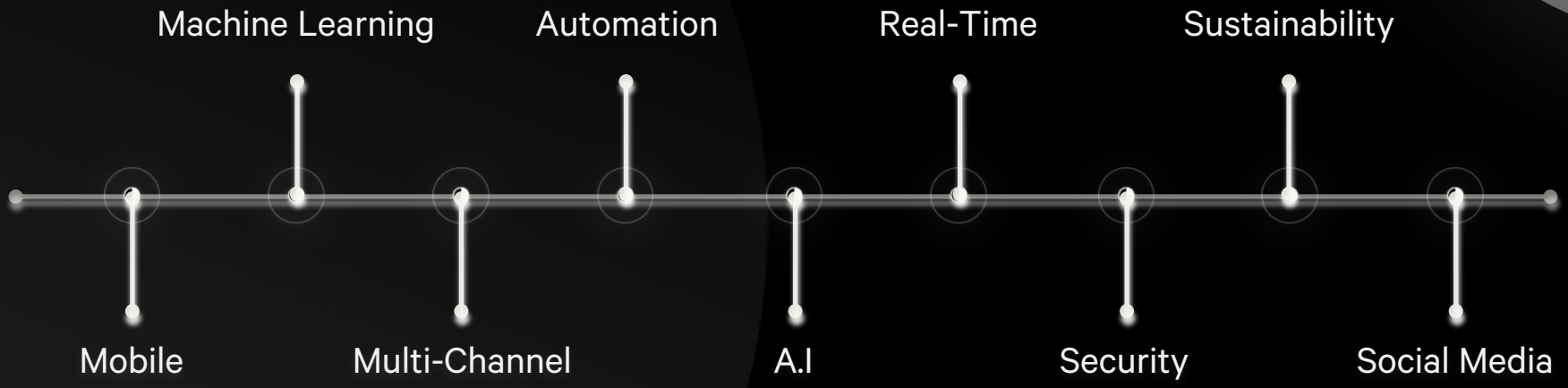
Find Your Marketing Edge

(without losing your way)

Presentation: MMA Innovate Conference, Los Angeles, Nov 7, 2019

The Marketplace has Changed...



M.A.R.S.

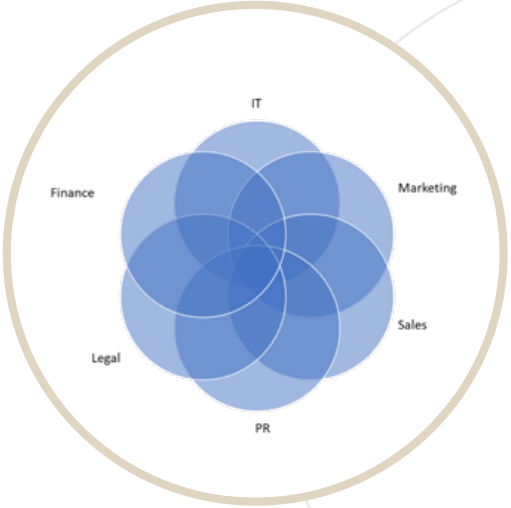
M.A.R.S. has transformed



Customers Expectations



Competitive Nature



Marketing Operations

How is your Marketing Organization getting ready for M.A.R.S.?

Omar Rodriguez Vila, PhD
Emory University

Shubu Mitra

Sundar Bharadwaj, PhD
University of Georgia

Neil Morgan, PhD
Indiana University

Peter Schelstraete





120+

Interviews

9

Steering Committee Reviews

10

Pilot Studies

A golden era for marketing

- Accuracy
- Accountability
- Agility



Observed challenges

I thought I knew my role

Tech is eating strategy

Brand vs. Perf. Mktg.



M.A.R.S.

More challenges



Too many choices



Adding NOT changing



Stop what?



...And finally

Making progress?

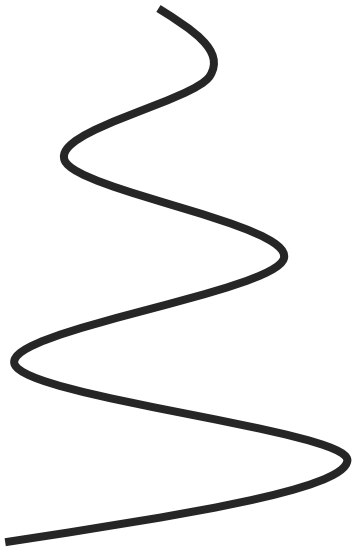
Benchmark position?

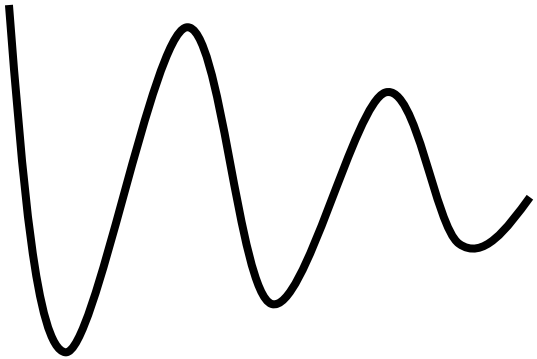
Time to pivot?

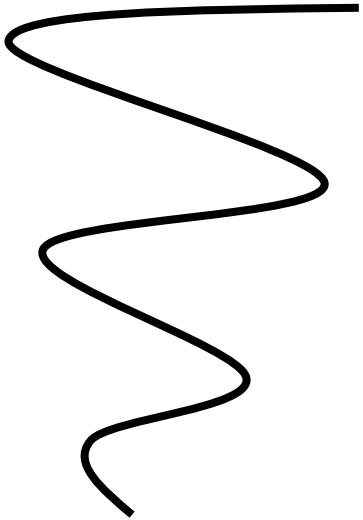


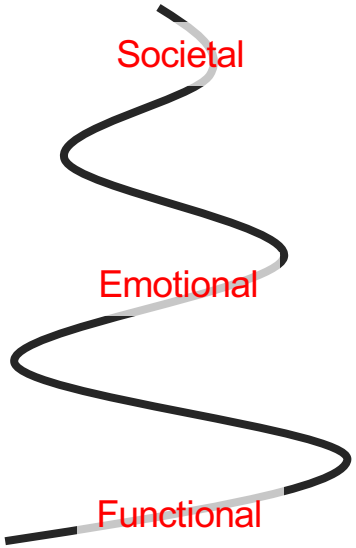
M.A.R.S.

The M . A . R . S . Framework

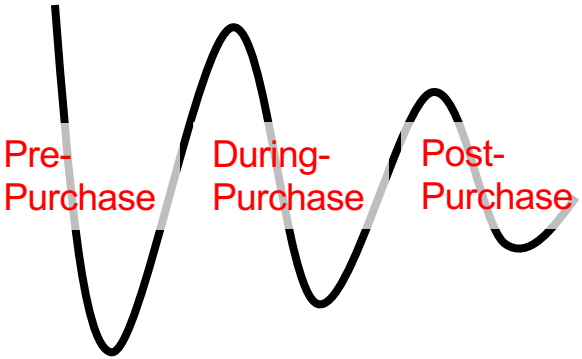




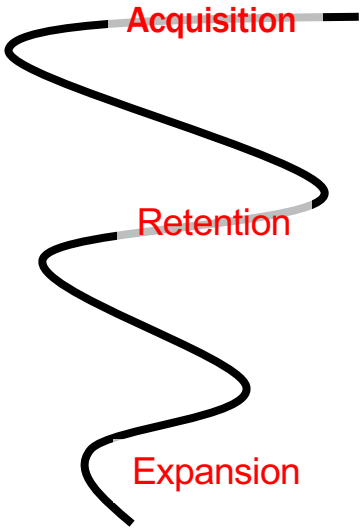




Brand Marketing



Experience Marketing



Performance Marketing

Brand Marketing

Build communities with consumers, collaborating with the brand to expand its meaning and offerings across categories and usages.

Experience Marketing

Eliminate hassles, pain points, or find latent needs across the consumer (and customer) journey.



Performance Marketing

Personalize the offering and facilitate the purchase of the product by offering more methods to buy in ways that match the specific needs of consumers at a given moment.



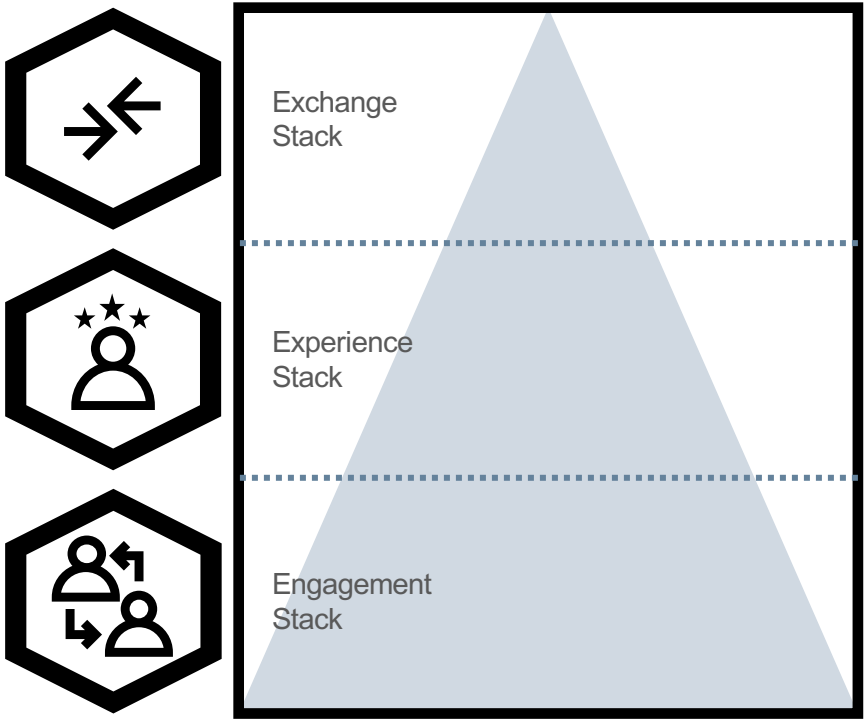
Type of Marketing	Capability Stacks	View on Customer Value	View on Role	View of the Market
Brand	Engagement	Meaning	Relevance & Equity	Communities



Type of Marketing	Capability Stacks	View on Customer Value	View on Role	View of the Market
Experience	Experience	Convenience & Enjoyment	Satisfaction & Loyalty	Personas
Brand	Engagement	Meaning	Relevance & Equity	Communities

Type of Marketing	Capability Stacks	View on Customer Value	View on Role	View of the Market
Performance	Exchange	Personalization	Acquisition & Conversion	Individuals
Experience	Experience	Convenience	Satisfaction & Loyalty	Personas
Brand	Engagement	Meaning	Relevance & Equity	Communities

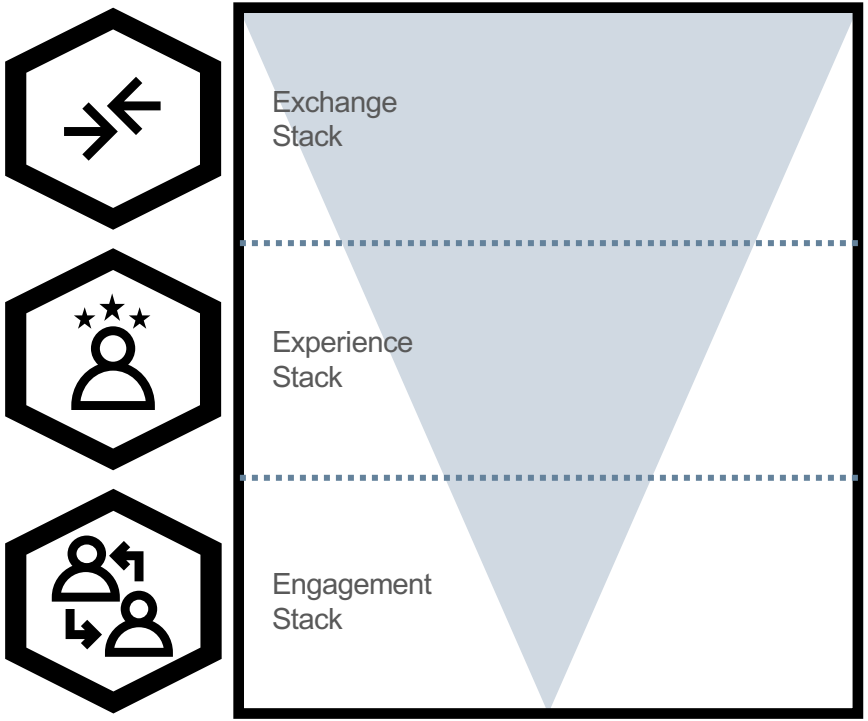
Branded Platforms



Chobani



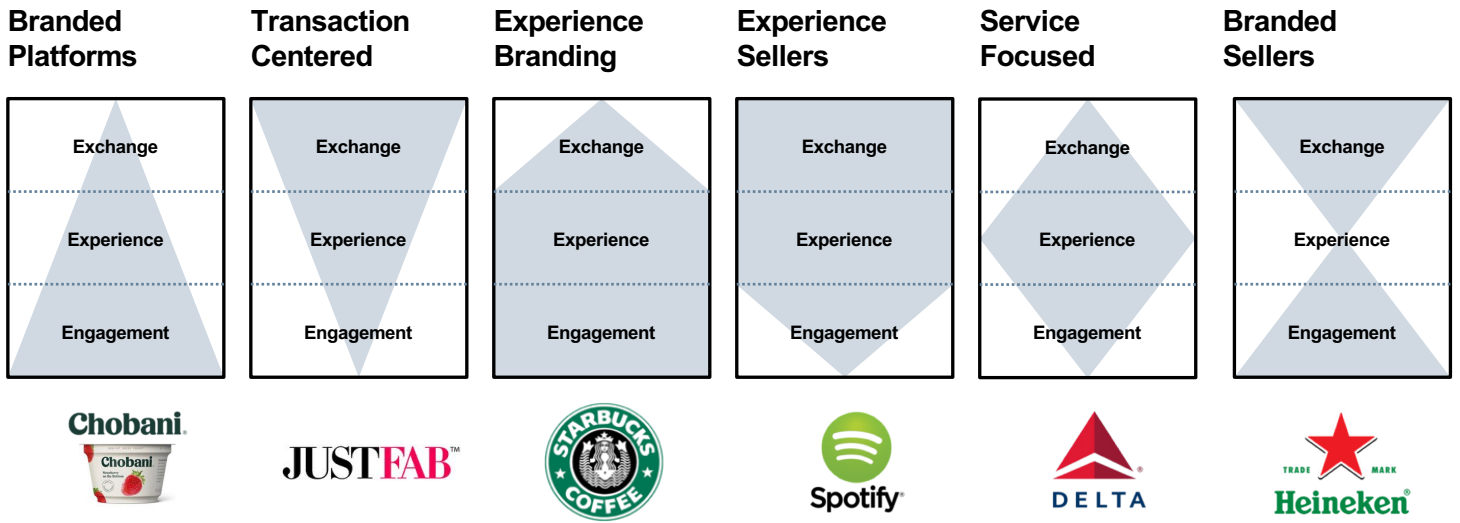
Transaction Centered



Just Fab



Different Strategies to Create Customer Demand



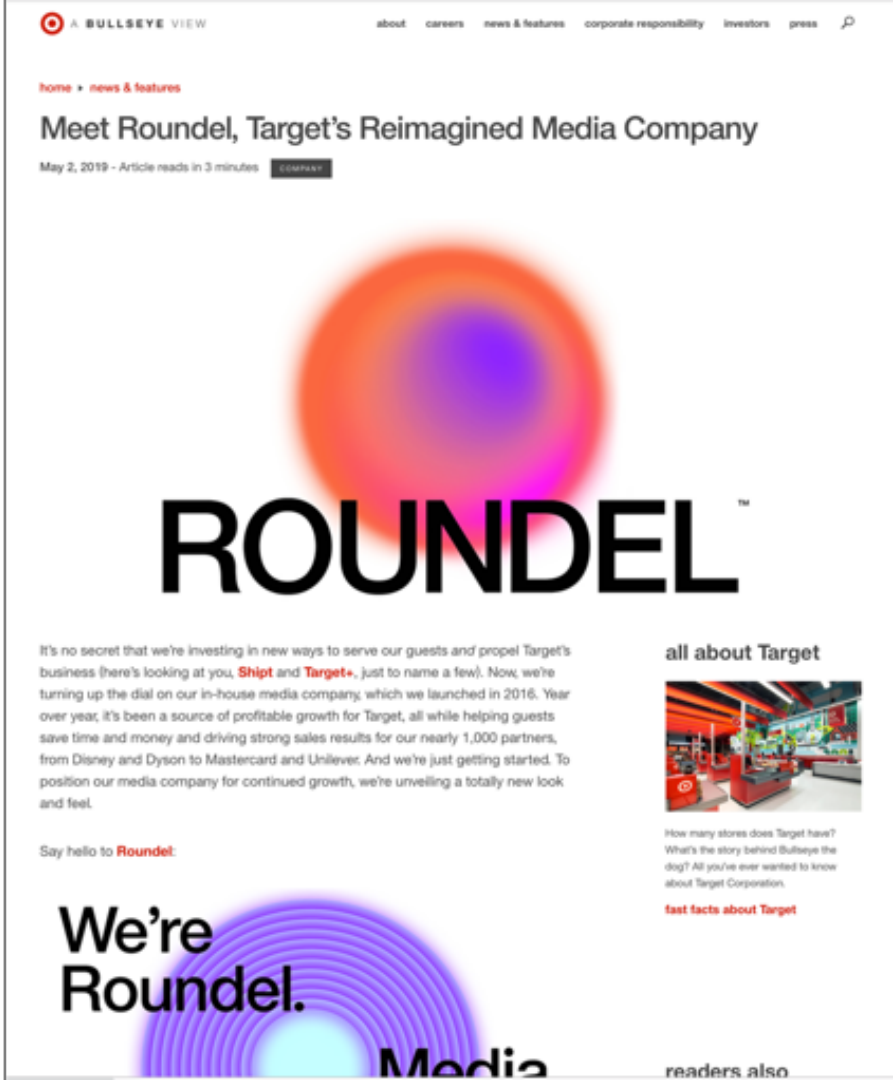
Customer Value



Company Value

Strategic Value: Guiding Strategic Leaps in Search of New Growth

(i.e. revenue streaming, branded platforms and business model innovation.

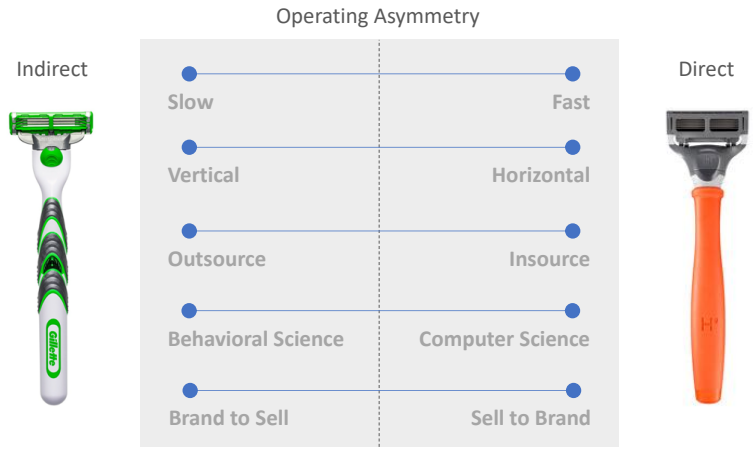


Strategic Value: Guiding Strategic Leaps in Search of New Growth

(i.e. revenue streaming, branded platforms and business model innovation.

Operational Value: Facilitating Stronger and More Flexible Organizational Links to Drive Synergies.





Strategic Value: Guiding Strategic Leaps in Search of New Growth

(i.e. revenue streaming, branded platforms and business model innovation.

Operational Value: Facilitating Stronger and More Flexible Organizational Links to Drive Synergies.

Knowledge Value: Building and Leveraging Information Loops to Increase Causal Understanding and Optimization.

M.A.R.S.



Customer Value



Company Value

Role challenges

I thought I knew my role

Tech is eating strategy

Brand vs. Perf. Mktg.



M.A.R.S.

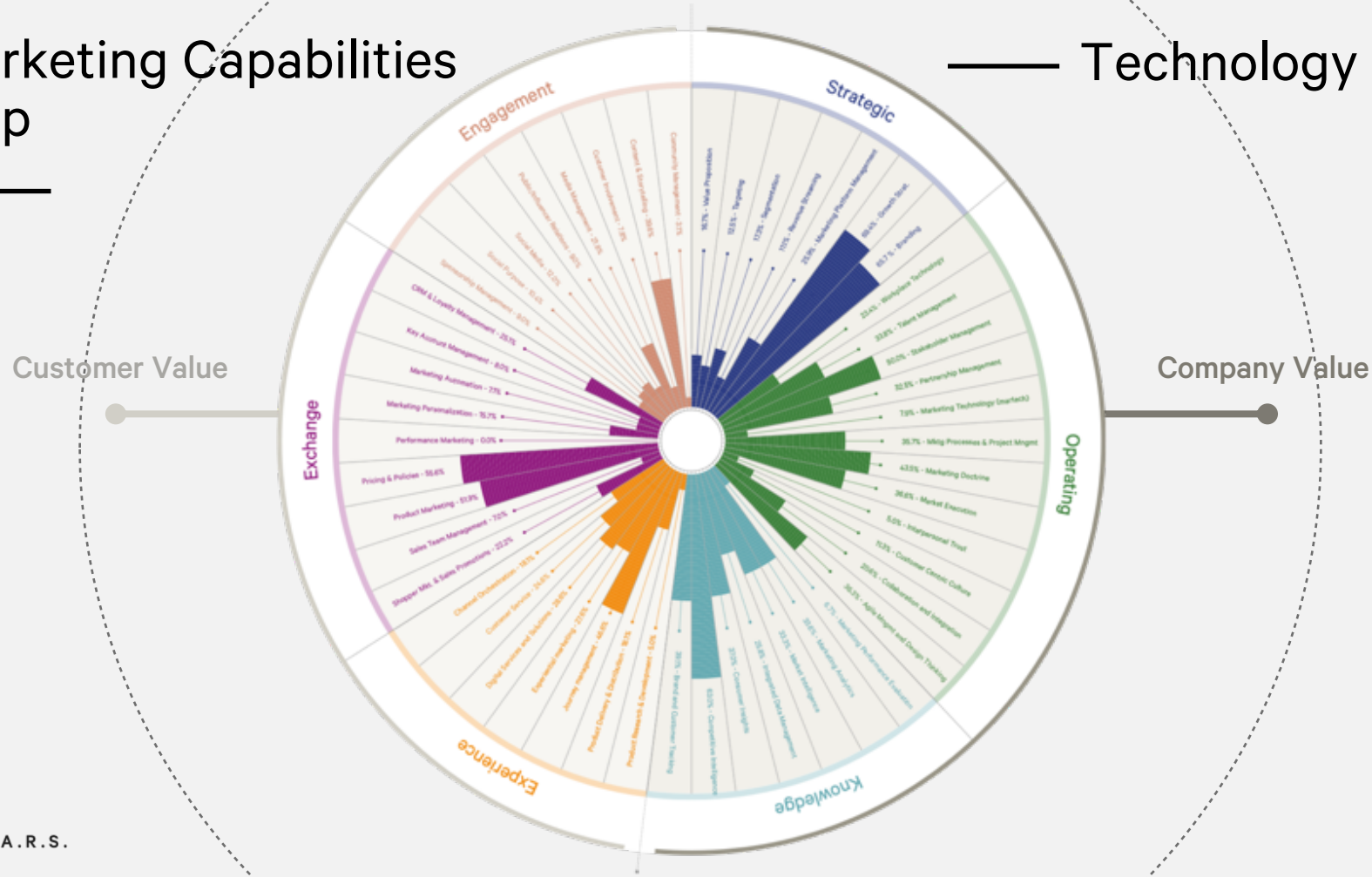


Define your Value Proposition

Step 01.

Marketing Capabilities Map

Technology



Choice challenges

Too many choices

Adding NOT changing

Stop what?



M.A.R.S.

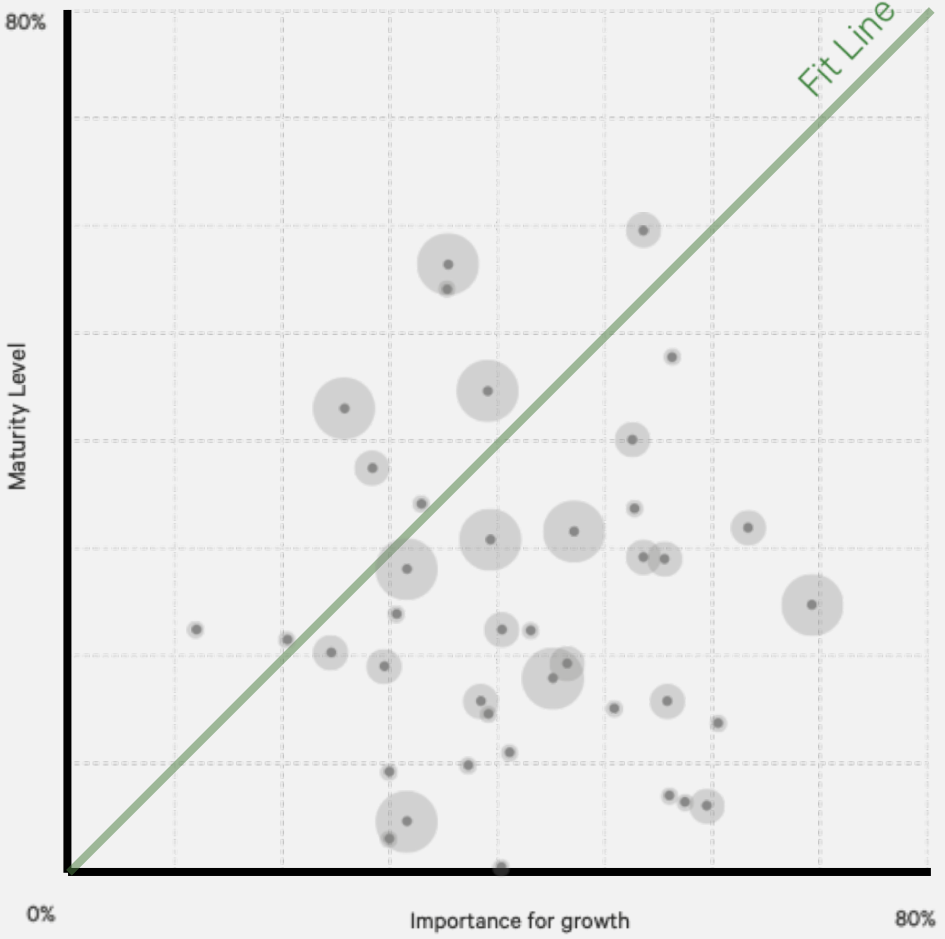


Assess Your Fit

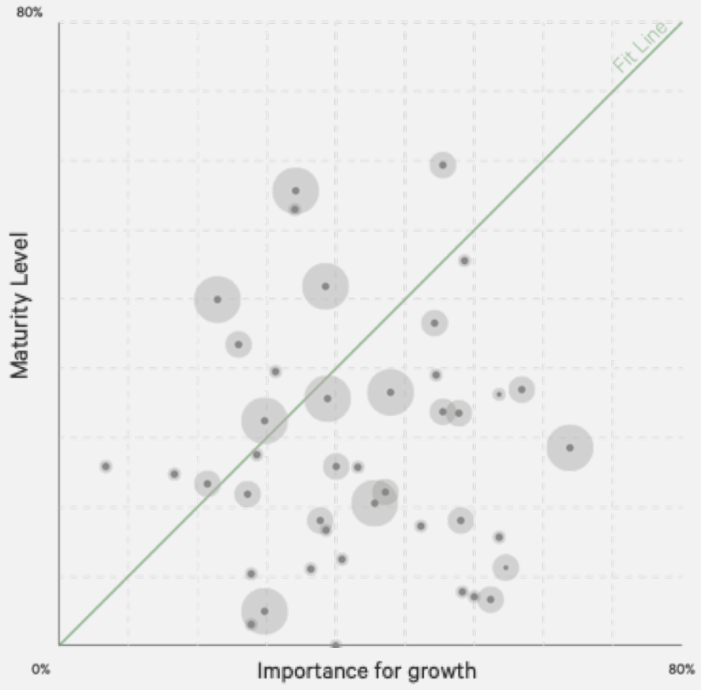
Step 02.

Total Growth Fit Index

45%

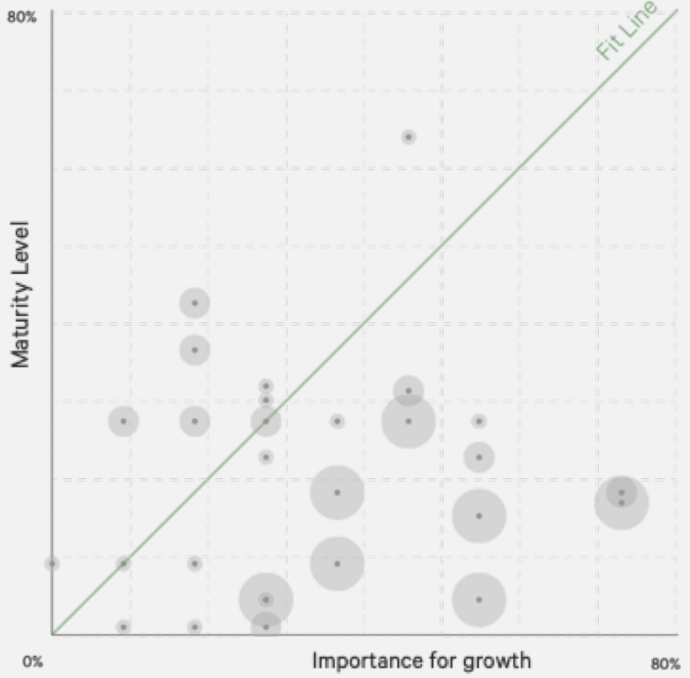


CPG



45% Total Fit Index

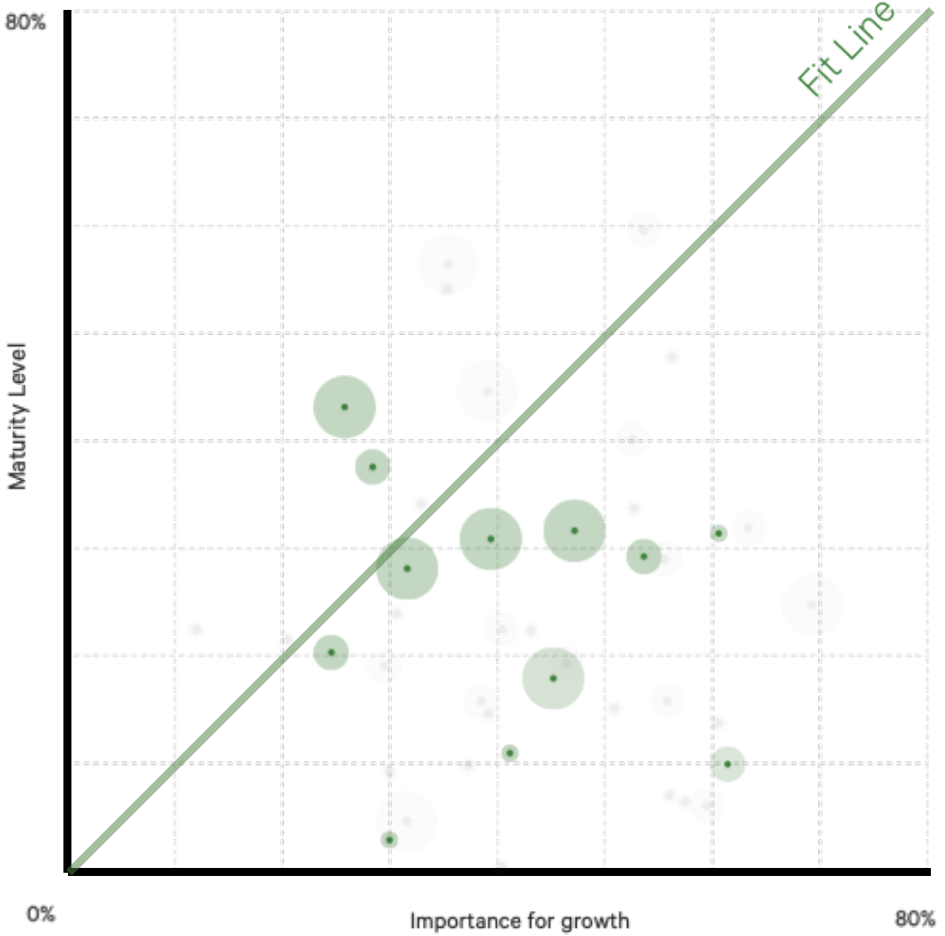
Technology



33% Total Fit Index

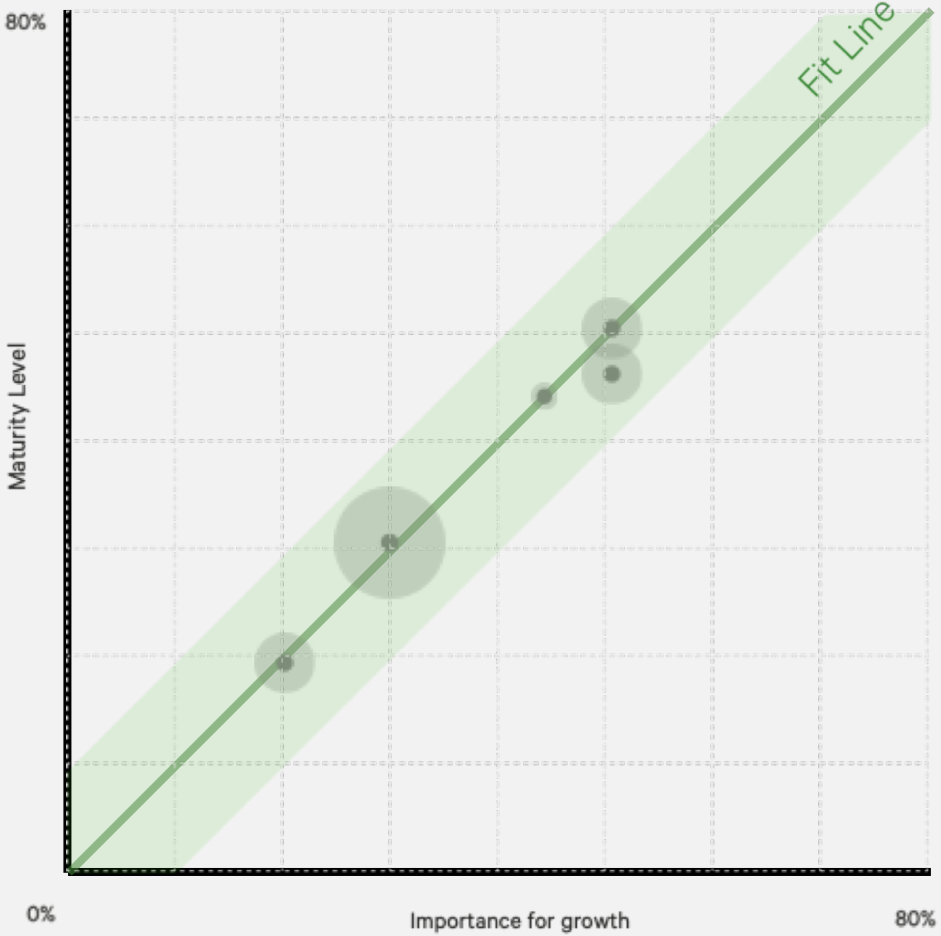
Total Operating Fit Index

32%



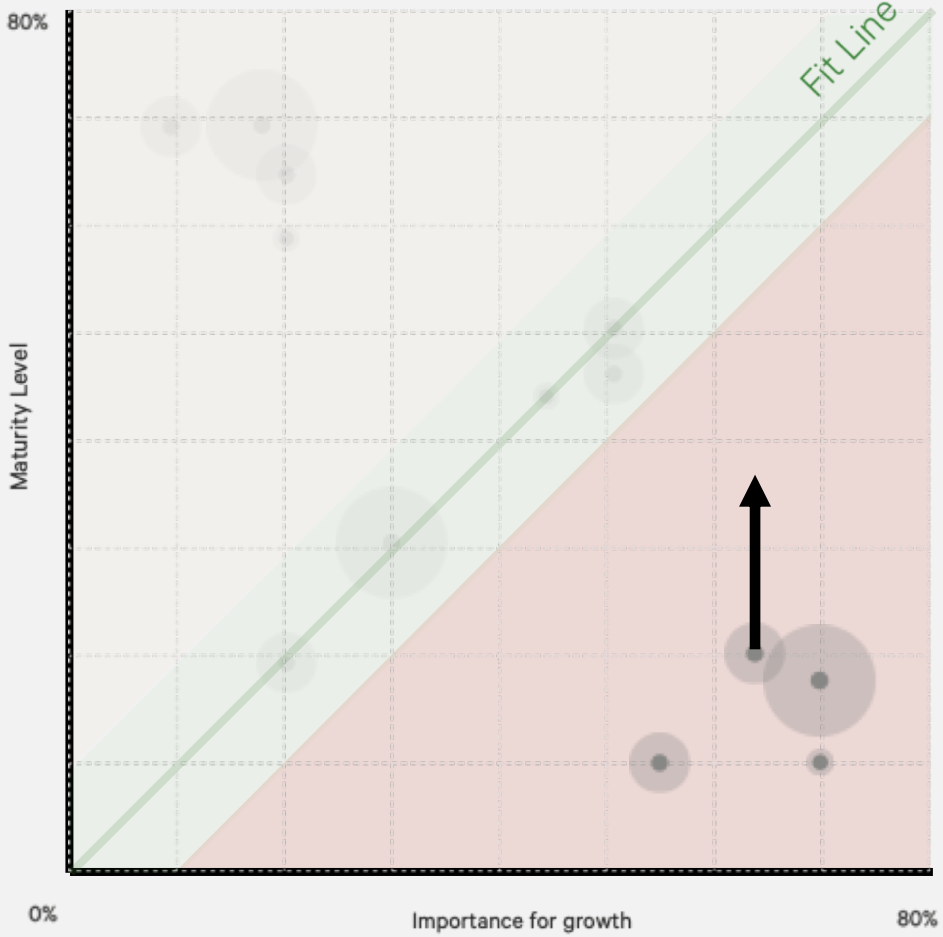
Total Growth Fit Index

SUSTAIN

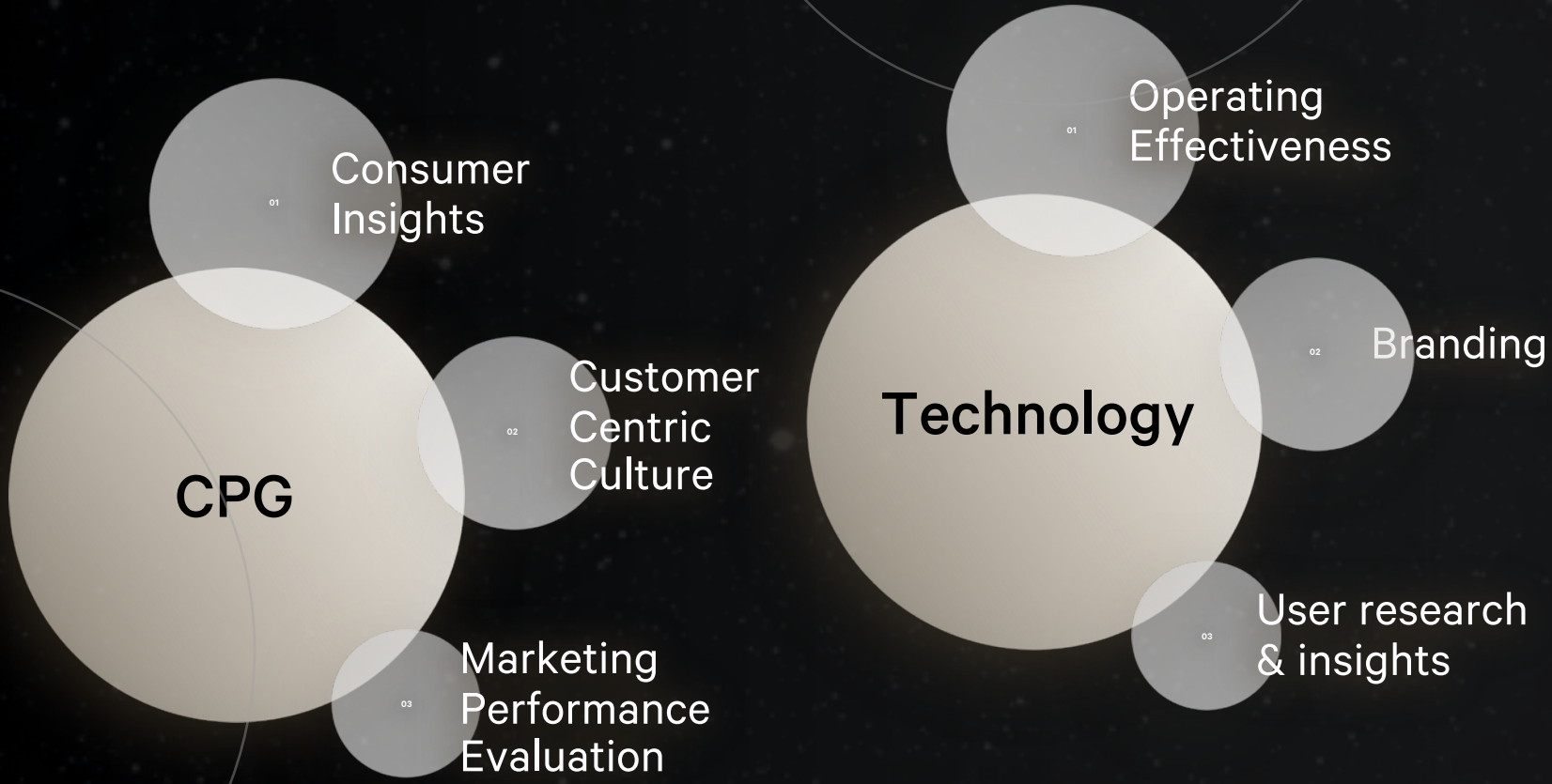


Total Growth Fit Index

TRANSFORM



Top 3 priorities



...And finally

Making progress?

Benchmark position?

Time to pivot?



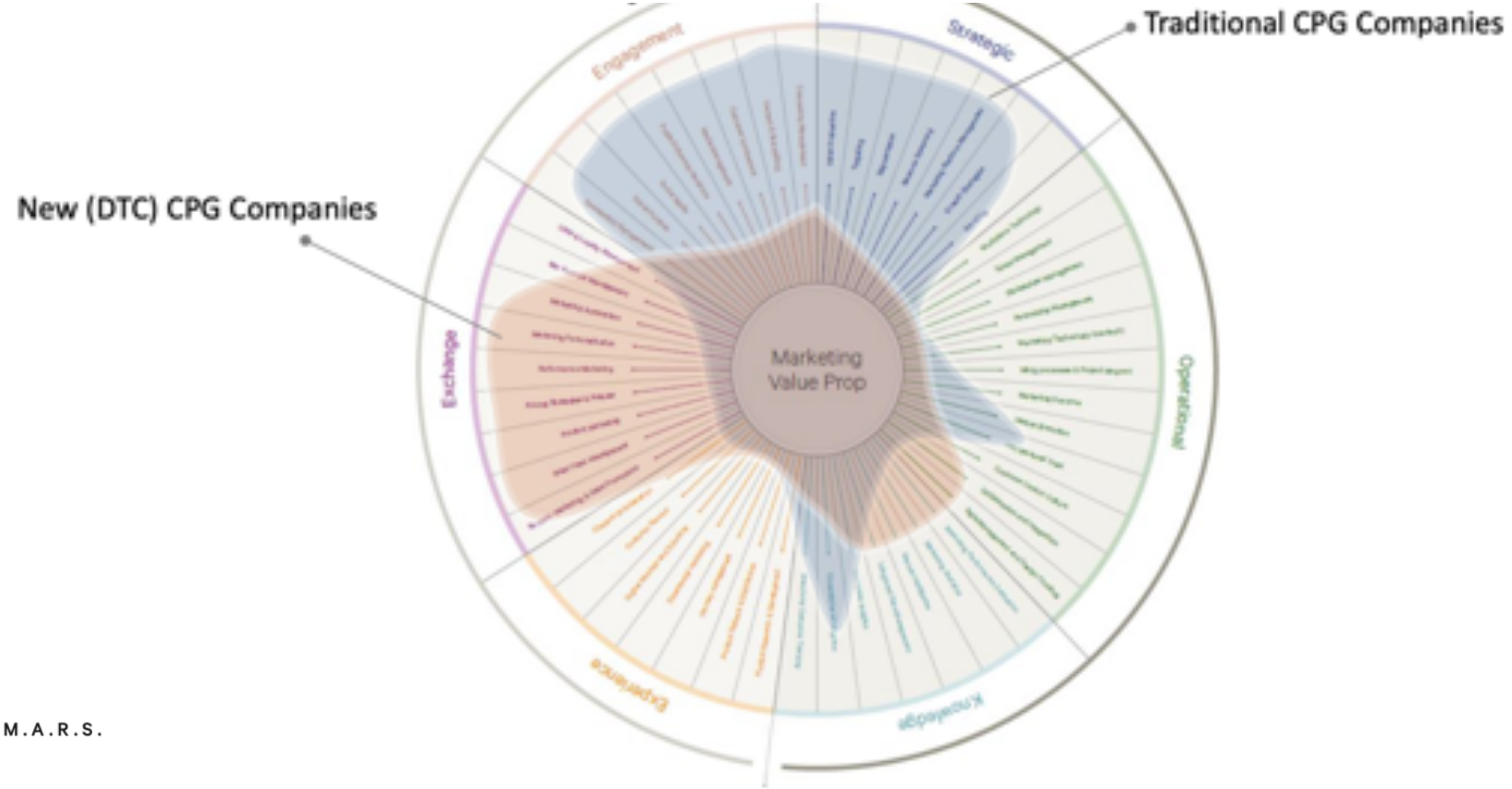
M.A.R.S.



Track the Change

Step 03.

Benchmark practices vis-à-vis industry average or Best-in-Class



To Find Your Marketing Edge

#1. Define your Value Proposition

#2. Assess Capability Fit

#3. Design your Change Agenda