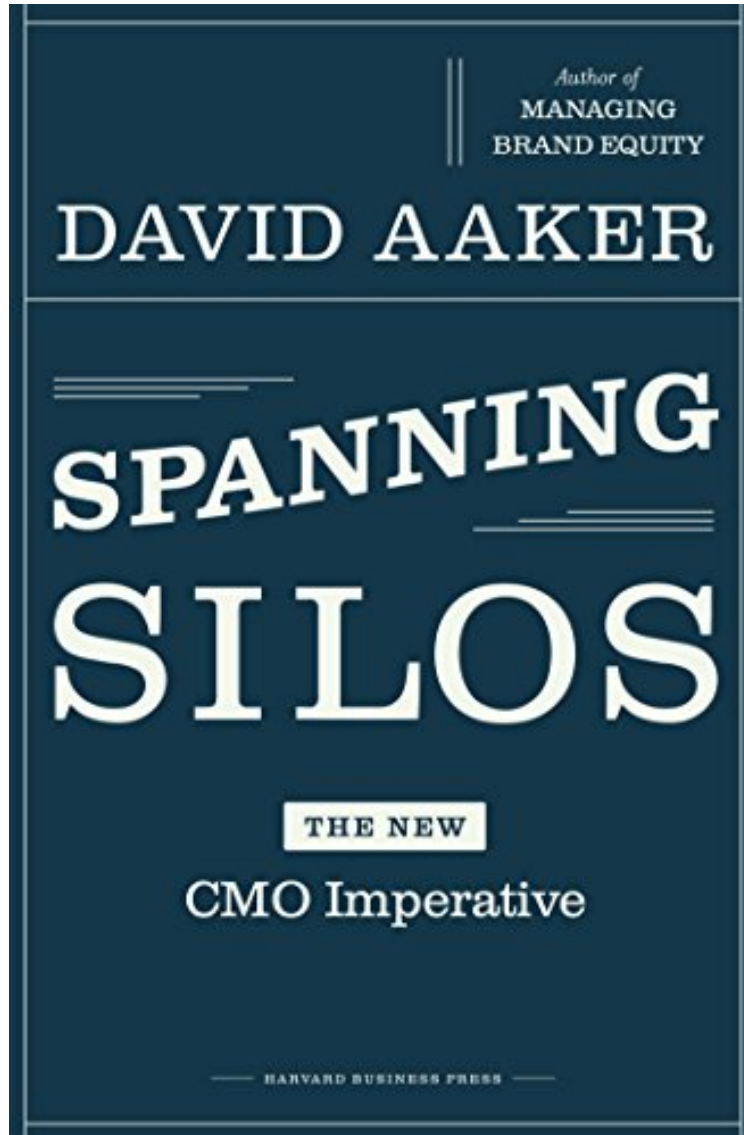


(Download) Spanning Silos: The New CMO Imperative

Spanning Silos: The New CMO Imperative

David A. Aaker

**Download PDF / ePub / DOC / audiobook / ebooks*



[Download](#)

[Read Online](#)

#1249435 in eBooks 2008-10-21 2008-10-21 File Name: B004OEIQ36 | File size: 48.Mb

David A. Aaker : Spanning Silos: The New CMO Imperative before purchasing it in order to gage whether or not it would be worth my time, and all praised Spanning Silos: The New CMO Imperative:

0 of 0 people found the following review helpful. A solution looking for a problemBy JackalThis is not a very good book because the author has a solution (Chief Marketing Officers) looking for a problem (lack of synergies). It should be the other way around. My guess it that the author is doing consulting to marketing people and would like to extend his offering. So he writes a book pushing the marketing managers into being responsible for synergies. Since synergies on the revenue side are elusive, the author hopes to sell consulting services.The book is not bad, but not worth your time. If you are more interested in the problem (lack of synergies) there are better books to read. On the other hand, if

you are a marketing manager pitching for the CEO job, then you might gain some ideas from this book. 0 of 0 people found the following review helpful. Insights to build a unified marketing strategy By J. Ilog The review by Robert Morris (November 11, 2008) is very in depth and I do agree with The Marketing Guy (March 10, 2010) that I did find the book a little on the dry side. He first defines what a silo is. "...metaphor for organizational units that contain their own management team and talent and lack the motivation or desire to work with or even communicate with other organizational units." And gives reasons why a Chief Marketing Officer is needed, stemming from silo structure-driven problems such as, 1) Marketing resources are misallocated 2) Silo spanning brands lack clarity and linkage 3) Silo spanning offerings and programs are inhibited 4) Marketing management competence is weakened 5) Success is not leveraged across silos 6) Inadequate cross-silo communication and cooperation He uses many examples of silos that exist in the Fortune 500 world and I did write down over 35+ ideas that I considered to incorporate into this review, as this book is still very much worth reading. Here are a few. "...one objective of the CMO is to encourage synergies across silos and leverage good insights and ideas. If successful, that encouragement will result in increased standardization of marketing across silos. However, in many cases, there will also be differences, usually substantial, in marketing across silos even when the CMO has traction and influence." "These three challenges--too many brands, too few priorities, and too little leverage--are difficult to address because of four factors. First, brand strategy, can be ad hoc and silo based. The result is a lack of organization-wide perspective and, ultimately, a parochial and suboptimal strategy. Second, managers tend to have an emotional attachment to their brands and new offerings--which often represent in a very personal way a person's career--that inhibits tough decisions. Third, the decisions process involving adding or retaining brands, prioritizing brands, and leveraging strategic brands can be inadequate or nonexistent...silos can be insular, so that information needed to leverage strategic brands into new products and countries may be lacking." At the conclusion of the book, an assessment exercise is provided to help the CMO to audit the capability of the spanning silos and a priority objectives and activities list. 0 of 0 people found the following review helpful. A good book for CMO's and mktg. execs. at large companies By The Marketing Guy Who Drives Sales -r David Aaker does his usual excellent job, this time covering the topic of how to either break down or effectively build bridges between marketing silos at large and largish companies. I don't think there is going to be much in this book for the small business marketer, mid-sized business marketer or entrepreneur, though. This book targets large or multinational companies with a portfolio of brands across sectors, geography and/or cultures and does a great job discussing the issues at those types of companies. If your company is large enough to support the title CMO (chief marketing officer), has separate marketing groups based on geography, brands, business unit type or that utilizes multiple outside marketing/advertising agencies then you will probably benefit greatly by reading this work. I found the discussion to be very dry and academic for the first four or five chapters but then it picks up with real life examples and tangible actions that can be taken to bridge the sometimes seemingly huge chasms between silos or separate marketing groups. You'll gain some great knowledge about how other companies have effectively managed the marketing and branding functions when they work with many different product or brand silos. The "we're different" mantra that is often heard in marketing silos might be your cue to see if maybe, just maybe there are synergies to be found by spanning those silos and tying in your marketing efforts to a common vision and shared brand message. ~Review by the author of the e-book, "How to Build and Manage Your Brand (in sickness and in health)."

Powerful product, country, and functional silos are jeopardizing companies' marketing efforts. Because of silos, firms misallocate resources, send inconsistent messages to the marketplace, and fail to leverage scale economies and successes--all of which can threaten a company's survival. As David Aaker shows in *Spanning Silos*, the unfettered decentralization that produces silos is no longer feasible in today's marketplace. It's up to chief marketing officers to break down silo walls to foster cooperation and synergy. This isn't easy: silo teams guard their autonomy vigorously. As proof of their power, consider the fact that the average CMO tenure is just twenty-three months. How to proceed? Drawing on interviews with CMOs, Aaker explains how to: Strength your credibility with silo teams and your CEO Use cross-functional teams and other strategic linking devices Foster communication across silos Select the right CMO role-- from facilitator to strategic captain Develop common planning processes Adapt your brand strategy to silo units Allocate marketing dollars strategically across silos Develop silo-spanning marketing programs In this age of dynamic markets, new media, and globalization, getting the different parts of your organization to collaborate is more critical--and more difficult--than ever. This book gives you the road map you need to accomplish that feat.

About the Author David A. Aaker is Vice-Chairman of Prophet, a branding, marketing, and innovation consultancy, and has published more than one hundred articles and fourteen books, including *Brand Portfolio Strategy*, *Brand Leadership*, *Strategic Marketing Management* (8th edition), *Building Strong Brands*, *Managing Brand Equity*, and *From Fargo to the World of Brands*. He lives in Orinda, California.