



Liberty Mutual Summary

Quick Intro

Marc de Swaan Arons

HBR.ORG

Harvard Business Review



JULY-AUGUST 2014

96 Strategy

Four Paths to Business
Model Innovation

Karan Girotra and Serguei Netessine

104 The HBR Interview

Lenovo CEO
Yang Yuanqing on
the PC's Future

42 The Big Idea

The Crisis in
Retirement Planning
Robert C. Merton



The New Basics of
MARKETING

Imagine 2020



Quite Close





Marketing Change

Speed

WE THE PEOPLE

WANT OUR MONEY SAFER
THAN OUR SELFIES.

PAYPAL PROTECTING THE PEOPLE ECONOMY.



PEOPLE RULE

DOWNLOAD THE PAYPAL APP NOW
AND SECURELY BUY ALMOST ANYTHING
WITH JUST ONE TOUCH.

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Transparency

YouTube

mcdonalds canada



Upload



GUIDE



MORE RESULTS
mcdonalds canada



Behind the scenes at a McDonald's photo shoot

Transparency



Generation WHY



NGOs

**Oxfam**
International

Home | About us | Get involved | Campaigns | Development | Emergencies | Press room | Blogs

Home > Campaigns > GROW > Campaigns > GROW > Behind the Brands

Behind the Brands

BEHIND THE BRANDS | Home | About | Brands | Issues | Company Scorecard | Campaign News |  **OXFAM**

 > Brands International (English)

SELECT A BRAND

Who owns the brands you love and how have they scored?

WHAT we do in Marketing has changed completely

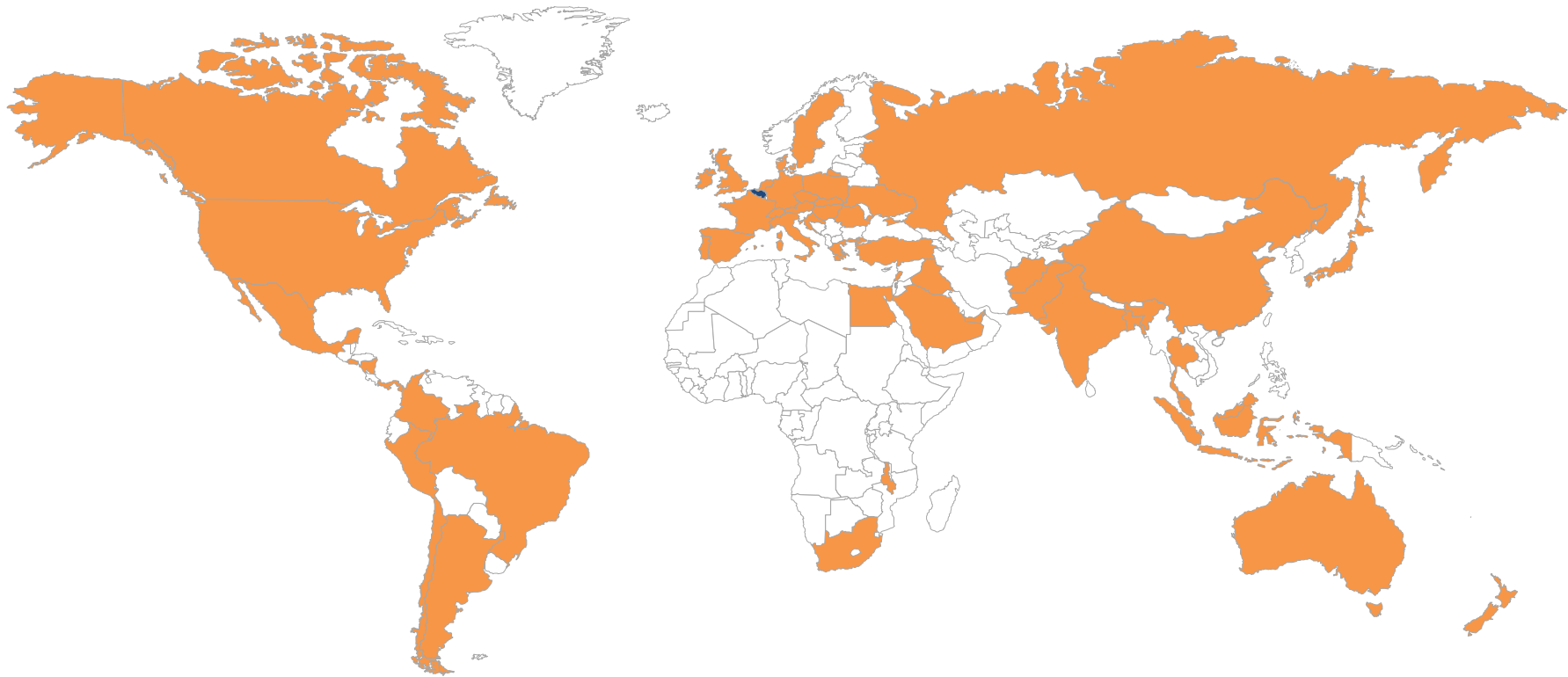


... but HOW we are organized has not



250 CEO, CMO and Agency Vision Interviews





10,231 marketing participants from **92** countries

The role of Marketing



Marketing structure

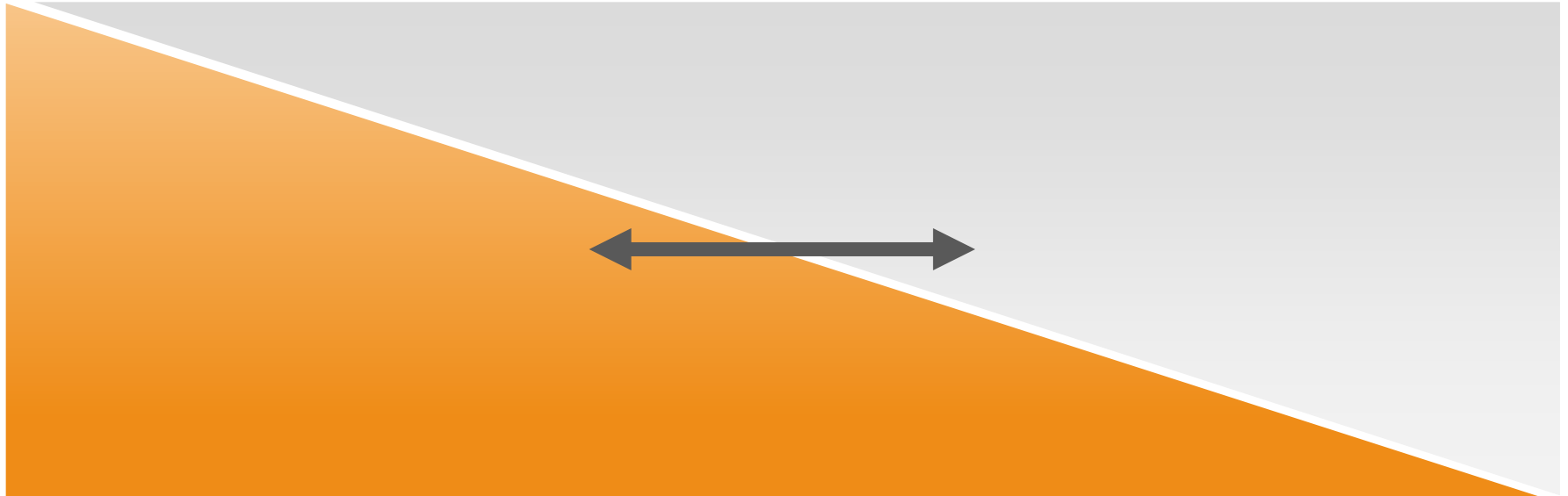
Global

Local

Agencies

Partners

Consumers



Marketing capability



and CMO leadership

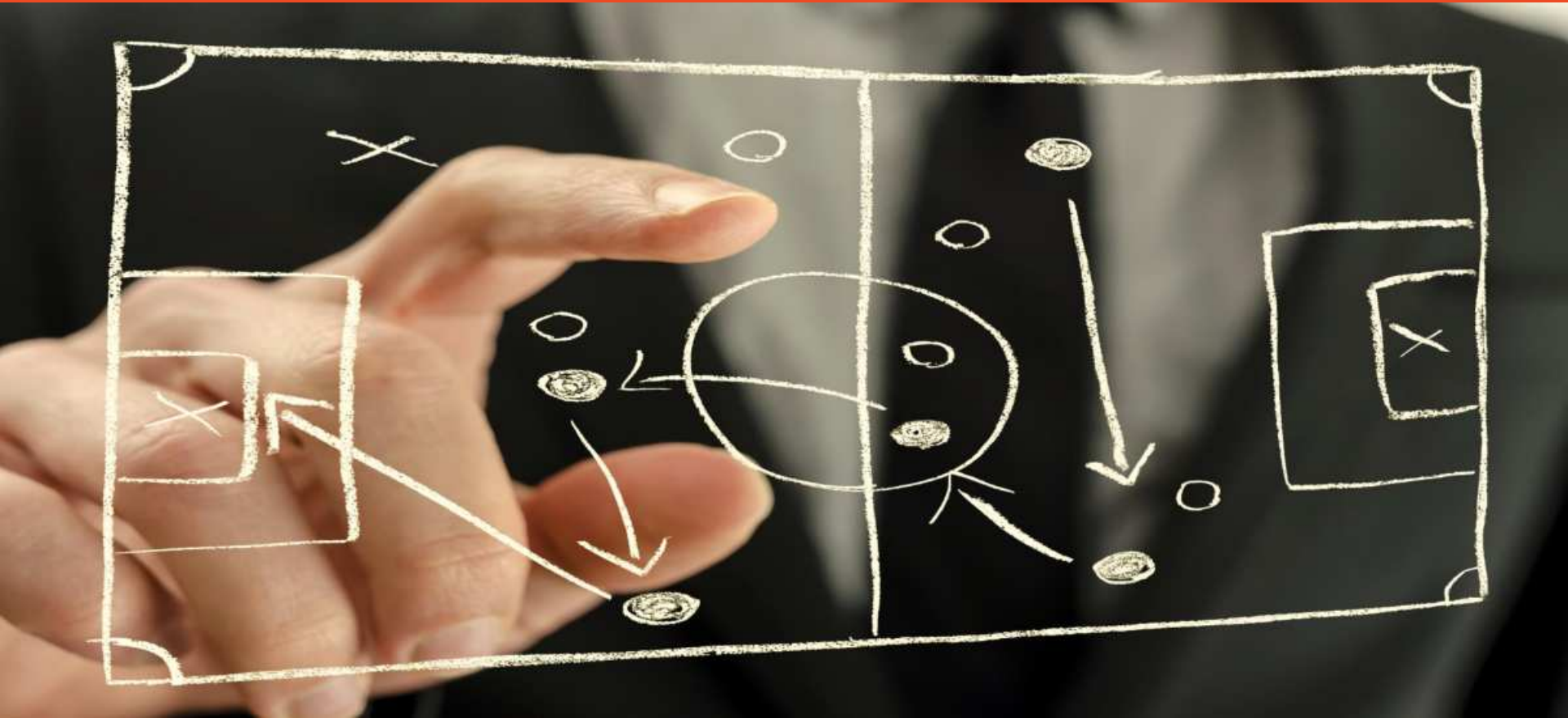




GROWTH

...to drive business growth

What does It Take to Win?



Winning Marketing2020 brand characteristics



Big Insights
Purposeful Positioning
Total Experience

Winning with Marketing2020



Top 10:42 Marketing2020 Opportunities & Challenges



Web results
for
awesome





Collaborating with Consumers



Globalization

Social marketing



Purposeful Marketing

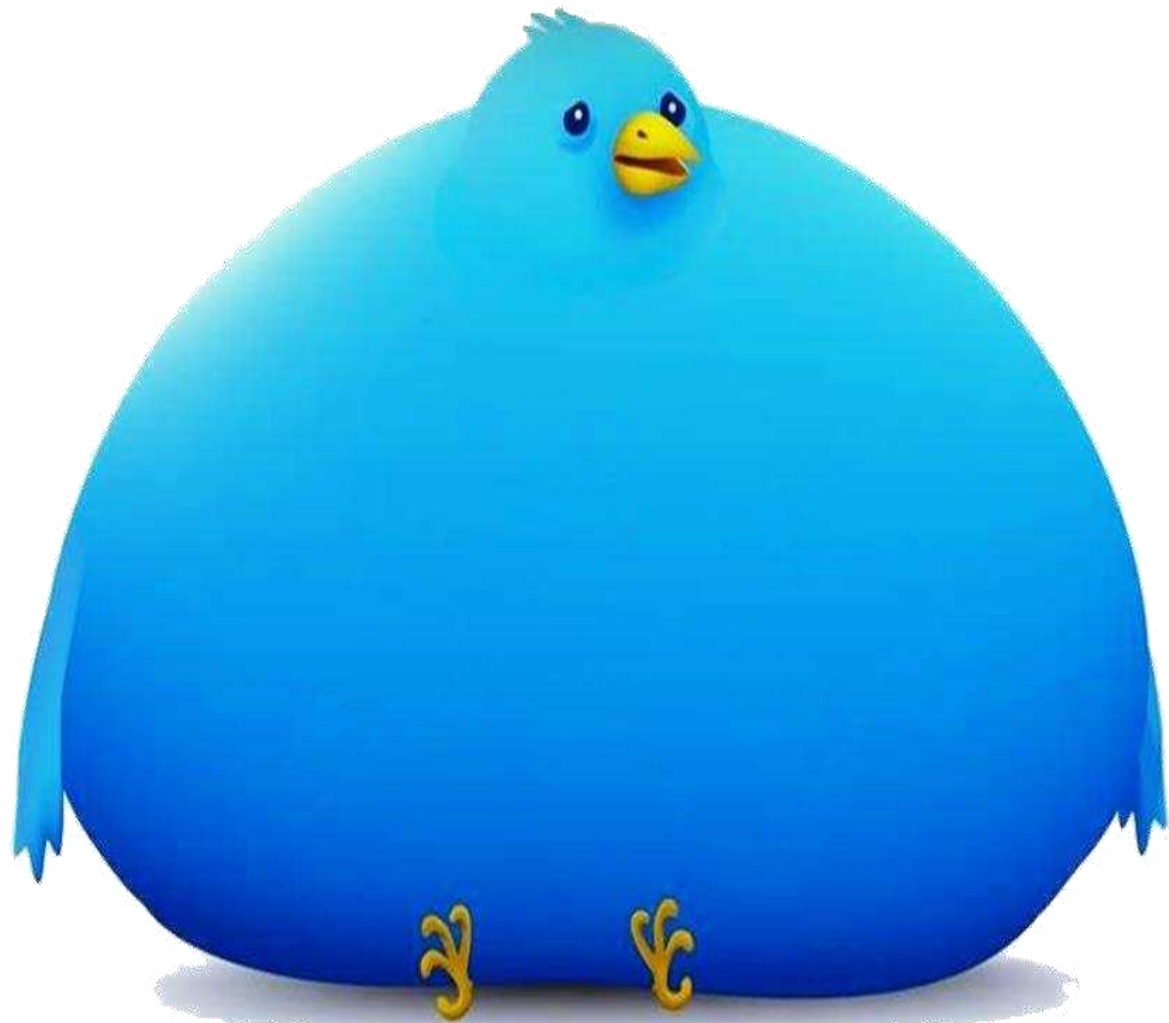


Opportunity to influence business

Top Marketing2020 Challenges



Infobesity





Doing more with less



Touch point consistency



Privacy risks

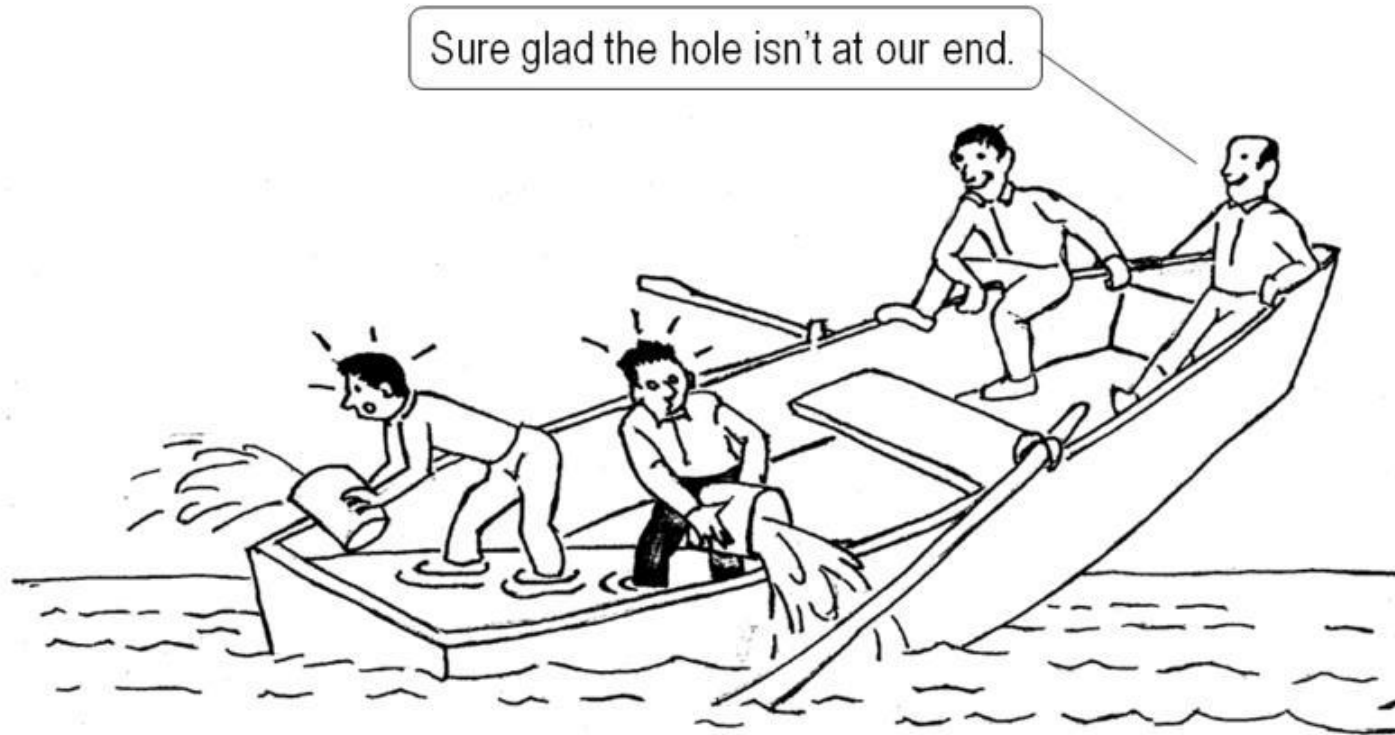


Organizational silos

Ability to stay current



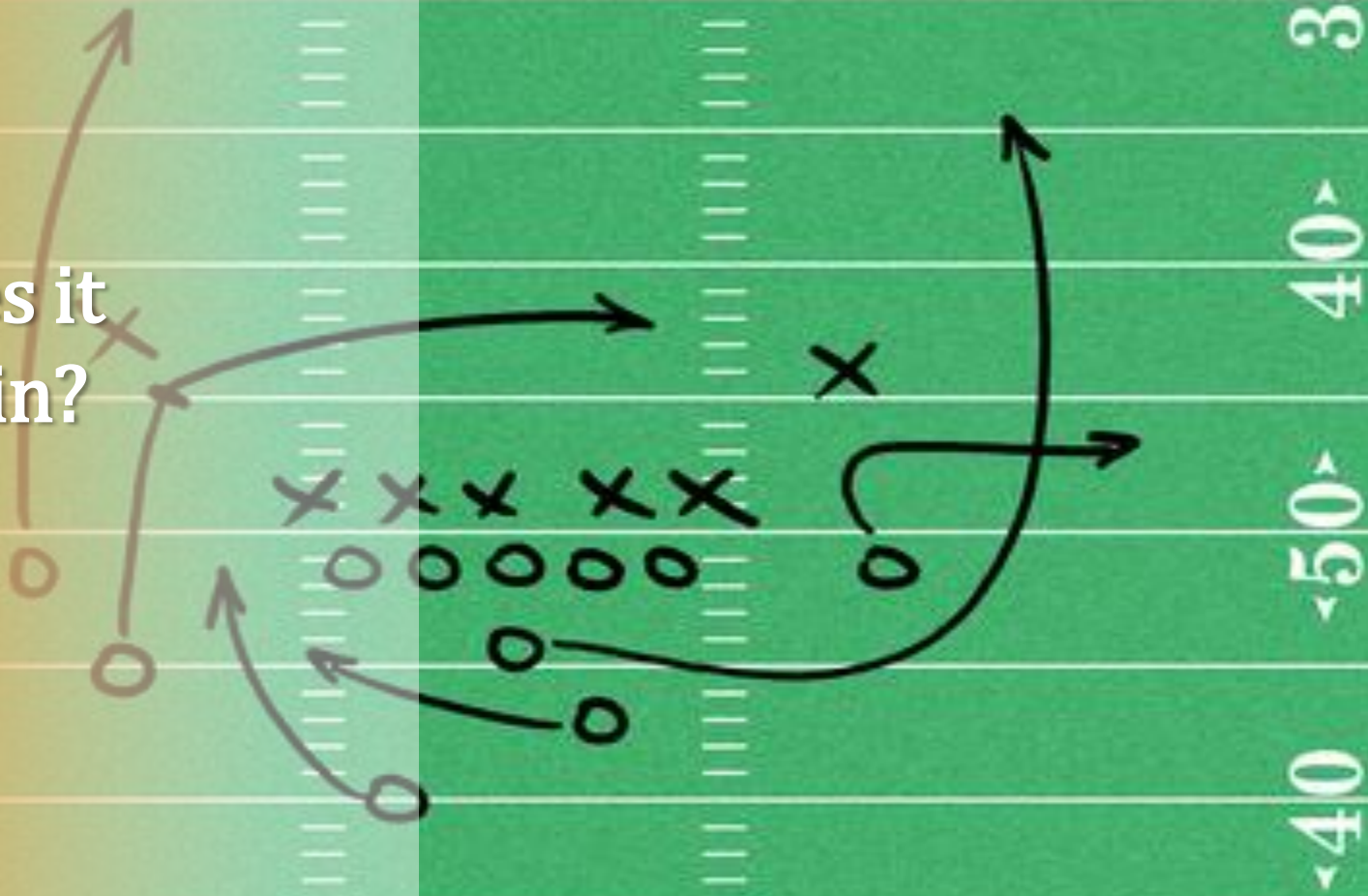
The hot, hot potato



Moving upstream: Media > Marketing > Business



So,
What does it
take to win?

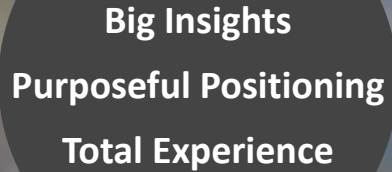




WINNERS

LOSERS

Winning Marketing2020 brand characteristics



Big Insights
Purposeful Positioning
Total Experience

Organizing for growth



NOW:

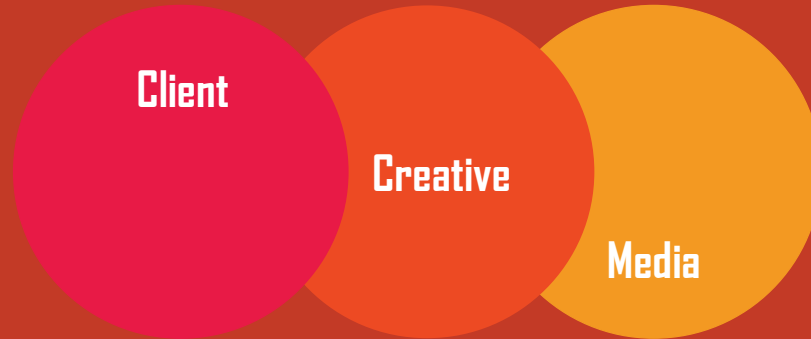
**Winning
Marketing2020
Brand
Characteristics**

**Big Insights
Purposeful Positioning
Total Experience**

Big Insights

I

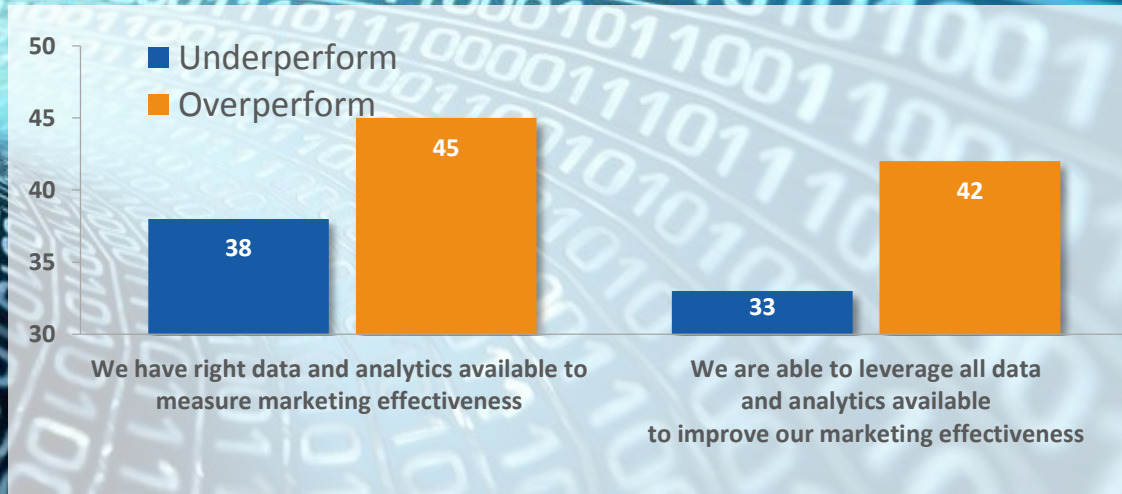
i



Big Insights

Purposeful Positioning

Total Experience





Big Insights

Purposeful Positioning

Total Experience

Purposeful Positioning

Purposeful Positioning?



[Home](#) [About Us](#) [Breast Cancer Research](#) [About Breast C](#)

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American Express



MEMBERSHIP
rewards



★ ★ ★
SMALL BUSINESS
SATURDAY
NOV 26

Big Insights

Purposeful Positioning

Total Experience



Purpose based *functional*/benefits

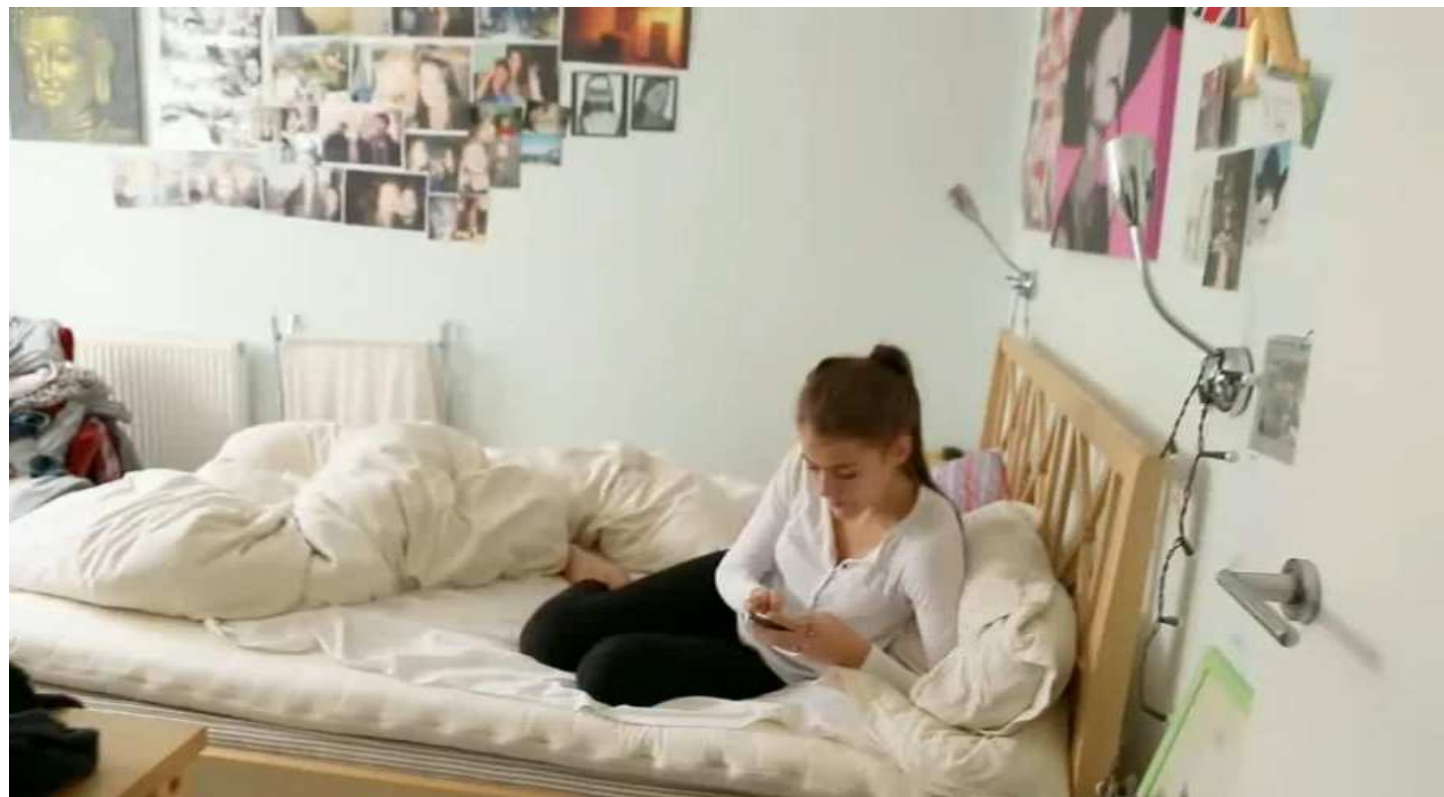


Big Insights

Purposeful Positioning

Total Experience

Purpose based *emotional* benefits





Big Insights
Purposeful Positioning
Total Experience

Purpose based societal benefits

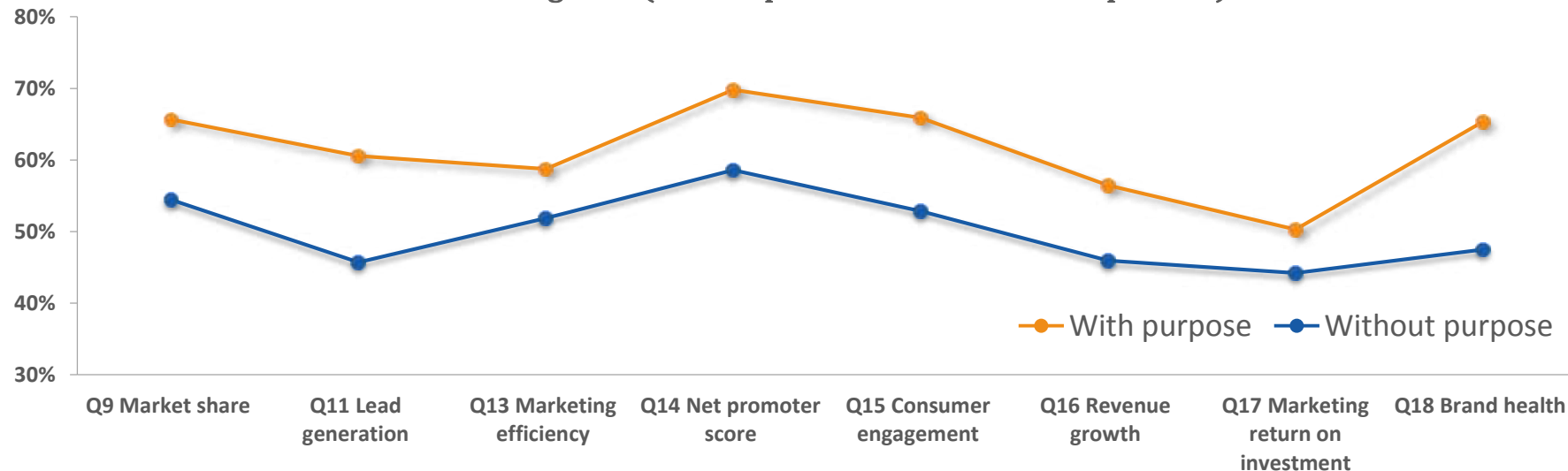
A young boy is shown in profile, facing left. He is shirtless and has short, dark hair. He is holding a white cloth or piece of fabric over his left shoulder. The background is a blurred wall with colorful murals or paintings in shades of yellow, blue, and red. The lighting is bright, suggesting a sunny day.

Dulux Let's Color Project
March / April 2010

Purpose drives business growth

Advantages to be achieved

Impact of having a societally purposeful brand (Q3602)
on marketing KPIs (current performance versus competition)



Total Experience

Big Insights
Purposeful Positioning
Total Experience



Brand value in a digital world

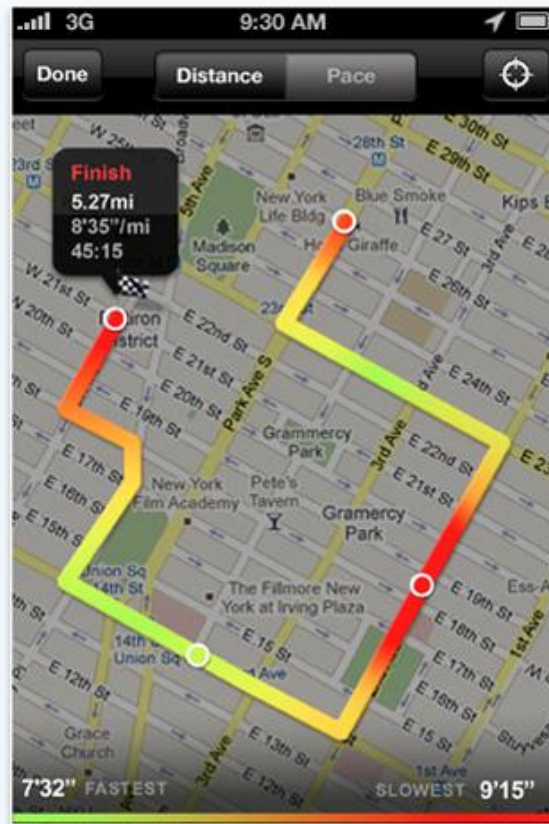


Big Insights
Purposeful Positioning
Total Experience

Nike's share of experience

Big Insights
Purposeful Positioning
Total Experience





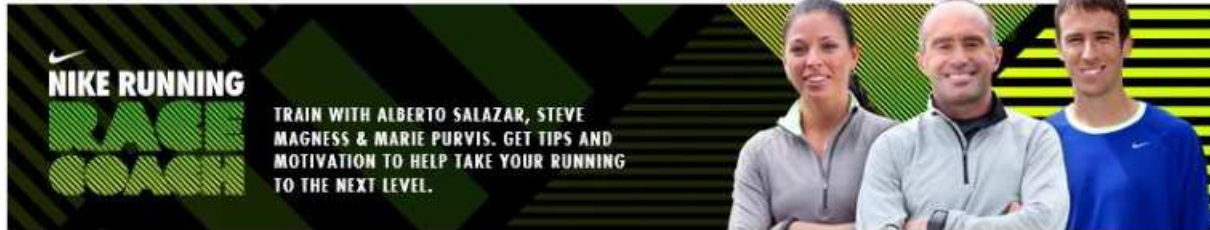
Big Insights
Purposeful Positioning
Total Experience

facebook



Nike Running

Nike Running Race Coach



TRAIN FOR A DISTANCE



Big Insights
Purposeful Positioning
Total Experience

In the class room

Big Insights
Purposeful Positioning
Total Experience



Winning Marketing2020 Brand Characteristics

Big Insights
Purposeful Positioning
Total Experience

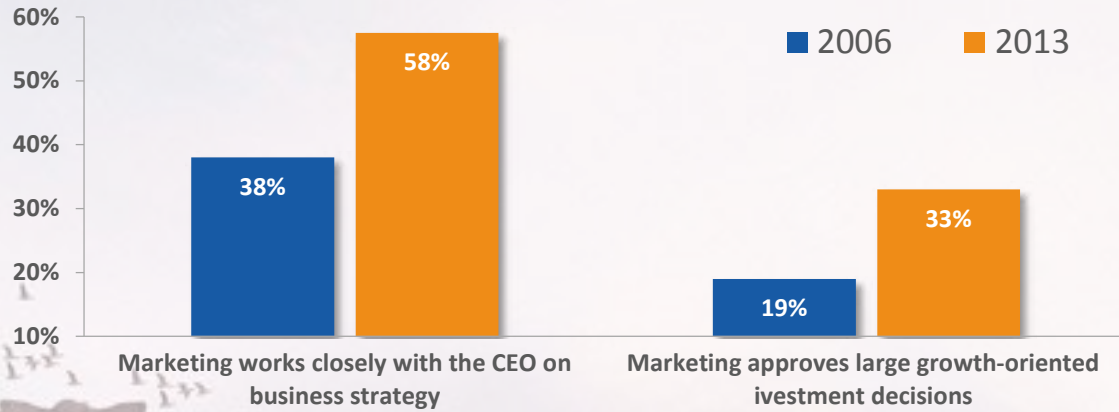
Organizing for Growth



Connect:

Marketing is too
important to be left
just to marketers





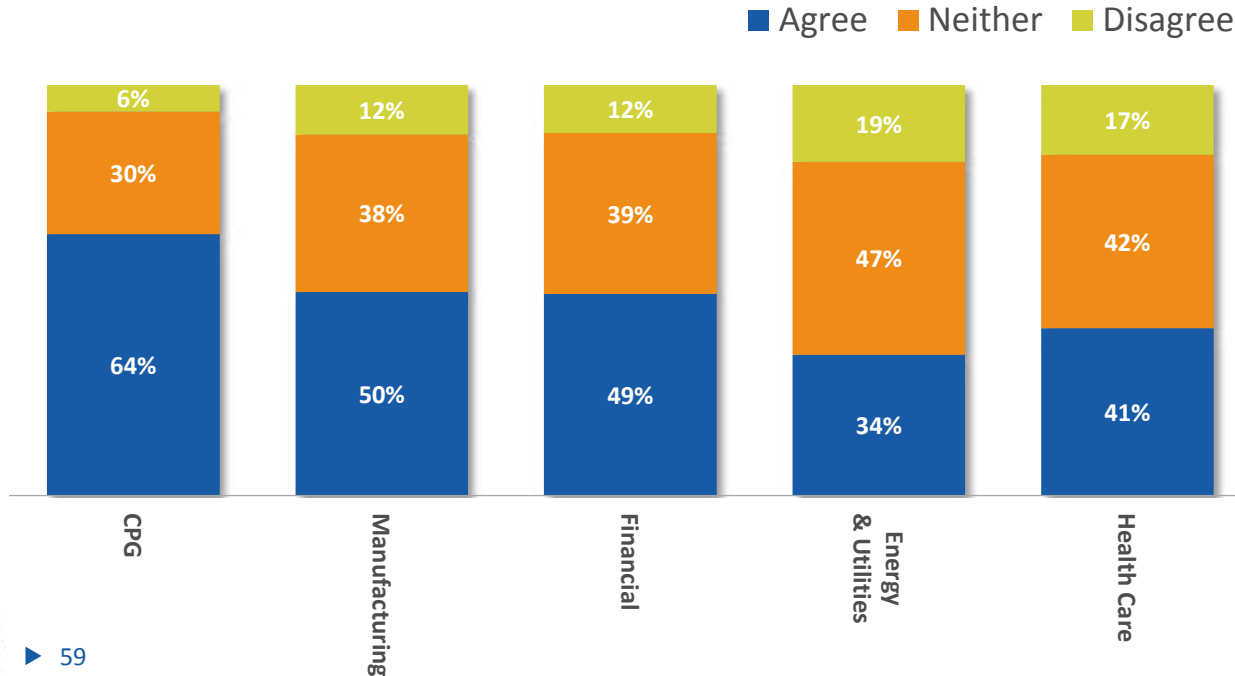
Marketing Influence

Partners for growth



Marketing's Influence

“Marketing works closely with the CEO ...





@marketing2020EB

Engineer less —
Engage more



Engage internally



Sao Paulo



New York



Barcelona



Tokyo



Cape Town



Prague



Big Insights
Purposeful Positioning
Total Experience



Dr. Frank Meyer, author of *How stupid people think*, says that the American people are "stupid" because they lack the ability to think for themselves. He says that the American people are "stupid" because they lack the ability to think for themselves. He says that the American people are "stupid" because they lack the ability to think for themselves.

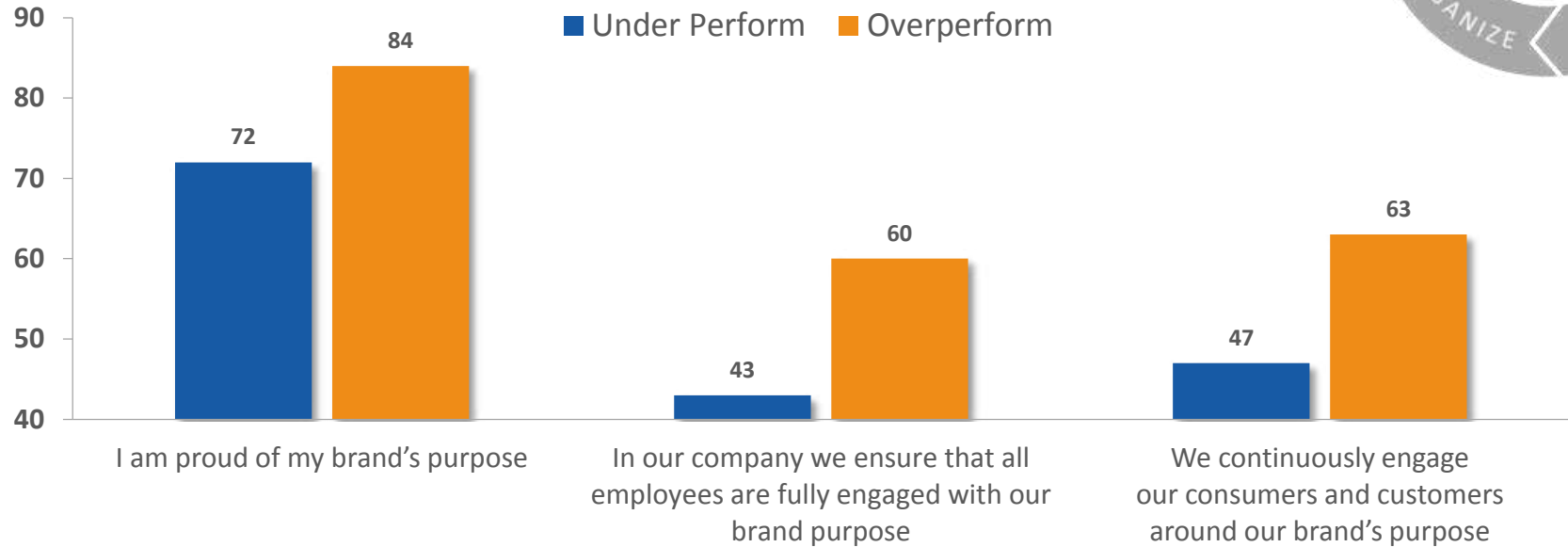
All-girl team behind Dove poster try it for themselves



That old "most women" is the original poster.

- [illegible]

Engage internally



Focus
drives
growth



Communicate, Communicate ...

"I support the global strategy of the brand I am working for - % AGREE"



	EVP	VP/MD	Manager	Other
Global	83%	80%	83%	82%
Regional	72%	74%	75%	73%
Local	66%	64%	63%	56%

One Global Strategy





Wishes she
were blonde.



Orchestration & Integration

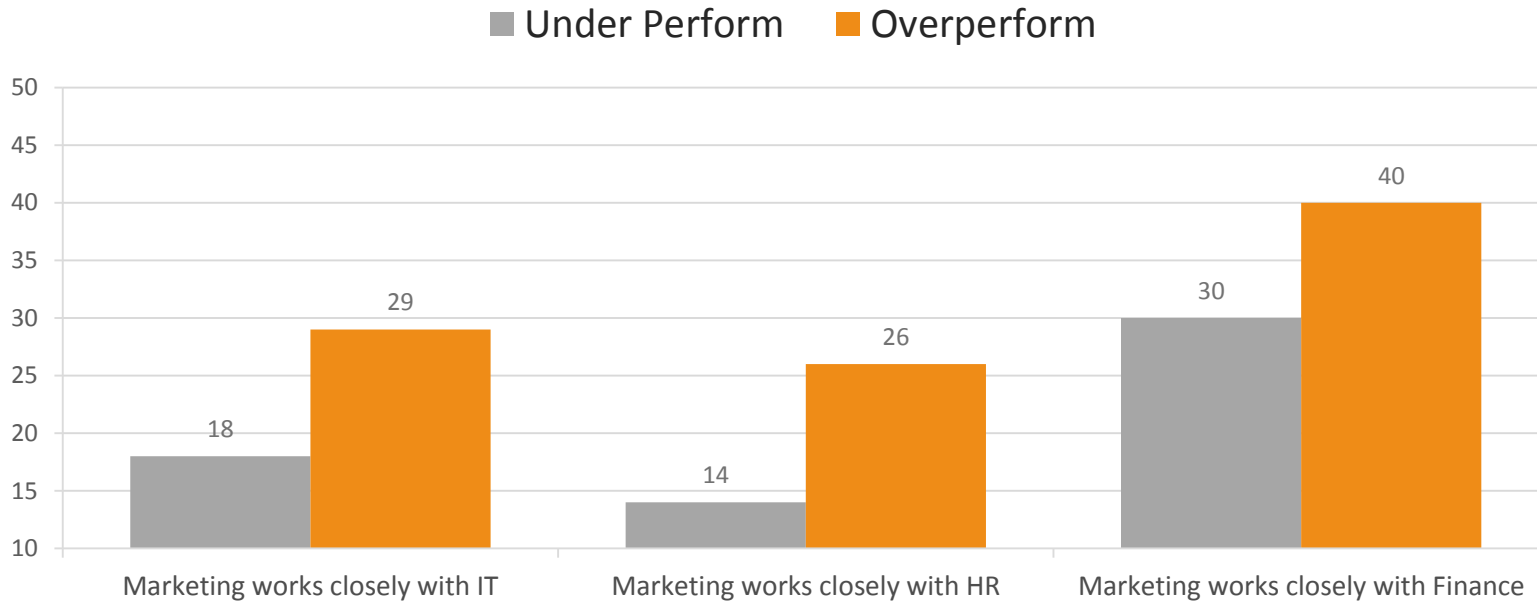




Founder — Chief Experience Officer

Collaborating more closely with IT, Finance and HR

% Always

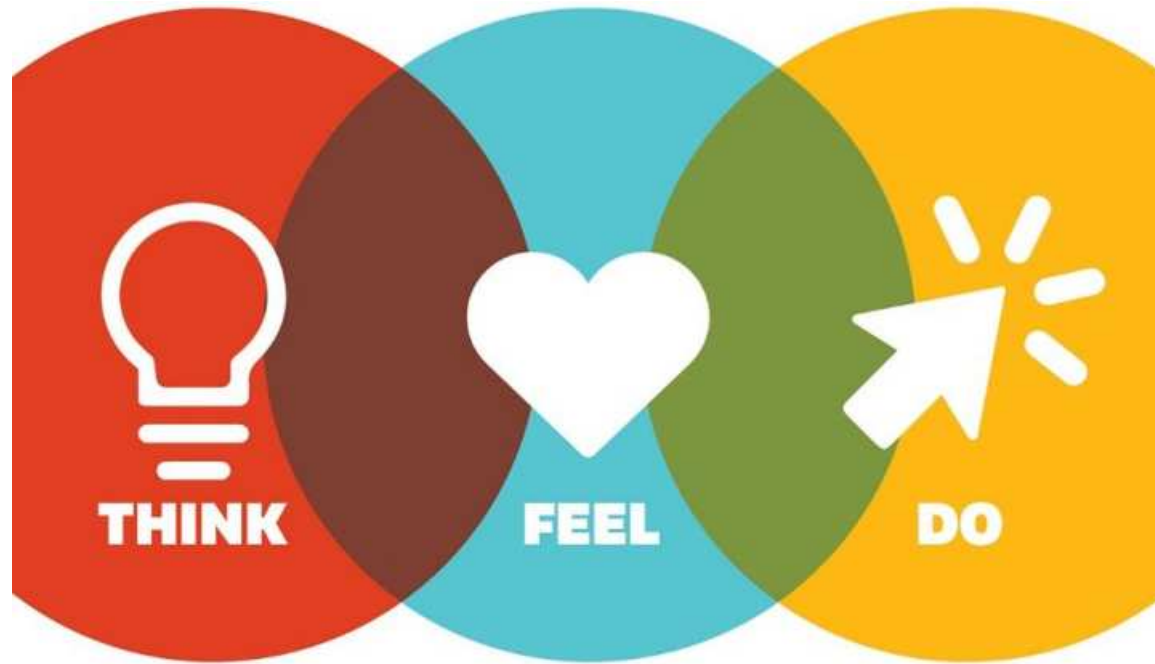




MOTOROLA SOLUTIONS

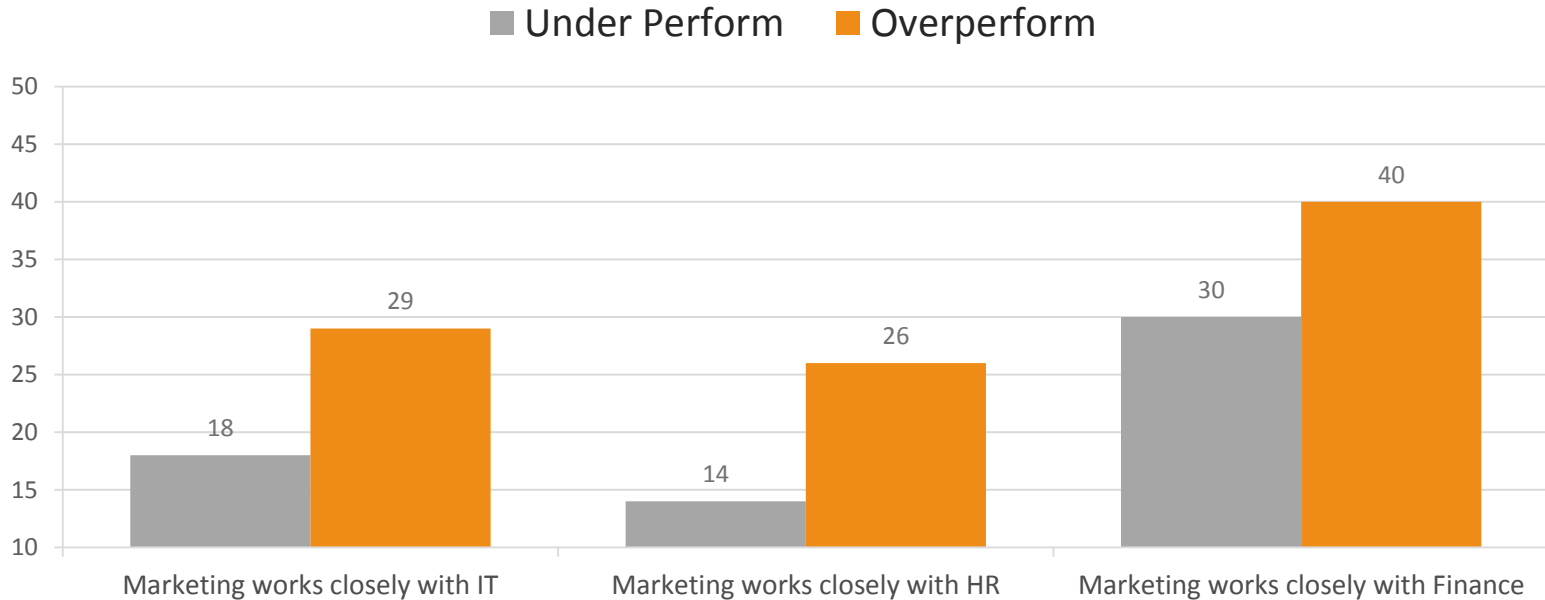
SVP Marketing and IT

New Marketing Roles

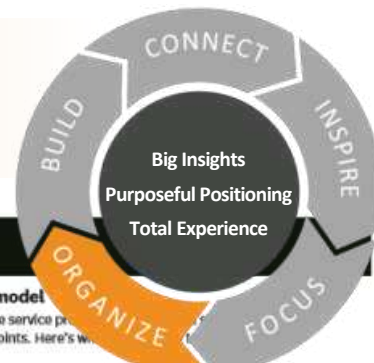


Collaborating more closely with IT, Finance and HR

% Always



New Marketing Roles



The Orchestrator Model

Drawing from a broad pool

CMOs and other marketing leaders such as chief experience officers and global brand leaders increasingly operate as orchestrators, tapping talent from both inside and outside the company to staff short-term task forces for specific initiatives.



Creating teams with three key types of capabilities

The rise of social and digital media has changed the makeup of marketing teams, which were traditionally staffed by generalists. Today effective teams bring together people with three kinds of focus: "think," "feel," and "do."

"THINK" • Focused on data and analytics

- Architecture and modeling director
- Digital privacy analyst
- Market data analyst
- Senior data architect
- Senior data modeler
- Web analyst

"FEEL" • Focused on consumer engagement

- Customer service representative
- Member engagement coordinator
- Online community manager
- PR executive
- Social media community manager
- Usability specialist

"DO" • Focused on content and production

- Concept creator
- Designer
- Digital studio producer
- Marketing content manager
- Senior digital content strategist
- Web design production specialist

Tailoring the team

The proportion of each type of capability on the team varies with its job.



How Liberty Global applies the model

To improve customers' experience, the cable service put up task forces focused on individual touchpoints. Here's what looked like and the results they got.

TOUCHPOINT	KEY PLAYERS	TEAM MIX	DURATION	RESULTS
Gets set-top box	Leader: Customer care executive Functions involved: IT, network, logistics, customer care, marketing	Thinkers 40% Feelers 10% Doers 50%	One year	Problem: Complex set-top box required too many on-site visits to set up. Solution: Developing remote installation guides and allowing remote installations by customer care agents.
Receives first bill	Leader: Marketing executive Functions involved: Marketing, IT, customer care, billing	Thinkers 15% Feelers 60% Doers 25%	6 months	Problem: Customers found bills frustrating and confusing. Solution: Developing personalized video messages to explain the first bill.
Sees new customer offer	Leader: Marketing executive Functions involved: R&D, IT, network, billing, marketing, customer care	Thinkers 10% Feelers 60% Doers 30%	3 months	Problem: Customer defections peaked when attractive offers were made to new customers. Solution: Extending the same offers to existing customers too, thus simplifying offerings.

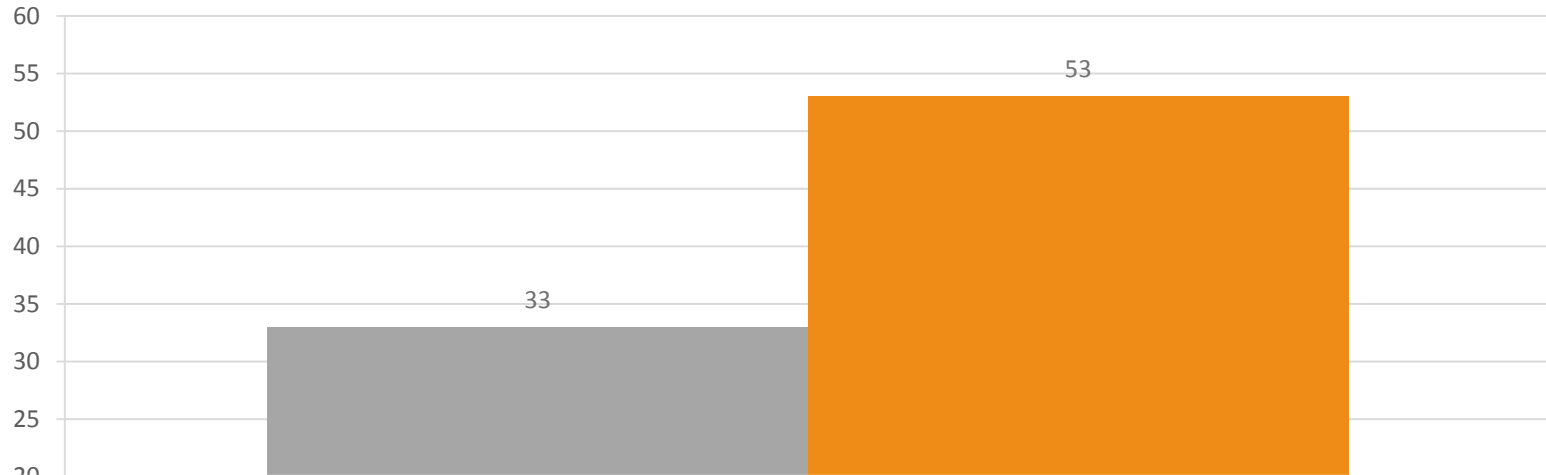
Visualization by Matt Perry
Harvard Business Review

More agencies

% that works with more than 5 agencies



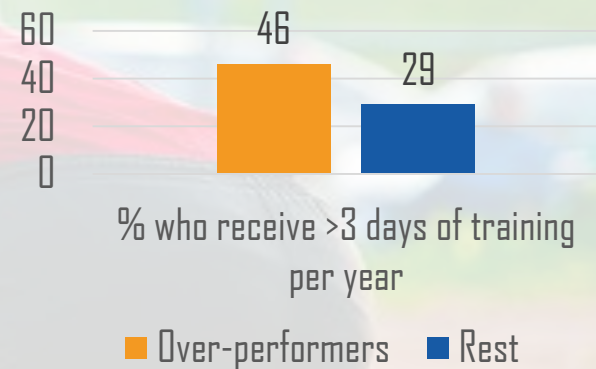
■ Under Perform ■ Overperform



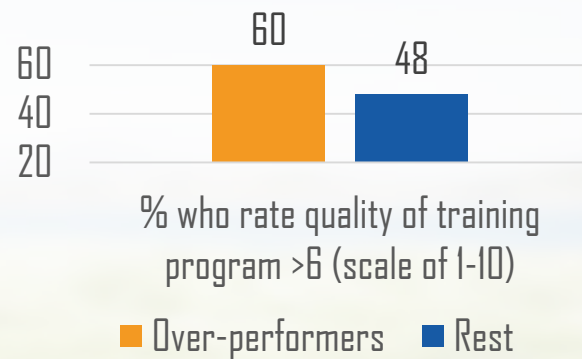


Building Marketing capabilities drives growth

Over-Performers train more

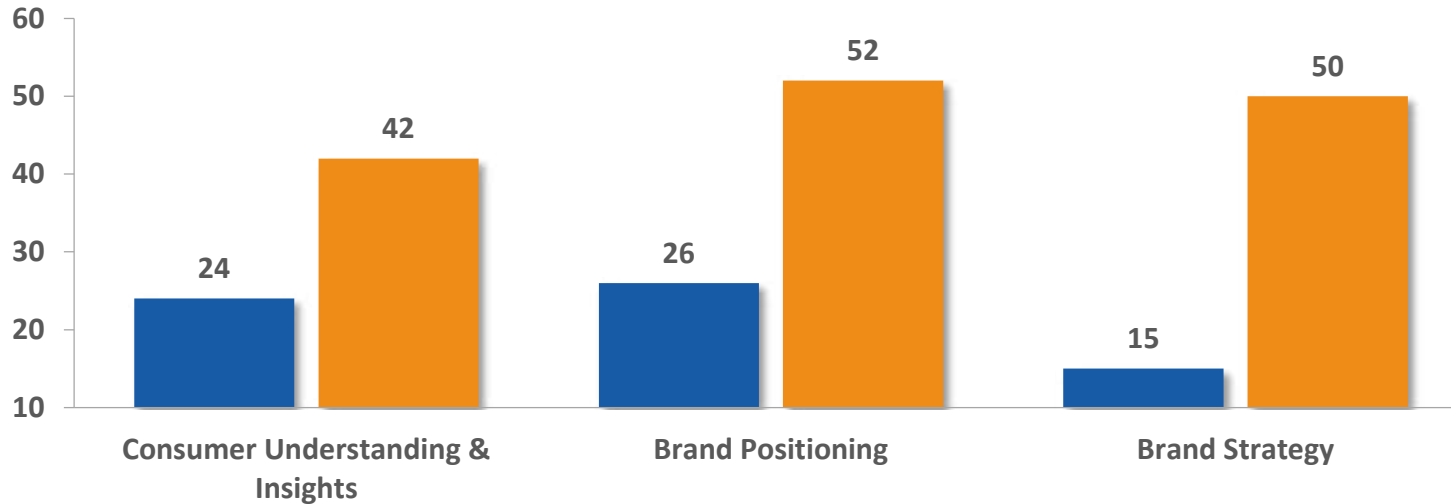


... and better



Growing marketing excellence

Capabilities have the strongest correlation to revenue growth, brand health and MROI



From Digital
Marketing
to

Marketing
in a digital
Age





diageo announces multi-million dollar partnership with facebook

[Back to Alcohol digest >](#)

Posted on 19th September, 2011 by [Fast Web Media](#)

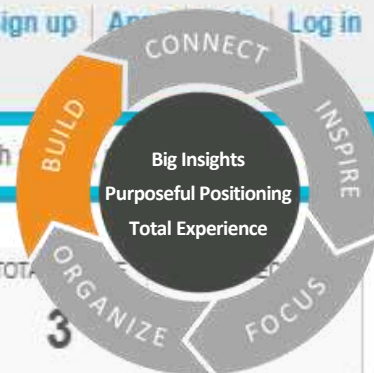


Diageo have announced plans to step-up their multi-million dollar strategic partnership with Facebook, which will drive unprecedented levels of integration and joint business planning and experimentation

facebook

1601 Willow Road

Search



ABInBev Stanford Course

Stanford, CA



Categories: College Classroom

YOUR CHECK-INS

0

TOTAL

3

Mayor

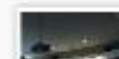
Last 60 Days



Joseph J.
3 checkins



Photos



Lead by example

In Summary ...



What's next for YOU?



Top Marketing2020 leader priorities

1. Lead by example in a digital world
2. Engage the total organization
3. Inspire and empower vs. control
4. Ensure brand consistency throughout
5. Build marketing capability





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