

AGENDA AT A GLANCE

MONDAY, MARCH 14

11:00 a.m.	Advisory Board Meeting + Luncheon (by invitation only)
11:00 a.m.	Registration Opens
2:00 p.m.	Welcome to the CMO Summit The Summit Returns Donovan Neale-May— Executive Director, CMO Council
2:15 p.m.	Welcome from the Summit Chair CMO Rising: The New Executive Mandate Ian Ryder— CMO Summit London Chair; Chairman, DatacenterDynamics & Romonet
2:30 p.m.	Opening Keynote Panel The CMO of 2020: Anticipating the Transformation of the Role Chris Diaz — Chief Marketing Officer, Kenya Airways
3:30 p.m.	Afternoon Coffee Break
3:45 p.m.	Panel Discussion Define How the CMO Should Align + Combine in the C-Suite: The CMO as a Force Multiplier + Functional Integrator Across the Enterprise Ovais Naqvi — Managing Director, The Abraaj Group Jo Scarlett — Chief Sales & Marketing Officer, BT Global Services Stephen Ingledew — Managing Director, Marketing, Standard Life
4:45 p.m.	Peer-Powered Case Study Creating Customer-Centric Innovation & Leveraging the Power of the Crowd: Imagine with Orange Nicolas Bry — SVP Innovation, Orange Vallée
5:00 p.m.	Panel Discussion Future-Proofing the CMO: Understanding CMO Requirements + Resources Through the Eyes of Recruiters Richard Sumner — Principal, Global CMO Practice, Korn Ferry Jo Renea — Executive Director, Head of CMO Practice, Russell Reynolds Associates
6:00 p.m.	Keynote Presentation The Path from CMO to CEO
6:30 p.m.	Reception
7:30 p.m.	Dinner
8:00 p.m.	Dinner Panel Discussion Cult Brands: Authenticity, Advocacy, Loyalty and Other Lessons on Living the Brand from the Inside Out
9:00 p.m.	CMO After Hours Networking and Cocktails

AGENDA AT A GLANCE

TUESDAY, MARCH 15

8:00 a.m.	Breakfast
8:30 a.m.	Day 2 Opening Keynote Panel Assess Where You Need to Progress in Digital Marketing: Creating Better Value + Return From Marketing Technology Investments Kim Thipe — Head: Marketing, South African Airways Simon Hall — UK CMO, Dell
9:30 a.m.	Keynote Presentation Brand Inspiration From Smarter Data Exploration: Using Insights + Analytics to Impact Product Ideation and Business Performance Özgür Doğan — Chief Marketing Officer, hepsiburada.com
10:00 a.m.	Workgroup Sessions Reshaping the Role One Issue at a Time
12:00 p.m.	Lunch
12:30 p.m.	Lunch Panel Discussion Creating Customer-Centric Cultures That Define the Brand: Engaging All Levels of the Organization to Deliver on a Singular Promise Eva Sparr — Vice President Strategic & Tactical Marketing, Ericsson
1:30 p.m.	Workgroup Sharing The Biggest Ideas and Answers
3:00 p.m.	Closing Keynote Presentation Topic TBD

DETAILED AGENDA

MONDAY, MARCH 14

11:00 a.m.	<p>Advisory Board Meeting + Luncheon (by invitation only)</p>
11:00 a.m.	<p>Registration Opens</p>
2:00 p.m.	<p>Welcome to the CMO Summit The Summit Returns Donovan Neale-May— Executive Director, CMO Council</p>
2:15 p.m.	<p>Welcome from the Summit Chair CMO Rising: The New Executive Mandate Ian Ryder— CMO Summit London Chair; Chairman, DatacenterDynamics & Romonet</p> <p>Innovation and transformation just for change's sake won't get us very far. This has never been truer for Chief Marketing Officers. With the waves of new technologies and advancements in marketing, we haven't paid enough attention to the process and discipline of marketing overall. What is needed today is a clear vision, a clear process and the strength to establish accountability underpinned with strategy that drives change and metrics to prove business growth. Marketing faces a new mandate that can't be answered through automation alone. It takes marketers...strategists and new leaders to answer the call.</p>
2:30 p.m.	<p>Opening Keynote Panel The CMO of 2020: Anticipating the Transformation of the Role Chris Diaz — Chief Marketing Officer, Kenya Airways</p> <p>Since the CMO Council was founded in 2001, the role of the chief marketing officer has evolved from a brand leader who was largely charged with the care and feeding of the brand and its associated advertising (and agency) budget into a true C-suite leader that serves as the head of the brand and business strategy and the chief architect of the customer experience. But looking into the future—even just five years ahead—how will the CMO role evolve as the digital landscape continues to fragment, fracture and realign? How will the CMO's influence and mandate change as businesses expand and contract? What will the path to the CMO role look like...and will there be stops in IT, finance, operations or even sales along the way? This session will feature perspectives about the future of the role from key executives who have been at the center of shaping the CMO description from its inception.</p>
3:30 p.m.	<p>Afternoon Coffee Break</p>
3:45 p.m.	<p>Panel Discussion Define How the CMO Should Align + Combine in the C-Suite: The CMO as a Force Multiplier + Functional Integrator Across the Enterprise Ovais Naqvi — Managing Director, The Abraaj Group Jo Scarlett — Chief Sales & Marketing Officer, BT Global Services Stephen Ingledew — Managing Director, Marketing, Standard Life</p> <p>While the CMO title has become far more widely adopted—particularly in North America—the territory of executive ownership and responsibility is still widely debated and seldom clearly understood in any organization. High CMO turnover certainly underscores this. To be credible, a CMO should bring a history of P&L responsibility on a geographic or business level. He or she needs to have experience in the field or channel and have ownership of customer relationships and front-line deliverables. In addition, this individual must have influenced and shaped product design, development, distribution and pricing strategies and must have been a key architect of global business innovation, product diversification, market entry and expansion, as well as customer revenue optimization. An effective CMO must be the custodian of corporate branding, demand generation, organizational culture and customer experience across all touchpoints. And most importantly, a respected CMO must be able to assess and predict performance and be artful in the</p>

science of mapping and modeling the marketing mix to drive every aspect of the business. This session will debate what the CMO role should be, which individuals might be best suited for the position, and what it takes to be successful in the job given the pressures and politics of the C-suite.

4:45 p.m.	<p>Peer-Powered Case Study Creating Customer-Centric Innovation & Leveraging the Power of the Crowd: Imagine with Orange Nicolas Bry — SVP Innovation, Orange Vallée</p> <p>Our lives are changing with digital technology...What if you could influence these changes? Local ideas can go global and benefit everyone, and Imagine with Orange is helping you bring them to life. Every quarter, Imagine with Orange suggests a topic, inviting you to present your ideas and share them on the platform. Then, your ideas go all around the world. Hundreds of people will comment on them, enrich them, and vote. The people whose ideas were most appreciated are invited to Paris to take part in a workshop with the Orange innovation teams. Ideas can then join the Orange innovation stream or give birth to entrepreneurial projects and start-ups that Orange will support through partnership with local crowdfunding platforms. This is what makes the imagine platform truly collaborative, and a unique initiative. Nicolas Bry, founder and leader of the Imagine with Orange crowd innovation platform, will discuss how generating open innovation and engaging creative users has strengthened the relationship between consumers and the Orange brand.</p>
5:00 p.m.	<p>Panel Discussion Future-Proofing the CMO: Understanding CMO Requirements + Resources Through the Eyes of Recruiters Richard Sumner — Principal, Global CMO Practice, Korn Ferry Jo Renea — Executive Director, Head of CMO Practice, Russell Reynolds Associates</p> <p>When the CMO Council asked CEOs why they were seeking a new chief marketing officer, more than half indicated they were looking to fix what was perceived to be a broken marketing machine. Headlines shout about the fluctuating tenure of the CMO, inviting debate over just why marketers are either leaving too soon—or why they are staying longer. Far too often, the role that is being hired is not the role that many CMOs find themselves in; they are often recruited to be change agents but lack the real authority or resources to create meaningful change for the business. This panel will bring together executive recruiters and chief HR executives to share their insights into the new requirements and resources for the chief marketing role today and how these will likely shift in the future.</p>
6:00 p.m.	<p>Keynote Presentation The Path from CMO to CEO</p>
6:30 p.m.	<p>Reception</p>
7:30 p.m.	<p>Dinner</p>
8:00 p.m.	<p>Dinner Panel Discussion Cult Brands: Authenticity, Advocacy, Loyalty and Other Lessons on Living the Brand from the Inside Out</p> <p>Cult brand status is not something that is easily earned, and it certainly cannot be bought. It is a natural, organic and often customer-led evolution that turns a brand into a revolution. But steering a brand that has achieved cult status can be both a blessing and a curse—with loyal fans who are ready for every great advance and innovation but who will revolt quickly at any misstep or inauthentic move. This panel will explore brands that have reached cult status and will feature insights from top marketers on how they keep the fires burning without getting burned.</p>
9:00 p.m.	<p>CMO After Hours Networking and Cocktails</p>

DETAILED AGENDA

TUESDAY, MARCH 15

8:00 a.m.	Breakfast
8:30 a.m.	<p>Day 2 Opening Keynote Panel</p> <p>Assess Where You Need to Progress in Digital Marketing: Creating Better Value + Return From Marketing Technology Investments</p> <p>Kim Thipe — Head: Marketing, South African Airways Simon Hall — UK CMO, Dell</p> <p>Most CMOs are looking for expert consultation, guidance and direction when it comes to specifying, implementing and adopting the most effective enterprise marketing technologies, solutions and cloud-based services. Exploring the use of Internet-based social media channels and customer communities to enable brands to engage more intimately and continuously with their audiences has become a priority. While many have yet to verify the value and return of these investments, online tracking and analysis of market conversations and postings is clearly improving the ability of marketers to listen, respond and deliver better products, services and customer experiences, particularly when it comes to customer self-care and aftermarket support. While the mobile channel provides the ability to target and reach a global audience of 7 billion, brands have yet to embrace mobile relationship marketing (MRM) platforms or programs to enable multi-level marketing, continuous customer engagement and personalized priority messaging on a mass-customized level. Transfer of insight and innovation is seen as a significant competitive advantage, and new ways to better inventory, consolidate and access intellectual capital and centers of excellence have become key components of marketing effectiveness and talent development for global brands. This session will explore the level of maturity and receptivity in automating critical campaign functions and operational areas. It will also look at where and how modular, progressive and selective investments in marketing technology and customer data integration can improve marketing campaign effectiveness and overall business performance.</p>
9:30 a.m.	<p>Keynote Presentation</p> <p>Brand Inspiration From Smarter Data Exploration: Using Insights + Analytics to Impact Product Ideation and Business Performance</p> <p>Özgür Doğan — Chief Marketing Officer, hepsiburada.com</p> <p>Many global marketing organizations lack or are hindered in their ability to integrate, analyze and extract insights from multiple internal and external databases and real-time data streams. Siloed information, unreliable data, limited IT resources and difficulty finding and funding resources with quantitative marketing analytics skills are challenging CMOs to better detect, predict and react to market opportunities and shifts. Making smarter, more penetrating and substantiated marketing decisions is driven by effective use of data analytics and real-time market intelligence gathering. Marketing's credibility and influence with management is directly related to its ability to track, measure, quantify and represent the value of marketing and its impact on the acquisition, retention and recovery of business. Effective demand generation and CRM campaigns for both B2B and B2C markets have to be massively database-driven, highly automated, more personalized and targeted, as well as diligently tracked, measured and multiplied with continuous contact and cultivation. ROI metrics are no longer just about reach, frequency, brand recognition and CPM rates. They are much more about relevancy, response, recurring relationships and business return. Predictive modeling, forecasting/simulation, and campaign measurement and management have become critical elements in strategic market and business planning. This session will explore the evolving partnership between the CMO and the chief data/information officer. It will also look at the adoption and use of marketing analytics applications in segmentation, sizing, customer lifetime valuation, prospect identification and qualification, cross-selling/upselling, churn and retention tracking, brand equity measurement, marketing mix modeling, spend and offer optimization.</p>

CMO RISING: RESHAPING THE ROLE

Exploring the Criticality of Talent, Technology + Transformation

10:00 a.m.	Workgroup Sessions Reshaping the Role One Issue at a Time
12:00 p.m.	Lunch
12:30 p.m.	Lunch Panel Discussion Creating Customer-Centric Cultures That Define the Brand: Engaging All Levels of the Organization to Deliver on a Singular Promise Eva Sparr — Vice President Strategic & Tactical Marketing, Ericsson <p>The challenge facing chief marketing executives today is to identify and advocate for a singular, clear and actionable strategy that will unify and align global organizations around a definitive and relevant point of leverage that can create competitive advantage and business gain for the company. This linchpin ideology and ethos must be organizationally embraced, effectively packaged and measurably delivered through a process framework and precision marketing platform that is exact in reaching the right audience with the right message in the right format and at the right time. Companies have long struggled to instill shared values, behaviors and ethics that embody and validate brand platforms, personalities and promises. A tighter linkage between the CMO and the CHRO should be strongly centered on organizational branding and creating cultures that radiate and reinforce core brand attributes and aspirations. Creating a corporate culture of listening, learning and limiting hassles and headaches can improve product uptake, reduce market friction, increase customer responsiveness and identify new monetization opportunities. Companies that have a well defined, institutionalized and customer-centric mindset and culture, in addition to a CEO mandate to grow customer value, experience and affinity, have been shown to consistently outperform their peers. This session will explore the internal strategies, processes and alignments needed to create, grow, incent and track customer centricity across the organization.</p>
1:30 p.m.	Workgroup Sharing The Biggest Ideas and Answers
3:00 p.m.	Closing Keynote Presentation Topic TBD