

What the New Breed of CMOs Know That You Don't: A Book Review

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Book Review

In *What the New Breed of CMOs Know That You Don't*, author Marylee Sachs presents a previously unexamined account of the relationship between traditional marketing and the continuous modern strategic marketing- based learning process involved — taking learning from corporate world activities to the common market including chief marketing officers (CMOs') success stories. Interviews with CMOs are really a valuable source of information for both veteran marketers as well as those who are new to marketing. This is a book based on successful CMO's experience, knowledge, skills, and expectations. Readers can learn a lot from this valuable book, which is based on continuous market demand and expectation from CMOs. The book may help in developing a bridge between traditional and modern marketing. It may help future CMOs in an efficient and effective decision making process too. This book is a great platform for cultural transformation and the learning transition process. It can serve as a guidebook for the next generation of CMOs and marketing professionals.

This book is an original contribution for marketing literature on how a successful marketing philosopher learns to think strategically and how successful a CMO he/she can be. This interactive book traces the development of marketing strategy, differentiates marketing thinking from traditional planning, describes the influence of traditional marketing learning, describes marketing culture, streamlines the roles of rationality and marketing intuition, and identifies key marketing attributes for learning to think strategically for being a successful CMO for any organization from the various successful CMOs' points of view. It asserts that learning is the critical link to strategic thinking and marketing. Learning is a conversion process that can transform thinking strategically into a sustainable competitive advantage and competitive intelligence for any successful CMO. It is a book which emphasizes the future of marketing and the value of human beings. The importance of advertising brand learning, learning agility, media, the salesforce, Skype, Yahoo, YouTube etc. have all been highlighted in this book.

This interactive book highlights the importance of various marketing concepts and strategies in performing a CMO's role in a better way via highlighting the role of social engagement, employee engagement, and customer engagement along with team management and experience management. It also emphasizes user intelligence, responsibility marketing, customer education and audience marketing. Brand innovation culture as well as brand identity and customer branding are an integral part of a CMO's working style. Relationship marketing, social entrepreneurship, web properties, CMOs' reporting patterns, marketing agenda, media and industry relationships are a few important factors that are very essential when it comes to modern marketing management style. According to this book, the new breed of

CMOs are very much concerned with stakeholders' management, social media, priority management, integrated marketing communication, market orientations, cause marketing, corporate social responsibility, content management, publications, continuous research, investment in people, entertainment trends, and market mix modeling.

The book is organized in a very systematic manner with an understandable language which shows author's rich experience and knowledge in the field. Sequential presentation of contents, list of figures, list of tables, list of abbreviations, and list of photographs, proper indexing and complete notes regarding CMO's competencies helps readers to gain a better understanding and encourages future reading. It links strategic marketing thinking with continuous marketing communication, marketing knowledge management, and marketing engagement art; emphasizes change management, efficient and effective decision making along with cultural diversity to support successful strategic marketing thinking by learning and doing in everyday living; and promotes self-analysis and self-understanding too. It is a guide book to deal with intuition and smooth thought processes for powerful lateral thinking and learning. A CMO's competencies identification and analysis helps in personality development and strategic decision making as it deals with personality traits too. A comprehensive list of suggestions based on marketing learning may help to all stakeholders in efficient and effective strategic marketing thinking.

What is Innovative -Key areas of learning for the new breed of CMOs includes

- Marketing Discipline
- Customer Advocacy
- Return on marketing investment
- Marketing capabilities and competencies
- Marketing Innovation
- Marketing Leadership
- Leveraging new technology
- Acquiring, Retaining and Managing Talent
- Creative Culture
- Peer Partnerships and Partner Marketing
- Engagement Marketing

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- Collaboration Marketing
- Strategic Marketing
- Media Planning
- Marketing Automation
- Experimental Marketing
- Crisis Communications
- Marketing Analytics
- Corporate Philanthropy
- Shopper Marketing
- Sponsorship
- Field Marketing
- Demand Generation
- Customer Branding
- Investor Relations etc.

This book is a complete solution to how to learn strategic marketing thinking, as it helps to learn with the assistance of experience and reasoning, promotes a critical analysis approach, and presents systematic analysis and development of traditional marketing. This book helps in self-actualization as it promotes learning and brainstorming for strategic marketing thinking, has tips for individuals and organizations, is a comprehensive book to formulate, implement and evaluate strategy from the learning point of view, and gives opportunity to learn from various opportunities, it promotes overall development of the system rather than development of a single unit. It helps in integration of the system and smooth coordination and cooperation of the limited resource and promotes informal learning process requires for strategic marketing thinking process.

A list of photographs along with the CMO's profiles helps to identify various CMOs and their relative organizations. The "What's next?" section is very useful to address the importance of key competencies, balancing role, CMOs responsibilities, and leadership challenges. The chapter's characteristics of marketing leadership are a very good effort to explore what a CMO should have in his or her personality. Innovation and creativity play important roles in CMOs' personality and behavior as explained thoroughly in Chapter Twelve. Chapter Eleven highlights the role of "partners in crime," meaning talent should be managed efficiently and effectively. "The turn-around CMO" helps to understand the marketing from a strategy point of view of strategic marketing as important as engagement marketing. The "internationally expanding CMO" chapter helps to link the CMO's roles with the global village. The role of CMOs in B2B and B2C market with special reference to relationship marketing can help to link it with market and customer oriented marketing approach. The importance of Key performance indicators (KPIs) has been highlighted in order to justify the evolutionary B2B CMOs role in various organizations. On the other hand, in order to justify the importance of evolutionary role of B2C for different organizations, the opinions of various CMOs have been discussed in detail. The new centralized CMO chapter deals with the centralization role of the experience, knowledge, skills & talent.

This book presents a good example of marketing learning application, shows fundamental elements of learning for strategic marketing thinking, gives more importance to critical dialogue and inquiry, and it

also gives importance to socialization for better marketing learning and better strategic marketing thinking. And, it promotes flexible strategic marketing thinking along with the formal work environment based on the formal learning process.

This book may give following benefits to readers

- Value Addition
- Return on time
- Reading satisfaction
- Food for thought
- Self-Actualization
- Strategic thinking
- Continuous learning
- Intellectual joy
- Quality decision making
- Return on marketing investment.

This is a good book based on the experience of various CMOs those who are working in various top-level MNCs in the world. This book is based on the author's continuous learning, teaching, research, and consultancy experience. This is a book about marketing strategy, marketing learning, marketing thinking, self-analysis and overall success, which can be useful for the following category of reader

- Chief marketing Officers/ Aspiring CMOs
- Entrepreneurs
- Executives
- Government Leaders
- Graduate Students
- Marketing leaders
- Internal and external consultants
- Policy makers
- Professors
- Research Scholar
- Senior Line Manager

SWOT Analysis of the Book

Strength

1. Strategic Value
2. C-Suite
3. Dramatic Changes
4. Flexible Marketing Culture
5. Societal Marketing

Weakness

1. Required basic Knowledge
2. Analytical skill can help to understand the book
3. Decision making is rational process

4. Basic Knowledge of English required
5. Communication skill differ person to person

Opportunity

1. Can develop better CMO
2. Can develop better leader
3. Can develop better strategic thinker
4. Can develop better researchers
5. Can develop better Professionals like CEO,CFO etc

Threat

1. Cost
2. Time
3. Resistance to change
4. Basic domain knowledge /Experience required for new learner
5. Quality check needed at each level for implementer

Where does the writing sparkle?

- Rich Experience of book author
- Exhaustive Knowledge of book author
- Industry Exposure of book author
- Negotiation and Normalization skill of book author
- Research skill of book author Etc.

Where does it lose its way?

1. Cost
2. Time
3. Resistance to change
4. Basic domain knowledge /Experience required for new learner
5. Quality check needed at each level for implementer

What is missing?

- In Depth Literature Review
- Should give something extra for E-marketing