

# CMO STRATEGY

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## Change Gauge: 20 key marketing moves

Marketing meets sales in new roles designed to drive commercial impact and cohesiveness. Plus, a number of companies—notably ad agencies—are embracing the CMO role.

■ BY ALAN CORK AND ANDREW HAYES  
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SLOW GROWTH in the global economy continues to impact how companies think about marketing and sales leadership. Many are recognizing that chief marketing and sales officers are often the organizational catalyst behind growth, leading to an expansion in the scope and integration of these roles. Take HTC Corp. The mobile-phone company promoted Jason Mackenzie to the newly created role of president-global sales and marketing. In a statement, the company said he will be responsible for ensuring sales strategies and go-to-market execution are aligned as HTC expands globally.

It's a logical move, as CMO roles are, ultimately, about pursuing growth while enhancing a brand's image and improving its competitive position. Combining these responsibilities will drive commercial impact and ensure cohesiveness between marketing plans and sales execution.

In addition, as many companies look to emerging markets for growth, CEOs are bringing in marketing leaders with international experience. Virgin Group named Ian Rowden, an exec with experience in the Asia Pacific region, its new CMO. The company noted Mr. Rowden will be charged with driving international expansion, as well as focusing on fast-growing areas, such as Latin America. Likewise, Torsten Kuenzlen, the new chief marketer for Molson Coors International, is expected to use his experience as president-director of Coca-Cola's Indonesia business to aid in expansion into new markets.

Finally, some companies, notably advertising agencies, are embracing the CMO role for the first time. Erwin-Penland, a division of Interpublic Group's Hill Holiday, WPP's JWT, Omnicom's Rapp and independent Eleven are just a few of the shops that have recently appointed chief marketers. Nature's Variety and Bare Necessities also added CMOs for the first time.

### ABOUT THE AUTHORS

■ Alan Cork concentrates on helping clients find consumer and customer-focused leaders in a variety of industries. He is a member of the Russell Reynolds Associates Consumer Products and Services, Leisure and Hospitality and Marketing Officers practices. Alan is based in Minneapolis/St. Paul.

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### CMO CHANGE GAUGE

Search Firm Russell Reynolds Associates highlights key trends and exec moves from the third quarter exclusively for Ad Age.

NAME	CURRENT ROLE	PREVIOUS ROLE
<b>Robert Bennett</b> →	Chief marketing officer <b>Nature's Variety</b>	Senior director-global brand marketing, <b>Burt's Bees</b>
<b>Jay Dunn</b> →	Chief marketing officer <b>Bare Necessities</b>	VP-chief marketing officer <b>Lane Bryant</b>
<b>Andy Gibson</b> →	Chief marketing officer <b>Foster's</b>	General manager, <b>Diageo</b> Germany/Austria/Switzerland
<b>Chris Goodman</b> →	Chief marketing officer <b>KPMG</b>	Exec VP-global managing partner <b>Young &amp; Rubicam</b>
<b>Rachael Heapps</b>	Chief marketing officer <b>Rapp</b>	Chief creative officer-creative strategist, <b>Rapp</b>
<b>Denise Incandela</b> * →	Chief marketing officer <b>Saks Fifth Avenue</b>	President <b>Saks Direct</b>
<b>Rohit Jawa</b> →	Senior VP-global marketing operations <b>Unilever</b>	Senior VP-marketing operations <b>Unilever Asia</b>
<b>Rob Kabus</b>	President-chief marketing officer <b>Eleven</b>	President-global head of strategy <b>Vizeum</b>
<b>Katy Kelley</b> →	VP-global marketing and communications <b>Cohn &amp; Wolfe</b>	VP-corporate communications <b>Ruder Finn</b>
<b>Torsten Kuenzlen</b>	Chief marketing officer <b>Molson Coors International</b>	President-director <b>Coca-Cola Indonesia</b>
<b>Jack Laschever</b>	Chief marketing officer <b>Forbes Media</b>	Senior managing director-Venture Capital, <b>DPEC Partners</b>
<b>Alison Lewis</b> →	Senior VP-marketing <b>Coca-Cola North America</b>	VP-general manager <b>Odwalla, Coca-Cola</b>
<b>Jason Mackenzie</b> →	President-global sales and marketing <b>HTC Corp.</b>	President-North America, Latin America, <b>HTC Corporation</b>
<b>Louis Mastriano</b>	VP-sales and marketing <b>Baker's Pride</b>	Senior director-in-store merchandising, <b>Kraft Foods</b>
<b>Alejandra Peña</b>	Senior VP-marketing and brand director <b>Pallini, Castle Brands</b>	VP-marketing, liqueurs & spirits <b>Remy Cointreau USA</b>
<b>Ian Rowden</b> →	Chief marketing officer <b>Virgin Group</b>	Chairman-CEO <b>Saatchi &amp; Saatchi Asia Pacific</b>
<b>Joe Saracino</b>	Chief marketing officer <b>Erwin-Penland</b>	VP-marketing communications <b>Verizon Wireless</b>
<b>Olivia Scott-Perkins</b> *	Chief marketing officer <b>Carol's Daughter</b>	Founder <b>Omerge Alliances</b>
<b>Beth Waxman-Arteta</b> →	Chief marketing officer <b>JWT, New York</b>	Co-president, client services <b>JWT</b>
<b>David Zucker</b>	Chief marketing officer <b>Vitacost.com</b>	Chief marketing officer <b>Gift Groupe</b>

\*Executive maintains previous role, in addition to current role.