



Marketing & Sales
Excellence Initiative

Next-Generation Marketing Skills

with Professor Thomas Ritter (Copenhagen Business School), Stéphanie Agostini, Hamilton Mann & Pierre Schaeffer (Thales Group), and Christophe Melle & Alla Serova (Schneider Electric)

20th - 21st September 2023, INSEAD Europe Campus and Zoom



Overview: Next-Generation Marketing Skills

Changing Marketing Landscape. Today's marketing landscape is rapidly changing. Marketers find themselves at a major inflection point. Across the board, consumers and business customers are increasingly comfortable purchasing through ecommerce and engaging with companies in a digital experience economy. The growing breadth and depth of B2B Buying and Selling Centres has led to a proliferation of digital touch-points. Clearly, digital technologies now is front and centre in every marketing activity and across all buyer-seller interactions.

New Marketing Imperatives. Against this background, Marketers face new opportunities and challenges. First, as customers' buying journeys are more complex than ever, executives must redesign a seamlessly integrated Marketing and Sales funnel that creates more value for customers and delivers greater Return on Marketing through automation and digital interactions at all levels of customer relationships. Second, as firms compete on superior experiences, rather than differentiating solely through products, services, and brands, managers must optimize end-to-end omnichannel customer journeys that serve both big and small account in a cost-effective manner. Third, the convergence of products and services, hardware and software, data and analytics, opens new avenues for marketing innovation and a greater focus on customer success. As new offers and business models emerge, managers must rethink their go-to-market models. Finally, these shifts impact the marketing organization. New structures and processes, new marketing roles and responsibilities emerge.

Evolving Marketing Organizations. Future Marketing organizations will take on new shapes and forms. Traditional marketing activities, such as offer design, pricing or channel management will rapidly evolve. New activities (e.g., digital content marketing) and technologies (e.g., artificial intelligence, machine learning, or marketing automation) must be seamlessly integrated. Marketing must better align with well-established functions (e.g., marketing-sales interface) and collaborate with newly created units (e.g., data science or digital factories). Clearly, the new marketing playbook calls for organizational silos to come down, both within the marketing organization and across functional boundaries.

Next-Generation Marketing Resources and Skills. Many marketing organizations are not ready yet for the future of marketing (IDC's Future of Marketing Barometer Survey, 2021). Organizational data silos, lacking technologies (e.g., marketing automation) and managerial approaches and tools (e.g., agile marketing), or resistance to marketing change, are just a few examples of major hurdles to overcome. Tackling these challenges calls for a major culture shift and new competencies and skills (e.g., inbound marketing, customer experience management, data science and marketing analytics, among many others).

Pressing Questions. Against this backdrop, these marketing landscape shifts and imperatives also raise many new questions: Is our Marketing organization ready for change? Which opportunities and challenges do we face? How to adapt to this new marketing landscape? Which new marketing resources and skills will we need? How to attract new marketing talent? How to set up marketing for success? Based on marketing experts' and practitioners' first-hand insights, we discuss how these changes will shape the marketing resources, competencies and skills we need today and tomorrow for achieving sustainable business growth.

Academic Speakers & Facilitators



Thomas RITTER

Professor of Market Strategy and Business Development
Academic Lead for Data-Driven Customer Insight Research Project and CBS Leadership Dilemma Index
Copenhagen Business School

Professor Ritter cooperates with board members and directors to increase customer insight for better strategic decision-making. He has developed models and methods for customer segmentation, business modelling, and data-driven transformations. His current focus is on strategic dilemmas that increasing demand leaders to make tough decisions, driven by data ethics, geopolitical tensions, and polarization of society.

Professor's LinkedIn: <https://www.linkedin.com/in/thomas-ritter-57b3b0/>
CBS faculty page: www.cbs.dk/staff/trsi



Wolfgang ULAGA

INSEAD Professor of Management Practice
Co-Director, INSEAD Marketing & Sales Excellence Initiative (MSEI)

Wolfgang works with senior executives and managers around the globe on building and growing competencies and skills in marketing and sales of products, services, customer solutions, and new digitally-driven cloud-based business models in both consumer and business-to-business (B2B) markets. His research focuses on how companies can unleash recurring revenue growth through offers integrating, hardware and software, data and analytics.

He co-directs INSEAD B2B Marketing Strategies in a Digital World Executive Education open enrollment program and MSEI Subscription Business Bootcamp.

Wolfgang's LinkedIn: <https://fr.linkedin.com/in/wolfgang-ulaga-813a6916>
INSEAD faculty page: <https://www.insead.edu/faculty-research/faculty/wolfgang-ulaga>



Christoph SENN

INSEAD Adjunct Professor of Marketing
Co-Director, INSEAD Marketing & Sales Excellence Initiative (MSEI)

Christoph conducts research and transfer projects in cooperation with companies, such as ABB, BASF, Coca-Cola, DSM, Evonik, Geberit, General Electric, Hoffmann-La Roche, Konica-Minolta, Maersk, Microsoft, Pfizer, Schindler, Schneider-Electric, Sonos, Swiss Re, Tetra Pak, Vodafone, WMF, and Zebra.

He teaches in INSEAD B2B Marketing Strategies open enrollment program and directs the INSEAD Research Consortium on Breakthrough Business Relationships (BBR).

Christoph's LinkedIn: <https://www.linkedin.com/in/christophsenn/>
INSEAD faculty page: <https://www.insead.edu/faculty-research/faculty/christoph-senn>

Industry Speakers



Stéphanie AGOSTINI

**Head of Marketing & Communications Performance Learning Solution
Thales Group**

Stéphanie is Head of Marketing & Communications Performance Learning Solution at Thales. She spearheaded digital learning initiatives for sectors as diverse as banking, tire manufacturing, and the gas industry. In 2018, she joined Thales as digital learning consultant. Since 2020, she is the Learning & Development Manager, where she is responsible for conceptualizing and executing the Marketing and Communication Learning strategy across the organization.

Stéphanie's LinkedIn: <https://www.linkedin.com/in/stephanieagostini>



Hamilton MANN

**VP, Digital Marketing and Digital Transformation
Thales Group**

Hamilton is VP, Digital Marketing and Digital Transformation at Thales. He spearheads initiatives that drive enhanced customer engagement, excellence in integrated campaigns, and Sales & Marketing effectiveness in support of Thales' business growth objectives. He is passionate about leveraging digital technologies to create exceptional customer experiences and foster the creation of competitive advantages in our markets.

Hamilton's LinkedIn: <https://www.linkedin.com/in/hamiltonmann>



Pierre SCHAEFFER

**SVP, Chief Marketing Officer
Thales Group**

Pierre is SVP and Chief Marketing Officer at Thales. Ever since he joined Thales, he has orchestrated the business impact of the global Marketing function, with a special focus on enhancing customer value-based innovation. He has also been instrumental in driving the execution of the group's digital strategy, leading to the development of compelling new offers and new ways of working.

Pierre's LinkedIn: <https://www.linkedin.com/in/pierreschaeffer>

Industry Speakers (Continued)



Christophe MELLE

**VP, Global Marketing France Operations
Schneider Electric**

Christophe is the VP Global Marketing for Schneider Electric in France as well as a member of the Executive Committee of Schneider Electric France since June 2022 after spending 4 year as VP Global Marketing, Schneider Electric Home & Distribution division. He worked before 17 years in various marketing and business leadership roles at Philips, HP and Renault. He has been working 2.5 years in Singapore for Philips as marketing and sales leader for APAC, prior to that he was based in France and then in Amsterdam, where he had various marketing leadership roles for Philips. Christophe has a Master in Mechanical Engineering followed by a Philips executive MBA done in collaboration with Wharton.

Christophe's LinkedIn: <https://www.linkedin.com/in/christophemelle/>



Alla SEROVA

**VP Talent Management, Energy Management Business Unit
Schneider Electric**

Alla has worked for Schneider Electric for 9 years starting with leading HR in one of the territories and then taking HR VP role for the CMO. She has moved to work on talent agenda for the biggest Business Unit of Schneider in early 2023. Alla has started her career in marketing and business development in a microfinance start up. She then moved into HR and worked for Microsoft and Intel before joining Schneider. She is passionate for talent management, leadership development, and combining marketing and HR agendas for a greater impact.

Alla's LinkedIn: <https://www.linkedin.com/in/alla-serova-45a0924/>

Programme Agenda: 20th & 21st September 2023

Date/ Time (CET)	Programme	Venue
20th September 2023		
19:00 – 21:30	MSEI Pre-Event Welcome Dinner	Le Cercle, INSEAD Europe Campus
21st September 2023		
08:30 – 09:00	Registration & Welcome Coffee	INSEAD Europe Campus
09:00 – 09:15	Welcome & Introduction Wolfgang Ulaga and Christoph Senn, INSEAD MSEI Co-Directors	Amphi Loudon/ Zoom
09:15 – 10:00	Keynote Presentation: The Changing Marketing Landscape – Which Marketing Skills Will Companies Need Next? Thomas Ritter, Professor of Market Strategy and Business Development, Copenhagen Business School Wolfgang Ulaga, Professor of Management Practice in Marketing, INSEAD Q&A with Thomas & Wolfgang	Amphi Loudon/ Zoom
10:00 – 11:00	Company Spotlight 1: Growing Marketing Talent and Skills @ Thales Stéphanie Agostini, Learning & Development Manager Hamilton Mann, Group VP, Digital Marketing and Digital Transformation Pierre Schaeffer, SVP, Chief Marketing Officer Q&A with Stéphanie, Hamilton & Pierre	Amphi Loudon/ Zoom
11:00 – 11:30	Networking Coffee Break	Amphi Loudon
11:30 – 12:30	Company Spotlight 2: Growing Marketing Talent and Skills @ Schneider Electric Christophe Melle, VP, Global Marketing France Operations Alla Serova, VP, Talent Management Q&A with Christophe & Alla	Amphi Loudon/ Zoom
12:30 – 13:30	Networking Lunch	Main Restaurant
13:30 – 14:30	Break-Out Session: Discussion in small break-out groups	Breakout Rooms 0.01 – 0.06/ Zoom
14:30 – 14:45	Networking Coffee Break	Amphi Loudon
14:45 – 15:30	Group Report-Outs, Discussion Discussion in plenary (full group)	Amphi Loudon/ Zoom
15:30 – 15:45	Wrap-Up & Outlook on next MSEI events and activities Networking opportunity among MSEI Members following the event.	Amphi Loudon/ Zoom

Pre-Event Preparation

Online Pre-Survey:

Please complete a simple diagnostic survey [here](#) by **14 September 2023**.

Suggested Further Reading:

- Rodriguez-Vila, Omar, Sundar Bharadwaj, Neil A. Morgan, and Shubu Mitra (2020), Is Your Marketing Organization Ready for What's Next?, Harvard Business Review, November-December, pages 105-113.

Contacts

Many thanks in advance for joining us in this exciting Discovery Event. We are already very much looking forward to meeting you soon!

For any question regarding your event participation, please contact:

- Wai Yee FONG (waiyee.fong@insead.edu)

You may also reach out to MSEI Co-Directors:

- Prof. Wolfgang ULAGA (wolfgang.ulaga@insead.edu)
- Prof. Christoph SENN (christoph.senn@insead.edu)

Please note that MSEI reserves the right to adapt or change the program agenda any time depending on current circumstances.

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