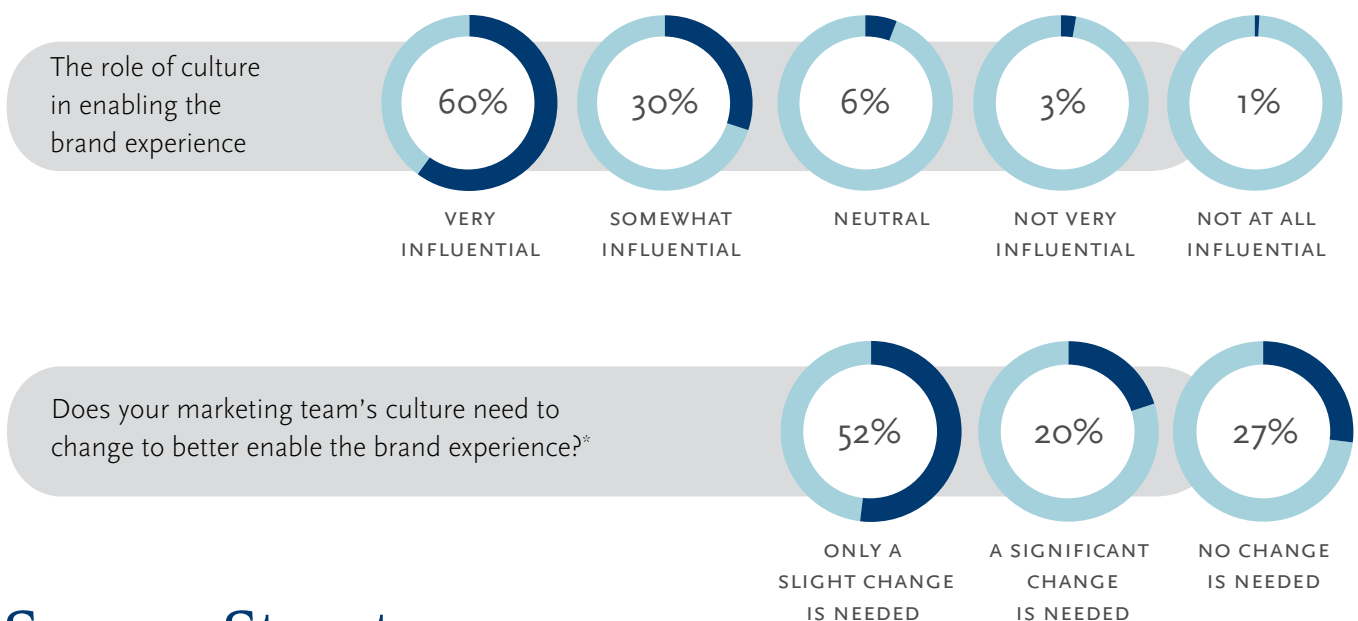


DOES THE BRAND EXPERIENCE START WITH CULTURE?

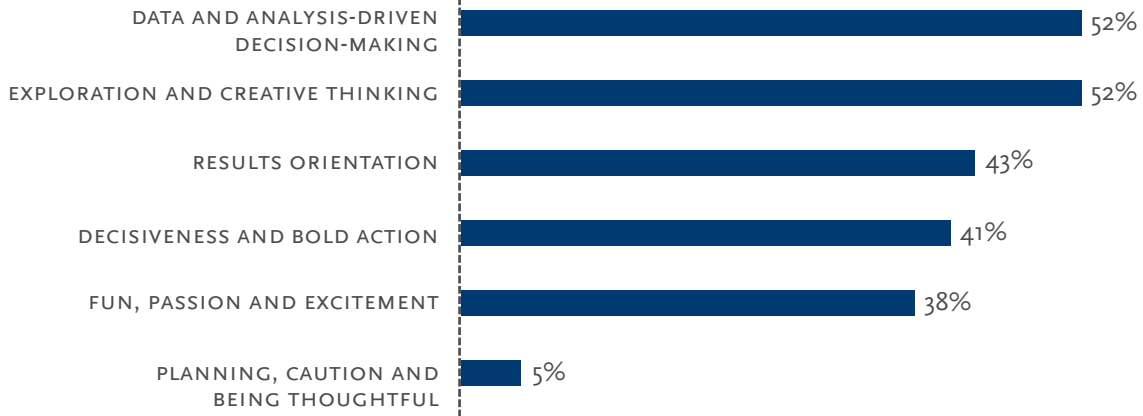
SURVEY REVEALS MAJORITY OF MARKETING LEADERS BELIEVE ORGANIZATIONAL CULTURE IS VERY INFLUENTIAL IN ENABLING BRAND EXPERIENCE

In today's marketplace, where the customer experience is a major differentiator and competitive advantage, CMOs today find themselves at the intersection of the brand experience and their organization's culture, exploring how inner workings translate into external engagement.

While a seemingly nebulous concept, an organization's culture — the shared values, beliefs and hidden assumptions that shape how work gets done — can have a tangible impact, spurring (or inhibiting) innovation, growth and customer satisfaction. To examine this issue, Spencer Stuart conducted a survey of more than 200 marketing leaders about the effect of the organizational and marketing cultures on the brand experience. Following are our findings:

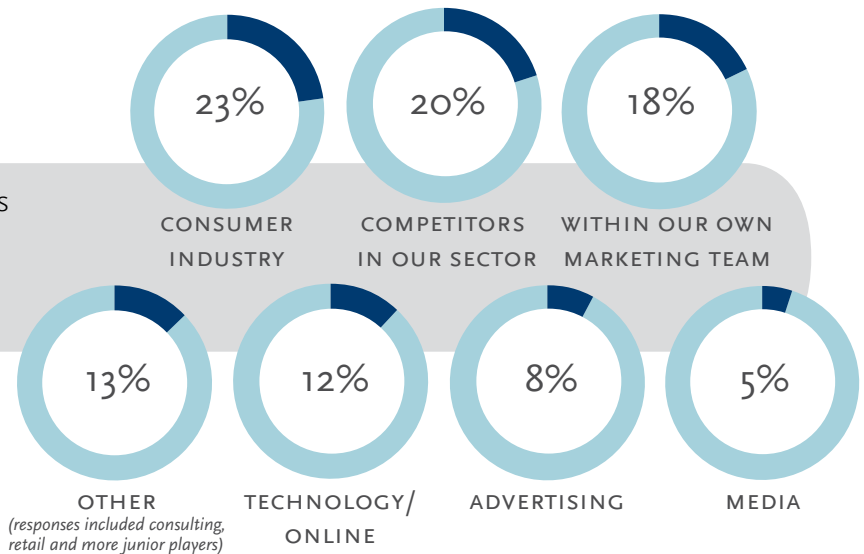


If you could change your marketing team's culture, what qualities would you like to see more of?*



83% SAY ORGANIZATIONAL CULTURE IS VERY INFLUENTIAL IN THE WAY THEIR TEAMS WORK AND THE OUTCOMES THEY DELIVER

Where do you find marketing leaders who bring the skills and attributes needed to fit the culture and deliver the brand experience?*



“Culture and brand are two key attributes that are encompassed in a successfully aligned organization — they work hand in hand as a set of basic tools that should be understood by everyone in the organization to give them a better picture of what the company does and how it operates.”

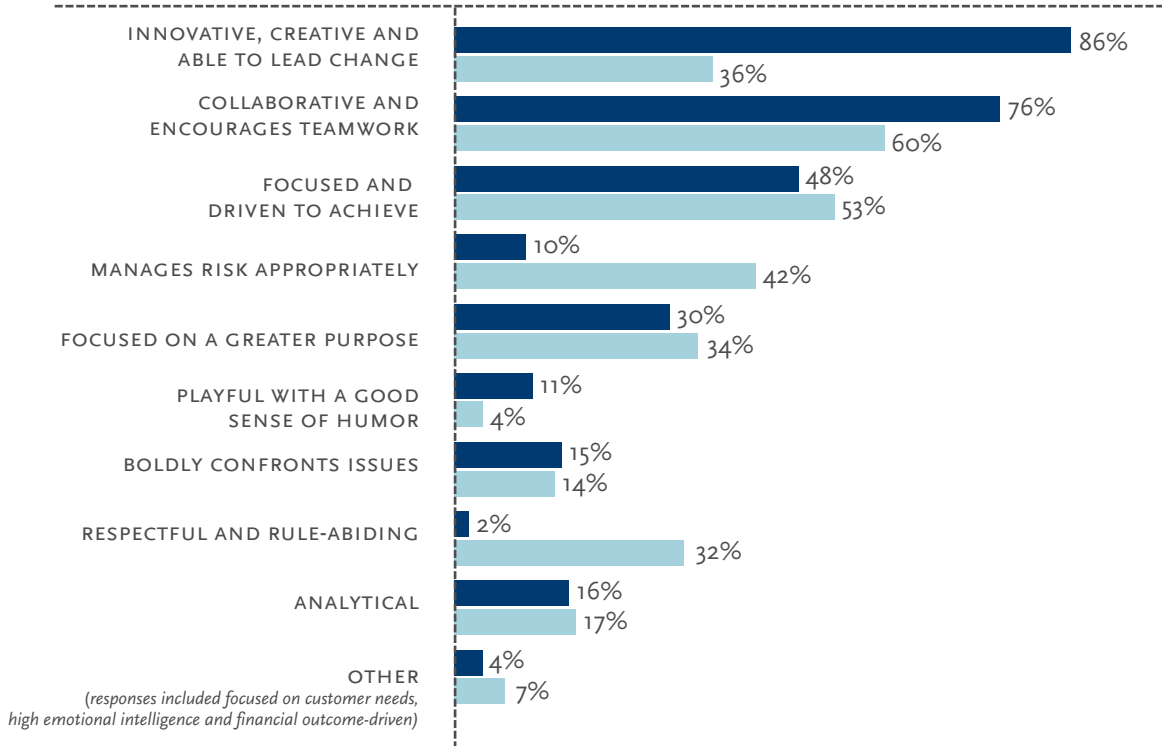
– Marketing leader

The marketing team's culture vs. the larger organization's culture

Marketers feel their teams are more creative, open to change and collaborative than the larger organization, but less rule-abiding and poorer risk managers.

The skills a leader needs to fit within... **

■ The marketing team's culture
■ The organization's culture



“In an organizational culture that is defined by the company’s broader purpose and values, every touchpoint of the brand experience directly leads to delivering on the purpose, without compromise. Employees are always the best personification of the brand experience, so embedding values into the culture will translate into a meaningful brand experience for consumers.”

– Marketing senior executive

82% SAY THEY HAVE EXPERIENCED FRICTION BETWEEN THE MARKETING FUNCTION’S CULTURE AND THE BROADER ORGANIZATION’S CULTURE

95% SAY THE CMO SHOULD PLAY AN ACTIVE ROLE IN SHAPING THE ORGANIZATION’S CULTURE

* Some percentages may not total 100 due to rounding.
** Respondents were allowed to choose multiple responses.

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About Spencer Stuart

At Spencer Stuart, we know how much leadership matters. We are trusted by organizations around the world to help them make the senior-level leadership decisions that have a lasting impact on their enterprises. Through our executive search, board and leadership advisory services, we help build and enhance high-performing teams for select clients ranging from major multinationals to emerging companies to nonprofit institutions.

Privately held since 1956, we focus on delivering knowledge, insight and results through the collaborative efforts of a team of experts — now spanning 55 offices, 30 countries and more than 50 practice specialties. Boards and leaders consistently turn to Spencer Stuart to help address their evolving leadership needs in areas such as senior-level executive search, board recruitment, board effectiveness, succession planning, in-depth senior management assessment and many other facets of organizational effectiveness.

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