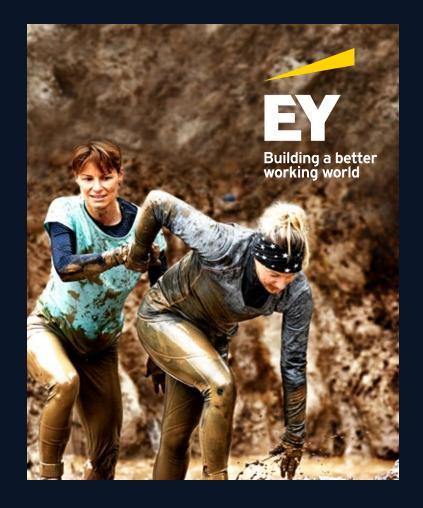
The CMO-CFO connection: Partnering for value, engagement and growth

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?

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





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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?

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?



Senior marketers



Senior finance executives



CFOs and CMOs



from \$1 billionplus organizations