

As part of a continuing Global CMO Growth Council initiative, we brought together a select group of leading CMOs from small to medium-sized companies for a private discussion about the Brand and Talent Growth Priorities to develop solutions for both.

OBJECTIVES

Talent: Agree on tactics to meet training goals and overcome SMC challenges.

Brand: Pressure-test established brand KPIs for measuring marketing’s contribution to growth within an SMC

DISCUSSION FOCUS

TALENT:

- How do you currently train and upskill within your organization?
- What would be your ideal training model?

BRAND:

- What brand metrics correlate most strongly to growth in your organization?
- What metrics matter most to SMCs, versus larger organizations?
- If you don’t use a long-term brand measurement solution, how do you quantify your brand’s financial value?

How do you currently train and upskill within your organization?

- **Individual Education Plans (IEP):** Identify areas where your team needs to train. Then consolidate training into groups around the collective IEPs. Assign a group leader to “become an expert” in that area and report back to the team.
- **Whispering:** You don’t need to shout to get people to buy into your development ethos. “Whisper Courses” drive microlearning. Provide marketers with a series of weekly nudges in the right direction.
- **Personal Accountability:** You are responsible to build and develop yourself.
- **Marketing YOU:** Team members share what they are working on with the team. Sessions are scheduled and programed by the individual team member. The team benefits from a snackable view of what others are working on. The learner develops and decides where to go next.
- **Look for training resources everywhere.** Service partners, solutions providers, agencies can all serve as training resources. They know your business and have expertise in areas that you don’t. Also, look at your internal departments, like legal or IT, for training support.
- **Formal training available through trade associations and universities.** Training is also much more than getting people in a conference room for a few days. It can be attending an annual conference, listening to a webinar, or reading white papers. And associations also offer leadership growth opportunities that can include speaking, delivering, or writing. The ANA offers several resources:

- [ANA Marketing Training and Development Center](#)
- [ANA Marketing Knowledge Center](#)
- [ANA Marketing Futures](#)
- [Global CMO Growth Council Resource Center](#)



Nearly 30 CMOs from leading small to mid-sized companies joined forces on April 1, to discuss opportunities for growth in talent development and brand leadership.

KEY TAKEAWAYS

1. **First things first.** Establish the fundamentals for modern marketing. Then expand as your career develops.
2. **Seek balance.** Marketers today are becoming highly specialized. Development should reflect a balance between expert specialization and a solid understanding of how to apply the basics.
3. **Structured training and sharing.** Specialized training resources, like those offered by the ANA, and peer-to-peer sharing groups are considered valuable development tools.
4. **Brand value.** There is a need for tools and processes that enable more effective brand valuations.
5. **Shaping the industry agenda.** Organized coalitions – like ANA Committees, can help ensure that SMC voices are expressed and captured.

THE FINANCIAL VALUE OF A BRAND: NEW UNIVERSAL KPI FRAMEWORKS FOR B2C AND B2B BRANDS

What brand metrics correlate most strongly to growth in your organization? What brand drivers matter most to your CEO/CFO? The list of KPIs below was formed by the Global CMO Growth Council community, across multiple industries, company sizes, and regions.

BRAND PREFERENCE: Measuring how much a brand is preferred by its target consumers, versus competition.

- How do you measure long-term perception and desirability of your brand?
- Brand image studies allow you to track the state of Brand Preference
- Smaller companies can measure proxies like brand salience and/or engagement

PRICING POWER: Ability to raise prices without reducing demand.

- What is your value proposition, if it is not price?
- How much your brand strength can command a price premium vs. commoditization

ATTENTION/BRAND MOMENTUM: Measuring how much your brand can generate brand-building attention and create momentum and engagement (which will create preference).

- Watch out for tactical virality which can backfire...badly
- Highest potential for ROI, but you must deeply know and understand your brand

BRAND AND CATEGORY PENETRATION:

Acquiring new users, getting current users to buy more, making your category grow, and taking a bigger share.

- How do you make your brand more relevant?
- How are your sales compared to your category and total market?

CUSTOMER BASE AND INCREMENTAL SALES:

Marketing's contribution to the baseline (which will decrease without marketing) while building incremental share.

- Balancing long-term brand building AND short-term performance
- Brand's baseline must be nurtured, or it will erode

ADDITIONAL KPIS FOR B2B

NET PROMOTER SCORE: How customers, partners, and resellers feel about each interaction and experience.

- Client-centricity is about actively listening and then doing something about it
- Are you enabling Resellers to drive growth? How do they feel about your brand?

LIFETIME VALUE (LTV): Marketing serves customers from pre-sale and all the way through the ongoing experience

- Are you mindful of when to gate and creating relationships that deliver high-quality leads?
- How are you investing resources to drive growth from existing customers?

5 Brand Growth KPIs

Which metrics support marketing's impact and contribution to growth?

- BRAND PREFERENCE**
- PRICING POWER**
- ATTENTION/ BRAND MOMENTUM**
- BRAND & CATE PENETRATI**
- NET PROMOTER SCORE (NPS)**

+2 KPIS FOR B2B

Which metrics support B2B marketing's impact and contribution to growth?

- NET PROMOTER SCORE (NPS)**
- LIFETIME VALUE (LTV)**

We are creating a Brand Growth Compendium of case studies and examples of how these KPIs drive growth across different verticals, companies, company sizes, and regions.

If you have a Brand Growth story using these metrics, please contact us at brandgrowth@anacmo.com to be included.

CMO GROWTH COUNCIL ANA

Download this handy infographic for ease of reference. [LINK](#)

Global CMO Growth Council

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JOIN THE TEAM

The SMC Working Team serves as a catalyst for action toward achieving Global Growth Council priorities for smaller companies. The next SMC Working Team meeting will be on July 29, from 11:00 A – 12:30 P (ET).

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