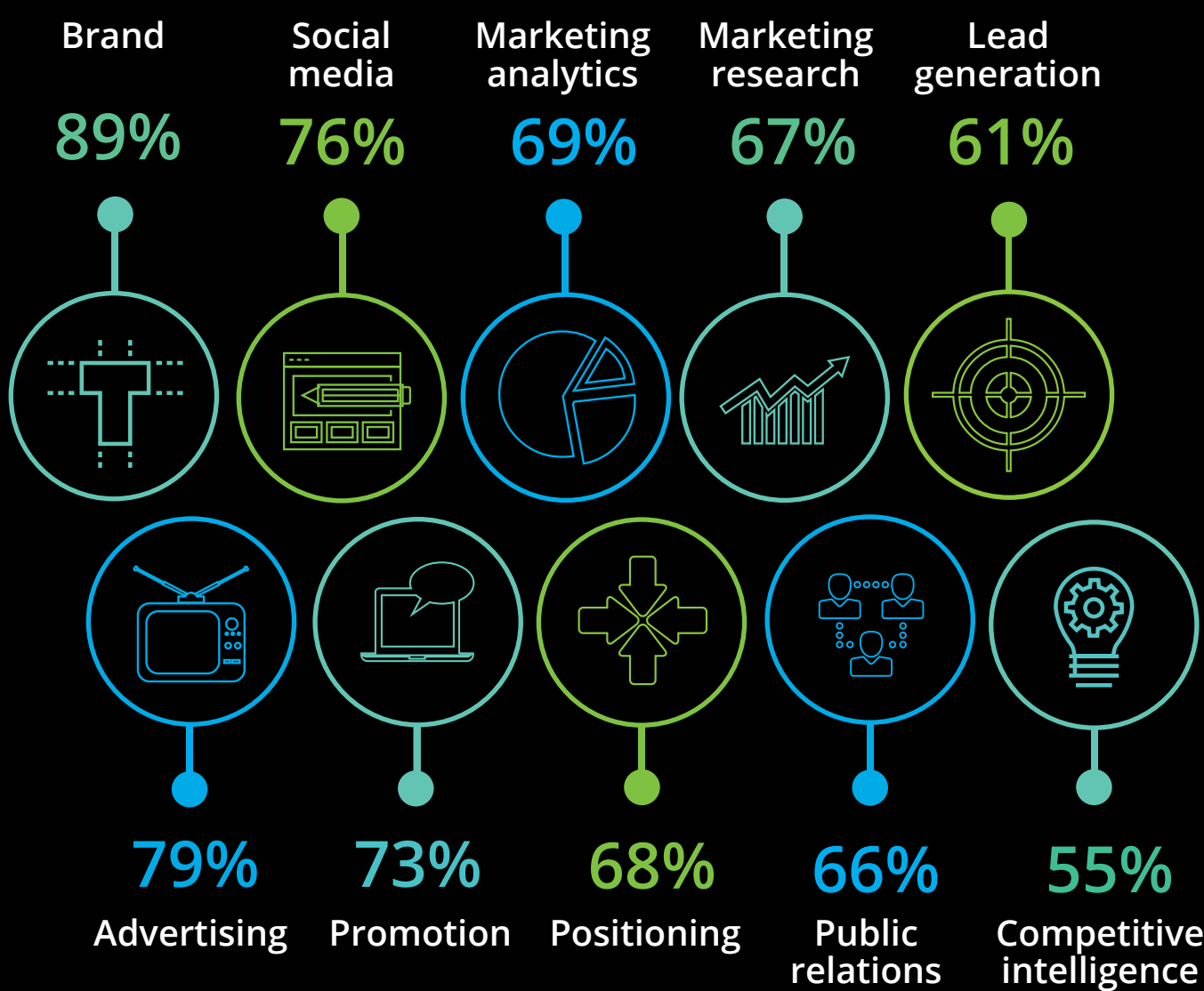


The CMO Survey 2016

Marketers' worlds are expansive and expanding

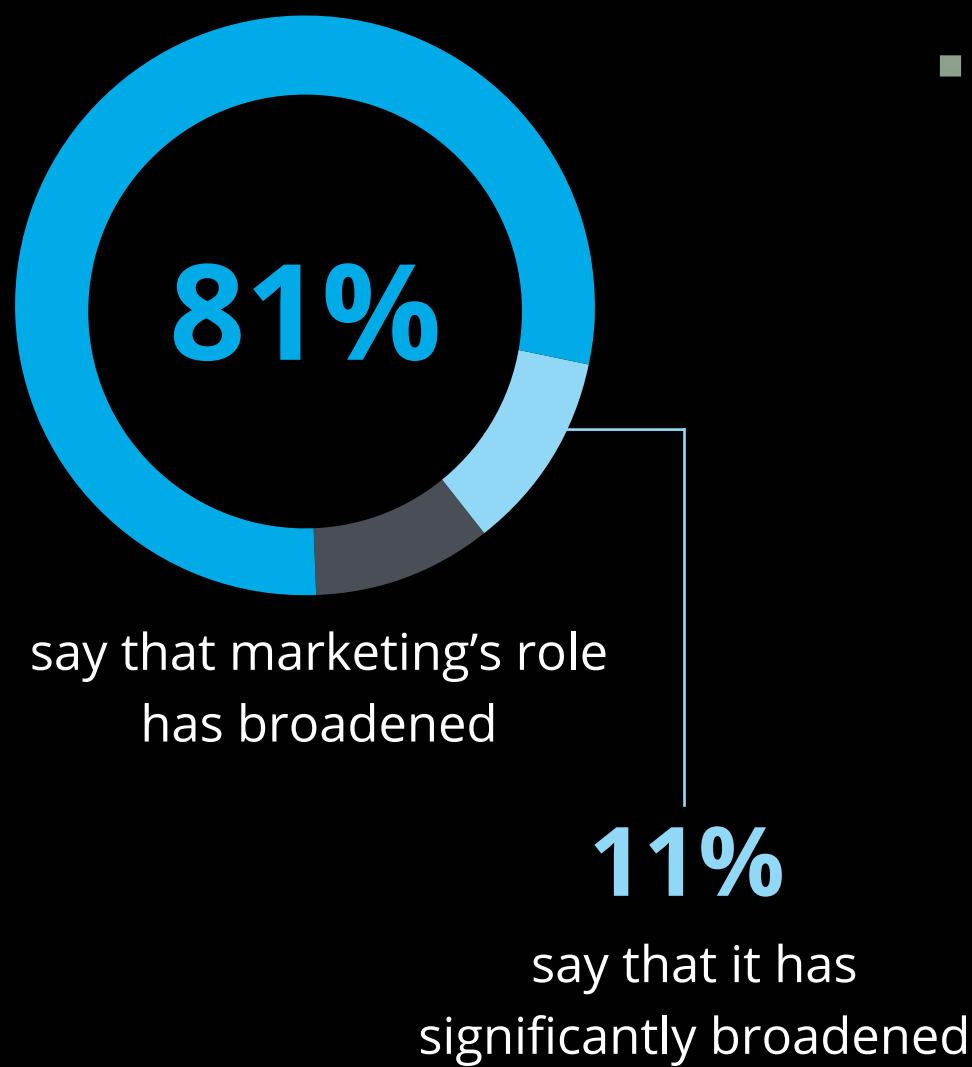
Roles have broadened in the past five years, leaving marketers with a wide spectrum of responsibilities

Which areas is marketing primarily responsible for in your firm?*



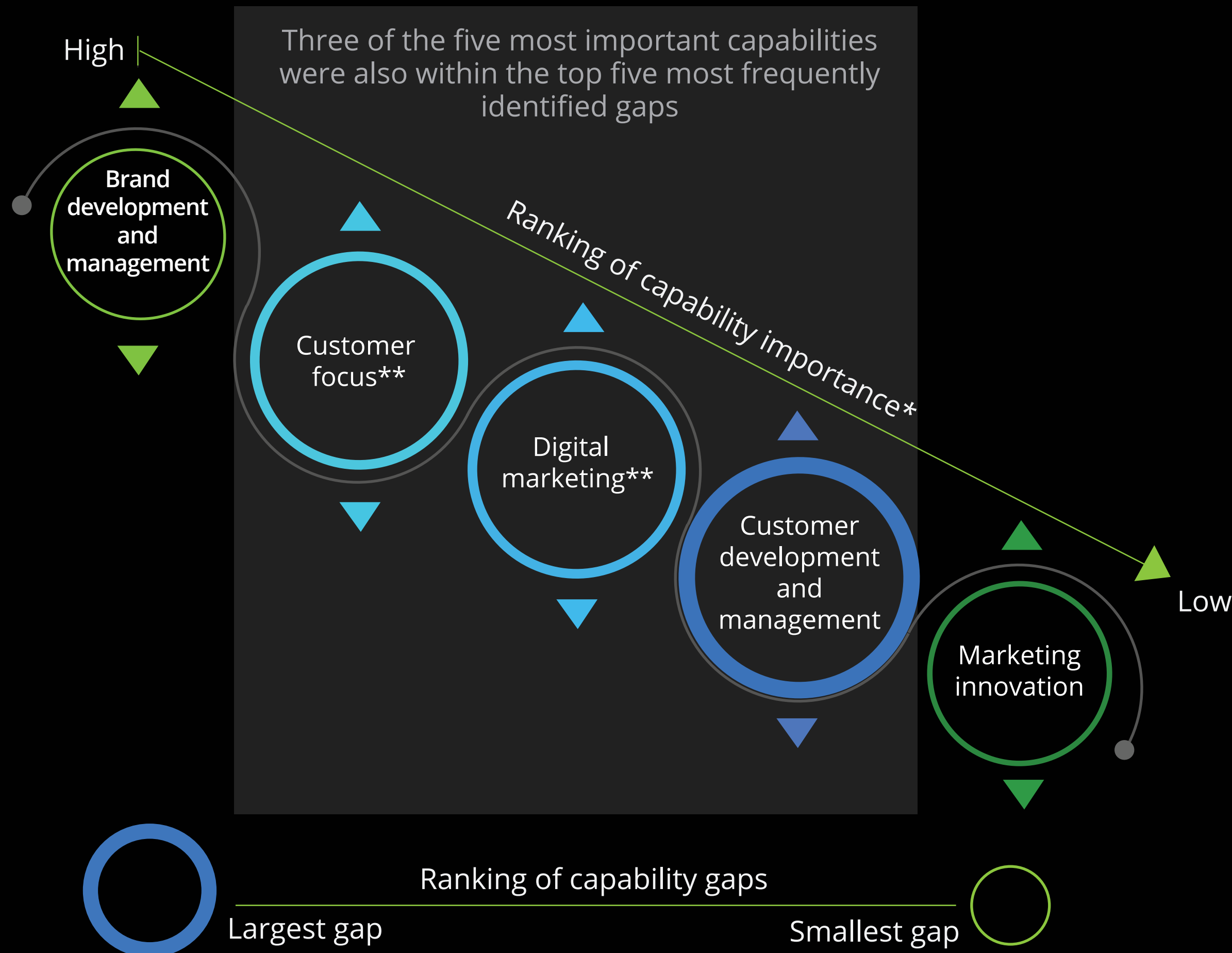
*Top 10 responsibilities of 22 potential options

How has the marketer's role within your organization changed?



But capabilities are not up to par

Marketers identified several gaps in high-priority capabilities



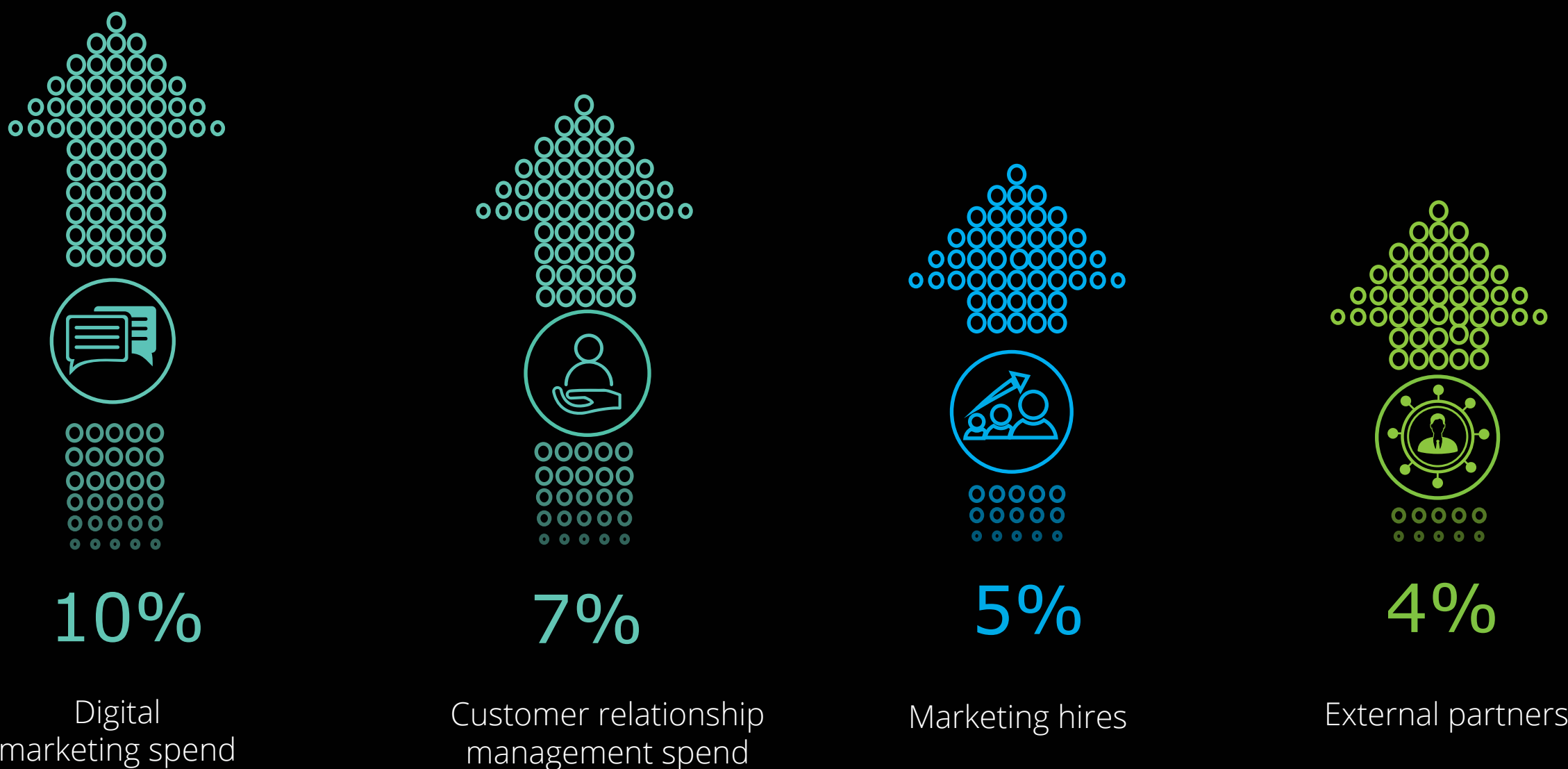
*Additional capabilities ranked in importance below marketing innovation: Marketing analytics • Creative • Omni-channel execution • Agency management

**Customer focus indicates actions that prioritize the customer; digital marketing includes digital strategy, social media, and mobile marketing

Marketers are planning to invest — will it help?

Marketers expect to spend more in areas of deficiency, hire, and leverage external partners

Marketers' average planned increase in investments in the next year



Source: The CMO Survey, August 2016

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