Rise of the Chief Marketing Technologist

by Scott Brinker
@chiefmartec
You—creative technologists—have changed the agency world.
Art + Copy  →  Code + Data
CREATIVE TECHNOLOGIES

CreateTech 2012
Los Angeles
Sept 19-20
Founded 1917
Making = Thinking

Make a difference at your agency!

Technologists are moving to the front lines in creative, strategy and agency management.

The world is innovating around an explosion of new tech-driven communications and social capabilities.

And technologists' frameworks and methodologies are at the heart of this new innovative culture.
Agency: Creative
Brand: Customers
“That’s not a bug, it’s a feature.”
But it’s sure starting to look like a bug...
ZMOT: Winning the Zero Moment of Truth, Jim Lecinski
Distance between **creative** and **customer experience**.
Creative and customer experience are now blurred.
Figure 1 Delivering Cross-Touchpoint Customer Experiences Drives Need For New Capability
Welcome to the CMO’s world.
79% Expect high/very high level of complexity over five years

48% Feel prepared for expected complexity

31% complexity gap

Figure 2

A torrent of complexity CMOs feel unprepared for the amount of complexity they face.

From Stretched to Strengthened, IBM Global CMO Study 2011
Traditional → Digital
Media Silos → Converged Media
Rigid Plans \(\rightarrow\) Agile Iterations
Say

Communications → Experiences
Art + Copy → Code + Data
“I feel more like a CIO than a CMO! I have marketing automation, CRM, listening platforms—I’m up to my eyeballs in technology.”
Marketing Technology Landscape

September 2012

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Marketing Technology

Diversification

Market Forces

Consolidation
New technology is constantly emerging.
Brands continuously seek differentiation.
Software is now easy to create and scale.
(How) Will Marketing Technology Consolidate?
The Golden Age of Marketing Software.
Software has become how marketing sees and touches the world.
Analytics shapes perceptions.

Automation guides processes.

Optimization hones tactics.

Listening directs engagement.

Targeting defines segments.

CRM structures relationships.
A whole lot of "do."

Say

Communications → Experiences
So who does the “do?”
Marketing’s perceptions of IT:

IT is the department of “no.”

IT doesn’t speak marketing’s language.

IT doesn’t understand the need for speed.

IT isn’t concerned with the customer.
IT’s perceptions of **marketing**:

Marketing is spin.

Marketers don’t care about integration.
Figure 1 CIOs And CMOs Seek Growth In Different Ways

<table>
<thead>
<tr>
<th>CIO priorities</th>
<th>CMO priorities</th>
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</thead>
<tbody>
<tr>
<td>Support sustainable business growth</td>
<td>Grow the business</td>
</tr>
<tr>
<td>Improve business process through technology</td>
<td>Align the whole enterprise around the customer</td>
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*Source: Forrester Research, Inc.*
## Define the future of customer relationships

### Create the new brand experience

| Improve business process through technology | Be a source of innovation |
| Maintain control of technology costs       | Define the future of customer relationships |
| Minimize and control risk                  | Create the new brand experience |
| Prove the value of IT                      | Organize marketing for adaptability |
|                                           | Prove the value of marketing |

Source: Forrester Research, Inc.
The Marketing Technology Cycle

Standardize -> Experiment
King Solomon’s Marketing-Technology Split

(Not a good idea.)
Figure 1 The Marketing Technology Office

- **CIO**
  - VP of Customer Intelligence or customer strategist
  - Owns and operates

- **CMO**
  - Brands or lines of business
  - Services
  - Channels
  - Manages or interfaces with

- **Marketing technology office**
  - Planning & resource management
  - Analytics and optimization tools
  - Campaign management
  - Customer data warehouse

- **Providers**
  - Vendors
  - Ad networks
  - Partners: MSPs, agencies, etc.
  - Auditors

Source: Forrester Research, Inc.
Figure 1 The Marketing Technology Office

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Figure 1 The Marketing Technology Office

CIO

Marketing technology office

CMO

Services

Channels

Owns and operates

Marketing technology stack

Planning & resource management

Analytics and optimization tools

Campaign management

Customer data warehouse

Source: Forrester Research, Inc.
Figure 1: The Marketing Technology Office

Owns and operates

Marketing technology stack:
- Customer data warehouse
- Campaign management
- Analytics and optimization tools
- Planning & resource management

Source: Forrester Research, Inc.
Validating Presence of Chief Marketing Technologist

Q: Does your organization have the equivalent of a Chief Marketing Technologist today, and do you expect to have such a function 2 years from now?

Chief Marketing Technologist: Broadly the equivalent of a CTO and CIO dedicated to marketing, familiar with all kinds of marketing software, data & analytics, social & mobile platforms, content marketing, web mechanics, digital advertising networks, among other topics.

- **Today**
  - Reporting to the CMO or most sr. marketing exec: 34%
  - Reporting to the CIO: 27%
  - Reporting elsewhere in marketing org: 11%
  - Reporting outside marketing: 1%
  - No: 28%

- **2 years from now**
  - Reporting to the CMO or most sr. marketing exec: 42%
  - Reporting to the CIO: 29%
  - Reporting elsewhere in marketing org: 15%
  - Reporting outside marketing: 1%
  - No: 13%

72% have a CMT today
87% will in 2 years

63% of CMTs report to marketing today
66% will in 2 years

N = 345 (don’t know removed)

Source: Gartner “2013 High-Tech Provider Marketing Budgets” survey (August, 2012)

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This is interesting and all, but

why should you care?
Figure 1 The Marketing Technology Office

Manages or interfaces with

CIO

CMO

Brands or lines of business

Channels

Marketing technology office

Services

Vendors

Ad networks

Partners: MSPs, agencies, etc.

Auditors

Source: Forrester Research, Inc.
By 2017, CMOs will spend more on IT than CIOs.

Data from Gartner 2012, graphic by IBM.
The Marketing Technology Frenemy Triangle
“He who controls the spice, controls the universe.”
“He who controls the software, controls the marketing.”
Creative technologists & marketing technologists BFF.
Agency: Creative
Brand: Customers
Thank You!

@chiefmartec

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