

> FEATURED RESEARCH

# GETTING FROM HERE TO THERE



How does marketing organize for growth? Let these key insights from Marketing2020 be your guide.

**MARKETING HAS BECOME** much like the weather in New England: If you don't like what you see now, just wait a few minutes. In an age of dizzying change, shifting priorities, and snap decisions, it can be challenging for marketers to grasp what the future holds one year from now, let alone five. Enter Marketing2020: Organizing for Growth, the most comprehensive global marketing leadership initiative ever undertaken. Through vision interviews with more than 250 leading CMOs and an in-depth online survey of 10,491 contributors from 92 countries, Marketing2020 reveals how to best align marketing strategy, structure, and capabilities for business growth. Data from the initiative, led by Millward Brown Vermeer in partnership with the ANA, continues to be mined, analyzed, and disseminated. Here are some key insights to date.

## BUILD CAPABILITIES TODAY TO WIN TOMORROW



Marketing2020 shows that, of all the factors examined, “capabilities” and equipping teams with the right tools, skills, and behavior have the strongest correlation with revenue growth, brand health, and marketing return on investment, outranking both “strategy” and “structure.” Here are the four key factors that will positively impact capability-building programs:

- EMERGING CAPABILITIES.** While fundamental marketing capabilities such as brand strategy and positioning remain vital, big data mining and analytics, consumer/customer engagement, and digital/social media were identified as the top three capabilities that will drive business growth five years from now.

- SPECIALIZATION AND INTEGRATION.** New and emerging capabilities increasingly impact organizational structures as they call for a higher degree of specialization and an integrated approach for delivering a total brand experience.
- BRAND DIFFERENTIATION THROUGH UNIQUE “WAYS OF MARKETING.”** Ensuring programs are aligned with the organization’s culture, key strategic objectives, and focus areas helps to hardwire brand differentiation.
- EMBEDDING MORE PERSONALIZED AND EXPERIENTIAL CAPABILITIES.** Digitization will affect the design and delivery of capability-building programs. Winning organizations will offer training that is flexible, personalized, and easily accessed at any given time.

## Top 3 Trends Shaping Marketing Strategy



- Technology advancement.** Technological advances continue to accelerate, and it is vital for brand masters to educate themselves and stay up to date on the latest tech developments. Early adoption and iteration is the key to evaluating which technologies can provide value to a brand and which are simply the next “shiny new toys.”
- Mobile technology adoption.** Marketers must determine how they fit into the mobile space in a way that provides value for consumers without being too intrusive. Those who can successfully adapt to mobile will be able to foster deeper customer relationships, while those who can’t will be left behind.
- Better informed and empowered consumers.** If a brand is less than completely honest in its messaging, it will be called out immediately and publicly. In the same respect, brands that demonstrate authenticity and transparency will earn consumer trust, which is the key to winning today, and will continue to be long past the year 2020.



*“You need people who can work with big data, analyze it, and use it. You will have more left brain-oriented people in your departments, and processes will be more data driven.”*



52%

Marketers who anticipate working mostly with smaller, specialized agencies for their creative needs in the next five years.

35%

Respondents who believe their company sufficiently focuses on their role and personal development.

62%

Respondents who said personal performance and rewards are linked to business KPIs.

## KEEP TOP TALENT HAPPY

Attracting and retaining the right employees has become more challenging than ever.



### MOTIVATING FACTORS ✓

- Role with clear impact on business growth
- Recognition/being acknowledged
- Empowerment and autonomy
- Senior leadership support, encouragement, and interaction
- Remuneration
- Training and continuing education
- Personal growth and clear career path
- A shared purpose

### DEMOTIVATING FACTORS ✗

- Workload and time-management issues
- Lack of sufficient resources to achieve goals
- Budget restrictions
- Unclear vision and lack of strategic alignment
- Poor leadership (e.g., disconnect of senior management or micromanagement)
- Slow decision making
- Company politics and bureaucracy
- Marketing not seen as a business contributor
- No feedback or interaction with senior leadership
- Not being recognized for achievements
- Inability to impact decision making
- Lack of growth opportunities

*“Digital natives will rule the world. No other generation is more equipped to change the world and marketing than millennials.”*



## TOP 10 MOST IMPORTANT MARKETING CAPABILITIES FIVE YEARS FROM NOW

Big data mining and analysis	51%
Consumer/customer engagement	37%
Digital and social media advertising	30%
Consumer understanding and insights	24%
Big creative idea development	19%
Consumer/customer touchpoint planning	17%
Open innovation (utilizing external sources)	15%
New business model development	14%
New product development	13%
Customer service	13%

## CREATE QUALITY BRAND EXPERIENCES

Three steps marketers can take to ensure a quality brand experience for consumers:

### 1. ADAPT A SOCIAL LISTENING MIND-SET.

Far too often brands use Twitter and other social channels much like broadcast media, posting coupons and calls to action but not much else. Instead, think of social as a new form of customer service, a way to find out in real time what customers really think of your brand, and react accordingly.

### 2. TAKE AN EASY-DOES-IT

**APPROACH.** Consumers have almost limitless purchase options, meaning their

threshold for a complicated or unpleasant brand experience is incredibly low. If a brand isn't seamlessly integrated across every channel, it risks losing potential customers at any point in the purchase path. Mobile accessibility and easy social sharing, for example, should be standard features of any brand experience.



### 3. INFORM AND TRAIN SALES ASSOCIATES.

Marketers must clearly communicate and reinforce the brand promise to employees, especially those who interact directly with customers, as bad experiences are much more likely to be shared with friends and families than good ones. When employees feel informed, energized, and focused, they are more likely to become brand ambassadors, spreading positive word of mouth throughout their social circles.

### Top 5 Marketing Leadership Skills

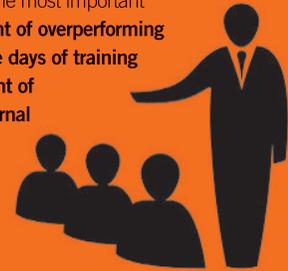
- 1 Customer/consumer engagement
- 2 Emotional intelligence
- 3 Communication
- 4 Global mind-set
- 5 People development

## Did You Know?

- Winning organizations — those with **marketing leaders and departments closely connected to the rest of the organization** — consistently deliver high standards in products and services as well as a seamless total user experience.
- Companies with **marketing training programs** significantly outperform their competitors across all marketing excellence areas.

## MAKE TRAINING AN IMPERATIVE

Of the data examined in the Marketing2020 survey, training proved to be the most important differentiator between over- and underperforming organizations: **43 percent of overperforming organizations in the United States offer their employees more than three days of training annually**, versus only 22 percent of underperformers. Moreover, **36 percent of overperforming organizations work with trainers who have sufficient external expertise and experience**, versus 25 percent of underperformers. Also consider: **45 percent of overperforming organizations have training programs tailored around their specific needs**, versus 28 percent of underperformers. And **36 percent of overperforming organizations use trainers who really understand the company's business**, versus 28 percent of underperformers.



## Marketing Works More Closely with HR, IT, and Finance in Overperforming Organizations

“Always True”

■ Underperformers  
■ Overperformers



Marketing works closely with HR on overall recruitment, retention, and development plans.

11% 24%



Marketing works closely with IT on CRM/big data technology strategy.

20% 31%



Marketing works closely with finance to monitor ROI.

26% 35%

*“If a brand doesn't have a **purpose**, it is simply a labeled product.”*

### Top 3 Marketing Capabilities for Growth

- 1 Consumer understanding and insights
- 2 Consumer/customer engagement
- 3 Consumer/customer touchpoint planning



### Top 3 KPIs

- 1 ROI
- 2 Revenue growth
- 3 Consumer engagement

## FOCUS ON YOUR BRAND PURPOSE

Marketing2020 research shows that, relative to their peers, brands with a purpose significantly outperform in multiple performance indicators:

**\*16 percent** higher in market share

**\*21 percent** higher in consumer engagement

**\*11 percent** higher in revenue growth

**\*9 percent** higher in marketing return on investment

## ALIGN GLOBAL AND LOCAL MARKETING TEAMS



One of the keys to maintaining a consistent global brand is ensuring that everyone is aligned to the same strategy, regardless of where they work in the organization. Marketing2020 findings show that for the most part, the farther an employee is from the organization's center of power, the lower the understanding and alignment on the overall strategy. Winning organizations distinguish themselves in the following ways:

- Having a global/central marketing team that understands the reality and needs of the local marketing teams (49 percent relative to 32 percent of underperforming organizations).
- Having a local marketing team that understands the global/central strategy for a brand (58 percent relative to 38 percent of underperforming organizations).