CMOs increasingly want to position their marketing teams as strategic partners driving their company’s growth objectives in the post-COVID-19 world. However, marketing budget declines, intense scrutiny of martech returns and the pressure to build a digital-first marketing strategy are forcing CMOs to review if their marketing teams are structured to support their ambitions and goals.

In light of these developments, we often hear from our clients that they are interested in seeing how other marketing functions are organized. To address this, we have collected marketing org charts from across our client base.

The following anonymized chart has information about the industry and business model, level of centralization, roles and responsibilities of direct reports under the Head of Marketing, digital marketing resources and the number of full-time equivalents (FTEs). Use this as a sample and guide for structuring your own marketing organization.
Roles and Responsibilities

Roles/Leaders Reporting to the Head of Marketing:

- **Program Marketing, I and II** — Develop the go-to-market strategy and plan for different customer segments. Each of the teams is responsible for understanding the distinct needs and preferences of their target customer segment and market and developing marketing campaigns to serve the distinct needs of their specific segment.

- **Shared Services Teams** — These are shared specialist teams that provide marketing support execution for Program Marketing teams:
  - Marketing Operations: Oversee data analysis and management, lead management and coordination with sales, and marketing automation
  - Events: Manage all virtual and physical events
  - Creative Services: Create content for digital and offline channels
  - Digital Execution: Redesign website and other digital channels and manage external digital vendors and resources

Firmographics and Operating Model

**Firmographics**

- Business model — B2B and B2C
- Industry — Technology manufacturing
- Region served — North America
- Revenue — $100 million to $250 million (2021)

**Operating Model**

- Marketing full-time equivalents (FTEs) — Approx. 10 to 20
- Level of centralization — Fully centralized (all marketers report to the central marketing leader, with no one reporting to individual BU leaders)
- Team alignment — Mix of segment-specific and functionally aligned marketing teams
- Typical span of control (refers to the number of direct reports each manager has) — 2 to 4
- Management layers — Approx. 2
- Role specialization — Mostly specialized roles with new efforts for cross-skill development.

Highlights

**Unique features:**

- The organization has a separate Head of Marketing, Head of Sales and Head of Customer Satisfaction who sit at the same level and report to the Executive team.
- The Head of Marketing works closely with the CTO to ensure strategic alignment between the two departments. They work jointly on building business cases for critical marketing technology investments.
- The marketing team has invested in extensive product management training and framework and process development to improve alignment and develop a shared language of collaboration with the product team.
- They have also successfully introduced a commercially converged team (with reps from sales, marketing, services and product) that has launched a new product into the market.

**Drivers of the current marketing org structure:**

In the post-COVID-19 world, the bulk of the organization’s lead generation now stems from digital channels (e.g., website). Therefore, the team is investing in building digital capabilities.

**Challenge areas:**

- Overt reliance on external digital talent and vendors for website development, pay-per-click (PPC) advertising and search optimization are areas where in-housing is being considered.
- Advanced data analytics and predictive analytics are other areas that the team wants to invest in the future for more effective customer journey mapping and experience.

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