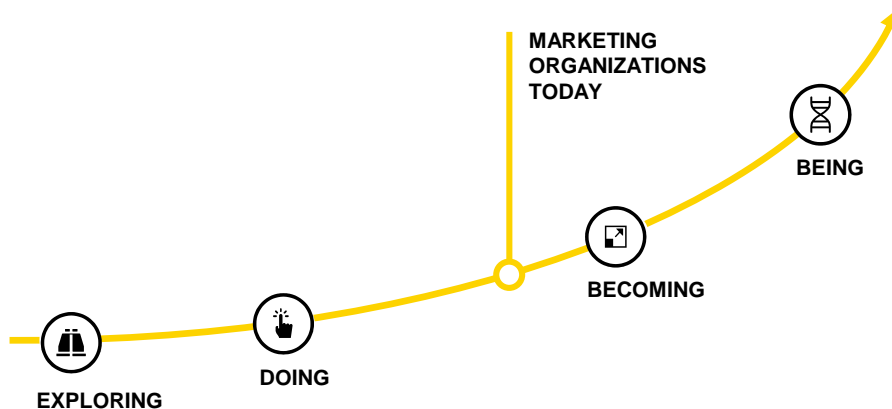


# Marketing Organizations Today Are “Doing” – Not “Being” – Digital

DIGITAL TECHNOLOGIES, MINDSETS, AND WAYS OF WORKING HAVEN'T BEEN WOVEN INTO CURRENT BUSINESS, OPERATING AND CUSTOMER MODELS

Organizations who are *being* digital possess capabilities and behaviors that position them to be agile and capture value in this new era of business<sup>3</sup>



...AND THEY FACE SIMILAR DIGITAL CHALLENGES

Digital maturity is consistent across:



Headquarter Location



Company Size



Geographic Distribution

MILLENNIAL MARKETING PROFESSIONALS PERCEIVE THEIR MARKETING ORGANIZATIONS AS LESS DIGITALLY MATURE

**41%**

of Millennials rate their organizations as Becoming/ Being Digital vs. 52% of Generation X

TODAY'S MARKETING TRAINING IS BECOMING IRRELEVANT

**48%**

do not agree that digital skills training is effective and timely

CULTURE IS A BARRIER TO BEING DIGITAL

**41%**

do not believe that their current organizational culture supports digital adoption

ORGANIZATIONAL STRUCTURE HASN'T BEEN ADAPTED FOR DIGITAL

**51%**

do not agree that structure is becoming less defined by formal roles and levels

MARKETING ORGANIZATIONS NEED TO BE MORE AGILE

**46%**

do not agree that their organization can manage unplanned change without it slowing them down