



2024 CMO
BAROMETER

SUPERHEROES WANTED

HOW AI IS CHANGING THE REQUIREMENTS FOR CMOs,
MARKETING TEAMS, AND AGENCIES

MARCH 2024

SERVICEPLAN GROUP MIDDLE EAST & THE MARKETING SOCIETY

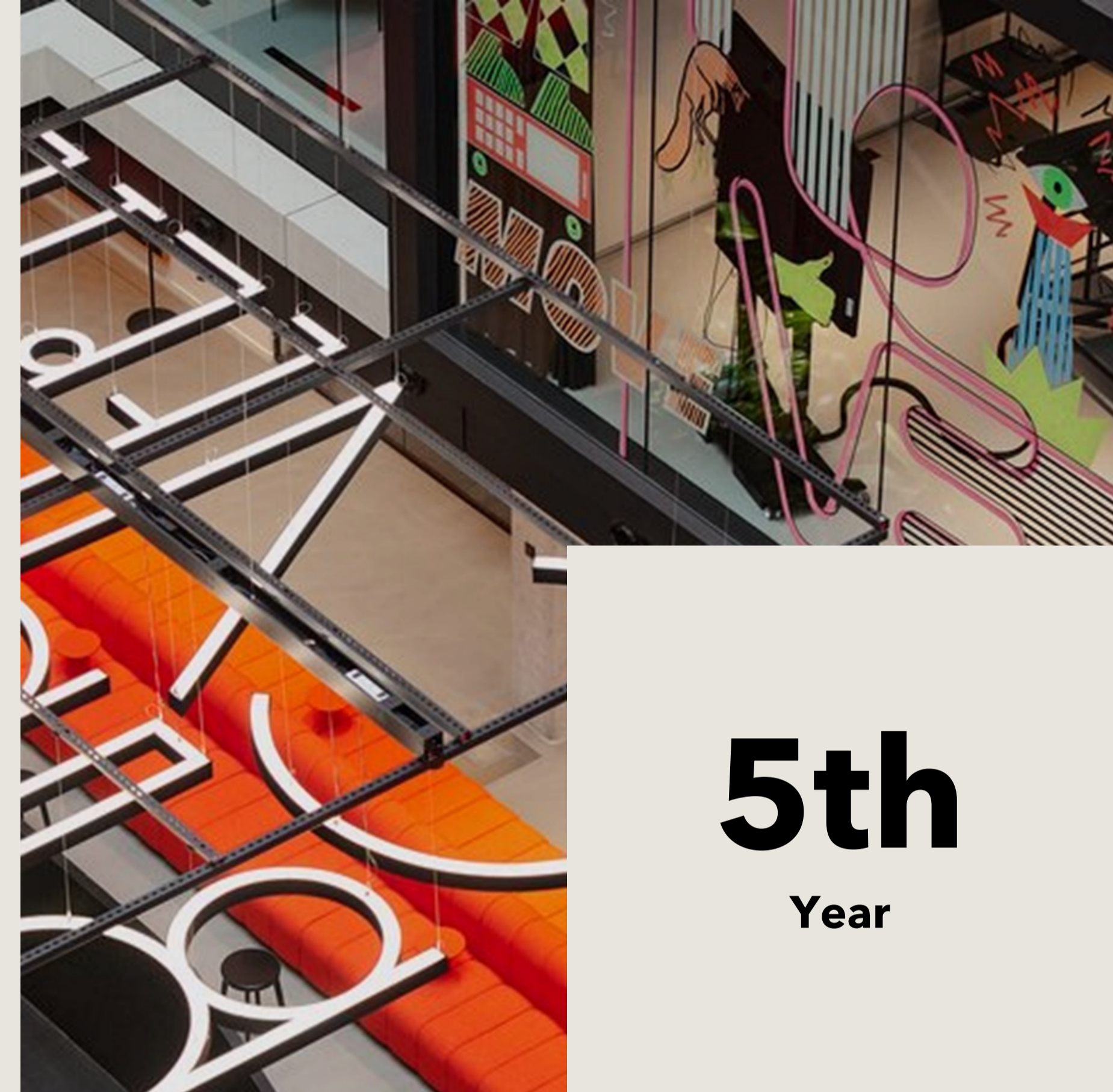


About the CMO Barometer

The CMO Barometer is an annual study that surveys top marketers from the most important companies in the D-A-CH region and another eight countries.

UNIVERSITY OF ST.GALLEN (HSG)

The Institute of Marketing & Customer Insight at the University of St. Gallen (HSG) as research partners.



5th
Year



1st
for the Middle East



With major challenges facing business and society and one crisis following the next, the outlook was certainly a lot better in the past. But, for me, complaining is not the answer. And fortunately, others feel the same way.

Although the results of this year's CMO Barometer still show caution when it comes to the economic situation and investments, the trend is clearly pointing to optimism. That gives me confidence that we will face these challenges together and grow with them. At our side, we have an exciting new tool: if used correctly, artificial intelligence can make our daily work easier, provide solutions to complex problems and take innovation to a whole new level. Not surprisingly, AI will be the dominant topic among CMOs in 2024.

My personal recommendation: take a closer look at the country comparison and all the valuable differences in the various markets.

I hope you enjoy discovering the results of our CMO Barometer!

Florian Haller

CEO, SERVICEPLAN GROUP



Study profile

Sample size

N = 767

DE=201 AT=44 CH=185
BE=44 NE=35 LU=14
ES=42 FR=31 IT=70
UK=80 ME=21

Completion time

9 min.

on average

Location

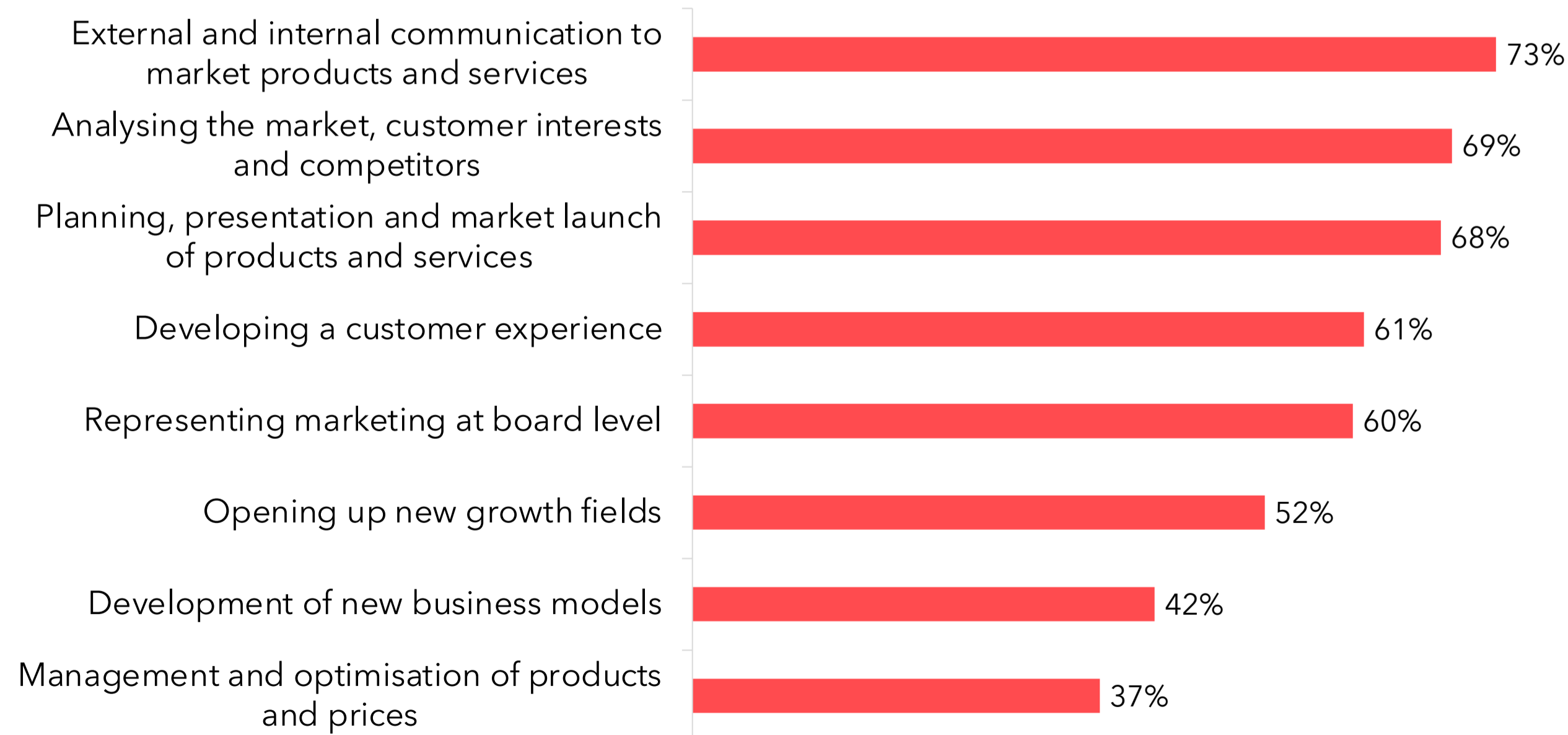
Europe

(incl. ME)

2024 CMO BAROMETER MIDDLE EAST

MARCH 2024

Which of the following tasks and activities fall within your area of responsibility?



Question: Which of the following tasks and activities fall within your area of responsibility?
Base: N = 767

Sample

CMOs /
marketing
decision-makers

Study duration

5 - 19 September,
2023



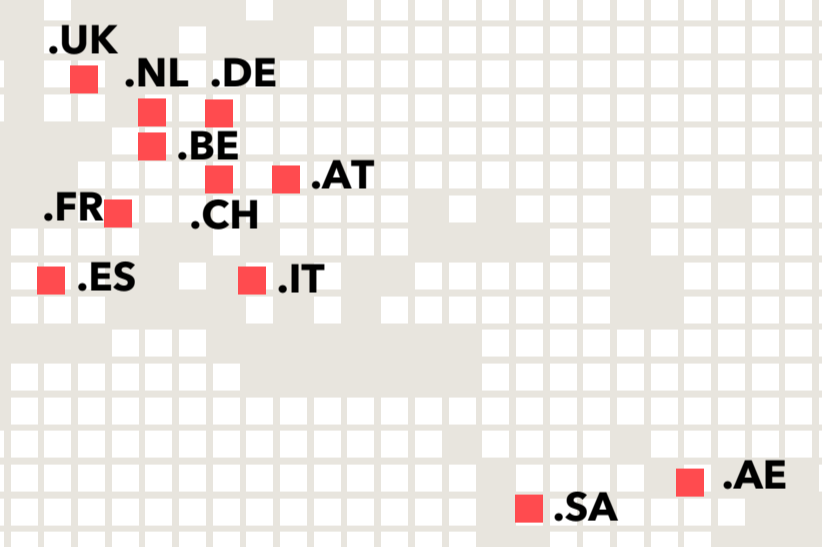
Method

Online survey

Participating Countries

11 countries

2 continents



Austria | Belgium | Germany | France | Italy | Luxembourg | Middle East | Netherlands | Switzerland | Spain | United Kingdom

Data about CMOs surveyed



Industry



Question: In which industry is your company active?
Base: N = 21 surveyed CMOs in middle East



Company size



Question: Please indicate how many employees work in your company.
Base: N = 21 surveyed CMOs in middle East



Key insights : **Marketing needs new superheroes!** **Because AI will significantly change the requirements for marketing in 2024.**

- CMO and marketing decision-makers have a **tendency towards optimism**. Nevertheless, the outlook for the financial year 2024 is extremely mixed and characterised by caution in terms of expectations and investments.
- The use of **new technologies, especially AI**, will be of paramount importance in 2024. However, it's not about hype and gimmicks, but about using these tools sensibly and beneficially in marketing.
- Despite all the focus on technologies, the belief in the power of emotional brands remains unshaken. **Successful marketing in the future will create connections between artificial and emotional intelligence.**
- CMOs face a **variety of challenges**, as the topics for securing future viability are significant and need to be addressed simultaneously. This calls for superhero-like skills! To find the right solutions, CMOs rely primarily on openness to topics, trends and people, as well as interconnected thinking and agility.
- Marketing teams need to become **high-performance organisations**, where strategic thinking is as important as implementation skills, especially in the digital realm. Is this an emancipation from agencies?
- The expectations of agencies are clear: **CMOs want partners with a challenger mindset and a 'can do - will do' attitude**. They are demanding proactivity, smart implementation strategies and innovative creative ideas that lead to impact. The traditional role of the agency as an extended workbench with ideas for advertising seems to be outdated.



MARCH 2024 2024 CMO BAROMETER MIDDLE EAST

Middle East Profile

SPOTLIGHT ON THE REGION'S FIRST EVER CMO BAROMETER
IN PARTNERSHIP WITH THE MARKETING SOCIETY



It is of critical importance for us that the Middle East is adequately represented in Serviceplan Group's latest CMO Barometer. We've witnessed the evolution of this annual undertaking in Europe and we felt it was crucial to hear from marketing decision makers in the region as well.

You will see that while all markets are still grappling with the onset of generative AI, there are stark differences in how CMOs in the region view their role as enablers of best brands and highly functioning marketing teams. As such, we've structured the report to show you: 1) the overall results combining all responses from key markets in Europe, the UK, and the Middle East; and 2) the results for the Middle East region alone (presented in light green slides) for comparison.

We hope that this report can help stir further conversations on the State of Marketing in the Middle East, of which we'd be happy to indulge you in a dialogue or two over a cup of Arabian coffee.

Natalie Shardan
Rami Hmadeh
Azhar Siddiqui

MANAGING PARTNERS, SERVICEPLAN GROUP MIDDLE EAST



Study Profile

Sample Size

N= 21

Duration

9 mins

median completion time

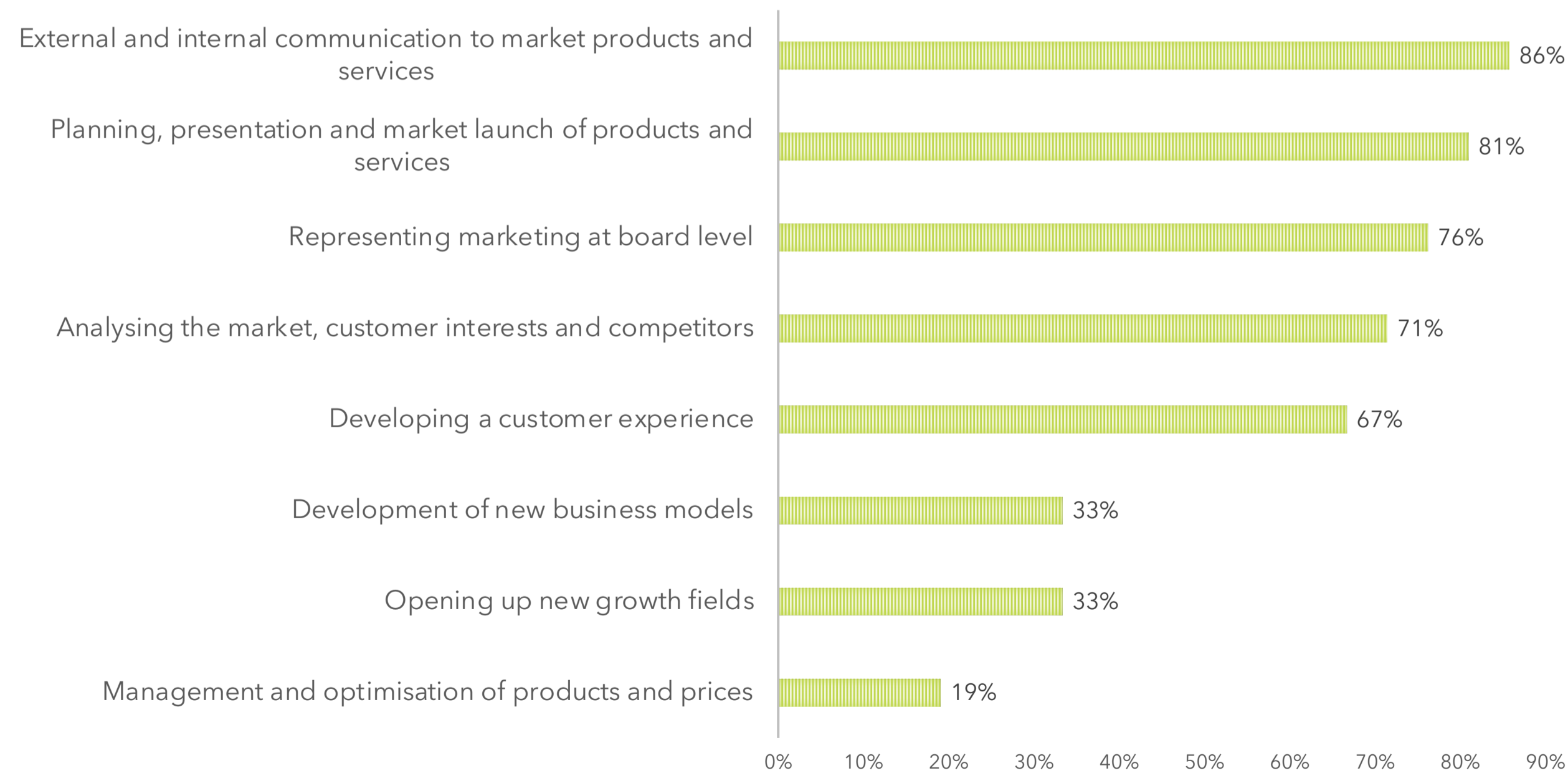
Location

ME

2024 CMO BAROMETER MIDDLE EAST

MARCH 2024

Which of the following tasks and activities fall within your area of responsibility?



Question: Which of the following tasks and activities fall within your area of responsibility?
Base: N = 21

Sample

CMOs/
Marketing decision
makers

Field Time

September 5 - 19



Method

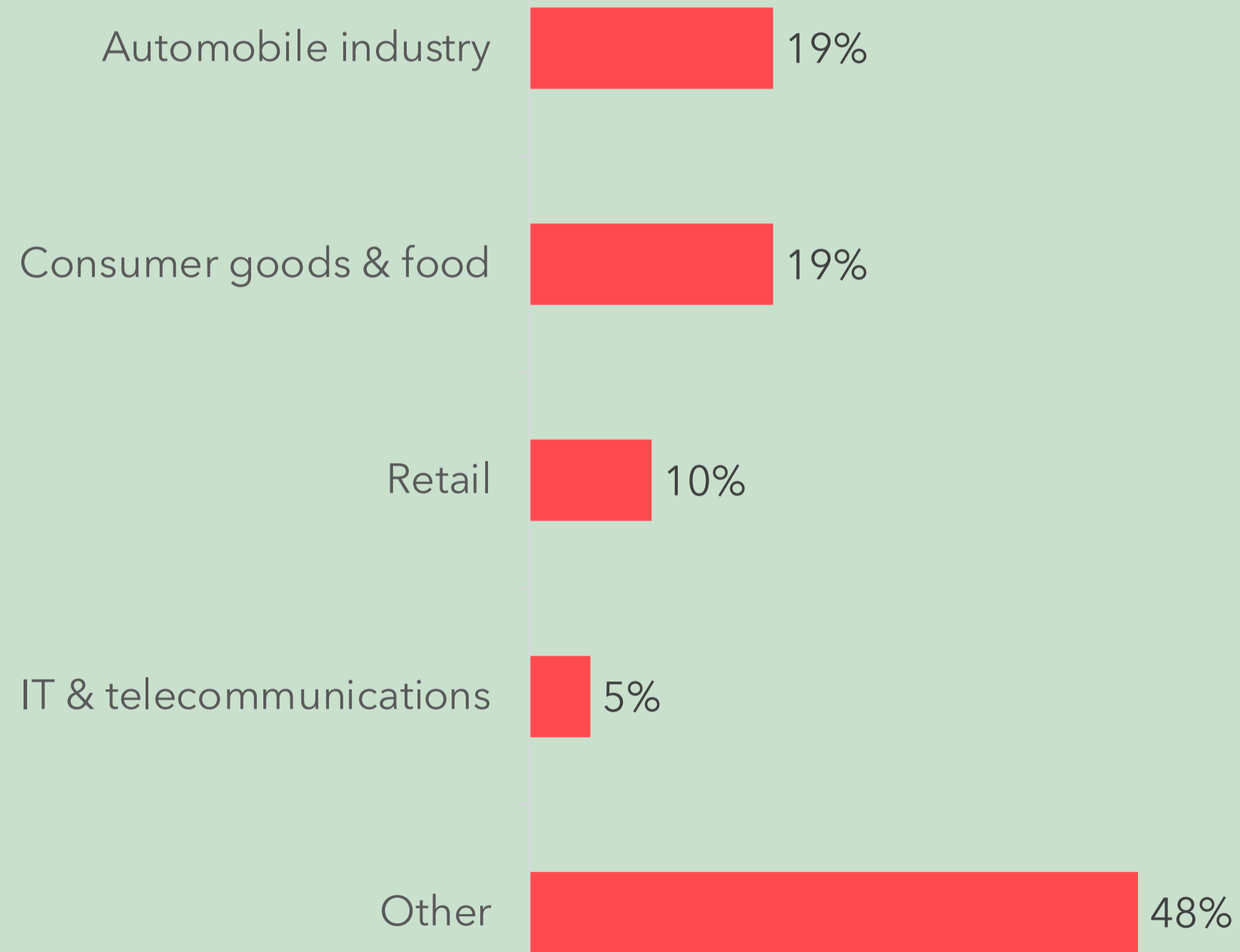
Online survey



Data about Middle East CMOs surveyed



Industry



Company size



Question: In which industry is your company active?
Base: N = 21

Question: Please indicate how many employees work in your company.
Base: N = 21



These **nine questions** create an understanding of the challenges and superpowers required for marketing in 2024, in the Middle East:

- 1 How do you think the economic situation in your industry will develop in 2024?
- 2 How will your marketing budget (marketing investment and expenditure) develop in 2024?
- 3 How important do you think the following marketing trends will be in 2024?
- 4 What's your superpower? What skills and abilities should a CMO have today to make the organisation future-proof?
- 5 What professional expertise should a successful marketing team have?
- 6 What inspiration do you expect from your agency partners in the future? What skills should an agency have?
- 7 What challenges do you think your brand faces in this ever-changing world and consumers mindset?
- 8 What keeps you up at night as a CMO?
- 9 Which of these would be your Top 3 KPI's as a CMO in the Middle East?



Key insights regionally: **Marketing needs new superheroes!** **Middle East CMOs Soar with Optimism.***

- CMOs in the Middle East are far more optimistic about their economic prospects compared to their counterparts in European markets.
- The Middle East is far from seeing a drastic reduction in marketing investments in 2024 with 43 percent of CMO claiming their budget will increase by 5 to 10 percent.
- Craft and a good balance of automation, intelligent language models, and emphatic brand measures will be 2024's most resonant topics in the Middle East.
- Resilient and Strategic Superheroes: Adaptability and strategic leadership skills are the best representation of the marketing powers of Middle East CMOs.
- Superhero Marketing Teams in the Middle East are dedicated to achieving business success through strategic thinking and business understanding.
- The primary challenge for Middle East marketers is Brand Relevance. A possible solutions includes staying adaptable as a brand.
- Hiring and staffing, as well as budget planning, cause sleepless nights for Middle East CMOs.
- Key performance indicators for CMOs in the Middle East include sales, revenues, lead conversion, and campaign cost efficiencies.

*The survey was conducted during the month of September 2023.



1

How do you think the economic situation in your industry will develop in 2024?



FOCUS: GLOBAL

Forecast: Somewhat (still) foggy, with sunshine in sight! Significant societal challenges are complicating a clear economic outlook.

CMOs are looking at the economic situation in 2024 with mixed feelings, with a growing number of people expecting a slight improvement.

2024 CMO BAROMETER MIDDLE EAST

MARCH 2024





FOCUS: MIDDLE EAST

Meanwhile, **CMOs in the Middle East are far more optimistic** about their economic prospects compared to their counterparts in European markets.

While optimism in the region is high at 52% compared to the overall of result of 34%, it is critical to note that this survey was carried out in September of 2023.

Industry outlook 2024 | Numbers in percent

Overall Results



Middle East Results



Question: How do you think the economic situation in your industry will develop in 2024?
Base: Overall N= 727, Middle East N = 21

2024 CMO BAROMETER MIDDLE EAST

MARCH 2024



2

How will your marketing budget (marketing investment and expenditure) develop in 2024?



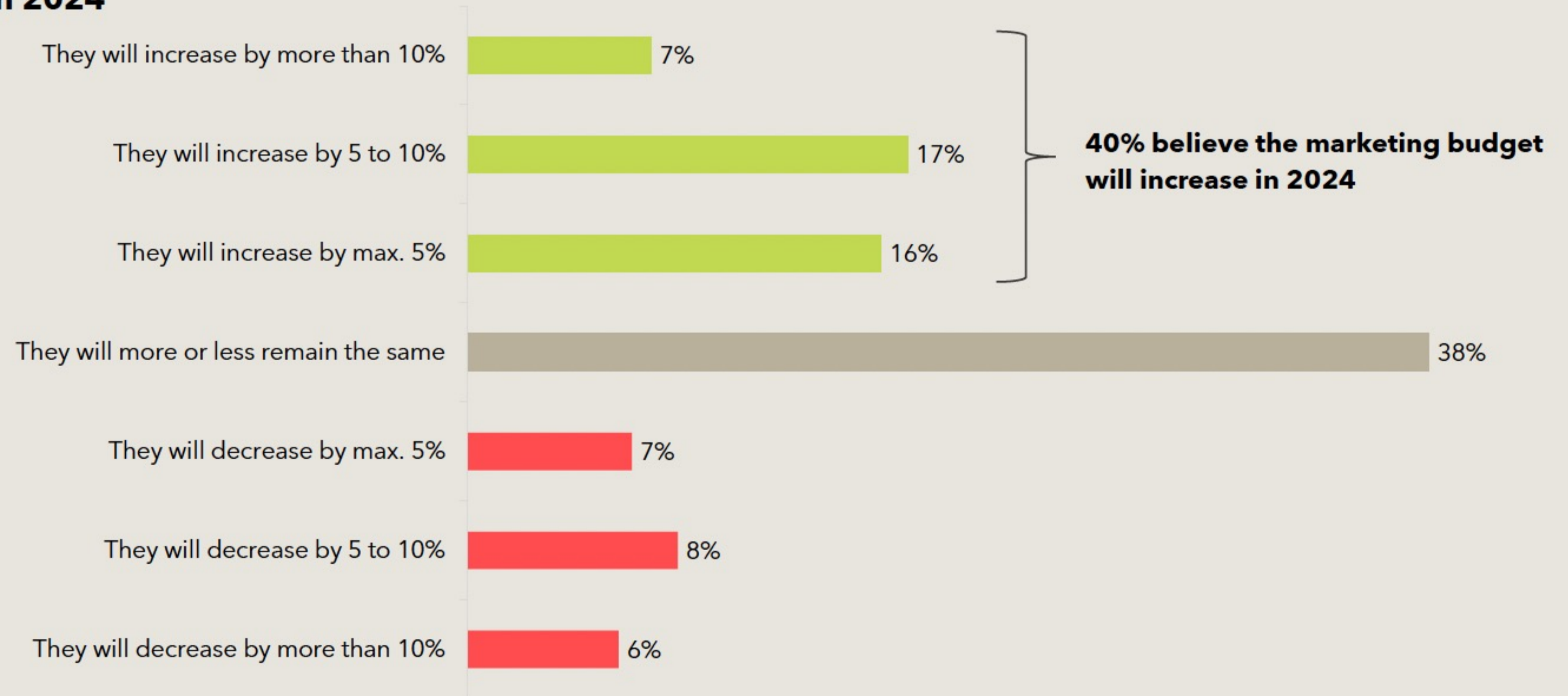
FOCUS: GLOBAL

When it comes to investments and expenditures, the general motto is to "stay on course". Yet, optimists form the largest group.

Over one third of the respondents expect at least a slight increase in the marketing budget in 2024, with almost one fourth expecting a minimum rise of 5%. Yet, for every third person, the uncertain outlook for the 2024 financial year is reflected in the planned marketing budgets: investments and expenditures remain the same.

Marketing budget projection 2024

Numbers in percent



Question: How will your marketing budget (marketing investment and expenditure) develop in 2024?
Base: n = 767



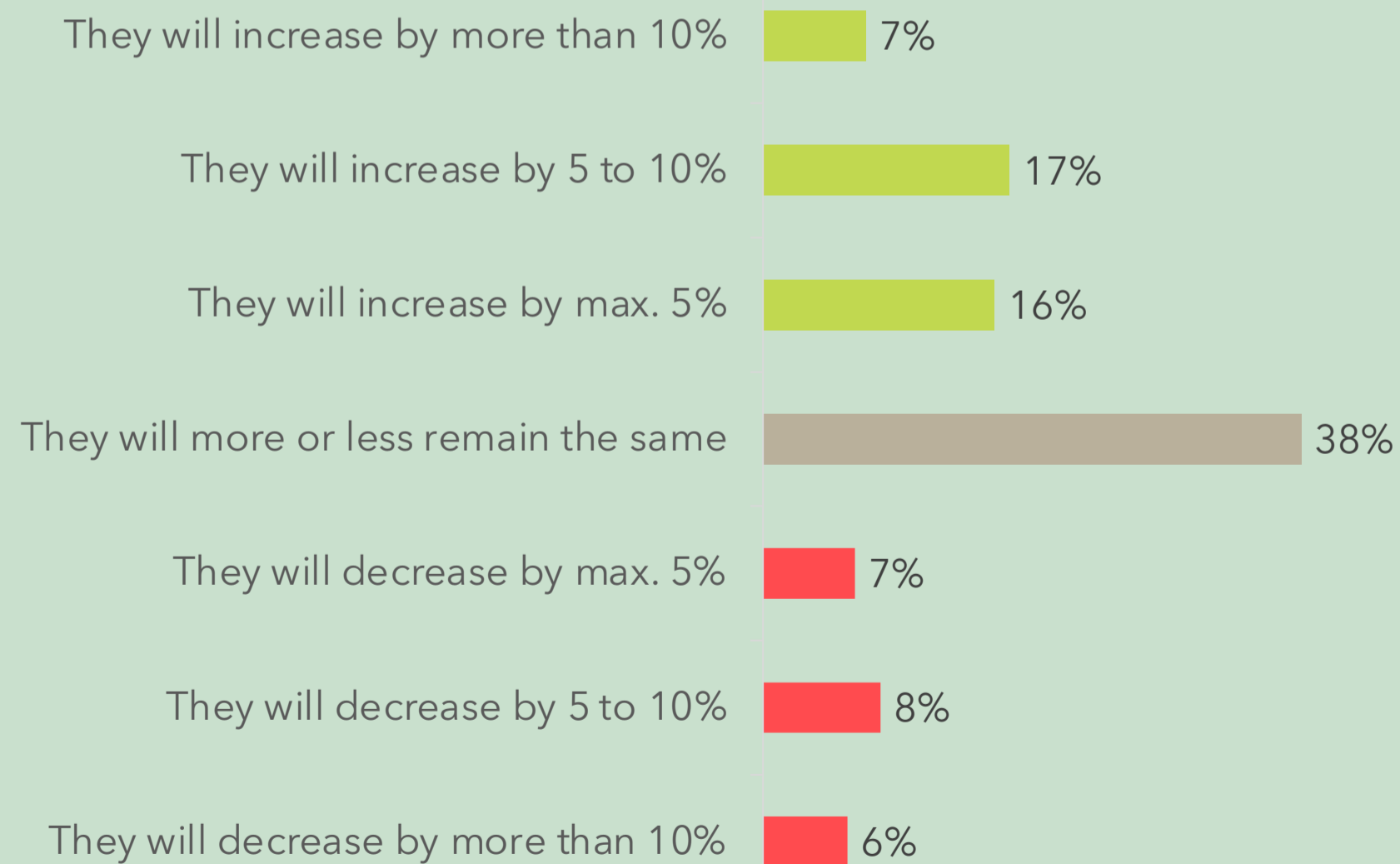
FOCUS: MIDDLE EAST

The Middle East is far from seeing a drastic reduction in marketing investments in 2024 with **43% of CMOs claiming budgets are likely to increase by 5 to 10%**

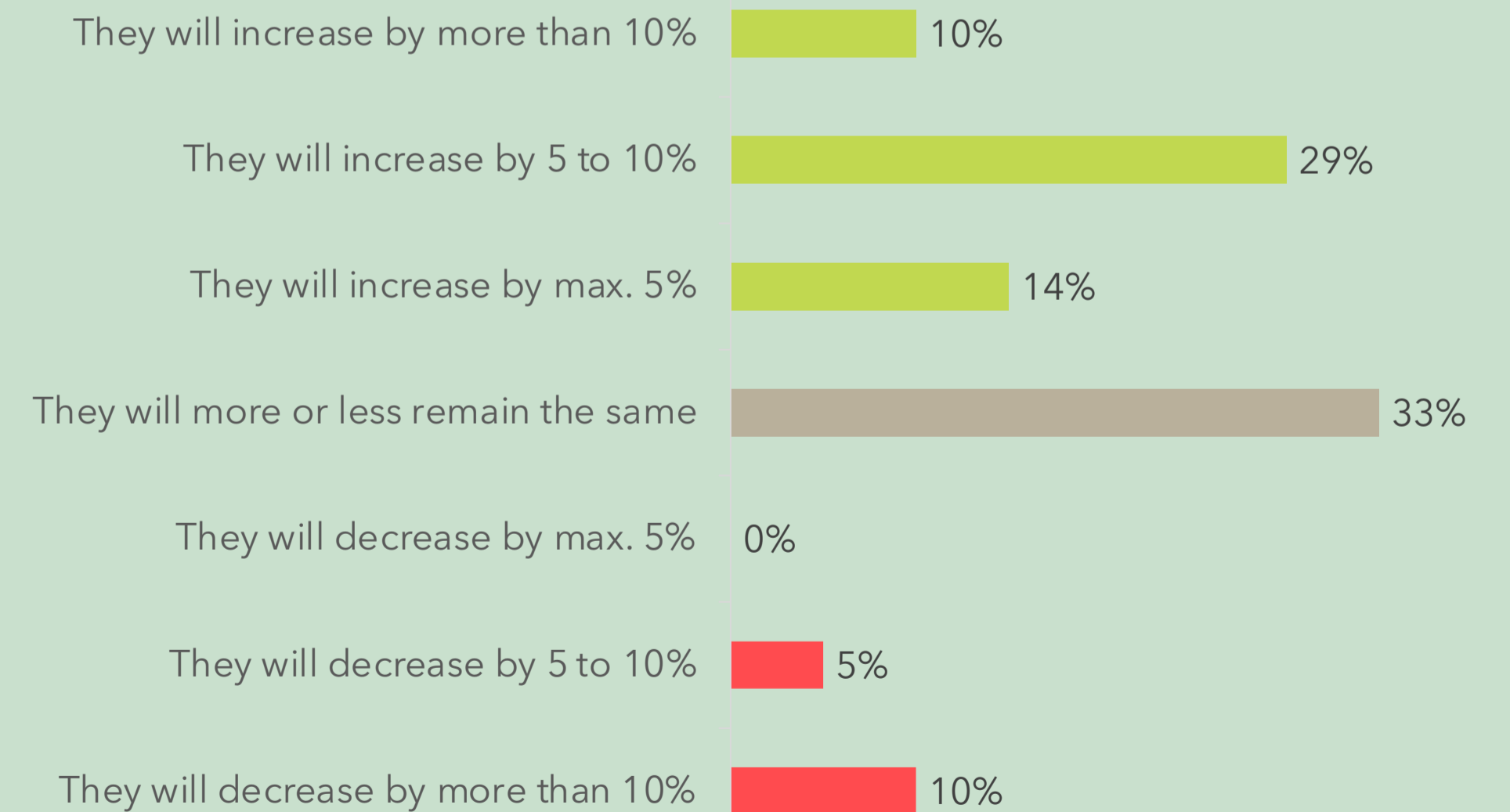
Optimism prevails in the Middle East with only 15 percent of CMOs anticipating a planned decrease in budgets vs the overall aggregate of 21%.

Marketing budget projection 2024 | Numbers in percent

Overall Results



Middle East Results





3

How important do you think the following marketing trends will be in 2024?



Marketing mission 2024: multitasking!

In 2024, there will be many topics to be dealt with at the same time, on top of all the regular “marketing homework”. The use of (new) technologies is gaining in importance and has climbed from fifth place to first within a year (an increase of approx. 20%).

How important do you think the following marketing trends will be in 2024?

Please rate by importance . Numbers in percent

TOP 5 2024		Top2	TOP 5 2023		Top2
1	Artificial intelligence, machine learning & marketing automation	83%	1	Sustainability	85%
2	Content creation	82%	2	Emotional brand building	83%
3	Emotional branding	82%	3	Content creation	75%
4	Sustainability	78%	4	Connected commerce / e-commerce	71%
5	Omnichannel marketing	77%	5	AI & automation	65%

Base: n = 767 / 2023: n= 288 limited comparability with the previous year due to changing topics
TOP 2: Summary of categories 1 - Very important and 2 - Somewhat important



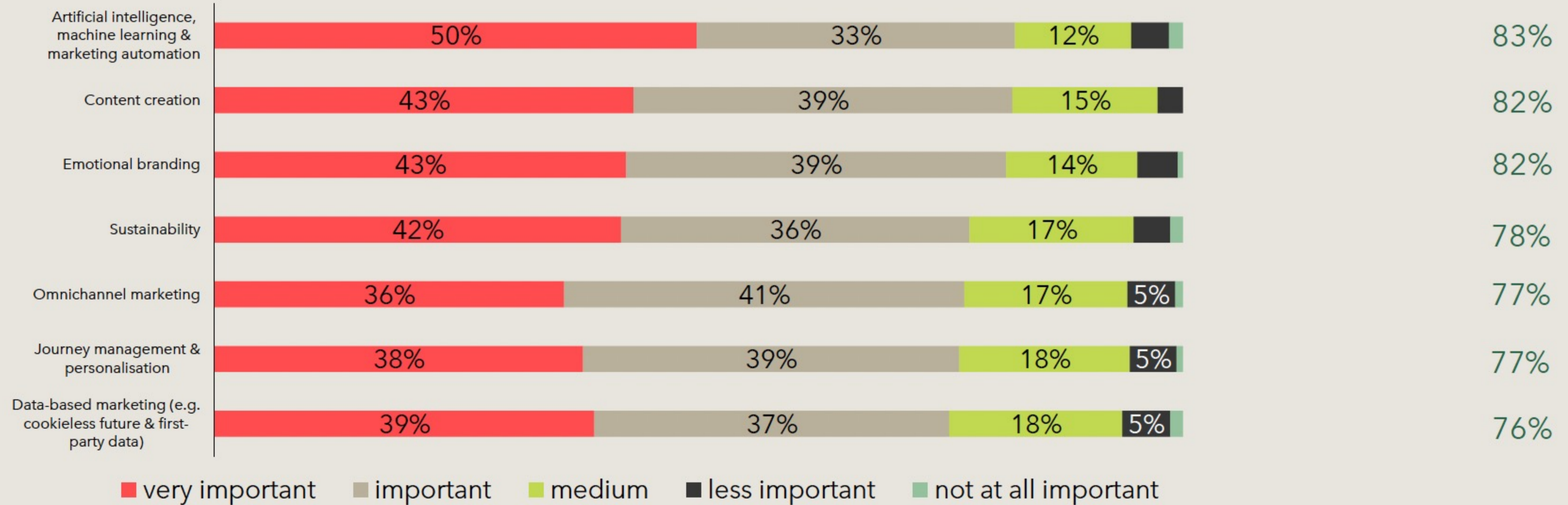
The formula for success. : AI + EQ + marketing skills = future-proof brands

The focus is on the interplay of intelligent technologies (artificial intelligence) and emotionally targeted brand building and topics (emotional quotient). Nevertheless, the professionalisation of marketing practices with content creation and omnichannel marketing, as well as specific tasks such as journey management, are highly relevant.

How important do you think the following marketing trends will be in 2024?

Numbers in percent (values below 5% are not labelled)

Top 2
2024



Base: n = 767

TOP 2: Summary of categories 1 - Very important and 2 - Somewhat important.



Quo vadis **metaverse?**

The metaverse and NFTs have not yet made it to the top of the CMO's agenda. For the first time in their minds: cultural marketing (42% consider the topic important to very important).

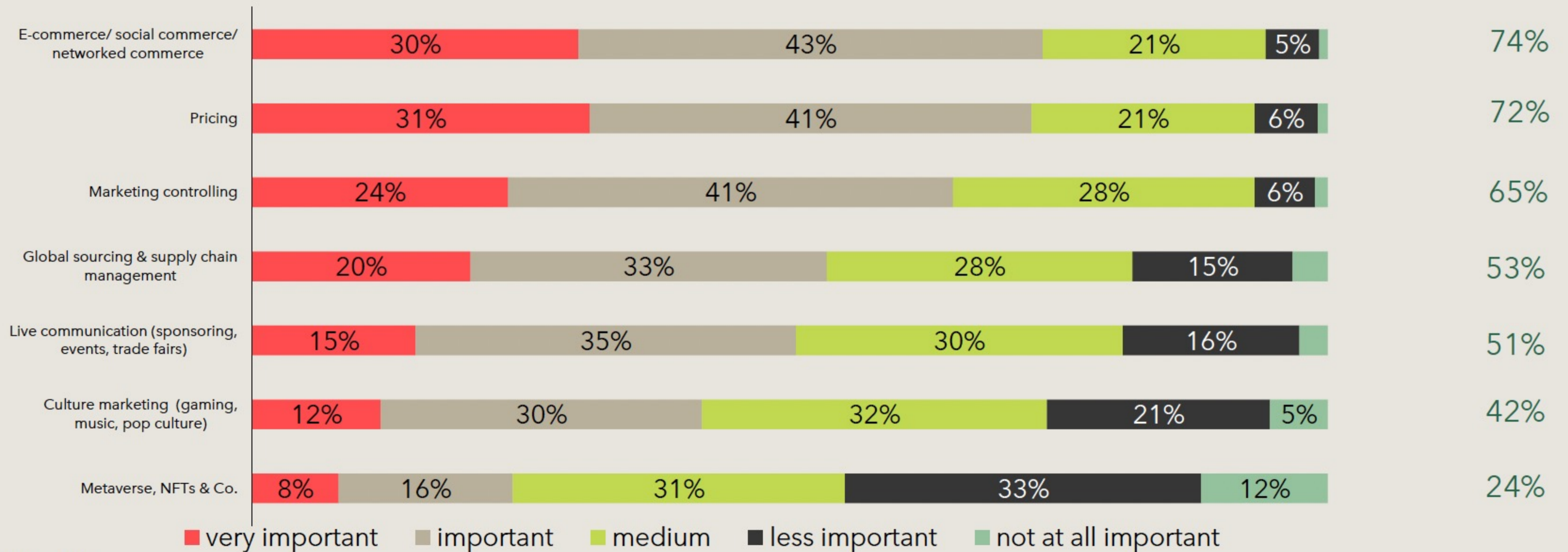
2024 CMO BAROMETER MIDDLE EAST

MARCH 2024

How important do you think the following marketing trends will be in 2024?

Numbers in percent (values below are 5% are not labelled)

**Top 2
2024**



Base: n = 767

TOP 2: Summary of categories 1 - Very important and 2 - Somewhat important

One trend fits all? Only when it comes to AI and sustainability does everyone agree.

The country comparison clearly shows that equipping the marketing team will be different from market to market: the UK and the Netherlands are focusing on a higher relevance with the right formats rather than setting new processes and structures.

How important do you think the following marketing trends will be in 2024? Please rate by importance.

Numbers in percent

TOP 2 Sorted by overall	DE (n= 201)	AT (n= 44)	CH (n=185)	BELUX (n= 58)	NL (n =35)	ES (n=42)	FR (n= 31)	IT (n=70)	UK (n= 80)	ME* (n=21)	Overall (n=767)
Artificial intelligence, machine learning & marketing automation	87%	86%	81%	83%	91%	86%	52%	81%	76%	90%	83%
Content creation	85%	84%	81%	84%	83%	90%	90%	80%	70%	90%	82%
Sustainability	82%	89%	77%	76%	80%	67%	74%	89%	65%	67%	78%
Omnichannel marketing	80%	84%	76%	90%	69%	76%	68%	74%	73%	86%	77%
Journey management & personalisation	85%	84%	79%	74%	80%	76%	58%	63%	66%	86%	77%
Data-based marketing (e.g. cookieless future & first-party data)	82%	75%	72%	90%	74%	79%	65%	76%	69%	57%	76%
Emotional branding	85%	93%	81%	83%	71%	79%	87%	74%	76%	90%	74%
E-commerce/social commerce/networked commerce	75%	59%	72%	81%	77%	76%	74%	71%	71%	86%	74%
Pricing	69%	75%	74%	78%	54%	57%	84%	81%	74%	86%	72%
Marketing controlling	74%	70%	71%	60%	37%	69%	48%	49%	70%	33%	65%
Global sourcing & supply chain management	48%	59%	50%	50%	34%	52%	65%	59%	73%	57%	53%
Live communication (sponsoring, events, trade fairs)	49%	39%	46%	52%	69%	55%	42%	43%	69%	62%	51%
Culture marketing (gaming, music, pop culture)	38%	25%	32%	33%	63%	50%	23%	49%	68%	76%	42%
Metaverse, NFTs & Co.	24%	30%	16%	16%	11%	14%	13%	23%	66%	14%	24%

Base: n = 767

TOP 2: Summary of categories 1 - Very important and 2 - Somewhat important

■ - Overrepresented, > 10pp
■ - Underrepresented, < 10pp

* Region of middle east

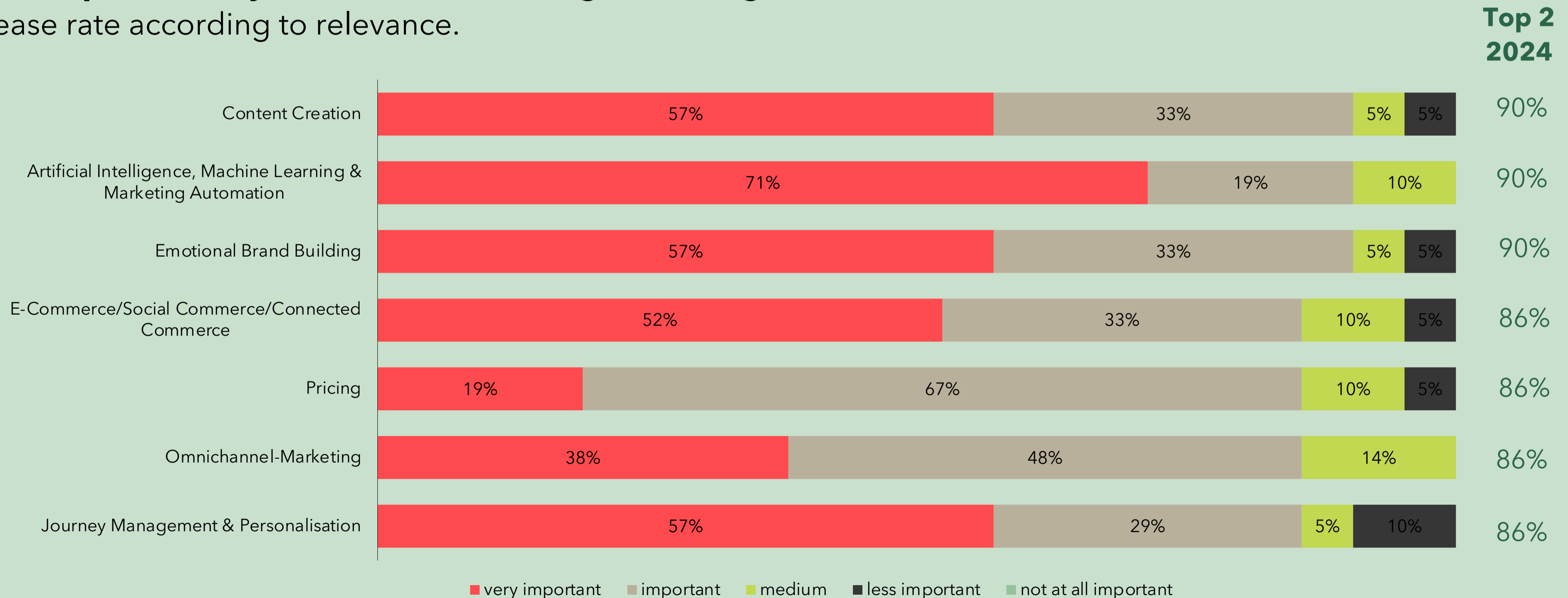


Craft and a good balance of automation, intelligent language models, and emphatic brand measures will be 2024's hottest topics in the Middle East.

Not far behind, however, are more numbers-driven topics like e-commerce and pricing, leading us to surmise that while content rules, revenue-driven trends remain of utmost importance.

How important do you think the following marketing trends will be in 2024?

Please rate according to relevance.



Base: N = 21 surveyed CMOs in middle East
 TOP 2: Summary of categories 1 - Very Important and 2 - Somewhat Important.



Compared to the overall results, we see a huge difference in secondary topics, where Middle East CMOs appear more tools-driven.

In the Middle East, measures like individualized consumer journeys, culture marketing, live communications and marketing in a cookie less future are seen as far more relevant than such trends as sustainability & marketing controlling.

How important do you think the following marketing trends will be in 2024? | Numbers in percent

TOP 10 OVERALL 2024		Top 10
1	Artificial intelligence, machine learning & marketing automation	83%
2	Content creation	82%
3	Emotional branding	82%
4	Sustainability	78%
5	Omnichannel marketing	77%
6	Journey Management & Personalization	77%
7	Data based Marketing (cookie less, first party data)	76%
8	E-Commerce/Social Commerce, Networked Commerce	74%
9	Pricing	72%
10	Marketing Controlling	65%

TOP 10 MIDDLE EAST		Top 10
1	Content Creation	90%
2	Artificial Intelligence, Machine Learning & Marketing Automation	90%
3	Emotional Brand Building	90%
4	E-Commerce/Social Commerce/Connected Commerce	86%
5	Pricing	86%
6	Omnichannel Marketing	86%
7	Journey Management and Personalisation	86%
8	Culture Marketing (Gaming, Music, Pop-Culture)	76%
9	Live Communication (Sponsoring, Events, Trade Fairs)	65%
10	Data based Marketing (cookie less, first party data)	57%

Question: How important do you think the following marketing trends will be in 2024?
Base: Overall N= 727, Middle East N = 21



In 2024, it will be even more important to connect with people with diverse backgrounds, cultures and perspectives. This will allow me to understand customer needs and create effective marketing strategies. To make an organisation fit for the future, a CMO needs several key skills. They should have a strong analytical mindset to use data and insights in decision-making. Adaptability is crucial to embracing new technologies and marketing techniques. Communication skills are important for conveying the brand's message and collaborating with teams. Creativity helps in differentiating the brand and creating unique experiences. Lastly, visionary leadership inspires the team to achieve long-term success.

Amina Taher

Vice President of Brand, Marketing and Sponsorships, Etihad, UAE



2024 will hopefully be all about creativity - amidst the storm of AI. It is actually time to think about what is really driving change.

Bas Brand
Chief Marketing Officer, KWF Netherlands



I see two hot topics for the upcoming marketing year: firstly, sustainability, specifically greenwashing vs. greenhushing, and secondly, AI, its integration and use, as well as the prevention of misuse.

Corina Kurscheid
Global Associate VP Personal Care, Beiersdorf
AG, Germany



In 2024, we need more empathy for human needs while remaining realistic about what people expect from brands. Brands are not superheroes: they should be working silently for the planet and working noisily to meet people's needs. Don't go too fast in what you think they are ready for. Check by collecting insights before making decisions that will impact your profit and loss.

Sylvie Quertainmont

Communication and Marketing Director,
Lactalis, Belgium



4

What's your superpower? What skills and abilities should a CMO have today to make the organisation future-proof?



A mixture of MacGyver and Wolverine: open-mindedness, flexibility and leadership skills will make strong CMOs in 2024.

Successful CMOs need to be open to topics and people, prove flexibility in their thinking and doing and manage to inspire the organisation with empathy.

What's your superpower? What skills and abilities should a CMO have today to make the organisation fit for the future?

Numbers in percent.



Be open and connect the dots.

Leadership, data analysis, market analysis, strategizing, creativity, teamwork and communication skills.

Agility and flexibility to cater to every changing environment.

Question: What's your superpower? What skills and abilities should a CMO have today to make the organisation fit for the future?
Top unprompted responses from: n = 767 surveyed CMOs in in Spain, France, Italy, Middle East, Netherlands, United Kingdom, Belgium & Luxembourg, Germany, Austria & Switzerland



Absorb, evaluate, (re)act: CMOs will have to be tougher **managers of complexity** in 2024 than ever before.

While the last survey focused more on flexible action, 2024 calls for prudence, foresight and the ability to implement as a strong leader.

What's your superpower? What skills and abilities should a CMO have today to make the organisation fit for the future?

Numbers in percent.

TOP 5 2024

1	Open-mindedness	29%
2	Flexibility, adaptability & agility	26%
3	Team(work), leadership & empathy	21%
4	Strategic/analytical thinking	14%
5	Creativity & innovation	8%

TOP 5 2023

1	Agility & flexibility	19%
2	Collaboration with and leading the team (change management)	19%
3	Inspiring/visionary/motivating	15%
4	Competent/pragmatic	14%
5	Empathy	10%

Question: What's your superpower? What skills and abilities should a CMO have today to make the organisation fit for the future?

Top unprompted responses from:

Base 2024: n = 767 surveyed CMOs in Spain, France, Italy, Middle East, Netherlands, United Kingdom, Belgium & Luxembourg, Germany, Austria & Switzerland

Base 2023: n =470 surveyed CMOs in Germany, Austria, France, Italy, Netherlands, Belgium, Switzerland, UK

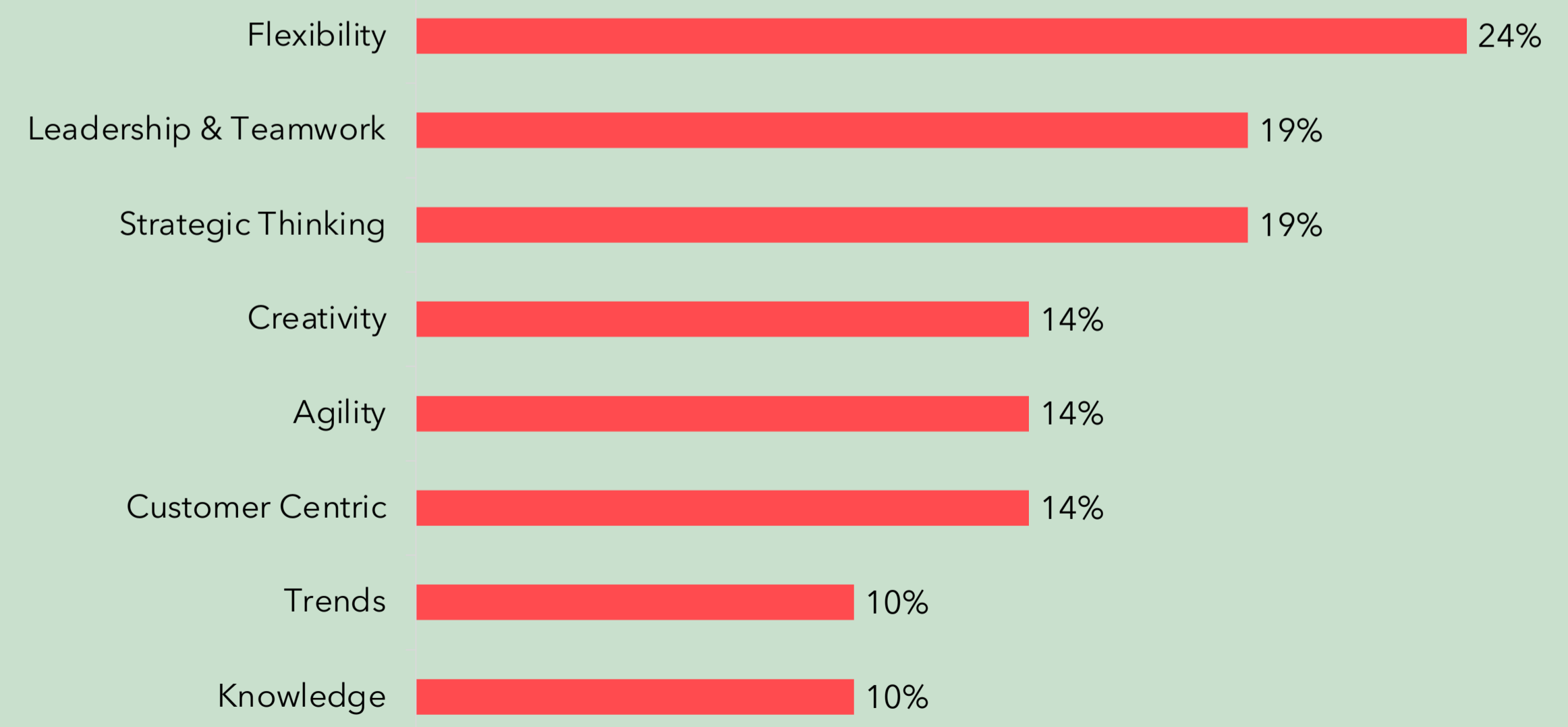


In the meantime, superhero CMOs in the Middle East will be known for their **adaptability and strategic leadership skills.**

Successful CMOs need to be flexible to adapt to sudden market changes, while they need a strong sense of leadership and teamwork to complement their strategic prowess in navigating today's challenging times.

What's your superpower? What skills and abilities should a CMO have today to make the organisation fit for the future?

Numbers in percent.



CMOs need to be adaptive and forward thinking to cater to a rapidly evolving business landscape

Flexibility and a sense of teamwork to cater to every changing environment.



Creativity, Agility, and Customer Centricity also factor in as essential superpowers to have for Middle East CMOs for the months ahead.

Regionally, CMOs will also want to stay on top of trends as well as marketing and consumer knowledge.

What's your superpower? What skills and abilities should a CMO have today to make the organisation fit for the future?

Numbers in percent.

TOP 8 OVERALL

1	Open-mindedness	29%
2	Flexibility, adaptability & agility	26%
3	Team(work), leadership & empathy	21%
4	Strategic/analytical thinking	14%
5	Creativity & innovation	8%
6	Market & Consumer Understanding Knowledge	4%
7	Customer Centric	3%
8	Change Management	3%

TOP 8 MIDDLE EAST

1	Flexibility	24%
2	Leadership and team(work)	19%
3	Strategic thinking	19%
4	Creativity	14%
5	Agility	14%
6	Customer Centric	14%
7	Trends	10%
8	Knowledge	10%



CMOs need to be generalist jack-of-all-trades who can be both a creative right-brain thinker as well as an analytical left-brain thinker. The ability to bring together art and science in the business is not a skill that everyone has, especially when stepping into conversations in the boardroom.

Ahmed El Gamal

Senior Marketing Director, Jumeirah Hotels, UAE



The superpower of a CMO? Intuition, creativity, reflection, a helicopter view and adaptability!

Beatrice Chauffaille

Head of Marketing and Communication, Alliance
PERLIM-MEYLIM, France



With AI as a game-changer, the role of the CMO is changing once again: will CMOs become CMTOs (Chief Marketing Transformation Officers)? The challenges are becoming more complex, both in terms of the technology and the communication, so a great deal of self-confidence and empathy are needed to drive forward the transformation.

Yvonne Wicht

Chairwoman of the CMO of the Year Council,
Serviceplan Group, Germany



5

What professional expertise should a successful marketing team have?

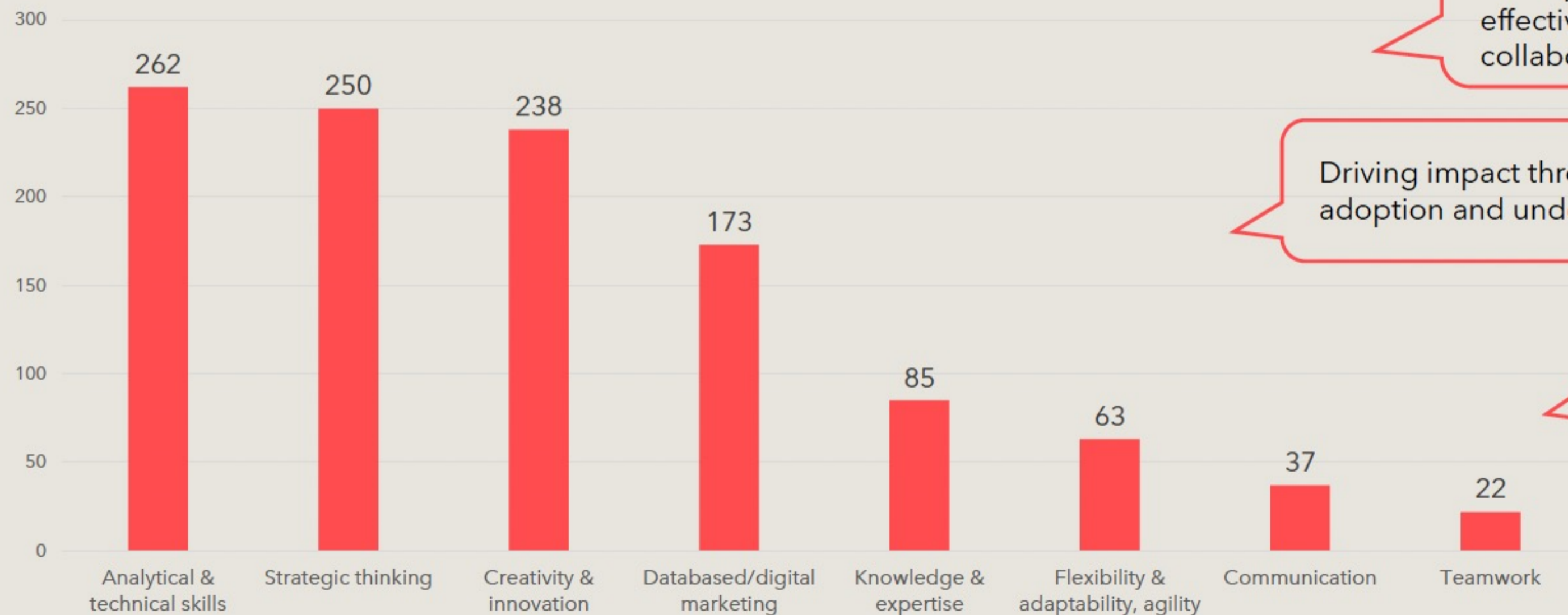


Marketing departments = high performance teams! A strategic approach and effective digital implementation are key success factors.

In the future, the combination of up-to-date analytical and technical skills, a target-oriented strategic approach and creativity will be the key factors for success.

What professional expertise should a successful marketing team have?

In absolute figures.



An effective marketing team should have the capacity to engage in problem-solving, effectively communicate and engage in collaborative efforts.

Driving impact through tech adoption and understanding.

Paving the way into the future through analysis and state-of-the-art action.

AI and tech skills brought to life in a strategic way.

Question: What professional expertise should a successful marketing team have?
Basis Top 1: n = 1130

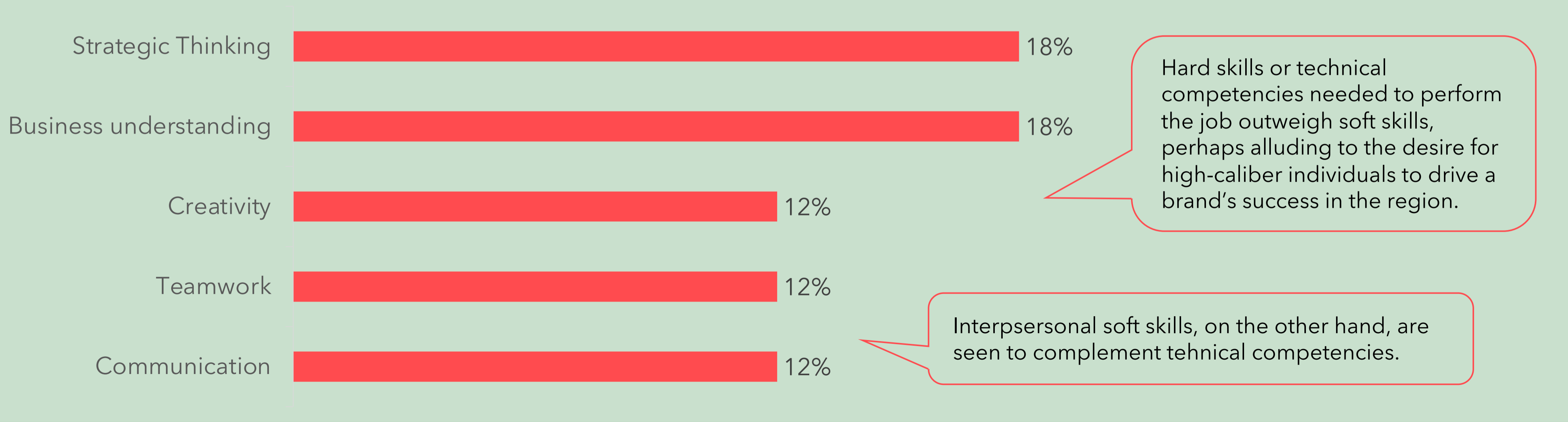


Middle East's Superhero Marketing Teams are all about **achieving Business Success through Strategic Thinking and Business Understanding.**

Middle East CMO's believe that winning marketing teams drive business success through a good balance of critical analytical thinking and business acumen. Soft skills such as creativity, and thriving as a team working and communicating closely are equally critical.

What professional expertise should a successful marketing team have?

Numbers in percent.



Question: What professional expertise should a successful marketing team have?

Top unprompted responses from: N = 21



6

What inspiration do you expect from your agency partners in the future? What skills should an agency have?



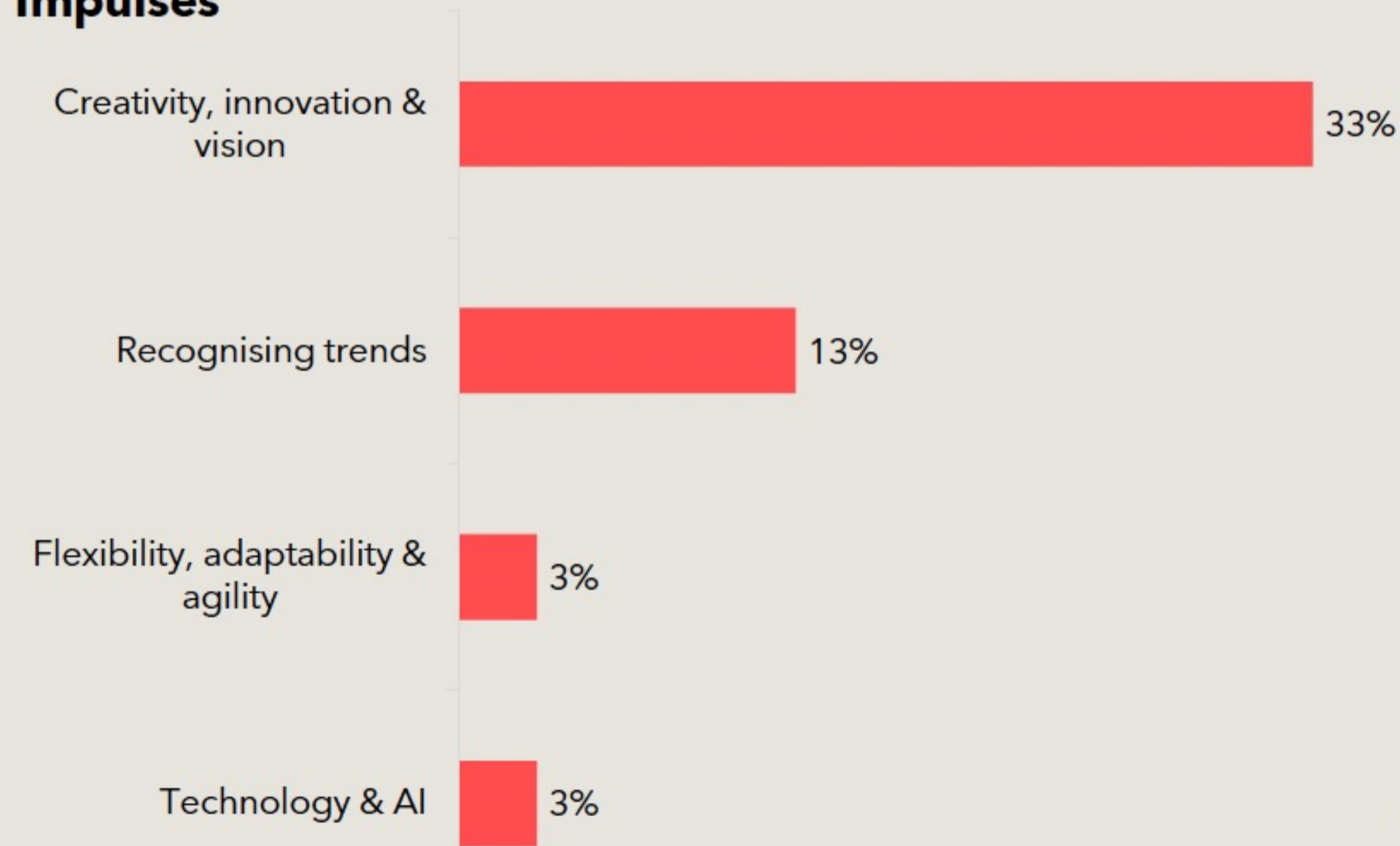
With rising in-house expertise, the demands on agencies are increasing. Agencies should not only provide inspiration, but also implement ideas as effectively as **partners at eye-level.**

In 2024, agencies will need to comprehend the complexities of the client's situation and provide the right creative inspiration. Additionally, they should demonstrate their adaptability, ingenuity and execution abilities to ensure future success.

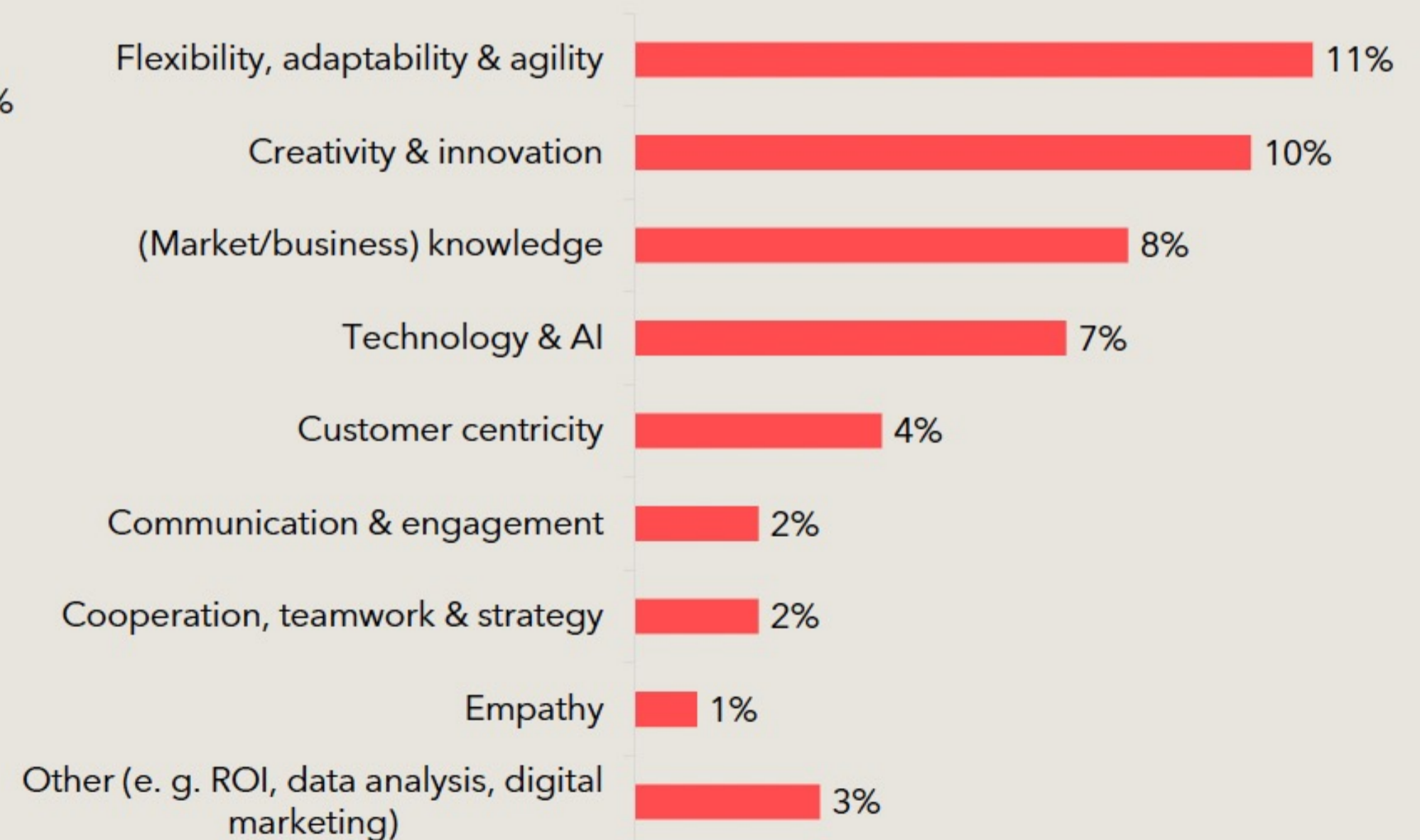
What inspiration do you expect from your agency partners in the future? What skills will an agency need to have?

Numbers in percent.

Impulses



Skills



Question: What inspiration do you expect from your agency partners in the future? What skills will an agency need to have?
Top unprompted responses from n= 731 surveyed CMOs in in Spain, France, Italy, Middle East, Netherlands, United Kingdom, Belgium & Luxembourg, Germany, Austria & Switzerland



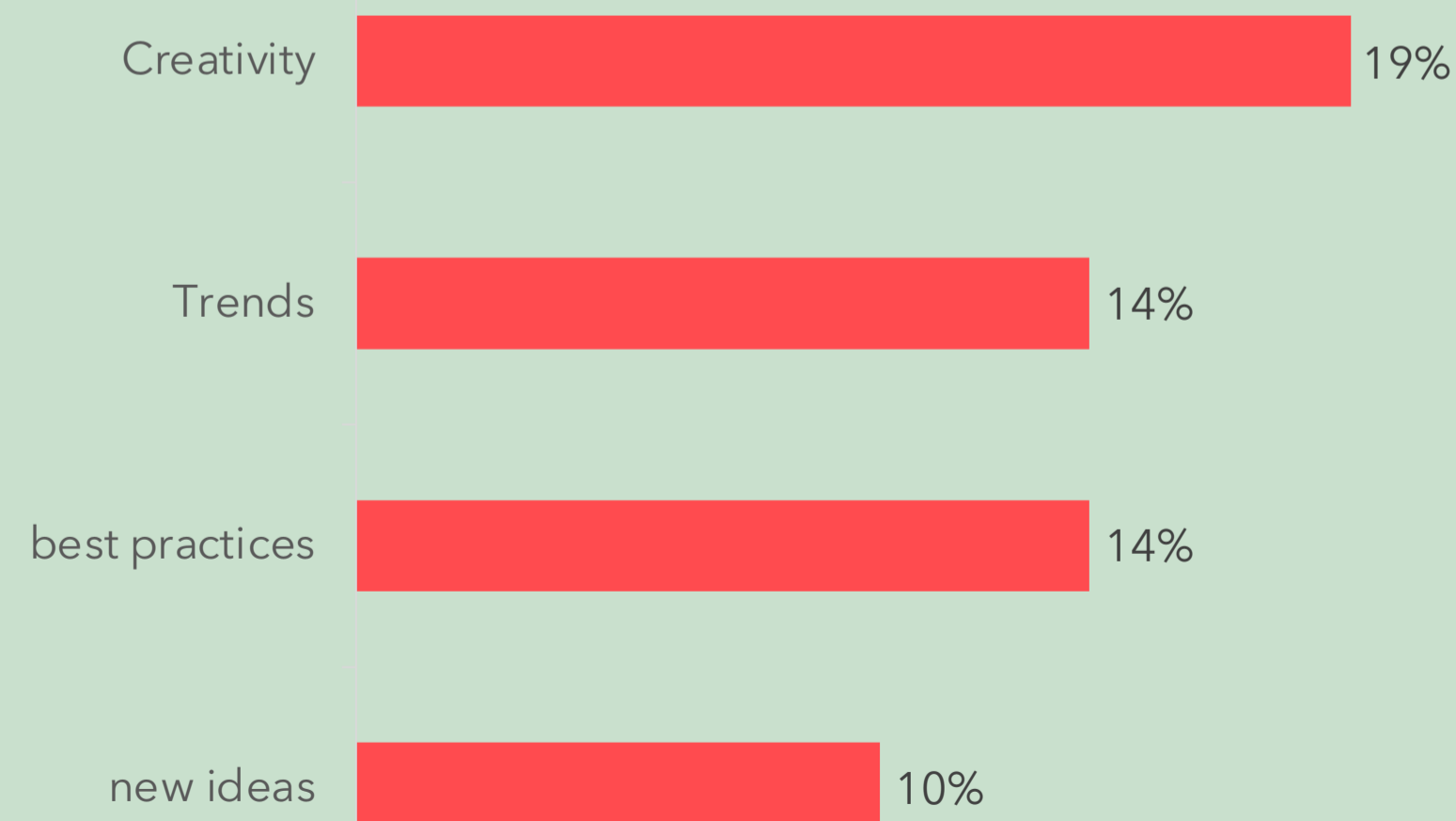
CMOs in the region do not only **rely on advertising agencies for their creativity,** but also look for **partners with a common understanding of their business.**

Globally, the emphasis is on creativity, innovation and vision, with flexibility and creativity being the most sought-after agency skills. In the Middle East, an advertising agency is valued as an extension of a brand's marketing team and is therefore expected to understand the business and to bring technical and strategic skills to the table.

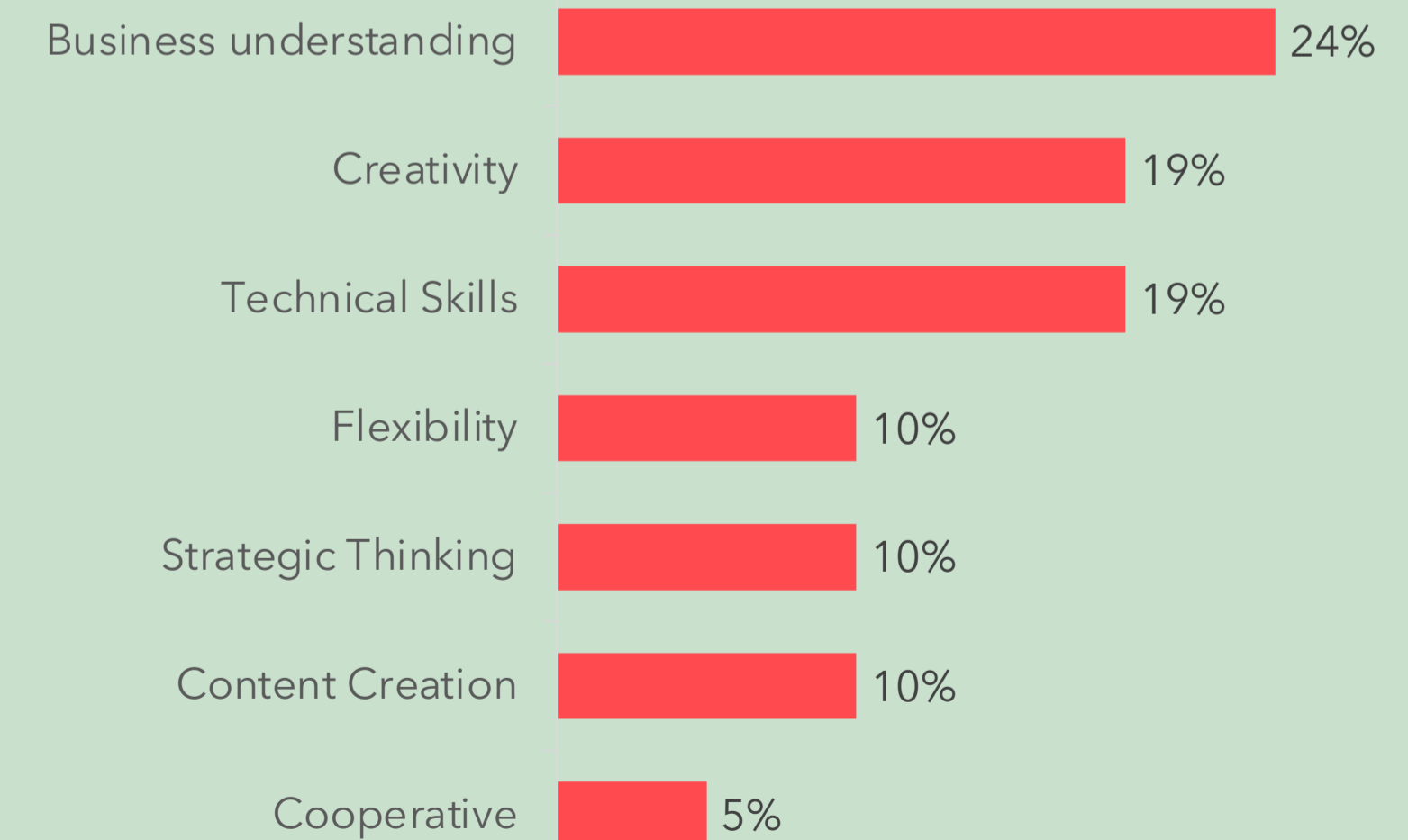
What inspiration do you expect from your agency partners in the future? What skills will an agency need to have?

Numbers in percent.

Impulses



Skills



Question: What inspiration do you expect from your agency partners in the future? What skills should an agency have?
 Top unprompted responses from: N = 21



“

Keeping us up to date with tech developments and providing inspiration in the form of new insights - all while speaking the language of our brand. Agencies are part of my team.

Ruurd Neurink
Manager Marketing & Strategy
Pon Luxury & Performance Cars, Netherlands



I expect agencies to even carry out tasks that are unexpected of them. In order to do this, they need to be able to transform data into useful insights and generate compelling storytelling.

Francesco Cordani
Head of MarCom, Samsung Italy



For CMOs, agencies as challengers are crucial. The clear expectation is to accurately assess new trends and developments, present concrete opportunities and generate real impact through intelligent implementation strategies.

Felix Bartels
CMO Serviceplan Group, Germany



The key to a true partnership between agencies and CMOs is an open discourse about the company's current and future challenges with a clear focus on sustainability and securing economic success. In the future, agencies need to help establish resilient and scalable business models; otherwise, they will miss the necessary step into the future themselves.

Julia Zimmermann
Brand Strategy & Positioning Partner,
Future Marketing, Serviceplan Germany



7

What challenges do you think your brand faces in this ever-changing world and consumers mindset?

What would be the best tactic to overcome these challenges in your opinion?



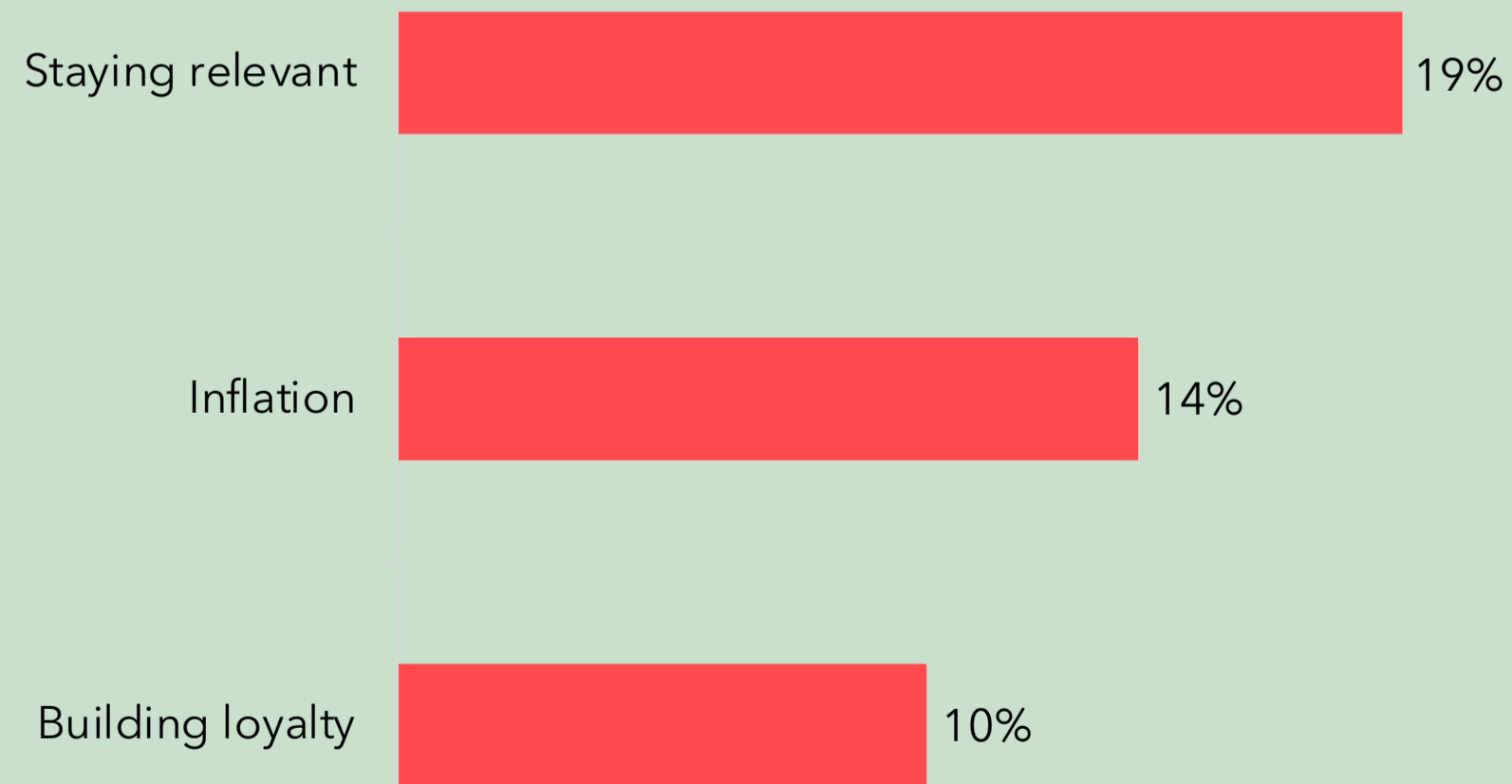
Brand relevance is anticipated as the biggest challenge facing CMOs in the Middle East, while staying adaptable as a brand might be a solution.

Inflation, as an external factor, is also recognized as a challenge. In terms of potential solutions, an equal measure of communication, strategic measures and customer-centricity can help CMOs navigate their brand's challenges.

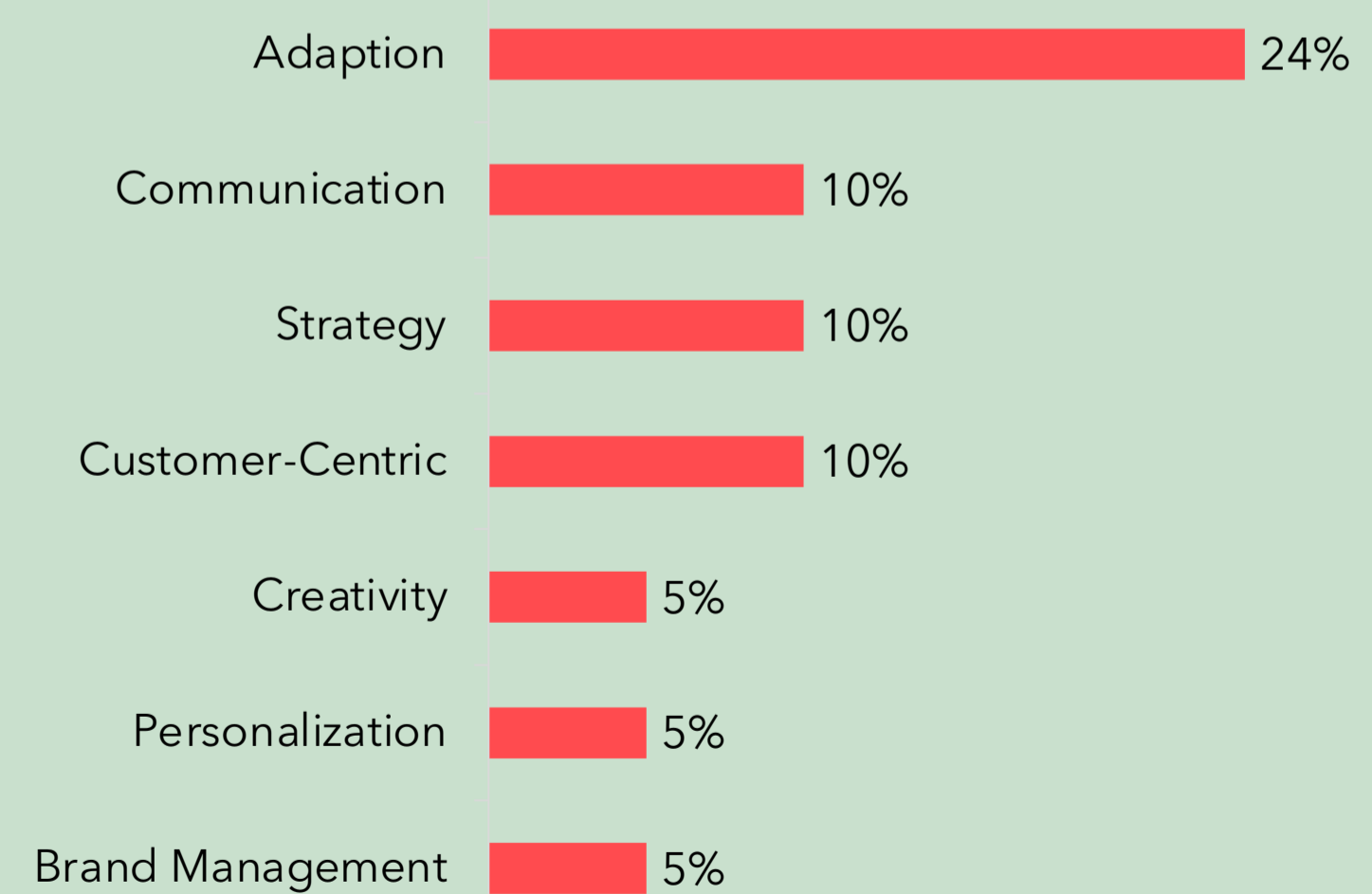
**What challenges do you think your brand faces in this ever-changing world and consumers mindset?
What would be the best tactic to overcome those challenges in your opinion?**

Numbers in Percent.

Challenges



Solutions



Question: What challenges do you think your brand faces in this ever-changing world and consumers mindset? What would be the best tactic to overcome those challenges in your opinion?
Base: N = 21 surveyed CMOs in middle East



In the dynamic landscape of an ever-changing world and evolving consumer mindsets, brands confront the challenge of staying relevant and responsive. To overcome these hurdles, adaptability becomes our greatest asset. Embracing innovation, fostering a deep understanding of shifting consumer needs, and swiftly adjusting strategies are the key tactics to navigate and thrive in this dynamic terrain.

Natalie Shardan
Managing Director,
Serviceplan Middle East



8

What keeps you up at night as a CMO?

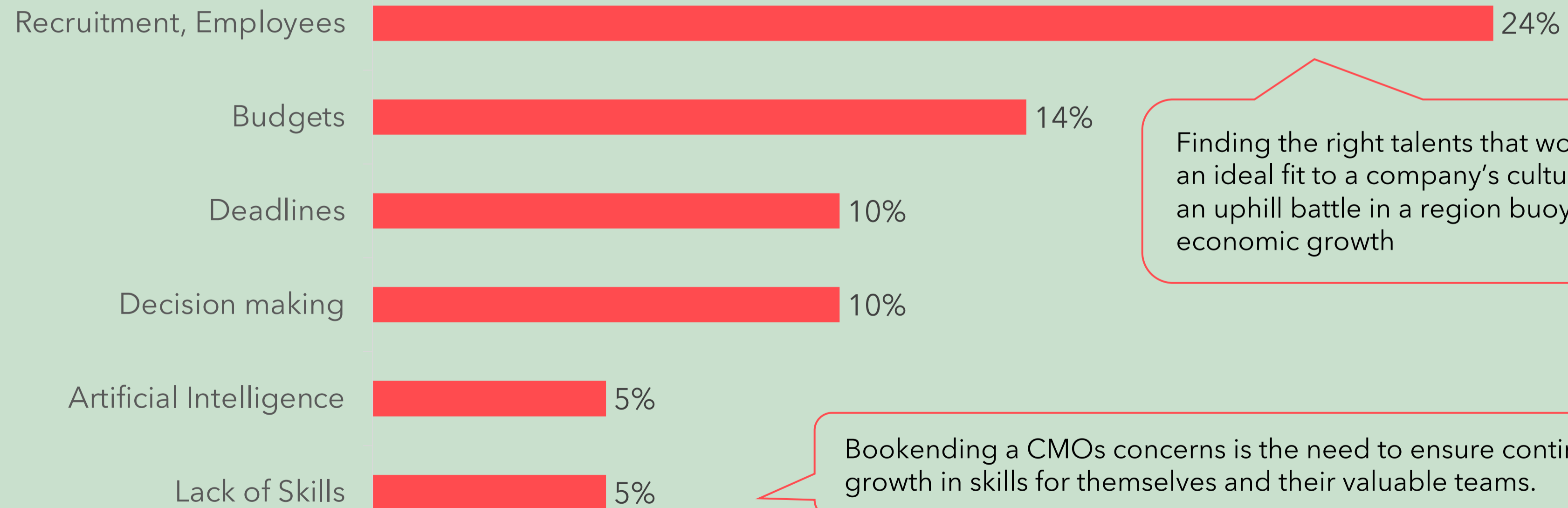


Hiring & upskilling talents keep Middle East CMOs awake at night

Budgets, deadlines, and decisions also prove to be disconcerting topics for some CMOs, but not as critical as the clamor for skilled talents when looking at the combined total of 29% representing recruitment and staff skills.

What keeps you up at night as a CMO?

Numbers in Percent.



Finding the right talents that would prove to be an ideal fit to a company's culture has become an uphill battle in a region buoyed by continued economic growth

Bookending a CMOs concerns is the need to ensure continued growth in skills for themselves and their valuable teams.

Question What keeps you up at night as a CMO?
Base: N = 21 surveyed CMOs in middle East



The fight for talent is real and it is not surprising to see this headlining what keeps regional CMOs awake at night. Contending for the best of minds and the best of crafters in the region, at the most ideal rate, at the most crucial time you need them, has become an almost elusive reality. It's a challenge our agency also struggles with. Particularly within Saudi Arabia's rejuvenated advertising sector, pinpointing and attracting the right talent has proven to be a beast larger than we anticipated. A proactive approach to talent acquisition, therefore, involves hiring grassroots, fresh graduates, cultivating a pipeline for future talent growth and infusing new perspectives into the organization.

But then again, that's only half of the equation. Today, it becomes imperative to not only recruit but also to retain our best talents. Implementing strategies to foster a nourishing and engaging work environment then becomes essential, and it is only through this two-part schema of attracting and retaining can organizations fortify their talent pool and build a foundation for sustained success.

Rami Hmadeh
CEO, Serviceplan Arabia



9

**Which of these would be your Top 3 KPI's
as a CMO in the Middle East?**

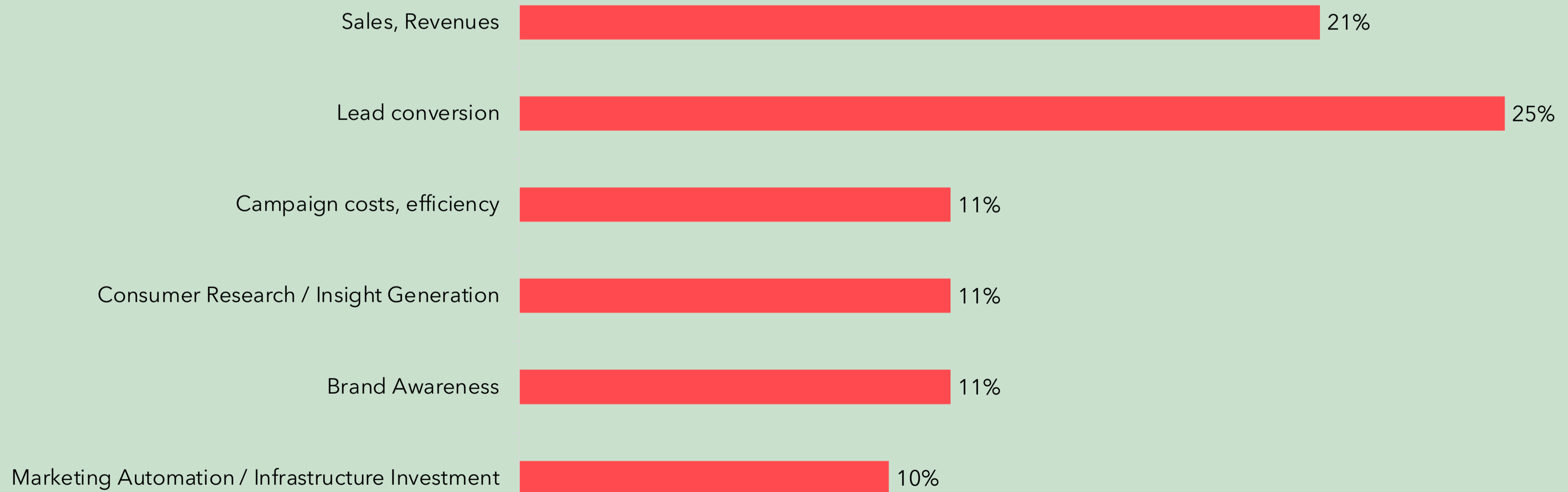


A healthy pipeline will be a CMOs crucial performance indicator for the months ahead.

Sales and revenues as well as conversions are crucial success indicators for CMOs in the region, underscoring the need for marketing to keep a brand's bottomline strong.

Which of these would be your Top 3 KPI's as a CMO in the Middle East?

Numbers in Percent - frequencies: Mentioned among the top 3 KPIs.



Question: Which of these would be your Top 3 KPI's as a CMO in the Middle East?
Base: N = 21 surveyed CMOs in middle East



It comes as no surprise that bottom-funnel metrics prove to be the more salient KPIs for CMOs in the Middle East. Recognizing this need to monitor data-driven KPIs realtime, we, at Mediaplus Middle East, continue to innovate our Data Analytics offering. From developing proprietary tools to leveraging new and existing data models, to hiring and upskilling talents, we are tirelessly looking for ways to ensure that brands we work with are equipped with data-backed insights to support crucial marketing decisions.

Azhar Siddiqui

Managing Partner, Mediaplus Middle East



CMO Barometer 2024



Marketing excellence = marketing strategy x craft x creativity.
All these three elements require ongoing development if you want to continuously lay the foundations for excellence.

Prof. Sven Reinecke
Executive Director, University of St. Gallen
(HSG), Switzerland



CMO Barometer 2024



The role of a CMO has never been as complex, but also never as exciting. We were delighted to help bring the CMO Barometer to the Middle East, taking the pulse of the Changemakers in the region to hear their thoughts on the future of our industry in the GCC.

Khaled Ismail
Chairman
The Marketing Society



About the Serviceplan Group & The Marketing Society

CMO BAROMETER

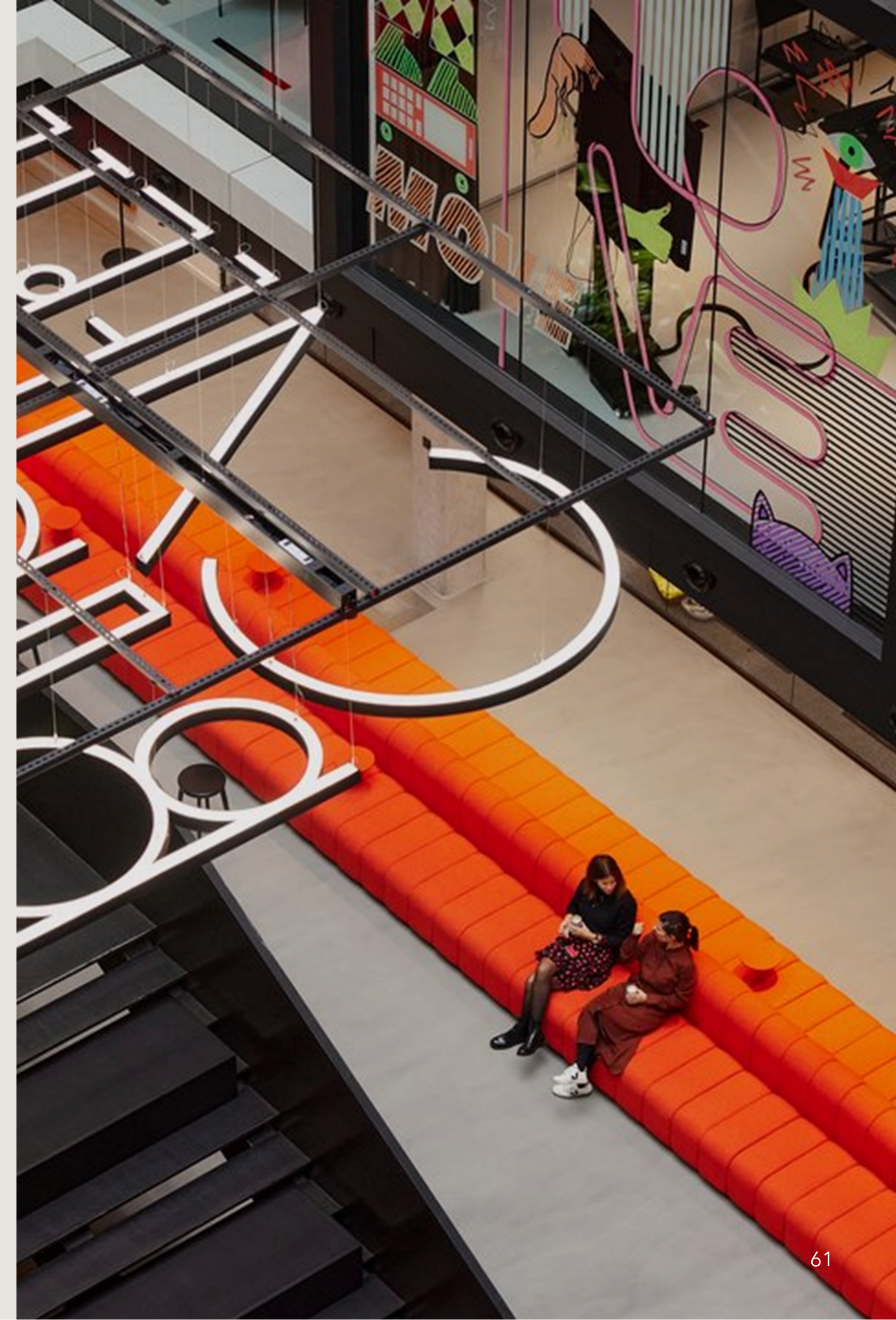
The CMO Barometer is an annual study that surveys top marketers from the most important companies in the D-A-CH region and another eight countries. This is the fifth time it has been conducted by the Serviceplan Group internationally and the very first time in the Middle East region.

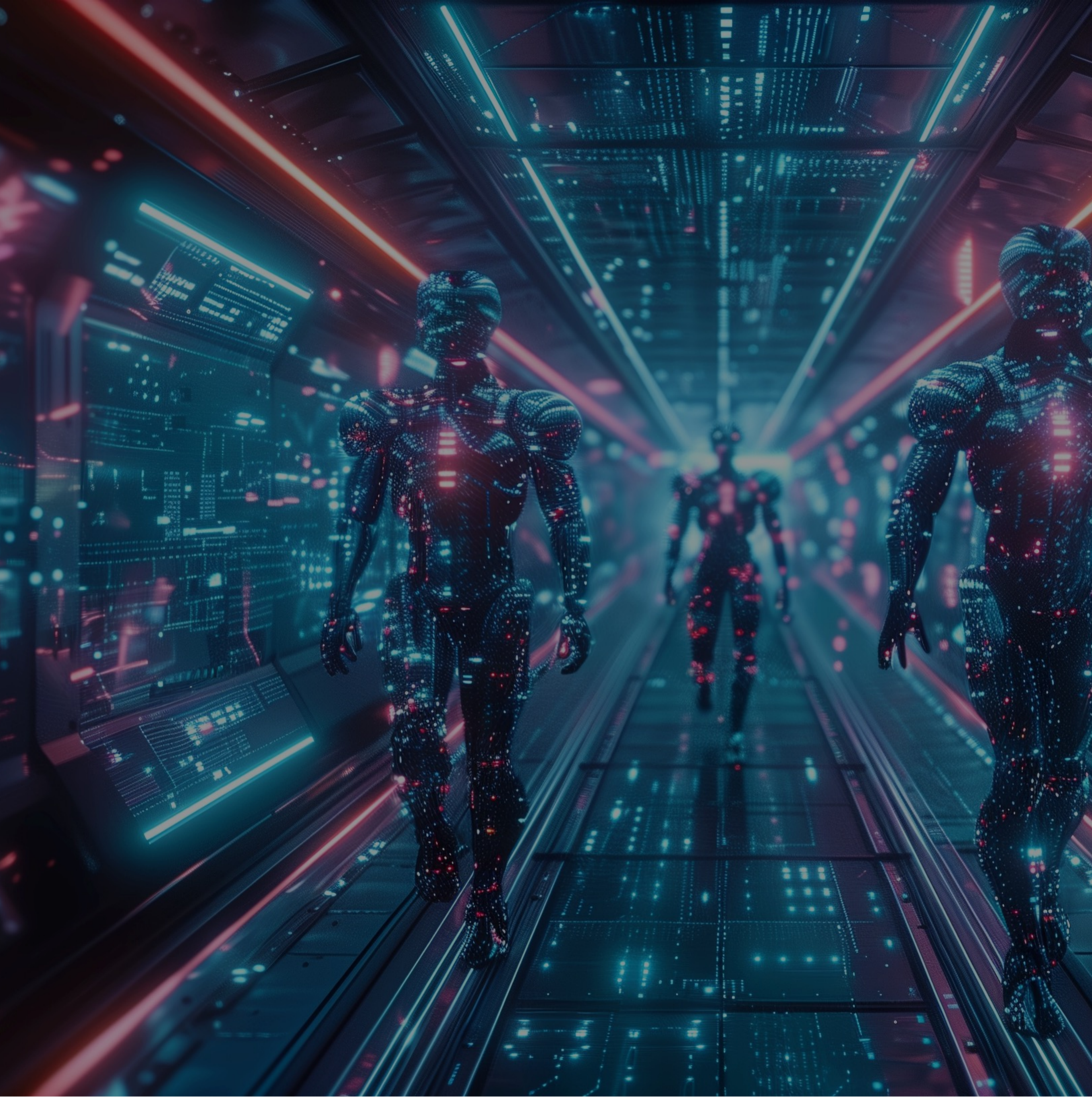
THE MARKETING SOCIETY

The Marketing Society is a leading global membership community, founded in 1959 as a not-for-profit organisation. Since then, they've grown to become a highly influential network of marketing leaders around the world, with hubs in England (HQ), Scotland, Hong Kong, Singapore, UAE and New York.

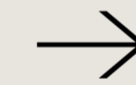
SERVICEPLAN GROUP MIDDLE EAST

Serviceplan Group, Europe's largest independent advertising agency group, was founded in 1970. With its 'House of Communication' concept, Serviceplan is the only independent agency group to provide all communication services from a single source, for the creation of truly integrated concepts: the optimal basis for BUILDING BEST BRANDS. In 2010, Serviceplan Group Middle East opened its doors in Dubai catering to the entire MENA region.

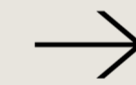




Thank you!



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