



Organizing for the Marketing Team to Succeed in a Digital Age

Hugh McGilligan

Partner, MB Vermeer, New York

thinkbrand
with Google™

New touch points



New solutions

Bank on your schedule.



Redefined categories



Total brand experience



Revisited
almost daily





MARKETING
2020
ORGANIZING FOR GROWTH



SpencerStuart

Forbes[®]

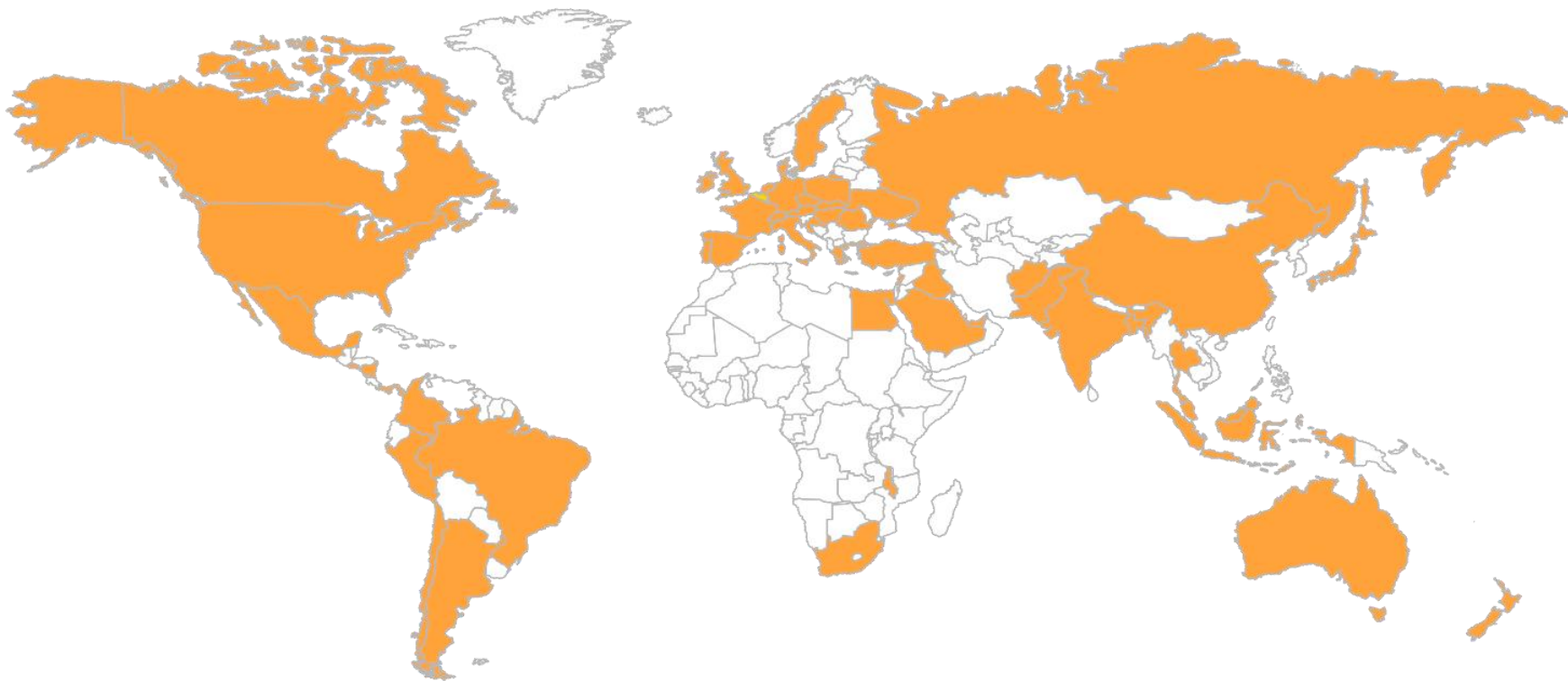




250 CEOs, CMOs and thought leaders in 10 markets



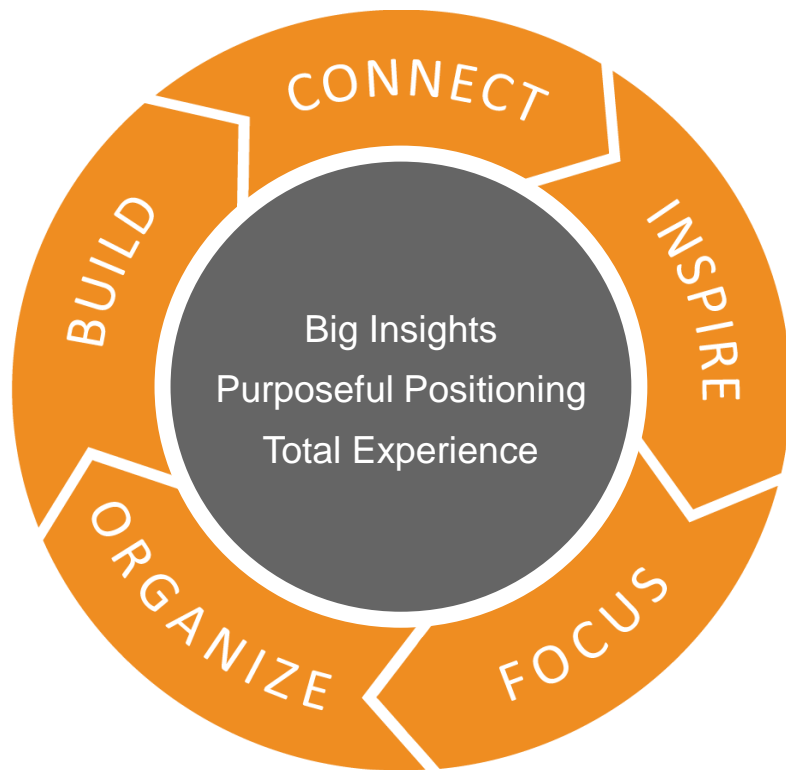
10,231 marketing participants from 92 countries



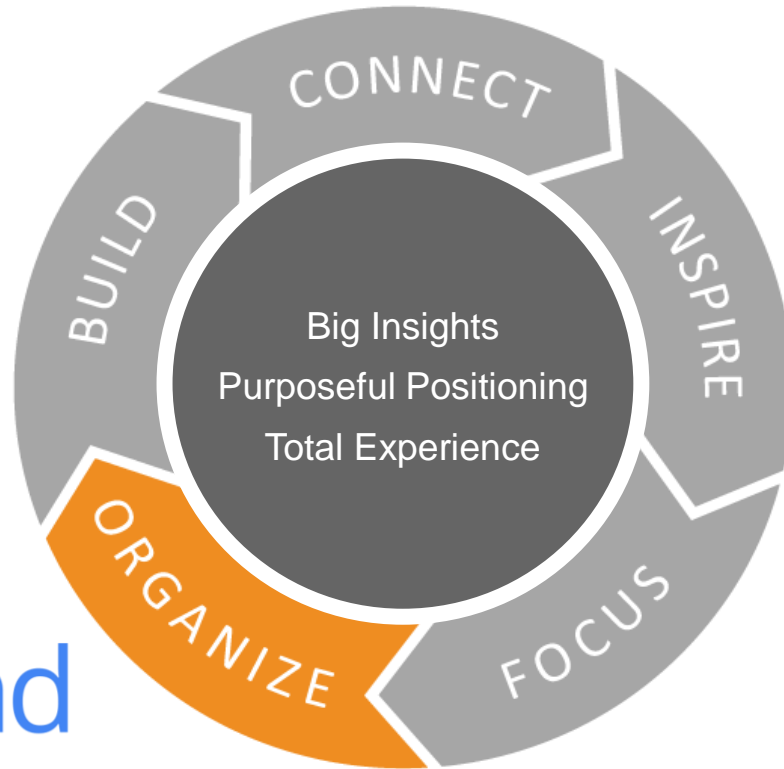
Harvard Business Review



Marketing2020 effectiveness drivers

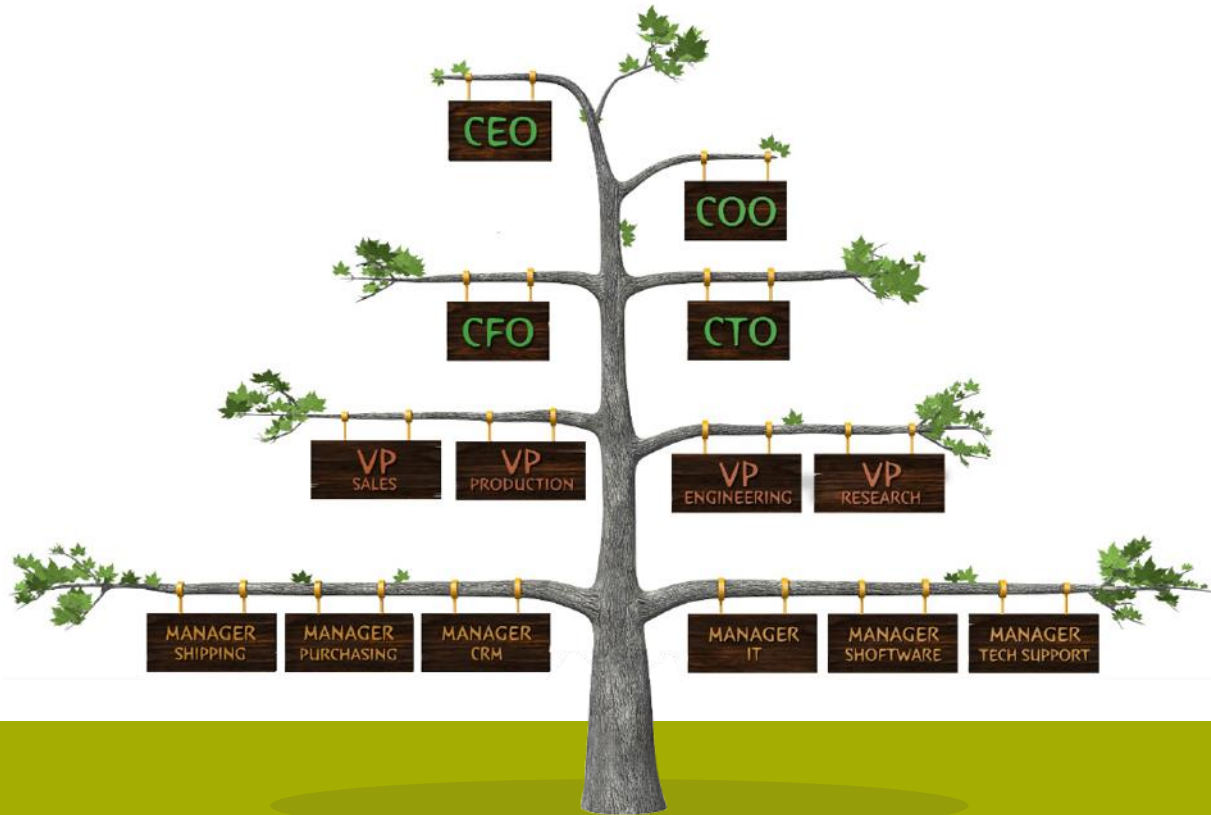


Organizing for marketing in a digital age



thinkbrand
with Google™

Going beyond the organigram



Thought leaders and practitioners



Jocelyn Robiot

Global Head Brand Management, Adidas



B. Bonin Bough

VP Global Media & Consumer Engagement, Mondelez



Michael Donnelly

SVP, Group Head Global Digital Marketing, MasterCard



Neeraj Kalani

Global Market Insights Director, PepsiCo

Top Opportunities & Challenges

Big Insights



Enabling Technology



Programmatic Media



Millennials



Doing more with less



Touch-point consistency



Privacy



Internal silos



A green rectangular sign with rounded corners and a white border, mounted on two wooden posts. The sign features the word "Winners" in a large, white, sans-serif font. The background is a bright blue sky with scattered white clouds. The sign is tilted slightly to the right.

Winners

From digital



To MiaDA



From hand-off

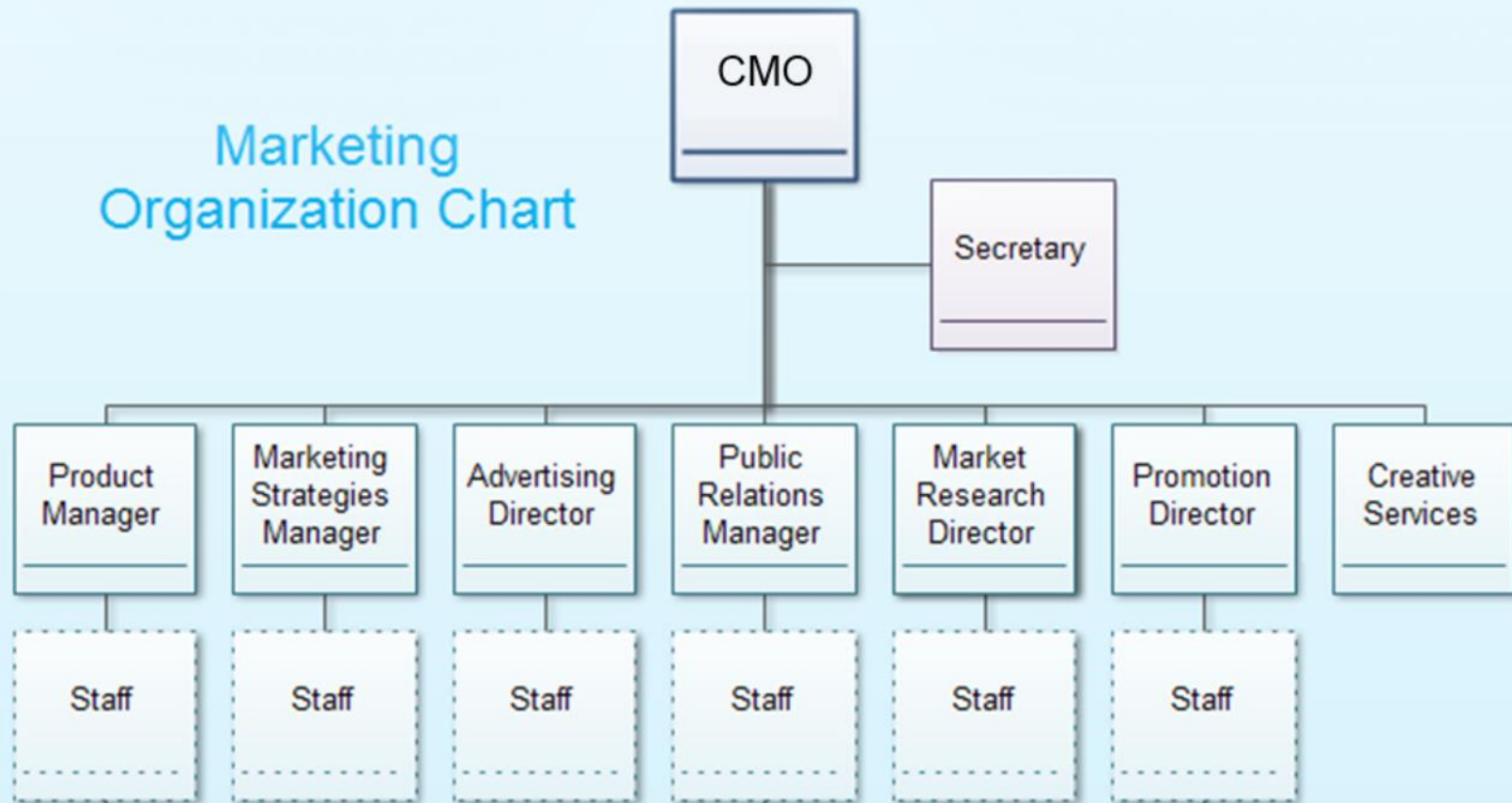


To seamless

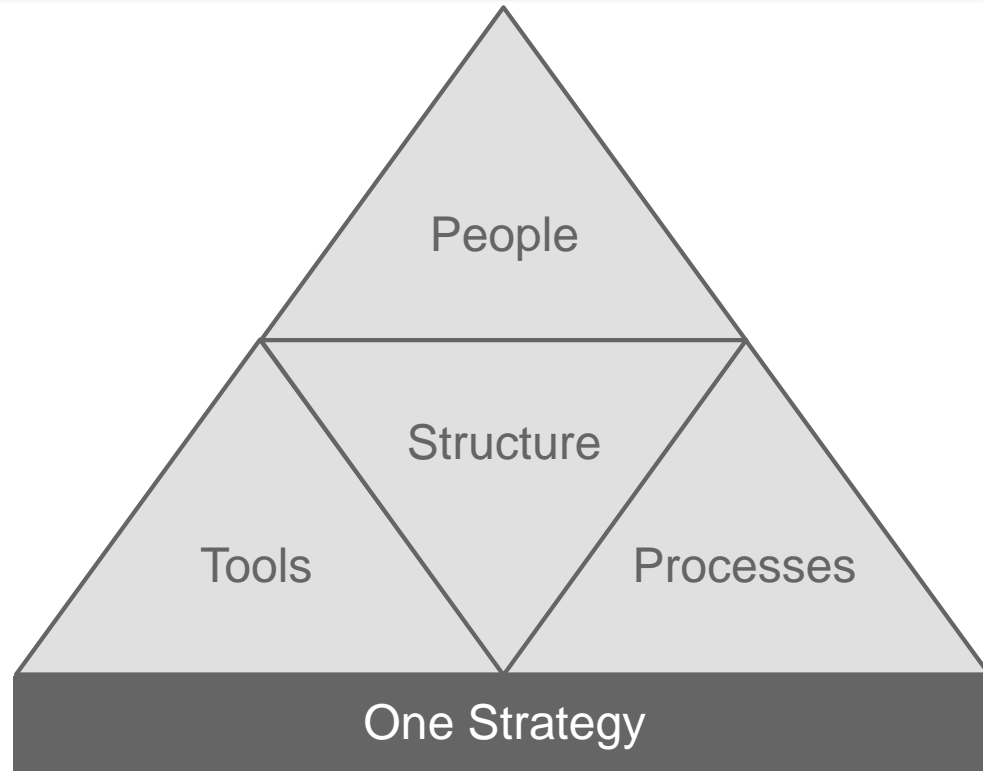


From focus on structure

Marketing Organization Chart



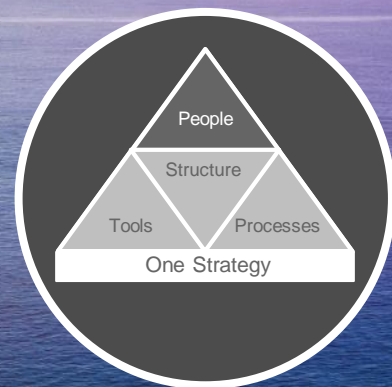
To integrated approach




People





Massive cultural change



Innovation culture

FOURSQUARE I'm looking for ... Lisle, IL  [Log In](#) [Sign Up](#)





 **ABI BG**
Tech Startup
175 Forest Ave (at Emerson St), Palo Alto, CA 94301, United States

[Directions](#)

Hours: **Likely open** (See when people check in)

Total Visitors: 68 Total Visits: 667

  [SAVE](#) <http://4sq.com/mvo4o2> [SHARE](#)

See what your friends are saying about ABI BG

 Matthew Earle, Kim Ross and 205 other friends use Foursquare.



 [Sign up with Facebook](#)  [Sign up with email](#)

[Log In](#) to leave tips at this venue!

1 Tip



- More Like ABI BG
-  **Flipboard HQ**
214 Homer Ave (at Emerson St)
 -  **Palantir 151 University**
151 University Ave
 -  **Samsung Accelerator**
456 University Ave

- Places people like to go after ABI BG
-  **Philz Coffee** **9.3**
101 Forest Ave (at Alma St.)
 -  **Tacolicious** **8.3**
832 Emerson St (btwn Hamilton & Fo...)
 -  **Whole Foods Market** **8.6**
174 Emerson St (at Homer Ave.)

- Appears on 1 list
-  **Places of Work**
Created by JD Whittington
6 items



Curiosity culture



Our People



Our Locations

Job Menu

Our values

A job with Virgin Media is no ordinary job

Being part of a Virgin company means we don't just want to be proud of what we do, we also want to celebrate *how* we do it.

That's why we all share a set of values, the same values shared by everyone in every Virgin company, to help guide us.

To give you a helping hand, we've used our values to describe what working for Virgin Media will give you, and what we'll ask for in return.

If they strike a chord, then we want to hear from you...

About Us

Our values

What makes Virgin Media people game changers?

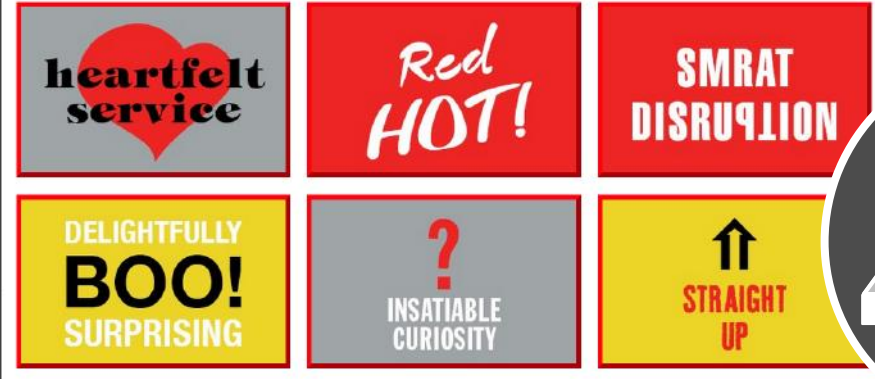
Our History

Sustainability

The Future

Latest Vacancies

**OPERATIONS
MANAGER - BILLING
& COLLECTIONS**



- heartfelt service
- Red HOT!
- SMRAT DISRUPTION
- DELIGHTFULLY BOO! SURPRISING
- INSATIABLE CURIOSITY
- STRAIGHT UP



Risk culture

are you all in?



GROUP STRATEGY



GROUP STRATEGY

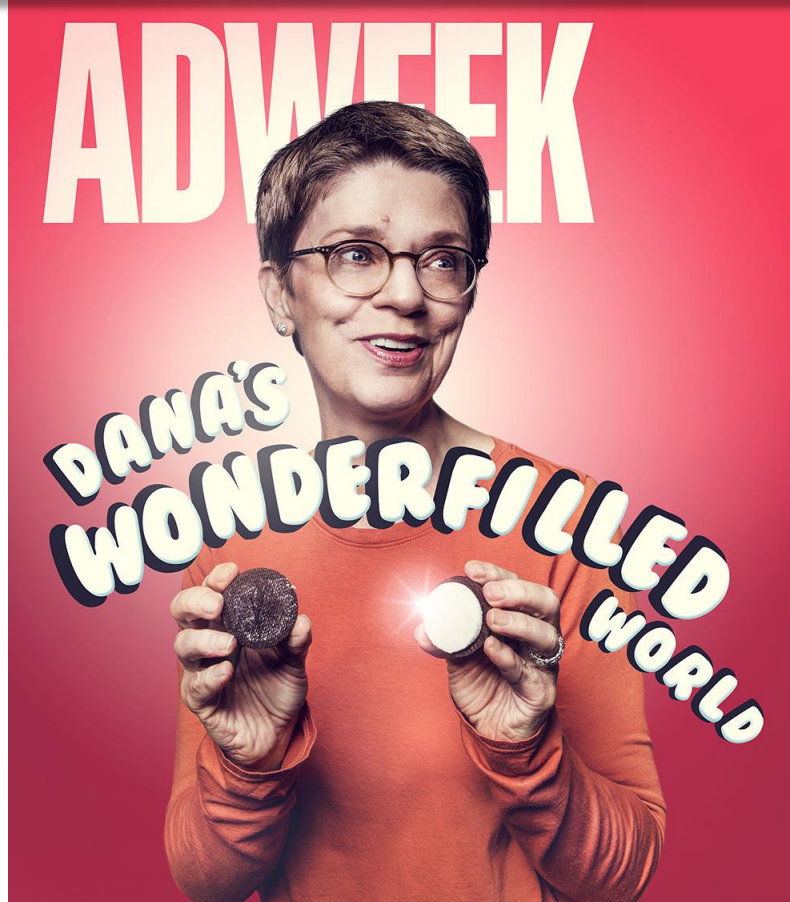
Inspired by our heritage, we know that a profound understanding of the consumer and customer is essential to achieving this goal. To anticipate and respond to their needs, we continuously strive to create a culture of innovation, challenging ourselves to break with convention and embrace change. By harnessing this culture, we push the boundaries of products, services and processes to strengthen our competitiveness and maximise the Group's operational and financial performance. This, in turn, will drive long-term value creation for our company and our shareholders. To achieve this goal, we have made strategic choices and will prioritise our investments under six key strategic pillars.



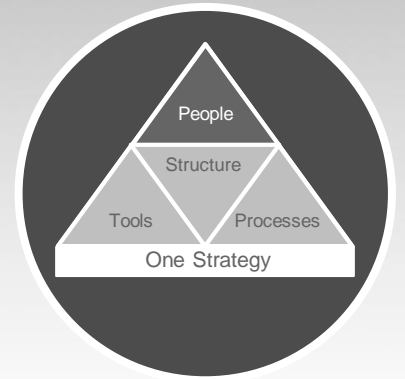
Google Confidential and Proprietary

thinkbrand
with Google

Starts at the top



Source unexpected talent



Source new talent

Coca-Cola Journey™

STORIES

OPINIONS

BRANDS

VIDEOS

BLOGS

FEATURED

BRANDS

BUSINESS

COMMUNITY

ENTERTAINMENT

FOOD

HEALTH

HISTORY

INNOVATION

SPORTS



These Walls Can Talk

Communities Give New Life to Neglected **Coca-Cola Murals**

INNOVATION



Star Attraction: All You
Know About the F

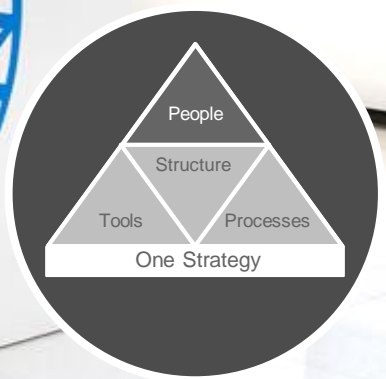
ENVIRONME



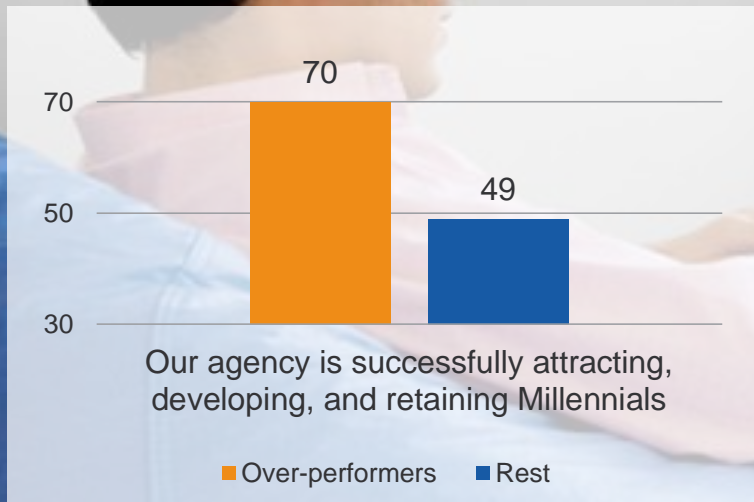
Innovation: Meet the Scientist
(and Mom) Behind the
PlantBottle



Commitment



Win with Millennials



Our agency is successfully attracting, developing, and retaining Millennials

Over-performers Rest



Motivating Millennials



Mentorship

L'Oréal / Careers / What we offer

L'ORÉAL

- GROUP
- RESEARCH & INNOVATION
- BRANDS
- CSR COMMITMENTS
- CAREERS

- YOU ARE :
- > INVESTORS & SHAREHOLDERS
 - >
 - >

  FOLLOW L'ORÉAL

WHAT WE OFFER



At every stage of your career with L'Oréal we offer personalized training and support that will help you progress and develop your career. You hold the keys: it's up to you to show who you are and what you can become.

 **LOOK FOR A JOB**

 **ALREADY A CANDIDATE**
Access your personal page >



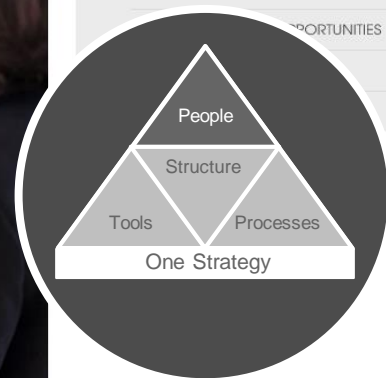
< **WHAT WE OFFER**

INTEGRATION

LEARNING

CAREER DEVELOPMENT

OPPORTUNITIES



Collaboration



Transparency



Life Inside Dropbox
Internet/Software
Community Page about [Dropbox](#)


Like Follow Message

Timeline About Photos Likes

PEOPLE >

5,350 likes

Brad Lightcap and Cyrus Akrami like this.



Invite your friends to like this Page

ABOUT >

- Get to know who we are and what we do!
- Want to know more? Check out dropbox.com/jobs
- <http://www.dropbox.com/jobs>

Suggest Edits



Life Inside Dropbox shared a link
Yesterday

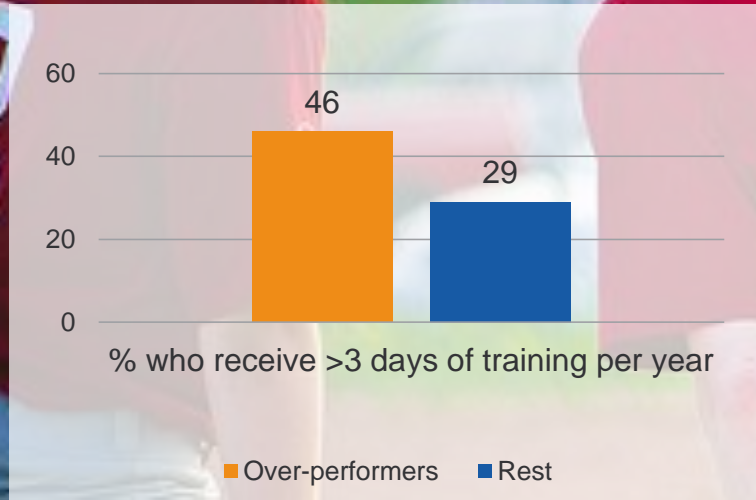
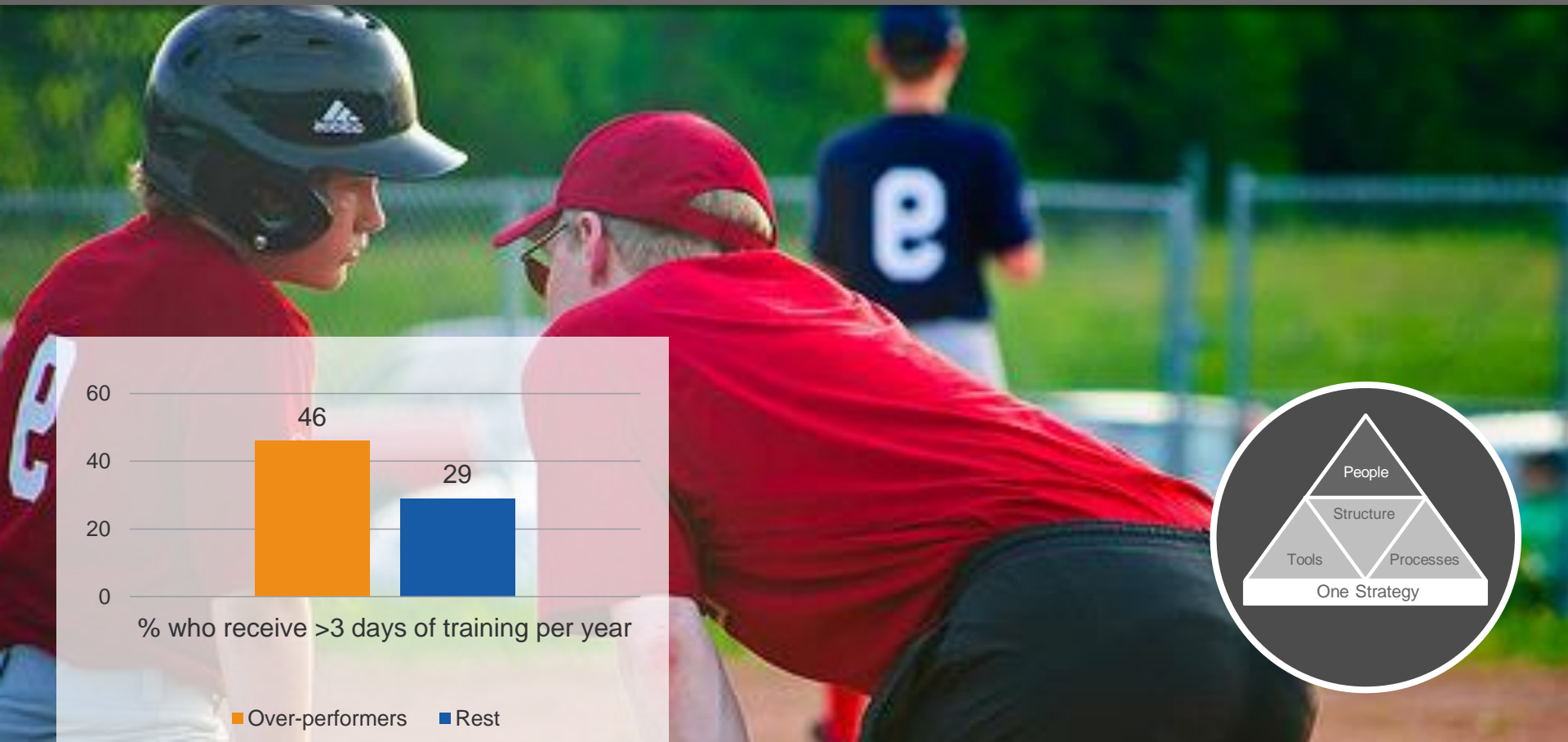
The Dropbox design team is excited to announce their partnership with Bridge! Apply to be Dropbox's Bridge designer: <http://bit.ly/1odN2bV>



Join our Community — Apply to Bridge 4
designerfund.com

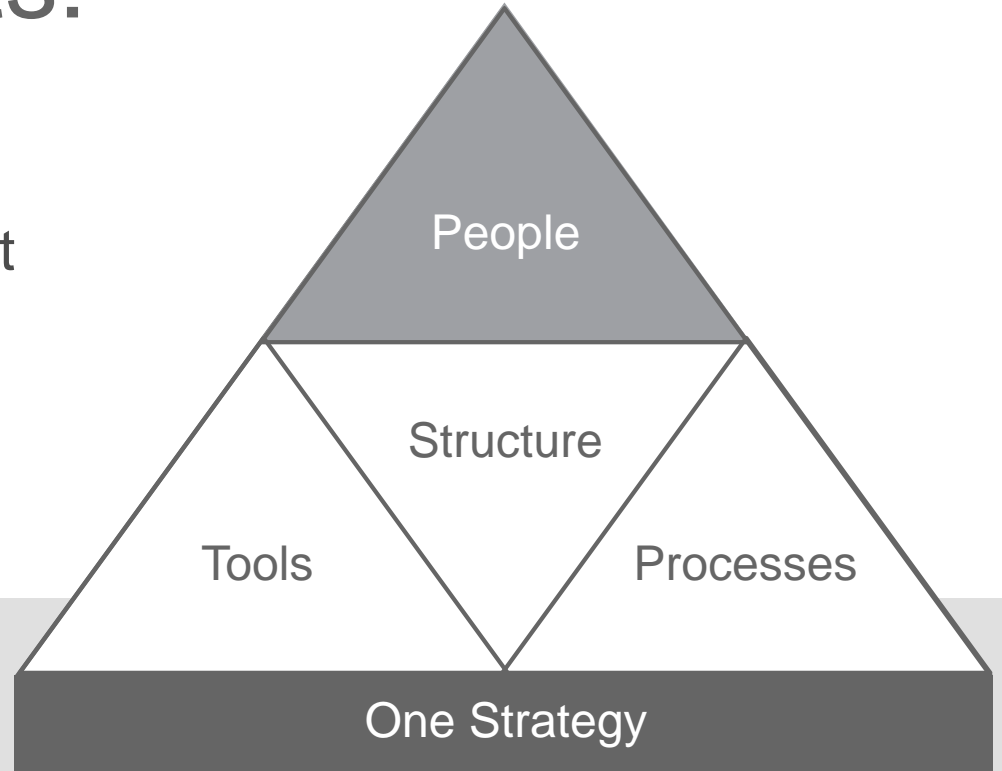


Development

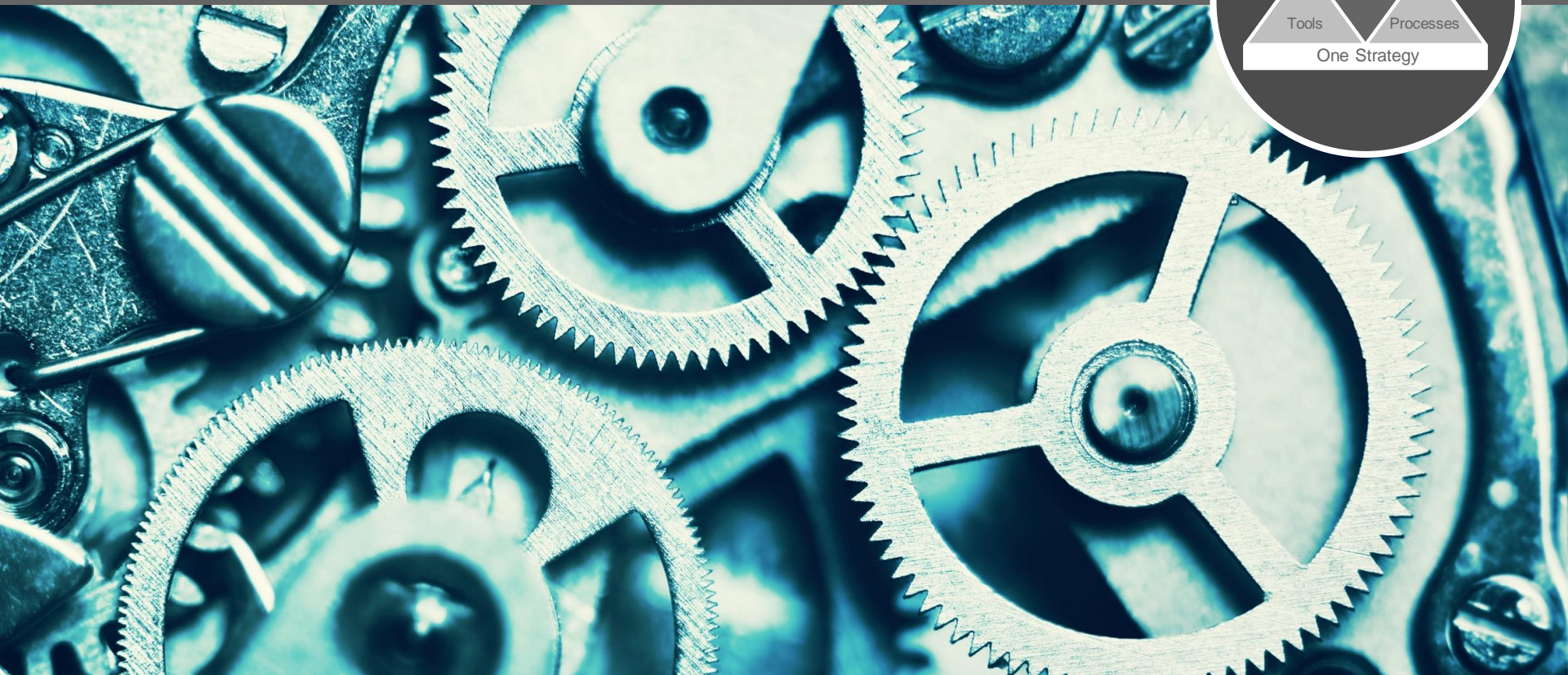


People key points:

1. Prioritize cultural change
2. Think differently about talent
3. It's all about development



Structure



Breaking down silos

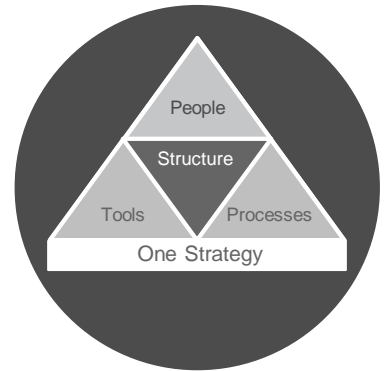
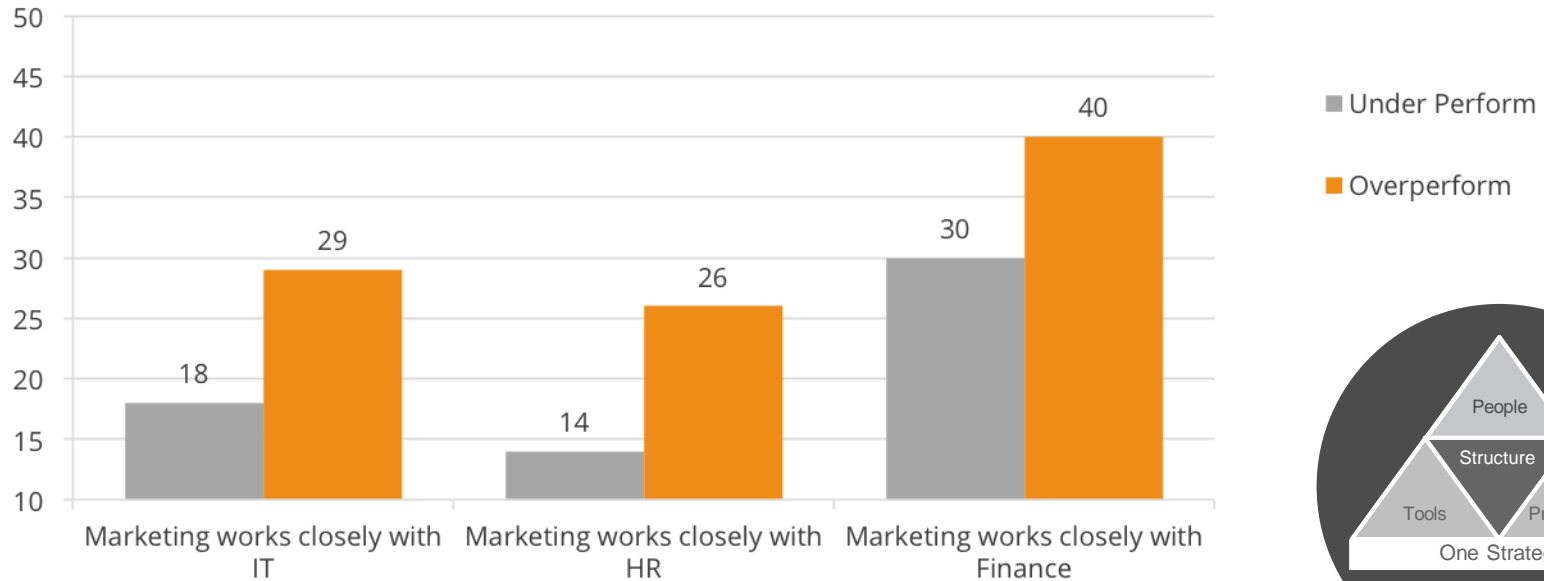


As one

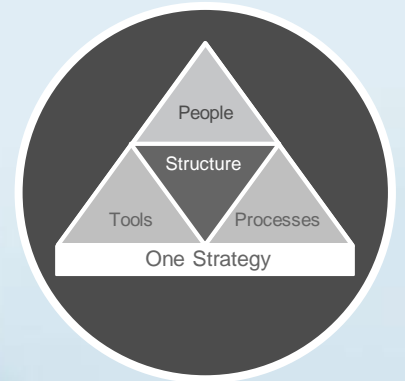


Collaboration drives business results

% Always



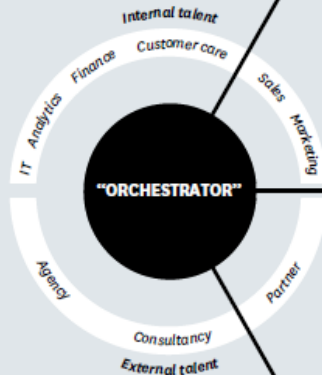
Increasingly flat organization



Orchestrating

Drawing from a broad pool

CMOs and other marketing leaders such as chief experience officers and global brand leaders increasingly operate as orchestrators, tapping talent from both inside and outside the company to staff short-term task forces for specific initiatives.



Creating teams with three key types of capabilities

The rise of social and digital media has changed the makeup of marketing teams, which were traditionally staffed by generalists. Today effective teams bring together people with three kinds of focus—“think,” “feel,” and “do”.

“THINK” • Focused on data and analytics

- Architecture and modeling director
- Digital privacy analyst
- Market data analyst
- Senior data architect
- Senior data modeler
- Web analyst

“FEEL” • Focused on consumer engagement

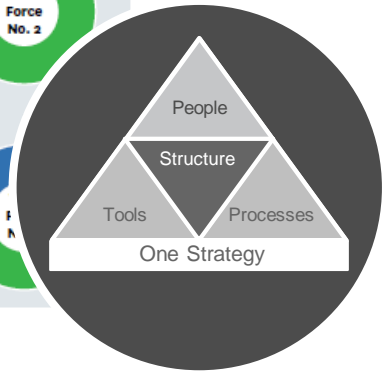
- Customer service representative
- Member engagement coordinator
- Online community manager
- PR executive
- Social media community manager
- Usability specialist

“DO” • Focused on content and production

- Concept creator
- Designer
- Digital studio producer
- Marketing content manager
- Senior digital content strategist
- Web design production specialist

Tailoring the team

The proportion of each type of capability on the team varies with its job.



New marketing specialists



CAREER SEARCH

Nike does more than outfit the world's best athletes. We are a place to explore potential, obliterate boundaries, and push out the edges of what can be.



CAREERS AT NIKE, INC.

CAREER SEARCH

CAREER AREAS

BENEFITS

LOCATIONS

INTERNSHIPS

TEMPORARY OPPORTUNITIES - U.S.

EUROPE JOBS

SEARCH RESULTS - BRAND MARKETING 93 RESULTS FOUND

JOB TITLE

FILTER BY JOB TITLE

Allocator Nike Factory Stores Central and Eastern Europe
Seamless Commerce Program Director
INNOVATION PROJECT DIRECTOR
Expert Application Security Architect
Expert Application Security Architect
CONVERSE DIRECTOR OF MERCHANDISING
Retail Design Operations Manager
Always Available Replenishment Innovation Director North America
Graphic Designer Workplace Design Connectivity
Sales Lead Nike CB

LOCATION

FILTER BY JOB LOCATION

Hilversum, Hilversum, Netherlands 04/12/2014
Portland, Oregon 08/25/2014
Beaverton, Oregon 01/21/2014
Portland, Oregon 05/05/2014
Portland, Oregon 05/05/2014
North Andover, Massachusetts 06/20/2014
Hilversum, Hilversum, Netherlands 08/14/2014
Portland, Oregon 03/28/2014
Portland, Oregon 08/27/2014
Saint-Denis-Launeville, Saint-Denis 07/20/2014



RESET

ENTER SEARCH TERMS...

SEARCH



From centers of excellence...

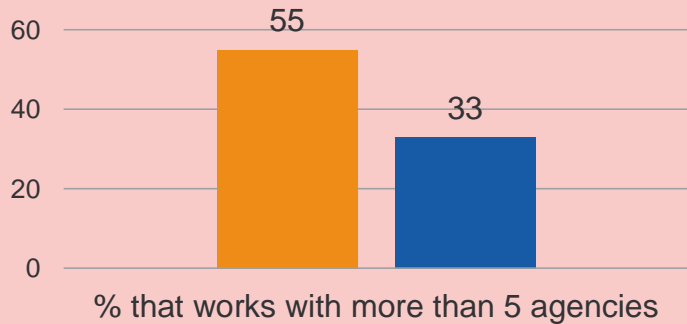


To global communities of excellence



More agencies

FULL SERVICE ADVERTISING AGENCY



■ M2020 Over-performers ■ M2020 Under-performers



Source: Marketing2020 Data

Garage Team Mazda



Team Detroit



Colgate Red Fuse



Team Nestle



Unilever partnerships



HOW IT WORKS

WHO SHOULD APPLY

THE BRANDS

TIMELINE

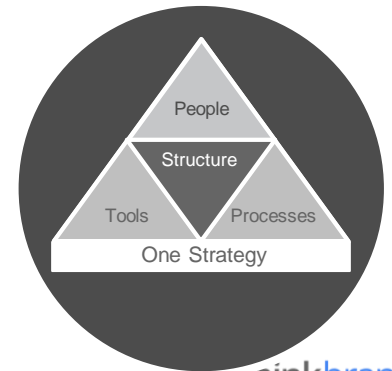
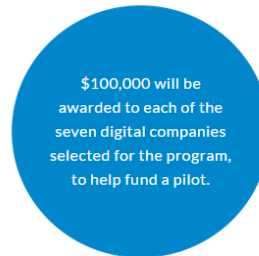
MENTORS

FAQS

GOGLOBAL WITH UNILEVER

FROM START-UP TO SCALE-UP

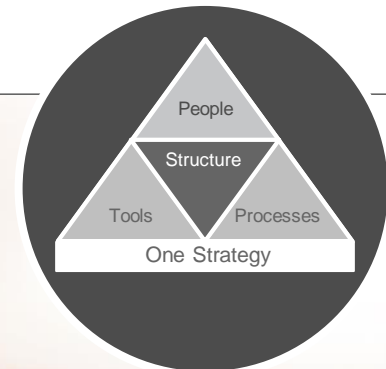
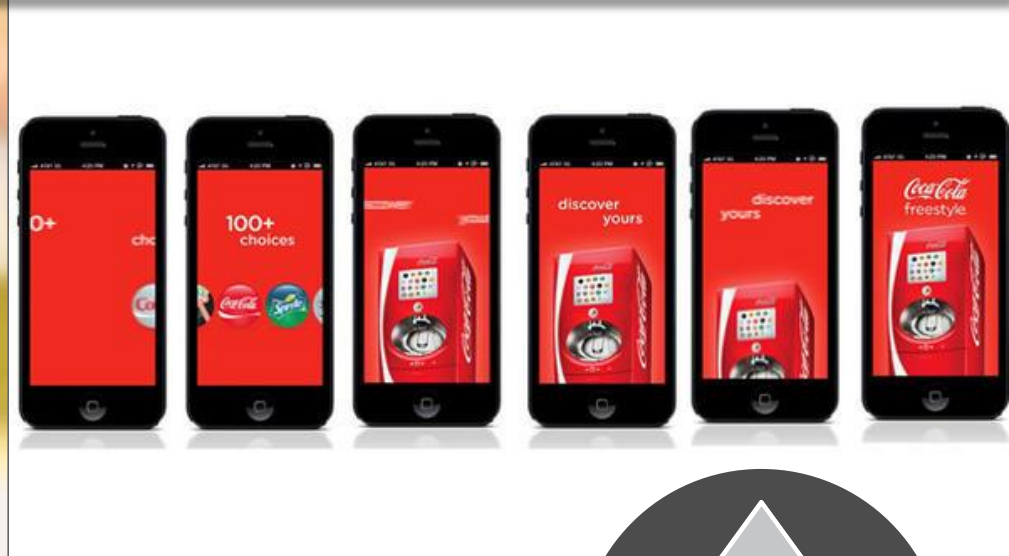
Every day, across 182 countries, over 2 billion people use a Unilever product. This means that we are in an unrivaled position to help your business expand into new markets. So we've established Go Global, a program that looks to partner innovative digital companies, ready for international expansion, with seven of our global flagship brands. Are you ready to go global?



Google Confidential and Proprietary

Uninkbrand
with Google

Coca-Cola enterprises API

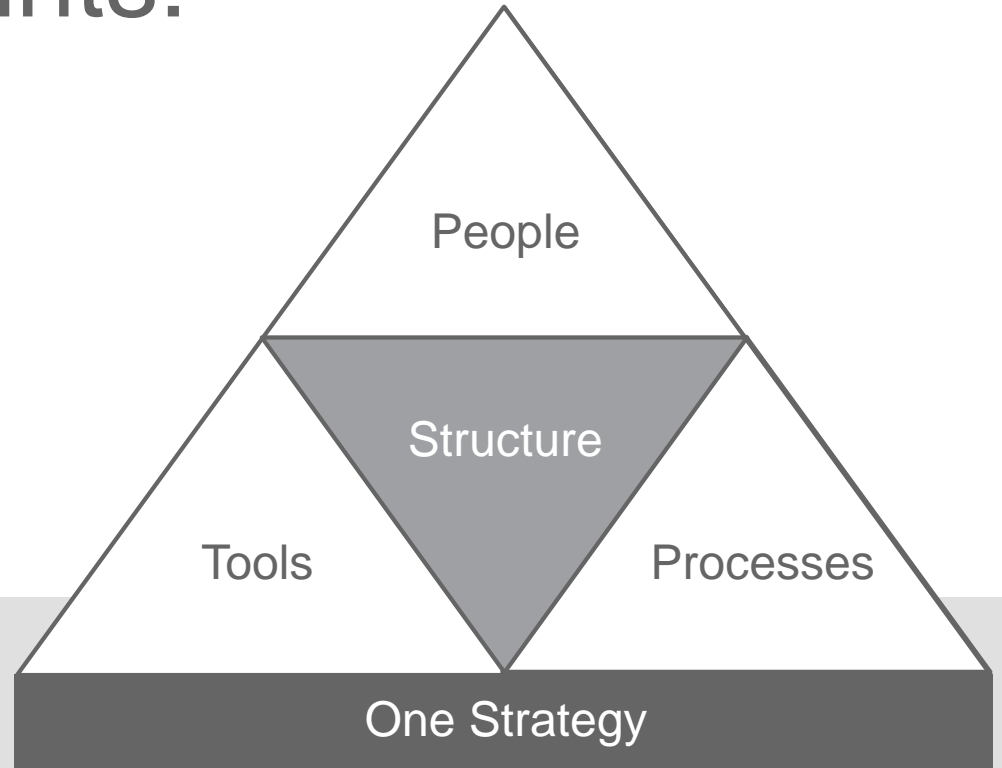


Nike Fuel Lab



Structure key points:

1. Networked across functions
2. Networked JIT Team
3. Networked Partnerships



Processes



Create strategic clarity



Faster decision making cycles



Quarterly
In-Store
Displays



Monthly
TV Buying



Daily
Facebook
Status



Hourly
Twitter
Replies



Real Time
Football
App



Shorten approval times



TWEETS 96.8K PHOTOS/VIDEOS 602 FOLLOWING 68.2K FOLLOWERS 2.68M FAVORITES 134 More

Tweets Tweets & replies

Coca-Cola @CocaCola · Sep 21
The international sign for peace or ordering two Coca-Colas? Same thing when you think about it.

Coca-Cola @CocaCola · Sep 20
No sips were spilled in the making of this photograph. Thanks to our friend Andy for the photo. #WakeSipping

Who to follow · Refresh · View

- dsouthgate** @dsouthg
Followed by **Mary Ann**
Follow
- eric salama** @ericssalan
Followed by **Mario Simon**
Follow
- NYT Business** @nytimesbu...
Followed by **Alex Maceda** a...
Follow

Popular accounts · Find friends

```
graph TD; People --- Structure; Structure --- Processes; Processes --- Tools; Tools --- OneStrategy[One Strategy];
```


Push decision making rights down



Oreo Cookie @Oreo

Power out? No problem.
pic.twitter.com/dnQ7pOgC

15,370 RETWEETS



Oreo Cookie @Oreo

Your favorite cookie, filling your world with Wonder 140 characters at a time.

oreo.com/minidelivery/t...
Joined March 2010

Tweet to Oreo Cookie

7 Followers you know



TWEETS 22.5K PHOTOS/VIDEOS 678 FOLLOWING 27 FOLLOWERS 435K FAVORITES 436 More Follow

Tweets Tweets & replies

Oreo Cookie @Oreo · Sep 20
Hands up, who wants to rake these?



Who to follow · Refresh · View all

AdFreak @AdFreak Follow

iMediaTweet @iMediaTweet Follow

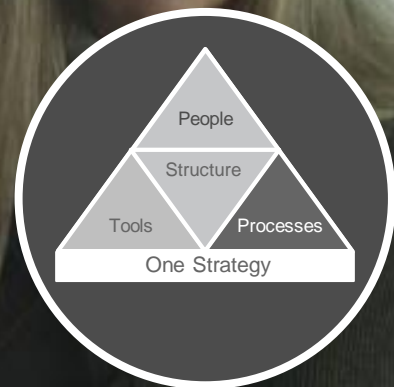
Alex Bogusky @bogusky Follow

Popular accounts · Find friends

Trends · Change

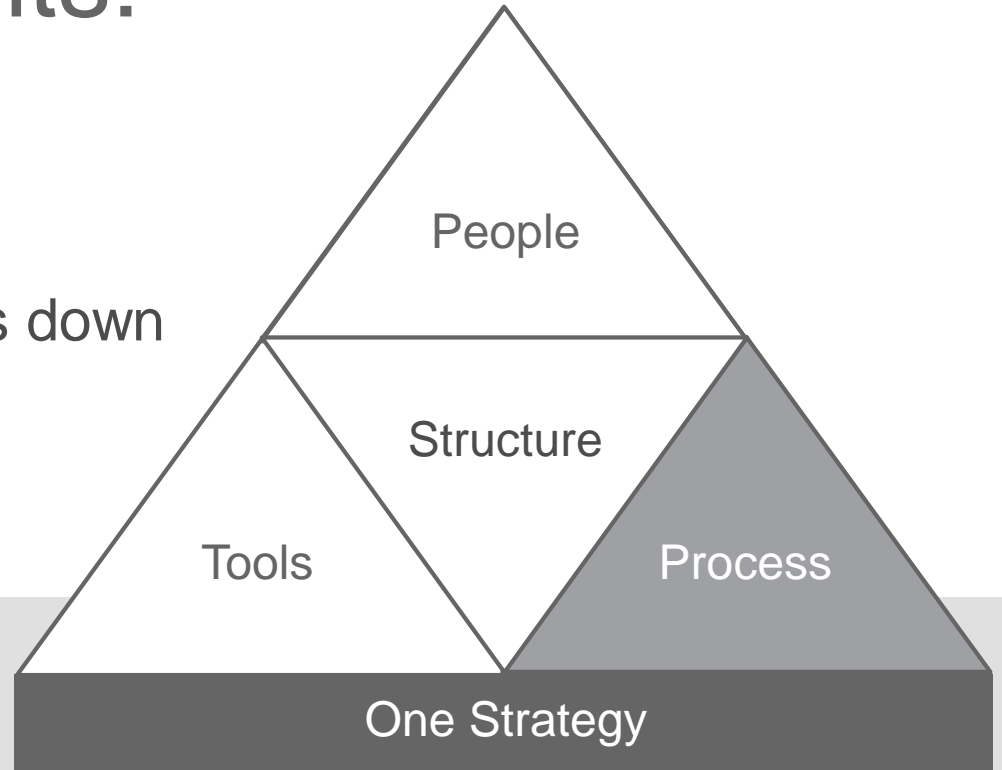


Be ready to help



Process key points:

1. Simple guardrails
2. Push decision making rights down
3. Shorten approval times



Tools



Create infrastructure



Increase communication



1-800-NO-SOFTWARE | 1-800-667-6389 | Contact

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Community

Industries

Services

Customers

Events

About Us

Salesforce Chatter

Take action at the speed of social.

Sign up now and start your own free company network in minutes.

Your company email

Try for free >

* Only people with a verified company email address can join your company network.



Overview

Why Chatter

Features

Customer Success

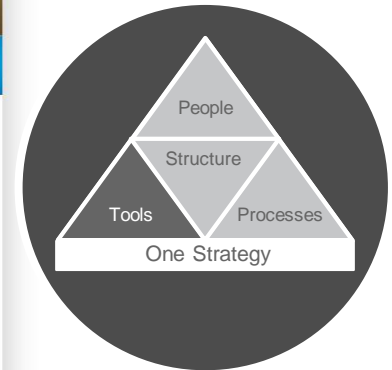
Editions & Pricing

Community Cloud >



Be more productive with collaboration at the heart of your business.

Chatter is the leading enterprise social network that allows teams to sync up and take action, and powers Communities to connect like never before. And because it's built on the Salesforce1 Platform, you can create custom actions and deploy instantly to every desktop and device, and access any app from a fast, easy-to-use social feed.

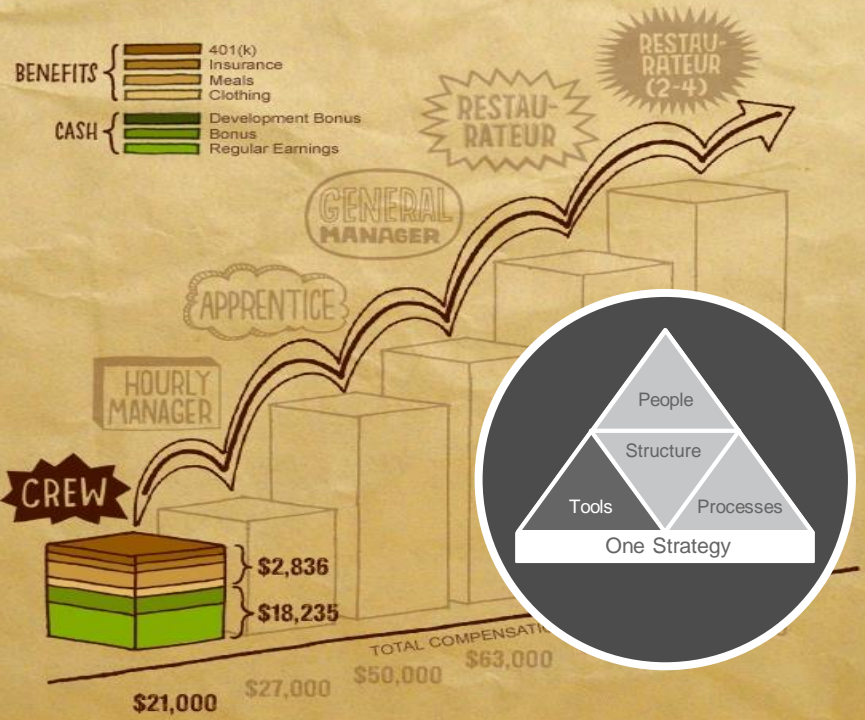


Unleash best practices



ROLL YOUR WAY TO THE TOP

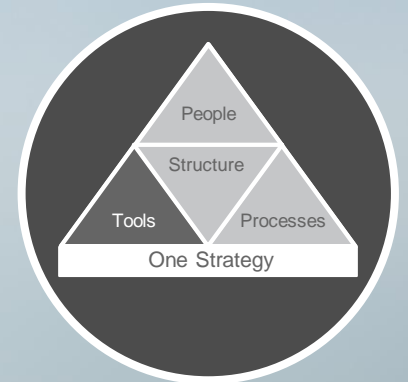
It's our people that make Chipotle such a special place to eat and work. We are completely committed to hiring only the very best and empowering them to become leaders who bring out the best in the people around them. Here's how it works:



Activate employees as ambassadors

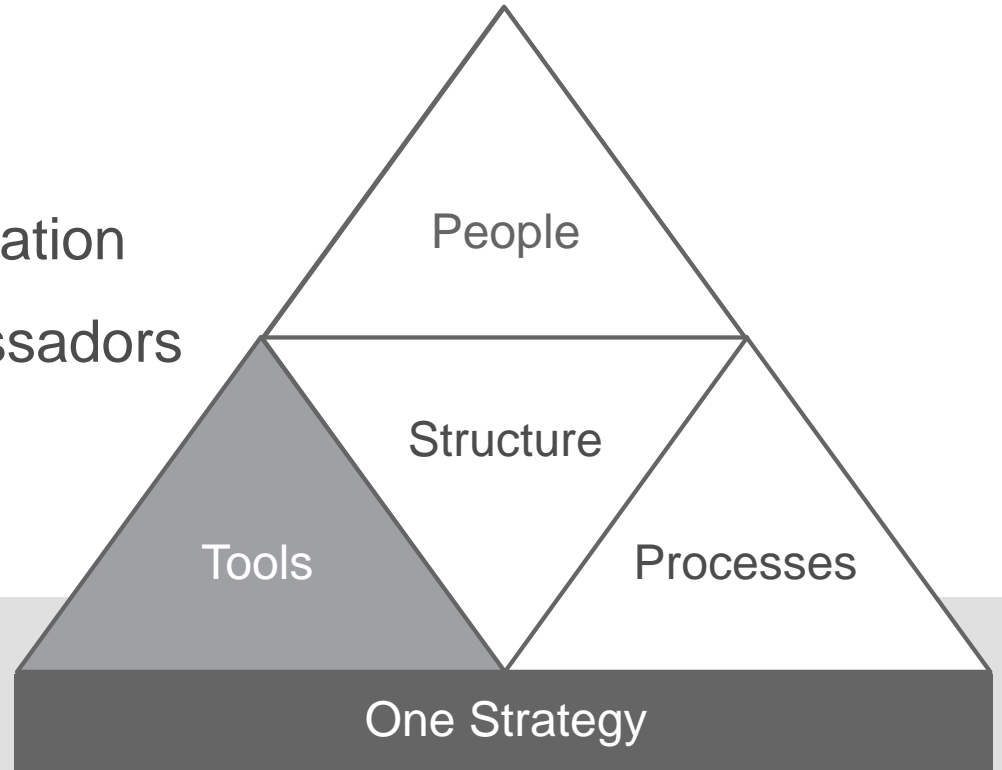
Rules for Ford Social Media Engagement

At Ford Motor Company, our social media strategy involves connecting our consumers with our employees in the digital space whenever possible, and providing value to them in the process.



Tools key points:

1. Hard code collaboration
2. Communication, Communication
3. Employees as brand ambassadors



What can you do tomorrow?

1. Hire different people



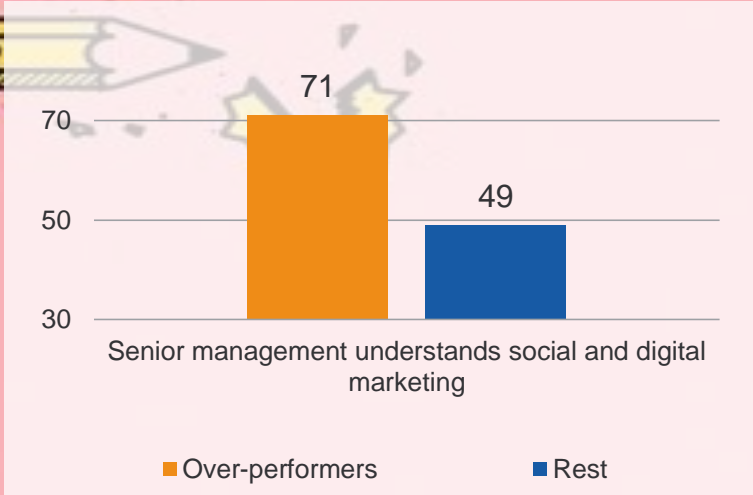
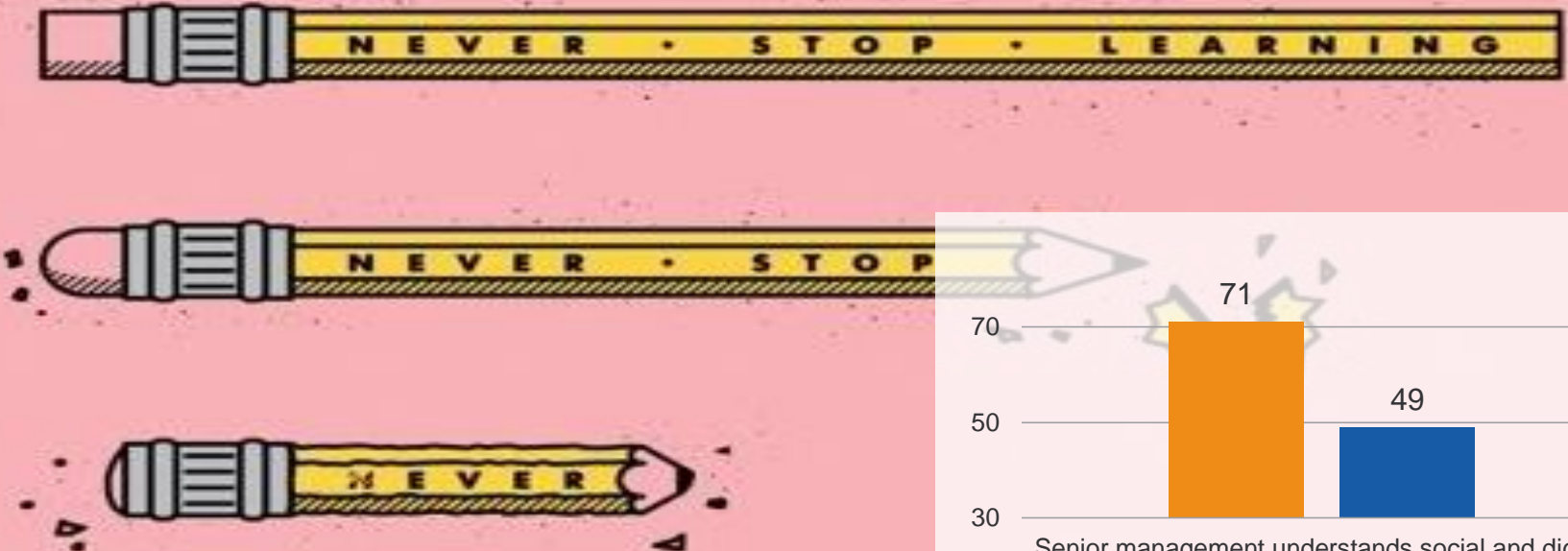
2. Create roles you can't pronounce



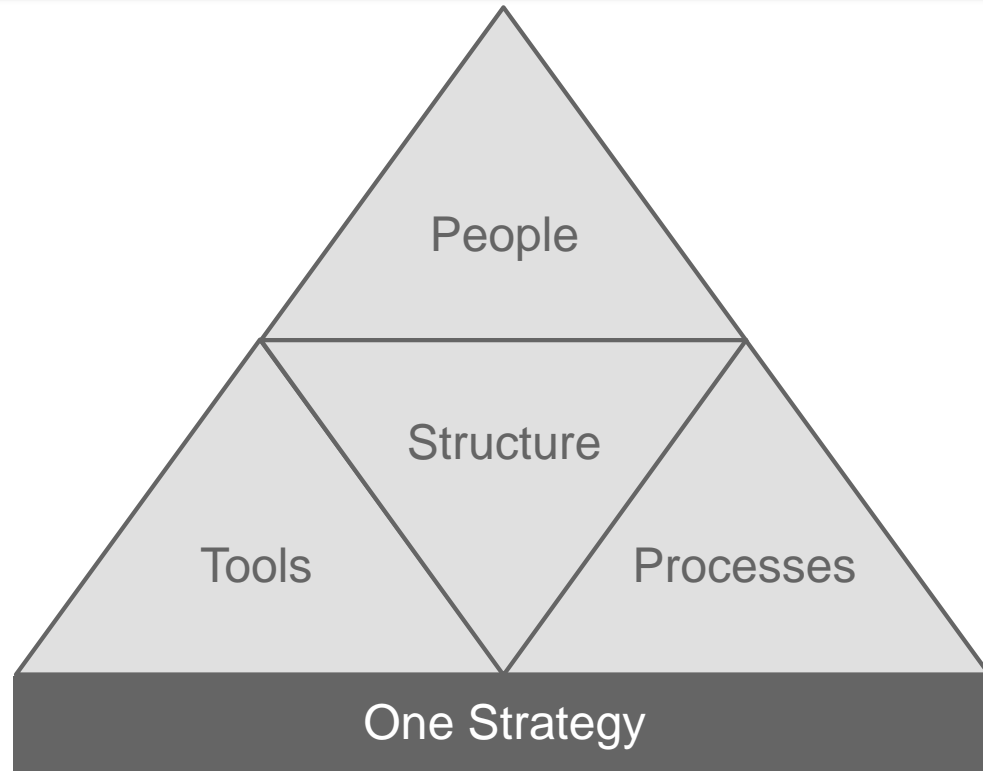
3. Boost your training program across all levels



4. Lead by example



5. Think holistic



Thank You

thinkbrand
with Google™

hugh@mbvermeer.com

[@mbvermeer](#)