

**COMPETENCIES AND DIGITAL MARKETING SKILLS
NEEDS FOR PUBLIC RELATIONS IN THAILAND**



**A INDEPENDENT STUDY SUBMITTED IN PARTIAL
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Independent study
entitled
**COMPETENCIES AND DIGITAL MARKETING SKILLS
NEEDS FOR PUBLIC RELATIONS IN THAILAND**

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COMPETENCIES AND DIGITAL MARKETING SKILLS NEEDS FOR PUBLIC RELATIONS IN THAILAND

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ABSTRACT

Technology evolution and digital convergence result in competencies and skills gaps among communicators in Thailand. It changes human ecosystems and the way of communications. Since media landscapes have been transformed, the demand of new competencies and skills sets among public relations practitioners have to be shifted. Thus, new competencies and skills needs have been studied focusing on middle managements who are in risk of being lost in the game.

The semi-structure interview and discussion questions were used to explore top managements' opinions towards middle managements as well as exploring insights of middle managements about their confidence in digital knowledge. The research objectives are to find out the existing skills gaps and formulate the effective solutions to bridge the gaps. There are 20 interviewees, 6 top management executives from communication agencies, media and entertainment firms, and a public organisation. And 14 middle-management employees from various industries such as real estate, event organiser, public relations agencies (both international and local), film production, and a digital TV station.

Four major competencies and skills gaps were found in this study. These are Technical Knowledge and Skills, Industry & Business Knowledge, Soft Management Skills, and Integration Skills. The interviewees were given scores in the different areas and technical skills proved to be the most essential to improve since the interviewees faced the problem of being underequipped to meet the digital challenges. And the preferable method to bridge the skills gaps is a short intensive course which should include the modest technology overview, the newest & most effective digital marketing tools as well as digital tactics, Big data and customer insights analysis, measurement and ROI, content strategies & brand engagement, platform algorithms, social media marketing, and customer journey trends. A very interesting point raised by this research was a suggestion to create a simulator program for technical skill practice which is not present in any institutions and it is an unmet requirement of the learners. Moreover, none of interviewees prefer online training.

KEY WORDS: Digital Marketing / Skills Gaps, Technical Skills / Digital Communications / Public Relations

157 pages

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CHAPTER I

INTRODUCTION

1.1 Background of The Study

The COMMUNICATIONS INDUSTRY is a dynamic changing industrial sector which engages in content design, production and distribution in order to create awareness and communicate with target audiences. (“Communications Industry”. Dictionary of American History. 2003). The communication strategies always change the mainstream of media (Bruce, S. 2015) which nowadays is transformed by technology revolution and of course, the future of communications industry will continue to be shaped by media innovations (“Communications Industry”. Dictionary of American History. 2003).

The emerging technology has not merely transformed the media landscape but also consumer behaviours and business models (Day 2011; Leeflang, Verhoef, Dahlström, & Freundt, 2014), especially in the marketing and communications industries. Currently, companies use company homepage, e-mail, and social media for their businesses. In the coming year (Figure 1.1), social media and mobile applications will be the biggest growth areas for companies’ main media usage (Leeflang, Verhoef, Dahlström, & Freundt, 2014).

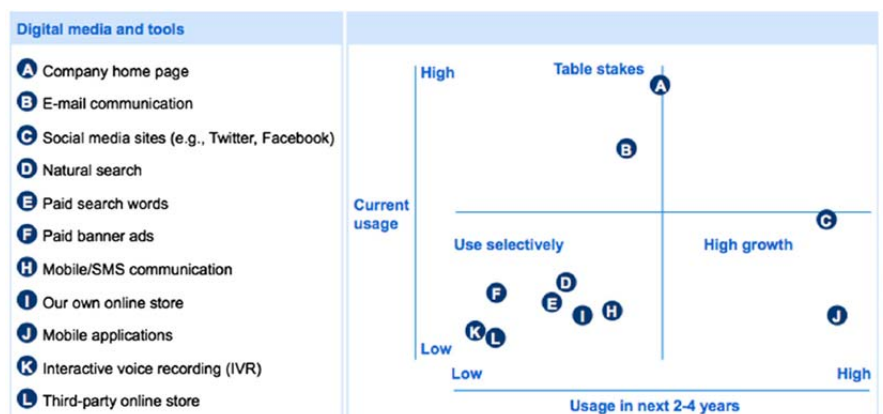


Figure 1.1 Current usage & future usage matrix of digital marketing tools

Source: Challenges and solutions for marketing in a digital era. *European management journal*, 32(1), 1-12.

The shift to social media has been greeted by practitioners and becomes a new paradigm of practices (Miller & Lammas 2010; Mangold & Faulstich 2009; Meerman Scott 2011; Archer, 2012). The need to change public relations (PR) and corporate communications has been supported by a recent global study on Creativity in PR by The Holmes Report 2014. It concluded that PR was influencing trends to deliver creative work such as storytelling (87%), visual communication (49%), brand transparency (49%), and social good (45%). Moreover, the research found that companies and practitioners felt over-control in the message delivered by the impact of social media (Galbraith, J. The 5 C's of Communication Trends for 2015. In www.wpp.com). Social media plays significant role for brand reputation since words can spread rapidly and consumers tend to believe in friends, commentators, bloggers, and other influencers rather than companies (UNDER THE INFLUENCE: CONSUMER TRUST IN ADVERTISING 2013, September 9. In www.nielsen.com; Archer, 2012). This over-control easily leads into crisis communications and needs expertise to manage. The point is a big brand easily gains more damage than a small one. However, no companies want to take that risk, thus marketers tend to move their money towards PR and away from other disciplines (Ingham, 2015). In order to succeed in this digital economy where the Millennials are the most influential generation and lead societies, companies and practitioners need to flex to the channels they use most in order to control the crisis management (Galbraith, The 5 C's of Communication Trends for 2015. In www.wpp.com) and digital marketing

becomes a linkage of interactions between consumers and marketers which leads to deeper relationships and brand engagement (Parsons, Zeisser, & Waitman, 1998).

In addition, digital landscape and media transformation create a need for businesses to move faster, resulting in the need for practitioners to understand their brands and their consumers more than ever before (Brown, 2014). The intra -department is a new trend of industry where the business moves from having separate marketing, advertising, and PR departments into just a ‘Branding’ department (Brown, 2014). A New public relations will be more likely marketing (Skerrick, S 2015) and shift beyond the scope of communications into a part of every area of business such as from sales to customer service and from product development to human resources (Waddington, 2014. CIPR Report). PESO (paid, earned, shared, owned) media are included in the new PR scheme (Skerrick, 2015) and revolutionise PR practices from traditional media to cross-media especially online platform.

The framework of PESO model (Figure 1.2) is developed by Gini Dietrich who is a leading voice in PR industry and also an author of Spin Sucks (www.spinsucks.com). She said, "If you aren't using the PESO model for your communications work, and measuring the meaningful metrics that help an organisation grow, you will not have a job in 10 years." (Dietrich, 2015. Why Your PR Team Should Embrace the PESO Model. Open Forum Blog, posted on January 30, 2015). As seen, PR practitioners were forced to adapt to a new, rapid pace of irrelevance because of a fuzzy advancement in the public relations industry. Future PR is requires both a new way of thinking and new, diverse skill sets (Iloff, 2014) such as SEO, SEM, Blog and other technical skills which nowadays become key challenges among practitioners in communications industries (Grupp, 2009; Royle, & Laing, 2014).

To be successful in communication, businesses need individuals who are strong in both business knowledge and technical skills in order to integrate those perspectives into strategies. A key success factor was getting a senior-level veteran of the business to head the unit (Parsons, Zeisser, & Waitman, 1998). However, the problem still occurred since many senior practitioners are lacked of technical skills or experience to actually do their job by integrating that knowledge as a holistic strategic plan (Bruce, 2015).

This revolution creates demand of new skill sets among marketing and practitioners. Finding the right people is a major challenge whereas a million jobs occur around Big Data in 2015 and only a third of these new jobs is filled (Gartner, “Gartner Says Big Data Creates Big Jobs: 4.4 Million IT Jobs Globally to Support Big Data By 2015”, October 2012; Spitzer, Barbara. et al. 2013). Significantly, the shortage of digital skills in the current marketplace is now unprecedented. There are not many employees who can integrate both strategic business knowledge with existing traditional marketing communication approaches and align with new digital technical skills. (Levy & Birkner, 2011). A lack of skill-needed employees to cope with new communication challenges becomes a significant problem of public relations. (Fitch, 2009).

To bridge the gaps, we need to explore the actual skills gaps among practitioners and what will be needed as top priority skills for future competent practitioners.

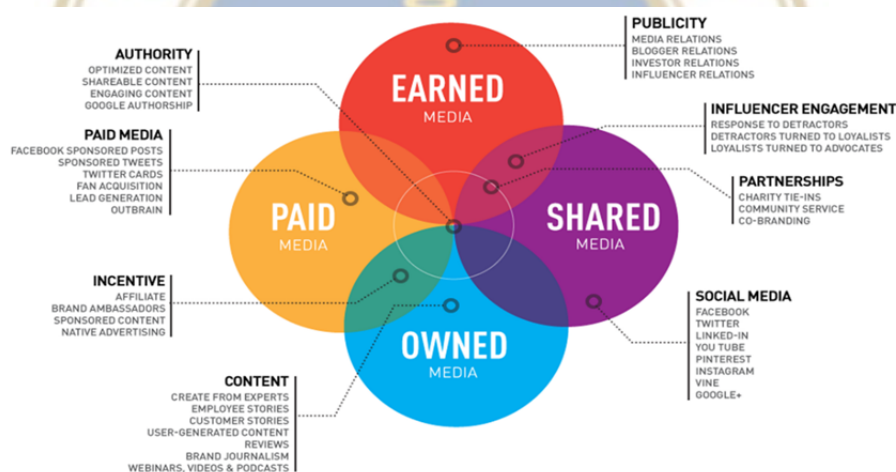


Figure 1.2 Adopting the PESO Model

Source: Gini Dietrich, Spin Sucks 2015. Retrieved August 23, 2015.

1.2 Problem Statement

From literature reviews, there are common findings on ‘skills gaps’ and the relevance of ‘experience and technical skill’. The more experienced the PR practitioner is, the less digital skill one has (Bruce, 2015; Holtz, 2015). The evidence of skills gaps is mentioned not only in academic papers but also blogs and articles written by many practitioners. They all agree that new trend of PR career is moving

from media relations to strategic digital communications and future employers will need individuals who are excellent in combining digital skills with deep functional business knowledge (Spitzer, Barbara., Buvat, Jerome., Morel, Valerie., & KVJ, Subrahmanyam. 2013) to propel the business. They also mentioned about the importance of competencies which are key success factors in the PR industry i.e. business strategic thinking, business connections, leadership, writing, and story-telling skills which are mostly laid among middle and senior levels.

Therefore, the future path of PR career is predictable. The practitioners who desire not to fall behind the new silo of communications and do not want to lose their jobs (Dietrich, 2015) might have to plug in digital skills beyond their traditional skills (Hanson, 2015).

To highlight on PR critical pressure, the study will focus on prioritised skill needs and how to bridge the gaps among the middle and senior level practitioners whom were mentioned in the reviews as the largest area of skills gaps or lack of the cutting-edge technical skills required for many such positions and the difficulty older workers may have in finding other jobs if they are laid off (Schlee, & Harich, 2010 ; Royle, & Laing, 2014) with below research questions:

- A: What are the skills gaps among the middle and management levels in the communications industry?
- B: What top priority skills are needed to bridge the gaps?
- C: How to bridge the skills gaps?
What the most effective way should be; practice, training or other?
- D: Barriers and Pitfalls of new skills sets to be upgraded among middle and top management levels practitioners?

1.3 Objectives of The Study

1. To figure out the skill gaps in area of digital marketing among PR practitioners in Thailand.
2. To summarise top ten key skills needs to bridge the gaps among middle and management level in communications industry in Thailand.

3. To recommend what methods will work or not work in the context of Thai culture.

1.4 Scope of the Study

Data collection: There are two sources of data to be collected, secondary and primary sources.

For secondary source, academic papers and online articles written by experienced practitioners were reviewed.

For primary source, there are 20 practitioners from two main business sectors in Thailand to be conducted: communication agencies and private organisations. Target group will aim at middle and top management levels that were identified as having the biggest gaps of skills.

Target group: Middle level and Upper level in communications industry.

	Agency (person)	Organisation (person)
Top Management level	3	3
Middle Management Level	3	11

1.5 Research Instrument

Questionnaire, Semi-structure interview, and Discussion questions.

1.6 Research Methodology and Framework

The primary research in this Individual Study will be conducted with Qualitative method. Unstructured interviewing with the initial guiding questions will be used to explore the topic broadly, following with the synthesis of verbal data and content analysis to grouping the common findings as well as highlight the interesting

idea if raised from the conversation. Topic will be focused on competencies and digital marketing skills needs for public relations in Thailand. Target group is aimed at communicators in middle and management levels approximately 15-20 persons.

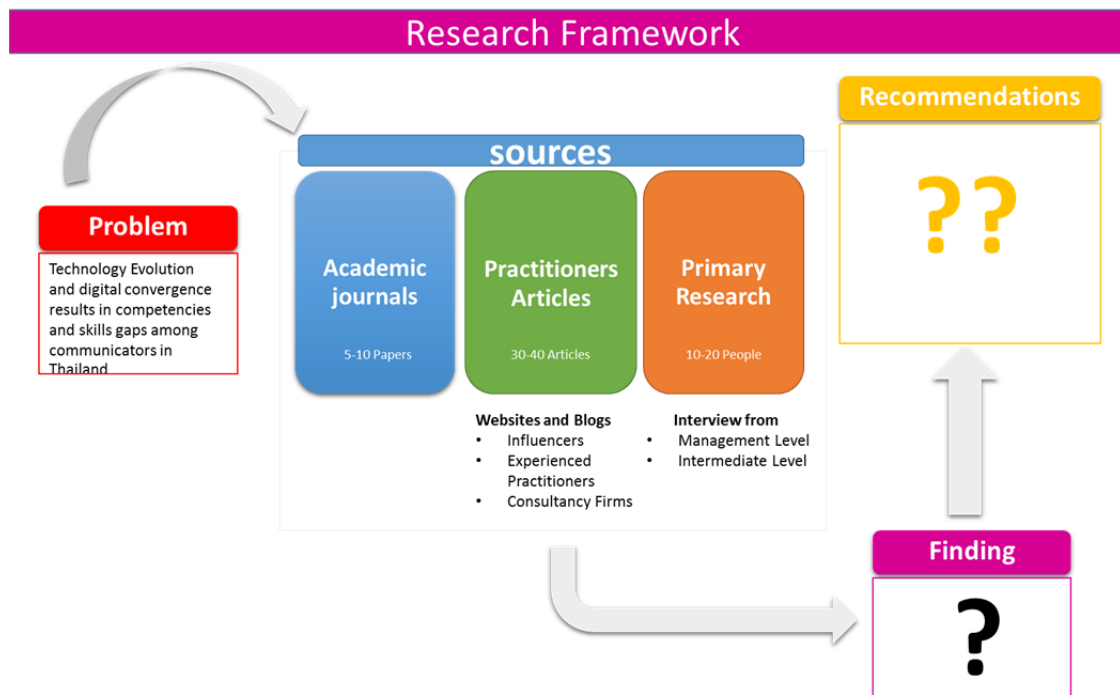


Figure 1.3 Research framework: Competencies and digital marketing skills needs for public relations in Thailand

1.7 Contribution

To understand the real demand and supply of competencies and skill needs in current communications industry as well as the barriers of new skill learning among middle and top management levels in Thailand in order to provide the effective capsule and recommendation to bridge the gaps.

CHAPTER II

LITERATURE REVIEW

2.1 Background

The dramatic change in technologies has revolutionised all dimensions of life such as social, economic, political and personal life (The Global Technology Revolution: Summary. N.p., n.d. Web. 19 July 2015). The change threatens business models (Day 2011; Leeflang, Verhoef, Dahlström, & Freundt, 2014) and consumer behaviours which are the key drivers of communication strategies. (Kung 2008). Moreover, the evolving technologies offer new opportunities and challenges for industry practitioners, education and academic research (Royle, & Laing, 2014). The impact of digital technologies is now felt not only in the IT department, but across the entire organisation, creating a huge demand for digital skills (Spitzer, Buvat, Morel, & KVJ, 2013) and digital becomes the competitive advantage in both B2C and B2B marketing since internet usage continues to explode across the world (Leeflang, Verhoef, Dahlström, & Freundt, 2014).

In 2015, the number of internet users worldwide might surpass 3 billion and will be increasing 6.2% next year to reach 42.4% of the entire world's population (Figure 2.1).

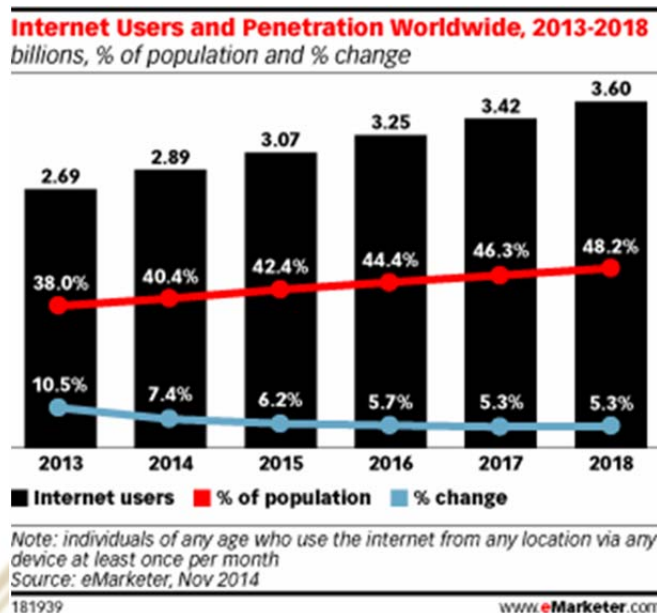


Figure 2.1 Internet Users and Penetration Worldwide, 2013-2018

Source: eMarketer.com (2014)

When classified into World Regions, Asia gains 45.6 percent, Europe 18.9 percent, Latin America/Caribbean 10.5 percent, North America 10.1 percent, Africa 10.3 percent, Middle East 3.7 percent, and Oceania/Australia 0.9 percent (Figure 2.2) (Internet World Stats 2014). When drilled down to individual country, Thailand is listed as top 23 from 25 countries, ranked by Internet Users surveyed by eMarketer.com (Nov. 20, 2014) and forecasted to reach 30.6 million in year 2018 (Figure 2.3).

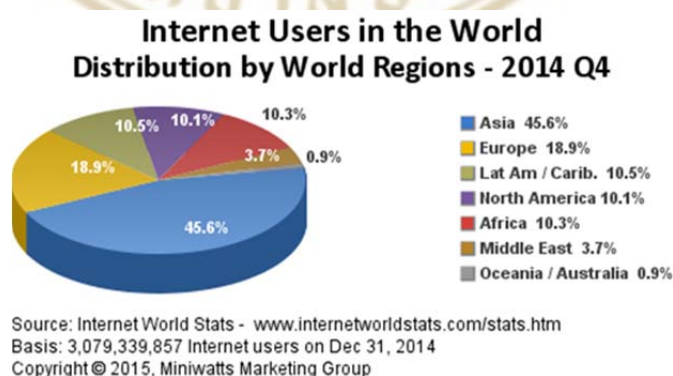


Figure 2.2 Internet Users in the World Distribution by World Regions – 2014 Q4

Source: Internet World Stats (2014). Retrieved August 1, 2015.

Top 25 Countries, Ranked by Internet Users, 2013-2018
millions

	2013	2014	2015	2016	2017	2018
1. China*	620.7	643.6	669.8	700.1	736.2	777.0
2. US**	246.0	252.9	259.3	264.9	269.7	274.1
3. India	167.2	215.6	252.3	283.8	313.8	346.3
4. Brazil	99.2	107.7	113.7	119.8	123.3	125.9
5. Japan	100.0	102.1	103.6	104.5	105.0	105.4
6. Indonesia	72.8	83.7	93.4	102.8	112.6	123.0
7. Russia	77.5	82.9	87.3	91.4	94.3	96.6
8. Germany	59.5	61.6	62.2	62.5	62.7	62.7
9. Mexico	53.1	59.4	65.1	70.7	75.7	80.4
10. Nigeria	51.8	57.7	63.2	69.1	76.2	84.3
11. UK**	48.8	50.1	51.3	52.4	53.4	54.3
12. France	48.8	49.7	50.5	51.2	51.9	52.5
13. Philippines	42.3	48.0	53.7	59.1	64.5	69.3
14. Turkey	36.6	41.0	44.7	47.7	50.7	53.5
15. Vietnam	36.6	40.5	44.4	48.2	52.1	55.8
16. South Korea	40.1	40.4	40.6	40.7	40.9	41.0
17. Egypt	34.1	36.0	38.3	40.9	43.9	47.4
18. Italy	34.5	35.8	36.2	37.2	37.5	37.7
19. Spain	30.5	31.6	32.3	33.0	33.5	33.9
20. Canada	27.7	28.3	28.8	29.4	29.9	30.4
21. Argentina	25.0	27.1	29.0	29.8	30.5	31.1
22. Colombia	24.2	26.5	28.6	29.4	30.5	31.3
23. Thailand	22.7	24.3	26.0	27.6	29.1	30.6
24. Poland	22.6	22.9	23.3	23.7	24.0	24.3
25. South Africa	20.1	22.7	25.0	27.2	29.2	30.9
Worldwide***	2,692.9	2,892.7	3,072.6	3,246.3	3,419.9	3,600.2

Note: individuals of any age who use the internet from any location via any device at least once per month; *excludes Hong Kong; **forecast from Aug 2014; ***includes countries not listed
Source: eMarketer, Nov 2014

181948 www.eMarketer.com

Figure 2.3 Top 25 countries, ranked by internet users, 2013-2018

Source: eMarketer.com (2014). Retrieved July 30, 2015.

The exploration of internet usages reveals the rise of information technology which many of the interactive-based platforms have shifted Public Relations industry to be in line with marketing and IT. The rapidly and uncontrollable word of mouth (WOM) becomes a key concern of all organisations because it can advocate or overturn the reputation overnight. WOM replaces conventional media exposure, not solely through social networks, but through all aspects of web and mobile dialogue (David Stone, & David Woodcock, 2014). The outbreak of WOM and the wearable technology will be the sexiest subjects and have a sizeable impact in 2015 (Waddington, S. CIPR Report 2014, December 17).

2.2 Impact on consumer behaviour

As known the technology revolution has changed how people consume the information and live life. The widespread adoption of technology among consumers and marketers becomes more individualisation. Digital marketing techniques such as SEO, SEM, Social Media, has significantly contributed to the personalisation marketing where communicators are increasingly communicating with individual users in order to gain one-to-one feedback (Brady, Fellenz, & Brookes, 2008). Significantly, Digital marketing and social media makes it easier to engage with clients and target customers (Royle, & Laing, 2014). Moreover, the new prosumers (consumer + producer) have emerged and use social media as creators of their own material online. The active prosumers become the new influencers and of course, are over controlled from the product or service providers' side. (Gillin, 2008; Trammell & Keshelashvili, 2005; Woods, 2005). Marketers and communicators see a prosumer or so called "Blogger" as an empowered consumer who can defeat large organisations with just a single blog post. (Archer, 2012). Inevitably, bloggers become new influencers since consumers read their blogs for entertainment and information and perceive them as trustworthy sources (Archer, 2012; Armstrong & McAdams, 2009; Brown et al. 2007).

The above factors, media technology and consumer behaviour changes, force professions in the creative and communications industries to adopt and upgrade their competencies and skills in digital marketing in order to connect with consumers and up pace with competitors. Digital and social media emerging has changed the way practitioners interact with the public, thus new capabilities and skills are required to succeed in this gig economy. (Binder, 2012). Social networking sites such as Facebook and Twitter are commonly utilised as credible business tools (Levy & Birkner, 2011) and have been greeted as a new paradigm by academics and professionals. (Miller & Lammas 2010; Mangold & Faults 2009; Meerman Scott 2011; Archer, 2012). Thus, Communications professions are committed to use all the channels consumers want to use and the speed plays important role in existing marketing game. The communicators must know which channels of communications consumers use, including their preferences and connecting devices, in order to deliver the right content to them at the right time. (David Stone, & David Woodcock, 2014). Geography no longer matters since technology

levels the world into connectivity and creates market competitiveness where every market in the world can capture our market shares. (Rogers, 2014, September 4).

The whole point of public relations is influencing audience behaviours (Skerik, 2015) and retains reputation of the organisations. From multiple studies (e.g., Nitzan & Libai, 2011; Rahmandad & Sterman, 2008, Yoganarasimhan, 2012, and Leeflang, Verhoef, Dahlström, & Freundt, 2014) determined consumers tend to lack trust in most forms of advertisement. Modern buyers prefer to receive recommendations from peers, analysts, journalists, and other trusted third parties (Bruno, 2014) than the product/service providers. Confirmation with the report of Nielsen Global Trust in advertising report in year 2013 (Figure 2-4) which showed that consumers trust people they know 84%, Branded websites 69%, Consumer reviews 68% and editorial content such as news and article 67%, (Pranikoff, & Fletcher, 2013; Nielsen.com 2013, August 17).



Figure 2.4 To what extent do you most trust the following forms of advertising

Source: Neilson Global Survey of Trust in Advertising Q3 and Q1 2013

Further studying into the source of information that influences purchasing decisions most (Figure 2.5), we found that TV is top of the ranking with 57%, followed by printed magazines and newspapers (38%), and social media (34%). (Popsop.com. 2015, July 21). Seemingly the trust of information coming directly from brands is diminishing (Bruno, 2014) and the new media as social media is coming to replace as it offers opportunities to create trust and to reach a large audience easily and at a low cost. (Leeflang, Verhoef, Dahlström, & Freundt, 2014).

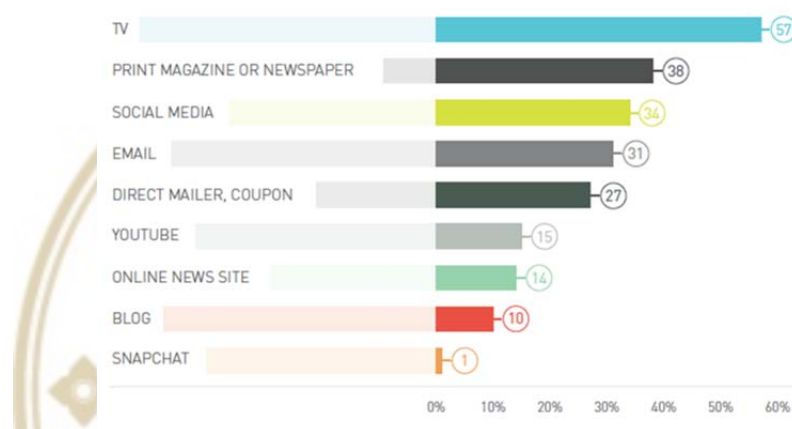


Figure 2.5 I have tried a new product or service as a result of a campaign on the following channels

Source: Popsop.com (2015, July 21).

Furthermore, the Acquity Group, a brand e-commerce and digital marketing company, part of Accenture Interactive, has recently surveyed 2,035 Americans of 18 years old and to research their shopping decisions made as a result of digital engagement with the brand. The results vary depending on the age group (Figure 2.6). Younger people of 18-22 and 23-30 years old tend to trust branded content published on 'Facebook', while the older generation chooses printed press as the most trustworthy source of information by a brand or a company. (Popsop.com. 2015, July 21).

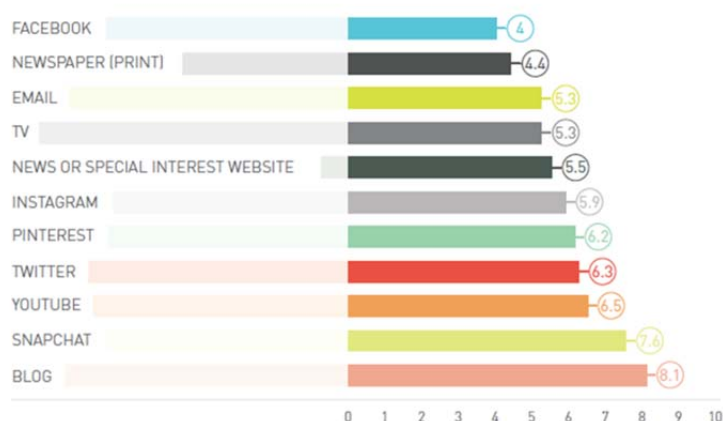


Figure 2.6 On which of the following channels would you most trust content created by a brand or a company (where 1 is the most trusted)

Source: Popsop.com (2015, July 21).

From the above, huge amounts of information are explored on the internet but only a small amount of information reaches consumers because of the algorithm of search engines and social media has limited information visibility and feeding (Slegg, 2014). Audiences are in control of what information they consume, and when, and how – at least, to the extent the algorithms dictating what people see on media sites, search engine results and social media feeds allow. (Skerik, 2015). Content created by consumers is more empowered than by advertising. Research findings are that more than 90% of all consumers read online reviews before they buy products and that 67% of all purchasers of consumer goods are based on user-generated content. Approximately, consumers read at least four reviews before making a purchase (Godes & Silva, 2012; Kee, 2008; Leeflang, Verhoef, Dahlström, & Freundt, 2014). As a consequence, this will lead to other marketing orientations such as customer engagement. (Van Doorn et al., 2010; Leeflang, Verhoef, Dahlström, & Freundt, 2014). Trying to engage customers in brand building through social media needs professionals developing content that tells the brand story, cultivating relationships with influencers, developing and growing the digital audience, earning credible media visibility which leads to a new strategic imperative for PR (Skerik, 2015). “We will continue to see a lot of convergence from a marketing perspective, especially with the use of social media and how people consume and share Public relations Marketing – said by Andy Polansky,

CEO of Weber Shandwick information. (PR Newswire Slide Share. 2014, December 10). Future communications firms tends to move from having separate marketing, advertising and PR departments into just having a 'branding' department in general (Brown, 2014) which affects the transformation of communication channels which is challenging for all industries, not only communication and marketing (Levy, & Birkner, 2011).

2.3 The future of PR

Future PR will be more broaden and look like marketing (Skerik, 2015). In the past, PR firms spent a lot of time dealing with journalists, producers, and editors in order to gain news coverage or "earned media." At the same time, advertising firms were focused on paid media. Today, it is a fuzzy line (Binder, 2012) because new digital landscapes create the need to move quickly and all PR people need to understand more aspects of their brand than ever before. (Brown, 2014). However, only 22% of heads of communications see the changing digital and social media landscape as the biggest future challenge even though the nature of digital media has broken down the walls between practitioners and the consumers (Sabreamgel, 2014) as indicated in the CIPR State of the Profession 2015 report (Bruce, 2015). The Challenges for communicators are PR and corporate communications are 'behind the curve' on social media and slower to adopt more technologically complicated tools (Grupp, 2009). Area of the problem is laid on many senior practitioners who have expertise in business but mostly lack the expertise or experience in digital skills to actually do their jobs and integrate it properly into public relations strategies. (Bruce, 2015). As social and digital becomes more important, digital marketing is an integrated part of marketing mix as it enables entirely new forms of interactions between consumers and communicators which leading to deeper relationships and greater personalisation of goods and services. (Parsons, Zeisser, & Waitman, 1998). Many clients come to PR agencies for new strategies and finally turning PR agencies to non-PR services, including new digital and social media to gain PESO – paid, earned, shared and owned media. (Bruce, S., 2015). Thus, future PR career trend will be more blurred and included earned media (traditional media and emerging channels), social media and WOM (Worth-of-Mouth), content marketing,

reputation management, and integrated marketing (cross-channel communications, and measurement & ROI). (Figure 2.7). (Skerik, 2015).



Figure 2.7 PR in 2015: It's a Bigger Job Than Ever

Source: BUSINESS 2 COMMUNITY (2015). Retrieved May 11, 2015.

From a literature review on academic researches, articles, and blogs on future PR careers, clear acknowledge of skills gaps are revealed. Many professions discuss skills needed and what should be done in order to fill the gaps. Royle, & Laing, 2014 reviewed digital marketing skills and found that the skills gaps existed but did not actually indicated what those skills gaps were. Likewise, industry skills gaps with marketing education, many institutions called for an update on marketing fundamental changes. Digital developments are needed to be central of teaching and research in higher education and revolutionised the marketing disciplines at core. (Wymbs, 2011; Royle, & Laing, 2014). Future employees in digital era will need to integrate digital skills with deep functional business knowledge. (Spitzer, Buvat, Morel, & KVJ, 2013). These new competencies and skills needed of integrating digital marketing approaches with established marketing practice becomes the key skills gaps in this century. Skills in maximising social media such as Facebook, Twitter, LinkedIn, Instagram, Line, and Blog as well as skills in search engine optimisation (SEO), customer conversion, and mobile applications are mentioned in potential skills needed including the knowledge

of digital analytics is crucial needed for evaluation the effectiveness of digital communication approaches. (Royle, & Laing, 2014).

The research on Digital Marketing Skills Gaps conducted by Royle, and Laing, 2014 introduced the Digital Marketer Model (Figure 2.8) to encapsulate the essential skills for digital marketers. It shows that core skills as corporate communication principles (project management, writing skills, and commercial awareness) and productivity will still be a vital foundation skills needed for all Digital marketers altogether with the technological knowledge (SEO, mobile apps, website development, video editing and code writing) and measurement monitoring also essential skills to plug-in.

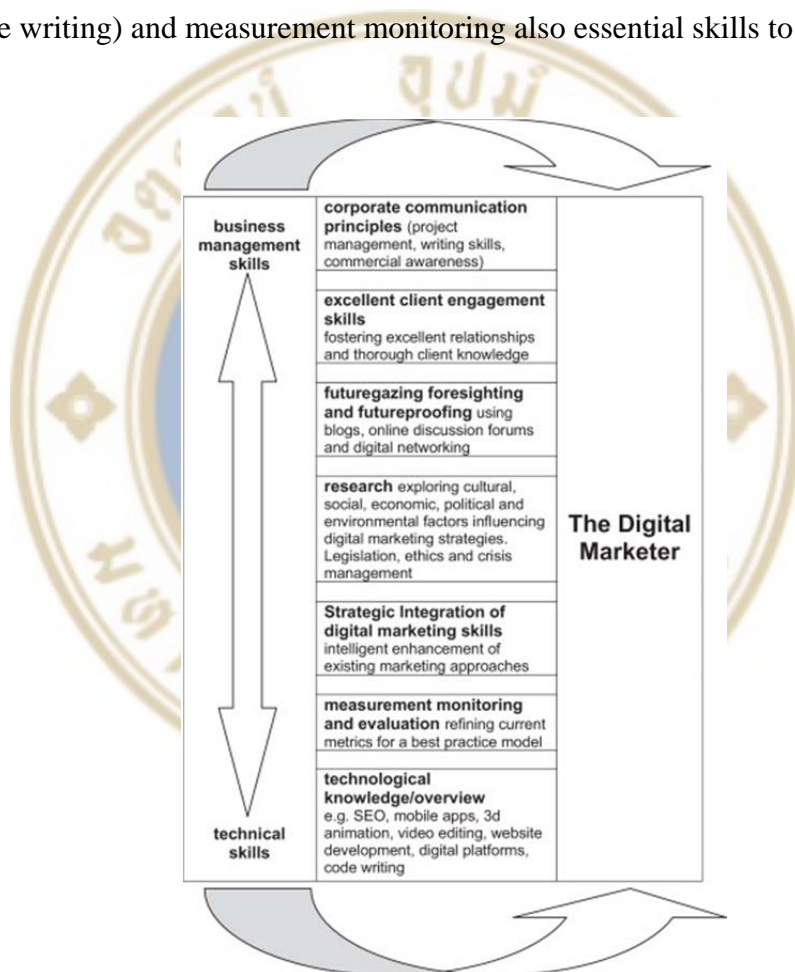


Figure 2.8 Digital Marketer Model

Source: International Journal of Information Management, Volume 34, Issue 2, 2014, 65-73.

2.4 Impact competency and new skill sets needed

The shortcoming of digital skills in the current marketplace is increasing. Over 4.4 million jobs related to big data are demanded in year 2015 and only one third of these new jobs is filled. (Spitzer, Buvat, Morel, & KVJ, 2013). At the moment, the labour marketplace is faced with a paradoxical situation of unfilled skill-employees and unemployment rate growth. The European Commission has tackled the number of digital skills in Europe and found that millions of Europeans are unemployed because of the lack of digital skills, simultaneously many companies have a difficult time in recruiting skilled digital technology experts. As a consequence, up to 825,000 unfilled vacancies related to ICT (Information and Communications technology) could be happen by 2020. (Grand Coalition for Digital Jobs 2015, April 7).

The terminology of ‘competency’ can be divided into two main areas: Skills (meta-skills and technical-skills), and Conceptual knowledge.

Skills refer to a complex processes acquired through practices (Tench, et. al., 2013) which are divided into two function skills. 1) Meta-skills or soft-skills are broad-based skill types which are necessary to apply to all jobs in businesses such as communication skill in both oral and written, leadership management skill, time management, and others. 2) Technical skills refer to specific practices such as programming languages (i.e. SQL, Java, Flash, and XML) (Schlee & Harich, 2010), digital marketing skills (i.e SEO, SMO, social media and mobile application) (Heinze, 2014), and others.

Conceptual knowledge refers to the subject areas practitioners must know in order to function their job effectively (Tench, et. al., 2013) such as economics, financial, human resources, project management, law and regulation, and other subject areas found in most marketing curricula. (Schlee & Harich, 2010).

The skills and knowledge which employers need from employees to fit in marketing positions are different in each job level ranging from entry-level jobs to middle-level and upper-level positions. Technical skills appear as most important required for all levels which many middle-level and upper-level jobbers did not possess these new skills sets. (Schlee & Harich, 2010). Capgemini Consulting had conducted research on the digital talent gap since 2013 and revealed that 90% of all jobs will require Information and Communication Technology (ICT) skills by 2015. Future employees must be able to add value beyond technology generated with their

excellent digital specialism combining with deep business functional knowledge. (Spitzer, Buvat, Morel, & KVJ, 2013). Skills such as Search Engine Optimisation (SEO), Pay-Per-Click (PPC), Calls to actions, Social Media Optimisation (SMO), Mobile Applications, Customer Conversion, Digital Analytics for evaluation the effectiveness of digital communications approaches are needed in industry.

Skills shortages in real marketplace have called academic institutes to adjust marketing courses. On 16 December 2013, the Salford University held a brainstorming session in digital marketing to identify additional skills and competencies needed to supply qualified marketers into current digital economy and found that organic SEO knowledge in combination with PPC and engaging with visitors in relevant calls to actions is essential. Furthermore, the ability to synergise with online Public Relations and reputation management for a business via SMO is crucial. (Heinze, 2014).

For communications and Public Relations industries, there is a very clear trend of communications convergence. 48% of PR professionals now have a responsibility for web design and coding (The CIPR State of the Profession survey 2015). The shift of PR practices is the top most issue widely discussed among PR practitioners in these days. The Communication Conversations Blog wrote by Hanson, A. on 12 June 2012 and also in Braathe & Enterprises Blog wrote by Tascha Halliburton on 13 June 2014 indicated '10 skills the PR pro of 2022 MUST have' such as

1. Able to copywrite as advertising executions

Quote: "Tactics I've seen include social media management, e-newsletters, Facebook advertising, Google Adwords, and more, and I expect that to increase. Because online advertising is often rooted in messaging rather than creative, it makes sense for PR agencies to drive a lot of it."—Rachel Kay, owner, RKPR.

2. Able to shoot and edit video

Quote: "PR professionals will be expected to be savvy with several tools, from social networks to editing software (like Final Cut Pro and Photoshop) to monitoring and analytics tools (like SM2, Sysomos and Radian6). ."—Anne Buchanan, owner, Buchanan PR.

3. Able to create and curate content on social media (Facebook, Twitter, LinkedIn, Google+, Pinterest, StumbleUpon)

Quote: “One trend in PR? I think we’ll begin to own the content piece of digital marketing. Right now, too many executives, marketers, and sales people own it, which creates more salesy content that doesn’t go anywhere. PR pros, by nature, are storytellers and the content will begin to shift to those who know how to write engaging and valuable content.”—Gini Dietrich, owner, Arment Dietrich.

4. Able to leverage mobile for Marketing PR

Quote: “In the next few years, PR professionals will (hopefully) embrace and start leveraging mobile as part of recommended strategy and daily work. To-date, I see too many poor examples of leveraging the medium (lazy slapping on QR codes, for example), and our PR peers not understanding the important nuance that mobile can add to campaigns today. Mobile should be a business driver, not a one-off add-on or neutered experience. Unfortunately, much like social media years back, it’s my assumption the PR industry won’t place importance on this channel until our clients start specifically asking for it.”—Greg Swan, vice president of digital strategy, Weber Shandwick.

5. Able to analyse big data and measurement (Analytics)

Quote: *“The PR professional of tomorrow is faced with an unlimited source of data About their key audiences. It will be critical for the PR pro to be able to analyse large amounts of data pertaining to search behaviours, engagement patterns on Facebook and other social platforms and, most importantly, understand how to measure their contribution to the impact of a communications program and business objective(s). The time has long since passed where the PR pro can claim ignorance on how to gather, analyse and develop insights from data. There isn’t an expectation that he/she will be a data analyst, but if he/she isn’t comfortable working with a data analyst then they will be left behind.”*—Chuck Hemann, director of analytics, WCG

Practitioners recognise that big data analysing and measurement are key challenges encountering their implementation (Valoset al., 2010.; Royle, & Laing, 2014). Mobile marketing and analytics are addressed as the largest skill gaps. Online Marketing Institute had surveyed 747 advertising and Fortune 500 marketing executives during the summer of 2013 and found that 76% of those surveyed rated analytics as a must skill should have, but only 39% had that skill. Also, 58% of those surveyed rated mobile as a very important skill, but only 29% believe their talent is stronger than

other teams. (PR Newswires, State of Digital Marketing Talent study, in partnership with Kelly Staffing & ClickZ. 2013).

The biggest skills shortage as indicated in the report of The CIPR State of the Profession 2015 is worst among experienced PR practitioners, oppositely, is strongest among new PR generations who entry to the industry less than five year experience. The survey showed only 12% of experienced practitioners who work more than 21 years felt confident in their social and digital media skills. (Bruce, 2015, February 24). Neville Hobson's discussion of the CIPR report on the March 2nd edition of The Hobson & Holtz Report begins at 14.57. He said even though the industry recognizes PR practice must execute digital and social media but there was the gaps among practitioners. "The skills gap worsens with experience, the more senior the practitioners, the less technical skills they have". He said. (Holtz, 2015, March 3). These gaps create unconfidence in implementing digital communications by many senior professionals and are leaving digital and social media tasks to younger or specialists (Tench, at al., 2013).

However, core skills such as strategic thinking, image building, news and articles writing, photo captions, project management, productivity, critical thinking, analytical skills, problem solving, and international and public affair are a vital foundation and essential for communication and digital marketing skills. (McCleneghan 2006.; Royle, & Laing, 2014., Waddington, CIPR Report, 2014). Skill imbalances will create skill shortages in the advanced economies and create long-term joblessness and greater polarization of incomes between high and low skilled workers. (ASTD, fourth edition 2012, BRIDGING the Skills Gap).

2.5 Impact media landscape

One of the key drivers affecting the communication strategies which lead to new skills set requirement is 'media transformation'. In this recent years, digital disruption has revamped traditional media and create a new customer decision journey. Content consumption across media channels, devices and demographic has happened due to the changing of media landscape (figure 2.9) which included all forms of media both traditional and digital such as Facebook, Twitter, YouTube, Tumblr, LinkedIn,

Instagram, Line. (Pranikoff, & Fletcher, 2013). Effective sharing, co-creation, engagements are emerging as essential components of business success.

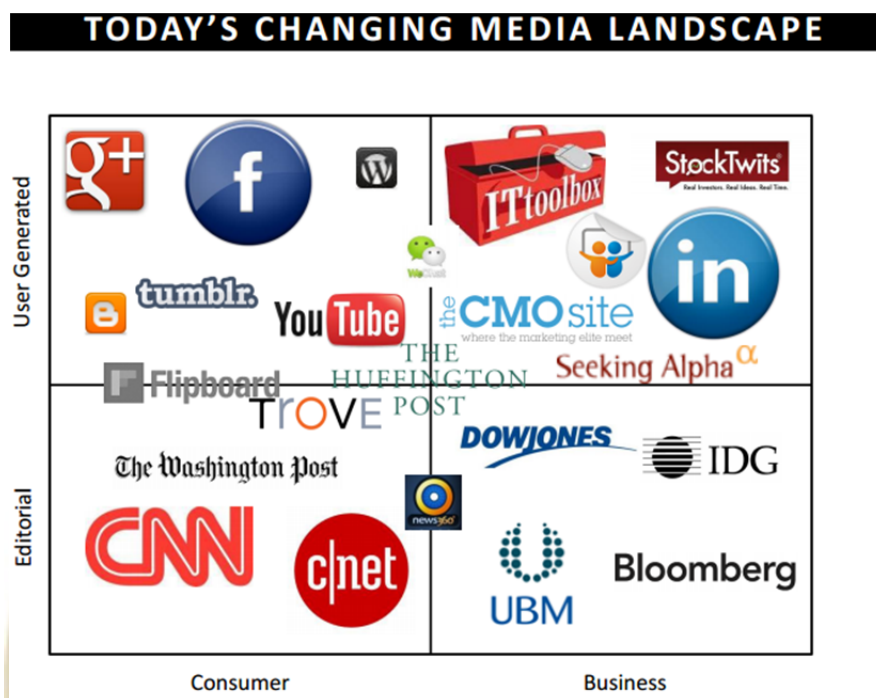


Figure 2.9 When Traditional PR Needs a Boost

Source: slideshare.net/prnewswire (2013). Retrieved July 14, 2015

Digital media allow us to reproduce contents and allow users to generate contents which transform the communication into community and create consumer-networking which linkage interface with people. (Mulhern, 2009). The mainstream of media always plays the vital role in communication strategies (Skerik, 2015) which the digitisation and information networking shifts the marketing communications into a new sets of practices in order to connect with target groups (PR Newswire Slide Share, 2014, December 10), and social media becomes the dominant tool for communication strategy. Several of the core principles of IMC – consumer insight, data-driven decision making, cross-media integration and communications with multiple stakeholders are improved to utilise the communications in a digital world (Skerik, 2015). “PR can no longer rely on the benevolence of a journalist to drive your communications campaign. You need to build your digital foot print using other ways – content marketing, bylines,

hybrids and Public relations earned media.” Said by Peter Himler, CEO of Social Marketing media Flatiron Communications.

PR seems to be a great power weapon in the marketing mix since public relations as a media producer provides contents and maintain the reputation of companies. All companies need to be aware of the pro and con of social media since words can spread rapidly towards social media. Waddel 2010 mentioned that social media helps public relations to build new relationships among executives and publics. Social media enables professionals to maintain a positive relationship with influencers, media, partners, and customers wherever they are. (Waddel, 2010, para. 3). There was widespread discussion about social media among PR practitioners, Martin Sorrell - Group Chief Executive of the WPP Group 1, had echoed in 2008 *New Media and Public Relations*, New York, that there were risks and opportunities in the complex uncontrolled communication of social media and PR was used to working in an uncontrolled environment. (Sorrell, 2008, p. 4; Macnamara, 2010). Moreover, there were many statements and reports indicated that public relations should use social media as an engagement and interactive applications which helping realise the two-way symmetrical model of communication recommended in Excellence Theory (Dozier, Grunig, & Grunig, 1995; Grunig & Grunig, 1992; Grunig, Grunig & Dozier, 2002).

Since the technology and content is embedded and cannot be separated, the holistic approach of both digital technology and existing communication principles is necessary (Crush, 2011.; Royle, & Laing, 2014). The PR practitioners need to integrate strategies and campaign cover all relevant media channels and integrate new forms of interactions between consumers and marketers (e.g. two-way interactivity, seamless transactions, address ability, on-demand availability, customisation) for better understanding and enable to create greater personalisation of goods and services (Parsons, Zeisser, & Waitman, 1998). These activities will need big toolboxes and ability to custom tactical approach for each message (Skerik, 2015).

2.6 Emergence of Big Data analytics

According to a huge data explosion from internet usage altogether with a new media landscape, the information will be too fragmented and large for manual or basic computer-aided monitoring (e.g. Google alerts) (Bruno, 2014). Without digital marketing skills, the practitioners might not be able to evaluate and pinpoint which strategies and approaches are effective for their businesses (Crush 2011; Royle, & Laing, 2014). The Digital Marketing Institute (DMI) refers to digital marketing as “The use of digital technologies to create an integrated, targeted and measurable communication which helps to acquire and retain customers while building deeper relationships with them” (Smith, 2007; Wymbs, 2011). The use of social media via an array of devices also increases tremendous information of customer insights such as how customers interact with each other and the products and services they bought. Blogs, product reviews, discussion panel in community board, etc. are important source of information to clarify how customers collect information and how that information is used in their decision-making, shopping behaviour, and post-purchased behaviour. (Mayzlin & Yoganarasimhan, 2012; Onishi & Manchanda, 2012; Leeflang, Verhoef, Dahlström, & Freundt, 2014)

Big Data becomes the biggest game-changing opportunity for all businesses. Some organizations success from turning big data promise into reality and those who use Big Data and Analytics effectively can gain profit 5-6 percent higher than those who do not. McKinsey analysis on Big Data, Analytics and The Future of Marketing and Sales indicated that companies which put data at the center of the marketing and sales decisions can improve their marketing return on investment (MROI) by 15 – 20 percent. Big Data Analytics helps marketers understanding the decision journey of customers and can do personalisation marketing. The research showed that personalisation can deliver five to eight times the ROI on marketing spend and lift sales 10 percent or more (Jonathan, 2013).

The Analytics (wisdom) turns the knowledge stored inside Big Data into competitive advantage and helps marketers and communication practitioners to target and communicate with target group more effectively (Campo & Chavan, 2013). Practitioner and industry articles have highlighted the challenge of return on investment (ROI) measurement and recognised that evaluation, monitoring, and measurement are key

challenges facing their implementation at present. (Bughin, Shenkan & Singer, 2009; Fisher, 2009; Raab, 2011; Valoset al., 2010., Royle, & Laing, 2014). The Data Analytics skill requires the ability to combine data processing with strategic thinking and communication skills. This leads to an increasing demand for individuals who possess technical skills along with business strategies and leadership abilities. (Spitzer, Buvat, Morel, & KVJ, Subrahmanyam, 2013).

Refer to CC group MD Richard Fogg in 2015 PR Trend Forecast, he said "From formative audience insight, content marketing and earned/owned/paid implementation, to web analytics, lead attribution modelling and marketing automation advice, the opportunities are vast. Tech marketers are taking strategic and creative theming extremely seriously, often favouring PR as the source of ideas that tie programmes together." This intense pressure of Analytics and Return on Investment (ROI) Measurement becomes the biggest challenge for public relations practitioners as indicated in PR Academy Trend Survey (2015), Fifth Edition. "PR and marketing lead needs to have an innate feel for the audience, an understanding of the mechanics of influence, real social media fluency, digital marketing know-how and the ability to translate visibility into quantifiable results" said by Skerik, 2015. A few researches predicted that PR software will evolve to support this needs and be able to spot trending topics, emerging influencers and brand impacting events in advance (Hanson, 2015) as well as able to tell practitioners exactly what the revenue impact of that achievement would be, even the information from blog post sharing, engagement and traffic also known before it happens (Bruno, 2014).

CHAPTER III

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research question, methodology and framework. Data is collected from both secondary research (academic journals and practitioners' articles) and primary research (in-depth interview) in order to establish the real skills shortage and the possibility of bridging the gaps. Grounded Theory (Glaser and Strauss, 1967) and content analysis method will be used to synthesise and finally visualise the effective solutions for skill acquisition practices.

3.2 Research Question & Framework

From literature review in chapter 2, there are some common skills which future PR practitioners need to upgrade in order to stay on the curve of career paths. This research question and framework aims to figure out what are the top priority skills needed in the next twelve months and what solutions or recommendations are required to bridge the gaps.

In this part, the research question and framework is revisited to recognise the research problem and objective.

1. Problem: Technology evolution and digital convergence result in competencies and skills gaps among communicators in Thailand.

2. Objective: To find out the existing skills gaps and recommend the effective solution to bridge the gaps.

3. Question:

A: What are the skills gaps among the middle and top management levels in the communications industry?

B: What top priority skills are needed to bridge the gaps?

C: How to bridge the skills gaps? What the most effective way should be; practice, training or other?

D: Barriers and Pitfalls of new skills sets to be upgraded among middle and top management levels practitioners.

4. Framework: Three steps of secondary data analysis. Firstly, collecting secondary data from academic journals together with articles written by credible practitioners. Secondly, do the Open Coding in order to sort out what are the distinct concepts and categories in the data, and then thirdly, reread the open coding data and do the Axial Coding in order to form the bold idea and label each influenced concept into the concrete idea for further studying.

Five steps of primary data will be implemented, starting with the initial questionnaire for the interview and discussion. Then, the verbal conversations will be written as paragraphs before using grounded theory (GT) methodology to synthesis the data. Again, Open coding and Axial coding will be repeated and restructured according to the result of the data collecting and concluded (rather than finalise) with a model or recommendation for best practices among middle level and management level practitioners in the context of Thailand.

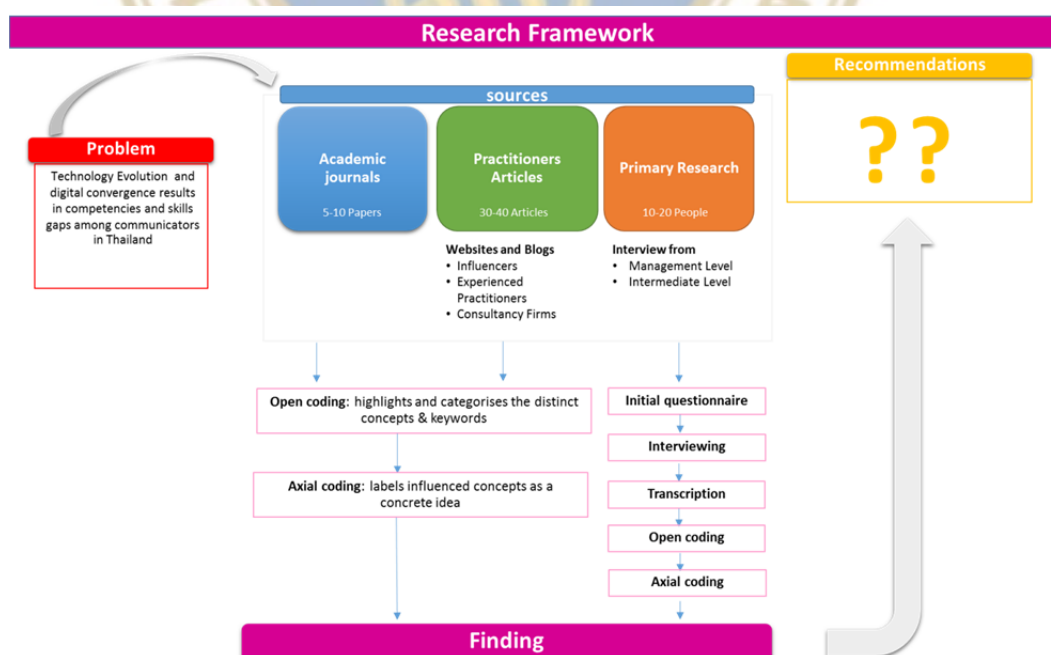


Figure 3.1 Research framework

3.3 Research Instruments

3.3.1 Initial Question preparation

The questions for interviewing are derived from the questions in the literature reviews (Kent, M. L., & Saffer, A. J. 2014; Lee, N. M., et al. 2015; Royle, J., & Laing, A. 2014; Warren, C. 2013) and divided into 3 areas as follows:

1. Introduction of digital marketing

Asking about the knowledge and skills in the area of digital communication tools which they use to generate incomes or awareness as well as how they implement the digital marketing (in-house or outsourcing) and why?

Predictive questions about future internet communication technologies, social media innovations, or trends that might prove to be the most important over the next decade.

2. Competencies, skills, and gaps

Exploring the main competencies and skills needed from current staffs as well as cross-checking demand of skills sets required in the area of digital media, marketing, and public relations from top management. Then, prioritise top most important skills the middle managements level should acquire in the next twelve months and what is 'A Must' skill future PR should have to function their jobs.

3. Pitfalls and barriers of new skills development

Checking the skills which are not presented in the organisation as well as the attitudes and barriers toward new skills development, including finding friendly methods which make them feel free to learn new skills.

3.3.2 In-depth Interview

The interview session will be arranged as one-on-one interviewing. Two sets of questionnaires will be utilised. Initially, questions for a semi-structured interview will be posed and should last for 30-45 minutes. These will followed with the scale questions for exploring specific digital skill have/needs which are expected to last for 5-10 minutes.

3.4 Research Sample

The Non-Probability Sampling is selected as the Purposive Sampling with the snow-ball method in this study. The interviewees will be divided into two levels 1) the top managements level, to find out the depth of skills they require among their staffs and 2) the managers or middle managements level, to find out existing skills and missing skills (skills they thought they might lack or skills they need to improve) including how to improve those skills effectively.

Top management to be interviewed includes the C-suites, Managing Director, General Manager and Board of Director of the companies. At the operational level, Head of Communication, Communication Manager, Senior Communication will be interviewed.

Number of interviewees from private business is bigger than from communication agencies. Tench, et al. 2013 reported that 'digital skills also differ according to the area professionals are working in. Professionals working in overall communication, international and public affairs, media relations and marketing communications score lower than professionals working in strategy, internal communication and of course online communication'.

Here, the sample size of 15-20 practitioners will focus on 11 practitioners and 3 executives from private businesses as well as 3 intermediates and 3 executives from communications agencies using the snow-ball method.

CHAPTER IV

DATA ANALYSIS AND RESEARCH FINDINGS

4.1 Introduction

This chapter presents all research findings from secondary and primary sources which were developed from chapter III. This chapter begins with content analysis from academic researches and practitioner articles in which screened out of the research questions A to D, following with the interview findings from 20 Thai practitioners who work in the area of marketing communications ranking from middle to top management levels. Those findings of secondary and primary sources will be concluded in this chapter.

Research questions:

- A What are the skills gaps among the middle and top management levels in the communications industry?
- B What top priority skills are needed to bridge the gaps?
- C How to bridge the skills gaps?
What the most effective way should be; practice, training or other?
- D Barriers and Pitfalls of new skills sets to be upgraded among middle and senior level practitioners?

4.2 Research findings

4.2.1 Secondary Data content analysis

After tracking data from academic researches and practitioner articles, the skill gaps of practitioners have been found. There are four major skills gaps within communications industry effected by digital revolution which are.

1. Technical Skills e.g. Analytics & Measurement, Web Construction, Social Media, Search Engine Optimisation (SEO), Search Engine Marketing and Pay Per Click (SEM & PPC), and Mobile Application (Royle, & Laing, 2014; Holtz, 2015; Comcowich, 2014; Bruce, 2013; Hanson, 2015)

2. Industry & Business Knowledge e.g. writing and story-telling skill, media relations, public affairs experience, capital market knowledge, industry-specific knowledge, market segmentation, product knowledge, competitors, and strategic thinking (Royle, & Laing, 2014; Galbraith, 2015; Binder, 2012; ASTD, 2012; Tench, Zerfass, Verhoeven, Verčič, Moreno, & Okay, 2013.)

3. Soft Management Skills e.g. leadership, project management, productivity, cross-culture management skill, negotiation skill, relationship building skill, critical thinking, managerial skill and supervisory skill (Parsons, Zeisser, & Waitman, 1998; Heinze, 2014; Robert, Grupp., 2009; Binder, 2012; Comcowich, 2014).

4. Integration Skills which is the ability to integrate digital marketing approaches with established marketing practices (Tench, Zerfass, Verhoeven, Verčič, Moreno, & Okay, 2013; Leeflang, Verhoef, Dahlström, & Freundt, 2014).

Significantly noticeable is the relationship between technical skills and experiences which are correlated. The skills gap worsens with experience, the more senior the practitioners; the less likely they are to have technical and digital skills (Holtz, 2015; Bruce, 2015).

Top priority skills might need to be reinforced according to data collection from universities and training institutions (table 4-1) such as The Guardian, Digital Marketing Institute (DMI), Duke University, CAM Foundation, Econsultancy, and Rutgers Business School. They imply that Social media marketing is the most important skill practitioners should possess. Moreover, there are some essential skills sets listed in the curriculum as below (as of October 22, 2015):

1. Social Media Marketing (6 of 6)
2. Search Engine Marketing: SEM (5 of 6)
3. Search Engine Optimisation: SEO (5 of 6)
4. Web Analytics and ROI (5 of 6)
5. Mobile Marketing (5 of 6)
6. Content Marketing (4 of 6)
7. Display Advertising and Interactive Media, (4 of 6)
8. Email Marketing (4 of 6)
9. Affiliate Marketing (3 of 6)
10. Transforming Traditional to Digital Marketing and Cross-channel planning (2 of 6)

Table 4.1 Digital marketing course for professionals

Type of Training		The Guardian	Digital Marketing Institute	Duke University	CAM Foundation	Econsultancy	Rutgers Business School
1	Introduction to Online Marketing		√	√			
2	Search Engine Optimisation (SEO)		√	√	√	√	√
3	Content Marketing	√	√	√			√
4	Social Media Marketing	√	√	√	√	√	√
5	Mobile Marketing	√	√	√		√	√
6	Search Engine Marketing - Pay Per Click (PPC)		√	√	√	√	√
7	Affiliate Marketing		√		√	√	
8	Conversion Optimisation			√			
9	Web Analytics and ROI for Better Decision Making	√	√	√		√	√
10	Display Advertising and Interactive Media		√	√	√	√	
11	Email Marketing		√	√	√	√	
12	Web design and Coding	√					
13	Personalised Digital Experiences						
14	Crisis Management and Legal Landmines in Digital Marketing						
15	Gamification for Digital Marketing		√				
16	UX and Marketing					√	√
17	Online Customer Acquisition						√
18	Transforming Traditional to Digital Marketing / Cross-channel		√				√
19	Strategy & Planning		√				
20	Marketing and Consumer Behaviour				√		
21	Personalised Digital Experiences						√

Sources: <http://www.theguardian.com/media-network/media-network-blog/2014/feb/24/digital-skills-gap-marketing-relevant>

[http://www.learnmore.duke.edu/certificates/digital_marketing/;](http://www.learnmore.duke.edu/certificates/digital_marketing/)

<http://www.camfoundation.com/diploma-digital-marketing;>

<https://econsultancy.com/training/courses/fast-track-digital-marketing/>

<http://www.business.rutgers.edu/executive-education/programs/mini-mba-digital-marketing/curriculum>

<http://www.theguardian.com/media-network/media-network-blog/2014/feb/24/digital-skills-gap-marketing-relevant>

Marketing Communicators have scored technical skills as the most essential to improve since they faced a problem of being equipped personnel to meet the digital challenges. They also have a difficult time to keep pace with the rapid changes in industry, according to Ann Lewnes, Chief Marketing Officer, Adobe (Warren, 2013). Moreover, the research done by Adobe in 2013 found that 85% of marketers did not have formal training in digital. They learn it while on the job (ADOBE | DIGITAL DISTRESS: What Keeps Marketers Up at Night? 2013). However, the fragmentation of digital marketing altogether with the reduction of training budget creates a serious digital skills gap. Many marketers debate on how to solve the problem since many experience practitioners lack of digital skills to synchronise the business strategies with digital communication effectively (Crush, 2011). Some marketers use freelancers (OfficeCavalry.com's 2011 Freelancers Trends Report) or delegate digital tasks to junior practitioners who keen in digital and social media but do not have the broader PR experience and expertise to do task most effectively.

Inspiring from 2*2 Matrix complied with literature review, we found two dimensions quite important and effect career paths of communicators which are Technical Skills as well as Work Experience.

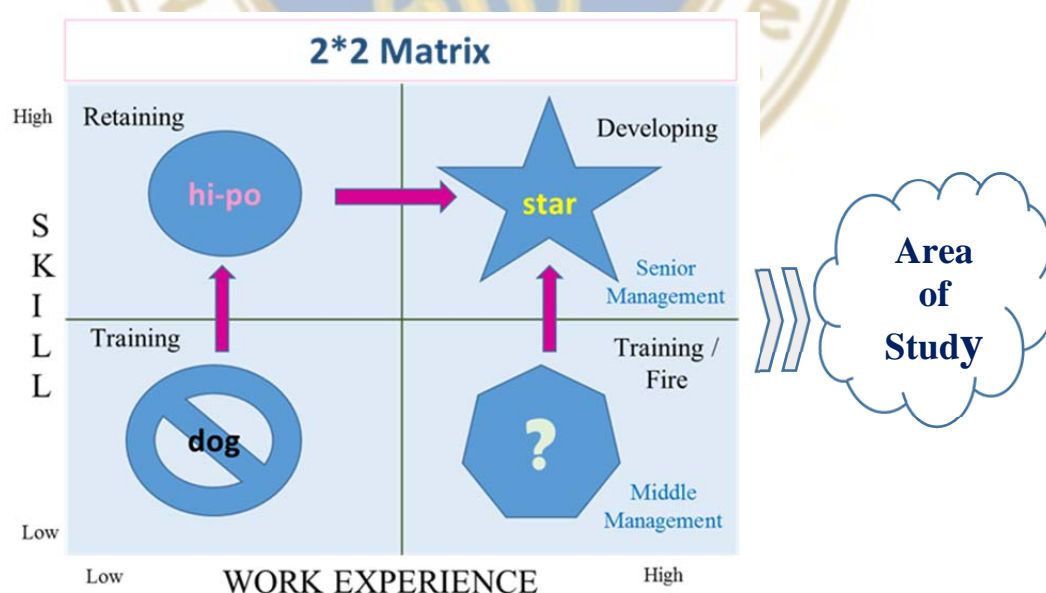


Figure 4.1 2*2 Matrix: Technical Skills VS Work Experience

As shown in picture 4-1, PR professionals are classified into four categories: Dog, Hi-Po, Star and Question mark. The brighter future career paths of communicators are laid on the professional in two main competencies which are 1) The level of business expertise and 2) The level of digital skills. Each quantum stands for each category based on the level of skills and experiences.

Four possible strategies are recommended to each quantum.

4.2.2 Definition:

DOG: Junior practitioners who have low level of work experience and low level of technical skills..

Hi-Po: Junior practitioners who have low level of work experience and high level of technical skills.

Star: Senior practitioners who have high level of work experience and high level of technical skills.

Question mark: Senior practitioners who have high level of work experience and low level of technical skills.

There are the options for each quantum after consulting with Human Resources department.

For DOG category, “Training” are recommended in order to develop their capability in strategic business planning and digital technical skills.

For HI-PO category, “Retaining” should be the right strategy to keep the talented people by utilising productivity and motivation.

For STAR category, most people in this level are upper management who excel in both business knowledge and tactics as well as digital knowledge. They might not expertise in technical skills but broadly known in business driven and effective approaches.

For Question Mark, “Training” in digital and technical skills is recommended. This category mostly are senior practitioners and middle management who have expertise in business knowledge but a lack of digital knowledge and technical skills to integrate into holistic strategic planning.

We are interested in STAR and Question Mark categories since skill gaps still exist among middle management and upper management whom struggle in keeping in pace with rapid changes in technology and media.

Below are 20 interviewees we have been studied. 6 C-Suites, 4 founders and 2 top management executives, are chosen from communications agency, media firm, entertainment, and public organisation. For middle-management, we select 14 employees from various industries such as real estate, event organiser, public relations agency (both international and local), film production, and digital TV station.

Table 4.2 Interviewee list

No.	Title	Industry
Top management:		
1	Managing Director	Local PR Agency
2	Chief Operation Officer	International Advertising Agency
3	Managing Director	Local PR Agency
4	Dean	Superstar Institution
5	CEO & Founder	MICE / Publication
6	Vice President	MICE (Public Organisation)
Middle management:		
1	Assistant Managing Director	Local PR Agency
2	Senior Director	International PR Agency
3	Corporate Communications Director	Multimedia, Organiser, Entertainment
4	Senior Consultant, PR and Marketing	NGO
5	Manager, PR & Special Event	Film and Camera
6	Senior Vice President, Digital Marketing, Design and Activation	Insurance
7	Senior PR	Digital TV
8	Corporate Marketing Communications Director	Real Estate
9	PR Manager	TV production house
10	Brand Consultant & Management	Energy Ministry (Government)
11	PR Manager	Film production House
12	CSR Manager	Automobile
13	4P Manager	Computer
14	Corporate Communication Manager	Event Organiser

Referred to research question A: What are skills gaps among middle and senior management level in communications industry? Since we focus on communicators in Thailand, data collection from the interviews show that a skills gap does exist and there is no consensus that the formal training available to them in Thailand is worthwhile.

4.2.3 Skill gaps result among top management

From Executive viewpoints, there are many practical concerns since digital has emerged and become global mainstream media. No one denies that there is a new paradigm shift from analog to digital practices. Noticeable in the overwhelming of new online media, consumer behaviour trend is shown via their information search journey. End users tend to seek information via online media rather than traditional media (newspaper, magazine, radio, television). A Managing Director of Local PR Agency revealed that new online media in year 2015 has been increased up to 50% in comparison with last year (2014). Inevitably, PR practitioners must shift their roles to work with online media as a key tool to communicate with consumers. The world market is changed from generations i.e. Gen X, Gen Y, Gen Z to COMMUNITY. Target group is divided by their preferences, interests, likes, dislikes etc. Content marketing will need PR skills to implement the branded-content in order to sell or create the brand's perception. The more shared and commented content, the more worth brand value it is. Digital marketing skill becomes one of skill needs among communicators because the tactic of brand building needs more a personalised role and digital marketing can push our brand to reach consumers individually. Mass media still plays an important role in terms of credibility and online media increases their significance in terms of impact and efficiency. Key strengths such as fast accessibility and prompt response of online media are very powerful to engage with consumers, thus PR must seize this opportunity to combine digital and traditional media to reinforce brand image among the target group.

Another perspective from a new entrepreneur in digital PR agency, she shared that brand building project is gradually decreasing and clients turn PR to work as CRM and Marketing in order to boost sales growth. They do not measure us with news value as previous years, but focus on brand engagement and social impact. Social media becomes a vital tool to engage with customers. Future PR practitioners have to

adapt themselves into working similar to an advertising agency and become client's business solution. 'SPEED' is important and we need to improve. When talking about digital marketing, owned media is uppermost in her mind, she said. In the former time all PR spoke with consumers via mass media. Some messages we want to communicate were not reaching consumers. Online media allows us to create our owned media channel to communicate directly to consumers and of course communication skill is needed to reinforce a positive relationships with all stakeholders. Many people doubt what the future of traditional media will be, to die or transform? The answer she gave is that the traditional media still be important because it is a stamp or credibility. The standard of the news process before publicity is guaranteed the trustworthy is important in the midst of information bombardment which contains both true and fake news.

Digital media has gradually replaced the traditional media. What we had done successfully in the past via traditional media is not working at the present proved by a decreasing number of printed media readers. However, we still have to approach traditional media because consumers still believe in information publicised via newspapers, magazines, and televisions which will feed on the media timeline as well. The Dean of Superstar Institution said that in addition, we have to put in effort to gain earned and shared media on online media because consumers believe their friends and pay attention to what their friends do and share similar to preferences and lifestyle.

Interesting viewpoints were raised by the CEO of a leading publication, he portrayed that the world environment is being changed by digital culture. Many startup businesses open their shops online for 24 hours with no staff and they gain huge revenues compared to many big companies. It is a pitfall for companies who were successful before digital era. The businessmen who are not aware of culture and environment changes will fall behind the curve and might go out of business. Digital environment and digital culture are top priorities to study and apply to business. An official website is still being used to prove our trustworthy and credibility even though not many people accesses it. We must understand consumer daily life journey, know their touch points, preferences, lifestyle, place they go, and community they belong to.

In next century, MICE people will be able to attend a meeting, seminar or convention via hologram technology. Future media will be more interactive and real

time broadcasting or streaming and digital will become the mainstream of economy, said by Vice President of MICE Public Organisation.

With this trend changes, new competencies and skills sets must be filled. All of top management in this study mentioned that digital marketing, strategic thinking, and analytical thinking are skills they want to see in middle management. However, none of them deny upgrading themselves in digital marketing in order to synergise all media platforms as key business operation strategies for their own businesses. From interviewing, practitioners in communications agencies seem to have a fewer skills gap than practitioners in organisations. Most skills gaps are digital marketing, integrated online-offline strategy, media mix planning, content management, consumer journey, and financial management. For practitioners who work in organisations also deficient in media landscape knowledge, consumer interests and preferences, consumer contact points, content development, and technical skill & knowledge. Most digital technical skills are provided by young employees who lack strategic communications and writing skills. Middle management employees who have strategic communication skills also lack digital technical skills.

'Internal PR's have assigned to create contents for website and social media additional from conventional PR tasks. The problem is their mind-sets which stick to old school style of news writing. They write in long sentences and very formal. For new school gen, they write in short sentences and communicate with visuals which are more effectiveness'. Dean of Superstar Institution said.

'Weak point of current PR is no knowledge in digital media nature. They cannot catch consumer interests and do not know how to communicate with consumers, which contents consumers prefer and which channels target group consume. Speed is another point to improve. Majority of PR in Thailand both internal PR and outsourcing PR agencies still work as old school PR. They keen on contact with traditional news media but not with online media and communities. Thus, we will outsource only PR jobs which need attention from traditional media i.e. press conference, group interview, press tour. However, these services we use tend to decrease time by time. Outsource PR should develop themselves to be business solution if not client will set up own online team and reduce budget or even cut budget for traditional PR'. CEO of a leading publication said.

'In the MICE public organisation, we separate PR from digital team because the nature of work is different. PR duties involve all news and media network both local and international. Digital team oversees on online marketing which work together with outsourcing digital agency. In my opinion, PR team should improve on 1) marketing knowledge 2) think outside box 3) strategic thinking 4) business development knowledge 4) branding and reputation management 5) Global Trends'. Vice President of MICE Public Organisation said.

4.2.4 Skill gaps result among middle management

In part of middle management, they realise digital skill is important and that they must know the concept of each digital platform in order to plan, assign, and evaluate the outcomes. Gaps they are concerned about and currently develop are social media management, online media relations and content development.

A PR manager of Film Company implied that she wanted to increase her capability in strategic thinking, strategic media planning, social media marketing, budgeting, management skills and new media knowledge. She was concerned about online media which have rapid growth and kill many traditional media especially printed media. Information consuming has changed from newspapers to online media. Thus, online marketing plays an important role for PR to consider on budget allocation.

There are some gaps we found from the interview with SVP Digital Marketing, Design and Activation. He supervises the in-house communications department as well and shares us what skills are missing in current PR as follows:

1. Digital knowledge (digital platforms, technical knowledge and technical skills)
2. Content management (which content will trigger and engage consumers, when and how many times to post contents in each day).
3. Technical knowledge (must know algorithm of each media, for example Facebook has algorithm called "EdgeRank" that decides which stories appear in each user's newsfeed. The algorithm hides boring stories from newsfeed, so if your story doesn't score well, no one will see it.)
4. Tools and strategies to create online contents.
5. KOL (Key Online Influencer) relationship building.

‘Current PR must be able to communicate directly to consumers and stakeholders without leaning only on news media. PR must be able to handle consumers and especially online crisis management with news media, stakeholders, and investors promptly if it happens. At the same time, news media will have both analogue and digital platforms and reporters will become content providers working in line with online specialists.

We found that both internal PR and PR agency are lacking in digital media skills. They stick to old style practices which focus on PR values and reporters. The nature of reporters and online influencers are different, thus the approaches and contents are totally different. PR must know how to earn media and which media should be paid. Most bloggers are paid for branded-content but if you have a strong relationship with them, they might write for free. Some insightful content a valued blogger might write too. Some interesting events which have interested big ideas and are relevant to them, they will also mention your story in their blogs. Thus, future PR must have relations with various online platforms and KOL (Key Online Influencer). They must be able to measure social impact (reach and engagement) instead of media value. New skill sets needed are writing skills (which is core value of PR), media and KOL relations, availability (able to work 24 hours especially when crisis occurs), content spinning, social media management. PR must know social monitoring tools to check brand voice over social media world. New entry PRs are digital by default. They were born in digital age and need only transformed skills. For example, from media relations to online influencer relations which is more easier because they are friends in the same generation and chat in the same language, same lifestyle. The experience PR or Old school PR should change their mind-sets and communication style. They must use consumer language to communicate via online media and use visual and infographic for heavy contents and difficult contents. However, the fully IMC which integrates both online media and offline media is key needs in future PR practitioners.’, the SVP Digital Marketing added.

In terms of communications agencies, there are three interviewees, the first one from international PR agency, the second from local PR agency, and the last from freelancer.

Viewpoints from a Senior Director of International PR Agency, she voiced that we are now in the era of information overloading. Content is King and PR plays a significant role in content creation. We have to find new databases such as bloggers and online influencers as new key contact media. Moreover, we have to do media partnerships in order to create tie-in contents and create consumer activation to increase our brand contact points. Inevitably, we cannot deny that new generations are our main target group. We must learn their lifestyle and media consuming journey. Even traditional media are transformed to digital platforms in order to retain connection with sponsor's consumers and target audiences. If they do not change, they will not survive. Last year (2015), many leading media announced the closing of their operations. Some of them turned publication from printed media to online media. Some are completely terminating themselves.

'Now, PR still struggle in finding the mechanism or measurement or tools to win in the survival game. We try to find what approaches, strategies, and measurement to meet unmet needs of clients. The coming of digitalisation make us question PR careers. What is the future of PR.'

The organisation must have employees who can integrate both traditional PR and digital PR for holistic marketing communications. Strategic thinking, content development, business and marketing overview knowledge are what middle management should possess, she added.

For Thai Local PR agency, the Assistant Managing Director, shared that since digital technology emerged, clients require us to work on digital PR in order to communicate with end users because most of them are consuming information via online media. We find that we need to improve our capability in digital PR and be able to design media channels to match our client objectives. We now try to improve in creativity, both media tools and content formats in order to penetrate the target market.

Interesting viewpoints from one of Brand Consultant for Energy Ministry, she said that officers who work in Energy Ministry are lacking of marketing and strategic PR knowledge. They planned and briefed agencies in their old style which gave outcomes which did not satisfy the policy makers. We are hired to do strategic planning and corporate communications as well as control all implementations to meet KPI. They enjoy social media and mobile social media such as Facebook, Instagram,

and Line. We found that as freelance team, we need to improve our competencies on social media, online advertising, digital platforms, digital marketing, mobile marketing and industry knowledge. Top management and policy makers monitor news feeds and work performances from likes, views, shares, comments on social media and websites via their smart phone and notepads. Thus strategic communications via social media and website are very important to engage with consumers and we need to learn new skill sets to increase our performance.

In part of communicators who work in organiser companies, they have less skills gaps than corporate communicators who work in private companies. Two of them shared skills gaps they found in digital agencies which outsourced and complaint on 'SPEED'. They said speed is really important in communications practices. The outsourced digital agencies and in-house PR should improve self-competencies to work in line with the changing environment.

'Online media change so quickly and never stop changing, PR must be agile and in-trend of content management. PR must know which styles of contents and visuals are interested by target consumers and should understand the recent algorithm of each online platform. PR must create a new relationship with online writers and bloggers. We cannot lean on outsource digital agencies because they may good at online techniques but weak in communication strategy and professional management (business knowledge, dateline management, reliability, creativity in communication strategies and viral campaign). They may know how to post and what tools to be used but they do not know how to communicate with consumers in order to gain effective engagement'. Said by a Corporate Communications Director from the organiser public company.

'A new paradigm of PR must be shifted. If you cannot change, you will be out of the train and will not need in the organisation. To stay in path, PR should improve in digital skills, strategic thinking, marketing knowledge, consumer interface (e.g. Instragram, Twitter, Facebook, Pinterest, Line, You Tube, etc.). PR should know how to design content to match in each device (e.g. desktop PC, laptop, iPad, smart phone). PR must be able to create original content and create interactive media to engage with the consumers. The practitioners who implement only talking with media will not survive'. Said by a Corporate Communications Manager from an event organiser.

There are slightly different opinions between agencies and clients who are middle management and work in the field of PR and communications. In-house PRs of the organisations are focusing on marketing and business communications rather than brand awareness and creativity. They use outsource agencies as their think tanks. The Director of Marketing and Corporate Communications shared that integrated media is really essential for doing corporate communications. She prefers to have in-depth knowledge of digital marketing, new media platforms, consumer trends, new marketing strategies, interior design, and construction innovation. She used many digital agencies to do PR and online marketing and expected to get new communication solutions as well as WOW creative ideas. She found none of them able to serve all functions the company needed.

'To do marketing for real estate, we cannot use only online media or offline media agency, we have to use both. In these days, we utilise the integrated media i.e. online, offline, above the line, below the line to do marketing communications. We produce TVC (30 sec) to on air via television and also make viral clip (2 mins) to post on online media and boost post on Facebook. We use all online media such as Google search, social media, GDN (Google Display Network), bloggers, YouTube preview, Facebook ad to advertise directly to target consumers and we use billboard, SMS, Booth to promote at the venues our target group go. We allocate budget to online media 20%, Out of Home (Billboard) 60%, Offline media (Friend get friend, SMS, leaflet, Booth) 20%'. She added.

For entertainment companies, three senior PR practitioners were interviewed and we found similar practices which show skill needs.

A Senior PR from Digital TV Channel pointed that social media and news web portals are key success media to gain brand awareness among target groups. Communication channels are not only limited on mass media but also online media. PR has to be able to create own media and original contents to communicate directly to target consumers. Social media becomes a vital communication tool for entertainment industry because internet reaches is borderless, timeless, fast, and unlimited releases. People can have access to information anytime and anywhere which digital TV could not. However, the fragments of social media and complexity of online consumer behaviours are very difficult to interpret. We need to know consumer insights in order

to plan content strategy and posting plan. We want to improve our capabilities on social media management, strategic content management, consumer insights analysis, graphic design such as motion picture and infographic.

For TV production house PR Manager, she reviewed that online media and personalised media play important roles in PR practices. Fans need to know their superstar news before the general public and want to be treated as special as the superstar's close friend. PRs must be able to take photos and edit clips to post on social media as quick as they can. Unfortunately, we could not edit the videos, so we have to queue our jobs on post-production editor and then pass to online team to upload those clips. In addition to communicate with consumers via social media, news media also significant important. PRs should have good relations with reporters in other sections as well because we cannot publish only entertainment news but also corporate news as well.

A PR manager of Thai film production company shared that before year 2014, PR and Online team worked separately and gained non-unique direction. The company decided to merge online and offline teams working together in late 2015 under PR department. We have to work on public relations, advertising, event, online marketing, and branding. We have to collect online media databases and build relationship with. Moreover, we have to do digital marketing in order to gain brand awareness with a number of reaches and engagements.

We have no knowledge in digital marketing or social media management, thus we outsource this task to digital agency and gain low satisfaction. We need to improve PR team to have knowledge in marketing, creativity, customer relations, social media marketing, content marketing and customer insights analysis. As middle management, I would like to improve digital marketing knowledge and leadership skill as well as management skill in entertainment industry.

'The competency in digital marketing has pressures many employees to resign. Then, we employ new employees but find differences in working styles because of generation gaps which is now a big problem in the department.'

To answer research question B: What top priority skills are needed to bridge the gaps? Two questions are designed to double checks the essential skills they think it should to be improved. One is a scale question and one is an open-ended question.

2. What do you think will be the most important knowledge/skills to PR in the next 3 years?

- Social Media Marketing
- Personalization and Targeting
- Creativity and Innovation in marketing programs
- Digital Advertising
- Cross-channel marketing
- E-Commerce
- Media Mix Planning
- Marketing Measurement
- Customer Response Management
- Content Marketing
- Brand Building
- Events
- Public Relations

3: What top priority skills are needs to bridge the gaps?

- What kind of online media and internet trends might prove to be the most important over the next decade and why?
- If you use an agency are you happy with the level of competencies/skills that they provide from their staff, if not, what do you think is missing or could be improved upon?
- Are there any other competencies that you would like to have the ability to develop in current staff in the area of digital media/marketing? Further comments?
- Are there any specific types of competencies you would like to see your middle level possessing?

Figure 4.2 Sample queries



Table 4.3 Skills Needs for PR from Top Management viewpoints

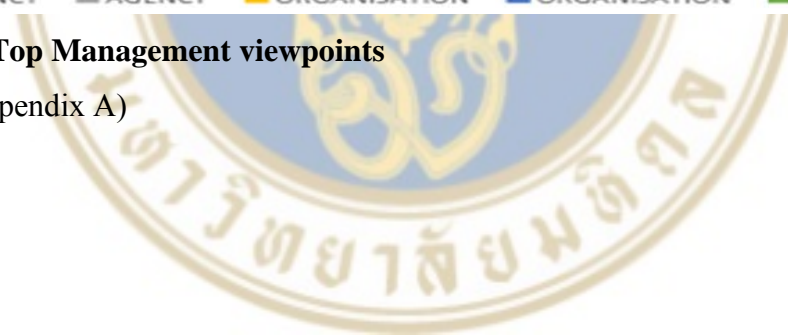
C-LEVEL, MD, BUSINESS OWNER: 6 Executives	AGENCY			ORGANISATION			Total	Score	%
	MD	COO	MD	Dean	CEO	VP			
Social Media Marketing	10	10	10	10	10	10	60	10	100
Creativity and Innovation in marketing programs	9	10	10	10	10	10	59	9.83	98.3
Digital Advertising	8	10	9	10	10	10	57	9.5	95
Cross-channel marketing	9	10	10	7	10	10	56	9.33	93.3
Content Marketing	10	8	8	10	10	10	56	9.33	93.3
Customer Response Management	8	8	8	10	10	10	54	9	90
Media Mix Planning	8	8	7	10	10	10	53	8.83	88.3
Personalization and Targeting	5	9	8	10	10	10	52	8.67	86.7
Brand Building	9	8	7	10	7	10	51	8.5	85
Public Relations	9	10	5	7	10	10	51	8.5	85
Marketing Measurement	5	8	7	10	10	0	40	6.67	66.7
Events	5	4	6	3	7	10	35	5.83	58.3
E-Commerce	6	4	8	6	10	0	34	5.67	56.7

Source: In-depth interview (shown in Appendix A)



Figure 4.3 Skills Needs for PR from Top Management viewpoints

Source: In-depth interview (shown in Appendix A)



From table 4.3 and Figure 4.3, the skill needs are ranked from highest to lowest scores. Top management see PRs need to up skill themselves in Social media management as the first priority skill needs, following by Creativity and Innovation in marketing programs and Digital Advertising consecutively. Cross-channel marketing and Content Marketing have equal scores and ranked fourth. Brand Building and Public Relations also have equal scores and ranked number eighth.

Priority skills needs for PRs ranking from top management viewpoints:

- 1st Social Media Marketing
- 2nd Creativity and Innovation in marketing programs
- 3rd Digital Advertising
- 4th Cross-channel marketing / Content Marketing
- 5th Customer Response Management
- 6th Media Mix Planning
- 7th Personalization and Targeting
- 8th Brand Building / Public Relations
- 9th Marketing Measurement
- 10th Event
- 11th E-Commerce

Social media in Thailand is a way of life as endorsed by 2014 statistics from the Digital Advertising Association of Thailand. (Thailand Likes This: Social media in Thailand, Vivaldi Voice website, August 8, 2015.)



Figure 4.4 Thailand Likes This: Social media in Thailand

Source: http://www.vivaldipr.com/vivaldi_blog/tag/social-media/

However, the skills needs vary in middle management. As shown in table 4.4 and picture 4.4, Content Marketing becomes top most skill they need, following by Social Media Marketing, and Creativity and innovating programs consecutively.

Table 4.4 Skills Needs among Middle Management

M-LEVEL : 14 practioners	AGENCY			ORGANISATION											Total	Score	%
	Assistant MD	Senior Director	CorpCom Director	Senior Consultant	PR Manager	SVP	Senior PR	MarCom Director	PR Manager	Brand & PR Consultant	PR Manager	CSR Manager	4P Manager	CorpCom Manager			
Content Marketing	10	8	7	10	8	10	10	9	10	10	10	10	10	8	130	9.29	92.9
Social Media Marketing	10	8	9	10	10	9	10	8	10	8	10	10	6	10	128	9.14	91.4
Creativity and Innovation in marketing programs	10	8	9	9	9	7	10	9	10	9	10	9	10	4	123	8.79	87.9
Brand Building	8	8	6	9	10	9	9	9	10	9	10	10	7	7	121	8.64	86.4
Customer Response Management	8	8	7	9	9	10	9	9	2	8	10	9	8	5	111	7.93	79.3
Personalization and Targeting	10	8	8	9	9	4	9	10	10	8	10	0	8	3	106	7.57	75.7
Cross-channel marketing	8	8	7	8	8	7	10	8	7	8	10	9	8	0	106	7.57	75.7
Media Mix Planning	8	8	7	10	8	8	10	8	10	9	10	0	10	0	106	7.57	75.7
Public Relations	6	8	5	9	9	8	10	8	10	9	10	0	5	6	103	7.36	73.6
Marketing Measurement	8	8	6	9	8	8	9	10	8	8	10	0	8	1	101	7.21	72.1
Events	7	8	6	7	9	8	9	8	10	9	10	0	5	2	98	7	70
Digital Advertising	10	9	7	8	8	7	10	8	8	8	0	0	5	9	97	6.93	69.3
E-Commerce	10	8	7	9	7	5	9	6	2	7	10	0	7	0	87	6.21	62.1



Figure 4.5 Thailand Likes This: Social media in Thailand

Source: In-depth Interview shown in Appendix A

Priority skills needs among Middle Management:

- 1st Content Marketing
- 2nd Social Media Marketing
- 3rd Creativity / Innovation in marketing programs
- 4th Brand Building
- 5th Customer Response Management
- 6th Personalization and Targeting / Cross-channel marketing
- 7th Public Relations
- 8th Marketing Measurement
- 9th Event
- 10th Digital Advertising
- 11th E-Commerce

We explore more how to fill the gaps and how to acquire digital marketing knowledge. It is noticeable that on the job training and Watching what other brands do are common methods they use to acquire knowledge (shown in Figure 4.5 and Figure 4-6). However, when we ask how important is digital marketing knowledge and skill towards their businesses, all of them answer in consensus that digital marketing is a competitive advantage which can change the business game. Unfortunately they rarely find classes providing the digital implication to our business, thus they prefer to implement and learn from the real situation than sitting in the lecture class.

COO of Dentsu Plus said that he filled gaps among his employees by dividing them into working groups with digital leaders and transformed all communications via digital platforms. At the same time, in-house training courses are taught by famous digital gurus and digital marketing institutes in order to excel his staff.

Self-learning from books, communities, articles, and blogs is a popular method of acquiring digital knowledge among interviewees. All of them are updating digital knowledge from reading and real practice on their jobs



Figure 4.6 How have you acquired your digital marketing knowledge? Top Management Result.

Source: In-depth Interview shown in Appendix A

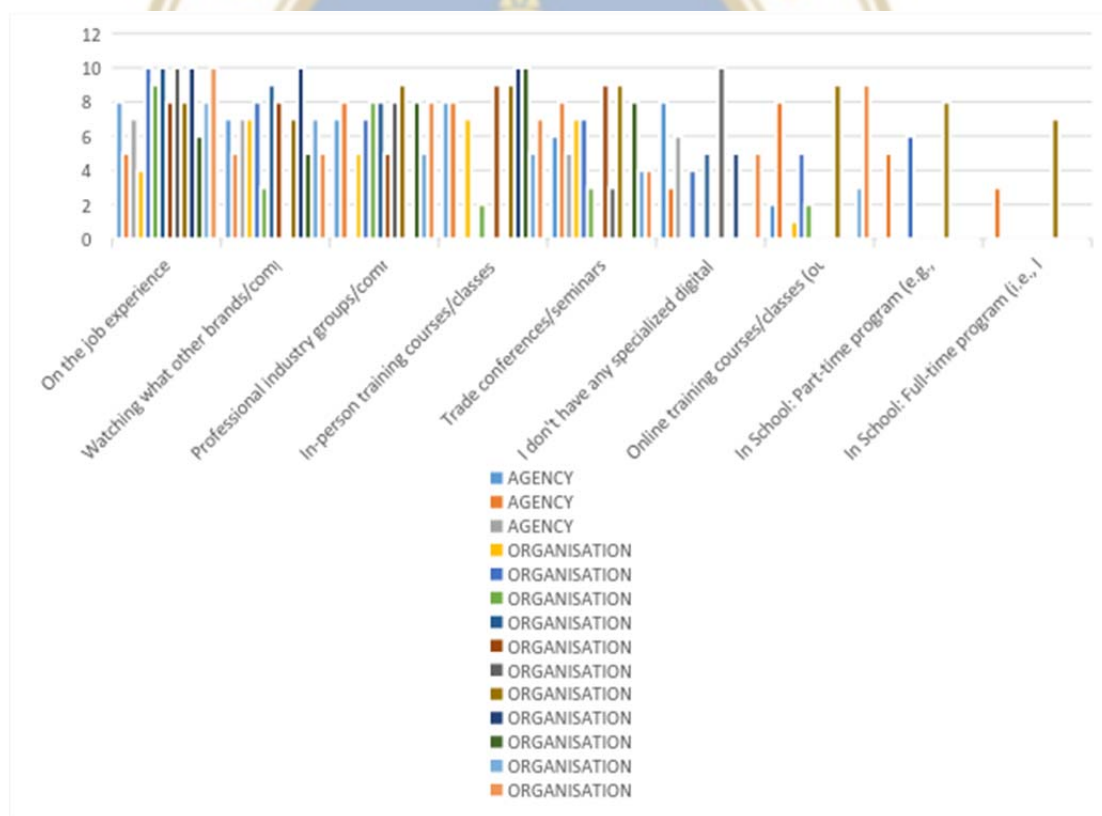


Figure 4.7 How have you acquired your digital marketing knowledge? Middle Management Result

Source: In-depth Interview shown in Appendix A

From an open-ended question, all of them raised social media and content management are skills they want to be filled. In addition, big data analysis and ROI measurement are also mentioned.

“Content is King in this era and social media networks spread those rich contents quickly and thoroughly. PRs must be keen in news writing and story-telling as well as channels to be exposed.” Managing Director of Local PR Agency said.

‘Internal PR still lack in content development skill, content marketing skill, and content management skill. They should know when is the right time to upload and post contents. They must know where and when to seeding contents in order to get awareness and engagement. They need to understand the nature of each digital platform and know how to maximize the productivities. In addition, they should have business knowledge and analytic skill in order to operate the effective strategic communications.’ CEO of a leading publication said.

‘We are in egoism era where the new generations are a major part of the population. They want to spotlight themselves and online media are choices they can do it freely. Thus to do communication campaign, PRs must be able to interpret big data analytics and know consumer insights (place they go, whom they with, what their interests, etc.).’ A PR Manager of film production company said.

‘Creativity in content development will be the most important skill PR should have because we are bombarded by overload contents and only creative contents will be shared and recognised by consumers.’ A 4P manager from IT company said.

Now, we know what skills they want to improve, and we then explored the availabilities and friendly methods to fill the gaps with **research question C: How to bridge the skills gaps? What the most effective way should be?**

Interesting, none of interviewees prefer online training and top managements prefer to attend full day intensive workshop courses rather than middle managements. Nevertheless, whether the course will hook their interested or not depended on lecturers and course outlines. The course should be designed as a learning space which every attendants can feel free to share their knowledge and experience. Moreover, an actionable workshop to prove their understanding should be added and total time spending should not more than 2 days.

In addition, most of middle managements are updating themselves from digital seminars and global conferences rather than sitting in classes. They do not have much time to spend in classes which is time consuming and might not be worth the investment because digital technology changes so rapidly and knowledge they pay for today might be out of date within 1 year. All they need are short courses of modest capsule knowledge which easily to plug-in and apply to their businesses. For short courses, they prefer to study one full day over the weekend for 1 month maximum. The courses outline should involve new trends of technologies, digital platforms, business models, and new digital marketing technics which able to create competitive advantages and strategic marketing plan. Unfortunately, digital marketing technical skills cannot be learnt by just listening, it needs real implementation which of course involves expenditure for each tool. For example, GDN (Google Display Network), we have to pay for banner ads and AdWords campaigns in order to check the right keywords, the potential customers, the right place, and the right time in several Google networks (sites, mobile, blogs, etc.). Then you can match your ad to sites you think are the best match for your business. You can reach people who visited your site before by creating a remarketing campaign. The 4P Manager from IT company suggested that we should create a digital marketing simulator program to incubate all levels to learn new skills and be able to trial an error before they actually launch their marketing campaigns.

4.2.5 Results among Top Managements

Top managements seem to not prefer to learn digital marketing skills. They prefer to hire the specialists to work on those tasks under their business directions rather than sit down and try to learn deep details of digital marketing technical skills. When we checked the level of digital marketing skills they have, we can see that they are strong in the area of (table 4-5)

1. Budgeting and Financial modelling skills
2. Customer Service, support and assisted selling
3. Planning Integrated and multichannel campaigns
4. Social Media marketing.

And weak in the area of

1. Coding & Development
2. SEO (Search Engine Optimisation)
3. Mobile marketing

Table 4.5 Digital Marketing Skills Level among Top Managements

Rate your personal digital marketing skills on a scale of 1-5							
DIGITAL MARKETING SKILLS LEVEL							
C-LEVEL, MD, BUSINESS OWNER: 6 Executives	AGENCY			ORGANISATION			Level of Skills (mean)
	MD	COO	MD	Dean	CEO	VP	
Affiliate marketing	3	3	4	3	3	4	3.33
Analytical skills for managing and reporting on stock levels	2	1	5	5	3	0	2.67
Community management	4	2	3	2	5	4	3.33
Content marketing	3	4	3	3	5	4	3.67
Copywriting	5	4	4	2	4	2	3.50
Customer service, support and assisted selling	5	4	4	5	2	4	4.00
Customer experience	4	5	3	3	4	3	3.67
Design, Personalization and Merchandising	1	2	2	4	5	2	2.67
Coding and Development (e.g. Basic HTML, CSS, etc.)	1	1	1	2	0	0	0.83
Customer Data, Marketing Insight and Analytics	1	2	2	5	4	4	3.00
Digital Strategy and integrated planning	2	3	4	4	4	4	3.50
Email Marketing, ECRM and marketing automation	1	1	3	3	4	4	2.67
Graphic design, e.g. InDesign, Photoshop (or similar) skills	2	2	1	2	5	0	2.00
Mobile marketing	1	1	3	5	4	3	2.83
Online advertising an Programmatic marketing	3	2	2	5	5	3	3.33
Pay per click / Ad Words	3	2	2	5	5	1	3.00
Planning integrated, multichannel campaigns	3	1	5	4	5	5	3.83
SEO	1	1	2	2	0	3	1.50
Social Media marketing	2	3	4	5	5	4	3.83
PR and influencer outreach	5	1	4	2	5	4	3.50
Budgeting and Financial modelling skills	4	3	5	5	5	5	4.50

Not interest to learn: CEO of publication / VP of MICE

Remark: 0 Not applicable to may role

- 1 No/Poor Skills
- 2 Basic Skills
- 3 Medium Skilled
- 4 Skilled
- 5 Highly Skilled

Source: In-depth Interview shown in Appendix A

Further asking about individual skills they would prefer to improve, only 2 of the 6 persons showed interests in 10 skills list: 1) Affiliate marketing 2) Coding and Development 3) Customer Data, Marketing Insight and Analytics 4) Digital Strategy and integrated planning 5) Mobile marketing 6) Online advertising an Programmatic

marketing 7) Pay per click/AdWords 8) Planning integrated, multichannel campaigns 9) 9) Search Engine Optimisation (SEO) and 10) Budgeting and Financial modeling skills (as shown in table 4.6).

Table 4.6 Digital Marketing Skills Preferred to Improve among Top Managements

Level of Skills (low to high): C Level		Prefer to improve
Coding and Development (e.g. Basic HTML, CSS,	0.83	2 from 6
SEO	1.50	2 from 6
Mobile marketing	2.83	2 from 6
Customer Data, Marketing Insight and Analytics	3.00	2 from 6
Pay per click / Ad Words	3.00	2 from 6
Affiliate marketing	3.33	2 from 6
Online advertising an Programmatic marketing	3.33	2 from 6
Digital Strategy and integrated planning	3.50	2 from 6
Planning integrated, multichannel campaigns	3.83	2 from 6
Budgeting and Financial modelling skills	4.50	2 from 6

Source: In-depth Interview shown in Appendix A

4.2.6 Results among Middle Managements

Middle managements are willing to learn digital marketing skills but prefer not to learn deep details of how to actually do it. They prefer to know the concept of each digital tool in order to be able to determine and give the right suggestion towards their subordinates or suppliers. When we checked the level of digital marketing skills they have, we can see that they are strong in

1. PR and influencer outreach
2. Copywriting
3. Content marketing.

And weak in

1. Coding and Development (e.g. Basic HTML, CSS, etc.)
2. Graphic design, e.g. InDesign, Photoshop (or similar) skills
3. SEO (Search Engine Optimisation)

(As shown in table 4.7)

Table 4.7 Digital Marketing Skills Level among Middle Managements Rate your personal digital marketing skills on a scale of 1-5

Rate your personal digital marketing skills on a scale of 1-5															
DIGITAL MARKETING SKILLS LEVEL	AGENCY						ORGANISATION								Level of skills
	Assistant MD	Senior Director	CorpCom Director	Senior Consultant	PR Manager	SVP	Senior PR	MarCom Director	PR Manager	Brand & PR Consultant	PR Manager	CSR Manager	4P Manager	CorpCom Manager	
M-LEVEL: 14 Practitioners															
Affiliate marketing	3	5	1	2	0	3	3	3	0	3	0	1	3	5	2.29
Analytical skills for managing and reporting on stock levels	2	3	3	1	4	5	4	4	3	4	3	3	4	5	3.43
Community management	1	4	3	4	3	4	4	2	0	4	3	4	5	5	3.29
Content marketing	4	5	4	4	3	5	4	3	3	4	0	4	3	5	3.64
Copywriting	3	4	4	4	4	2	5	4	5	4	3	5	2	4	3.79
Customer service, support and assisted selling	4	5	2	2	4	3	5	2	4	5	3	2	4	3	3.43
Customer experience	3	5	3	2	4	4	5	2	4	5	3	2	4	4	3.57
Design, Personalization and Merchandising	4	3	3	1	3	4	5	4	1	2	0	1	3	3	2.64
Coding and Development (e.g. Basic HTML, CSS, etc.)	1	0	1	1	3	2	1	1	0	1	0	1	0	2	1.00
Customer Data, Marketing Insight and Analytics	4	4	4	2	4	4	3	4	0	4	3	2	3	3	3.14
Digital Strategy and integrated planning	2	1	3	2	3	5	3	4	1	2	3	2	3	5	2.79
Email Marketing, ECRM and marketing automation	2	1	4	2	3	4	3	3	1	2	0	3	2	2	2.29
Graphic design, e.g. InDesign, Photoshop (or similar) skills	3	0	3	3	3	3	3	1	0	2	2	2	0	3	2.00
Mobile marketing	2	0	2	2	3	4	4	4	1	2	1	3	3	3	2.43
Online advertising and Programmatic marketing	2	0	2	2	3	4	4	3	1	3	2	3	3	3	2.50
Pay per click / Ad Words	1	0	3	1	3	5	3	3	0	2	0	3	3	4	2.21
Planning integrated, multichannel campaigns	4	2	3	2	3	5	5	3	3	3	1	1	2	5	3.00
SEO	1	0	2	3	3	4	4	2	0	1	0	2	3	4	2.07
Social Media marketing	2	0	4	3	4	5	4	3	2	4	2	3	4	4	3.14
PR and influencer outreach	3	5	4	4	4	4	4	3	5	5	4	4	2	4	3.93
Budgeting and Financial modelling skills	2	4	2	3	3	5	5	3	4	3	5	3	3	4	3.50

Not interest to learn: Brand & PR Consultant

Remark:

0 Not applicable to may role

1 No/Poor Skills

2 Basic Skills

3 Medium Skilled

4 Skilled

5 Highly Skilled

Source: In-depth Interview shown in Appendix A

When asking about individual skills they prefer to improve, social media marketing is top voted at 7 of 14 persons. Following with six skills all voted at 6 of 14 which are

1. Customer Data, Marketing Insight, Analytics
2. Digital Strategy and integrated planning
3. Mobile marketing
4. Online advertising, Programmatic marketing
5. Planning integrated, multichannel campaigns
6. and PR influencer outreach

(As shown in table 4-8)



Table 4.8 Digital Marketing Skills Preferred to Improve among Middle Managements

Rate your personal digital marketing skills on a scale of 1-5																	
DIGITAL MARKETING SKILLS LEVEL	AGENCY					ORGANISATION										Level of skills	I'd like improve this skill in the future (person)
	Mahapant	Ratthapat	Sirinya	Natinee	Chaothip	Jatemerin	Kingkarn	Sasamon	Chanumad	Udomluck	Nalinee	Racwadee	Somkiat	Umarce			
M-LEVEL: 14 Practitioners																	
Affiliate marketing	3	5	1	2	0	3	3	3	0	3	0	1	3	5	2.29	4	
Analytical skills for managing and reporting on stock levels	2	3	3	1	4	5	4	4	3	4	3	3	4	5	3.43	4	
Community management	1	4	3	4	3	4	4	2	0	4	3	4	5	5	3.29	3	
Content marketing	4	5	4	4	3	5	4	3	3	4	0	4	3	5	3.64	5	
Copywriting	3	4	4	4	4	2	5	4	5	4	3	5	2	4	3.79	3	
Customer service, support and assisted selling	4	5	2	2	4	3	5	2	4	5	3	2	4	3	3.43	2	
Customer experience	3	5	3	2	4	4	5	2	4	5	3	2	4	4	3.57	4	
Design, Personalization and Merchandising	4	3	3	1	3	4	5	4	1	2	0	1	3	3	2.64	3	
Coding and Development (e.g. Basic HTML, CSS, etc.)	1	0	1	1	3	2	1	1	0	1	0	1	0	2	1.00	3	
Customer Data, Marketing Insight and Analytics	4	4	4	2	4	4	3	4	0	4	3	2	3	3	3.14	6	
Digital Strategy and integrated planning	2	1	3	2	3	5	3	4	1	2	3	2	3	5	2.79	6	
Email Marketing, ECRM and marketing automation	2	1	4	2	3	4	3	3	1	2	0	3	2	2	2.29	2	
Graphic design, e.g. InDesign, Photoshop (or similar) skills	3	0	3	3	3	3	3	1	0	2	2	2	0	3	2.00	3	
Mobile marketing	2	0	2	2	3	4	4	4	1	2	1	3	3	3	2.43	6	
Online advertising and Programmatic marketing	2	0	2	2	3	4	4	3	1	3	2	3	3	3	2.50	6	
Pay per click / Ad Words	1	0	3	1	3	5	3	3	0	2	0	3	3	4	2.21	3	
Planning integrated, multichannel campaigns	4	2	3	2	3	5	5	3	3	3	1	1	2	5	3.00	6	
SEO	1	0	2	3	3	4	4	2	0	1	0	2	3	4	2.07	4	
Social Media marketing	2	0	4	3	4	5	4	3	2	4	2	3	4	4	3.14	7	
PR and influencer outreach	3	5	4	4	4	4	4	3	5	5	4	4	2	4	3.93	6	
Budgeting and Financial modelling skills	2	4	2	3	3	5	5	3	4	3	5	3	3	4	3.50	4	
<i>Not interest to learn: Udomluck</i>																	

Source: In-depth Interview shown in Appendix A

Furthermore, we would like to know the barriers and pitfalls of new skills learning among middle and top management levels. The interviews found that “ATTITUDE” and “LIFESTYLE” are two key factors affecting their skill improvement. Moreover, less digital professionals and fewer case studies in Thailand are also obstacles. Attitude includes comfort zone, mindset, paradigm, fear, shyness, their limited belief and confidence. Lifestyle includes marital status, family and social life, activities, hobbies, interests, and peer group.

‘**Comfort zone**’ is very dangerous for self-improvement. They feel satisfied enough with their job achievement and want to have an easy-going life. At this stage, they are comfortable, safe, and confident in their accountabilities. They do not want to seek new challenges nor difficult things which irrelevant to their currently scope of works. MD of the local PR agency and COO of international advertising agency mentioned this.

13 out of 21 interviewees voted ‘**Attitude and Time**’ is the biggest obstacle of new skill learning. Most of them are engaged with family and social life. They do not have much time to spend on training even though they think they should, but they can’t make it.

“Barrier of new skills learning could be ‘Time and Attitude’. If DM is set in their mindset as an important thing, they will find time and money to pay for”. The Managing Director of Local PR agency opinioned.

“Technical skill is one of the barriers they are reluctant to learn. They want to relay messages but do not know how to interface with customers. Technical skills are difficult but can be fixed depending on their attitude. Thus, attitude is the most important factor which can obstruct or drive people to acquire new skills and knowledge. Many business executives thought social media was nonsense, involving being addicted to internet for 24 hours and many of these businesses have had to shut down because of new forms of online businesses. Age and experience of time is not the barrier for digital learning, if their mindset has a technology and innovation base.” SVP of digital marketing said.

“As a PR practitioner, I would say mindset is the key to learn new knowledge or skill sets since PR works are really fussy and time consuming. High pressure in the nature of work drains our energies and then we need a rest at the end of the day.” Brand & PR Consultant posted.

“Traditional PR and Online PR are typically different. Technical terms, skills, practices and mindset are not what traditional PR is familiar with. Unfortunately, PR practitioners will not survive if they do not adopt digital knowledge to align with traditional PR. They must have a new competency in digital communications and be able to integrate both traditional PR and digital PR to communicate with consumers who live and breathe digital. However, Thailand lacks an effective digital communications course and PR must help themselves to jigsaw digital knowledge and trial communication tactics.” A Corporate Communications Manager of event organiser company said.



CHAPTER V

SUMMARY AND DISCUSSION

The objective of this research is to study the training needs for Thai PR practitioners in the middle management level in term of competencies and skill needs. This chapter includes the summary of the research, summary of research findings, discussion and recommendations, the limitations of this study and future research possibilities.

5.1 Summary of the Research

Digital disruption affects human ecosystem and consumer behaviour. A large number of giant companies are shutting down because of new business start-ups in digital economy, also many media are transforming from analog to digital. Since public relations has to work with the media, then PR practices must definitely be changed. A new paradigm of future PR has been studied in order to recommend how PR can survive in the rapid game changing.

Technology evolution and digital convergence result in competencies and skills gaps among communicators in Thailand, so new competencies and skills needs have been studied focusing on middle managements who are in risk of being behind the game. We use semi-structure interview and discussion questions to explore top managements' opinions towards middle managements as well as exploring insights of middle managements about their confidence in digital knowledge. The research objective is to find out the existing skills gaps and formulate the effective solutions to bridge the gaps.

Secondary and primary sources are used to analyse in this qualitative research. For secondary source, we reviewed academic papers and online articles written by experienced practitioners. For primary source, there are 20 practitioners, 6

top managements and 14 middle managements who work in communication agencies and private companies in Thailand with the research questions as follows:

- A: What are the skills gaps among the middle and management levels in the communications industry?
- B: What top priority skills are needed to bridge the gaps?
- C: How to bridge the skills gaps? What is the most effective way; practice, training or others?
- D: Barriers and Pitfalls of new skills sets to be upgraded among middle and top management levels.

5.2 Summary of Research Findings

The summary of research findings were separated into four parts. Part I: Does the skill gap exist? Part II: The top priority skill needs to bridge the gaps. Part III: The effective way to bridge the gaps. And Part IV: Barriers and Pitfalls of new skills sets to be upgraded among middle and top management levels.

5.2.1 Part I: Does a skill gap exist?

Four major skills gaps were found among PR practitioners in Thailand. These are Technical Knowledge and Skills, Industry & Business Knowledge, Soft Management Skills, and Integration Skills.

Technical knowledge and skills include digital knowledge, digital platforms, technical knowledge, content management, tools & strategies to create online contents, KOL (key online influencers) engagement, digital marketing knowledge and tools such as SEO, SEM, GDN, AdWords, Remarket, Facebook ad, YouTube ad, webinar, live streaming, mobile marketing, web analytics, social media marketing, email marketing, affiliate marketing, etc.

Industry & Business Knowledge includes consumer repertoire, customer journey, financial management, global trends, economic and new technologies, competitors and industry analysis, business opportunities, media landscape knowledge, consumer interests and preferences, consumer contact points, content development, strategic thinking, analytic thinking, customer relations management, brand management, etc.

Soft Management Skills include leadership and relationship management (with reporters, KOL, online media, consumers, coworkers, subordinates, agencies, boss, etc.)

Integration Skills include integrated online-offline strategies, cross-channel and media mix planning, traditional and digital marketing transformation.

Since clients turn PR to work as CRM and Marketing in order to boost sales growth, they do not measure PR with news value as previously anymore, but focus on brand engagement and social impact. A big area of skills gap is technical knowledge and skills. Practitioners who work in communications agencies have less digital marketing skills, online and offline integration strategies, media mix planning, content management, customer journey analysis, and financial management. Practitioners who work in companies also have lack of media landscape knowledge, consumer interests and preferences, consumer contact points, content development, and technical skill & knowledge. Most digital technical skills are provided by young employees who lack strategic communications and writing skills. Middle management employees who have strategic communication skills also lack digital technical skills. However, digital marketing, strategic thinking, and analytical thinking are most essential skills which top managements currently expect to see in middle managements.

5.2.2 Part II: The top priority skill needs to bridge the gaps

Comparison between secondary source (picture 5-1) and primary source (picture 5-2), data shows that Social Media Marketing is the top first skill needs to be filled.

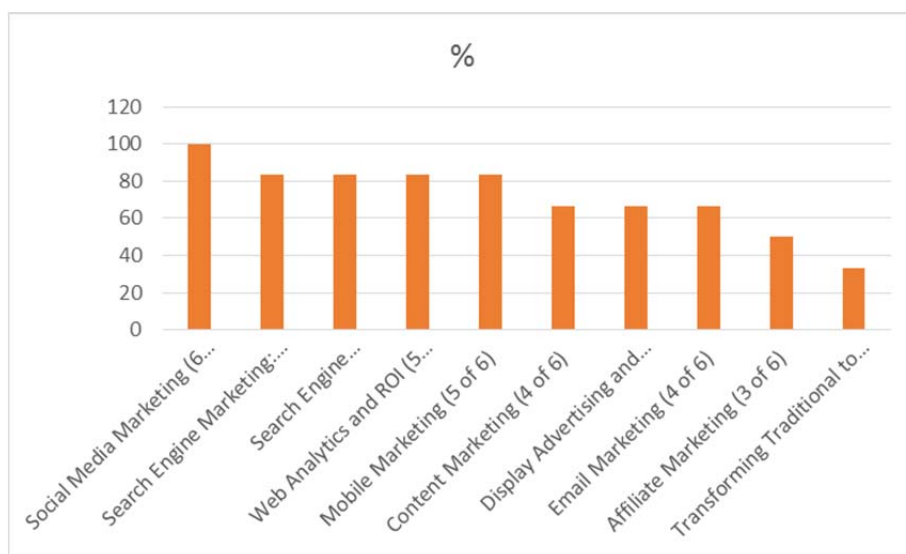


Figure 5.1 essential skills needs to be filled (as of October 22, 2015)

Source: <http://www.theguardian.com/media-network/media-network-blog/2014/feb/24/digital-skills-gap-marketing-relevant>

http://www.learnmore.duke.edu/certificates/digital_marketing/

<http://www.camfoundation.com/diploma-digital-marketing>

<https://econsultancy.com/training/courses/fast-track-digital-marketing/>

<http://www.business.rutgers.edu/executive-education/programs/mini-mba-digital-marketing/curriculum>

<http://www.theguardian.com/media-network/media-network-blog/2014/feb/24/digital-skills-gap-marketing-relevant>

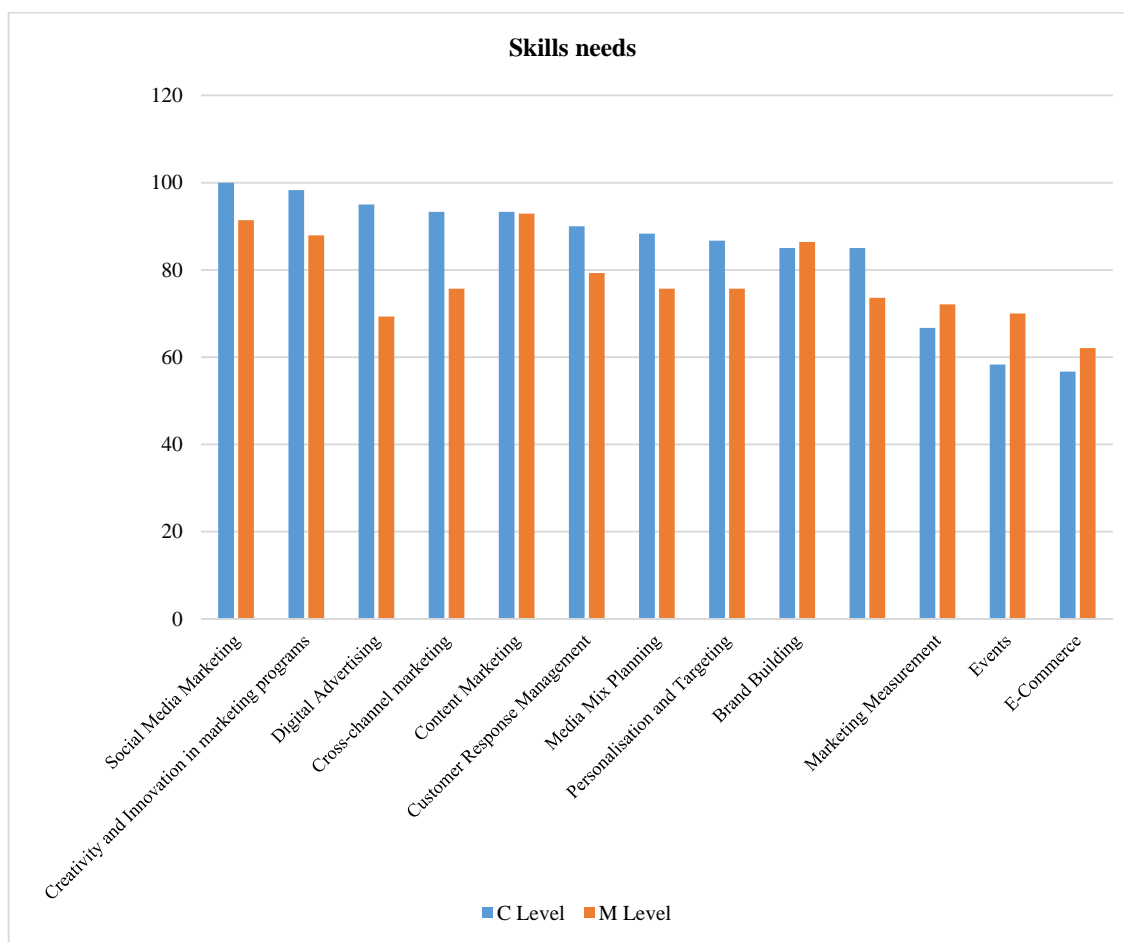


Figure 5.2 essential skills needs to be filled from the interviews

Source: In-depth interview shown in Appendix I

The study confirms that the relationship between technical skills and experiences are correlated. The skills gap worsens with experience, the more senior the practitioners; the less likely they are to have technical and digital skills (Holtz, S. 2015; Bruce, S. 2015). From interviews, top and middle management levels perceived digital marketing skills can be fully met with lecturing in digital conferences and using books. They did not rank technical skill as the first priority skill to fix and thought it is a junior's jobs.

Data found among top managements mentioned Creativity and innovation in marketing programs, Digital advertising, Cross-channel marketing, Content marketing, and Customer response management were skills they would like to improve. Middle managements also need to improve themselves in Content marketing, Creativity and innovation in marketing programs, Brand building, and Customer response management.

5.2.3 Part III: The effective way to bridge the gaps

The preferable method to bridge the skills gaps is a *Short intensive course*. Course outline included the modest technology overviews, newest & effectiveness digital marketing tools as well as digital tactics, Big data and customer insights analysis, measurement and ROI, content strategies & brand engagement, platform algorithms, social media marketing, customer journey trends.

The learning atmosphere should be designed as a learning space which every attendants can feel free to share their knowledge and experience. Moreover, an actionable workshop to prove their understanding should be added.

Length of time: For full day course, it should not take more than 2 days but it could be divided into once a week for one month if contents cannot be thought within 2 days.

Key decision to purchase: Course outline and lecturer names.

Interest point: A simulator program for technical skill practice is not presence in any institutions and it is an unmet requirement of the learners.

None of interviewees prefer online training.

5.3 Barriers and Pitfalls to Upgrade Digital Skills Sets

5.3.1 Barriers

From the interviews, all top managements and middle managements mentioned 'attitude' is a key barrier of new skill learning. Unbelievably, age is not a variable of digital skill obstacles but lifestyle is. Referring to chapter 4, barriers include the perception of non-standard in institutes and instructors. Most of them learned from real practices in Google, Facebook, YouTube and Line. They paid and implemented to accumulate digital marketing knowledge as well as updating digital conceptual from books and attending digital marketing seminars.

Nature of work is also one of the obstacles. PR has been voted as one of the most stressful jobs in the world for a few years in a row. (R. P., 2014. Why PR is the most stressful job. Retrieved March 26, 2016, from <http://www.marketing-interactive.com/pr-most-stressful-job/>). PR practitioners in middle managements mentioned they

were willing to have further studying in digital marketing but they did not have the time or energy to do so after work. They prefer an intensive capsule course with one or two working days or one day over each -the weekend for a month maximum.

5.3.2 Pitfalls

The perception of technical skills are too detailed, and not time-efficient to engage with. Digital marketing conceptual and new marketing tools techniques knowledge including new trends of businesses are more important. All of them thought technical skills were for junior levels and were implemented under marketing strategies which were generated by them. *It is a job of junior level!*

The comfort zone in their work positions made them unaware of career disruption. From research finding, digital skills will become a mainstream competency for all marketing careers in the next century and it cannot be learnt by reading or listening but by implementing.

Not many digital marketing Gurus and Experts in Thailand can deliver digital knowledge and skills in marketing language. In addition, Thai culture versus digital usage cognitions have not been widely studied in Thailand in order to formulate digital solutions for each business sector.

5.4 Discussion and Recommendation

5.4.1 Area of Training Needs

There are four skills gaps in different degrees between top management and middle management levels. Technical knowledge and skills is the biggest area and the most concerns among those two groups because majority of target consumers live and breathe digital. Big data analytics become a vital tool to analyse customer insights and help marketers to design marketing strategies and segmentation tactics, to initiate creativity campaigns and communication messages. However, most technical skills in digital communication tools have to be paid in order to learn real practices. To know what digital tools will work with what product or business, they must have a thoroughly knowledge in each tool complexity.

Integration skills also need online platforms to integrate with offline platforms. The holistic marketing plan will not success if it cannot utilise cross-channel and media mix as a strategic plan. Another gap, Industry & Business knowledge, they can learn and find from industry and research portal sites. It needs analytic thinking skill and strategic skill to formulate with digital skill and integration skill. There is no principles established yet. For soft management skill, it needs training from professionals in various mock up situations to test and improve leadership skills. However, this research focus on competencies and digital marketing skills gaps, and the diagram below shows the areas of skills needs for improvement among top management and middle management levels.

Diagram 5-1:



Figure 5.3 Area of Skills Needs among top management level

Source: In-depth interview shown in Appendix I

Top management officers focus on consumer trends, creativities and business strategies, speed and cost efficiency. Then, skills they need are laid on social media which is the most popular platform among target consumers in order to investigate consumer voices, hot issues, trends, and community cultures. Following with Creativity

and innovation in marketing programs, Digital advertising, and Cross-channel marketing, consecutively.



Figure 5.4 Area of Skills Needs among middle management level

Source: In-depth interview shown in Appendix I

Middle management employees focus on digital marketing knowledge, effective communications methods, consumer insights, and brand reputation. Thus, skills they need are laid on content marketing, social media marketing, creativity and innovation in marketing program, and Brand building.

5.5 Recommendations

1. This study finds gaps and unmet training needs among management levels can be met as a short intensive course. The course syllabus to bridge the gaps is recommended as below:

1.1 Day 1 Digital Marketing Overviews

- Digital Marketing 4 in 1: Website, Google, Social, YouTube.
- Content marketing and content management (Strategic marketing approaches, content development, content spinning, content management)

Core modules

- Mobile Marketing

(Learn how to drive success through areas of mobile responsive design, mobile apps, SMS, QR Codes, Integrated mobile into social media marketing, mobile search fundamentals, Create mobile friendly emails, Mobile PR, Mobile Live Streaming, etc.)

- Email Marketing

(Learn how to effectively build customer lists, deliver e-mails & generate relevant clicks.)

- Social Media Marketing (SMM)

(Learn how to build brand, generate leads & aggregate audience on Social Media.)

- Inbound Marketing

(Learn how to attract & convert customers by earning their trust through various techniques such as content marketing.)

- Search Engine Marketing (SEM)

(Learn how to effectively run ads on Search Engines.)

- Search Engine Optimization (SEO)

(Learn how to get website listed among top search engine results.)

- Web Analytics

(Learn how to make business decisions from the metrics available in Digital Media.)

1.2 Day 2 Specialisation Modules and DM Simulator workshop

(Choose these sessions based on their objectives and business sections)

- Website Development (WordPress, CMS, Joomla, etc.)

- Integrated Digital Marketing Strategies and Cross-channels

Marketing

- Affiliate Marketing

- Display Advertisement, GDN, Video Advertising, Instagram

Advertising, Remarketing

- Advanced Google Analytics, ROI and Measurement

- Online Marketing and Customer Management 2.0

- E-commerce, E-tail (Merchandising systems, Entrepreneurial E-Tailing, Strategies in E-Tailing, Market Place.)

Digital Media Simulator Workshop and ROI measurement

- Business Website Mock-Up
- Content marketing
- Digital marketing strategies and media planning mix (AdWords, GDN, Remarketing, FB advertising, YouTube, Instagram ad, Line shop, Live streaming)
- External link and Inbound Marketing
- Data analytics, Customer journey, and ROI

*** *Certified as Google partner and Facebook partner are recommended.* ***

Source:

[http://www.academiccourses.com/Courses/Marketing/Digital-Marketing/;](http://www.academiccourses.com/Courses/Marketing/Digital-Marketing/)

[http://contentmarketinginstitute.com/what-is-content-marketing/;](http://contentmarketinginstitute.com/what-is-content-marketing/)

[http://www.masterstudies.com/Masters-Degree/Marketing/Digital-Marketing/;](http://www.masterstudies.com/Masters-Degree/Marketing/Digital-Marketing/)

[https://www.onlinemarketinginstitute.org/classes/mobile-marketing/;](https://www.onlinemarketinginstitute.org/classes/mobile-marketing/)

[http://www.digitalvidya.com/digital-marketing/;](http://www.digitalvidya.com/digital-marketing/)

[http://www.uh.edu/technology/departments/hdcs/certificates/rcs/e-tailing/;](http://www.uh.edu/technology/departments/hdcs/certificates/rcs/e-tailing/)

http://mrcastilleja.weebly.com/uploads/1/7/2/8/17284470/retail_and_e-tail_syllabus_13_14.pdf ;

2. The executives should increase the training budget to improve weak areas of middle managements as well as the lower managements who are the new labour forces of the company.

3. To be successful in communication, businesses need individuals who are strong in both business knowledge and technical skills in order to integrate those perspectives into strategies. However, soft skills management are also mentioned as skills shortage needs. Thus, it could be a good strategy to provide four topics in training courses (Digital marketing, Soft skills management, Industry & business knowledge, and Integration skills.)

5.5.1 Limitation of this Study

This study has the following limitations:

1. This study was conducted with a small number of interviewees which cannot represent the entire population of PR practitioners in Thailand.
2. The area of study is focused only in Bangkok which cannot represent the majority of competencies and digital marketing skills gaps among PR practitioners in Thailand and may lead to deviation in skill gaps ranking.
3. The research questions are too narrow and focus only in digital marketing skills which are not the only skills they lack. They also need soft skills management, business knowledge, and integration skills as well. The next research should include all those four skills gaps in the methodology and conduct in quantitative research.

5.5.2 Future Research Possibility

Even though this research has been trying to identify competencies and digital marketing skills gaps among PR in Thailand, there is still a need to further investigate and reveal needs of PR practitioners in other provinces. The researcher would recommend the following future studies:

1. Conduct research in quantitative research and expand the scope of study to cover all four skills gaps found in this study, also expand the sample sizes of PR practitioners in various industries in major provinces.
2. Apply this research to other institutions to design simulator digital marketing programming for effective workshop and training course.
3. Co-create or partner with global digital companies as Google, Line, Facebook, YouTube in order to verify certification and guarantee the standard of training course.

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Appendix A:
Key Data Points from Semi-Structured Interviews Sorted By Theme



Primary Source:

How have you acquired your digital marketing knowledge?

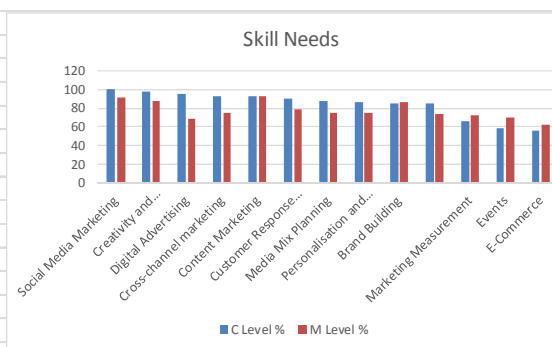
How have you acquired your digital marketing knowledge?																
C-LEVEL: 6 management	AGENCY			ORGANISATION			Total	Score	%							
	MD	COO	MD	Dean	CEO	VP										
1 On the job experience	10	8	0	10	10	10	48	8	80							
2 Watching what other brands/companies do	9	8	5	8	5	10	45	7.5	75							
3 Trade conferences/seminars	7	7	8	0	3	10	35	5.83	58.3							
4 Professional industry groups/communities	6	7	5	0	5	10	33	5.5	55							
5 Online training courses/classes (outside of school)	8	0	8	0	3	0	19	3.17	31.7							
6 In-person training courses/classes (outside of school)	7	8	0	0	0	0	15	2.5	25							
7 In School: Full-time program (i.e., learned digital marketing in college or grad school)	8	0	0	5	0	0	13	2.17	21.7							
8 In School: Part-time program (e.g., night school)	5	0	5	0	0	0	10	1.67	16.7							
9 I don't have any specialized digital marketing knowledge.	5	0	0	0	3	0	8	1.33	13.3							

M-LEVEL: 14 Practitioners	AGENCY			ORGANISATION											Total	Score	%
	Assistant MD	Senior Director	CorpCom Director	Senior Consultant	PR Manager	SVP	Senior PR	MarCom Director	PR Manager	Brand & PR Consultant	PR Manager	CSR Manager	4P Manager	CorpCom Manager			
1 On the job experience	8	5	7	4	10	9	10	8	10	8	10	6	8	10	113	8.07	80.7
2 Watching what other brands/companies do	7	5	7	7	8	3	9	8	0	7	10	5	7	5	88	6.29	62.9
3 Professional industry groups/communities	7	8	0	5	7	8	8	5	8	9	0	8	5	8	86	6.14	61.4
4 In-person training courses/classes (outside of school)	8	8	0	7	0	2	0	9	0	9	10	10	5	7	75	5.36	53.6
5 Trade conferences/seminars	6	8	5	7	7	3	0	9	3	9	0	8	4	4	73	5.21	52.1
6 I don't have any specialized digital marketing knowledge.	8	3	6	0	4	0	5	0	10	0	5	0	0	5	46	3.29	32.9
7 Online training courses/classes (outside of school)	2	8	0	1	5	2	0	0	0	9	0	0	3	9	39	2.79	27.9
8 In School: Part-time program (e.g., night school)	0	5	0	0	6	0	0	0	0	8	0	0	0	0	19	1.36	13.6
9 In School: Full-time program (i.e., learned digital marketing in college or grad school)	0	3	0	0	0	0	0	0	0	7	0	0	0	0	10	0.71	7.1

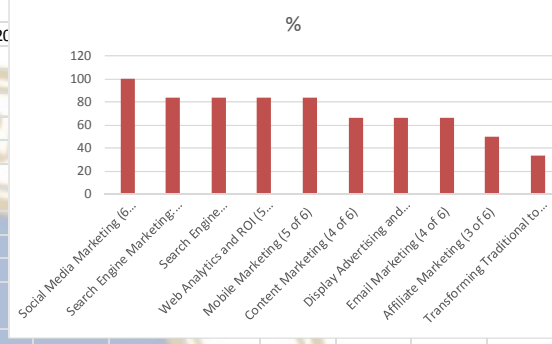
What do you think will be the most important knowledge/skills to PR in the next 3 years?

What do you think will be the most important knowledge/skills to PR in the next 3 years?																		
C-LEVEL, MD, BUSINESS OWNER: 6 Executives	AGENCY			ORGANISATION			Total	Score	%									
	MD	COO	MD	Dean	CEO	VP												
1 Social Media Marketing	10	10	10	10	10	10	60	10	100									
2 Creativity and Innovation in marketing programs	9	10	10	10	10	10	59	9.83	98.3									
3 Digital Advertising	8	10	9	10	10	10	57	9.5	95									
4 Cross-channel marketing	9	10	10	7	10	10	56	9.33	93.3									
4 Content Marketing	10	8	8	10	10	10	56	9.33	93.3									
5 Customer Response Management	8	8	8	10	10	10	54	9	90									
6 Media Mix Planning	8	8	7	10	10	10	53	8.83	88.3									
7 Personalization and Targeting	5	9	8	10	10	10	52	8.67	86.7									
8 Brand Building	9	8	7	10	7	10	51	8.5	85									
8 Public Relations	9	10	5	7	10	10	51	8.5	85									
9 Marketing Measurement	5	8	7	10	10	0	40	6.67	66.7									
10 Events	5	4	6	3	7	10	35	5.83	58.3									
11 E-Commerce	6	4	8	6	10	0	34	5.67	56.7									
M-LEVEL : 14 practioners	AGENCY						ORGANISATION									Total	Score	%
	Assistant MD	Senior Director	CorpCom Director	Senior Consultant	PR Manager	SVP	Senior PR	MarCom Director	PR Manager	Brand & PR Consultant	PR Manager	CSR Manager	4P Manager	CorpCom Manager				
1 Content Marketing	10	8	7	10	8	10	10	9	10	10	10	10	10	8	130	9.29	92.9	
2 Social Media Marketing	10	8	9	10	10	9	10	8	10	8	10	10	6	10	128	9.14	91.4	
3 Creativity and Innovation in marketing programs	10	8	9	9	9	7	10	9	10	9	10	9	10	4	123	8.79	87.9	
4 Brand Building	8	8	6	9	10	9	9	9	10	9	10	10	7	7	121	8.64	86.4	
5 Customer Response Management	8	8	7	9	9	10	9	9	2	8	10	9	8	5	111	7.93	79.3	
6 Personalization and Targeting	10	8	8	9	9	4	9	10	10	8	10	0	8	3	106	7.57	75.7	
6 Cross-channel marketing	8	8	7	8	8	7	10	8	7	8	10	9	8	0	106	7.57	75.7	
6 Media Mix Planning	8	8	7	10	8	8	10	8	10	9	10	0	10	0	106	7.57	75.7	
7 Public Relations	6	8	5	9	9	8	10	8	10	9	10	0	5	6	103	7.36	73.6	
8 Marketing Measurement	8	8	6	9	8	8	9	10	8	8	10	0	8	1	101	7.21	72.1	
9 Events	7	8	6	7	9	8	9	8	10	9	10	0	5	2	98	7	70	
10 Digital Advertising	10	9	7	8	8	7	10	8	8	8	0	0	5	9	97	6.93	69.3	
11 E-Commerce	10	8	7	9	7	5	9	6	2	7	10	0	7	0	87	6.21	62.1	

Primary source	C Level %	M Level %
Social Media Marketing	100	91.4
Creativity and Innovation in marketing programs	98.3	87.9
Digital Advertising	95	69.3
Cross-channel marketing	93.3	75.7
Content Marketing	93.3	92.9
Customer Response Management	90	79.3
Media Mix Planning	88.3	75.7
Personalisation and Targeting	86.7	75.7
Brand Building	85	86.4
Public Relations	85	73.6
Marketing Measurement	66.7	72.1
Events	58.3	70
E-Commerce	56.7	62.1



Secondary source	found essential skills needs to be filled (as of October 22, 2018)	%
Social Media Marketing (6 of 6)		100
Search Engine Marketing: SEM (5 of 6)		83.33
Search Engine Optimisation: SEO (5 of 6)		83.33
Web Analytics and ROI (5 of 6)		83.33
Mobile Marketing (5 of 6)		83.33
Content Marketing (4 of 6)		66.67
Display Advertising and Interactive Media, (4 of 6)		66.67
Email Marketing (4 of 6)		66.67
Affiliate Marketing (3 of 6)		50
Transforming Traditional to Digital Marketing and Cross-channel planning (2 of 6)		33.33



Primary source	C Level %	M Level %
Social Media Marketing	100	91.4
Creativity and Innovation in marketing programs	98.3	87.9
Digital Advertising	95	69.3
Cross-channel marketing	93.3	75.7
Content Marketing	93.3	92.9
Customer Response Management	90	79.3
Media Mix Planning	88.3	75.7
Personalisation and Targeting	86.7	75.7
Brand Building	85	86.4
Public Relations	85	73.6
Marketing Measurement	66.7	72.1
Events	58.3	70
E-Commerce	56.7	62.1



Primary source	M Level %
Content Marketing	92.9
Social Media Marketing	91.4
Creativity and Innovation in marketing programs	87.9
Brand Building	86.4
Customer Response Management	79.3
Cross-channel marketing	75.7
Media Mix Planning	75.7
Personalisation and Targeting	75.7
Public Relations	73.6
Marketing Measurement	72.1
Events	70
Digital Advertising	69.3
E-Commerce	62.1



Rate your personal digital marketing skills on a scale of 1-5.

0 Not applicable to my role

1 No/Poor Skills

2 Basic Skills

3 Medium Skilled

4 Skilled

5 Highly Skilled



Rate your personal digital marketing skills on a scale of 1-5

DIGITAL MARKETING SKILLS LEVEL

C-LEVEL, MD, BUSINESS OWNER: 6 Executives	AGENCY			ORGANISATION			Level of Skills (mean)	I'd like improve this skill in the future (person)
	MD	COO	MD	Dean	CEO	VP		
Affiliate marketing	3	3	4	3	3	4	3.33	2
Analytical skills for managing and reporting on stock levels	2	1	5	5	3	0	2.67	1
Community management	4	2	3	2	5	4	3.33	1
Content marketing	3	4	3	3	5	4	3.67	0
Copywriting	5	4	4	2	4	2	3.50	0
Customer service, support and assisted selling	5	4	4	5	2	4	4.00	0
Customer experience	4	5	3	3	4	3	3.67	0
Design, Personalization and Merchandising	1	2	2	4	5	2	2.67	1
Coding and Development (e.g. Basic HTML, CSS, etc.)	1	1	1	2	0	0	0.83	2
Customer Data, Marketing Insight and Analytics	1	2	2	5	4	4	3.00	2
Digital Strategy and integrated planning	2	3	4	4	4	4	3.50	2
Email Marketing, ECRM and marketing automation	1	1	3	3	4	4	2.67	1
Graphic design, e.g. InDesign, Photoshop (or similar) skills	2	2	1	2	5	0	2.00	1
Mobile marketing	1	1	3	5	4	3	2.83	2
Online advertising an Programmatic marketing	3	2	2	5	5	3	3.33	2
Pay per click / Ad Words	3	2	2	5	5	1	3.00	2
Planning integrated, multichannel campaigns	3	1	5	4	5	5	3.83	2
SEO	1	1	2	2	0	3	1.50	2
Social Media marketing	2	3	4	5	5	4	3.83	1
PR and influencer outreach	5	1	4	2	5	4	3.50	0
Budgeting and Financial modelling skills	4	3	5	5	5	5	4.50	1

Not interest to learn: CEO of publication / VP of MICE

DIGITAL MARKETING SKILLS LEVEL	AGENCY			ORGANISATION											Level of skills	I'd like improve this skill in the future (person)		
	Assistant MD	Senior Director	CorpCom Director	Senior Consultant	PR Manager	SVP	Senior PR	MarCom Director	PR Manager	Brand & PR Consultant	PR Manager	CSR Manager	4P Manager	CorpCom Manager				
M-LEVEL: 14 Practitioners																		
Affiliate marketing	3	5	1	2	0	3	3	3	0	3	0	1	3	5	2.29	4		
Analytical skills for managing and reporting on stock levels	2	3	3	1	4	5	4	4	3	4	3	3	4	5	3.43	4		
Community management	1	4	3	4	3	4	4	2	0	4	3	4	5	5	3.29	3		
Content marketing	4	5	4	4	3	5	4	3	3	4	0	4	3	5	3.64	5		
Copywriting	3	4	4	4	4	2	5	4	5	4	3	5	2	4	3.79	3		
Customer service, support and assisted selling	4	5	2	2	4	3	5	2	4	5	3	2	4	3	3.43	2		
Customer experience	3	5	3	2	4	4	5	2	4	5	3	2	4	4	3.57	4		
Design, Personalization and Merchandising	4	3	3	1	3	4	5	4	1	2	0	1	3	3	2.64	3		
Coding and Development (e.g. Basic HTML, CSS, etc.)	1	0	1	1	3	2	1	1	0	1	0	1	0	2	1.00	3		
Customer Data, Marketing Insight and Analytics	4	4	4	2	4	4	3	4	0	4	3	2	3	3	3.14	6		
Digital Strategy and integrated planning	2	1	3	2	3	5	3	4	1	2	3	2	3	5	2.79	6		
Email Marketing, ECRM and marketing automation	2	1	4	2	3	4	3	3	1	2	0	3	2	2	2.29	2		
Graphic design, e.g. InDesign, Photoshop (or similar) skills	3	0	3	3	3	3	3	1	0	2	2	2	0	3	2.00	3		
Mobile marketing	2	0	2	2	3	4	4	4	1	2	1	3	3	3	2.43	6		
Online advertising and Programmatic marketing	2	0	2	2	3	4	4	3	1	3	2	3	3	3	2.50	6		
Pay per click / Ad Words	1	0	3	1	3	5	3	3	0	2	0	3	3	4	2.21	3		
Planning integrated, multichannel campaigns	4	2	3	2	3	5	5	3	3	3	1	1	2	5	3.00	6		
SEO	1	0	2	3	3	4	4	2	0	1	0	2	3	4	2.07	4		
Social Media marketing	2	0	4	3	4	5	4	3	2	4	2	3	4	4	3.14	7		
PR and influencer outreach	3	5	4	4	4	4	4	3	5	5	4	4	2	4	3.93	6		
Budgeting and Financial modelling skills	2	4	2	3	3	5	5	3	4	3	5	3	3	4	3.50	4		
<i>Not interest to learn: Brand & PR Consultant</i>																		
Remark:																		
0 Not applicable to may role																		
1 No/Poor Skills																		
2 Basic Skills																		
3 Medium Skilled																		
4 Skilled																		
5 Highly Skilled																		

Research question A: What are skills gaps among middle and senior management level in communications industry?

	A: Skill gap	B: Skill needs	C: How to bridge the gap	D: Barrier & Pitfall	Others		
						What	Where/Who
A						Have to learn new skill as digital marketing because 1)ลูกค้าอยู่ในเทรนด์เหมือนกัน 2)การรับข้อมูล ผู้บริโภคอ่านสื่อ traditional น้อยลง สื่อออนไลน์มากขึ้น ก็ต้องมี channel ใหม่ในการให้ข้อมูลไปถึงผู้บริโภค	Pattama C Level
A						คุณพงศ์ศักดิ์ กล่าวว่า อยากเรียนรู้ digital marketing มาก อยากรู้ในเชิงกลยุทธ์และรู้ว่ามันเอาไปใช้ประโยชน์อะไร มีศักยภาพได้บ้าง เพื่อเอาไปคิดเป็นกลยุทธ์ในการสื่อสารให้มีประโยชน์สูงสุด และเพื่อเป็น Key business operation strategy สำหรับธุรกิจของเรา โดยเฉพาะ integrated digital solution	Pongsak C Level
A						คนทำงานพีอาร์ต้องมี skill ทั้งในส่วนของ traditional media and online media	Pongsak C Level
A						Every workers should have basic knowledge of digital in level of 2.1 because they must be able to recommend business solution to clients which digital solution play major rold in the future.	Pongsak C Level
A						PR ต้องศึกษาว่าคนมีรูปแบบการรับสารอย่างไร มีรูปแบบการใช้ชีวิตอย่างไร พีอาร์จึงจะออกแบบการเข้าถึงลูกค้าได้มากขึ้น	Tippawan C Level
A						Future PR must know how to utilise media and how to design content which contains credibility and positive image. PR must know what channel ที่จะทำให้มีคนเข้ามาสนใจเนื้อหาในช่องทางลูกค้าให้ได้	Tippawan C Level
A				x		Want to improve: SPEED for each online content	Tippawan C Level
A						skill lack among middle management: Understanding in nature of online platform, finance management, reputation management	Tippawan C Level
A						Middle management still stick to conventional approach which we need a person who can integrate traditional media with digital media.	Pisitpong C Level
A						คนทำ Digital skills ได้ก็เป็นเด็ก ขาด communication and writing skill ส่วนคนที่ เป็น middle management ก็ขาด technical skill	Pisitpong C Level
A						อยากให้ทีมงานมีความสามารถด้าน Integration skill / มีความรวดเร็วในการทำงาน	Pisitpong C Level
A	B					PR Manager ขาด 1) Technical Skill & Knowledge 2) Media landscape Knowledge 3) Consumer behaviour รู้ว่ากลุ่มเป้าหมายคือใคร consume media อะไร 4) Content and media which hook target group's interests.	Pisitpong C Level
A						Internal PR create content for website and social media but they still get use to old scholl style. They still write news in long sentence and very formal. For new school gen, they write short sentence and use visual to communicate.	Sakkachat C Level
A						Weak point of current PR is unknown the nature of media, consumer interests and preferences, consumer touch points, how to communicate with consumers, which content they prefer and which channel they consume.	Sakkachat C Level
A						Not satisfy with PR outsourcing, they should improve on SPEED. They still work as old school PR, contact with only news media (traditional media). They can do online communication with online media and consumer community. Thus, we will outsource only PR job which need attention from traditional media i.e press conference. However, this service we use tend to decrease time by time.	Sakkachat C Level
A						Outsoure PR should develop themself to be business solution if not client will set up own online team and reduce budget or even cut budget for traditional PR.	Sakkachat C Level
A			D			ที่ TCEB แยกแผนก PR และ Digital / ทีม PR ดูแลงานข่าวทั้งในและต่างประเทศ ทำ media network / ทีม digital ทำด้านการตลาดออนไลน์ และ outsource งานเพราะทีม outsource เป็นมืออาชีพมากกว่า	Supawan C Level
A						PR should improve on 1) Marketing knowledge 2) Think outside box 3) Strategic Thinking 4) Business Development Knowledge 4) Branding and Reputation management 5) Know conceptual, trends, strategy	Supawan C Level

A						ต้องการให้ปรับปรุง 1) Creativity ต้อง creative ด้านเครื่องมือที่จะเจาะทะลุลงเข้าไปใน target market 2) Content ที่ตรงตามความต้องการของ target market เมื่อ end user lifestyle เปลี่ยนไป เนื้อหาที่จะให้กับลูกค้าก็ต้องเปลี่ยนให้ตรงตามลูกค้า ความถี่ก็เปลี่ยนไป 3) Update trend	Mahapant M level
A						As digital emerging, clients require us to work on digital PR in order to communicate with end users which most of them consume digital contents. We find that we need to improve our capability in digital PR and be able to design media channel to match our client objectives.	Mahapant M level
A						ในมุมพีอาร์ เราต้องเพิ่ม key contact กับ bloggers which depends on each product and service. If lifestyle product or service, clients will require online or influencers or bloggers and digital marketing มากขึ้น	Ratthapat M level
A					x	ในยุคของ content is king. สิ่งที่เราเห็นได้ชัด คือ พีอาร์มีบทบาทสูงมากในเรื่องของ content คนที่ทำ digital marketing มักมาพึ่ง PR ในเรื่องการเขียน content เช่น advertorial	Ratthapat M level
A						นอกจาก content, PR ยังต้องทำในส่วนของ bloggers and online advertising as well as tie-in partnership with online media to create consumer activation in order to increase our brand contact points.	Ratthapat M level
A						PR has to utilize social media as FB, IG, Twitter, Google plus to build client's executives image included in service package.	Ratthapat M level
A						In the future, Influencers and bloggers will play higher role with PR practices. FB still be the most impact in term of social network and advertising expenditure. IG will rank as 2nd. Twitter มาเป็นอันดับท้ายๆ	Ratthapat M level
A						Online portal มีความสำคัญกับงานพีอาร์เช่นกัน โดยเฉพาะ lifestyle portal พีอาร์ต้องทำ online consumer analysis ต้องเข้าไปใน popular web portals to see consumer voice out towards brand. PR must has strategy to synergie with online media such as tie-in program with online media and web portal. Sponsor souvenir or gift set to play online activities.	Ratthapat M level
A						Now, PR still struggle in finding the machism or measurement or tools to win in the survive game. ตอนนี้พีอาร์ก็มองหามุมเหมือนกันว่าต้อง approach แบบไหน มีวิธีวัดผลอย่างไร เพราะเรายังไม่มียุทธศาสตร์ที่เป็น digital marketing specialist มานั่งอยู่ในบริษัทพีอาร์ตอนนี้	Ratthapat M level
A						middle management should improve in 1) สามารถคิดประเด็น ควรรู้ด้าน business และสามารถตีโจทย์ได้ในมุมมองของ content และคิดประเด็นให้ลึกซึ้ง 2) Business & Marketing overview 3) บางคนเก่งในเรื่องงาน บางคนเก่งในเรื่อง presentation แต่ lack in big picture ทำให้เขียน business plan ไม่ได้ 4)ขาดเรื่อง Strategic Thinking	Ratthapat M level
A						การเข้ามาของ digital ทำให้ question with PR careers ว่าต้องปรับตัวอย่างไรดี ซึ่งเราต้องยอมรับว่าถ้า consumer รุ่นใหม่ เป็น teenager เราต้อง gear message ไปทางวัยรุ่น เราต้องเปิดหูเปิดตารับเพื่อไปตามทัน ต้องรู้ว่าคนวัยนี้ต้องการอะไรซึ่งอยู่ในช่วงการปรับตัวอยู่ตลอดเวลาเหมือนกัน	Ratthapat M level
A						โลก social มาเยอะ ถ้าดูจากมีเดียต้องรับรู้อย่างเดียวเองก็ต้องปรับตัว พีอาร์ก็ต้องทำงานกันมีเดีย ปัจจุบันมีเดียต้องปรับตัวเป็น multimedia platform เช่น social media ไว้ติดต่อกับ consumers and target audiences ของสปอนเซอร์ ต้องคอย keep an eyes and ears ว่า PR จะกลายเป็น specialist ในแง่มุมไหน ในอนาคต traditional and digital must be integrated. องค์กรต้องปรับตัวให้ทำได้ทั้ง traditional and digital media คนที่จบด้าน digital marketing มากี่ต้องมา train ร่วมกับคนพีอาร์ที่ทำงานอยู่ในปัจจุบัน PR ถูกขยายออกไปกว้างมาก ทั้ง marketing ทั้ง online ซึ่ง skill เดิมที่มีอยู่ก็ยังคงใช้อยู่	Ratthapat M level
A						PR ต้องพัฒนางานออนไลน์ให้มากขึ้น เพราะเปลี่ยนตลอดเวลา เช่น วิธีการเลือก content, visual, FB algorithm, etc.	Sirinya M level
A						PR ต้องรู้จักหา database ใหม่ๆที่เป็นนักเขียนออนไลน์, bloggers และสร้าง relationship	Sirinya M level
				D		Outsource digital agency อาจเก่งเรื่อง online แต่ส่วนใหญ่เป็นคนรุ่นใหม่ทำงาน จึงเจอปัญหาความไม่เป็นมืออาชีพในการรับงาน เช่น การตรงต่อเวลา (dateline), งานที่ทำกลับมากไม่ครบตามที่ brief แต่เราก็ต้องเข้าใจเพราะทุกคนที่เชี่ยวชาญออนไลน์ในตลาดที่ตั้งเป็นบริษัทแล้วมียังไม่มาก	Sirinya M level
A						Outsource ขาดเรื่อง 1) meet dateline 2) Time management 3) client service management skill 4) analytical thinking skill 5) รับประเด็นสำคัญและความต้องการของลูกค้าได้ไม่หมดและนำไป brief ต่อผิด 5) Marketing strategy 6)	Sirinya M level

A					Skill ที่ควรเพิ่ม 1) Reliable and accountability skill 2)Marketing Communications Skill บางทีออนไลน์อย่างเดียวนั้นแข็งดีจิดอล เขาอาจรู้วิธีโพสต์ เขารู้ว่าเครื่องมือเป็นอย่างไร รายละเอียดของ FB แต่ขาดวิธีการสื่อสารเชิงการตลาด 3) Marketing Strategy 4)Creativity คลิปไวรัล บางทีไม่ได้ใช้เงินเยอะ แต่มีบางอย่างที่ทำให้คนแชร์ต่อ เอเจนซีควรมีความคิดสร้างสรรค์สูง ไม่ใช่เลียนแบบรูปแบบอื่นๆที่คนอื่นใช้ มันจะเปลือง เอะ และไม่ต่าง 4) language มักใช้ภาษาผิด 5) Business Knowledge	Sirinya M level
A					ทีมต้องปรับอะไร 1) speed เร็ว ขึ้นท่วงที่ up to date 2)มีความรู้เรื่อง DM 3)Strategic thinking	Natinee M level
A					คนที่ถูกให้ทำงานด้านนี้ ไม่คอนทนทนท่วงที่ ไม่แก้ปัญหา negative comments	Natinee M level
A					ขาดเรื่อง strategy รู้ว่าลูกค้าช่วงไหน ต้องปรับ posting plan	Natinee M level
A					อยากรู้ DM เพราะสื่อด้านออนไลน์จะโตขึ้นเรื่อยๆ สื่อสิ่งพิมพ์ปัจจุบันล้มหายตายจากไปหลายฉบับ อีกทั้งพฤติกรรมคนรุ่นใหม่ตื่นขึ้นมากถือมือถือ tablet วาดนี้มันข่าวสารอะไร มันทำให้คนติดเป็นกิจกรรมประจำวันทุกวันที่เดินมา คนสมัยนี้ขี้เกียจอ่านหนังสือ ข้อหนังสือพิมพ์น้อยลง ถ้าเราสามารถทำ marketing online สามารถซื้อขายออนไลน์ได้ ก็จะได้ขึ้น	Chaothip M level
A					อยากเพิ่มความสามารถด้าน 1) การเลือกใช้กลยุทธ์ในการสื่อสารกับกลุ่มเป้าหมายได้อย่างมีประสิทธิภาพสูงสุด 2)Social media marketing / online marketing 3)Budgeting 4)Management Skill 5)Knowledge on new media	Chaothip M level
A					PR ปัจจุบันต้องเป็น marketing ด้วย ไม่ใช่แค่เสริมภาพลักษณ์อย่างเดียว ต้องเป็น PR Marketing ต้องจัดกลยุทธ์มาใช้และรู้ว่าต้องใช้มีเดียอะไรมาต่อยอดออกไปได้	Chaothip M level
A					พ็ออาร์จำเป็นต้องสื่อสารองค์กรโดยตรงผ่าน consumer โดยไม่มีสื่อมวลชนเข้ามาเป็นตัวกลาง แต่ในขณะเดียวกัน สื่อมวลชนที่เคยเป็นสื่อมวลชนแบบเดิมมันแค่เปลี่ยนลักษณะรูปลักษณ์ เช่น หนังสือพิมพ์ไทยรัฐก็เปลี่ยนตัวเองเป็นผู้ผลิตคอนเท้นส์ผ่าน platform ต่างๆ ผ่านหนังสือพิมพ์ เว็บไซต์ โทรศัพท์ โทรทัศน์ นี่คือ role ที่เปลี่ยนไปของมีเดีย	Jatamarin M level
A					PR ต้องเริ่มคุยกับผู้บริโภคหรือ stakeholder อันโดยตรง ซึ่งถือว่าดี เพราะไม่ต้องผ่านสื่ออื่น สามารถ handle consumer ได้เอง โดยเฉพาะพวก crisis management สามารถ handle news media, stakeholders, investors ได้ด้วยตนเองผ่าน medium ของตนเอง	Jatamarin M level
A					PR ต้องหา earned media ที่นอกเหนือจากสื่อมวลชนเพราะจะมีบทบาทน้อยลง และหากกลุ่มใหม่ๆ ที่เป็น online influencers including bloggers	Jatamarin M level
A					PR ยุคใหม่ จึงต้องเข้าใจ 1)สื่อที่เป็น online platform คือเว็บไซต์ต่างหากขึ้น 2)ต้องรู้จักหา KOL (Key Online Influencer) ซึ่งเป็น new target ทดแทนนักข่าวแบบเดิมมากขึ้น 3) Measurement สมัยก่อนวัดผลเป็น media value (column inch) พอออนไลน์เกิดขึ้น พวก media value อาจสู้ไม่ได้ แต่สิ่งที่เหนือกว่าคือออนไลน์สามารถบอกได้ว่าชาว reach ถึงคนได้จำนวนเท่าไร มีกี่คนที่ engageกับชาวขององค์กร	Jatamarin M level
A					Online media or internet trend will pay important role in the next decade. PR should have new skills sets as follow: 1) Writing skills ยังเป็นสิ่งจำเป็น เป็น core value ของอาชีพพ็ออาร์ 2)Media relations ยังสำคัญ เพียงแต่ต้องเปลี่ยนรูปแบบเป็น bloggers relations หรือเป็น influencer relations ทดแทนมีเดียแบบเดิม แต่ใช้ skill sets and competency แบบเดิม 3) Availability เมื่อก่อนเวลาเกิดcrisis พ็ออาร์ต้อง take action เดียวกัน อันนี้เหมือนเดิมแต่ต้องเร็วขึ้น โดย handle ผ่าน social network นั่นคือ priority ส่วนนักข่าวให้ทำ in paralel แต่ไม่ใช่ priority อีกต่อไปในการ manage crisis	Jatamarin M level
A					content จะเป็นสิ่งสำคัญ คนสนใจ content ที่ให้ value กับตัวเอง พ็ออาร์ต้องรู้ว่าเมื่อมีแกนคอนเท้นส์แบบนี้จะทำอย่างไรให้กระจายและเข้าถึงคนมากที่สุด ต้องหาเว็บไซต์ที่มี reach จำนวนมหาศาลหรือมีคนเข้าชมจำนวนมหาศาล พุดในแง่ที่มีควมไกลเคียงกันแต่ยัง control single message นั้นได้ เพื่อให้กระแสมันติดบนโลก	Jatamarin M level
A					ใช้ social media เป็นหลักในการทำพ็ออาร์ และตัวที่กำลังเป็นที่สนใจคือ social monitoring คือสนใจว่าในโลก internet เขาพูดถึงเราอย่างไร จะโต้ตอบกับเขาอย่างไร	Jatamarin M level
A					พบว่า PR ทั้ง internal team and PR agency ยังขาด digital media skills เพราะยังติดอยู่กับ PR Value and reporters และ nature of reporters and online influencers are different. ทำให้ทั้งการจัดงาน การทำเนื้อหา แตกต่างกัน	Jatamarin M level
A					New entry PRs are digital by default. They were born in digital age and need only tmasform skill from media relations to online influencer relations which is more easier because they are friends in same gen and chit chat in the same language, same style.	Jatamarin M level

A					PR must know how to earn media and which media should paid. Most bloggers are paid for branded content but if you have strong relationship with, they might write for free. Some insight content which valued blogger, he will write it too. Some interesting event which has interested big idea and relevant to him, he also mention the event in his blog.	Jatamarin M level
A					skill lacks in current PR: 1) digital knowledge (platform, technical knowledge&skills) 2) content management (which content will trigger and engage consumers, when and how many times to post content in each day) 3) Technical knowledge (must know algorithm of each media ex FB has algorithm call edge rank (EdgeRank is the facebook algorithm that decides which stories appear in each user's newsfeed. The algorithm hides boring so if your story doesn't score well, no one will see it. The first thing someone sees when they log into FB is the newsfeed. - source: http://edgerank.net/ retrieved Jan 3, 2016) 4) Tool and strategy to create online content	Jatamarin M level
A					Old PR should adjust 1) Mindset. You have to shift from communicate to only news media to consumers and online influencers. 2) Style of communication. Use consumer language to communicate online, do not use formal language as communicate with reporters. Content should not use too serious language but not rude. Visual and infographic are more friendly with heavy contents and difficult contents. 3) Format of Content knowledge รู้ว่าแต่ละเนื้อหาควรนำเสนอด้วย format ไหนถึงจะมีประสิทธิภาพมากที่สุด 4) Integrated Marketing Communication. Fully integrate online with traditional communication skills.	Jatamarin M level
A				x	Internal which influence PR is Social Media. รวมถึง news web portal, fanpage, application, line เพราะว่าช่องทาง การประชาสัมพันธ์ไม่จำกัดที่ช่องทางสื่อมวลชนอย่างเดียว ต้องมีเครื่องมือที่สามารถสื่อสารโดยตรงกับกลุ่มเป้าหมายที่เราอยากสื่อสารกับเขาโดยไม่ต้องผ่านสื่อมวลชนก็ได้ แต่เว็บก็ยังคงสำคัญในการเป็น information channel.	Kingkam M level (7)
A				x	ช่องทางพิจารณาจะไม่ใช้แค่ผ่านทาง media channel ต้องมีช่องทางที่สามารถสื่อสารตรงกับกลุ่มเป้าหมายโดยไม่ต้องผ่านสื่อมวลชนก็ได้	Kingkam M level
A					โปรโมทช่องทางทุกช่องทางทั้ง traditional PR และ new media. ถ้าจะให้ตรงกับกลุ่มเป้าหมายเราใช้ social media: facebook, IG, Twitter, website รวมแล้วมียอด follower เกือบ 10 ล้าน อันนี้คืออาวุธในการสื่อสารตรงถึงกลุ่มเป้าหมาย	Kingkam M level
A					เราต้องเลือก content & topic ในการสื่อสารกับคนแต่ละกลุ่มผ่านแต่ละช่องทาง	Kingkam M level
A			D		ทีมพิจารณาทีมออนไลน์แยกกัน แต่ทำงานด้วยกัน	Kingkam M level
A					เวลารายการหรือละครจะออนแอร์ คนจะวิ่งมาให้โปรโมท เพราะ 1 project ไม่ใช่แค่ส่งข่าวฟิวรี่ไปยัง traditional media เราต้องทำ media plan ทั้ง free media & paid media ไม่ว่าจะ เป็น BTS, MRT, Billboard, LED, Out of Home และ on ground activities	Kingkam M level
A					อยากเพิ่ม value ให้ตัวเองด้วยการทำ graphic ได้ ทำ infographic ได้ ใส่ข้อความในภาพได้ ทำ motion และอื่นๆได้เอง เป็น one stop service (ถ่ายรูปมา แต่งรูป ทำกราฟฟิค ใส่ข้อความ โพสต์)	Kingkam M level
A					ปัจจุบันใช้ integrated media ทั้ง online, offline, above the line, below the line to do marcom. มีทำหนังโฆษณา on air on free media and produce viral clip to post on online media, boost post on facebook. ใน TVC ทำ 30 second and online viral, we can make clip length up to 2 minutes and if it is very interesting ad, consumers will like and share.	Sasamon M level
A					However, we still use online media to get direct to target consumers. We use all online media such as google search, social media, GDN (google Display Network), Bloggers, Youtube Ad, Youtube preview, facebook	Sasamon M level
A					เราพึ่งแค่สื่อออนไลน์อย่างเดียวไม่ได้ ต้องพึ่งสื่ออื่นด้วย เพราะเมื่อออนไลน์ไม่ตรงตามเป้าหมายกำหนดไว้ ก็ยังมีสื่ออื่นที่ได้ผลเข้ามาช่วย เช่น billboard, sms	Sasamon M level
A				x	เราใช้สื่อออนไลน์ 20%, Out of Home (Billboard) 60%, Friend get friend, leaflet, booth 20%	Sasamon M level
A					อยากรู้เรื่อง digital marketing because it's a must to know for marketers. Have to keep update the changes in order to use it most effectiveness. ซึ่งอยากรู้ concept และเทคนิคการใช้สื่อ แล้วให้ลูกน้องทำ ส่วนตัวไม่อยากจะรู้ขนาดตัวเองเป็นเพราะเราเป็นผู้บริหาร ดูทั้งฝ่าย marcom sales marketing. เรารู้แค่เทคนิค ช่องทาง แล้วบอกเด็กทำ	Sasamon M level
A					อยากรู้เรื่องสื่อใหม่ล่าสุดเวลา เทคโนโลยีใหม่ๆ ทั้งเรื่องการก่อสร้าง Interior design, competitors	Sasamon M level
A					ต้อง update business knowledge and language (Chinese Mandarin) เพราะมีโอกาสเป็นขายต่างชาติมากขึ้น ไม่ใช่แค่ใน CBD แต่ขยายวงกว้างขึ้น ต้องไปทำสื่อต้องมี 3 ภาษา	Sasamon M level

A					online media plays important roles in PR practices. Internet ที่สามารถไปรบกวนการเข้าถึงได้ เช่น mail, line, personalise channels ต่างๆ สามารถ post ภาพในกองถ่ายลง facebook ได้เลย และคนที่ได้รับจะรู้สึกเป็นพิเศษ ใต้รัศมี รั้ว	Chanumad M level (9)
A					อยากรู้จักสื่อในหน้าอื่นๆที่นอกเหนือจากหน้าบ้านทั้ง	Chanumad M level
A					Outsource agency ที่มารับงาน ขาดความเข้าใจในส่วนของงานด้านพลังงาน ซึ่งค่อนข้างยาก Agency มีหน้าที่ทำเนื้อหาให้อ่านเข้าใจง่าย และปล่อยออกไปประชาชน แต่ agency ส่วนใหญ่ที่มารับงาน ไม่ค่อยรู้เรื่องด้านพลังงาน รู้แค่ผิวเผิน มีฐานข้อมูลความรู้เรื่องพลังงานน้อย และไม่ทำการบ้านให้รู้ลึกลงไปว่านโยบายคืออะไร แล้วพลังงานตัวนี้คืออะไร เช่น จะติดท่อก๊าซ GDA เขาต้องรู้อะไร GDA อยู่ที่ไหน มีกี่ท่อและติดเมื่อไหร่ ปีที่แล้วติดไปที่ท่อ ติดไปช่วงเดือนไหน สรรพมี less industry knowledge	Udomluck M level
A					หลาย Agency ไม่ flexible กับ quota การทำงาน ซึ่งการทำงานกับรัฐมันมักจะมึนให้ทำโน่น นี่ เพิ่ม เพื่อส่งให้ผู้บริหาร	Udomluck M level
	B				อยากเรียนรู้ DM เพิ่ม เพราะมันเป็นเทรนด์ที่เข้ามา ทุกวันนี้เราอยู่บนออนไลน์ smart phone ตลอดเวลา คนไม่ค่อยอ่านหนังสือพิมพ์แล้ว คนมาเสพสื่อออนไลน์มากขึ้น	Udomluck M level
A					เราไม่รู้ว่า DM มันมีอะไรบ้าง เราเพิ่งรู้ว่ามาชีพรับมัน like	Udomluck M level
A					เจ้าหน้าที่พีอาร์ในกระทรวงพลังงาน ยังขาดความสามารถด้านกลยุทธ์ ไม่มีผู้นำที่ดีในการคิดกลยุทธ์งานพีอาร์	Udomluck M level
A		C	D		Social media มีความสำคัญกับงานพีอาร์มาก เพราะผู้บริหารอยู่ในนั้น อยากให้คนพีอาร์มีความสามารถด้าน Social media มากขึ้น ซึ่งต้องไปอบรม ให้เรียนรู้เองจากยาก เพราะไม่มีเวลาและไม่สามารถบังคับตัวเองให้เรียนเองได้	Udomluck M level
A				x	เรามีทีมวิจัยประเมินผลว่าสิ่งที่เราทำ OK หรือเปล่า จะทีมวิจัยจะเข้าไปตามเก็บข้อมูล 100 คนในทุกงานที่ทำ และมีรายงานยอดวิวในยูทูป ทุกสัปดาห์ (ทำตั้งหลายสิ่งทำให้มีมาที่ยูทูป แต่เราจะสามารถรู้ได้ว่าคนดูมาจากลิงค์ไหนบ้าง มียอด like ยอด view สามารถวัดได้จาก statistic	Udomluck M level
A				x	Before year 2014, แบ่งการทำงานออกเป็นสองส่วน คือ Traditional PR and Online PR ต่อมาปี 2015 merged offline and online working together เพราะนักข่าวมีทำออนไลน์ด้วย ภาพที่เคยทำแยกกันก็กลับมารวมกันในหนึ่งชิ้นงาน รวมถึงการทำ branding ด้วย	Nalinee M level (11)
			x		งาน Traditional PR จะทำเอง ส่วนงาน Online PR ถ้าเป็น project เล็กๆจะทำเอง ถ้า project ใหญ่จะ outsource	Nalinee M level
			x		งานที่ทำเองจะเป็นงานบริหารโครงการและคุณภาพรวมของงาน	Nalinee M level
A					ปัจจุบัน PR ต้องเป็นงาน marketing ด้วย ซึ่งในทีมยังขาดความรู้ด้านนี้	Nalinee M level
					Implement media relations and customer relations โดยลูกค้าจะใช้สื่อออนไลน์มากกว่า เช่น หนังสือเรื่องรุ่นที่ใช้สื่อออนไลน์ถึง 90% เพราะจะกลุ่มวัยรุ่น	Nalinee M level
					นักข่าวมีทั้งออฟไลน์และออนไลน์ ซึ่งต้องการความ mass อะไรงานอย่าง สื่อไปเพื่อให้ นักข่าวช่วยลงข่าวและนักข่าวก็ยิ่งได้รับความนิยม เป็นกระบอกเสียง	Nalinee M level
A				x	Skill gaps ที่เห็นคือ ทักษะด้านการวิเคราะห์เหตุการณ์ลูกค้า, ระบบการบริหารจัดการงานเอ็นเตอร์เทนเมนท์, ระบบการทำงานที่ไม่ยืดติดกับคน สามารถ rotate คนทำงานได้ หรือ ถ้ามีคนลาออก คนใหม่ก็สามารถทำงานต่อได้เลย	Nalinee M level
A					อยาก develop staff attitude and think outside box including การคิดต่อยอด ต่อให้ outsource ทั้ง project งานด้านการคิดนอกกรอบ ก็ต้องกลับมาที่เรา	Nalinee M level
A					Mix online channels ทั้ง social media, mobile social media, และอื่นๆ เป็นสื่อที่กำลังมาแรงสำหรับการทำพีอาร์ ซึ่งต้องดู nature ของแต่ละสื่อด้วยว่าเหมาะสมกับเนื้อหาแบบไหน	Raewadee M level
A					ปัจจุบัน พีอาร์ใช้อีเมล, line group monitoring reporter, business, lifestyle, social, CSR, education, youth ในการอัปเดตกิจกรรม รวมถึงขึ้น FB group ที่สร้างขึ้นมาสสำหรับกลุ่มนักข่าวโดยเฉพาะ ซึ่งจะโพสต์ภาพทันทีหลังจัดงาน นักข่าวก็เอาไปกระจายต่อได้ ซึ่งสื่อที่ effective มาก คือ FB	Raewadee M level
A					PR ฝั่งขาด writing skills, key message creation, basic PR skills ส่วนคนที่จบมาโดยตรงก็ขาด editing skill, rewriting skill, strategic PR Planning skill, Implementation planning skills แต่ทั้งหมดสามารถถ่ายทอดและใช้โปรแกรมคอมพิวเตอร์ได้ดี	Raewadee M level
A			x		เปลี่ยน outsourcing agency มา 3 รายแล้ว เพราะบาง agency หลอก คือ strategy ดี แต่ implement ไม่ได้ บางเจเนซิงเก่งด้าน product แต่อ่อน corporate	Raewadee M level
A					Expect agency เก่งทุกด้าน ทั้ง product, corporate, media relation, online&digital PR 1) เก่งด้าน product คือ มีความรู้ในเทคโนโลยีของลูกค้า มีความรู้ในอุตสาหกรรมของลูกค้า เช่น เครื่องยนต์ใหม่ ช่วงล่างใหม่ ต้องสามารถแปลและเรียบเรียงให้ public เข้าใจ สามารถถอดความรู้จากวิดีโอและคู่มือแล้วต้องรู้ว่าเทคโนโลยีนั้นทำงานอย่างไร สามารถแปลเป็นภาษาผู้บริโภคได้ ต้องให้สื่อมวลชนเข้าใจ ต้องให้ sales เข้าใจ อันนี้ยากเพราะเป็น technical	Raewadee M level

A					2) เก่งด้าน corporate ต้องทำการบ้านเยอะ ต้องรู้ background ของบริษัท ต้องรู้ว่า vision/mission ของบริษัทนั้นคืออะไร มี key messages อะไร เช่น Honda มี slogan ว่า The Power of Dream ต้องสามารถดึงสิ่งเหล่านี้มาสร้างเป็น storyline และเล่าเรื่องได้ และต้องสามารถทำ executive summary สถานการณ์การตลาดในเชิงของตัวเลขหรือในเชิง corporate แบนด์อื่น ๆ ทั่วๆ ไป สถานการณ์อุตสาหกรรมเป็นอย่างไร คู่แข่งไปถึงไหนแล้ว เราอยู่ตรงไหน มีอะไรที่เราทำแล้วคู่แข่งยังไม่ทำ หรือคู่แข่งทำแล้วแต่เรายังไม่ทำ หรืออันไหนที่ทำแล้วมัน fail ไม่ค่อย achieve แนะนำลูกค้าได้ สามารถเป็น consult ให้ลูกค้าได้ สามารถหา opportunity ใหม่ให้ลูกค้าได้	Raewadee M level
A					3) เก่งด้าน Media relation ปัจจุบัน พรีออร์ต้องซื้อสื่อด้วย และต้องมี free media ด้วย และต้องสามารถทำ content ได้น่าสนใจ แต่ไม่ใช่ว่า content ต้องอย่างเดียวจะได้สื่อ ต้องมี relation ที่ดีด้วย ต้องเก่งเรื่องการหาช่องทางในการนำเสนอเนื้อหาไปลง	Raewadee M level
A					4) เก่งเรื่อง Online PR เป็นเรื่องของกระจายเงิน จ่ายให้ blogger, influencer, celeb ที่ใหม่ขึ้นรถเราแล้วเขียนลงให้ สำหรับคนหน้าใหม่ๆ อาจจะ test drive และเขียนให้ฟรี (ส่วนน้อย)	Raewadee M level
A					เรายังใช้วิธี Traditional PR อยู่ เช่น แถลงข่าว press release จัด event ให้ bloggers and influencers และมีใช้สื่อ Online อย่าง social media, corporate website, banner, online ad, GDN (google display network), web preview, web sponser, IG, Line Official Account, Blogger ทุกอันจะล๊อคกัน บางครั้งเราจะเลือกช่วงเวลา 3 เดือนที่จะโปรโมทก็ไล่มาจากข้างบนมาเรื่อยๆ ส่วนพวก Out of home จะใช้เยอะที่ต่างจังหวัด ใช้กับพวกร้านค้าที่ต่างจังหวัดที่เป็นตึกแถวแล้วติดป้ายอยู่บนชั้น 2-3 Radio spot ลงคลื่นประหลาดๆ อย่าง club friday, green wave ... radio จะได้ผลมากที่สุดที่ต่างจังหวัดโดยลงคลื่นประจำจังหวัดนั้น พอลง ad มีบะจะเห็นผลมาก อย่างสินค้าไม่เกิน 5,000 บาท วันนึง ad ฝรั่งนี่ยอดขึ้น 10% อย่างน้อย ซึ่งได้ผลมากกว่า TV ในแง่ที่เทียบจากจำนวนเงินที่ลงทุนกับ response ที่เป็น ROI กลับมา แต่ถ้าพูดเรื่อง Reach แบนนอน TV ต้องผลมากกว่าอยู่แล้ว แต่ที่วีรอลโค่นเห็น 1 แส่น กลับมาซื้อแค่ 10 คน	Somkiat M level
A					content เราทำเอง เพราะเป็นสินค้าไอที ก็จะให้ blogger เขียนให้เลย เราก็ก่อนแล้วไปให้เขา เขา guideline ใ้เรา 5 features ที่ควรจะมี เน้น เราส่งข่าวให้นักข่าวไอทีเอง เพราะมีไม่เยอะและส่วนใหญ่ข่าวก็ซึกว่าในเว็บ แต่เราก็กส่งเพื่อไว้ว่ามีสินค้าตัวนี้มาขายในเมืองไทยแล้ว ขายแล้วนะ ราคาเท่าไร	Somkiat M level
A					บริษัททำพรีออร์กันเอง เพราะงบประมาณไม่พอจ้างเอเจนซี ทำให้การกระจายข่าวทำได้ไม่กว้างเท่าที่ควร เราจะสามารถกระจายได้เฉพาะกับนักข่าวไอทีซึ่งมีจำนวนไม่เยอะมาก แต่ถ้าโฆษณาเหนือจากไอที เช่น โฆษ lifestyle ผู้ชาย ซึ่งมีพวกหนังสือ รถ เราเข้าไปไม่ถึง ก็ได้แค่ลง ad เราอยาก reach เข้าไปแต่ budget น้อยก็ต้องเลือกสื่อที่จะทำ	Somkiat M level
A					อยากมีความสามารถด้านนี้เพิ่ม 1) content อย่างทำตัวเองเพราะการให้ไปแค่ requirement กับโหมด function, blogger ก็จะเขียนแค่นั้น ซึ่งถ้าเราสามารถทำ content ได้ เราก็กน่าจะสื่อสารได้ดีขึ้น	Somkiat M level
A	B				Big data Analysis skill จะเป็นตัวสำคัญในอนาคตด้วยความที่ online สามารถ measurement ได้ทุกอย่าง อย่างลงทุนไป 1 แส่น เจอคนไปเท่าไร คนเห็น 1 ล้านแล้วใครเห็น เห็นเมื่อไร เห็นอย่างไร เห็นจากอุปกรณ์อะไร อยากรู้ตรงนั้นแล้วเอาไปวิเคราะห์ได้ว่าการลงโฆษณา การทำ PR แบบไหนที่มันจะ effective ที่สุดกับสินค้าที่เราดูแลอยู่	Somkiat M level
A					ต้องรู้ว่า ตำแหน่งการลงโฆษณา ใน FB ตรงไหนที่มันได้ผลกว่ากันสำหรับแต่ละคอนเทนต์ เช่น ad ตรงกลาง timeline แบบ cal soft ที่มันเลื่อนได้ 5 วิน กับ ad ตรงกลาง timeline อันเดียว หรือ ad ตรงมุมขวาที่เป็นอันเล็กๆ วิธีการไหนที่ลูกค้าจะ response มากกว่ากัน อันนี้ต้องทดลองทำและ optimise ทุก 3 เดือน	Somkiat M level
A					ถ้าเป็น ad ที่เราต้องการดันมาก เราต้อง optimise ทุกเดือน เปลี่ยนตลอด	Somkiat M level
A					ข้อดีของ FB คือ เราจะเห็นทุกวันว่าวันนี้มีคน response เท่าไร และทุกคนในวันนี้กี่บาท เราอาจตั้งแบบ skit break เอาไว้ว่าลูกค้า 1 คน เอาให้เงิน 10 cent เท่านั้น ถ้าเกิด 10 cent ต้อง optimise ซึ่งมันจะ apply กับพวก GDN, Banner, eb review ด้วย เช่นถ้าปล่อยพรีออร์ไปที่ web review แล้วไม่ work เราก็กต้องเลือก GDN ดุดคนมาที่เว็บนั้น หรือเลือก ad บน FB เพื่อที่จะดุดคนมาเว็บนั้นด้วย ก็จะผสมผสานมีเดียหลายตัวเข้าด้วยกัน	Somkiat M level
A					Media ที่ interact กับคน จะยังอยู่ต่อ บจ.เปิดใหม่ Index บางที่ยังไม่มี website เราใช้ FB เป็นตัวออกข้อมูลและโปรโมททาง ส่วน website จะเป็นตัวให้ข้อมูล format ต่างๆ และงานที่ต้องจ่ายเงินจองบัตร ส่วนงานพรีออร์ใช้ FB	Umaree M level (14)
A			D		บริษัทดีที่ขึ้นอันดับ FB โดยเฉพาะ จากเมื่อก่อนเมื่อปีที่แล้ว FB เป็นแค่เครื่องมือ แต่ปัจจุบันกลายเป็นสื่อหลักที่ใช้พรีออร์ คิดเป็น 20% ของเวลาทำงานเลยทีเดียว มีการวางแผนว่าแต่ละช่วงจะพรีออร์อะไร content แต่ละวันจะมี content อะไรบ้าง / fan base มีใคร ซึ่งเอา lifestyle ที่เขาสันใจมาเล่นเป็น content ใน FB	Umaree M level (14)

A			D		บริษัทตั้งทีมขึ้นมาดูแล FB โดยเฉพาะ จากเมื่อก่อนเมื่อปีที่แล้ว FBเป็นแค่เครื่องมือ แต่ปัจจุบันกลายเป็นสื่อหลักที่ใช้โพย คิดเป็น 20% ของเวลาทำงานเลยทีเดียว มีการวางแผนว่าแต่ละช่วงจะโพยอะไร content แต่ละวันจะมี content อะไรบ้าง / fan base มีใคร ซึ่งเอา lifestyle ที่เขาสอนใจมาเล่นเป็น content ใน FB	Umaree M level (14)
A					Traditional PR ยังมีความสำคัญ เรายังทำ content คอยกับนักข่าว นสพ. วิทยุ โทรทัศน์ นิตยสาร ส่วน Online PR เข้าเริ่มมีนี่ เริ่มเข้าหาสื่อมวลชนที่เป็นออนไลน์ตั้งแต่กลางปี 59 หา connection ใหม่ที่เป็นสื่อออนไลน์ Top priority online media มีใครบ้าง และ 3 อันดับแรก มีใครบ้าง สำหรับคนทั่วไป เราใช้ FB, IG เป็นสื่อหลักในการโพย ส่วน Line เราใช้สื่อสารภายในองค์กร ส่วนลูกค้า เราใช้ email, e-newsletter ส่งข่าวอัพเดททุก 3 เดือน feedback วัดค่อนข้างยาก มี 2-3% รู้ผ่านอีเมล	Umaree M level (14)
A					งานโพยมีทีมทำเองทั้ง internal communication, external communication and online communication เวลาทำงาน เราให้สื่อเดิม 70% สื่อออนไลน์ 30% มี outsource งาน digital ให้ digital agency ทำด้าน website, measurement & analytic	Umaree M level (14)
A					งานโพย ต้องเปลี่ยนทั้งวิธีการทำโพย วิธีคิด วิธีการ implement ต้องคำนึงถึงออนไลน์บนจอคอม ออนไลน์บนมือถือ เราทำรูปมา 1 รูป เอา quote คำพูดมาเล่น ต้องดูว่า size ของรูปต้องเป็นขนาดเท่าไรในแต่ละ device	Umaree M level (14)
A					คนทำโพยอย่างเดียว เขียนข่าว คอยกับนักข่าว จะต้องปรับตัวสูงมาก เพราะวิธีการทำโพยเปลี่ยนไปมาก	Umaree M level (14)
A					PR now is changing to Marketing PR	Umaree M level (14)
A					Current PR lacks of strategy	Umaree M level (14)
A					old PR will not survive and do not necessary for organisation anymore if they lack of marketing and digital skill	Umaree M level (14)
A					Content ยากขึ้นทุกวันๆ สิ่งที่เคย work ในช่วงเวลาหนึ่ง ณ ปัจจุบันก็ไม่ work ละ เพราะมันก็มีคนทำตาม ไม่ใหม่ เก๋อ เช่น คำคมเคย work มากๆ ต่อมาคนก็เริ่มไปเสกจาก orinal page ดังนั้น เราต้องสามารถ create orinal content ของเราขึ้นมาได้เอง	Umaree M level (14)



Research question B: What top priority skills are needed to bridge the gaps?

A: Skill gap		B: Skill needs		C: How to bridge the gap		D: Barrier&Pitfall		Others			
What										Where/Who	
	B									ตอนนี้ คอนเทนต์ในยุคนี้น่าจะมีและยุคสมัยหน้า เพียงแต่จะใช้ช่องทางไหนในการเล่าเรื่อง ถ้าจะให้คนในโลกที่เร็วสุดก็โลกออนไลน์ ดังนั้น skill ที่ต้องมีเพิ่มขึ้น คือ 1) การเล่าเรื่องที่เก่ง ไม่ใช่เขียนข่าวเก่งอย่างเดียว 2) รู้ว่าควรเอาไปเล่นใน channel ไหน ซึ่งแต่ละ Channel จะมีความแตกต่างของมัน และน่าจะเป็นจุดขายของฟัอรยุคใหม่ 3) Creativity เช่น สั้นปีจะเล่าเรื่องอะไรให้กับลูกค้าแต่ละราย เราต้อง create story อะไรขึ้นมา เช่น ลูกค้า coaching พลัสปี เขาต้องกำหนดเทรนด์ของปีหน้า เรายืมใช้โลโก้ที่กำหนดเทรนด์แล้ว รวบรวมข้อมูลจากแหล่งแวดล้อมและลูกค้ามาทำกับสิ่งสื่อ	Pattama C level
	B									Skill needs: 1) Content marketing, 2) Creativity, 3) Story-telling, 4) Channeling, 5) Blogger relations, 6) online media relations, 7) monitoring new online media list & news, 8) Online media management, 9) Measurement	Pattama C level
	B									Knowledge needs: Business, economy, social, celebrity, entertainment, finance, etc.	Pattama C level
	B									เรื่อง creative & content มันเป็นเรื่องเฉพาะคน ถ้าเป็น technical skill ก็น่าจะต้องจำเข้ามาเลยดีกว่าส่งไปอบรม และคนที่ เป็น technical กับ content ควรเป็นคนเดียวกัน	Pattama C level
	B									Top priority skills needs 1) Basic digital knowledge 2) Digital implementation skills or Technical Skills 3) ROI & Measurement 4) Social media marketing 5) Data analysis 6) Design 7) Strategic Thinking รู้ว่าลูกค้าต้องการอะไร มีความคิด ความสนใจแบบไหน และคนทำต้องใจในการ capture มาเป็นกลยุทธ์ต่อไปได้ 8) เรียนรู้ระบบสื่อสารบนโลกดิจิทัลทั้ง Internet & Mobile ว่ามี Technology ในการเข้าถึงคนอย่างไรและสามารถใช้ technology innovation เป็นประโยชน์สูงสุดในงานฟัอรได้อย่างไร 9) ภูมิ Monitoring messages ของตัวเองว่าได้รับการตอบรับดีไหม และของคู่แข่งเป็นอย่างไร	Pongsak C Level
	B									Skill needs สำหรับทีม: Digital PR ที่รวมทั้ง basic PR, Online PR, Strategy หลาย agency ยังใช้ PR conventional ซึ่งยังไม่พอใจ ในผลงานนัก	Pongsak C Level
	B									Specific competency would like to see in middle management are 1) Agility ความรวดเร็วในการตอบสนองและสามารถเปลี่ยนเป็น กลยุทธ์ได้เร็ว 2) Data Analytic skill 3)Open mind to learn new thing	Pongsak C Level
	B									การสื่อสารจะใกล้เคียงกับงานโฆษณามากขึ้น ไม่ใช่เฉพาะเนื้อหาเรื่องงานข่าว และงานข่าว 1 ข่าว ต้องแตกออกเป็นหลายคอนเทนต์ รู้ว่า เนื้อหาไหนส่งให้ใครเขา เนื้อหาไหนโพสต์บนออนไลน์ 1 Big Idea ดีเป็นหลายคอนเทนต์ กระจายตามสื่อต่างๆซึ่งต้องศึกษาจากกลุ่ม พฤติกรรมผู้บริโภค	Tippawan C Level
A	B									PR Manager ขาด 1) Technical Skill & Knowledge 2) Media landscape Knowledge 3) Consumer behaviour รู้ว่ากลุ่มเป้าหมายคือ ใคร consume media อะไร 4) Content and media which hook target group's interests.	Pisitpong C Level
	B									Internal PR still lack in content development skill, content marketing skill, content management skill. They must know when is the right time to upload and post. They must know where should seed content to create awareness and engagement. They must understand each digital platform nature, pro and con of each platform, how to utilize it with maximum productivity. Moreover, they should have business knowledge, have analytic skill, know measurement ex EDM they should know how many of open rate.	Sakkachat C Level
	B									คนทำ digital ต้องมี passion และ online 24 hrs. และการสร้าง engagement เป็นหัวใจของการทำดิจิทัล	Supawan C Level
	B									Digital team should improve 1) PR 2) News writing (do not lean on only PR for content)	Supawan C Level
	B									Bridge the gap by attending the seminar, training, workshop, forum about digital, marketing, trends	Supawan C Level
	B									Future PR must have 1) Story-telling skill 2) how to engage with consumers	Supawan C Level

A: Skill gap	B: Skill needs	C: How to bridge the gap	D: Barrier & Pitfall	Others	What	Where/Who
	B				อยากเดิมความสามารถให้ตัวเองด้าน 1) Digital & Online Platform knowledge 2) Strategic Thinking 3) Measurement 3.1) Tangible คือจำนวนข่าวที่ไต่ลงตีพิมพ์และเผยแพร่ Exposure & PR Value 3.2) Intangible คือ branding, emotional touch อาจใช้สื่อออนไลน์วัดได้ เพราะมีสถิติชัดเจน 4) Content management	Mahapant M level
	B				Priority skills are needed 1) Content marketing 2) Management skills & job rotation 3) Creativity in content creation	Mahapant M level
	B				อยากเรียนรู้ digital marketing มากขึ้น แต่ไม่รู้ว่าจะเรียนตัวไหนก่อน	Ratthapat M level
	B				อยากมีทักษะในการวางแผนกลยุทธ์การสื่อสารการตลาด	Ratthapat M level
	B				อยากรู้ว่ามีวิธี measurement อย่างไรบ้าง	Ratthapat M level
	B				อยากทราบว่าวิธี recruit คนมาเป็น fanpage , recruit คนมาทำกิจกรรมอย่างไร ซึ่งขั้นตอนนี้ไม่รู้อะไรเลยต้องเริ่มอะไรก่อน เริ่มอะไรเมื่อไหร่เพื่อให้ได้ผลตามกำหนดเวลาที่ต้องการ	Ratthapat M level
	B				อยากรู้ว่าการทำ campaign มีขั้นตอนการทำอย่างไร หรือจะทำ long term plan สำหรับแบรนด์ค่าหนึ่ง ควรจะทำอย่างไร	Ratthapat M level
	B				การทำโพาร์ให้ประสบความสำเร็จ ต้องดูที่ใจของลูกค่าน่ามีไลฟ์สไตล์ของโปรดักส์อย่างไร และการทำคอนเท้นบนโลกออนไลน์ต้อง 1) น่าสนใจ และ 2) precisely เช่น 10 things you shouldn't miss in year 2016 3) ตรงตามที่ consumer ต้องการ 4) ภาพ, infographic ต้อง serve เพราะคอนเท้นสยาวๆ ไม่มีใครอ่านแล้ว ถ้าไปทางออนไลน์	Ratthapat M level
	B				อยากให้มี skill เหล่านี้เพิ่ม 1) Creativity in communications เพราะมันเป็นหัวใจหลักของการทำงานสื่อสาร หลายครั้งภาษาอาจดี กระบวนการอาจดี แต่การสื่อสารออกไปมันไม่โดน ไม่สร้างสรรค์พอ 2) Industry and new market opportunity ควรรู้ตลาดอาเซียนว่าขยายออกไปได้อย่างไร ต้องทำข่าวออกช่องทางไหนจึงจะเข้าถึงกลุ่มลูกค้าอาเซียน 3) Oversea news media ต้องรู้วิธีการทำ communication กับสื่อประเทศเพื่อนบ้าน 4) Language (English) 5) Human Skills	Sirinya M level
	B				อยากเพิ่ม competency อะไร 1) Network & Connection 2) Soft Skill & Human Skill ใช้ตัวกับคน กับลูกน้อง 3) Digital Knowledge	Natinee M level
	B				สามารถทำวิจัยได้ว่า post แบบนี้ แล้ววิเคราะห์ว่า หลังจากนั้นคนมาดูใหม่	Natinee M level
	B				Traditional PR ยังมีบทบาทกับบริษัทที่ยังต้องอาศัยอยู่ในตลาดหลักทรัพย์หรือต้องมี investor relationship เพราะวาระรูปแบบของข้อมูลที่ต้องรายงานยังต้องเป็น official way	Jatamarin M level
	B				อยากปรับปรุงเรื่อง digital technic, social media, ว่ามีข้อดีข้อเสียอะไร รู้ว่าสื่อที่ใช้กับสารที่ส่งออกไปมันถึงกลุ่มเป้าหมายได้เต็มร้อยหรือเปล่า และมีสื่ออะไรใหม่บ้าง เพราะสื่อเหล่านี้มีเยอะมาก ไปเร็วมาก	Kingkam M level
	B				อยากรู้ Digital Marketing ด้วย เพราะ KPIs of Channel ONE are Rating & Revenue เราต้องรู้ว่า trend เศรษฐกิจด้วย digital marketing มัน cover everything, PR, marketing, purchasing, selling, content ก็ต้องทำ support digital world	Kingkam M level
	B				อยากทำออนไลน์เป็นมากขึ้น อยากเรียนรู้ด้าน digital online มากขึ้น เพราะให้คนอื่นทักมันไม่ได้ตั้งใจด้าน speed และด้าน content management	Chanumad M level
	B				อยากเรียนรู้ DM เพิ่ม เพราะมันเป็นที่เห็นที่เข้ามา ทุกวันนี้เราอยู่บนออนไลน์ smart phone ตลอดเวลา คนไม่ค่อยอ่านหนังสือพิมพ์แล้ว คนมาเสพสื่อออนไลน์มากขึ้น	Udomluck M level
	B				ยุคนี้เป็นยุค Egoism ทำให้ online media สำคัญถึง 90% เพราะเปิดให้ user แสดงออกความเป็นตัวคนอย่างอิสระ ดังนั้น โพาร์ต้องมี skill ด้าน 1) Big data analytic skill: consumer behavior, consumer rapatio, consumer dontact points, what they like, what are thier interests, when they consume this kind of info, what media they consume, etc. การวิเคราะห์พฤติกรรมผู้บริโภค ช่องทางการสื่อสาร จริตการเสพข้อมูลของกลุ่มเป้าหมาย เวลาที่เขาเสพข้อมูล สื่อไหน 2) Measurement skill สามารถประเมินได้ว่า Trend & forcast 'ได้ว่าข้างหน้าจะไปทางไหน	Nalinee M level
	B		x		อยากให้อองค์กร ส่งไปอบรมด้าน Human management, Business และความรู้อื่นๆที่เกี่ยวข้องกับตำแหน่งเรา (องค์กรไม่ส่ง ต้องหาเรียนเอง)	Nalinee M level
	B				จริงๆ ก็เหมือน media mix สมัยก่อน แต่ตอนนี้เป็นช่องทางด้านดิจิทัล เวลาจะ launch สินค้าตัวหนึ่งๆ ก็ต้องใช้สื่อทุกตัวในปริมาณเท่ากัน และ key message เดียวกัน แต่ต้องออกแบบ media plan ให้เหมาะสมกับงานโพาร์นั้นๆ	Raewadee M level

	A: Skill gap	B: Skill needs	C: How to bridge the gap	D: Barrier & Pitfall	Others		
						What	Where/Who
	B					อยากเรียนรู้เรื่อง DM เพิ่ม อยากรู้ว่าอะไรกำลังมา และ brief concept ของเครื่องมือตัวนั้นๆ / รู้ว่าแต่ละช่องทาง platform มีข้อจำกัดอะไร เหมาะกับอะไร มีประโยชน์กับงานอย่างไร วิธีใช้แต่ละเครื่องมือ รู้ว่าต้องทำคอนเทนต์อย่างไรถึงจะ match กับเครื่องมือ (content development) และวิธีเอาคอนเทนต์ไปกระจายต่อ (content marketing)	Raewadee M level
	B					อยากรู้เรื่อง content marketing, content development, content management	Raewadee M level
	B					อยากรู้การวัดผล (ROI) แคไหน achievement, standard อยู่ตรงไหน อยากรู้การวัดผลว่าแต่ละเดือนที่เข้าไปได้ผลอย่างไร	Raewadee M level
	B					อยากรู้เรื่อง budgeting & Finance / Marketing ภาพรวม (ปัจจุบันเป็นแค่ PR Specialist)	Raewadee M level
	B					Creative จะเป็นตัวสำคัญและจำเป็นที่ฟีดต้องมี เพราะเมื่อนาน over information loaded feed เยอะไปหมด ทุกอย่างเยอะไม่หมด ถ้า content เราไม่ครีเอทีฟจริง มันก็จะไม่สามารถทำให้สิ่งที่เราต้องการสื่อสารมีความสำคัญ	Somkiat M level
	B					Content development สำคัญมาก บางบริษัทไม่มีเงิน แต่จะทำ content ได้เจ๋งมาก ก็สามารถทำฟีดาร์แบบเจ๋งๆได้ แคมีข้อความ มีรูป มี การวางคอนเทนต์แบบขงขงฉลาด	Somkiat M level
A	B					Big data Analysis skill จะเป็นตัวสำคัญในอนาคตด้วยความที่ online สามารถ measurement ได้ทุกอย่าง อย่างลงทุนไป 1 แสน เจอคน ไปเท่าไร คนเห็น 1 ล้านแล้วใครเห็น เห็นเมื่อไร เห็นอย่างไร เห็นจากอุปกรณ์อะไร อยากรู้ตรงนั้นแล้วเอาไปวิเคราะห์ได้ว่าการลงทุนโฆษณา การทำ PR แบบไหนที่มันจะ effective ที่สุดกับสินค้าที่เราดูแลอยู่	Somkiat M level
	B					Media mix planning skill ต้องสามารถรู้ได้ว่าสินค้าแต่ละตัวจะต้องวางมีเดียอย่างไร ใช้เครื่องมือตัวไหนบ้าง และ ช่องทางไหนบ้าง	Somkiat M level
	B					เพิ่มวิเคราะห์กันไปว่าคนรับข่าวสารจากไหนและจะฟีดาร์ผ่านช่องทางไหนให้คนรับข่าวเรา ก็พบว่า อันดับหนึ่งคือ Facebook อันดับสองคือ IG ถึงแม้ว่าปัจจุบัน facebook จะ low ลง แต่ก็ยังมีผลอยู่และคอนเทนต์จะมีบทบาทมาก ต้องดึง content ขึ้นมาโปรยสั้นๆ ให้ดึงดูดคน	Umaree M level (14)
	B					skill ที่ต้องเพิ่มคือ 1) content development รู้ how to post แต่ไม่รู้ how to tell 2) วิธีสร้าง community ที่มี content ตัวเองด้วยและมี content อื่นๆที่น่าสนใจสำหรับการแชร์ด้วย 3) digital technical knowledge ไม่ได้หมายความแค่อยากรู้วิธีการ แต่อยากรู้ concept ให้ลึกๆ จนสามารถประยุกต์เป็นกลยุทธ์ได้ เช่น วิดีโอ เราควรทำอะไรสื่ออย่างไร ใส่ detail อย่างไร ถ้า like 10,000 จะได้เงินคืน เป็นต้น 4) อยากรู้ digital platform concept and strategy ที่จะทำให้ได้ ROI ตัวอย่าง Barter กับสปอนเซอร์เพื่อเอาของมาเล่นเกมบน fb ซึ่งเราต้องตีมูลค่า แพนเพจก็คน แล้วจะขึ้นโลโก้บนทีวีให้กี่วินาที จำนวนกี่ครั้ง มีการโปรโมทใน FB เรื่องของลูกค้าที่ barter มากี่ครั้ง มูลค่ารวมกับบาท แล้วก็แลกเป็นบัตรกำนัลของของมาเล่นกิจกรรมบน fb เพื่อเพิ่ม fanpage ต่อไป	Umaree M level (14)
	B					อยากรู้เพิ่มเติมการลงทุนทำธุรกิจใหม่ๆ มีวิธีคิดอย่างไรและรู้ว่าทำไมต้องเข้าไปลงทุนในโมเดลธุรกิจนี้	Umaree M level (14)
	B					อยากรู้ด้าน Investment & Management & Feasibility	Umaree M level (14)
	B					เราต้องวางแผน content ว่าในแต่ละวัน แต่ละเวลา จะเล่น content ประเภทไหน เช่น วันจันทร์ เล่น business content, Fri post lifestyle, film, cursine, travel เป็นต้น	Umaree M level (14)
				D		Game แจกของเคยได้ผลดี คนชอบ ตอนนี้มีคนเล่นกันเกลื่อน มันก็ไม่ได้ผลเท่าที่ควรแล้ว Fail ก็มี Fail เพราะ คนเล่นกลยุทธ์เดียวกันบ่อย	Umaree M level (14)
	B					Selfie ก็ fail เพราะคนไม่ส่งภาพตัวเองมา แต่พอให้ถ่ายกับสัตว์เลี้ยง ปรากฏว่า สำเร็จ ดังนั้น ต้องรู้ consumer insights ด้วย	Umaree M level (14)
	B					ขาดความสามารถในการสร้างเนื้อหาที่น่าสนใจ Content Creativity	Umaree M level (14)
	B					ยังไม่รู้ว่าควร tag key word อะไร ไม่รู้กลยุทธ์การสร้าง SEO ไม่รู้กลยุทธ์ที่จะทำให้ content ติด	Umaree M level (14)

Research question C: How to bridge the skills gaps? What the most effective way should be; practice, training or what?

A: Skill gap	B: Skill needs	C: How to bridge the gap	D: Barrier & Pittail	Others	What	Where/Who
		C			ในการ fill gap ควรเป็น 1) Intensive Training เป็นคอร์ส ไม่เกิน 2 วัน แบบมี workshop ด้วย และไม่จำเป็นต้องมี certificate แต่เน้นเรื่องหัวข้อ วิทยากร วันไหนก็ได้ 2) Self-study	Pattama C level
		C			บรรยากาศในการเรียน ควรมีพื้นที่ให้เขาแชร์ประสบการณ์ มีเซนให้ทดลองทำจริง มีชิ้นงานที่ prove ได้ว่าสิ่งที่เรียนมาเข้าใจและสามารถนำไปต่อยอดในอนาคตได้	Pattama C level
		C			Fill gap โดยให้ 1) Learning by doing แบ่งทีมกันเป็นกรุป แต่ละกรุปต้องมี digital leader เป็น champion ทำงานร่วมกันและใช้สื่อดิจิทัลเป็นหลัก 2) Synergy project กับบริษัทในเครือ ใน network ตัวเอง ให้เกิดขึ้นอย่างน้อย 3 projects ที่เป็น digital project จะได้เรียนรู้ digital knowledge ได้ 3) Training ทาครูมาสอน หรือจ้างบริษัทที่เก่งด้านดิจิทัลมาสอน	Pongsak C Level
		C			ก่อนหน้านี้เราเรียนรู้ digital โดยการ embeded ไปกับงานที่เราทำ day-to-day	Pongsak C Level
		C			ศึกษาจาก case study และไปเรียน short course 3 วันต่างประเทศที่ Hyper Island which very effective	Pongsak C Level
		C			อยากเรียน course ที่เป็น workshop ไม่ใช่ classroom training โดยเอาเคสของคนที่เขาอบรมมาเป็นโจทย์ จะทำให้ relavant กับงานที่ทำ	Pongsak C Level
		C			Prefer to go to seminar or course more than online learning. เพราะ online จะใช้เวลาเยอะ และงานอยู่กับตัวเอง แต่ถ้าไปงาน	Tippawan C Level
		C			สัมมนาจะสามารถแลกเปลี่ยนข้อสงสัย ได้เรียนจากผู้รู้ ได้ถาม	
		C			fill gap โดยให้ 1) Self study โดยอ่านหนังสือ 2) เรียนคอร์สสั้นๆ แบ่งเป็น 2-3 parts Part I: Digital Marketing Overview, Platforms, Media Landscape (lecture) 1 day Part II: Technical Skill workshop Part III: Soft Skill Training	
		C			ต้องเป็นทั้ง provider and user ต้องรู้ว่าทำอะไรที่เราจะจะได้ share บ้าง	Pisitpong C Level
		C			อยากเรียนรู้ digital marketing แต่ไม่ไปเข้าคอร์สเรียนคงไม่ไป เรียนรู้จากการอ่านหนังสือ อ่านบทความ ตามเทรนด์ ให้อู concept ไม่ต้องทำเอง Prefer to study from book, newspaper and take short workshop (choose by topic)	Mahapant M level
		C			Prefer to study during weekend เพราะงาน agency ยุ่งมากในวันทำงาน ถ้า short course ประมาณสัก 1 เดือน สัปดาห์ละ 1 วัน ถ้าคอร์สยาว 3-6 เดือนไม่ไหว และควรจัดในเมือง	Ratthapat M level
		C			อยากรู้เรียน DM เพิ่ม แต่ไม่ไ้ลงเรียน เพราะเคยลงแล้วบางคอร์สไม่ได้ตอบโจทย์อะไรมาก ไม่ได้มีความรู้ใหม่ขนาดที่เราต้องเสียเงินไปเรียน เราสามารถศึกษาได้จากการทำงานอยู่แล้ว บางทีลงไปชกอยู่กับ FB เอง ยังได้ความรู้มากกว่า	Sirinya M level
		C			จะลงเรียนก็ต่อเมื่อ 1) Topic ใหม่ น่าสนใจ อยู่ในกระแสตลาด 2) New technic ที่จะทำให้เราคิด strategy ใหม่ได้	Sirinya M level
		C			ปกติเรียนรู้เองตลอดเวลา เช่น สมาคมการตลาด หอการค้า	Natinee M level
	B	C			อยากเพิ่ม competency อะไร 1)Network & Connection 2)Soft Skill & Human Skill ใช้ตัวกับคน กับลูกน้อง 3)Digital Knowledge	Natinee M level
		C			DM course ควรเน้นคอร์สที่ผู้สอนเจอผู้เรียน ทำไปด้วยกัน ไม่ควรเป็น online เรียนแบบ Intensive 1-2 วันเต็ม (ไม่สะดวกเสาร์อาทิตย์)	Natinee M level
		C			ไม่ชอบนั่งเรียน ไม่เรียนคอร์สยาวๆ ชอบคอร์สสั้น เจาะเป็นหัวข้อ แต่ละเรื่องใช้เวลาสั้น เน้นความรู้ด้าน conceptual และหากมีเวลาก็อาจมีคอร์สที่ปฏิบัติการ practical ฝึกทักษะกับคอมพิวเตอร์	Chaothip M level
		C			bridge gap โดยลงไปทำมัน อ่านหนังสือ อ่านบทความออนไลน์ และลงมือทดลองปฏิบัติด้วยตนเอง	Jatamarin M level
		C			Prefer เรียนจากคนลงมือปฏิบัติจริง ไม่ใช่คนที่มาพูดให้ฟังแต่ไม่ได้ลงมือทำเอง ยังไม่ believe ในคนที่สอน DM ในไทย เพราะเคยไปเรียนแล้ว รู้สึกว่าวิทยากร อาจมีความรู้แต่ไม่รู้จักถ่ายทอด คนที่มีความเข้าใจจริงๆ มีประสบการณ์จริง จะสามารถเอาสิ่งเหล่านี้มาถ่ายทอดให้เราเข้าใจได้ ผู้เรียนกับคนที่ทำตรงนี้โดยตรงเลยจะดีกว่า	Kingkam M level
		C	D		อาจเรียนรู้ได้จากการไปอบรมด้านกลยุทธ์และการตลาด แต่ไม่แน่ใจว่าบุคลากรจะเปิดรับแค่ไหน	Udomluck M level
		C	D		Social media มีความสำคัญกับงานพรีมามาก เพราะผู้บริหารอยู่ในนั้น อยากให้คนพรีมมีความสามารถด้าน Social media มากขึ้น ซึ่งต้องไปอบรม ให้เรียนรู้เองอาจยาก เพราะไม่มีเวลาและไม่สามารถบังคับตัวเองให้เรียนเองได้	Udomluck M level
A		C	D		การอบรม ควรอบรมสัปดาห์ละ 60-90 นาที หลังเลิกงาน โดยจ้างวิทยากรมาสอนที่สำนักงาน ถ้าให้เจ้าหน้าที่ไปเอง เขาอาจจะโดดเรียนเป็นส่วนใหญ่	Udomluck M level

A: Skill gap	B: Skill needs	C: How to bridge the gap	D: Barrier & Pitfall	Others	What	Where/Who		
		C			Prefer learning by personal coaching ประทับใจความรู้นะทำงานเลย เพราะได้ความรู้สึก เร็ว และนำไปปรับใช้ได้ดีและในเวลาที่สุด	Nalinee M level		
		C			เรียนรู้จากออนไลน์จาก 1) การที่เจ้านายสอน 2) เรียนเองจากออนไลน์ที่เป็น free knowledge เช่น ดร.วรภัทร กูเจริญ, คุณดำรง พิมพ์กุล, คุณต้น โออิชิ เป็นต้น 3) ชื่อหนังสือมาศึกษาเพิ่มเอง อาทิ mindmap 4) อ่านบทความเกี่ยวกับเทรนด์ บทความวิเคราะห์ด้านการตลาด การบริหารจัดการ การสื่อสารดิจิทัล เทรนด์วิจัยยุคนี้เสียอะไร ทำอะไร 5) สืบเสาะจากสื่อโซเชียลมีเดีย 6) สืบเสาะจากสื่อโซเชียลมีเดีย เช่น อบรมต่างๆ มาอีโก้ตัวเอง เราจะทำแคมเปญให้โซวในสิ่งที่ช่วยกันขยายโซว			Nalinee M level
		C			ใช้เวลาในการศึกษาเรียนรู้ประมาณ 60-90 นาที ต่อ ครั้ง	Nalinee M level		
		C			Fill gap โดย 1) Self study via online เข้าไปใน site ใน community ที่เป็น marketer ด้วยกัน เพื่อดูว่าเขามีวิธีอะไรใหม่ๆ อัพเดท มีสื่อแบบไหน มีวิธีการใช้แบบไหน อยากรู้ไปทางด้าน practical / practice มากกว่า academic 2) คุยกับเพื่อนที่ทำงานคล้ายกัน และมีเพื่อนอยู่ที่ digital agency ก็จะถามวิธีการใน หรือการเลือกสื่อแบบนั้นที่เราต้องการมันจะ effective กับสินค้าเราไหม อย่าง FB ก็จะปรึกษากับใครเลือก target และ relation แบบไหน ถึงจะทำให้ต้นทุนต่ำสุด / อยากรู้ว่าทำแคม เวลาที่เราปล่อยโฆษณาหรือฟีดออกก็ จะทำ AB Test รูปที่สมมติว่าเป็นมังกร กับอีกรูปเป็นแมว เราปล่อยพร้อมกัน ดูว่ามังกรกับแมว ลูกค้าจะ response อันไหนมากกว่ากัน พอผ่านไป 3 วัน มันก็จะเห็นแล้วว่าลูกค้า response มัง 1,000 แมว 50,000 เราก็เอามังกรออกแล้วใช้แมวอย่างเดียว พอ 3 เดือน เราก็จะ optimise อีกทีว่าคอนเทนต์ไหนถึงจะ work โดยใช้ AB Test เหมือนกัน เช่น คอนเทนต์ที่เป็นภาพ หรือคอนเทนต์ที่เป็นวิดีโอ อันไหน work กว่ากัน			Somkiat M level
		C			middle management or top management prefer short course ที่ไม่เหมือนคลาสเรียนปกติ อาจมี concepture lecture ให้ความรู้เกี่ยวกับ digital marketing, platform ต่างๆ, ข้อดีข้อเสียของแต่ละเครื่องมือ วิธีการบริหารจัดการคอนเทนต์ การเลือก paid media และ คลาสต่อไป อาจเชิญคนของ line, google, facebook, youtube มาให้ความรู้และให้ทำ workshop ว่าถ้าเราต้องการฟีดาร์โดย line เราใช้วิธีการแบบไหน ถ้าจะทำฟีดาร์ ทำการตลาดบน google ควรจะทำแบบไหน ถึงจะได้รับความสนใจ เพราะตอนนี้ผลิตภัณฑ์ของ google มี เยอะมาก จนเราไม่รู้ว่าจะควรเลือกใช้ตัวไหน เราก็จะใช้เฉพาะสื่อที่เราเคยใช้ อย่าง GDN, Banner, SEO, SEM และอีกคลาส ควรเป็น คลาสที่ practical workshop ใหลองมีทำทำเพื่อนในคลาส มาลอง มาแชร์กันว่าของใครจะ effective มีการ sharing กัน แบบนี้น่าจะออกมา เป็น Innovation class ได้ จบคลาสแล้วมันต้องได้อะไรออกมา			Somkiat M level
		C			การเรียนรู้จากออนไลน์ ส่วนใหญ่เรียนจากผู้เชี่ยวชาญด้าน digital ของบริษัทในเครือ มีอบรม มีสัมมนา และไปเรียนกับ google เพราะเป็น partner กัน	Umaree M level (14)		
		C			Fill gap จากการเข้าอบรม, คน digital มาสอน, เป็น partner with google, อ่านหนังสือ อ่านบทความ ศึกษาและทดลองด้วยตนเอง อันนี้ เรียนรู้ได้มากที่สุด	Umaree M level (14)		
		C			friendly method ในการเรียนรู้ทักษะใหม่ ต้องมาจากทัศนคติก่อน อะไรที่เป็นสัมมนา short course for 1 day น่าจะดีกว่า	Umaree M level (14)		
		C			Online course น่าจะไม่เหมาะ เพราะคงไม่ concentrate	Umaree M level (14)		
		C			Seminar & short course น่าจะเหมาะสมที่สุด	Umaree M level (14)		
		C	D		เมืองไทยขาดการสอนด้าน online strategy	Umaree M level (14)		

Research question D: Barriers and Pitfalls of new skills sets to be upgraded among middle and senior level practitioners

A: Skill gap	B: Skill needs	C: How to bridge the gap	D: Barrier&Pitfall	Others	What	Where/Who
			D		อุปสรรคในการเรียนรู้ คือ Comfort zone ขึ้นกับการอยู่ใน comfort zone ของตนเอง ทำในสิ่งที่ตนเองถนัด คิดว่าเก่งแล้ว พอแล้ว ไม่อยากทำอะไรยากๆ เหนื่อยๆ อันนี้หนักแล้ว ส่งผลกับการทำงาน	Pattama C level
			D		Barrier: อุปสรรคของการเรียนรู้คือความเคยชินกับการทำงานแบบเดิมๆ บางคนไม่อยากเรียนรู้	Pongsak C Level
			D		คนที่ถ่ายทอดความรู้ด้านดิจิทัลในไทยมีความรู้แต่ถ่ายทอดไม่เป็น	Pongsak C Level
			D		Case study ของบ้านเราบ่อย และใช้ของเมืองนอกก็ไม่ได้เพราะ consumer behavior การซื้อขายของแต่ละประเทศไม่เหมือนกัน	Pongsak C Level
			D		ผู้บริหารระดับกลาง 100 คน มีไม่ถึง 70 คนที่เข้าใจว่าต้อง integrate งานออนไลน์เข้ามาทำงานพรีอาร์ แมแต่ผู้บริหารระดับสูงก็ยังคงคิดว่า online เป็นงานแยกจาก PR และไม่มี mindset ว่างาน PR ต้อง integrate online หรืออาจจะรู้ แต่ไม่รู้ว่าจะทำ How To เลยแยกเป็นงานพรีอาร์ กับงานออนไลน์	Tippawan C Level
			D		Barrier: อุปสรรคของการเรียนรู้คือ Time and Attitude . If DM has set in their mindset as an importance thing, they will find time and money to pay for.	Tippawan C Level
			D		เราจึงต้องมี 2 แผนก คือ แผนกพรีอาร์และแผนก digital media ทำให้ต้องจ้างคนเยอะขึ้น แทนที่จะสามารถทำได้ในคนเดียวกัน และทีมออนไลน์ต้องรอข่าวจากพรีอาร์ก่อน จึงจะเอาไปโพสต์ได้ ทำให้เสียเวลาไป 1 วัน ไม่ได้เรื่อง speed	Pisitpong C Level
			D		Pitfall: จำนวนคนในฝ่ายพรีอาร์ยังเท่าเดิม แต่ต้องเติมคนออนไลน์เพิ่มลงไป ทำให้ทำงานยากขึ้น และใช้งบประมาณมากขึ้น	Pisitpong C Level
			D		จับคนรุ่นใหม่มา train เสียเวลาน้อยกว่า แต่ก็ไม่ได้ประสิทธิภาพของงาน 100% เพราะไม่มีประสบการณ์และ connection เลยต้องใช้คู่กัน ทั้งคนรุ่นใหม่และคนรุ่นเก่า	Pisitpong C Level
			D		Barrier: 1)Time ไม่มีเวลา 2)คนอายุเยอะแล้วไม่ค่อยอยากเรียนแล้ว 2) Money คอร์สแพง ไม่สามารถเรียนได้ 3) Attitude คิดว่าเก่งแล้ว ดแล้ว หรือ คิดว่ายาก ทำให้ไม่เล่นแล้ว	Pisitpong C Level
A			D		ที่ TCEB แยกแผนก PR และ Digital / ทีม PR ดูแลงานข่าวทั้งในและต่างประเทศ ทำ media network / ทีม digital ทำด้านการตลาดออนไลน์ และ outsource งานเพราะทีม outsource เป็นมืออาชีพมากกว่า	Supawan C Level
			D		ทีม PR และ ทีม Digital ทำงานแยกกัน แต่ก็มิงงานที่ overlap กัน ในส่วน digital แยกออกมาเพราะเป็นอนาคตของประเทศ เรา outsource ให้มืออาชีพทำ	Supawan C Level
			D		Barrierในการเรียนรู้ คือ 1) Attitude ความใคร่รู้ของเรา ถ้าคิดว่าจำเป็น ยิ่งไงก็หาเวลาได้ 2) Technical Skill มันยาก แต่สามารถเรียนรู้ได้ ถ้าเราคิดว่าจำเป็นและสำคัญ	Mahapant M level
			D		Pitfall/Outsource คนทำงาน เราคุมไม่ได้ ทำให้ต้องหาหลาย outsource	Mahapant M level
			D		Online PR will be implemented by Shanwick Veber. Top management will oversee on strategies, middle management will control the implementation plan and junior level will implement online job.	Ratthapat M level
			D		Outsource digital agency อาจเก่งเรื่อง online แต่ส่วนใหญ่เป็นคนรุ่นใหม่ทำงาน จึงเจอปัญหาความไม่เป็นมืออาชีพในการรับงาน เช่น การตรงต่อเวลา (deadline), งานที่หักกลับมาไม่ครบตามที่ brief แต่เราก็ต้องใช้เขาเพราะหาคนที่เชี่ยวชาญออนไลน์ในตลาดที่ตั้งเป็นบริษัทแล้วมียังไม่มาก	Sirinya M level
			D		Pitfall คนมองว่า DM ทำง่าย จะสร้าง FB ง่ายๆ แต่การทำ admin มาดูแลจะยากกว่า แต่ไม่ได้ส่งเสริมหรือสนับสนุนหรือส่งคนที่ต้องดูแลไปเรียนเพื่อให้ความสามารถในการดูแลหน้า วัธี post plan, content strategy	Natinee M level
			D		Admin ไม่มีความรู้ความสามารถในการบริหาร ไม่ใช่แค่ตำแหน่งที่ทำได้ ต้อง capable จริงในการรับมือ เรา control ไม่ได้ ทั้ง negative & positive มีคนช่วยด้วย	Natinee M level
			D		ปัญหาในการเรียน คือ การไม่มีเวลา ต้องทำงานเยอะมาก ทำหลายอย่าง แต่ละอย่างต้องทำเร็ว planเร็ว มีประชุมเยอะ	Chaothip M level
			D		Pitfall เด็กรุ่นนี้ หัวไว คิดเร็ว ทำเร็ว แต่ loyalty น้อย เรียนรู้แล้วลาออก มีการชดค่าพูดและทำงานที่ก้าวกระโดด บางทีก็ทำให้เกิด issue บนออนไลน์	Chaothip M level

A: Skill gap	B: Skill needs	C: How to bridge the gap	D: Barrier & Pitfall	Others	What	Where/Who
					Barrier ในการเรียนรู้ คือ 1) technology skill คืออยากสื่อสาร แต่ไม่เข้าใจวิธีการ interface ซึ่งมันเรียนรู้ได้ อันนี้ fix ได้	
			D		2) Attitude คนมองว่าเป็นเรื่องไร้สาระ ซึ่งไม่จริง หลายธุรกิจล้มสลายด้วยเรื่อง mindset นี้ Age and time of experience are not barrier if they have mindset familiar to technology และ skill จะมาจากการเล่นไปเล่นไปทดลองทำ ตัวอย่าง Larry page (Google founder), Tim Cook ทั้งคู่เป็น early x ยังเป็นคนก่อตั้ง digital business เลย	Jatamarin M level
			D		Course ที่มีสอนในปัจจุบัน สอนพวก concept or ecology ในการสื่อสารผ่าน device แต่เทคโนโลยีมันเปลี่ยนเร็วมาก สิ่งที่เรียนเมื่อ 2 ปีที่แล้วก็จะล้าหลังแล้วในวันนี้	Jatamarin M level
			D		ทีมพ็อดกับทีมออนไลน์แยกกัน แต่ทำงานด้วยกัน	Kingkam M level
		C	D		Prefer เรียนรู้จากคนลงมือปฏิบัติจริง ไม่ใช่คนที่มาพูดให้ฟังแต่ไม่ได้ลงมือทำเอง ยังไม่ believe ในคนที่สอน DM ในไทย เพราะเคยไปเรียนแล้ว รู้สึกว่าวิทยากร อาจมีความรู้แต่ไม่รู้วิธีถ่ายทอด คนที่มีความเข้าใจจริงๆ มีประสบการณ์จริง จะสามารถเล่าสิ่งเหล่านั้นมาถ่ายทอดให้เราเข้าใจได้ สู้เรียนกับคนที่ถ่ายทอดโดยตรงจะดีกว่า	Kingkam M level
			D		not satisfy with outsource performance, เพราะยังทำงานไม่ได้ตรงตามเวลาที่กำหนด ไม่สามารถบริการได้คุณภาพเมื่อเทียบกับราคา บางเจ้าก็ขึ้น ad ขำไป ไม่ทันเวลา เพราะต้องใช้วิธีตัด code บางเจ้าทำมาแล้วไม่ตรงตาม KPI แล้วหา solution แก้ให้ไม่ได้ คนที่ทำงานให้ยังมีความเป็นมืออาชีพไม่มากพอ ก็ terminate ไปหลายราย	Sasamon M level
			D		Barrier ในการพัฒนา new skills คือ เรารู้สึกว่าเราไม่จำแล้ว เรียนรู้สิ่งใหม่ได้ช้า เหมือนไม่รับรู้เรื่องใหม่ๆ ที่เรากำลังทำอยู่ แต่มันไม่รับรู้	Chanumad M level
			D		แคมเปญที่ใช้สื่อค่อนข้างครบ คือ รวมพลังสองเปลี่ยนใหม่ประชิดตัว ขาดเฉพาะสื่อใหม่ๆ ที่ผู้บริหารไม่เข้าใจว่าเป็นเทรนด์ ทำให้ไม่ต้องใช้ character ทำให้ไม่ต้องใช้ rap music ทำให้ไม่ต้อง online animation แล้วมันจะไปไหน ปลายทางมันจะได้อะไรกลับ	Udomluck M level
			D		หรือจ้างนักคิดกลยุทธ์เข้ามาช่วยคิดงาน	Udomluck M level
A					เจ้าหน้าที่พ็อดในกระทรวงพลังงาน ยังขาดความสามารถด้านกลยุทธ์ ไม่มีหน้าที่ดีในการคิดกลยุทธ์งานพ็อด	Udomluck M level
A		C	D		Social media มีความสำคัญกับงานพ็อดมาก เพราะผู้บริหารอยู่ในนั้น อยากให้คนพ็อดมีความสามารถด้าน Social media มากขึ้น ซึ่งต้องไปอบรม ให้เรียนรู้เองอาจยาก เพราะไม่มีเวลาและไม่สามารถบังคับตัวเองให้เรียนเองได้	Udomluck M level
		C	D		การอบรม ครอบคลุมสัปดาห์ละ 60-90 นาที หลังเลิกงาน โดยจ้างวิทยากรมาสอนที่สำนักงาน ถ้าให้เจ้าหน้าที่ไปเอง เขาอาจจะโดดเรียนเป็นส่วนใหญ่	Udomluck M level
			D		Barrier ของการเรียนรู้คือ Attitude มันต้องเกิดจากการอยากรู้ก่อน ต้องมีแรงกระตุ้น แรงผลักดัน ให้อยากรู้ก่อน มิฉะนั้นจะไม่เกิดการอยากเรียนรู้เพิ่ม เช่นแรงผลักดันให้อยากเติบโตในหน้าที่การงาน	Udomluck M level
			D		Age ไม่เกี่ยว บางคนอายุเยอะก็ยังอยากเรียนรู้ มีผู้บริหารคนหนึ่งอายุประมาณคุณแม่มาเรียนวิธีทำ powerpoint ให้สวย มาเรียนการใช้ iPad เป็นเครื่องมีสื่อสื่อสาร	Udomluck M level
			D		Time เป็นปัญหา จัดสรรเวลาไม่ได้ เพราะงานพ็อดจุกจิกตลอดเวลา พอกลับถึงบ้านก็ไม่อยากทำอะไรแล้ว	Udomluck M level
			D		Environment ไม่เกี่ยว ถ้าอยากเรียน ตรงไหนก็เรียนได้ แต่ถ้าไกลไปก็ไม่ไปเรียน	Udomluck M level
			D		Conclusion: Factors of learning are ATTITUDE, TIME, LOCATION (เกี่ยวเนื่องกับเวลา) ส่วน Age, Environment ไม่มีผล	Udomluck M level
			D		Outsource agency เก่ง แต่การมา join ทำงานกับเรา มันมี culture บางอย่างที่ต้องเรียนรู้กัน ภาพยนตร์ไม่เข้าใจ advertising agency และ advertising agency ก็ไม่เข้าใจ Flim production house ก็ต้องจูนให้ตรงกัน เช่น งานโฆษณาจุดเพื่อให้เกิดการขายการซื้อเลย แต่งานฟิล์มอยากขายรายละเอียดของงาน production	Nalinee M level
			D		Barrier ในการเรียนรู้ 1) Gen gap เช่น ยุค gen x โคมากับสื่อที่ไม่ใช่ออนไลน์ ได้เรียนรู้จากการสัมผัสจริง แต่เด็กยุคนี้เรียนจากออนไลน์ บางอย่างไม่เคยได้สัมผัสของจริงเลย เวลาลงมือทำงานจริง ทำให้ขาด tactic ที่จะสร้าง differentiate ในงาน	Nalinee M level
			D		อยากเรียน DM แต่อยากตรงทำงานพวกนี้ขอปรับอัตรา และครอสทีมหาวิทยาลัยสอคือเป็นวิชาการ ไม่ practical ที่ใช้ได้จริง ในเมืองไทยยังจัดไม่ถึงจุดที่เรียกว่า localise มีแต่แบบว่า เมื่อนอกทำแบบนี้แล้ว success ก็เอามาใช้ในเมืองไทยเลย	Somkiat M level

A: Skill gap	B: Skill needs	C: How to bridge the gap	D: Barrier & Pitfall	Others		
			D		What	Where/Who
			D		อยากเรียน DM แต่อยากตรงที่งานพวกที่ขอบจัดวันธรรมดา และคอร์สที่มหาวิทยาลัยสอนก็เป็นที่วิชาการ ไม่ practical ที่ใช้ได้จริง ในเมืองไทยยังจัดไม่ถึงจุดที่เรียกว่า localise มีแต่แบบว่า เมืองนอกทำแบบนี้แล้ว success ก็เอามาใช้ในเมืองไทยเลย	Somkiat M level
			D		Barrier ในการเรียนรู้ 1) Mind set ถ้า "อยาก" เรียนรู้ มันก็จะหาวิธีเรียน และหากเห็นว่ามันจำเป็น ก็จะหาทางเรียน ผู้บริหารในไทยไม่เหมือนเมืองนอกที่ใครก็ได้ที่มี skill สามารถขึ้นไปเป็นผู้บริหารระดับกลางหรือสูงได้ แต่ไทยไม่ใช่ ต้องเป็นคนทำงานในบริษัทนั้นมา 5 ปี 10 ปี ถึงจะขึ้นไปอยู่ตรงนั้นได้ และเมื่อขึ้นไปอยู่ตรงนั้นแล้วทำให้เขาคิดว่านี่คือ territory เป็นบริเวณที่เชี่ยวชาญสุด ทำให้ไม่ยอมออกจาก comfort zone 2) lifestyle คนระดับ Top and middle management มักไม่ค่อยมีเวลาไป lifestyle แบบที่ gen y เขาเล่นกัน ก็ทำให้เขาไม่ลึก In หรือรู้สึกว่า มันเป็นสิ่งสำคัญของชีวิตด้วย เพราะคนระดับนี้จะใช้ชีวิตกับครอบครัวมากกว่าใช้ชีวิตบนโลก digital 3) Time & Responsibility หน้าที่การงานความรับผิดชอบที่เยอะขึ้น ทำให้การตัดสินใจมาศึกษาหาความรู้หรือเข้ามา attend class ที่มีแต่เด็กๆ เยอะๆ อาจรู้สึกไม่ comfortable แต่ถ้าเป็น class ที่เขาเรียนด้วยกันที่เป็น middle management ทั้งหมด หรือ top management ทั้งหมด	Somkiat M level
			D		ข้อเสียของ DM คือ มันลงโดยไม่เสียเงินไม่ได้ ดังนั้น ต้องหาคนที่เคยทำ คนที่เคยใช้พวกนี้ มาแชร์ประสบการณ์ มันไม่เหมือน นสพ. ที่ barter กัน แต่ DM ถ้าทำ ad เมื่อไหร่ก็ตามที่มีคนคลิก ก็เสียเงิน ทำทีอาร์เมื่อไหร่ก็ตามที่มีคน response ก็เสียเงิน อันนี้เป็นจุดหนึ่งถ้าทำ คอร์สเรียนมันจะยาก มันอาจจะต้องลงทุนถึงขั้นมีการเขียน Simulator Program หรือจำลองให้คนลอง practice ได้เสมือนจริง เพราะมันไม่เหมือนทำรายงานที่ค้นจากห้องสมุด แต่ DM Shkw, jvme ฟก Oib' ไม่ได้ลงชื่อ ad จริง ก็เห็นภาพคนละอย่างกัน ถ้าทำงานกลุ่ม ก็ 5 กลุ่มนี้ มาลงทำ ad แข่งกัน ทำ PR แข่งกันใน simulator ว่าใครทำได้ดีกว่า	Somkiat M level
		C			middle management or top management prefer short course ที่ไม่เหมือนคลาสเรียนปกติ อาจมี concepture lecture ให้ความรู้เกี่ยวกับ digital marketing, platform ต่างๆ, ข้อดีข้อเสียของแต่ละเครื่องมือ วิธีการบริหารจัดการคอนเทนต์ การเลือก paid media และ คลาสต่อไป อาจเชิญคนของ line, google, facebook, youtube มาให้ความรู้และให้ทำ workshop ว่าถ้าเราต้องการฟีดแบคโดย line เราใช้วิธีการแบบไหน ถ้าจะทำฟีดแบค ทำการติดตาม google ควรจะทำแบบไหน ถึงจะได้ความสนใจ เพราะตอนนี้ผลิตภัณฑ์ของ google มีเยอะมาก จนเราไม่รู้ว่าจะเลือกใช้ตัวไหน เราก็จะใช้เฉพาะสื่อที่เราเคยใช้ อย่าง GDN, Banner, SEO, SEM และอีกคลาส ควรเป็น คลาสที่ practical workshop ให้งมือทำทำเพื่อนในคลาส มาลอง มาแชร์กันว่าของใครจะ effective มีการ sharing กัน แบบนี้น่าจะออกมาเป็น Innovation class ได้ จบคลาสแล้วมันต้องทำอะไรออกมา	Somkiat M level
			D		การเปลี่ยนแปลงเร็วของ digital ทำให้ประสบปัญหาเกี่ยวกับการทำฟีดแบค เช่น เรื่อง FB policy ที่ออกใหม่ พอเปลี่ยน policy ที่ทุกอย่างเราก็ต้องเปลี่ยนตามหมด เช่น เมื่อก่อนลูกค้าที่มากด like fanpage จะเห็น content ทั้งหมดที่เราโพสต์ แต่ตอนนี้ FB บอกว่า เฉพาะลูกค้าที่ interest เท่านั้นหลังจากกด like จึงจะเห็น content ที่เราโพสต์ หรือการที่ FB ตั้งไว้ว่า ถ้าลูกค้าคนไหนตั้ง privacy เอาไว้ ต่อให้เขาแชร์ไปแล้วเขาไม่ปลดตัว privacy สิ่งที่เราทำกิจกรรมให้เขาแชร์ไปบนหน้า wall คนอื่นก็จะไม่เห็น	Somkiat M level
A			D		บริษัทตั้งทีมขึ้นมาดูแล FB โดยเฉพาะ จากเมื่อก่อนเมื่อก่อนมีแล้ว FB เป็นแค่เครื่องมือ แต่ปัจจุบันกลายเป็นสื่อหลักที่ใช้ฟีดแบค คิดเป็น 20% ของเวลาทำงานเลยทีเดียว มีการวางแผนว่าแต่ละช่วงจะฟีดแบคอะไร content แต่ละวันจะมี content อะไรบ้าง / fan base มีใคร ซึ่งเอา lifestyle ที่เขาสนใจมาเล่นเป็น content ใน FB	Umaree M level (14)
			D		Barrier ในการเรียนรู้ คือ ATTITUDE. Online PR and Traditional PR มันคนละโลกกัน เริ่มตั้งแต่คำศัพท์ที่ใช้ในออนไลน์ วิธีการทำ เทคนิคต่างๆ การสังเกตกันในออนไลน์ การวัดผลในออนไลน์ อายุไม่อุปสรรคในการเรียนรู้ออนไลน์ แต่ทัศนคติต่างหาก ถ้าทัศนคติมีความสนใจอยากรู้ มันจะชวนช่วยหาวิธีรู้	Umaree M level (14)
		C	D		เมืองไทยขาดการสอนด้าน online strategy	Umaree M level (14)
			D		Game แจกของเคยได้ผลดี คนชอบ คอนเทนต์ที่มีคนเล่นกันเกลื่อน มันก็ไม่ได้ผลเท่าที่ควรแล้ว Fail ก็มี Fail เพราะ คนเล่นกลยุทธ์เดียวกันบ่อย	Umaree M level (14)
			D		ทีมงาน ขาดการ train จากผู้เชี่ยวชาญ digital ตัวจริง ทีมเรียนจาก on the job training สอนงานจากหัวหน้างานคือน้องตาลเอง หลังๆมีส่งไปเรียนบ้าง แต่เด็กก็ยังไม่มีวิธีการสร้างเนื้อหาที่น่าสนใจอยู่	Umaree M level (14)
			D		เพิ่งมีการปรับทีม เมื่อก่อนจะแยกทีมกันทำงาน Traditional media 1 ทีม / Online 1 ทีม ตอนนี้แบ่งเป็น project โดยแต่ละ project จะมีทั้ง traditional & online ทำงานด้วยกัน เพื่อให้สามารถทำงาน integrate online and offline เข้าด้วยกันได้	Umaree M level (14)

Other interesting points:

A: Skill gap		B: Skill needs		C: How to bridge the gap		D: Barrier & Pitfall		Others			
What										Where/Who	
								x		The emerging of digital technology effects PR practices from focusing only on traditional media to online media as well.	Pattama C level (1)
								x		Technology has resulted in a change of media consuming of end users. PR practices must change in order to communicate directly with consumers.	Pattama C level
								x		In 2-3 years will see an increase in the volume of online media market, and in 2558 more than 50%.	Pattama C level
								x		ใน 2-3 ปีที่ผ่านมามีเห็นชัดว่าปริมาณสื่อออนไลน์เพิ่มขึ้นในดลาคมาก และในปี 2558 เพิ่มขึ้น 50%	Pattama C level
								x		The media to plays a key role working with a PR in the future. 1) Web news that comes from the traditional media 2) the various bloggers.	Pattama C level
								x		สื่อที่จะมีบทบาทสำคัญกับการทำงานพรีอาร์ในอนาคตคือ 1)เว็บข่าวสารที่แตกตัวมาจากสื่อ (traditional media) 2) กลุ่ม bloggers ต่างๆ	Pattama C level
								x		The fact sheet also provides information to the media. For content, the blogger must be a detailed technical content. Guide was a more detailed manual.	Pattama C level
								x		ด้านข้อมูลข่าวสาร fact sheet ยังต้องเตรียมให้สื่อเดิม สำหรับเนื้อหาที่ให้ blogger ต้องเป็นเนื้อหาที่ละเอียดในเชิงเทคนิค คู่มือก็ต้องเป็นคู่มือที่ละเอียดมากขึ้น	Pattama C level
								x		สื่อออนไลน์เน้นการ feed info เหมือนส่ง release or scoop ให้สื่อเดิม แต่ต่างตรงการจัดทำเนื้อหา ภาพ รูปแบบการนำเสนอให้เหมาะกับแต่ละ online media ตัวอย่าง marketing oops ขอบคอนเทนต์เชิงสถิติและเทรนด์ / marketer ขอบข้อมูลพวกผลข้อมูล ผู้บริโภค พรีอาร์ต้องสามารถ blend เอา content ที่เรายกนำเสนอใส่ลงไปนั้นด้วยเพื่อให้เกิดกลมกลืน	Pattama C level
								x		การนำ content marketing มาใช้ในการนำเสนอสินค้าโดยผ่านสื่อออนไลน์ ซึ่งต้องมี skill ของ PR สอดแทรกเข้าไปด้วยตอนนี้คนขายคอนเทนต์สักชิ้น คอนเทนต์ใครใคร่ ก็จะถูกนำมาบอกต่อ เล่าต่อ แชรต่อ ใครทำตรงนี้จะ จะทรงคุณค่ามากกว่าการซื้อสื่อ	Pattama C level
								x		Digital Marketing สำคัญกับงานพรีอาร์มากเพราะปัจจุบันการสร้างภาพลักษณ์เป็น personalise role ที่สามารถเข้าถึงกลุ่มเป้าหมายแบบ individual ได้อย่างรวดเร็ว	Pongsak C Level (2)
								x		เมื่อก่อน PR reach consumer โดยผ่านสื่อ เป็น Mass แต่ปัจจุบัน Digital สามารถเข้าถึงแบบ personalise ได้อย่างรวดเร็วและมี response ได้ทันที และ effective	Pongsak C Level
								x		ใน 3 ปีข้างหน้า trend การ classify คนโดยใช้เครื่องมือที่สามารถเห็น interest ของคนจะมีขึ้นแน่นอน และจะสามารถใช้ในการ manage data ได้ เป็น tool ที่ใช้จัดการข้อมูลที่สามารถ personalise และใช้ทำ e-commerce ได้	Pongsak C Level
								x		ในฐานะ C level เราจะ support เขาได้อย่างไร 1) เราต้อง review ให้เห็นภาพ Business landscape ที่เปลี่ยนไป how digital changes business 2) Change Strategy คือ ตัวขับเคลื่อนสำคัญ เราต้องเข้าใจการ formulate new strategy 3) Training ซึ่งก็แบ่ง management level ออกเป็น 3 levels คือ Basic , Intermediate, Advance 4)องค์กรเปลี่ยนระบบทุกอย่างให้เป็น digital platform จะเป็นการ reinforce ให้เข้าไปอยู่ในระบบโดยปริยาย	Pongsak C Level
								x		สื่อเดิมยังมีความสำคัญต่อการทำงานพรีอาร์อยู่ เพียงแต่ต้องรู้วิธี how to combine digital and conventional media to reinforcement	Pongsak C Level
								x		Brand building is decreased because most of customers need sales growth. Every communications should be able to sell the product or service.	Tippawan C Level (3)
								x		Social media จะเป็นเครื่องมือสำคัญในการทำพรีอาร์ในปัจจุบัน	Tippawan C Level
								x		Seeding คือ การ control damage ลูกคำที่โดนโจมตีบ่อยๆก็ควรใช้วิธีการ seeding มีจะมันจะกลายเป็นผู้ถูกระทำ พรีอาร์จะพลิกวิกฤตเป็นโอกาส ช่วยวิกฤตลูกคำได้จาก seeding เพราะ impact social media มาแรง	Tippawan C Level
A								x		Want to improve: SPEED for each online content	Tippawan C Level
	B									Want to know more: Programmatic	Tippawan C Level
								x		Future PR has to turn themselves to work similar to Advertising and become Business Solution (same as advertising but dive with PR)	Tippawan C Level
								x		พูดถึง DM มัน pop up ขึ้นมาเลยว่า เป็น owned media ในการสื่อสารกับลูกค้า เมื่อก่อนเราอยากพูดกับลูกค้า เราก็ต้องพูดผ่านสื่อที่เป็น mass ปัจจุบัน ลูกค้าหันมาใช้งานพรีอาร์สำหรับการสื่อสารกับลูกค้าบนโลกออนไลน์มากขึ้นด้วยวิธีการเขียนในสโตร์สของพรีอาร์	Tippawan C Level

A: Skill gap	B: Skill needs	C: How to bridge the gap	D: Barrier&Pitfall	Others	What	Where/Who
					Traditional media are still important because its credibility. สื่อเดิมยังเป็น stamper ว่าข่าวนี้ quality และน่าเชื่อถือเพราะต้องผ่านกระบวนการคัดเลือกข่าวจากสื่อมวลชน เป็นจุดที่การันตีสถานะข่าวขึ้นว่าน่าเชื่อถือ	Tippawan C Level
				x	สื่อใหม่ มีประสิทธิภาพในการเข้าถึงได้อย่างรวดเร็ว เพราะเป็นสื่อของคน เชื่อหาเชื่อได้บ้าง ไม่ได้บ้าง มีประโยชน์บ้าง ไม่มีบ้าง สื่อเดิม มีประสิทธิภาพด้านความน่าเชื่อถือและเนื้อหาเป็นประโยชน์	Tippawan C Level
				x	Digital เข้ามาแทนที่สื่อ traditional มากขึ้น สิ่งที่เคยทำแล้วได้ผลสำเร็จในอดีต ปัจจุบันได้ผลลดลงเพราะคนอ่านหนังสือพิมพ์น้อยลง	Pisitpong C Level (4)
				x	Middle management who works more than 10 years cannot utilise online media เขาใช้ไม่เป็นและเขาคิดว่า digital marketing ไม่สำคัญเท่าที่เขาคิด เพราะเขายึดติดกับวิธีเดิมๆ	Pisitpong C Level
				x	ทุกวันนี้ลงหนังสือพิมพ์ ไม่ใช้ลงเพื่อคนอ่านหนังสือพิมพ์ แต่ลงเพื่อคนอ่านออนไลน์ของหนังสือพิมพ์ ซึ่งความน่าเชื่อถือของหัวหนังสือพิมพ์ ยิ่งสำคัญ	Pisitpong C Level
				x	ปัจจุบันโลก information เคลื่อน อะไรจริง อะไรเท็จ แยกยากมาก คนจึงเลือกจะเชื่อว่าที่ credible มากกว่า info overload คนก็ care less about information	Pisitpong C Level
				x	social media จะเป็นเครื่องมือสำคัญในการทำพาร์ชา 3 ปีหน้า เพราะคนให้ความสำคัญกับการแชร์จากคนที่เห็นเพื่อเขา ลึกๆเขาเชื่อเพื่อน และมั่นคงกับความชอบส่วนตัวของเขา	Pisitpong C Level
				x	ทำพาร์ชาโดยใช้สื่อ traditional media กับ online media	Pisitpong C Level
				x	online media ประเมินผลได้ง่ายกว่าได้ผลไหม แต่ SEO เหมือนซื้อ lottery เราไม่รู้ว่าเงินที่จ่ายไปจะคุ้มไหม มันวัดยาก	Pisitpong C Level
				x	World environment has been changed by DIGITAL CULTURE. Shop is opened online with no staff and online marketing become more important.	Sakkachat C Level (5)
					ถ้าเราไม่เข้าใจ culture and environment ว่าเปลี่ยนไปอย่างไร และไม่รู้ว่าต้องใช้น้อยอย่างไร ก็จะตกขบวน	Sakkachat C Level
				x	คุณอาจเคยยิ่งใหญ่แต่ถ้ามองข้าม digital culture พื้นที่ที่คุณเคยดูแลอาจถูกรุกรานหรือถูกลดขนาดพื้นที่ลงอย่างรวดเร็วจนคุณไม่เชื่อสายตาตัวเอง	Sakkachat C Level
				x	Some Start up business by young entrepreneurs begin to gain more market share than typical SME in nowadays.	Sakkachat C Level
					DE = Digital Environment มีอะไรบ้าง ต้องเข้าไปเข้าใจสิ่งแวดล้อมของมันเพราะเราไม่ได้เป็นคนสร้างเทคโนโลยี	Sakkachat C Level
					DC = Digital Culture นิเวศก่อเกิดจากการเกี่ยวกันและกัน	Sakkachat C Level
				x	ตอนนี้ใช้สื่อ traditional media 30% and digital media (such as email personalise, fb page, online marketing) 70% to penetrate to target consumers. For website, not many people access to website but we must have official website to clarify our	Sakkachat C Level
				x	To deliver knowledge, the website must be able to interact with users and be able to integrate with digital media to create traffic.	Sakkachat C Level
				x	We should know target group behaviour from wake up till sleeping then target which market size you would like to play with. Know their touch points.	Sakkachat C Level
				x	Behaviour in each community is different. Now, Aging consumers use line for communicate and send sticker and they use big screen smart phone.	Sakkachat C Level
				x	Digital จะกลายเป็นสื่อหลักของประเทศและเศรษฐกิจ และกลายเป็นส่วนหนึ่งของชีวิต lifestyle คนทั้งโลกจะ engage with digital ทั้ง social media และการหาข้อมูลจากเว็บไซต์	Supawan C Level (6)
				x	Tool ที่นิยมจะสุดคือsocial media คน Gen M ความอดทนในการอ่านน้อยลง ควรสื่อเป็นรูปและข้อความเล็กน้อย สร้าง emgage ให้คนอ่าน	Supawan C Level
				x	ในอีก 10 ปีข้างหน้า งาน MICE อาจไม่ต้องเดินทางแล้ว จะเป็น Hologram ออกมาเป็นตัวคน สื่อในอนาคตจะเป็นแบบ interactive ในเชิง broadcast เช่นyoutube, digital tv จะเข้ามามีบทบาทมากขึ้น	Supawan C Level
				x	ปัจจุบันใช้ online media ทำการตลาดและประชาสัมพันธ์มา 3-4ปีแล้ว เพราะโลกสื่อสารเปลี่ยนเป็นดิจิทัล ใช้ social media ทั้ง FB, Twitter, LinkedIn ใช้ Email ทำ enewsletter ส่งทุกเดือน ใช้ Blast ส่งไปทุกกลุ่มเป้าหมาย ทำกิจกรรมให้คนเข้ามา access ในดิจิทัลมีเดียของเรา	Supawan C Level

	A: Skill gap	B: Skill needs	C: How to bridge the gap	D: Barrier&Pitfall	Others		
						What	Where/Who
					x	For PR practice, we separate traditional media from online media because it's different in content preparing and method to deal with those media. กลุ่มออฟไลน์และออนไลน์ ต่างกันในเรื่องของการจัดกิจกรรมและคอนเทนต์ต่างกัน ในแง่เนื้อหา รูปภาพ รูปแบบการให้ข่าวสาร หรือการนำขอมูลข่าวสารไปลง ก็ไม่เหมือนกัน เลยต้องจัดแยกกัน	Mahapant M level (1)
					x	สำหรับกิจกรรมที่ลูกค้าขอให้ดูอย่าง FB เราจะ outsource ให้ freelance ทำ ซึ่งต้อง monitor response & feedback เป็นรายชั่วโมง	Mahapant M level
					x	We handle Automobile accounts. Most of automobile accounts still need communicate via traditional media because target buyers are Gen X, however in the next 5 years, we have to communicate via online media because target buyers will be Gen Y. เรายังใช้สื่อเดิม 70% สื่อใหม่ 30% เพราะ end users ของลูกค้ายังเป็น Gen X ที่บริโภคสื่อเดิมอยู่ และมีบริโภคสื่อดิจิทัลด้วย และในอีก 5 ปีข้างหน้า สัดส่วนการใช้สื่อคงเปลี่ยนไปใช้สื่อใหม่ 70% และสื่อเดิม 30% เป็น end users จะกลายเป็น Gen Y	Mahapant M level
					x	Digital marketing มีความสำคัญมาก คนทำ PR must keep update with DM even though there are digital marketing agencies to provide service to our clients.	Ratthapat M level (2)
A					x	ในยุคของ content is king. สิ่งที่พบเห็นได้ชัด คือ พาร์ทที่มีบทบาทสูงมากในเรื่องของ content คนที่ทำ digital marketing มักมาพึ่ง PR ในเรื่องการเขียน content เชน advertorial	Ratthapat M level
					x	ลูกค้าส่วนใหญ่ก็ยังต้องการ traditional media ต่อให้ลูกค้าชอบ digital มากแค่ไหน ก็ยังอยากเห็นชาวบนสื่อสิ่งพิมพ์เยอะๆ ยังเน้น PR Value	Ratthapat M level
					x	บางลูกค้าไม่เน้นสื่อสิ่งพิมพ์ แต่เน้น KOL(Key Online Influencers) and product seeding with influencers, bloggers and others who have channel connected to consumers.	Ratthapat M level
					x	การทำพาร์ทวิจจุบันยากขึ้นมาก ทั้งรู้จักในมุมมองของ 1) Business 2) Industry ของลูกค้า 3) media ที่จะตอบรับ 4) Pricing competition	Ratthapat M level
					x	การมาของ 3G and smart phone ทำให้เกิด phenomenon ใน social media เลยกกลายเป็น technology oriented และ lifestyle คนเปลี่ยนไป และคนรุ่นใหม่เป็นไรที่เร็วและไม่ลัง	Ratthapat M level
					x	Traditional media ยังน่าสนใจอยู่คือ credibility เพราะแต่ละ media house ก็มี style and ethic ของเขาเอง มีหลายขั้นตอนในการคัดเลือกก่อนจะไต่ลงข่าว ส่วน blogger เป็น key influencer ที่เป็น individual เขาไม่มีสถาบันมา control จะเขียนหรือไม่เขียนก็ได้	Ratthapat M level
					x	digital เข้ามามีบทบาทในงาน corporate communication ทำให้ต้องเริ่มหา database ใหม่ของสื่อออนไลน์ เช่น sanook, social media, bloggers ต้องสร้าง relationship กับเขาใหม่ รวมถึงวิธีการเขียนข่าวก็จะต่างไปจากเดิม มันต้องเร็ว เช่น นิตยสารเราต้องส่งข่าวล่วงหน้า 2 สัปดาห์ แต่ปัจจุบัน ออนไลน์พอเราจัดงานเสร็จไม่ถึง 2 ชั่วโมงนักข่าวอัพขึ้น internet แล้ว	Sirinya M level (3)
					x	ปัจจุบันต้องใช้ทั้งสื่อ traditional and online media ทำพาร์ท โดยสื่อ traditional PR เราลดความสำคัญลง 30% อย่งสื่อนิตยสารหลายหัวหายไปจากตลาดและงานโฆษณาที่ใช้กับออฟไลน์ก็ลดลง แล้วโยกงบไปลงสื่อออนไลน์ใน 1 ปีที่ผ่านมา ปีนี้ลงโฆษณาใน FB เพิ่มขึ้นเยอะ เช่นการพาร์ทข่าว 1 ข่าว เราจำเป็นต้องใช้เงินซื้อโพสต์ดูนั้นเพื่อให้เห็นข่าวเพิ่มขึ้น	Sirinya M level

A: Skill gap	B: Skill needs	C: How to bridge the gap	D: Barrier&Pitfall	Others	What	Where/Who
					ปัจจุบันต้องใช้ทั้งสื่อ traditional and online media ทำพรีอาร์ โดยสื่อ traditional PR ราคาค่าความสำคัญลง 30% อย่างสื่อ นิตยสารหลายหัวหายไปจากตลาดและงานโฆษณาที่ใช้กับออนไลน์ก็ลดลง แล้วโยกงบไปลงสื่อออนไลน์ใน 1 ปีที่ผ่านมา ปีนี้ลงโฆษณาใน FB เพิ่มขึ้นเยอะ เช่นการพรีอาร์ข่าว 1 ข่าว เราจำเป็นต้องใช้เงินซื้อโพสต์ๆนั้นเพื่อให้คนเห็นข่าวเพิ่มขึ้น	Sirinya M level
				x	ใช้สื่อออนไลน์มากขึ้นเพราะคนจะเห็นภาพหรือข่าวที่เราลงได้มากกว่าการลงสื่อสิ่งพิมพ์ และค่าใช้จ่ายถูกกว่า เช่น การลงภาพข่าวในนิตยสารและนิตยสารนั้นมีคนซื้อแค่ 500 คนก็ไม่รู้จะเปิดเจอบ้างหรือไม่ ในขณะเดียวกันถ้าเอาภาพเดียวกันไปลง fb แล้วซื้อโพสต์ 1 ครั้ง อาจใช้งบแค่ 500 บาท แต่นิตยสารเราซื้อ 50,000 บาท อีกอย่าง FB สามารถกำหนดกลุ่มเป้าหมายได้ว่าเพศชายหรือหญิง อายุใน กท. หรือ ตจว. ซึ่งมีเงินเข้าถึงกว่า แล้วพอเรายิงบิรเราก้จะเห็นโพสต์ของเราตัวนี้มียอดเข้ามาที่เท่าไรก็ 1000 กว่าวิวขึ้นไป แต่นิตยสารเขียดยอดวิวไม่ได้ ได้แค่ออดพิมพ์ circulation และนิตยสาร 1 เล่ม ไม่ใช่มีคนอ่านทุกหน้า เหมือนหว่านเงินไปแล้วหวังว่าคนที่รับสารจะเห็น แต่สื่อออนไลน์เรากำหนดกลุ่มเป้าหมายได้ว่าอยากให้ใครเห็นโดยใช้เงินน้อยกว่า traditonal media และเข้าถึงได้มากกว่า	Sirinya M level
			x		ในส่วนของ online media จะ outsource digital agency โดยเราคุมเนื้อหาและคุมแบรนด์ Agency คิดเรื่อง creative and maintainance	Sirinya M level
				x	Kenan PR uses both traditional and digital media. ใช้ traditional media เป็นหลัก และใช้ social media promotes pictures, events, seminars. IG เน้นภาพเป็นหลัก Twitter ใช้กับอีเวนท์ที่รายงานสด. LinkedIn ใช้พูดถึงสายงานอาชีพที่เราทำ งานที่เกี่ยวข้องกับเรามากขึ้น	Natinee M level (4)
				x	Internal PR ทำเอง, External PR outsource, DM outsource	Natinee M level
				x	for PR practice, we separate traditional media from online media because it's different in content preparing and method to deal with those media. กลุ่มออฟไลน์และออนไลน์ ต่างกันในเรื่องของการจัดกิจกรรมและคอนเทนต์ต่างกัน ในแง่เนื้อหา รูปภาพรูปแบบการให้ข่าว	Natinee M level
				x	ใช้ traditional media 60, digital media 40	Natinee M level
				x	digital เข้ามามีบทบาทกับงานพรีอาร์สูงมาก พรีอาร์ไม่ใช่แค่เขียนข่าวช่วงข่าวยบแค่นั้น มันเป็นเครื่องมือทางการตลาด อยู่ที่เราจะเลือกจับอะไรให้มันขับเคลื่อนไปกับสินค้าและกลุ่มเป้าหมายที่เราเลือกผลักดัน ซึ่งถ้าทำได้เป็น total communication จะยิ่งมีประสิทธิภาพมากขึ้น	Chaothip M level (5)
				x	Internet trend ที่มีอิทธิพลกับงานพรีอาร์คือ social media ที่เป็น community ที่ลูกค้าเป็นคนตั้ง FB group ขึ้นมาเอง ชื่อ X Series Club พวกเขาเป็นคนเข้าไปสร้างกิจกรรม สร้างกระแส คอยตอบเรื่อง product คอยช่วยเหลือกัน คอยตอบโหนดคอมนี้ให้เรา ซึ่งเราเงินซื้อไม่ได้ และเป็นกลุ่มที่ขับเคลื่อนได้ดีกว่ากลุ่มที่เราสร้างขึ้นเองชื่อ Fujifilm X Society	Chaothip M level
				x	PR ต้องทำทั้ง below the line and above the line ทั้ง Advertising, PR, Event ในเชิง mass เราใช้ ad, POP display, ใช้ online media, ใช้กิจกรรม offline	Chaothip M level
				x	ปัจจุบัน digital media ทั้งเบิ้ลทีวีและดิจิตอลทีวี ก็เบียดมีเดียพวก printed ad ผู้ประกอบการก็ต้องเลือกสื่อที่เข้าถึงกลุ่มเป้าหมายตัวเองมากที่สุดให้เกิดประสิทธิภาพและประสิทธิผลสูงสุด แต่ก็ทำทั้งทั้ง below the line ต้องทำให้เป็น total solution communication	Chaothip M level
				x	คิดว่าในอนาคตอีก 2-3ปี มีแนวโน้มใช้สื่อใหม่ (BTS ad, MTR ad, Monitor, Wrapping, etc) เป็นสื่อใกล้ตัว เราน่าจะใช้สื่อเดิมเพียง 20% และสื่อใหม่ประมาณ 80% คิดว่า หนังสือพิมพ์คงไม่ตายแต่ยอดพิมพ์น้อยลง จะมีแต่ฉบับที่หัวเจงจริงที่อยู่รอด หัวเล็กๆอาจหายไป	Chaothip M level
				x	Digital เข้ามาเปลี่ยนรูปแบบงานพรีอาร์ เพราะว่างานพรีอาร์ในมุม digital คือ earned media ซึ่ง earned media ที่ได้จากนักข่าวในโลกดิจิตอลเปลี่ยนไป	Jatamarin M level (6)

	A: Skill gap	B: Skill needs	C: How to bridge the gap	D: Barrier&Pitfall	Others		
						What	Where/Who
					x	Digital เข้ามาเปลี่ยนรูปแบบงานพรีอาร์ เพราะทำงานพรีอาร์ในมุม digital คือ earned media ซึ่ง earned media ที่ได้จากนักข่าวในโลกดิจิทัลเปลี่ยนไป	Jatamarin M level (6)
					x	เพราะฉะนั้น มีเดียไม่ได้เป็นแค่สื่อมวลชนแล้ว แต่เป็นผู้ผลิต primary content อันนี้คือสิ่งที่ยังเกี่ยวข้องกับพรีอาร์อย่างเต็มที่ที่เราต้อง leverage แต่อีกมุมหนึ่ง social media หรือโลกออนไลน์ก็ทำให้เราสื่อสารกับคนได้โดยตรง พรีอาร์จำเป็นต้องมีอีก role เพิ่มขึ้นที่นอกเหนือจากที่เคยทำมาในอดีต	Jatamarin M level
					x	อันนี้เป็น Turning point ที่ทำให้ media value มีความสำคัญน้อยลง เพราะคนรุ่นใหม่เสพสื่อเดิมน้อยลงเรื่อยๆ และเสพสื่อออนไลน์ ดังนั้น media value จึงเริ่มเป็น parameter ที่ถูกให้ความสำคัญน้อยลงในระบบของการสื่อสารที่เป็น earned media	Jatamarin M level
					x	PR เริ่ม shift บทบาทชัดเจน เริ่มสนใจ online influencers มากขึ้นในการทำหน้าที่เสมือนนักข่าว ส่วนนักข่าวนอกจากจะโพส traditional แล้วยังต้องโพสออนไลน์มีเดีย เพราะ traditional media ก็เริ่มมีแผนก online media แล้ว ดังนั้นความไวในการให้ข่าวจะไม่เหมือนกับพรีอาร์สมัยก่อนแล้วที่ต้องจัดงานแถลงข่าวแบบวันนี่เพื่อหวังให้ข่าวนั้นวันนี่ เพราะตอนนี้ ออนไลน์ทันทีที่จัดงานแถลงข่าวเสร็จเลย	Jatamarin M level
					x	การเตรียม material is different from traditional media. For online, PR should prepare factsheet and key message and held chic events so that online media can capture picture and post with text. Realtime content which written by online influencers and we gain social value instead of pr value.	Jatamarin M level
					x	factor ที่ทำให้ social media boom is 3G. It makes ease consumers to easy access to internet. เมื่อ 4Gมา ธุรกิจก็จะเปลี่ยนรูปแบบ เพราะคนจะโทรและส่งข้อความผ่าน internet ทำให้ mobile operator cant earn income from phone calls..ในอนาคตจะเปลี่ยนเป็น fix fee ค่า data ก็หาได้ยากอีกเพราะมี wifi ก็ไม่จำเป็นต้องจ่ายค่ามือถือเยอะ	Jatamarin M level
A					x	Internal which influence PR is Social Media. รวมถึง news web portal, fanpage, application, line เพราะว่าช่องทางการประชาสัมพันธ์ไม่จำกัดที่ช่องทางสื่อมวลชนอย่างเดียว ต้องมีเครื่องมือที่สามารถสื่อสารโดยตรงกับกลุ่มเป้าหมายที่เราอยากจะสื่อสารกับเขาโดยไม่ต้องผ่านสื่อมวลชนก็ได้ แต่เว็บก็ยังคงสำคัญในการเป็น information channel.	Kingkam M level (7)
A					x	ช่องทางพรีอาร์จะไม่ใช้แค่ผ่านทาง media channel ต้องมีช่องทางที่สามารถสื่อสารตรงกับกลุ่มเป้าหมายโดยไม่ต้องผ่านสื่อมวลชนก็ได้	Kingkam M level
					x	ช่องทางเป็นฟรีทีวี ต้องทำประชาสัมพันธ์เนื้อหาในช่อง ทำอย่างไรให้คนรู้จักช่องทาง มาตรฐานการช่องวันเยอะๆ สร้าง brand awareness	Kingkam M level
					x	KPI ของงาน PR ช่องวัน คือ Rating & Income ไม่ได้อยู่ที่ได้ลงข่าวมากแค่ไหน แต่อยู่ที่ rating ว่ามีคนกดช่องวันมากเท่าไร และยอดโฆษณาที่เข้ามา	Kingkam M level
					x	Traditional media ยังสำคัญสำหรับการทำพรีอาร์ของช่องวัน เพราะคนในประเทศยังเป็นคนบ้านๆ 80% คนดิจิทัลอาจมี 20% จริงอยู่ 20% อาจมีกำลังซื้อมากกว่า แต่งานเราทำเพื่อวัด rating จากคนทั้งประเทศ และถ้าเรตติ้งเยอะแสดงว่าคนดูเยอะ สินค้าที่เป็นแมสก็เลือกลงโฆษณากับรายการที่เรตติ้งสูง เพราะหมายถึงมีคนดูเยอะ เข้าถึงคนได้เยอะ	Kingkam M level
					x	เราใช้สื่อใหม่และสื่อเดิม 50:50 เพราะว่าการที่เราส่งข่าวออกไป 50% เป็น traditional media และอีก 50% เป็นสื่อใหม่ เว็บไซต์ต่างๆ และทุกสื่อที่เป็น traditional ก็มีออนไลน์ อย่างไทยรัฐออนไลน์ หรือเคเบิลทีวีก็มีแฟนเพจ วิทยุก็มีแฟนเพจ เราก็ต้องรวมตั้งให้หมด	Kingkam M level

A: Skill gap	B: Skill needs	C: How to bridge the gap	D: Barrier&Pitfall	Others	What	Where/Who
				x	DM สำคัญกับงานพรีอาร์มาก เพราะ 1) เร็ว คือ production ไม่ต้องมีอะไรมากมาย แค่ทำ A/W พิมพ์ข้อความโพสต์ 2) ถูก ค่าผลิตน้อย เป็นดิจิทัล ไม่ต้องยุ่งยากผ่าน process อะไรมากมาย 3) Efficiency แม่นยำ วัดผลได้ ทำให้เราใช้เงินได้อย่าง efficiency บอกได้ว่าสื่อที่เราลงไปมี like มียอด click มี conversion rate ยังไง และสามารถนำข้อมูลตรงนี้เป็น lead เพื่อช่วยในการขายได้ 4) Internet เป็นตัวที่เอาสื่อหลายตัวมารวมกันเหมือน multimedia ใน device เดียว มันกลายเป็นสื่อที่เป็นส่วนหนึ่งของชีวิต กลุ่มเป้าหมายใช้อินเตอร์เน็ตอย่างน้อยก็ 2 ชั่วโมงต่อวัน 5) Customise เป็นสิ่งเดียวที่สื่ออื่นทำไม่ได้ คือการ tailor-made ในเรื่องของข้อความภาพที่จะให้ targeting ไปในกลุ่มเป้าหมายที่เราต้องการ ทั้งที่ขายสินค้าเดียวกัน คนนี้พูดเรื่องสินค้า คนนี้พูดเรื่องโปรโมชั่น คนนี้พูดเรื่องฟังก์ชัน	Sasamon M level (8)
				x	Social Media จะเป็นสื่อสำคัญสำหรับงาน marcom เพราะ channel ต่างๆ ไม่ว่าจะเป็น web banner ลูกค้าต้องเข้าไปในเว็บนั้นถึงจะเจอ แต่ถ้าเป็น Social media อย่าง facebook ซึ่งได้ผลสุด เพราะลูกค้าสนใจ facebook 80-90% ทุกอย่างที่ลงไปใน facebook ad, facebook content ต่างๆที่เรา feed เข้าไป คนที่เป็นแฟนเพจก็จะเห็นโดยการที่เรา push เข้าไป มันเป็นสื่อที่เรา push ให้เขาเห็นจากการ facebook targeting	Sasamon M level
				x	บางคนอาจบอกว่าเกิดจาก google search อันนั้นเราต้องมี demand ก่อนแล้วจึง search เช่น อยากรักษาฟัน คอนโด เขาจึงมา search แต่ facebook เรา create demand ได้ เราอาจจะไม่ได้มีความต้องการซื้อคอนโด แต่พอเล่น facebook แล้วเราลง ad ใน facebook มันก็ push ให้เขาเห็น หรือแม้กระทั่งเพื่อนกด like เขาก็เห็น เพราะมันเป็น network มันก็เลยทำให้ facebook ได้ผล มันเกิด viral เกิด share เกิด network ที่กระจายได้เร็วมาก	Sasamon M level
				x	พฤติกรรมคนไทยเล่น facebook มากกว่า Instagram ซึ่ง IG like แล้วเพื่อนก็ไม่เห็น เพื่อน like ไป เพื่อนก็ไม่เห็น แต่ facebook เมื่อเรา click like ไป คนที่เป็นเพื่อนจะเห็น ยิ่งแชร์ยิ่งเห็น ยิ่ง comment ยิ่งเห็น	Sasamon M level
				x	ถ้าเราทำออกมาแบบชิ้นงาน artwork ดี สวยๆ คนก็จะยิ่ง like เยอะ ถึงแม้เขาจะยังไม่เกิด demand ในการซื้อ ณ ตอนนั้น พอเขา like รับ ตัวเขาก็เป็นสื่อโฆษณาให้คนอื่นเห็น ยิ่งแชร์ยิ่งเกิดการ impact มันเป็น algorithm of facebook ยิ่งเกิด action มาก ยิ่งเกิด exposure ถ้าแชร์คนจะเห็นมากกว่า like ถ้า comment คนจะเห็นมากกว่า share	Sasamon M level
				x	Line จะยากกว่า facebook คือ facebook แสดงโฆษณาที่จะไปถึง target ตามงบประมาณที่เราวางไว้ แต่ถ้า line มันต้องมี line ID หรืออย่างน้อยต้องมีมือถือถึง add ได้ พอเรา add เสร็จ เขาก็มีสิทธิ์ block เขาไม่รับ add ก็ได้ มันมีข้อจำกัด แต่การสื่อสารทาง line มันได้ผลใกล้ชิดกว่า เหมือนว่าทุกครั้งลูกค้านั้นกับเราคุยกันใกล้ชิด ตัวต่อตัวมากกว่า กลายเป็นสื่อส่วนตัว personal media ความสนใจจะมีมากกว่าเพราะเป็น direct, one on one or group เวลาจะมีโปรโมชั่นอะไรให้โพสต์บน timeline ก็เป็นกลุ่มจำกัด แต่ facebook กว้างมาก มันต้องใช้ integrate กัน คนสนใจบน facebook ขอลงติดต่อคือ เปิดด้วย facebook สานต่อด้วย line	Sasamon M level
				x	นอกจากนั้น ยังใช้ out of home media จะเห็นพฤติกรรมกลุ่มเป้าหมายว่าต้องเดินทาง ถ้าเดินทางด้วยรถก็เห็น billboard, ถ้าเดินทางโดยรถไฟฟ้า ก็เห็น MRT, BTS ad	Sasamon M level
				x	For real estate business, out of home is the most effective media to gain awareness and response by phone or walk-in visit. It leads customers to walk-in the property project.	Sasamon M level
				x	For PR, we have to work both online and offline. We outsource online media to digital agency and we have to hire specialist to optimise back end and manage front end in order to meet KPI. Back end is used for analyse statistic. ดูว่า ad ที่ลงไป ได้ผลหรือไม่ ลงครบไหม ลงตามเวลาที่กำหนดไหม ลงแล้วได้ KPI ไหม ถ้ากราฟตก ต้องเปลี่ยน artwork ซึ่งคนของเราต้องดู outsource คอยประสานงาน monitor, follow up, outcome report ดูว่า facebook ad is optimised as target KPI or not. นางเจ้า commit เป็น reach, impression, engagement เราอยากได้เป็นจำนวน registration.	Sasamon M level
				x	เราใช้สื่อออนไลน์ 20%, Out of Home (Billboard) 60%, Friend get friend, leaflet, booth 20%	Sasamon M level
				x	สื่อเดิมยังมีความสำคัญอยู่มาก เช่น งานคอนเสิร์ต ถ้าได้ออกข่าวข่านี้ ยอดพุ่ง ต่อให้ทำ social ก็ยังงั้น แต่ถ้าเป็น concert เกาหลีในไทย ต้องใช้ DM ออกเรื่องเล่าก็ได้แต่การรับรู้ในกลุ่มต่างๆ ไม่ใช่คนที่ซื้อตัว	Chanumad M level

A: Skill gap		B: Skill needs		C: How to bridge the gap		D: Barrier & Pitfall		Others			
										What	Where/Who
									x	สื่อเดิมยังมีความสำคัญอยู่มาก เช่น งานคอนเสิร์ต ถ้าได้ออกข่าวเข้านี้ ยอดพุ่ง ต่อให้ทำ social ก็ยังงั้น แต่ถ้าเป็น concert เกาหลีในไทย ต้องใช้ DM ออกเรื่องเสาก็ได้แต่การรับรู้ในกลุ่มต่างๆ ไม่ใช่คนที่ซื้อตัว	Chanumad M level
									x	สื่อเดิมสำคัญว่า ไม่ค่อยมีความเคลื่อนไหวในโลกออนไลน์เพราะรายการเราหลากหลายไปถึงต่างจังหวัด เช่น ลูกทุ่ง festival, red carpet รายการแจกลูกรางวัลดาราฯ เป็น gimmick ในการนำเสนอรายการ กลุ่มเป้าหมายยังเป็นผู้ใหญ่	Chanumad M level
									x	DM เป็นเทรนด์ใหม่ของฟีด และเป็นกลยุทธ์ในการสื่อสารเข้าถึงกลุ่มเป้าหมายได้โดยตรง อย่างรวดเร็วและใช้งบประมาณไม่สูงมาก	Udomluck M level (10)
									x	สื่อออนไลน์ที่สำคัญกับงานฟีดคือ line sticker เมื่อเจลีออกมาแล้วงั้นต่อหัวน้อยและเข้าถึงโดยตรง ยกตัวอย่าง พลังคิดสะกิดโลก ทำกับกลุ่มเยาวชนเพื่อประหยัดพลังงาน เรวัตเป็นผลการประหยัดพลังงานไม่ได้ แต่ทำให้ได้รู้จัก line sticker รู้จักวิธีประหยัดพลังงานผ่านข้อความของ line thailand	Udomluck M level
									x	web portal ที่สำคัญเช่น sanook, kapook, mthai, pantip ยังมีอิทธิพลและเข้าถึงกลุ่มเป้าหมายโดยตรง	Udomluck M level
									x	ใช้สื่อหลายอย่างในการทำแคมเปญประชาสัมพันธ์ เช่น แคมเปญรวมพลังหารสอง เปลี่ยนใหม่ประหยัดชีวิต media ที่ใช้มีทั้ง TVC, digital billboard, printed ad, digital media (LED billboard), BTS TVC ad, MRT ad	Udomluck M level
									x	งานฟีดเมื่อก่อนใช้ connect เดียวนี้มีเรื่อง budget เข้ามาเกี่ยวข้อง ต้องมีการจ่ายเพื่อให้เกิดการลงข่าว	Udomluck M level
									x	Traditional media still important to PR success เพราะยังมีคนกลุ่มหนึ่งเสพอยู่ เช่น ลงทีวี 3, 5, 7, 9 ไทยรัฐ เดลินิวส์ ซึ่งยังเป็นสื่อต้นๆที่เข้าถึงประชาชน เราทำไม่ได้	Udomluck M level
									x	Comparison between traditional media and online media, online media plays more important roles because most consumers or target customer are using online media. มองเห็นว่าเข้าถึงกลุ่มเป้าหมายได้ตรง เร็ว และในราคาที่สมเหตุสมผล ไม่มีงบน้อย แต่ก็อยากให้เรารู้ทุกกลุ่มเป้าหมาย และสื่อที่เข้าถึงตรงทุกกลุ่มเป้าหมายคือสื่อดิจิทัล	Udomluck M level
A									x	เรามีทีมวิจัยประเมินผลว่าสิ่งที่เราทำ OK หรือเปล่า จะทีมวิจัยจะเข้าไปตามเก็บข้อมูล 100 คนในทุกงานที่ทำ และมีรายงานยอดวิวในยูทูปทุกสัปดาห์ (ทำตั้งหลายสิงค์ให้รีมมาที่ยูทูป แต่เราจะสามารถรู้ได้ว่าคนดูมาจากสิงค์ไหนบ้าง มียอด like ยอด view สามารถวัดได้จาก statistic	Udomluck M level
A									x	Before year 2014, แบ่งการทำงานออกเป็นสองส่วน คือ Traditional PR and Online PR ต่อมาปี 2015 merged offline and online working together เพราะนักข่าวมีทำออนไลน์ด้วย ภาพที่เผยแพร่แยกกันก็กลับมารวมกันในหนึ่งชิ้นงาน รวมถึงการทำ branding ด้วย	Nalinee M level (11)
									x	งาน Traditional PR จะทำเอง ส่วนงาน Online PR ถ้าเป็น project เล็กๆจะทำเอง ถ้า project ใหญ่จะ outsource	Nalinee M level
									x	งานที่ทำเองจะเป็นงานบริหาร โครงการและคุมภาพรวมของงาน	Nalinee M level
A									x	Skill gaps ที่เห็นคือ ทักษะด้านการวิเคราะห์พฤติกรรมลูกค้า, ระบบการบริหารจัดการงานเอ็นเตอร์เทนเมนท์, ระบบการทำงานที่ไม่ยึดติดกับคน สามารถ rotate คนทำงานได้ หรือ ถ้ามีคนลาออก คนใหม่ก็สามารถทำงานต่อไปได้เลย	Nalinee M level
									x	Social media อย่าง FB, Youtube จะเป็นเครื่องมือสำคัญในการทำฟีดปี 2016 เพราะสื่อสองตัวนี้ให้ user แสดงออกซึ่งความเป็นตัวตนของเรา และเหมาะเป็นเครื่องมือในการสื่อสารกับกลุ่ม Gen Me ส่วน Line มีไว้สื่อสารกับคนทำงานด้วยกัน	Nalinee M level
	B								x	อยากให้ออกระวัง ส่งไปอบรมด้าน Human management, Business และความรู้อื่นๆที่เกี่ยวข้องกับตำแหน่งเรา (องค์กรไม่ส่ง ต้องหาเรียนเอง)	Nalinee M level
									x	Digital เข้ามาเปลี่ยนช่องทางการสื่อสาร เมื่อก่อนเป็น Traditional media ต่อมาเป็น digital media ข้อดีคือประหยัด ข้อเสียคือข้อมูลข่าวสาร control ยาก ไปได้มากในการที่จะแชร์ต่อกัน ข้อมูลบางอย่างยังเป็นข้อมูลที่ embargo อยู่ ไม่สามารถให้ออกไปได้ ก็มี leaking บ้าง	Raewadee M level (12)
									x	บุคลากรในสื่อน่าจะถูก job rotation ทำให้บุคลากรผสม generation คนทำงานจะถูกเปลี่ยนงานไปเรื่อยๆ อาจจะมี 5 ปี ไม่ได้ให้ทำงานฝ่ายนั้นฝ่ายเดียว ดังนั้นคนที่ฟีดจะมาจากหลาย generation และหลายแผนก หลายคนไม่ได้จบด้านนี้มา ก็มีส่งไปเรียนเพิ่ม มี on the job training	Raewadee M level
A									x	เปลี่ยน outsourcing agency มา 3 รายแล้ว เพราะบาง agency หลอก คือ strategy ดี แต่ implement ไม่ได้ บางเจเนซิงค์ด้าน product แต่ออน corporate	Raewadee M level

A: Skill gap	B: Skill needs	C: How to bridge the gap	D: Barrier&Pitfall	Others	What	Where/Who
				x	DM is an umbrella of PR, Content, Customer Response. DM คือการเอาสื่อ traditional media ขึ้นมาอยู่บนออนไลน์ เป็นการเพิ่ม platform แต่ข้อดีคือสามารถวัดผลจากสิ่งที่เราทำได้ง่ายกว่า เช่น นสพ.ตีพิมพ์ 1 ล้านฉบับ เราก็ assume ว่ามีคนเห็น 1 ล้านคน ซึ่งมันอาจจะมากกว่าหรือน้อยกว่านั้นก็ได้ ถ้าเป็นทีวี เราก็วัดจาก rating ซึ่งเราก็ไม่รู้ว่าคนเปิดดูตามันจริงหรือเปล่า แต่ถ้าเป็น DM การที่เราโพสต์ content on fb หรือการซื้อ banner มันจะมี stat แนนอนชัดเจนว่ามีคนคลิกเท่าไร คนดูเท่าไร คน engage เท่าไร และเป็นสื่อที่ไม่ตาย โดยสมบูรณ์เมื่อผ่านระยะเวลาช่วงเวลาหนึ่ง เช่น ทีวี เมื่อออกอากาศไทยแล้วไม่ได้ดูก็คือจบ โฆษณาก็จะหายไป แต่ถ้า digital จะยังมีอยู่ขึ้นอยู่กับ search engine ที่เราติด key word หรือ tag ถ้ามีคน search ก็ยังค้นหาเจอ	Somkiat M level (13)
				x	DM ทำให้ 1) ต้นทุนงานที่ถูกลง และ 2)องค์กรสามารถ personalise communication กับกลุ่มเป้าหมายได้ สามารถเลือกกลุ่มเป้าหมายในการสื่อสารได้ ซึ่งต่างจากสมัยก่อนที่ต้องใช้วิธีการหว่านแห 3) Customer response สามารถทำให้คนมี response กลับมาจากการที่เราประชาสัมพันธ์ไป จากเดิมถ้าเราแถลงข่าวเปิดตัวสินค้า ลูกค้าเห็นเราจากสื่อสิ่งพิมพ์หรือทีวีและโต้ตอบกลับไม่ได้ แต่สำหรับ Digital เมื่อเราโพสต์ลงไปใน FB ลูกค้าสามารถเข้ามา engage เข้ามา reply เข้ามา pst กลับได้ เราสามารถไปเก็บ feedback แล้วทำ response ไปที่ customer ต่อได้	Somkiat M level
				x	4G จะทำให้การ consume content เร็วขึ้น โลกาสที่เราจะปล่อย content ที่เป็น VDO หรือ Interactive ให้ consumer response มันก็จะง่ายขึ้น	Somkiat M level
				x	Cloud จะก็มีผล ด้วยความที่คนเข้าถึงข้อมูลได้ตลอดเวลา สามารถที่จะ access ข้อมูลได้มากขึ้น เร็วขึ้น เราอาจจะไม่ต้องเก็บ content ไว้ที่ server	Somkiat M level
				x	Regional เน้นให้ทำที่ทาง online media เป็นหลักเพราะสินค้าเป็นไอที อายุสินค้าประมาณ 3-6 เดือน ไม่ last long เหมือนสินค้า electronic อื่นๆ ทีวีอาจจะอยู่ 1 ปี ถ้าเราลง ad ไปมันยังใช้ได้ 1 ปี แต่ของ Lenovo อายุสินค้าอยู่ที่ 3 เดือน รุ่นที่เคยขายได้วันนี้ไม่มีแล้ว ถ้าเรา spend out home media ad ไปเยอะ มันก็ waste มากกว่า และถ้าใครสินค้าต่อตัวน้อย การลงทุนใน digital ก็จะ reach ได้มากกว่า และกลุ่มเป้าหมายก็ตรงกว่า	Somkiat M level
				x	purchasing behaviour ของคนไทยไม่ชอบอ่าน ทำให้คอยถามว่าราคาเท่าไร และชอบต่อรองราคา	Somkiat M level
				x	บางคนไม่ได้ใส่ใจใน content แต่ response อย่างเรื่อง social norm คนก็จะเข้าไปกด like กดแชร์ ถ้าถ้าเขาได้เป็นด้านลบก็จะกดแชร์ทันทีโดยไม่ตรวจสอบว่าแหล่งที่มาเชื่อถือแค่ไหน	Somkiat M level
				x	DM สำคัญกับงานที่พรีมามาก และพรีมที่ต้องปรับตัวกับการเข้ามาของ digital เพราะ lifestyle คนเปลี่ยนไป คนเปิดดูหนังสือพิมพ์น้อยลง ถ้าพูดกับนักธุรกิจยังคงใช้สื่อเดิม แต่ถ้าจะเจาะเข้าเด็กนักเรียนนักศึกษาและคนทั่วไป ต้องใช้สื่อออนไลน์ เพราะคนเข้าไปอ่านข่าว รับข่าวสารจากสื่อออนไลน์มากขึ้น คนทั่วไปยังไม่เปิดหนังสือพิมพ์ออนไลน์เลย	Umaree M level (14)
				x	IG มาแรงเพราะเพราะอะไรได้ง่ายขึ้น แค่เห็นภาพที่น่าสนใจก็จะเข้าไปดู	Umaree M level (14)

Secondary Source:

Techno Revolution	CB Changes	Career Trends	Skill competency Needs	Knowledge Integration Media	Transformation Big Data Analytic	Training Needs	Theory	Article		
								***1	What Digital Marketing Skills Gaps (<i>5 star article</i>)	Where/Who Royle, J., & Laing, A. (2014). The digital marketing skills gap: Developing a Digital Marketer Model for the communication industries. <i>International Journal of Information Management</i> , 34 (2), 65-73.
			1						1 A lack of specific technical skills become key skills gaps among professionals working in communication industries.	
		1			1				1 A lack of intelligent futureproofing and big data analysis for dynamic technological change and development are skills gaps current challenging the communications industry.	p.64
			1	1					1 The challenge of integrating digital marketing approaches with established marketing practice emerges as the key skills gaps.	p.64
1									1 Evolving technologies continually present new opportunities and challenges for industry practitioners, education and academic research.	p.64
1		1		1					1 Business communication has been revolutionised with social networking sites such as Facebook and Twitter commonly utilised as credible business tools (Levy & Birkner, 2011).	Levy, P., & Birkner, C. (2011). Digital marketing 2011: What you need to know. <i>Marketing News</i> , 45(3), 10-14.
	1			1					1 The widespread adoption of digital marketing techniques , including social media, has significantly contributed to the individualisation of marketing where the providers of goods and services are increasingly communicating with individual consumers and users, gaining feedback on a one-to-one basis and providing bespoke solutions for clients (Brady, Fellenz, & Brookes, 2008; Simmons, 2008).	Brady,M., Fellenz,M.R., & Brookes,R.(2008).Researching the role of information and communications technology (ICT) in contemporary marketing practices. <i>Journal of Business and Industrial Marketing</i> , 23(2), 108-114.
		1		1					1 In the digital era, the transformation of communication channels is challenging for all industries, particularly for the communication and marketing industries.	
1	1								1 Kung (2008) notes that changes in technology and consumer behaviour have always been the key drivers of change in media strategy.	Kung, L. (2008). <i>Strategic management in the media: Theory to practice</i> . London: Sage
				1	1				1 If the definition of 'digital marketing'. The Digital Marketing Institute (DMI) refers to digital marketing as "The use of digital technologies to create an integrated, targeted and measurable communication which helps to acquire and retain customers while building deeper relationships with them" (Smith, 2007, in Wymbs, 2011, p. 94). Simply Digital Marketing (2012) defines the term thus: "Digital Marketing is a sub-branch of traditional Marketing and uses modern digital channels for the placement of products e.g. downloadable music, and primarily for communicating with stakeholders e.g. customers and investors about brand, products and business progress"	p.65

Techno Revolution	CB Changes	Career Trends	Skill/competency Needs	Knowledge Integration Media Transformation	Big Data Analytic	Training Needs	Theory	Article		
									What	Where/Who
								1	1 Skills such as website construction ; maximising the potential of social media such as Facebook and Twitter; Search Engine Optimisation (SEO) ; mobile applications ; customer conversion and knowledge of digital analytics for evaluating the effectiveness of digital approaches are among the most important digital marketing skills which are needed in industry .	p.67 (first of para 3 right)
								1	1 the key concern emerging from the research is the need for personnel with strategic vision allowing them to maximise the effectiveness of digital approaches .	p.67 (para 1 right)
								1	1 Following analysis of the interview data, the Digital Marketer Model (Fig.1) emerged. The model represents the key themes which emerged repeatedly from the interview data, and it encapsulates the most important aspects of digital marketing skills . While the model underlines two fundamental requirements: client engagement skills and corporate communication skills	p.68 (para 2 right)
			1						1 The research revealed the need for best practice guidance and the Digital Marketer Model identifies the key skills necessary for a highly skilled digital marketer. The model is a tool to help communication professionals identify the skills they need to focus upon when hiring new employees as well as identifying the upskilling needs of current employees .	p.68 (last para right)
			1	1	1				1 DM and social media makes it easier to engage with clients and customers	p.69
	1		1		1				1 It is easier to measure effectiveness and engagement with DM and social media, compared to traditional marketing approaches	p.69
			1		1				1 Core skills (writing, project management, productivity) are a vital foundation for DM and social media skills	p.69
				1					1 Education and training needs: It can be challenging to find new employees with appropriate strategic DM and social media skills	p.69
1								1	1 The most significant digital marketing skills gap emerging from the research was the difficulty communication and creative industries face in finding employees with the strategic business knowledge of digital marketing , who were then able to integrate that strategic knowledge with existing 'traditional' marketing and communication approaches, while also having a working overview of digital technology (without necessarily being a technical expert) . As one business expert commented, The guy that I would like in here to help ...doesn't exist. And that guy...is a digital marketer...that's someone who can actually talk about strategy, marketing branding –all the traditional stuff, but in digital terms ...who could talk to the technical side; could communicate commercially with a client...and who could then produce a digital marketing plan, for a business. That doesn't exist in the market place. There's a definite gap in the market. 117, Creative Director, branding agency	p.69
			1						1 Similarly, a Digital Solutions Architect commented, "there are not enough people around who have the breadth of knowledge to design a solution for clients' needs and sell it to them" (111)	p.69
			1					1	1 There is evidence from previous research of a need to "complement technical knowledge with a broad understanding of business processes" (Preston, Kerr, & Cawley, 2009) i.e. closing the skills gap that exists between technical knowledge and business knowledge	p.69

Techno Revolution	CB Changes	Career Trends	Skill/competency Needs	Knowledge Integration Media Transformation	Big Data Analytic	Training Needs	Theory	Article	What	Where/Who
	1								1 This intelligent strategy would overarch not just a digital marketing skills offering, but also traditional marketing including, for instance, print, outdoor and newspaper. Media plan integration –and related activity alignment – (Kaplan&Haenlein,2010) was one of the key aspects of digital marketing skills with which the research participants struggled, and this was driven largely by the lack of available employees with strategic digital and technical knowledge	p.69
				1	1				1 Technical skills gaps were identified as being a problem. The current research has identified challenges inherent to digital technologies (familiarity with mobile applications; SEO; developing best practice in metrics; using blogs and online discussion groups) as gaps within the marketing skill set.	p.70 para2(4.2 Specific Technical Skills Gaps)
			1						1 Practitioner and industry articles have highlighted the challenge of developing useful digital marketing metrics, and how to measure the resulting return on investment (ROI) (Bughin, Shenkan,& Singer, 2009; Fisher, 2009; Raab, 2011). Practitioners recognise evaluation, monitoring and measurement to be key challenges facing their implementation of digital communication solutions (Valoet al., 2010).	p.70 last para left
						1			1 Within the need for future gazing and foresighting, is the need to adopt non-traditional methods of keeping skills and knowledge up to date , often with blogs, online forums and discussion groups.	p.70 (5th line-up from the end of topic 4.4)
		1	1		1				1 Scottish Enterprise (2013) defines the activity of foresighting in a business context as the 'evidence-based analysis of global markets and innovations to identify opportunities'.	p.70 para 2 right
		1	1						1 the private sector primarily adopts digital marketing as an extra communication channel for promoting and selling products and services	p.71 para 2 right
				1					1 A further skills gap emerging from the research was the challenge of measuring, monitoring and evaluation.	p.71 para 2 right line 18
				1			1		2 Finding the right people was a major challenge, since many of the jobs required a strong publishing as well as technical background. A key success factor was getting a senior-level veteran of the newspaper to head the unit.	Parsons, A., Zeisser, M., & Waitman, R. (1998). Organizing today for the digital marketing of tomorrow. Journal of Interactive Marketing, 12(1), p.41
			1	1	1				2 Critical Thinking, Problem Solving, Analytical Skills or Strategic Thinking are most important communication skills. (McCleneghan (2006))	p.14 (3.4 paragraph2)
			1						8 The fragmentation of digital marketing, combined with cuts in training budgets, is creating a serious digital skills gap. As the 'go-to' person in organisations seeking to keep pace with digital innovation , marketing directors who don't stay on top of the game risk appearing out of touch.	
				1					8 while no one denies that a digital skills gap exists , what is up for debate is how to solve it. Many marketers see using freelancers as a quick fix. OfficeCavalry.com's '2011 Freelancers Trends Report' found that firms have increased their use of freelancers by 76% and will spend £2.1bn on them this year to plug gaps. The rise is highest in the digital sector (up 91%).	
			1			1			9 A majority of digital marketers haven't received any formal training in digital marketing: 82% report learning on the job.	
			1	1					9 Marketers are facing a dilemma: they are feeling underequipped to meet the challenges of digital , and they're having a tough time keeping up with the pace of change in the industry. Said Ann Lewnes, Chief Marketing Officer, Adobe.	
									10 Within marketing and public relations the new prosumer is heralded as an empowered consumer, able to defeat large organisations with a single blog post.	
					1				10 Social media is defined as "internet services where the online content is generated by the users of the service" (Cann, Dimitriou & Hooley 2011, p. 7).	
			1						15 As a result they delegate it to the digitally and socially confident junior members of their team, who do get it, but unfortunately don't have the broader PR experience and expertise to integrate and do task most effectively.	
						2			18 Despite knowing that its future depends on the skilful and professional execution of digital and social communications, the PR industry views it as a junior activity and beneath senior practitioners.	
	2				2				1 Addressing industry skills gaps with marketing education: some scholars have called for a fundamental change of approach to marketing teaching in higher education, indicating that digital developments need to be central to teaching and research in marketing, rather than being viewed as an 'add-on' (Wymbs,2011). This is an approach which is not just "traditional marketing on steroids" but a recognition that the digital revolution has fundamentally changed marketing at the core " (Wymbs,2011,p.95)	p.67 (last para left)

Techno Revolution	CB Changes	Career Trends	Skill/competency Needs	Knowledge Integration Media Transformation Big Data Analytic	Training Needs	Theory	Article	What	Where/Who
	2			2				1 This digital marketing skills gap emerged from the current research as the biggest challenge facing communication and creative industries; while technically-focused skills gaps and training needs emerged (e.g. search engine optimisation skills [SEO], mobile applications knowledge, 3d video expertise) nevertheless the biggest overall need emerging from the research was for a marketer who was able to implement and integrate digital marketing strategy with technical knowledge and a sound communication foundation	p.69
		2						2 More formal training/qualifications may help to bridge on-going and self-acknowledged gaps in the development of communication practitioners. (p.7 last para)	Parsons, A., Zeisser, M., & Waitman, R. (1998). Organizing today for the digital marketing of tomorrow. Journal of Interactive Marketing, 12(1), 31-46.
		2	2					6 The findings of this research suggest the need for ongoing training in technical skills as well as in areas of marketing knowledge for marketing graduates of earlier years.	
			2					8 Warns Beales said knowing digital marketing is important but the capability to translate it and make it practical is more important. He suggested 'training gap' may eventually replace the current skills shortage.	
			2					10 The shift to social media or Web 2.0 has been greeted as a revolution and a new paradigm by communications professionals and academics alike (Miller & Lamma 2010; Mangold & Faulstich 2009; Meerman Scott 2011).	Archer, C. (2012). The borderless world according to Bloggers: Prosumers, producers, creatives and post-consumer. Citation: Archer, Catherine, 18-20.
		3	3					10 Bloggers, as new influencers, are important for consumers as they are read for entertainment and information and are perceived as trustworthy (Armstrong & McAdams 2009; Brown et al. 2007).	
			3					10 For organisations, blogs and bloggers are important because they can quickly spread information and opinion about organisations and products (Jones, Temperley & Lima 2009)	
3								10 Sepp et al. (2011) concluded that bloggers have a substantial influence on their readers' behavior.	
		3	3					22 Kahlow continued, "The companies that are investing in closing the digital marketing talent gap through training and level-setting programs can generate a significantly higher return on every marketing and advertising dollar spent. This is a serious competitive advantage, and this talent gap needs to be addressed in the boardroom."	
		3	3					22 Online certificate and elearning programs fill the gap. 83% of companies identified elearning & online certificate programs as a viable solution to filling the gap of skills and new job seeker credentials.	
		3	3	3				2 Skill deficits are networking skills and social media skills	p.15 (topic 3.5)
			3					3 In a survey comprising over 800 middle to upper management executives from over 50 industries, nearly one in five Millennials in the modern workplace are perceived to be lacking in analytical skills . (Global HR Business, "Millennials Have Least Analytical Acumen, Gen Xers the Highest in Today's Workforce, New Survey Suggests", August 2013)	p.2
			3	3		3		3 Technical Talents Need a Strong Understanding of Business . The real value of data analytics stems from an organization's ability to operationalize these insights. This requires combining data process with strategic and creative thinking, collaboration and communication skills . This is leading to a growing demand for individuals who possess technical skills along with business strategy and leadership abilities	p.6
		3	3					3 Future employees will need to combine excellent digital specialist skills with deep functional business knowledge	p.6
								Over 90% of the companies stated that they did not have necessary skills in the areas of social media, mobile, internal social networks, process automation and performance monitoring and analysis.	
4								3 Our research with the MIT uncovered that 87% of companies feel digital transformation is a competitive opportunity . However, only 46% were investing in the development of digital skills .	ref.6+7
4								3 Most skills which are most relevant for the digital age is an evolved professional who is equally comfortable with business and technology .	figure 2 p.5 และตารางที่
	4							6 Many middle- and upper- level jobbers may not possess the cutting-edge technical skill required for many such positions. This finding may provide an explanation for the difficulty older workers have in finding other jobs if they are laid off.	
	4							8 Marketing directors don't need to be experts in everything, but a lack of digital understanding across the industry gives cause for concern	Crush, P. (2011, July 15). Filling the digital skills gap. Marketing magazine, 33-34. Retrieved May 6, 2015 from <http://www.marketingmagazine.co.uk/article/1079394/filling-digital-skills-gap>
	4							10 Macnamara (2010) in a qualitative study of senior practitioners found "loss of control" was expressed as one of the major challenges associated with social me	
			4	4	4			10 With public relations practitioners and marketers' concern over control , it has been suggested that active users of social media are "the new influencers" (Gill in 2008; Trammell & Keshelashvili 2005; Woods 2005) and, as creators of their own material online, they are also "prosumers" , i.e. both creators and consumers (Tofler 1980, Kotler 1986).	
								10 Findings from the study show that major multinationals and SMEs in Australia are actively seeking to influence bloggers, who are seen to be gate-keepers and influence rather than seeking to marketers and public relations practitioners.	p.6

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									What	Where/Who
									10 Findings from the study show that major multinationals and SMEs in Australia are actively seeking to influence bloggers, who are seen to be gate-keepers and influence rather than seeking to market and public relations practitioners.	p.6
									15 The problem is that as social and digital becomes more important part, many senior practitioners lack the expertise or experience to actually do their jobs and integrate it properly into public relations strategy.	
5	5								16 the PR practitioner needs to integrate strategies and campaigns far beyond traditional channels. Communicators need big toolboxes and the ability to tailor the tactical approach for different messages.	
5	5	5							16 A new strategic imperative for PR: Developing content that tells the brand story, cultivating relationships with influencers , developing and growing the digital audience, earning credible media visibility.	
		6							16 PR and marketing lead needs to have an innate feel for the audience, an understanding of the mechanics of influence, real social media fluency, digital marketing know-how and the ability to translate visibility into quantifiable results.	
			6						18 CIPR's 2014 president, Stephen Waddington, offers one of the bleaker (ไม่ค่อยดี) view in a recent post on 10 areas of pain for public relations. Digital and social media are clearly critical components of almost any PR effort , and 59% of survey respondents agreed that issues influenced by technology and innovation represent on of the industry's biggest challenges.	Holtz, S. (2015, March 3). Paucity of digital/social skill at senior PR levels is a threat to the industry. Holtz Communications + Technology Blog. Retrieved May 12, 2015 from <http://holtz.com/blog/blog/paucity-of-digital-social-skill-at-senior-pr-levels-is-a-threat-to-the-indus/4477/>
		6		6	6				18 Neville Hobson's discussion of the CIPR report on the March 2nd edition of The Hobson & Holtz Report begins at 14.57. He said even though the industry recognizes digital/social's crucial role in the practice of PR, the skills required to execute don't exist among the industry's ranks. Technical and digital skills were considered the weakest among survey respondents. <i>The skills gap worsens with experience, the more senior the practitioner, the less likely she is to have technical and digital skills.</i>	
			6						1 Research into social media has identified the need for further academic enquiry focusing on the use of social media for marketing (Akar&Topcu,2011; Brady et al., 2008)	p.66
			6						1 Those communication professionals interviewed in this research confirm that digital marketing skills gaps exist , confirming shortcomings in technical skills , such as those outlined above. Specifically, the current research finds gaps in SEO skills, mobile, blogs and online communication including maximising short message service (SMS) and social media tools. Other skills gaps identified include analytic skills to measure and evaluate the effectiveness of digital approaches, and the ability to use futuregazing, foresighting and futureproofing skills intelligently.	p.67 (para 1 right)
		6	6						5 An organisation is committed to using all the channels consumers want to use , the main change in the nature of the marketing game is speed . We have always had to know whether a customer prefers mail, telephone or face to face, but now we need to know more about their preferences and their connecting devices to deliver the right content to them at the right time.	David Stone, M., & David Woodcock, N. (2014). Interactive, direct and digital marketing: A future that depends on better use of business intelligence. Journal of Research in Interactive Marketing, 8(1), 4-17.
			6			6			5 the rise of information technology-based interactive effects Public Relations: Electronic word of mouth, or "word of mouse", is replacing conventional media exposure, not solely through social networks, but through all aspects of web and mobile dialogue. In some sectors, online reviews have become absolutely critical in determining whether a product will sell.	Table 1
					7				6 There were notable(dominant) differences between the skills and conceptual knowledge that employers require for marketing positions at different levels ranging from entry- or lower-level jobs to middle- and senior-level positions.	Schlee, R. P., & Harich, K. R. (2010). Knowledge and skill requirements for marketing jobs in the 21st century. Journal of Marketing Education.
					7				6 Technicial skills appear to be much more important at all levels than what was documented in earlier research.	
					7				6 Employers demand graduates who are prepared to leverage technology to advance firms' strategies and operations. (AACSB, 2002, p.11)	
					7				6 Findings:Skills were divided into two categories: technical skills and meta-skills.	
			7						6 Technical skills refer to knowledge of specific software (Excel, PowerPoint, SPSS, SAS, and others), programming language such as SQL, Java, Flash, and XML, or other technical knowledge.	
			7						7 New forms of media and public spaces as interactive social media and social network realise us the two-way symmetrical model of communication recommended in Excellence Theory of public relations.	Macnamara, Jim. (2010). Public relations and the social: how practitioners are using, or abusing, social media. Asia Pacific Public Relations Journal, Vol.11. 21-39.
			7						7 Social media enables professionals to maintain ongoing quality relationships with influencers, media, customers and partners regardless of where they are (Waddel, 2010. para.3).	Waddel, K.(2010, February 26). <i>Public relations NY becomes social. Your Story</i> . Retrieved march 1, 2010, from <http://www.your-story.org/public-relations-ny-becomes-social-121788/>
					8				7 In the New Media and Public Relations, Vincent Hazelton, Jill Harrison-Roxrode and William Kennan claim that public relations is "undergoing a revolution (2008, p. 91).	
8						8			7 These are many industry reports and statements suggest that public relations practitioners are engaging in use of social media and that these interactive applications are helping realise the two-way symmetrical model of communication recommended in Excellence Theory (Dozier, L. Grunig, & J. Grunig, 1995; J. Grunig & L. Grunig, 1992; L. Grunig, J. Grunig & Dozier, 2002)	p.22. last paragraph Dozier, D., Grunig, L., & Grunig, J. (1995). <i>Manager's guide to excellence in public relations and communication management</i> . Mahwah, NJ: Lawrence Erlbaum Associates.

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									What	Where/Who
8									7 Analysis of the perceptions and reported practices of senior Australian public relations practitioners indicates generally upbeat views on social media and a belief that these new forms and communication media offer opportunities to improve and even transform public relations .	p.31
				8					8 According to Seb Haire, digital team leader at Dylan Recruitment said demanding for digital experts has doubled in the past six months .	
			8				8		8 Mizzy Lees, training development manager at the Internet Advertising Bureau UK said 'Skill gaps' have existed ever since the internet arrived .	
									8 Dr.Philip Alford, senior lecturer in marketing at Bournemouth University said 'Companies need to have a clear vision of what their overall marketing strategy is first. Perhaps, in reality, an overall 'strategy gap' is the problem, creating fertile conditions for a digital skills gap to take root.	
		9							9 The research is being released during the annual Advertising Week conference in New York (sept.23-27, 2013), one of the largest gatherings of marketing industry professionals in the U.S. Crisis of Confidence in Marketing Proficiency and Effectiveness Based on a broad survey of marketers, the findings revealed a striking lack of confidence in digital ability .	Warren, C. (2013, September 23). ADOBE DIGITAL DISTRESS: What Keeps Marketers Up at Night?. Digital Marketing Blog, Retrieved May 6, 2015 from <http://blogs.adobe.com/digitalmarketing/digital-marketing/digital-distress-study-what-keeps-marketers-up-at-night/>
			9				9		9 The findings revealed a striking lack of confidence in digital ability. Less than half (48%) of professionals who consider themselves primarily digital marketers feel highly proficient in digital marketing	
9		9	9						9 Underscoring the strain of rapid change in the industry , a strong majority (76%) of respondents think marketing has changed more in the past two years than in the past 50. Sixty-six percent of all marketers think companies won't succeed unless they have a digital	
9		9							9 Unsurprisingly, the number one concern for marketers is reaching customers. (It is, after all, their job.) However, their next three concerns are interesting, and they all deal with two broad topics: Measurement & ROI .	
		9				9			16 A new PR looks alike more marketing . There are included earn media (traditional media and emerging channels), social media and WOM, content marketing, reputation management, and integrated marketing (cross-channel comms and measurement & ROI) . Add Diagram of "The New PR remit)	Skerik, S. (2015, January 19). PR in 2015: It's a Bigger Job Than Ever. B2C Blog, Retrieved May 11, 2015 from <http://www.business2community.com/public-relations/pr-2015-bigger-job-ever-01130016#0CexPmF7PRTKSeBA.99>
10		10							19 1) Search Engine Optimisation (SEO). Organic SEO knowledge in combination with Pay-Per-Click (PPC) advertising are important. However, just focusing on keywords is not enough - being able to engage visitors in relevant calls to actions is essential .	
	10				10				19 2) Social Media Optimisation (SMO). Being aware of the latest platforms and how to develop successful engagement activities. This ability has strong synergies with online Public Relations (PR) and reputation management for a business .	
	10				10				19 3) Analytics and Return on Investment (ROI) . A key challenge in international digital marketing is being able to identify trends and constantly monitor what works and what needs improvement.	
	10								19 6) Client management service: Being to understand the needs of individual clients and translating these into actions are the core principles of good marketers.	
	10								19 7) Awareness of international market differences: Different business attitudes, business etiquettes, business cultures and social media platforms have to be taken into account when development international digital marketing campaigns.	
									19 8) Hands on practical experience: The need to practise the knowledge and skills of digital marketing in real life is essential.	
	10				10				19 9) "I" shape educated: Maximising the synergies of offline events with online events is just one of the reasons why broad awareness is needed before a specialist are identified by an individual.	
	10	10							19 10) Adaptability: Continually engage in updating skills and personal development . Learning about new tools, platforms and techniques is just one of the reasons why this field will never have people bored of their job.	
		10							21 With that in mind, analytics is likely to become a more important element of every tech product, from apps to servers, as companies increasingly demand a realtime understanding of their customers.	

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										What	Where/Who	
			11							22	The largest skill gaps are in analytics and mobile marketing. 76% of those surveyed believe analytics is a very important/important skill to have, but only 39% believe their talent is stronger/much stronger than other teams	
11										22	Also, 58% of those surveyed believe mobile is a very important/important skill, but only 29% believe their talent is stronger/much stronger than other teams.	
			11							22	There are more open positions than available talent. 40% of companies surveyed have more projects and positions open than they can fill with qualified talent, and analytics is the most desirable skill. This is a tremendous	
			11							25	Unsurprising that digital communications and social media are top the list of skills gaps that PR professionals wish to address in the next 12 months.	
			11							1	Industry needs: Digital marketing training needs. This research is directly informed by consultation with experts working in this area and aims to identify digital marketing training needs in the communication industries.	p.66
	11									1	Integrating digital marketing skills and technological developments into the curriculum has taken a relatively long time for academia (Reibstein et al., 2009; Wymbs, 2011) and those gaps in training and skills are often addressed by attending short courses run by professional marketing bodies.	p.66
										1	Without digital marketing skills, industries are at a distinct competitive disadvantage, as they lose out on the ability to connect and communicate quickly with clients (social media); they are unable to translate a website visit into a client or a purchase (customer conversion) and they may be unable to assess which digital approaches are working best for their business (analytics). Perhaps more importantly, research suggests that there is a strategy skills gap in evidence even when these approaches are used (Crush,2011).	p.67 (last para left)
			12							1	Since "the technology and content cannot be separated and treated in isolation" (Preston et al., 2009, p.1007) and that a more holistic approach which integrates digital technology with established communication principles, is necessary (Crush, 2011).	p.70 left
			12							1	A review of the current literature on digital marketing skills reveals a clear acknowledgement of skills gaps, but also a lack of detail on what these skills gaps actually are. Furthermore, there is no particular focus upon skills gaps in the marketing or communication industries.	p.67 (end of para2 right)
			12	12						2	DM becomes an integrated part of marketing mix as it enables entirely new forms of interactions between consumers and marketers (e.g. two-way interactivity, seamless transactions, address ability, on-demand availability, customization) leading to deeper relationships and greater personalization of goods and services.	p.2 (topic 3)
			12	12		12				2	DM as a core marketing tool: early 2000s (from figure 1: DM era analysis) mentioned that 30-50% of US consumers focus on both communications and transactions while marketers use interactive media as both a relationship medium and a sales channel	FIGURE 1 Digital marketing era analysis, p.32
										2	One of leading newspaper formalized its DM organization by creating a separate "on-line edition" which mirrored the structure of its traditional print editions.	p.40
				12						3	The shortage of digital skills in the current marketplace is unprecedented. It is estimated that over 4.4 million IT jobs will be created around Big Data by 2015; however, only a third of these new jobs will be filled. (Gartner, "Gartner Says Big Data Creates Big Jobs: 4.4 Million IT Jobs Globally to Support Big Data By 2015", October 2012)	Spitzer, Barbara., Buvat, Jerome., Morel, Valerie., & KVJ, Subrahmanyam. (2013, September 27). The Digital Talent Gap Developing Skills for Today's Digital Organizations, Caggemini, p.1-12.
				12						3	The impact of digital technologies is now felt not only in the IT department, but across the entire organization, creating a huge	p.2
				12						3	By 2015, research firm IDC expects that 90% of all jobs will require Information and Communication Technology (ICT) skills.(DC, "Post Crisis:e-Skills Are Needed to Drive Europe's Innovation Society", November 2009). Business professionals will increasingly need to be comfortable with digital tools and technologies in order to perform their core roles	p.6
			12							4	The role of "digital marketing" is confirmed in a study by IBM consisting of interviews with CMO. (IBM Institute for Business Value, 2011). These CMOs formulate the following four biggest challengers: (1) explosion of data (sometimes also called big data), (2) social media, (3) proliferation(การเพิ่มพูน) of channels and (4) shifting consumer demographics.	Leeflang, P. S., Verhoef, P. C., Dahlström, P., & Freundt, T. (2014). Challenges and solutions for marketing in a digital era. European management journal, 32(1), 1-12.
13					13					4	The digital revolution is threatening existing business models.	
13					13					4	Digital becoming competitive advantage in both B2C and B2B marketing since Internet usage continues to explode across the world.	
			13							4	Research findings suggest that more than 90% of all consumers read online reviews before they buy products and that 67% of all purchasers of consumer goods are based on user-generated content.	p.2

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									4 Hence social media content creates empowered customers who are more led by other customers than by advertising. As a consequence, this will lead to other (marketing) orientations such as customer engagement (van Doorn et al.,2010).	p.2
		13							4 The use of social media also creates a tremendous increase in customer insights , including how consumers are interacting with each other and the products and services they consume. Blogs, product reviews, discussion groups, product ratings, etc. are new important sources of information describing how customers collect information, use that information, and how that information is used in their decision-making, shopping behavior, and post-purchase behavior (Mayzlin & Yoganarasimhan, 2012; Onishi & Manchanda, 2012).	p.2
		13							4 Based on our study among 777 marketing executives across the globe, we identified four major marketing challenges in this new era which seem to be the most prevalent (see Fig. 3). 1. The use of customer insights and data to compete effectively ; 2. The threatening power of social media for brands and customer relationships; The omnipresence of new digital metrics and the subsequent assessment of the effectiveness of (digital) marketing activities; and 4. The increasing talent gap in analytical capabilities within firms .	p.9-10
13			13						4 We asked companies their current use of digital media and their intended use in the coming two years (see Fig. 1). Company home pages, e-mail, and social media are most commonly used today. Social media and mobile applications represent the biggest growth areas for companies over the next 2-4 years .	p.1
									4 The increasing digitalization leads to important challenges for marketing executives. They are confronted with increasing complex and rapidly changing markets which are beyond their control.	
13				13					11 The 5'C Communication Trends in 2015 are Connectivity, Culture, Consumer, Creativity, Crisis.	Galbraith, J. The 5 C's of Communication Trends for 2015. WPP website. Retrieved May 6, 2015 from < http://wpp.com/wpp/marketing/publicrelations/the-5-cs-of-communication-trends-for-2015/ >
		13							11 Connectivity: Consumers has been increasing 'Shift to Mobile' and turn away from the static PC towards on-the-go mobiles, tablets and phablets.	
		14							11 A recent global study on Creativity in PR by The Holmes Report shows that creativity in PR remains absolutely business-critical.	
		14		14					11 What was the trends that are influencing creative work: Storytelling (87%), visual/image-led communication (49%), brand transparency/authenticity (49%), social good (45%) – the latter two as we discussed under Culture.	
		14							11 Research found that companies felt loss in control over their messages by the impact of social media.	
		14							11 In an age where Millennials have increasing influence, crisis communications clearly need to flex to the channels they use most .	
14		14							12 The Institute for Public Relations has commissioned research into the skills, expertise and competencies required in the years ahead for top public relations advisers and corporate communicators. Dr. Tom Watson of the Media School at Bournemouth University in England lead the research with Dr. Chindu Sreedharan.	Robert, W. Grupp. (2009, October 8). 2015's Top Communicators – New Skills and Expertise Required. IPR Blog. Retrieved May 10, 2015 from < http://www.instituteforpr.org/2015s-top-communicators-new-skills-and-expertise-required/ >
		14							12 The need to change PR and corporate communications from broadcast machine to community participation	
			15						12 The Challenges for communicators are PR and corporate communications are 'behind the curve' on social media; slower to adopt more technologically complicated tools .	
			15						12 Future communicators also need to: 1) Be flexible communicators, capable of adapting quickly (eg. new media)	
		15							12 2) Able to interpret changes and trends in communication practices and technology; guide implementation, but not necessarily as a	
		15							12 3) Have broader analytical and critical thinking skills	
		15							12 4) Possess a more inter-disciplinary set of competencies so they can act as advisors with equal standing to senior colleagues in other functions	
		15							12 5) Become closer to trends and policy-making, especially on CSR/sustainability; often actively participating in the discourse	
		16		16	16				12 6) Have negotiation and relationship-building and management skills	
	16								12 7) Coaching and mentor senior management to communicate, manage relationships and deal with changing demands	

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	16								12) Coaching and mentor senior management to communicate, manage relationships and deal with changing demands	
	16								13) The internet has completely changed the media business and the digital transformation has affected the public relations industry.	Binder, A. (2012, June 6). PR in the Digital Age. AMA (American Management Association) Blog. Retrieved May 10, 2015 from < http://www.amanet.org/training/articles/PR-in-the-Digital-Age.aspx >
				16					13) The emergence of digital and social media has changed the way companies interact with the public.	
	16	16		16					13) In the past, PR firms spent a lot of time dealing with editors, reporters, and producers in securing what we call "earned media." At the same time, advertising firms were focused on paid media. Today, it's a fuzzy line.	
		16			16				13) There is an understanding that what people say online about you can really build your brand—or it can do great harm.	
16		16							13) PR has always been a two-way conversation, which has much more in common with the interactive world of social media than does traditional advertising. Paid media is a one-way conversation where you can control the message.	
		17		17					13) Clients want new thinking, new approaches, and new channels. So, there's greater pressure on agencies to be innovative than there was 25 years ago	
18		18							13) New capabilities and skills is required to succeed in this emerging digital environment.	
		18	18						13) Amy Binder, CEO of RF Binder Partners, a full-service public relations firm based in New York, said we will still look for English majors who can write, former journalists who know the media, lawyers with public affairs experience, and analysts who know the capital markets.	
		18							13) Every single one of our clients has been affected by the Internet. There are some that haven't embraced digital and social media because of regulatory issues or other reasons. But every client is impacted because they know how fast news—and misinformation—can spread.	
			18						13) Because of the Internet and how fast information travels, more companies are recognizing they have to be communicating with their	
			18						14) Sabreangel commented on Danny Brown post, "PR in the Digital Age: Where now?", on SPIN SUCKS blog that PR capabilities on digital channels allow them to be able to communicate with consumers for more personalization.	Brown, D., (2014, April 30). PR in the Digital Age: Where Now?. Spinsucks Blog. Retrieved May 10, 2015 from http://spinsucks.com/communication/pr-in-the-digital-age-where-now/
			18						14) The industry is moving from having separate marketing, advertising and PR departments into just having a 'branding' department in general.	
			18						14) Because digital landscapes create the need to move quickly, all PR people need to understand more aspects of their brand than ever before., May 6, 2014	
			19						14) There's a lot of talk about where the future of PR lies. Much like its brethren marketing and, to a degree, advertising, PR is at a crucial juncture.	
			19						14) The nature of digital media has broken down walls between us and the consumer that existed in traditional media, and you can't translate what you do on digital platforms if your traditional platforms still operate slowly and in those silos. Commented by Sabreangel, May 7, 2014	
		19	19						14) The big change in modern marketing isn't digital but connection. Commented by PeterJ42 on May 2, 2014	
					19				15) The CIPR State of the Profession 2015 report highlights the continuing lack of digital and social skills. The significant part of this finding is that experienced PR practitioners are the worst in digital and social skills lacking. Oppositely, the new generation of PR with less than five years experience, has social and digital media management as the strongest competencies.	Bruce, S. (2015, February 24). Senior PR practitioners lack digital and social media management skills. CIPR Blog. Retrieved May 10, 2015 from < http://stuartbruce.biz/2015/02/senior-pr-practitioners-lack-digital-and-social-media-management-skills.html >

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			19						15 Just 12% of practitioners with more than 21 years' experience felt confident in their social and digital media management skills.	
			19						15 22% of heads of communications see the changing digital and social media landscape as the biggest future	
			19						15 Mainstream media will always be a vitally important part of PR strategy.	
			19						16 The whole point of public relations is influencing audience behavior.	
			19						16 Today, Audiences are in control of what information they consume, and when, and how – at least, to the extent the algorithms dictating what people see on media sites, search engine results and social media feeds allow.	
		20							16 Digital influence is a big job – and an even bigger opportunity – for PR pros and the brands they represent. Maintaining clear focus on the audience is the key to delivering meaningful marketing and communications results.	
		21							17 15 professional resolutions for 2015 that PR practitioners may want to consider. One is to employ social media and online tools to share press placements, connect with influential bloggers and to create and maintain relationships with reporters and editors.	Comcovich, W. (2014, December 18). 15 PR Resolutions for 2015. CyberAlert Blog. Retrieved May 11, 2015 from < http://www.cyberalert.com/blog/index.php/15-pr-resolutions-for-2015/ >
		21							18 Three levels for every digital/social competency. 1) foundational exposure 2) Mid-Level 3) Advanced Level	
21	21	21							18 1) Minimal/ Foundational experience -- These are the skill levels for junior staff members. They know tactical planning expertise that delivers measurable outcomes with social media efforts, such as increased traffic, brand awareness or affinity (ความใกล้ชิด), or product sales.	
		21							18 2) Capable/ Mid-Level -- Integrates social project plans with more comprehensive business programs to drive business result. Can drive multiple social media efforts using integrated planning, platforms and effectively seals-in plan to Profit & Lose owners.	
		21	21		21				18 3) Advanced/Mastery -- Coaches and develops business project managers on how to include social business planning as part of their projects	
21									19 The Salford brainstorming session identified the top 10 international digital marketing skills and competencies needed in the competitive and dynamic digital marketing field.	Heinze, A. (2014, February 6). Top 10 international digital marketing skills. Salford Business School blog. Retrieved May 13, 2015 from < http://blogs.salford.ac.uk/business-school/10-international-digital-marketing-skills/ >
21					21				20 The DM mgr roles involves leading, planning, developing, and executing digital marketing campaigns, including online advertising, web site strategy/design, social media, mobile deliverables, and new media deliverable.	Salary.com (2015). Digital Marketing Manager Skills & Competencies. Retrieved May 13, 2015 from < http://skills.salary.com/Job/Digital-Marketing-Manager >
					21				21 2015 PR Trend Forecast: Technology. Social media, lead generation, analytics, privacy and consumerisation to take centre-stage for tech marketers this year.	Sudhama, A. (2015, January 13). 2015 PR Trend Forecast: Technology. The Online Weekly Holmes Report. Retrieved May 13, 2015 from < http://www.holmesreport.com/long-reads/article/2015-pr-trend-forecast-technology >
		22							21 As part of its annual Trends Forecast, the Holmes Report sought the views of tech specialists around the world to understand the outlook for this year and beyond.	
			22						21 Social grows Up. That is changing rapidly , with more sophisticated influencer marketing campaigns becoming more popular with B2B brands , alongside better targeted paid social strategies.	
			22						21 Lead generation has become a major focus for technology PR specialists , with companies looking beyond awareness to try and better integrate into their sales cycles.	

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			22						21 "From formative audience insight, content marketing and earned/owned/paid implementation, to web analytics , lead attribution modelling and marketing automation advice, the opportunities are vast," adds Fogg. "Tech marketers are taking strategic and creative theming extremely seriously, often favouring PR as the source of ideas that tie programmes together." (CCgroup MD Richard Fogg)	
22			22						21 The consumerisation of B2B technology is not a new trend, but it is rapidly changing expectations of how technology impacts everyday life .	
			22			22			21 The rise of the Internet of Things, wearables and user-oriented computing has created a deluge of big data. For marketers and PR people, the critical challenge is being able to find the information they need from a bewildering array of data sources, and using those insights to drive genuine behavioural change.	
			22		22				22 During the summer of 2013, Online Marketing Institute surveyed 747 advertising and Fortune 500 marketing executives on the state of digital marketing skills, knowledge, and training in their companies	State of Digital Marketing Talent study, in partnership with Kelly Staffing & ClickZ. (2013, November 5). Fortune 500 marketing executives complain of digital marketing talent gap. PRNews wire website. Retrieved May 14, 2015 from < http://www.prnewswire.com/news-releases/fortune-500-marketing-executives-complain-of-digital-marketing-talent-gap-230707451.html >
			22						22 The study found that executives were not satisfied with the current skill levels of digital marketing talent,	
									22 There are significant gaps between the skills digital team should possess, and the skills they currently have.	
		22	22						22 Only 8% of executives surveyed believe their employees are strong in all areas of digital marketing.	
		22			22				22 "The digital space continues to evolve rapidly , and Fortune 500 companies are finding it challenging to hire and retain digital marketing talent with the skills necessary to not just succeed—but thrive and grow," said Aaron Kahlow, CEO and Founder of Online Marketing Institute.	
			22						22 It is difficult for companies to hire qualified individuals in social media and digital. Over 80% of companies surveyed face significant challenges in consistently locating, hiring and retaining top talent.	
						22			22 These findings suggest that Fortune 500 companies are not achieving the desired output from their digital marketing teams , and are not reaping an adequate return on their marketing talent investments.	
		23							22 "I work closely with many executives in the Fortune 500, and I've seen firsthand how investing in digital marketing training and education improves overall sales and marketing performance ," said Mike Grehan, Publisher of ClickZ and the global Search Engine Strategies conference series. Grehan continued, "There is no better time to invest in your team's capabilities than now."	
		23							23 Public relations is a vital part of any business' communications strategy though its value. it works with methods, strategies and tactics change .	Jackson, J. (2014, November 12). What is public relations and how does it affect business?. Metamorphic PR apprentice Blog. Retrieved May 14, 2015 from < http://www.metamorphicpr.co.uk/public-relations-affect-business/ >

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		23						23 the Public Relations Consultants Association (PRCA) says PR is 'the result of what you do, what you say, and what others say about you' and that it is achieved through many means from short-term campaigns and online viral campaigns to working with communities.	
		23						23 the Chartered Institute of Public Relations (CIPR) believes public relations to be the 'planned and sustained effort of maintaining goodwill'	
		23						23 PR professionals may put forward the definition that public relations is about relationships and reputation – gaining trust among the publics an organisation is trying to reach.	
		23						23 Public relations is about building and protecting reputation.	
				23				23 Regular and effective external communication clearly impacts a business' success and image. A good public relations professional will ensure that external communications are well targeted in order to reach the right audiences	
		23						23 Today, the traditional media isn't the only "game in town" and so social media activity might also be part of the communications strategy.	
			24					23 Maintaining goodwill is an important part of how PR affects a business's success because at a time of negativity a company's value may decrease, its profits and sales may decrease but if its external and internal communication is effective and is maintained, its reputation should stay intact and the company will be able to recover.	
			24					24 Just one in five people working in the marketing profession has even entry level digital marketing competency and if the deficiency is not addressed, the country will not achieve the 150,000 jobs which could potentially be created in the digital economy by 2020.	Rogers, S. (2014, September 4). Serious skills gap in digital marketing. Irish Examiner Online Newspaper. Retrieved May 14, 2015 from < http://www.irishexaminer.com/ireland/serious-skills-gap-in-digital-marketing-284822.html >
		24	24					24 A study by the Digital Marketing Institute (DMI) found 83% of workers with a marketing remit failed to achieve a pass, or 60% in its professional diploma in digital marketing.	
24								24 "As well as investing in the upcoming talent pool, it is essential that senior Irish professionals are educated in digital business to avoid them blocking the adoption of digital marketing and styming economic growth through these channels," Mr Dodson said.	
								24 It is a race to the top and the internet revolution means geography no longer matters — we have to compete with every market in the world to capture our share of the digital economy and that requires creating a talent pool able to take advantage of the opportunities right in front of us."	
		25	25					25 In year 2014, The PR Academy has introduced some new questions regarding skills gaps. These included what skills gap respondents would choose to address in the next 12 months and what communications skills they think business leaders need to have. There are 104 members of the alumni who participated in this year's study.	PR Academy Trend Survey. (2014). Qualifications for Communicators trends Survey 2014. Retrieved May 14, 2015 from < http://www.pracademy.co.uk/wp-content/uploads/2014/04/PRAcademy_Qualifications_for_Communicators_Trends_Survey_2014.pdf >
			25					25 One of the key challenges is that digital communications requires knowledge and expertise on a broad front.	

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		25	25						25 The top three reasons for studying for a qualification remain consistent with last year, with "to enhance skills" remaining the top reason, followed by "to improve career prospects" and "to gain professional recognition". Table: Why people are studying (or have studied) for a professional qualification, p.4. Base 105 respondents(2010), 147 respondents(2011), 117 respondents (2012), 104 respondents(2013)	
			26						26 The results this year for reported skills gaps contribute to the ongoing discussion about our profession's skills, knowledge and behaviours. Social media and digital communications remains the number one skills gap that respondents would like to address.	PR Academy Trend Survey. (2015). Fifth Edition. Qualifications for Communicators trends Survey 2015. Retrieved June 2, 2015 from <http://www.allthingsic.com/wp-content/uploads/2015/03/PRAcademy_Trends_Survey_2015_RM.pdf>
					26				26 Measurement remains the biggest challenge for public relations practitioners.	
			26		26				26 The rapidly evolving digital media landscape requires new forms of measurement beyond traditional methods . Whilst the PR community is rapidly adopting digital tools and techniques , measurement of their use often still remains forgotten, so it perhaps isn't surprising this remains a top skills gap.	MATT MCKAY CHARTPR DIPCIPR FCIIPR DIRECTOR OF COMMUNICATIONS AND EVENTS,STM ASSOCIATION
			26			26			26 digital communications, social media, which remains the one skills gap that most respondents would like to address in the next year. What with digital communications and social media still changing and developing at a pace, it perhaps isn't surprising that this remains a training priority for many .	
			27						27 New research shows that digital communications is the top skills gap amongst PR professionals . The research was conducted by PR Academy amongst its past and present students and 52% of respondents identified digital comms as the top skills gap, followed by strategic planning (46%) and measurement (44%) .	Bruce, S. (2013, February 28). Digital communications top PR skills gap. STUART BRUCE Blog. Retrieved June 2, 2015 from <http://stuartbruce.biz/2013/02/digital-communications-top-pr-skills-gap.html>
		27							27 clients are turning to PR agencies for non-PR services, including of course new digital and social ones.	
			27						Many employers are having difficulty filling roles due to lack of available talent (according to Manpower's "Talent Shortage Survey" which you can find in the link https://hbr.org/2014/08/employers-arent-just-whining-the-skills-gap-is-real)	
			28						28 PESO – paid, earned, shared and owned. This was the exciting future for the PR industry and we had to seize the moment and start providing clients with integrated PESO campaigns.	Bruce, S. (2015, June 24). Back to the future of PR at FutureComm15. STRART BRUCE Blog. Retrieved July 5, 2015 from <http://stuartbruce.biz/2015/06/back-to-the-future-of-pr-at-futurecomm15.html>
			28	28					28 Real PR professionals have used whatever channel happens to work . There appeared to be an acceptance that PR is synonymous with media relations and 'earned' media, perhaps with a bit of 'owned' thrown in and Facebook, Twitter, Instagram etc means we've started to get a grip with 'shared', but 'paid' is something new.	

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		28							29 Every year, the Manpower Group, a human resources consultancy, conducts a worldwide "Talent Shortage Survey." Last year, 35% of 38,000 employers reported difficulty filling jobs due to lack of available talent.	ASTD, forth edition.(2012). BRIDGING the Skills Gap. Retrieved July4, 2015 from < http://nist.gov/mep/upload/Bridging-the-Skills-Gap_2012.pdf >
		29							29 ASTD defines a skills gap as a significant gap between an organization's current capabilities and the skills it needs to achieve its goals. It is the point at which an organization can no longer grow or remain competitive because it cannot fill critical jobs with employees who have the right knowledge, skills, and abilities.	
		29							29 Data from ASTD's member survey shows that leadership and executive skills, managerial and supervisory skills, and profession or industry-specific skills are ranked as the highest areas for skills gaps. It is important to note that managerial and supervisory skills are of most concern to the majority of respondents: they ranked skills in this area as the first or second biggest gaps.	
		29	29						29 In advanced economies, skill imbalances will lead to more long-term and permanent joblessness and a greater polarization of incomes between high and low skilled workers	
		29	29						29 As far as bottom-line impact, many industries feel the effects of a skills shortage in similar ways. CompTIA's State of the IT Skills Gap report notes that 80 percent of information technology employers indicate that their industry's skillsgaps affect at least one business area, such as staff productivity (41 percent), customer service/engagement (32 percent), and security (31 percent)	p.8
		30							30 The multiple and highly complex demands made of CCOs raise a talent challenge (Marshall & Dedrijvere, 2014; pp.9-12). The task portfolio of communicators has been expanded continuously during recent years by topics such as social media, community relations, and corporate social responsibility.	Kiesenbauer, J., & Zerfass, A. Today's and tomorrow's challenges in public relations: Comparing the views of chief communication officers and next generation leaders. Public Relations Review (2015). http://dx.doi.org/10.1016/j.pubrev.2015.05.013
				30					30 Regarding the importance of various communication channels, the same study shows that online communication is clearly the leader challenge.	
		30							30 Traditional press relations that interact with print media face a dramatic loss of importance.	
		30							30 The study on leadership in public relations and communication management, The three issues rated most important for PR leaders were: addressing the speed and volume of information flow, dealing with crises, and managing social media and the digital revolution (Berger & Meng, 2014; p.298).	p.5
		30							30 Corporate Communication Officers (CCOs) is the task of strategic communications to establish and maintain an ongoing dialogue between a company and its internal and external stakeholders.	p.6
									31 This research has been collected in two forms; (1) quantitative, through an online survey of nearly 2,200 practitioners in 42 countries and (2) qualitatively through a small number of focus groups and 53 individual interviews with communicators from four role groups: chief communications officers, crisis communicators, internal communicators and social media managers, across 6 geographically distinct regions of Europe.	Tench, R., Zerfass, A., Verhoeven, P., Verčič, D., Moreno, A., & Okay, A. (2013). Competencies and Role Requirements of Communication Professionals in Europe. Insights from quantitative and qualitative studies.
		31							31 The interviews were also probe on the future competencies of communications practitioners in the areas of new media competency , the development of cross-cultural competencies and understanding of how to support the acquisition and development of knowledge and skills relating to management and business.	p.7
			31						31 There are on-going gaps and deficiencies in the development of the individuals as well as broad variation in how practitioners identify needs and access appropriate interventions	p.7
			31						31 Social Media knowledge is an acknowledged weakness that people feel they need to improve	p.7
		31							31 Research that separates 'management' and 'technical' aspects of PR often use descriptions of the work, which inevitably end up listing activities that constitute either managerial or technical aspects of the practitioner's role	p.11

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		31						31 Van Ruler (2000) then identified 5 nuclear tasks of PR practitioners as the production of texts, managing content and production of websites (internet, intranet, extranet), consultation about means and media of communication, coordination of communication projects and monitoring the quality of communication.	p.11
			31					31 Knowledge about social media describes knowledge about the complexity of the social web, knowledge about technical aspects, regulatory frameworks, ethical codes, knowledge about ones own company and its products and being "up-to-date"	
		31						31 Social media skills refer to strategic skills, journalistic skills, project management, knowledge about human nature, readiness of mind, empathy, capacity to accept criticism, networking, creativity, organisation of information, evaluation, relationship management and identity management.	
		31						31 Personal attributes include proactiveness, availability through different channels nearly 24/7, commitment, service mentality, acknowledging own mistakes.	
		31						31 Table 2 provides some indication of the range of skills, knowledge and personal attributes identified in the European literature	table 2 p.15
		31						31 What is clear from the studies of skills, knowledge and personal attributes is that they overlap in terminology and that there is a pattern forming about how skills, knowledge and personal attributes lead to broader competencies.	
		31						31 Figure 1 illustrates how ECOPSI views skills, knowledge and personal attributes contributing to competencies	Figure 1 p.18
		31						31 Some definitions: Knowledge : can be defined as what practitioners are required to know in order to do their job/role effectively (Commission on Public Relations Education, 1999; 2006 and Gregory, 2008).	p.19
		31						31 Skills : are the things practitioners are able to do to perform their job/role effectively (Katz, 1974, Goodman, 2006, Commission on Public Relations Education 1999; 2006 and Gregory, 2008). Identifying 'skill' will be a complex process but a useful definition by Proctor and Duttan (1995) will help with us: "goal-directed, well-organised behaviour that is acquired through practice and performed with economy of effort" (p18).	p.19
		31						31 Personal attributes : are defined in the literature as separate from competencies. The distinction being that personal attributes can determine how well a competency is performed and secondly competencies can be taught while personal attributes are modelled or fostered (Jeffrey and Brunton, 2011 p.69).	p.19
		31						31 Competencies are therefore based on a combination of skills and knowledge held by a practitioner which combine with personal attributes to produce behaviours.	p.19
		31						31 As professional communicators are moving from mostly operational to more managerial, educational and reflective levels, building competencies and skills is the next big challenge both for individuals and organisations (Tench, 2012; Sha, 2011; Jeffrey & Brunton, 2011).	p.34
		31	31					31 The survey revealed significant gaps between the development needs of communication professionals in Europe and the training opportunities currently offered by their organisations (Chart 6).	p.38-39
		31						31 The largest gap (almost 31%) is in management knowledge (current affairs, social and political trends, legal, ethical).	p.38-39
		31						31 Role evolution and specialist competence – social media. The survey reveals a large gap between the perceived importance of social media tools for communication and the actual rate of implementation in European organisations (see Chart 11)	p.43
		31						31 Most obviously, mobile applications have entered the top three ranks of important social media platforms, but at the same time the backlog of implementation is higher than in any other field.	p.43
		31						31 European communication professionals consider online communities or social networks as by far the most important social media tools available.	
				31				31 Online communities are followed by online videos ranking second in importance (67%), mobile applications like apps and mobile webs ranking third (65%), micro blogs (e.g. Twitter) ranking fourth (56%) and weblogs ranking fifth (45%).	
		31						31 However, less than 56% of the communication departments actually use online communities in their communication.	
		31						31 The biggest difference between importance (65%) and implementation (31%) is found for mobile applications, a gap of almost 35%.	

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			31						31 The biggest difference between importance (65%) and implementation (31%) is found for mobile applications, a gap of almost 35%.	
			31						31 Major gaps also exist in business knowledge (markets, products, competitors) and management skills (decision making, planning, organising, leading) with 22% each.	p.50
			31						31 digital skills increase when the age of the professionals questioned decreases. Younger professionals report higher personal skills in using online and similar technology than their older colleagues (Chart 13)	p.50
			31						31 Reported digital skills also differ according to the area professionals are working in. Professionals working in overall communication, international and public affairs, media relations and marketing communications score lower than professionals working in strategy, internal communication and of course online communication.	p.50
									31 The most important knowledge areas via role (ranked in order of the most frequently cited)	Table 8 p.55
			31						31 Web 2.0 tools and web monitoring tools are top three most important knowledge areas from Crisis Communication Managers and Social Media Manager.	Table 8 p.55
			31						31 A significant number of interviewees expressed that there were knowledge areas that they felt weak in or that they would like to develop were the areas of new technology, social media and Web 2.0.	p.56
			31						31 For CCO's this knowledge was about the strategic application of such media channels and finding out more about the return on investment that might be realised from their implementation.	p.56
		31	31						31 Using new media skills and knowledge were agreed by most interviewees that this is an important area requirements for future successors.	p.61
			31						31 However, this skills gap may not necessarily be felt at senior/leadership level. It was thought by some to relate more to communications professionals at lower levels.	p.62
			31						31 Knowledge of new media was an area in which many communications practitioners felt weak or that they would like to develop.	p.62
			31						31 Many senior professionals are leaving digital/social media skills to younger or more specialist members of the team. They thought they do not need to know how to use the technology but it would benefit from greater understanding of how it can be used and what can be achieved.	p.62
			31						31 This explains why practitioners felt they had less weakness in Social media skills than in their knowledge of Social media.	p.62
			31						31 Another future trend is the generation communication gap for new technologies between senior and junior employees	
		31							31 Senior employees tend to use older forms of technology while junior employees are up to date with the latest digital platforms.	
		32							32 From CIPR's report surveyed in year 2014 from 14 regional and 11 sectors, they asked each of the groups to look forward to the coming 12-month and share what hot topics and issues are on the horizon for their members. The result is a powerful snapshot of the state of the public relations profession in the UK. There are many common themes of public relations : content marketing, media change, integration with other areas of the organisation.	Waddington, S. CIPR Report (2014, December 17). #PR2015 Insight into the trends and issues affecting the business of public relations in 2015 by the regional, national & sector groups of the CIPR. Retrieved July 8, 2015 from <http://www.slideshare.net/CIPRPaul/pr2015>
		32							32 Public relations shifts beyond the silo of communications and becomes part of every area of a modern organisation from sales to customer service, and from product development to human resources.	
		32							32 Both Jersey and Guernsey are committed to carving out digital economies , and positioning themselves in the right way will be a significant undertaking if they are to be taken seriously. There is real progress in this area, though, and having a cutting edge digital community locally will also provide plenty of opportunities for the PR community.	

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		32							32 Perhaps further indication that the traditional lines of PR and marketing continue to blur and a rebrand of PR to Integrated Communications Professional is required. Said by PAUL CULLEN MCIPR, CHAIR OF CIPR GREATER LONDON	
				32					32 Social media will continue to play an increasingly key part in major events such as RWC 2015, and across all communications activity. Said by PAUL CULLEN MCIPR, CHAIR OF CIPR GREATER LONDON	
		32							32 Digitally focused PRs will need to understand how paid, owned and earned channels work together , and the role their skills can play in supporting the development of fully integrated campaigns. Presented by ABI WHITFIELD MCIPR, CHAIR OF CIPR NORTH WEST 2015	
			32						32 With a prosperous year ahead for us, the shortage of available skilled PRs is likely to increase further . The recession and pressure on spending has resulted in far less people being attracted into the industry. Presented by ABI WHITFIELD MCIPR, CHAIR OF CIPR NORTH WEST 2015	
		32							32 In addition, over the last two years we've seen more career development opportunities and internal promotions which has resulted in a gap in the talent pool from junior to management level. Said by ABI WHITFIELD MCIPR, CHAIR OF CIPR NORTH WEST 2015	
									32 The Republic of Ireland has seen major tech giants such as Facebook, Google, Ebay, Yahoo, Apple and others set up base. the public relations industry is also changing at a rapid pace including media consumption, measuring strategic value and economic impact of PR and reinforcing professionalism in the sector. Said by CHRIS LOVE FCIPR, CHAIR OF CIPR NORTHERN IRELAND	
		32							32 It is a largely an opportunity for PRs in Northern Ireland to skill-up, keeping abreast of changes and trends and also to demonstrate professionalism of the sector as businesses grow in confidence as they look to investing in our region. Said by CHRIS LOVE FCIPR, CHAIR OF CIPR NORTHERN IRELAND	
									32 Rapid changes continue to ensue in the world of digital, however effective communication strategies remain . Said by CHRIS LOVE FCIPR, CHAIR OF CIPR NORTHERN IRELAND	
			32						More than half of P practitioners felt their use of social media are lagged behind in its adoption. PAUL WILKINSON FCIPR, CHAIR OF CIPR CAPSIG	
	32								32 Not just PRs but everyone uses all communication channels to transform the current image of construction. PAUL WILKINSON FCIPR, CHAIR OF CIPR CAPSIG	
		32							32 the watch word for 2015 will be authenticity. Although social media lies an important role in influencing people, the authenticity of companies must be true to a set of values that are aligned with the communities they serve. Chief executives have to be themselves with their own views and opinions. SIMON THOMPSON MCIPR, CHAIR OF CIPR CORPORATE & FINANCIAL	
									32 Convergence of skills is a key trend . LYNDA FOTHERGILL MCIPR ABHA THAKOR CHART.PR MCIPR ROBERT WEBB MCIPR, CIPR LOCAL PUBLIC SERVICES GROU	
		32							32 communication teams, with a mix of contractors and permanent staff, who are expected to be skilled across traditional communication divides — PR, journalistic skills, marketing, events, advertising and sponsorship management, social marketing, and of course digital.2	
									32 MARKETING COMMUNICATIONS Digital media dominated the concerns of PR professionals in marketing communications and will continue to do so for the foreseeable future.	topic 25
					32				32 The major issues for 2015 are likely to be: Chartered Institute of Public Relations: #PR2015 25 01 Digital measurement: the forest of conflicting social media data will require clearing in 2015 and beyond in order to create credible and universally agreed measurement methods	

Techno Revolution	CB Changes	Career Trends	Skill/competency Needs	Knowledge Integration Media	Transformation Big Data Analytic	Training Needs	Theory	Article	
								What	Where/Who
					32			32 02 Digital evaluation, so dependent on measurement, demands similarly rigorous and robust methodology. Crucial to this issue is how digital evaluation can lead to monetisation, ie profitable analysis and outcomes	
32								32 04 Wearable technology, probably the sexiest subject of the next five years will have a sizeable impact in 2015.	
		32						32 06 The digital gap between companies that are racing ahead in their understanding and use of social media. Others who do not embrace social media is increasing, putting the latter at a severe disadvantage.	
		32	32					32 09 A shortage of basic PR skills such as media relations is beginning to be highlighted. This includes writing ability and presentation skills which are being overshadowed by an almost obsessive focus on social media. In fact, these basic skills are essential to an effective use of social media	
		32						32 10 And now for the vision thing: the demarcation between marketing and PR is becoming increasingly blurred. Out of this conflict will emerge a new profession	
								33 "The actions of the company are as important, if Public relations not more, than the words." Social Marketing media - Ray Kotcher, Chairman of Ketchum PR	PR Newswire Slide Share, (2014, December 10). The Modern PR Trends Every Communicator Should Know. Retrieved July 8, 2015 from < http://www.slideshare.net/prnewswire/the-modern-pr-trends-every-communicator-should-know >
		33						33 "Tech was the boom part of our universe, and we wondered where tech was going to find itself in the world of public relations. I'm looking forward to the industry taking advantage of technology and creating its own powerful platform." Public relations Social Marketing media - Brian Cohen, Chairman of NYC Angels Home About Product Contact	
		33						33 "PR is no longer just picking up the phone and talking about the brand you're representing. It's really an integrated approach." Public relations - Marisa Carstens, VP of Text100 Global Communications Social Marketing media	
			33					33 "You can no longer rely on the benevolence of a journalist to drive your communications campaign. You need to build your digital foot print using other ways – content marketing, bylines, hybrids and Public relations earned media." - Peter Himler, CEO of Social Marketing media Flatiron Communications	
	33			33				33 "We will continue to see a lot of convergence from a marketing perspective, especially with the use of social media and how people consume and share Public relations Marketing - Andy Polansky, CEO of Weber Shandwick information."	
		33		33				33 "PR is so much more strategic than ever. You really need to understand everything from a marketing perspective ranging from measurement, target audiences, objectives to being creative." Public relations - Stacey Cohen, CEO of Co-Communications Social Marketing media	
		33						33 " PR is now on equal footing with other marketing disciplines during the integrated planning process, and the skill set public relations brings to the table is well-suited to the changing media landscape. " Public relations - Jason Winocour, Partner at Hunter Public Relations Social Marketing media	
34								34 The Global Technology Revolution. Life in 2015 will be revolutionized by the growing effect of multidisciplinary technology across all dimensions of life: social, economic, political, and personal.	"The Global Technology Revolution: Summary." The Global Technology Revolution: Summary. N.p., n.d. Web. 19 July 2015. Retrieved July 9, 2015 from < http://fas.org/irp/ric/rand/mr1307.sum.html >

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									What	Where/Who
34									34 The revolution of information availability and utility will continue to profoundly affect the world in all these dimensions. Smart materials, agile manufacturing, and nanotechnology will change the way we produce devices while expanding their capabilities.	
34									34 The overall revolution and trends will continue through much of the developed world.	
34									34 The accelerating pace of technological change will increase the importance of continued education and training. Cultural adaptation, economic necessity, social demands, and resource availabilities will affect the scope and pace of technological adoption in each industry and society over the next 15 years.	p.6
			34						34 As technology brings benefits and prosperity to its users, it may leave others behind and create new class disparities.	
		34							34 Those who are not willing or able to retrain and adapt to new business opportunities may fall further behind.	p.8
									34 Beyond the agricultural and industrial revolutions of the past, a broad, multidisciplinary technology revolution is changing the world.	p.8
34									34 Information technology is already revolutionizing our lives (especially in the developed world) and will continue to be aided by breakthroughs in materials and nanotechnology.	p.8
		35							35 Clients are turning to PR agencies for non-PR services, including new digital and social media. Said by Francis Ingham, director general, PRCA	Ingham, F. (2015, 27 April). "Top 150: A Brighter Future but Challenges Still to Face." PR Week. Retrieved 9 July 2015 from < http://www.prweek.com/article/1344493/top-150-brighter-future-challenges-face >
		35							35 Marketers are moving their money towards PR and away from other disciplines.	
					36				36 Media is in the midst of a digital revolution that frees news, information and advertising from the technological limits of print and broadcast infrastructures.	Mulhern, F. (2009). Integrated marketing communications: From media channels to digital connectivity. Journal of Marketing Communications, 15(2-3), p.85-101
					36				36 The digitization and networking of information transform marketing communications into a vastly different set of practices for connecting consumers and brands.	
		36							36 The role of media in marketing communications practices shifts from the execution of message strategies into an extension of consumer understanding.	
		36							36 Several of the core principles of IMC – consumer insight, data-driven decision making, cross-media integration and communications with multiple stakeholders – represent an improved framework for managing communications in a digital world.	
									37 Big Data Cloud Networks Provide an Extensive Range of Information about People, Places, Products and Brands.	Campo, A. & Chavan, S. (2013, January 28-31). Market Research that Delivers Real-Time Consumer Insights., Las Vegas, NV: Microstrategy World 2013. Print. p.3
						37			37 Wisdom Provides Organizations with a Panoramic View of what people like, want and do.	
						37			37 Analytic views provides consumers' demographic, interests, places, psychographic. (picture p.5)	
						37			37 Wisdom turns the knowledge stored inside Big Data into a competitive advantage for businesses. The impact of this data can help all aspects of the business and turn it to a competitive advantage.	p.6-20
						37			37 Wisdom insights excel marketers to target and communicate more effectively.	p.21

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									What	Where/Who
									38 Advertiser Rating Effectiveness for Lead Generation of Marketing Methods and PR is a strong component in the marketing mix. (picture at slide 8)	Pranikoff, M., & Fletcher, K. (2013). When Traditional PR Needs a Boost. Retrieved July 14, 2015 from < http://www.slideshare.net/prnewswire/when-traditional-pr-needs-a-boost-strategies-for-placement-engagement-results >
				38					38 Today, media landscape is changing. It's included all form of media both traditional media and digital media such as facebook, twitter, youtube, tumblr, LinkedIn. (slide 9)	
	38								38 Nielsen Global Trust in advertising report in year 2013 showed that consumers trust people they know 92% (slide 15), Editorial content such as news and article 62%. (slide 16)	
		38							38 Access all of your audiences, all at once, via multichannel content distribution. Reach your audiences immediately, then dynamically update your content everywhere. Connect in more engaging ways to drive results. "Content and metrics are what it's all come down to, but the content must be relevant and creative because people are more self-directed." said by John Derbeck, Assistant VP of Advertising MetLife.	
									38 "Share" functionality allows viewers to easily embed the Interactive Media Player into their blogs, web sites and social media pages and engage your content with others. (slide 37)	
		38							38 Markeing PR is Public relations activities focused on specific products or aspects of marketing campaigns that deliver integrated, journalistic-style content across multiple platforms. Said by - Kelly Fletcher, circa 2014	
		39							39 New features on websites, powerful mobile devices, and the subsequent restructuring of news services have dramatically changed the nature of communications.	Kent, M. L., & Saffer, A. J. (2014). A Delphi study of the future of new technology research in public relations. Public Relations Review, 40(3), 568-576.
		39	39						39 Turk's basic argument was that public relations professionals needed to become skilled strategists and innovators rather than mere technicians who act as "the chairman's boys or girls" (p. 13)	
		39							39 public relations professionals need to broaden their understanding of new technology to consider social and relational issues, rather than the current focus on practice.	
		39	39						39 Subtle changes in the professional practice of public relations occur on an almost daily basis. As public relations agencies and professional associations struggle to remain relevant (cf., Elliot, 2013), the field has seen a gradual shift in the profession from the organizational counselors and relationship managers Turk wrote of, to social media specialists and a return to technical "communication managers" and marketers, rather than strategic thinkers (Taylor & Kent, 2010).	
39									39 In just over a decade, communication professionals have seen the emergence of an assortment of social media and new technologies	
							39		39 The Delphi method is a unique research approach because of the ability to learn about ideas and issues that are not widely recognized among a group. In contrast to survey methodology and content analysis, which both start inductively, from the assumption that the researcher already knows what questions need to be asked, or hypotheses tested, a Delphi panel begins deductively, gathering a variety of information obtained from experts and stakeholders, and trying to discern what to ask.	

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		39	39					39 In public relations, we see an almost exclusive focus on the one-way, sender-receiver, features of new technology, while ignoring the many collaborative possibilities such as crowd sourcing, creating knowledge networks and dialogic social media spaces [populated by dozens rather than millions], directly delivering organizational content via mobile devices and communication apps, etc. (from topic 3.3)	p.574
			39					39 One important activity that needs to be understood is how to foster participation and development of online communities. (topic 3.3)	p.574
		39						39 If the past history of technology is any indicator, public relations professionals will be adapting to a number of new social media spaces over the next decade, as older technologies are replaced by newer ones.	p.574
				39				39 Malda describes social media spaces that are interactive rather than one-way	p.574
		39						39 Another prediction comes from professional writer Mel Odom, who predicts that society will fragment into virtual worlds surrounding work, play, friends, and peer groups. (topic 3.4)	p.575
								39 Public relations scholars have adopted a myopic view of new technology.	
		40						40 Social media is a prevalent (เป็นที่แพร่หลาย) part of public relations practice.	Lee, N. M., Sha, B. L., Dozier, D. M., & Sargent, P. (2015). The role of new public relations practitioners as social media experts. Public Relations Review.
		40						40 Research and observation suggest young practitioners are often the ones performing social media tasks	
		40	40					40 Conventional wisdom and some research suggest that public relations practitioners in the early stages of their careers tend to execute social media tasks more often than practitioners with more experience.	
	40							40 Indeed, the Millennial generation is accustomed to having the Internet and other technologies at its disposal and may be more comfortable with new technology (Deal, Altman, & Rogelberg, 2010)	
		40						40 Broom and Smith (1979) conceptualized various organizational roles for public relations practitioners, which later were consolidated into the manager and technician roles.	
								40 Technicians tend to produce and disseminate materials based on what the client or manager deems important	
		40						40 Managers participate in decision-making, conduct research and evaluate their success (Dozier & Broom, 2006).	
		40						40 No practitioner falls into a single role exclusively, but practitioners tend to have a dominant role they enact most frequently (Dozier & Broom, 2006).	
		40						40 Some research has examined where social media may fit into public relations roles. Some social media activities are more theoretically aligned with the manager role (e.g., environmental scanning), whereas others are more aligned with the technician role (e.g., drafting tweets).	
			40					40 Several participants admitted that they used social media for one-way message dissemination, although they recognized that this might not be the best use of such platforms.	p.3
		40						40 Overall, participants recognized the need to monitor social media whether their clients specifically asked them to or not. Participants also said they use social media for general environmental scanning and staying informed about public relations trends.	
		40						40 Although many participants spent more time on social media than they did on traditional tasks, very few of them did social media exclusively	
		40						40 Resource allocation was found to play a large role in social media task assignment. A few participants from agencies indicated that entry-level practitioners were assigned social media tasks based on their low billing rates. Although they claimed that senior-level staff understood social media, those that billed at a higher rate would not fit into clients' budgets.	

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				41					41 Our review of over 35 years of articles in the Public Relations Review that discussed ICTs and DSM media revealed a lop-sided growth of the field. But the focus has almost exclusively been on using these media as "tools" for purposes of media relations.	Verčič, D., Verčič, A. T., & Sriramesh, K. (2015). Looking for digital in public relations. Public Relations Review, 41(2), 142-152.
		41							41 Issues of the Digital Divide and Privacy are absent, while amalgamation(אמלגאציה) of public relations, advertising and journalism in digital, social and mobile (DSM) media is overlooked.	
		41							41 Public relations, as an applied management and communication discipline, finds itself greatly affected by information and communication technologies (ICT)	
			41						41 Dealing with digital/social/mobile media is among the top three concerns in practice (Zerfass, Tench, Verci`c, ` Verhoeven, & Moreno, 2014)	
									41 Positions in jobs related to these media will be among the drivers of new employment in public relations (Bureau of Labor Statistics, 2014).	
									41 These new realities are also reflected in the growing attention from public relations scholars to themes and problems of digital, mobile, social communication and media. These technologies are evolving so fast that research about them is always playing catch-up.	
		41							41 A review of scholarship about the link between digital media and public relations gives us various nomenclatures for the relationship: digital public relations (Yaxley, 2012), interactive online communication (Kelleher, 2009), world wide web (Kent & Taylor, 1998; Taylor, Kent, & White, 2001), the Internet as a medium (Morris & Ogan, 1996), from 2000s mobile as the 7th of the mass media (after print from 1500s, recordings from 1900s, cinema from 1910s, radio from 1920s, TV from 1950s, the Internet from 1990s; Ahonen, 2008), social media (Freberg, 2013), social and emerging media (Wright & Driřka Hinson, 2013), social media as public relations tactics (Taylor & Kent, 2010), website public relations (Sommerfeldt, Kent, & Taylor, 2012), online public relations (Hallahan, 2013), and onlinement (Heinderyckx, 2014).	
							41		41 To public relations scholars, The Cluetrain Manifesto reads like a manifesto for the two-way symmetrical model of public relations first proposed by Grunig and Hunt (1984). It promises the transformation of our society into a non-hierarchical and transparent discursive community. Its theses resonate with meliorist tendencies of the Excellence theory of public relations (Grunig & Grunig, 2008), the cultivation of relationships theory (Hung, 2007; Ledingham & Bruning, 2000) and co-orientation (Verci`c, ` 2008).	
							41		41 the Digital Divide –referring to the inequality in access to digital, social and mobile communication	
							41		41 The OECD (2001) defined Digital Divide as "the gap between individuals, households, businesses and geographic areas at different socio-economic levels with regard to both their opportunities to access information and communication technologies (ICTs) and to their use of the internet for a wide variety of activities" (p. 5). OECD has been trying to measure Digital Divide using indicators such as communication infrastructure, computer availability, Internet availability and alternative access to the Internet through TVs or mobile phones.	
		41							41 Digital media managers have been developing new and innovative ways of using platforms such as Facebook as tools of marketing.	
		41							41 Whereas public relations has been consumed with how to use these social media platforms deftly as public relations instruments.	
				42					42 The dominant discourse in public relations is that using social media is "good", because social media can help organizations in developing dialogs and relationships with publics and in engaging with them	Valentini, C. (2015). Is using social media "good" for the public relations profession? A critical reflection. Public Relations Review, 41(2), 170-177.
		43							43 Inter-departmental convergence is now a very clear trend. 53% of PR professionals said they are working "more closely" with the marketing department, than two years ago.	State of the Professions 2015. Charter of Institute of Public Relations. Retrieved July 14, 2015 from <http://http://www.cipr.co.uk/sites/default/files/SOPR15_CommentaryAnalysis_FINAL_UPDATE.pdf>

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		43							43 In addition, from media relations to internal communications, each area of traditional PR practice is also more likely to have converged, than to have not.	p.3
			43						43 48% of PR professionals now have a responsibility for web design and coding	p.3
		43							43 This shift brings new opportunity. A majority of public relations professionals now have a responsibility for branding, with other traditional marketing disciplines – copywriting, sponsorship and print and design – some of the most common new responsibilities, alongside new technical tasks such as web development.	p.3
									The impact of an evolving practice on skills confidence is also apparent.	p.3
			43						43 Technical and digital skills, including SEO, HTML and coding, are considered the weakest skills for many, whereas traditional forms of written communication, interpersonal skills, or utilising creativity, rank as the strongest.	p.3
		43	43						43 What emerges is a digital skills gap that not only widens with experience, but is also one exacerbated by recruitment trends.	p.3
		43	43						43 This is confirmed by digital and social skills failing to feature in any of the top five lists of competencies sought by professionals across all sectors looking to hire senior candidates, whereas this precise skill set is the third most in-demand for junior roles.	p.3
		43							43 Whilst finding the balance between traditional PR competencies and new skills and demands is proving a difficult balancing act for employees, employers, and recruiters, the results indicate that there is a terrific opportunity for anybody that is willing to embrace change.	p.3
		44							44 Arik Hanson spoke in PRSA Pro Conference on June 12 with topic of What skills does tomorrow's PR pro need to be successful?	Hanson, A. 10 skills the PR pro of 2022 MUST have. Communication Conversations Blog. Retrieved July 22, 2015 from < http://www.arikhanson.com/2012/06/12/10-skills-the-pr-pro-of-2022-must-have/ >
			44						44 Traditional PR skills play more important than ever with the myriad (นับไม่ถ้วน) of content needs for today's business and the emerging skills are needed to be on top of those traditional skills.	
		44	44						44 The skills list below is based on conversations Mr.Hanson had with actual recruiters, agency owners and colleagues over the last few years. 1- Advertising copywriting, 2- Video editing/production, 3- Mobile, 4-Social content creation/curation, 5-Analytics, 6-SEO, 7-Speed to information, 8-Programming skills, 9-Managing virtual teams, 10-Blogger outreach.	
		44	44						44 1- Advertising copywriting Quote: "Tactics I've seen include social media management, e-newsletters, Facebook advertising, Google Adwords, and more, and I expect that to increase. Because online advertising is often rooted in messaging rather than creative, it makes sense for PR agencies to drive a lot of it. "-Rachel Kay, owner, RKPR	
			44						44 2- Video editing/production. Quote: " PR professionals will be expected to be savvy with several tools , from social networks to editing software (like Final Cut Pro and PhotoShop) to monitoring and analytics tools (like SM2, Sysomos and Radian6). ."-Anne Buchanan, owner, Buchanan PR	
				44					44 3- Mobile Quote: "In the next few years, PR professionals will (hopefully) embrace and start leveraging mobile as part of recommended strategy and daily work. To-date, I see too many poor examples of leveraging the medium (lazy slapping on QR codes, for example), and our PR peers not understanding the important nuance that mobile can add to campaigns today. Mobile should be a business driver, not a one-off add-on or neutered experience. Unfortunately, much like social media years back, it's my assumption the PR industry won't place importance on this channel until our clients start specifically asking for it."-Greg Swan, vice president of digital strategy, Weber Shandwick	
		44	44						44 4-Social content creation/curation Quote: " One trend in PR? I think we'll begin to own the content piece of digital marketing. Right now, too many executives, marketers, and sales people own it, which creates more salesy content that doesn't go anywhere. PR pros, by nature, are storytellers and the content will begin to shift to those who know how to write engaging and valuable content. "-Gini Dietrich, owner, Arment Dietrich	

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		44	44						44 4-Social content creation/curation Quote: "One trend in PR? I think we'll begin to own the content piece of digital marketing. Right now, too many executives, marketers, and sales people own it, which creates more salesy content that doesn't go anywhere. PR pros, by nature, are storytellers and the content will begin to shift to those who know how to write engaging and valuable content. "—Gini Dietrich, owner, Arment Dietrich	
			44		44				44 5-Analytics Quote: "The PR professional of tomorrow is faced with an unlimited source of data about their key audiences. It will be critical for the PR pro to be able to analyze large amounts of data pertaining to search behaviors , engagement patterns on Facebook and other social platforms and, most importantly, understand how to measure their contribution to the impact of a communications program and business objective(s). The time has long since passed where the PR pro can claim ignorance on how to gather, analyze and develop insights from data. There isn't an expectation that he/she will be a data analyst, but if he/she isn't comfortable working with a data analyst then they will be left behind."—Chuck Hemann, director of analytics, WCG	
			44						44 6- SEO Quote: "Unless they're trying to hide, PR pros must accelerate content discovery & distribution with social & SEO skills. "—Lee Odden, blogger, author, owner, TopRankMarketing	
			44						44 7-Speed to information Quote: "It's a lot easier to anticipate opportunities and challenges when you're aware of them before your competition or detractors."—Len Kendall, Golin Harris	
			44						44 8-Programming skills Quote: "The PR pro of the future (quite frankly, today) will definitely need to have a firm grasp of all the necessary tools to create, manage and analyze digital content. For example, the ability to manipulate code in a WordPress site or a content management system such as Buddy Media has quickly become a basic requirement."—Alex Tan, director, digital, Golin Harris	
			44						44 9-Managing virtual teams Tip: Focus on results—not time in the office. Bonus tip: Equip teams with the right tools	
			44						44 10-Blogger outreach Quote: "In PR, one of our core roles is to help brands deliver the right message to the right audience. Media relations is one effective tool. But, a number of bloggers are also building strong readership in niche subject areas. If you're ignoring bloggers, I think you're doing a disservice to your clients. Pitching bloggers isn't the same as pitching other kinds of media; however, PR people need to understand how to innovate media-relations best practices and incorporate blogger outreach into their strategies."—Heather Whaling, owner, Geben Communication	
			44						44 Cision NA Jul 18, 2013 Great list, Arik! Basic coding & programming skills are a very wise addition, and will make individuals more marketable across the board. This reminds me of a post @gini dietrich wrote on The PR Firm of the Future where she said she needed 2 full-time hybrid PR professionals, but they're impossible to find so she hired 5 part-time freelancers for now.	
		44							44 CJSingh Jun 19, 2012 Indeed. There was no better times for PR practitioners to have so many tools at their disposal, but that's the challenge today for them to keep pace with rapidly changing technology.	

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									What	Where/Who
		45							45 The relationship between marketing and PR will be more collaborative and coordinated in year 2015.	Bruno, A.J. (2014, November 12). PR Industry Predictions for 2015 and 2030. TRENDKITE Blog. Retrieved July 24, 2015 from < http://www.trendkite.com/blog/pr-industry-predictions-for-2015-and-2030 >
		45							45 The line between PR and marketing is becoming more and more blurred. Although marketing is focused on influencing people who are in the market for a brand's products and services, while PR is focused on influencing the general public, the media, analysts and other influencers, both use many of the same tools.	
		45							45 Content and social media are leveraged by both marketing and PR. We predict that these areas of focus will become increasingly intertwined (พันกัน) during the next year, requiring cooperation and collaboration	
		45							45 2030: PR and marketing will become virtually indistinguishable.	
	45								45 People's trust of information coming directly from brands is rapidly diminishing. Instead, modern buyers prefer to receive recommendations from peers, analysts, journalists, and other trusted third parties.	Bruno, A.J. (2014, November 12). PR Industry Predictions for 2015 and 2030. TRENDKITE Blog. Retrieved July 24, 2015 from < http://www.trendkite.com/blog/pr-industry-predictions-for-2015-and-2030 >
									45 While marketing will still be essential in establishing the facts of what a product or service is, and creating compelling offers and promotions, without the support of PR these messages will not be received.	
		45							45 Every marketing activity will involve elements of PR and PR pros will need to become adept at weaving marketing messages into the brand's story.	
		45							45 2015: Adoption of PR technology that reports results and defines the landscape will continue to accelerate with technology designed to monitor the media, alert PR professionals of relevant, important news, and create interactive reports that communicate PR effort and success.	
				45					45 The media landscape has become too fragmented and large for manual, or basic computer-aided monitoring (e.g. Google Alerts).	Bruno, A.J. (2014, November 12). PR Industry Predictions for 2015 and 2030. TRENDKITE Blog. Retrieved July 24, 2015 from < http://www.trendkite.com/blog/pr-industry-predictions-for-2015-and-2030 >
					45				45 Without the help of sophisticated big-data analysis, brands and agencies are unable to understand exactly when, how, and from whom to get the mentions that will propel engagement.	Bruno, A.J. (2014, November 12). PR Industry Predictions for 2015 and 2030. TRENDKITE Blog. Retrieved July 24, 2015 from < http://www.trendkite.com/blog/pr-industry-predictions-for-2015-and-2030 >
		45			45				45 Retailers, health care organizations, traffic planners and investors are all starting to enjoy the benefits of predictive analytics. We predict the same will happen in the PR world, with software that can spot trending topics, emerging influencers, and brand impacting events well in advance.	
		45							45 2015: Content distribution becomes as important as content quantity.	
									45 The content evolution will continue in 2015 with keen concentration on distribution.	
				45					45 Marketers and PR teams will work more closely together to put quality content in the hands of the target audience.	
									45 2030: Micro distribution means personalized content. Distribution channels will only continue to become more specialized.	
									45 Each piece of content will be of interest to a small and smaller audience.	

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	45	45							45 This means that PR pros, marketers, and authors alike will need to take one thought, content form, or story, and personalize it for several niche audiences.	Bruno, Al. (2014, November 12). PR Industry Predictions for 2015 and 2030. TRENDKITE Blog. Retrieved July 24, 2015 from < http://www.trendkite.com/blog/pr-industry-predictions-for-2015-and-2030 >
45		45		45					45 We predict that PR software will evolve to support this need and automate content customization for specialty audiences.	Bruno, Al. (2014, November 12). PR Industry Predictions for 2015 and 2030. TRENDKITE Blog. Retrieved July 24, 2015 from < http://www.trendkite.com/blog/pr-industry-predictions-for-2015-and-2030 >
		45	45		45				45 In 2015, insistence on PR being tied to objective results, such as increased web traffic, improved SEO, more leads, and quicker sales cycles will become the norm with brands and agencies adopting technology to support proving ROI.	Bruno, Al. (2014, November 12). PR Industry Predictions for 2015 and 2030. TRENDKITE Blog. Retrieved July 24, 2015 from < http://www.trendkite.com/blog/pr-industry-predictions-for-2015-and-2030 >
45		45							45 By 2030, organizations will be able to run "what if" scenarios to determine exactly which PR activities will result in a positive return on investment.	
45					45				45 2030 software will be able to tell you exactly what the revenue impact of that achievement would be. What does it mean for blog post sharing, engagement and traffic? In 2030, you'll know before it happens.	
	45	45		45					45 Business expert, Peter Drucker, once said, "The only way to predict the future is to create it." Butthead, of Beavis and Butthead, once said, "I'm pretty cool, Beavis, but I can't change the future." We're going to go with Mr. Drucker on this one. Working together brands, agencies and technology providers can create a future for PR that adapts to the changing way people consume and interact with information. How exciting is that?	Bruno, Al. (2014, November 12). PR Industry Predictions for 2015 and 2030. TRENDKITE Blog. Retrieved July 24, 2015 from < http://www.trendkite.com/blog/pr-industry-predictions-for-2015-and-2030 >
	46								46 Acquity Group, a brand e-commerce and digital marketing company, part of Accenture Interactive, has surveyed 2,035 Americans of 18 y.o.+ to research their shopping decisions made as a result of digital engagement with the brand. the results vary depending on the age group. Younger people of 18-22 and 23-30 years old tend to trust branded content published on Facebook, while the older generation chooses printed press as the most trustworthy source of information by a brand or a company.	Facebook is the most trusted platform for branded content in the U.S., a study reveals (2015, July 21). In Popsop.com. Retrieved July 30, 2015 from < http://popsop.com/2015/07/facebook-is-the-most-trusted-platform-for-branded-content-in-the-u-s-a-study-reveals/ >
	46								46 The source of information that influences purchasing decisions most, TV tops the ranking with 57%, followed by printed magazines and newspapers (38%) and social media (34%).	
			47						47 Only 22% of brand marketers say social-media data impacts their business	Only 22% of brand marketers say social-media data impacts their business. (2015, July 2). In Popsop.com. Retrieved July 30, 2015 from < http://popsop.com/2015/07/facebook-is-the-most-trusted-platform-for-branded-content-in-the-u-s-a-study-reveals/ >

Techno Revolution	CB Changes	Career Trends	Skill/competency Needs	Knowledge Integration	Media Transformation	Big Data Analytic	Training Needs	Theory	Article	
									What	Where/Who
		47							47 Despite the hype about the ever-growing role of social-media marketing in business strategy of B2C organizations, the latest research by Simply Measured shows that on average American brands spend just 9.9% of their allocated digital marketing budget in 2015.	Only 22% of brand marketers say social-media data impacts their business. (2015, July 2). In Popsop.com. Retrieved July 30, 2015 from < http://popsop.com/2015/07/facebook-is-the-most-trusted-platform-for-branded-content-in-the-u-s-a-study-reveals/ >
		47							47 "The state of Social Media 2015" by the U.S. analytics firm had surveyed 76,000 U.S. professionals and found that 57% of companies social-media team is a part of a general marketing team, in 13% social-media work is done by communications department, in 9% — by public relations team, in 4% — by media department, 1% — by customer support.	
			47			47			47 Overall, among the main challenges of social-media marketers, the respondents name difficulties in proving ROI, weak integration of social-media strategy into the overall business, as well as lack of proven measurement tools	Only 22% of brand marketers say social-media data impacts their business. (2015, July 2). In Popsop.com. Retrieved July 30, 2015 from < http://popsop.com/2015/07/facebook-is-the-most-trusted-platform-for-branded-content-in-the-u-s-a-study-reveals/ >
			48						48 Hay Group's Leadership 2030 research shows that the leaders of the future will need a host of new skills and competencies if they are to succeed.	Building the new leader leadership challenges of the future revealed (n.d.) In Heygroup.com. Retrieved July 30, 2015 from < http://www.haygroup.com/nz/downloads/details.aspx?id=31778 >
48									48 Digital knowledge is fast becoming the powerhouse of the global economy, its instantaneous exchange facilitated by the internet. Digital tools offer cheap, easy and fast communication, co-operation, organization and production, and workplaces are no longer tied to bricks and mortar locations.	Building the new leader leadership challenges of the future revealed (n.d. page 11) In Heygroup.com. Retrieved July 30, 2015 from < http://www.haygroup.com/nz/downloads/details.aspx?id=31778 >
			48						48 In an increasingly digitized world, power shifts towards the digital natives, who are able to share information – positive and negative – instantly with a global audience via the internet.	Building the new leader leadership challenges of the future revealed (n.d. page 11) In Heygroup.com. Retrieved July 30, 2015 from < http://www.haygroup.com/nz/downloads/details.aspx?id=31778 >

	Techno Revolution	CB Changes	Career Trends	Skill/competency Needs	Knowledge Integration Media	Transformation Big Data Analytic	Training Needs	Theory	Article		
										What	Where/Who
	49									49 Internet usage continues to explode across the world with digital becoming an increasingly important source of competitive advantage in both B2C and B2B marketing.	Leeflang, P. S.H., Verhoef, P. C., Dahlström, P. & Freundt, T. (2014). Challenges and solutions for marketing in a digital era. European Management Journal, 32, 1-12. Retrieved July 31, 2015 from <http://ac.els-cdn.com/S0263237313001576/1-s2.0-S0263237313001576-main.pdf?_tid=efeeb73a-3748-11e5-bb6a-00000aacb35d&acdnat=1438322391_431384919489b13f3c5ad77a0c267d63>
			49							49 The research presents challenges based on results survey among a convenience sample of 777 marketing executives around the globe. The results reveal that filling "talent gaps", adjusting the "organizational design", and implementing "actionable metrics" are the biggest improvement opportunities for companies across sectors.	Leeflang, P. S.H., Verhoef, P. C., Dahlström, P. & Freundt, T. (2014). Challenges and solutions for marketing in a digital era. European Management Journal, 32, 1-12. Retrieved July 31, 2015 from <http://ac.els-cdn.com/S0263237313001576/1-s2.0-S0263237313001576-main.pdf?_tid=efeeb73a-3748-11e5-bb6a-00000aacb35d&acdnat=1438322391_431384919489b13f3c5ad77a0c267d63>
			49							**49 Wharton Professor George Day identified the widening gap between the accelerating complexity of markets and the capacity of most marketing organizations to comprehend and cope with this complexity.	
	49	49			49	49				49 The role of "digital marketing" is confirmed in a study by IBM consisting of interviews with CMOs (IBM Institute for Business Value, 2011). These CMOs formulate the following four biggest challenges: (1) explosion of data (sometimes also called big data), (2) social media, (3) proliferation of channels, and (4) shifting consumer demographics.	Leeflang, P. S.H., Verhoef, P. C., Dahlström, P. & Freundt, T. (2014). Challenges and solutions for marketing in a digital era. European Management Journal, 32, 1-12. Retrieved July 31, 2015 from <http://ac.els-cdn.com/S0263237313001576/1-s2.0-S0263237313001576-main.pdf?_tid=efeeb73a-3748-11e5-bb6a-00000aacb35d&acdnat=1438322391_431384919489b13f3c5ad77a0c267d63>
			49							49 Three of these four biggest challenges correspond to digital marketing developments. The Internet has become one of the most important marketplaces for transactions of goods and services.	Leeflang, P. S.H., Verhoef, P. C., Dahlström, P. & Freundt, T. (2014). Challenges and solutions for marketing in a digital era. European Management Journal, 32, 1-12. Retrieved July 31, 2015 from <http://ac.els-cdn.com/S0263237313001576/1-s2.0-S0263237313001576-main.pdf?_tid=efeeb73a-3748-11e5-bb6a-00000aacb35d&acdnat=1438322391_431384919489b13f3c5ad77a0c267d63>

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										What	Where/Who
49	49									49 The number of Internet users in 2011 was over 225 million users in North America and more than one billion in Asia (Business Monitor Intelligence, 2012).	Leeflang, P. S.H., Verhoef, P. C., Dahlström, P. & Freundt, T. (2014). Challenges and solutions for marketing in a digital era. <i>European Management Journal</i> , 32, 1-12. Retrieved July 31, 2015 from <http://ac.els-cdn.com/S0263237313001576/1-s2.0-S0263237313001576-main.pdf?_tid=efeeb73a-3748-11e5-bb6a-00000aacb35d&acdnat=1438322391_431384919489b13f3c5ad77a0c267d63>
49										49 Worldwide, there are about one billion monthly active users of Facebook. Two years after the introduction of Facebook, there were already 50 million users (Fisch, 2010).	
	49									49 Research findings suggest that more than 90% of all consumers read online reviews before they buy products and that 67% of all purchasers of consumer goods are based on user-generated content. Approximately, consumers read at least four reviews before making a purchase (Godes & Silva, 2012; Kee, 2008).	
	49									49 social media content creates empowered customers who are more led by other customers than by advertising. As a consequence, this will lead to other (marketing) orientations such as customer engagement (van Doorn et al., 2010).	
						49				49 The use of social media also creates a tremendous increase in customer insights, including how consumers are interacting with each other and the products and services they consume.	Leeflang, P. S.H., Verhoef, P. C., Dahlström, P. & Freundt, T. (2014). Challenges and solutions for marketing in a digital era. <i>European Management Journal</i> , 32, 1-12. Retrieved July 31, 2015 from <http://ac.els-cdn.com/S0263237313001576/1-s2.0-S0263237313001576-main.pdf?_tid=efeeb73a-3748-11e5-bb6a-00000aacb35d&acdnat=1438322391_431384919489b13f3c5ad77a0c267d63>
						49				49 Blogs, product reviews, discussion groups, product ratings, etc. are new important sources of information describing how customers collect information, use that information, and how that information is used in their decision-making, shopping behavior, and post-purchase behavior (Mayzlin & Yoganasimhan, 2012; Onishi & Manchanda, 2012)	
			49							49 The increasing digitalization leads to important challenges for marketing executives. They are confronted with increasing complex and rapidly changing markets which are beyond their control.	
49										49 The digital revolution is threatening existing business models. Business models describe how a business creates the value it provides to customers and how it then captures its economic profits (Day, 2011).	
						49				49 The most important challenge (see Table 2 and Fig. 3) in a digital marketing world is the ability to generate and leverage deep customer insights. In this digital world, big data has become the norm. Big data is so large and complex that it becomes difficult to process using on hand database management tools (i.e., offered by providers are Oracle, Microsoft) or traditional data processing applications. The challenges include capture, curation, storage, search, sharing, transfer, analysis, and visualization (Snijders, Matzat, & Reips, 2012).	
						49				49 Big data offer ample opportunities to follow customers during their customer journey, i.e., the journey customers perform from awareness or orientation on a product to purchasing and even becoming loyal to the product	
						49				49 Efficient tracking the customer's journey is a key requirement to optimize advertising campaigns and budgets.	
						49				49 Technical analysis of customer journeys has become an important feature for digital marketing agencies who follow customers when he or she seeks information, compares products, and ultimately takes the decision to purchase a product and buys it. Companies, which systematically analyze traditional data, are said to outperform competitors (Davenport, 2006).	
	49									49 customers tend to lack trust in most forms of advertisement (Nielsen, 2007), social media offer opportunities to create trust and to reach a large audience easily and at a low cost. The (strong) effects of social networks on customer retention and adoption have been determined/confirmed in multiple studies (e.g., Nitzan & Libai, 2011; Rahmandad & Sterman, 2008, and Yoganasimhan, 2012).	

	Techno Revolution	CB Changes	Career Trends	Skill/competency Needs	Knowledge Integration Media	Transformation Big Data Analytic	Training Needs	Theory	Article		
										What	Where/Who
					49					49 Although social media is taking control of the brand reputation of companies, they are struggling to measure its real impact. This explains why the role that social media play in managing brand health and reputation is perceived as one of the most important tensions (ranked number two).	Leeflang, P. S.H., Verhoef, P. C., Dahlström, P. & Freundt, T. (2014). Challenges and solutions for marketing in a digital era. European Management Journal, 32, 1-12. Retrieved July 31, 2015 from <http://ac.els-cdn.com/S0263237313001576/1-s2.0-S0263237313001576-main.pdf?_tid=efeeb73a-3748-11e5-bb6a-00000aacb35d&acdnat=1438322391_431384919489b13f3c5ad77a0c267d63>
	49									49 Within a social media environment, customers can easily become value destroyers instead of value creators for companies (Verhoef, Beckers, & van Doorn, 2013; Verhoef, Reinartz, & Krafft, 2010).	
	49									49 Trying to engage customers in brand building through social media introduces a weaker control (Verhoef et al., 2013). On the positive side, it may create brands that are more preferred by consumers as brands are more based on customer preferences. However, the lack of control has a strong downside, especially for strong brands	
										49 Increased data complexity is creating a digital talent gap. There are estimates that 440,000-490,000 of analytically trained people will be needed in the USA in 2018 to analyze customer data, create digital advertisements, develop Web sites, and perform statistical analyses (Manyika et al., 2011).	
		49								49 A new era in which digital media and channels are rapidly becoming ubiquitous. Based on the study among 777 marketing executives across the globe, we identified four major marketing challenges in this new era which seem to be the most prevalent (see Fig. 3). 1) The use of customer insights and data to compete effectively; 2) The threatening power of social media for brands and customer relationships; 3) The omnipresence of new digital metrics and the subsequent assessment of the effectiveness of (digital) marketing activities; and 4) The increasing talent gap in analytical capabilities within firms.	
		49								49 Interestingly, three of these major challenges (customer insights, metrics, and talent gap) are closely related. They all involve data and the underlying capabilities for analyzing data, providing firms a deeper and more actionable understanding on how marketing can contribute to a stronger performance in a digital environment.	
50										50 The number of internet users worldwide will surpass 3 billion in 2015, according to new figures from eMarketer, increasing 6.2% next year to reach 42.4% of the entire world's population. By 2018, eMarketer estimates, nearly half the world's population, or 3.6 billion people, will access the internet at least once each month.	Internet to Hit 3 Billion Users in 2015 (2014, November 20). In eMarketer.com. Retrieved August 1, 2015 from <http://www.emarketer.com/Article/Internet-Hit-3-Billion-Users-2015/1011602>
50										50 Thailand internet users forecasted by eMarketer.com will reach 30.6 million in year 2018. Thailand is listed as top 23 from 25 countries, ranked by Internet Users surveyed by eMarketer.com.	

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									What	Where/Who
	51								51 The study reveals that trust in online advertising is increasing, as is trust in ads on TV, radio and movie screens.	UNDER THE INFLUENCE: CONSUMER TRUST IN ADVERTISING (2013, September 9). In Nielsen.com. Retrieved August 4, 2015 from < http://www.nielsen.com/us/en/insights/news/2013/under-the-influence-consumer-trust-in-advertising.html >
	51								51 According to Nielsen's latest Trust In Advertising report. The consumers around the globe are more trusting now in advertising than they were several years ago. The study reveals that trust in online advertising is increasing, as is trust in ads on TV, radio and movie screens.	
	51								51 Word-of-mouth recommendations from friends and family, often referred to as earned advertising, are still the most influential, as 84 percent of global respondents across 58 countries to the Nielsen online survey said this source was the most trustworthy.	
	51								51 Trust in advertising on branded websites increased 9 percentage points to 69 percent in 2013 as the second most trusted format, a jump from fourth-place ranking in 2007.	
	51								51 Sixty-eight percent of survey respondents indicated that they trust consumer opinions posted online, which ranked third in 2013, up 7 percentage points from 2007.	
	51								51 "Brand marketers should be especially encouraged to find owned advertising among the most trusted marketing formats," said Randall Beard, global head, Advertiser Solutions at Nielsen.	
	51								51 "This form of advertising is trusted by nearly 70 percent of consumers globally, which emphasizes the notion that marketers maintain the ability to control the messages about their brands in a way that consumers consider credible. This perceived credibility is a key component in advertising effectiveness."	
	51								51 "While TV remains the front-running format for the delivery of marketing messages based on ad spend, consumers globally are also looking to online media to get information about brands," said Beard. "On the flipside, earned advertising channels have empowered consumers to advocate for their favorite brands, something that shouldn't go unnoticed by brand advertisers."	
									52 Facebook has announced some changes to how people see updates from individuals and pages in the news feed. This change will definitely hurt businesses running branded pages on Facebook that don't want to pay for Facebook advertising for visibility.	Slegg, JI, (2014, January 23). Facebook News Feed Algorithm Change Reduces Visibility of Page Updates. In Search Engine Watch Website.
									53 Now, we are faced with a paradoxical situation of unfilled skill-employees and unemployment rate. The European Commission has tackle the number of digital skills in Europe and found that millions of Europeans are unemployed because they lack of digital skills and companies have a difficult time recruiting skilled digital technology experts. As a consequence, up to 825,000 unfilled vacancies related to ICT (Information and Communications technology) could be happened by 2020.	Grand Coalition for Digital Jobs (2015, April 7). In European Commission website, Digital Agenda for Europe. Retrieved August 9, 2015 from < http://ec.europa.eu/digital-agenda >
				54					54 Drivers of Transformation In recent years, digital disruption has upended traditional business models within the media and entertainment marketplace. Content consumption across media channels, devices and demographics is on the rise. Due to unprecedented Internet usage and adoption of Internet-enabled devices, consumers are now at the heart of a digital ecosystem in which they actively create, distribute and consume content. As a result, the components of traditional industry business models — product development, pricing and revenue models, marketing, advertising, branding, distribution — have all been impacted by drastic changes sweeping these industries. Not only are core business processes being altered by technological advances, but the ways in which people use technology to perform work within the organization are shifting, as well; effective sharing, collaboration, virtualization and innovation are emerging as essential ingredients of business success. What follows are examples of how these trends are reshaping today's media and entertainment landscape.	
					55				55 Big data analytics enables organizations to analyze a mix of structured, semi-structured and unstructured data in search of valuable business information and insights. Big data analytics is the process of examining large data sets containing a variety of data types -- i.e., big data -- to uncover hidden patterns, unknown correlations, market trends, customer preferences and other useful business information. The analytical findings can lead to more effective marketing, new revenue opportunities, better customer service, improved operational efficiency, competitive advantages over rival organizations and other business benefits.	Margaret, R. (n.d.) Big Data Analytics. In Whats.com. Retrieved August 16, 2015 from < http://searchbusinessanalytics.techtarget.com/definition/big-data-analytics >

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										What	Where/Who
										56 Marketing and sales leaders need to develop complete pictures of their customers so they can create messages and products that are relevant to them. Our research shows that personalization can deliver five to eight times the ROI on marketing spend and lift sales 10 percent or more. Becoming ever more effective with this kind of targeting, we believe (and hope), will mean the death of spam.	Jonathan, Gordon. (2013, July 22). Big Data, Analytics And The Future Of Marketing And Sales. In Forbes blog. Retrieved August 16, 2015 from http://www.forbes.com/sites/mckinsey/2013/07/22/big-data-analytics-and-the-future-of-marketing-sales/
										56 Big Data is the biggest game-changing opportunity for marketing and sales since the Internet went mainstream almost 20 years ago. That statement often prompts vigorous head nodding from executives, but is quickly followed by head scratching. "How can we make this happen?"	
										56 Organizations today face overwhelming amounts of data, organizational complexity, rapidly changing customer behaviors, and increased competitive pressures. New technologies as well as rapidly proliferating channels and platforms have created a massively complex environment. At the same time, the explosion in data and digital technologies has opened up an unprecedented array of insights into customer needs and behaviors.	
										56 Some companies are already turning that Big Data promise into reality. Those that use Big Data and analytics effectively show productivity rates and profitability that are 5 – 6 percent higher than those of their peers. McKinsey analysis of more than 250 engagements over five years has revealed that companies that put data at the center of the marketing and sales decisions improve their marketing return on investment (MROI) by 15 – 20 percent.	
										56 Today's channel-surfing consumer is comfortable using an array of devices, tools, and technologies to fulfill a task. Understanding that decision journey is critical to identifying battlegrounds to either win new customers or keep existing ones from defecting to competitors. Some 35 percent of B2B pre-purchase activities, for example, are digital, which means B2B companies need to invest in web sites that more effectively communicate the value of their products, SEO technology to make sure potential customers are finding them, and social media monitoring to spot new sales opportunities. One online retailer, for example, tailors its offers and discounts based on predictions of how likely a valued customer is to defect.	
										57 COMMUNICATIONS INDUSTRY in the United States is best understood as a rapidly changing industrial sector that is engaged in the production and distribution of content designed to inform and entertain.	"Communications Industry." Dictionary of American History. 2003. Encyclopedia.com. Retrieved August 20, 2015 from http://www.encyclopedia.com .
										58 Business in general, and advertising in particular, recognise creativity as a crucial component of success and competitive advantage, but it has received little research attention in Public Relations (PR).	
										58 The initial findings suggest that creativity is considered a skill required by PR professionals, is seen as something valuable for clients, and is acknowledged in PR industry awards.	
										59 As an industry undergoing massive changes — with journalists fleeing to brands and budgets shifting to data-driven metrics — PR stands at a fork in the road, which requires both a new way of thinking and new, diverse skill sets.	Iliff, R. (2014). Why PR is embracing the PESO model. In www.mashable.com , posted on Dec 05, 2014. Retrieved August 23, 2015 from http://mashable.com/2014/12/05/public-relations-industry/
										59 Perhaps the most adept framework for how public relations and communications professionals should think about PR is the PESO (paid, earned, shared, owned) model, developed and championed by Gini Dietrich. Dietrich is a leading voice for the PR industry, and author of Spin Sucks.	
										59 "There is a misguided perception in the PR industry that all we do is media relations. Get your boss or client on the front page of the New York Times and all of your troubles will vanish," she explains. That, of course, is an old paradigm. The industry used to "measure" media impressions and advertising equivalencies (many still do, unfortunately). Today, however, we have tools at our fingertips to push a fully integrated program that delivers real organizational results.	Iliff, R. (2014). Why PR is embracing the PESO model. In www.mashable.com , posted on Dec 05, 2014. Retrieved August 23, 2015 from http://mashable.com/2014/12/05/public-relations-industry/

Techno Revolution	CB Changes	Career Trends	Skill/competency Needs	Knowledge Integration Media	Transformation Big Data Analytic	Training Needs	Theory	Article		
									What	Where/Who
									59 the PR industry's rapidly-evolving state has been fueled by major industry incumbents like Gision (which is on track to build out a robust "PR Cloud"), has all but forced PR professionals to re-think and re-frame how to approach the discipline and ask questions such as: How does data play a role and what do we need to measure? Which skills are obsolete and which news skills do we need to acquire? And most importantly: How do we work in tandem with marketing, advertising, brand, analytics and search so that our efforts are streamlined and the benefits of PR apparent?	
									59 While historically the PR side of communications purely thought in terms of organic, there are increasing opportunities to make paid and organic work together," notes Adam Singer, analytics advocate at Google and founder of PR blog, The Future Buzz. "Classically this occurred in search where marketers would work with the SEO side to have the best, most relevant content for organic results and pair with SEM campaigns to target paid terms." Equipped with analytics, which is the "light" that brings clarity to both organic and paid content, PR pros gain insights into what types of content works best; then they can track, test and iterate to optimize future campaigns.	
									59 "Web audiences got tired of banner ads, and had severe digital advertising fatigue. In social, it was 'the stream.' In publishing, 'the feed.' The question for publishers became: 'How can we integrate content into the feed that doesn't damage the reader experience?'"	
									59 Joe Rivas, global client leader at Y&R Team Dell sums it up nicely: "Marketing is undoubtedly becoming content-driven and content opportunities can be overlooked if you're working in silos. An integrated initiative like GTAI was made possible by a genuine commitment to horizontality — both at WPP and Dell — where PR, digital, media and social all have equal seats at the table with one mission in mind, to identify and develop the best content possible."	
									59 PR professionals who adopt the PESO model can have tremendous influence in terms of overall marketing communications strategy. If you're stuck in "media relations" mode, you'll miss the opportunities that exist just beyond the initial hook. When embraced from a holistic standpoint, what starts as a mere story to generate industry news can inevitably become an entire campaign that reaches customers where they are consuming news in a meaningful, compelling, targeted way.	
									59 This is the bridge where marketing and PR lives, and it's pure magic. Communications identifies and creates a focused piece of content. Marketing and Brand leverage the content and use data to determine where it best fits. Technology enables a company to draw in the customer; then directs them to an ecosystem of content, allowing them to learn, explore, interact and ultimately make a buying decision.	
									59 "If you aren't using the PESO model for your communications work, and measuring the meaningful metrics that help an organization grow, you will not have a job in 10 years."	Dietrich, G. 2015. Why Your PR Team Should Embrace the PESO Model. In Open Forum, posted on January 30, 2015 Retrieved August 23, 2015 from < https://www.americanexpress.com/us/small-business/openforum/articles/pr-needs-embrace-peso-model/

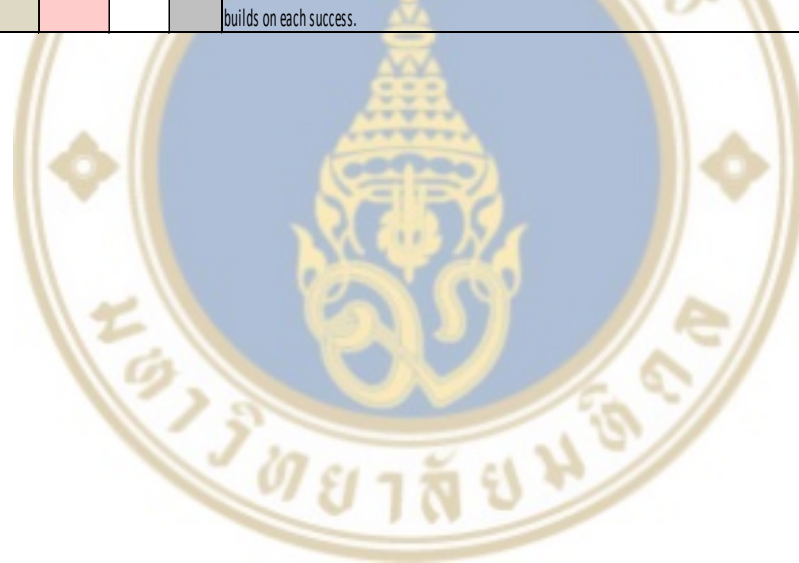
TRAINING COURSE											
									60	CMOs believe technology is the single most important force shaping marketing now, according to IBM's recent global C-Suite survey. However the pace of change means that the gap between the skills that marketers have and the skills that they need is growing.	Lorna Walker, 2014. Digital skills gap: how can modern marketing courses stay relevant?. In Mdia network blog, The Guardian website, posted on 24 February 2014. Retrieved September 17, 2015 from http://www.theguardian.com/media-network/media-network-blog/2014/feb/24/digital-skills-gap-marketing-relevant#_
									60	By 2018 the US is predicted to lack around 1.5 million managers and analysts with sufficient technical and digital know-how to make effective decisions, and the picture in the UK is similar.	
									60	Big data, web analytics, mobile, content marketing and social media are the future of marketing but they are also the most difficult skills for which to recruit. This presents a challenge for both marketing employers and educators.	
									60	Academics are rightly under pressure to ensure that their graduates have the skills marketing employers need, but these skills are changing.	
									60	Traditional marketing degrees have tended to focus on developing soft skills such as creativity, team working and communication. But soft skills aren't enough anymore. Marketing jobs are increasingly technical and data-driven.	
									60	My institution's research tells us that marketing employers are increasingly looking for graduates who can code, understand analytics and know how to use social media, not just personally but professionally	
									60	Of course the traditional skills remain relevant. Marketing graduates still need them, but now in combination with quantitative and technical skills as well.	
									60	I've heard it argued that students are digital natives so they already know how to do all this stuff, particularly when it comes to social media. This argument lets marketing academics off the hook. If students already know all this and are better at it than us anyway, then where is the value in trying to teaching them more? However there is a growing body of research challenging this view.	
									60	Few employers are really set up to provide the kind of in-depth training that either of these options requires	
									60	Marketing academics and practitioners must work together to address this skills gap from both sides	
									61	Professional Diploma in Digital Marketing, Digital Marketing Institute:	Professional Diploma in Digital Marketing. Retrieved September 17, 2015 from http://digitalmarketinginstitute.com/topics/planning-your-digital-marketing-campaign
									61	This course will guide you through thirty hours of in-depth learning in the following disciplines: <ul style="list-style-type: none"> • Introduction to Digital Marketing (view sample from our online course) • Search Engine Marketing (view sample from our online course) • Pay Per Click (view sample from our online course) • Display Marketing (view sample from our online course) • Email Marketing (view sample from our online course) • Social Media Marketing (view sample from our online course) • Mobile Marketing (view sample from our online course) • Analytics (view sample from our online course) • Strategy and Planning (view sample from our online course) 	

TRAINING COURSE											
									62	<p>The Digital Media & Marketing Certificate is 350 hours of online education and encompasses the modules listed below.</p> <ul style="list-style-type: none"> • Introduction to Online Marketing • Internet Marketing Foundations • Search Engine Optimization (SEO) • Intro to SEO • Content Marketing • Identifying Prospects • Social Media Practitioner • Mobile Marketing Practitioner • Pay Per Click (PPC) Practitioner • Conversion Optimization Practitioner • Web Analytics Practitioner • Display Advertising • Email Marketing 	<p>The Digital Media & Marketing Certificate, ©2015 Duke Continuing Studies. In Duke University website. Retrieved September 20, 2015 from http://www.learnmore.duke.edu/certificates/digital_marketing/curriculum.asp</p>
									62	<p>What is an Online Marketing Certified Professional (OMCP)? Logo for OMCP OMCP is a professional Online Marketing industry certification that recognizes training from a growing, vetted list of the best known education and training providers, and rewards participation in the industry's top events in a variety of capacities.</p>	
									62	<p>One graded test per module is required, and students must pass with at least 80% accuracy.</p>	
									63	<p>The CAM Foundation (Communication, Advertising, Marketing) is specifically dedicated to the development of professionals interested in digital marketing and communications.</p>	
									63	<p>CAM Digital Marketing Qualifications</p>	
									63	<p>All CAM students benefit from being part of The Chartered Institute of Marketing (CIM), the world's largest and most well established marketing professional body. CAM Foundation objectives are to help digital marketing and communications professionals build on existing knowledge and experience to create a more proactive and cutting-edge profession.</p>	
									63	<p>For more information about CAM please visit www.camfoundation.com. Diploma in Mobile Marketing Diploma in Digital Metrics and Analytics Diploma in Digital Media and Branding Diploma in Digital Marketing</p>	
									63	<p>Our CAM Marketing Communications Diploma is for anyone who wants to get a qualification which incorporates training on Advertising, PR, Sales Promotion and Direct Marketing and how they work together. Whether you are looking for a new marketing job or want to increase your online marketing skills in your current job, a digital marketing qualification will be a great asset for your CV. These qualifications are suitable for professionals at all levels, including those working in a marketing department or a digital agency, current or aspiring marketing managers or digital marketing specialists.</p>	<p>Diploma in digital marketing, CAM foundation. In Professional Academy website. Retrieved September 20, 2015 from http://www.professionalacademy.com/professional-qualifications/cam-digital-marketing-qualifications</p>
									64	<p>Fast Track Digital Marketing is Econsultancy's most popular course globally and updated fresh for 2015.</p>	<p>Fast Track Digital Marketing, Econsultancy. Retrieved September 20, 2015 from https://econsultancy.com/training/courses/fast-track-digital-marketing/</p>

TRAINING COURSE											
									64	<p>The aim of the course is to equip delegates with the confidence, the tools and the techniques to build the right digital strategy for their organisations, including:</p> <p>Attraction</p> <ul style="list-style-type: none"> • Search Engine Marketing (content) and Paid Search • Display and Interactive Media • Social Media - video, social media outreach, online PR • Affiliate marketing • Mobile <p>Conversion</p> <ul style="list-style-type: none"> • Mobile • Usability and Web Design • Conversion Rate Optimisation <p>Retention</p> <ul style="list-style-type: none"> • Email Marketing • Social Media • Mobile <p>Analysis</p> <ul style="list-style-type: none"> • Data, tracking and measurement 	
									65	<p>Digital Marketing Strategy</p> <p>This first session provides a comprehensive view of Digital Marketing. It starts at the "50,000 ft level" by looking at the trends that are driving the shift of dollars from traditional advertising to digital. It then delves deeper into the changes that are irreversible -- like users searching for and empowered by information online -- and how these changes necessitate changes in the way advertising and marketing are done. Finally many case studies are used to show how various disciplines within digital marketing are interrelated -- from search engine optimization (SEO), search engine marketing (SEM), website analytics, mobile marketing, and social media marketing.</p>	<p>Mini-MBA™: Digital Marketing, Rutgers Business School-Newark and New Brunswick. Retrieved September 20, 2015 from http://www.business.rutgers.edu/executive-education/programs/mini-mba-digital-marketing/curriculum</p>
									65	<p>Search Engine Marketing</p> <p>Search Engine Marketing is the lowest cost of marketing and provides the highest results for gaining new visitors and building your business. Learn practical techniques for growing your search engine rankings, managing a paid search ad campaign. In addition, learn how these same techniques can help you build a better website; that increases sales, leads and your business - and then how to measure your success in these efforts!</p>	
									65	<p>Social Media Marketing</p> <p>From Facebook to LinkedIn to Twitter and YouTube, firms and individuals are embracing social media platforms at an ever increasing pace. This module addresses the many issues surrounding this new phenomena, and provides a high-level overview to help individuals and firms navigate social media to gain a competitive edge.</p>	

											TRAINING COURSE	
											65 Mobile Marketing: Tools, Tips & Opportunities. In this power-packed, idea-rich module, participants will learn: Optimizing Content For The Mobile Experience: Best practices and technologies—across Mobile Sites (m-sites) and Responsive Web Design (RWD)—for optimizing the experience of mobile users. Wide-Ranging Marketing Strategies & Mobile Tools: A series of mobile-marketing strategies, supported by case examples featuring an array of mobile tools—including SMS campaigns, Mobile Apps, Mobile Web Sites, Mobile Barcodes, Mobile Augmented Reality, and Geo-Fencing. Mobile's Next-Generation Of Wearables: An introduction to mobile's next wave of wearable devices, illuminating a host of exciting examples.	
											65 Content Marketing Strategies and Tactics Content marketing is a marketing technique of creating and distributing relevant and valuable content to attract, acquire, and engage a clearly defined and understood target audience – with the objective of driving profitable customer action. Remove relevant and valuable and that's the informational garbage you get from companies trying to sell you "stuff."	
											65 Personalized Digital Experiences The great promise of digital marketing – putting precisely the right message in front of precisely the right customer at precisely the right time – often goes unmet. However, a number of tactics, including personalization, CRM, email marketing, and retargeting, can assist you in delivering just what your customer needs and help you reach your business goals. This module explores each of these topics and how you can apply them to make your digital marketing dollars work more effectively.	
											65 Web Analytics and ROI for Better Decision Making Web Analytics and ROI might not be the sexiest topic in digital marketing but, for those who understand and master its principles, it establishes credibility, commands respect and is empowering. This module draws from all the others and demystifies web analytics because as Peter Drucker said: "If you can't measure it, you can't manage it." You will learn the 6 steps to Demystifying Analytics, the 10%/90% Rule and the 26 Key Measurements to mastering Web Analytics and ROI. You will also participate in "hands-on" activities and workshops where you get to construct Key Performance Indicators (KPI's) for your business or next endeavor. You'll leave with skills you didn't know you had before came to class.	
											65 UX and Marketing User Experience (UX) isn't just about making things "easy to use". It's not about slick digital design and Webby awards. It's about creating experiences that drive business. It's putting people – your customers, employees and suppliers - at the center of your business, having them at the table with you to understand and act on their wants and needs. It's why Google, Amazon, Apple, Disney and other industry leaders continue to outperform and deliver strategic business outcomes.	

TRAINING COURSE											
										65 Online Customer Acquisition Marketers pursuing online customer acquisition strategies try to get online prospects to complete a desired action relevant to their business. This "desired action" might look like an online purchase, online investigation that leads to an offline purchase, completion of a lead form, or even an email newsletter registration -- any conversion or micro-conversion that gets a customer more deeply engaged with a marketer's product or service.	
										65 Transforming Your Digital Marketing Digital marketing is different from traditional offline marketing, but it's still marketing. And any marketing program benefits from having all of its parts working together as a whole. Rather than implementing search, social media, mobile, and every other digital marketing tactic individually, what you really need to know is how to integrate them into a single digital marketing program that builds on each success.	



Appendix B: SEMI-STRUCTURE QUESTION

INTERVIEWING

Ref: /page1

Participant name: _____

Title: _____

Organisation: _____

Type of business: _____

Part 1: On a 0 to 10 scale where 0 is NOT AT ALL EFFECTIVE and 10 is EXTREMELY EFFECTIVE how effective is your company overall in terms of marketing?

1. Most Practitioners don't have formal digital training. Knowledge overwhelmingly gained on the job. How have you acquired your digital marketing knowledge?

_____ On-the-job experience

_____ Watching what other brands/companies do

_____ Trade conferences/seminars

_____ Professional industry groups/communities

_____ Online training courses/classes (outside of school)

_____ In-person training courses/classes (outside of school)

_____ In School: Full-time program (i.e., learned digital marketing in college or grad school)

_____ In School: Part-time program (e.g., night school)

_____ I don't have any specialized digital marketing knowledge.

2. What do you think will be the most important knowledge/skills to PR in the next 3 years?

_____ Social Media Marketing

_____ Personalization and Targeting

_____ Creativity and Innovation in marketing programs

_____ Digital Advertising

_____ Cross-channel marketing

- _____E-Commerce
- _____Media Mix Planning
- _____Marketing Measurement
- _____Customer Response Management
- _____Content Marketing
- _____Brand Building
- _____Events
- _____Public Relations

3. What top priority skills are needed to bridge the gaps?

- If you use an agency are you happy with the level of competencies/skills that they provide from their staff, if not, what do you think is missing or could be improved upon?
- Are there any other competencies that you would like to have the ability to develop in current staff in the area of digital media/marketing? Further comments?

4. Rate your personal digital marketing skills on a scale of 1-5. *

Please tick UP TO TWO BOXES for each row - first your current skill level on the left and then, if relevant, in the final column, whether you think you need to improve this skill.

	Not applicable to my role	1 No / Poor skills	2 Basic skills	3 Medium skilled	4 Skilled	5 Highly Skilled	I'd like to improve this skill in the future
Affiliate marketing							
Analytical skills for managing and reporting on stock levels							
Community management							
Content marketing							
Copywriting							

	Not applicable to my role	1 No / Poor skills	2 Basic skills	3 Medium skilled	4 Skilled	5 Highly Skilled	I'd like improve this skill in the future
Customer service, support and assisted selling							
Customer experience							
Design, Personalization and Merchandising							
Coding and Development (e.g. Basic HTML, CSS, etc.)							
Customer Data, Marketing Insight and Analytics							
Digital Strategy and integrated planning							
Email Marketing, ECRM and marketing automation							
Graphic design, e.g.							
InDesign, Photoshop (or similar) skills							
Mobile marketing							
Online advertising and Programmatic marketing							
Pay per click / Ad Words							
Planning integrated, multichannel campaigns							
SEO							
Social Media marketing							
PR and influencer outreach							

	Not applicable to my role	1 No / Poor skills	2 Basic skills	3 Medium skilled	4 Skilled	5 Highly Skilled	I'd like improve this skill in the future
Budgeting and Financial modelling skills							

5. How to bridge the skill gaps? What the most effective way should be?

- How do professionals become social media practitioners? What factors influence this phenomenon?
- What methods and period of time do you feel comfortable to upgrading?

6. Barriers and Pitfalls of new skills sets to be upgraded among middle and management levels practitioners?

- What obstacles did you see to developing people skills?
- What have you done before to bridge the skill gaps? Is it work? If not work, why?
- What are the friendly methods which make you feel free to learn new skills?
- What do you expect from your organisation in order to success in competencies development?