Partnering for performance
Emerging markets perspective
Part 2: the CFO and the chief marketing officer
Key findings

A closer collaboration

52% of CFOs based in emerging markets say collaboration with CMOs has increased.

CFOs are collaborating more closely with CMOs for three reasons:
- Need for a better understanding of the return from marketing activities (35%)
- Changes in marketing strategy (32%)
- Change and plans for change in the operating model or organizational structure of the business (30%)

These reasons are quite different from the global results, in which changes in marketing strategy is the top reason with 33%, and “new products and services” is second with 29%.

Main barriers to the relationship

Emerging market CFOs identify the following main barriers to the relationship with the CMO in their organization:

37% Absence of clear KPIs linking financial performance and the marketing agenda
37% Lack of common tools and processes
36% Cultural differences between finance and marketing

Here, the global respondents rank and rate those barriers differently: a lack of common processes (33%) being the main one, followed by the absence of clear key performance indicators linking financial performance and the marketing agenda (32%) and continued cultural differences (31%).

Customer intelligence is key

60% of emerging market CFOs make customer segmentation and insight a priority.
46% of emerging market CFOs feel they make a significant contribution to this activity.
Key findings

**Working together on marketing ROI**

Increasing marketing spend in response to changing customer demands and channel proliferation in a digital world must be justified by effective measurement methods.

57% of emerging market CFOs say measuring ROI from marketing is a priority, but only 13% say that the agendas of finance and marketing are completely aligned on the issue of measurement methodologies.

**Optimal product mix**

55% of emerging market CFOs consider optimizing the product portfolio to be a high or very high priority.

The CFO and CMO need to strike a balance between customer centricity and excessive product proliferation.

**Digital governance**

51% of CFOs say digital governance is a high or very high priority.

Even if this is the third priority out of four, the CFO has a vital role to play in building a governance model that enables the organization to make the right investment decisions across the competing interests of different business units, functions and geographies.

28% of CFOs say they are collaborating more closely with CMOs because of the shift to digital within the business.

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**Emerging market survey respondents**

The following is a snapshot of the geographic location and designation of the 329 CFOs who participated in this study:

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<th>Country</th>
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**Finance roles**

- Group CFO or finance director: 181
- Regional CFO or finance director: 78
- Divisional CFO or finance director: 70


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- For further insights into the global results and global CFO role, visit [ey.com/cfo](http://ey.com/cfo).
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