MARKETING ANCHORS:

The case for capability in an era of transformation

Executive summary

Marketing is operating in an environment defined by transformation and speed. Teams face more signals, more pressure and greater scrutiny on their decisions.

Speed itself is not the problem. Uninformed speed is. Do marketers have the core marketing knowledge needed to make fast, informed decisions or is the industry operating on shaky foundations?

This study finds that only 35% of marketers meet a basic benchmark of foundational marketing knowledge. In other words, two in three marketers do not have the anchor knowledge required to navigate complexity with confidence.

The evidence is clear: Training in marketing is the strongest predictor of capability and impact. Trained marketers are four times more likely to meet the benchmark. They also report higher confidence, clearer career progression, stronger budget advocacy, and greater measurable impact.

Marketing knowledge is not a theoretical concern – it is a competitive advantage.

The message for the industry is simple: For individual marketers, investing in marketing training, not just on-the-job learning, builds the shared frameworks and language that enable faster alignment and better decisions. For leaders, prioritising team upskilling isn't optional; it's how organisations convert pace into performance. Also, learning is a continuous journey and engagement with agency partners and industry engagements is key to maintaining knowledge.

Ways in which to use this report:

1

Change the narrative and put the myth of the untrained savant to bed. Raising the bar on core marketing capability benefits the individual, the professional and the industry.

2

As a rallying call to bridge the knowledge gap. Change in the business context demands broader marketing knowledge.

3

Be inspired to engage with the industry and agency partners. Knowledge and exposure to outside perspectives and robust evidence help marketers thrive.

4

Advocate for training and external support. Use the evidence to make your case.

Marketing in an age of acceleration

Modern marketers must move fast and move right. Speed is not the enemy but uninformed speed is.

Transformation has accelerated the pace of marketing. Teams face more signals, more dashboards and greater pressure to act quickly. But speed alone is not enough and without a shared grounding in the fundamentals of marketing, faster execution simply increases the risk of poor decisions.

Speed has, therefore, become a test of judgement. When teams share common frameworks and a clear language for growth, they interpret signals more quickly, align decisions more easily and act with greater confidence. A grounding in the fundamentals allows marketers to move faster and smarter because they are starting from a shared understanding of how brands grow.

In this report we refer to those fundamentals as *marketing anchors*. These are the enduring principles that explain how brands grow and how marketing creates commercial value. Anchor knowledge provides the foundations that allow speed to become an advantage rather than a liability because decisions are rooted in judgement rather than guesswork.

Roles are tightening, fewer jobs are being posted and fewer people are moving. Those who remain are carrying broader mandates and heavier expectations. Employee research experts Ipsos Karian & Box report a new boardroom worry of 'job hugging' which means fewer seats are vacated, signalling lower productivity, rising disengagement and clogged career pathways[1]. The total active marketing job listings in the US in 2025 fell by 8.2% year-over-year. In the UK, online job listings for marketing and advertising roles have also been steadily decreasing over time.

At the same time, **AI is reshaping how people live and how businesses operate**. According to the Ipsos AI Monitor across 30 countries, 53% say that products and services using AI have profoundly changed their daily life in the past 3-5 years[2]. In business, moats of distribution, production and discoverability have been eroding for some time, accelerated by technology. These changes in consumer behaviour, increased competition and uncertain market conditions have created more pressure on marketing teams to move quickly and often, do more with less.

Our study captures the human cost of business transformation:

- **60% of marketers in our Marketing Anchors study say they experience high levels of stress at work**
- **47% say that budget pressure is the biggest challenge in the next 12-18 months ahead**
- **54% of marketers in our study were concerned about the impact of AI on their job security.**

The result is clear. There is now a premium on the speed of decision-making.

Transformation brings more signals, more dashboards and more outputs, yet more information does not automatically mean more understanding. The challenge is judging what matters. The marketing function is a critical enabler for business. Not just to survive digital transformation and economic shocks, but to compound advantage while competitors are distracted, constrained, or invisible.

This raises a central question for the profession: Is creativity and learning on the job enough to meet the future requirements of the business? In environments defined by acceleration and accountability, the ability to interpret evidence, apply enduring principles and defend investment becomes more critical.

This report examines the current landscape of marketing anchor concepts as a measure of core capability, what influences this and how building capability supports marketers and their organisations.

The value of training, continuous learning and community

Sophie Devonshire
CEO, The Marketing Society

This research is a really important sense check, particularly in the context of fewer roles being advertised. If there are fewer jobs, then the people in those jobs have to perform, and perform brilliantly. At The Marketing Society, we are all about marketers who mean business. This reinforces that performance and professionalism matter more than ever.

We absolutely need speed in business. In Superfast: Lead at Speed, I talk about the necessity of decisive action. But speed without grounding is risky. Freedom within a framework - that's what allows you to move fast and move right.

Training isn't a recipe book. Leadership isn't either. But fundamentals give you a framework for thinking, not just a checklist for action. That grounding is what enables superfast decision-making without losing direction.

I'm really impressed by seeing very senior people do training, courses, learning, coaching. It is a sign of somebody who's going places if they're investing in their own brain. Insight and continuous learning is not just an enabler, it's an energiser, and that's really important in a superfast, super relentless world.

" Fundamentally, together we achieve more than alone "

A well-trained profession full of continuous learners strengthens how we feel about our industry. It strengthens how business leaders see us too.

For marketers preparing for the next five to ten years, I would offer three things. First, be the connector between the customer, the context and the company – bringing the insight in. Second, sharpen the saw – stay educated, make sure you're trained.

Third, remember you are not alone. This is a fantastic profession. You may not have a lot of marketing colleagues, especially if you're an SME, but there are lots of great people out there who you can learn with and learn from.

Fundamentally, together we achieve more than alone. We are the ones who are going to lead human-centred and successful business growth if we get it right.

There's lots to feel proud and excited about.

What we set out to measure and how we did it

If speed and accountability define the marketing environment, the question is whether marketers are well equipped for it.

Is creativity and on-the-job learning enough to sustain performance under rising technical complexity and scrutiny? Or does foundational capability create a measurable advantage?

To answer that question, we surveyed 1,226 marketing practitioners across the UK, US, Canada and Australia. In each of the four markets surveyed, 300 marketers with responsibility for marketing decisions took part and we ensured representation across a broad range of experience, organisation size, industries and audience focus.

The study comprised a ten-question marketing anchors capability assessment, alongside a series of questions to capture each marketer's context in areas such as career progression, organisational behaviour, budget allocation and business priorities.

The capability assessment was developed in collaboration with Professor Mark Ritson and piloted with a marketing team within a large company before launch. The final ten assessment questions were designed to be fundamental, knowledge based, diverse and have one definitive answer (from a set of four answer options shown).

A capability benchmark was set at seven correct answers out of ten (70% accuracy). This provided an objective way to assess foundational marketing knowledge and use it to understand what drives it and how it relates to marketers.

The aim was not to judge individuals, but to understand how foundational knowledge varies and what difference it makes in practice.

Alongside the benchmark, marketers told us what enables and constrains them and their work. Cross-functional alignment, clear communication, strong data capability, faster decision-making and adequate resources emerged consistently.

These themes reveal a second layer of tension: even where knowledge exists, structural conditions can undermine disciplined application.

The purpose of this report is not to mark the industry's homework. It's to take a wider view of capability at a moment when marketing is under pressure to prove its commercial value. We examined knowledge alongside organisational conditions and professional outcomes to understand what protects marketing's influence in an era of transformation.

> **"Even where knowledge exists, structural conditions can undermine disciplined application."**

The foundations are more fragile than expected

Only 35 percent of marketers met or exceeded the capability benchmark of seven correct answers out of ten (Figure 1).

In a moment that demands clarity and judgement, that is a shaky foundation.

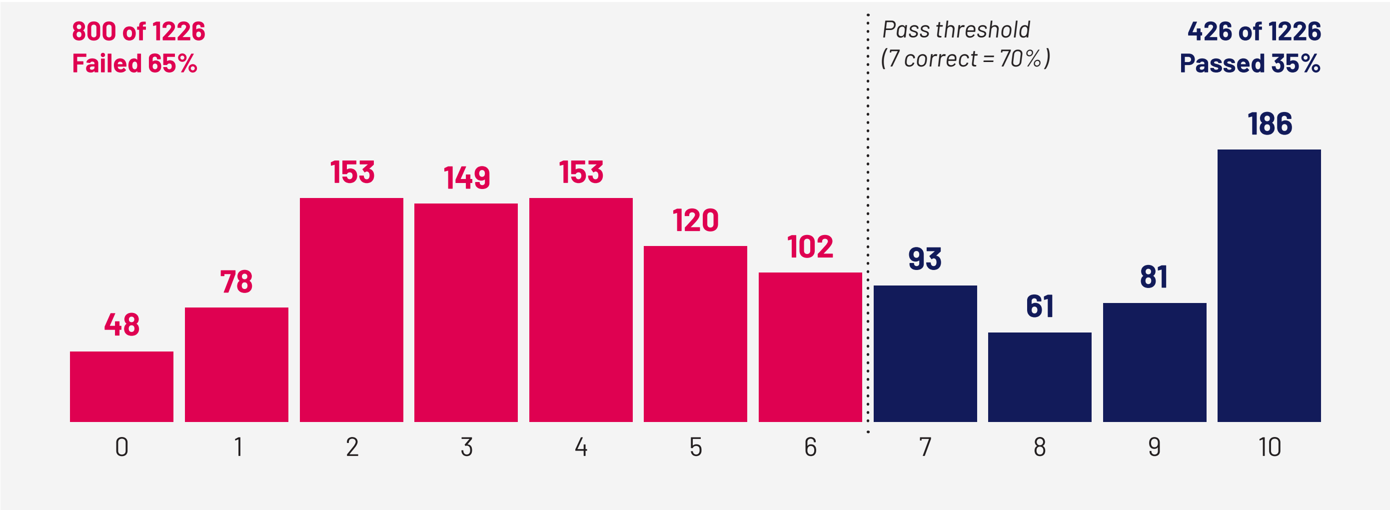
Performance was strongest on well-rehearsed frameworks such as the marketing mix and segmentation, targeting and positioning. It weakened where greater precision was required, particularly around positioning clarity, research techniques and the principles that link investment to long-term growth.

Understanding exists, but it is uneven. Some anchors are widely recognised, while others lack consistency or depth. In a slower environment that variability might go unnoticed. In one defined by acceleration, it carries consequences.

When expectations are rising and decisions must be made quickly, inconsistency becomes risk.

Speed without shared foundations does not create advantage; speed grounded in fundamentals compounds it.

Fig 1. **Marketing anchors knowledge assessment: Questions correct (out of 10)**



How deep does anchor knowledge really run?

Results from the ten questions in the marketing anchors assessment.

Key

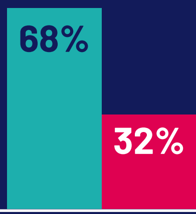
Correct Incorrect

The four Ps

The marketing mix remains widely recognised as a foundational organising framework. The concept is well understood as a foundational structure for organising product, price, place and promotion decisions.

Q. In the original '4Ps' of the marketing mix, which was NOT included?

- Position
- Place
- Promotion
- Price

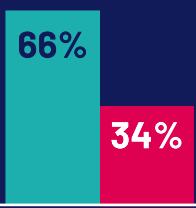


Segmentation, Targeting and Positioning (STP)

Like the marketing mix, STP sits among the stronger performing anchors in the assessment. The framework is widely recognised as a core structure for defining audiences and shaping strategic focus.

Q. When marketers talk about 'STP', what do you think they are referring to?

- Segmentation, targeting, positioning
- Spend, tracking, performance
- Sales, trade, promotions
- Price

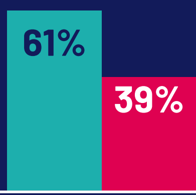


Positioning

This definition is less consistent vs. STP, suggesting that while the structure of market orientation is widely recognised, precision around individual concepts is more variable.

Q. When someone talks about 'brand positioning', what do you think they are defining?

- The brand's location on shelf
- The brand's relative priority within the category
- The desired place the brand occupies in the target customer's mind
- The distributors who stock the brand

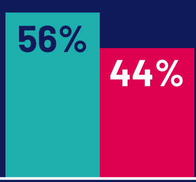


Above The Line advertising (ATL)

This concept is less recognised compared to market orientation frameworks. As the questions move from structural frameworks to growth measurement and investment mechanics, consistency declines.

Q. When you hear marketers talk about 'above the line' (ATL) advertising what do you expect them to be talking about?

- Retail advertising placed above eye level in stores
- Mass media advertising such as TV, radio and outdoor
- Premium advertising placements at higher than-average costs
- Creative work that exceeds the average quality standards

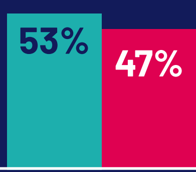


Penetration

Penetration sits at the heart of long-term growth theory. Knowledge becomes more uneven the further the assessment moves toward measurable growth concepts.

Q. In marketing terms, which of these do you think best describes the concept of 'Penetration'?

- How often existing buyers purchase the brand
- The proportion of category buyers buying the brand at least once in a period
- The number of competitors that have penetrated the category
- The amount of shelf space the brand achieves across all retail outlets

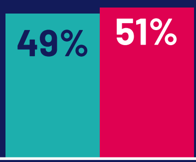


Distinctive Brand Assets (DBA)

The definition of DBAs is among the weaker performing anchors. Brand Assets follow Ehrenberg-Bass work led by Jenny Romaniuk. DBAs, or brand codes, refer to non-name sensory cues such as logos, colours, sounds or characters that trigger recognition and build mental availability.

Q. When someone talks about 'DBAs', what do you think they are referring to?

- Digital brand activation
- Direct brand attribution
- Differentiated brand attributes
- Distinctive brand assets

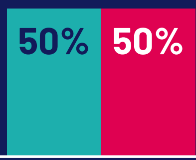


Omnichannel marketing

Omnichannel is not about adding more digital activity, but about coordinating channels so they reinforce each other. When that distinction blurs, integration weakens and effectiveness becomes harder to judge.

Q. If a brand excels at omnichannel marketing, what do you think is the most likely explanation?

- Balancing offline and online distribution in an optimum mix
- Investing in the right digital marketing channels of communication
- Spending money across all forms of advertising equally
- Spending more than the competitors across every advertising channel

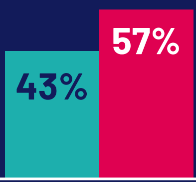


Excess Share of Voice (ESOV)

ESOV describes the advantage created when a brand invests above its current share of market. Knowing this concept matters when growth decisions need to be made quickly and defended with confidence.

Q. In your experience, the concept of 'Excess Share of Voice' (ESOV) refers to what?

- Share of voice minus share of market
- Total share of voice, divided by competitor spend
- The additional reach achieved beyond the average level
- The excess advertising budget that was wasted by a campaign

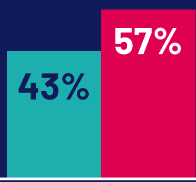


Media neutrality

Considered alongside ESOV, this result points to uneven clarity around the mechanics that link advertising investment to growth. When channel decisions are guided by habit or bias rather than evidence, the relationship between spend and market share becomes less predictable.

Q. When you hear the term 'media neutrality' what do you think it refers to?

- Investing equal amounts of your budget across all media channels
- Avoiding political or culturally controversial media placements
- Using neutral, unbiased messaging in all media communication
- Choosing media channels based on effectiveness data not personal preference

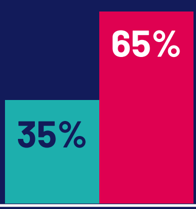


Market research

Marketers don't need to be research specialists but distinguishing between quantitative and qualitative approaches is an indicator of the ability to interpret and defend evidence with confidence. This finding reinforces the value of insight teams as valued partners of marketing.

Q. Which of these methods would you regard as a quantitative form of market research?

- In-depth interviews (IDIs)
- Projective Research
- Conjoint
- Ethnographic Research



Overall...

The fundamentals are present but uneven. Recognition of classic frameworks remains strong, yet precision weakens as the questions move closer to growth mechanics and measurement. In a discipline operating at greater speed and under greater accountability, that unevenness carries consequence.

The capability divide

We looked at a variety of variables in the data to help explain the drivers of capability.

Marketing training is the strongest predictor of capability, across organisations and levels of experience.

For clarity, 'formally trained' includes those who have completed a marketing degree, professional certification or structured online marketing course. 'Without formal training' refers to marketers whose experience has primarily been built through workshops, seminars or on-the-job learning.

Formally trained marketers are four times more likely to reach the benchmark, with 40% achieving it compared with 9% of those without formal training (Figure 3).

Marketing training provides grounding in the anchor principles that underpin brand growth and investment decisions. That grounding reduces reliance on instinct alone and gives teams shared reference points when choices need to be made quickly. Experience builds judgement, but training supplies the conceptual precision that experience alone does not consistently deliver.

Working in a larger company significantly influences capability. 45% of marketers in large enterprises reached the benchmark, compared with 30% in small to medium enterprises (SME), (Figure 3).

Larger organisations tend to offer broader internal expertise, exposure to multiple categories and more formal development pathways. Smaller businesses often provide hands-on experience and speed of execution, but without a firm grounding in fundamentals, there is a greater risk of uneven knowledge across marketing anchors. **Not all on-the-job learning is equal**.

Access to learning reinforces this pattern. Marketers above the benchmark report greater exposure to conferences, agency partners and consulting support (Figure 4) suggesting that capability strengthens where teams are connected to wider industry perspectives and disciplined external insight (Figure 4). Independent challenge and structured evidence can accelerate decision-making, particularly in smaller organisations where internal exposure may be limited. It also supports the fact that learning should be a continual process.

Marketing training is the strongest predictor of capability in our data. Organisational scale follows. Where you work helps, but training matters more.

External consultation and exposure via agency partners and industry events are also key facilitators of ongoing learning. Marketers benefit from bringing the outside in.

Capability grows when marketers are grounded in the fundamentals and supported by environments that reinforce disciplined thinking. In a market that rewards fast decisions, those foundations reduce hesitation. Shared frameworks and robust insight allow teams to act with clarity, allocate budget with confidence and protect long-term brand health.

Fig 2. **Training explains how well marketers know their anchors knowledge. Training is 3X more important than the next set of factors**

% contribution of each factor to higher performance on the Marketing Anchors assessment

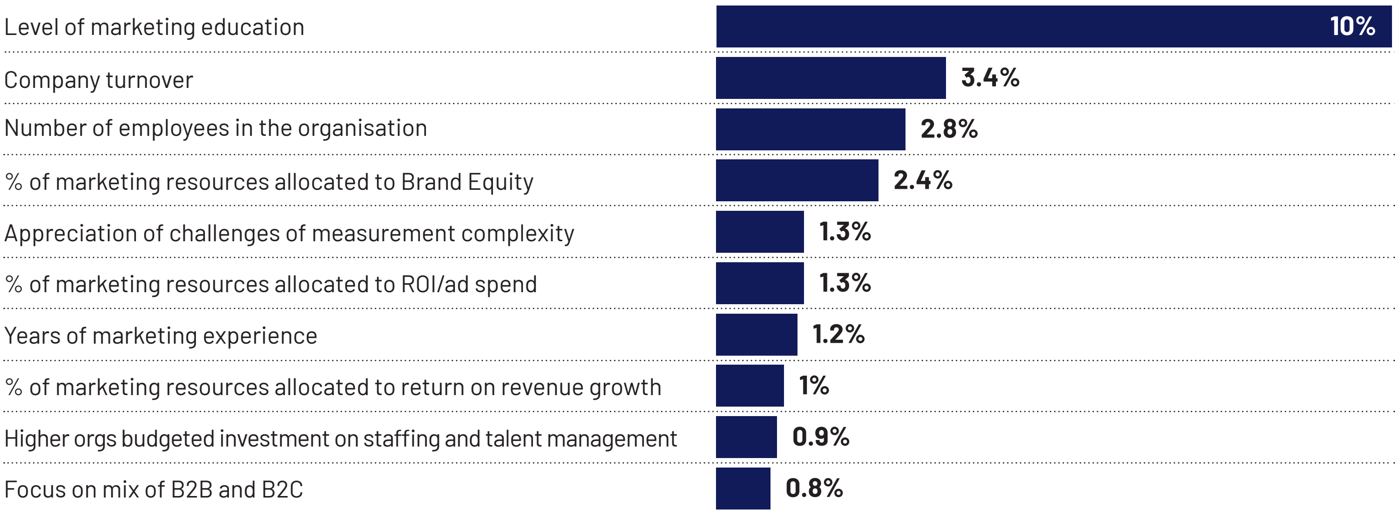


Fig 3. **% Achieved the capability benchmark of 7/10 correct**

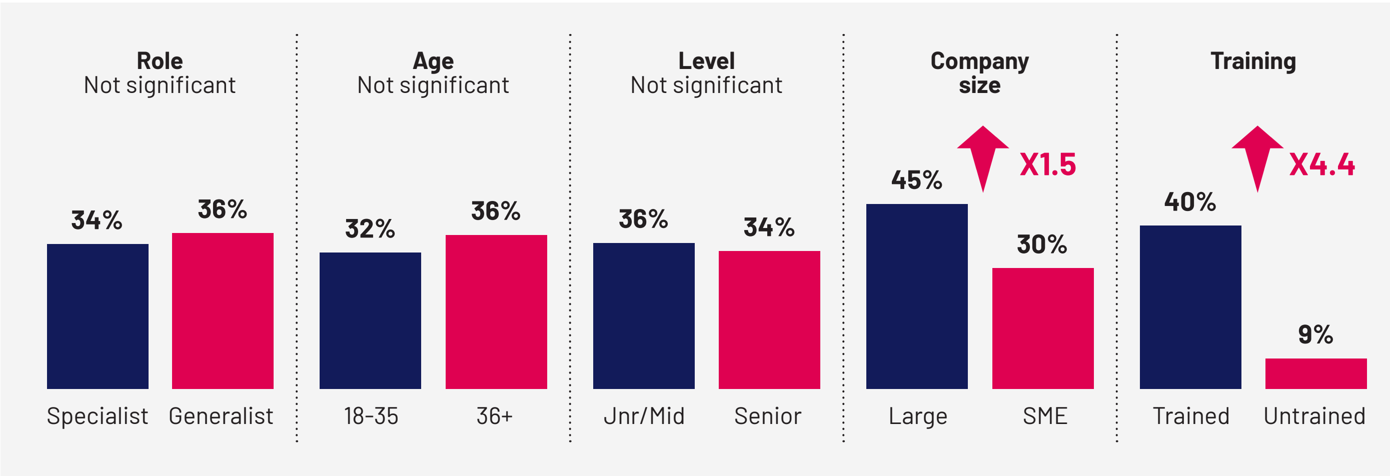
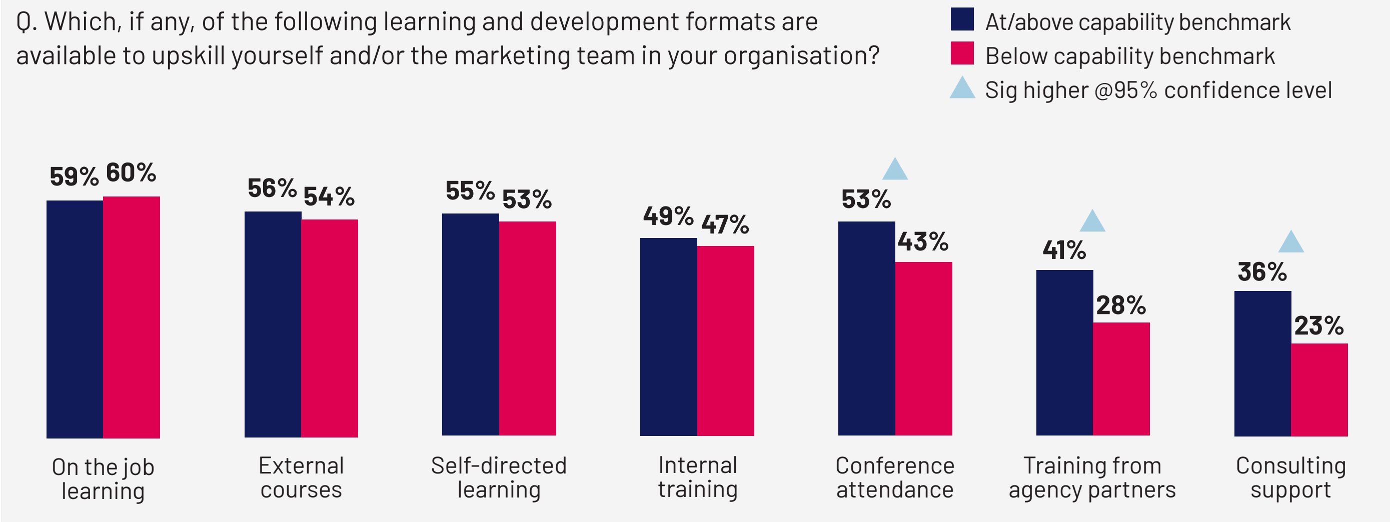


Fig 4. **Learning and development access**

Q. Which, if any, of the following learning and development formats are available to upskill yourself and/or the marketing team in your organisation?



The case for marketing training

Bennie F. Johnson
CEO, American Marketing Association

The findings from this Ipsos research strongly resonate with what we see every day at the AMA. Marketing has always been an open profession. People can come in from all different backgrounds and disciplines which creates diversity of thought and brings fresh perspectives.

But it's also a challenge, because without licensure or formal gates like other professions, some marketers can sometimes lack the foundational training and skills they need to truly deliver impact. What this research confirms is that training matters significantly.

The data showing that training is the primary driver of capability, more so than seniority or specialisation, validates what we've long believed. It's the training that connects the marketer to the left, to the marketer to the right, to the impact on the business.

Imagine the friction when there's challenge around definitions of core marketing concepts – now multiply that across global teams working on integrated campaigns. Training solves that. Beyond capability itself, training builds something equally valuable: institutional knowledge that survives leadership transitions and strategy shifts. How do you communicate strategy in a way that has a handoff between this year's approach and next? How do you integrate that strategy into other parts of the business? That's where core marketing training becomes core business training.

I'm particularly struck by the finding that trained marketers show greater confidence – not just capability, but confidence in their capabilities.

We're fond of using jazz as a metaphor at the AMA. For there to be great creativity and innovation, all the players in a jazz band must understand the core principles of music. They understand the structures, how they work together as a framework. That foundational knowledge creates the platform for improvisation and unexpected brilliance.

Marketing follows that same analogy – it's science, it's art, and then it's that unclassified magic that comes from mastering both. You can take bolder creative risks when your fundamentals are solid.

Marketers who win the future will be those who continuously invest in themselves. The organisations that win will be those who double and triple down on investing in human capital.

Those are the businesses that will thrive over the next decade.

The capability dividend

Training strengthens knowledge of the anchors and, importantly, changes how marketing functions operate inside the business.

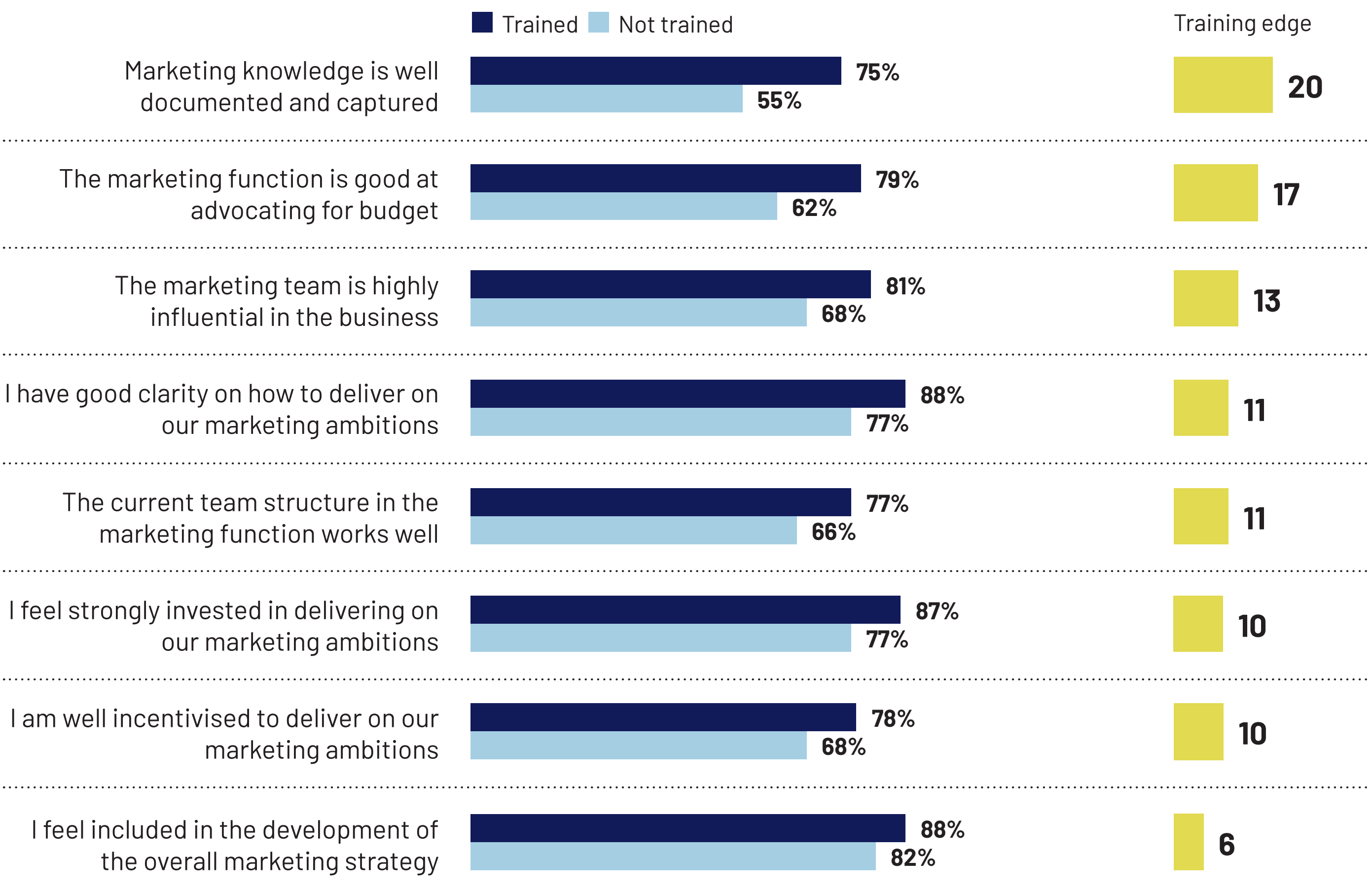
While we cannot draw a straight line between training and hard business outcomes from this data set, we can observe the effects of training on marketers' self-reported performance on themselves and their teams.

Across organisational experience measures, formally trained marketers report stronger strategic clarity, business influence and coordination. They are more likely to say marketing knowledge is well documented and captured. They describe clearer understanding of how to deliver marketing ambitions and greater confidence in advocating for budget.

Training positively influences factors critical to marketing delivery:

- **75% of formally trained marketers say marketing knowledge is well documented, 20ppt higher than marketers without formal training**
- **79% say the function is good at advocating for budget, 17ppt gap vs. marketers without formal training**
- **Formally trained marketers are also more likely to say their team is influential, with a good structure and that they have clarity on how to deliver.**

Fig 5. **Marketer experience of their organisation** (% agree)



These are not soft advantages. Misalignment, unclear governance and weak budget advocacy introduce friction at the point where pace matters most.

Marketers repeatedly point to the same tensions. They value clear strategy, yet express frustration with slow approval processes and unnecessary layers of sign off. They want stronger measurement, yet struggle where data frameworks are unclear. They seek alignment across functions, yet lack a shared language to anchor decisions.

Training reduces that operational friction. Shared frameworks make alignment practical rather than aspirational. Clear documentation builds institutional memory and so decisions move more smoothly because teams are not renegotiating fundamentals each time.

In lean teams and constrained budgets, every decision carries opportunity cost. Something is funded and something is cut. Where shared principles exist, those trade-offs are evaluated against growth mechanics rather than short-term noise.

How training shapes performance

Training also shapes how marketers assess their own impact and trajectory.

Formally trained marketers report stronger confidence, steadier career progression and greater ability to deliver tangible business outcomes (Figure 6):

- **Training creates a 28ppt gap in marketer's confidence in their marketing ability**
- **77% report steady career progression vs. 54% of marketers without formal training**
- **86% say they are delivering measurable impact, compared with 68% of marketers without formal training**

Confidence, expectations and the reality of the role

Stronger foundations also change how marketers feel about their role and their future (Figure 7).

- **70% expect to still be working in marketing in ten years' time, versus 41% of marketers without formal training**
- **Formally trained marketers also report higher levels of motivation and happiness with their career progression**

Yet confidence does not remove pressure.

- **62% of formally trained marketers report high levels of stress at work, compared with 52% of those without formal training**
- **55% of formally trained marketers express concern about the impact of AI on job security, versus 45% of those without formal training**

Greater knowledge builds confidence, but it also heightens responsibility. Formally trained marketers are more likely to recognise the complexity of the decisions they face and the consequences those decisions carry. Awareness of what is at stake sharpens judgement, but it can also increase the pressure associated with the role.

> **"Be the connector between the customer, the context and the company. Bring the insight in and the future forward. That is the role of the modern marketer – and it's the role we must equip people to play."**
> Sophie Devonshire, CEO, The Marketing Society

Fig 6. **Marketer self report on performance** (% agree)

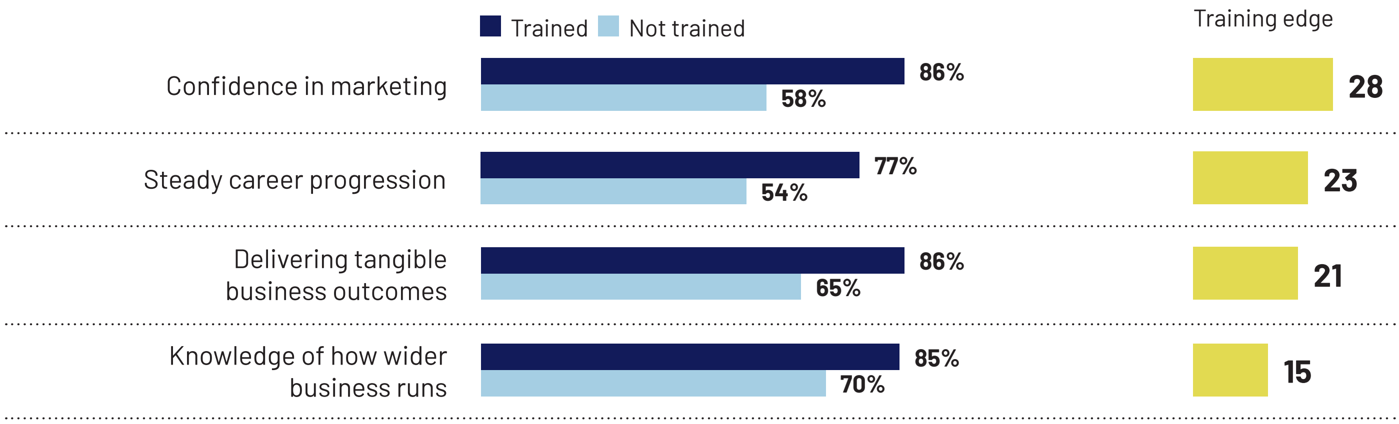
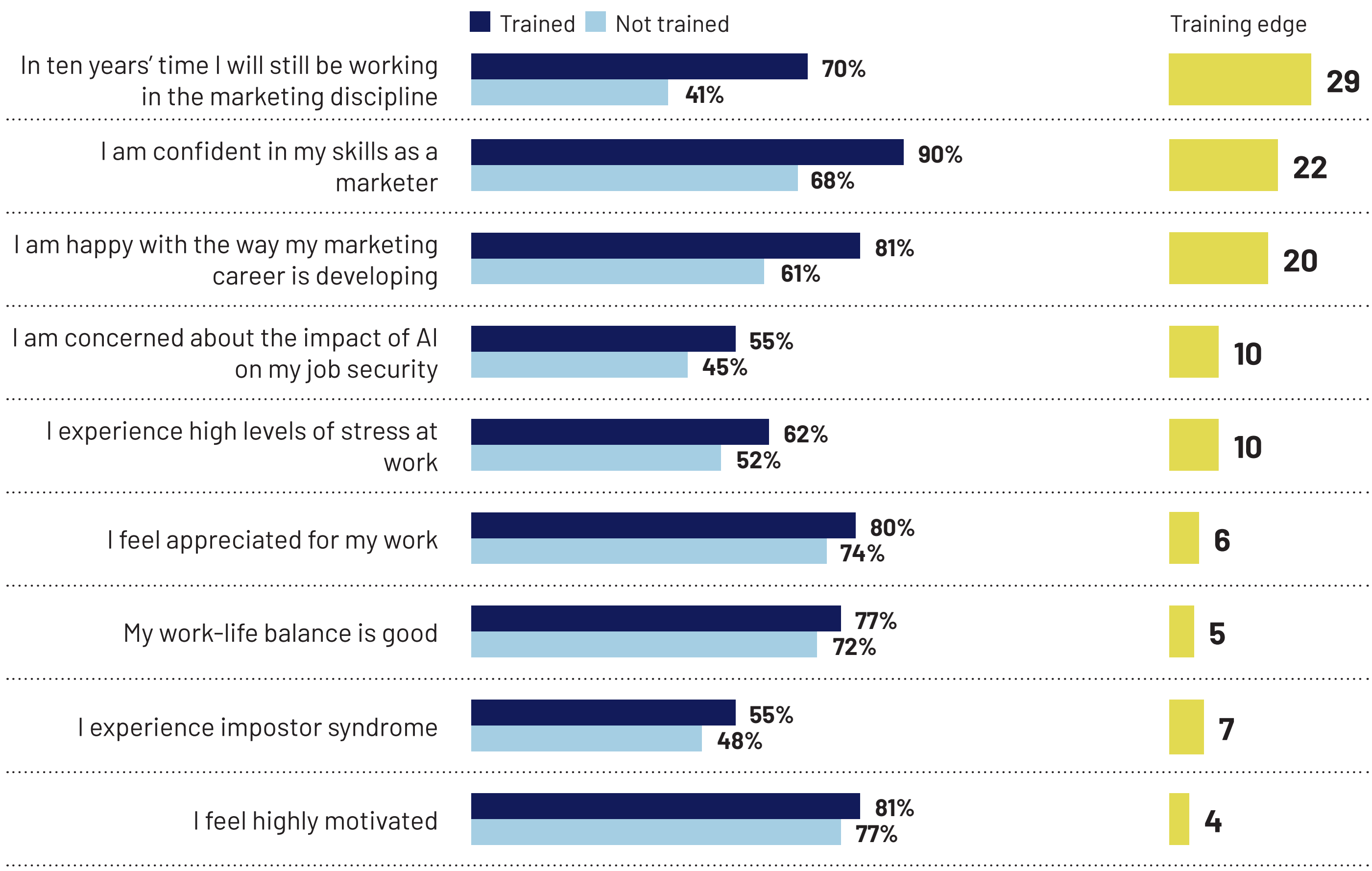


Fig 7. **Marketer perspectives on their role** (% agree)



The discipline behind the decisions

Marketing is operating in conditions that reward pace and punish imprecision. Execution has accelerated, information is abundant and AI is reshaping how ideas are produced and evaluated. At the same time, scrutiny has intensified. Budgets are interrogated more closely and performance is reviewed in shorter cycles.

Speed has become a competitive frontier, but speed itself is not the threat. The real risk is uninformed speed.

When decisions are made quickly without shared foundations, inconsistency compounds. Definitions drift, evidence is interpreted selectively and trade-offs are judged through individual instinct rather than collective understanding. That is where capability gaps begin to erode influence.

Anchor knowledge, a solid grasp of the fundamentals, is what allows teams to move fast and move right. Marketing training provides the frameworks and vocabulary that sharpen judgement and bring clarity to complexity.
It strengthens confidence, supports more rigorous interpretation of evidence and enables teams to defend investment under scrutiny.

As AI lowers the cost of generating answers, the differentiator shifts to the quality of interrogation. Knowing what penetration means, how ESOV works or why media neutrality matters is not academic. It determines whether outputs are accepted at face value or examined with commercial discipline.

The conclusion is straightforward. Training gives marketers competitive edge because capability is the stabiliser in volatile conditions. It allows organisations to move quickly without drifting off course.

Marketing capability is a competitive advantage and in markets defined by transformation and speed, the organisations that invest in marketing capability will move faster, make better decisions and build stronger brands.

> **"Marketing is at the table of the executive space. But it's not enough to just be there. We have to be able to deliver, lead, and show impact."**
>
> Bennie F. Johnson, CEO,
> American Marketing Association

Raising the bar for marketing capability

The findings of this report point to a clear conclusion. Strengthening marketing capability requires action at both the individual and organisational level. For marketers, it means building stronger foundations and deepening their command of the fundamentals. For leaders, it means creating the conditions that allow disciplined marketing thinking to thrive.

For individual marketers

Training is a critical advantage. It strengthens individual confidence, sharpens professional standards and reinforces the credibility of marketing as a discipline. It provides the frameworks that clarify decision-making, the shared language that improves alignment and the conceptual grounding that allows institutional knowledge to build rather than fragment.

The data literacy findings underline this point. **Market research was among the weakest areas in the benchmark, even though 87% of marketers reported confidence in interpreting data**. That gap suggests that perceived fluency does not always reflect methodological grounding.

The proliferation and democratisation of data has widened access, yet separating signal from noise and connecting metrics to consumer behaviour, competitor dynamics and category context requires disciplined interpretation. Familiarity with dashboards is not the same as technical understanding.

For that reason, **data literacy must develop alongside marketing literacy. Strong collaboration between marketing and insight functions is not a support service but a safeguard.** It reduces the risk of misreading evidence at pace and improves the quality of trade-offs made under pressure.

Marketers in this study are clear about what they need: stronger alignment, more robust measurement, faster decisions and clearer communication of impact. Those ambitions are easier to realise when teams share common frameworks and operate with a consistent language for growth.

Raising the bar on capability is, therefore, not about formal qualification for its own sake. It is about protecting marketing's ability to influence commercial decisions in organisations that expect speed and accountability at the same time.

For marketing leaders

Building capability requires deliberate commitment.

Formal training creates shared foundations, but learning cannot stop there. High-performing teams continue to engage with the wider industry through partners, external forums and professional bodies. They expose their thinking to independent challenge and refresh their understanding as standards evolve. That outward orientation keeps capability current.

Leaders also have a responsibility to advocate internally. The evidence in this study provides a basis for doing so. Where capability gaps exist, they should be addressed intentionally. Upskilling teams strengthens judgement, improves the quality of trade-offs and protects marketing's influence in commercially pressured environments.

Ultimately, high-performing marketing teams are not defined by how quickly they act, but by how consistently they apply sound principles under pressure. In markets shaped by transformation and automation, decisions will continue to be made at pace. The organisations that retain credibility will be those that ensure that speed is informed, disciplined and grounded in a shared understanding of how growth works.

Raising the bar on marketing capability is, therefore, not optional - it's how the discipline protects its influence and how brands convert speed into advantage.

Want to learn more? Reach out to...

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References

1. Ipsos Karian and Box, From 'Great Resignation' to 'Great Stagnation', Feb 2026
2. Ipsos AI Monitor, Jun 2025

Technical note

The Ipsos Marketing Anchors Study study draws on responses from 1226 marketing practitioners in the US (n=298), UK (n=317), Australia (n=306) and Canada (n=305).

All respondents have direct involvement in marketing decision making, ensuring that the results reflect the views of practitioners shaping strategy and execution within their organisations. They represent a broad mix of organisation sizes, from small and medium enterprises to large global businesses. They span junior, mid-level and senior roles, and work across B2B, B2C and mixed models.

Fieldwork was conducted between Tuesday 30 Jan and Wednesday 18 Feb 2026.

The ten questions to assess marketing anchor knowledge were designed to cover a range of basic, practical and applied concepts in marketing. Each question had four answer options alongside a "don't know" option. Question and answer orders were randomised, and no time limit was imposed to answer them.

When percentages do not sum up to 100 or the 'difference' appears to be +/-1 percentage point more/less than the actual result, this may be due to rounding, multiple responses, or the exclusion of "don't know" or not stated responses.

Analysis used in Figure 2 is Random forest regression. This process helps in identifying metrics that significantly influence the Key Performance Indicator (KPI), in this instance the KPI was accuracy on the marketing anchors assessment.

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