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# A definitive guide for CEOs and CMOs to jointly unlock growth from marketing

Practical discussion guide

October 2023

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## Context of this document



- In 2022, the Growth Council and Board of the Association on National Advertisers (ANA) identified the fact that, despite the increasing capabilities, new tools, and richer ways to reach customers, **marketing was not being viewed as an engine for growth**
- Following those meetings, the ANA approached McKinsey for their perspective
- With this in mind, and with input from the ANA Growth Council, McKinsey led an independent study to **identify the drivers and disconnects that are limiting Marketing's impact**
- This study, which has implications for CEOs, exec committees, and marketers, provides a **new perspective for unlocking marketing-driven growth**
- As with all McKinsey research, this work is independent, reflects our own views, and has not been influenced by any business, government, or other institution

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## Why the CEO-CMO relationship is important

How to unlock additional growth through marketing

How CEOs and CMOs can partner to activate marketing-led growth today

# Growth is more critical now than ever before, and it's a choice growth leaders make

Growth is  
hard to  
achieve

**1 in 8**

*Companies averaged revenue CAGR of 10%+ from 2010-2019*

1. Growth leaders are defined as those who indicated higher than their industry average growth and profit (self-reported). N=150 executives.

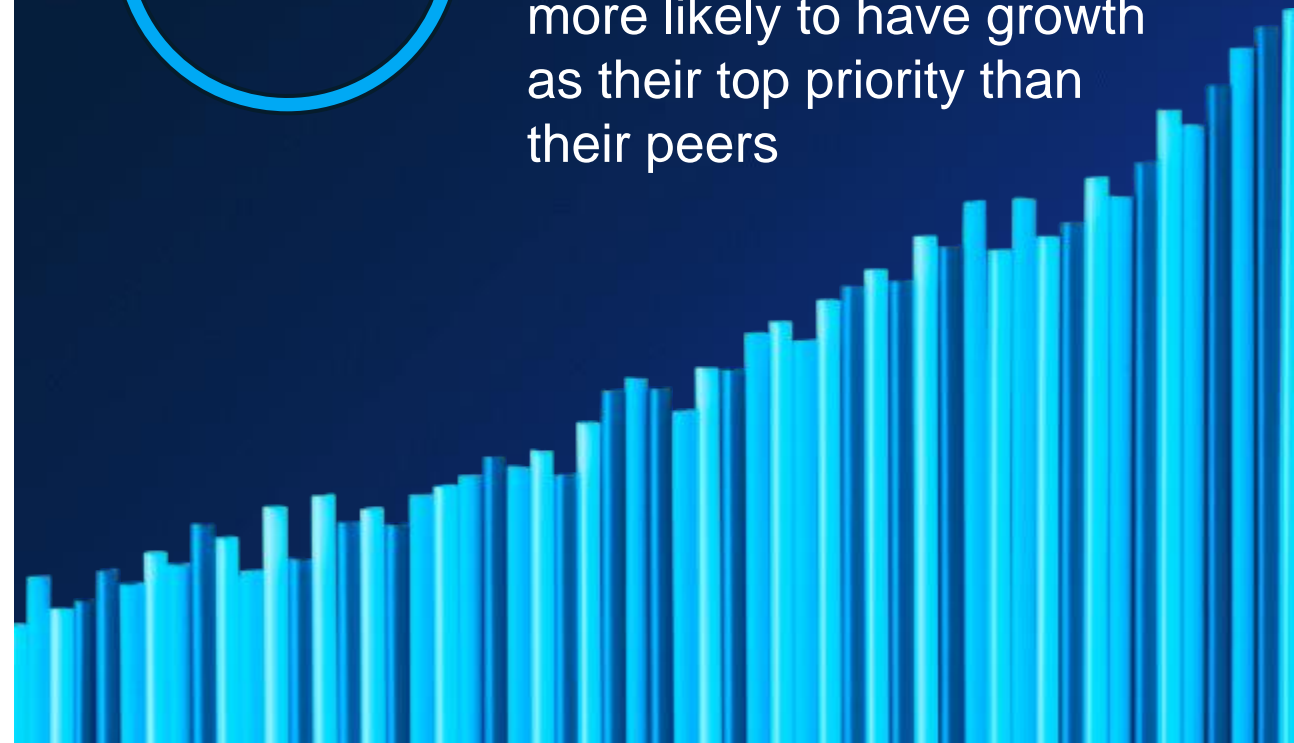
Source: McKinsey article: Are you a growth leader? The seven beliefs and behaviors that growth leaders share, September 2019, N=145; 41 defined as 'outperformers', mindsets defined as 'strongly agree' with respective mindset in their organization

## Growth leaders<sup>1</sup> share



... have growth as a top priority.

Growth leaders are 70% more likely to have growth as their top priority than their peers



# The value at stake: the relationship between CEOs and CMOs is highly correlated to company performance



CEOs who place marketing at the core of their growth strategy are **2X** as likely to have **>5%** annual growth compared with their peers

**2.3X**

Companies that have only one customer-related role<sup>1</sup> in the ExCo<sup>2</sup> have up to **2.3x growth** vs those with multiple

**1.4X**

When marketing executives are highly involved in strategic planning<sup>3</sup>, companies achieve **1.4x higher topline** growth<sup>4,5</sup>

1. Customer-related roles include Chief Marketing Officer, Chief Growth Officer, Chief Commercial Officer, Chief Revenue Officer, Chief Customer Officer, Chief Brand Officer, Chief Digital Officer
2. Companies that have more than one marketing or customer/growth role in the ExCo but clear reporting lines proving there is one centralized customers' voice are counted as one
3. "On a scale of 1 to 10, to what extent are marketing executives involved in the company's strategic planning process?" High involvement: respondents who gave a score of 8 – 10; Low involvement: respondents who gave a score of 1 – 7
4. For public companies, 3-year revenue CAGR (2019 – 2022) based on the publicly available data
5. Compared to companies where the marketing function has a low involvement in strategic planning (either one or 3-years revenue CAGR based on footnote 4)

# Marketing should be CEO's natural growth partner but often is not given that role

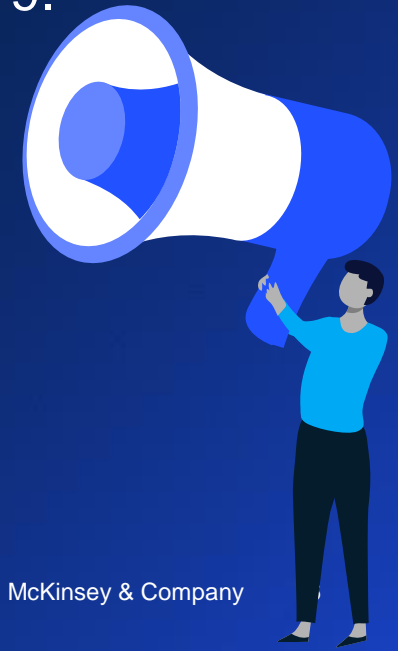


Only 50% of CEOs view **marketing and branding** as one of the top 3 growth levers<sup>1</sup>

1. "Which of the following levers (Innovation, Pricing and promotions, distribution network, brand and advertising, CX) contribute most to your company's growth? Please rank in order of importance."
2. How often are major marketing priorities discussed during operating committee meetings (meetings with C-suite members held 1-2 times per month)? (Select one.) 1) Never discussed, 2) Rarely discussed (e.g., every 6+ meetings, 1-2 times a year), 3) Occasionally discussed (e.g., every 4-5 meetings), 4) Fairly often discussed (e.g., every 2-3 meetings), 5) Very often discussed (e.g., every meeting)

Source: McKinsey CEO/CMO Growth Survey 2023 (n=122), McKinsey C-Suite Survey 2019 (n=150 CMOs)

By 2023, the proportion of CMOs who claim marketing topics are "never" or "rarely" on the agenda for ExCo meetings has increased by **7X** compared to the year 2019.<sup>2</sup>



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# We've heard **CEOs** have 3 main concerns about marketing



**1**

I have multiple leaders only **partially accountable** for growth

**2**

I don't know exactly **how marketing drives long-term growth**

**3**

It is unclear what **impact marketing contributes** to our growth

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**Our study gives CEOs the answers to those questions and develop a path to unlock the potential growth marketing can drive in an increasingly customer-centric world**

# We've heard **CMOs** have 3 main concerns about their roles



# 1

My **scope is shrinking** as my remits get handed off to other C-level roles

# 2

I am being asked to deliver **more growth with a shrinking budget**

# 3

The C-Suite **doesn't understand impact** of marketing activities

---

**Our study helps CMOs<sup>1</sup> tackle these concerns with their CEOs and to unlock the potential growth marketing can drive in an increasingly customer-centric world**

1. Across this document, we use the term "CMO" as shorthand for a range of marketing leaders with CMO and other titles, e.g., chief growth officer, chief customer officer

# Discussion starter: CEOs – is your partnership with marketing driving enough of your growth? (1/2)

## Top comments we heard from CEOs

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“Most important thing is **alignment between marketing and business they support**, in terms of GTM, brand, creation of new brands, positioning in the market.” – CEO of an Electronic Payments Company

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“**Role of marketing depends on the operating model** of the company you are in.” – President and COO of an Information Technology Company

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“Marketing leads parts, and is a workstream in the others—**they need to have a seat at the leadership table.**” – President and COO of an Information Technology Company

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“**The CFO relationship is key - if the CFO believes, the C-suite believes.**” – Telisa Yancy, President at American Family Insurance

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“There’s a lot **CMOs can do to educate managers** about the possibilities of modern marketing.” – CEO of an Electronic Payments Company

“Marketers need to be general managers- they need to be business leaders who happen to manage marketing, **ensuring the spend produces results, in a believable, demonstrable way.**” – CEO of an Insurance Company

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“Operating businesses – P&L functions of the **operating business are the largest drivers of growth.**” – CEO of an Electronic Payments Company

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“Marketing contributes to the merchandising element – once we are set on the strategy, **I view marketing as a merchandising / product strategy function**” – CEO of an Electronic Payments Company

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“Most marketers are doing “small m” marketing- comms and content. **Big M marketing bring the customer into the C-suite** and orchestrates customer insights across the organization.” - CEO of an Insurance Company

# Exercise: CEOs – is your partnership with marketing driving enough of your growth? (2/2)

## Guiding questions

Scores, 1-5 low to high

1. Do your marketing objectives clearly tie to your business strategy?	1	2	3	4	5
2. Is your CMO's vision of their role is the same as yours?	1	2	3	4	5
3. Is your CMO is an active participant in the company's strategic planning process?	1	2	3	4	5
4. Do you have one primary voice of the customer in your Executive Committee?	1	2	3	4	5
5. Do you feel comfortable enough with modern marketing to push your CMO on their marketing strategy?	1	2	3	4	5
6. Is your CMO the first person you call to drive growth?	1	2	3	4	5
7. Is your marketing function accountable for driving growth (e.g., when BU signs up to deliver X% of growth in next year's budget, does marketing also sign up)?	1	2	3	4	5
8. How confident are you about how much revenue a dollar of marketing spend will provide to your company?	1	2	3	4	5
9. When your CMO reports marketing KPIs, how much do you and your executive team – especially the CFO - trust that the impact stated is accurate?	1	2	3	4	5
10. How comfortable are you with using marketing metrics as an input in your decision-making (e.g., as input for strategic planning)?	1	2	3	4	5

**Scores**    **40-50: Distinctive** - you are embracing marketing-led growth / **30-40: Strong** – you have a strong foundation to drive growth but need to engage further / **30-20: Basic** – you have laid the groundwork for marketing-led growth but are not capturing value / **<20: Starting the journey** – you need a marketing transformation to activate marketing-led growth

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# 3

**Disconnects**  
CEOs and CMOs  
face in delivering  
the growth  
agenda...

**1** Unclear remit for the CMO

**2** Under-estimated potential  
of marketing to drive  
growth

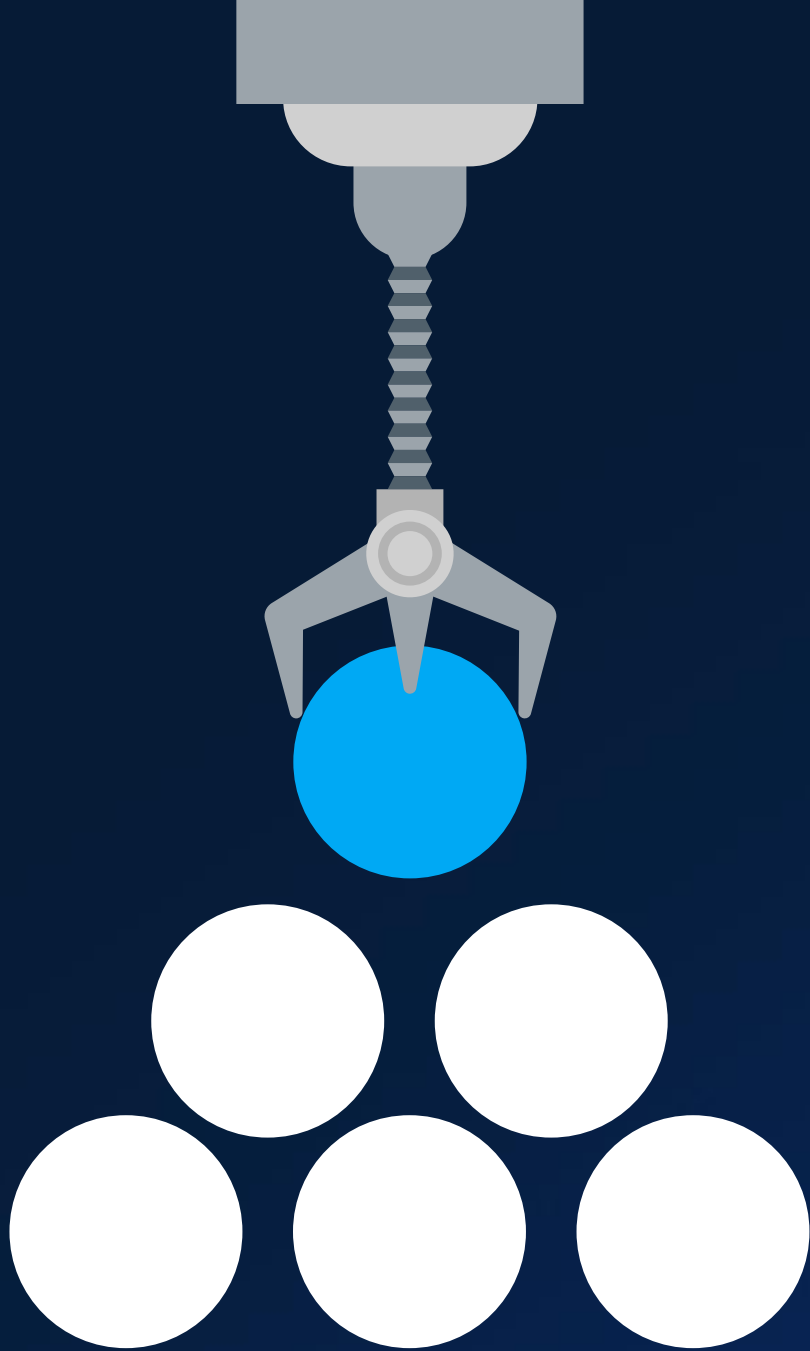
**3** Misalignment of marketing  
measurement and  
relevance to business  
impact

# ...and 3 ways CEOs and CMOs can unlock additional growth through marketing

**1** Jointly develop the blueprint for the CMO's role

**2** CEOs and CMOs must jointly build conviction in modern marketing

**3** Measure what matters to overall growth



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# 1: Unclear remit for the CMO



**CEOs unsure who to hold accountable for growth**



The fragmentation of the 4Ps and emergence of new marketing-adjacent roles such as “Chief Customer Officer” means the CEO has multiple partners who are partially responsible for the customer and growth



**CMOs unclear on scope and objectives of marketing**



Without clear, top-down expectations of their function’s scopes, CMOs cannot effectively allocate time and resources and align with the CEO’s long-term strategy



**Marketing not sitting at the leadership table**



CMOs struggle to deliver on their remits when they are not part of the strategic conversation and do not have the opportunity to influence important decisions

# 1: Jointly develop the blueprint for the CMO's role

- A** Clarify the marketing function's remit based on growth strategy
- B** Appoint a C-level growth role to lead customer-centric growth
- C** Empower the CMO with a seat at the decision-making table



# 1a: CEOs and CMOs must clarify the marketing function's remit based on their long-term growth strategy

Illustrative

## What sort of marketing strategies does your business require?



### Sales force enabler

Enables sales by providing design support and other sales tools; provides the long-term perspective and investment that complements the sales organization



### Brand steward

Sets the north star for the brand and reputation, and activates through advertising, PR and communications



### Demand capture engine

Uses omnichannel tactics (e.g., affiliate, search, social media marketing) to drive business results



### Customer experience and personalization ambassador

Delivers a world-class customer experience and strengthens customer relationships through targeted loyalty programs and personalized communications



“It is very critical for the **CEO to define what the role of marketing is and what the CMO is accountable for.** ‘CMO’ has become a catch-all title, and there are different understandings of what marketing is responsible for. Until the CEO clearly unpacks the landscape of C-level responsibilities, **misalignments are inevitable.**”

— *Former CMO and Head of Business Unit of Fortune-20 Telecom Company*

# 1a: Exercise Pt. 1 - align on which areas of marketing are most important to your growth

CEOs and CMOs, independently fill in this matrix. The levers listed are common drivers of growth that companies use. Please rank (1) how important you believe the lever is for your company's growth over the next 5 years, and then (2) how well you believe your organization does this now

Non-exhaustive

Marketing lever	Prioritization level, low to high	Performance level, weak to strong
Brand awareness	1 — 2 — 3 — 4 — 5	1 — 2 — 3 — 4 — 5
Pricing	1 — 2 — 3 — 4 — 5	1 — 2 — 3 — 4 — 5
Competitor research	1 — 2 — 3 — 4 — 5	1 — 2 — 3 — 4 — 5
Customer activity data and feedback	1 — 2 — 3 — 4 — 5	1 — 2 — 3 — 4 — 5
Customer experience improvement	1 — 2 — 3 — 4 — 5	1 — 2 — 3 — 4 — 5
Product development	1 — 2 — 3 — 4 — 5	1 — 2 — 3 — 4 — 5
Identification of most valuable customers	1 — 2 — 3 — 4 — 5	1 — 2 — 3 — 4 — 5
Loyalty building and loyalty programs	1 — 2 — 3 — 4 — 5	1 — 2 — 3 — 4 — 5
Personalized recommendations and offers	1 — 2 — 3 — 4 — 5	1 — 2 — 3 — 4 — 5
Public relations	1 — 2 — 3 — 4 — 5	1 — 2 — 3 — 4 — 5
Social media presence	1 — 2 — 3 — 4 — 5	1 — 2 — 3 — 4 — 5
Targeting demographics	1 — 2 — 3 — 4 — 5	1 — 2 — 3 — 4 — 5
Traditional media advertisement (e.g., TV)	1 — 2 — 3 — 4 — 5	1 — 2 — 3 — 4 — 5

Why does this matter?

9/10

CEOs believe that marketing's remit is well-defined<sup>1</sup> but when asked about the primary role of marketing<sup>2</sup>, only

50%

of same-company CEOs – CMOs gave the same answer

1. "To what extent do you agree that the role and the remit of the marketing organization are clearly defined?"  
 2. "Please select the primary role marketing plays in your current organization"

Source: McKinsey CEO/CMO Growth Survey 2023 (n=122)



# 1a: Exercise Pt. 2 – Compare answers and discuss the implications together



## Which levers did you prioritize differently?

- For the ones that are different, explain why you gave the ranking you did



## Where did you have different perspectives on performance?

- For the ones that are different, explain why you gave the ranking you did



## Which levers will be most critical to driving the growth agenda?

- Agree collectively on where you would like your future priority levers to be
- For your top priority levers, where you have lower ranked performance, ask your CMO to write an action plan for improving their performance

# 1b: Appoint a C-level growth role to lead customer-centric growth

Choose one leader, often the CMO, who you expect to play the ‘unifier’ role among the Executive Committee



## Growth unifier

Selected Executive Committee member should **strategically orchestrate multiple customer-facing levers** to combine the best ideas in service to the customer and **act as a general manager of growth** – someone who thinks in terms of solving business problems, with deep expertise in the growth function



Typically, there is no single owner of customer strategy in an organization. marketing influences the experience but is not accountable for the entire customer journey. **It is crucial to have a single view of the customer at the top** of the house and counsel the CEO on a true customer-centric strategy.

- **Meredith Verdone**

*Former CMO at Bank of America*

# 1c: Empower the CMO with a seat at the decision-making table



## Empower a trusted leader

CEOs should give their growth unifier the autonomy to make business decisions

CEOs should:

- Provide the growth unifier with the **resources and budget** required to execute marketing strategies effectively
- Have the **authority and autonomy** to make decisions within their clearly defined scope



## Give them a seat at the table

Growth unifiers should be an integral partner to strategic decision-making, bringing the customer's lens to strategic planning and budgeting

CEOs need to make sure that the growth unifier is a:

- **Direct report** to the CEO
- **Member of the Executive Committee**
- Co-creator in the **strategic-planning process** (as input/adviser not as an observer)



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## 2: Under-estimated potential of marketing to drive growth



### Rapid evolution of marketing



Marketing has rapidly evolved into a multi-dimensional, technical discipline resulting in a far more complex function for even the most seasoned marketers, and significantly more challenging for CEOs to keep up with



### New, larger toolkit available to marketers



The number of strategies, tactics, tools and levers available to marketers has grown exponentially, broadening the potential of what marketing can achieve



### Marketing can contribute more than most CEOs expect



Most CEOs don't have a background in marketing, which can lead to underestimating the full potential of marketing in driving growth

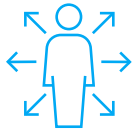
## 2: CEOs and CMOs must jointly build conviction in modern marketing

- A** CMOs should help CEOs keep up with what is possible through modern marketing, what good looks like and understand customers
- B** CEOs should dedicate time “in the field” with the marketing team to see your company’s marketing in action with customers
- C** Engage more deeply with your company’s senior marketers through top team marketing sessions focused on strategy

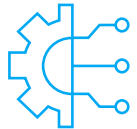


## 2a: Marketing has changed drastically since 2000's...

Modern marketing is increasingly complex, it's evolving from art to science



Consumer journeys have many more touchpoints and have become omnichannel



Technology and data is at the core of every function of marketing



Technical skills are now a must have for marketing orgs

1. Based on publicly available data of past leadership role and experiences
2. Some CEOs might have background in multiple disciplinary areas; roles and past experiences include CMO, EVP Sales & marketing, SVP of Customer & marketing, marketing Manager, etc
3. Previously held this role sometime in past career; role can be similar such as Chief Commercial Officer and Chief Customer Officer

Source: Fortune 250 company websites, LinkedIn, Business Roundtable, CEO/CMO interviews (n=46)

## ... and most CEOs do not have a marketing background

### Marketing expertise among CEOs is rare

**10%**

of Fortune 250 CEOs<sup>1</sup> have marketing experience<sup>2</sup>

**4%**

of them previously held a CMO<sup>3</sup> role

“

With the rise of data and digital, what marketing does has evolved dramatically. We **need a reset where the CEOs understand modern marketers are responsible** for things that the traditional marketers were not.

— **Whit Alexander**

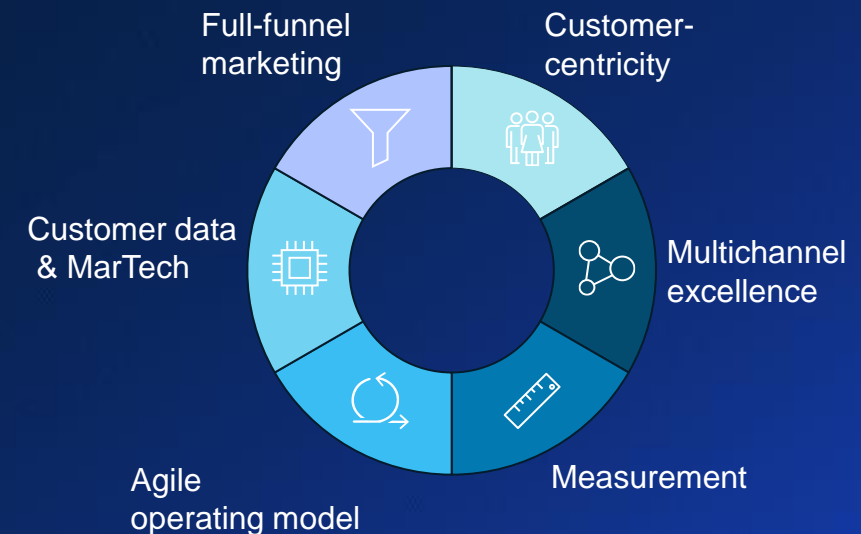
*Former Head of Marketing at Best Buy*

## 2a: CMOs should help CEOs keep up with what is possible through modern marketing, what good looks like, and how to understand customers

In partnership with their CMOs, we've seen CEOs who are less familiar with modern marketing successfully learn more by:

- Discover about emerging channels and innovative ways of reaching the customer
- Organize visits to best-in-class marketers and learn about successful outside cases and the use of new marketing levers
- Get a refresher in marketing measurement approaches

### Modern marketing is complex and relies on these six core capabilities



## 2b: CEOs should spend time “in the field” to see the company’s marketing in action with customers

CMOs, take your CEOs “in the field” to give firsthand perspective on your customers, their behaviors, and what drives them:

### Illustrative



Shadow a sales call



Visit stores where products are sold



Attend customer focus group



Spend time in front-line customer service roles



Attend customer review meeting



Visit a roadshow / trade show booth

“”

“The number one thing a CMO should do with their CEO is take them to talk to consumers. Let them listen to consumers on an **in-home visit**, go to a **focus group**, or do a **shopping trip with a consumer**. Not just one time. It has to be a habit.”

— *General Manager at an international skincare company*

“”

“My CEO started to **understand the importance of brand** when he started **seeing it firsthand** where he lived. He understood why we needed to be on billboards, TV, and sponsorships because he was hearing and seeing it himself.”

— *CMO at a national retail bank*

## 2c: Engage more deeply with your company's senior marketers through top team marketing sessions focused on strategy

Source: McKinsey CEO/CMO Growth Survey 2023 (n=122), CEO/CMO interviews (n=46)

### From

Spending CEO-CMO 1:1 time once a quarter over-indexing on operational or status updates



### To

Prioritizing more frequent 1:1 time to better understand how marketing can:

- Co-create and drive the company's growth objectives
- Translate customer behavior into both opportunity and risk



“The CMO has to be linked to the CEO **to get on the same page and align on how marketing can support**, and accelerate the company's priorities. The CMOs role is to counsel the CEO on how marketing can help them execute the strategy

- **Meredith Verdone**

*Former CMO at Bank of America*

# 2c: Exercise –adjust the focus of your CEO-CMO conversations

## Illustrative

Try these new questions in your next CEO-CMO 1:1 time to together push your overall growth strategy to the next level

### From

What has been the reaction to our latest ad campaign?

What does the creative look like on TV next month?

What was the marketing expense last month?

What were the results of last year's marketing campaigns?

How many customers did we acquire last week?



### To

Do you think we are building the right long-term behaviors in our customers with our current touchpoints?

What is our share of voice vs. competitors with our priority customer segment?

Are we achieving our growth goals with the current level of marketing investment?

Which trend do you think will shape next year's business and marketing strategies?

What is changing in our customer's behavior?

## Why does it matter?

“Generally, marketing is seen as a taker of the business priorities. Yet, it should be seen as a **strategic counselor** especially with customer needs and touchpoints”

- VP of Brand Management at Fortune-100 Technology Company



# Case study

“CEOs need a framework to engage with their CMOs on marketing strategy. **CEOs should first ask themselves: what outcomes—not activities—do I want from marketing?** Then, they should ask their CMOs: **what are the best levers to achieve the outcomes? Why do you believe in these? What are the returns?** Evaluate marketing in a way that’s productive to the business and be open to the idea that marketing can generate value”

- **Former CMO at a large national retail pharmacy chain**

Several CMOs shared with us their journeys to prove to their CEOs the true potential of marketing...

- **CMOs teach their CEOs** about the latest and most relevant customer insights, trends, and innovations
- **One CMO regularly sends her CEO simple, but rich articles** about marketing data and strategy; she also carries a one-page visual explaining their MarTech stack around with her every day
- **Other CMOs bring their CEOs to key customer research activities**, such as customer focus groups, agency media days, or even international marketing conferences

...this helped us gain insight into what made CEOs better thought partners

- **The best CEOs had patience and understood that strengthening the partnership would be a process**—they didn’t give up immediately when they didn’t understand something, but they also didn’t demand perfection in every detail on the first try
- **CEOs took the time to understand** the varying timelines for impact and how marketing can be a science versus just an art
- **CEOs also stayed open minded in their discussions and asked tough, but not impossible, questions** to their CMOs to push their strategic thinking

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# 3: Misalignment of marketing measurement and relevance to business impact



**CEO-CMO misalignment on the metrics to optimize**



It's imperative for CEOs to receive the right set of marketing metrics to evaluate marketing's performance and business impact



**Insufficient connection to business impact**



CEOs cannot properly manage their growth strategy without understanding a direct link between marketing measurement and business impact



**Lack of C-Suite confidence in the measurement methodology**



Without credible measurement, CEOs can neither track marketing's impact on growth nor hold their CMO accountable

### 3: Measure what matters to overall growth

- A** Outline a marketing measurement framework that gives a transparent view into impact - and that both the CEO and CMO understand
- B** Collaborate with your CMO and the CFO and/or other key ExCo partners to ensure alignment on ROI and a single source of truth dashboard for outcomes



# 3a: Growth leaders need to measure what matters, but many marketing groups don't

On average, **CEOs rank the ability of marketing metrics to demonstrate impact** on company growth<sup>1</sup> at less than

# 60%

That's a failing grade!

1. "On a scale of 1-10, how well is marketing driving company growth?"
2. "To what extent do you agree that the following conditions exist in your current organization - I am able to translate marketing insights and performance into the language of the rest of the C-suite?"

Source: McKinsey CEO/CMO Growth Survey 2023 (n=122), CEO/CMO interviews (n=46)

“ ”

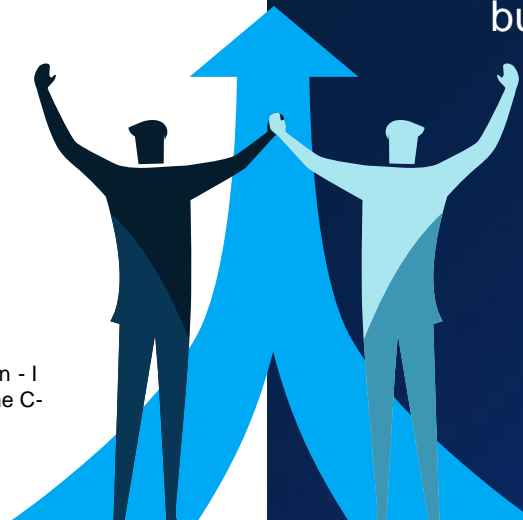
My CEO made it clear that I am responsible for bringing in more people and helping profitable revenue growth by driving transactions. I report these two metrics before anything else.

— CMO at a national restaurant chain

“ ”

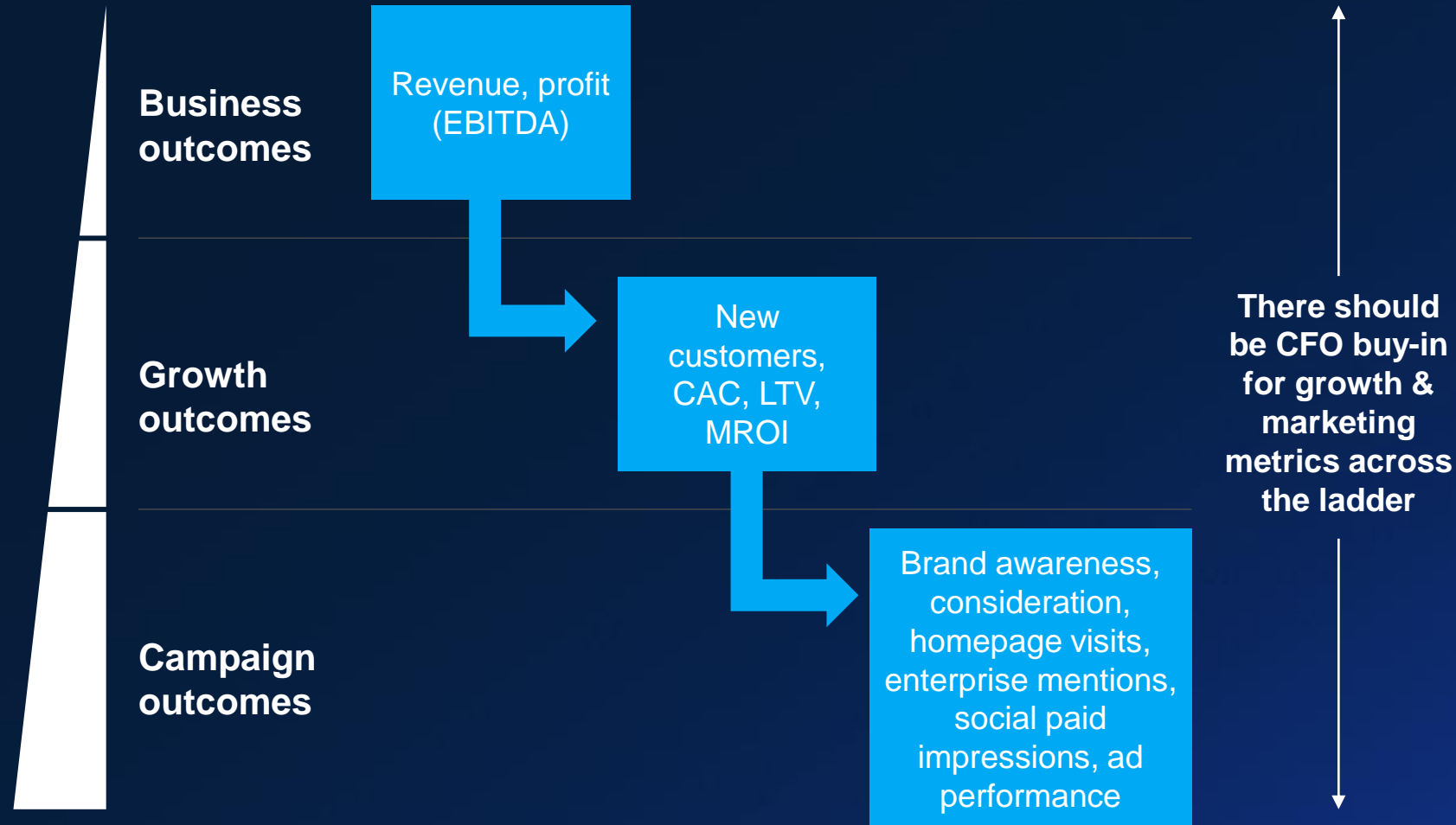
CMOs need to **take the metrics that make sense in the marketing microcosm** (such as vanity metrics) **and tie them back to the business**. If a CMO cannot do that, CEOs will not be able to understand marketing's impact on business.<sup>2</sup>

— CMO of Multinational IT Company



# 3a: Outline a marketing measurement framework that gives a transparent view into impact - and that both the CEO and CMO understand

## Illustrative KPI ladder

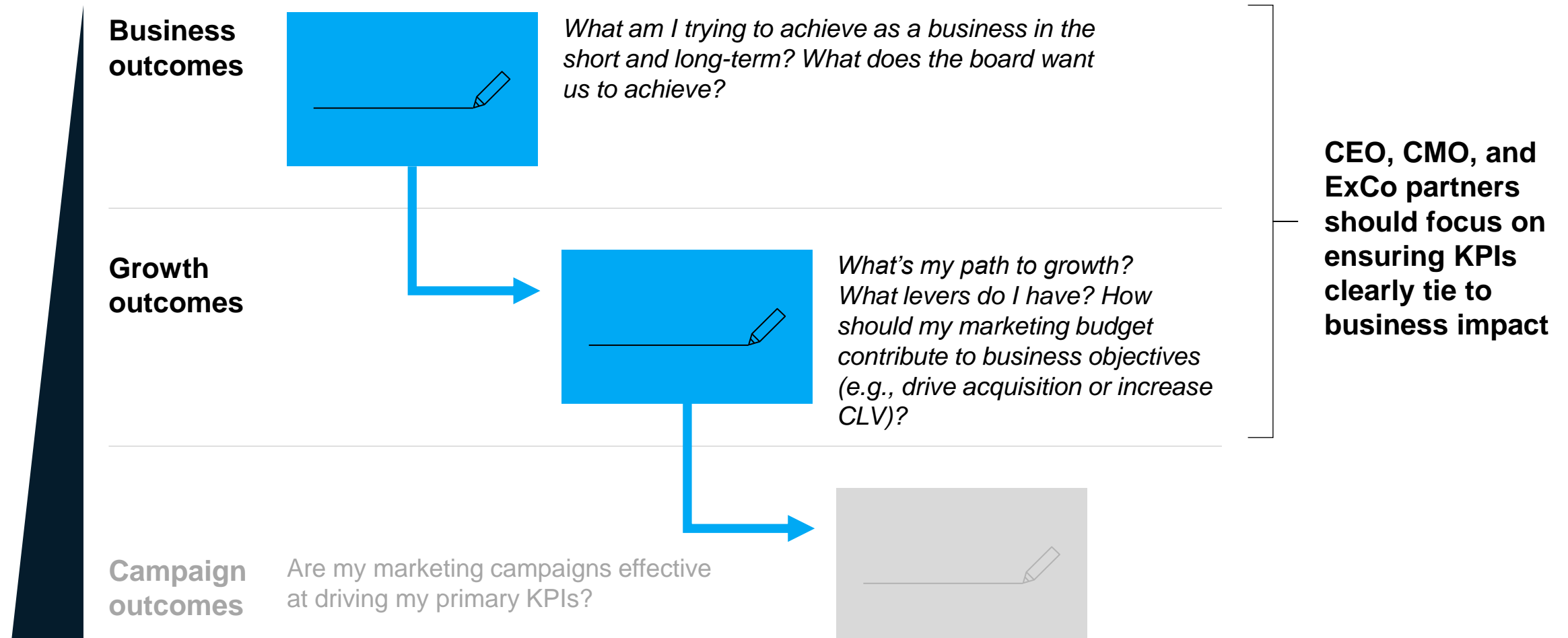


Key KPIs reflect the strength of the business and customer satisfaction with the product or service and drive business outcomes (e.g., acquisition, churn, revenue, and growth across all of these). One reason CMOs historically have had short tenures is because they focus on the wrong metrics, and CEOs find them to be working on the 'fluff.' CMOs should align with their CEOs on which KPIs they will deliver against, and which ones are lagging indicators of true brand health.

— Former CMO and Head of Business Unit of Fortune-20 Telecom Company

# 3a: Exercise - build the KPI ladder together with the CEO, CMO, and other key ExCo partners to ensure link to business impact

CMOs, together with other key ExCo partners (e.g., CFO, Chief Sales Officer, BU Presidents), build the KPI ladder using the guiding questions below



## 3b. Ensure alignment on ROI and a single source of truth dashboard for outcomes among CEO, CMO, CFO, and other key ExCo partners

Effective marketing measurement is often rooted in a strong collaboration with other ExCo partners (e.g., finance, sales, BUs)

- 📊 **Metric Selection** Gaining valuable perspective from finance regarding metric selection
- 🔧 **Methodology Alignment** Aligning on calculation methodologies
- 🎯 **Performance Target Input** Incorporating input from finance and other ExCo partners when setting performance targets
- 📅 **Budget-design collaboration** Co-designing the budget allocation process, including guidelines for in-year reallocation
- 🔍 **Ongoing impact testing** Engaging together in continuous testing to assess the business impact (e.g., impact of 1pt of awareness on long-term MROI)
- 🏠 **Collaborative culture** Cultivating a culture of collaboration with marketing – as opposed to that of an auditor

*Marketing functions often need to collaborate with a range of stakeholders to provide robust measurement including finance, sales, digital*

“ ”

**The CMO's best friend is the CFO** - the CFO needs to understand how marketing is driving value. I dedicate time with my CFO to educate him on how we do measurement, such as CPA and CLV.

– **Lori Dillon**  
*CMO at Citizens Bank*



# Case study

“I don’t think people spend enough time to align [on the right metrics]. I am proactive about sharing what we are doing and how we are driving ROI. I think that is very important to building trust and credibility and showing how marketing can generate results”

- Chris Brandt  
CMO at Chipotle

## Situation

- When Brian Niccol was named Chipotle’s CEO in 2018, he was one of the rare CEOs with a marketing background. One of his first priorities was improving the clarity, efficiency, and accountability of marketing spend.
- Niccol hired a former colleague, Chris Brandt, as CMO, specifically citing his ability to innovate and use marketing to grow transactions and sales.
- In addition to improving Chipotle’s branding, it was critical that Brandt improved marketing measurement to truly transform marketing from a cost center with unclear impact to a core growth lever accountable for driving the top line.
- Brandt worked closely with the finance function to identify the right metrics that would measure business impact and aligned on how to calculate them. Armed with new KPIs tying marketing investment to revenue, Brandt clearly and consistently communicated marketing’s impact to the C-suite.

## Impact

- Today, he believes the entire C-Suite not only trusts that marketing creates growth but is also able to quantify—and hold him accountable for—the full extent of marketing’s contribution. The efforts have paid off.
- By repositioning the marketing function as a credible and effective growth partner, Brandt was able to help Chipotle accelerate year-over-year top-line growth by **three pp** in the 2019–2022 period versus the prior three years.

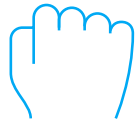
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How to unlock additional growth through marketing

**How CEOs and CMOs can partner to activate marketing-led growth today**

# How CEOs and CMOs can partner to activate marketing-led growth today



**Growth is hard, it requires making bold choices and rewards CEOs who commit**



**Forgotten or under-estimated, the key to growth has been hiding in plain sight - marketing**



**Like growth leaders, your organization can reposition marketing as the core of its growth engine to capture the full potential of marketing-led growth**

## Immediate next steps

- 1.** Clearly define a C-level growth role with marketing at its center
- 2.** Engage to discuss the business's growth strategy and build the CEO's conviction in marketing's role within it
- 3.** Jointly define a clear cascade of business outcomes into marketing KPIs to ensure the strategy directly impacts the bottom line

# The author team



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# Appendix

# We collaborated and pressure tested our findings with the ANA and CMO Advisory Council

## ANA Leadership



**Nick Primola**  
EVP



**Ann Baird**  
SVP

## CMO Advisory Council



**Norm DeGreve**  
Chief Marketing Officer



**Lisa Becket**  
EVP of Global Marketing



**Peggy Fang Roe**  
EVP and Chief Customer Officer



**Sumit Virmani**  
EVP and Global Chief Marketing Officer



**Ryan Verschoor**  
Global VP of Marketing Culture and Capabilities



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