



MARKETING
2020
ORGANIZING FOR GROWTH

Paris, le 3 décembre 2013



**union des
annonceurs**

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Marketing2020 – From digital marketing to marketing in a digital world

Marketing2020 – Organizing for Growth was initiated to focus on how marketing can best align strategy, structure and capability to support business growth. The platform offers CEOs, CMOs and their teams strategic frameworks, practical guidelines and tools to increase marketing effectiveness.

Marketing2020 recommendations leveraged the insights and experience of over 250 leading global CMOs and 10,231 respondents (3,565 completes) across 92 countries. In France, EffectiveBrands has partnered with the UDA to help local marketers interpret, discuss and apply key insights and recommendations to help increase marketing effectiveness.

Defining what it takes for brands to win in a digital world and how to transform marketing as a function

Marketing2020 Global Advisory Board



Keith Weed,
CMO at Unilever



Antonio Lucio,
Chief Brand Officer at Visa



Beth Comstock,
CMO at GE



Jon Iwata,
SVP, Marketing and
Communications at IBM



Chris Burggraave, Executive in
Residence, NYU



Rob Malcolm, Executive in
Residence Texas U

Global advertising associations and publication partners



A lot is changing in the marketing world...

What keeps marketers awake at night

Top M2020 challenges

1. Infobesity : Big Insights vs Big Data
2. Privacy Risks
3. Touchpoint consistency
4. Organizational silos
5. Doing more with less
6. Lack of influence



"Marketing got lost in the mad consumption-at-any-cost years. What we're doing ... is making marketing noble again."

- Keith Weed, chief marketing and communications officer at Unilever.

What you can do

Top Marketing2020 CMO Priorities

1. Be courageous
2. Lead by example in a digital world
3. Inspire and empower vs. control
4. Think as a chief experience officer
5. Build marketing capability

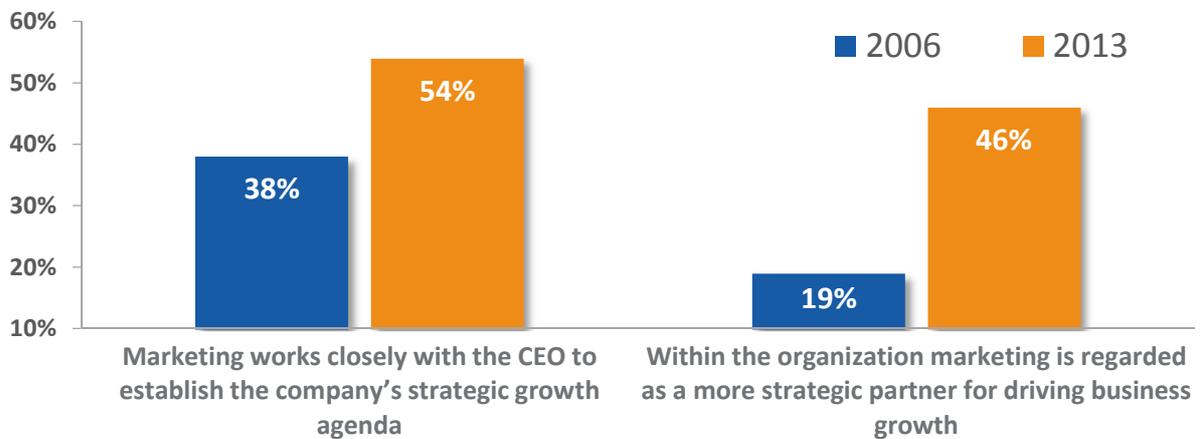




“The CMO has successfully moved from a position of being the big spender with little respect in the boardroom to an equal peer with a shared sense of business responsibility. CMOs often have most understanding of the transparent 365/24/7 market and are being asked to show the way by the CEO and peers. Influence has dramatically increased”.

– Marc de Swaan Arons, EffectiveBrands Founder and M2020 Leader.

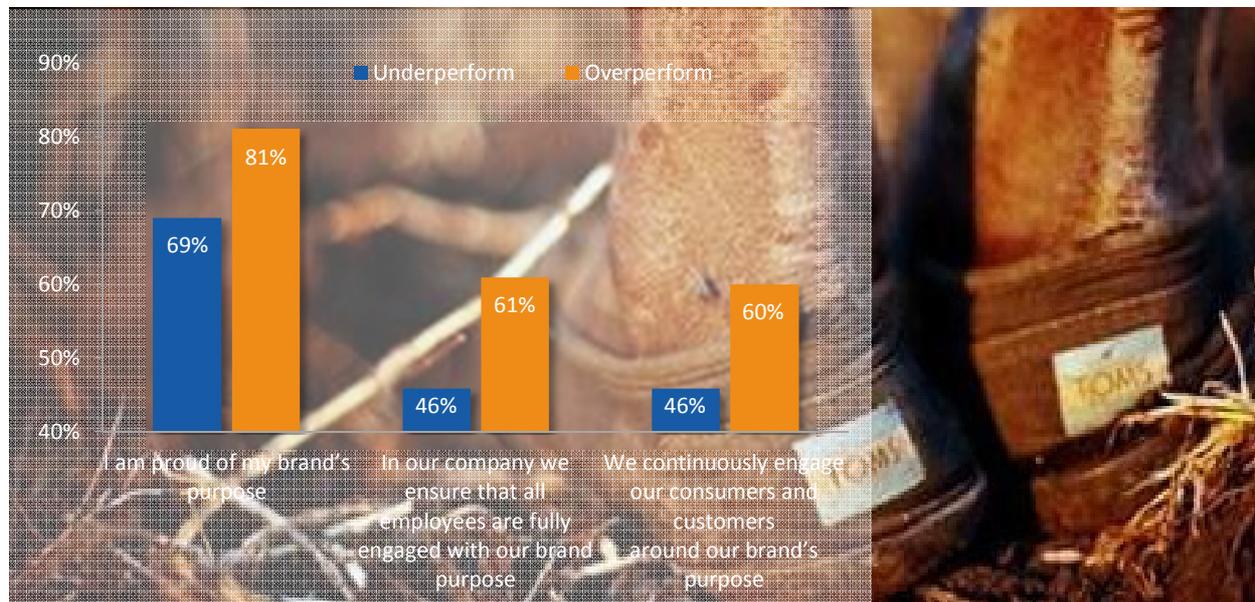
Demonstrating business acumen is a license to operate and your ticket to influence the organization



Brands with purpose over perform



Engagement around purpose is a winning capability



Winning brands will offer a personalized *total experience* across multiple, seamlessly integrated, touch points.

Building brand value in a digital age



Strategy before structure



“The number one challenge in companies like ours is, how should we be organized? Everybody always goes to the org chart first. What we really should be doing is saying, ‘What are our goals? How will we define success? What is our process for achieving that success?’. Only then do we consider the organizational structure.”

– Larry Light, Chief Brands officer, InterContinental Hotels Group (IHG).

Marketing2020 – Organizing for growth

In today’s digital world what we do in marketing is changing beyond recognition, but how we organize marketing looks worryingly the same as 50 years ago.

Top Marketing2020 organizing principles

1. Connect marketing with the rest of the company
2. Inspire all stakeholders around a shared purpose
3. Ensure total focus on key metrics and targets
4. Organize to deliver seamless integration
5. Build skills for marketing in a digital age



It’s time to question why we discuss business performance every month and human performance only twice a year for 60 minutes...

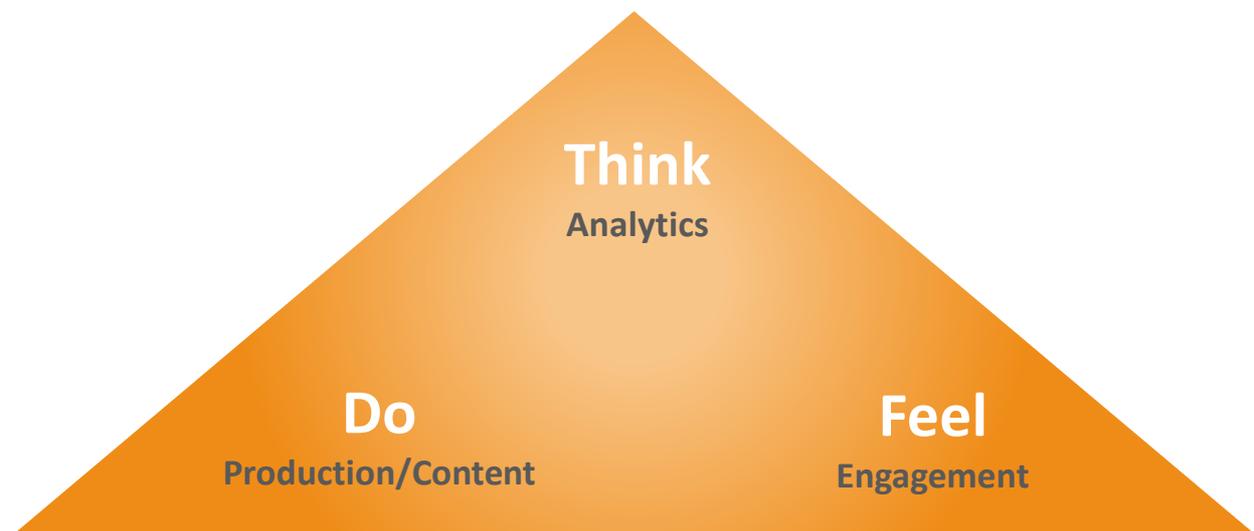


“We’re going to have a much greater degree of collaboration with human resources. It will be more than messaging to employees; it will be actually influencing the criteria of hiring, onboarding, management, training, development, recognition, and reinforcement — the rituals and practices that define any corporate culture. We will be partners guiding the cultures of our companies.”

– Jon Iwata, Senior Vice President of Marketing and Communications, IBM

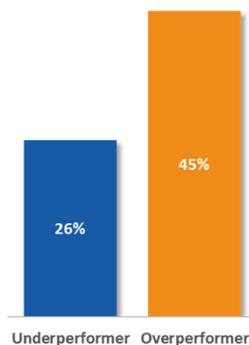
Roles within marketing will shift

Increased specialization around big data analytics, community engagement and real time content creation will be required.

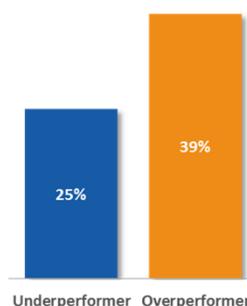


Companies that invest in marketing excellence programs outperform

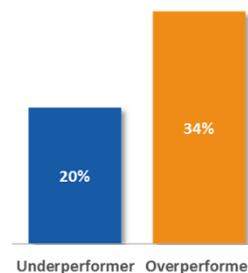
“Our training program is tailored around the specific needs of our business”



“Our training programs are sufficiently practical”



“Trainers in our program really understand our business”



“Our ambition is to be the first choice for graduates who want to learn top notch marketing. When they think ‘Who knows how to do it?’, they should think about us. It is about building marketing excellence.”

– Lars Wöbcke, Head of Communication & Corporate Marketing, Nestlé, Germany

About UDA

UDA is the only global organization representing the common interests of advertisers in France. Our missions : promote advertisers interests and positions vs all stakeholders (medias, agencies, research institutes, non-media operators, internet actors, etc.) and economical, social and political environment in France and Europe , assist members in increasing effectiveness and efficiency of their communication expenditures and develop responsible communication through elaboration and implementation of self-regulation rules and chart.300 corporate members, including 5000 people .



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About EffectiveBrands

EffectiveBrands' purpose is to *unleash the potential* in the global marketing leaders, brands, and organizations we work with. Our work focuses on helping marketers develop and embed global marketing strategy, structure and tailored marketing excellence programs.

Everything we do is very practical because most of us were marketers ourselves in a previous life.



Global Marketing Expertise
Developing and Embedding
Practical

75 Global Marketing Consultants, 25 Nationalities

New York – London – Amsterdam – Singapore – Tokyo – Paris – Istanbul

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