

A close-up photograph of two hands, one from a darker-skinned person and one from a lighter-skinned person, both holding a red torch. The background is dark with a large red curved shape and a grid of small white plus signs.

# Two-part Series: Reimagining B2B Marketing for the Boardroom—and the Future of the CMO Role

September 18, 2024

# CMO Conversations: Reimagining B2B Marketing to Meet Changing Executive, Market and Customer Expectations



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# Today's Discussion

- 1** **MARKETING REALITY:**  
Today's Business, Customers, Markets
- 2** **MARKETING VALUE:**  
Stakeholder Strategy and Expectations Alignment
- 3** **MARKETING IMPACT:**  
The Pillars of Marketing Transformation
- 4** **MARKETING CAREERS:**  
Advice to Get/Own a Seat at the Table

THE LEADERSHIP TEAM AGREED  
THAT MARKETING SHOULD  
HAVE A SEAT AT THE TABLE.



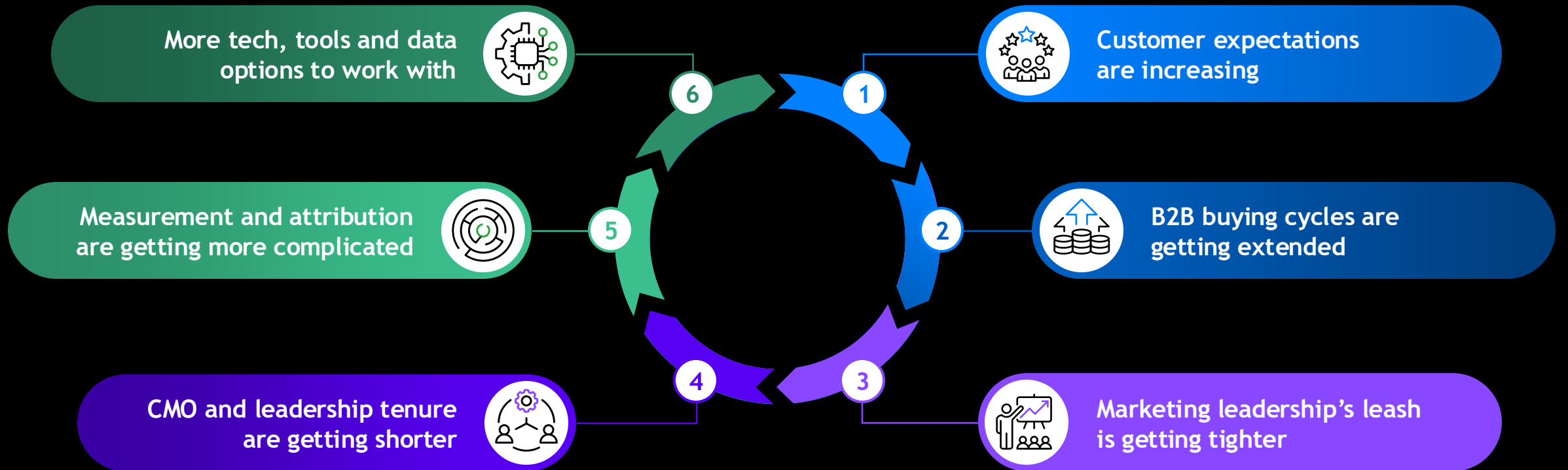
TOM  
FISH  
BURNE


## MARKETING REALITY:

# Today's Business, Markets, and Customers



# PERSPECTIVES: Today's Business Environment





**Buying is Real Work.  
Many Decisions Often With High  
Stakes in Dynamic Markets.**







## MARKETING'S VALUE:

Defining Marketing's Role and Metrics, Aligning Expectations with Executive Stakeholders



## B2B C-suite executives are increasingly unclear on how to define and measure the marketing organization's role and, subsequently, what makes a good CMO.

Only  
**17%**

of the C-suite have collaborated with CMOs in an average of 12 months. <sup>2</sup>

**3.1 to 10%**

The percentage of CMOs having their growth goals dictated by the CEO has increased by 222%. <sup>3</sup>

**15%**

Marketing budgets drop from 9.1% to 7.7% of overall company revenue. <sup>4</sup>

**55%**

of leaders still feel that marketing has an inflated view of its importance in cross-functional initiatives. <sup>5</sup>



# Marketing's Got a Marketing Problem

Only **54%** Of CMOs strongly agree that the value of marketing is understood by key decision-makers

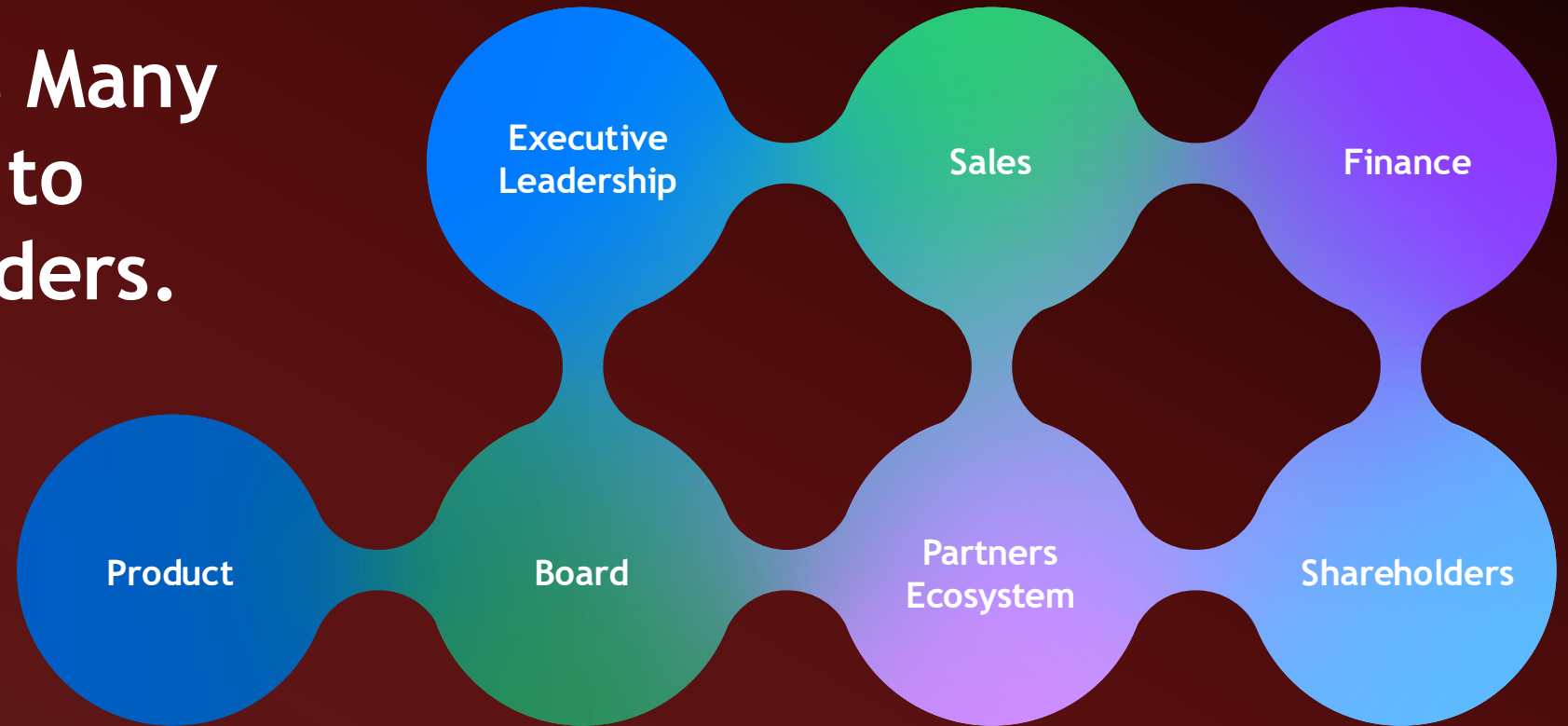


**Marketing does not get  
to decide if marketing  
is successful.**



# Marketing Means Many Different Things to Unique Stakeholders.

*Collaborate to Define,  
Check-in, Ask for Help*



**MARKETING IMPACT:**

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# The Pillars of Market and Marketing Transformation

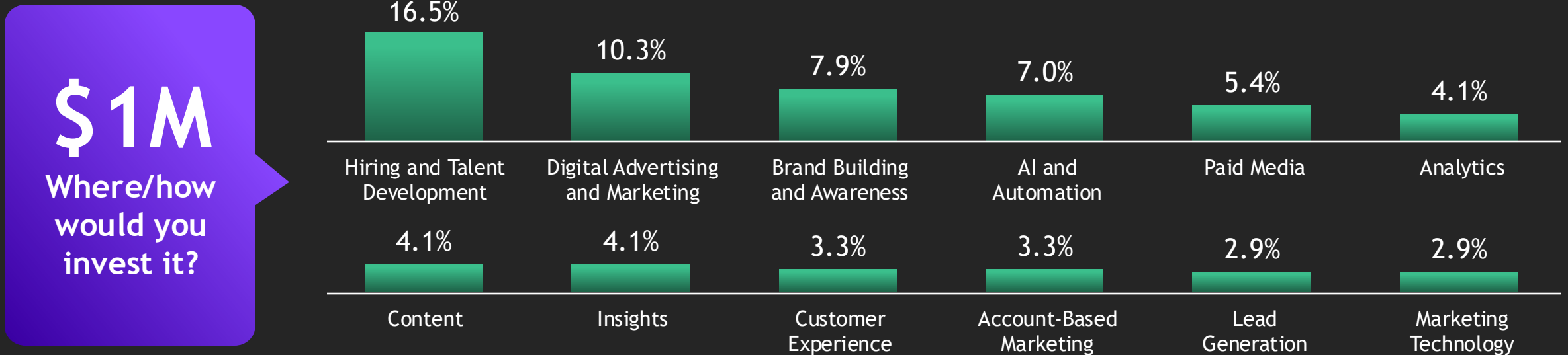


# If I had a \$1million to spend...

When presented with extra budget, marketing leaders overwhelmingly prioritize boosting and developing their workforce

The CMO Survey<sup>®</sup>

If you had an extra \$1M of budget given to the marketing organization to use any way you wanted, where/how would you invest it? (% of respondents using budget for activity)



Spring 2024

\*The remainder of investments were 2% or less the sample.

# Priority Focus: Pillars of Transformation



## Chief Market Officer Mindset

- Market dynamics
- Target customer



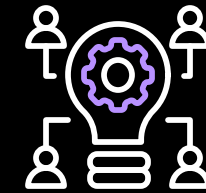
## Understand Pipeline Dynamics

- How business makes and loses money
- Growth levers



## Stakeholder Relationships

- Board, Exec team
- Finance, Operations
- Sales, Customer Success
- Product, Technology



## Marketing Operating Models

- Talent Roles and Gaps
- Focus & Investment areas
- Cost structures
- Metrics & Outcomes



**MARKETING CAREERS:**

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# Earning and Capitalizing on a Seat at the Table



October 2nd:

# The Playbook for Transforming the Business of Marketing



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Former CMO and  
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Telesto Strategy



Marketing as a Service

# THANK YOU



[ask@2X.marketing](mailto:ask@2X.marketing)



[www.2X.marketing](http://www.2X.marketing)

# Embrace Market & Expectations Shifts

Top of Funnel



Customer Lifecycle

Leads



Buyer Journey

Measurement



ROI & Outcomes

Thought Leadership



Market Disruption

Demand Center of Excellence



Digital Experience Team