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.
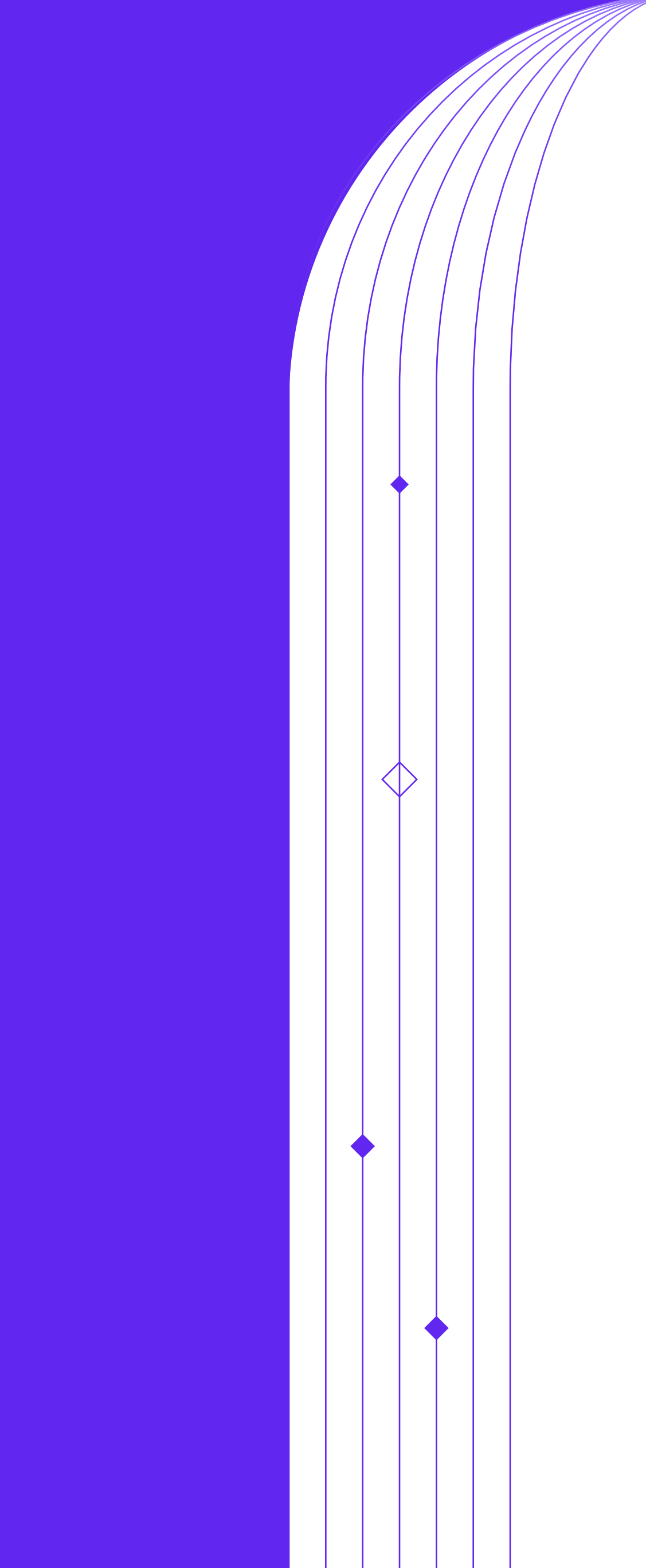
Spreadsheets and PowerPoints provide limited to no visibility into what she's spent this year, what she'll spend this month, what next quarter's budget should be, or which campaigns are driving revenue. While market conditions and buyer preferences dynamically change with ever increasing frequency, she 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.

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.

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.