trained over 3,000 marketers and ran over 200 public training courses in 2010.

[Join Econsultancy](#) today to learn what's happening in digital marketing – and what works.

Call us to find out more on +44 (0)20 7269 1450 (London) or +1 212 699 3626 (New York). You can also [contact us online](#).

## 1.2. About the author



Neil Perkin (<http://neilperkin.typepad.com>) is a renowned blogger, writer and the founder of Only Dead Fish, a digital and media consultancy that specialises in applying strategic understanding of social and emerging media technologies to help businesses innovate and optimise their effectiveness within the new, networked communications environment.

Neil is a columnist for New Media Age, a consultant with Econsultancy, a regular keynote speaker across Europe on content strategy, emerging media, digital marketing innovation and social technologies, and writes regularly for BrandRepublic, FutureLab, Marketing Week, and The Marketing Society among others.

He has over 20 years media owner experience and was latterly the Director of Marketing, Strategy and Digital for IPC Media, the largest consumer publisher in the UK and publisher of multimedia brands including Wallpaper, Marie Claire and the NME. In this capacity he ran award-winning strategy, planning and consumer insight functions and was at the centre of defining and implementing the digital strategy for one of the largest media owners in the UK.

Neil curates the quarterly series of Firestarters thought leadership events on behalf of Google UK, and has worked with market-leading global businesses including Warner Bros, HBOS, YouTube,



Marks & Spencer, Leo Burnett and Disney, and is an associate of The Futures Agency, a collaboration of some of the world's leading media thinkers and futurists. For people who like shiny things, he has won more industry awards than just about anyone in UK media, with five awards to his name including a Campaign Award, two Media Week Awards and an Association of Online Publishers award.

**Sample only, please download the full report from:**



<http://econsultancy.com/reports/digital-marketing-organisational-structures-and-resourcing-best-practice-guide>



## 2. Introduction

### 2.1. Aims and methodology of the research

#### Research aims

The main aims of the Econsultancy Digital Marketing: Organisational Structures and Resourcing report are to:

- Identify common issues, themes and challenges faced by managers and organisations in structuring their digital marketing capability.
- Provide better intelligence on how organisations, particularly medium to large, are responding to those challenges.
- Provide best practice recommendations on approaches to and opportunities with digital resourcing and structures.

#### Research methodology

The research involved three main phases:

- *Phase 1:* Identification of the key challenges faced by organisations and digital marketers in structuring and resourcing their digital marketing programmes in an optimal way. Also, how organisations are tackling these challenges, and resourcing their digital marketing in order to maximise their opportunity within competitive and rapidly changing markets. This first phase involved a series of in-depth interviews with a broad range of digital and non-digital marketers and e-commerce leads across different sectors and markets.
- *Phase 2:* Identification of existing thinking, issues, examples and models that are relevant to a comprehensive consideration of digital resourcing and structures. This phase involved desk research.
- *Phase 3:* This involved an online survey of a range of organisations designed to better quantify feedback and enable cross-tabulations to identify sector-specific variances.

#### Sample size

1. **Qualitative:** a total of 30 in-depth interviews were conducted with a range of digital marketers and managers including heads of digital marketing, marketing directors, digital brand managers, heads of e-commerce, digital strategy leads and relevant digital consultants. These digital marketers worked across a wide variety of different sectors including finance, media, NGO, healthcare, travel, retail, utilities, FMCG, publishing and telecoms.
2. **Quantitative:** 171 digital marketing and e-commerce managers from 15 different sectors who are corporate Econsultancy members completed the online survey. Respondents were recruited by email. Some traditional marketers responsible for digital marketing also took part in the survey. For sectors covered in the survey see the [Appendix](#).

**Sample only, please download the full report from:**



<http://econsultancy.com/reports/digital-marketing-organisational-structures-and-resourcing-best-practice-guide>

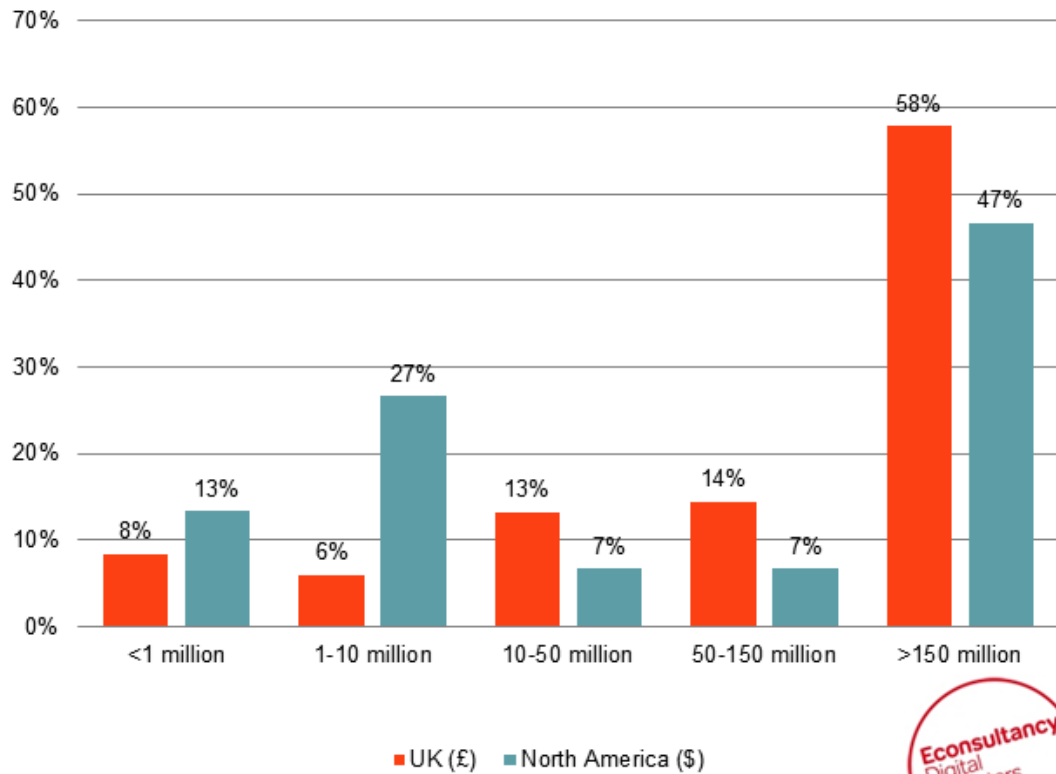


## 2.2. Scope of survey

### 2.2.1. Size of company by turnover

A broad spread of organisational size by turnover was covered by the survey. The majority of respondents worked in large organisations with a turnover in excess of £150m per year.

Figure 1: What is your annual company turnover?



Respondents: 115

**Sample only, please download the full report from:**



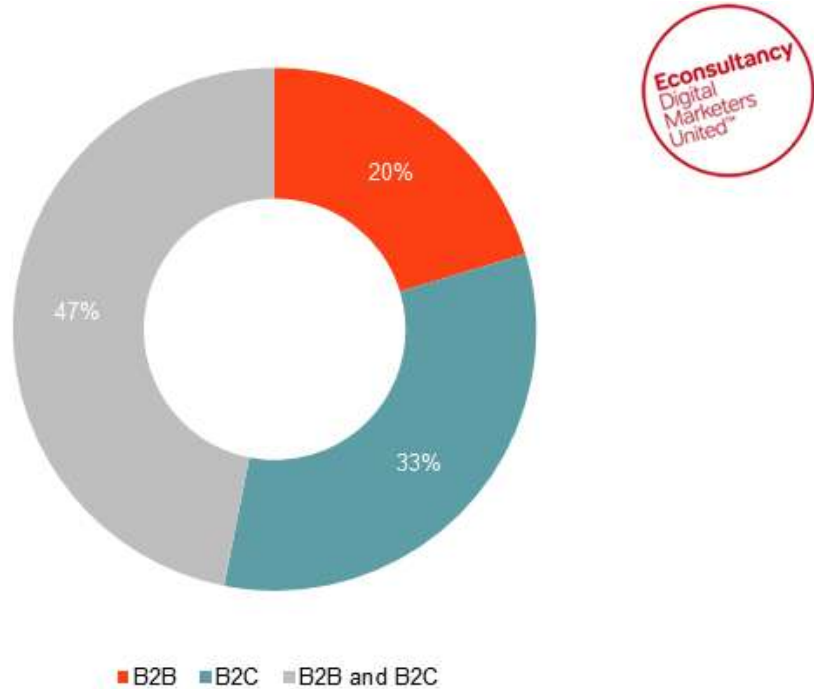
<http://econsultancy.com/reports/digital-marketing-organisational-structures-and-resourcing-best-practice-guide>



## 2.2.2. Business focus

The chart below shows to what extent businesses are focused on B2B, B2C, or both. The majority of respondents (47%) worked in businesses that have a focus in both areas. Around a third (33%) are exclusively B2C focused. Around one fifth (20%) are B2B focused.

Figure 2: Is your business focused on B2B or B2C?



Respondents: 115

**Sample only, please download the full report from:**



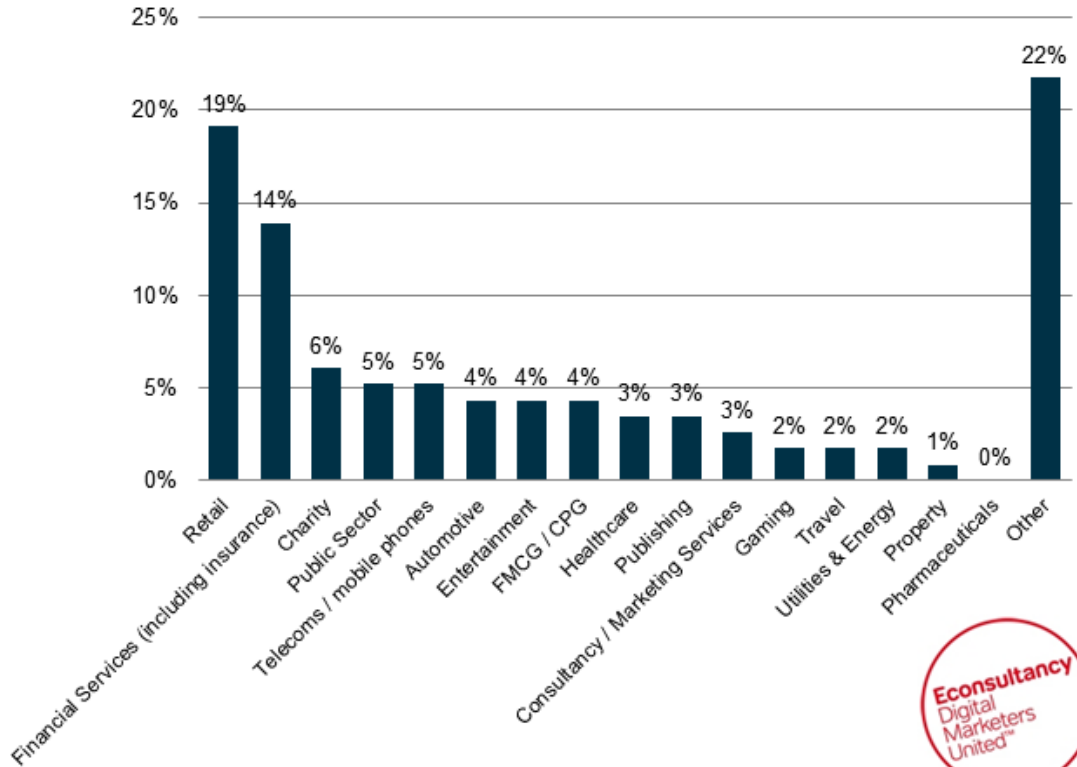
<http://econsultancy.com/reports/digital-marketing-organisational-structures-and-resourcing-best-practice-guide>



### 2.2.3. Business sector

Respondents to the survey work across a broad range of different industry sectors. The best represented sectors include retail (19%) and financial services (14%). Other significant sectors include telecoms, FMCG, charity, entertainment, automotive, healthcare and the public sector.

Figure 3: In which business sector is your company?



Respondents: 115

**Sample only, please download the full report from:**



<http://econsultancy.com/reports/digital-marketing-organisational-structures-and-resourcing-best-practice-guide>



## 2.3. Market trends impacting digital structures and resourcing

A recent Econsultancy / Adobe survey<sup>2</sup> identified some key trends in marketing and digital media that are impacting organisations and providing the backdrop for how they need to structure and resource their digital marketing capability in order to best respond:

1. Emerging channels and technologies – the trend that is perceived to have the highest potential long-term impact is the proliferation of devices, which is opening up a plethora of both challenges and opportunities for brands and organisations.

Figure 4: How significant are the following trends or tactics in terms of their impact on your organisation?

<Sample>

**Sample only, please download the full report from:**



<http://econsultancy.com/reports/digital-marketing-organisational-structures-and-resourcing-best-practice-guide>

<sup>2</sup> <http://econsultancy.com/reports/first-quarterly-digital-intelligence-briefing>



## 3. Digital Resourcing and Structures

### 3.1. Size of teams

Among research participants there is a variation in the number of people working in the marketing and communications team within their organisation. The majority of respondents (54%) have less than 30 people in the team, with a relatively even spread between those that have...

**Sample only, please download the full report from:**



<http://econsultancy.com/reports/digital-marketing-organisational-structures-and-resourcing-best-practice-guide>

### 3.2. Organisational structures for digital marketing capability

Four clear types of organisational structure for digital marketing capability arose from the research:

- 1. Digital marketing resource and expertise dispersed through the organisation.**  
Feedback from survey participants indicated that when digital first began to become a priority within their business, initial resource and staffing requirements were historically fulfilled on a largely reactive basis, in response to immediate and near-term future perceived need. As a result, structures for digital, and digital marketing often grew 'organically'.

This structure works well in...

**Sample only, please download the full report from:**



<http://econsultancy.com/reports/digital-marketing-organisational-structures-and-resourcing-best-practice-guide>



## 4. Budgeting

### 4.1. Integration of digital into annual planning and budgeting

The focus seen over the last few years on integrating digital channels into the broader marketing mix has been effective for many marketing teams. Some 61% of respondents believe they now...

Figure 5: We have an integrated approach to online and offline marketing, and channel selection

<Sample>

*Respondents: 116*

**Sample only, please download the full report from:**



<http://econsultancy.com/reports/digital-marketing-organisational-structures-and-resourcing-best-practice-guide>



## 5. Knowledge, Skills and Training

### 5.1. Level of organisational knowledge of digital

When asked to describe the level of digital knowledge within their organisations, only a minority of respondents (43%) classified it as 'excellent' or 'good'. Many felt that it was 'average'...

Figure 6: How would you describe the level of digital knowledge within your organisation?

<Sample>

*Respondents: 116*

**Sample only, please download the full report from:**



<http://econsultancy.com/reports/digital-marketing-organisational-structures-and-resourcing-best-practice-guide>



# 6. Recruitment and Retention

## 6.1. Challenges in recruiting for digital

The challenge of finding staff with suitable digital skills was listed as the fourth most significant barrier to progress (see *Section 7.2*). The survey yielded some further intelligence as to which specific skill areas are perceived to be the most difficult to recruit for, with web analytics/data being the standout most popular answer.

Beyond analytics, as shown in *Figure 36*, responses then reflected similar proportions of respondents who selected a broad range of skill areas including social media, content marketing, SEO, website design and build, mobile and paid search.

Figure 7: Which digital-related areas are the most challenging to recruit for?

<Sample>

Respondents: 112

**Sample only, please download the full report from:**



<http://econsultancy.com/reports/digital-marketing-organisational-structures-and-resourcing-best-practice-guide>



# 7. Growth, and the Future

## 7.1. Growth in resourcing

### 7.1.1. The strategic imperative for change

Is change driven from the top down, or from the bottom up? Does the imperative for change in digital structures and resourcing come from strategic initiatives from senior staff, or is it in response to customer need and departmental requirements?

In the qualitative interview process, the majority of respondents described the process for creating a strategic change imperative in digital (increased resourcing, change of priorities or objectives) as being both top-down and bottom-up.

1. **Top-down:** Restructuring or refocus initiated by...

**Sample only, please download the full report from:**



<http://econsultancy.com/reports/digital-marketing-organisational-structures-and-resourcing-best-practice-guide>



## 8. References and Further Reading

### 8.1. Books and web articles

**Tim Brown, *Strategy by Design*, web article, Fast Company, July 2005**  
<http://www.fastcompany.com/magazine/95/design-strategy.html>  
(T-Shaped people)

**Sample only, please download the full report from:**



<http://econsultancy.com/reports/digital-marketing-organisational-structures-and-resourcing-best-practice-guide>

### 8.2. Econsultancy best practice guides, briefings, studies

**Managing Digital Channels Best Practice Guide**

<http://econsultancy.com/reports/managing-digital-channels-best-practice-guide>

**Achieving Digital Balance – Mastering Digital Strategy and Budgets**

<http://econsultancy.com/reports/achieving-digital-balance-best-practices-for-mastering-digital-strategy-and-budgets>

**Internet Marketing Strategy Briefing**

<http://econsultancy.com/reports/internet-marketing-strategy>

**Econsultancy / Adobe Quarterly Digital Intelligence Briefing**

<http://econsultancy.com/reports/quarterly-digital-intelligence-briefing>

**Return on Effort Study**

<http://econsultancy.com/reports/return-on-effort-study>

**Traits of Effective Marketing Organizations**

<http://econsultancy.com/reports/traits-of-effective-marketing-organizations>

**Marketing Attribution Management Buyer's Guide**

<http://econsultancy.com/reports/marketing-attribution-management-buyers-guide>

**Econsultancy / Lynchpin Online Measurement and Strategy Report 2011**

<http://econsultancy.com/reports/online-measurement-and-strategy-report>

**Sample only, please download the full report from:**



<http://econsultancy.com/reports/digital-marketing-organisational-structures-and-resourcing-best-practice-guide>



**Econsultancy / Foviance Multichannel Customer Experience Report**

<http://econsultancy.com/reports/multichannel-customer-experience-report>

**State of Social Report 2011**

<http://econsultancy.com/reports/state-of-social>

## 8.3. Econsultancy blog posts

**17 digital marketing trends for 2011, by Econsultancy CEO Ashley Friedlein**

<http://econsultancy.com/blog/7014-digital-marketing-trends-2011-by-econsultancy-ceo-ashley-friedlein>

**“Brand Everywhere” – the next big thing in digital marketing?**

<http://econsultancy.com/blog/7669-brand-everywhere-the-next-big-thing-in-digital-marketing>

**Digital helps to feed comeback of offline marketing**

<http://econsultancy.com/blog/7129-digital-helps-to-feed-comeback-of-offline-marketing>

**Sample only, please download the full report from:**



<http://econsultancy.com/reports/digital-marketing-organisational-structures-and-resourcing-best-practice-guide>



# 9. Appendix

## Appendix 1

List of the sectors covered by respondents in the quantitative survey:

1. Automotive
2. Charity
3. Consultancy / Marketing Services
4. Entertainment
5. Financial Services
6. FMCG / CPG
7. Gaming
8. Healthcare
9. Property
10. Public Sector
11. Publishing
12. Retail
13. Telecoms / Mobile phones
14. Travel
15. Utilities & Energy

**Sample only, please download the full report from:**



<http://econsultancy.com/reports/digital-marketing-organisational-structures-and-resourcing-best-practice-guide>



## **Appendix 2**

List of titles and sectors covered in the qualitative research:

- Head of Marketing, Financial Services
- Global Digital Brand Manager, FMCG
- Head of Digital Strategy, Financial Services
- Head of E-Business, Travel
- Head of UX and Design, Financial Services
- Head of E-commerce Strategy, Retail
- Global Interactive Marketing Manager, Manufacturing
- Head of E-commerce, Financial Services
- Global E-Commerce Manager, Manufacturing
- Head of E-Commerce, Media
- Group Marketing Director, Media
- Owner, Ecommerce/Digital Consultancy
- Head of Digital Marketing & CRM, Apparel
- Owner, Media/Digital Consultancy
- Global E-Commerce, Healthcare/Manufacturing
- Head of E-business, Financial Services
- Head of Digital, Utilities
- Head of E-Commerce, Publishing
- Head of Online, Charity
- Director of Integrated and Digital Marketing, Telecoms
- Owner/Proprietor, E-tailer
- Head of Online Sales and Marketing, Telecoms
- Digital Consultant, Financial Services

## **Appendix 3**

Illustration of Waterfall and Agile approaches

**Sample only, please download the full report from:**



<http://econsultancy.com/reports/digital-marketing-organisational-structures-and-resourcing-best-practice-guide>

