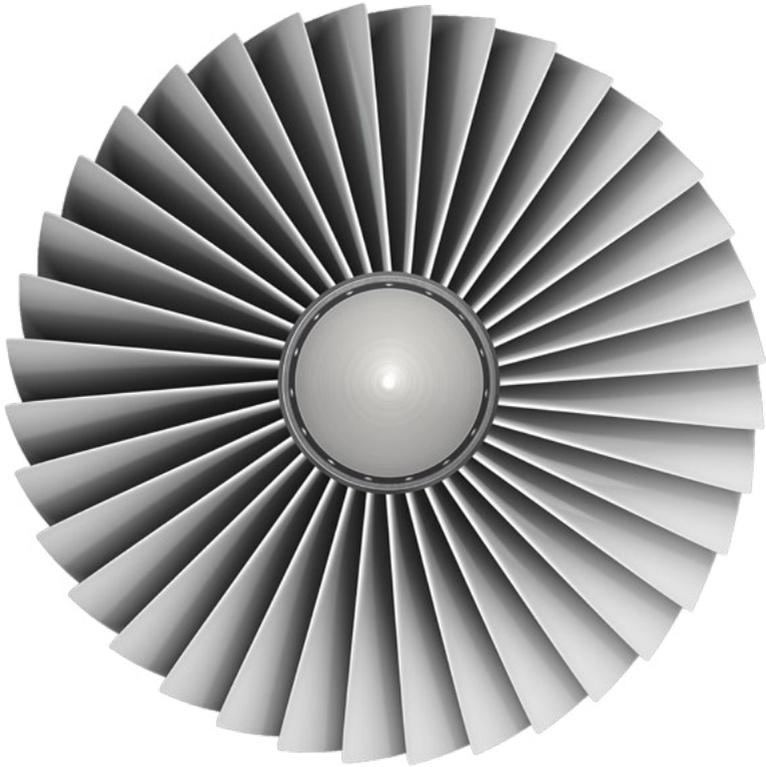


Deloitte.



Powering your success

The Chief Marketing Officer

Transition Lab

Foreword

Developing leaders

The Deloitte Transition Lab, launched in 2011, is specifically designed to support leaders at the most challenging and critical times in their career.

Whether you are stepping up to a leadership role for the first time or are a seasoned Chief Marketing Officer (CMO), a structured plan is critical to success.

Transition Labs are designed and equally effective for:

- First time CMOs;
- Experienced CMOs moving industry or organisation; and
- CMOs looking to refresh their priorities and plan objectives in their current role, e.g. following change in leadership or a change in organisation strategy.

Every session in the Transition Lab is unique to the participant – no two Labs are the same – but our carefully researched methodology, tested approach and experience with over 500 Transition Labs in the UK alone means that you are guaranteed to find the day challenging and rewarding to help you succeed.

Time, talent & relationships

A single day to map the next six months

The CMO Transition Lab is a one-day experience to ensure CMOs are equipped to hit the ground running and thrive in their new roles.

Our research has revealed that the three critical resources to enable success for CMOs are their time, talent and relationships.

You will be guided through the day by experienced facilitators as you create a bespoke plan.



Specifically you will:

- Define your aspirations;
- Consider where you spend your time;
- Assess your team and talent issues;
- Examine your relationships and influence; and
- Build your own 180 day plan.

Effective transitions

Quotes from others

The Transition Lab is based on targeted research and interviews with leaders who have previously navigated transitions. In more than 700 conversations conducted in the UK, across EMEA and the US, CMOs discussed the challenges they faced and successes they achieved during their first 180 days in the role, informing the Transition Lab structure and methodology.

Championing the customer experience requires influencing across all business functions.

The CMO now spends more on technology than the CIO.

The customer never sleeps so marketing must be 'always on'.

The world is moving so fast marketing needs agility to keep ahead.

Define your aspirations

Hopes, concerns & legacy

What do you want to be remembered for?

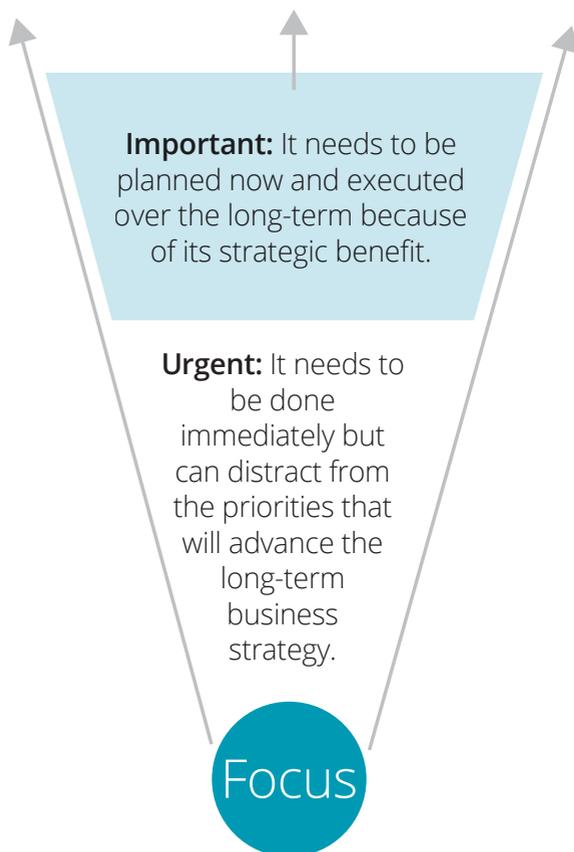
We start the day exploring your hopes and concerns, and defining the legacy you wish to leave behind. The day is then focussed around making your vision a reality.

Carrying the finance torch requires long-term marketing vision that keeps the business strategy in sight

Too often, the urgent crowds out the important, and the things that really matter get set to one side.

It starts by aligning where you want to go, with where the company needs to be. Then, decisions can be made about the priorities that will advance the larger vision, the vision for which you will be remembered.

What matters



Consider where you spend your time

The Four Faces model

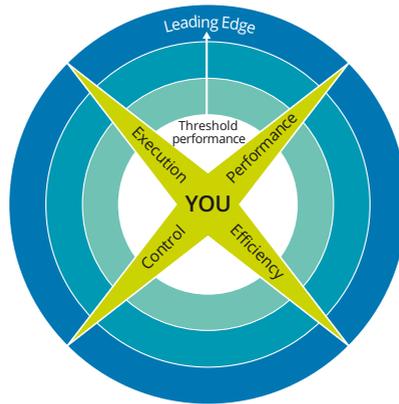
As a leader, there are endless demands on your time. The most successful CMOs determine early how to balance their time and energy across four critical dimensions. Based on our research with CMOs, we have developed the Four Faces model, which examines the roles and responsibilities in four key areas.

Catalyst

Create breakthrough customer offerings and advanced marketing by applying new technologies, media, tools and techniques.

Steward

Protect the organisation's brand, drive profitable growth and manage key risks associated with the brand.



Strategist

Determine the strategies vital to win with customers, build competitive advantage and generate value through superior performance.

Operator

Balance people, data, and process capabilities to deliver digital services in an efficient, effective manner and develop new capabilities as needed.

The Lab addresses the Four Faces model, helps you to understand where you spend your time and where you wish to focus in the longer term:

Current% vs. Future%

(time allocation)



Define your key priorities

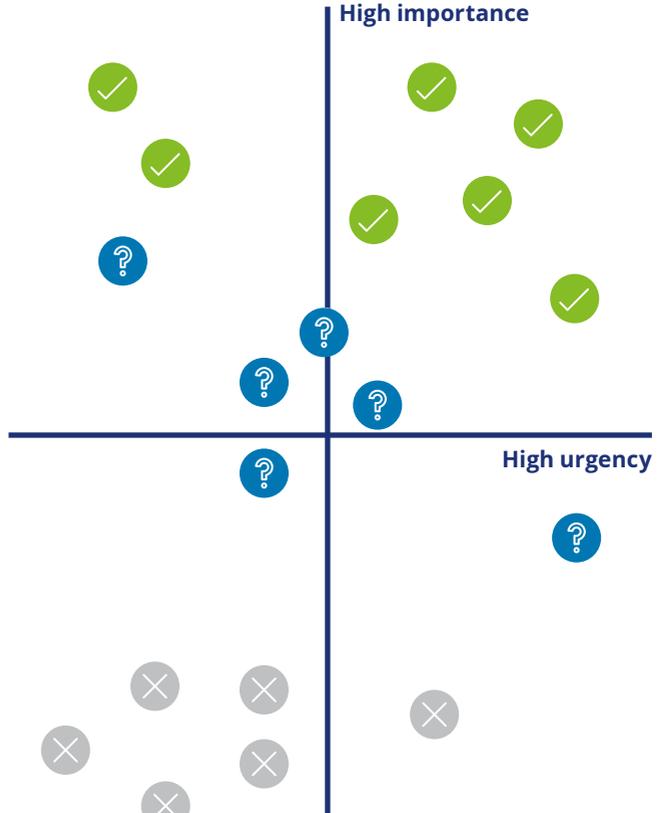
Assess and agree what's important and urgent

Using the Four Faces model, the Lab gives you the opportunity to reflect on which key priorities will determine your success.

You will think and talk this through systematically, looking at alignment between your stakeholders' expectations, the wider organisation's strategy and your desired legacy.

Key considerations

- Be wary of letting the urgent crowd out the important.
- What has the potential to slow you down? Are you covering or mitigating it adequately?
- What are the big issues?
- What and where are the largest drains in resources – either time or money?

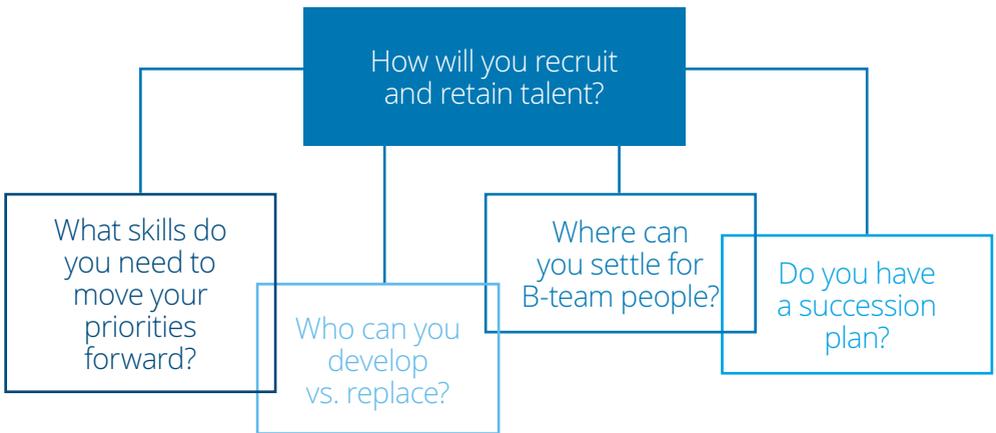


Assess your team & talent issues

Your organisation chart

Getting to the heart of talent issues quickly is at the centre of every successful transition story.

Figuring out which team members will advance your priorities is critical and needs to occur in an unbiased environment. As you progress through the Lab, structured exercises will reveal when “A” talent must be applied to a priority and where “C” talent could become a liability.



You will address questions such as:

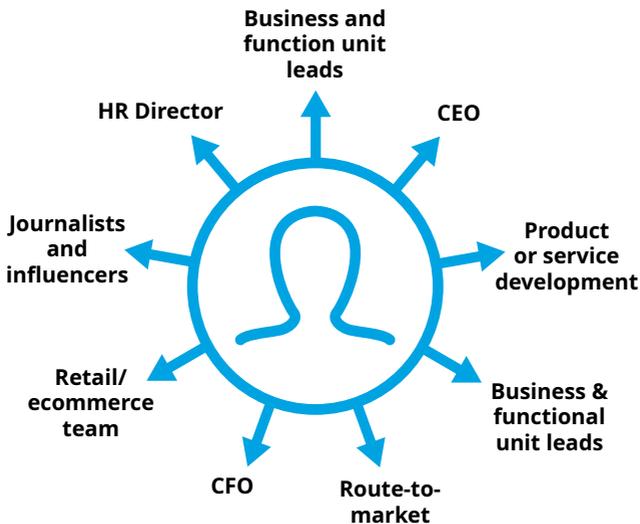
- Who are your go-to people?
- Who are your flight risks?
- Which resources can you use for your priorities?

Examine relationships & influence

Stakeholder analysis

Managing relationships is key, your success will depend on having a plan.

Right away you want to connect to and establish relationships with people who matter, and then consider the major issues you will be facing with them and how these could be tackled.



You will:

- Explore **critical stakeholders'** agendas and their level of support for you.
- Brainstorm **what strategies can be used** to successfully influence them.
- Understand differences in communication styles, and learn to **adapt your communications** to the personalities of various stakeholders.
- Use insights into individual working styles and preferences to most effectively engage with stakeholders.

Your 180-day plan

Put it all together



Moving from intent to action requires a plan

Your Lab culminates in the creation of a plan that you are confident to execute. The plan is populated with relevant milestones including issues that require immediate attention, as well as longer-term priorities that are critical to the success of the organisation and your legacy.

The Lab is customised to your top priorities and based on the identified actions and how you will use your time, talent and relationships to achieve success.

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