

The
Economist

Events

The Big Rethink: The 360-Degree CMO

The Economist's look at the essential global, mobile, social and data strategies marketing leaders must adopt today to successfully adapt to tomorrow's audience

March 13, 2014

10 on the Park,

Time Warner Center

New York, NY

The Economist's **The Big Rethink US** will explore for its audience of Fortune 1000 CMOs and top creative agency executives the trends redefining marketing and customer engagement in the twenty-first century. Global market dynamics and innovations in big data and social networking are transforming the marketing strategies of companies everywhere—and forcing them to rethink fundamental rules of engagement.

Agenda

8:30 am

Opening Remarks

An overview of the seismic changes disrupting the world of marketing, addressed by *The Economist* editor **Martin Giles**, the chairperson of The Big Rethink and the magazine's U.S. Technology Correspondent.

Section I: Going Global: Grabbing the World's Attention

Effective Marketing Strategies for High-Growth Emerging Markets

8:45-9:15

300 Million Strong and Growing: Marketing to the Chinese Middle Class

Who lost China? It's a career-ending question that will be asked in the years ahead in the C-suites of those companies that failed to capitalize on the business opportunities represented by the country's

massive middle class. But despite China's being the indisputable key to the future growth of any global company, few have yet to successfully crack the sales and marketing code here. This session offers expert insight from those companies that have found success in China, with panelists delivering an overview of the Chinese retail landscape and marketing environment; what messages work in what media and why; unique differences in the Chinese consumer's buying behavior; the role the social web plays; and must-know tips about dealing with government regulations.

Candace Matthews, CMO, Amway

Section II: Getting Real about Mobile Matters

9:15-9:45

Real-Time Marketing: From Hype to Hope

In 2002, when Steven Spielberg's *Minority Report* was released, real-time marketing still belonged to the realm of science fiction. But just over a decade later, the capability to instantly communicate custom offers to consumers at the point of sale—both online and in the bricks-and-mortar world—has become very much a reality. But while the technology is there, few brands have figured out the complex equation of how to take full advantage of this revolutionary capability. This session features two case studies of real-time marketing campaigns that are driving sales—and successfully dealing with privacy concerns.

Mary Beth West, Executive Vice President and Chief Category and Marketing Officer, Mondelez International

Amit Shah, Vice President Online, Mobile and Social, 1-800-Flowers

9:45-10:05

Mobile Video Ads: Excellence Amidst Excrement

Getting mobile video advertising right is notoriously difficult and has been a source of disappointment for both marketers—and the audience they want to reach. But a select few brands have figured out an approach that delivers desired results. In this session, we watch and then dissect mobile video ads that show how it's done.

Tom Lamb, Chief Marketing Officer, Lowe's

Scot Safon, EVP and CMO, The Weather Company

10:05-10:30

Morning Networking Break

10:30-11:00

Turning the Corner: The Evolution of a Brand

Building a brand is a long, painstaking process, but when successfully managed it can improve reputation, win mindshare among customers, suppliers and regulators and make selling easier. But what happens when the company behind the brand alters direction and corporate strategy? How do you

salvage years and years of great marketing efforts as the brand evolves plus prepare for the next chapter in the ever-changing brand journey?

Cathy Coughlin, CMO, AT&T

Sheryl Adkins Green, CMO, Mary Kay

Section III: Media Moguls

11:00-11:30

The Empires Strike Back: The Reinvention of Storied Old & New Media Brands

Top executives from major traditional media companies and from the Internet's first wave highlight the recent transformations they've engineered to make sure their brands remain a compelling marketing platform in a radically changed media landscape. Topics to be addressed include: Are tablets the savior of print publications—and how are marketers (and readers) responding (or not) to rich media ads? Can these companies ever scale their video efforts to the levels where it makes business sense to them and marketers? How do mature web brands attract the cool kids?

11:30-12:00

From Challenger Brand To No. 1

What does it take to challenge the dominant brand in your category? In addition to a great product, you need a marketing plan with the courage to challenge the status quo. In this session, CMOs discuss what it takes for a brand to spark growth and innovation within a category; how to reshape the category and become No. 1; and then how to hold onto the challenger brand mentality to maintain its leadership and number one position.

Peter McGuinness, Chief Marketing and Brand Officer, Chobani

12:00-1:30

Lunch

Section IV: Big Data

1:30 pm

Signal vs. Noise: Fine-Tuning Big Data to Make It Meaningful

Two case studies show how marketers are mining the most-essential intelligence from mountains of customer info

Marketers have been collecting terabytes of information about their current and potential customers for years—but too much data is almost as useless as too little. Find out how leading-edge organizations are cutting Big Data down to size: successfully using new technology and other tools to discover the actionable insights hidden in today's almost infinite flow of facts. By learning to extract from their data what really matters to their marketing needs, the experts on this session are saving money, increasing customer engagement and boosting sales by delivering the right message to the right audience at the right time in the most-effective channel.

Deanie Elsner, CMO, Kraft Foods Group

Tariq M. Shaukat, Executive Vice President and Chief Marketing Officer, Caesars Entertainment

2:00 pm

The New Collaborators: Managing Digital in the C-Suite

According to a study by Gartner, CMOs will spend more on technology in 2017 than CIOs. This stunning development—unthinkable just a few years ago—carries with it enormous implications for an organization’s overall digital strategy and raises tough questions. How can CIOs and CMOs—who traditionally have spoken very different languages and pursued very different agendas—align their objectives and find a way to effectively work together? In this new world, what are the pros and cons of creating an entirely new role: the chief marketing technology officer (CMTO)? At this session, a high-performing CIO-CMO duo discusses the achievements—and remaining challenges—of their partnership. And a top CMTO explains the parameters of this emerging position—and why (or why not) it might make sense to have this title in your C-suite.

Mayur Gupta, Global head, marketing technology & innovation, Kimberly-Clark

2:30-3:25 pm

Preliminary Working Groups:

- * **Combining Business with Pleasure: Why BTB Marketing Needs to Become More Like BTC to Succeed**
- * **The Cookie Crumbles: Targeting Consumers in a Mobile-Dominant, “Do Not Track” World**
- * **Let the Games Begin: How, When and Why to Build Great Gamification into Your Marketing Plans**
- * **The Authenticity Gap: Managing Expectations and Experience**
- * **Reputational Risk Insurance: The Ultimate Guide for CMOs**
- * **Keeping Up with the Kids: Staying Relevant on the Coolest Social Media Sites**
- * **Continuing the Conversation: How to Keep Consumers Talking After a Campaign Ends**

3:25 pm

Afternoon Networking Break

Section V: Socialism

3:50 pm

Video Special Report: A Visit to a Social-Media War Room

Take an insider’s look at how one company has had great success responding quickly to customer feedback – both negative and positive – with a fully staffed social-media war room.

3:55-4:15

Playing Favorites: The Best Social Media Sites

It’s the desert-island question for marketers: If you had to choose just a single social media site to use going forward, which one would make the cut? In accepting this challenge, five CMOs and agency heads have just four minutes each to make the case for their favorite social media

site and to explain why this is the one they, and their campaigns, can't live without.

4:15-4:40pm

Social Spending: Measuring the ROI of Tweets, Posts, Pics and 6-Second Vids

Marketers are spending billions of dollars—and hours—on their social media campaigns, but are their efforts really paying off—and how would they know if they are? The experts on this panel discuss how they're measuring the value of their investments not in terms of followers and likes—but in the way CFOs and CEOs like: showing a proven boost to the bottom line.

Anindita Mukherjee, Senior vice president & Chief marketing officer, Frito-Lay North America

Olivier Blanchard, President, The Brand Builder and author, *Social Media ROI*

Section VI: Trendspotting

4:40-5:10 pm

Content Marketing: The Next Chapter

As consumers find it increasingly easy to bypass ads in any format, it's not surprising that one recent study from Yahoo found that 78 percent of CMOs think custom content is the future of marketing. And they are backing up that belief with their budgets, allocating ever larger shares of their plan to self-produced videos, blogs, apps, online magazines and a dozen other media types. But as the content marketing competition—and quality—heats up, companies are finding it increasingly harder to create programming that truly stands out and connects with consumers. This session features two case studies from brands that have taken content marketing to the next level, setting the new benchmark for what it takes to engage an audience.

Neil Bedwell, Global Group Director, Digital Strategy & Content, Coca-Cola

Michael Brenner, Vice president of global marketing and content strategy, SAP

5:10-5:25 pm

The Sci-Fi Future Is Almost Here: Marketing in 2015

Much of what's in the realm of the awesome but experimental today inevitably will become mainstream and essential in the very near-term future. One of the marketing universe's leading futurists reveals the trends and technologies that CMOs will need to master—imminently—to keep their companies on the cutting edge. Covered is everything from Google Glass to digital wallets to the next generation of social media sites and mobile devices.

David Rogers, Executive director of the center on global brand leadership, Columbia Business School

5:25-5:45pm

The Big Rethink Award/Challenge Winner

5:45 pm

Closing Remarks

