



THE  
**CMO'S**  
ROLE IN  
CHANGE  
MANAGEMENT

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I recently posted about how we have found ourselves in the “great re-set”, which serves as a unique opportunity for organizations to pause together and find a collective way forward. So much has changed. There hasn’t been a playbook for leaders to follow. Companies who are navigating this “reset” well are agile and can respond to changing needs and priorities. Right now, organizations need leaders with highly developed change management skills.

I’ve been thinking about what role the marketing function and marketing leaders need to be playing in this “reset”. In my opinion, this “reset” serves as a call to action for marketing leaders.

Marketing as a function has always been a core agent of change. Many CMOs have the skillset and experience to leverage the agile nature of marketing and lead change management within their companies.

The slides below provide my thoughts on the CMO’s role in change management. Do you agree? Do you think marketing leaders are stepping up to meet today’s challenges?



## THE CMO'S ROLE IN CHANGE MANAGEMENT:

# CONSIDERATIONS

In this era of change, the CMO's influence extends well beyond the purview of marketing. CMOs are well positioned to have a significant impact on change management across the enterprise.

**Here are 5 reasons why:**

# MARKETING IS CHANGE MANAGEMENT

In every campaign, marketing is always confronted with at least 1 out of 2 challenges:

**Changing someone's opinion**

**Changing someone's behaviour**

It's been said that the hardest challenge in marketing is when a change in opinion and behaviour are both required. During the pandemic there were changes in both opinions and behaviour. However, these changes were often not the product of corporate or marketing strategy. This resulted in even more challenge.

There have been shifts in how people want to work and contribute to the organization. Customers have also had changes in opinions and behaviour impacting the customer experience they now seek. Marketing leaders need to leverage their experience in change management and apply it to the complex changes that have occurred.

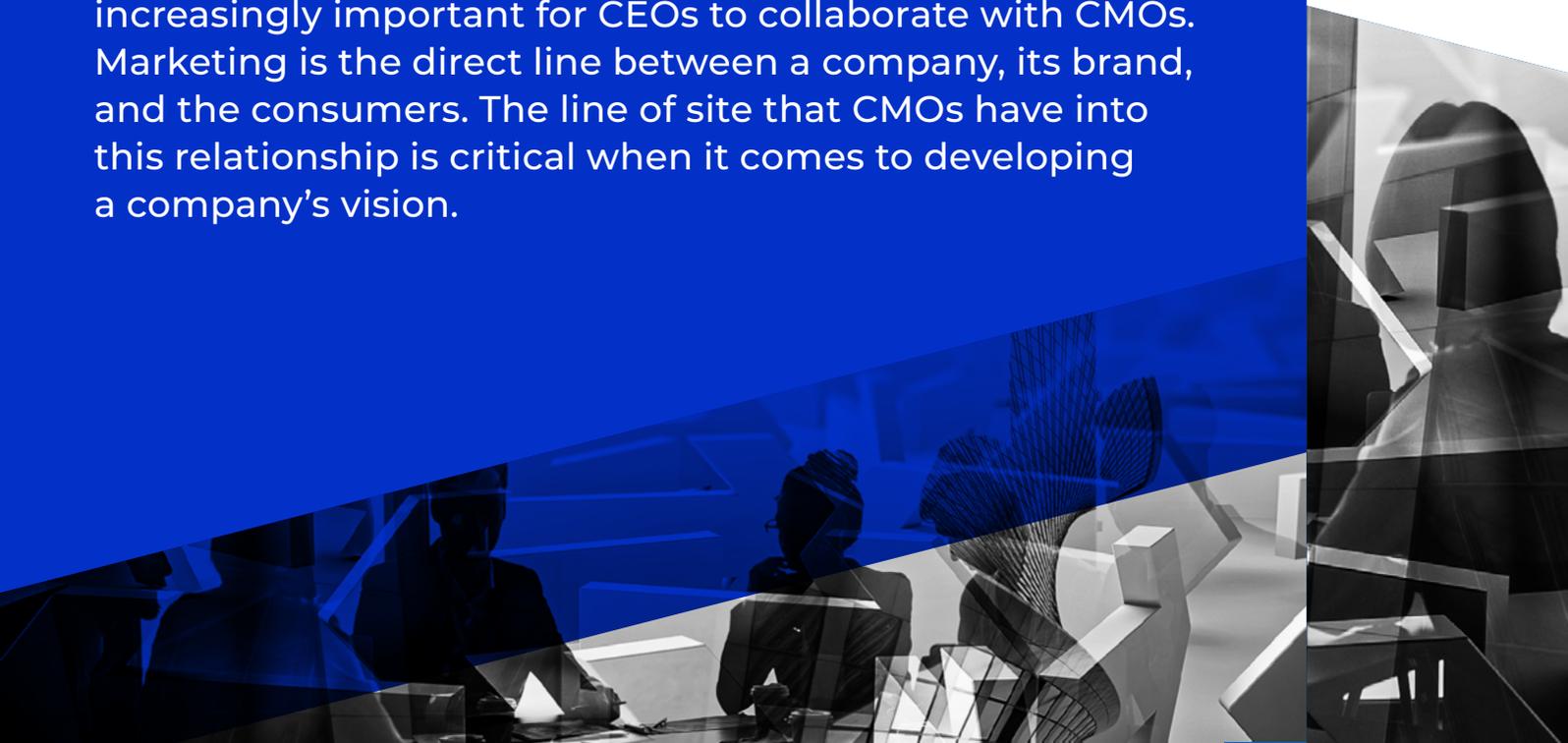
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# CMO'S PLAY A KEY ROLE IN VISION DEVELOPMENT

I've written before about how CEOs and CMOs need to be aligned. When developing company visions, it's increasingly important for CEOs to collaborate with CMOs. Marketing is the direct line between a company, its brand, and the consumers. The line of site that CMOs have into this relationship is critical when it comes to developing a company's vision.

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# MANAGING CHANGE IS INHERENT IN THE CMO'S MANDATE

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Next to the CEO, the CMO is arguably the C suite role where enterprise-wide change management is most integral to successfully fulfilling their mandate.

As discussed earlier, change management is fundamental to marketing. It starts with understanding the target market, their needs, and what matters to them. The same applies to change management within an organization. Before a leader can effect change within a company, they must understand people's perspectives, what they need, and be able to convey why they should care about an initiative.

Furthermore, when comparing change management models to marketing models, the central tenets are the same. Individuals – whether in the organization or the target market - need to move from awareness through to action. CMOs are well positioned to apply their skill in helping people progress from one step to the next. This is true within both a marketing context and with respect to broader change management initiatives.



# CMO'S RALLY THE ENTIRE ORGANIZATION

4

CMOs are uniquely positioned to bring an organization together around a purpose. Their mandate is truly enterprise wide. CMOs collaborate across departments to not only foster a culture of customer experience (CX) but to further technology transformation, change management, and data & information management.

Not only does a CMO need to be on the pulse of what customers desires, but also understand what the company needs and wants, keeping in mind what various stakeholders' desire. A CMO needs to be able to effectively work with the entire organization to quickly implement change as required to meet enterprise-wide needs.



# SUCCESSFUL CMO'S ARE AGILE

Over the last few years, there has been unprecedented change and disruption. Agility doesn't refer to just technology or being able to turn out a campaign more quickly. Alongside the CEO, CMOs need to be committed to the organization's vision and purpose but also be able to effect the change that is often needed to stay true to them. It takes agility to be both a visionary and change agent in our current environment.

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