

# **Accelerating Chief Marketing Officer (CMO) Success**

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*July 27, 2011*

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### Introduction

The motivation for this paper was sparked by a survey that was reported in Marketing Week in June, 2011. The headline stated that seventy-three percent of a population of 600 CEOs think marketers lack business credibility because they fail to quantify the success of their campaigns. Though one might cite issues regarding study methodology or motivation, it is a red flag for professionals within marketing. Corporations are pressed for growth despite an ever changing marketplace where the buyer sets the rules. It is logical that when CEOs are need to leverage every resource to yield innovation and profitable growth to satisfy shareholders, marketing cannot operate unfettered as a “black box.”

This disenchantment with marketing has been continuing for many years now. The profession seems to be bombarded with survey after survey that suggests a lack of credibility with peers and the C-suite. The Chief Marketing Officer (CMO) concept was intended to *fix* this situation but the position has quickly fallen into question as turnover and short tenure indicate impatience with the role and its contribution. Clearly, this is not a situation that is helpful to the marketing profession. There is a need for a solution; however, the nature of the problem must be defined before a solution is created and applied. Is the problem:

- Taxonomy and perspective?
- ROI?
- Alignment with Sales?
- Governance?
- Inability to communicate with board members or the C-suite?
- Contribution to organizational strategy?
- Contribution to revenue growth?
- Leadership and credibility?

Opinions and surveys span the spectrum of this list. Part of the confusion appears to be derived from a rather imprecise use of titles. Reference to the head of marketing as a CMO irrespective of role and responsibility may make the position sound lofty but it does not aid in understanding failure or to its cause. Expectations for a member of the C-suite are not the same as a VP or Executive VP. Therefore, the first step to accelerating success is to define what success looks like i.e. what outcomes are expected for the position?

It is said that we learn through experience but in the arena of management, change occurs so fast that we seldom leverage one fad before another one comes in vogue. The issues associated with the CMO concept are analogous with the advent of Customer Relationship Management (CRM). Historically, return from this investment has often been scant and some projects never got off the ground due to runaway budgets. Some people speculate that failure was tied somehow to the technology or a lack of best practices and there were certainly lapses in these areas but in many cases, systems were deployed without a clear idea of the end state or its benefit. Lack of results spawned the idea of the Chief Customer Officer (CCO) whose role was to rally the organization around customer centric strategies. Over time this position has become history and for some leaders, the mere mention of CRM raises blood pressure.

The lesson we should have learned from CRM was that it is an enabler of an operational strategy. Superimposing a technology on a disparate set of functions without an over arching strategy and

defined end state is a formula for failure. In the case of the CMO, a candidate is introduced into a new environment where she has no insight into the culture, no base of credibility, and a new boss who is under significant pressure but cannot articulate clear expectations for the new hire. Somehow, the CMO is expected to figure out a strategy to create sufficient credibility within a limited grace period to add value to the organization. It is unlikely to expect the situation to change from the perspective of the hiring organization; therefore, if success is to be accelerated, a strategy will need to be supplied by the CMO. This paper provides a framework for such a strategy. It is based on the premise that a winning strategy is founded on setting expectations and then creating momentum through a series of small victories. The potential for achieving these victories is enhanced by investing effort in areas that have a high probability for synergy and success. Thus, it is possible to establish a template that has the potential to accelerate success.

### **Accelerating Successful Transitions**

Organizations pursue transformations because they perceive a need to meet future demands or are feeling the pain of being out of synch with the marketplace. Every transformation involves organizational and personal risks while offering substantial upside potential. In the case of hiring a CMO as a change agent, there are number of issues:

- Is the right individual with the right skill set being hired?
- Will this individual make the right decisions to achieve success?
- How quickly will we be able to assess the CMO's performance?
- What is the upside potential of the CMO position and the time required to garner benefits?
- What is the impact on organizational performance and culture if the CMO is not successful?

A transformation strategy should minimize negative risks while maximizing and accelerating the potential for success. Based on research regarding professional transitions, one can extrapolate the following:

1. Transition failures happen when new leaders misunderstand the demands of the situation or lack the skill and/or adaptability to react.
2. Successful transitions can be linked with specific methods used by new leaders that create cycles of influence/impact that build credibility.
3. Adoption of these methods accelerates the yield of significant returns.

Given the current track record relative to CMO tenure and transformations in general, how can one be audacious enough to discuss CMO success and accelerating the delivery of said success? Accelerating success can be gained by doing the following:

- Define what success looks like.
- Implement a strategy that creates desired outcomes in a timeframe that is acceptable to the CEO.
- Follow specific methods recognized as effective for successful transitions.
- Leverage areas of potential synergy that will create credibility, influence, and success.
- Consolidate learning and influence in a manner that contributes to solutions at the C-suite level.

The remainder of this paper will identify these leverage points and describe how they can be pursued over a six (6) period timeline. Before proceeding with this discussion however, it is necessary to provide a definition of the CMO's role as it is discussed in this paper.

### **When is a CMO a CMO?**

The following role and reporting responsibilities should be expected of a true C-level position such as a CMO:

1. Reports to the CEO versus a President or COO.
2. Member of the executive committee
3. Access to board members
4. Leadership and influence on strategy development
5. Key input regarding revenue generation
6. Role in public relations
7. Leadership in company transformation initiatives
8. Global or at a minimum corporate responsibilities

This level of position makes sense if the incumbent is expected to be responsible for marketing on a corporate basis, lead customer oriented transformations, and actively participate in competitive strategy development at the C-level including interaction with members of the board.

### **Defining Success: The Charter Document**

During the Quality Movement, there were individuals who claimed that they could recognize quality when they saw it. Other people recognized that quality is what we define it to be and that it has value when the definition matches the expectations of the buyer. In the case of the CMO, there is limited experience with the role, marketing itself is in transition, and the competitive landscape seems to morph at an increasing rate. Therefore, CMOs are likely to find themselves in the situation similar to quality, where the CEO thinks he can recognize it when he sees it. What is really happening is that the CEO recognizes the pressures he feels and will recognize help when it is provided even though he cannot necessarily define the means to that end.

Meanwhile, the newly minted CMO enters the position with success managing marketing professionals, budgets, and agencies along with knowledge of perhaps a few industries. Her peers are likely to be functional executives who are pressed for resources and do not link their success with this new hire. The mixture can be lethal particularly if the CEO does not offer much insight or support. The creation of a charter document can serve to help navigate through some of the land mines represented by a less than supportive environment. A charter document defines expectations by outlining responsibilities, steps that need to be taken, timelines, and the criteria for success. The creation of such a document forces the CEO to articulate and prioritize needs so that the CMO can respond with a strategy that will focus on the right objectives and timeline to achieve success. Further, a properly crafted charter document will garner support from the other functions and the CFO thus creating an environment to build bridges. In the final analysis, the CMO must perform and add value; the difference is that performance is removed from the arena of perception.

## Marketing Operations (MO)

Perhaps one of the most critical steps that a CMO can make in the early stage of his tenure is to create and staff a MO group within Marketing. It is difficult to imagine a scenario where an organization hired or replaced a CMO at the same time that it was well pleased with the function of marketing. To expect a CMO to personally orchestrate a transformation within marketing while effectively interfacing with peer groups and customers is unrealistic and will contribute to failure. In addition to bandwidth issues, the skill sets of MO, such as process and analytics, are typically not resident in the CMO.

MO, as a marketing discipline, came on the radar screen approximately five years ago and is gradually being recognized as an essential element of marketing. Ironically, most sales functions have operated with Sales Operations staff from the beginning of time. Given an outside sales team, Sales Operations coordinates efforts at headquarters, manages communication with the field, and minimizes non-sales time in the field. Typically, there is a Chief of Staff who runs operations for the VP of Sales and represents the sales function in the absence of the VP. Having a Chief of Staff within MO will allow the CMO to create transformation within marketing while pursuing other elements of his C-level responsibilities.

It is important to recognize, that the staffing of the MO group does not necessarily add head count or cost. When one examines, roles, utilization, optimization of vendors, waste, and rework, there are typically reasonable trade-offs so that the budget is not an issue.

The Chief of Staff should lead the use of fact based decision making and accountability. If a CRM system is in place, the Chief of Staff should increase its value to the organization. Parallel with the activities of the CMO, the Chief of Staff should be reaching out to her counterparts building bridges across the customer facing functions. It is an indispensable role.

## The CMO/CIO Mandate

It is logical that a newly appointed CMO will seek out potential allies early in his tenure. A non-intuitive but completely pragmatic candidate is the CIO. Consider some of the parallels:

1. Both positions are granted the C-level stripes that connote that their responsibilities cross organizational lines.
2. The combined positions control a very large percentage of operating costs and capital investment and are under pressure to demonstrate economic value add.
3. Both functions have a unique vocabulary and perspectives that are not shared by other functions.
4. Either position may or may not report to the CEO.

Thus, the functions face similar challenges and could certainly learn from each other but more importantly, organizations desperately need to learn how to leverage their combined perspective and skill sets:

- **Strategy**  
It is difficult to envision the articulation of a strategy in the absence of the consideration of the customer and technology.
- **Agility**  
The ability to make informed decisions and implement them is constrained by information and insight relative to direction and outcomes.
- **The Customer Experience**  
The customer experience and perceptions are increasingly influenced by technology. This same technology can be used to gain insight relative to customer behavior which should influence the adaptation of strategy through agility.
- **Agents of Change**  
The CMO represents the perspective of the marketplace and the CIO represents the tools that enable and reinforce change.
- **Synergy**  
The strength of the alignment between IT and Marketing is reflected in the quality of the customer interface and will strongly impact the ability of marketing to optimize its resources.

In addition to alignment, the CMO and the CIO must learn to speak the language of the C-suite and assume leadership roles in product/service innovation and the opening of new markets. Collectively, they can offer potential competitive advantage but to get to that point they must recognize their interdependencies.

## **Organizational Alignment**

Alignment is a crucial issue for CMO success in both the short and long term. In the short term, the CMO needs to interface with other functional groups to assess their views of marketing and receive input as to how marketing can add value to their efforts. This establishes a framework for legitimacy that can be built on over time.

The CMO must be concerned about the customer experience and the degree to which culture and structure support/dilute this experience. Therefore, early discussion must address customer touch points, policies, and metrics that are used to assess performance. There are few, if any, metrics that measure the level of alignment within an organization. From a practical standpoint, alignment is most often approached from a strategy perspective. In this context, each function identifies how it intends to support the strategy and metrics it will use to measure that support. Experience has demonstrated that the process of articulating the support of a strategy is perhaps more valuable to ultimate performance than the metrics themselves because it enhances a grass roots understanding of how the functions fit together. Ultimately however, functions tend to behave consistent with their basic performance criteria; if the function is evaluated using a productivity metric, it is likely that other measures will be compromised to meet that metric. The CMO needs to identify these vulnerabilities and support functional groups in their effort to maintain a desired (profit and image) level of customer support.

For the longer term, the CMO must be concerned with customer facing function's ability and motivation to supply quality data regarding the customer experience and behavior. Lacking this data, it will be difficult to use fact based decision making to optimize marketing investments and provide a useful and unique input to revenue generation.

Alignment issues often reflect core attitudes and beliefs of the organization. Inconsistencies take time to correct; one must make the case for change and provide an enabling environment.

## Marketing/Sales Alignment

From an operational perspective, there is no greater need than to build a supportive relationship with the sales function. The CEO may need to lend support, but the CMO must forge a bridge of trust with the sales organization.

One sure method for bridge building is to listen to the field and then take meaningful steps. Unfortunately, field sales seldom speaks with one voice so unless there is solidarity regarding a major sticking point, the emphasis should be on a common definition of best practices. Many sales forces operate without a well defined and/or supported sales process. It is impossible to build bridges when it is not clear what the bridge needs to span. The definition of best practices can be defined in a matter of days through facilitated sessions with top performers. Thus, progress can be made on this topic rapidly if the participants are so inclined. These same sessions can also clarify relevant sub-topics such as:

- Segmentation and value propositions
- Targeted decision makers
- The buy process
- Definition of opportunity management stages
- Lead management and nurturing processes
- Collateral needs
- Sales tools
- Performance metrics
- Follow-through required ensuring satisfaction, retention, and referrals.

The creation of this framework provides a vocabulary for cooperation, training, coaching, and support. Marketing now has a concise perspective regarding sales force challenges and needs. The bridge is created and can be strengthened over time. It is a simple and effective step but both functions must be willing to focus on areas of agreement and not be side tracked about events that happened in the past.

An extension of the sales process topic is a concept often referred to as *proof of value*. This concept suggests that if you make a sale using a value-add argument, you need to go back to the customer at an appropriate time and demonstrate that the customer truly received the value promised at the time of the sale. Such a demonstration reinforces value received in the mind of the customer and motivates the buyer to want to do more business with the supplier. Perhaps less recognized, the demonstration reinforces the value principle in the mind of the sales person and he will be less inclined to reduce price when there is an objection. Calculation of the proof of value forces the supplier to think in the same terms as the customer. Focus on proof of value moves the discussion from hypothetical to real; sales and marketing cannot hide behind tag lines or vague promises.



Marketing and Sales can also invest in Win/Loss analysis. Sales people often misinterpret why deals are won or lost; this often leads to attempts to strengthen capabilities that don't improve competitive advantage. This analysis can also lead to insight regarding new business opportunities which is a win for everyone involved.

If Marketing and Sales can work their way through these topic productively, there should be a quantum leap in cooperation and performance.

## **Customer Relationships**

Building long term relationships with customers is a fundamentally correct strategy as long as the customers are profitable and represent a base for future business. Social media offers opportunities to interface with customers and invites them to interface with each other. There are a host of other options including advisory boards and cross functional interfaces between supplier executives and the customer.

At the operational level, every touch point is an opportunity to influence customer perceptions and perhaps future action; this represents a strategic aspect of CRM.

At each level of interaction, there needs to be a cohesive and consistent perspective that guides the policies and content of the interaction across all touch points. Not all customers are profitable or desirable from a growth or positioning perspective. Generalizations such as "the customer is king" may sound noble but they may be misguided in terms of focusing on acquiring and developing customers who will not contribute to the long-term well being of the company.

This is an area that needs senior level leadership and is an opportunity for the CMO to join forces with the other functions to create a perspective and strategy that makes sense from a positioning and performance standpoint.

## **Return on Investment (ROI) Versus Predictability**

According to Forrester Research, seventy-six percent of B2B marketing professionals agree with the premise that their ability to track ROI gives marketing more respect. Certainly, the ability to calculate an ROI demonstrates recognition of the need to account for the contribution of one's budget. However, is this really the focus of the C-suite?

Shareholders and by extension CEOs and CFOs are interested in growth of revenue and profits. The ability to deliver consistent performance over time is thought to reflect solid strategy, management, and competence. Therefore, predictability and stability represent premium performance. Given the vagaries of the economy and marketplace; the ability to shift resources to meet targets is a valued capability.

Claiming the ability to calculate ROI while being unable to predict the impact of various components of the marketing mix represents a credibility gap at the C-level. The ability to contribute to near term and longer term decision making is brought into question. Relevance is further damaged when the focus of

ROI is on the efficiency of resource usage because this reinforces the perspective of marketing as a cost center.

The bias of marketing analysis must be insight. What can be discerned in terms of cause and effect? This moves the mindset for measurement to management and decision making. Adopting this perspective does not preclude the calculation of an ROI; it merely displaces it as the primary focus. It can be further argued that understanding cause and effect is closer to evaluating effectiveness which typically offers more leverage on performance. The issue is one of improvement as opposed to proving ROI.

## **Customer Relationship Management (CRM)**

CRM as an acronym and technology has been in existence for about fifteen years. During this period, there has been an endless debate regarding an appropriate definition which never gets resolved because the question gets confused with the ever changing technology. Thus, the hype of technology tends to obscure the more fundamental question of how to leverage the capabilities to gain an operational benefit? On the surface, the issue appears incredibly simple, one has a technology that applies to a number of customer facing functions that one wishes to maximize on a productivity basis. However, each function has its own approach to productivity and what it views as relevant data. Under these conditions, designing a system much less deploying it becomes a quagmire where success is limited to a functional versus enterprise level.

The core issue is that CRM must be approached as an operational strategy first; then the technology component is deployed as an enabler. It is likely that a CMO is going to experience a situation where CRM has been attempted several times with limited success and therefore the whole concept has an organizational cloud attached to it. Yet a successful CRM system is essential to the CMO's success because without it, the CMO will have great difficulty providing insight regarding customer behavior, customer profitability, and demonstrating the effectiveness of customer facing programs. For this reason, the CMO strategy must address organizational alignment first and then build support for an operational strategy. An existing CRM system may be sufficient to prove the concept; this is another reason to work closely with the CIO, her support will undoubtedly be essential to making the right things happen at the right time.

## **Articulation of the Business Model**

The topic of business models began during the dot-com era when technology created the opportunity for different types of aggregation, business networks, and economies of scale. The basic question being raised is:

- Who is the customer?
- How do you add value?
- How do you make money?
- Who are the players and how are they connected?

Although these topics would be covered in a business plan, the business model, as a visual representation often has the power of rapidly conveying the idea and also being a framework for group

workshops. Similar to the comments regarding strategy, there are inherent benefits of having the management team grapple with and define the company's business model. This represents a distinct opportunity for the CMO to exercise leadership by using such a model and involving perhaps several layers of management.

### **Building a Road Map**

There is no question that CMO survival will be at least in part driven by situational success. However, it has been the objective of this white paper to identify the existence of logical points of leverage that a CMO can use to increase the likelihood of personal and organizational success. These leverage points can be applied to a rough timetable to form a plan of attack or strategy that should keep the CMO from becoming distracted and allow her to garner the influence and credibility required for longevity in the position and perhaps consideration for promotion.

The leverage points outlined in this white paper can be organized into six categories:

- A. The Charter
- B. Marketing Management
- C. Organizational Alignment
- D. Technology
- E. Customer Relationships
- F. The Business Model

The duration of the plan will be described as occurring over six periods. The length of each period could vary if that made sense but the timeline needs to coincide with the Charter. The following outline is provided as an example and to reinforce the idea that the leverage areas are complementary to achieving success and that some topics may require several periods to work.

#### **Phase 1**

- A. The Charter
  1. The creation of a CMO Charter should be a topic during the interview stage. If there is a lack of interest/commitment on the part of the CEO, it should be a warning sign of undefined expectations.
  2. The elements of the charter should be worked out with the CEO and all relevant function heads. The charter should be used to build bridges.
  3. The completed charter should be shared across the organization.
- B. Marketing Management
  1. It is very likely that C-suite members will desire improved accountability and understanding of Marketing's value add. Therefore, creating an action plan for Marketing must be a Phase 1 activity.
  2. Existing marketing staff must be assured that the intention is to build a world class organization.
  3. As discussed earlier, it is highly desirable to establish a Marketing Operations, Chief of Staff. This role gives the CMO the opportunity to address other organizational needs and provides Marketing with organizational disciplines that will contribute to the creation of best practices and accountability.

4. The Chief of Staff needs to start establishing the structure for MO and focus on program execution.
5. Address governance issues as appropriate.
- C. Organizational Alignment
  1. During Phase 1, the CMO needs to assess the nature of customer touch points across functions and identify potential to improve the customer experience.
  2. From a charter perspective, the CMO must gather input relative to functional expectations for Marketing so that they can be reflected in the final document.
- D. Technology
  1. The CMO must build a working relationship with the CIO and assess if there are some early wins that can be gained during Phase 1.
- E. Customer Relationships
  1. The CMO will be occupied with internal issues during this phase, so it may not be feasible to interface with customers unless there are priority situations.
- F. Business Model
  1. Discussions with peers should include perceptions of the company's strengths and value add.

### **Phase 2**

- A. The Charter
  1. Completed and distributed during this period.
- B. Marketing Management
  1. Structural changes should be completed.
  2. Marketing Operations is established.
  3. Decision making is shifting to focus on cause and effect plus economic return.
- C. Organizational Alignment
  1. Ongoing discussions with functional groups should focus on strategies, challenges, and performance criteria.
  2. The CMO should be working with the sales function regarding sales process and lead management.
- D. Technology
  1. Work with the CIO relative to current infrastructure and its impact on decision making.
- E. Customer Relationships
  1. Start visiting customers and distribution partners.
  2. Engage peers and marketing staff to participate in customer visits.
  3. Focus on customer perceptions of the value proposition and opportunities to serve the customer with new capabilities.
- F. Business Model
  1. Does there appear to be potential to partner with other entities?
  2. Are there markets that appear to be under served?

### **Phase 3**

- A. The Charter
  1. Update progress as appropriate.
- B. Marketing Management
  1. Start reporting on ROI and assessing needs for more sophisticated tools.
  2. Identify needs for syndicated data and improved data quality from internal sources.
- C. Organizational alignment

1. Review progress with Sales regarding the sales process, lead quality, and collateral needs.
  2. Engage relevant functions regarding how to calculate proof of value and customer profitability.
- D. Technology
1. Work with the CIO on a system strategy that will support CRM and fact based decision making.
- E. Customer Relationships
1. Start formalizing customer advisory boards etc. to channel feedback.
  2. Initiate surveys as appropriate to create a voice of the customer (VOC).
- F. Business Model
1. Involve the CIO in discussions regarding opportunities to add value and/or serve new markets through the use of technology.

### **Phase 4**

- A. The Charter
1. Update progress as appropriate.
- B. Marketing Management
1. Continue focus on economics and optimization
  2. Strengthen ties with Sales i.e., cross training, linked positions, etc.
- C. Organizational Alignment
1. Share results of customer profitability and life time value with peers and functional groups.
  2. Demonstrate the leverage of referrals, retention, renewals, and satisfaction on customer profitability and organizational performance.
  3. Start working with functional groups regarding how performance metrics impact customer behavior.
- D. Technology
1. Implement any easy wins that enhance the customer interface.
- E. Customer Relationships
1. Conduct win/loss analysis
  2. Start to understand customer needs in the context of their business model.
  3. Use the business model context to identify opportunities to add value and strengthen competitive advantage.
- F. Business Model
1. Train others in the use of business models and create a team to work on E3.

### **Phase 5**

- A. The Charter
1. Present an operational strategy that supports CRM, the value proposition, customer profitability, and decision making to the C-suite.
- B. Marketing Management
1. Refine requirements for CRM and data integration.
- C. Organizational Alignment
1. Coordinate with functional groups relevant CRM and data integration requirements.
- D. Technology
1. Vendor selection and implementation plans for CRM technology.

- E. Customer Relationships
  - 1. Finalize technology requirements to support CRM and customer experience interfaces.
- F. Business Model
  - 1. Facilitate senior management sessions to define the company's business model. The focus being on understanding and alignment.

### **Phase 6**

- A. The Charter
  - 1. Most, if not all, of the elements of the Charter should be in place.
  - 2. A status review should establish closure and invite a discussion regarding priorities moving forward.
- B. Marketing Management
  - 1. Leverage the tools of CRM to focus on optimization and identify opportunities for growth.
- C. Organizational Alignment
  - 1. Work with functional groups to optimize customer alignment.
- D. Technology
  - 1. Support the CIO in the evaluation of new technologies that have the ability to leverage the customer experience and influence behavior.
- E. Customer Relationships
  - 1. Continue to strengthen these relationships and use as a competitive tool to anticipate needs and shifts in the competitive landscape.
- F. Business Model
  - 1. Use the skills established in Phase 5 to communicate strategy and identify opportunities for growth.

## **Creating Change**

As outlined earlier, the creation of a true CMO position must be viewed as an organizational signal of a need to change. Thus, success of the position will be viewed rightly or wrongly through the lens of credibility and influence. Choice of a CMO position versus other potential options suggests that the intent is to help the organization to better understand the marketplace and strengthen growth. This implies shifting from an internal focus to an external one. Having an external or customer focus makes sense only to the extent that the orientation generates value and interfaces that promote profitable growth. For this reason, the phased steps emphasize communication and the use of economic perspectives that relate internal action to customer behavior and top line results. This focus directly addresses persistent CEO perceptions regarding the lack of CMO contribution to top line results. At the same time, this approach addresses an equally dangerous condition where everyone is chasing quality customer interfaces without any understanding of impact on profitability. The success of the CMO is directly linked to the ability to create alignment of effort with customer profitability and effectively deploy resources.

This capability must carry over to organizational decision making. As management becomes more comfortable with these perspectives, the culture will shift and this will reduce the discomfort normally associated with change.

## Accelerating Success

Professional growth does not come from volunteering for suicide missions. A candidate for a CMO position needs to understand what he is signing up to do and in what timeframe. What does success look like to the hiring organization? What does success look like to the candidate?

This paper takes the position that both sides can reduce uncertainty regarding success by creating a charter document. The paper further advances the idea that a true CMO must act as a change agent and enabler if she is to fulfill her obligations to the Marketing function and the C-suite. Though every organizational situation will be different, the paper has argued that there are islands of leverage that the CMO can use to build credibility and influence; in fact, it can be asserted that a failure to do so will most likely lead to a shortened tenure.

The intent here was not to chronicle every move that the CMO could or should make but rather to suggest a strategy that will garner credibility and insight which are necessary to be an effective agent of change, enabler, and a valued asset within the corporation. All the moves are designed to be able to relate actions with top line results and create wins along the way. In this manner, success is built into each phase and home runs are nice but not a requirement.

It is the opinion of the author that candidates who can effectively navigate this course should qualify as future CEOs. This represents an opportunity for the marketing community to truly extend its influence and opens a broader perspective for career planning.

## About the Author

Glen S. Petersen is an internationally recognized speaker, writer, practitioner, and thought leader in the CRM and e-business industries. He has operated on all sides of the CRM industry; first as an early adopter, and then as a vendor, and consultant. He has held senior level management positions and as a consultant has developed proprietary facilitation techniques that help organizations rally around a single thread, phased implementation. He has authored six books that address the issues associated with CRM and SFA and in 2008 he published a book that addresses the Marketing/Sales alignment issue. Glen can be reached at [gpetersen@competitiveperformance.com](mailto:gpetersen@competitiveperformance.com).