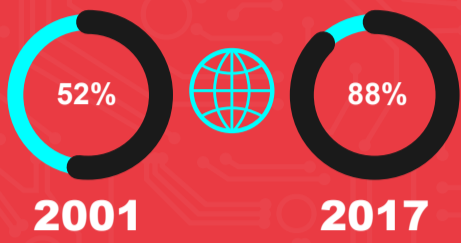


# MANAGING THE DIGITAL AGE

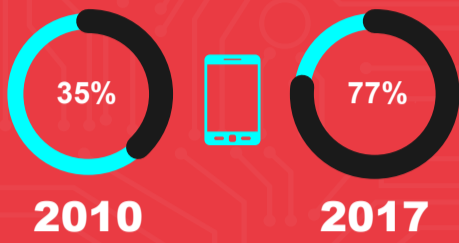
## A DIALOGUE WITH CCOS AND CMOS

This report is based on in-depth interviews with 22 senior communications and marketing executives in large companies about how the rapid evolution of digital and data are changing their functions. The paper also offers a digital road map and checklist to help organizations create and refine their strategies.

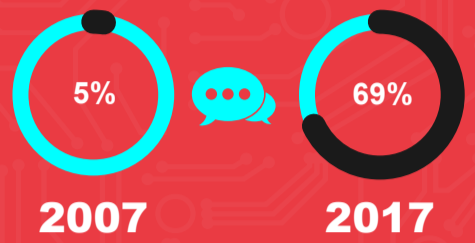
In the past **16** years online usage by U.S. adults increased from **52% to 88%**



In the past **7** years, smartphone usage has risen from **35% to 77%**



In a little more than a **decade**, social media use has skyrocketed from **5% to 69%**.



Source: Pew Research Center

## HOW CCOS AND CMOS DEFINE DIGITAL

“Digital, from my perspective, is more channeled when we are talking about communications.”

“I don’t know how you define digital. Because we’re either issuing a press release or putting something on our dot-com or one of our social media sites.”

“When we talk about digital, it’s all omnichannel and seamless retailing

“Purely the conveyance of our message, the targeting of our message, by utilization of digital technologies and capabilities.”

“When it comes to [communications], we use it a lot for corporate and executive positioning.”

## TOO MUCH DATA?

For decades, communications and marketing leaders longed for consistent, detailed data to support or validate their campaigns because they knew basic metrics such as total impressions or media hits were unreliable. In today’s digital age, the amount of data available to communicators and marketers is **astounding**, as is the technology to aggregate and analyze it.

However, having access to a wealth of information **does not mean** that it can be easily interpreted and leveraged effectively. With so much data at their fingertips, CCOs and CMOs continue to see challenges in determining what is helpful and what is noise continues. That’s a significant issue because senior business leaders are relying on these executives to master the data puzzle, as reported by the CCOs and CMOs in this study.

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## A CALL TO ACTION

Digital has become so critical to the job for every communications and marketing leader that it can seem daunting to wrap your arms around it.

To help guide your digital journey, consider these steps when designing and implementing your digital communications and marketing plans.

### BEGIN WITH A DIGITAL AUDIT

- Map the user experience (UX) and gather data.
- Determine where and how you’re currently engaging with them.
- Make sure you have in place data scientists and software to analyze the information you gather. If you don’t own it, consider outsourcing.
- Compare your findings to your current digital strategy and tools.
- This also will help you define exactly what strategies, content and tools you need to move the needle with your prospects and customers.

## IMPLEMENT YOUR STRATEGY

Find out who owns the content, tools and data you need to run a strategic digital communications program on an ongoing basis.

Create clearly defined parameters within your Digital Cabinet to determine who will contribute what to the digital strategy.

As a leader, you must find time to regularly step outside your office to put yourself in your audiences’ shoes. You should experience your brand from the outside in to help determine any gaps or weaknesses in your value proposition.

## MEASURE AND OPTIMIZE

Develop a program for tracking what your competitors are doing in the digital landscape.

Create a holistic measurement system to track any and every facet of your digitally-driven strategic communications program.

Analyze every single point of qualitative and quantitative feedback, but trust your gut when making a final decision.

Meet with your Digital Cabinet at least twice a month to gauge your progress toward your goals and course correct as needed.

Schedule quarterly brainstorms to innovate new digital strategies, tactics and content. Bring in professionals from other departments and from outside your organization to ensure diverse POVs. Digital moves too fast to become stuck in rut.

FOR THE FULL STUDY, PLEASE VISIT:  
[GOO.GL/4PX5Y8](http://GOO.GL/4PX5Y8)

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