M.A.R.S.

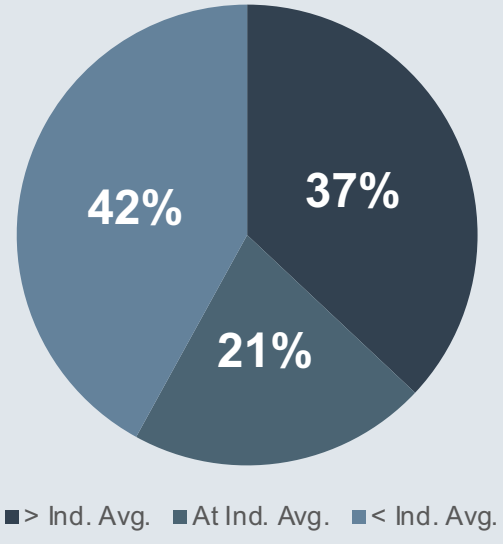
Mobile Analytics Real-time Social

How to organize marketing to win in this new environment?

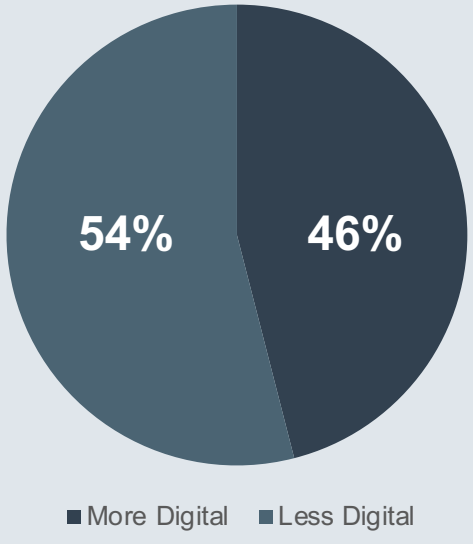
Research Team:
Omar Rodriguez Vila, PhD
Sundar Bharadwaj, PhD
Neil Morgan, PhD
Shubu Mitra
Peter Schelstraete

100 INTERVIEWS / 80 COMPANIES

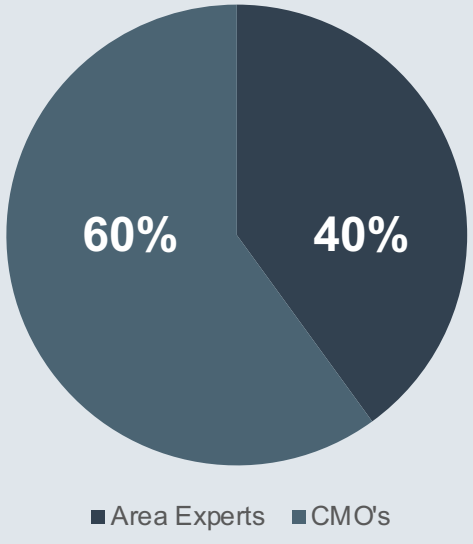
Company Performance



Digital Level



Executive Profile



**Digital: each firm rated on 1-10 scale based on the role of digital technologies as part of their business model and offering. Industry Average = 3-year CAGR for all the firms in a given industry.*

A GOLDEN ERA FOR MARKETING



Accuracy



Accountability



Agility

A SENSE OF ENTROPY PREVAILS

"I thought I knew my role"

"Where should things sit?"

"We're adding, not changing"



Indirect

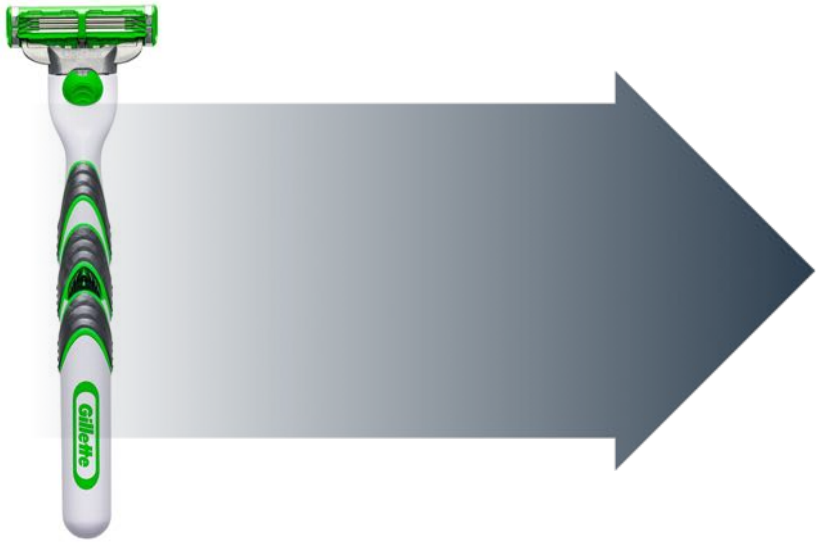


Gillette

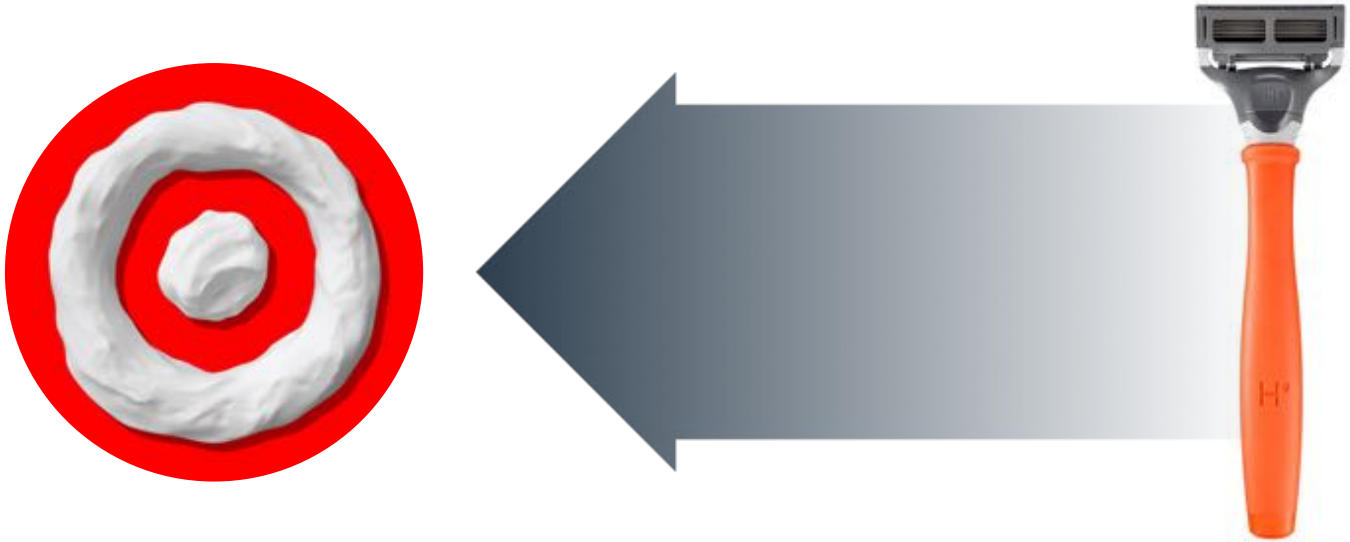
Direct



HARRY'S

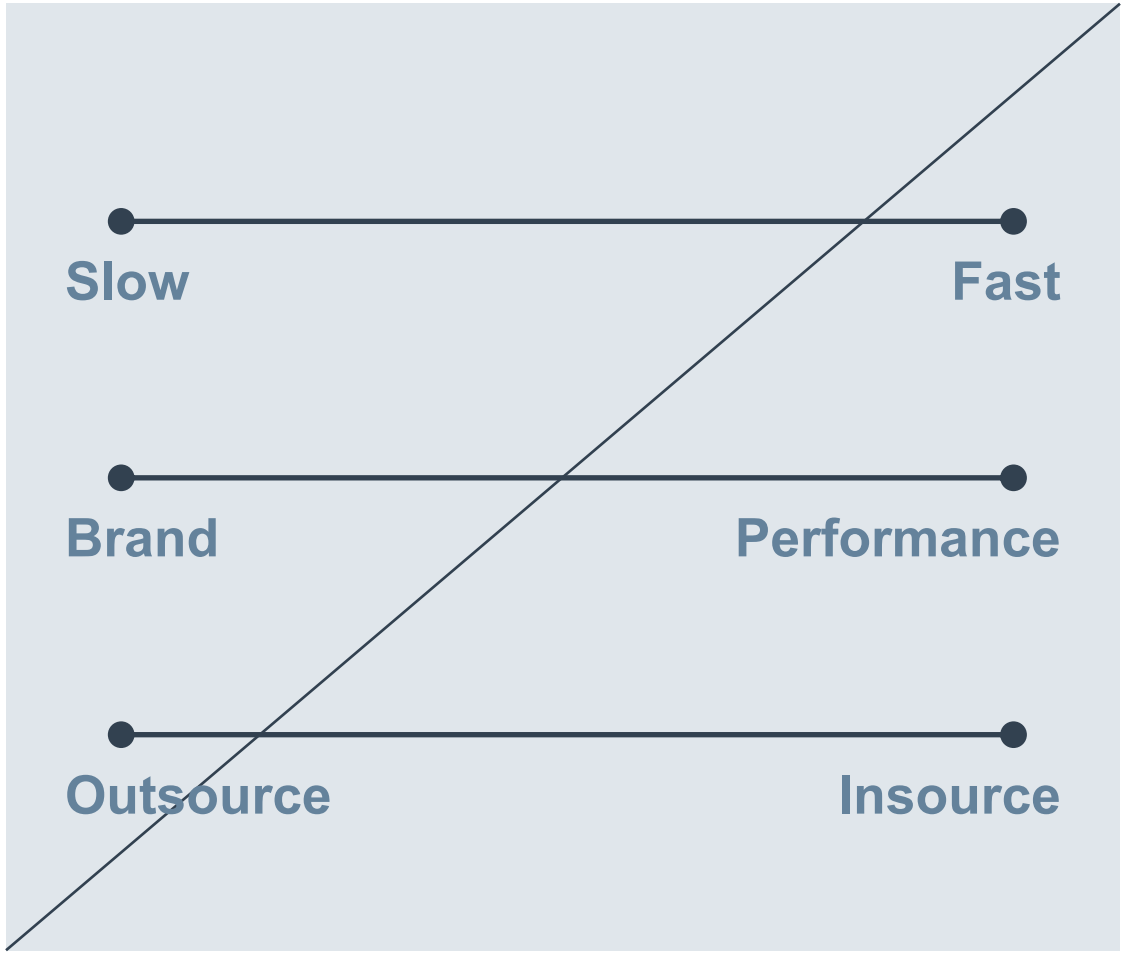


Gillette® ON DEMAND™



Indirect





Direct





ROOT CAUSE

Changing without a Map

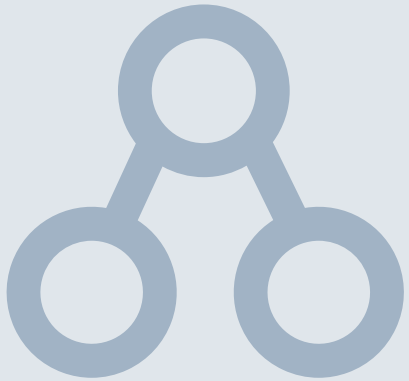
BUILDING YOUR MAP

How to compete?



Capability Stacks

How to operate?



Organizational Links

How to learn?



Information Loops



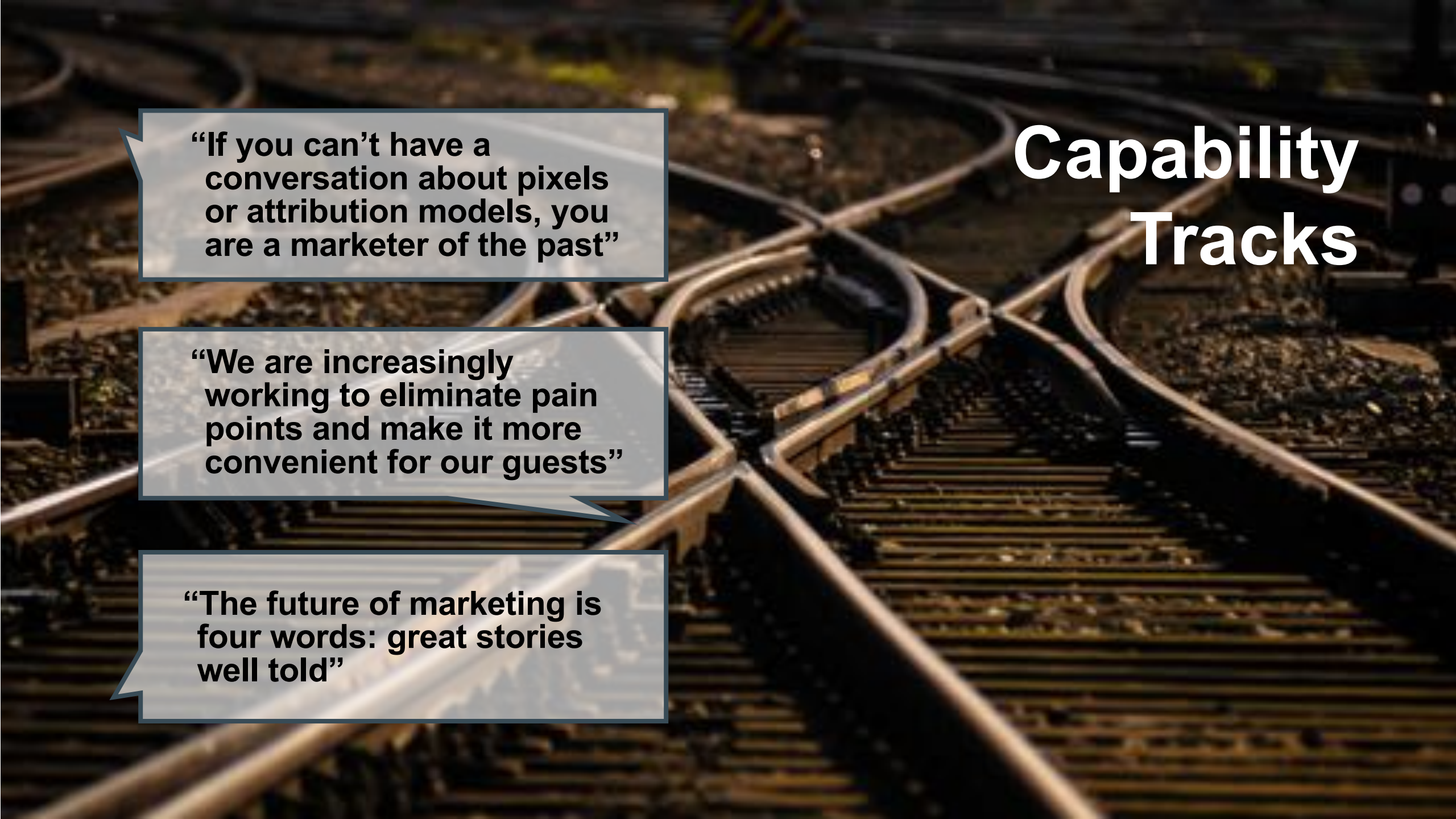
"If you can't have a conversation about pixels or attribution models, you are a marketer of the past"

"We are increasingly working to eliminate pain points and make it more convenient for our guests"





"The future of marketing is four words: great stories well told"


"If you can't have a conversation about pixels or attribution models, you are a marketer of the past"
"We are increasingly working to eliminate pain points and make it more convenient for our guests"
"The future of marketing is four words: great stories well told"
Capability Tracks



Exchange Stack



Experience Stack



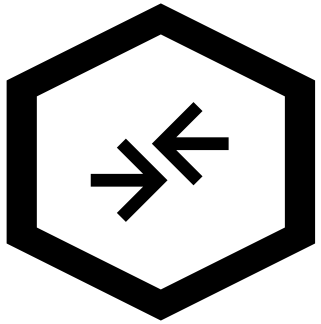
Engagement Stack

Capability Stacks

Unique ways a marketing organization can design and configure talent, technologies, and activities to create value for their customers.

MASS — Capability Stacks — M.A.R.S.

Promoting



Exchange Stack

Matching



MASS

Capability Stacks

M.A.R.S.

Promoting

Matching

Exchange Stack

Activation

Augmentation

Experience Stack





MASS — Capability Stacks — M.A.R.S.

Promoting

Matching

Exchange Stack

Activation

Augmentation

Experience Stack

Campaigns

Platforms

Engagement Stack





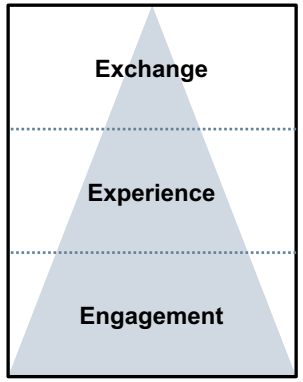
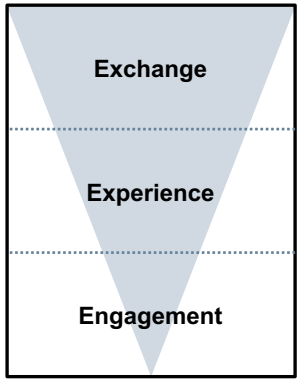
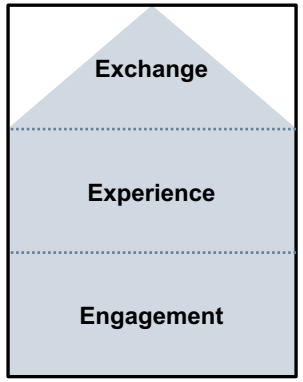
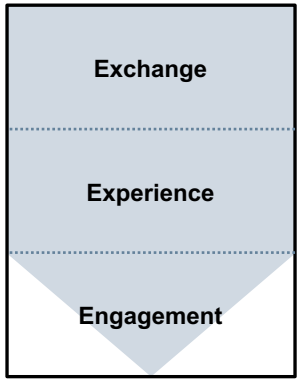
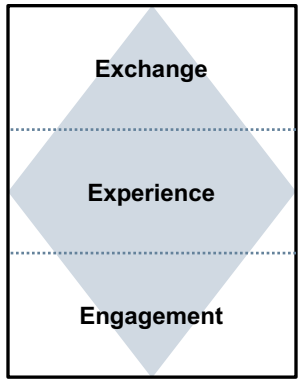
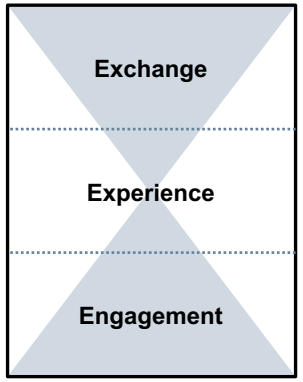


Capability Stacks



	View on Value	View on Role	View of the Market
Exchange Stack	Personalization	Acquisition & Conversion	Individuals
Experience Stack	Convenience	Satisfaction & Loyalty	Segments
Engagement Stack	Meaning	Relevance & Equity	Communities

DIFFERENT STRATEGIES TO COMPETE ON M.A.R.S.

Branded Platforms	Transaction Centered	Experience Branding	Experience Sellers	Service Focused	Branded Sellers
					

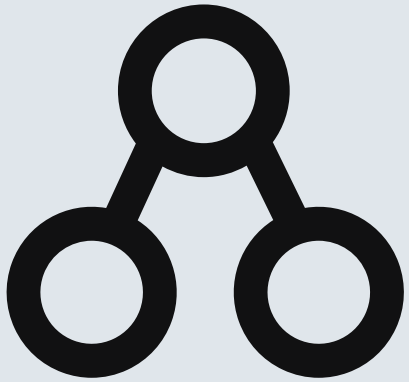
BUILDING YOUR MAP

How to compete?



Capability Stacks

How to operate?



Organizational Links

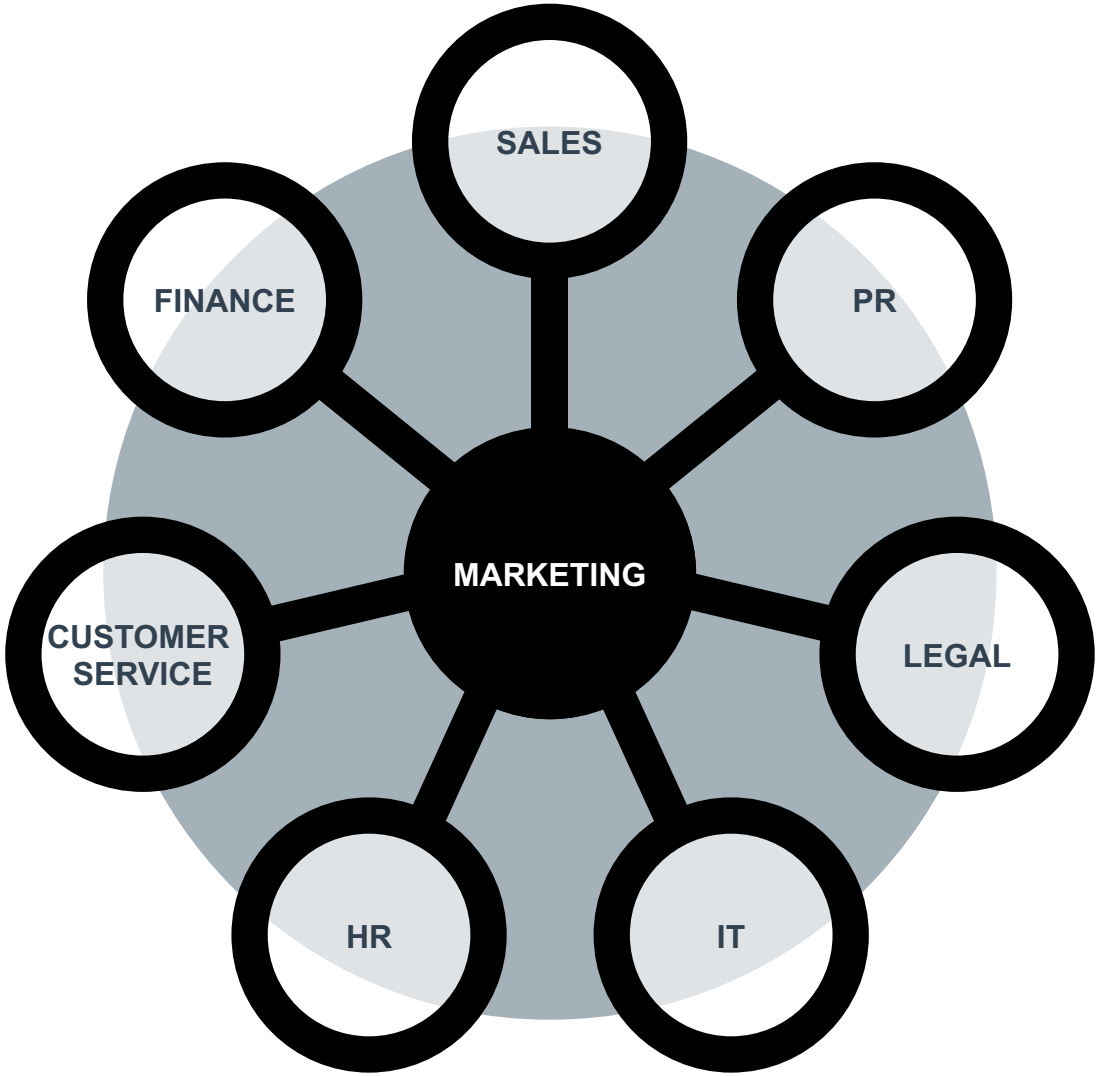
How to learn?



Information Loops

"Now tasks aren't discrete, they are all intertwined."

—CMO Retailer



SHARED METHODS

Create a Common Doctrine for the Organization



DESIGNING ORGANIZATIONAL LINKS

SHARED METHODS

Create a Common Doctrine for the Organization

CULTURAL NORMS

Define and Manage Key Behavioral Indicators(KBIs)





DESIGNING ORGANIZATIONAL LINKS

SHARED METHODS

Create a Common Doctrine for the Organization

CULTURAL NORMS

Define and Manage Key Behavioral Indicators(KBIs)

ORG STRUCTURE

Organize by outcome, not activity







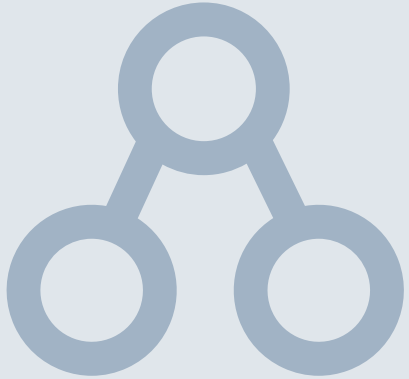
BUILDING YOUR MAP

How to compete?



Capability Stacks

How to operate?

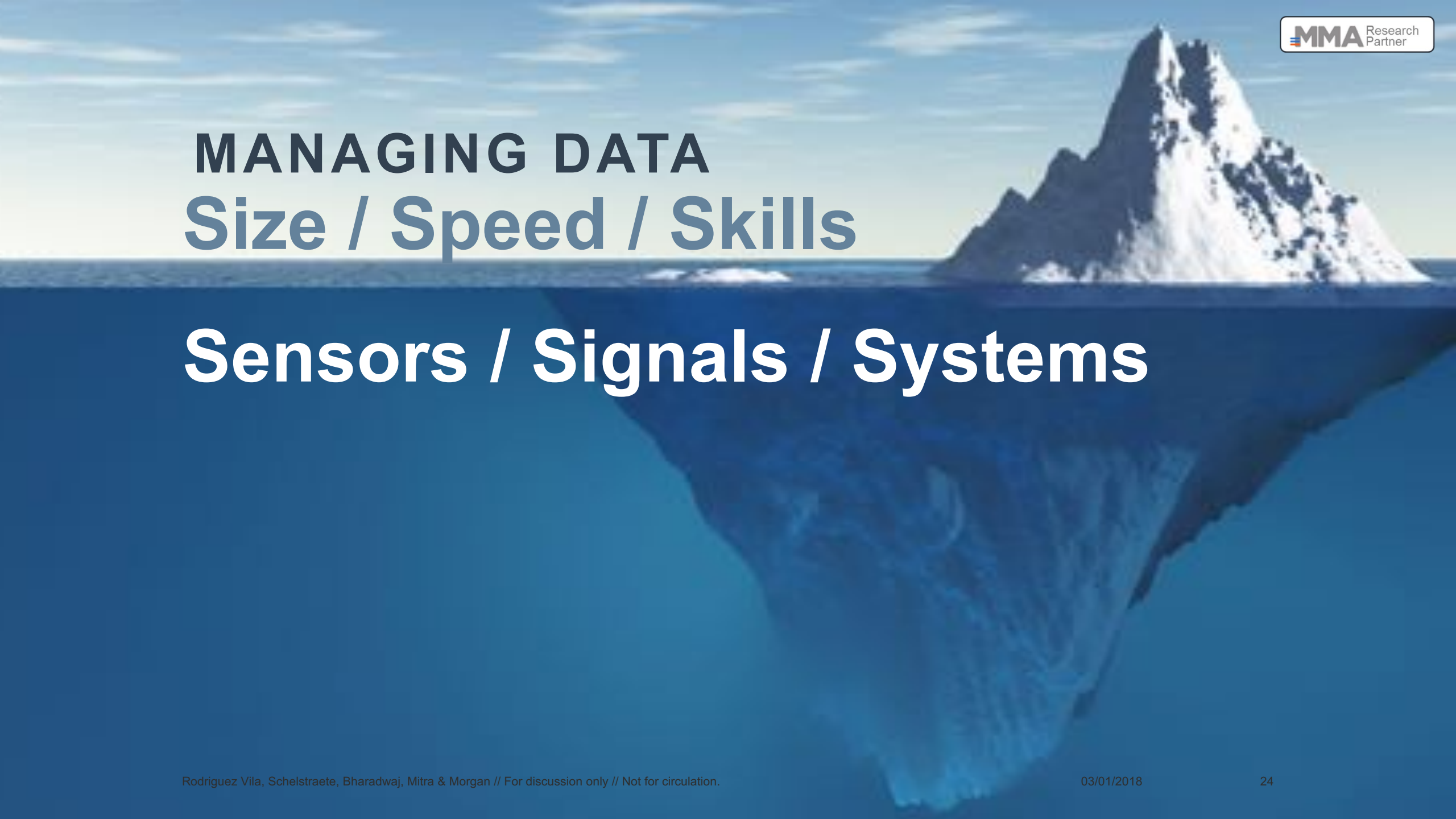


Organizational Links

How to learn?



Information Loops



MANAGING DATA

Size / Speed / Skills

Sensors / Signals / Systems

VENDING MACHINE

OR

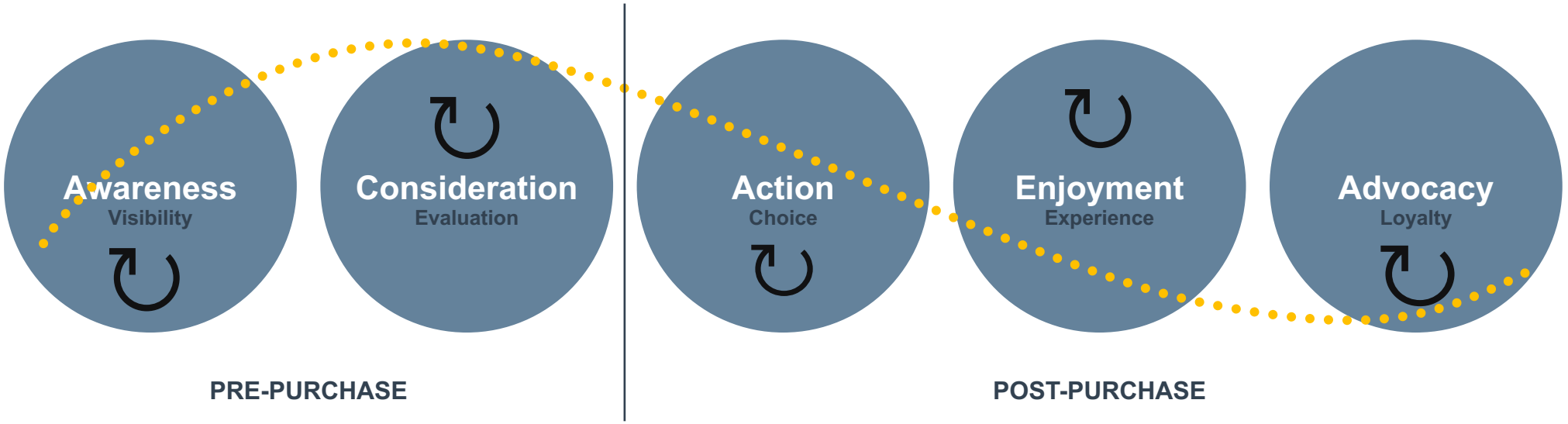
DATA MACHINE



Owned
Earned
Shared
Paid

Feedback Loops

MANAGING DATA



Sensors / Signals / Systems

COVERAGE **QUALITY** **USAGE**

MMA Research Partner

PROBLEM

Operating Potential vs. Operating Effectiveness

CAUSE

Changing without a Map

BUILDING YOUR MAP

How to compete?



Prioritize Capability Stacks

How to operate?



Nudge Organizational Links

How to learn?



Create Feedback Loops