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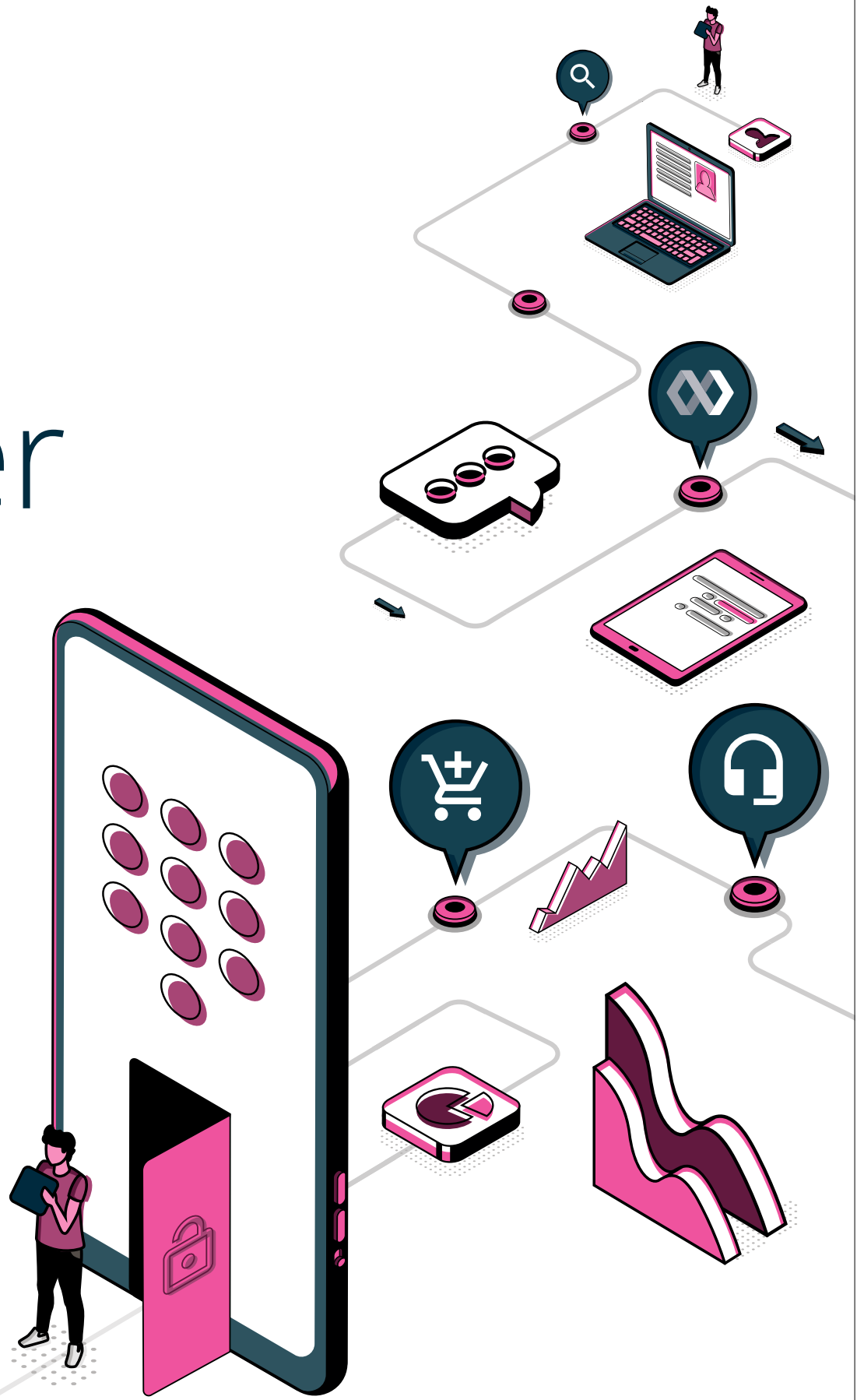




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EMOTION

Don't forget the emotional connection

Marketers are having to tread a fine line between increased automation and maintaining a strong connection with consumers

Ben Smith

Consumers want it all. They want faster, more personalised digital experiences from a brand, without their privacy being invaded or compromised. At the same time, they want a face-to-face or human experience with a company when it suits them.

This requires businesses and chief marketing officers (CMOs) to engage in a difficult and fast-changing balancing act.

Technology such as chatbots that answer a customer's basic queries, machine-learning and artificial intelligence (AI) are making it easier to serve consumers and, in many cases, to give them a better customer experience.

But brands must also be careful not to force the pace of automation or to focus too much on potential cost-savings because they run the risk of alienating new and existing customers who want or value a human experience.

Les Binet and Peter Field, two of the UK's foremost experts on advertising and marketing, have produced research which shows consumers have both emotional and rational considerations when they make a purchase or engage with a brand.

An emotional consideration can be crucial because long-term brand-building "involves the creation of memory structures that prime consumers to want to choose the brand", according to Mr Binet and Mr Field.

However, the recent *Chat, Talk, Touch* Deloitte survey on how companies interact with their customers says the way consumers use technology in their private lives is changing their expectations about how a brand should act.

"Customers are increasingly demanding instant forms of communication – messaging apps and social media have replaced emails and phone calls – especially in personal life," according to Deloitte.

This has encouraged companies to introduce apps as well as chatbots, voicebots and even biometrics to identify and help customers who might want to buy something or get a response at any point throughout the day or night, Deloitte says.

The survey found the primary reason for introducing such technology is to improve customer experience, not to save money.

"Customer acceptance" is the biggest obstacle, with 48 per cent of those surveyed by Deloitte warning that reluctance on the part of consumers



Simon Launay/Unsplash

was affecting their ability to introduce AI tools.

Still, there has already been rapid change in the customer experience compared to even two or three years ago.

Many companies are pushing basic customer interactions into digital channels, while handling more complex customer needs through human interaction.

Sky, the European pay-TV arm of Comcast, talks about switching from direct contact to digital first.

Astonishingly, Sky told investors that it deflected 26 million calls to digital channels in 2017, the first year of its new strategy.

It means more than 50 per cent of all customer interactions are now digital, which has led to "enhanced customer satisfaction while reducing costs", according to Sky.

The pay-TV firm says it will "increasingly use bots to further automate customer messaging" and this is "freeing up our service agents' time

to work on solving more complex customer issues".

Customers are willing to move online because it often gives them more control and offers a personalised experience, usually by signing into a company's app or website.

Retail banking, where customers want instant access to financial information in a secure environment, is a sector where there have already been clear benefits from digitisation and automation.

Lloyds Banking Group, owner of Lloyds and Halifax, says in its most recent annual report: "Customer behaviours continue to change, with an increasing focus on personalised customer experiences and convenient, instantly accessible services, with these developments enabling customers to exert greater control over their finances than ever before."

The UK's biggest bank says it met more of its customers' simple needs via mobile than any other channel for the first time in 2018.

"Customers continue to prefer face-to-face contact for more complex needs," Lloyds Banking Group adds, insisting it remains committed to maintaining the UK's largest branch network despite closing about 500 branches on high streets since 2011.

Travel was one of the first sectors to embrace online and the vast majority of airline and holiday bookings are now made through digital channels, but there is scope for much greater use of automation to improve the customer experience.

easyJet says 30 per cent of its customers now use an automated bag drop service where they weigh and tag their checked-in baggage themselves at the airport, rather than having to queue up to see a member of staff.

The low-cost airline also claims to have improved customer satisfaction scores by introducing self-boarding gates to speed up boarding times and using push notifications on its app to ensure passengers are better informed if problems such as flight delays occur.

The easyJet experience is proof that less human interaction with a brand, and more automation and digital interaction, can lead to higher customer satisfaction. The key is the experience was better for the customer.

While consumers are often wary of new technology at first, they will adopt it quickly if they can see a benefit.

Voice assistance, such as Apple's Siri and Amazon's Alexa, is still relatively immature, but is likely to improve significantly in the near future and has the potential to be a game-changer for customer experience.

Vodafone has already introduced a chatbot, called Tobi, in eleven countries and the mobile network is planning to launch it in another five markets in the coming year.

"Processing the written word is much easier than voice, but the quality of speech-to-text and text-to-speech solutions is rapidly increasing," Deloitte says. "The value seen by respondents in external and internal usage is pretty similar, both above 80 per cent."

All this presents challenges and opportunities for the CMO, the leader in the C-suite who is most likely to have responsibility for the customer experience.

Brands must embrace the many benefits of digitisation and automation, while also ensuring they maintain a strong human and emotional connection with consumers. ●

48%



of business leaders say customer acceptance is a challenge impacting their ability to use chatbots, voicebots and biometrics

Deloitte 2019

62%

of CMOs will increase their budget for marketing and customer analytics

Gartner 2019

18%

of their overall marketing budgets will be allocated to customer experience

Gartner 2019

Having a 'purpose' is no longer enough

Time and time again we hear of the value of purpose-driven marketing, so how do brands differentiate themselves when having a purpose no longer sets you apart from the competition?

Suchandrika Chakrabarti

It's been two years since that misguided "woke" Pepsi campaign starring model Kendall Jenner aired and was swiftly pulled. Remember it? The junior member of the Kardashian clan seemingly ended a tense stand-off between protestors and police at what looked to be a Black Lives Matter rally by handing a can of Pepsi to a man in uniform. The backlash was immense, leading to the resignation of the brains behind the campaign.

"Think of Pepsi and think of the damaging accusations of inauthenticity over its protest advert featuring Kendall Jenner," says Chris Daly, chief executive of the Chartered Institute of Marketing (CIM). "Customers need to be convinced that the message is true and not just a marketing communication gimmick."

Increasingly savvy and socially-conscious audiences don't want to feel tricked, so it's important to avoid "woke-washing". That's what political commentator Owen Jones recently called purpose-driven marketing gone wrong. He points to the Marks & Spencer LGBT sandwich as an "egregious" example, asking if the company "might consider selling the sandwiches in the stores it has proudly opened in gay-hating Saudi Arabia".

Tara Prabhakar, global qualitative director of the Insights Division at Kantar, says: "In the age of



conscientious living, businesses are coming under increasing pressure from consumers to address broader societal issues. Some 84 per cent of millennials [those currently aged 19 to 35] expect companies to take a stand on social issues, according to research by Kantar."

It's worth thinking about the language used around campaigns in the media. For example, with climate change, the emphasis is often on what the average consumer can do to help. This messaging has helped Smart Energy GB with their smart meter campaign, says chief marketing officer Gavin Sheppard.

"What we have seen over the last few years is a permanent shift in consumer expectations and motivations," he says. "Five years ago, the environmental credentials of smart meters were not a major motivator in product adoption; now we see them as being right up at the top of that list."

For a company not already seen as woke, or alert to social injustice, some trial and error might be involved. "The recent furore over Gillette's The Best Men Can Be campaign is

one example," says Ms Prabhakar. "While it is encouraging to see this brand championing a more progressive male attitude to women, the firm faced backlash for charging women more for the same product as men."

By contrast, the company's latest campaign, First Shave, the story of Samson, has had a much better reception. Watching Samson tell the story of how his first shave marks a major milestone in his gender transition is a compelling experience for the viewer. The inclusion of Samson's father makes the message universal: men have been teaching their sons how to shave since time immemorial and any father would want to buy the best razor for his son.

"Well done @Gillette. This is absolutely beautiful. I can feel the love coming from that father," said a moved viewer on Twitter. For members of the trans community watching, it's a powerful moment in which they feel seen by the brand. One viewer tweeted: "As a black trans man who works in advertising, this is everything. This is the kind of work I dream of creating some day."

“Consumers will become increasingly sophisticated at sorting the wheat from the chaff

Will consumers tire of firms competing to show off woke values? "I do not see saturation as a problem," says Ms Prabhakar, "because purpose is not only about what you say. Unlike advertising, purpose is about tangibly improving people's lives and, ultimately, communities and society itself. And the more choices consumers have when it comes to make responsible purchases can only be a good thing."

There's a danger, though, that today's cutting-edge woke campaign will become tomorrow's normal. Ms Prabhakar adds: "I do

see differentiation as a challenge. Carlsberg's groundbreaking sustainability innovations made it one of the first brewers to lose the plastic ring can holders on multipacks. Although this may be unique now, it's only a matter of time before other players will follow."

Where does purpose-driven marketing go from here? "Consumers will become increasingly sophisticated at sorting the wheat from the chaff," says Smart Energy GB's Mr Sheppard. "Be honest and open with consumers about the areas in which you want to do better."

CIM's Mr Daly concludes: "Consumers are empowered with more information on brands' credentials than ever before. The retail and online landscape is moving control further into consumers' hands, so transparency and trust are key. Brands must be up front about successes and failures alike." ●

46%

of global consumers think brands have better ideas for solving their country's problems

53%

think brands can do more to solve social ills than the government

65%

of belief-driven buyers said they will not buy from a brand because it stayed silent on an

Edelman 2018

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OPINION

‘It’s easy to be blinded by the many measurements of short-term growth and KPIs that surround us’

A key challenge facing chief marketing officers (CMOs) is how to balance short and long-term growth. We need to keep a healthy level of dissatisfaction, always, and not be blinded by short-term results. Brands disappear because they’re not thinking ahead to what’s on the horizon. That’s why creativity and innovation are critical.

I joined the CMO Growth Council because at LVMH we share the same objective as every council member to drive business growth. Encompassing 25 global CMOs, the council works collectively as a worldwide community of brands. Our aim is to lead the future of our industry and make real, enduring change happen on a global scale. I try to inject something that is unique at LVMH into the Creativity & Innovation task force, one of the council’s four focused working groups, and that is to always consider long-term growth.

The task force has developed a mission statement for CMOs to be the trustee of the brand legacy. That means ensuring your brand is more desirable in a decade from now than it is today, through nurturing, protecting and coaching to ensure long-term growth and legacy.

My role as LVMH global brand officer, working together with my team, is to provide a centre of expertise to drive long-term growth across all our brands, from the oldest, Clos des Lambrays, a Grand Cru of Burgundy dating back to 1365, to more recent editions.

Marketing craftsmanship in the luxury sector can be nothing but absolute excellence. It’s about the search for perfection and everything along the customer journey needs to be a delight. This is not something you can apply to every sector, but all brands can keep this spirit of delight alive for the consumer, which I believe is key to successful legacy.

We need to arm marketers with the tools to enable them to make the right decisions. It’s easy to be blinded by the many measurements of short-term growth and key performance indicators that surround us. But we must also find measurements to track the long-term impact of what we do.

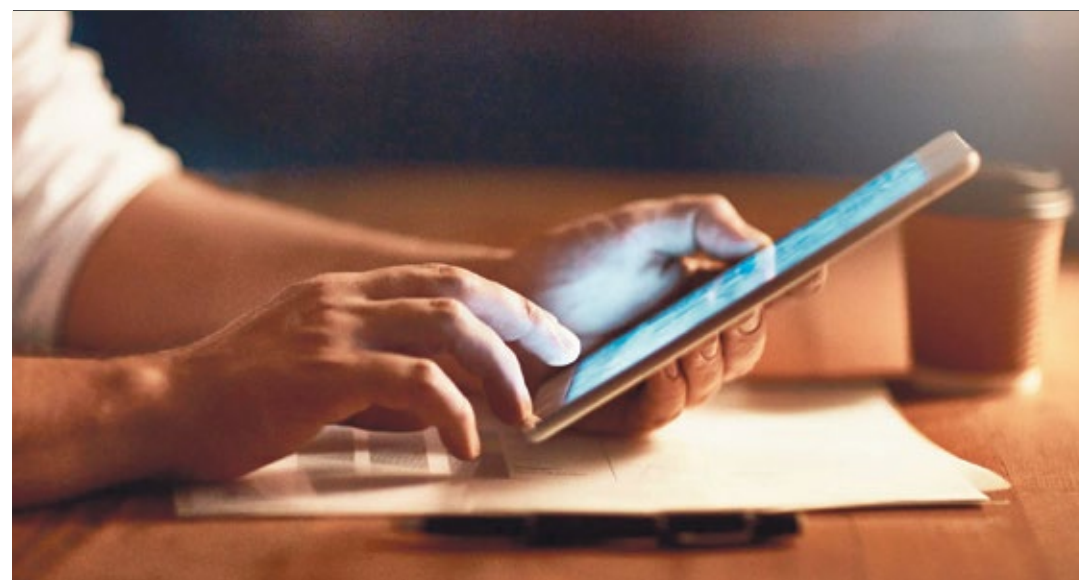
Exceeding expectation while driving outstanding excellence in our products and services is critical for legacy. And of course, all this must be fuelled by innovation. This has been discussed at the Cannes Lions Festival for a long time now and it continues to be critical.

Our work has to be about better serving the consumer, not about serving big data. We must ensure the human being is always at the centre of marketing and brand building. Tech and data are critical, but in the end creativity is ultimately human. It’s like the invention of fire when man thought of rubbing two stones together to create a spark; that spark is human creativity. It’s the ability to develop a new idea, or to execute a pre-existing idea, in a completely new way. That’s why I advise to watch out for algorithms because they often repeat what has been successful in the past.

The CMO Growth Council is underpinned by the belief that creativity is an absolute requirement if marketers are going to be able to realise long-term growth for brands and businesses. The Creativity & Innovation task force will reveal the outcomes of our discussions at Cannes Lions in June, the festival where creativity in its powerful, myriad forms is celebrated. But the council’s work to ensure we drive short and long-term business growth continues year-round. ●



Mathilde Delhoume
Global brand officer, LVMH
Member of Cannes Lions/ANA CMO Growth Council



Enabling a fully connected customer experience

The seemingly unstoppable rise of the omnichannel customer is having a profound impact on how companies approach marketing

Consumers have become accustomed to using multiple devices during their buying journey and expect to be treated as a recognised individual on each service they use.

They benefit from the continuing transition to multi-channel marketing, as consumers are able to receive personalised content and advertising that truly fits their interests. But businesses also stand to gain from this shift.

“We view omnichannel as a huge opportunity for brands because the more they learn about how consumers are behaving in different contexts, the smarter the brand can get in improving everything being messaged, whether this is offers, customised campaigns or content,” says Richard Foster, UK managing director at LiveRamp, a leading provider of identity resolution and data onboarding.

Countless major corporations have understood that omnichannel approaches can be used to improve the customer experience. For example, users of Amazon Kindle can read an eBook on their laptop and later in the week open the Kindle app on their mobile, with Amazon’s Whispersync capability knowing that the user finished page 170 on one device, so when they access on other devices, the system remembers and the book starts at page 171.

“It’s just seamless. It’s friction-free enjoyment of content thanks to the business knowing that those two

devices belong to the same person,” adds Mr Foster.

Companies without the right tools and solutions will find themselves unable to tailor their marketing meaningfully to consumers on an individual basis. LiveRamp offers an identity resolution solution that is able to bring together a range of different identifiers across multiple devices and in the process create an omnichannel view of customers.

There is clearly a challenge for businesses when audiences are interacting with them in lots of different ways, both offline and online, as hundreds of different identifiers can be created.

If a person accesses a retailers’ website on their phone and laptop, and they are not logged in, they are likely to receive a cookie or mobile ID on their

devices, which will each be treated as a profile. “It could be as extreme as one profile being defined as a prospect profile and the other defined as a customer, which will provide very mixed messaging to users,” says Mr Foster.

WW, formerly known as Weight Watchers, found that a large share of the web traffic from their paid search and social media advertising was from current subscribers to their service, due to their use of cookie-based advertising, which meant WW were paying to target existing customers.

By partnering with LiveRamp, WW has been able to perform smarter targeting and suppression campaigns by using improved customer relationship management data, resulting in a 30 per cent higher conversion rate on display campaigns and a 50 per cent lower cost per acquisition for lapsed customers.

“We’re helping our clients become more sophisticated, which can mean they spend less to achieve the same results, because money is not being wasted targeting existing customers in prospect campaigns. It may also improve customer experience, because you’re not continually sending advertising to them about a product they’ve already purchased,” says Mr Foster.

When companies are able to join up their understanding of consumers, they can build on their body of knowledge about that customer, irrespective of the devices they’re accessing from, and present them with a better experience. For example, an omnichannel view would enable enterprises to determine if a customer saw an item online first and then went offline to the store to buy the product.

By tying together these two customer experiences, companies can clearly identify the entire journey a customer makes and send them the most appropriate messaging.

“It gets us closer to the utopian ideal of providing the right message at the right time to the right user. It enables a truly omnichannel view of the customer that hasn’t been possible before,” Mr Foster concludes.

>90%

of marketers struggle to seamlessly connect more than three channels on the buyer journey

>60%

of marketers are looking to increase the number of technology vendors they work with

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TRANSPARENCY

True transparency is harder than it seems

Brand transparency is no longer an option, but a marketing requirement. Five marketing experts discuss their biggest challenges when it comes to improving brand transparency and consumer trust

Oliver Pickup



Nina Bibby: Being relevant and authentic

The ubiquity and pervasiveness of digital channels and social media mean that we live in a more transparent world. Brand inauthenticity, therefore, has never been easier to sniff out by consumers and once their trust is lost redemption is hard to claw back.

"You have to be comfortable that you're not going to control all the conversations, and therefore end-to-end authenticity and consistency in the brand are essential," says Nina Bibby, chief marketing officer (CMO) of UK telecommunications services provider O2.

Her ambition is to make O2 "more meaningful and relevant to our customers than ever before". She continues: "We've been able to use technology on some of the issues that matter most, such as helping keep kids safe online. Through our partnership with the NSPCC, we've created an online safety quiz that parents and their children can play together through Alexa.

"Organisations must face issues that are pertinent to them. Brands can do this by showing leadership on the larger issues affecting society. This challenge – to be part of culture in an authentic way – is something that all of us as marketers should have front of mind."

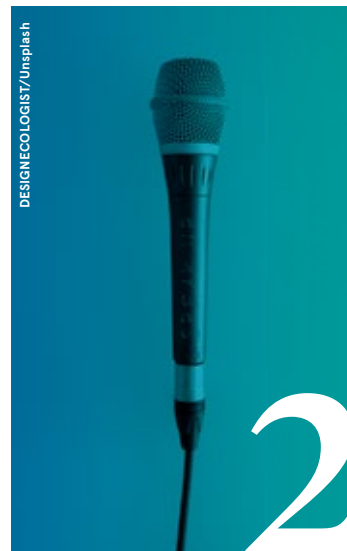
Omer Shai: Empowering users to tell their stories

A vast majority of business gurus will advise it is critical, these days, to put the customer at the heart of everything. Providing a platform for consumers on which they can promote both themselves and the product is a clever move. If carefully managed, creates a virtuous circle.

Omer Shai, CMO of leading website-building platform wix.com, says: "As a company that focuses mainly on product, our challenge and opportunity is making sure the stories of our users, their needs and successes, are consistently evident in what we create. By lifting up our users, we are able to market real successes.

"This is inherently transparent and the challenge becomes ensuring we are able to be bold and creative without losing sight of our goal: telling their stories."

He says the basis for trust comes from "customers believing they are being heard and a company is responsive to their needs", adding: "We trust our customers and give a lot of credence to their opinions. We believe that nurturing and building these relationships is a key component to everything we do."



Annabel Rake: Difficult questions and big issues

Annabel Rake, CMO for Deloitte in northwest Europe, posits a societal shift in attitude towards workplace wellbeing, diversity and gender equality means organisations will lose credibility with a back-foot approach. Rather, they should embrace this change and lead by example to generate and boost customer, as well as employee, trust.

"Whether as consumers of a product, or as clients of a business, people want to have trust and confidence in the brand they are choosing to be associated with," says Ms Rake. "This brings with it the expectation people can ask questions that may never have been anticipated even a couple of years ago.

"Common questions now asked include those concerning the treatment of the workers who make a product, the gender diversity of the team providing a service or a list of



the third parties that a business uses. While there is not always an obligation to answer, if they don't, brands can be perceived as trying to cover up a problem."



Tom Libretto: Trust through data transparency

"Establishing and maintaining trust-based relationships between brands and their customers has always been the bedrock of any sustainable commercial enterprise, and the primary objective of any CMO

worth their salt," says Tom Libretto, CMO of American software company Pegasystems.

Technology has made us more wary, which means it's harder for businesses to gain the trust of customers. Mr Libretto continues: "We're all citizens of a world that has rapidly shifted from a spirit of 'assume best intentions' to one that is dominated by scepticism. This is largely fuelled by always-on access to a continuous drumbeat of stories that expose bad actors and call out the fiduciary flaws of companies which don't know how to properly manage customer data."

A recent Pega survey revealed that 69 per cent of consumers are more likely to do business with a company that handles their data transparently. "Companies that recognised the opportunity the General Data Protection Regulation presented have been able to harness the legislation as a means of establishing trust, not eroding it," he says.

Leela Srinivasan: Leaning into the feedback economy

Leela Srinivasan, CMO of SurveyMonkey, an online survey development cloud-based software-as-a-service company, believes organisations that attempt to understand the "why" behind consumer choices will gain favour. "Our research shows that 63 per cent of consumers think marketers are selling them things they don't need," she says. "Trust plays a role for 89 per cent of Brits when making a big purchase. Clearly, brands have work to do: we're not listening closely enough to understand how to add value for our customers."

Data-driven insights help, but should be allied with good old-fashioned human interaction, argues Ms Srinivasan. "While many companies leverage operational data to fuel artificial intelligence, machine-learning and more personalised customer experiences, the



savviest organisations are leaning into what we call the feedback economy," she says.

"In an unprecedented era of global transparency, digital experience-sharing and desire to be heard, marketers can further enrich the dataset by shedding light on the 'why' behind consumer choices. This can only be done by asking real customers for their opinions and preferences that map back to true needs." ●



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Charting the rise of the ‘brandless’ brand

With the very foundations of a brand designed to ensure consumer protection and signify reliability and quality, will brandless organisations ever have the power to change the concept of brand-building altogether?

Nick Easen

The world’s first national brand was Sunlight soap launched in 1885 by Lever Brothers on Merseyside. Today it’s still going strong, albeit in Sri Lanka, Turkey and South Africa. Unilever will happily tell you that it’s worth getting in a lather about brands 135 years down the line; the power of brands is ageless and unequivocal.

That’s because brands serve as shortcuts for the brain, helping us make decisions. Yet in the process we all pay a tax, a mark-up spent on advertising, snazzy packaging, design and marketing. This brand tax enables consumers to make choices about quality, trust and meaning. In the past, retailers insisted companies invest heavily in branding with TV ads and shiny wrapping, in return for shelf space.

“Having no brand meant you had no shelf presence. Having no shelf presence meant no one would buy your product, so firms coughed up. That was just how things were done. What differs today is the rise of social media and an explosion of direct-to-consumer brands,” says Dave Lawrence, planning partner at Brave.

Unbox any number of products delivered to your doorstep via the web and you’d think branding is dead. Brown cartons and unmarked packaging prevail. Your kitchen table can look like the shop floor of Muji, full of unbranded goods. In fact, one US company, Brandless, which sells unmarked consumer goods direct is now valued at \$500 million. Is the bonfire of the brands upon us?

Perhaps not. “Yet, there’s no doubt we’re at a fascinating, pivotal moment in branding. The tenets of consumerism are shifting,” explains Joe Stubbs, vice president of global brand at Interbrand Group.

Digitally liberated companies now bypass bricks-and-mortar stores to have conversations with customers directly. Swapping bright, shop-friendly, buy-me boxes and pricey,

celebrity television ads for social media campaigns and influencer-driven experiences. Purchasing decisions and branding has shifted website, hence the brown box or paired-down packaging on arrival.

“Fundamentally, it’s the latest evolution in matching brand propositions and consumer needs. This is creating a new set of rules that are driving success. And it will create more brand casualties as it continues to impact the market,” explains Nick Cooper, executive director at Landor Associates. “Ultimately, this movement is important; it’s real and it’s most likely here to stay.”

Branding is increasingly becoming intangible. The assets are the social media feeds, the online conversations and Instagrammable moments. It’s not that brands are brandless, it’s where the brand decisions are taking place and where the assets are sitting that’s evolving rapidly. Companies are now crafting brands based on a direct dialogue with consumers in the electronic ether.

“Maintaining online conversations with consumers as the ‘voice of a brand’ is now crucial. Clever brands take advantage of this by leaning in

and become part of the conversation,” says Fergus Hay, chief executive at Leagas Delaney.

The original anti-brand brand was Muji, founded in Japan back in 1979. It translates as “No brand, quality goods”. The current brandless revolution is more of a renaissance in the digital era than something new. It’s happening in food retail too as own-label products are on the rise again, gaining share in all major geographies, according to research across 60 countries by Nielsen. The big issue is who consumers now trust. It can increasingly be Aldi and their own brands, Amazon, Alibaba or a digital native.

“Today, having a trusted voice is a brand’s most valuable asset. Trust is synonymous with transparency. Yet in an age when design is becoming homogenised and social media-based brands are crowding the market, the main challenge is standing out; brand experience is key to differentiation,” notes Siân Novaković, experience strategy director at Household.

It doesn’t help that the tools for creating a brand have been democratised. Historically, brand building and scaling were limited to a chosen few with deep pockets and good

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There’s no doubt we’re at a fascinating, pivotal moment in branding. The tenets of consumerism are shifting

distribution; not anymore, barriers to entry are extremely low.

“These days, the tools you need to build a successful brand are readily available, super intuitive and equally affordable. In theory, anyone can build a professional looking brand identity with an Adobe subscription, build a store using Squarespace, and manage orders and inventory through Shopify,” says Interbrand’s Mr Stubbs.

Let’s not forget products still build brands; brands don’t build products. Brand equity and trust are only built over time. It also takes investment into brand experiences. Consumers are now more cynical and sceptical; ask digitally native brands

whether it’s Boundless, Graze, Splosh, Brushbox, Harry’s, Dollar Shave Club or Warby Parker.

Maintaining a brand is also tougher than in the past. You have to be on top of more channels with greater consistency. Every single touchpoint has the potential to build or cripple a brand, fuelled by instant customer feedback. Thus the process of brand building is now exponentially more complicated.

“Branding today is simply different. A modern customer expects a lot from a purchase, including high quality, great values, cost effectiveness, but also things like sustainability and transparency,” says Kajetan Wyrzykowski, head of content at Packhelp.

Brands aren’t smouldering in a bonfire; they’re just reinventing themselves. New brandless brands, post-Muji, such as Brandless and the legion of brown boxes received every day are testament to this.

“Rather than the debate being about whether brands are still important, the actual question at hand should be how we build brands nowadays, not if,” explains Matt Holt, chief strategy officer at Digitas. “And that’s the exciting question.” ●



Transformation gives CMOs new lease of life

While some chief marketing officers may be fearing obsolescence, others are taking the reins in bridging the digital and physical worlds, and leading crucial transformation efforts across their organisation

It's not new insight that the marketing suite has transformed in the last decade. What started with digital and the need to be on top of every new channel soon merged into a wider question about customer centricity or simply being more relevant to customers. The proliferation of consumer and enterprise technology has since changed nearly every aspect about what a chief marketing officer (CMO) does.

All this has had profound implications on the idea of brand, which has historically been the CMO's primary responsibility. Today, brand is not only about traditional advertising or storytelling, it's increasingly about how the company shows up in every single touchpoint between brand and customer in resonant, relevant ways.

In this new landscape, the CMO needs to be part marketer, part customer experience expert, part cross-silo diplomat, part technologist and part organisational change agent.

"No wonder some CMOs feel like deer caught in the headlights," says Ann Higgins, managing director at Ogilvy Consulting EMEA, which has noted a shift in the nature of accountability among its clients. On top of traditional brand and marketing measures, CMOs are now held to hard business metrics as companies look to them as the primary agent for driving growth.

Speculation on the demise of the CMO role has stepped up in recent years as global brands such as Coca-Cola and Hyatt have opted to eliminate the

position, with many restructuring their marketing departments or creating hybrid roles instead.

But news of the death of the CMO may be premature. While marketing has no doubt transformed, it is still about how brands resonate with audiences, which is more important than ever in a world where consumers are overloaded with information. Where new roles like the chief digital officer or customer experience officer are established, it tends to be with the aim of acknowledging capability gaps in the company, not replacing the CMO.

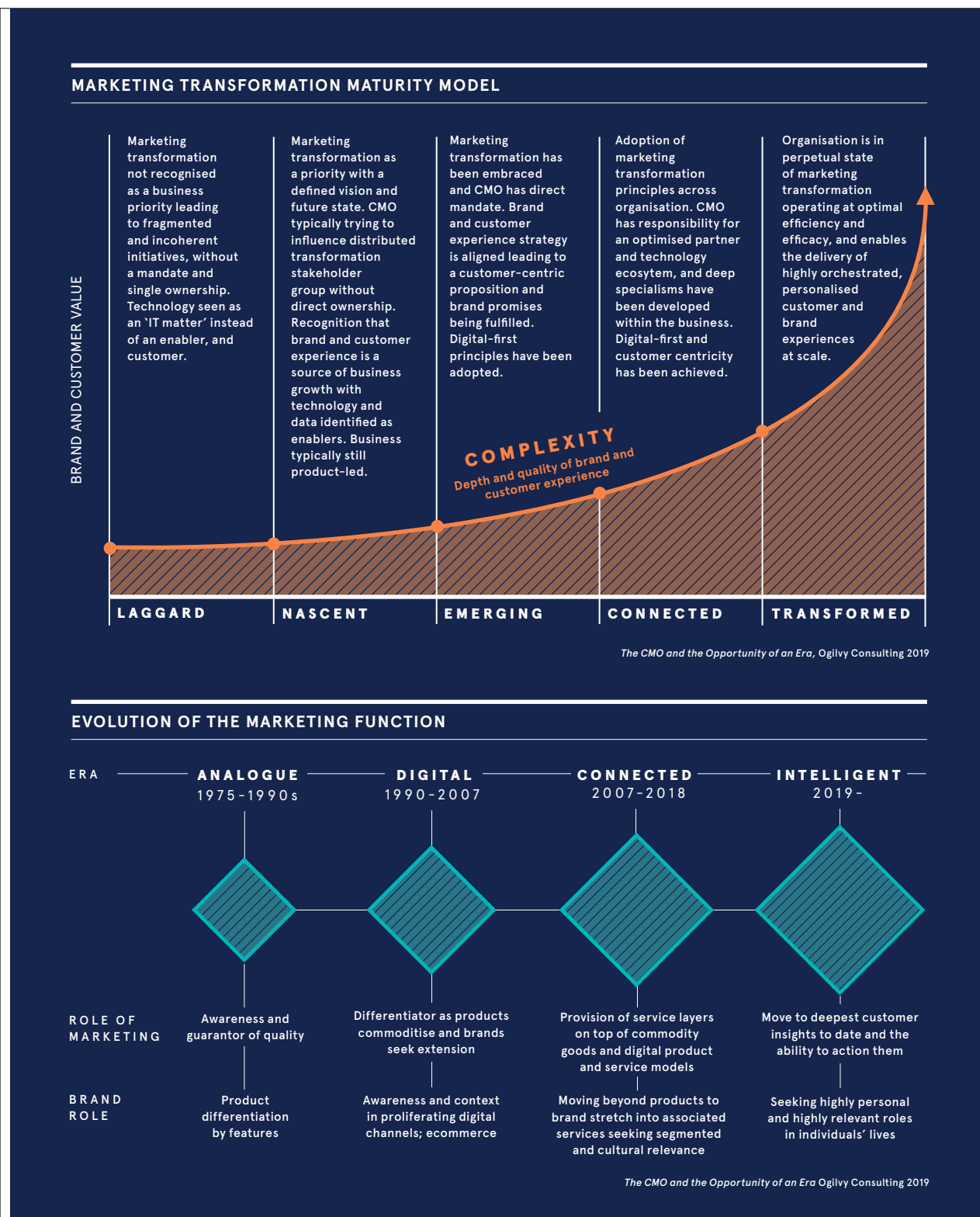
"The marketing function isn't going anywhere and neither is the CMO, though the specs of the role are certainly changing," says Ms Higgins. "For CMOs who are attuned to where business, society and marketing are going, and when they are taking the necessary steps to adapt to the changing demands of the job, that role generally is not in jeopardy."

The word "transformation", whether used in marketing, technology or broad business terms, may be bandied about among commentators and analysts, but with good reason as it's now a genuine board-level priority. Although companies that were "born digital" may make it look easy, most organisations don't share their advantage of never having operated without a cloud-based technology stack or mobile-first mentality.

Indeed, many established businesses have marketing and communications strategies modelled on structures developed when they still used fax machines. The structures rarely enable the kind of agility seen in startups and they don't provide a lot of latitude to "fail fast", a mantra championed by companies that tend to disrupt rather than be disrupted.

Standard transformation frameworks talk of people, process and platforms, though real success also incorporates brand, data and culture. While some CMOs are adept and experienced across this whole remit, most aren't. Agencies have traditionally been the one-stop shop for CMOs, but consultancies have become more prominent in the transformation discussion. So how can CMOs know who to partner with to deliver the best results?

"If your transformation is about things like optimising the supply chain or enterprise resource planning, there are lots of consultancies out there for that,"



says Ms Higgins. "But when the objectives are renewed brand relevance now and in the future, or new paths to revenue and profit growth, then CMOs want to make sure they are adding the brand understanding, the customer centricity and the creative problem-solving of a creative network to the business focus, the analytical rigour and the technology platform capability of the traditional consultancies.

"Also, keep in mind that agencies have been in the delivery business for a long time and with many consultancies there's a hand-off to the CEO, but not a lot help in what to do or how to get started. It's in response to these

needs that Ogilvy Consulting exists. We use a different, but proven, approach to frame the challenge and the opportunity, and then work with clients to roadmap that transformation against a vision and articulated future state."

All marketing organisations, regardless of category, are facing convergence of changing customer expectations, rapidly advancing technology and the disruption of the status quo. Though there are certainly other leaders who could pick up transformation programmes in a company, including the chief executive, chief information officer and sometimes even human resources director, it's important for CMOs to remember they have traditionally been the function closest to the customer so therefore have a strong mandate for being the key change agent across the business.

This makes them very relevant to the future success of their organisation. However, this requires not only a shift in traditional priorities, but strategies and roadmaps that reflect the shift.

"Many people say that transformation is a journey not a destination, but remember that a transformation

programme potentially has a thousand different destinations," says Ms Higgins. "Each one is carefully plotted and considered against the guiding vision and strategy, and aligned to a business purpose and articulated future state. So CMOs must step back frequently to evaluate the 'why' before tackling the 'what' of transformation.

"With this you can start making a difference now, prove the transformation case across your stakeholder constellation and drive momentum incrementally, while also being able to course-correct where needed. Our view is that the ultimate point of marketing transformation, or even more broadly digital transformation, is to help companies be better poised for relevance and growth by becoming more customer centric."

Read *The CMO and the Opportunity of an Era* on ogilvyconsulting.com/our-thinking

Ogilvy Consulting

“Never before has the mandate to transform or die been more urgent for the CMO and for the entire marketing function



Ann Higgins
Managing director,
Ogilvy Consulting EMEA



You do not need to be an expert in data science, analytics or programming to be a successful CMO. The thoughtful CMO of today will surround themselves with functional experts

Today's CMO is much more involved in the customer experience, which is key to the customer-obsessed culture demanded of successful brands. The need to put the customer at the heart of the business strategy, coupled with a greater responsibility to drive growth, means the CMO must have significant strategic input.

As Mr Tripodi says, being able to disseminate wisdom, learning and knowledge to the wider company faster than a competitor can significantly impact results and facilitate becoming a learning organisation. "The CMO needs to cultivate and manage these networks of continuous learning and provide the strategic leadership and operational flexibility for the brand and business to thrive and grow," he says.

When it comes to strategic decision-making, Gareth Jones, CMO at eBay UK, says a common challenge is to "avoid relegation into purely tactical areas", especially as performance data gets more forensic, and to resist the temptation to manage what you measure. He says: "A key leadership trait is to keep your head up."

Balancing short-term focus with long-term planning means breaking down internal silos to ensure a seamless end-to-end customer experience. Mr Jones says that navigating this successfully, especially in large, complex organisations, "requires strong partnerships across finance, trading and merchandising, operations and customer service".

But a greater strategic focus also relies on the C-suite empowering CMOs to make a wider impact. Indeed, inhibiting a CMO's autonomy can contribute to the position's notoriously short tenures. As Mr Bilboul says: "Churn tends to happen when the C-suite hires someone they think will drive

growth, but only empowers them to produce communications."

It makes sense that the people who best understand the consumer should be given a greater remit and CMOs must make their voices heard.

Mr Tripodi says that when he was CMO at Coca-Cola, the chief executive allowed the marketing team to launch the Share a Coke global initiative, which saw the Coca-Cola name on bottles replaced with first or Christian names. "This was a dramatic and bold initiative by Coca-Cola that ended up being one of its most successful promotions ever executed by the company," he says. "Sometimes change can come from the CEO giving the CMO 'air cover' to drive bolder initiatives and take greater risks."

While today's CMO must unquestioningly be data-driven too, with figures about everything from customer behaviour to marketing return on investment at their fingertips, it shouldn't be at the expense of creativity. Mr Jones says that while "data is the glue", which enables eBay to increase sales through its brand activity, and brand better across its selling and direct response investments, the importance of brands "telling interesting stories and getting noticed" remains critical.

Balancing creativity with analytical thinking is achievable. As Mr Tripodi says: "You do not need to be an expert in data science, analytics or programming to be a successful CMO. The thoughtful CMO of today will surround themselves with functional experts."

It is about having enough knowledge to know the right questions to ask and about investing in, not just your own ongoing learning, but that of your team. "Understand where the puck is going, not where it is today," Mr Tripodi concludes. ●

PROFESSIONAL DEVELOPMENT

Upskilling the modern CMO

Marketing leaders are now responsible for leading a data-driven brand transformation while embodying the voice of the customer. As an integral role for ensuring business growth and performance, are the current CMOs up for the job?

Nicola Smith

The remit of the chief marketing officer (CMO) has changed. "It's moved from very much an advertising and communications role to one of the key leaders in driving growth of the business and the brand," says Joe Tripodi, who retired in January after a 40-year marketing career which included the position of CMO at both Coca-Cola and, most recently, Subway.

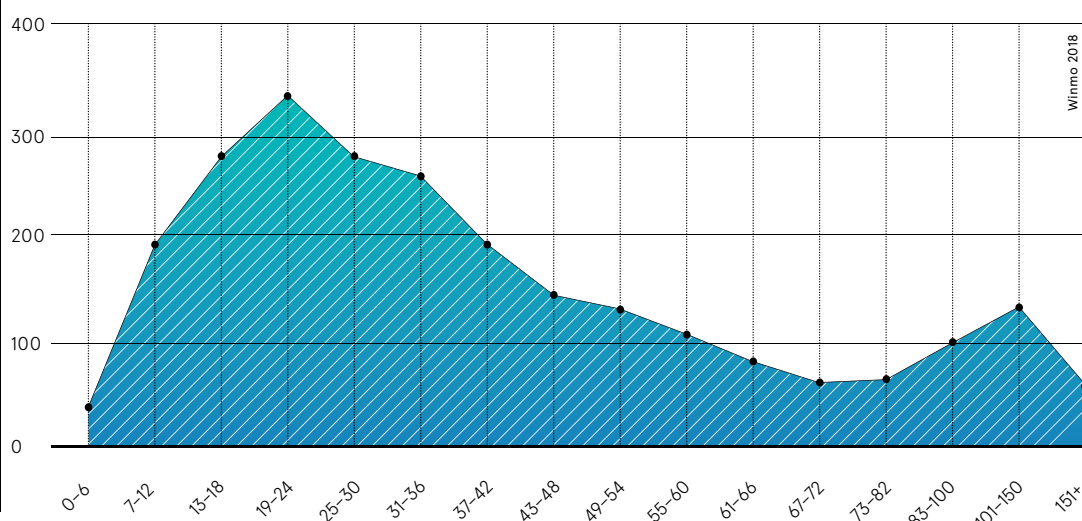
With greater emphasis on data and analytics to drive enhanced segmentation and targeting, and the demand for ever-greater customer centricity, the scope of the role continues to widen, and the list of required skills grows. Indeed, according to research by Winmo in

December 2018, the average tenure of a CMO is 3.5 years, half the duration of that of a chief executive. Are the current breed of CMOs up to the job?

Ben Bilboul, chief executive of Karmarama, part of Accenture Interactive, says marketers have the opportunity to apply their skills to a new set of opportunities, including new channels, platforms and data insights, and a greater ability to demonstrate growth to the business. He says: "We can choose to ignore these opportunities and be relegated to the communications department or take a more central role as business recognises the increasing importance of delivering the best possible customer experiences."

AVERAGE TENURE OF CMOs WORLDWIDE

Analysis of more than 2,400 CMOs; average tenure in months



OPINION

‘The more we talk about it, the clearer it is that other people face the same challenge’

I am kicking myself I didn’t stand up’. This is just one of the many notes I received after I hosted a rather large ‘fish-bowl’ at the irrepressible Ali Hanan’s Creative Equals event last month.

Perhaps I should explain: a fish-bowl doesn’t involve fish, well not this one anyway. It is a conversation format where the audience become the speakers. We literally open up a conversation space and encourage people to step into it.

It’s a format that a number of coaches use. We developed our own version at The Marketing Society to create a neutral and safe space, the right context to have those uncomfortable conversations about taboos and subjects that matter.

We’ve covered the topics that people often don’t talk about from a personal perspective: sexual harassment, mental health, race, neurodiversity and age, and done so all around the world. We learnt that our industry really wants to have conversations that matter.

But however safe we make the space, it’s still really hard for many of us to stand up and take part in a conversation about big personal things, particularly in front of our colleagues and our peers. “I wish I’d asked that question...” is something many of us feel.

The cause is often what’s called the “imposter syndrome”: the fear that somehow we are not as smart or as well read or as influential or as deserving as those around us. It’s a fear of being found out and, ultimately, that what we have achieved is merely through luck as opposed to our abilities.

Sound familiar? The truth is, most of us have experienced imposter syndrome while maybe not knowing what it actually is. Many of us feel this way, but we keep it hidden, a guilty secret.

I’m no psychologist, but the more I talk to people about it, the more compelled I am to raise it and help work out ways for each of us to deal with it. Maybe my main qualification is that I suffer from it just as much as the next person. I felt it strongly when I stepped into the 300-strong crowd last month and again while writing this article or, more precisely, while delaying writing this article until just before the deadline.

For what it’s worth, I don’t think calling it a syndrome is helpful. Maybe it’s better to think about it as just something lots of people experience, many of them famous and successful.

Albert Einstein and Maya Angelou suffered from imposter syndrome and although their achievements speak for themselves, they both always were plagued with doubt. Einstein called himself the “involuntary swindler”.

More recently, Michelle Obama outed herself as one of us. Psychologists think the feeling of not being enough starts early as part of our childhood development, so no wonder it’s widespread.

What do we do about it? There are three simple things that I think we can do together.

The first step is to acknowledge it. Many of us are in the same boat - once we frame it, we can start to manage and perhaps even embrace it.

The next step is to talk about it, like I am doing now, and what all the courageous people did when they attended the fishbowl and one by one shared their personal experiences of feeling an imposter.

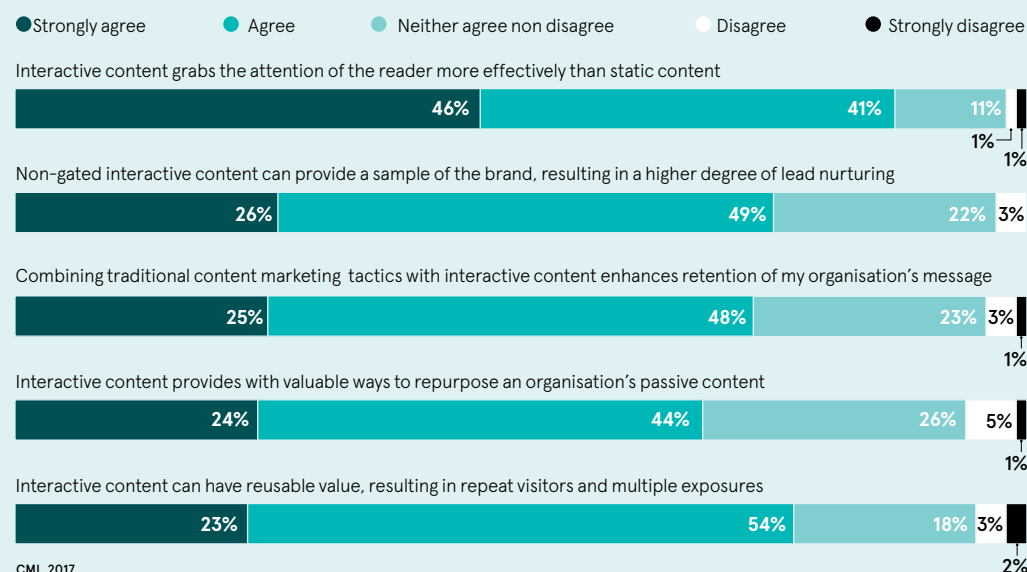
The more we talk about it, the clearer it is that other people face the same challenge and together we can help each other. If Einstein and the former US First Lady feel the same way, you’re OK. If they can fess up, so can you and I.

And the third step is probably the toughest: take a deep breath and jump in, make a dent in the world. You deserve the opportunity. We all do. It’s time to be show up and be brave. ●



Gemma Greaves
Chief executive, The Marketing Society

BENEFITS OF USING INTERACTIVE CONTENT



Why it’s time to kill the PDF

Content marketing is central to the modern marketer’s toolkit, but too many businesses are still relying on the clunky PDF to deliver their messages. **Nick Mason**, founder and chief executive of Turtl, explains why it’s time to finally ditch the downloads

It’s been around so long that most of us don’t question using it. But when you stop to think about it, does anybody actually like the PDF? It’s awkward to use, takes ages to download and it’s not even optimised to be viewed digitally, so the text is often too small to read comfortably and scrolling is a nightmare. What’s more, it’s horrible to view on your mobile and it’s difficult to share. The list of problems is endless.

And not only is the consumer and reader experience terrible with the PDF, but it’s pretty dreadful from a marketing perspective too. Data is everything to marketers nowadays, from tracking click-throughs, to seeing who has read your blog or shared your latest tweet.



Nick Mason
Founder and chief executive, Turtl

Business leaders want to know where their money is being spent and what the results are. The PDF is often lauded for the ability to track downloads, but there is no way of seeing whether anybody has actually read the thing, let alone which parts they’ve read or for how long.

In the age of digitisation, when forward-thinking organisations are talking about artificial intelligence, the internet of things, virtual reality and drones, it is incredible that we’re all still reading and distributing content in a format that was created in 1993; that’s more than 25 years ago. The internet was barely invented then. So why has nobody come up with anything more innovative and inspiring? And why aren’t marketers demanding more?

These were the questions I asked myself when working as a software consultant with University of Oxford Medical Sciences Division a few years ago. I heard about some research showing that we are more likely to retain information if we have autonomy, control and connection to the reading experience.

Hence, a non-linear reading journey, where you have control over how to explore information, including interactive multimedia elements, is more likely to tap into these intrinsic drivers. This led me to look further into the psychology behind how we read and what I discovered made me even more determined to bin the PDF forever.

For example, another famous study found that readers are more likely to take

on board new ideas when they’re feeling relaxed and calm, known as open mode, as opposed to when we’re feeling stress and pressure, or in closed mode. And, as I’m sure most of us can attest, struggling with the PDF rarely succeeds in creating the kind of zen-like atmosphere required.

Images are another big factor, with a study by 3M finding that people are around 45 per cent more likely to agree with an argument if it is presented with contextual imagery, rather than text alone. What’s more, presenting information with contextual images is not only more persuasive, but also makes people more likely to remember what they’ve read.

In one test, subjects who received a visually enhanced presentation could recall the information 6.5 times better three days later than those who were given just the words. Other studies have shown the merits of page and column-based layouts over document scrolling for ensuring comprehension and understanding of information.

All this new knowledge set me on a path to create something more inspirational, accessible and engaging for readers, while also meeting the data-tracking needs of modern marketers. And from there Turtl was born.

We aim to offer readers an experience that takes them out of their everyday mindset and carefully applies psychology to help them to concentrate, understand and retain content as effectively as possible. Plus, it’s super easy for marketers to use, with a drag-and-drop design so anybody can create amazing looking content, fast.

Content marketing has gone stratospheric in recent years and it feels like we’re reaching a tipping point. Smart marketers are thinking not about how much content they’re pumping out, but its quality and whether it really inspires readers to act. And for that, we need to kill the PDF once and for all.

For more information please visit turtl.co/cmo

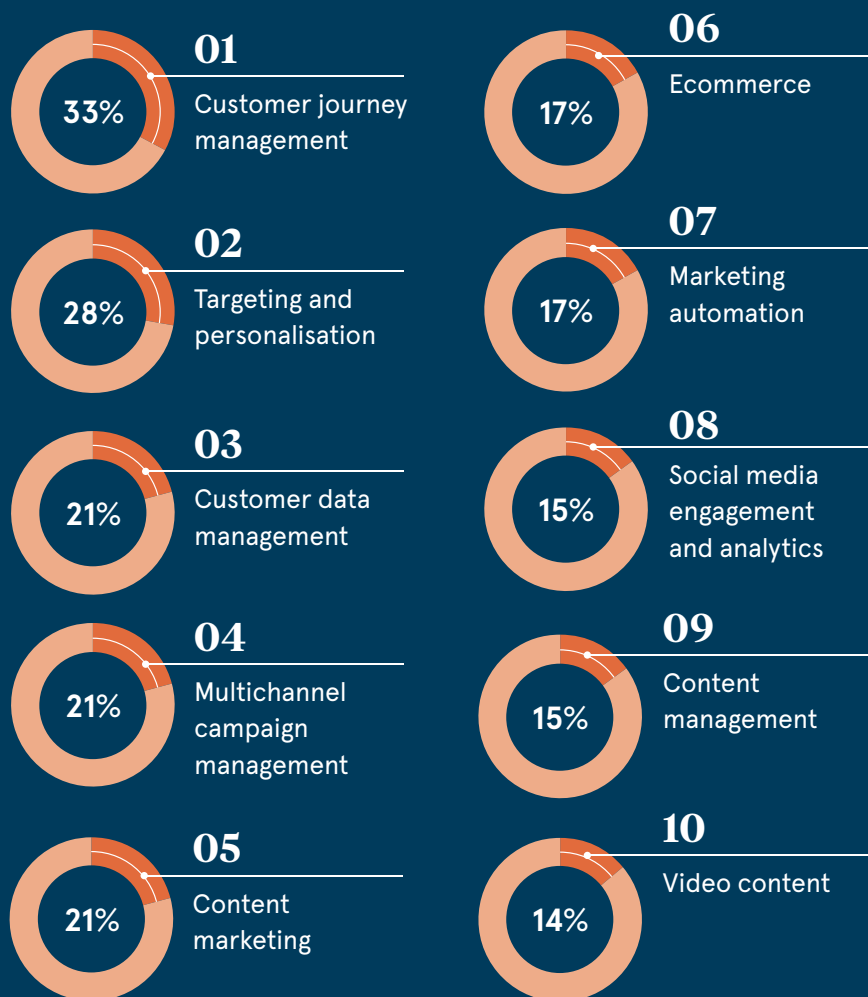
Turtl

KNOWING YOUR CUSTOMER WITH DATA-DRIVEN TECH

1

The priority for CMOs is better understanding the customer

TOP TEN DIGITAL-RELATED FOCUS AREAS FOR THE MARKETING PROFESSION IN 2019

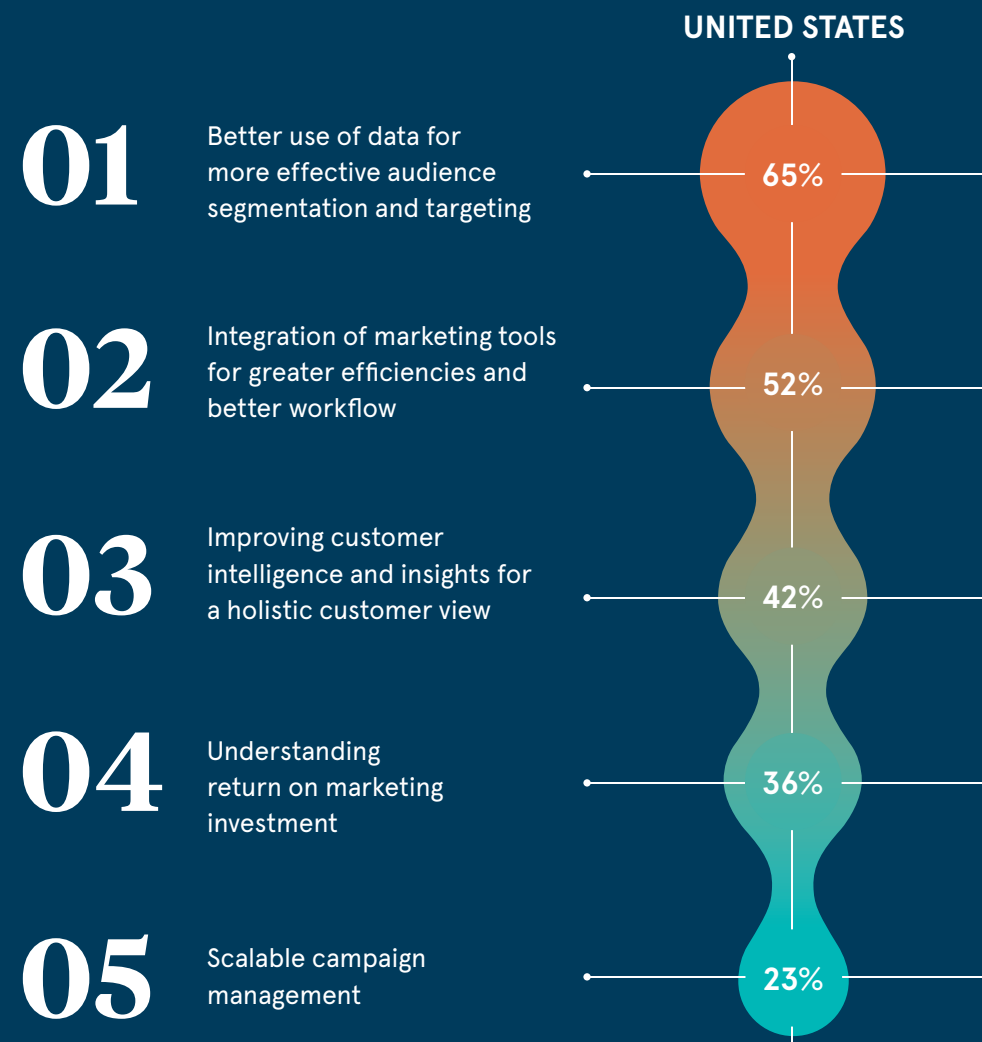


Adobe 2019

2

...and they recognise data-driven technologies as key to this

TOP FIVE STEPS THE MARKETING PROFESSION IDENTIFIES AS INCREASING PRIORITY

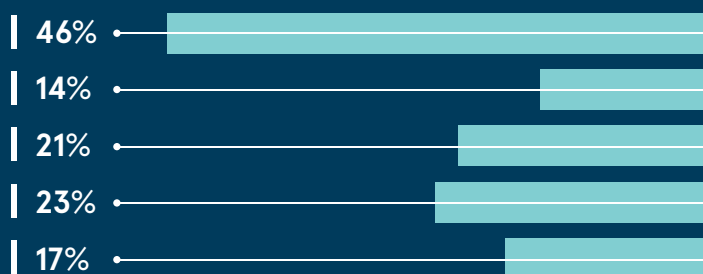


3

AI has an important role to play

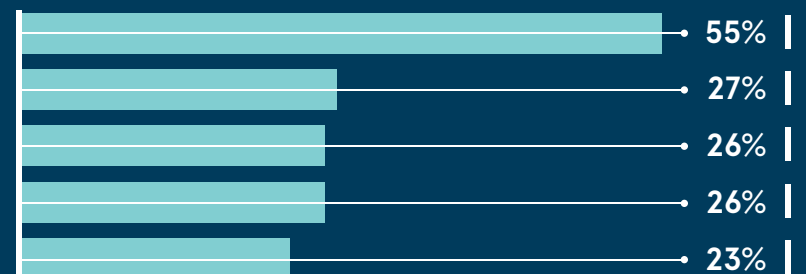
TOP FIVE USES OF AI FOR MARKETING-RELATED ACTIVITIES

Organisations with annual revenues under £150 million



Analysis of data
Programmatic advertising
On-site personalisation
Optimisation and testing
Automated campaigns

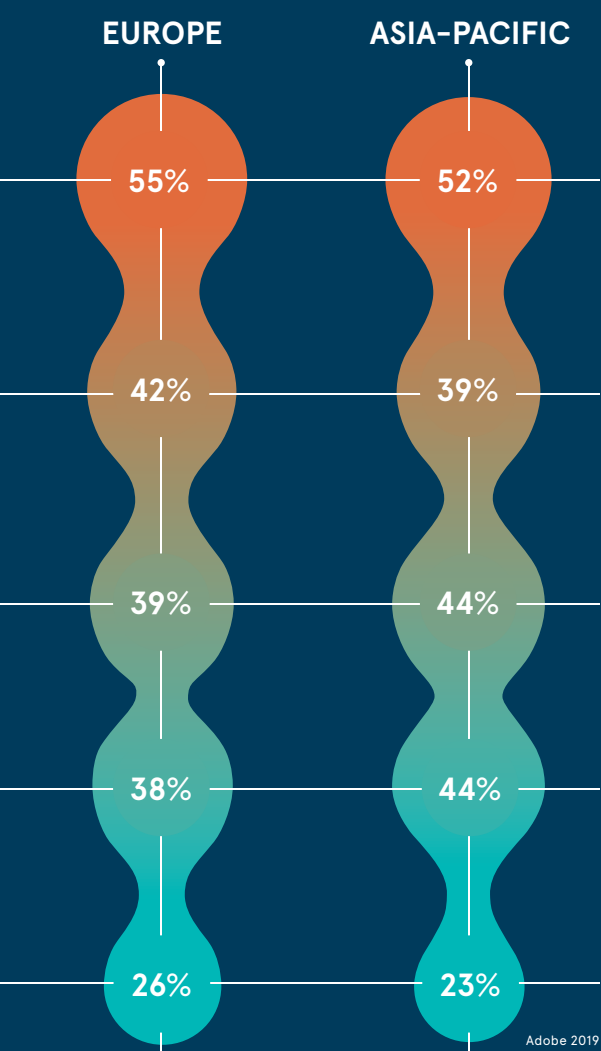
Organisations with annual revenues over £150 million



Adobe 2019

CMOs are increasingly embracing data-driven technologies to bring them closer to the customer, but understanding the intersection between data and creative must become an imperative

ITIES IN 2019



45%

of marketers say AI helps understand the difference between their stated brand attributes and what customers really think about them

4 Although AI usage is increasing, adoption rates remain low

PERCENTAGE OF ORGANISATIONS THAT USE AI

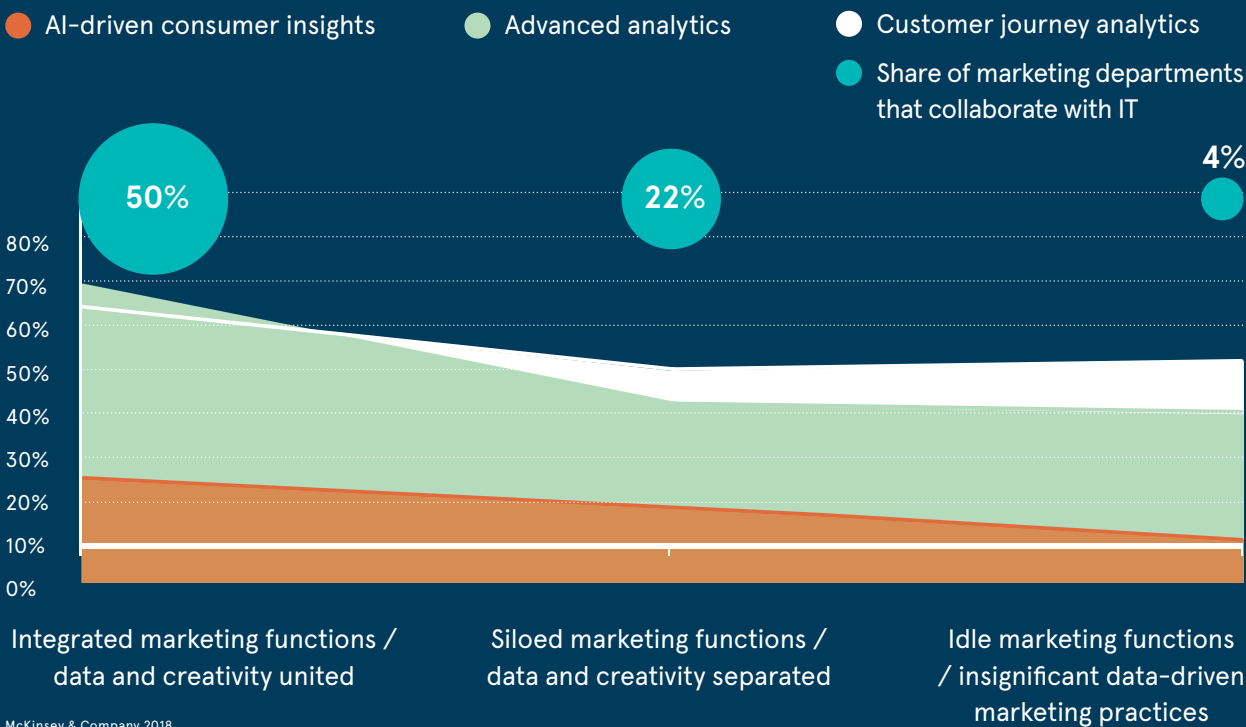


5 Integration of data and creativity in marketing is pivotal in leveraging AI and other data-driven technologies, with IT and marketing collaboration key



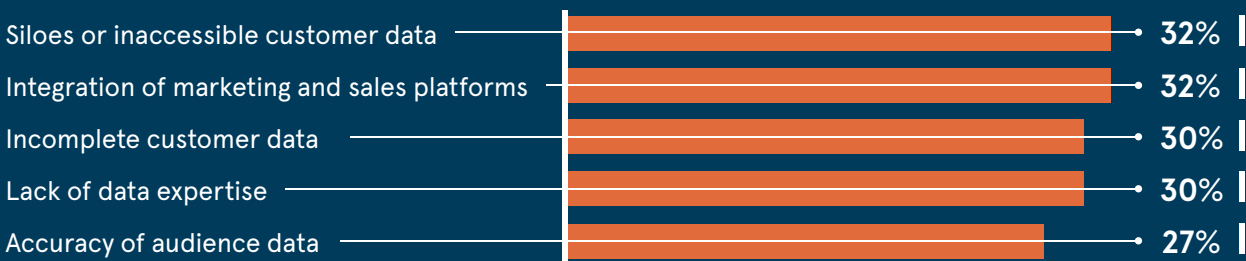
TECH ADOPTION RATES AND COLLABORATION LEVELS BETWEEN IT AND MARKETING FUNCTION

Based on level of integration between data and creative



6 ...which can support with the breakdown of wider barriers to succeeding with data-driven marketing

BIGGEST OBSTACLES TO SUCCEEDING WITH DATA-DRIVEN MARKETING



Golden age for influencer marketing

Influencer marketing is the biggest ad inventory the world has ever seen

Poet Mary Oliver famously said: "Attention is the beginning of devotion." And she had a good point. What we turn our attention to is based on what we're interested in, inspired and entertained by or care about. Over time, this attention transforms into devotion. We devote ourselves to a TV show, an influencer or a brand, and devotion is the Holy Grail for brands.

Right now, consumers tailor their media consumption based on their interests and needs to a much greater extent than in the past. What they view in their social media feeds is completely up to them. To become part of this, brands need to take part in the conversation and the content that entertains and inspires consumers. And no one inspires and engages, and consequentially gets the attention of people, like influencers.

Why, because people trust people. It's nothing new, it's word of mouth. We all know that we trust people more than

billboards, TV screens and pop-up ads, but do the results prove it? And can it scale? The answers: yes and yes.

New studies keep proving how efficient this medium is. Across Tailify's 2,500 influencer campaigns, the ad sponsored content gets on average 20 per cent higher engagement than the influencer's non-sponsored content. It's like watching a movie on television and fast-forwarding to the commercials. It's not just attention, it's effective attention. To date, the average return on investment (RoI) for influencer marketing campaigns is more than six times, according to the Digital Marketing Institute.

The market supply, with more than 51 million influencers globally, makes influencer marketing the biggest ad inventory the world has ever seen.

Brands are waking up to this and influencers are increasingly essential in the marketing mix. It's why the influencer economy will be worth \$10 billion by 2020 and is set to grow.

Some 89 per cent of brand managers surveyed say influencer marketing impacts how people feel about brands, according to research from eMarketer. For many startups it's a cost-effective way to get their product in front of audiences. In fact, influencer marketing is still heavily underpriced and is a fraction of what's spent on television, newspaper or magazine advertisements.

"Influencer marketing has been incredibly effective in engaging audiences globally in the last few years; it's why the C-suite take it seriously. We now have a voice at the table when it comes to marketing budgets, with chief marketing officers realising influencers are critical to success," explains Fredrik Segerby, co-founder and chief executive of Tailify, one of Europe's leading influencer marketing agencies.

A perfect storm is also hitting many industry sectors, whether it's retail, banking, health and beauty, fashion or consumer goods. A legion of digitally native and challenger, direct-to-consumer brands are disrupting how products are sold and purchased. They're using influencer marketing as their primary form of attack.

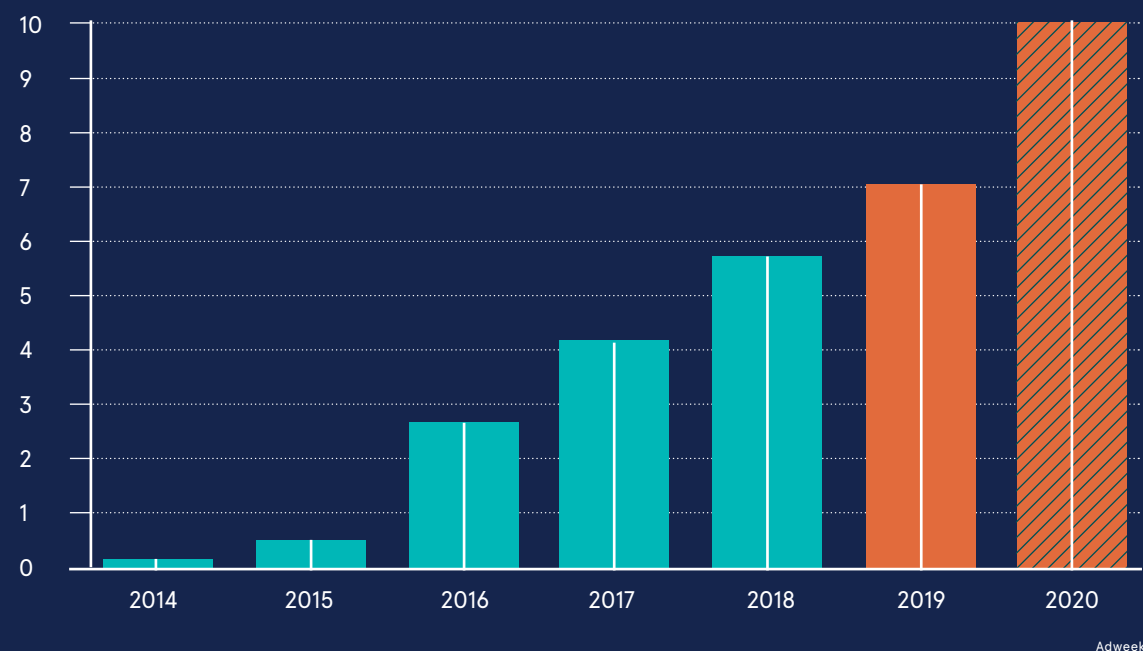
“Those who take influencer marketing seriously are rapidly taking market share from large legacy brands around the world

Just look at Daniel Wellington, the watch on every influencers' arm, that has become one of the world's biggest watch brands in just six years. Or Kylie Jenner cosmetics that sold make-up worth \$420 million in 18 months, leaving traditional beauty brands with dropped jaws. At the same time, legacy brands are playing catch-up in the process.

If Tailify is a bellwether for the rise of the influencer economy, then it's reflected in its growth. Founded in 2013 in Stockholm, the company moved to London in mid-2016; since then it's gone from three to twenty-four employees. Their influencer network has mushroomed by 7,000 per cent, delivering more than 2,500 campaigns, while tracking over two billion data points. It's now a full-service influencer marketing partner backed by UK's Founders Factory, Germany's Axel Springer and L'Oréal.

GROWTH OF INFLUENCER MARKETING

By market size (US\$ billions)



84%

of CMOs believe influencer marketing is critical to their future success

World Federation of Advertisers

65%

of marketers plan to invest more in influencer marketing in 2019

Marketing Week

70%

of teens trust influencers more than traditional celebrities

Think with Google

53%

of women made purchase decisions due to influencer posts

Adweek

92%

of consumers trust online word-of-mouth recommendations, while only 33 per cent of them trust online banner ads

Nielsen

47%

of online consumers use adblockers

Digital News Report

only 6%

of millennials find traditional marketing credible, but 92 per cent trust the influencers they follow

Ogilvy Cannes 2014

"Influencer marketing is no longer the Wild West; we are gradually taming it. Our number-one goal is to professionalise and improve the influencer economy, by taking a cold-headed and warm-hearted approach. We do this by combining data, technology and science with creativity, emotions and experience," says Mr Segerby.

Perceptions of the influencer economy and campaigns still lag behind the reality, and nowhere is this more apparent than when it comes to data and accountability. The fact is campaigns can now be carefully calibrated, measured using sophisticated tools and tracked with full transparency. It's one of the only marketing disciplines where you get instant feedback in terms of likes or views. Data about an influencer's reach, brand affinity and the demographic of their followers can also all now be shown.

"Many companies still undervalue the medium, as well as perceive it as risky. When you look at the RoI, as well as the performance and the affordability of an influencer campaign, you really have to ask yourself why brands aren't doing a lot more. Social media fuelled by influencers is an extremely powerful marketing tool; you will sell products," explains Tailify co-founder Fredrik Martini Andersson.

"Marketing buyers are more comfortable with traditional media and don't want to upset the status quo, but this is changing as we build more trust in influencer campaigns. Companies of

all sizes, whether they're digital startups or legacy companies, need to leverage the power of influencers to win in a competitive market."

With a saturation of influencers globally, building a substantial social media following on Instagram, Facebook or YouTube and successfully monetising isn't easily achieved. The market is competitive, requires skill and hard graft. In the process, influencers are becoming more creative and discerning in terms of the companies they team up with.

"If you're not relevant or entertaining as an influencer, people 'unfollow' you. It's as simple as that. The economy is therefore increasingly regulating itself. If influencers aren't authentic or co-creating with brands in an inspiring way, they don't stay influencers for long," says Mr Segerby.

"The industry is certainly more professional, transparent and sophisticated. Those who take influencer marketing seriously have won market share from large legacy brands around the world. We advise every chief marketing officer to give it a seat at the table and to fight for a place in their marketing plan."

For more information please visit [Tailify.com](https://www.tailify.com)

Tailify.



Becca Tapert on Unsplash

CUSTOMER CENTRICITY

Building a customer-obsessed culture

The scramble is now on to cater for the consumer's ever-changing demands. But an entire company culture obsessed with their customer has to start at the top

Dan Thomas

Offering good customer service has never been harder. Consumers are more demanding than ever, and attracting and holding their attention is tougher as competition increases in almost every industry.

Not surprisingly, customer experience has risen up the corporate agenda over the last five years and the pressure to get it right is intense.

"Customers are saying we have more alternatives now, they are easier to find and switch to, so you need to up your game," says Professor Andrew Stephen, an associate dean of research at Saïd Business School, University of Oxford. "Firms that don't respond will see customers leave them for other brands."

Typically, the job of improving customer experience falls to a firm's chief marketing officer, who is responsible for building and maintaining customer relationships.

They must work hand in hand with the chief executive, and digital and data teams, but they are "conducting the orchestra", says Professor Stephen.

The biggest challenge they face is changing the culture of their organisation, which can be tough without a strong top-down approach.

Good customer experience must be embedded in a company's DNA, says Dr Andreas Eisingerich, professor of marketing, at London's Imperial College Business School, but that is much easier if you do it from the start,

"It's about messaging: telling the employees this is who we are. It's also about empowering management to make the changes necessary," he says.

To achieve this, CMOs must first have a granular understanding of customers' needs, which are changing fast in the digital age.

Large tech firms, such as Netflix, Instagram and Amazon, have

reinvented what good customer service looks like, offering consumers a more personalised and user-friendly service.

They also have unparalleled access to customer data, giving them an intimate picture of their users or customers and how to please them. Everyone else is now racing to catch up, says Professor Stephen.

"Customer experience was always important in services businesses,



Organisations realise it's a way they can differentiate themselves and get a competitive edge

but now it's championed in product-led ones like telecoms firms, cosmetics giants and utilities firms," he says.

"Organisations realise it's a way they can differentiate themselves and get a competitive edge."

CMOs must also remember that brands are increasingly seen as personalities to consumers, and therefore must act in an authentic and ethical way.

The internet has made it easier for customers to shop around, while social media has given customers a megaphone with which to complain about poor customer service.

Bad news can go viral on platforms such as Twitter, hammering a firm's reputation and damaging consumer trust.

Professor Eisingerich says: "We're all grown ups and if a firm makes a mistake it has to be upfront and take responsibility. Consumers are less willing to tolerate corporate wrongdoing and cover-ups."

"Firms also need to avoid irritating customer contact: pop-up ads, junk mail, requests for feedback. Firms that still do that are destroying the customer experience."

He points to Google, which he says was initially an engineering-focused, product-based organisation, that tended to view the customer as "some distant animal".

"People became really frustrated by the way it handled their data and there were scandals. But recently Google has started to think about privacy and more ethical ways to advertise," says Professor Eisingerich.

Despite the concerns about privacy, many firms, particularly more product-led ones, will have to work out how to obtain more data from their customers if they are to be competitive. The key is doing it without alienating customers, but it is possible, says Professor Stephen, who gives the example of cosmetics giant L'Oréal.

"They were very retail focused historically and didn't know much about their customer. They put their cosmetics on the shelf at Boots and that was it," he says.

"But a few years ago, the competition was rising and they realised they had to up their game, so they began to create experiences."

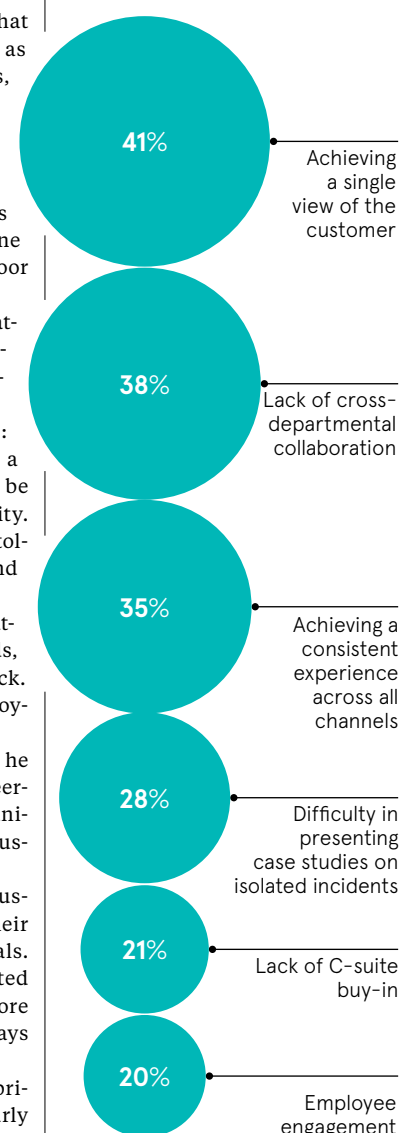
Professor Stephen says L'Oréal has since introduced a range of beauty apps that use augmented reality, enabling consumers to try out different make-up and hair products online to see how they will look. It's also boosted its ecommerce function and now employs about 3,000 digital specialists worldwide compared with 300 in 2014.

"It's about keeping the customer engaged and shifting from a transactional to an experiential relationship," he says.

While knowing your customer is clearly vital, there is a danger you can become a slave to their changing needs, warns Professor Eisingerich. This can mean firms place too much importance on decisions that appease consumers' short-term needs, while avoiding

BIGGEST CHALLENGES TO IMPROVING CUSTOMER EXPERIENCE

Global survey of customer experience professionals



Conversocial 2019

more radical choices, which could make a bigger difference in the long term.

He gives the example of the late Steve Jobs, former boss of Apple, who had a knack for guessing what customers wanted before they realised it themselves.

"We always listen to the crying baby, we are always fire fighting. But it is not always the vocal customers who are the most important," says Professor Eisingerich.

Despite the importance of CMOs, an academic study published last year found that marketing still takes a back seat at board level and this is hurting growth.

It looked at the biographies of almost 65,000 board members at publicly listed US firms between 2012 and 2017, and found only 2.6 per cent had any marketing experience.

However, firms with at least one experienced marketer on the board saw revenue increases of 5.78 percentage points in the period, compared with firms with no marketers on the board.

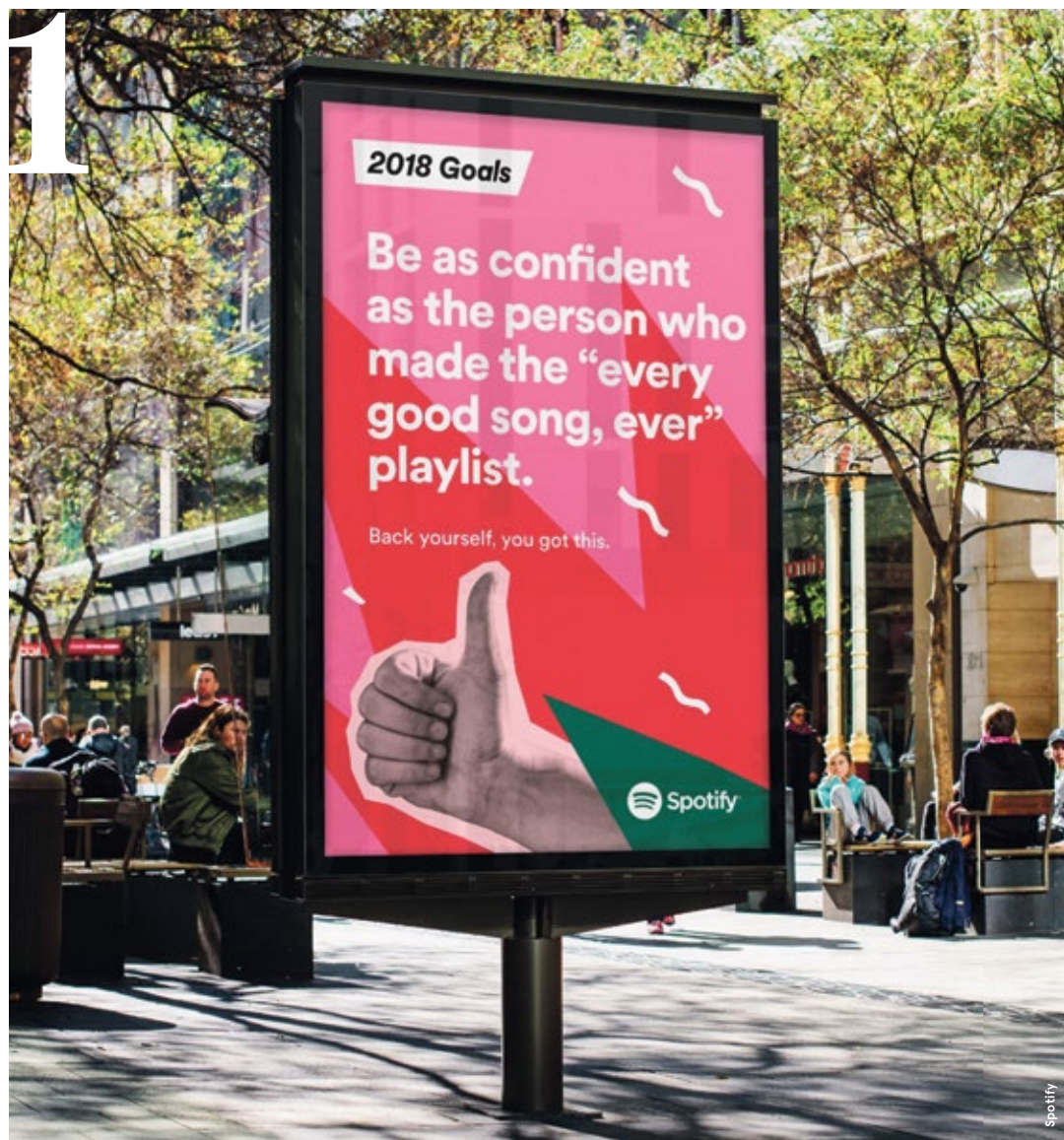
"The evidence shows that when boards either have marketers or a CMO focused on customers, they tend to do better. CEOs are starting to realise this and invest in it," Professor Stephen concludes. ●

CREATIVITY

Balancing data with creativity

Chief marketing officers understand the potential of data and analytics to transform customer understanding. But marketing still requires creative thinking to ensure consumers are targeted effectively with a message that cuts through the noise. Here are five examples

Suchandrika Chakrabarti



Spotify

When you already have 140 million users, how do you attract new ones? Music streaming service Spotify aimed to demonstrate its deep understanding of its subscribers, using rich data to tell stories of some individuals and show off the listening trends of 2017 in humorous ways.

The insights team analysed streaming data to uncover the most compelling truths about their users that would tell the most

engaging stories on a personal and also wider level. As well as using the data to reward existing users with interactive quizzes covering their listening habits and personalised playlists recommending new music, it was also used to create humorous 2018 New Year's resolutions for billboard advertising.

Building on the previous year's campaign, Thanks 2016... It's Been Weird, Spotify combined both traditional and digital advertising with messages such as "Take a page from the 3,445 people who

streamed the Boozy Brunch playlist on a Wednesday this year" and "Eat vegan brisket with the person who made a playlist called Leftist Elitist Snowflake BBQ".

According to Spotify's chief marketing officer Seth Farbman, the campaign was a success. "Out-of-home gives that hyperlocality which gives those 'aha' moments to people. And it allows a digital community to feel connected in a physical way. This is happening here. We're all seeing this and remembering this moment together," he says.



Homeland

To raise awareness of the sixth season of American spy thriller *Homeland* in January 2017, Showtime Networks wanted to create an interactive experience to pull in more fans and ramp up hype ahead of the premiere. Using the Landmrk mobile mapping platform and geolocation data to produce an interactive walking tour of New York City, the network created an immersive experience that offered exclusive content and prizes to fans taking part on their mobile phones.

Fans could visit seven specific locations featured in the show to unlock exclusive audio from season six, presented as hacked phone calls. The audio content was hidden

across Manhattan in high-traffic locations, including Times Square, Washington Square Park and Wall Street, where fans could "intercept phone conversations" from the show by visiting a website on their mobiles. Fans were also given their own unique agent ID badge to save and share on social.

Within 90 minutes of going live, the biggest fans had already visited every hotspot location on the map, and shared content on platforms such as Tumblr and Reddit. In just three weeks after the launch, more than 15,000 people took to the streets of New York to find the hidden locations and hack into exclusive content from the upcoming episodes. In the same time period, fans from 134 countries around the world navigated to the website.



Pret a Manger

After 10,000 customers of Pret a Manger voted for a meat-free store in an online poll in 2016, the UK-based sandwich shop chain launched the Little Veggie Pop-Up campaign. The move came in response to the widespread surge in popularity of healthy and "clean" eating, and its insights team uncovering that 39 per cent of Brits now snack on cakes and sweet baked goods between meals, down from 51 per cent in 2015.

The site, at its Broadwick Street branch in London's Soho, was only intended to open for the month of June 2016, and the firm

had predicted it would see sales drop by up to 30 per cent and be a loss-maker.

However, sales jumped 70 per cent year on year. In fact, the top-selling eight new products at Veggie Pret were all vegan, which gave Pret more data to work with and a new consumer base to target. Customers wrote messages of support on the company's Hit the Spot/Lost the Plot notice board, confirming that the company was serving a demographic already in existence.

The experiment was so successful the chain has now opened a range of four Veggie Pret stores, three in London and one in Manchester.

Beano

In an effort to turn the tide on declining print media sales and embrace the digital age, beloved children's comic *Beano* took action. By 2016, parents' awareness of the *Beano* brand had fallen to just 70 per cent, while kids' awareness was down at 50 per cent, compared with LEGO and Disney at around 90 per cent.

Agency Red Brick Road worked with Beano Studios to create a toolkit called Beano Brain to collect data from quizzes, polls and behavioural trends on Beano.com. They analysed children's digital behaviour and user journeys,

ramped up face-to-face insight testing with kids every six weeks and put together a panel of 31 youngsters from a diverse ethnographic background, called Beano Trendspotters, to be interviewed on a weekly basis.

By the end of 2018, Beano.com was ranked the fastest growing kids' website in the UK and had increased its US user base by 2,800 per cent. Brand awareness went up to 73 per cent among 6 to 12 year olds in 18 months, driven by the first six months in which it jumped from 50 to 65 per cent, with parental awareness growing to 91 per cent and trust up at 74 per cent.



Vimto

Getting through to Generation Z, people born between the mid-1990s and mid-2000s, on social media requires unconventional methods. In an effort to reposition its brand among younger audiences in the south of the UK, soft drinks company Vimto knew it had to be authentic and unique to cut through social newsfeeds after data revealed 69 per cent of Gen Z actively block social ads.

Working with creative communications agency Tangerine, Vimto deployed an "anti-advertising" strategy it called I See Vimto in You, relaunching its Instagram channel in three stages. The first stage included a "do not follow" channel, using two micro-influencers,

cleverly formulated and targeted dark ads, and reverse psychology to drive people to a "secret" Instagram channel. The next stage was a "reveal and reward", announcing Vimto was behind the channel and rewarding those who went against the grain and clicked "follow".

Subsequently, follower growth and engagement maintained through further themed content, engaging imagery and micro-influencers that echoed the tone of voice.

Within two months, the Vimto Instagram channel went from 350 followers to just over 5,000, and more than half of the 557,000 video views watched were for more than ten seconds. The company says the activity contributed to a significant increase in Vimto sales during the period. ●



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Time for CMOs to fulfil their destiny as thought leaders

Informed, insightful, credible thought leadership is one of the most powerful assets a business can possess. But there's a problem – only a tiny proportion of current thought leadership meets these criteria, says **Nico Lutkins**, senior director of marketing at LinkedIn EMEA



In new research from Edelman and LinkedIn, only 14 per cent of decision-makers rate the thought leadership they typically encounter as very good or excellent.

Business-to-business marketers are suffering from a lack of genuine thought leaders within their organisations. The irony is they usually have a ready-made thought leader ideally suited to filling the gap and that person sits at the head of their department. Chief marketing officers (CMOs) are among the most underutilised assets in all of marketing.

Why do CMOs so often take a back seat to chief executives and their other C-suite colleagues when it comes to thought leadership? Could it be down to perceptions of marketing as peripheral to the core business?

Do they fear that audiences will feel they are being sold to as soon as they see a senior marketer byline a post or appear in a video?

Whatever the reason, it's likely to be costing their businesses because evidence of the value of high-quality thought leadership has never been greater and few other individuals within a business are so well placed to deliver it.

Thought leadership is a high-stakes game and you need your best players

The Edelman and LinkedIn research proves that genuine thought leadership does far more than just raise awareness. It delivers significant, measurable benefits all the way along the path to purchase and beyond.

More than half (54 per cent) of decision-makers say they use thought

leadership as an important way to vet organisations they're considering working with, 46 per cent had invited a company to bid on a project on the strength of their thought leadership and 49 per cent had awarded business on the basis of it. Once business had been awarded, 51 per cent say they had increased the amount of work they awarded to a supplier as a result of thought-leadership content.

It's not just the rewards of thought leadership that are significant, though. There are also substantial risks when thought leadership isn't up to scratch. Of the decision-makers in the survey, 42 per cent say they had lost respect for an organisation as a result and 28 per cent had decided against awarding business because of poor thought leadership.

What top CMOs say



Amanda St. L. Jobbins, Oracle

“CMOs have a critical role to play as thought leaders. Marketing now sits at the epicentre of business strategy for an organisation and the customer experience and engagement strategies a company deploys will be the difference between success and failure. Marketing is the only function truly targeted at understanding market dynamics, anticipating market trends and thinking about how a company can and should respond. I personally share thought leadership content in the form of stories and insights via LinkedIn where I can get instant feedback on how ideas and stories land, and also through speaking engagements and online communities. The biggest challenge for CMOs is making the time to share, think, write, speak and engage in this way. However, I think we have to see that time as a key part of our role.”

The high stakes make it essential for businesses to deploy their best-quality thought leadership whenever possible and that means getting the CMO involved.

credible, no-nonsense layman's terms.

For our quarterly *LinkedIn Content Intelligence* series, we recently analysed the content on LinkedIn that drives the greatest engagement among CMOs. The results provide a vivid snapshot of the broad range of thought-leadership issues now falling within CMOs' remit.

They engage with the broader implications of emerging technologies from artificial intelligence to blockchain. They are natural authorities on data and privacy, personalisation and customer experience, crypto currencies and new business models. Last, but not least, there's a growing overlap between expertise in marketing and active interest in finance, with startup strategies and venture-capital trends ranking high on the CMO agenda.

CMOs are not chief executives, and it's unrealistic to expect them to carry the same recognition and instant authority. However, few other roles in a business have quite so much hands-on experience across different areas of strategy, and none combine this with the same in-depth insight into changing markets, customer expectations and the needs of key audiences.

If you were to design a role around the requirements of being an informed, engaging and insightful thought leader, it would look a lot like the CMO role now emerging. That's why the future of the CMO is also the future of thought leadership. It's time for senior marketers to embrace that destiny.



If you were to design a role around the requirements of being an informed, engaging and insightful thought leader, it would look a lot like the CMO role now emerging

How CMOs became natural thought leaders

The evolution of the CMO role in recent years places it at the intersection of business strategy and customer understanding. CMOs are ideally placed to express a visionary point of view, something 93 per cent of decision-makers describe as important in thought leadership. While relating this to issues that are highly relevant to a target audience, 60 per cent of decision-makers say they engage with content relating to what they're currently working on.

Their increasingly close working relationship with chief information officers also enables CMOs to discuss hot technology topics, emerging trends and exciting opportunities to improve customer experience, and to do so in



Iris Meijer, Vodafone Business

What top CMOs say

“True thought leadership helps to cut through the jargon that's often associated with the technology sector, and provide a clear and relatable vision for the audience. The CMO is pivotal in driving this, both as a thought leader themselves and by setting an example for the rest of the organisation. At Vodafone Business, we've focused our thought leadership on outcomes and helping customers understand the end-result of increasingly important technology decisions. By pushing this forward, I can help pitch thought leadership at the right level and avoid getting too technical, too early.”





Zac Ong/Unsplash

TRIBAL MARKETING

Rise of the tribe

When consumption patterns can no longer be defined by traditional factors, such as age, gender or location, consumer tribes grouped by their collective common behaviours and interests begin to emerge. But what does this mean for the modern marketer?

Bernadette Hogan

Do you class yourself as a member of an elite? Maybe you are an emergent service worker, with a rich cultural and social life that makes up for your lack of economic capital? If you're one of the fifth of the adult population who took a BBC quiz to find out which of seven new social classes you fall into, you might know already.

The *Great British Class Survey*, the largest ever survey of class in Britain, interviewed more than 160,000 people in a bid to replace the traditional distinctions of working, middle and upper class with more precise groupings. The study combined social capital (the status and number of people respondents knew) and cultural capital (their cultural activities) with their economic capital (income, savings and home value).

The BBC settled on elite, established middle class, technical middle class, new affluent workers, traditional working class, emergent

service workers and the precariat (precarious proletariat) as the new societal groupings.

The quest to find more useful ways to group people together is never far from the minds of marketers and their agencies. If the turbulent, Brexit-fuelled political climate of the last three years has taught us anything it is that the traditional expectations of how people might behave are often unhelpful or even downright misleading.

"There is no richer example of behavioural mindset than today's political UK climate," says Danielle Bassil, chief executive at Publicis Groupe digital shop Digitas UK. "How someone voted in the referendum is becoming a lightning rod for smart brands.

"Take one look at HSBC's advertising and you can see the thought of 'together we thrive' is very much targeted at those who believe we are better when we are part of something bigger than ourselves.

You can be 16 or you can be 60, in Newcastle or in Newport, and yet if you don't believe in this brand behaviour, this marketing is not for you."

Media owners are often at the forefront of efforts to determine new groupings to help marketers do their job better, although these can be thinly disguised attempts to encourage them to spend more money on their offerings.

Ahead of the 2015 general election the Daily Mirror and Manchester Evening News publisher Trinity Mirror, now Reach, defined modal Britain, the modern mass market, as people with middle incomes who were driven by strongly held beliefs, an aspiration for betterment and a clear sense of belonging. Trinity Mirror suggested the recession, democratising power of smartphones, expansion in university education, and regeneration of towns and cities had accelerated its formation.

TI Media, publisher of magazines including Woman and Woman's Own, recently repositioned the traditional demographic of mass-market women or housewives as the heart of Britain. TI Media says there are more of these women than either the oft-targeted millennials or affluent AB economic group. A national representative survey of 3,000 women

found their lives had four broad themes linking them together: "Their strength in the community, economic power, savviness, and being the 'original influencer' in the home and beyond."

Targeting does not have to stop at demographics, past behaviours or interests. Neuroscience research from Radiocentre, the trade body for the commercial radio industry, recently found when people heard ads that had a connection with something they were doing at the time, engagement rose 23 per cent.

"For me the big change in understanding consumers for targeting effectiveness would be about mood," says Ed Cox, founder and managing director at independent agency Yonder Media. "Target audience segments can't just be set on the basis of the long-standing attributes of a person. We should also use the data and research to target people in the right mood for our product or service, for maximum effectiveness."

One of the issues for marketers in using any new groupings is that mass media is still bought against traditional demographics. So whatever insight a marketer might learn about their target consumer, they will have to buy their TV campaigns against audiences such as housewives with children, 16 to 34s or ABC1 adults.

This means marketers must "game the system" by choosing the right combinations of demographic groups to get as close as possible to their target audience, says Dickie Desforges, global group strategy director at PHD Global Business, part of Omnicom. However, he contends that this is not necessarily a bad thing because the "more important thing is delivering huge numbers of people" when using mass media.

The majority of online media, meanwhile, is bought on the basis of people's internet history. "Online there is so much data on what people are searching for that brands don't care what segment they fall in to," says Mr Desforges. "We care what they're looking for."

Lloyd Page, marketing director at MoneySuperMarket.com, concurs. "Traditional demographics have their place, but they aren't particularly useful in isolation," he says. "I'd contend that behaviours are far stronger than demographics. In an ideal world, you would link the two and look for meaningful correlations in the data, and then you would overlay attitudes."

Marketers must be sensitive in the way they use the data available to them, however. No one wants to be followed around by a pair of shoes they just bought. "To consumers, the experience is the product, is the brand," Ms Bassil at Digitas UK explains. "The counsel I would give would be for brands to be careful about what they're showing to consumers and when. Adtech is clever, but it's not always that smart."

The answer, therefore, does not lie in any one place. The modern marketer should use all the information they have at their disposal. But you cannot use everything all the time; some data is more useful in some types of campaigns or at certain points in the process than others.

"I think the biggest opportunity is in the ability to treat customers as individuals," says Jen Musgreave, strategic insight director at Omnicom data and direct marketing agency Rapp. "Respond directly to a combination of their actions, their context and their history to adapt marketing in the moment." ●



I think the biggest opportunity is in the ability to treat customers as individuals

OPINION

It's time to reimagine the marketing funnel

The traditional marketing funnel is no longer the best tool for understanding B2B customers. Here's how to switch to a more efficient model for activating content marketing campaigns

Sammy Tatla

The marketing funnel is in desperate need of an update. This simple tool has served marketers well for 120 years. But today, it's long past its best. The customer journey has changed hugely since Elias St Elmo Lewis first described the concept in 1898.

Back then, coal power stations were still cutting edge technology. And just as the energy industry is transitioning rapidly to more modern fuel sources, today's marketers need a more efficient way to guide prospects through the customer journey.

Lewis's original marketing funnel was designed to describe the path a buyer takes from when they first encounter a brand to the moment they make a purchase.

His model still does a pretty good job of describing the emotional journey marketers must take their customers on. First, you need to grab someone's attention. Then, you have to develop their interest in a challenge you can help them with and turn it into a desire to overcome it. Finally, you must prompt them to take action to fulfil that desire.

Lewis coined the acronym AIDA (Attention, Interest, Decision, Action) to describe this process – and it's been a staple of the marketing world ever since.

The problem with this today is that marketers must use content to reach customers far earlier in the decision making process than they used to. What's more, a client's initial purchase is just a small part of the potential value of that relationship.

Customers now have all the information they need at their fingertips to independently assess their own business needs and research

potential solutions. In fact, research from SiriusDecisions shows that up to 67 per cent of a typical B2B buyer's journey now involves self-directed research online, while a Demand Gen report found that 80 per cent will read three or more pieces of content before they ever speak with a salesperson.

At the same time, the marketing process doesn't simply end at the point of purchase, so marketers can't afford to ignore the impact upsells, cross-sells and renewals can have on the bottom line.

Better yet, generating repeat business from customers who have already been through your marketing funnel is naturally more cost effective than finding new prospects and warming them up from scratch.

All this means that the scope of marketing is getting wider – and the marketing funnel must grow wider with it.

How the marketing funnel is failing B2B brands

A key issue with the traditional marketing funnel is that it's a 'one size fits all' approach. It implies that everyone joins your campaigns at the top of the funnel and then follows the steps until they are ready to buy something.

In reality, there are many paths that may lead someone to buy – and the marketing funnel of the future should take them all into account.

First of all, prospects can enter the marketing funnel at any stage of the buying process.

Some may have already identified a need and be ready to buy almost immediately. Others will already be aware of a brand and its content, but have yet to identify a need it can help with, so still require nurturing through the middle of the funnel.



It's time to replace this old concept with a new one that more accurately reflects the modern customer journey

At the same time, the customer journey is non-linear. Don't expect customers to engage with white papers, blog posts and other content in any particular order.

Some will skip parts of the funnel in order to make a purchase decision more quickly. Others may flit between top, middle and bottom-of-funnel content many times before making a purchase.

In fact, not everyone is even heading to the same destination. Stakeholder groups such as end-users or journalists often visit corporate websites, but won't be looking to make a purchase.

For all these reasons, marketing funnel replacements should recognise that customers don't make their decisions in a simple or predictable fashion, and they shouldn't take a generic approach.

What marketers need to create are personalised content experiences that make the buying process as relevant as possible no

matter what path a customer decides to take.

That means content should address the specific themes and ideas audiences care about and remedies their biggest pain points at each section of the customer journey.

Once marketers know the key messages they need to convey, the next step is to package and distribute that content in the best formats and channels to reach an audience in the right place and at the right time. Automation technology will have a key role to play here, helping gather information about ideal prospects and serve them the content they need when they need it.

For example, a research report can be a great way to engage prospects and provide them with useful insights that establish an organisation's industry expertise. But, a content piece that substantial may seem daunting to someone who's unfamiliar with a business.

To engage prospects who aren't ready to read a full report, companies should look for ways to repurpose that content into more digestible formats. For example, by publishing some sections as blog posts or infographics and repurposing its most useful insights as social cards to share in an audience's preferred social media channels. Then, automation software can be used to share this content with prospects who can benefit from those insights.

Of course, this process extends well beyond each customer's initial purchase, and it's equally important when designing post-purchase content initiatives.

A new model for the B2B customer journey

The limitations of the traditional marketing funnel mean it's no longer the best model for activating modern B2B content campaigns.

It's too simple to account for the many routes a customer may take on their path to purchase and says nothing about the crucial role content plays in unlocking the value of customer relationships post purchase.

That's why it's time to replace this old concept with a new one that more accurately reflects the modern customer journey – a new model for campaign activation that Raconteur Agency has dubbed the 'marketing loop'.

The first thing to note about the marketing loop is that the process doesn't end when a customer buys something.

There will always be opportunities to offer clients additional services, or to enhance their experiences and make them more likely to come back for repeat business.

For each stage of the loop, marketers must consider how they might repurpose content so they can distribute it in a range of formats and channels and at different stages throughout the customer journey.

And it's just as important to engage key stakeholders outside of the primary audience. Complementary journey maps can be created for these secondary audiences, considering how their actions will feed into the primary marketing loop and what content pieces will apply to them at each stage.

All of this may seem a bit daunting for marketers who are used to designing rudimentary campaigns using the traditional funnel. But, it's important to remember that neither the marketing funnel nor the marketing loop are actually the customer journey itself – they just represent it.

A marketer's success depends on using the model that most accurately depicts the journey they need to take their customers on. And the traditional model just doesn't cut it in the modern age.

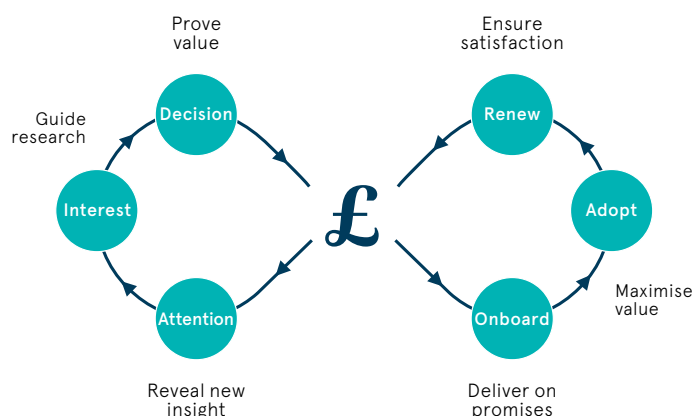
The traditional funnel has served marketers well for more than 100 years, but it's no longer the best tool for understanding B2B customers. It's time to switch to a more efficient model for planning content campaigns. It's time to embrace the marketing loop. ●



Sammy Tatla

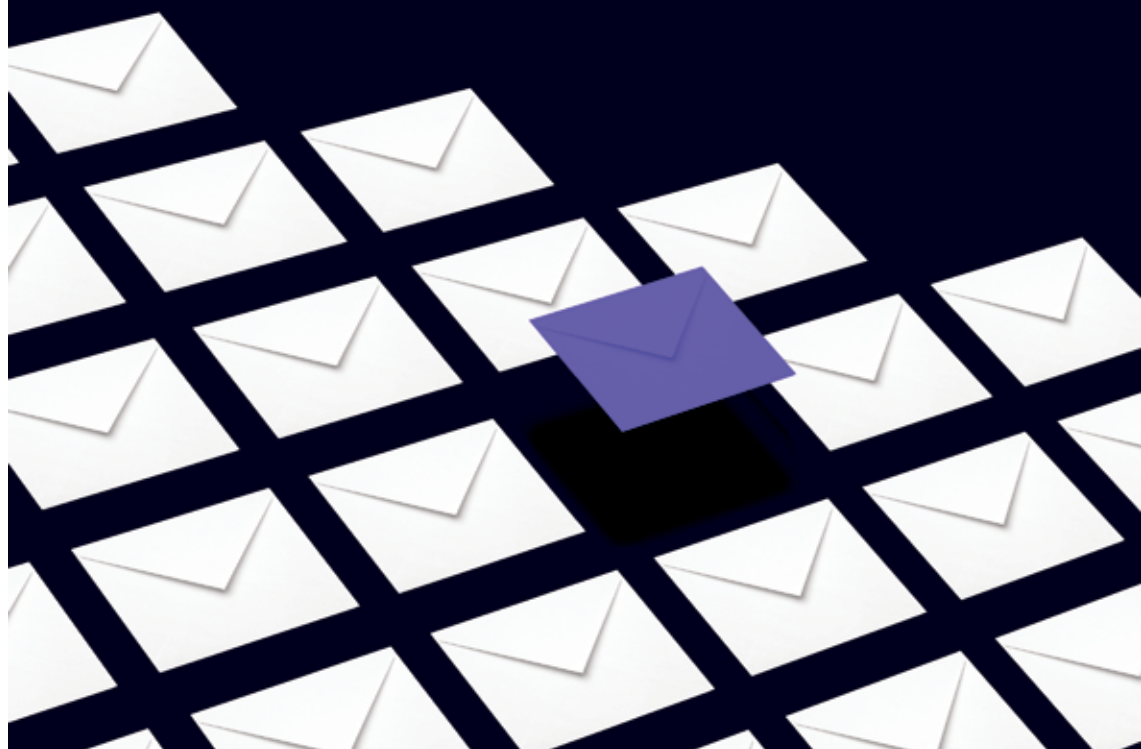
Head of marketing
Raconteur

MARKETING LOOP: THE CONTENT MARKETING CYCLE NEVER ENDS



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Relevance in a moment in time

As consumers are flooded with choice, marketing chiefs of the future need to capture time

The Mad Men era of advertising, a period in which creative teams reigned supreme, may be widely thought to have drawn to a close, but consumer access to content across screens increases seemingly infinitely.

In the opinion of Kirk McDonald, chief marketing officer (CMO) at Xandr, capitalising on this abundance of creativity requires the capture of a different commodity: time.

"The bar has got so high for CMOs that to capture consumers' attention purely through clever design and imagery is unfair; it's too much of a burden," he says. "Since you have infinite, rich content, yet only a finite amount of time to reach your audience, the focus now has to be on making sure the story is relevant to the moment, to both break through and complement consumers' experience."

Mr McDonald goes on to affirm that the entire media industry has now become about time: when (and where) can advertisers optimally reach interested audiences, how many people can campaigns reach in their lifespan and for how long will consumers give brands their attention?

"The inflection point that we're at now requires a core set of assets to be able to compete and succeed," he continues. "Marketers have to find a way to get more creative with their interruptions, making them complementary as well as just interjecting."

In less than a year, Xandr, the advertising and analytics arm of AT&T, has become one of the foremost advisers and facilitators of relevant advertising. Last year's acquisition of AppNexus, the world's leading independent ad tech company, added a global footprint to Xandr's already impressive team and unique assets.

The resultant structure assists advertising buyers and sellers in a way that merges their existing creative potential and premium inventory with more tailored and targeted strategies.

Mr McDonald says: "We are proud of the fact that little more than six months into our existence, we've been able to deliver data-enriched products for our partners and sister companies."

"As recently as May, we hosted our first involvement in the traditional upfront buying and presentation season in New York where we introduced our premium marketplace called Community, a quality video content environment that has already attracted a number of premium publishers to participate. We have the intention of transforming it into a truly global premium marketplace in the future."

At the time of Community's announcement, the multi-platform service was described as the "first step towards the future convergence of linear TV and digital", enabling advertisers to reach their audiences at scale in a brand-safe, premium video environment.

Now Xandr is announcing the launch of Xandr Invest, its strategic buying platform that champions agencies and advertisers as they plan, execute and learn from their media campaigns. Built for the future of advertising, Xandr Invest uses intelligent machine-learning that streamlines workflows and drives better business results, by reaching audiences across screens.

"It's about harnessing the power of digital to capture relevant moments, at scale, to put the right message in front of interested consumers however they view content," Mr McDonald explains. "That requires the reach, inventory quality and breadth of talent we have here at Xandr as a result of AT&T's huge history of innovation, Warner Media's scope and indeed the AppNexus technology."

"It's a unique proposition that helps clients and partners go beyond 'business as usual'."

This is exactly what Xandr did for one of its leading auto clients in

the United States that approached the business after seeing a decline in sales across its full-size luxury SUV line.

"All the research and insights they had suggested the category was still flourishing, just not for them," Mr McDonald recalls. "We helped them find a way to interrupt and engage these interested consumers; leveraging the targeted efficiency that you get with digital and delivering it through TV."

"The resultant adverts were sent to targeted households in our premium cable TV footprint and went

on to outperform a national group sample by more than 500 per cent. It was success based on thoughtful and complementary interruption at relevant moments in time."

Getting into a household and speaking directly with consumers via creative messaging and execution is the Holy Grail for advertising entities in the current climate. Few technology platforms have the combined assets and talent to execute on the vision, thus many marketers hadn't fully bought into it.

Mr McDonald believes that the goal posts are now shifting, however. The majority of leading, global advertisers are both willing and eager to evolve their strategies to meet interested consumers across screens.

"Increasingly, we're talking to partners that are beyond the point of just saying they need to change and are now willing to hear about how to continue down that road in a more informed way," he says. "There was a time on both the digital and TV side where it was heavy evangelism to bring these companies into the future of cross-screen advertising, but now the conversations are much more consultative."

This shift in attitude bodes well for where the industry is going as it's a sign that more companies will "get it right" moving forward if they're engaging in conversations with Xandr, Mr McDonald adds.

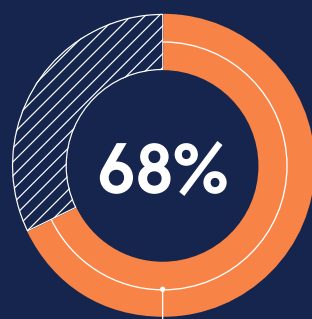
He concludes: "AT&T has such a rich history, while AppNexus provides us with the second-biggest digital advertising marketplace in the world. Combined with our amazing engineering team, platform and media reach, we can bring intersecting worlds together to be a unique route for businesses to thrive in the future of advertising."

"Like we are doing now, it's all about capturing moments. And the mastery of the future CMO will revolve around this notion of relevance in a moment in time."

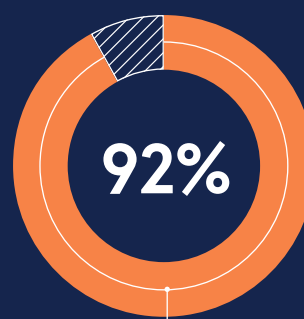
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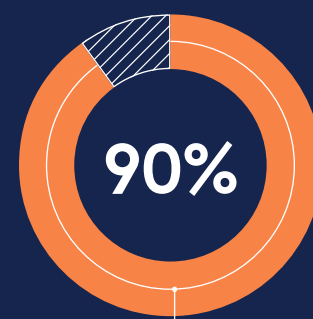
CUSTOMERS ARE TRYING TO BALANCE AND MAXIMISE THEIR TIME



say that they spend most of their free time engaging with content

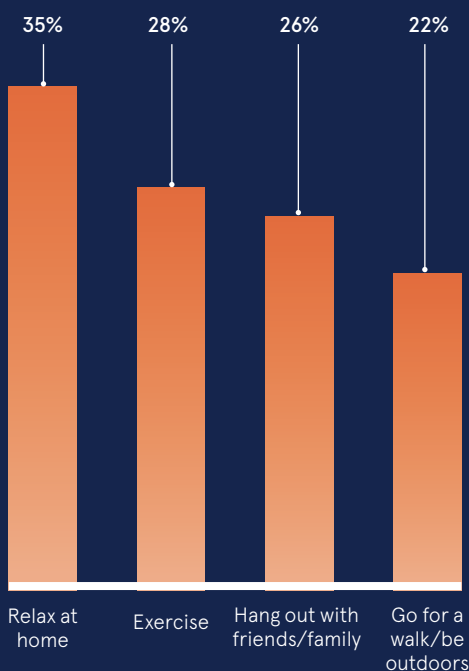


appreciate 'me time' and value unplugging from the world

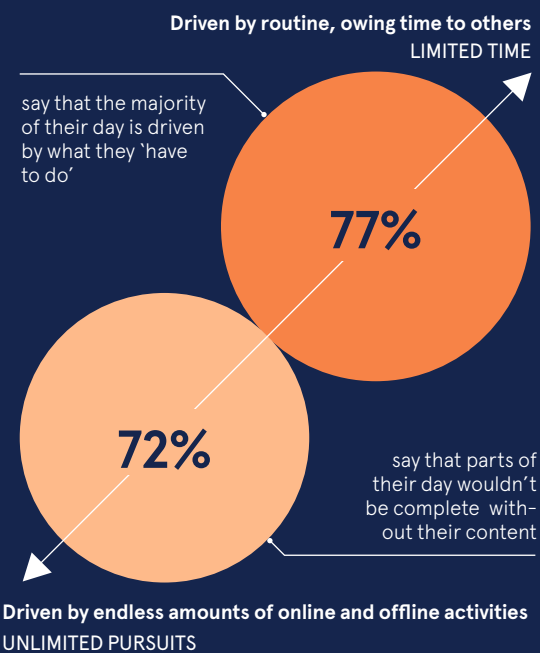


say when they focus on something it has their full attention

IF YOU COULD FIT TWO MORE WAKING HOURS INTO A DAY, HOW WOULD YOU USE THEM?



CONSUMERS ARE TRYING TO FIND BALANCE BETWEEN WHAT THEY HAVE TO DO AND WHAT THEY WANT TO DO WITH THEIR TIME



say that the majority of their day is driven by what they 'have to do'

Driven by routine, owing time to others LIMITED TIME

say that parts of their day wouldn't be complete without their content

Driven by endless amounts of online and offline activities UNLIMITED PURSUITS

Xandr 2018



It's about harnessing the power of digital to capture relevant moments, at scale, to put the right message in front of interested consumers however they view content

C-SUITE

The CMO and CIO partnership

As data and technology move to the forefront of marketing strategies, collaboration between the chief marketing officer and IT leader is increasingly vital to business success

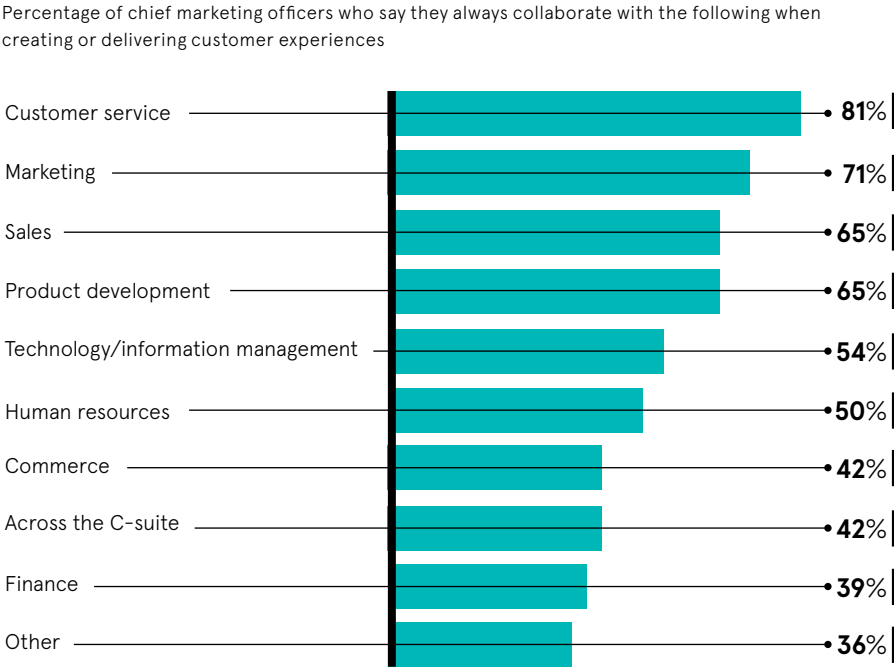
Ben Rossi

Ten years ago, only the most forward-thinking companies were just starting to dive into the potential of data and analytics. Since then it has become common knowledge that the ability to collect, analyse and act on data is crucial to any brand's success. Companies at all levels of data maturity are now investing in analytics and data-driven methods to personalise and improve the customer experience. Chief marketing officers (CMOs) are being asked to drive sales and revenue growth, and to improve marketing effectiveness through data.

While challenging, this enables CMOs to enter boardroom meetings armed with tangible evidence of successful campaigns, and to be the senior executive most qualified to track and predict future trends, giving them fresh authority in the world of digital disruption. By analysing customer needs and demands, they can increase customer lifetime value. "The brands that are the most successful obsess over the target customer experience," says Eric Bradlow, professor of marketing, statistics, education and economics

at the University of Pennsylvania's Wharton School. "They steer every aspect of that experience by developing an outside-in strategy, and anticipating and predicting the needs of their target customers through better data and analytics." Running parallel to the growing prominence of data in marketing strategies in recent years has been an accelerated emergence of marketing technology (martech) companies that enable CMOs to make better use of the information at their disposal. However, half of martech purchasing decisions happen outside the marketing department, according to Forrester and Accenture, making partnerships between CMOs and chief information officers (CIOs) crucial. They will only prosper when ownership over the martech agenda is shared and one is not forcing a strategy, roadmap or budget on another. "The amount of money going into martech and services piques the interest of the CIO," says Joy Bhattacharya, managing director for the UK and Ireland at Accenture Interactive. "Firms with tech-savvy marketing leaders will accomplish the ideal: joint ownership of martech decisions. How else can the CMO fully understand the implications of adopting enterprise-wide tools that affect multiple channels, business units and, ultimately, the customer experience?" When CMOs share their knowledge around what's required for an excellent customer experience, their CIO counterparts can ensure that is linked up and complemented with the correct IT tools and systems. Together, they can then design a technology strategy that's right for customers and the business, using data-driven insights to back it up.

HOW MARKETING COLLABORATES WITH OTHER DEPARTMENTS



Forrester/Accenture 2018

Martech solutions drive most, if not all, the decisions marketing teams now make concerning the digital channels used to reach consumers and the messages they go to market with. By reviewing key metrics, they can quickly identify the tactics that are working and the ones which aren't, before circling each one back to the long-term strategy. Shane Phair, CMO at martech firm Campaign Monitor, which uses artificial intelligence and behavioural analytics in its email solutions used by more than 250,000 marketers, says this has not only redefined the role of CMOs, but also strengthened their relationship with CIOs.

"There are two key contributors to ensuring a collaborative relationship between CMOs and CIOs: transparent communication and time," says Mr Phair. "The relationship will thrive as long as both make time to sit down regularly and clearly communicate the goals and needs of each team." Successful marketing will increasingly rely on data that is accurate and accessible, so the CIO and CMO must ensure there are clear lines of communication between both teams. The IT team's technical knowledge of what is working with customers and what the target audience looks like can strengthen the marketing strategy considerably. Data has also enabled CMOs to move into roles with a broader set of accountabilities, whereby strategic thinking, commercial awareness and vision have become even more important skills. However, many are not digital or data natives and so to maintain an informed but agnostic perspective they are reverting to reverse-mentoring to keep up. The challenge, therefore, is to cultivate the right team and learning culture to have the full range of skills and expertise required for the CMO to thrive in the digital age. Where the CMO and CIO are competing, rather than complementing each other, investment and effort are wasted on things that simply don't matter to customers.

“CMOs need to work with CIOs to ensure new technology opportunities are understood and harnessed

Closer collaboration comes from an understanding of how both fit into the board's objectives for the brand. CMOs must be able to communicate the commercial benefits of marketing to the board. Once this has been achieved, it's then a lot easier to have conversations about the value of aligning the objectives of the CMO and CIO. "CMOs need to work with their CIO colleagues to ensure new technology opportunities are understood and harnessed," says Mark Evans, marketing director at Direct Line Group. "Companies perform at their best when there is a high-level alignment. It's a common but apt idiom in the business world for the right hand to know what the left hand is doing. The stronger that relationship, the greater the clarity both have and are able to effect change together." The volume of data that CMOs and CIOs have access to is only going to grow, and as it does, so will the demands for more immediate results. Businesses will see a direct impact if a collaborative and transparent relationship between the roles is established. In a fast-moving business landscape, companies with a CMO and CIO who are closely aligned will deliver a more formidable marketing strategy that trumps the competition. ●



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