



## Insight

# Ten CMOs on Tenure, Turmoil, and Transformation

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## IDC OPINION

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The era of the customer is inherently the era of the chief marketing officer (CMO). Even as the role of the chief marketing officer takes on greater importance, it is undergoing tremendous upheaval. In a 2014 study, IDC found that 51% of tech CMOs have held their position for fewer than two years. Is this an indicator of turmoil or of transformation? IDC interviewed 10 CMOs – each a seasoned, wise leader and each knowing firsthand about the changing CMO role, having occupied their current position for one year or less. Key findings of this study include the following:

- **Drivers of churn.** The 10 leaders zoned in quickly on the roots of CMO turnover. The digital tsunami cascading through the world has particular impact for the tech industry. The marketing function is transforming at the same time as 3rd Platform innovation (cloud, social, mobile, and big data) disrupts product portfolios and business models. Both CMOs and the CEOs they work for must puzzle out this new world. CMOs who are self-aware enough to select the right opportunity and competent enough to ride the wave will achieve at unprecedented levels. They gain interesting jobs and promotions as a result of disruption. Others, less suited or situated in an untenable position, move on, too – but perhaps with less gain.
- **The first hundred days playbook.** The 10 marketing leaders, many of whom have served in CMO or other executive roles a number of times, also shared a peek into their playbooks for the new CMO's "first hundred days" on the job. Collectively, they identified six plays:
  - Understand your real job
  - Speed up your learning curve
  - Get the right people on the bus
  - Make a visible difference
  - Expedite key initiatives with operational rigor
  - Develop critical alliances

**The road ahead for tech CMOs.** IDC believes that great CMOs will continue to seek, and to be poached, for plum opportunities. These shifts will set in motion a domino effect. Therefore, CMO turbulence will continue. Turbulent environments favor the brave, the persistent, the resilient, and the lucky. While there is no checklist for success, IDC recommends that CMOs and CMO wannabes keep their eyes on the changing landscape and their resumes and networks current.

## IN THIS INSIGHT

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This IDC Insight interviews 10 marketing heads from a range of company sizes and business models for their views on the current and future state of the tech chief marketing officer (CMO) role. Each of these leaders had been in their role for approximately one year or less – although each is seasoned and wise, and most have held similar roles in other companies. These savvy, experienced, leaders also let IDC inside their playbook for a successful "first hundred days" on the CMO job.

The era of the customer is inherently the era of the CMO. Even as the CMO's role takes on greater importance in technology companies, it is undergoing tremendous upheaval. IDC finds that approximately half of tech CMOs have been in their role for less than 24 months. Is this a transformation that leads to a brilliant future? Or is it turmoil that leads to chaos and frustration?

The 10 marketing leaders featured in this study are:

- Paul Appleby, executive vice president, Worldwide Sales and Marketing, BMC
- Andy Cunningham, chief marketing officer, Avaya
- Greg Estes, vice president of Enterprise Marketing, NVIDIA
- Christine Heckart, chief marketing officer, Brocade
- Kevin laquinto, chief marketing officer, JDA
- Peter Isaacson, chief marketing officer, Demandbase
- Jonathan Martin, chief marketing officer, EMC
- Lisa Joy Rosner, chief marketing officer, Neustar
- Elisa Steele, president (formerly chief marketing officer), Jive Software
- Lynn Vojvodich, executive vice president and chief marketing officer, salesforce.com

Please see the Appendix: Biographies for details of the CMOs interviewed.

## SITUATION OVERVIEW

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In a study conducted in the summer of 2014, IDC found that 51% of tech CMOs have been in their position for fewer than two years. Tech marketing organizations operate today in an extra-turbulent environment. CMOs must reimagine marketing for the era of the social, self-educated, buyer while overhauling the marketing function to leverage the unprecedented availability of data and marketing technology. At the same time, their company is either inventing itself for the first time or radically reinventing itself. Both traditional and emerging companies aim to take more than their fair share of the opportunities offered by the era of the 3rd Platform.

Buried in the statistics of high turnover are stories of opportunity, failure and, highly likely, exhaustion. If successful, CMOs will make a real impact in their companies – and gain power and be recognized for it. Cool new companies or expanded new roles will be laid at their feet. But the threats are

substantial. Impatient (and sometimes scared or ignorant) CEOs and sales leaders can pummel marketing. In addition, the marketing world as a whole has only a fraction of the staff who "get it" available to help. Buyer expectations for service continue to climb. Each CMO in a new role takes a bit of a gamble:

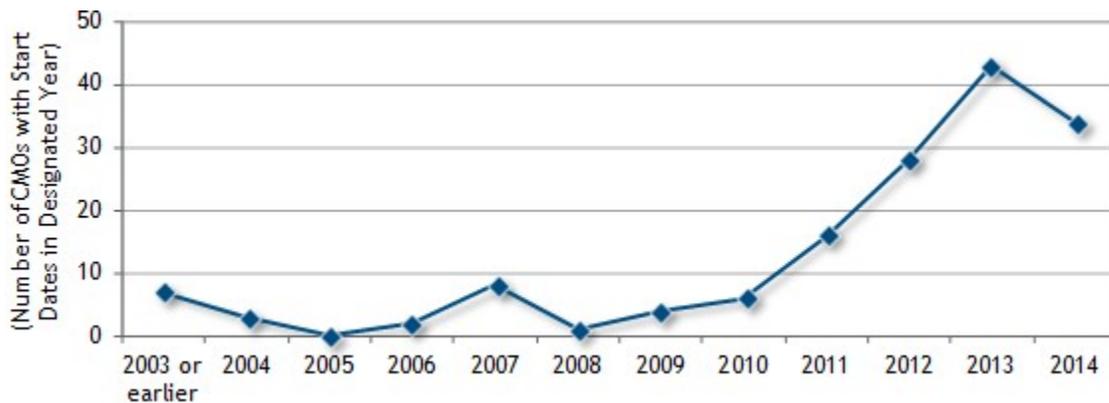
"This is not an emerging trend. It's mainstream business. (Disruption) is hitting all areas of our business – competitive workforce, competitive marketing, and competitive companies. Everything is changing. The CMO is in the middle of all this change and leading it." – Elisa Steele, president, Jive Software

## The Tech CMO Tenure Study

IDC examined 152 tech companies that had a current CMO in place to observe the CMO's tenure. The companies ranged in revenue from \$50 million to \$100 billion. The data was gathered from company Web sites and LinkedIn. The study shows data as of September 2014. Figure 1 illustrates the start dates by year for each of the CMOs studied.

**FIGURE 1**

### Number of Tech CMOs with Start Date in Designated Year



n = 152

Note: Data collected from company Web sites and LinkedIn.

Source: September 2014 Tech CMO Tenure Study of 152 Large Tech Companies

### Exploring the Issue of CMO "Churn"

In IDC's analysis, there are two dominant drivers behind the increased CMO turnover over the past two years. One driver centers around the cycle of new product-class innovations and the associated new company and new CMO job-role formation. The second (but equivalent) driver centers around the required "fit" for a new CMO in the job role, and the availability of up-to-date CMO skill sets that are in short supply, today. Not only must CMOs have modern skills but the CMO profile must also match to

the business context. Marketing is intimately connected to elements such as the business model, scale, maturity, and strategy. It's important to select the right CMO for the right situation.

### Driver 1: The Opportunity Wave

IDC's current macro-level analysis for the tech industry shows that, for the foreseeable future, almost 100% of growth in the industry will come from 3rd Platform products and services. (IDC's 3rd Platform category is the set of mobile, social, cloud, and big data products and services.) During this same time frame (the foreseeable future), the 2nd Platform categories of the industry (which include primarily those dominantly client/server and LAN/Internet-based enterprise computing) will quickly wither, with a worldwide growth rate of about 2% annually.

This trend of moving to the 3rd Platform brings with it droves of new company formation and logically all of the associated new job creation. Specifically, regarding the formation of new marketing departments and CMO roles, IDC's marketing budget analysis shows that, for the most part, 3rd Platform marketers will be the only vendors receiving healthy marketing budget increases, to fuel their efforts.

And so, new company formation starts a domino effect in the CMO job roles within the industry. A CMO entering a new company resets the tenure clock at the new company. But it also means that the tenure clock must be reset at the old company. If nothing else, the headhunters stay busy.

Our CMO interviews indicate candidness on this issue; "job hoppers" are just doing what is natural and riding the current wave:

"The turnover issue is all because of the pace of change. As I look at my own career, I have been in seven different tech firms. I've been acquired four times! This type of change inevitably means change in the management team including the CEO and, following that, other C-suite executives." – Kevin Iaquinto, CMO, JDA

"There is so much innovation in tech that new business opportunities are everywhere – healthcare, big data, social, marketing tech, IoT, and mobile. It's such a fountain of innovation. Many companies in stealth mode will soon join the competition for CMOs. With a huge influx of newly minted CEOs who are smart, but not knowledgeable about marketing, you'll have a mix of success with CMOs. It's a terrific opportunity for CMOs, but it also creates a lot of churn." – Peter Isaacson, CMO, Demandbase

Are CMOs running to a new 3rd Platform opportunity, with its associated dynamism and flush budgets? Or are they running from a 2nd Platform situation, with its associated turmoil and intransigence? It's probably a little bit of each. But this is the IT industry and so the trend is natural, expected, and healthy for our industry structure. Keeping your "professional profile" current and fresh is a key success factor under these conditions:

"My work history pattern seems to work out to either two- or four-year CMO-level stints. Frankly, I have been told by aggressive headhunters that you are just not a hot ticket if you are still in place after four years!" – Lisa Joy Rosner, CMO, Neustar

## Driver 2: The Capability Gap

The second main driver is all about the capabilities to perform the CMO job role. IDC believes that there is scarce availability for the most critical CMO skill set: that of being a true data-driven marketer. If as CMO you truly have these skills and you can point to tangible success, you will be in high demand:

"I was with a group of CMOs recently and about half were former engineers. This seems surprising, but quantitative experience is what's needed in today's data-driven world. The most successful CMOs balance creative brand building with a hard-nosed evaluation of marketing metrics and performance. It's all about using data to make smarter investments and deeper customer relationships." – Lynn Vojvodich, executive VP and CMO, salesforce.com

"This is the golden age of marketing. With the constant innovation of new technology the focus has centered on the CMO. Some CMOs jump to a different company because they want to continue to innovate. 'I've just built out my stack and I want to do it again based on what I learned and with newer/better tools.' This is how they get recruited away. There are very few CMOs who really 'get' digital – so they are in demand. If you are really, really, good, your work is visible and the headhunters call – then each time you move, you get a new opportunity to build a better team and you get 'more tools in the sandbox' to build the perfect marketing machine." – Lisa Joy Rosner, CMO, Neustar

## *The Situational Fit*

Given these drivers, does today's CEO and the other C-suite executives really understand the contribution of marketing? Do they appreciate what marketing should bring to the company? IDC believes, in many cases, that the answer is (sadly): No.

In general, tech industry leaders – the CEOs and general managers – have come up through their careers on the ladder of selling (revenue generation) and/or engineering (product development). These two functions have long been the power centers for an IT vendor. Marketing has in many, many, cases been a marginal function – part of the chorus line rather than the starring cast. Thus CEOs can lack knowledge of the marketing function and have an antiquated perception of its importance in the era of the self-sufficient buyer.

Ironically, IDC believes that at some level, even the CEO who doesn't "get" marketing has an emerging inner sense that this function is becoming more important and/or needs to move to center stage. But even with this good inner sense or instinct, most CEOs still can't specifically define the CMO job role. This leads to poor role definition – a job requisition that is so broad as to be vague. The result is a poor hire and then – a short tenure:

"The role is changing massively. The classic CMO of the 1990s was the chief megaphone officer. Today, it's around gaining and becoming the advocate for customer experience – new methods of engagement because of the new buying behavior and the operational excellence in delivering content."

"You tend to find that there are two types of CMOs: the megaphone or the "SFDC kung fu master" (digital expert). The problem is that the company needs both but can't be both, at the same time! Today, the weight is on the digital skill sets. Increasingly, you see people from tech or data science coming into the role. To meet the new demands you need to know tech." – Jonathan Martin, CMO, EMC

"Building an executive team is like building a sports team. Different players are good at different things. [CEOs] might find they hired a great shortstop when they needed a good first baseman." – Greg Estes, vice president of Enterprise Marketing, NVIDIA

## *The CMO's First Hundred Days*

Transitions are vital moments when even the smallest executive actions have a disproportionate effect on outcomes. It's a risky time for a new CMO who starts with neither the knowledge nor the alliances necessary for success. Fail to build momentum during the first hundred days, and a CMO will struggle for the rest of his/her (probably short) tenure. Job loss is not the only blow that may be suffered by a poorly conducted start. Many more CMOs fail to reach their full potential in their current position, thus putting a promising career on a slower track.

Success in the first hundred days, on the other hand, sets the stage for a brilliant performance. Building credibility and achieving early wins will establish the foundation for long-term success. The 10 CMOs interviewed by IDC collectively contributed the strategies as summarized in the sections that follow.

### **Understand Your Real Job**

Marketing is very closely tied to business context. A new CMO must assess quickly what work is really needed. CMOs can't assume what made them successful in earlier situations will work again. What is the business context? Some situational differences for marketing are obvious. For example, is the business B2B versus B2C, is it a start-up, a small business, or a large-scale operation? Other contextual differences are trickier. For example, the CEO may state that revenues aren't where they should be. But what is the transformative strategy? Does the company need more awareness, a brand refresh, or a full product portfolio transformation? Each of these strategies requires a radically different approach from marketing. Unfortunately, the CEO may not be a good resource as many tech CEOs are insufficiently familiar with marketing to provide the correct guidance:

"What are the business goals of the company and the expectations for marketing? What are the business priorities and where is the company going? Get this straight from the mouth of the CEO. What is expected of you? Are there any unrealistic expectations that you need to set straight [such as] build a new category in the first two months? Get on the same page right from the beginning." – Peter Isaacson, CMO, Demandbase

"There is a big opportunity and a big problem. No CMO in any company has exactly the same responsibility [as another CMO]. You know what a CFO does, what sales does, HR, etc. CMOs are different. Are they responsible for communications? Strategy? Product? Customer service? CEOs can create a spec of their own

definition. But that requires a very mixed pool of candidates and it's difficult to understand what any candidate's power skill needs to be." – Elisa Steele, president, Jive Software

## Speed Up Your Learning Curve

Turn on the fire hose, CMO! The amount of information that needs to be absorbed in the first hundred days is prodigious. Customers, products, staff, organization, and culture – it's best to approach learning about these in a direct and methodical way:

"Connect directly with customers. What do they think of your products, your service, your company? There must be some reason your revenues aren't doubling every year. Do a gap analysis to find out why. Work backward from there." – Greg Estes, vice president of Enterprise Marketing, NVIDIA

"To remain relevant, our number 1 priority must be to drive a new level of engagement with our customers. We are headquartered in Houston, Texas. However, our customers are based globally. As such, we need to engage with them globally. In my first three months, I travelled the globe and met with over 500 of our largest customers to understand the dynamic impact of digital disruption on their businesses. I also met with our teams in every major city where we operate. We listened and pivoted our engagement model, market positioning, and service delivery model based on what we heard." – Paul Appleby, executive vice president, BMC

## Get the Right People on the Bus

As business guru Jim Collins says, "Get the right people on the bus, then drive the bus." New CMOs should waste little time in building a crackerjack team. Make tough decisions on whether existing team leaders should stay, go, or be repositioned. Make great hires quickly, too, as leaders will need people to achieve early success. The first hundred days is also a good time to restructure. Without the right people in key positions, new CMOs will find it difficult to make any traction. Hanging back to learn more and observe may seem prudent, but our 10 CMOs felt quick decisiveness and action were better strategies for this aspect of the job:

"First, get the right people in the right job. I meet everyone on the team if I can. For key people, it's one on one – all direct reports, all top talent, all people in key roles. I meet the rest in group reviews at least once. [In these group reviews] everyone gets two to three hours to present – What are you proud of? What's working, what's not working, what's broken? Think of the future, what does success look like? In parallel, I run a change management process. The result is a new org structure, roles described, a people plan (gaps, promotions, etc.). You would be shocked at how often I've found that attention to the right organization has been ignored." – Christine Heckart, CMO, Brocade

"The first few weeks in any role should be spent assembling a new team and listening. In the first conversations, nothing makes sense, but after a while you see the same challenges. You need to be creative about finding solutions. With a large global team, it's likely that someone somewhere has solved those problems. Use the scale of the

organization. Raise up the super capable in the regions. I found a social expert in India and a guy in Italy who used Twitter to set up CEO meetings. Then, overcommunicate. I tweet. I blog internally. I hold a TV town hall once or twice a month." – Jonathan Martin, CMO, EMC

## Make a Visible Difference

The first hundred days is less about solving the big hairy problems and more about gaining credibility. If a new CMO becomes a trusted leader, he/she will have the organizational "permission" to do the longer, harder job. Early wins create momentum. Promote early wins widely and loudly so that the CMO and the marketing leadership team will be seen as the heroes:

"You need a few small wins. Before you can get the big jobs done, you need to earn your credibility. During the first hundred days, you are mostly focused with getting the organization to a place where they will follow you. The small things must be meaningful. Earn your way into the fold. Then you have a chance to get the big jobs done. The more the organization sees you having an impact, the more likely they are to take you under their wing."

"You have to pick the right initial wins. For example, building the funnel or repositioning might be really important, but it will be months before the company sees the impact. At Avaya, I focused on the corporate narrative first because it was really needed, progress could be made fast, and having it would be transformative. It was and now I can focus on longer-term issues." – Andy Cunningham, Avaya

## Expedite Key Initiatives with Operational Rigor

During the first hundred days, the new CMO must also identify the must-do initiatives that will create the needed business value that the CEO really wants. The CMOs that IDC interviewed indicated that about five to eight initiatives seemed to be about the right number. Overcommunicate about the initiative playbook to everyone in the company who counts – including the full marketing team, the C-suite, and key managers in other functions. Agree on the right metrics to measure progress. The right metrics must be business-oriented and backed by data. Be transparent. Implement a CMO dashboard. And don't forget to link to corporate goals. The marketing team can't seem to be winning if the company isn't:

"You've got to think big – most companies are looking for a new positioning. But you need to start small. It's hard to get the whole thing done on the first turn of the flywheel. Identify the small number of things that will establish marketing as the growth engine. Establish a rolling two-quarter plan and keep relooking at how it's working." – Christine Heckart, Brocade

Several CMOs mentioned developing a mantra to be a container for the change that is coming. "Jive Forward" and "Avaya is Cool" are two examples of simple statements that served well to energize the company.

The successful CMO playbook is not just a list of initiatives. In addition to the identification of a limited number of key initiatives, the CMOs interviewed drove a culture of operational rigor. Break down those

initiatives into a multiquarter plan. Make sure solid processes are instituted. The interviewed executives talked processes, metrics, investments, rolling plans, frameworks, technologies, and other elements for a very formal success strategy. Although they promoted vision, this group was not a seat-of-the-pants crew. Often a VP of Marketing Operations is one of the first hires of a new CMO.

## Develop Critical Alliances

With customers expectations rising daily and digital technologies turning companies inside out, the CMO's role as company-level leader has never been so critical. But marketing cannot serve customers today if it acts as a silo. CMOs will never be successful with forging alliances and coalitions to support initiatives:

"Build relationships with key stakeholders. What are the common objectives? Where is the ROI? These are the areas that need transparency. Everyone feels they don't have enough resources. It's important to be up front about marketing investment and performance so that people understand why necessary trade-offs are made." – Lynn Vojvodich, executive VP and CMO, salesforce.com

The CEO is the number 1, most important, alliance. His/her support will make or break the CMO's success. Be wary of companies where the CMO has little direct working relationship with the CEO. Most CMOs IDC talked with warned against those situations where another executive (such as head of sales) sits between the CEO and the CMO. The head of sales spends so much time on the road that the critical conversations about marketing and customers are just not conducted in the C-suite.

IDC has observed that in a few companies, the executive team struggles to cope with the marketing transformation by carving the function into multiple pieces. IDC has an insider's view of how dozens of tech companies are reacting to the digital disruption. Splitting up marketing is usually an act of desperation and doesn't begin to address the deeper systemic issues that the company must tackle. Serving today's demanding customer requires more integration of customer-facing functions, not less. Be wary of situations where the marketing function is substantially fragmented – especially if the CMO has accountability for results but lacks the resources and collaborative infrastructure and processes to get the job done:

"If there's a mini trend around dividing awareness and demand into two organizations, then that is crazy. It's like taking the CFO's job and dividing accounting and finance. Awareness and demand are completely interrelated. Marketing is a complex function and can't function effectively if it's split up."

"The bigger trend is going the other way – demonstrating even more respect for marketing by integrating it into the C-suite. Dividing marketing is either a sign of disrespect or, more likely, a lack of understanding." – Peter Isaacson, CMO, Demandbase

IDC believes that alliances are also needed with the CFO, the head of sales and, especially in this era of digital transformation and data-driven marketing, the CIO:

"In the era of the customer, companies need to embrace digital disruption not as a challenge but as an opportunity. As such, we need to see the development of a dynamic partnership between the CMO and the CIO as they work together to deliver compelling digital services that transform engagement with both customers and employees. We don't believe in the bifurcation of the IT budget and strategy, we believe that the companies that will thrive in this environment will be those that support and foster this dynamic engagement between the business and technology." – Paul Appleby, executive vice president, BMC

## FUTURE OUTLOOK

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### The CMO Role Evolution

IDC asked our 10 CMOs: "What do you think the CMO job role will look like, three years from now, or even five years out?"

This was one of the hardest questions for our CMOs to respond to. It was our sense that the response mode that so many CMOs are dealing with today – the profound daily change in the role – makes it difficult if not impossible to imagine what more change could be put on their plates. Most of our interviewees responded to this question with a somewhat expected set of answers. The role will become "more strategic," "more operational," "closer to the customer," and "closer to the process of revenue generation." IDC believes that this expected response is also a pragmatic response.

Elisa Steele, president, Jive, provided a good hit list for the CMO skill sets on the job today:

"Here are five traits that the CMO of three to five years from now will absolutely and positively bring to the office, every day: 1) big data and insights are fuel – know the customer and the user; 2) know the differentiated value and take it somewhere different; 3) design the story; 4) activate and engage using digital and social – people are interested in what you do inside the company and you need to trend toward the millennials that will eventually dominate; and 5) enable for business results – do whatever you were hired for and sell something."

(IDC notes that shortly after our interview with Steele as CMO, she was promoted to president at Jive Software.) Other CMOs forecast more CEO and board of director roles in the future. Now that's the type of CMO turnover we like to see!

Nonetheless, IDC believes that the CMO role in three to five years will look a lot different than it does today. Resulting, in part, from the fact that incumbent CMOs will come into the role from unexpected previous roles and unexpected previous companies. One of our CMOs was adept at looking way over the horizon:

"It's not that the meaning of marketing will change. Marketing is already big – build a product and take it to market. That's big enough. The CMO role in three to five years will grow to take up the space that marketing is meant to have. Regis McKenna foresaw the divide between communications and product marketing and the need for these two disciplines to merge. At Coca-Cola, you don't have chemists leading the way – you have marketing leading the way. [In tech] it used to make sense to have engineering leading the way. But today, technology innovation is not enough – you need marketing visionaries to appeal to today's buyers."

"The CMO of three to five years out will be a partner with the CEO on everything having to do with customers – product, fit, strategy, communication, and analysis. This integration of everything was Steve Jobs' legacy. I grew up with Steve Jobs, as it were, and so I operate with a similar reality-distortion outlook." – Andy Cunningham, CMO, Avaya

## LEARN MORE

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### Appendix: Biographies

See the sections that follow for the biographies of the CMOs interviewed.

#### *Paul Appleby, Executive Vice President, Worldwide Sales and Marketing, BMC*

Paul Appleby (see Figure 2) is the executive vice president of Worldwide Sales and Marketing at BMC and joined the company in April 2014. Prior to joining BMC, Appleby was executive vice president of Global Sales at Salesforce. Before Salesforce, Appleby was senior vice president of Worldwide Sales at C3 LLC.

Previously, he was managing director of Continental Europe, the Middle East, Africa, Asia/Pacific, and Japan for Travelex Plc., the world's largest non-bank foreign exchange provider. Prior to Travelex, Appleby held senior executive positions overseeing the Asia/Pacific region at both Oracle Corp. and Siebel Corp. In earlier roles, Appleby was CEO of a publicly listed B2C ecommerce company Gocorp and director of both Financial Services and Telecommunications for the German software company SAP.

Appleby is a former director and is now advisor to the board of The John Maclean Foundation. The foundation exists to change the lives of young Australians who use wheelchairs by inspiring, motivating, and enabling them to chase their dreams.

## FIGURE 2

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### Paul Appleby, Executive Vice President, Worldwide Sales and Marketing



Source: BMC, 2014

### *Andy Cunningham, Chief Marketing Officer, Avaya*

An entrepreneur at the forefront of marketing, branding, positioning, and communicating "the next big thing," Andy Cunningham (see Figure 3) has played a key role in the launch of a number of new categories including video games, personal computers, desktop publishing, digital imaging, RISC microprocessors, software as a service, very light jets, and clean tech investing. She is an expert in creating and executing marketing, branding, and communication strategies that accelerate growth, increase shareholder value, and advance corporate reputation.

Cunningham came to Silicon Valley in 1983 to work for Regis McKenna and help Steve Jobs launch the Macintosh. When Jobs left Apple to form Next and acquire Pixar, he chose Cunningham's public relations agency, Cunningham Communication, to represent him. She continued to work with Jobs for several years and has developed marketing, branding, and communication strategies for game-changing technologies and companies ever since. Cunningham is the founder and president of SeriesC, a brand strategy firm dedicated to bringing innovation to market. The 18-month-old firm has worked with more than 20 companies in various markets including telecommunications, search, energy efficiency, media and publishing, finance, mobile apps, display technology, healthcare, big data, and semiconductors.

Cunningham serves on the following boards: The Aspen Institute, Peninsula Open Space Trust (POST), and ZERO1: The Art & Technology Network, an organization she founded in 2000 with the mission to shape the future at the intersection of art and technology. Past board positions include YPO, WPO, CEO, and the Computer History Museum. She is an Aspen Institute Henry Crown Fellow and holds memberships in WPO, CEO, TED, and Women Corporate Directors.

## FIGURE 3

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### Andy Cunningham, Chief Marketing Officer



Source: Avaya, 2014

### *Greg Estes, Vice President of Enterprise Marketing, NVIDIA*

Greg Estes is NVIDIA's VP of Enterprise Marketing (see Figure 4). Prior to joining NVIDIA, Estes was the vice president of Marketing and Client Services for Mozes, a start-up providing a mobile platform for music labels, sports teams, and consumer brands. Previously, Estes was the chief marketing officer of Avid Technology, and earlier in his career vice president of Worldwide Marketing at Silicon Graphics. A sought-after speaker and writer, Estes has been published in a variety of trade journals, been a presenter at a number of conferences, and appeared on numerous television shows, including as a guest on The Oprah Winfrey Show.

## FIGURE 4

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### Greg Estes, Vice President of Enterprise Marketing



Source: NVIDIA, 2014

### ***Christine Heckart, Chief Marketing Officer, Brocade***

As chief marketing officer, Christine Heckart (see Figure 5) leads the Brocade global marketing team to drive preference and supports the company's business strategy to lead in datacenter networking, network functions virtualization, and software-defined networking.

Heckart joins Brocade with more than 25 years of experience in high tech. She has served as a member of the board of directions of Lam Research, a leading supplier of wafer fabrications equipment to the semiconductor industry since 2011. Prior to joining Brocade, Heckart was executive vice president of Strategy, Marketing, People, and Systems at ServiceSource, a SaaS provider in recurring revenue management. She has also held CMO roles at NetApp and Juniper Networks, served as general manager of TV, Video, and Music Business at Microsoft, and was president of TeleChoice Inc.

#### **FIGURE 5**

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### **Christine Heckart, Chief Marketing Officer**



Source: Brocade, 2014

### ***Kevin laquinto, Chief Marketing Officer, JDA***

As chief marketing officer, Kevin laquinto (see Figure 6) is responsible for developing JDA's brand awareness and identity, lead generation programs, product/solutions marketing, marketing communications, public and analyst relations, partner marketing, business development, sales enablement, social media, and global events marketing. In 2013, laquinto was named a winner of *SmartCEO Magazine's* Executive Management Awards, recognizing the achievements of top C-level officers. He has over 15 years of experience in enterprise software, including leading global marketing teams at six publicly traded technology companies.

Prior to JDA, laquinto was chief marketing officer of Deltek, where he helped transform the company's identity and revenue growth while successfully integrating acquired companies. During his tenure at Deltek, company revenue rose by 40% thanks in part to his creative demand generation campaigns. laquinto gained a keen understanding of supply chain while leading marketing teams at Manugistics,

which was acquired by JDA in 2006. In addition to Manugistics, he has led award-winning marketing teams at technology leaders including Software AG, webMethods, Global Crossing, and Mercator Software. Iaquinto's early career included leading account teams at consumer marketing agencies and public affairs firms.

## FIGURE 6

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### Kevin Iaquinto, Chief Marketing Officer



Source: JDA, 2014

### *Peter Isaacson, Chief Marketing Officer, Demandbase*

Peter Isaacson (see Figure 7) is a proven business leader with over 25 years of marketing experience in job responsibilities ranging from branding and advertising to corporate communications and product marketing. This includes deep experience in both B2C and B2B marketing and managing large teams across international markets.

As chief marketing officer for Demandbase, Isaacson is responsible for overall marketing strategy and execution, including product, corporate, and field marketing. Prior to joining Demandbase, Isaacson was CMO at Castlight Health, helping scale the company and build the marketing team prior to the company's successful IPO. Isaacson has also held leadership positions at MicroStrategy and Adobe, where he led various functions, including brand marketing, worldwide field marketing, and the worldwide education vertical business. Isaacson got his start in advertising, working at agencies in New York on accounts ranging from Procter & Gamble to Compaq Computer Corp.

## FIGURE 7

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### Peter Isaacson, Chief Marketing Officer



Source: Demandbase, 2014

### *Jonathan Martin, Chief Marketing Officer, EMC*

With revenue of \$23.2 billion in 2013 and more than 62,000 employees worldwide, EMC is a global leader in IT transformation. Through its innovative solutions, products, and services, EMC accelerates the journey to hybrid cloud computing, helping IT departments store, manage, protect, and predicatively analyze their most valuable asset – information.

Martin (see Figure 8) was appointed as chief marketing officer in March 2014. He is responsible for the strategy and execution of all aspects of EMC's marketing efforts in 86 countries globally. Martin joined EMC as senior vice president of Corporate Marketing in March 2011, responsible for building and guiding EMC's global reputation and brand through EMC's digital, social, community and mobile presence; paid media efforts; marketing analytics; and worldwide corporate events. In his role, Martin's charter was to make the EMC brand synonymous with IT transformation, big data, and security. He is based at EMC's offices in Santa Clara, California.

Prior to EMC, Martin held executive marketing and product roles at HP, salesforce.com, PortWise, and Veritas Software. He is a member of the CMO Council and Forrester's CMO Group and a passionate supporter of STEM education and the Leukemia and Lymphoma Society in the San Jose, California, area.

## FIGURE 8

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### Jonathan Martin, Chief Marketing Officer



Source: EMC, 2014

### *Lisa Joy Rosner, Chief Marketing Officer, Neustar*

With more than two decades of experience building brands, creating rapid revenue growth, and initiating high-value partnerships, Rosner (see Figure 9) leads all of Neustar's marketing efforts to drive strategic growth and expansion across the company's entire product portfolio. Rosner is an award-winning and patent-pending CMO with experience launching and/or turning around enterprise software companies in cloud, social business, analytics, and ecommerce markets. During her career, she has successfully rebranded four companies and launched three companies creating \$1.5 billion in market cap.

She previously served as CMO at social intelligence company NetBase, where she worked with five of the top 10 CPGs to transform their approach to real-time marketing. At NetBase, Rosner built the marketing organization from the ground up and managed all aspects of marketing and go-to-market strategy. Prior to that, she served as vice president of Marketing at MyBuys and vice president of Worldwide Marketing at BroadVision Inc. Rosner also held marketing positions at Brio, Decision Point, and Oracle.

Rosner was named a 2013 "Silicon Valley Woman of Influence" and B2B Marketer of the Year (small company) – Marketers that Matter by the Sage Group. She has been a guest lecturer at the Haas School of Business, the Tuck School of Business, and Stanford. She currently sits on the advisory board of The Big Flip and is a marketing advisor to PLAE Shoes ([www.goplae.com](http://www.goplae.com)).

## FIGURE 9

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### Lisa Joy Rosner, Chief Marketing Officer



Source: Neustar, 2014

### *Elisa Steele, President (Formerly Chief Marketing Officer), Jive Software*

Elisa Steele is Jive's president (see Figure 10). She has also been appointed to the "Office of the CEO" by the board of directors. In this role, Steele is responsible for leading and overseeing the company. Steele was formerly Jive's executive vice president of Marketing and Products, where she was responsible for Jive's vision and end-to-end global marketing and product functions. She also served as Jive's CMO. Prior to Jive, Steele was corporate vice president and chief marketing officer of consumer apps and services at Microsoft, including brands such as Bing, Internet Explorer, Lync, MSN, Outlook.com, and Skype, among others. Prior to this role, Steele was the chief marketing officer at Skype, executive vice president and chief marketing officer at Yahoo!, and senior vice president of corporate marketing at NetApp.

She currently serves on the board of directors for Amber Alert GPS and is an innovation advisor to the nonprofit organization Equality Now. She previously served on the board of directors of RMG Networks, the advisory board to consumer companies CareZone and Eyeona; the Interactive Advertising Bureau board of directors and executive committee from 2009 to 2011; and the Forbes Executive Women advisory board. In 2009, *Advertising Age* named Steele a "Woman to Watch." She is currently a member and volunteer for National Charity League and donates time and resources in her local school community.

## FIGURE 10

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### Elisa Steele, President (formerly Chief Marketing Officer)



Source: Jive Software, 2014

### *Lynn Vojvodich, Executive Vice President and Chief Marketing Officer, Salesforce*

Lynn Vojvodich (see Figure 11) has developed and led growth and innovation strategies for more than 20 years, primarily in the enterprise software industry. As CMO, Vojvodich leads the global marketing organization and is responsible for driving market leadership, global awareness, demand generation, strategic events, and communications for Salesforce.

Previously, Vojvodich was a partner at Andreessen Horowitz where she worked with portfolio companies on their go-to-market strategy and with Forbes Global 2000 CIOs and CMOs on their innovation agenda. In prior years, she served as CMO at Terracotta, a leader in big data management, where she oversaw global marketing programs. Vojvodich is the founder of Take3, a marketing strategy firm that specializes in B2B marketing for clients such as IBM, Microsoft, and Verisign, as well as early stage start-ups. She also led Enterprise Marketing, Strategy, and Planning at Microsoft and held several leadership roles at BEA Systems, including Global Strategic Alliances, Strategic Marketing, and Product Marketing, and was a management consultant at Bain & Company. Vojvodich was named one of *AdAge's* Women to Watch (2014), a Top 15 B2B CMO to Watch (2014), and one of the Most Influential Women in Bay Area Business (2014).

Vojvodich began her career as a mechanical engineer and managed the interior completion of the first GV, the Gulfstream Aerospace business jet. She also designed offshore oil structures in the Gulf of Mexico and led "turnkey" construction projects.

**FIGURE 11**

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**Lynn Vojvodich, Executive Vice President and Chief Marketing Officer**



Source: Salesforce, 2014

## About IDC

International Data Corporation (IDC) is the premier global provider of market intelligence, advisory services, and events for the information technology, telecommunications and consumer technology markets. IDC helps IT professionals, business executives, and the investment community make fact-based decisions on technology purchases and business strategy. More than 1,100 IDC analysts provide global, regional, and local expertise on technology and industry opportunities and trends in over 110 countries worldwide. For 50 years, IDC has provided strategic insights to help our clients achieve their key business objectives. IDC is a subsidiary of IDG, the world's leading technology media, research, and events company.

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