

The background of the slide is a complex, abstract geometric pattern composed of numerous overlapping triangles. The colors transition from light yellow and orange at the top to deep red and magenta at the bottom, creating a sense of depth and movement. The overall effect is reminiscent of a stylized sunburst or a crystalline structure.

Insights from the
Global Chief Marketing
Officer Study

From Stretched to Strengthened

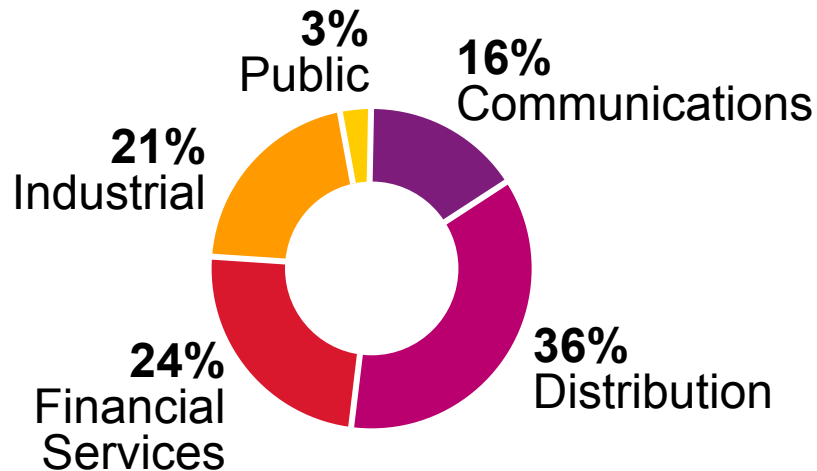
RONALD VELTEN

Directeur Marketing, Communications & Citizenship, IBM Benelux

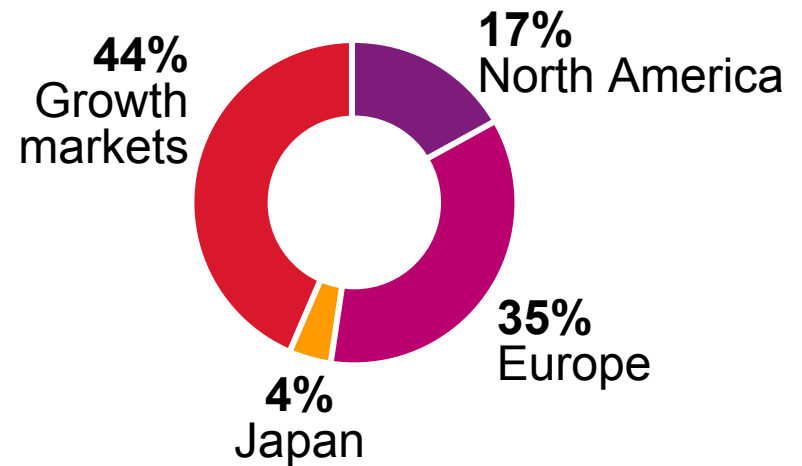
November 9th, 2011 @ IBM Performance 2011

We spoke with more than 1,700 CMOs

5 sectors, 19 industries



64 countries



We have a challenge!

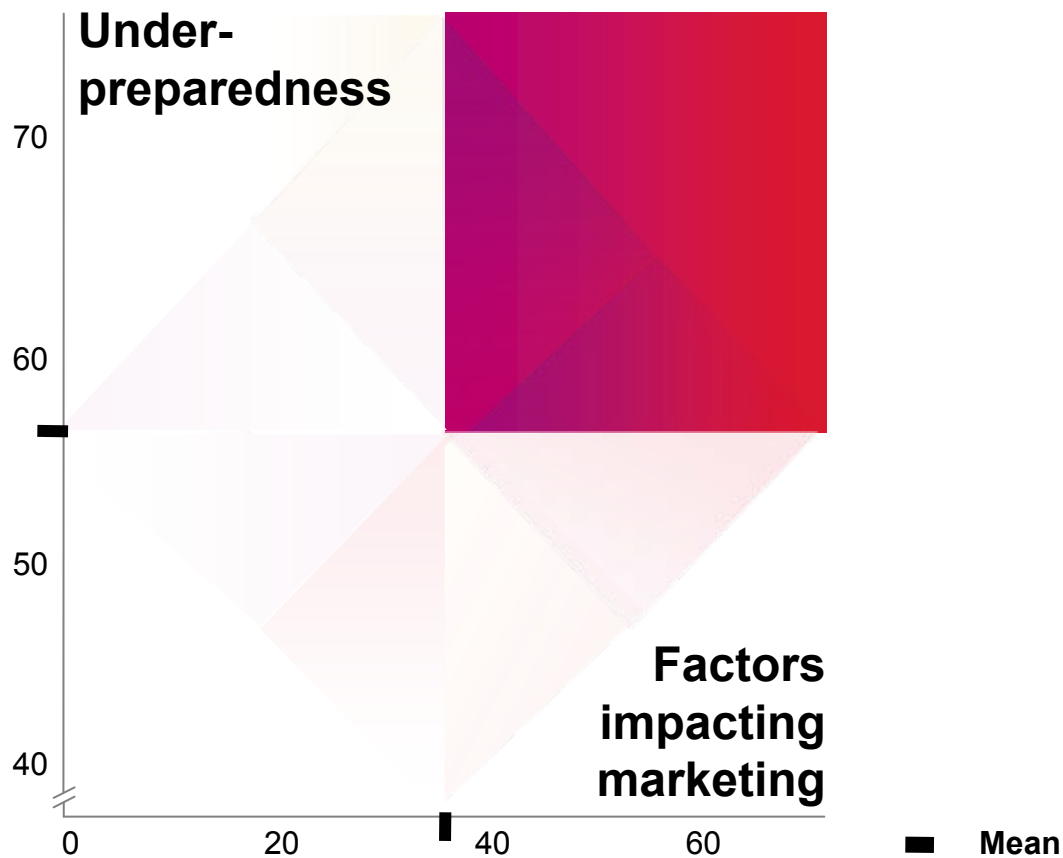
Swimming, treading water or drowning?

7 out of 10 CMOs are underprepared to manage key changes...



... particularly those with the biggest impact

Marketing Priority Matrix



... particularly those with the biggest impact

Marketing Priority Matrix



- 1 Data explosion
- 2 Social media
- 3 Growth of channel and device choices
- 4 Shifting consumer demographics

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Marketing Priority Matrix



- 1** Data explosion
- 2** Social media
- 3** Growth of channel and device choices
- 4** Shifting consumer demographics
- 5** Financial constraints
- 6** Decreasing brand loyalty
- 7** Growth market opportunities
- 8** ROI accountability
- 9** Customer collaboration and influence
- 10** Privacy considerations
- 11** Global outsourcing
- 12** Regulatory considerations
- 13** Corporate transparency
- Mean

CMOs signaled three key domains of improvement

Deliver value to empowered customers

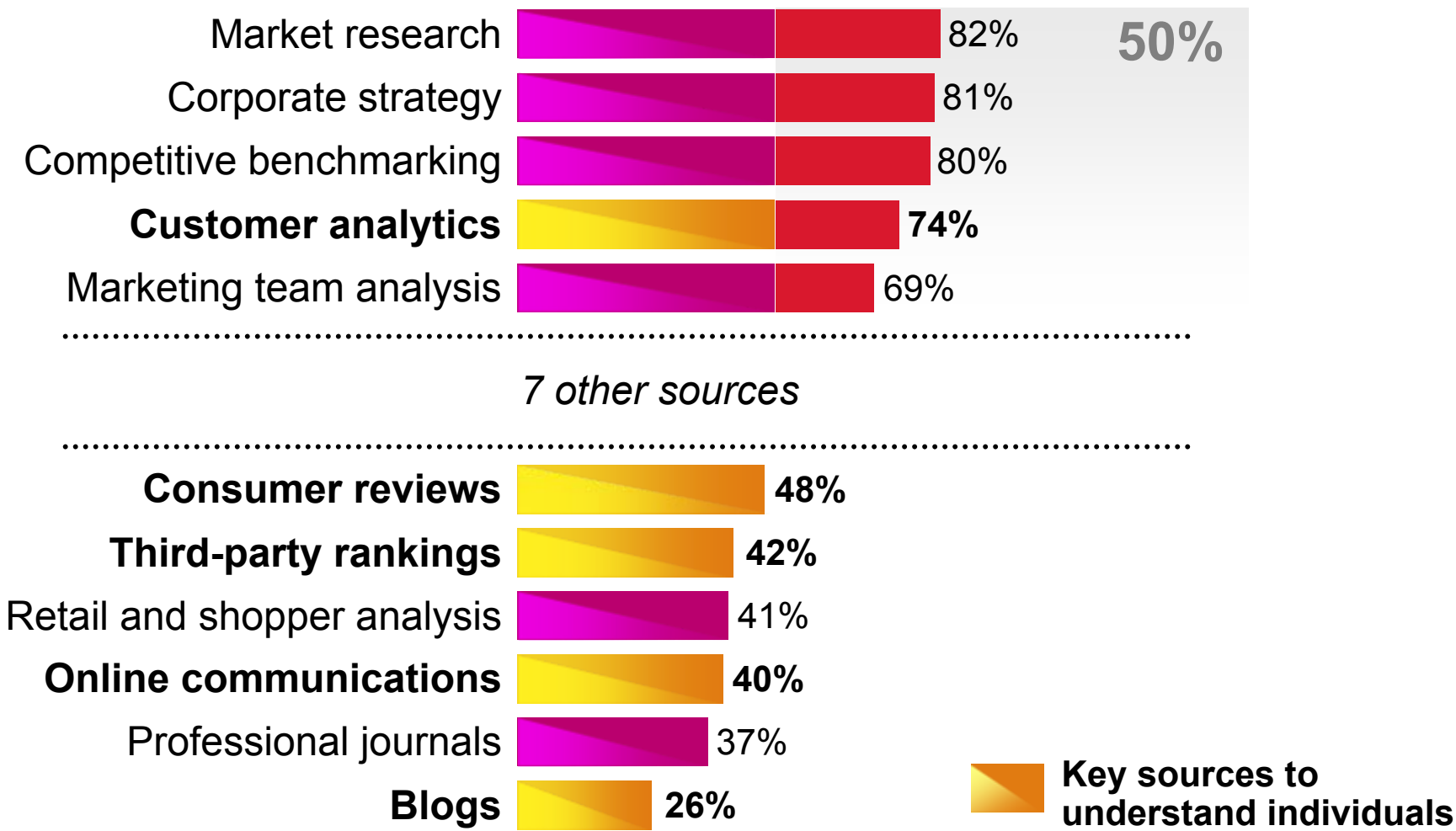
Capture value, measure results

Foster lasting connections

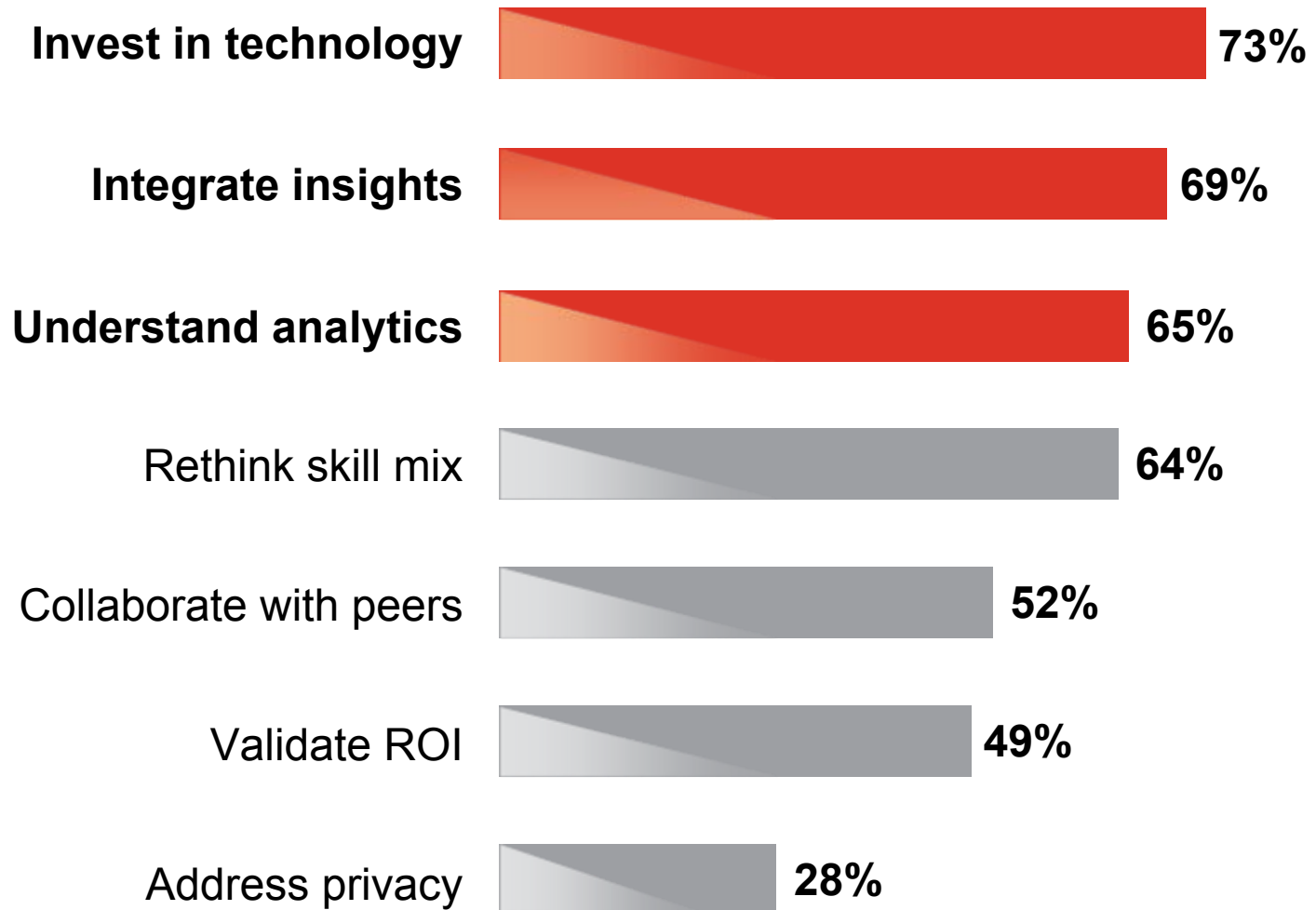


Delivering Value to Empowered Customers

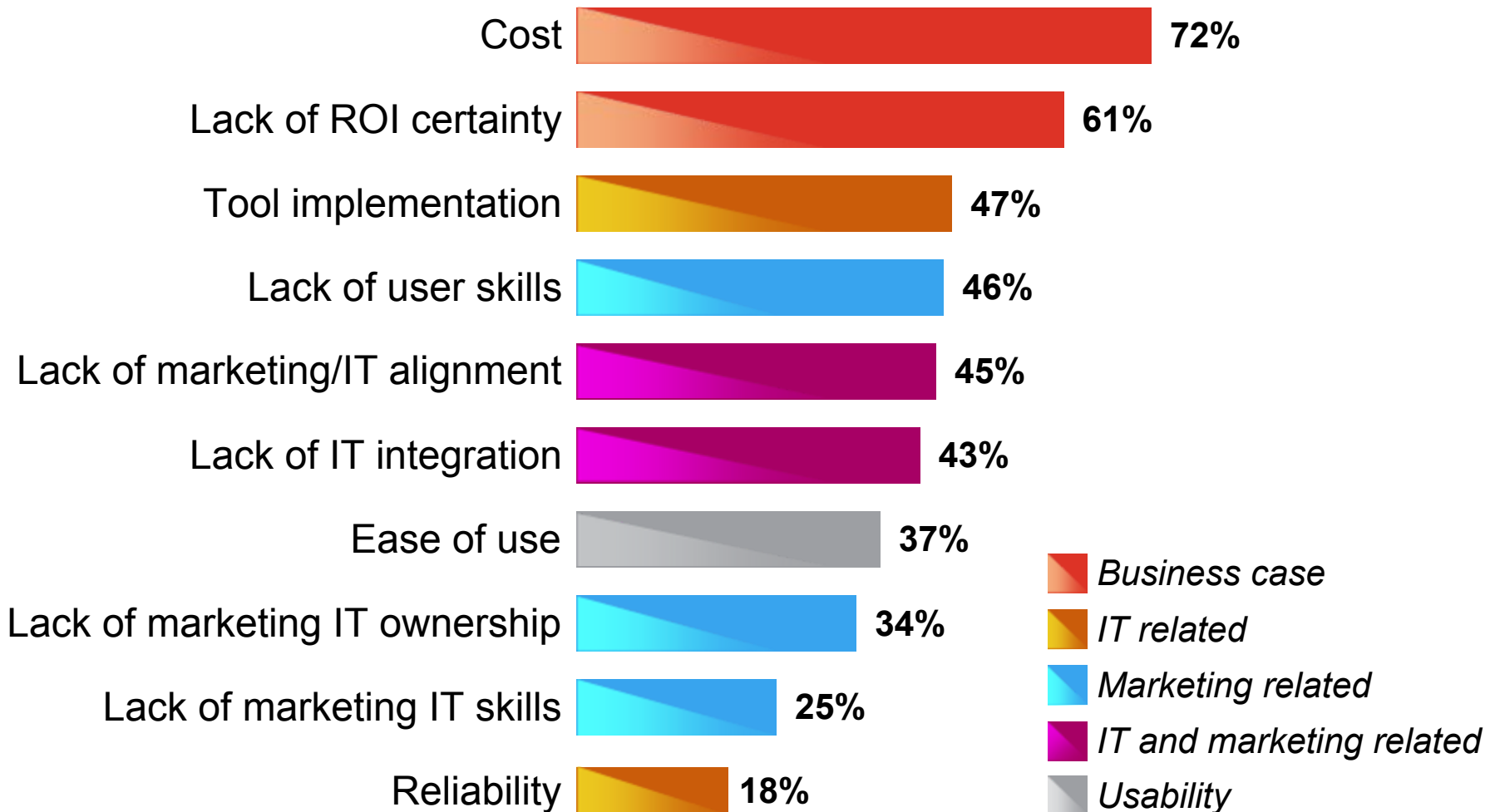
Markets – not individuals – still shape CMOs' strategy



Data explosion drives change and investments



Barriers that prevent marketing from using technology



Steps to deliver value to empowered customers

- Create value for customers as individuals



How are you gearing your programs and processes to understand individuals?

- Access digital channels to learn what customers think
- Use analytics to recognize preferences and trends



Which tools and processes are you investing in to better understand and respond to individual customers?

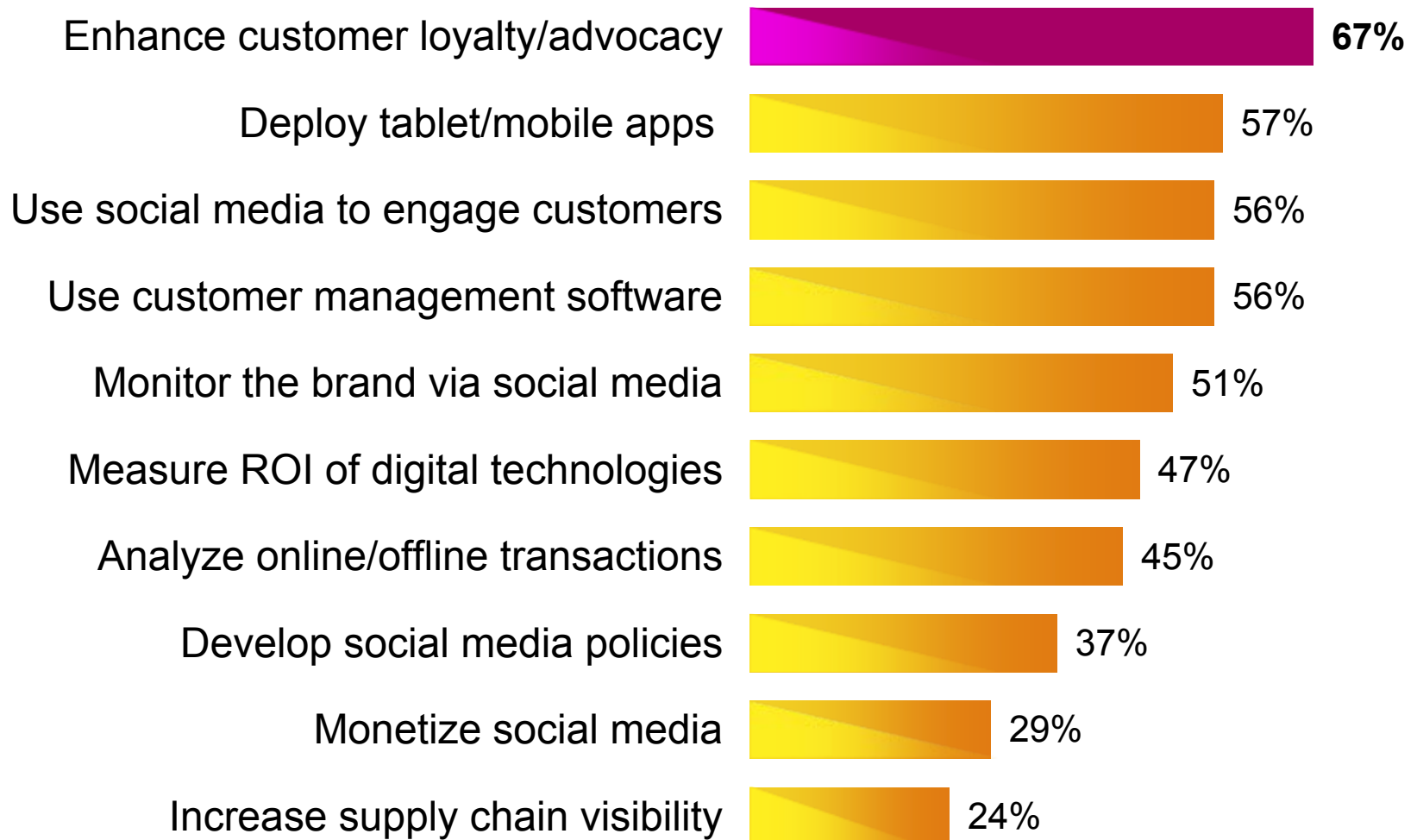
- Employ tools to secure customer data
- Update privacy policies to address customers' concerns



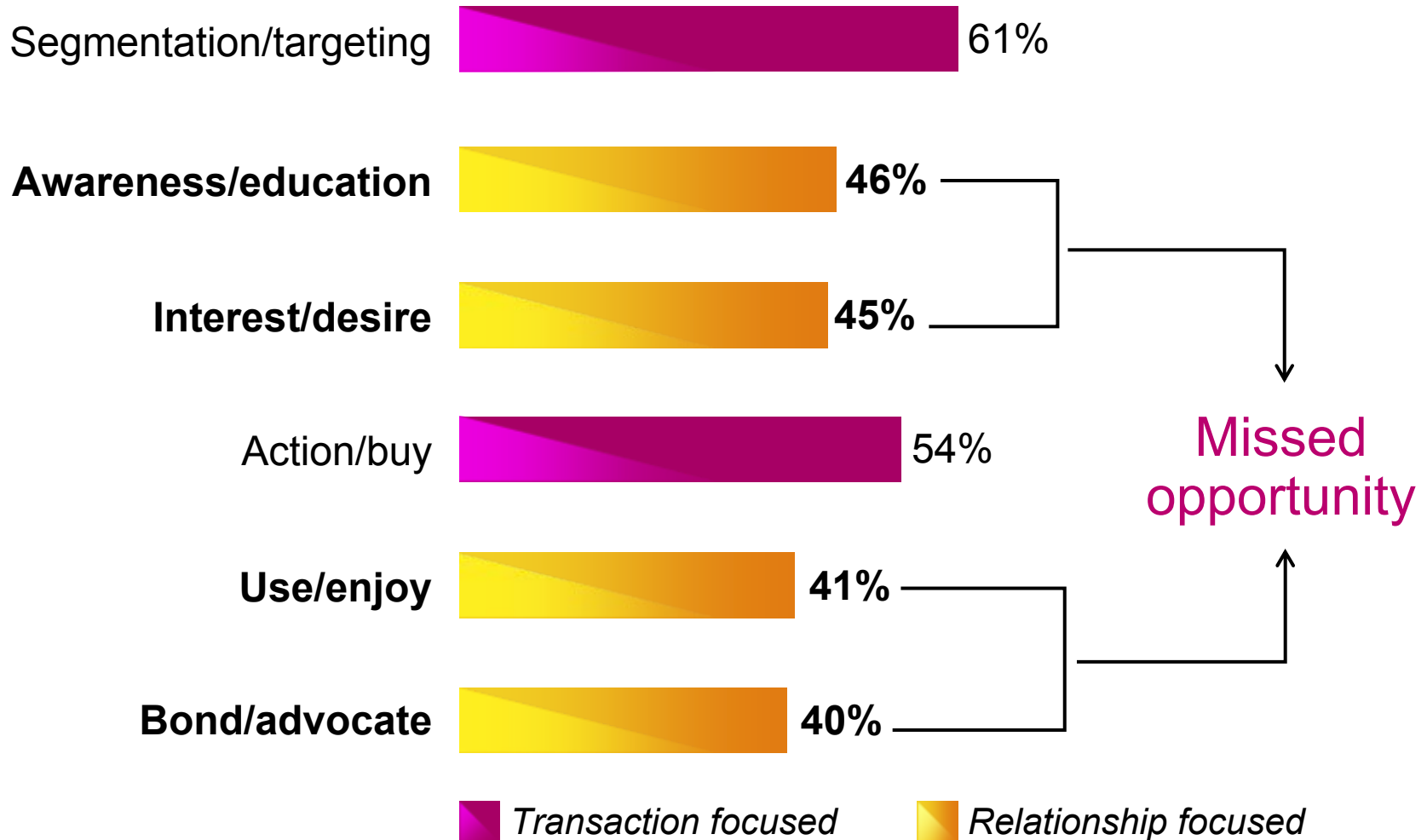
How do you safeguard customer data and privacy in a multi-channel, multi-device world?

Foster Lasting Connections

Enhancing customer loyalty is the top digital priority



CMOs still focused on transactions, not relationships



Steps to foster lasting connections

- Jumpstart relationships via digital channels
- Use tangible incentives to attract followers



Do your marketing tactics work in sync to develop a pervasive, innovative total customer relationship?

- Engage at every stage in the customer lifecycle
- Build communities to strengthen your brand



Do you connect customer insights with product development? Are your customers brand advocates?

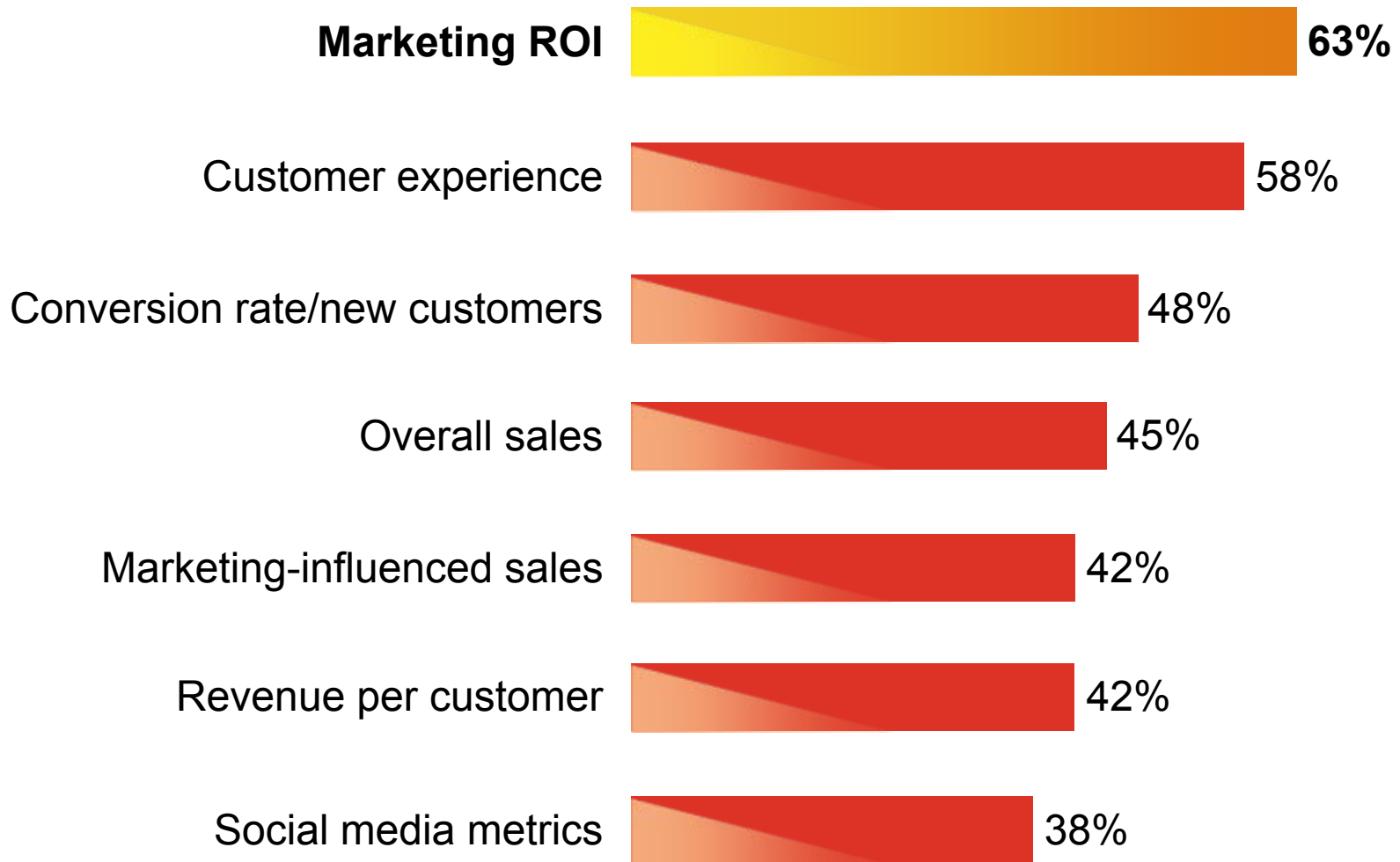
- Help define a unique enterprise identity
- Engage the C-suite to solidify corporate character



Do you collaborate with C-level peers to activate corporate character across all touch points?

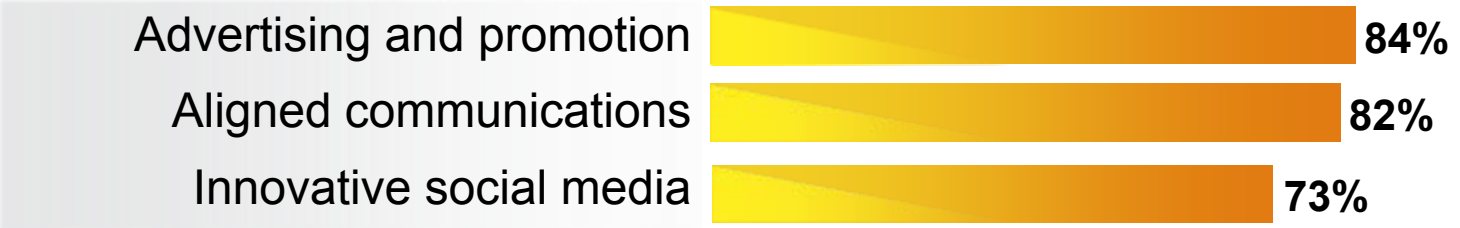
Capture Value, Measure Results

By 2015, ROI will be the leading measure of success



To deliver ROI, CMOs need significant influence on all Ps

Promotion

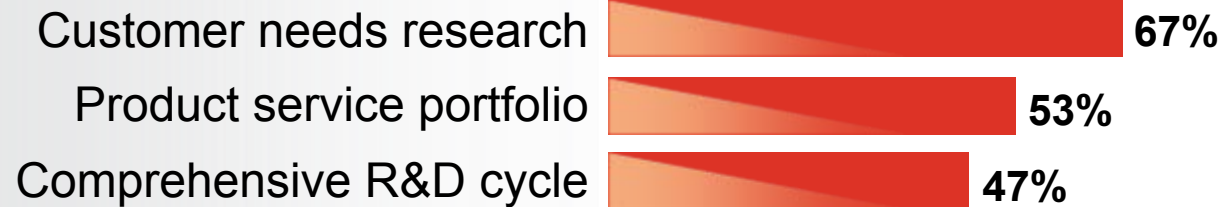


To deliver ROI, CMOs need significant influence on all Ps

Promotion



Products

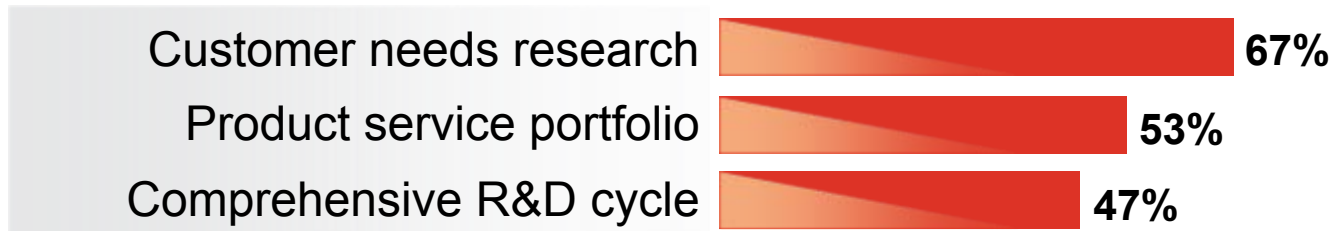


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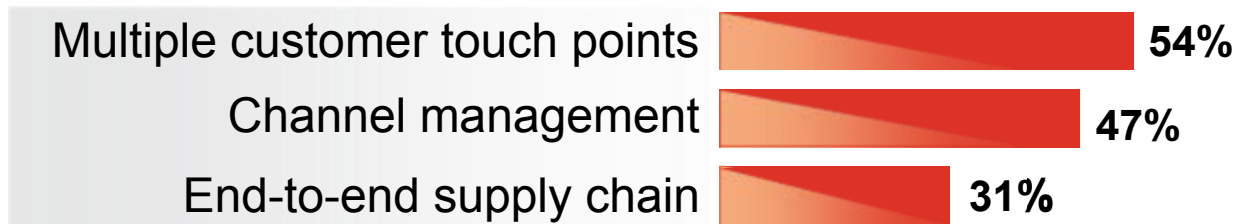
Promotion



Products

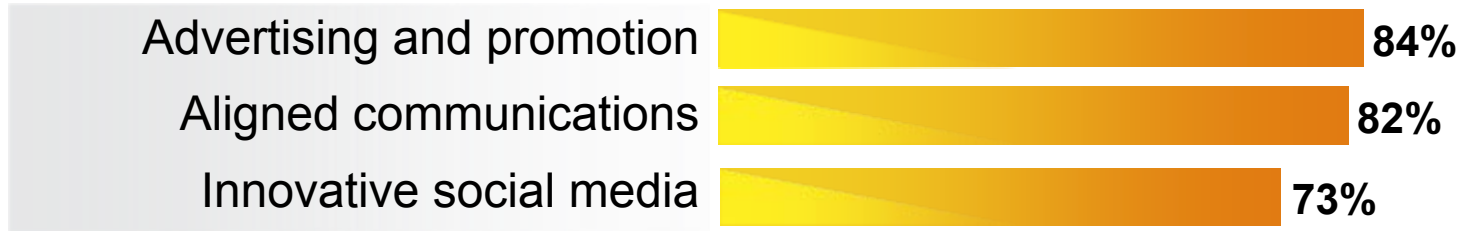


Place

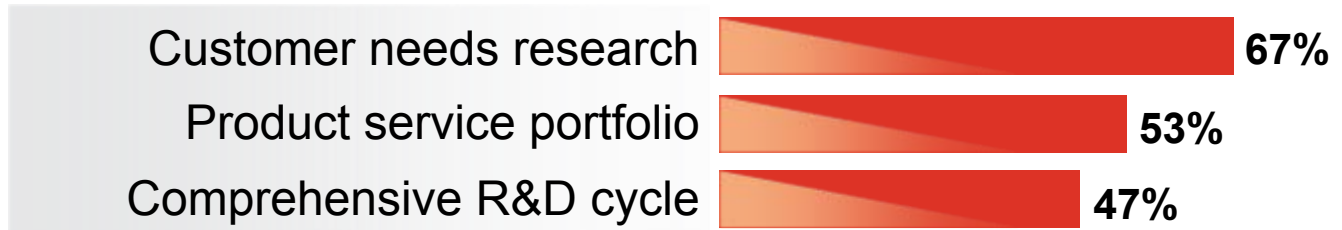


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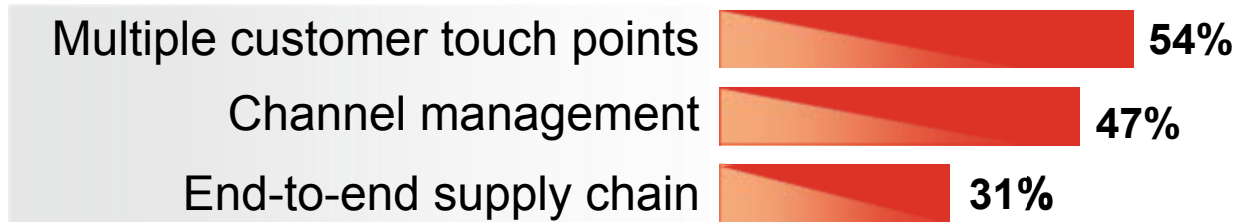
Promotion



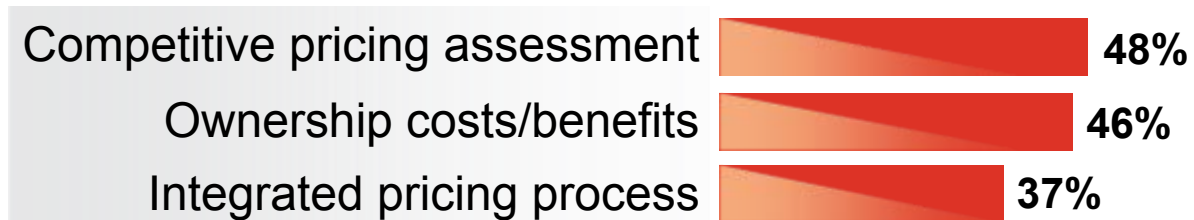
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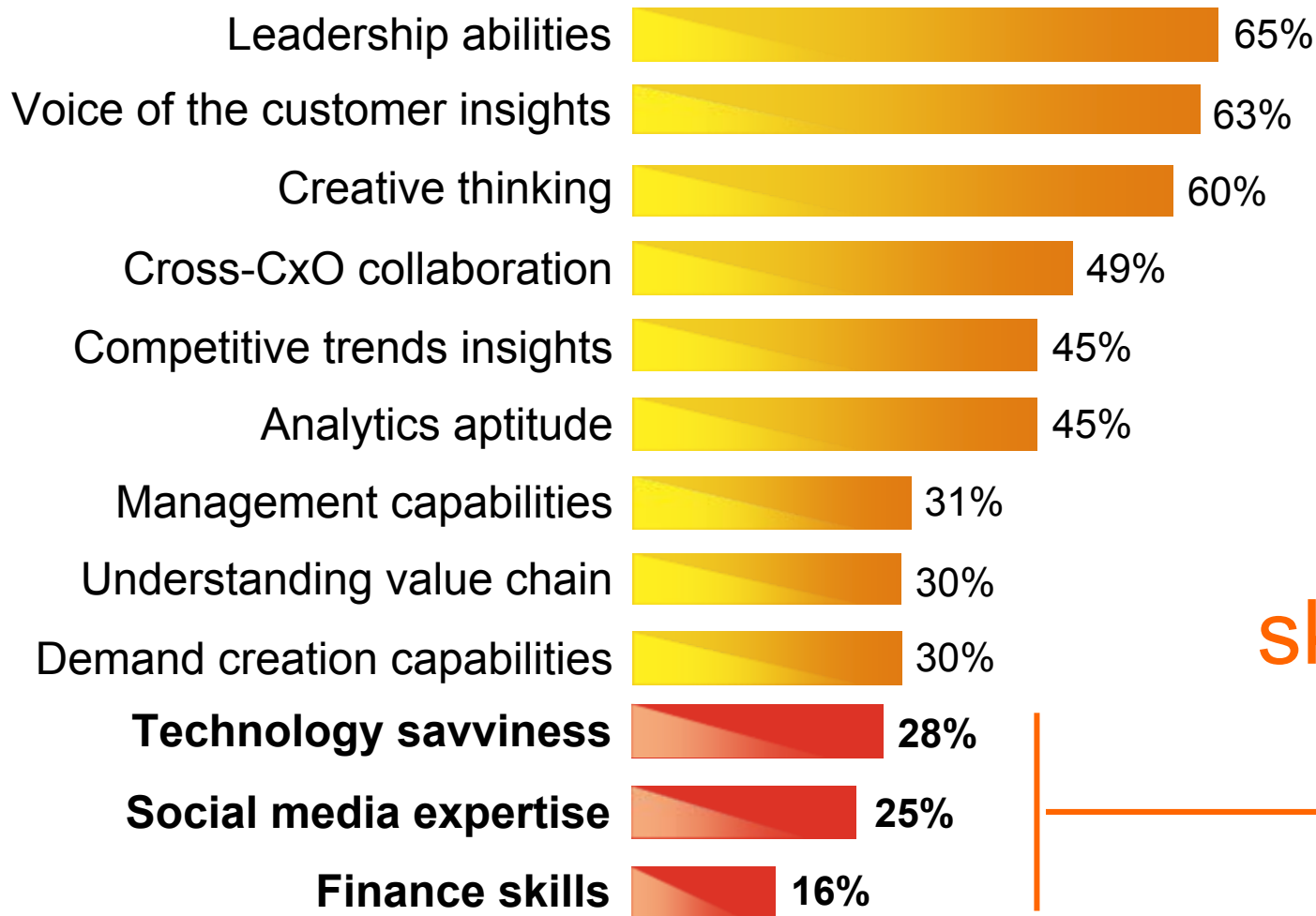
Price



CMOs plan to use external partners for results



CMOs also need new skills to boost personal success



CMO
skill gap



Steps to capture value, measure results

- Capitalize on advanced analytics tools
- Improve decision making and accountability



How do you measure and analyze results? Do your metrics advance marketing's credibility?

- Increase your team's technical and financial skills base
- Grow your digital expertise by finding new partners



Are you enriching the technical, financial and digital skills in marketing?

- Lead by example
- Enhance your personal financial, technical and digital savviness



In what ways are you personally investing to broaden your capabilities?

Get Fit for the Future

Moving from Stretched to Strengthened

Deliver value to empowered customers

- Focus on customers as individuals
- Reveal preferences and trends hidden in data
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Foster lasting connections

- Stimulate customer relationships and offer tangible incentives
- Engage throughout the customer lifecycle
- Define a unique enterprise identity
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Capture value, measure results

- Use analytics to improve decision making and accountability
- Increase technical and financial know-how
- Grow digital expertise with new partners
- Enhance personal financial, technical and digital savviness

Do not be afraid to call for help







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Global Chief Marketing
Officer Study

From Stretched to Strengthened

CMO
C-suite
Studies