

THE new face OF MARKETING

Quarterly review
N°4 — 2022

Conversations
FOR TOMORROW

The fourth edition of the Cappgemini Research Institute's 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

EVOLVING ROLE OF THE CMO

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



The modern CMO needs to be three things at once: an artist, a scientist, 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

Three in four consumers feel a sense of gratitude towards companies that have "given back" to society during the ongoing health crisis. An equal number said they would prioritize such organizations when considering purchase options.²

LEADING WITH genuine purpose



CMOs need to promote sustainability by design and social impact; old-fashioned product value should still be in the mix, but no longer at the expense of everything else."

Jeremy Heimans,
CEO & Founder, Purpose & Ilyse Hogue, President, Purpose



CMOs have to ask those tough questions: Yes, we may get some initial attention, but could 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 Cambridge

RE-BUILDING THE CMO ROLE AROUND 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 go-to-market strategy for a new product or service.³



CMOs must ensure that marketers are equipped with a balanced baseline of data and creative skills, while remaining open to specialist input; this requires upskilling data experts with creative skills building foundational data skills such as analytics, statistics, and visualization, in creative experts."

Virginie Regis,
Group Marketing and Communications Officer at Cappgemini

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



From IKEA's perspective, how do we continue to engage people after they have made a purchase? We want to focus on more than just post-purchase 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



Digitalization has allowed us to create a space that can be adapted to each individual. Our goal is to create a digital ecosystem within the smart device – formerly known as a car – that provides our customers with an excitingly new, and yet comforting familiar, environment."

Henrik Wenders,
Senior Vice President, Audi Brand



As the digital world expands, and with it the opportunities for online connection, people are increasingly looking for experiences that, at their core, are still human."

Jonathan Cherki,
Founder and CEO, Contentsquare

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

COLLABORATION FOR THE GOOD OF all



We have to adapt our offerings to business 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



Virtual collaboration has enabled our brand marketers to share Timberland with the world and invite footwear aficionados to play an active part in the brand they love."

Drieke Leenknecht,
CMO, Timberland, a VF company

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