

M2020 Key CMO Questions to be Answered



1. What are the priority Marketing changes I should be making?
2. How do I adapt my organization to best drive revenue growth?
3. How do I win the support of the rest of the organization?
4. What should I NOT do – how do I cover the biggest risks
5. What are concrete lessons from winners to consider?
6. Please provide me a leadership roadmap to follow?
7. What are practical examples I can emulate?
8. How do I effectively work with Millennials as consumers and employees
9. Please be clear about B2B and B2C and small vs. big company differences
10. What is Big Data?

M2020 Key Marketing Challenges - 1



1. Organization's (Peers & Sr. Mgt.) understanding and recognition of Marketing's value (ROI)
2. Brand consistency across touch point explosion
3. Infobesity – sense of being overwhelmed
4. Privacy risks and working with legal to get the space to work
5. Doing more with less (activities vs. resources)
6. Managing expectations about the role of marketing
7. Silos – Organizations inability and unwillingness to collaborate for consumer/customer solutions
8. Marketing skills and organizational capabilities to deliver in a new hyper competitive world
9. Personal ability to stay current
10. Millennials

M2020 Key Marketing Challenges - 2



11. Real time marketing - need to dramatically accelerate pace of marketing
12. Organization's (Peers & Sr. Mgt.) understanding and recognition of Marketing's value
13. Connecting and working with other disciplines
14. Communicating company and brand purpose internally
15. Training and development of marketing
16. Adapting proposition to explosion of segments (ultimately to N=1)
17. Getting Global Local to work
18. Developing new business models
19. Moving from data to insights
20. Private Label

M2020 Key Marketing Challenges - 3



21. Choosing the right mix of agencies and getting them to collaborate, align
22. Managing an increased set of (external) stakeholders mix (Oxfam, Greenpeace, etc.)
23. Overcoming risk aversion in the company
24. Defending brand reputation in a fully transparent world
25. Moving from brand to category/market thinking (new channels, new brands)
26. Content creation and management
27. New competitors
28. Leveraging success across the organization

M2020 Key Motivators



1. Marketing in a digital world
2. Social Media
3. Globalization
4. Marketing taking a (more active) leadership role inside the company
5. Collaborating with consumers on solutions
6. Personal and professional growth
7. Transparency
8. Developing new markets (BRIC)
9. Purposeful marketing (increasing meaning)
10. Personalization

M2020 Key De-motivators



1. Lack of internal understanding of the role of marketing
2. Lack of clear leadership, vision, willing to take risk
3. Lack of internal alignment
4. Lack of influence
5. Lack of resources
6. Insufficient Remuneration
7. Internal politics
8. Corporate Bureaucracy / Hierarchy
9. Senior Management ideas and lack of understanding
10. Lack of time and expertise