



FORRESTER LEADERSHIP BOARDS
The CMO Group

Report Brief: The Marketing Of Marketing

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RESEARCH BACKGROUND AND METHODOLOGY

Chief marketing officers maximize the results of their programs by building internal support and opening the black box of marketing. However, changing the perceptions, influence, and strategic importance of marketing requires a rigorous approach and time commitment. CMOs can't expect change overnight; they need to be working from the first day to lay the groundwork for gaining credibility throughout the organization.

In the report, "The Marketing Of Marketing," we examine best practices for CMOs to use for increasing the stature and impact of marketing throughout the organization. This overview provides a glimpse into the content of the research. We've included case study examples, sample diagnostic questions, and some lessons learned from the full report.

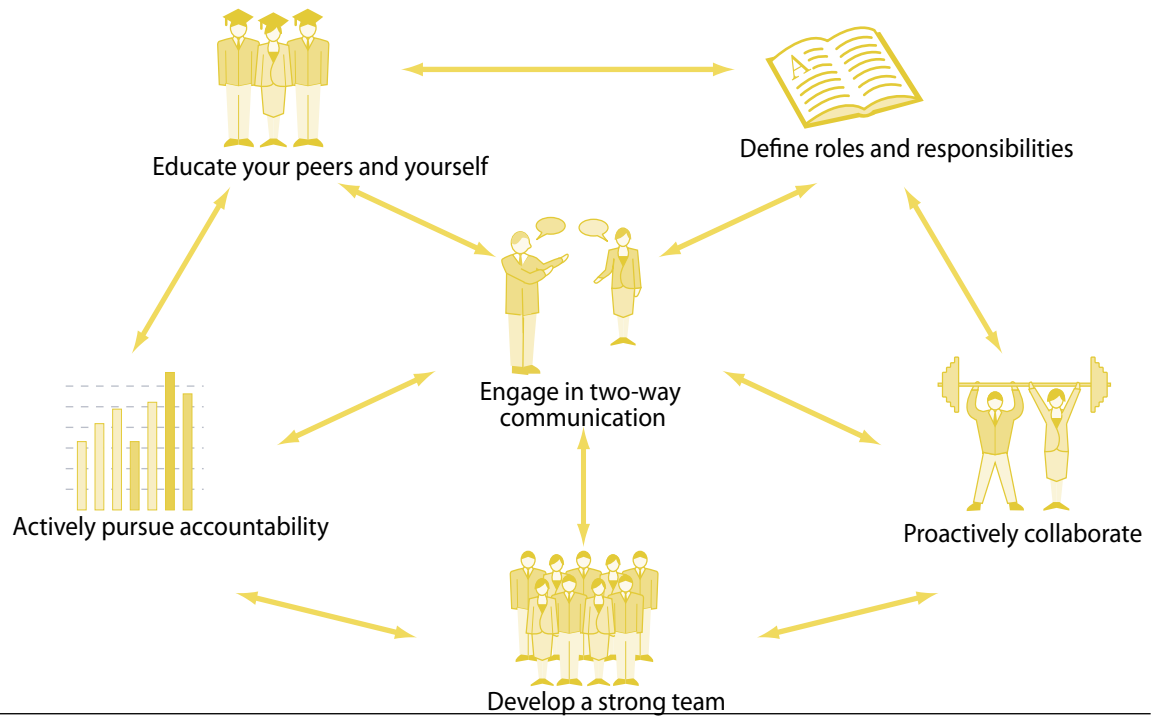
During the research for "The Marketing Of Marketing," Forrester spoke with a number of marketing experts as well as 20 senior marketing executives. These interviews included members of the marketing faculty at a number of elite business schools as well as leaders at consulting and executive search firms. The companies that we spoke with included: IBM, GE Consumer Finance, Symantec, Walmart.com, and Food Lion. We structured the interview process to uncover a range of issues, solutions, and results pertaining to the marketing of marketing. Each in-depth interview was roughly an hour in length and was conducted by a Forrester analyst team.

The research also references other Forrester publications as well as secondary sources related to the topics being discussed.

BEST PRACTICES

Successful CMOs use a web of six key best practices to effectively market marketing within their organizations.

Figure 1 Successful CMOs Use A Web Of Best Practices For Internal Marketing



Source: Forrester Research, Inc.

While these practices may seem obvious, CMOs need to approach these practices with rigor and focus to realize the benefits of internal credibility, organizationwide support for marketing initiatives, and the ability to meet CEO expectations. To summarize each of the practices:

Define roles and responsibilities



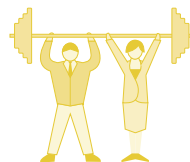
The roles of the CMO and of marketing are still largely undefined and vary from industry to industry and company to company. CMOs need to sit down and discuss and define their role, responsibilities, goals, and overall vision for marketing. Otherwise, ambiguity makes meeting CEO expectations that much harder.

Educate your peers and yourself



CMOs need to educate their peers about marketing, the department's capabilities, the customer, and each function and person's role in meeting customer needs. CMOs also need to be a student of the overall business and strategy — and become knowledgeable about other functions and their activities.

Proactively collaborate



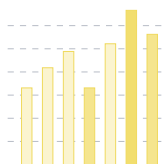
Successful CMOs are proactive, think about opportunities to add value, and go to their peers with insights and plans. Marketing cannot exist in a silo; CMOs need to leverage the strengths and ideas of the whole organization for optimal success.

Develop a strong team



CMOs need to invest the time and dollars into hiring and developing people to increase their peers' confidence in marketing. A strong marketing team has a balance of the art and the science — a balance of creative and analytical skill sets.

Actively pursue accountability



CEOs and CFOs demand accountability. It is time for CMOs to play by the same set of rules as the rest of the company does by quantifying results and value to the overall business.

Engage in two-way communication



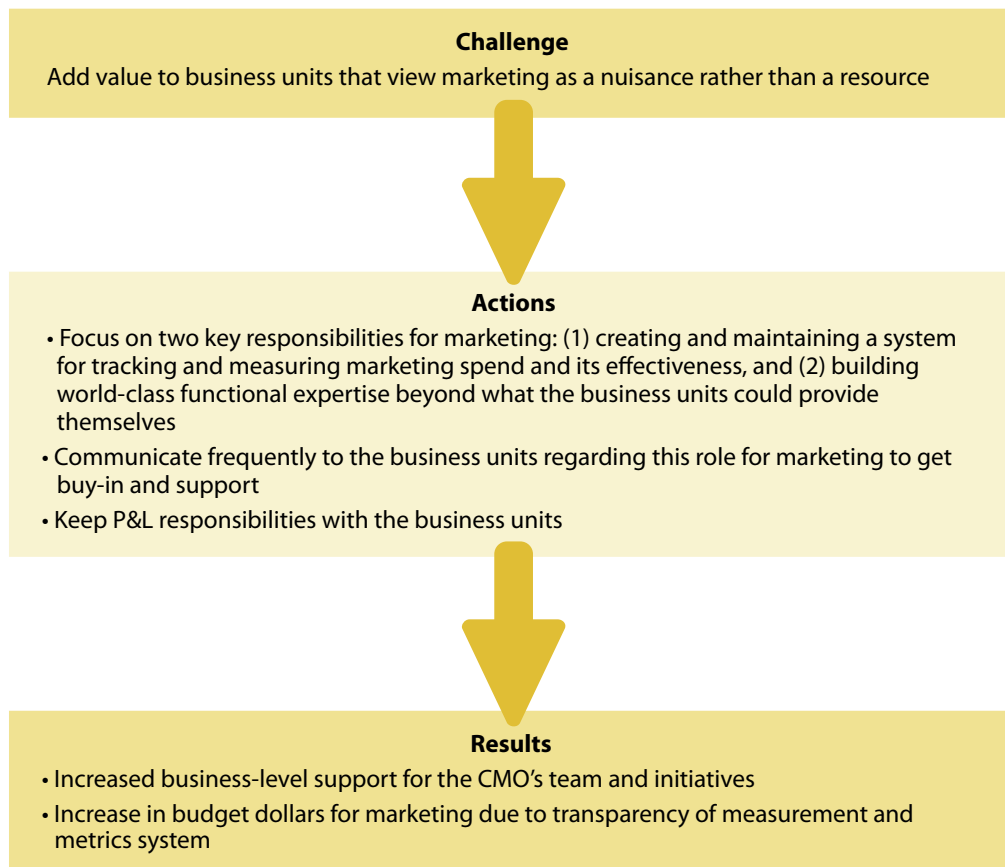
CMOs cannot run marketing in a black box. Whether it is through meetings, newsletters, internal collateral, intranet sites, or just email and phone calls, CMOs need to be constantly communicating their plans, results, and ideas — and celebrate their successes while acknowledging and learning from their failures.

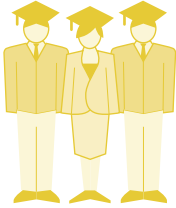


DEFINE ROLES AND RESPONSIBILITIES

A challenge facing CMOs is the lack of clarity surrounding their roles, expectations, and responsibilities. CEOs complain that CMOs are not meeting expectations — leading to shorter tenures and disappointing results. CMOs struggle with establishing their decision-making power and aligning their objectives with those of the overall business. In the following example, a CMO at a financial institution overcame the challenge of the lack of a clear role for marketing at headquarters by focusing on two key areas where her marketing team could make a significant and valuable impact.

Figure 2 Case Study Example — Defining The Role And Responsibilities





EDUCATE YOUR PEERS AND YOURSELF

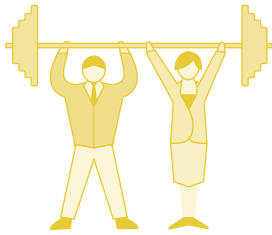
CMOs and their peers often don't understand each other; this lack of mutual understanding impedes cross-functional support and the ability to execute organizationwide initiatives. CMOs need to ensure that their peers know the extent of marketing's capabilities and the specific processes, models, and tools used by marketers. On the flip side, CMOs need to take the role of student and become educated on the activities, challenges, and language of the other functions of the business.

When assessing their performance in the practice of educating themselves and their peers, CMOs should consider the following questions:

- Does the executive team have a solid understanding of the capabilities of your organization?
- Are your peers conversant in the needs of the customer?
- Do you have a clear understanding of the activities of each of the other functions in the business?

Through interviews with successful CMOs, we discovered a few key lessons:

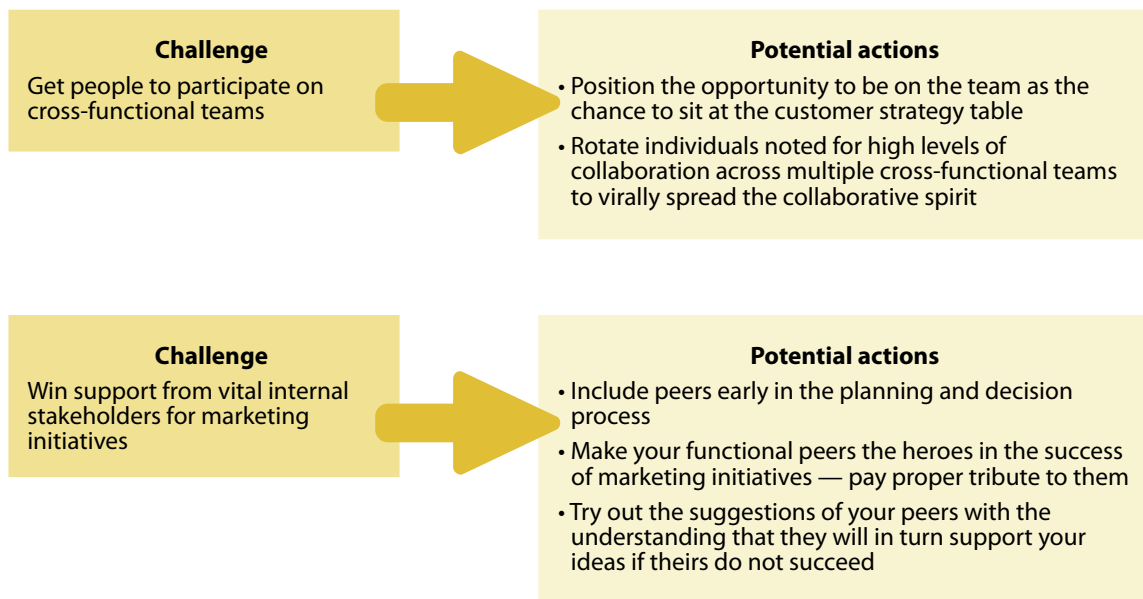
- **Get out of the office.** Listen to customer interactions at call centers, visit plants and distribution centers to understand production and delivery issues, and tag along on key account sales.
- **Present customer insights to other departments.** Take responsibility for educating the organization on who the customer is so that everyone can best serve the customer.



PROACTIVELY COLLABORATE

Successful CMOs realize that operating in a marketing silo will only get them so far; they need the expertise and input from other functions in the organization to maximize the potential of marketing. As companies move toward being more customer-centric, the importance of internal collaboration increases, and marketers have the skill sets to be proactive and break down the organizational barriers and silos to effectively meet customer needs. While the “let’s work together” idea sounds good in theory, a number of challenges face CMOs as they strive to collaborate. During our interviews, CMOs spoke of these challenges and some of the steps that they took to overcome them.

Figure 3 Challenges And Actions With Collaboration





DEVELOP A STRONG TEAM

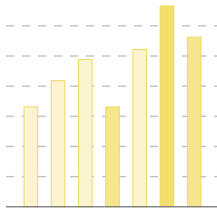
It does not matter how creative, intelligent, and hard-working a CMO is if he or she does not have a talented team to support the marketing plan. The responsibility for improving marketing results and meeting CEO expectations does not just sit on the shoulders of the CMO, it belongs to the entire marketing team. Having a strong team can generate support by creating advocates for marketing and demonstrating how marketing can provide value at all levels of the organization.

When assessing their performance in the practice of developing their teams, CMOs should consider the following questions:

- Have you increased the analytical skills of your marketing team in the past year?
- Are you able to retain high-performers within the marketing organization?

Through interviews with successful CMOs, we discovered the following key lessons:

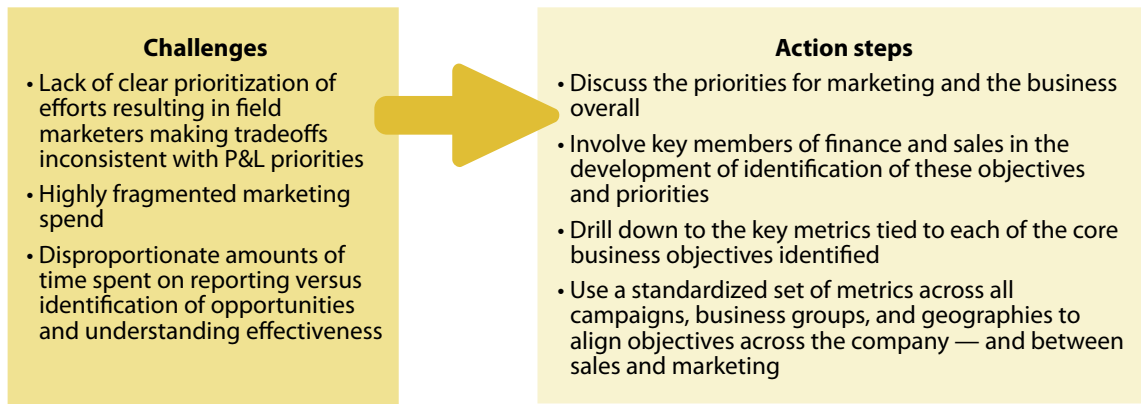
- **Showcase the skills of your team.** For example, CMOs can bring members of the marketing team to present particular successes or new customer findings during small group meetings with members of the executive team. This increased exposure to the talent on the team gives executives a higher level of confidence in the marketing function as a whole.
- **Partner with HR and senior marketing management.** To attract and retain high-quality talent, CMOs need to work with their peers in marketing and HR to develop detailed career models and hold relevant skills-training sessions to better position marketing as a serious discipline.



ACTIVELY PURSUE ACCOUNTABILITY

Every CMO knows that CEOs are demanding accountability from marketing. Marketing has operated for too long playing by its own set of rules, using different metrics and spend measurement tools than the rest of the organization. With increasing challenges to obtaining additional budget dollars and a lack of respect from peers, the time has come for CMOs to take a serious approach to accountability. In the example below, a senior marketing executive faced the challenge of the company lacking a clear line of sight into the true impact of marketing or how marketing drove the business.

Figure 4 Case Study Example — Actively Pursuing Accountability



Source: Forrester Research, Inc.



ENGAGE IN TWO-WAY COMMUNICATION

Marketers are considered experts at communicating with their external customers, but marketers need to be cognizant of their internal customers as well. In large corporations, different functions suffer from silos and barriers preventing different departments from understanding their peers' plans and results. Because marketers are generally adept communicators, chief marketers should take the first step and engage their peers by communicating the marketing plans, showing results, and asking about and listening to their peers' concerns.

Through our interviews with many successful CMOs, we unearthed the following key takeaways regarding the importance of communication in the marketing of marketing:

- **Engage people throughout the organization with the brand.** One method for generating support throughout the organization is using an internal brand ambassador program to encourage word-of-mouth marketing of the brand message across the various work groups and receive honest feedback regarding new initiatives and products from employees.
- **Hold regular meetings or town hall sessions.** CMOs need to take the opportunity to communicate their results, plans, and new products and services with all employees.

MORE INFORMATION

The full report on “The Marketing Of Marketing” is available only to the members of The CMO Group, one of the Forrester Leadership Boards. The CMO Group is an executive-level peer knowledge community for marketing leadership. The program strives to help marketers become more effective through a combination of member-driven best practices development and Forrester’s analyses of how the marketing landscape is changing and evolving and what marketers need to do to adapt and succeed today and in the future.

As part of The CMO Group program, Forrester provides exclusive research on best practices covering topics that the members select as most important and relevant. Additional research reports include “Building And Leveraging Loyalty” and “Consumer-Driven Design And Development.” CMO Group members also receive access to a broad array of Forrester reports on topics covering marketing, strategy, the consumer and business landscapes and technology, as well as structured facilitated interactions with their peers and Forrester’s analyst community.

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