

# MASB 2022 Fall Summit CMO Role Discussion

**Karen Ebben**  
Founder, Global Marketing Impact  
MASB Director

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# Our Panel



## Interviewer:

**Karen Ebben**  
former marketing director  
**General Motors**

## Panel:



**Sarah Colamarino**  
former Global Head of Brand  
**Johnson & Johnson**



**Ian Duncan**  
former Global Head of Brand  
**PwC**



**Susan Avarde**  
former Head of Global Brand  
**Citigroup**

## 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



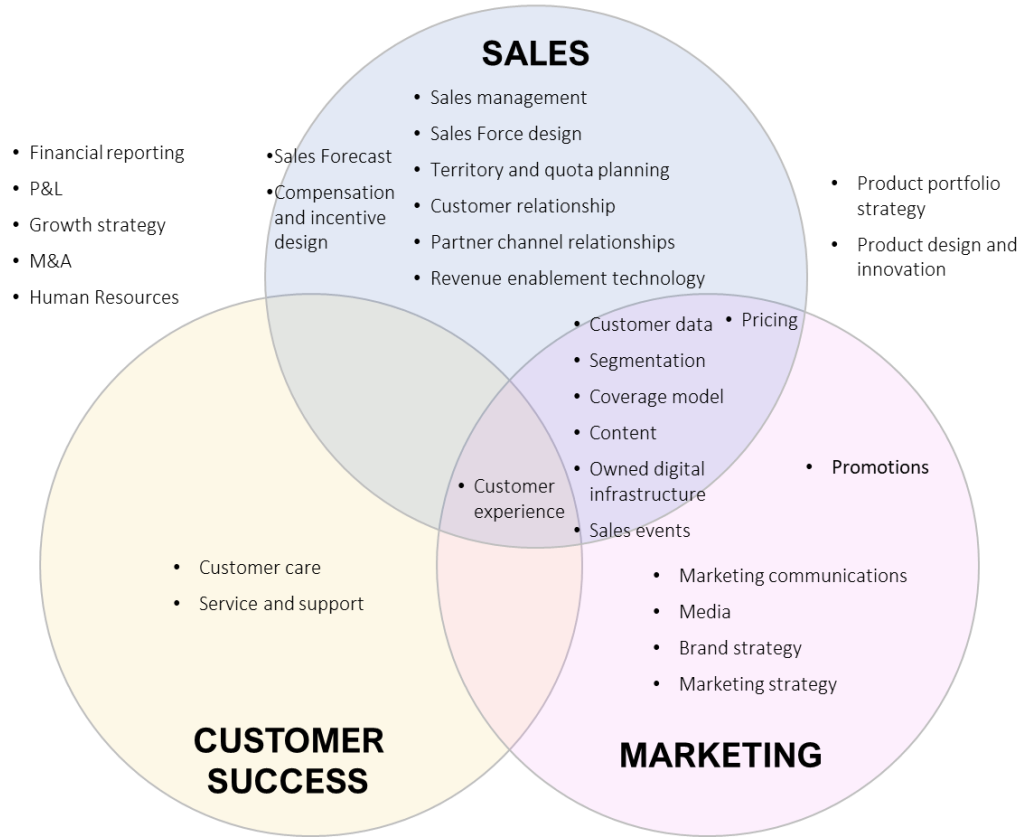
Director of the Digital Roadmap



Innovation Megaphone

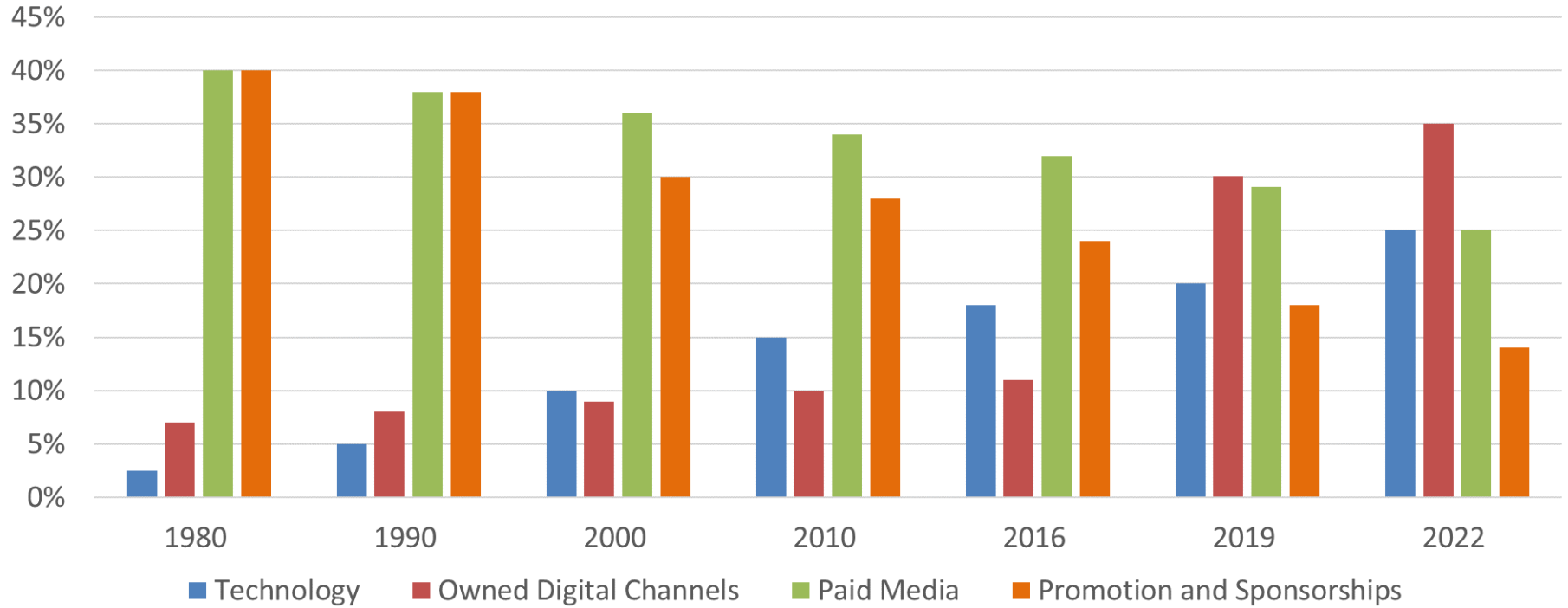
# THE RELATIVE CONTROL OVER ENTERPRISE GROWTH DRIVERS

## The Distribution of Growth Levers Across Executive Functions



Excerpt Diorio MASB  
2022 Spring Summit  
Presentation

# THE EVOLUTION OF MARKETING BUDGET ALLOCATION (1980 TO 2022)



Excerpt Diorio MASB  
2022 Spring Summit  
Presentation

# Thank You!

**MASB** Marketing Accountability Standards Board  
of the Marketing Accountability Foundation