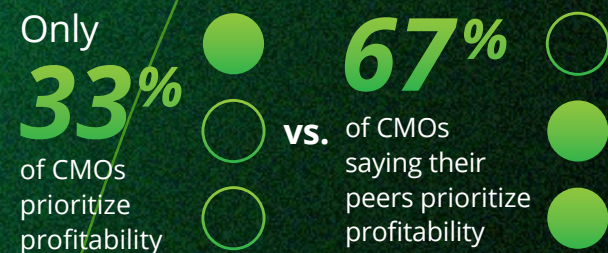


BUILD C-SUITE TRUST BY BRIDGING BRAND AND BALANCE SHEET

WHAT WE'VE HEARD

CMOs align with C-suite peers on most priorities—especially when it comes to growth and innovation.

But a significant gap remains in the importance of profitability—with CMOs reporting their peers are 2x more likely to focus on maximizing profit than they are.



OUR PERSPECTIVE

Current market conditions challenge CMOs to **spend more time talking about the practical value of the brand** in a way that demonstrates how brand investments drive financial growth.



Claudine Cheever
Vice President Global Brand & Marketing, Amazon

*"It is an investment to drive growth in the business, to drive growth in the brand. A lot of what we have to do as marketers is to **own the science, measurement, and the long-term commercial value.**"*

STRENGTHEN EFFICIENCY BY EVALUATING YOUR TECH STACK

WHAT WE'VE HEARD

AI is helping transform the customer landscape, with **up to half of marketing activities expected to be automated in three years.**

CMOs must prioritize investments in automated personalization, optimized targeting, and digital customer service tools.



OUR PERSPECTIVE

With budgets under pressure, CMOs could benefit from structured alignment with C-suite peers—**reviewing tech investments for brand impact, business fit, and measurable outcomes.**



Laura Jones
Chief Marketing Officer, Instacart

*"The question of **what does it mean to be creative and what breaks through** and actually **grabs people's attention** is going to be the next big question that we all have to figure out together."*

CHAMPION MARKETING'S VALUE BY INVESTING DOWN-FUNNEL

WHAT WE'VE HEARD

Defending increased investment in the customer has been a long-running challenge for marketers, **and will likely stay challenging until marketers can demonstrate its return.**

Identifying KPIs that confidently demonstrate marketing's impact may be an opportunity for CMOs.



OUR PERSPECTIVE

High-growth leaders are more likely to invest in activities that drive sales conversion and loyalty, shifting away from impressions to **innovate more meaningful and frictionless experiences.**



Gülen Bengi
Lead CMO, Mars; Chief Growth Officer, Mars Snacking

*"We are **moving from messaging to two-way engagement, asking our fans to co-create with us** so that we have a relationship and engagement that has no dead ends."*

ENERGIZE YOUR HYBRID WORKFORCE BY INVESTING IN PEOPLE

WHAT WE'VE HEARD

As CMOs take on broader roles in digital, commerce, and growth, they often have to reshape how their teams navigate workflows and approvals.

In keeping pace with this evolution, **62% of CMOs say their biggest talent challenge is finding the right external people**—3x more than upskilling or rehoming internal teams.

OUR PERSPECTIVE

Today's digital landscape empowers CMOs to streamline op models, **moving core tasks back in-house and offering internal teams more engaging, creative challenges** with more powerful tools.



William White
Senior Vice President & Chief Marketing Officer, Walmart US

*"Our marketing team has really transformed the last five years around how we reach customers in the modern age. **We want to make sure we have the expertise and developed people internally.**"*