

Main findings from 40+ Assessments & how these should define your 2026 plan

Webinar
4th of February 2026

We help Senior Marketing Executives in Complex B2B to design stronger marketing functions that earn C-level trust by delivering unquestionable business impact.

Our best clients come to us for one reason:

They decided things around marketing need to change and it can't continue as is.

They know that the potential for marketing is so much more than they can currently capture.

Our clients typically are:

Experienced senior marketing leaders such as CMOs, SVPs, VPs, Directors and Head of Marketings that lead either the whole marketing, some region or business line.

They are the ones with the autonomy on the team that they lead and the team size varies between 5-50 team members.

They work in medium to large professional service, Industrial or IT Companies that are in the Complex B2B and in companies that are sales, engineering or expertise driven.

They always have aggressive growth goals and/or some major shifts in the way they do business that create opportunities for marketing.
“Room to grow”

Here is how we help:

Nothing happens by accident. This change needs active management and fixing the root cause. This is where we help.

We help you to get clarity on 5 critical things:

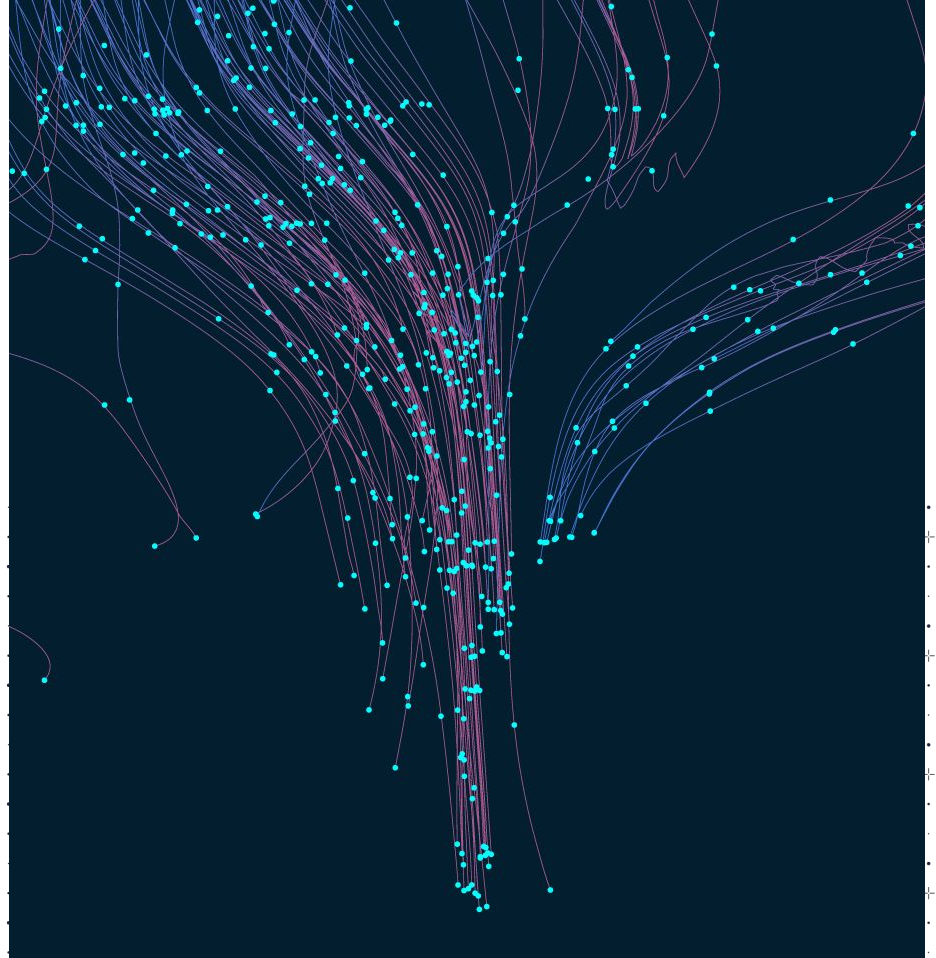
- Marketing vision and concrete BusinessPlan for Marketing Function
- Value Delivered and communicated through Stakeholder Reporting
- How your team is working and how we work as a one team rowing in the same direction
- Investment plan for marketing - What we get if we 2x marketing resources
- *Team structure and processes that support success*

Today's Agenda

01 **5 Key Findings from 40+ Assessments**

02 Identified Enablers and Detractors for a Stronger role for marketing

03 How these should define your 2026



Marketing Role 360 Assessment

How to design Stronger Marketing Function

Stronger Marketing Function

=
More Important for the success of the
business

Bold vision & Role of Marketing

Strategic alignment

Marketing & Business Alignment

Commercial efficiency

Organization & People

Pricing Power

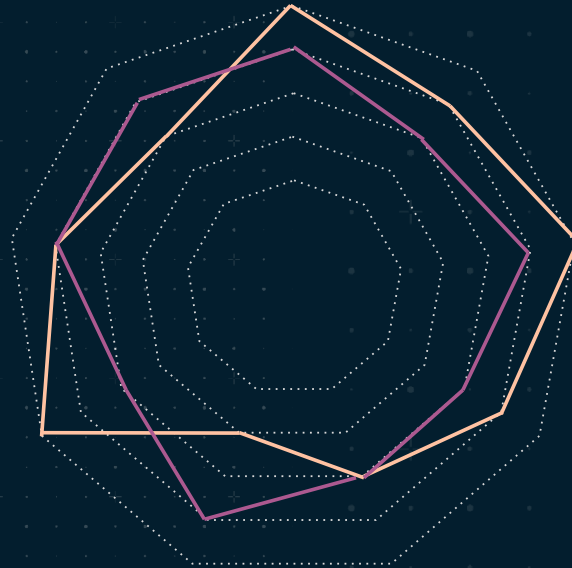
Value Creation

Operational Excellence

Management process

Competitive advantage

Core Processes



Marketing Value Communication

- Client's current state
- Mavenfirst benchmark from similar organizations

5 Key Findings from the Assessments

01 Leadership alignment:

02 Value communication:

03 Value creation:

04 Ad hoc vs. priority:

05 Department transparency:



Biggest challenge towards a more strategic role is lack of leadership alignment

Marketing Role - Four Different Situations in Complex B2B organizations

Painter

—
The views on the role of marketing are similar but not entirely shared between marketing management and the rest of the organisation.

Builder

—
There are significant differences in perceptions of the role and capability of marketing between marketing management and the rest of the organisation.

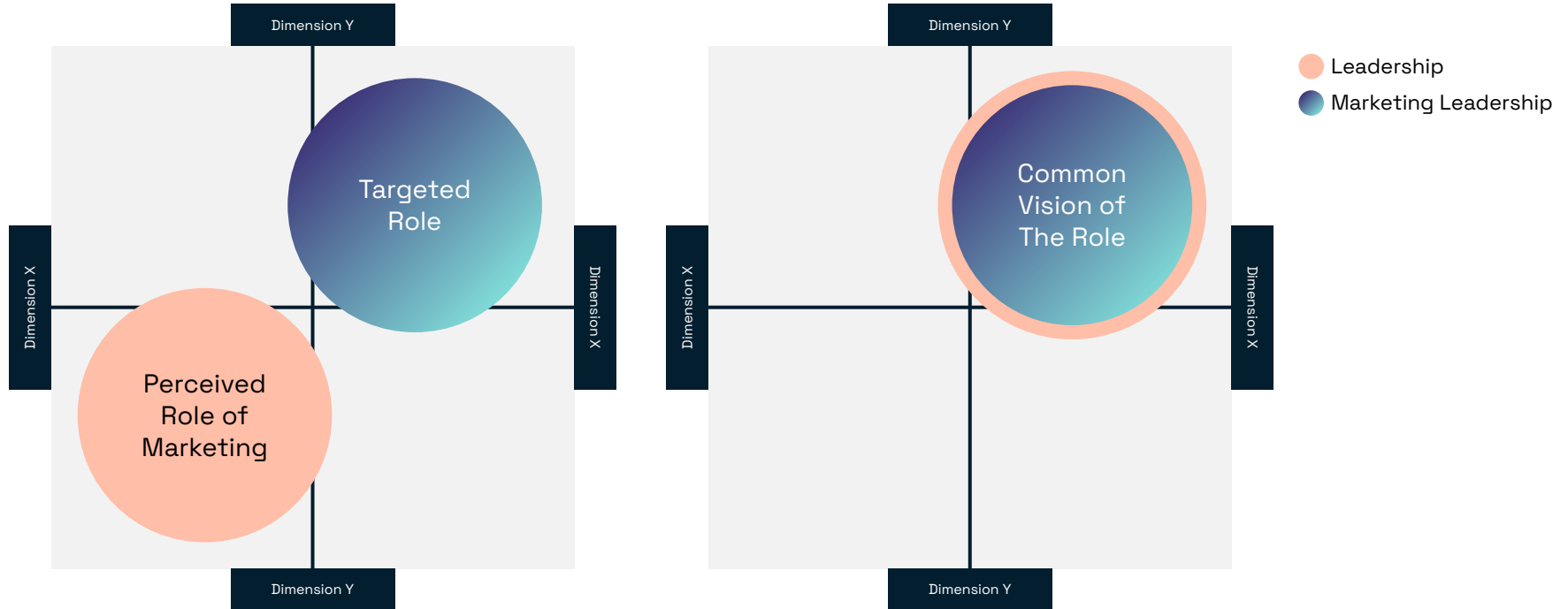
Drifter

—
The role of marketing is not clear to marketing management, nor to the rest of the organisation.

Dragger

—
The role of marketing is clear to the management team and the rest of the organisation, but not to marketing management.

Builder – Building the new role of marketing



Lack of Alignment

Unclear role in business leadership, but also on our own function.

Most have difficulties stating their vision for the marketing function in long-term. Cascading to difficulties stating long-term impact outside yearly planning.



5 Key Findings from the Assessments

01 Leadership alignment: A lack of alignment and unclear roles and expectations.

02 Value communication:

03 Value creation:

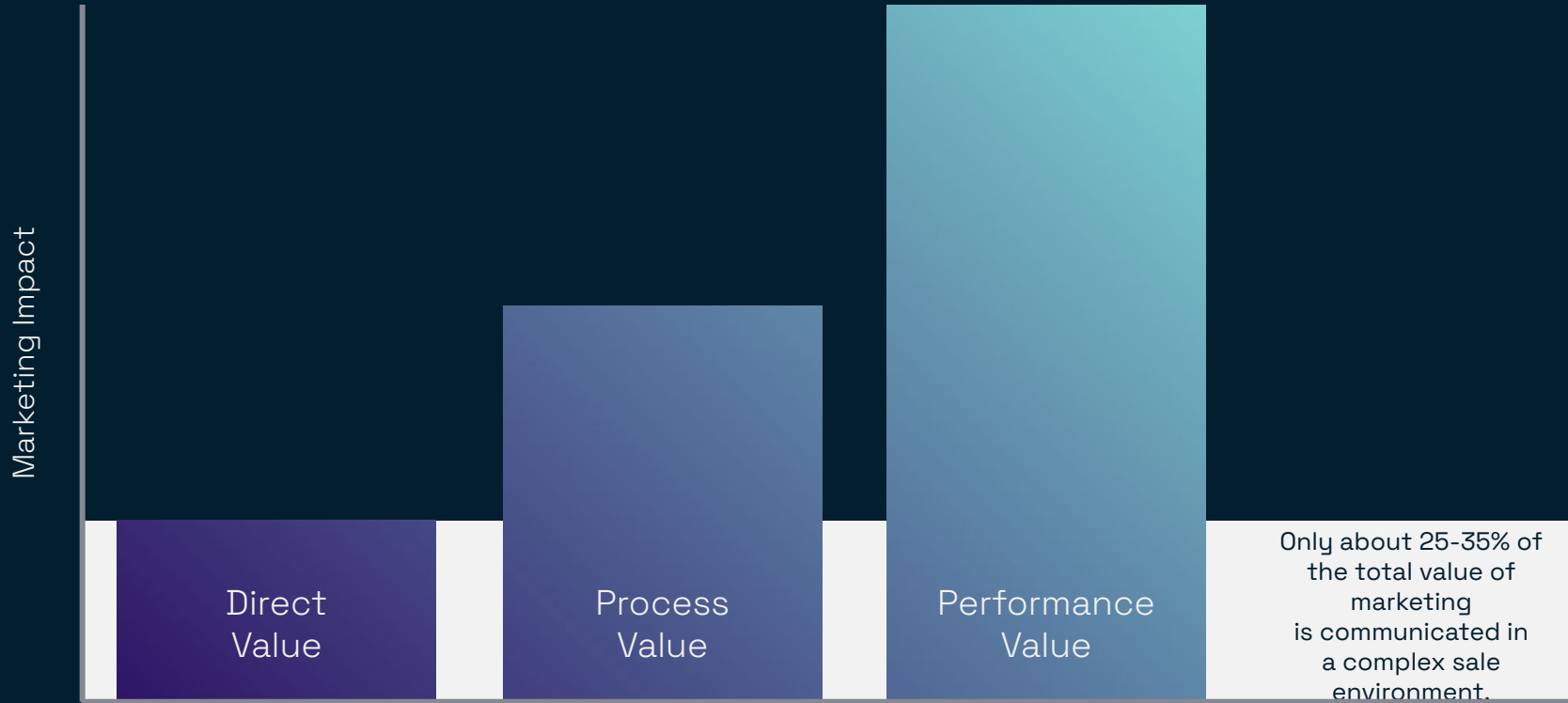
04 Ad hoc vs. priority:

05 Department transparency:



Value Communication and proving marketing impact still one of the biggest challenges - Is the root-cause unalignment on role?

Direct & Indirect Marketing Value



Affects C-level trust.

Affects our ability to defend or raise investment.

And in most cases it is not about measurement.

It is more about **value clarity**.

5 Key Findings from the Assessments

01 Leadership alignment: A lack of alignment and unclear roles and expectations.

02 Value communication: Typically, only 30% of the total marketing value can be communicated.

03 Value creation:

04 Ad hoc vs. priority:

05 Department transparency:



From a Marketing Executives' perspective marketing is mostly seen in commercial efficiency - lower emphasis on impacting Pricing Power/Willingness to Pay or Marketing Initiated Competitive Advantage.

Impacting our ability to answer our long-term options to create more value:

“What would you do with 3x the resources?”

Pricing Power —

- Do you want marketing to influence on willingness to pay/pricing power?
- Example: Premium Branding, Value-driven case studies, TVP - tailored value propositions

Commercial Efficiency —

- Do you want to and is it expected from marketing to impact our Commercial Efficiency?
- Example: Demand Gen., Pursuit ABM, Thought leadership

Marketing Initiated **Competitive Advantage** —

- What can we do to build Competitive Advantage?
- Example: Own proprietary research, Buying Journey research/forecast, biggest must-be seminar on the industry by us

Operational Excellence —

- How to do more impact with the same?
- Example: Processes, Prioritization to “High prio” value, AI, Outsource / Insource

5 Key Findings from the Assessments

01 Leadership alignment: A lack of alignment and unclear roles and expectations.

02 Value communication: Typically, only 30% of the total marketing value can be communicated.

03 Value creation: Marketing is mostly seen through commercial efficiency, but what is the "next" step for growth? How to increase and create more value for the organization?

04 Ad hoc vs. priority:

05 Department transparency:



Ad Hoc work and way to prioritize on both strategic level and day-to-day level

Level of Ad Hoc ranges 20-70% when asked. Easiest way to add resources to minimize Ad Hoc?

5 Key Findings from the Assessments

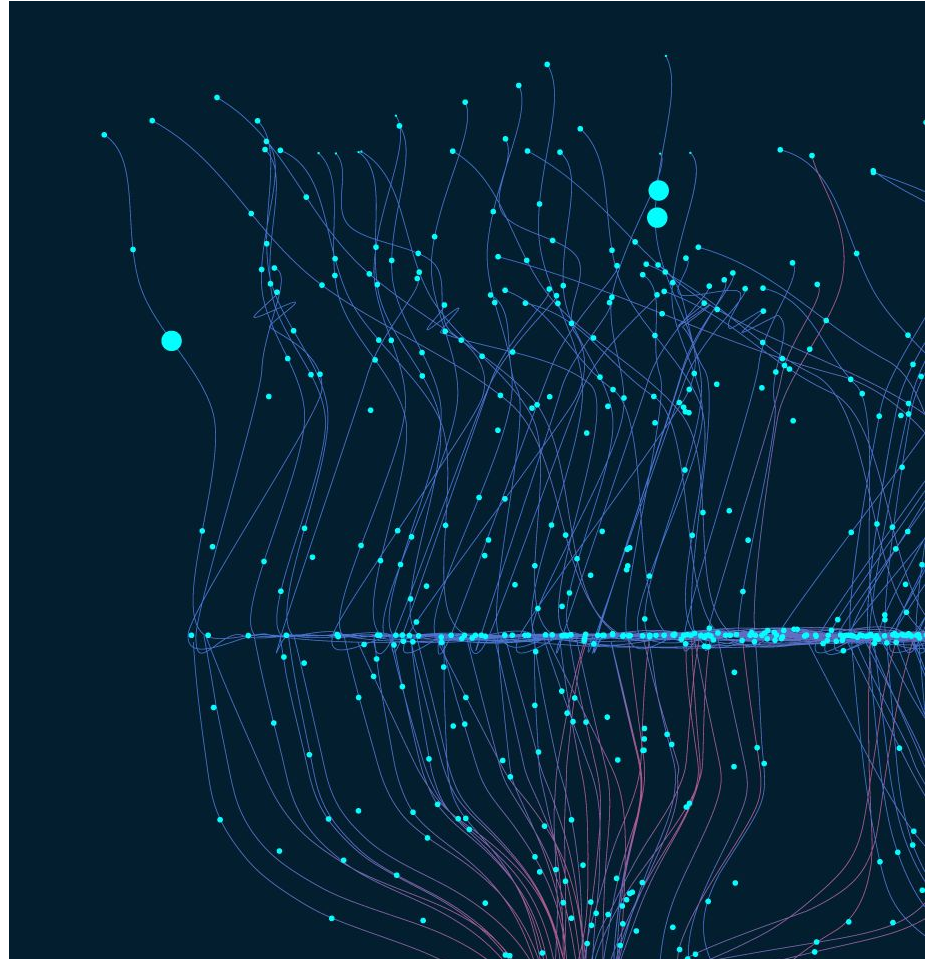
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05 Department transparency:



Marketing Department lack of transparency

Most Marketing Leaders can't state their capacity or manage through performance. Only lead through actions.

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04 Ad hoc vs. priority: The amount of ad hoc work in marketing is typically between 20–70%. Most of the leader's time is spent on 'in marketing' instead of 'on marketing'.

05 Department transparency: A lack of transparency into your department's capacity and performance management.

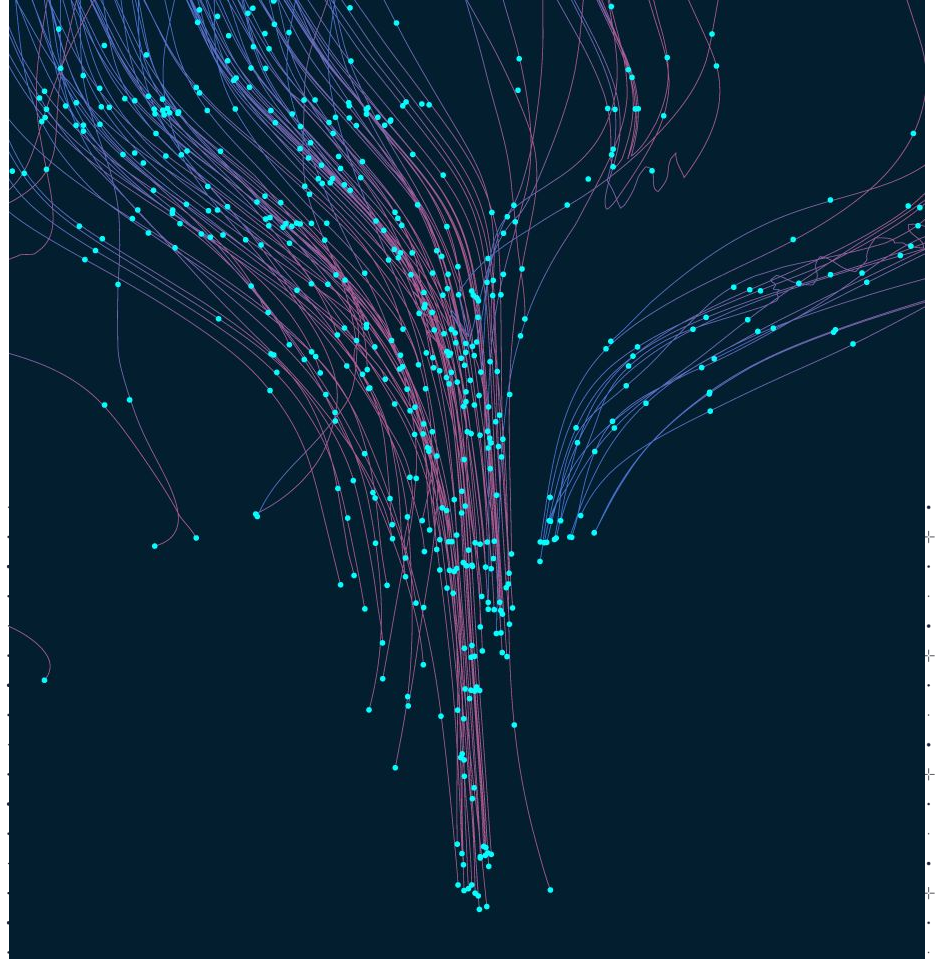


Today's Agenda

01 5 Key Findings from 40+ Assessments

02 **Identified Enablers and Detractors for a Stronger role for marketing**

03 How these could define your 2026



Identified Enablers and Detractors for Stronger Marketing Function

Main Enablers:

- Marketing Executives Autonomy on budget and decisions
 - “Room-to-grow” from Marketing Impact point-of-view
 - Marketing is under business, COO, CEO or *competent* CCO or similar
 - Change in business landscape
-
- Marketing Executive believes there is better ways marketing can impact business
 - Marketing Executive has the courage and competence to initiate the change

Main Detractors:

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Main Detractors:

- Business Stakeholders are happy for marketing as is
 - Marketing is part of sales org
 - Not identified way to provide more value
-
- Business Landscape staying neutral
 - Major negative changes in Business Landscape

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How these should define your 2026

As a leader shift your focus to work more “On marketing” than “In marketing”

Work on your “Position Statement” and define & Align Strategic Role for Marketing

Get clarity on 4 things:

- What is the role of marketing in our Organization
- If we succeed, what business processes improve
- If we would get 1,5x-3x the resources - What would **you** do?
- If given the opportunity to change team members or team structure - would you change it? For what and why?

Join our upcoming events and subscribe to our newsletter

Q1/2026 Executive Roundtables —

Based on your requests, we are dedicating our Q1 Roundtables to “doing more with less”.

- Helsinki, Feb 12th
- Copenhagen, Mar 4th
- Stockholm, Mar 11th

[Read more and register.](#)

Register to upcoming webinar —

From support function to business partner: how to redefine marketing’s role to match business needs | Thursday, March 5th

[Read more and register.](#)

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You receive original thinking and “thought of the week” tailored to marketing leaders in complex B2B.

