

# THE INTEGRATION IMPERATIVE

What the death of the CMO tells us about the rebirth of marketing integration – and why it matters to your business.

**skout**

**IT ALL COMES  
DOWN TO  
ONE WORD:  
INTEGRATION**



## SETTING THE SCENE

# It's the end of the world as we know it

**WE'RE SEEING A PROFOUND SHIFT IN THE WAY MARKETING WORKS – WITH A NEWFOUND EMPHASIS ON ANALYTICS AND INTEGRATION, BUT AT THE RISK OF LOSING STRATEGIC FOCUS.**

If you follow the marketing world, you may have noticed something odd.

For decades, the pinnacle of the marketing career was the lofty heights of the Chief Marketing Officer or CMO. But, right now, many of the world's biggest and most respected brands are killing-off the function.

Within the last few months, Coca Cola, Johnson & Johnson, Lyft, Uber, and Hyatt Hotels, have all done away with the position. When the Unilever CMO steps-down later this year, the company won't be replacing him. And, closer to home, Brewdog's first ever CMO lasted just a few months and won't be replaced.

## SO, WHAT'S GOING ON?

Why is it that the biggest beast in the marketing jungle is facing extinction?

Is the marketing function itself under threat? Is it being subsumed into other disciplines or business divisions? Or is it morphing into something more pervasive and powerful?

In this paper, we take a Skout-eye look at the rumble in the marketing jungle. We also release the results of a major new survey of UK marketing professionals. And we offer our own analysis of the changes – as well as our advice for UK marketers.

## IN A NUTSHELL, WE RECKON IT ALL COMES DOWN TO ONE WORD: **INTEGRATION.**

We believe that, with a more joined-up integrated approach:

1. **Marketing investments can work much harder**
2. **Messages can be much more coherent and consistent**
3. **The risk of losing strategic focus can be overcome**

## SCOPING OUT THE LANDSCAPE

# Fractures and fragmentation – and the integration imperative

**WE ARE MOVING FROM A ROSTER OF STANDALONE DISCIPLINES AND LINEAR CAMPAIGNS TO MORE OF A MATRIX APPROACH – WHERE EVERY MESSAGE AND EVERY TOOL CAN BE MESHED TOGETHER.**

So, what is going on? A clue comes from the new leadership roles that are replacing the CMO. In their place, we are seeing new titles like 'chief growth officer,' 'chief experience officer,' 'chief commercial officer,' and 'chief brand officer'.

This suggests that, often, marketing is being subsumed into other disciplines. It is being forced out of its ivory tower. It is being integrated more tightly into the wider business. And there is an onus on marketing to become more accountable.

Whilst these shifts are broadly positive, there is also the risk that marketing may become more tactical and lose its strategic focus.

So, let's look at the background. In retrospect, it all used to be straightforward.

## NOT SO LONG AGO, THE **MARKETING TEAM** HAD:

### 1. **Few standalone techniques to deploy**

Back then, tools like brand advertising, direct mail, email campaigns, outbound telemarketing and PR could all be managed in relative isolation. Campaigns were linear, more or less.

### 2. **A few key platforms and media to work with**

Back then, through the corporate website, the customer service centre, the distribution channels, the specialist media, and a few key events, you had a handful of direct routes to your audience, giving you a guaranteed direct hit.

### 3. **Complete control over the message, its context, its timing, and its delivery**

Back then, you framed the message, you created the context, you decided when, where, and how it would be delivered. And you chose who it would be delivered to.

It was a well-ordered world. You could do things in your own way and your own time. Marketing was a command and control discipline. And, yes, we talked about marketing integration, but what we really meant was marketing alignment.

# It's not like that anymore

Today, it's as though the marketing team is managing a stall in a busy, bustling marketplace. And here are just a six of its characteristics:



## Dialogue

Communication with prospects is multi-directional. Everyone inside and outside your organisation can be involved (for instance, by sharing and commenting). And, customers can say exactly what's on their mind in any forum they choose, irrespective of who else may be watching.



## Din

It's a busy, bustling, vibrant place. Everyone's talking at once. Everyone's trying to attract each other's attention – by shouting louder, by causing a commotion, by building a following, by creating intrigue, or simply by offering good, honest advice.



## Disorder

You can't dictate what customers choose and use from your stall. They take whatever they want, in the order they want it. In their rummaging around, they may also come across messages and media from months or years ago. You have no control – and you'd be a fool to try to impose it.



## Disruption

Visitors to the marketplace have figured out that they often get far better information and support from one another than from the stallholders – so they talk to each other, ask each other's opinion, canvas each other's advice, and are always ready to critique your organisation and its service.



## Daylight

There are no secrets, and there's no place to hide. The networked market often knows more than companies do about their own products. And whether the news is good or bad, they tell everyone. Your marketing materials and messaging are landing with real people, in real-time. You can see the direct result of everything you say and do. You get immediate feedback in the form of comments, shares, likes, kudos, click-throughs and, ideally, conversions.

This is not a particularly new or novel analysis (for example, much of it was predicted, with remarkable prescience, by the team behind The Cluetrain Manifesto two decades ago). What is new is its inescapability. It's no longer possible for companies to carry on regardless, or for marketers to continue with that old command and control mindset.

## IN THIS NEW ENVIRONMENT, THREE BIG FORCES ARE WEIGHING DOWN ON THE WAY MARKETING IS DONE – WHICH PRESENT BOTH CHALLENGES AND OPPORTUNITIES FOR TODAY’S MARKETERS:

### The force

#### Marketing is dragged into the broader business

It has become barely separable from the sales function, part of delivery process, and is tied right into the customer experience (hence some of those new job titles we are seeing in place of the CMO.)

### The challenge

There’s a risk that marketing becomes completely subsumed, the discipline becomes debased, and the strategic intent and knowhow that underpins any strong marketing campaign is overlooked or underestimated.

### The opportunity

There’s a new opportunity to get closer to colleagues, understand their challenges, work together to find solutions, get buy-in to strategically sound campaigns, and agree on meaningful metrics that everyone can stand by.

#### Everyone becomes a marketing expert, has an opinion, and wants to act on it

Every department and any employee can (and probably should) get involved in delivering, amplifying and elaborating on the message.

There’s a strong temptation among disparate teams to respond to the cacophony of the marketplace with a riot of rapidly assembled content which, at best, attracts attention (but may undermine coherence and consistency across the wider business).

There’s an opportunity to get collective ownership of and buy-in to campaign themes – and to encourage, enable and incentivise teams and individuals to amplify them across every conceivable channel.

#### Awash with analytics, marketing is subject to extreme accountability

Everything is reduced to a numbers game of CPMs, CTRs, CPCs etc.

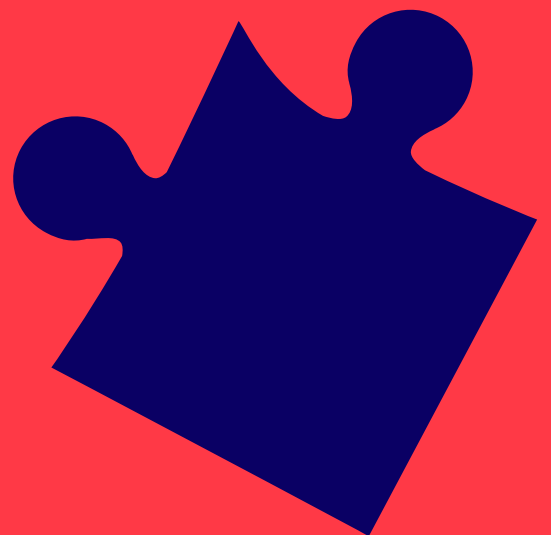
There’s a real danger that attention gravitates to the minutia of the techniques being deployed (and their built-in metrics), rather than the strategic nous behind them (and more meaningful campaign-specific metrics).

There’s an opportunity to focus collective attention on the strategic intent behind a campaign – and to agree on the metrics that truly matter to the business.

## The Greater Marketing Imperative

All of this points to a need and an opportunity for more marketing integration – so that the entire business buys-in to the strategy, takes collective ownership of campaign themes and messages, and gets behind content ideas that can be repurposed for every channel and across every phase of the funnel. Marketing must integrate but it mustn’t disintegrate.

**MARKETING  
MUST INTEGRATE  
BUT IT MUSTN'T  
DISINTEGRATE.**



# Be clear about integration – and the benefits it brings

Let's be clear about integration and what we mean by the term.

In the old days, integration meant alignment. The tools were self-contained, the campaigns were linear, and the ideal was to retain the same look and feel and messaging across each of them.

Today, it means much more. The marketplace/market stall scenario necessitates a matrix approach, where the strategy and story are applied equally to every tool and every campaign, and a roster of content is developed and constantly repurposed to suit every channel, and assist at every stage of the funnel.

So, the thinking needs to be bigger and bolder. More people across the business need to be involved in the strategising. The resulting story must have real resonance. And thought must be given to the way it will play out across every channel.

## 1. Collaboration

It's a great way to get the business together and to focus on common goals – and what goal could be more compelling than to work out what themes will be most meaningful to most customers?

## 2. Coherence

By getting more stakeholders involved in the process, there's a stronger likelihood that the story and the message will be coherent – so it's clear and relevant and easy to understand.

## 3. Consistency

The business will have a unified view of its customers and their needs, and speak with a more consistent voice – delivering the same agreed messages irrespective of channel or tool.

## 4. Costs

This is the big one! The thinking is done once. The planning is done once. The content ideas are developed once. Then it's replicated and repurposed over-and-over-and-over again.

## 5. Cogitation

You'll find that a new mindset emerges. People across the business will begin to consider how they can run with the campaign themes and collateral – repurposing them once again.

## 6. Conversions

Ultimately, this is what matters. With a sound strategy, compelling messages, a consistent campaign, and meaningful metrics, you should see a noticeable lift in conversion rates.



# Don't take our word for it – integration pays

INTEGRATION WORKS. IT MAKES YOUR MARKETING BUDGET GO FURTHER. IT'S BETTER AT GENERATING RESULTS. AND THERE'S A WHOLE HOST OF RESEARCH AND ANALYSIS OUT THERE TO PROVE IT:



**Customer satisfaction is 23x higher in companies who run omnichannel strategies.**

- Aberdeen Group



**Integrated and customised campaigns are 57% more effective than non-integrated campaigns.**

- Kantar Milward Brown



**90% of customers expect consistent branding interactions across channels.**

- V12 Data



**Consumers viewing a consistent message across a variety of channels can improve purchase intent by 90%.**

- IAB



**Integrated campaigns are 31% more effective at building brands.**

- Kantar Milward Brown



**Companies with strong omnichannel customer engagement see a 9.5% year-over-year increase in annual revenue.**

- V12 Data



**Marketers who are 'integrators' grow their revenues at twice the average rate: at least 10% annually versus 5%.**

- McKinsey



**Integrated campaigns across four or more channels outperform single or dual-channel campaigns by 300%.**

- Gartner

THE VIEW FROM THE HOT-SEAT

# What the UK's in-house B2B marketing professionals say, think and feel

TO BACK-UP OUR ANALYSIS WE CONDUCTED OUR OWN RESEARCH AMONG MORE THAN 100 OF THE UK'S TOP MARKETING PROFESSIONALS – CONFIRMING A SHIFT THAT'S ONGOING AND INTENSIFYING.

The sense we got was, yes, a shift is definitely underway. And it's taking place across several dimensions:

From	To
Outbound	Inbound
Awareness metrics	Lead generation metrics
Intuition	Analytics
Marketing alignment	Marketing integration
Emphasis on creative	Emphasis on content
Manual processes	Automation

Integration is a big area of emphasis. A priority for many teams is to ensure that campaigns do indeed take advantage of the full array of channels (42% citing it as most important aspect of integration). But a big challenge is to bring the rest of the organisation, and particularly the sales team onsite (with 40% of teams citing its importance, but almost three quarters admitting to a lack of success).

## CREATING CAMPAIGN CONTENT WITH A VIEW TO RE-USE AND RE-PURPOSING

A central theme is the re-use of content across multiple channels. Yet almost a half of marketing teams say they struggle to create content that works across many channels, and almost a third (**32%**) say they are not adapting to the necessary campaign planning disciplines.

That's perhaps a symptom of the fact that all of the different channels and disciplines used to be relatively self-contained: the PR team ran media relations and possibly social media, the events team ran F2F initiatives, the marcoms team ran print collateral, the digital team ran the website, and so on, and so on.

Now they need to be meshed together. And the old channel-specific expertise needs to be supplemented by (and possibly supplanted by) a feel for storytelling and content creation, and the way this can play-out seamlessly across all types of media – whether that be:

1. **Earned media** including media relations, influencer relations, speaking opportunities, and analyst relations, etc.
2. **Owned media** including corporate websites, corporate social media accounts, newsletters, direct mail and email, print collateral, hosted events, etc.
3. **Bought media** including advertising, exhibitions, paid-for conferences, sponsorship, etc.
4. **Employee-owned media** including shares, likes, comments, blog posts, etc.

## SOME SURPRISES LURKING IN THE SURVEY RESULTS

Overall, the results confirmed our analysis. But, it has to be said, there were a couple of big surprises. For example, we assumed the balance had tipped completely from physical to digital. Yet, on average, the balance of physical to digital is still **68% to 42%** - although, a year from now, it is expected to be **55% to 43%**.

Incredibly, more than one-in-five (**21%**) of all marketing teams say the balance of their work is still 100% physical to 0% digital (you really wonder how that is still possible).

## THE RECOMMENDATIONS

# Seven steps to bring more integration to your campaigns – plus some examples of good practice

**IT'S EASY TO SPOUT THE THEORY, MUCH HARDER TO ACHIEVE TRUE INTEGRATION. OUR FOCUS IS TO HELP CLIENTS CREATE REFERENCE CAMPAIGNS AS A PROOF-OF-CONCEPT WITH AN EMPHASIS EXTENDING AND AMPLIFYING REACH BY RE-PURPOSING CONTENT THEN (OR SO THE THEORY GOES) THINGS CAN BE SCALED-UP AND BUILT-OUT.**

Here's how we try to approach it: The sense we got was, yes, a shift is definitely underway. And it's taking place across several dimensions:

- 1. Secure executive sponsorship and cross-functional buy-in** Sorry, but this is a prerequisite. Integrated campaigns can't be created in isolation. (And leaders who cater to silos need to understand that their refusal to adopt an integrated approach is actively enabling their competition.)
- 2. Assemble a cross-functional team tasked with integrating your next campaign**

If you're a leader in your organisation, find champions and cross-functional leaders who will support you. If you're a champion, find like-minded colleagues and recruit an executive who can help achieve the integration.
- 3. Conduct your SWOT analysis**

At this stage, the idea is not to find solutions but to uncover key issues and challenges across the team and with stakeholders. The process in itself should spark a collaborative mindset and begin to create a sense of shared ownership.
- 4. Brainstorm some big ideas – then socialise them across your business**

Ultimately, you need to settle on a big idea that serves three functions:

  - It should centre around dynamic storytelling and serve as your guide.
  - It should be ambitious, purposeful, and aligned with your brand.
  - It should inspire a range of brand assets, activations, and content tailored to different audiences and channels.

Everything about your campaign should be informed by and lead back to this big idea.

## 5. Map out your campaign in all its guises

This is where the fun really starts. Map out your information flows, your customer journey, the stakeholders involved, and all the channels at your disposal. And start thinking about all the ways your big idea can play out – campaign collateral, blog posts, newsletter content, exhibition stands, posters, videos, podcasts, white papers, surveys, e-books, email footers, speaking opportunities, case studies, press releases, and so the list goes on.

## 6. Mobilise your foot soldiers

To make your campaign really sing, you should try to get your entire organisation behind it – encouraging, enabling and maybe even incentivising them to share it across their own teams and maybe even their own social media channels (as shares, comments, likes and contributions).

## 7. Agree on a few meaningful metrics

Don't be overcome or side-tracked by the tyranny of analytics. Metrics should be your servant (not visa versa). So, as part of the campaign planning, agree on what you are trying to achieve and how it can be measured. And don't feel obliged or pressured to bow down to built-in analytics.

## EXAMPLES FROM THE SKOUTOSPHERE

At Skout, it's important for us to practise what we preach and below you'll find examples of campaigns that we've developed for our customers that take an integrated approach.



### Wax Digital - Procurement 2020

Skout and Wax Digital look into the future of procurement



### Wax Digital - Lead generation PR

Integrated technology leadership campaign



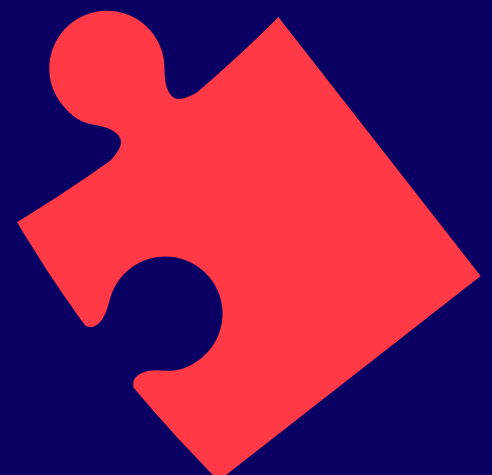
### Redcentric - Intergrated marketing

Journey to the cloud



### Weslyan - SMB integrated PR campaign

Engaging small businesses across many channels





**We hope you've found this whitepaper  
useful. Feel free to pass it on!**

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