



2022 CMO Survey

CMOs Increasingly Being Tapped to Lead Growth in Difficult Business Environment:

KEY SURVEY TAKEAWAYS

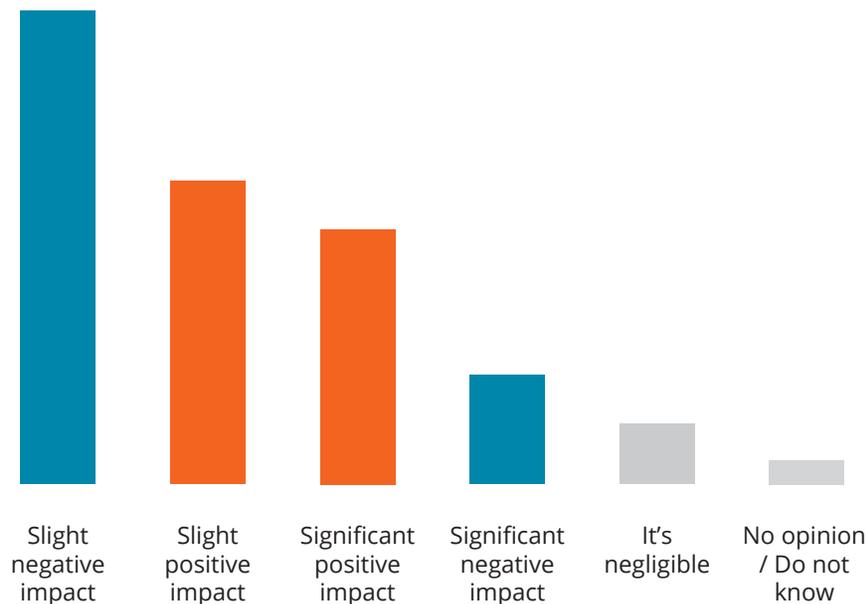
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Fractional CMOs for Accelerating Growth

2022 CMO Survey

Expectations for 2022

Respondents were mixed on their expectations for 2022, with 47 percent of CMOs surveyed reported having a pessimistic view on the New Year. 46 percent expected the economic circumstances to improve.



What is the likely impact of economic and business climates over the next year on a CMOs' ability to meet business performance goals?

Answer Choices	Responses	
Slight negative impact	38.60%	22
Slight positive impact	24.56%	14
Significant positive impact	21.05%	12
Significant negative impact	8.77%	5
It's negligible	5.26%	3
No opinion / Do not know	1.75%	1
TOTAL		57

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Impediments to growth in 2022

CMOs identified as main headwinds for companies' growth a continued shortage of talent, on-going supply chain issues, inflation, and government COVID-19 measures. In other words, CMOs expect that the impact of the pandemic will continue to weigh negatively on companies' growth prospects.

What are potential headwinds to growth in 2022? (Rank) (N: 55)

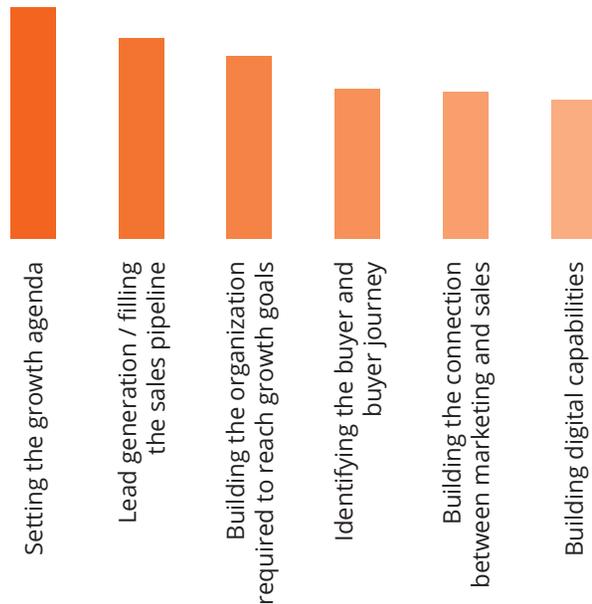


	1	2	3	4	Total	Score
Talent/Labor issues	42.59% 23	27.78% 15	25.93% 14	3.70% 2	54	3.09
Supply chain issues	29.63% 16	40.74% 22	24.07% 13	5.56% 3	54	2.94
Inflation	24.53% 13	24.53% 13	32.08% 17	18.87% 10	53	2.55
New Covid measures	5.77% 3	7.69% 4	15.38% 8	71.15% 37	52	1.48

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CEO priorities for CMOs

In the current environment where an unprecedented confluence of quickly evolving economic and sociological factors impact not only what customer have to be spend, but also how they collect information on alternatives and what factors weigh in when they make a purchasing decision, CMOs are called upon by their CEOs, first and foremost, to set the growth agenda. Second is lead generation (filling the sales pipeline), and third is building the organization to achieve growth goals.



What are CEOs, other C-Suite executives, and/or PE priorities for CMOs in the coming year?

(Rank)

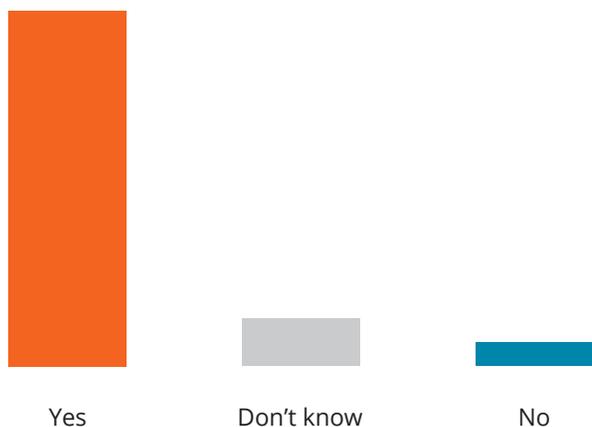
(N: 56)

	1	2	3	4	5	6	Total	Score
Setting the growth agenda	50.00% 28	17.86% 10	5.36% 3	5.36% 3	14.29% 8	7.14% 4	56	4.63
Lead generation / filling the sales pipeline	21.43% 12	26.79% 15	17.86% 10	12.50% 7	7.14% 4	14.29% 8	56	4.00
Building the organization required to reach growth goals	12.50% 7	25.00% 14	16.07% 9	16.07% 9	21.43% 12	8.93% 5	56	3.64
Identifying the buyer and buyer journey	7.27% 4	7.27% 4	25.45% 14	21.82% 12	16.36% 9	21.82% 12	55	3.02
Building the connection between marketing and sales	5.45% 3	10.91% 6	21.82% 12	18.18% 10	21.82% 12	21.82% 12	55	2.95
Building digital capabilities	3.57% 2	12.50% 7	14.29% 8	26.79% 15	17.86% 10	25.00% 14	56	2.82

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Importance of ESG

Another important factor impacting growth prospects for businesses are changes in customer buying behavior that are not new but have been accelerated through - and because - of the pandemic. Important changes to behaviors, next to the digitalization of the buyer journey, include growing concerns with ESG where 69 percent of respondents said that a brand's stance on environmental and social issues is somewhat important or extremely important to customers when making purchasing decisions. And more than 83 percent said that CMOs should take the lead in defining and activating a brand's ESG initiatives.



Should CMOs take a leading role in defining and activating a brand's ESG effort?

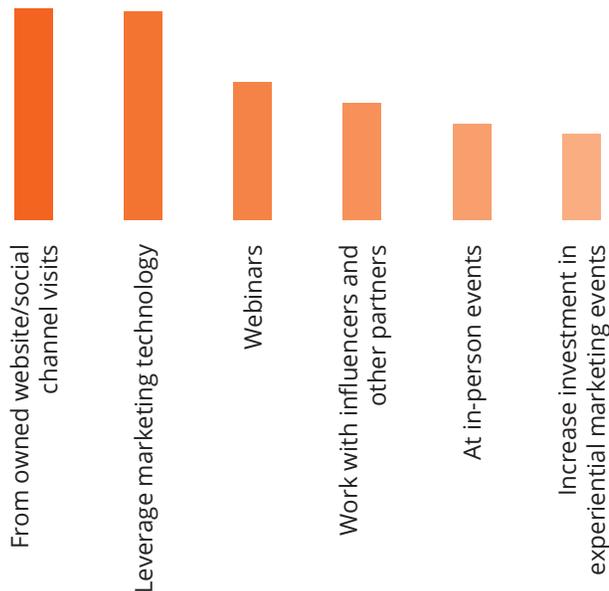
Answer Choices	Responses	
Yes	83.33%	45
Don't know	11.11%	6
No	5.56%	3
TOTAL		54

2022 CMO Survey

Capturing and managing 1st party B2B customer data

Upcoming changes to companies ability to leverage third party data is an emerging challenge marketers will need to address. When asked where marketers can best capture and manage first party customer data, at-in events came second to last (the owned website and social media came first) - the same identical picture could be seen for both B2B and B2C customers.

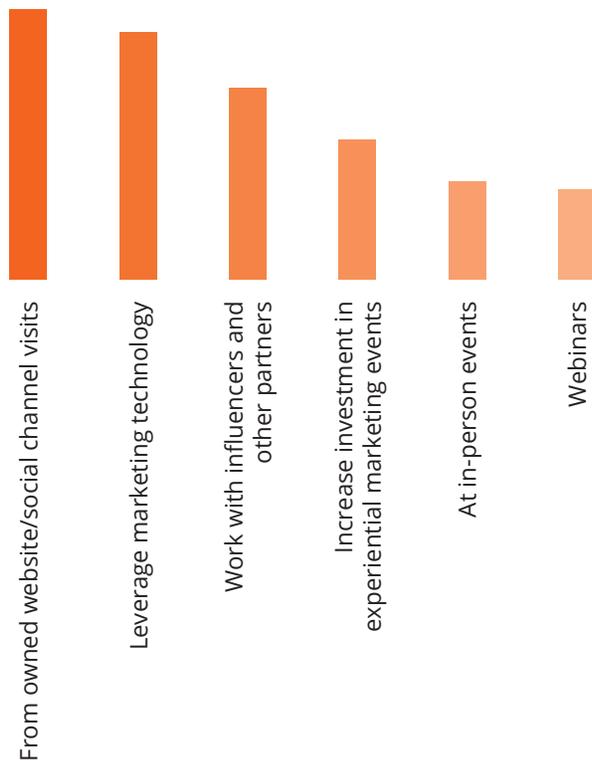
How can marketers best capture and manage 1st party B2B customer data? (Rank) (N: 55)



	1	2	3	4	5	6	Total	Score
From owned website/social channel visits	53.70% 29	25.93% 14	12.96% 7	5.56% 3	0.00% 0	1.85% 1	54	5.22
Leverage marketing technology to effectively capture customer behavior, such as CRM and marketing automation systems	36.36% 20	50.91% 28	7.27% 4	0.00% 0	5.45% 3	0.00% 0	55	5.13
Webinars	5.56% 3	9.26% 5	35.19% 19	31.48% 17	11.11% 6	7.41% 4	54	3.44
Work with influencers and other partners to collect data and build customer relationships	5.77% 3	5.77% 3	26.92% 14	19.23% 10	19.23% 10	23.08% 12	52	2.90
At in-person events	0.00% 0	5.66% 3	13.21% 7	28.30% 15	16.98% 9	35.85% 19	53	2.36
Increase investment in experiential marketing events	0.00% 0	3.85% 2	5.77% 3	17.31% 9	46.15% 24	26.92% 14	52	2.13

2022 CMO Survey

Capturing and managing 1st party B2C customer data



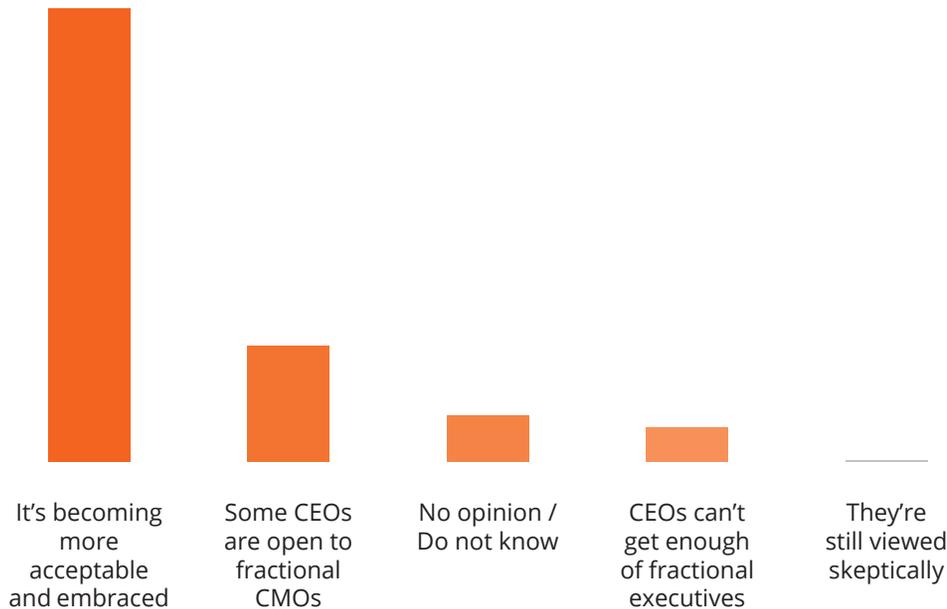
How can marketers best capture and manage 1st party B2C customer data? (Rank) (N: 48)

	1	2	3	4	5	6	Total	Score
From owned website/social channel visits	57.45% 27	34.04% 16	8.51% 4	0.00% 0	0.00% 0	0.00% 0	47	5.49
Leverage marketing technology to effectively capture customer behavior, such as CRM and marketing automation systems	37.50% 18	43.75% 21	6.25% 3	8.33% 4	4.17% 2	0.00% 0	48	5.02
Work with influencers and other partners to collect data and build customer relationships	6.52% 3	8.70% 4	60.87% 28	17.39% 8	4.35% 2	2.17% 1	46	3.89
Increase investment in experiential marketing events	0.00% 0	6.52% 3	17.39% 8	43.48% 20	19.57% 9	13.04% 6	46	2.85
At in-person events	0.00% 0	6.67% 3	4.44% 2	13.33% 6	33.33% 15	42.22% 19	45	2.00
Webinars	0.00% 0	0.00% 0	4.35% 2	17.39% 8	36.96% 17	41.30% 19	46	1.85

2022 CMO Survey

CEO attitudes towards fractional CMOs

CEOs also no longer need CMOs to be on payroll, let alone check in every morning at 08:00 AM. Increasingly, attitudes are becoming more positive towards fractional CMOs where 70 percent of respondents said that fractional CMOs are becoming ever more accepted by the C-suite, with only 18 percent indicating that only some CEOs are willing to work with fractional CMOs.



Overall, how does the C-suite perceive fractional CMOs? (N: 56)

Answer Choices	Responses	
It's becoming more acceptable and embraced	69.64%	39
Some CEOs are open to fractional CMOs	17.86%	10
No opinion / Do not know	7.14%	4
CEOs can't get enough of fractional executives	5.36%	3
They're still viewed skeptically	0.00%	0
TOTAL		56