

# CMO / Marketing Director

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Hiring Guide for Ambitious UK Digital Companies & Investors

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# What an effective CMO / Marketing Director offers a business

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## **Focus on Marketing**

A CMO can help a company connect to its audience and make them feel passionate about the company's service. Having one person in charge of marketing helps create consistency in a company's message across all platforms. Marketing and the role of the CMO has developed considerably in recent years. The modern CMO is not just the person who manages marketing campaigns and comms, they provide data driven analytics, branding, market research, company advocacy and business partnering in order to align the business with the customer. The modern CMO is strategic, defining and implementing an effective marketing strategy and supporting the CEO in developing a meaningful vision and an optimal strategy. The modern CMO knows which data to use to inform marketing strategies and decisions and they are highly analytical, measuring the success of their marketing efforts and refining campaigns accordingly. The modern CMO is financially literate, takes ownership of growth and has the ability to articulate business impact with financial metrics.

## **Greater Focus on Customer**

Whether a company has issues acquiring, retaining or maximising the lifetime value of customers, the CMO is ideally placed to help. The CMO monitors customer interaction and customer experience, acting as the advocate for the customer on the leadership team and across the wider business. For example an effective CMO will partner Product Design to ensure products resonate with customers and partner Sales & Customer Success to assess and monitor the customer lifecycle, ensure customers are attracted and retained and customer interactions are continually improved upon.

## **Marketing Team Leadership & Development**

The best CMOs know that fostering a strong culture within the marketing department will allow them to attract, retain and develop the best talent in the market and their ability to have talented marketing executives in the business will be a decisive factor in their success. This person is a leader and understands the processes required to successfully nurture and develop talent. To develop their team the CMO might create a

skills matrix to project the resources needed to achieve the departments' goals, hire the marketing team and effectively communicate the marketing strategy and vision to their team. They will outline performance goals for each position and manage to beyond expectation of those goals, coach and mentor the team to improve management skills and deliver better quality output faster. The CMO will enable talent by removing obstacles to productivity, helping the team make meaningful, deliverable commitments.

### **Transformation**

A lack of growth, or an inability to grow consistently and sustainably, jeopardises a company's position in the marketplace. In these times it is a strategic imperative to transform a business or certain aspects of it. A CMO will lead a transformation of the marketing function, developing and implementing an optimal marketing strategy and being a close business partner to the CEO regarding all things "customer".

### **Desire to Expand / Experiencing Significant Growth**

The modern day, data driven, financially literate CMO will take responsibility and accountability for growth and successfully lead marketing campaigns that enable a business to expand effectively.



# Traits to look for when hiring a CMO / Marketing Director

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## **Collaborative**

A CMO must be an exceptional team player because they work across the organisation, particularly with the executive, sales, product development, customer services and finance teams, getting these departments aligned and focused on the customer.

## **Adaptable & Creative**

We live in an era defined by rapidly changing technology and it is important for CMOs to know how to evolve along with it. A successful CMO is always looking for creative solutions. They recognise the value of innovation and are willing to take risks to facilitate it. Furthermore, they understand when to let go of the past and what they have grown accustomed to, so that their team can move forward and explore new approaches. It takes a lot for a marketing campaign to stand out from the crowd. Being exciting, groundbreaking and unique is the best way to cut through the oversaturated digital landscape.

## **Data Driven and Analytical**

Technology provides a consistent feedback loop, which helps a brand know if its products, services, experiences and messages are useful to customers. An effective, modern CMO will use aggregated information and insights from tools, knowing what information is most important to gain an almost immediate read on the performance of marketing campaigns and the customer's sentiment. A CMO should have a mindset somewhere between a detective and a scientist. They need to be observant and prone to asking questions. They should also be willing to conduct extensive experiments and measure results in order to refine their findings.

## **Financial Skills**

The modern CMO needs to have a solid grasp of the financial metrics that drive the business. The best CMOs take ownership of growth and have the ability to articulate business impact with financial metrics such as bookings growth, revenue and EBITDA.

### **Customer Orientated**

A strong CMO cares about the customer's overall experience and actively seeks to fulfil their wants and needs. They always take note of how the customer feels. They frequently monitor social media to assess public opinion. They take on the role of advocate for the customer, considering how each decision will potentially impact the consumer and arguing in their favour.

### **Strong Communicator**

Clarity is perhaps the most important element of any form of communication. Too much ambiguity can be taken in a multitude of ways and too much unnecessarily complication can make words lose all meaning to their intended recipient. A smart CMO knows how to get their point across quickly and effectively.

### **Empathy**

Empathy is an important skill for the CMO as they need to understand the unique personalities, challenges and needs of both employees and customers in order to help define strategic objectives, chart a course of innovation, make sense and gain insight from mountains of data and focus on driving sales and customer success. Empathy enables a CMO to gain insight into what motivates people and what makes them feel successful. This enables a CMO to do what it takes to champion each person's success, and through that, the brand's success as a whole.

### **Team Builder**

It is critical that the CMO is a great recruiter and team builder because they themselves must know that in a rapidly changing world, they will need A-players to successfully implement effective marketing and customer strategies.



# CMO / Marketing Director job description

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## Marketing & Business Strategy

- Contribute to the development of the company's strategy in partnership with other members of the leadership team
- Support in devising the company's strategy through provision of marketing insight
- Devise and implement the company's marketing strategy with support and insight from the leadership team
- Drive the marketing agenda and necessary investment at board level
- Implement and direct strategic plans
- Convey the company vision and marketing strategy to the wider business
- Support key business initiatives in pursuit of strategic goals e.g.) M&A, new product development, new market entry, geographical expansion
- Develop performance measures and monitor progress of the marketing strategy against budget and report to the board
- Partner members of the leadership team on budgeting and planning
- Develop policies promoting company culture

## Marketing Management

- Campaign Management – implement and manage multi-channel marketing, effectively combining campaigns and teams
- Data Driven Analytics – develop data driven analysis to justify and quantify the value of marketing and drive more informed business decisions
- Branding – develop brand awareness, align communications with brand and build internal branding
- Market Research – conduct market research and analytics to drive marketing strategy, product development and branding
- Company Advocate – speak at conferences and events about the company's products and services. Act as the voice and amplifier of a company in order to create a successful brand

- Business Partnering – work with Operations, Sales, Product and other teams to provide insight, facilitate and support initiatives and align teams in focusing on excellent customer experience

### **Team Management**

- Consider the composition of the Marketing team necessary to successfully execute the marketing strategy over time
- Recruit high calibre executives into the right positions at the right times
- Lead direction of the Marketing team by conveying the company vision
- Motivate the Marketing team and manage conflict
- Incentivise, reward and retain high performers
- Create measurable performance criteria for the Marketing team and as individual contributors
- Assess successfulness of individual contributors by reviewing performance in terms of execution, cultural fit and living the company's vision
- Address any weaknesses identified through performance management and recruitment

### **Candidate Requirements**

- Extensive professional experience with significant business accomplishments as a CMO or similar
- Proven track record of customer acquisition and retention and company growth through best in class, data driven marketing
- Ability to act as a visionary, innovator and voice of the company
- Exceptional strategic insight, commercial acumen and financial literacy
- Excellent communication, presentation and influencing skills
- People leadership credentials with experience of developing excellent Marketing teams and company cultures
- Sector experience (in circumstances where only candidates from the sector will possess the necessary knowledge)
- Situational experience (in circumstances where only candidates with specific situational experience will possess the necessary knowledge – eg) investment, professionalisation, turnaround, accelerated growth and expansion, exit preparation)



# CMO / Marketing Director salary guide

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Stage of Growth	Base Salary £GBP 000's
Early Stage (typically VC backed)	110 - 160
Later Stage (typically VC backed)	160 - 240
Mid-Market PE backed	160 – 280

The figures relate to average **London** salaries. We typically find the **South East** pays approx 80% of these figures, the **East of England** pays approx 75% of these figures, the **Midlands** pays approx between 70 – 75% of these figures and the rest of the UK which includes the **South West, North East, North West, Yorkshire, Scotland, Wales and Ireland** pays approx 70% of these figures. Salaries in and around major cities and tech hotspots will be higher than these figures.

The information provided above is based on our internal data and external data obtained for the purposes of developing this Salary Guide. There will be exceptions to our findings and caution should be exercised before drawing absolute conclusions.

The image features a dark blue background with a glowing, abstract digital graphic on the right side. This graphic consists of numerous thin, curved lines in shades of blue and purple, with small, bright dots of various colors (blue, purple, pink) scattered along the lines, creating a sense of motion and data flow. The overall aesthetic is modern and technological.

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