THE CIO & THE CMO

TRANSFORMATION IN THE C-SUITE

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ANALYTICS IS GETTING INTERESTING.

It's the era of Pervasive Data Intelligence, a time when data is becoming more dynamic and transformative than ever before. For any organization seeking a competitive advantage, engaging with the flow of data isn't merely a clever tactical tool: it's mission critical. Two imperative business disciplines are at the front of this digital transformation: IT and marketing. These two departments are poised to radically transform the customer experience and bring data front and center as a tool for business.

Thanks to this new paradigm, there's a new dynamic duo in the C-suite, a team uniquely positioned to drive powerful transformation: **the CIO and the CMO.**

Keep reading.

Sharing the spotlight

Historically, CIOs and CMOs have found it easy to ignore each other. In the C-suites, CMOs have always been the most customer-facing (that's sort of the point, right?), while CIOs traditionally dealt with long-haul initiatives and designing process. There was a disconnect between budgets, priorities, and urgency on both sides.

Now, the emerging demands of pervasive data means both leaders will need to start sharing responsibility for complementary business outcomes (and are likely to become more visible because of it). In the present landscape, both are seen as growth drivers within a business, but up until recently, there hasn't been a recognized standard of collaboration between the departments.

Effective CMOs are waking up to the truth that IT exists as something more than a back-office function removed from the day-to-day dealings with customers and markets, while effective CIOs recognize that marketing is increasingly driving investment in IT.

This new paradigm is demanding and requires a new sort of strategic partnership—one that drives both business growth and career trajectories.

WHERE THE CMO IS COMING FROM

The CMO and their team exist in a dynamic environment that demands agility, both in tactical action and response.

Marketing requires fluid thinking in order to take on often chaotic market conditions and exterior threats. There is a constant pressure to integrate and be fluent in new customer and client touchpoints. While IT focuses on the core systems that run the business, marketing owns and manages many third-party data sources (social media, rating reviews, and the like) and information that flows from a variety of martech. Further, IT requires detailed requirements and business justifications, whereas marketing often looks to experiment and test to find out what works. On top of everything else, the marketing department is the primary center of growth and as a result is centerstage.

The CMO often experiences IT as a bottleneck; a cost center removed from the urgency of serving customers and expanding market share. They see rigidity in the analytics solutions available to them, and the implementation process as too slow to be useful.

Fair or not, it's worth considering some of the stats:

43%

"43% of CIOs now believe that 'marketing requirements and priorities change too often for us to keep up.'"

Accenture, Cutting Across the CMO-CIO Divide

45%

"45% of CIOs say that 'the complexity of handling channel-specific experiences precludes us from providing one platform to manage cross-channel experiences.'"

Accenture, Cutting Across the CMO-CIO Divide

16%

"Chief marketing officers (CMOs) indicate that 16% of their budgets are allocated to innovation, and nearly two thirds expect this number to grow next year. However, marketing leaders rated themselves as relatively low in innovation maturity despite having high ambitions for their ability to innovate."

Gartner, 8 Top Findings in Gartner CMO Spend Survey 2018-2019, November 5, 2018, https://www.gartner.com/en/marketing/insights/articles/8-top-findings-in-gartner-cmo-spend-survey-2018-19

THE CIO'S PERSPECTIVE

The CIO and the IT team have the huge task of keeping process, operations, and data accessible, secure, and just plain running the business day to day.

While marketing can afford to operate nimbly and often experimentally, IT has fiduciary duties to the entire enterprise and customers alike, as well as being responsible for maintaining standards that allow safe collaboration with outside partners. They're measured on quality, reliability, and uptime—and have established best-practices to support all those things. New implementations require thoughtful integration, as they should.

While the CIO can appreciate the urgency of marketing's mission, oftentimes the demands of marketing are at odds with their methods: There are protocols in place to keep data secure and ensure enterprise service level agreements are met. Marketing also exists in a world of ever-expanding touchpoints, sometimes reactively so—the business case for integrating new touchpoints isn't always rigorous, putting the CMO at odds with IT's strategy and methods.

Think that's fair? Consider the stats:

1 in 4

"1 in 4 CIOs say CMOs lack vision to anticipate new digital channels."

Accenture, Cutting Across the CMO-CIO Divide

16%

"Despite the focus on CX, capabilities around customer retention and growth have lost some ground, falling behind others such as marketing technology, digital business transformation, and innovation. And customer acquisition fares even worse, cited only by 16% of CMOs as a top-three capability."

Gartner, 8 Top Findings in Gartner CMO Spend Survey 2018-2019, November 5, 2018, https://www.gartner.com/en/marketing/insights/articles/8-top-findings-in-gartner-cmo-spend-survey-2018-19

THE NEW COLLABORATION

The good news is, there's a new middle ground where CIOs and CMOs can come together and thrive over their shared natural affinity for data.

They can have each other's backs while working to meet shared goals and the goals of their respective departments, all the while enjoying increased ROI on mutually beneficial projects.

Consider the symbiosis: Since effective CMOs must be responsive and nimble, CIOs have a natural partner in proving out their own infrastructure decisions.

Meanwhile, CMOs are collecting more data than ever before, so they need an analytics platform that stands up to the constantly expanding universe of data channels.

Meeting of the minds

With Teradata Vantage, CMOs and CIOs can enjoy a shared platform without compromising their respective missions, one that gives non-technical users access to **100%** of the data they need, while breaking down the organizational silos that have slowed down innovation in the past.

Now IT can ensure the stability, reliability, and predictability that their success is measured by, while marketing can enjoy agility and secure experimentation—everything needed to stay innovative and responsive.

Vantage can do that because it has built-in safeguards and fast, self-service provisioning of storage and compute to provide marketing the agility they need without compromising the rigorous standards of IT.

Marketing benefits from greater access to the detailed, integrated, cleansed, and reliable data that IT provisions, and IT benefits from driving more value in the business while reigning in sensitive data and costs.

That sort of integration can only happen with the modern architecture of Vantage. That's because Vantage offers fluid, enterprise-wide integration of data— something that a kludged network of parochial solutions can never achieve.

Vantage gives the CMO and the CIO common cause through the smart application of data. By providing teams real-time answers about customer behaviors and experience, the combined power of the CMO and the CIO can serve as a powerful catalyst for transformation.

GOOD PARTNERS MAKE FOR BETTER OUTCOMES

How much further can collaboration take you? With Teradata Vantage's shared platform, marketing and IT have the autonomy to develop analytics projects while still being able to fluidly collaborate when needed. The CIO has a secure, reliable, and scalable platform, while the CMO enjoys agility and autonomy. It's a collaboration that has the potential to transform the organization in fundamental ways that will have far-reaching implications (all good ones).

Data from the outside, inside

When the marketing department needs to integrate data from an outside source, they can bring it in easily and safely via an intuitive, point-and-click interface.

Experimentation is safer

Vantage features powerful safeguards to keep mission-critical data secure and separate from experimental initiatives.

Tactically nimble, strategically secure

With a single shared platform, analytics can happen on the fly, without a long wait for input and approvals. All the data, all the analytics, all the tools are easily and securely accessible to the team members who need them.

Getting started

So, as you can see, you have a lot to talk about with your cohort in the C-suite. It's time to join forces to make things happen in a truly transformative way. Don't be afraid to dream big. Be sure to take your neighbor out for coffee. You have a lot to talk about.

If you need an ice-breaker, feel free to forward this on. Teradata Vantage is here for when you're ready to join forces.

Visit Teradata.com to find out more.

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