

BREAKING BARRIERS

Embedding a culture
of marketing-driven
commercial growth
in B2B



HOW TO BECOME A BUSINESS-CRITICAL **B2B MARKETER**



Vanessa Cheal
Head of Brand Strategy
Transmission



Emily Gustin
Business Development Manager,
Measurement & Attribution
LinkedIn



Only 2.6% of corporate board members have any form of marketing experience.



Harvard University

**4% of applicants
accepted**



The London Marathon

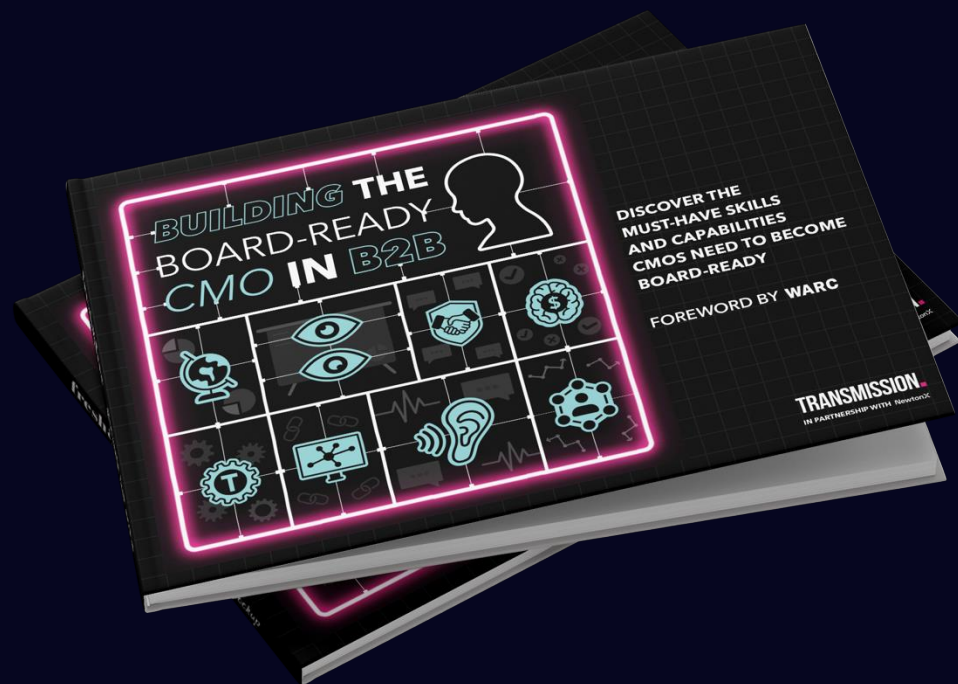
**3% of applicants
accepted**



TED Talks

**2.8% of applicants
accepted**

BUILDING THE BOARD-READY CMO IN B2B



1. Why are there so few CMOs on public and private boards today?
2. How can a CMO improve their chances of securing a board seat?
3. What percentage of B2B CMOs are board-ready today?

WHY? THE BOARD VIEW



"We don't consider CMOs to be well-rounded businesspeople. They're specialists that tend to 'stay in their lane'. They don't have enough 'big-picture' strategic experience to be successful."

BOARD VICE PRESIDENT (NON-EXECUTIVE), SERVING ON A EUROPEAN FINTECH BOARD



"CMOs are great at generating ideas or finding ways to solve problems. Boards are about oversight, supervision, and protecting the long-term life of the company. Not about creative ideas and innovation."

BOARD CHAIRPERSON, SERVING ON A PRIVATE US IT SOFTWARE BOARD



"90% of CMOs are extroverts. We need people who listen carefully to every word said in those meetings. Extroverts talk a lot. That's why we don't consider CMOs for board roles."

BOARD MEMBER, SERVING ON A PUBLIC US MANUFACTURING BOARD



"CMOs have lost control of the 4Ps and no longer influence the GTM levers of our growth strategy - they lack the commercial skills and experience needed to add long-term value to the business."

CEO & BOARD MEMBER, UK FINANCIAL SERVICES ORGANISATION



Jennifer Griffin Smith
CMO at Acquia



Chris Burggraeve
Former CMO, board
member/chair



Doug Bewsher
Board Investor, Ex-CMO at
Salesforce.com



Cristina Bondolowski
Board Director, CMO at MSCI



Tim Pickard
Board Advisor, CMO
at UPP.AI



Patricia Hadden
Board Director, Global
Marketing
at Google



Sonita Lontoh
Board Director, Fortune
100 Technology Exec

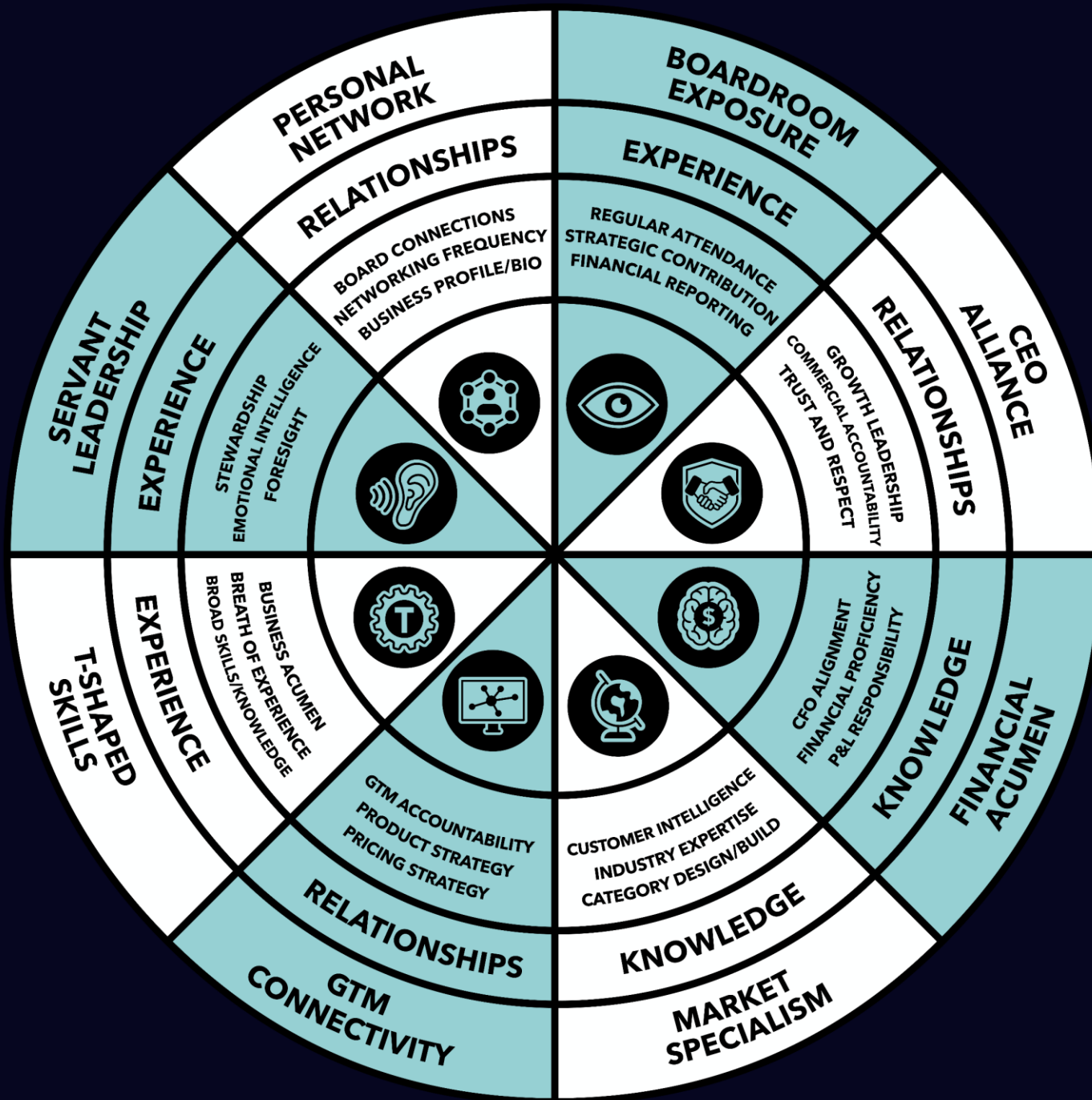


Peter Finter
Board Chair and
Advisor, CMO at KX



Sarah Reynolds
CMO at HiBob

B2B BOARD-SERVING CMOs



CMO BOARD-READINESS FRAMEWORK

The eight board-readiness building blocks:

- Boardroom exposure
- CEO alliance
- Financial acumen
- Market specialism
- T-shaped skills
- Servant leadership
- Personal network

HOW DO YOU MEASURE UP?

Maturity level		Score Criteria	B2B CMOs worldwide
Early Starter	At the starting point of board-readiness	0-9 points	2%
Establishing	Proactively building board-ready skills but lack maturity	10-19 points	54%
Developing	Solid board-ready competences but had 2-3 development gaps	20-29 points	42%
Advanced	Mastering most of the board-critical skills. Ready to apply for a board role	30-40 points	2%

FOUR KEY STRATEGIES

FOR SUCCESSFUL B2B MEASUREMENT

- 1. Anchor strategies to key business outcomes**
- 2. Play the long game**
- 3. Connect data throughout the funnel**
- 4. Educate and align internal teams**

BUILDING THE BOARD-READY CMO IN B2B



COMING SOON!



**BUILDING THE BOARD-
READY CMO IN B2B
DIAGNOSTIC TOOL**

LAUNCHING IN JAN 2025

TRANSMISSION.



THANK YOU

TRANSMISSION.

