

# STRATEGICALLY EMBEDDING THE MARKETING DEPARTMENT WITHIN MANAGEMENT: DRIVERS, MODELS, AND LEADERSHIP PERSPECTIVES

Mihai STANCIU

SNSPA, Bucharest, Romania  
[mihai.stanciu.23@drd.snspa.ro](mailto:mihai.stanciu.23@drd.snspa.ro)

Received 30 September 2025; Accepted 21 December 2025

## Abstract:

*This article examines the paradox facing marketing in contemporary organizations: it is increasingly tasked with driving growth and innovation while remaining structurally and strategically marginal in many organizations. Synthesizing academic studies and recent business insights, the article maps the drivers, models, and leadership dynamics that determine whether the marketing department is embedded within top management. The review finds persistent misalignment between expectations and authority for marketing leaders: Chief Marketing Officers (CMOs) are responsible with growth yet have short tenures and limited access to board-level forums. Three enablers recur across the literature: (1) structural fit between the organization's strategy and the marketing department, (2) contextual alignment with industry and life-cycle stage, and (3) leadership commitment and role clarity, especially in the partnership between Chief Executive Officers (CEOs) and Chief Marketing Officers (CMOs). The article also outlines how CMO mandates and team configurations should evolve as organizations move between development stages, from early ventures to developing and mature stages. Practical implications include giving marketing leaders a clear mandate, matching their goals with how their performance is measured, and ensuring they have a voice in the company's most important decisions. Future research opportunities include board representation effects and longitudinal dynamics of CEO-CMO alignment.*

**Key words:** Strategic marketing integration; CMO Leadership; Marketing organization structure; CEO-CMO Alignment; Chief Marketing Officer Role

**JEL classification:** M30; M31; M10; M12; L22

## 1. INTRODUCTION

The role of marketing within organizations has undergone profound transformation, moving from a narrowly defined operational function to a more diffuse and strategically significant discipline. In theory, marketing today is expected to act as a driver of innovation, customer value creation, and long-term growth. In practice, however, the discipline often occupies a paradoxical position: highly visible in corporate communications but strategically and structurally marginalized. Chief Marketing Officers (CMOs) are regularly tasked with delivering growth, yet they remain the shortest-tenured of all C-level Executives, with limited influence over core strategic levers such as product development, pricing, and corporate strategy (Whitler & Morgan, 2017).

This contradiction raises a central question for both academics and practitioners: what structural, contextual, and leadership factors enable marketing to be strategically embedded within management? The issue has significant implications for organizational performance, as research consistently links an organization's market orientation and marketing leadership integration to superior business results (Brower & Nath, 2018; Whitler et al., 2022), while business studies show that firms with marketing-literate executives are more likely to achieve sustained growth (Brodherson et al., 2023).

Despite these associations, the literature reveals persistent misalignment between the expectations placed on marketing leaders and the resources, authority, and governance mechanisms available to them. This article addresses that gap by synthesizing insights from academic research and leading business publications, with the aim of mapping the drivers and constraints that shape marketing's strategic role. Adopting a semi-structured literature review methodology (Snyder, 2019),

the study examines how marketing's identity has evolved, the conditions that enable its integration into management, and the leadership dynamics that influence its strategic position.

This review integrates insights from both academics and practitioners to offer a multi-stage model for embedding marketing within management. While the focus remains on reporting and analyzing existing literature, the findings also highlight emerging themes, such as cross-functional governance, and board-level representation, which should warrant further academic investigation.

## 2. METHODOLOGY

This study employs a semi-structured literature review methodology, following the guidelines set out by Snyder (2019), to systematically identify, select, and synthesize relevant academic and practitioner literature on the strategic integration of marketing within management structures. The semi-structured approach ensures methodological rigor while allowing the flexibility to incorporate both peer-reviewed scholarly articles and high-quality business publications from reputable sources (e.g., Harvard Business Review, McKinsey & Company, BCG, Bain & Company, MIT Sloan Management Review and others).

The review process began with an extensive search of Web of Science and Scopus databases using combinations of keywords such as 'marketing management', 'marketing organization', 'strategic marketing', 'role of marketing', and 'marketing structure'. The queries retrieved are close to 500,000 publications.

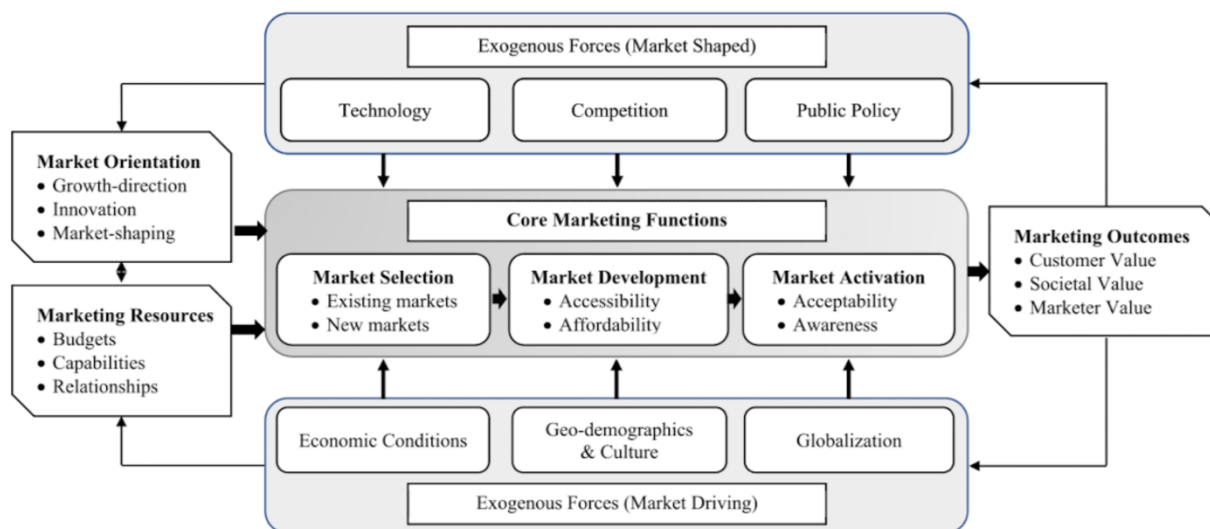
Applying inclusion criteria — English-language, peer-reviewed, within the disciplinary domains of Business, Management, and Economics — reduced the volume of potential sources to approximately 10,000 publications. Abstracts and conclusions for about 300 articles were screened to ensure relevance to the articles objective. To complement the academic base, targeted searches were conducted across leading business insight platforms, selecting practitioner-oriented articles that met criteria of relevance, credibility, and publication recency. This provided an additional 40 business sources, ensuring coverage of topics such as CMO tenure, role clarity, organizational maturity, and leadership alignment.

Data extraction focused on identifying recurring themes related to marketing's identity, structural integration, and leadership dynamics. The final dataset comprised 31 sources, which were analyzed thematically to develop an integrative perspective. This approach ensured both breadth, by covering a wide scope of literature, and depth, by focusing on high-quality, directly relevant contributions.

## 3. MARKETING'S IDENTITY CRISIS

The concept of an "identity crisis" in marketing has deep theoretical and empirical roots. At its core, marketing is fundamentally about creating value by anticipating and responding to market needs. Parvatiyar and Sheth (2021) describe marketing as a process through which organizations deploy resources, including financial capital, expertise, and brand equity, to stimulate market responses and achieve desired outcomes. From a stimulus-organism-response (S-O-R) perspective, marketing acts as the stimulus that triggers consumer behavior and market shifts. It encompasses key functions such as market selection, development, and activation, ensuring that organizations are strategically positioned to engage with their audiences and compete effectively, as described in Figure 1.

Within this broader framework, marketing management serves as the mechanism through which marketing efforts are executed. El-Ansary (2006) defines marketing management as the process of creating, communicating, and delivering value through coordinated decisions on product, pricing, promotion, and distribution. This perspective emphasizes the operational nature of marketing, where businesses translate strategic objectives into tangible actions that drive customer engagement and business performance. Reflecting on these advancements, Tamilia (2011) notes that the once robust field of marketing thought has gradually become marginalized, often treated as a subfield within broader business studies rather than as an integrated discipline.



**Figure 1. A general framework of integrative marketing**

Source: Parvatiyar & Sheth, 2021

As marketing expanded from its traditional, product-focused roots to a discipline that now encompasses social, cultural, and ethical dimensions, its core boundaries have become increasingly ambiguous. Kotler (2018) observes that this broadening should encourage every citizen to gain at least a basic understanding of marketing, not merely leaving it to specialists, which, however, has contributed to an erosion of its foundational functions. At the same time, as Webster et al. (2004) observe, the period also marked the rise of a short-term financial orientation in corporate governance. This shift, driven by the prominence of cash flow management and portfolio optimization tools, often eroded long-term strategic thinking, customer orientation, and brand equity, conditions that remain central to marketing's identity crisis today and amplify the "tyranny of the P&L".

The evolution of marketing theory has itself become a battleground for redefining the field. El-Ansary et al. (2018) recount that early academic efforts were primarily dedicated to proving marketing's productivity by demonstrating its role in creating economic value, through the generation of time, place, and possession utilities. Over time, however, as the focus shifted from just describing these functions to explaining and systematizing them, the discipline experienced a radical expansion. Influential works in the late 1960s and early 1970s, including those by Kotler and colleagues, redefined marketing not just as a managerial function within a firm, but as a set of techniques applicable to virtually any social exchange. This expansion, while innovative, has also intensified the debate over where marketing begins and other disciplines end.

The late twentieth century brought a profound shift. Vargo and Lusch's (2004) service-dominant logic reframed marketing as a co-creative process, in which value emerges from the integration of intangible resources, like knowledge, skills, and relationships, across organizational functions. This broadened perspective increased marketing's relevance to corporate strategy, but it simultaneously blurred its boundaries. Functions once present exclusively in marketing, such as

customer analytics, innovation, or brand management, became dispersed across departments or departments themselves, eroding the discipline's structural coherence (Ferrell, 2018).

As marketing assumed a wider portfolio of activities, it often did so without a corresponding increase in decision rights or budgetary authority. The result was a discipline that was expected to influence enterprise-wide outcomes while lacking control over key levers. In many organizations, this dispersion has intensified with digital transformation. The integration of data-driven tools, design capabilities, and customer experience functions into other business units has made marketing both more embedded and less central, therefore present in multiple processes, but absent from strategic command.

Business research reinforces these observations, as Whitler and Morgan (2017) report in the Harvard Business Review that 80% of Chief Executive Officers (CEOs) do not trust or are disapproving of their CMOs, a sentiment far less common towards other C-suite roles. This credibility deficit, combined with the absence of clear performance metrics as only 22% of CMO job descriptions specify how the role will be evaluated, creates conditions for critical misalignment. The same analysis shows that CMOs average just over four years in tenure, the shortest in the C-suite, with many departing within three years.

The identity crisis is also a governance issue. Whitler et al. (2022) find that less than 3% of board members in large firms have executive-level marketing experience, and only 26% of CMOs are invited to regularly attend board meetings. This absence from the highest decision-making forum limits marketing's ability to influence long-term strategic direction. Paradoxically, firms consistently rank growth, which is fundamentally a core marketing responsibility, as a top priority (Whitler et al., 2022).

Historically, marketing's role has been shaped by structural and contextual contingencies. In smaller or early-stage firms, marketing responsibilities are often fluid and entrepreneurial, with leaders acting as generalists. As organizations mature, structures formalize, but role clarity does not necessarily improve. Studies by Fürst et al. (2023) and Homburg et al. (2000) note that even in established organizations, marketing activities are frequently dispersed across departments, leading some scholars to question whether a centralized marketing department is still necessary.

This identity crisis does not manifest uniformly across industries or organizational life-cycle stages. In high-growth start-ups, marketing roles are typically fluid, with leaders acting as generalists in resource-constrained, opportunity-driven environments (Fürst et al., 2023). As firms scale, processes and structures become more formalized, yet this often narrows marketing's remit to a set of predefined deliverables, limiting its strategic latitude (Homburg et al., 2000). In mature organizations, the presence of established systems and entrenched hierarchies can reinforce this tactical perception, making it more challenging for marketing leaders to claim a central role in shaping strategy.

In this context, Sheth and Sisodia (2015) argue that the proliferation of marketing as a business can be so accessible that virtually anyone can enter the field. They propose that to restore credibility and professionalism, marketing practitioners should be subject to standardized certification processes, similar to those in accounting or medicine, and even suggest that companies might benefit from renaming the role of CMO to "Chief Customer Officer" in order to better reflect the modern focus on customer value. Moreover, Parvatiyar and Sheth (2021) highlight that contextual changes have rendered many traditional schools of marketing thought obsolete, while new emergent paradigms, such as marketing strategy, services marketing, relationship marketing, and international marketing, are taking shape. The same academics capture the irony of this evolution by noting that despite the increasing strategic importance placed on customer-centricity, marketing's role within organizations is often being minimized.

This combination of expanded scope, diluted authority, and weak governance presence has created a discipline in search of a stable identity. While the literature converges on the idea that marketing is most effective when structurally aligned with strategic priorities (Olson et al., 2005; Lee et al., 2015), the actual organizational reality often falls short. Understanding the origins and persistence of marketing's identity crisis provides essential context for assessing the factors that

enable or constrain its strategic integration. The following section examines these drivers, focusing on structural, contextual, and leadership dimensions identified in the literature.

#### 4. DRIVERS OF STRATEGIC INTEGRATION

The literature points to three interrelated categories of factors that determine the extent to which marketing is strategically embedded within management: structural alignment, contextual conditions, and leadership orientation towards marketing. These drivers interact dynamically, shaping both the formal positioning of the marketing function and the informal influence it displays within the top management team.

Research consistently finds that marketing's impact increases when its structure is intentionally designed to reinforce the firm's strategic priorities. Gaurav et al. (2024) emphasize that the relationship between business management and marketing is fundamental to organizational success. When marketing and managerial functions are properly coordinated, firms can enhance their ability to compete effectively. Therefore, a lack of integration between these functions often leads to inefficiencies, internal friction, and, ultimately, weaker overall performance. Ensuring that business and marketing strategies complement each other across departments and hierarchies is essential for sustaining long-term competitiveness.

Beyond aligning with overall business priorities, structural fit is also influenced by the relatedness of marketing and sales tasks across business units. Workman et al. (1998) find that organizations with highly interdependent marketing and sales functions tend to centralize these activities, consolidating resources within corporate groups. Conversely, where task relatedness is low, decentralized structures are more common, allowing strategic business units to operate with greater autonomy. From a process perspective, alignment requires clarity on decision rights, integration points with other functions, and control over key levers such as brand, pricing, and customer experience. These structural realities intersect with the day-to-day challenges CMOs face. Whitley et al. (2022) identifies the top three as demonstrating the ROI of marketing activities, improving customer understanding, and adapting to the speed of digital change, each of which requires both organizational alignment and committed leadership to address effectively.

Business literature extends this argument by framing alignment as a maturity process. Maturity models, such as those described by Harraca (2023) and Warner (2024), conceptualize marketing integration as progressing through defined stages. At lower levels, marketing is largely reactive, with minimal cross-functional authority, while, at higher levels, it operates as a fully integrated strategic partner, influencing enterprise-wide priorities. Moving between levels requires not only process improvements, but also resource commitments and governance changes, which are factors often underestimated by executives (Warner, 2024). In practice, the progression is non-linear, with firms experiencing both advances and setbacks as leadership, market conditions, and strategic goals shift.

The structural fit of marketing is shaped by contextual factors such as organizational size, age, industry dynamics, and market turbulence. In new ventures, marketing leadership often takes on hybrid responsibilities, combining strategic direction with direct execution, as roles remain fluid and opportunistic, focused on customer acquisition and proof of concept (Fürst et al., 2023; Whitley & Metrick, 2024). As firms enter the development or "scaler" stage, the marketing function evolves toward specialization, with processes for lifecycle management, attribution, and capability building. In maturity, marketing leadership becomes integrative, orchestrating cross-functional initiatives, aligning business units, and embedding marketing into governance systems (Whitley & Metrick, 2023; Agrawal et al., 2024). Scholars converge on the idea that the CMO's mandate evolves with firm development: from "builder" (growth catalyst with minimal formal structure) to "scaler" (process and capability architect), to "integrator" (strategic orchestrator) (Warner, 2024; Harraca, 2023). Bonchek and Cornfield (2017) reinforce this life-cycle perspective by outlining four possible futures for CMOs, "up, over, down, or out", depending on whether they succeed in redefining their

mandate around enterprise-wide growth and customer experience. Collectively, these perspectives underline the need to consciously align CMO skill sets with organizational maturity stages.

The literature also highlights the influence of industry context. High-change environments, such as technology or consumer-facing services, tend to require greater marketing agility, more flexible structures, and closer CEO–CMO collaboration. In stable or regulated industries, the challenge is often maintaining marketing’s strategic relevance when product cycles are long and customer contact points are fewer. In both cases, the degree to which marketing retains authority over strategic levers, rather than acting as a service provider to other functions, remains a critical determinant of integration.

Leadership emerges as a decisive driver in both academic and business research. Brower and Nath (2018) show that organizations led by CEOs with marketing experience exhibit stronger market orientation and grant greater influence to CMOs. Conversely, Whitler et al. (2022) find that marketing expertise is scarce in corporate governance: less than 3% of board members have held senior marketing roles, and CMOs are invited to attend board meetings far less frequently than other functional leaders. This absence from the highest decision-making forums limits marketing’s ability to shape long-term strategic agendas.

Business sources add further nuance by distinguishing between CMO role archetypes. Whitler et al. (2022) identify three dominant patterns: the strategy role, where CMOs set firm-level direction; the commercialization role, where marketing supports the organization’s innovation leadership; and the enterprise-wide P&L impact role, where CMOs have full accountability for growth outcomes. Each archetype comes with different structural and governance implications, and mismatches between a firm’s needs and the CMO’s mandate are a common source of underperformance and turnover.

Leadership orientation towards marketing also determines how clearly marketing’s remit is defined. Brodherson et al. (2023) report that while most CEOs believe the role of marketing is well specified, only half of CEO–CMO pairs within the same company give the same answer when asked to define marketing’s primary function. Without shared expectations, marketing leaders face challenges in prioritizing resources and aligning their teams with enterprise goals. This misalignment frequently bleeds into the issues of role clarity and tenure that will be examined in the following chapter.

In sum, the integration of marketing into strategic management is not determined by structure alone. It emerges from the interplay between structural fit, contextual demands, and leadership commitment. The literature suggests that even well-designed marketing organizations can fail to achieve strategic influence if they operate in contexts where leadership is disengaged or role expectations are vague. Conversely, strong CEO–CMO alignment can, in some cases, compensate for less-than-optimal structures, enabling marketing to act as a catalyst for growth despite organizational constraints. The next chapter examines how these dynamics manifest in the design, governance, and tenure of the marketing leadership role.

## **5. LEADERSHIP ALIGNMENT, ROLE CLARITY AND TENURE**

The relationship between the Chief Executive Officer (CEO) and the Chief Marketing Officer (CMO) emerges from the literature as one of the most decisive factors in determining marketing’s strategic integration. When this relationship is characterized by shared vision, mutual trust, and regular collaboration, marketing’s influence at the executive level expands significantly.

Brodherson et al. (2023) show that companies in which CEOs and CMOs jointly define marketing’s responsibilities are twice as likely to achieve above-average growth. Yet despite this potential, alignment is far from universal. While nine in ten CEOs believe marketing’s role is well specified, only half of CEO–CMO pairs within the same firm give matching answers when asked to define marketing’s primary function. Such discrepancies in perception lead to fragmented priorities and a lack of coherence in how resources are allocated, and initiatives are pursued. Similarly, Veenstra (2025) emphasizes that CMOs must clarify their remit not only with CEOs but also with

peers across the executive team, as their effectiveness depends on whether they are positioned as growth leaders, innovation catalysts, or brand stewards. Beyond alignment of vision, Whitley and Metrick (2024) note that effective CEO–CMO pairs engage in regular one-on-one meetings, jointly review customer insight data, and co-own key performance indicators related to growth and customer value. These practices foster trust, create shared accountability, and increase marketing’s visibility in strategic decision-making.

A central challenge in this relationship is the design of the CMO role itself. Whitley and Morgan (2017) find that while most CMOs oversee marketing strategy, brand, and customer metrics, beyond these core areas their responsibilities vary widely, from product development and pricing to public relations and e-commerce. The absence of a consistent role definition means that CEOs often appoint marketing leaders without clear agreement on the boundaries of their authority or the metrics by which they will be evaluated. Only 22% of CMO job descriptions in a large-scale review (Whitley & Morgan, 2017) contained specific performance measures, and just 2% had a clearly articulated expectations section. This lack of formal clarity forces CMOs to rely heavily on informal influence rather than decision rights, a dynamic that is especially challenging when they are held accountable for growth, but lack control over critical levers such as pricing, product strategy, or distribution. McGovern and Quelch (2004) echoes this point, noting that CMOs are often set up to fail because their mandates are vague, expectations are inflated, and in some firms the very need for the role is not clearly defined.

The consequences of such misalignment are visible in tenure patterns. Whitley and Morgan (2017) report that CMOs have an average tenure of 4.1 years, the shortest among C-suite roles, and that 57% have been in their current position for three years or less. Dennehy et al. (2020) indicate an even steeper drop in recent years, with median tenure falling to just 28 months in 2018. The implications of high turnover extend beyond the executive role itself. Whitley and Morgan (2018) warns that frequent CMO changes disrupt team continuity, weaken institutional marketing knowledge, and can erode the organization’s ability to sustain long-term brand strategies. Dennehy et al. (2020) that volatile tenure patterns complicate succession planning, often leading to reactive appointments that further perpetuate misalignment. Business studies link these figures directly to what Whitley et al. (2022) terms the expectations–experience gap, in which the skills of the CMO, the structure of the role, and the organization’s strategic needs are misaligned from the outset. Without early agreement between CEO and CMO on mandate, authority, and priorities, this gap tends to widen, leading to friction, reduced performance, and eventual turnover.

Governance structures further shape the CEO–CMO dynamic. Even when boards include members with senior marketing experience, Whitley et al. (2022) find that this expertise is often siloed, consulted only on narrow topics rather than integrated into core strategic deliberations. This absence from the highest decision-making forum limits the CMO’s ability to influence long-term strategy and to align marketing’s initiatives with the organization’s overarching objectives. Moreover, CEOs without marketing backgrounds, who constitute the majority, may be less equipped to evaluate and support marketing’s contribution, making deliberate communication and relationship-building even more important.

The literature therefore presents the CEO–CMO relationship as both an opportunity and a vulnerability. Strong alignment can compensate for structural limitations and enable marketing to function as a growth catalyst. Weak alignment, by contrast, amplifies the identity crisis described earlier, trapping marketing in a cycle of unclear expectations, constrained authority, short tenure, and limited strategic relevance. Achieving alignment requires more than interpersonal relationships: it depends on jointly defining the role, ensuring access to governance forums, and maintaining an ongoing strategic dialogue between CEO and CMO. Where these conditions are met, marketing leaders are better positioned to contribute meaningfully to the firm’s direction, bridging the gap between customer value creation and corporate performance.

## 6. CONCLUSIONS

The literature reviewed in this article reveals a persistent tension in the organizational role of marketing. On one hand, organizations increasingly position marketing as a strategic function expected to drive growth, customer engagement, and innovation. On the other, structural marginalization, ambiguous mandates, and inconsistent leadership alignment often limit its capacity to influence enterprise-wide decision-making. This paradox underpins the identity crisis explored earlier: marketing's scope has expanded across functions, yet its authority over key levers remains uneven and, in many contexts, insufficient.

Three drivers consistently emerge as central to marketing's strategic integration: structural alignment with business priorities, contextual fit with industry and organizational life cycle, and leadership commitment, particularly the alignment between the CEO and the CMO. Academic studies (Olson et al., 2005; Lee et al., 2015; Brower & Nath, 2018) and business literature (Brodherson et al., 2023; Whitley & Morgan, 2017) converge in showing that structural design alone is insufficient. Integration depends equally on role clarity, shared expectations, and regular engagement between marketing leadership and the executive team. Where these conditions are absent, the resulting misalignment not only constrains marketing's impact but also contributes to short CMO tenures and high turnover.

Governance structures play a critical role in shaping these dynamics. The limited presence of marketing expertise on corporate boards (Whitley et al., 2022) restricts the discipline's ability to influence long-term strategy and reinforces its tactical perception. This is particularly striking given that growth, a domain where marketing capabilities are essential, remains a top priority for most firms. The absence of marketing perspectives in board deliberations thus represents both a strategic blind spot and an area for further scholarly inquiry.

Organizations aiming to embed marketing strategically should start by giving marketing leaders a clearly defined mandate, ensuring alignment between their responsibilities and performance metrics, and granting them influence in executive and board-level decision-making. Establishing formal mechanisms for CEO–CMO collaboration, integrating marketing perspectives into governance forums, and adapting the marketing mandate as the company evolves through its life cycle are practical steps to enhance strategic impact.

Future research could therefore focus on two areas. First, there is a need for longitudinal studies examining how CEO–CMO alignment evolves over time and how it interacts with organizational performance. Second, greater attention should be paid to the governance dimension, particularly the effects of board-level marketing expertise on strategic decision-making and firm outcomes.

Taken together, the existing evidence underscores that marketing's strategic relevance is neither automatic nor guaranteed. Its integration within management is contingent on structural, contextual, and relational factors that must align to enable the discipline to fulfil its potential as a driver of sustained organizational performance. While the literature provides valuable insights into these conditions, the evolving competitive and technological landscape ensures that the question of marketing's place in strategic management remains an open and pressing field for further academic investigation.

## REFERENCES

1. Agrawal, R. et al. (2024) *How CMOS can lead transformations in an era of change*, BCG Global. Available at: <https://www.bcg.com/publications/2024/how-cmos-can-lead-transformations-in-an-era-of-change#:~:text=organizations> (Accessed: 02 April 2025).
2. Bonchek, M., & Cornfield, G. (2017, September 8). *There are 4 futures for CMOS (some better than others)*. Harvard Business Review. <https://hbr.org/2017/09/there-are-4-futures-for-cmos-some-better-than-others>

3. Brodherson, M. et al. (2023) *The power of partnership: How the CEO–CMO relationship can drive outsize growth*, McKinsey & Company. Available at: <https://www.mckinsey.com/capabilities/growth-marketing-and-sales/our-insights/the-power-of-partnership-how-the-ceo-cmo-relationship-can-drive-outsize-growth> (Accessed: 05 April 2025).
4. Brower, J., Nath, P. *Antecedents of market orientation: marketing CEOs, CMOs, and top management team marketing experience*. (2018). *Marketing Letters*, 29, 405–419. <https://doi.org/10.1007/s11002-018-9474-5>
5. Dennehy, B., Gordon, C., & Govaers, K. (2020, April 27). *How CEOs can solve the CMO Dilemma*. Bain. <https://www.bain.com/insights/how-ceos-can-solve-the-cmo-dilemma/#:~:text=Still%2C%20despite%20the%20revolving%20door%2C,they%20should%20be%20looking%20for>
6. El-Ansary, A.I. (2006), *Marketing strategy: taxonomy and frameworks*, *European Business Review*, Vol. 18 No. 4, pp. 266-293. <https://doi.org/10.1108/09555340610677499>
7. El-Ansary, A., Shaw, E.H. & Lazer, W. (2018). *Marketing's identity crisis: insights from the history of marketing thought*. *AMS Rev*, 8, 5–17. <https://doi.org/10.1007/s13162-017-0102-y>
8. Ferrell, O.C. *Marketing's identity crisis: it's complicated*. (2018). *AMS Rev*, 8, 30–38. <https://doi.org/10.1007/s13162-018-0114-2>
9. Fürst, A., Gabriellsson, M., Gabriellsson, P. et al. (2023). *The role of marketing in new ventures: How marketing activities should be organized in firms' infancy*. *Journal of the Academy of Marketing Science*. 51, 966–989. <https://doi.org/10.1007/s11747-022-00920-4>
10. Gaurav, M., T, M., Lone, A. M., Bhanu, P. U., Joseph, B., & Hans, V. B. (2024). *Strategic Alignment of Management and Marketing Practices: A Comparative Analysis*. *Educational Administration*. <https://doi.org/10.53555/kuvey.v30i4.2957>
11. Harraca, J.M. (2023), *Assesing marketing strategy: Towards an integrated maturity model*, *Muma Business Review*, 7, pp. 107–120. <https://doi.org/10.28945/5213>
12. Homburg, C., Workman, J. P., & Jensen, O. (2000). *Fundamental Changes in Marketing Organization: The Movement toward a Customer-Focused Organizational Structure*. *Journal of the Academy of Marketing Science*, 28(4), 459-478. <https://doi.org/10.1177/0092070300284001>
13. Kotler, P. (2018). *Why broadened marketing has enriched marketing*. *AMS Rev*, 8, 20–22. <https://doi.org/10.1007/s13162-018-0112-4>
14. Lee, JY., Kozlenkova, I.V. & Palmatier, R.W. (2015). *Structural marketing: using organizational structure to achieve marketing objectives*. *Journal of the Academy of Marketing Science*. 43, 73–99. <https://doi.org/10.1007/s11747-014-0402-9>
15. McGovern, G., & Quelch, J. A. (2004, November 30). *The fall and rise of the CMO*. *Strategy+business*. <https://www.strategy-business.com/article/04406#:~:text=They%20tend%20to%20be%20outgoing,CMO%20is%20not%20clearly%20defined>
16. Olson, E. M., Slater, S. F., & Hult, G. T. M. (2005). *The Performance Implications of Fit among Business Strategy, Marketing Organization Structure, and Strategic Behavior*. *Journal of Marketing*, 69(3), 49-65. <https://doi.org/10.1509/jmkg.69.3.49.66362>
17. Parvatiyar, A., & Sheth, J. N. (2021). *Toward an integrative theory of marketing*, *AMS Review*, vol. 11(3), pages 432-445, DOI: 10.1007/s13162-021-00211-1
18. Sheth, J. N., & Sisodia, R. S. (2015). *Does marketing need reform?: Fresh perspectives on the future*. Routledge eBooks. <https://doi.org/10.4324/9781315705118>
19. Snyder, H. (2019). *Literature Review as a Research Methodology: An Overview and Guidelines*. *Journal of Business Research*, 104, 333–339. <https://doi.org/10.1016/j.jbusres.2019.07.039>

20. Tamilia, R. D. (2011). *Reflections on the history of marketing thought and theory development*. *Marketing Theory*, 11(4), 507-512. <https://doi.org/10.1177/1470593111418808>
21. Vargo, S. L., & Lusch, R. F. (2004). *Evolving to a New Dominant Logic for Marketing*. *Journal of Marketing*, 68(1), 1-17. <https://doi.org/10.1509/jmkg.68.1.1.24036>
22. Veenstra, J. (2025, February 28). *Roles of the CMO*. Deloitte. <https://www.deloitte.com/us/en/programs/chief-executive-officer/articles/roles-of-the-cmo.html>
23. Warner, R. (2024) *Marketing Maturity Model Examples and Their Use in Developing Strategic Marketing Roadmaps*, Zion & Zion. Available at: <https://www.zionandzion.com/marketing-maturity-model-examples-and-their-use-in-developing-strategic-marketing-roadmaps/#:~:text=Roadmaps%20www,strategically%20move%20upwards%20in> (Accessed: 03 April 2025).
24. Webster, F.E., Malter, A.J., & Ganesan, S. (2004). *The Role of Marketing in the Corporation: A Perpetual Work in Progress*. Tuck School of Business, Working Paper No. 2004-07. <http://dx.doi.org/10.2139/ssrn.530882>
25. Whitler, K.A. and Morgan, N.A. (2017) *Why CMOS never last - And what to do about it*, Harvard Business Review. Available at: <https://hbr.org/2017/07/why-cmos-never-last> (Accessed: 05 April 2025).
26. Whitler, Kimberly A., Ryan Krause, and Donald Rd. Lehmann (2018), “*When and How Board Members with Marketing Experience Facilitate Firm Growth*”, *Journal of Marketing*, 82 (5), 86-105.
27. Whitler, K. A., Tazzia, E., & Mann, S. (2022, May 18). *Set up to fail*. MIT Sloan Management Review. <https://sloanreview.mit.edu/article/set-up-to-fail/#:~:text=interest%20in%20a%20CMO%20position,the%20incoming%20CMO%20f or%20failure>
28. Whitler, K.A., Lee, B. & Young, S. *The impact of boards of directors on chief marketing officer performance: Framing and research agenda*. *AMS Rev* 12, 116–136 (2022). <https://doi.org/10.1007/s13162-022-00230-6>
29. Whitler, K.A. and Metrick, J. (2023) *Design your marketing organization to fit your company's growth stage*, MIT Sloan Management Review. Available at: <https://sloanreview.mit.edu/article/design-your-marketing-organization-to-fit-your-companys-growth-stage/#:~:text=The%20structure%20of%20a%20marketing,incluing%20the%20CMO%20C%20must%20have> (Accessed: 04 April 2025).
30. Whitler, K. A., & Metrick, J. (2024, June 26). *CMO success, stage by stage*. MIT Sloan Management Review. <https://sloanreview.mit.edu/article/cmo-success-stage-by-stage/#:~:text=Chief%20marketing%20officer%20turnover%20has,end%20of%20the%20CMO%E2%80%99s%20tenure>
31. Workman, J. P., Homburg, C., & Gruner, K. (1998). *Marketing Organization: An Integrative Framework of Dimensions and Determinants*. *Journal of Marketing*, 62(3), 21-41. <https://doi.org/10.1177/002224299806200302>