

Marketing Watch

The Challenges Facing CCOs and CMOs

July 28, 2022



Marketing Watch

Some of the critical questions and issues we will be answering today

- What are the critical challenges facing those leading Communications and Marketing teams today?
- Which are the topics of the greatest need for insight and what are the issues driving those needs?
- How do these challenges and needs vary between B2B and B2C organizations? And how do they differ between CCOs and CMOs?
- What can we do to meet these challenges and what is the outlook in the next 2 years for the professions?



Today's Speakers



Denise Dahlhoff, PhD
Senior Researcher,
Consumer Research
The Conference Board



Brad Hiranaga
Former Chief Brand Officer,
North America
General Mills



Ivan Pollard
Center Leader, Marketing &
Communications
The Conference Board

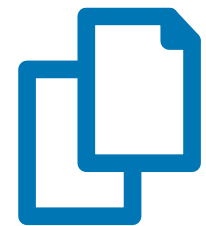
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Our survey

A rapid pulse survey sent out to members and non-members in the middle of June, 2022

- **121 responses**
 - 73 Marketing, 23 Communications, 25 Combined
 - 35 B2B, 36 B2C, 50 B2B2C
- **3 simple questions**
 - What are your biggest challenges?
 - Where do you need more/better insights?
 - Where would you instinctively turn to find those insights?

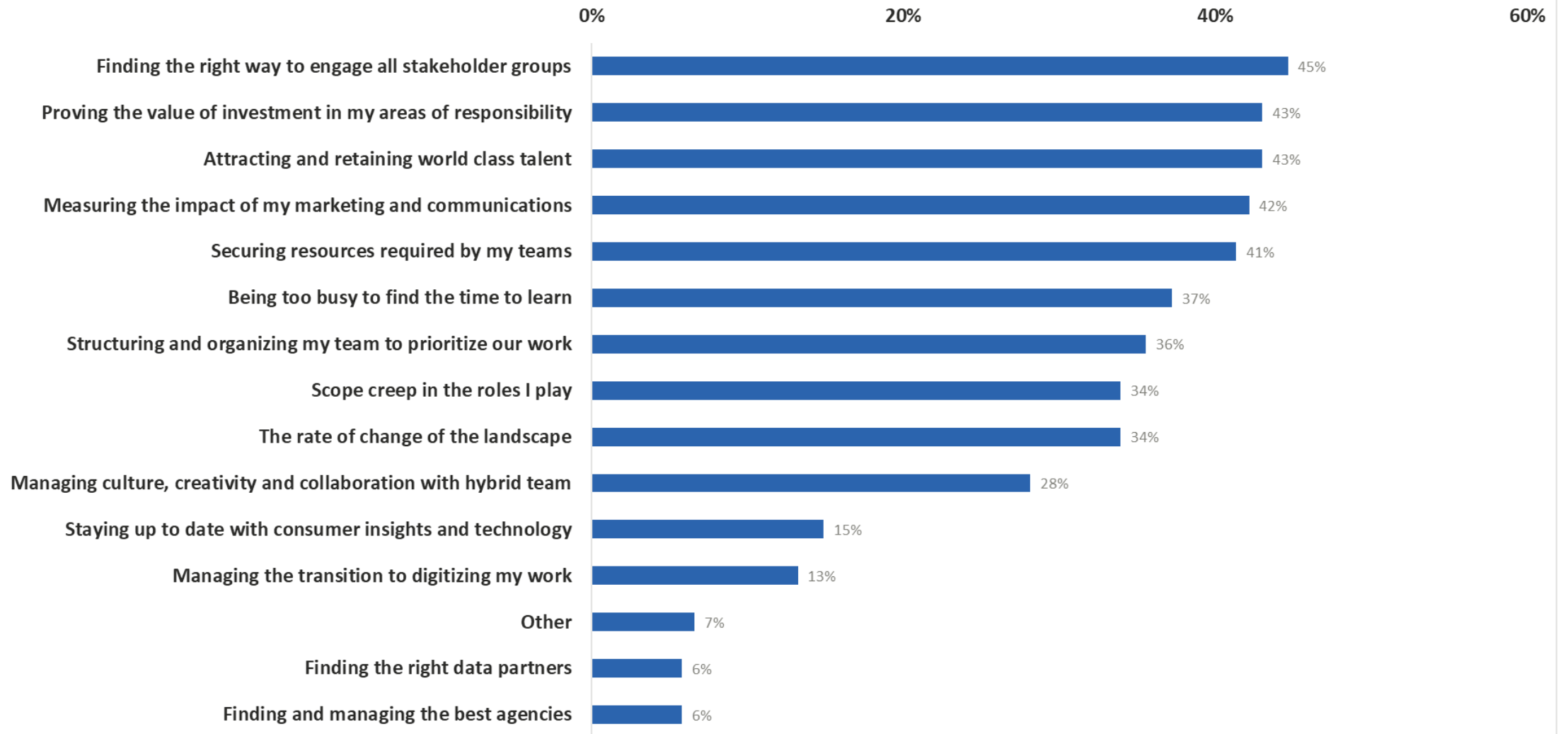


Big Challenges



There are nine challenges of 'critical mass' facing M&C executives in this volatile environment

Q: Currently, what are the biggest challenges for you in your job? (pick 5)



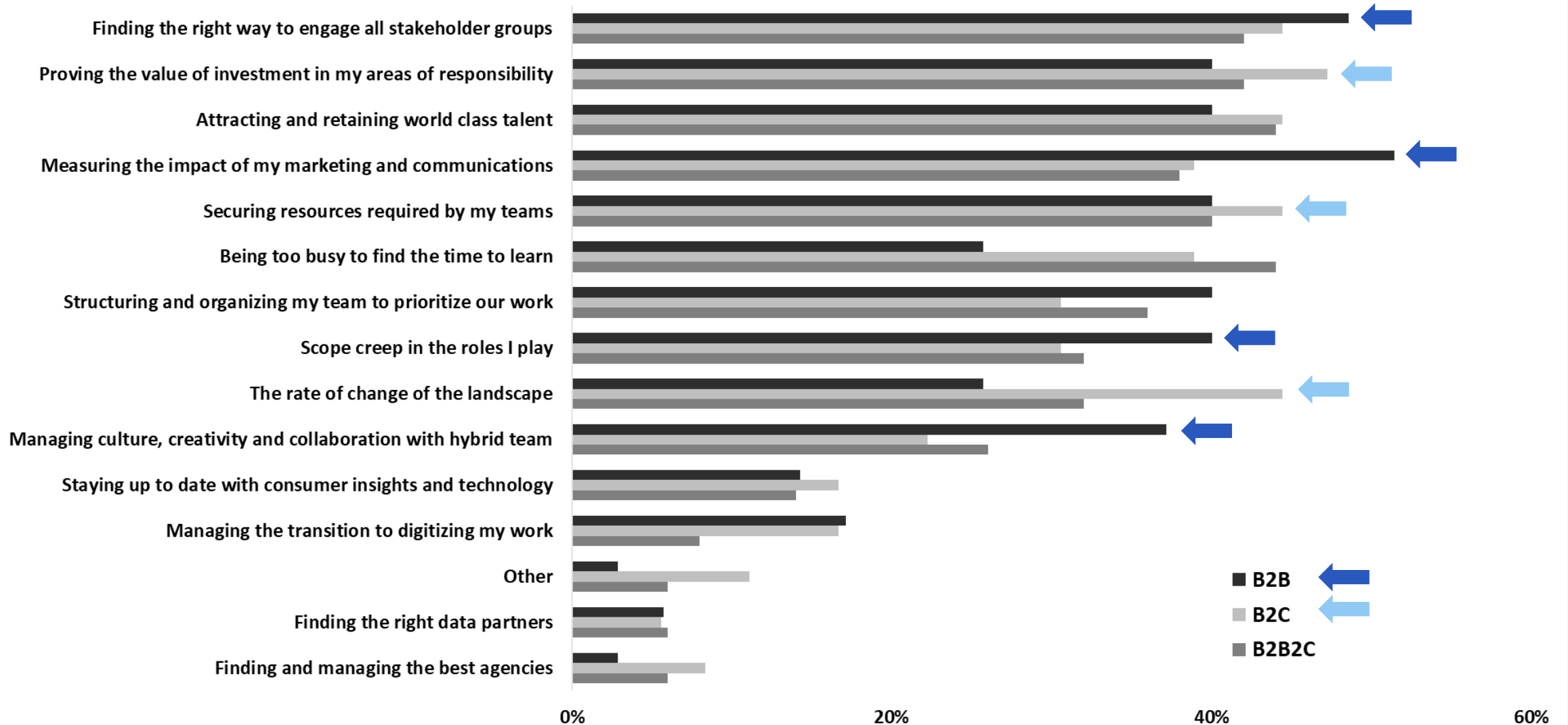
Source: CMO & CCO Survey, The Conference Board, 2022

Note: n=121



B2B is leaning in to measurement and team/stakeholder management whilst B2C is focused on resourcing and learning to stay ahead of the rapidly changing landscape

Currently, what are the biggest challenges for you in your job? (Pick 5)



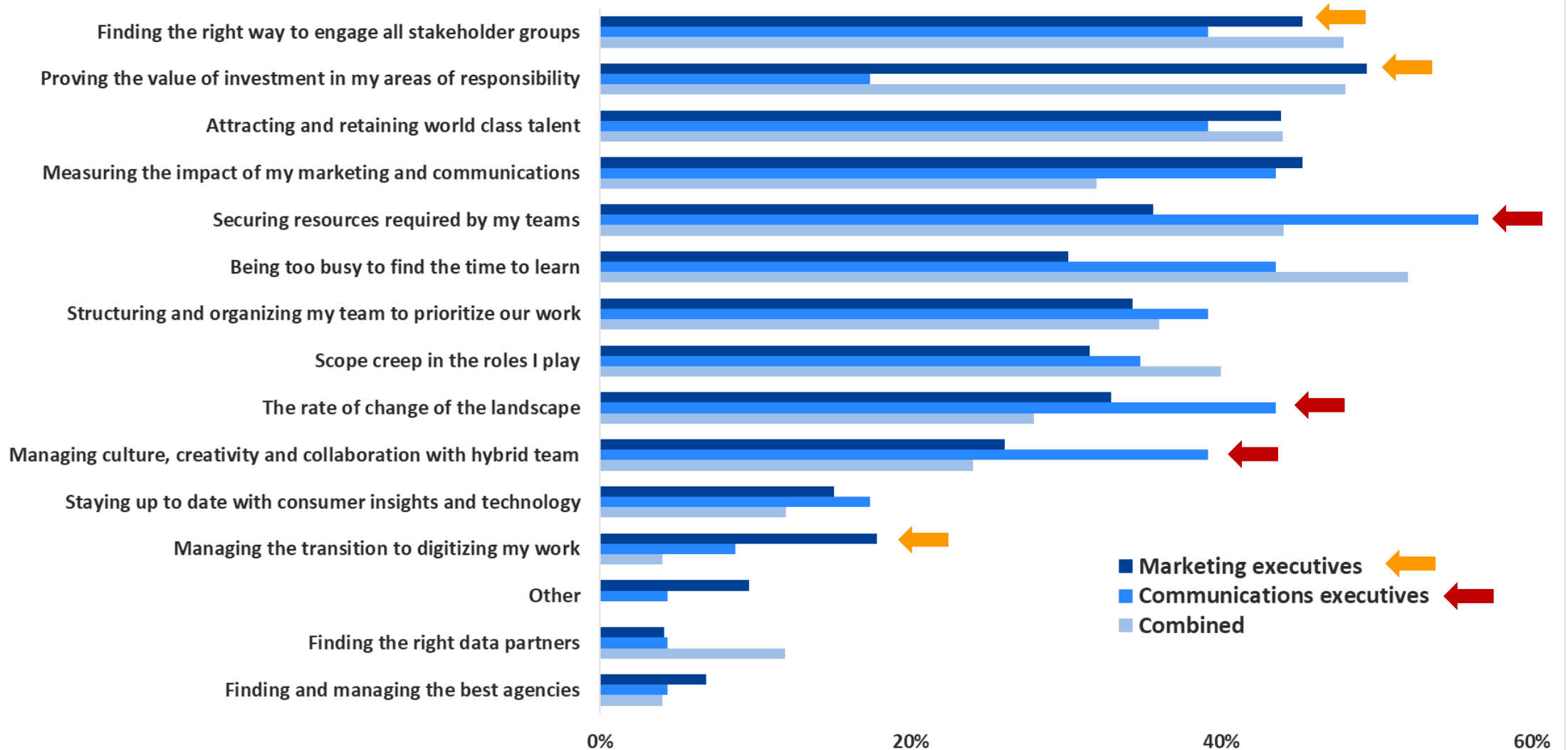
Source: CMO & CCO Survey, The Conference Board, 2022

Note: B2B, n=35; B2C, n=36; B2B2C n=50.



Communications leaders are focused on meeting their growing internal demand. Marketing leaders are focused on proving they will grow the business externally.

Q: Currently, what are the biggest challenges for you in your job? (Pick 5)



Source: CMO & CCO Survey, The Conference Board, 2022

Note: Marketing, n=73; Communications, n=23; Combined (those doing both functions and those in supporting functions)n=25.

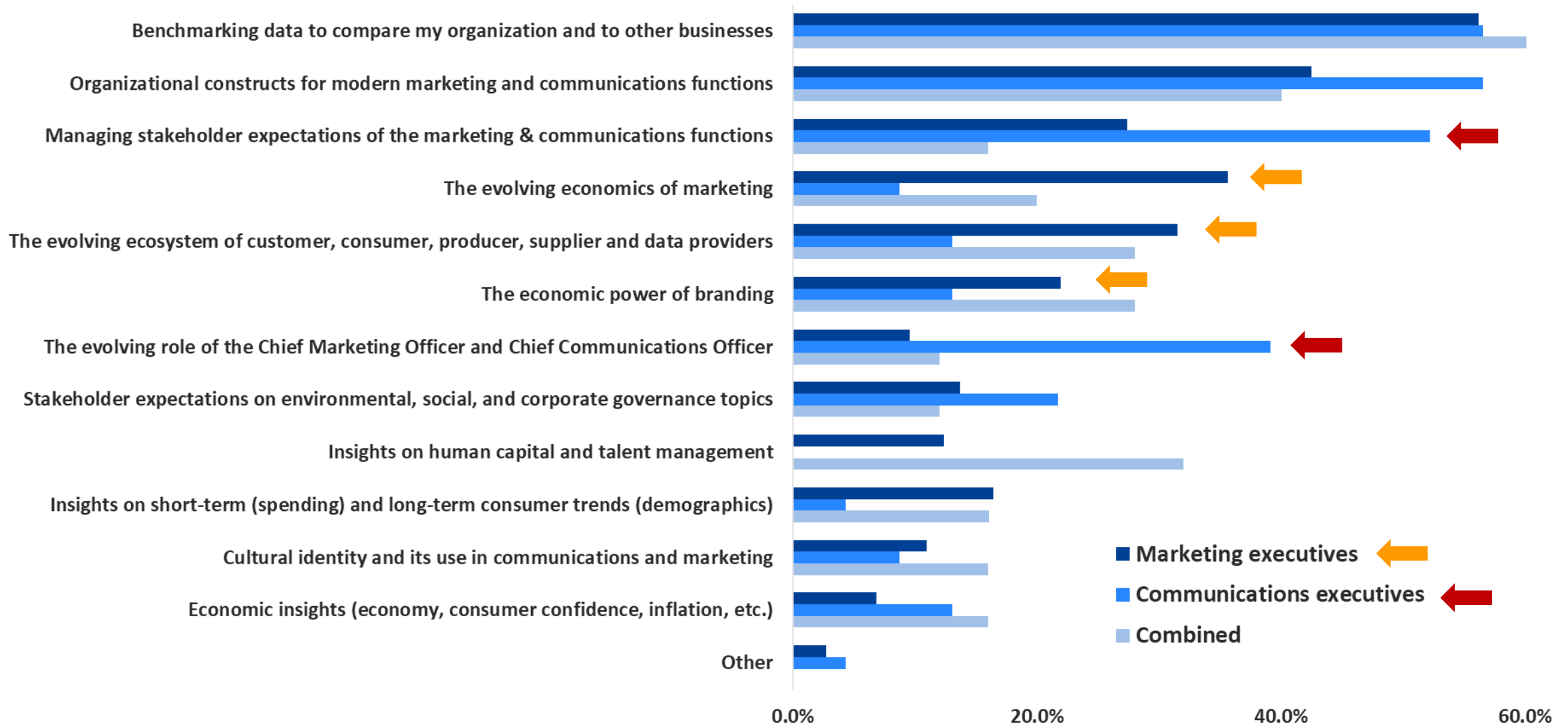


Insights Needed



The need for benchmarking is common to all. Communications leaders are focused on their evolving role. Marketers are more focused on the dynamics of investment.

Q: Where do you feel external insights and analysis would help you most in your job? (Pick 3)



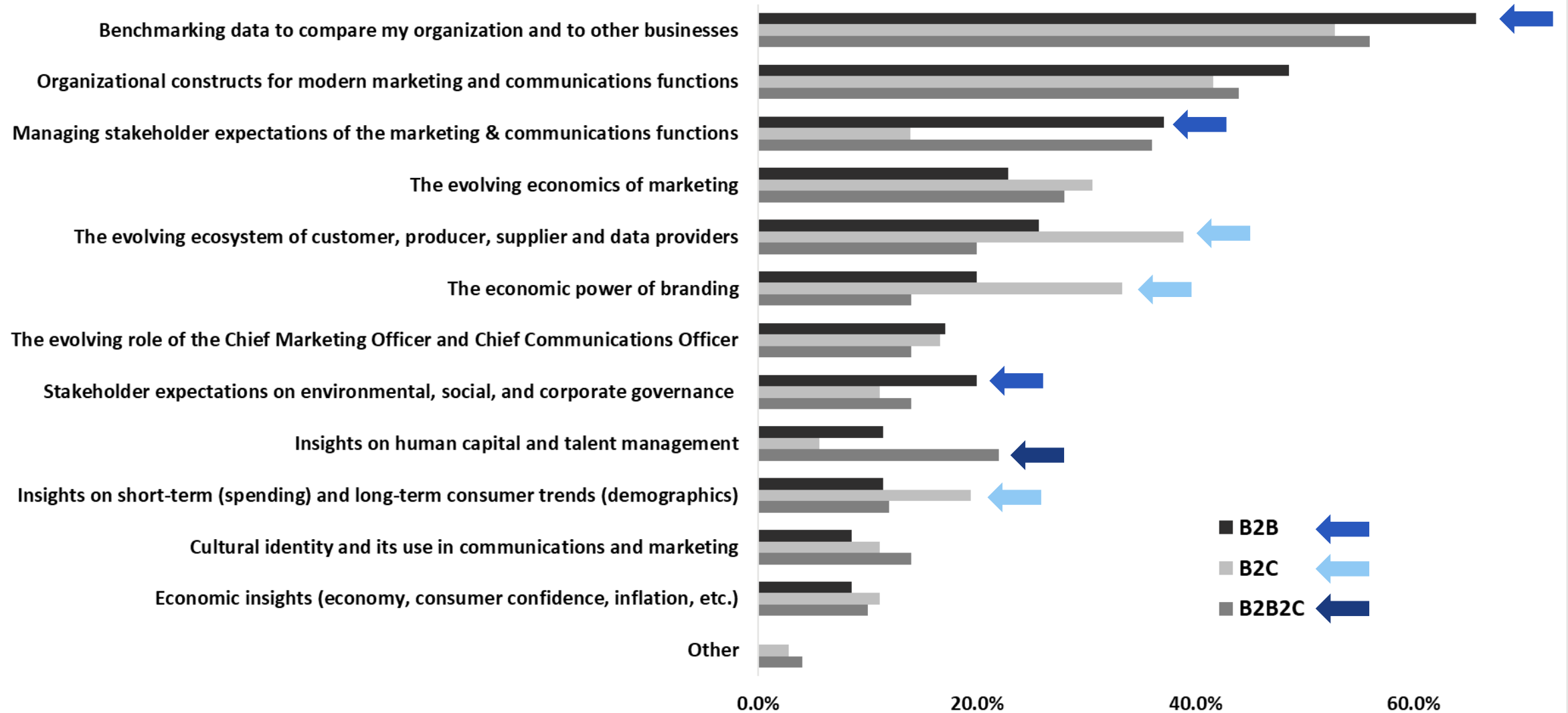
Source: CMO & CCO Survey, The Conference Board, 2022

Note: Marketing, n=73; Communications, n=23; Combined (those doing both functions and those in supporting functions)n=25.



B2C companies seek more insight on branding and data; B2B are seeking more ESG and stakeholder insights

Where do you feel external insights and analysis would help you most in your job? (Pick 3)



Source: CMO & CCO Survey, The Conference Board, 2022

Note: B2B, n=35; B2C, n=36; B2B2C n=50.



Instinctive Sources



By Function

Rank	Marketing	Comms	Combined
1	Big Consultancies	Insights organization	Insights organization
2	Insights organization	My peers in other companies at events	Big Consultancies
3	My peers in other companies at events	My agency network of partners	My peers in other companies at events
4	Meetings with vendors, technology companies and others	Big Consultancies	Industry Associations
5	My agency network of partners	Industry Associations	The internet -Independent research and learning online
6	The internet -Independent research and learning online	The internet -Independent research and learning online	My team attending conferences/events/webcasts etc.

By Business Type

Rank	Business to Business	Business to Consumer	B2B2C
1	Insights organizations	Big Consultancies	Big Consultancies
2	Big Consultancies	My peers in other companies at events	Insights organizations
3	My peers in other companies at events	Insights organizations	My peers in other companies at events
4	Industry Associations	Industry Associations	My agency network of partners
5	My agency network of partners	My agency network of partners	The internet -Independent research and learning online
6	The internet -Independent research and learning online	Meetings with vendors, technology companies and others	Industry Associations



So,
what next?



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- **Putting a DENT in the Future**
- **(Deep Expert Network Trends)**

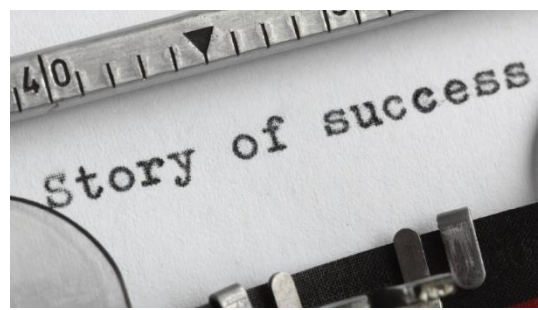
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