

2016 CMO Summit Survey Results Highlights

Survey reveals top skills marketers need and barriers to building strong teams

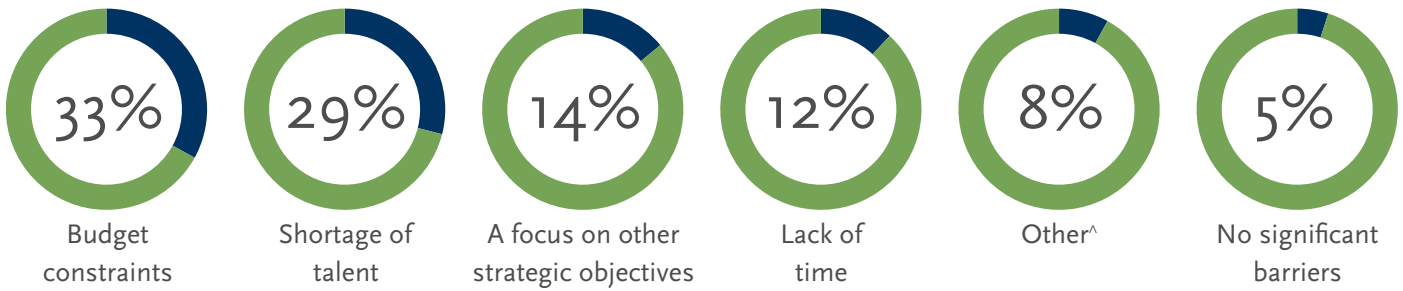
At many organizations, the scope of the chief marketer role has expanded and become more strategic. Although the core responsibilities of managing the entire customer journey remain center stage, today's CMOs must also build and motivate strong teams to help deliver truly differentiated customer experiences, while keeping pace with emerging consumer and digital trends. As CMOs build their teams, they must also focus on their own development and career trajectories.

Spencer Stuart recently conducted a survey of more than 150 marketing leaders across industries to learn what skills they prioritize, how they are developing talent and what they are doing to build their own careers. Following are our findings:

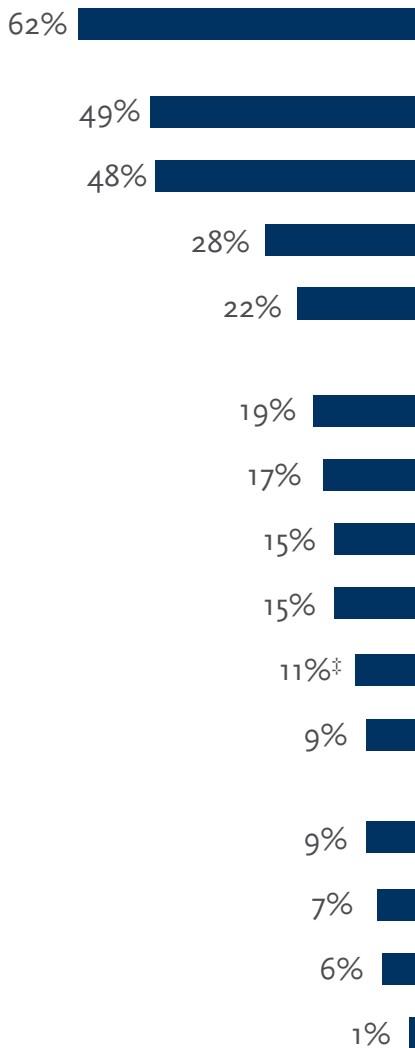
59%

DO **NOT** THINK THEIR TEAMS
HAVE THE SKILLS NEEDED TO
MANAGE THE INCREASING
DEMANDS PLACED ON THE
MARKETING FUNCTION TODAY

What is the top barrier to building strong marketing teams?*



What skills are most important to your marketing team's success today? **



What skills are the most difficult to find when building your team? **



^ Responses included inability to recruit quickly enough, lack of organizational understanding of why investment in marketing talent is required and outdated training processes.

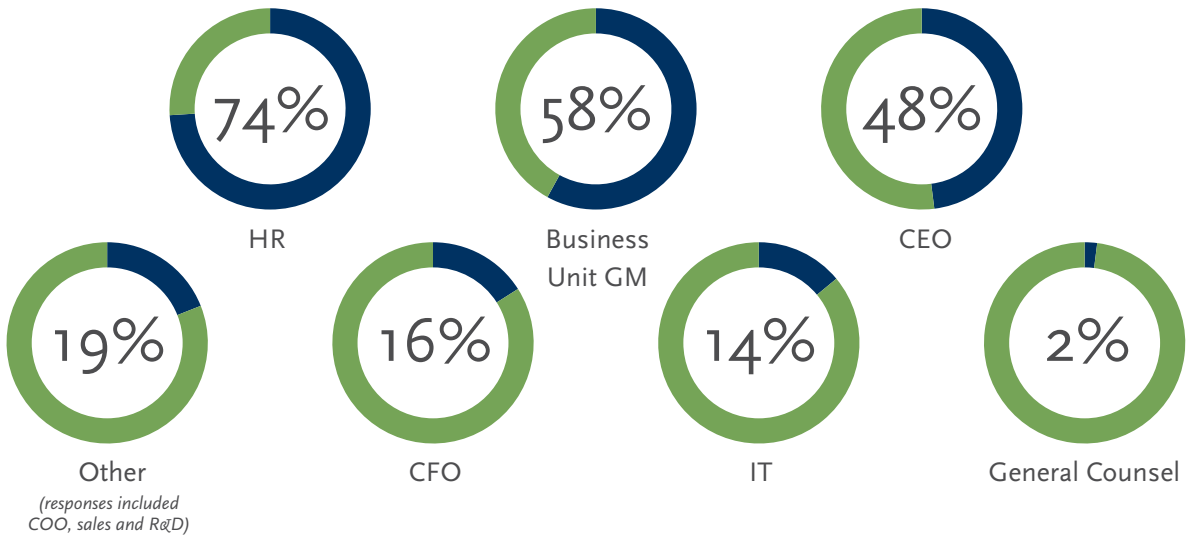
‡ Responses included customer engagement and focus, content creation and agility.

∞ Responses included culture building, strong leadership, customer and commercial experience, and digital/technology expertise.

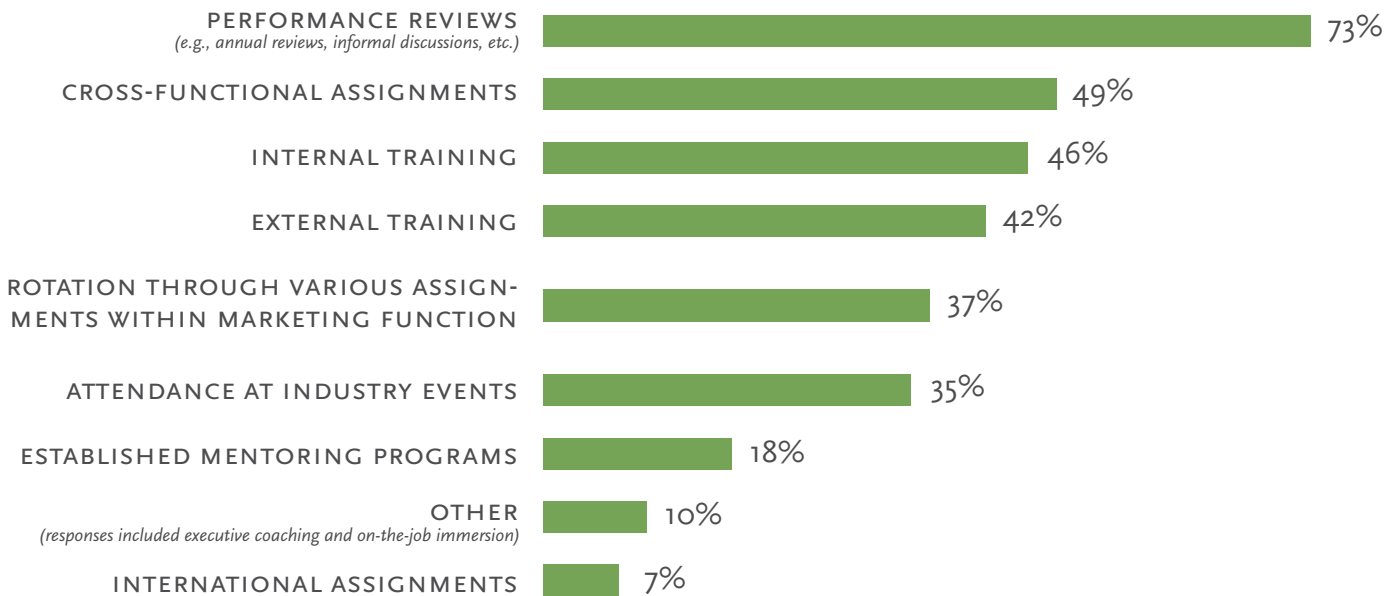
* Some percentages may not total 100 due to rounding.

** Respondents were allowed to choose multiple responses.

Which functions or leaders do you include in your hiring decisions or vetting process? **



How do you develop your marketing team? **



“It’s essential to augment brand roles with a dynamic marketing center of excellence that excels in new media/engagement strategies and tools. This not only helps the brand teams meet their needs, but also becomes a learning platform to diversify skills.”

–MARKETING SENIOR EXECUTIVE

** Respondents were allowed to choose multiple responses.

50%

HAVE A FORMAL OR INFORMAL MENTOR WITH WHOM THEY COMMUNICATE REGULARLY

What steps are you taking for your own career development? **



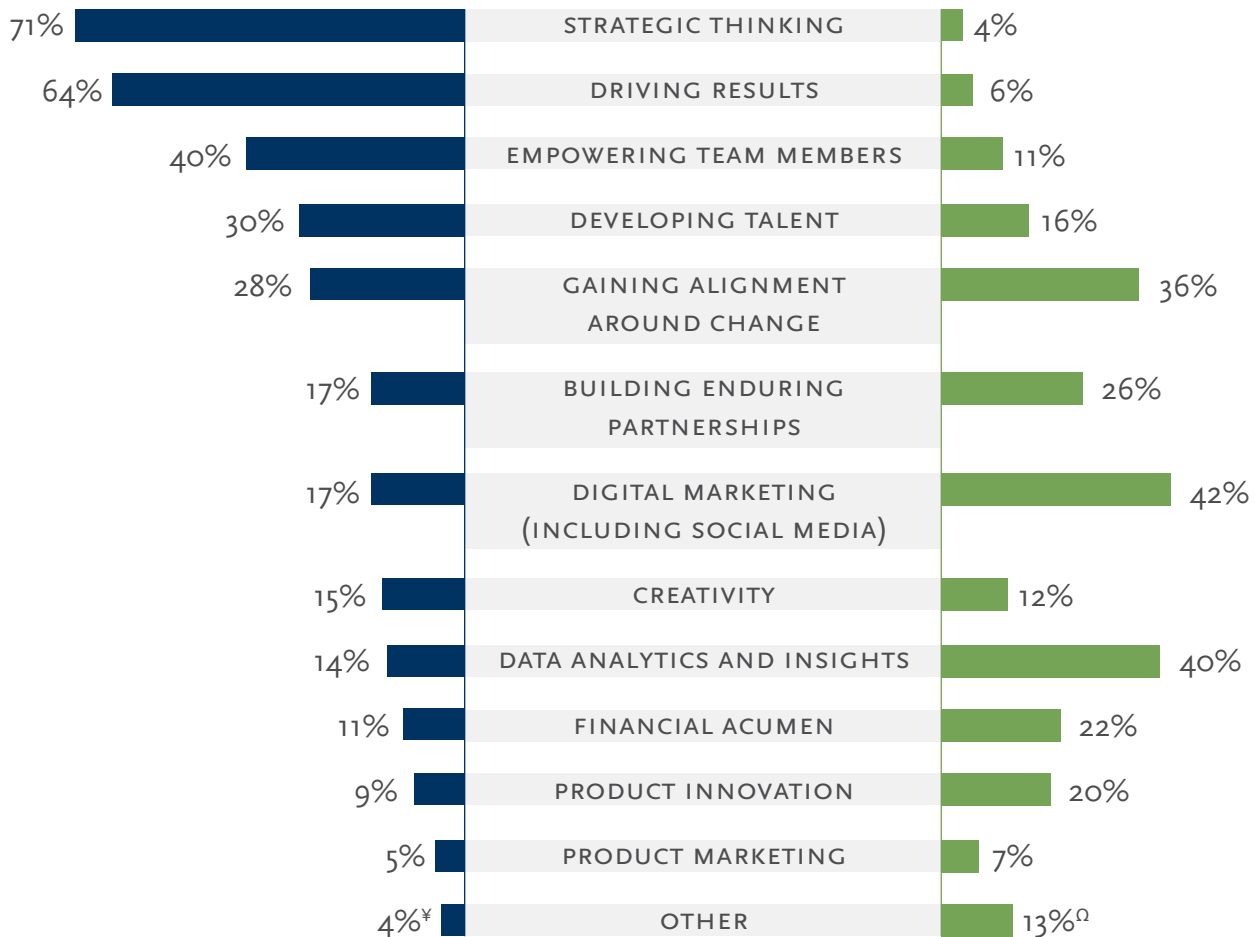
71%

PLAN TO SHIFT FROM MARKETING INTO A BROADER GM ROLE AS PART OF THEIR LONG-TERM CAREER GOALS

** Respondents were allowed to choose multiple responses.

What do you think are your greatest strengths as a marketing leader? **

In what areas do you need the most development as a leader? **



“We are looking for marketers with outstanding customer and commercial experience backed up with tangible results.”

—SENIOR MARKETING LEADER

[‡] Responses included customer focus, customer engagement and building brands.
[⊖] Responses included UX/UI, CRM, agility, marketing technology and talent selection.
^{**} Respondents were allowed to choose multiple responses.

ABOUT SPENCER STUART

At Spencer Stuart, we know how much leadership matters. We are trusted by organizations around the world to help them make the senior-level leadership decisions that have a lasting impact on their enterprises. Through our executive search, board and leadership advisory services, we help build and enhance high-performing teams for select clients ranging from major multinationals to emerging companies to nonprofit institutions.

Privately held since 1956, we focus on delivering knowledge, insight and results through the collaborative efforts of a team of experts — now spanning 56 offices, 30 countries and more than 50 practice specialties. Boards and leaders consistently turn to Spencer Stuart to help address their evolving leadership needs in areas such as senior-level executive search, board recruitment, board effectiveness, succession planning, in-depth senior management assessment and many other facets of organizational effectiveness.

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