

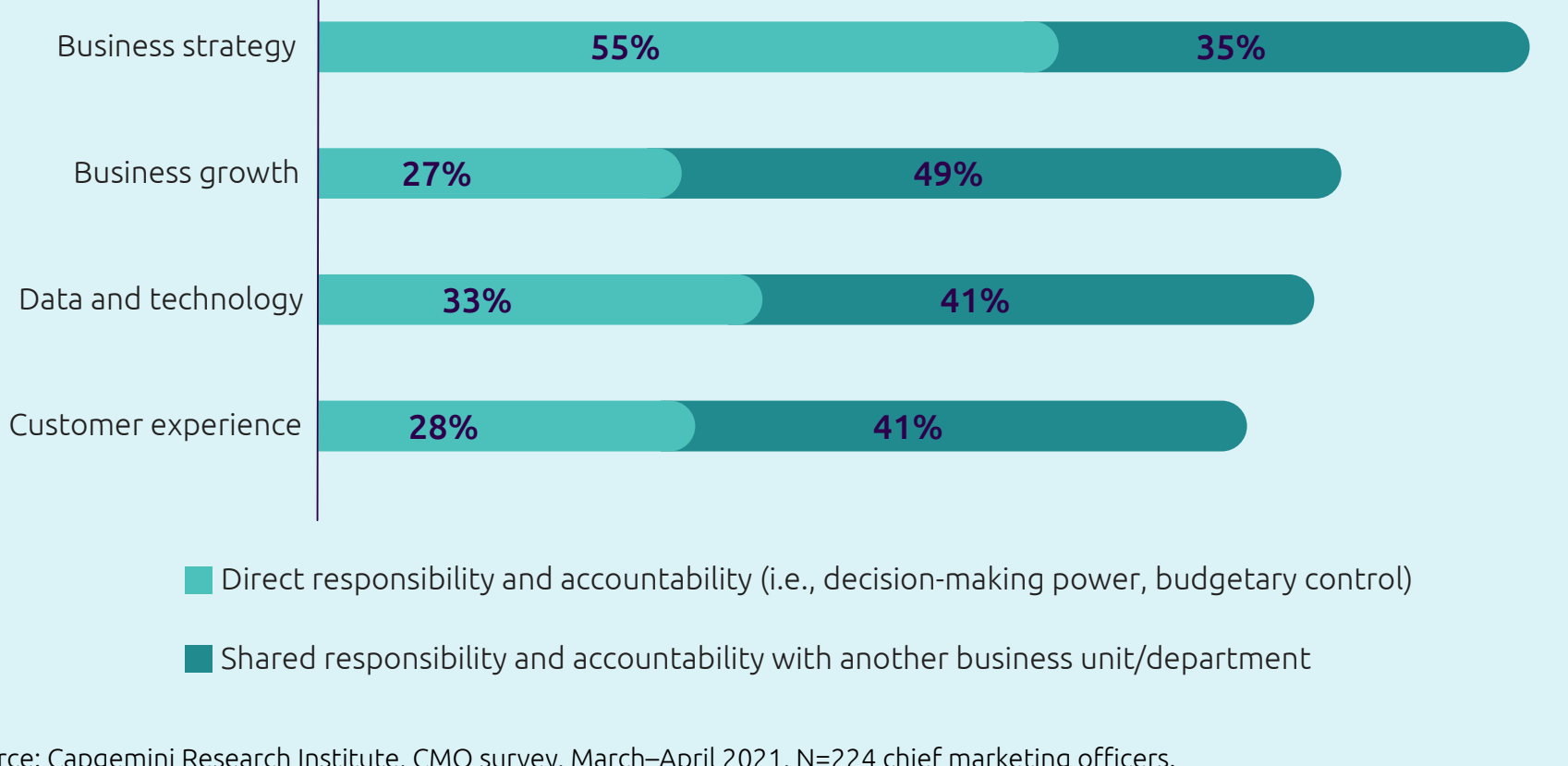
A NEW PLAYBOOK FOR CHIEF MARKETING OFFICERS

Why CMOs should enable real-time marketing to drive sustained growth

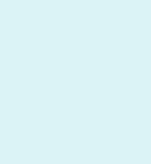
Data enables marketing to achieve its potential as a growth driver

The CMO mandate has expanded beyond traditional brand-building to become more holistic

Percentage of CMOs who say they are currently responsible for the following functions/competencies

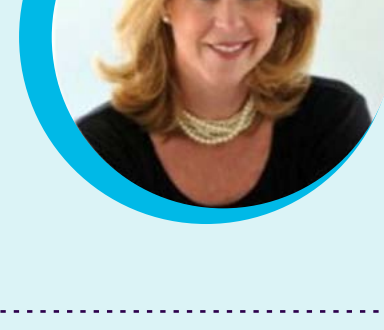


Source: Capgemini Research Institute, CMO survey, March–April 2021, N=224 chief marketing officers.

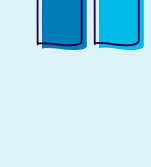


'Significant' would describe how my responsibilities as CMO have evolved over the past few years.

Sharon Driscoll
Chief marketing officer for global markets at IBM

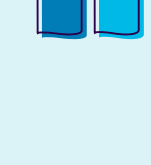


CMOs can use data-driven marketing to deliver faster and more precisely



Being data-driven in marketing and gaining access to real-time data allows you to be faster.

Elise Bert Leduc
Chief marketing, customer, digital, data and partnerships officer at AXA Insurance, France



The benefits of real-time marketing are the impact that we create on customer behavior, translating into specific business outcomes.

Katarzyna Jezierska
Head of marketing at Visa for Central Eastern Europe

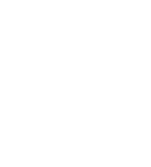


The marketing function falls short of being data-driven

Marketers are struggling to effectively use data to drive marketing decisions and actions



43% of marketers say their teams use data to decide a go-to-market strategy for a new product or service



42% of marketers say that, by harnessing data, their team has been more agile in responding to customer and market needs

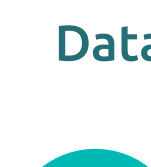


[We face] a challenge of measuring too many things that aren't providing enough real insights in a rapidly changing world.

Karolina Henriksen
Executive vice president of red meat at Nortura



Marketers have a capability deficit



45% of marketers say they have a customer data platform that provides a unified and a single view of customers

Data is not readily accessible to marketing

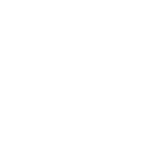


38% of marketers say they have "customer segments and personas" data in the required format to aid decision making in marketing

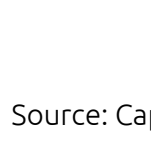
There is a skill gap for technical talent in marketing



44% of marketers say they have an adequate supply of skills in areas such as AI and machine learning, or data analytics and data science



45% say they have the necessary social digital marketing skills



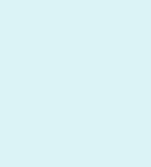
Marketing leaders that have well-rounded skills are the hardest people to find right now.

Aina Lemoen Lunde
Executive vice president, marketing and digital sales at DNB



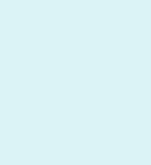
Source: Capgemini Research Institute, CMO survey, March–April 2021, N=1,600 marketers.

What data-driven marketers do differently and the benefits of a data-rich approach



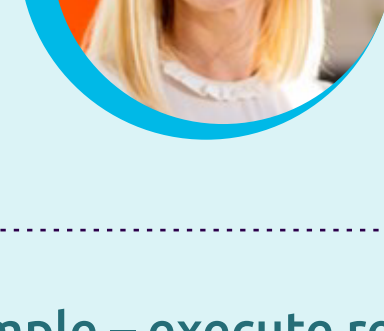
Data is a huge priority. I don't think you can be effective in marketing without the effective use of data. Increasingly, we are trying to bring access to data across the firm to better serve our customers.

David Dintenfass
Chief marketing officer and head of experience design at Fidelity Investments



If you work in a marketing department today, you need to love data and be very numbers- and insight-driven, rather than just faith- or gut instinct-driven.

Camilla Haveland
Chief marketing officer at Storebrand

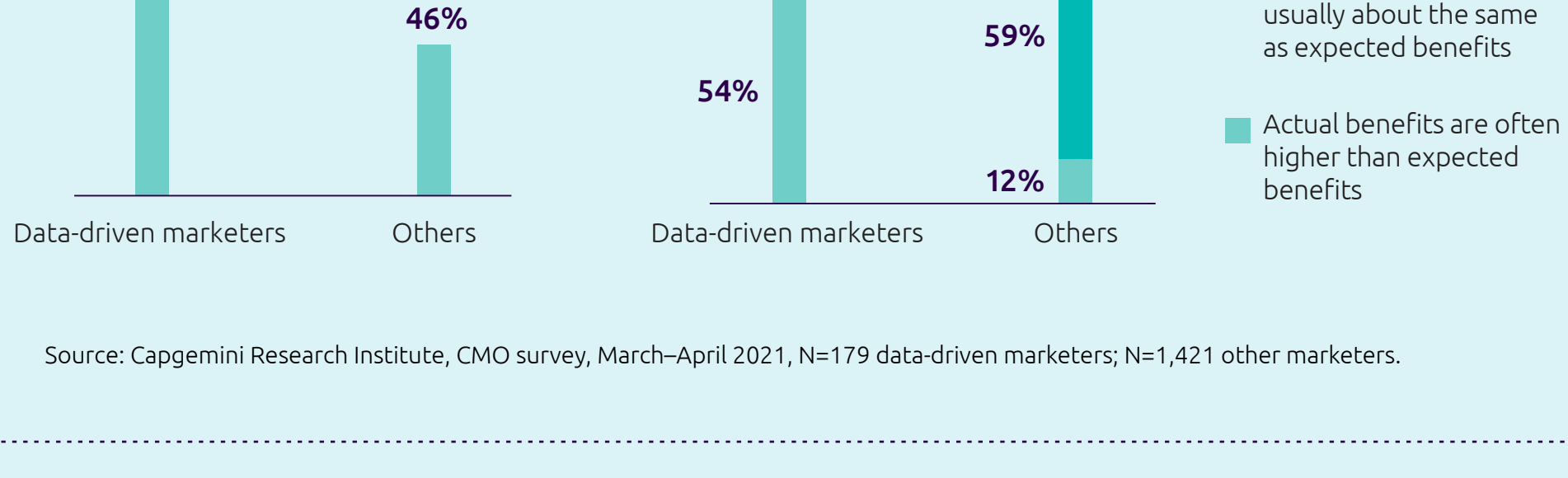


Data-driven marketers – which comprise 11% of our sample – execute real-time marketing and drive significant value as a result

93% of data-driven marketers are highly satisfied with their real-time marketing initiatives and **54%** say benefits exceed their expectations

Percentage of marketers who are highly satisfied with the effectiveness of real-time marketing

Percentage of marketers and whether their real-time marketing campaigns typically delivered the benefits expected

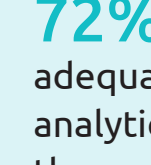


Source: Capgemini Research Institute, CMO survey, March–April 2021, N=179 data-driven marketers; N=1,421 other marketers.

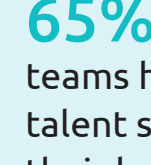
Data-driven marketers realize better business outcomes from real-time marketing

- Improved brand awareness/consideration: **16-percentage point increase** among data-driven marketers versus an 8-percentage point increase for other marketers
- Increase in conversion rates (of prospects to customers): **15-percentage point increase** among data-driven marketers versus 6-percentage point increase for other marketers

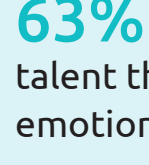
Data-driven marketing teams possess well-rounded talent



72% say they have an adequate supply of data analytics and data-science skills they need compared to 40% of others



65% say their marketing teams have an adequate supply of talent skilled in understanding their brand positioning compared to 37% of others



63% say they have the talent they need skilled in emotional intelligence compared to 46% of others

Source: Capgemini Research Institute, CMO survey, March–April 2021, N=179 data-driven marketers; N=1,421 other marketers.

How can CMOs take full advantage of data-driven insights?



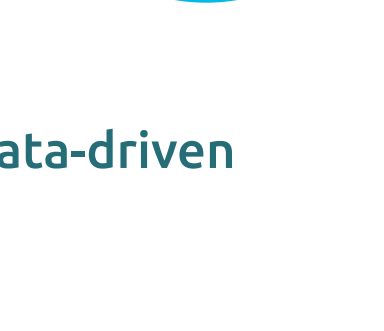
For the CMO of the future, it comes down to marrying the use of intelligence and technology, with the art of brand-building and creative expression.

Kristin O'Boyle
Head of digital marketing for wealth management at Morgan Stanley



The modern CMO needs to be three things simultaneously: an artist, a scientist, and a champion.

Peter Markey
Chief marketing officer at, Boots UK



Six focus areas are critical to CMOs' preparation for a data-driven marketing environment:



Source: Capgemini Research Institute analysis.

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