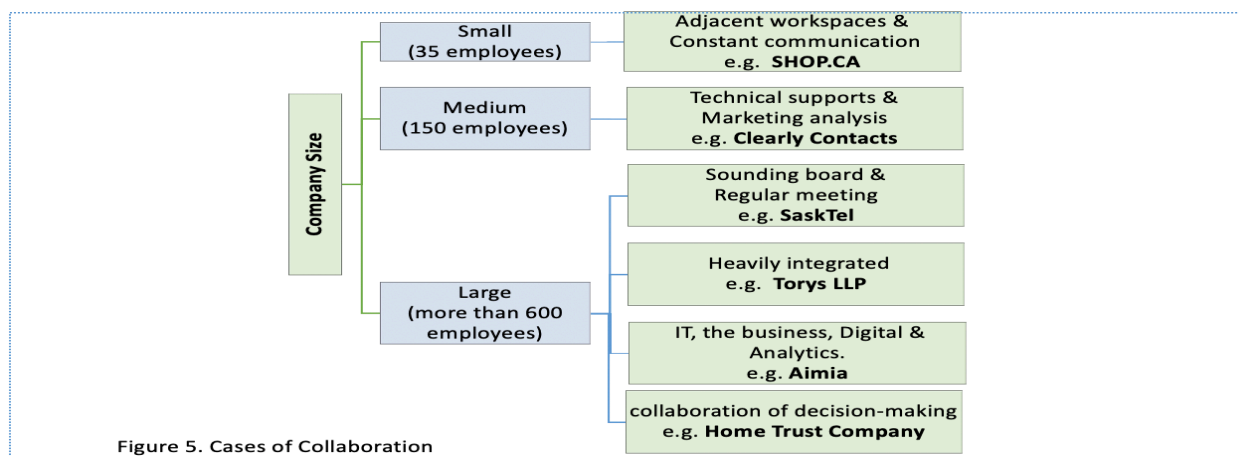
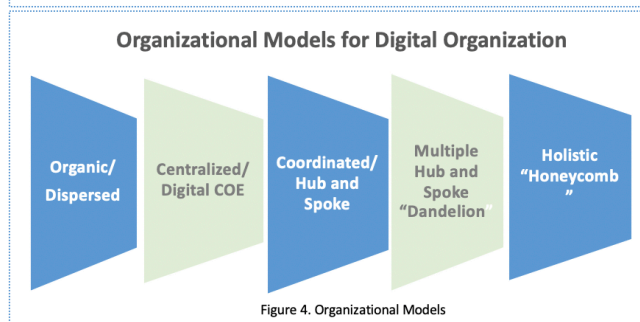
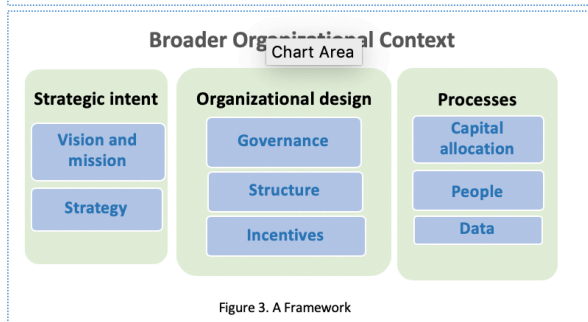
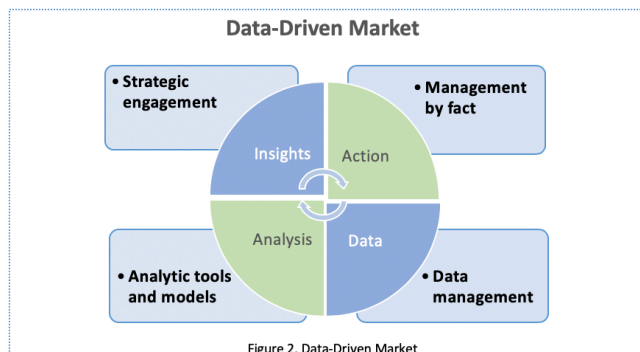
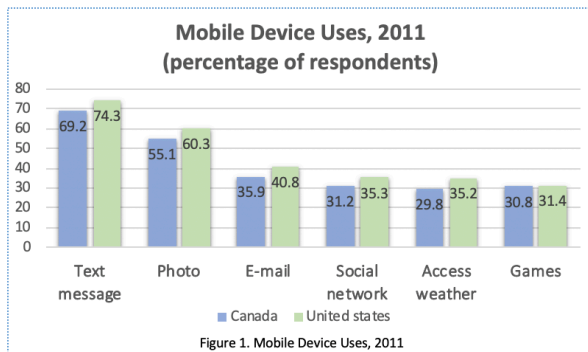


# Dashboard mock-up

## *1 + 1 = 3: CMO & CIO Collaboration Best Practices That Drive Growth*



The presentation focuses on the importance of collaboration between marketing and technology, which will be divided into five parts, including customers' demands in technology, the operation of data-driven marketing and collaboration framework, organizational structures and cases.

We are going to start at the mobile device uses in Canada and the United states, showing on the Figure 1. Due to the increasing technology development, cell phones play a necessary role in customers' daily life, triggering them to do various kinds of activities in the same tool

conveniently. From customer experience, if the charities and companies promote themselves by more technological approaches online, such as using Facebook and Twitter interaction platform, cell phones can be regarded as a bridge to connect customers and companies. In order to follow the customer expectation, the intracompany collaborations between marketing and information technology become more crucial in recent years.

Information is power. When customers are browsing or purchasing online, their footprints will be collected as a useful information for companies to make following decisions. However, the biggest challenge for companies is how to manage massive data. In other words, a digital revolution will be happened in marketers, because selecting useful data to analyzing can help marketers to learn about their customers successfully. Data driven marketing is a process by which marketers gain insights and trends based on in-depth analysis informed by numbers based on consumer interactions and engagements, to form predictions about future behaviors. And the Figure 2. demonstrates a typical company's cyclic operation in data-driven market.

From some cases, the successful collaboration of marketing and information technology will build a win-win model which benefits the whole companies' development, and the roles of CIO and CMO depend on the company statement and some extra elements, shown in Figure 3. For example, in strategic intent, if a company sets a goal of improving loyalty and satisfaction of customers, CMO and CIO can define the sub-strategies for their areas that contribute to organizational strategic goals. When the strategic goals are clearly defined by customer knowledge and engagement, then there is greater probability that marketing and information technology sub-strategies are aligned, which will achieve a win-win development stably. Apart from that, based on the difference between cases, the operation structure of company can decide the trend of future development, which would impact the works/tasks of different departments.

When we import digital tools and data into our market, we need to define new organizational structures to facilitate a digital approach to business in order to improve working efficiency. There are five organizational forms for digital: organic, centralized, coordinated, hub and spoke and honeycomb (Figure 4, provided by SapientNitro in a consulting company). They differ primarily in terms of how much discretion is given to individual employees to take initiative versus how much central control. We need to find a suitable organizational structure to promote our collaboration based on company development itself.

Finally, some Canadian successful cases (Figure.5) illustrate the importance between technology and marketing, and their experience and operation models can be used as references to construct our own collaboration model based on existing resources. For example, in SHOP.CA, CIO and CMO follow the regular meeting and have the adjacent workspaces. However, in Clearly Contact, the department of technology provides major technical supports for marketing analysis.

Thanks for reading.