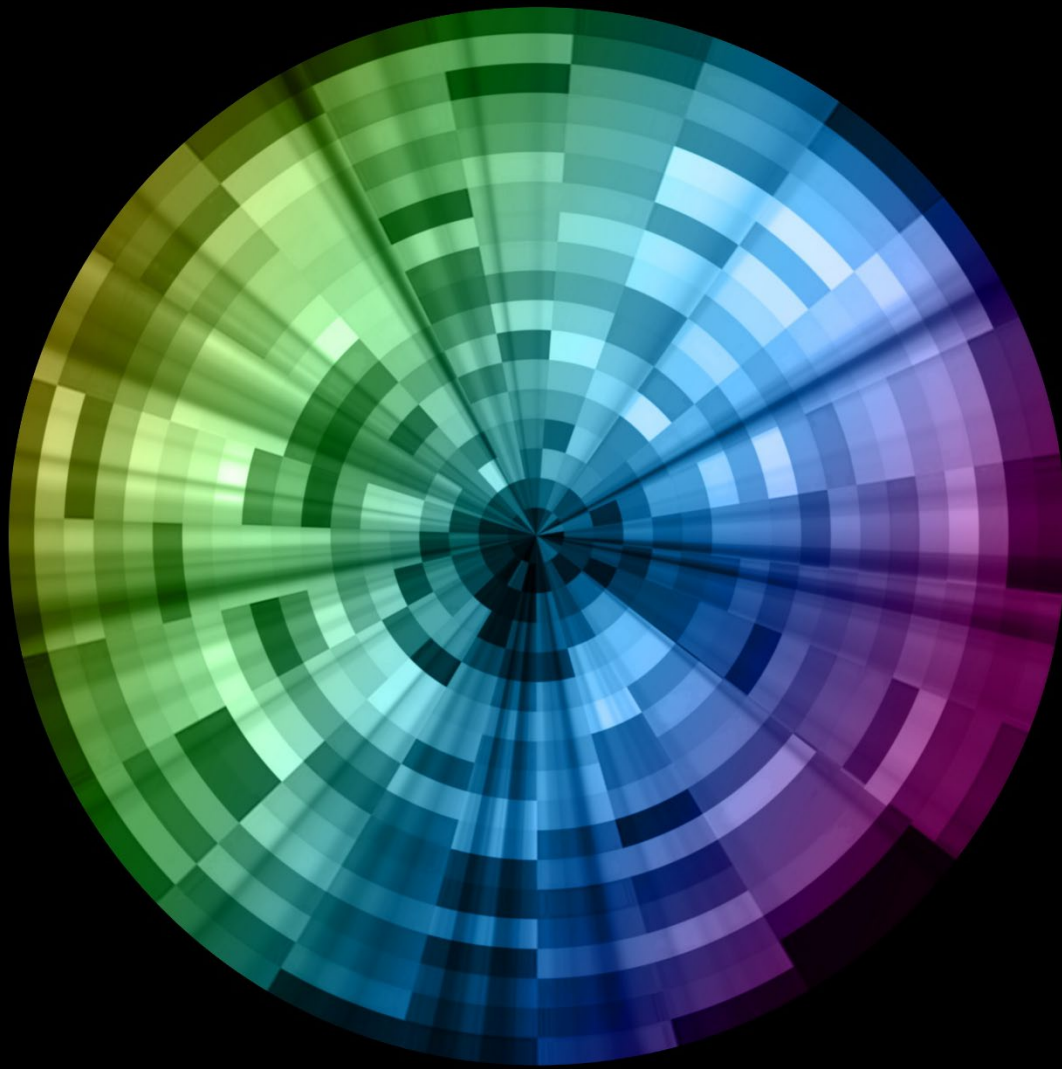
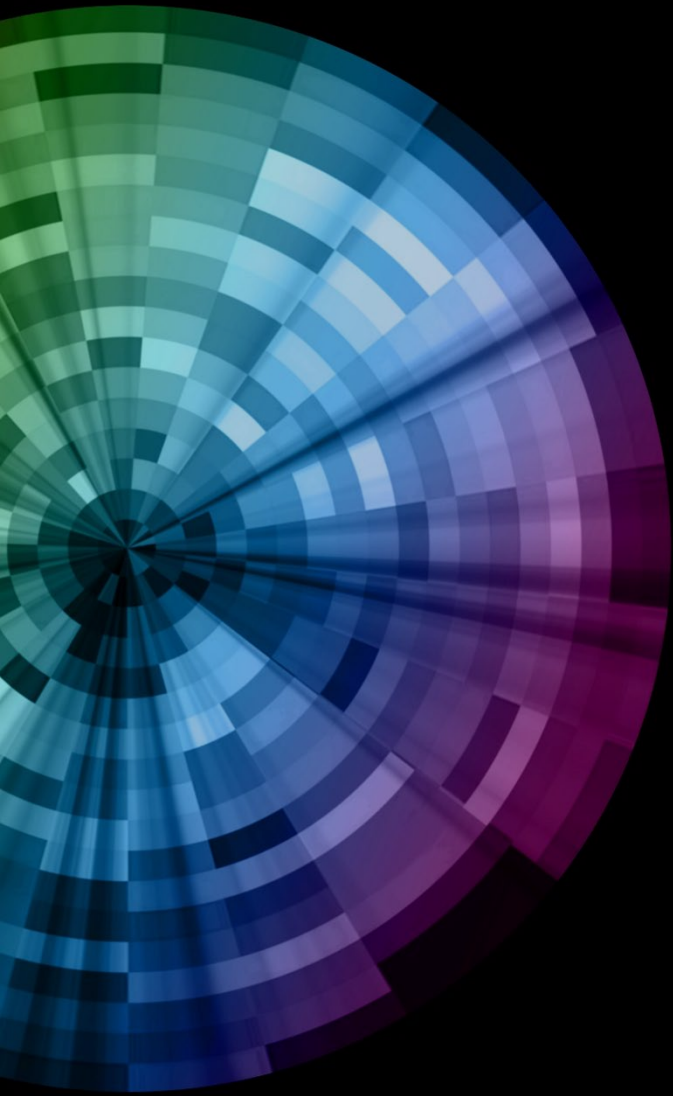


Deloitte.



Insights and cutting-edge
resources for the rapidly
evolving role of the CMO

The CMO Program



Chief Marketing Officers (CMOs) hold one of the most innovative and challenging roles in business today. Those who excel can operate at the highest level to drive growth and create value for their organizations. The client experiences of Deloitte's CMO Program help CMOs and senior marketing leaders stand out in their organization and industry, produce impactful results, and influence the next generation of business leaders.

The role of the CMO has drastically changed over the years and is now tougher than ever before. The role is interesting, nuanced and vital to the organizations' success. But no matter how much the CMO role has changed, a few things remain the same:

- Know what your brand stands for – and what it doesn't
- Be able to say no to things that aren't right for the brand
- Champion the human and emotional experience of your customers

Many will say that the key to the CMO role today is about data, but that is only half the equation.

*Data is the language of business.
Story is the language of humans.*

The best CMOs bring story and data together in a powerful way.

The Four Roles of the CMO

As fast-evolving technology, and consumer behaviors collide, the CMO role has evolved substantially, increasing the CMO's visibility and potential for leadership and influence.

Though as CMOs actively work to position themselves as enterprise-wide strategic leaders, they are often overwhelmed with legacy tasks, such as tactical campaign management. Half of interviewees in our [Redefining the Modern CMO study](#) said having an enterprise-wide mind-set was the most important factor in a CMO's success—but simultaneously, only six percent of CMOs said they were actively working on growing revenue across the business. So, what can a CMO do to assert themselves as the high-impact leader the organization craves?

Customer, Confidence, and Collaboration: A path to enterprise-wide influence on leadership

Our research tells us that the CMO's C-suite peers routinely recognize their customer expertise. But CMOs don't always fully understand how influential those insights are to the entire organization. By confidently bringing their unique expertise to the strategic table, CMOs can open new doors to collaborating across the C-suite. In doing so, they can transform every facet of the enterprise—from strategic planning to talent management to innovation—into a customer-centric endeavor. That means confidently leveraging their expertise in four key roles: Growth Driver, Innovation Catalyst, Brand Storyteller, and Capability Builder.

Growth Driver

Play a leading role in creating and managing a plan to achieve sustainable, profitable growth, driving the organization to customer centrality.

Capability Builder

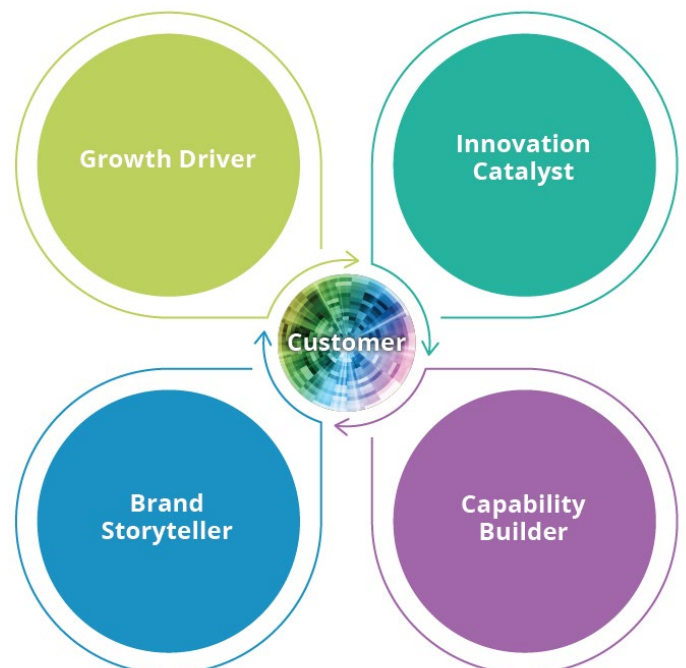
Develop robust marketing capabilities (e.g., technology fluency, digital expertise, customer data and insights, data analytics) to help the organization compete in the future.

Innovation Catalyst

Create breakthrough customer offerings and advance experiences through innovative design, partnerships, experimentation, and customer focus.

Brand Storyteller

Act as both architect and steward of the brand by creating and telling brand stories and experiences and inviting customers to participate in the narrative.







CMO Offerings

Enabling CMOs to reach their highest potential

The CMO Program supports CMOs as they navigate the complexities of the role, anticipate upcoming market trends, and respond to challenges with agile marketing. It was developed to offer CMOs a trusted, valued, and comprehensive resource for personal career development and success as the CMO role evolves and expands.




Inform

Develop research and key insights that support the evolving needs of CMOs and senior marketing executives

-  **Wall Street Journal CMO Today.** Daily content published by Deloitte in the CMO Today section on a variety of marketing-specific topics, research trends, and relevant news
-  **Original Research.** Research conducted by The CMO Program creates data-driven insights on marketing trends impacting CMOs, their organizations, and their work
-  **Global Marketing Trends.** Annual study and publication on marketing trends across geographies and Industries
-  **CMO.deloitte.com.** Collection of the latest thinking on marketing leadership and the industry geared specifically to CMOs




Advance

Create experiences designed to support and elevate executives throughout their careers

-  **Next Generation CMO Academy.** Intensive, interactive experience that prepares aspiring CMOs to step into a C-suite role through personalized leadership development
-  **Transition and Elevation Labs.** Confidential, individualized experience for marketing executives to develop an actionable plan around their work, their team, and the relationships key to securing their legacy
-  **Executive Networking.** Connections for senior-level marketing executives in career transition with employment and networking opportunities

Connect

Convene and engage with CMOs through industry conferences and events.

-  **Conferences & Forums.** Attending, sponsoring and presenting original content and insights at premiere industry conferences and in CMO-focused forums and private groups
-  **Industry Thought Leaders.** Collaborating with industry publications and academic research organizations for studies, surveys, and insightful articles on CMO-relevant topics
-  **CMO Podcast.** Respected CMOs engage in insightful conversations with host Jim Stengel about their path to the C-suite, leading with purpose, and marketing for the world's most recognizable brands (Deloitte is the exclusive sponsor)

Inform

CMO Today

Our exclusive sponsorship

Deloitte is the sole sponsor of the Wall Street Journal's business journal CMO Today, which includes exclusive content prepared and populated each weekday morning with timely articles by Deloitte.

Deloitte articles feature interviews with senior executives, many of whom represent Fortune 500 companies, on topics important to CMOs through credible, journalistic-style storytelling.

Note: The Wall Street Journal news department is not involved in the creation of Deloitte content.

For more information

To view Deloitte content in the CMO Journal and obtain a complementary WSJ subscription, visit www.wsj.com/cmo2021.

Original CMO Research

Our informed perspective

Through a strong collaboration between Deloitte subject-matter specialists and an elite set of external leaders, the CMO Program creates proprietary research providing data-backed insights on issues that impact marketing executives.

Recent research

- Global Marketing Trends
- Making a More Confident CMO
- The CMO Survey
- Course Correcting the Evolution of the CMO

Learn more

For additional information, visit cmo.deloitte.com

CMO.deloitte.com

Our digital hub

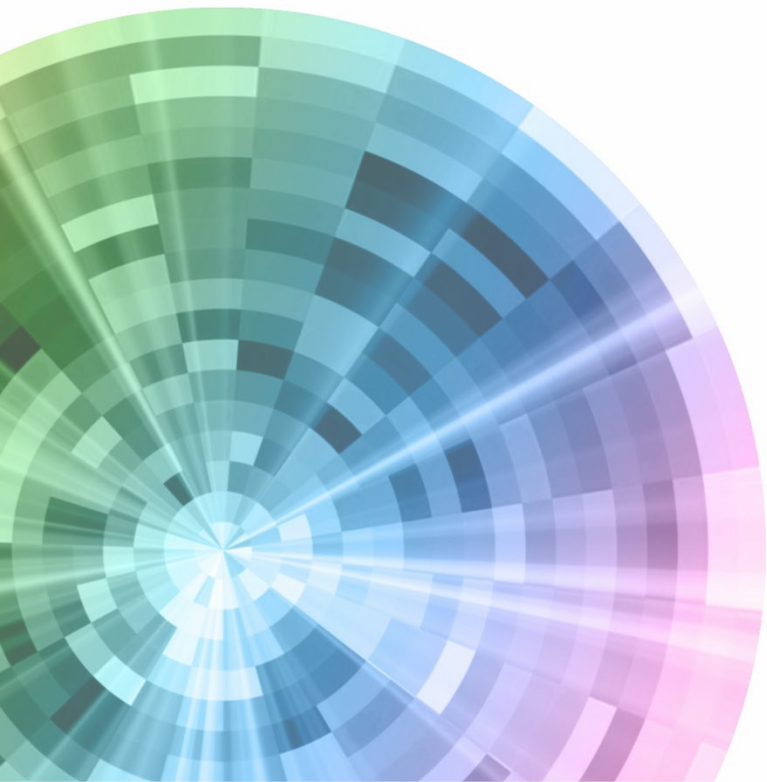
An array of Deloitte-produced content exclusively designed for CMOs and senior marketing leaders to keep them ahead of market changes and industry news.

Recent topics

- Evolving brand values: Messaging for today's consumer
- CMO succession planning process
- Elevating the human experience
- Transforming your business's marketing technology
- Finding tomorrow's CMO

Learn more

For additional information, and to [subscribe to program content](#), visit cmo.deloitte.com



Advance

Next Generation CMO Academy

About the Academy

Deloitte's Next Generation CMO Academy offers aspiring CMOs a unique experience focused on professional development and growth. This immersive program is intended to embolden marketing executives as they prepare to assume future leadership roles.

Prepare future marketing executives

Attendees are nominated by their organization's CMO with the goal of developing leadership potential in a diverse cohort of rising marketing professionals. The Academy provides a highly experiential curriculum led by master facilitators, renowned C-suite executives, industry experts, and senior Deloitte practitioners.

Build new relationships and skills for success

The Academy experience is framed around three pillars of CMO success: leadership, influence, and collaboration. Delivered over the course of multiple days, the Academy curriculum is both intense and thorough, providing executives with an opportunity for preparation, self-reflection, and hands-on planning related to key aspects of the CMO role.

The Academy offers a tailored leadership development experience through a unique and proven combination of keynote speakers, small group learning and breakouts. Regardless of the focus of your role, the Academy is an opportunity to step away from your day-to-day responsibilities and invest in your own leadership and professional development.

Most importantly, the Academy provides participants with an opportunity to build meaningful relationships with marketing peers from a wide variety of experiences, regions, industries, and geographies.

What participants walk away with after the Academy:

- Perspective on skills required of a 21st-century CMO
- 360-degree assessment of their leadership style
- Tools to be resilient
- Strategies to collaborate across the organization
- Understanding of personal leadership strengths and development opportunities

Our past participants say ...

"Off the charts, best three days I've had in a long time - the curriculum was incredible and very substantive - definitely positioning me as a more equipped executive."

"The Academy was the most valuable conference I have attended in my entire life. I left so humbled and engaged."

"Impressed with the quality of speakers and the relevancy of the content, so it has definitely been value-add on my end...I've personally found that these sessions have been well rounded to address common challenges we're all facing."

Advance

CMO Transition Lab™

A moment that matters

The world in which CMOs operate is changing. There is mounting pressure on marketing, customer, and sales executives to grow market share, build customer loyalty and support the overall health of the business. As a marketing, customer, or sales executive, how do you respond in the face of any major change? You prepare. You get creative.

At Deloitte, our mission is to help executives thrive and accelerate in times of change. So, we've designed an experience that brings together what might take months of planning and research into one intense, productive, and confidential day.

The CMO Transition Lab prepares marketing leaders for the full range of roles they will need to play.

Map the next six months of your journey—in one day

Our CMO Lab is a one-day, in-person or virtual experience based on our extensive research and experience to help CMOs and other marketing executives thrive in times of change. The agenda focuses on the three most important resources CMOs should manage during times of significant change: personal and organizational time management, talent in the marketing organization, and critical stakeholder relationships.

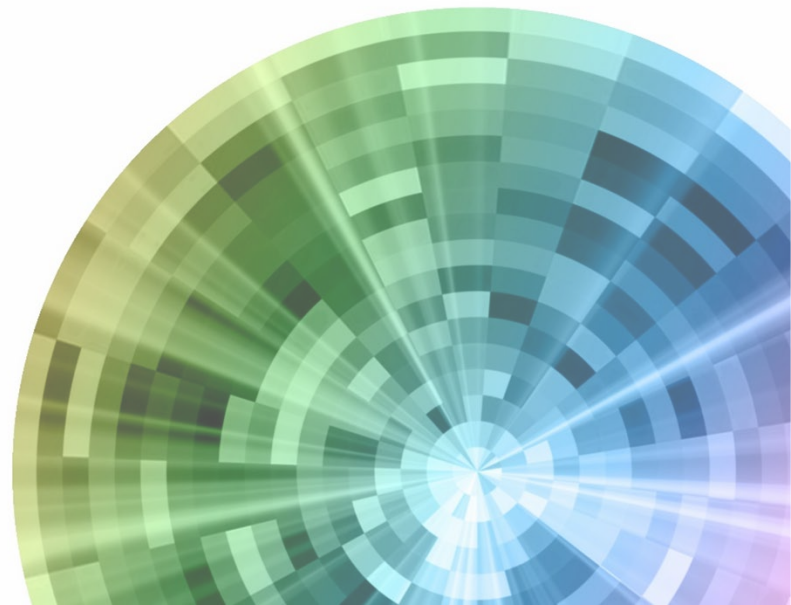
The Labs can help CMOs as they create a tangible 180-day work plan with four work streams:

- 1 Define and communicate priorities
- 2 Assess and develop a talent strategy
- 3 Understand and influence specific stakeholders
- 4 Frame concrete actions to achieve priorities

In the Lab, participants can explore:

- **Aspirations and legacy:** To leave your mark, you first need to identify your goal. It starts with aligning where you want to go with where the organization needs to be.
- **Talent and skills:** When it comes to talent, you have to place the right people in the right seats. Figuring out who will advance your priorities is critical and needs to occur in an unbiased environment.
- **Strategies and priorities:** As a CMO, there are endless demands on your time. The Deloitte Transition Lab will help you work through four key areas that impact your success.
- **Influencers and stakeholders:** Actively managing your stakeholders will be key to accomplishing your priorities and ultimately your long-term goals. You'll identify your key stakeholders and develop a plan to connect and tackle the challenges you'll face with them.
- **180-day plan:** Create action plans with specific milestones

*Elevation labs are a similar experience, offered to executives who have been in the role at least 18 months.



Connect

Industry Thought Leaders

Deloitte collaborates with industry publications and academic research organizations for studies, surveys and insightful content on CMO-relevant topics.

The CMO Survey

Deloitte supports [The CMO Survey](#)—conducted biannually since 2008 by Duke University's Fuqua School of Business marketing professor Christine Moorman—as a measure of how marketing leaders are navigating this brave new world. The survey reports on their priorities and plans enabling marketers to compare staffing, budgeting, and investment areas, and identify potential trends.

CMO Podcast

Not your typical marketing podcast

Deloitte is the exclusive sponsor of [The CMO Podcast](#) with Jim Stengel—former CMO of one of the largest brands in the world (P&G) & now small company entrepreneur— as he sits down with the most dynamic leaders to uncover how their pivotal role as CMO can decide the fate of a brand.

- An intimate discussion between two CMOs about this role.
- A unique look into the thoughts and motivations of the CMO.
- Revealing discussions delving into mindset of each guest.
- Personal accounts of failure and success on the job.

Forums & Events

Deloitte attends, sponsors, and presents original content and insights at premiere industry conferences and CMO-focused forums and private groups. Some of the organizations with which Deloitte engages are:

- **Association of National Advertisers.** Deloitte leaders are members of, and regularly share thought leadership with the ANA, a premier marketing and advertising organization with over 6,000 members seeking to champion marketing excellence, enhance career development, and advance the interests of marketers
- **Cannes Lions International Festival of Creativity.** Deloitte activates various sponsorships and collaborations at the Cannes Lions International Festival of Creativity, which brings the world's biggest brands and most creative people together to learn, network and celebrate the power and effectiveness of creativity
- **CCI.** Deloitte leaders are members and thought leadership contributors of CCI, a forum of CXOs who meet quarterly to discuss critical business issues
- **World 50.** Deloitte leaders are members World 50's private consortium of C-level executives, which provides a private, trusted, peer forum to share ideas, solutions, and leading practices
- **The Wall Street Journal CMO Network.** Deloitte leaders are members of The WSJ's CMO Network, an invite-only membership group that connects leaders of the world's most influential brands to discuss what and who is changing the industry, then plan the path forward

Contacts

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For more information about Deloitte's CMO Program, visit cmo.deloitte.com or [click here to connect](#) with The CMO Program team

Deloitte.

Deloitte's CMO Program provides a portfolio of offerings to help CMOs navigate the complexities of the role, tackle their most compelling challenges, and adapt to strategic shifts in the market. For a glimpse of the participant experience, please visit cmo.deloitte.com

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