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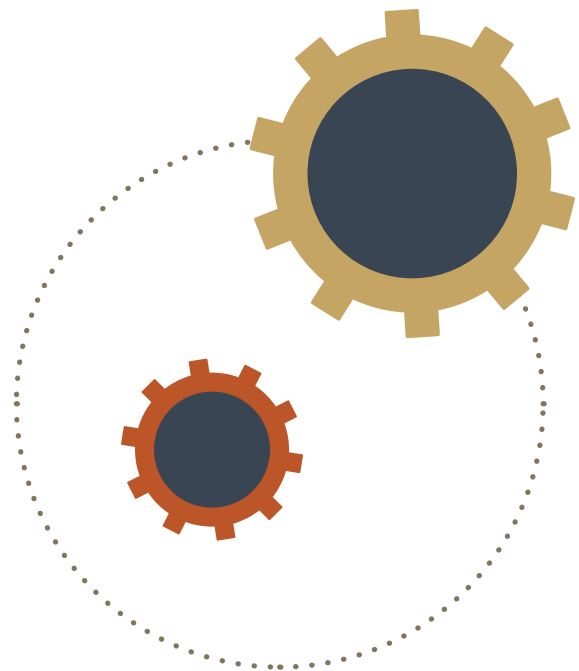
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EXECUTIVE SUMMARY

Almost all chief marketing officers (CMOs) have a mandate to drive growth. Sometimes it's growth in revenue; sometimes market share; and sometimes a particular segment of the business. While the quality of growth can vary, the CMO's job is always about helping the company thrive.

Forbes Insights, in association with SAP and gyro, conducted qualitative and quantitative research with 318 CMOs and senior marketing executives from around the world. Using "the growth CMO stack"¹ elements described in "[The DNA of a Growth CMO](#)" as a guide, this research study showed that CMOs, on average, do well at promoting a culture of market centricity supported by facts and learning and building capabilities that lead to outcomes resulting in growth.

KEY FINDINGS

Based on the data from this survey and a variety of statistical techniques, Forbes Insights developed a set of six personas and a statistical portrait of the CMO that expresses often-surprising findings on the responsibilities, backgrounds, performance, and aspirations of CMOs around the world. Key findings are noted below:

CMOs are a diverse audience unified by a strategic focus.

CMO backgrounds and portfolios can be very diverse, and it's incorrect to assume that the title means the same thing to all organizations. The most common areas of CMO ownership – analytics, research and intelligence, advertising, and branding – are increasingly data-driven and strategic in nature. CMOs whose roles are weighted

significantly toward owning customer interfaces such as lead generation or customer relationship management (CRM) systems tend to be associated with weaker performance. CMOs are unified by a desire to influence strategy – that's their aspiration.

Common struggles and conflicts are related to data, digital, and goal alignment.

Aligning objectives and actions with other parts of the business is a recurring theme in the CMO agenda. It is one of the top aspirations of CMOs, and also the most common source of conflict. Omnichannel marketing, digital channels, and Big Data are huge struggles for CMOs. Few can confidently say they are engaging these areas well; even the best-performing CMOs don't do much better than the rest. Ownership of digital

¹ "The growth CMO stack" is defined on "[The DNA of a Growth CMO](#)" research. It refers to a set of 13 elements, organized in three categories – culture, capabilities, and outcomes – that CMOs prioritize in order to enable growth.

channels and social media among CMOs is low, and a great deal of conflict with other functions is focused on precisely this. Customer loyalty is the most common cause of concern for CMOs.

There is an elite group of high-performing “growth CMOs.”

Only 38 out of the 318 CMOs, or about one in eight, scored sufficiently high enough across a variety of attributes to belong to this group.

Key indicators separate the average from the elite.

Key differentiators between high-performing marketing organizations and less successful teams include the level of planning and internal controls in place, the marketing team’s ability to listen and learn collectively, as well as the budgets and income available to drive marketing’s goals. In addition, how well defined the role of the CMO is within the company and the level of partnership with other functions has a significant impact on the marketing organization’s performance.

Every CMO can align to one or more personas.

Each has strengths and weaknesses; each provides a distinctive path to growth. The six personas are described below:

THE SIX PERSONAS

1 The Strategic Guru

Is likely to be a longtime marketer with strategy-oriented responsibilities. He or she is an adept networker and most likely runs marketing at a large company where mastering process and influencing colleagues are paramount.

2 The Dynamic Orchestrator

Surrounds himself/herself with capable people, performs well under pressure, and achieves high scores on agility despite having a big personality and desire for control.

3 The Selective Defender

Selectively picks his/her battles to defend the marketing turf. This person is less ambitious and more risk-averse than average. He or she has more limited responsibilities and little to do with corporate strategy.

4 The Conventional Coach

Carries out static plans under rigid controls for large, slow-growth companies. This person has a narrowly defined function and tends to engage less in social media and e-commerce. He or she is pressured to demonstrate marketing ROI and often clashes with other functions over budgets, targets, and deadlines.

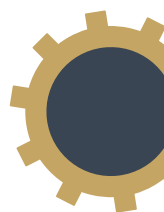
5 The Demand Driver

Typically comes from a sales background and has CRM and lead-generation responsibilities. He or she scores poorly in technology use and talent recruitment but is relatively strong when it comes to coordinating activities across channels and touchpoints.

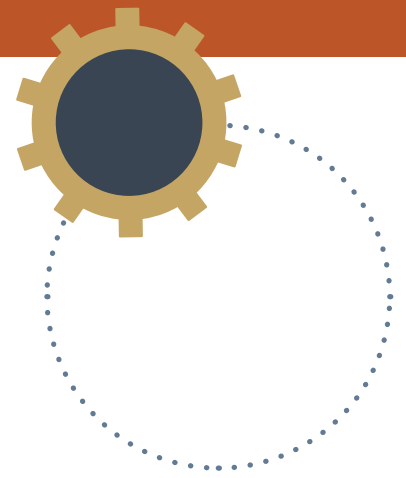
6 The Untapped Potential CMO

Faces not only a revenue growth mandate but also a shrinking budget. This CMO traditionally works in slow-growth companies with weak corporate cultures and talent pipelines. He or she also reports tight internal controls and little agility to adapt marketing plans.

To identify your CMO style and understand how you use it to help your company grow, go to www.growthmarketer.org and take the growth CMO assessment.







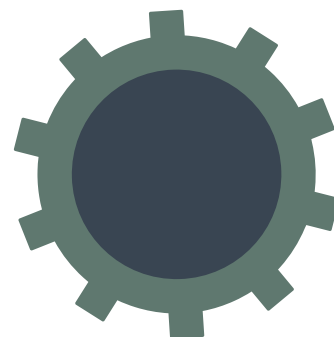
DESCRIPTION OF THE PROJECT

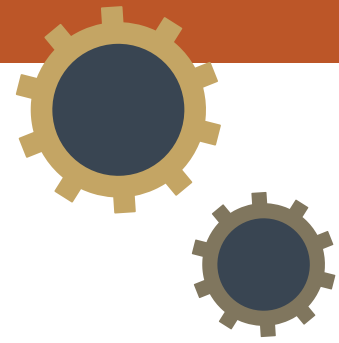
Ultimately, how CMOs choose to pursue growth depends on their responsibilities, the abilities they bring to the job, and their personal and professional priorities. Although that's different for every individual, research by Forbes Insights reveals that every CMO primarily falls into one of six personas that capture the most common approaches to growth. Each persona has its strengths; each has something to teach the others.

That's the core of this research program: how CMOs drive growth, the different approaches they take to do so, and how they can learn from others. This study endeavors to address these four areas:

- Answer the question of “Who are the CMOs, and what do they really do?”
- Review the tasks of the “growth CMO”: the evidence-based array of factors that CMOs should orchestrate in their organizations in order to achieve growth.
- Describe the six personas that capture how individual CMOs are executing growth strategies by drawing on elements from the growth CMO stack plus their own background and personality traits.
- Discuss ways that CMOs can help their companies grow, and grow as individuals, by learning from their own persona and the personas of others.

Carried out in association with SAP and gyro, the research aims to understand the personal and professional priorities that shape CMOs around the world and show how CMO performance can best be related to evidence-based good-practice standards. The findings are based on qualitative and quantitative research conducted with 318 CMOs and senior marketing executives from around the world.





HOW CMOS ARE REACHING FOR GROWTH

The responsibilities of CMOs vary, but over 90% are mandated with driving growth in their organizations. The question is how to do it. Ideally, there should be a set of clear, evidence-based guidelines that marketers can follow in order to promote growth. And there are. “[The DNA of a Growth CMO](#),” which summarized research from a survey and one-to-one interviews with over 150 CMOs, laid out 13 key elements for success organized in three categories – **the growth CMO stack** – that CMOs should orchestrate to promote growth.

● **Forbes Insights interviewed CMOs at high-growth companies to discover their priorities and strengths across the three categories.**

Culture

A growth marketing culture starts with *market centricity* – the “outside-in” perspective that lets marketers stand in the shoes of customers, prospects, and competitors and helps them advocate for customers within the organization. It is in this element that CMOs in the survey felt they were the strongest.

At Zipcar, CMO Brian Harrington explains how market centricity enables local engagement initiatives. “The element that stands out for me is the outside-in, or market-centric, view,” says Harrington. “The growth of the company under [former chairman and CEO] Scott [Griffith] was really fueled by what we call ‘obsessing about the member experience.’ It’s a core value of the company. Whether you work in marketing or operations or human resources, you constantly think, ‘How can we improve the experience that the member has?’ The playbook is really one of freedom

and flexibility to define the service that makes the most sense for that particular city, all governed by a very strong mission and brand value proposition.”

Capabilities

All of the five capabilities are important, but first among them is *talent*. Talent is particularly difficult for marketing organizations, given their need for broad and deep skills across technical, creative, and operational disciplines.

“What’s critically important is attracting and retaining the right people,” says Jonathan Craig, CMO of Charles Schwab. “The people we hire need to be aligned with our purpose, understand the core functions of marketing and how they are changing, be comfortable with data and technology, and deeply understand our business and the regulation around the business.”



Outcomes

As marketing becomes a partner to the business, three outcomes take precedence:

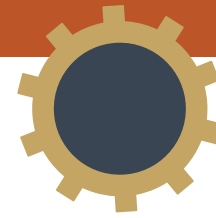
- *Agile* marketers adjust plans quickly, organizing rapidly to focus on new priorities as they change.
- *Data-driven insights* yield a road map to fact-based decision making in support of business goals.
- The result is enhanced *customer engagement*, an active and personal bond with the customer formed by creating resonant experiences based on true insights.

CMOs tend to rate themselves highly on customer engagement, less highly on agility, and not well on data-driven insights. They believe that they've developed a tight bond with customers; however, they are neither fueling this bond with data insights nor are they able to quickly change their approach in response to these insights.

Harrington points to the tight links among agility, data-driven insights, and customer engagement. "We try to become more agile through the institutionalized practice of making small bets every day. And we've built a data infrastructure to track those small bets. We have a dedicated marketing analytics practice that sifts through data to understand member insights. When you change what you're doing based on what the data says, you need to be agile."

Executing the Growth CMO Stack Elements

For marketers, successfully executing the 13 elements of the growth CMO stack is aspirational. It is an ideal that few achieve. In reality, most CMOs emphasize selected elements of the growth CMO stack, depending on their responsibilities, approach to the job, and personalities. It doesn't mean that they're not effective; on the contrary, some are very effective. But only a handful come close to achieving their full potential.



In the survey of marketing executives, we examined the correlation between company growth and the characteristics of the CMO and marketing function – more specifically, respondent ratings to a series of statements about the 13 elements in the growth CMO stack. We identified in this way the elite group of CMOs who accomplish it all – relatively speaking at least – “the growth CMOs.”

With the exception of a single outlier, omnichannel capabilities, the average CMO believes that his or her marketing function is performing well on all of the elements. However, there is a large disparity between what these marketing executives say and the results achieved. Only 38 out of the 318 CMOs – about one in eight – scored sufficiently high to be categorized as growth CMOs.

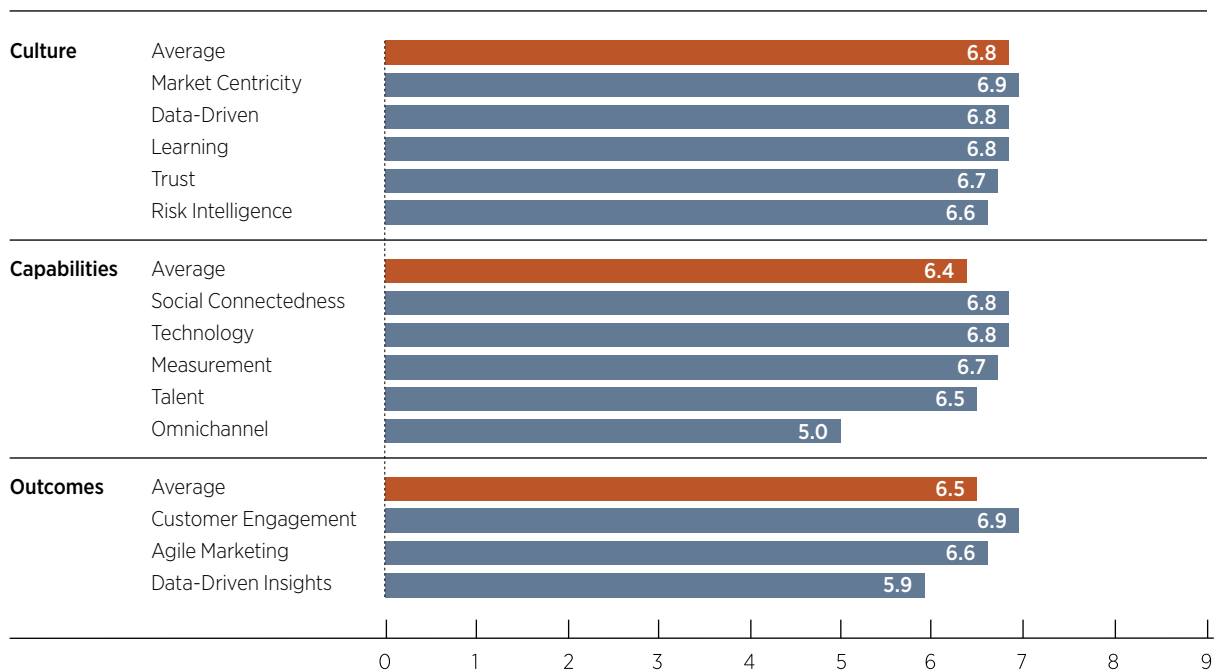
Respondents’ Strengths and Weaknesses

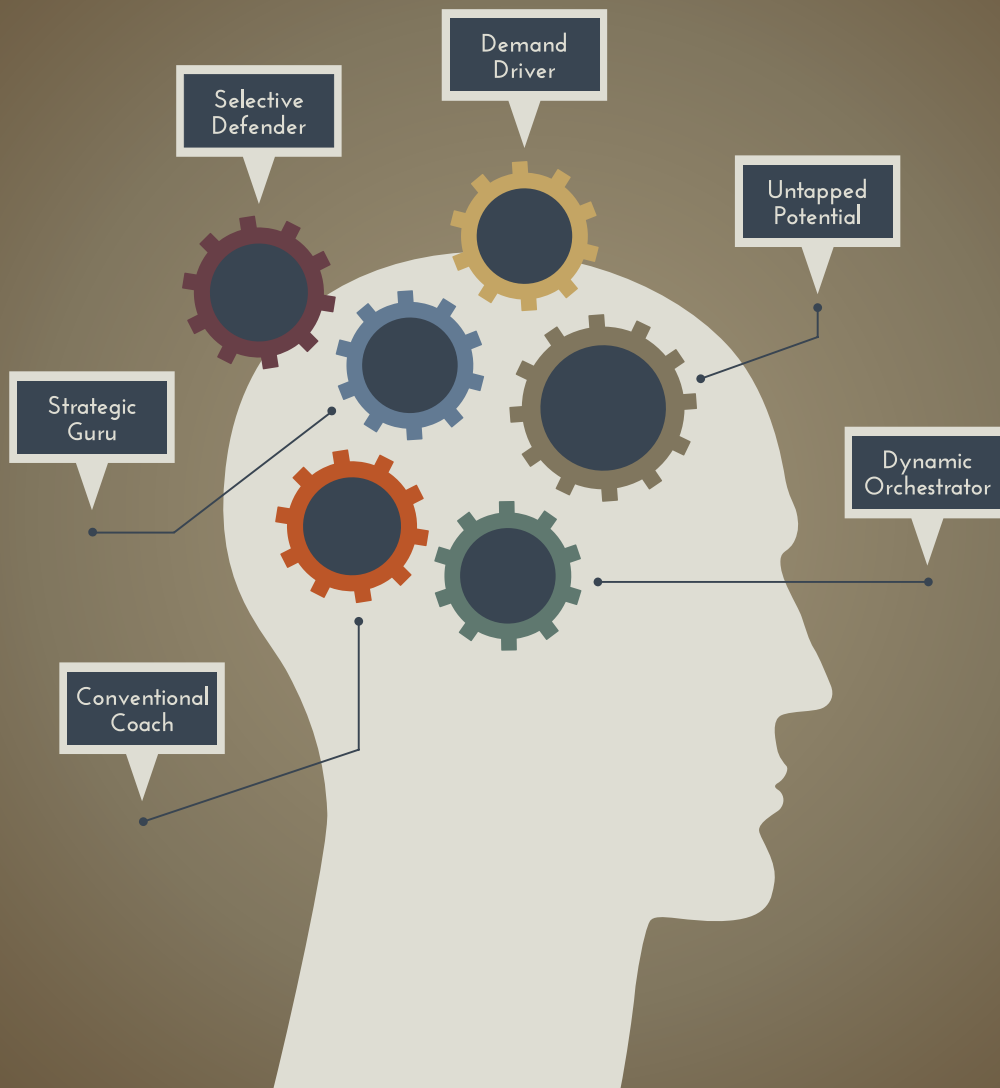
Figure 1 shows the average scores of all respondents for each category of the growth CMO stack.

- On average, senior marketing executives feel they do best at promoting a culture of market centricity supported by facts and learning, giving themselves an average score of 6.9 out of 9.
- Social connectivity and technology were the two highest-performing capabilities among CMOs surveyed, both receiving average scores of 6.8, respectively, whereas omnichannel was the weakest at 5.
- CMOs gave themselves relatively high ratings on customer engagement (6.9), but admit they struggle with their ability to extract insights from data (5.9).

● These average scores set the baseline on which each of the six personas is compared.

Figure 1. Average Scores of All Respondents on All Elements of the Growth CMO Stack



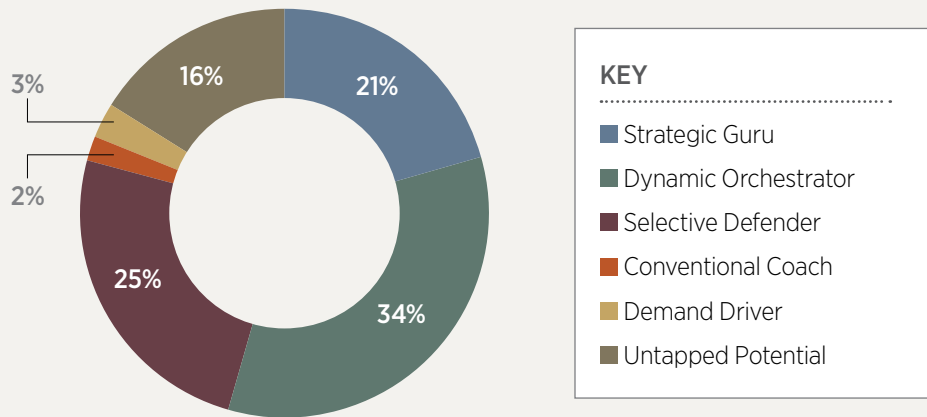


THE SIX CMO PERSONAS

The ratings executives provided in the survey yielded a set of six CMO personas: clusters of common approaches to the job of the CMO. They illustrate the most typical ways in which CMOs can succeed and struggle in their efforts to drive growth. The personas were developed by taking into account organizational factors, personality traits, and CMOs' success in pursuing the elements of the growth CMO stack - all three, relevant factors to real-world growth outcomes, regardless of how growth is defined.

● Based on the results, six CMO personas were defined:

Figure 2. Persona Percentages Among CMOs



Note: Does not add to 100% due to rounding.

WHAT IS A PERSONA?

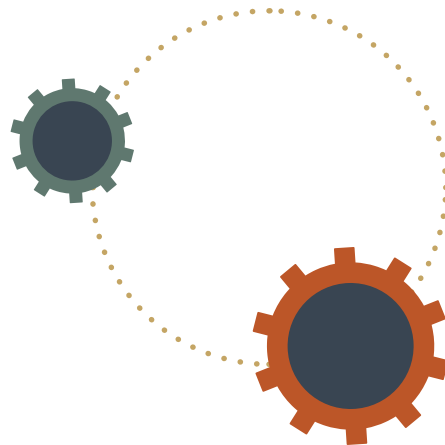
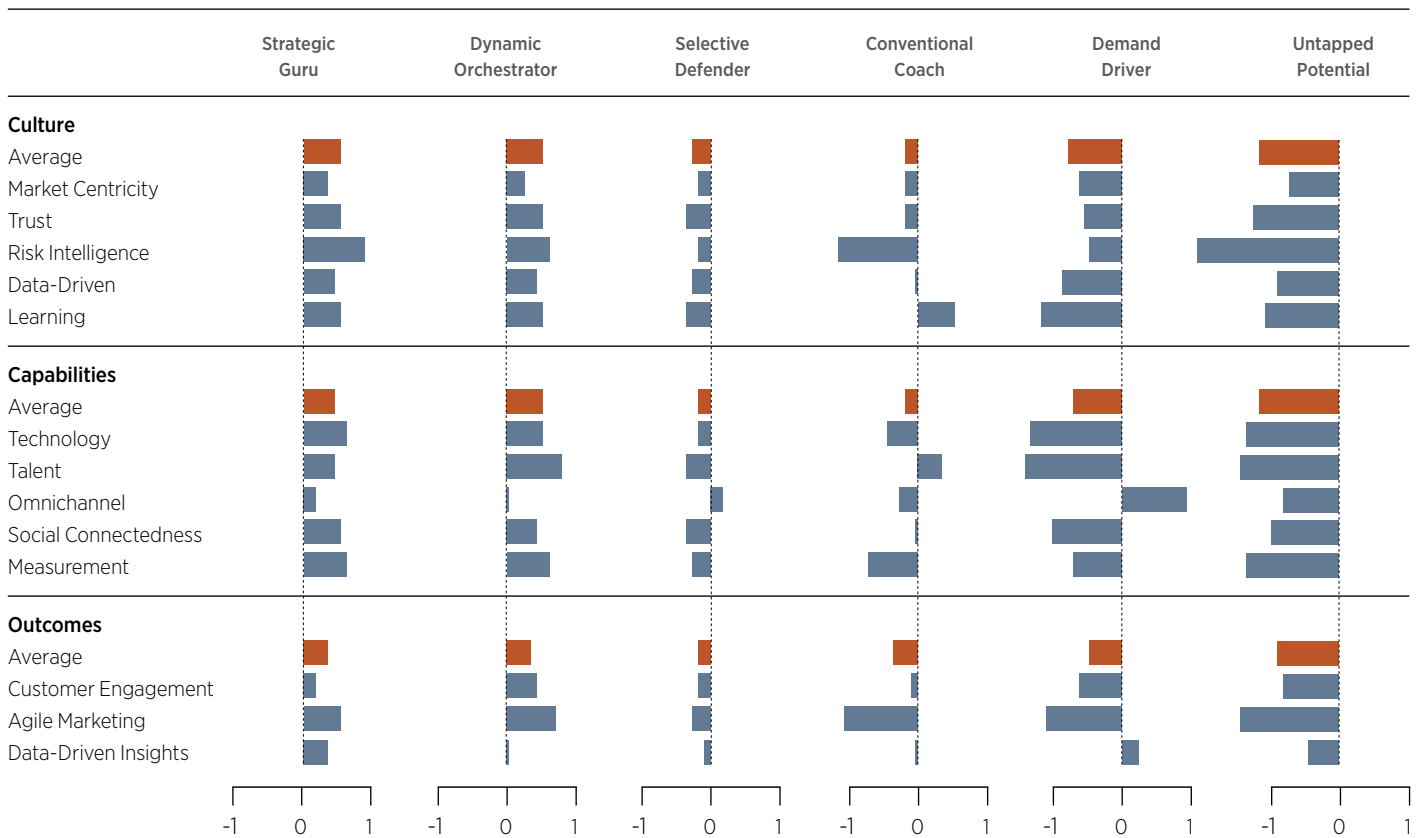
Personas are evidence-based portraits of typical CMOs one is likely to encounter in real life. They are made three-dimensional using insights about the CMOs' inner world, professional background, and working environment.

The core of a CMO persona is a combination of responsibilities, personality traits, and approach to the 13 elements of the growth CMO stack in their day-to-day job, all assessed in a standardized way. This "skeleton" is then rounded out with details of the CMO's professional background, personal motivation and aspirations, pain points, and sources of conflict. Because they are based on responses of working marketers, these personas are not intended to come across as archetypes, but rather real professionals.

Like people, each persona has weaknesses as well as strengths. The personas are also path-dependent; they evolved a certain way and therefore aren't able to shift at will into a different mode of operating. A persona is difficult for a person to step out of, but for a committed self-improver, it is also not destiny. People improve at the margins. Bit by bit, they can change by increments over time.

● The marketing leaders who responded to the survey had an overall average score of about 6.5 out of a possible 9 on all 13 elements. Figure 3 shows how each persona differs from the average (set at zero) for each element. As presumed, personas with higher performance on most elements of the growth CMO stack (i.e., Strategic Gurus and Dynamic Orchestrators) are more likely than others to be part of the elite group of “growth CMOs.”

Figure 3. The Six Personas: Difference from Average CMO Scores



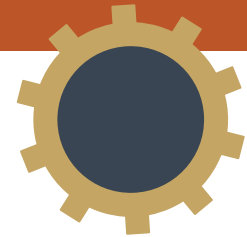
92% of CMOs have a growth mandate of some sort – top line, market share, or segment development.



WHAT THEY HAVE IN COMMON

The common findings across the six personas indicated that CMO portfolios can be very diverse, and it's wrong to assume that the CMO title means the same thing to all organizations. About two-thirds of CMOs don't have a pure marketing background, with operations and business development the most common auxiliary skill sets.

Yet some overarching themes emerge. The most common areas of CMO ownership – analytics, research and intelligence, advertising, and branding – are increasingly data-driven and strategic in nature. More important, CMOs want to influence strategy – that's their aspiration.



The vast majority of CMOs (92%) have a growth mandate of some sort – top line, market share, or segment development. While market share is the most common growth objective noted among CMOs, other metrics are beginning to become associated with marketing. In fact, when taken together, growing revenue and launching a new segment surpass the market share growth mandate.

Aligning objectives and actions with other parts of the business is a recurring theme in the CMO agenda.

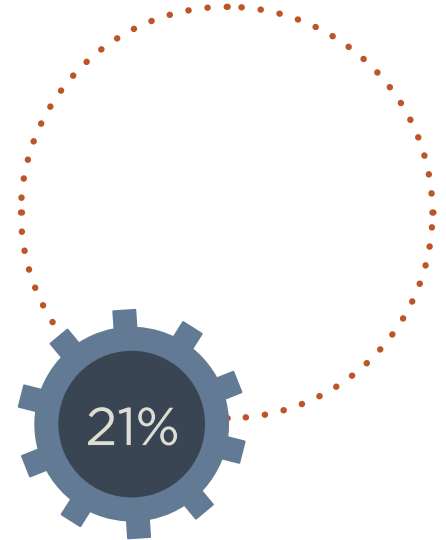
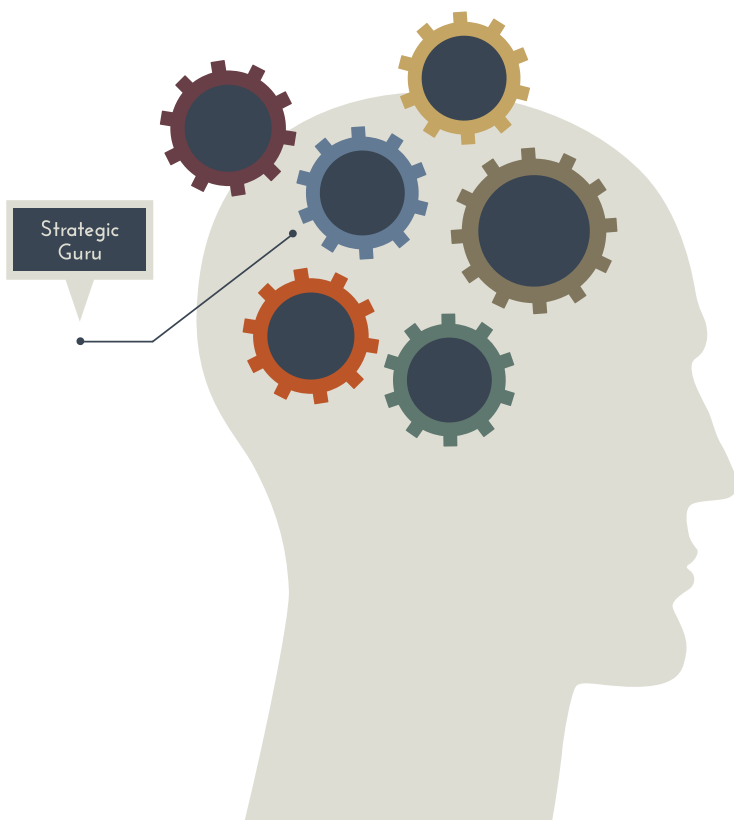
It is one of the top aspirations of CMOs and also the most common source of conflict; it ranks highly in terms of the things CMOs are likely to lose sleep over.

Omnichannel marketing, digital channels, and Big Data are huge struggles for CMOs. Few can confidently say they are engaging in these areas very well; even the best-performing CMOs don't do much better than the rest, and for those who do, it is at the expense of other outcomes. Ownership of digital channels among CMOs is low, and a great deal of conflict with other functions is focused on precisely this.

Only 45% of CMOs reported ownership of digital and social media channels as part of their responsibilities.

Over 50% of CMOs reported influencing product and market strategy and building partnership with other functions as their top aspirations.

Now let's look into each of the primary personas in more detail.



STRATEGIC GURU CMOs

The highest-performing persona is the Strategic Guru, who outscores the average CMO on every dimension of the growth CMO stack.

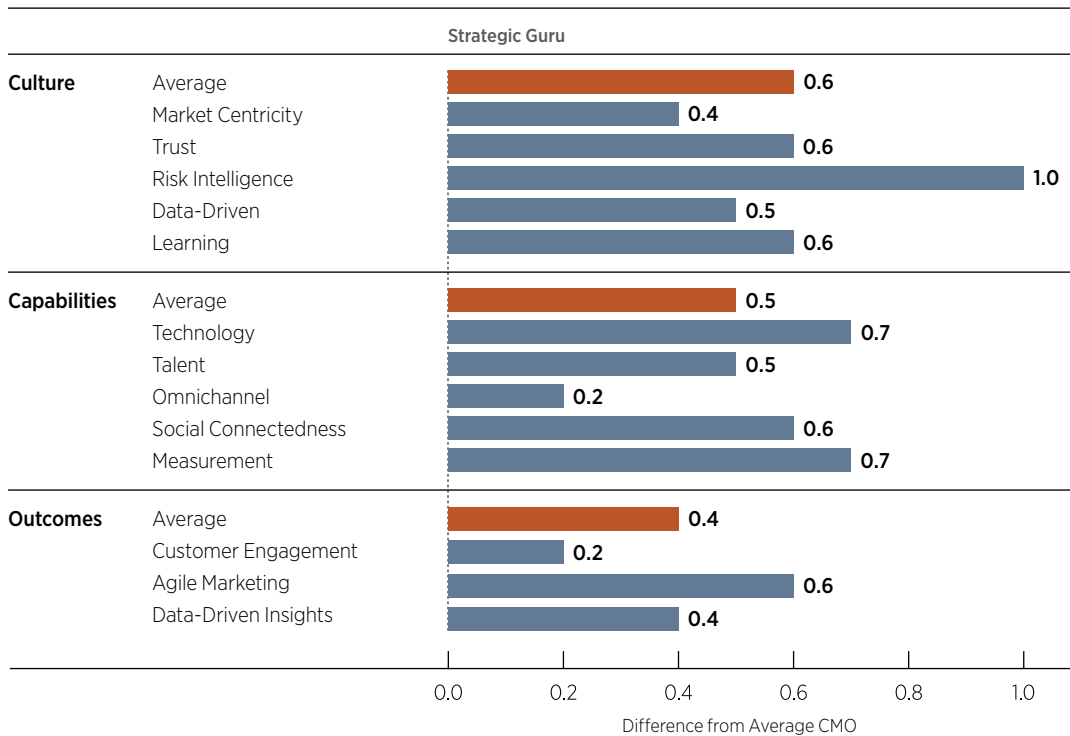
As the name implies, the Strategic Guru has broader responsibilities than most CMOs and is generally more strategy oriented. The Strategic Guru most likely runs marketing at a large company, where mastering processes and influencing colleagues are paramount. Over half of Strategic Gurus run marketing at firms with over \$5 billion in annual revenues – a proportion far higher than that of the other CMOs who took the survey. Strategic Gurus have the social skills to work well in this environment: They're obsessive networkers who function effortlessly as part of a team. They have no need to publicly prove themselves; they calmly accept the way "the system" works and have no desire to impose their will on others.

The Strategic Guru is a longtime marketer, unlikely to have a background in other areas of the business. His or her mandate is usually building or stabilizing the company's market share – and 97% of Strategic Gurus claim to meet or exceed their goals. Many of them are found in fast-growing regions like Asia-Pacific or Brazil, often in large, fast-growing manufacturing companies.

Like growth CMOs, Strategic Gurus particularly stand out in terms of risk intelligence, as well as technology and measurement capabilities, enabling them to be agile. They foster a culture of trust and learning and create relevant internal controls. They also have strong ties with the CIO and possess a high level of adaptability. By creating an environment where members of the marketing team work well with one another and with other functions, Strategic Gurus help marketing reach closer to its potential.

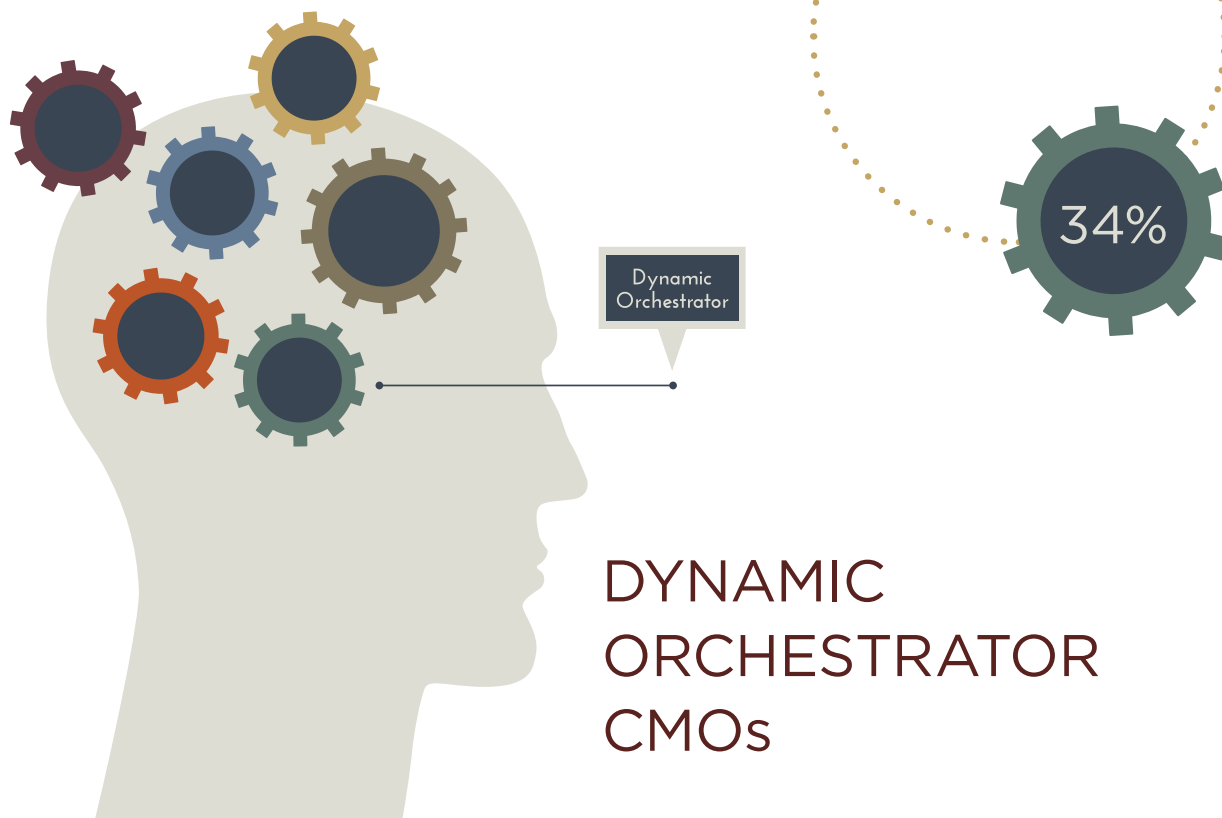


Figure 4. How Strategic Guru CMOs Differ from the Average CMO



Strategic Guru

High-Performance Areas: Technology Risk Intelligence Measurement	Areas of Opportunity: Omnichannel Customer Engagement
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DYNAMIC ORCHESTRATOR CMOs

In every field a handful of strong individuals captures the attention of the media and the public with a surplus of confidence, honesty, and (often) lack of tact. Former Apple Inc. co-founder, chairman, and CEO Steve Jobs was one; so is Richard Branson, founder of Virgin Group. They have big personalities, crave control, mistrust teamwork, and want to be the best. These are the Dynamic Orchestrator CMOs – dynamic because of their supercharged personalities, and orchestrators because they explicitly direct their subordinates rather than build consensus. They tend to make good CMOs. But they do have weaknesses.

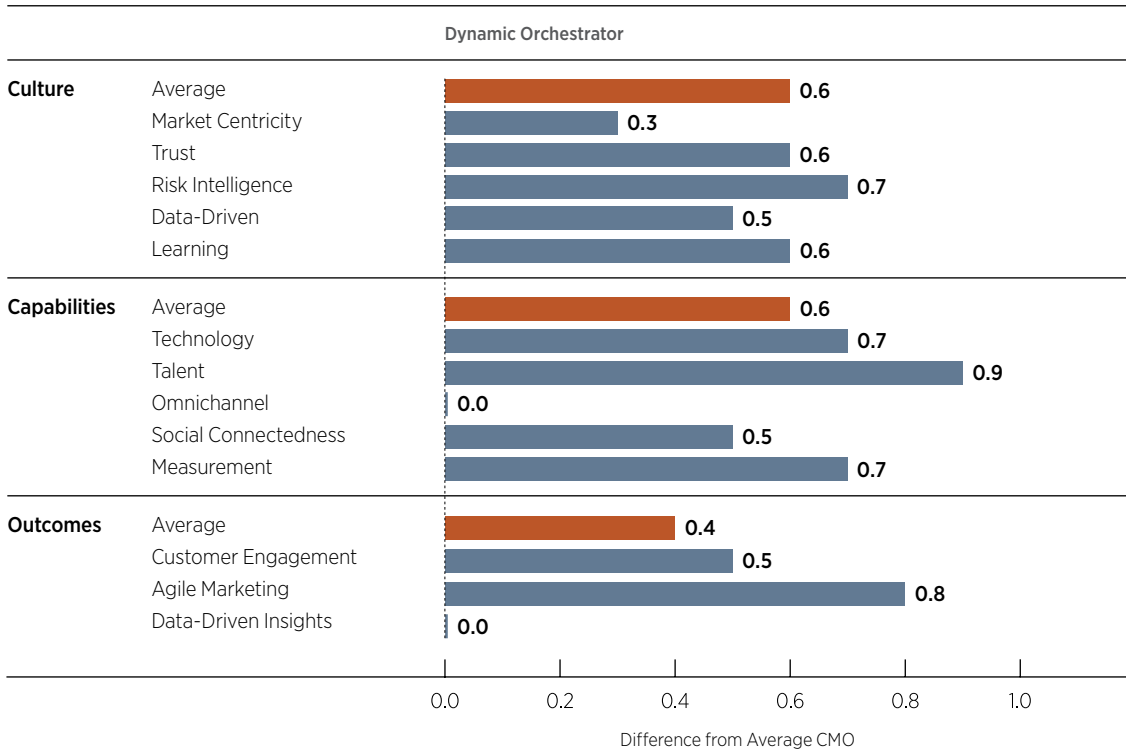
Compared with other CMOs, Dynamic Orchestrators are more driven to prove their marketing philosophy and increase the status of marketing. They also don't play as well with others. They're more likely to see conflict arise over ownership of digital, buy-or-build decisions, and revenue targets, which indicates limited potential for business partnering.

Only a third have a pure marketing background; the rest had wide-ranging business experience before they became marketers. Nevertheless, they know marketing well. Dynamic Orchestrator CMOs have the longest tenure as CMOs of any of the personas: nine and a half years compared with seven for the average CMO. They tend to work in high-growth companies and are more likely to be found in the media, high-tech, and professional services industries.

Dynamic Orchestrator CMOs work quickly under pressure. Like growth CMOs, they recognize the importance of surrounding themselves with capable people. They promote the use of data in their companies and devise effective internal controls, helpful key performance indicators, and adaptable plans.

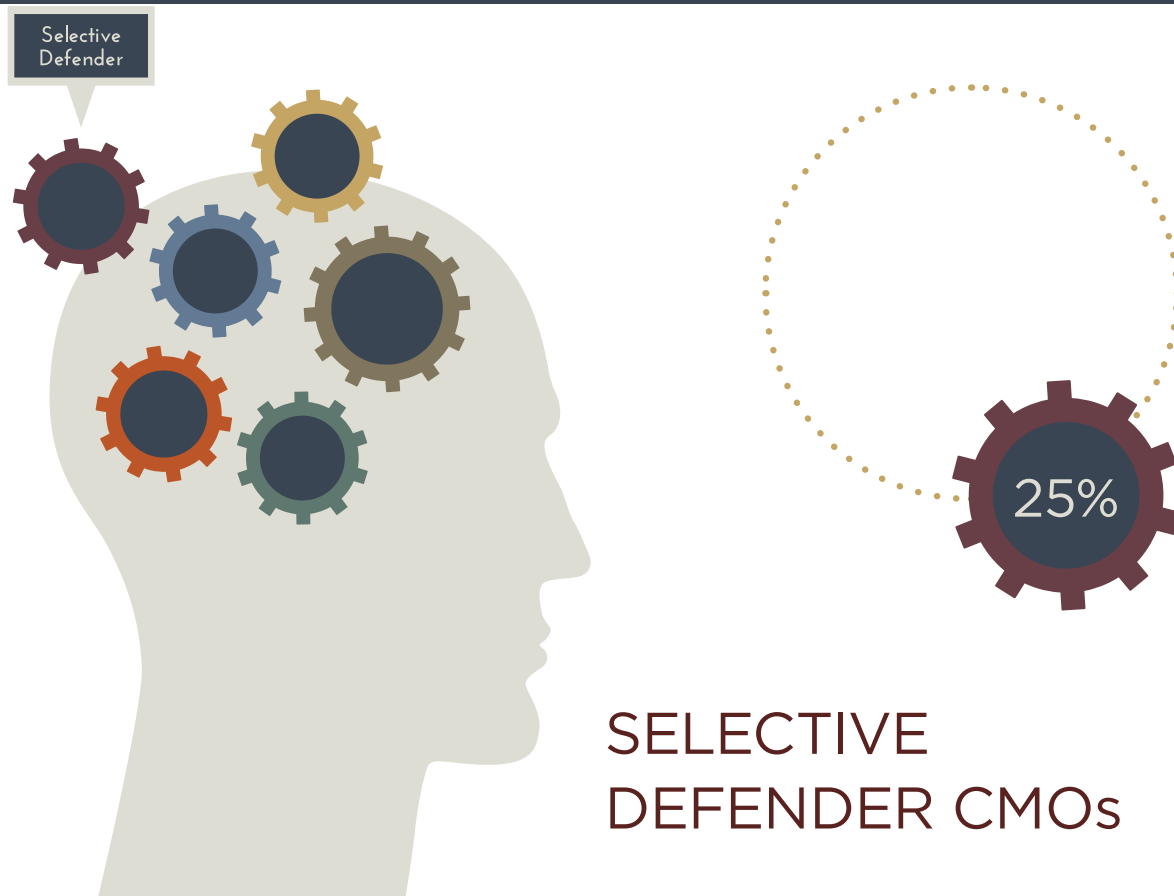


Figure 5. How Dynamic Orchestrator CMOs Differ from the Average CMO



Dynamic Orchestrator

High-Performance Areas: Talent Agile Marketing	Areas of Opportunity: Data-Driven Insights Omnichannel
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SELECTIVE DEFENDER CMOs

Selective Defenders oversee fewer functions than most CMOs, although they are as likely to run PR and lead-generation responsibilities. They're more likely than other CMOs to work in companies with zero or negative growth, which translates into a higher level of risk aversion and more defensive marketing objectives.

Selective Defenders are less ambitious and driven than the average CMO, do not have much interest in creating a legacy, and have little involvement with corporate strategy. They have less faith in the system than most of their counterparts, and they tend to be more risk-averse than their CMO peers, so they pick their battles carefully.

Their problems stem from the very foundation of marketing: the ability to build a solid marketing culture, scoring particularly low on learning and

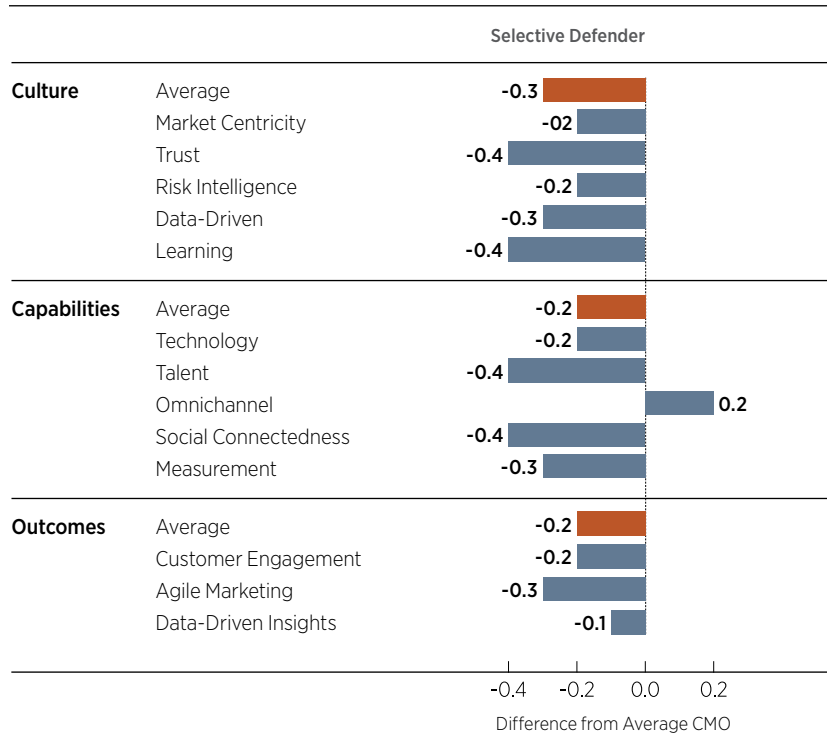
trust. In the capabilities layer, their biggest gap was in talent and social connectedness, suggesting little sharing of knowledge and limited ability for networking.

However, Selective Defenders' focus on customer engagement and creating a single customer experience aligns with a primary capability of growth CMOs – omnichannel. By understanding the decision process their customers go through, they are prepared to create consistent experiences across touchpoints in multiple channels, although their lack of focus on culture and talent hinders the quality of execution.

The Selective Defender CMO is honest and objective about shortcomings. Responses to the survey questions exhibit little bias (the tendency to exaggerate one's positive qualities and downplay the negative ones).



Figure 6. How Selective Defender CMOs Differ from the Average CMO



Selective Defender

<p>High-Performance Areas:</p> <ul style="list-style-type: none"> Omnichannel Data-Driven Insights 	<p>Areas of Opportunity:</p> <ul style="list-style-type: none"> Learning Talent Social Connectedness Trust
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CONVENTIONAL COACH CMOs

These CMOs do marketing the old-fashioned way as a narrowly defined function carrying out static plans and constrained by rigid internal controls. They usually operate within large, slow-growth U.S. manufacturing companies with only a limited online presence. They're more likely than other CMOs to have objectives focused on defending their customer base, and they often miss their targets – a source of conflict with other functions in the organization.

This group is constrained by a lack of agility. As Figure 7 shows, the Conventional Coach CMOs underperform significantly in terms of risk intelligence, agile marketing, and measurement. These CMOs also struggle against lack of visibility across channels and a fragmented customer experience.

Conventional Coach CMOs stand out for their lack of engagement with social media, PR, and e-commerce – not a single Conventional Coach respondent cited these areas as part of his or her remit. The range of functions they oversee is limited. While they are almost as likely as other

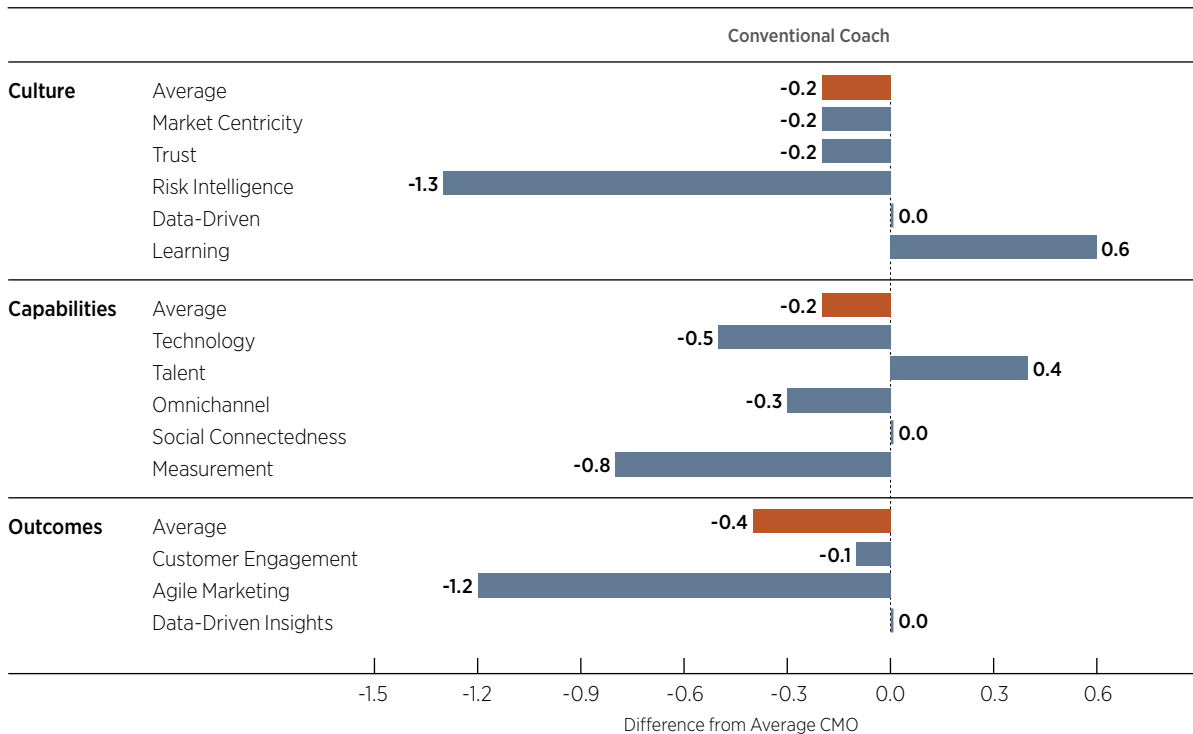
CMOs to work on market-entry strategies and positioning, they have little influence over the company's PR and messaging.

Like Growth CMOs, Conventional Coach CMOs are good at fostering learning, especially internal learning based on sharing best practices, as well as nurturing talent. On a personal level, they are committed networkers but lack initiative and an appetite for risk. Although they are almost twice as likely as other CMOs to crave influence over corporate strategy, they're the opposite of the Dynamic Orchestrator CMOs in terms of desire to make a personal impact.

Compared with other CMOs, Conventional Coaches are under significant (more than double that of other CMOs) pressure to demonstrate marketing ROI and deliver a single customer experience. They are also more prone to face conflicts over deadlines (at three times the rate of their counterparts), budgets (at twice the rate), and targets (at one and a half times the rate). Conventional Coaches are locked into the worst kinds of fights, suggesting that they have limited potential for business partnering.

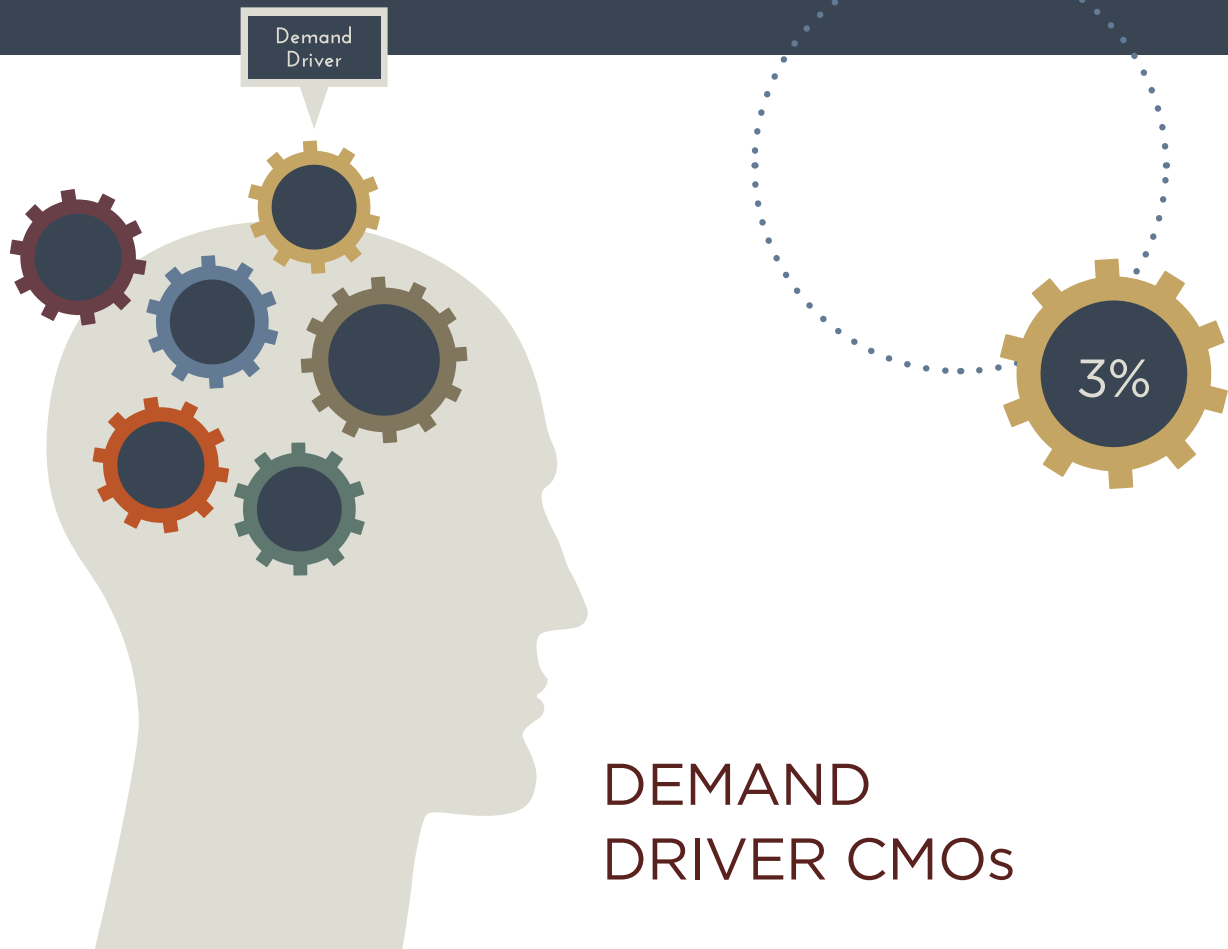


Figure 7. How Conventional Coach CMOs Differ from the Average CMO



Conventional Coach

<p>High-Performance Areas:</p> <ul style="list-style-type: none"> Learning Talent 	<p>Areas of Opportunity:</p> <ul style="list-style-type: none"> Risk Intelligence Agile Marketing Measurement
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DEMAND DRIVER CMOs

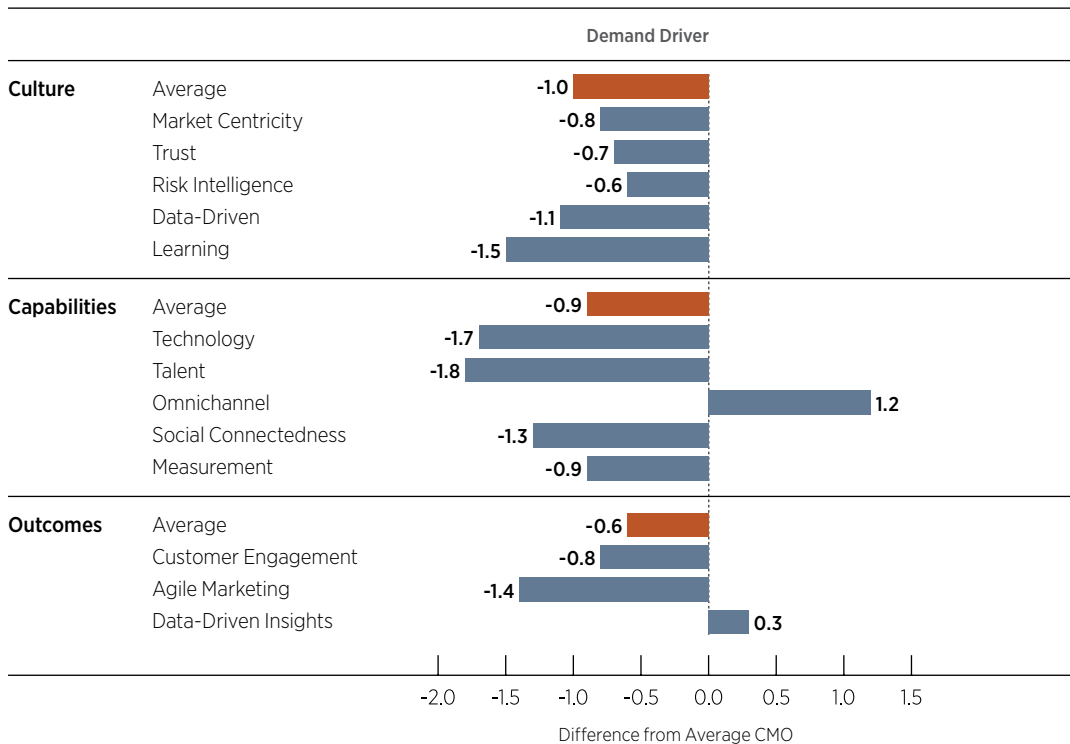
Three percent of the respondents fell into this niche category of CMOs. Demand Driver CMOs haven't had much experience as marketers – only four years, compared with the average seven among all respondents. They're called "Demand Drivers" because they are twice as likely to have a revenue goal rather than a market-share goal. They're also more likely than their peers to have defensive goals such as protecting revenue or recovering lost ground.

Demand Driver CMOs often have a sales or sales support background and frequently are responsible for CRM and lead generation. Surprisingly, given the rise in marketing automation systems to enable lead- and demand-generation efforts, the Demand Driver CMOs score quite poorly in the use of technology. Nor do they excel in recruiting marketing talent. They are, however, competent omnichannel marketers.

This alignment with growth CMOs in omnichannel may seem curious, but Demand Driver CMOs have a natural advantage here. An unusually high proportion of them work in business-to-consumer (B-to-C) companies – in fact, the typical Demand Driver works at a midsize retailer in the United States or United Kingdom. In this environment, serious involvement in omnichannel is virtually a job requirement. In some B-to-B firms, on the other hand, most marketing still takes place through a few traditional channels, and in some parts of the world, effective omnichannel marketing is less feasible.

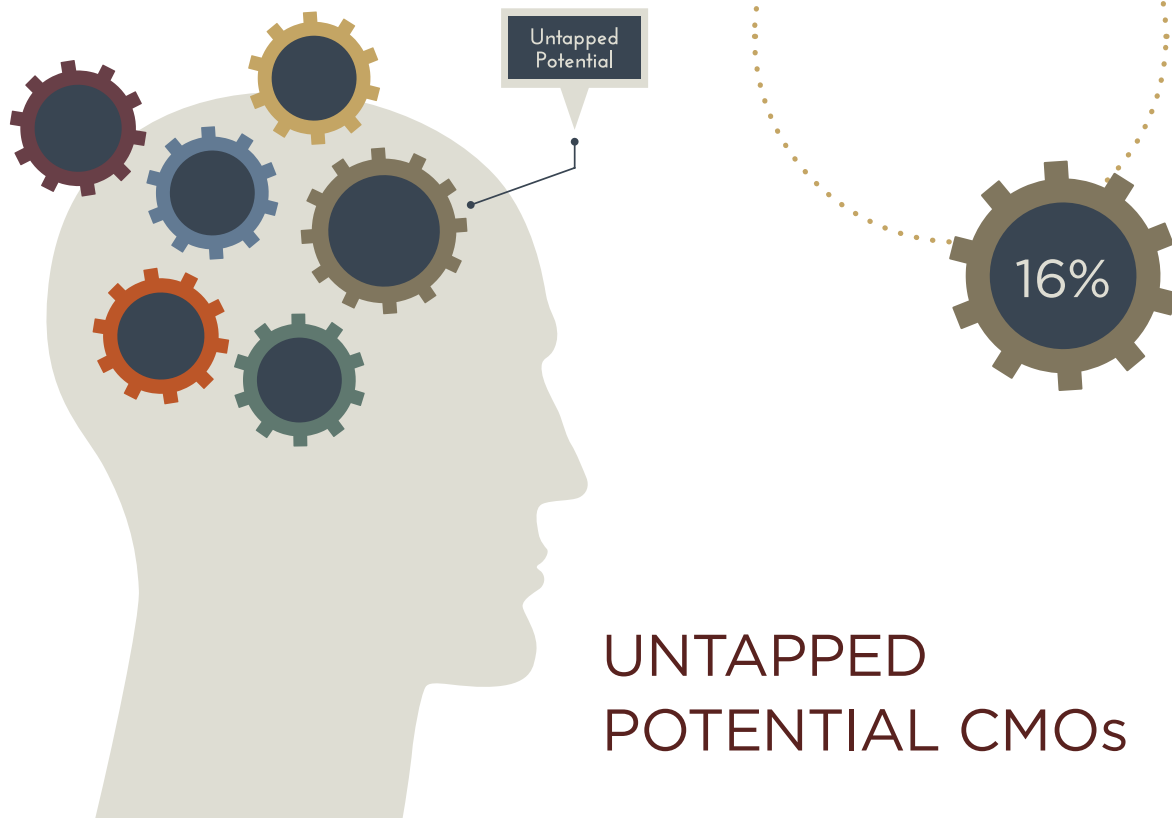


Figure 8. How Demand Driver CMOs Differ from the Average CMO



Demand Driver

<p>High-Performance Areas:</p> <ul style="list-style-type: none"> Omnichannel Data-Driven Insights 	<p>Areas of Opportunity:</p> <ul style="list-style-type: none"> Talent Technology
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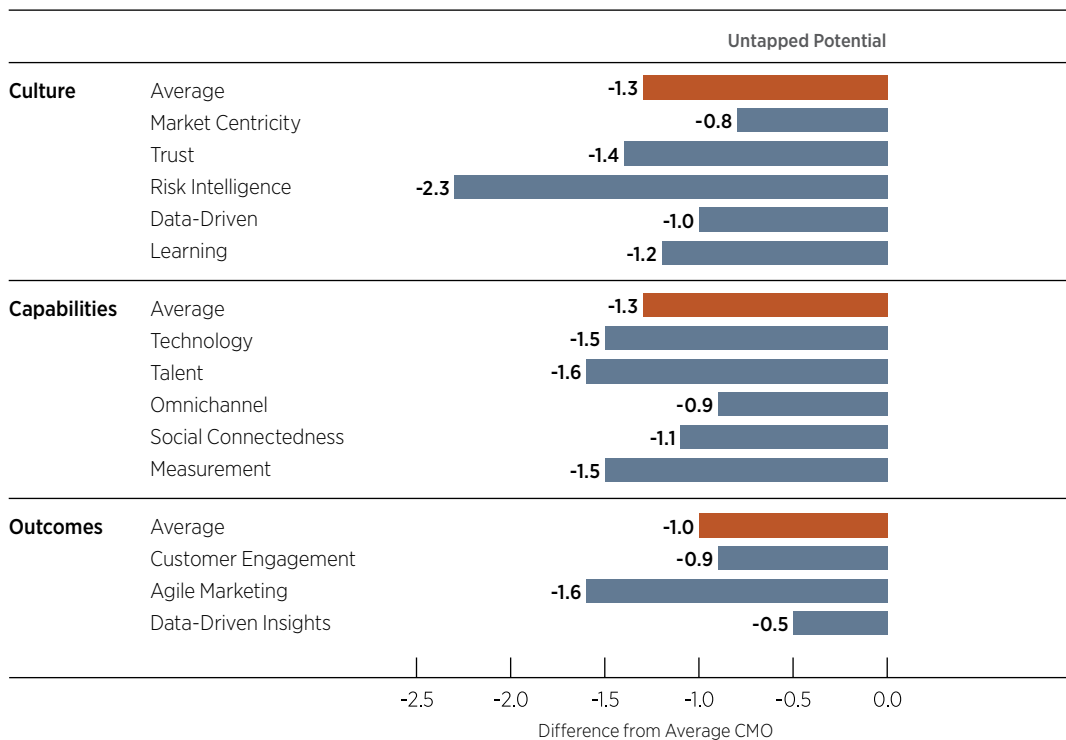
UNTAPPED POTENTIAL CMOs

These CMOs, which compose 16% of the total, are having a tough time. Almost half have a revenue growth mandate, but it's an uphill battle: seven in 10 report revenues that are either declining or growing in the low single digits. A common thread is shrinking budgets. They have little desire to make a personal impact, tend to feel underpaid, and have no faith in the way "the system" works. One reason for their lack of faith could be that many of them are true outsiders: four out of 10 have backgrounds outside marketing, sales, customer service, or operations.

Untapped Potential CMOs are typically found in companies that rely overwhelmingly on direct sales, whether B2B or B2C. They report stifling internal controls, low levels of agility, a narrow view of risk, a poor corporate culture, and a weak talent pipeline. Compared with other CMOs, they are more inclined to be focusing on market-entry strategy, positioning, analytics, and competitive intelligence. They are almost three times less prone to focus on e-commerce, twice as likely to concentrate on CRM, and more likely to feel pressure to retain customer loyalty and align objectives with other parts of the business.



Figure 9. How Untapped Potential CMOs Differ from the Average CMO



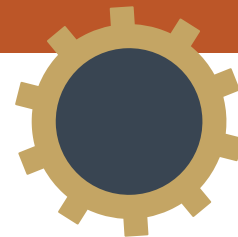
Untapped Potential

High-Performance Areas:

Data-Driven Insights
Market Centricity

Areas of Opportunity:

Risk Intelligence
Talent
Agile Marketing



WHAT DIFFERENTIATES THE PERSONAS?

While the personas differ across all elements of the growth CMO stack, personality and organizational factors impact performance too:

Planning and internal controls tend to emerge as a key differentiator between high-performing marketing organizations and less successful teams. Rigid plans, counterproductive internal controls, lack of trust, and a weak culture are part of a vicious cycle of counter-performance, which can be further exacerbated once the business loses its ability to attract top talent externally.

Learning and listening. The marketing team's ability to listen and learn collectively is another key differentiator. Learning and feedback mechanisms that encourage external input, as well as a broad understanding of risk, provide a positive feedback loop, whereas learning only from inside the business or discouraging feedback can be problematic. Very often the marketing team's learning culture is shaped by the CMO's personal attitudes toward learning, feedback, and networking, which can cascade through their team over the years.

Budgets and income are important sources of pressure on CMOs. In sectors facing a steady loss of income or lack of growth, and in marketing functions dealing with budget freezes or steady budget cuts, the impact on culture and effectiveness is very pronounced. Untapped Potential CMOs exemplify this trend but

are only one extreme end of it. Generally speaking, the impact of tight budgets tends to also extend to the CMOs' own attitudes – leading to a willingness to question and even rage against conventional wisdom, but also more practically, to CMOs thinking they are underpaid. This view gradually erodes trust across the team. Budget cuts also tend to feed into the vicious cycle of rigid controls, further weakening performance.

Cultural idiosyncrasies matter (and don't). In terms of the growth CMO stack elements, Dynamic Orchestrator and Strategic Guru CMOs lead marketing teams that perform very similarly. However, one group tends to adapt better to more individualist, Western cultures, while the other is inclined to adapt better to more collectivist, emerging-market contexts. The Strategic Guru personality and way of managing conflict works best in the latter context, whereas big personalities thrive in the West.

As a rule, a personal preference for control and personal impact are traditionally more effective in individualist cultures, and organizations in this context are going to be more willing to engage in zero-sum conflict, for instance on budgets, deadlines, or ownership of digital channels, where marketing can gain only at the expense of other teams. On the other hand,

The marketing team's learning culture is often shaped by the CMO's personal attitudes towards learning, feedback, and networking.

collectivist cultures tend to favor CMOs who focus on fitting in, respect hierarchy and the collective wisdom of the organization, do not seek to impose their views, and try to contain conflict with other functions so that win-win outcomes are possible.

But in another sense, national culture doesn't matter. Growth CMOs are as common among Strategic Gurus as they are among Dynamic Orchestrator CMOs. The growth CMO paradigm is culturally neutral and can be pursued regardless of the national culture in which one is working.

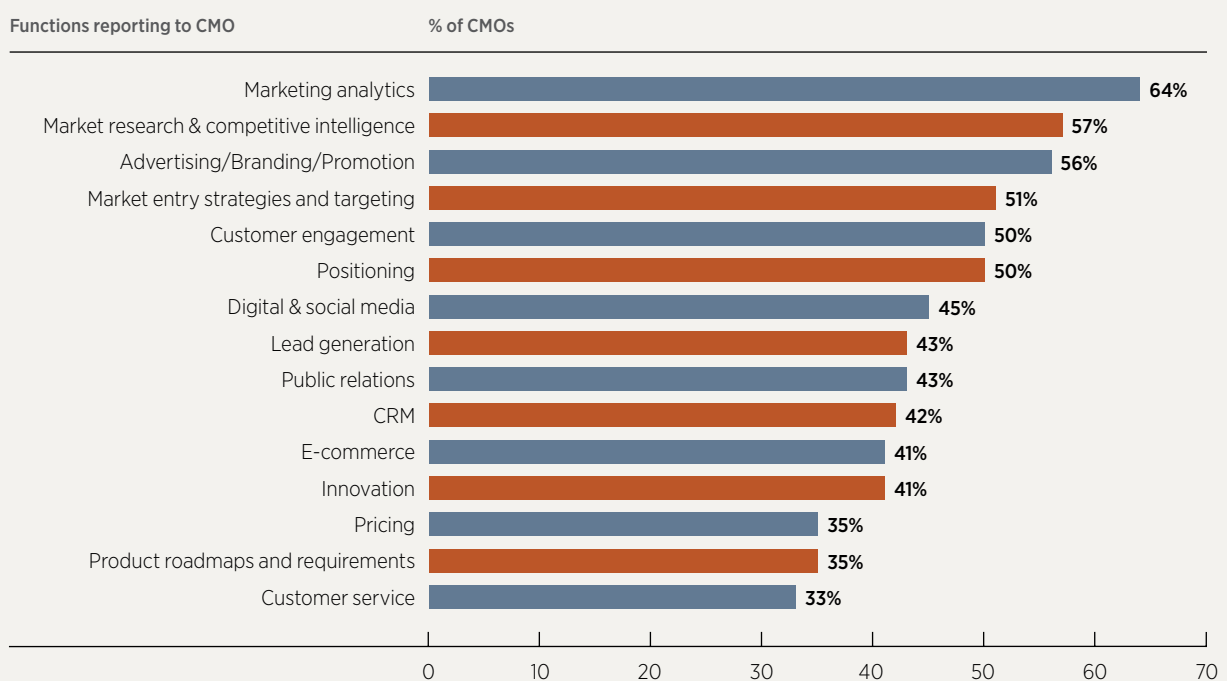
The role of a CMO should be well balanced. As a whole, CMOs' responsibilities vary widely (see Figure 10). However, CMOs whose roles are weighted significantly toward owning customer interfaces such as lead generation or CRM systems are likely to be associated with weaker performance. Companies that have experienced a brush with death sometimes have

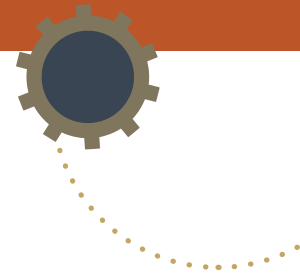
CMOs whose role has become unbalanced in this way. If the imbalance becomes permanent, it can limit the potential of their marketing teams.

In other cases, a lack of ambition when defining the CMO role can be a problem. Demand Driver CMOs, for instance, tend to be good business development people upgraded into a weak CMO position during a growth spurt by companies that didn't give the appointment the attention it deserved.

The CMO's role should include PR and messaging. Conventional Coach CMOs are limited in their ability to build their company's brand because they have little influence over the company's PR and messaging activity, possibly as a result of internal battles lost years earlier. As digitalization becomes a path into the future, losing ownership of digital and social during times of digital transformation may lead to a new breed of Conventional Coach CMOs.

Figure 10. CMO's Responsibilities





Personality and attitudes matter. A desire for personal impact is associated with better performance. Businesses can incorporate this into the way they recruit and promote marketing talent.

In some cultures where a desire for personal impact isn't as widely tolerated, CMOs compensate through other means; for instance, by emphasizing loyalty to the team and the organization and aiming to build the team's influence on strategy.

Biases matter. The segmentation methodology corrects for the ways people respond to normatively loaded questions – questions that appear to have a “right” answer. To be biased is to be human. We're a social species, and the pressure to “talk the talk” is substantial. Biases are also as relevant to segmenting the CMO audience as any other organizational or personality trait because messages to CMOs have to be tailored to their self-perceptions.

The most successful CMOs can compensate for bias by building a listening and learning culture. Perhaps more important, the findings show that fast growth can

Overall, the CMO's record is mixed, but positive on balance. For the four most common sources of conflict – alignment on objectives, customer engagement, strategy, and risk management – all result in positive-sum gains for all functions involved. Conflict around budget-setting and allocation is also very common.

It may be helpful to think of conflict and partnering in terms of the personas: Demand Driver and Conventional Coach CMOs have the least potential to act as business partners, whereas Strategic Gurus have the most. Selective Defender and Dynamic Orchestrator CMOs have a mixed potential. Those personas that act more like partners set themselves up to be higher-performing, more effective CMOs.

Which Persona Are You?

If you're a CMO, you can be matched to one or more of the personas. Regardless of which persona you identify with, you can use the personas to improve personally and professionally.

There are two ways to use the personas:

To identify your CMO style and understand how you use it to help your company grow, go to www.growthmarketer.org and take the [growth CMO assessment](#). It's your first step to becoming a true growth CMO.

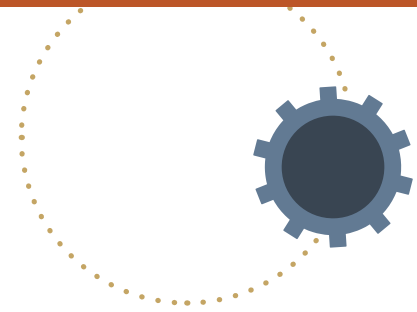
breed complacency among CMOs, making them think their teams are performing better than they actually are. It's important to guard against such contentment.

Conflict can be positive. When the CMO acts as a business partner, conflict between marketing and other functions can be a positive-sum game: all sides stand to gain from the right outcome. But when the CMO has no option (or no appetite) for acting as a business partner, conflicts are more likely to be zero-sum games, where one party must lose for the other to win – for instance, a demand that the CMO cede absolute control over technology or that marketing be attributed 100% of the revenue resulting from the passing on of fully qualified leads.

Enhancing personal effectiveness. The six personas span the universe of CMOs. By aligning yourself to one or more personas, you can see how you approach the job, contrast that to the ways that others would, and use that insight to help you to try out new behaviors and achieve more personal and professional success.

Building a great marketing team. Each of the six personas distills a particular personality with specific biases and a deep-rooted approach to the job. There may be no single individual who tirelessly embodies the 13 qualities of the growth CMO. However, it may be possible to create that person in the aggregate by building a team of individuals with different personas. Most people hire in their own image. The power of groups comes from their differences. CMO personas enable you to recruit marketers with the right kinds of differences.





PORTRAIT OF THE CMO

Forbes Insights carried out a study in association with SAP and gyro to understand the personal and professional priorities that shape CMOs around the world and show how CMO performance can best be related to evidence-based good-practice standards.

The study extends previous research, conducted by SAP in association with the CMO Club and Human 1.0, which defined the “growth CMO stack”: 13 elements of effective CMO performance organized in three categories. In this study, Forbes Insights conducted qualitative and quantitative research with 318 CMOs and senior marketing executives from around the world.

Based on the data from this survey and a variety of statistical techniques, Forbes Insights developed a set of six personas that capture the work approaches of all 318 CMOs. The personas are covered on pages 9 to 29. The aggregate survey data also revealed a statistical portrait of the CMO: a set of often surprising findings on the responsibilities, backgrounds, performance, and aspirations of CMOs around the world. Key findings include:

CMOs are a diverse audience unified by a strategic focus. Everyone knows what the chief financial officer (CFO) or the chief information officer

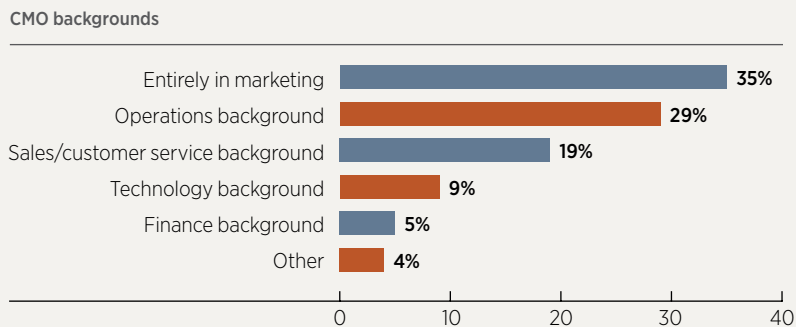
(CIO) does. It’s not as clear what the CMO should do. The CMO title doesn’t mean the same thing to all organizations. CMOs do all kinds of things, yet some overarching themes emerge. The most common areas of ownership are more data-driven and strategic in nature. More important, CMOs want to influence strategy – that’s their aspiration.

The most common area of competence, marketing analytics, is owned by just 64% of CMOs, and only six functional areas are owned by even half of the CMO sample (see Figure 10). The other five more common responsibilities include market research and competitive intelligence, advertising and promotion, market-entry strategies, customer engagement, and positioning. But even these five lie outside the marketing function in close to half of companies.

Despite the growth of marketing automation, less than half of marketing organizations have responsibility for lead generation. (Presumably it lies with a sales support function instead.)

Most marketers don’t come from marketing. Only about a third of CMOs have a pure marketing background. Operations and sales/customer service compose about half. These other backgrounds are often complementary to marketing, which must bridge

Figure 11. Where do CMOs come from?



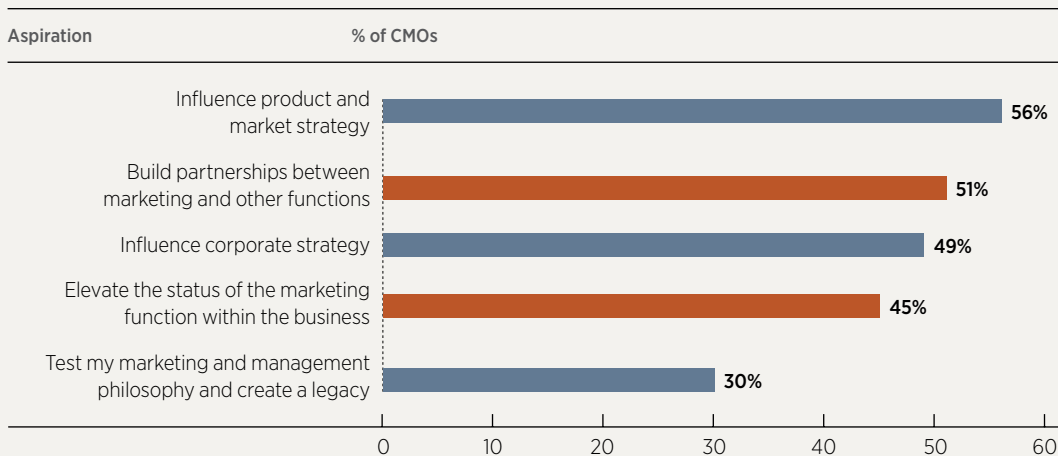
multiple functions within the organization. The typical CMO has been in marketing for 14 years and has spent half of that time as CMO.

Most CMOs aren't responsible for digital and social media. The organizations surveyed generate an average of 40% of revenue online. Yet fewer than half of CMOs (45%) are responsible for digital and social media, suggesting a disconnect between content and commerce. CMOs at companies with a high percentage of sales online aren't any more likely than others to own digital. What does seem to drive digital ownership is the experience of the CMOs: Those with a background in finance, sales, or technology are more likely to be charged with managing digital. It also appears to depend on nationality. In Asia and North America, CMOs with pure marketing backgrounds were just as likely as others to have responsibility for digital, whereas in Europe and Latin America, they were much less likely to own digital.

CMOs aspire to lead. What most CMOs (56%) want is influence over product and market strategy. About half want to build stronger working relationships with other functions (51%) and influence corporate strategy (49%). About a third (30%) are driven by self-actualization goals, such as proving their own marketing or management philosophy.

Most CMOs meet their growth objectives. Almost all CMOs (92%) claim to meet their growth objectives, and nearly a third exceed their targets. Self-reported performance figures might be considered suspect, but these positive reports don't correlate with other biases identified in the study, so it's likely that the respondents are telling the truth.

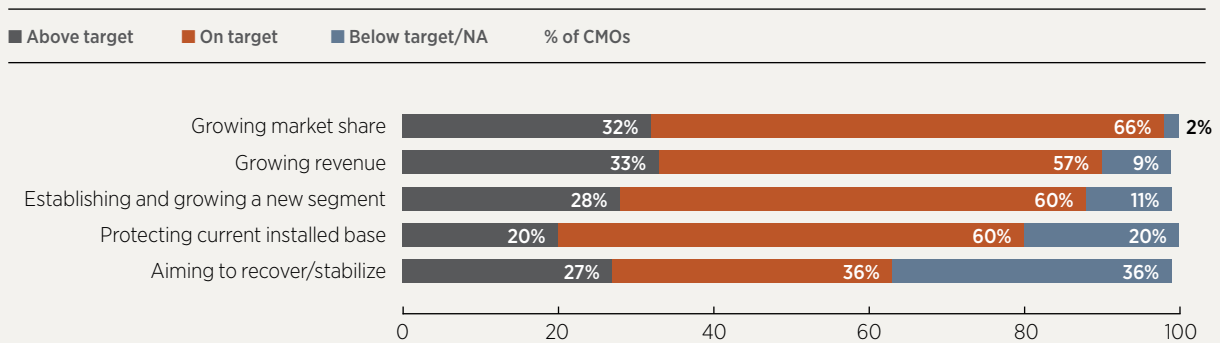
Figure 12. The Personal Aspirations of CMOs



Objectives are more widely met when the goal is increasing market share, revenue, or growing a new segment. When the objective is defined defensively – protecting the installed base or reversing a decline – fewer CMOs succeed. Even in the latter case, though, between 63% and 80% of CMOs report meeting targets. The difference between the two groups is reflected in the companies’ revenue growth: the annual increase in revenue among stabilizing companies was almost zero (against over 6% for others).

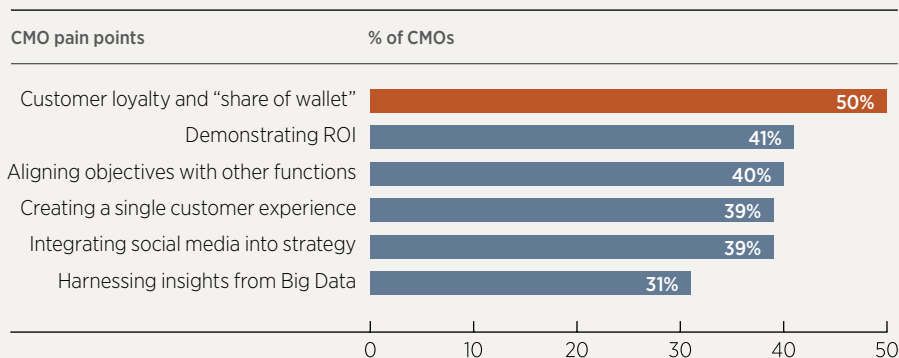
CMOs have diverse concerns, but customer loyalty is number one. What keeps CMOs up at night? Customer loyalty is the number one concern (50%), followed by four issues with almost the same percentage of votes: demonstrating ROI, aligning objectives with other functions, creating a single customer experience, and integrating social media into the strategy. Harnessing Big Data is still relatively low on their list of priorities.

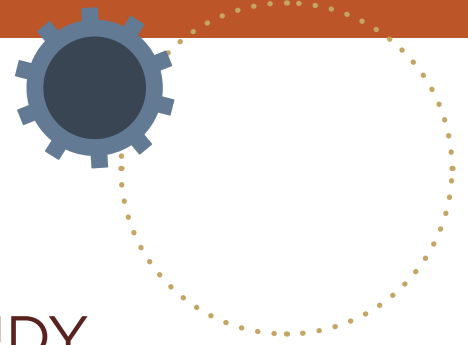
Figure 13. Most CMOs Meet Growth Objectives



Note: Some bars do not add to 100% due to rounding.

Figure 14. The Struggles of the CMO





METHODOLOGY OF THE STUDY

The 318 marketing executives were asked a wide range of questions about their company's organizational role, whether and how their teams implemented each part of the growth CMO stack, and their personalities. The growth CMO stack and personality items were ranked using Likert questions with a scale of 1 to 9.

Questions regarding CMOs' responsibilities, personalities, and the way their teams work were summarized through three rounds of factor analysis into 11 factors. Each score described, in a standard way, one dimension of the CMOs' inner world or their working environment (three for responsibilities, three for how the marketing team works, and five for personality).

Two additional factor scores from this analysis measured bias in responses, which enabled us to

"see past" the bluster of some CMOs and discover the truth about them and their teams. The factor and bias scores were used widely to prepare the personas but are not quoted in the actual report. Instead, we've used the CMO stack elements, which are more intuitive for presentation purposes. The scaffolding behind the study, however, is still the factor scores.

We calculated means and descriptive statistics for each cluster and cross-tabulated the clusters against the growth CMO stack and personality variables in order to establish how members of each cluster differ from the average CMO.

To round out the personas, we looked into the CMOs' backgrounds and aspirations, the pressures they were under, and the sources of conflict between them and other leaders in the business. The result was six full-fledged personas.

Demographics	Organizational Role	Growth CMO Stack	Personalities
<p>WHO THEY ARE</p> <ul style="list-style-type: none"> • Role • Performance • Background • Tenure 	<ul style="list-style-type: none"> • Responsibilities • Priorities • Pressures • Sources of conflict 	<ul style="list-style-type: none"> • 39 agree-disagree statements relating to the three categories and 13 elements of the growth CMO stack 	<ul style="list-style-type: none"> • 43 agree-disagree statements on personality
<p>THEIR COMPANIES</p> <ul style="list-style-type: none"> • Industry • Region • Company size • Revenue growth • Whether targets met 			

Growth CMO Modeling. By close reference to “[The DNA of a Growth CMO](#)” study, an algorithm was developed for identifying CMOs based on CMO stack aggregates. The algorithm involved a series of four “hurdles,” or conditions. Only 38 out of the 318 CMOs – one in eight – passed all four and were selected as likely to be among the elite group of growth CMOs.

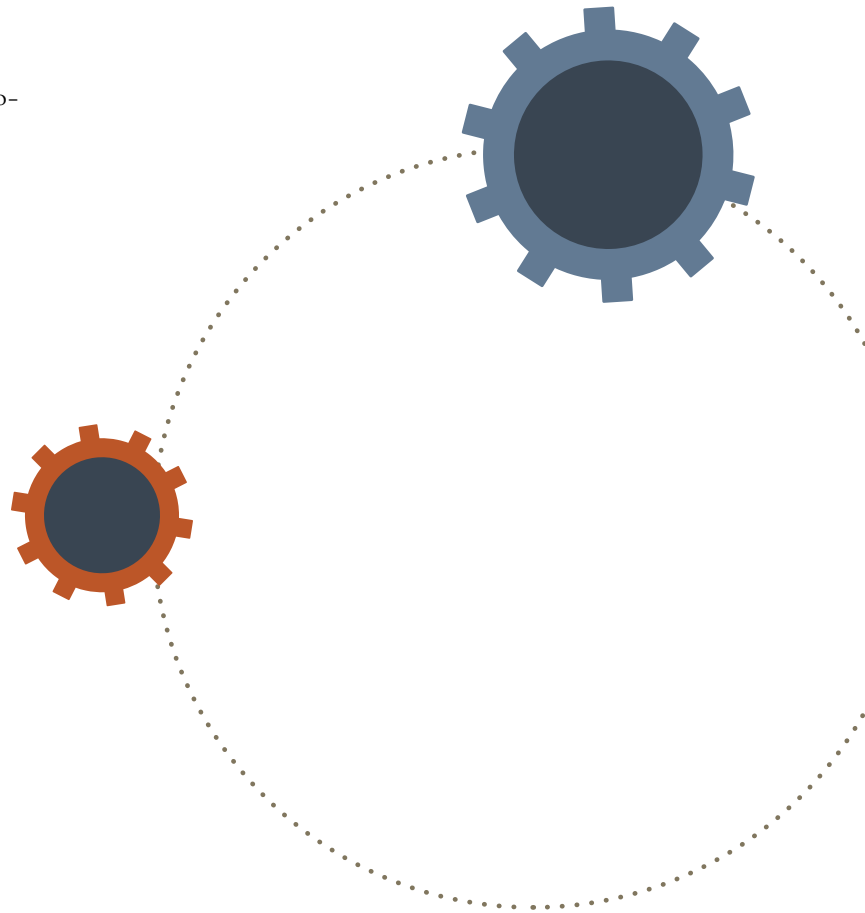
Better or Different?

Are some personas “better” or are they all merely “different”? To understand why some personas were performing better than others, we looked at which CMO characteristics (as measured by the 13 factor and bias scores) are associated with growth. We did this via a three-pronged approach:

- Modeling the overall relationship between turnover growth rates and factor scores
- Creating a model that predicts whether a CMO will exceed his or her targets in a given two-year period, on the basis of factor scores
- Creating a model that predicts whether a CMO will fail to meet his or her targets in a given two-year period based on factor scores

Finally, we used insights developed in an earlier report (“[The DNA of a Growth CMO](#)”) to replicate SAP’s definition of the ideal “growth CMO” and consider how each persona could adapt their style to become more like the growth CMO. Growth CMOs were defined as having above-average performance in four areas:

- At least two out of three key outcomes (customer engagement, data insights, and agile marketing)
- Above-average performance in all four growth elements (market centricity, data-driven culture, talent, and omnichannel)
- Companies with double-digit growth over the last two years
- A mandate to grow either market share, revenue, or a new segment





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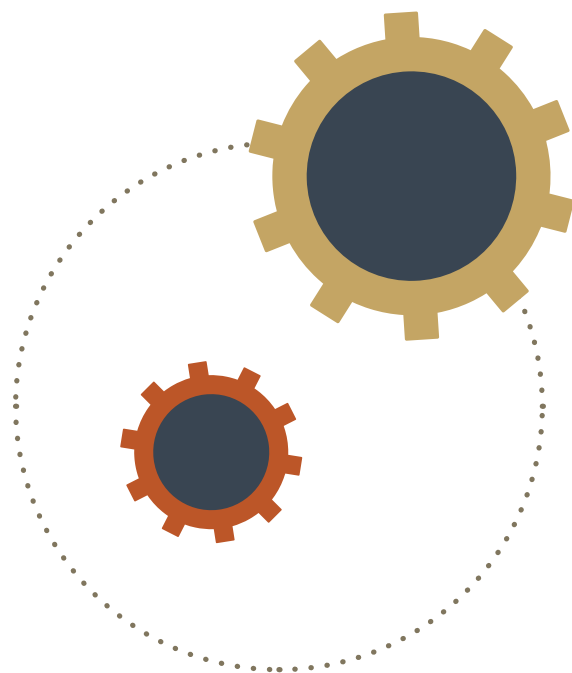
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