Signal49
RESEARCH

Marketing’s Value in Canada

Key Findings and Recommendations

When we measure the full scope of marketing activity, including in house roles, we see an economic contribution that rivals Canada’s largest industries and delivers clear returns for organizations that invest with intention.

Marketing drives a growing share of Canada’s economy

Marketing activity generated $130.9 billion in GDP in 2024, accounting for 4.6 per cent of Canada’s total economy. This places marketing on par with the retail trade sector and at more than double the size of the accommodation and food services sector. The contribution of marketing activity to the Canadian economy has increased from $94 billion in 2019.

Marketing activities supported 861,500 jobs across Canada, or roughly one in every 25 jobs. It produced $74.8 billion in labour income. Individuals employed in marketing occupations earned, on average, about 30 per cent more than the national average.

In 2024, marketing activities generated $47.8 billion in government tax revenues, mainly through personal income and sales taxes.

In house marketing creates most of the value

Traditional accounting captures only the value generated by specialized marketing firms, which understates marketing’s overall economic contribution. Most marketing activity occurs within organizations across a wide range of industries—including retail trade, finance and insurance, real estate, professional and technical services, and wholesale trade—where marketing functions are embedded in core business operations.

When we include in house marketing activities, marketing’s GDP contribution rises from $7.8 billion to $130.9 billion. This changes how leaders should assess marketing’s strategic importance.

Strong brands produce superior returns

Multiple data sources show a clear link between high quality marketing and financial performance.

- Award-winning organizations report operating income 48 to 63 per cent higher than peers and sales growth up to 39 per cent higher.
- Canada’s top 40 brands increased brand value by 10 per cent between April 2024 and April 2025. This outpaced Canada’s GDP growth of 1.3 per cent.
- Leading brands tend to outperform stock indices, experience smaller losses during periods of economic uncertainty, and recover more quickly from economic downturns.

SUMMARY FOR EXECUTIVES | March 24, 2026

Technology is rapidly transforming marketing

Marketing leads adoption of artificial intelligence and digital tools.

- Seventy per cent of Canadian business-to-consumer e-commerce firms were using artificial intelligence (AI) by the end of 2023. Marketing professionals are adopting AI at higher rates than other knowledge workers.
- Seventy five per cent of marketers use AI each week, mainly for content creation, insights, and ideation.
- Personalized marketing has been shown to increase revenues by 10 to 15 per cent. High growth organizations earn 40 per cent more of their revenue from personalized engagement than their lower growth peers.

Loyalty and personalization drive growth—when trust is earned

Canada's loyalty market was valued at US$1.55 billion in 2024 and grew at an average annual rate of 16.4 per cent between 2020 and 2024. Reported returns average 4.8 times the investment. Canadians also rank among the world's most engaged loyalty users.

However:

- Ninety per cent of Canadians report concerns about data privacy.
- Seventy three per cent still prefer relevant, personalized advertising.
- Consumers worry more about data misuse than about personalization itself.

These views create a "personalization–privacy paradox."

Marketing creates value beyond revenue

Marketing investments support community development, cultural sectors, and philanthropy. Sponsorship activity alone exceeded $4.2 billion in 2024. Community aligned marketing strengthens trust and long term brand resilience.

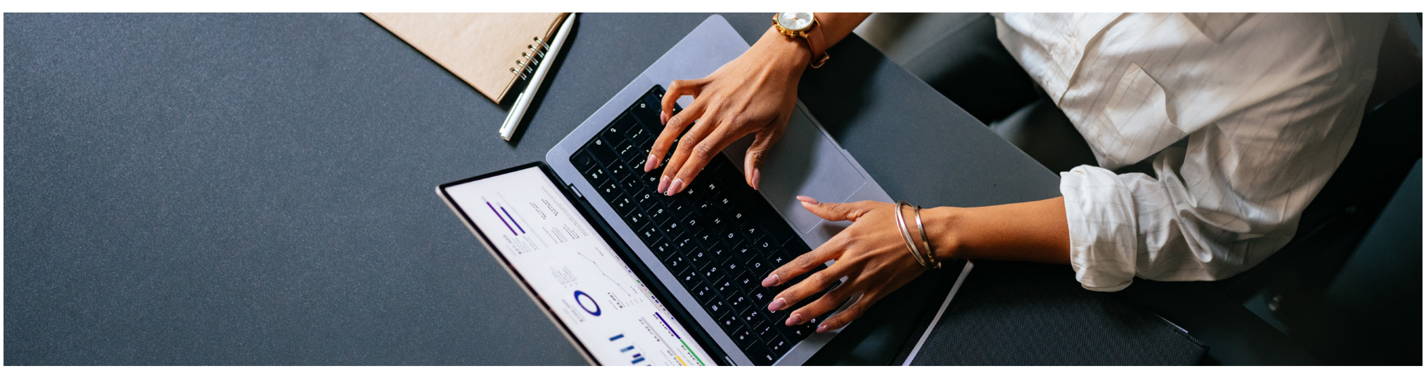
Bottom line for leaders

Marketing professionals in today's marketing environment must simultaneously manage advances in AI, rising demand for personalized yet privacy respectful experiences, and an increasingly complex regulatory landscape. Success depends on continuous learning, strategic foresight, and the ability to adapt quickly.

These forces have distinct implications across stakeholders:

- **Policy makers** can invest in digital infrastructure, modern data governance, and skills development to protect consumers while supporting innovation and economic growth.
- **Business leaders** who recognize marketing as a strategic driver of customer relationships, business performance, and return on investment, rather than a tactical function, will be better positioned to succeed.
- **Marketers** can lead with innovation, purpose, transparency, and inclusivity to ensure responsible data stewardship as marketing plays a growing role in shaping societal values.

For the full research, see our impact paper *Uncovering the Value of Marketing in Canada*.



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