SPOTLIGHT
THE TROUBLE WITH CMOs

46 MARKETING
WHY CMOs NEVER LAST
And what to do about it
Kimberly A. Whittler and Neil Morgan

55 COLLABORATION
THE POWER PARTNERSHIP
CMO & CIO
Kimberly A. Whittler, D. Eric Boyd,
and Neil Morgan

56 PRACTITIONER VIEW
REFLECTIONS OF A SIX-TIME CMO
A conversation with Joe Tripodi
Daniel McGinn

59 TALENT
REDUCING CMO TURNOVER
A recruiter's prescription
Greg Welch

60 HISTORY
THE EVOLUTION OF THE CMO
As marketing channels and tools grew
over the decades, so did the status and
responsibilities of top marketing executives.
Caren Fleit

CONNECT WITH HBR
JOIN US ON SOCIAL MEDIA
WWW.HBR.ORG
TWITTER: @hbr, @HarvardBiz
FACEBOOK: HBR, Harvard Business Review
LINKEDIN: Harvard Business Review

CONTACT HBR
PHONE: 800.988.0886
EMAIL: customerservice@hbr.org
editors@hbr.org
designers@hbr.org
publishers@hbr.org

ILLUSTRATION BY PETER CROW/HER