THE FORCE MULTIPLIER

MARKETING & FINANCE:

FUELING INNOVATION OR FALLING BEHIND?

Economic Adversity Will Test Their Resolve for Collaboration and Innovation

CMO COUNCIL

KPMG Customer Advisory

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INTRODUCTION

Economic headwinds have arrived, and chances are, you're not prepared. According to this study, only 10% of marketing leaders strongly believe their marketing investments, whose reins are often held by finance, position them to emerge from economic turmoil ahead of the competition.

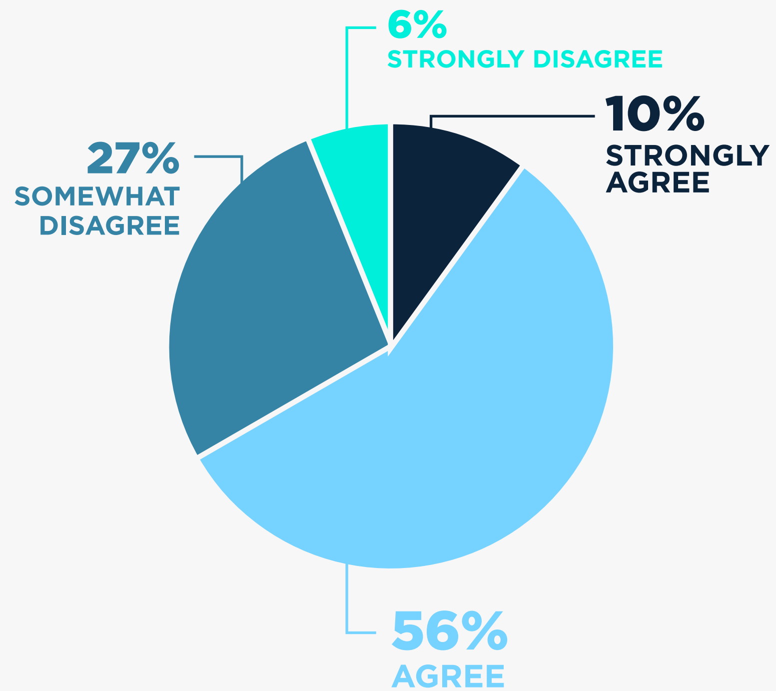
Worse, marketers know finance puts budgets, including the marketing spend, under the microscope in times like these. Yet marketing is expected to help the company weather the storm, get ahead of disruption, and zigzag to the customer sweet spot. If you want to right the ship, you'll need to allow for agility and innovation.

Further, our study also found that only 16% of marketing leaders feel very confident in their marketing-finance alignment to make fast and agile investments. Too many marketers are unsatisfied in their ability to innovate.

If marketing and finance wish to successfully navigate economic headwinds, they'll need to redefine their working relationship and align on financially responsible growth strategies that prioritize smart, realizable, innovative investments.

Only 10% of marketing leaders strongly believe their current marketing investments position them to emerge from economic turmoil ahead of the competition.

YOUR CURRENT MARKETING INVESTMENTS POSITION YOU TO EMERGE FROM ECONOMIC TURMOIL AHEAD OF THE COMPETITION

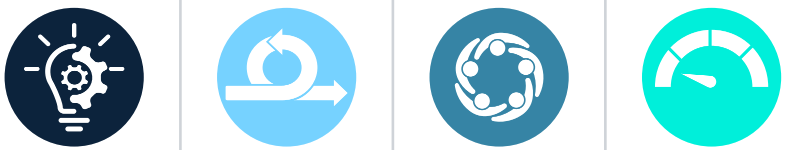


WHAT'S AT STAKE

When a CMO has earned a seat at the leadership table and is seen as a business driver, the CMO is likely to enjoy a higher level of confidence in their investments.

They're generally more satisfied with marketing's relationship with finance when it comes to four cornerstone capabilities:

Innovation | Agility | Collaboration | Performance

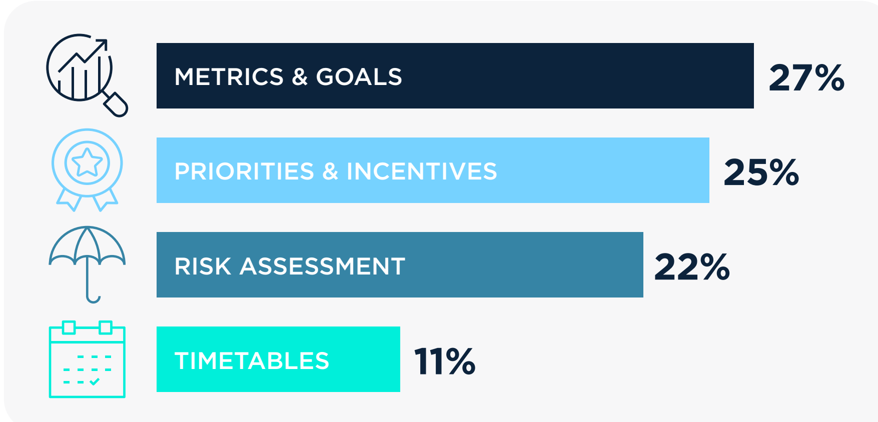


A strong marketing-finance connection makes marketers more innovative. CMOs and CFOs who work well together cite marketing analytics, machine learning, and automation as immediate areas of focus in the next 12 months, making them more predictive and able to quickly meet changes in market and buyer behavior.

However, CMOs and CFOs who lack strong alignment aren't very confident in their marketing investments and are overwhelmingly dissatisfied with cornerstone capabilities. After marketing analytics, they're focused on short-term, business-as-usual investments in brand marketing, digital media and search, social media, etc.

CHALLENGE: DIFFERENT PERSPECTIVES

For better alignment, marketing leaders will have to more closely align with finance leaders. Marketers have cited the following areas where deeper collaboration is needed:



For Uptempo CMO Jim Williams, overcoming different perspectives—or rather, siloed perspectives—is the key to unlocking marketing's agility, velocity, and ability to pivot. Stronger connections between budget and marketing planning, execution, and performance lift the "fog of marketing," he says, and give visibility across marketing and finance teams.

"Once you have that visibility, it becomes much easier to activate your programs and campaigns and move at the speed that the market desires," Williams says.

CHARACTER TRAITS OF COLLABORATION

So what makes a good marketing-finance relationship?

Our study found that co-ownership of customer data (along with ease of sharing) plays a central role. More than ever, marketing budgets and investment decisions rely on data validation.

Marketing and finance need to be working off the same data insights. But there's a long way to go in achieving that goal.

Only 18% of marketing leaders strongly believe both finance and marketing have the same timely access to insightful, reliable, accurate, and integrated customer data, transactional information, and market intelligence to inform marketing investments.

WHAT YOU'LL LEARN

With economic adversity and uncertainty ahead, the CMO Council and KPMG embarked on an extensive study to understand how marketing and finance can redefine their working relationship to align on financially responsible growth strategies.

We explore areas of alignment such as co-ownership of customer data, how to better align, use of a common language, and more. We also show how a better marketing-finance relationship can impact innovation, agility, collaboration, and performance of their investments.

Key Action Recommended:
Recognize that unlocking innovation in your marketing strategy requires collaboration across business functions and executive buy-in. It is not a siloed endeavor.

OUR METHODOLOGY

Our findings are based on a survey of over 275 marketing leaders across industries and geographies. Additionally, we conducted in-depth interviews with marketing executives from Schneider Electric, The Vitamin Shoppe, Fiserv, Agios, and others.

WILLINGNESS TO COLLABORATE

Better marketing-finance alignment can only happen when there's a true willingness to collaborate, which isn't always the case. A third of marketing leaders rate their current CMO-CFO partnership's willingness to collaborate as indifferent, even hesitant.

Only 22% of CMO-CFO partnerships are very willing to collaborate.

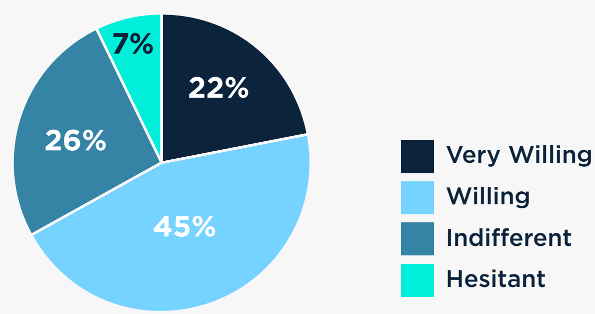
What's needed is a mutual understanding of how marketing and finance can help drive the business. Marketing and finance should align in practical areas that will put them on the right path to achieve this goal.

Our study found that the top three most important areas for marketing-finance alignment are:

- Data-driven decisioning
- Long-term investment strategy
- Customer lifetime value

Data and the long game bode well for marketing given its dependence on data and visibility into leading and lagging indicators and levers for success over longer periods.

IS YOUR CMO-CFO PARTNERSHIP WILLING TO COLLABORATE ON INVESTMENTS, GOALS, AND METRICS?

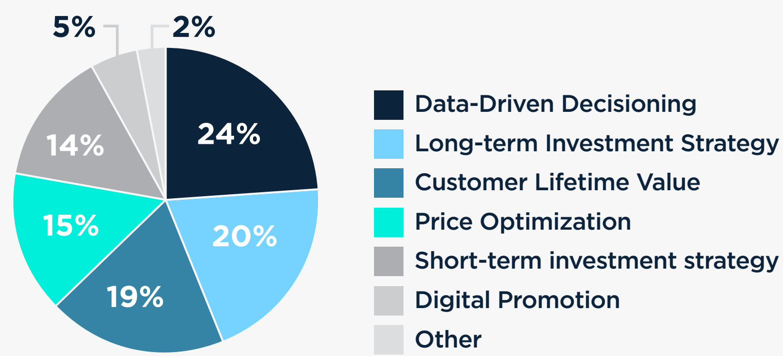


"In our organization, marketing is the only function that can see across all the different customer segments and businesses, from the lens of the customer, beyond financial quarters," Modak says. "We're able to help finance get a lot more visibility into leading and lagging indicators, improve the process, and identify emerging challenges."

Sales incentives, too, are a roadblock to collaboration. Will a salesperson get paid more or less if they acknowledge marketing's involvement, such as providing buyer-intent signals? These and other wrinkles need to be ironed out before redefining a relationship.

"A lot has to be built from the ground up, and it's going to be bumpy," Modak says. (For more, see "Executive Perspective: Schneider Electric," pg. 16.)

KEY ALIGNMENT AREAS BETWEEN MARKETING AND FINANCE



"We're able to help finance get a lot more visibility into leading and lagging indicators, improve the process, and identify emerging challenges."

—Shonodeep Modak, CMO Energy Management at Schneider Electric

FUTURE-FOCUSED MINDSET

CMOs and CFOs who are willing to work together cited machine learning and automation as the second most important area of focus over the next 12 months. Among CMOs and CFOs who aren't as willing to collaborate, machine learning and automation ranked fifth below business-as-usual efforts such as brand marketing, digital media and search, and social media marketing.

What does this mean?

Willingness for better marketing-finance alignment and collaboration yields machine learning innovation and enhances business resilience and navigation through market uncertainty. Machine learning makes marketing more predictive, while AI and automation perform marketing tasks more efficiently when budgets tighten.

Key Recommendation:

Approach your finance counterpart with technology investments that add value to both your Marketing and Finance sectors. Show how investment in your marketing strategy will drive value for all functions of your business.

AREAS OF FOCUS IN THE NEXT 12 MONTHS FOR NAVIGATING ECONOMIC CHALLENGES

WILLING TO COLLABORATE		NOT-SO-WILLING TO COLLABORATE
21%	Marketing Analytics	21%
16%	**Machine Learning and Automation**	11%
16%	Brand Marketing	18%
16%	Digital Media and Search	18%
13%	Social Media Marketing	14%
10%	Purpose Branding	11%
6%	Mobile Marketing	7%
2%	Other	1 %

CAPABILITIES: INNOVATION, AGILITY, COLLABORATION, PERFORMANCE

Marketing and finance departments willing to collaborate are more confident in their investment capabilities and prospects of emerging from economic turmoil ahead of the competition. Those who aren't so willing to collaborate risk falling behind. The gap is extreme.

Our study split survey respondents into two groups depending on:

1. **How they rated their current CMO-CFO partnership's willingness to collaborate on financial investments**
2. **Their shared goals**
3. **Metrics to achieving marketing's goals**

Those who answered "willing" or "very willing" were put in one group, and those who answered "indifferent" or "hesitant" were put in another. (For more, see "Willingness To Collaborate," pg. 5.)

We then asked each group how they ranked their performance in four critical marketing-finance investment capabilities:

1. **Innovation:** The ability for marketing and finance to invest in emerging MarTech, particularly AI and machine learning
2. **Agility:** The ability for marketing and finance to shift and optimize spend in order to achieve desired outcomes
3. **Collaboration:** The ability for marketing and finance to work together, that is, finance informing marketing on spend and vice versa
4. **Performance:** The ability for marketing and finance to track and measure performance of marketing investments

CMO-CFO PARTNERSHIP PERFORMANCE SCORECARD

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
Innovation	16% 2%	60% 25%	20% 61%	3% 12%
Agility	11% 1%	75% 31%	14% 64%	1% 5%
Collaboration	24% 1%	54% 47%	21% 46%	1% 6%
Performance	25% 4%	62% 53%	11% 39%	2% 5%

Willing to Collaborate (top values) · Not-so-Willing to Collaborate (bottom values)

INNOVATION

We define innovation as the ability for marketing and finance to invest in emerging MarTech, particularly AI and machine learning.

This is especially important because AI and machine learning can help companies identify and get ahead of disruptions in markets and buyer behavior when economic adversity hits. (For more, see "Future Focused Mindset," pg. 6.)

Our study found that 76% of marketers in a marketing-finance partnership that are willing to collaborate were either satisfied or very satisfied in their ability to innovate. Only 27% of marketers in a partnership that are less willing to collaborate said the same thing.

AGILITY

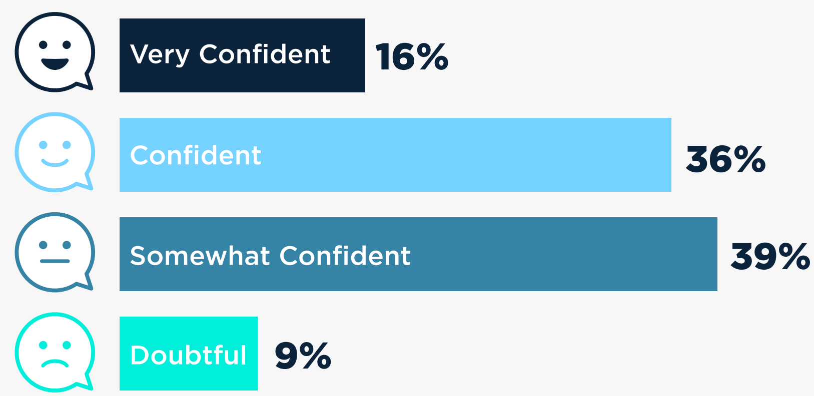
We define agility as the ability for marketing and finance to shift and optimize spend in order to achieve desired outcomes.

This might mean making changes to in-flight campaigns, moving investments to another channel, or pivoting to different MarTech.

Our study found that 86% of marketers in a marketing-finance partnership that are willing to collaborate were either satisfied or very satisfied in their ability to be agile. Only 32% of marketers in a partnership that are less willing to collaborate said the same thing.

Only 16% of marketing leaders feel very confident in their marketing-finance alignment to make fast and agile investments.

CAN YOUR CMO-CFO PARTNERSHIP MAKE AGILE INVESTMENT DECISIONS?



COLLABORATION

We define collaboration as the ability for marketing and finance to work together, that is, finance informing marketing on spend and vice versa.

This is not just a willingness to collaborate but includes a sound structure, process, and governance.

Our study found that 78% of marketers in a marketing-finance partnership that are willing to collaborate were either satisfied or very satisfied in their ability to collaborate. Only 48% of marketers in a partnership that are less willing to collaborate said the same thing.

PERFORMANCE

We define performance as the ability for marketing and finance to track and measure performance of marketing investments.

This provides a foundation for what's working, what's not, and enables marketing and finance to make better investment decisions in the future.

Our study found that 87% of marketers in a marketing-finance partnership that are willing to collaborate were either satisfied or very satisfied in their ability to measure performance. Only 57% of marketers in a partnership that are less willing to collaborate said the same thing.

To be fair, tracking and measuring performance is a challenge for practically every marketer.

Key Recommendation:
Identify where your relationship falls with respect to Innovation, Agility, Collaboration, and Performance. Prioritize the steps that need to be taken to improve its standing.

COLLABORATION & GOVERNANCE

	Willing to Collaborate	Not-so-Willing to Collaborate
Marketing and Finance Collaborate on Investment Initiatives	40%	9%
Marketing and Finance Establish and Conduct Their Investment Initiatives Separately	27%	22%
Marketing Must Get Approval From Finance on Investment Initiatives	24%	49%
Investment Initiatives are Devised and Approved by a Separate Function	9%	20%

"There's this expectation in digital that everything is easily measured, and it's just not. This is where I think some of the friction happens between marketing and finance and other roles."

— Nadine Guglielmetti, VP, GM, Marketing, The Vitamin Shoppe

CUSTOMER DATA AS COMMON LANGUAGE

Only 18% of marketing leaders strongly believe both finance and marketing have the same timely access to insightful, reliable, accurate and integrated customer data, transactional information, and market intelligence to inform marketing investments.

A key challenge is a lack of co-ownership of customer data. Only one in four marketing leaders say customer data is co-owned and shared seamlessly between marketing and finance.

Conversely, 22% of marketers admit customer data is primarily owned by marketing with limited access to finance.

"I'm heavily reliant upon the people who control or have access and understanding of the data to inform the business cases that we're building to support the investments that we're making," says William Lumpkin, vice president of U.S. Sales and Marketing at Agios Pharmaceuticals.

To be clear, this isn't just a marketing and finance problem. Marketing and sales also need to share customer data insights, yet 25% of marketing leaders say customer data is owned in silos by marketing and sales, and more than 40% of marketers say data control lying elsewhere in the organization is a main barrier to data access.

Key Recommendation:
Strengthen your relationship with your finance functions by integrating customer data across Marketing, Sales and Finance. Give your CFO visibility into what they are approving investment for.

OWNERSHIP & ACCESS

CUSTOMER DATA IS ...

31%	Owned by a separate function and shared seamlessly between Marketing and Finance
26%	Co-owned and shared seamlessly between Marketing and Finance
22%	Primarily owned by Marketing with limited access to Finance
17%	Owned in silos and not shared across functions

"I'm heavily reliant upon the people who control or have access and understanding of the data to inform the business cases that we're building to support the investments that we're making."

—William Lumpkin, VP of U.S. Sales and Marketing, Agios Pharmaceuticals

OVERCOMING OBSTACLES

The top three major hurdles that stand in the way of better marketing and finance alignment are:

- **Metrics and goals**
- **Priorities and incentives**
- **Risk assessment**

Making meaningful progress requires a collective effort and willingness from both parties to overcome them. One of the key underlying problems is that return on investment (ROI) from marketing spend isn't easy to define.

Even if marketing and finance agree on a metric for measuring ROI, they might not agree on the formulation of the metric. At The Vitamin Shoppe, for instance, marketing and finance differed in the calculation of the cost per acquisition.

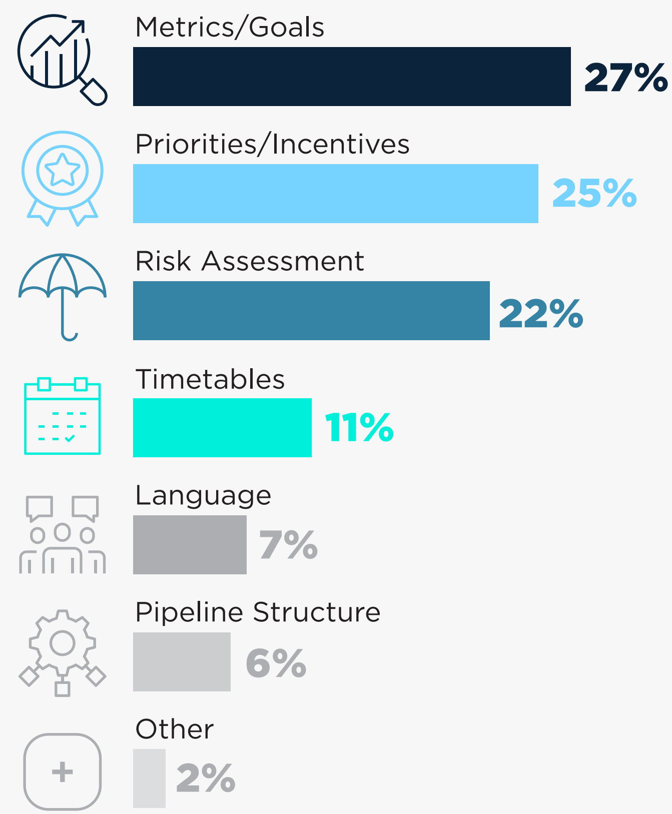
"There was a kind of thumb wrestling on who's right, who's wrong," The Vitamin Shoppe's Guglielmetti says. "We had to sit down, decide on the methodology, and get to a number together. I'm very lucky that our CFO understands that it's not so linear."

"A lot of times, it's the halo effect where you can't directly tie a marketing action back to a financial impact."

—Megan Pannier, VP, Marketing and Analytics, Fiserv

Less than 12% of enterprise leaders are seen as highly strategic and adept at evaluating and implementing new technologies for competitive gain and growth.

WHAT FACTORS RESTRAIN BETTER MARKETING-FINANCE ALIGNMENT



EXPERT COMMENTARY FROM KPMG

JASON GALLOWAY
Principal
Customer Advisory, KPMG LLP
Customer Advisory Leader and Marketing Consulting Lead

MARK GLAID
Partner, Advisory
KPMG LLP Finance Transformation

Our survey's key finding: Only 10% of marketing leaders strongly believe their marketing investments, whose reins are often held by finance, position them to emerge from economic turmoil ahead of the competition.

HOW IMPORTANT IS THE MARKETING-FINANCE RELATIONSHIP? WHY DOES IT MATTER?

JASON GALLOWAY: A strong relationship between marketing and finance is crucial for a company's success and profitability. It ensures effective targeting, clear ROI, and transparent budgeting. Making sure that marketing can relay their success in a "language" that finance speaks leads to more cooperation and investment, and leads to better alignment on strategy and metrics. This has a direct impact on both departments' success.

MARK GLAID: The marketing-finance relationship is a critical one and, generally speaking, just as important as the relationships among other functional areas. The degree of importance is also likely linear to the amount of investment in play, which in turn is dependent on industry economics and consumer buying behavior. Marketing and finance need to closely collaborate and work toward the strategic goals of the company. Finance needs to understand the approach the marketing team is putting in play and how that investment will earn returns commensurate with the risk.

WHAT STEPS CAN CMOS TAKE TOWARD A BETTER MARKETING-FINANCE RELATIONSHIP?

JASON GALLOWAY: To start, getting intentional around communication. Traditionally, finance and marketing only sync up around quarter-end, but establishing more consistent touchpoints can create clarity for both parties. A big facet of this communication is speaking a common language that keeps everyone informed across functions. On top of keeping finance informed of current performance, the CMO can benefit from outlining short- and long-term strategies. A clear view into the plans of the marketing function and a great understanding of current performance allow for better overall buy-in from the finance team, which ultimately has the final say on budget.

MARK GLAID: It all starts with having a common understanding and alignment around the corporate strategy and supporting initiatives. The CMO and CFO need to work together to build a marketing strategy and the related KPIs that track the risk and return profile of the various initiatives that support the broader corporate strategy.

HOW CAN MARKETING AND FINANCE OVERCOME THEIR CULTURAL DIFFERENCES?

JASON GALLOWAY: Although marketing and finance typically attract different types of people, they share common objectives. Overcoming cultural differences is key to fostering a symbiotic relationship where both functions drive toward common goals. Strong marketing campaigns with business buy-in can drive the bottom line, leading to confidence in marketing investment by finance. Strengthening the relationship can offset cultural differences and push both functions forward.

MARK GLAID: This goes back to aligning on a shared set of initiatives that are taken from an outside-in perspective and align to the corporate strategy. Additionally, each function needs to understand the other's perspective better. For example, the CFO needs to understand the customer base and key industry trends. The CMO needs to better understand the risk and return of various different investments as well as the other financial ambitions and risks in the short and long term.

WHAT ARE SIGNS THAT THE MARKETING-FINANCE BALANCE HAS BEEN ACHIEVED?

JASON GALLOWAY: Achieving balance between marketing and finance may not have a clear "sign," but prioritizing the relationship leads to certain changes within the organization. One function will be aware of what's happening within the other, including short- and long-term strategies, performance, and current initiatives. A balanced relationship is characterized by alignment in strategy, consistent communication, and a common language between functions, rather than a specific metric. A focus on these aspects indicates balance between marketing and finance.

MARK GLAID: Common set of KPIs. Well-designed processes that were developed together. Sharing data and insights with each other.

EXECUTIVE PERSPECTIVE

MEGAN PANNIER

Title: VP, Marketing and Analytics, Digital Solutions and Digital Payments

Company: Fiserv

Industry: Financial Services

I know a lot of folks struggle with the relationship between marketing and finance, and I feel like we're in a really good spot. Hopefully, others can get to this place."

Despite advancements in attributing sales to marketing activities, truth is, marketing's value is still somewhat of a mystery.

"A lot of times, it's the halo effect where you can't directly tie a marketing action back to a financial impact," says Megan Pannier, vice president of Marketing and Analytics at Fiserv. "Yet marketing is under a microscope, and finance wants to the know the return on investment."

Elusive ROI stands in the way of better marketing and finance alignment. Marketing and finance often struggle to agree on what metrics matter or how they should be calculated. They differ on priorities, incentives, and risk assessment.

However, there are ways to close gaps with data. More consumers and businesses are using digital tools for finance, and the consequent data capture can provide some proof about a marketing program's impact on adoption and usage of digital services.

"We've done studies with financial institutions to showcase the value of a digitally engaged customer versus a nondigitally engaged customer," Pannier says. "The additional profit, expense savings, products per household, all of that value that a digitally engaged customer brings to the financial institution supports the investment in creating better digital experiences."

It's important to establish the value of marketing not as an incremental revenue driver but a fundamental part of the revenue engine. In other words, marketing should be baked into finance's revenue forecast.

"We came to an agreement with finance that marketing doesn't drive revenue on top of what finance forecasts, rather if we're not marketing, not increasing year over year, we're not going to hit the forecast," Pannier says. "I know a lot of folks struggle with the relationship between marketing and finance, and I feel like we're in a really good spot. Hopefully, others can get to this place."

EXECUTIVE PERSPECTIVE

NADINA GUGLIELMETTI

Title: VP, GM, Marketing

Company: The Vitamin Shoppe

Industry: Retail

THE VITAMIN SHOPPE®

> *We had to sit down, decide on the methodology, and get to a number together. I'm very lucky that our CFO understands that it's not so linear.*

Retail marketing has always been accountable to results because it's a much more nuanced role, says Nadina Guglielmetti, vice president, general manager of marketing at The Vitamin Shoppe. It's her job to drive customer traffic and engagement across multiple channels—offline, online, the app—and deliver results that show marketing's value.

That's not to say measuring marketing performance is easy, even over digital channels where customer engagement can be captured. "There's this expectation in digital that everything is easily measured, and it's just not," Guglielmetti says. "This is where I think some of the friction happens between marketing and finance and other roles."

Her sentiments are echoed in our study: 44% of marketing leaders in marketing-finance partnerships who aren't very willing to collaborate say they're dissatisfied with their ability to measure marketing performance.

If digital customer engagement can be captured, why is measuring marketing performance so difficult? The problem lies in the different ways marketing and finance understand how metrics are calculated.

At The Vitamin Shoppe, marketing and finance initially couldn't agree on cost per acquisition. "There was a kind of thumb wrestling on who's right, who's wrong," Guglielmetti says. "We had to sit down, decide on the methodology, and get to a number together. I'm very lucky that our CFO understands that it's not so linear."

Guglielmetti says her CFO is curious and open to learning about marketing, customers, and the customer journey. That curiosity has enabled a positive, collaborative relationship.

Of course, there are still sticking points. Many marketing leaders, including Guglielmetti, cite a challenge to get testing budget.

"Marketing needs to throw things against the wall, test five things, maybe only one is going to help propel the business," she says. "That's the challenge with investments from finance. There's often not really a willingness to test new channels where the results are uncertain. That's why a strong relationship with the finance team is key—the more they are involved in testing, modeling, the more likely they will trust marketing efforts."

EXECUTIVE PERSPECTIVE

SHONODEEP MODAK
Title: CMO Energy Management
Company: Schneider Electric
Industry: Energy

> *In our organization, marketing is one of the few functions that can see across all the different customer segments and businesses, from the lens of the customer, beyond financial quarters.*

Schneider Electric's drive to bring innovative products, software, and digital solutions to market has brought finance and marketing closer than ever before. Today, finance regularly engages with marketing on strategic investment decisions concerning launches.

"I've noticed a significant increase in the time I'm spending with my finance counterpart, collaborating on how we can grow ROI for new product innovations," says Shonodeep Modak, CMO of Energy Management at Schneider Electric.

Finance looks to marketing because marketing has its finger on the pulse of markets and buying behavior. Marketing can identify levers for success and drive awareness and purchase interest in a product portfolio. Marketing performance metrics can complement financial performance metrics by providing leading indicators such as product configurator web traffic that signals how new product interest is tracking toward its business case objectives.

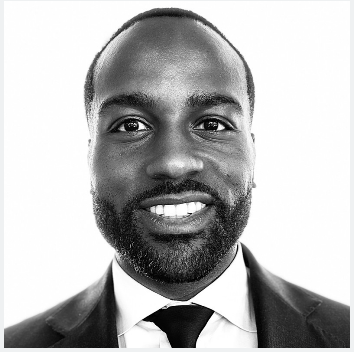
"In our organization, marketing is the only function that can see across all the different customer segments and businesses, from the lens of the customer, beyond financial quarters," Modak says. "We're able to help finance get a lot more visibility into leading and lagging indicators, improve the process, and identify emerging challenges."

Together, marketing and finance collaborate on marketing investments and implement tracking to make sure new products are getting the right ROI. "You can have the most incredible product, but as we all know, if nobody hears about it, your chance of success is small," Modak says.

"Working more closely with finance, we are driving the evolution of our financial metrics. As an example, the transformation from traditional software selling to software as a service (SaaS) shifts performance metrics from licensing to recurring revenue and other SaaS key performance indicators. Traditional software is sold through channels and installed on site, so we lose some visibility into the sale, installation, and users. With SaaS offerings, Schneider Electric's marketing team provides direct insights into customer purchases, which helps finance with powerful leading indicators and improves our business's understanding of customer behavior."

"Our SaaS product teams are turning heavily to marketing, because the entire customer journey does not require a physical salesperson anymore," Modak says. "The maturity level on software has pulled marketing more and more into the equation."

EXECUTIVE PERSPECTIVE



WILLIAM LUMPKIN

Title: Vice President U.S. Sales and Marketing

Company: Agios Pharmaceuticals

Industry: Pharmaceutical

> *More and more, I'm seeing finance's appetite for short-duration, small marketing investments to test hypothesis before making deeper commitments and bigger investments.*

There are signs that the finance function is increasingly aligned with marketing's drive to be agile and innovative with its investments—that is, marketing needs a testing budget. Marketing has to be constantly testing hypothesis and learning what's working, what isn't, because market dynamics and buyer behavior are always changing.

"More and more, I'm seeing finance's appetite for short-duration, small marketing investments to test hypothesis before making deeper commitments and bigger investments," says William Lumpkin, vice president of US Sales and Marketing at Agios Pharmaceuticals. "Ultimately, everybody in the company is working toward the same goal."

To be fair, many marketing leaders say it's a challenge to get finance to free up more testing budget because of the elusiveness of testing's ROI. Out of a half-dozen tests, only one may yield a learning that will help propel the business.

Lumpkin says marketing's relationship with finance is built on benchmarks and data, including the formulation of hypotheses. This makes it easier for finance to sign off on small tests and experiments that look for early signals that support the hypothesis.

"I can have a dialogue with the CFO and talk about the business in a way that deepens understanding of what we're doing," Lumpkin says. "In turn, the CFO can leverage an enterprise mindset to help us think differently about how we're approaching things."

Few, if any, marketing decisions are made based on a marketer's or finance executive's personal feeling. There is a business case for everything, Lumpkin says, and the finance partner is instrumental in helping to optimize and refine that business case.

"I'm heavily reliant upon the people that control or have access and understanding of the data to inform the business cases that we're building to support the investments that we're making," Lumpkin says.

The Chief Marketing Officer (CMO) Council is the only global network of executives specifically dedicated to high-level knowledge exchange, thought leadership and personal relationship building among senior corporate marketing leaders and brand decision-makers across a wide range of global industries. The CMO Council's 16,000-plus members control approximately $1 trillion in aggregated annual marketing expenditures and run complex, distributed marketing and sales operations worldwide. In total, the CMO Council and its strategic interest communities include more than 65,000 global executives in more than 110 countries covering multiple industries, segments and markets. For more information, visit **www.cmocouncil.org.**

In the new rules of business, speed and scale are table stakes. Increased expectations to stay relevant, continuously adapt, work smarter, grow faster, and deliver sustainability are constant pressures. Companies are realizing the key to accomplishing these expectations is to rapidly realign around the customer's evolving needs in this increasingly digital world. This demands a continuous capability that requires a truly collective approach. KPMG Customer Advisory can help you transform the way your front office engages customers. Combining business experience with functional acumen, we provide you with deep financial analysis, robust customer insight, market intelligence, and strategic business direction to help you generate ROI from your investments in customer centricity.

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