

CMOs at SXSW: What's something that's fundamentally changed in your marketing organization since the pandemic? *WSJ*

- “The core thing we learned [during the Covid-19 shutdown] was that you can't over-communicate in a time of a crisis. Stories that might have been once a month, or once a quarter pre-pandemic, became once a week during the pandemic, and our [marketing and communications] teams grew. What will never change to me is our [team's] ability to be functioning at the highest strategic level of the company. I don't think that that would have been the case a number of years ago.” –***Tim Mapes, chief marketing and communications officer, Delta***
- “We live in a world where inflation is happening a lot. That used to be something that we [thought about in relation to] net revenue management. Now it is also really important to think about the changes that we can make, not only in list price increases ... but also to price pack architecture, the promotions that we do, and the channels that we sell in.” –***Conny Braams, chief digital and commercial officer, Unilever***
- “During Covid we were focused on how we created interconnected experiences. But as we go into challenging economic times, people are looking for the best value. And so we're leaning into that even more this year; [we want to] deliver on the promise that the brand is founded upon.” –***Molly Battin, chief marketing officer, Home Depot***
- “We as an organization are endeavoring to move at the speed of culture. One of the ways in which we're doing that is massively accelerating our content creation capabilities ... [that includes] a shortening of the creative production cycle, which is a big cultural change for any organization, and at the same time, fostering normalcy around experimentation, and knowing that part of experimentation is knowing that not everything is going to be perfect.” –***Han Wen, chief digital and marketing officer, L'Oréal USA***