



# **CMO Leadership Vision**

**Top 3 Strategic Priorities for  
Chief Marketing Officers**

# Leadership Vision for Chief Marketing Officers (CMOs) in 2024

New AI technology, changing talent and customer acquisition strategies and the need to increase cross-functional collaboration are shaping how the best organizations will lead marketing success in 2024.

In this context, chief marketing officers' top priorities for 2024 should be:

- Building AI-enabled marketing teams
- Recasting marketing's value for an evolving enterprise
- Orchestrating profitable growth across functions

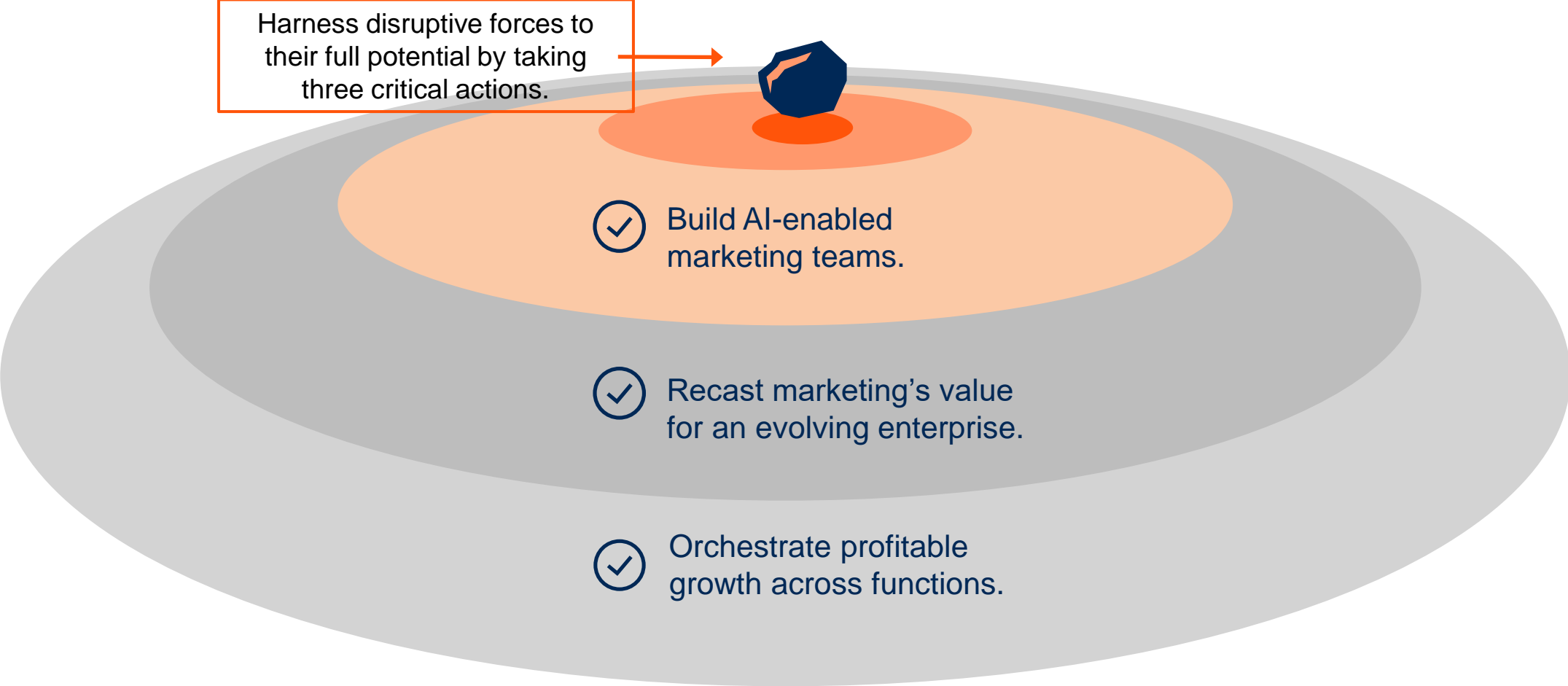
CMOs can use this research to stay ahead of major trends and lead their teams toward a successful future.

## Key questions addressed:

- ① What are the major trends affecting CMOs?
- ① How should CMOs prepare for the year ahead?
- ① What actions should CMOs and their teams take to succeed?

# Lead Marketing Through Disruption's Next Wave

Three Key Themes for Increasing the Scope of Marketing Impact

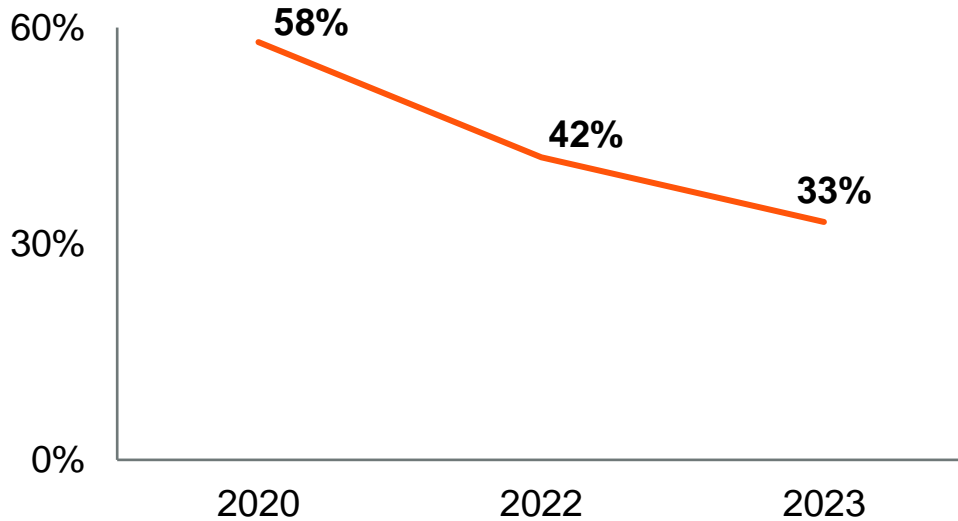


Source: Gartner

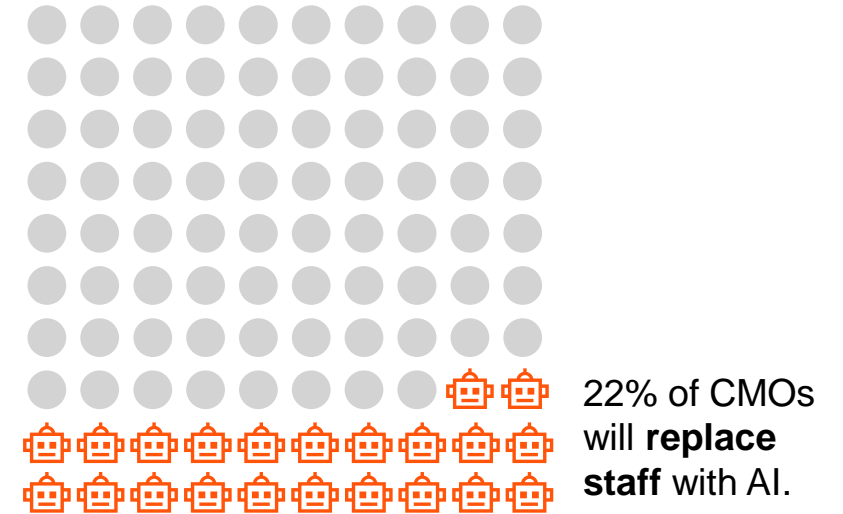
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# Generative AI Adds Uncertainty for How to Best Adapt Marketing Skills and Capabilities

Martech Stack Utilization Is Declining Steeply



Some CMOs Plan to Replace Staff Within 18 Months



**Marketing fails to unlock full value from capabilities.**

n varies, marketing technology leaders  
Q. Thinking about the totality of the capabilities made available by marketing technology, what percentage of those capabilities are being utilized by your company today?  
Source: 2023 Gartner Marketing Technology Survey

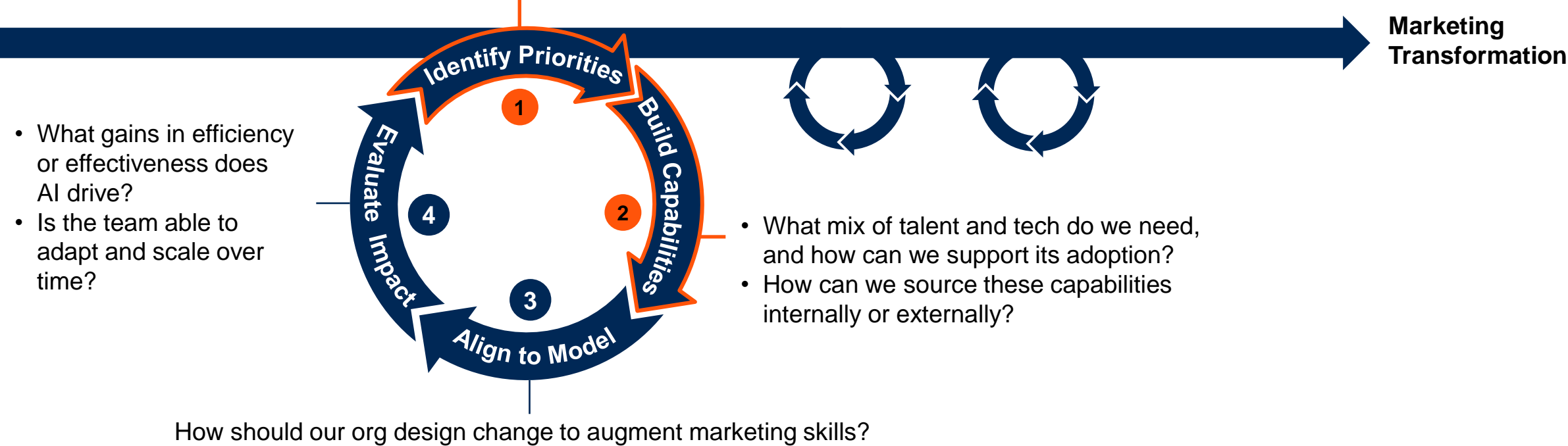
**GenAI is poised to disrupt org and talent strategies.**

n = 70 marketing leaders  
Q. What percent of your marketing staff do you expect to replace with generative AI in the next 12-18 months?  
Source: 2023 Gartner Marketing Future Strategic Priorities Poll

# CMOs Must Build AI-Enabled Marketing Teams

Marketing Transformation Involves Cycles of Adaptation to AI Capabilities

Which AI use cases should we pursue based on our goals?



- What gains in efficiency or effectiveness does AI drive?
- Is the team able to adapt and scale over time?

- What mix of talent and tech do we need, and how can we support its adoption?
- How can we source these capabilities internally or externally?

**CMOs must transform their organizations and augment marketer skills with new tools for high-leverage work.**

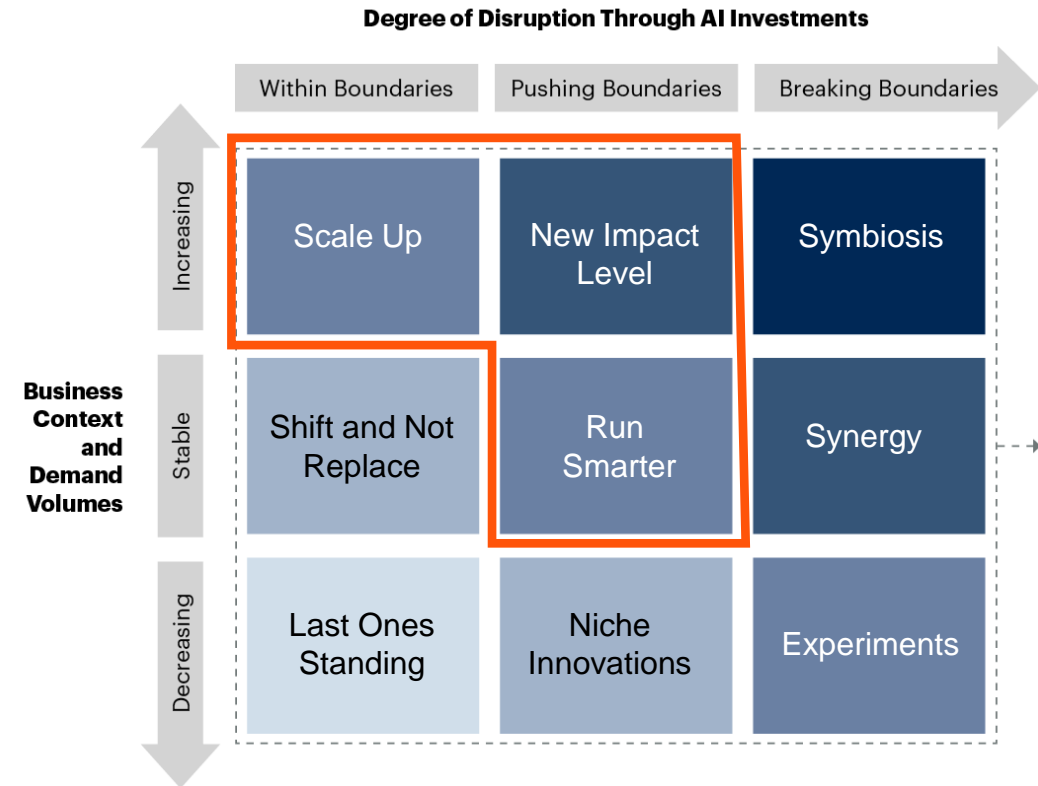
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# Adopt a Proactive Approach to Talent Strategy and Workforce Planning

Use the Talent Impact Matrix for AI to Plan Your Marketing Talent Strategy

1. Based on the **business context**, evaluate likely demand shift for marketing outputs (e.g., more personalization).
2. Assess how much **AI disruption** there will be to the roles responsible for those outputs (e.g., automate tasks vs. expand or replace roles).
3. Proactively **augment marketing talent** in different quadrants:
  - **Scale Up:** Accelerate automation of drudge work.
  - **Run Smarter:** Reward staff for designing AI-infused workflows that improve ROI.
  - **New Impact Level:** Partner with HR on role and competency redefinition to achieve expanded impact with AI.



Translate AI-infused strategies into talent imperatives by evaluating business demand and degree of disruption.

Source: Gartner

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# Digital Ownership Shifts Have Diminished Marketing's Influence

Decrease in Marketing Leadership or Ownership of Martech Activities, 2023 vs. 2022:

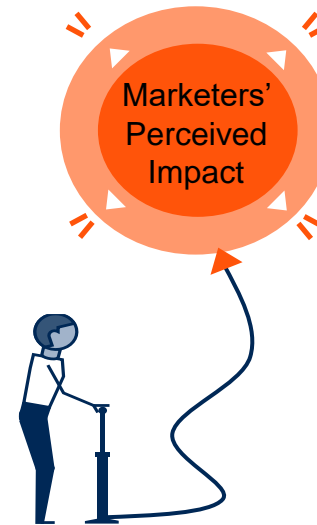
- ▼ **-27%** Configuration and Deployment of New Martech
- ▼ **-21%** Integration of Disparate Martech and Databases
- ▼ **-18%** Management of the Martech Roadmap
- ▼ **-18%** Managing Vendor Relationships and Contracts
- ▼ **-16%** Acquisition of Budget for Martech

n varies, marketing technology leaders

Q. Now please tell how each of the following activities are managed.

Source: 2023 Gartner Marketing Technology Survey

Business Leaders Question Marketing's Value



**55%** of leaders feel marketing has an inflated view of its importance in cross-functional initiatives.

n = 76 nonmarketing cross-functional leaders

Q. Please rate your agreement with each of the following statements.

Source: 2023 Gartner Marketing Cross-Functional Collaboration Survey

**As customer data systems and martech leadership shift to IT, business leaders question marketing's value.**

# CMOs Must Recast Marketing's Value for an Evolving Enterprise

Marketing's Customer Strategy and Narratives Set the Course for Businesswide Alignment



**CMOs must drive businesswide alignment on new strategies and customer engagement models.**

Source: Gartner

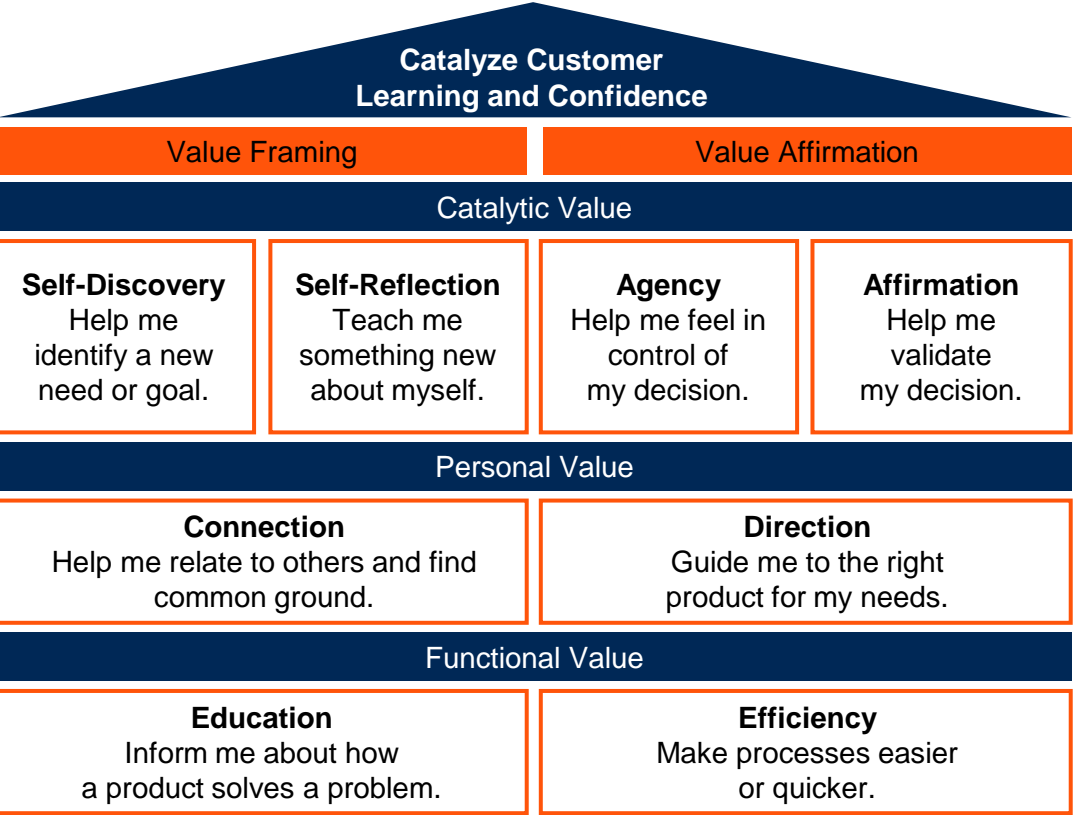
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# Harness Catalytic Marketing and Leadership to Drive Business Evolution

Commercially Productive Customer Value

Catalytic Leadership Principles



**Catalytic Leader**

Marketing's highest value is **catalyzing change**.

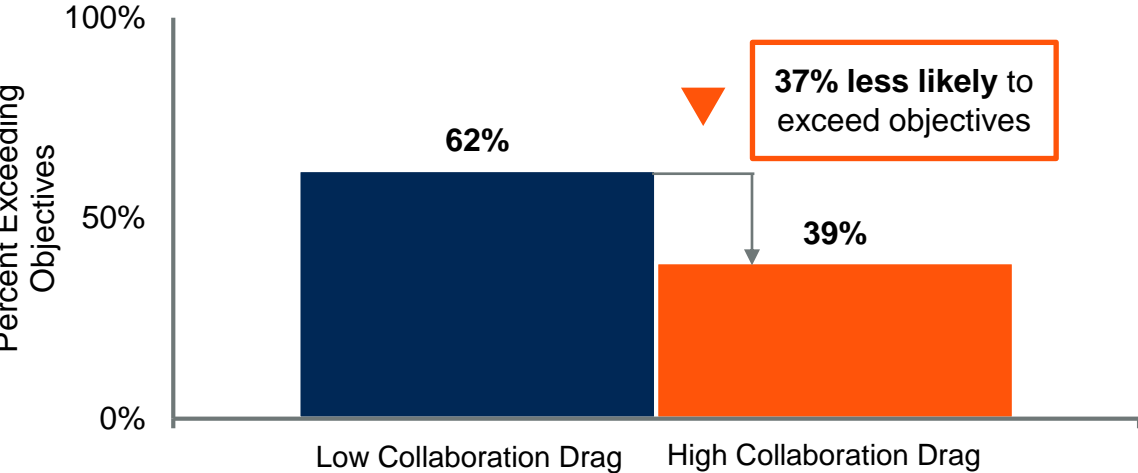
Catalytic marketing requires **different leadership**.

Source: Gartner

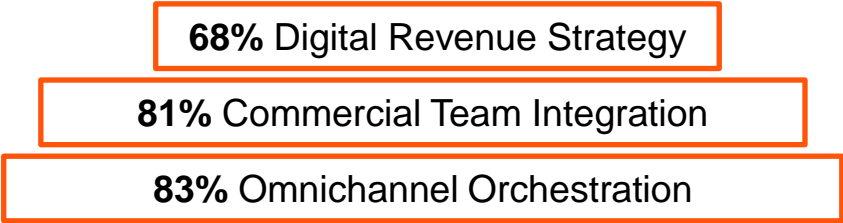


# Cross-Functional Inefficiencies Constrain Profitable, Digitally Enabled Growth

Impact of Collaboration Drag on Revenue and Profit Objectives



Percent of Leaders Reporting High Collaboration Drag by Program



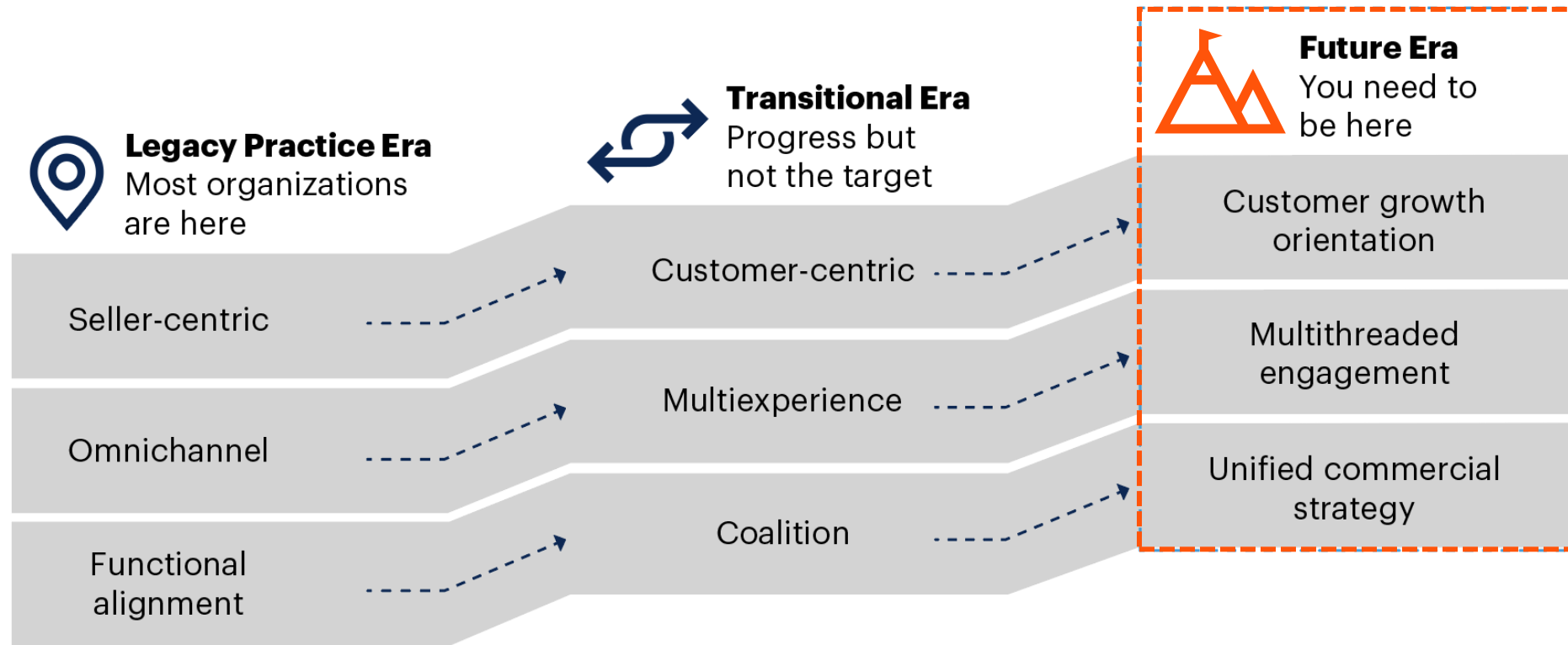
More than **two-thirds** of leaders report high collaboration drag across major programs.

**Burdensome cross-functional collaboration is widespread and harms revenue and profit outcomes.**

n = 407 cross-functional leaders  
 Q. How did your company perform against the following objectives in 2022?  
 Q. Please rate your agreement with each of the following statements about your experiences working on cross-functional initiatives.  
 Note: Low Collaboration Drag is defined as scoring at or below a 2 "Somewhat Disagree" on the Collaboration Drag Index.  
 Source: 2023 Gartner Marketing Cross-Functional Collaboration Survey

# CMOs Must Orchestrate Profitable Growth Across Functions

Technology Enables Faster Evolution of Commercial Practices



**CMOs must orchestrate disciplined, customer-led growth plans to scale marketing's commercial impact.**

Source: Gartner

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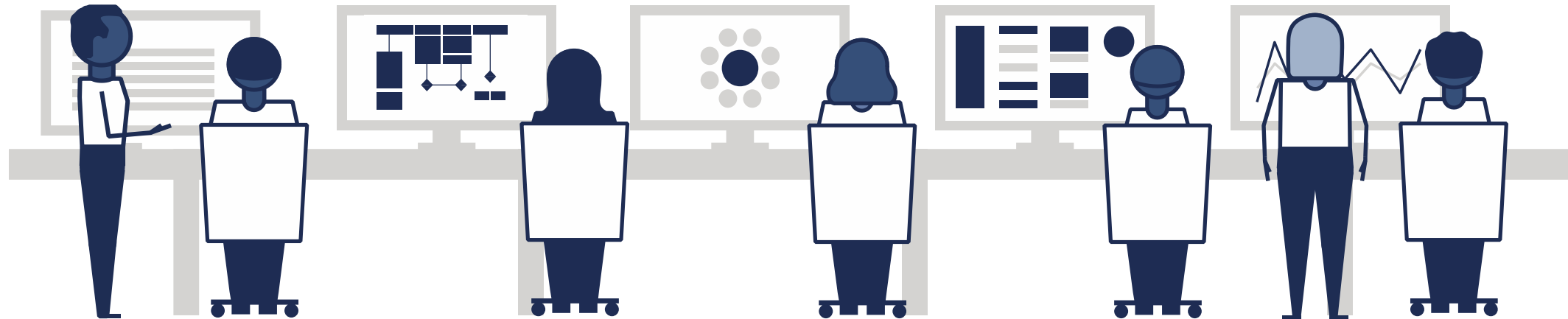
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# Equip Your Team to Overcome Organizational Barriers to Digital Growth

CMOs' Leadership Style Can Reduce Collaboration Drag

- 1 Provide strategic clarity** about roles and how decisions should be made.
- 2 Identify workflow changes** that will overcome collaboration barriers.
- 3 Align rules, roles and processes** to reinforce desired culture change.
- 4 Coach the team** to feel capable of change (e.g., develop staff's interpersonal influence skills).



Focus on improving your own team's ability to drive successful cross-functional collaboration.

Source: Gartner

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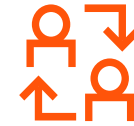
# Recommended Actions



**Build AI-enabled teams** by adapting organization design, factoring the impacts of disruptive tech into your people plans.



**Recast marketing's value** by focusing on marketing's power to drive business alignment through catalytic programs and leadership.



**Orchestrate growth** by empowering marketing teams to reduce cross-functional collaboration drag.

Source: Gartner

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# Recommended Gartner Research

- 🔍 [The State of Marketing Budget and Strategy in 2023 — Insights From the CMO Spend and Strategy Survey](#)  
Ewan McIntyre, Rachel Smith and Alex De Fursac Gash
- 🔍 [4 Steps CMOs Must Take to Future-Proof Their Marketing Organizations](#)  
Amy Abatangle
- 🔍 [Communicate Marketing Value and Impact to Internal Audiences](#)  
Chris Ross
- 🔍 [CMOs: Embrace Catalytic Marketing as Your Strategy to Drive Profitable Growth](#)  
Sharon Cantor Ceurvorst, Carlos Guerrero and Lizzy Foo Kune
- 🔍 [CMOs Must Simplify Collaboration for Digital Growth](#)  
Sharon Cantor Ceurvorst, Amy Abatangle, Michael McCune and others

For information, please contact your Gartner representative.

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# Actionable, objective insight

Position your marketing organization for success. Explore these additional complimentary resources and tools for CMOs:

## Webinar



### The Gartner CMO Leadership Vision for 2024

Uncover the top trends and priorities of CMOs in 2024.

[Watch Now](#)

## Journal



### The Chief Marketing Officer Journal

Stay up to date on the latest trends impacting your Marketing function and best practices from the world's top organizations.

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## Conference



### Gartner Marketing Symposium/Xpo™

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## Podcast



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