



FORTIFYING THE  
CMO'S  
POSITION:  
HOW TO ALIGN AND  
COMBINE IN  
THE C-SUITE



# PRESENTER



**Donovan Neale-May**  
Executive Director

- Global strategist and thought leadership architect; Silicon Valley based since 1982
- Consultant experience with Accenture, BCG, Cognizant, CSC, Deloitte, Dimension Data, EDS/A.T. Kearney, Infosys, PwC, Wipro, Tech Mahindra, Ernst & Young, KPMG
- Top IT vendor engagements — Adobe, Brocade, Fujitsu, HP, IBM, Dell, NTT, Oracle, SAP, SAS, Sun, Hitachi, Seagate, Logitech
- Executive director of the Chief Marketing Officer (CMO) Council; 8,000 members in 110 countries controlling \$400 billion in annual spend
- Executive director of the Business Performance Innovation (BPI) Network which involves thousands of C-level executives

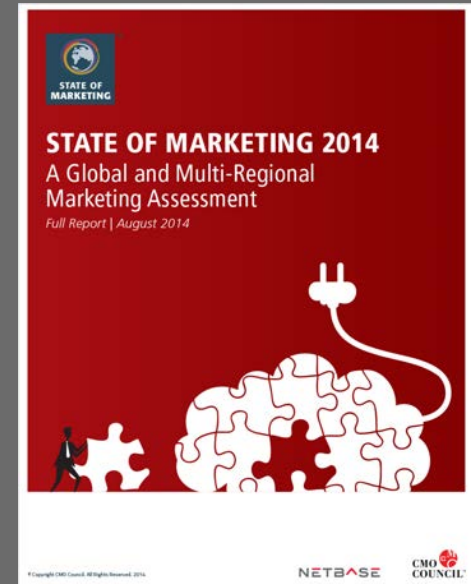


# DATA POINT

**30%** of chief marketers believe the CMO is equal to other C-level peers, while **45%** say this is only sometimes the case.

---

*\* CMO Council State of Marketing Report 2014*



# C-SUITE SPRAWL ENCROACHING ON CMO TERRITORY



# TITLE INFLATION OR INTOXICATION? CONFUSING CHAIN OF COMMAND?

**CHIEF**

Relationship  
Innovation Knowledge  
Commercial Digital Customer  
Insights Revenue Listening  
Strategy Experience Data

Officer

# CMO AT EPICENTER OF A NEW COLLABORATIVE RELATIONSHIP MAP



**Frontline empowerment, demand generation and sales cycle acceleration**  
*Chief Sales Officer/ Channel Development*



**Business planning, partnering and growth**  
*Chief Revenue and Strategy Officers; Heads of Corp Development*



**Organizational branding, culture and shared values**  
*CEO and Chief HR Officer*



**Customer experience and back office alignment**  
*Chief Operating Officer, and LOB Leaders*



**Product design, development and value chain optimization**  
*Chief Technology Officer; Heads of R&D, manufacturing and distribution*



**Budgeting, forecasting, modeling and measurement**  
*Chief Financial Officer, Controller, Directors of Finance*



**Data integration, insight and process improvement**  
*Chief Information Officer, Chief Data/Digital Officer, IT Group*



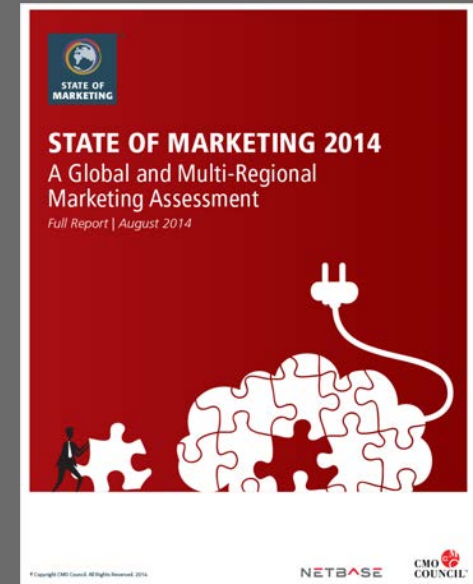
**Compliance, governance, privacy, risk, reputation**  
*Chief Procurement, Security, Compliance, Risk Officers*



# DATA POINT

CMOs report they are most inclined to partner and interact with:

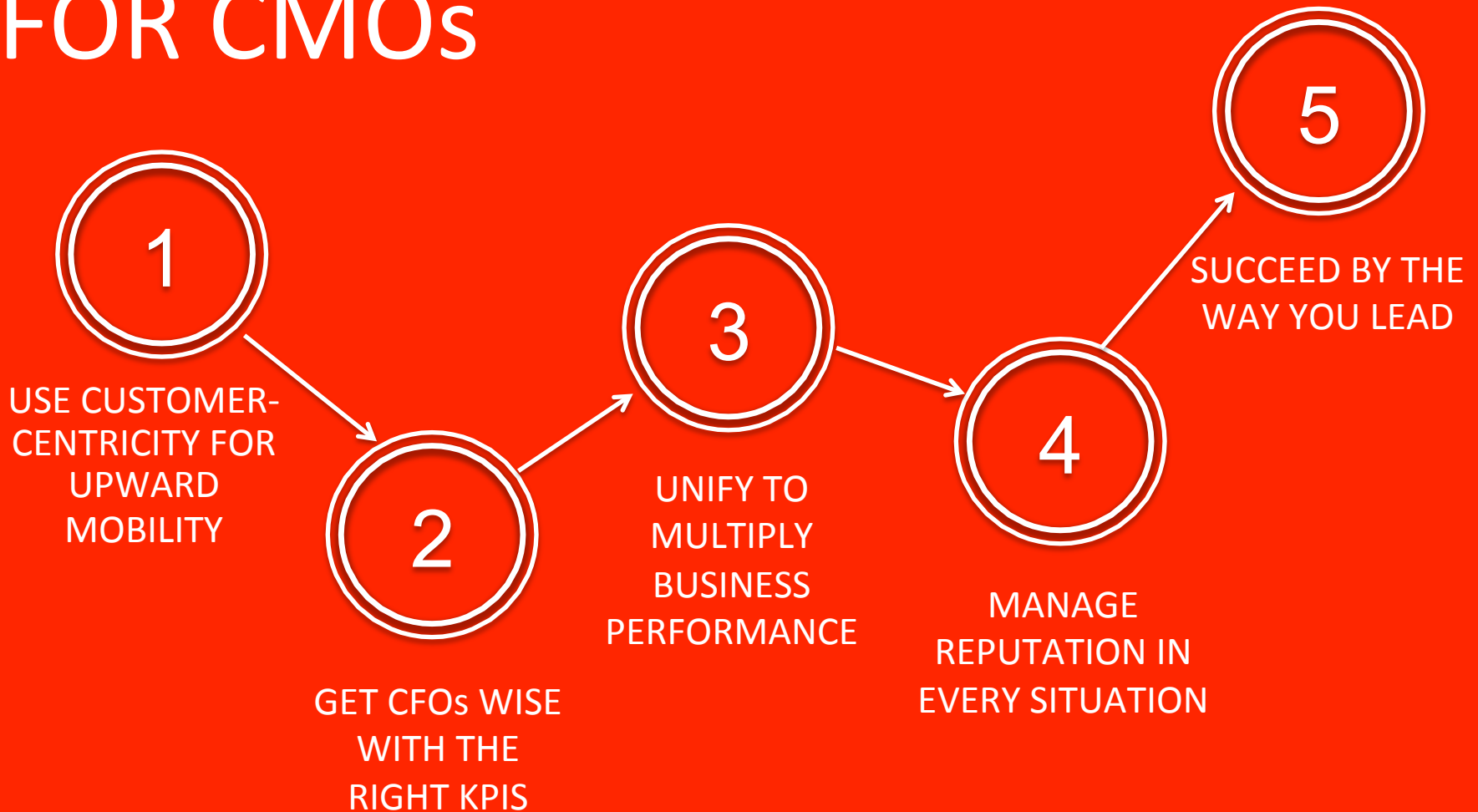
- Chief Financial Officers (58%)
- Chief Information Officers (53%)
- Chief Sales Officers (51%)



---

\* *CMO Council State of Marketing Report 2014*

# 5-STEP PROGRESSION PLAN FOR CMOs







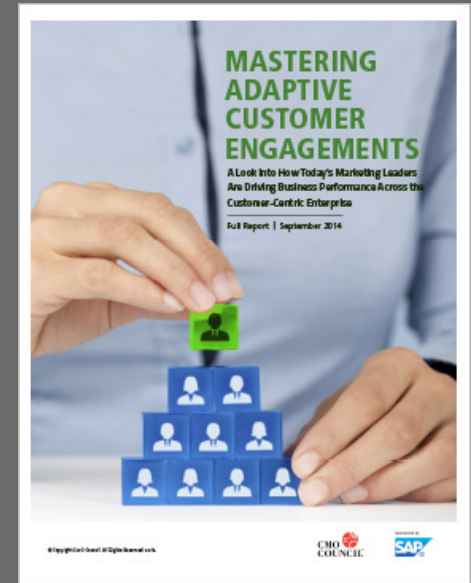
# DATA POINT

73% of marketers say customer-centricity is critical to business success.

Yet only **14%** say this is a hallmark of their company.

---

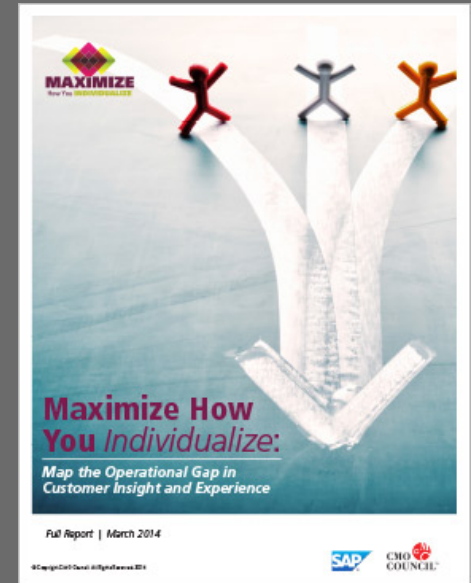
*\* CMO Council Study on “Mastering Adaptive Customer Engagements” with SAP*





# DATA POINT

Just **23%** of Asian marketers have calculated how customer experience directly impacts business performance.



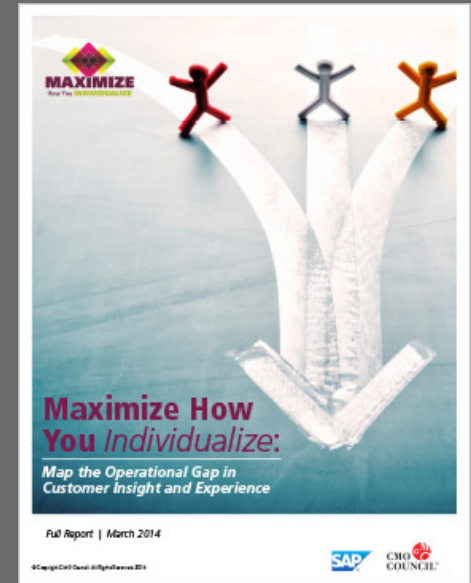
---

*\* CMO Council study with SAP entitled  
“Maximize How You Individualize”*



# DATA POINT

Only **25%** of Asian companies have conducted a customer experience management (CXM) audit across all touch points, life stages and operational areas.



---

*\* CMO Council study with SAP entitled  
“Maximize How You Individualize”*



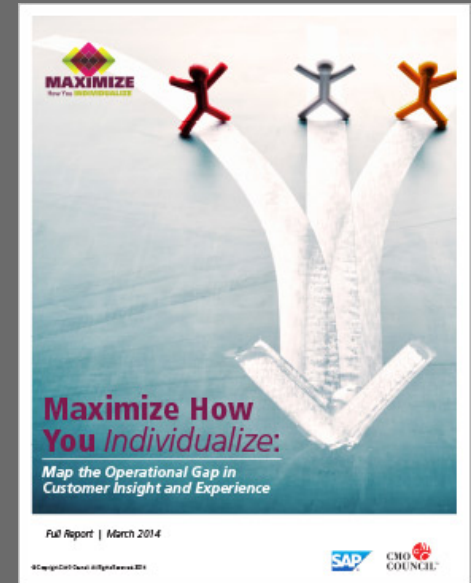
# DATA POINT

Only **31%** of CMOs have ownership of customer experience in Asia.

CXM is fragmented and distributed across multiple titles and areas of operational responsibility.

---

*\* CMO Council study with SAP entitled "Maximize How You Individualize"*



# USE CUSTOMER-CENTRICITY FOR UPWARD MOBILITY



## OWNERSHIP OF CUSTOMER EXPERIENCE

- Organizational Delivery on the Promise
- Back-End Functional Alignment
- Pain-free Policies & Practices
- Continuous Feedback & Calibration



# DATA POINT

Less than half (**44%**) of senior marketers surveyed say they have a formal marketing technology strategy and program to further business goals.



---

*\* CMO Council Study with Tealium – “Quantify How Well You Unify”*



# DATA POINT

Only **3%** of marketers say they are doing extremely well at integrating marketing technologies across functions.



---

*\* CMO Council Study with Tealium – “Quantify How Well You Unify”*



# DATA POINT

A surprising **54%** of marketers are not sure whether their marketing technology investments are producing tangible business value.



---

*\* CMO Council Study with Tealium – “Quantify How Well You Unify”*



# UNIFY TO MULTIPLY

# MARTECH PERFORMANCE



## BRING DATA DISCIPLINE TO MARKETING TECHNOLOGY SPRAWL

- CMO-CIO Roadmap: MarTech Routes to Revenue
- Strategies for App Selection & Integration
- Data Unification for Customer Gratification



# VIEW POINT

“We have found that the strongest CMO–CFO partnerships develop when both parties take five actions: open their books to scrutiny, focus on the metrics that matter, balance short-term and long-term value creation, consider savings as well as spending, and seek opportunities to collaborate.”

—*McKinsey*



# GET CFOS WISE WITH THE RIGHT KPIS



## ACCURATE PROJECTION; LESS CORRECTION

- Collaborate, Educate, Mutually Evaluate
- Transparency Shows Accountability
- Budget Control is a Critical Goal
- Evidence Metrics That Matter

# MANAGE REPUTATION IN EVERY SITUATION



## BRAND PROTECTION IN A DIGITAL WORLD

- Early Detection Systems
- Contingency Plans
- Containment Strategies
- Recovery Programs



# DATA POINT

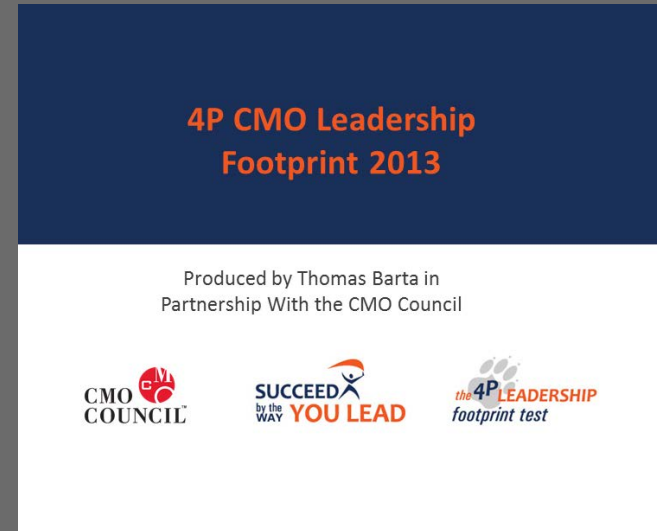
The most successful chief marketers aspire to be CEOs.

The most effective marketing leaders are focused on:

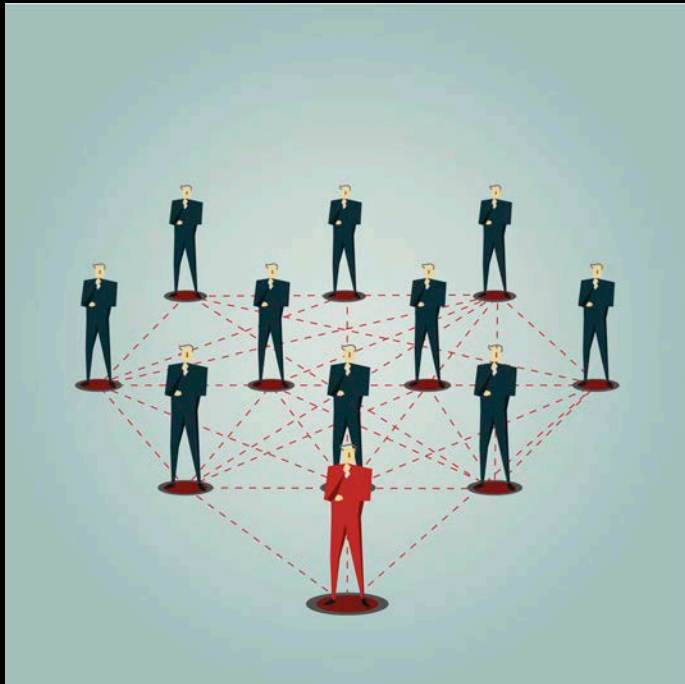
- Becoming the engine for growth
- Energizing the organization around the customer agenda
- Building a world-class marketing team

---

*\* 4P CMO Leadership Footprint Study by  
Thomas Barta and the CMO Council*



# SUCCEED BY THE WAY YOU LEAD



## STAND OUT CMOS ASPIRE TO BE CEOS

- Become the Growth Driver
- Advance Customer-Centricity
- Assume Digital Leadership
- Build a World-Class Team

# FOR MORE INFORMATION

Contact: Donovan Neale-May

Executive Director

CMO Council

1494 Hamilton Ave

San Jose, CA 95125

(408) 677-5333

[donovan@cmocouncil.org](mailto:donovan@cmocouncil.org)