



What CMOs and CIOs really want from their insight teams

Quirks London, 12th February 2020

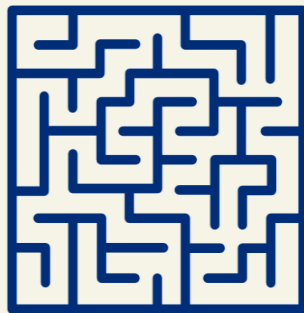
delineate.

Is research getting an A+ from CMOs & CIOs?



Hypothesis

We felt research had more of a role in helping CMOs and CIOs



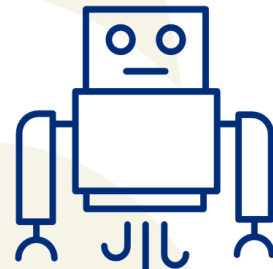
Discovery

We spoke to 50+ CMOs and CIOs from some of the world's biggest brands



Implications

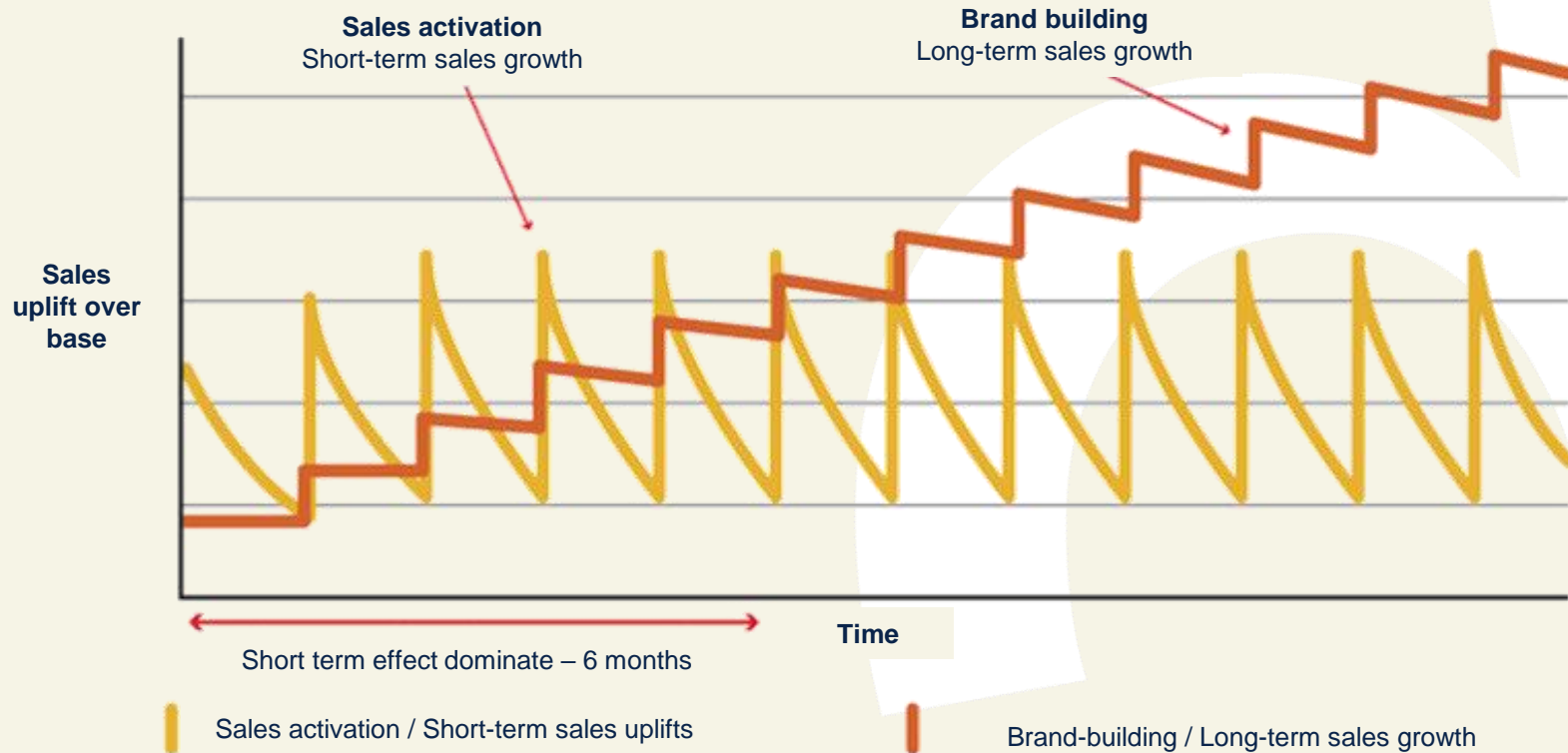
We heard things we knew and some things we didn't



Future

We used these insights to shape what we do

Are marketers living increasingly in the short term?



We spoke to senior marketers at some of the world's largest brands



WELLS
FARGO



Kimberly-Clark



Unilever

Coca-Cola

DIAGEO



COLGATE-PALMOLIVE



General Mills

ebay™



P&G



They told us that things are changing rapidly

"Media is proliferating into channels we can't measure." VP

"we delivered the requirements our marketing team specified, but that's not what they needed" CIO

"Data cannot be integrated and reused because it is non-standard formats or inconsistent. We need to find new sources" CIO

"We need to tell the organization where to go, not just measure things." SVP

"Every time I meet with investors they ask how I am using AI to transform marketing." CMO

"there is a lot lost in translation between what marketing asks for and what IT delivers" CMO

*"We ignore the things that we cannot measure. We are at risk as consumers move to different channels"
Strategy Director*

"I wish we had a better sense of digital. We're flying blind on it a bit." CMO

"I know we need to transform but I don't know who to believe" CMO

"We work in silos, often competing, not working as one community to advance the company" CMO

"We take 6 months to deliver a perfect answer but what I need is a go/no go on day 2 of my campaign" CMO

Top themes are



Growth



Return



Digitalisation



Immersive experience



Skills



Data



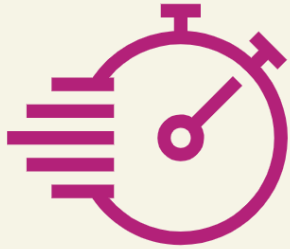
Trust



Collaboration



These create a number of issues for our industry



Pace

Recent



Disconnected

Responsive



Consistency

Reusable



Tension

Ready

The 4 Rs

Recent
Responsive
Reusable
Ready



CMOs and CIOs need us to flip our thinking to meet their needs

From

To

Recent

Old news,
data not insight

Real-time / recent, with
interpretation and insight

Responsive

Ad-hoc, slow to respond

On-demand access, accessible

Reusable

Inconsistent framework, multiple
truths,

Common framework, business
knowledge

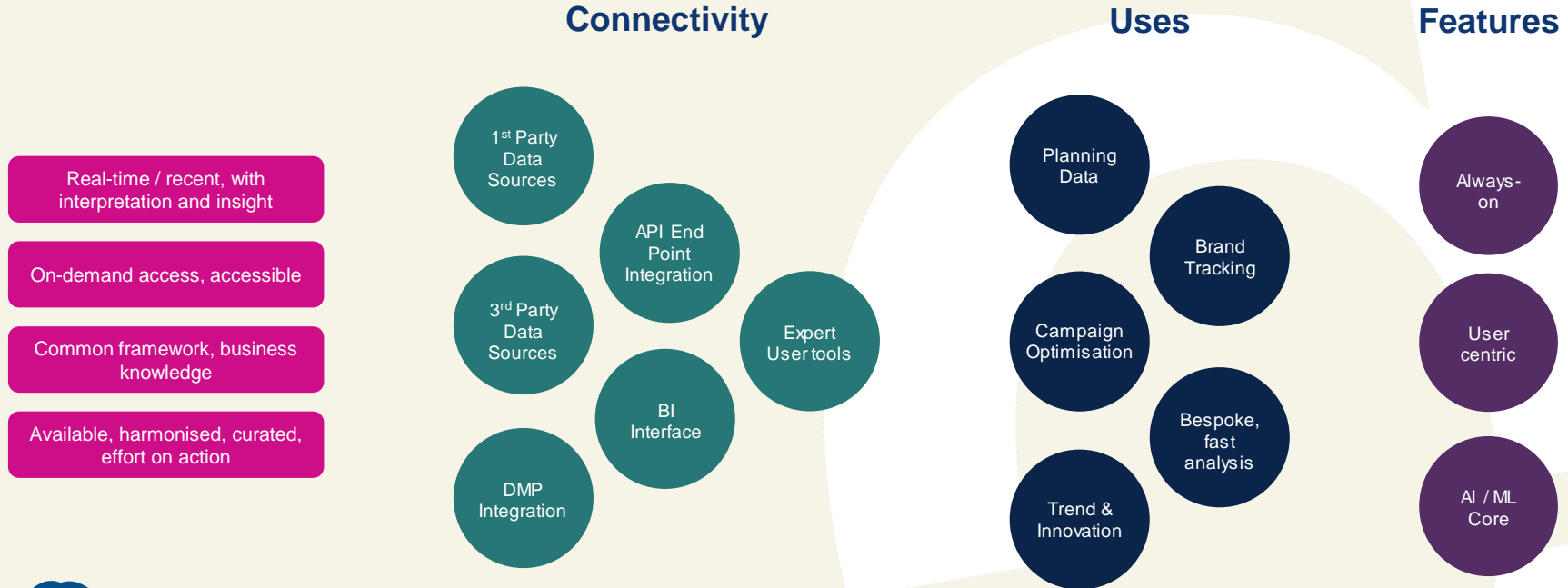
Ready

Labour Intensive, generic, effort on
data

Available, harmonised, curated,
effort on action



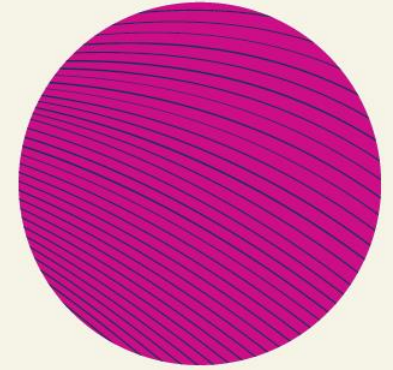
Thinking about solutions... underpinned with design thinking and agile delivery... Not Ad-hoc projects



In summary, to meet the needs of CMOs & CIOs, new capabilities need to be:

Recent
Responsive
Reusable
Ready





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delineate.