

quarterly review, "Conversations for Tomorrow," looks at how marketing is becoming more purpose-led, data-driven, human-centered, and collaborative and how organizations can meet this challenge. THE JOURNAL EXPLORES THE FOLLOWING THEMES

The fourth edition of the Capgemini Research Institute's

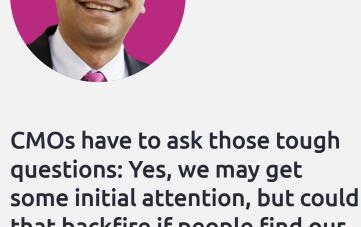
EVOLVING ROLE OF THE A new face of marketing is

emerging, one markedly different from those of the past. Today's CMO is more purpose-led, datadriven, human-centered, and collaborative than ever before.1



and a champion. The artist is a creative thinker to recognize the essence of great creative ideas. The scientist understands the numbers that drive the business. The champion tells the narrative of what the marketing function is there for and how it is planning to achieve its goals." Pete Markey, CMO, Boots UK

LEADING WITH



that backfire if people find our initiative is only skin-deep? Would it be better to wait for a cause that really knits with our core brand values?" Jaideep Prabhu, Professor of Marketing, Judge

Business School, University of

genuine urpose Three in four consumers feel a sense of gratitude towards companies that have "given back" to society during

number said they would prioritize such organizations when considering purchase options.²

the ongoing health crisis. An equal



Cambridge

RE-BUILDING THE

CMOs need to promote sustainability by design and social impact;

at the expense of everything else.

old-fashioned product value should still be in the mix, but no longer

data Only about one in ten (11%) marketers can currently be truly considered data-driven. About two in five marketers say their

teams use data to decide on a

product or service.³

go-to-market strategy for a new

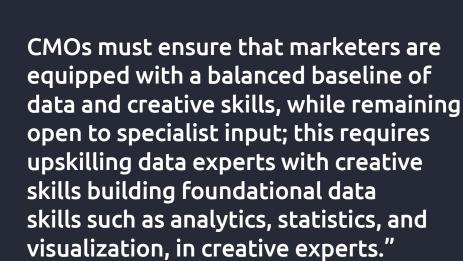
CMO ROLE AROUND

Only about one in six organizations can confirm

that their digital products take

ethnicity and gender-based

considerations into account.4



CREATING A MORE

human brand

Virginie Regis, Group Marketing and Communications Officer at Capgemini

Digitalization has As the digital world perspective, how do expands, and with it the allowed us to create a space that can be opportunities for online we continue to engage people after they have connection, people are adapted to each

selling and instead also create ongoing engagement around home furnishing tips and ideas, plus simple things like caring or extending the life of the product." Aaron Mitchell, Global VP, Customer **Engagement** and

Loyalty, IKEA

made a purchase? We

want to focus on more

than just post-purchase

From IKEA's

provides our customers with an excitingly new, and yet comfortingly familiar, environment." Henrik Wenders, Senior Vice President, Audi Brand

individual. Our goal

is to create a digital

ecosystem within the

known as a car - that

smart device – formerly

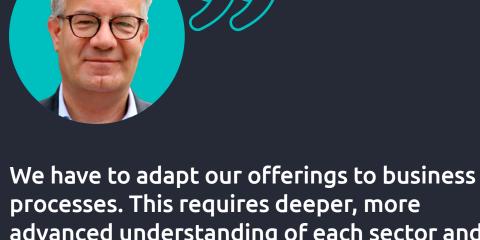


beyond traditional partners, such as creative and media agencies, to include customers as a consultative and creative force.⁵

Modern CMOs collaborate

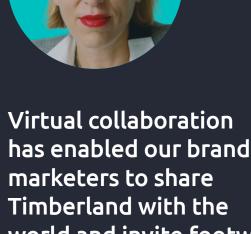
COLLABORATION

FOR THE GOOD OF



processes. This requires deeper, more advanced understanding of each sector and each individual business. We are co-innovating with our enterprise customers around the world to test and develop 5G use cases prior to commercial launch. Jean-Marie Culpin,

CMO Europe Zone, Orange



Timberland with the world and invite footwear aficionados to play an active part in the brand they love." Drieke Leenknegt, CMO, Timberland, a VF company

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