

TAP INTO A GROWING APPETITE FOR RISK

WHAT WE'VE HEARD

Marketers' optimism about the economy is approaching pandemic-level lows. Still **many CFOs think now is a good time to take risks**—especially with a stronger focus on financing and cash management.



64% of CFOs believe the US economy will improve over the next 12 months

OUR PERSPECTIVE

Make it easier for your CFO to say “yes.” Frame your marketing moves in terms they already value—pricing, access, and mix—tightening your investment strategy around what you’ll test, **what good looks like, and how you’ll course-correct quickly.**

“I think as a global leader, you really need to have that empathy and understanding that things are different and you cannot just go in and say, this is how we’re going to do it.”

Denise Persson
Chief Marketing Officer, Snowflake



TREAT THE ‘FAMILIAR’ LIKE A CONTROL VARIABLE

WHAT WE'VE HEARD

Feeling increasing pressure from CEOs and CFOs to prove the value of marketing, the vast majority of marketers are **shifting to short-term wins**, with most focused on existing markets and existing products.

OUR PERSPECTIVE

Keep your core strategy, then **add speed and innovation with disciplined experimentation**: define “good” early, control the variables, and apply AI where it reduces cycle time so you can prove impact while evolving your market differentiation strategy.



“Every brand will get better at targeting, contextualization, and generating creative. To avoid a sea of sameness, marketers should focus on what creates emotional connection.”

Natasha Madan
Chief Marketing Officer, Intuit Credit Karma



47% of CMOs are returning to established strategies due to increased C-suite pressure

THE MAGIC IS PEOPLE, CRAFT, AND COLLABORATION

WHAT WE'VE HEARD

As leaders integrate AI across operations, marketers view talent as more critical to revenue growth than technology. But most say their **organizations aren’t hiring and training the needed skill sets fast enough.**

OUR PERSPECTIVE

The AI revolution is a “people change.” **Focus on upskilling current teams** so they can prompt and use the AI systems you’ve already adopted. In the long term, design new operating and governance models that hire for craft and promote collaborative yet disruptive thinkers.



~6X as many marketers cite “the right talent” over “the right technology” as the most important driver of revenue growth

“AI has gone from being a tool where you give work that you don’t want to do or work that is mundane to now thinking about it as a constant teammate and partner.”

Claudine Cheever
Chief Marketing Officer, Pinterest



ALIGN TOUCHPOINTS ACROSS THE FRONT OFFICE

WHAT WE'VE HEARD

Efficiency remains a huge focus across the C-suite in the year ahead. As marketing’s role is expanding, leaders are looking to find new ways to showcase core strengths, manage resources, and/or identify untapped growth.

OUR PERSPECTIVE

Go-to-market leaders have a **prime opportunity to align planning and strategy at a more enterprise level** while creating more frictionless customer pipelines. As a total *customer growth* team, marketing, sales, and service can work better together through shared, modernized data and technology systems.



“The profile of a growth leader remains consumer-obsessed, innovative, and curious. What’s changed is how we connect—with consumers, their passions, and our internal teams. By harnessing people, creativity, and technology, we co-create meaningful experiences and accelerate growth.”

Gülen Bengi
Lead Chief Marketing Officer, Mars & Global Chief Growth Officer, Mars Snacking



+32% increase in revenue growth being a core marketing responsibility