

According to Forbes, only 45% of CMOs reported ownership of digital and social media channels as part of their responsibilities even if 40% of revenues came from it. What seems to drive digital ownership is the experience of CMOs and geography.

Forbes Study...

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IIMP Recognition Awards for the authors of CMMP Handbook

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Editorial - Who are the CMOs of today?

By Sandra Pedro - MSc Communication Science, Editor-in-Chief

New technologies and the power gained by consumers in purchase decision changed the marketing world. Marketing practitioners have to rapidly adapt to constant transformations. Therefore, the question now is: what are the nowadays' Chief Marketing Officers (CMOs)? Forbes tried to find the answer in a research conducted in association with SAP and gyro.

There are different types of CMOs, depending of their personality and organization where they work. Of course motivational factors influence their performance. Growth is a common mandate, but internal constrains such as weak corporate culture and rigid structures, not always easy to overcome, can (and will) influence it. And then are those that feel their talent wasted, due in particular to structural constrains. Not

all marketers can work in large companies, with large budgets and creative teams. But is possible to get the best of each situation and find the growth path.

Data intelligence, could, Internet of things are and will change marketing practices in a near future. CMOs will have to, soon or later, to adapt to new technologies if they want to continue in be in top management teams and influence business strategies. Understanding technological trends and how customers will see and use them is the next big challenge for the present marketing professionals. The next generation of marketing practitioners looks at technology as something natural as breathing. If they need to deepen their knowledge and skills for the upcoming professionals challenges, the today's marketers need to quickly learn with them and look to new technologies as their "best friends".

The article "The today's CMOs are a kind of Super-Men and Super-Women?" reflects about challenges and conflicts of marketing professionals in our days, especially due to new technologies and their positioning within organizations. In an international study, Forbes defined six (6) personas of CMOs, which one with distinct characteristics. This study gives us insights about who are today's CMOs and what challenges they face in their daily work.

On contrary of what would be expected, digital not always are under marketing professionals' responsibility. This is a situation that should change in near future as big data and Internet of things gain new dimensions. The CMOs of today will probably not be the same in 20 years from now. Evolution is a natural process and marketing is within it.



Message from the president..

Recent Strides

By Nisar Butt - MBA, DBA Scholar, President and CEO of IIMP®
 nbutt@theiimp.org

Dear Fellows,

It is an honour to congratulate the Winter 2014/15 class attendees for successfully completing the CMMP program and receiving the prestigious Certified Marketing Management Professional (CMMP) designation. I trust that the program has furnished them with the needed skills and prepare them to efficiently contribute as marketing practitioners.

Simultaneously, we are glad to welcome the CMMP Summer 2015 class that commenced in June. The current CMMP candidates are participating from countries including Canada, India, Jordan, Kazakhstan and Lebanon.

We are pleased to facilitate the IIMP® to partner BBICC for the second year. It is a valuable partnership as both institutions aim to embrace the best marketing practices and challenge future practitioners to earn deep skills and knowledge for better grounding to upcoming challenges in glob-

al marketing.

Consequently, the IIMP has granted the IIMP® Collegiate Scholarship to the winning team of the BBICC 2015 from the Hong Kong University of Science and Technology (HKUST). Cherry Wong, Hilary Juan, Ryan Cheng and Ray Liu are the four students who now have the opportunity to complete the Certified Marketing Management Professional (CMMP®) program.

The long waited "Chronicle of Global Marketing Magazine" will become a reality soon. Recently, we have been able to form a new editorial and support team that is energetic and passionate to contribute to start publishing the periodical for marketing professionals around the globe.

I commend the hard work and dedication of Prof. Robert E. Dratwa as the Senior Vice President of the magazine. Indeed, Prof. Dratwa has a great vision to launch and sustain the publication by making it useful to the marketing community at large around the globe.

Our Chapter management team has recently reorganized themselves and revised

documentations and would like to invite interested members to the establishment of the IIMP® Chapters across the globe. We hope that the IIMP® local Chapters will enable the progression and recognition of the IIMP® and CMMP designations and ultimately support marketing professionals to advance their careers.

I am happy to welcome Sandra Pedro as the editor-in-chief and editorial team leader of the IIMP Newsletter. Sandra has been a gracious contributor to the development of the publication. I am certain that she will continue to take it to the next level. Furthermore, I want to recognize other new contributors including Caroline Berryman (author contributor), Maryam Eloraiby (translation), and Jordan Do Rego (graphic designer).

Our recruiting team is seeking new volunteers to contribute in various areas. We highly encourage marketing community members to join and support our mission.

All the best,
 Nisar Butt



Editorial - Qui sont les CMO d'aujourd'hui?

By Sandra Pedro - MSc Communication Science, Editor-in-Chief

Les nouvelles technologies et le pouvoir acquis par les consommateurs dans la décision d'achat ont changé le monde du marketing. Les praticiens du marketing doivent s'adapter rapidement aux transformations constantes. Par conséquent, la question est maintenant la suivante : qui sont les Chief Marketing Officers (CMO) d'aujourd'hui ? Forbes a essayé de trouver la réponse dans une recherche menée en association avec SAP et gyro.

Il existe différents types de CMO, en fonction de leur personnalité et de l'organisation où ils travaillent. Evidemment, les facteurs de motivation influencent leur performance. La croissance est un mandat commun, mais les contraintes internes, tels qu'une culture d'entreprise faible et des structures rigides, pas toujours facile à surmonter, peuvent (et vont) l'influencer. Et puis il y a ceux qui sentent que leur talent est gaspillé, en raison notamment des contraintes structurelles. Pas tous

les marketeurs peuvent travailler dans des grandes entreprises, avec de gros budgets et des équipes créatives. Mais il est possible d'obtenir le meilleur de chaque situation et de trouver le chemin de la croissance.

L'intelligence des données, le cloud, l'Internet des objets changent et changeront les pratiques du marketing dans un proche avenir. Les CMO devraient, tôt ou tard, s'adapter aux nouvelles technologies s'ils veulent continuer à être dans les équipes du top management et influencer les stratégies de l'entreprise. Comprendre les tendances technologiques et comment les clients vont les concevoir et les utiliser est le prochain grand défi pour les professionnels du marketing actuels. La prochaine génération des professionnels du marketing percevra la technologie comme étant aussi naturel que la respiration. S'ils ont besoin d'approfondir leurs connaissances et compétences pour les défis professionnels à venir, les marketeurs d'aujourd'hui ont besoin d'apprendre rapidement avec eux et de percevoir les nouvelles technologies comme

leurs «meilleurs amis».

L'article *The today's CMOs are a kind of Super-Men and Super-Women?* reflète les défis et les conflits des professionnels du marketing de nos jours, notamment en raison des nouvelles technologies et de leur positionnement au sein des organisations. Dans une étude internationale, Forbes a défini six (6) personnalités de CMO, chacune avec des caractéristiques distinctes. Cette étude nous donne un aperçu sur qui sont les CMO d'aujourd'hui et les défis auxquels ils sont confrontés dans leur travail quotidien.

Contrairement à ce qui était attendu, le numérique n'est pas toujours sous la responsabilité des professionnels du marketing. Ceci est une situation qui devrait changer dans un proche avenir tant que le big data et l'Internet des objets vont acquérir de nouvelles dimensions. Les OCM d'aujourd'hui ne seront probablement pas les mêmes d'ici 20 ans. L'évolution est un processus naturel et le marketing est en elle.



Message from the president..

Progrès Recents

By Nisar Butt - MBA, DBA Scholar, President and CEO of IIMP®
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J'ai l'honneur de féliciter les participants de la classe Winter 2014/15 pour leur réussite au programme CMMP et l'obtention de la prestigieuse désignation Marketing Certified Management Professional (CMMP). J'ai la certitude que le programme leur a fourni les compétences nécessaires et les a préparé à contribuer efficacement en tant que praticiens du marketing.

Simultanément, nous sommes heureux d'accueillir la classe CMMP Summer 2015, qui a débuté en Juin. Les candidats actuels du CMMP participent des pays dont le Canada, l'Inde, la Jordonie, le Kazakhstan et le Liban.

Nous sommes heureux de faciliter à l'IIMP® de faire partenariat avec BBICC pour la deuxième année. C'est un partenariat précieux étant donné que les deux institutions visent à adopter les meilleures pratiques de marketing et invitent les futurs praticiens à gagner des compétences profondes et des connaissances pour une base solide afin de

faire face aux défis à venir dans le marketing mondial. Par conséquent, l'IIMP a accordé la bourse IIMP® Collegiate Scholarship à l'équipe gagnante de la BBICC 2015 de l'Université de Hong Kong de la Science et de la Technologie (HKUST). Cerise Wong, Hilary Juan, Ryan Cheng et Liu Ray sont les quatre étudiants qui ont maintenant l'opportunité de compléter le programme Certified Marketing Management Professional (CMMP®). La « Chronique du marketing magazine Global » longtemps attendue deviendra bientôt une réalité. Récentement, nous avons été en mesure de former une nouvelle équipe de rédaction et de support, énergique et passionnée de contribuer au lancement de la publication du périodique pour les professionnels du marketing à travers le monde. Je salue le travail ardu et le dévouement du professeur Robert E. Dratwa, vice-président principal de la revue. En effet, le professeur Dratwa a une grande vision pour lancer et soutenir la publication en la rendant utile à la communauté du marketing au large dans le monde entier.

Notre équipe de gestion du Chapter s'est

récentement réorganisée et a révisé les documentations et souhaite inviter les membres intéressés à l'établissement des Chapters IIMP® à travers le monde. Nous espérons que les Chapters IIMP® au niveau local permettront la progression et la reconnaissance des désignations IIMP® et CMMP et ultimement soutiendront les professionnels du marketing à avancer dans leur carrière.

Je suis heureux d'accueillir Sandra Pedro en tant qu'éditeur en chef et chef de l'équipe éditoriale du Bulletin IIMP. Sandra a été une contributrice gracieuse à l'élaboration de la publication. Je suis certain qu'elle va continuer à l'élever à un niveau supérieur. Par ailleurs, je tiens à reconnaître d'autres nouveaux contributeurs, y compris Caroline Berryman (auteur contributeur), Maryam Eloraiby (traduction), et la Jordan Do Rego (designer graphique).

Notre équipe de recrutement est à la recherche de nouveaux bénévoles à contribuer dans divers domaines. Nous vous encourageons vivement les membres de la communauté marketing à nous joindre et à soutenir notre mission.

The IIMP[®] Honours CMMP Contributors

The International Institute of Marketing Professionals (IIMP[®]) express its recognition for the contribution of the authors and support team responsible for developing the CMMP[®] Handbooks, providing guidelines and reference material for those marketing professionals that complete the Certified Marketing Management Professional (CMMP[®]) program.

The CMMP[®] designation was launched in 2011 and marketing professionals from different parts of the world have already completed the CMMP[®] program and received the CMMP[®] designations. This program is designed for industry professionals and is considered to be the mark of distinction for those who demonstrate commitment to the marketing profession and to its ethical practice. The CMMP[®] designation is validation that a professional in the field of marketing has successfully demonstrated competency in the knowledge, skills and abilities required to practice marketing effectively in today's business arena.

IIMP[®] released four CMMP[®] handbooks

(Associate CMMP[®] Handbook, Manager CMMP[®] Handbook, Executive CMMP[®] Handbook and Chartered CMMP[®] Handbook) with the support of 35 authors and co-authors and 37 review and support team members, from academics and professional experts worldwide. The CMMP[®] designation handbook covers all the technical and practical aspects of marketing as a guideline and reference for marketing professionals all over the world. The topics discussed in the handbook are universal in nature and have been contributed based on the expertise of authors and co-authors.

"The team of contributing authors and support team are also responsible for the success of our CMMP[®] program. Their knowledge and professional experience are of great value for those that are granted with the CMMP[®] designation. Therefore, IIMP[®] is honored in announcing the recognition certifications for the CMMP[®] contributing authors and reviewers for their effort, dedication and expertise to enhance marketing practice around the globe", stresses Nisar

Butt, President and CEO of IIMP[®].

The CMMP[®] designations are delivered by the "IIMP[®] Authorized Education Centres Program" that will include delivery of program by appointing the "IIMP[®] Certified Study Centres" globally. IIMP[®] also recognizes those educational institutions "IIMP[®] Recognized Educational Institution" that offer matching qualification that will satisfy CMMP[®] entrance requirements.

Nisar Butt additionally said that "it is essential for educational institutions to get involved in delivering the CMMP[®] designation preparation to enable students and practitioners to furthermore evolve in their marketing professions and roles. Therefore, educational institutions all over the globe are welcomed to partner with IIMP[®] in order to support CMMP[®] designations."

IIMP[®] accreditation CMMP[®] is a globally recognized and respected measure of professional and academic excellence in the practice of marketing.

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L'IIMP[®] Honore les Contributeurs au CMMP

L'Institut International des Professionnels du Marketing (IIMP[®]) exprime sa reconnaissance pour la contribution des auteurs et l'équipe de support qui est responsable du développement des manuels du CMMP[®], des directives et des documents de référence pour les professionnels du marketing, qui complètent le programme Certified Marketing Management Professional (CMMP[®]).

La désignation CMMP[®] a été lancée en 2011 et des professionnels du marketing des différentes parties du monde ont déjà complété le programme CMMP[®], et ont reçu les désignations CMMP[®]. Ce programme est conçu pour les professionnels de l'industrie et est considéré comme la marque de distinction pour ceux et celles qui font preuve d'engagement vis-à-vis de la profession du marketing et à sa pratique éthique. La désignation CMMP[®] valide qu'un professionnel du marketing a réussi à démontrer des compétences en termes de connaissances, expertises et les aptitudes requises pour exercer efficacement le marketing dans le monde des affaires d'aujourd'hui.

L'IIMP[®] a publié quatre manuels de CMMP[®] (Associate CMMP[®] Handbook, Manager

CMMP[®] Handbook, Executive CMMP[®] Handbook et Chartered CMMP[®] Handbook) avec le soutien de 35 auteurs et co-auteurs et 37 membres de l'équipe de révision et de support, des universitaires et des experts professionnels du monde entier. Le manuel de la désignation CMMP[®] couvre tous les aspects techniques et pratiques du marketing comme une ligne directrice et une référence pour les professionnels du marketing dans le monde entier. Les sujets abordés dans le manuel sont universels dans leur nature et ont été contribués sur la base de l'expertise des auteurs et des co-auteurs.

"L'équipe des auteurs contributeurs et l'équipe de support sont également responsables de la réussite de notre programme CMMP[®]. Leurs connaissances et leurs expériences professionnelles sont d'une grande valeur à ceux et celles à qui la désignation CMMP[®] est accordée. Ainsi, l'IIMP[®] est honoré d'annoncer les certifications de reconnaissance aux auteurs contributeurs et évaluateurs du CMMP[®] pour leurs efforts, dévouement et expertise en vue d'améliorer la pratique du marketing dans le monde entier", souligne Nisar Butt, président et chef de la direction de IIMP[®].

Les désignations CMMP[®] sont livrées par le « IIMP[®] Authorized Education Centres Program» qui comprendra la livraison du programme en nommant les "IIMP[®] Certified Study Centres" globalement. L'IIMP[®] reconnaît également les établissements d'enseignement «IIMP[®] Recognized Educational Institution» offrant une qualification qui correspond aux exigences d'entrée CMMP[®].

Nisar Butt a également ajouté qu'«il est essentiel pour les établissements d'enseignement de s'impliquer dans la prestation de préparation de la désignation CMMP[®] pour permettre aux étudiants et aux praticiens d'évoluer d'avantage dans leurs professions et leurs rôles en marketing. Par conséquent, les établissements d'enseignement partout dans le monde sont invités à collaborer avec l'IIMP[®] afin de soutenir les désignations CMMP[®]».

L'accréditation CMMP[®] de l'IIMP[®] est une mesure globalement reconnue et respectée de l'excellence professionnelle et académique dans la pratique du marketing.

Les candidats au programme de désignation CMMP[®] sont invités à postuler. En savoir plus sur le CMMP[®]: <http://www.theiimp.org/cmmp-designation/>

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Students of the Hong Kong University of Science and Technology win IIMP® Collegiate Scholarship



The International Institute of Marketing Professionals (IIMP) granted the IIMP® Collegiate Scholarship to the winning team of the partners Belgrade the Business International Case Competition 2015 (BBICC 2015) from the Hong Kong University of Science and Technology (HKUST). Cherry Wong, Hilary Juan, Ryan Cheng and Ray Liu are the four students who have now the opportunity to complete the Certified Marketing Management Professional (CMMP®) program, which will provide rigorous professional skills to prepare them to receive the CMMP® designation.

Winning team members:

- Cherry Wong
- Hilary Juan
- Ray Liu
- Ryan Chang

The second place went to Wharton School of the University of Pennsylvania (USA). The third place went to the host, the University of Belgrade (Serbia), with a case given by Coca-Cola Company and Schneider Electric.

"IIMP® partners BBICC for the second year. It is a valuable partnership as both institutions aim to embrace the best marketing practices and challenge the future practitioners to earn deep skills and knowledge for better grounding to upcoming challenges in global marketing", stresses Nisar Butt, President and CEO of IIMP®.

"I am pleased to see the best students and advisors from leading business schools around the world in Belgrade sharing ideas and opinion. Students had two challenging cases. The first case was from the Coca-Cola Company



and the main task was how to increase consumption per capita by 30% for teenagers in Central Eastern Europe until 2020. The second case is about explore the market of Serbia and set the sales and marketing strategy for premium brand Unica - wiring devices from Schneider Electric company. Energy, teamwork, presentation skills, analytical skills and creativity were emphasized in their presentations and all students showed potential for future marketing leaders," said Vesna Damjanovic, managing director of the BBICC.

IIMP® accreditation CMMP® is a globally recognized and respected measure of professional and academic excellence in the practice of marketing. This program recognizes successful marketing professionals around the world, with those who earn the CMMP® demonstrating a deep knowledge of marketing and denoting high professional and ethical standards. Candidates for the CMMP® designation program are welcome to apply.

BBICC is one of the top global business case competitions, held in Belgrade, Serbia, where students from 12

international business schools across the globe can experience challenging competition to solve real business problems and receive valuable knowledge for their professional future. Last years' competition winners were the National University of Singapore team. The second place went to Queensland University of Technology (USA) and third place is shared between University of Porto (Portugal) and University of Belgrade (Serbia).

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Forbes Study: Are CMOs a kind of Super-Men and Super-Women?



Evolution is a natural process. We have been assisting the evolution of the human beings and technology for millions of years. The same happens to professions. In the last century, many professions were extinguished, some seeded and others were transformed. The marketing professionals are in the last category due to new technologies and business globalization. In the last decades, marketing and, consequently, its practitioners, went through transformations (evolution) towards technology, market and consumers behaviors constant changes in high speed. Are, then, marketing professionals of your days a kind of Super-Men or Super-Women? Forbes published recently a research, conducted in association with SAP and gyro, to understand the "DNA" of the today's Chief Marketing Officers (CMO), the challenges they face and what capabilities distinguish them. Their mandate is growth, in terms of market share, revenue or in a particular segment of their business, but the most common responsibilities include market research and competitive intelligence, advertising and promotion, market entry strategies, customer engagement and positioning. Even so these five responsibilities lie outside the marketing realm in close of half companies in this study. It was conducted a survey to 318 CMOs and senior marketing executives from around the world. Only one third of the interviewed professionals come from mar-

keting and the majority is from sales and operations or technology. Almost all CMOs have a mandate to drive growth, but their effective role depends of the organization where they work. In common all have the objective of influencing corporate and business strategy. In fact, CMOs are a diverse audience, from different areas of expertise, but all with strategic focus. Common struggles and conflicts are related to data, digital and goals alignment. Like any other area, there are an elite group of high-performing CMOs.

Marketing with narrow digital ownership

Digital is part of our daily lives. Digital marketing is here to stay and is gaining new dimensions, yet it is not always in the hands of CMOs. According to Forbes, only 45% of CMOs reported ownership of digital and social media channels as part of their responsibilities even if 40% of revenues came from it. What seems to drive digital ownership is the experience of CMOs and geography. In Asia and North America, CMOs with marketing background are more likely to be responsible for digital, whereas

in Europe and Latin America, digital marketing tend to be managed by marketers with background in finance, sales or technology. In common, all CMOs aspire to lead, with 56% respondents admitting that want to influence the market and product strategy. About half (51%) want to build stronger relationships with other functions and (49%) influence corporate strategy. On the other hand, customer loyalty is the biggest concern of half of interviewed CMOs (50%), followed by demonstrating ROI, aligning objectives with other departments, creating a single experience, and integrating social media into the strategy. On contrary of what expected big data is a narrow concern. The marketing professionals of the XXI century have to (i) quickly adapt to new technologies and priorities, (ii) decisions driven by data analysis and (iii) engage with customers. While CMO's personal attitudes often shape team's culture, organizational factors impact performance too. CMOs agree that most of them are limited in their ability to build their com-

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pany's brand and would be important have more influence over business's strategy. Public relations and messaging activities and digital and social ownership may lead marketing and business growth into future.

CMOs in six personas

Does personality impact growth? What makes a successful CMO? Forbes defined six (6) personas, evidence-based portraits of typical CMOs, which combines responsibilities, personality traits and organizational factors: Dynamic Orchestrator (34%), Selective Defender (25%), Strategic Guru (21%), Untapped Potential (16%), Demand Driver (3%) and Conventional Coach (2%).

Dynamic orchestrator professionals are individuals know by their confidence, honesty and (often) lack of tact. They have supercharged personalities, crave control and want to be the best. Former Apple co-founder, CEO and chairman, Steve Jobs, and Richard Branson, founder of Virgin Group, are two well-known examples. They tend to make good professionals, but they have weakness, like mistrust teamwork.

However, recognize the importance of surrounding with capable people and the use of data. They have business background but know marketing well.

Strategic guru is the highest performing persona, which broader responsibilities than most CMOs, more strategic oriented and more likely runs marketing department at a large company. These professionals have social and networking skills. He or her is a longtime marketer, easily adapts to technology and helps marketing reach closer to its potential.

On contrary, the **selective defender** professionals are less ambitious and tend to have high risk aversion. That is why they oversee few functions and have little involvement with corporate strategy.

Like most of others CMOs, **untapped potential** mandate is focus on revenue growth, however with shrinking budgets as common threat. These professionals work in companies with poor corporate culture, low level of agility and narrow view of risk, which limit their performance. The CMOs with sales background have demand driver profile. They tend to have limited technol-

ogy agility, but they are competent omnichannel marketers.

For last, **conventional coach** carries out static plans and constrained by rigid organizations. Even so, they are under pressure to demonstrate marketing ROI and deliver single customer experience. They normally face conflicts with other departments over deadlines, budgets and targets.

These are some insights of the study published by Forbes that you can read in detail [here](#).

CMOs Personas	High-Performance Areas	Areas of Opportunity
Dynamic Orchestrator	Talent	Data-driven Insights
	Agile Marketing	Omnichannel
Strategic Gurus	Technology	Omnichannel
	Risk Intelligence	Customer Engagement
	Measurement	
Selective Defender	Omnichannel	Learning
	Data-driven Insights	Talent
		Social Connectedness
		Trust
Demand Driver	Omnichannel	Talent
	Data-driven Insights	Technology
Conventional Coach	Learning	Risk Intelligence
	Talent	Agile Marketing
		Measurement

CMMP Designation Holder Testimonial



Rabia Naroo

B.Com (Marketing), CMMP,
Whitby, Canada

"The CMMP program provided exceptional concepts of the rapid growth in the marketing sector allowing me to master them and have the advantage of elevation opportunities in career advancement. Management has always been my ultimate goal and with the earned designation, I am very confident that I will be able to broaden my marketing career goals with what I have learnt throughout the program".

What's trending in the Marketing World in 2015?



Caroline Berryman

CMMP®, Supervisor, Marketing & Communications - Office of the Commissioner, Transportation Services
The Regional Municipality of York

Millennials are starting to age and the first Millennials who were born in the 1980's are now into their thirties and marketers will need to start changing their image of this segment from young adults still living with their parents to adults living in their own homes welcoming newborns. There is now better data and targeting so marketers have the ability to understand this cohort better, but they will have to adjust their mind-set about what a Millennial looks like if they want to attract this target audience.

Today's digital marketing is fast moving and it can be difficult to navigate and know how to develop

the right marketing strategy. Identifying current trends, deciding on a strategy and measuring your results are all key to succeeding. Big data is the buzz word for measurement now.

Content marketing is being used to reach more consumers and to build a better relationship with them. In 2015, content marketing will become even more popular, but there will be a distinct difference between those companies who are measure their campaigns and can establish growth, and the companies who give up on their campaigns too early to see any measurable returns.

Photo and video sharing websites like Instagram and YouTube will continue to become exceedingly popular in 2015. In fact, Instagram has surpassed Twitter in the size of its user base.

Mobile marketing is more important than ever now. A recent study conducted by Tech Crunch found that 51% of people now read their emails from their mobile devices and 66% of users access social networking websites from their mobile devices. Marketers must ensure that they develop campaigns that are mobile-friendly.



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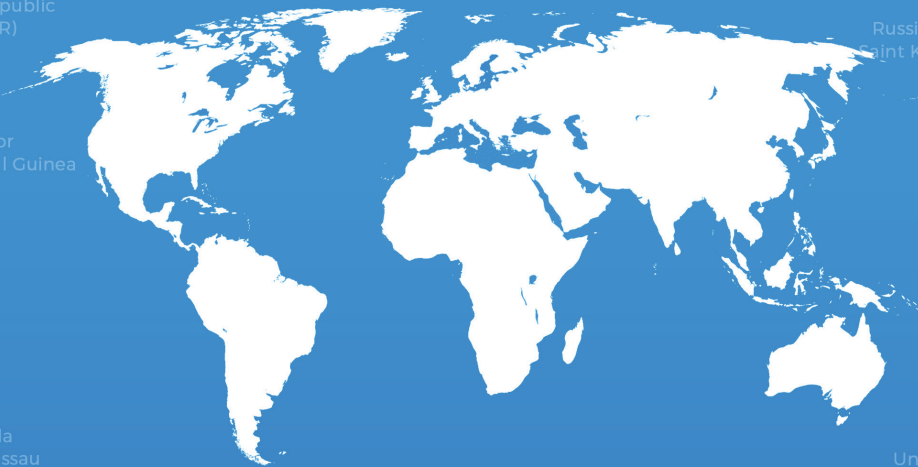
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