The background of the slide is a dark, monochromatic collage of various mobile phone components. It includes a smartphone screen, a battery pack with an LG logo and technical specifications, a printed circuit board (PCB) with various chips and components, and several small connectors and screws. The components are scattered across the frame, creating a sense of technical complexity and engineering.

Omar Rodriguez Vila, PhD  
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Research Partner:



Picture by: Todd-McLellan

# Designing a Modern Marketing Organization





**Structure Challenge**

**Skills Challenge**

**Change Challenge**



Performance  
Marketing



Content Team



Media Team



Martech Team



Social Media  
Team



# Observed Tensions

## **I thought I knew my role**

Blurring of lines and need for ever more collaboration requires full redesign

## **We have loads of data, now what?**

The challenge of putting the customer at the center of the business

## **Tech is eating strategy**

Newly available data and attribution leads to emphasis on value capture over creation

## **Which bell and which whistle?**

How to select the type of innovation that matters for a specific brand and business?

## **Marketing Divided**

Brand and Performance marketer “camps” within firm don’t get along...view the world very differently

## **What should be in-house?**

With all these new things we are doing, which should we in-source vs. outsource...and when?

## **If I can measure it, it may be fraud**

The challenge of data integrity and collaborations in the digital space

## **We are adding, not changing**

It is less about what to start vs. stop. It is about doing more with less

# Designing a Modern Marketing Organization

## **What structure, skills, and change?**

The formalization of functional areas, reporting lines, and allocation of roles, responsibilities, and decision rights.

## **What capabilities?**

The people, process, and tech areas that marketing needs to be great at leading or supporting in order to deliver on its mission.

## **What mission?**

The value proposition of marketing defined by the goals it will serve and the accountabilities it will own for the enterprise.



Step 1

**Select Your Mission**

Step 2

Assess Your Fit

Step 3

Design Your Change

Drive growth by matching offerings to individual customer needs and context in ways that facilitate transactions.



Exchange Value  
(Transaction)

Drive growth by increasing convenience and enjoyment across the customer journey.



Experience Value  
(Journey)

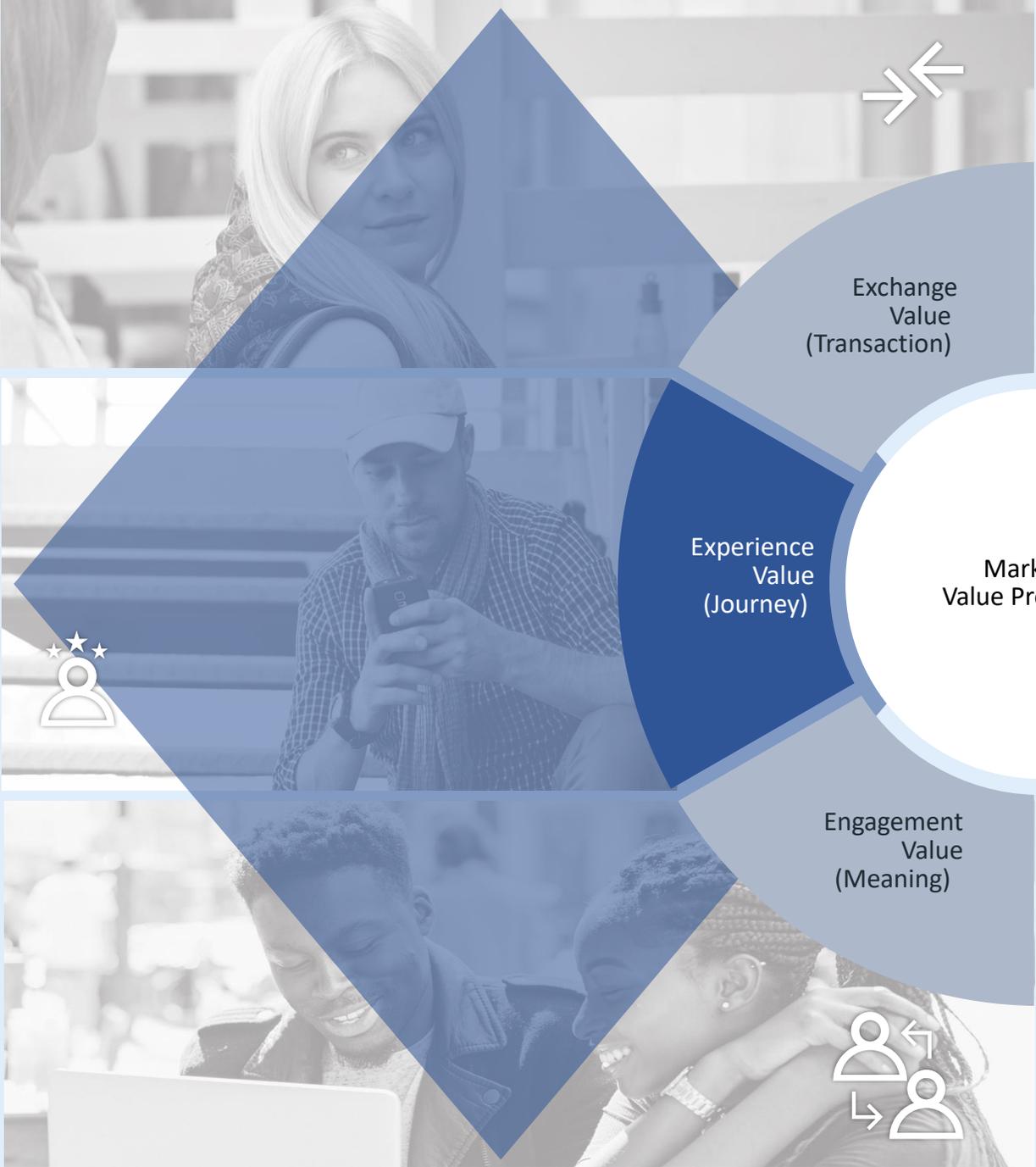
Marketing Value Proposition

Drive growth by deepening and expanding the meaning, community, and purpose around an offering.

Engagement Value  
(Meaning)







# FLY DELTA 4.2

## INTRODUCING INTUITIVE AIRPORT WAYFINDING AND MORE

**OFFLINE MODE**  
Allows customers to access boarding pass and travel details when Wi-Fi connection isn't available.

**INTEGRATED WAYFINDING AIRPORT MAPS**  
Map links are fully integrated into customer's app experience. Tap the **gate**, **city** and **baggage carousel** information to access that location on a map directly from the **boarding pass**, **My Trips "itinerary view"** and **"flight status"**.

**LAX**

**50B** **gate: 9 mins away**

**coffee: 7 mins away**

**lunch: 5 mins away**

**souvenir: 2 mins away**

AVAILABLE NOW:

ATL	LGA	LHR	MSP	JFK	DTW	SLC	DCA	AMS	CDG	GRU
CVG	NRT	SEA	BOS	SFO	MCO	LAX				

COMING SPRING 2017:



Exchange  
Value  
(Transaction)



Experience  
Value  
(Journey)

Marketing  
Value Proposition



Engagement  
Value  
(Meaning)



TECHNOLOGY & SOCIOLOGY DRIVEN BENEFITS

# Personalization

Example: Personalized Content | Personalized Products

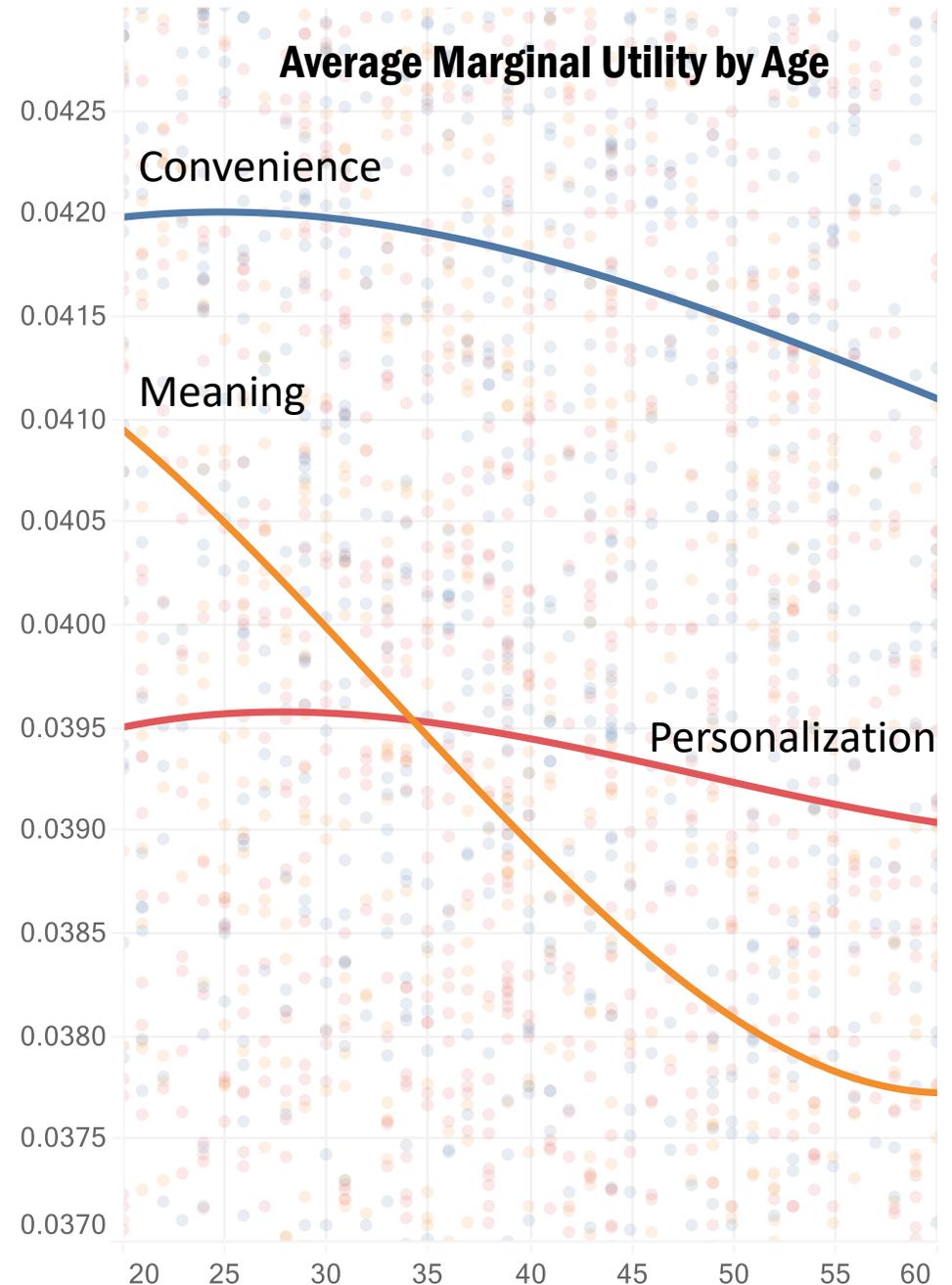
# Convenience

Example: Mobile Ordering | Delivery Services

# Meaning

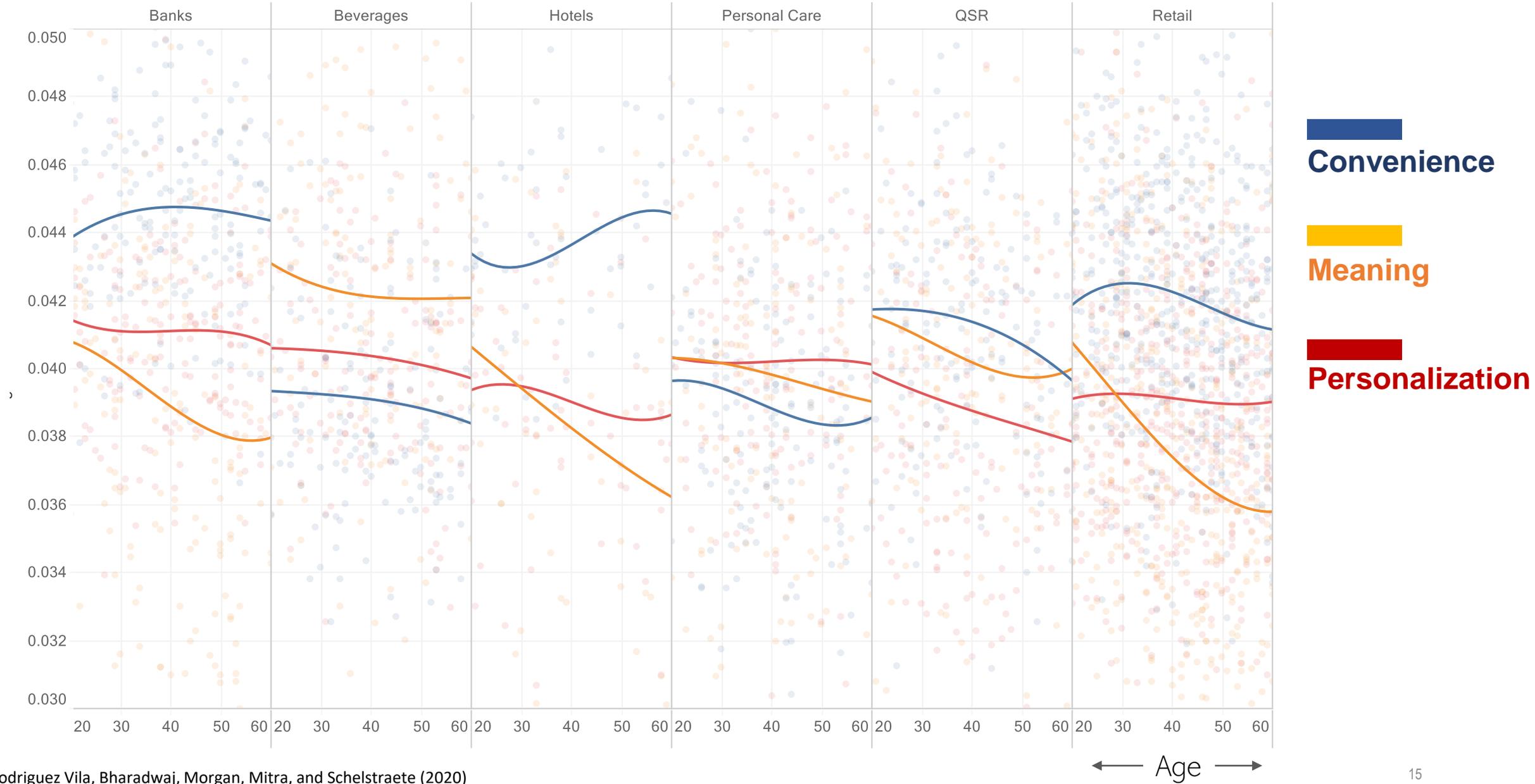
Example: Societal Benefits | Customer Communities

Customer Value Equation Research (June 2020)  
10 Industry Sectors / n=46,230 consumer x choice combinations  
Rodriguez Vila, Bharadwaj, Morgan, Mitra, and Schelstraete (2020)



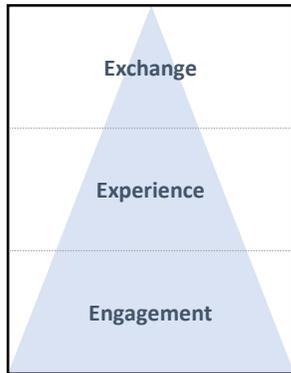
# Average Marginal Utility by Age and Industry Sector

Customer Value Equation Research (June 2020)  
10 Industry Sectors / n=46,230 consumer x choice combinations

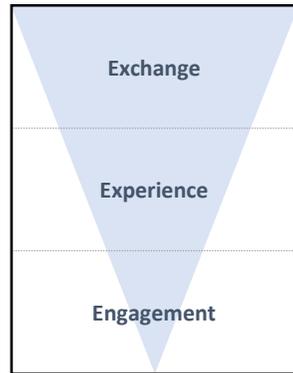


# Different Strategies to Create Customer Demand

Branded Platforms



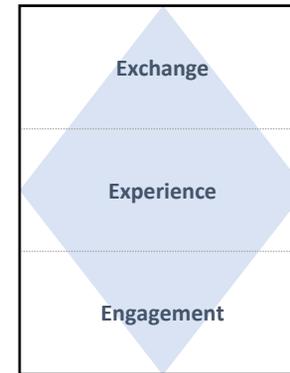
Transaction Centered



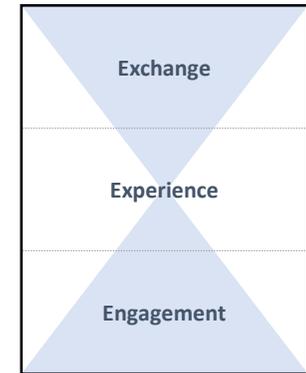
Experience Sellers



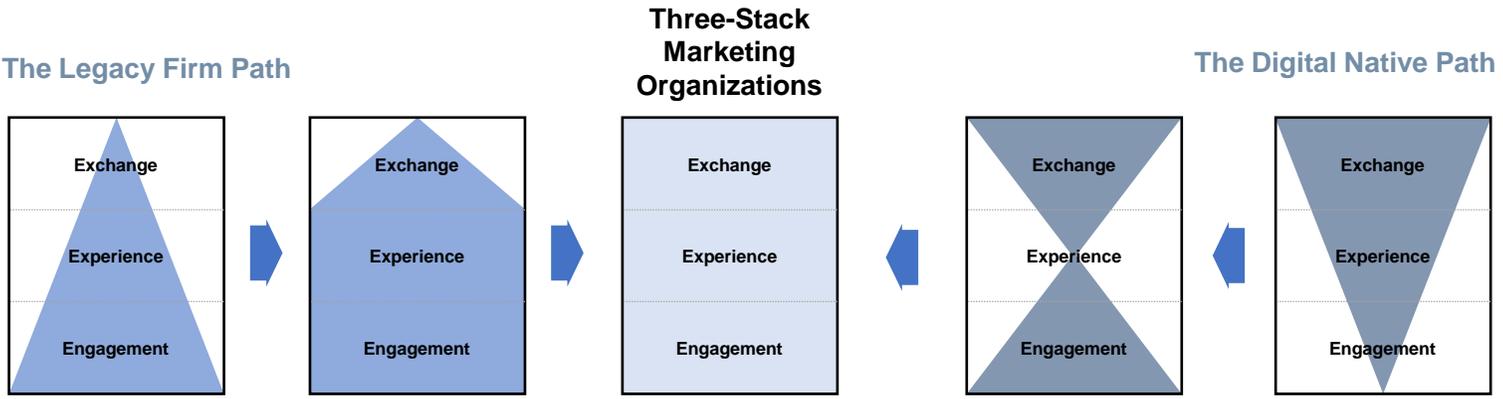
Service Focused



Branded Sellers



# Different Transformation Journeys



Drive growth by matching offerings to individual customer needs and context in ways that facilitate transactions.



Exchange Value  
(Transaction)



Guide the discovery of new growth via branded platforms, revenue streaming, and marketing model innovation.

Strategic Value  
(Direction)

Drive growth by increasing convenience and enjoyment across the customer journey.



Experience Value  
(Journey)

Marketing Value Proposition

Operating Value  
(Connection)

Facilitate Stronger and More Flexible Organizational Links to Nurture Speed, Synergies, and Drive.



Drive growth by deepening and expanding the meaning, community, and purpose around an offering.

Engagement Value  
(Meaning)



Knowledge Value  
(Intelligence)

Build and Leverage Information Loops to Increase Causal Understanding and Expand Resource Optimization

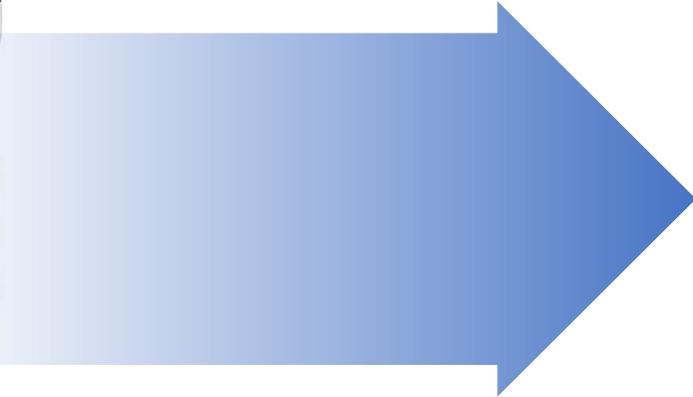




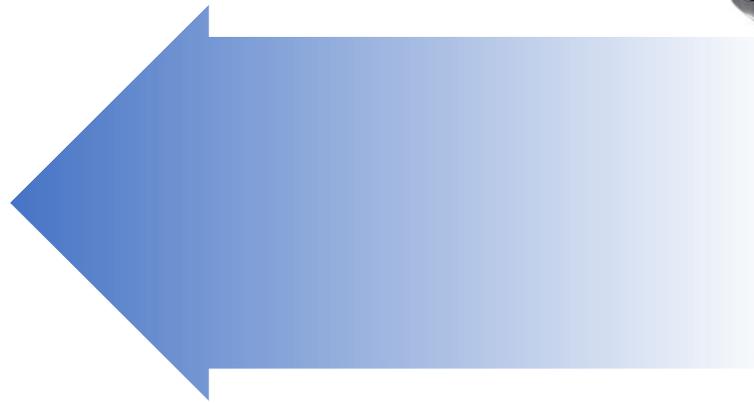
**Gillette®**



**HARRY'S**



**Gillette**<sup>®</sup>  
**ON DEMAND**<sup>™</sup>



## Operating Asymmetry



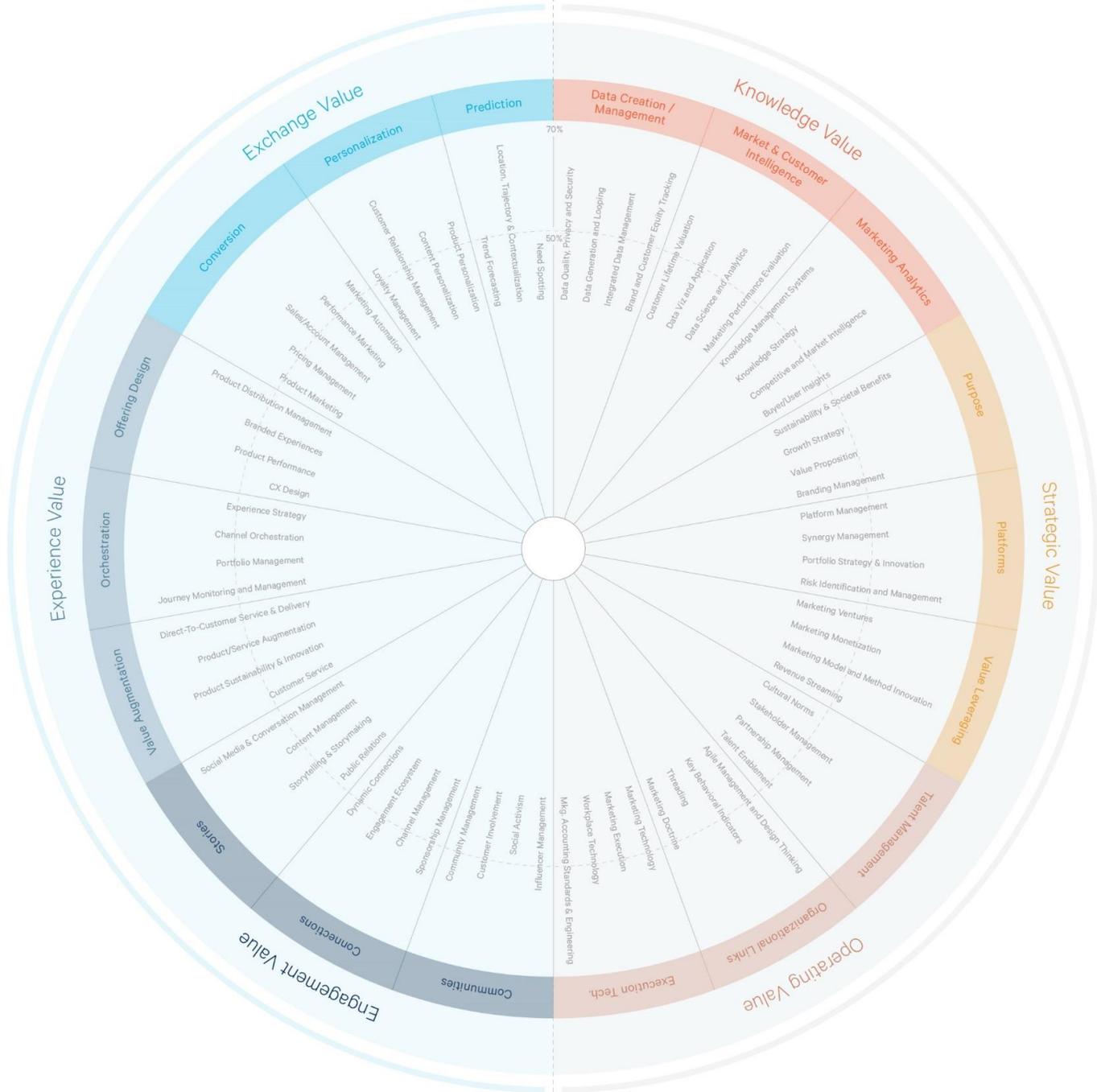


CUSTOMER  
VALUE



FIRM  
VALUE

# MODERN MARKETING CAPABILITY MAP

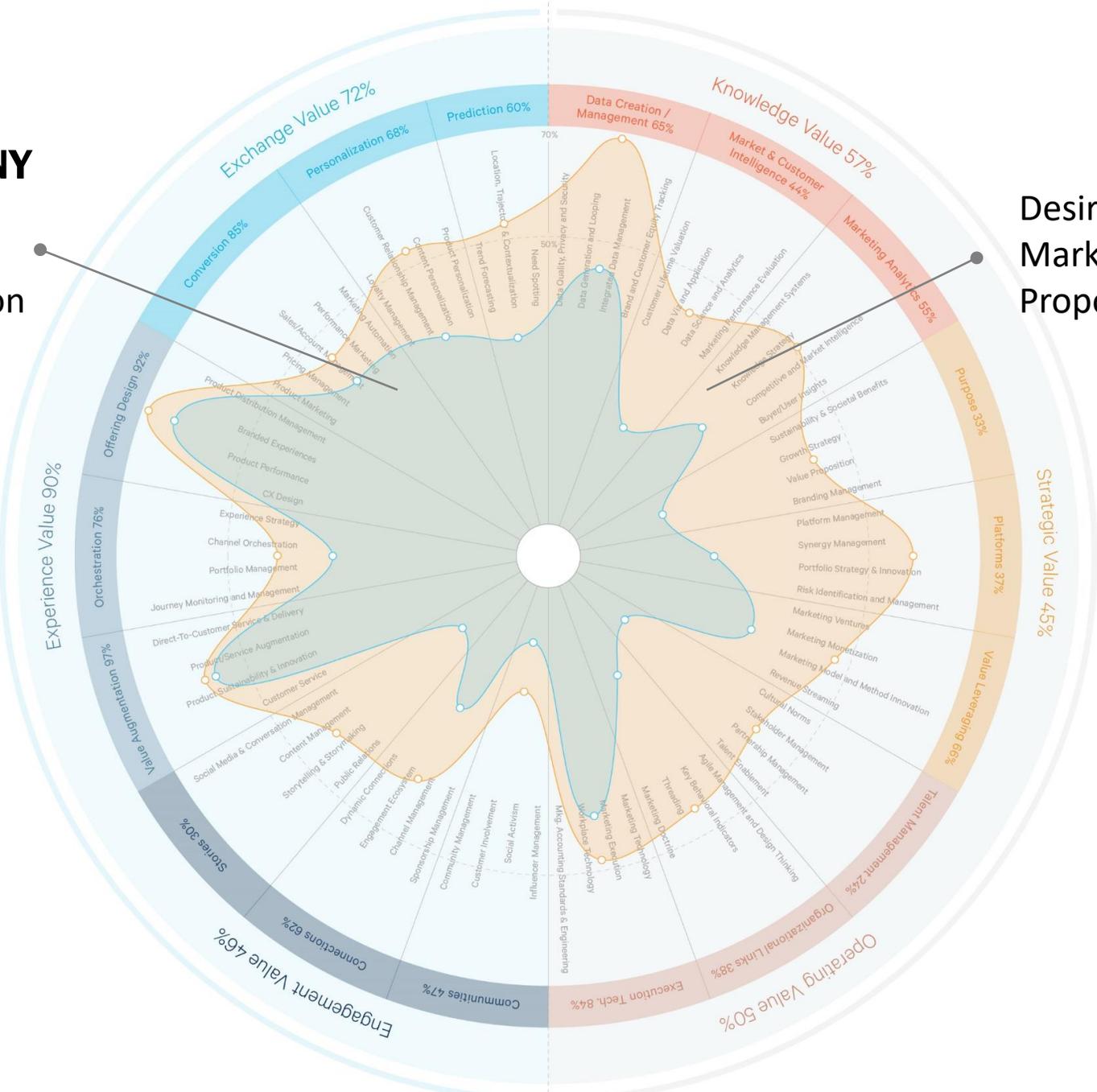


# MODERN MARKETING CAPABILITY MAP

## TECHNOLOGY COMPANY

Current  
Capability  
Configuration

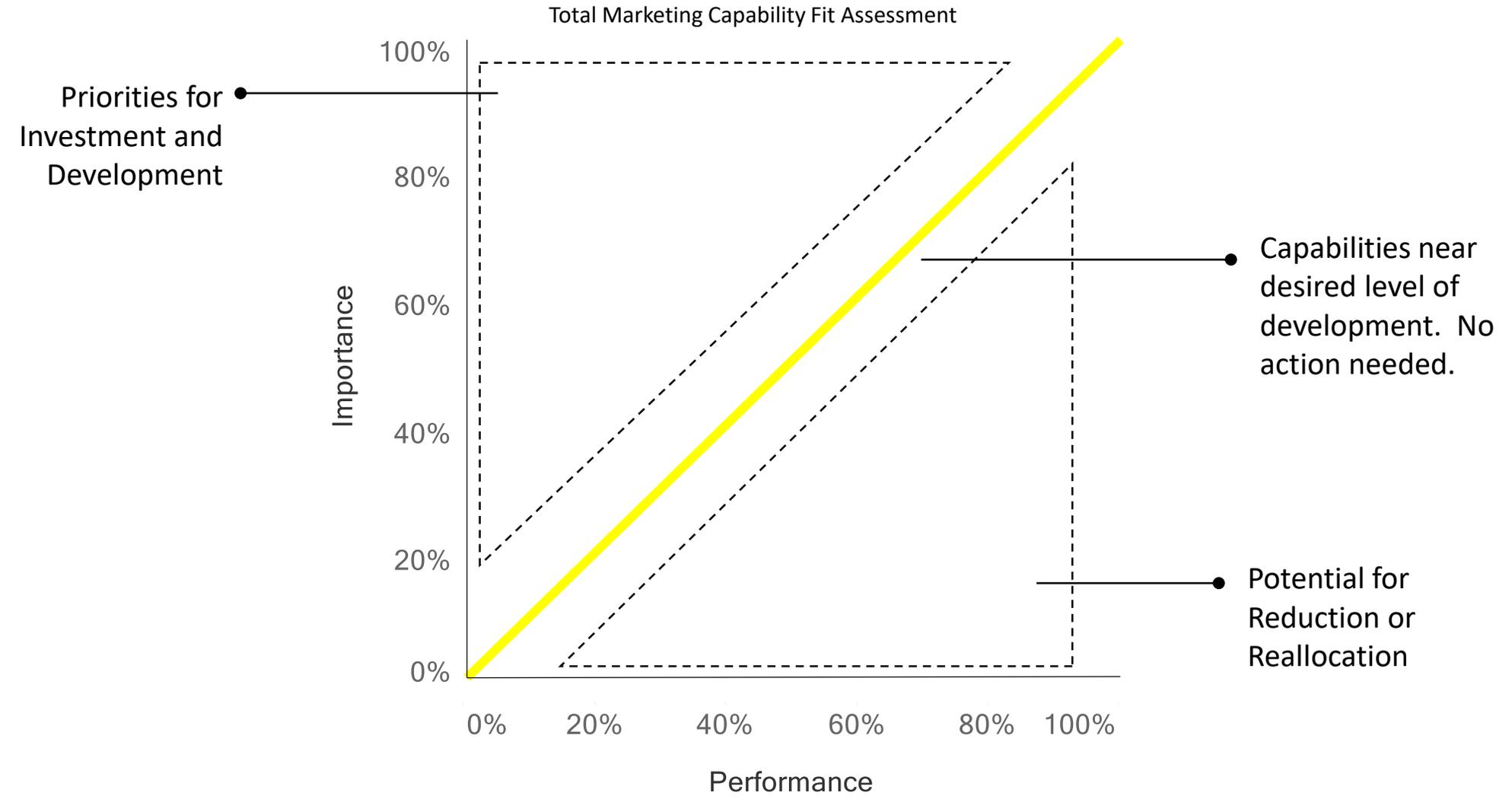
Desired  
Marketing Value  
Proposition





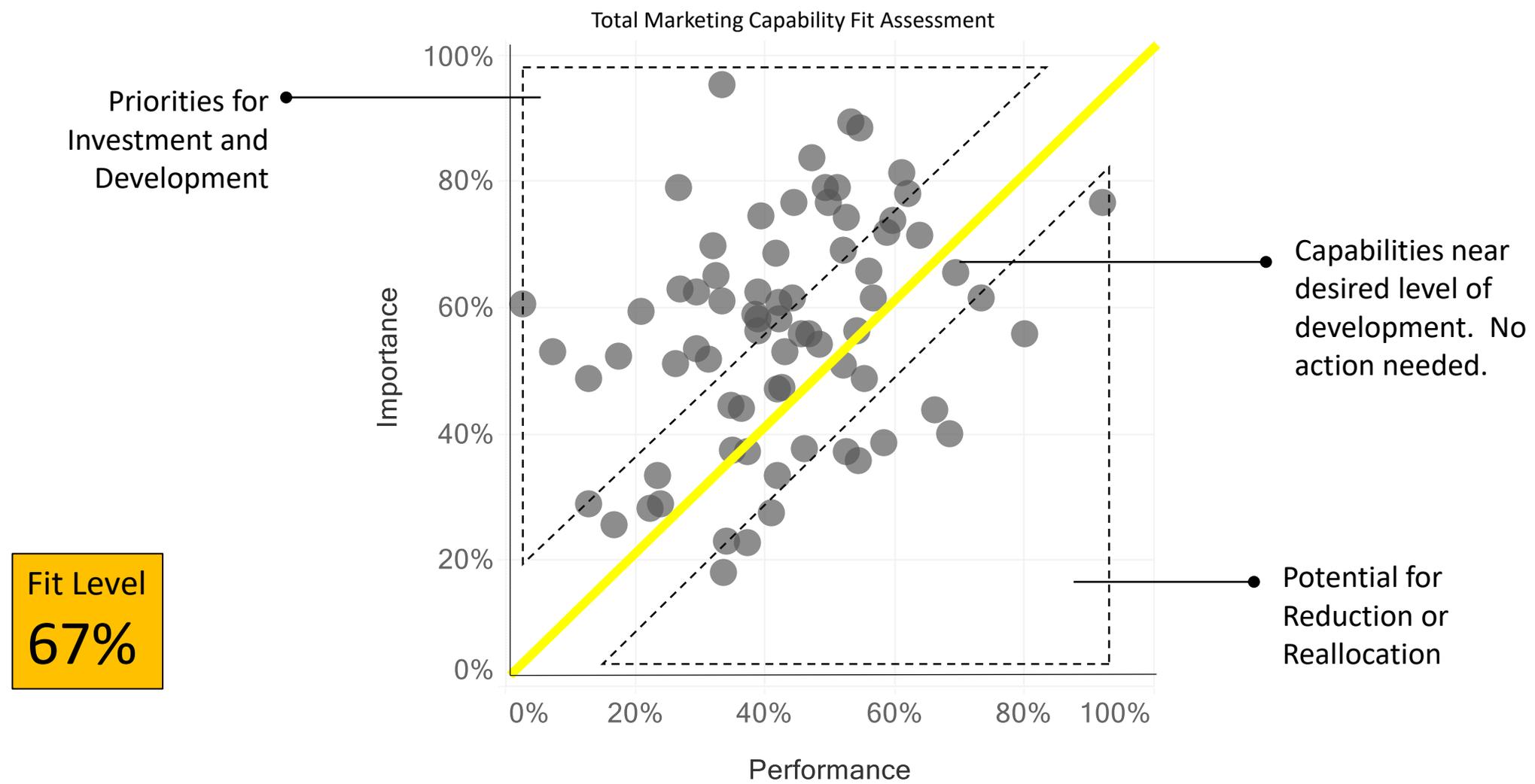
● = capability area.

# Marketing Capability Fit

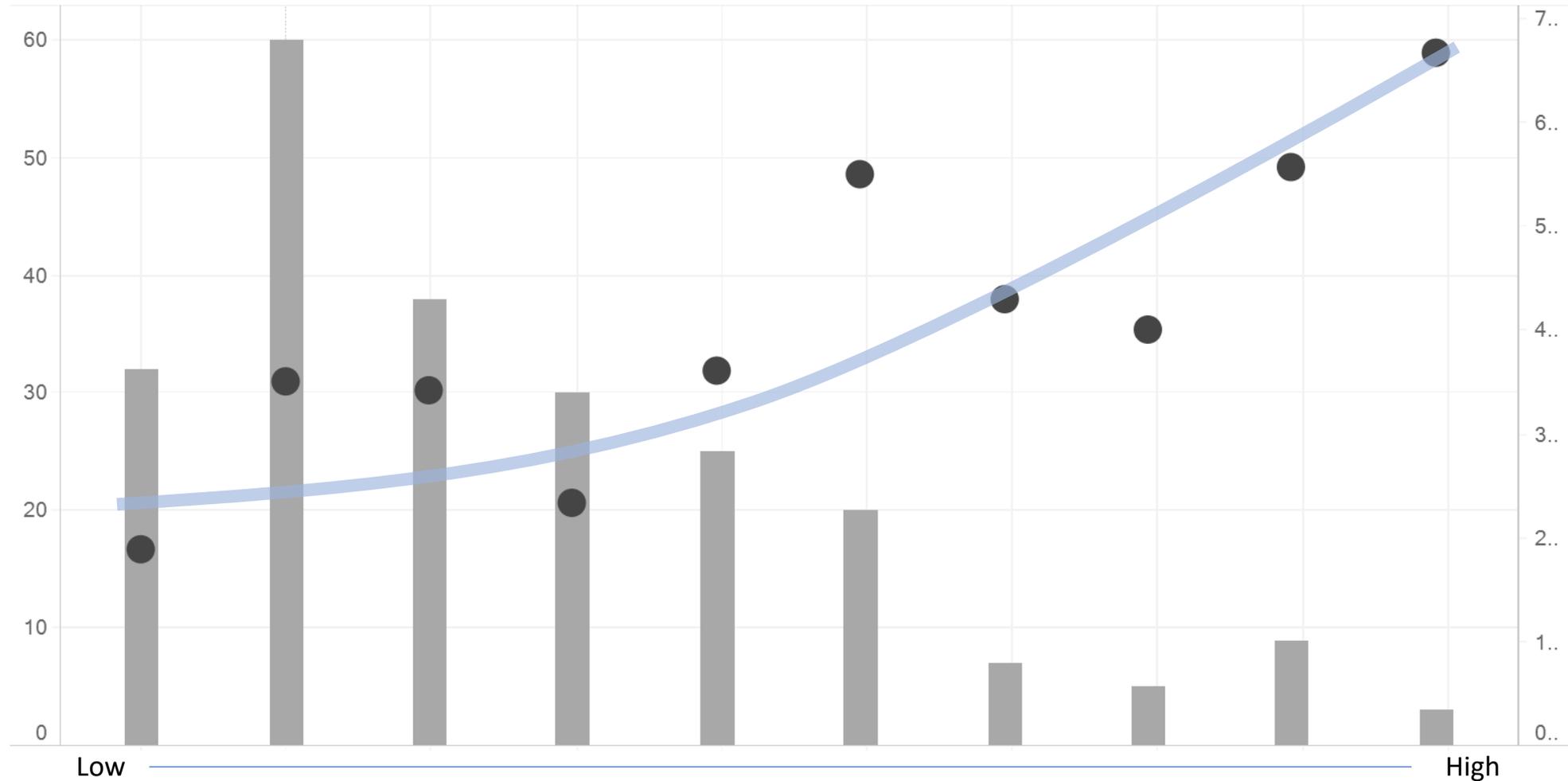


● = capability area.

# Marketing Capability Fit

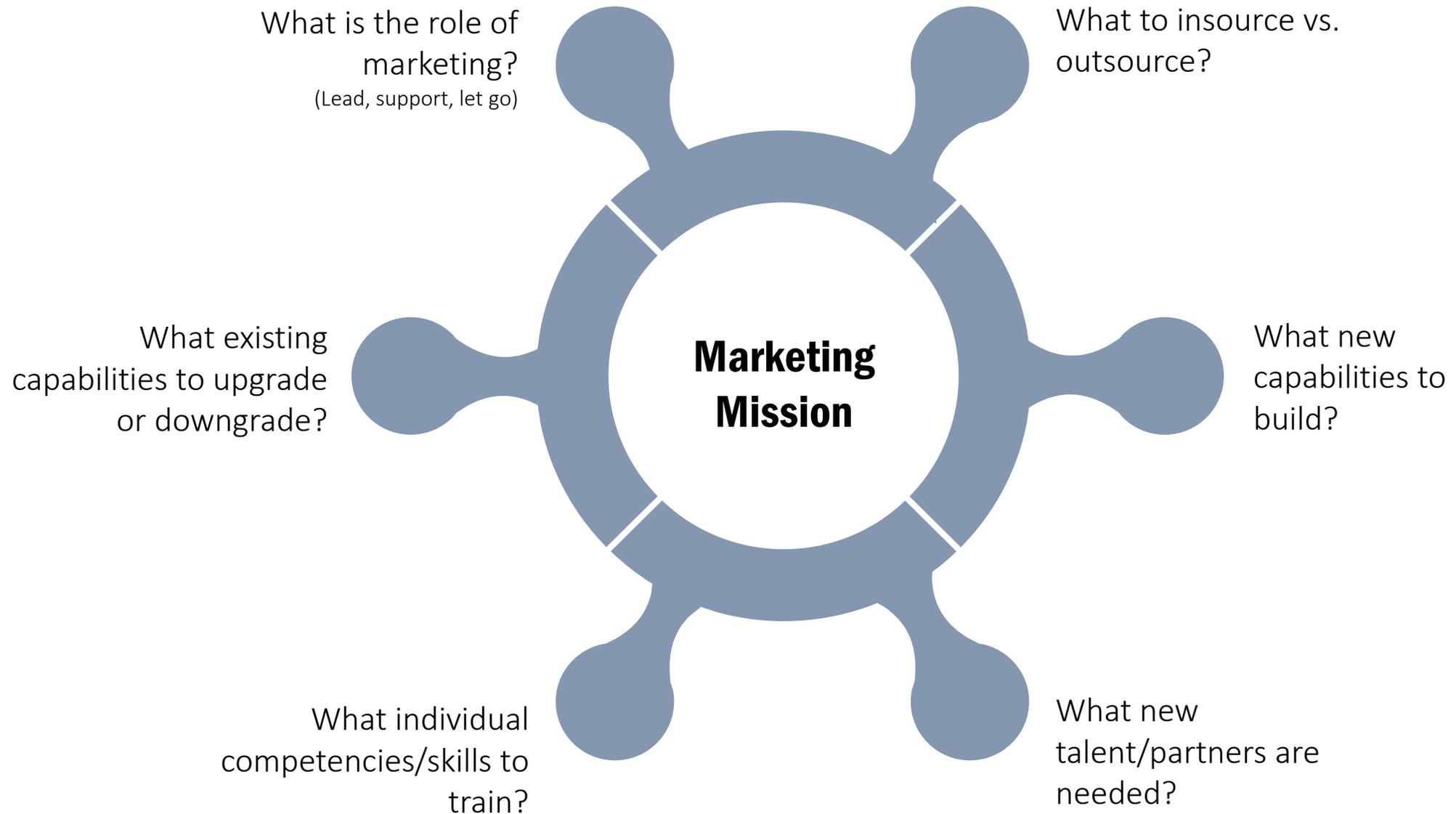


# Capability Fit and Growth



Marcaps Fit Level (Low to High)

Benchmarks based on Marcaps research across 348 companies.



How to Design a  
Modern  
Marketing  
Organization

Step 1

**Define the Mission**

Step 2

**Assess the Fit**

Step 3

**Design the Change**

Harvard Business Review  
Nov-Dec 2020 Edition



A framework for aligning growth

strategies and capabilities



MARKETING

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# Is Your Marketing Organization Ready for *What's Next?*

PHOTOGRAPHER

SAMM ESCOBAR