



# CMO Navigator

MEDIA EDITION - NOVEMBER 2024

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# About the CMO Navigator

At dentsu, we are driven to innovate. Through innovation, we ensure the impact our clients need to drive growth in their business, while also generating a positive effect on the industry, society, and the world.

Delivering innovation requires an understanding of consumer sentiment and of their expectations for the future. At the same time, it is critical to understand brands' challenges and opportunities to develop a unique point of view on how they can stand out and better prepare for what's next.

This is why we launched the dentsu *CMO Navigator* as a companion piece to our *Consumer Navigator* research platform two years ago. Initially focused on the North American market, this report marks the expansion of the survey, which was administered by B2B International in August 2024 to a global scope, covering 13 countries and reaching as many as 1,900+ marketing leaders.

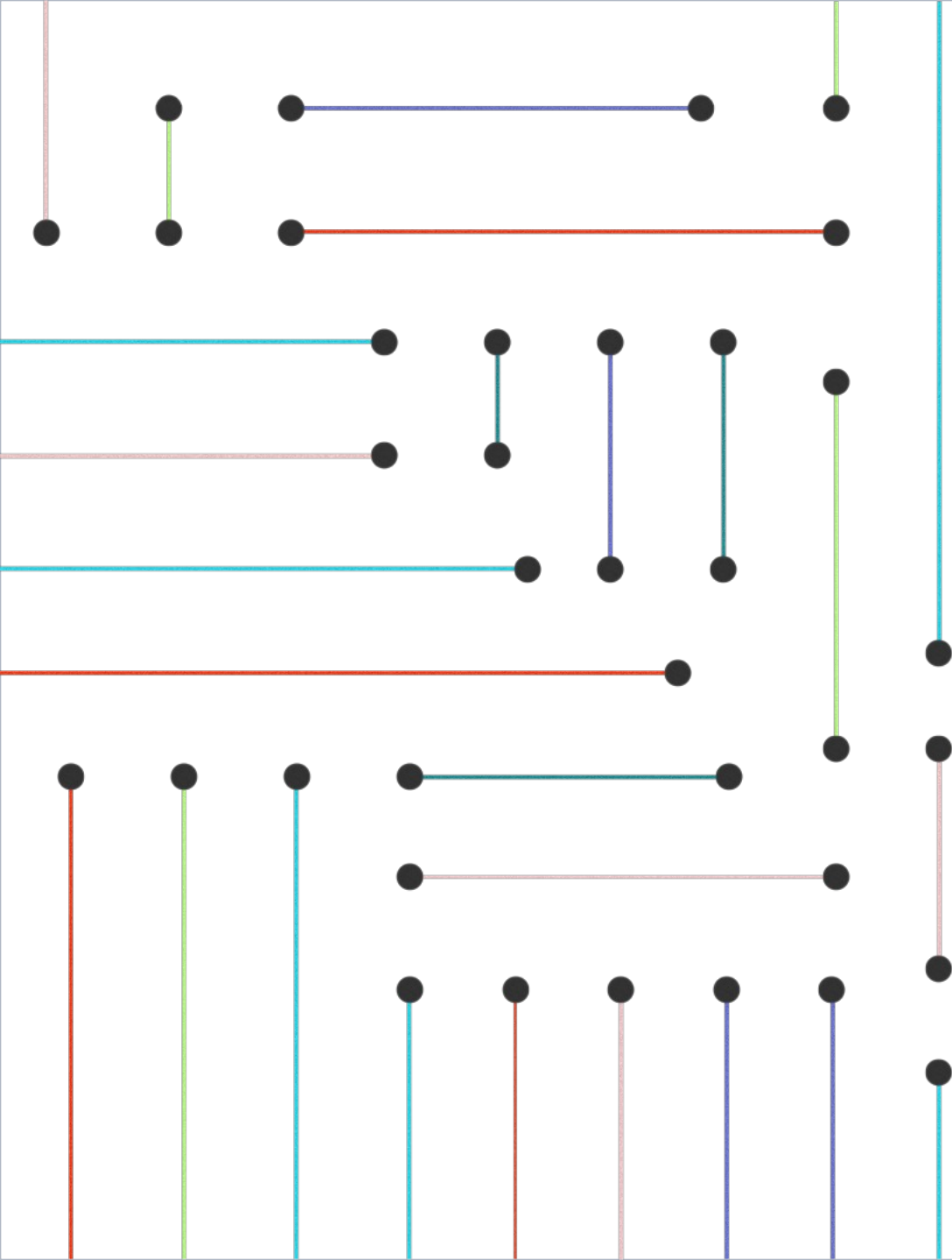
This report is a companion piece to the the [Dentsu Creative 2024 CMO Survey](#) and the [CX Edition of the 2024 CMO Navigator](#) published a month ago by Merkle – dentsu's global experience and transformation consultancy. To complete the exploration of Marketing's areas of focus, this report focuses on media transformation and media's evolution into a strategic driver of business growth.

Beyond offering an insight into CMOs' mindsets, this report also helps clients develop an understanding of the business climate that stakeholders in different sectors and different parts of the world are navigating. To better fulfill both objectives, we decided to present Japan CMOs as a standalone audience in our regional deep dives, as our analysis showed that their sentiment and point of view is often at odds with their APAC colleagues.

This report also leverages findings from our *Consumer Navigator* research platform and our recent study, *Consumer Vision 2035: The Era of the Insight-to-Foresight Pivot*, to compare CMOs' expectations for the future with those of the customers they serve.

Overall, you'll see in the report that most CMOs, and especially the 'Perceptive CMOs' that are even more aligned to consumers' vision of the future, are looking to invest in innovation initiatives as they look to differentiate from the competition and better prepare for a future in which brand-customer relationship will be profoundly transformed.

With that in mind, let's dive into an Executive Summary of our findings!



# Contents

1. Executive Summary
2. Business Growth Inspires an Optimistic Outlook
3. Widening the Marketing Mandate to Shepherd Revolutionizing Businesses
4. Investing in Innovation to Get Ahead in a Dynamic Landscape
5. The Elevation of Media as a Strategic Pillar for Business Growth
6. Gazing at the Future: CMOs vs. Consumers
7. A New Breed of Global CMOs: The Perceptive CMO
8. Key Takeaways

# Executive Summary

## Business Growth Inspires an Optimistic Outlook

Despite cautiously pessimistic reports from global financial institution leaders on the direction of the economy, CMOs' outlook has grown even more optimistic than earlier this year.

Enterprise companies are better positioned to reap the benefits of a healthy economic environment.

As a vast majority of businesses report positive business performance, differentiation is sought in innovation-focused investments.

## Widening the Marketing Mandate to Shepherd Revolutionizing Businesses

Customer centricity is the present and future aspiration of marketing leaders.

CMOs rally behind the notion of Marketing being a change agent for the business.

CMOs are looking to reinvent the industry sectors they compete in to capitalize on new digital capabilities and emerging customer habits.

## Investing in Innovation to Get Ahead in a Dynamic Landscape

In a very dynamic environment, CMOs are facing different challenges depending on the context in which their brand operates.

Positive business performance is emboldening CMOs to discard past playbooks and invest more in innovation and experience.

The desire to lean into uncharted territories is likely leading CMOs to seek support outside their organization.

## The Elevation of Media as a Strategic Pillar for Business Growth

CMOs think AI will have broad applicability when it comes to media, from strategy to planning to prospects of new partnerships.

CMOs also recognize that algorithms increasingly define how people shop and access entertainment, and are thus investing in short-form content and social commerce to stand out in users' busy feeds.

Most CMOs confirm they are actively testing pilots or have already fully implemented attention as a metric in their organizations' core media activities.

## Gazing at the Future: CMOs vs. Consumers

CMOs' more optimistic outlooks when it comes to the economic environment are likely informed by their organizations' resiliency.

CMOs and consumers share a vision of the future where further tech enablement, led by AI adoption, allows us to elevate the needs and views of the (human) individual.

CMOs understand the level of impact these future transformations will have on their business and are looking forward to seize the opportunities ahead.

## A New Breed of Global CMOs: The Perceptive CMO

Perceptive CMOs are more aligned with consumers when it comes to how our lives will look 5 to 10 years from now.

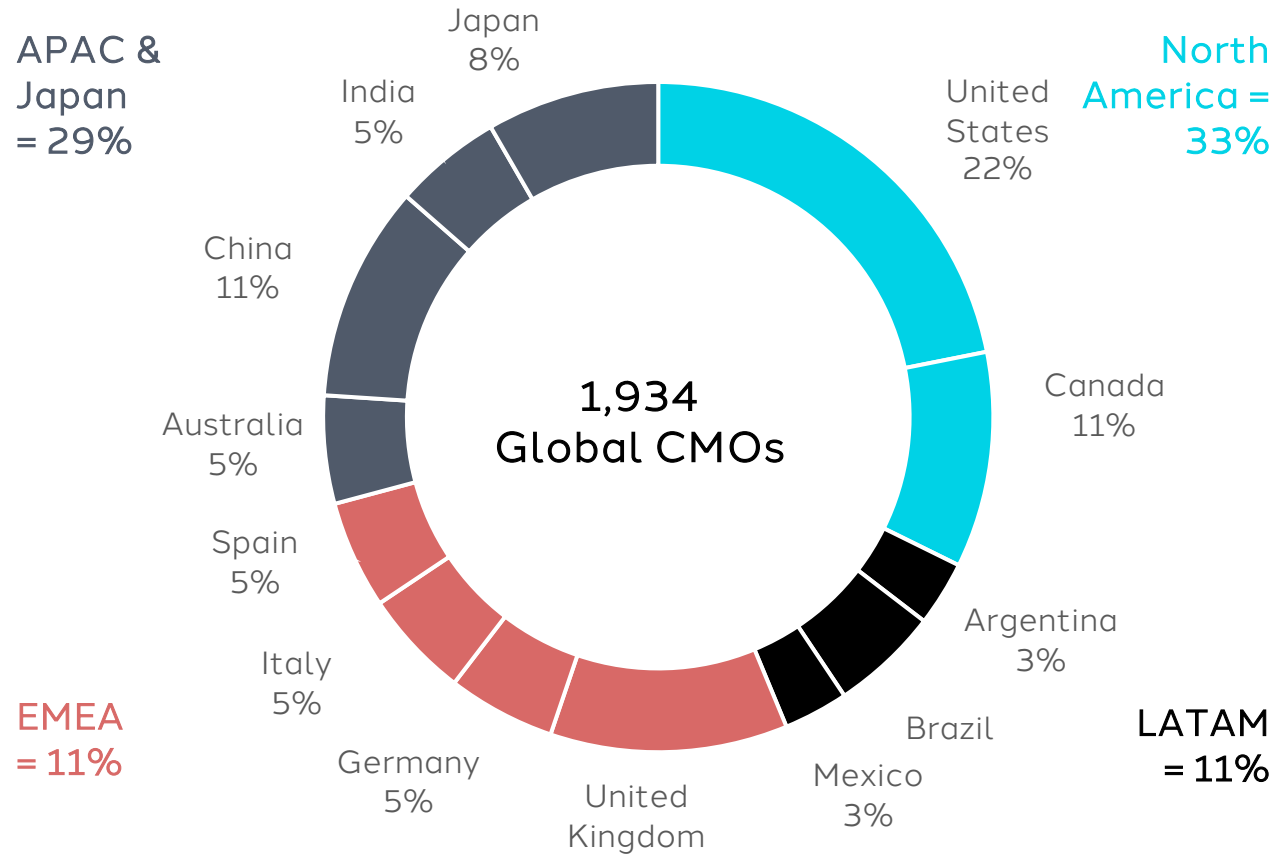
Perceptive CMOs' greater alignment with consumers' visions of a transformed future is leading them to invest more in innovation, business transformation and net new portfolios of offering than their peers.

Perceptive CMOs are more likely to see media that connects with culture as a way to garner consumer attention and drive growth.

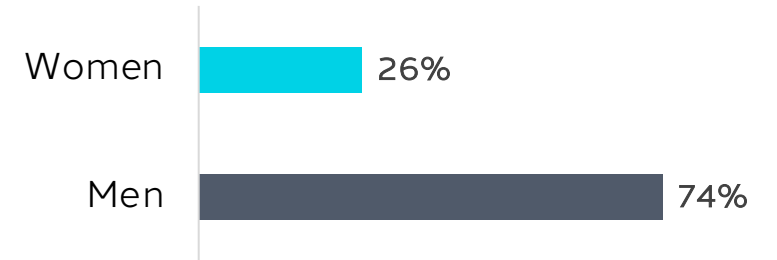
# Who We Spoke With

## RESPONDENTS BREAKDOWN

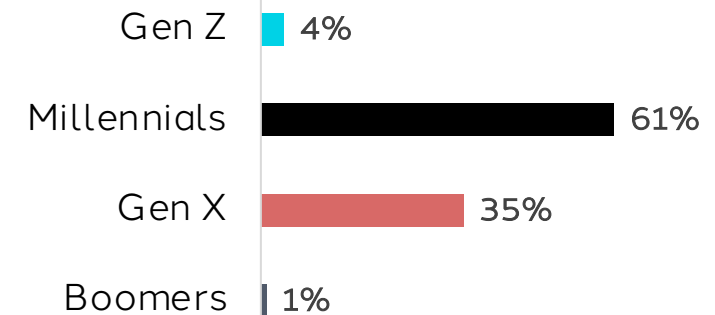
### Region



### Gender



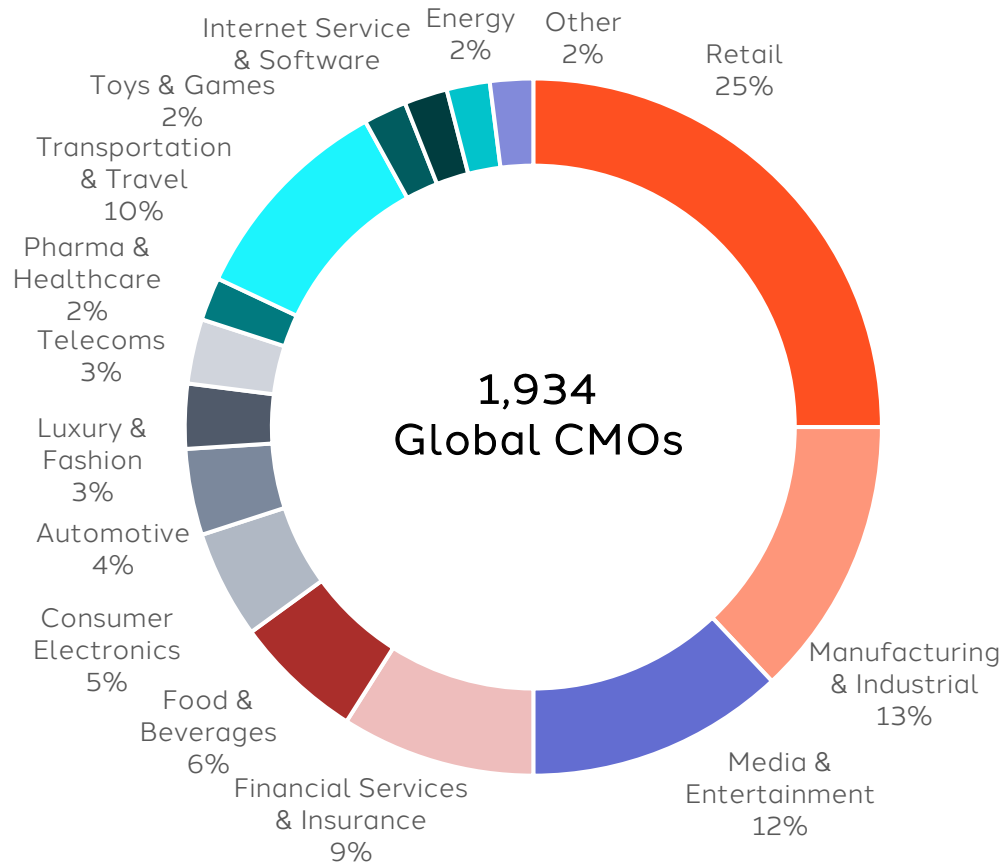
### Age



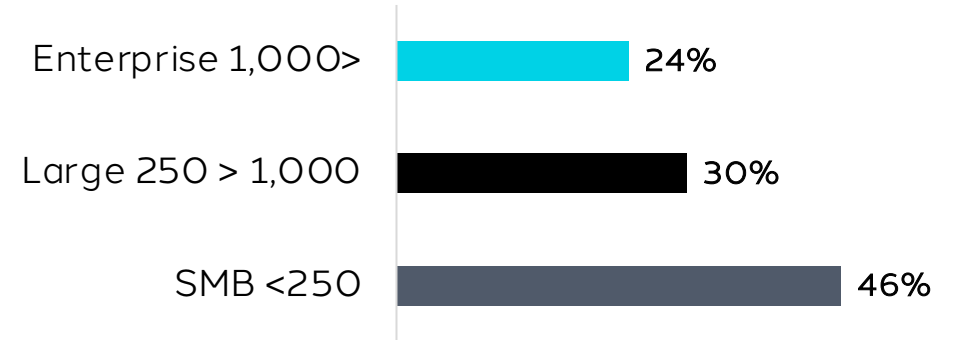
# Who We Spoke With

## BUSINESS BREAKDOWN

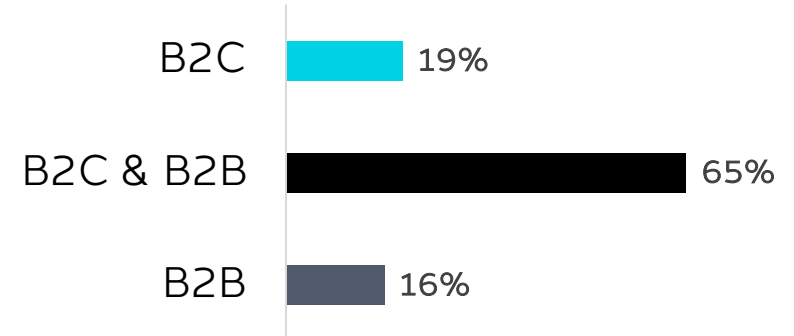
### Industry



### Organization Size



### Business Model





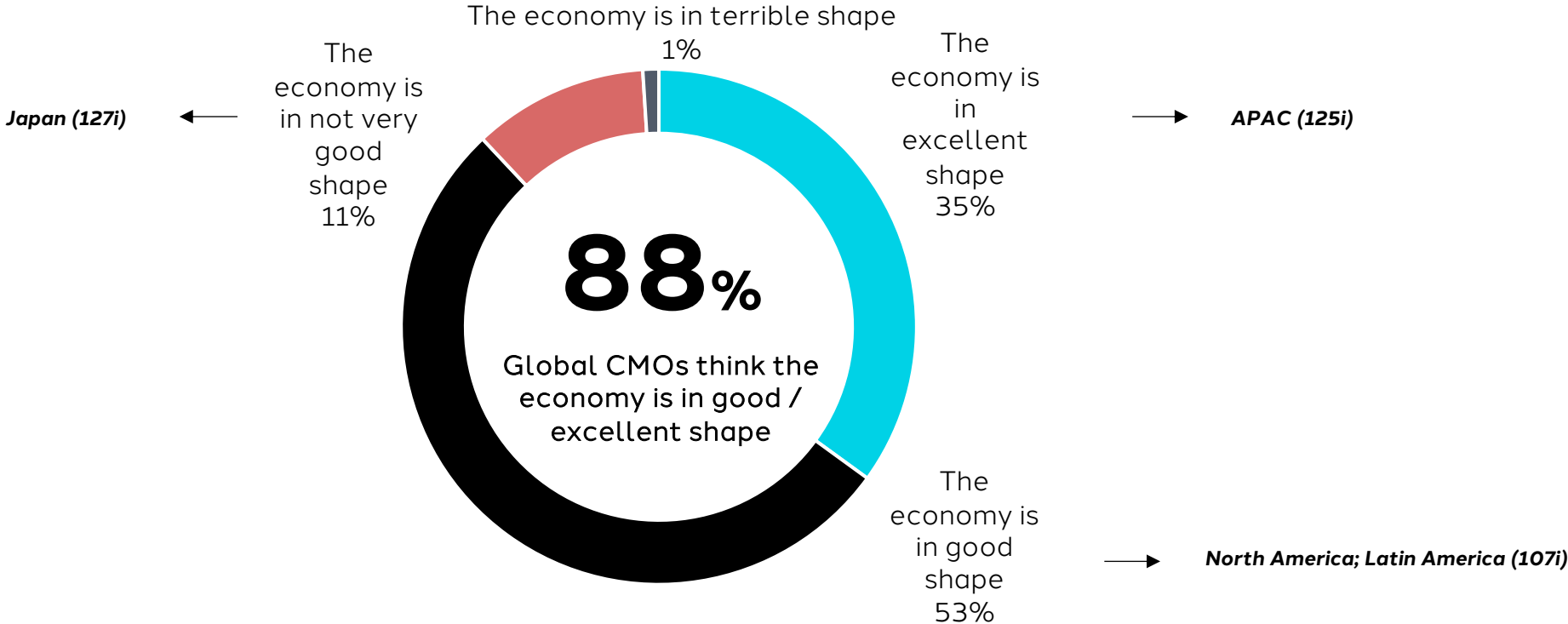
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# Business Growth Inspires an Optimistic Outlook

# Most CMOs' assessment of the economic environment in their country is positive, with 1/3 of them saying that the economy is in excellent shape.

CMOs based in APAC are significantly more likely to say the economy is in excellent shape, while marketing leaders in both North and Latin America over-index on reporting the economy in their country is in good shape.

**Which of the following best reflect your assessment of the current economic environment in your country?**

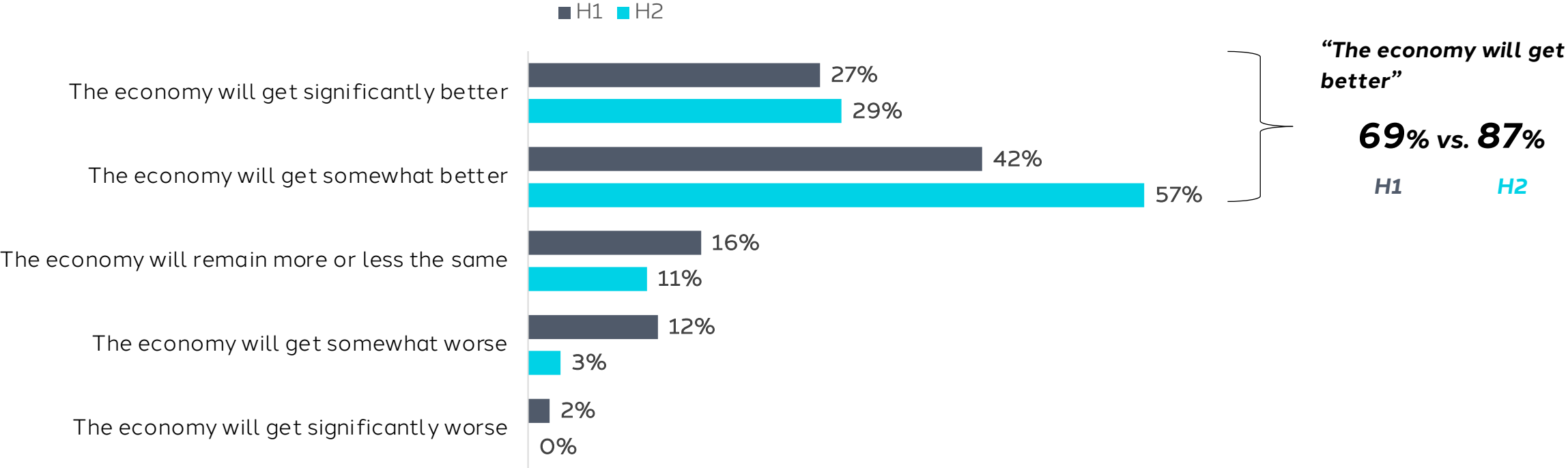




# Furthermore, CMOs' assessment of the direction of the economy is positive and significantly more optimistic than it was earlier this year.

While 2 in 3 CMOs already expected the economy to get better in the first half of the year, now this sentiment is shared by almost 9 in 10 CMOs.

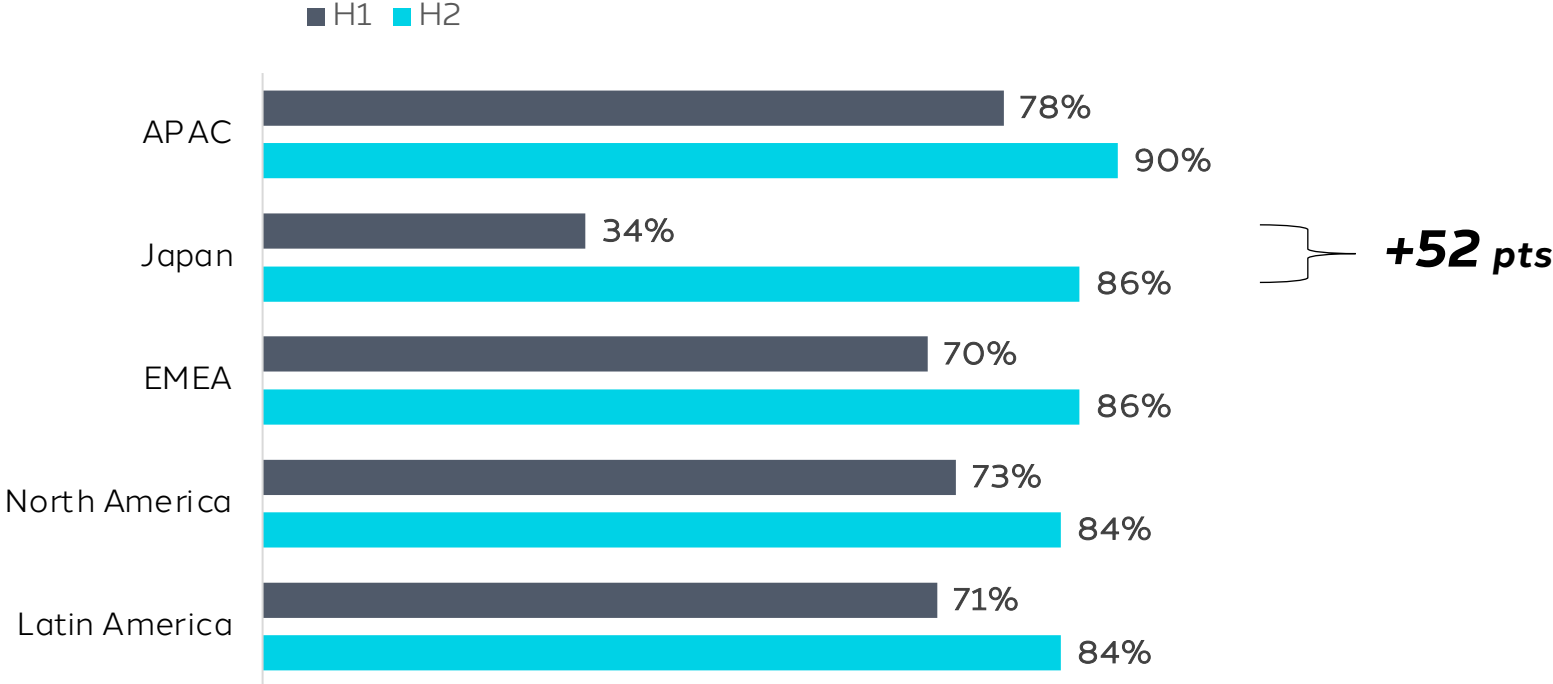
**Which of the following best reflect your assessment of the direction the economic environment in your county will take in the next 6 to 12 months ?**



# CMO's assessment of the direction of the economy has improved across all regions, but nowhere as much as it did in Japan.

APAC is the region in which CMOs' optimism is most prevalent.

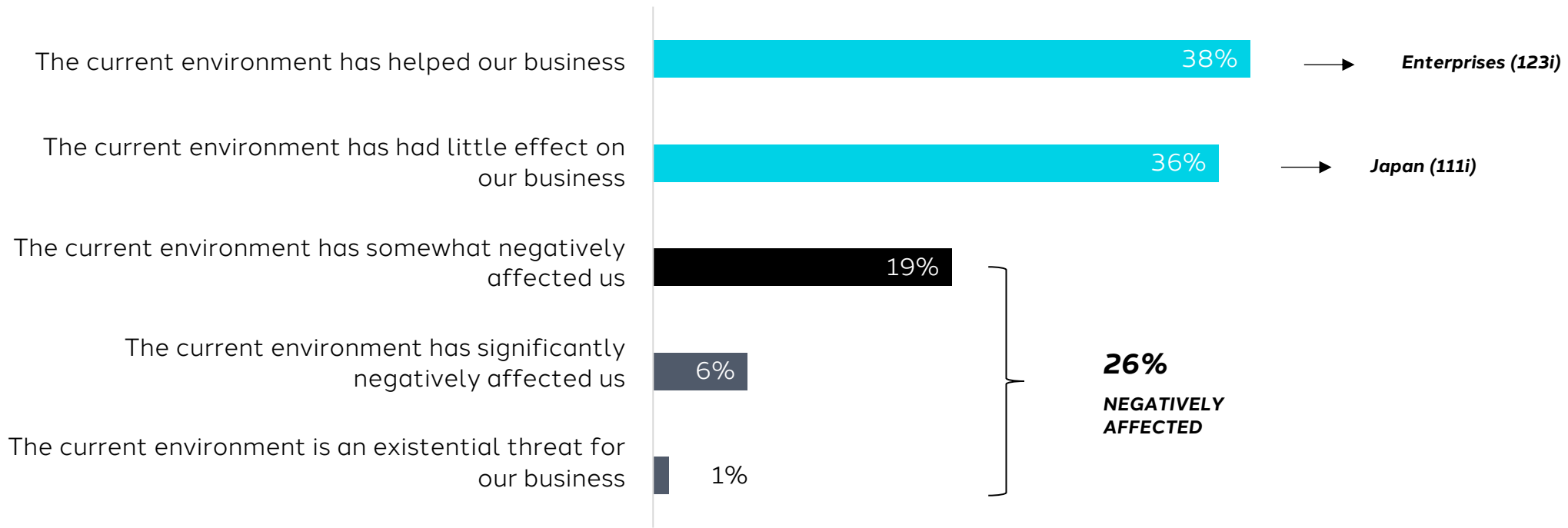
**"The economy will get better in the next 6 to 12 months"**



# Only 1 in 4 CMOs report that the economy has negatively affected their organization's business.

CMOs at the helm of Enterprises are more likely to report the economy has helped their business.

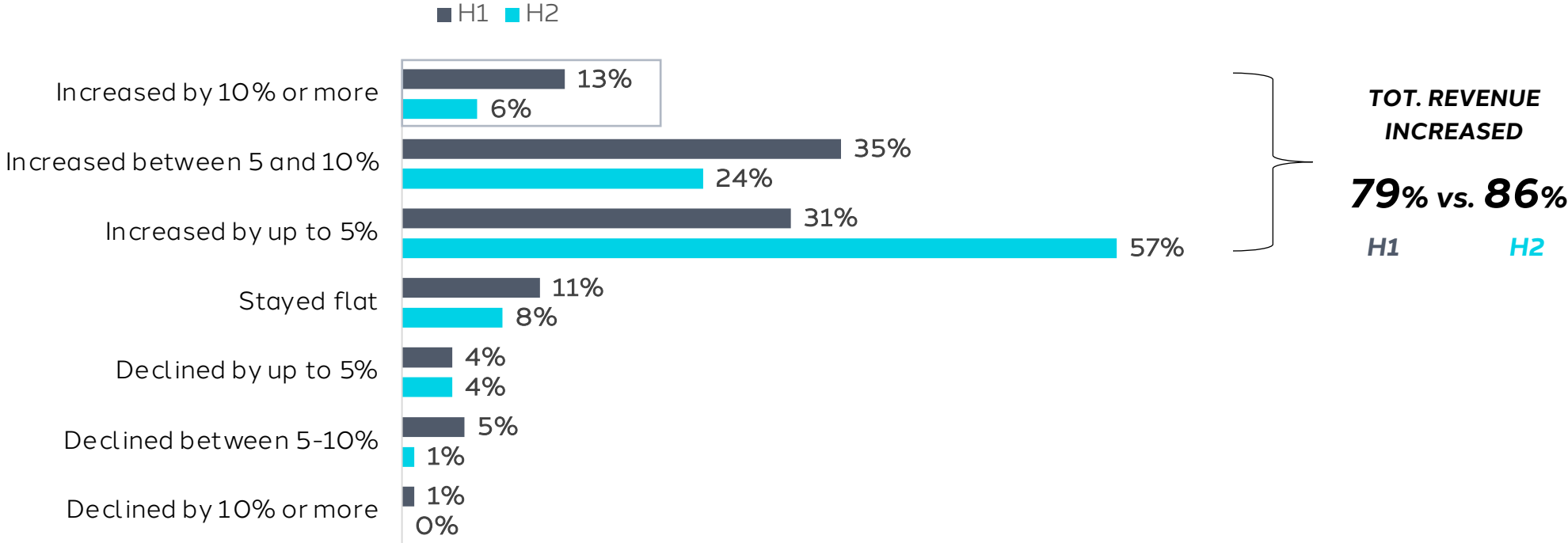
**How would you describe the impact the current economic environment has had on your organization's business prospects?**



# The share of CMOs reporting revenue increases has grown even further compared to earlier this year.

However, the share of CMOs reporting higher increases was larger in H1.

**By what percentage did your total global revenue change last year?**



# While a large majority of CMOs reports revenue increases, there are notable differences in business performance across regions.

CMOs based in EMEA are more likely to report that their organization's revenue has increased. CMOs based in Japan are more likely to report conservatively about their businesses' performance. Regardless, reported revenue decreases are not substantial, across the board.

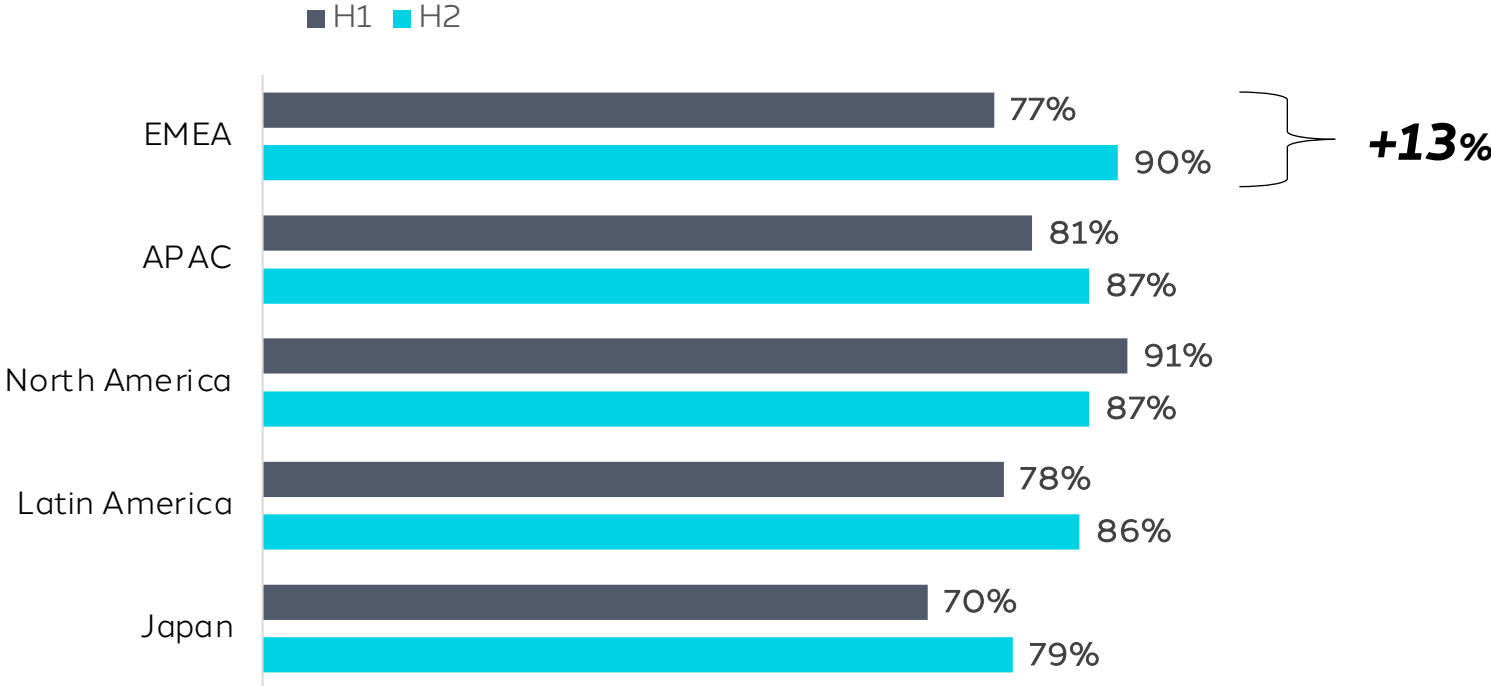
## By what percentage did your total global revenue change last year?

	ALL CMOs	North America	Latin America	EMEA	APAC	Japan
Increased by 10% or more	6%	7%	4%	4%	7%	4%
Increased between 5 and 10%	24%	27%	21%	21%	29% ↑	16%
Increased by up to 5%	57%	53%	61%	64%	51%	59%
<b>Revenue increase total</b>	<b>87%</b>	<b>87%</b>	<b>86%</b>	<b>90% ↑</b>	<b>87%</b>	<b>79%</b>
<b>Stayed flat</b>	<b>8%</b>	<b>7%</b>	<b>10%</b>	<b>7%</b>	<b>8%</b>	<b>16% ↑</b>
Decreased by up up to 5%	4%	5%	3%	3%	3%	4%
Decreased between 5 and 10%	1%	0%	1%	1%	1%	2%
Decreased by 10% or more	0%	0%	0%	0%	0%	0%
<b>Revenue decrease total</b>	<b>5%</b>	<b>5%</b>	<b>4%</b>	<b>4%</b>	<b>4%</b>	<b>6%</b>

# Nonetheless, when compared to earlier this year the share of CMOs reporting revenue growth has increased across most regions.

North America has remained relatively the same, but the share of companies reporting growth was high to begin with. EMEA is the region where this share has grown the most.

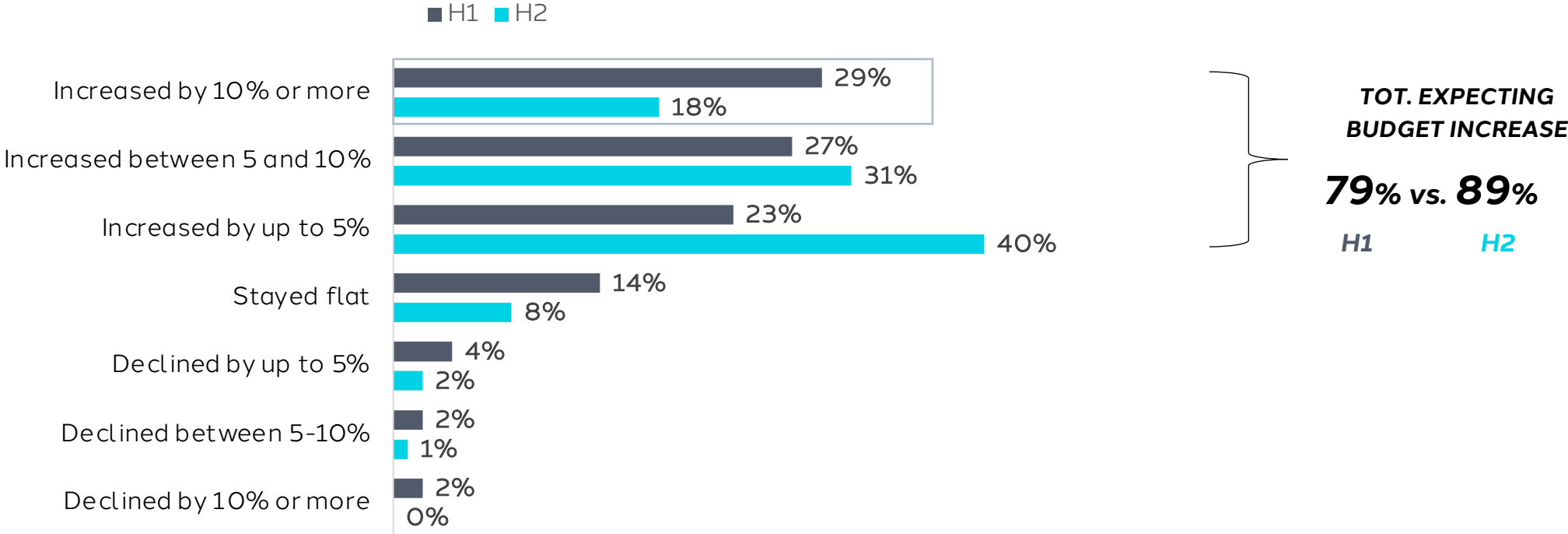
***“The organization’s revenue has increased in the last year”***



# As a result of more widespread positive business performance, the share of CMOs expecting budget increases has also grown further.

However, the share of CMOs expecting higher bumps in their budgets was larger in H1.

**By what percentage do you expect your marketing budget to change next year?**



# North American CMOs are more likely to expect budget increases compared to their peers.

CMOs based in APAC and Japan are more likely to expect their budget to remain flat compared to their peers.

**By what percentage do you expect your marketing budget to change next year?**

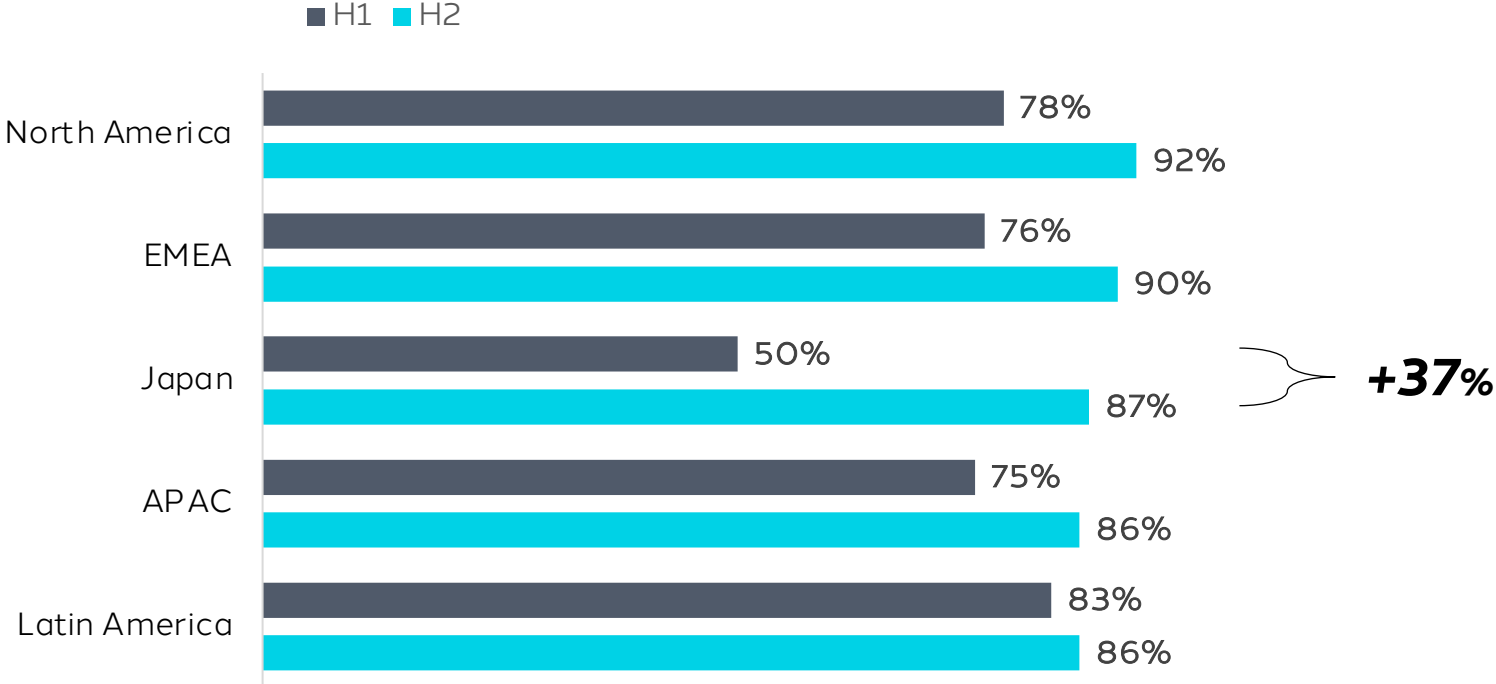
	ALL CMOs	North America	Latin America	EMEA	APAC	Japan
Increase by 20% or more	3%	3%	1%	1%	4%	1%
Increase between 10% and 20%	15%	20% ↑	9%	12%	17%	12%
Increase between 5 and 10%	31%	33%	36%	33%	23%	24%
Increase by up to 5%	40%	36%	40%	44%	38%	50% ↑
<b>Budget increase total</b>	<b>89%</b>	<b>92% ↑</b>	<b>86%</b>	<b>90%</b>	<b>86%</b>	<b>87%</b>
<b>Stay flat</b>	<b>8%</b>	<b>5%</b>	<b>10%</b>	<b>7%</b>	<b>13% ↑</b>	<b>12% ↑</b>
Decrease by up to 5%	2%	2%	3%	2%	3%	1%
Decrease between 5 and 10%	1%	1%	1%	1%	1%	0%
Decrease by 10% or more	0%	0%	0%	0%	0%	0%
<b>Budget decrease total</b>	<b>3%</b>	<b>3%</b>	<b>4%</b>	<b>3%</b>	<b>4%</b>	<b>1%</b>



# Throughout the year, the share of CMOs expecting budget increases has grown across most regions.

And it did so dramatically in Japan.

*“I expect my budget to increase next year”*



# CMOs will prioritize a new growth agenda in the allocation of their resources.

This is reflected in their focus on Product & Demand initiatives above all. While also being indicated as the #1 priority in H1, the focus on Product & Demand has grown even further. Business Transformation is also a significant area of focus, being elevated as the #2 focus area above Brand, which had garnered more preferences in H1.

*Thinking about the full spectrum of responsibilities of your organization, please indicate which of the following will be your top priority in terms of resource allocation (budget, staff, time)*

## PRODUCT & DEMAND

Initiatives to develop new ways to stimulate, capture and respond to customer demand, including new product development

**31%** **38%**

**H1.** vs. **H2**

## BUSINESS TRANSFORMATION

Initiatives that drive new business models, go-to-market strategies and organizational processes and structures

**22%** **24%**

**H1.** vs. **H2**

## BRAND

Initiatives that intersect culture to build and strengthen brand awareness, equity and affinity

**26%** **23%**

**H1.** vs. **H2**

## CUSTOMER EXPERIENCE

Initiatives to evolve and enrich the ways that the business connects with, provides services to, and builds relationships with customers

**21%** **15%**

**H1.** vs. **H2**

**Despite cautiously pessimistic reports from global financial institution leaders on the direction of the economy, CMOs' outlook has grown even more optimistic than earlier this year.**

Most CMOs think the economy is in good shape and that it will get even better. It does not seem coincidental that an overwhelming majority are reporting revenue increases. The positive state of the business is likely informing their views on the financial climate they are operating in.

**Enterprise companies are better positioned to reap the benefits of a healthy economic environment.**

CMOs working at organizations with more than 1,000 employees are more likely to report that their organization's revenue has increased significantly and expect bigger budget bumps. Greater resources are paying the dividend in an upward economic trajectory.

**As a vast majority of businesses report positive business performance, differentiation is sought in innovation-focused investments.**

CMOs are prioritizing product and demand, including new product development, when allocating their growing budgets. In a healthy business landscape, there is a bigger desire to stand out and sprint past the 'sea of sameness.'





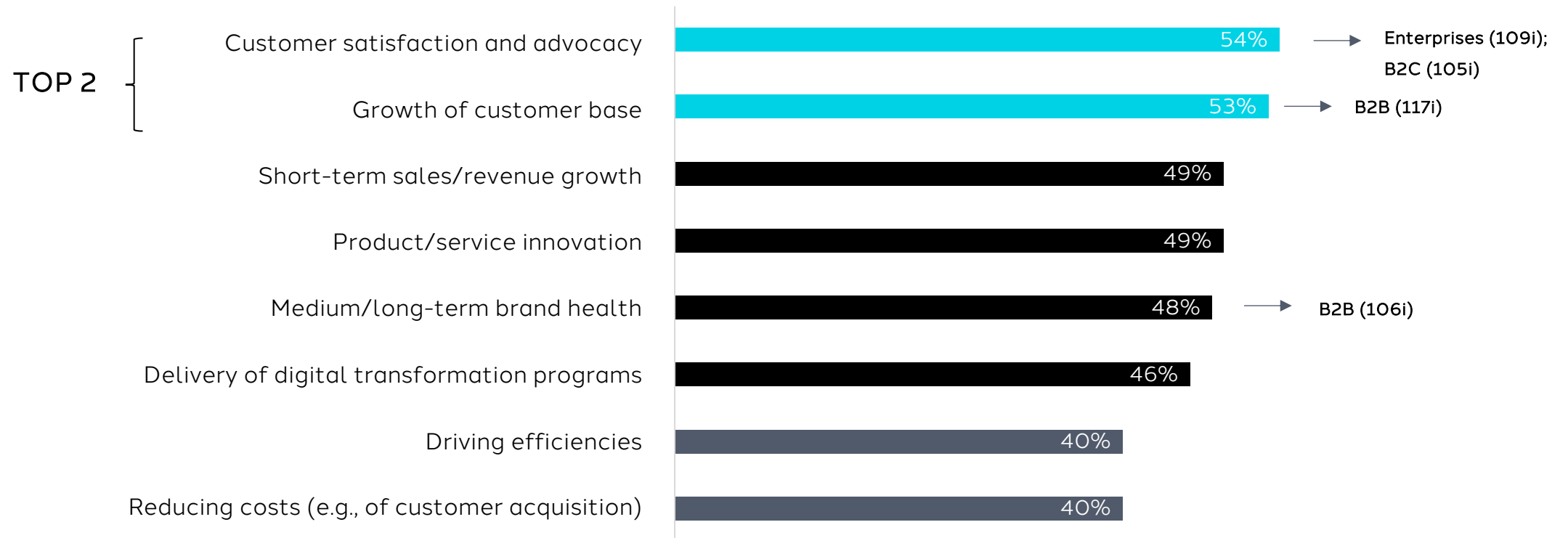
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# Widening the Marketing Mandate to Shepherd Revolutionizing Businesses

# Marketing's mandate is widening, and customer satisfaction & growth are elevated as the primary business results CMOs are accountable for.

Efficiencies and cost reductions are less prevalent, possibly because of reportedly widespread revenue increases. This emphasis on customer-centricity is particularly pronounced among CMOs at the helm of B2C companies and among those who work for Enterprises. CMOs who work in B2B companies over-index on being accountable for growth and brand health.

## What business results are you primarily accountable for as a marketing leader?



# CMOs based in Japan are significantly more likely to be tasked with a wider marketing mandate.

CMOs based in both North and Latin America over-index on being accountable for brand health, while EMEA CMOs are more likely to be chartered with reducing the cost of customer acquisition.

## What business results are you primarily accountable for as a marketing leader?

	ALL CMOs	North America	Latin America	EMEA	APAC	Japan
Customer satisfaction and advocacy	54%	57%	51%	48% ↓	57%	65% ↑
Growth of customer base	53%	57% ↑	55%	49%	47%	61% ↑
Short-term sales/revenue growth	49%	53%	52%	46%	47%	50%
Product/service innovation	49%	50%	49%	47%	47%	54% ↑
Medium/long-term brand health	48%	49%	49%	46%	44%	55% ↑
Delivery of digital transformation programs	46%	44%	42%	45%	48%	56% ↑
Driving efficiencies	40%	36%	36%	35% ↓	44%	54% ↑
Reducing costs (e.g., of customer acquisition)	40%	39%	36%	42% ↑	40%	38%
<b>AVERAGE</b>	<b>47%</b>	<b>48%</b>	<b>46%</b>	<b>45%</b>	<b>47%</b>	<b>54% ↑</b>

# Advertising and Media continue to be the bread and butter of the CMO's job responsibilities.

CX is another pillar of the CMO role, especially in Japan.

*As a marketing decision maker, which of the following activities fall under your responsibility?*

ADVERTISING

94%

APAC (103i)  
Media & Entertainment  
(105i); Automotive (102i)

MEDIA

93%

Japan (105i)  
Telecom (104i); Financial  
Services & Insurance  
(104i)

CX MANAGEMENT

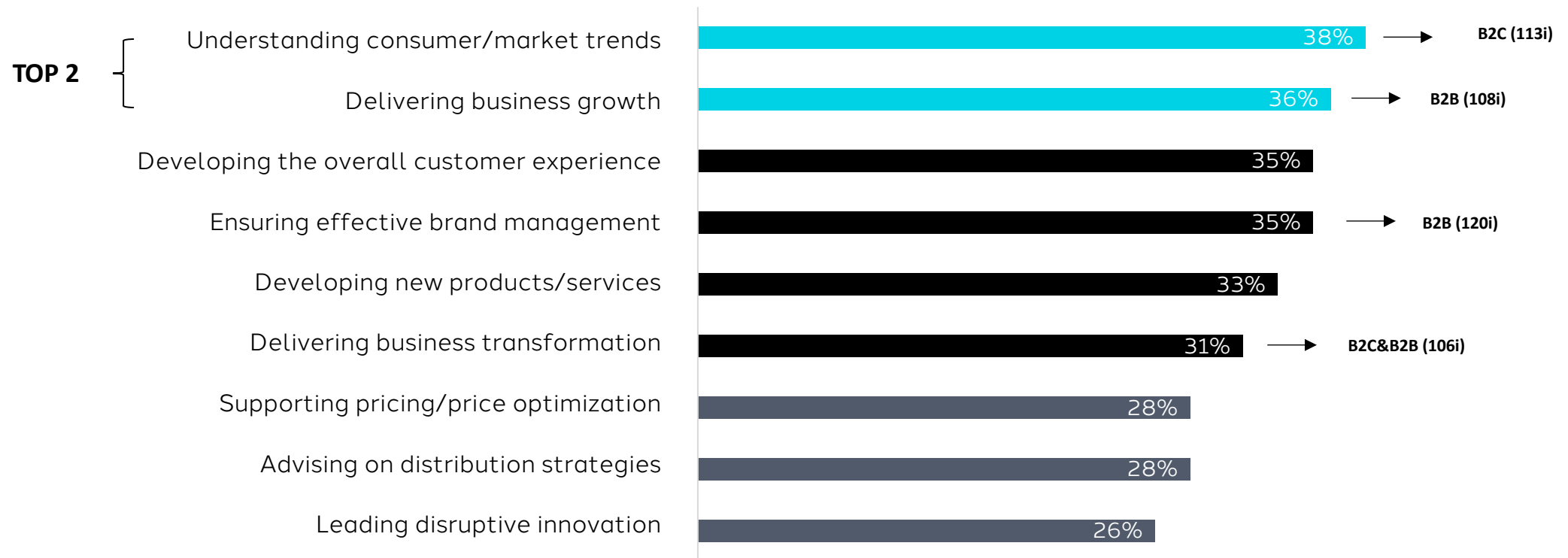
80%

Japan (110i)  
Financial Services &  
Insurance (112i);  
Consumer Electronics  
(109i)

# Marketing's elevation from a steward of brand & comms into a driver of business growth and transformation continues.

CMOs in consumer facing companies over-index on understanding trends and delivering business transformation. CMOs in B2B organizations prioritize brand above all things. The primary focus for CMOs working at Enterprises is CX.

**Looking forward, what do you expect to be the primary role(s) of the marketing function over the next 12 months?**





# CMOs in B2B organizations prioritize brand above all things. The primary focus for CMOs working at Enterprises is CX.

CMOs in consumer facing companies over-index on understanding trends and product development.

***Looking forward, what do you expect to be the primary role(s) of the marketing function over the next 12 months?***

## ***Business Model***

### **B 2 C**

Understanding consumer / market trends (113i)

Developing new products / services (112i)

### **B 2 C & B 2 B**

Leading disruptive innovation (107i)

Delivering business transformation (106i)

### **B 2 B**

Ensuring effective brand management (120i)

Delivering business growth (108i)

## ***Company Size***

### **ENTERPRISE**

Developing the overall customer experience (117i)

Advising on distribution strategies (107i)

### **LARGE**

Developing new products / services (106i)

Delivering business transformation (106i)

### **SMBs**

Ensuring effective brand management (105i)

# CMOs' views on the future role of Marketing vary across regions.

Looking at the future, CMOs in Japan expect marketing's focus to double down on CX, while EMEA CMOs over-index on distribution strategies. North American CMOs over-index on prioritizing growth and brand management.

***Looking forward, what do you expect to be the primary role(s) of the marketing function over the next 12 months?***

## NORTH AMERICA

Delivering business growth (108i)

Ensuring effective brand management (105i)

## LATIN AMERICA

Understanding consumer / market trends (118i)

Delivering business transformation (116i)

## EMEA

Advising on distribution strategies (110i)

Leading disruptive innovation (107i)

## APAC

Leading disruptive innovation (107i)

## JAPAN

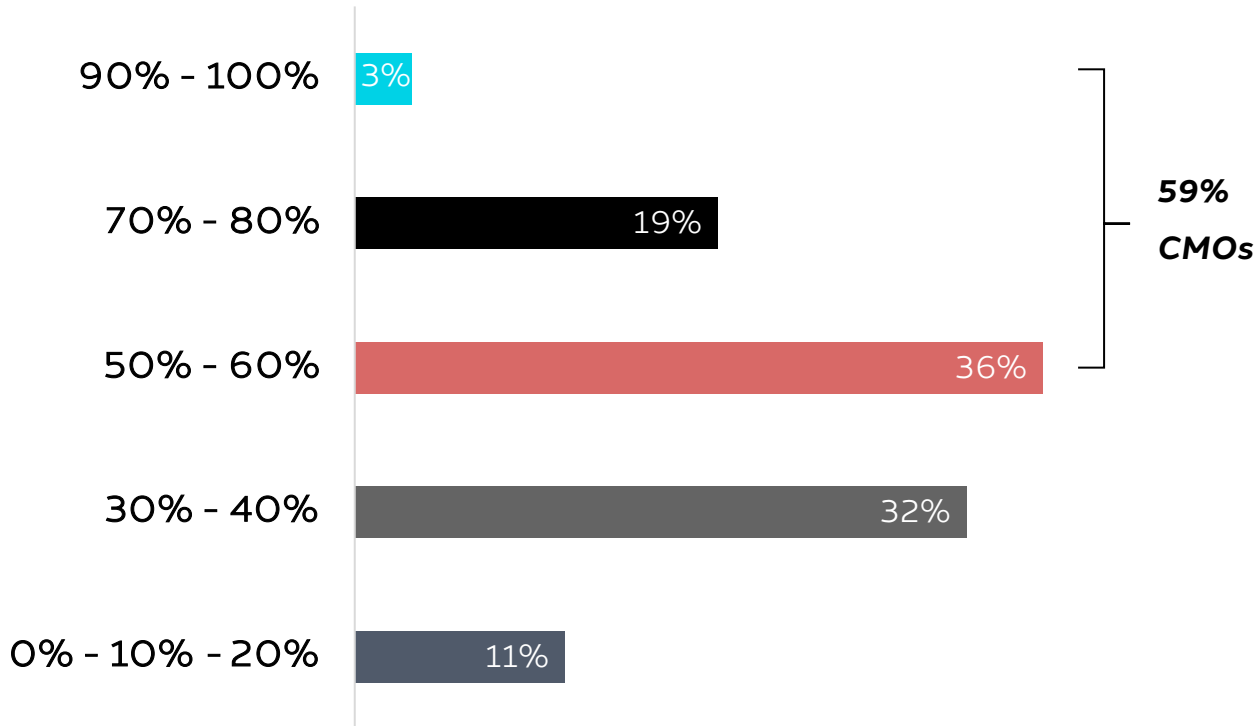
Developing the overall customer experience (117i)

Delivering business transformation (113i)

# CMOs' prioritize a radically transformed business landscape where revenue is driven by offerings that don't yet exist.

Almost 2 in 3 businesses expect half or more of their future revenue to be attached to offerings that are not yet present in their portfolio. Telecom, Pharma, and Retail are the sectors that will get disrupted the most, according to CMOs.

**Projecting 5 years out, what percentage of your organization's revenue do you believe will come from products, services, or businesses that don't yet exist?**



**AGREE: "70% or more of our revenue will come from products, services, or products that don't yet exist"**

TELECOM

159i

PHARMA

141i

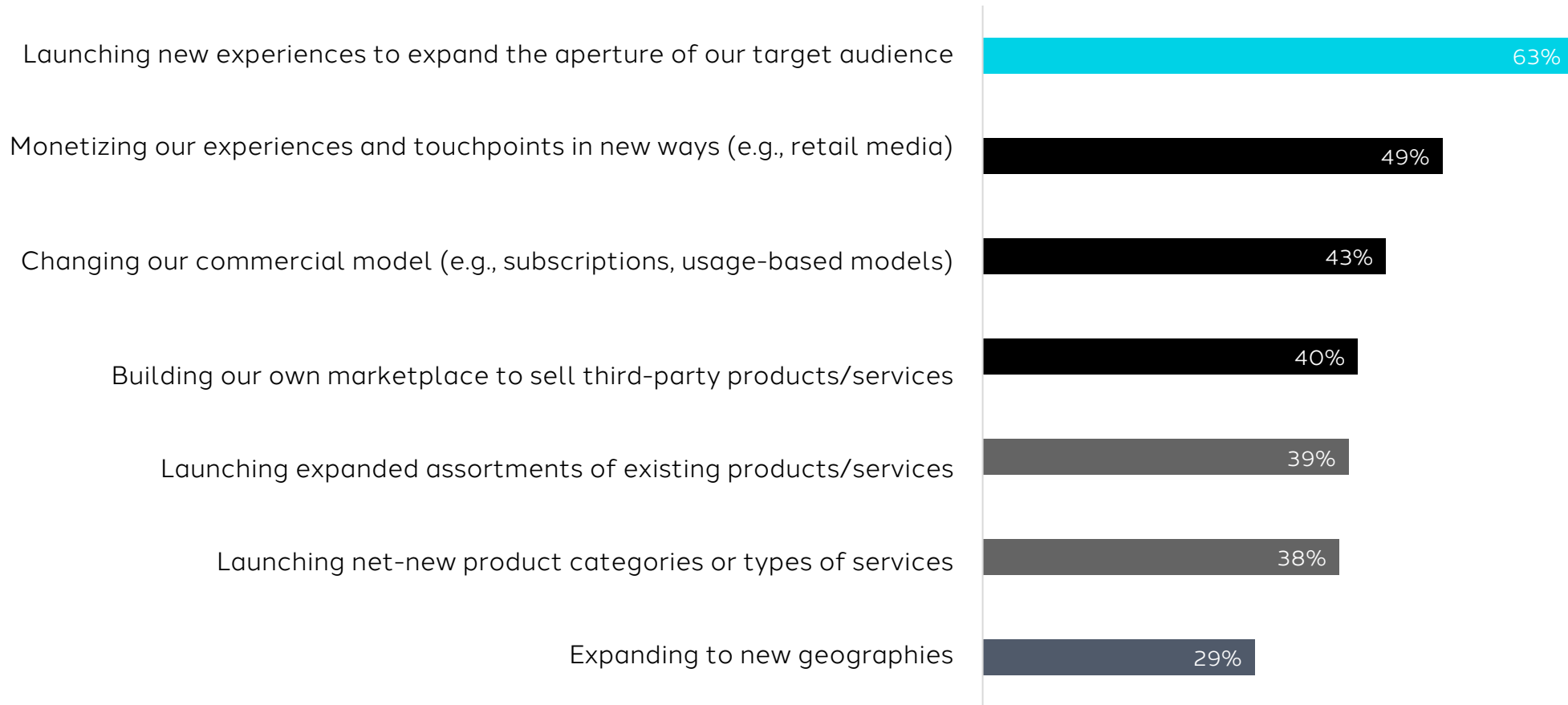
RETAIL

122i

# This perspective is leading most organizations to pursue transformation efforts and evolve their business.

In addition to spinning up new experiences, CMOs are looking to monetize both touchpoints and offerings in new ways.

## *Which, if any, of the following transformations are you pursuing to deliver business growth?*



# While new experiences garner most favor on a global scale, there are nuances across regions when it comes to the paths to growth being prioritized.

CMOs based in Japan are pursuing a broader set of transformation strategies, while Latin America CMOs over-index on experience and product development.

**Which of any of the following transformation strategies are you pursuing to pursue growth?**

## NORTH AMERICA

Launching new experiences to expand the target audience (105i)

## LATIN AMERICA

Launching new experiences to expand the target audience (105i)

Launching net new product categories or types of services (116i)

## EMEA

*-- No significant differences from ALL CMOs audience --*

## APAC

Monetizing our experiences and touchpoints in new ways (108i)

Building our own marketplace to resell products and services (105i)

## JAPAN

Building our own marketplace to resell products and services (130i)

Monetizing our experiences and touchpoints in new ways (118i)

# Industry sectors are looking to evolve substantially how they go to market.

Energy, Auto, and Travel companies are building marketplaces to resell third parties' products and services, while Luxury is leaning into subscriptions. Financial Services and Insurance seems to be the sector more actively seeking differentiation through new products and services.

## Which of any of the following transformation strategies are you pursuing to pursue growth?

### ALCOHOL

Launching net new product categories (144i)

Expanding to new geographies (124i)

### AUTO

Building our own marketplace to resell products & services (124i)

Monetizing our experiences and touchpoints (106i)

### ENERGY

Expanding to new geographies (134i)

Building our own marketplace to resell products & services (130i)

### FOOD & BEV.

Launching net new product categories or types of services (118i)

Launching expanded assortments of products and services (107i)

### FSI

Launching new experiences to expand the target audience (111i)

Launching expanded assortments of products and services (110i)

### LUXURY

Launching net new product categories (131i)

Changing our commercial model (130i)

### MANUFACT.

-- No significant differences from ALL CMOs audience --

### PERS. CARE

Changing our commercial model (125i)

Monetizing our experiences and touchpoints (118i)

### PHARMA

Launching expanded assortments of products and services (110i)

Monetizing our experiences and touchpoints (108i)

### RETAIL

Changing our commercial model (107i)

Launching new experiences to expand the target audience (105i)

**Customer centricity is the present and future aspiration of marketing leaders.**

When reporting on their current Marketing mandate, CMOs put customer satisfaction and advocacy in first place. Looking at what's around the corner, understanding consumer/market trends is considered a future-focus priority. An intimate understanding of those who are served by the brand is seen as being critical to driving growth.

**CMOs rally behind the notion of Marketing being a change agent for the business.**

In B2B organizations this is manifesting in placing more importance on brand (traditionally a greater area of focus in B2C), both when it comes to their current mandate and the future role of Marketing. Leaders in B2C organizations are more likely to see the marketing function become more focused on business transformation and innovating the way the organization works.

**CMOs are looking to reinvent the industry sectors they compete in to capitalize on new digital capabilities and emerging customer habits.**

The desire to extract more value from their owned digital properties is driving auto and energy brands to build marketplaces, while luxury is looking to turn fashionistas into super-high-value repeat customers via subscription models.



04

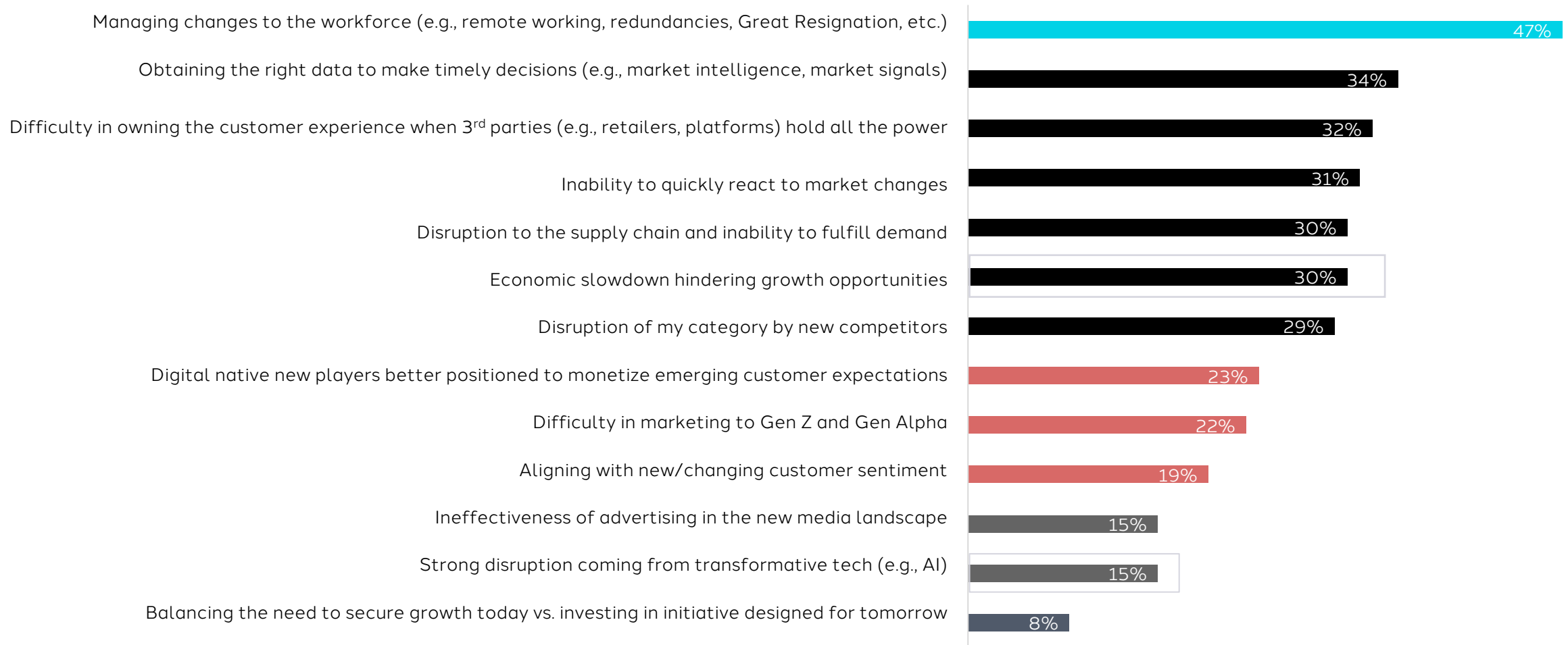
# Investing in Innovation to Get Ahead in a Dynamic Landscape



# Changes to the workforce are seen as the most pressing external challenge by Global CMOs, closely followed by concerns tied to enhancing business agility.

They are only moderately concerned by the economic slowdown and surprisingly secure when it comes to tech disruption.

## Which of the following external challenges do you expect to face over the next 6-12 months?



# CMOs in B2C companies are more likely to feel threatened by digital native competitors, while AI-led disruptions are feared by Enterprise & B2B CMOs.

CMOs at the helm of Enterprise brands are also finding it hard to market to Gen Z and Gen Alpha.

**Which of the following external challenges do you expect to face over the next 6-12 months?**

## **Business Model**

### **B 2 C**

Disruption of my category by new competitors (117i)

Digital native new players better positioned to monetize emerging expectations (117i)

### **B 2 C & B 2 B**

Managing changes to the workforce (108i)

Economic slowdown hindering growth opportunities (110i)

### **B 2 B**

Strong disruption coming from transformative tech, e.g., AI (106)

## **Company Size**

### **ENTERPRISE**

Difficulty in marketing to Gen Z and Gen Alpha (118i)

Strong disruption coming from transformative tech, e.g., AI (106)

### **LARGE**

-- No significant differences from ALL CMOs audience --

### **SMBs**

Economic slowdown hindering growth opportunities (110i)

Ineffectiveness of advertising in the new media landscape (120i)

# CMOs in Automotive brands feel pressured by digital native new players, while Luxury, Retail, & Manufacturing are struggling with supply chain issues.

Energy, Luxury and Personal Care brands are finding it particularly hard to market to Gen Z & Alpha.

## Which of the following external challenges do you expect to face over the next 6-12 months?

### ALCOHOL

Difficulty in owning the customer relation. (112i)

Inability to react to market changes (116i)

### AUTO

Digital native new players better positioned (130i)

Aligning with changing consumer sentiment (121i)

### ENERGY

Difficulty in marketing to Gen Z & Alpha (163i)

Difficulty in owning the customer relation. (121i)

### FOOD & BEV.

Disruption to the supply chain (116i)

Inability to quickly react to market changes (116i)

### FSI

Ineffectiveness of ads in new media (140i)

Category disruption by new competitors (117i)

### LUXURY

Difficulty in marketing to Gen Z & Alpha (118i)

Disruption to the supply chain (116i)

### MANUFACT.

Obtaining the data to make decisions (117i)

Disruption to the supply chain (113i)

### PERS. CARE

Transformative tech disruptions (193i)

Difficulty in marketing to Gen Z & Alpha (172i)

### PHARMA

Digital native new players better positioned (113i)

Economic slowdown (110i)

### RETAIL

Category disruptions by new competitors (117i)

Disruption to the supply chain (113i)

# Given this increasingly dynamic tech, consumer, and market environment, CMOs are increasingly looking to new strategies to chart the path forward.

CMOs working for B2B companies are significantly more likely to report a more conservative approach. Enterprise companies and brands in APAC are leading the charge when it comes to leaning on mostly new strategies.

*Which of the below best describes the strategies your organization is using compared to the past?*

**MOSTLY NEW STRATEGIES**

**51%**

Enterprise; B2C&B2B (110i);  
APAC (113i);

**MIX OF NEW & PAST**

**46%**

**MOSTLY PAST STRATEGIES**

**3%**

B2B (132i);  
North America (115i);

# To meet their organizations' objectives, most CMOs prioritize investment and optimization strategies, rather than saving strategies.

Investments in improving digital CX and innovation-focused initiatives, as well as price optimization, are the strategies garnering most favor. Also, the share of CMOs stating they will increase their media spend is double that of those who say they will reduce it.

**Which of the the following strategies do you consider most important to meet your objectives?**

INVESTMENT STRATEGIES		OPTIMIZATION STRATEGIES		SAVING STRATEGIES	
Investing in improving the digital customer experience	24%	Optimizing prices for products and services	22%	Reducing investment in the digital customer experience	12%
Increasing the budget for innovation-focused initiatives	22%	Shifting marketing spend to CRM/retention/loyalty	21%	Reducing our budget for innovation focused initiatives	12%
Increasing budget for growth-focused initiatives	19%	Brand consolidation	19%	Reducing our budget for growth-focused initiatives	10%
Increasing our media spend	18%	Roll out cheaper alternatives to products/services	16%	Reducing our investment in direct-to-consumer channels	10%
Increasing investment in direct-to-consumer channels	17%	Enable differed payments	15%	Reducing out media spend	9%
Hiring more talent	13%	Re-negotiating contracts with existing vendors	13%	Reducing our headcount	8%
Offshoring more operational tasks			13%		
<b>AVG. x INVESTMENT STRATEGIES</b>	<b>19%</b>	<b>AVG. x OPTIMIZATION STRATEGIES</b>	<b>17%</b>	<b>AVG. x SAVING STRATEGIES</b>	<b>10%</b>

# However, almost half of CMOs are lacking confidence in their organization's ability to implement the strategies they deem most important.

Enhanced digital CX, loyalty, and D-T-C are priority areas of investments in which CMOs lack confidence in their org's ability to execute.

***How confident are you in your organization's ability to implement the strategies you consider most important in order to meet your objectives?***



**In a very dynamic environment, CMOs are facing different challenges depending on the context in which their brand operates.**

While changes to the workforce are the most prevalent hurdle across the board, we see specific types of companies having a harder time with different tensions in the marketplace. Enterprises and B2B brands find it hard to keep up with tech disruptions like AI, while B2C companies, especially auto brands, feel threatened by new competitors.

**Positive business performance is emboldening CMOs to discard past playbooks and invest more in innovation and experience.**

Instead of sitting on the laurels of the revenue increases experienced by their companies and 'rinsing and repeating', CMOs are embracing new strategies and putting investment in digital CX and innovation-focused initiatives at the heart of their agendas as they seek to capture demand by way of differentiation.

**The desire to lean into uncharted territories is likely leading CMOs to seek support outside their organization.**

The abandonment of existing playbooks is likely informing CMOs' lack of confidence in their organization's ability to implement some of the strategies they are pursuing and creating a need for specialized partners who can share best practices.





05

# The Elevation of Media as a Strategic Pillar for Business Growth



# The Algorithmic Era Drives Media Elevation

**For decades, advertising has been dominated by the broadcast era, when the 30-second television spot reigned supreme to build brands. Then, the precision era made the most of the booming AdTech ecosystem to make performance media center stage. We are now entering a new era, when algorithms can help advertisers create and capture more brand demand.**

Media *transformation* has too often been perceived as a euphemism for media *complexification*. While the emergence of new channels and tools opened a new horizon of possibilities through which brands could deliver their proposition to consumers, it came hand-in-hand with the fragmentation of our visibility into reach and impact. The algorithmic era is a unique opportunity to make media transformation what it should have always been: a true media *elevation*, where media is fully addressable, shoppable, and accountable.

At the dawn of this new era, the Media edition of the *2024 CMO Navigator* emphasizes that for global CMOs:

- Media is an important lever to drive business growth.
- Brand and performance investments must be a balancing act.
- The contours of the generative AI opportunity are still being assessed.
- Attention is vital to maximize media potential.
- Short-form content and social commerce will be key battlegrounds.
- Sustainability is no more an afterthought.

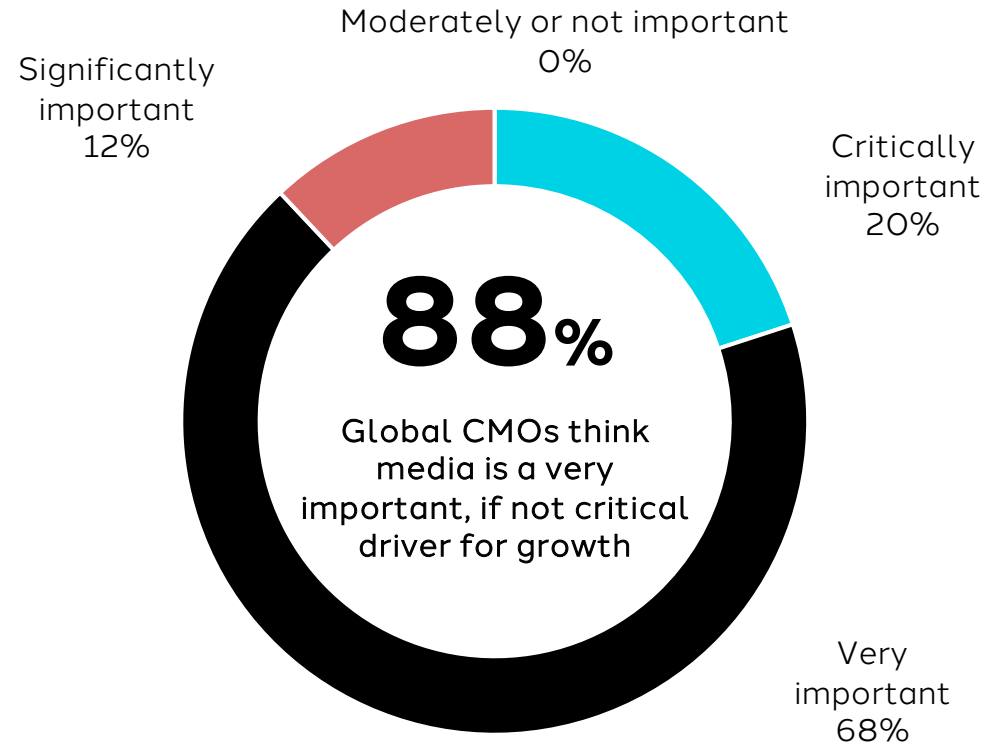
These ambitions highlight why media craft will become increasingly pivotal to get the right outcomes from algorithms.

With this in mind, let's dive into the findings to understand in detail how CMOs feel about the media landscape and how much progress their own organizations have made in this transformation journey.

# Most CMOs concur that media is a strategic lever to drive growth for their business.

Almost 9 in 10 say that media is very – if not, critically – important to this end.

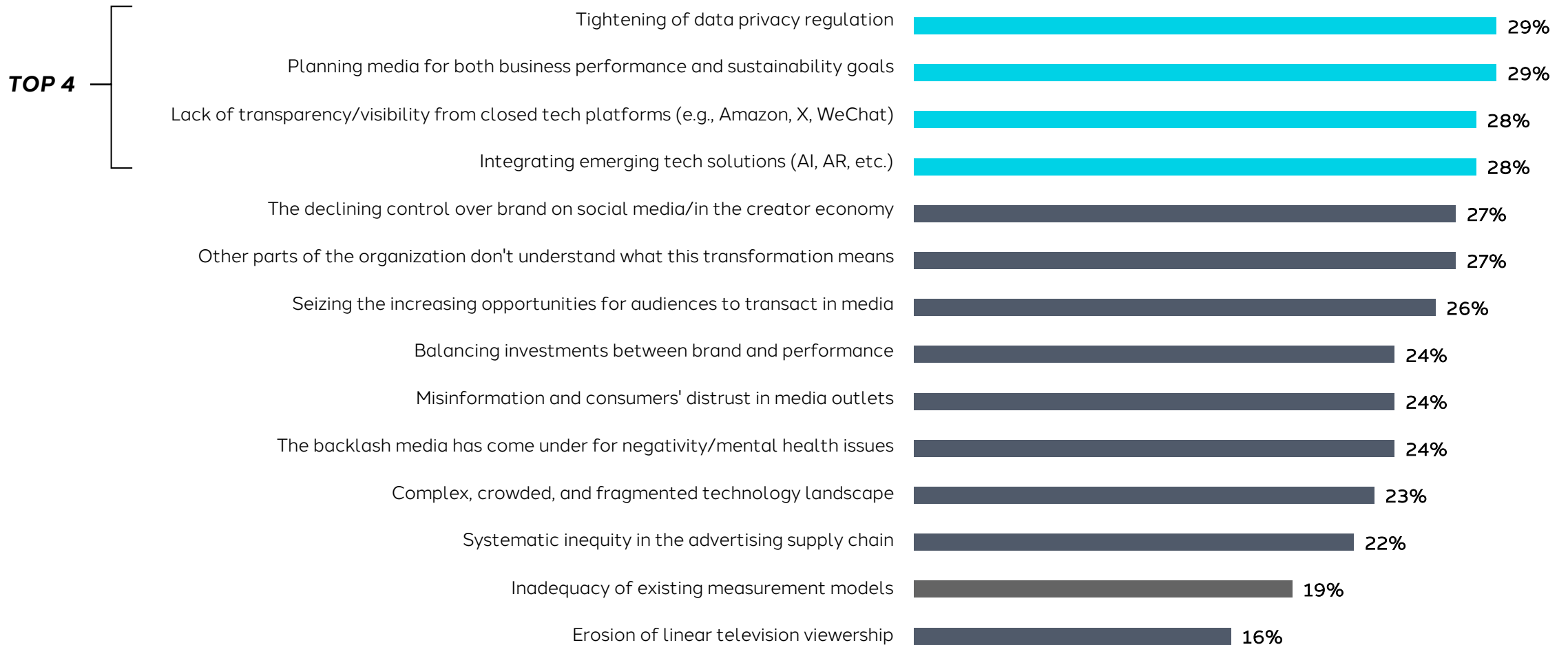
*From your organization's point of view, how important is media as a driver for business growth?*



# Lack of access to and visibility into data and integrating emerging tech like AI are CMOs' biggest media transformation concerns.

The need to meet business performance objectives through the use of media while adhering to sustainability goals is also a top 4 challenge.

**Which aspects of media transformation do you think will represent the biggest challenges for your organization?**



# CMOs in B2C companies struggle with letting go of control over brand when working with creators, while B2B CMOs are more threatened by the tightening of data privacy.

CMOs at the helm of Enterprise brands are finding it hard to integrate emerging tech solutions, given the scale they operate at.

## Which aspects of media transformation do you think will represent the biggest challenges for your organization?

### Business Model

#### B 2 C

Declining control over brand in the creator economy (118i)

Planning media for both business performance and sustainability goals (114i)

#### B 2 B

Tightening of data privacy regulation (114i)

Balancing investments between brand and performance (112i)

### Company Size

#### ENTERPRISE

Integrating emerging tech solutions (114i)

Lack of transparency/visibility from closed tech platforms (107i)

#### LARGE

Planning media for both business performance and sustainability goals (114i)

Systematic inequity in the advertising supply chain (109i)

#### SMBs

Other parts of the organization don't understand what this transformation means (111i)

Seizing the increasing opportunities for audiences to transact in media (107i)

# While the tightening of data privacy regulations is feared on a global scale, there are nuances across regions when it comes to media transformation challenges.

CMOs based in North America and Japan are finding it hard to balance sustainability and business objectives.

## *Which aspects of media transformation do you think will represent the biggest challenges for your organization?*

### **NORTH AMERICA**

Tightening of data privacy regulation (107i)

Planning media for both business performance and sustainability goals (114i)

### **LATIN AMERICA**

Complex, crowded, and fragmented technology landscape (130i)

Balancing investments between brand and performance (116i)

### **EMEA**

Declining control over brand in the creator economy (118i)

Lack of transparency/visibility from closed tech platforms (107i)

### **APAC**

Inadequacy of existing measurement models (121i)

Planning media for both business performance and sustainability goals (114i)

### **JAPAN**

Lack of transparency/visibility from closed tech platforms (125i)

Planning media for both business performance and sustainability goals (114i)

# CMOs in Auto, Energy, Pharma, Personal Care, and Retail in particular are struggling with the lack of visibility into closed tech platforms.

Automotive and Luxury brands over-index on perceiving the integration of emerging tech solutions as a key challenge.

## Which of the following external challenges do you expect to face over the next 6-12 months?

### ALCOHOL

Misinformation and consumers' distrust in media outlets (187i)  
Declining control over brand in the creator economy (166i)

### AUTO

Lack of transparency/visibility from closed tech platforms (121i)

### ENERGY

Lack of transparency/visibility from closed tech platforms (118i)  
Declining control over brand in the creator economy (111i)

### FOOD & BEV.

Seizing the increasing opportunities for audiences to transact in media (138i)  
Declining control over brand in the creator economy (118i)

### FSI

Tightening of data privacy regulation (110i)  
Other parts of the org. don't understand what this transformation means (111i)

### LUXURY

Planning media for both business performance and sustainability goals (131i)  
Integrating emerging tech solutions (128i)

### MANUFACT.

Misinformation and consumers' distrust in media outlets (112i)  
Balancing investments between brand and performance (108i)

### PERS. CARE

Lack of transparency/visibility from closed tech platforms (135i)  
Tightening of data privacy regulation (114i)

### PHARMA

Lack of transparency/visibility from closed tech platforms (135i)  
Integrating emerging tech solutions (107i)

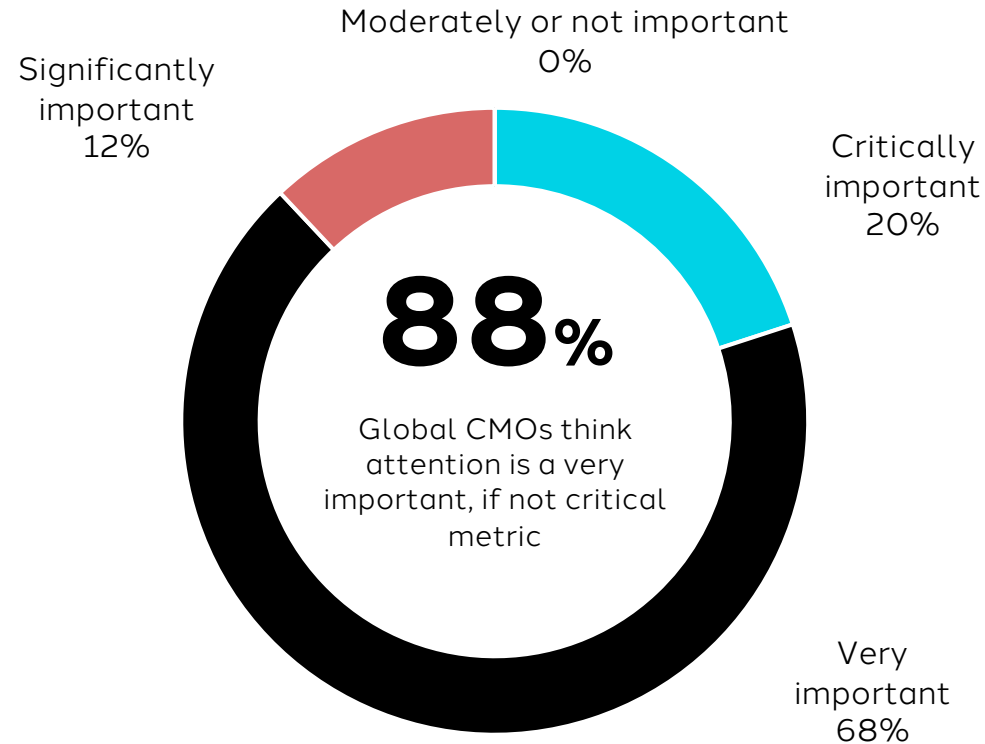
### RETAIL

Lack of transparency/visibility from closed tech platforms (135i)  
Tightening of data privacy regulation (114i)

# Most CMOs agree that attention is a very important metric to determine the efficacy of media-driven initiatives.

In fact, 2 in 10 consider it to be critical.

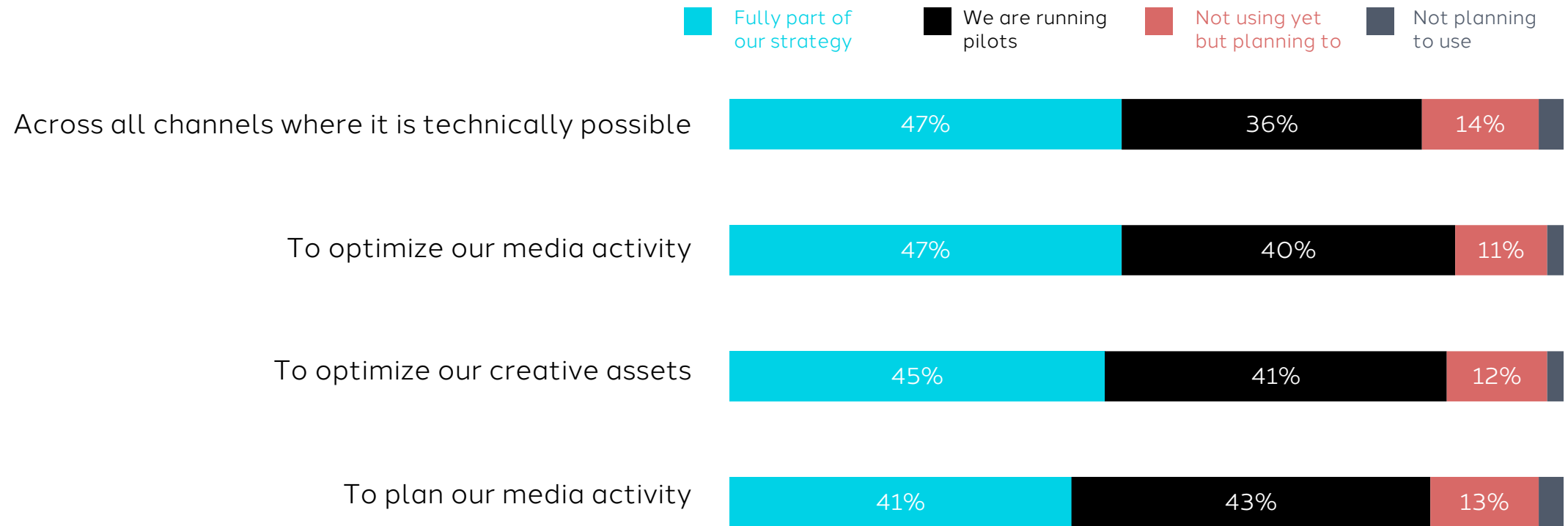
*How important is attention as a metric for your organization when measuring the impact of media activities?*



# In fact, the vast majority of organizations has already fully implemented it, or is actively testing pilots, to embed it in core media activities.

The share of organizations not planning to use it going forward is extremely limited.

**To what extent does your organization use attention as a metric for each of the following media activities?**





# CMOs in EMEA and APAC are prioritizing the implementation of attention as a metric in opposite ways.

Whereas in EMEA it is currently being used to optimize creative and only being piloted as a media planning principle, in APAC the order is reversed.

**AGREE: “Attention as a metric is FULLY PART OF OUR STRATEGY in this area of media”**

## L A T I N A M E R I C A

Across all channels where it is technically possible (118i)

## EMEA

To optimize our creative assets (117i)  
Across all channels where it is technically possible (110i)

## A P A C

To plan our media activity (124i)  
To optimize our media activity (109i)

**AGREE: “We are RUNNING PILOTS with attention as a metric in this area of media”**

## L A T I N A M E R I C A

To plan our media activity (109i)

## EMEA

To plan our media activity (117i)

## A P A C

To optimize our creative assets (124i)  
Across all channels where it is technically possible (119i)

# CMOs' focus is quite balanced between brand and performance, with a slight prioritization in favor of the former.

CMOs working for B2B companies and Enterprises are more likely to lean towards brand, while CMOs based in EMEA over-index on prioritizing performance.

## What is your media investment split between short-term and long-term activity?

### MORE INVESTMENT IN LONG-TERM BRAND ACTIVITY

56%

Enterprise (110i);  
B2C (116i);  
Japan (123i)  
Alcoholic Beverages (130i);  
Automotive (109i)

### MORE INVESTMENT IN SHORT-TERM PERFORMANCE ACTIVITY

44%

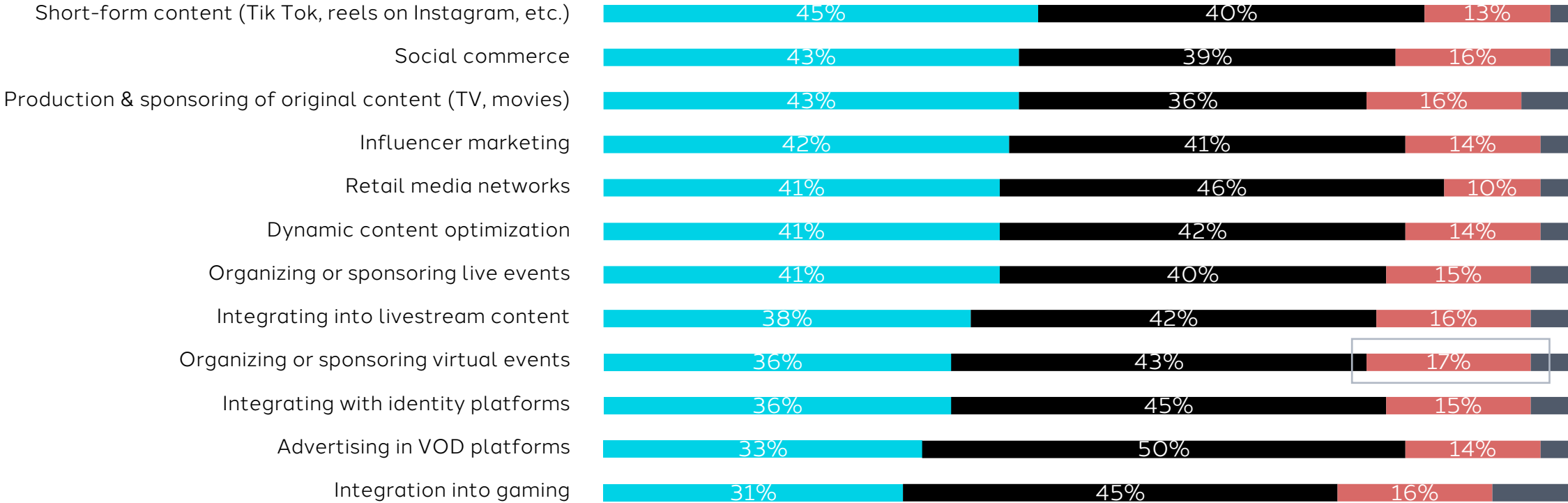
B2C & B2B (104i);  
EMEA (109i);  
Luxury (127i); Energy (118i)

# Investment priorities show that CMOs understand the importance of fit-for-platform content and of having the content production capabilities to fit their media strategies.

Investments in short-form content and social commerce are most likely to increase even further, while investments virtual events are the are most likely to decrease.

## How do you intend to evolve your investment in the following areas in the next 12 months?

■ Increasing investment   ■ Same level of investment   ■ Decreasing investment   ■ Not applicable to our brand



# Preferences among CMOs at Enterprise companies suggest that investment growth in VOD ad spaces and identity platform integrations will be substantial.

While short-form content and social commerce are favored investments across the board, B2C brands are leaning into them the most.

**We are *INCREASING* investment in this area of media in the next 12 months**

## **Business Model**

### **B 2 C**

Short-form content (110i)

Social commerce (105i)

### **B 2 C & B 2 B**

*-- No significant differences from ALL CMOs audience --*

### **B 2 B**

Advertising on VOD platforms (119i)

Producing or sponsoring original content (106i)

## **Company Size**

### **ENTERPRISE**

Advertising on VOD platforms (120i)

Integrating into identity platforms (108i)

### **LARGE**

Integrating into livestream content (113i)

Short-form content (110i)

### **SMBs**

*-- No significant differences from ALL CMOs audience --*

# APAC CMOs over-index on prioritizing original content production, while CMOs in EMEA are more likely to pursue retail media networks.

Latin America is the region that plans to lean on creators the most.

**AGREE: “We are *INCREASING* investment in this area of media in the next 12 months”**

## NORTH AMERICA

Dynamic content optimization (106i)

## LATIN AMERICA

Short-form content (127i)

Influencer marketing (118i)

## EMEA

Social commerce (110i)

Retail media networks (107i)

## APAC

Producing or sponsoring original content (114i)

Advertising on VOD platforms (114i)

## JAPAN

-- No significant differences from ALL CMOs audience --

# CMOs in Automotive and FSI brands are over-indexing on investment in dynamic content optimization.

Categories focused on everyday use products, such as Alcoholic Beverages, Food & Beverages, and Personal Care Goods are even more focused on channels that collapse the funnel than their peers.

**AGREE: “We are INCREASING investment in this area of media in the next 12 months”**

## ALCOHOL

-- No significant differences from ALL CMOs audience --

## AUTO

Producing or sponsoring original content (150i)  
Dynamic content optimization (125i)

## ENERGY

Advertising on VOD platforms (150i)

## FOOD & BEV.

Short-form content (116i)  
Social commerce (116i)

## FSI

Integration into gaming (122i)  
Dynamic content optimization (111i)

## LUXURY

Short-form content (166i)  
Advertising on VOD platforms (116i)

## MANUFACT.

Influencer marketing (107i)  
Producing or sponsoring live events (107i)

## PERS. CARE

Short-form content (200i)  
Social commerce (200i)

## PHARMA

Short-form content (133i)  
Dynamic content optimization (133i)

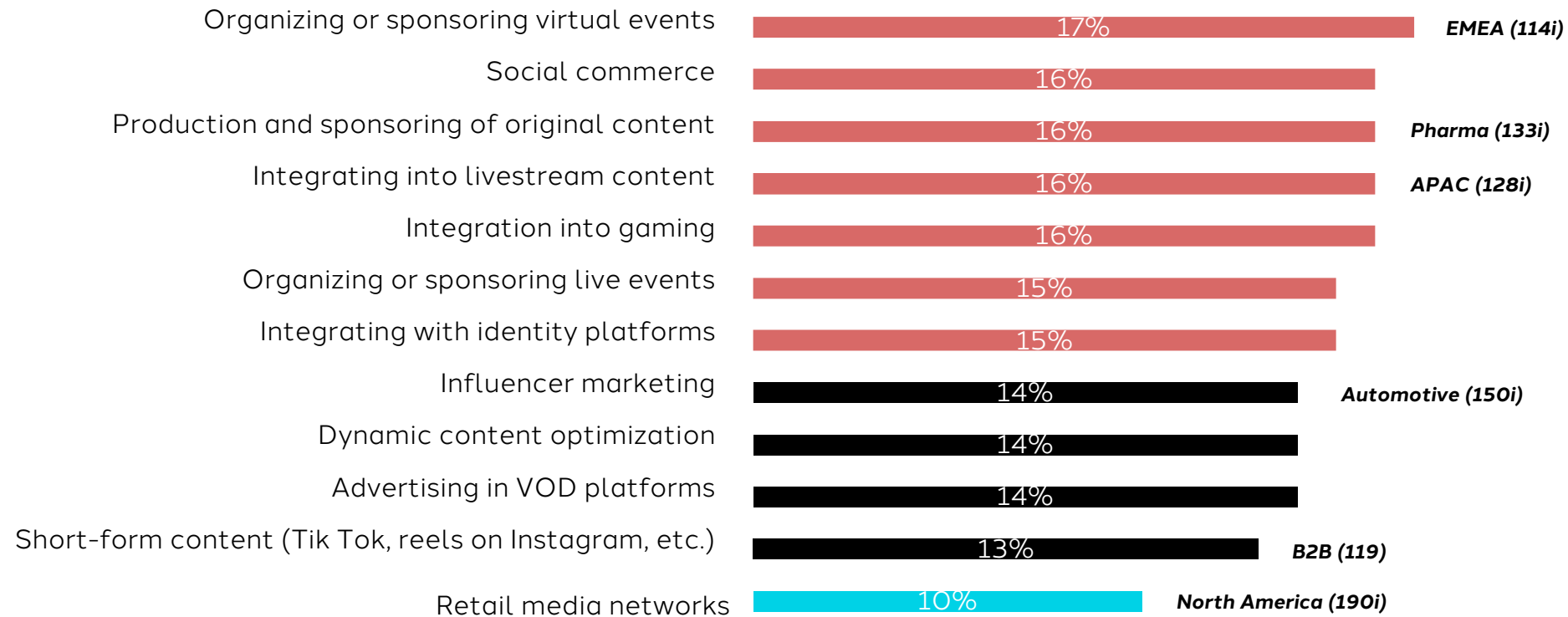
## RETAIL

Retail media networks (108i)  
Influencer marketing (108i)

# While investment is increasing across the board, significant nuances emerge when analyzing which CMO audiences are most likely to decrease specific media investments.

Possibly due to being early adopters in the respective categories, CMOs in APAC over-index on a more cautious approach towards livestream integrations and North America CMOS over-index on being cautious when it comes to retail media networks.

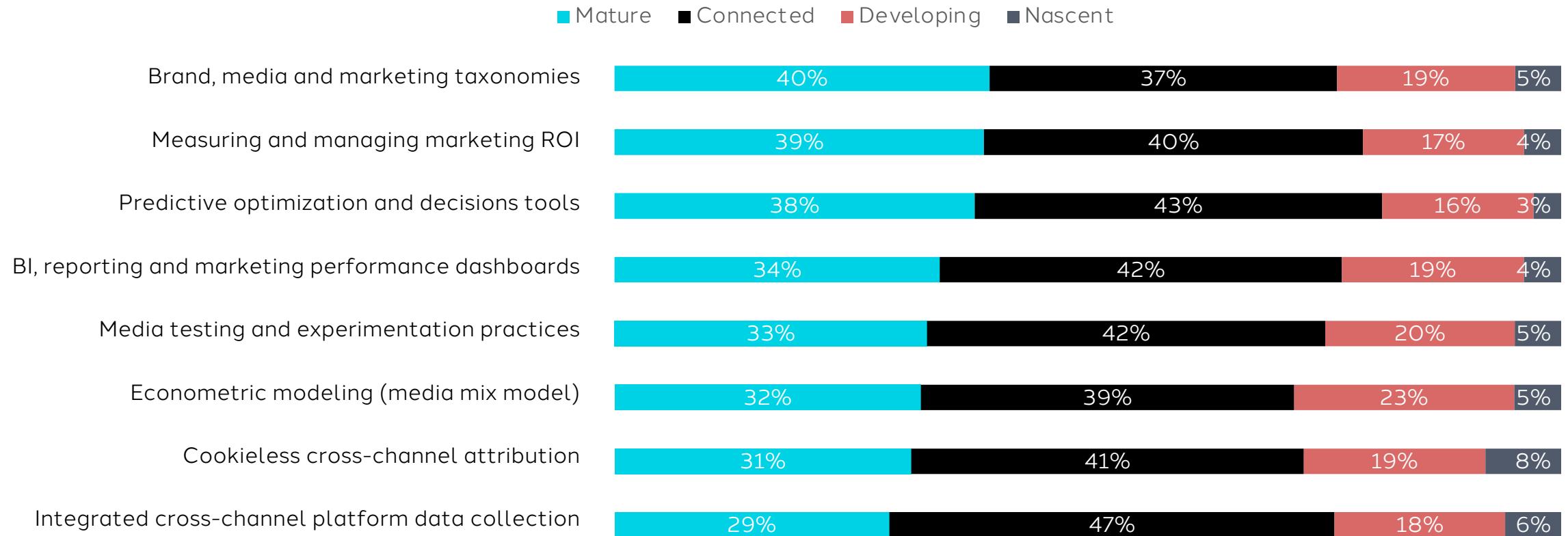
## **AGREE: “We are DECREASING investment in this area of media in the next 12 months”**



# As the media landscape continues to transform, most organizations are playing catch up when it comes to evolving their measurement capabilities.

In most organizations, cross-channel platform data collection capabilities are less likely to be mature.

## How would you describe your organization's media and marketing measurement capabilities for each of the following?





# CMOs are struggling to assess and measure the efficacy of the new video marketplace.

Only 1 in 10 thinks the landscape does not present challenges but rather only opportunities

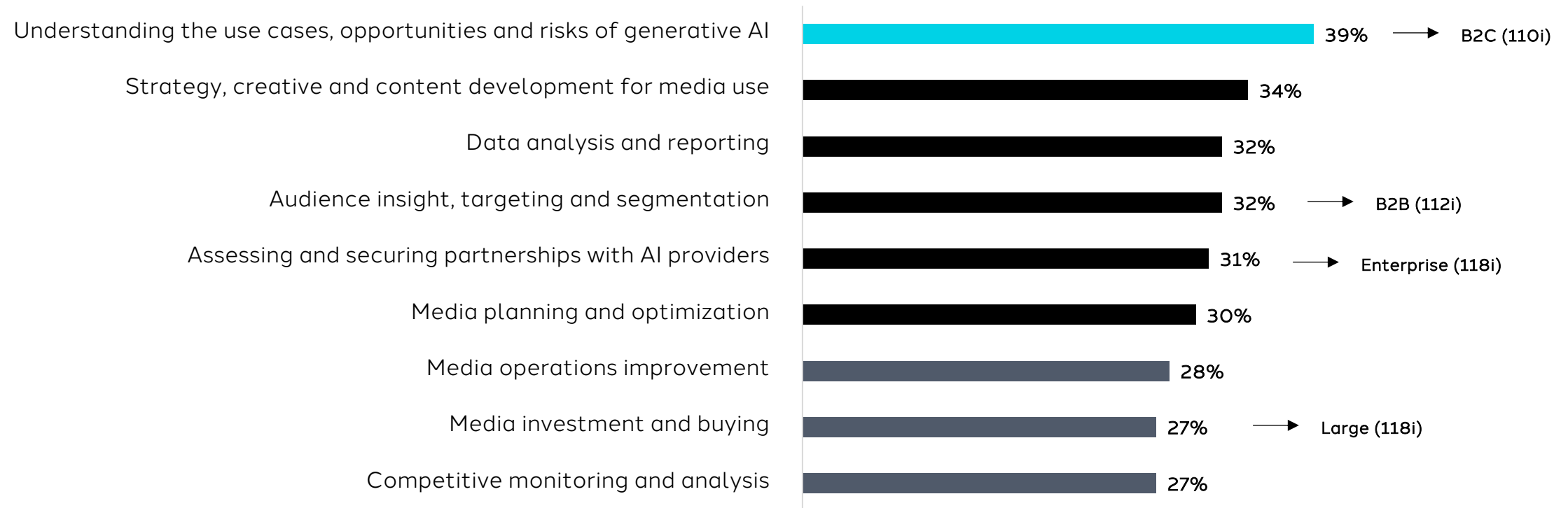
## *What are the biggest challenges in navigating the new video marketplace?*



# While CMOs see AI having broad applicability when it comes to media, they also feel much of its potential and risks are yet to be explored.

Gaining a greater understanding is indicated as the top focus area for the next 12 months,

## *In which of the following areas do you plan to prioritize your focus on AI in the media space in the next 12 months?*



# While globally CMOs feel there is still much to learn when it comes to the use of AI in media, there are nuances between regions in terms of its near-term prioritization.

CMOs based in APAC and Japan are over-indexing on relying on AI for their investment and buying activities.

*In which of the following areas do you plan to prioritize your focus on AI in the media space in the next 12 months?*

## NORTH AMERICA

Media planning and optimization (113i)

Audience insights, targeting and segmentation (109i)

## LATIN AMERICA

Data analysis and reporting (128i)

Strategy, creative & content development for media use (106i)

## EMEA

Understanding use cases, opportunities and risk of gen AI (115i)

Strategy, creative & content development for media use (106i)

## APAC

Media investment and buying (118i)

Media operations improvement (114i)

## JAPAN

Media investment and buying (129i)

Assessing and securing partnerships with AI providers (113i)

# Sectors connected to lifestyle like luxury and personal care are more likely to lean on AI for creative and content development.

On the other hand, service-led industries like FSI and energy are relying on AI for audience insights.

***In which of the following areas do you plan to prioritize your focus on AI in the media space in the next 12 months?***

## ALCOHOL

Data analysis and reporting (172i)  
Understanding use-cases, risks & opp. of gen AI (141i)

## AUTO

Competitor monitoring & analysis (126i)  
Media operations improvement (125i)

## ENERGY

Media planning & optimization (173i)  
Audience insights, targeting & segmentation (122i)

## FOOD & BEV.

Competitor monitoring & analysis (129i)  
Understanding use-cases, risks & opp. of gen AI (113i)

## FSI

Assessing and securing AI partnerships (126i)  
Audience insights, targeting & segmentation (119i)

## LUXURY

Media planning & optimization (126i)  
Strategy, creative and content for media (120i)

## MANUFACT.

Audience insights, targeting and segmentation (112i)  
Data analysis and reporting (109i)

## PERS. CARE

Strategy, creative & content for media (147i)  
Data analysis and reporting (131i)

## PHARMA

Media investment & buying (148i)  
Media operations improvement (128i)

## RETAIL

Media operations improvement (110i)  
Assessing and securing AI partnerships (106i)

# There is widespread consensus among CMO around the importance of brand assurance as the use of AI becomes more prevalent.

In fact, 2 in 10 CMOs report that it is critically important to their organizations.

*Given concerns which are also tied to brands' use of AI, how important does your organization view brand assurance (brand safety, brand suitability, and fraud prevention) to be?*

**BRAND ASSURANCE IS  
CRITICALLY IMPORTANT**

**20%**

**BRAND ASSURANCE IS VERY  
IMPORTANT**

**68%**

**BRAND ASSURANCE IS  
SIGNIFICANTLY IMPORTANT**

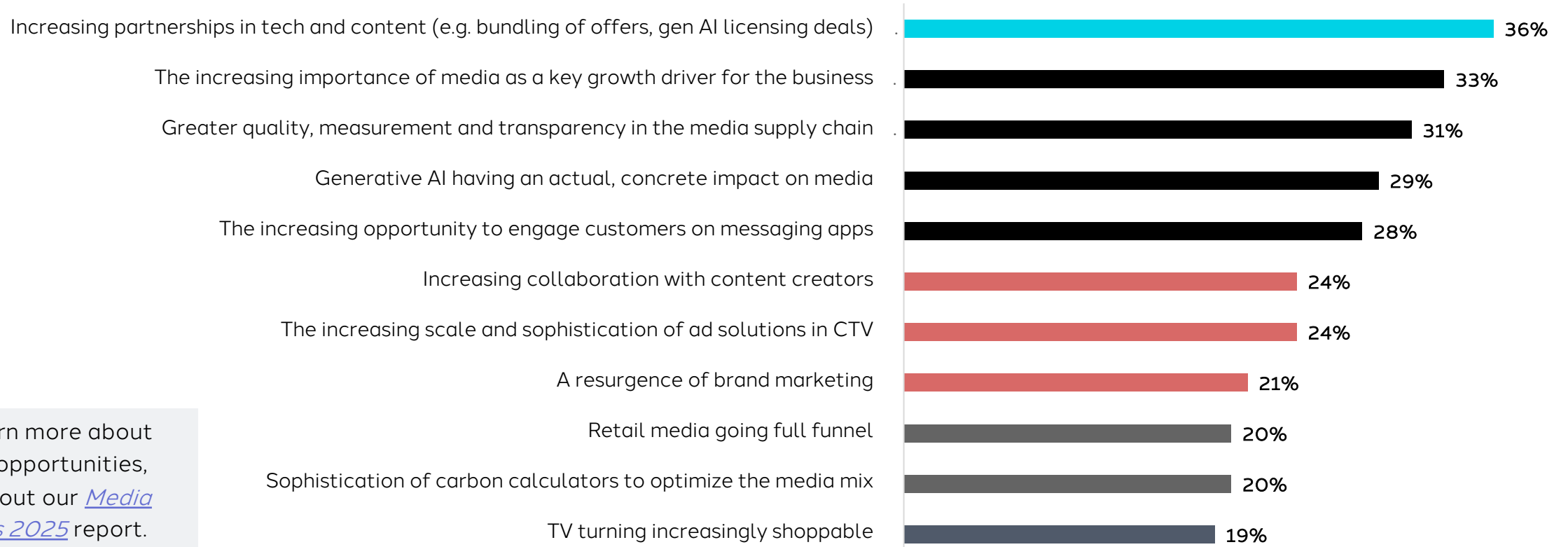
**12%**

\* Respondents were also presented with the “only moderately important” and “not important” options, but none of them selected either.

# CMOs are excited about the new tech and content opportunities emerging in media as it evolves beyond the delivery of communications and into a key growth driver.

They also expect the media supply chain to improve as generative AI's impact in this space becomes more tangible.

## Which of these media opportunities are you most excited about for the next 12 months?



To learn more about these opportunities, check out our [Media Trends 2025](#) report.

# CMOs in B2C companies over-index on being excited for collaborations with creators and for the resurgence of brand marketing.

CMOs at the helm of Enterprise brands are looking forward to tech, and specifically AI, having a bigger impact on media.

## Which of these media opportunities are you most excited about for the next 12 months?

### Business Model

#### B2C

Increasing collaboration with content creators (112i)

A resurgence of brand marketing (109i)

#### B2C & B2B

TV turning increasingly shoppable (105i)

#### B2B

Greater quality, measurement and transparency in the media supply chain (116i)

The increasing importance of media as a key growth driver for the business (106i)

### Company Size

#### ENTERPRISE

Increasing partnerships in tech and content (116i)

Generative AI having an actual, concrete impact on media (107i)

#### LARGE

Greater quality, measurement and transparency in the media supply chain (116i)

Sophistication of carbon calculators to optimize the media mix (105i)

#### SMBs

Retail media going full funnel (110i)

The increasing importance of media as a key growth driver for the business (109i)

# While CMOs across the board are excited tech and content partnerships, there are nuances across regions when it comes to other media opportunities.

CMOs in North America over-index on looking forward to retail media going full funnel.

## Which of these media opportunities are you most excited about for the next 12 months?

### NORTH AMERICA

Retail media going full funnel (110i)

The increasing importance of media as a key growth driver for the business (106i)

### LATIN AMERICA

Sophistication of carbon calculators to optimize the media mix (125i)

Increasing collaboration with content creators (116i)

### EMEA

Importance of media as a key growth driver for the business (106i)

Greater quality, measurement & transparency in media supply chain (106i)

### APAC

-- No significant differences from ALL CMOs audience --

### JAPAN

Increasing collaboration with content creators (112i)

Increasing partnerships in tech and content (105i)



# CMOs in Automotive and Energy brands in particular are excited about generative AI having a tangible impact in media.

B2B industries like Manufacturing and Pharma are looking forward to the possibility of engaging buyers via messaging apps.

## Which of these media opportunities are you most excited about for the next 12 months?

### ALCOHOL

The increasing importance of media as a key growth driver for the business (166i)  
Increasing partnerships in tech and content (125i)

### AUTO

Generative AI having an actual, concrete impact on media (114i)  
The increasing opportunity to engage customers on messaging apps (114i)

### ENERGY

Generative AI having an actual, concrete impact on media (165i)  
Increasing partnerships in tech and content (116i)

### FOOD & BEV.

Increasing partnerships in tech and content (111i)  
Greater quality, measurement and transparency in media supply chain (109i)

### FSI

Increasing partnerships in tech and content (119i)

### LUXURY

The increasing scale and sophistication of ad solutions in CTV (133i)  
A resurgence of brand marketing (128i)

### MANUFACT.

TV turning increasingly shoppable (116i)

### PERS. CARE

Generative AI having an actual, concrete impact on media (131i)  
The increasing importance of media as a key growth driver for the business (127i)

### PHARMA

Increasing partnerships in tech and content (119i)  
The increasing opportunity to engage customers on messaging apps (110i)

### RETAIL

Retail media going full funnel (120i)  
TV turning increasingly shoppable (110i)

# Less than half of organizations have taken action to mitigate the carbon emissions tied to their media activity.

Fortunately, Enterprise companies – which tend to a more significant footprint – are more likely to have taken action.

*Which of the below best describes your organization’s approach to mitigating carbon emissions of your media activity?*

**OUR ORGANIZATION HAS TAKEN ACTION**

**45%**

Enterprise (118i); B2C&B2B (106i);  
Latin America (120i); APAC (113i);

**OUR ORGANIZATION IS CONSIDERING TO TAKE ACTION**

**47%**

SMB (108i);  
North America (113i);

**OUR ORGANIZATION IS NOT YET CONSIDERING TO TAKE ACTION**

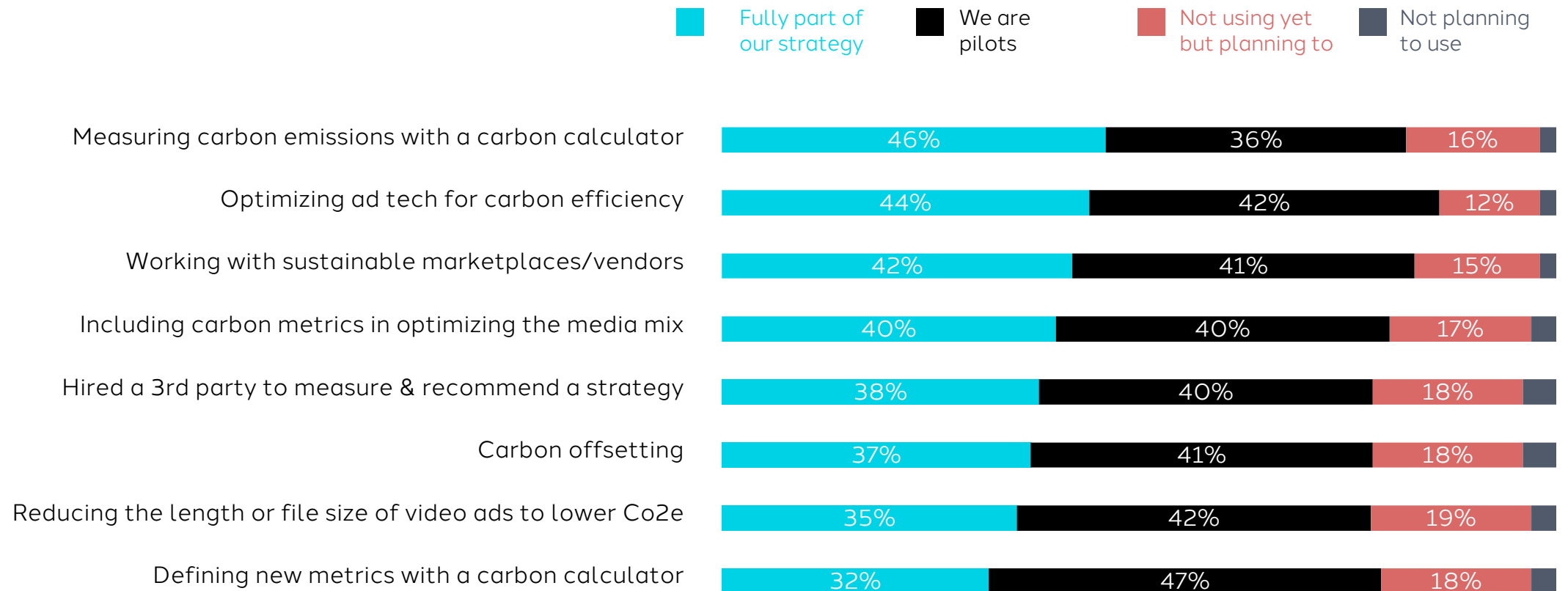
**8%**

B2B (150i);

# Measuring emissions through a carbon calculator is the most commonly taken action to address media's emission footprint.

Establishing common segments and personas is the area where most progress to date is being reported.

**Which of the following steps have you taken to mitigate carbon emissions tied to your media activity?**



**Media is undeniably seen as a strategic lever to drive business growth by an overwhelming majority of CMOs who are readying their organizations to seize the new opportunities unlocked by the algorithmic era.**

With artificial intelligence becoming increasingly influential across the marketing landscape, CMOs see it will have broad applicability when it comes to media, from strategy to planning to prospects of new partnerships. Yet, they very much consider 2025 as the year in which they will fully understand how AI will truly serve their media needs, as integration challenges and lack of transparency from tech platforms remain key concerns.

CMOs also recognize that algorithms increasingly define how people shop and access entertainment, and many intend to reinforce their investments in short-form content, social commerce, influencer marketing, retail media networks and dynamic content optimization to stand out in users' busy feeds. However, CMOs, especially those in B2C companies, feel threatened when challenged to relinquish partial control over the brand to content creators.

Most CMOs confirm they now consider attention as a critical metric to determine the efficacy of media-driven initiatives, and most organizations are actively testing pilots or have already fully implemented it in core media activities. With media carbon emissions also becoming a key concern and with brand assurance and reputation protection always in mind, brands may need custom algorithms, tailored to their various needs, to drive the best media outcomes in this new era.





06

# Gazing at the Future: CMOs vs. Consumers

# CMOs are even more optimistic than consumers that the economic environment will improve.

However, among the options available consumers also agreed with the notion that the economy will get the most.

<b>CMOs</b>	<i>Which of the following best reflect your assessment of the direction the economic environment will take in your country over the next 6 to 12 months?</i>	<b>Consumers</b>
<b>86%</b>	<b>The economy will get better</b>	<b>38%</b>
11%	The economy will remain more or less the same	32%
3%	The economy will get worse	30%

# When it comes to the future of media, both CMOs and consumers believe that user-generated content will take precedence over mainstream/studio content.

In fact, CMOs are even more emphatic in maintaining that the media landscape will undergo this transformation.

*In the next five years, consumers will spend more time engaging with user-generated content (video essays, reviews, podcasts, livestreams) than engaging with mainstream/studio content.*

	CMOs		Consumers	
96% Total agree	43%	Strongly agree	25%	70% Total agree
	<b>53%</b>	<b>Agree</b>	<b>45%</b>	
	4%	Disagree	18%	
	0%	Strongly disagree	12%	

# Likewise, CMOs concur with consumers that the customer experiences of the future will be informed by real-time, contextual personalization.

Marketers know customers will expect offers and promotions that reflect things like the entertainment content an individual customer is watching, or their real time location. Now, they just need to prepare their organizations to seize the opportunity.

*Ten years from now, most of the offers and promotions brands send to customers will be personalized to reflect customers' real-time personal context (like the entertainment content they are watching at a given moment, the stores they are driving by, etc.)*

	CMOs		Consumers	
98% Total agree	45%	Strongly agree	33%	78% Total agree
	<b>53%</b>	<b>Agree</b>	<b>45%</b>	
	2%	Disagree	12%	
	0%	Strongly disagree	10%	



# Pushing the envelope even further, both CMOs and consumers believe that in ten years from now we will delegate most of our daily activities to AI entities.

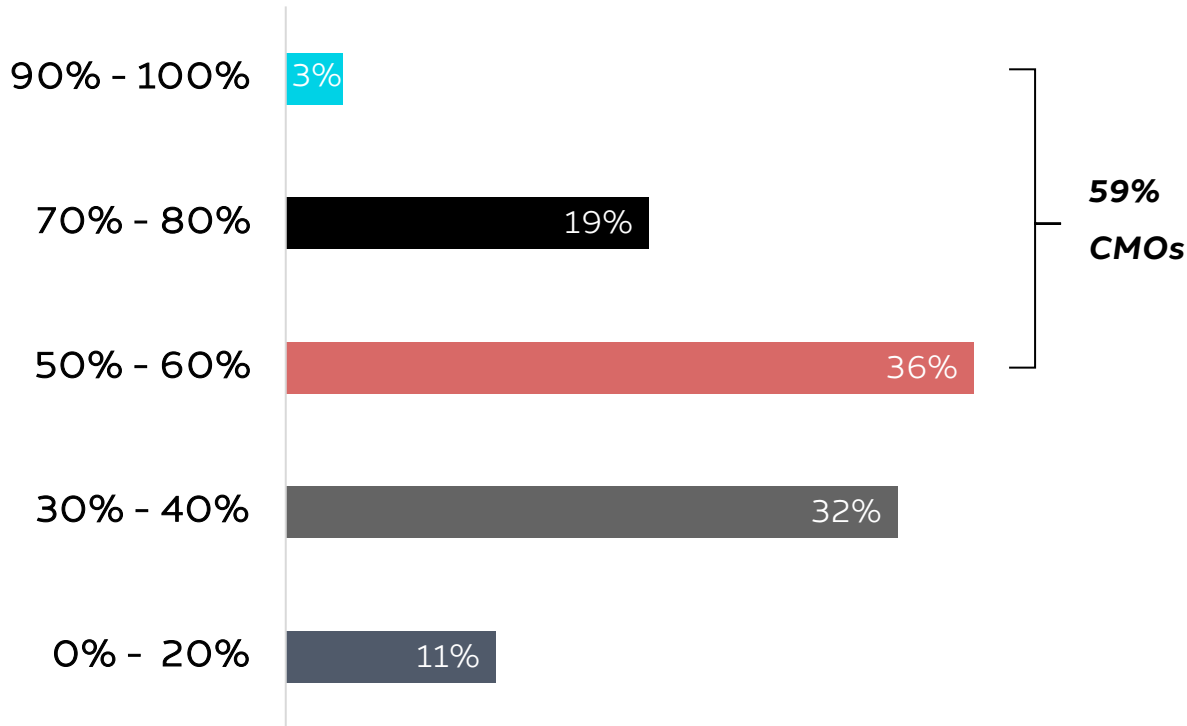
This will fundamentally transform relationships between brands and their ‘human’ customers.

	CMOs	<i>Ten years from now, we will delegate most of our shopping, administrative, and communication activities to AI</i>	Consumers	
95% Total agree	42%	Strongly agree	20%	51% Total agree
	53%	<b>Agree</b>	31%	
	4%	Disagree	25%	
	1%	Strongly disagree	24%	

# CMOs' alignment with consumers' future vision is contributing to the aforementioned expectation of a radically transformed business landscape.

The expectation that more than half of revenue will be driven by offerings that don't yet exist – shared by almost 2 in 3 CMOs and particularly prevalent across Telecom, Pharma, and Retail – reinforces the notion that consumers' vision for the future will have a great impact.

**Projecting 5 years out, what percentage of your organization's revenue do you believe will come from products, services, or businesses that don't yet exist?**



**AGREE: "70% or more of our revenue will come from products, services, or products that don't yet exist"**

TELECOM

159i

PHARMA

141i

RETAIL

122i

**CMOs' more optimistic outlook when it comes to the economic environment is likely informed by their organizations' resiliency.**

While in general CMOs and consumers share the view that the economy will get better, the latter tend to be more conservative. CMOs' optimism possibly stems from their company's business performance and the notion that they have seen their organizations weather disruptions like the COVID pandemic, the supply chain crisis and the economic downturn that permeated late 2022.

**CMOs and consumers share a vision of the future where further tech-enablement, led by AI adoption, allows us to elevate the needs and views of the (human) individual.**

Both CMOs and consumers expect that 10 years from now we will delegate a large share of our daily activities (such as shopping, administrative, and communication tasks) to AI entities. At the same time, they concur that this trend of digital delegation will not devalue the importance of individuals in brand-customer relationships. Both audiences expect consumers to turn to human-made user-generated content and to see their personal, unique contextual needs fulfilled by brands in real-time.

**CMOs understand the level of impact these future transformations will have on their business and are looking forward to seize the opportunities ahead.**

Most think that more than half of their organization's revenue 5 years from now will come from products, services, or businesses that don't yet exist.





07

# A New Breed of Global CMOs: The Perceptive CMO

# A New Breed of Global CMOs: The Perceptive CMO

In the previous editions of our *CMO Navigator* series, focused on North American Marketing leaders, we compared the responses to identical questions we received from consumers and CMOs to identify a select group of 'Perceptive CMOs': marketers who are more successful than their peers by calibrating their strategies at the intersection where consumer wants and business needs overlap.

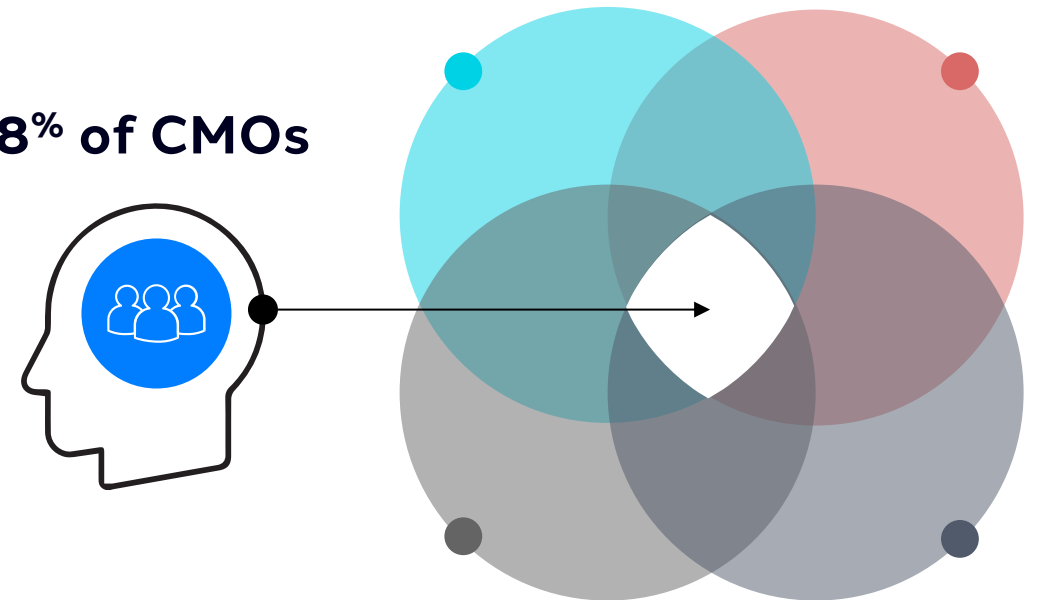
As we expanded the scope of our study with this report to interview a Global and broader sample of Marketing leaders, we repeated this exercise to understand if, despite regional nuances in their mandate, there is such a thing as a Global 'Perceptive CMO'.

We focused our cross-audience analysis on expectations for the future, drawing on some of the findings of our recent *Consumer Vision 2035: The Insight-to-Foresight Pivot*. In that study, we uncovered that the key transformation brands will need to undergo throughout the next decade will be to evolve beyond responding to consumer needs and wants and becoming able to anticipate them.

The notion of 'Perceptive CMOs' who share with consumers a vision of the future fits naturally within this landscape. **Perceptive CMOs agree with consumers that:**

- the economy will get better;
- In the next 5 years consumers will spend more time engaging with user-generated content vs. mainstream/studio content;
- 10 years from now most of the offers and promotions sent by brands will be personalized to the real-time context of the customer;
- 10 years from now, we will delegate a large share of our daily activities (shopping, admin, comms) to AI entities.

18% of CMOs



# Perceptive CMOs are more focused on product development and business transformation than their peers and are proactively investing in the portfolio of offerings that will drive a significant share of future revenue.

They are also more likely to invest in growth initiatives and D-T-C channels.

Region: EMEA (110i); Japan (137i);

Country: US (109i); Argentina (133i); Italy (140i); Japan (137i);

Generation: Gen X (111i)

Business model: B2B (137i)

Company size: Large (110i); SMB (115i);

Industry sector: Pharma & Healthcare (166i); Media & Entertainment (150i);  
Travel & Transportation (150i); Consumer Electronics (120i);

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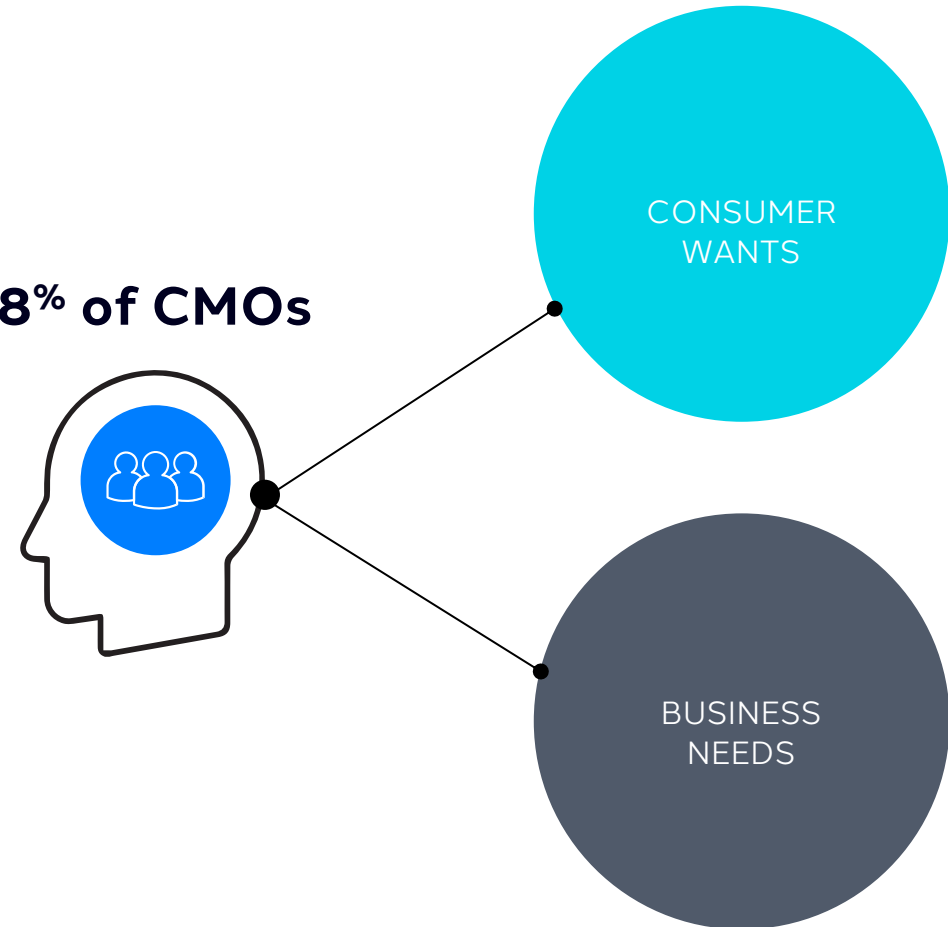
**Accountability:** Medium/long-term brand health (106i); Short-term sales/revenue growth (104i); Customer satisfaction and advocacy (100i);

**Future role of Marketing:** Developing new products/services (115i); Delivering business transformation (109i); Developing the overall customer experience (106i);

**Strategies:** Increasing budget for growth initiatives (121i); Increasing investment in D-T-C channels (117i); Hiring more talent (115i);

**Transformation initiatives:** Expanding to new geographies (110i); Launching net-new product categories or types of services (102i);

**18% of CMOs**



# Perceptive CMOs' position at the intersection between consumer wants and business needs is reflected in their mindset when it comes to media.

Perceptive CMOs over-index on wanting to prioritize their focus on AI on both audience insight and the improvement of media operations. They are more likely to invest in channels that are intimately connected to the cultural spaces consumers inhabit, such as social commerce, original content production, and gaming.

## ***Which aspects of media transformation do you think will represent the biggest challenges for your organization?***

Balancing investments between brand and performance (116i);

The backlash media has come under for negativity/mental health issues (112i)

## ***In which of the following areas do you plan to prioritize your focus on AI in the media space in the next 12 months?***

Audience insight, targeting and segmentation (106i);

Media operations improvement (107i);

## ***Which of the following media investments do you plan to increase in the next 12 months?***

Social commerce (111i);

Production or sponsoring of original content such as TV shows or movies (111i);

Integration into gaming (111i);

## ***Which of these media opportunities are you most excited about for the next 12 months?***

The increasing importance of media as a key growth driver for the business (106i);

The increasing opportunity to engage customers on messaging apps (108i);

**Perceptive CMOs are more aligned with consumers when it comes to how our lives will look 5 to 10 years from now.**

They share the views consumers have when it comes to user-generated content, real-time contextual personalization and, most importantly, the new relationships between brands and customers that will emerge as a result of the greater delegation of tasks (including shopping) to AI entities.

**Perceptive CMOs' greater alignment with consumers' visions of a transformed future is leading them to invest more in innovation, business transformation and net new portfolios of offering than their peers.**

They understand that to be prepared for the future consumers are envisioning, they need to focus more aggressively on their offerings and their ability to deliver compelling experiences to customers, as well as evolving the ways in which their own businesses operate.

**Perceptive CMOs are more likely to see media that connects with culture as a way to garner consumer attention and drive growth.**

Their more pronounced investments into social commerce, original content production and gaming integrations are an indicator that they are looking to drive culture-led conversation, vs. having a utilitarian approach to media.







08

# Key Takeaways

# Key Takeaways

## Business Growth Inspires an Optimistic Outlook

Despite cautiously pessimistic reports from global financial institution leaders on the direction of the economy, CMOs' outlook has grown even more optimistic than earlier this year.

Enterprise companies are better positioned to reap the benefits of a healthy economic environment.

As a vast majority of businesses report positive business performance, differentiation is sought in innovation-focused investments.

## Widening the Marketing Mandate to Shepherd Revolutionizing Businesses

Customer centricity is the present and future aspiration of marketing leaders.

CMOs rally behind the notion of Marketing being a change agent for the business.

CMOs are looking to reinvent the industry sectors they compete in to capitalize on new digital capabilities and emerging customer habits.

## Investing in Innovation to Get Ahead in a Dynamic Landscape

In a very dynamic environment, CMOs are facing different challenges depending on the context in which their brand operates.

Positive business performance is emboldening CMOs to discard past playbooks and invest more in innovation and experience.

The desire to lean into uncharted territories is likely leading CMOs to seek support outside their organization.

## The Elevation of Media as a Strategic Pillar for Business Growth

CMOs think AI will have broad applicability when it comes to media, from strategy to planning to prospects of new partnerships.

CMOs also recognize that algorithms increasingly define how people shop and access entertainment, and are thus investing in short-form content and social commerce to stand out in users' busy feeds.

Most CMOs confirm they are actively testing pilots or have already fully implemented attention as a metric in their organizations' core media activities.

## Gazing at the Future: CMOs vs. Consumers

CMOs' more optimistic outlooks when it comes to the economic environment are likely informed by their organizations' resiliency.

CMOs and consumers share a vision of the future where further tech enablement, led by AI adoption, allows us to elevate the needs and views of the (human) individual.

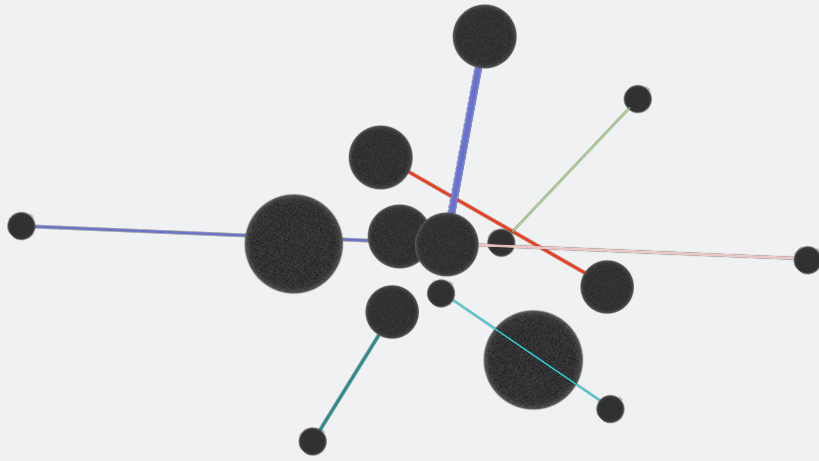
CMOs understand the level of impact these future transformations will have on their business and are looking forward to seize the opportunities ahead.

## A New Breed of Global CMOs: The Perceptive CMO

Perceptive CMOs are more aligned with consumers when it comes to how our lives will look 5 to 10 years from now.

Perceptive CMOs' greater alignment with consumers' visions of a transformed future is leading them to invest more in innovation, business transformation and net new portfolios of offering than their peers.

Perceptive CMOs are more likely to see media that connects with culture as a way to garner consumer attention and drive growth.



# About dentsu

Dentsu is an integrated growth and transformation partner to the world's leading organizations. Founded in 1901 in Tokyo, Japan, and now present in over 145 countries and regions, it has a proven track record of nurturing and developing innovations, combining the talents of its global network of leadership brands to develop impactful and integrated growth solutions for clients. Dentsu delivers end-to-end experience transformation (EX) by integrating its services across Media, CXM and Creative, while its business transformation (BX) mindset pushes the boundaries of transformation and sustainable growth for brands, people and society.

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