

From complexity to clarity

How CMOs can reclaim marketing to build competitive edge.

Make it real.

Marketing's digital transformation and the rise of AI have brought powerful tools - but also fragmentation, complexity, and loss of creativity. Today, CMOs face mounting pressure to drive growth amid shaky foundations, scattered tech stacks, and operational constraints.

The moment has come to reclaim marketing's soul - shifting from noise to clarity, aligning data, technology, and talent around a unified vision. By reconnecting with the craft and focusing on human-centric, structured, future-ready strategies, marketers can lead the movement from chaos to clarity and build lasting competitive edge.

High expectations + underwhelming results = a need to reimagine

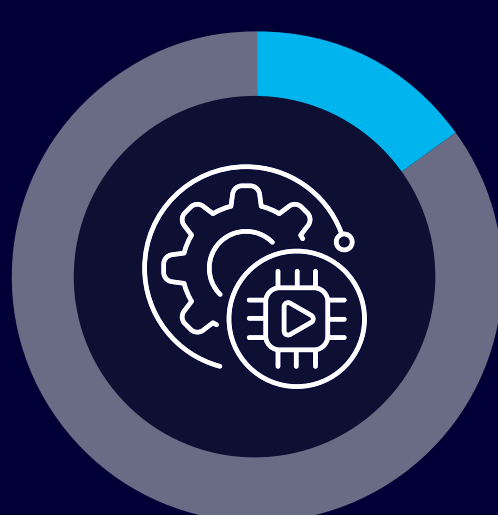
CMOs face rising expectations



68%

of CMOs report rising expectations of their role across the business

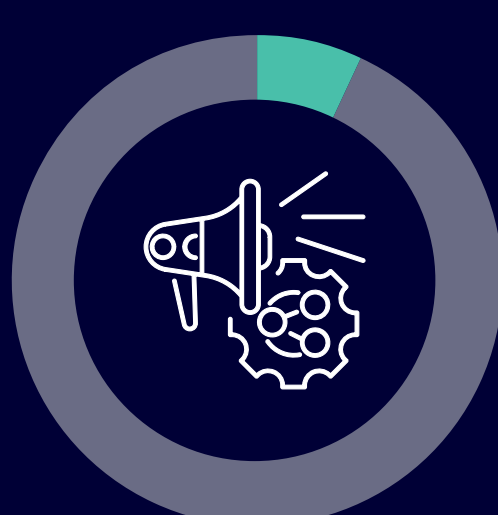
But CMOs are constrained by ineffectiveness



Just 15%

strongly agree that low-value work is automated, allowing them to focus on high-value adding work¹

AI is not delivering to its potential



Only 7%

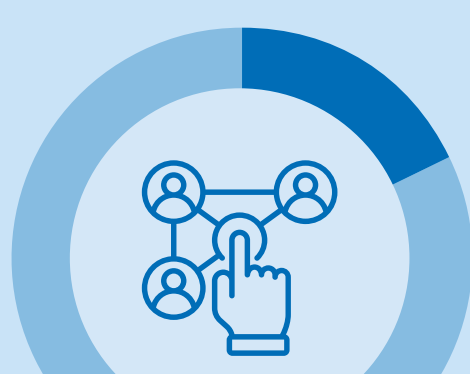
strongly agree that AI has boosted their marketing effectiveness²

Martech ownership and influence is blurring

39% of marketing leaders say Gen AI and agentic AI initiatives are funded by marketing function while

55% say they are funded by the IT function

Key to growth is engagement that converts



Yet, just 18%

strongly believe they successfully personalize customer interactions to boost outcomes³

Source: Capgemini Research Institute, CMO Playbook #3 research, June–July 2025, N=1,500 marketing leaders.

1 15% strongly agree and 23% somewhat agree

2 7% strongly agree and 19% somewhat agree

3 18% strongly agree and 32% somewhat agree

How can CMOs reclaim marketing to build competitive edge

Below are some actionable recommendations on how marketing can reclaim its role as the owner of customer experience and orchestrator of future growth, and how it can leverage martech as a strategic value driver:



Build a future-fit marketing organization

- Get under the hood of your marketing function
- Redesign the operating model
- Reinvest for growth
- Develop strong martech foundations
- Tighten collaboration between CIO and CMO
- Develop future-ready skillsets and teams



Drive precision and performance

- Shift to impactful engagements at scale
- Adopt intelligent attribution models
- Bridge the engagement-to-conversion gap by breaking marketing-sales silos
- Link marketing metrics to business outcomes



Integrate AI end-to-end for impact*

Organizations need to invest in improving:

- AI essentials: Data, infrastructure, LLMs
- AI readiness: Guardrails, governance and operating model
- Human-AI chemistry: Hybrid teams, human touch, and upskilling

*Capgemini Resonance AI Framework

Source: Capgemini Research Institute analysis.

Download report



Subscribe to our research