



Corporate character of modern CMO

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A company of progress

- Celebrated IBM Centennial and 100-years of progress
- First time woman as CEO
- IBM operates in more than 170 countries and has more than 400.000 employees worldwide
- By receiving a record 6,180 US Patents in 2011, IBM has topped the list of world's most inventive companies for the 19th consecutive year.



Virginia M Rometty



Brand Value

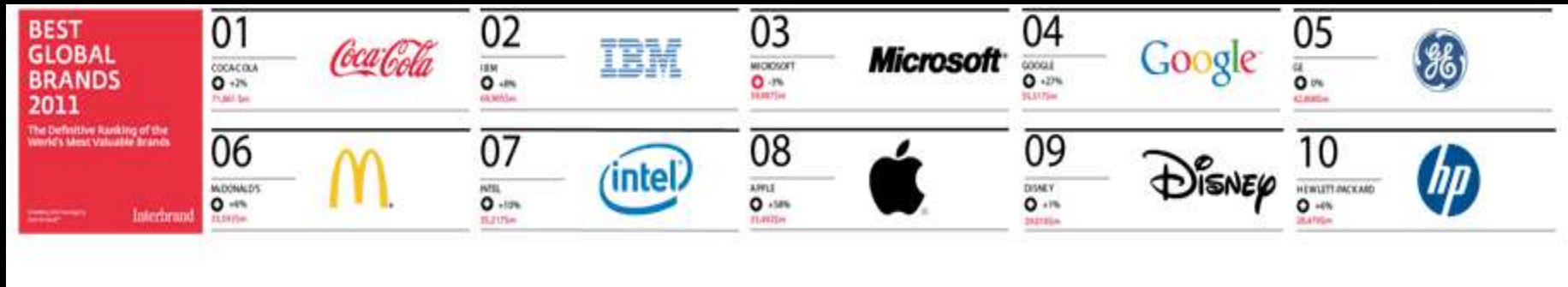
For the fourth consecutive year, IBM was ranked the world's **2nd Most Valuable Brand** by Interbrand

Our estimated brand value grew +8% to \$69.905 billion – an increase of \$5.2 billion from last year



“...the core of IBM’s strength remains: a continuous brand thriving amid permanent change.”










– Interbrand



Brand Value

IBM is ranked the world's **2nd Most Valuable Brand** by Millward Brown's latest BrandZ™ Top 100 Most Valuable Global Brands 2012

BrandZ™ Top 100 Most Valuable Global Brands 2012

#	Category	Brand	Brand Value 2012 (\$M)	Brand Contribution Index	Brand Momentum Index	% Brand Value Change 2012 vs 2011	Rank Change
1	Technology		182,951	4	10	19%	0
2	Technology		115,985	4	5	15%	1
3	Technology		107,857	4	5	-3%	-1
4	Fast Food		95,188	4	8	17%	0
5	Technology	Microsoft	76,651	4	8	-2%	0
6	Soft Drinks		74,286	5	7	1%	0
7	Tobacco		73,612	3	7	9%	1
8	Telecoms		68,870	3	5	-1%	-1
9	Telecoms		49,151	3	7	15%	4
10	Telecoms		47,041	4	9	-18%	-1

How is the CMO role changing?

CMO's relevance, responsibilities and influence are increasing.

\$1.5 trillion Amount spent on marketing and communications in 2011

7-8% Growth of marketing budgets in next 12 months, 2-3X that of IT budgets

\$148 billion IT-related spend owned / influenced by CMOs in 2012

60% Growth of spend on marketing analytics in next three years

AdAge

When CMOs Learn to Love Data, They'll Be VIPs in the C-Suite

And If They Don't, They'll Be Relegated to Overseeing Promotions While Someone Else Takes Chief Customer Officer Role

By: Natalie Zmuda Published: February 13, 2012



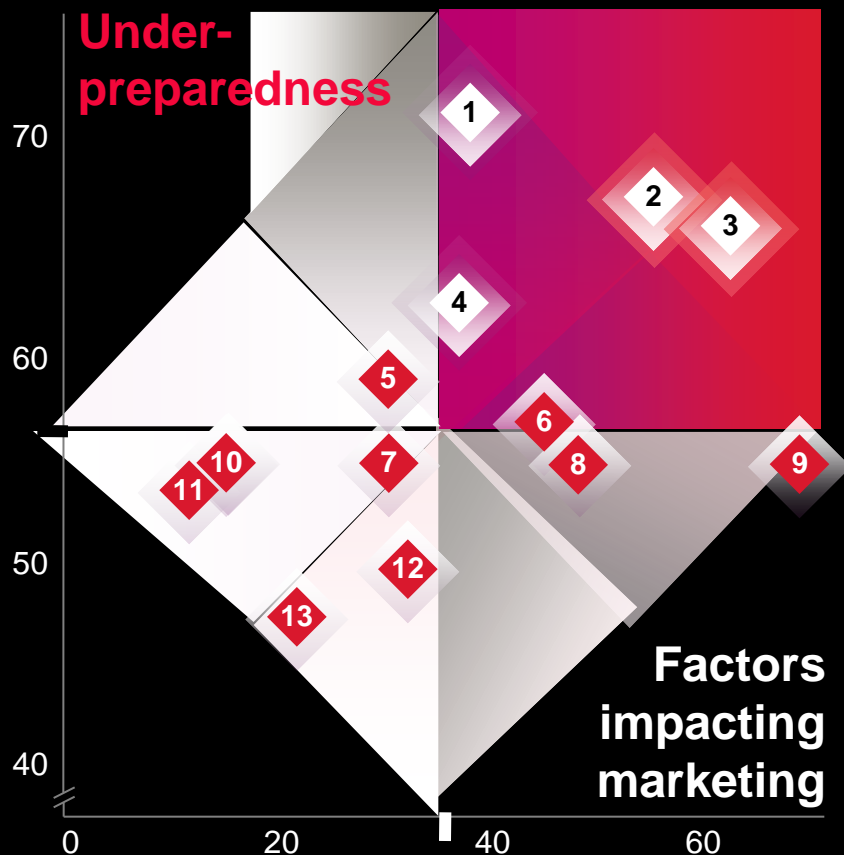
Gartner projects that by 2017 the CMO will spend more on information technology than the CIO.

The 2011 Global CMO Study is part of our C-suite Study series encompassing interviews with more than 15,000 C-suite executives



CMOs are underprepared to manage key changes...

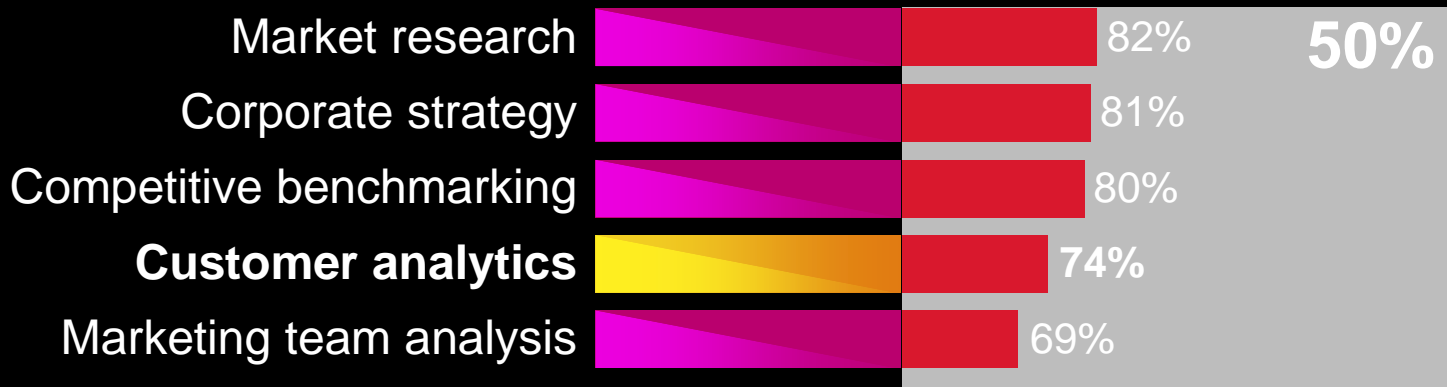
Marketing Priority Matrix



- 1 Data explosion
- 2 Social media
- 3 Growth of channel and device choices
- 4 Shifting consumer demographics
- 5 Financial constraints
- 6 Decreasing brand loyalty
- 7 Growth market opportunities
- 8 ROI accountability
- 9 Customer collaboration and influence
- 10 Privacy considerations
- 11 Global outsourcing
- 12 Regulatory considerations
- 13 Corporate transparency
- Mean

Deliver value to empowered customers

Markets-not individuals-still shape CMOs' strategy

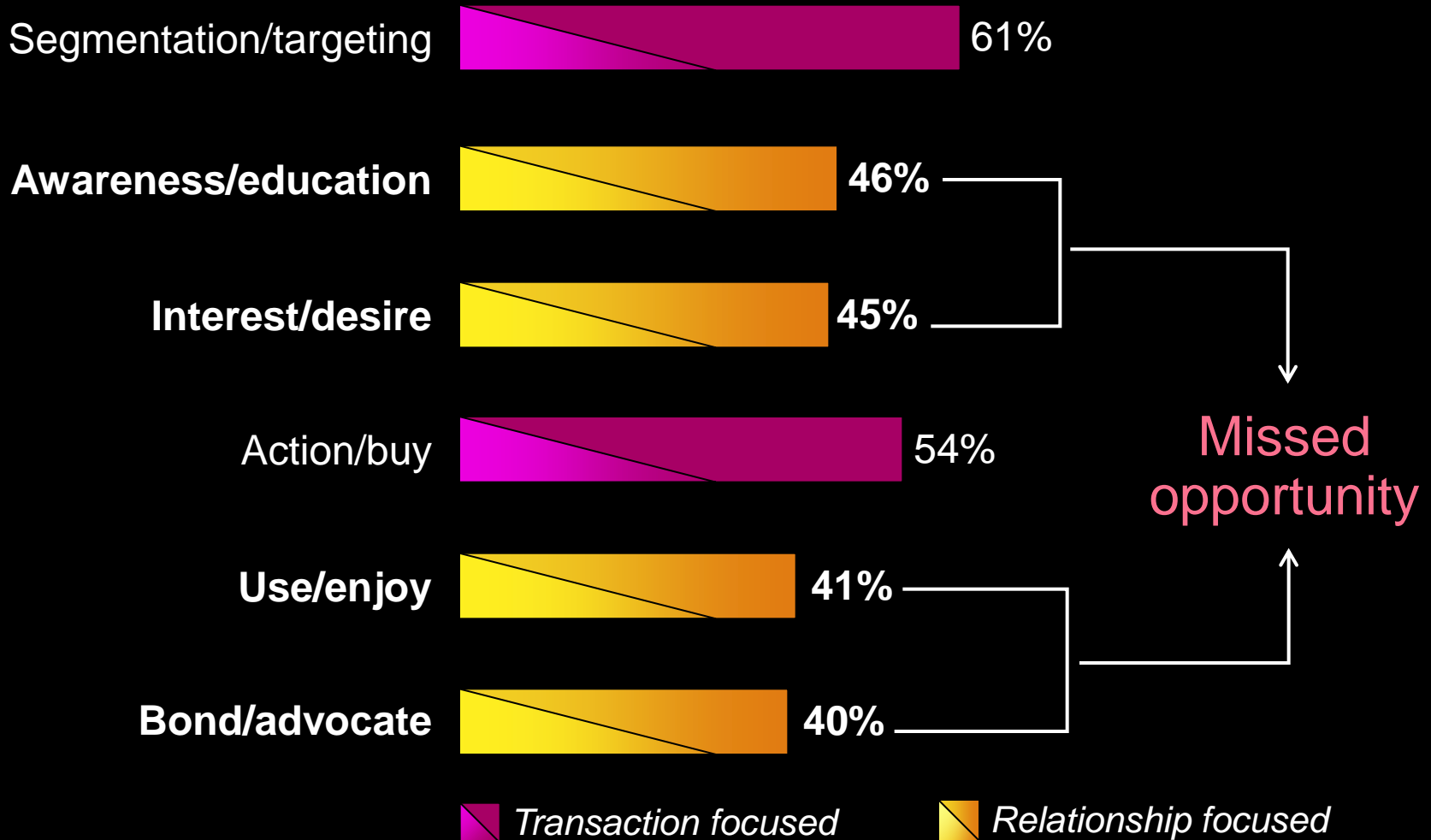


7 other sources

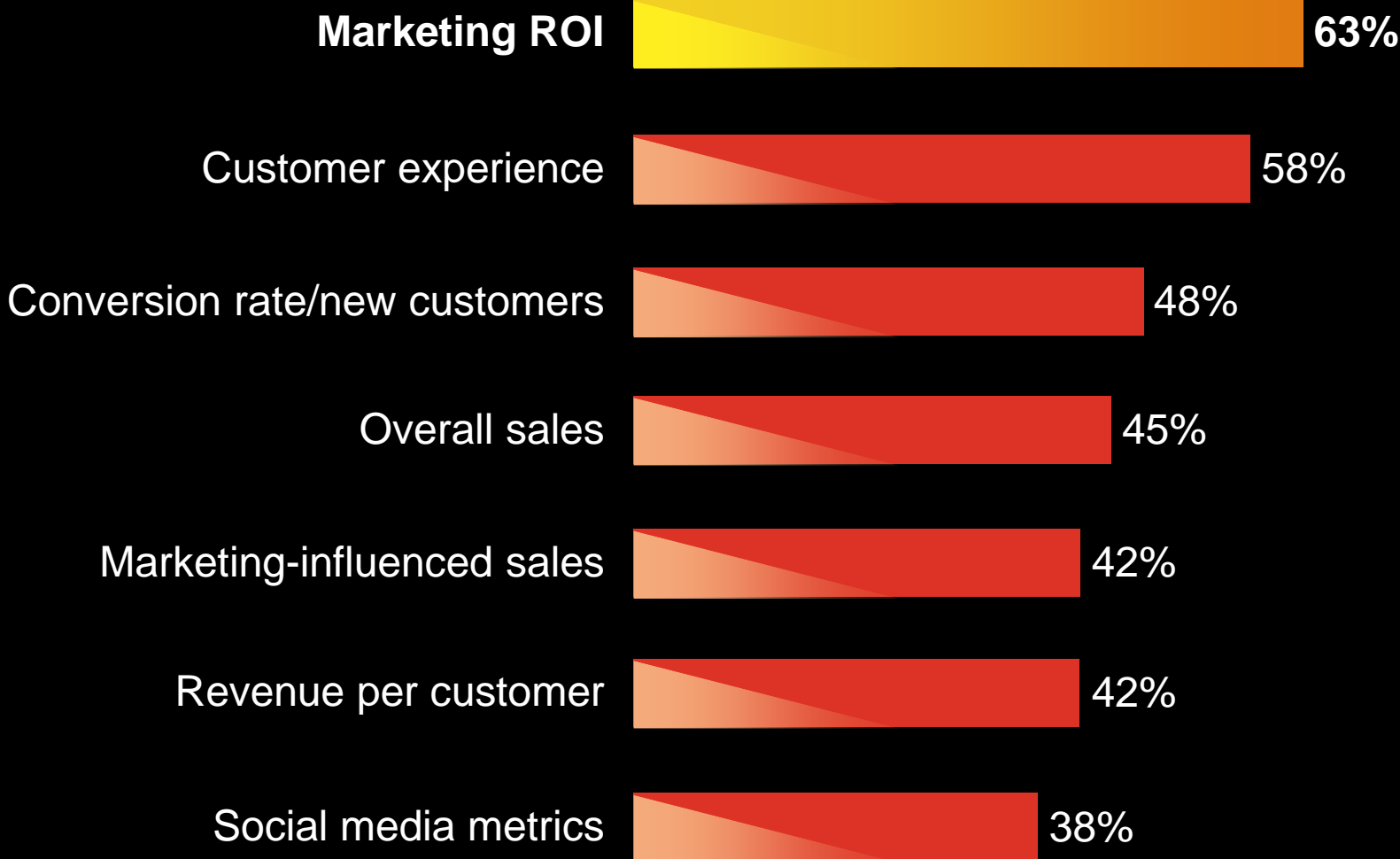


 **Key sources to understand individuals**

Foster lasting connections



Capture value, measure results



In addition to strategic actions, there are three initiatives CMOs can start today to become better prepared for the digital era

1 Create small action teams

2 Schedule time with your C-suite peers

3 Engage like a customer