

What's inside



Background



The Role of the CMO



Changing CMO Goals & Objectives



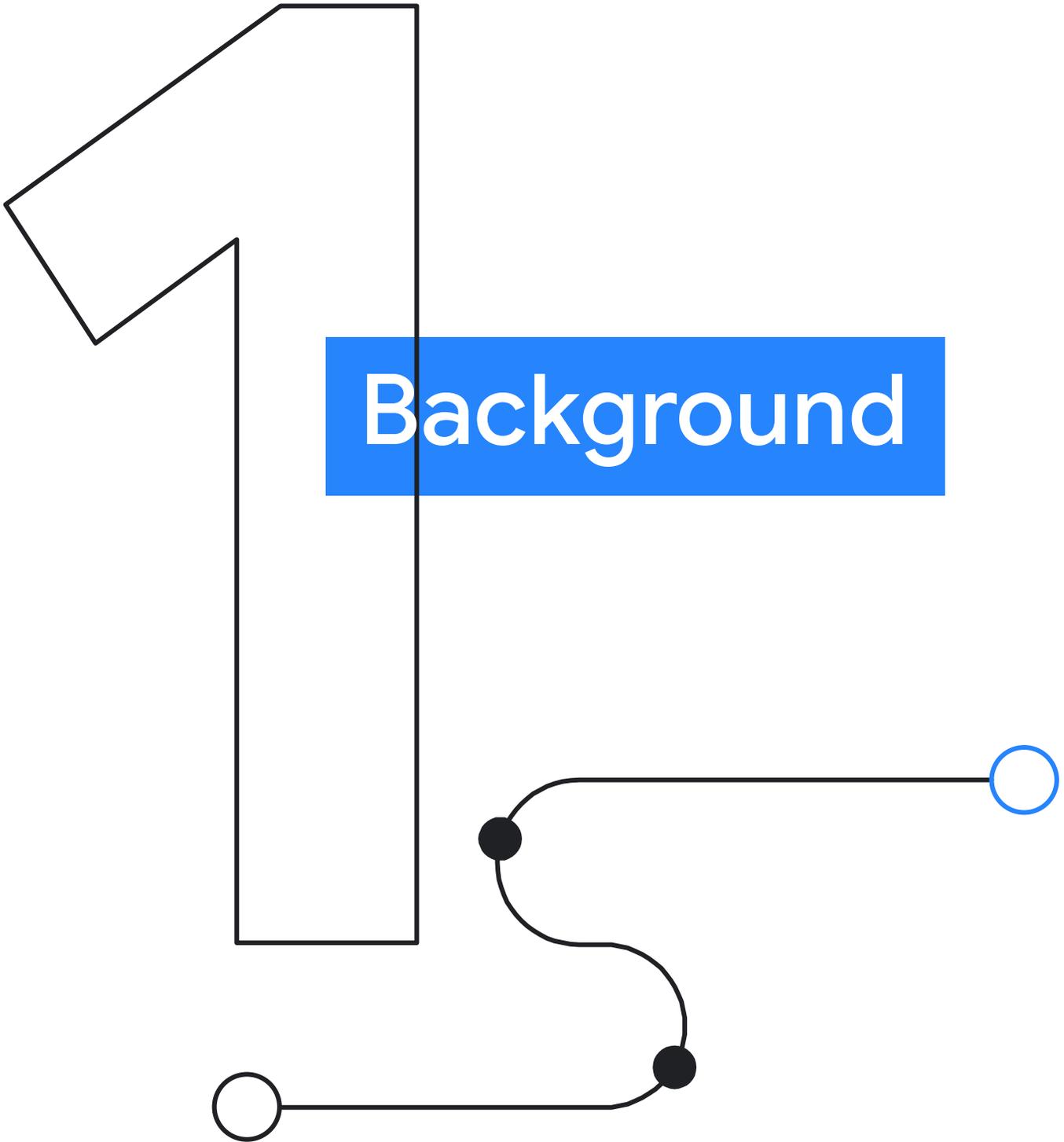
The 5 CMO Archetypes



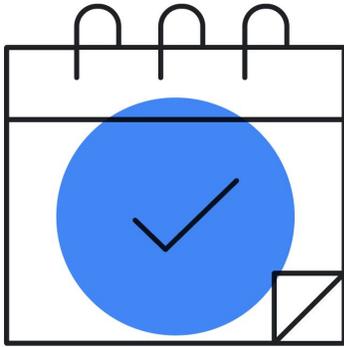
The Opportunity



Which CMO Are You?

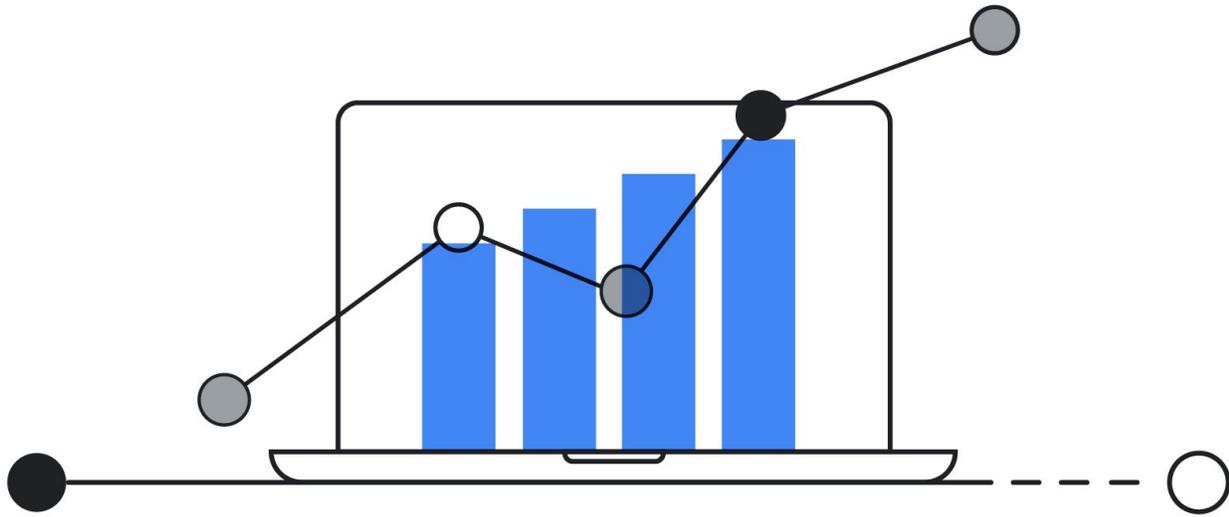


Even before the onset of this year's twin health and economic crises, the job of the Chief Marketing Officer had grown complicated.



43 months in 2018
to 41 months on
average in 2019

CMOs are the shortest-tenured members of the C-Suite [and continuing their downward trend, from 43 months in 2018 to 41 months on average in 2019.](#)

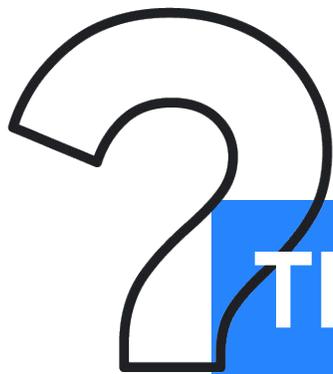


Their boards demand greatness from them—they expect them to be customer champions, data scientists, frontline defenders of the brand, stewards of internal morale and culture, and drivers of “company growth initiatives,” as one public company director explained—and yet only **26%** of CMOs are invited to attend board meetings regularly.¹ Fewer than **3%** of S&P 1500 board members have marketing experience.² Expectations are high, but access and influence are low.

¹ The Board Practices Report, Deloitte (2018).

² <https://journals.sagepub.com/doi/abs/10.1509/jm.17.0195?journalCode=jmxa>

In today's environment, these challenges have only grown more stark. As businesses work to reinvent their product, channel, and demand strategies in the midst of quarantines, shutdowns, and changing consumer needs, CMOs should be ready to deliver growth and resilience more than ever before.



The question is:

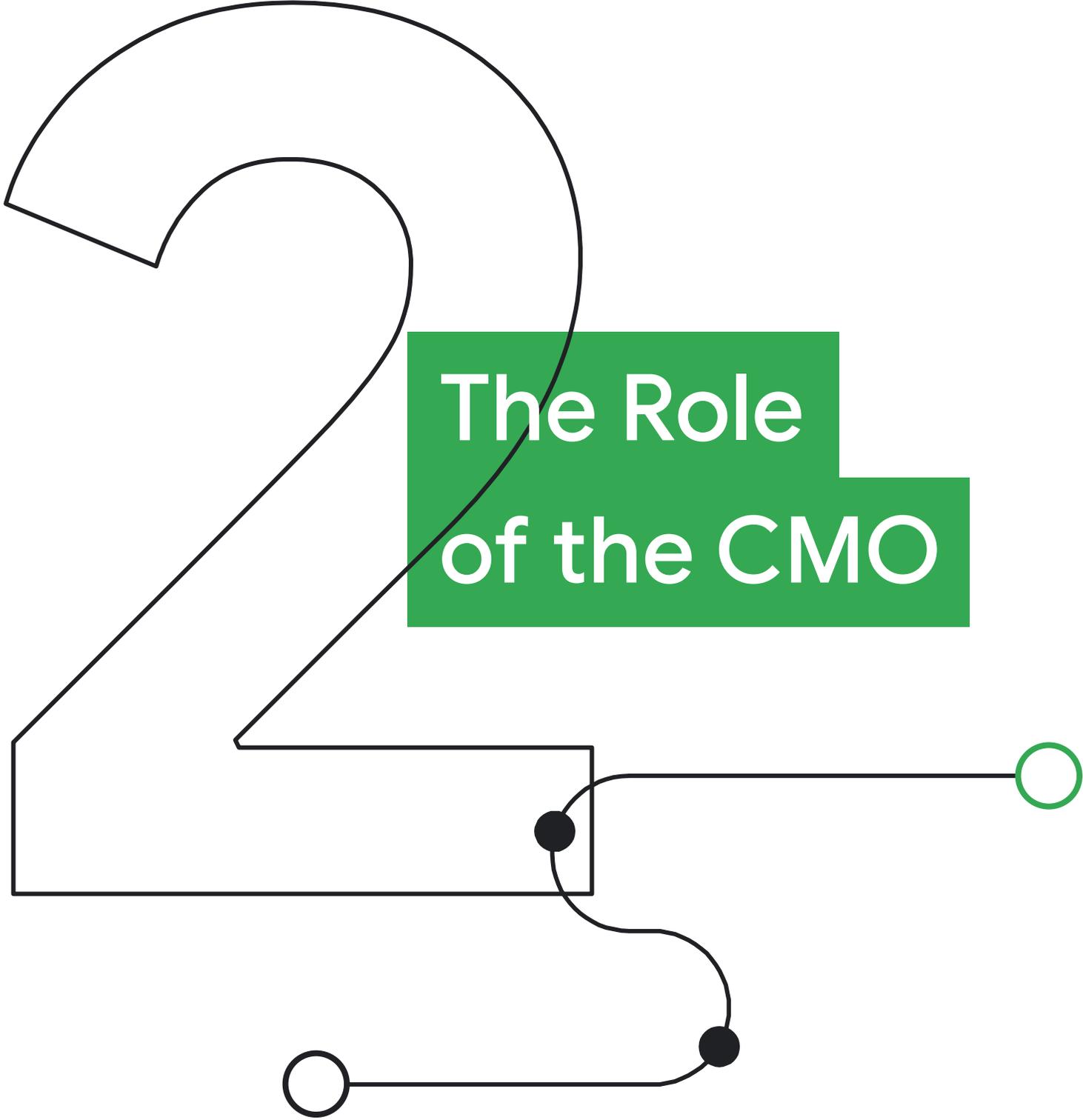


**do they have the
support they need
to succeed?**



To understand how CMOs can break the cycle of high expectations but constrained influence, last year [we spoke with board members from over fifty Fortune 1000 companies.](#)

Our learnings point to ways that CMOs can reboot their position to become key leaders in digital transformation—heroes who prepare their companies to survive and thrive in a post-COVID world by building a successful partnership with their boards and their customers for whatever comes next.

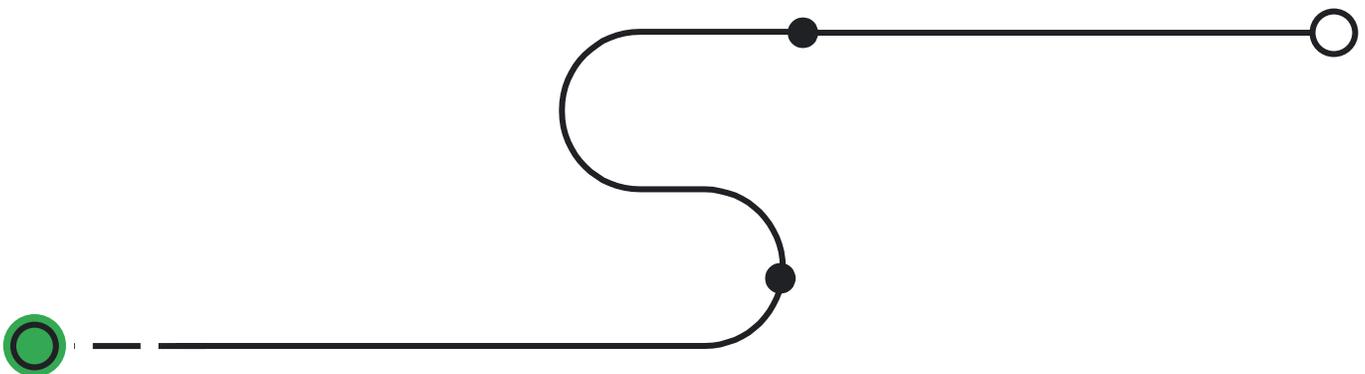


The Role of the CMO

There seems to be a fair amount of frustration and confusion about what the role of the CMO should be. The title itself implies a role that sets strategy and controls everything from product launches to customer relations. But in reality, many are limited to marketing communications.

As the Harvard Business Review wrote in [“The Trouble With CMOs,”](#)

“ when responsibilities, expectations, and performance measures are not aligned and realistic, it sets a CMO up to fail.



For Some Brands, Managing Through COVID-19 has Provided an **Opportunity for a Renewed Focus on Growth and Innovation:**

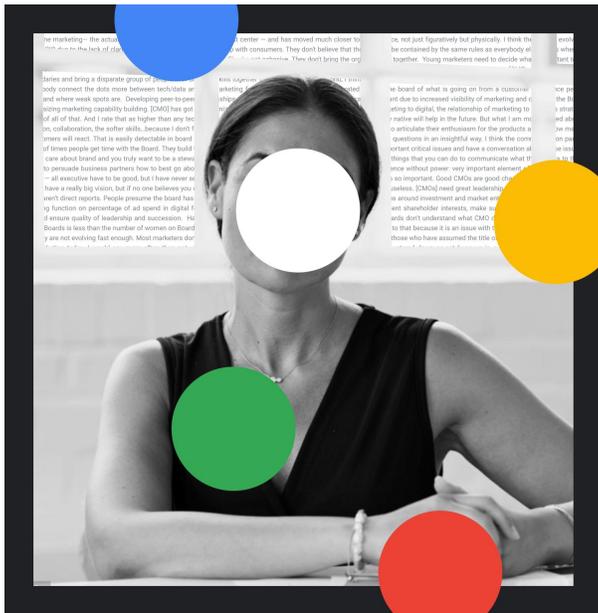
As some brands start their return to a “new normal”, they feel they have permission to discard past processes or old ways of thinking, and instead explore new ideas and growth paths, like digital transformation.

“ Recently that division of time looks different than how it has in the past. Now, a **heavier focus is on change and innovation**. COVID has impacted every aspect of our business. **How do we accelerate innovation efforts** that we already had on our radar screen? That now takes on more important meaning.

- CMO, Automotive Brand

“ Digital transformation has even a different meaning now than it was pre-Covid because we are really **transforming the organization to work in a digital capacity**.

- Senior Director, Retail Brand



Great expectations: What the board wants from CMOs

The 21st century CMO is expected to be a **marketing miracle worker**, an alchemist who combines the classic art of branding with the latest advances in data and measurement. All this while you serve as the **connective tissue of the C-suite** and stay a step ahead of the rapidly changing landscape of **digital technology**, **cultural trends**, and shifting consumer expectations – things becoming ever more important to the stock price. Customers matter more than ever, and since **you're responsible for them**, your role should matter more than ever too.

The Relationship between the CMO and CFO

As drivers of growth, many CMOs report a close working relationship with CFOs and counterparts in Finance to build forecasts, manage budgets, predict demand, and prove ROI. Other senior marketers note that working relationships between finance and marketing have not always been close, but have improved in recent years.



CMOs must **toggle between brand and marketing and business, and have the skillset of understanding the business** well. You have a fiscal responsibility that is

part

of you as a leader. You really need a commercial aptitude coupled with



- Senior Director, Retail Brand

CMO and CFO are partners, because marketing at a company like ours is really focused on driving demand.

We are the growth function and finance cares a lot about that. In terms of forecasting, the marketing team is really tee-ing that up, we are developing business cases and ideas. We are working daily on financial analysis and understanding.

- Head of Marketing, CPG Company

The Relationship between the CMO and Analytics Team

COVID-19 Accelerated CMO Investment in Analytics and Digital Capabilities: Because the consumer has shifted so quickly and new digital platforms have come up, marketing teams have been focused on building their digital-first capabilities.

COVID-19 has caused CMOs to speed up investments in ecommerce, data, and analytics as they must rapidly build capabilities to engage and serve consumers given continued limits on in-person interactions and rapidly evolving consumer behavior.

“ How we organize to be agile and work across teams to **share data, insights and strategies** to make sure that we're complementing the work has been a big thing for us.

- Senior Director, Retail Brand

Measurement and tracking of Brand Health remains a core

marketing priority: Longitudinal tracking and promotion of brand health is critical across industries to help ensure long-term brand value and to remain in the consumer consideration set.

“ What we are focused on more specifically is the health of the brand, that we are still generating awareness and consideration, that **we have a solid foundation to build upon as we look to the future.** I don't know what the remainder of the year and next year will look like, but... if we remain out in the market with a strong brand and messaging, it will serve us well.

- CMO, Automotive Brand

As does leveraging data to build a holistic customer view:

Brands are still looking for ways to bring together varied data sources (1st party, 3rd party, etc.) to establish personalized outreach and connection using a 360-degree understanding of the consumer journey in a privacy-safe way.

“ In terms of analytics gaps, what I would love to see is a completely connected read on our consumer journey. It’s what every CMO wishes for that, **it’s the holy grail of marketing.**

- CMO, Automotive Brand

“ When you’re trying to get a holistic look at the consumer journey, that’s really hard. And, it’s only getting harder, for good reason. Because things like **privacy are leading to more cleanrooms,** more walls in ecosystems. So, all of a sudden you’re not dealing with one thing, you’re dealing with 5 sub-systems that are hard to stitch together.

- Head of Marketing, CPG Brand



Changing CMO Goals & Objectives



Something that became quickly apparent in our interviews with board members is that the role isn't simply misunderstood, it's often poorly defined with goals that are frequently misaligned. If companies aren't consistent in what they want from a CMO, it might be on the CMO to listen and eventually focus on an area that matters to the board and their C-suite peers.

Growing the Business is the Goal

CMOs Spend Most of Their Time Running and Growing the

Business: The CMO plays an ever more critical role in creating and managing a strategy to achieve sustainable, profitable growth. In a given week or month, CMOs spend much of their time working with teams to run the business, solve problems, and support short-term and long-term growth opportunities that can net immediate wins and set the company up for future success. The remainder of their time is often spent managing and supporting their people.

“ The role of CMO these days is really **being a Chief Growth Officer** for the company. Really thinking about how you are attracting and engaging an audience at scale to drive engagement and ultimately revenue for the company.

- CMO, Automotive Brand

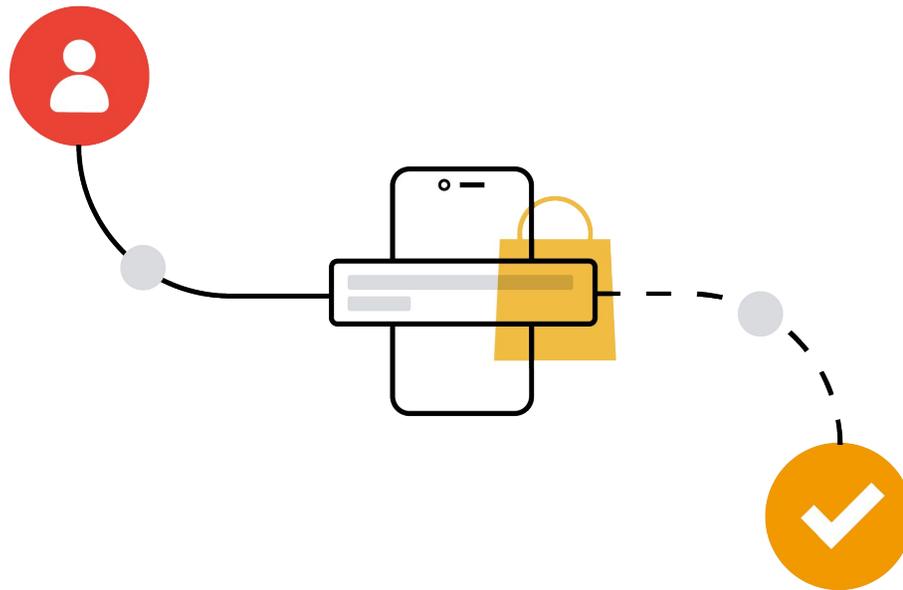
“ I spend a **disproportionate amount of time trying to figure out where to get growth from**, maybe 30-35% of my time is spent here. Then, there is running the business... which is different from growing the business. I could spend 40% of my time here. Then, there is a chunk of time on people including talent planning, succession planning, capacity, etc... The balance of my time [~25%] is spent between people and miscellaneous.

How Businesses Goals are Achieved has **Shifted due to Covid-19**

In **Auto**, Delivering an unparalleled, contactless guest experience is top of mind. Whether it's e-contracting or booking appointments for a test drive, automakers are focused on anything that makes it easier to bring consumers from that shopping stage to the dealership and connect them to the dealership, especially in a contactless way that makes consumers feel safe.

“ The interesting part of its evolution is that the CMO role has had a greater focus on analytics over the past few years; analytics that drive business decisions in all forms. This has been accelerated due to COVID-19. It has accelerated shopping online, digital shopping, etc. It has also accelerated the focus on the importance of a robust analytics team that can help **sort through all the data and turn it into actionable insights that drive the organization forward.**

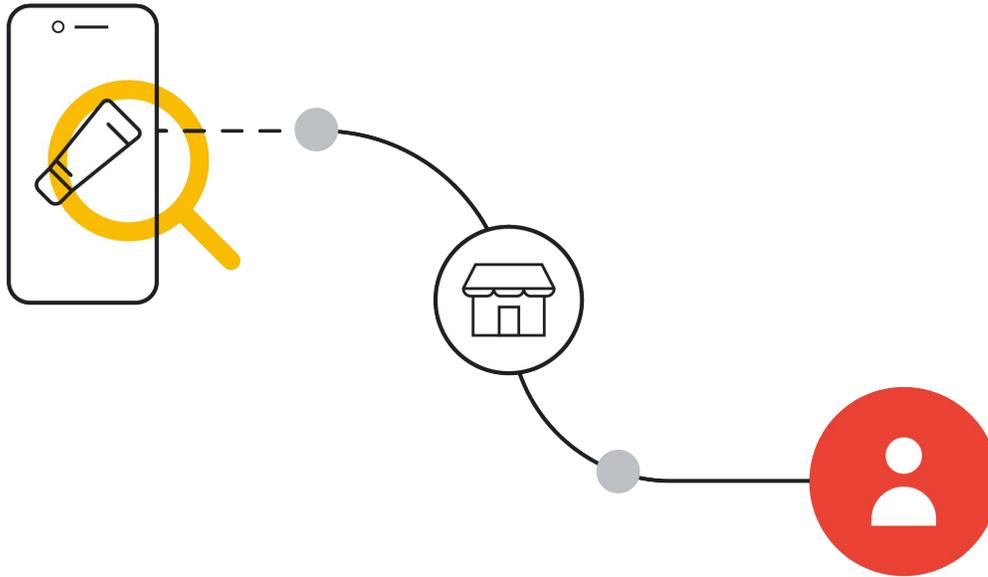
- CMO, Automotive Brand



In **Retail**, COVID-19 Accelerated Digital and Contactless Shopping Behaviors; Companies Adjusting Roadmaps and Timing to Meet Expectations: The pandemic has accelerated the trial and adoption of online shopping, digital brand interactions, contactless payments, and omnichannel fulfillment methods (e.g. curbside delivery, in-store pick-up) among consumers.

“ Consumers expect better service. As **they shift to digital, they expect speed, service and 1:1 relationships with brands**. And they **want options**: buy online, curbside pickup, buy online pickup in store and really easy returns and exchanges. What we’ve found is that post-consumer purchase is so important now.

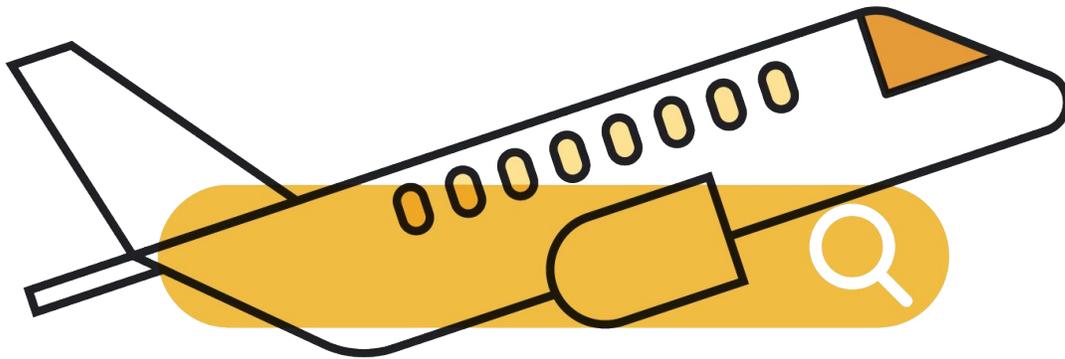
- Sr. Director, Retail Company



In **CPG**, traditional CPG Brands are Aware of E-Commerce Growth and Exploring Targeted D2C Opportunities: As consumer shopping continues to shift online, large Global CPG brands are starting to explore the specific brands and niche consumer sets that may represent growth opportunities when it can be done without risking their current relationships and critical business with Retailers.

“ COVID hasn’t reshaped the role, but has accelerated trends already out there, e.g. buying online, ecommerce, etc. It has dialed up the technology investments and priorities we have. We’ve had a plan to attack this and **now have had to accelerate how we go about it.**

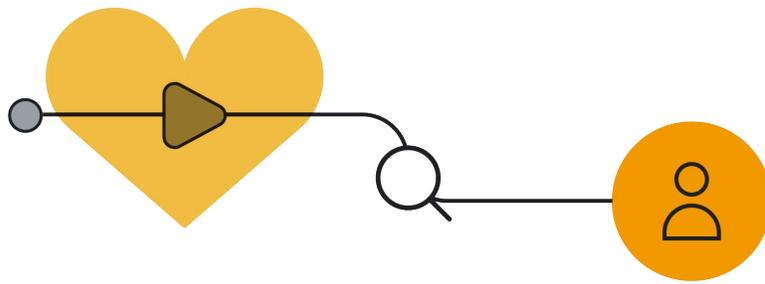
- Head of Marketing, CPG Company



In **Travel**, they are focused on remaining afloat in the midst of a sharp decline in business, largely due to bans on travel and hope to re-trench and focus on growth in 2021 and beyond.

“In the future, I want to go back to a growth mindset, but we are **focused on survival today**. I am a revenue-based individual, that’s where the fun is.

- CMO, Global Hotel Brand

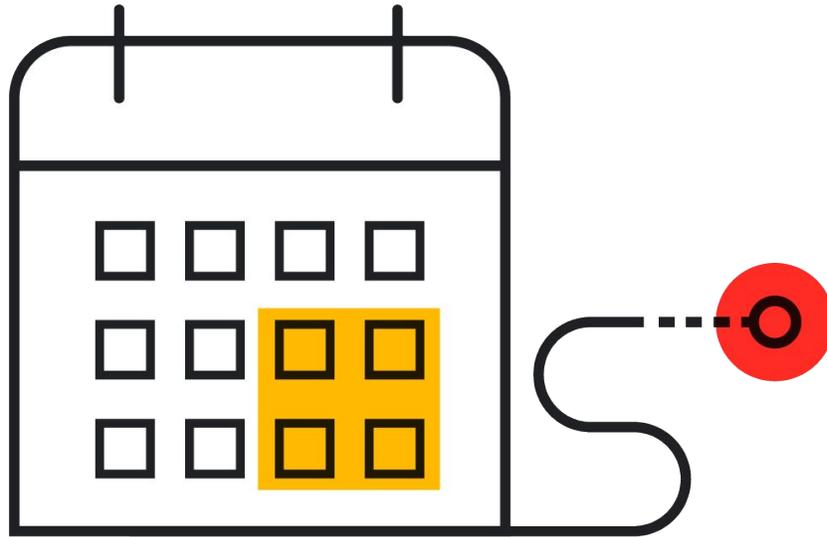


Purpose and Value-Driven Brands Remain a **Core Focus** for **Most CMOs**

In the midst of the pandemic, the U.S. saw nationwide protests over centuries-long racial injustices. This development brought a renewed focus on diversity in the corporate sphere. While many CMOs already had a pre-existing commitment to diversity, equity and inclusion, they are now taking even more steps focused on long-term investment to reflect those core values.

“ We are focused on purpose-driven brands, the concept of this has been around for years. We are focused on the activation of brands, **how do you get the purposes to permeate into everything?** This is another uber priority for us... it's not just about one consumer need, but much broader consumer experience... [we must] innovate in a much broader way to solve these needs and bring in a purpose-driven brand which is our asset.

- Head of Marketing, CPG Company



CMOs are Confident in Core DEI Values, but Commit to Long-Term Changes

Many brands have an existing commitment to DEI, but have taken and continue to take steps focused on long-term investment to reflect those core values. This includes efforts to improve retention, increase diversity in leadership, and focus on inclusive recruiting strategies.

“ Diversity, Equity and Inclusion is something we have been focusing on as a company for several years now, but everything that happened this spring put a much finer point on the opportunity and the need there. So, we have been accelerating our investments there as a company in terms of how we look at our **processes and practices internally** but also in how we signal externally the importance of those issues to us as well. As a marketing organization, we are really looking internally at our practices and how we can **hold ourselves to an even higher standard.**

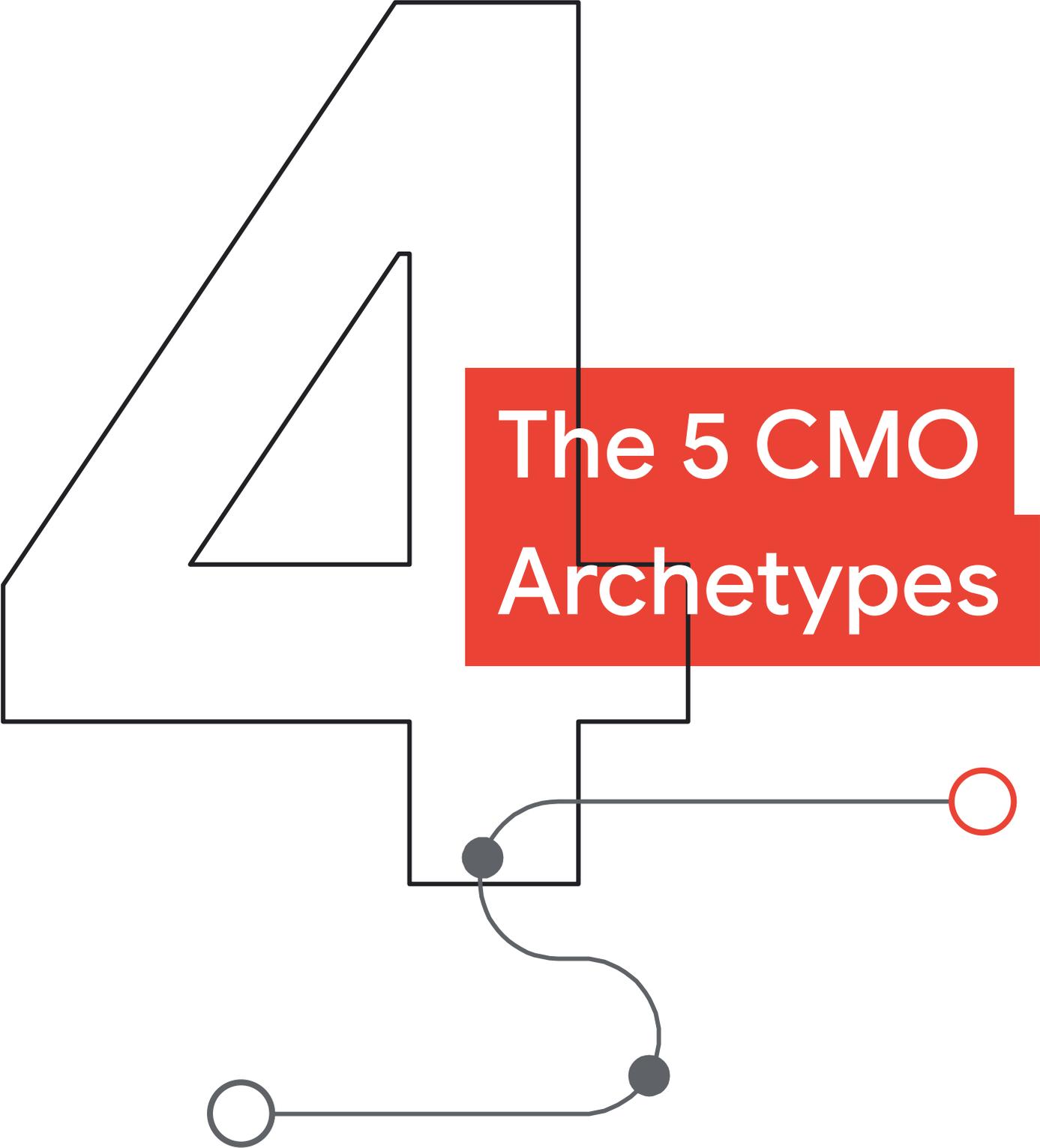
- Chief Marketing Officer, Automotive Brand

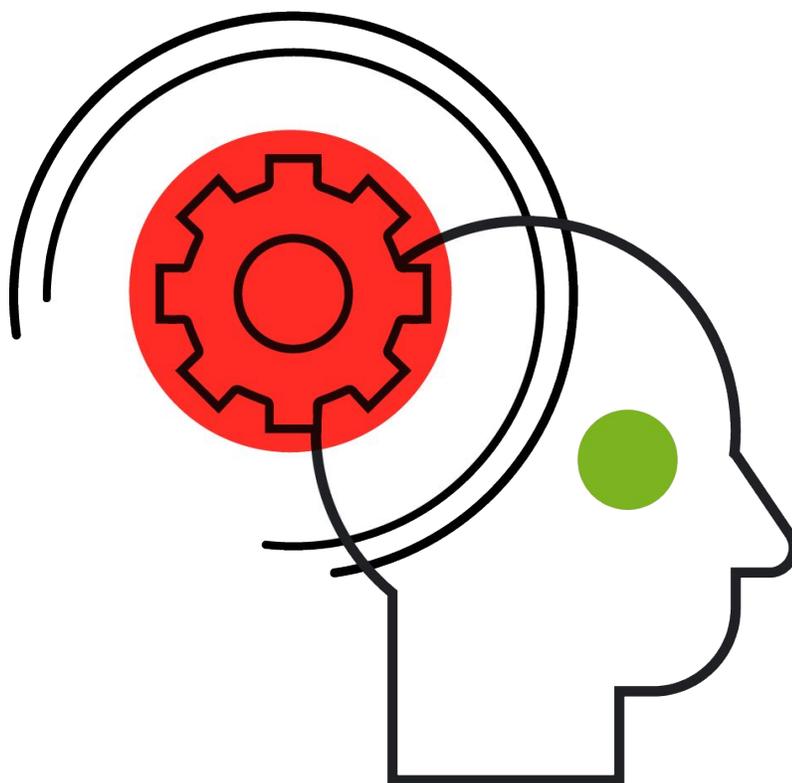
“ We are charged with ensuring we are accurately representing minorities in our marketing and communications, and not just as a ratio or percentage of people involved, but how we represent them in the correct and optimized way. We are **working with 3rd parties to establish benchmarks** in terms of telling us where we stand in terms of representing minorities, identifying what the gold standard is, and we will hold ourselves to those goals.

- Head of Marketing, Financial Institution

“ Internally, we have a diversity inclusion roadmap and a group of leaders who are working on various topics within that in terms of **how we recruit, how we develop talent and how we pay and benefits** and everything across the board. Externally, we are, being much more cognizant of the content that we put out there. We are trying to be diverse in how we tap into influencers, how we look at our talent and how we talk to consumers in language that we’re using.

- Sr. Director, Retail Brand





In 2020, CMOs found themselves faced with building resilience into their organizations not only to survive very real short-term perils, but also to ensure sustainable growth into an uncertain future. With these shifting priorities, today it is more crucial that CMOs manage these new expectations with their boards. **So what's a CMO to do?**

Deloitte identified **five archetypes** that can guide CMOs as they seek to increase their influence with the CEO and board members, understand where they perceive the greatest value, and enlist them as thought partners.



Customer Champion

The CMO is the voice of the customer and urges the company to organize around the customer's needs. This CMO uses data insights and analytics to deliver superior, personalized customer experiences and measurable business results.

“ I think the CMO should be keeping the consumer or member at the heart of what they do. You go from marketing to people to mattering to people.

“ They [the CMO] need to elevate the conversation about consumers to a strategic level.

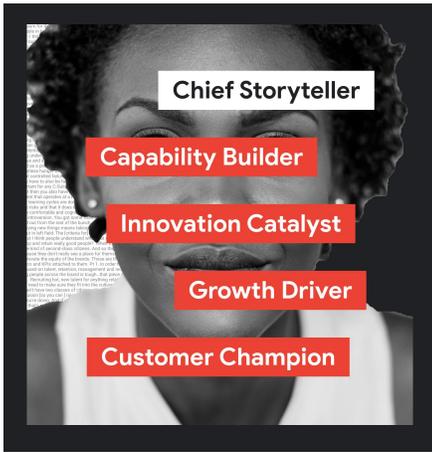


Growth Driver

The CMO plays a leadership role in creating and managing a plan to achieve sustainable, profitable growth. This CMO has an enterprise wide mindset and actively works to grow revenue across all business activities.

“ [CMOs need to] have a higher level of engagement and drive growth. Marketing to drive engagement to drive growth: means to an end. Smart marketers are getting more into this.

“ The CMO went for more of the heart strings, the emotional pull, the growth officer went for the intellectual pull. They just came at it from different directions, but they were going for the same thing.

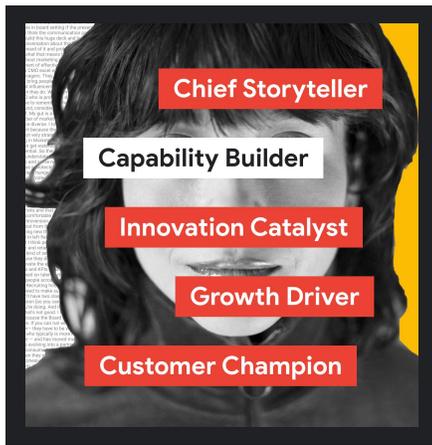


Chief Storyteller

The CMO is both architect and steward of the brand. This CMO is defined by their part in promoting brand relevance and consistency, and achieves this by creating and telling brand stories and inviting consumers to participate in the narrative.

“ Sourcing the right talent having forward-looking skills sets, with respect to emerging channels, data and analytics, as well as traditional marketing components, such as brand defining, storytelling and effort to marry those two things together are challenging for the CMOs.

“ Don't get too wired into the numbers that you lose the big picture. Specifically, the CMO should be really good at that. If they can't tell a story better than the CFO, then they are probably at the wrong job.

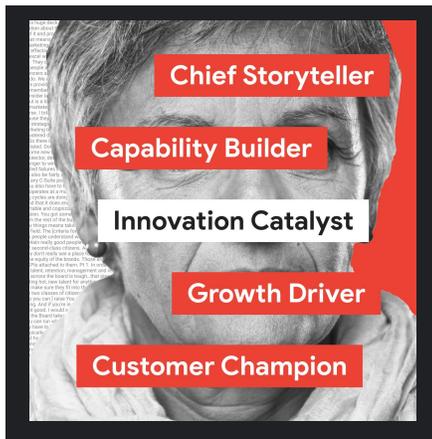


Capability Builder

The CMO is future focused with an eye toward enhancing technology fluency and digital expertise, and harnessing customer data, customer insights, and data analytics to grow the business. This CMO demonstrates marketing's reach across the business by, for example, using tech-powered capabilities to improve life cycle management or customer experience management platforms.

“ Inherent in the work today [of a CMO] is deriving data and insights from the footprints customers leave all over in their digital daily lives.

“ I would like to see somebody connect the dots more between tech/data and the marketing folks to really bring a more integrated view to the board of what is going on from a customer experience perspective, opportunity perspective, and where weak spots are.

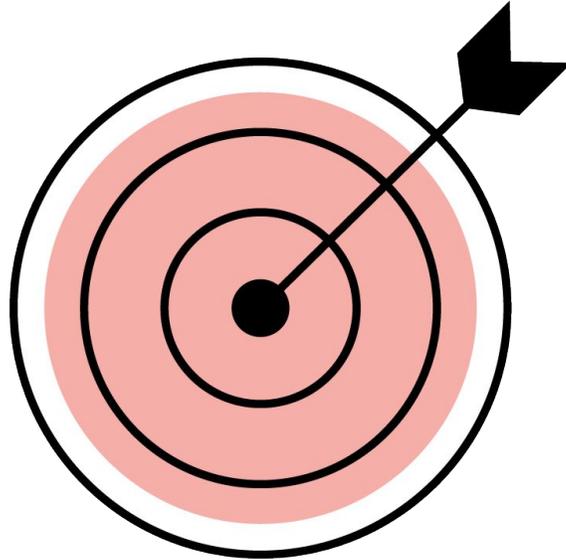


Innovation Catalyst

The CMO experiments with new technology platforms, alternative media, new tools and techniques to create breakthrough customer offerings and advance marketing overall. This CMO will use data and intelligence to advance the growth agenda.

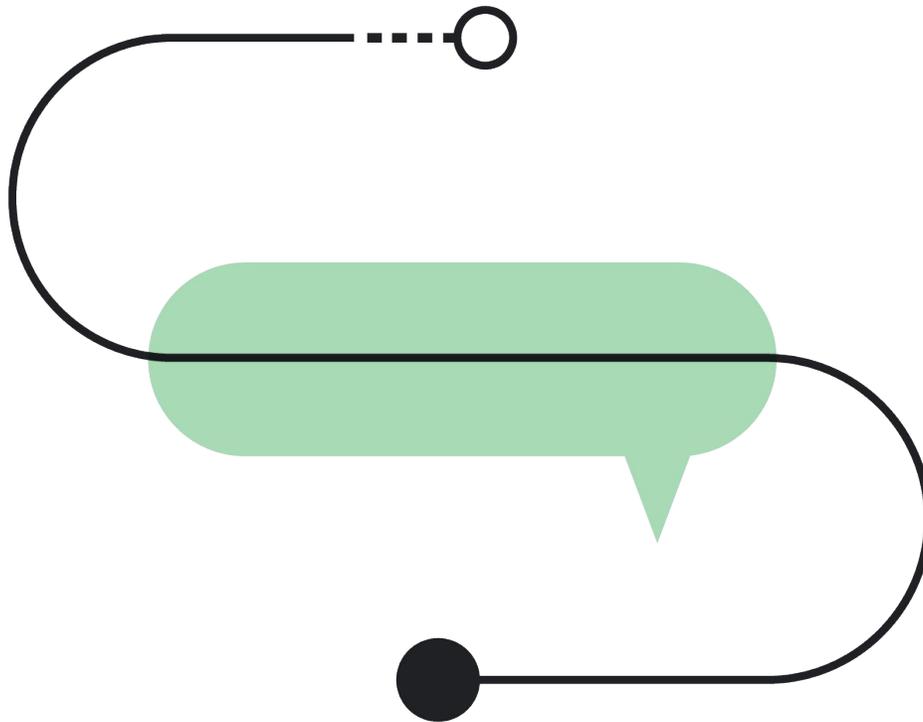
- “ Don't suffer from the 'not invented here' syndrome. We're expecting to see some creative ideas and some new thinking in the organization.
- “ You want controlled failures in the sense that you had reasons to believe it would work, but it just didn't work. ...They have to also be fairly agile in terms of adopting, being on the frontier of new approaches.





Company directors viscerally perceive the opportunity to forge a more strategic relationship with their marketing organizations. But it's up to the CMO to make that happen. So what are you to do? Internally, **steer expectations for your role** by **defining growth you have some control over**. And recognize that **the talent of your team is half the battle** to achieving that growth. Hire the best **measurement people** because marketing will be held to some metric that is currently beyond reach, and you'll need them to invent it. There are many ways you can impact revenue – but be prepared to **show the “I’m indispensable” math**. And don't forget the most visible CMOs **also take big risks**.

Only 3% of board members interviewed were marketers. Likely, they don't hear you. Listen closely and find the overlap between what the board is interested in and your responsibilities. And **instead of building slides about everything you do, build one slide** that puts you in a position to start a conversation around those common interests and goals.



Here's what boards say marketing must do:

- educate them on modern Marketing
- lead more C-suite collaboration
- build and lead a modern marketing team
- better align with their CEOs





The Board:

Reset what the board thinks marketing is capable of delivering and align marketing goals to overarching business goals – the board’s primary focus.

“ **Only 26%** of CMOs attend Board Meeting regularly, compared to 97% of CFOs and 100% of CEOs.

- The Board Practices Report, Deloitte (2018)

“ In a board you have a **spread in terms of knowledge, so CMO needs to provide a common denominator** that informs the board about choices and tradeoffs.

- Global apparel company board member (2019)

“ Underlying [brand mission] is a fundamental understanding of what drives a business... And then how do you **push the entire organization to develop strategies** and even down to tactics that support that from the customer point of view.

- Advertising services and software company board member and ecommerce platform board member (2019)

“ It’s important for **CMOs to have a voice in company growth initiatives**, own a significant role in budgeting and strategic planning, or be part of a customer-centric company—all factors that typically come with having an enterprise-wide mindset.

- Redefining The Modern CMO, Deloitte (2018)



The C-Suite:

Collaborate to influence: work with peers on strategic initiatives that further the impact of the business – not just marketing.

“ **Only 17 percent of CxOs** report having collaborated with CMOs over the last 12 months (among the lowest of all C-suite positions).

- The making of a more confident CMO, Deloitte (2019)

“ If it's about **learning to be a leader... how to bring people together...** That's when they **get to be divisive**. Because they're creating an environment of me and then everybody else. **They're not cohesive**.

- Airline board member (2019)

“ We had to hone our skills at being **great influencers** and **bringing along people who weren't direct reports to us**. That's actually a key skillset that CMOs need in any industry.

- Global apparel board member (2019)

“ You need a **CMO that has good partnering skills** that can **go to the operations team to understand** what is that experience going to be like when you're... delivering in the store every day?

- Restaurant chain board member (2019)

The Team:

Build and optimize a modern team that can collectively balance a data-driven mindset with creative spark.

“ Only a quarter (**25%**) of C-suite peers feel the CMO has a “significant impact” on talent acquisition and corporate culture, despite frequently being held responsible for internal customer championing, comms, and inspiration--which tie directly to corporate culture.

- The making of a more confident CMO, Deloitte (2019)

“ **No one is superhuman. All need to hire the right team** to bring in all the different skill sets. Ideally the CMO can bridge all the different domains and should have sufficient expertise in them. **Assemble a modern team** that has the skills sets that we need in respect to emerging channels, data and analytics as well as traditional marketing.

- Automotive ecommerce board member (2019)

“ **Create a culture of innovation**, which I think is the responsibility of the CMO. It's really about how do you create a culture of risk taking and a culture of innovation.

- Global apparel board member (2019)

“ I sort of call it cultural acuity or the **ability to work across boundaries** and all sorts of boundaries and **bring a disparate group of people** with different skills together for the cause.

- Food & beverage board member (2019)



The Role:

Align expectations with the CEO and create an advocate for marketing among the C-suite and the board.

“ 68% of CMOs say being the growth driver is the top or one of the highest expectations by senior management and the board.

- The CMO shift to gaining business lift (2016)

“ First thing they need to do is to be in **full influence with the CEO decision** because the Board takes its cues from CEO first.

- Travel and hospitality boards member (2019)

“ Marketing as having percentage **responsibility for pipeline generation**. Every company has a long-range strategic plan... take responsibility to revamp that... demonstrate at a broad level that you have the chops to pull it off.

- International furniture chain board member (2019)

“ **I don't think you get noticed these days if you aren't** trying things and of course trying things means you are **taking some risks...** That's something I expect of the people who work in [marketing] organizations.

- Web development platform board member (2019)

Here's how CMOs can frame challenges for their CEOs.

- Propose a temporary board subcommittee on marketing transformation

“ When I joined, I did ask for there to be a [marketing transformation] committee on the board... **It kept the transformation agenda on the agenda of the board...** It kept me honest, because I had to keep it front and center with the board, and it also kept my boss, the CEO, honest... So, it was sort of a governing thing between [the CEO] and I.

- Food & Beverage board member

“ Unlike in the past where we've had limited, if any real discussions on marketing, I would expect that it would be elevated to a point where it will likely become **a regular agenda item for the board in connection with the overall monitoring of the strategy.**

- Multinational mass media board member

- Excel in creative or data and hire for the other. Don't try to be a unicorn.

“ I see so many more CEOs trying to do the unicorn search. That doesn't exist in one person. **You need to spike incredibly high on one or the other.** Hire for the opposite.

- Global apparel company board member

“ **Every company is really different** and when you come in you need to really assess what are the needs of your company are and **what the challenges you have, and then understand what are the skill sets and priorities that you need to build within that organization...** where to place bets in terms of building that team.

- Global fashion design and manufacturing company board member



- Follow the path of the CIO – take a visible role as ideator rather than executor.

“ I think sometimes they're just the executors of somebody's idea. They need to be the ideators. It is almost the [same] evolution of the CIO role. The CIO did not have a seat at the table either. If you were **visibly part of that strategy** and I as a board member know... then I believe that you are earning that seat in the big decisions.

- National grocer board member

“ Others are looking to CMO to say 'help me with my business. **What data and ideas do you have?**' And when the CMO is really, really great, those people will say 'take some of my budget to go do this.

- Travel and hospitality boards member

- Bring in outside experts to get your board smart on marketing.

“ So the board started asking about five years ago that **twice annual extended sessions with outside experts be brought in**. We discussed how to blend advisory and engineering...

- Global apparel company board member

In the context of digital and where and how we talk to consumers, what their options are--**there is a need for the board to be educated from time to time on the things**, which is what [our CMO] did at the last strat plan meeting. She spent a good amount of time getting into ‘So this is what it means to _____. This is how we do this.’ They even sent out a pre-read with lexicon of all the terminology that floats around in the digital space.

- Global apparel board member

- Use your data to show marketing's impact on revenue and profit.

“ If I were a CMO, the first thing I would do is I would have my team keep running the day-to-day with the campaigns and add more and more automation but **I would hire the best measurement people in the whole universe and create the best measurement system for media evaluation and I would do it with my CEO and CFO in the same room.**

- Insurance company board member

“ I think it's understanding, making sure that [CMOs] are really **focused on business fundamentals, not just creative campaigns.**

- Global apparel board member

“ **There have to be clear metrics**, which is the hardest part... But now I think that there's greater opportunities to actually **link return on investments and marketing, expenditures and activities.**

- Global apparel board member

- Over-index on innovation and creative thinking vs. risk mitigation.

“ **I think there's no way that any great CMO can be largely defined as a protector and defender** and risk averse because ideation and ideas are going drive business growth. It's not protectionist, right? You've got to take some risks... I place more weight on innovation and creative strategy versus brand protection.

- Global apparel board member

“ **I don't think it's largely the risk side.** I think it's more of a growth strategy, customer centricity, buying demands and needs of our customer base and a mechanism to coordinate the various businesses that we have to create the maximum outcomes for them as a whole and individually.

- Multinational mass media board member

- Build advocacy through 1:1 relationships with board members interested in marketing.

“ **Most boards encourage management team members to have a relationship with board members.** Maybe someone that they feel has relevant, experience, or asked for a mentor, or that you can engage, outside of the official meeting.

- Global apparel board member

“ **Developing peer-to-peer relationships outside functional silos is becoming critically important** due to increased visibility of marketing and digital at the board level.

- Pharmaceutical company board member

“ **Because you need to cultivate the relationships that keep us understanding what that customer wants** and what the customer needs... how we can help drive their business forward.

- Airline board member

- Take responsibility for pipeline generation.

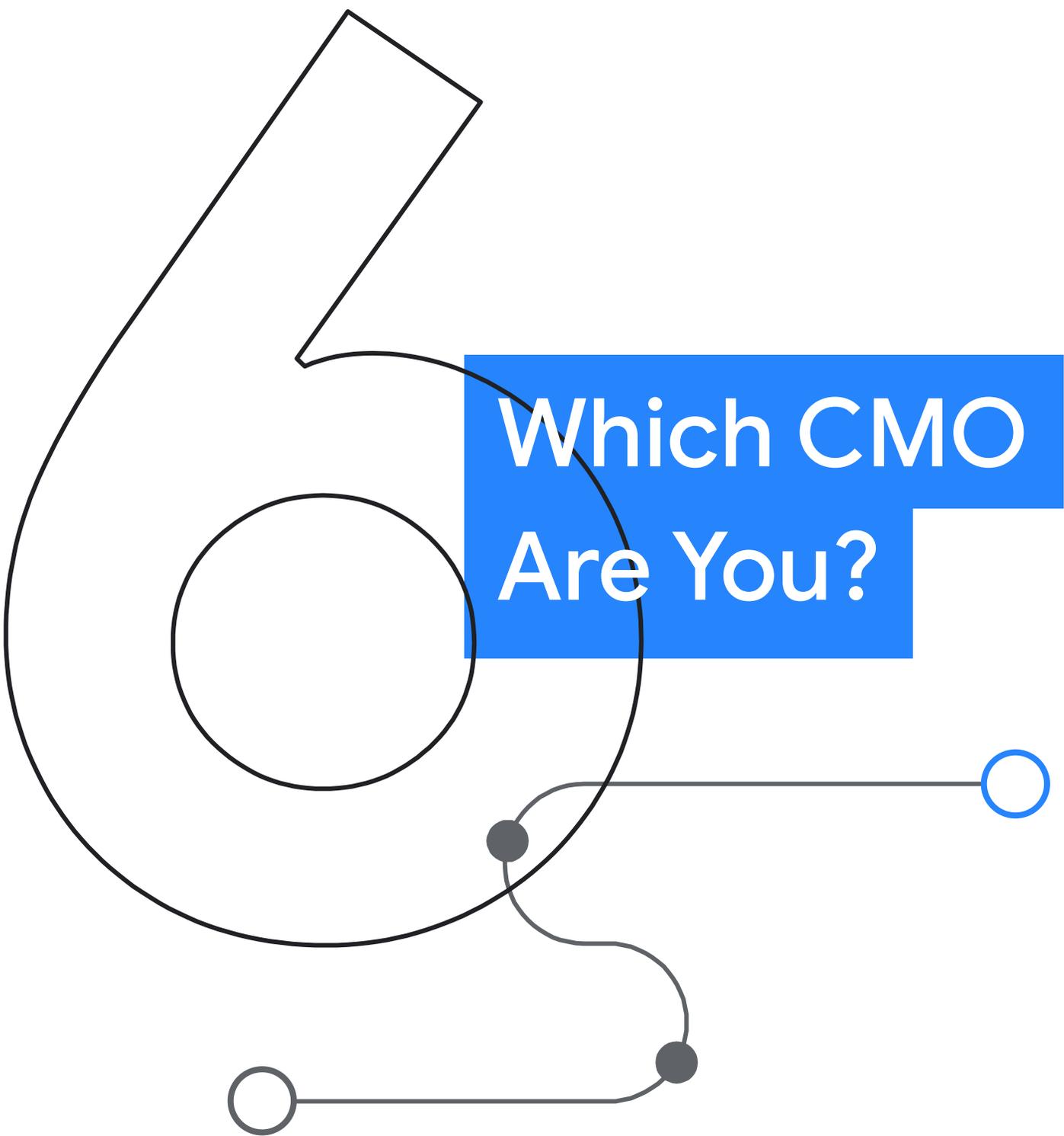
“ **Marketing should have a responsibility for pipeline generation.** Indirect association with revenue but nonetheless one that will generate revenue for the company.

- International furniture chain board member

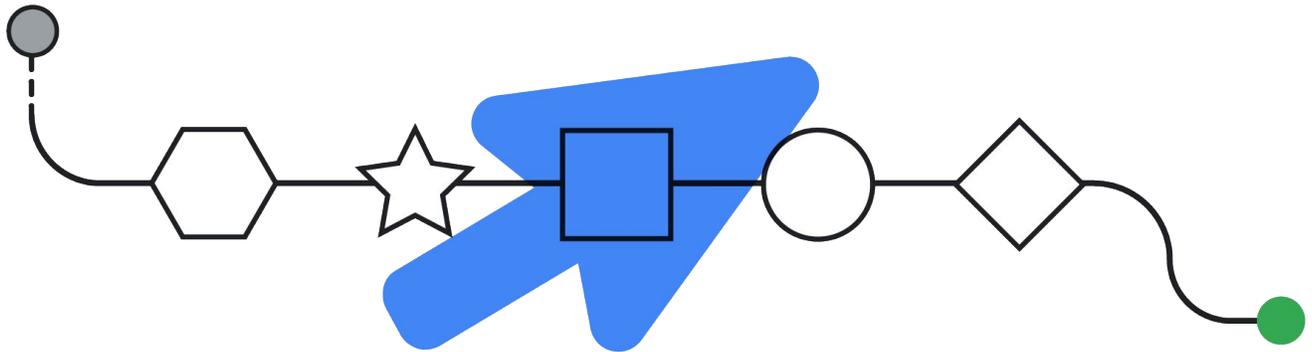
“ I think CMOs are increasingly going into boards being asked **number one, show how they can drive the business.** So, listen, marketing now is frontline to the customer because if you have a digital business, marketing is that closest connector. But two, let me show you the results so that you can invest more in marketing.

- International Toy Manufacturing board



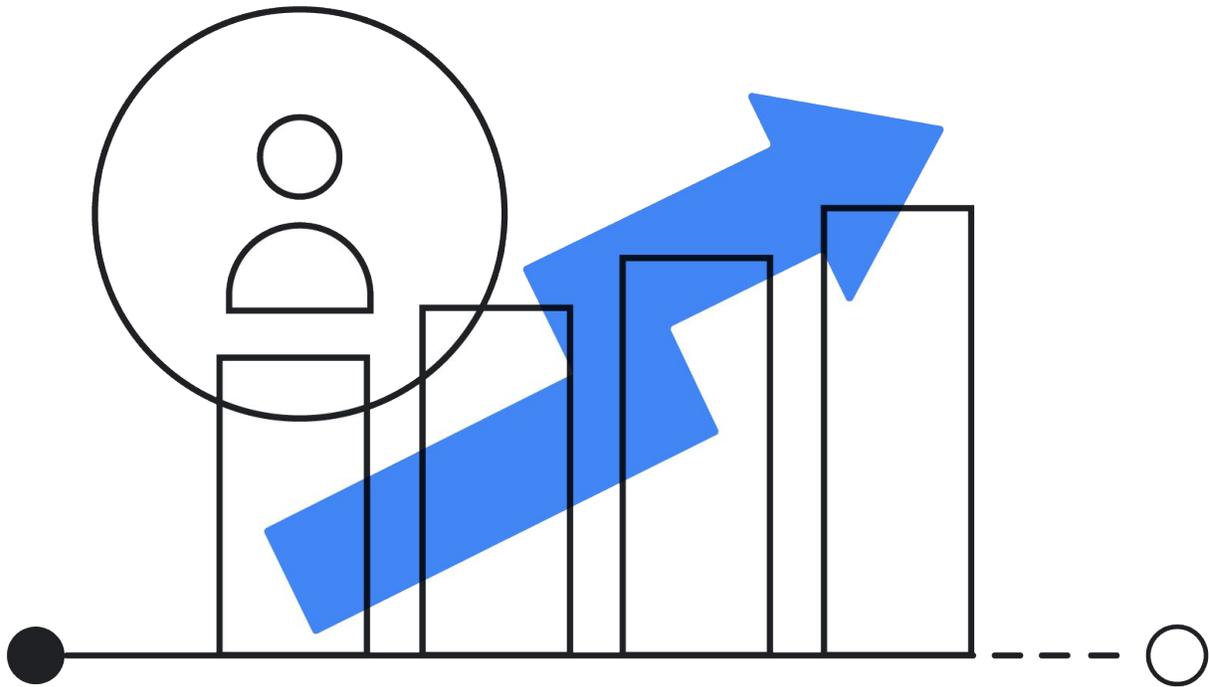


Which CMO Are You?



Aligning with your CEO and board to understand what your company needs in the here and now is the first, critical task for accruing more institutional capital and creating better odds for long-term success.

In the current environment, we believe that most companies should focus above all on innovation and growth—on building data and insights-driven marketing organizations that can read customer signals at scale, make them actionable in real time. In a dynamic market, that’s where CMOs can help their organizations grow their way out of the current crisis and stay resilient in the future.



The Time **Is Now**

Now is the CMO's moment to shine. Today's CMO is best suited to help their business get ready for what's next by leveraging today's tools and technologies to satisfy dynamic consumer demand.

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