IAB Canada

Barometer Report:

Currency of Talent 2019

Member Survey Results

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Introduction

Background

Digital technology is evolving faster than the people and processes in companies. A critical factor to successfully scaling our rapidly evolving agency, marketing, publishing and operations models is to find and keep excellent talent.

Purpose

The aim of the member survey is to help IAB Canada get a better sense of how big the challenge of attracting and retaining qualified digital talent is in Canada. We also want to identify where the talent gaps in the industry are and ultimately what we can collectively do to address these issues.

Methodology

- 10 minute survey questionnaire, sent to member database
- Sample consisted of 108 members; 59% 'buy-side', 31% 'sell-side = 90% of total
- 76.7% of respondents are involved in human resources policy and/or staff recruitment/hiring decisions at their company
- Survey was conducted from the 3rd to the 21st of December, 2018
- Respondent identity and answers confidential, results reported in aggregate only

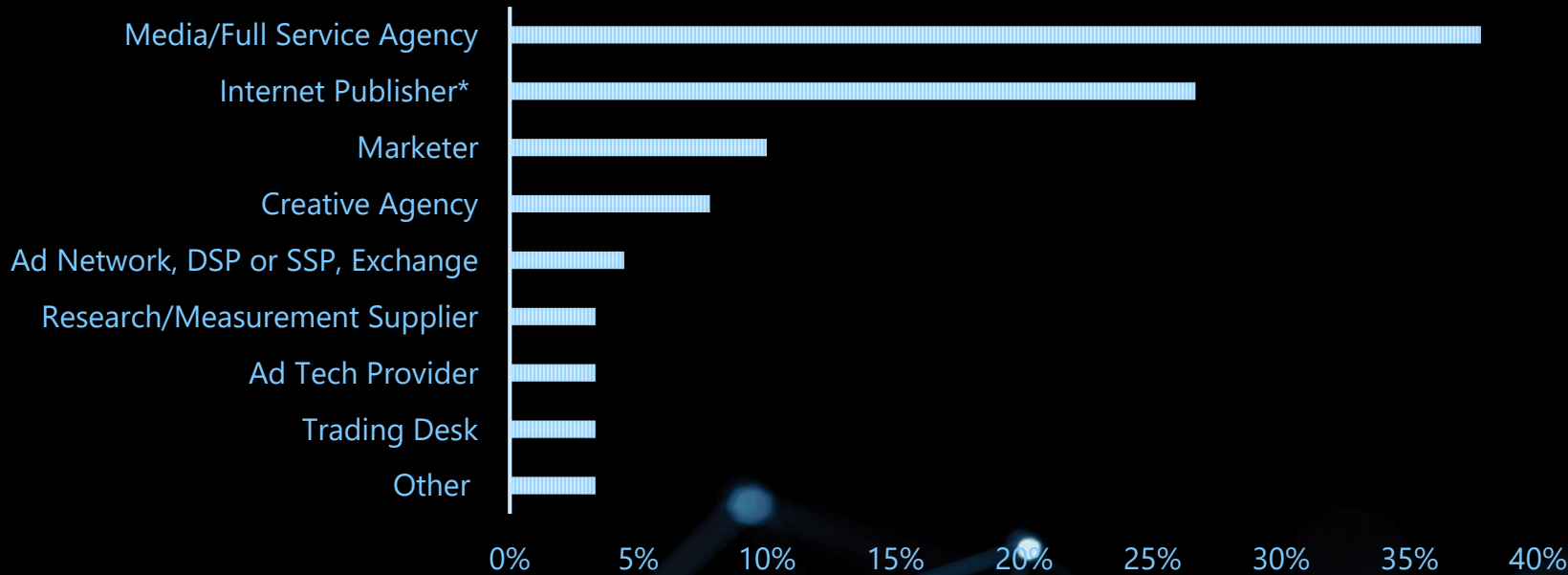iab.canada

Survey Highlights

- Attracting new, skilled digital talent is a challenge everywhere – particularly at the Intermediate and Senior/Director level.

- Employees with data skills (analysts, data processing, AI, etc.) are in the most demand right now and will continue to be for the foreseeable future.

- While compensation and money are a factor in talent attraction and retention, training and career path development are key.

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Who Participated?

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Senior Members from all sides of the Industry

WHICH OF THE FOLLOWING BEST DESCRIBES THE TYPE OF COMPANY YOU WORK FOR?

Media/Full Service Agency
Internet Publisher*
Marketer
Creative Agency
Ad Network, DSP or SSP, Exchange
Research/Measurement Supplier
Ad Tech Provider
Trading Desk
Other

0% 5% 10% 15% 20% 25% 30% 35% 40%
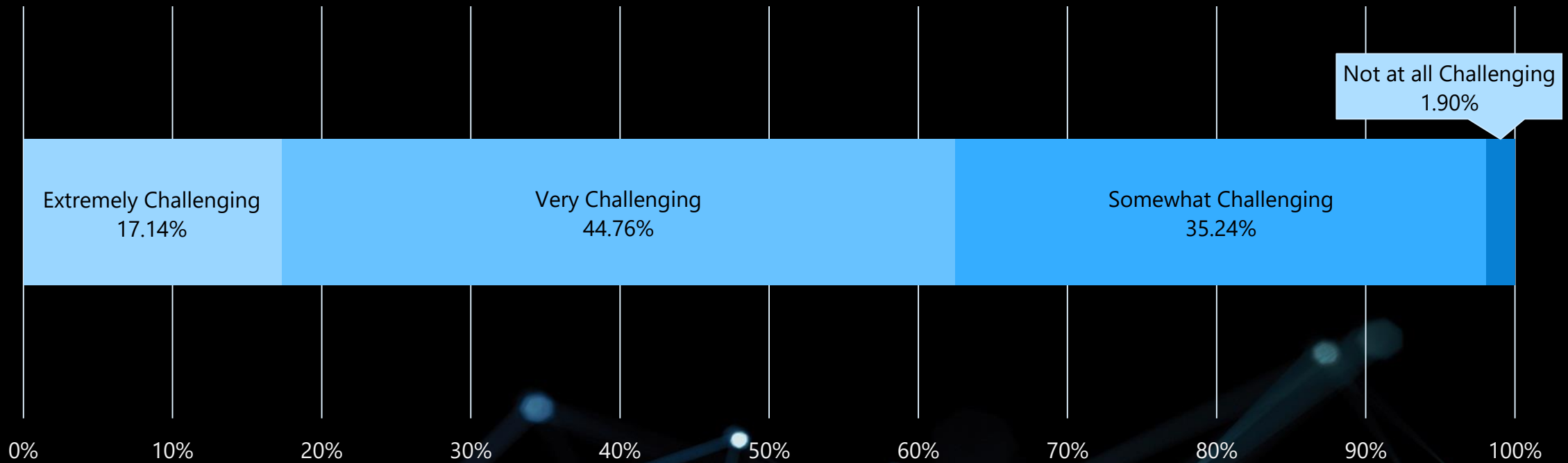
Two thirds of respondents were Director+ level

*- Also includes content platforms (i.e. search engine, social media, video sharing site)

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What are the Challenges?

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Good Help is Hard to Find

To your knowledge, how challenging is it for your organization to find qualified individuals with up-to-date digital skills?

Not at all Challenging
1.90%

Extremely Challenging
17.14%

Very Challenging
44.76%

Somewhat Challenging
35.24%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

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The need is at all levels

At which level(s) of RESPONSIBILITY is the digital skills shortage most pronounced in your organization, in your opinion? Select as many answers as applicable.
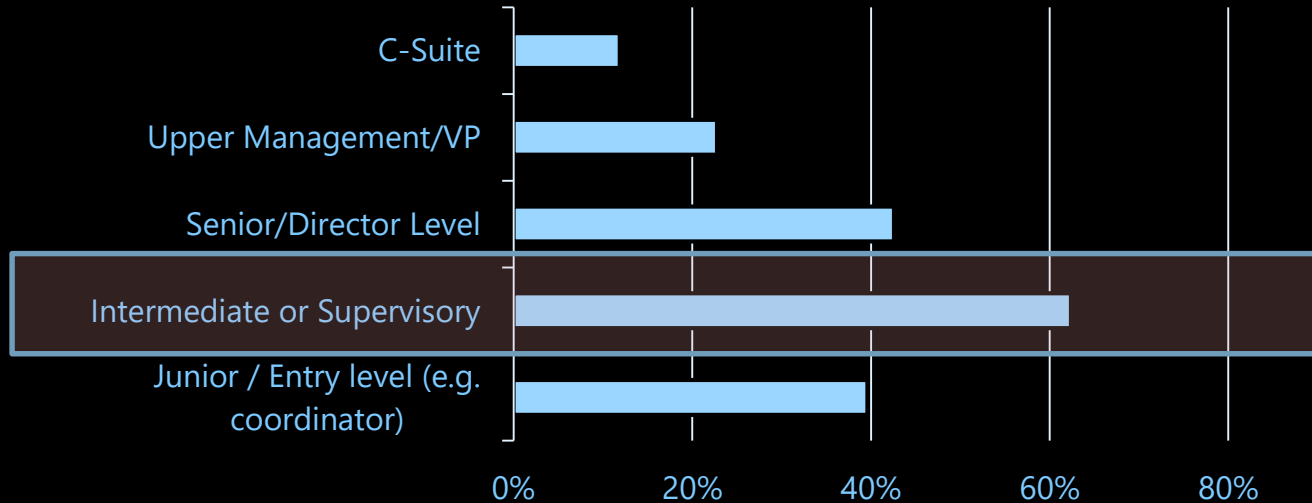
But is most pronounced at the Intermediate/Supervisor level

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What Hard Skills Are Needed?

Digital Roles/Skill sets that are in the greatest demand, but shortest supply	Currently in Demand	Will be in demand 2-3 years from now	Difference
Data Drivers – Analysts, Data Processing, AI, etc.	**72.73%**	**80.41%**	**7.68%**
AdTech/AdOps	47.47%	43.3%	-4.17%
Strategy & Planning	46.46%	43.3%	-3.16%
Specialty Areas – Search, Social etc.	42.42%	44.33%	1.91%
Technology – CTOs, Senior Technical specialists etc.	**18.18%**	**39.18%**	**21.00%**
Account Management	17.17%	9.28%	-7.89%
UX – User Design specialists	15.15%	14.43%	-0.72%
Sales	14.14%	9.28%	-4.86%
Design/Creative	11.11%	6.19%	-4.92%
C-Level Management	10.10%	8.25%	-1.85%
Administrative	3.03%	1.03%	-2.00%
Other (please specify)	2.02%	1.03%	-0.99%

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50%+ of our members have *some to many* unfilled positions.

WHY?

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The Cause

Industry Wide - Training and Opportunities

*In your opinion, what are the TOP-3 REASONS there is a digital talent shortage **in the industry**?*

#1 (55.5%)	Digital talent is faced with an abundance of job opportunities
#2 (54.6%)	Many juniors leave their job within first 2 years and take their training elsewhere
#3 (40.4%)	Companies are not investing sufficiently in training digital talent, need to increase budget significantly

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The Cause

How about at the company level?

In your view, what are the top-3 roadblocks or BARRIERS THAT PREVENT your organization or industry from ATTRACTING the qualified digital talent they need?

Company compensation plan too low for Digital Workers

Tough to compete for qualified talent against successful global digital platforms

Digital talent faced with an abundance of job opportunities

Not enough perceived growth opportunity

Management haven't defined a clear digital-first vision for people and processes

0%   10%   20%   30%   40%   50%   60%   70%

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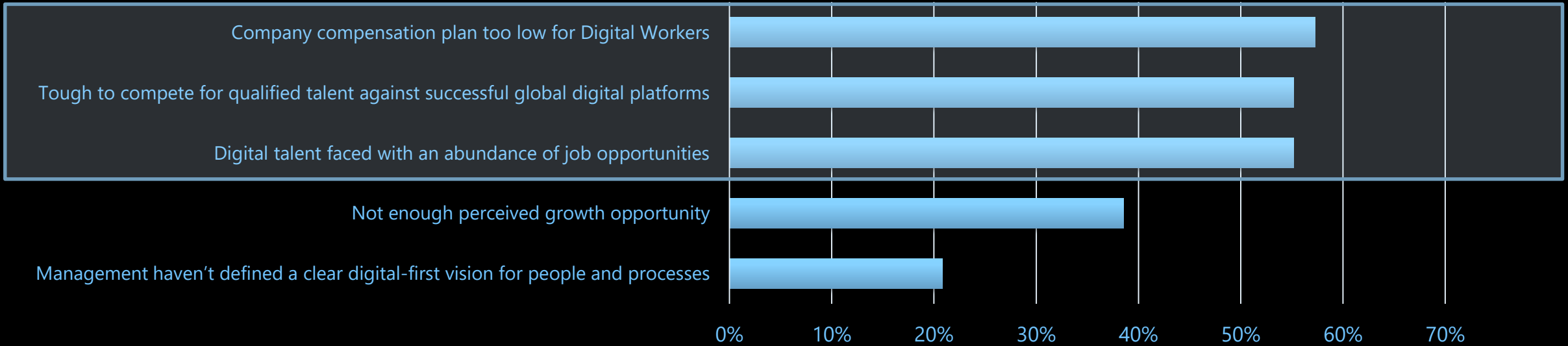
There is More Pressure on Senior Management to Stay Current

"Upper management **don't understand what's needed** and the importance"

"Management **doesn't understand digital**, and thus doesn't realize there are gaps that need to be filled by digital talent."

"Hiring managers **do not know what digital competence means**, well enough, to distinguish between real digital experts vs. charlatans"

"Senior level **don't know enough about digital technology** to know the candidates qualifications - relying on senior digital team who may not be as up to date as they should be."

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Why Employees Leave

Which top-3 roadblocks/challenges do you believe are preventing your organization or industry from HOLDING ON to its valued, EXISTING digital employees.

After training or upskilling, better opportunities with greater pay can easily be attained elsewhere

No opportunities for advancement in the organization

Tough to hold on to digital talent against successful global digital platforms

Company compensation plan not designed for the digital economy

Insufficient budget for digital initiatives, undermining organization's ability to adequately staff projects compared to workload

0% 10% 20% 30% 40% 50% 60%

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What can we do?

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Keys to Attracting and Retaining Talent

	ATTRACT Top 5	RETAIN Top 5
Give digital talent greater power to implement change, encourage new ways of doing things	#1 (51%)	#1 (39%)
Offer clear job descriptions and career development paths *(goals, timing, progression steps)*	#2 (45%)	#5 (27%)
Invest in Upskilling existing digital employees - through in-person development in classroom settings - with recognition when they acquire new skills that enable them to advance in the organization	-	#2 (38%)
Design company compensation plan suitable for the digital economy	#3 (37%)	#3 (29%)
Encourage a flexible work-life balance by allowing employees to work offsite or adjustable work weeks.	#4 (36.3%)	#4 (27%)
Promote entrepreneurial culture of engagement - with a flat hierarchy and accessible management that endorses flexible ways of working to encourage team collaboration and leading at any level	#5 (34%)	-

Questions:
- *What are the top-3 STRATEGIES companies should initiate to EFFECTIVELY <u>ATTRACT</u> and employ scarce top digital talent with the right mix of skills*
- *What are the top-3 STRATEGIES companies should initiate to EFFECTIVELY RETAIN valued existing digital employees with the right mix of skills.*

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Money is a Factor

Salaries are not high enough at a junior level and not enough time is available to senior staff to train.

Adapt new technology without budgetary constraints.

Companies tend to **pay less to internal promotions** than people coming in from a different company. Outcome: promoted employee does the job for around 1 year and then leaves to be payed as they should somewhere else.

Invest in technology that allows digital professionals to accurately report on data

When promoting employees **pay them a competitive salary** (no silly 10% max rules or others...)

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Summary

- Competition for qualified digital talent is high everywhere

- Data and tech skills are the greatest in-demand, *as an industry we may need to start looking for talent in new places*

- Money is a factor for keeping and retaining digital talent but it's not the most important thing. Employers need to be more flexible and invest in their employees

IAB Initiatives
→ Re-boot the Salary Survey
→ Specialized digital training for HR Professionals and Senior Management
→ University and College outreach

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Thank you for your continued support!

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