

# From Stretched to Strengthened

Insights from the  
Global Chief Marketing  
Officer Study

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“Our challenge is to translate data into actionable business insights. This requires an evolution in our skills, tools, and capabilities.”

**Senior Vice President of Marketing,**  
pharmaceutical company, United States

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***Life Sciences CMOs are placing greater focus on brand performance analysis and financial metrics and recognize several key changes are needed to deal with the current explosion of marketing data.***

How are chief marketing officers (CMOs) helping their enterprises cope with the fundamental shifts transforming business and the world? To find out, we conducted 1,734 face-to-face interviews with CMOs in 19 countries, including 51 marketing leaders from the Life Sciences industry.

Our interviews reveal that CMOs see four challenges as pervasive, universal game-changers: the data explosion, social media, proliferation of channels and devices, and shifting consumer demographics. To respond to this, CMOs in the most successful enterprises are focusing on customer relationships, not just transactions. They are committed to helping employees exemplify their organization’s “corporate character.” And they are looking for ways to demonstrate marketing’s return on investment (ROI).

In the course of our conversations with CMOs worldwide, an overwhelming consensus emerged. The vast majority of CMOs believe there are three key imperatives that will enable them to respond to the marketing challenges in today’s complex world. They must understand and deliver value to empowered customers; create lasting relationships with those customers; and measure marketing’s contribution to the business in relevant, quantifiable terms.

Deliver value  
to empowered  
customers

Capture value,  
measure results

Foster lasting  
connections

