



# Trailblazers of tomorrow: Unveiling the new CMO paradigm

December 2023

# Table of contents

Foreword by Deloitte	04
Foreword by CII	05
Executive summary	06
Forces shaping the inevitable forward momentum of CMOs	08
Conclusion	18
About CII	20
References	21
Connect with us	22

# Foreword by Deloitte



**Karishma Gupta**

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Gone are the days when marketing was seen as a cost centre, and the CMO as the steward of brand and promotional activities. As the world becomes more connected and customer behaviour undergoes tectonic shifts, the CMO of the future is poised to influence the trajectory of organisations as the marketing landscape is set to experience broader shifts.

This paper, jointly written by Deloitte and Confederation of Indian Industry (CII), discusses what the future holds for CMOs and how they can position themselves as strategic differentiators in the boardroom. In the present era of predictive analytics, AI, cookie-less advertising, and the ever-widening influence of social media, this paper seeks to unravel the mindset shifts and strategies that will empower CMOs to quickly adapt to these changes and shape the future of their respective organisations.

Adding value across all stages of the value chain, merging mar-tech and ad-tech stacks for maximum impact and adopting a business-to-human approach, will continue to be key enablers for marketing leaders to step up their influence within the C-suite.

The report identifies six emerging themes (gathered from our interactions with more than 75 senior marketing executives) that will be key for future-readiness of marketing organisations - from pushing brand as a key agenda in the boardroom to championing strategic sustainability practices

I hope the report inspires strategic thought and action, and greater collaboration, empowering you to create a world with endless possibilities and hope.

Happy reading!

# Foreword by CII



**Rajesh Ramakrishnan**

Chairman, CII National  
Committee on Marketing  
Leadership

I am pleased to present this report from the Confederation of Indian Industry (CII), in collaboration with Deloitte, on the evolving roles and responsibilities of the CMO. This high-impact report is based on inputs from CMOs and senior marketing functionaries representing leading national brands, as well as sample surveys conducted amongst the larger business fraternity. It showcases actionable findings on the transforming role of the CMOs and the broadening trajectory of the marketing function. Deloitte, along with CII, has extensively researched and consulted with key stakeholders while preparing this document.

With the launch of advanced technology, consumer behaviour and market dynamics continue to shift, sparking a significant transformation in the role of the CMO. These changes, coupled with major socioeconomic and geopolitical developments, have created new, uncharted waters that marketers need to navigate tactfully. In this context, and as the primary representative of the voice of the customer in business discussions, CMOs need to work closely with other C-level executives to formulate customer-centric strategies that help build a lasting, committed brand following. CMOs are also increasingly positioned to be the inter-functional growth leaders who build key business-wide relationships. We, therefore, also view the future CMO as a major catalyst for growth and an integrator of other business drivers. We are also at an exciting intersection of creativity and data-driven decision-making, where the modern CMO needs to balance both worlds to complement each other. It is against this background, that a careful and nuanced understanding of the role of the modern CMO is the need of the hour. This report aims to address this imperative.

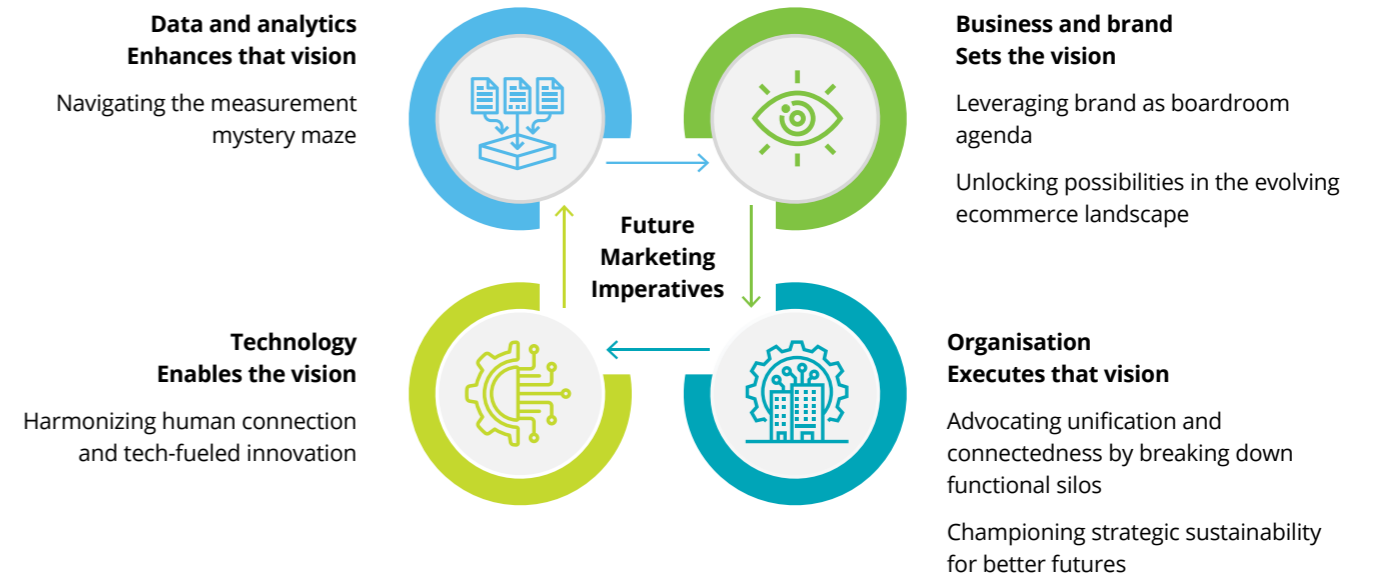
I must also mention that through the findings of this report, and a host of other targeted interventions organised under the mandate of the CII National Committee on Marketing Leadership, CII is working to positively mould and define the functional and business agenda of tomorrow. I would also like to take this opportunity to thank the CII National Committee on Marketing Leadership 2023-24, for their active participation and engagement and a special appreciation to Deloitte for their invaluable support in putting together this document.



# Executive summary

The world of marketing finds itself at the cross-roads of seismic societal and customer shifts. These shifts are accelerated by rapid technological adoption that recalibrate the toolkit that marketers use to connect with people. As the world grows more fragmented, the growing number of channels, touch-points, and tools help organisations get closer to their

customers, co-opting multi-disciplinary teams into the decision-making process. These factors lead to the emergence of six driving forces, reshaping the CMO's roles and responsibilities as they help orchestrate customer-centric organisations of the future.



- 1 Leveraging brand as a boardroom agenda:**  
Marketing leaders see the value in building memorable, resilient brands that can tide them over during crisis and build on price elasticity in the long term.
- 2 Navigating the measurement mystery maze:**  
Marketing is now speaking the language of ROI and measurements to inform and advise other C-suite peers regarding marketing efficacy, attributions, and power of investing in long-term brand building.
- 3 Harmonising human connection and tech-fueled innovation:**  
As tech innovations propel us into a digital-first world, personalised experiences become table stakes, with CMOs acknowledging that automation cannot be at the expense of human experiences and empathy.
- 4 Advocating unification and connectedness by breaking down functional silos:**  
CMOs are taking charge of enabling cross-functional synergies as they help orchestrate the vision of customer-centric organisations to fruition.
- 5 Unlocking possibilities in the evolving commerce landscape:**  
In the era of connectedness, the marketing organisation is experimenting with and innovating on various types of commerce that enable offering a seamless, immersive, and personalised experience across touch-points.
- 6 Championing strategic sustainability to build better futures:**  
Bridging the gap between sustainability goals and tangible outcomes, CMOs are customising brand and business narratives; they are going so far as to make sustainable product offerings affordable.

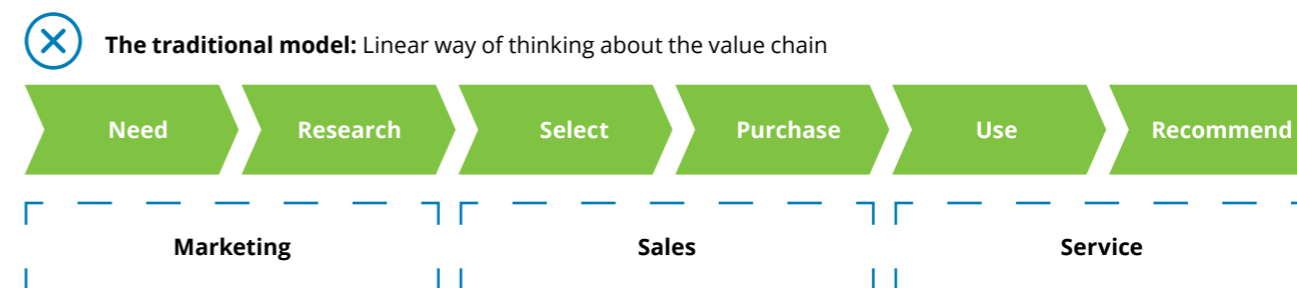


# Forces shaping the inevitable forward momentum of CMOs

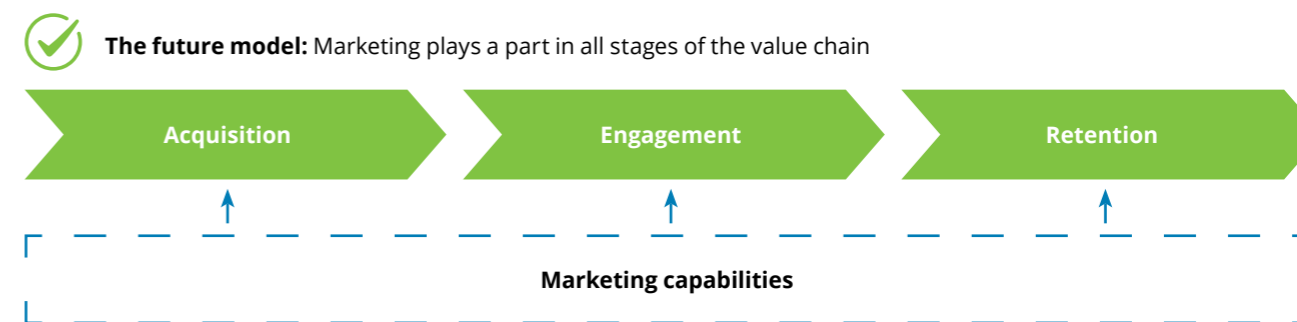
Latest technology and data capabilities have enabled marketing leaders to navigate and thrive through uncertain times, earning a seat in the boardroom even during the pandemic. Although the apparent squeeze on marketing spend is not a new trend, it signals a switch from the “era of more” to the “age of less”. About 75 percent of CMOs face increased pressure to “do more with less” to deliver profitable growth in 2023. Due to this, 86 percent said they must make significant changes to how the marketing function works to achieve sustainable results.<sup>1</sup>

CMOs now find themselves pivoting from a period of investment in digital growth capabilities to a time when they need to rationalise the returns made by these investments.

The decade-long transformation of the CMO function is well documented and well established in the minds of their C-suite peers – specifically how marketing has evolved to playing an integral role across each stage of the value chain (refer figure below).



Gone are the days when marketing owned the pre-sales, sales the input following a qualified lead, and service the post-sale



Source: Deloitte Research

As customer behaviour and preferences are changing, economic headwinds are intensifying, and technological innovations are propelling us towards a digital-first future, the role of CMOs in building and sustaining resilient brands, has become more critical. The stakes are higher than ever for the CMO to amplify their boardroom influence or risk a misalignment in expectations that could reduce the relevance of the marketing organisation.

With marketing now cutting across product, innovation, growth, digital office, and technology, the question arises “How must future marketing leaders function to amplify their current capacity as a strategic differentiator across industries?”

To glean fresh insights, we spoke with 75 marketing leaders from the most renowned organisations across the country. The macro themes emerged from these conversations are discussed below.

## Leveraging brand as a boardroom agenda

### Prioritise brand equity

Brands are no longer mere product identifiers. They have become much more than memory builders and now act as powerful assets that drive up shareholder revenue and even price elasticity. In an era where brand health is a leading indicator of business value, CMO is uniquely poised to orchestrate the overarching narrative, building emotional connections with stakeholders. It is time for the boardroom to broaden its focus beyond traditional business metrics and efficiency to invest in brand equity as a strategic imperative.

Nearly 61 percent of senior marketing executives believe that “seamlessly blending data-driven insights with creative storytelling to navigate today’s ever-evolving landscape” is the most important facet to their evolution as CMO.<sup>2</sup>

Looking for avenues and means to be innovative and creative (be it the style of storytelling or choice of medium or degree of immersive experience) should keep CMOs on their toes. This will help CMOs stay relevant in today’s age of drastically shortening attention and interest spans.

Investing in brand building helps us not only in short-term business support, but also in long-term demand pipeline creation. Long-term branding is important as a moat for any business.

– Shubhranshu Singh, CMO, CVBU at Tata Motors

### Brand as the strongest moat

About 75 percent of marketing leaders emphasize that brand and marketing are central and essential to business strategy in their respective organisations.<sup>2</sup> Brand is one of the biggest compounding assets in business. It is now the CMO’s responsibility to formulate unique and high-resonance brand assets to create a “mental moat” that shield organisations during economic resilience or marketing budgets being slashed. Consistent creation of effective advertising over time leads to the compounding effect that transforms brand assets into memory structures, with high organic recall. This in turn, drives greater pricing power and sustained market share growth. Meaningful difference is a stronger factor than saliency driving the pipeline for future sales. On an average, meaningful and different together account for 94 percent of pricing power, and salient just 6 percent.<sup>3</sup>

Instead of making disproportionately higher investment in lead generation or bottom of funnel marketing efforts, today’s CMOs aim to work with their C-suite peers to rethink what kinds of investments can create compounding effect.

### Redefine brand in line with evolving customer behaviour

Given emerging GenZ and Gen Alpha preferences, embedding purpose, customer benefit, and authenticity into the brand DNA is now as critical as embedding them into the organisational decision-making process. Being the default customer champion, the CMO can align brand values with those of priority customer cohorts, thus crafting a narrative that resonates with customers’ ideals. From social media engagement to immersive phygital experiences, CMOs can creatively use digital platforms to showcase the human (and fun) side of the brand, transforming the brand into a potent asset.

In fact, 42 percent of marketing leaders highlighted “interactive, immersive experiences at every touch-point” as a core interest area amongst emerging customer cohorts, that they would actively bet on.<sup>2</sup>

As customer expectations have skyrocketed amidst a polarised world, customers have the freedom to delve deeper into brands and experiences that hold their interests and “cancel” those that don’t. CMOs must get buy-in from the C-suite to ensure that brands are not being built exclusively via sales and distribution channels, but on the back of omnichannel experiences, cultures, niches, and action. Armed with dynamic, data-driven insights, they stand to reposition themselves as invaluable contributors to boardroom discussions, to decide if a brand will move at the speed of culture or become relegated to a “me-too” brand.

Consumers are now more aware and see through a brand whose purpose is superficial. A strong purposeful brand builds consumer love for the long term. For example, Nike’s Colin Kaepernick ad.

On women inclusion, there are instances such as McDonald’s opening an all-women crew joint and Tata Motors’ Pimpri plant having a workforce of 1,500 women who assemble 240 units every day.

– Deepika Bhan, President – Packed Foods, Tata Consumer Products

## Navigating the measurement mystery maze

### Accountability for marketing efficacy

As organisations become more data-savvy and stakeholders demand accountability, being able to demonstrate marketing efficacy is no longer a “nice to have”; it must happen in a qualified manner that the senior leadership believes in and backs. Yet surprisingly, fewer than two-thirds of global marketing professionals worldwide have high confidence in their ROI measurement across channels.<sup>4</sup>

Every marketing dollar spent is expected to yield measurable results and CMOs find themselves being accountable for measuring ROI across a multichannel, complex, and fragmented ecosystem with inadequate attribution mechanisms in place. To own a nuanced yet holistic understanding of how marketing affects the bottom line, CMOs are adopting advanced attribution models and reframing their success metrics.

Today, marketing has evolved to being a strategic partner aligned closely to the business goals of the organisation. The ROI conversation has shifted towards impact and growth vs. justifying a number. As long as marketing is accountable for the results and influence and can drive across its audiences, it will be seen as a significant contributor to the business.

– Anindita D Veluri, Marketing director, Adobe India

### Decoding the CMO–CFO relationship

There is a chasm between the CMO’s data (brand salience, advertisement impressions, and share of voice) and the data that the CFO is looking for (tangible financial impact and value created). While marketing organisations have been starry eyed about customer acquisition, the CMO of the future knows that retention metrics and customer lifetime value are more significant. These parameters represent the health and value of the customer base. Revenue-focused KPIs win with the modern marketer rather than erstwhile vanity metrics. The brand can no longer be perceived as a fuzzy asset delivering intangible value. CMOs are gearing up to help CFOs understand the criticality of the brand to delivering sustained financial impact

using data-driven decision-making, multichannel measurement, and advanced, real-time analytics. This showcases their ability to contribute strategically to overall business growth.

### Short-term vs long-term

Modern marketers find themselves in the middle of a heated debate “short-term marketing gains vs. long-term brand building-led growth.” CMOs are taking up the baton of educating and convincing board members that marketing effects work over a long time. Hence, it is necessary to balance budget allocation between brand building and activation efforts. Will we see a new breed of CMOs capable of donning multiple hats as chief commercial officers?

“ While there is a lot of pressure on marketing to act like a magic wand (for immediate results), it unfortunately does not work that way. Effective marketing takes time to start producing multiplicative outcomes (i.e., higher ROAS for lower spend values). It is seldom that all leadership stakeholders have the same level of buy-in towards marketing initiatives, but when they do, the brand building gets empowered and is seen as a long-term business facilitator and works best.

– Shubhranshu Singh, CMO, CVBU at Tata Motors

## Harmonising human connection and tech-fueled innovation

### Emerging customer experience toolkit

Today's fast-growing organisations are cracking the code for turning data into revenue by adopting a data-centric approach, coupled with AI-led decisioning and analytical capabilities. More CMOs must begin updating their C-suite peers that brands are now built at the intersection of human behaviour, technology, and creativity; this involves an all-new customer experience toolkit.

About 56 percent of senior executives feel that their most important priority in the next 12 months is to provide a uniform customer experience across channels.<sup>2</sup> Hence, it is no longer enough to think omnichannel; organisations need to implement omnichannel.

### Automation vs. empathy

An emergent tension comes to the fore. Although futuristic technology, such as cloud computing, AI/ML, and automation offer efficiency and personalisation, the risk of losing human touch in marketing initiatives props up. Automated processes must augment, not substitute, the human touch. From chatbots managing customer requests or AI-led personalisation, the goal is to make these experiences feel authentic, letting customers engage with the brand's empathetic side. CMOs need to don their Chief Empathy Officer hat and ensure that AI demonstrates an understanding of emotions and context.

“ Personalisation without consent is not right. Personalisation without consent is also not possible. Convincing your consumers to share their data with a promise to use it only to add value is the only way forward. Consumers do not respect brands that are invasive.

– Sunder Madakshira, CEO, Rezolve

### Personalisation vs engineered insincerity<sup>6</sup>

To cater to rapidly evolving and diverse customer preferences, personalisation has now become a baseline expectation across organisations as they embark on a digital transformation spree. While tailoring experiences for specific customers, efforts must

be extended beyond regular customer profiles to those that are more empathetic, scalable, and responsive to real-time modifications. This enables organisations to speak customers' language, lending a more connected and personal vibe to every touch-point, thus forming more meaningful relationships in every engagement

“ Making automation and personalisation work together is key to keeping empathy in how we connect with consumers. To personalise things on a larger scale, we use data and emotional insights, ensuring everything feels authentic. While technology enhances efficiency, our goal is a seamless fusion where data-powered, automated campaigns genuinely resonate emotionally. This involves skillfully merging the precision of automation with data-driven personalisation, creating authentic and resonant interactions with our audience.

– Ankit Khirwal, Head of Marketing, Upgrad

“ As we learn and scale to deliver personalised experiences, we recognise that true personalisation goes together with user consent. Our strategy is tied in the belief that customisation should be an opt-in journey. We are empowering users to define the extent of their engagement and focusing on making the digital experience truly their own.

– Ranjivjit Singh, Chief Business Officer, Hero MotoCorp

### Focus on innovation over reaction

Rather than being reactive, the CMO can prepare the boardroom to seek out innovation opportunities in line with evolving customer behaviour. In light of an inevitable, immediate cookie-less future, businesses need to formulate a future-proof strategy to understand customer behaviour. While an option is to increase focus on first-party data collection by investing in CRM and allied marketing tools, another option is to partner with AI platforms that apply machine learning to big data to understand and predict behaviour. Using their knowledge, CMOs can collaborate with relevant and trustworthy tech providers who can guide organisations on enhancing and expanding their data pool, with customer consent. Yet, only 16 percent of marketing leaders consider data privacy and consent management as interest areas for emerging cohorts.<sup>2</sup>

### Inclusivity and accessibility

The future CMO acknowledges the importance of cultural sensitivity. As emerging customer cohorts now belong to diverse cultural backgrounds, authenticity and inclusion are front and centre of brand narratives and storytelling. As organisations go global, CMOs are working on becoming more adept at playing the balancing act between establishing global might and fueling local resonance. As organisations adopt a digital-first strategy, they also need to work on accessibility challenges. It is up to the CMOs to use AI for “good”, by helping make customer experiences more accessible and inclusive across the board. Customer experiences must be as varied as their customer base, for example: innovating upon virtual dressing rooms for customers with mobility limitations, using generative AI to help visually impaired customers to consume content with images, and promoting digital literacy for underserved groups.

At P&G, we recognise the power our brands have. Over the years, many of our brands have stepped up to be a Force For Good. By leveraging our significant voice in advertising, our brands advocate values and beliefs that matter to our consumers – they challenge stereotypes, bust myths and unwind decades of conditioning. By representing our diverse consumers and connecting with them on these shared values and beliefs, our brands have earned long-lasting loyalty and trust. Our brand Ariel has been advocating for equal division of domestic responsibilities with our long-standing movement #SharetheLoad. Whisper, for the past 3 decades, has educated crores of girls on period hygiene and awareness, along with advocating for period education as an enabler to #KeepGirlsInSchool and prevent drop-outs. Equality and inclusion are core citizenship pillars at P&G as we believe fostering it will enable our communities to progress.

– Mukta Maheshwari, CMO – Fabricare, P&G India

### Advocating unification and connectedness by breaking down functional silos

#### Collaboration, collaboration, collaboration

Marketers are seeking a fusion of brand and performance, global and local strategies, and efficiency and long-standing expertise without any trade-offs. Effective collaboration is essential for C-suite executives aiming to make a significant impact on the business. Nevertheless, existing departmental

silos can hinder the possibilities of forming partnerships across the executive team. For CMOs aiming to instill a culture of customer centricity, breaking down these silos is paramount. This shift is evident in the type of projects that they now deem impactful and their advocacy for increased collaboration across stakeholders and partners.

Organisational structures are designed for frictionless communication and operations and not rules. Without creating chaos and destroying accountability, one should work across functions seamlessly.

– Sunder Madakshira, CEO, Rezolve

#### Co-creating growth

About 81 percent of the senior executives claimed that “driving growth, sustainably” is the marketing function’s biggest focus next year.<sup>2</sup>



Source: Deloitte x CII Survey

Future-ready CMOs recognise the importance of aligning the entire C-suite with a shared purpose of customer centricity. By embracing the language and mindset of other C-suite peers, they are in a better position to bridge the gap between boardroom vision and the augmentation that marketing offers. Having the coveted seat at the table and being a critical member during profit and loss conversations lead to a higher probability of marketing budgets being protected during a crisis. This is accomplished by CMOs explaining how marketing is driving growth, owning customers, and contributing to overarching business goals. This shows a holistic picture of opportunity that can be broken down into short-term tactics and long-term growth.

#### Eliminating silos

Future-ready CMOs are the biggest champions of open and two-way communication channels prioritising cross-functional meetings, shared digital platforms, and collaborative tools that facilitate real-time information exchange. By fostering such transparent culture, co-opting various members across functions becomes less challenging, leading to a sense of collective responsibility for achieving customer-centric objectives.



## Unlocking possibilities in the evolving commerce landscape

### E-commerce revolution

The convergence of e-commerce, social commerce, and commerce advertising is reshaping the way brands connect with consumers. CMOs of the future recognise that successful e-commerce is not purely transactional. Instead, it offers a valuable ecosystem to engage and deliver a seamless, personalised, and immersive experience.

### Voice commerce

With the rise of voice commerce across regions, CMOs should explore voice commerce strategies, optimise product listings, use voice assistant features, and ensure a frictionless shopping experience through voice-activated commands.

### Retail media commerce

CMOs across industries witness a revolution in which digital retail spaces are becoming effective ad environments. The most transformative aspect is the ability to convert everyday shoppers into ready-to-target customer cohorts at each stage of the funnel, near-adjacent to the sale. Because of retail media's practical applications at checkout, retailers gain visibility on purchase behaviour data. This makes it valuable to marketing teams as they can now directly connect impressions with a SKU-level sale, making targeting more effective.

### Social commerce

Most consumers subscribe to at least one paid subscription video on demand (SVOD) service. With a majority playing video games,<sup>7</sup> brands can consider how to use the creator-brand-platform triad to develop shoppable media offerings in the future. CMOs are looking at innovative ways to seamlessly integrate shopping into the social media experience, with the maturity to not look at it as a silver bullet solution. As influencer marketing has now evolved into a phenomenon that is driving conversions, purchases, and advocacy, CMOs can use social commerce in multiple ways for a desired impact. These ways include influencer marketing, social media ads, content marketing, and livestream. With seamlessly integrable payment gateways, CMOs must activate their always-on strategies by enabling customers to shop while watching product videos or their favourite influencer content.

To bring shoppable media offerings into the future, creators, CMOs, and platforms will likely need to collaborate while keeping customer experiences at the centre of their initiatives and innovations.

**Social commerce is already salient in China. It is highly likely that the trend will follow in India as short-form content is continuously growing. Hence, categories that can use personal data will blow up on social commerce – such as apparel and accessories, home décor, art, and homemade personal care products.**

**For planned and standard purchases such as grocery, commerce advertising will continue to be most salient. In India, there is still a huge headroom for such categories on e-commerce. Hence, this medium is likely to stay quite important for a long time.**

**On voice commerce, we are yet to see the use cases that voice will own. With the increase in quick commerce penetration, it's possible that people will start using voice to order for daily consumption items. It, however, will need strong platform integrations.**

– Deepika Bhan, President – Packed Foods, Tata Consumer Products

## Championing strategic sustainability to create better futures

### Disconnect between ESG intent and actions

In the realm of environmental sustainability, organisations are navigating the delicate balance between profitability and responsibility. About 75 percent of global organisations increased their sustainability investments in the past year, with nearly 20 percent of them saying they have increased investments significantly.<sup>8</sup> Despite these financial commitments, there are discernible gaps, such as 21 percent of CxOs indicating their organisations have no plans to link senior leader compensation to environmental sustainability performance.<sup>8</sup> This underscores a disconnect between articulated sustainability goals and tangible measures for incentivising leadership accountability. While an organisation's sustainability and overall ESG framework extend beyond marketing communications, the CMO plays a pivotal role in narrating this story uniquely.

### Learnings from success stories

Success stories from within the organisation or industry are effective tools for persuading both internal stakeholders and consumers alike. The CMO can create a compelling case for the co-existence of sustainability and affordability by showcasing how ESG initiatives are leading to positive outcomes. These can include cost reduction, enhanced brand reputation, or improved customer loyalty.

In addition, by linking sustainability to intrinsic customer needs (e.g., health), CMOs can steer the ESG conversation for whom sustainability is a concern but not a primary choice driver.

### Dispelling the “sustainable is expensive” myth

About 39 percent of senior marketers felt that customers do not want to pay a premium for sustainable products, while 36 percent were unsure of price elasticity for sustainable products due to the inevitable premium pricing.

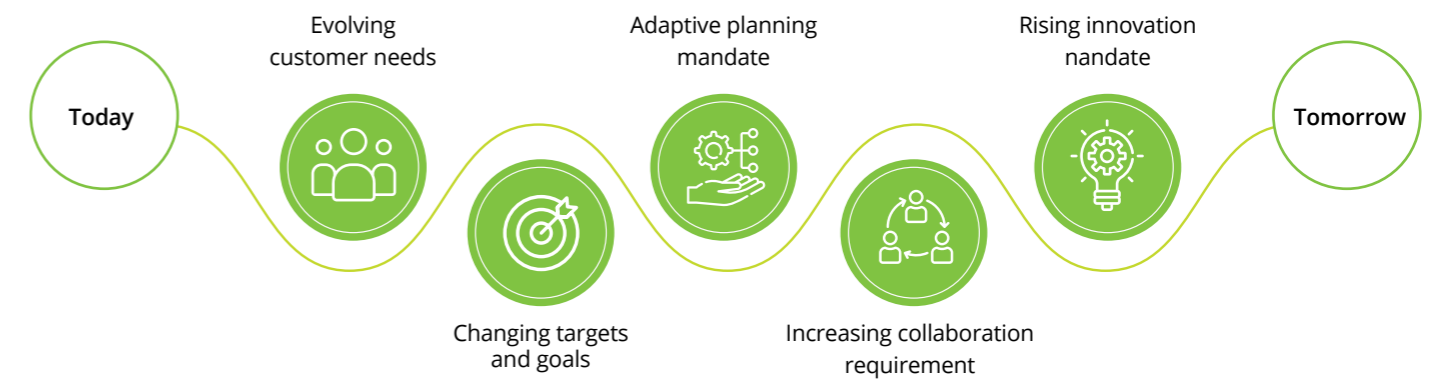
CMOs now need to focus on dispelling the misconception that ESG initiatives lead to increased costs and subsequently higher prices for consumers. Instead, CMOs are emphasizing the long-term affordability that arises from sustainable practices. Investments in efficiency, renewable energy, and ethical supply chain management not only contribute to a smaller environmental footprint but also lead to reduced operational costs. This enables the provision of more affordable products and services.

A future-ready CMO is not just pushing the ESG mandate; they are navigating a path where sustainability and affordability thrive beautifully, shaping a future where responsible business practices are accessible to all.

**There are fundamentally two ways in which CMOs can influence change**

- 1. By aligning sustainability with brand values and integrating it into marketing. There are collaboration opportunities with strategic partners who share a commitment to sustainability. These collaborations can further amplify the message.**
- 2. By weaving sustainability into the organisational fabric - work collaboratively with other departments, such as product development, supply chain, and operations, to integrate sustainability throughout the entire value chain. Advocate for and contribute to sustainable practices within the organisation's day-to-day operations. This includes reducing waste, improving energy efficiency, and adopting environmentally friendly technologies.**

– Deepika Bhan, President – Packed Foods, Tata Consumer Products



Source: Gartner Research<sup>9</sup>

Strategic visionaries, armed with tech innovations and data-driven insights, are poised to become invaluable contributors to business decision-making and establishing the course for future-proof, resilient brands. They are adapting as fast as culture and consumer shifts take place, navigating complex landscapes, championing ESG strategies, influencing business

decisions, and driving holistic customer experiences across multiple touch-points. From using cutting-edge technologies to fostering collaboration with C-suite counterparts, the CMO is creating an ecosystem where agile adaptability and intelligent innovation are of paramount importance. Onwards and upwards, the future is more exciting than we can ever know of!

# Conclusion

In the era of rapid digital acceleration, CMOs are dynamically reconstructing the marketing machinery to remain adaptable and flexible in a dynamically evolving environment. Prioritising innovation is as important as orchestrating customer-centric journeys across various touch-points, depending on the maturity of their organisations.



# About CII

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering Industry, Government and civil society, through advisory and consultative processes.

CII is a non-government, not-for-profit, industry-led and industry-managed organization, with around 9,000 members from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 300,000 enterprises from 286 national and regional sectoral industry bodies.

For more than 125 years, CII has been engaged in shaping India's development journey and works proactively on transforming Indian Industry's engagement in national development. CII charts change by working closely with Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness and business opportunities for industry through a range of specialized services and strategic global linkages. It also provides a platform for consensus-building and networking on key issues.

Extending its agenda beyond business, CII assists industry to identify and execute corporate citizenship programmes. Partnerships with civil society organizations carry forward corporate initiatives for integrated and inclusive development across diverse domains including affirmative action, livelihoods, diversity management, skill development, empowerment of women, and sustainable development, to name a few.

As India strategizes for the next 25 years to India@100, Indian industry must scale the competitiveness ladder to drive growth. It must also internalize the tenets of sustainability and climate action and accelerate its globalisation journey for leadership in a changing world. The role played by Indian industry will be central to the country's progress and success as a nation. CII, with the Theme for 2023-24 as 'Towards a Competitive and Sustainable India@100: Growth, Inclusiveness, Globalisation, Building Trust' has prioritized 6 action themes that will catalyze the journey of the country towards the vision of India@100.

With 65 offices, including 10 Centres of Excellence, in India, and 8 overseas offices in Australia, Egypt, Germany, Indonesia, Singapore, UAE, UK, and USA, as well as institutional partnerships with 350 counterpart organizations in 133 countries, CII serves as a reference point for Indian industry and the international business community.

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