



THE CHANGING ROLE OF THE CMO

– *Evolution & Revolution At Work* –

LETTER FROM THE AUTHORS

A new era, new sports. It is not about playing differently - it is about a different game. Marketers playing by the old rules will find themselves on the losing end of a game with stagnant growth and a diminishing consumer base.

Today, many of our clients are facing disruptive changes in their industries (in fact, it is more difficult to find industries not facing disruption than industries that are). Facing digital business models, new ways of doing business, a redesigned supply chain and a redefined market strategy, how could marketing stay the same?

Rather than saying that the role of the CMO is changing, it is more accurate to say that it is the end of the CMO, and of marketing, as we know it.

So, what does this mean for the CMO? A bigger role or being in the trenches? A bigger seat at the management table? The expectation

of being a God-like figure, bringing together opposing skills impossible to find in one person?

To shine some clarity on the confusion, we spoke with some of the top marketers in the world. Their perspectives on the transformations they face are what gave birth to this study.

“Asking the impossible - in real time.” “They want it all - and they want it now.” “So much data, but how to interpret it best?” These were the expectations for a CMO, as perceived across all of these conversations.

So, how to navigate these rough waters? Since marketing is an endurance sport rather than an occasional breakthrough, we thought it best to ask some athletic coaches. But first, we needed to find the right sport. A global game that is non-stop with plays being made in real-time.

Roland Bernhard, Senior Partner
Anne Olderog, Partner

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World - renowned thought leader. Co-author of “Brand Leadership” and author of “Hidden in Plain Sight.” Taught at Harvard Business School, IESE, and University of Virginia Darden School of Business.

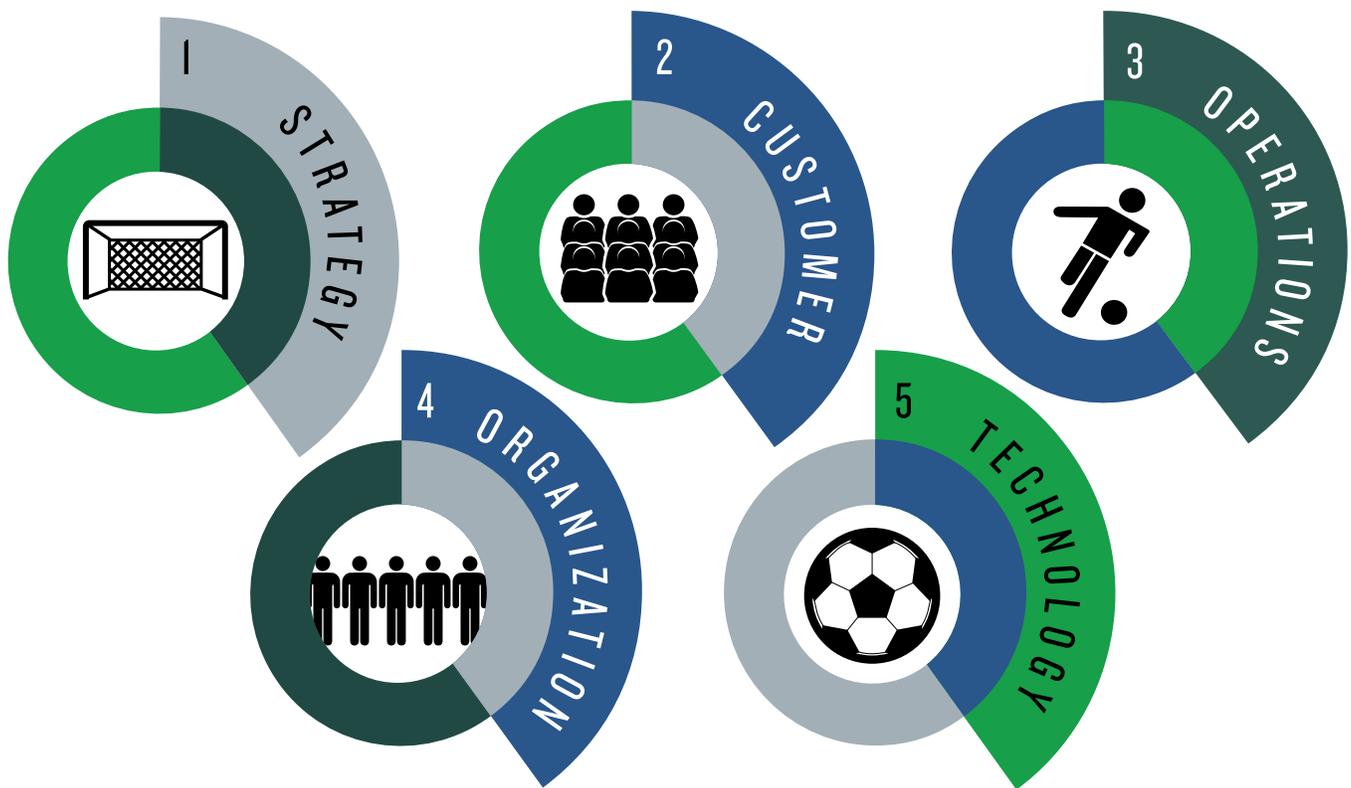
“ Today’s CMOs told us that things have been changing more rapidly in the past three years than during the entire previous decade. Everyone talks about the new marketing world and all the change that is happening. But it’s more than just change – it’s about knowledge on how to harness it. Power isn’t in just the big data or the need to be strategic, but getting the skill sets necessary to leverage these new opportunities.

We are excited to share what we have learned from our peers and provide some ideas on how to best navigate this changing marketing landscape. ”

THE STUDY

Vivaldi Partners Group is pleased to present the findings of our study, “The Changing Role of the CMO,” conducted in the Fall of 2013 and Winter of 2014. In-depth interviews with CMOs and senior marketing executives across three continents revealed a strong awareness of the transformation they are facing. All agreed that recognizing and harnessing these changes are key to future successes.

We found that the changes cover all areas of the marketing function, with five core topics addressed:



In each of these areas, CMOs provided insights into the various changes impacting their role, but also discussed the constant fundamentals, such as customer-centricity, at work. In most cases, they agreed that the playbook has changed, but the goal remains the same.

Additionally, all the CMOs agreed that these changes mean that continual learning is key and the future will belong to those who prepare for it today. We conclude this study by presenting the three capabilities which will help CMOs play to win.

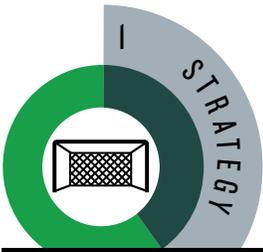
A SPORTS ANALOGY

In a year marked by global sports events, it is particularly apt that a sports metaphor be the best way to share our key takeaway regarding the changing role of the CMO.

Marketing used to be a lot like American football - a game that consists of running a play, regrouping, running the next play, and repeating, until you score. Players (or, in this case, CMOs and their teams) had time to regroup and re-strategize to keep moving the ball closer to the end zone, one first down at a time.

These days, marketing has morphed into a sport more akin to soccer - a game where strategies are determined in real time as the landscape is redefined with each move. The ball is passed frequently and players constantly reevaluate, shift their positioning and collaborate with every "touch." Brands need to be sharp and strong to withstand being constantly on the go (sans media breaks!) on this new playing field. This sports analogy captures the changing landscape of the CMO and allows us to explore the five key areas of change in more detail.





GOING FOR THE WIN - NOT TALKING ABOUT IT

Traditional push communications are a thing of the past. Yes, marketing as we know it is dead. In the traditional *Mad Men* world, you first create a product, then you talk it up. Today, do not waste your breath.

So, does marketing have no future? On the contrary. As one of our clients put it, “marketing is everything.” That’s because marketing is not about talking up products only once they are ready to be launched – **it is about co-creating and shaping them.** Perception is reality – and shaping this reality is a matter of creating competitive advantage. This is the job of marketing today.

In the sport of marketing, CMOs are no longer playing offense or defense or part of the punting team. Instead, the new CMO is like a soccer player who is required to always understand the overall playbook and continuously maintains a complete view of the field and all the players, changing mindset from offense, to defense, to offense ... as the game changes.

- The CMO has a critical role in **shaping the strategy** and driving the agenda of the management team.
- The CMO **spots new growth opportunities**, has a P&L mindset geared towards optimizing marketing investment and goes for the win.
- The CMO is **accountable for market success**, not just market perception. Marketing is more integrated than ever with sales, innovation, customer service and experience.



“ THE ACCOUNTABILITY OF THE CMO TO DRIVE BUSINESS STRATEGY AND BOTTOM LINE RESULTS HAS INCREASED EVEN FURTHER. ”

Birgit Spors
Head of Marketing, ING DiBa



“ WHEN IT COMES TO DATA POINTS, MARKETING INTELLIGENCE, NEW IDEAS - WE ARE THE CENTER. ”

Javier Diez-Aguirre
Director Corporate Marketing, Ricoh



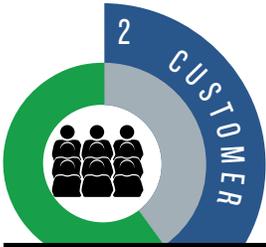
“ THE NOTION OF VALUE FOR CUSTOMERS IN THE DIGITAL AGE IS NOW VASTLY DIFFERENT. ”

Frank Windau
Chief Marketing & Communication Officer, Bitburger Braugruppe



“ THE RULES OF SOCCER ARE VERY SIMPLE, BASICALLY IT IS THIS: IF IT MOVES, KICK IT. IF IT DOESN'T MOVE, KICK IT UNTIL IT DOES. ”

Phillip Abraham “Phil” Woosnam
Former Commissioner, North American Soccer League



IT'S ABOUT THE CUSTOMER, NOT THE CMO

CMOs used to have an important role and a big office. Now, they have a screen. They have stopped talking or even shouting – instead, they engage in “social listening.” What they are hearing is **the voice of the customer**.

Successful CMOs morph into their customers – and become their voice. And **consumers have taken control of the brand**. Telling one story is not enough – it is about understanding the consumers’ paths to purchase, being there at the right time and bringing these stories together in a seamless and relevant way. Marketing is moving from a persuasion to an influencer model.

A preset game plan is no longer enough. And having a vision is not enough – it is about listening to customer voices and engaging them, so you can adapt your game.

In soccer, the coach plans the plays. It is a preset playbook that the team executes based on the capabilities and skills of the players. Everyone on the field understands what they need to do.

Soccer is all about adapting to your competitor’s game. Depending on your opponent, you might change the formation of your team, leaving just one player out front to strike, while others fall back to play defense. Facing a different opponent, you might reduce the number of defensive players in favor of beefing up your offense. There is not just one play, but infinite possibilities. And the winning strike can come from anywhere and anyone.

- CMOs face a power shift from selectively informed consumers to **consumers “armed to their teeth”** with information and choice.
- The story of the brand has become an object of conversations, sometimes more so even than the marketing of the product. At a time when they have access to everything, **consumers are hungry for the only rare commodity out there – a good story**. And this story should be about them.
- The old parameters of media planning are a thing of the past. Channel-centric planning is replaced by **consumer-centric planning**.



“ I KNOW HOW THE FANS FEEL. I SHARE THEIR FRUSTRATION AT TIMES AND I GET DOWN JUST LIKE THEM WHEN WE SUFFER A BAD RESULT. ”

Steven Gerrard
Captain for the Premier League Club Liverpool & the English National Team

“ TODAY’S WORLD REQUIRES A DIFFERENT WAY OF SELLING. TRADITIONALLY, WE WERE FOCUSED ON SELLING NEW PRODUCT FEATURES - TODAY, IT IS MORE ABOUT SOLVING CUSTOMER PROBLEMS RATHER THAN SELLING NEW FEATURES. THIS REQUIRES A DEEPER FOCUS ON UNDERSTANDING OUR CUSTOMERS AND THEIR CHALLENGES. ”

Marcelo Prado
CMO, GE Measurement & Control

“ THE MANAGEMENT BOARD EXPECTS US TO UNDERSTAND AND ACT UPON CLIENTS’ NEEDS EVEN BETTER. THIS BECOMES, ALSO, IN B-TO-B A CRITICAL DIFFERENTIATOR. ”

Roman Quinter
Global Head of Marketing, Lonza Consumer Care

“ THE TRADITIONAL MARKETING MIX IS EXTINCT. TRADITIONALLY, OWNED AND EARNED WERE VERY SEPARATE FROM MARKETING AND DIDN’T ALWAYS REPORT INTO THE CMO. NOW WE KNOW THEY NEED TO WORK TOGETHER, MORE THAN EVER, BECAUSE THE BOUNDARIES ONLINE ARE MORE FLUID. ”

Stacy Martinet
CMO, Mashable

“ TODAY, YOU DATE A BRAND. YOU DECIDE, AS A CONSUMER, IF YOU WANT TO GO ON A SECOND DATE. ”

Jeffrey Moran
Vice President of Public Relations, Events & Lifestyle Marketing, Pernod Ricard



YOU NEED TO BE ALWAYS-ON

No more time for the three martini lunch for marketing execs. Consumers today are on-the-go and always-on, so CMOs need to be this way too. Marketing operations are adapting to understand and engage with these new consumer realities. CMOs are developing digital command centers to collect near real-time insights and data, enabling accelerated and educated decision-making. The old strategy cycle of research-plan-execute is dead. **Today's strategy is real time, and CMOs need to think on their feet.**

With no time-outs or media breaks, soccer players have limited opportunities to regroup and plan strategy corrections during a game. The CMO's world is analogous to today's "soccer world," where adaptable planning and an always-on mindset often make the difference between winning and losing.

- Technology flattens the hierarchy - there is no more delay in gathering, processing and analyzing data; decisions are made in real-time. Rapid decision making trumps information collection, analysis on the bottom and escalation to the top. **The decision-making pyramid is gone.**
- Marketing has graduated from the industrial era. This is not a sequence of market research-planning-strategic decisions, but a **constant flow of customer learnings, interactions and adjustments.** As a result, a CMO needs to be comfortable beyond the command center.
- Touchpoints are multiplying at a dizzying speed, and there is no prize for completeness, but for making the best bets. In this world, the classic "spray-and-pray" branding approach of finding a compelling idea and then rolling it out across touchpoints becomes impossible to execute. Forward-thinking marketers need to **identify consumers by their behaviors across the consumer journey.**

“ TODAY’S MARKETING TEAM TICKS DIFFERENTLY. TODAY’S INTERACTIONS ARE MORE FREQUENT, MORE FLAT, WITH A LOT MORE VIRTUAL INTERACTION. ”

Marcelo Prado
CMO, GE Measurement & Control

“ FROM THE SEQUENTIAL MODEL (DO RESEARCH - THEN DESIGN CAMPAIGN) WE HAVE SHIFTED TO A FLUID, DYNAMIC MARKETING MODEL: LEARN ABOUT CONSUMERS CONSTANTLY, UPDATE APPROACH IN REAL TIME AND LET CONSUMERS SHAPE IT. ”

Rom Hendler
Former CMO, Las Vegas Sands Corp.

“ WE INCREASINGLY UTILIZE ADVANCED ANALYTICS TO IMPROVE DECISION MAKING AND POINT US TO GROWTH OPPORTUNITIES. ”

Jeff Hoffman
Senior Vice President, Market Planning & Performance, Commercial Strategic Marketing, Chubb of Insurance Companies



“ THE MOST IMPORTANT THING... IS SPEED OF THOUGHT. TOP PLAYERS READ THE GAME. ”

Samuel Etoo
Striker for English Premier League, Club Chelsea



ARE YOU PLAYING YOUR GAME OR THE TEAM'S?

CMOs used to have their traditional opponents (usually the CFOs). The rivalry felt comfortable. Today, rivalry over spending has become moot as marketing initiatives have proven themselves with the numbers to back them up. Now the focus is on wrestling to get things done. In particular, the CMO needs the CIO as a key ally. And the **CMO's team needs players with a variety of skill sets** – not just traditional marketing.

CMOs of today need to be digitally versatile, or they miss the boat on how consumers are changing. Marketing needs to become much more integrated with customer care, sales, innovation, customer experience management – these are some of the best tools marketers have in their toolbox. Having big ideas is not enough – today's CMO needs to be fighting the battle in the streets.

Whereas CEOs used to be quarterbacks, they are now closer to captains on a soccer field, who often are not the play-makers or the shot-callers. Realizing that collaborative cooperation is the game changer, the CMO's job is to constantly help evolve gameplay with the help of other team members on the field (such as IT, HR, Operations and outside partners).

- The CMO's job is not about rivalry – and getting more money to spend – but **about cooperation and spending their budgets with maximum impact.**
- The days of leading a team of people whose jobs she used to have are over. The CMO is **leading a multi-disciplinary team** including technology, digital, social, CRM, sales operations and strategic talent. There is no CMO who has done all these jobs.

“ THE STRATEGIC VIEW OF MARKETING AND THE USE OF TECHNOLOGY TO REACH THE CUSTOMER ARE CHANGING THE RELATIONSHIP BETWEEN IT AND MARKETING. ”

Ed Nubel
SVP Marketing, True Blue



“ I AM A MEMBER OF A TEAM, AND I RELY ON THE TEAM, I DEFER TO IT AND SACRIFICE FOR IT, BECAUSE THE TEAM, NOT THE INDIVIDUAL, IS THE ULTIMATE CHAMPION. ”

Mia Hamm
Former Forward for United States Women's National Soccer Team

“ BOTH THE CMO AND CIO NEED TO BE VERY CLOSE AND HAVE COMPATIBLE SKILLS. ”

Joe Gross
Executive Vice President and Head of Group Market Management, Allianz

“ SILOS HAVE TO BE BROKEN; COLLABORATION THROUGHOUT THE ORGANIZATION IS ESSENTIAL. ”

Claudio Menz
CMO, Jaeger-LeCoultre



CONNECT WITH INDIVIDUALS, NOT A DEMOGRAPHIC

If CMOs think of the “market” field as their audience, they will not be able to score a goal. Scoring requires precision, and technology makes it possible to target on a near-individual level.

If CMOs market to those looking to buy, they are late to the game. Predictive patterns make it possible to target consumers before they realize their needs. Once consumers start researching, the brand already needs to be top of mind. **CMOs need to identify needs before they are formed, not cater to existing – nor past – needs.**

Technology has lifted the availability and the importance of analytics. Much like players adapting to new technologies – from new ball designs to wearable activity trackers – marketers must also be similarly savvy and nimble.

- There is a new marketing tool out there every day, and many are great. Given the proliferation of tools, **knowing how to analyze the data is critical.** Otherwise, the CMO’s job would merely be evaluating tools.
- While intuition and creativity remain critical qualities, **marketing is increasingly a quantitative discipline.**
- Marketing as one-way messaging does not build relationships. Without relationships, there is no loyalty. Without loyalty, customer lifetime value is really low. **Creating a two-way dialogue fosters lasting customer commitment.**

“ DIGITALIZATION IS A KEY ENABLER FOR THE CMO TO CREATE A SEAMLESS CUSTOMER EXPERIENCE. THE CHALLENGE IS TO SYNC ALL THE RELEVANT STEPS ON THE PATH TO PURCHASE - FOR INDIVIDUAL CUSTOMERS AND ACROSS ALL CHANNELS. ”

Thomas Freese
*Division Head of Marketing,
MLP*

“ DIGITAL IS NOT A STAND-ALONE ACTIVITY. ”

Marc Dimancescu
*Global Head of Branding
& Customer Insight,
Syngenta*

“ MARKETING TODAY IS ABOUT MANAGING DATA TO UNDERSTAND PEOPLE, AND USING THAT DATA TO CONSTRUCT INDIVIDUAL CONTENT TO BUILD HYPER PERSONAL RELATIONSHIPS. ”

Devin Carty
*Former Chief Marketing Officer
& Chief Experience Officer,
Vanguard Health Systems*

“ I AM CONVINCED: WE NEED MORE OF AN ENGINEER'S ATTITUDE IN MARKETING THAN JUST CREATIVITY. ”

Felix Wenger
*Head of Digital,
UBS*



“ IN FOOTBALL AS IN WATCH-MAKING, TALENT AND ELEGANCE MEAN NOTHING WITHOUT RIGOR AND PRECISION. ”

Lionel Messi
*Argentine footballer,
Four-time FIFA World
Player of the Year and
a striker at FC Barcelona*



PROF. KEVIN L. KELLER
EXECUTIVE DIRECTOR OF THE MARKETING
SCIENCE INSTITUTE

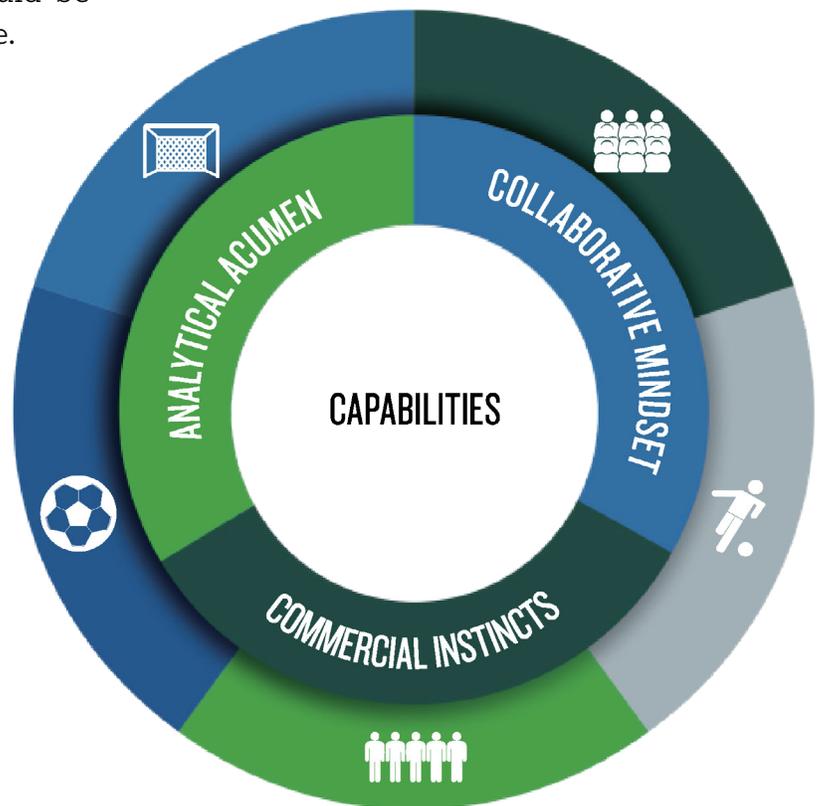
Professor of Marketing at the Tuck School of Business at Dartmouth College. World-renowned thought leader and Advisory Board Member at Vivaldi Partners Group.

“ The old days of the annual marketing plan are over – it is simply too static. Companies’ plan needs to be more adaptable. Big data does not just provide the macro view. It must go down to the individual and enhance the customer’s life.

Not just consumers are empowered these days. . . companies are as well! You don’t have to be a brilliant marketer to be an impactful CMO. But you need to be a great leader and motivator. ”

THE IMPLICATIONS FOR THE CMO ARE CLEAR: THEY MUST UPDATE THEIR CAPABILITIES AND SKILLS

In all of the conversations with CMOs, it became apparent that these three skill sets would be key to managing the five areas of change.



THE CMO'S STRETCH: WHEN ORCHESTRATING IS NOT ENOUGH

Is the CMO an orchestrator of different talents and resources across the organization? Successful leadership requires a razor-sharp understanding of markets - and seeing opportunities that nobody else sees.

Successful collaboration requires more than management - if you are making calculated bets, you might not be taking on enough risk in today's return-hungry environment. Making

the right calls requires more than crunching data, namely adding meaning to the data and developing a perspective, a perspective that is subject to change quickly due to changing conditions in the field and needs to be broken down and understood on the ground.

In other words: commercial instinct, collaborative mindset and analytical acumen are required capabilities.

COMMERCIAL INSTINCTS

NO LONG-TERM WITHOUT SHORT-TERM

Playing for the long-term is not enough for CMOs. If you are not successful in the short-term, you will never get to the long-term. In addition to their traditional role of building long-term equity, CMOs are increasingly expected to drive short-term sales. With customers and the market – not the factory or the product – standing at the core of business, today's CMOs need to focus on developing new sources of revenue.

This means that accountability for business drivers and P&L orientation will progressively fall under the mandate of the CMO.

Must-have capabilities include:

- **Shaping the value chain**, not just understanding it. Today, innovation occurs across the value chain – in new ways of doing business, new business models – and not just in creating new products.
- Working with sales on **increasing yield** – this means lead generation, qualification, an optimized marketing strategy based on segmentation, and, often, automated marketing follow-up. CMOs will also need to convince sales of the **value of mining Big Data** to optimize their sales approach.
- Focus has shifted from pre-purchase messaging to customer experience design, where **each step carries a message**. Each customer interaction is a piece of marketing and a trust point.

“ THE BIGGEST PROBLEM OF A CMO'S LEGITIMACY IS NOT BEING CLOSE ENOUGH TO THE CORE BUSINESS. ”

Christian Birck
SVP Strategic Marketing, Holcim

“ A BROAD UNDERSTANDING OF MARKETING IS INCREASINGLY IMPORTANT – IT WILL EVOLVE TO MARKET-BASED CORPORATE LEADERSHIP. ”

Jan-Hendrik Völker-Albert
Head of Marketing & Sustainability, SBB

“ TODAY'S CMO IS UNDER PRESSURE TO PROVE VALUE AND WORTH BEYOND CLEVER CAMPAIGNS AND GREAT ADS. THE ROLE HAS BECOME MUCH MORE STRATEGIC AND HAS TO SHOW HOW MARKETING SUPPORTS ALSO THE COMPANY'S BOTTOM LINE. ”

Martin Rudolph
Interim CMO & President R&D, Evyap

COLLABORATIVE MINDSET

THE WILL TO COLLABORATE AND THE COURAGE TO EXPERIMENT

Nobody can do it alone. Only a God-like mythological figure could actually fulfill all the demands on today's CMO.

So, **the CMO needs complementary collaborators** - other functions, additional skills, more capabilities - within the organization and with outside partners. Managing a network of external, capability-enhancing partners has become a core skill of the CMO (just as you cannot do it on your own, you cannot do it all in-house either).

Creating the next brilliant marketing campaign from your ivory tower is a province of the past. CMOs must contend with increasing attention from the top (and increasing scrutiny from shareholders) as marketing becomes central to the CEO's agenda. At the same time a CMO must be able to roll up their sleeves and work as a foot soldier.

As social listening permeates organizations, the CMO is not the key creative nor the only listener. His role is to make listening to customers possible across organizational boundaries.

When we asked about key qualities for a successful CMO, one answer that was striking was "Courage." **Courage to experiment, to take risks, to incubate and push boundaries** - there is no such thing as knowing all the answers.

“ **ONLY HIRE MARKETERS THAT ARE BOTH CREATIVE AND ANALYTICAL. IN OLDER TIMES, YOU USED TO HAVE A MIX ON THE TEAM BETWEEN CREATIVE AND ANALYTICAL - NOW YOU NEED TO HAVE BOTH, IN EACH PLAYER.** ”

Darryl Siry
*Chief Marketing and Communications Officer,
ProSight*

“ **THE CMO NEEDS TO ASSEMBLE A PALETTE OF COMPETENCIES ON HIS TEAM AS NO ONE CAN HAVE IT ALL.** ”

Rom Hendler
Former CMO, Las Vegas Sands Corp.

“ **TODAY'S CMO NEEDS COURAGE TO EXPERIMENT AND NAVIGATE THROUGH THE STORM.** ”

Mark Bohlen
SVP Marketing, Assurant

ANALYTICAL ACUMEN DATA GURU AND LISTENING COACH

It is not just about Big Data. It is about how to acquire it, store it and leverage it for growth in the most effective way.

The skills required span numerous areas, from the traditional operational areas of forecasting to CRM and near-real-time strategic decision-making.

Capabilities must include:

- **Social media and multi-channel management:** identifying, aggregating, and processing customer voices to lead to real-time, action-ready insights.
- **Marketing planning: the traditional marketing mix is dead** as lines between paid/owned are blurred. Precision targeting and a customer-driven (not media-driven) marketing mix have turned traditional marketing planning on its head.
- **Deep reliance on segmentation** (aggregated from an individual needs analysis) allows pinpointing correlation between future need and a variety of predictive factors today. It also helps to understand the buying cycle and get a heads up before the decision process even starts.
- Marketing has become contextual - and this does not just mean location. **Precision targeting requires targeting consumers with a specific purchase need, at a specific life stage, with a given mindset, and at a specific stage of the purchase process.** Otherwise, the best marketing message is meaningless. In a constant flow of information, nobody will remember unless they can act on it now.

“ THE BIG ADVANCE IS PRECISION MARKETING: WE USE PATTERN VISUALIZATION BASED ON COMORBIDITY, HEALTH AND BEHAVIOR DATA. BIG DATA ALLOWS US TO ASSESS WHAT INDIVIDUALS MAY BE AT RISK FOR, FROM A HEALTH STANDPOINT, AS A PRECURSOR TO DIAGNOSIS. THIS IS THE FUTURE. THIS SAVES LIVES. ”

Devin Carty
Former Chief Marketing Officer & Chief Experience Officer, Vanguard Health Systems

“ WHAT SEPARATES A GOOD CMO FROM A GREAT CMO IS SOMEONE WHO REALLY GETS TECHNOLOGY. ”

Alexandra Aleskovsky
Former President, eScholastic

“ SIMILAR TO CREATIVE SKILLS, DATA MANAGEMENT SKILLS WILL BE INCREASINGLY IMPORTANT FOR MARKETERS. ”

Anja Stolz
Head of Marketing and Communications, Commerzbank

IN CONCLUSION

Creativity is not enough. CMOs need strong analytical qualities, commercial instincts and strategic acumen.

Analytics are not enough. Big Data will never be big enough – it needs to be transformed into unique, actionable, leaving-competitors-behind moves.

Long-term strategy is not enough. While long-term direction remains critical, strategy and subsequent tactics are now occurring in real time, in the heat of action.

Marketing planning is not enough. As the traditional marketing mix is blurred, guerilla tactics are taking the place of military strategy, and customers are trumping media.

And doing it alone is not enough. Unless one is super-human, the age of the CMO as the lone cowboy with great ideas is gone. Successful marketing is a team sport, more than ever before.

As our CEO has often said: Love is not enough. Emotions need to be underpinned by a razor-sharp view on the customer purchase process and a solid customer experience able to withstand scrutiny from fickle and rebellious customers.

Whereas the goal for CMOs is still to play to win, the game has changed and, with it, the skill sets needed for success. Today's CMO hasn't lost the vision and competitive drive, but also needs a more collaborative, analytical, and commercial mindset for today's real-time, digital world.

As a result, much is demanded, but much is also given - an unprecedented set of resources, tools and market possibilities. Pushing the boundaries is the hallmark of what the best CMOs can do today.

ABOUT THE AUTHORS



ROLAND BERNHARD
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ANNE OLDEROG
PARTNER

Roland Bernhard leads Vivaldi Partners Group's London and Zurich offices. He brings 20 years of relevant international experience as a management consultant and senior marketing executive for some of the world's leading brands. By skillfully combining art and science while pragmatically applying his expertise, he helps clients grow their people, brands and businesses. Before joining Vivaldi Partners Group, Roland worked for several years as a Partner at Prophet, where he led complex projects around the globe. Prior to his management consulting career, Roland worked in senior roles for renowned firms such as The Coca-Cola Company and Red Bull, where he was global head of marketing.

Roland holds a B.B.A. from the Graduate School of Business Administration in Zurich, Switzerland, and an M.B.A. from the Fuqua School of Business, Duke University in North Carolina.

Anne Olderog brings 15 years of experience advising some of the world's most visible brands and organizations to Vivaldi Partners Group. Prior to Vivaldi, Anne was Head of Strategy at Clark McDowall. Her background in branding (at Wolff Olins, part of the Omnicom Group) as well as in strategy (at McKinsey & Co and the Boston Consulting Group) enables her to combine the rigor of an analytical approach with creative insights and out-of-the box thinking. She also brings experience in leading organizations through change gained on the client side as a Senior Director of Strategy & Corporate Development at Bertelsmann. She started her career in the finance group at Goldman Sachs.

Anne holds an M.B.A. from the Wharton School, an M.A. in International Studies from the Lauder Institute at the University of Pennsylvania, as well as an M.Phil in Management from Cambridge University, Gonville & Caius College. She is a Laureate of the Institut d'Etudes Politiques de Paris (Sciences-Po) in Paris, where she earned a B.A. in Economics & Finance.

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