





Introduction

Members of the CMO Council's advisory board and leading regional brand leaders convened for the first in-person gathering at the ParkRoyal Collection Hotel in Singapore on September 22nd. The roundtable discussion was sponsored by GfK and moderated by Donovan Neale-May, the CMO Council's executive director.

Introductory comments on the need for high-velocity, Al-driven data marketing to source pre-emptive intelligence in a rapidly evolving and ever-changing world were made by Gonzalo Garcia Villanueva, the CMO of GfK, who previously held marketing leadership positions at both Bloomberg and Fujitsu.

Villanueva noted that for modern data marketers, speed wins. In particular, he pointed to:

- Speed of acquiring real-time, relevant data signals
- Speed of data insights that detect sudden disruptions in customer and market behavior
- Speed of closing the gap between data and insights, insights and action

Participants were asked to update on how their brand, customer demand chain and market sector were performing in disruptive times. This included sharing insights and frontline perspectives on the state of the market in APAC relative to current regional market dynamics, economic factors, political shifts, operational limitations, regulatory requirements, and supply chain challenges.

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The CMO Council provided notable market stats to put the conversation into a regional context:

- Asia-Pacific consists of 14 countries with over 4.3 billion people
- 2.5 billion Internet users; 55 percent of all those worldwide
- 1.6 billion mobile subscribers; 1.2 billion mobile Internet users
- 2.13 billion people in APAC used social media on a regular basis
- APAC leads the global e-commerce growth charge, outpacing all other regions globally
- Forecasted growth rate of 25% or USD 2.271 trillion; 64.3% of global e-commerce spending

Companies represented included Citi, Singtel, DBS Bank, Deutsche Bank, Amazon Web Services, ADP, Electrolux, Kyndryl, Align Technology, Palo Alto Networks, WWF Singapore, The Esplanade Company, Intelligent Insights, and the Singapore University of Technology and Design.

A wide-ranging conversation took place looking into new sources of data and where and how these assets are being evaluated, integrated, and more effectively used for marketing decision support, consumer engagement and spend allocation.

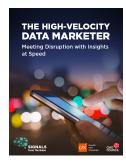
The interactive session focused on how marketing leaders today are stepping up to the challenge of managing hyper-targeted brands and messaging across thousands of potential touchpoints. There's no doubt mastering this new landscape requires the best dashboards and data – yet research from the CMO Council and GfK shows that relatively few CMOs have the sophisticated insights and tools they need.

In looking at the CMO Council research, there is clearly an imperative for marketing leaders to partner with CTOs, commercial heads, data owners, external sources, and other key stakeholders to ensure their organizations have the high-velocity data and platforms required to meet aggressive growth targets.

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Key findings for the Asia Pacific from this survey of over 300 marketing leaders globally revealed:

- Only 1 in 4 marketers are very confident in their data systems to win and retain customers
- · Leading reasons why they are lagging:
 - Budget to improve MarTech
 - Systems that connect data silos
 - Talent to move from data collection to action
- While 85% of marketers say direct access to customer data is critical to gain competitive advantage, only 9% of marketers say customer data is highly accessible
- Top barriers to data access: insufficient technology; lack of data process; data control lies elsewhere
- Gathering actionable insights is slow even if they have the data, yet only 18% of marketers say they can move quickly from data gathering to actionable insights



CLICK HERE for more details and insights of the CMO Council thought leadership with GfK on Extracting Signals from the Noise.

Neale-May noted that chief marketing executives today are challenged to bring order, alignment and unification to sprawling market research and data asset holders inside and outside the organization.

Questions posed to roundtable participants by GfK's Global CMO Gonzalo Garcia Villaneuva:

- How can data bring marketers closer to their customers in demanding times?
- How can marketers predict the future with AI?
- What are some emerging challenges for marketers in customer data management and privacy?
- What key skills do CMOs need to inculcate in their teams?
- Do CMOs need to hire data experts in their team and why?
- Looking into the pandemic, inflation, and international wars, how can data help marketers in challenging times? How can they use the same for strengthening customer relationships?
- What role can Al play in helping marketers forecast the future?





Key takeaways from conversations among roundtable participants included:

Data-driven leadership and cultural alignment

- A culture of data-driven decisioning is key with CEO commitment and support
- CMOs must view data as a strategic asset; cultural alignment on this is key
- CEOs that are data-driven and analytical are pivotal to organizational effectiveness
- Power of partnerships to source data is a new skill required by CMOs
- Marketing must be in the business of monetizing data assets

The demand for better data decisioning

- Data with the highest value reveals the end-experiences of users or customers, helps localization of products, and reveals rapidly changing market conditions
- Marketers need fresh data more frequently, consistently, and quickly
- The key is democratizing data access across both marketing and CX constituencies
- Delivery of real-time, relevant insights to all decision makers is an imperative
- Pervasive recognition of the value of segmented data by management is critical
- Companies that excel in extracting value from data perform better and have greater market share
- Attribution insights are essential to help optimize campaigns in real-time and maximize eyeballs at scale
- Data that shows a brand's competitive share of voice in comparison to competitors and share of-mind in the context of the customer is needed

Operationalizing data is a challenge

- Connecting data siloes very effectively and seamlessly is a challenge
- Securing the budget for data utilization and integration by a CDO
- Data overload; difficulty of getting a single 360-degree truth of the customer
- Location and ownership of data challenges CMOs to source and integrate
- People and skills are at a premium advent of the chief data officer is welcomed
- Simplifying the complexity of data; analysis paralysis need greater data-to-insight momentum
- Stitching disparate data sets together across the customer journey; prospective versus existing
- Determining what you need to know and extract from what you have or need to have
- Data aggregators that are nimble, acquisition specialists are pacesetters in financial services and other sectors



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CMO Council suggests marketing leaders do a selfassessment that covers the following areas of capability, maturity and effectiveness:

- Do you consider yourself a high-velocity data marketer with on-demand, actionable intelligence, and timely decision support data to identify and harvest opportunities and revenue across all customer channels?
- What are your most valuable internal sources of multiplying marketing and transactional data (historic or real-time)?
- How well are these pools, dams, and lakes unified, integrated, shared, and leveraged?
- What obstacles and complexities are you facing deploying marketing automation solutions and adtech platforms, as well as harvesting value from new sources of data and types of content?
- How are you benefitting from today's connected API economy in terms of enriching customer data and predicting shopper behavior or buying intent?
- To what degree are you embracing AI technologies and where and how have these been deployed for competitive gain or customer satisfaction?
- Given the level of penetration and use of mobile devices, apps and social media in APAC, what new actionable insights are you gathering about your customer universe?
- What limitations or restrictions in APAC might impact your ability to use personalized customer data and target digital advertising?
- How is the growth of eCommerce in APAC providing more valuable customer journey intelligence, real-time decision support and supply chain optimization?
- Which stakeholders in your organization own and maintain data assets and how do you rate level of collaboration with these stakeholders?
- How are you blending and balancing human-based intuition with marketing science practices and disciplines?



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