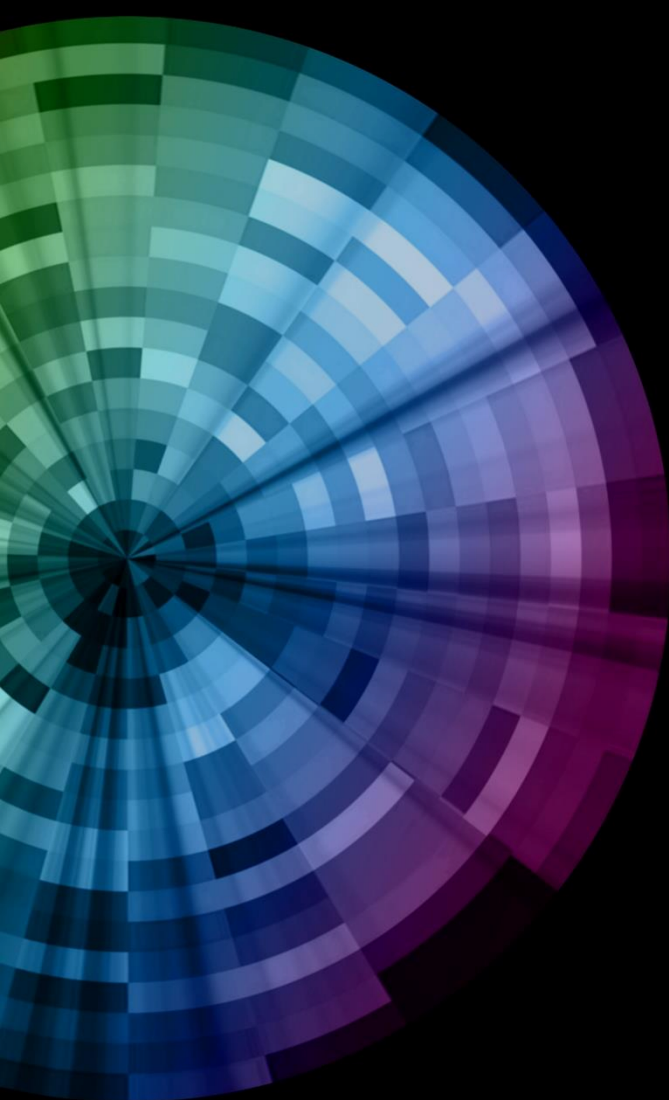


Insights and cutting-edge
resources for the rapidly
evolving role of the CMO

The UK CMO Programme



Chief Marketing Officers (CMOs) hold one of the most innovative and challenging roles in business today. Those who excel can operate at the highest level to drive growth and create value for their organisations in the short and long term.

The client experiences of Deloitte's CMO Programme help CMOs and senior marketing leaders stand out in their organisation and industry, produce impactful results, and influence the next generation of business leaders.

The role of the CMO has drastically changed over the years and is now tougher than ever before. The role is interesting, nuanced and vital to the organisations' success. But no matter how much the CMO role has changed, a few things remain the same:

- Know what your brand stands for – and what it doesn't
- Be able to say no to things that aren't right for the brand
- Champion the human and emotional experience of your customers

Many will say that the key to the CMO role today is about data, but that is only half the equation.

*Data is the language of business.
Story is the language of humans.*

The best CMOs bring story and data together in a powerful way.

The Four Roles of the CMO

As fast-evolving technology and consumer behaviors collide, the CMO role has evolved substantially, increasing the CMO's visibility and potential for leadership and influence.

Though as CMOs actively work to position themselves as enterprise-wide strategic leaders, they are often overwhelmed with legacy tasks, such as tactical campaign management. Half of interviewees in our [Redefining the Modern CMO study](#) said having an enterprise-wide mind-set was the most important factor in a CMO's success—but simultaneously, only six percent of CMOs said they were actively working on growing revenue across the business. So, what can a CMO do to assert themselves as the high-impact leader the organization craves?

Customer, Confidence, and Collaboration: A path to enterprise-wide influence on leadership

Our research tells us that the CMO's C-suite peers routinely recognise their customer expertise. But CMOs don't always fully understand how influential those insights are to the entire organisation. By confidently bringing their unique expertise to the strategic table, CMOs can open new doors to collaborating across the C-suite. In doing so, they can transform every facet of the enterprise—from strategic planning to talent management to innovation—into a customer-centric endeavor. That means confidently leveraging their expertise in four key roles: Growth Driver, Innovation Catalyst, Brand Storyteller and Capability Builder.

Growth Driver

Play a leading role in creating and managing a plan to achieve sustainable, profitable growth, driving the organisation to customer centricity.

Capability Builder

Develop robust marketing capabilities (e.g., technology fluency, digital expertise, customer data and insights, data analytics) to help the organisation compete in the future.

Innovation Catalyst

Create breakthrough customer offerings and advance experiences through innovative design, partnerships, experimentation, and customer focus.

Brand Storyteller

Act as both architect and steward of the brand by creating and telling brand stories and experiences and inviting customers to participate in the narrative.



CMO Offerings

Enabling CMOs to reach their highest potential

The CMO Programme supports CMOs as they navigate the complexities of the role, anticipate upcoming market trends, and respond to challenges with agile marketing. It was developed to offer CMOs a trusted, valued, and comprehensive resource for personal career development and success as the CMO role evolves and expands.

Inform

Develop research and key insights that support the evolving needs of CMOs and senior marketing executives:



CMO Insights. Annual research comparing the thoughts, behaviours and actions of CMOs and Senior Marketing Leaders, helping drive personal and professional growth.



The CMO Balancing Act. Research providing a practical framework for thriving in this complex landscape, navigating the tension between short-term wins and long-term vision.



The CMO Survey. A quarterly survey on CMO priorities and plans enabling marketers to compare staffing, budgeting, and investment areas and identify potential trends.



Wall Street Journal CMO Today. Daily content published by Deloitte in the CMO Today section on a variety of marketing-specific topics, research trends, and relevant news



CMO.deloitte.com. Collection of the latest thinking on marketing leadership and the industry, tailored to the CMO

Advance

Create experiences designed to support and elevate executives throughout their careers



Next Generation CMO Academy. Intensive, interactive experience that prepares aspiring CMOs to step into a C-suite role through personalised leadership development.



CMO Transition Labs. Confidential, individualised experience for marketing executives to develop an actionable plan around their work, their team and the relationships key to securing their legacy.



CMO Retreat. Over three transformational days you'll collaborate with world-class experts and like-minded CMOs to craft your personal and brand legacy.



Deloitte Academy Board Programme. The academy that prepares you for boardroom and leadership success.



CMO Impact Clinic. A half or full-day workshop creating a blueprint for personal and organisational success.

Connect

Convene and engage with CMOs through industry conferences and events.



Forums & events. Attending, sponsoring and presenting original content and insights at premiere industry conferences and in CMO-focused forums and private groups.



Industry thought leaders. Collaborating with industry publications and academic research organisations for studies, surveys, and insightful articles on CMO-relevant topics.



CMO Podcast. Respected CMOs engage in insightful conversations with host Jim Stengel about their path to the C-suite, leading with purpose, and marketing for the world's most recognisable brands (Deloitte is the exclusive sponsor).



CMO Alumni network & events. Following participation in our Next Generation CMO Programme, you will join our CMO Alumni Network to support growing connections and provide a peer-to-peer network for sharing experiences.



Marketing Breakfast Club. An exclusive club of marketing leaders meeting quarterly for 'behind closed doors' conversations about the biggest challenges in marketing right now.

Inform

CMO Insights

How to become and be a successful CMO

What defines CMO success? Our Deloitte research offers unique insights into the minds of Chief Marketing Officers (CMOs) and Senior Marketing Leaders (SMLs) on their way to the top role, exploring their experiences, behaviours, and evolving priorities. By comparing those at the top with those on the rise, we uncover the keys to becoming and thriving as a CMO in today's dynamic environment.

Our goal is to empower marketing leaders to reach their full potential and drive success for their organisations and the industry. CMO Insights are just one way we aim to do this.

- **Leading your board:** insight on topics including how marketing partners across the organisation, the most pressing issues and useful skills and budgeting.
- **Leading colleagues and teams:** insights on how to manage the changing role, how AI is evolving marketing and perspectives on talent, capabilities, performance and top priorities.
- **Leading yourself:** insight on hopes and fears and how to manage work/life balance, marketing trends and communication.

[Read more](#)

The CMO Balancing Act

Balancing short-term wins with long-term vision

The modern CMO faces a constant paradox: deliver immediate results while building enduring brand equity. Drive short-term ROI while laying the foundation for sustainable growth. It's a high-wire act, demanding both agility and strategic foresight.

Deloitte Digital's latest report, 'The CMO Balancing Act' provides a practical framework for thriving in this complex landscape. We've leveraged our proprietary AI capability, NavigAite™, and the expertise of leading CMOs to deliver actionable insights and proven strategies.

- **Rewire Your Marketing Operations:** Move beyond outdated processes and embrace a lean, agile approach. Build centres of excellence, optimise agency partnerships, and leverage GenAI for workforce transformation. Unlock efficiency and fuel innovation.
- **Master the MarTech Maze:** Navigate the ever-expanding technology landscape with confidence. Make strategic investments that align with your business goals and maximise your ROI. Break down silos and foster cross-functional collaboration to unlock the full potential of your tech stack.
- **Build True Customer Loyalty:** Flip the script on traditional loyalty programs and create enduring customer relationships. Demonstrate your loyalty to customers through obsessive understanding, executional excellence, and consistent value delivery.
- **Win the Content Battle:** Cut through the clutter and create content that resonates. Master data-driven decision-making, experiment with new formats, and embrace GenAI to amplify your content's impact. Deliver personalized experiences that drive engagement and conversion.
- **Become a Future-Fit Leader:** Develop the essential skills and leadership qualities to thrive in the ever-evolving marketing landscape. Embrace adaptability, cultivate technology fluency, and champion a creative renaissance. Lead with confidence and inspire your team to achieve extraordinary results.

[Read more](#)



Inform

CMO Today

Our exclusive sponsorship

Deloitte is the sole sponsor of the Wall Street Journal's business journal CMO Today, which includes exclusive content prepared and populated each weekday morning with timely articles by Deloitte.

Deloitte articles feature interviews with senior executives, many of whom represent Fortune 500 companies, on topics important to CMOs through credible, journalistic-style storytelling.

Note: The Wall Street Journal news department is not involved in the creation of Deloitte content.

For more information

To view Deloitte content in the CMO Journal and obtain a complementary WSJ subscription:

[Read more](#)

The CMO Survey

Our informed perspective

Deloitte supports The CMO Survey - conducted biannually since 2008 by Duke University's Fuqua School of Business marketing professor Christine Moorman—as a measure of how marketing leaders are navigating this brave new world.

The survey reports on their priorities and plans enabling marketers to compare staffing, budgeting and investment areas, and identify potential trends. Topics covered include:

- Macroeconomic forecasts
- Customers and channels
- Marketing budgets
- Marketing leadership
- The use of AI in marketing
- Marketing jobs
- Marketing performance

[Read more](#)

CMO.deloitte.com

Our digital hub

An array of Deloitte-produced content exclusively designed for CMOs and senior marketing leaders to keep them ahead of market changes and industry news.

Recent topics

- Evolving brand values: Messaging for today's consumer
- CMO succession planning process
- Elevating the human experience
- Transforming your business's marketing technology
- Finding tomorrow's CMO

[Read more](#)

Advance

Next Generation CMO Programme

About the Programme

Deloitte's Next Generation CMO Programme offers aspiring CMOs a unique experience focused on professional development and growth. This immersive programme is intended to embolden marketing executives as they prepare to assume future leadership roles.

Prepare future marketing executives

Attendees are nominated by their organisation's CMO with the goal of developing leadership potential in a diverse cohort of rising marketing professionals. The Programme provides a highly experiential curriculum led by master facilitators, renowned C-suite executives, industry experts and senior Deloitte practitioners.

Build new relationships and skills for success

The Programme experience is framed around three pillars of CMO success: leading your board, leading your teams and leading yourself. Delivered over the course of three days, the Programme curriculum is both intense and thorough, providing executives with an opportunity for preparation, self-reflection, and hands-on planning related to key aspects of the CMO role.

The Programme offers a tailored leadership development experience through a unique and proven combination of keynote speakers, small group learning and breakouts. Regardless of the focus of your role, the Programme is an opportunity to step away from your day-to-day responsibilities and invest in your own leadership and professional development.

Most importantly, the Programme provides participants with an opportunity to build meaningful relationships with marketing peers from a wide variety of experiences, remits, industries and geographies.

[Read more](#)

What participants walk away with after the Programme:

- Perspective on skills required of a 21st-century CMO
- 360-degree assessment of their leadership style
- Tools to be resilient
- Strategies to collaborate across the organisation
- Understanding of personal leadership strengths and development opportunities

Our past participants say ...

"A phenomenal event. The best development event I have attended for many a year, with amazing inspiration from all of my peers on the programme."

"I have seen very few programmes, at business schools or at corporates, that provide so much value in as short space of time."

"Expertly run, high calibre of speakers, invaluable networking opportunity."

"The opportunity for learning and networking with marketing leaders and peers was invaluable. It was inspiring for my day-to-day and helped catapult my career."

Advance

CMO Transition Lab™

A moment that matters

The world in which CMOs operate is changing. There is mounting pressure on marketing, customer and sales executives to grow market share, build customer loyalty and support the overall health of the business. As a marketing, customer or sales executive, how do you respond in the face of any major change? You prepare. You get creative.

At Deloitte, our mission is to help executives thrive and accelerate in times of change. So, we've designed an experience that brings together what might take months of planning and research into one intense, productive and confidential day.

The CMO Transition Lab prepares marketing leaders for the full range of roles they will need to play.

Map the next six months of your journey—in one day

Our CMO Transition Lab is a one-day, in-person or virtual experience based on our extensive research and experience to help CMOs and other marketing executives thrive in times of change. The agenda focuses on the three most important resources CMOs should manage during times of significant change: personal and organisational time management, talent in the marketing organisation, and critical stakeholder relationships.

The Labs help CMOs as they create a tangible 180-day work plan with four work streams:

- 1 Define and communicate priorities
- 2 Assess and develop a talent strategy
- 3 Understand and influence specific stakeholders
- 4 Frame concrete actions to achieve priorities

[Read more](#)

In the Lab, participants can explore:

- **Aspirations and legacy:** To leave your mark, you first need to identify your goal. It starts with aligning where you want to go with where the organisation needs to be.
- **Talent and skills:** When it comes to talent, you have to place the right people in the right seats. Figuring out who will advance your priorities is critical and needs to occur in an unbiased environment.
- **Strategies and priorities:** As a CMO, there are endless demands on your time. The Deloitte CMO Transition Lab will help you work through four key areas that impact your success.
- **Influencers and stakeholders:** Actively managing your stakeholders will be key to accomplishing your priorities and ultimately your long-term goals. You'll identify your key stakeholders and develop a plan to connect and tackle the challenges you'll face with them.
- **180-day plan:** Create action plans with specific milestones.

Advance

CMO Retreat

A time to reflect

Over three transformational days in an exclusive resort, you'll collaborate with world-class experts and like-minded CMOs to craft your personal and brand Legacy, grounded in confidence and built to thrive in any storm. Here's what you can expect:

- **Craft your legacy:** Walk away with a crystal-clear plan to craft your brand's legacy - aligned with your personal purpose and brand vision - and bring it to life with a 100-Day Implementation Plan
- **Unshakable confidence in challenging times:** Learn how to turn resistance into strength using the PEAK Blueprint (Purpose, Embrace, Audience, Key Results), helping you leverage uncertainty as the launchpad for your next breakthrough.
- **Inspiration and support:** Work shoulder-to-shoulder with inspiring experts and Deloitte visionaries, all dedicated to helping you turn your ideas into real-world impact.

Deloitte Academy Board Programme

Promoting Excellence in the Boardroom

The Deloitte Academy has been designed to support and guide you in your board or executive role. To provide a platform to understand and debate key board issues ranging from talent to digital, governance to remuneration and the many other board challenges and opportunities.

- **Business Centre:** Access to the Deloitte Academy business centre; including meeting rooms, phonebooths and work desks.
- **Insights:** Access to the latest insights to inform your thinking and decision making.
- **Briefings and webinars:** A comprehensive and wide-ranging programme for board members and business leaders.
- **Networking and discussion:** Discuss and debate with your peer group.

[Read more](#)

CMO Impact Clinic

Our 121, focused plan for success

A half or full-day workshop creating a blueprint for personal and organisational success. The CMO Clinic is an opportunity to reflect on your personal and professional challenges, helping you articulate the plans you need to put in place to achieve success, focusing on your time, team, capabilities, stakeholders and activities.

Clinic agenda

- Role of the CMO & marketing trends
- Vision & Strategy
- Capabilities for success
- Time for growth
- Talent to lead
- Relationships to grow
- 100 day plan & key initiatives



Connect

Industry thought leaders

Deloitte collaborates with industry publications and academic research organisations for studies, surveys and insightful content on CMO-relevant topics.

We also publish a range of reports and opinions from our marketing and business experts across Deloitte on topical issues, helping advance the thinking of CMOs and their teams.

Our industry teams also produce bespoke research on topics impacting industries ranging from consumer trends and sustainability to economic updates and human capital trends.

[Read more](#)

CMO Podcast

Not your typical marketing podcast

Deloitte is the exclusive sponsor of [The CMO Podcast](#) with Jim Stengel—former CMO of one of the largest brands in the world (P&G) & now small company entrepreneur—as he sits down with the most dynamic leaders to uncover how their pivotal role as CMO can decide the fate of a brand.

- An intimate discussion between two CMOs about this role.
- A unique look into the thoughts and motivations of the CMO.
- Revealing discussions delving into mindset of each guest.
- Personal accounts of failure and success on the job.

[Read more](#)

Forums & events

Deloitte attends, sponsors and presents original content and insights at premiere industry conferences and CMO-focused forums and private groups. Some of the organisations with which Deloitte engages are:

- **The Marketing Society.** Deloitte leaders are members of The Marketing Society, bringing together over 3000 of the best and brightest from marketing.
- **Cannes Lions International Festival of Creativity.** Deloitte activates various sponsorships and collaborations at the Cannes Lions International Festival of Creativity, which brings the world's biggest brands and most creative people together to learn, network and celebrate the power and effectiveness of creativity
- **World 50.** Deloitte leaders are members World 50's private consortium of C-level executives, which provides a private, trusted, peer forum to share ideas, solutions, and leading practices
- **Sporting partnerships:** Deloitte is privileged to sponsor and partner with a number of leading sports bodies across the UK and globally, such being the Digital Transformation Partner for the LTA and Worldwide Olympic and Paralympic Partner, as well as having partnerships with Team GB and ParalympicsGB. We host events in collaboration with partners like these, bringing the power of sport to business leaders.



Connect

Marketing Breakfast Club

The Deloitte Marketing Breakfast Club is an exclusive club designed for marketing leaders in the UK. It puts a focus on creating 'behind closed doors' conversations about some of the biggest challenges in marketing right now.

Priority breakfast event registration: our breakfast meet ups are kept intimate by design, as a result they book up fast. As a member of the club, you will get priority access to the regular breakfast sessions that are hosted.

Regular Deloitte business, industry & marketing insight: the club will give you free access to proprietary global and local research from Deloitte, before it enters into the public domain. Research published on business, industry and marketing trends at your fingertips.

A senior community to network with: the exclusive nature of the Marketing Breakfast Club means that we host leaders and innovators across the business and marketing industry. We operate several channels to give our members the opportunity to connect and network with each other.

Access to Deloitte's wider CMO activity: Deloitte runs multiple programmes geared towards role enablement and training for marketing leaders. As part of the Marketing Breakfast Club, you will get bespoke access to global and local programmes.

[Read more](#)

CMO Alumni network & events

We have an active alumni network of professionals who have graduated from the Next Generation CMO Programme, members of the Marketing Breakfast Club, alumni of Deloitte now working in marketing roles and other friends working in the marketing industry.

We regularly organise events to bring this community together, outside of the other initiatives. These events are designed to support growing connections and provide a peer-to-peer network for learning about topical issues and sharing experiences. For example:

- **Spring meet-up:** we host an annual event in Spring bringing together speakers from across Deloitte, CMO clients and the wider industry. Previous events have focused on marketing trends, CMO leadership and behavioural science.



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For more information about Deloitte's CMO Programme, visit cmo.deloitte.com or [click here to connect](#) with The CMO Programme team

Deloitte.

Deloitte's CMO Programme provides a portfolio of offerings to help CMOs navigate the complexities of the role, tackle their most compelling challenges, and adapt to strategic shifts in the market. For a glimpse of the participant experience, please visit cmo.deloitte.com

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