

# THE M.A.R.S. PROJECT

Research Team:

Omar Rodriguez Vila, PhD

Sundar Bharadwaj, PhD

Neil Morgan, PhD

Shubu Mitra

Peter Schelstraete



# M.A.R.S.

Mobile

Analytics

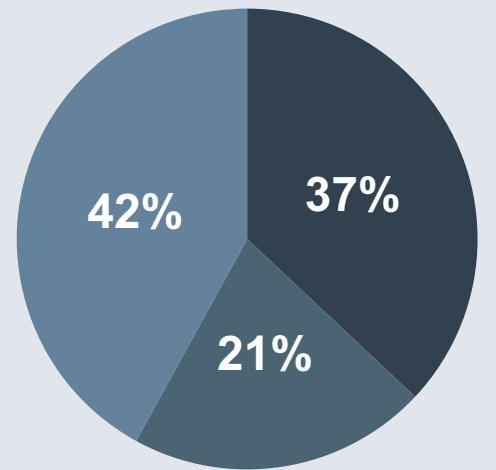
Real-time

Social

How to  
organize  
marketing to  
win in this new  
environment?

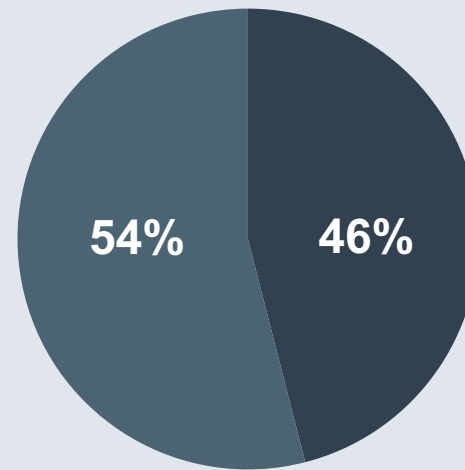
# 100 INTERVIEWS / 80 COMPANIES

Company Performance



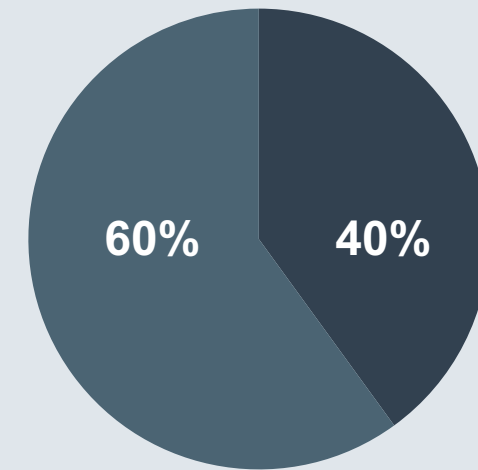
■ > Ind. Avg. ■ At Ind. Avg. ■ < Ind. Avg.

Digital Level



■ More Digital ■ Less Digital

Executive Profile



■ Area Experts ■ CMO's

*\*Digital: each firm rated on 1-10 scale based on the role of digital technologies as part of their business model and offering. Industry Average = 3-year CAGR for all the firms in a given industry.*

# A GOLDEN ERA FOR MARKETING



**Accuracy**



**Accountability**



**Agility**



# INSTEAD A SENSE OF ENTROPY PREVAILS

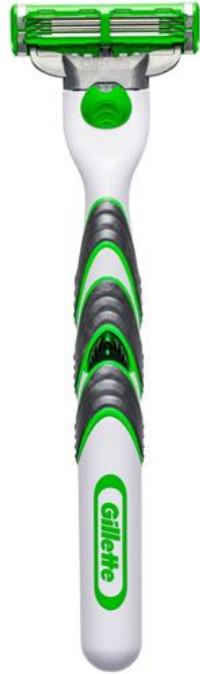
“I thought I knew my role”

“Where should things sit?”

“We’re adding, not changing”



Indirect



**Gillette®**

Direct



**HARRY'S**



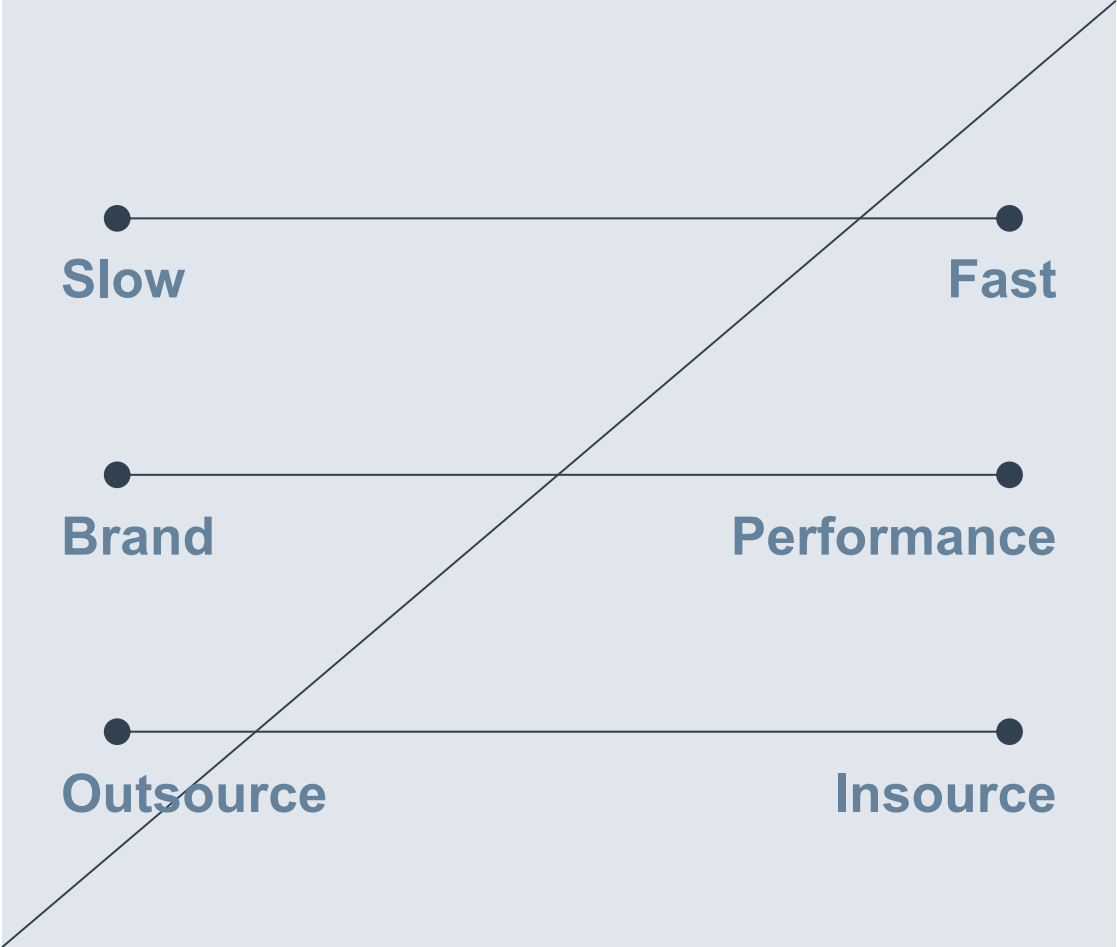
**Gillette®**  
**ON DEMAND™**



**Indirect**



**Direct**







**ROOT  
CAUSE**

**Changing  
without a  
Map**

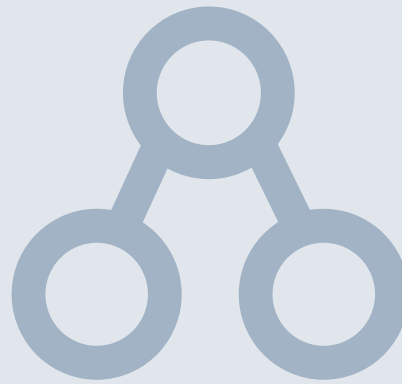
# BUILDING YOUR MAP

How to  
compete?



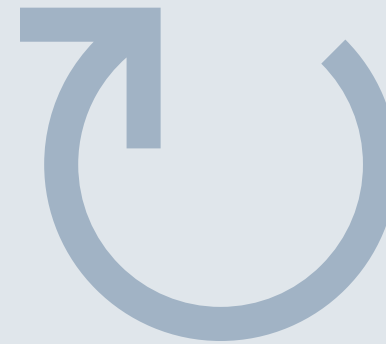
**Capability  
Stacks**

How to  
operate?



**Organizational  
Links**

How to  
learn?



**Information  
Loops**

A woman with short, wavy blonde hair and black-rimmed glasses is smiling at the camera. She is wearing a blue denim jacket over a dark top. Her arms are crossed. The background is a blurred office environment with desks, computers, and other people working.

**“If you can’t have a  
conversation about pixels  
or attribution models, you  
are a marketer of the past”**





**“We are increasingly working to eliminate pain points and make it more convenient for our guests”**



**“The future of marketing is  
four words: great stories  
well told”**



# Capability Tracks

**“If you can’t have a conversation about pixels or attribution models, you are a marketer of the past”**

**“We are increasingly working to eliminate pain points and make it more convenient for our guests”**

**“The future of marketing is four words: great stories well told”**



**Exchange  
Stack**



**Experience  
Stack**



**Engagement  
Stack**

# Capability Stacks

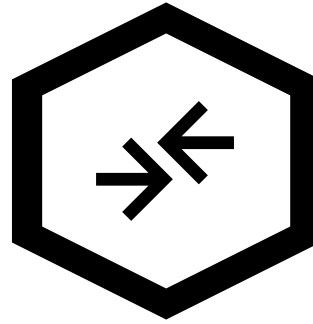
Unique ways a marketing organization can design and configure talent, technologies, and activities to create value for their customers.

MASS

Capability Stacks

M.A.R.S.

Promoting



Exchange Stack

Matching



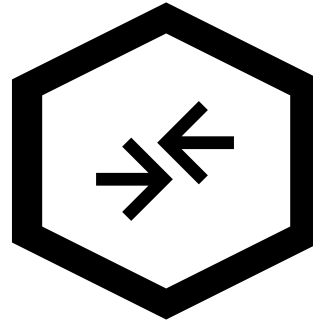


MASS

Capability Stacks

M.A.R.S.

Promoting



Exchange Stack

Matching

Activation



Experience Stack

Augmentation

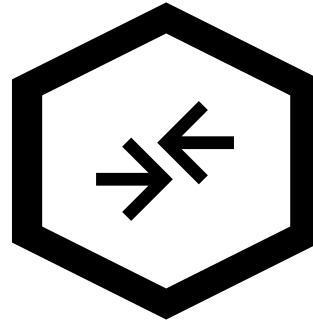


MASS

Capability Stacks

M.A.R.S.

Promoting



Exchange Stack

Matching

Activation



Experience Stack

Augmentation

Campaigns



Engagement Stack

Platforms



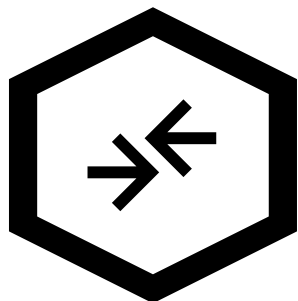


salesforce

# Trailblazer COMMUNITY



## Capability Stacks



Exchange  
Stack



Experience  
Stack



Engagement  
Stack

### View on Value

Personalization

Convenience

Meaning

### View on Role

Acquisition &  
Conversion

Satisfaction  
& Loyalty

Relevance  
& Equity

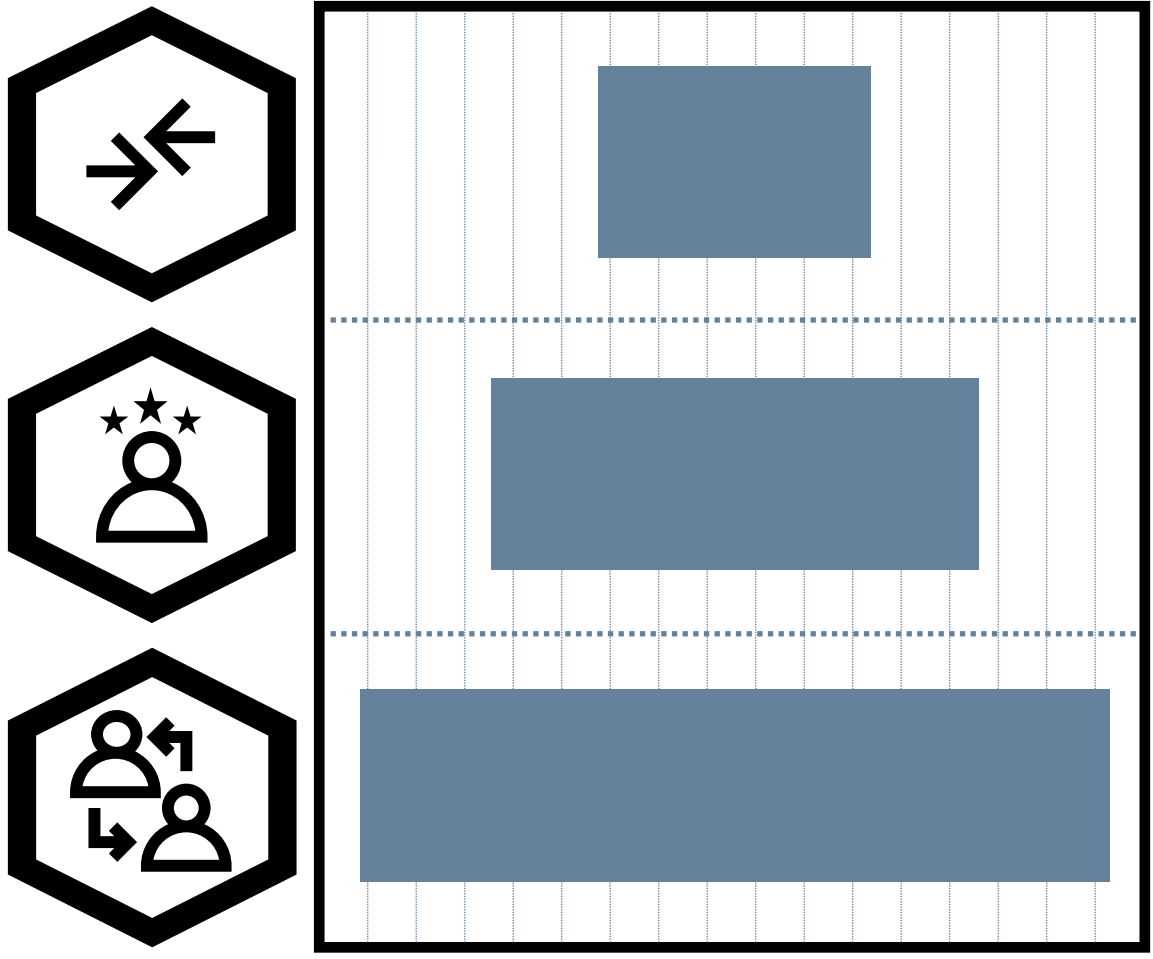
### View of the Market

Individuals

Segments

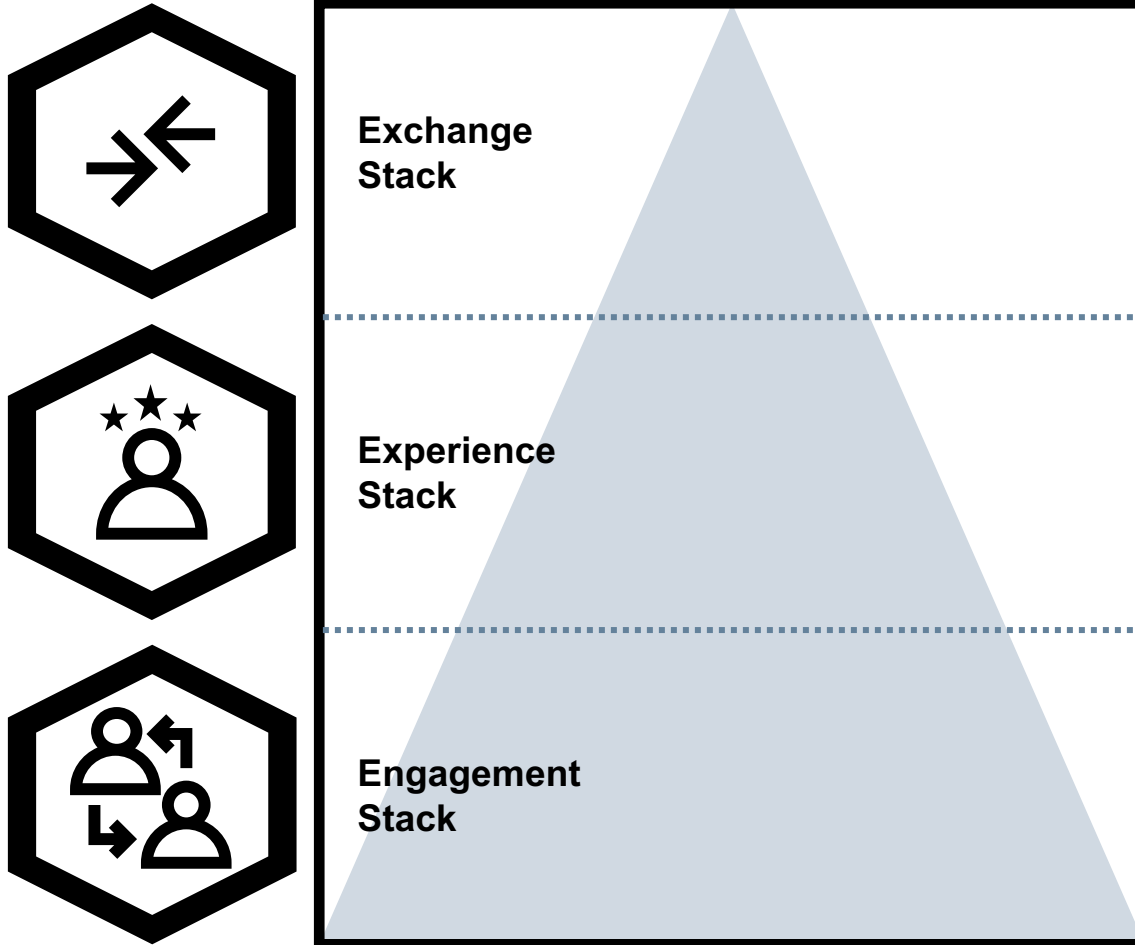
Communities

Resources & Development by Stack



How will  
you  
compete?

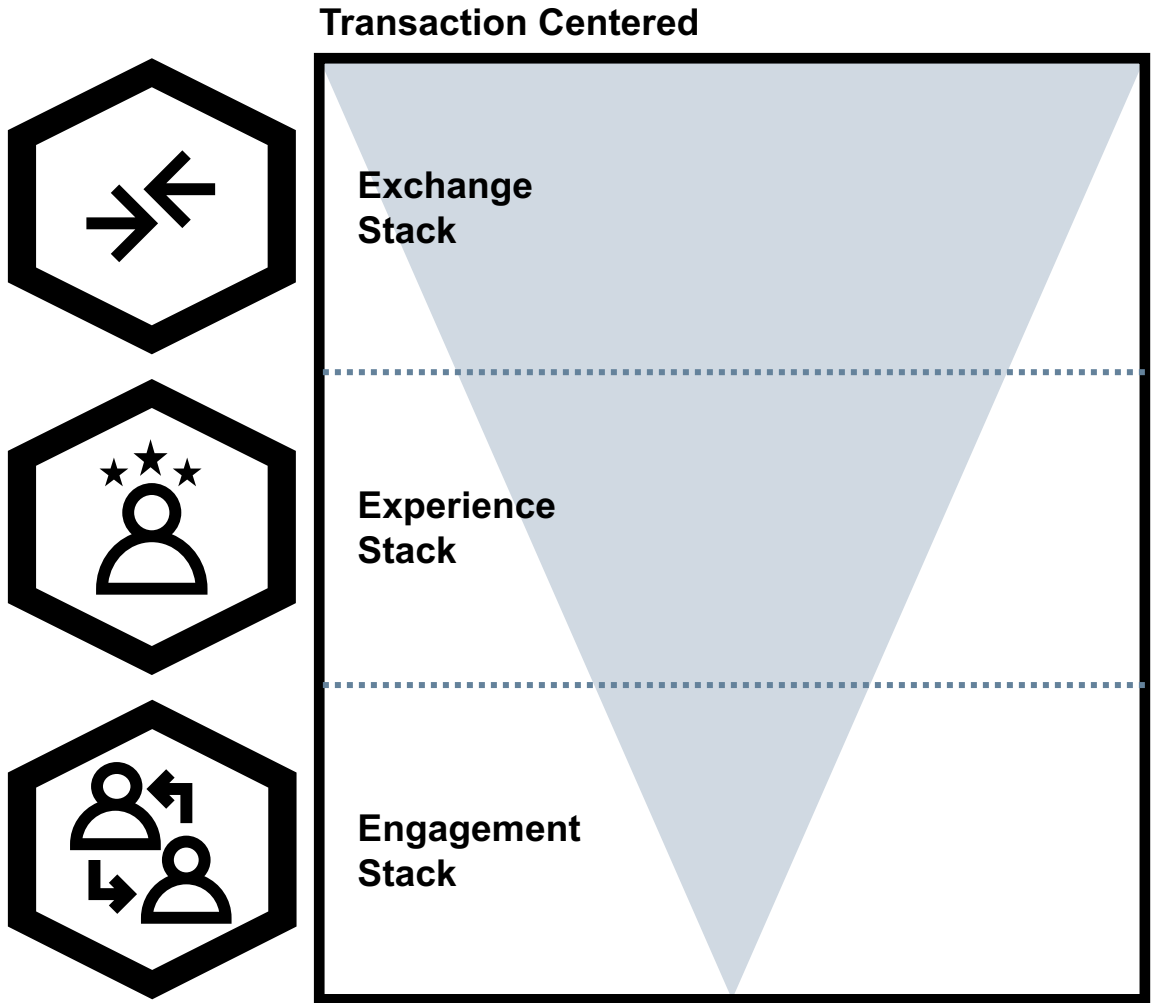
## Branded Platforms



## Chobani





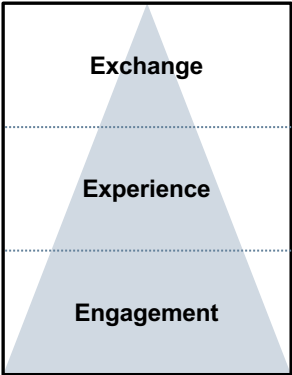


Just Fab

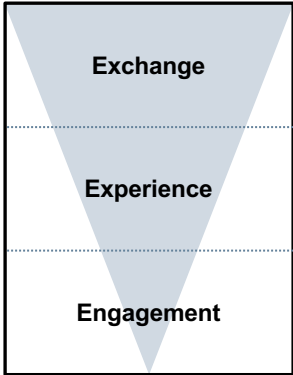


# DIFFERENT STRATEGIES TO COMPETE ON M.A.R.S.

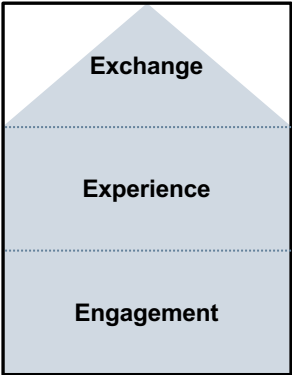
**Branded Platforms**



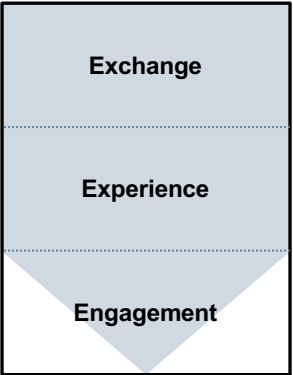
**Transaction Centered**



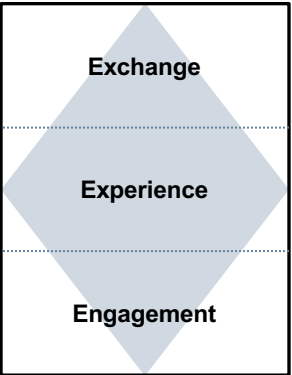
**Experience Branding**



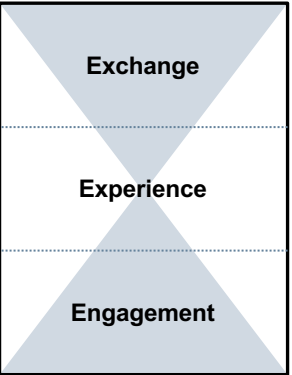
**Experience Sellers**



**Service Focused**



**Branded Sellers**



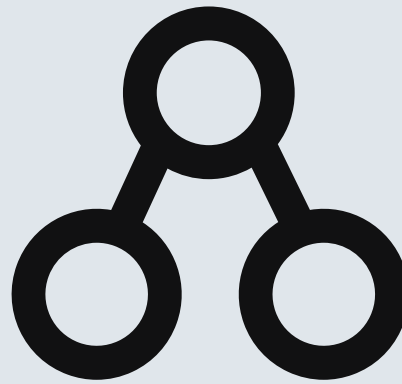
# BUILDING YOUR MAP

How to  
compete?



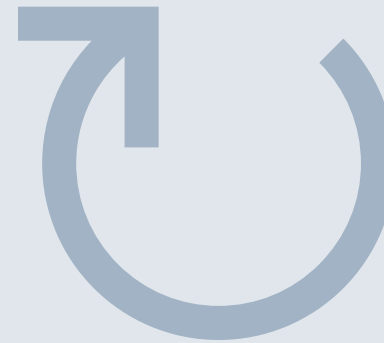
Capability  
Stacks

How to  
operate?



Organizational  
Links

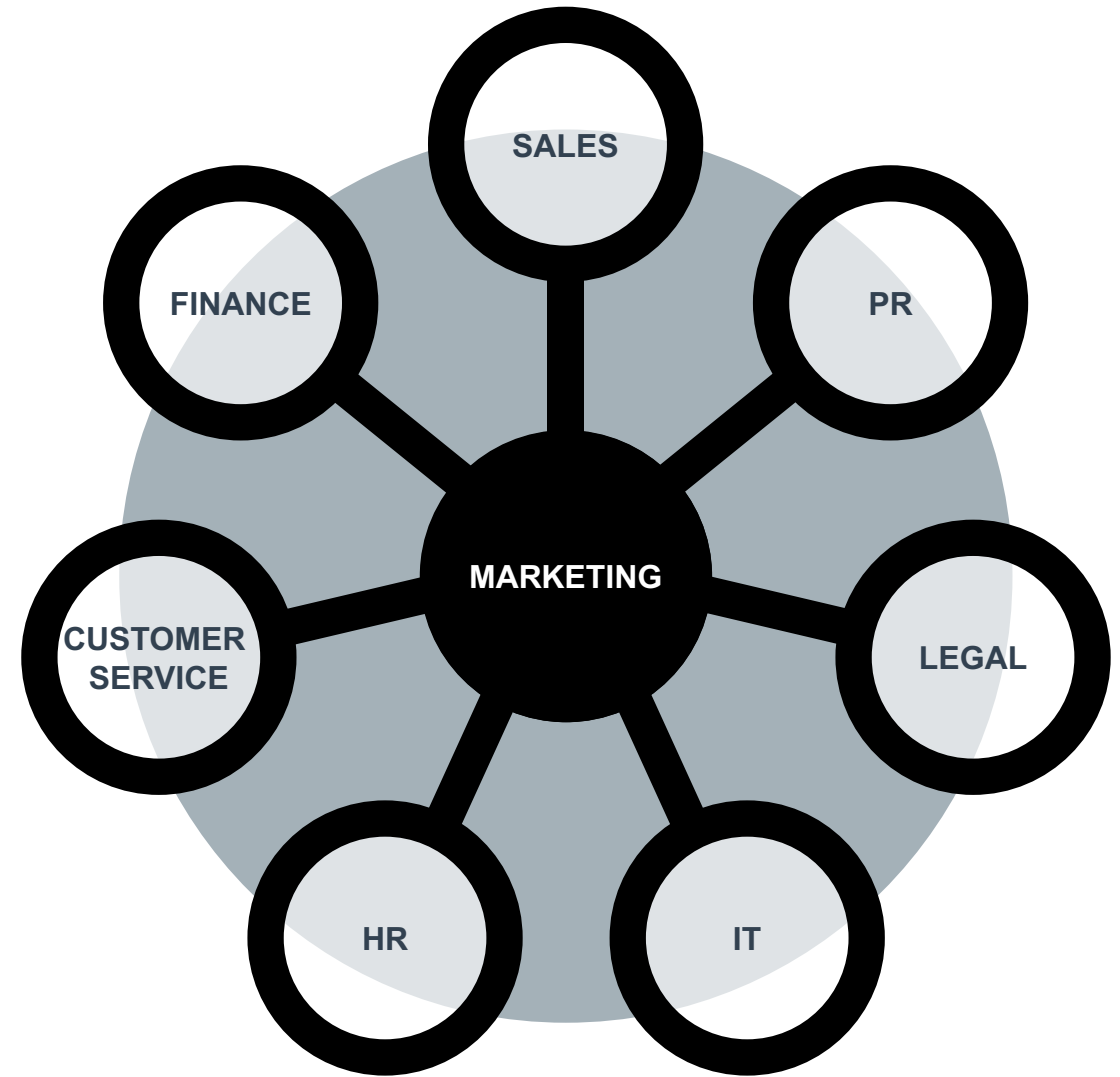
How to  
learn?



Information  
Loops

***“Now tasks aren't discrete, they are all intertwined.”***

**—CMO Retailer**



DESIGNING ORGANIZATIONAL LINKS

# SHARED METHODS

Create a Common  
Doctrine for the  
Organization





DESIGNING ORGANIZATIONAL LINKS

# CULTURAL NORMS

Define and Manage  
Key Behavioral  
Indicators  
(KBIs)



DESIGNING ORGANIZATIONAL LINKS

# ORG STRUCTURE

Organize by  
outcome, not  
activity.



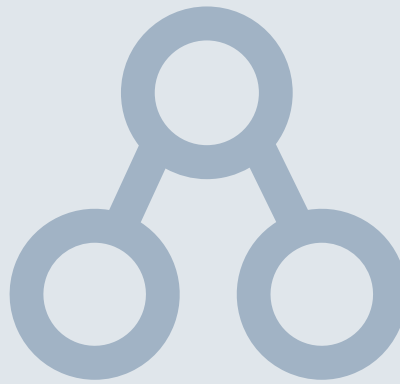
# BUILDING YOUR MAP

How to  
compete?



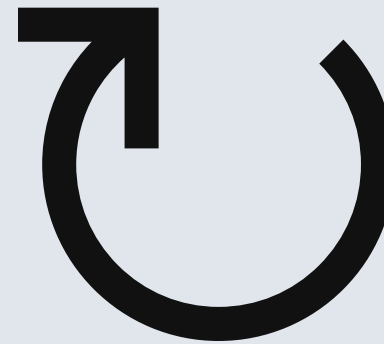
Capability  
Stacks

How to  
operate?



Organizational  
Links

How to  
learn?



Information  
Loops



An iceberg floating in the ocean. The tip of the iceberg, which is visible above the water, is relatively small and jagged. The much larger, submerged part of the iceberg is visible below the water line, illustrating the concept of hidden data. The text is overlaid on the image, with the top part above the water and the bottom part below the water.

**MANAGING DATA**  
**Size / Speed / Skills**

**Sensors / Signals / Systems**

# INNOVATION TO CLOSE THE LOOP

## VENDING MACHINE OR DATA MACHINE

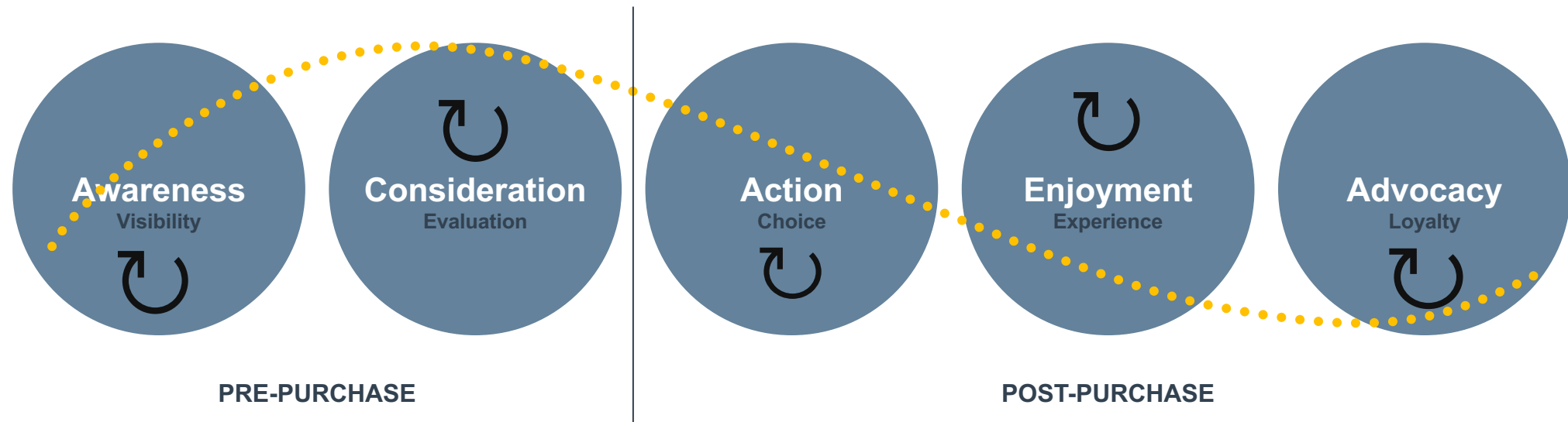


Owned  
Earned  
Shared  
Paid



Feedback  
Loops

# MANAGING DATA



## Sensors / Signals / Systems

COVERAGE

QUALITY

OWNERSHIP

# ROOT CAUSE

**Changing  
without a  
Map**

# BUILDING YOUR MAP

How to  
compete?



**Capability  
Stacks**

How to  
operate?



**Organizational  
Links**

How to  
learn?



**Feedback  
Loops**

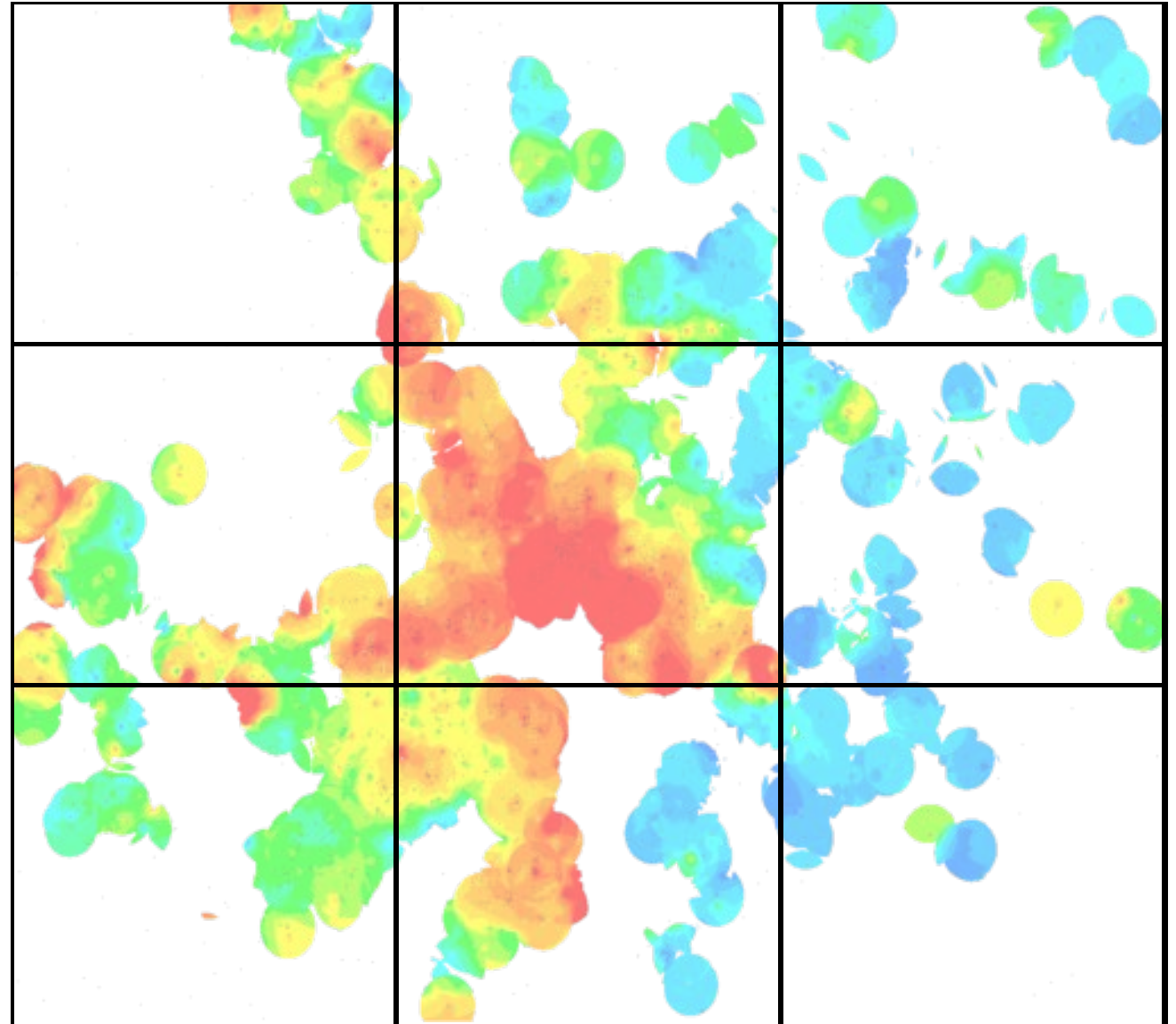
ROOT  
CAUSE

Changing  
without a  
Map

Capability  
Stacks

Organizational  
Links

Information  
Loops



# THE M.A.R.S. PROJECT

Research Team:

Omar Rodriguez Vila, PhD

Sundar Bharadwaj, PhD

Neil Morgan, PhD

Shubu Mitra

Peter Schelstraete

