



The State of the Marketing Ops Professional

Report presented by MarketingOps.com
in partnership with Adobe and Knak.

2022

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Foreword

It's been a crazy few years, in almost every sense possible.

Our lives, countries, and planet aren't the same as they were pre pandemic, and almost all business operations have moved online. Many organizations have experienced periods of growth, rapid hiring, layoffs, budget cuts, and unpredictable variations in all aspects of their business, and often with virtually no heads up.

Global supply chain disruptions, market instability, inflation, and the "Great Resignation" have prompted businesses to rethink their operations strategies, many reworking their processes from the ground up to ensure complete efficiency and employee engagement.

Because of this, we've seen a rise in companies investing in MarketingOps and RevOps, and leadership taking a deeper interest in the inner workings of operations in general. Why? The backend of the business significantly impacts the bottom line. So, when leadership needs to start cutting spend and streamlining business processes, they turn to the (sometimes) silent heroes — marketing, sales, and revenue operations.

Last year, we learned from our 2021 State of the Marketing Operations Pro Report that marketing operations professionals wanted more recognition in the workplace and more headcount. We also learned that marketing ops looks different at every company.

This year, we again asked marketing operations vets and newbies to share their perspectives, then partnered with Adobe and Knak to compile a report with data, insights, and helpful resources for the year ahead. Our goal is to help the community grow and to provide benchmarks for marketing ops during a time where data only lasts so long. We're excited to share these results and hope that they help you better align teams, secure the resources you need, and find peers in the industry to connect with.

Thanks for being a part of the Marketing Ops community.



Mike

Mike Rizzo

Founder, MarketingOps, [@mikedrizzo](#)

Just meeting us? Only ops person at your org?

[Explore the Marketing Ops community memberships](#) — we have Slack channels, events, exclusive content, & more. And we're a fun bunch, I swear!

Membership starts at \$0.

Introduction

Last year, we asked marketing operations professionals about their role, team, where they fit in the organization, and more.

A few key findings from the State of the MO Pro 2021

- 65% of companies had a dedicated marketing operations individual or team
- 1 in 4 marketing operations professionals were a solo team
- 7 in 10 marketing operations professionals felt understood by their organization
- Most marketing operations teams report to the Chief Marketing Officer (CMO)
- More marketing operations professionals used Windows devices than Mac devices
- 60%+ of marketing operations professionals are the admin for their marketing software

With many organizations experiencing rapid growth or restructuring initiatives, we've incorporated insights on how each role fits into the marketing operations function, and how marketing operations works best alongside other departments and teams.

In 2022, consumers are more informed than ever before. They expect a seamless customer or user experience, which is powered by top-notch operations, using best practices in every facet of marketing, sales, and support, and a leadership team dedicated to the end user.

We surveyed 550+ marketing operations professionals across 20+ industries to learn the most important trends and data to guide strategy in 2022.

In this report, you'll learn:

- How marketing operations professionals work best
- The platforms and tools top teams are using for marketing operations
- Ways to support marketing operations in your organization
- The impact of effective marketing operations systems
- The state of the marketing operations professional in 2022
- And more



Explore the Marketing Ops community

Develop your marketing operations skills, find new job opportunities, and tap into a community of thousands of marketing ops pros.

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Learn how Adobe Marketo Engage can empower you today.

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knak.

Knak is a proud sponsor of the MarketingOps.com community.

Check out our 2022 Email Benchmark report for the latest insights.

[Download the report →](#)

Key Findings



- **80%+ of companies** have a dedicated marketing operations individual or team (up from 65% in 2021)
- Marketing ops teams' top priority in 2022 is **supporting RevOps and optimization**
- **Spreadsheets are the most popular tool** to manage marketing ops, followed by Asana and Jira
- The top marketing ops KPI is **pipeline**
- Marketing ops professionals want to **invest in tools that grow with them**
- **Millennials and Gen Z** are the most heavily represented generations in marketing ops
- The top marketing operations software includes **Adobe Marketo Engage, HubSpot, and Salesforce Marketing Cloud**
- Roughly **70% of companies** have been using their marketing automation platform for 3-10+ years
- **HTML is the most commonly used coding language** among marketing ops professionals, with 50% of marketers reporting they know and use HTML
- 30% of marketing operations professionals **knows and uses CSS**, and 25% don't know any of the top coding languages
- Marketing Ops professionals report working most closely with **Sales, Demand Gen, and Sales Ops**
- The most popular sub-team for marketing ops to fall under is **demand generation**

SECTION ONE

The Marketing Operations Professional

KEY TAKEAWAYS

- Over 30% of marketing ops professionals have 10+ years of experience in the field
- Most marketing ops professionals are millennials
- Marketing ops professionals feel that their organizations understand, value, and compensate them moderately well, but there is room for improvement
- The most common title for marketing ops individuals is “Manager, Marketing Operations”

Who are marketing operations professionals? Problem solvers. Data wranglers. Process keepers. Helpers. And big picture thinkers. In 2022, more than 30% of marketing ops professionals have 10+ years of experience in marketing ops, and over 80% have been in the field for 3+ years — up from 20% and 70% in 2021, respectively. As more and more companies grow their marketing operations, scale, and implement digital marketing strategies, they will require marketing automation.

It’s like making the switch from startup life to full-fledged, funded company processes. At first, you might be able to email your customers using Gmail by sending promotional emails to yourself and bcc’ing your small audience. Or by sending individual emails to a handful of customers. Soon, you’ll outgrow this strategy and seek out an email marketing platform. And just like if you give a mouse a cookie, if you sign up for an email marketing platform, you’re going to need to create lists to send emails to. So, you’re probably going to need a CRM. And if you have a CRM, you’re going to need automation, naming structures, and all of the internal processes and workflows that come with more sophisticated marketing.

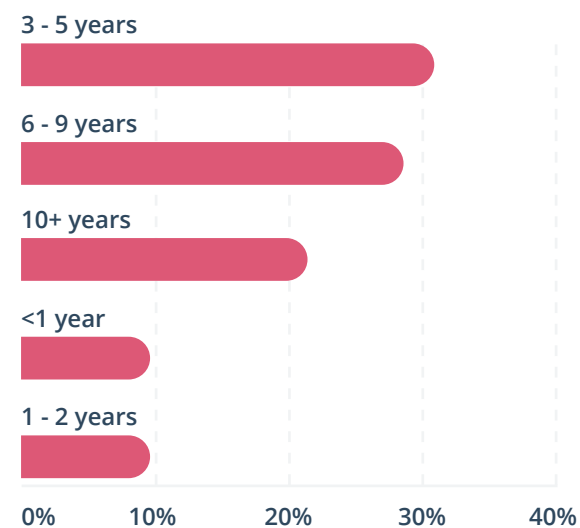
“In 2022, we’ll start to see more formalized training opportunities for marketing ops, prioritizing ops as the first or second marketing hire to set up systems correctly from the start, and more ops professionals moving into leadership roles at the director or VP level.”

[From Ops Cast, “Is 2022 the year of the marketing ops professional?” with Darrell Alfonso](#)

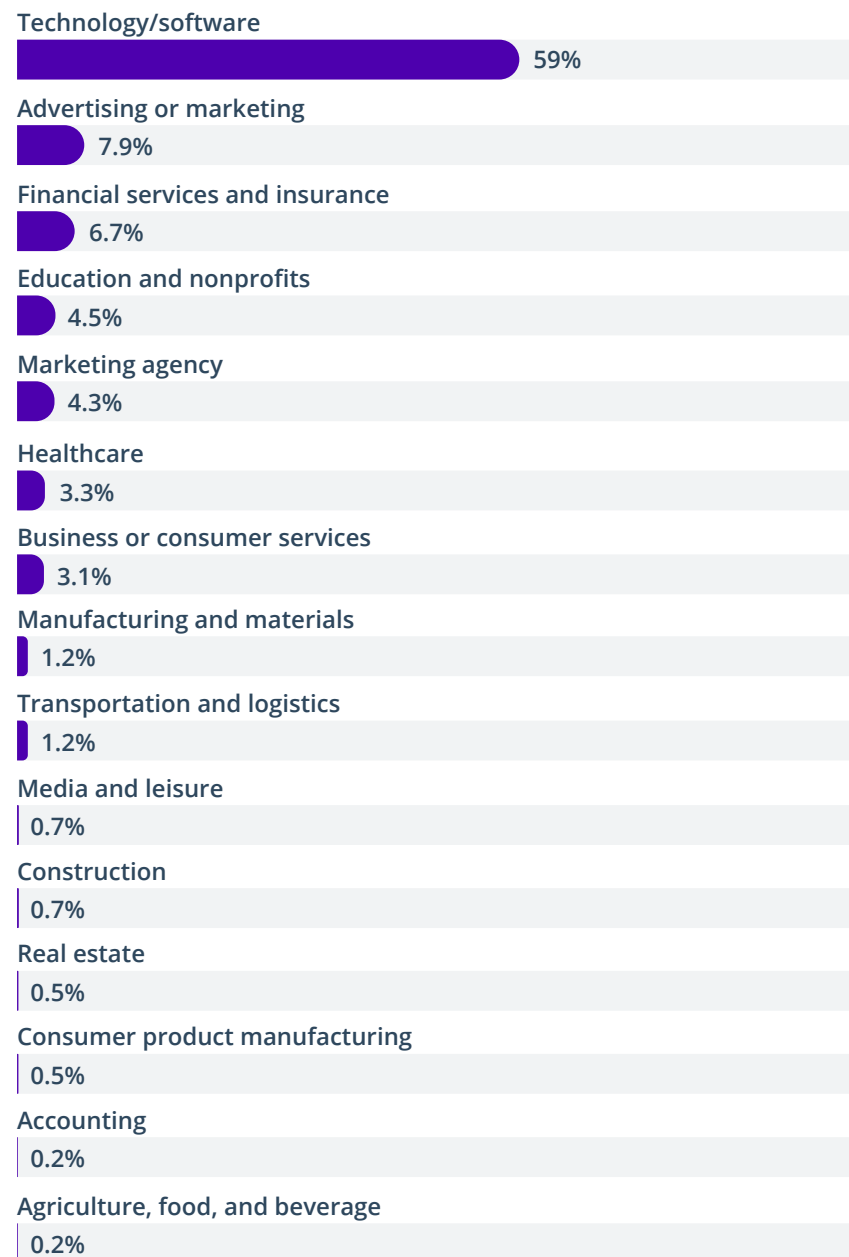
A few key points about our survey respondents, who represent a wide cross-section of marketing ops professionals across a number of industries, experience levels, and organization sizes:

- 10% of respondents have less than one year of marketing ops experience
- Less than 1% of respondents were 61+ (roughly the same as 2021 results)
- Almost half of all respondents were 31-40 (Making them millennials)
- Most survey respondents work in tech

How long have you worked in a marketing operations role?



Industries of marketing operation professionals



How are marketing ops roles changing?

Marketing operations teams and individual specialists are becoming more essential to thriving businesses every day. With increasingly digital research, communication, buying, and selling, companies have to get comfortable with their online presence. Rather than depending on a single “marketing ops” person, or the “HubSpot whiz,” companies are encouraging their employees to dive into uncomfortable platforms and tools to be more autonomous and self-driven in seeking out information and providing a delightful customer experience.

Marketing ops teams are growing as the owners of systems, policies, procedures, and the smooth functioning of the tech stack. Marketing ops teams are working closely with marketing, sales, RevOps, and leadership teams to develop GTM systems (like pricing strategy, software system choices, and more) that are optimized and efficient.

In 2021, there were more senior survey respondents and the most popular job titles were Marketing Manager, Marketing Director, and VP/Head of Marketing. In 2022, there are more marketing specialists, hinting that the newer generation is entering the marketing operations field, and more companies are investing in larger marketing ops teams.

How do marketing ops pros feel about their role?

Do you feel...

Compensated fairly for your level of experience?



Understood by your organization?



Valued by your organization?



No, not at all

Yes, very much

Of note, respondents who identify as male feel slightly more understood, valued, and better compensated than those who identify as women. While it may be slight, there's still work to be done. Leadership teams should regularly evaluate employee sentiment, satisfaction, and compensation to avoid inequity in their organization.

Defining the marketing operations role

Marketing operations can look different at each organization. Some marketing ops professionals are dedicated to managing software tools, naming structures, integrations, workflows, and the technical aspects of the marketing team. Others work closely with GTM teams to define leads, lead handoff processes, automation, and ensure the end customer experience is streamlined. Later, we'll explore the marketing ops team and how it fits in with the entire organization. Some marketing operations managers are on a RevOps team or report to sales, which can change their scope and job responsibilities. The most common primary job responsibilities for marketing ops are **developing or implementing software and managing systems**, followed by designing and **managing operational policies and procedures**.

On the whole, marketing ops is like the coach of the overarching marketing team, planning out the strategy, monitoring execution, and making sure that everything is running smoothly so the players can succeed.

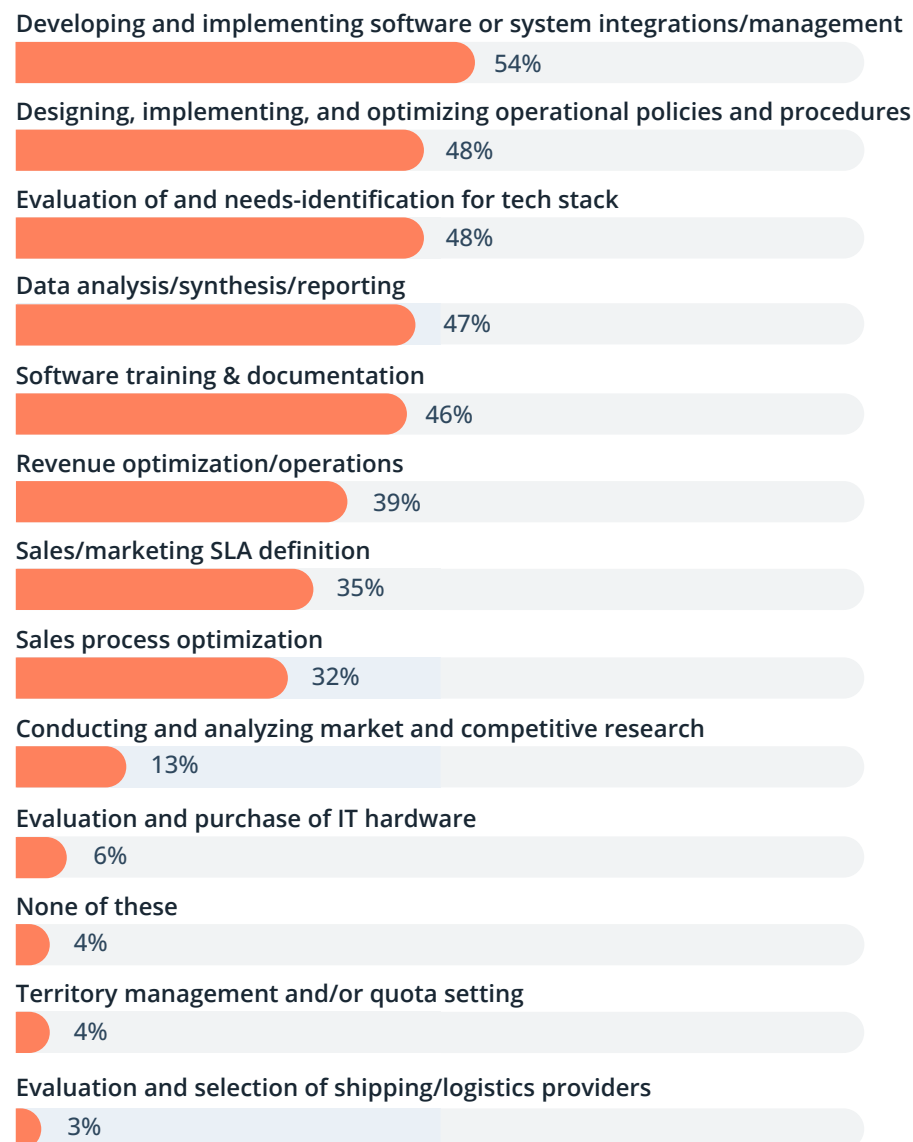
Top job titles of marketing ops professionals

- 1 **Manager**, Marketing Operations
- 2 **Director**, Marketing Operations
- 3 **Marketing Specialist**



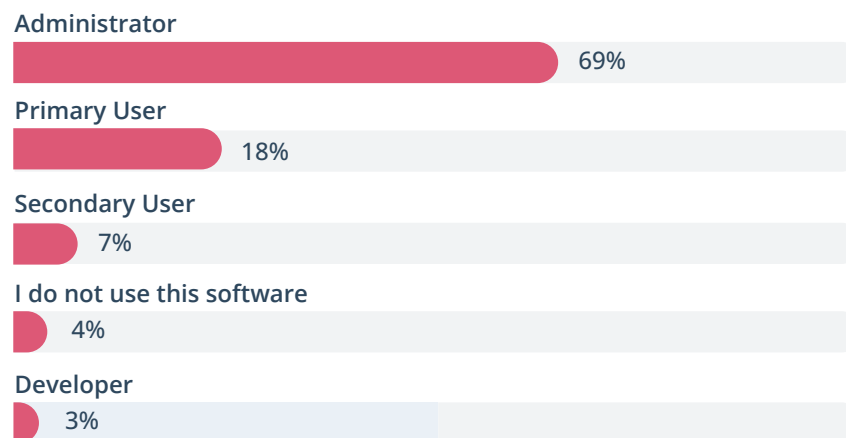
Marketing ops job responsibilities

In your current role, which, if any, of the following are part of your primary job responsibility



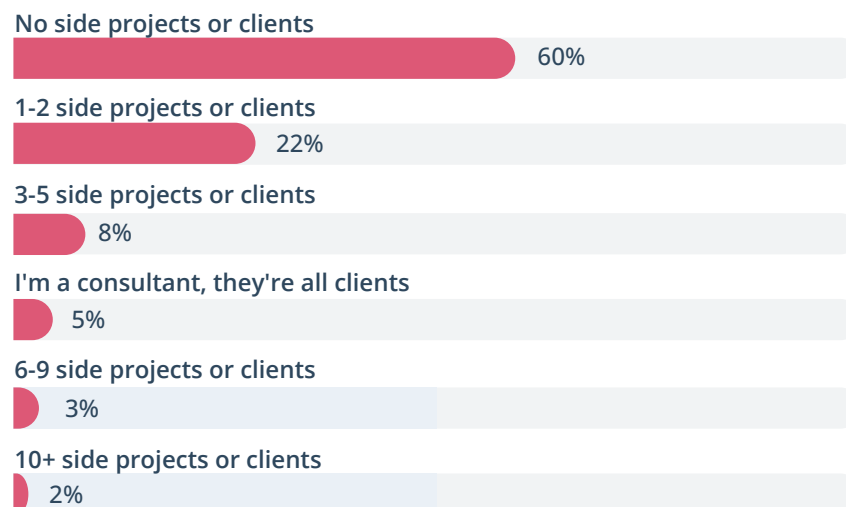
Marketing ops software roles

Which best describes your role in using your company's Marketing Automation Platform?



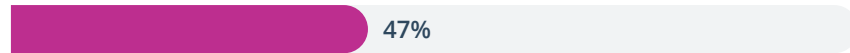
The state of taking on side projects

How many Marketing Operations side projects or clients do you take per year?

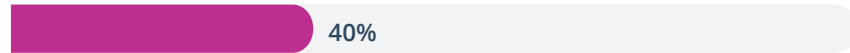


Top reasons marketing ops pros take on side projects

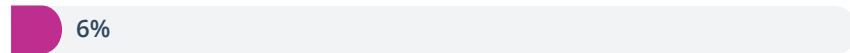
Make additional income



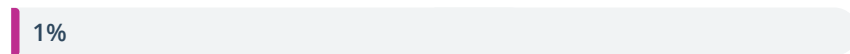
Learn or apply new skills



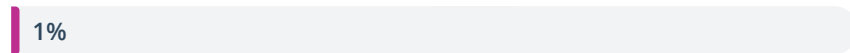
Learn new software tools



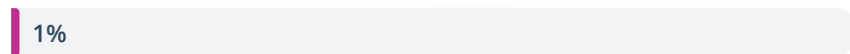
Volunteer



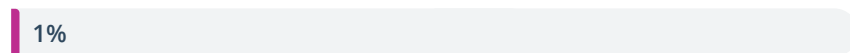
To support people/teams outside my org that I want to see grow



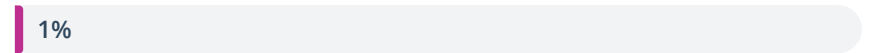
Relationships with previous colleagues



Relationship building



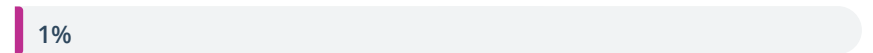
It's a part of my job



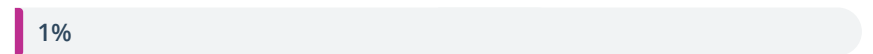
Helping others



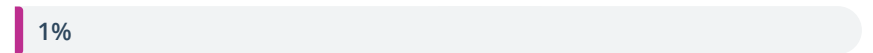
Help others/give back to my community



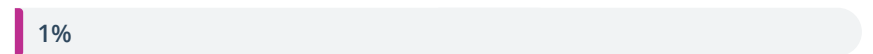
Give back



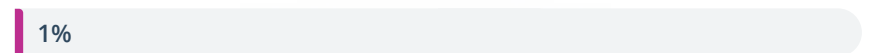
Because I've been a consultant for a long time



Assist smaller businesses with limited budgets

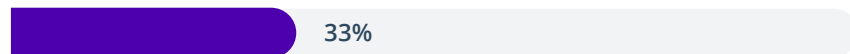


Asked to

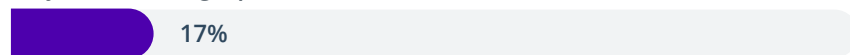


What's your ideal next step in your career?

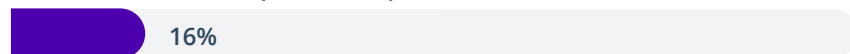
Go into management / build a team that reports to me



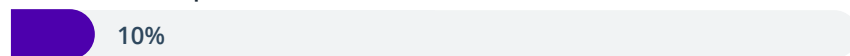
Stay in Marketing Operations



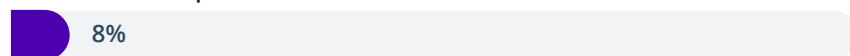
Move more into RevOps / GTM Ops



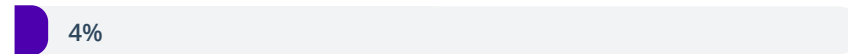
None of these options



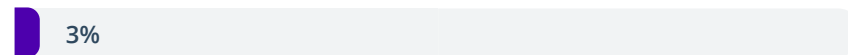
Become an independent consultant



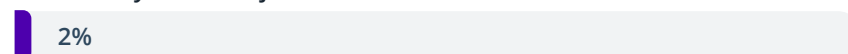
Work for a consultancy/agency



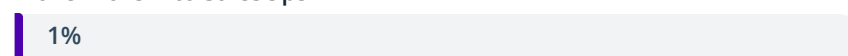
Move into another area of Marketing



Shift totally different job function



Move more into SalesOps



In 2021, 22% of marketing ops pros reported taking on side projects to earn additional income. In 2022, almost 50% say that income is the main reason for their marketing ops side hustle. The creator economy is growing and marketing ops consultants are in high demand.

Are you part of our growing community where you can find awesome marketing consulting gigs? Join MarketingOps.com and create a profile, then explore open opportunities.

What does the marketing operations career path look like?

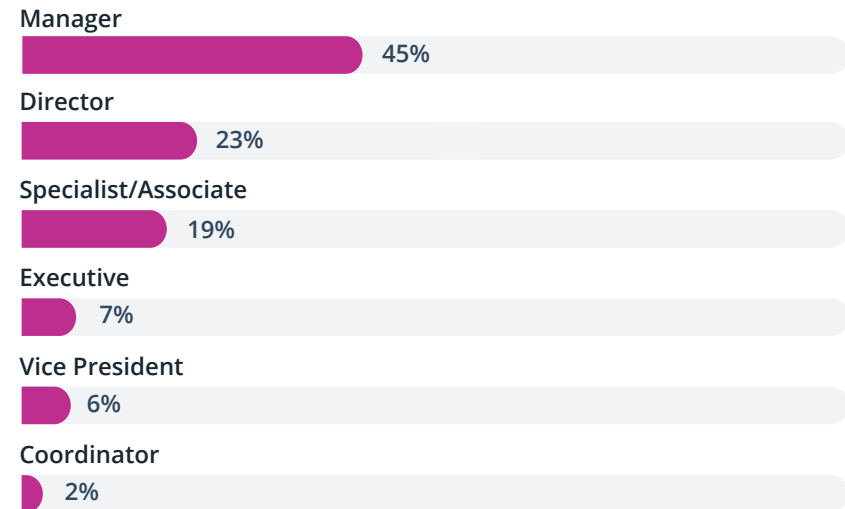
Find out more in [episode 3 of Ops Cast](#), the marketing operations podcast, where we interview successful marketing ops leaders and learn how they got to where they are.

Marketing ops compensation and seniority

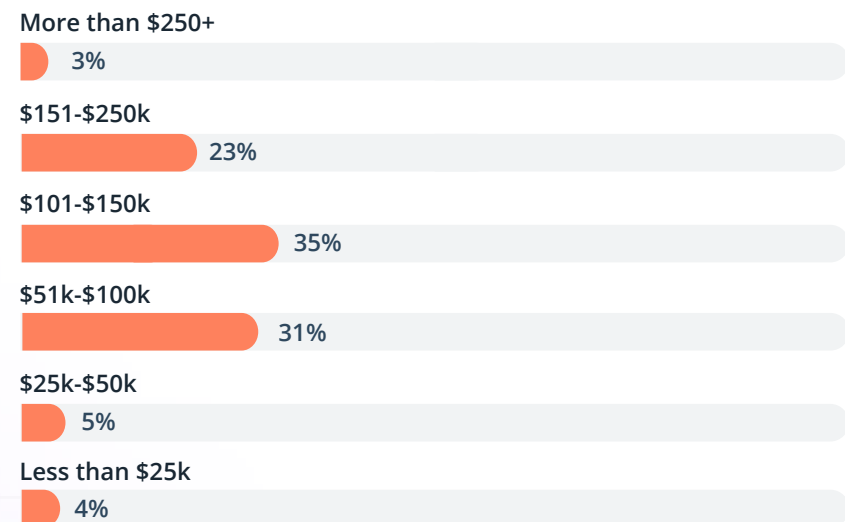
- Almost 45% of respondents were at the manager level
- Only 10% of respondents were at the VP level or above
- 29% of respondents made between \$51-100K
- 32% of respondents made between \$101-150K
- 1 in 5 respondents made \$151-250K
- Most VPs report making between \$151-250k (61% of VP respondents)
- Most Specialists report making between \$51-100K (60% of specialist respondents)
- It's most common for a Director to make \$151 - 250K (43% of director respondents)
- It's most common for a Manager to make \$101 - 150K (43% of manager respondents)



Which best reflects your current level of seniority at your organization?

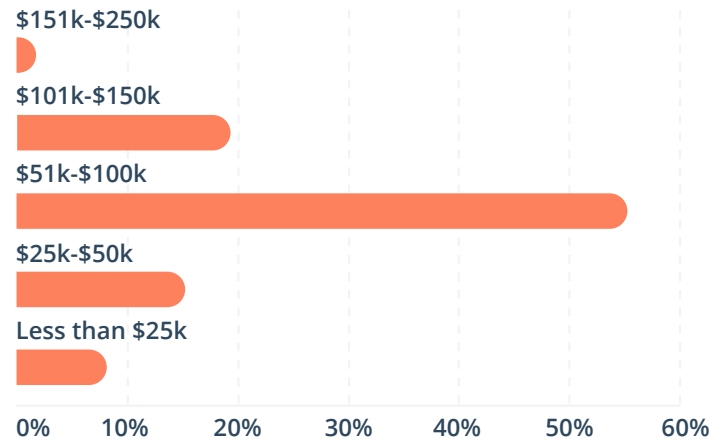


What is your approximate level of compensation, including salary and bonus?

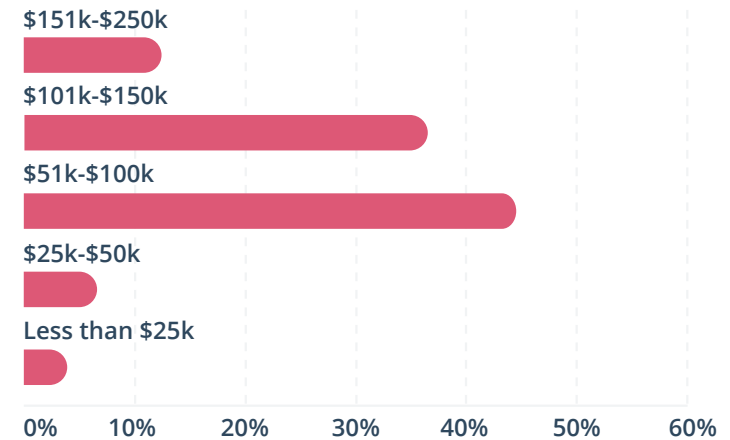


What is your approximate level of compensation, including salary and bonus?

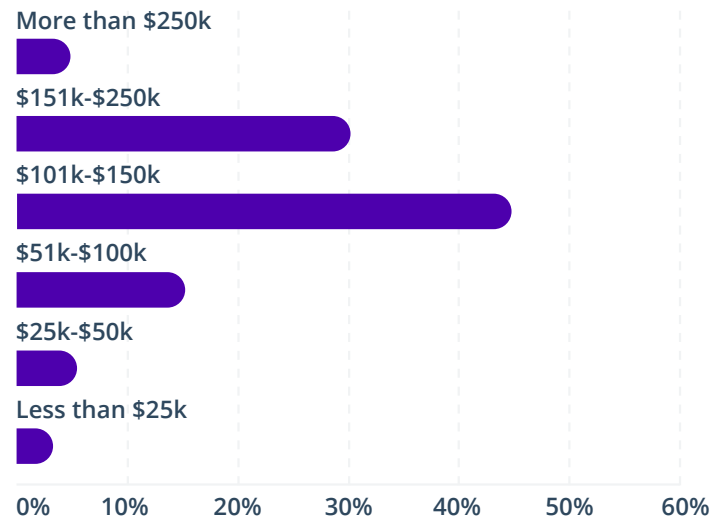
Under 3 Years Tenure



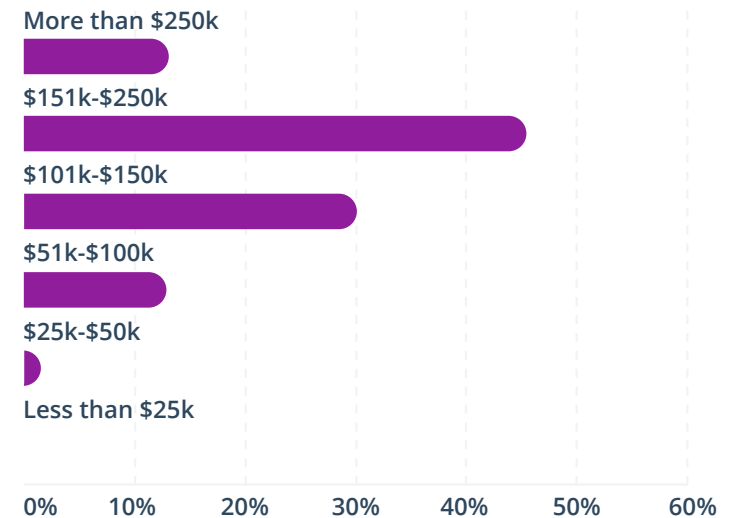
3-5 Years Tenure



6-9 Years Tenure

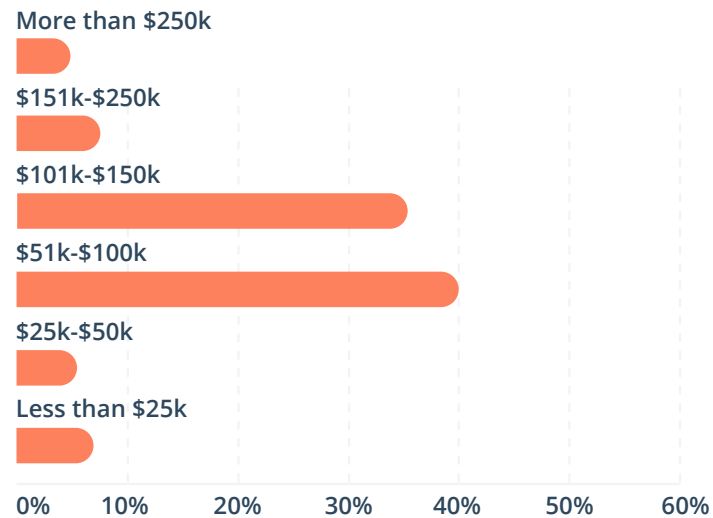


10+ Years Tenure

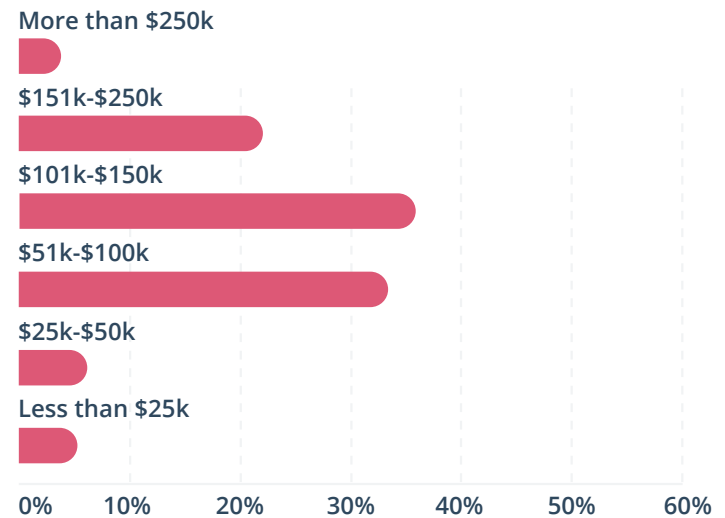


What is your approximate level of compensation, including salary and bonus?

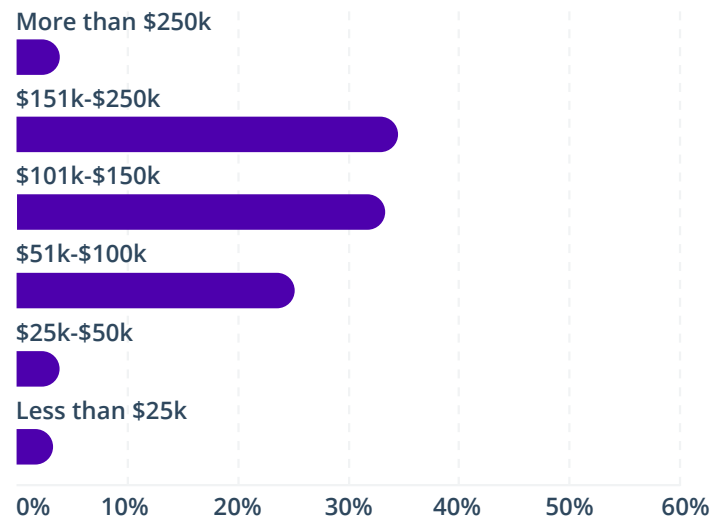
Under 100 Employees



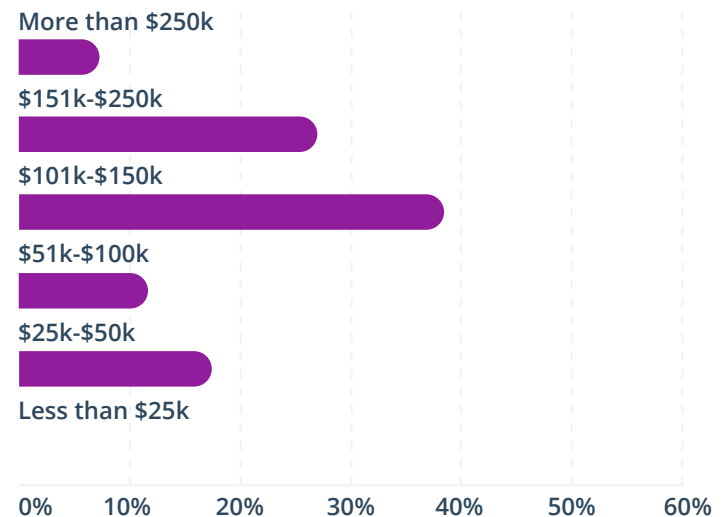
101 to 1,000 Employees



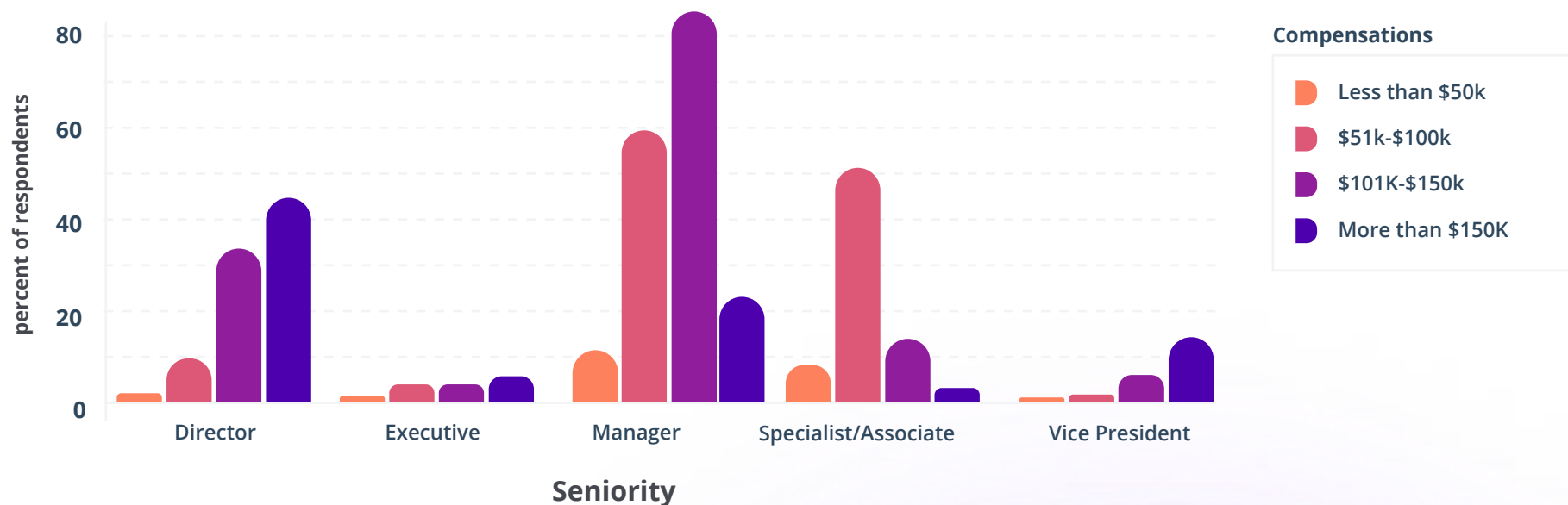
1,000 to 10,000 Employees



Over 10,000 Employees



Seniority and Compensation



Hiring a marketing ops professional?

We've got the latest data-backed strategies and resources to help you find your next marketing operations hire.

Our free marketing ops job description templates include:

- Marketing ops-specific job role language that covers responsibilities, requirements, and skills
- Compensation guidelines based on real, up-to-date marketing ops salary data
- Tools to help hiring managers and recruiting teams market their roles in the right places online

Get free job description templates + guide

SECTION TWO

Marketing Operations Teams

KEY TAKEAWAYS

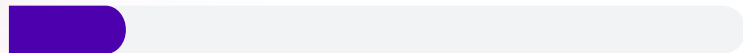
- The top KPI for marketing ops teams in 2022 is pipeline
- 80%+ of companies have a dedicated marketing operations team
- Marketing ops teams' top priority in 2022 is supporting RevOps and optimization
- Most marketing ops teams have 1-10 members, and report to the CMO or VP of marketing

Does your company have a dedicated marketing operations team?

Yes



No



Not sure



Marketing operations teams are clearly becoming more essential to organizations. From 2021 to 2022, 25% more companies reported having a dedicated marketing operations manager or team. Marketing ops teams are working closely with sales, as the #1 KPI for marketing ops in 2022 is pipeline, followed by revenue objectives. During lean times, companies rely on teams who can deliver significant results without needing any more capital to do so.

“Overusing operations teams is perpetuating a problem with hiring and burnout at growing organizations. Managers and leadership teams need to be aware that operating a too-lean Marketing Ops team isn’t a long-term option and can lead to systems breaking down. Invest early and check in on workload frequently and it will pay off in dividends,” says Mike Rizzo, founder of MarketingOps.com.

With the power to influence and improve conversions, engagement, sales, and company outcomes, marketing operations is a highly integral part of any successful organization this year, and beyond, and is worthy of significant investments in both budget and headcount.

Marketing ops teams are working closely with sales, demand gen, and sales ops to figure out the best strategy to reach and convert more prospects and to engage with existing customers.

Marketing ops priorities and KPIs in 2022

In 2022, many organizations are tightening their purse strings and optimizing, rather than running full steam ahead with new initiatives and investments. Marketing ops teams are closely tracking sales goals and working to support revenue operations and sales pipelines, so it adds up that the most common team for marketing ops to work closely with is sales.

RevOps + MarketingOps: What is Revenue Operations?

At most organizations, Revenue Operations is defined as an umbrella term for Marketing Operations, Customer Success Operations, and Sales Operations. Each of these teams impacts the bottom line and can be optimized to increase overall profitability.

Others think of RevOps as a strategic way to optimize marketing and sales systems with a goal of revenue creation.

“RevOps is the idea of combining the processes (and sometimes organizations) of Marketing Operations and Sales Operations. Our research shows that in high-performing orgs, combined RevOps teams are led by someone with a lot of Marketing Operations expertise.”



Bob Conklin

Solutions Marketing Leader,
Adobe

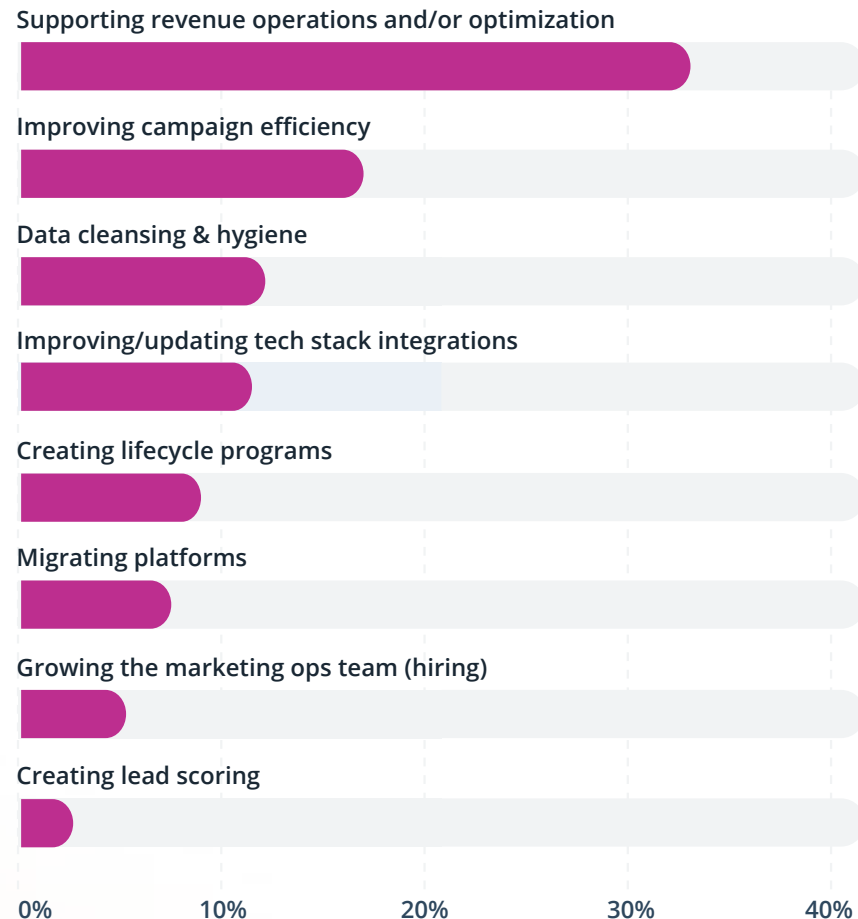
Learn more about [marketing operations vs. revenue operations on the blog](#)



When customer-facing and revenue-generating teams are aligned, they can identify inefficiencies and rethink workflows and processes that may no longer work or be as effective as they were in the past. The sales process is changing, just as consumer behaviors and expectations change. While having 24/7/365 live chat support or more flexible pricing may not have been important two or three years ago, now it could be the difference between capturing certain demographics and converting prospects. These functions impact marketing operations, sales operations, and revenue operations and need to work off of the same data across teams.

“There are four key types of data — demographic, firmographic, behavioral, and intent. With the go-to-market strategy, whether it’s launching a new product or campaign or a retargeting initiative, you need to look at that data first. So marketing ops teams need to make sure the data is being collected, and find any data that you’re missing.” From [episode 10 of Ops Cast, “Go-to-Market Data”](#) with Amanda Thomas

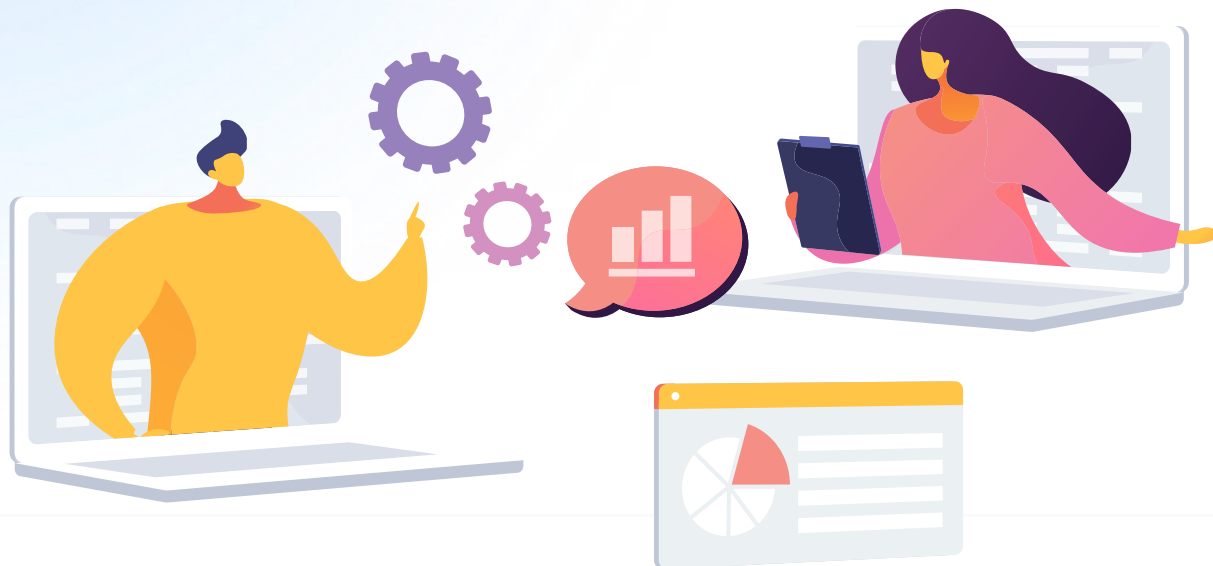
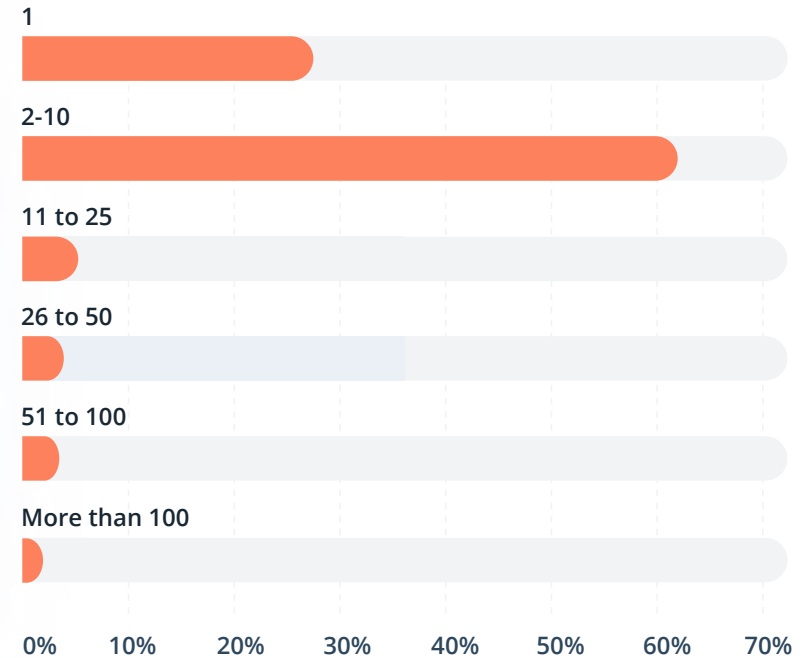
What are your team’s priorities this year?



Top KPIs for evaluating a marketing operations team's success

1. Pipeline
2. Revenue objectives
3. Velocity tracking between lifecycle stages
4. Conversions

Marketing operations team sizes

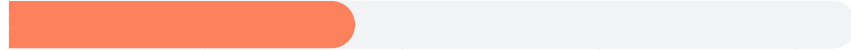


Who does the Marketing Operations Team report to?

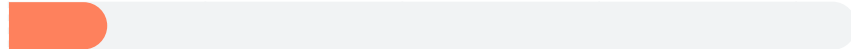
VP of Marketing



Director for Marketing



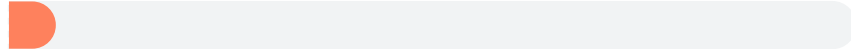
Chief Executive Officer (CEO)



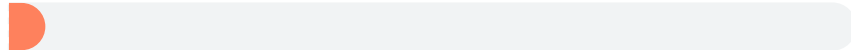
Chief Revenue Officer (CRO)



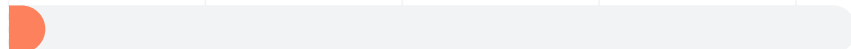
Chief Operating Officer (COO)



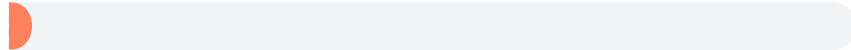
VP of Sales



Not sure

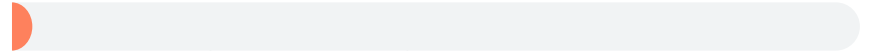


Chief Technology Officer (CTO)

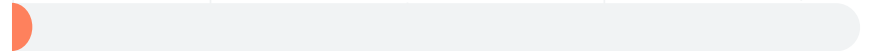


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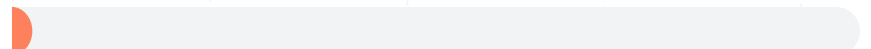
VP of Revenue Operations



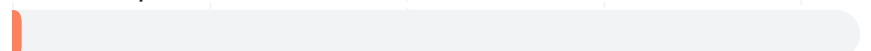
Chief Information Officer (CIO)



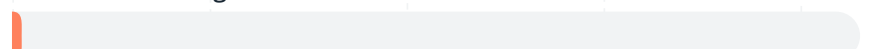
Chief Financial Officer (CFO)



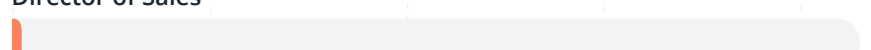
VP of RevOps



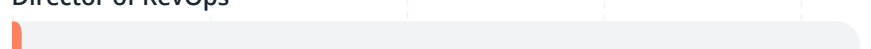
Head of Marketing



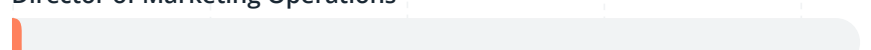
Director of Sales



Director of RevOps



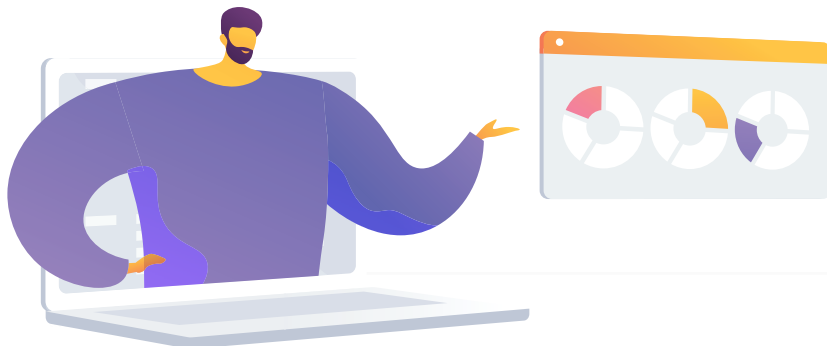
Director of Marketing Operations



Director of Demand Gen



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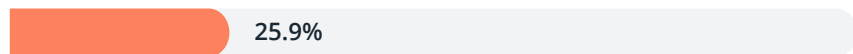


What sub-team are you on?

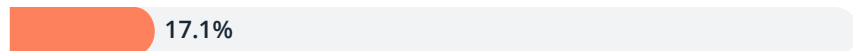
No sub-team



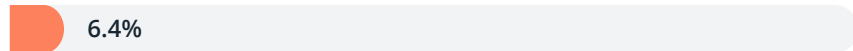
Demand Generation



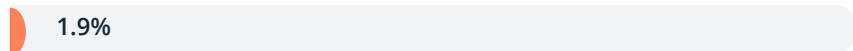
Revenue Operations



Data & Analytics



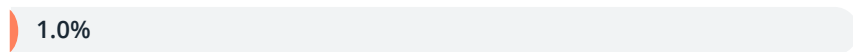
BizOps



Marketing Operations/Analytics



Growth Marketing/Analytics/Operations



Digital Marketing/Production



Which teams do you work closely with?

Sales



Demand Generation



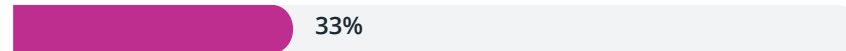
Sales Operations



C-Suite/Leadership



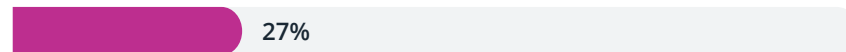
Revenue Operations



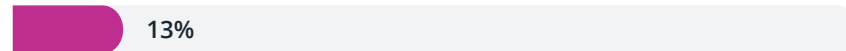
IT



Client Success



Support



Other (please specify)



SECTION THREE

Marketing Operations Tools + Technology

KEY TAKEAWAYS

- The #1 tool marketing operations professionals use is spreadsheets
- Marketo Engage is the most popular marketing automation platform, and Salesforce is the most popular CRM
- The most important criteria for choosing new tech in 2022 are the ability to integrate with existing tech and the ability to scale as companies grow
- The top coding language marketing ops pros know is HTML, and 5%+ of ops professionals know Python, the #1 coding language in 2022
- One quarter of marketing operations professionals don't know a coding language, but of those that do, HTML and CSS are the most popular
- More than 50% of marketing ops professionals use a tech stack that includes a dedicated email and/or landing page creation platform

The theme of this year's report is *lean*. Marketing ops individuals and teams are tasked with optimizing, streamlining, and cutting costs left and right. At the same time, buyers want all the bells and whistles that the latest software has to offer, which tends to cost money. In 2022, marketing ops teams are prioritizing tools that are able to grow and scale with them, and that integrate with their existing tech stack.

While there are plenty of robust marketing software platforms to choose from, and they are necessary for running a high-volume GTM operation, the **#1 tool that marketing ops teams use is spreadsheets**. Good old spreadsheets. Our comfort zone. The next most popular tools are Asana and Jira — both key players in project management and organization.

Most marketing ops folks are happy with their marketing automation platforms, and have been using them for more than three years, which explains the need for new products that integrate with these existing systems. Migrating data and changing primary software systems can be a months-long and expensive process that disrupts operations, and many teams try to avoid it until it's entirely necessary.



“Most companies only use a little over half of the tools in the tech stack that’s available to them. Audit your tech stack and ask if anyone is using the tool. If not, get rid of it. Evaluate each tool like Marie Kondo. Does it bring you joy? Does it bring any value to the org? Are there duplicate tools? Ultimately, you want every tool in your stack to contribute to revenue. When contracts are up for renewal, really think about their value, current features, and overlap with other tools.”

From [Ops Cast episode 8](#)
“[How to Audit a Marketing Tech Stack](#)”



Chloe Pott

Senior Marketing Operations
Manager at Datadog

Marketing operations software platforms & tools

The industry's leading software platforms for marketing operations include Marketo Engage, HubSpot, Salesforce CRM, Unbounce, and Knak. These software solutions have been tweaked and updated to fit complex marketing needs and support large volumes of data.

Here's a look at what tools marketing ops professionals are using in 2022.

What tools do you use to manage your work in Marketing Operations?

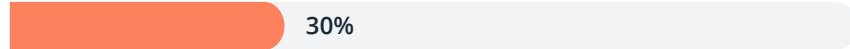
Spreadsheet (Google or Excel)



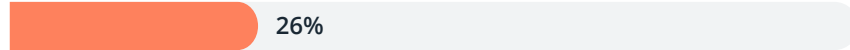
Asana



JIRA



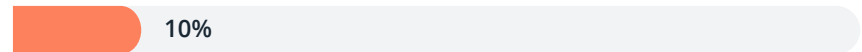
Other



Wrike



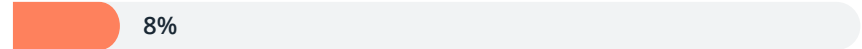
Airtable



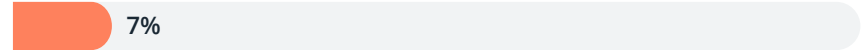
Basecamp



Notion



Workfront



Teamwork



Custom Solution



MOST POPULAR MARKETING OPERATIONS SOFTWARE

Which Marketing software do you currently use?

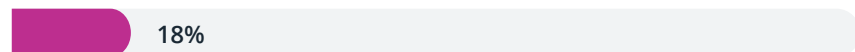
Marketo (Adobe Marketo Engage)



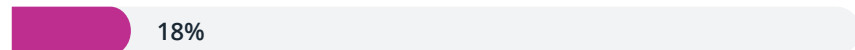
HubSpot



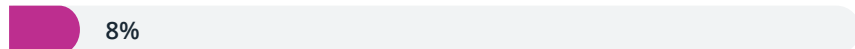
Salesforce Marketing Cloud



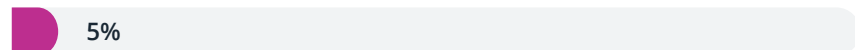
Pardot (by Salesforce.com)



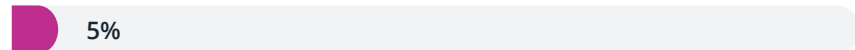
MailChimp



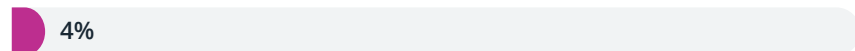
Knak



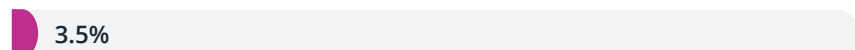
Eloqua (by Oracle)



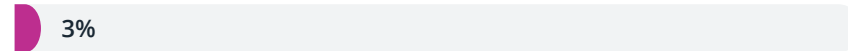
Other



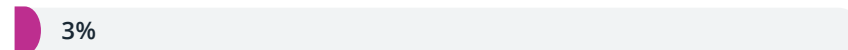
Active Campaign



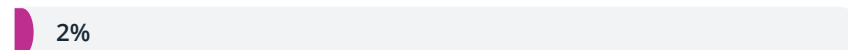
I don't use any of these



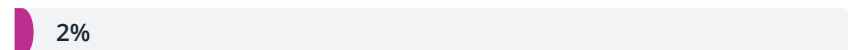
Zoho



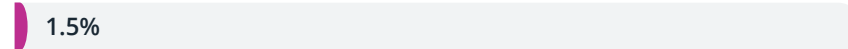
Iterable



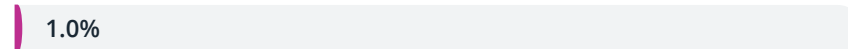
Braze



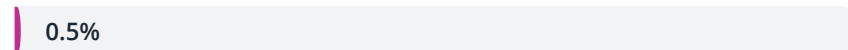
Klaviyo



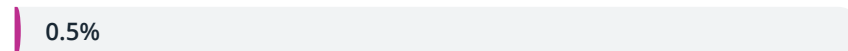
Oracle Marketing Cloud



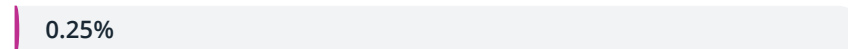
SharpSpring



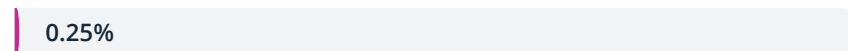
Acoustic Campaign



Pipedrive

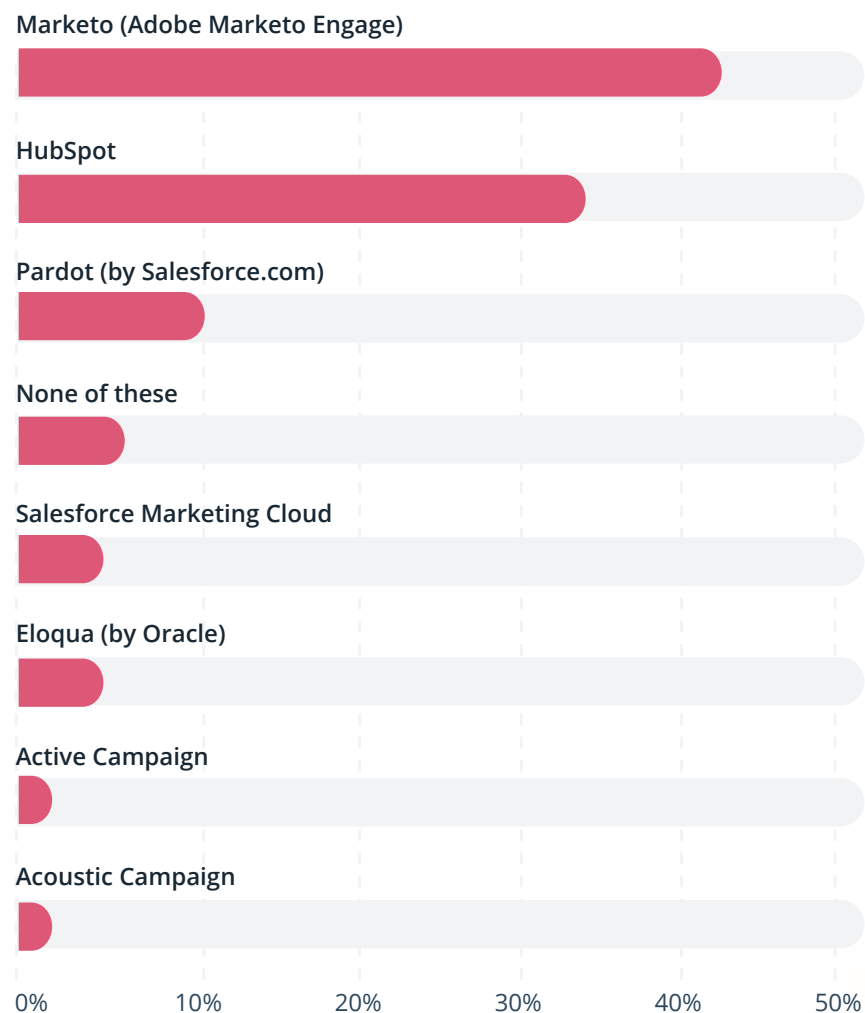


Infusionsoft



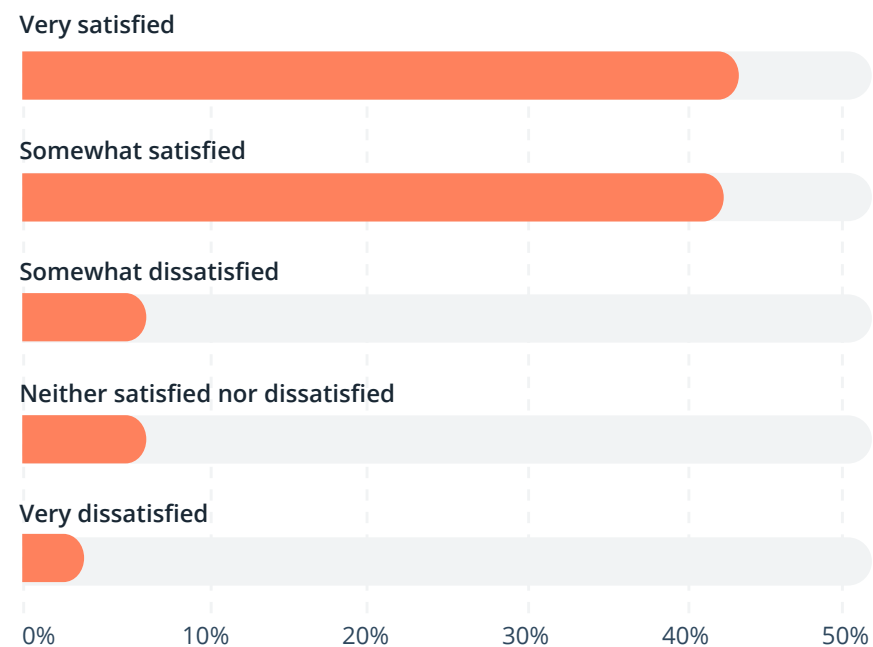
PRIMARY MARKETING AUTOMATION PLATFORM

Which Marketing software do you currently use?

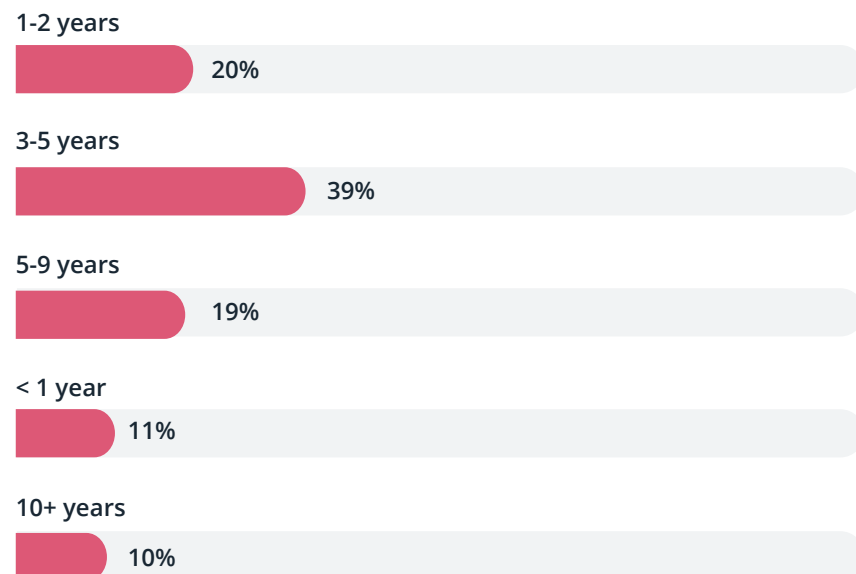


MARKETING AUTOMATION SOFTWARE SATISFACTION

How satisfied are you with your company's primary Marketing Automation Platform?



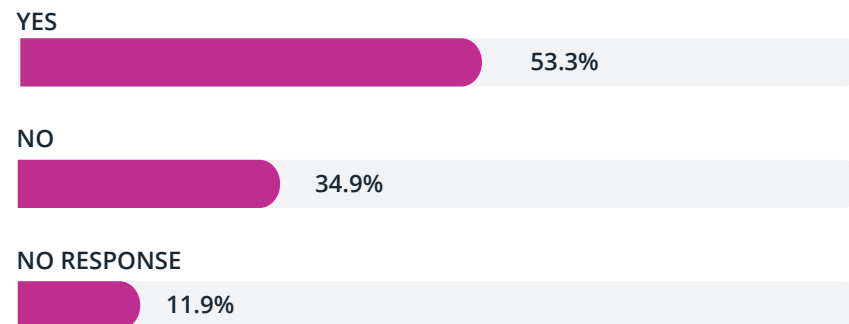
How long has your company used its primary Marketing Automation Platform?



50%+

of marketing ops professionals use a tech stack that includes a dedicated email or landing page creation platform

Does your tech stack include a dedicated email or landing page creation



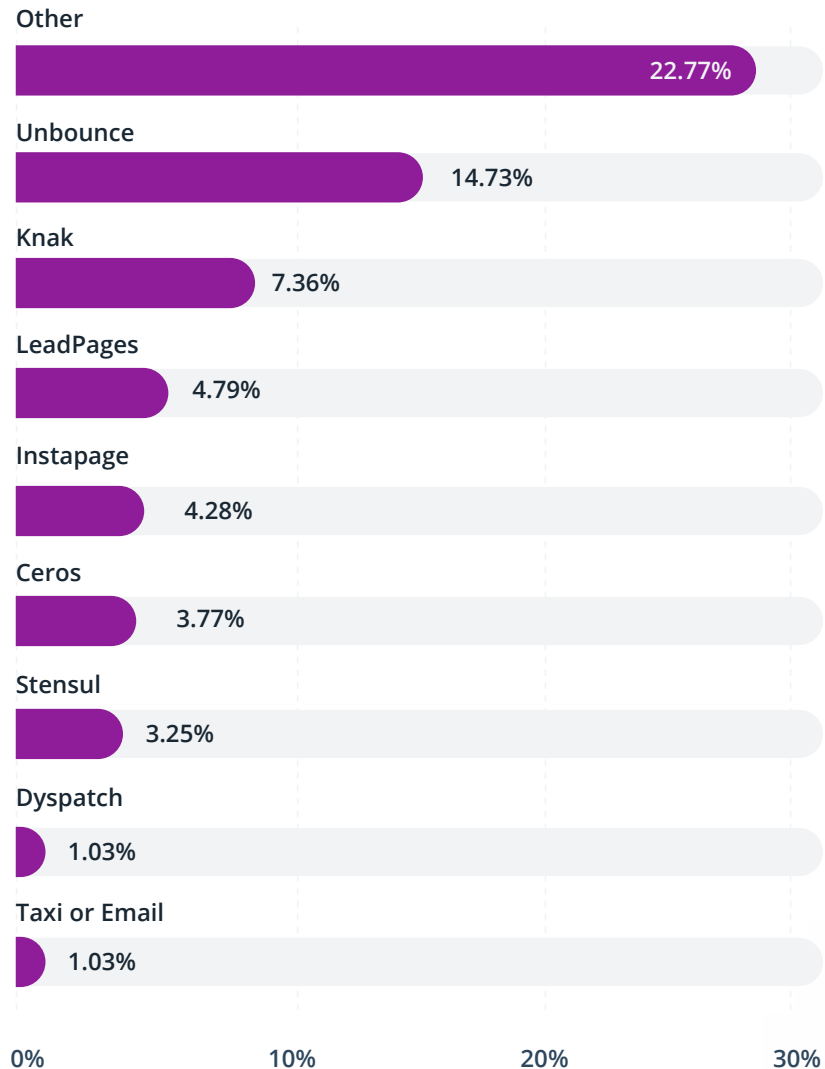
Top 3 landing page and email creation platforms

1. Unbounce

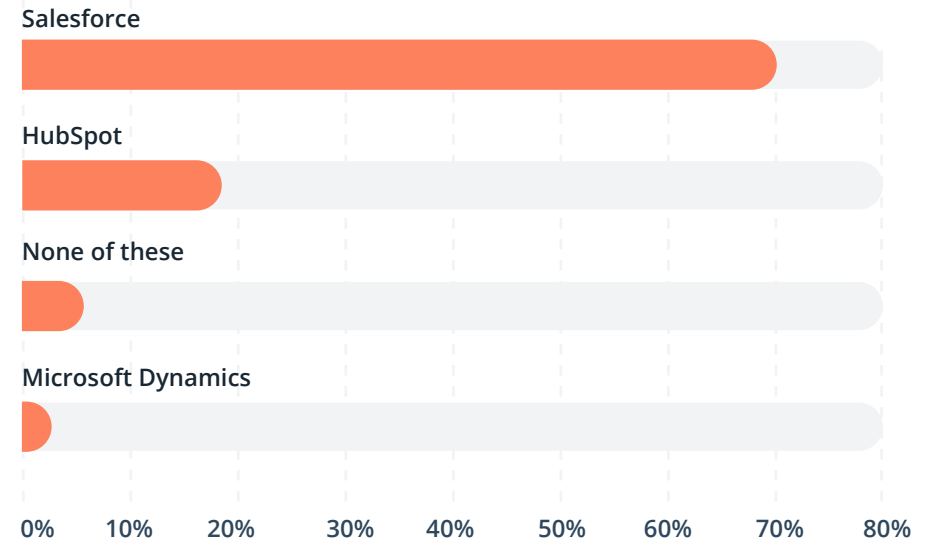
2. Knak

3. Leadpages

Which creation platforms are in your tech stack?



Primary CRM Platform



How to choose new marketing technology

Most important criteria for choosing new tech

Ability to integrate to existing and new technology



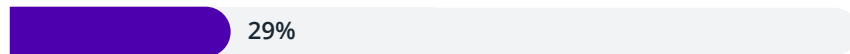
Product scalability / ability to grow as we grow



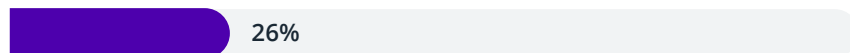
Ease of use



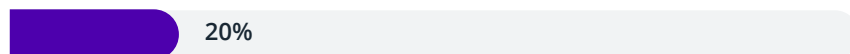
Ability to meet our technical compliance standards (privacy, security, etc)



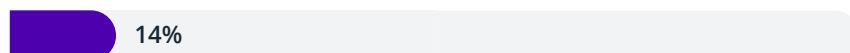
Price



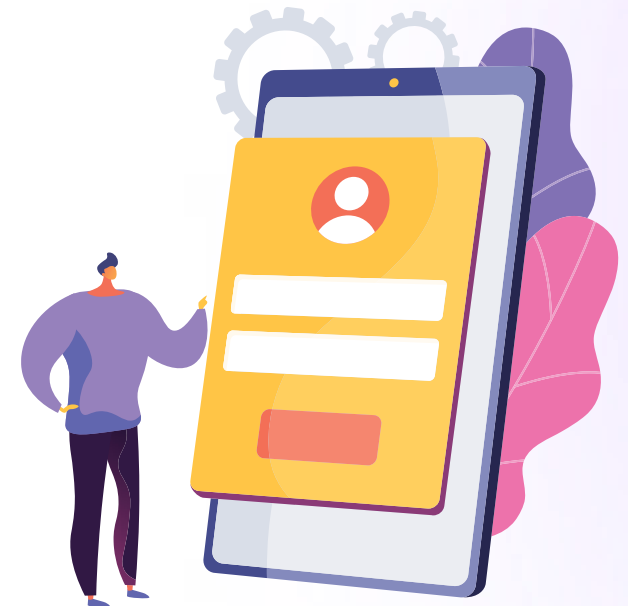
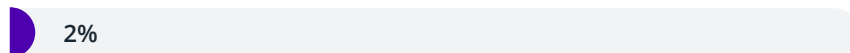
Vendor service and support levels



Product innovation

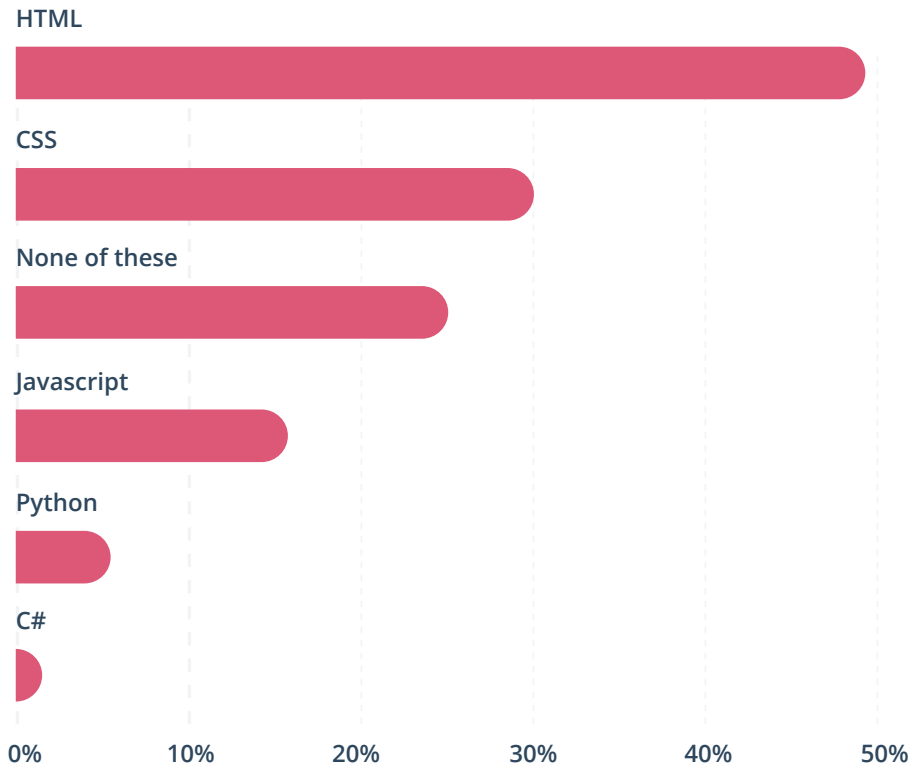


Brand perception / vendor partnership



Marketing operations + coding languages

What (if any) coding languages do you know?



Less than half of our respondents know HTML and even fewer know CSS. We see in the data that HTML and CSS are the top coding languages that marketing operations professionals use — this can be for troubleshooting, automation, integrations, or other use cases.



"It's no surprise that Marketing Operations professionals know their way around code. From Marketo to HubSpot we end up interacting with some form of HTML, JavaScript, or CSS. After all, they typically start with embedding a tracking code on your site! But knowing how to tweak a little bit of HTML or CSS doesn't mean we want to hand-code an entire page. Evidence of this is provided by the 50%+ MarketingOps Pros leveraging Landing Page and Email Building apps like Knak, LeadPages, and more."



Mike Rizzo

Founder, MarketingOps

[Python, however, is the fastest growing coding language](#), and more than 5% of marketing ops professionals know and use it. Python supports automation, data management, and more, and has a massive [database of open source code packages for marketing](#).



"Sometimes a marketing automation professional may need to be responsible for creating the pipelines that update the tables that populate your CRM or MAP. Marketing automation folks can generate these tables through a variety of means, including Python, Airflow, or other API management tools."



Jason Bilog

Product Marketing Manager,
Marketing Automation, Google

SECTION FOUR

What's Next for Marketing Operations?

KEY TAKEAWAYS

- Marketing ops professionals want a more defined role in the organization
- There's room for digital transformation and growth at most organizations, even if they already have a marketing operations team presence
- Only 7% of organizations surveyed have a fully developed digital maturity level, with integrated systems, complete lifecycle nurturing, and personalized content

"There's been a significant improvement in respect and recognition of marketing operations since doing this survey a year ago, but I still feel we have a way to go," one of our marketing ops professionals commented. So, what's the next step for marketing operations as a field?

Overall, marketing ops professionals are looking for:

1. More job clarity
2. More headcount
3. More resources

Additionally, there's demand for more marketing operations skills and training opportunities. One survey respondent said, "In general I'd love if orgs actually understood the different roles within Marketing and allowed members to specialize over being utility players. For example, I am running all Marketing Ops, because I have experience, but I was hired to oversee the Brand and overall strategy". Another respondent said "I do everything. I'm the only one on my team. I then cross into design and development and work across multiple departments, but don't feel I'm fairly compensated for everything I do".

What's the biggest thing companies can do to better support marketing operations?

A dedicated role / more defined roles / job clarity



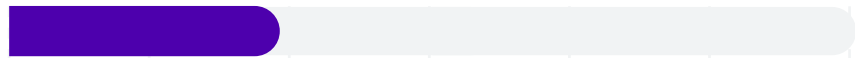
More headcount



More budget / resources



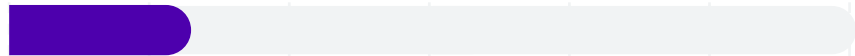
Valuing marketing operations



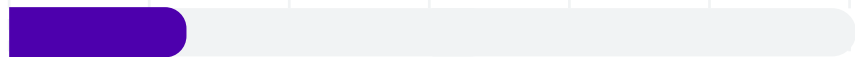
Alignment between teams



Training / learning opportunities / education



Open to new processes / ideas

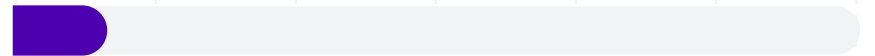


0% 10% 20% 30%

Better data visibility / integrity



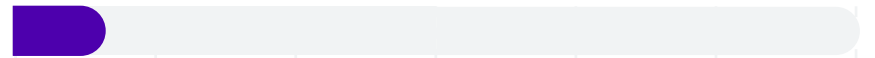
Better pay



Clear objectives



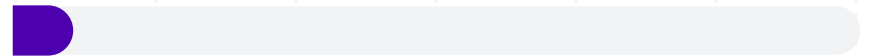
Automation



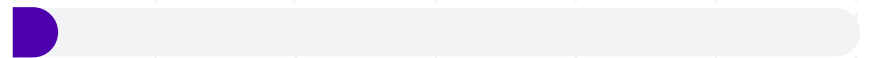
Take time to understand marketing operations



Empowerment



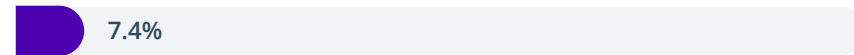
More support



0% 10% 20% 30%

Level of digital maturity of marketing operations professionals' companies

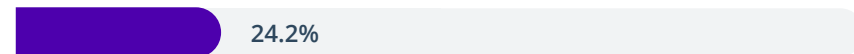
Level 1 - We are primarily using email for point in time campaigns



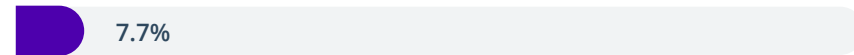
Level 2 - We've automated 2-4 channels, but they are not integrated, we do some nurture campaigns



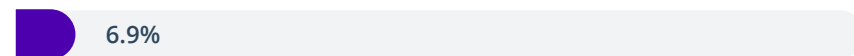
Level 3 - We have integrated automation for multiple channels and are doing advanced segmentation, personalization and nurturing



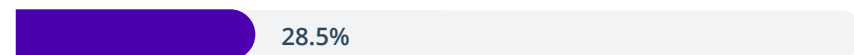
Level 4 - We have fully integrated our communication channels within campaigns and are doing full life cycle nurturing with personalized content



It varies significantly across the organization



Not sure / no response



What do marketing ops professionals want from their organizations?

“My marketing colleagues don’t have a technical perspective, which affects everything from process to reporting to evaluation to implementation of new tech tools. It seems they hear “marketing automation” and think that’s all they need to get results or reporting in a nice interface.”

“When your company is really busy and has a huge workload, marketing is not a priority.”

“At a small company, the marketing ops person does everything, from demand gen to SEO to traditional operations tasks. For me, defining roles means hiring for other functions so I can focus on the true marketing operations work.”

“Leadership doesn’t want to be bothered by the process and gritty details, and don’t seem to know what marketing operations does. Would love more ideas on how to describe marketing ops and how vital of a role it is.”

“It’s hard to communicate that you are just ‘fixing’ things most days.”

And what are hiring managers and leadership teams looking for in marketing operations hires?

“Marketing leaders are looking for new team members who have the technical skills of marketing — using marketing automation tools, v lookups and pivot tables — and understanding these technical aspects within the context of the buyer’s journey and marketing funnel. We want them to understand what a persona is and messaging strategy, and be able to build a waterfall report or funnel forecast.”

From [episode 22 of Ops Cast “How do we get new talent into Marketing Ops?”](#)



Toby Murdock
CEO, Highway Education

SECTION FIVE

Resources for Marketing Operations Pros

If you're anything like the marketing ops professionals in our community, you believe in ABL — always be learning. 40% of marketing ops pros take on side projects to learn new skills or try new tools.

Here are the top places to keep up with marketing ops, connect with peers in the industry, and ask all the hard questions you've been struggling with.

PODCASTS

[Ops Cast](#)

[The Art of Marketing Operations](#)

[Duct Tape Marketing](#)

[Marketing Smarts from MarketingProfs](#)

[Adobe Experience Cloud's Audio Marketing
Whitepaper Podcast](#)

[Unsubscribed!](#)

COMMUNITIES

[MarketingOps.com](#)

[r/AdOps](#)

[r/Marketing](#)

[r/DigitalMarketing](#)

[Marketing and Sales Operations
Professionals on LinkedIn](#)

PUBLICATIONS

[Marketing Operations Professionals Blog](#)

[Adobe Digital Transformation Blog](#)

[Knak Blog](#)

[TechCrunch](#)

[Mashable](#)

[C Space: Marketing & Advertising from CES](#)

COURSES

[Free Marketing Ops Workshops](#)

[HubSpot Academy Revenue Operations
Certification Course](#)

[Adobe Digital Learning Services](#)

JOB BOARDS

[Marketing Ops Job Board](#)

[MarketingHire](#)

[American Marketing Association \(AMA\) Job Board](#)

[Exit Five B2B Marketing Job Board](#)



Conclusion + Methodology

CONCLUSION

It's the year of the marketing operations professional, and the industry is predicted to experience massive growth in the coming years. With the data from this report, perspectives from marketing operations specialists around the world, and up-to-date job description resources, we hope that you can better define your role and collaborate with a variety of teams and departments, reach your career goals, and gain confidence as an operations pro. As more and more organizations better understand the impact of high-quality marketing operations and streamlined systems on ROI and employee engagement, there will be opportunities for growth and development in the marketing ops function.

One of our survey respondents advises, "A lot of orgs aren't proactive about investing in Marketing Ops, but want to reap the benefits, like good reporting and attribution. This is a big learning curve for many sales and marketing teams".

"I believe that the secret sauce of a marketer's success is heavily dependent on understanding the customer journey + experience, and going digital. And that can't happen without the backend systems that link everything together, and the data, which is fueled by marketing operations."

From Ops Cast Episode 12 ["Is the path to CMO through Marketing Ops?"](#)



[Vivian Chan](#)

Global Campaigns Director,
ServiceNow

Our advice — start investing in marketing operations teams and training now. (Hint: save the resources section for later, or share with your team.)

We'll leave you with a final word from another marketing ops pro:

"It's a great time to be in marketing ops. I've been doing it since 2007 when it was new and exciting — now, it's better and stronger than ever!"



Join the marketing ops community with thousands of professionals just like you

At MarketingOps.com, we believe in the power of community. Being a one person marketing operations team is tough, and you will more than likely find yourself running into problems you don't know how to solve.

WE'RE HERE TO HELP. WE OFFER:

- Discussion boards for top marketing automation platforms like Marketo and HubSpot
- Courses, training sessions, and free workshops
- A job board for new career opportunities
- Resources for growing and scaling a marketing operations team
- And more!

Find out more



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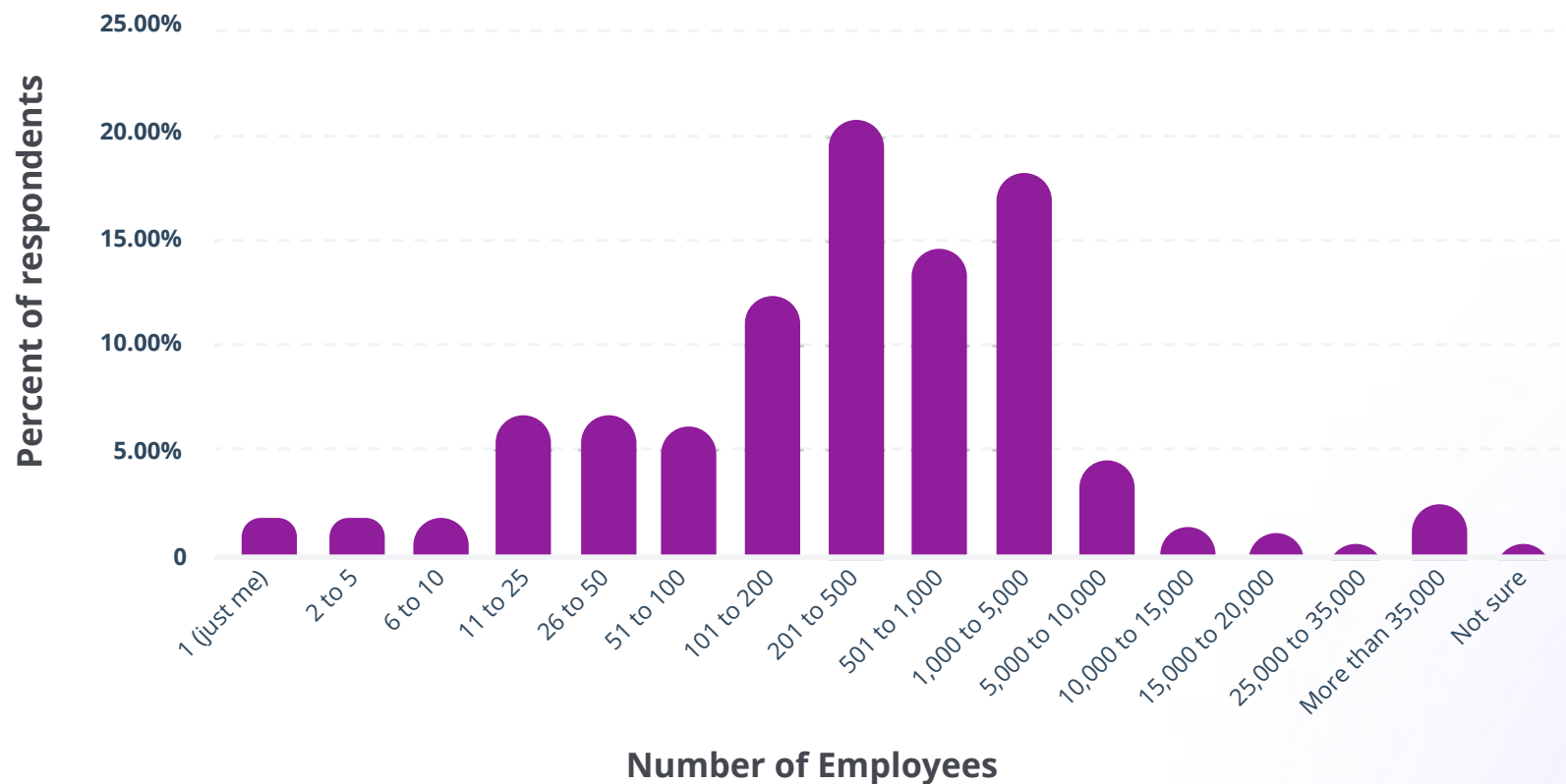
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METHODOLOGY

We surveyed 550+ marketing operations professionals over 20+ industries in April-May 2022. The audience was largely made up of individuals at tech companies. Learn more about our survey respondents here.

Company Size



Annual revenue

