Forbes
the world’s most influential CMOs
2017
Introduction

The roles and responsibilities of the modern CMO are evolving as quickly as the marketing landscape.

“Twenty years ago, the CMO was essentially the broadcast arm of a company, in charge of distributing the company’s messages through advertising, PR, and so forth,” notes IBM CMO Michelle Peluso, one of this year’s Most Influential CMOs. “But that is changing dramatically now. Social has completely flattened the relationship and empowered customers in previously unimaginable ways.”

IBM’s decision to create a Chief Marketing Officer role last year – after more than a hundred years without someone at the helm – underscores the tectonic shift happening across all companies.

The explosion of channels like social media is fundamentally changing the way customers interact with each other, and how they interact with brands. It’s a double-edged sword for marketers. On the one hand, there are unprecedented opportunities to reach, engage, and listen to customers at scale. On the other, it puts power firmly in the customers’ hands, making it much more difficult for marketers to shape and control the conversation.

The creativity required to thrive under these conditions starkly separates leaders from laggards and has dramatically elevated the power, and profile, of effective CMOs.

Leading CMOs have to inject greater humanity into their brands. They must orchestrate better, more personalized experiences for their customers. They have to be the eyes and ears of their enterprise – and increasingly capable of responding to what they see and hear. They have to be curious. They have to be courageous. They have to be influential in every sense of the word.

With The World’s Most Influential CMOs 2017 report, we present a distinguished selection of the upper echelon, along with an instructive look at what brought them there.

How are today’s top marketers adapting to new opportunities and expectations? How are they fostering deeper levels of engagement with their customers? How are they contributing to the transformation of their entire enterprise? How are they advancing their brand and contributing to broader industry trends? Last, but far from least, how are they impacting their company’s financial performance?

In this report, Forbes, Sprinklr, and LinkedIn survey the shifting fault lines of today’s marketing terrain and return with an incisive understanding of what it takes to be the Chief Marketing Officer of tomorrow.
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The World’s Most Influential CMOs 2017: Report at a Glance

TOP CMOS ARE PERSONALLY INVESTED IN SOCIAL
45 of our Top 50 are on Twitter and 49 are on LinkedIn. Our Top CMOs are also more active on social, with 2x as many LinkedIn connections, 2.5x as many Twitter followers, and 2x as many posts as the average big-brand CMO.

THE IMPORTANCE OF BEING IN THE RIGHT INDUSTRY AT THE RIGHT TIME
The tech sector – technology, telecommunications, and internet companies – dominates the list, accounting for 40% of the Top 50. Financial services follows with 18% of the list.

GROWING DIVERSITY IN THE MARKETING WORLD
One third of the Top 50 are women, including 3 out of our Top 10 spots, while another 3 of the Top 10 are people of color.

TOP CMOS DRIVE CHANGE AT THEIR COMPANIES
From a video campaign driven by drones to a CMO who took on three rebranding projects in one year, CMOs win influence with their willingness to dive in and shake things up.

TOP CMOS ALSO EMBRACE CAREER CHANGE
The vast majority of our Top 50 CMOs have been in their roles for 3 years or less.
Behind the Research Approach

Influence – consider it the new KPI.

Influence enables an effective CMO to win support for initiatives inside a company. Influence helps a CMO reach customers, impress shareholders, and deliver ever-stronger brand performance. Influence is how a CMO shapes the marketing conversation as a whole.

To precisely measure CMO influence, we started with a definition of influence that encompasses all these dimensions.

CMO influence is defined as the impact a chief marketer’s actions and words have on his or her internal organization's motivation and performance; corporate brand perception; broader marketing and advertising industry trends; and, ultimately, corporate financial performance, including stock price.

This year, we grounded our analysis in social media data. The large and continuously growing role of social media in business, particularly in customer-facing areas like marketing, was highlighted in a recent Harvard Business Review survey that found 94% of executives see social media as important to their business over the next three years while 75% said it will be “extremely” important. No surprise then that social media ad spending is on track to surpass newspaper spending by 2020.

The steadily growing investment in social reflects not only its effectiveness in reaching and engaging customers but also the way social lends itself to measurement. With greater precision and nuance, brands can see where and how their marketing efforts pay off. For the same reason, social gives us a consistent system for measuring the impact individual CMOs have on their colleagues, organizations, and the broader industry. Best of all, social offers a diverse range of indicators that afford us a more comprehensive and versatile assessment of CMO performance, particularly when combined with traditional measures like financial performance and media attention.

Here are the factors that went into our scoring model:

- **Impact on brand performance**: Measured by brand engaged audience rate (percentage of audience taking action on branded content) and brand engaged followers (volume of followers actively engaging with the brand).

- **Impact on brand awareness**: Measured by mentions of the CMO in association with his or her brand across Twitter, blogs and websites, and in the news.

- **External and internal influence**: Measured by LinkedIn connectedness (volume of connections), LinkedIn external visibility (views from outside the company), LinkedIn internal visibility (views from inside the company) and LinkedIn engagement (impressions and engagements with shares).

- **Influence on peers**: Measured by engagement and connectedness within the community of big-brand CMOs.

The result is a list that reflects the range of ways today's CMOs play a major role within and beyond their brands. Some maintain a solid, across-the-board presence, matched by brand performance. Others rely on just one or two personal networking channels. What they all have in common is a clear determination to leverage their preferred channels to reach their marketing peers, and to build their brand's reach and impact.
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<td>Mastercard</td>
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<td>Amélie Oudéa-Castera</td>
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<td>10</td>
<td>Karen Walker</td>
<td>Cisco</td>
<td>35</td>
<td>Mark Crumpacker</td>
<td>Chipotle Mexican Grill</td>
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<td>11</td>
<td>Chris Capossela</td>
<td>Microsoft</td>
<td>36</td>
<td>Michelle Peluso</td>
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<td>Jeremy Burton</td>
<td>Dell EMC</td>
<td>38</td>
<td>Steven Fund</td>
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<td>14</td>
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<td>Adobe</td>
<td>39</td>
<td>Dawn Hudson</td>
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<td>Maggie Chan Jones</td>
<td>SAP</td>
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<td>Alex Asnovich</td>
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<td>16</td>
<td>Julie Woods-Moss</td>
<td>Tata Communications</td>
<td>41</td>
<td>Diego Scotti</td>
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<td>17</td>
<td>Magali Noé</td>
<td>CNP Assurances</td>
<td>42</td>
<td>Chris Bruzzo</td>
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<td>18</td>
<td>Seth Farbman</td>
<td>Spotify</td>
<td>43</td>
<td>John Miller</td>
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<td>19</td>
<td>Kristin Lemkau</td>
<td>JPMorgan Chase</td>
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<td>Rick Gomez</td>
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<td>Matt Preschern</td>
<td>HCL Technologies</td>
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<td>Alan Gershenhorn</td>
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<td>21</td>
<td>Gary Briggs</td>
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<td>Tony Rogers</td>
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<td>Marisa Thalberg</td>
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<td>Nuno Teles</td>
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<td>24</td>
<td>Diana O’Brien</td>
<td>Deloitte</td>
<td>49</td>
<td>Tim Mapes</td>
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<td>25</td>
<td>Kelly Bennett</td>
<td>Netflix</td>
<td>50</td>
<td>Jack Hollis</td>
<td>Toyota Motor North America</td>
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The Path to CMO Influence

The path to influence extends well beyond a CMO’s day-to-day effectiveness. Attaining and exerting a critical mass of that valued commodity reflects the long-term trajectory of the executive’s career, company, and industry.

**TOP 50 CMOS BY INDUSTRY**

Certain industries are inherently more fertile for building a national or international reputation.

Forty percent of the world’s most influential CMOs work in tech, including telecommunications and the internet. Given the exceptionally high degree of social network usage in those communities, a large audience closely following every move, tweet, or status update is virtually standard-issue for tech CMOs. It also incentivizes companies to promote or recruit executives who bring a breadth of digital knowledge to the table.

The financial services sector is also well represented, totaling roughly 20% of our list. This strong showing can be credited in large part to four powerful women. In addition to being strong leaders within their own organizations, JPMorgan Chase’s Kristin Lemkau, CNP Assurances’ Magali Noé, Zurich Insurance Group’s Monika Schulze, and AXA’s Amélie Oudéa-Castera have each carved out a prominent place at the forefront of today’s martech conversations both online and at live events.

**TOP 50 CMOS BY TENURE**

Should you find yourself in the big chair, don’t get too comfortable. It’s a short-run proposition.

A vast majority of our Top 50 have held their titles for 3 years or less. A look back at our 2015 report reveals that influential CMOs often step up to larger roles in their company or jump to CMO positions at even bigger brands.

A notable handful defy this trend, however. Apple’s Phil Schiller has been in place since 2002 and remains one of the most influential marketers anywhere. Other longtime leaders include Adobe’s Ann Lewnes, in the job since 2006, and Chipotle’s Mark Crumpacker, directing the brand’s marketing since 2009.
Women account for one in three of our Top 50 list. This is noticeably higher than the industry average where one in five CMO titles are held by women.

The prime age for CMOs seems to be the decade between 46 and 55, accounting for half of our Top 50.
The Habits of Influential CMOs

Social media isn’t just an *indicator* of CMO influence, it’s an active instrument top marketers skillfully utilize to expand their reputation and reach. Many Top 50 CMOs have built their network incrementally over the course of successive leadership roles in multiple companies. Establish a potent following at one brand and your fans will likely follow when you advance to a broader role elsewhere. Along the way, savvy digital marketers leverage their personal social media followings in service of the brands they lead, sharing corporate messages and accomplishments across networks cultivated over numerous years and roles.

This phenomenon is most apparent on Twitter — where you will find 45 out of 50 of our top influencers — but can also be observed on LinkedIn, where all our CMOs save lone holdout Phil Schiller have a presence. The deep engagement our top CMO influencers evoke on these platforms underscores the increasing relevance of social media within companies and among C-level executives.

**HOW THE TOP 50 CMOS NETWORK**

The foundation of influence rests squarely on relationships — and that foundation is not merely about publicizing yourself and your work, but building a rich network. In terms of such network building, LinkedIn has become a leading barometer of professional reach. As such, our Top 50 CMOs work that platform diligently and effectively.

Connecting more frequently both inside and beyond their companies, our Top 50 CMOs boast more than twice as many LinkedIn connections as the average big-brand CMO. And the fact that our Top 50 CMOs have the same proportion of internal and external connections as other CMOs indicates that this elite group isn’t building larger networks simply by working for bigger brands — they are continually making new professional connections that broaden their influence and support their job effectiveness. The same dynamic holds true on Twitter where, despite not joining the platform much earlier than their colleagues, our Top 50 CMOs average more than 10,000 followers compared to an average of 4,000 for all 449 CMOs overall.

Top CMOs also follow a lot more people on Twitter. The average Top 50 CMO follows nearly 1,600 people, compared to just over 600 for our 449 CMOs overall — a crucial reminder that effective CMOs do a lot of listening to stay in touch with customers and their industry as a whole.
HOW THE TOP 50 CMOS NETWORK WITH ONE ANOTHER
By closely examining our Top 50 CMOs on Twitter, we were able to identify the CMOs with the biggest following among their peers (represented by size of circles), as well as those most densely connected to their peers both in terms of whom they follow and who follows them (represented by distance between circles). We also identified three sub-communities where respective members follow one another significantly more than others.

TWITTER RELATIONSHIPS
AMONG TOP 50 CMOS

SUB-COMMUNITY: TECH LEADERS
Phil Schiller, Apple
Kristin Lemkau, JPMorgan Chase
Antonio Lucio, HP Inc.
Ann Lewnes, Adobe

SUB-COMMUNITY: ENTERPRISE INFLUENCERS
Maggie Chan Jones, SAP
David Edelman, Aetna
Chris Capossela, Microsoft

SUB-COMMUNITY: GLOBAL BRANDS
Linda Boff, GE
Keith Weed, Unilever
Marc Mathieu, Samsung Electronics America
Jonathan Mildenhall, Airbnb
Ann Lewnes, Adobe
Maggie Chan Jones, SAP
David Edelman, Aetna
Chris Capossela, Microsoft
Linda Boff, GE
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 Jonathan Mildenhall, Airbnb
 Ann Lewnes, Adobe
 Maggie Chan Jones, SAP
 David Edelman, Aetna
 Chris Capossela, Microsoft

Sub-community: Global Brands

Sub-community: Enterprise Influencers

Sub-community: Tech Leaders

How the Top 50 CMOS network with one another

By closely examining our Top 50 CMOs on Twitter, we were able to identify the CMOs with the biggest following among their peers (represented by size of circles), as well as those most densely connected to their peers both in terms of whom they follow and who follows them (represented by distance between circles). We also identified three sub-communities where respective members follow one another significantly more than others.
HOW TOP CMOS ENGAGE ON SOCIAL
Beyond accruing larger followings, our Top 50 CMOs also differentiate themselves by how they use their personal networks.

Different CMOs engage with different conversations – which we tracked and mapped via Twitter hashtags. In the process, we revealed several notable clusters of focus across the Top 50 CMOs.
WHO INFLUENCES THE WORLD’S MOST INFLUENTIAL CMOS?

Where do top CMOs turn for inspiration or insights? There’s no single answer, of course, but we have identified a core collection of highly influential professionals currently shaping how our top CMOs think about a range of crucial issues.

The following marketing and tech influencers boast ten or more followers among our Top 50 CMOs:

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<th>TOP MARKETING INFLUENCERS</th>
<th>TOP TECH INFLUENCERS</th>
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<td>Beth Comstock @bethcomstock</td>
<td>Bill Gates @billgates</td>
</tr>
<tr>
<td>Elon Musk @elonmusk</td>
<td>Kara Swisher @karaswisher</td>
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<td>Richard Branson @richardbranson</td>
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<td>Jack Dorsey @jack</td>
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<td>Karen Quintos @KarenHQuintos</td>
<td>Walt Mossberg @waltmossberg</td>
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<td>Jon Iwata @coastw</td>
<td>David Pogue @Pogue</td>
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<td>Gary Vaynerchuk @garyvee</td>
<td>Jeff Weiner @jeffweiner</td>
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<td>Stuart Elliot @stuarteny</td>
<td>Marc Benioff @benioff</td>
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<td>Margaret Molloy @MargaretMolloy</td>
<td>Reid Hoffman @reidhoffman</td>
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<td>Brian Kenny @hbscmo</td>
<td>John Legere @johnlegere</td>
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<td>John Battelle @johnbattelle</td>
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Keith Weed has served as Unilever’s Chief Marketing and Communications Officer since 2010, aiming to double the size of the company’s business while improving the company’s environmental and social impact. He brings significant personal influence to that job: he’s one of the most talked-about CMOs on Twitter, and one of the most engaging on LinkedIn, too.

Under Weed’s leadership, 2016 saw Unilever continue its record of innovative online engagement, with campaigns like #100PorCientoTu targeting the U.S. Latino population and Dove’s #MyBeautyMySay, supporting a woman’s right to her own definition of beauty. The company also launched their “Bright Future” campaign, promoting their brands’ social benefit work.

With Weed at the marketing helm, Unilever is continuing to market for change with campaigns like #unstereotype, a call-to-action for the advertising industry to evolve beyond gender stereotypes. The campaign, which kicked off at Cannes Lions 2016, involved a global research report with 9,000 interviews across eight markets.

“Stereotypes and social norms have a huge impact on gender equality issues globally. Whether consciously or unconsciously we are all subject to the biases in our mindsets,” Weed said about the initiative. Through efforts like #unstereotype, Weed drives public discourse around social responsibility and proves that CMOs really do have the power to shape industry trends.
Since 2015, Antonio Lucio has worked to re-energize and reframe HP’s 78-year-old brand around the company’s PC and printer business. That reframing began with the “Keep Reinventing” campaign, as Lucio targeted consumers and IT decision-makers aged 28–34. It continued with such initiatives as a video series – in collaboration with social media influencers, artists, and dancers – showcasing features of HP’s newest laptops.

Lucio’s influence spans multiple channels: he’s frequently mentioned on LinkedIn, covered widely in the conventional and online press, and highly connected on LinkedIn, where he attracts plenty of views and engagement. He’s had plenty of contexts in which to build his network, since he came to HP after more than 25 years at such companies as Visa, PepsiCo, Kraft, RJR Foods, and Procter & Gamble.
GETTING TO KNOW THE CMOS

#3

phil schiller
SVP OF WORLDWIDE MARKETING, APPLE

An Apple veteran who returned to the company in 1997, Phil Schiller has played a critical role not only in marketing Apple's products, but also in charting product strategy as the firm introduced a series of category-redefining devices, software, and services. His influence hinges on his enormous Twitter following, which is in a whole other league from most CMOs, and in the extensive attention he generates on social networks and in the media as the frequent public face of Apple's products. That includes his appearances at many Apple launch keynotes, which inevitably attract significant media and popular attention.

Schiller left Apple for four years in 1993, joining FirePower Systems and then Macromedia Inc. He returned around the same time that Steve Jobs was beginning to reascend to Apple's helm.

WHAT THE WORLD SAID ABOUT PHIL SCHILLER AND APPLE
Topics represent clusters of conversations about the CMO in association with the brand across Twitter, news, blogs, and websites.

CAMPAIGN SPOTLIGHT: THE NEW MACBOOK PRO

When Schiller speaks, the Internet responds. That's because, unlike most CMOs, Schiller doesn't talk much about marketing: he's typically in the news as the front man for the latest Apple products. The past year was no exception, finding Schiller front and center in the conversation about Apple's new line of MacBook Pros.

Schiller brought his long history and experience to bear on the mixed reaction to the new machines, commenting that "I have never seen a great new Apple product that didn't have its share of early criticism and debate – and that's cool... We took a bold risk, and of course with every step forward there is also some change to deal with. Our customers are so passionate, which is amazing. We care about what they love and what they are worried about. And it's our job to help people through these changes. We know we made good decisions about what to build into the new MacBook Pro and that the result is the best notebook ever made, but it might not be right for everyone on day one."
While Linda Boff’s mandate covers the full range of GE’s consumer and industrial business, her signature touch has been – for a 125-year-old brand often associated with mundane, utilitarian products – a surprisingly engaging range of creative.

“Innovation, technology, and progress have been in our DNA for 124 years. We try hard to reach both core and new audiences in ways that underscore that,” Boff explained. “So that might mean being first on digital platforms like Instagram and Snapchat, or the stories we tell. We are pretty disruptive in the way we approach the media. We have worked with all kinds of non-traditional partners, channels, and mediums.”

Boff has held senior marketing positions at GE for 14 years, and became CMO in 2015.

GE has become known as the ultimate content marketer. And under Boff, that reputation has held steady. At the Olympics, for example, drones drove GE’s content efforts. By using drones to offer five days of live, behind-the-scenes views of the engineering behind GE’s contributions to the 2016 Summer Olympics, GE’s Drone Week combined three of the hottest marketing trends – and once again showed why the company is regarded as one of the smartest players in content marketing.

Boff describes GE’s content marketing magic in straightforward terms. “What we’ve tried really hard to do is to create content that tells our story through the voices, the formats, and the platforms that we think will reach the right audiences.”
getting to know the cmos

leslie berland
chief marketing officer, twitter

Twitter hired Leslie Berland from American Express to tell a story the online service has struggled with for a while. She not only took on that challenge, but the work of changing the way people saw Twitter in the wake of repeated stories of online abuse and harassment – not to mention fake news and the insurgent campaign of a certain presidential candidate.

Berland has aimed in her first year to shift the public’s perception of Twitter from being a social network toward being the first place you check to find out what’s happening. Backed by a campaign featuring vivid outdoor advertising, celebrities, and memorable moments, Twitter is working to change the narrative and showcase what the network is and what it stands for.12

Before becoming Twitter’s first CMO, Berland spent a decade at American Express after early PR and online communication work on the agency side.

Berland has quickly zoomed in on a major barrier to the company’s growth: defining the company’s relevance to the millions of potential users who have yet to sign up, or who have drifted away from the platform. Berland is pushing a very simple definition of the brand’s purpose: “Twitter is where you go to see what’s happening everywhere in the world right now.”

“See what’s happening” is the theme of the campaign Twitter launched within months of Berland assuming the CMO role. It’s the narrative behind initiatives like a series of billboards that show issue-relevant images like Vladimir Putin or melting ice caps, overlaid with a hashtag icon and the Twitter logo. The company also introduced a commercial that used the “what’s happening” concept to explain what Twitter is for.

It’s unusual to see a CMO tasked with a job as fundamental as defining a brand’s basic purpose. By tackling this challenge right out of the gate, Berland drew widespread praise for addressing a core obstacle to the growth of the brand – while branding herself as a CMO to watch.
#6

marc mathieu
CHIEF MARKETING OFFICER,
SAMSUNG ELECTRONICS AMERICA

In a year that could have destroyed the Samsung brand, Marc Mathieu embodied the value of CMO as brand steward. In interviews, speeches, and social media posts, Mathieu consistently stuck to a message of excitement about tech innovations like VR, in which Samsung has positioned itself as a leader. Even as Samsung endured a firestorm of coverage over its exploding batteries, Mathieu ensured a steady stream of attention to the potential of digital creativity – and to Samsung's role in enabling it.

High levels of brand engagement and a strong personal LinkedIn network ensured Mathieu had the reach to carry his message to the marketing and digital worlds.

Mathieu comes to the company with four years’ experience as Unilever’s senior marketing VP, and years of marketing leadership at Coca-Cola and Danone.

WHAT THE WORLD SAID ABOUT MARC MATHIEU AND SAMSUNG
Topics represent clusters of conversations about the CMO in association with the brand across Twitter, news, blogs, and websites.

CAMPAIGN SPOTLIGHT: SAMSUNG 837
Creativity and innovation: these are the driving themes of Samsung’s branding under Mathieu’s leadership. In 2016, the brand unveiled Samsung 837 – a 40,000-square-foot store with no inventory to sell.\(^{13}\)

Located at 837 Washington Street in New York City, Samsung 837 is a “digital playground” – the first of its kind – allowing the company to break down the typical barriers between a brand and its customers.

“The bottom three floors represent a physical manifestation of our brands – including consumers actively engaging with our technology on the ground floor and marketers collaborating in a cross functional space on the floors above,” Mathieu said. “This proximity to consumers allows us to observe, evolve, and innovate our marketing approach in real time.”\(^{14}\)
Tariq is the youngest leader on this list, and he’s also the newest, joining Ford at the beginning of 2017. The enormous interest in his appointment only increased the attention this young marketer has generated through his accomplished career. In his former leadership roles at Apple, Nike, and Burberry, Tariq built a reputation and network as a digital innovator. Not only does Tariq come to the company with a proven knack for online marketing, but he also adds a new, millennial face to the company’s leadership team. As Tariq settles into his role, keep an eye on how he leverages his generational perspective and tech expertise to help the brand go further.

Tariq started his career on the agency side with Saatchi & Saatchi and JWT.
Jonathan Mildenhall has been Airbnb’s CMO since 2014, but a believer in the company since trying it out three years earlier. His influence is evident from the way he shapes conversations on Twitter, the amount of attention he attracts on LinkedIn, and the level of news coverage he generates.

In three years, Mildenhall has helped to transform the company’s brand from its air-mattress-on-the-floor days to a globally recognized travel institution. That work included rebooting the Airbnb visual identity with a new simple yet distinctive logo.

Mildenhall came to Airbnb after seven years in senior marketing roles at Coca-Cola, and positions at several agencies before that.

Under Mildenhall’s leadership, Airbnb is moving its brand from hotel alternative to full-service travel brand. The company’s global “Live There” brand campaign, launched in April 2016, is central to that pivot. The campaign consisted of ads with messaging like “Don’t go to Paris, don’t tour Paris, and please don’t do Paris.” Instead, hang with the locals, immerse yourself in the culture, and enjoy a more authentic travel experience.

That’s exactly what the brand hopes to offer with new features like “Experiences” (activities a traveler can try on the road) and “Places” (guides authored by locals). To execute on this new, broader mission, Mildenhall has dramatically expanded his in-house content team and aims at nothing less than the creation of “the world’s preeminent experiential company.”

“Whether it’s flights, city transportation, restaurants, bars, local experiences, local makers, whatever it might be ultimately – and we’re not going to rush into this – but I dare say by the year 2019 pretty much all of your travel needs will be met by Airbnb’s services,” he said.
Raja Rajamannar came to Mastercard in 2013, and took on responsibility for building the company’s global brand and increasing business for the company. In the past four years, he’s initiated a corporate rebranding, introduced a new digital brand, and championed a shift away from feel-good ads that, he felt, weren’t pulling their weight in driving business. Instead, he has assembled a team to watch for emerging stories and identify opportunities to launch related promotions.

Before joining Mastercard, Rajamannar held C-suite positions at Anthem (formerly WellPoint), Humana, Diners Club, and Citigroup.

**WHAT THE WORLD SAID ABOUT RAJA RAJAMANNNAR AND MASTERCARD**

Topics represent clusters of conversations about the CMO in association with the brand across Twitter, news, blogs, and websites.

Raja Rajamannar has become one of the most influential voices on the role of brand identity in marketing, after leading a dramatic shift in Mastercard’s own brand. Last year, Mastercard changed its logo for the first time in decades, introduced the Masterpass brand for digital payments, and broadened its well-known tagline to encompass experiences that reflect the Mastercard “priceless” brand. It’s a remarkable trifecta for a company to tackle in a single year, and it’s earned Mastercard – and Rajamannar – a slew of coverage for showing how to breathe new life into a longstanding brand.

“As a CMO, I’m acutely aware of the fact that change at such a visible level is fraught with many risks. Especially for a company like Mastercard whose logo sits on over 2.3 billion cards and at millions of merchants worldwide,” Rajamannar said. “Our goal was to have our new brand embody the forward-thinking technology company we’ve become.”

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**CAMPAIGN SPOTLIGHT: KEEPING MASTERCARD “PRICELESS”**

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Cisco CMO Karen Walker is one of the most-discussed CMOs on Twitter, and a frequent newsmaker thanks to her conference appearances.

Named CMO in 2015, Walker has overseen a global campaign revamping Cisco’s positioning. Using the slogan “There’s never been a better time,” the campaign takes an almost defiantly optimistic stance on digital technology. It encourages customers to embrace digital transformation, to see technology through an optimistic lens, and to connect Cisco’s vision to the company’s leadership in networking.

Before becoming CMO, Walker led the company’s global Go to Market organization, and headed a global team of marketers connecting customers’ networking needs with Cisco’s solutions.

“What predictions say digital disruption will replace nearly four out of the top 10 industry leaders within five years. While this is a time of tremendous change, it is also a time of tremendous opportunity,” Walker wrote kicking off the There’s Never Been a Better Time campaign.19

In a multi-channel campaign spanning TV, online video, print, and billboards, the campaign shared examples of how Cisco technology makes the impossible possible. From self-driving trucks in copper mines to rescue helicopters braving storming seas, the ads showcased inspiring examples of tech use that aligned with the brand’s self-declared technology optimism.

The results show there’s never been a better time to be a forward-thinking marketer: Walker’s first campaign as CMO got 3.5x as much digital engagement as the company’s previous promotion.20

“We’ve taken an entirely new approach to the campaign that puts our customers first and is optimized to reach audiences digitally and socially,” she said.
As Microsoft finds a new place in an industry it once dominated, its brand is in the hands of a man who has worked there nearly his entire adult life. Chris Capossela leads the company's marketing for all services and products, advertising, research, and brand strategy, as well as its chain of retail stores.


Catering to our fans as opposed to trying to convert the diehard fans of competitors, I think, has led us down a much, much better path.  

— CHRIS CAPOSELLA, MICROSOFT

David Edelman leads marketing for the iconic American health insurance firm, from initial research to execution. Edelman joined the company in late 2016, just in time to guide the brand through the upheavals expected in federal health policy.

He came to Aetna after leading digital marketing and sales for McKinsey & Company, and serving as Executive VP for Digitas' leader strategy and analysis practice.

The winning healthcare brands of the future will transform people's experiences by making it simpler, faster, and more cost-effective to achieve one's health ambitions.  

— DAVID EDELMAN, AETNA
In one of the most eventful years in EMC’s history, Jeremy Burton shaped the story of the company’s 2016 merger with Dell, which created the world’s largest privately held tech firm. And he oversaw the development of the new, unified Dell Technologies brand encompassing the offerings of multiple technology companies.

Burton is an engineer turned marketer. Before guiding EMC’s global brand, he held leadership roles in such companies as Symantec, VERITAS, and Oracle.

For more than a decade, Ann Lewnes has been the steward of Adobe’s brand, executing a pioneering pivot toward digital and deploying a comprehensive set of marketing solutions for Adobe’s customers. Her insight-driven approach is now hard-wired into the company’s DNA.

Lewnes served as Intel’s VP of Sales and Marketing before moving to Adobe.

Suffice it to say, the majority of businesses are only beginning their digital transformation. If you’re a part of this majority, is it too little, too late? No, of course not. While the revolution is here, it’s nowhere close to complete.

– JEREMY BURTON, DELLEMC

The marketing organization is now part of the business’s decision-making process because the information we have is very valuable in determining strategy and understanding customer perception.

– ANN LEWNES, ADOBE
In under three years, Maggie Chan Jones has made an indelible mark on SAP inside and out. Overseeing the globe-straddling business intelligence firm's marketing strategy, she is leading the effort to convince SAP's staff and customers alike to embrace the company's "Run Live, Run Simple" approach.

Jones came to SAP from Level 3 Communications. She also spent the better part of a decade at Microsoft, where she led marketing for the company's commercial cloud service.

You’ve got to tune out the noise, because you’ll hear a lot of noise about “she is too aggressive” or “she is too quiet.” You have to stay focused on what you want to accomplish.  

— MAGGIE CHAN JONES, SAP

Julie Woods-Moss has served as President and Chief Marketing and Innovation Officer with Tata Communications for more than four years. She leads the telecommunications giant's internal entrepreneurship program, works closely with start-ups and academia, and drives the company's innovation mandate.

Woods-Moss came to Tata after leading worldwide business marketing at BT.

The internet has allowed us to switch from “pipe” to “platform,” where users add value and then consume it themselves.

— JULIE WOODS-MOSS, TATA COMMUNICATIONS
In the hotly-contested streaming music space, Seth Farbman leads Spotify's effort to maintain its lead against challengers backed by tech and music industry giants.

Farbman came to the Spotify team in 2015 after four years as Global CMO for Gap, Inc., and an earlier stint at Ogilvy & Mather.

“Data has been, and will be, a big part of our storytelling. Rather than make up a story, we find it interesting to see data about actual people, and then tell it in a narrative that’s interesting.”

— SETH FARBMAN, SPOTIFY

A nine-year veteran at CNP Assurances, Magali Noé not only serves as the French insurance company’s Chief Digital Officer, but leads Open CNP, the firm’s investment partnership program for startups. Her CDO role – a first for the company – came with a mandate to accelerate digital transformation in the company.

“We put the customer at the heart of this strategy. This “customer centric” approach applies to all employees, including those who are not in contact with customers.”

— MAGALI NOÉ, CNP ASSURANCES
Matt Preschern leads global marketing for HCL Technologies, drawing on two decades of leadership experience in business development and marketing. His responsibilities encompass brand positioning, demand generation, and bringing the company's array of tech services to market.

Preschern came to HCL in 2014 from Windstream Technologies and, before that, held a variety of executive and marketing roles at IBM.

Whether you are in marketing or business in general, the only way to be successful in today’s fast-moving world is to have a highly engaged, motivated, and inspired team.

— MATT PRESCHERN, HCL TECHNOLOGIES

Kristin Lemkau has spent 12 years in JPMorgan Chase C-suites. Today she oversees brand strategy, advertising, sponsorships, and market research for the whole company – America's largest banking firm and one of the world's largest banks – working closely with each of the firm's businesses.

Before coming to JPMorgan Chase, she was the director of media relations for AlliedSignal.

For me, my attention in 2017 will be focused on working with my business and tech partners to upgrade our technology platforms to deliver relevant, personalized marketing to customers on things they want and need.

— KRISTIN LEMKAU, JPMORGAN CHASE
Gary Briggs has directed brands for Pepsi and IBM, led consumer marketing for eBay and Google, and served as a senior VP and advisor to the CEO at Motorola Mobility.

For four years, Gary Briggs has led branding and marketing for Facebook as it consolidates and expands its claim on users’ online attention and advertisers’ budgets.

[Facebook] taps into something that is pretty fundamental to humans, which is [that] no one wants to feel alone. – Gary Briggs, Facebook

David Roman has served as Lenovo's CMO for over seven years, driving the full array of marketing as the China-based company became the world's largest PC vendor.

For four years, David Roman has led the full array of marketing as the China-based company became the world's largest PC vendor.

David is a veteran of technology marketing, serving as Apple's advertising VP in the Macintosh’s earliest years, then leading marketing at NVIDIA and HP before joining Lenovo in 2010.

It used to be that you would build your position over many years and could maintain market leadership. But now markets change so fast that you must act as a challenger brand no matter what your market position. – David Roman, Lenovo

It used to be that you would build your position over many years and could maintain market leadership. But now markets change so fast that you must act as a challenger brand no matter what your market position. – David Roman, Lenovo
Veteran consumer marketer Marisa Thalberg is now the custodian of one of North America’s most recognizable consumer brands. In the past year, she refreshed Taco Bell’s visual identity and launched a major new product campaign (for the “quesalupa”), while reinforcing the near cult-like devotion of Taco Bell’s fans.

Before joining Taco Bell in 2015, Thalberg held senior roles at Estée Lauder, Unilever, and Revlon.

It’s about having a clear vision, purpose, and sense of what your brand is about and why it matters. If you can’t create that fundamental human and emotional connection, all the tracks you’re laying behind won’t be as meaningful.  

– MARISA THALBERG, TACO BELL

Perhaps nobody knows Deloitte and its customers better than Diana O’Brien. With three decades of service to the company – unbroken except for a brief leave of absence in the 1980s – she has seen it grow to become the world’s largest professional services firm.

The CMO is closest to the customer and most in touch with the marketplace – a closeness that can translate into enhancements in the client experience that will provide business results.  

– DIANA O’BRIEN, DELLOITTE
GETTING TO KNOW THE CMOS

Kelly Bennett has guided the Netflix brand through the company’s expansion into content production, launching such blockbuster hits as House of Cards, Stranger Things and Orange is the New Black.

He came to Netflix in 2012 as a fixture in entertainment marketing, after nearly a decade of working with Warner Bros.

“…Advertising in countries in Europe versus Latin America varies. One size doesn’t fit all.”

— Kelly Bennett, Netflix

Monika Schulze has led marketing initiatives at Zurich since 2008 – first for Germany, then worldwide in 2014. She established the firm’s customer-focused strategic marketing department, with a major push on data-driven planning, including such initiatives as customer lifetime value models. Earlier this year, Schulze became the company’s head of customer and digital experience.

Before coming to Zurich, Schulze held various positions over nearly 20 years at Unilever.

“The old way of working can be modernized and be made more efficient, but it’s also possible to find new products and services. How do we get from paying out when something happens to helping customers predict when and how something might happen?”

— Monika Schulze, Zurich Insurance Group
Keith Moor has guided Santander’s brand for more than two decades, and became the Madrid-based bank’s UK Chief Marketing Officer in 2013. He oversees their marketing in the UK, including such sponsorship programs as the London-based bike-for-hire service Santander Cycles.

“We consider social media to be a real-time focus group that provides the real-time data necessary to shape what we say, and who we say it to. As soon as our new TV ad is broadcast, for instance, we can know what people think of it, or whether they’re paying attention at all.”

— KEITH MOOR, SANTANDER UK

Shannon Stubo became LinkedIn’s Chief Marketing Officer in April 2015. She has managed communications for such initiatives as the LinkedIn Learning launch, offering Lynda.com’s curriculum to the service’s premium subscribers. And with Microsoft’s acquisition of the company, she’ll guide the brand through what may be its biggest transition yet.

Before joining LinkedIn in 2010, Stubo was OpenTable’s Senior Director of Corporate Communications and eBay’s VP of Corporate Communications.

“Ten years ago it was, “I’m in PR, I pitch reporters” and “I’m in advertising, I spend money with agencies to buy ads” – that was it. Now with content marketing and social, the comms people are doing marketing campaigns and the marketers are doing PR.”

— SHANNON STUBO, LINKEDIN
Dean Evans is teeing up his third year leading U.S. marketing for the South Korean automaker. It’s the latest stage of a career spanning more than a quarter century in the auto sector – including a stint as Subaru of America’s CMO – that started in Boulder, CO, where he was a Pontiac sales consultant.

Evans has also led and advised a raft of auto-related startups including LotLinx, Dealer.com, and Dealix Corporation.

“We are continually finding new avenues to build emotional connections with our customers to move Hyundai from a brand that people buy, to a brand that people love.”

- DEAN EVANS, HYUNDAI MOTOR AMERICA

In his 14 years at T-Mobile USA, Andrew Sherrard has been with the company through the earliest days of smartphones, earning the title of CMO in 2015. The past year saw the company launch its Uncarrier 12 initiative, a declaration of freedom from the typical wireless data plan.

He came to T-Mobile after six years at The Clorox Company and two at E. & J. Gallo. Sherrard is a West Point graduate, where he was captain of the cycling team.

“I think the most powerful thing about social media is the dialogue back from customers to brands... When something is going well, you understand it’s going well.”

- ANDREW SHERRAD, T-MOBILE USA
GETTING TO KNOW THE CMOS

#31

**patrick adams**  
HEAD OF CONSUMER MARKETING FOR NORTH AMERICA, PAYPAL

Having joined PayPal in 2014, Patrick Adams is helping the company pivot to a customer-first marketing approach. He founded a startup-focused marketing firm, The SUM Group, and serves on several advisory boards, including The CMO Council.

Before coming aboard at PayPal, Adams led North American consumer marketing for Victoria’s Secret, headed customer marketing and digital commerce at Bertelsmann Media Worldwide, and helmed Citibank’s national marketing group.

“I often don’t delineate between my full-time employees and my agency people. They’re all seen as one and the same as the relationships become tighter and more significant.”  
— PATRICK ADAMS, PAYPAL

#32

**maryam banikarim**  
GLOBAL CHIEF MARKETING OFFICER, HYATT HOTELS CORPORATION

Maryam Banikarim came to Hyatt in 2015, with a focus on raising the hotel company’s game in meeting and exceeding expectations for the guest experience.

That move came after four years as Gannett’s first CMO, repositioning the company in the midst of intense disruption across the newspaper industry. Banikarim served for two years as NBC Universal’s Senior Vice President for Integrated Sales Marketing, following a stint as Univision’s CMO.

“Historically most hospitality advertising is about the product, the room, the swimming pool – it’s really product-driven. For us, it was more about the experience and what you get for travel rather than just telling you how nice the bed is.”  
— MARYAM BANIKARIM, HYATT HOTELS CORPORATION
Terrance Williams has dedicated his career to the insurance industry. Most of that has been with Nationwide, where he rose from the position of claims manager to being named CMO in 2015. He led a major reset of the company's brand, including a revamped version of the “Nationwide is on your side” jingle and prominent ad placement during the 2016 Olympics opening ceremonies.

“We are also beginning to tell the story of how we are more than a business. We exist not for profit’s sake but to honor the promises made to our members and ensure we’re making a difference in our community.”

— TERRANCE WILLIAMS, NATIONWIDE

Amélie Oudéa-Castera leads marketing for one of the world’s largest insurance brands. She’s taken on AXA’s digital transformation with a view to increasing customer contact, offering more value to the customer, and improving the customer experience.

“I managed to bridge the gap between functions and break silos between teams and markets, which is critical when digital is at stake. To succeed in our digital transformation, we needed to implement a global orchestration of projects.”

— AMÉLIE OUDÉA-CASTERA, AXA
Michelle Peluso joined the venerable computer company in September 2016, becoming IBM’s first ever CMO. She’s responsible for global marketing as well as brand strategy and execution for all of IBM – a scope that encompasses thousands of marketers in hundreds of countries around the world.

Previously, she was the CEO of flash-sale pioneer Gilt.com, CMO for Citi and its 200 million worldwide customers, and served seven years as CEO of Travelocity.

20 years ago, the CMO was essentially the broadcast arm of a company... But that is changing dramatically now – social has completely flattened the relationship and empowered customers in previously unimaginable ways.

– MICHELLE PELUSO, IBM

The best way to differentiate Chipotle was to replace traditional advertising with more emotionally engaging stories.

– MARK CRUMPACKER, CHIPOTLE MEXICAN GRILL

2016 was a tumultuous year for Mark Crumpacker and Chipotle, but those challenges seem to be receding into the rear view mirror.

For more than eight years, Mark Crumpacker has served as Chipotle’s CMO – and in 2013, he took on the added role of Chief Development Officer. Crumpacker also heads Chipotle’s charitable foundation promoting a healthy, sustainable, and equitable food future. Before joining Chipotle, Crumpacker founded his own creative agency, Sequence, after leading Studio Archetype.

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Steven Fund joined Intel as its CMO in 2014, and leads all aspects of worldwide marketing for the company, the world’s leading semiconductor chip manufacturer.

Fund came to Intel from Staples, where he served for four years as Senior Vice President, Global Marketing. Before that, he held senior marketing positions at Procter & Gamble, Lycos, and PepsiCo.

As new technologies such as VR, autonomous driving, wireless communications, cloud computing, digitized sports, and AI advance, marketers will be able to use data to create more personalized and targeted products, messages, and customer engagements than ever before.

— STEVEN FUND, INTEL CORPORATION

Roxanne Taylor has been working in marketing at Accenture. And since 2007, she has served as the business services company’s Chief Marketing and Communications Officer – most recently overhauling the firm’s entire digital platform.

Before joining Accenture, Taylor held a variety of roles at Reuters, Citicorp, Credit Suisse, and the Deak-Perera Group.

With all the daily challenges we face in our professional and personal lives, it’s very easy to become complacent and stop stretching ourselves to learn. By staying flexible, you might accomplish something you didn’t think was possible.

— ROXANNE TAYLOR, ACCENTURE
Dawn Hudson joined the NFL at the beginning of its 2014 season, and oversees marketing for the full range of the company’s brands and events, from the Draft to the Super Bowl.

She came to the NFL after five years as Vice Chairman of The Parthenon Group and more than a decade at PepsiCo, including time spent as President and CEO of PepsiCo North America.

"In order to keep their love for the game strong, we must constantly provide our fans with value and new and exciting content." — Dawn Hudson, NFL

Alex Asnovich has led strategic marketing efforts for Hikvision in North America, promoting brand recognition and building the company’s thought leadership position.

Prior to joining the Chinese video surveillance manufacturer, Asnovich held leadership positions at Proximex (a Tyco company), Xtralis, and Nokia.

"Companies should look at the big picture in terms of how the Internet of Things is going to affect the way their customers use their products." — Alex Asnovich, Hikvision USA
I wish it was as easy as outspending your competition, as it used to be in terms of budgets. We literally have the highest spending in marketing, but we’re not complacent, meaning, I don’t think that guarantees success.

– DIEGO SCOTTI, VERIZON

Chris Bruzzo has been EA’s CMO since 2014. He leads marketing strategy, strategic communications, EA’s digital gaming service, and – all-important in a fan-driven sector – community engagement.

Bruzzo joined EA after several years in senior leadership positions at Starbucks, Amazon, and Regence Blue Shield.

I kind of feel that marketing has come apart. It is no longer a brand with some propaganda pushing a message one way to a target audience... It includes direct engagement with players and customers through social channels. It includes analytics. It continues to include creative.

– CHRIS BRUZZO, ELECTRONIC ARTS

Diego Scotti joined Verizon in October 2014. He is responsible for building Verizon’s global brand and customer preference.

Scotti is a 20-year marketing veteran. He’s a former CMO at J.Crew, and has held senior marketing and advertising positions at Condé Nast and American Express.
Rick Gomez has led marketing for four years at Target, first as SVP of Marketing, and since February 2017 as EVP and CMO. His responsibilities include the company’s marketing, media strategy, corporate communications, customer loyalty, and corporate social responsibility initiatives.

Gomez came to Target from senior marketing roles at MillerCoors, PepsiCo, and Quaker Oats.

“It’s not just brick-and-mortar or ecommerce. Guests are shopping on their own terms. We are making big investments in our supply chain to meet the guest’s needs, however the guest wants.”

— RICK GOMEZ, TARGET

While 2016 saw John Miller shift into the new role of CMO for the NBC Olympics, he had been overseeing marketing of all NBC Sports Group assets since 2011, including partnership campaigns with the Premier League, PGA Tour, and NHL. Prior to that, he co-founded and led NBC’s in-house, award-winning creative agency, known as The NBC Agency, for over a decade.

Miller joined NBC in 1982, and began his career a decade earlier in freelance productions.

[The position of the CMO is] changing all the time, and so you have to be an agent of change, an ambassador of change, as well as a continual student of the industry. So I try to be as creative as I possibly can.

— JOHN MILLER, NBC OLYMPICS
Chris Leong joined Schneider at the beginning of 2012, and she became CMO in March 2015. She oversees the company's global marketing teams, and has set a strategy to make the company best-in-class in customer engagement.

Before Schneider, Leong held senior marketing positions with Nokia.

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Alan Gershenhorn has worked with UPS for nearly four decades. Starting out as a part-time package handler, Gershenhorn became the company's Chief Commercial Officer in 2014. He directs strategy, marketing, sales, and product development as well as UPS subsidiary Coyote Logistics, a transportation management company.

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I always say that the three most important things in the whole experience are content, content, and content. You can have the most flashy looking website but if your content sucks, then nothing else matters!

— Chris Leong, Schneider Electric

[The customer experience] truly is 360 degrees. It’s every touch point at UPS, because we are in a B2B environment where it’s more than one individual customer.

— Alan Gershenhorn, UPS
As SVP and CMO of Walmart US, Rogers is responsible for the full breadth of the company's American marketing activities, including strategy, branding, and customer research. Rogers has been with the company since 2005, when he joined the team as the Senior Director of Brand Strategy, subsequently working his way up through senior roles in advertising and marketing. He served as Walmart's CMO in China before taking the helm back in the US at the beginning of 2016.

Before joining Walmart, Rogers held brand marketing positions for Tostitos and Doritos at PepsiCo’s Frito-Lay Division.

“I’ve come to the conclusion that if you really want to be serious about multicultural, one way to do it is just blow up the multicultural budget. Take the multicultural budget out of a silo and push it out into the business units.”

— TONY ROGERS, WALMART US

Nuno Teles has been the CMO of Heineken USA since 2014, managing a portfolio of 11 brands. He came to the US operation from four years as VP Marketing for Heineken Brazil.

Teles had previously held management and marketing roles at Lacoste, ONI, and Unilever.

“If you don’t stand out, you are not going to be noticed. Nowadays, there is too much being offered to just be bland vanilla.”

— NUNO TELES, HEINEKEN USA
#49

**Tim Mapes**

SVP AND CHIEF MARKETING OFFICER, DELTA AIR LINES

Tim Mapes has been with Delta since 1992. Now responsible for the airline’s global brand, product development, distribution, and all related marketing activities, Mapes shows how to make a mark while working with a single company for the long haul. His years at Delta have allowed him to lead innovations like the creation of Delta’s Song brand, a TED partnership to bring thought-provoking talks to in-flight screens, and most recently a push to bring back the golden era of air travel and redefine the customer experience.

“The challenge is to make every customer feel like one in 180 million versus one of 180 million – how do we personalize and customize, and humanize, everyone’s particular experience?”

— TIM MAPES, DELTA AIR LINES

#50

**Jack Hollis**

GROUP VP AND GENERAL MANAGER OF TOYOTA DIVISION, TOYOTA MOTOR NORTH AMERICA

Jack Hollis has been with Toyota since 1992, rising through the company to lead its North American brand. Hollis was appointed as Group Vice President and General Manager of North American operations in March 2017, after serving for three years as Group VP for Marketing at Toyota Motor Sales.

Under Hollis’ leadership, Toyota made big changes, like reorganizing its marketing team around individual product lines, as well as taking key innovative steps like buying Snapchat ads early on and partnering with Google to launch customized banner ads across 15,000 cities.

“In my heart of hearts, I believe we have to get away from words such as consumer and customer. We’re evolving and the message needs to talk to guests. And when you talk to guests, you talk to them differently than consumers.”

— JACK HOLLIS, TOYOTA MOTOR NORTH AMERICA
Methodology

The Top 50 CMOs profiled in this report were selected through a rigorous process that was grounded in the following definition of CMO influence:

CMO influence is defined as the impact a chief marketer’s actions and words have on his or her internal organization’s motivation and performance; corporate brand perception; broader marketing and advertising industry trends; and, ultimately, corporate financial performance, including stock price.

CANDIDATE SELECTION
The above definition drove our focus on ranking the CMOs of major global brands: companies (and leaders) with an international footprint. We started by looking at the 500+ brands that appeared on the Brand Finance 2016 List and Forbes Most Valuable Brands List 2016. We then identified the CMOs (or equivalents) for these brands, skipping brands that did not have a CMO. This yielded a total of 439 candidates selected for evaluation.

METRICS FOR EVALUATION
We collected and reviewed data on more than 20 different performance indicators for the CMOs and their brands, focusing on engagement and mentions between January 1, 2016 and February 1, 2017. Since a number of these indicators were closely correlated, we were able to narrow our focus to the nine indicators that best reflected the different dimensions of CMO influence.

SELECTING THE TOP 50 GROUP
The indicators we selected to reflect different dimensions of influence were combined into a single score. The variables were weighted to balance the score across the three variable categories, and represent the variation in how much each variable reflects CMO influence and brand performance.
Using this weighting scheme, we developed a composite score for all 439 candidates, then assigned the highest scoring CMOs to a Top 50 group. The Top 50 group was then reviewed to ensure that all members met the following criteria:

- The CMO must still have been in his or her CMO role as of February 1, 2017 (the end date for the data set from which most of our indicators were drawn)

- The CMO must be broadly and personally visible in the industry – not just a superstar on a single platform. Specifically:
  - The CMO must be in the top 50% in news mentions, and be in the top 15% for at least two other indicators that reflect his/her personal performance OR
  - If the CMO is not in the Top 50% of CMOs in news mentions, he or she must be in the top 15% of CMOs for at least three other indicators

This qualification process ensured that nobody made it onto the Top 50 by virtue of excelling on a single platform or type of influence.

**RANKING THE TOP 50 CMOS**

To create our final Top 50 ranking, we combined the nine variables of the composite score used to select our Top 50 group with an additional factor: how influential each CMO is within the overall community of global brand CMOs. Since the vast majority of our Top 50 CMOs are on Twitter, we used Twitter data to rank their influence based on an “Insider Score” reflecting how many peers in the CMO community followed their updates. For the handful of Top 50 CMOs not on Twitter, their ranking was based on their composite score alone.

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**TABLE: VARIABLE TYPE vs. INDICATORS**

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<thead>
<tr>
<th>VARIABLE TYPE</th>
<th>INDICATORS</th>
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<td>Brand performance indicators</td>
<td>Engagement rate on brand posts</td>
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<td>Volume of engaged followers for the brand</td>
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<td>Personal impact on brand awareness**</td>
<td>Total direct (@) and indirect (CMO + brand name) Twitter mentions</td>
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<td>Online and blog mentions of the CMO (in context of brand)</td>
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<tr>
<td></td>
<td>“Insider Score” reflecting how many peers in the global CMO community followed the CMO’s updates.</td>
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</tbody>
</table>

*Made possible through Sprinklr’s Benchmarking Insights capability, which indexes the social performance of 30,000+ brand accounts to surface top performers across industries, competitive sets, and best-in-class brands.

**Made possible through Sprinklr’s Listening Insights capability, which captures and analyzes conversations across the web (social networks, news, blogs, websites, and more) historically and in real time to surface key trends, demographics, sentiment, and conversation drivers.

***Made possible through Sprinklr’s Influencer Marketing capability, which analyzes interpersonal connections to surface contextual and credible influencers, identify subgroups of influencers within a network, and reveal trends across different subgroups.
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