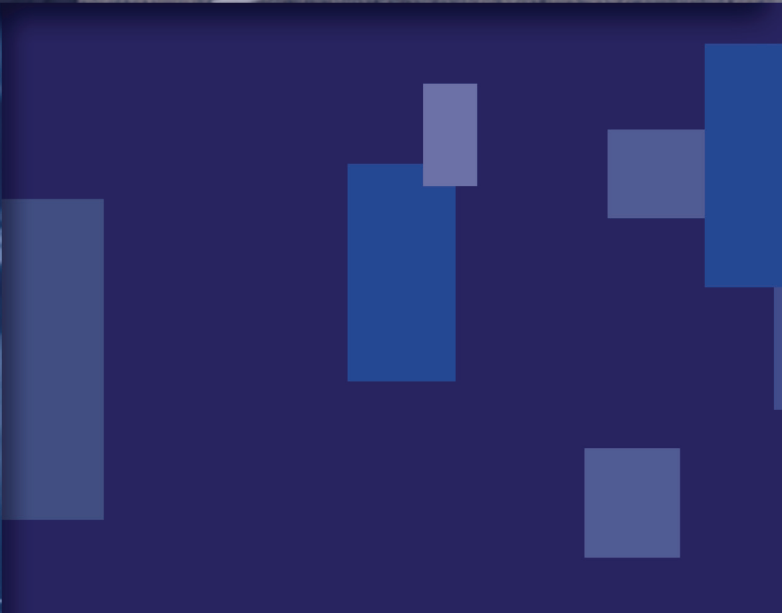




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# ***MEETING OF THE MINDS BRIDGING THE CIO/CMO GAP***





## ***BUILDING CONSENSUS BETWEEN MARKETING & IT***

# ***MEETING OF THE MINDS BRIDGING THE CIO/CMO GAP***

To drive business forward today, it takes a mutually beneficial partnership between CMOs and CIOs to leverage Big Data and advanced analytics into data-driven marketing. The hurdle many organizations face is how to bridge the understanding gap between CMOs and CIOs regarding real-world Big Data implementations - and opportunities.

Providing insights and actionable recommendations to CMOs and CIOs, digital marketing expert Joel Robinson shed light on this topic during a recent interview. As owner of Robinson Partners, Inc., Robinson works with companies “to embrace the digital, social and mobile world that we live in,” harnessing the power of data-driven marketing to engage consumers, nurture more productive campaigns and drive business forward.

### ***BUILDING CONSENSUS BETWEEN MARKETING AND IT***

From a high level, the gap between CMOs and CIOs regarding Big Data capabilities is indicative of different business perspectives between Marketing and IT. As Robinson states, Big Data is “not interesting to Marketing as a technology challenge; it is interesting as a way of getting to efficient marketing practices in a digital, social, and mobile age. Sometimes the engine is presented to Marketing as a capability that another organization can feed to them.” In other words, Marketing may be searching for data-driven capabilities outside of the enterprise, but innovative companies can develop their own Big Data capabilities from within by building consensus between Marketing and IT.

In the marketing realm, leading companies should want to harness their own first party data and use it for data-driven campaigns that produce superior ROI. Likewise, IT wants to drive value to the business by collaborating with Marketing to understand its pain points. In essence, the Big Data imperative facing companies today is to align strategically and operationally between the visions of the CMO and the CIO alike.

Surely, the concept of Big Data has become widely accepted by IT experts, but on the front lines of technological innovation, CMOs may be defining Big Data from a wholly different point of view than IT. According to Robinson, “the way marketing people will think of Big Data is first in terms of the kinds of things they can imagine that they can do to build demand, to build stronger customer relationships, to do it in a very efficient or lean way.”



This perspective does in fact align with the deliverables of the CIO. IT can position itself as the enabler of realistic, actionable Big Data capabilities by working more closely with Marketing on what is executable today. To benefit the business, CMOs and CIOs have to come to a unified consensus around Big Data that accounts for the operational priorities of IT and the long-term business-driven perspectives of Marketing.

### **BIG DATA OPPORTUNITIES ABOUND**

Poignantly stated by Robinson, “what (Big Data) really pays off to is a marketer being able to create the most relevant offering, experience and communications possible” to consumers at the right moment. The opportunity to enable highly targeted and personalized messages to consumers at any given time - and in a perfect world for marketing to see outcomes in real time - is substantial. “Delivering the exact right experience, the exact right message, the exact right offer, to the right person, at the right time, at the right moment, on the right screen - that is the ultimate definition of marketing based on relevance,” Robinson adds, because this capability engages consumers in a more meaningful way to drive business forward.

In the world of data-driven marketing, Robinson writes that to enable success “Marketing needs to embrace data science, they need to know what that means for profit outcomes, and they need to have intelligent conversations with IT about what it is they’re looking for to execute what they now know are executable visions.” From the perspective of IT, a successful Big Data initiative has to embrace business-driven aspects by collaborating with Marketing on an executable vision. In short, building consensus between Marketing and IT is two-way partnership that will foster on-going collaboration between CMOs and CIOs.

### **KEY TAKEAWAYS**

If CIOs and CMOs can come to an understanding on Big Data challenges, Robinson comments that one of the biggest benefits to the enterprise is “ownable technology that you’re the master of, so you’re in control of your own destiny.” Without an innovative collaboration, companies may outsource their Big Data and advanced analytics capabilities, which makes these organizations completely reliant on data-solution vendors. Developing Big Data capabilities internally by partnering with an experienced facilitator in the Big Data space allows enterprises to leverage deep knowledge about their business that outsourcing cannot provide.

To bridge the gap between CMOs and CIOs, enterprises must be able to:

- take the time necessary to create an executable vision
- infuse marketing knowledge in IT – and IT knowledge in marketing
- focus on realistic, achievable, yet scalable Big Data benefits
- partner with an experienced facilitator such as IIS that can mutually engage Marketing and IT.



## **BIG DATA OPPORTUNITIES ABOUND**

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## KEY TAKEAWAYS

The potential of (big) data-driven marketing is certainly huge, but how exactly should businesses leverage Big Data opportunities? As one real-world example, Robinson notes that “real time is a very important part of optimizing your marketing span...real-time marketing capability is essential for marketers to operate in a lean fashion.” In essence, CMOs and CIOs alike can do more of what is working and less of what is not working by monitoring and adjusting a campaign in real time.

Big Data opportunities abound for Marketing and IT alike. By coming together as partners in the C-suite, CMOs and CIOs can drive business forward to make data-driven marketing a reality.



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