

NEW

The CMO Game Plan

Ripping Up The Marketing Playbook



VIVALDI_

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A Sports Analogy

Play The Right Game

Marketing used to be a lot like American football – where players run a play, regroup, run the next play, regroup, run the next play, and repeat until they score. Players, much like CMO's today, previously had time to regroup and re-strategize in order to keep moving the ball closer to the end zone, one down at a time.

Times have changed. These days, marketing more closely resembles soccer – where strategies are determined in real-time and the landscape is redefined with each move. The ball is passed frequently and players constantly re-evaluate, shift their positioning, and collaborate with every “touch.” Brands and their guardians need to be sharp and strong enough to perform successfully in this new field.



The Implications Are Clear:

CMOs must build on their capabilities and skills.

In soccer, players spend time perfecting drills in practice, but only the best can apply them correctly during a game. Similarly, CMOs need to apply the foundational marketing skills and pillars built over their career to be successful in strategy, customer experience, organization, operations, and technology.

The CMO's goal is still to play to win, but the game has changed, and with it the foundational skillsets

needed for success. CMOs may have not lost their vision and competitive drive, but the best CMOs have a more collaborative, analytical, and commercial foundation for today's agile and connected world.

Over the next few pages, we'll explore the three key pillars that can put your business in a better position to achieve success.

01

Real-Time Analytical Acumen

Building an analytical foundation that spans across all marketing skillsets to uncover hidden insights.

02

Uber-Collaborative Mindset

Effectively manage a network of internal and external partners to enhance your organization's success.

03

Competitive Commercial Instincts

Striving for long term equity while driving short term sales requires agility and constant innovation.

Real-Time Analytical Acumen

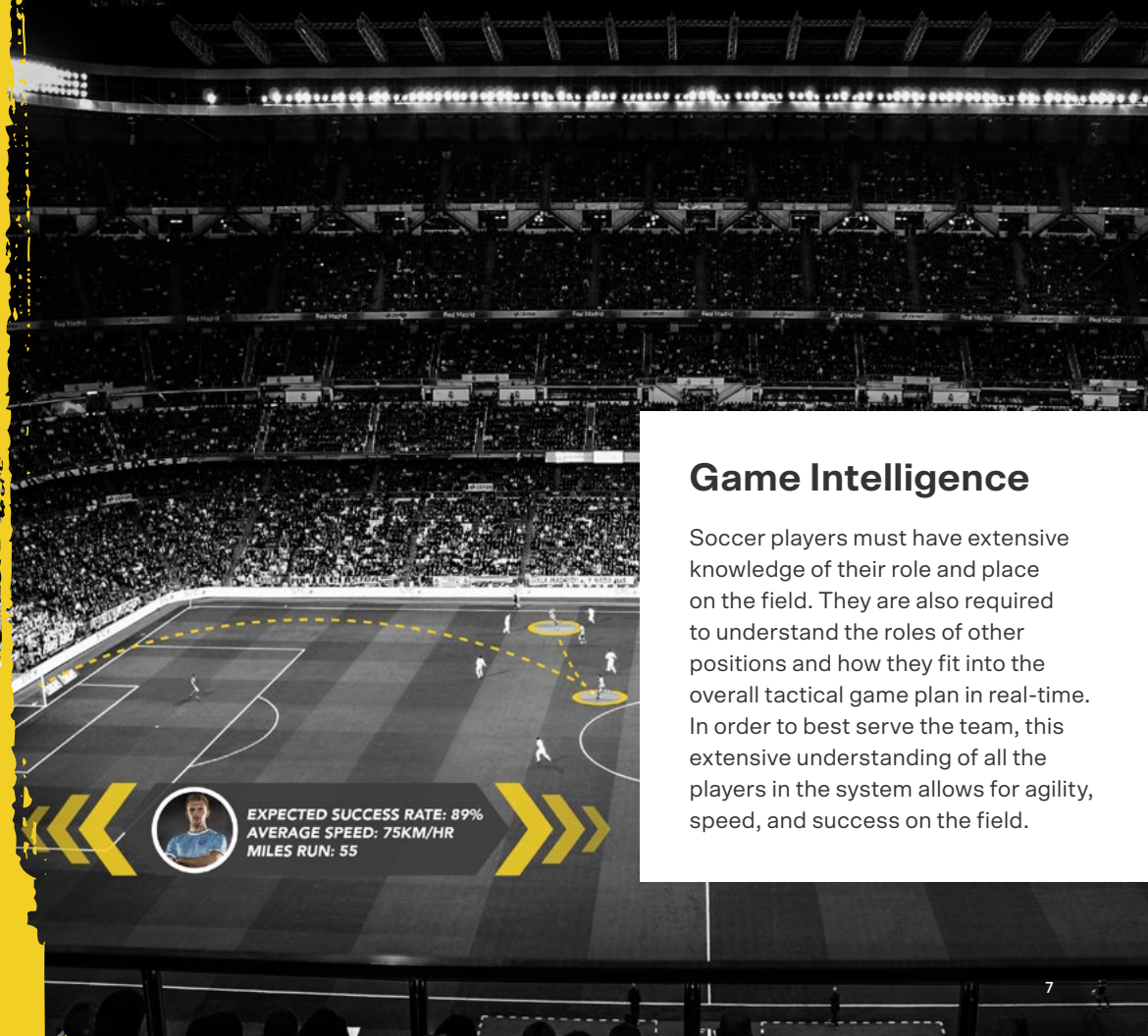
Unlock Hidden Insights Like A Data Guru

Today, it's easier than ever to access data and integrate tools to track business analytics, but marketers need to remain wary. It is simply not enough to track dashboards — it is imperative for CMOs to be able to leverage and optimize data in real-time to grow in the most effective way.

Data needs to be understood in context and translated for marketing roadmaps and campaigns. It is the insights found through data points that empower marketing leads to make the consumer voice the loudest.

Extract insights and intelligence from data by asking the right questions, applying the right tools, and spotlighting actionable findings. To impact the bottom line, integrate data into critical areas of brand management, empowering your C-suite peers to make practical decisions more efficiently.

By putting consumers first and rigorously mapping behaviors, the most effective CMOs are always-on and can identify the opportunities hidden in plain sight.



Game Intelligence

Soccer players must have extensive knowledge of their role and place on the field. They are also required to understand the roles of other positions and how they fit into the overall tactical game plan in real-time. In order to best serve the team, this extensive understanding of all the players in the system allows for agility, speed, and success on the field.

Uber- Collaborative Mindset

Lead With Camaraderie For Greater Team Success

The CMO used to be the sole member of the C-Suite in charge of brand communications. Today, the CMO is responsible for a variety of outcomes. By way of the emergence of positions like the Chief Brand Officer and the Chief Experience Officer, CMOs must contend with increasing attention from the top as marketing becomes central to the growth agenda.

Today, successful CMOs must operate like orchestrators, employing complementary collaborators who bring other

functions, additional skills, and more capabilities — both within and outside their organization. Managing and learning from a network of internal and external inputs has become a core competency of today's top CMO.

CMOs must ultimately exhibit the courage necessary to experiment, take risks, and not only push, but also transcend organizational silos to build a collaborative business and manage the growth of the brand.



A Holistic Perspective

While game intelligence is necessary to succeed, physical and mental development is essential for soccer players. Physically, players need to manage fitness, speed, strength, and endurance in order to best use their technical skills. Mentally, players must focus on collaborating with and listening to teammates, while also building confidence and a winning attitude.

Competitive Commercial Instincts

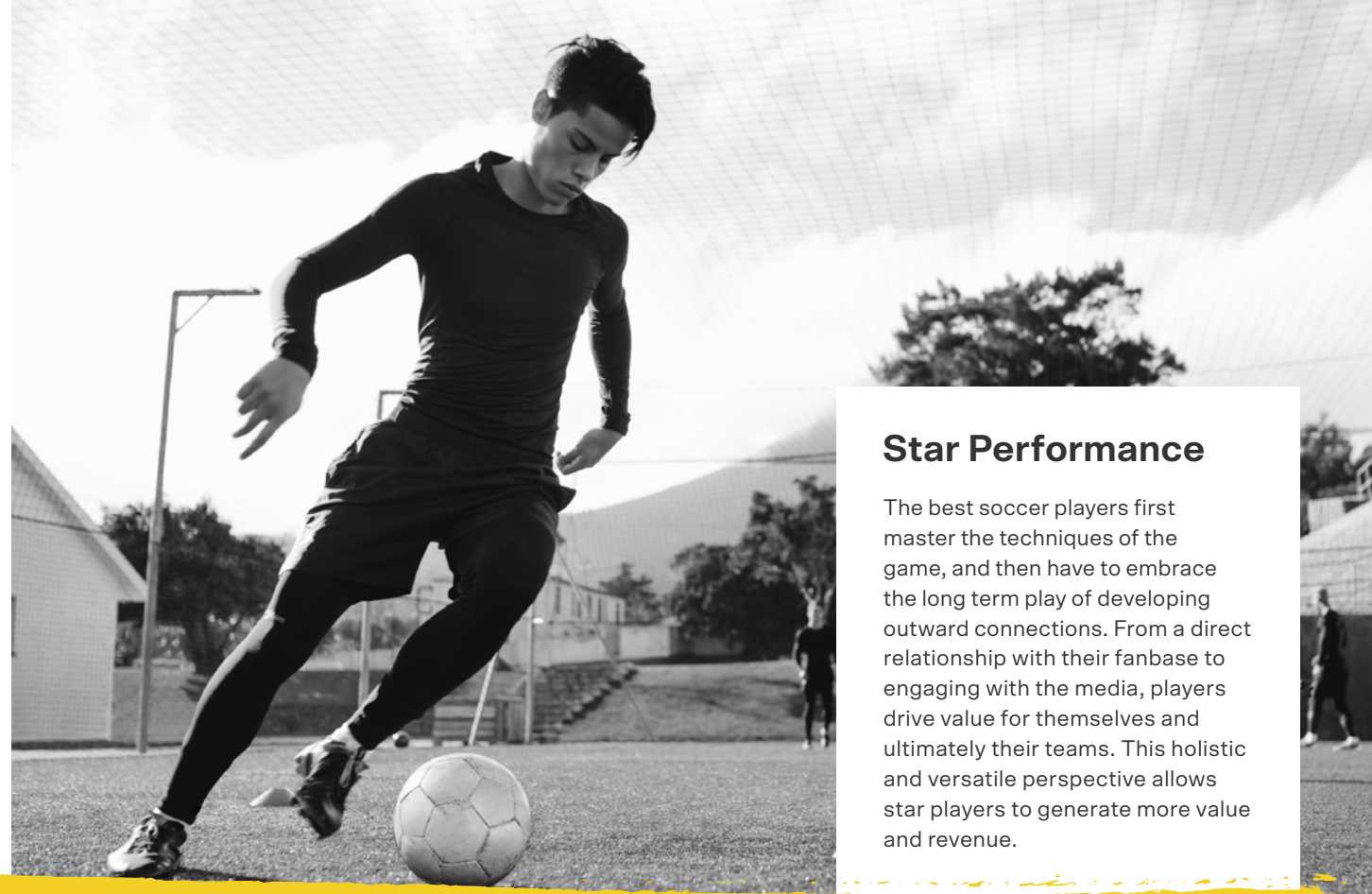
Drive Long Term Equity Without Losing Sight Of Short Term Sales

CMOs have gone from building brands to building businesses. With customers and the market standing at the core of business today, the marketing mandate now requires innovating across the value chain.

The platform economy expands opportunities and provides new ways of doing business to derive value and drive competitive advantage.

Modern marketing now decides what represents value to customers, orchestrates an interchange and determines which products and services will attract customers and maximize the value created for the business.

Not only does this mean marketing influences product design long before offerings hit the market, but marketing is now at the center of value creation and revenue growth.



Star Performance

The best soccer players first master the techniques of the game, and then have to embrace the long term play of developing outward connections. From a direct relationship with their fanbase to engaging with the media, players drive value for themselves and ultimately their teams. This holistic and versatile perspective allows star players to generate more value and revenue.



You already have the skills. **Are you ready to shift your game plan?**

Tomorrow's CMOs need to apply these three key foundational pillars to be successful in the five following areas of discipline: strategy, customer experience, organization, operations, and technology.

Strategy

Long term strategy and direction remain critical but consider subsequent tactics in real-time.

Today, driving successful, long term brand strategy requires CMOs to cover a range of responsibilities broader than ever before, including integration with customer care, sales, innovation, and customer experience management.

Marketing is now about co-creating and shaping products to gain a competitive advantage. CMOs need to be versatile, or they will miss the boat on how consumers are changing. In this critical role, CMOs shape the strategy and agenda of the management team. The CMO is accountable for market success, not just market perception.

Brand-building to win with customers and make an impact requires a rigorous strategic approach.

Now that CMOs are at the helm of building businesses, beyond solely building brands, it is their responsibility to drive this pivotal objective.

Can You Answer These Tough Questions?

How are you spotting new growth opportunities and have a P&L mindset geared towards optimizing marketing investment?

How have you been powering growth beyond brand perception?



In the sport of marketing, the new CMO is like a soccer coach, tasked with understanding the capabilities of all the players and their roles and how they fit into the overall tactical game plan. He/she must maintain a complete view of the bigger picture and change mindsets as the game evolves.

Customer Experience

Strong brands adapt their game by listening and delivering value to consumers.

CMOs can no longer market brand value propositions conceived in a vacuum at the top of their companies. Rather, customer experience must now be the focal point of their strategy.

Many, if not most, companies already know that it is imperative to deliver a great customer experience. However, while 80% of companies think they are providing a superior customer experience, only 8% of customers believe they are receiving one. The CMO must lead the charge in closing this gap.

Successful CMOs have their finger on the pulse of constantly evolving customer needs. Consumers of the platform economy expect companies to provide

valuable experiences catered to them. It is up to the CMO to ensure their brand can deliver on this expectation.

Can You Answer These Tough Questions?

Are you agile enough to continually re-adapt to a constant stream of customer data?

How are you capturing constantly-evolving cultural patterns?



Even with a tactical game plan in mind, remaining agile is key to evolving with changing game-time circumstances in order to deliver the winning strike that excites the crowds. CMOs must operate with agility as a tool, given constantly evolving consumer behaviors and demands.

Organization

Successful marketing is a team sport, more than ever before.

CMOs increasingly have to be champions of cross-functional collaboration as the success of their role relies on the knowledge and capabilities across different organizational silos to be successful.

The CMO's job is not about rivalry, but about cooperation — as well as spending their budgets with maximum impact. By guiding a team of diverse capabilities through a brand-led journey, the CMO has the opportunity to shift mindsets and strengthen their company's ability to anticipate and react to the pace of change in the world today.

Can You Answer These Tough Questions?

How are you successfully reaching across organizational silos?

Have you found the right partners to impact growth in your company?



Every star player needs a supporting cast. Realizing that collaborative cooperation is the gamechanger, the CMO's job is to consistently evolve gameplay with the help of their other team members; such as IT, HR, operations, and outside partners.

Operations

Scoring requires precision and predictive analytics, making it possible to sprint past the competition.

The old strategy cycle of research-plan-execute is dead. Today's strategy takes place in real-time, and CMOs need to think on their feet. Today's consumers are on-the-go and always-on, so CMOs are developing digital command centers to collect near real-time insights and data, enabling accelerated and educated decision-making.

Technology minimizes the delay in gathering, processing, and analyzing data, allowing decisions to be made in real-time.

Marketing is no longer a sequence from market research, to planning, to strategic decisions, but a constant flow of customer learnings, interactions,

and adjustments. Forward-thinking marketers need to identify consumers by their behaviors across the consumer journey.

Can you Answer These Tough Questions?

Does your team have the agility to continuously respond to data?

How are you using predictive analytics to identify consumer behavior?



Due to the agile nature of soccer, coaches must make decisions regarding players, formations, and strategy in real-time, all within the flow of the game. Similarly for the CMO, adaptable planning and an always-on mindset often make the difference between winning and losing.

Technology

Harness Platform Thinking to compete against ever-rising consumer expectations.

Soon, every brand that can be a platform, will be a platform — and if your brand can't be a platform, you should make sure its connected to one. To succeed in this age of disruption, product and service innovations are not enough. Brands and businesses need a new roadmap, one that harnesses technology and data to connect more deeply with consumers and to rethink how to work within the larger ecosystem.

Running a platform business requires managing networks, collaborations and interactions with customers, partners, experts, suppliers, and even competitors. With this strategy, an entirely new world of value creation has become real and practical. With this strategy, an entirely new world of

value creation has become real and practical.

Platforms will rule because collaborations and interactions with multiple parties are now possible at an unprecedented scale.

Can you Answer These Tough Questions?

Have you started to consider where you are in your platform ecosystem?

Have you considered what other players are part of your brand's ecosystem?



Soccer players do not achieve success on their own. The entire soccer ecosystem (i.e. trainers, nutritionists, media, referees, weight lifting coaches, etc.) supports the athlete's experience — from preparation to recovery. The player and ecosystem create a network of constant feedback that optimizes results to create the best value for the player and the game.

The top players read the game in real-time.

Does your strategy keep up?

Ready to shift your strategy? More questions to explore:

01 —

Do you have the right capabilities to aggregate your variety of consumer data into a holistic view of your customer to inform future decision making?

02 —

Do you have the ability to shift your underlying strategy and tactics in real-time? Do these agile moves also complement your long term brand direction?

03 —

Have you identified innovations across the value chain, including new ways of doing business and new platform business models – not just in creating new products?

04 —

Is your brand sharp and strong enough to compete in the new agile playing field?

We are Vivaldi

In 2020, CMOs win with real-time agility and Platform Thinking.
Is your Brand the Face of Your Business Strategy?

It should be.

Vivaldi is an independent strategy-first, digital-first, and customer-first business and brand transformation firm. We answer the complex strategy and brand questions that affect your business today.

Our skillset across a range of functions has been purpose-built to help your business and brand drive new growth and win in market. Our offerings include:



Strategy:

Brand & Business

- Brand Strategy
- Brand Positioning
- Value Proposition
- Brand Portfolio Strategy
- Brand Architecture
- Exponential Growth
- Business Models

Platforms:

Models & Growth

- Strategy Definition
- Ideation & Concepting
- Workshops
- Planning & Execution
- Go-to-Market
- Evolution & Development

Experience:

Customer & Innovation

- Customer Journey Mapping
- CX & UX Design
- Digital Ecosystems
- Website & App Design
- Product & Service Design
- Digital Innovation / Transformation
- Physical Spaces
- Unconventional Wisdom Workshops

Creative:

Marketing & Design

- Creative Strategy
- Concepts & Ideation
- Communications Planning
- Content Execution
- Social & Digital Media
- Marketing Campaigns
- Brand Narrative
- Visual Identity
- Re-branding

Analytics:

Data & Insights

- Segmentation
- Primary & Secondary Research
- Ethnography & Culture
- Choice & Performance Marketing
- Trends & Forecasting
- Advanced Marketing Analytics
- Digital Media Measurement
- Performance Marketing

Organization:

Culture & Engagement

- Employee Engagement
- Employer Branding
- Marketing Capability Development
- Customer Centricity
- Organizational Change
- Accelerating Transformation
- Exponential Organizations
- Future of Work

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