



Reinventing Marketing Leadership amid Global Complexity

BRAND GROWTH IN A SOCIALLY TRANSPARENT WORLD

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OVERVIEW- THE RESPONSIBILITIES OF TODAY'S MARKETING LEADERS:

The increased responsibilities of 21st century marketing leaders are not only exceedingly complex, but carry far greater levels of accountability than ever before. Marketers are charged with building brands NOW—not over time—in an environment that stresses increased sales TODAY. Working in “real time” with accelerated decision-making and instant data feedback demands that a smart marketer execute and evaluate simultaneously.

On a larger scale, today's marketing leaders must be their company's visionary and expert on trends, while demonstrating adeptness at both internal and external communications. Add a global overlay of regulations, carbon footprints, CSR, cultures, languages, political environments and all manner of differing perspectives... and you've described one of the world's most challenging occupations-- played on a very public stage fraught with immediate customer reaction that directly affects a brand's potential for success.

THE SIGNIFICANCE OF “TRANSPARENCY” IN A SOCIAL WORLD:

As the impact of business on the environment, on society, and on individuals has become too substantial to ignore and as easier ways to measure these effects have emerged, the rules of doing good business have dramatically shifted. It also requires substantial knowledge and experience to evolve today's global marketing organization to optimally address the new opportunities and challenges that our new social marketing world brings. Considerations that hadn't previously complicated the plans of corporate leaders are now significant. It is no longer possible to ignore externalities or those effects, direct or indirect, that can factor into either perceptions or actions of business responsibility.

Assumption of responsibility and the adoption of greater transparency are critical to how any brand or business plays its proper role in society. However, marketing leaders in particular are saddled with messages that their companies owe more to society, and most would agree. Yet is a mix of charitable giving, CSR programs, and “green” initiatives enough for the demands of today's consumers in an Age of Transparency? There may never have been a more exciting time to be a marketing leader, and today's social programs are paving the road for future generations of brand advocates throughout the globe, every day in our “always-on” world.

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DISCUSSION TOPICS:

Embracing 21st century transparency: New brand Challenges

Today, global brand leaders often first hear about their brands' activities abroad through social media. The external transparency and speed of communication far exceeds the internal corporate reporting system.

Brands that Respond Well and Grow in the Age of Transparency

Social Media brings new worries around the incredible transparency that is now a reality for all brands. Breaking news about a global brand's activities somewhere else on earth often travels much faster in the external "real" consumer world than across the sluggish silos of the corporate structure. Today every disgruntled consumer has a stage, a camera, a microphone, and countless likes and dislikes. Companies that once conducted annual customer satisfaction surveys now find that their newly empowered consumers are assessing organizations and brands publicly, day and night, everywhere across the globe.

Social Marketing Organizational Readiness

In a world in which almost all global brands are "socially active," the question is no longer *whether* Social Marketing is important. The more pressing question is: *How* can you structure and evolve the global marketing organization so that it becomes Social Marketing *Ready*. A majority of social marketing challenges raised by marketing leaders focus on organizational readiness: How to train the team, define roles and responsibilities, get buy-in from senior stakeholders, and clarify policies and procedures. In sum, what does it take to drive the required organizational readiness?

New Ways of Working & Roles and Responsibilities

It takes significant experience to evolve the global marketing organization to optimally address the new opportunities and challenges that today's new social marketing world brings. Many social media tools are global in their reach, which means that timing and responsiveness are essential, and that all brand representatives, whether they're employees or not, are now accountable for upholding a brand's ongoing health and reputation across all touch points

New opportunities to connect with Consumers

Social Media can help brands reach like-minded consumers around the globe quicker and more cheaply than ever before and, with proper inspiration and brand purpose, they can set loose new brand advocates across the Web, 24 hours a day, 365 days a year. *Social Marketing* allows – and in some cases *requires* – brands to build new levels of connection and interaction with consumers. These channels offer cutting-edge opportunities for brand marketers to build increased consumer understanding and interaction and offer new ways of delivering value against the brand promise.

Value and ROI?

Marketing leaders worldwide still spend sleepless nights wondering: Is social marketing worth it? Is the internal investment in time and money too high compared to other initiatives and the number of consumers the brand reaches? And, who should be leading or at least coordinating our efforts?

Consumers as Advocates for Purposeful brands

Many of the world's most powerful brands have a clear *purpose* - they stand for something larger than selling products and making money. In a commoditizing transparent world consumers respond positively to brands that stake a claim and in many instances, will take 'support the cause' by becoming online and social brand advocates and ambassadors.

DISCUSSION TOPICS (Continued):

New Agency Roles

As internal roles shift, so do those within the external agencies. In fact, many brands have shifted roles not just between agencies, but are also revisiting what to do externally and what to bring back in house. New digital listening, creative and production teams are quite en-vogue among companies like Nike, Bacardi and Kao Brands.

How to Train Leaders for Social Media

Bringing all marketers into the mix often means having to focus on connecting with the 'Lost Generation' – those key decision-makers that are sitting on the budgets, but don't truly understand the new landscape. Often these leaders have children under the age of 10, an age where kids aren't yet active in social media. Others with tween or young adolescent children intuitively understand social media, and learn new tricks daily from their kids.

the internationalist

The **Internationalist** connects the *people and ideas* in international advertising, marketing and media. Today **The Internationalist** has become a trusted source for international best practices, and is dedicated to the business needs and challenges of international marketing professionals as they participate in multinational branding and campaign building. **The Internationalist** is now IN PRINT, ONLINE and IN-PERSON through events-- all to better serve the needs of this community.

ABOUT THE IAA: The International Advertising Association is a not-for-profit organization established in 1938. It is comprised of Corporate Members, Organizational Members, Educational Affiliates, as well as 56 chapters with individual members and young professionals from 76 countries including the top 10 economies in the world.

The IAA's mission includes:

- Promoting the critical role and benefits of advertising as the vital force behind all healthy economies and the foundation of diverse, independent media.
- Providing a forum to debate emerging professional marketing communications issues and their consequences in the fast changing world environment.
- Promoting brand building, protecting and advancing the freedom of commercial speech and consumer choice.
- Encouraging greater practice and acceptance of advertising self-regulation.
- Taking the lead in state-of-art professional development through education and training for the marketing communications industry.

ABOUT EffectiveBrands: Only EffectiveBrands focuses exclusively on the specific opportunities and challenges of global brand marketers. Our expertise is based on our practical work experience with many of the world's leading global brands as well as our proprietary [Leading Global Brands™](#) project.