

## CMO Group Research Project Overview

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Every quarter, The CMO Group creates in-depth research exclusive to its members. Research topics are driven by member interests and feature case studies of CMOs who serve as best practices in the research space. By interviewing around 25 member and non-member chief marketers from large organizations, as well as professional and academic experts on the subject matter, the research project provides CMO Group members access to the successful experience of their peers across several industries — from a B2B as well as B2C perspective.

### **DEVELOPING AND USING MARKETING DASHBOARDS**

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This research examines best practices for chief marketing officers to effectively build and implement dashboards for the marketing organization, enabling a culture of greater accountability and more data-driven marketing decisions. The report reviews seven key stages of dashboard development including vision, plan, assess, model, construct, live, and renovate. By outlining best practices across all stages of dashboard planning and use, this research covers:

- How marketers can overcome challenges of selecting the right metrics, gathering the necessary data, and integrating dashboards into ongoing planning efforts
- How marketers get started with dashboards, gain organizational support for their efforts, and align dashboards to business goals
- How marketers ensure use of dashboards through simplification, standardization, and processes to look beyond the numbers

### **TARGETING NEW CUSTOMER SEGMENTS**

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This research investigates best practices for CMOs to effectively target new segments of customers. Although CMOs have targeted new segments in a variety of ways, from creating new products to leveraging new channels to developing new marketing communications, they must focus on both internal and external elements for success. By outlining 10 best practices across the four key stages of targeting new customer segments, this research covers:

- How CMOs engage key stakeholders to gain organizational support in pursuing new groups of customers.
- How CMOs build lasting customer insights that enable the execution of successful new targeting strategies.
- How CMOs take risks and make strategic changes to generate awareness with new customer segments.

### **PARTNERING FOR SUCCESS: THE CMO-CIO RELATIONSHIP**

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This research captures insights from both CMOs and CIOs for building effective relationships across marketing and IT. Although these functional groups can be thought of as two ends of the organizational spectrum, in this era of customer-centricity, CIOs and CMOs need to focus on their similarities to forge a partnership that maximizes value for the customer, their organization, and their own careers. This report discusses:

- How CMOs and CIOs can align their organizations to deliver the best product/service to their customers.
- How marketing and IT can effectively work together to increase their strategic value to the organization.
- How CMOs and CIOs can work together to prioritize their marketing technology efforts.

### **TRANSFORMING EMPLOYEES INTO BRAND ADVOCATES**

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This research examines how CMOs can create a companywide passion for their brand and leverage that passion to deliver the desired customer experience. Because customers have many points of contact with a company, marketers need to ensure that all employees live and breathe the brand and understand the desired customer experience with the brand. This research develops best practices in employee brand advocacy by answering:

- How do senior marketers spread brand values and messages to individuals throughout the organization?
- How do senior marketers bring the customer and the brand to life for employees at all levels and positions?
- How do senior marketers spread brand values and messages to individuals throughout the organization?

## **MANAGING MARKETING HUMAN CAPITAL**

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This research focuses on how marketers are building strong and effective marketing teams by attracting top talent, developing their teams, and measuring and driving performance. While many marketers know the importance of building talent within their marketing teams, many are not satisfied with all phases across the people management spectrum. Issues covered include:

- How marketers screen candidates to improve the probability of hiring strong and successful employees.
- What tools marketers utilize to develop talent, from job rotations to mentoring programs.
- How CMOs identify and prepare their high potential performers for future leadership positions.

## **CUSTOMER-DRIVEN DESIGN AND DEVELOPMENT**

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This research identifies ways in which marketers can best involve their customers in the design and development process. How can CMOs leverage customers to tap into a greater understanding of unmet needs, gain new ideas for future products and services, and learn from adaptations and creations that customers are already making to existing products? This research answers the following questions through in-depth company examples:

- What are the available tools for involving customers in the design and development process?
- How are companies gaining internal support for being more customer-centric in the design processes?
- How do marketers start to understand unmet needs of customers without directly asking?

## **BUILDING AND LEVERAGING LOYALTY**

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This research studies the best strategies marketers use to build customer loyalty within their organization. The report drills down in three key areas for successful loyalty strategies: having the support of the entire organization, using strong analytical processes to understand customer data, and focusing on the overall customer experience. The research addresses:

- What strategies are marketers using to develop symbiotic loyalty with their customers?
- How do CMOs create customer communities or involve brand loyalists to drive better financial results?
- How are CMOs extending loyalty programs to meet customer needs and increase brand engagement?

## **THE MARKETING OF MARKETING**

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This research focuses on the key best practices for CMOs to gain credibility within their organizations and increase the value that marketing provides. Covering examples and best practices in six main categories of defining the role, educating your peers and yourself, proactively collaborating, building a strong team, pursuing greater accountability, and engaging in two-way communications, the research covers the following issues:

- How CMOs align themselves with their peers across functions, adding value by addressing their challenges.
- How marketers can build awareness for the customer throughout the organization.
- How to get the organization onboard with marketing.