

A CMO Maturity Model

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Executive Summary

The current rate of turnover among CMOs is a reflection of the massive change occurring in the marketplace. CEOs are being pressed for consistent growth in revenue and profitability and are seeking C-suite quality help from the marketing discipline. It is clear that the CEO's agenda involves organizational change and strategy development but CMO candidates are often ill prepared for the broad expectations of the position. When the CEO becomes disenchanted with the CMO, turnover occurs which only serves to delay progress and further undermines the potential for success of the next incumbent.

The CMO Maturity Model has been created based on a premise that CMO stability is built on a coherent track of marketing and organizational development that improves profitability and competitive strength. Success is a function of converting insight into innovation and creating an infrastructure that can move seamlessly to implement the innovation. Given this premise for success, the model identifies twenty (20) areas of competency that the CMO and organization must master to achieve long-term success. The development or *maturity* is measured in terms of moving across the spectrum of insight-innovation-implementation and institutionization.

The CMO Maturity Model provides an inventory of what needs to be done in broad strokes and interdependencies. The actual roadmap for change will be unique for each organization and priorities need to be set on the basis of C-level/board expectation, resource constraints, and the creation of operational infrastructure. The value of the model is that it provides a framework for the CMO to establish a coherent plan, the plan gives the CMO time to learn while achieving results and building the confidence of the CEO and the Board. The model represents as essential link to CMO and competitive success.

Overview

In 1954, Peter Drucker published his book, [The Practice of Management](#). In that book, Drucker outlined the following business fundamentals that are central to the content of this white paper:

- “There is only one valid definition of business purpose: to create a customer.”
- “.....only when the action of businessmen makes it effective demand is there a customer, a market.”
- “In every case it is business action that creates the customer. It is the customer who determines what a business is.”
- “Any business enterprise has two-basic functions: marketing and innovation. They are the entrepreneurial functions.”

Here we stand over 50 years later and for the most part companies are managed in fundamentally the same manner as they were when Drucker first created these admonitions. Technology has reduced cycle times and quality initiatives have increased consistency however, organizations remain functionally focused and to a great extent internally focused. The market and competitive forces of today's world are demanding companies to revisit Drucker's admonitions whether they realize it or not. Evidence that this is occurring is reflected in the adoption of Customer Relationship Management

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(CRM) Software, Customer Loyalty Programs, the creation of Chief Marketing Officers (CMOs), and Customer Experience Officers (titles vary by company). All of these initiatives are at least on the surface positive; however, what is troubling is the gap between recognizing the need and taking demonstrable action versus making things happen. The symptoms of this gap are quite pervasive:

- The turnover in the CMO position is slightly above two years and has the dubious honor of being the shortest of any position in the C-suite.
- The CRM industry cannot define CRM and user success has consistently been south of 50 percent for over ten years.
- Despite enthusiastic support for a need to be *customer centric*, Customer Experience executives, though less visible than CMOs, relate parallel challenges relative to organizational change.

Was Drucker wrong or is there something else that is fundamentally flawed? Actually, these initiatives merely reflect the point of Drucker's admonitions, i.e. the functional structure of organizations and the tendency to manage using an internal focus. All one has to do is make a list of all the customer facing and value delivery functions within the organization and then identify their respective performance metrics; it should be obvious that the driving force is either control or some version of checks and balances. Even when there is a firm commitment to initiatives such as customer satisfaction, there may not be a correlation between these statistics and actual customer behavior.

There are two fundamental flaws in management structure that must be addressed to be in synch with today's marketplace and the thrust of Drucker's points:

1. Companies must focus on customer profitability, life time value, and the processes that create customer value and then modify functional performance metrics accordingly. This will address the pervasive alignment issue that virtually all companies experience today.
2. Marketing must be perceived as being greater than the manipulation of the 4Ps. Marketing must earn the right to lead and provide the insight and rationale that guides innovation and market focus.

Having postulated these flaws, it should be obvious why this is an extremely political and complex set of issues to confront. It should also be obvious that this is not the topic for an initiative but rather the framework for a journey that every organization must take in order to survive. Each organization must chart its own course; however, there are some fundamental tools that can help to maintain focus and viability of the steps.

1. The CMO Charter. CMO turnover is driven by a lack of connection between the CMO and his peers. A charter document creates clarity regarding perceptions and expectations; this gives the CMO insight relative to priorities and communication. If the charter process is revisited on an annual basis; it provides a sense of progress and establishes a framework for sequencing next steps.
2. The CMO Maturity Assessment relates to the status of marketing and the organization at-large in terms of possessing fundamental tools and competencies to manage using an external market perspective. The focus of the assessment is

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to help the CMO to establish the capabilities that are essential to providing the leadership to fulfill the expectations of the charter. The title and intent of the assessment is in the context of what the CMO must preside over to effectively direct the marketing function and influence the organization to institutionalize management processes that drive long-term profitability and competitive strength.

As the title implies, this document will focus on the framework and rationale for each element of the Maturity Assessment.

CMO: The CEO Mandate

In the vast majority of cases, the creation of a CMO position is driven by a CEO mandate. One would assume that the idea for a CMO is driven by the twin circumstances of need and suggestion. Demands for innovation and growth become married with conversations with peers and Board members who suggest the possibility of a CMO position. The idea has intuitive appeal because most CEOs do not have a marketing background, marketing and sales represent a huge portion of the budget, and there is a dire need for growth. Armed with this rationale, the CEO proceeds with making this position a key aspect of his strategy with subsequent support from the Board.

To gain better insight regarding the types of issues that keep the CEO up at night, The Conference Board publishes an annual report that identifies CEO priorities and concerns for the upcoming year. The last available report is based on a survey and interviews conducted in 2007. The top ten challenges articulated by CEOs based on that survey are provided below in rank order according to greatest concern:

- 1 Excellence in execution 38.4%
- 2 Sustained and steady top-line growth 36.8%
- 3 Consistent execution of strategy by top management 31.8%
- 4 Profit growth 28.4%
- 5 Finding qualified managerial talent 27.2%
- 6 Customer loyalty/retention 26.3%
- 7 Speed, flexibility, adaptability to change 25.4%
- 8 Corporate reputation 23.7%
- 9 Stimulating innovation/creativity/enabling entrepreneurship 18.7%
- 10 Speed to market 18.2%

Though today's list might reflect the cost of energy and the need to protect the environment, there is reason to believe that the above challenges remain top of mind. All of these challenges link to marketing at some level; thus it is no surprise that CEOs are drawn to the need for a CMO role. At the same time, the CMO's tenure becomes based on CEO expectations and satisfaction.

The Challenge

It should be obvious at this point that the CEO is faced with enormous challenges that must be managed in an increasingly complex environment. Based on the nature of these challenges, it is reasonable for the CEO to reach out to the marketing function for

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insight, strategy, and leadership. Each CEO will have a unique set of needs and varying degrees of ability to articulate what they expect from the CMO. Thus, the charter concept is essential to managing expectations but the core element to success is built on creating a framework that engages the organization in a manner that improves competitive position and performance consistent with shareholder expectations.

The fundamental metric for shareholder wealth is consistent revenue and profit growth with a high expectation of continuing that performance into the future. There are two strategies for achieving these results: (1) organic growth and (2) mergers and acquisitions (M&A). Although one could assume that a CMO could contribute to either strategy, M&A initiatives tend to be highly structured and the province of specialists whereas organic growth embraces skill sets more unique to the marketing function. On this basis, this paper will focus on organic growth which is also consistent with the historical development of the CMO position.

Organic growth strategies can be easily represented by a four quadrant model:

		Products/Service	
		New	Existing
Customers	New		
	Existing		

Growth is achieved by selling new and existing products to existing customers net of defections or by finding new customers for these products. Though simple in concept, the management of consistent growth eludes most organizations. If one takes the 10 top CEO challenges and converts them into operational issues, the list might appear as follows:

- Understand the customer and marketplace so as to articulate and guide strategy.
- Establish sources of innovation and the mechanisms for prioritization.
- Reduce time to market.
- Improve the management of shorter product life cycles.
- Transform the alignment of organizational to support rapid change.
- Create products to fit niche and emerging markets.
- Identify profitable strategies for entering new segments or geographies.
- Manage brand integrity and company reputation in an era of blogs and industry commentary.
- Retain profitable customers.
- Leverage new sources of media to influence product awareness and purchase.
- Optimize the use of resources and time to achieve corporate objectives.
- Manage the creation and implementation of strategies to achieve the above.

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Note that each of these issues relates directly to a market orientation and should be a natural extension for the CMO but there are four areas that are outside the framework of setting expectations that will strongly impact the ability of the CMO to contribute effectively to the CEO mandate.

Four Deadly Disconnects

CMO turnover rates are driven by personality conflicts, a lack of setting expectations, an inability to achieve short term results, and/or an inability to create a coherent strategy for achieving longer term results that is supported by peers and the Board. Again the Maturity Model is oriented toward the tools and competencies required to achieve results, this section identifies four core issues that will impact any CMOs' ability to provide leadership and results.

1. Recognizing the Drivers of Profit Optimization

Given an objective of consistent profitable growth, the challenge is to identify the drivers of profit optimization. This issue in turn relates to how the organization plans and executes strategy. Most organizations extrapolate future performance and budgeting from history and essentially partition the strategy by function. This approach has two fundamental flaws:

- Extrapolation from history builds in historical inefficiencies. This approach does not account for an understanding of what worked and what did not work in the past. This is particularly true in the areas of sales and marketing. Thus, without an understanding of which components are really making a contribution, one is limited in terms of adjusting the mix of resources to closely approximate optimization.
- Partitioning strategy by function and using historical performance criteria to assess results is tantamount to assuming that if each function optimizes its productivity that the organization will maximize its profitability. All one has to do is to think about how forecasting is accomplished to understand the vulnerability of this operating assumption. It is likely that the company is operating with multiple forecasts and that each function is using disparate criteria to try to *optimize* their results.

These practices are a land mine for any CMO because the functions are most likely quite comfortable operating in this manner because it provides a sense of controlling one's own destiny. However, the approach ignores the issue that customer behavior drives profitability and that true optimization is not possible without accounting for what the customer is doing. Becoming customer centric or otherwise introducing the customer experience into the organization's psyche will only receive polite attention unless functional performance metrics and planning are addressed.

2. Adherence to Classical Marketing Techniques

If the issue for the CEO was simply to create a better understanding of marketing within the corporation, would this drive for the creation of a CMO? The answer is

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probably not. The argument made in this paper is that the CEO needs a strategic partner who can leverage an understanding of the marketplace to drive strategy and create a more effective responsiveness within the organization. To accomplish this objective the CMO is not simply a spokesperson for marketing but rather a source of insight and an agent of change.

- The CMO must have the ability to bring the realities of the marketplace into the framework and strategy of the organization. To be effective, the CMO must be able to reflect a visceral understanding of customer needs and the mindset of the competition. Statistics and classical market research are unlikely to provide sufficient credibility to be effective.
- The CEO's mandate for innovation is not served by incrementalism such as product extensions. The CEO is looking for new insights and ideas which can best be achieved with a more open and hands on approach to innovation.
- The use of business models as opposed to reliance on the 4Ps. In the past, the marketing function basically controlled all of the strings of customer experience through the use of the 4Ps. However, the marketplace is far more complex and sophisticated and must be managed through the coordination of a broader set of influences that reach outside the organization.
- It is difficult to assert leadership unless one is able to demonstrate a relationship between programs and financial results. There must be a linkage between actions and customer behavior.
- There must be a shift from managing products to creating solutions. The creation of solutions embraces the whole organization and business models. It also moves away from the dilution created by internal competition among product groups.
- The ability to leverage emerging media sources is a top of mind issue for most CEOs.

3. Marketing Versus Operational Experience

In most cases, the CEO as well as the other members of the Board have difficulty in defining the job description for the CMO and directing the search process. The CMO needs to be more than a marketing rock star. The CMO must be:

- The leader of the marketing function.
- A corporate strategist.
- An effective voice of the customer.
- An integral part of research and development.
- A confidant to the CEO.
- A agent for change.
- An entrepreneur in spirit and action.
- A business person capable of speaking the language of the Board all the way to the shop floor.
- A person with international experience who can effectively evaluate and penetrate non-domestic and developing markets.

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The point here is that the CMO position becomes self destructive by emphasizing marketing prowess as opposed to general management and international experience. In virtually every case, the CMO is going to be deficient in some aspect of the position. It is the purpose of the Maturity Model to help the CMO to navigate these uncharted waters, to add demonstrable value to the organization, and to live to tell the story.

4. The Need for a Marketing Chief of Staff

The CMO must be an agent of change within and outside of the marketing function. To be effective, the CMO must have a chief of staff within marketing to oversee the operation of the function and manage internal initiatives.

A Journey versus a Destination

It should be obvious through the discussion points that the impact of the CMO must be viewed as a journey and not a one time splash. Change takes time and must be result oriented. CMO success is the product of three types of action:

1. Identifying situational needs that must be addressed to maintain credibility with the Board and peers.
2. Implementing fundamental tools and concepts that are necessary to support change.
3. Leveraging the tools and concepts from step no. 2 to institutionalize change and measure results.

CMO tenure is dependent on establishing credibility and then leveraging the working relationship to institutionalize a framework that will support change.

The Seven I Model for Change

The topic of innovation has been at the top of senior management's concerns since the latter part of the 90s. It has been during period that most business people fully realized the complexities of worldwide competition and the impact of the Internet. As referenced earlier, these complexities spawned interest in the concept of the business model as a tool to communicate how one delivers value and generates revenue. A business model is useful as a conceptual tool but it does not inherently lead one to innovation; it merely helps to communicate the idea.

It is not feasible to bottle the spark of innovation. However, it is reasonable to assume that innovation starts as a unique insight that is created through experience, serendipity, or experimentation. Insight provides the idea but to yield business benefits, the idea must be acted upon and this is one reason why entrepreneurs trump established businesses. Established businesses often allow issues regarding scale and risk restrain action and this mindset limits innovation. Innovation does not imply blind action, it does require an assessment of impact; but this step also differentiates entrepreneurs in that an entrepreneur will create a least cost and least time strategy that address key questions whereas a larger firm is more likely to conduct formal research which takes more time, money, and may not adequately reduce the threshold of risk. Thus, innovation is a function of insight converted to an idea that is acted upon. Not only is

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the CEO looking for someone to spearhead innovation but also the entrepreneurial orientation so as to not get hung up in analysis paralysis.

Ultimately, a plan must be created to integrate the innovation into an infrastructure and the plan must be implemented. This is the front end of change management. To be complete however, the process must include ongoing review (Introspection) and the change must be institutionalized into the fabric of the organization. If these steps are not taken, innovation will wither on the vine and the CMO will not fill the gap in the organization.

The CMO position is a move to improve market insight but the other component to addressing the CEO's challenges is to introduce the customer experience into the fabric of the organization and use it as a vehicle to transform the organization into an agile and innovative competitive engine. To accomplish this transformation, the organization must be to effectively move through the following phases:

1. Insight

With the exception of pure serendipity, innovation is spawned through insight regarding an opportunity that is not apparent to others.

2. Innovation

This step requires conversion of the insight into a tangible business model that is viable in terms of actually being able to create and deliver the concept.

3. Impact

This phase requires an assessment of the impact of the concept on internal resources, the marketplace, profitability, and other alternatives.

4. Integration

Assuming a decision to proceed, the elements required for success must be identified and commitment established.

5. Implementation

The concept must be effectively managed.

6. Introspection

During and post implementation there must be a commitment to assess the validity of assumptions, key learning, and progress toward goals.

7. Institutionalize

Learning from the entire process must be integrated into the fabric of the organization. Without this step, the organization cannot effectively move forward in terms of competitive strength.

The 7 I Model represents a high level description of the phases required to manage time to market and institutionalizing agility.

Maturity Competencies

As has been outlined earlier, no single individual is going to possess the competencies or have access to the infrastructure required to be successful on day one as a CMO. However, long-term success requires the identification of key areas of expertise that are essential to build success; these can loosely be referred to as maturity competencies. The competencies can be viewed as a combination of expertise and infrastructure that need to be developed (maturity terminology) to support the CEO's challenges and the 7 Is. The maturity competency definitions are provided below:

International

Knowledge of how to assess and penetrate non-domestic and emerging markets which includes:

- Markets/Economics/Sizing
- Supply Chain
- Potential Partners
- Penetration Strategy

Thoughts and Comments:

For many companies, near term organic growth implies expansion into new and perhaps emerging geographic markets. Experience as to how to effectively orchestrate market expansion/penetration is essential. This implies a sense of overall product positioning and logistics which goes well beyond executing a market rollout.

Business Model

The ability to create and articulate business models that enhance speed to market and competitive advantage which implies the ability to provide:

- Definition/articulation of the model
- Pricing
- Segment needs
- The buy process
- The role of company reputation

Thoughts and Comments:

The business model reinforces the importance of thinking outside the classic framework of the marketing discipline. The business model is a tool for conceptualizing and communicating the delivery of value. Among other things, the model should drive home segment needs, how customers buy, and the role of company reputation in that process.

Customer Needs

Customer needs must be understood in operational terms so as to truly understand their value needs; this implies the following types of insights:

- Research versus Delivery
- Country/Regional specific
- Economic and non-economic implications of customer need
- Segmentation based on value needs
- Positioning

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- Crossing the chasm (rate of adoption)
- Voice of the Customer (VOC)
- Customer Satisfaction
- Pricing

Thoughts and Comments:

Most CEOs recognize that their organizations truly need to understand and act upon customer needs. Slogans such as being *customer centric* and classical research do not yield the subtlety or commitment required to effectively compete. What these bullets imply is knowledge that drives insight (see next section). The reference to country and regional differences suggests that international expansion often requires sensitivity to the implications of functionality, design, packaging, and pricing.

Customer Behavior

The customer experience must be relatable to customer behavior in order to make it meaningful in financial or operational terms:

- Targeting
- Buy Process
- Rate of acquisition
- Retention
- Referrals
- Analytics

Thoughts and Comments:

Customer behavior is ultimately what drives success; customer attitudes are valuable only to the extent to which they can be linked to action. This is the central issue of marketing accountability. If marketing programs cannot be linked to customer behavior, it is impossible to create a credible cost/benefit relationship.

Customer Profit

Customer profitability is the rallying point that enables the organization to create true alignment of effort and define the target market; this implies the ability to measure:

- Acquisition cost/value
- Life cycle management
- Life cycle value

Thoughts and Comments:

Customer profitability represents the ultimate test for any organization. Is the company pursuing the right customer with the right concept and delivering it in a cost effective manner? This perspective brings the issue of effective alignment into an actionable context with a true market perspective.

Industry

The industry must be understood in terms of the motivations and objectives of all stakeholders, which include:

- Investors
- Customers
- Suppliers
- Alternative Solutions
- Partners

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- Competitors

Thoughts and Comments:

Every company operates within a context of an industry. Therefore, positioning and value delivery must be accomplished in the framework of an industry.

Understanding how the industry works is valuable as long as one is not trapped by the mindsets that inhibit innovation.

Channel Management

This implies leveraging agents, partners, and internal resources to deliver value to customers while maintaining parity in pricing and minimizing conflict.

Go To Market Process

Similar to customer profitability, the go to market process represents a rallying point to achieve alignment of effort and optimize effort; this includes:

- Definition/articulation of the process
- Process analysis
- Training

Thoughts and Comments:

The go to market process perspective represents a graphical method for gaining organizational understanding and buy-in to change related to alignment for value delivery. It tends to be central to the whole issue of understanding the customer experience and process improvement.

Investor Relations

Communication with investors needs to be synchronized with communication to the marketplace. Marketing expertise can also be applicable in terms of understanding investor behavior by defining:

- Investor Types (segmentation)
- Investor Expectations (value needs)
- Communication

Thoughts and Comments:

Many professionals advocate the involvement of the CMO in investor relations.

Beyond the issue of consistency of message, the rationale should focus be one of understanding investors in the context of needs and expectations.

Product Development

The voice of the customer and marketplace must be integrated into product development through input regarding:

- Prioritization
- Functional Specifications
- Definition
- Cycle time Management

Thoughts and Comments:

The challenge for most organizations is to truly introduce the voice of the customer into the development process. This implies more than classical quality concepts such as functionality but deep insight into usage etc.

Product Life Cycle Management

The issue here is the positioning of product over their life cycle and the timing of product releases; considerations include:

- Positioning
- Launch Planning
- Upgrades

Thoughts and Comments:

Product life cycles are getting shorter and demand a high degree of maintenance of positioning. The CMO must ensure that this positioning process is managed effectively and carries over to the materials used by the sales force.

Service Productization

This implies standard descriptions, quality standards, and pricing plus ensuring that the price/value relationship holds for the target segment.

- Contracts
- Positioning, pricing, and Targeting

Thoughts and Comments:

The creation and delivery of services is becoming as important if not more important than product in that the creation of a solution is function of product and service.

Brand Management

Development and protection of the intellectual property that represents the brand plus the creation of a profitable franchise relationship with customers requires:

- Positioning
- Intellectual Property
- Collateral Management
- Loyalty Management
- Policy Creation and Management

Thoughts and Comments:

The CMO must institute appropriate policies to enhance and protect brand assets.

Knowledge Management

Effective sharing of knowledge and memorializing learning is central to the entire Seven I process this will require:

- Centers of Excellence
- Knowledge databases

Thoughts and Comments:

The CMO must be concerned about leveraging current organizational knowledge and that which is created through new processes and learning.

Alignment

The alignment issue is paramount relative to making the customer experience relevant to operational fabric of the company including:

- Strategy
- Functional
- Partner

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- Process
- Incentives and Compensation

Thoughts and Comments:

Solving the alignment issue is essential to a CMO's success. Understanding this issue and creating a change to shift the organization is not a task but rather a process unto itself.

Technology

Systems applications such as Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Knowledge Management (KM), Business Process Management (BPM), etc. are essential to sharing information and coordinating action. These systems must integrate all aspects of the organization including:

- Strategy
- Functional
- Partner
- Process
- Incentives and Compensation

Thoughts and Comments:

Solving the alignment issue is essential to a CMO's success. Understanding this issue and creating a change to shift the organization is not a task but rather a process unto itself.

Change Management

Change management methodologies will be required for the CMO to contribute to the CEO's agenda and must address:

- Marketing
- Corporation
- Industry

Thoughts and Comments:

The success of the CMO in the long-term will be dependent on her ability to sell change and institutionalize it.

Forecasting

This is a key process that is parallel to the go to market process in terms of its impact on the customer experience and a reflection of level of alignment within the organization and includes:

- Creating Credibility
- Integration with Supply Chain Logistics

Thoughts and Comments:

The ability to manage the forecasting process can have major implications on the financial health of the organization. The CMO cannot be on the sidelines second guessing other functions.

Optimization

Optimization reflects the elimination of waste and therefore is a reflection of the effectiveness of demand generation but also the alignment of all elements of the business model and support processes:

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- Process
- Media Mix

Thoughts and Comments:

The CMO must be able to create effective trade-offs and synergies that optimize available resources.

Communication

Communication is used in a broad sense to include communication among stakeholders, the marketplace, and dialogue with customers as indicated below:

- Investment Community
- Partners
- Prospects
- Customers
- Industry
- Board Members

Perhaps one of the largest challenges for new CMOs is being able to communicate to each constituency using terminology they can relate to. For example, most of the literature addresses the inability of CMOs to discuss issues with Board members using their terminology.

The Maturity Model

Thus far, the argument has been made that CMO success is predicated on the ability of the CMO to introduce and the organization to master certain competencies that are central to innovation and competitiveness. The relationship can be conceptualized as a matrix as provided below:

Competency	Insight	Innovation	Impact	Integration	Implementation	Introspection	Institutionalize
International	X	X	X	X	X	X	X
Business model	X	X	X	X	X	X	X
Customer Needs	X	X	X	X	X	X	X
Customer Behavior	X	X	X	X	X	X	X
Customer Profit	X	X	X	X	X	X	X
Industry	X	X	X	X	X	X	X
Channel Management	X	X	X	X	X	X	X
Go To Market Process	X	X	X	X	X	X	X
Investor Relations	X	X	X	X	X	X	X
Product Development	X	X	X	X	X	X	X
Product Life Cycle	X	X	X	X	X	X	X
Service Productizing				X	X	X	X
Brand Management	X	X	X	X	X	X	X
Knowledge Mgmt.	X	X	X	X	X	X	X
Alignment				X	X	X	X
Technology	X	X	X	X	X	X	X
Change Management	X	X	X	X	X	X	X
Forecasting	X	X	X	X	X	X	X
Optimization				X	X	X	X
Communication	X	X	X	X	X	X	X

The Xs represent a correlation as to how each competency impact the innovation/competitiveness process. Since each competency has logical links with the innovation process, it is possible to create an assessment that positions an organization versus a master roadmap (Maturity Model). The CMO can then match organizational expectations (charter assessment), organizational constraints, and the maturity model to create an update to the roadmap for competitive improvement. This capability essentially fulfills the vision for the CMO position, which is to:

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Leverage marketing as a source of leadership, innovation, and change (marketing and organizational) in the pursuit of sustained, profitable growth and shareholder wealth.



About The Author

Glen S. Petersen is an internationally recognized speaker, writer, practitioner, and thought leader in the Customer Relationship Management (CRM) and e-Business industries. Mr. Petersen has held senior level management positions with systems integration and end user organizations and is the Managing Director of GSP & Associates LLC, a consulting firm dedicated to helping organizations leverage and justify their investment in CRM related technology.

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