

MASB Board Meeting & 2022 Spring Summit

Designing a Better CMO Role

April 7, 2022

Marketing Accountability Standards Board
of the Marketing Accountability Foundation



Our Interviewer: Stephen Diorio



- **Managing Director, The Revenue Enablement Institute**
- **Director, Forbes Marketing Accountability Initiative**
- **MASB Fellow**
- **Senior Fellow Customer Analytics Initiative, The Wharton School**
- **Master Degree, Marketing and Finance The University of Chicago - Booth School of Business**

Tenure dropped to lowest point in more than a decade

Average CMO tenure in 2020 dropped to 40 months, the lowest it has been since 2009. Median tenure fell to 25.5 months, the lowest on record. A somewhat surprising trend is that CEO tenure at the same companies in our *CMO Tenure Study* hit an all-time high in 2020, at 80 months. Most certainly, the pandemic fueled some of the decline in chief marketing officer tenure as executive teams across industries faced unprecedented change in the market. Of note, the median tenure drop was fueled largely by transitions of several notable, long-time marketing executives.

Source: Spencer Stuart: <https://www.spencerstuart.com/research-and-insight/cmo-tenure-study-progress-for-women-less-for-racial-diversity>, study is based on the analysis of the tenures of CMOs from 100 of the most-advertised U.S. brands as of Dec. 31, 2020.

Excerpt MASB 2018 Winter Summit Presentation

FINDING 5: MARKETING HAS BECOME A TEAM SPORT - CMOS MUST TAKE ON SIX ROLES TO EFFECTIVELY MEASURE, MANAGE AND GROW ENTERPRISE VALUE

SIX ROLES THE CMO PLAYS IN CREATING ENTERPRISE VALUE



Brand Steward



Voice of the Customer



Cross-Functional Orchestrator



Portfolio Manager

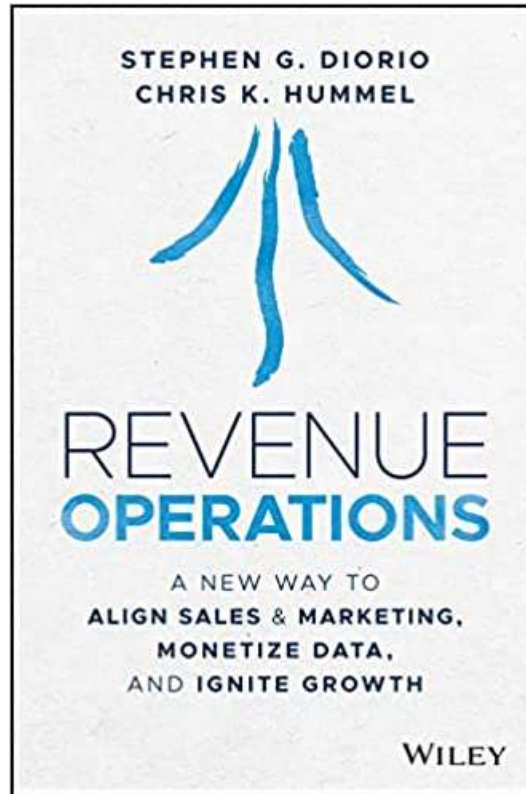


Director of the Digital Roadmap



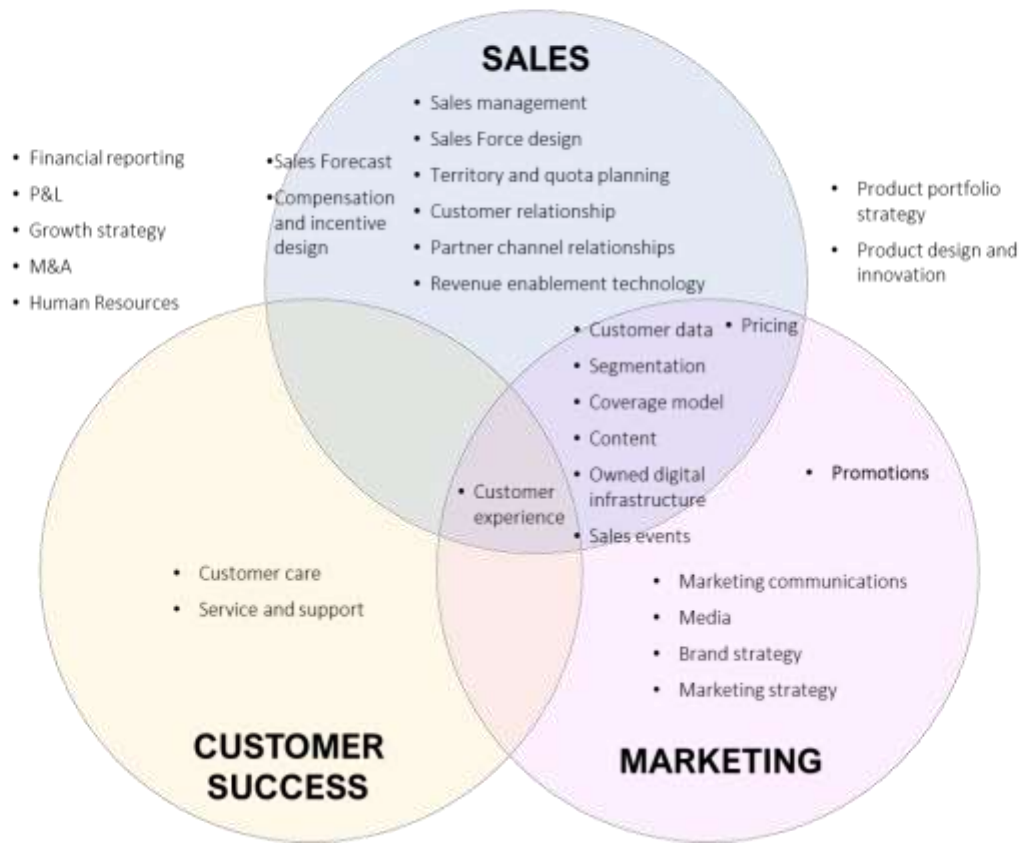
Innovation Megaphone

Stephen Diorio and Chris Hummel



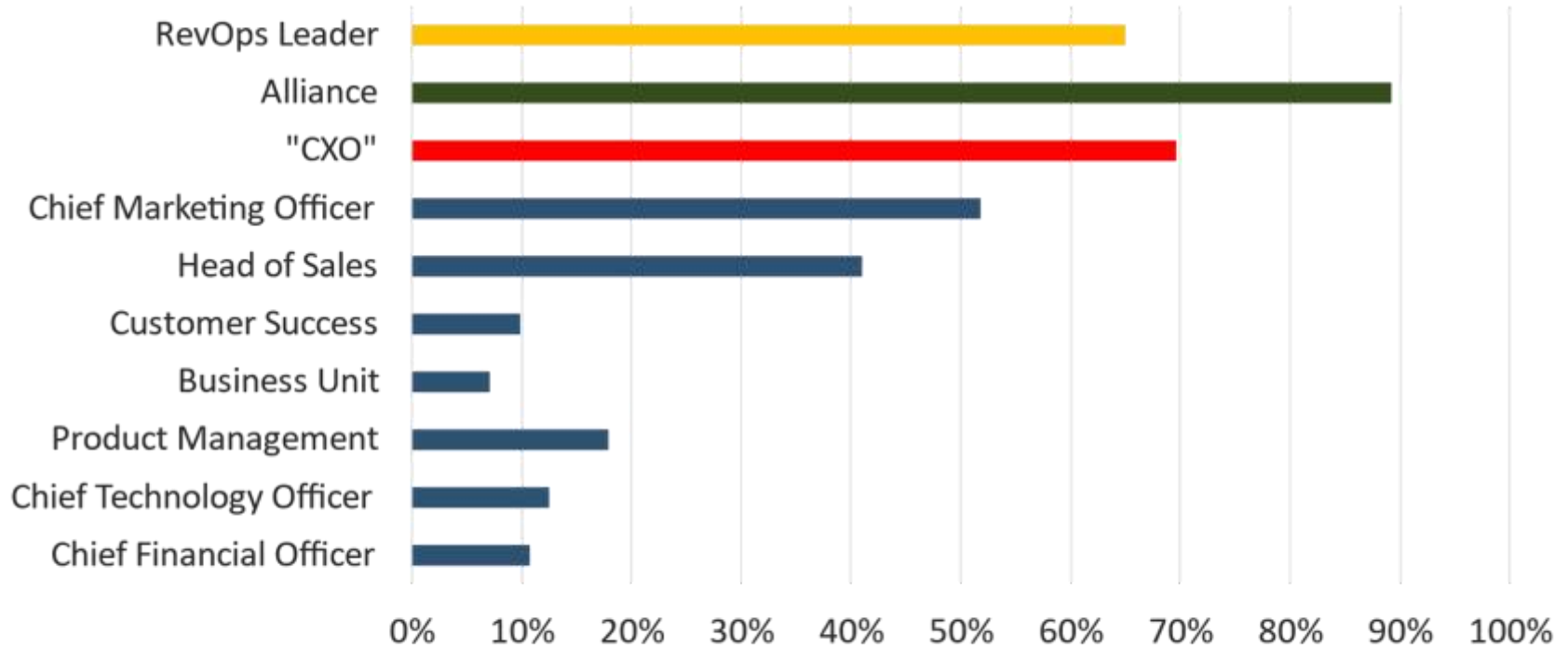
THE RELATIVE CONTROL OVER ENTERPRISE GROWTH DRIVERS

The Distribution of Growth Levers Across Executive Functions



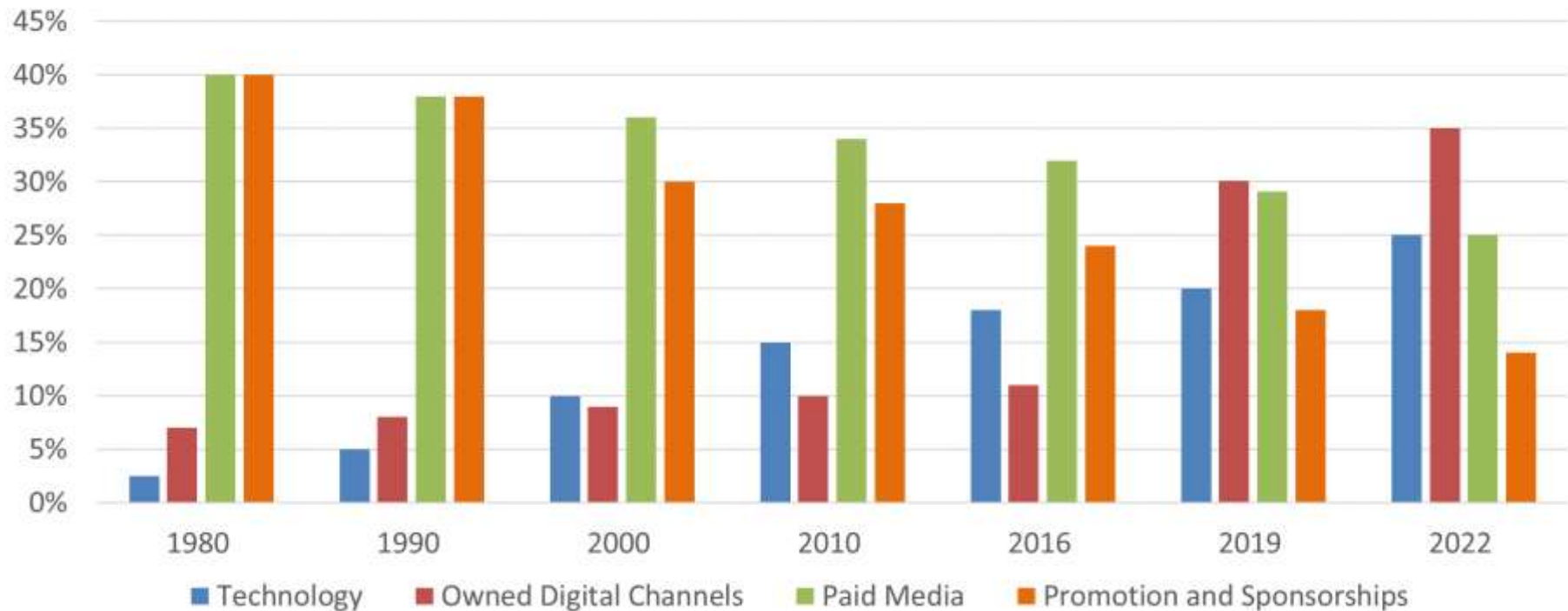
The Distribution of Growth Levers Across Executive Functions

The Percentage of Growth Levers Within Management Span of Control By Executive Function



The Percentage of Growth Levers Within Management Span of Control

THE EVOLUTION OF MARKETING BUDGET ALLOCATION (1980 TO 2022)



Kimberly Whitler



- **Frank M. Sands Sr. Associate Professor of Business Administration, UVA Darden School of Business**
- **20 Years in general management, strategy and marketing within the CPG and Retailing**
- **Former GM/CMO: Roles at P&G, PetSmart, David's Bridal**
- **Over 500 articles in HBR, Forbes, Sloan, CEO Magazine, etc.**
- **Worked with: Coca-Cola Co, McDonald's, P&G, Department of Defense, E&J Gallo**

Kimberly Whitler

“Top Strategy Business Book”

*Positioning for Advantage:
Techniques and Strategies to Grow Brand Value*



**Note: Preview slides from
upcoming article by Kimberly
Whitler removed as not yet
publicly released.**

Thank You!



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