



# Renovate to Innovate

## Building Performance-Driven Marketing Organizations



Marketing Organization  
Review and Empowerment

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About

# Renovate to Innovate

## Building Performance - Driven Marketing Organizations

### Renovate to Innovate: The CMO Council Advocacy Position

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Chief marketing executives are challenged like never before to reshape, restructure and re-skill their organizations. Driven by new forces and factors in the marketplace, marketing organizations, functions and processes are going through fundamental realignments.

No longer just brand communications and tactically driven, marketing groups must now fill the pipeline with predisposed prospects, optimize customer value, and be accountable for demand generation and market differentiation through integrated, multi-channel campaign management. This requires new competencies and knowledge in business analytics, database management, strategic planning, digital marketing, field sales, channel operations and financial modeling.

Delivering tangible financial return, clear marketing ROI, predictive performance models, improved spend allocation and pre-emptive strategies (based on competitive intelligence) are new requirements and imperatives for today's senior marketers. Much of this must be driven by better operational visibility, business activity monitoring, customer touch point and experience insights, and supply and demand side data feeds, as well as proprietary knowledge gathering and real-time market analytics.

On top of this, other challenges and market changes demand more capabilities and expertise from marketing organizations and their outsourcing partners. These include:

- A 24/7 global economy and increased competition from new contenders and off-shore sources
- Monumental impact of the Internet in transforming customer access and engagement, as well as expectations and attitudes
- Multiplication of sales channels and customer interface technologies that must be synchronized and exploited for competitive advantage
- New sources and volumes of external marketing and sales data that need to be analyzed and leveraged
- Fragmentation of markets and proliferation of media channels that require more sophistication in targeting and reaching key audiences

Most importantly, chief marketing executives have to revitalize marketing group cultures and mindsets. Narrowly focused, risk-averse managers in isolated silos of tactical execution (research, PR, advertising, events, marketing services and Web) must be integrated into cohesive, cross-functional campaign teams. They have to be strategically aligned with corporate goals and business objectives and be held accountable for specific deliverables and deadlines.

Benchmarking and turnover of staff will become a reality of every marketing organization as CMOs seek to optimize the yield and accountability of their teams worldwide. Reporting structures will be revamped and automated processes introduced using hosted and in-house solutions and services. Credibility and respect for marketing has to be gained from other areas of business, including the executive suite, sales, channel, product development, finance and IT groups. Understanding the needs and requirements to create performance-driven marketing organizations is the best place to start.

Some leading-edge companies have started to crack this new marketing code, implementing new processes, technologies and measurement systems to optimize their marketing output. But others are struggling to achieve such success. The new corporate mandates clash with the traditional mindsets and, in many instances, skill-sets of today's marketing executives and their staffs, many of whom have been weaned on the creation of broad branding campaigns that generate little measurable, tangible results, top-line yield or bottom-line savings.

## Embarking on the Journey

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### 1. CMO as a Change Agent

While the title of Chief Marketing Officer has become far more widely adopted – particularly in the North American market – the territory of executive ownership and responsibility is still widely debated and seldom clearly understood in any organization.

In many organizations, marketing struggles for legitimacy and credibility. While the appointment of a CMO sends the right signal, the credentials, character and capability of this new C-level executive are of critical importance to internal acceptance, rather than rejection. Too frequently, CMOs are appointed without the unanimous buy-in and support of executive peers, who often work hard to undermine this new role. Additionally, many with the title come without the credentials necessary to profoundly impact the way the company conducts business and achieves its strategic objectives.

From the CMO Council's standpoint, today's CMO should bring a history of P&L responsibility on a geographic or business line level. He or she should have experience in the field or channel with previous ownership of customer relationships and frontline deliverables. In addition, this individual must have influenced and shaped product design, development, distribution and pricing strategies. Finally, he or she must have been a key architect of global business innovation, product diversification, market entry and expansion, as well as customer revenue optimization.

This strong management background is critical if marketing hopes to positively impact the company's bottom line. "We're not there just to have fun in marketing," says Ingrid Van Den Hoogen, CMO at Plantronics. "We're going to drive real marketing programs that result in real business."

Without a doubt, a CMO must also own corporate branding, demand generation, organizational culture, and customer experience across all touch points. And most importantly, a CMO has to be able to assess and predict performance and be artful in the science of mapping and modeling the marketing mix to drive every aspect of the business.

If these requirements are not daunting enough, a true CMO must be the CEO-in-waiting, groomed in all aspects of the business and a true leader and value-setter for the organization. While CMOs may aspire to this role, few make it to the corner office and even less serve on corporate boards. As the realities and requirements for a CMO are more frequently reflected in the selection and appointment process, this is likely to change.

One singular requirement for any chief marketer is the ability to be a change agent, as over 50 percent of new CMOs are hired to fix broken marketing organizations, according to executive recruiters in a previous study by the CMO

Council. For Shail Khiyara, SVP & CMO at Taleo, positively disrupting the status quo is the essence of his position. “The CMO role has become more of a change agent in the organization, coalescing various divisions within the organization together,” he says. “Otherwise, the barriers between sales, product marketing, development and research will persist.”

While much of this report is devoted to how to undertake this mission, there are many minefields to cross before realizing this goal and becoming an effective change agent for your organization.

## 2. CMO Transformation Intentions

Each year, the CMO Council produces a State of Marketing Report based on an extensive audit of its members to better understand what they have accomplished and what priorities and intentions they have for the coming year. The fifth annual Marketing Outlook Audit published in 2011 extracted a broad range of insights and views specific to organizational transformation and improvement from over 600 participants from around the world.

Although the study illustrated the significant successes marketers achieved in 2010, considerable challenges still lay ahead in the coming year. Many marketers effectively restructured and realigned their marketing organizations to better support sales and improve sales cycles, deeming this their top accomplishment of 2010, according to survey respondents.

However, further reorganization of the marketing group still ranks among the top six transformational priorities for CMOs in 2011. In fact, despite last year’s progress, improving marketing’s alignment with sales and channel groups is still among the top three organizational or operational intentions. Other major goals include adding new digital media and interactive marketing talent and expanding field marketing and sales support roles.

To improve marketing operational efficiency, marketers identified three primary areas of their organizations on which to focus. Marketing leaders must set clearer, more defined goals and better track progress on deliverables. Improvements can also be made by demanding visibility, control and accountability of spend. Finally, efficiency will benefit from reviewing individual contributions and roles within marketing teams.

In keeping pace with evolving technology and implementation of digital tools, several key areas for talent and internal resource development will be especially important in 2011. These include marketing and customer analytics, strategic planning and business development, database marketing, customer intelligence, product marketing, and integrated campaign management.

Finally, heading into 2011, the Marketing Outlook Audit recognized three specific transformational projects senior marketers should be considering. These include

conducting a digital marketing makeover, both within its platforms and programs but also among people; developing a marketing performance measurement dashboard; and integrating and aligning with social media channels.

### 3. CMO Engagement + Discovery

“Patronage, partnership and performance are the key ingredients for CMO success.”

The CMO Council's discussions with more than 20 incoming CMOs, or those with relatively short tenure, were wide-ranging and comprehensive. Most faced unique circumstances and conditions in both BtoB and BtoC environments. They were attracted to the job on the belief they could have significant impact and would be empowered to make changes that would advance marketing productivity, effectiveness and performance. None came into organizations that did not require some form of renovation, remediation or restructuring. Most hit speed bumps, or secondary roads, that limited traction and forward momentum. While some had stand out performers, most were in search of new talent, new tools and new techniques to engage and activate their markets.

New marketing leaders will certainly encounter all of these challenges. However, over the course of these conversations, three ingredients emerged that will prove particularly essential for the early success of incoming CMOs. These included:

- **A strong mandate and support from the CEO is absolutely necessary.** Few CMOs can survive without a mandate and unwavering commitment from a CEO who truly believes in the power and capacity of marketing to produce real business results.
- **A tightly coupled working relationship with peers in the C-suite.** Few CMOs will thrive without a productive and effective partnership with the respective leaders of other lines of business, functions and geographies.
- **Early evidence of marketing's expanded role and contributions in driving business value.** Few CMOs will retain their roles without proof-of-performance and demonstrable impact on securing sales, cultivating customers or delivering new revenue streams.

## 10-Step Plan for New CMO Entry

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Pressure to produce short-term results has new CMOs seeking peer input and advice. The CMO Council has digested its conversations in a 10-step plan for new CMO entry into a marketing leadership role. In essence, a new CMO has to become a “super-bonding agent” who helps disparate elements in the organization come together and work in a cohesive way so all parties are unified in their focus on a common business agenda, brand ethos and collective sense of urgency to better serve the market. To this end, the CMO Council has prepared the following set of pointers for CMOs taking on new leadership roles:

1. Understand the company’s culture, mindset, customer and competitive conditions.
2. Establish alignments and “listening” relationships with CEO, peers and stakeholders.
3. Identify the marketing detractors, influencers, advocates and champions globally.
4. Audit and assess internal competencies, processes, capabilities and perceptions.
5. Determine leaders and laggards, inventory deficiencies and resource requirements.
6. Map marketing strategy and model organizational change around plans and deliverables.
7. Unify, enthuse, mobilize and strategically focus marketing assets and partners.
8. Initiate upgrade and replacement process in key competency areas.
9. Show results early and often with business-building, lead-generating marketing projects.
10. Provide metrics-driven report and spend plan to management on a quarterly basis.

Throughout the discussions with newly recruited CMOs, other recurring themes, observations and recommendations surfaced repeatedly for marketers to be successful in change agent roles. To effectively overhaul the marketing infrastructure and develop new talent, new marketing leaders should keep the following insights in mind while executing the CMO Council’s 10-step plan.



## 1. Earn trust and credibility

Projecting a total comprehension and understanding of the business is essential to gaining immediate credibility, particularly if this is based on fresh and revealing customer analytics, insights and conversations.

- Managing expectations up, across and down the organization is essential. New CMOs should be mindful of not over-reaching or under-performing. They will need to earn trust and respect by showing early evidence of progress and performance.
- Be sensitive to the difference between formal and informal reporting structures. Many loyalties and affinities exist in dotted line relationships, particularly on a geographic level. Knowing where all the marketing assets are – visible and hidden – is key to understanding total capability, accountability and competency.
- Address and attend to both corporate culture and organizational mentality. Evaluate ways to measure “Market Sense-Ability” across the organization as the first step in sensitizing the entire company to tracking customers, competitors and market conditions. Ensure that you bring voice of customer into strategic planning, products, policies and programs to drive corporate-centricity around the customer.

## 2. Break down silos and unify the company:

- There is usually a need to coalesce and unify many different roles and functions across the enterprise where communication has been lacking and few synergies or feedback loops are in place. This means that influencing skills are just as critical as leadership skills to CMO success.
- It is essential to identify and understand where there are points of resistance, particularly if there is skepticism and lack of marketing understanding in key functional areas, such as finance, product management, engineering, IT and sales. If possible, fill the void in communication between marketing teams and other functional areas.
- Connect and create dialogue with product, sales, channel, LOB, ops + finance teams. Invite input from the field and ensure spend addresses the needs and requirements of both channel and internal/external sales groups.
- Fix functional polarization and silos where there are disparate leaders and loyalties. Introduce an attitude of transparency and open interaction with all stakeholders. Determine the optimal way to structure and operate marketing through centralized, de-centralized, or hybrid organizational models.

### 3. Empower your team:

- Galvanize and excite the team. Gain enthusiasm about where marketing is going, and focus resources and attention on delivering value through more customer-facing roles. Restore faith and confidence in marketing, and ensure a belief in the brand.
- Make marketers think on their own, and be more confident, bold and strategic; marketing must have a pivotal role in advancing the business goals of the company. Most likely there will be a need to overcome a moribund, change-resistant culture with reactive, tactical marketers stuck in the status quo.
- Institute understandable metrics with benchmarks that quantify progress. Encourage team members to support ideas, strategies and proposals with expected deliverables and performance indicators.

### 4. Marketing must be strategic to impact business performance:

- Address budget sprawl and ensure consolidation of spend and resources. Eliminate redundancy, overlap and waste; seek greater efficiencies and effectiveness across the entire marketing supply chain and ecosystem.
- Assess human resources against industry standards and cross-functional needs. Develop skills and competency profiles, and identify talent gaps, overlaps and deficiencies. Recruit strategic marketers, who can own lines of business and integrate campaigns.
- Build on pockets of excellence and cultivate these resources. Marketing academies and centers of excellence will help knowledge transfer globally. Repeatable methodologies and the right competencies need to be instilled. Educate and equip down the line and in the field.

*"At Taleo, we had to transform the organization from being custodian of collateral and website to thinking broadly about becoming an organizational change agent and developing partnerships with the C-suite to educate them on marketing's importance."*

*"Don't underestimate the effort required to engage and build consensus with the C-suite. In that context, don't think of yourself as just a marketer. Think of yourself as a general manager, as a mini-CEO of marketing. Address the bigger challenges that the business faces, and earn yourself (and marketing) a seat at the executive table."*

**Shail Khiyara, SVP & Chief Marketing Officer, Taleo**

## Selected Executive Insights

While these insights and initiatives proved consistent throughout all of the conversations conducted for Renovate to Innovate, each marketing leader emphasized various best practices specific to their own experience. Though new CMOs should carefully consider each top-line finding of this report, the following notable quotations illustrate how marketing leaders must be prepared to adapt and respond to the demands of their unique situation.

"The first thing you need to do is figure out, 'Well okay, I've got the title, but what am I actually supposed to do?'"

"When you have a splintered group like we did, one of the things you need to do, from an internal point of view, is create an identity. I needed to create an identity called marketing that hadn't existed...Now there is an organization and a group of people who have a functional mission."

"Define what your endgame is...What is the significant tangible impact that you're going to have on the business results of the company? And package it not in how great a marketing organization we've become or how great my particular group will be, but by doing this, what will we change for the customer?"

**Chris Hummel, President NAM Region  
& Chief Marketing Officer,  
Siemens Enterprise Communications**

"Part of what I believe about the big M marketing role is to run the current business — not by the GM. But when you want to have conversations about declining market share, you get blank stares. Part of my role is to try to blend the functional marketing execution with the execution around managing the business."

"I thought I was going to come into the organization and listen for 90 days, be the sponge, and then eventually make the decisions. Within a week, I realized, I didn't have time to do that. You have to balance wanting to be gun shy and not wanting to act before thinking...With the need to show demonstrable leadership. I couldn't wait 90 days, and I had to step up to that."

**Vince Ferraro, VP of Global Marketing,  
Kodak Digital Printing Solutions**

“You’ve got to understand the corporate culture before you go in to a CMO role to determine whether you’ll fit with it or not. I know the cultures that I work well in, and you’ve got to make sure that you’ve assessed that ahead of time. And, you’ve got to make sure that your skill set is what they really need versus what they think they need, because sometimes those things are different.”

“Going into a new CMO role, you’ve absolutely got to listen, and then you’ve got to translate that listening into where you want to take the brand. You have to learn the language of the organization. You must adapt to their speak – not ask them to adapt to yours.”

“You must show the early win. Balance looking at the long-term future of the brand with short-term sales requirements. Gain successes in the short term so people trust you to build the brand for the long term.”

**Frances Allen, Chief Marketing Officer,  
Denny’s Corporation**

“I spent the first couple of weeks listening and talking to my business people... because you can’t really come in and prescribe steps and a strategy until you understand the situation.”

“Building an earnest marketing department and marketing capability is to go from being more of an order taker, the active group, to being a strategic business partner and player at the table.”

“Until you get in and really understand the business, I could never understand how much my marketing organization was part of the service delivery we provide every day for clients.”

“In the end, [taking marketing to the next level] has actually been a combination of reorganizing, but more importantly, really getting to the center of the needs behind that reorganization and understanding the business.”

**Connie Weaver, Chief Marketing Officer  
of TIAA-CREF**

“We’re implementing a strategic marketing function that is very responsible for understanding the entire competitive landscape, the needs and business objectives of a particular segment, the clients’ needs, the market dynamics, what the sales people need to be successful – and then really owning that segment from a marketing perspective.”

“We work really close with the sales groups and create our goals together. We built the plan together, and it’s in [the sales team’s] minds, so it’s the whole business that is choosing to spend the money this way.”

“Marketing’s greatest opportunity is to evaluate the organization in terms of its effectiveness at supporting the business goals of the company. But it also requires

honesty about how truly tied marketing is to revenue and financial goals.”

“Continually audit the expense side, the organizational structure and your talent against what the business goals of the company are, and look for ways to more closely align those through analytics measurements.”

**Susan Theder, Chief Marketing Officer  
of Cetera Financial Group**

“We’re starting to get there. It might take time to see that we’re going to be a well-oiled marketing machine that’s driving results for the business that we can measure, but that’s my end goal and my vision, and I told my team that.”

“In my first month I sat down with the sales leadership and explained that I was there to build the reputation and the brand of the company, and that I was there to drive demand for the business and open up doors for sales...And that helped drive a pretty strong partnership.”

“You have to listen. To the CEO, the senior members of the team, the CEO’s staff, the board and the customers – there’s a lot of listening. And then once you’ve done your due diligence, you have to look for those big wins. You don’t want to reorganize too quickly, but you don’t want to wait too long.”

**Ingrid Van Den Hoogen, Chief Marketing Officer  
of Plantronics**

“I tried to engage the team by demonstrating the value of what they were doing rather than coming across as assignments sent by the CMO.”

“Go back and engage the right stakeholders across the company – IT, finance, customer care – engage them and build the process to start working together and collecting the right information.”

“The CEO must be a believer that marketing is important, because if not, you’re done.”

“Be very self-aware about the value you can provide as a CMO and how you’re going to demonstrate that value.”

“You have to be able to clearly operate the organization with good influencing skills rather than just leading skills. A good leader is able to influence others effectively.”

**Lapo Paladini, Chief Marketing Officer,  
PerkinElmer Life and Analytical Sciences**

“I view this role as an ongoing journey, so there’s a constant assessment and reassessment of the process, the tools and techniques to improve the capability, capacity, and ultimately the yield or efficiency of the global marketing group.”

*"As you're embarking on a new task, it's best to partner with your leadership and bring them along so that they realize this is the right thing to do for the company instead of forcing it through."*

*"If you're going to spend the company's resources, be ready to explain to your management how you're going to measure success for your new initiative. And keep the communication open to your management."*

*"Give your management education on who your customer is and how they're shopping, how they're getting their information, how they're making decisions and why your new approach is going to be better."*

*"Take chances but be ready to back up your decision and your direction with metrics and research."*

**Bob Scaglione,**  
Chief Marketing Officer  
of Sharp Electronics

"We're working to build relationship marketing. In other words, we will take and nurture, communicate and provide value to all of our contacts appropriate to their role and responsibilities to remain top of mind when opportunities exist within their organization."

"I pulled all of the corporate departments together and built a lighthouse, a beacon for all the other departments to become aligned under the aegis of customer satisfaction. And customer centricity and customer satisfaction have allowed us to cross corporate departmental boundaries and break down some of the barriers between sales channels, customer support and marketing."

"There has to be a vision or inspirational aspect that people can aspire to, so people can see that there's someone who's thinking about the market at large and how the opportunities evolve over time."

"It's all about the relationships and the communication of what you're doing and how you're doing it that becomes most important."

**James Latham, Chief Marketing Officer  
of OpenText**

"Create excitement and a goal to go after. Pick an enemy like a certain competitor. But make that bold statement, create a vision that people can rally around and work towards, because then your people have a purpose."

"Especially in an organization where you've got a lot of people who have been in the industry for a long time, you've got to test your way into things. You've got to prove to them that your idea will drive growth and help them see the light, and then they will follow."

"It's getting the organization to understand what [marketing] does, and then getting them to follow you once you start getting there."

"You've got to focus on the big impact things and make them happen quickly, because you just don't have the time to work on a lot of different things. We've had to really think strategically about what we're going to do and not do, and then get the key stuff done."

"It's critical to help make sure you're helping your talent grow and improve, and then help make it rewarding for them and help expand their careers."

**Keith Baeder, VP Marketing,  
Scotts Miracle-Gro Company**

"Spend the time to evaluate where the organization is, functionally and professionally. Don't get distracted by the day-to-day work until you really have done a thorough assessment of the organization and how it's perceived within the company. Then make sure you get buy in from the

key clients throughout the organization and the executive team before you start getting bogged down in the day-to-day business of running a marketing group.”

“A lot of the early process was talking to my key managers within the marketing organization and sitting down with them, getting their opinions on what was working and what wasn’t working, and then setting some clear goals on how we could start delivering results.”

“Marketing is much more powerful when you combine the marketing analytics, the direct response with the branding, the advertising, the events, the sponsorships and the non-traditional media.”

**Andrew Rosen, Chief Marketing Officer  
of Bank of the West**

“Over and above anything, I think CMOs really need to spend a lot of time with their teams. Chief marketers don’t spend enough time with the people that do the heavy lifting in the organization.”

“We have really smart marketing people that understand how to read data, how to ask tough questions through the data, and we have an analytics team that understands how to talk to marketing people as opposed to just being number crunchers that sit in the back. And we have a creative team that knows how to work with those two teams to be able to take that information and translate it into something that actually means something to a customer.”

“The focus of our company is very much on the customer and creating a very relevant customer experience, all the way from the marketing that we do through the experience on the website, to the products that they buy, to getting delivered all the way to the end customer.”

**David Zucker, Chief Marketing Officer of Gilt Groupe**

## Program Overview and Methodology

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Over a three-month period in late 2010 and early 2011, the CMO Council engaged with a select group of newly appointed CMOs in the first step towards evolving a new auditing tool and suite of services to help chief marketing executives evaluate talent, grow organizational competencies, and further integrate and unify global teams across all functional areas.

The best practice insights and experiences from leading CMOs recently on the job are aimed at helping other chief marketers Accelerate Marketing Performance (AMP) by looking at ways to:

- Assess the capability, competency and value of global marketing teams
- Determine where there are gaps, deficiencies or disconnects with other departments, functions or regions
- Understand the level of Market Sense-Ability in their groups and service networks
- Provide roadmaps, actionable strategies and programs to further the capacity and potential of marketing organizations
- Integrate and evolve marketing functions and processes to optimize yield and effectiveness

Previous CMO Council research with companies and executive recruiters has revealed that 50 percent of new CMOs are hired to fix broken marketing organizations. New CMO appointments typically prompt global reviews of group effectiveness and talent requirements, as well as individual contributions and potential. In addition, there are other situations that might trigger the need for assessing, rationalizing, consolidating or upgrading marketing teams. These include:

- Corporate acquisitions or mergers
- Organizational restructuring
- Global market expansion or accelerated growth
- New CEO appointments or leadership changes

This new CMO Council initiative is part of an ongoing authority leadership campaign, dubbed **Renovate to Innovate: Building Performance-Driven Marketing Organizations**. It has been done with initial underwriting from Egon Zehnder International (EZI), the world's premier executive search and leadership strategy consulting firm. From its extensive experience conducting global searches for senior marketing executives, EZI has acquired a valuable repository of knowledge and insight on CMO talent sourcing and leadership development across both borders and cultures.



**The qualitative research was designed to gain insights into:**

- What marketing organizational challenges did participants face coming into the CMO position and, what was management's mandate? Was there a difference between the mandate and the actual situation or condition faced in the new role?
- What steps have participants taken to assess the capability and yield of their global marketing groups? How effective and valuable were these initiatives?
- What do participants feel is lacking in their corporate, field and international marketing teams?
- How well integrated and aligned did they find marketing relative to sales, channel and customer support groups?
- Which areas of marketing had the greatest strengths, and where did the new CMO perceive a lack talent and skills?
- How do they rate the overall go-to-market proficiency of global teams, and what are participants doing to address these deficiencies?
- What organizational development initiatives have participants implemented, and which outside resources have they engaged to assist with this process?
- What tips, knowledge or best practices are participants able to share with fellow CMOs seeking to transform or revitalize global marketing teams?
- What type of due diligence was done by participants prior to taking on the role? (Discussions with current team members, executives, board members, etc.)

**Additional research by the CMO Council is addressing other areas of investigation and development, including:**

- Essential strategies and actions for new CMOs during their first 100 days on the job
- Intentions, priorities and plans relative to upgrading and improving their marketing groups
- Past initiatives, experiences and successes in marketing group transformation, especially specific to overcoming challenges, obstacles and limitations
- Best practice profiles and outcomes to justify and support investments in this area
- Review and assessment of external offerings and consulting services in the marketing organization improvement area
- Areas of focus for an auditing tool that could help determine individual contributions, capabilities and performance potential

In addition to CMO Council member engagement, additional insights have been sourced from Egon Zehnder's CMO practice leader, consultants and clients.

## Expert Insights

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### **Beyond the First 90 Days: Going from New to Great CMO**

By Dick Patton, Head of the Global CMO Practice  
Egon Zehnder International

Whether a CMO is new to an organization, the role, or to both, the first 90 days leave little time for thinking about one's long-term professional development. If you've been promoted internally, there are new routines to establish, relationships to recalibrate, and bigger responsibilities to master. If you've moved to a new organization, there are ropes to learn, people to meet, and on-boarding to undergo. In any case, you are likely thinking far less about changing yourself and far more about changing the marketing organization as you seek to put your stamp on it. Further, a place in the C-suite suggests that you've arrived professionally, and, if you were already in the role elsewhere, that you arrived some time ago.

Given the pressure and frenetic pace of those first 90 days and your perch atop the marketing organization, it's understandable that you would devote little thought and less time to your development. However, it's a serious mistake to neglect it. The seismic changes now transforming marketing have made the role of CMO more demanding than ever. New media, new channels, and new expectations from Boards and CEOs have converged to require CMOs to constantly improve their performance and broaden their scope. Today's CMO must seek to become tomorrow's great CMO. By all means, you should make the most of your chance in the first 90 days to get off to a good start – but on day 91 you should start making the most of a great career. Here are some proven principles for doing so:

#### [Understand the requisite competencies.](#)

Based on our experience working with senior management teams across industries and on more than 25,000 management appraisals conducted during the past five years, Egon Zehnder International has developed a comprehensive model of leadership that encompasses the core competencies of top leaders, no matter their function or role. Those universal leadership competencies include: customer orientation, results orientation, market knowledge, team leadership, organizational development, collaboration and influencing, change management and strategic orientation.

Together, these competencies make up the portfolio of abilities that top leaders, including marketing leaders, must have. (See 'Essential Leadership Competencies: A Marketing Context.')

With an understanding of these competencies, you can make sure your skills are fully developed for a rapidly expanding role.

## Understand the sequence of development.

One of the most important – and most neglected – responsibilities of senior leaders, including CMOs, is to develop the talent of their people. With an understanding of the essential leadership competencies, you can confidently guide the development of the individuals on your team.

You should be aware that different combinations of skills should come to the fore as the executive rises through the mid-levels and senior ranks of marketing. And the sequence in which the competencies are developed differs from the sequence in other functions. For example, customer orientation and results orientation are fundamental competencies that marketing executives must possess from the start and develop intensively throughout their careers. Customer orientation goes hand-in-hand with market knowledge and should also be developed early. By contrast, executives in IT aspiring to be Chief Information Officers (CIOs) do not need intensive customer orientation and market knowledge until they rise to the top job. The marketing function, however, looks outward even at its lower levels. You should make sure that your people at that level are doing so.

## Shore up traditional weaknesses, if necessary.

Unfortunately, marketers do not achieve high scores on organizational development or, team leadership, its corollary. Success as a CMO requires a high level of skill at both. Further, given the growing importance of digital media, marketing executives must be able to manage, develop, and lead both creative and analytical people.

Great CMOs are outstanding team leaders who help develop the organization and its people and generate enthusiasm through personal integrity and trust. They remove obstacles and make the necessary resources available to facilitate the team's success. They take personal risks – and if things go wrong, they shield their team and take personal responsibility.

## Build the right bridges.

Marketing belongs at the heart of the value chain. It is active on behalf of all business divisions and national and global operations, acquiring new customers and building customer loyalty for everyone. Because it is such a pivotal function, its leader must be adept at collaboration and influencing. That means approaching others without prejudice, even when their professional background and interests are different. (And it also means toning down the marketing jargon and translating it into terms that non-marketing experts can understand.) Great CMOs are able to put themselves in the position of other functions, understand their aims and find ways of helping others achieve their goals.

Working collaboratively and influencing many parts of the organization, the CMO seeks to embed marketing and the customer perspective as central guiding elements of the organization. It is especially important to build bridges to the parts

of the organization that are at the core of the business. However, board members – and especially the CEO – always constitute the primary interface because they have the power to promote or bury projects. Different divisions, countries and regions will vary in importance from one company to the next, as will external service providers. Bridge-building activities should also target those two groups.

**Remember that great CMOs strikingly outperform good CMOs in leading change.**

As Figure 1 shows, outstanding CMOs score a full point higher on our scale than good CMOs in change leadership. This difference is meaningful because, in our experience, improving a single competency by a single point requires six months to a year, depending on an individual's ability to grow.

This is not to minimize the skills of good CMOs. They make significant contributions to the companies that are fortunate enough to have them, and they are in short supply. Good CMOs are adept at advocating change and communicating a clear and compelling new direction, whether or not it originated with them. They also challenge the status quo, actively questioning “business-as-usual.” In pushing for change, they set clear targets that focus people on achieving the change and develop metrics that both monitor and motivate it. They engage stakeholders both internally and externally, getting them to buy into change and contribute to it.

Outstanding CMOs share all of those attributes of change leadership with good CMOs. In addition, they are adept at the “soft” side of the equation, with an uncommon ability to engage others in change, explain to them their roles in it, and, when necessary, help them come to terms with things that take them out of their comfort zones. Encouraging others to pursue opportunities for change, outstanding CMOs are able to build coalitions of such people and create champions who then mobilize others.

They are also as at home with process as with people, introducing high-impact actions such as redesigning organization structures, processes and systems to drive and reinforce the desired changes throughout multiple geographies and businesses. At the very highest level, that ability, coupled with their relentless drive for renewal creates and embeds a culture of change that continually adapts to new needs.

Figure 1 CMOs Differ Primarily in Terms of Results Orientation and Change Leadership



## Essential Leadership Competencies: A Marketing Context

**Customer Orientation:** focusing on the needs of external customers.

**Results Orientation:** translating marketing actions and metrics to business results and measures of commercial impact.

**Market Knowledge:** understanding of market and operating conditions for the business, the competitive landscape, and key customer segments.

**Team Leadership:** forming and leading teams that are often highly diverse in skills, geography, and functional expertise.

**Organizational Development:** supporting the development of others' abilities in a targeted way.

**Collaboration and Influencing:** the ability to influence, and collaborate with top management, business leaders, people in all functional areas, and external stakeholders in order to collectively determine superior approaches to the market.

**Change Leadership:** the ability to understand and overcome the barriers to change, and to adoption of new ways of working; and, at the highest level, the ability to create an agile culture that can continually adapt to change.

**Strategic Orientation:** the ability to foresee opportunities and develop strategies that make a real competitive difference to the business.

## Push relentlessly for better outcomes.

As Figure 1 also shows, outstanding CMOs score a full point higher on our scale than good CMOs in results orientation. In terms of results orientation, good CMOs set new and stretch goals for their teams and themselves, and often deliver beyond expectations. These attributes of the good CMO are a far cry from merely average CMOs who, although they strive to deliver results consistently, typically do so only when there are no major obstacles in the way.

For great CMOs, results orientation means driving uncompromisingly for better outcomes, often achieving them through the skilled use of robust analysis and benchmarking. Their innovations improve business results not only throughout marketing, but throughout the company, touching every part of the value chain to enhance the brand and to focus on the customer. Even under adverse circumstances like budget constraints or a bruising economy, great CMOs find a way to get results.

CMOs at the very highest end of the results-orientation scale – the best of the best – introduce new models that successfully transform existing businesses or create new businesses, fundamentally improving the way the company or industry operates.

## Become a strategic business partner.

The outstanding CMO also possesses superior competency in strategic orientation. That doesn't mean simply applying narrowly conceived marketing strategies, but developing an outlook that incorporates all of the value-generating aspects of the enterprise and exploits their commercial potential. It requires the rare ability to ask and answer a deceptively simple question – how does the business make money – and to make marketing an integral part of the process. CMOs who can do that can fulfill the role of strategic business partner that CEOs increasingly say they want.

CMOs who are willing to apply these principles and make the journey from good to great will attain a striking result: a difference in competencies between themselves and outstanding CEOs that our research shows is far smaller than the difference between outstanding CMOs and good CMOs. The only significant differences in scores between great CEOs and great CMOs show up in team leadership and in strategic orientation. In both of those competencies, great CEOs score higher – but by less than half a point. In all other competencies, the two groups score almost

identically. This suggests that great CMOs can develop relatively easily into CEOs (more easily, our research shows, than great CFOs can).

Developing a higher level of strategic orientation comes down to making marketing an integral part of how the business makes money. Great team leadership means moving from solving problems collaboratively with your team to delegating responsibility to team members and removing barriers to their success. The great team leader positions the team to work in a self-driving way.

At the highest levels, such leaders have mastered the techniques for bringing together disparate groups of individuals in challenging situations (such as multiple businesses or geographies) to work as a highly coherent high-performance team. That ability is virtually the definition of the great CMO – and the great CEO. And yet another compelling reason not to lose sight of your long-term development after those heady first three months on the job.

## About the Author

*The Global CMO Practice at Egon Zehnder International is lead by Dick Patton in the Boston office. The practice serves all industry sectors from companies ranging in size from start ups to the Fortune 50. The Practice specialists have a deep understanding of the changing role of the CMO and their relationship with the CEO. Their extensive work in this functional arena has provided deep insights into the complex demands of the role in an ever changing global and digital marketplace.*

*If you would like to discuss any of the issues raised in this article, please contact Dick at +1 617 535 3545 or [dick.patton@ezi.net](mailto:dick.patton@ezi.net).*

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## Executive Insights

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- SHAIL KHIYARA, Taleo
- CONNIE WEAVER, TIAA-CREF
- LEE ADAMS, Toonzone Studios





## NIMROD REICHENBERG

VP-Marketing

AlgoSec

*Prior to joining AlgoSec, Nimrod Reichenberg served as vice president of marketing and business development at NextNine, where he was responsible for global marketing strategy and operations. Before that, he held various product management and marketing roles at M-Systems (acquired by SanDisk in 2006).*

AlgoSec targets large organizations that need to manage firewalls, network equipment and policy in order to keep their networks functional and secure.

Initially, Nimrod Reichenberg was hired to fix a broken marketing department. “I knew from the outset that the CEO was going to give me a good level of freedom to decide what priorities were and what needed fixing first,” he says. “My first move was to understand the situation in order to organize my efforts.”

After interviews with everyone from marketing and sales, Reichenberg rolled out a 12-month plan in which he detailed everything that needed to be addressed and in what order.

“Right now, we’re spending the lion’s share of our time on what I felt to be the most important: the brand,” he explains. “It’s not only tactical things like a new logo and a new website, but also the positioning and messaging.” According to Reichenberg, that AlgoSec is a rapidly growing company makes this difficult, as sales reps are numerous. “That’s when your messaging and brand need to be spot on.”

Second on his list is lead generation. “Typically lead generation is number one in b-to-b marketers, but thankfully, we are doing well enough from a business perspective that we have the time to devote to aligning the brand before we start ramping up demand generation,” Reichenberg says.

Lead generation goes hand in hand with alignment of sales and marketing. “What we want to do is generate a much higher number of leads because we are not only interested in somebody who has a project the next day and wants to buy, but also someone who will be ready to buy six to 12 months out. Alignment is going to be a lot more critical because we don’t want to have sales follow up on leads that aren’t ready to buy,” he says.

He also encourages new CMOs to take time to conduct an assessment when they first jump on board. “Too often people just run out the gate and say, ‘Let’s fix this, let’s fix that,’ without taking the time to analyze and set priorities straight,” he says. “Take the time – an extra month, three to six weeks. If the marketing machine was broken before, an extra three to four weeks won’t kill anyone.”

Reichenberg is also a firm believer in results and showing them early and often. “My CEO knows that marketing is still not an exact science,” he says. “You may do things and they won’t work and that’s okay. What’s not okay is when you’re doing things and you have no idea whether they’re working or not. That’s why you need to create a system for marketing accountability and measurement.”





**SUSAN THEDER**  
*Chief Marketing Officer*  
Cetera Financial Group

*Susan Theder, formerly a Managing Director of Global Marketing at Pershing LLC, recently joined Cetera Financial Group as chief marketing officer.*

Based in Los Angeles, Cetera Financial Group provides comprehensive broker-dealer services, innovative technology and competitive advisory programs for approximately 5,000 independent financial professionals and more than 700 financial institutions affiliated with its three independently managed broker-dealers: Financial Network Investment Corporation, Multi-Financial Securities Corporation and PrimeVest Financial Services Inc.

Theder was hired to build brand awareness of the three broker-dealers and Cetera as an umbrella brand, as well as support the overall recruiting and same store sales efforts. Branding was a principle consideration, as Cetera was founded in February 2010 only six months before Theder came on board. She had 60-70 days to design her marketing strategy, including both the financial and human resources needed to deliver on the goals of the company's 5-7 year plan.

Theder began with an organizational assessment to evaluate talent and gaps. Meeting with each broker-dealer independently, she devised separate lists of goals for each and married them with the organizational and promotional budget, which she then took to the board of directors for approval. Theder is in the midst of implementing that plan and will later use it as a measurement of her effectiveness.

Restoring macro-strategic perspective was also crucial, as it enabled her marketers to focus on the right tasks and measure their progress. Theder raised expectations for her marketing team while empowering them with more resources and funding.

Of course, this was aided by the presence of a highly execution-oriented group from her first day on the job.

Although the team had been adept at handling large volumes of inbound work, Theder noted that they were accustomed to reacting and executing instructions instead of proactively driving a prioritized agenda. The strategic level of marketing had been cut, leaving employees who excelled at execution but didn't focus on the macro strategy or reject inappropriate opportunities. This highlighted the organization's need for new leadership. "The team needed to be empowered to effectively prioritize and balance the ad hoc requests," she says. "They needed someone who could see what has to drop below the line and wait for another time – this is one area where I am focusing."

As for the future, Cetera could benefit from a more segmented marketing structure with dedicated marketing strategists for each business. In Theder's experience, having strategic marketers who are experts in their area and responsible for understanding all aspects of the marketing strategy helps a CMO develop people with the right skill sets.

Another goal is to centralize certain marketing functions to free up resources for more strategic initiatives. "I'd like to let the people who have the ability to generate revenue be able to do so, and I've accomplished this by aggregating time consuming business support activities within specific groups of people who can focus exclusively on these activities, enabling the others to avoid being continually pulled away from revenue generating efforts," Theder explains.

Prior to her arrival, Cetera had no form of marketing metrics, so Theder immediately began constructing a cost-benefit system to prove marketing's revenue-generating role.

Not surprisingly, the C-suite was more than supportive, providing no resistance to Theder's initiatives. "I was just stating what everyone already believed," she says.

She also has nothing but praise for her own marketing team. "They were already a nine out of ten when I arrived," she says. "Since they were already high-executing, after I provided a roadmap, they enthusiastically rallied behind it."

Cetera's Marketing and Sales teams often come together to build plans and stay on the same page. Marketing's revenue assumptions are driven by what Sales believes it can do as a result of the joint spend. This joint work results in a symbiotic relationship with common goals.

Theder's challenges came in the creation of an independent brand for Cetera. She compares it to Intel Inside for independent broker-dealers, who actually generate the revenue. She is faced with supporting four brands (Cetera and the three broker-dealers) while differentiating each broker-dealer brand, both in the marketplace and within Cetera, to ensure unique value propositions and positioning to help each to become market dominant in its own niche.

"Marketing's greatest opportunity is to evaluate the organization in terms of its effectiveness at supporting the business goals of the company," Theder says. "But it also requires honesty about how truly tied marketing is to revenue and financial goals." In her mind, an ongoing audit of expenses and problem areas is essential for a good CMO to better align marketing and revenue.



**FRANCES ALLEN**  
*Chief Marketing Officer &  
Executive Vice President*  
Denny's Corporation

*As EVP and CMO at Denny's, Frances Allen is responsible for executing marketing strategies and campaigns, advertising and new programs across the Denny's brand to drive sales, profitability and value. She has more than 25 years of restaurant and retail experience, including several leadership positions with Dunkin' Brands, Pepsi-Cola, Sony Ericsson and Frito-Lay.*

Like many other brands and businesses, the recent recession hit Denny's hard. So when Frances Allen joined the company as EVP and CMO, she entered her new position with a very clear mandate from the board: Turn around the recession-induced decline the brand had suffered and figure out Denny's next level of growth.

With those clear objectives, Allen wasted no time getting started. Having met with people from the marketing department and elsewhere in the company throughout her interview process, Allen had such a clear idea about what needed to be done that she put together her on-boarding two week agenda before starting. She also immediately contacted two franchisees to help craft a plan that would be embraced and supported by Denny's franchise base. Then, over her first five weeks on the job, Allen hit the road.

"I said look, I need to get out. I have a strong marketing gut, but it needs to be rooted in the reality, and the reality happens in our store," she says. "So I needed to get out there and meet as many franchisees and store managers and sit in as many stores as I physically could."

Prior to bringing Allen on board, senior leadership had already realized Denny's needed new brand positioning and marketing strategy and conducted

four months of detailed consumer research. With that background work already nearly finished and much progress already made, Allen needed only a short meeting with important stakeholders to finalize Denny's new brand positioning, with which she briefed the potential new ad agency partners.

With the brand positioning and agency search underway, Allen set about redressing the focus within her marketing organization to strike a better balance between national and local marketing and increase investment in social and digital channels. She was generally very pleased with the skill level of her inherited talent. One area she has focused on, however, is making marketing's relationship with Denny's operations and finance functions stronger and more productive.

"I'm a huge believer that marketing and operations are tied at the hip, so we are definitely taking more of a collaborative open communication approach," Allen says. "You've got to speak their language and use their examples and not ask them to adapt to yours, because if people understand what you're trying to do, they'll support you."

With more big changes planned for 2011, including a revamped media strategy, a new marketing campaign and growing emphasis on digital media, maintaining these open, collaborative relationships with key stakeholders across the organization will be critical to her team's success. Especially important as a new CMO is her partnership with the finance leadership. Early on, Allen asked her director of finance for help navigating the weekly sales numbers. Demonstrating this interest in the company's finances, she says, helped her build credibility and trust.

"If the finance people feel you value that side of the business, they will come to you with things that don't look right to them that they might not otherwise," Allen says. "[Marketers] need to really make sure they get the finance person not only on their side, but in their corner."



**VINCE FERRARO**  
VP-Global Marketing,  
Digital Printing Systems  
Eastman Kodak Company

*Ferraro is responsible for end to end marketing of Kodak's product lines of commercial digital printer and press brands, including Versamark, Prosper, NexPress and Digimaster – products on the leading edge of shifting large run end-to-end high volume offset commercial printing (like books) to digital. With more than 20 years experience managing global brands before joining Kodak, Ferraro was most recently VP of Global Marketing of the LaserJet Business Global Business Unit, in the Imaging & Printing Group at Hewlett-Packard Company, Inc.*

When Vince Ferraro joined Kodak's Digital Printing Systems business, he found an organization that didn't know what kind of marketing it needed. Previous leaders of the team had come from either sales or general management backgrounds. Subsequently, marketing's role had not been a pure marketing role but a smorgasbord of functions and activity. In addition, existing product management marketing leaders reported to general manager's running the company's various businesses. As the new marketing leader, Ferraro was charged with retaking the individual pieces of the marketing function and building them back into one cohesive and integrated team.

Before Ferraro brought marketing back into one organization, the company's marketing performance had suffered from lack of unified direction. With three different leaders running marketing with different agendas, the organization was splintered around product silos and technology. Outbound and corporate marketing budgets were at the discretion of the product silos. The business was run as a collection of acquisitions which was its heritage, the basis of the product line having been acquired from Scitex and Heidelberg. In addition, no holistic

marketing plan existed, and marketing had become a collection of bottom-up plans without anyone overseeing the entire portfolio.

After facing initial resistance from the GMs who wanted to maintain control, Ferraro began reorganizing the individual marketing areas under his direction. To unify the organization, he emphasized customer experience and providing whole product solutions (or offers) rather than the previously predominant individual technology-based products. "We needed to think about marketing in a way that would amplify the customer experience and provide meaningful and differentiated value propositions," he says. "As b-to-b marketers know, products without meaningful and differentiated offers don't cut it, especially when the categories are mature."

As such, Ferraro shifted part of his team to a more customer facing outbound role and created programs in support of the sales organization. "Marketing has two key roles – generating a product pipeline that enables new or existing market growth and enabling the sales organization with tools, training, and programs to execute the sell," he says. Ferraro started a "War Room" to strategize about the completion and is creating a "Sales Advisory Council" to tap in on and share top sales' representative selling strategies and tools. He searched for and began working with potential partners as an opportunity to improve channel distribution and expansion. The focus on partnerships – and not just product technology – helped build out end-to-end ecosystem solutions and move from silos back towards integration.

Ferraro also restructured his team based on how marketing could best drive the overall business forward and deliver value across the company. This expansion of the marketing function beyond mere brand positioning and messaging stems from Ferraro's belief that a CMO was jointly responsible with other executives for managing the performance of the entire business.



## Marketing Organization Review and Empowerment

“Part of the big M marketing role is to run the current business,” he says. “Part of my role is to try and blend the functional marketing execution with the execution around managing the entire business. In addition, there is the business of marketing or the marketing network. The collection of pricing, launch, supply-demand management, strategic planning processes that allows marketing to successfully manage the current business.” For example, Ferraro compares it to the brand management function of a CPG product line, tuned for B2B selling models and channels.

Rebuilding his marketing team, Ferraro has intentionally moved quickly and efficiently to make an impact. Prior to taking the position, he thought he was going to come into the organization, listen

for 90 days and then start making decisions. But within a week on the job, he realized he didn’t have the luxury of time to do that.

“You have to balance wanting to be gun shy and not act before thinking with acting where there has been a lack of real marketing leadership,” he says. “I was expected to come in after the first week and show demonstrable leadership, so I couldn’t wait 90 days. I had to step in to the marketing visionary and leadership role very quickly.”





## DAVID ZUCKER

Chief Marketing Officer  
Gilt Groupe

*Prior to joining Gilt Groupe, David Zucker honed his marketing skills at Priceline.com, Martha Stewart Living Omnimedia, the Home Shopping Network and Dell. Zucker joined Gilt in November 2009 as the vice president of customer marketing. After just over a year, he was promoted to CMO.*

With all the hype surrounding online sales and social buying, Gilt Groupe is certainly in an enviable position. A members only luxury flash sale website, Gilt's initial model brought the sample sale to the internet, and the website posts 10 to 20 sales of clothing, accessories and experiences every day. As the number of sales sites grows exponentially, Gilt Groupe's CEO promoted Zucker in order to differentiate itself from the rest of the pack, as well as manage marketing as the company expands.

Easier said than done. "The biggest challenge we have is balancing the needs of a growing organization in this hyper growth stage with starting to increase efficiency," Zucker says.

This is a welcome and fresh vantage point, as profitability took a backseat to membership outreach and sales in Gilt Groupe's early days. "Now we're taking a much deeper look at the ROI of campaigns," Zucker explains. "The focus of our company is very much on the customer and creating a very relevant customer experience all the way from the marketing, through the experience on the website, to the products that they buy to those products being delivered."

An excellent customer experience starts with a targeted marketing campaign. Zucker is working to market Gilt to a very specific audience, using an incredible amount of data. The challenge lies in sifting through this information to create a very relevant

experience, starting at the very first touch point.

This kind of specificity requires data and a very skillful use of that information. Fortunately, Zucker's experience at Gilt has allowed him to hire the right people. "I was a big part of building the team that's here, so the capabilities were put in place knowing we wanted to create a very data-driven system," he says. "I wanted marketing people that were not only creative in thinking about the customer, but understood how to take analytics and turn it into something that's actionable."

While Zucker's marketing team works to keep pace with Gilt's expansion, growth creates an inspirational environment. "There's just the passion of being a company that's growing like we are and things are moving at an incredible pace," he says. "That passion is a huge strength here, and you really can't hire for that. It's just here. The company is doing well. People are excited. People want to work late, and that is a huge thing to have in your camp when you're trying to get things done."

That attitude seems contagious, as Zucker didn't hesitate when asked to step up to the CMO position. "This is a huge opportunity to create a fantastic business case and a great reference for how to create a very relevant customer experience – one that people can say, 'That's the way people should be treated in a company,'" he explains. "To me it was really exciting to not only be part of something, but actually help lead it."

Zucker has a lot of advice for other leaders, marketing or otherwise. "I don't think people spend enough time with the people who do the heavy lifting in the organization. You generally have a new executive that comes in and the first thing that tends to happen is a bunch of people either get fired or moved around. While some of it is good and necessary, sometimes it happens too quickly. For people to really understand how things get done in the organization, and to have people be strong advocates for [new leaders] is very critical," he says.



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This is even more imperative in data-based marketing. Says Zucker: “Analytical marketing is hard for people and change is really difficult, so to have a strong team that can have a senior marketing person get through that change is really important.”



## PAUL ALLVIN

VP-Brand Advancement  
Make-A-Wish Foundation  
of America

*Paul Allvin leads the Make-A-Wish Foundation's national marketing, communications, advertising, issues management and branding initiatives. In his first stint at the Foundation, Allvin led the Foundation through a global rebrand in 2000 before leaving to serve senior communications roles with Arizona Governor Janet Napolitano and later at the University of Arizona.*

When Paul Allvin returned to the Make-A-Wish Foundation after a decade away, he found a marketing organization spread too thin to function effectively. The communications department was under the direction of the VP in charge of corporate sponsorships, while online marketing was in development and general marketing fell under corporate alliances. Allvin's directive was to reaggregate all of the marketing functions that had dispersed throughout the Foundation over time.

"The [marketing team] just wasn't really well organized and it needed to be reorganized under one strategy and one point of leadership," he says.

In studying the different marketing and communications outlets of the Make-A-Wish Foundation and restoring some organizational structure to the marketing function, Allvin made two important realizations. First, the Make-A-Wish Foundation has a natural relationship with the entertainment industry and celebrities that was going completely unutilized from a marketing and media perspective. The unit in charge of leveraging those relationships had previously only approached them for wish-granting; Allvin has since moved that program under his direction, alongside the communications and marketing teams. This realignment resulted in the creation of the Foundation's Brand Advancement unit.

Second, in evaluating each area of the Foundation to determine where marketing and communications responsibilities were out of place, Allvin was able to understand the goal of each function and determine how marketing could best support it once his department was reorganized. For example, while online marketing (previously under fundraising) does not directly produce the revenue and fundraising critical to a non-profit's survival, it should still support the fundraising function, and the groups needed to work cooperatively together. By gaining this intimate understanding of the entire Foundation, Allvin was able to develop a cohesive marketing strategy that maintained alignment with other functions even as he broke out marketing into its own independent organization.

With support from his executive leadership, Allvin was also given the financial resources to fill in his newly independent marketing team with new staff in its areas of weakness. He now has an entire digital staff well-versed in social media that did not exist a year ago.

While the Foundation is still getting accustomed to the changes in organization and structure, Allvin says everyone is open and trying to work together because they all share the same ultimate goal: making people understand exactly what Make-A-Wish stands for and believe there can be no such thing as a world without the Foundation.

"Everyone has the same goal, just different ways of getting there," he says. "But by unifying that effort and creating a strategic plan to lead us, we can execute the really compelling story that we have to tell."





## JAMES LATHAM

Chief Marketing Officer  
OpenText

*Prior to joining OpenText, Latham was vice president of b-to-b strategy at McCann Worldgroup. Before that, he was vice president of marketing at ACD Systems.*

OpenText's CEO's initial vision was to create a marketing machine that could be wielded appropriately through the marketing challenges at hand. This mandate was insightful, as Latham's biggest challenge from day one was consolidating the marketing organization. "There was this disparity because everyone had a little bit of the marketing paradigm," he explains. "Product marketing was completely separate from corporate marketing, while field marketing was doing its own thing in terms of campaign and lead generation."

Latham also pinpointed three areas in immediate need of improvement: marketing talent ("Do we have the best talent in the best roles at the right time?"), business opportunity analysis and cohesive marketing metrics.

While Latham is the first to advocate for the constant assessment of a marketing plan, he took specific steps during his initial assessment. The first was evaluating his people, identifying the gaps and paving the way for new marketing tools. "First and foremost, I will measure the baseline of where we are and then measure improvements against that baseline," Latham says.

These measurements aren't arbitrary. "We're assessing our people and campaigns against the standardized set of metrics and capability testing from the Marketing Council, from the Corporate Executive Board," he says.

Consolidating their global marketing team is no easy task, but Latham has succeeded in establishing tight

links with the leaders in his regional field marketing groups—from the vice presidents down to the marketing managers in each country. "As a result, we've set up a marketing dashboard so the metrics are in place," he says. "We're measuring campaigns against a standardized set of metrics and we're able to report on those."

Latham sees room for improvement in their relationship marketing. "We will take and nurture, communicate and provide value to all of our contacts appropriately to their role and responsibilities in order to remain top of mind when opportunities exist."

At the same time, not everything has come together just yet. "There continues to be a gap in terms of marketing strategy and even consolidated corporate strategy," Latham says. "To rectify this, I built an advisory group that helps out on the strategy side. I also put a Brand Council in place using the McKinsey model. It has created some momentum in brand stewardship."

On the consumer side, Latham has been implementing changes since day one. "We have a group called 'Reach' in which we do in-depth qualitative research against our customer base so that we understand why they bought, what they're thinking about buying next, and how we can help," he says. "We also built a set of standardized assessments for our customers so that we get a quarterly view of customer satisfaction and its key drivers."

This focus on the customer not only makes for an enhanced customer experience but also provides a sense of continuity throughout the company. "I pulled all the corporate departments together and built a lighthouse for all the other departments to become aligned under the aegis of customer satisfaction," Latham says. "Customer centricity has allowed us to cross the corporate development boundaries and have a single group, a fairly senior group of VP-level executives who are meeting once every two weeks. That has broken down some of the barriers between sales channel, customer support and marketing."



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are meeting once every two weeks. That has broken down some of the barriers between sales channel, customer support and marketing.”

“Our Customer Information Management System helps guide across and between all departments as a single source of truth. We’ve gotten it in shape over the past nine months, and it’s yielding great value and creating opportunities to mine that data and create dashboard elements.”

Finally, Latham believes all successful CMOs bring vision to their companies. “One of the key things is being inspirational every day,” he says. “And it all boils down to three things: the relationship with the CEO, the relationship with your peers, and a very clear communication with the Board of Directors.”



**MARTHA WILLIS**  
*Chief Marketing Officer*  
OppenheimerFunds, Inc.

*Prior to joining OppenheimerFunds in October 2009, Ms. Willis spent 25 years at Fidelity Investments in a variety of roles, most recently with Fidelity's Institutional Services Company.*

In the ten years before Martha Willis joined OppenheimerFunds, the company had gone without a chief marketing officer. Over that time, the marketing function gradually adopted a sales support mentality, and outside of executing assignments for sales, marketing innovation and effectiveness gradually diminished. By the time Willis came on board, the marketing organization was an insular group too heavily focused on outdated print collateral and ill-prepared for new opportunities in digital and social.

"When I got here, the digital world was like Pluto, and I'm trying to move it into the center of our solar system," she says.

Willis' first step towards transformation was to meet with everyone on her marketing team and gauge their feedback on what needed to be done. She spent six weeks getting to know her team and the organization before, she says, she felt the tables turn and the expectation for action and leadership set in.

Willis began with three areas she had identified in her six weeks spent listening and studying: organizational focus, centralizing the budget and modernizing the marketing mix. With the variety of products Oppenheimer sells, the marketing function was pulled in too many different directions and needed a unifying message to concentrate its efforts and better penetrate the market. Willis singled out two long-term secular market trends to pattern their efforts and products after. Each individual product had also carried its own budget,

so Willis pulled resources together and began allocating from a central budget, which she says began driving behavior change.

To bring her marketers up to speed in digital, Willis hired new talent with digital expertise to infuse new perspective into what had been a fairly isolated firm. She also began running organization wide sessions on digital education. "We're doing these big educational forums to bring the old school marketers along to this newer digital world," she says. "We're explaining to them what these tools mean and how they work so they can start thinking that way as they create or think about programs."

After crafting an integrated campaign for Oppenheimer's tax-free municipal funds - including the company's first use of search engine tools and other online strategies - they also designed a robust plan to track the impact of digital elements of the campaign. In two months, 25,000 viewers have downloaded the campaign videos. According to Willis, previous campaigns based on in person meetings and conferences would normally only bring in 1,000 advisors per year.

"If I had just said 20,000, people might think that's not that much," she says. "But when I put it in the context of how we did it before, and we accomplished 20 years of work in two months with digital, people start to give it a chance."

Willis believes communicating this early success is critical to her success long-term. "You don't have that much time to make an impact," she says. "Six months, maybe even three months, because the organization evaluates you very quickly as a new person."

"You can't be afraid to be big and bold. I'm asking people to stand up and have conviction behind their new ideas, so I need to do the same thing and show I'm a capable leader."



## JENIFER ANHORN

Chief Marketing Officer  
Papa Murphy's

*Prior to joining Papa Murphy's, Jenifer Anhorn worked with Minneapolis-based Periscope where she spent 17 years developing marketing programs for several franchise retail concepts. For the past five years, Anhorn worked as strategic lead over Papa Murphy's national branding and advertising and managed media planning and buying relationships with several dozen local Papa Murphy's co-ops*

While more than familiar with Papa Murphy's culture and brand, Jenifer Anhorn embraced the role of CMO before she had any experience on the client side of marketing. "I loved the people at Papa Murphy's and understood the franchise dynamics," she says.

"I've been trying to find a middle ground of leveraging the brand history but also bringing a fresh, new perspective. My primary role is to take the momentum and carry it forward in a more impactful way," she explains.

Her mandate as CMO was also to increase comp sales performance and store opening volumes, which required her to first focus on the marketing fundamentals. Anhorn quickly began a formal audit of the existing marketing strategy. "What are the resources that we have and which of our strategies work? How do we cut through all of that and make sure we're staying focused?" she says. Another challenge came in the tension between the local and global aspects of the brand. "We're a very regional brand working to become more national," Anhorn says.

Through her initial audit, Anhorn found the existing marketing department to be very reactionary. To rectify this, she shuffled her team, putting one person in charge of strategic development and

another of field marketing. "I'm working very hard to put the right teams in place in both development of corporate initiatives, as well as provide resources to the field team who has to go out there and develop plans for the franchise community," she says

Anhorn is also working to build strong relationships between Papa Murphy's corporation and their franchisees. "Our franchisees are a critical audience for us and we really try to take care of them," she says. "We're working to get marketing and operations a lot more involved in the upfront sales process so the right expectations are set for a new franchisee entering the business."

The transition from vendor to CMO was definitely "interesting," but her strong relationships within the C-suite, in addition to a dedication to culture and discipline, served Anhorn well. "I have a lot of trust and confidence in the senior team," she says. "I also felt really good about the marketing team that I was inheriting. It was more of a people thing for me, and all of those things sort of clicked into place."

Her rapport with her team is evident when Anhorn discusses go-to-market strategy: "I have an amazing crew that surprises me every day in their capacity and ability to move things through and manage in spite of complexity. It's one of our biggest strengths," she says.

As for the coming year, Anhorn is looking forward to re-focusing her team and building on her basic marketing plan. "My vision is to gain the calming effect that comes with focus. Let's keep it simple, get back to the basics and focus on what we do best."

Anhorn's first year has also left her with a great deal of newfound knowledge. "I've learned not to move too quickly, as I didn't understand the ripple effects of a very simple change when I first came into this role," she says.



## INGRID VAN DEN HOOGEN

Chief Marketing Officer  
Plantronics

*Prior to joining Plantronics, Van Den Hoogen was the senior vice president of corporate marketing at Sun Microsystems. With more than 20 years of marketing experience at Sun, Van Den Hoogen led branding for Sun and Java, drove eco-responsibility and open source marketing initiatives, and held various product and strategic marketing roles throughout her tenure.*

When Ingrid Van Den Hoogen arrived at Plantronics, she had her work cut out for her. “I got a very clear mandate from the CEO to help grow the business and elevate the brand. I was asked to look at the new challenges in the market through market opportunities and make sure we get there successfully by working with the senior staff,” she says.

But without an acting CMO prior to her arrival, generating organization and direction quickly moved to the top of Van Den Hoogen’s priorities. “When I got into the role and met some of the players, they were not functioning as a collaborative team,” she explains. “They didn’t have clear roles and responsibilities. They were very clearly in need of marketing direction, so I immediately started operational reviews and formed an opinion very quickly.”

Basically, Van Den Hoogen had to re-build the marketing department from where it was. “Quickly, I knew that they needed to be reorganized into a functional marketing organization and I needed to clear up charter conflicts where they existed. More importantly, there was no operational reporting,” she says. “In the first 90 days, I had to educate them on the idea of metrics reporting. They had data, but they hadn’t analyzed it.”

However, Van Den Hoogen is quick to point out that talent was abundant. Her challenge came in figuring out the best positions to utilize that talent. “I’m a big believer in the idea that there are no bad players, they’re just in the wrong seats on the bus,” she says.

A cohesive idea of the brand was also lacking within the marketing department. “No one understood what the brand stood for,” Van Den Hoogen says. “I gave a speech at one of the company town halls and the engineers were whispering in the audience, ‘Wow, we’ve never seen anybody from marketing say anything like this.’”

Almost six months after taking the reins as CMO, Van Den Hoogen feels she’s in the perfect position to fulfill the mandate from the CEO. “I’m at the right place in my career to help make a difference, to lead this team and get the whole company to a better place,” she says.

Her team couldn’t be happier. “They were craving a new leader,” she says. “They wanted the challenge and to dust off their skills and get going.”

Van Den Hoogen has won over her C-suite as well. “The CEO had the insight to know that we were lacking marketing leadership. Now as we go into our next fiscal year of planning, the CEO is standing by me and saying that we’re an area of investment now,” she explains. “It’s a real win for the entire team because it’s not about money at all. It’s about making sure that it’s the most efficient use of money.”

Van Den Hoogen has also cultivated real relationships with other departments, especially Sales. “I didn’t want to just ask them, ‘Are you happy with the way I’m going?’ Instead I said, ‘What I want from you is a top ten list of the key points that marketing can solve for you,’” she says. “Within a day they gave me back a complete spreadsheet list of things that they wanted immediately.”

This list has become one of the benchmarks that Van Den Hoogen uses to measure the success of her team. The approach makes for a healthy relationship between Marketing and Sales, as it gives marketers a clear knowledge of Sales' priorities.

Van Den Hoogen has also taken time to focus on overall office culture, first by emphasizing her coworkers as individuals. "We're putting together programs for my entire staff so they can find out more about themselves. Not just from me, but from an outside coach. We're probably also going to initiate some kind of mentoring program," she says.

Flexibility is vital to her efforts to ensure each team member is constantly maximizing their potential. "I got to where I am today through a diverse set of skills, and I'm encouraging them to look at other opportunities," she says. "We have open positions in the group right now and no one has to stay where

they are. If you want to try something new, I'm willing to give you a shot at it. I'm really trying to stretch people, especially those who have been in the same job for a decade."

Obviously all this change requires a certain amount of finesse. "It's rebuilding the wings while the airplane's in flight," Van Den Hoogen says. "It's a very tricky operation. You can't stop things - the plane still has to go."

While Van Den Hoogen has most certainly been a change agent at Plantronics, she has made sure to do her research every step of the way. Her advice to fresh CMOs? Don't reorganize the team or redefine the brand just because you're the new CMO. Instead, listen, do your homework and make decisions only when you have data backing it up and conviction in the next step.





## LAPO PALADINI

Chief Marketing Officer  
PerkinElmer

*Prior to his appointment as CMO for PerkinElmer in 2009, Dr. Lapo Paladini served as VP-European sales for PerkinElmer. He has been with PerkinElmer since February 1982.*

For Lapo Paladini, the title of chief marketing officer was anything but arbitrary. Paladini believes both the executive title and his direct reporting relationship to the company's CEO were critical to creating the desired focus on marketing throughout PerkinElmer. Because he has held many roles within the company, the move to the newly created CMO role did not present any challenges concerning the people, executives and processes at PerkinElmer. It also made for exemplary relationships among the C-suite and especially between CMO and CIO.

Before Paladini took on the new CMO position, PerkinElmer's marketing function was primarily marketing communications. The company perceived marketing as a series of channels, overlooking the strategic element of marketing. In addition, more traditional marketing activities (such as exhibits and shows) weren't providing the necessary return on investment.

Paladini's goals were to shift the company from a product to market focus, build even stronger brand equity, migrate from e-business to digital enterprise capabilities, and develop a robust identity and functional excellence for the marketing function.

Looking to his contacts around the world, Paladini began by building a small corporate marketing team with the specific objective of driving value for internal business. He consciously avoided engaging in any discussion that didn't have the intention of delivering value, a decision he deems crucial to winning over other business functions and earning their trust. After

six months, he had created significant awareness and respect in his new role as CMO, both within his team and throughout the company.

"I tried to engage the team by demonstrating the value of what they were doing rather than giving them assignments from the CMO," he explains. Starting with middle and top-level management, Paladini gathered his team to set priorities and goals for the next year and beyond. In his second six months, he focused on shifting the corporate marketing team's focus to segmenting and specifically targeting end markets.

To infuse marketing into the organization while simultaneously transforming to a market-focused approach, Paladini first evaluated the marketing skills and competencies of marketers across the company. Working in conjunction with human resources, Paladini surveyed the entire company's marketing and marketing communications personnel, building a "skills and competence" profile. He then set short, medium and long-term goals for individuals and teams.

"In becoming more strategic, marketers have to realize that the challenge is not just developing a single repeatable methodology, but instead requires actual skills and competencies," Paladini says. He identified skill gaps and matched marketing titles to the available talent. Finally his corporate marketing team developed a new Marketing Academy targeted towards developing the strategic skill set of the company's marketing teams and deploying strategic marketing tools.

According to Paladini, the marketing function must have vision and strategy, followed closely by processes for educating and equipping managers down the line with an understanding of that vision and the ability to carry it out within their own market. To complicate things, different accounts and regions have various challenges and expectations, so the overall marketing function

has to focus on putting individual managers in a position to succeed and then let them do so.

As the CMO of a global company, the challenge lies in coordinating all businesses and all regions around the world, each of them having the company's strategy properly "localized" to maximize effectiveness. "The connection must be in the conceptualization and the development of the strategy starting from segmentation, targeting and positioning," Paladini says.

According to Paladini, aspiring CMOs should be very self-aware and realistic about the value they can provide and how they will demonstrate that value.

While good leadership skills are helpful, CMOs must make marketing a relevant organization in the eyes of other business leaders, requiring them to be persuasive and influential.

Too many marketing executives, in Paladini's mind, worry about the number of people reporting to them. "It's not the amount of people you have, but the ideas you bring to the table and the impact you're going to have on the company," he says. According to Paladini, this ties to what should be the CMO's top priority: closely benchmarking the progress of their organization through both quantitative and qualitative ongoing assessments.





**REID HISLOP**  
VP-Marketing &  
Investor relations  
Plug Power

*Reid Hislop is responsible for driving awareness around the benefits created by Plug Power's GenDrive fuel cell solution and the benefits of a hydrogen economy to the media, investors, analysts, prospective customers, partners and employees. He previously served in marketing leadership roles at Pitney Bowes, MapInfo (acquired by Pitney Bowes), McDATA, Inc., and eSoft.*

When Reid Hislop joined Plug Power in April of 2010, he was charged with a slightly different objective than his fellow marketers in other industries. As the head marketer for an alternative energy company, one still very much steeped in emerging technology, Hislop is working to create commercial viability for his company. Specifically, he must prove to the financial market that Plug Power will be profitable within two years, even though no company has yet made a profit from green energy or an alternative energy solution.

While the opportunity to blaze his own marketing path appealed to Hislop's entrepreneurial side, it also meant nearly starting from scratch. Plug Power is an engineering driven company that had no specifically allocated marketing staff or budget back when Hislop was hired. With limited resources, he was expected to outline his idea of what value an organized marketing function could bring the company, and then develop and execute a strategy that would realize that value.

However, in studying the alternative energy market to figure out where to position Plug Power's brand image and messaging, Hislop discovered a media darling waiting to be unleashed. "Alternative energy is a lot more glamorous than the software business," Hislop says. "The media loves to talk about sustainable energy and green initiatives,"

to the point that Hislop must turn away media almost on a daily basis; he also says Plug Power has politicians lined up to come in and film media spots.

Yet given Plug Power's engineering roots and accompanying hesitancy to invest in unproven marketing tactics, Hislop worked with his senior management to help them see the media and business opportunities and justify why they should increase the marketing budget. He constantly emphasized and reported back to senior management on the value marketing was producing based on the amount of money it spent, all in order to "earn the right" for greater senior level budget investment.

Additionally, Hislop sat down with his slowly growing marketing team to make sure they understood Plug Power's corporate mission and how marketing could – and need – to fit into that mission. Beyond winning over management, he also gave presentations to the sales department on the value marketing could bring the organization if the two functions worked cooperatively. While Hislop says this is constantly a challenge since sales is all about revenue and the engineers are all about new products, demonstrating marketing's value to the other organizations has helped forge a strong working partnership.

"Marketing's responsibility is to have potential customers or prospects understand who we are, the business we're in, our reputation, who our customers are and what value we produce before they ever walk into their first sales call," he says.

By always staying cognizant how marketing can move Plug Power's business forward, Hislop seems to have proven his marketing team's viability to senior management, even as the company works to prove its own commercial viability to the financial marketplace.



**KEITH BAEDER**  
VP-Marketing,  
Lawn Service Division  
Scotts Miracle-Gro Company

*Keith Baeder heads marketing for the LawnService division at the Scotts Miracle-Gro Company. Before taking his current role, Baeder spent 17 years in other senior positions at Scotts Miracle-Gro, including time within the Miracle-Gro and Garden Products businesses.*

Keith Baeder took over marketing for the Scotts Miracle-Gro LawnService division, with a mandate to help marketing become a leader in the organization and provide a blueprint on how to grow the business faster, enhance its position in the marketplace, and create unique differentiation within the market. Before it could become that leader, however, Baeder had to help both marketing and the rest of the organization to understand marketing's role and capabilities.

Previously, marketing was viewed as a support group for its sales and operations counterparts, and it had little stake in the division's leadership. "[Scotts LawnService] hadn't been asking marketing to lead the organization, and people didn't understand marketing's role, even down to that basic level of what marketing does," Baeder says.

Baeder started by focusing on education. He tries to keep the message simple, explaining that every purchase decision is a choice the consumer makes, and they choose between options. "It's keeping it that simple," he says. "It's getting the organization to understand what we do, and then I need to get them to follow us once we start getting there."

One of his big early wins was demonstrating that advertising could actually move the bottom line and impact sales effectiveness. Although direct mail has traditionally been Scotts' main vehicle for new customers, Baeder tested advertising in a select number of markets. When sales shot up 35

percent in those markets versus the unadvertised areas, other business functions took notice and started paying more credence to marketing tactics.

"If you've got to help people see the light and bring them along, you better figure out a way to create a test market situation where you can execute your program and show how it will be successful, and then they will start to follow and become advocates of what you're doing," he says.

On his internal marketing team, Baeder went beyond merely educating them on their new, more strategically motivated role. He hired an executive coach to perform professional assessments on the marketing directors and leadership team, giving Baeder insight into each person's individual motivations. He says these evaluations helped him quickly get to know his team and how to stimulate their hard work. Baeder also gave out challenging assignments early on to see who would respond, and he quickly identified his marketing stars.

As Baeder continues evolving his marketing team into a more strategic leader across the LawnService division, he recognizes his job may end up deeper and broader than management expected it would be. Therefore, he has taken extra steps to ensure senior leadership has understood his rationale every step of the way, and that they began seeing the same need for marketing change as he does. "There's an opportunity here for a very big business, so I'm trying to get people to think bigger and show them where we have opportunities to grow," Baeder says. "But I've got to keep bringing people along so they feel a part of it along the way."

Whether unifying his own internal team or gaining support for marketing from senior leadership, Baeder focuses on inspiring a sense of purpose and motivation for marketing's role.

"Create excitement and a goal to go after, or pick an enemy like a certain competitor to beat," he says. "But make that bold statement, create a vision that people can rally around and work towards, because then your people have a purpose."



## MARIA MARASCO

VP-Marketing  
SelectMinds

*Maria Marasco's marketing career began at a small technology start-up in Boston that was eventually acquired by Novell. She then moved to Sirius Satellite Radio to focus on b-to-c marketing. Before being recruited to SelectMinds, she helped grow TheLadders.com enterprise marketing and sales teams.*

SelectMinds offers a social sourcing platform that helps companies leverage the social connections of their current and former employees to acquire talent and new business. When Maria Marasco came on board, sales had leveled off and the executives wanted change. After bringing in Marasco and another vice president to run Product, they realized that they needed to develop a new product to add to their offering. "For the first six months, my charge was to put in place all the plans that we needed in order to launch a product, a new website and some new messaging by June," she explains.

"We wanted to keep everything relevant and fresh, and also keep the door open for the complimentary product we developed," Marasco adds.

Before she arrived, the marketing department was unique because many of their new clients came in through word-of-mouth referrals. Consequently, there was very little focus on lead generation, qualification and overall database management and mining.

Marasco saw the opportunity in this area. "I had a very green field to come into, and I didn't have to deal with legacy stuff," she says. "It was a very easy ramp up in that I have a small team who was basically without guidance, because when the economy hit, the company had lost a couple of customers and buttoned down the hatches—they weren't spending a lot of marketing dollars so the team was hungry from

someone to come in from the outside."

"As a marketing group, we have a unique expertise in data, so we are very analytical. We let data drive our decisions and are militant about anything that goes into our in-house database," Marasco explains. Expediting the process, one of the existing members of her marketing team had started implementing a marketing automation and integration system before Marasco took over as VP. "Much of the heavy lifting was done prior to my arrival and it was pretty much ready to be launched," she says. "I just had to flip the switch and train the sales people on it and really start integrating."

Marasco attributes this easy transition to the foresight of her CEO. "It was just great, calculated timing by the CEO," she says. Marasco got the best of both worlds – an organized, pre-constructed system without an oppressive legacy and a great deal of input into how the system would be implemented.

"I was on board for about three months before we started to hire some new sales reps, so marketing had a lot of say in the training process. We can teach them to do everything in such a way that we can track everything," she explains.

While this ensures the generation of strong sales leads, conversion tactics and lead nurturing are areas which could be improved. Marasco will work to strengthen these fields, but her decisions so far are an excellent example of her overall perspective. "I spent a lot of time assessing my internal talent, asking who can do what and who is enthusiastic about it," she says. "When you find your gaps, you can fill them, whether that requires outsourcing or leaning on the people you already have."

**SHARP**

## BOB SCAGLIONE

Chief Marketing Officer  
Sharp Electronics

*Bob Scaglione has worked at Sharp Electronics for 21 years, first in several sales roles and then within marketing for the last 15 years. He took over as CMO in October 2010.*

After more than two decades in a variety of roles at Sharp Electronics, Bob Scaglione was more familiar with his inherited marketing department than most other new CMOs. And he knew right away that the company needed to break its focus on product advertising and redefine branding efforts across all product categories.

Though Scaglione previously oversaw the product group most advertised, the AQUOS Television line, he realized Sharp's product-specific marketing strategy was not healthy for the holistic brand. Few consumers recognized Sharp beyond TVs and ignored its prowess in areas such as solar and sustainable energy. Plus, dedicating marketing to individual products like the Aquos TV proved ineffective when customers only returned for a new TV every five years.

Scaglione is working to change the consumer perception of his brand and establish familiarity and comfort with Sharp products beyond TVs. He immediately facilitated consumer research about the brand and its audience and discovered Sharp was missing younger generations of customers. The company's marketing portfolio was heavy on traditional media, and younger demographics that watched TV on the internet and communicated via social media were missing the message. Plus, retail associates on the floor were often members of that same demographic and not always endorsing Sharp products to their customers.

"We have to shift how we communicate, what we communicate and who we are communicating to," he

says. "It's about approaching the customer based on what their desires and needs are, and giving the Sharp name an opportunity to interact with consumers on a more frequent basis."

Fortunately, Sharp offers high quality products across all of its different categories. According to Scaglione, the company focuses on energy creating and energy saving products, and uses its own industry-leading solar panels to help power many of its factories with renewable energy. Research also shows that consumers who use Sharp are likely to recommend it to their friends. Therefore, Sharp's marketing efforts need to convey that excellence and push consumers for that endorsement among their peers.

Sharp's marketing team is beginning to work more closely with its retail partners to more strategically place inventory in the store, getting Sharp products into the "hot zone" of in-store consumer decision-making. Sharp's pre-go-to-market activity – meaning internal discussions and planning sessions with retailers – are becoming more informed and impactful. Finally, Scaglione's team initiated improvements to the website to make it more fun and attractive and not merely informative.

"People who own our products love them and emphatically recommend them to friends and relatives," he says. "There's a lot of passion around the products. Our goal is to create an avenue for people to share that passion."

Within the company, Scaglione is working to streamline the chain of marketing command. With Sharp management – and funding – stationed in Japan, messaging emanates from the Japanese brand team, leaving the US marketing group to adapt it for the US market. Scaglione and his team are working closely with management and earning their trust, Scaglione and his team are now beginning to create messaging for the US consumer domestically with the Japanese office's support

For Scaglione, partnering with his executives is the key to realizing his goal of revitalizing the Sharp brand. CMOs cannot force change – they



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must bring their leadership along and help them realize their proposals are the right moves for the company. And they must be ready to support those plans with metrics before spending the company's resources, he says.

"Give your management education on who your customer is and how they're shopping, how they're getting their information making decisions, and why your new approach is going to be better," Scaglione says.



## SIEMENS

### CHRIS HUMMEL

*President, North America  
& Chief Marketing Officer*  
Siemens Enterprise  
Communications

*In his North America role, Chris Hummel is responsible for sales, service and delivery to Siemens' extensive customer base in the North American region. As CMO, he oversees all global marketing activities across the company and supports the development of corporate and go-to-market strategies.*

Immediately into his tenure at Siemens Enterprise Communications, Chris Hummel needed to figure out exactly what was expected of him in his new position. After focusing on demand generation and pipeline management in past marketing leadership roles, he joined Siemens assuming his first stint as a CMO would be overseeing more of the same. However, he quickly realized his vision didn't exactly match his CEO's expectations.

"I came in with some preconceived notions based on where I had been coming from," Hummel says. "The actual needs of the organization, from our CEO's perspective, were far less around demand gen, pipeline management and sales interlock. It was really much more around product and portfolio."

In addition to revising his understanding of his mandate, Hummel faced two other major early challenges. First, Siemens' marketing function had been split into five different organizations. Never having had a CMO before, each was lead by different owners and worked off their own budgets. As a result, Siemens' marketing lacked unity and strategic direction, and it was more heavily influenced by directives from local sales teams than by an overall corporate mission or mandate.

Hummel's other challenge was deciding how to begin renovating his new organization. From past experiences, he knew most of the tricks – how

to reinvent a website, align with sales, reposition product messaging and other transformative steps. But with Siemens' splintered marketing infrastructure, he didn't know how to prioritize necessary changes or where to begin. "My biggest challenge was not that I didn't have the recipe book, it was figuring out what order to cook the dishes in," he says.

Hummel began by evaluating his team's talent level. He kept the assessments informal, conducting "fireside chats" with each team and meeting individually with the established leadership. He also began holding regular monthly meetings to give his team an opportunity to ask questions and build personal relationships beyond business.

"When you have a splintered group like we did, you need to create an identity," Hummel says. "Relationships are still an important part of any business...Now there is an organization, an identity called marketing, and a group of people who have a functional mission."

After restoring some degree of marketing infrastructure and direction, Hummel got to work expanding marketing's profile within Siemens Enterprise. But to do so required carefully managing his relationships with the executives in the C-suite and other leaders throughout the organization. According to Hummel, CMOs must look at their peers, bosses and key company stakeholders as part of a sales campaign, thinking about these people's interests and how, as a marketer, one can bring them value and gain their trust and partnership.

One way Hummel managed these executive relationships was understanding when to look outside the company for help. To continue building his marketing organization after nine months on the job, he needed an expanded marketing budget. Rather than personally campaigning for the additional funding, however, he hired a third-party consultancy to come in and develop a strategy outlining marketing's continued growth.



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“Having a third party come in and say, ‘Hey, you spend 50 percent of what the rest of companies in your sector spend on marketing, for your size, and you’re missing a website, operations and a program team, and here are the implications of those things’ – that was more powerful to management than me jockeying for position,” Hummel says.

As Hummel continues revitalizing Siemens Enterprise’s marketing organization, his ultimate success will be dependent on how well it supports the company’s overall mission.

“CMOs need to define what their endgame is,” he says. “Figure out what significant tangible impact you’re going to have on the business results of the company and package that not in how great a marketing organization you’ve become or how great your particular group will be. Instead, focus on what you’re improving for the customer.”



SHAIL KHIYARA  
SVP & Chief  
Marketing Officer  
Taleo

*As CMO at Taleo, Shail Khiyara is responsible for the global direction of Taleo marketing strategy, brand management, corporate communications, demand generation, product marketing and operations. He is a member of the Executive Management team and focuses on driving measurable marketing execution using modern end-to-end marketing infrastructure. Before joining Taleo, Khiyara served as SVP and General Manager at i365, the cloud services business unit of Seagate, and prior to that he served as a Managing Director at VeriSign, driving its Managed Security Services business in Europe.*

Shail Khiyara joined Taleo in April 2010 with the charter to revitalize the company's marketing function and drive significant top line growth in the business. Along with his background in managing and growing SaaS businesses, he was driven to the role by his passion for Cloud based solutions and services. Khiyara entered the position wanting to transform the Taleo marketing function to think broadly about "Vitamin R" (revenue), profitability and high growth – while still ensuring that the basics of demand generation, brand awareness and messaging were met.

"The classic definition of the CMO role has evolved significantly, to where CMOs must possess the technical know-how to drive adoption of technologies that improve customer interactions, increase revenues, optimize pricing, build brands and expand awareness," Khiyara says. "The CMO's new role involves being a champion of technology, helping the organization prioritize solutions and identify new opportunities."

As such, Khiyara approached his new position as a more transformative change agent. As a business function, he says marketing is no longer

about merely developing collateral, serving as the custodian of website content, or evangelizing the brand. Instead, today's CMO has the opportunity to unify various divisions within an organization and better position the company for top line and bottom line growth.

"As organizations go through evolutionary change, often growth induced, it becomes increasingly critical to unify various divisions, and marketing plays a key role in that," he says. "We should define marketing as a verb rather than a noun, since marketing needs to be ambidextrous – a ROI driver, not a cost driver."

Shail began implementing this change by assessing the skill sets within his marketing team, establishing the DNA desired for growth, driving support, and then communicating his message across the organization. This led to the establishment of the "four I's DNA" – Instigator (willingness to push change), Innovator, Integrator (ability to knock down silos) and Implementer (skillful on execution) – or desired traits he wanted to see in his team.

According to Khiyara, every organization will have differences in skill sets, particularly in marketing and predominantly dependent on the traditional definition of marketing. "It's important for CMOs to set their own version of the DNA required and assess the organization along those lines," he says. If, for example, an organization mandates that collateral and pipeline are the only two key areas that are important, marketing DNA can morph itself overtime to that specific mandate at the expense of other skills.

In addition to setting the DNA description, Khiyara says it's important for a CMO to establish a dashboard of metrics. While many data points can be tracked, Khiyara boiled down his metrics to a single page document, which he uses to focus and guide his executive management team through marketing decisions.

"The ROI theme must be pervasive in the executive conversation," he says.



Outside of his development initiatives within the marketing unit, Khiyara emphasized the importance of establishing partnerships across the C-suite. While ensuring that the basics of marketing were being met, Khiyara focused on educating his partners in management on the importance of marketing and its potential to be a catalyst driving significant growth in revenue and market cap for the organization.

Says Khiyara: “CMOs must think of themselves as a general manager, as a mini-CEO or co-CEO of your business. To be effective, the modern CMO needs to perform like a conductor of an orchestra, coaxing the best performance from their team by leveraging and combining the resources at hand. If you understand the dynamics of the P&L and the business levers that contribute to growth, all of that goes into making a stronger executive partner in a CMO.”



**CONNIE WEAVER**  
EVP,  
Chief Marketing Officer  
TIAA-CREF

*Connie Weaver joined TIAA-CREF in April 2010, from The Hartford Financial Services Group, Inc. where she was senior vice president in charge of marketing and communications. Previously, she was EVP and CMO at BearingPoint.*

Connie Weaver's initial task as CMO at TIAA-CREF was to take marketing to the next level. TIAA-CREF President and CEO, Roger Ferguson, was not interested in the status quo – he wanted to evolve the marketing organization, and in a highly customer-centric way.

First and foremost, Weaver worked to understand the company inside and out, specifically how the company saw itself as well as how its customers saw it. "I spent the first few weeks listening and talking to my marketing people, in addition to the people on the business side of the company," she explains. During her first week, she went on a client call with the company's biggest client to understand how the company operated from every perspective. Weaver also hired Core Brand, a brand research company, to study more than 200 TIAA-CREF product marketing documents to get a comprehensive and intimate view of the brand.

"You can't really come in and prescribe steps and a strategy until you understand the situation," Weaver says. "That was my version of a situation analysis."

Next, she brought in outside help: Boston Consulting Group (BCG). "When you want to accelerate a process, the ability to bring in a third party who understands your industry and marketing, which BCG did, enabled me to have someone who could provide a template for best in class and how it's done elsewhere," Weaver explains.

Her immediate goals were to align marketing with the business organization, as well as design the marketing agenda to be client-focused and consistent with business accountability. She went layer by layer, looking at everyone's roles and responsibilities, driving clarity and pushing integrated, goal-aligned marketing positions.

When she arrived, the marketing department was comprised of five different silos all pushing separate tactics and agendas. Absent of cohesive action and joint execution, Weaver set out to transform the marketing organization from "an order-taker to the strategic business partner and player at the table," she says.

After six months, she rolled out a new organizational structure with improved cross-functionality and interdepartmental alignment, as well as improved performance to show for it. As of right now, Weaver has positioned herself to focus on next year instead of continuing her structural evolution. "Despite the progress I've made, our culture needs to become much more externally focused," she explains.

As for the future, Weaver wants to design specific metrics for each group in order to measure their progress, but she is more interested in getting her team to understand accountability for measuring success on the overall plan.

Before Weaver's arrival, TIAA-CREFF's marketing function was too product-focused and driven. To help align marketing with business objectives, she has elevated top marketing people into more senior roles to match their business counterparts. "I've created a hybrid model with business lines and centers of excellence that work with marketing teams to design a common agenda," she says.

Right now, much of her time is spent fixing the basics. "You're not going to see me out there spending oodles of money on the advertising side until I get the foundation set and the messaging right," she says.



**LEE ADAMS**  
VP-Marketing &  
Business Development  
Toonzon Studios

*As VP-Marketing & Business Development, Lee Adams oversees licensing for all of Toonzon Studios' territories, online initiatives, video games and global broadcast efforts. He previously served as an executive in charge of marketing for Kids' WB.*

When Lee Adams was brought on board to lead marketing and licensing for Toonzon Studios, he found a brand with talent and potential that had not yet identified how to tell its own story. While Toonzon boasted top-tier creative talent on staff and the ability to fully develop and co-produce projects in house, it was portraying itself as a standard boutique production studio. Adams set straight to work defining the brand to differentiate Toonzon from its competitors.

After formulating the new strategy for the Toonzon brand, Adams began pushing the new brand definition within his marketing team. He's also been working with his IT staff to implement new marketing strategies such as activating the revamped brand position through digital platforms. One such initiative, though seemingly elementary, has been to embed every email leaving the company with a weekly message promoting particular shows or other corporate programs.

In updating Toonzon's marketing efforts around the studio's more carefully defined brand image, Adams says his team identified other areas for growth and development in their field and international marketing. "We're learning a lot about how global marketing efforts support licensing and have to be adapted per individual territory and cannot be blanketed across a wide region," he says. "What works successfully in one area may not have the same success in another, and we're striving to achieve that customization."

As Adams works to position and develop the Toonzon brand, his marketing team's close alignment with its sales and support departments has been integral to executing plans successfully. According to Adams, the various groups are "linked at the hip" and enjoy a "symbiotic relationship where marketing's efforts feed the sales department's needs, while sales provides valuable feedback from buyers that translates into adaptations of the initial marketing plans."

One area where Adams has adapted marketing strategies to solid results involves the design of Toonzon's promotional materials. By going outside the realm of ad agencies to commission artists unaccustomed to marketing or advertising, Adams has been able to inject fresh perspective into Toonzon promotions. For example, he turned to a comic book artist from Marvel to design materials for a recent Tiny Warriors campaign instead of relying on standard animated layouts, raising the amount of impressions threefold with this nontraditional approach.

As Adams continues to build the Toonzon brand across global markets, he emphasizes the need to connect and stay updated with his counterparts around the world. "You can read all the global marketing reports, but to actually hear what other territories are doing and what methods they're using in person or over Skype creates a great sense of inspiration on both ends," he says.

## About

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### About the CMO Council

The Chief Marketing Officer (CMO) Council is dedicated to high-level knowledge exchange, thought leadership and personal relationship building among senior corporate marketing leaders and brand decision-makers across a wide-range of global industries. The CMO Council's 6,000 members control more than \$200 billion in aggregated annual marketing expenditures and run complex, distributed marketing and sales operations worldwide. In total, the CMO Council and its strategic interest communities include over 6,000 global executives across 100 countries in multiple industries, segments and markets. Regional chapters and advisory boards are active in the Americas, Europe, Asia Pacific, Middle East, India and Africa. The Council's strategic interest groups include the Coalition to Leverage and Optimize Sales Effectiveness (CLOSE), Brand Management Institute, and the Forum to Advance the Mobile Experience (FAME). More information on the CMO Council is available at [www.cmocouncil.org](http://www.cmocouncil.org).



### About Egon Zehnder International

Egon Zehnder International was founded in 1964 with a distinctive vision and structure aimed at achieving two basic goals - to place our clients' interests first and to lead our profession in creating value for our clients through the assessment and recruitment of top-level management resources.

The most fundamental expression of our client-first vision resides in our structure, which is unique to our profession. Our 370 consultants, operating from 63 wholly owned offices in 37 countries, are organized around a single-profit center partnership. This is designed to eliminate competitive barriers between our offices. It allows us to operate seamlessly when engagements call for us to mobilize across many offices in a country or a region.

Large or small, local or global, our clients benefit from our structure by having access to our most relevant resources and relationships wherever they may reside. Underpinning this unique structure is our private ownership. We have chosen to operate our firm independent of any outside interests and are motivated solely by a desire to exceed our clients expectations.