



## IDC PERSPECTIVE

# Building the Modern Marketing Workforce: An Interview with 10 CMOs

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## EXECUTIVE SNAPSHOT

### FIGURE 1

#### Executive Snapshot: Building the Modern Marketing Workforce

Building the modern marketing workforce not only requires a change to individual skill sets but also must be supported by a culture transformation and an update to recruitment, training, retention, and career paths. The 10 chief marketing officers (CMOs) interviewed by IDC provide insight on these topics derived from their successes and scars.

#### Key Takeaways

- CMOs prioritize "soft skills" such as flexibility, communication, and the ability to be a team player over specific functional expertise. However, data and analytics skills are highly needed.
- The majority of new competencies are learned on the job. A range of creative learning tactics is needed.
- Individuals change only if the culture transforms, too. CMOs must work with CEOs and others on the deeper, harder, environmental aspects. Millennial workers may be an inspiration for what is needed.

#### Recommended Actions

|                             |   |
|-----------------------------|---|
| <p><b>Next 6 months</b></p> | <ul style="list-style-type: none"> <li>• Develop a vision for your marketing workforce at the one- and three-year marks. Consider both tactical skills needed and the culture and practices you aspire to.</li> <li>• Survey your team and assess the strengths, challenges, opportunities, and obstacles present in your environment.</li> </ul>                                 |
| <p><b>6-12 months</b></p>   | <ul style="list-style-type: none"> <li>• Act immediately on the "quick hits" – projects with high-impact results that can be realized with current resources within one to three quarters.</li> <li>• Initiate cross-functional teams on the "big bridges" – projects with high-impact results that need substantial investment and will take a few years to progress.</li> </ul> |

Source: IDC, 2017

## SITUATION OVERVIEW

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Cultural shifts and people management issues are the hardest, yet among the most important, parts of the digital transformation. How are chief marketing officers (CMOs) tackling the challenges related to building the marketing organization required for the digital era? IDC interviewed 10 of the tech industry's top CMOs to learn their recommendations for critical people tasks, including:

- Identifying new job roles
- Recruiting the best talent
- Onboarding new employees
- Growing, training, educating, and engaging the team
- Building leadership capability
- Creating a succession plan for replacing themselves (!)

As IDC conducted these interviews, several key themes threaded through the responses. Several of these themes might be considered self-evident, given that the transformation of marketing is now years in the making. These more well-known themes should serve to reinforce their importance – they aren't passing fashion trends. Other marketing leaders may take some comfort from the realization that everyone still struggles with similar issues. In this document, IDC identifies specific suggestions for working with these challenges.

However, IDC also found a few themes that are viewed as relatively new, lurking below the surface of the CMO commentary. These are important elements to consider as marketing leaders take their next steps with their workforce goals.

### Self-Evident Response Themes

- **Data talent is extraordinarily important and still very challenging to find.** The hiring of analytically competent, data-driven marketing scientists appears to be the most difficult hurdle. Helping all marketers become more proficient with analytics and making business use of the insights derived is a close second.
- **Marketing must break down silos.** The need for a converged workforce is urgent. This need is expressed by CMOs in smaller companies as "T-shaped marketers" who can go deep on the vertical axis (specific job roles) but still have some aptitude in many other roles on the horizontal axis. In larger companies, this need is often expressed as the need for diverse, cross-functional teams. Everyone needs "art and science" to blend. And everyone sees the need for marketers to have a greater working understanding of the sales job as the digital team takes over a greater portion of demand generation.
- **Agility is key.** The digital transformation drives the desire to build organizations that are faster, more agile, more flexible, and more "configurable" to respond to changing business and customer needs.

### Less Expected Response Themes

- **More CMO introspection than we usually hear.** IDC has been conducting CMO surveys for many years. This time around, several of our interviewees more overtly held up the mirror to themselves to reflect on their personal competencies, asking: What am I bringing to this situation, right now? IDC wonders if this is the first question that then leads the CMO out the door to greener pastures. Another possibility is that marketing executives are feeling the

weight of the growing importance of their contributions and are humbled by the steep mountain of change that must be climbed to meet the business needs.

- **A diametrically opposed response to the "millennial issue."** A lot of ink has been spilled discussing how to manage these new corporate workers. This group of CMOs had a lot to say but were not of one mind. One response goes like: "We recognize their work habits and 'needs' and we develop jobs and benefits and HR policies that will be attractive to them." The second response goes like: "Nope. They need to get onboard with us and with our culture and start contributing and pull themselves up, just like everyone else."
- **The profound need to modernize company culture and management practices.** Culture is the embedded mesh of practices, beliefs, attitudes, and assumptions. Now that CMOs are several years into the transformation of marketing, it has become clear that new technology and new individual skills can only get the digital transformation so far. CMOs, along with many CEOs, are now turning their attention to the intensive work of changing the deeper, harder aspects of their organizations.

## Chief Marketing Officers' Interview Highlights

The 10 CMOs interviewed for this research contributed many valuable insights about how to build the modern marketing workforce. Their thoughts have formed the basis of this study. Here are quotes from each CMO highlighting his/her views.

For CMO biographies, see the Appendix: Executive Biographies in the Learn More section.

### *Toni Clayton-Hine, Senior Vice President and Chief Marketing Officer, Xerox*

Toni Clayton-Hine (see Figure 2) has been in the CMO role at the "new" Xerox since January 2017. The 111-year-old company continually remakes itself to stay relevant – this time for the next stage of digital transformation, which Xerox sees as helping deliver transformational experiences that reimagine how companies and people work.

Clayton-Hine offers some excellent words on the relationship between culture, change, and resiliency:

You asked me if the human element is the most challenging factor in change. It's a great question. At Xerox, the human factor is very important, but for us, that's not the most *challenging* factor. We've got a culture of willingness to change here, with very resilient people. As Xerox goes through a huge overhaul the resiliency of our people is one of the great positives.

Change typically requires new attributes for leadership, as well as the working team. Regarding the subject of grooming marketing leaders, Clayton-Hine offers:

First of all, leadership needs to be considered within the current context. Marketing is just one part of the machine. As CMO, you need to know where your company is at any given point in time. A second important factor is to know your own skills and acknowledge your abilities in left or right brain thinking. A final point would be to talk to sales often. This last item may seem like a tired 'to-do' for marketers, but it always holds true.

IDC likes Clayton-Hine's metaphor about how marketing serves as the "grocery store" of communications ingredients. She says, "Our main goal is to develop a global strategy, supported by standard deliverables

and localized tactics. So, if we employ the store analogy, we define what inventory goes in the store and then stock the store so that local people can shop for what they need. Great advice!"

The digital transformation of marketing requires constant retraining of the marketing team. According to Clayton-Hine, "Marketing is an on-the-job profession. And the best training in marketing is a 'birds of a feather' approach. Learn from each other; share best practices, and together we'll master what is needed for the next generation of marketing – and Xerox."

## FIGURE 2

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### **Toni Clayton-Hine, Senior Vice President and Chief Marketing Officer, Xerox**



Source: Xerox, 2017

### ***Rishi Dave, Chief Marketing Officer, Dun & Bradstreet***

For Rishi Dave (see Figure 3), everything about the modern marketing organization must start with the right culture. Dave has had a long and distinguished background as a digital marketer. But despite his belief that companies can't be successful without innovative marketing technologies and deep competency in analytics, it's not this functional expertise that he prioritizes. Instead, Dave believes that success results from surrounding the right people with the right environment.

Dave aims for developing a workplace where people feel comfortable trying new things and prioritizing an outside-in orientation. This kind of test-and-learn culture is essential for people with diverse skills and background to work together. Like several of the CMOs IDC interviewed, Dave stressed that diverse teams are needed for agility and innovation. The right culture gives these teams what they need to work through their differences and succeed together. Dave describes:

Marketing requires more specialists than ever before – analytics, creatives, content marketers, sales enablement. Specialists often prefer to stay within their own discipline. This is how silos form. To counter this tendency, we've formed cross-discipline 'tiger teams' organized around personas (customer segments) as our primary go-to-market orientation. Each person on the team aligns to shared objectives

and key metrics. Admittedly, it was difficult at the beginning, but steadily improved. Now we are seeing powerful results.

Another surprising outcome from this intense effort to make the "tiger teams" work. Dave and his team uncovered people's underlying interest to explore others' areas of expertise. Day-to-day work drives people into silos, but the tiger teams incite interest and curiosity. Now people are eager to learn what comes next. Dave acknowledges that his next challenge is to develop new types of career paths made for the new culture and modern times.

### FIGURE 3

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#### Rishi Dave, Chief Marketing Officer, Dun & Bradstreet



Source: Dun & Bradstreet, 2017

#### Tracy Eiler, Chief Marketing Officer, InsideView

Tracy Eiler (see Figure 4) is a salesperson's CMO. At the very top of Eiler's mind is the marketing-sales alignment, and her "people priorities" reflect this focus. Eiler's philosophy is to get the aligned marketing-sales team in place first and *then* work on the infrastructure and mechanics of alignment – advice that IDC supports. Eiler explains:

At InsideView, we see marketing as the *only* provider of data to sales. Marketing leads the segment analysis to identify the 'best revenue' targets and works with sales to select targeted accounts for account-based marketing and sales efforts. Marketing is also the architect of our 'multitouch' sequence map that guides when and where sales and marketing acts to develop new accounts and upsell existing customers. This map is orchestrated with people (demand generation and sales development), process (every touch is a 'give' of useful content), and technology (marketing automation and SDR outreach via phone, personal email, and social channels). This is all designed to optimize our ~120-day sales cycle.

Regarding Eiler's people management style, she describes herself as supporting the team to "get s\*\*\* done"! At her high-pressure early-stage tech company, execution is critical. The closer she can get to a recipe, the better. According to Eiler:

In our ABM program, we have '4 plays.' Each of these is a separate messaging track based on a specific business pain we believe is relevant to that account. We track the progress of penetrating these accounts with our sequences. For tactical communication, each week every single person on the team posts a 5 x 5' – five things you focused on this week, five things you have prioritized for next week, and anything blocking you. This helps us stay in lock-step and for me to ensure we're well coordinated.

Eiler takes a general manager's approach that requires a range of skills to get the job done. IDC asked Eiler about the top skill sets that she is hiring for today. Eiler offers four dimensions for today's top marketers:

- **The art of marketing:** Core marketing programs experience (brand, communications, messaging, positioning, and demand generation)
- **The science of marketing:** Data, analytics, and data science
- **Sales savviness:** An understanding of why people buy and working knowledge of the sales and marketing handoff (Ideally, hire marketers who have carried a sales quota at some point and have strong knowledge of win and loss trends and sales productivity measures such as win rates, quota attainment, and pipeline coverage.)
- **Ability to do many things well:** To look for athletes – not specialists – who can play several positions at a company's early stage (Eiler calls these people the "T shaped" marketers, people who can do multiple things and apply a skill set to multiple disciplines.)

## FIGURE 4

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### Tracy Eiler, Chief Marketing Officer, InsideView



Source: InsideView, 2017

## ***Mick Hollison, Chief Marketing Officer, Cloudera***

The foundational change for modern B2B marketing is learning to bake demand into everything and make it number 1 job, believes Mick Hollison (see Figure 5). Customers increasingly depend on digital sources – not salespeople – to inform much of their buying decisions. Therefore, marketing must shoulder much more of the demand building task. This is not an easy shift, but one that Hollison devotes much of his time to. Hollison remarks:

Marketing is becoming more like sales every day. That means that marketing people need to have more sales skills. They need to be focused on hitting their numbers. They need to be competitive. They need to be passionate .... Whether you are a graphic designer or a PR professional, you are responsible for driving demand for your products and services.

Hollison's passion for bringing marketing and sales into alignment are exhibited in the following recommendations:

- **Set a simple, compelling, and common vision.** C-level executives are obliged to share the broader picture, which Hollison calls the "view from the balcony," so that people can understand what is happening and are not limited to what is on the stage directly in front of them.
- **Hire and align marketers.** Companies should look for "utility athletes" (i.e., people with demonstrative competence in both right brain and left brain abilities), send marketers to sales training and sales kick off, and measure them on pipeline.
- **Teach people to write persuasively.** "We hire brilliant people. They can tweet or they can write a dissertation, but they can't do the 80% in the middle. They need to learn how to capture attention and to make data interesting and understandable."

To be a successful CMO in today's world, Hollison suggests that up-and-coming marketing leaders should broaden their experience to include the "three horses" of B2B business: product, sales and, of course, marketing.

## FIGURE 5

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### Mick Hollison, Chief Marketing Officer, Cloudera



Source: Cloudera, 2017

### *Jane Howell, Chief Marketing Officer, GE Oil and Gas, Digital and Digital Solutions*

When IDC asked Jane Howell (see Figure 6) about her views on the marketing workforce of the future, she answered with a thought-provoking question, "How far into the future are we talking about?" She then went on to consider the impact of artificial intelligence (AI) on the marketing function. Howell recalls:

I remember how quickly social media took off. Back in 2010, I sent my team to learn about using Twitter for B2B marketing, and the rest of the leadership team thought I was crazy. But within a few months, they were scrambling. The impact of AI isn't currently well understood for B2B marketing. But the possibilities [for marketing] have been shown to me and it's a radical step up from what we have today. Once the marketing organization understands what it can do, the adoption will be fast and furious.

AI availability could significantly impact the marketing skills needed in the future. The need for certain skills and roles might start to decline rapidly – possibly those related to basic data scrunching, marketing technology programming, and basic writing.

Howell also commented on how the organizational environment must evolve if we expect the individuals within it to change: "Nothing great is ever achieved in a static environment. We need to break the mold. We need to change the norms so that people can't fall back on 'this is the way we have always done things.'" To support new ways of thinking, Howell makes sure her teams make good use of GE's personalized learning program, Brilliant You, as well as GE programs such as Women's Network. She also invests her own time into informal change and team building efforts such as staff offsites and regular lunchtime outings and opens her own network to help people make critical connections.

Howell's sensitivity to the importance of culture in the workplace increased when she worked for a company predominantly made up of people from European and Asian countries. This experience brought into sharp focus the need to understand other's approaches to communicating, collaborating, and motivating. That company's mantra (borrowed by Covey's *The 7 Habits of Highly Effective People*) was "seek first to understand, then to be understood". In this company, Americans had a reputation for not listening or caring to understand other's perspectives, as well as being too abrupt. By honing her listening skills and taking cues from her colleagues abroad, she increased her leadership abilities, which, in turn, helped her advance her career against the backdrop of a diverse and mostly non-American workforce. Now she coaches her teams to spend time getting to know each other and their customers by listening with the intent to understand – a critical skill as marketing takes on the challenging tasks of breaking down silos, working in diverse teams, and becoming customer centric.

## FIGURE 6

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### Jane Howell, Chief Marketing Officer, GE Oil and Gas Digital and Digital Solutions



Source: GE, 2017

### ***Sally Jenkins, Executive Vice President and Chief Marketing Officer, Informatica***

For 10 years, we've talked about the collision between the CMO and the CIO. What has happened in this time, as Sally Jenkins (see Figure 7) points out, is that science has become deeply embedded in the art of marketing. Even if your title includes "marketing," you have a radically different job.

The new marketer holding a special spot in the hearts of CMOs today is what Jenkins calls "the millennial digital explorers." Digital to the core and formally trained in data, these professionals are difficult to find and recruit. Being young, they can lack important soft skills such as social and communication capabilities that often take years to develop. Yet they understand their value and expect quick advancement. Growing and retaining the millennial digital explorers thus becomes a challenge. Jenkins counsels:

Leadership growth is not a linear path. Time in seat does not warrant a promotion. This might be a generational thing. Managers need to help young people understand what it really takes to get the next job. That they need not only skills but 'looking in the mirror' training. Does the C-suite know you? You need for executives to say, 'Why hasn't this person been promoted?'

Acknowledging the rarity of experienced millennial digital explorers, Jenkins has developed strategies for extending their soft skills. Her marketing leaders train others at the soft art of marketing to develop real value that is recognized cross-functionally.

Informatica is an enterprise cloud data management company. The company has built a sophisticated customer data lake using its own technology. "Data-driven knowledge removes guesswork," Jenkins mentions. She further observes that there's no reason that marketing can't become a growth engine for the company, and once experienced marketing leaders see the results of a data-driven operation, they immediately grasp the potential. Jenkins organizes into teams, utilizing not only millennial digital explorers but other specialists, such as creatives and content marketers, as shared resources. Centers of excellence (COEs) don't operate independently. They serve as expert "in-house agencies" for the portfolio teams' leverage.

Some of the key attributes that Jenkins is encouraging and developing among her data-driven marketers are:

- Use data to drive value and transform marketing into a growth engine.
- Data provides quantitative facts and eliminates any assumptions and conjecture.
- Utilize your ownership of data to prove your value, and gain the trust as well as support of the C-suite and board-level leadership.

The bar for marketing will continue to rise. "When I go on vacation for a week, I come back feeling like I'm a month behind," Jenkins admits. "This is the world we live in. You need marketing to be the growth center of your organization, and data provides that path."

## FIGURE 7

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### Sally Jenkins, Executive Vice President and Chief Marketing Officer, Informatica



Source: Informatica, 2017

### *Brian Kardon, Chief Marketing Officer, Fuze*

Brian Kardon (see Figure 8) is refreshingly self-effacing about what he has learned about people management:

As I have gotten more mature, the HR areas have become more important to me. Frankly, it was not a special focus area for me, or a strong suit of mine, earlier on. But, I'm learning. In my current role, I place a big emphasis on face-to-face time, with lots of one-on-one time with each manager during the year. We are all in our digital worlds, but digital is no substitute for face to face. I am now placing a stronger emphasis on the physical gathering of the team: we meet onsite meetings four times a year."

Fuze is a high-growth, early-stage company, and Kardon thinks a lot about the organizational development: "I am *always* recruiting, even if there is not an open requisition in hand. Soon enough, there *will* be a new hire to find, and I want to have a strong pipeline of candidates that have already been nurtured and vetted. I have learned over my career: The cost and time of losing someone is greater than the cost and time of finding someone."

Kardon spoke at length about millennial job hires:

The millennial focus, their DNA, isn't about loyalty. They expect their work situation to be a special place. We try hard to make this company an attractive place for them. I'd like them to remember their time here as a golden age in their career – a time and place where they did their best work, learned new skills, and accelerated their development as a marketer. For example, any employee can embed anywhere in the world for a month and then rotate back to their home office. Another example: People architect their own development plan and their manager helps them accomplish it. With more ownership, employees tend to accept their plan.

Kardon also noted that millennial churn is most pronounced in the first few years of their work careers: "This first job out of college is about 18-24 months. To millennials, there always seems to be somewhere else that draws them in – the grass often looks greener at another company. But after about age 26, they settle down to a company average tenure."

Kardon offers some insights on becoming the CMO and marketing's general manager: "The amount of marketing specialization has accelerated so fast that an issue today is how to acquire the skills and style to be a generalist." He emphasizes that you must learn everything about being a digitally transformed CMO on the job and offers four specific checklist items for the "wannabee" CMO:

- **Stay up with technology.** "Have a login with every marketing technology tool your company uses. Be curious. Every quarter, my team reviews possible new martech to add to our stack."
- **Be active in social media.** "I am often surprised by marketers who talk a lot about social media, but they never seem to blog or have large followings. You need to be in it."
- **Listen hard.** "Be prepared to learn something new. People who plateau are often stuck and don't know why."
- **Demonstrate to your team that you may not know everything and that you need to be taught!** "People respect and are amazed if you provide this candor. You know, we are all both teachers and students. In fact, student and teacher are derived from the same word. In French the word 'apprendre' and in German 'lehren' mean both 'to learn' and 'to teach.'"

## FIGURE 8

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### Brian Kardon, Chief Marketing Officer, Fuze



Source: Fuze, 2017

## *Ann Lewnes, Executive Vice President and Chief Marketing Officer, Adobe*

With a tenure of 10 years as CMO of Adobe, Ann Lewnes (see Figure 9) is a model for the steadfast Silicon Valley CMO who is never satisfied with the status quo. These days, she spends a huge amount of time on organizational design and talent management: more than she ever has in her career.

A 10-second history of Adobe is necessary. When Lewnes arrived at the company, the traditional software business had plateaued. There were some spikes in revenue when a new product was introduced, but then business would flatten. At the same time, customers were pleading for solutions to measure the value of their content with data. Adobe made two strategic shifts: it entered and became a leader in the digital marketing category while shifting its creative software business to the cloud. Data became the lifeblood of the company, and marketers became the stewards of that data. Lewnes recognized that this was only the beginning:

Technology is just the first step in a transformation. You can have the best technology in the world, but without the people and processes to activate it, a transformation will fail. We needed to become world-class in digital and data. We established new roles and reskilled in adjacent roles. We created processes to constantly test, analyze, and optimize everything we did across marketing. With a lot of work, we created a widespread marketing competency based on customer insights and marketing analytics, becoming a strategic driver of the business.

Today, IDC sees that Lewnes is investing in talent like never before. "We hire for culture here at Adobe," says Lewnes reemphasizing the importance of people. "We seek the best-in-class college graduates who never knew a world outside of digital, and we set them up for success with great training and onboarding programs. We hire ex-consultants who have strong business acumen. We bring in people with consumer marketing experience who understand marketing at scale. We like our marketers to use our own tools (obviously!) so we insource a lot of our own marketing production to be the best users and evangelists of our products.

These five recommendations from Lewnes for the future CMO's career development are also good general advice for a long tenure!

- **Brand will never go out of style.** In the data-driven world we live in today, it's easy to focus on demand because it's measurable. But you won't get demand if you don't have a brand that people believe in. Brand is your greatest asset in the long run.
- **Foster strong analytical skills.** Data is just the beginning. Turn that data into customer intelligence and tell the story of its impact on the business. Create a testing-obsessed culture and be willing to give up even the greatest seeming idea when the data tells you it isn't working.
- **Work on organizational development.** Marketing is ever evolving; hire people who can easily adapt, are quick learners, and are not afraid to experiment with novel concepts.
- **Be global.** Local countries have local flavors; empower your global teams to lead tailored strategies that best support their market's needs.
- **Talk to a ton of customers.** Even the best dashboard in the world won't provide insight like a conversation with a customer!

## FIGURE 9

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### Ann Lewnes, Executive Vice President and Chief Marketing Officer, Adobe



Source: Adobe, 2017

### *Michelle Peluso, Chief Marketing Officer, IBM*

Michelle Peluso (see Figure 10) is just seven months into her role as IBM's first CMO. Not surprisingly, she is working on her organization design. Peluso is thinking about how to break out of the traditional silos and build a more agile organization – a challenging task in a 6,000-person marketing organization. This shift means breaking out of the traditional mindset of corporate, product, and field marketing and into agile diamond teams. Peluso tells IDC:

We are standing up agile teams and squads. These squads are 10-person, cross-discipline teams with a mission to, for example, launch a new product or strategize penetration to a new industry. This allows a very large marketing organization to act nimbly and with speed. With this new team structure comes the need to hone in on an individual's expertise, talent development, and modern, new spaces for teams to work shoulder to shoulder. Agile has always been important in tech, but its new for marketing; and its coming fast to IBM.

IBM's marketing organization has four primary elements:

- **Brand and advertising:** These functions work across all divisions.
- **Performance marketing:** Teams that are responsible for the customer journey are inclusive of the digital experience and building demand for particular markets.
- **Market development and insights:** This group supplies the various insights needed across marketing, including net promoter score measurement, competitive intelligence, customer analytics, and market intelligence.
- **Product marketing:** This role is no longer just traditional product marketing but also works on sales and channel enablement.

Peluso sees other traditional walls that must come down. "I want our people to think less along the hard constructs of B2B and B2C," says Peluso. "These old lines are blurring and are a bit dated at this point. What matters is 'B to I' – the business offer (relationship with an individual) to an individual." Peluso's background includes significant marketing and general management career posts at B2C companies, making her an excellent observer of this change.

Regarding millennials, Peluso disagrees that this generation of workers is different. She comments, "This conversation is overplayed! Millennials don't strike me as new or different. Every worker today wants a great job and to learn new things. That's why I'm doing things like changing our workspaces to be more open and foster creativity. An agile team works best if it's composed of many types of people, skills, and opinions."

IDC asked Peluso about the stepping stones in a career of marketing leadership. She offers, "First, be a leader. Be transparent, be data driven, be focused. Set a clear mission on what the goals are and how to measure success. Shine a spotlight on the new team model of work and then update and report on progress. Talk to your people and survey them to get feedback and take a pulse. We ask our 6,000 marketers what are their biggest blockers and then we put a leader in place to take charge and remove these obstacles."

## FIGURE 10

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### Michelle Peluso, Chief Marketing Officer, IBM



Source: IBM, 2017

## *Holly Rollo, Chief Marketing Officer, RSA*

Holly Rollo (see Figure 11) is a transformation veteran. During her career, she has helped seven technology companies through major pivots – among these have been product portfolio overhauls, new funding models, leadership shifts, SaaS models and, of course, the digital transformation of marketing. She agrees that the people aspect of change is the most critical. In cybersecurity, the industry where she works now, the talent shortage is amplified, so identifying and developing talent must be the first order of business. Rollo says:

When coming into an organization to lead a transformation, the first thing I try to do is understand who is ready to embrace this new, wild, ambitious, adventure and who is more comfortable maintaining current course. Over the years I've come to believe this is a fundamental trait to who people are, not a special skill or deficiency. It also requires people who thrive in situations that are ambiguous and chaotic. Even more so, for successful transformations, people need believing the impossible and be willing to put faith in themselves and others to achieve something that's never been done before – maybe by anybody.

She finds that people often have hidden strengths that are best revealed in high pressure situations. One of the most "epic and amazing" transformations that Rollo experienced required a complete company relaunch to be ready in just four months. That mission forced priorities and she could really see what people were capable of. The staff quickly found or learned the skills they needed, reorganization became obvious, and they gelled as a team. Now, Rollo recreates milestone-based, highly ambitious goals to drive rapid change and help marketers develop quickly. She finds this method more successful than the more traditional linear approach of assessing the situation, creating a plan, and then executing on the plan. "Put in an intense situation forces people to overcome artificial barriers or limitations and put the goals of the team over the individual sense of self-preservation," says Rollo. "A wildly hairy goal that has to be achieved in five minutes accelerates the process of teambuilding that would otherwise take months or even years."

The two prequalifying skills for any role Rollo hires for are communication and resiliency: "It sounds so trite but any successful marketing transformation comes down to effective communication and expressing proper context at points of friction," says Rollo. "When going through a transformation, everyone needs to dive into the white space and wear lots of hats, which can be often misconstrued."

This is especially true when marketing teams increasingly push the funding or resource limits of enterprise IT or security organizations to modernize their infrastructure to drive pipeline or ensure breach readiness in an increasingly mobile world. "Resiliency and attitude trump functional depth or tenure any day during a transformation," Rollo says. She explains that large-scale workflow changes and skill set changes are inevitable in a transformation, and the employees that thrive the best are those willing to change their assumptions or take on new challenges, knowing the road ahead will be bumpy through the pivot. According to Rollo, "Modern marketing transformations definitely aren't for everyone, but for those who take the leap, they end up learning more about themselves than any amount of professional coaching."

Rollo mentors many young women in tech and has a passion for helping close the gender pay gap. Recommendations Rollo gives to future female CMOs are the following.

- **First, your integrity feeds your family.** "It is the basis of who decides to work for you and the team you attract is the team that will determine success or failure. The thing with integrity is you only lose it once, and at the end of the day, it's your face in the mirror."
- **Second, quit caring about what other people think, you can't control it.** "If your intentions are pure, your integrity is intact and you make the best decision you can, that's all anyone can expect. I think too often, especially young women hold back from taking risks, leaning in, driving change, or speaking up for what's unacceptable because we deeply value acceptance – but there are times you can't have both."
- **Last, expose yourself to as many different of situations as you can so that you can literally handle anything.** "I think that at the end of the day, CEO's just want to have confidence you know what you are doing, can think fast on your feet, are cool under pressure, and that you're pleasant to work with. Situational experience and awareness teaches you these things."

## FIGURE 11

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### Holly Rollo, Chief Marketing Officer, RSA



Source: RSA, 2017

## ADVICE FOR MARKETING LEADERS

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### Recruiting the Modern Marketing Workforce

Because of the significant amount of change needed in marketing organizations over the next few years, recruiting has two meanings: what to look for in new hires and what to look for in current staff that you want to put in key positions or are selecting for reward and retention.

## *Personal Attributes of Top Performers*

CMOs give the highest consideration to "soft skills" over specific functional expertise. Said one executive interviewed, "People are either wired this way or they aren't. You can't go to school for resiliency." When seeking new staff, look for the following:

- **The resilient risk taker:** People who are comfortable with ambiguity have a willingness to put faith in themselves and others to achieve the impossible and the ability to embrace change.
- **The empathic team player:** Tolerance for diversity: Marketing is moving out of silos and into diverse teams. Those with demonstrated team skills (e.g., people who have played on a sports team or come from a large family) and those who exhibit an outside-in mentality are very valuable.
- **The flexible generalist:** Workers with a demonstrated orientation in both left-brain and right-brain capabilities are needed. Small companies especially need people who can shift roles as the situation requires. All companies need people who can infuse quantitative information into decisions and communication. Look for keys such as balanced SAT scores, on-the-job and/or hobby experience in science/math and art/social, following a nonlinear career path such as having a stint outside of marketing such as in sales or technical jobs.

## *Highly Valued Functional Skills*

- **Data and analytic skills (no surprise!):** Bring in people from consumer backgrounds – the "millennial data scientists"; seek talent in various global regions and be ready to outsource some requirements.
- **Modern communication skills:** Marketers, in general, tend to be among the best at communication skills. However, those marketers comfortable with a range of communication are the most valuable. Working knowledge of visual formats (design, video, turning data into narrative) is useful. Writing in medium form requires the ability to select the salient, interesting aspects of a complex subject and present these clearly and engagingly – this type of writing is critical today and more difficult than long form or the super short (like a tweet). The ability to leverage "authentic" forms of communications alongside of the typical high-production quality content is also needed. Look for facility with social content.
- **Sales and customer service skills:** As buying increasingly moves online, digital marketers now shoulder a bigger portion of the selling job. The key per Cloudera's CMO Mick Hollison is to look for people who understand customers, why they buy, what their business challenges and motivations are, and how to serve as a partner to customers. Look for candidates that are competitive, passionate, persistent, and can hit the numbers (e.g., worked in sales especially with a quota, participated in team sports).
- **Operational skills:** Digital marketing and a focus on improved customer experience require a degree of operational sophistication that marketing has not needed in the past. People who understand the marketing technology architecture, who are security aware, and who have an aptitude for operations and process are needed.

## *Recruiting Tips*

- **Always be recruiting.** Expand your network and keep in touch, ask others about the best people they know and try to meet those people in advance of needing them, use interns and hire the best ones, and rethink about your current assignments: Are your best people in the most high-impact roles?

- **Screen for attributes and culture fit even more than experience.** You are never going to find people with an exact match, so prioritize those aspects that you can't train for. Use a behavioral interviewing process – ask them how they approach a real-life situation.
- **Wait for the right candidate.** Role gaps are painful, but hiring the wrong person (especially one with a poor attitude) does much more damage in the long term.
- **Plan for gaps.** Gaps open when key people leave and when growth or new projects create opportunities. Plan for weathering the gap because you will not be able to fill positions immediately.

## Learning for the Modern Marketing Workforce

In today's environment, learning is not just picking up incremental knowledge. Learning is often the preparation for someone to make a major change in their career direction. For example, a person who once set their sights on being a brand expert now must learn technology. Another who aspired to be a great writer can be moved into operations and asked to run planning. Learning is as much about change management as education:

- **Articulate the "why" of change.** The "why" should be aspirational and hopeful. Fear (the stick) is good at stopping people from doing the wrong things. But hope, maybe a bit of greed (the carrot) works better to inspire people and give them the courage to do something different.
- **Establish a continuous learning environment.** Make it clear that everyone grows from constant learning, creativity, and adaptation. Get people out of their comfort zones. Dun & Bradstreet's Rishi Dave built cross-functional teams that necessitate both collaboration and accountability.
- **Foster on-the-job training.** Most of tomorrow's skills can't be learned in a classroom – so accept this reality. Adobe's Ann Lewnes estimates that 80% of digital marketers learn their new roles on the job. Other CMOs stressed that people will learn almost everything from each other and from hands-on trial and error. First learners go around the world and teach others. Companies set up competency hubs, set up guidelines, process definitions, and so forth. Assign temporary rotations. Some CMOs conduct training themselves.
- **Make use of formal programs where available.** Academia is behind in most areas of marketing, and where universities have programs, they tend to be B2C focused. However, you can send people to sales kickoffs and sales training. Reward high performers with university programs such as mini-MBAs, business retreats, or design seminars. Use vendors to teach specific tool skills. Identify outside coaches for skills such as how to create a great presentation and how to tell a story with data.
- **Encourage use of informal resources.** Useful online courses are starting up from companies such as Coursera and Khan Academy. Suggest that marketers align with local peer groups in their discipline, attend local events, and visit resource sites such as Adobe's CMO.com. Make available webinars and reports from advisors, such as IDC's CMO Advisory Service. InsideView's Tracy Eiler requires her team to read five books per year and then write a short "book report" on how the theme relates to their job.

## Retention and Rewards for the Modern Marketing Workforce

Motivating ambitious, high-potential marketers can be a challenge. When you break the old mold, you also break the traditional, linear career path. The challenge is increased when promotion to higher organizational levels or significant pay increases are not in the near-term cards. Be clear that "time in seat" does not guarantee a promotion. However, it's important to identify who are your high potentials and do what you can to make their careers successful:

- **Identify what people really want.** High-potentials, typically an organization's top 10% of employees, may list promotions and compensation on their "given" list of desired benefits. However, these elements are often not the reason why high-potential marketers jump ship. Instead, high potentials look for other organizational elements that differentiate one employer from another. These elements include opportunities for real influence and more challenging opportunities with real risk and real reward. Involve people in their own growth plans.
- **Respect and appreciate.** High potentials who feel special are significantly less likely to change jobs than those who feel overlooked or just "one of the crowd." Elements that contribute to this appreciation include exposure to executives and luminaries, formal mentoring, high-quality interactions (listening sessions, praise); being included in decision making; opportunity to share their experience with others, and pointedly reducing their frustration (removing obstacles from their path). IBM's Michelle Peluso surveys to identify the top 10 obstacles in her team's path and has created initiatives to remove them.
- **Support growth and meaning.** High potentials are typically intelligent, passionate individuals who are lifelong learners and want to contribute. As the marketing transformation plays out, high potentials are particularly sensitive to not being left behind. Opportunities to work on skill-building projects and educational opportunities (advanced degrees, self-awareness education such as DISC or Myers-Brigg, leadership training) are particularly valued.
- **Enable flexible personal benefits.** Consider the whole person. Benefits such as travel or the ability to work in another country, flexible schedules/work at home/family friendly, financial bonuses or awards, opportunity for community contribution on work time, and a fun, creative work environment contribute to job satisfaction.
- **Explore updated management styles.** Several CMOs described ways that management is changing. Adobe and GE no longer conduct annual reviews, replacing them with more frequent check-ins. For Adobe, this is a minimum of four one-hour sessions per year. GE's Jane Howell discussed PD@GE (personal development at GE), an app-based process that encourages instant, private feedback. Both managers and employees can give each other a thumbs-up or suggest that the other "consider" something different. Other CMOs talked about emphasizing trust, transparency, and humor in their day-to-day style.

## The Path to the CMO's Job

Not surprisingly, IDC found that what CMOs have found most valuable in their own career paths is many of the same things they value in their teams. Leadership is not a linear path, nor is it a narrow path. Advice CMOs give to up-and-coming executives includes the following:

- **Take some risks.** RSA's CMO Holly Rollo talks about how aspiring executives need to let go of the need to be liked. Fearing judgment holds people back from big career changes that would be beneficial.
- **Get out of marketing – at least for a while.** The CMO has a broader job than any executive other than the CEO. Get as many experiences as you can, especially early in your career.

Work in sales. Carry a quota. Become a general manager. Work in a technical job or product management.

- **Do new things and hard things.** Challenges make you better. Doing something out of your comfort zone lets you flex your muscles in new situation and teaches you how to learn. Become digitally proficient with marketing tools. Gain awareness of the new and emerging norms and practices such as how to handle the benefits and risks that social brings to the brand and how marketing tactics and technology can impact IT's ability to secure the company.
- **Choose the right situation.** Although breadth helps most in a person's early career, CMOs advised midcareer executives to select the right situations carefully. Select companies where you can make an impact. Who your CEO is makes a big difference in a senior marketer's ability to be successful.
- **Take advantage of mentors.** Whether formal or informal, everyone needs personal coaching and someone up above to pave their way.

## A Word About Millennials

Almost all the CMOs we interviewed had something to say on the topic of the new worker. IDC believes that the topic of millennials needs to be broken into three aspects, each of which has different considerations: workers who are digital natives, young workers (especially those in their first or second job, and behavioral attributes specific to this generation:

- **Millennials as digital natives.** People who think intuitively and work comfortably in the digital world (social, data, mobile) are highly desired. They can be any age but are most likely to be under 30 (note that the oldest millennials are now 36!). It is this digital aptitude, specifically, that makes CMOs willing to go the extra mile for these young workers. Within the next couple of years, Generation Z will enter the professional workforce, and CMOs will need to continue to cater to young workers – but over the years as digital and social become just "the way we do things," the specialness of young workers will decline.
- **Millennials as young workers.** Some of the issues now ascribed to millennials have been true for other generations during their first few years of working. Today's young workers may be digitally proficient, but most lack process knowledge, writing skills, judgment, and the life experiences needed for responsibility. RSA's Holly Rollo points out that as they enter the workforce, today's young workers need practical advice on how to handle situations, how to negotiate, and detail on what's expected of them. Millennials can be paralyzed by expecting themselves to be perfect. They need to accept that they are young and inexperienced and that mistakes are an expected part of the learning process. Everyone needs to mentor young workers. Their value is very high, but they need a lot of coaching. Young workers are also a flight risk. They stay a year or two in their first jobs and then assume the grass is greener elsewhere. Loyalty tends to increase once people get experience – and this appears to be happening for millennials, too. Executives who manage young workers should try to stretch their time on the job with the recommendations in the Retention and Rewards for the Modern Marketing Workforce section.
- **Millennial-specific attributes.** The CMOs we interviewed held a variety of viewpoints about whether millennials are substantively different. The word "entitlement" cropped up frequently – the view that your opinion matters even if you have not earned the right to weigh in on important decisions; the view that your ideas should be heard even if they are not at all related to business objectives. Some CMOs were frustrated with this attitude. But others accepted it

positively, pointing out that workplace changes made to accommodate millennials will benefit all workers and that innovation was a side benefit.

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### Related Research

- *What Do They Want? Getting Ready to Win the Next Generation of IT Buyers* (IDC #DR2017\_T8\_KS, February 2017)
- *Which Marketing Staff Roles Are Most Centralized* (IDC #US42209617, January 2017)
- *Organizational Silo Busting: Collaboration Tips for Improving Customer Experience* (IDC #US42056516, December 2016)
- *Customer Centricity and the CMO: An Interview with 10 CMOs* (IDC #US40370315, March 2016)
- *The Effective Marketing Organization: Insights and Guidance for Optimal Design and Execution* (IDC #US40868915, January 2016)
- *Ten CMOs on Tenure, Turmoil, and Transformation* (IDC #253380, December 2014)
- *Accelerating Organizational Transformation* (IDC #248982, June 2014)
- *Igniting Marketing Transformation Through Training and Education: An Interview with Juniper's Cheryl Max* (IDC #248475, May 2014)

### Appendix: Executive Biographies

#### ***Toni Clayton-Hine, Senior Vice President and Chief Marketing Officer, Xerox***

Toni Clayton-Hine is the senior vice president and chief marketing officer for Xerox Corp.. She is responsible for overall marketing strategy, brand management, and increasing awareness, consideration, and demand for the company and its offerings to deliver profitable growth. Clayton-Hine joined Xerox in 2013 as the vice president of Global Marketing and Value Proposition for Channel Partner Operations. In that role, she was accountable for end customer and partner value proposition, demand generation, and content and communications that enabled Xerox and its partners to drive revenue from small and midsize businesses.

Prior to joining Xerox, Clayton-Hine served as the vice president of Worldwide Marketing for the \$200 million Data Management division of CA Technologies, which now operates as the standalone companies erwin Inc. and Arcserve Inc. She was responsible for all aspects of marketing from field marketing to brand management. She also held the position of vice president of Global Partner Marketing where she was responsible for driving consistency across the partner experience, communications, and demand generation for all indirect routes to market.

Before joining the technology vendor community, Clayton-Hine cofounded The Institute for Partner Education and Development (IPED), the Research and Consulting division of The Channel Company (formerly United Business Media). With more than 20 years in the technology industry, she has deep expertise in multichannel go-to-market strategies, offering development, sales, and marketing. She is active on the board of CompTIA, the Computer Industry Trade Association, on the Executive Council of Advancing Women in IT and is a regular speaker and panelist at technology and marketing events. Follow Toni Clayton-Hine on Twitter at @Toniclaytonhine.

### ***Rishi Dave, Chief Marketing Officer, Dun & Bradstreet***

Rishi Dave joined Dun & Bradstreet in February 2014 as chief marketing officer. In this role, he oversees all marketing, including brand; customer analytics, insights, and research; marketing technology, paid and social; inbound/outbound demand generation; alliances marketing; digital marketing; field marketing; sales enablement; events; creative; and content. In 2015, Dave modernized the Dun & Bradstreet brand through a multipronged marketing campaign that put humanity and relationships at the center of the company's brand expression, values, and go-to-market strategy. He has led the scaling of marketing-driven pipeline and sales through the innovative use of technology, data, and content.

Previously, Dave was executive director of Digital Marketing for Dell's B2B business, where he was responsible for driving growth through digital, including Dell.com, communities, social, mobile, and events. Earlier in his tenure in Dell, Dave was part of the corporate strategy group and led global web analytics strategy. He has spent his career in the technology industry with marketing, business development, and consulting roles at Rivio Inc., Trilogy Software, and Bain & Company. Dave holds degrees in chemical engineering and economics with honors from Stanford University and an MBA in marketing from The Wharton School of the University of Pennsylvania. Follow Rishi Dave on Twitter at @RishiPDave.

### ***Tracy Eiler, Chief Marketing Officer, InsideView***

Tracy Eiler has been driving marketing strategy at both cloud-based and traditional enterprise technology companies for 25 years. At InsideView, Eiler leads the end-to-end marketing strategy and initiatives. Eiler came to InsideView from her own marketing consulting firm. Previously, Eiler held executive roles at Replicon, Cloud9, MarkLogic, Postini, and Business Objects. She also founded and ran a successful technology communications agency. Eiler was recently named a B2B Demand Marketing Game Changer, is included in the Top 20 Women to Watch in Sales Lead Management, and in the Top 30 Most Influential Women in B2B Marketing Technology. She is the coauthor of a business book called *Aligned to Achieve* (October 2016, Wiley) about sales and marketing alignment. Eiler has a BA in sociology from the University of Michigan. Follow Tracy Eiler on Twitter at @TracyLEiler.

### ***Mick Hollison, Chief Marketing Officer, Cloudera***

As chief marketing officer, Mick Hollison leads Cloudera's worldwide marketing efforts, including advertising, brand, communications, demand, partner, solutions, and web. Hollison has had a successful 25-year career in enterprise and cloud software. Prior to joining Cloudera in 2016, Hollison served as CMO of sales acceleration and machine learning company InsideSales.com. Under Hollison's leadership, InsideSales pioneered a shift to data-driven marketing and sales that has served as a model for organizations around the globe.

Before InsideSales, Hollison served as global vice president of Marketing and Strategy at Citrix, where he led the company's push into the high-growth desktop virtualization market. Before Citrix, Hollison managed executive marketing at Microsoft and held numerous leadership positions at IBM Software. Hollison is an advisory board member for InsideSales and a contributing author on Inc.com. He is also an accomplished public speaker who has shared his insightful messages about the business impact of technology with audiences around the world. Hollison graduated from the Georgia Institute of Technology, with a Bachelor of Science in management. Follow Mick Hollison on Twitter at @mickhollison.

### ***Jane Howell, Chief Marketing Officer, GE Oil and Gas Digital and Digital Solutions***

Serving in two CMO roles at GE, Howell is responsible for the marketing strategy of start-up software company GE Oil and Gas Digital as well as GE's established horizontal sensor and technology business that provides asset-intensive industries with advanced sensor-based measurement; nondestructive testing and inspection; turbine, generator, and plant controls; and condition monitoring.

Prior to joining GE in 2016, Howell was VP, Marketing of ABB's Enterprise Software Group where she drove transformation in marketing by introducing content and outcome marketing strategies while launching the company's digital and demand generation marketing capability. She was recruited to ABB while heading Americas Marketing at DNV GL, a global energy consultancy and certification authority.

She started her technology and software marketing career with banking software provider Broadway and Seymour, which was acquired by Fidelity Investments. Howell left Fidelity to join Computer Sciences Corporation (CSC) where she held several marketing leadership roles during her 12+-year tenure. Relocated from Atlanta in late 2016, Howell now resides in the Bay Area. She is a graduate of Boston University's School of Communications and the Fashion Institute of Technology in New York City. Follow Jane Howell on Twitter at @digital\_howell.

### ***Sally Jenkins, Executive Vice President and Chief Marketing Officer, Informatica***

Sally Jenkins is the executive vice president and chief marketing officer for Informatica leading Informatica's global marketing strategy and execution. Jenkins is responsible for the company's global integrated marketing, brand strategy, corporate communications, product marketing, digital marketing, and field and customer marketing efforts. As chief marketing officer, she leads an organization that is responsible for positioning Informatica's growth strategy in new and existing markets and generating demand for Informatica's products and solutions globally. In addition, she is focused on accelerating Informatica's go-to-market strategies.

Most recently, she was vice president of Marketing for Cloud Services while leading transformation at VMware. As a result, Jenkins defined and created the portfolio marketing teams delivering deeper, collaborative relationships across all business units. This generated greater business results through the creation of globally integrated plans with carefully orchestrated geography execution. Throughout her career, Jenkins' charter has been to lead the development and growth of global brands delivering brand affinity and increased customer acquisition in support of exceeding the revenue and bookings goals for companies including VMware, Symantec, Autodesk, Oracle-Sun Microsystems, and Apple Computer. Jenkins received a bachelor's degree in English literature at Hollins University in Roanoke, Virginia. Follow Sally Jenkins on Twitter at @Sally\_Jenkins2.

### ***Brian Kardon, Chief Marketing Officer, Fuze***

Kardon is the chief marketing officer for Fuze, a leading cloud-based communications solution for global organizations. He is responsible for Fuze's market positioning, demand generation, thought leadership, and integrated marketing worldwide. Kardon has more than 20 years of experience creating and implementing successful growth strategies. His experience ranges from start-ups to global, billion-dollar organizations, with a proven history of accelerating revenue growth, penetrating new markets, and developing products people love.

Prior to Fuze, Kardon was CMO at Eloqua where he was part of the team that led Eloqua's explosive growth and leadership in the marketing automation sector, resulting in a successful IPO and subsequent purchase by Oracle. Previously, Kardon was chief strategy and marketing officer at Forrester Research and CMO at Reed Business Information, the largest B2B publisher in the world. He was recently named among the 50 Most Influential CMOs in the world by Forbes. Kardon received his B.Sc. and MBA degrees from The Wharton School of the University of Pennsylvania. Follow Brian Kardon on Twitter at @bkardon.

### ***Ann Lewnes, Executive Vice President and Chief Marketing Officer, Adobe***

As CMO, Ann Lewnes oversees Adobe's corporate brand, communications, and integrated marketing efforts worldwide. She's managed the expansion of Adobe's brand and marketing initiatives as the company has become a leader in the cloud-based solutions for digital marketing, document services, and creative. As champion of Adobe's brand to employees and the community, she also oversees Adobe's interaction communications and corporate responsibility efforts, including the Adobe Foundation, which funds philanthropic initiatives around the world.

After graduating from Lehigh University with a degree in international relations and journalism, Lewnes planned to become a journalist, but a chance opportunity at Intel sparked her career in marketing. At Intel, Lewnes helped build global demand for the Intel brand from consumers, business professionals, and key computer channels. She was part of the team that managed the highly successful "Intel Inside" program and oversaw groundbreaking campaigns, including the launches of the Pentium and Centrino processor brands. She joined Adobe in 2006.

Lewnes is a member of the American Advertising Federation's Hall of Achievement and serves on the boards of Mattel and The Ad Council. She was named one of the 50 most innovative CMOs in the world by Business Insider in 2016. In 2015, *Ad Age* named her to The Creativity 50, a list honoring the most creative people of the year. Follow Ann Lewnes on Twitter at @alewnes.

### ***Michelle Peluso, Chief Marketing Officer, IBM***

Michelle Peluso is the chief marketing officer of IBM. She oversees all global marketing and brand initiatives, strategy, and execution for the IBM company, including stewardship of thousands of marketing professionals located in hundreds of countries worldwide. Peluso brings to IBM deep customer-centric marketing and leadership experience as IBM accelerates its transformation into a cloud and cognitive platform company.

Prior to IBM, Peluso was CEO of Gilt from 2013 until the sale of Gilt to Hudson's Bay Company (HBC) in February of 2016 and a board of directors member since 2009. While at Gilt, she oversaw the expansion of the business and the drive to profitability. Prior to Gilt, Peluso was the Global Consumer chief marketing and internet officer of Citigroup from 2009 until 2013. In that role, she was responsible for the digital experience for Citi's 100 million consumers globally as well as for Citi's global consumer marketing strategy and execution. She also led Citi's effort to bring CitiBike to New York City.

Prior to Citigroup, Peluso was the CEO of Travelocity from 2002 to 2009. She joined Travelocity following the company's acquisition of Site59, a travel site she created and launched in 1999 as CEO.

Peluso was a White House Fellow and Senior Advisor to Labor Secretary Alexis Herman and worked as a case leader for The Boston Consulting Group in New York and London. She serves on the board of directors for Nike Inc., nonprofit TechnoServe, and Tech: NYC. She is also a strategic advisor at

Technology Crossover Ventures (TCV), a Palo Alto-based venture capital firm that has backed companies like Facebook, Spotify, Netflix, and Zillow.

Peluso received an MA in philosophy, politics, and economics from Pembroke College at Oxford University, where she was a Thorough Scholar, and her BA from the Wharton School of Business of the University of Pennsylvania. Follow Michelle Peluso on Twitter at @michelleapeluso.

### **Holly Rollo, Chief Marketing Officer, RSA**

As chief marketing officer, Holly Rollo leads RSA's marketing organization and guides the company's ongoing digital and branding transformations. Over the past 25 years, Rollo has led successful transformational initiatives that have driven growth, established global brands, and built operational scale. Rollo joined RSA from Fortinet where she served as chief marketing officer. Prior to that, she was at FireEye, where she served as vice president of Corporate Marketing and played an instrumental role in the cybersecurity company's explosive growth by building a scalable marketing engine, driving brand awareness, and transforming field marketing in partnership with sales. Rollo has also served in senior marketing roles at SuccessFactors and SumTotal Systems and marketing and strategic planning roles at Cisco, SAP, and IBM-Tivoli. Rollo holds a Bachelor of Arts degree from Santa Clara University. Follow Holly Rollo on Twitter at @hollyrollo.

## **Synopsis**

This IDC Perspective contains interviews with 10 marketing heads from a range of company sizes and business models for their views on building the modern marketing workforce. This IDC Perspective offers observations on recruiting, training, and retaining high-performing marketers today. This study also describes CMO recommendations for the CMO career path and managing millennial workers.

This document includes:

- Interview excerpts from each of the 10 marketing leaders
- Recommendations for recruitment, learning, retention and rewards, and career paths

The 10 marketing leaders featured in this study are:

- Toni Clayton-Hine, Executive Vice President and Chief Marketing Officer, Xerox
- Rishi Dave, Chief Marketing Officer, Dun & Bradstreet
- Tracy Eiler, Chief Marketing Officer, InsideView
- Mick Hollison, Chief Marketing Officer, Cloudera
- Jane Howell, Chief Marketing Officer, GE Oil and Gas Digital and Digital Solutions
- Sally Jenkins, Executive Vice President and Chief Marketing Officer, Informatica
- Brian Kardon, Chief Marketing Officer, Fuze
- Ann Lewnes, Chief Marketing Officer, Adobe
- Michelle Peluso, Chief Marketing Officer, IBM
- Holly Rollo, Chief Marketing Officer, RSA

"The CMOs we interviewed agree managing people through the digital transformation is tough. But, now the urgent conversation has ventured beyond the well-tread path about needing digital, social, and analytics skill sets," says Kathleen Schaub, vice president, CMO Advisory and Customer Experience Practice. "Executives now face deeper, thornier challenges related to culture,

organizational structure, and leadership. We were impressed with the candor, wisdom, and ingenuity shared by these CMOs about these issues and excited to be able to share these with the industry."

## About IDC

International Data Corporation (IDC) is the premier global provider of market intelligence, advisory services, and events for the information technology, telecommunications and consumer technology markets. IDC helps IT professionals, business executives, and the investment community make fact-based decisions on technology purchases and business strategy. More than 1,100 IDC analysts provide global, regional, and local expertise on technology and industry opportunities and trends in over 110 countries worldwide. For 50 years, IDC has provided strategic insights to help our clients achieve their key business objectives. IDC is a subsidiary of IDG, the world's leading technology media, research, and events company.

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