

THE CMO SOLUTION GUIDE FOR

BUILDING A MODERN MARKETING ORGANIZATION

PRESENTED BY



IN PARTNERSHIP
WITH



WITH SPECIAL THANKS TO CONTRIBUTORS:



PATRICK ADAMS
CMO, PayPal



NIKHIL BEHL
CMO, FICO



KATHY BUTTON-BELL
CMO, Emerson



JOHN COSTELLO
President, Global Marketing and
Innovation, Dunkin' Brands



RISHI DAVE
CMO, Dun & Bradstreet



SNEHAL DESAI
Global Business Director, Dow Water &
Process Solutions, Dow Chemical



EVAN GREENE
CMO, The Recording Academy
(The GRAMMYS)



ALIX HART
VP Global Brand, Digital, and
Advertising Acting CMO, Symantec



PETER HORST
CMO, The Hershey Company



STEVE IRELAND
SVP/MD, JPMorgan Chase



GRANT JOHNSON
SVP of Enterprise Software
Marketing, Lexmark



JILL KOURI
CMO, JLL



SUSAN LINTONSMITH
CMO, Quiznos



RICHARD MARNELL
SVP Marketing,
Viking River Cruises



HEIDI MELIN
CMO, Plex Systems



MARILYN MERSEREAU
CMO, Plantronics



JEANNIE MULLEN
VP of Marketing, NOOK by
Barnes & Noble



CHRIS PADGETT
VP Digital Marketing,
Nestlé USA



KAREN QUINTOS
CMO, Dell



RAJA RAJAMANNAR
CMO, MasterCard



CLIVE SIRKIN
CMO, Kimberly-Clark



MARTY ST. GEORGE
EVP, Commercial and Planning,
JetBlue Airways



TONY WELLS
SVP Marketing, North America,
Schneider Electric

THE CHALLENGE

THE URGENCY FOR TRANSFORMING MARKETING DEPARTMENTS HAS NEVER BEEN HIGHER.

Pressure from the board to deliver business results is mounting. Technology adoption by consumers is accelerating changes in their buying behavior and dramatically increasing their desire for more personalized experiences. And channels of communications are proliferating at an increasing rate, making seamless brand communications more challenging than ever. At the same time, innovative new tools for marketing smarter and engaging customers more effectively are being delivered at a pace never before encountered by marketing professionals.



All of these factors make it clear that organizations designed for marketing in the past must modernize for today's environment. Whether you call it 21st century marketing, next-gen marketing, marketing in the digital age or simply modern marketing, it's time to transform your marketing organization to use data, technology and content to deliver more meaningful customer experiences at every touch point along the decision and usage journeys.

To help CMOs like you to navigate the organizational decisions you face, we talked with over 20 progressive CMOs and senior digital marketing executives about the changes they have been making to build more effective marketing teams. This paper will share recommendations based on in-depth interviews with these marketing leaders and help you answer key capability-building questions that you may have.

EXECUTIVE SUMMARY

As you might expect, there is no organizational model that fits every company universally. Since structure follows strategy and every company's strategy is unique, it would follow that every marketing organization is structured and staffed to fit its specific context. However, we discovered four key themes that informed the organizational decisions that CMOs make.

① ACUMEN

There are new skills the team must incorporate to become effective modern marketers. We'll explore the Top 10 capabilities that leading companies are building into their organizations.

③ AGILITY

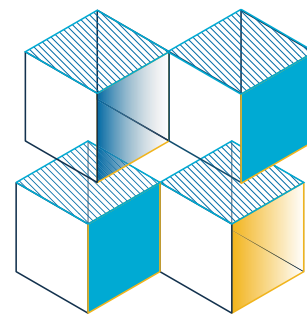
The pace of change is faster than the typical annual planning cycle of most corporations. We'll share how CMOs are adjusting the way they operate to create more agile ways of doing business.

② ALIGNMENT

As customers engage with brands across an increasing number of touch points — each managed by separate departments — aligning the organization from top to bottom and across all functions has become more essential than ever. We'll review how CMOs are establishing new processes, roles and cultures of collaboration to better align their organizations.

④ ACCOUNTABILITY

At the end of the day, CMOs and every member of their teams must contribute to the success of their companies. We'll highlight how the principle of accountability is being practiced at different companies.



At the conclusion of this paper we'll share four prototypes for marketing organization structures and how specific functions are organized within them. These include:

1. Marketing in a multinational corporation that controls multiple brands (consumer).
2. Marketing in a multinational corporation with diverse and independent business units (BtoB).
3. Marketing in a mid-size company with one major brand (consumer).
4. Marketing in a mid-size company with one major brand (BtoB).

1

ACUMEN

Enhancing the skill set of the marketing organization has become a top priority for today's CMOs. Our research has shown that CMOs pay a great deal of attention to these 10 capabilities to modernize their operations.

1. CUSTOMER INSIGHTS

This function, which historically has been the center for managing primary and secondary research, is going through significant change. There is an increasing desire among CMOs to use documented customer decision journeys as foundational planning tools for marketing. Customer insights specialists must become adept at mining data, asking consumers new questions and seeing patterns of behavior that inform the development of the CDJ maps.



“ I think in an ideal state there is a dedicated consumer insights team, but a team that doesn't work in its own little silo. A team that is interactive not only with the marketing team but also the product team, as well as with others who touch the customer technology. They have to understand the full circle of customers' curiosities so they can put together a real, robust view for those who need it.

—PATRICK ADAMS, CMO, PayPal

“ Using the customer decision journey [is] an underlying principle and process for us. We've defined the journey, the customer mindset and the problems customers look to security partners to [help] solve, through all the different stages of the journey at different levels of the organization. It was a lot of process mapping up front. I cannot tell you how much it unlocked how we approached the types of content we produce, the types of stories we talk about, no matter where someone is [on the CDJ] and how they're thinking. Being prescriptive and mapping those personas and those journeys has really opened up the creativity.



—ALIX HART, VP Global Brand, Digital, and Advertising Acting CMO, Symantec

1 ACUMEN

2. DIGITAL MARKETING

Engaging customers through websites, mobile apps, digital ads, email and other digital means is no longer simply an “extension” of the broadcast campaign. Creating digital experiences is now a central part of any marketing plan. This has shifted the need for digital marketing expertise to be contained in a center of excellence (COE) to having digital expertise ingrained in the skills portfolios of line marketing and brand managers. The role of the digital COE is shifting from “doing” to “enabling” and focuses on assessing new digital tools and enhancing the skills of the line-marketing teams.



“ I lead a team that supports the marketing function at Nestlé USA in developing the digital component of overall brand strategy and plans and programs for our brands. The digital COE owns all the best practice work, working with our strategic partners in a digital world. We’re also responsible for the portfolio-level plays. We’re in the phase now of helping the marketers build that muscle that they don’t have.

—CHRIS PADGETT, VP Digital Marketing, Nestlé USA

“ We needed to structure ourselves to attack the marketplace in a much more modern and efficient manner. What we ended up doing was creating a digital team, something that never really existed before. Underneath that digital team we put in things like the website, paid advertising, search engine optimization, social and direct marketing capabilities.

—NIKHIL BEHL, CMO, FICO



3. SOCIAL MEDIA

The unprecedented popularity of social media platforms such as Facebook, LinkedIn, Twitter, Instagram and Pinterest over the past five years has had a significant impact on the marketing plans of most companies. As with other digital marketing activities mentioned above, there is a need to build the acumen for leveraging social media platforms within the broader marketing organization.

“ We have a term we call Go Social, and it uses a social selling platform where we have a variety of content creators and we curate content. We have 500 participants. You simply log on to the portal and select the relevant content and the avenues, whether it’s LinkedIn or Facebook or Twitter, that you want then push one button. That push goes to your network. It helps you be a valuable resource to engage with customers and prospects rather than just being a mouthpiece. We’ve had social selling specialized training for sales so that they can engage more effectively with prospects. The two people that led it were the VP of Sales Enablement and my Senior Director of Digital Marketing. We agreed that a) we wanted to do this, b) it was a priority, c) it had a timeframe and d) we were going to measure and report on the increase in network and influence.

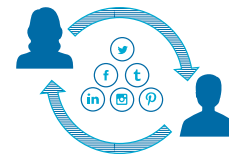
—GRANT JOHNSON, SVP of Enterprise Software Marketing, Lexmark

We found that there are three stages of development for social media marketing:

1. Social media COE as the “doing” organization



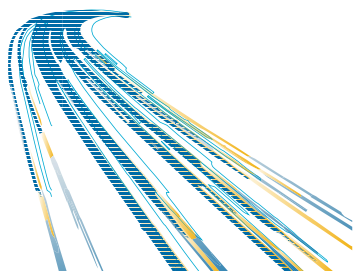
2. Social media capabilities embedded into line marketing with the help of the social media COE



3. Social selling distributed through the sales and marketing organization with the help of the social media COE



1 ACUMEN



Driving Integrated Customer Experiences

[Insights from Oracle Marketing Cloud's Modern Marketing Essentials Guide: Cross-Channel Marketing](#)

1. Data is in the driver's seat
2. Attribution is riding shotgun
3. The experience is the engine

The last stage of development — distributed social selling — is occurring in a few progressive companies, most often BtoB marketers that have direct relationships with their customers and prospects. Companies invest in training their expanded organizations, develop or curate content that is easily shared and implement tools that simplify the social sharing process.

4. INTEGRATED ENGAGEMENT PLANNING

Creating seamless experiences for customers across all touch points has become an increasing challenge for marketers, as has developing plans that effectively incorporate emerging digital, social and data-driven capabilities. Brand managers at consumer packaged goods (CPG) companies who were well schooled in television-centered advertising need to broaden their expertise, and skill-enhancing initiatives are underway at many of those companies. Other organizations that have managed their marketing communications activities through siloed departments are beginning to structure new roles for integrated planning. And in smaller marketing organizations the CMO fulfills this responsibility.

“ *The global brand design team is accountable for defining the brand profile, the brand story, the brand experience, blueprints and translating that into how you experience the brand at every touch point.* ”

— **CLIVE SIRKIN**, CMO, Kimberly-Clark



“ *Ultimately [integrated planning] is a function that's run through the marketing team. We establish the brand voice and try to create and implement consistency across all of our efforts, all of our communications channels and all of our internal divisions/business units.* ”

— **EVAN GREENE**, CMO, The Recording Academy (The GRAMMYS)

5. CONTENT DEVELOPMENT

Marketers are learning that content that consumers and business decision makers find interesting, relevant or entertaining will be engaged with and shared more frequently than general messages broadcast at them. This has led to the rapid growth of content marketing and the investment in content creators. Sometimes the content is produced in collaboration with outside agency partners. At other times it is produced with newly formed internal content development teams. In either case, content is being produced with the explicit intent to be used across multiple touch points.



“ *We have a dedicated team that's focused on content strategy and on creating what I call the content supply chain, mapping out where all the sources of content come from. Do we have the content already? How do we create new content? Who creates the content? It may be internal, it may be external. What format does that content take? Then, how do we work with the appropriate teams to get that content in market?* ”

— **RISHI DAVE**, CMO, Dun & Bradstreet

1 ACUMEN



“ [Our] internally developed content is limited. Most content we generate through external support. We have licenses for content from some other entities, and we have some agencies that create new content.

— **RAJA RAJAMANNAR**, CMO, MasterCard

“ We have two content production teams that report to marketing. One does a lot of industry-facing, institutional-based content. The other is responsible for our branded content, our marketing-based content.

— **EVAN GREENE**, CMO, The Recording Academy (The GRAMMYS)



6. EVALUATIVE ANALYTICS

All CMOs want to get a better handle on how their investments are performing. By having marketing analysts in an independent marketing operations function, rare data science competencies can be leveraged across multiple brands and business units. These analysts can also bring a degree of autonomy from the program managers who have a vested interest making their activities look as good as possible. While an understanding of data science is important, the best analysts can also draw implications from the data and recommend appropriate business actions.

“ There are two ways you can approach content. You can create it or you can curate it — and Viking is taking both approaches.

We have an extensive library of videos inspired by the fascinating destinations to which we sail, which are a primary focus of the [original] content produced by our brand.

We are also associating ourselves with the great content of others. We have an email campaign called the “Cultural Calendar.” We select a local cultural luminary in [a] city then collect and package their recommendations for cultural events.

We’re connecting our global brand to local domestic markets and reminding our guests that. Viking is a lifestyle brand for the various forms of exploration that inspire each and every one of us every single day of the year.

— **RICHARD MARNELL**, CMO, Viking River Cruises



1 ACUMEN



“Analytics are important; equally important is knowing where to dedicate your time and effort.” Dunkin’ Brands’ John Costello advises CMOs to “spend more time looking through the windshield than the rearview mirror. While it’s important to analyze the past, are you really on top of the trends?”



“We set up this analytics center of excellence. At the same time we did the same thing in sales and the same thing in finance so that we could create more integrated capabilities in order to drive much more consistency and connections of our data. Not too long ago we launched a marketing analytic workbench. Now we can take all this information from various platforms and put it in one place and analyze it and make real-time decisions about how our multichannel customer engagements are performing and make adjustments.

— **KAREN QUINTOS**, CMO, Dell

7. PREDICTIVE ANALYTICS

Progressive marketers are not only using data to evaluate the past but to predict the future, to direct their actions and resources where they can have the biggest impact. Common scenarios include predicting those customers who are at risk of churning, identifying customers who are most likely to respond to a new product or a special offer and identifying which happy customers may be open to becoming vocal advocates. Since many of these scenarios are integral to line-marketing departments responsible for customer acquisition, lead nurture or customer retention, at larger companies predictive analysts are often embedded in these operating departments.



“There are so many different perspectives and thought processes that go into choosing a book that readers feel is perfect for them. We don’t pretend to know the answers, but we do work diligently with our search and discovery team, which is not part of marketing, to develop personalized algorithms and recommendation streams so that we can craft effective messages around that that support it. For the benefit of people who unfortunately have become disinterested in reading for one reason or another — they’ve gotten too busy or they’re not traveling as much as they used to — we use reactivation programs. Reactivation programs come from a combination of work between the merchandising teams and the marketing teams (which is where CRM sits). We’re evaluating a lot of analysis for what I call The Yellow Brick Road, which is identifying which task or journey our best customers are taking and looking for opportunities to extend that task or journey and use it to reengage the disinterested consumer and bring them back and get them excited about the brand and about the [reading] experience again.

— **JEANNIE MULLEN**, VP of Marketing, NOOK by Barnes & Noble

1 ACUMEN

8. CUSTOMER DATA MANAGEMENT

In order to deliver personalized customer experiences that are synchronized across touch points, it is essential that all relevant information about a customer is connected and available for use in real time. Companies are plagued with data silos today as databases have been associated with specific channels of communications (email, websites, social media, etc.) or specific lines of business (in a banking scenario, for example, checking account, mortgage, auto loan). Bringing all the appropriate data together securely while protecting privacy rights can be a major undertaking. It requires funding that spans business units, marketing and IT. And it requires project leadership from someone who possesses technical acumen, marketing savvy and project management wizardry.



“ We’re building a centralized marketing profile that is at the customer level and becomes the common definition used by marketing teams across the organization to drive their campaigns. Getting the data house in order, making it real time and managing it at the attribute level is what’s important. As is making sure that the experts who are really close to the products have the ability to control what’s most important to them in that profile. This allows us to federate it out and take a much more efficient view across the organization, rather than be a big centralized behemoth that is too slow and ultimately doesn’t work.

— **STEVE IRELAND**, SVP/MD, JPMorgan Chase

9. MARKETING TECHNOLOGY PLANNING AND IMPLEMENTATION

To deliver personalized customer experiences at scale, to manage and mine overwhelming amounts of data and to improve the operational effectiveness of your team, marketing technology is absolutely essential. CMOs realize that they can’t simply wait for their IT partners to show up with a crystal ball and divine a solution. This has led to the appointment of a chief digital officer, a chief marketing technology officer or a director of marketing operations to lead martech planning and to work in collaboration with the company’s IT organization to implement new tools.

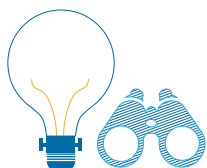


“ I created a new role to have a marketing technology leader on my team. She is bridging the gap that had existed between marketing and IT. Marketing, digital and our IT teams are working extremely closely on any number of initiatives. I feel like there has been a step change from what I heard had existed in years prior to where we are today, whereby our CIO and I are operating in lockstep.”

— **JILL KOURI**, CMO, JLL

10. INNOVATION PLANNING

Many companies find it difficult to focus both on the day-to-day business to drive in-quarter results while simultaneously looking at the horizon to prepare for the future. CMOs are finding they must dedicate talent to focus on “what’s next.” Marketing must also innovate at the executional level. This requires new methods for testing and learning, experimenting without fear of failure and adopting agile prototyping methodologies. We’ll discuss this more in the section on agility.



“ You’ve got to have people who are focused on innovation, which includes offline, online, branding, direct — the whole nine yards. You need people who think creatively and out of the box, who are always looking to try new ways to interest customers.

— **JEANNIEY MULLEN**, VP of Marketing, NOOK by Barnes & Noble

2

ALIGNMENT

To optimize business performance and to meet today's customers' expectations that all their interactions with brands will be highly synchronized, modern marketers are realizing their organizations must be more aligned than ever. This has led to the development of new roles and processes intended to improve collaboration across various departments inside and outside the CMO's domain. Here are some actions CMOs are taking.

“Alignment happens at multiple levels. First, you've got to align on what your model is and then be true to it. Pick one and do it properly and continue to talk about how to improve that model versus pretending you're picking one yet trying to do another. Align the top 25 people in your organization with that and have them talk consistently about it. The second level of alignment is the foundation tools. Let's get aligned on what the brand stands for and how to express it at a high level. The third level of alignment is strategic alignment. Let's agree on what the strategic plan is, and as a consequence of P&L, what the KPIs are for the brands and the business units globally. The fourth level of alignment is what the brand plan looks like and what the programs are going to be in each market for each brand. The last level of alignment is how our teams are going to work together as one team to execute on that plan. You can imagine if you are off at any one of these levels the further you are into the organization, the greater the gap is. So we try to talk as an organization about the impact of what we are doing, even as to how that impacts you four levels into the organization.

— CLIVE SIRKIN, CMO, Kimberly-Clark



Five Keys for Collaborative Organizations

Alignment happens more often in organizations that are collaborative. To build more collaborative relationships within your company, try asking these five questions:

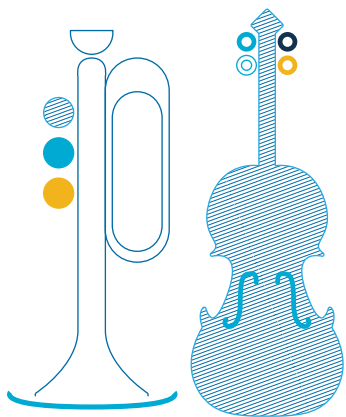
1. Are we aligned on expectations?
2. Do we dependably fulfill those expectations?
3. Do we share common vocabulary and information?
4. Do we communicate frequently and honestly enough?
5. Do we treat each other with respect?

2 ALIGNMENT

Are modern marketing organizations more like symphony orchestras or jazz bands?

Keeping a marketing organization aligned is frequently referred to as orchestration. The analogy is appropriate. In symphonies, a composer writes the sheet music, a conductor conducts the performance, and musicians play their instruments. Who are the composers and conductors in your organization?

Or should your organization be more like an improvisational jazz band? In a jazz band, there is a chart that outlines the basic melody but musicians improvise what they play and riff off of each other. There is a band leader but the process is more dynamic based on real-time adjustments of each player.



1. Develop a clear company mission and consistent values that unify everyone in the organization.



“Alignment is extremely important. We use this phrase: *Everything Speaks*. Every customer touch point is an opportunity either to show consistency or misalignment. One thing I think is great about the way JetBlue works is the company is heavily based on mission and values. Everybody knows the mission, everybody knows the values.

—MARTY ST. GEORGE, EVP Commercial and Planning, Jet Blue

2. Align company executives around a common business model and ensure line marketers are executing to that model.

3. Define planning and alignment calendars and determine who orchestrates the process.

“Brand marketing leads the process, but they involve the other functional areas, like consumer engagement, operations, training, IT, etc. As we execute new programs in monthly ‘windows.’ We also have a process called VP Connect where the marketing VPs meet monthly with their counterparts in the other functions to sort out issues and gain alignment. This results in better execution all around.

—JOHN COSTELLO, President, Global Marketing and Innovation, Dunkin’ Brands



4. Develop and implement planning tools that facilitate alignment, and use the tools to bring the organization together around common goals.



“I have a tool that I’ve used forever called the Marketing Strategy Framework, and it aligns corporate objectives with key marketing strategies for a period of time.

—HEIDI MELIN, CMO, Plex Systems

5. Tightly connect the marketing and sales teams to align activities at the individual prospect or customer level.

“I think in modern marketing we shouldn’t even call it marketing and sales anymore, we should just call it Go To Market and realize that there’s a fluid transition between one to the other, and that it’s one process. Otherwise, it’s always an us versus them scenario and ‘you’re not following up on the leads’ or ‘you don’t give me the right kind of leads.’

—MARILYN MERSEREAU, CMO, Plantronics



6. Model collaborative behavior at the executive level and assure that the collaboration continues at the executional levels of the organization.

3

AGILITY

The days of setting an annual plan in motion and letting it play out with few adjustments are gone. Technology innovations give consumers new tools almost every month. The ability to communicate with them based on real-time information sets an expectation that you will. Competitors are moving more quickly than they have in the past, which may change your planning assumptions and require immediate actions. These conditions make it imperative that marketing organizations are more agile than they have been in the past.

CMOs have gotten the message and are doing several things to aid the nimbleness of their teams.



“*Change is so important that it comes with agility. If you aren't able to move quickly and be a first mover and then iterate from there I think you're going to be flat-footed, you're going to be disrupted, and you're going to be last to market. The ideas of real time and agility started in manufacturing, but this idea of just-in-time applies equally to the marketing space, because we just don't have the luxury any more of overanalyzing and beating something to death. We just did a digital fieldtrip to several technology partners for all of our business units. I purposely didn't select the BU marketing leaders from all the BUs. I went down deeper into the organization for some more junior folks who are younger, more digital savvy. We came back from that and I told the team, 'In two weeks I want a proposal from you about how you would use some funding. I want you to let your BU leader know, but I want to move quickly on this.' So this idea is of pushing decision making down, getting people information quicker and letting them decide how it best meets the needs of our business. Empowering them is a fundamental of agile marketing.*

— **TONY WELLS**, SVP Marketing, North America, Schneider Electric

“*You have to be able to move very, very quickly, use the latest information and go. You can't be slow because your competitors are moving too fast.*

— **SUSAN LINTONSMITH**, CMO, Quiznos



3 AGILITY

1. Establish funds for experimentation.
2. Form empowered cross-functional teams.



“ We have a big cross-functional team of analytic folks as well as content and asset creators huddled up in team rooms every day looking at the performance of the content that we put in market for the Future Ready campaign. They are trying to use agile approaches to make real-time changes.

— **KAREN QUINTOS**, CMO, Dell

3. Develop “test-and-learn” programs.

“ Pilot is my favorite word — trying something new with the intention of learning and knowing it may fail. People are more willing to support a pilot than to completely change the way we are doing things today.

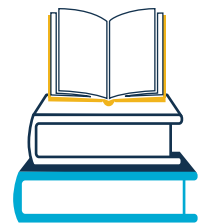
— **SNEHAL DESAI**, Global Business Director, Dow Water & Process Solutions, Dow Chemical



4. Model decisive behavior.

“ We’ve had a playbook that has been well honed, very effective, time proven; but we recognize that the world is changing and the consumer is changing. And effective as this might still be, is it sufficiently following the consumer? So how do we evolve our playbook and recognize the changing world?

— **PETER HORST**, CMO, The Hershey Company



4

ACCOUNTABILITY

Being on the hook to produce results is nothing new for CMOs. But the bar is being raised. “The transparency of the world is unfolding inside companies as much as outside. It’s pretty clear who is carrying the meat up the hill. I don’t think it used to be that obvious,” says Kathy Button-Bell. The analytics tools available today have created an expectation that understanding how results are being produced, or not, will be more easily determined than in the past. This expectation is being pushed down to every level in the marketing organization.

As a result, CMOs are instilling the sense of accountability in new ways.

1. Keep everyone focused on the top-level goals by using appropriate information.



“Accountability is becoming more important because the CEO and the head of sales demand it.

— GRANT JOHNSON, SVP of Enterprise Software Marketing, Lexmark

2. Establish the right measures and report on them.

“I can measure everything today, and that is both a blessing and a curse. The curse is you have to decide what the most important things are to measure to demonstrate accountability.

— HEIDI MELIN, CMO, Plex Systems



3. Instill a culture of personal accountability.



“In order to be effective, marketers need to have credibility. Because they have to do a lot of leading by influence, they have to do a lot of aligning and engaging and evangelizing, and that only works when people trust you. They only trust you if you deliver the goods and are accountable; you do what you say and you say what you mean.

— PETER HORST, CMO, The Hershey Company

“To me, accountability is about somebody stepping up, raising their hand and saying ‘the buck stops here!’

— SUSAN LINTONSMITH, CMO, Quiznos



“You know, agility might be the most important [aspect]. Laying something down that’s not working as fast as possible is probably the best example I’ve used. ‘You know what, this is so not working. Let’s cut bait and move on.’

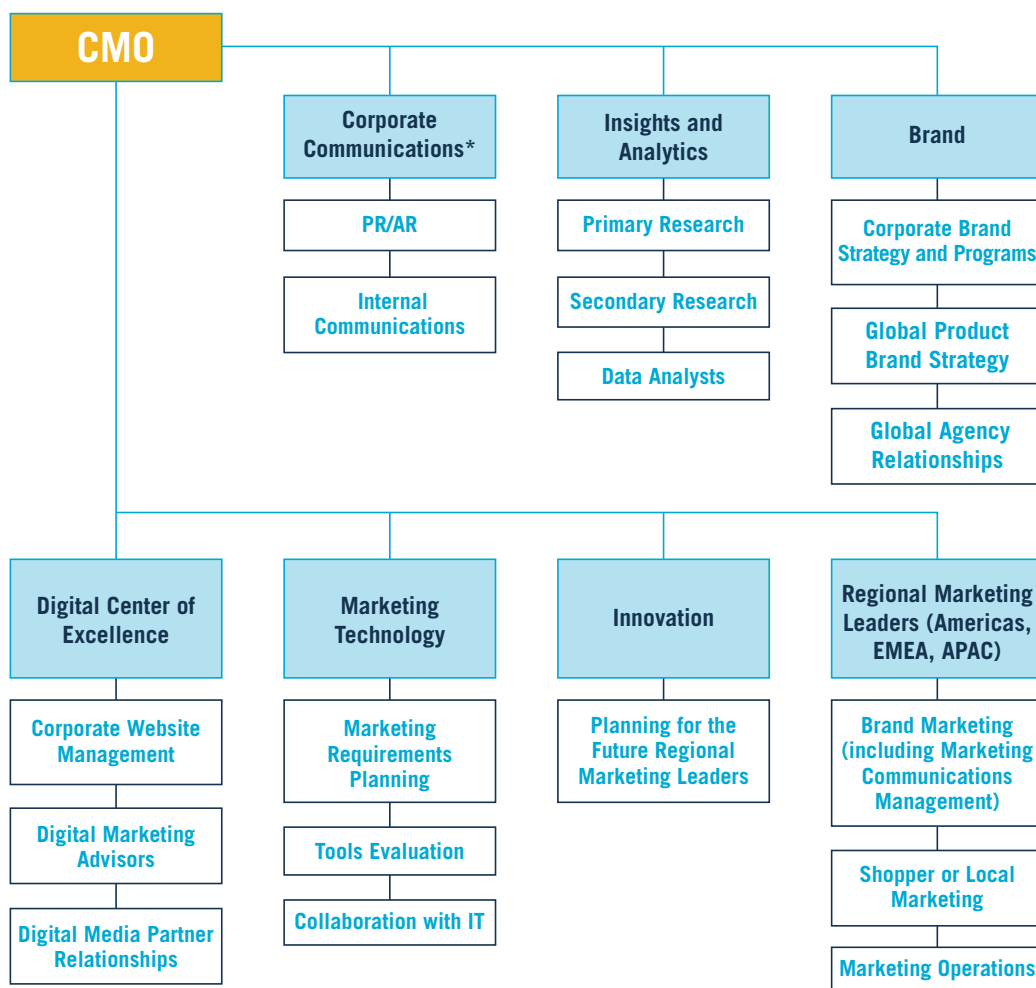
— KATHY BUTTON-BELL, CMO, Emerson



PROTOTYPICAL MARKETING ORGANIZATION STRUCTURES

F500 Global Multi-brand CPG Model

This model with some variations is common in global CPG companies that are focused on enabling brand managers to lead all aspects of marketing for their respective brands in each region. CMOs in this model may have direct or dotted line responsibility for the brand managers. Corporate functions are designed to be domain experts who provide tools, training and thought leadership to enhance the effectiveness of the brand managers.

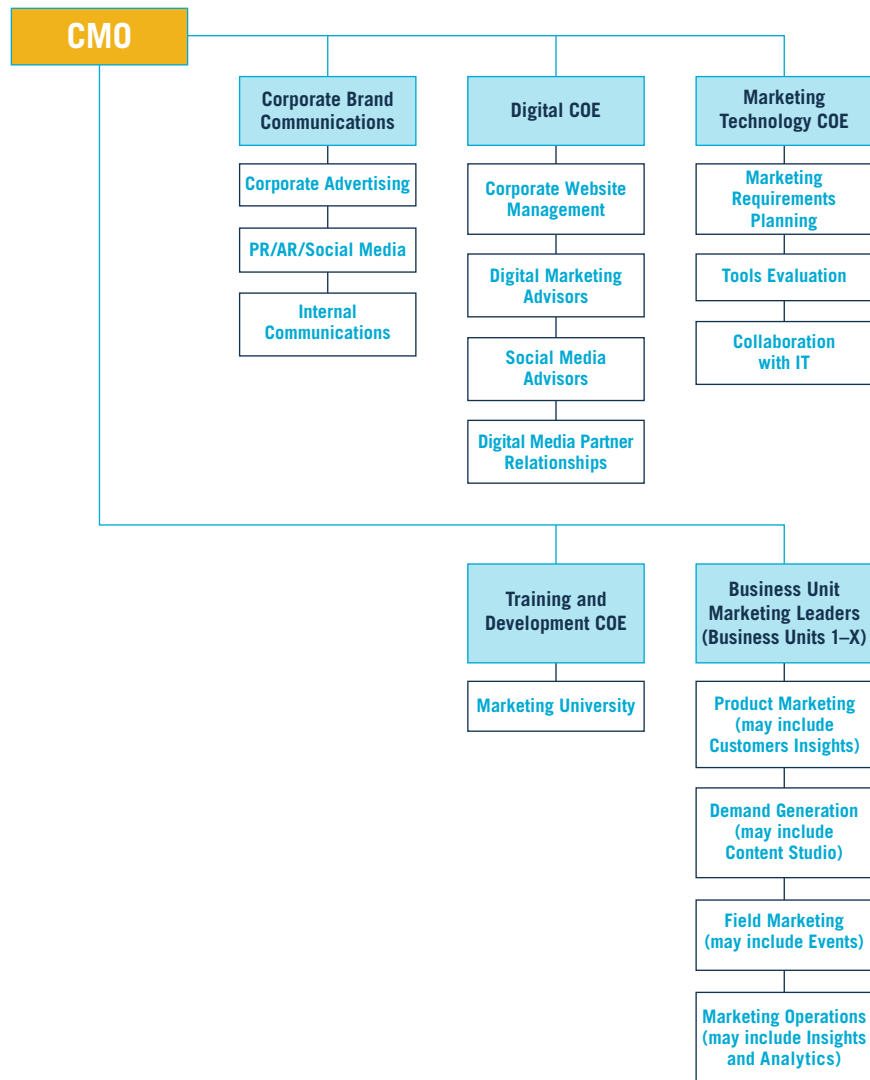


* In some companies, Chief Communications Officer is a peer position to the CMO.

PROTOTYPICAL MARKETING ORGANIZATION STRUCTURES (CONT.)

F500 Global Multi-Business Unit BtoB Model

This model is somewhat similar to the global CPG model. It is more common in this model however that the line marketers in the business units report directly to the business unit leaders and indirectly to the global CMO. Each business unit may have a CMO or VP of marketing with a complete team of marketing professionals. The global CMO's role is focused on two major roles: corporate brand reputation and enhancing the effectiveness of the business unit marketers through centers of excellence (COEs).



PROTOTYPICAL MARKETING ORGANIZATION STRUCTURES (CONT.)

Mid-sized Single Brand Consumer Model

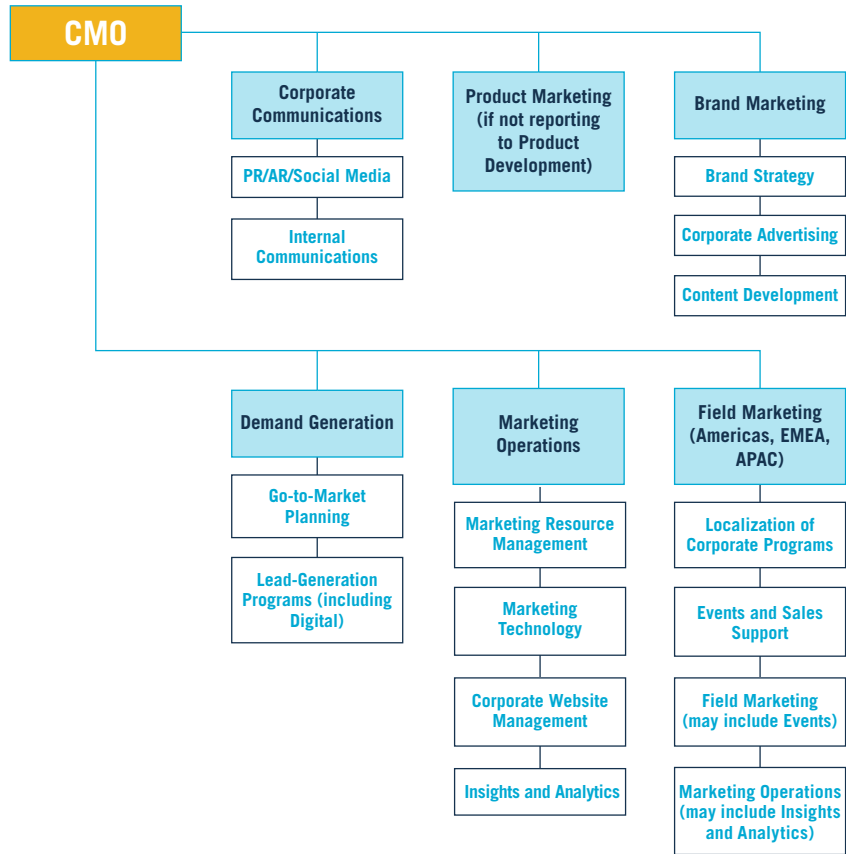
In this model also, the CMO has both corporate staff and line-marketing responsibilities. Again, the CMO is often the chief strategist and orchestrator of the integrated plan. Variations in this model usually depend on whether the company distributes primarily through indirect channels or sells directly to consumers. In the latter case, more emphasis is placed on customer data management, direct marketing (traditional and digital) and predictive analytics. Marketing technology planning is often managed by each functional area in conjunction with IT support (e.g., marketing automation systems are planned and implemented by the direct marketing team).



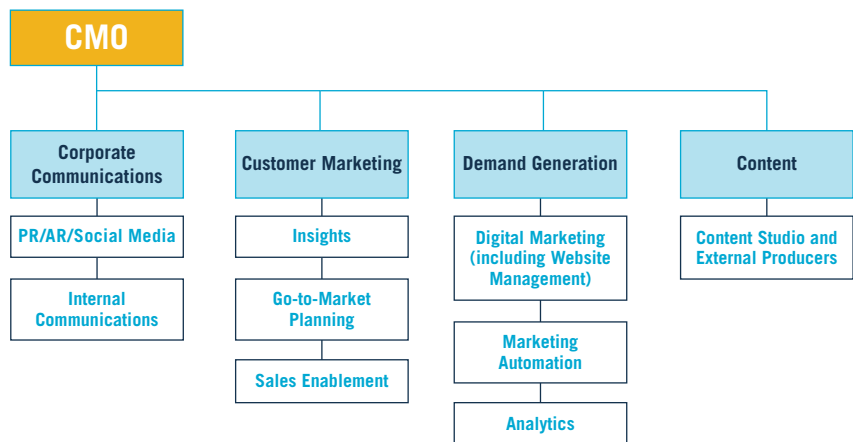
PROTOTYPICAL MARKETING ORGANIZATION STRUCTURES (CONT.)

Mid-sized Single Brand BtoB Model

In this model, the CMO usually has both corporate staff and line-marketing responsibilities and is building the functional expertise directly into the line-marketing teams whenever possible. The CMO is often the chief strategist and orchestrator of the integrated plan. Marketing’s role in this model is frequently to generate qualified leads for the sales organization.



An alternative model in some companies puts more emphasis on multi-channel content development and has senior leadership to guide that function.



ABOUT THE AUTHOR



John Ellett is author of [The CMO Manifesto: A 100-Day Action Plan for Marketing Change Agents](#) and CEO of [nFusion](#), a modern marketing agency that partners with marketers such as Samsung, Google and General Motors to drive business results by leveraging customer insights, content and technology to deliver smarter customer experiences across all touch points. He serves as a trusted advisor to marketing leaders at several global corporations to help them transform their organizations and is a frequent contributor to [Forbes CMO Network](#). He appreciates the contributions to this paper made by Steve Olenski, senior content strategist at Oracle Marketing Cloud and fellow Forbes CMO Network contributor.

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