

# CMO COUNCIL

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## CONTENT CATALOGUE

A FREE GUIDE TO OVER 150 MARKETING  
REPORTS AND WHITE PAPERS



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The CMO Council Content Catalogue presents over two decades of primary research into the issues, problems, priorities and needs of marketing leaders worldwide. This deep, practitioner-based knowledge spans many strategic marketing imperatives and digital transformational challenges facing B2B and B2C companies in all major industry sectors. The evergreen content is a valuable resource for corporate marketing teams, channel partners, agency professionals, marketing technology vendors, as well as business school students, educators and academics.

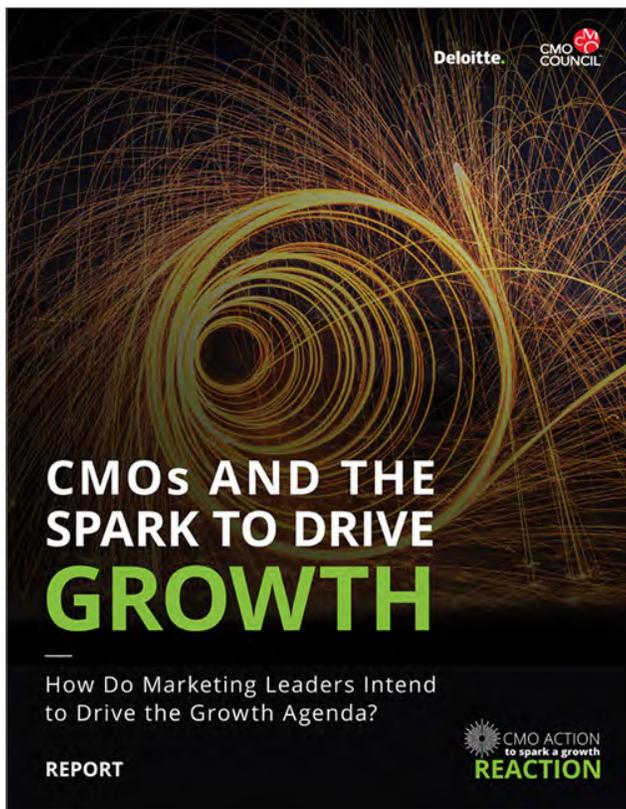
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# Role of the CMO

FEATURED REPORT



**CMOs and the Spark to Drive Growth**

CMOs are increasingly expected to drive growth. In our first investigation into marketers as growth-drivers in 2016, 68 percent of the marketing leaders surveyed saw themselves as growth leaders. They also revealed that senior management and the board held them accountable for growth, believing it was their chief or primary mandate.

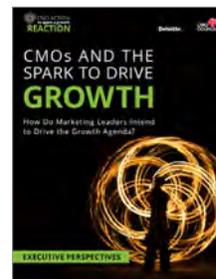
In this latest survey, we find that CMOs are increasingly activating on growth-driving activities. They are beginning to move past the traditional role of brand storytellers to embrace the benefits of strategy leadership to become growth drivers. Still, they have hurdles to overcome to drive strategic long-term growth, and are far less comfortable with key aspects of driving growth such as architecting the customer experience and acting as revenue science practitioners.

**The CMO's Growth Driving Playbook**



Five key plays all CMOs need to undertake if they are to drive successful growth, based on deep-dive interviews with growth-driving CMOs

**CMOs and the Spark to Drive Growth: Executive Perspectives**



Leading practices from 13 marketers that have successfully driven long-term strategic and significant growth, report also highlights their roles in driving that growth

**The CMO Shift to Gaining Business Lift: Executive Perspectives**



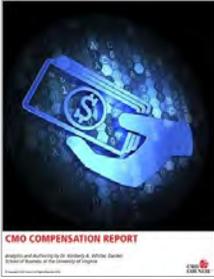
Interviews with global marketing leaders to better understand shifts in responsibilities and new priorities to serve as organizational growth driver

**The CMO Shift to Gaining Business Lift**



Analyzing how CMOs are taking the drivers seat in revenue generation and opportunity acceleration in the age of data, technology and the connected enterprise

### CMO Compensation



An in-depth defining analysis and benchmark of senior marketer salaries, benefits, bonuses, incentives and perks

### Marketing Under Siege



By 2003, after the Internet bubble burst, marketing was facing new scrutiny. This paper was an early look at the health of high-tech marketing and provided a prognosis for the year ahead

### Renovate to Innovate



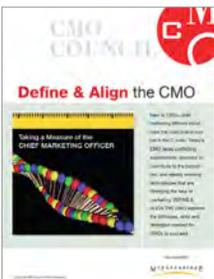
Newly minted CMOs share their insights into successful starts, unexpected turns and the evolution of the role of the CMO

### The CMO-CIO Alignment Imperative: Driving Revenue through Customer Relevance



Data, digital and the explosion of mobile can either drive the CMO and CIO together or tear operations apart

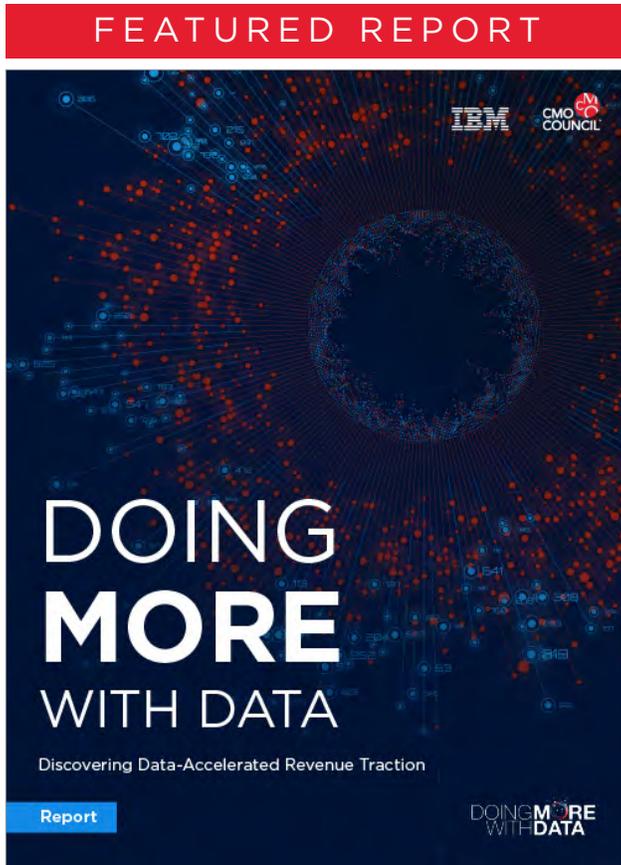
### Define and Align the CMO



The measure of the role, value and mandate of the Chief Marketing Officer through the lens of CEOs, executive boards and executive recruiters



# Data & Analytics



## Doing More With Data

Charged with the mandate of elevating customer experience, marketers increasingly look to data to better engage with customers and identify new opportunities. To ignite real change, data needs to move beyond the marketing silo. The three critical functions as it relates to customer engagement: marketing, commerce and supply chain, must work together to elevate data strategies.

The report highlights the challenges facing each of these functions when it comes to how data strategies are being challenged and transformed. It also highlights how each individual function aligns, and sometimes clashes, in their perceptions of where and how each function must collaborate around the customer.

## GDPR: Impact and Opportunity



Highlighting the need for marketing leaders to embrace GDPR as an opportunity to increase loyalty by better protecting customer data and increasing transparency

## The Impact of Connectedness on Competitiveness



How the Industrial Internet of Things (IIoT) will impact performance, operational efficiencies and data availability

## Empowering the Data-Driven Customer Strategy



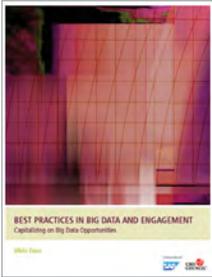
Outlining the critical need for a solid data foundation upon which a customer engagement strategy should be built

## Real Insight: Real Time



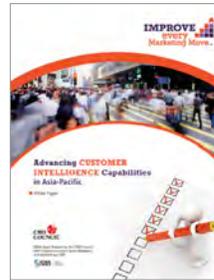
Based on executive gatherings in New York and Los Angeles, debating and discussing the intersection of social, content and business performance

### Best Practices in Big Data and Engagement



Examining and understanding how leading brands are turning big data into actionable customer insights and engagements

### Advancing Customer Intelligence in APAC



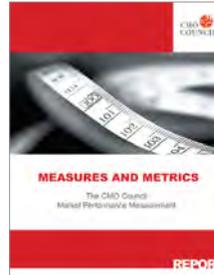
A look at how brands like Unilever, Telstra and ING are facing the deluge of customer data across the hyper-connected APJ region

### Know More to Grow More



Understanding how gaps in the customer intelligence process impacts how the front-line capitalizes on moments of opportunity

### Measures and Metrics



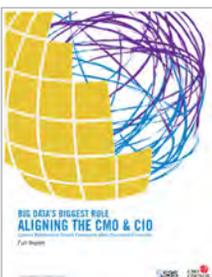
The landmark CMO Council report tackling Marketing Performance Measurement (MPM), outlining the measure to quantify marketing's performance

### Advancing Analytics



Addressing the era of customer-driven engagements and how marketing must look to customer intelligence and arm front-line resources

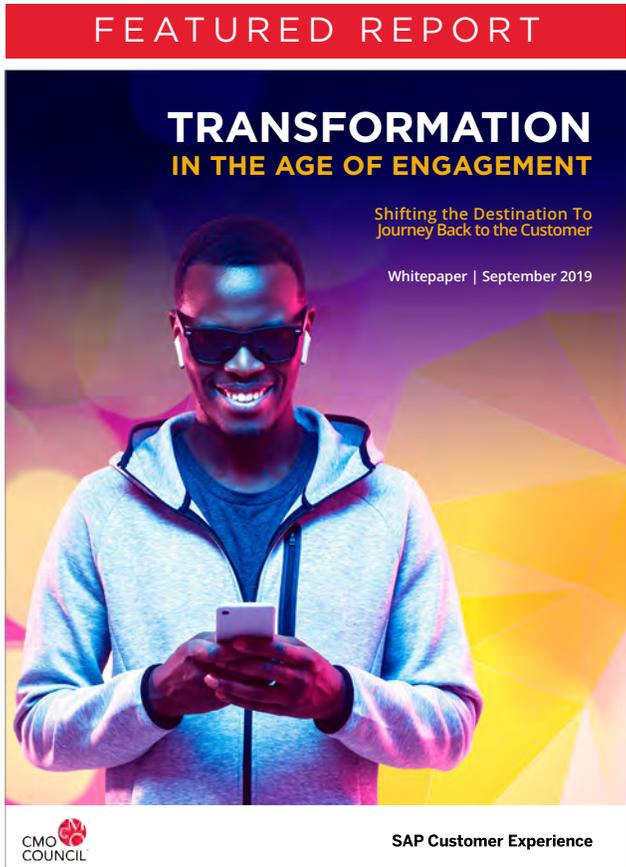
### Big Data's Biggest Role: Aligning the CMO & CIO



CMOs and CIOs align around technology, taking advantage of the opportunity for even deeper connections around data and customer intelligence



# Customer Experience & Engagement



## Transformation in the Age of Engagement

Transformation, especially in the digital age, is not easily achieved. Many businesses are investing in transformation, but not all of these investments will pay off.

For too long, transformation has been approached as a massive project... something all-encompassing, expensive, and massive. Transformation is rarely discussed as advancement made in many small steps.

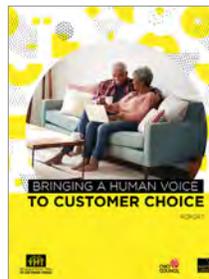
This report dives into two case studies that explore transformation as an evolving journey, where the pace and direction are directed by customers, rather than processes and platforms. Indeed, the greatest transformation of all may be an organization’s ability to return to customer relationships and engagement.

## The Customer in Context



As marketers work to differentiate their brands through exceptional experiences, are they actually meeting customer expectations?

## Bringing a Human Voice to Customer Choice



In an effort to master data science, many CMOs admit it can be a challenge to remember the human being behind the ‘target’

## Customer Value Creation From Live Data Interpretation



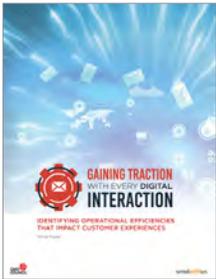
Highlights strategies to create and gain value through the lens of an industry in the throes of massive transformation and disruption: Telco

## Turn Up The Volume



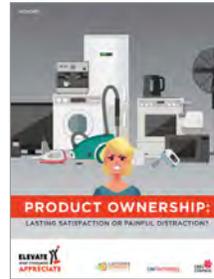
Outlining the critical need to shift from the status quo of passive customer listening in corporate channels to a position of active aggregation of customer voice across all touchpoints

## Gaining Traction With Every Digital Interaction



Understanding how marketers are turning automated touchpoints and channels of choice into a revenue-producing opportunities

## Product Ownership: Lasting Satisfaction or Painful Distraction



Brands are letting owners down once prospects become owners. This study reveals opportunities to boost differentiation through the ownership experience

## The State of Engagement



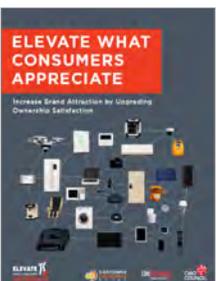
Jobs are on the line if customer experience and technology investments fail according to this review of customer engagement, journey and strategy

## Strategy 2017



The actions needed to create profitable customer experiences that meet the expectations of today's connected customer

## Elevate What Consumers Appreciate



Manufacturer and retailer marketers share what steps are being taken to revitalize and reshape the ownership experience post-purchase

## Connected Interaction to Power Brand Attraction



Outlines the investment and strategic intentions of marketers seeking to boost growth with data-driven, connected interactions

## Customer Experience Dynamics



Sales, marketing and commerce are struggling to align around fulfilling the mandate for a connected customer experience

## The New Rules of Engagement



Explores consumer expectations around personalization and the challenges to provide relevant communications

### Gaining Traction Through Each Customer Interaction



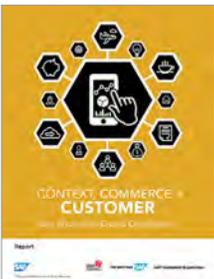
Focused on the state of engagement in Asia and the Pacific, this report reveals the gaps across people, processes and platforms holding engagement back

### Mapping Monetization



Best practices and strategies for identifying opportunities and maximizing customer experiences

### Context, Commerce + Customer



Marketers share their concerns that experience investments are falling short, but indicate that new best practices in connected engagements will be key to success

### Brand Attraction From Enriched Interaction



Assessing the degree to which marketers are embracing digital channels, new technologies and advancements in data

### The Purpose-Built Experience



Intentionally developing customer experience strategies around empathy with the customer

### Mastering Adaptive Customer Engagements



Is customer-centricity a strategy or a buzzword? This study reviews best practices of brands making customer experience a hallmark of their business

### Making Personalization Possible



Amplifying customer voice to create lasting and meaningful customer experiences

### Maximize How You Individualize



Mapping operational gaps in customer insight and experience readiness across Asia Pacific

**Destination 2017:  
Preparing to Meet Tomorrow's Customer  
Experience Expectations**



The key challenges and trends that marketers will be facing as we move toward 2017

**What's Critical in the Vertical:  
Global Banking**



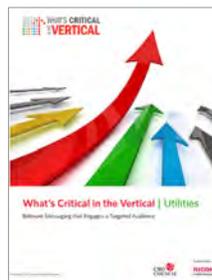
A deep dive into the factors driving loyalty and defection in the global retail banking market, based on surveys of consumers and marketers

**Profitability From Subscriber Acuity**



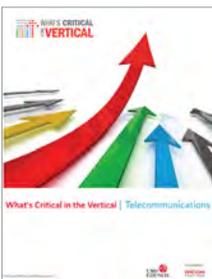
Investigates where and how data, analytics and the utilization of actionable customer intelligence can better monetize mobile subscribers

**What's Critical in the Vertical:  
Utilities**



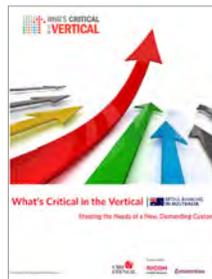
Understanding consumer expectations for engagement, and marketers challenges to meet the needs of the Utilities market

**What's Critical in the  
Telecommunications Vertical**



A look at the expectations of consumers and reactions by marketers to experience, loyalty and the drivers of defection in the Telecommunications market

**What's Critical in the Vertical:  
Retail Banking In Australia**



A look at the retail banking market in Australia to understand consumer and marketer reaction to loyalty, defection and the evolving expectations of engagement

**Variance in the Social Brand Experience**



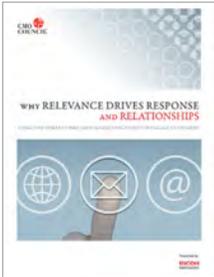
Benchmarking consumer expectations for engagement and experience from their social relationships...but are marketers taking advantage?

**What's Critical in the Vertical:  
Insurance**



A deep dive into the factors driving loyalty and defection in the Insurance industry based on insights from consumer and marketer research

### Why Relevance Drives Response and Relationships



Marketers identify critical tactics and strategies to deepening engagement, including advanced segmentation and personalization

### Business Gain From How You Retain



Driving customer equity and lifetime value by turning customer insight, understanding and intimacy into a hallmark of the organization

### Giving Customer Voice More Volume



Despite agreement on the importance of customer experience, CMOs admit early efforts to integrate customer voice into key processes had failed

### Profitability from Customer Affinity



One of the CMO Council's first reviews of formally leveraging customer experience to improve return on account and customer relationships

### The Leaders In Loyalty

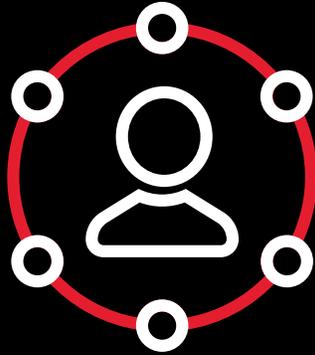


An analysis of the power and pitfalls of customer loyalty schemes and in the mandate to better engage our most connected customers

### Variance in Customer Experience



Reviewing and mapping experiences across all available touch points and opportunities to engage, including crowning an unlikely winner of unified experience



# Digital & Omnichannel Marketing

FEATURED REPORT



**Engage at Every Stage:  
An Investigation of Video Activation**

Reports about incomplete and inaccurate reporting of video performance on Facebook and Google and brand safety issues on YouTube have raised questions about video investments. According to this study, more than 70 percent of marketers surveyed admit that negative news headlines have impacted video spend, with 21 percent reducing investments in specific channels. The study is based on insights from an online survey of 233 marketing leaders and qualitative interviews with brand leaders at Keurig, PepsiCo, Nestle Waters, Cox Communications and more.

**Gaining Traction With Every Digital Interaction**



Tracking where operational efficiencies are accidentally derailing strategies to best meet customer expectations for digital experiences

**Getting Serious About Omni-Channel Experience**



Outlining the requirements to effectively partner and implement a world-class omni-channel management (OCM) model

**The Responsiveness Requirement**



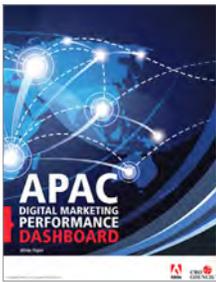
Outlining the criticality of rapid response to customer requests and feedback when delivering exceptional customer experiences

**Omnichannel's Missing Link**



Identifying the pitfalls when brands ignore engagement strategy from first experience to last mile of the customer's journey

### APAC Digital Marketing Performance Dashboard 2015



Digital marketing maturity takes hold in advanced markets dedicated to data and the digital consumer while laggards continue to struggle

### Japan Digital Marketing Performance Dashboard 2013



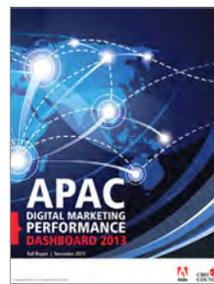
A focus on Japan's unique market and how organizations are adopting or ignoring digital opportunities

### The Path Forward: Marketing's Outlook Into the Digital Future



Outlines how digital marketing performance, and the makeup of performance partner rosters, is advancing

### APAC Digital Marketing Performance Dashboard 2013



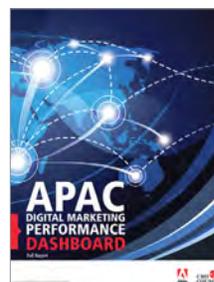
Tracking readiness and improvements in digital marketing adoption and transformation across Asia and the Pacific

### APAC Digital Directions



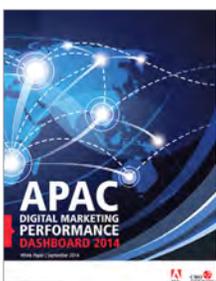
As marketers in APAC settle into a digital world, how are brands readying themselves for what comes next?

### APAC Digital Marketing Performance Dashboard 2012



Benchmarking the advancement, adoption and readiness for digital channels and engagements

### APAC Digital Marketing Performance Dashboard 2014



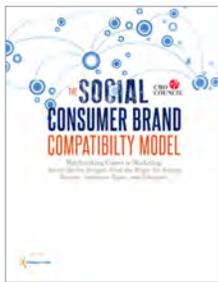
Understanding how leaders and laggards are approaching digital, data and the rise of the connected customer

### Integrate to Accelerate Digital Marketing Value



A view into the characteristics of data-driven, digital marketing integration

### The Social Consumer Brand Compatibility Model



Keys to integrating social media into marketing strategies, and how to overcome challenges to enhance your brand in the social sphere

### The Power of Personalization



In the early days of personalization, brands sought actionable insights on establishing strategies to better engage the audience of one

### Promotion Commotion



Front-line managers, sales executives and field marketing managers assess the value, requirements of marketing materials.

### Define What's Valued Online



Introducing the marketing supply chain optimization imperative

### Leveraging Loyalty to Transform Publishing



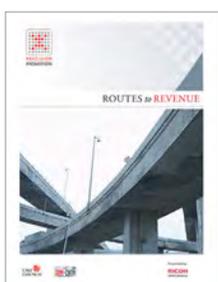
Print advertising was a casualty of digital but consumers still expect to explore and discover in the pages of their favorite publications

### Digital Directions

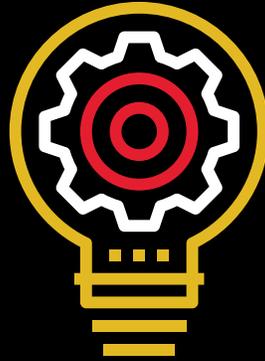


Looking at the rise, evolution and ongoing acceleration of digital engagement and the knowledge gap that threatens everything

### Routes to Revenue



Benchmarking the state of customer revenue realization, technology adoption and the solutions that drive deeper interaction and communication



# Operations & Strategy

**FEATURED REPORT**



**GROWTH ENGINEERING**  
MAPPING ROUTES TO REVENUE

**HOW TO ACHIEVE TRANSFORMATIONAL GROWTH**

Combining Vision, Insight, and Innovation with Cultural Alignment and Unified, Disciplined Digital Execution

Strategic Brief | October 2019

**GROWTH** GUIDANCE CENTER

CMO COUNCIL BPI NETWORK FROST & SULLIVAN

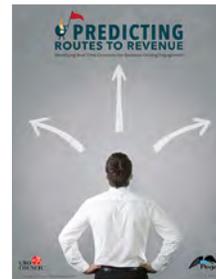
## How to Achieve Transformational Growth

In the age of digital transformation and accelerating competitive intensity, organizations across the globe are setting forth routes to revenue to achieve consistent and substantial growth.

Increasing pressure for growth means business leaders across all lines of business are being tasked with identifying strategies that will achieve increased customer value, scale global operations and improve product success.

This strategic brief articulates how to establish a growth-driving strategy that is understood and embraced by all functional areas within your organization. It highlights perspectives from growth leaders at global organizations and sets a roadmap for delivering on the promise of growth.

## Predicting Routes to Revenue



How marketers are leveraging data as a critical tool to uncover real-time insights about customer behavior

## Building Brands That Attract + Engage Fans



An exploration of the cultural connection to brand attraction

## Total View for Total Engagement



New intelligence-driven strategies to better target, approach and engage the SMB market

## Making the Workplace a Brand-Defining Space



Exploring where and how marketing and HR leaders are collaborating to reinforce and reflect their brand values and qualities.

### Quantify How Well You Unify



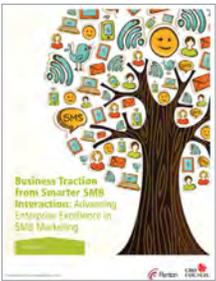
Developing a formal roadmap for digital marketing technology acquisition

### Unify to Multiply



Perspectives on the complexity and the value of embracing real-time, adaptive marketing models

### Business Traction From Smarter SMB Interaction



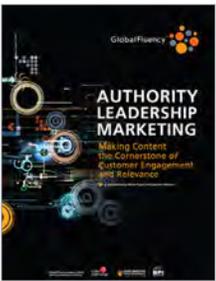
Chronicles best practices in SMB marketing, partnering and co-innovation

### Calibrate How You Operate



Establishing a marketing operational model that accounts for teams, platforms and the critical data that must flow from customer to brand

### Authority Leadership Marketing



Best practices in creating customer-centric content and authority leadership to build brand trust and drive demand

### Perfect How You Project



A cross-functional call to action for agile and adaptive budgeting, forecasting and reporting

### Delivering Positive Impressions During Market Depressions



In the aftermath of the financial catastrophe of 2011, finance brands faced radical transformation to regain trust

### Competition at the Crossroads: Strategic Planning and Action in Disruptive Markets



A call to bolster competitive advantage and readiness by looking beyond profitability, current products, customers and technologies.

## Comply on the Fly



Understanding the imperative for securing and ensuring corporate accountability and fiscal integrity

## Crunch Time: Global Competitiveness



A benchmark for the ever-increasing challenges of global competition.



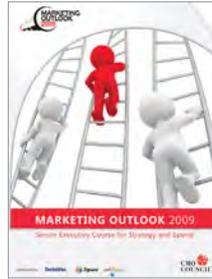
# Marketing Spend & Outlook

### State of Marketing 2014



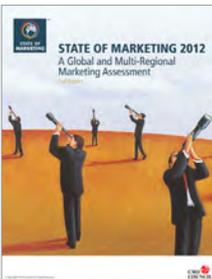
The CMO has a seat at the table, and in 2014, has the data, metrics and strategy to earn C-level peer respect

### Marketing Outlook 2009



Despite tight budgets, marketers begin to embrace a media and technology shift as the digital revolution starts to accelerate

### State of Marketing 2012



This is the dawn of CMO as orchestrator and chief strategist of the customer experience as the tides turn from ad-centricity to business-centricity

### Marketing Outlook 2008



Frustrated and stymied by organizational cultures resistant to change and insufficient budgets, CMOs benchmark their path forward in digital

### The 2011 State of Marketing



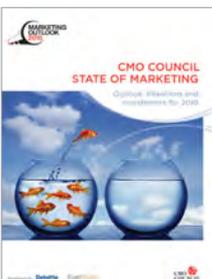
Analytics are on the rise as CMOs bid farewell to “Random Acts of Marketing” in an era of tightened belts and demands for growth

### Marketing Outlook 2007



The original benchmark of CMO goals, mandates, opportunities and challenges

### State of Marketing 2010



Reshaping marketing in the wake of economic disaster: budgets are slashed and brands must learn to do more with much less

### Accelerate How You Differentiate

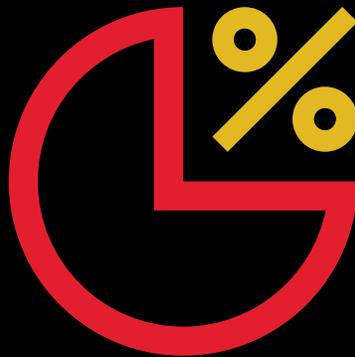


Establishing an alert enterprise demands internal structures, cultures and capabilities focused on rapid identification and action

## Marketing Under Siege



Published in 2003, this is an early look at the state of high-tech marketing in the wake of the Internet bubble collapse of 2002



# Sales & Channel Effectiveness

### Lead Flow That Helps You Grow



An examination of the connection between robust content marketing strategies and lead flow purpose-driven to attract opportunity and drive advocacy

### Mastering the CLOSE: New York



What is a lead? Marketing and sales leaders come together in New York to brainstorm paths to alignment and partnership to boost performance

### Grow From the Right Intro



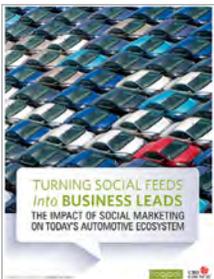
Examines the state of partnering in today's fast-changing, global marketplace

### CLOSE: Scenarios and Solutions



Best practices from around the world in bringing sales and marketing to a unified table to boost effectiveness

### Turning Social Feeds Into Business Leads



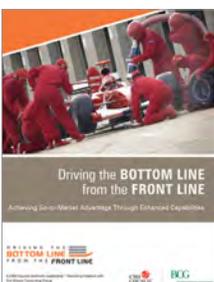
A case study of how the auto industry leverages social engagement as a valuable source of business opportunity across a complex distributed sales model

### Closing the Gap



Outlines the key issues, challenges and points of disconnection that threaten sales and marketing alignment

### Bottom Line From The Front Line



Addresses the challenges facing companies developing world-class go-to-market capabilities as marketing and sales leaders struggle to improve

### Mastering the CLOSE: Paris



Alignment is possible... but should it really be our goal? This is just one of the questions raised by Parisian sales and marketing leaders

### Mastering the CLOSE: Palo Alto



Alignment means more than getting along; leaders from sales and marketing define areas of shared measurement and responsibility to optimize performance

### Channel Performance Outlook 2008



Examines the relationship between the sales channel and vendors, and its impact on business leads and revenue generation

### Mastering the CLOSE: Brazil



Brazil's gathering of sales and marketing leaders provided a unique view into a market with fewer legacy "political feuds" and shares insights into how to get things done

### Select and Connect



Strategies to maximize acquisition, retention and sustainable profitability

### Mastering the CLOSE: Sydney



Can marketing and sales get on the same page? Leaders gathered in Sydney to put alignment and collaboration to the test

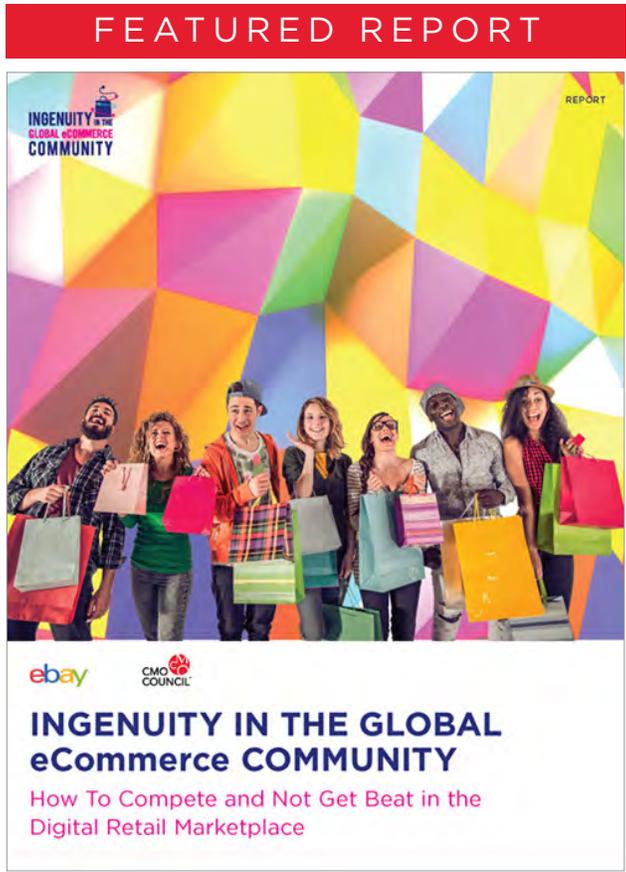
### Mastering the CLOSE: London



What happens when you bring marketers and sales leaders together? Combined best practices and advice from leaders gathered in London



# eCommerce/ Shopper Marketing



## Ingenuity in the Global eCommerce Community

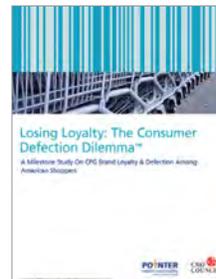
Over 50 percent of marketers believe that large eCommerce communities are revolutionizing and reinventing the global retail marketplace, and also forcing them to rethink every aspect of how they go to market. In a telling self-assessment, 60 percent report that they need to embrace a more cohesive, integrated, multi-channel digital retail strategy to improve their own eCommerce business. The report also includes key perspectives from brand leaders from LEGO, Puma, Casio, Serta, Bosch, Brooks, PERRIN PARIS and Fruit of the Loom/Spalding.

## Ingenuity in the Global eCommerce Community: Best Practices of Brand Leaders



Aggregated best practices of brand leaders leveraging eCommerce communities to execute smarter and more personalized customer acquisition strategies

## Losing Loyalty



Understanding and combatting brand defection in the grocery aisles

## Discovering The Pivotal Point Consumer



A study of American consumer shopping behavior that unmask the myth of the mass market in the CPG industry

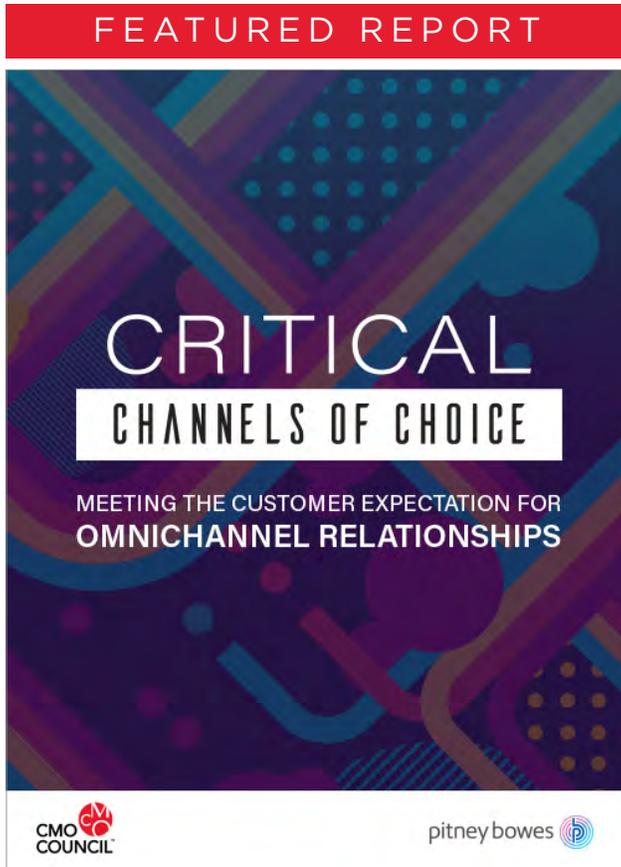
## RetailFluency



A survey of shoppers at three consumer electronics stores in four U.S. markets to study the impact of digital on in-store purchasing



# Consumer Trends



### Critical Channels of Choice

Omnichannel IS the critical channel of choice. No matter what the generation, from Gen X all the way to the Silent Generation, consumers want a blend of both digital and physical channel experiences. Yet only 13 percent of consumers believe that brands are fully meeting this expectation and delivering across both physical and digital channels.

This report debunks myths around preferred channels of engagement by generation, reveals the expectations consumers have for the brands they do business with and reveals that over two-thirds of consumers would be willing to defect from a brand if their omni-channel engagement is sub-par.

### What's Changing the Way You Travel Today?



Consumer poll reveals travel personas and what gets them to book.

### Be an ADEPT Traveler



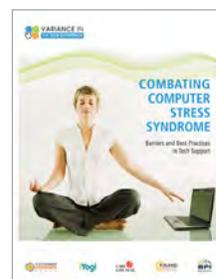
Travel consumers call out to destination marketers to help improve the travel journey, sharing what causes them the most stress and anxiety

### How Global Voices Shape Travel Choices



Consumers outline what gets them going...and what keeps them at home, from personal safety to fake news across social channels

### Combating Computer Stress Syndrome: Variance in Computer Tech Experience



Consumers share how they must must battle technology fatigue, glitches and overall overload



# Brand Protection & Reputation



### Secure the Trust of Your Brand

Consumers will discontinue transactions and immediately disconnect from brands once trust is lost or damaged post data breach or IT incursion. This is as true today as it was in this first look at the interconnection and impact of brand trust and IT security. In today's age of GDPR, cyber security and a new age of regulations and a savvy digital consumer, brand trust has never been more at risk.

### Doing Away With Foul Play In Sports Marketing



A review of how sponsors and sports franchises are addressing trademark trespassing and property rights violations in a digital and social world

### Protection From Brand Infection



Explores the degree to which senior global marketers are concerned about brand hijacking, piracy, fraud and other digital reputation risks

### Call Center Exposure: Limiting Leaks and Peeks



The call center is often the first direct touch point to the consumer, and too often an opportunity to place personal data at risk



# Advertising



## How Brands Annoy Fans

Consumers have a warning for brand advertisers: consumers will rethink purchasing from brands, or even boycott products, if ads from brands they do business with appeared alongside digital content that offended them. According to this consumer study, there is immediate and lasting repercussions to ignoring the security and adjacencies of advertisements.

In an age of fake news and 24/7 news and content cycles, consumers are hyper aware of where and how brands are connected to the content and outlets they choose to advertise on. The report highlights consumer responses to brand misplacement in crowdsourced content channels, as well as their level of satisfaction with digital advertising effectiveness, economics, efficiency and transparency.

## Brand Protection From Digital Content Infection



72 percent of marketers are concerned about brand integrity and control when it comes to their programmatic investments, but how are brand leaders changing and evolving strategies?

## The State of Digital Brand Advertising



A detailed look at how digital marketing spend is evolving, in addition to the opportunities that still exist for all players involved

## 2013 Online Advertising Performance Outlook



Highlights the challenges digital presents and best practices to maximize the impact of efforts in an increasingly fragmented landscape

## More Gain, Less Strain: Optimizing Marketing Partner Performance

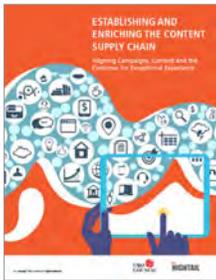


A look into the state of the agency/client relationship as both parties struggle to evolve



# Content Marketing

## Establishing and Enriching the Content Supply Chain



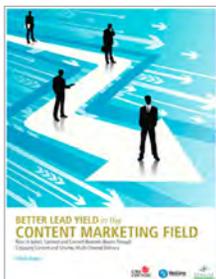
Best practices in integrating content marketing in an overarching go-to-market strategy in the customer experience

## The Content Connection to Vendor Selection



Insights into the effectiveness of marketing content in generating value for customers, including a look at how content is shared, measured and delivered

## Better Lead Yield in the Content Marketing Field



Content plays a significant role in vendor selection, but vendors need to do much more in creating provocative, consultative and well-researched content if they are to engage buyer audience



# Mobile Relationship Marketing

## Best Practices in Engaging Mobile Customers



Executive best practices and advice from leaders in mobile relationship marketing and profitable customer engagement

## MRM Year In Review



White paper outlining the major challenges and opportunities in enhancing mobile relationships

## Getting in Sync With Mobile Customers



Capitalizing on mobile device dependency with comprehensive mobile relationship marketing strategies

## Engage at Every Stage: Using Mobile Relationship Marketing (MRM) to Put More Interaction in the Hands of the Customer



Outlining how brands are engaging throughout the customer lifecycle by putting mobile interaction in the hands of consumers

## Best Practices in Mobile Relationship Marketing and Engagement: Capitalizing on Mobile Relationship Opportunities



Sharing key best practices from brand leaders establishing profitable relationships through mobile experiences

## Making Sense of Subscriber Complexity



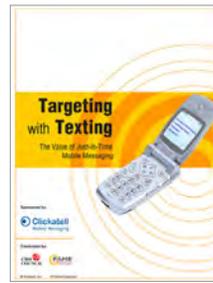
Understanding the intersection of service, experience and opportunity for mobile service providers

## Mobile Relationship Marketing



Defining the criticality of developing mobile relationships with the connected customer

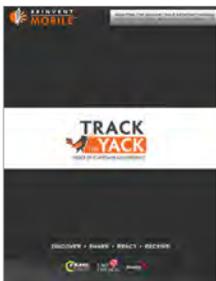
## Targeting with Texting



Exploring the value of real-time / just-in-time text engagements

## Track the Yack:

### Voice of Customer Analysis of Mobile PC Users



The perceptions, preferences and satisfaction levels of mobile PC device owners and users

## The Global Mobile Mindset



The latest global consumer study on the mindset of mobile device and service adoption

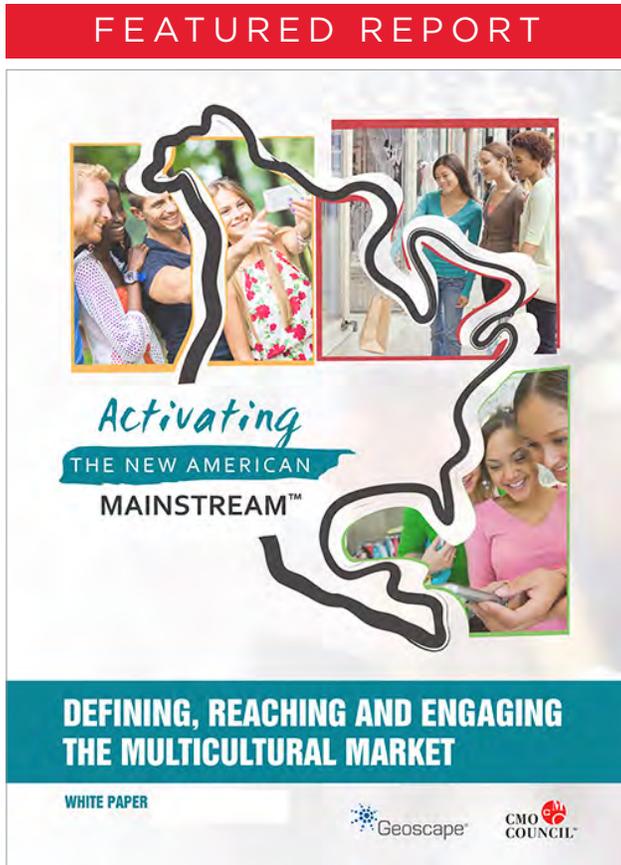
## Remote Revolution



The dawn of the remote workforce is compounding the need for flexible mobile engagement, messaging and data



# Globalization, Localization & Multicultural Engagement



## Activating the New American Mainstream

In an age of intense contextual personalization, engaging with multicultural markets in relevant and meaningful ways has never been more important. Yet according to this focused study, 67 percent of marketers reveal that their CMO has a high level of buy-in and support for multicultural engagement efforts, but 55 percent admit that the CEO does not share that opinion.

This lack of support is leading to insufficient commitment to multicultural engagement efforts as only 20 percent of marketers felt that multicultural strategies unanimously embraced across their organizations, and just over one in four believed that the multicultural market was mission critical. Yet best practice leaders reveal how to become more adept at connecting and actively engaging with critical multicultural customer segments.

## Reshaping Global Engagement Operations



Rethinking marketing operations to find the balance between the efficiency of centralization and the effectiveness of localization

## Localize to Globalize



Discussing the difficulties of simultaneous global execution while establishing local initiatives that demand resource alignment and measurement

## Challenger Brands in Emerging Markets



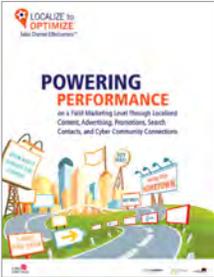
What drives success in emerging markets, from robust local markets to the slowing of innovation in incumbent brands

## Brand Automation for Local Activation



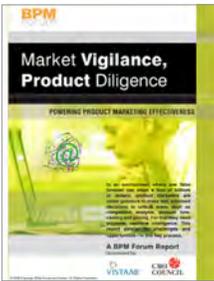
Exploring how industry pacesetters are challenging systems and establishing platforms to enable a more efficient and effective local marketing strategy

## Localize to Optimize Sales Channel Effectiveness

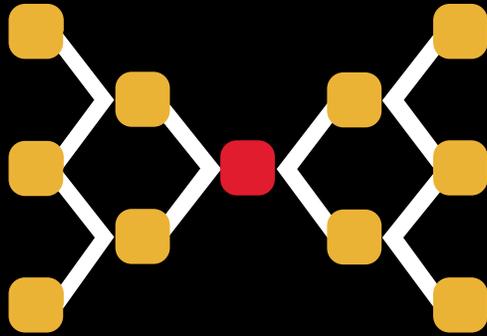


Investigating the strain and challenge in developing and funding local engagement and marketing strategies

## Market Viligance, Product Diligence



A call for agile product development and deployment in the face of volatile global markets



# Marketing Supply Chain

## The Age of the Adaptive Marketer



Best practices for the modern adaptive marketing leader on keeping pace with demands across the creative delivery process

## Mapping & Tracking:

### Understanding the Critical Factors to Achieving Marketing Supply Chain Operational Effectiveness and Optimization



Reviewing best practices and opportunities in applying operational rigor to the marketing supply chain

## From Creativity To Content



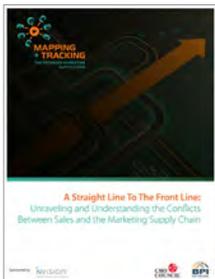
An assessment of where and how creativity is stymied by operational silos and ineffective supply chain operations

## Define Where to Streamline



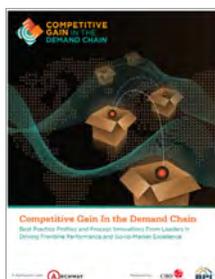
Addressing the impact of obsolescence and brand waste across the marketing supply chain

## A Straight Line To The Front Line



Tracking and better understanding the needs, requirements and opportunities to close gaps and foster alignment across both sales and marketing supply chains

## Competitive Gain In The Demand Chain



Marketers are struggling to sequence the demand process, failing to give strategic priority to streamlining the marketing operational mix



# Event Marketing

## Customer Attainment From Event Engagement



From actioning on leads to strategies on the floor, marketers discuss the need to benchmark the business value of events and trade shows

## Staging and Gauging



Event spend and travel cutbacks in 2011 led to a call to action for more rigor around measures and metrics that prove event ROI