



# THE CM075

THE GLOBAL STUDY

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# EXECUTIVE SUMMARY

## THE CMO STUDY GOES GLOBAL

The CMO study began in 2021 with the aim of exploring the views of leading marketers from the business, third sector, and agency world in the UK. In its first year, 50 CMOs and marketing directors were surveyed, and the results showed confidence in the future despite challenges such as budget and revenue cuts.

In light of the significant impact of the Covid-19 pandemic – alongside ongoing challenges such as the cost of living crisis and the impact of the war in Ukraine – the study was expanded in 2022 to include 75 international CMOs and marketing directors. The results showed that 53% believe the marketing industry is in a stronger state than five years ago, and 59% expect to have more budget available, with a median increase of 11-20% predicted for 2023.

The results of the CMO study show that marketers want to be and are acting as a force for good, with the majority calling for increased regulation on products that have a harmful impact on the environment or are unhealthy. They also want to see tighter regulations on social media platforms to protect consumers. As we begin a new year, the industry is confident and optimistic, with inspiring campaigns and a passion for improving standards in society.

We hope the CMO75 report provides you with vital insights into what many of the leading marketers in the industry are thinking and where the sector is heading. Personally, I'm excited to see what this year will bring.

**Chris Daly, Chief Executive, CIM**



**Marketers want to be and are acting as a force for good, with the majority calling for increased regulation on products that have a harmful impact on the environment or are unhealthy.**

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## METHODOLOGY

For this research we interviewed 75 of the world's leading marketers. In order to be invited to participate in our research, you had to be a CMO, marketing director, or the head of a leading agency. This edition of the CMO75 report has included brands such as: PensionBee, Deutsche Bank, NatWest, Decathlon, KP Snacks, Hays, Help for Heroes, and VCCP as well as numerous leading agencies, charities and not-for-profits from across the globe.

We drew our sample from a number of sources; Campaign magazine's Power 100, YouGov's leading charities as measured by popularity among the public, The Drum's list of the top 100 independent agencies, FTSE 500 listed companies and leading marketing institutes across the world.

Almost two thirds of our sample (65%) were drawn from in-house roles and over a

third (35%) were agency heads. The sample included marketers working in financial and professional services, food, retail, technology and media as well as marketers from the not for profit sector.

Each participant took part in a 20 minute telephone interview carried out by leading research agency Opinium. The interviews took place during 2022 and respondents were asked a range of open and closed questions.

### Breakdown of respondents

Agency marketing heads



In-house CMOs



## WHERE ARE WE NOW AND WHERE DO WE GO NEXT?

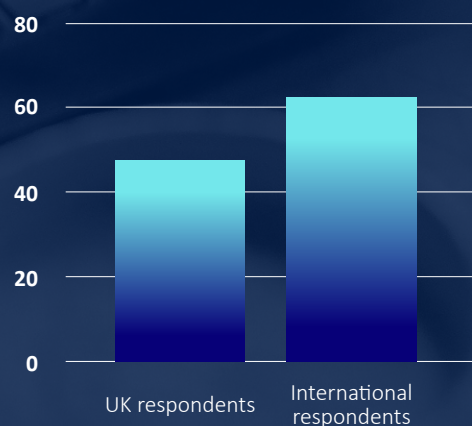
### CONFIDENCE IN ECONOMIES

There's no denying that concerns over the UK economy have dominated the news agenda in recent months - and these concerns are echoed in our study.

When asked how optimistic UK CMOs were about the British economy on a scale of 0-100 - with 0 being the least optimistic and 100 being the most - the average was 47. Marketers working in-house are slightly less optimistic (45) compared to in-agency marketers (50).

In contrast, international CMOs were much more optimistic about their respective economies with an average of 62. For those in agencies, this increased to a very strong 76, and in-house at 59.

### How optimistic are you about your country's economy?





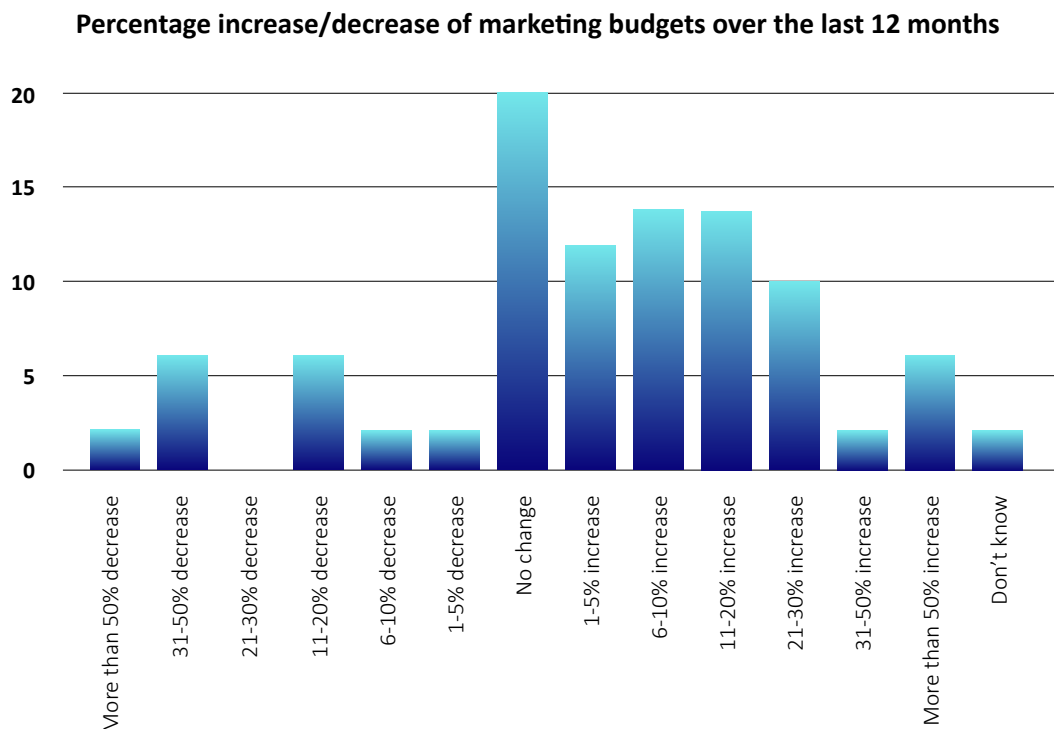
## MARKETING BUDGETS

In 2022, confidence in the marketing sector has been impacted by declining economic conditions, with 53% believing it is stronger than before the pandemic, compared to 52% last year. While this is still higher than the 27% who believe it is weaker, the difference is less pronounced than in 2021 (20%). These results suggest that while confidence has been tempered, it remains relatively steady overall.

The majority of those interviewed for the report had seen their marketing budgets increase over the last 12 months (59%), with just one in five (18%) seeing them cut. A similar

proportion (53%) expect budgets to grow over the next year, at a median predicted increase of 11-20%. This is slightly lower than 21-30% achieved in 2022. Despite the shaky UK economy, marketing budgets seem to have escaped serious impact.

Looking at expectations for the next year, three tenths (33%) expect no change in budgets, whilst just over half (56%) expect an increase of some level. Only 6% expect a decrease, demonstrating the confidence leading marketers and organisations have in the value and need of their work.



*The coming year will test the resilience of our industry, but it is clear the majority of professional marketers see a silver lining in the storm clouds. With household budgets under pressure from rising costs, and wages shrinking due to inflation, brands have the opportunity to benefit from both those trading down from premium offerings, or looking for affordable luxuries to compensate for compromised lifestyles. Attracting and retaining these new customers will be key, as will negotiating sufficient resources from the wider business to unlock much needed growth.*

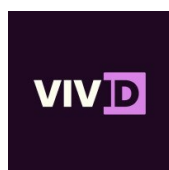
**Chris Daly, Chief Executive, CIM**

## THE BRANDS

The CMOs or marketing directors who participated in this report were from a selection of global brands, charities, not-for-profits, agencies and consultancies.



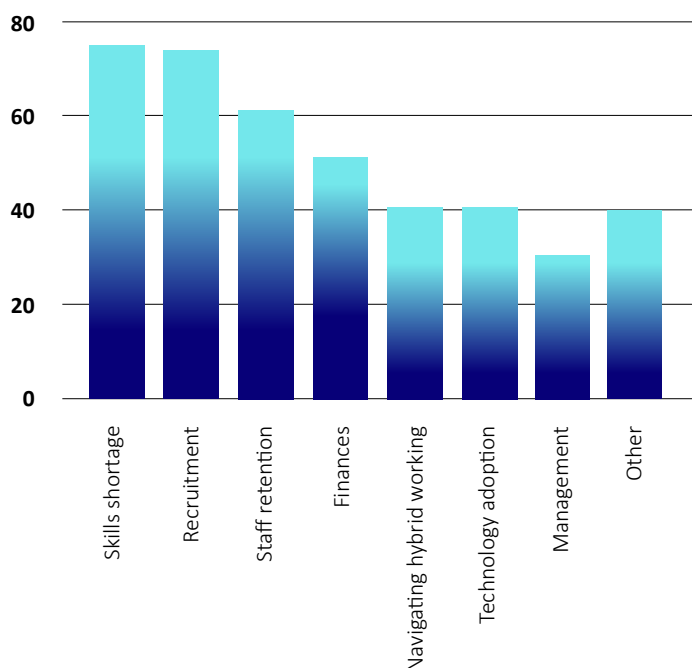




## SO WHAT'S KEEPING MARKETERS UP AT NIGHT?

The report shows that many marketing departments and agencies are dealing with skills shortages and increasing wage bills, with 73% concerned about skills shortages, 72% about recruitment, and 61% about staff retention. In response to changing market conditions, CMOs are prioritising training in data analysis, digital marketing, and management skills. These results highlight the ongoing challenges and opportunities in the industry.

### Most common internal issues currently facing marketers



In-house leading marketers are more concerned about the skills shortages (78%) compared to in an agency (65%), implying that there is a bigger risk with the gaps organisations are experiencing within marketing teams. Despite this, agencies are struggling more with recruitment (81%) than in-house marketing teams (67%).

These findings are supported by the [Hays Salary & Recruiting Trends 2023 Guide](#), which found that 93% of employers experienced skill shortages in the last 12 months, up from 80% last year. Additionally, the report states that employee morale is being impacted by skills shortages, with 52% of employers citing employee morale as being the area most impacted by skills gaps.

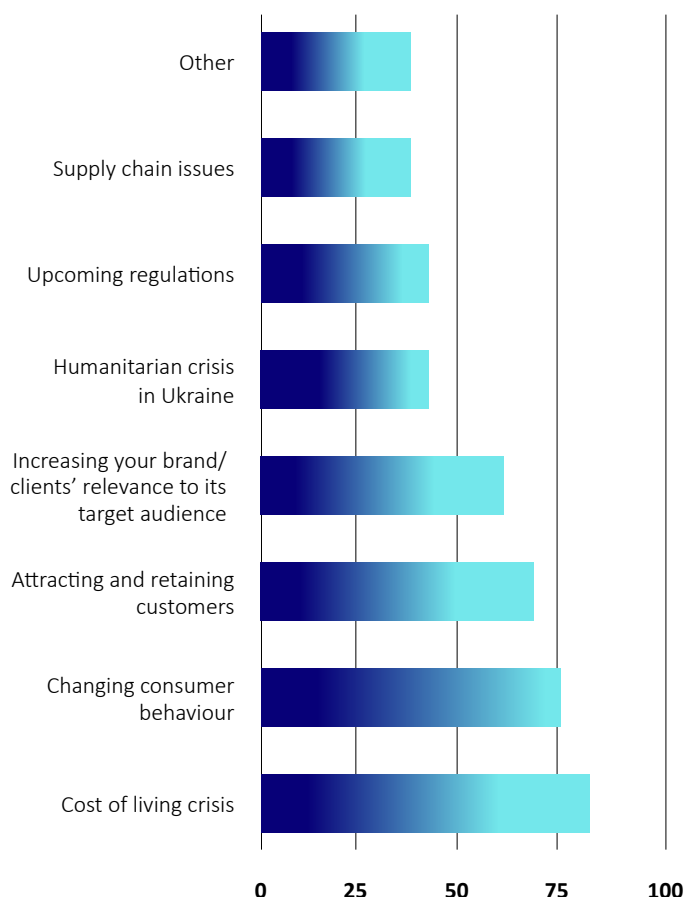
#### CMOS IN THEIR OWN WORDS

“Hanging onto top talent is important, as when you invest a lot of money in people and when they leave, you have a lag when recruiting and training their replacement. It puts the business at risk and the higher level of turn around means more disruption. What is needed is more access to the marketing industry via social mobilities and access at school level, so young people can understand what a career in marketing involves. It also needs to be broadened to include more disadvantaged children and open up the talent pool.”



Alongside internal issues, we also asked leading marketers what external pressures they were concerned about:

**Most common external issues currently facing marketers**



Out of these options, marketers believe the one which will have the longest lasting impact on the marketing industry is the cost of living crisis (84%), changing consumer behaviour (76%), followed by attracting and retaining customers (69%) and the humanitarian crisis in Ukraine (28%).

This echoes findings in our [‘Impact of Marketing - Rebuilding Better Customer Experiences’](#) research carried out earlier this year, which revealed that the majority of UK marketers (59%) are finding it harder to predict changing consumer priorities, with nine in ten (91%) claiming their brand and business model will need to evolve to keep pace. Over a quarter (28%) even believe their brand is out of touch with changing consumer needs.

There was no indication that the pace of change within the sector is expected to reduce, with marketing’s remit increasing to incorporate more business activities and market/consumer challenges. With marketing now described as the partnership between ‘Art and Science’, there has been an increased focus on creative services, which are now valued as much as digital and analytical skills.

Consumer needs are fluctuating, it’s interesting to see that whilst issues such as the humanitarian crisis in Ukraine and upcoming regulatory changes appear to be significant, marketers’ concerns are far more directed towards the impact events such as the cost of living crisis will have on consumers’ buying habits, and therefore the job for marketers to retain their loyalty.

**CMOS IN THEIR OWN WORDS**

*Post Covid, the world has changed a lot and continues to change. It is difficult to say in a couple of sentences, but consumer behaviour has changed a lot and as a brand, marketers need to adapt and be more flexible.*



*Over the past 12 months, I think marketing has had the perfect opportunity to establish itself. We can help organisations to navigate through these changing times. We have never seen such volatility and it is the responsibility of marketers to provide the confidence to make the right decisions and take the business through these changing circumstances by providing plans for leaders. Consumer confidence is at the lowest point, so everyone is looking up to us to provide a plan. In that respect I think marketing is going to be in the spotlight in 2023 and it’s an opportunity for us.*

**CMOS IN THEIR OWN WORDS**

## PUBLIC PERCEPTIONS OF THE PROFESSION

In our earlier CMO50 report, our findings showed that the vast majority of leading UK marketers (71%) believed that the Covid-19 pandemic had a positive impact on the perception of their brand. However, discussing the value of marketing, one respondent said: *"The biggest challenge is demonstrating our relevance to the Board-level and showing that marketing is seen as a board level issue"*.

This year, we further explored this perception amongst marketers both inside and outside of their organisations.

We found that half (51%) think people somewhat understand what marketing is, and 52% believe people somewhat understand the value of marketing to an organisation. Breaking this down by sector, public sector marketers are far more confident in people's understanding of the purpose of marketing, with three quarters (75%) stating they understand it somewhat- compared to just 55% of those in the private sector.

## DIVERSITY IN THE INDUSTRY

Diversity in the marketing industry is important for a number of reasons. First, a diverse workforce can help companies better understand and connect with a diverse customer base. Marketing campaigns that are created by teams with diverse backgrounds and perspectives are more likely to be effective and resonate with a wider range of consumers.

Additionally, diverse teams can foster a more inclusive and innovative workplace culture. Different perspectives and experiences can lead to new ideas and approaches to marketing that can help companies stay competitive.

Moreover, diversity can help companies avoid potential biases and pitfalls that can arise when teams are homogenous. For example, a team that is composed entirely of one gender or racial group may be more likely to create campaigns that are not inclusive or reflective of the broader market. Overall, diversity in the marketing industry can help companies better serve their customers and stay ahead of the competition.

Unfortunately our findings show that just under half of marketers (45%) believe there is too little being done to ensure that campaigns fully represent people from different backgrounds and parts of society, such as BAME or LGBTQIA+.

The good news is that the majority of respondents (71%) feel the marketing teams in their organisation have a diverse mix of people from different backgrounds, which as mentioned is key to fostering an innovative workplace culture that develops campaigns that truly represent society. So as top marketers across the globe look to recruit workers in the coming months and close the skills gap, it's crucial for them to think about the need to recruit from a broader talent pool.

Finally, 37% of respondents believe there is too little regulation to ensure people from different backgrounds and parts of society are represented in marketing campaigns- which leads us into our next chapter- exploring leading marketers' views on regulations.



# ABIDING BY THE RULES - TOO MANY OR TOO LITTLE?

## VIEWS ON REGULATIONS

In 2021, only a quarter (24%) of respondents thought that current regulations in place were fully adequate, suggesting there was considerable scope for improvement. This year, 33% of marketers believe the current regulation of the marketing sector is inadequate in protecting consumers from potential harms.

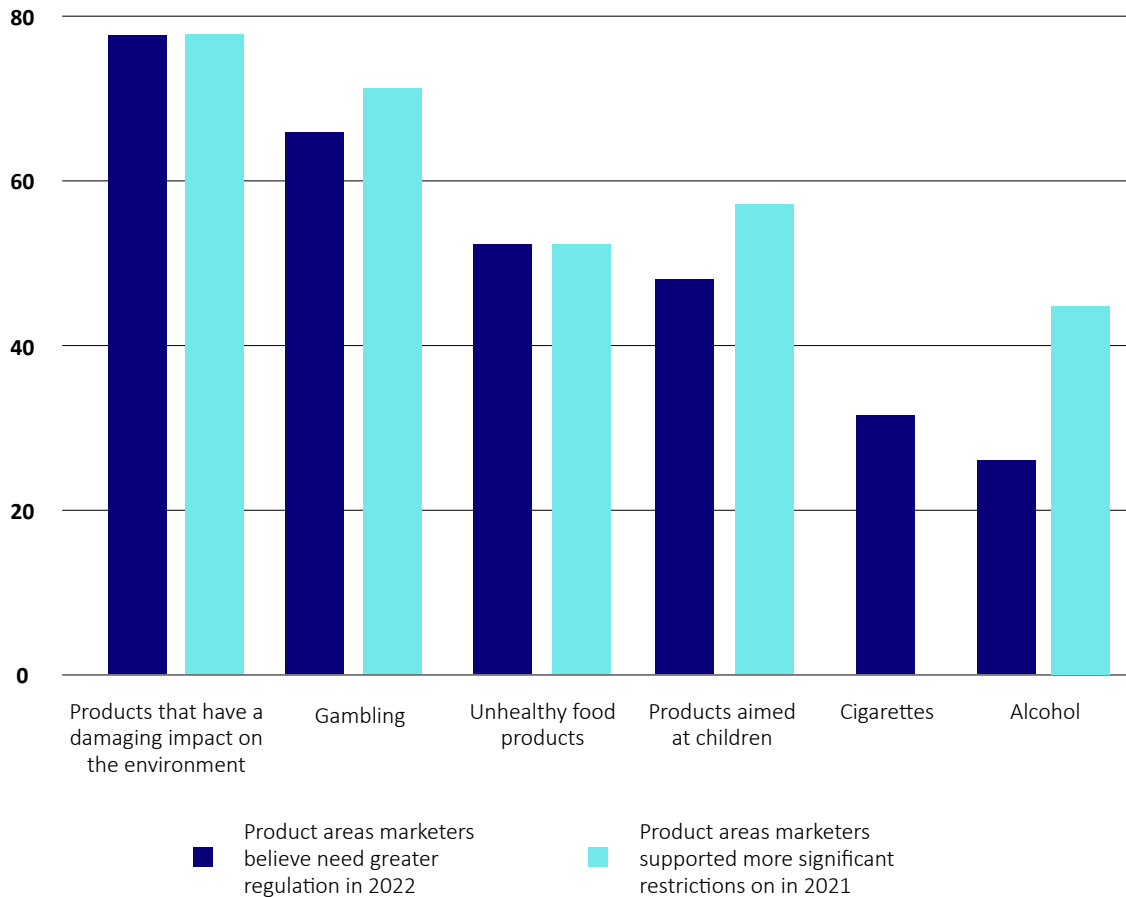
Further, 81% of respondents agree that professional marketers should call on social media platforms to do more to protect users, implying that marketers want to see more progress done by lawmakers to ensure the safety of consumers online.

Over the last year in the UK, the regulations around HFSS products in particular have dominated the news agenda, with potential to-ing and fro-ing of policies being reported, partly as a result of changing governments. The cost of living crisis and unprecedented financial pressures in the UK have also influenced the Government's decision to defer the regulations, with some of the new rules delayed until October 2023. Interestingly, only 39% of marketers think there are currently the right amount of regulations to control the marketing of unhealthy food products, suggesting that the upcoming tightening of rules will be welcomed. Despite this, only 19% have confidence in the current UK Government's approach to the regulations.



Across the seas, lack of confidence in government appears to be a trend - with nearly half (45%) of international respondents stating they do not have confidence in their current national Government's approach to regulating HFSS products.

#### Product areas marketers believe need greater regulation in 2022



It is clear to see that products that have a damaging impact on the environment top the list of the areas where marketers believe there is too little regulation. This focus on sustainability reflects a sustained interest from 2021 despite declining economic conditions. In our 2021 CMO50 report, it topped the list of products that marketers supported more significant marketing restrictions on, with 76% of respondents in favour of more rules.

Sustainability is a key area of focus for the industry and one where marketers can act as a force for good, driving change where needed to have a positive impact on the sustainability challenges we face as a society.

CIM's '[Sustainability Skills Gap](#)' report revealed, 63% of UK consumers wanting brands to be more vocal about their sustainability plans, there is a role for marketers to play in showcasing sustainability credentials.

However, 2 in 5 (40%) marketers reported that they do not have relevant sustainability marketing qualifications, despite wanting one, revealing a sustainability skills gap that urgently needs to be addressed. For more information on sustainable marketing and how marketers can drive sustainability across the business visit the CIM '[Sustainable Transformation Hub](#)'.



## THE IMPACT ON WORKLOADS

Whilst across the board it seems that leading marketers are in favour of tightening regulations, we do have to be mindful of the increasing workloads this can create for the profession.

In fact, over three fifths of respondents (65%) believe it will increase their workload, and 17% strongly agree that it will. Changing regulations seem to be slightly more of a burden for agency marketers, with 69% more concerned

about the impact on their role, and 63% of agency marketers flagging concerns.

Additionally, nearly three quarters of respondents (71%) agree that increased regulations around the marketing of products requires them to learn new skills in order to adapt; this need to upskill to manage new regulations is more of a necessity for in-house marketers (73%) than agency (65%).

## SOCIAL MEDIA & ONLINE SAFETY

In a year where many brands have pulled spending from platforms such as Twitter, it is clear that regulatory standards on social platforms need to increase.

In fact, two thirds (64%) of those polled felt there was too little regulation of social media, and over half (56%) felt that it was their responsibility to protect their clients and customers on social platforms. This was slightly more pronounced amongst in-house marketers (57%) than agency marketers (54%).

When asked how important it is when choosing social media channels to use for marketing

campaigns, the capability to accurately target the right audience (85%) came out as very important, followed by the ability to accurately measure campaign success (80%); the safety of users on the platform (68%) and the cost/value of advertising (67%).

It's not surprising that marketers are focused on ensuring they are reaching the right consumers and measuring KPIs, given that is a key part of their role and that they noted concerns around maintaining customer loyalty, but it is reassuring to see that marketers are thinking about the safety of platforms when building campaigns.

“

*Professional marketers have long recognised the importance of paying close attention to the types of content their campaigns run alongside, both from a performance and reputation perspective. It is vital for marketers to pay attention to social media platforms, to ensure they remain a suitable channel for them. In the face of recent issues over leadership and strategy changes at popular social media platforms – many brands have begun to question the values and business models of these once trusted platforms. Marketers need to constantly review the social media platforms they invest in, as in certain cases, a lack of action on a key issue can place a brand at risk of reputational damage when the values or business models of these platforms conflict with their own.*

**Natalie Spearing, Marketing Director, CIM**

CIM has developed the following five tips to consider for when a social media platform comes under 'fire' and is questioned as a viable platform, as was the case with Twitter:

1

## ACT

**Consider pausing campaigns on the social media platform for a few weeks to avoid wasted investment and reduce reputational risk.**

Marketers should consider pausing campaigns for a short period immediately and until the situation becomes clearer. Doing nothing is not an option, and staying put could come at a cost. A lack of action places brands at risk of being accused of offering implicit support for a social media platform's values and business model. Until the situation becomes clearer, brands cannot be confident that a social media platform remains a suitable channel for them.

2

## ALIGN

**Make sure your market position is aligned with global brand guidance.**

Marketers will want to coordinate with other communications disciplines within their organisation and across all markets to ensure their global corporate response is aligned. They need to take a consistent approach, both in the strategy they take and in how they explain and defend the decisions they make.

3

## SWITCH

**Change current plans to divert investment into other channels so that performance and progress against objectives is maintained.**

Investment in digital advertising and content promotion should be diverted to other channels in the short-term. Diversifying where and how you invest what was your spend on the media platform in question will not only mitigate reputational risk and protect your brand but also allows marketers a unique opportunity to experiment with other platforms or channels to engage existing audiences and maybe find new ones.



4

## MONITOR

**Actively monitor developments at the social platform organisation and in the market to keep positions up-to-date and in line with stakeholder expectations.**

Brands will not only need to monitor what happens at the social media organisation but also deploy analytical tools to provide audience data and genuine insight to shape their strategy and inform their response. What impact has pausing activity on the platform had on your reach and impact? What is your redirected spending achieving? How are rival platforms evolving and interacting? Marketers will need answers to these and other questions both during their absence from the platform and, more importantly, when deciding whether or not to return and what to do next. Major decisions on marketing strategy will need to be founded on hard evidence and robust data.

5

## PLAN

**Begin scenario planning to adapt strategy in the event of a prolonged absence or complete departure from the platform.**

Make sure you have your Plan B ready in case the social media platform troubles become terminal. Whether your brand ends up taking a prolonged absence or making permanent departure, begin scenario planning and testing contingency options now, seeking external input and advice where necessary. The situation at the company might shift dramatically and changes may accelerate.

Pausing your investment in the platform is not the same as a public declaration that your brand is opposed to freedom of speech or has decided to 'go woke'.

Nonetheless, your organisation will need to have a set of consistent, rational messages to justify and explain a change in approach to clients, customers and partners. Ensuring that your organisation's C-suite leadership are involved, engaged and fully briefed in what is happening and why.

Brands – and the professional marketers that protect them – need to be seen to be making informed, rational and pragmatic decisions at pace to stay ahead of the game.



# GLOBAL MOVEMENTS - TO SPEAK OR NOT TO SPEAK?

In recent years, we have witnessed brands become more vocal about events that have played out on a global stage - partly as a result of increasing pressure from consumers for brands to have a voice on the causes that matter to society.

Movements such as Black Lives Matter, the humanitarian crisis in Ukraine, and environmental disasters like wildfires in Australia have all prompted various brands to pledge their support, or openly criticise shortfalls of governments when action isn't being taken.

Yet, we know it's a difficult line to toe for marketers. As our previous report, 'The Impact of Marketing- Rebuilding for Globalisation' revealed, two fifths (41%) of UK marketers fear brands could become victims of global 'cancel culture'. As a result, the majority (67%) limit work to UK campaigns.

High profile brands have also stumbled in the past. Most recently, Brewdog came under fire for its campaign against the Qatar 2022 World Cup, called The World F\*Cup, for being 'disingenuous'. So the role for marketers is a tricky one to play.

When asked about what issues brands have voiced support for in the past, 39% of respondents stated their brand, organisation or client publicly supported Black Lives Matter. A quarter (24%) revealed they didn't publicly communicate their support, but they did internally through actions such as employee emails, and arranging educational talks. Just over a quarter (27%) said it was not discussed at all.

For the humanitarian crisis in Ukraine, the number of brands, clients or organisations who publicly communicated support increased to 41%, with 32% giving internal support, and just 19% not discussing it.

## Ways in which organisations publicly support issues

Posting social media posts

(e.g showing support and highlighting employee fundraising efforts)



Sharing a statement with the media showing their support



Closing business operations as a means of support  
(e.g in Russia)



Changing brand logo to incorporate a movement's flag  
(e.g Ukraine)



## Causes that received the most public support from organisations and clients in 2022

Black Lives Matter



Support the NHS



Humanitarian crisis in Ukraine



Sustainability crisis or events  
(such as bushfires, floods, or hurricanes)



“ 2022 has raised unanswered questions about marketing’s role in the world. From questions over sponsorship and involvement with countries with questionable human rights records, which do not reflect international norms, to questions over representation and regulation both at home and abroad. As we move deeper into the decade, professional marketers are no longer accepting data and assurances at face-value, but rather training themselves to establish a higher degree of professional judgement on business critical decisions which can unlock growth.

**Natalie Spearing, Marketing Director, CIM**

#### Reasons organisations chose not to publicly support key social issues

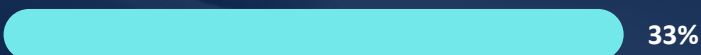
Wanted to remain impartial



Did not want to set a precedent that it would voice support for global events in future



Were concerned about the changing nature and volatility of the global event in question



Were concerned about receiving criticism



Felt doing so would impact business in certain areas or amongst demographics



Interestingly, when asked if marketers feel pressured by society for their brand, organisation or client to respond to global events and show support, 59% stated they do not - with respondents highlighting the utmost importance of a brand remaining authentic and only having something to say if it is worthwhile.

”

For most of these issues, it would not have been authentic for my brand to support them - and being authentic is absolutely crucial. Some brands support events for the benefit of their brand, and consumers are increasingly seeing through this. We prefer to remain neutral.

It’s important for brands to stay authentic because authenticity is essential for building trust and credibility with customers. In today’s marketplace, consumers are more savvy and discerning than ever, and they can easily spot inauthentic or insincere marketing messages. Authenticity can also help to foster a sense of connection and engagement with customers. When customers see that a brand is authentic, they are more likely to feel a personal connection to the brand and be more loyal to it.

So even when global issues are at the forefront of society’s focus, a brand must stick to its core values, particularly when marketers are concerned about maintaining customer loyalty.

**James Delves, Head of PR, Content and Community, CIM**

# CAREERS AND FUTURE TALENT - WHAT DO MARKETERS NEED TO FOCUS ON?

## THE IMPORTANCE OF QUALIFICATIONS

Having a qualification in marketing can increase your employability and advancement opportunities. In a competitive job market, a qualification can provide evidence of your skills and knowledge, and can make you a more attractive candidate for employers.

Additionally, being a qualified marketer can help you stay up-to-date with the latest developments and trends in the field. Marketing is a dynamic

and fast-changing industry, and staying current is crucial for success.

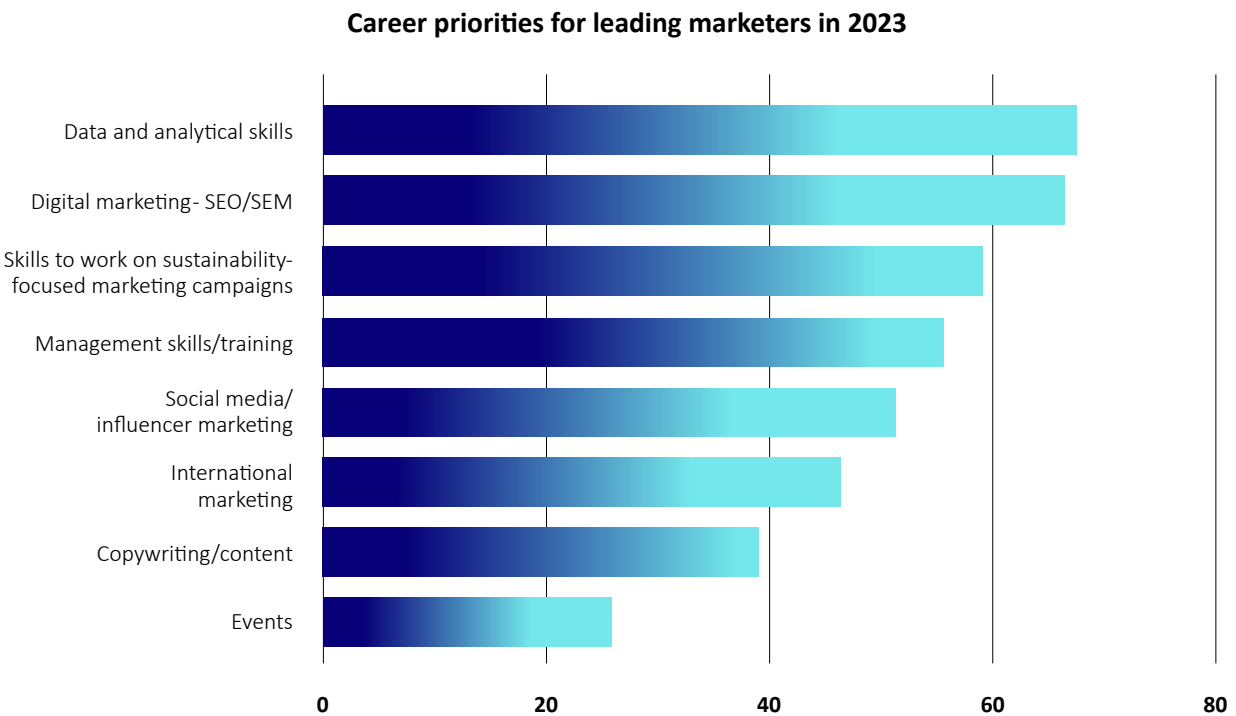
72% of our respondents, who are top marketers from around the globe, have chartered or member status, or are a CIM fellow. The same number have a marketing degree or similar. Only 8% do not have any professional marketing qualifications or accreditations, demonstrating the importance CMOs place in having professional training.

## SO WHAT ARE LEADING MARKETERS FOCUSING ON IN THEIR CAREER?

The top skills CMOs are prioritising in the next year to progress their careers are data analytical and analysis skills (68%), which are highest in-house (71%) compared to 62% in agency.

Digital marketing - such as SEO/SEM- comes as a second priority (67%) and 59% are looking to develop skills to help them work on a sustainability-focused marketing campaign.

Despite digital marketing, data analysis and analytics being a key priority, it's interesting to see that CMOs career priorities are fairly broad. It demonstrates that even at the highest levels, marketers are consistently focusing on developing a range of skills and staying on top of their game, which should provide inspiration to those at earlier stages of their careers.





## FUTURE TALENT

It's incredibly inspiring and reassuring to see that compared to five years ago, two fifths of respondents (41%) are now more likely to recommend a career in the marketing industry - 16% are even much more likely to, and only 12% are less likely to. So it's clear that the sector has made strong advancements in the last few years. The important thing now is to ensure we can recruit the right people for the future, and ensure they have job satisfaction and want to stay in the industry.

Apprenticeships have been a focus in the sector for many years, and their importance is not decreasing. In fact, an overwhelming majority (97%) think a marketing apprenticeship is useful

for those looking to enter the industry, and 52% offer marketing apprenticeships alongside work experience programmes (75%) and graduate schemes (47%).

Despite the wealth of apprenticeship opportunities the industry appears to be providing, barriers do remain in being able to offer them: namely the size/structure of a team (58%), the time restraints (31%) and budget constraints (25%). Additionally, only 13% of UK respondents access the apprenticeship levy as part of this offering to cover all the cost, and a quarter (26%) don't use the levy at all, highlighting a missed opportunity.

“

*Marketing apprenticeships provide an alternative pathway into the marketing industry for individuals who may not have the financial means or the desire to pursue a traditional marketing qualification. Apprenticeships offer on-the-job training and hands-on experience, allowing individuals to learn the skills and knowledge needed to succeed in the field. We need to view apprenticeships as an opportunity that can help bridge the skills gap in the industry. Many marketers lack the technical and digital skills needed to succeed in today's marketplace, and apprenticeships can provide the training and experience needed to fill these gaps.*

**Maggie Jones, Director of Qualifications and Partnerships, CIM**

# CONCLUSIONS

The views of the leading marketers from across the globe provide an important insight into the issues affecting the marketing sector, society and our planet.

Not only do they show us that the industry is pushing forward and acting as a force for good in areas such as diversity and sustainability, but they

also want to see stronger regulations in place to protect those they are trying to engage.

Despite economies internationally experiencing downturns or unpredictability, marketers' confidence in their industry and budgets shows us that there's a reason to be optimistic for the future.

# FIND OUT MORE

Find out more about the benefits offered by [CIM membership](#).

To access the latest marketing insight from CIM, visit our [Content Hub](#).

CIM offers a range of [qualifications](#) and [professional training](#) on many of the topics discussed in this report such as:

- [Social media legislation and marketing](#)
- [Digital marketing](#)

- [GDPR & data-based marketing](#)
- [Diversity and inclusion](#)
- [Search and The Customer Experience](#)
- [Building teams and leading change](#)
- [Strategy and leadership](#)
- [Copywriting and content](#)
- [Product and proposition marketing](#)

# 5 LESSONS FROM THE COUNTRY'S LEADING MARKETERS

There are some clear lessons from the CMO75 for every marketing team lead to take away:

1

## STAY CONFIDENT, BUT REMAIN VIGILANT ON BUDGETS

Whilst it's encouraging to see an anticipated overall rise in budgets for next year, the one thing we have learnt in recent years is that the economy is unpredictable. So always have a Plan B and map out potential risks.

2

## GET AHEAD OF REGULATIONS AND UPSKILL YOUR TEAMS

It's likely that more regulations will be introduced in the coming years as consumer safety is a priority, and as new technologies develop and need to be monitored. You should stay close to what areas are considered to have regulations being introduced, and what new skills it will require from your marketing departments.

3

## AUTHENTICITY IS KEY

No matter what is happening in the world, a brand always has to stay authentic. That doesn't mean staying silent, but it means remaining true to the brand identity and not 'jumping on the bandwagon'.

4

## KEEP YOUR SKILLSET UP TO DATE

As you progress in your career, you may find you are specialising in a particular area which is crucial. But it is always important to keep your skillset broad, and up to date. Dedicate time each year to 'brush up' on skills to ensure you are aware of the latest technologies, trends and strategies.

5

## PAVE THE WAY FOR FUTURE MARKETERS

Open your doors to apprentices and work experience students from all backgrounds and types of experience and qualifications. As an industry, we must continue providing opportunities for future marketers.





# THE CM075

## THE GLOBAL STUDY



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