The CMO-CFO connection: Partnering for value, engagement and growth

In a digital world, the CMO-CFO connection is more important than ever before. We recently surveyed 304 senior finance and marketing executives, spanning a wide range of industries, to understand the relationship in detail.

Why is the CMO-CFO connection so important?

“ As businesses pursue digital transformation, marketing and finance are required to work together more closely

90% of CMO

83% of CFO

“ Marketing activity would be more effective if the marketing and finance functions were more closely aligned

But is the connection broken?

67%

“ In a digital business, the cultural differences between finance and marketing are becoming more, not less, pronounced.”

44%

of marketing respondents have a less productive relationship with finance than any other function

48%

of finance respondents have a less productive relationship with marketing than any other function
What do the two functions **think about each other?**

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| 66% | of finance respondents  
“Marketing teams rely too heavily on qualitative findings.” |
| 61% | of marketing respondents  
“The finance team in my organization is generally under-informed when it comes to marketing in the digital era.” |
| 74% | of finance respondents  
“The marketing function in my organization urgently needs to upgrade its capabilities in data and analytics.” |
| 62% | of marketing respondents  
“Finance teams rely too heavily on quantitative data.” |

How can they **work together** more productively?

Marketing teams should consider the following steps when seeking finance approval for technology investments:

- Bring the CFO into meetings early and often
- Pursue incremental investment wins vs. multi-million-dollar projects
- Adopt the CIO’s tried-and-tested strategies for teaming with the CFO
- Highlight opportunities to cut costs and mitigate risk

Whom did we **survey?**

- **150** Senior marketers
- **50%** CFOs and CMOs
- **154** Senior finance executives
- **33%** from $1 billion-plus organizations