



FLEISHMANHILLARD

GRADUATION ASSIGNMENT

Skillsets of marketing and
communication professionals

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14000 words – Not confidential

W PR SYS PLA GEN OPT PAY MEA MI CONTENT SEO SOCIAL PRODUCTION SKILLS MARKETING PROGRAMS ROI ANALYSIS ADVERTISING STAKEHOLDER REPUTATION CUSTOMER COMMUNITY REPORTING RESEARCH INSIGHTS WEB CARE CODING BUYING DATA BLOGGERS CRISIS ETHICS CRM LEAD BRAND CMS

Executive Summary

This report was written in order to describe the research process that has been conducted by international communication student Olivier de Rijcke from the Hanze University of Applied sciences in Groningen. The assignment has been created by David Wolff from international communications agency FleishmanHillard in Amsterdam. The research is about identifying the communication and marketing integration trend and the skills that are needed for communication and marketing professionals in the near future and the developments within these fields of work.

The research mainly focused on identifying the integration trend and defining the various skills needed within all of the communication and marketing professions. This was done by exploring various marketing and communication publications and reports about the developments and trends occurring within these areas. Furthermore, printed and online publications have been used to identify these skills and looking into the current developments in this working field. All of the used sources are published by credible professional organizations and opinion leaders from the marketing and communications field. This was done in order to identify the perspectives from both professionals in the media & marketing field and professionals operating in the communications & public relations. By comparing the skills and developments from both sectors provides this research with an accurate view on the skills and developments that are taking place.

The paper takes a theoretical approach in order to identify the merging trends the skills within marketing and communication professions. The chosen method is mainly by conducting desk-research and literature review of relevant sources that contribute to the identification and classification of the skills and are mapped on the PESO model. The paper is based on the diagnostic model as proposed by Verschuur & Doorewaard (2010).

The main findings of this report state that the merging of the communications and marketing professions is a result of the need for organizations to be more efficient and reactive to the market and consumers. The competition, professionals and agencies therefor follow suit. Digital media takes a leading role in the development of this trend. Traditional media used to be relatively slow and one-way communication, while the rise of the fast digital media is more about brand perceptions and reputation. In order for professionals to remain effective they need to adapt to this trend by understanding all the aspects of communications and media.

The three main trends that have been uncovered are:

1. The merging and integration of the communication and marketing work field
2. The rise of digital media and the digital skills gap
3. Managing online communities and channels and content production

These trends have impact on the future skillsets of the communication and marketing professional. After an extensive research of the literature about the communication and marketing trends, a secondary research among additional literature, has been executed that aid to identify the skills needed for these professionals in the future working fields.

The 15 identified skills that are mapped on the paid, earned, owned and shared dimensions of the PESO model in this report, will give the professional and organizations an insight on what skills they require to remain effective and relevant in the future.

These skills are: Brand building, Visual content production, Pay-per-click (PPC) advertising, Content marketing, Storytelling / Editorial content production, Crisis / issue management, Reputation management, Search engine optimization (SEO), Stakeholder management and media / blogger relations, Programming / coding, Content management systems (CMS), Email marketing, Web analytics & reporting, Community management and Social listening.

These skills are important for both communication and marketing managers in the future. The identification of the skills and trends are of great importance for FleishmanHillard. As a communication agency they acquired new insights in the future developments and trends of their working field and the skills that are needed within these trends. Adopting these new skills will ensure that FleishmanHillard is future-ready and to gain a competitive advantage over other organizations.

Lastly, future studies are proposed as a follow-up for this research. This paper give an insight on the skills of the near future but as the digital landscape changes, so does the required skills that are needed to operate successfully within marketing communications. A research survey has been proposed and can be found in the appendix of this research. At the time of writing this survey has already launched by FleishmanHillard.

Acknowledgements

Firstly, I would like to thank and express my gratitude toward David Wolff (Head of Digital) and Charlotte Burgers (Senior Account Executive) of FleishmanHillard who supported me from the beginning of this research project towards the end in uncovering the important skills of marketing and communication professionals. Secondly, I would like to thank the Hanzehogeschool supervisor Astrid Berg (Course Leader Corporate Communication), for supporting me during this graduation period. Lastly, I would like to thank all of the other people at FleishmanHillard who helped me in any way to accomplish and complete this research assignment.

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1. Introduction

The role of communications and marketing has changed significantly with the rise of digital and media. Smartphones and big social platforms have significantly changed the way people communicate towards each other but more importantly towards brands and organizations. This change also has severe implications for marketing and communication professionals. Reaching customers is no longer a one-way message but changed into a dialogue via social media platforms such as Facebook and Twitter. Brand perceptions, reputation and engagement strategies are increasingly important for an audience that is increasingly resistant towards one-way communication.

In this new day and age the profession of communication and marketing professionals is changing rapidly. This trend does not only affect professionals but also organizations and agencies in the way they operate. Playing into this ever rising digital trend is crucial in gaining a competitive advantage over other businesses and winning consumer.

Playing into this trend is thus crucial for communications agencies such as FleishmanHillard.

2. Organization & context

2.1 Background

FleishmanHillard (FH) is one of the leading international communications and PR agency in the world. FleishmanHillard is active in over 80 countries and In order to stay relevant in the highly competitive business FH needs to adapt to the changing communications environment and trends in order to maintain a competitive advantage over other communication agencies and bureaus.

The digital trend is breaking down the traditional silos of marketing and communications and is merging or blurring into each other. Reputation management becomes increasingly important in digital media, which is traditionally a working field of communication and PR agencies but increasingly implemented by marketers. Additionally another development that can be identified is that communication agencies are increasingly focussing on creating and publishing visual content into the digital media which has been a traditional area for marketers. The merging of these marketing and communication fields has implications for both marketing and communication professionals and their skillsets. Both need to adapt to the skills that are part of this integration trend. Furthermore, this merging of fields has consequences for agencies as well. Organizations are expressing the need for agencies that play into this merging trend and offer integrated marketing and communication solutions as described by Gofton (2012) and Odden (2012).

Therefore, it is important for FleishmanHillard to identify the current development within the marketing and communications working fields and with the emphasis on skills, that are needed for communication and marketing professionals in order to remain a competitive advantage.

2.1.1 Organization

FleishmanHillard (FH), established in 1946, is one of the biggest strategic communication agencies in the world. Its headquarters stands in St. Louis, USA. Furthermore, FH has offices in more than 80 countries around the world and operates on every continent.

Fleishman-Hillard is part of the Omnicom Group that is registered at the New York stock exchange. Omnicom is a global player on the various areas of communication such as advertising, marketing and corporate communications.



The Fleishman-Hillard office in Amsterdam, the Netherlands counts a total of twenty employees. They are currently involved with high profile clients such as Philips, Marktplaats, ProRail, TCS, Jones Day and more.

Fleishman-Hillard specified that this change of the communication landscape is highly relevant for them since they are an integrated communication agency. PR was always the main focus of the company but also notice the trend of clients requesting for an all-integrated communication agency that is able to perform all facets of communication for the various clients.

This research will be of great relevance for FH since indicating the change in the communication landscape and defining future communication trends in skills FH can gain a competitive advantage among other communication agencies and focus on adapting skillsets that prove to be of importance in the future of communication. If the agency is not able to adapt to the changing reality of communication they risk losing existing clients or possible bids for future communication projects.

2.2 Issue statement

This research is conducted by Olivier de Rijcke from the Hanze University of applied sciences in Groningen. The project and research has been initiated and designed by David Wolff of global communications and PR agency FleishmanHillard. FleishmanHillard is one of the leading agencies in the communication field with a strong global network with strong connections with leading organizations. FleishmanHillard wants to remain competitive in a changing communication environment. Therefore understanding the trends within the communication field and the skills needed to remain a competitive position among its competitors.

2.3 Assignment description

This research assignment has been provided by FleishmanHillard and is designed by David Wolff, who is a director of digital within FH. The project is to investigate the future developments and skills in the communication and marketing working field. Secondary objective is to present the skills on a clear and mapped overview. This is done in order to get a clear insight into the future skillsets.

2.4 Research Objective

The objective of this research was to identify the trends and possible integration between marketing and communications working areas and to present FleishmanHillard with the skills sets needed within these trends of these professions by conducting desk research using research reports,

scientific articles and publications from marketing and communication professionals on the developments within each working area, the integration of these professions and skills

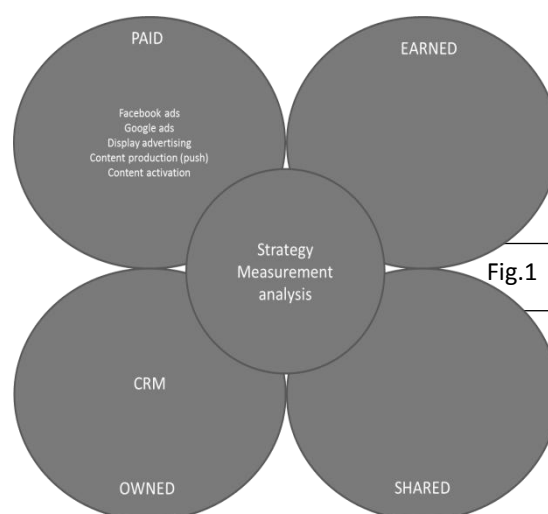
3 Theoretical framework

The theoretical framework will lay out various theories and concepts which will be suitable to use on this research. First will be the use of the P.O.E.M. Model developed by Corcoran (2009). This model will be used to identify and segment the set of skills used by marketing- and communication managers and will eventually uncover and map the changes of used skill sets. Additionally, the P.E.S.O. model developed by Bartholomew (2010) is an improved version of the P.O.E.M. model. This theory will provide a framework in which the defined skills of communication can be mapped. Once the skills are defined and segmented in one of the four PESO domains, one can track the change and shift of the current and future skillsets of communication managers. Figure 1 gives a visual explanation of the four domains of the model

Furthermore, theories such as the yearly reports on “Challenges and Competencies for Strategic Communication” by Zerfass (2007-2012) from the European association for communication professionals (EUPRERA) will prove to be of importance in uncovering the past and current trends in communication of communication managers and management.

Another article that will prove to be useful to this research is the yearly report of EUPRERA with the European communication monitor that transnationally monitors communication professionals and trends and analysing the changing context of their profession. Additionally, EUPREA monitors specific subjects of communication within communication management and public relations. Additionally, the article by authors Illia and Balmer (2012) on corporate communication and corporate marketing will prove to be useful in defining the skills of both managers.

To further elaborate on the problem statement, several articles will support the problem statement indicating that this trend is currently on the attention of PR and communication managers. Articles including online magazines and blogs of communication managers and print media such as PRweek.



Key Concepts	Theoretical framework
Trends in communication	Trends in communication analysis (e.g. Zerfass et. all (2007-2012) defining trends in communication, Illia and Balmer (2012), Printed and online publications.)
Current and future communication skillsets	Current and future communication skillsets (e.g. Zerfass et. all (2007-2012), Dutch Annual communication research, Printed and online publications (Chan, Khor, Hanson.)

The key concepts present a demarcation of what components and dimensions are included according to Verschuren & Doorewaard (2010) to be relevant to this research.

4 Research Framework

Research objective

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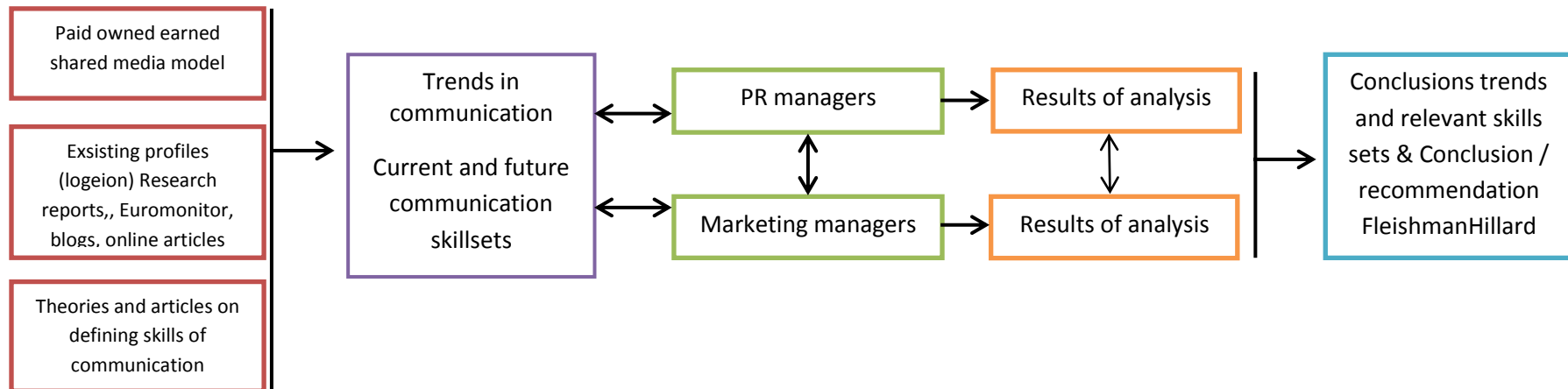
Theory

Key Concepts

Objects

Results of analysis

Recommendation



5 Literature review

The current developments in the world of communication is a very active topic described and being researched by various communication institutions and researchers. A good example is given in the article by Laura Illia & John Balmer (2012) who describe the differences and similarities between corporate marketing and corporate communications and the developments that are taking place in these respective fields.

The following section discusses theories that were chosen according to the theoretical and relevant areas of this research. These theories and articles will assist in providing insight on the trends and skills sets of marketing, PR and communication professionals. The PESO model is a theory which will be used to map the skills on various media and eventually track changes. Furthermore, additional reports from communication branch institutions such as Logeion, Euromonitor and Altimeter will prove to be of use for this research. Lastly various (online) publication on traditional and digital media from opinion leaders and branch experts will aid in providing a clear view on these trend and skills.

5.1 Trends in communication management

The following articles provide an insight into the trends within the communication and marketing working fields.

Laura Illia & John Balmer (2012) wrote the article with the purpose to provide an insight on the European corporate communications and corporate marketing fields and their “nature, histories, differences and similarities”. The article describes the differences between the departments but most importantly the similarities and the developments within the communication and marketing field. The rise of digital media acts as a catalysis for the merger of the two professions. Furthermore they report that both departments increasingly focus on communication and behaviour and with the final aim to reduce this gap and both departments note the importance of CSR and ethics.

Bill Lee (2012) writes in The Harvard business review about why (traditional) marketing is “dead”. In this publication the author describes why marketing is operating within a dead paradigm. Mr. Lee describes various developments and what actions need to be undertaken by the industry. The three steps he describes are: “Find your customer influencers, Help them build social capital, Get your customer advocates involved in the solution you provide”. These steps indicate and support the trend that marketing is shifting from traditional advertising to a more communication and PR way of work about (online) reputation management.

Another research that indicates the trends within the communication fields is The European communication monitor (2012). This is an annual survey among 2209 senior European communication professionals in 42 countries, since 2007, that covers the future trends of communication management and public relations. This yearly research is a collaboration of several

organizations such as: European public relations education and research association (EUPRERA), European association of communication directors (EACD), communication director magazine. The research itself is conducted by: Zerfass, A., Verčič, D., Verhoeven, P., Moreno, A., & Tench, R.

This research focuses on several key topics within the whole of the communication landscape and discovers trends within the communication and PR working field. This report will serve as one of the main sources for this research. The annual report has been tracking the change since 2007 and can therefore accurately show the change and trends during the past five years and thus provide an indication on future developments.

One of the relevant areas of this research that indicates another trend is the social media: importance, implementation and skills chapter. The chapter reveals various crucial trends such as the increasing importance of social media and the perceived importance. Skills in developing mobile applications has seen as one of the most important current trend in the work field, however, the implementation rates of professionals are lower than any other working area. Communication managers also indicated and rated the importance of other digital skills and the implementation rate and if they are able to implement these skills. This supports the trend that communication managers understand the importance of digital skills but do not yet possess these assists the integrate them in their daily work.

Younger communication professionals have more expertise regarding skills in digital media while older communication managers have less experience with digital skills. Logically, the work field in which these managers operate also has a substantial impact on the skills of communication professionals. The survey additionally shows that professionals that are active in fields such as public affairs, media relations, international-, overall-, marketing communications score lower on digital skills compared to colleagues that are active in internal-, strategy- and online communications. Furthermore the research (Zerfass, et.al 2012) shows that informal approaches are the favoured strategy in order to gain experience in new skills and to apply these skills also in private situations.

One of the main trends that can be derived from the European communication monitor research is the progression of the importance of digital and social media and is indicated by the majority of the communication professionals within this research. Within the digital media atmosphere the research show that the current trend for communication professionals is to focus on online (social) communities and content production (E.g. Video and editorial content)

Additionally, the single most important skill that is indicated by this research is the capabilities of a communication professional to manage and operate within online communities (e.g. social media). The second aspect described by the research are online videos. Within digital media this specific type of content is crucial in digital media. (Online) video production and management is traditionally an aspect of marketers within the paid media atmosphere. The rise of digital media has reinforced the importance for communication professionals to use this content within communication management. The gap between understanding the importance of online videos and actual implementation is still big among communication professionals as indicated by the report. This is a strong indication that communication professionals are taking on skills that are traditionally utilized by marketing professionals.

Another aspect that is relevant is the mobile applications aspect which knows the biggest gap between importance and implementation. Mobile applications are rated to be of great importance but communication professionals don't have the ability and skills to implement this technological advancement. The report furthermore indicates that communication professionals embrace the importance of blogging and the writing of editorial content, which are skills that are considered to be the home grounds of communication managers.

Main strategic trends that have been identified for 2015 in the European communication monitor (Zerfass, et.al 2012) are:

1. Coping with digital evolution and the social web (46.3%)
2. Linking business strategy and communication (44.1%)
3. Matching the needs to address more social audiences and channels with limited resources. (33.8%)

A Dutch communication branch organization called Logeion, initiates an annual research name: The Dutch Annual Communication Research report and does this in cooperation with researching company Direct Research. The report is the second, following the report of 2012. Authors of this report are Marieke Gaus & Marvin Brandon. The report is written in Dutch; however it remains highly relevant in order to indicate and record the trends and skills of communication professionals.

In Communication trends 2013, the authors explain the trends that have been indicated for 2013 by surveying (n=528) communication advisors, managers, supporter and directors. In the trends it is clearly visible that activities within digital media are grossing high in the communication trends. Trends such as content marketing and storytelling, online communities and platforms, social media monitoring, branding and creating measurable goals are among the top activities of individuals active in the communication work field. The strongest growth is to be witnessed in the activities of making social media part of the communication mix.

All these aspect provide a clear indication that digital and social media are of rising importance for communication professionals. Skills that are associated with this development are mainly skills that are being utilized in order to engage with the digital and social media and it communities. Most of the editorial and relational skills are familiar grounds for communication professionals. However, skills that are traditionally used within the paid media atmosphere are areas of development for these stated professionals.

Another notable aspect of this research is the decrease in communication specialists compared to 2012. The amount of communication specialists decreased from 4.7 to 3.8 on weighted average. This figure acknowledges the proposed communication and marketing trends. Furthermore it should be noted that social media monitoring and sending of social media content are the two most executed activities on online media.

The annual report of Australian marketing professionals by Responsys (2012) shows additional trends within the marketing profession. The report indicates that more than half of (digital) marketers (n=125) feel there is a digital knowledge gap within their organisation, indicating that marketers are under equipped to successfully execute digital campaigns. This trend is also witnessed among communication professionals by European communication monitor (2012) as described

earlier. This indicates that both communication and marketing managers have skills and knowledge gaps within digital media.

Interestingly the research of Responsys (2012) shows that 70% of digital marketers indicate that they have equal or more experience than their respective manager. This trend is also visible within communications according to the European communication monitor (2012). Digital marketers are also struggling to analyse the amount of data they have access to with half of the marketing professionals reporting that they are not equipped to analyse customer data. To make future advancements in digital marketing it will become increasingly important for organisations to hire data specialists and increasingly invest in the skills of employees.

PR week (2013) describes the changing marketing and communication environment This publication dedicated to news, trends and developments in the PR world. This special issue from February 2013 was dedicated towards the integration and trends of marketing and PR. In this publication the authors (Daniels, C., Barrett, S., Kiefer, B., Stein, L., & Compton, J. (2013, February)) of the various articles discuss how the integration, content and social media has changed marketing and the relevance of PR. In the first article is an interview with CMO Jeff Jones of Target retail mentions that that “the value of an earned impression will be of more value than a paid one” (Referring to the PESO model) and additionally describes that the value of an earned impression is more valuable since it is a genuine connection. The marketing department will focus more on the earned domain which is the area of the communication profession Secondly, Kiefer (2013) describes that “consumers are driving the integration of marketing and PR disciplines” and “the growing impact of reputation on consumer buying decisions and the increased voice of consumers through social media”. Thirdly, Stein (2013) is indicating the importance of content creation and the broad adaptation within communication and marketing campaigns. Lastly, Compton (2013) describes the new functions of agencies in the “super-integrated environment” and the developments of the increase of collaboration of marketing and communication departments by international brands.

Moreover, Lloyd Gofton (2012) describes in his article on the e-consultancy website about the changes and the future of marketing. He acknowledges the changes within marketing and the shift from marketing towards PR and other communication branches. In this article the author also uses the PESO model in order to stress the importance of earned media and non-paid digital publications within marketing. Furthermore, Gofton stresses the importance and change with the use of several cases.

The three main trends that have been identified and distilled from all the mentioned literature are:

1. The merging and integration of the communication and marketing work field
2. The rise of digital media and the digital skills gap
3. Managing online communities and channels and content production

5.2 Effect of trends on current and future communication skillsets

The developments and the integration of the communication and marketing has severe implications on the skills that are needed within these merging professions. The sources stated below provide not only additional support and insights into the merging of the working fields but also on the skills that are of relevance within this merger.

This report focuses on trends and skills of the communication and marketing professional. In order to get clear insights in the various trends and skills of these professionals, it is essential to include literature such as articles and reports of opinion leaders and other credible sources from individuals within this working area. Beside the literature and research reports that has been described above, it is essential to include these sources that help to identify the skills and trends.

Instead of solely relying on research reports, it is also crucial to take the opinions of communication and marketing professionals into consideration. The (online) articles provide additional input from a different research perspective. The following articles are publications from various communication and marketing professionals and thus provide additional support and insights from what these influential individuals think, instead of exclusively depending on the earlier described research reports.

Samuel Chan (2013) is an online marketer that has been active in various (US) media conglomerates and currently owns a media agency. On his official blog Chan describes the changing environment of marketers. Furthermore he describes within his publication thirteen skills and trends and how the future marketer should adapt on the changing environment and what skills are vital for future relevance. The skills he mentions are a mix of marketing and communication skills. Within this article he furthermore describes that crisis management skills are of great importance to a marketer. The managing of crisis's is a skill which is a clear example of communications skills further integrating into the marketing working field.

Additionally, Christine Khor (2012) explains in the article several skills that marketers will need in the near future. She is the director of a requirement organization that specializes in the requirement of Marketing and communications professionals. In her article she furthermore describes seven skills that are essential in the digital communications and marketing world. Ian Lurie (2009) additionally describes eleven skills that are increasingly important for marketers that are active in (internet) marketing. Skills that the author addresses vary from SEO to Pay-per-click marketing and is a combination of marketing and communication skills. Moreover, David Fleet (2009) explains in his publication the importance of various skills within the PR professional work field. The author makes a clear distinction between traditional and future skills. The traditional skills mainly include the basic skills while the new skills include various digital skills such as: Blogging, Micro blogging, Social networking tools, SEO (search engine optimization), coding, RSS, blogger relations and Social media ethics. Especially, the new skills are indicating the integration of the PR and marketing fields since most of the proposed skills are widely used and applied in the marketing and communication field.

Furthermore, Arik Hanson (2012) describes on the website of communications conversation in detail what skills are needed for future PR professionals. All the skills that he mentions that are of

importance are supported by cases and quotes of influential persons within the PR industry. Skills that are being mentioned by the author are mainly focused on the digital trend and therefore the list include various online skills.

First, Hanson mentions advertising copywriting as being an important skill since online advertising is often rooted within messaging instead of creative. Secondly, Hanson stresses the important of video editing and production in order to create engaging content within the digital media atmosphere. Thirdly, the importance of mobile is stressed especially with the rise of mobile interaction. The author mentions that this skill is often underestimated by PR agencies. Fourthly, Hanson mentions that social content creation and curation will be a skill of great importance for future PR professionals since content is the main driver on social media. As a fifth skill the author indicates that analytics is an essential skill since digital media creates an *“unlimited source of data about the key audiences”*. It is crucial to be able to process and analyse this data in order to gather and develop insights from this data. The sixth skill is described as being SEO. Search engine optimization is a critical skills since it is seen as one of the main drivers of traffic towards websites. The seventh skill is the *“speed to information”* skill as stated by Hanson. Speed to information is being able to anticipate on opportunities and challenges when one is aware of these situations. This skill is also crucial in remaining a competitive advantage. The eighth skill mentioned by the author is programming. With the rise of digital media and mobile, it is crucial in these new technological advancements. The ninth skill that has been mentioned is being able to manage virtual teams. The tenth and final skill that the author mentions is blogger outreach. Bloggers are gaining strong leadership in niche subject areas. Being able to successfully reach bloggers and endure strong relations with them is crucial since they are opinion leaders for ones’ target group.

The various skills that have been mentioned by Hanson (2012) indicate and support the thought that digital media is playing an increasingly bigger role. Furthermore he mentioned various skills within the PR working field that are also extensively used in the working area of marketers.

6 Research Questions

In order to successfully conduct this research, the method of subdividing the research framework as stated by Verschuren and Doorewaard (2010) the following research questions have been derived:

RQ1. What trends in the market are causing the integration of communication profiles?

SQ1. What does the European communication monitor state about the integration and of communication profiles

SQ2. What does the professional and academic literature and opinion leaders indicate about the integration and skills of marketing and communication

RQ2. Which 15 skillsets are needed within the integration of marketing and communication professions?

SQ1. What are the most required skillsets by marketing?

SQ2. What are the most required skillsets by PR?

RQ3. What would a communication practitioner skillset look in 5 years?

These questions will be answered about the international communication situation, thus making it an international orientated research and relevant for communication and marketing professionals, all of the FleishmanHillard offices and other organizations.

7 Research strategy & method

7.1 Strategy

The practice oriented based research strategy is selected as mentioned by Verschuren & Doorewaard (2010) since it is “meant to provide knowledge and information that can contribute to a successful intervention”. The research project will primarily be based on case studies, online blogs and articles by opinion leaders and experts within the communication and marketing work field and is done by desk research and contacting various communication associations (E.g. Logeion) to receive reports on research findings within the communication and marketing field in order to gain a clear insight. Additionally, if possible within the current timeframe and after the defining of the skill-sets, communication managers via connections of Fleishman-Hillard can be surveyed on their opinion on the changing communication environment and skills. If this will prove not to be feasible within the current timeframe, a follow-up research might be considered in order to gain a deeper insight on this subject.

7.2 Method

Since this research is operating within the diagnostic stage of research on the intervention cycle as mentioned by Verschuren & Doorewaard (2010) a clear demarcation is made. The problem and analysis are already defined in the earlier stage prior to this research. Once the causes and skill sets are determined and the issue identified the research can enter the design stage for further research.

The initial was primarily based on reports, articles and statements of various opinion leaders and key individuals from the communication and marketing work field that will aid in defining the communication and marketing managers’ skills and current and future skillset trends . Additionally, in order to help the defining the set of skills and trends an optional secondary part of the research can be conducted by conducting surveys on some communication of communication managers that will help support the findings of skill-sets and elaborate on future trends and to support the hypothesis. This two-step research will support the initial findings and will provide a solid base for the findings.

The research design can be exposed to changes during the research process as unforeseen factors can influence the process. Being able to adapt to those situations will aid in the validity of the research but can result in changes of the initial plan.

The research strategy includes the following steps that need to be undertaken in order to execute the research successfully.

7.2.1 PESO model

The PESO model will be used in this research to map the skills that have been identified in this research. The model is highly relevant since it has the ability to segment and map the found skills on the four dimensions of the model. Since the skills are all of a different nature it is essential to segment and structure them according to the several dimensions of marketing and communication profession. This is done in order to create a clear overview on the origin of the 15 recognized skills. The benefit of this model is that each manager knows in which dimension they operate and what skills they need to adopt to. Furthermore, this model will aid in future research in showing shifts of these skillsets on the four dimensions. Lastly, the model is crucial within the diagnostic model. (Verschuren & Doorewaard 2010)

The PESO model has been developed in 2010 by Don Bartholomew based on the P.O.E. media model the S. Corcoran developed in 2009.

P.E.S.O. stands for Paid Owned Earned and Shared. These four segments create a clear distinction between the various media that are active today. This model will assist in dividing the various skills that will be explored during this research. This model was developed in order to create a separation in the various working areas of media and is commonly applied by various businesses and agencies around the world. Firstly, the P.O.E. media model was designed by Forrester research by Sean Corcoran in 2009. This model aided to differentiate the various roles of media and how these are related. PEO stands for Paid, Earned and Owned media. Within these categories various media are defined and separated together. This model has been modified by various companies and agencies but the core of these models are almost identical to the original one. This model leaves room to be used not only on media or skills and is thus open for a wider interpretation and adaptation.

Paid media

The model defines the paid (media) section as: “Brand pays to leverage a channel”. Hereby should be noted that the term “brand” can be interpreted in various ways. This research will focus on skills and thus can be interpreted and translated into: Skills required to operate in the Paid media atmosphere. Time or space purchased on someone else’s platform.

The model furthermore describes various channels and examples within the paid media atmosphere. These include but are not limited to: display advertisements (e.g. billboards, television advertisements), paid results in search engines, radio advertisements and sponsorships. Paid media can be considered to be all media whereby the initiator has bought on conventional or digital media.

The benefits that come with this segment are additionally described in the model. The first benefit is that paid media is greatly controllable since the initiator has bought media space. The message that is being sent out remains largely in a controlled environment and is hardly affected by external factors. Secondly, this media is immediate since it can be directly distributed among various channels and directly sent out to the audience. There is no lag between sending and receiving. Thirdly, the scale of the media is considered to be another advantage. One is able to buy media with directly knowing how many individuals will be reached and can adjust the message to a wide or small audience. Lastly, the model defines that paid media are therefore in high demand and most of marketing and communication budgets are spent within this area.

The challenges that this atmosphere has to endure are also highlighted in the PEO model. The first challenge with this media is the clutter that may arise from this media. Secondly, the response rates from the audience towards this sort of media, has shown a decreasing trend. Receivers of these messages seem to be increasingly unaffected towards these communications. Lastly, which is somewhat related towards the second challenge, is the poor credibility of these media. The receivers of messages are aware that of advertising and will not necessarily believe these communications since they rather trust sources that have credibility such as opinion leaders, friends and relatives.

Owned media

Owned media is defined as being a channel that a brand or organization controls by itself. Again it should be noted that the model states brand but this research will use the model for skills that are required within that type of media. This media atmosphere exists out of various channels however the described ones within this model are the (corporate) (mobile) websites and blogs that the organization maintains. Controlled content on a closed platform.

The first benefit of this type of media is that it is highly controllable. Anything sent out through these channels and media is untouched. The message originates directly from the source (I.g. organization). Secondly, the messages that have been produced are highly cost efficient since they are established with own resources and materials of the organization. There is no need to buy media. Thirdly, the messages produced in this domain have a long life-span since external factors are not able to remove them since they exist in self-owned channels. Another advantage that is described in the model is the versatility of the media within the owned domain. Within this domain various channels can be used to distribute the message, excluding paid media, such as Twitter and other various social media. The last benefit of this media is the ability to reach niche audiences.

Challenges are that the media is not able to give any guarantees such as reach and pick-up of the messages. Additionally the model explains that people are not likely to trust direct (corporate/organizational) communication as it could be biased and not providing truth and opinions. It is only in the benefit of the organization. Lastly, the model elaborates that the scaling of the media can take up a considerable time before it will sufficient of size.

The role of this media is to build for long-term relationships with existing potential customers and earn media.

Earned media

Earned media is defined as “customers becoming the channel”. For this research it will be considered to be of relevance by mapping what trends and skills are necessary to this earned media, thus reaching customers. Reportage or editorial created by consumers, various third parties or journalists.

Typical forms of this media include: Word of mouth (both online and offline), blogs of opinions leaders, print media, commercials and all other media. Channels are considered to be earned as long one refrained to pay in order to appear in these media. The message is being spread due to the interesting, relevant, content or message. Additionally, “going viral” is an often coined term for the rapid spread of a message among earned media.

The benefits of earned media. Firstly, according to the model it is the most credible type of media among the three other dimensions. Secondly, Peer to peer communication, word of mouth, recommendations by opinion leader, relatives and friends are often the deciding factor in the decision making process and therefore of high value. Lastly, the theory mentions that messages in earned media domain are often very transparent and easily recognizable and genuine. Additionally, these messages continue to live on and will not directly end when a campaign is over. The audience has the power.

The challenges by this earned media are defined as the following. Firstly, the sender of the message has little to no control over the emitted message on the receiver. The messages may be transformed, taken out of context. Secondly, the risk exists that people may communicate negative about your organization or brand. Thirdly, the scale is another challenge that occurs in earned media. Communications can vary considerably in scale. Increasing the scale can require a considerable amount of resources. The last challenge of earned media is the measurement of impact and results since there are a lot of variables and factors have to be taken into consideration such as: reach, return of investment, tone of message and others.

The role of earned media is to listen and respond what happens in the other media dimensions. Earned media is often derived from the success of well-executed and well-coordinated paid and owned media.

This concludes the P.O.E media model, but in 2010 D. Bartholomew revised the model to suit better with the rise of social media. Bartholomew added a fourth dimension to these other three dimensions. The fourth dimension is the “Shared” dimension. From henceforth the P.E.O. model of Corcoran will be replaced by the P.E.S.O model with the fourth dimension included.

Shared media

Shared media is being defined and referred as social media networks and technologies managed by consumers as being the media that is operated within the shared territory. Typical forms of these media include, Facebook pages and accounts, LinkedIn, Flickr, Twitter and other social media that is open for any user and shared between users and organizations. Anyone can play on an open platform

The benefits of shared media is that is usually free and accessible for a big audience. Secondary, customers are able to write positive about your brand and can be considered to (brand) ambassadors once they are active supporters of a brand or organization.

The challenges are the lack of control the shared domain is not controlled by a central point and should be seen as a network whereby communication flows freely. Secondary is the measurement of shared media since they can be located on various platforms which makes monitoring a resource-intensive task.

The main difference between shared and owned media is due to the fact that earned is mostly by opinions leaders and large media institutions while shared domain is open for anybody.

The four domains will provide this research with a foundation in order to project the skills on a framework/map. The skills then will indicate their relevance in each media domain. If one indicates the need of the projected skills on the map it automatically shows in what domain their (future) focus will be. Additionally, the P.E.S.O model also includes a list of methods on how to approach the various media dimensions. Bartholomew (2010) divided each dimension into: Exposure, Engagement, influence and Action. These steps will be of aid in dividing the researched skills, in various literature, onto the P.E.S.O. framework and additionally provide input for possible skills.

8 Limitations and Risks

A natural limitation to this research will be the overall time in which this research can take place. The planning, executing, reporting and final presentations stages take place in less than 12 weeks which is relatively short for an extensive research. The time constraint can result in not conducting the survey and only focusing on defining the current and future trends and skills of the communication landscape. Further limitations could be the unwillingness of communication managers to cooperate with the research or providing very polarized views on the same issue.

Furthermore, a possible limitation can be the gathering, sorting and defining the relevant data which will help establish the skillsets. Additionally, the position of the researcher also plays an important role since he may not include his own opinions, attitudes and feelings or alter the results in any way. All these issues should be avoided to guarantee a successful research.

Risks of this research are that the outcomes of the surveys will provide data that is not relevant for this research or that there will not be any respondents to the research request. Finding alternative communication managers would therefore be a solution.

Future research suggestions

Due to a time constraint, it is suggested for further research that conducting and executing a small survey on a few communication managers would further support the findings and to confirm or deny the proposed communication trends and to test the validity of the proposed skillsets of this research.

9 Findings

This chapter is based on the thorough analysis of the publications that has been studied in the literature review. The literature discussed earlier in the literature review provided the base and core in identifying the developments and merging of the communication and marketing field. Moreover, these communication and marketing articles indicated which skills will be relevant within this merger for both professions. The skills have been identified using the literature described and analysed within the literature section of this paper and additional publications, that great relevance for this research, have been included in the references chapter.

These include but are not limited to the works of Zerfass, et.al (2012), Chan (2012), Resonsys (2012), Dutch Annual Communication research (2012), Illia and Balmer (2012), Lurie (2009), Khor (2012), Hanson (2012), Salomon-Lee (2012), Fleet (2009), Gofton (2012), Oddon (2012) and Lieb, R., & Owyang, J. (2012). All of the mentioned skills will be described in detail within this chapter.

As mentioned in the methodology chapter, the “paid domain” is a the main working field for marketers although these skills are not restricted only to marketers but any communication or marketing professional. The skills in the paid domain are highlighted in blue. Skills within this dimension:

1. *Brand building*
2. *Visual content production*
3. *Pay-per-click (PPC) advertising*
4. *Content marketing*

Brand building	Lurie (2009), Sykes (2013), Gaus & Brandon (2013)
Visual content production	Hanson (2012), Chan (2013), Skerik (2012), ECM (2012)
Pay-per-click (PPC)	Salomon-Lee (2012) and Hanson (2012) Lurie (2009)
Content marketing	Skinner (2013), Salomon-lee (2012), Hanson (2012), Communicatiejaaronderzoek (2013)

The “earned domain” is the main domain for communication and PR professionals. Skills located within these domains are indicated to be of importance for this field of work. However, these skills are not limited solely for these professionals. The defining of the skills showed an increase of interest of skills of the earned domain for marketing professionals. The skills in the earned domain are highlighted in green. Skills within this dimension:

5. *Storytelling / Editorial content production*
6. *Crisis / issue management*
7. *Reputation management*
8. *Search engine optimization (SEO)*
9. *Stakeholder management and media / blogger relations*

Storytelling / Editorial content production	Skerik (2012), Gaus & Brandon (2013), Khor (2012), Fleet (2009), Lurie (2009)
Crisis / issue management	Chan (2013)
Reputation management	Salomon-Lee (2012)
Search engine optimization (SEO)	Hanson (2012), Salomon-lee (2012), Lurie (2009), Fleet (2009) and Chan (2013)
Stakeholder management and media / blogger relations	Medeiros (2011), Hanson (2012) and Fleet (2009)

The “shared domain” is mainly the important skills within the social media atmosphere. This field is especially relevant with digital and social media. This field is increasingly important and relatively new. Skills within the shared domain are marked in red. Skills within this dimension:

10. Programming / coding

11. Content management systems (CMS)

12. Email marketing

13. Web analytics & reporting

Programming / coding	Khor (2009), ECM (2012), Hanson (2012), Fleet (2009), Lurie (2009), Gofton (2012), Odden (2012).
CMS	Chan (2013)
Email marketing	Lurie (2009), Chan (2013)
Web analytics & reporting	Hanson (2012) Lurie (2009) and Chan (2013)

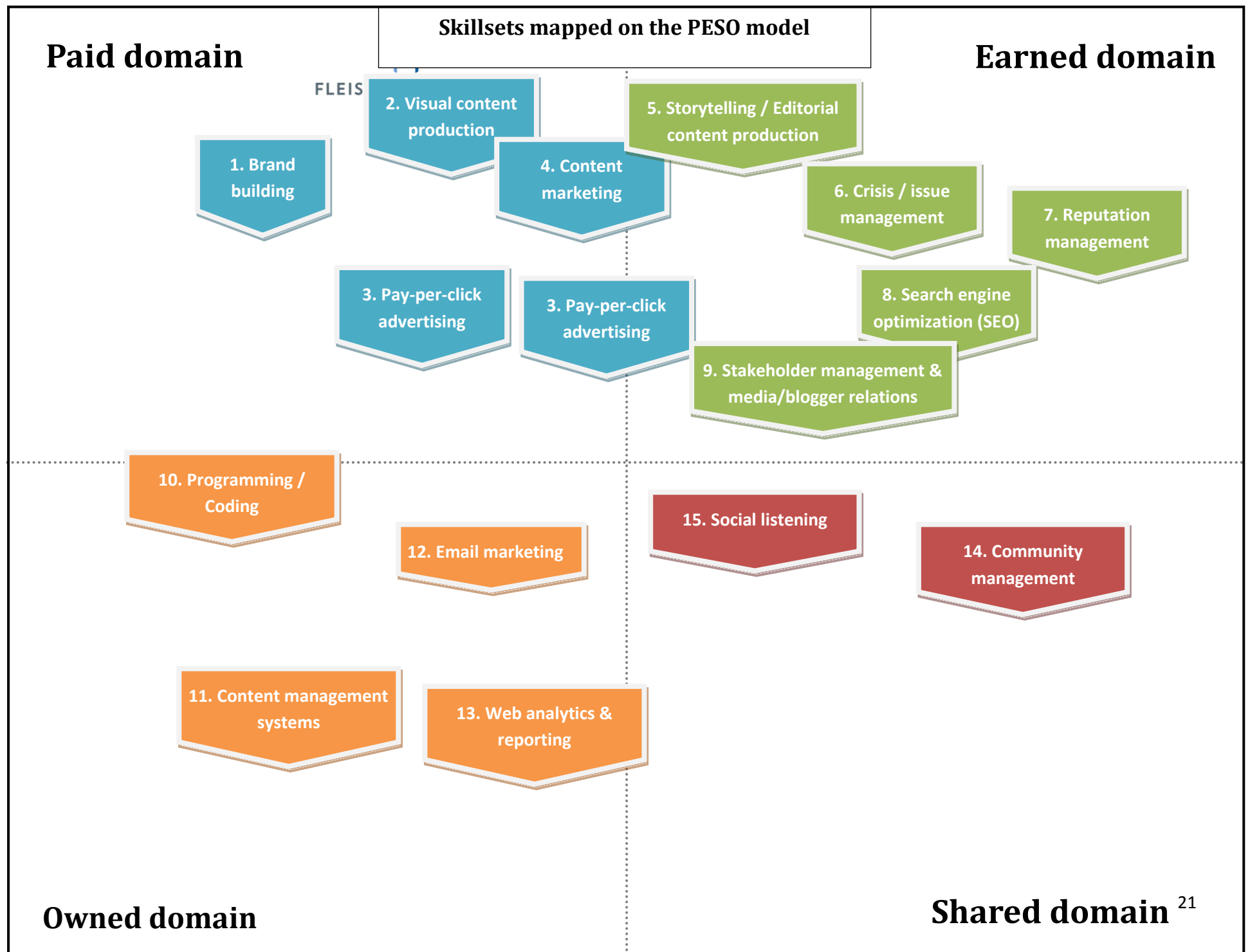
The “owned domain” possesses all the skills that are needed within the activities of communications and publication that are published directly from the organization itself and has direct control over its messaging. Skills in the owned domain are marked in yellow. Skills within this dimension:

14. Community management

15. Social listening

Community management	Communicatiejaaronderzoek (2013), Hanson (2012)
Social listening	Gaus & Brandon (2013)

The PESO model that is presented below is used to map the skills that have been identified in this research. The model segments and maps the found skills on the four dimensions of the model. Since the skills are all of from a different communication and marketing environment, it is essential to segment and structure them according to the several dimensions of marketing and communication profession. This is done in order to create a structured overview on the source of the 15 recognized skills. The value of this model is that each communication and marketing professional knows in which dimension they operate and what skills they need to adapt to. Furthermore, this model will assist in a proposed forthcoming study in showing shifts of these skillsets on the four segments.



The first domain that has been covered is the paid domain. As explained earlier in this report all of the identified skills are projected and sorted by the use of the Paid, Earned, Owned and Shared domains.

9.1.1 Paid domain

The paid domain mainly consists out of activities that belong in the paid media atmosphere and any skills that are attached to be able to operate effectively within this domain.

1. Brand building

The first identified skill that is segmented within the paid domain is the brand building skill. This skill covers all of the knowledge needed in order to successfully build a brand or increasing the equity of a brand. Brand building can be executed by the use of various methods. Most common methods include advertising campaigns or indirectly by the use of promotions or the sponsorship of events. Lurie (2009) indicates the importance of brand building by stating: *“making people understand why something is good for them”*

A communication or marketing professional that possess this skill is familiar with the concept of brand equity and the implications of a valuable brand as well as the various activities and concepts of brand building and being able to select the appropriate approach and strategy. Furthermore, measurement is another critical aspect of brand building. Brand equity is not a tangible factor that can be accurately measured based on the thoughts of the consumer. Furthermore, according to Gaus & Brandon (2013) branding is an skill that is increasingly important to communication professionals. Furthermore, a UK survey by Sykes (2013) claims that brand building is highest ranking skill among marketers in the UK.

2. Visual content production

The second skill that is mainly situated within the paid domain is the visual content production skill. This skill has been ascribed in various articles by Hanson (2012), Chan (2013), Skerik (2012) and the importance by European Communication Monitor (2012). Visual content production has become increasingly important within the communication and marketing profession since the rise of digital media. The aspects that belong to this particular skill is being able to understand and being able to execute the process or production of videos. Video production includes the use of audio-visual hardware such as cameras and recorders and being able to edit this content with editing software into a usable and compatible format with interesting content. Furthermore, visual content production also includes photography (Hardware and post-production) and the use of various programs to be used for the creation of content. Programs include but are not limited to the adobe creative suite (Photoshop, illustrator, indesign) and open source software such as GIMP. Skills with these programs enabled professionals to produce visual content such as: brochures, flyers, display advertisements, infographics and videos.

These programs allow to create content that can be used within traditional and digital media. The use of this rich content, online, is more engaging than plain text and therefore an emphasized and important skill among current marketing and communication professionals.

3. Pay-per-click (PPC) advertising

The third identified element is the cost-per-click or auction model skills and is located within the paid domain on the PESO model. PPC is a method of the auction of key words to organizations in search engines in order to redirect traffic to the respective websites. Common and popular keywords maintain a high price among the service providers, while less frequent used words are lower in price. A skilled professional in the area of pay-per-click is able to select the relevant methods and words in order to increase traffic to the desired destination. C. Salomon-Lee (2012) and Hanson (2012) also stresses the importance of PPC for marketing professionals.

PPC includes various concepts that can be applied such as: quality scoring, negative- and dynamic keywords and content networks as mentioned by Lurie (2009). These described aspects will make PPC advertising highly effective. Besides understanding these concepts, it is also vital that the manager understands the providers and tools of these services. Companies who facilitate pay-per-click and paid search result services are but not limited to: Google Adwords, Yahoo! Search Marketing and Microsoft adCenter, Facebook, Twitter and through other (digital) media.

4. Content marketing

The fourth skill is content marketing and is defined as the creation, publishing and sharing of relevant and interesting content for the planned target audience to attract and drive engagement with them. Content marketing is represented within the paid domain of the PESO model since content marketing is content created and published and advertised in paid media space and marketed towards the customers spreading to earned and other domains.

Content marketing is a widely used skill and is a broad definition for the wide array of methods within content marketing. Examples of content marketing are, but not limited to, the spreading of electronic books, images, infographics, videos, press messages and case studies. Noted is that a skilled professional in content marketing understands the relation and importance of content marketing and the defined target group. Releasing content without a strategy or clearly defined target group is not considered to be the work of a skilled professional as mentioned by Skinner (2013). The importance of content marketing is described by various authors such as Salomon-lee (2012), Hanson (2012) and the research report *Communicatiejaaronderzoek* (2013). Hanson specifically mentions that PR and communication professionals should be familiar with content marketing and the “writing of engaging and valuable content.”

9.1.2 Earned domain

5. Storytelling / Editorial content production

The fifth skill is the storytelling and editorial content production skills and is the conveying of events in words, images, and sounds, often by improvisation or exaggeration. This skill has been emphasized by Skerik (2012) as being an important aspect of the skillsets of PR managers. Storytelling is an effective skill in conveying messages. The author mentions that stories are: “*sticky, relatable, and effective*” and often play a substantial role within social media and content strategies. Additionally,

curation is another crucial aspect within storytelling. Furthermore, understanding and assessing the target audience and their interests on stories. Gaus & Brandon (2013) also stress the importance of storytelling for communication professionals. Their research indicates that this skill is ascribed as the third most important skill for these professionals. Furthermore, editorial content production is a crucial skill in and being able to write a persuasive story that could also drive engagement. This skill is also addressed by Khor (2012) as being essential in order to write compelling texts for multiple media. Understanding language, spelling and grammar are vital to the writing skill as mentioned by Fleet (2009) and Lurie (2009) as the sixth skill in his article. Furthermore, being able to write content for various media and channels is part of the presented skill. Various methods exist to generate topics. Digital methods include the use of Google trends, big data, blogs, news, press releases and Wikipedia trackers in order to gain new ideas for writings on recent events. Examples of editorial content production are white papers and the creation of cases.

6. Crisis / issue management

The sixth identified skill that is of importance to communication and marketing managers is the crisis and/or issue management skill. Within this skillset a professional should be able to draft a plan in case of a crisis. Crisis's are not only limited to actual real-life events (i.g. environmental problems and hazards) but also within digital media. Dealing and managing crisis and issues with a rapid response to the stakeholders is a crucial aspect within the management of crisis's in order to save the reputation of an individual or organization.

A skilled communication or marketing manager is able to utilize various methods in order to manage the issue or crisis effectively in order to reduce the impact and damage on the existing reputation. Message development is the drafting of a message that will be created in order to inform the stakeholders of the crisis or issue is a effective skill and method. Furthermore, threat assessment is a often used method to asses and rank all the possible factors that could lead to a crisis or issue, therefore predicting, averting or preparing for a crisis. Another method used within issue and crisis management is the use of media trainings for individuals who have connections with the media. Media trainings help so spread the accurate message to media in order to save reputation. Chan (2013) also ascribes the need for this skill for marketing professionals with the rise of social and digital media crisis and issue management becomes increasingly important.

7. Reputation management

The seventh identified skill that has been identified by the use of various literatures is reputation management as described by Salomon-Lee (2012). Skills in reputation management are everything related to the managing, planning and influencing of reputation of organizations and/or individuals. Furthermore dealing with negative publicity and creating positive publicity is part of the reputation management skillset. Reputation management is defined within the owned domain of the PESO model. Reputation management is traditionally the territory of public relations. Public relations have become increasingly important in with the rise of digital and social media. This furthermore includes the activities of traditional public relations and digital relations

8. Search engine optimization (SEO)

The eighth identified skill is the search engine optimization skills. This skill is described as using various methods in order to redirect traffic to the respective destinations. Various authors such as Hanson (2012), Salomon-lee (2012), Lurie (2009), Fleet (2009) and Chan (2013) stress the very importance of SEO. The first often used method within SEO is the OnPage optimization. This method includes the optimization of a destination (i.g. webpage) by use various keywords, Meta descriptions, url structure and other factors to naturally (i.g. not paid for) grow the webpage within search results in search engines. Secondly, Link building and back linking are effective methods in making destinations show up higher in the rankings of search engines. Search engines rate the importance of a destination by the amount of other pages that are referring to the initial destination. A communication or marketing manager who understands the concept of search engine optimization is able to plan and create and execute tactics that will make the destination more successful in the rankings of search engines. Destinations therefore become easier to find for customers and will drive more traffic.

9. Stakeholder management and media / blogger relations

The ninth discovered skill is stakeholder management and media / blogger relations skillsets. Stakeholder management is defined as the following. A professional skilled in stakeholder management is able to manage, identify, analyse, map and engage with (multiple) stakeholders. The goal of stakeholder management is to maintain and create healthy relationships with stakeholders and public relations of the organization that can aid to maintain a healthy reputation even during unfavourable circumstances. Stakeholders often invest in the organization and therefore it is essential to understand who they are, what they want and how to reach them. Stakeholder management is a valuable skill in the communication department as described by Medeiros (2011) in the authors' the published article. Medeiros states that networking and maintaining healthy relationships with stakeholders and media is a crucial skill for any communication professional and organisations.

Hanson (2012) and Fleet (2009) describe media and blogger relations skill as the ability to engage and maintain media and blogger relations. Furthermore, within the definition of this skill is the ability to make a clear overview, map and order the relevant landscape of various media and blogger that are of importance to the organization. Maintaining a healthy relationship with the media and bloggers will aid in informing these contacts about the activities of the organization. These media and blogger contacts will act as peers that will produce news in traditional and digital media. Via these relevant peers news will spread among the relevant target groups in a credible and trustworthy manner, via media and opinion leaders (i.g. bloggers). Therefore mapping is considered to be a crucial aspect within this skill. Furthermore, another aspect of media and blogger relations is being able to listen and analyse the conversations of these public influencers and having knowledge on blogger and media etiquette.

9.1.3 Owned domain

10. Programming / coding

The 10th identified skill is the basic knowledge of the following technical programming and coding aspects in order to apply and understand (Khor 2009) them in campaigns and strategies. The research report of the European Communication Monitor (2012) indicates that communication managers indicate that the gap between importance and implementation remains very high. This is especially with mobile apps and websites. The skill is ranked to be of great importance but little implementation and skills prevent that actual realisation of mobile compatibility. Furthermore, Hanson (2012) also describes the importance of the programming and coding skill, with the emphasis on mobile skills. Fleet (2009) additionally describes the importance of having knowledge about coding skills. Programming and coding is placed within the owned domain of the PESO model due to the skills being owned by an organization or communication or marketing professional.

Understanding, technology is of great importance during this day and age since digital media is still on the rise in popularity. Having complete of basic knowledge about the possibilities of programming on various platforms such as C+, Java, (X)HTML5, CSS (Lurie 2009), Flash but also the language for the creation of mobile applications (E.g. iOS, Android, Windows Phone) will provide a competitive advantage for organizations, managers and executives. Communication and marketing managers will be able to successfully lead programming teams and the possibilities of programming while executives will be able to successfully produce content within their own skillset thus eliminating a third party to outsource this work. These factors have a great impact on the agility and lowering the cost of organizations. Furthermore, with knowledge of these skills organizations are able to follow the integrated organization trend as described by Gofton (2012) and Odden (2012).

11. Content management systems (CMS)

The 11th skillset is the capabilities and knowledge of content management systems. CMS is mapped within the owned domain of the PESO model. CMS systems allow the publication, editing and altering content from a web based integrated interface. Chan (2013) describes in his article the importance of these systems for marketing professionals. Additionally, the skills within CMS are also important for communication professionals since these systems are crucial for the publishing and managing content for websites, smartphones, tablets, email and social networking and is additionally useful for creating blogs for organizations. Understanding and having deep knowledge of CMS can lead to a competitive advantage. The most popular content management systems at the moment are Wordpress, Joomla! and Drupal. Wordpress is with 54.4% the most used CMS system on the market. (Venkatesh ,2012)

12. Email marketing

The 12th skill is defined in being able or having knowledge about the concept of sending emails with the purpose of improving relationship with the receivers, customer loyalty, acquire new customers and to influence consumer behaviour. Chan (2013) mentions in his article that email marketing is one of the most effective tools in marketing in regards of the highest return of investment (ROI). Within email marketing the social network aspect becomes increasingly important within email marketing thus understanding the concepts and future of email marketing is a significant skill to both communication and marketing managers. Lurie (2009) additionally states that the importance of this

skill and that a skilled manager is able to create an effective email list that targets the correct target group.

13. Web analytics & reporting

The 13th identified skill is the knowledge about web analytics and reporting. Various authors such as Hanson (2012) Lurie (2009) and Chan (2013) describe the importance of this skill for marketing and communication professionals. Aspects of web analytics are defined as being able to gather, measure and analyse data retrieved from websites. This data will provide insights on the usage, the amount of unique visitors etc. and can therefore also be used as a research tool. Furthermore, web analytics is a tool often used to measure the effectiveness of campaigns as web analytics provides insights about the visitors that visited the webpage and the amount of page views during such campaigns. An increase of traffic indicates that there is an increase of interest for the organization website. A skilled professional is able to gather web data from platforms (such as Google Analytics) and measure and analyse the statistics of page views and visitors. Insights gained from these analyses can furthermore aid in optimizing websites and understanding on which measure can be taken to optimize and increase website traffic.

Web analytics and reporting is mapped within the owned domain of the PESO model since web analytics is in relation with the organizations fully owned website and thus has full control over its contents and development.

9.1.4 Shared domain

14. Community management

The 14th skillset is the community management (CM) skill. Communicatiejaaronderzoek (2013) describes the importance of this skill for communication and marketing professionals. Professionals that possess these skills are able to influence, build, grow and manage communities of brand adorners, opinion leaders and influencers that exists closely around the organization, product or brand by using several CM methods. This is done in order to turn them into fans and brand ambassadors. The importance of this skillset is furthermore stated in the publication of Hanson (2012). The community management skillset is placed within the shared domain since the management of communities mostly take place within the social media atmosphere and thus shared media. However the skill is slightly leaning onto the earned domain since it is influencing the earned media domain.

15. Social listening

The 15th skill is the social listening skill. A skilled professional has the skills in order to be able to identify social engagement opportunities. Furthermore he or she is able to follow and monitor brand perceptions within social networks and devise engagement strategies. Examples of social listening tools are: Radian6, Hootsuite, Tweetdeck and integrated social monitoring tools such as Facebook Insights. Gaus & Brandon (2013) indicate the importance of social media monitoring and performance in their article. In their research communication professionals indicated that 41% of the surveyed individuals will actively partake in these activities throughout the coming years. Social listening is essential in all of the four PESO domains since it is a skill that is equally important in each of the PESO media domains. Therefore, this skill is placed with the shared domain on the PESO model

10 Discussion

Trends within marketing and communications

The international communication landscape is changing rapidly; information is available to everyone at any time and at multiple platforms. In this changing landscape marketing and corporate communication are changing the way organizations build their brand and manage reputation.

Mr. Bill Lee (2012) stated in the online article on Harvard Business Review (HBR) that traditional marketing is dead and formulates that traditional marketing communications “just aren’t relevant” in today’s increasingly social media-infused environment. In this new media environment traditional marketing and sales are not relevant anymore.

The analysis shows that digital media plays an important role in this changing landscape of communication and increasingly the focus for marketers, corporate communication managers, agencies and organizations. Communication used to mainly communicating from a one-way approach. An organization sends a message that gets picked up (or not) by the receiver. The coming of digital and social media has changed this in a radical way. Conversations and dialogues are two-way. Companies listen what people have to say about their organization or products. On the other hand, people listen to what companies have to say if it is interesting or relevant to them. Reputation is more important than ever.

High speed networks and technological advancement is rapidly changing the communication environment. Big (and relatively new) companies like Google and Facebook created platforms that ignited the change in communication fields. Prior to the success of these companies the internet, in the early 90’s and 00’s, was a rural landscape with less interconnectivity. Websites and communities were scattered around the web and not much interaction existed. With the growth of the network speeds, availability, costs and people joining the web, this all started to change. Web 2.0 refers to the change and the reinvention of the internet in late 2000. Web 2.0 was all about connectivity and interaction. Big social networks like Facebook and internet giant Google are partly responsible for the change of the web. The use of these platforms created a more holistic internet experience where everything is about connectivity and interaction.

In 2013 Facebook has over one billion active users, meaning that 1/6 of the world’s population has an active Facebook account. This one website shows the magnitude of the change in communication. 1,000,000,000 users are communicating actively with each other. Because of this communication shift, organizations have to take part in these online conversations in order to reach their target groups. Communication takes place online and therefore organizations should follow.

Furthermore, The Altimeter report by Lieb & Owyang (2012 P.4) state that through the emergence of the digital web, social networks, online(or cloud) technologies, mobile platforms and convenience of these products, is causing a new way on how consumers make purchasing decisions. Additionally, they state the various and distinct media are beginning to converge and in the future these media will be entwined.

Since communication is shifting from traditional off-line communication campaigns to on-line communication campaigns. One can expect that this requires not only new skills but also more an

integration of skills that traditionally belonged to various communication managers such as PR Marketing. Integrated communication strategy therefore becomes more important than ever and boundaries between marketing and communications are therefore blurring.

Impact of the trends on the communication and marketing profession

David Wolff, Head of Digital at Fleishman-Hillard Netherlands, describes several reasons why this world of communication changes in the book of Merks (2012). One of the reasons is the impact of technology on the people and society. “the dynamics in which these changes take place is unheard of and is advancing so fast that companies struggle to keep up with the pace.” Additionally, he mentions that these changes are pushing communication professionals at agencies and organizations out-of-their comfort zones and causes the creation of new types of agencies. Lastly, David mentions that the social internet has an enormous impact on the communication processes.

It was noticed from a marketing perspective that statistics show (Responsys, 2012) that Australian digital marketing is growing, however so is the skills gap. Of the 125 surveyed digital marketing managers 57% stated that they believe that there is a skills gap within their organization. While 70% feels that they have equal or more digital marketing experience than their superiors.

Marketing used to be about building a brand and is mostly done by advertising or via paid (billboards, TV advertisements, print media etc.) media. Jeff Jones, chief marketing officer (CMO) of Target, describes in an interview (PR week, February 2013) that the value of an earned (e.g. articles in national newspapers, recommendation by friends) impression is worth more because it is a trustworthy and real connection. Jones furthermore states that paid media is performing well for Target. However, they are optimizing their media mix for the coming five years and that includes focusing on building an organization that creates content that is worth sharing and that is also to provide leverage against the paid investments. Lastly, Jones mentioned that he sees PR as an “incredibly strategic communication tool” that sits at the core of the transition of the content creation world for Target.

In other words sharing is a powerful tool and the shift of focus from paid media to earned media can be seen as a transition from brand building to brand reputation. This translates into continuing shift and merging of skills of Marketing and PR.

An article by Gofton (2012) indicates that that half of the surveyed marketing professionals (n=125) stated that they will be increasing their spend on digital channels instead of the older and traditional media (E.g. broadcasting, print- and outdoor media)

Furthermore, Gofton (2012) stated that big companies such as Coca-Cola announced that 20% of their total marketing budget will be moved to namely new marketing and social media. Additionally, Procter and Gamble (who have the biggest budget in the world for marketing activities) announced that they will invest more in social media, content creation and search engine optimization (SEO).

All of these movements indicate that there is a shift occurring in traditional marketing and as indicated by the CMO of Target that brands are moving online and more towards reputation building

within digital media among people on social media to make people fans of brands and organizations. These fans can also be called brand ambassadors.

Agencies will also need to anticipate on these changes that are taking place. Digital media is changing the pace of communication drastically. Campaigns will be real-time and online quickly anticipation and reacting is needed. Since this will be the focus of most big organizations, agencies will need to adapt. Various agencies to handle different parts of a communication campaign will be too slow. Companies want a single agency that has knowledge on all aspects of communication, in order to obtain speed and efficiency in the fast digital media. These changes will also have implications for the communication managers

Impact of the trends on the skills of the communication professional

It was noted that, traditionally organizations would hire several bureaus to cover the several aspects of communication such as digital, PR, advertising etc. But as described before the current trend of digital media is driving the need for organizations to have only one agency that can cover all facets of communication in order to move and communicate faster and respond to the market more efficiently. Digital campaigns become nearly impossible to execute when several agencies need to be informed. One single agency that has all the knowledge is able to respond and move faster when it does not have to communicate with other agencies or involved parties. Jocelyn Cripps chief marketer of financial times also emphasizes this trend that marketing is moving from a highly linear and specified approach to a more “reactive, dynamic and fluid approach” (Friedlein 2012)

Since this trend is currently very active it has several implications for the communication managers, both within agencies and corporate. Communication professionals can no longer be focusing on one task. As described in several blogs of communication managers such as Gofton (2012) and Odden (2012) they state that effective and future communication (I.g. PR and Marketing) managers should be more integrated and competent on the various aspects, skills and media within the communication field.

The analysis in this research suggests that communication professionals of the future need to adapt to this trend by actively learning and acquiring knowledge and skills about all the aspects of communication. This varies from traditional skills within marketing and PR but also the new skills that come since the rising of digital media. These new skills can include but are not limited to: data analysis, content creating, search engine optimization, social listening, etc. Cripps (Friedlein 2012) explains that in the past communication managers used to be the so-called “T-shaped people” who have broad knowledge and only one specialization, while current professionals should be “Pi-shaped (π)” people who possess broad knowledge but also specific disciplines from the left- and right side of the brain. Therefore, Implicating that communication managers should be both analytical and creative. Professionals that can analyse and interpret big data but also understand brands and storytelling.

This research focuses on defining what the current trends and skills of communication managers are and what competencies these professionals need to possess in the near future in order to remain competitive and effective in communication.

Various sources such as the European communication monitor (2012) and various opinion leaders within the communication field indicate that currently digital media will play an important role in the future of communication and marketing managers. Traditional competencies are still vital in the communication world and landscape but the trend within organizations and agencies is forcing communication and marketing managers to get familiar and more competent within the digital landscape.

The Euromonitor (2012) highlighted this trend by highlighting a chapter that includes digital skills and trends. Additionally with this research various online and offline sources have been used to compose a list of traditional and future trends and skills. Furthermore, LinkedIn has been included to track and indicate the popularity of certain skills. This has been applied only to give an indication and should not be considered to be a scientific course but a minor indication to support some of the trends of skills.

One aspect and trend that is undeniable is the trend that digital media will continue to grow and will play an increasingly bigger role in communications. Defining of the important skills that need to be researched

11 Conclusion / Advice

The objective of this research was to identify the integration between marketing and communications working areas and to present the skills sets needed within this integration of these professions for FleishmanHillard by conducting desk research using research reports and articles from marketing and communication professionals on the developments within each working area, the integration of these professions and skills. This research has shown the current developments of the integration of the communication and marketing working fields and distilled the most important skills for both marketing and communication professionals for respectively in the paid and earned domain but equally important within the other domains of the PESO model. The skillset of a communication marketing professional in the coming five years will exist out of all of the skills listed below. This conclusion is likewise the advice for FleishmanHillard. It provides the organization with clear insights about the communication working fields trends and skills.

The main integration trend between marketing and communication is caused by the rise of digital and social media. The research shows the integration and merging of these working fields, as described in the results, is forcing professionals from all dimensions to cross the borders of their traditional domains and to take on skills from the other dimensions in order to adapt to the continuing change of the working field, caused by the digitalization and socialization of media, so that they remain effective and gain a competitive advantage. For FleishmanHillard it is crucial as an agency to have professionals that possess all these skills or to have sufficient professionals from all dimensions in order to follow the needs of corporate organizations and the integration trend.

The European communication monitor shows the integration and of communication profiles by the rise of interest in operating within digital and social media. Various skills from the marketing (paid) domain are integrated into the skillsets of communication professionals. The importance of these digital skills are supported by 250 communication managers. Communication professionals indicate the importance of the digital skills but the skills gap on actually implementing these aspects still remains.

In total three main trends have been identified by the study of the literature by various research reports, academic articles and opinion leaders within the marketing and communications fields. These trends are:

1. The merging and interaction of the communication and marketing work field
2. The rise of digital media and the digital skills gap
3. Managing online communities and channels and content production

The total of the following 15 identified skills are of great relevance for the entire communication and marketing fields. Brand building, Visual content production, Pay-per-click (PPC) advertising, Content marketing, Storytelling / Editorial content production, Crisis / issue management, Reputation management, Search engine optimization (SEO), Stakeholder management and media / blogger relations, Programming / coding, Content management systems (CMS), Email marketing, Web analytics & reporting, Community management and Social listening.

The rise of digital media has broken down the boundaries and silos between the dimensions and therefore made a great impact on the skillsets of professionals. The trend is showing that most of the skills in the various domains will be of importance for all domains with the passing of time.

The PESO model is used as the base to map all of the skills that are needed for all communication and marketing professionals currently and the near future. Each domain is dominated by a different field. The skills within the Paid domain are skills mostly used by marketers while earned are the skills for communication professionals. The shared and owned domains are also increasingly important for both these professionals.

The most required skillsets by marketing are the skills within all of the domains of the PESO model. However since they traditionally operated within the paid media dimension they have a greater experience with these skills. In order to adapt to the merging of the communication and marketing field, marketers should focus in particular on the earned, owned and shared dimensions. These skills are: Storytelling / Editorial content production, Crisis / issue management, Reputation management, Search engine optimization (SEO), Stakeholder management and media / blogger relations, Programming / coding, Content management systems (CMS), Email marketing, Web analytics & reporting, Community management and Social listening.

The most required skillsets for PR are the skills in all domains. However since PR is located within the earned dimension it is assumed that these professionals already possess most of the skills in their own domain. The other domains are therefore increasingly important for these managers due to the integration of the communication and marketing working fields. The most important skills are thus: Community management, Social listening, Programming / coding, Content management systems (CMS), Email marketing, Web analytics & reporting, Brand building, Visual content production, Pay-per-click (PPC) advertising and Content marketing.

The research findings additionally show the great amount of digital skills included in the skills list. All these skills have been derived from various articles and online publications. This is a clear indication that various researches and professionals stress the importance of digital media and the skills that are needed to successfully operate within the communication and marketing environment. Moreover, the research showed that digital media is therefore again the main reason why the communication and marketing working fields are merging together. To answer RQ3, the proposed skills will be of great importance for the communication and marketing professional in 5 years.

A follow-up of quantitative and qualitative research is suggested, like initially planned, in order to gain deeper insights and shifts from the communication and marketing professionals. This research focused mainly in identifying the skills based on research reports and articles from professionals and opinion leaders. A secondary research to test these newly identified skills within the working field would be advisable to identify the thoughts of the common marketing and communication on the communication skills of the future.

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Appendix

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Planning

Graduation Assignment Fleishman-Hillard Week Nr. and days	11 11-15 March	12 18-22 March	13 25-29 March	14 01-05 April	15 08-12 April	16 15-19 April	17 22-26 April	18 29-03 April/May	19 06-10 May	20 13-17 May
Send proposal for feedback										
Final deadline proposal										
Desk research skill-sets										
Defined skill-sets										
Set-up survey for PR and marketing managers										
Monitoring results										
Processing results										
Work on final report										
Contact moments FH										
Contact moments Hanze										
	21 20-24 May	22 27-31 May	23 03-07 June	24 10-14 June	25 17-21 June	26 24-28 June	27 01-05 July	28 08-12 July	29 15-19 July	30 22-26 July
Monitoring results										
processing results										
Work on final report										
Hand in Exam Interview application form										
Hand in Graduation report										
Possible examination interview										

(Noted is that this is still a concept and is subject to change at this early stage of the research and proposal.)

Evidence for skills:

Evidence	
Skills:	Source:
Brand building	Lurie (2009), Sykes (2013), Gaus & Brandon (2013)
Visual content production	Hanson (2012), Chan (2013), Skerik (2012), ECM (2012)
Pay-per-click (PPC)	Salomon-Lee (2012) and Hanson (2012) Lurie (2009)
Content marketing	Skinner (2013), Salomon-lee (2012), Hanson (2012), Communicatiejaaronderzoek (2013)
Storytelling / Editorial content production	Skerik (2012), Gaus & Brandon (2013), Khor (2012), Fleet (2009), Lurie (2009)
Crisis / issue management	Chan (2013)
Reputation management	Salomon-Lee (2012)
Search engine optimization (SEO)	Hanson (2012), Salomon-lee (2012), Lurie (2009), Fleet (2009) and Chan (2013)
Stakeholder management and media / blogger relations	Medeiros (2011), Hanson (2012) and Fleet (2009)
Programming / coding	Khor (2009), ECM (2012), Hanson (2012), Fleet (2009), Lurie (2009), Gofton (2012), Odden (2012).
CMS	Chan (2013)
Email marketing	Lurie (2009), Chan (2013)
Web analytics & reporting	Hanson (2012) Lurie (2009) and Chan (2013)
Community management	Communicatiejaaronderzoek (2013), Hanson (2012)
Social listening	Gaus & Brandon (2013)

Follow up research survey:

Developments of the communication and marketing profession

1.

Thank you for your time and effort to fill out this survey.

As you probably know communication and marketing are rapidly **evolving**. New opportunities arise and other channels and **skills** are disappearing. We are trying to gain insights in how the **changing** landscape is affecting the profession of marketing and communication.

We therefore like to ask **2 minutes** of your time to tell us about your most used and most important skills you currently **HAVE** and the most important skills you think you will **NEED** in the coming years.

To make the results as **strong** as possible we like to encourage you to **share this survey** with your colleagues, business partners, peers or anybody who you think it could be relevant for in marketing and communication.

You will find sharing options in the survey and sharing will be **highly appreciated**.

If you are interested in the **results** please leave your email address and we will share with you.

Thanks again for your valuable time and input!

Developments of the communication and marketing profession

2.

1. In which of the following areas are you currently active?

- ☐ Marketing department
- ☐ Corporate communications department
- ☐ Customer care department
- ☐ Advertising / creative agency
- ☐ PR / communication agency
- ☐ Media agency
- ☐ Digital / social agency
- ☐ Freelance
- ☐ Other (please specify)

Developments of the communication and marketing profession

3.

Here you will find a **selection of skills** based on interviews, existing research, job descriptions and our own interpretation. We have made this selection as **comprehensive** as possible but of course a skill could be **missing**. In that case, please use the "other" option to add skills you think are crucial and missing.

2. Please select the most important skills you currently **HAVE** and **USE** (max 5) to do your work effectively

- | | | |
|---|---|--|
| <input type="checkbox"/> Reputation management | <input type="checkbox"/> Search engine optimization | <input type="checkbox"/> Creative skills / Ideation |
| <input type="checkbox"/> Programming / coding (basic knowledge) | <input type="checkbox"/> Webcare | <input type="checkbox"/> Content marketing |
| <input type="checkbox"/> Operating Content management systems | <input type="checkbox"/> Influencer programs | <input type="checkbox"/> Social listening / monitoring |
| <input type="checkbox"/> Crisis / issue management | <input type="checkbox"/> Storytelling | <input type="checkbox"/> Community management |
| <input type="checkbox"/> Media / blogger relations | <input type="checkbox"/> Usability / Design | <input type="checkbox"/> Visual content production |
| <input type="checkbox"/> CRM / Database marketing | <input type="checkbox"/> Lead generation | <input type="checkbox"/> Data analysis |
| <input type="checkbox"/> Brand building / Branding | <input type="checkbox"/> Insights based planning | <input type="checkbox"/> Media Buying |
| <input type="checkbox"/> Social media ethics | <input type="checkbox"/> Web analytics & reporting | <input type="checkbox"/> Project management |
| <input type="checkbox"/> Stakeholder management | <input type="checkbox"/> Email marketing | <input type="checkbox"/> Pay-per-click (PPC) advertising |
| <input type="checkbox"/> Writing and editorial content production | <input type="checkbox"/> Measurement & ROI tracking | |
| <input type="checkbox"/> Other (please specify) | | |

Developments of the communication and marketing profession

4.

We added this **extra question** because you selected **content marketing** in the previous page. As Content marketing is an overheard and very general term at the moment we would like to ask you to **specify** a bit more what is included in your **content marketing approach**.

3. Could you please specify the activities that you do under content marketing?

- | | |
|---|--|
| <input type="checkbox"/> Webinars | <input type="checkbox"/> White papers |
| <input type="checkbox"/> Blogging | <input type="checkbox"/> Ebooks |
| <input type="checkbox"/> Press releases | <input type="checkbox"/> Infographics |
| <input type="checkbox"/> Apps | <input type="checkbox"/> Case studies |
| <input type="checkbox"/> Trend reports | <input type="checkbox"/> How-to guides |
| <input type="checkbox"/> Games | <input type="checkbox"/> Q&As |
| <input type="checkbox"/> Slideshare | <input type="checkbox"/> Photos |
| <input type="checkbox"/> Videos | |
| <input type="checkbox"/> Other (please specify) | |

Developments of the communication and marketing profession

5.

On the previous page we have asked you about your existing **skills**. We now like you to select the skills you think you **will NEED during the coming years** to be able to do your work in a **changing communication landscape**. Again, if you feel important skills are missing in this overview, please add them in the "other" box.

4. Please tick 5 skills that you would focus on in the coming 5 years.

- | | | |
|---|---|--|
| <input type="checkbox"/> Measurement & ROI tracking | <input type="checkbox"/> Search engine optimization | <input type="checkbox"/> Insights based planning |
| <input type="checkbox"/> Brand building / Branding | <input type="checkbox"/> Media / blogger relations | <input type="checkbox"/> Social media ethics |
| <input type="checkbox"/> Lead generation | <input type="checkbox"/> Stakeholder management | <input type="checkbox"/> Influencer programs |
| <input type="checkbox"/> Visual content production | <input type="checkbox"/> Content marketing | <input type="checkbox"/> Community management |
| <input type="checkbox"/> Pay-per-click (PPC) advertising | <input type="checkbox"/> Programming / coding (basic knowledge) | <input type="checkbox"/> Webcare |
| <input type="checkbox"/> Media Buying | <input type="checkbox"/> Usability / Design | <input type="checkbox"/> Data analysis |
| <input type="checkbox"/> Storytelling | <input type="checkbox"/> CRM / Database marketing | <input type="checkbox"/> Social listening / monitoring |
| <input type="checkbox"/> Writing and editorial content production | <input type="checkbox"/> Operating Content management systems | <input type="checkbox"/> Project management |
| <input type="checkbox"/> Crisis / issue management | <input type="checkbox"/> Email marketing | <input type="checkbox"/> Creative skills / Ideation |
| <input type="checkbox"/> Reputation management | <input type="checkbox"/> Web analytics & reporting | |
| <input type="checkbox"/> Other (please specify) | | |

Developments of the communication and marketing profession

6.

5. What is your gender?

- ☐ Female
- ☐ Male

6. Which category below includes your age?

- ☐ 20 or younger
- ☐ 21-29
- ☐ 30-39
- ☐ 40-49
- ☐ 50-59
- ☐ 60 or older

7. Years of experience in communications / marketing?

- ☐ 0-5
- ☐ 6-10
- ☐ 11-20
- ☐ 21-30
- ☐ 31+

8. In which province are you currently active?

Developments of the communication and marketing profession

7.

You made it to the **end**. Thank you so much for your **valuable time** and input. Any comments, questions or other stuff you like to share on this survey, can be submitted below. Please don't forget to **add your email address** if you like to receive the results.

Please **do share** this survey with people working in marketing or communications or with anybody you think it is relevant for. See **sharing details below**.

Thanks for your contribution and insights into the profession of the future.

9. Do you have any comments on this research?

10. If you are interested in the results of this research, please fill out your email address below:

Share this link among your marketing and communication colleagues.

<http://www.surveymonkey.com/s/9MJ9MT7>

or share this survey via Twitter

WEB PROJECT VISUAL MEDIA PPC
SYSTEMS BUILDING ENGINE BASED
PLANNING EDITORIAL IDEATION STORY
GENERATION RELATIONS SEARCH
OPTIMIZATION INFLUENCER CREATIVE ISSUE
PAY-PER-CLICK MANAGEMENT USABILITY
MEASUREMENT ANALYTICS RELATIONSHIP
MEDIA TELLING PROGRAMMING
CONTENT LISTENING CONTENT
CONTENT SEO SOCIAL
PRODUCTION SKILLS
EMAIL MARKETING PROGRAMS
ANALYSIS ADVERTISING STAKEHOLDER ROI
REPUTATION CUSTOMER COMMUNITY
REPORTING RESEARCH INSIGHTS
BLOGGER WEBCARE CODING BUYING DATA
CRM LEAD BRAND CMS CRISIS ETHICS