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# Chief Marketing Officers At Work



## Synopsis

This book contains 29 exclusive, in-depth interviews with chief marketing officers like Jeff Jones of Target, Linda Boff of GE, Brian Kenny of the Harvard Business School, Trish Mueller of The Home Depot, and Seth Farbman of Spotify. This book will help C-level executives and others who interface and collaborate with marketing departments to understand how marketing drives growth at both startup and enterprise levels, and how marketing has moved from art to science. Trends in digital marketing, analytics, and marketing automation have pushed marketing to adopt data-driven approaches that would make a CFO's head swim. Marketing increasingly overlaps with business functions that were previously viewed as separate and distinct like sales, HR and recruiting, customer service, operations, and technology. This change in the status quo requires individuals in these roles to better understand how marketing works and how it can help them achieve their objectives, and the interviews in this book deliver those insights.

**Who Should Read This Book?** CMOs, other marketing executives, and aspiring marketing executives  
C-level executives  
Advertising execs, media planners, public relations professionals, digital marketers, and other marketing professionals  
Advertising agencies and marketing and PR firms  
Entrepreneurs  
All others who interface with marketing functions in their own roles

**What the Reader Will Learn**  
How chief marketing officers from leading corporations, nonprofits, government entities, and startups got to where they are today, what their job entails, and the skills they use to thrive in the CMO role  
How top marketing executives adapt to changes impacting their jobs in the areas of technology, language, and culture  
How the CMO works in an environment of ever-increasing collaboration where the roles of CEO, CTO, COO, and CMO are blurring  
How the CMO role is now dominated by data rather than gut decisions

**Sample Questions**  
The interviews in this book all started with the same question, asking how the marketer being interviewed began his or her journey and the path that led to the role they now hold. Here is a sampling of other questions that formed the basis for these interviews:

- What is your philosophy on building and managing a marketing team?
- How do you attract and retain top marketing talent?
- What do you look for in hires?
- Do you have any experience breaking down silos, and how can a CMO facilitate that?
- How do you make sure your goals are aligned with the overall organization?
- What kind of metrics do you focus on?
- How is globalization affecting marketing for you?
- How do you make sure you're in touch with your customers and understand their needs and wants?
- What organizations are you a member of and what value do you receive from them?
- What kind of data do you have access to and how do you use data in your role?
- What channels are you using to connect with your customers?
- How do you keep up with all the different marketing vendors, channels, and opportunities?
- How do you get through to consumers in a

world of ad blockers where consumers have control? What do you think the future of marketing will be and how will it be different from today? What are some of the skills CMOs need that don't get enough attention? What are your thoughts on marketing to millennials? If there was anything unexpected that resulted from these interviews, it was how tech-savvy these executives were. These individuals are hardly the types to engage in "Mad Men"-style marketing. They are driven by data, yet also aware of the risks posed by depending too much on that data. They are always learning and progressing. Now you have the opportunity to learn from them.

## **Book Information**

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## **Customer Reviews**

Steimle provides readers with an inside view of what makes a successful CMO, what they focus on and measure, the technologies they use, and their perspectives on the future marketing. I enjoyed the diversity of individuals and experiences his interviews captured. You can pick and choose the chapters on CMO's of most interest to you. I started with that approach, but ended up reading the entire book in a couple of days.

Length: 2:06 Mins

Hi I'm Douglas Burdett, host of The Marketing Book Podcast and I'd like to tell you about the book "Chief Marketing Officers At Work" by Josh Steimle. So if you work in marketing you've probably noticed that it's changing. A lot. In fact, an Adobe study of marketers indicated that 76% of marketers think that marketing has changed more in the past two years than the previous fifty. So if marketing has changed so much, then what the heck are chief marketing officers doing at some of the biggest, best-known and fastest-growing companies these days? With Josh Steimle's new book, "Chief Marketing Officers at Work," we have a much better idea. The book contains 29 in-depth interviews with chief marketing officers from companies like, GE, Harvard Business School, The Home Depot, Nestle' and Target. The interviews are eye-opening! If you're a marketer, you'll want to see just how much marketing has moved from art to science. And how trends in digital marketing, analytics, and marketing automation have pushed marketing to adopt data-driven approaches that would make a CFO's head swim. And if you're in the C-Suite, you'll gain an appreciation for how marketing has changed, particularly how it overlaps with business functions that were previously viewed as separate and distinct like sales, HR and recruiting, customer service, operations, and technology. One of the most interesting insights I gained from this book is how given the changes in marketing and how it's much more directly connected to revenues and growth, it's no surprise that the CEO position is increasingly being filled by former CMOs. If you want an extremely up-to-date perspective on what chief marketing officers actually do and how they are leading organizational change and overcoming challenges, you'll want to read this book. And, to listen to an interview with Josh Steimle about "Chief Marketing Officers At Work," visit [MarketingBookPodcast.com](http://MarketingBookPodcast.com)

An excellent and well-rounded look at the world of marketing. Much more non-traditional, digital and data-based than I thought. I was fascinated by some of these top CMOs' journeys. As a new entrepreneur, this book gave me the perspective I need to make more accurate long term goals for my business.

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