

2022 MarTech Salary and Career Survey



2022 MarTech Salary and Career Survey

Summary

MarTech's 2022 Career and Salary Survey, produced jointly with chiefmartec.com, reveals a profession balancing growth and opportunities with the pressures of leading digital transformation. A community that is satisfied in their roles, regularly promoted, and are deeply rewarded by extolling, and proving, the benefits of technology-enabled marketing.

In summary, digital marketing is an attractive and lucrative career choice for individuals who are both creative and analytical. The profession is rewarding for those who find callings there.

The survey also confirms that the marketing technology profession is not immune to the ills of gender inequality.

Here are key survey takeaways:

- Salaries are higher: The 2022 average for a U.S.-based director is up 23% versus 2019.
- The median salary was \$125,576.
- 81% of managers and staff were either promoted or switched jobs since the start of the pandemic. Only 35% with director and above titles were promoted in the past year.
- Gender equality has not been realized. A 20% to 30% pay gap persists between men and women at all levels.
- Operations-focused “Maestros” had higher average salaries than campaign-focused “Marketers.”
- Sourcing marketing technology and managing the budget to pay for it are responsibilities managed by senior marketing professionals. Directors+ paying for marketing technology out of a budget remains a high-level decision (only 33% of managers and staff handle this).
- Respondents were challenged by explaining the benefits of martech to management.
- Spreadsheets, project management and marketing automation are the applications and platforms marketing technology professionals spend most of their time using.
- Respondents overwhelmingly feel they lack resources.

Scott's take



A decade ago, people would have looked at you strangely if you called yourself a marketing technologist. But just 10 years later, marketers — whether they're Maestros back-stage or digitally-savvy Marketers front-stage — have blossomed as

one of the hottest careers. Marketing is now fully recognized as a software-powered discipline, and those individuals who both “speak marketing” and “speak machine” are worth their weight in gold.

Competitive compensation packages, fast and frequent promotions and overall satisfaction for professionals in this field are a testament to how highly valued these roles are.

And there's still enormous room for growth. Experienced martech professionals have plenty of meaty challenges left to tackle, especially with integrating marketing more deeply into the rest of the digital enterprise. Meanwhile, new entrants to the profession find themselves in demand — and with hard work and dedication, they can rapidly advance in their career.

Net conclusion: the future is bright for martech talent.

Scott Brinker

VP, platform ecosystem, HubSpot
and editor, chiefmartec.com

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This report details the findings in detail, with commentary by martech luminary Scott Brinker.

Enjoy the report and reach out if you have comments or questions,



Chris Wood, Editor

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Methodology

We surveyed 426 marketers in Q1 2022. Invitations to take the survey were amplified on MarTech and chiefmartec.com.

Just over two-thirds (68%) live in the United States. The U.K. and Canada each represent another 5% of respondents. Since meaningful salary comparisons are difficult to make across countries, we chose only to highlight and analyze U.S.-based compensation for this report.

The survey had more than 20 questions related to career roles, salary, technology, job satisfaction and challenges/frustrations. Respondents were given the opportunity to reveal their age and gender. Additionally, some individuals agreed to be interviewed for this report. Their stories are included in callouts.

We asked respondents to categorize themselves by their job level. In this report, “marketing management” includes directors, vice presidents, senior vice presidents, and C-level marketers. “Marketing staff” identified themselves as managers or staff. Respondents were also asked to categorize themselves in one of four marketing technologist archetypes developed by Scott and the editors of MarTech. The most popular role was Marketer (53%), followed by Maestro (35%). A Marketer, as defined by the survey, might use martech in their work, but they primarily create and optimize campaigns and programs. A Maestro architects and administers the systems and processes that the marketing organization runs, including in a marketing operations capacity.

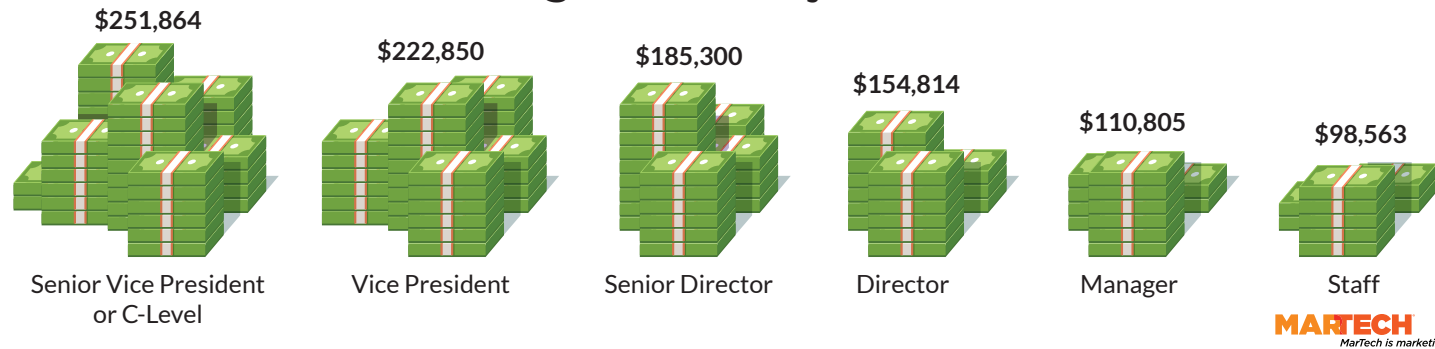
The two other categories – Modeler (i.e., data scientists) and Maker (i.e., citizen developers) – were selected by too few respondents for this report to draw any further conclusions about their career roles and compensation.

Marketing management vs. marketing staff

This section compares marketing management and staff in several categories: compensation, roles, job responsibilities and satisfaction.

Salaries

Average Salaries by Job Level



Average salaries for marketing professionals surveyed were \$141,965 in 2022, up 23% from 2019, the last time this survey was conducted. The median salary was \$125,576.

Marketing management made 2.5 times what staff made. SVP and C-level executives reported making about \$250,000 annually, while average staff salaries were about \$100,000. Directors make about 60% of SVPs, or an average of approximately \$150,000.

When it came to marketing staff, those with manager titles made \$111,000 annually, on average, while the average salary for staff titles was \$99,000.

Raises and Promotions

The salaries of **64% of marketing management (director, VP and SVP/C-level executives) has increased since the start of the pandemic**, either by promotion or switching jobs. About 21% of them were promoted in the last six months, 15% in the six-to-12-month window and 28% in the last two years.



The pandemic finally put a bunch of companies into high gear on their digital marketing infrastructure and capabilities. Huge opportunity for career growth here!

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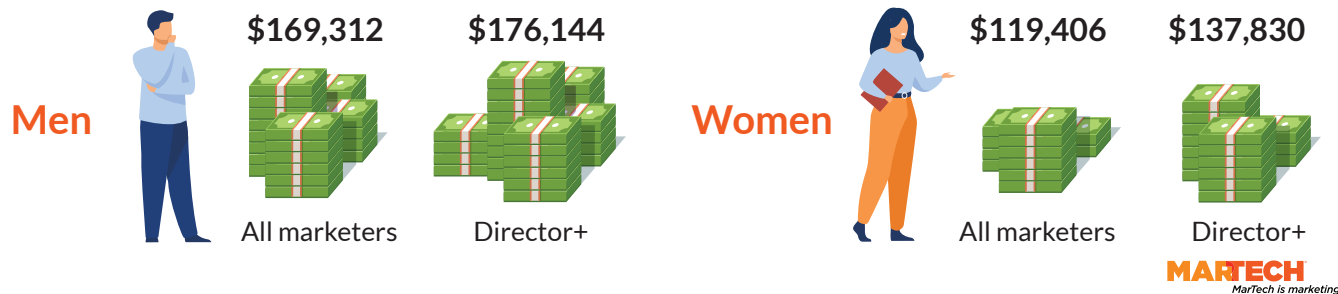
Marketing staff saw even more gains. About 81% saw salary increases since the pandemic began, again by either promotion or job switching. About 35% were promoted in the last six months, 23% in the six-to-12-month window and 28% in the last two years.

Gender gap

The gender gap in marketing-role compensation persists. Men earn more. Men earn more, are promoted more frequently and, as a result, are in more senior positions. And they are promoted more frequently.

Men on average earned 30% more than women. Men made \$169,000 in 2022, compared to \$119,000 in 2019.

The gap narrowed to 22% for more senior-level marketers. At the director level and above, men earned \$176,000 vs. \$138,000 for women.



Men also hold more senior positions than women. Men are in director-or-above roles 56% of the time, compared to woman at 42%. Two percent of respondents preferred not to gender identify.

This contrasts with employment. Women were 54% of respondents overall, and more often held manager and staff positions.

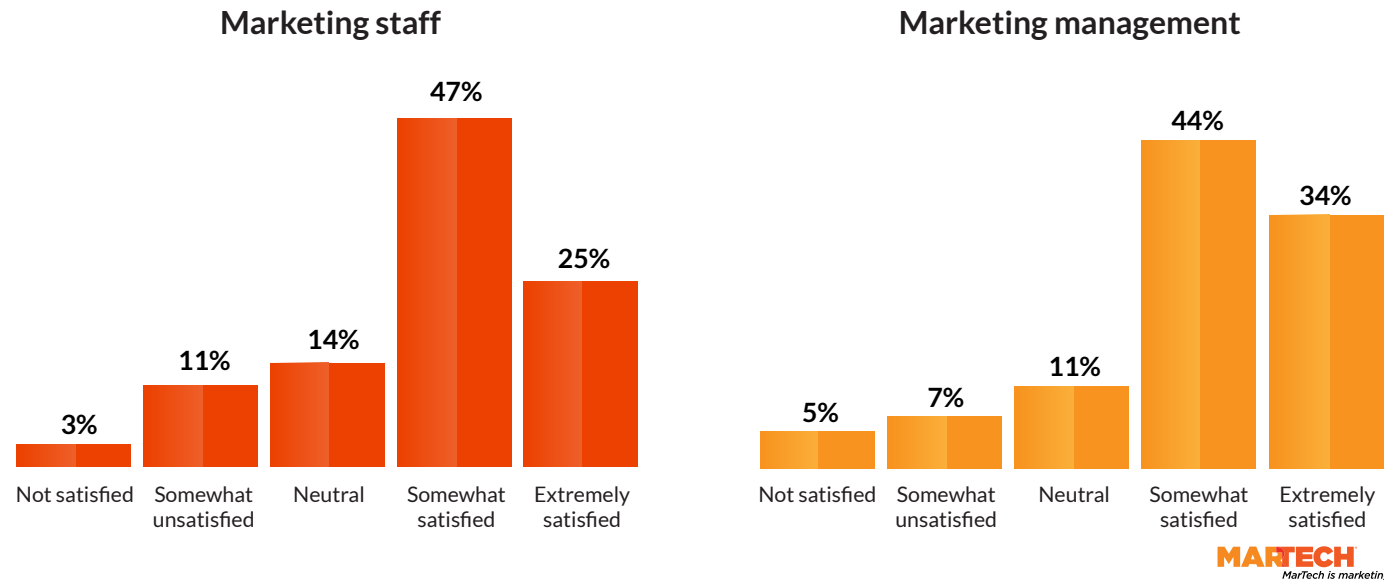
Men are also promoted more frequently. About 29% of men were promoted in the last six months, compared to 24% of women.

Job satisfaction

Nearly three-quarters of marketing staff said they were somewhat satisfied (47%) or extremely satisfied (25%) in their current position. Still, 11% reported that they were somewhat unsatisfied and another 3% said they were not satisfied. About 14% said they were neutral about their role.

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Overall, marketing management is more satisfied. One-third (34%) said they were extremely satisfied in their roles while 44% said they were somewhat satisfied. Meanwhile, only 7% said they were somewhat unsatisfied and 5% were not satisfied. About 11% said they were neutral about their role.



Roles

When it comes to roles, marketing staff skew to digital marketing/e-commerce (40%), marketing technology and IT (28%) and marketing operations or revenue operations (18%).

The majority (59%) of marketing staff report into the marketing department while only 12% report into a separate digital or e-commerce department. Just 4% report to IT. About 17% reported into an agency or service provider for brands.

Marketing management was far less entrenched in digital marketing/e-commerce, with only 23% in those roles. About 24% were in marketing technology or IT and 15% in MOPs or RevOps.

Management mostly (52%) reported into marketing, 11% reported into a digital or e-commerce department and 5% reported to IT. About 18% reported into an agency or service provider.

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Responsibilities

The responsibilities of marketers are remarkably similar regardless of their seniority level. This section analyzes the responsibilities of marketing management (those at the director level and above) versus marketing staff.

Researching/recommending marketing technology, designing and managing workflows, acting as a martech administrator and executing campaigns were the top four responsibilities for both groups.

But the responsibilities diverge in more budget-related tasks. Selecting marketing technologies, negotiating contracts, and conducting privacy/security reviews was much more likely to be in the purview of management.

Here's a comparison of responsibilities for management and staff:

Recommending new marketing technology products (70%) was top for marketing management, followed by **designing and managing workflows and processes** (69%), operating marketing tech as an administrator (60%) and training and supporting staff in their use of marketing technology (60%). The fact that most in marketing management use technology as an admin shows just **how hands-on directors and above are in this age of tech-enabled marketing.**

In addition to orchestrating marketing campaigns (58%), many in marketing management are also responsible for budgeting for marketing technology (59%). About 53% said they have the authority to approve or veto technology purchases.

Marketing staff also listed recommending new marketing technology either personally or through their teams (68%) as their top responsibility. Other top responsibilities are designing and managing workflows (62%), operating marketing tech products as an administrator (59%), designing and running marketing campaigns (58%) and **training and supporting staff in their use of marketing technology** (57%).

Only 29% of marketing staff said they negotiate technology purchases and 25% reported having approval authority.



We're moving from Big Data to Big Ops. So much work to be done to orchestrate all the apps, agents, automations, algorithms, analyses, etc. on which digital business runs.

Part of Big Ops is enabling everyone to self-service more use cases. Want to know a particular data insight? Instead of jobbing it out to someone in a queue that might take days, look it up yourself, instantly.

Great to see time invested here, both with managers/staff and directors+. Avinash Kaushik's age-old maxim about success being 10% tools and 90% people is as true as ever. If you're going to buy a stack of martech, don't skimp on marketing enablement to unleash its full potential!

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Which of the following responsibilities do you have, either directly or through people on your team? (check all that apply)

Answer Choices	Managers & Staff	Directors & Above
Research and recommend new marketing technology products	68%	70%
Design and manage internal workflows and processes	62%	69%
Operate marketing technology products as an administrator	59%	60%
Design, run, and optimize/test marketing campaigns	58%	60%
Train and support marketing staff on using marketing technology products	57%	59%
Integrate marketing technology products with each other	53%	59%
Monitor data quality within marketing technology products	46%	58%
Monitor performance and other SLAB of marketing technology products used	40%	58%
Perform technical reviews of marketing technology products	39%	55%
Integrate marketing technology products with non-marketing systems	39%	54%
Architect the overall marketing stack of all marketing technology products used	36%	53%
Identify and sundown outdated or unused marketing technology products	35%	48%
Pay for marketing technology products from a budget (partially or fully)	33%	44%
Identify and consolidate multiple instances of same or similar marketing technology products	32%	41%
Negotiate business terms for purchasing marketing technology products	29%	40%
Approve or veto purchase of marketing technology products	25%	40%
Develop websites, web apps, and/or mobile apps	20%	32%
Perform data privacy and compliance reviews of marketing technology products	20%	31%
Customize marketing technology products with software development	17%	29%
Build analytical models and perform data science analysis	17%	25%
Build and maintain data warehouses/data lakes	14%	22%
Perform security reviews of marketing technology products	8%	19%
Total Respondents. 166		



Marketers from staff to executive levels reported using a host of technologies to power their activities. But the tool at the top is anything but a shiny object.

When it comes to platforms/tools being used by marketing management, **spreadsheets** (77%), project management tools (60%) and marketing automation platforms (53%) reigned.

We also found 90% in marketing management **never do coding**.



The #1 tool in martech? Spreadsheets! Kind of crazy. Lots of opportunity here still for apps that “unbundle Excel” for different use cases.

Hypothesis: with the rise of more and better no-code platforms, “coding” skills will continue to be a minority in marking ops and tech leadership. But thinking algorithmically and being able to design a process or a flow with a no-code tool? I’ll bet dollars to donuts that skill will increasingly permeate martech ranks.

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For marketing staff, the top three tools were identical, though in a slightly different order. Spreadsheets again took the top spot (77%), followed by marketing automation and campaign management tools (56%) and project management platforms (55%).

Coding is also rarely done by marketing staff. The majority (58%) never code, and about **31% report they do a bit of coding, but rarely**. Only 7% do regular coding in small bits, and a mere 3% say they frequently do coding in large chunks.

Which marketing technology tools, if any, do you spend at least 10 hours a week working in? (check all that apply)

Answer Choices	Managers & Staff	Directors & Above
Spreadsheets (e.g., Excel, Google Sheets, Airtable, etc.)	77%	77%
Marketing automation/campaign management	56%	60%
Project management (e.g., Workfront, Asana, Jira, Wrike, Basecamp, etc.)	55%	53%
Web, mobile, and marketing analytics	44%	44%
CRM or customer data platforms (CDP)	37%	40%
Content management/web experience management	33%	32%
Business intelligence (e.g., Looker, Tableau, SAS, Sisense, etc.)	15%	21%
Workflow/business automation (e.g., Zapier, Workato, Kissflow, Pipefy, other BPM or RPA tools, etc.)	14%	16%
Web or app development (i.e., developer tools)	6%	13%
Total Respondents: 166		



“

Little snippets of Javascript have been the glue in martech stacks for the past 10 years. But no-code functionality is rapidly winnowing this away.

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The role-hopper

Amanda Donnelly was hired as head of marketing North America for Eventbrite in 2019, and was let go as the pandemic hit in 2020. She became a self-employed consultant, advising publishers in the politics and gaming industries as she had earlier in her career.

“[Prior to Eventbrite] I consulted with startups at first, then decided I wanted something a little bit more solid – so I joined Nissan,” said Donnelly. “Their North America headquarters are here in a suburb of Nashville and I was there for six years. They have a rotational program where essentially you’re switching roles every 18 to 24 months. So it’s nice for someone who gets bored easily, like me. It kept it very fresh.”



Marketers vs. Maestros

This section of the report compares responses between those who identified as “Marketers” in our survey and those who said they were “Maestros.”

Scott and the MarTech editors created these archetypes in 2020 to better understand the various hats today’s tech-enabled marketers wear. The resulting “Four Quadrants” broke those roles into the following for categories:

- **Marketers:** Focused on building campaigns and marketing programs.
- **Maestros:** The operators orchestrating the technology powering those campaigns.
- **Modelers:** The data scientists who analyze and predict based on performance.
- **Makers:** The creative geniuses who build amazing experiences leveraging technology.

Overall, Maestros seemed to earn more in their paychecks, our data show. Marketers reported an average salary of \$123,477, compared to \$156,433 for those who identified as Maestros.



Can I just say how much I love the word “maestro” for these roles? Great marketing ops pros are truly the conductors of marketing as a symphony in our digital world. Ode to Joy? How about Ode to Ops!



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Salaries



+1 this. A career in marketing ops and tech is guaranteed not to be dull.

About 56% of Marketers were marketing staff while 35% were marketing management (director and above). About 60% of Maestros were marketing staff while 38% were marketing management.

Maestros were split 50/50 between male and female, though 54% of identified Marketers were female compared to 45% who were male.

Raises and promotions

Both Maestros (79%) and Marketers (72%) saw their salaries rise in the last two years by either promotion or by switching jobs, though more Marketers were promoted recently. About 31% of Marketers earned a raise through promotion or job-hopping in the past six months, compared to 25% for Maestros.

On the other hand, more Marketers (14%) have been stuck in their current roles for more than five years compared to Maestros (7%).

The system builder

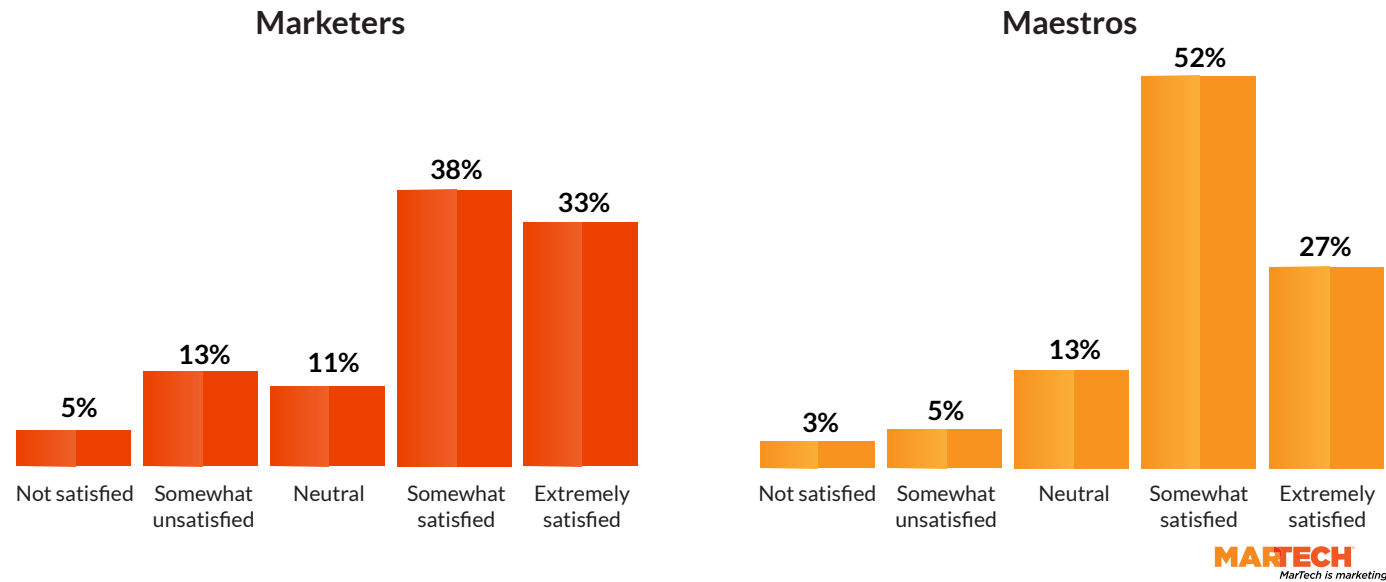
Anson Li is the paid marketing manager at a medium-sized U.S. company. With nine years of experience, and in his late-20s, his responsibilities include architecting workflows.

“Marketing is a constantly moving target,” Li said. “What works today doesn’t work tomorrow, especially with everything that’s going on with legislation and data privacy these days. It gets harder and harder to do it, but I enjoy the challenge and I enjoy building the infrastructure of the marketing department. Every place I go to, I always see where the inefficiencies are and what we could be doing better. How we can improve tracking or analytics or reporting.”



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Job satisfaction



Overall, Maestros report high satisfaction in their jobs. About 27% of Maestros said they were extremely satisfied, and 53% somewhat satisfied. Only 3% are not satisfied in their roles, and 5% said they were somewhat unsatisfied.

At the top end, about 33% of Marketers said they were extremely satisfied, but few said they were somewhat satisfied (38%). Like Maestros, few Marketers said they were not satisfied (5%) and only 13% were somewhat unsatisfied.

Only 11% of Marketers and 13% of Maestros said they were neutral about their job satisfaction.

Roles

About 51% of Marketers are in digital marketing/e-commerce, with the rest of the field split between marketing technology (11%), marketing operations (11%) and service provider or consultant (10%).

Brand-based Marketers mainly report to the marketing department (59%) or to a dedicated digital or e-commerce department (13%). About 19% report into a consultancy or agency.

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About 54% of Maestros also report to the marketing department and only 9% report into digital marketing/e-commerce. And despite their focus on systems and technology, only 7% of Maestros report into IT (7%).

Still, about 50% of Maestros see their roles as falling within marketing technology and marketing IT, while 28% fall within marketing operations and revenue operations. Only 9% see themselves as working within digital marketing/e-commerce.

Responsibilities

Marketers

Answer Choices	Responses
Design, run, and optimize/test marketing campaigns	70%
Research and recommend new marketing technology products	63%
Design and manage internal workflows and processes	62%
Train and support marketing staff on using marketing technology products	53%
Operate marketing technology products as an administrator	51%
Pay for marketing technology products from a budget (partially or fully)	45%
Integrate marketing technology products with each other	39%
Monitor data quality within marketing technology products	38%
Monitor performance and other SLAs of marketing technology products used	34%
Negotiate business terms for purchasing marketing technology products	33%
Approve or veto purchase of marketing technology products	30%
Integrate marketing technology products with non-marketing systems	30%
Architect the overall marketing stack of all marketing technology products used	28%
Identify and sundown outdated or unused marketing technology products	26%
Perform technical reviews of marketing technology products	26%
Develop websites, web apps, and/or mobile apps	24%
Identify and consolidate multiple instances of same or similar marketing technology products	22%
Build analytical models and perform data science analysis	20%
Customize marketing technology products with software development	14%
Perform data privacy and compliance reviews of marketing technology products	14%
Build and maintain data warehouses/data lakes	11%
Perform security reviews of marketing technology products	9%

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Maestros

Answer Choices	Responses
Research and recommend new marketing technology products	78%
Integrate marketing technology products with each other	73%
Operate marketing technology products as an administrator	73%
Design and manage internal workflows and processes	72%
Train and support marketing staff on using marketing technology products	72%
Architect the overall marketing stack of all marketing technology products used	68%
Perform technical reviews of marketing technology products	64%
Integrate marketing technology products with non-marketing systems	62%
Identify and sundown outdated or unused marketing technology products	56%
Identify and consolidate multiple instances of same or similar marketing technology products	95%
Monitor performance and other SLAs of marketing technology products used	53%
Monitor data quality within marketing technology products	53%
Negotiate business terms for purchasing marketing technology products	52%
Approve or veto purchase of marketing technology products	45%
Design, run, and optimize/test marketing campaigns	45%
Pay for marketing technology products from a budget (partially or fully)	43%
Perform data privacy and compliance reviews of marketing technology products	35%
Customize marketing technology products with software development	33%
Build analytical models and perform data science analysis	22%
Build and maintain data warehouses/data lakes	19%
Perform security reviews of marketing technology products 18.63% 19	19%
Develop websites, web apps, and/or mobile apps 18.63% 19	19%



Marketing ops and tech build a hydrodynamic and aerodynamic racing sailboat. Marketers are the captains and sailors who pilot it to win race after race in the open sea.

No surprise here, Marketers said their top responsibility is to **design, run and optimize marketing campaigns** (70%). But researching and recommending marketing technology was the second top responsibility (63%), proving how integrated technology is at the campaign level. Next came designing and managing internal workflows (62%), training marketing staff on using martech (53%), and administering marketing technology (51%)

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Although nearly half (45%) of Maestros also design and run marketing campaigns, a much higher percentage see the technology their team uses as a primary responsibility. About 78% research and recommend new marketing technology products and **73% integrate marketing technology products with each other**. Also, 73% operate marketing technology products as an administrator, 72% design and manage internal workflows and processes, and 72% train and support marketing staff on using marketing technology products.

About 45% of Maestros approve or veto technology purchases, too, compared to 30% for Marketers.

Challenges and rewards

What do you find most challenging?

Answer Choices	Marketers	Maestros
Securing sufficient resources — time, talent, and money — for work to be done	51%	58%
Working across departmental boundaries, such as with IT or sales	41%	49%
Managing up/explaining martech to senior executives and stakeholders	39%	38%
Demonstrating/proving a positive impact on the business from martech	39%	33%
Keeping up with changes in marketing and martech	35%	30%
Solving technical issues with martech software	28%	20%
Supporting other people in marketing who need to use marketing technology	18%	19%
Managing a team — hiring, training, Supervision, development, and retention	16%	19%
Managing martech vendor relationships	10%	8%



When it came to challenges for Marketers, more than half (51%) listed securing sufficient resources as their top pain point. Next came working across departmental boundaries (41%), **keeping up with changes in martech and marketing (39%)** and explaining martech to senior executives (39%).

But when it came to those things Marketers find rewarding, an overwhelming majority (61%) said proving a positive impact from martech was at the top. Next came supporting other people in marketing who use marketing technology (43%) and keeping up with changes in martech and marketing (43%), which they also listed as a challenge.

Maestros expressed the same top problems as Marketers. Securing resources was the most challenging hurdle, at 58%. Next came **working across departments such as sales or IT at 49%**, followed by managing up and explaining the value of martech to senior leadership at 38%.



When it comes to martech, integration is the difference between a well-structured “stack” and a disorganized “pile.” Huge value is unlocked through fitting the right Lego pieces together.

Dickens would have been sympathetic: “It was the best of ops, it was the worst of ops.”

This is a big opportunity in a Big Ops world: connecting marketing ops more deeply with other ops functions across the company. Especially sales and IT. Not easy, but immensely valuable — and clearly the future of digital business, writ large.

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Like Marketers, Maestros list **proving the ROI of martech as the most rewarding aspect of their job (61%)**, followed by supporting others who use marketing technology (60%) and solving technical issues with martech (57%).

What do you find most rewarding?

Answer Choices	Marketers	Maestros
Demonstrating/proving a positive impact on the business from martech	63%	61%
Supporting other people in marketing who need to use marketing technology	43%	60%
Solving technical issues with martech software	43%	57%
Keeping up with changes in marketing and martech	38%	51%
Working across departmental boundaries, such as with IT or sales	31%	39%
Managing a team — hiring, training, Supervision, development, and retention	28%	38%
Managing up/explaining martech to senior executives and stakeholders	25%	22%
Managing martech vendor relationships	14%	17%
Securing sufficient resources — time, talent, and money — for work to be done	7%	6%



The “Look, squirrel!” shiny object syndrome joke about martech pros pursuing new tools for their own sake might be amusing, but it’s far from the truth. Martech pros are in it for performance, not playthings.

I feel your pain, Julia. Three hardest things for martech vendors: naming, pricing, and categorization.

The recommender

Julia Monahan is director of CRM at a medium-sized U.S. company, and one of her responsibilities is to recommend new marketing technology.

“I love marketing because I really feel it’s the pulse of the customer experience,” she said. “It has influence and should have an ongoing discussion with all aspects of the company. I like solving puzzles and unraveling things. I love when, not only does the customer get a great customer experience, but ... when the internal stakeholders and employees, the people working day to day, also have a great experience.”

She expresses some frustration with the shifting terminology of marketing technology among vendors and internally.

“I’m in the middle of looking for a new technology platform right now, so those are the ones driving me up the wall,” Manohan said. “So the fact that we can’t decide upon what to call this thing. Is it a DXP? Is it a marketing automation platform?”

There’s so many different words for essentially the same thing!



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Applications Used

Like before, spreadsheets remain the top tool for Marketers (80%) and Maestros (71%).

Following spreadsheets, Marketers listed marketing automation and campaign management (58%), project management (55%) and marketing analytics (51%).

Maestros listed project management (60%), marketing automation and campaign management (56%), CRM or customer data platforms (45%) and marketing analytics (33%).

Most (71%) Marketers never code and 23% do so very rarely. Maestros largely avoid code too (58%) but more do work with code rarely (33%). Only 3% of Maestros frequently do coding.

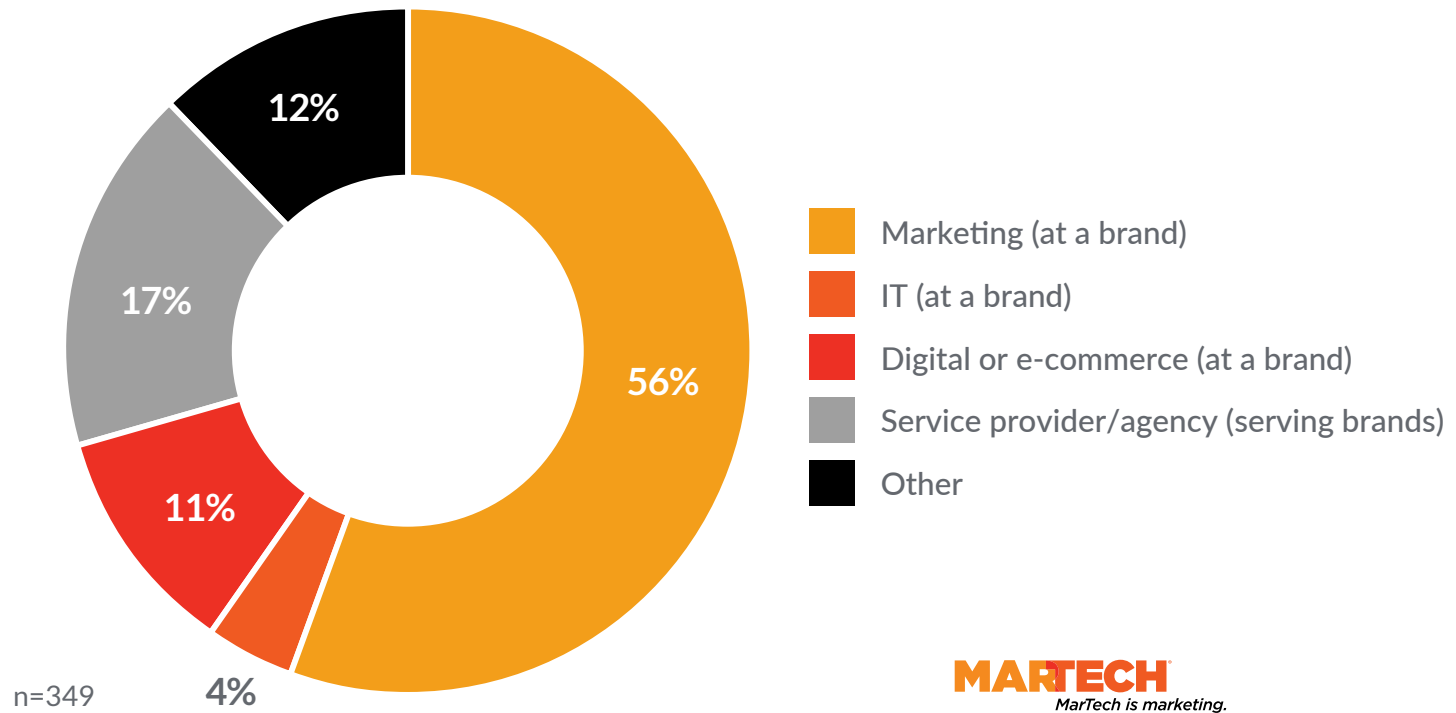


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Demographics

The following charts show the makeup of our survey respondents.

Which department in your organization do you primarily report to?



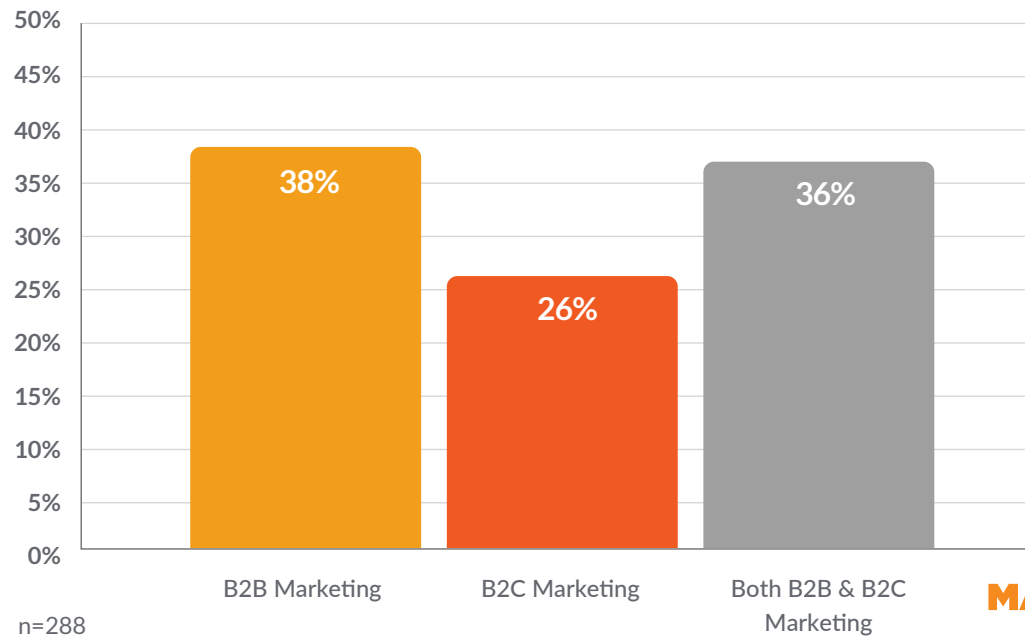
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How many are employed worldwide at the company or organization where you currently work?

Answer Choices	Responses
1 - 20	13%
21 - 100	15%
101 - 500	19%
501 - 1,000	8%
1,001 - 2,000	7%
2,001 - 5,000	6%
5,001 - 10,000	10%
More than 10,000	21%

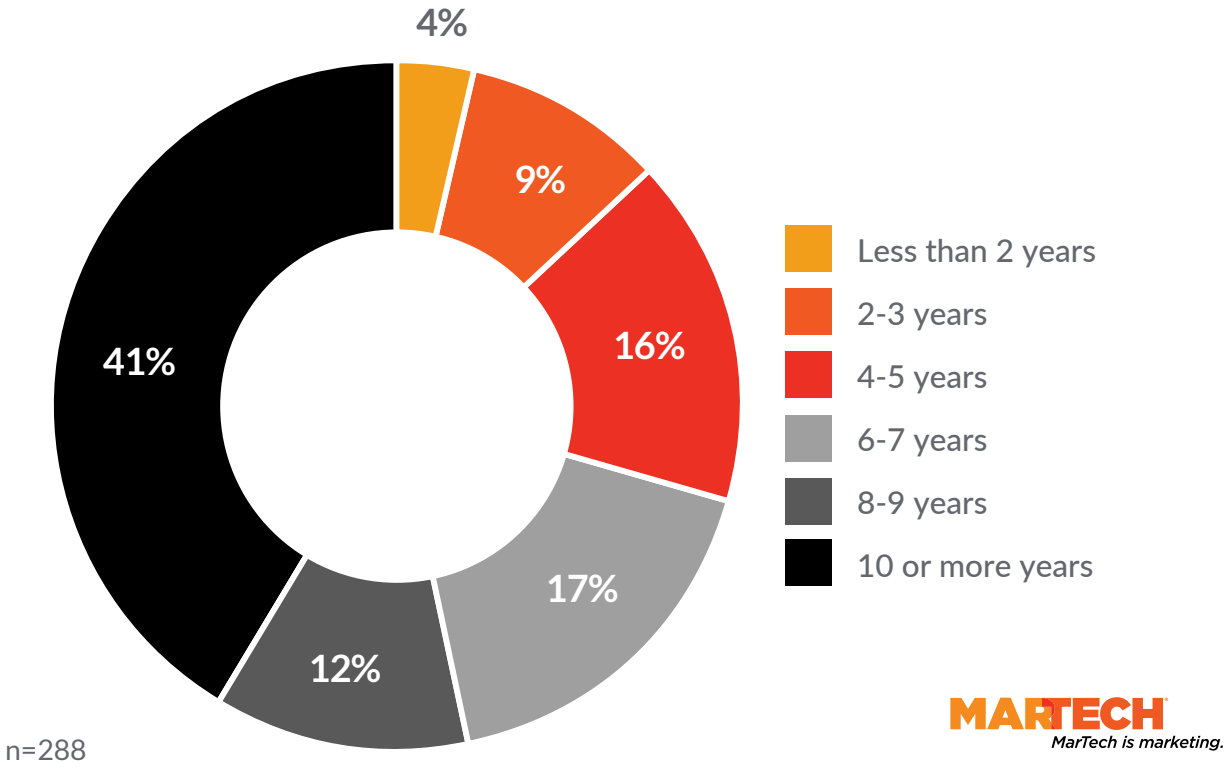


What best describes the kind of marketing you are supporting in your organization?



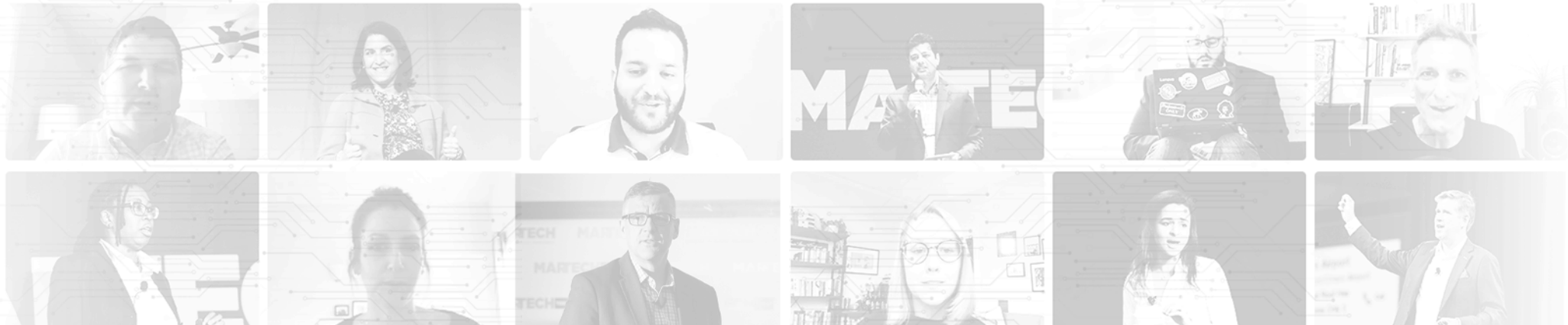
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How many years experience do you have specifically working in marketing technology, marketing operations, or a similar role?



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- Briauna Driggers
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