



# The Art and Science of Modern Marketing

# Modern Marketing.

## 5 key leadership traits.

## 5 recommendations.

I started my career in brand marketing at BMW. As in other sectors like CPG (at the time seen as the factory of professional brand managers) you managed the 4 P's of the marketing mix – product, place, price and promotion. You typically constructed an annual plan and budget, collaborated with colleagues in finance, R&D, distribution, sales and training, positioned your product and took responsibility for brand image and demand generation.

The marketing planning process for launching a new car, took considerable time to piece together, involving extensive internal work with engineering, multiple markets, and the distribution network. Also, a huge amount of external collaboration with marketing services suppliers, often a full service advertising agency, a direct marketing agency and a PR agency, to position the product as powerfully as possible.

My experience in software product development and internet business, has naturally taken me deeper into technology, and now as a marketing advisor and business coach, I'm acutely aware that the principles of marketing remain the same, but, due to a shift in customer preferences and habits, technology, media fragmentation and the pace of work today, the role of a Chief Marketing Officer today has changed. It has never been more exciting or challenging to be a marketing leader.

### Top business challenges:



Disruption



Margin pressure



Accountability for results



Speed

## So, what is the landscape for marketing leaders today?

At the turn of the 21st century, online media and software subscriptions emerged. At that time media publishers tried to attract pioneering brands to shift more of their marketing budgets online. The Sales executives in this nascent period of online media, had to work hard to win sales from clients who experimented with digital advertising or shifted a small proportion of their marketing budgets from traditional media to online. Disruption in media and publishing seemed to take a long time.

Now disruption is everywhere, affecting companies in all industries and consequently their partners and suppliers too. Jennifer Granston Foster, COO of Waggener Edstrom, a leading PR and Communications firm says “in an increasingly technology enabled media ecosystem, and with a multitude of channels that never existed before, the swim lanes are blurring ... new competitors are entering our space every day. This complicates making strategic decisions, defining our offer and transforming our own work force in order to deliver”.

The inexorable growth in eCommerce, Digital Media, and Software as a Service, has had a huge impact on the marketing function. The 4P’s remain the same, but now we have a bewildering variety of channels and touch points that can be mixed. Marketing experimentation and tactics can now be finely measured, placing more importance on marketing technology platforms and an analytical mindset in the organization.

As customer expectations increase, the battleground for industry is more hard fought than ever before. Disruption clearly impacts the marketing services agencies (e.g. PR and Communications), and technology providers too. As Darren Guarnaccia, former EVP of Sitecore, a content management platform company, and customer experience expert says, “our customers want to buy what they consume for predictable outcomes”. In other words, clients want more certainty and less risk in their marketing services relationships, in a faster moving environment.



Data access and marketing automation for your most important channels, are key.

Darren has a great view into the marketing function across many industries where marketing automation technology is applied, and sees a clear trend towards advanced marketers delegating more responsibility throughout the organization to move faster. He sees brands in a quest for simplicity and speed. This means marketing personnel need quicker access to data, and given media fragmentation and today's complex path to purchase, marketing platforms need to be automated.

**“Your brand image is primarily an emotional construct. Emotion is probably always more powerful in swaying people than reason, but people like to be able to rationalize their choices”.**

**- Drayton Bird**

Marketing has always been data driven, and today marketers have access to much more data. Marketers must understand the customer journey, ensure products are available in convenient and easily accessible distribution channels, and that marketing communication is delivered to the customers' platform or channel of choice.

But creativity and simplicity in brand expression and campaigns is as important as ever, to break through the clutter that consumers are faced with. Your message must be relevant, expected and sometimes unexpected to have impact.

**Given this evolution of Marketing, what are the implications for the Chief Marketing Officer and the Marketing function?**

## Top leadership challenges:



Endurance



Time management



Inspiring those  
around you



Building trusting  
relationships

Speed is a significant advantage and developing a culture of testing and continuous learning, translates into an agile workforce that takes initiative and does not wait for senior executives to give orders. This means that the empowerment of teams is key. In the face of disruption, legislation and political uncertainty in the health industry, Curtis Kopf, SVP of Customer Experience at insurance provider Premera says “leading through uncertainty is difficult, and more than ever I am aware of the need to be humble, self aware of biases and curious.”

Andrew Warner, Chief Marketing Officer of Monster talked to me about marketing coming full circle from the era of shopping at your local grocer, and the grocer greeting you by name and keeping some new cheese or product they thought you would like aside for you – a very personalized friendly service. Now this personalization, recommendation and delivery is all delivered at scale, with technology.

Andrew is no doubt that the use of marketing automation software services will grow, to implement marketing campaigns at speed with a focus on continually optimizing performance. However with this comes an obsession with tactics, sometimes at the expense of strategy – “fragmentation of media, huge amounts of data and specialized teams mean that the CMO has to think several steps ahead and ensure a strategy is in place and understood by these fast moving teams”. In a large distributed organization, scaling yourself, managing your time effectively and inspiring remote teams are all challenges.

Chief Marketing Officers and senior marketing leaders have to take time to understand new customer insights, technology, and market trends, but they cannot be expert in everything (e.g. optimizing for a search engine's latest algorithm update).

## Practice balancing continuous personal learning, with effective delegation and specialization.

ShawScott is a digital communications agency that has grown rapidly over the past 3 years. Melissa Shaw, co CEO says that communicating through growth is something she takes great care of, in order to satisfy clients and make adjustments to internal roles that will help the company scale.

Perkbox is a UK based company with a mission to help retain employees with additional benefits, aka "perks". With a clear purpose and a focus on simplicity, the company has grown rapidly. Chieu Cao, CMO describes his biggest challenge: "... originally we hired generalists, now we need specialists. That's normal. My personal learning was to appreciate what I know and accept what I don't. Appreciating my limitations was important to make the right role and hiring decisions".

**"This focus on innovation is new for the CMO. Now technological savviness, digital understanding and an analytic mindset are musts for a CMO. Marketers have to become lifelong learners, unwilling to favor their left or right-brain sensibilities, but able to access either for specific tasks."**

**- Sheryl Pattek, Forrester (1)**

# 5 key traits of the modern marketer

From my own successes and failures, as I reflect on my journey in brand and performance marketing, technology and the teams I have operated with, these are the 5 traits I see as most important in a modern marketer.

It's unlikely to find someone who is a master in all of these traits, and depending on the product and company circumstances, certain traits may be more important than others. But, remembering to practice and grow in all of these traits will have a profound impact on the energy and success of your marketing.



1. **Aware** of their strengths, key evidence, of creative opportunity and how they can grow personally



2. **Focused** on the customer, the organizational goals and the gaps in between



3. **Connected** with their teams, with exceptional communication and delegation



4. **Purposeful** testing, learning and iteration of the strategy



5. **Appreciative** of what is working well and improving

# 5 recommendations to modernize your marketing

Part analysis and part engagement, in modernizing your marketing, you should explore what is working well and what can help move you forward. Also discuss what barriers exist to meeting your company goals.

These 5 recommendations constitute a marketing assessment to ensure you have a clear strategy and a plan in place to deliver against it:



## About this research:

I wanted to find out how marketing professionals perceived the profession today, and provide a perspective on how the role of a Chief Marketing Officer has evolved.

## Research overview:

I interviewed 7 senior leaders in Chief Marketing Officer roles or with responsibility for strategy and marketing execution from a variety of sectors; Internet/software, Marketing technology platforms, and Agency/communications.



### On JOHN BREWER COACHING & CONSULTING

Today's world of work is disruptive, future-focused, and fast paced. Leaders need Vision (purpose and desired future) and Heart (emotional connection and self-regulation) to inspire and adapt. Coaching is a resource for facilitating profound change and often rapid results, in people and their organizations. Coaching is forward looking, fostering self-awareness, renewal, confidence and commitment. It is based on the principles of adult learning, change theory, human systems theory, and developmental psychology.



Services: Strategic Planning, Product & Marketing, Organization Development, Executive Coaching, Executive Transition and Team Development

## References

1: The evolution and awakening of the modern CMO. Hal Conick, Featured in American Marketing Association, March 2017

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