

2013 Kellogg Marketing Leadership Summit
Leading the Customer-Centered Organization

CMO Redefined

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The CMO Role is Splintering



Digital Expert vs. Marketing Traditionalist

Strengths of the Digital Expert

- Technical Knowledge
- Analytical Mindset
- Courage

Strengths of the Marketing Traditionalist

- Functional Knowledge
- Team Leadership
- Results Orientation



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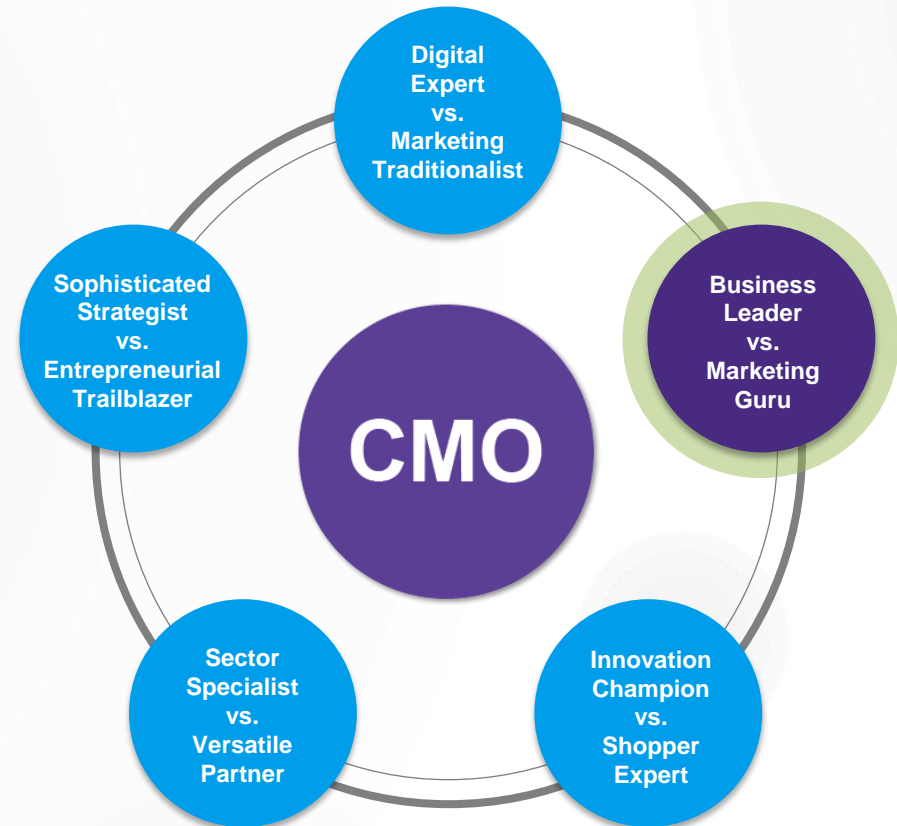
Business Leader v. Marketing Guru

Strengths of the Business Leader

- Strategic Orientation
- Change Management
- Customer Orientation
- Results Orientation

Strengths of the Marketing Guru

- Creativity
- Courage
- Charisma



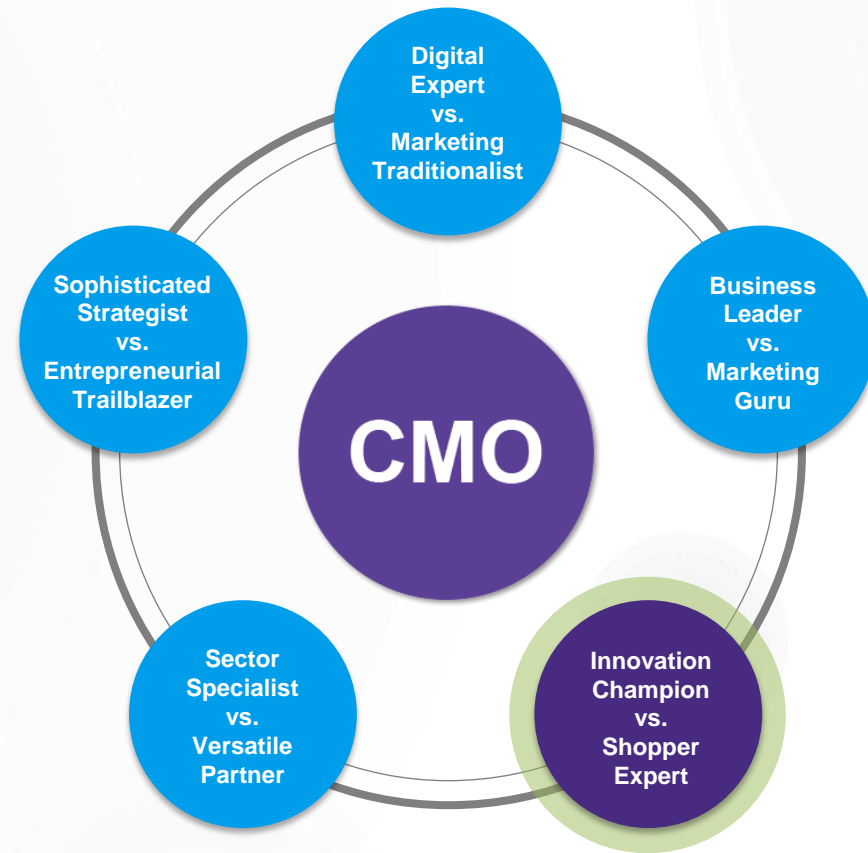
Innovation Champion vs. Shopper Expert

Strengths of the Innovation Champion

- Collaboration & Influencing
- Comfort with Ambiguity
- Courage

Strengths of the Shopper Expert

- Analytical Mindset
- Technical Knowledge
- Results orientation



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Creating a Customer-centered Organization

Sector Specialist vs. Versatile Partner

Strengths of the Sector Specialist

- Industry Knowledge
- Influence
- Predictability

Strengths of the Versatile Partner

- Respectful persuasion
- Natural leadership
- Curiosity
- Agility
- Integration and Synthesis
- Business orientation



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Sophisticated Strategist vs Entrepreneurial Trailblazer

Strengths of the Sophisticated Strategist

- Market Knowledge
- Analytical Mindset
- Predictability

Strengths of the Trailblazer CMO

- Curiosity
- Agility
- Results orientation
- Resilience
- Influence



The CMO Role is Splintering



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Actions for CMOs

- Map yourself and your team.
- Compare your strengths to your upcoming challenges and professional aspirations.
- Pursue thoughtfully targeted development objectives.

Actions for CEOs

- Map your CMO and Marketing team.
- Weigh CMO/Marketing team strengths against company strategy/marketing imperatives.
- Provide thoughtfully targeted development opportunities.