



Future-Proofing the Marketing Organisation



In Focus: Company-specific Workshops & Quantitative Benchmarking

The Marketing2020 Partners



The Most Comprehensive Global Marketing Effectiveness Study

Study Objectives:

What the Marketing function does is changing rapidly, but how we organise has largely stayed the same. Looking towards the year 2020, many global marketing leaders are asking themselves how to ready their marketing organisation to drive growth in a rapidly changing environment.



How can Marketing best focus & organize to support business growth?

- What is the role of marketing in delivering the business strategy?
- What is the best way to structure the marketing department?
- How to build capabilities and equip marketers for success?
- What are the skills, competencies and behaviours of winning CMOs?



Global Qualitative & Quantitative Research

- Leveraging insights of more than 250 CMO and peer interviews from a broad range of marketing organisations
- Quantitative survey with more than 10,000 participants in 92 countries

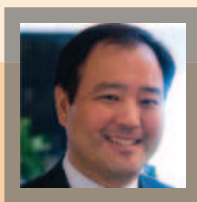


and many more....

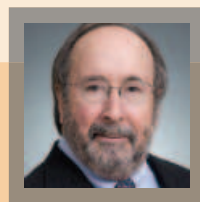
Marketing2020 Global Advisory Board



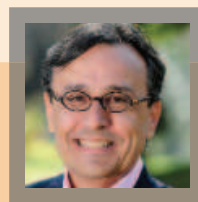
Keith Weed
CMO, Unilever
(Chair)



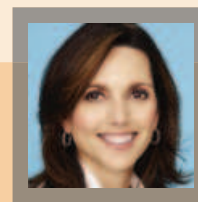
Jon Iwata
SVP Marketing &
Comm., IBM



Rob Malcolm
Exec. in Residence
Texas U, former
CMO at Diageo



Antonio Lucio
CMO and Head
of HR, Visa



Beth Comstock
CMO, GE



Chris Burggraeve
Exec. in
Residence, NYU,
former CMO at
ABInBev

"I find it inspiring to hear what other companies are doing. And I'm continually thinking about how we tweak the marketing organisation because the world is changing so fast. I don't for a second suggest that we have all the answers, and I'm happy and willing to learn from others, hence my interest in being involved."

Keith Weed

Chief Marketing & Communications Officer, Unilever

Our Partners





Our Framework: The “What” & the “How” of Marketing Effectiveness

The “What”: A Winning Brand

We have identified three drivers of future brand success: Identifying relevant Big Insights, establishing a clear and engaging Purposeful Positioning and creating brand value through a consistent and engaging Total Experience.

The “How”: An Effective Marketing Organisation

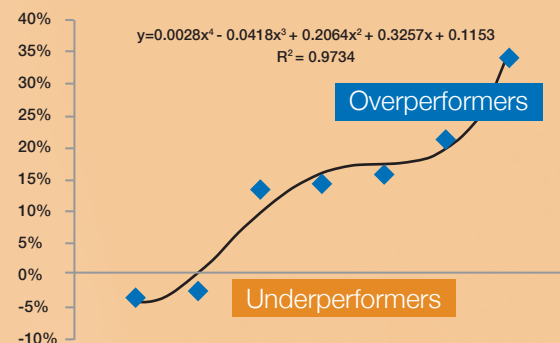
To build a future-proof marketing organisation and unleash its full potential, five effectiveness drivers are critical: connecting with other functions, inspiring all employees with the brand purpose purpose, focusing marketing efforts on key strategies and KPIs, organising efficient processes and building their marketing excellence.



Identifying Over- & Underperformers

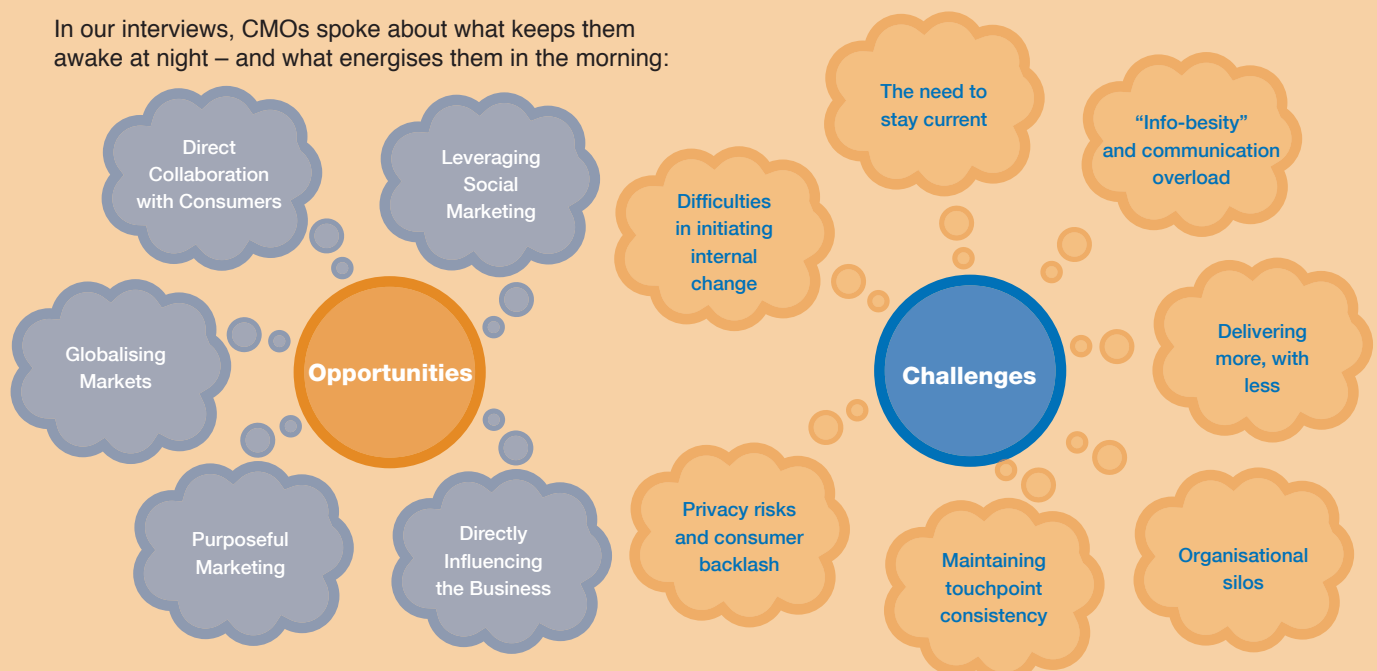
To identify winning characteristics, we have divided the respondents' organisations into Over- and Underperformers, according to their revenue growth relative to competitors.

This classification was confirmed through an analysis by New York University based on publicly available growth data.



What is on CMO's Minds? Key Opportunities & Challenges

In our interviews, CMOs spoke about what keeps them awake at night – and what energises them in the morning:



The “What”: Winning Brand Characteristics

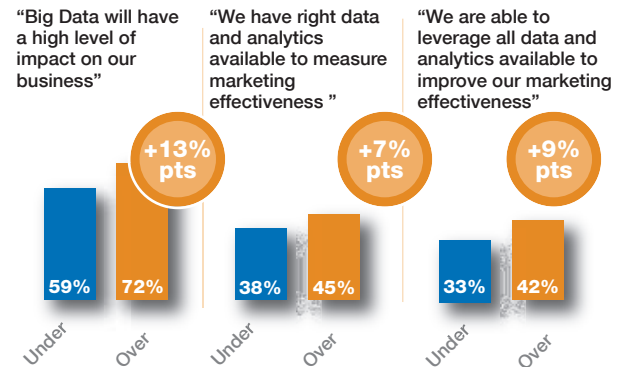
Big Insights

It's not about big data, it's about big insights

Overperformers have the edge in extracting big insights from big data. They have a clear point of view how big data will impact the marketing organisation and are putting the skills, systems and processes in place that will equip their organisation to extract big insights.

“Big Data is a little bit like sex in high school. Everybody talks about it, nobody does it – or if they do it, they do it very badly.”

CMO at a Marketing2020 Roundtable



Purposeful Positioning

Brand purpose fuels growth and ensures brand consistency

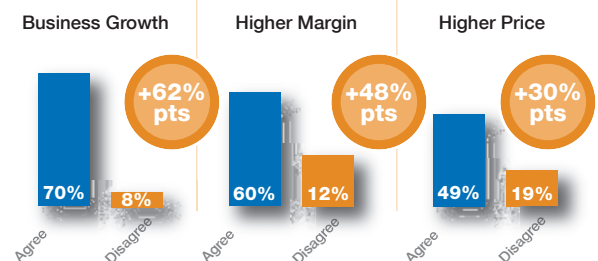
Marketers agree: brands with a clear purpose have the ability to drive business growth, margin and price better than those without. Marketers working on purposeful brands additionally report back that they are better able to preserve brand consistency, e.g. as marketing goes digital.

“I'd like to redefine EPS from ‘earnings per share’ to ‘Economic Value, Partner Value, and Social Value.’ Those companies that are ruthlessly focused on earnings will be left by the wayside. It's not just what you sell, it's what you stand for.”

Joe Tripodi

Executive Vice President & Chief Marketing & Commercial Officer,
The Coca-Cola Company

“I believe that brands with a clear societal purpose have the ability to drive...”



Total Experience

Depth and breadth of the consumer experience drives brand value

Winning brands deliver a total experience with high breadth and high depth: creating a personalized and social experience that has a multitude of touchpoints throughout consumers' daily lives.

“Brands are going to become increasingly important in a cluttered media world. They will evolve to become channels in their own right, a destination for content, attracting people to more than just the products themselves.”

Keith Weed

Chief Marketing and Communications Officer
Unilever



The “How”: Organising Marketing for Growth

CONNECT



Establishing Marketing as Partner for Growth

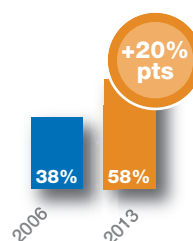
Successful marketing leaders use business acumen as their ticket to influence: they clearly link their KPIs to business growth and translate marketing terms into the language of the business.

“Having worked across several sectors, including FMCG, hospitality and financial services, I believe that influence at the C-suite level is closely correlated with the importance of brand in generating business value, which varies widely across those sectors.”

Nina Bibby

Marketing & Consumer Director, O2

Marketing works closely with the CEO to establish the company's strategic growth agenda



Overperformers' Top KPIs:



INSPIRE

Engineering Less, Engaging More

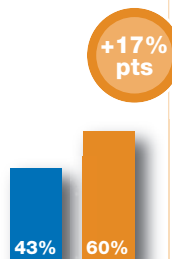
Overperforming organisations give the same priority to internal employee engagement and external customer engagement: full engagement with the brand purpose enables delegation of decisions, ensures a seamless customer experience and inspires employees to share their passion with family and friends.

“Who gets hired at the stores, how people are trained, what they’re told to say — that’s where the rubber hits the road. No matter how much great marketing or advertising we do, it can all fall apart if you go into the store and it’s dirty, products are out of stock, or people are not friendly to you.”

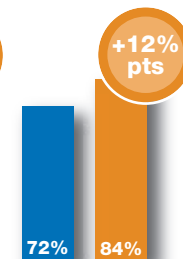
Elisabeth Charles

Senior Vice President and CMO, Petco Animal Supplies Inc.

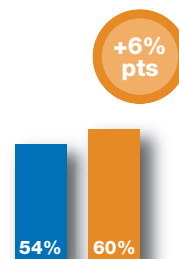
“In our company we ensure that all employees are fully engaged with our brand purpose”



“I am proud of my brand’s purpose”



“I frequently share our brand purpose with family and friends”



FOCUS

Embedding Strategy - and Tracking the Execution

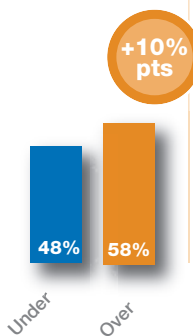
Overperforming marketing organisations first co-create and then embed the strategy to maximize its real-life impact. Additionally, they identify and track the relevant KPIs for marketing’s impact, business growth and employees’ personal performance.

“If you were driving from New York to Chicago, you would probably check on a regular basis whether you’re on the right road, but in business, we sometimes only check our progress once per year. We need to do it with sufficient frequency so that if we get off track, we still have time to course correct.”

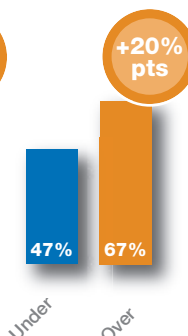
Larry Light

Chief Brands Officer, InterContinental Hotels Group

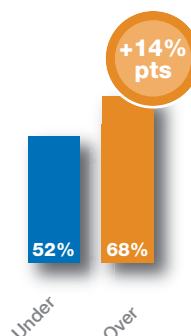
“Global, Local and Regional brand success is measured against clear KPIs”



“KPIs are clearly linked to business performance”



“Personal rewards are linked to these KPIs”



ORGANISE

Breaking Down Silos to Create a Networked Organisation

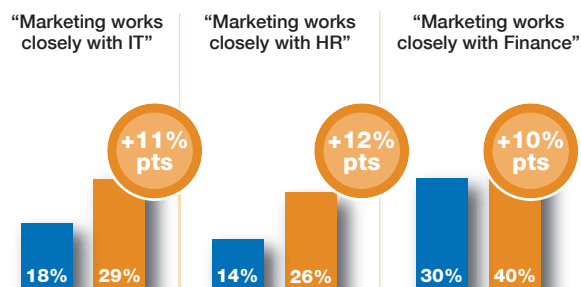
Having a clear shared purpose permits organisational flexibility and helps collaboration – within marketing, but also with other functions such as IT, HR and Finance.

Already today, overperforming organisations are more networked and build consumer-centric communities with roles that go beyond a traditional global-local worksplit. Three distinct typologies of marketers emerge:

- Think** with strong analytical capabilities
- Feel** focused on consumer engagement
- Do** specialised in content development and production

“The concept of a one-size-fits-all shop is rapidly becoming obsolete. The idea of finding the best in class in each area and creating a commonwealth or multidisciplinary team is the model that is emerging.”

Gannon Jones
Chief Marketing Officer, PepsiCo Global Nutrition Group



BUILD

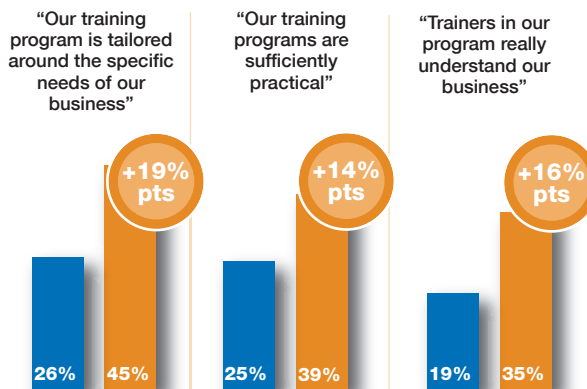
Equipping the Organisation with the Right Capabilities for Growth

State-of-the-art marketing capabilities drive growth. The capabilities with the highest growth correlation are Consumer Understanding & Insights, Brand Positioning and Brand Strategy.

When it comes to building marketing excellence, overperforming marketing organisations have a clear quantity and quality advantage in their trainings. On average, their employees receive 20% more training days, each of them more tailored to their company's unique challenges and Way of Marketing.

“As marketing is becoming more sophisticated and the choice of mediums are requiring more specialist roles, we need to develop well-rounded high calibre marketing leaders who can oversee the entire marketing mix into a consistent brand and consumer experience in order to delight customers.”

Philippa Snare
Chief Marketing Officer, Microsoft UK Ltd.



Building an Overperforming Marketing Organisation

Using Marketing2020 as a Benchmark

We offer a range of services to help clients benchmark their organisation's performance relative to the Marketing2020 database and engage their key stakeholders in discussing its implications.

Examples of typical benchmarking projects:

Qualitative Benchmarking and Team Workshop

- Up to five confidential team member interviews, benchmarked to M2020 success factors
- Half-day workshop with your team to review M2020 results, discuss the implications for your organisation and agree on the key next steps

Quantitative Benchmarking

- Quantitative survey of your marketing organisation (e.g. n=200), benchmarked to M2020 success factors
- Survey analysis and recommendations
- Half-day workshop with your team to review M2020 benchmarking results, discuss the implications for your organisation and agree on the key next steps

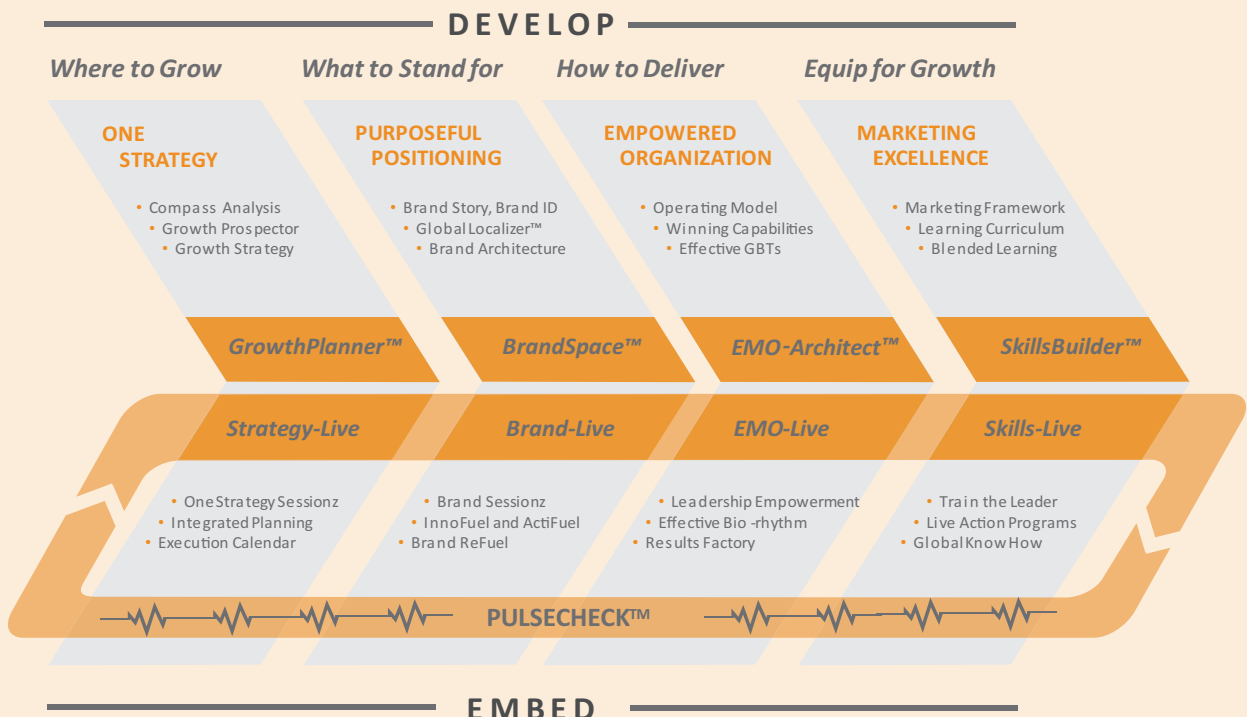
Join the Marketing2020 CMO Network:

Starting in 2014, the partners of Marketing2020 are setting up a special peer-to-peer network of senior marketers who are managing global or very large national regional brands. At network events, members will have access to thought-leading content and be able to connect with peers who experience similar challenges in their organisations.

Roadmap to Global Marketing Effectiveness

We help our clients improve their marketing effectiveness through projects in four key Practice Areas: OneStrategy, Purposeful Positioning, Empowered Marketing Organisation and Marketing Excellence.

We combine the development and the embedding of our solutions to maximise their impact.



The Partners

Leading the Study: EffectiveBrands

EffectiveBrands' purpose is to unleash the potential in the global marketing leaders, brands, and organizations we work with. With 25 nationalities and seven offices around the world, we are as global as our clients.

Global Marketing Expertise

We are the only global consultancy focused on unleashing global marketing potential.

Deepening and Embedding

Our tailored solutions build internal capability and create internal support for change from the start.

Practical

We were all leaders in a previous life so all our programs and tools are practical and results-driven

"The challenge that is keeping our clients awake at night is how to ready their marketing organisation to drive growth in a rapidly changing environment. The Marketing2020 Platform provides a framework and case studies to answer their key questions: how to ensure your brand delivers its purposeful positioning, how to embed your strategy at all levels, how to set up a networked organisation and how to build the right capabilities in your team."

Teresa Octavio

Managing Partner, EffectiveBrands
teresa.octavio@effectivebrands.com



Our Partner: ISBA

ISBA – the Voice of British Advertisers – is the only UK body single-mindedly focused on championing the advertiser's interest. Committed to protecting the freedom to advertise responsibly, ISBA enhances the effectiveness of its members marcomms and builds their marcomms capability. It also provides unique advertiser-only networking and peer sharing of insights. In summary, ISBA is the 'Go To' body for all advertisers' marcomms issues – in the UK and beyond.

"Our members are facing an accelerating rate of change in the media landscape, which poses challenges with regard to skill sets and structure. This global study addresses these issues head-on."

Mike Hughes

Director General, ISBA



Our Partner: SpencerStuart

Spencer Stuart is one of the world's leading executive search consulting firms. Privately held since 1956, Spencer Stuart applies its extensive knowledge of industries, functions and talent to advise select clients and address their leadership requirements. Through 54 offices in 29 countries and a broad range of practice groups, Spencer Stuart consultants focus on senior-level executive search, board director appointments, succession planning and in-depth senior executive management assessments.

"Globalisation and digitisation are posing an unprecedented number of new questions for the modern marketer. Marketing2020 is a 'sourcebook' of invaluable insights and tools for ensuring that these questions become answers, not problems."

Grant Duncan

Technology, Communications and Media Practice Head
SpencerStuart

SpencerStuart

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