

FROM CHAOS TO CLARITY

Clear strategies for growth | January 21



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Foreward

Chaos

It's a one word summary that describes 2020. But as COVID moves from a pandemic to being endemic, we shouldn't kid ourselves that chaos will go away. It won't. There's too much change and too much complexity happening on too many levels.

And chaos is a problem we can't overstate. Within organizations it can manifest as initiative overload where little meaningful value is created by huge amounts of effort and inertia where action is most urgently needed. It's the single barrier that stops organizations moving forwards coherently. It's the threat that undermines competitive advantage and leaves organizations behind.

But if chaos is the villain of the moment, clarity is the antidote.

Clarity on the issues to resolve and the opportunities to exploit. Clarity on the specific actions needed to move forwards. And above all, clarity that engages an entire organization together so that great ideas don't just move beyond the boardroom, but are actioned with energy and creativity throughout the organization.

To illuminate this opportunity, we've spoken to over 700 CEOs, CMOs and senior marketers across the USA, UK, Germany, Singapore and China to build a deep understanding of the key issues so that we can recommend solutions that are not just theoretically sound but are actionable in the messy reality of business.

The findings are significant. As you would expect, this report brings a base of robust evidence that reveals both the fundamental drivers of chaos and identifies strategies and frameworks to help bring clarity around where to focus and how to exploit opportunity.

The thinking is invaluable for any senior leader working hard to lead their organization through complexity and change.

But, closer to home, this report also illustrates an embattled marketing function, that while stretched to the limits in terms of capacity and capability, is a critical and central part of the solution. In many ways, this could just be the moment for marketing to step up and lead the organization from chaos to clarity.

Thanks for engaging with this piece of thinking. We hope you enjoy.

Damian Symons

Worldwide CEO
Clear M&C Saatchi

If chaos is the villain of the moment, clarity is the antidote.

Damian Symons, Clear

Introduction

2020 was one of the most chaotic years experienced. But chaos isn't new. Change (and the chaos it can unleash) is one of the few constants. Society, culture, economics, and most notably, technology are all undergoing constant transformation. Business leaders are challenged with making sense of this ever-changing, chaotic environment and taking decisive action to deliver against both short and long-term ambitions.

The reality, as Carl Jung said, is that "In all chaos there is a cosmos, in all disorder a secret order." Decoding the "secret order" to which Jung refers is the key to capturing transformative opportunities and driving sustainable growth.

To bring order to this chaotic world, we surveyed nearly 700 CEOs, CMOs and senior marketers of large organizations across the US, UK, China, Germany and Singapore, and spoke with senior agency leaders and clients across our network. Our aim – to understand how business leaders manage chaos, find growth and transform for the future.

In the process we found that chaos isn't something to fear. In fact, when it is harnessed and managed properly, it has the potential to create transformative new sources of growth.

In this paper, we will unearth insights from our research which provide the foundation for our 'Clarity' frameworks business leaders can use to navigate and harness chaos to drive growth.

A new golden age of marketing?

Our study tells a clear story - marketing has never been more influential in business.

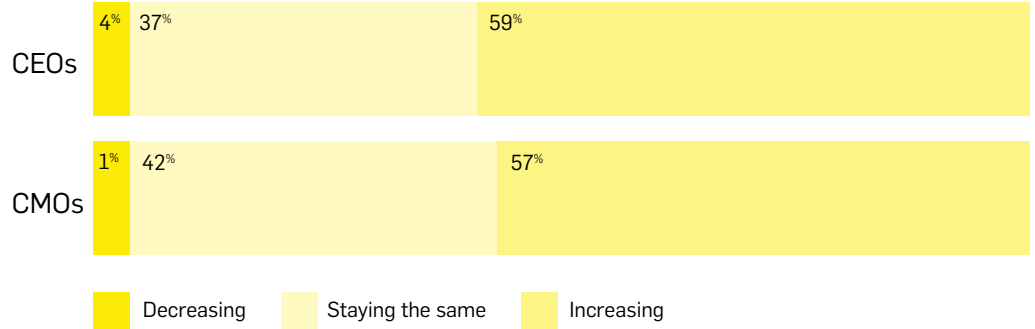
51% of our survey respondents (and 59% of CEOs) say that marketing's influence is increasing inside their organization. Only 5% of respondents claim it's decreasing. When asked about internal perceptions of marketing, CEOs believe marketing is seen as "strategic growth driver" and "owners of the data" above all but one of the 12 options we presented. So much for the death of the CMO.

Internal Perceptions of Marketing

CEO's	CMO's
1 Creative Department	1 Creative Department
2 A Strategic Growth Driver	2 A Strategic Growth Driver
2 Owners of the Data	5 Brand Activators
4 Voice of the Customer	2 Owners of the Data
5 Brand Activators	5 Brand Stewards

Similarly, CMOs personally feel their influence is growing and that they are directly involved in shaping the overall vision for the organization. Marketing narrowly trails Finance as the most influential function with 89% of CMOs reporting to have at least “a lot of control and input” in shaping business objectives. Overall, the data reveals a significant role and opportunity for senior marketers to drive overall business strategy.

Change in the Influence of Marketing



The data also reveals a sense of confidence within marketing departments. There is overall alignment between marketing and business strategy – 72% of respondents and 83% of CMOs report that their business objectives are translated into clear objectives for marketing. CMOs report that they and their teams have the right capabilities to deliver against their KPIs. In fact, 95% of CMOs are personally confident in their ability to deliver and a whopping 99% are confident in their team’s ability to do the same. Based on this data alone, you would think that organizations and their marketing departments are well set up to navigate and harness change.

We had a pitch consultant who had an observation – for the first time in the past two years CEOs had started to see what the marketing department and communication businesses actually do and can do. The speed and agility at which we've delivered work and ideas has given a great platform for the marketers to have a far closer dialogue with them moving forward.

Justin Graham, CEO, M&C Saatchi Australia

So, what could possibly go wrong? A deeper dive into what is really going on within these organizations reveals that all is not as well as it initially seems. While “growth through accessing new customers” is the biggest marketing priority cited by both CEOs and senior marketers, it is simultaneously the place where they have failed the most. Clearly, something isn't working.

Top 3 marketing Priorities

CEOs	CMOs
1 Growth through accessing new customers	1 Growth through accessing new customers
2 Innovation and R&D	2 Driving enhanced customer loyalty
3 Growth through new products and services	3 Growth through growing share of wallet

Areas of Failure in the past year

CEOs	CMOs
1 Growth through accessing new customers	1 Growth through accessing new customers
2 Innovation and R&D	2 Driver greater return on marketing investment
3 Driver greater return on marketing investment	3 Growth through growing share of wallet

Four ways chaos undermines growth

Our data shows that there are 4 key drivers of chaos within organizations that undermine marketing's ability to drive growth.

1. Strategy getting stuck in the boardroom



Everything's clear in the boardroom...
Clear M&C Saatchi X Marketoonist © 2021

An identical 97% of CEOs and CMOs believe their organizations have at least a "fairly well defined" business strategy, with at least 80% claiming it is very clearly defined with strategic focus areas.

At the same time, only 59% of VPs and Directors agree.

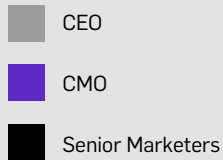
The most fundamental driver of chaos we observe in the data is strategy getting stuck in the boardroom. Worryingly, our data shows that while leadership believe they have a clear strategy for growth, that clarity erodes as you move further from the core of the C-Suite.

An identical 97% of CEOs and CMOs believe their organizations have at least a "fairly well defined" business strategy, with at least 80% claiming it is very clearly defined with strategic focus areas. At the same time, only 59% of VPs and Directors agree.

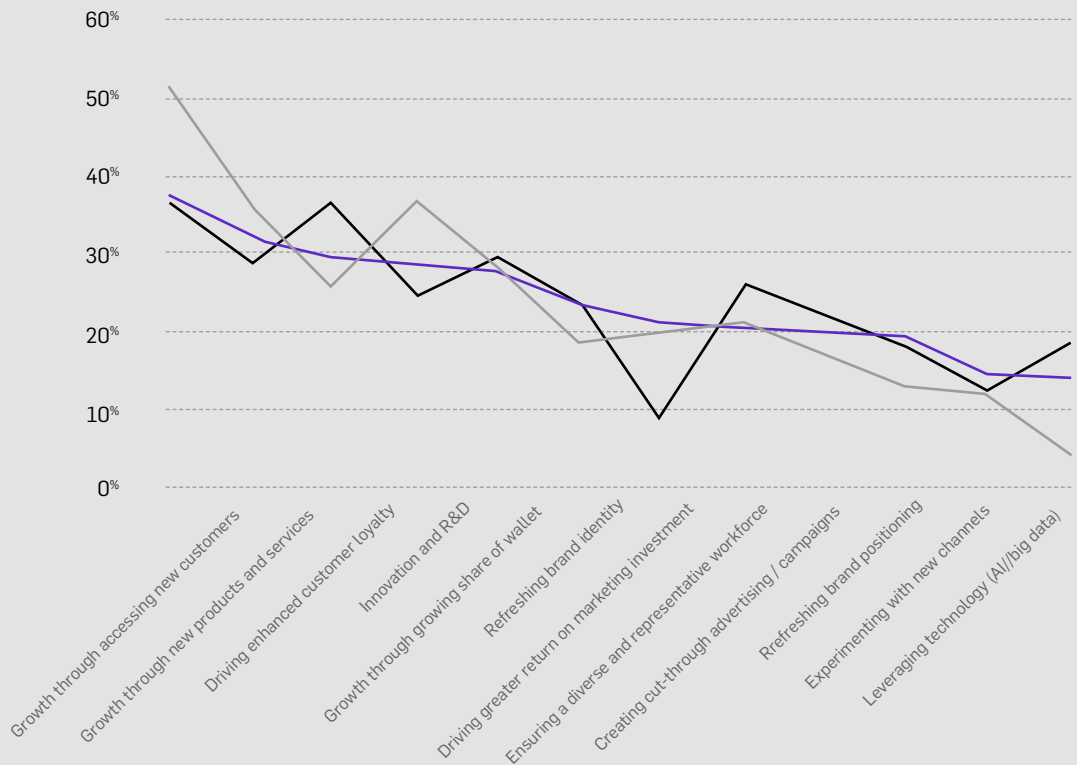
Organizations where the role of the CMO has been disaggregated – with the proliferation of Chief Customer Officers, Chief Experience Officers and the like – suffer from this lack of clarity even more. Only 53% of non CMO, c-suite marketers believe the strategy is well defined. Rather than creating greater focus and efficiency, this disaggregation of the CMO role seems to be leading to greater confusion.

2. Alignment on goals, but not on what to do to get there

The easiest way to accommodate conflicting demands is to align on goals without aligning on means – or, ultimately, “mistaking goals for strategy.” Our study shows that not enough senior leaders understand this point as the perceived priorities of CEOs vs. CMOs show something has gone awry in aligning on where to focus.



Top 3 Marketing Priorities (% Selected)



As mentioned, everyone agrees on the ultimate goal to grow by accessing new customers. But while CEOs believe that creating new products and services and Innovation/R&D are the critical ways to accomplish that, CMOs cite additional outcomes – growing share of wallet and driving loyalty – as their other primary priorities.

CEOs clearly want their senior marketers focused more on the ‘next’ while the marketers themselves are more focused on the ‘now.’

Bad strategy ignores the power of choice and focus, trying instead to accommodate a multitude of conflicting demands and interest.

Richard Rumelt | UCLA

3. Too much focus on short term delivery - not on the drivers of new growth

This aligns with the pattern we see in the data more broadly. As you would expect, CEOs are primarily focused on the long-term bets – be that innovation, data infrastructure or driving long term, sustainable growth. CMOs, on the other hand, are clearly more focused on the short term – getting the most out of media spend, demonstrating ROI and navigating the post-COVID 19 landscape.

When asked about what is giving them sleepless nights, CEOs cite “creating a valuable data infrastructure,” “understanding where to invest across a complex media landscape” and “building a marketing team with the right skill set” as the three biggest issues. By contrast, CMOs agree the media landscape is a concern, but their other biggest worries are “proving ROI on marketing spend” and “leveraging new technologies like AI and voice to commercial advantage.” CEOs expect their CMOs to be strategic, long term thinkers and yet demand they deliver results in the here and now.

Top 3 Things “Keeping you Up At night” Rank by % Selected

CEO's	CMO's	Senior Marketers
Creating and managing a valuable data infrastructure	Proving ROI and the value of marketing spend	Proving ROI and the value of marketing spend
Understanding where to invest across an increasingly complex media mix	Understanding where to invest across an increasingly complex media mix	Understanding where to invest across an increasingly complex media mix
Building a marketing team with the right skillset	Knowing how to leverage new technologies to commercial advantage (e.g. AI, Voice)	Building a marketing team with the right skillset
Proving ROI and the value of marketing spend	Building a marketing team with the right skillset	Staying ahead of the increasingly fast pace of consumer change
Knowing how to unlock new marketing channels (e.g. TikTok)	Knowing how to unlock new marketing channels (e.g. TikTok)	Knowing how to unlock new marketing channels (e.g. TikTok)

The inconvenient truth is that, however challenging it may be, CMOs need to do both. The unique challenge for the CMO is to both identify strategic priorities and invest for the future, as well as manage crisis communications and day-to-day changes to the business context.

The challenge for CMOs is balancing how they’re fulfilling demand with getting ahead of the market and staying in a future-proof mindset. There’s a job for the here and now but a need to also have an eye to the future.

Rhonda Hiatt, CSO, Clear M&C Saatchi

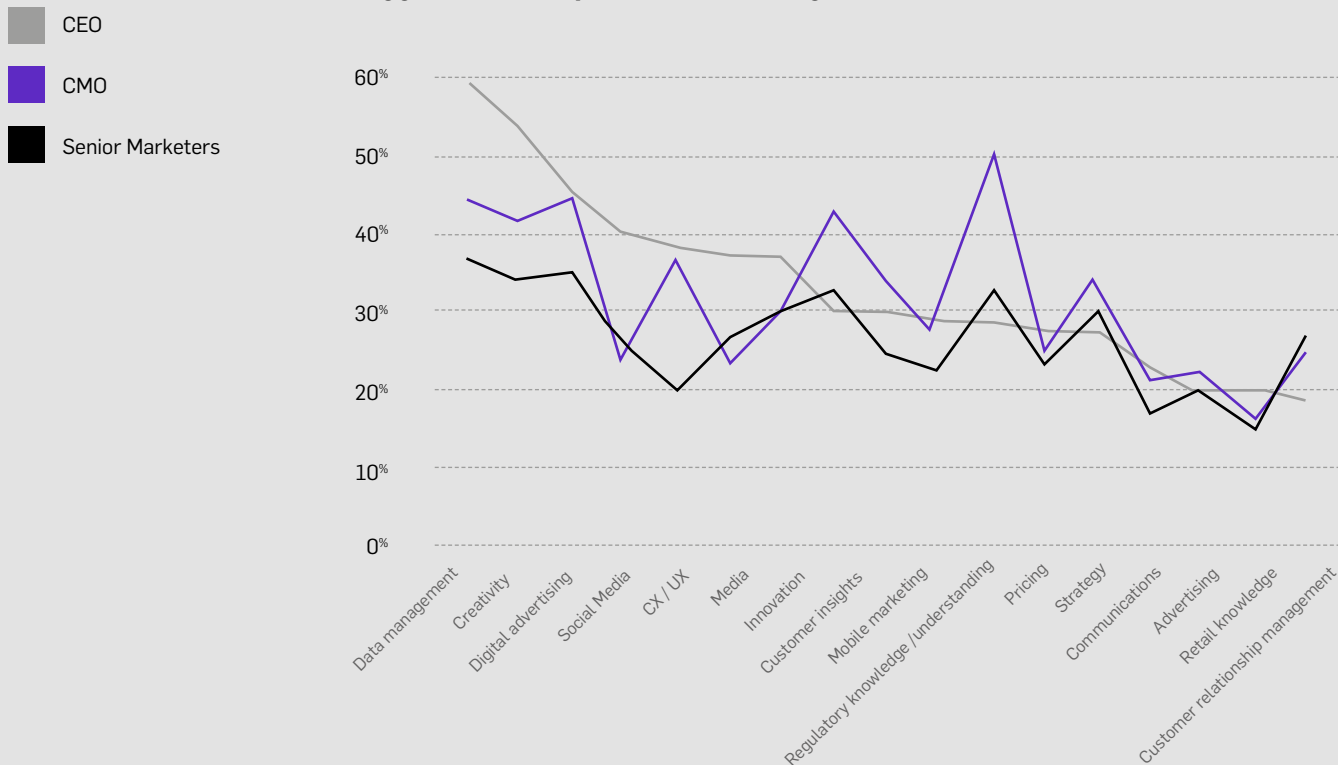


The many hats of the modern CMO... Clear M&C Saatchi X Marketoonist © 2021

4. Marketing is being stretched to the limit in terms of capability and capacity

The final driver of chaos comes down to delivery. Even with a clear, aligned and communicated strategy, the plan needs to be actioned which means having the right skills, people, platforms and processes to deliver. As evidenced in our responses, we again see misalignment and breakdown between business and marketing leaders.

Biggest Skills Gaps in the Marketing Team



Chief Executives have a clear perspective on where the major skills gap is in marketing – Data. 60% of them cite “Data management” as the biggest skill gap, followed by Creativity (54%) and Digital Advertising (46%).

Senior marketers are less clear on where the skills gaps might be, with 7 skills areas clustering near the top. Marketers are not as focused on data – either infrastructure or management/analytics – as their CEOs would expect.

This disconnect extends even further into when marketing should be partnering with agencies or consultancies. Here, CEOs (60%) say marketing should work with 3rd parties to help with Experience Design, behind only Consumer Research and Advertising among 19 capabilities tested. Only 38% of senior marketers agree. Their priority for outsourcing capabilities was instead focused on marketing/consumer research and communications support.

Where CEOs think Marketers Should seek Agency Support

Disciplines by rank	
1 Consumer Research	11 Media activation
2 Advertising	12 Customer Segmentation
3 Experience design	13 Social Media
4 Big data analysis	14 Product or Service Innovation
5 Market Research	15 Make sense of demand spaces
6 Strategic planning	16 Creative testing
7 Facilitating workshops	17 PR
8 Creative development	18 New product development
9 Communications	19 Incubation
10 Brand Strategy	

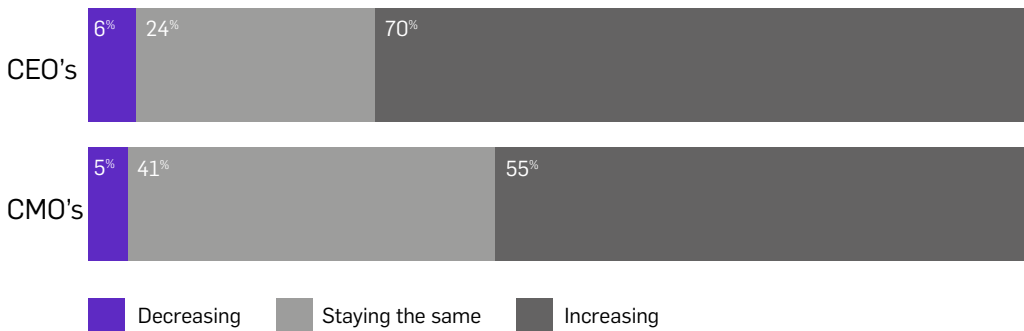
You can have specialists in marketing, but silos need to be broken down to ensure marketing efforts are connected to the other agendas in the organization.

Camilla Kemp, CEO, M&C Saatchi London

Additionally, marketers are increasingly expected and required by CEOs to collaborate more across internal functions. Cross-functional collaboration is not just about getting along but is a key enabler to avoid strategic drift and optimise resources. There's a clear opportunity for marketing to cement a position as a force multiplier within firms.

But while 70% of CEOs want to see the level of cross functional partnership increasing in the future. CMOs and senior marketers are less convinced, with only 50% saying they expect such collaboration to increase. Although current collaboration seems robust with certain functions, namely Strategy, Finance and Sales, the majority of marketers are not actively collaborating with Operations, Human Resources, Channel and Distribution Management, R&D or Technology.

Expected Change in Cross Functional Partnership

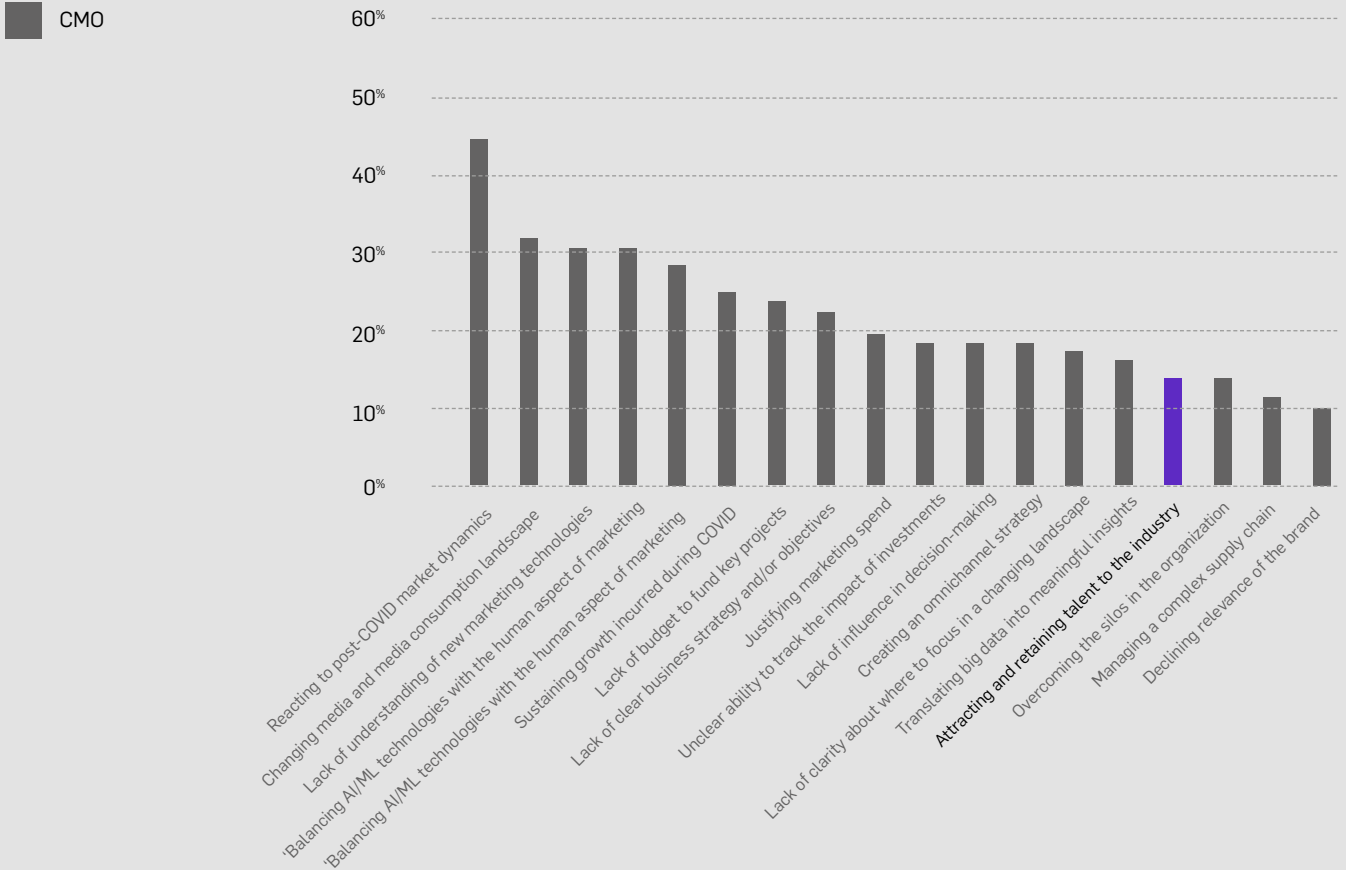


Given the multifaceted nature of the challenges facing modern business and especially marketing, a siloed approach is not fit for purpose. And breaking down those barriers to deliver growth is essential to deliver.

A talent crisis

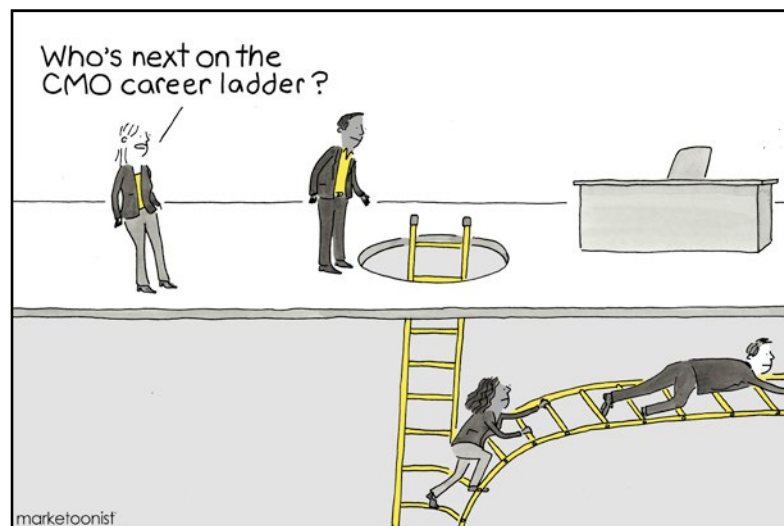
Worryingly, our data shows that those in marketing today are less keen on remaining in the function than you might think. There appears to be a brain drain crisis emerging – fewer than 20% of senior marketers we surveyed aspire to be CMOs in their next role. More (26%) would prefer to be CEOs, with non-corporate opportunities and independent consulting also ranking highly.

CMOs Perceptions of the Biggest Marketing Challenges in the next 3-5 years



Fewer than 20% of senior marketers we surveyed aspire to be CMOs in their next role

In order for marketing to meet the moment, talented young marketers are required. And there is little signal that CMOs or CEOs are aware of this talent issue. Only 14% of CMOs state attracting and retaining talent in the industry as a priority.



The death of the CMO?
Clear M&C Saatchi X Marketoonist © 2021

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Harnessing the chaos to deliver growth

In light of these drivers of chaos, business leaders begin 2021 with a big opportunity, but also some major risks. Perhaps never before has there been a time where making the right moves and placing the right bets has been this important.

CMOs in particular should heed this call to action. They have a unique opportunity to influence organizations, but also inspire their teams by demonstrating the importance, dynamism and impact of the marketing function. The degree to which CMOs take advantage of this new golden age of marketing will depend on how well they harness the chaos that surrounds them in developing a clear strategy for growth.

The third part of this paper focuses on a set of robust proprietary Clarity frameworks and tools designed to enable business leaders to harness the chaos, find clarity and gain advantage.

There are four jobs to do in crafting a growth strategy:

1 Define the shape of your chaos

2 Make choiceful moves

3 Enable growth

4 Stay agile

We bring the outside in - we relay what's happening with customers, now more than ever. With the amount of change happening, CEOs really want to know what is changing and what is happening with customers. We play a pivotal role in that

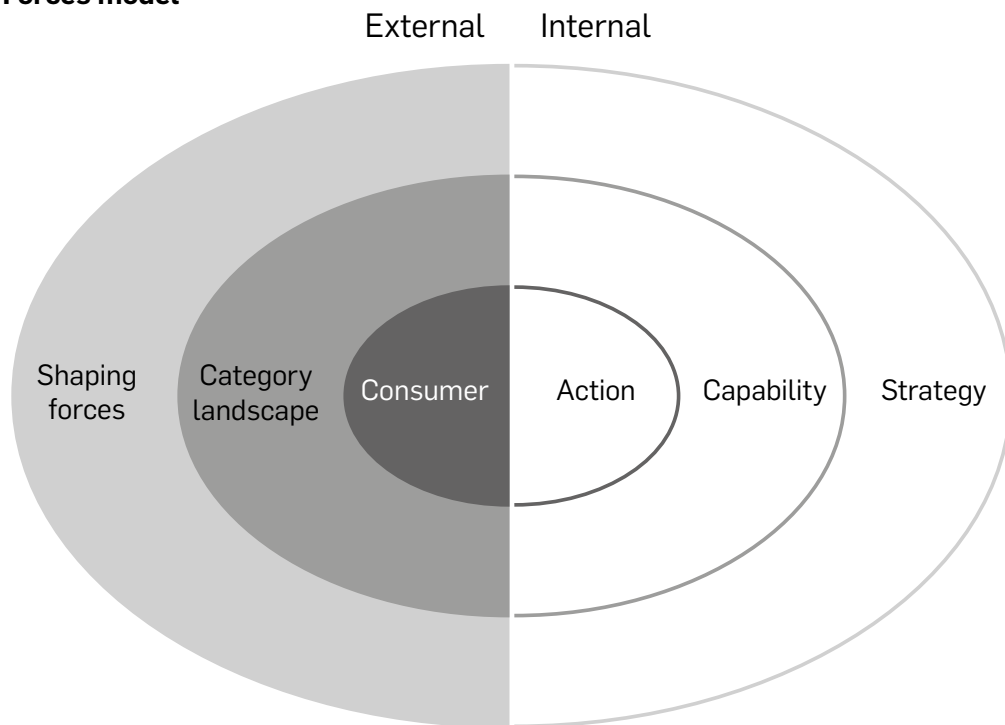
Raj Kumar, Group Brand & Reputation Director, Aviva



Job 1 Define the Shape of your Chaos

Understanding which forces are impacting your business from an internal and external perspective is the first critical step in defining the path to growth.

Forces model



External Forces of Chaos

Business leaders can break down external forces of chaos – those that originate outside of the organization – by asking critical questions in three key areas:

1 Shaping Forces

What are the structural, long term shifts which fundamentally shape your market, your customers, and the world?.

Great leaders are ahead of the curve in terms of identifying and acting upon structural market shifts. Whether the relevant factors are aging populations, increasing urbanization or growing income equality, shaping forces can feel long-term and theoretical, but present real business opportunities to identify new sources of demand.

There are some common pitfalls to avoid in defining shaping forces:

- Ignoring a perceived a long-term force because it has not impacted the core business yet
- Confusing specific examples of long-term shifts for the shift itself (e.g. Bitcoin vs. crypto/blockchain)
- Confusing small incremental shifts over a period of time for a big shift
- Focussing too much on long-term shifts which do not open opportunities for the business

2 Category Forces

What are the category trends shifting the landscape in which your business operates over the medium term?

Category forces are either already impacting business or clearly on the horizon and tend to be the focus of most “trendwatching” activity. But business needs to move from watching to actioning. Leaders need to identify which forces add velocity to the current strategy, which suggest a need to pivot and adapt to mitigate imminent threats, and which to de-prioritize due to lack of alignment with the core strategy.

In turning category forces into tangible opportunities, marketers should avoid the following pitfalls:

- Reacting with tactics which distract from rather than add to the existing strategy
- Chasing fleeting trends or forces without understanding how or whether they fit with the organization’s long-term vision or purpose
- Paying lip service to addressing or capitalising without considering implications for the core business model(s)
- Creating a response or capturing an opportunity based solely through a marketing lens

3 Experience Forces

What are the day-to-day contextual changes, challenges and opportunities which impact the viability of your plan?

Context changes quickly. Leaders must use a strategic lens to quickly filter changes in the everyday environment to ensure they prioritise emerging opportunities that fit with their vision and capabilities. Common pitfalls to avoid include:

- Exploring in-the-moment opportunities at the expense of strategically aligned tactics and initiatives
- Mistaking a temporary consumer behaviour change for a material change in consumer behaviour
- Showing up in moments where the brand doesn’t fit or belong
- Copy-cat or unremarkable responses to mass challenges which add little or no value to the brand

The challenge for marketers has been, and will continue to be, ensuring you have the right team in place – with the right skills and capabilities – to hit the core marketing KPIs and at the same time think through the more strategic items. A lot of that comes down to making sure you have people who understand and can do both.

Kevin Hook, Chief Strategy Officer
Ashley Furniture

Internal Forces of Chaos

Business leaders can break down internal forces of chaos – those that originate inside of the organization – by asking critical questions in three more key areas:

1 Strategy

Is there a clear business and marketing strategy that is well understood within the marketing organization and the organization more broadly?

As observed in our data, having a clear strategy that's well understood across the entirety of the organization is uncommon. But this misalignment causes issues with execution and delivery as people pull in different directions. Common pitfalls to avoid in strategy engagement include:

- Failing to provide context for strategy – the overarching narrative
- Failing to connect the dots between specific initiatives and tactics that support strategic priorities – why we're doing what we're doing.
- Checking in on progress against clear, pre-defined measures of success

2 Capability

Do you have a clear plan for how to organise internally, the capabilities required and where and how to insource / outsource expertise?

Only with clarity on the capabilities required will the organization be able to deliver the strategy efficiently and effectively. This means understanding where to build capabilities and infrastructure in-house (to support long-term growth priorities), and where to outsource to agencies and consulting firms (to deliver on short-term OR exceptional priorities). Common pitfalls to avoid in capability include:

- Building out skills within the team on an ad hoc basis and not having a clear talent and skills plan matched to the growth strategy
- Hiring too far ahead of the capability curve resulting in a failure to embed a key skill because it was unclear how to integrate into current operations.
- Failing to regularly review the capabilities within the team against short, medium and long term requirements – and acting to upskill or redeploy talent accordingly.

3 Experience Delivery

Is marketing collaborating across functions to align priorities, share knowledge and resources and optimise investments?

CEOs expect their c-suite to increasingly collaborate as building bridges and aligning priorities across functions can both enhance the impact of activities and optimise resource allocation. Moreover, delivering a seamless customer experience demands cross-functional collaboration – marketing may be the owner of the customer data, but the data only becomes truly powerful and valuable when it's shared across the organization. Common pitfalls to avoid in collaboration include:

- Lack of similar language and differences in working styles (which become less painful as teams become more adept at tackling challenges together)
- Retrospective collaboration – bringing in other departments at the very last minute, leaving little room for manoeuvre
- Delegation of related tasks across disparate teams without a clear mandate or culture to collaborate.

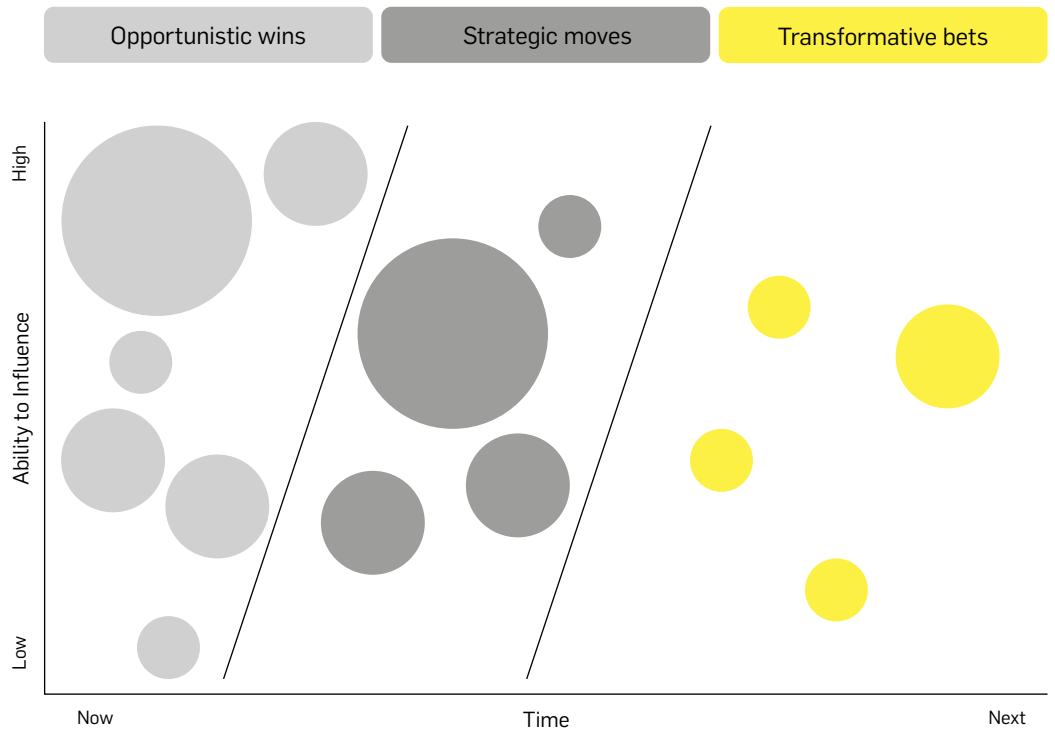
We don't own all of the customer experience so the question for us is: how do we work with teams that do? We've done a lot to work more closely with internal teams and use research and customer insight to power them. A lot of that insight is super helpful in a marketing context but is even more powerful in a wider business context

Pete Markey, Chief Marketing Officer
TSB Bank

Job 2

Make choiceful moves.

Prioritization Framework



Once order has been brought to the chaos, the next critical step is defining your opportunities to harness that chaos. This exercise should be conducted through the lens of the organizational goals and ambition.

In this model, three assessment dimensions come together to create the prioritization framework.

First on the x-axis is time. Understanding when the opportunities impact will be felt – whether that’s now or in 20 years time – is critical.

The second dimension on the y-axis examines the firm’s ability to influence the outcome of a particular force.

The final dimension – the size of the force – demonstrates the potential impact to the business. These three dimensions help us understand what to focus on and how and when to act.

With this analysis, we can then examine how these chaotic forces can be leveraged for firm advantage by classifying them into three plays:

Opportunistic Wins

Assessing what we can do about the forces on the left: those with a short time horizon, high potential impact and where we have a high level of ability to influence leads to our Opportunistic Wins. Quick wins for the organization.

During the pandemic we saw many alcohol, perfume and personal care manufacturers shifting production lines to make hand sanitizer. They have a high level of influence over the ability to do this, the need was immediate and while it was not going to contribute significant sales to the organization, some sales were continuing to flow in. This was also a great opportunity to keep a brand relevant for consumers.

Strategic Moves

As we move toward the middle, forces are farther out on the time horizon and there is less ability to influence them but they have the potential for substantial impact to the organization. Competitors will be armed with the same information and possibly similar thinking on opportunities, so utilizing key strategic advantages of your firm like capability, brand, scale, etc. will deliver competitive advantage here.

Disney is on a path to transformation. Along that path there are many stops, one of which is to make some larger strategic moves that will set them up for true transformation in the long-term.

An example is the recent purchase of Hulu by Disney. Disney is on a path to transformation. Along that path there are many stops, one of which is to make some larger strategic moves that will set them up for true transformation in the long-term. The acquisition of Hulu into its stable of streaming service options allows Disney to further expand their audience reach and content plays as well as acquire more insight into the technology platform.

Transformative Bets

One of the most difficult parts – understanding those forces at play that have the potential to have a large impact on the business but have a less clear timeframe and, as of now, a less clear ability for us to influence. While no one can predict the future, having a view to these forces and their subsequent implications allows organizations to invest in big bets for the future, so they can be more prepared to act when the context or strategy changes.



A timely example of this is the development of the COVID-19 vaccine. Both Pfizer and Moderna should be applauded for their rapid response and production of the vaccine, but the real story here is their decision a number of years ago to pursue an unproven technology without a close-in use case.

Many questioned the viability of the technology. Neither Pfizer nor Moderna, two incredibly different organizations, could have seen the specific COVID-19 virus coming. However, the virus acted as a transformative accelerator for the technology – making it suddenly relevant (and hugely valuable).

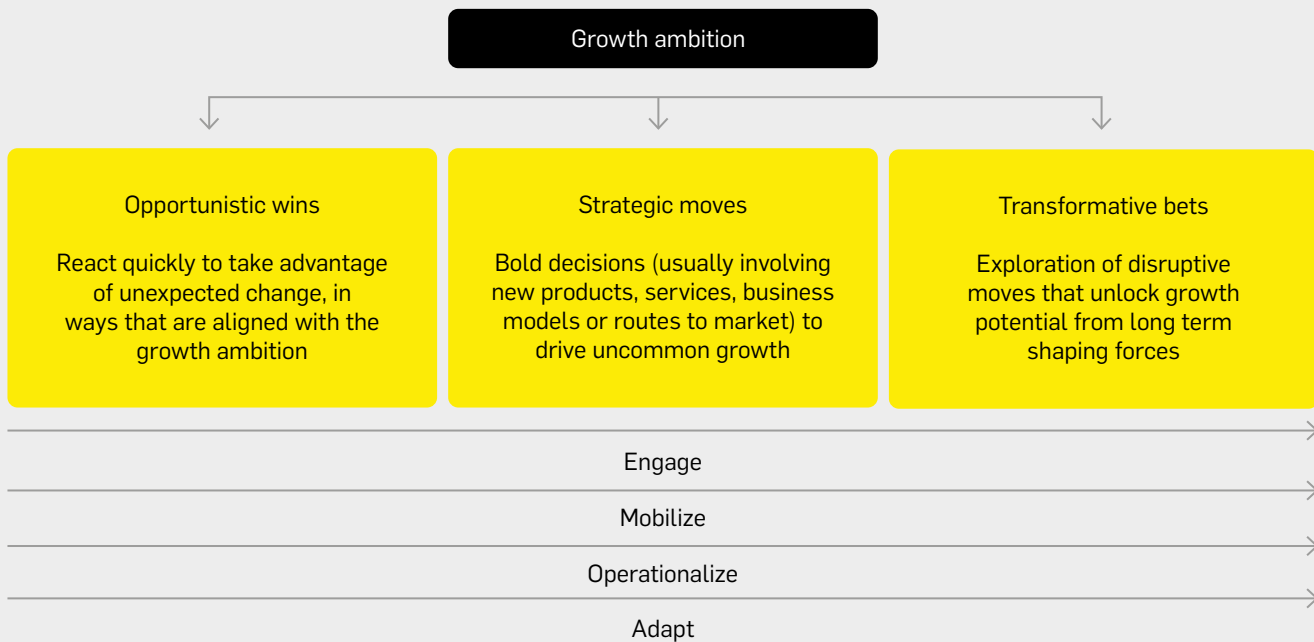
This scenario planning approach is risky – but having a view to the intersection of trend, technology and humanity gives the aperture by which true transformative plays can be considered, chosen and then invested in with clarity.



Job 3 Enable Growth.

As Antoine de Saint-Exupery famously wrote, “a strategy without a plan is just a wish.” Many leaders, particularly the C-Suite are very good at articulating big goals. But as we see in our data, the issue is not that firms do not have a strategy, the breakdown is in the dissemination of that strategy in a clear and actionable format and enabling the organization to execute the strategy.

Clear Growth Framework



Three enablers to realise the strategy:

Engage – ensure the full organization from top to bottom have a view to the strategy, are clear on their role in delivering that strategy

Mobilize – equip, upskill and organize the team, partners and full value chain to deliver

Operationalize – set up the right infrastructure, systems and processes to enable the strategy to be delivered across the full customer journey and experience, built on live data

Job 4 Stay agile

Remaining nimble at all times has been so key to everything we do... Now more than ever brands have to be alive to the world around them. We've got to read the room. I tell my team and marketing leads that if there's one thing you've got to do, it is read the room like you've never read the room before.

David Bruce, SVP Brand & Marketing, Major League Soccer

The final and perhaps most critical aspect of the Growth Framework is adaptability. With billions of data points being generated every moment, strategy will never again be static. It must live and breathe inside in an organization with continuous monitoring of the data and changes in the forces. Focus on continuous improvement and optimization based on internal and external performance. Empower everyone in the organization to act as lookouts to spot the signals of change and the cues for transformation.

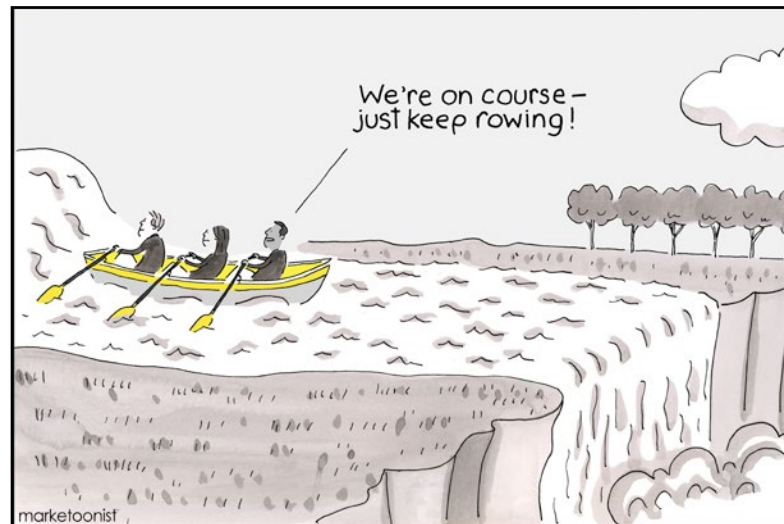
Strategy for the new age

The world around us has never stopped and will never stop changing. So long as change is occurring, there will be a critical role for marketers to play in shaping, refining and enabling the organization to realize its ambition.

Now is the time to meet these new mandates and drive real change. But this will require moving beyond business as usual, moving beyond comfort zones and embracing the chaos of modern business.

We've revealed the fundamental drivers of chaos and identified strategies and frameworks to help bring clarity around where to focus and how to exploit opportunity.

But, most valuably, we've demonstrated that marketing is a critical and central part of the solution. In many ways, this could just be the moment for marketing to step up and lead the organization from chaos to clarity.



Take a risk on growth
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About us



Clear is a global growth consultancy, part of the M&C Saatchi group. We use clarity to cut through complexity and generate growth.

We work with some of the world's leading brands to identify ways in which complexity and chaos are limiting their ability to grow. In doing so, we bring clarity to what needs to be done now, next and in the future.

Our capabilities include business, brand, experience and innovation consulting and we work with clients across a broad range of industries – including CPG, Technology, Retail, Banking, Automotive, Travel, Airlines, Restaurants, Investment, Insurance, Law, Entertainment and Apparel.

We have offices in London, Frankfurt, New York, Dayton, Shanghai and Singapore. Find out more at clearstrategy.com and follow us on LinkedIn.

With thanks to our key contributors:



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Their mission is to bring the power of insight to every great professional decision, and they do that by connecting their clients to the world's largest and most varied source of first-hand expertise, including executives, opinion leaders, decision makers and healthcare professionals.

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Our creative partner, The Marketoonist

Marketoonist is the thought bubble of Tom Fishburne, a career marketer and cartoonist. Tom draws (literally and figuratively) from 20 years of marketing roles at HotelTonight, Method, General Mills, Nestlé, and his own agency. Through Marketoonist, Tom has worked with over 150 businesses to tell marketing stories through the unique medium of cartoons.

His weekly take on the world of marketing can be found at marketoonist.com.

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