

Nordic Executive Survey

THEME 2014: THE PARADIGM SHIFT

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Introduction

For the second time, Hammer & Hanborg present the results from the Nordic Executive Survey. The aim with this survey is to focus on the work situation for Nordic 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), Huset Markedsføring (Denmark), MARK (Finland) and the recruitment agency Pro-Source (Finland).

About the respondents

In total, 1 082 Nordic executives responded. 39% are Swedish, 34% Finnish, 13% Danish, 12% Norwegian and 2% stated they have another nationality. Almost half are between 41-50 years old with 23% being younger and 32% being older. 83% have a university degree. 52% are female. 68% have a permanent employment, 19% are self-employed. A great majority (80%) works in the private sector. Most common is to work in organizations with more than 200 employees.

Responsibility

15% have a global responsibility, 9% are responsible for the Nordic region and 6% for Europe. On average 56% have staff responsibility; the share varies from 70% among Danish respondents to 45% for Norwegians. Most common is to be responsible for up to 5 people but Danish respondents are more often responsible for a larger group.

Highest salaries in Denmark

The survey shows that there are mostly similarities between the Nordic countries. But the countries differ at some points; Swedes have the broadest geographical responsibility, Finns are to a larger extent responsible for marketing and sales, Danes have the highest salary and Norwegians are younger than the average.

Younger executives interested in board positions

35% are a member of a board. The number is slightly higher for Swedish respondents and somewhat lower among Danes and Finns.

Among those who aren't a board member, over 80% are interested in taking on a board position. The interest is even higher among the younger respondents, 21-40 years (87%).



The Paradigm Shift

This year’s survey explores the effects of the ongoing paradigm shift (i.e. online communication is driving a change so profound that we can call it a paradigm shift) on managers and their organizations.

80% have a strategy for their digital channels. Half of those say that they have a specific strategy and the rest that it is integrated in their overall business plan.

It is clear that there’s a wide spread how far the shift has come in different industries. Some industries think this shift happened years ago, while others still make business and communicate in traditional ways .One respondent says **”Our organization - and every one working within in - has this paradigm shift in focus at all times”** while another says **”The organization is still structured according to 'vintage marketing'”**. The spread is illustrated in the “Digital Anxiety Arrow” – all industries will have to transform despite the resistance some organizations feel.

The “Digital Anxiety Arrow”



The survey shows that some industries already have been through the paradigm shift while others are in the beginning. Here are some examples of industries and how far they’ve come in the digital transformation.

Only 1/3 know their digital presence is profitable

28% *know* their digital presence is profitable. Another 31% *think* it is. Board members and respondents working in small organizations are more sure that their digital presence is profitable while respondents from the public sector are the most skeptical.

Digital profitability is measured using traditional KPI:s such as sales or ROI. But there are plenty of other ways to evaluate and measure the digital presence; SEO/SEM, clicks, shares, likes, conversion, visits etc.

”Different KPI’s and connecting online to offline in campaigns.”

”...lead generation, pipeline generation, social customer service interactions, case resolution time, agent productivity, website traffic and brand recognition.”



Open minded managers ready for the paradigm shift

More than half (56%) think they as managers are equipped to deal with the paradigm shift. The strategies for being equipped seem to be about continuously learning, or as one respondent puts it "How can one know if you're equipped? Focus is on being open minded, support good initiatives and if necessary create rules for communication."

Those who work in organizations that have a strategy for their digital channels to a larger extent think they're equipped to deal with the shift (60%) than those who don't have a strategy (40%). Executives whose responsibility includes company strategy and HR are more likely to say they are equipped to deal with the paradigm shift. Also respondents who know or think their digital presence is profitable are more likely to think they are equipped.

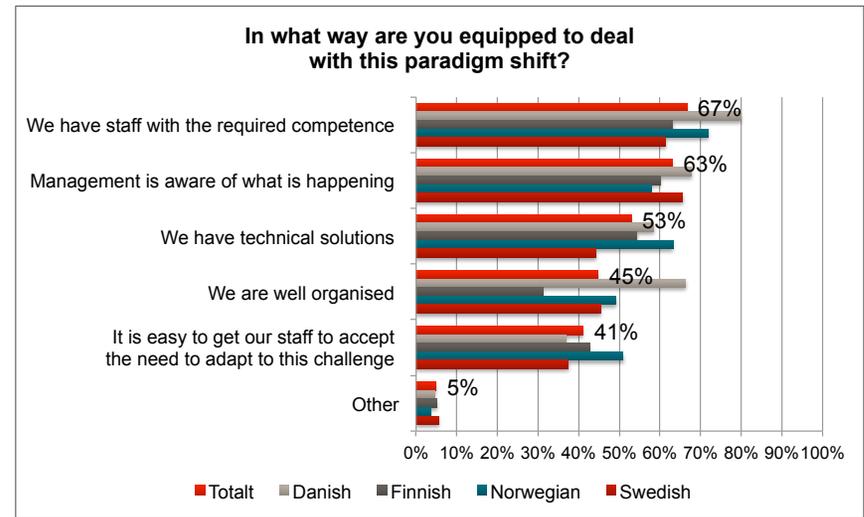
"Continuously curiously learning and practicing."

"The organization of leadership is built on the assumption that leaders have all information and leaders are spokespersons. In the digital paradigm shift you cannot control information."

Competence is essential to handle the paradigm shift

Respondents are slightly less sure that their organization is equipped to deal with the paradigm shift (47%). The main reason they think the organization is equipped is that the staff has the required competence (67%), see figure below. The same is the most important reason for not being equipped (49%).

Executives responsible for company strategy and HR are most likely to think the organization is equipped to deal with the shift. Marketing and communications managers are less positive.

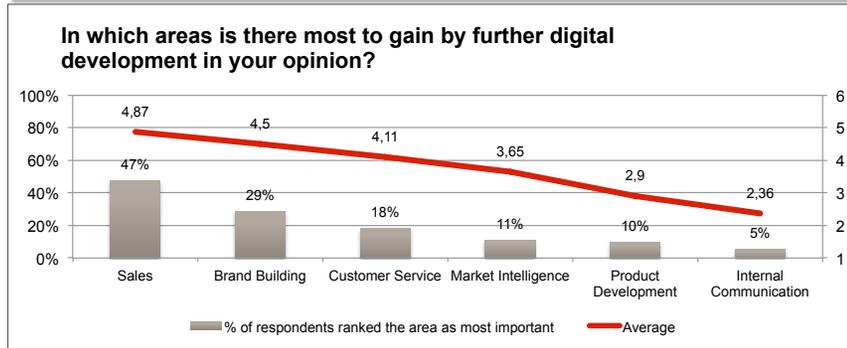
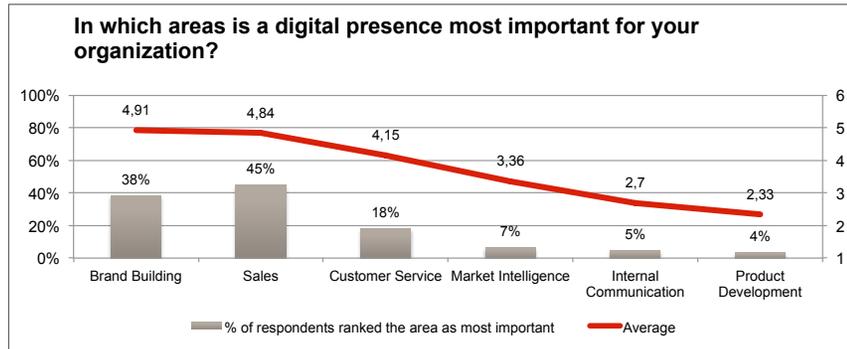


Staff with the required competence is most important to handle the paradigm shift.



Digital presence most important to brand building and sales

When asked in which areas the digital presence is most important, respondents give the highest average vote to brand building with sales as a close second. A larger share of respondents actually voted sales as the most important, but brand building had a better overall average. When asked in which areas there're most to gain by further digital development, sales is the number one option.



Brand building is the most important area for digital presence today, while sales is the area where there's most to gain by further development.

Swedes favor brand building, Finns believe in market intelligence, Danes measure profitability and Norwegians have the right technical solutions

Sweden

- Management being aware of what's happening is the most important factor to handle the paradigm shift.
- As many as 38% believe that the organization isn't equipped to deal with the paradigm shift, making Swedes least positive.
- Digital presence is most important to brand building.

Finland

- More likely to consider market intelligence an important area for their digital presence.
- To a larger extent *think* their digital presence is profitable.
- 27% say their organizations don't have a strategy for their digital channels which is more than in the other countries.

Denmark

- That staff has the right competence is essential to handle the paradigm shift according to Danish respondents.
- To a larger extent *know* their digital presence is profitable.
- Prioritize sales most of all countries when it comes to the digital presence.

Norway

- Consider technical solutions more important to be equipped to deal with the paradigm shift, than the other countries.
- Difficulty in getting the staff to accept the challenge is number one reason for not being prepared to handle the paradigm shift.
- More often have a specific strategy for digital channels.



New and disappearing roles

The respondents all seem to agree on that the new jobs will come within the digital area. Organizations need to have a CDO, Chief Digital Officer. In communications, there will be an increased need for experts and gurus. Analysts are a recurring theme and they will work with for instance data, marketing, web and social media. There's also a need for content curators/developers/managers. IT will become closely connected to business to make things work seamlessly. Some respondents think that IT will be a smaller part of most organizations since everything will be in the cloud.

More manual jobs will disappear. Also Middle Management is believed to be gone since it is often an administrative position that can be more efficient and integrated with other roles. The traditional Marketing Manager will be replaced with someone who has a more flexible attitude towards digital media. Even the Social Media Manager will disappear and the role will be totally integrated in other roles throughout different disciplines.

NEW TITLES

- CDO
- Omnichannel Manager
- Network Manager
- Information Broker
- Product Transformer

DISAPPEARING TITLES

- Social Media Manager
- Marketing Manager
- CIO
- Web Editor
- IT Manager

Digital winners – top 3

The respondents were asked which organization they think use digital development well in its business and is in the forefront of the paradigm shift. The answers were highly diversified. But there were three winners:

- 1 Google:** pure digital and everything they do support their online ad sales.
- 2 Apple:** both the right attitude and organization to keep being in the forefront and drive change.
- 3 IKEA:** digitalizes traditional channels like the catalogue and is always up to date regarding consumer behavior.

About Hammer & Hanborg

Hammer & Hanborg offers communications and digital 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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