UNIVERSITY OF OXFORD
Said Business School
Oxford Future of Marketing Initiative

THE CHIEF DIGITAL OFFICER

IN RESPONSE TO THE CHALLENGE OF A BUSINESS WORLD BEING TRANSFORMED BY TECHNOLOGY A NEW C-SUITE ROLE HAS EMERGED--

THE CDO'S ROLE IS TO TRANSLATE TECHNOLOGICAL AND NEW MARKET TRENDS INTO ORGANISATIONAL CAPABILITY

THEY ACT AS THE INTERFACE BETWEEN THE ORGANISATION AND ITS ENVIRONMENT

IN ORDER TO SUCCEED, THE CDO HAS TO FACE, AND MANAGE, SEVERAL PARADOXES...

DISRUPTOR
TRANSLATOR
INTEGRATOR

THEY HAVE TO WEAR DIFFERENT HATS--

-WHEN TALKING TO DIFFERENT AUDIENCES!

THEY MUST STOP JARGON GETTING IN THE WAY OF CHANGE

SERP
CAC
ATTRIBUTION
QUALITY SCORE
DMP
CRO
CPA
CPM
PROGRAMMATIC

--TO THE DIGITAL FUTURE

A CDO MUST BE A PROTAGONIST- THEIR WORK MUST STAND FOR SOMETHING

IF THEY ARE SUCCESSFUL THEY WILL MAKE THEMSELVES OBSOLETE

YOU'VE DONE AN EXCELLENT JOB!

--SO WE'RE LETTING YOU GO!

THEY MUST MAKE SURE THEIR BOSSES - AND THEIR BOSSES' BOSSES - "GET IT"

BEING A CDO IS LIKE TRYING TO CHANGE A TYRE WHILE THE CAR IS RUNNING

DESPITE THE JOB TITLE THE ROLE IS REALLY ABOUT CHANGING PEOPLE, PROCESS AND CULTURE

HANG ON, WHY ARE YOU HERE EXACTLY?

THERE IS NO SHARED UNDERSTANDING OF WHAT THE CDO'S ROLE INVOLVES

TO DO

CDOs REPORT FEELING BOTH OVERWHELMED AND EXCITED

TO SUCCEED, THE CDO HAS TO DRIVE TRANSFORMATION FAST WHILE LETTING THE ORGANISATION BELIEVE IT IS EVOLVING GRADUALLY

OHHH- ARE YOU THE GUY WHO RUNS OUR FACEBOOK PAGE?

CAN YOU HELP ME SYNC MY SMARTPHONE?

FROM THE ANALOGUE PAST--

COME ON, MOVE!

BUT I'M COMFY HERE!

CDOs STRUGGLE WITH BOTH EXTERNAL PRESSURE TO CHANGE AND INTERNAL APATHY

COLLEAGUES CAN TEND TO MINIMISE THE ROLE

CDOs HAVE TO BE BOTH INSIDERS AND OUTSIDERS - ON THE ONE HAND LOOKING OUTSIDE THE ORGANISATION TO IDENTIFY NEW TRENDS AND SOLUTIONS ON THE OTHER WORKING INSIDE TO EFFECT CHANGE