

The Big Rethink US

The Age of the Entrepreneurial CMO

March 5, 2015

New York | Time Warner Center

To win at marketing today requires the mentality of a lean start-up, flexible organisational structures and a keen understanding of cutting-edge technology.

Enter the age of the “entrepreneurial CMO”—a new generation of marketing professionals, known for their speed, agility and the ability to scale on a tight budget. This breed of leaders sees trends emerging from around the corner and leverages them to engage customers in innovative and powerful ways.

This year’s Big Rethink features the most entrepreneurial chief marketing officers from Fortune 1000 companies and innovative startups, as well as visionaries and practitioners from the world’s leading advertising and marketing agencies, to explore ways entrepreneurial CMOs are leveraging social, economic and technological upheavals to reinvent marketing for a new age.

Chaired by *The Economist’s* media editor, Alexandra Suich and marketing correspondent, Charlotte Howard, The Big Rethink presents global insights from *The Economist* in the form of interactive conversations, curated strategy sessions, and actionable insights that engage an influential community of senior marketing executives, thought leaders, innovators, and entrepreneurs.

As social technologies evolve, customer engagement takes on ever-greater importance. Subsequently, the job of a CMO is expanding more than ever before. CMOs who behave like fast-moving entrepreneurs—combining scientific precision with artistic passion, marshaling financial and technological resources from diverse places, leading global teams and exploiting new technologies to drive growth—will win.

At The Big Rethink 2015, join Economist editors and special guests from sectors such as retail, manufacturing, technology, financial services, and beyond to hear front-line stories, ideas, and tactics from the world’s leading entrepreneurial CMOs.

Chairs and moderators

Matthew Bishop, Globalisation editor, *The Economist*

Charlotte Howard, Marketing correspondent, *The Economist*

Alexandra Suich, Media editor, *The Economist*

Confirmed Speakers:

Neeraj Agrawal, General partner, Battery Ventures
Heidi Browning, Senior vice-president, strategic solutions, Pandora
Anthony Christie, Chief marketing officer, Level 3 Communications
Greg Daniel, Chief digital marketing officer, Nielsen
Pamela El, Chief marketing officer, National Basketball Association
Josh Engroff, Managing partner, kbs+ Ventures
Julie Herendeen, Vice-president, marketing, Dropbox
Andy Hobsbawm, Founder and chief marketing officer, EVERYTHING
Chris Hummel, Chief marketing officer, Schneider Electric
David Jakubowski, Head, ad tech, Facebook
Raghu Krishnamoorthy, Chief learning officer, GE
Danielle Lee, Vice-president, commercial marketing, Vevo
Cat Lincoln, Co-founder and chief executive, Clever Girls
Marc Mathieu, Senior vice-president, marketing, Unilever
Ryan McManus, Global strategy, Accenture
Ann Mukherjee, President, PepsiCo Global Snacks Group and PepsiCo Global Insights
Stephen Orban, Head, enterprise strategy, Amazon Web Services
Thomas Ordahl, Chief strategy officer, Landor
Penry Price, Vice-president, global sales and marketing solutions, LinkedIn
Howard Pyle, Vice-president, worldwide developer marketing, IBM
Amanda Rubin, Global co-head, brand and content strategy, Goldman Sachs
Greg Stuart, Chief executive, Mobile Marketing Association
Jon Suarez-Davis, Vice-president, global media and digital strategy, Kellogg Company
Leon Trefler, Senior vice-president, global customer success, Pegasystems
Matt Van Dalsem, Director, global media planning, BlackRock
Lynn Vojvodich, Chief marketing officer, Salesforce
Brian Wieser, Senior analyst, Pivotal Research Group
Mark Yolton, Vice-president, digital, Cisco
Miles Young, Worldwide chairman and chief executive, Ogilvy & Mather

8.00 am **Registration and networking breakfast**

9.00 am **Opening remarks**

Alexandra Suich, Media editor, *The Economist*

9.05 am **Market conditions**

Global trends that no one is talking about

What economic forces are changing the world of marketing? What are the new patterns of consumerism? Where are the new centers of supply and demand? What technologies are poised to have the greatest impact on the way businesses market their products and services? Global business leaders present the next wave of business trends through the lens of marketing.

Chris Hummel, Chief marketing officer, Schneider Electric
Lynn Vojvodich, Chief marketing officer, Salesforce
Brian Wieser, Senior analyst, Pivotal Research Group

Moderator: Alexandra Suich, Media editor, *The Economist*

9.50 am **VC perspectives**

An interview with leading marketing technology investors about the trends that impact the future of entrepreneurial marketing

Neeraj Agrawal, General partner, Battery Ventures
Josh Engroff, Managing partner, kbs+ Ventures

Moderator: Alexandra Suich, Media editor, *The Economist*

10.15 am **Multi-platform marketing on the Internet of things**

The rapid expansion of mobile and connected devices will forever change marketing by exponentially increasing the places where marketers and advertisers can reach consumers. What are the opportunities and challenges to this flood of new platforms and channels—and how can CMOs keep up with the daily device revolution?

Andy Hobsbawm, Founder and chief marketing officer, EVERYTHNG
Howard Pyle, Vice-president, worldwide developer marketing, IBM

Moderator: Charlotte Howard, Marketing correspondent, *The Economist*

10.45 am **Networking break**
Sponsored by Marin Software

11.15 am **The big pivot**
How to go mobile first

What happens when a large company wants to go mobile-first? How do CMOs react to the design, development, and execution of a mobile strategy with new resources and new metrics? In this special session in partnership with the Mobile Marketing Association we hear from leading experts who have helped their organisations to master mobile—and learned a few things along the way.

Julie Herendeen, Vice-president, marketing, Dropbox

Greg Stuart, Chief executive, Mobile Marketing Association

Jon Suarez-Davis, Vice-president, global media and digital strategy, Kellogg Company

Moderator: Charlotte Howard, Marketing correspondent, *The Economist*

12.15 pm **Lunch**

Sponsored by Accenture and Pegasystems

Digital Evolution

Creating new value for customers

Today, every business is a digital business. And because customers use of digital technologies drive the future success of companies — marketing departments are often leading digital transformation. In this special session sponsored by Pega and Accenture, we explore the evolving role of digital leadership: digital strategy, product development and operational challenges like integrating and expanding digital infrastructure, rethinking supply chains, and engineering "hyperscale."

Introductions: Leon Trefler, Senior vice-president, global customer success, Pegasystems

Ryan McManus, Global strategy, Accenture

Amanda Rubin, Global co-head, brand and content strategy, Goldman Sachs

Mark Yolton, Vice-president, digital, Cisco

Moderator: Matthew Bishop, Globalisation editor, *The Economist*

1.45 pm **An Economist debate**

Proposition: Is big data a positive force for creativity?

As companies replace traditional marketers with algorithms, are we losing the creative sparks that enable brands to surprise and delight? Join this fireside debate and discover whether there is a future for techno-creativity.

Heidi Browning, Senior vice-president, strategic solutions, Pandora

Thomas Ordahl, Chief strategy officer, Landor

Moderator: Charlotte Howard, Marketing correspondent, *The Economist*

2.15 pm **Invisible talent**

Building marketing teams of the future

The speed of technological change requires CMOs to keep a talented stable of contract employees at the ready—to quickly seize unforeseen opportunities and marshal diverse layers of intellectual capital in real time. What insights can help the next generation of entrepreneurial marketers create more flexible teams? How do senior leaders strike an intelligent balance between hiring experienced managers, digital natives and creative freelancers? This session goes inside the new marketing organisation.

CXO Perspectives:

Raghu Krishnamoorthy, Chief learning officer, GE

Danielle Lee, Vice-president, commercial marketing, Vevo

Cat Lincoln, Co-founder and chief executive, Clever Girls

Marc Mathieu, Senior vice-president, marketing, Unilever

Moderator: Alexandra Suich, Media editor, *The Economist*

3.00 pm

Strategy sessions**A. Meta-marketing innovation**

Learning to innovate the ways we innovate

CMOs today must not only figure out ways to adapt to rapid-fire technological innovation, they must build systems that allow rapid adaptation to significant transformations. How do CMOs build marketing organizations agile and sophisticated enough to adopt to new technology platforms every quarter or every year? In this special session sponsored by Amazon Web Services, *The Economist* brings together adaptive CMOs and senior strategists to discuss the ways to design marketing functions with the same adaptive powers as the most innovative startups.

Raghu Krishnamoorthy, Chief learning officer, GE

Marc Mathieu, Senior vice-president, marketing, Unilever

Stephen Orban, Head, enterprise strategy, Amazon Web Services

Moderator: Charlotte Howard, Marketing correspondent, *The Economist*

B. New digital pathways

The promise and perils of multi-platform marketing

Today, one in four people use multiple devices on a daily basis and the number of devices today exceeds the number of people. This creates many new ways for marketers to reach customers. It also makes finding ways to reach customers constantly moving from device to device a particular challenge. In this strategy session sponsored by Level 3

Communications, we explore all the different ways marketers can connect with their customers. How can marketers use technology – not only the devices but the underlying infrastructure - to drive revenue, improve customer experience, and create brand loyalty? How can marketers better leverage big data and understanding of the consumer journey? Who are the winners and losers as connected device manufacturers find ways to monetize the business beyond the appliances themselves? And how will all of this affect how marketers allocate budgets beyond the scope of traditional media?

David Jakubowski, Head, ad tech, Facebook

Greg Daniel, Chief digital marketing officer, Nielsen

Anthony Christie, Chief marketing officer, Level 3 Communications

Moderator: Alexandra Suich, Media editor, *The Economist*

4.00 pm **Afternoon networking break**

Sponsored by Marin Software

4.30 pm **The venturesome CMO**

Creative ways to drive global scale

Marketing executives from global companies share the ways they spend their dollars wisely and answer the question of whether they should still pay for marketing in ten years.

Pamela El, Chief marketing officer, National Basketball Association

Ann Mukherjee, President, PepsiCo Global Snacks Group and PepsiCo Global Insights

Perry Price, Vice-president, global sales, marketing solutions, LinkedIn

Matt Van Dalsem, Director, global media planning, BlackRock

Moderator: Alexandra Suich, Media editor, *The Economist*

5.15 pm **Schumpeter questionnaire**

Closing keynote interview on the issues and ideas affecting the future of marketing around the world.

Miles Young, Worldwide chairman and chief executive officer, Ogilvy & Mather

Interviewer: Matthew Bishop, Globalisation editor, *The Economist*

5.40 pm Closing remarks and networking reception