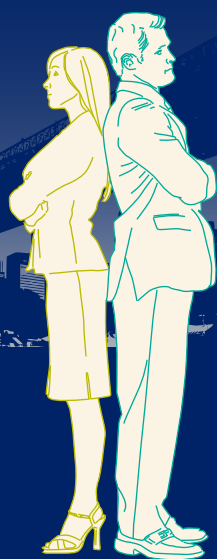# The CMO-CIO disconnect
Bridging the gap to seize the digital opportunity

Highlights from the Accenture Interactive
CMO-CIO Insights survey.

The crux of the issue: who operates the technology
to drive outcomes, who controls the design of
customer experiences.

Split from the start — 1

77% of CIOs want to be
aligned with CMOs.

56% of CMOs want
to be aligned.

Short-circuiting in the C-suite — 2

CMOs rank IT...
organization to
collaborate with.
#1

But CIOs rank marketing...
behind business units,
sales and the CFO.
#4

Clashing on collaboration — 3

Access to customer insight and
intelligence is...

#1 Driver for CMOs
(out of 15)
But #10 for CIOs

Privacy and security for customer
data and brand protection is...

#4 Driver for CIOs
But #11 for CMOs

Basic frustrations — 4

36% of CMOs say IT deliverables
fall short of expectations.

46% of CIOs say marketing does
not provide an adequate level
of business requirements.

**More than 3 in 10 CMOs
feel that IT:**

Keeps marketing out
of the loop.

Doesn't make time and
technical resources available.

(and believe it or not 3 in 10 CIOs agree)

CIOs believe:
Marketing bypasses IT to
work directly with vendors.

CMOs believe:
IT doesn't make the marketing
function a priority.

Disagreeing on priorities — 5

CMOs and CIOs have an obvious
trust issue, and they don't know
each other's priorities.

45%
of CIOs say they put marketing IT
at or near the top of their priorities.

64%
of CMOs think marketing
IT is placed at the bottom.

6

Five imperatives to close the trust gap

Identify the CMO as the
Chief Experience Officer (CXO).

Agree on key business levers for
marketing and IT integration.

Accept IT as a strategic
partner with marketing, not
just as a platform provider.

Develop trust by doing just
that—trusting.

Change the skill mix. Marketing should become
more tech savvy and IT should become more
agile and responsive to market demands.

Find out more www.accenture.com/cmo-cio_insights