Uptempo

The CMO's Primer for Marketing Business Acceleration

Executive Summary

The eBook you're about to read introduces marketing business acceleration, a new operating model to help CMOs optimize marketing operations for the realities of today's world. It includes a comprehensive planning and spending framework, common taxonomies and KPIs, and a route to real-time data transparency, so you can finally run your department the way great CEOs run companies.

With marketing business acceleration, it's easy for CMOs to:

- Create a single, transparent, real-time picture of operations.

- Forge an indelible link between marketing activity and return.

- Build the ability to course correct, seize opportunities, and fund innovation.

It's a fairly simple idea: build a system of record to connect the four forgotten domains of marketing operations: planning, budget, work, and performance management.

As you'll see, the marketing business acceleration model unlocks three levels of capabilities, each centered around a fundamental outcome: visibility, velocity, and agility.

By applying best practices across the four domains of marketing operations, you can finally turn marketing into a coordinated engine for driving revenue. One that's accountable to the business and can pivot at the speed of the market.

Chapter 1:

Marketing in Search of a Business Strategy

Beth's a CMO–and she knows her marketing department is dysfunctional.

She's been pouring dollars, focus, and process improvements into marketing activation for years. She's spent money and time improving her marketing stack to measure and optimize demand more effectively.

But she *still* can't align the planning process— where resources, money, time, and people are allocated to achieve marketing goals—with the outcomes themselves. The more she tries to organize her team and allocate resources towards a specific objective, the more that gap between Beth's expectations and reality grows.

She's beginning to understand that you can't run the business of marketing—the planning, the budgeting, the work itself, and the ultimate performance—using disconnected tools that weren't built for marketing.

Spreadsheets and PowerPoints provide limited to no visibility into what she's spent this year, what she'll spend this month, what next quarter's budget should be, or which campaigns are driving revenue. While market conditions and buyer preferences dynamically change with ever increasing frequency, she finds that changing plans, pivoting strategies, or rolling out new ideas is near impossible.

She feels like a captain on a container ship trying to change direction by sticking her hands in the water. Beth knows she can't access, share, or connect trusted financial data and link it to team capacity. Worst of all, she can't figure out which campaigns are working and whether she's spending according to her plan. She's not confident she can answer any tough questions from her peers or the board about her marketing plan and whether it's succeeding.

"I've always said marketing is an exercise of changing the tires while the bus is moving. It just always has been. But now it's changing the tires while the jet is moving."

- Bret Sanford-Chung

Managing director, marketing consulting, KPMG U.S.
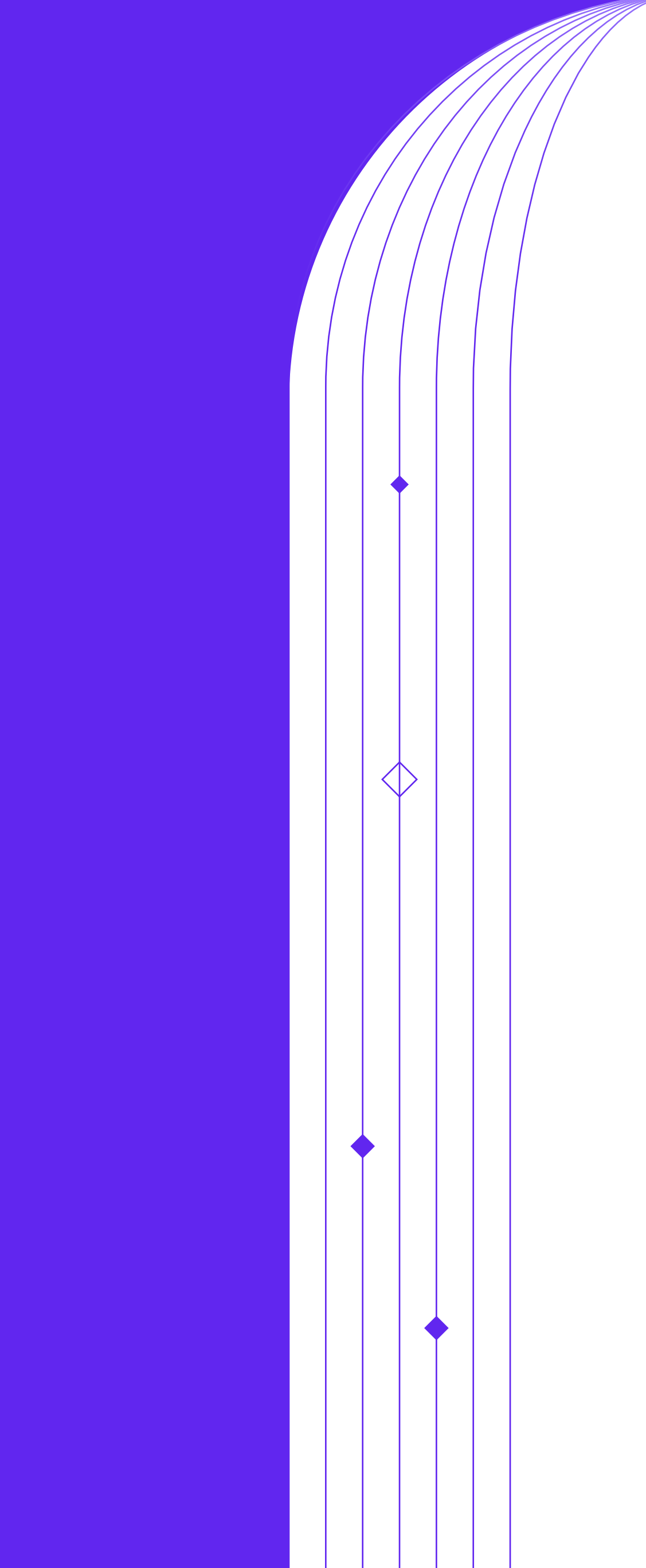
Beth has had enough–and she isn't alone.

What she and her peers want is the ability to run their departments the way great CEOs run their companies, by making data-informed decisions. According to [Forbes](#), 64 percent of marketing leaders find data-driven strategies vital in today's economy.

64%

Of marketing leaders find data-driven strategies vital in today's economy

- Forbes

This book is about a new operating model called **marketing business acceleration** that helps CMOs move away from marketing operations that are:

◆ **Tactical:**

Consumed with low level configuration of martech tools instead of giving the CMO visibility into how marketing goals and plans are being implemented by dispersed teams.

◆ **Limited:**

Using marketing data based on snapshots disconnected from critical dependencies, so it can't serve as a forward-looking strategic resource.

◆ **Fragmented:**

Engaged in episodic, one-off planning processes, or worse, "shadow planning" that diverges from marketing strategy, preventing collaboration and inhibiting creativity.

We characterize the way most marketing departments work as being in the fog of marketing.

Below are six symptoms of operating in the fog:

1 The goal of your marketing plan is to secure budget, not to drive outcomes.

2 Copies of your marketing plan are shared via PowerPoints, Word documents, and spreadsheets, resulting in accuracy and versioning errors.

3 Answering simple questions like "'what is the current marketing plan and how are we doing against it?" requires an inordinate amount of research, forensics, and guesswork.

4 You don't learn how close you came to spending against your budget plan until the end of the quarter, when it's too late to reallocate dollars.

5 Tools in your martech stack have tactical reporting capabilities, but none can tell you what your marketing ROI is.

6 When marketing numbers don't align with finance, you know which version of the truth the CEO will trust. And it's not yours.

Discover where the current marketing operating model is broken here.

CMOs who escape the chaos can:

- Get a transparent, up-to-date picture of all marketing initiatives.

- Accurately track, spend, and justify budgets.

- Rapidly pivot at the speed of the market.

- Confidently answer C-suite information requests.

- Ultimately make better, clearer, faster decisions.

They elevate the entire marketing function from a reactive supporting role to a proactive growth engine. They shift their mindset from short-burst "campaign thinking" to one based on long-term strategic growth and competitive advantage.