### Pioneering CMOs are redefining the marketing role

By focusing on relevancy and growth, today's CMOs are transforming their organizations to support business objectives.

<table>
<thead>
<tr>
<th>Category 1: Violent Disrupters</th>
<th>Category 2: Category Challengers</th>
<th>Category 3: Category Defenders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage more likely to be</td>
<td>Percentage more likely to be</td>
<td>Percentage more likely to be</td>
</tr>
<tr>
<td>focused on innovation or new</td>
<td>more likely to prioritize</td>
<td>engaging consumers and the</td>
</tr>
<tr>
<td>ventures</td>
<td>innovation</td>
<td>value of their customers</td>
</tr>
<tr>
<td>21%</td>
<td>27%</td>
<td>26%</td>
</tr>
</tbody>
</table>

### Embracing the Embrace CMO

Pioneering CMOs see themselves not just as marketing leaders but transformational change agents who are constantly feeding in insights that inform growth strategies.

<table>
<thead>
<tr>
<th>Core Competencies of Category 1 Pioneering CMOs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relevance</td>
</tr>
<tr>
<td>Drive deeper emotional connections with customers</td>
</tr>
</tbody>
</table>

### Creating a culture of change

Pioneering CMOs are focused on embedding a new culture across the organization.

- **Constantly re-evaluate their offerings:** 22%
- **Relentlessly ensure relevant products, services and experiences:** 56%
- **Have higher expectations toward brands:** 66%

### Embracing a new culture, technologies and transformative approach

Pioneering CMOs are transforming their organization around their focus on relevant products, services and experiences—and more shareholder value.

### Accenture Insights

*Our analysis finds that investing in a portfolio of companies with pioneer CMOs can create €168 billion in additional market value.

### Leadership

#### Cause Matchmakers

- Leading Change: 63%
- Customer Focused: 66%
- Clear Vision: 80%

#### Reality Checkers

- Leading Change: 64%
- Customer Focused: 66%
- Clear Vision: 67%

#### Growth Hackers

- Leading Change: 65%
- Customer Focused: 66%
- Clear Vision: 67%

#### Marketing Monitors

- Leading Change: 66%
- Customer Focused: 66%
- Clear Vision: 67%

#### Trend Setters

- Leading Change: 68%
- Customer Focused: 66%
- Clear Vision: 67%

#### Trust Leaders

- Leading Change: 69%
- Customer Focused: 66%
- Clear Vision: 67%