

# WHAT DOES THE CMO OF THE FUTURE LOOK LIKE?

**An exceptional leader.** Courageous, collaborative and committed leadership. Able to inspire teams that are bound by a common sense of purpose, while managing a diverse range of challenges.

**Analytics-led, digitally-powered.** Leverages analytics and uses digital marketing to enable agile, timely and relevant marketing.

**Adopts customer-centric marketing.** Fosters a culture where the customer sits at the heart of all decision-making. Designs and delivers relevant customer experiences across all touchpoints.

**Strategic integration.** Ensures that marketing aligns strategically with the business agenda. Articulates a clear vision and role for marketing.

**Outcome-focused.** Demonstrates the commercial contribution and value of marketing to the overall business results with a clear return on investment.

**Embraces technology.** Invests in technology platforms to enable operations, build operational scale, gain efficiencies, or deliver new business models.

**Innovative and agile.** Enables the organisation to adapt quickly and roll out more flexible processes, shorter cycles, and the closed loop (“test & learn”). Encourages behaviours such as entrepreneurship and decision-making.

**Talent as a key priority.** Scarce skills are consolidated in-house and complemented with external ones. Recognises and nurtures talent, attracts and motivates high-quality people.