

Nordic Executive Survey

September 2013



HAMMER & HANBORG

Introduction

The aim with this survey is to focus on the work situation for Nordic marketing and communication executives and to study the role of marketing and communication in the Nordic countries. The survey is conducted by Hammer & Hanborg in cooperation with the marketing associations Markedsføringsforeningen in Oslo (Norway), MARK (Finland) and Huset Markedsføring (Denmark).

About the respondents

In total, 1159 Nordic marketing and communication executives responded. 37% are Danish, 33% Swedish, 19% Norwegian, 8% Finnish and 3% stated they have another nationality. 95% of the respondents are between 31-60 years old and 85% have a university degree. 56% are female and 44% male. 9 out of 10 have a permanent employment and a great majority (82%) work in the private sector. Most common is to work in organizations with more than 200 employees.

Well-paid Danes, highly-educated Norwegians, global Finns and CEO-aspiring Swedes

The survey shows that there are mostly similarities between the Nordic countries. But the countries differ at some points:

Sweden

- More common with interims managers
- More often members of a board
- Wants to become CEO

Denmark

- Highest salary
- More often staff responsibility
- Employed in the private sector

Norway

- Highest education level
- Younger
- Less common with responsibility outside the Nordic countries

Finland

- Global responsibility
- Works in Media and IT
- Lowest salary

Responsibility

13% have a responsibility for the whole Nordic region, 8% have a European responsibility and 15% a global responsibility.

More than 50% have staff responsibility. It's most common among the Danish respondents (65%), with the Swedish (60%) and Finnish (54%) not too far behind. In Norway however, less than 4 in 10 respondents have staff responsibility.

Half of those with staff responsibility have 1-5 people in their team. 25% have 5-10 people and the rest is evenly divided between 10-20 people and more than 20 people.



Big data and social media has made communication more important

A majority of the respondents in all countries states that the importance of marketing (60%) and communication (70%) has increased in their organizations during the past 5 years (Figure 1.). The same is true for marketing and communication in general, where 68% agrees that communication has become more important and 45% that marketing has become more

” Marketing has become a question for the whole organization, due to the explosion in social media”

important . The respondents mention social media as one of

the reasons for the increased importance. Good communication and dialogue is now something that is expected. The ability to measure marketing and communication efforts has also contributed. Many companies now see marketing and communication as a way to engage, motivate and drive change that creates value for the company.

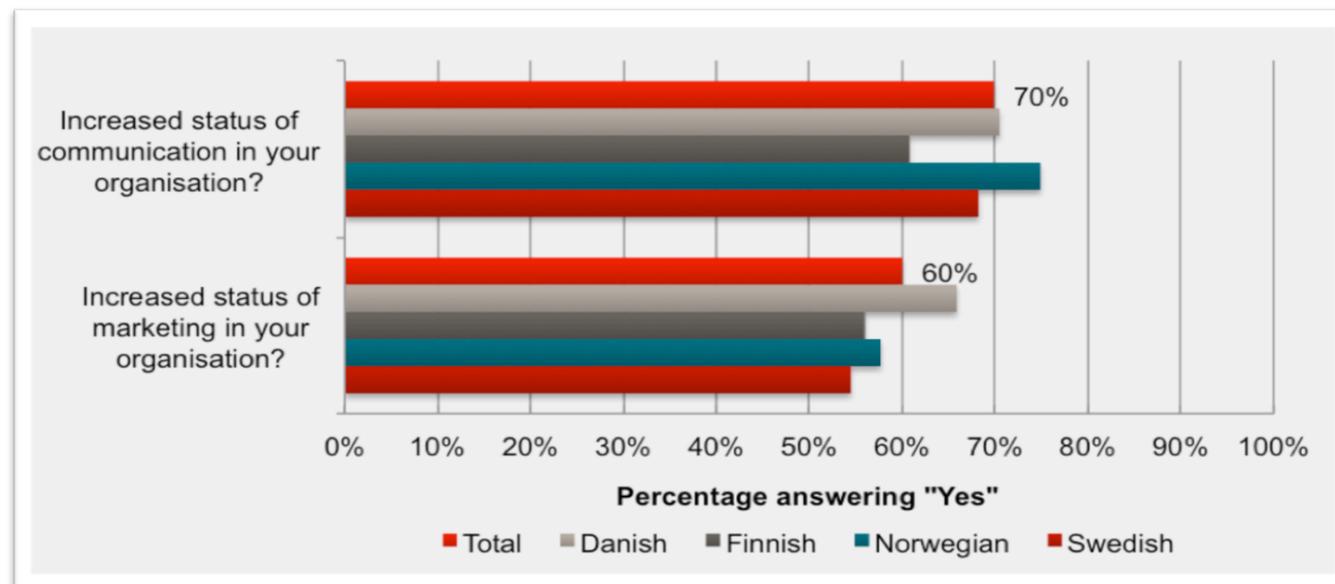


Figure 1. Increased importance of marketing and communication in own organization.

More than 6 out of 10 agrees that the awareness of the importance of marketing and communication to the organization’s overall objectives has increased during the past 5 years. Reasons mentioned are a deeper understanding of the subject which has come with increased measurability. But also that most companies now have KPIs for their marketing which has made it a vital part of business.

Communication integrates with other disciplines

A majority of the respondents says that both marketing (68%) and communications (77%) has become more important for other disciplines in the organization. Marketing mainly integrates with Business development, followed by IT, HR and R&D.

Data driven insights as a starting point for innovation is thought to be one important reason.

” Whatever job, communication as a skill is always wanted”

Communication mainly integrates with Business development and IT followed by HR, R&D and Finance. Good and efficient communication makes it easier to create consensus within the company and to respond to the demands for adaption and transparency that comes with the fast technological development.

50% of the respondents says that there is a high level of marketing and communication skills in the management team of their organization. But there is room for improvement as one respondent states: **“All leaders are expected to be great communicators today”**.



Communicators takes place in top management

In Denmark, Sweden and Finland, roughly half of the respondents are part of the top management team in their organization. In Norway the number is lower – just over 1/3 of the respondents are part of top management. In all countries, one third of the respondents report directly to the CEO.

30% of respondents answer that they are a member of a board. The share increases with age. There is also a difference in gender – 24% of female respondents are board members while the number for male are 37%. Also company size affects the number, respondents working in smaller companies are more likely to be board members.

The Nordic top-three in communication

The respondents were asked which organization they consider to be the best in marketing and communication in the Nordic countries. The answers were highly diversified. But there were three winners:

- 1 IKEA:** consistent, clear and simple message in all channels, innovative spirit.
- 2 ICA:** great TV ads that they have been working with for years, successful relationship marketing.
- 3 Lego:** great products that function as marketing in the same time, work closely with customer preferences, invests in the brand.

Sweden is generally the country that is considered to be at the forefront in communication and/or marketing.

Advice to future marketing/communication professionals

The respondents were asked to give some advice to future communication and marketing professionals. Here are some common advices:

- Be data-driven; make sure you know the ROI of different activities.
- Listen to the customers.
- Be bold!
- Be honest and straightforward.
- Try different areas to fully understand the business.

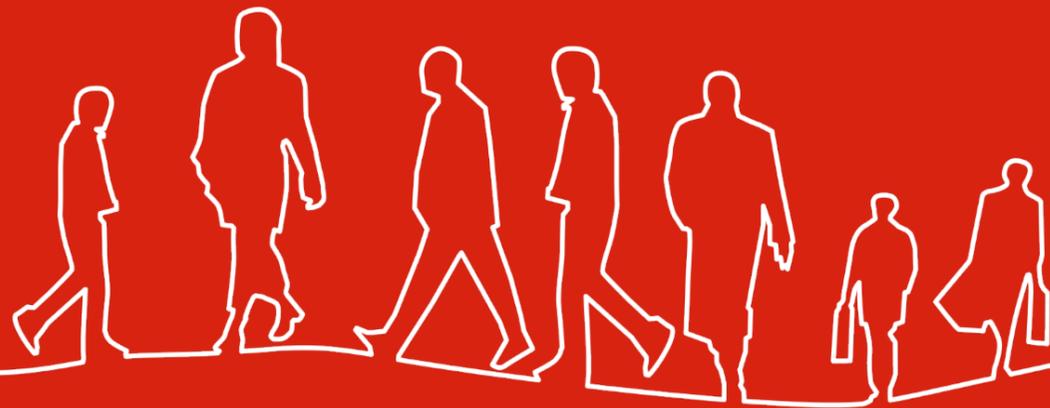
About Hammer & Hanborg

Hammer & Hanborg offers communications competence to the private and public sector in the Nordic countries. We offer talent and knowledge to all part of the organization in a world where everything – and everyone – communicates. We are located in Stockholm, Oslo, Malmo and Gothenburg and work with clients and assignments all over the Nordic region. Executives in our network are experienced leaders with strong communications skills.

Would you like to know more about the survey or our executive offer? Visit hammerhanborg.com or feel free to contact us info@hammerhanborg.com.



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