

The background features a dark blue field with a network of glowing blue lines and nodes. Several yellow circles of varying sizes are scattered throughout, some with white outlines. Two thick yellow vertical bars are positioned on either side of the main title.

Gartner®

The CMO Value Playbook

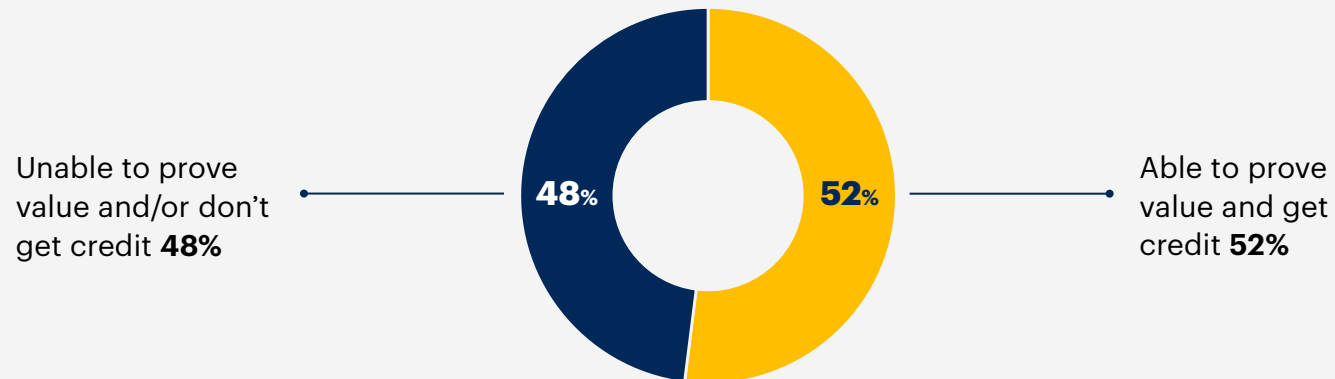
5 strategies to boost influence and showcase
marketing's value

Only half of marketing leaders can prove value and receive credit

The 2024 Gartner Marketing Analytics and Technology Survey indicates that proving the value of marketing and receiving credit for business outcomes is a common challenge, with nearly half of marketing leaders feeling it's out of reach.

A deeper dive shows that just proving value isn't always enough to get credit. Skepticism and traditional beliefs often stand in the way of recognizing marketing's true value.

Perceptions of marketing's ability to prove value and get credit



n = 377 senior marketing leaders
Q04: Please rate your agreement with each of the following statements: "We are unable to prove the value of marketing." "Marketing does not get the credit it deserves for its contributions to business outcomes."
Source: 2024 Gartner Marketing Analytics and Technology Survey

5 steps to success for CMOs

- 1 Focus** on marketing's long-term, holistic impact.
- 2 Build** a narrative about marketing's value for all stakeholders.
- 3 Increase** variety and sophistication of metric types.
- 4 Expand** leadership involvement in data and analytics (D&A) activity.
- 5 Invest** in marketing talent to close gaps.

➔ **Gartner clients, see the full research here:** [How CMOs Prove Marketing's Value and Receive Credit](#)

Focus on marketing's long-term, holistic impact

The challenge and opportunity

CMOs who adopt a long-term, holistic view are more successful in proving marketing's value and gaining credit. In contrast, only 30% of those focusing on short-term initiatives reported success.



Recommended actions

1. Measure long-term value. Capturing marketing's effect over time requires more advanced approaches to measurement like measuring brand health and marketing mix modeling (MMM).



Learn more:

- [Market Guide for Marketing Mix Modeling Solutions](#);
- Brand Health Measurement: [Four Methods to Measure the Financial Impact of Branding](#)

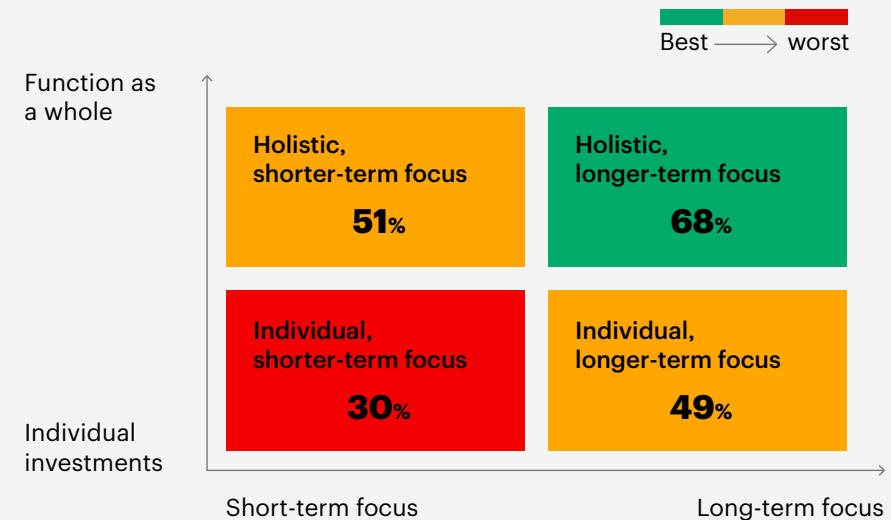
2. Create a holistic view of marketing's impact of business results. Develop a comprehensive view of marketing's value across six "value vectors": Connection to Strategy, ROI Story, Critical-Project Impact, Insight Engine, Empowering Others and Optimizing Resources.



Learn more:

[Communicate Marketing Value and Impact to Internal Audiences](#)

Focusing on holistic, longer-term impact helps prove value and get credit



n = 377 senior marketing leaders
Q09. For each pair of statements below, please select the statement that best describes how you approach communicating the value of marketing at your company.
Source: 2024 Gartner Marketing Analytics & Technology Survey

Build a narrative about marketing's value for all stakeholders

CEOs and CFOs are the most skeptical of marketing's value.

CMOs aiming to foster a strong relationship with their CEO and CFO should understand their main priorities and views on marketing. This insight will help you craft a compelling narrative that resonates with them when demonstrating marketing's value and seeking recognition.



CEOs tend to believe ...

- Marketing is crucial, but measuring its direct impact on our bottom line can be challenging.
- Marketing must move from being a cost center to a profit driver.
- Marketing should demonstrate its impact on the overall business strategy.

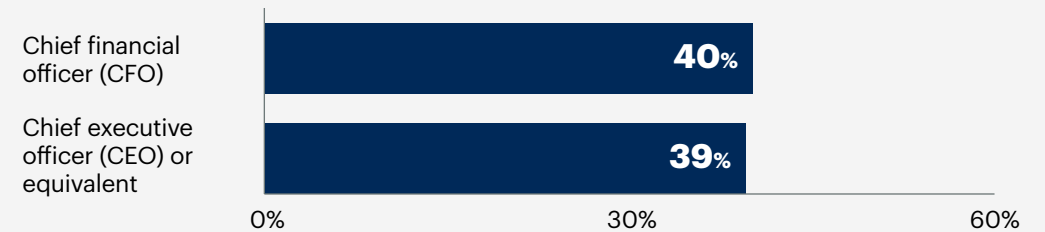


CFOs tend to believe ...

- Marketing's broad range of activities makes it challenging to pinpoint financial accountability.
- Investments in marketing dollars need to show a clear and directly measurable impact on revenue and growth.
- Marketing's impact is often subtle and temporary, as many of its efforts are geared toward indirectly influencing engagement and perception.

Stakeholders most skeptical of marketing's value

Sum of top 3 and first choice



n = 345 senior marketing leaders, excluding "Don't know/NA"
 Q06: Which of the following individuals or groups are the most skeptical of marketing's value at your company?
 Source: 2024 Gartner Marketing Analytics and Technology Survey

Get started: Key Stakeholder Shortlist Template

CMOs often struggle to demonstrate marketing's value to their peers, facing varied levels of understanding, conventional wisdom and skepticism.

The Gartner Marketing Analytics and Technology Survey examined how time frame and breadth informed the best approaches for demonstrating marketing's value.

- For those who use a short-term, individual investment approach: Tailoring the value story to specific stakeholders saw a 15% increase in their ability to prove value and get credit for business outcomes.
- For those who use long-term, holistic view: Using a consistent value story saw a 19% increase in their ability to prove value and get credit for business outcomes.


It may not always be possible for CMOs to tell a consistent value story to stakeholders. It also may not be appropriate, especially when education and influence is required to address specific stakeholder misconceptions and conventional wisdom. In these cases, there is significant value in using a tailored approach.

Use the [editable, blank template](#) to better understand your stakeholders.



Gartner clients, see [Toolkit: The CMO's Playbook for Proving Marketing's Value to the C-Suite](#)

Get started: Key Stakeholder Shortlist Template

Type the stakeholders' goals in the field below to complete the interactive form. 

Stakeholder	CEO	CFO	BU Heads	Sales & Service Heads
Stakeholder's primary goal				
Perception of marketing	Champion 	Skeptic 	Neutral 	Skeptic 
Influence	High	High	High	High

Source: Gartner

Increase variety and sophistication of metric types

Prioritize a variety and sophistication of metric types.

The 2024 Gartner survey found that using a variety of metrics makes it 26% more likely to prove value and get credit. However, it's not just about variety; it's the quality of the metrics that matters. The survey also found that using at least one high-complexity metric type drives a 1.5x increase in likelihood to prove value and get credit.



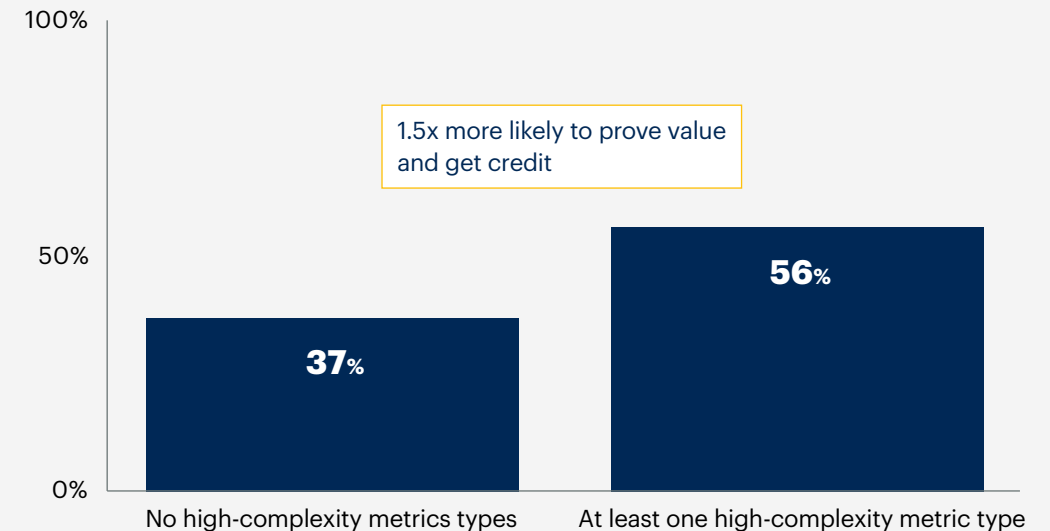
The survey assessed marketing leaders' use of three high-complexity metrics:

1. Relationship
2. Return on transactional
3. Operational

There is no one correct KPI or perfect set of metrics that every organization should replicate. It's best practice to start with stakeholder interviews, measurement frameworks and then an iterative approach to building out a scorecard or dashboard.

Percentage of marketing leaders able to prove value and get credit for business outcomes

By use of high-complexity metric types to communicate marketing's value



n = 377 senior marketing leaders
 Q08. Which of the following types of metrics do you report when you are communicating the value of marketing at your company?
 Source: 2024 Gartner Marketing Analytics & Technology Survey
 Footnotes: High-complexity metric types include "Relationship metrics," "Return on transactional metrics" and "Operational metrics."

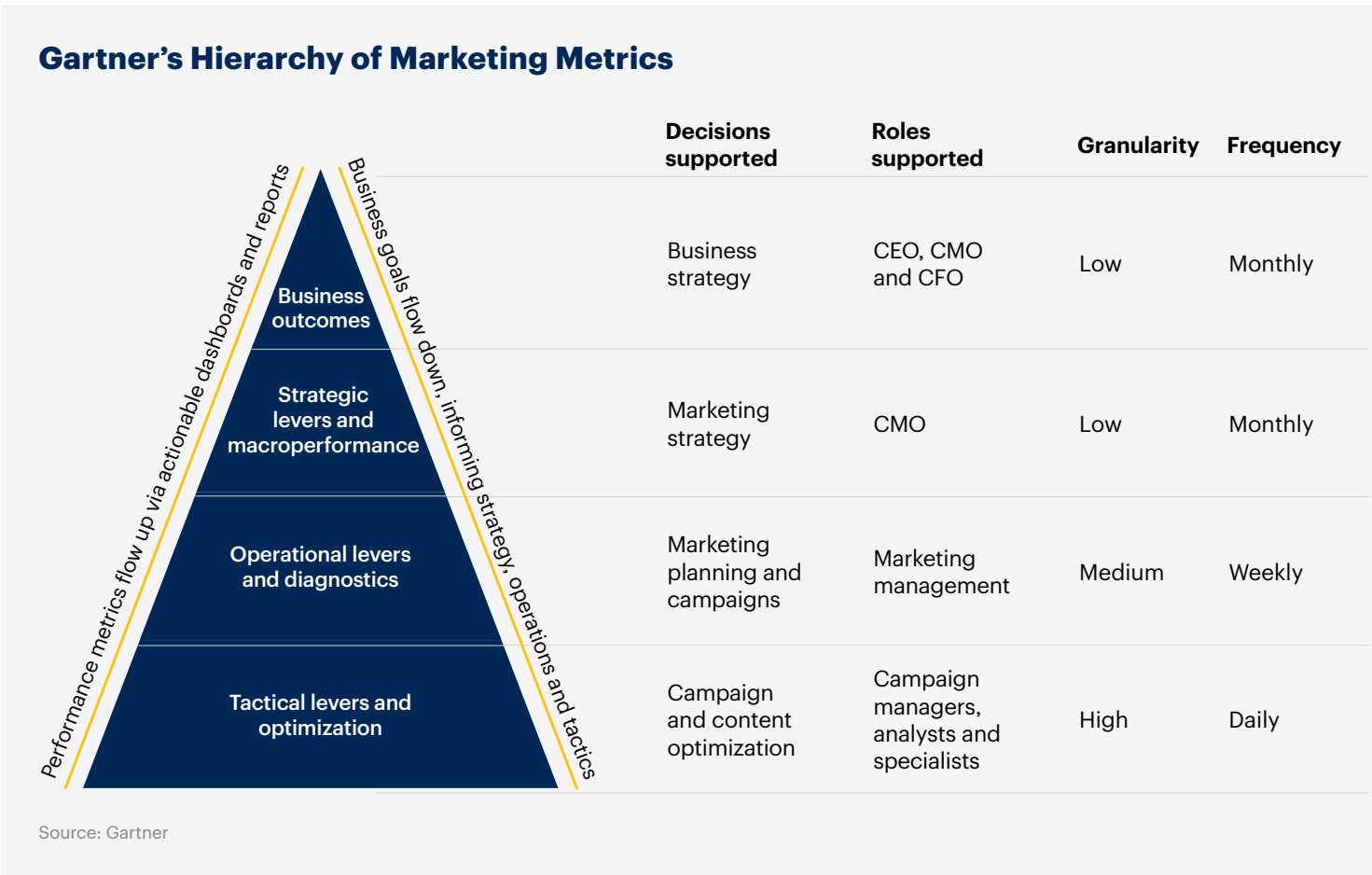
Get started: Gartner’s Hierarchy of Marketing Metrics

Use Gartner’s Hierarchy of Marketing Metrics to identify and align metrics with your strategic business goals and demonstrate marketing’s value.

The survey assessed marketing leaders’ use of high-complexity metric types in three categories:

- 1. Relationship.** Customer lifetime value (LTV), customer acquisition cost (CAC), LTV:CAC ratio
- 2. Return on transactional.** Cost per acquisition (CPA), return on ad spend (ROAS), ROI
- 3. Operational.** Stakeholder satisfaction with deliverables, productivity of marketing resources, percentage of expected capacity utilization

➔ **Gartner clients,** see the five-step plan included in [Use Gartner’s Hierarchy of Marketing Metrics to Link Execution to Goals](#)



Expand leadership involvement in D&A activity

More leadership participation in D&A activity is advantageous.

CMO and senior marketing leader participation in a high number of D&A activities, particularly managing a D&A function, is vital to proving value and getting credit. For senior marketing leaders who meet regularly with highest-ranking members and team members, 62% said they can prove value and get credit, compared to just 30% who meet infrequently with both.

Marketing leaders engaged in current D&A activities in their current role have a clear advantage in proving marketing's value.

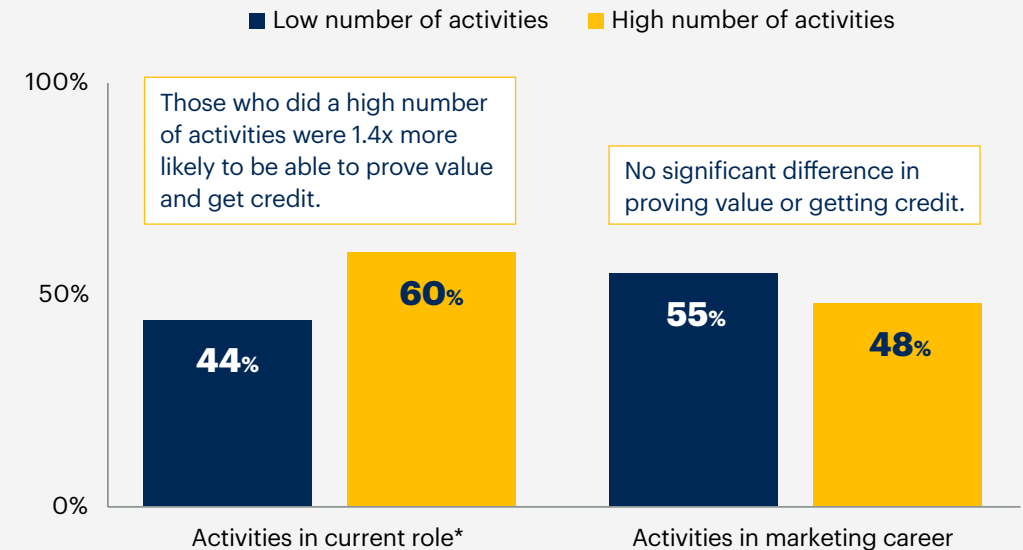


Analytical activities in the survey included:

- Managing a team of marketing data analysts
- Creating a marketing dashboard
- Building custom reports from raw marketing data
- Developing measurement strategies for marketing activities
- Synthesizing quantitative data to inform marketing strategies or tactics

Percentage of marketing leaders able to prove value and get credit for business outcomes

By number of activities done in current role or career



n = 377 senior marketing leaders

Q16. Which of the following activities have you personally executed either in your current role or during your marketing career?

*Denotes statistically significant difference between groups.

Source: 2024 Gartner Marketing Analytics & Technology Survey

Invest in marketing talent to close gaps

Talent gaps present the biggest barriers to proving the value of marketing.

For CMOs, lacking the right talent affects how the C-suite perceives marketing's value and impacts investment in marketing D&A.



CMOs should develop adaptive capabilities including;

- **Soft skills and competencies.** Marketing leaders must tell a consistent, credible story to help the CFO understand how budget and talent investment decisions support marketing's purpose, value and ability to drive growth.
- **Analytical talent.** CMOs must invest in continuous training and development to help bridge the analytical talent gap as key to enhancing decision-making capabilities.
- **Technical talent.** CMOs must focus on recruiting and upskilling technical talent capable of leveraging advanced marketing technologies and ensuring seamless data integration.

➔ **Gartner clients,** see how to [Use Adaptive Goal Setting to Power Marketing Talent Performance](#)

Top barriers to proving the value of marketing

Sum of top 3 talent gaps



39% Lack of necessary soft skills/competencies



34% Lack of analytical talent to analyze data and generate insight



33% Lack of technical talent to integrate and analyze data

n = 372 senior marketing leaders; excluding Don't know/None of these
Q12: Which of the following are the biggest barriers to proving the value of marketing at your company?
Source: 2024 Gartner Marketing Analytics and Technology Survey

Actionable, objective insight

Explore these additional complimentary resources and tools for marketing leaders:

Webinar



Change the Perception of Marketing: From Cost Center to Profit Driver

Learn how CMOs use measurement and storytelling to communicate the impact of marketing.

[Watch Now](#)

Research



Marketing Talent Trends

Learn marketing talent trends and CMO action steps to drive success.

[Download Now](#)

Template



One-Page Marketing Budget Template

Build your 2025 budget with this template.

[Download Now](#)

Guide



3 Techniques to Prove the Value of Marketing

Use the hierarchy of marketing metrics to quantify marketing's impact.

[Download Now](#)

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