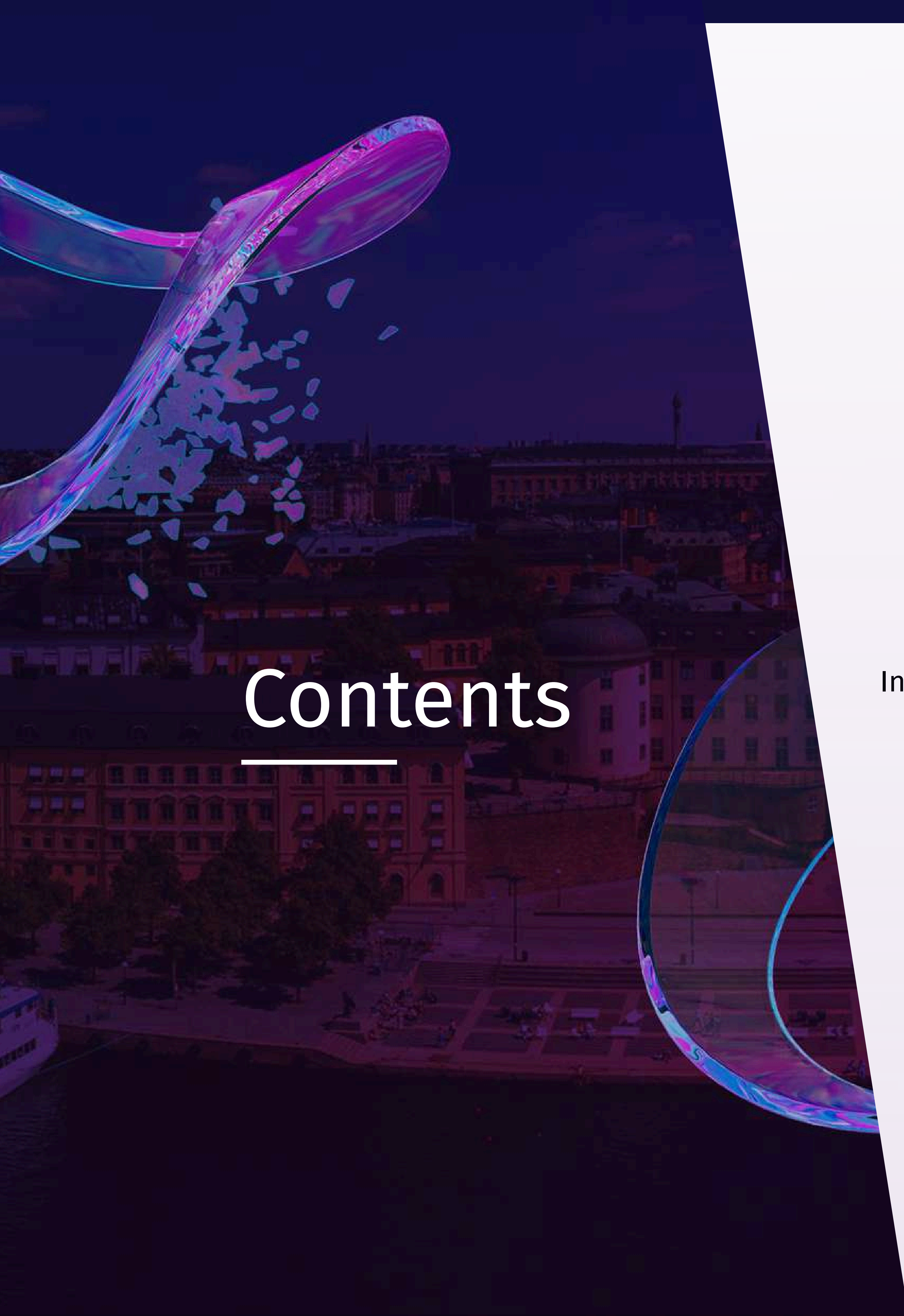
THE NORDIC CMO SURVEY 2026

Resumé

Kampanje.com

DANSK MARKEDSFØRING

Synlighet.



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THE NORDIC CMO SURVEY 2026!

The Nordic CMO Survey version 4.0 is here, with fresh insight into what Nordic marketing managers are thinking and doing as we speak.

And there is a lot going on. Today's geo-political picture, with trade wars as well as conventional wars, is a continuation of the unpredictable map that emerged in the wake of Covid, and then escalated by the war in Ukraine. Customs, large currency fluctuations and high energy prices become the backdrop as this year's survey confirms that a troubled world has entered the sphere of concern for Nordic marketing managers. The rules of the game are changing faster than before.

The technology sector is also seeing change. Demands for efficiency, with the help of AI, are increasingly affecting the everyday lives of CMOs. -How to streamline processes? -How to add value to deliveries? This year's survey captures "AI fatigue", a state of stress that many report when converting demands from the board and management into bottom-line growth. Right now, many CMOs see AI more as an imperative than an opportunity.

Yesterday's pure technology optimism has matured and is now balanced by the recognition of the challenges that come with it. Behind the impressive AI tools, lurk large costs associated with complex technology choices, extensive training needs, and new vulnerabilities.

Moreover, everyone understands that the current picture, where the price of powerful AI tools used in marketing is perceived as artificially low, will not persist. The most high-flying AI companies are being lifted by astronomical expectations of future earnings growth, with P/E multiples of up to 200. That is around 10 times higher than the average pricing on the Nordic stock exchanges. “Runaway budgets” and price hikes for AI functionality are expected to squeeze profit margins for many CMOs going forward.

Since this year's survey is the fourth in the series, it allows us to seriously follow the development of our initial findings. Among other things, we see that the trend towards increased collaboration with external agencies continues, in tandem with a continuous downsizing of in-house staff. The shift towards outsourcing and automation is consistent in all three Nordic countries.

This year's survey shows that the most value-driving CMOs can no longer just focus on how to execute tactical marketing activities – it is rather about the role marketers play, what insights they represent and along which models they can argue for success within their own organization. In far too many organizations, marketing is an executive function, providing a service to other areas. Efforts and results are still measured too short-term, sequentially and siloed for companies to reap the full impact of their marketing investments.

That's why we want The Nordic CMO Survey to be more than just an update on the state of the art in marketing. We hope it can inspire CMOs to take their place where the premises are laid, where the strategic decisions are made. And it's the marketing managers themselves who must own this perspective. Only they can do something about it. The ball is in your court!

How do the winners think? What do they do now? Let yourself be challenged and inspired to elevate the marketing in your own business to the level the profession deserves. **One thing is for sure: Business as usual is not enough. It never is. Happy reading!**

About the survey

676 marketing managers in the Nordic region have responded to the survey

ABOUT THE SURVEY

The Nordic CMO Survey is an online survey prepared by Synlighet in collaboration with the industry media Kampanje in Norway, Resumé in Sweden and Dansk Markedsføring in Denmark. The survey was conducted for the first time in April 2023.

All respondents hold the title of Chief Marketing Officer (CMO), marketing manager, or equivalent roles in their companies with decision-making authority and budget responsibility.

A total of 676 marketing managers responded to the survey – an increase of 15% (88 responses) from 2025. There is a main emphasis on responses from Norway with 362 (54%). 190 responses come from Sweden (28%) and 124 responses from Denmark (18%). The survey was active in the period February 2 to March 15, 2026.

This year, the survey includes new questions about AI, which follow developments as everyone gains experience and tests AI in their daily work. We also asked about gender and salary, and delved into what the marketing manager thinks when creating campaigns and media plans.

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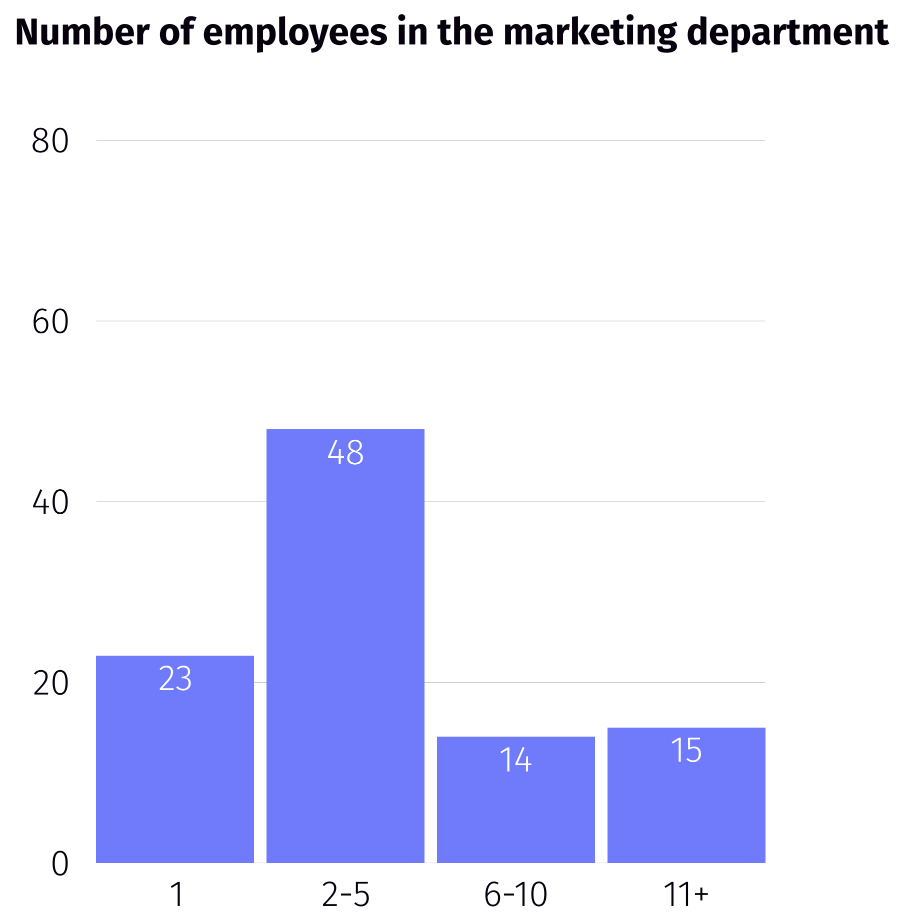
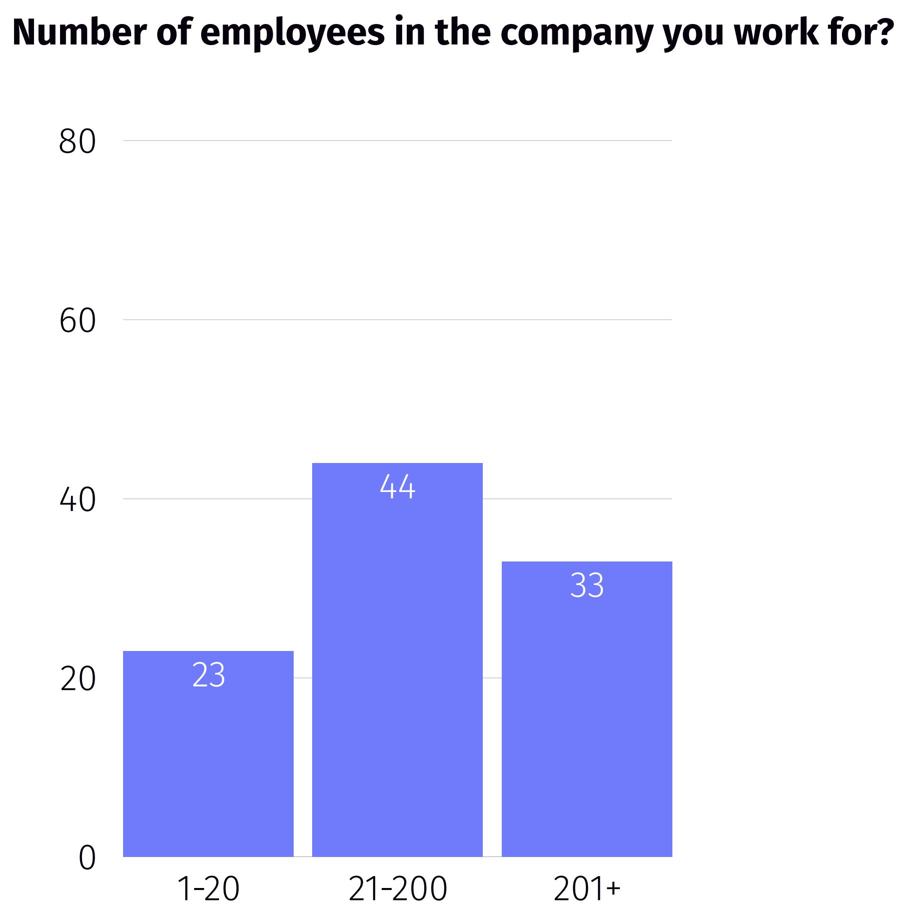
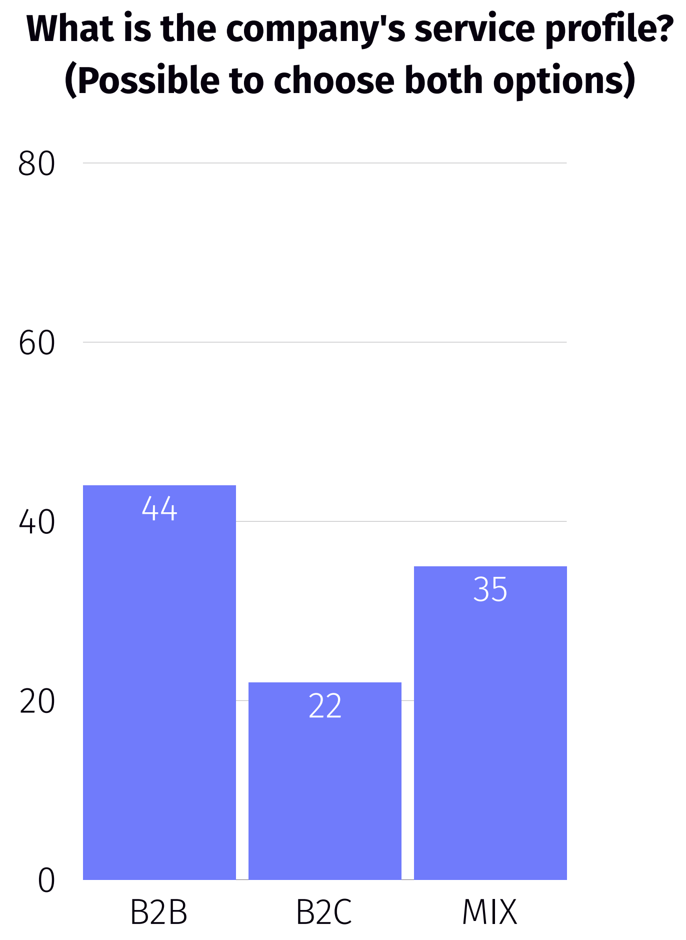
WHO ARE THE NORDIC MARKETING MANAGERS WHO RESPONDED TO THE SURVEY?







The responses still come largely from companies with small marketing departments. 71% of marketing departments consist of 1 to 5 employees. 29% are marketing managers for a team of 6 or more.

Medium-sized and large enterprises have the highest representation again this year. 77% of companies have over 20 employees in total, while 23% have 20 employees or fewer.

This year we have divided the companies into three different service profiles. Where previously we have only looked at B2B vs B2C, and there has been an overlap, we will now look at pure B2B and pure B2C companies compared to companies that deliver products or services to both businesses and individuals (MIX). We mainly compare pure B2B and pure B2C because this is where the interesting differences become clear, but occasionally we also refer to MIX.

Key takeaways

9 KEY FINDINGS

01

Geopolitical unrest divides the Nordic region:
Swedish (60%) and Danish (57%) market managers are most concerned about geopolitical uncertainty. Norwegian market managers are still most concerned about rising costs and inflation (52%).

02

From economic crisis to battle for the market: Fears of recession and declining consumption have fallen over time – from a whopping 61% in 2023 to just 25% this year. New competitors and changing consumer behavior are making more people worried now.

03

Strategic mandate gives millions in salary:
There is a correlation between a position in the management team and salary level. Among marketing managers in the management team, 35% earn more than NOK 1.2 million a year, compared to only 15% of their colleagues outside the group.

04

Uneven pay levels at the top: There are clear differences in compensation between men and women at management level. Among marketing managers in the management group, 49% of men earn over NOK 1.2 million, while the corresponding proportion for women is 26%.

05

The willingness to hire continues to plummet:
Since 2023, the willingness to expand marketing teams has declined. Today, only 29% plan to hire. Denmark stands out where 42% plan to hire. That's twice as many as in Norway.

06

The growth winners have the leadership on their team:
Among companies experiencing growth, 56% say that management understands the impact of marketing. Where understanding is lacking, 41% reduce their marketing budget.

07

Successful companies measure more broadly:
Successful companies have a more mature measurement culture. 47% are proficient in using data for strategic decisions. They measure broadly, and invest more in measuring market share and awareness, than those who are not successful.

08

The individual leads AI development:
A full 79% of marketing managers are using AI on their own initiative, rather than being managed by the company. At the same time, 75% say that the technological shift is now affecting their daily lives to a greater extent than before.

09

Swedish leadership demands AI cuts:
Expectations for AI are creating different pressures in the Nordics. A full 38% of Swedish marketing managers agree that management expects rapid cost cuts in the marketing budget as a result of AI.

THE NORDIC CMO SURVEY 2026

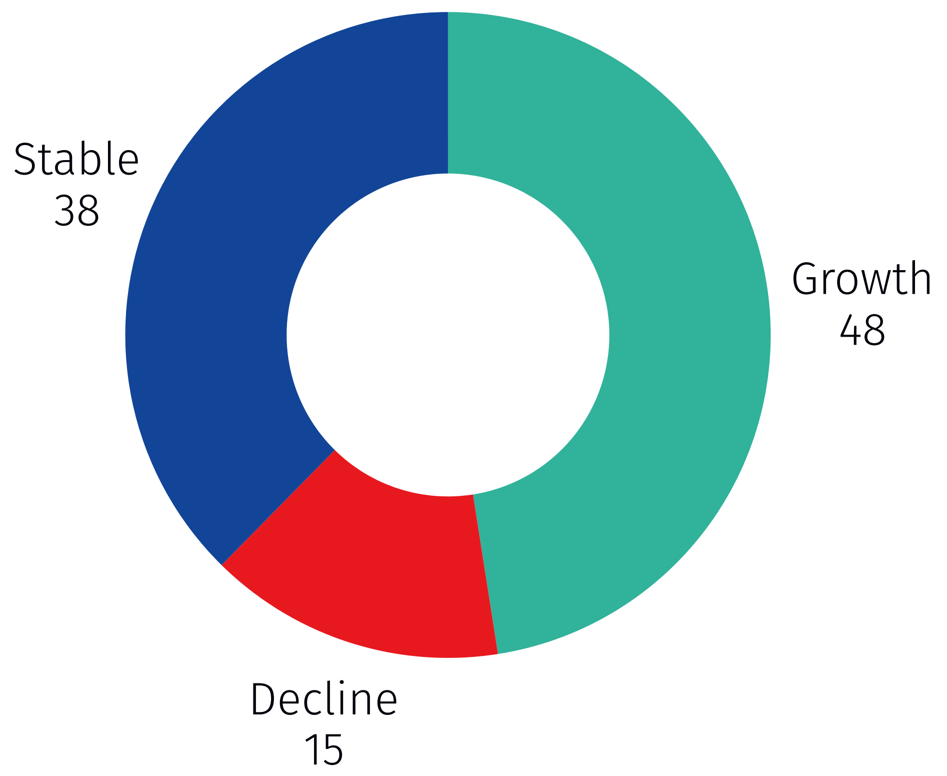
The CMO perspective on 2026

48% OF COMPANIES EXPERIENCE GROWTH

Among the companies that participated in the survey, the distribution is almost identical to 2025. About half (48%) of the companies have experienced growth in the past year, while another 38% consider the situation to be stable. This means that many companies are still successful in creating growth or maintaining their position in a demanding market.

At the same time, 15% report a decline. This highlights that a proportion of companies are in a situation where market challenges or internal priorities have had different effects than for growth companies.

How would you rate the company's performance over the past year?

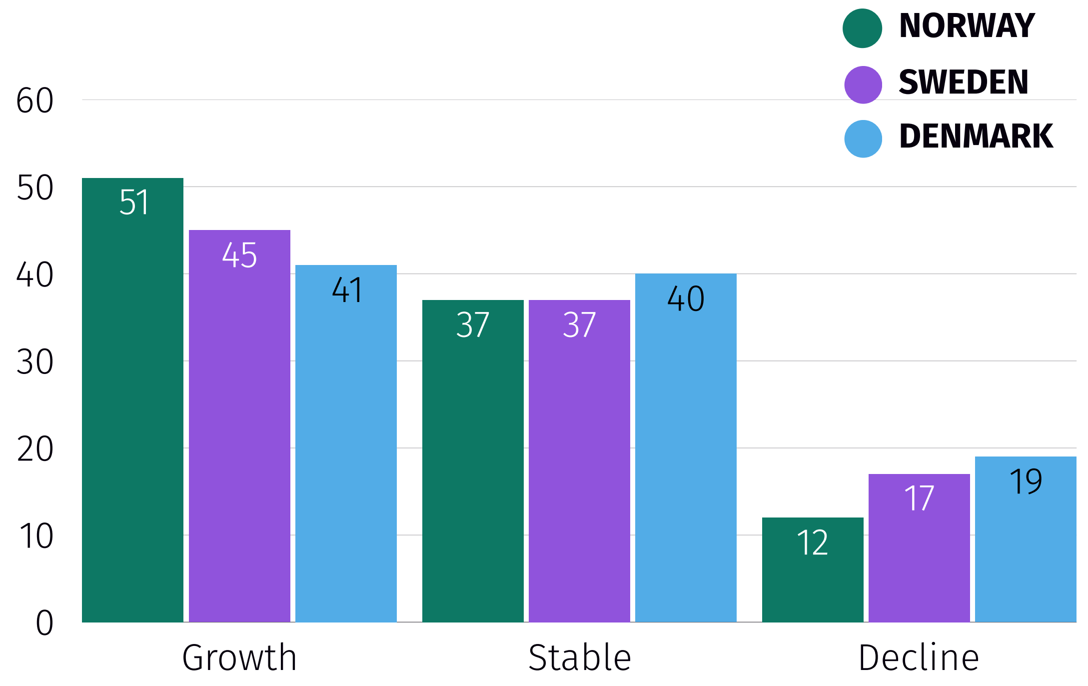


Most decline in Denmark

Norway: 51% of Norwegian marketing managers report growth, while only 12% report decline. Like last year, the share of those experiencing growth is largest in Norway.

Sweden: Here 45% report growth, 37% stability and 17% decline, a share which puts Sweden in between Norway and Denmark.

Denmark: Danish marketing managers are most likely to be dealing with a situation characterized by uncertainty and stagnation. Only 41% are experiencing growth and a full 19% are reporting a decline – the highest among the three countries.



OPTIMISM IS RESURFACING IN SWEDEN

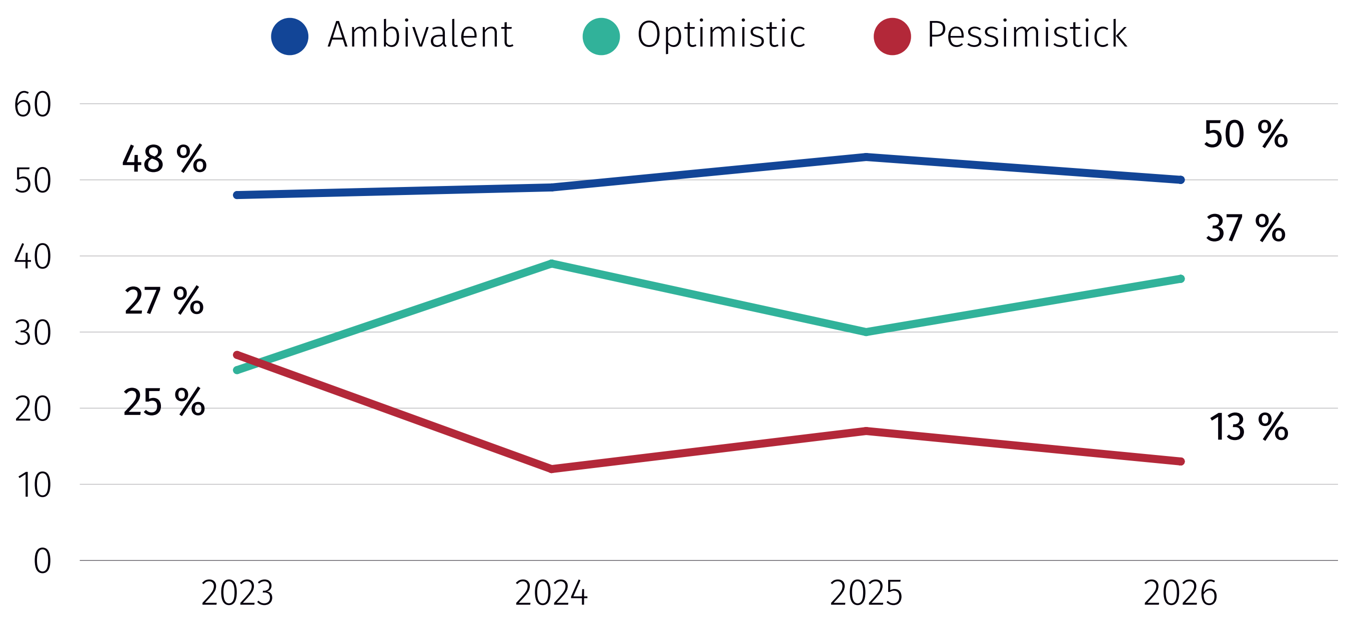
Unlike in 2025 – when growth was about the same as this year, but optimism was declining – in 2026 we see increasing optimism complementing the growth.

The proportion who are optimistic about the national economy has increased from 30% in 2025 to 37% in 2026.

This increase is largely driven by Sweden, where the share of optimistic people has returned to 50% after a large decline in 2025, when only 30% were optimistic.

It may seem that Swedish marketing managers fluctuate between optimism and pessimism every other year to a greater extent than in the other two countries.

Are you more or less optimistic about the national economy last year compared to this year?



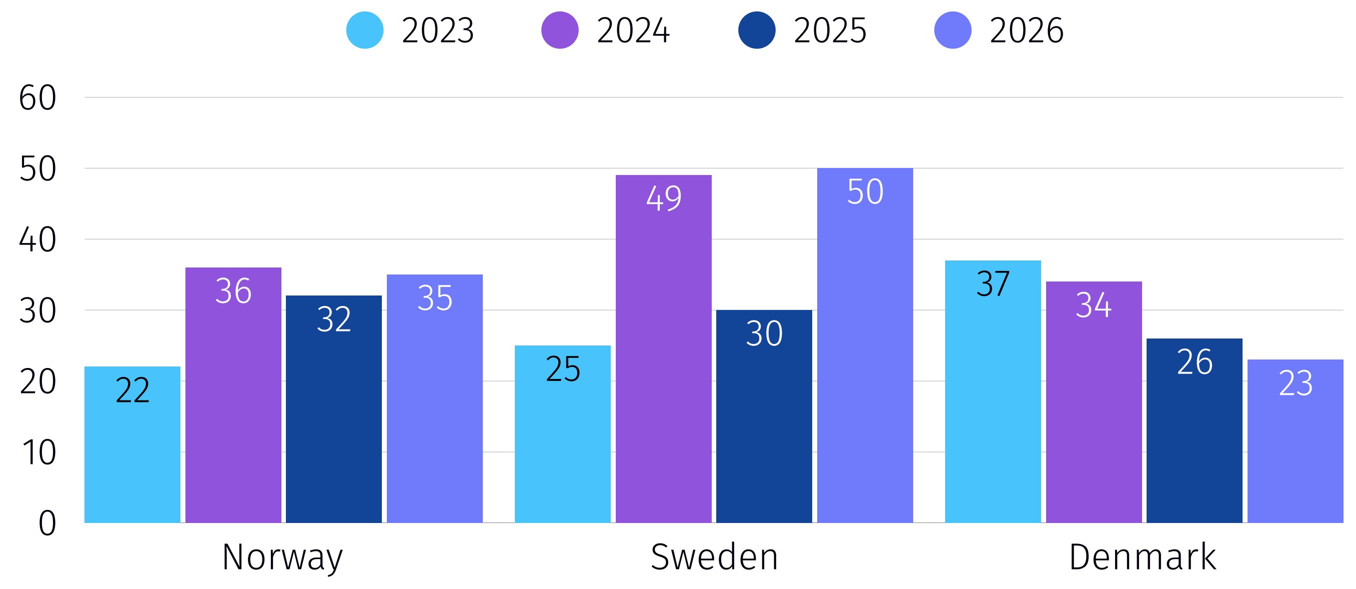
Fewer and fewer Danes are optimistic

Denmark stands out as the only country where optimism has consistently declined over the past four years. 37% of Danes were optimistic in 2023, while this year it is only 23% – the lowest share among the three countries.

Norway remains relatively stable at 35% in 2026, after a jump up from 22% in 2023.

The results provide a snapshot from the first quarter of 2026 that must be interpreted in light of high global uncertainty. Rapid geopolitical changes create ripple effects for national economies, and it is therefore reasonable to assume that optimism may have changed since the data collection ended.

Proportion who answered "optimistic"



GEOPOLITICAL UNCERTAINTY IS THE BIGGEST CHALLENGE

In 2026, the world looks different than before. That's why three new options were added to the question of what challenges marketing managers expect their company to face in the next 6-12 months:

- Geopolitical uncertainty
- Currency fluctuations
- Changing trading conditions

Geopolitical uncertainty is the biggest challenge in 2026. Over half of marketing managers believe it is a challenge going forward.

The other two options are not chosen to the same extent, but are seen as challenging for a good proportion of companies. A quarter believe that **currency fluctuations** will be a challenge, and a fifth state that **changing trading conditions** will prove demanding.

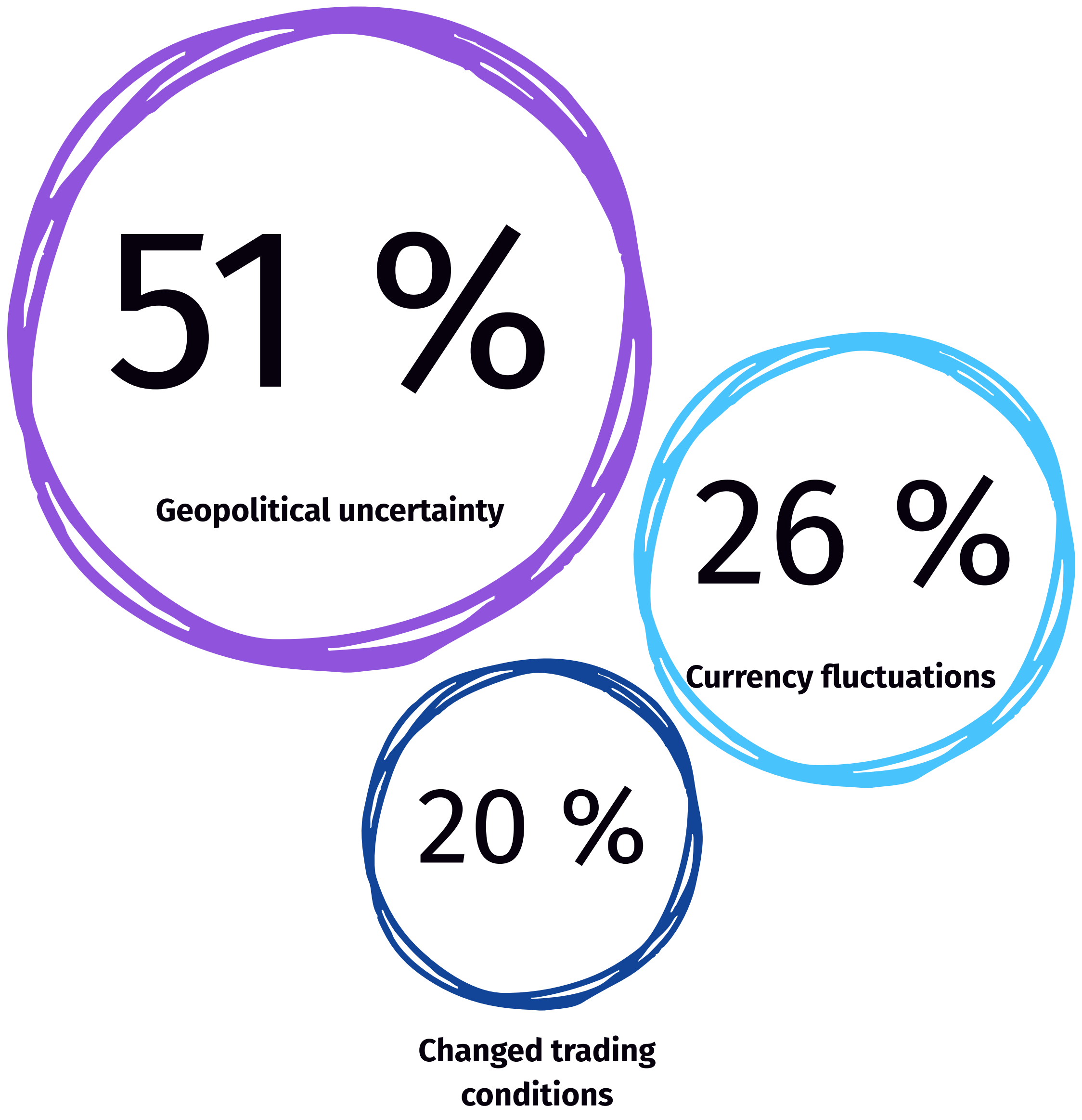
B2B companies are most concerned about the global picture. A full 57% see geopolitical uncertainty as a challenge, compared to 48% of B2C companies. The same trend is found for changing trading conditions (23% vs. 15%), while currency fluctuations affect both profiles equally.

"The market is in a place right now where there is significantly greater uncertainty. Economic and geopolitical unrest is causing businesses to hold back on investments, and consumers are more cautious. This means that you are no longer just working to create growth, but to a greater extent you must also be able to justify your marketing efforts on an ongoing basis."

Open text response to “What is your biggest challenge?”

*We have chosen to show a selection of free text responses from the survey in the report to provide insight into what marketing managers are thinking. The free-text responses have been anonymized and translated into the same language as the rest of the report.

What challenges does your company expect to face over the next 6-12 months?



FROM ECONOMIC CRISIS TO BATTLE FOR THE MARKET

While **rising costs and inflation** still top the list of challenges, the trend is decreasing. In 2026, 45% cite this as a concern, down from 52% in 2025.

At the same time, fears of **recession and declining consumption** have significantly reduced over time, from 61% in 2023 to 25% this year.

While the macroeconomic conditions are relatively similar across company profiles, we see a clear divide related to the market. B2C finds it more challenging to navigate **changing consumer behavior** (45%) compared to B2B (27%).

"The market is increasingly unclear and changing. Unrest in the world and uncertainty about the krone exchange rate and the economy are affecting buyers in both the B2B and B2C segments."

Open text response to “What is your biggest challenge?”

The data shows that concern over changing consumer behavior has plateaued at an overall level, but companies are now facing intensified market competition. There has been a steady increase since 2023 in the proportion of businesses that view **new competitors** as a challenge.

Here, B2B companies are the most cautious. 38% see new competitors as a challenge, compared to 31% in B2C.

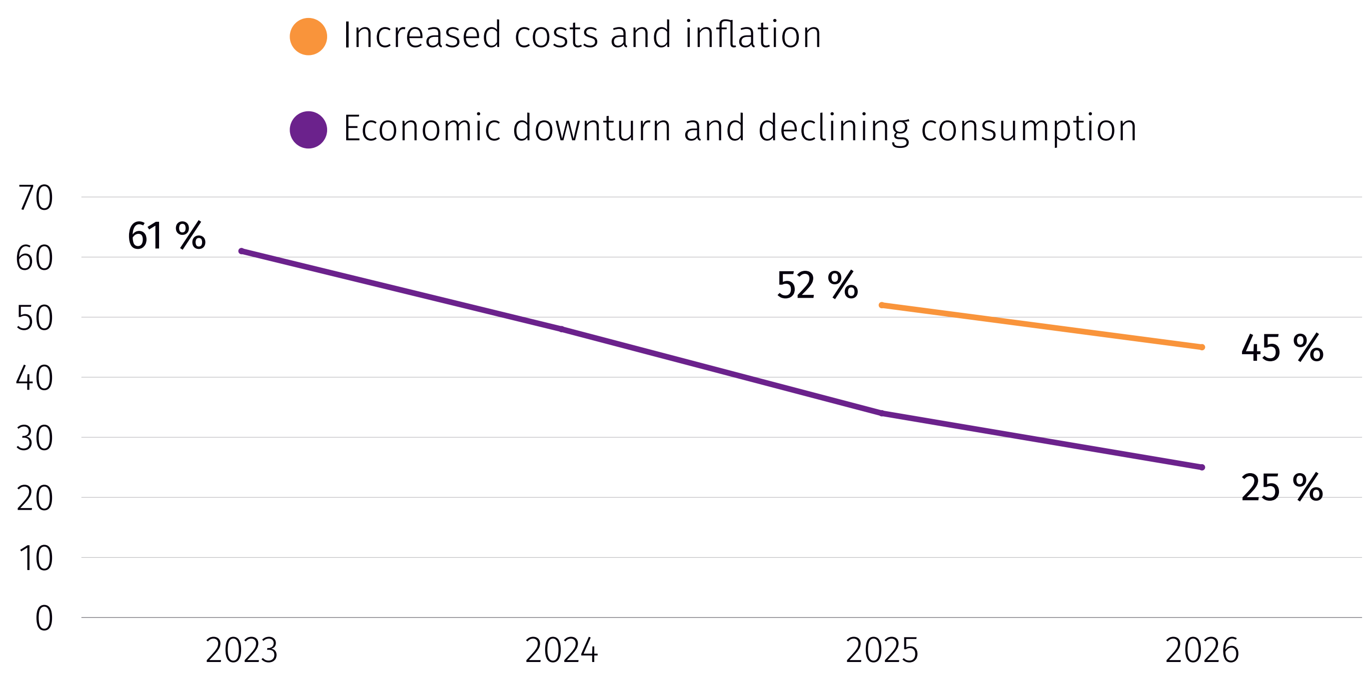
For many, 2026 is less about waiting out economic fluctuations and more about maneuvering offensively in a market with new challenges and different rules.

"Unpredictable consumer behavior as a consequence of macroeconomic and geopolitical factors, mixed with the wide range of channels where it costs more and more to reach out."

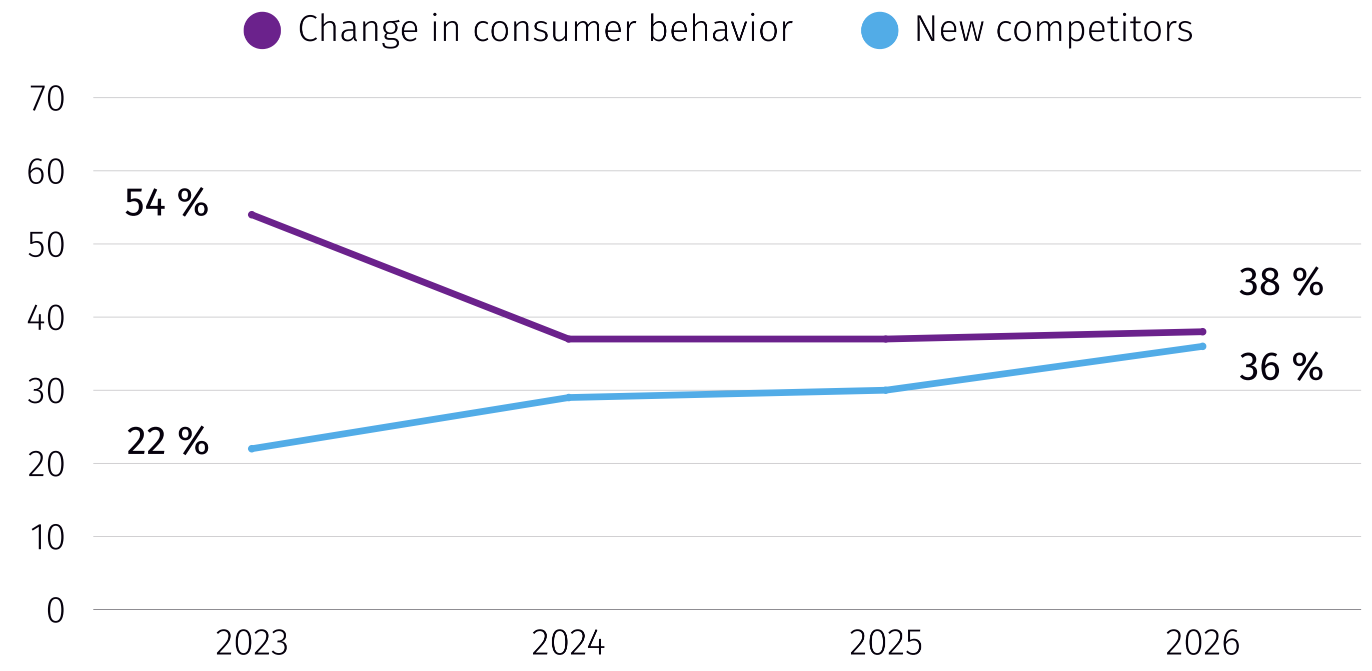
Open text response to “What is your biggest challenge?”

What challenges does your company expect to face over the next 6-12 months?

Macroeconomic and external conditions



Market and demand



FROM SKILLS SHORTAGE TO BUDGET PRESSURE

While economic concerns are easing, there is a shift in internal challenges.

The shortage of qualified labor is trending downward. This concern has dropped from 19% last year to 15% in 2026.

In contrast, the challenge of **lower marketing budgets** remains at a stable level. Here, B2C companies are least represented with only 23% seeing it as a challenge.

When it comes to data and technology, we see a clear level out. **Data quality** challenges have stagnated at 19% after a sharp drop from 40% in 2023.

This may indicate that most companies now have better control over their own data structures or that other challenges are taking up more space.

There is still a noticeable difference between company profiles. Data quality is a bigger challenge for B2C companies (22%) than for B2B companies (15%).

“Little resources for the work.
Little knowledge in the management team.”

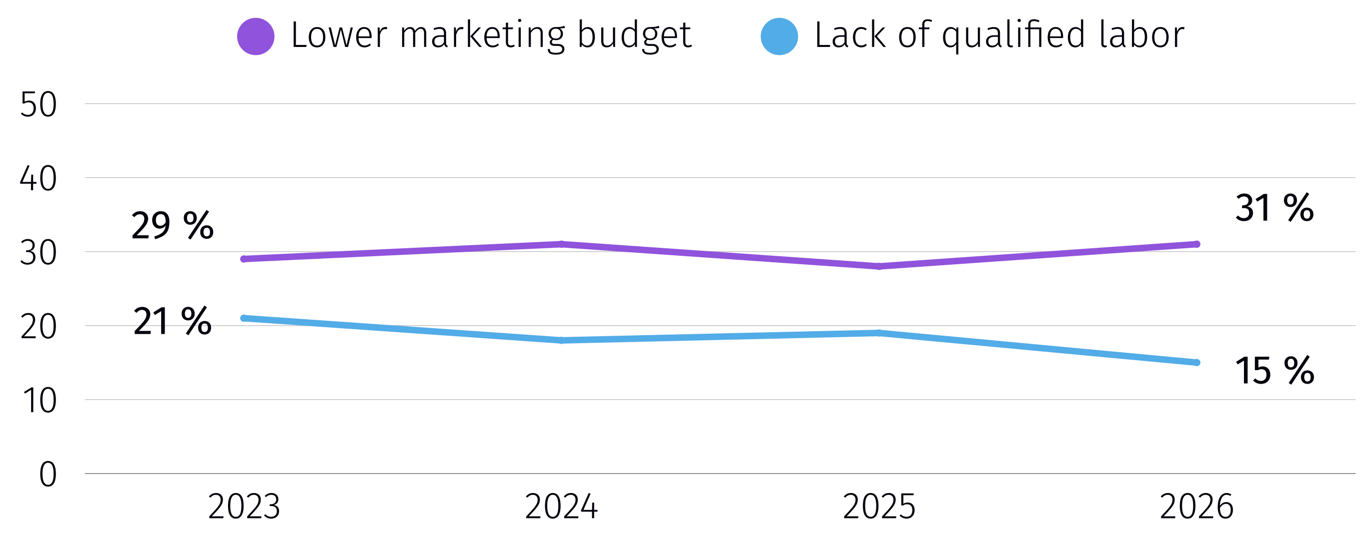
Open text response to “What is your biggest challenge?”

"Scaling our marketing efforts due to missing/unstructured data"

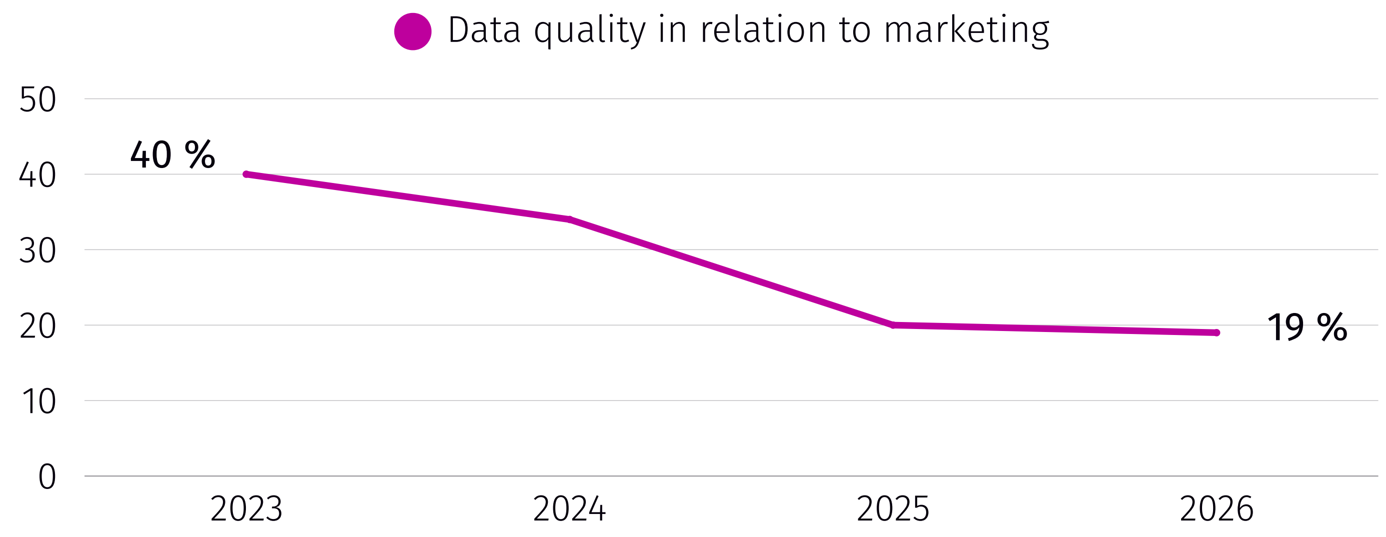
Open text response to “What is your biggest challenge?”

What challenges does your company expect to face over the next 6-12 months?

Internal resources and priorities



Data, technology and regulation



COST FOCUS VS GEOPOLITICS IN THE NORDICS

When we compare the challenges across the Nordic countries, we see clear national differences.

For companies in Norway, **increased costs and inflation** are still the most critical factors (52%). This differs from Sweden and Denmark, where **geopolitical uncertainty** tops the list with 60% and 57% of marketing managers respectively citing this as a challenge.

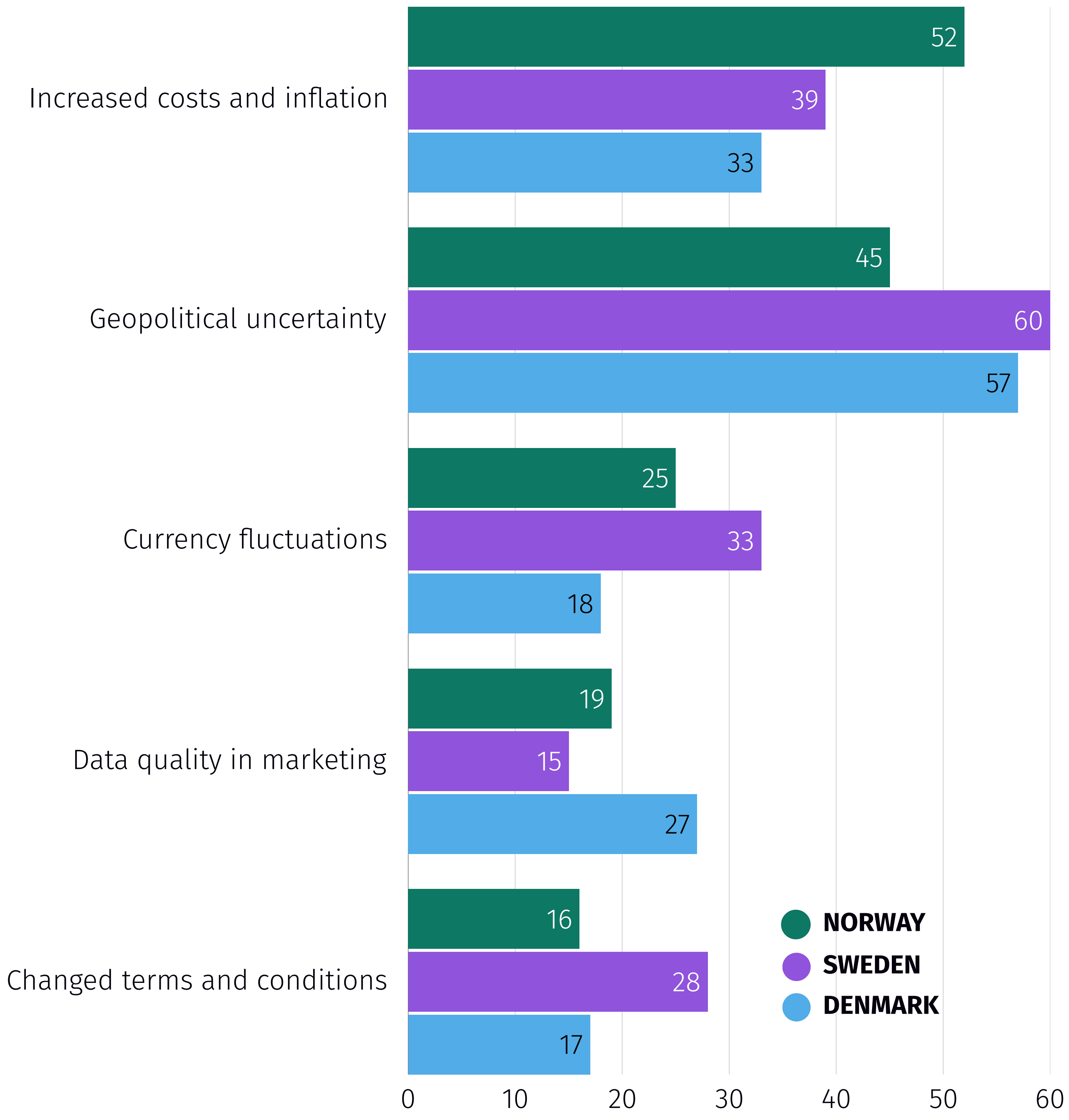
Swedish companies are most exposed to international fluctuations

Beyond the top two challenges, there are other disparities. Sweden stands out in that far more people see **currency fluctuations** (33%) and **changing trading conditions** (28%) as challenging, compared to around 20% in Norway and Denmark.

Data quality has a much more prominent focus for Danish marketing managers (27%) than for the Norwegian (19%) and Swedish (15%).

The other challenges, such as labor shortages, lower marketing budgets and changing consumer behavior, are approximately the same among the Nordic countries.

What challenges does your company expect to face over the next 6-12 months?



4 OUT OF 10 COMPANIES HAVE INCREASED THEIR BUDGET

THE WAIT-AND-SEE ATTITUDE FROM 2025 HAS REVERSED

This year, several companies have increased their marketing budgets – all 40%. That's an increase from 36% in 2025.

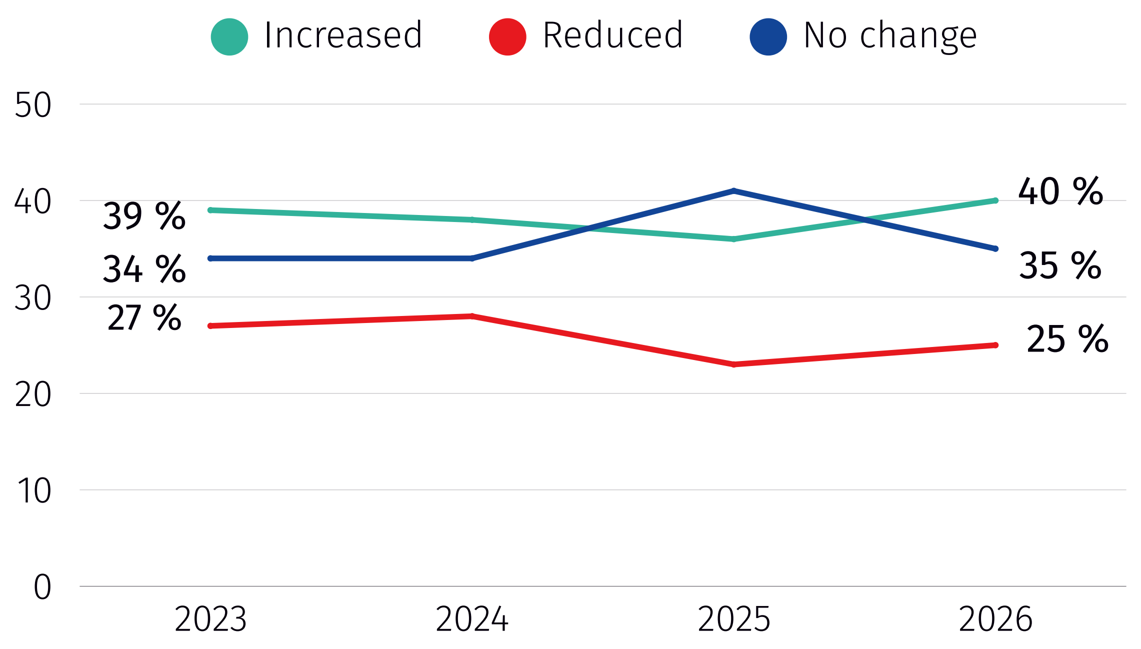
The Danes continue to lead the way in increasing their marketing budgets. 44% of Danish companies report an increase, up from 38% in 2025.

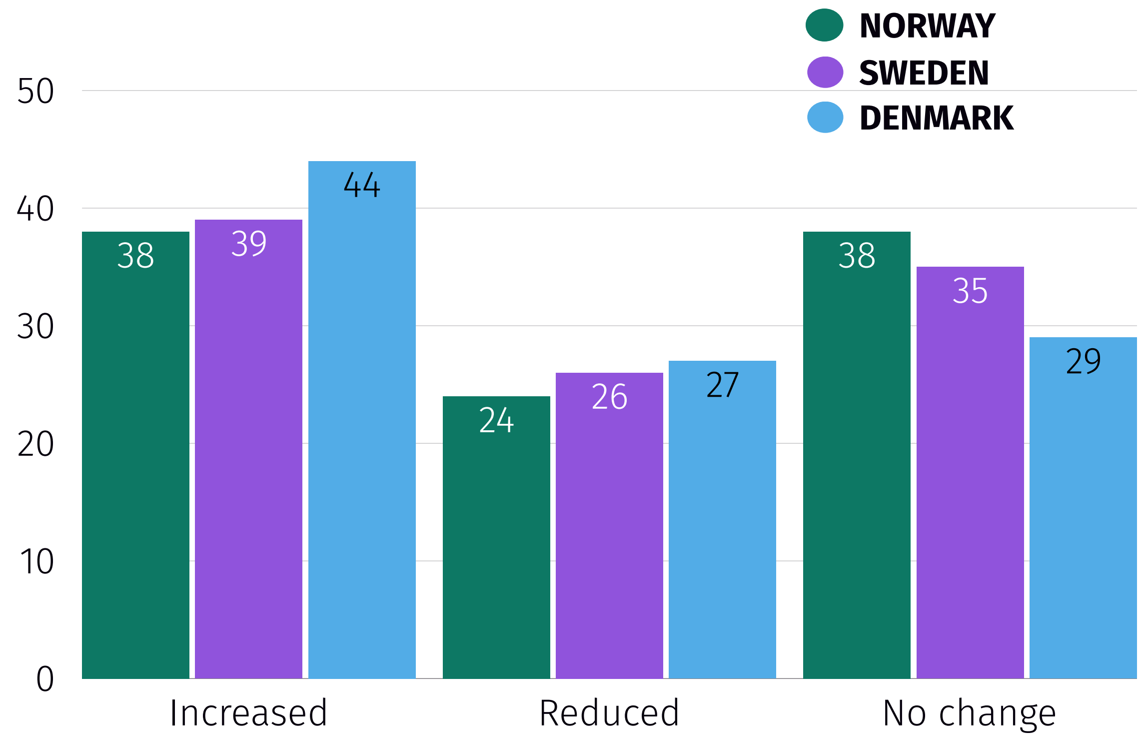
The Swedes are less hesitant than last year, when as many as 47% made no changes to their marketing budgets. In 2026, only 35% of Swedish companies report no change.

Norwegian companies are the ones that keep their budgets unchanged to the greatest extent, but they also stand out by having the lowest proportion of budget cuts.

Among companies reducing their budgets, we see a clear overrepresentation of two specific challenges. The **expectation of a recession** is significantly higher in this group (32%) than in the sample as a whole (25%). The same pattern applies to **concerns about new competitors**, with 45% of those cutting their budgets citing this as a challenge, compared to 36% overall.

How has your company's marketing budget changed over the last 12 months?





4 OUT OF 10 COMPANIES SPEND UP TO 2% OF THEIR TURNOVER ON MARKETING

What percentage of revenue is invested in marketing?

In 2025, 55% of companies were in the 0-5% range. Therefore, in 2026, we have chosen to divide this level into two – 0-2% and 3-5% – to gain deeper insight.

It is clear that **up to 2%** of turnover invested in marketing is the most common level to be at. The majority of Norwegian companies (45%) spend 0-2% of turnover on their marketing budget, followed by Swedish (37%) and Danish companies (32%).

Few companies invest **more than 16%**, with only 3% reporting this level. The Danish companies stand out with 9% indicating investments over 16%.

The largest companies (over 200 employees) have a higher representation in both the lowest and highest investment brackets, suggesting greater variance in their priorities.

What are marketing budgets used for?

Marketing budgets are dominated by **media buying and advertising**, which account for 42% of the average allocation.

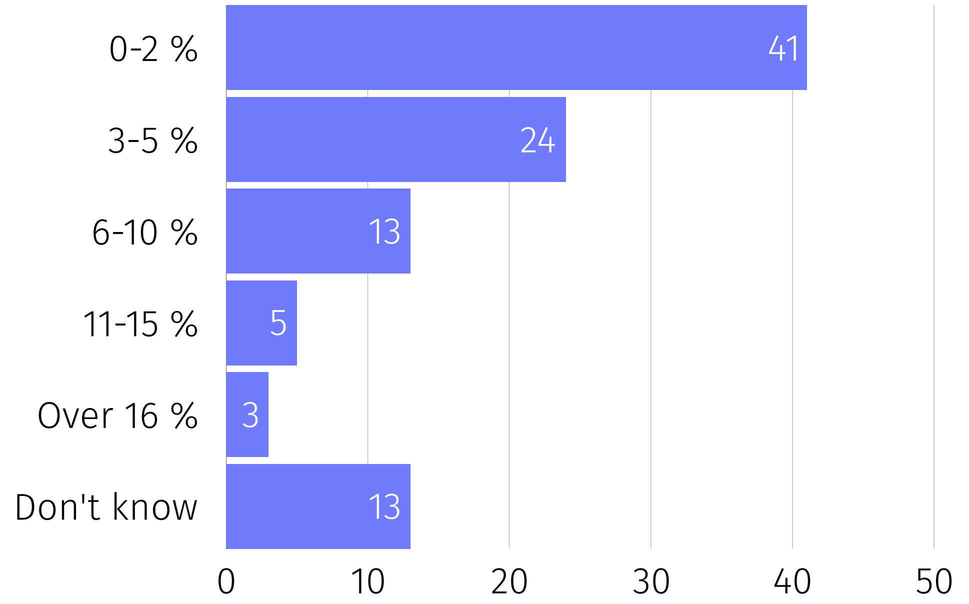
Events and trade shows (22%) and the **use of agencies** (20%) are secondary priorities.

Analysis and competence development still receive a significantly lower share of marketing budgets than the other items.

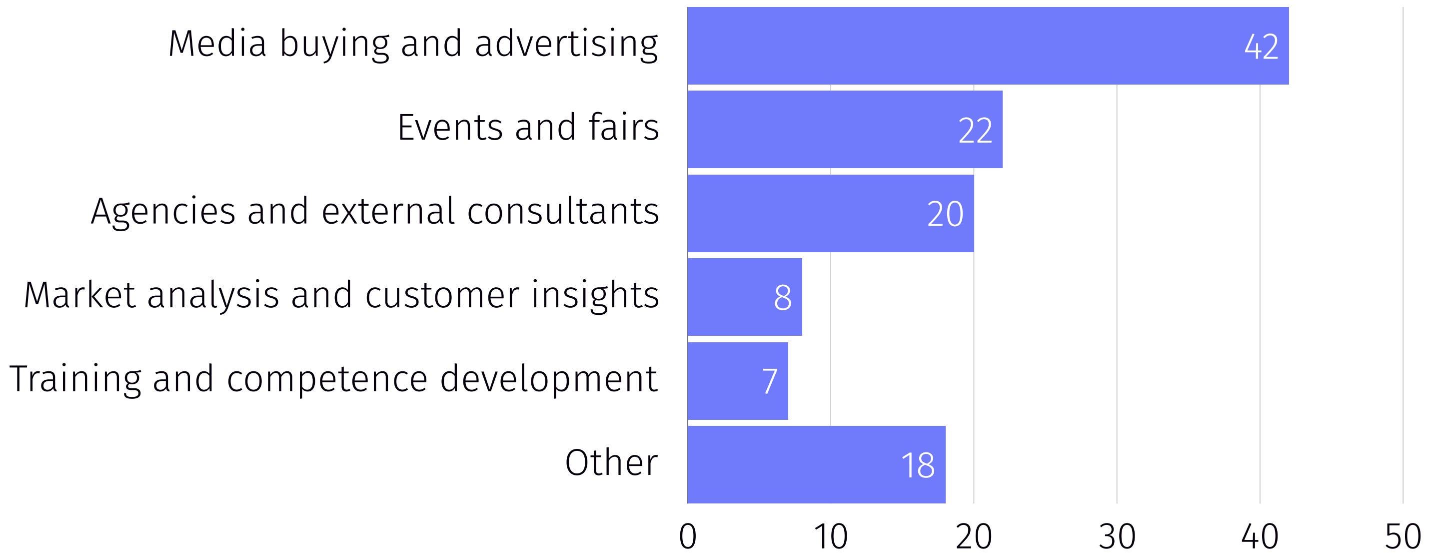
A full 18% of the marketing budget is allocated to **other things**. The free text responses show that the marketing budget of many companies covers a wide range of items.

The distribution between the items is relatively equal regardless of company size.

Approximately what percentage of sales does the marketing budget represent?



Roughly how is your marketing budget divided between these main resource categories?



B2C COMPANIES VALUE PAID VISIBILITY THE MOST

How much do the different profiles invest?

There are marked differences in the willingness to invest between the company profiles.

For B2B companies, the lowest level **(0–2%)** is dominant. Over half are at this level. In comparison, only 22% of B2C companies are at this level.

65% of B2C companies invest **over 3%**, compared to only 35% of B2B.

An interesting observation, however, is the uncertainty among B2B marketing managers. A full 17% state that they **do not know** how much of their revenue the marketing budget represents. A full 14% of B2C marketing managers are also unsure.

How are resources prioritized?

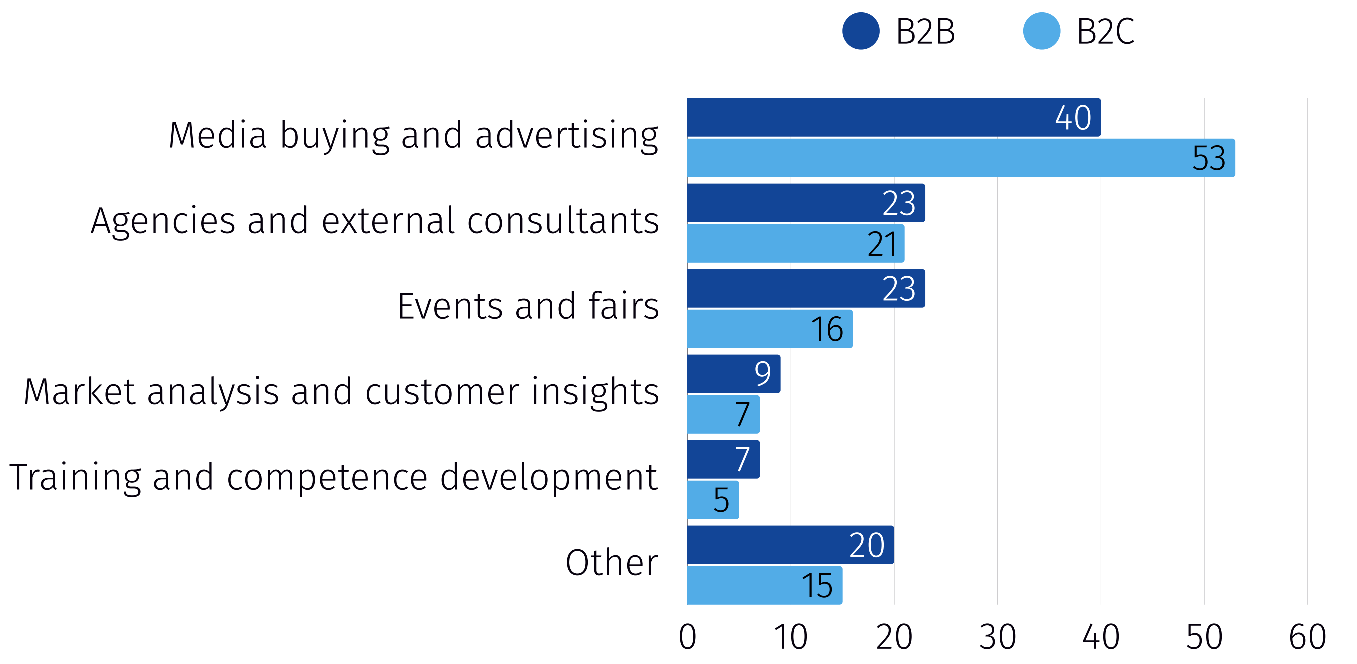
Although both B2C and B2B prioritize media buying the highest, the budget allocation reflects two different approaches to the market.

B2C companies are pursuing a reach strategy where over half of the budget goes to **media buying and advertising**.

For B2B companies, the strategy is more centered around relationship building. They allocate a total of 23% to **events and trade shows**, compared to only 16% for B2C companies.

Looking at the other categories, such as **agency use, analytics, and skills development**, the priorities are almost identical across profiles, suggesting that the most important distinction in marketing is about channel strategy – paid visibility versus relationship building.

Approximately what percentage of sales does the marketing budget represent?



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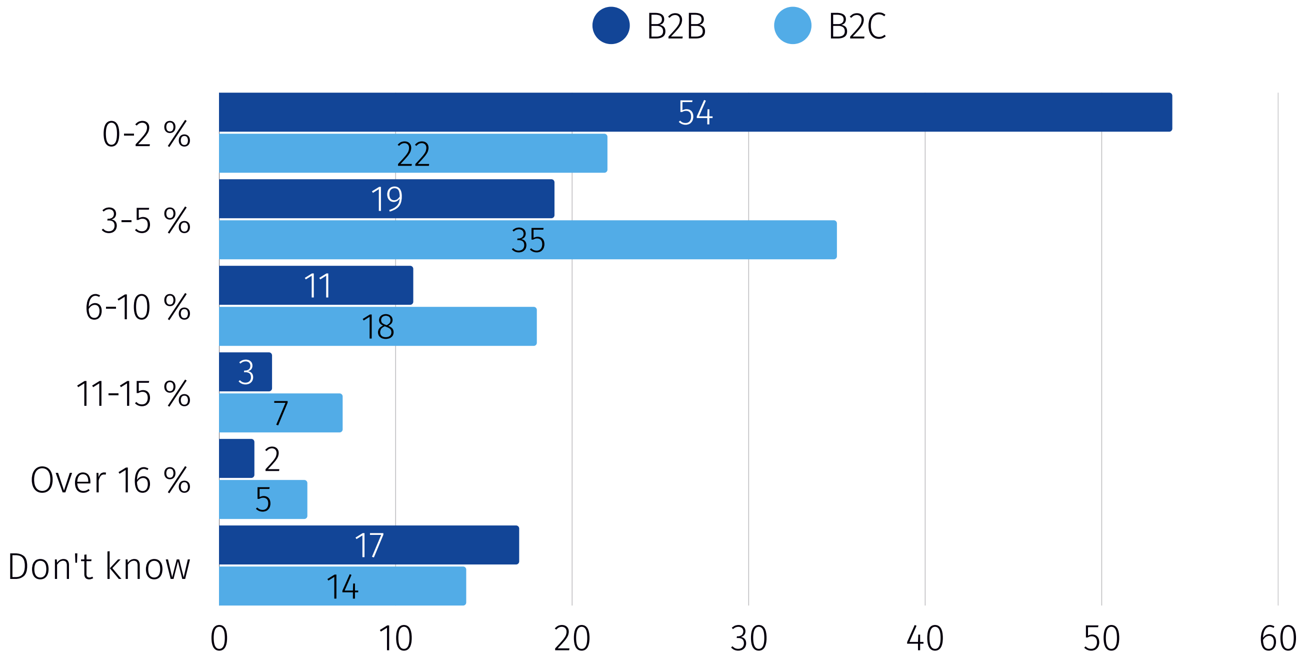


CREATIVITY AND BRAND ARE PRIORITIZED

When investments over the past year are summed up, **new creative concepts and campaigns** are at the top of the list as measures to improve results. This is particularly evident in Sweden, which has seen an increase from 52% to 62% in one year.

The willingness to invest in creativity also increases with the size of the companies. While 57% of the smallest players have invested here, the share is 65% among the largest. This trend also characterizes insight, analysis and brand platform.

There are several interesting movements in the numbers from 2025 to 2026. We see a decline in investments related to **customer loyalty**, which has dropped from 36% to 31%. This is mainly due to a shift in B2B companies, where the share has fallen from 34% to 26%.

When we compare the countries, clear differences emerge. Norway stands out with the highest focus on **branding** (54%), while Denmark leads the way in **performance marketing** with a as much as 44%. At an overall level, it is also clear that B2B companies are now gearing up for performance marketing (33% compared to 26% last year).

Sweden stands out with a significantly higher proportion of companies that have entered into **collaboration with an agency** (48%), compared to Norway (34%) and Denmark (28%). Among medium-sized companies, we also see that collaboration with an agency is stronger (40%) than among both the smallest (30%) and the largest companies (37%).

What marketing investments has your company made to improve results over the past 12 months?

THE WILLINGNESS TO HIRE CONTINUES TO PLUMMET

Since 2023, there has been a steady decline in the proportion of companies planning to expand their marketing department. In 2026, only 29% answered yes to this, compared to 34% last year. The sharpest decline is seen in the smallest companies (1–20 employees), where the willingness has fallen from 39% to 14% in four years. The largest companies remain more stable, with one in three saying they plan to hire.

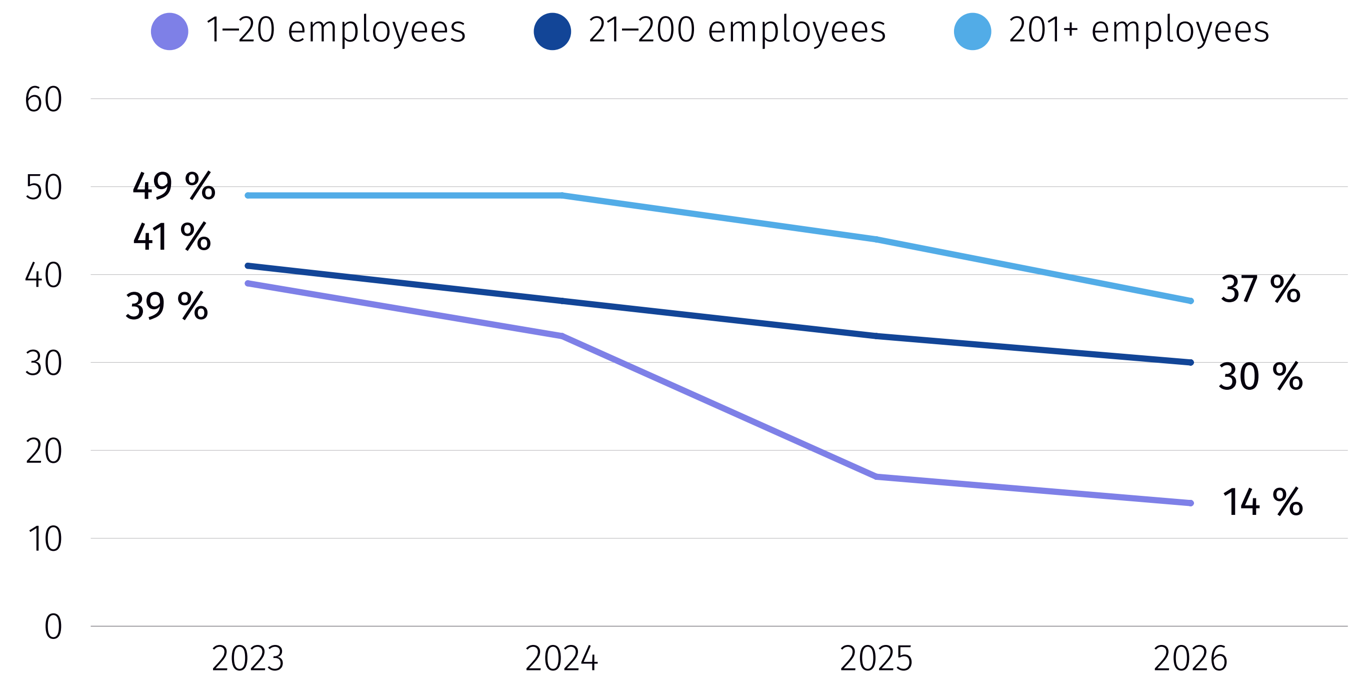
The Nordic contrasts are clear. Norwegian companies have the most dramatic drop, from 39% to 21%. Danish companies stand out as the most optimistic. Here, a full 42% plan to hire, which is twice as high as in Norway.

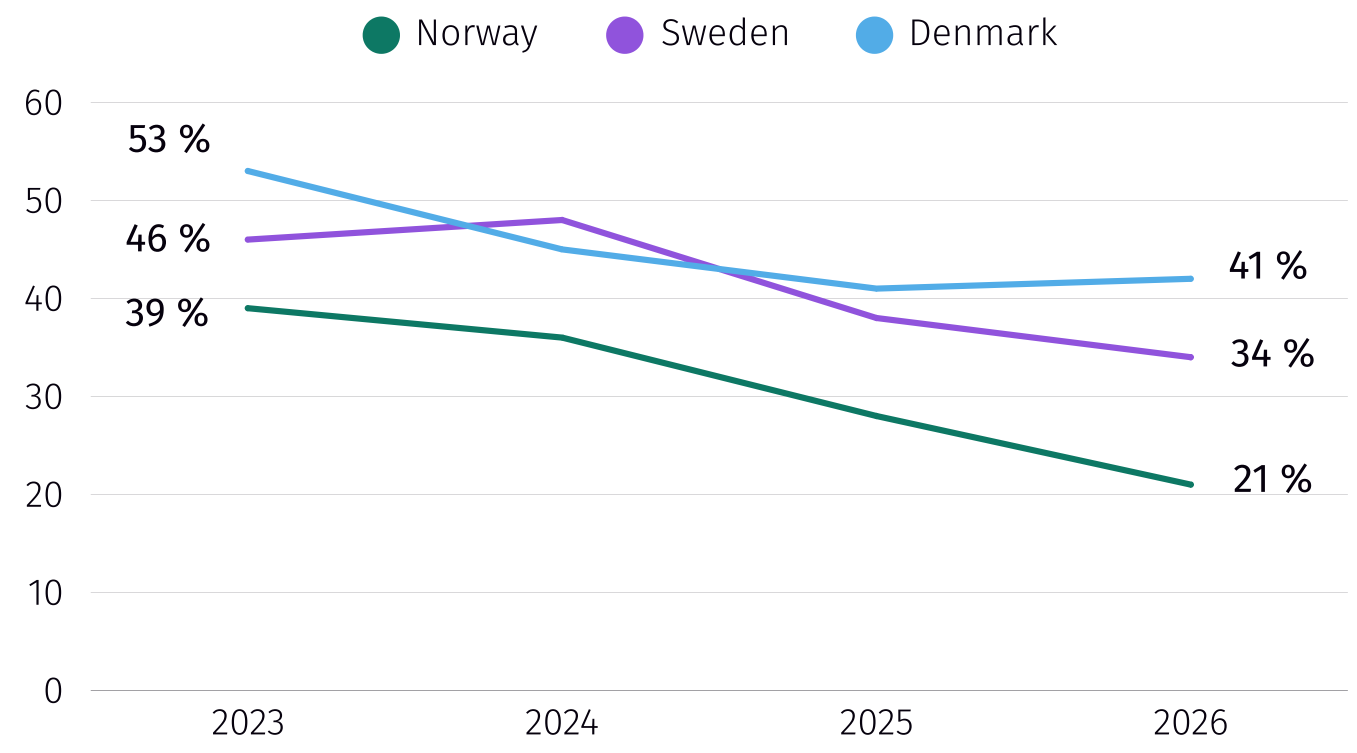
> *"It is challenging to plan for the future in terms of the number of employees, which roles are needed and which can be outsourced or replaced by AI."*
>
> Open text response to "What is your biggest challenge?"

Among the company profiles, MIX companies account for the largest drop in the past year, from 36% to 27%. In comparison, the change among pure B2B and B2C companies is insignificant.

The general downturn in the Nordic region points toward a period where marketing departments must prioritize efficiency and the optimization of existing resources over headcount growth.

Do you plan to hire in the marketing department in the coming year? Proportion of "yes"





COMPANIES CHOOSE AGENCIES RATHER THAN HIRING

In the past two years, more companies have entered into new partnerships with agencies (37%), while the proportion that has hired more is decreasing, and is now at 23%. The trend is most pronounced among B2C companies. Here, new agency partnerships have increased from 31% in 2025 to 43% in 2026, while new hires have decreased from 27% to 17%.

Investment in internal skills development remains stable at 37% and has been relatively flat over the past four years.

The figures indicate that B2C companies have actively reallocated resources – from new hires to external partners. This may signal a shift towards a more flexible organization, or that cutting-edge expertise is increasingly being sourced from outside rather than built internally.

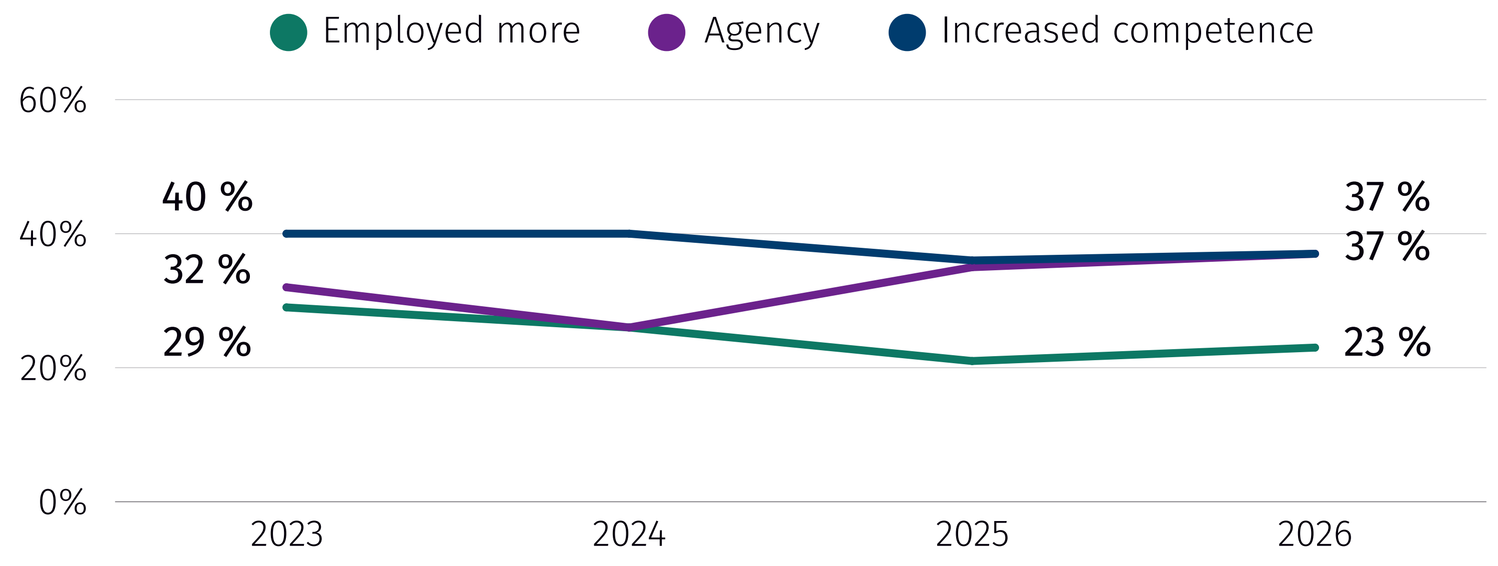
"It is challenging to allocate correctly between internal and external resources, especially in the context of the opportunities inherent in the use of AI."

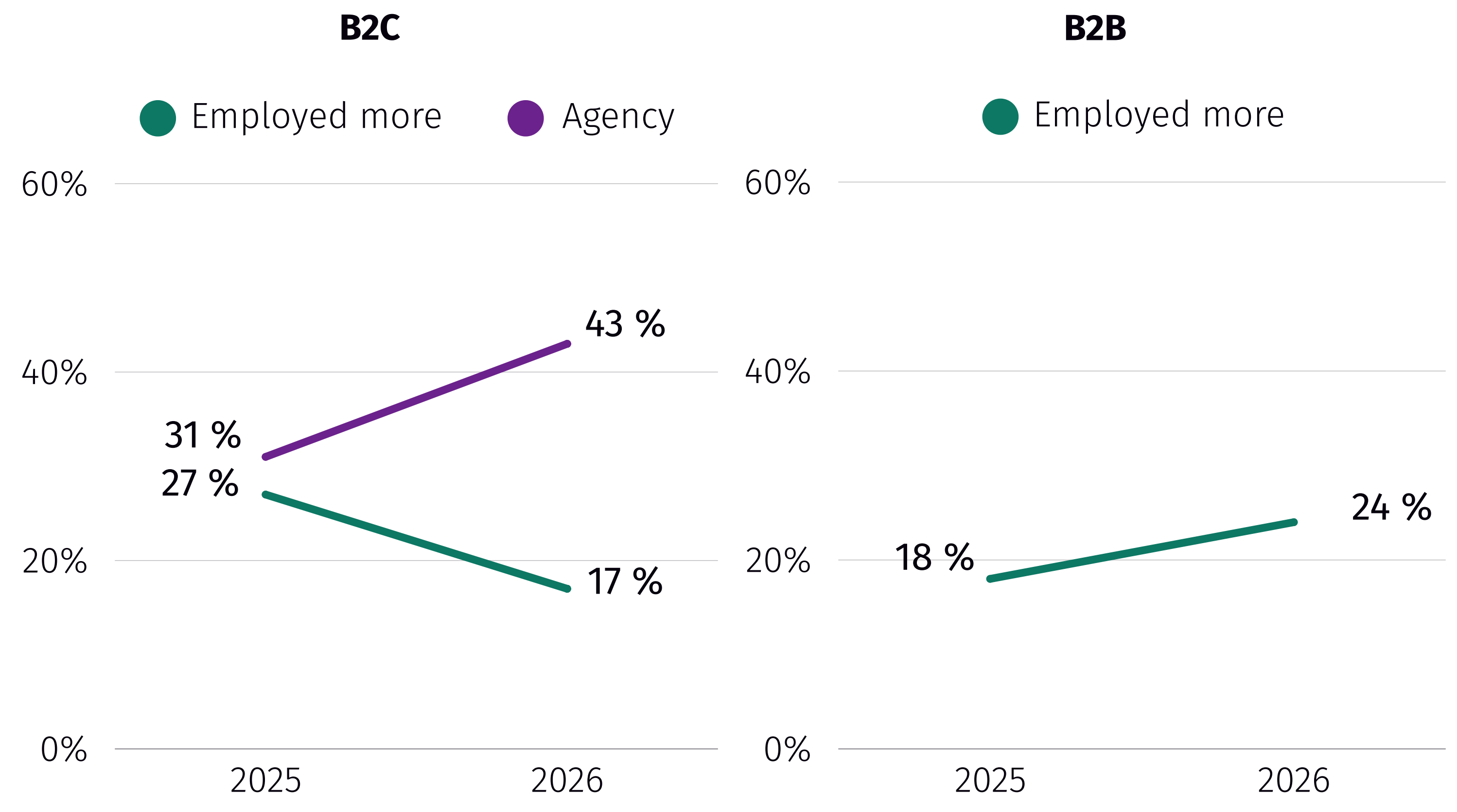
Open text response to "What is your biggest challenge?"

"It is very challenging to be a support function for almost all departments with few resources, while also leading marketing and sales strategies and campaigns from start to finish - and in addition producing all the content."

Open text response to "What is your biggest challenge?"

What marketing investments has your company made to improve results over the past 12 months?





“The CMO should talk about driving sales and thereby growth in the short and long term. It is also about making it harder for competitors to capture market share. I believe many CMOs would benefit from talking more about how they weaken the position of their competitors – that is something executive management usually understands.

Erik Modig,
Author, keynote speaker and researcher
at Stockholm School of Economics

Source: Kampanje.com, Resume.se, markdsforing.dk

CMOs in 2026

GENDER BALANCE AMONG MARKETING MANAGERS

For the first time, we have mapped the gender distribution among Nordic marketing managers. The survey shows a distribution of 61% women and 38% men, which is close to the desired gender representation in senior management positions in Nordic business.

This balance is consistent regardless of country, company size, or whether they operate in the B2B or B2C market. The fact that the distribution is so balanced reinforces that the role of the CMO is a professionalized and business-critical position that attracts leadership talent regardless of gender.

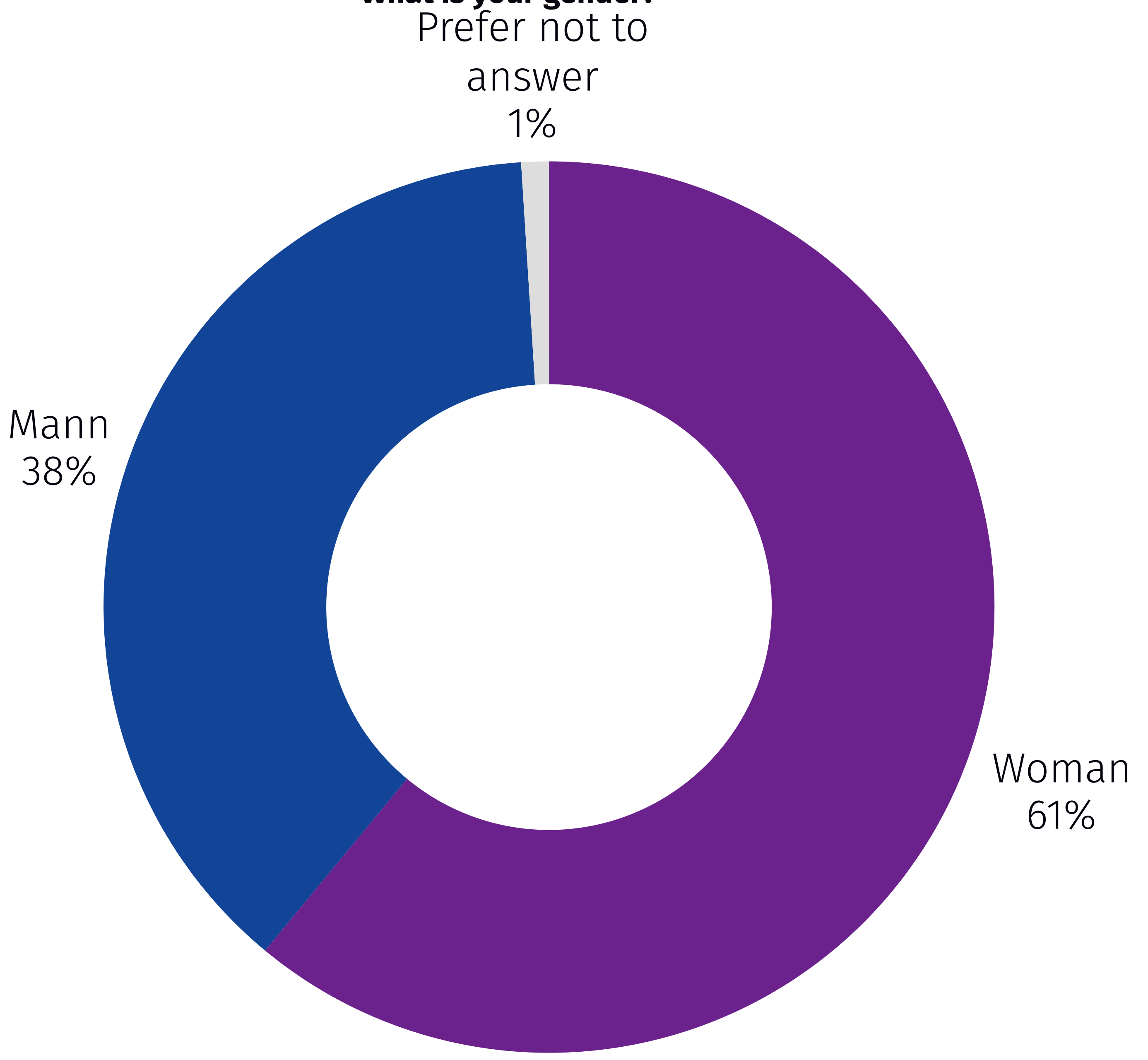
INSIGHT

Educational statistics from the Nordic countries show that women make up around 70% of the student body in marketing and communication subjects.

Despite this skewed recruitment base, figures from this year's survey show that the top is far more balanced. Although male students are in the minority, they are relatively more strongly represented in leadership positions.

Source: Coordinated admissions/SCB/DST

What is your gender?



63% OF CMOS ARE ON THE MANAGEMENT TEAM

THE CMO'S PLACE IN THE MANAGEMENT TEAM

The proportion of marketing managers who are part of the company's management team remains stable at 63%. Of the 37% who are not part of the management team, 40% know that there are others on the management team with marketing expertise. 69% of male marketing managers are on the management team, compared to only 60% of women.

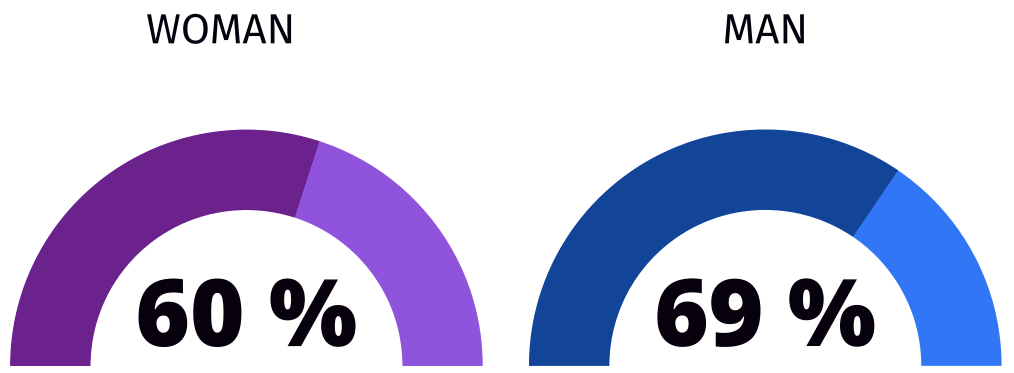
Danish CMOs have the strongest representation

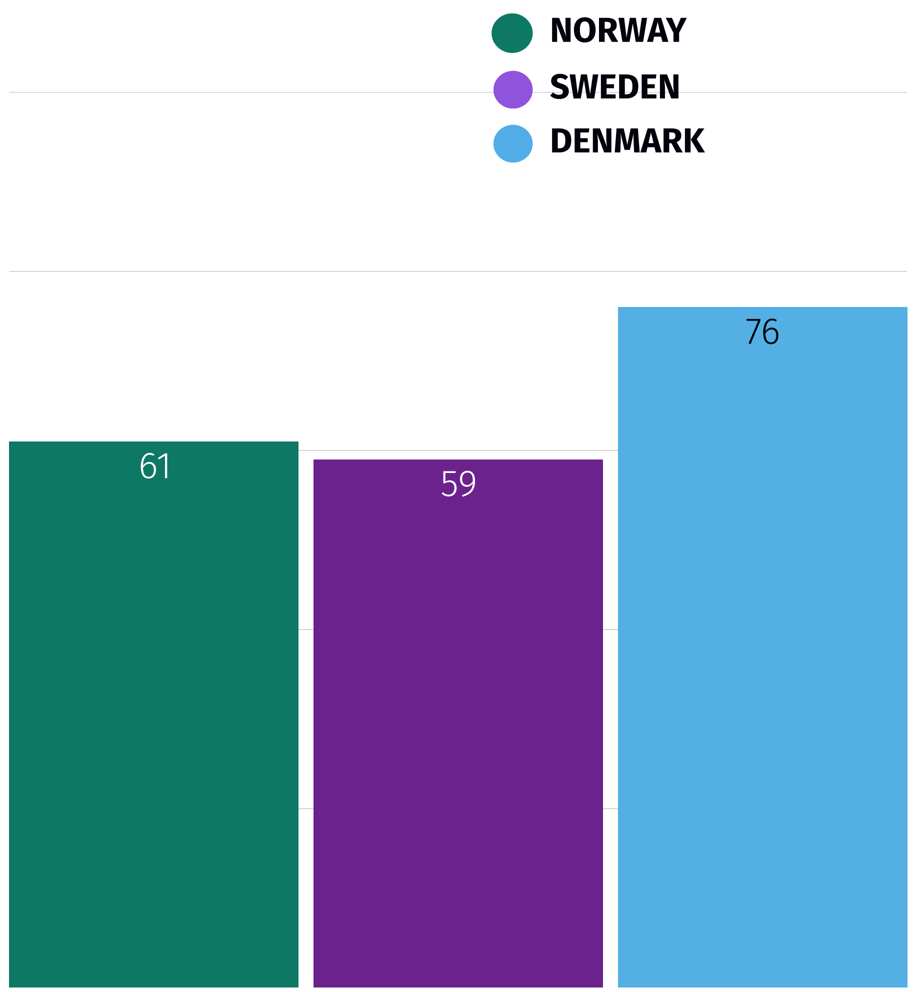
Whether the marketing manager is part of the management team varies greatly between countries. A full 76% of Danish marketing managers are part of the management team, while the proportion is 61% among Norwegians and 59% among Swedish ones.

When we break down management team affiliation by gender and country, the pattern changes from the overall figures.

While men are more likely to be on the management team in Norway (72% vs. 58%) and in Denmark (77% vs. 70%), Sweden stands out with an almost equal representation between the genders (58% vs. 59%).

Are you part of the company's management team? Proportion of “Yes”





WHICH CMOS WILL BE INCLUDED IN THE MANAGEMENT TEAM?

The position of the marketing manager on the management team varies significantly between the different company profiles. In B2C companies, 71% of marketing managers are on the management team, compared to 58% in pure B2B companies.

A place on the management team is often related to whether the area of responsibility is closely linked to the core business or whether it is rather seen as a support function.

The size of the company also plays a significant role. In companies with over 200 employees, the proportion on the management team drops to 54%.

Here Denmark stands out; while only half of the Norwegian and Swedish marketing managers in large companies have a seat at the executive table, this applies to a full 70% in Denmark.

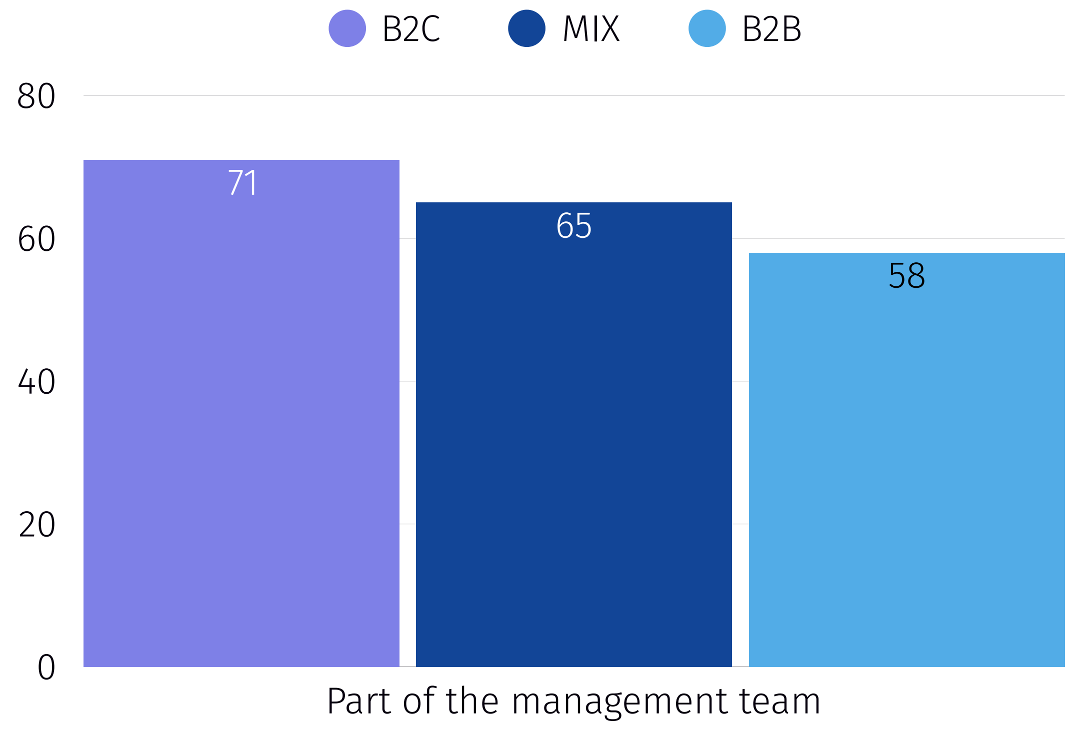
In small companies (1–20 employees), on the other hand, 75% have a place on the management team – in Denmark as much as 95%.

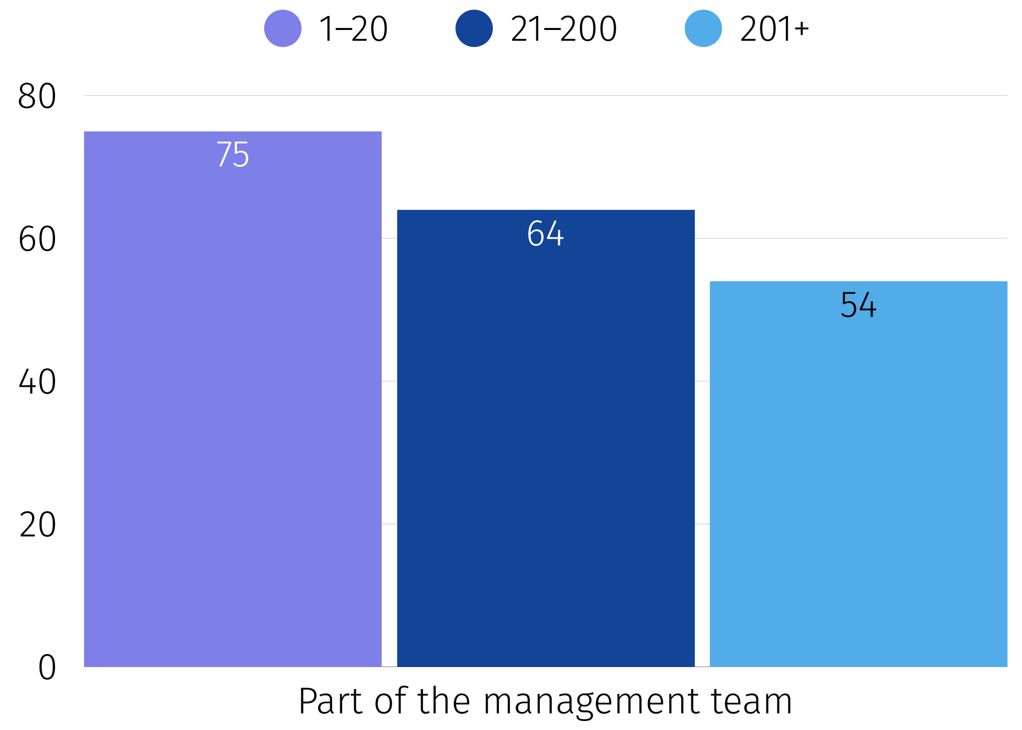
The size of the marketing department itself also plays a role, but the pattern here is not linear. The probability of being on the management team is highest for those who lead a team of 6 to 10 people (70%).

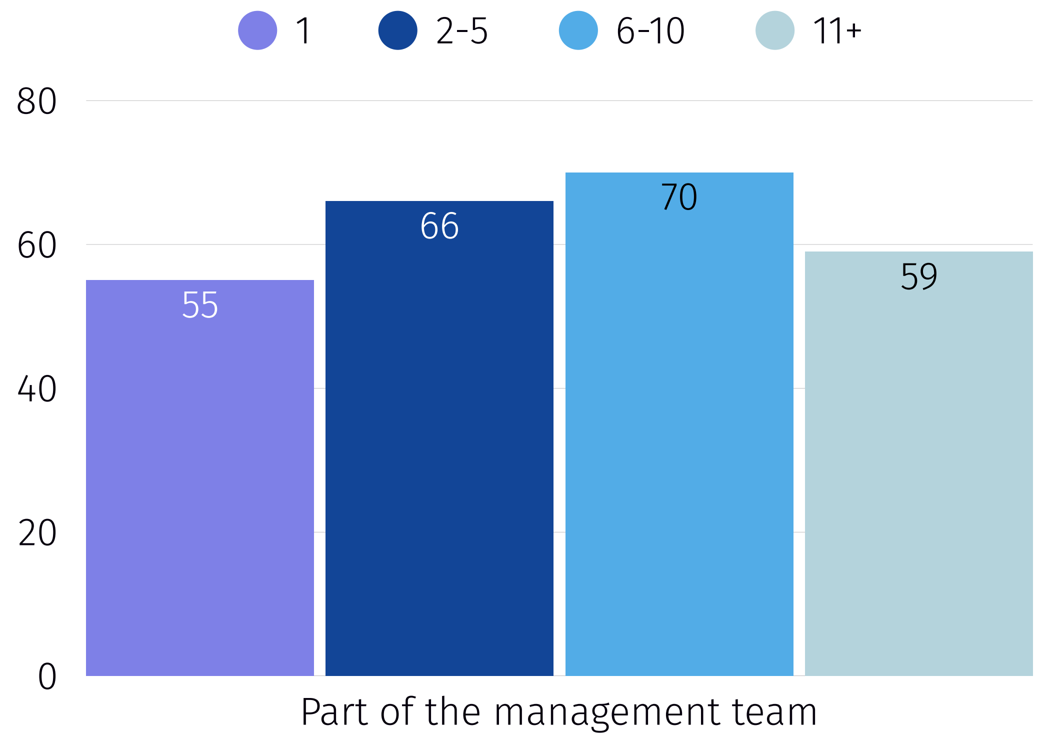
When the team grows beyond this, the proportion drops to 59%. This may be due to a higher degree of specialization, or the role reporting to a different level of management.

Only 55% of marketing managers who run a one-person marketing team are members of the management team

Are you part of the company's management team? (proportion of those who answered "yes")







STRATEGIC PLACEMENT GIVES INCREASED IMPACT

The seat at the executive table has a direct impact on how marketing is understood and prioritized in the business. Overall, 53% of management say they have a good understanding of the impact of marketing, but this figure hides large differences.

Where the marketing manager is part of the management team, this understanding rises to 60%. In comparison, the proportion drops to only 39% when the marketing manager is not part of the team.

When the marketing manager has a seat at the table, resources follow. These companies operate with a higher proportion of revenue allocated to marketing budgets.

While those outside the management team are most often in the lowest categories (0–2%), we see a significantly higher proportion of marketing managers with management team positions managing budgets of over 5%.

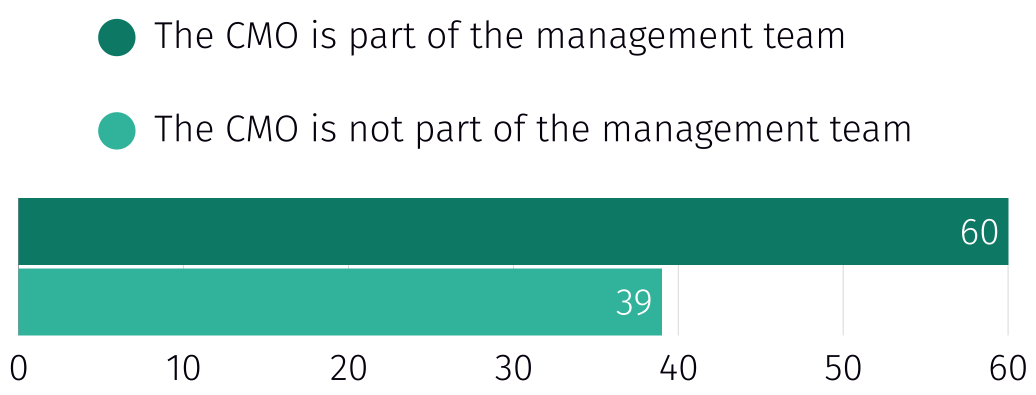
It is challenging to get other functions in the company to understand what the marketing department does and can contribute.”

Open text response to “What is your biggest challenge?”

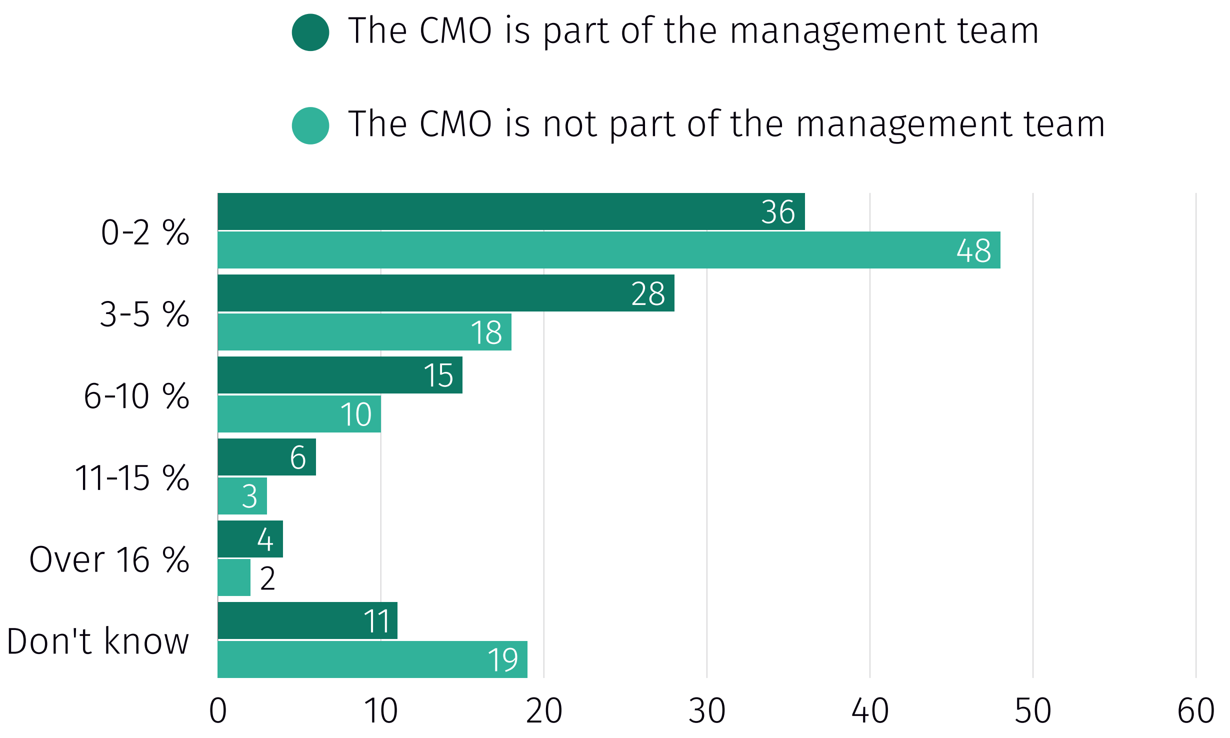
There is a lack of understanding that marketing often takes time to have its full effect, and thus it is also difficult to get backing for investments in long-term marketing activities.

Open text response to “What is your biggest challenge?”

Strongly agree/somewhat agree with the statement “Management understands the effect of marketing”



Approximately what percentage of sales does the marketing budget represent?



THE MARKETING MANAGER'S BROAD AREA OF RESPONSIBILITY

The core tasks for marketing managers remain the same, with market activation, branding and marketing strategy as the three undisputed pillars. In this year's survey, we have made an adjustment by changing the option "digital marketing and communications" to "campaigns and marketing", and added "internal communications" as a new response option to capture the breadth of the role.

46% of marketing managers are responsible for internal communications. This suggests that the marketing department's positioning and storytelling tools are now central to building culture internally. In addition, managing marketing technology is established as a core task for around half of those surveyed.

The free text responses under the "Other" category (7%) highlight the complexity of the role. Here, marketing managers report strategic responsibility for business development, digital transformation and e-commerce. Many also have ownership of CRM and the entire customer journey.

Overall, this paints a picture of a role that functions as a link between technology, market and business – where responsibility extends far beyond traditional communication.

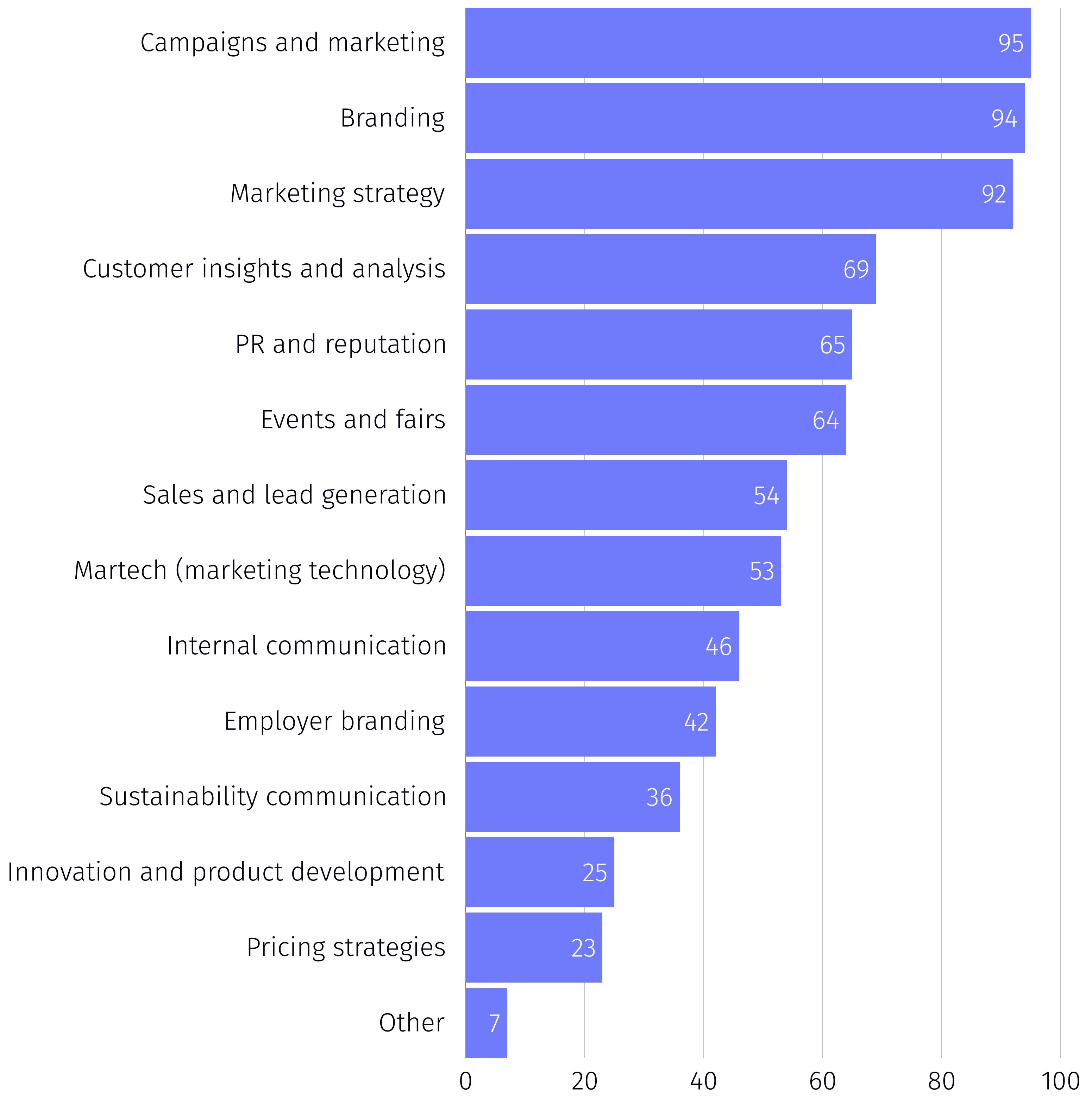
"The incredibly broad and large responsibility. You have to be a ninja who can do everything. Not just strategically, but also operationally."

Open text response to "What is your biggest challenge?"

"The field is so broad and comprehensive. It's a challenge to cover all the different fields. Everything from SoMe strategy to content production to SEO and market research and GDPR."

Open text response to "What is your biggest challenge?"

What areas are you responsible for in your role as CMO? Select all that apply



RESPONSIBILITIES CHANGE WITH TEAM SIZE

What the marketing manager is responsible for changes a lot depending on how many people work in the marketing department.

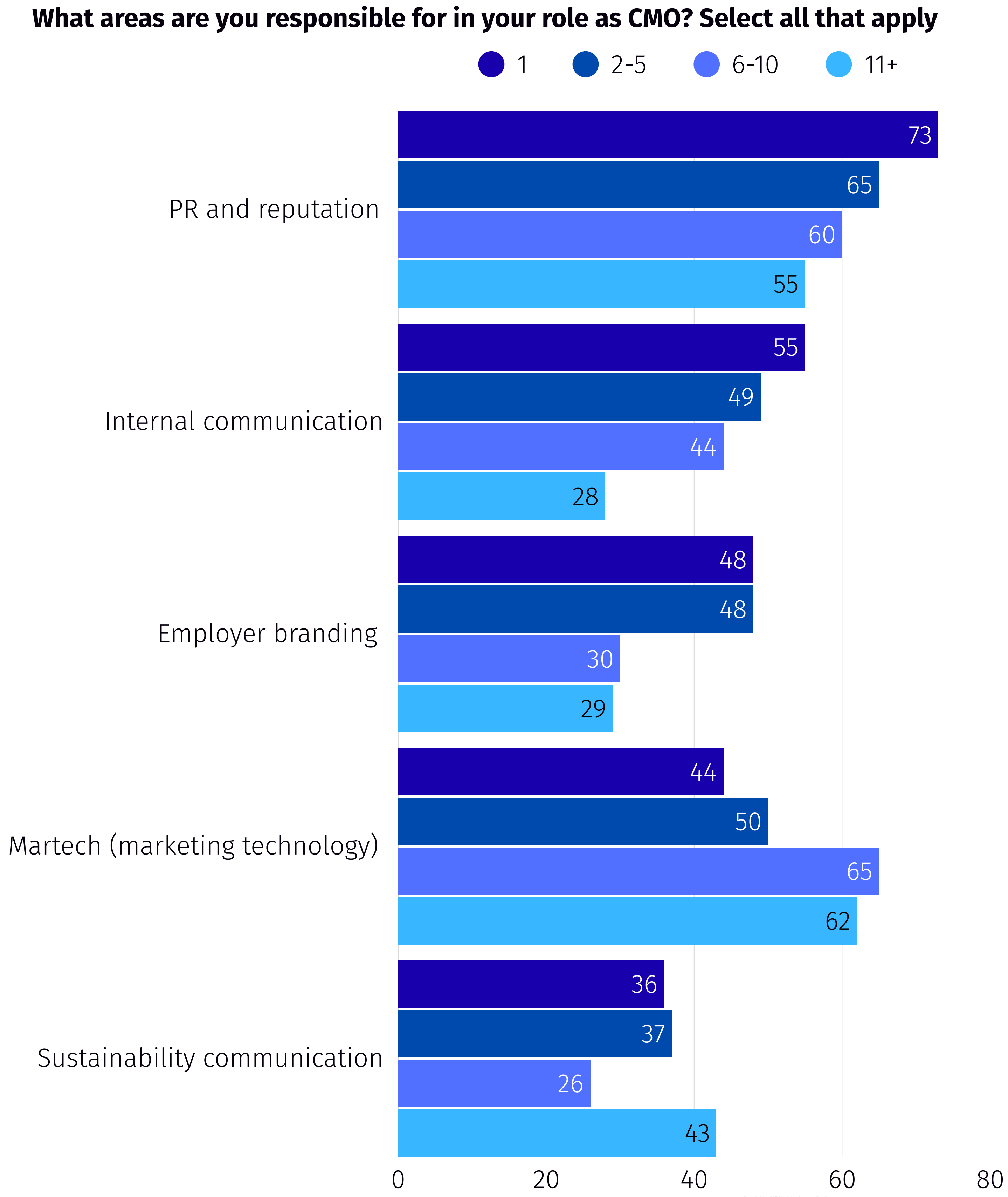
On the smallest teams, where the marketing manager often operates alone, the breadth is particularly large. A full 73% of those with only one person on the marketing team are responsible for PR and reputation, and over half of them are responsible for internal communications.

As marketing departments grow, we see a clear trend towards a more specialized leadership role. For example, in teams with more than 10 employees, only 28% of marketing managers have direct responsibility for pricing. We see the same in Employer Branding. Almost half of the "one-person departments" have this responsibility, compared to 30% in the larger teams.

In large marketing departments, marketing managers are given other important responsibilities. Martech increases sharply with team size – from 44% for those who are alone to over 60% in the largest teams. In addition, we see that the largest departments are more responsible for sustainability communications (43%).

"I am a one-person marketing department doing everything myself, and I don't have the budget to outsource. As a result, I'm stretched too thin, facing constant time pressure, and struggling to balance strategic and operational work."

Open text response to "What is your biggest challenge?"



WHAT DO NORDIC MARKETING MANAGERS EARN?

For the first time, we have mapped the salary level among marketing managers in the Nordic region.

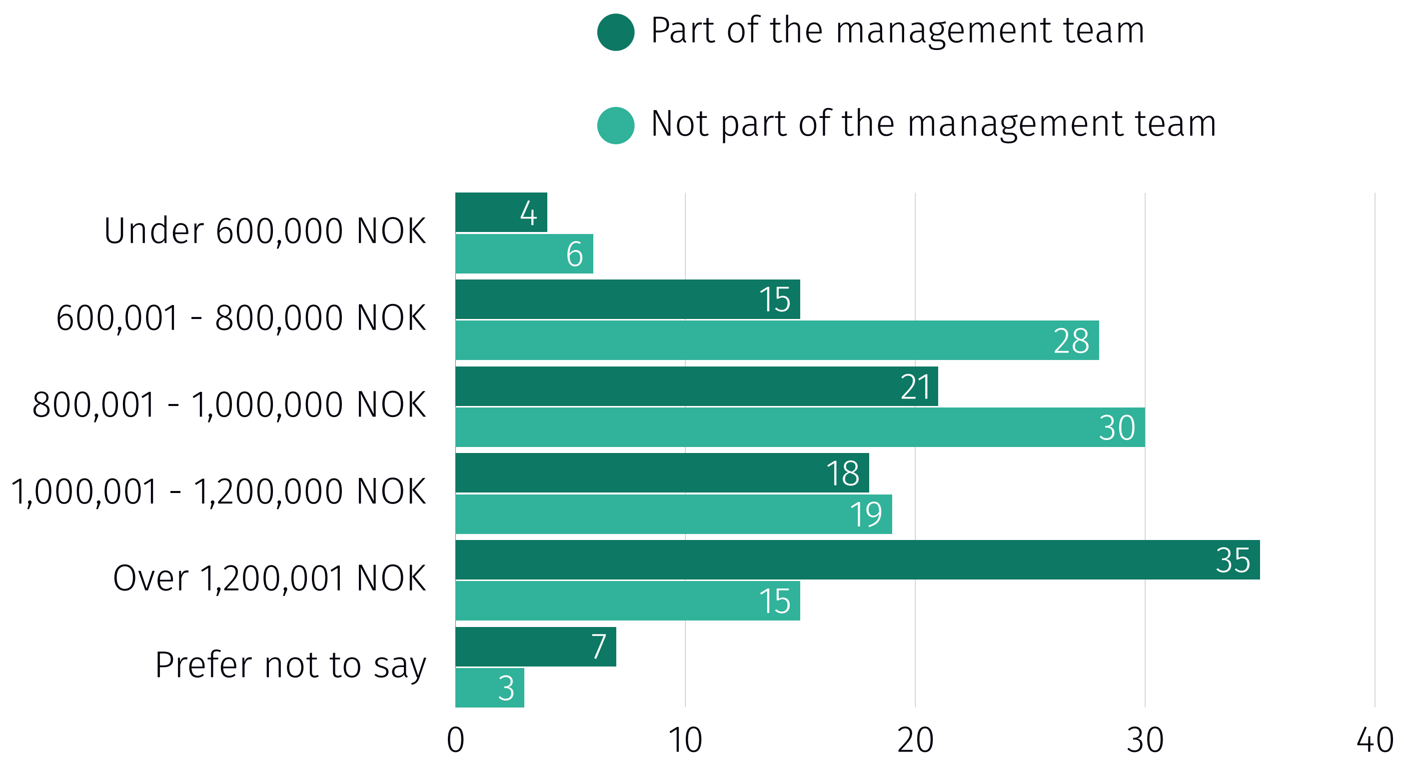
The figures show that the role today is well compensated; **almost half of marketing managers have an annual salary exceeding one million kroner.**

There is a natural tendency for higher salaries in the largest companies. The larger the company, the higher the salary. In companies with over 200 employees, 45% earn over 1.2 million a year, compared to 12% in companies with 1-20 employees.

It also matters whether the marketing manager works in B2B or B2C. More people in B2C earn over 1.2 million a year (34%) than in B2B (23%).

Position in the management team is an important driver for higher salaries

An important factor for high salary levels is whether the marketing manager is part of the management team. Among those who are, 35% earn more than 1.2 million kroner. In comparison, only 15% of colleagues outside the management team who reach the same salary level.



DENMARK TOPS THE WAGE STATISTICS

Denmark stands out with the highest salary level in the Nordic region. No Danish respondents state the lowest salary level, and among those in the management group, a full 51% earn over NOK 1.2 million.

This suggests that the strategic importance of the role is particularly highly valued in the Danish market.

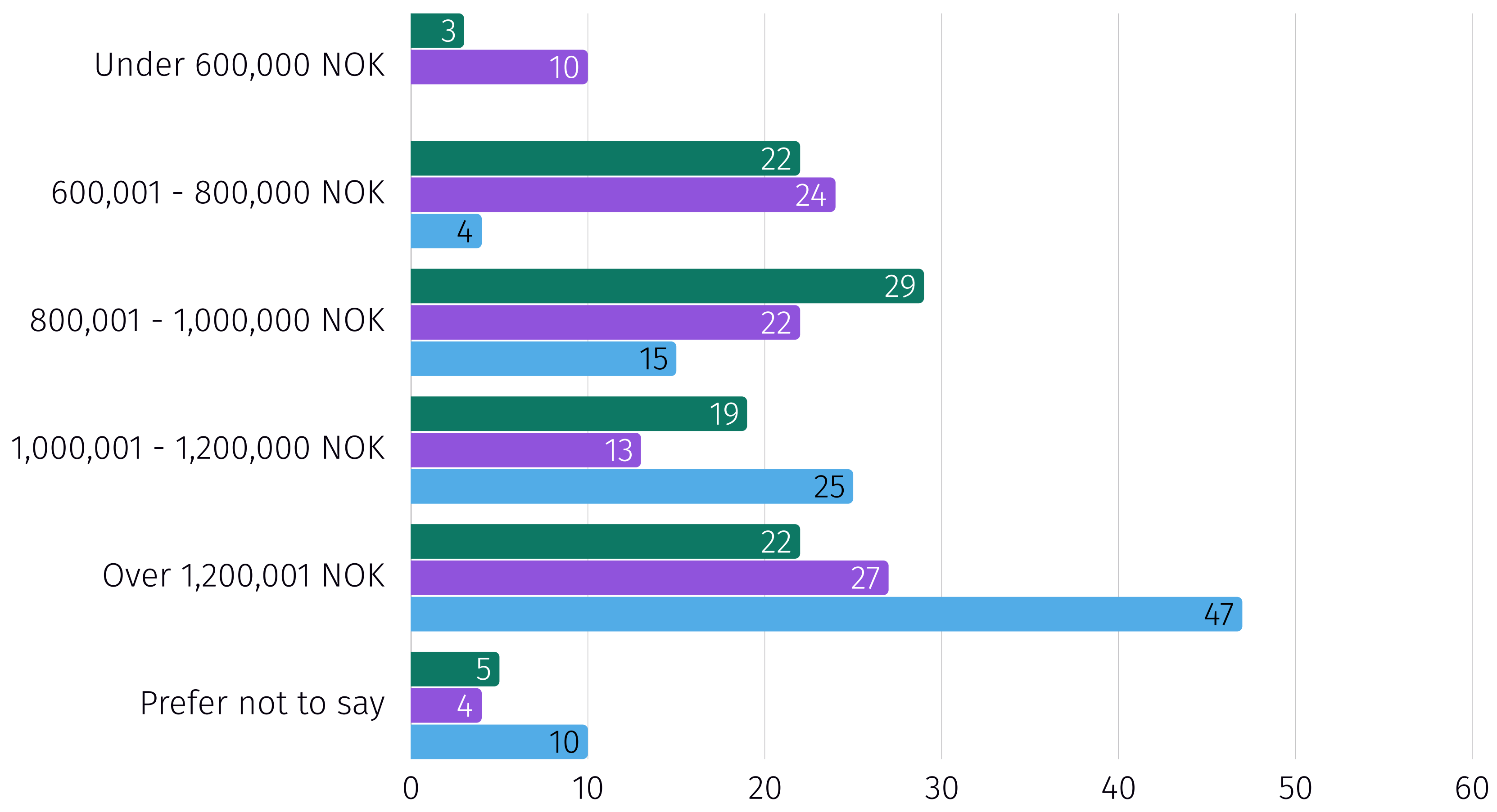
Sweden is characterized by the greatest variation in salary levels. Here, 27% earn over 1.2 million kroner, while almost as many (24%) are in the range of 600,000–800,000 kroner.

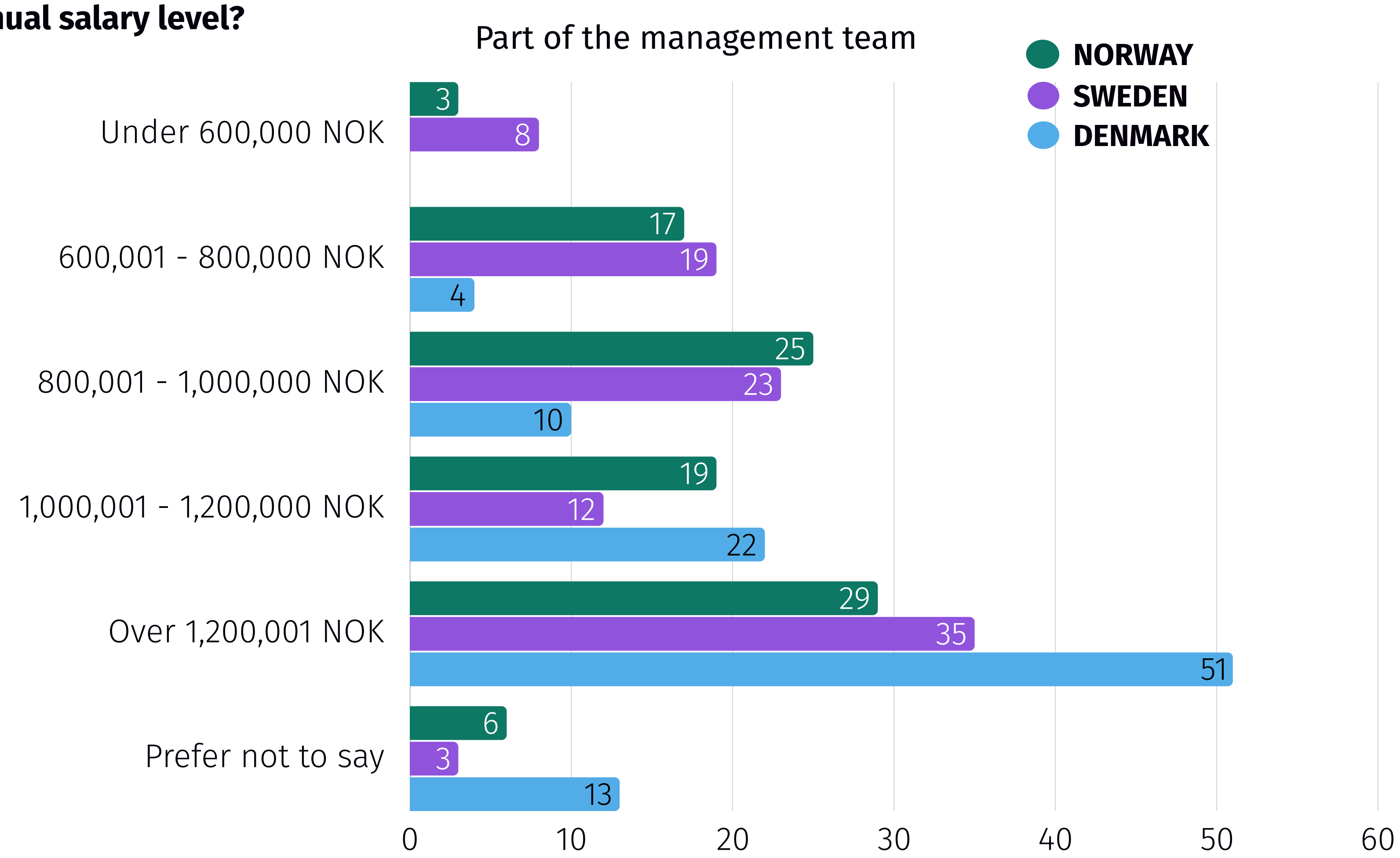
In addition, every tenth Swedish marketing manager earns less than 600,000 kroner.

In Norway, the salary level is more concentrated around the middle of the scale. Here, around half of marketing managers earn between NOK 600,000 and NOK 1,000,000.

At the same time, we see that Norwegian marketing managers are less likely to achieve the highest salaries. Even with a place in the management group, only 29% earn more than 1.2 million NOK.

What is your approximate annual salary level?





UNLOCKING THE MANAGEMENT TEAM - AND HIGHER PAY

Earlier in the report, we saw that management's understanding of marketing influences whether the marketing manager sits on the management team. If we look at salary, this connection is reinforced. Where understanding is high, 31% of marketing managers earn over NOK 1.2 million, compared to only 20% where understanding is lacking.

This is closely related to the fact that marketing managers in senior management positions have a heavier and more commercial mandate. While those outside the management team manage operational tasks to a greater extent, marketing managers around the management table take clearer ownership of business development and strategy.

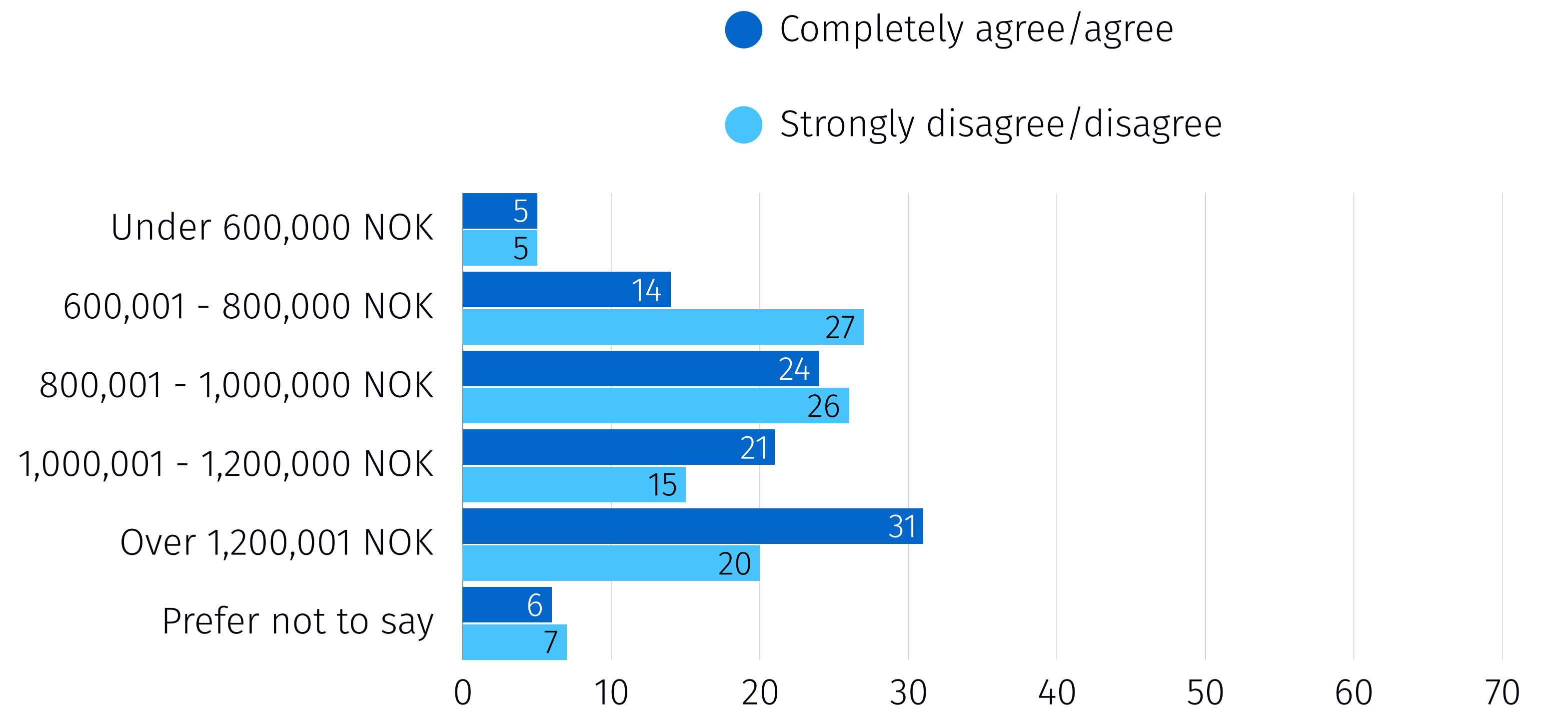
This difference is particularly evident when we look at areas of responsibility that lie close to the core of the business. Among marketing managers who are on the management team, 31% have responsibility for **pricing strategies**, compared to only 8% of those who are outside. We see the same pattern in **innovation and product development**. Here, more than twice as many in the management team have that responsibility (31%) compared to their colleagues outside (15%).

The figures clearly indicate that such a **strategic and business-oriented focus** coincides with both a place on the management team, a heavier mandate, and a higher salary level.

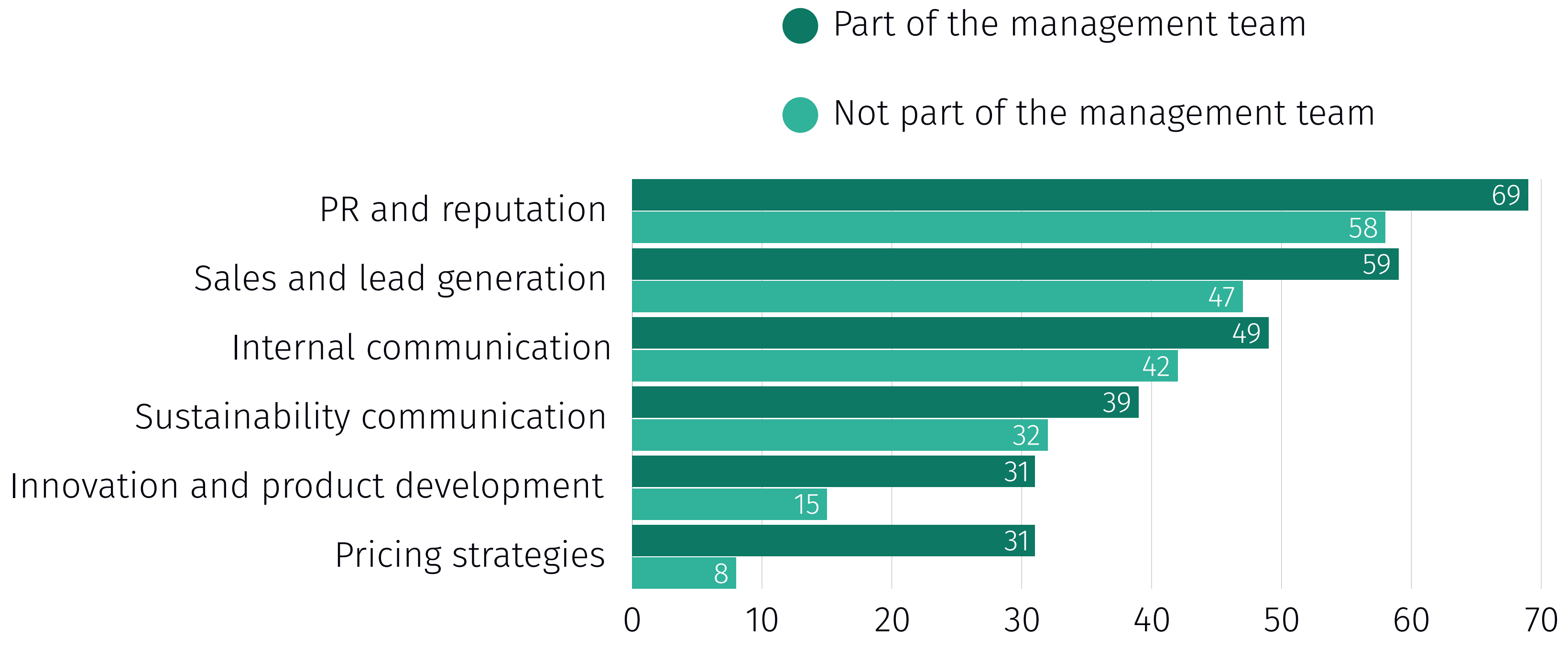
TIP: TAKE ON THE ROLE OF A STRATEGIC PARTNER

Show an understanding of the commercial goals that govern the company, and initiate conversations that go beyond just campaigns. By using management language and focusing on business development, you position yourself as a natural contributor around the executive table.

What is your approximate annual salary level?
How much do you agree with the statement "Management understands the impact of marketing"



What areas are you responsible for in your role as CMO? Select all that apply



FEMALE-DOMINATED PROFESSION, MALE-DOMINATED SALARY

The gender balance among marketing managers is not reflected in the same way in salary levels. While the majority of marketing managers who responded to the survey are women, men are overrepresented in the highest salary brackets.

59% of men earn over 1 million kroner, compared to 39% of women.

This gap persists even when we isolate the marketing managers who are part of the management team.

Among the female marketing managers in the management group, 26% earn more than NOK 1.2 million, while the corresponding share for men is 49%.

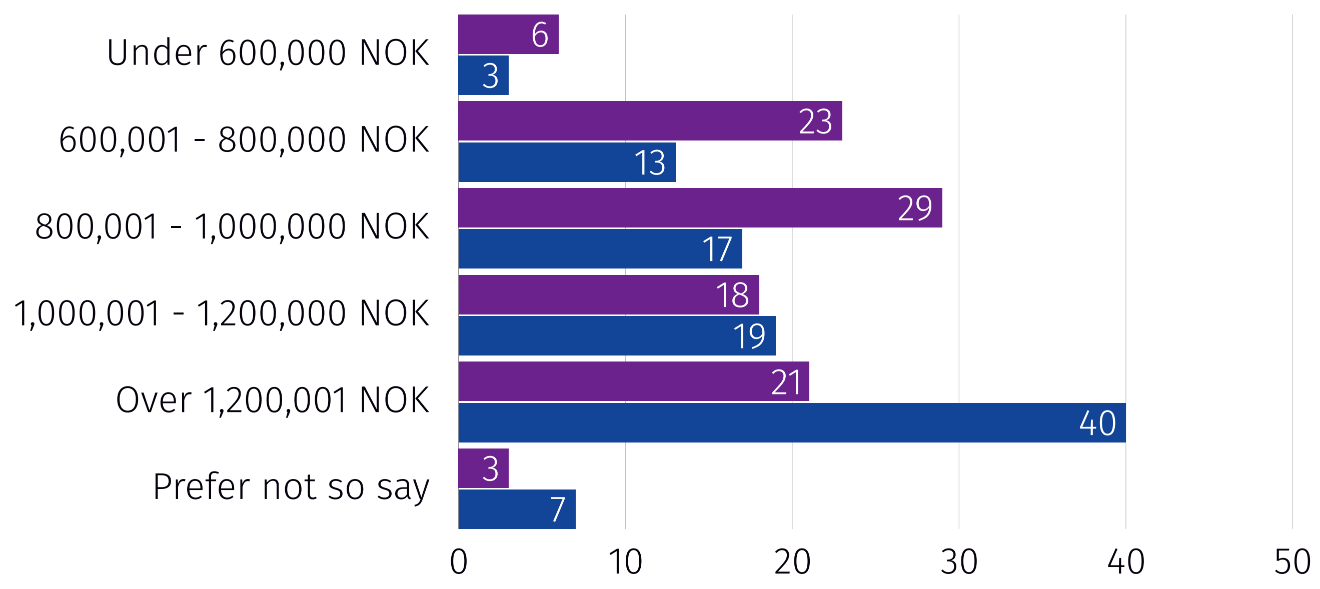
Norway has the largest wage gap

The differences are most prominent in Norway, where 46% of male marketing managers in the management team earn over NOK 1.2 million, compared to 20% of female ones.

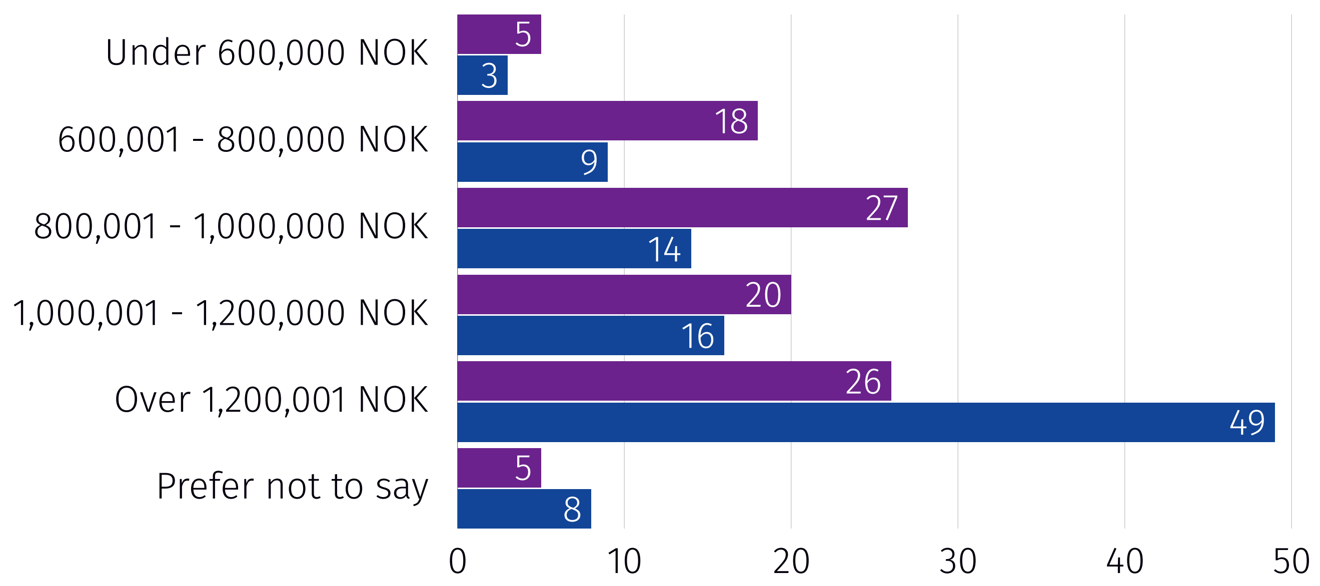
In Denmark, the level is generally higher, but the skewness persists. 61% of men in the management team reach the top salary compared to 43% of women.

Sweden appears to be the most gender-equal country. 44% of male marketing managers and
30% of female marketing managers on the management team are in the top salary bracket.

What is your approximate annual salary level?



Selection where everyone belongs to the management team



SUCCESS IS EQUALLY DISTRIBUTED

The study shows no correlation between gender and the ability to create results.

When we look at the companies that are successful with their marketing*, the distribution between male and female marketing managers is almost identical to the overall gender balance in the sample. And both men and women report equally that marketing is an important driver of the company's growth.

This indicates that the ability to create growth and results is equally distributed between the genders, and that the pay gap cannot be explained by differences in performance or value creation.

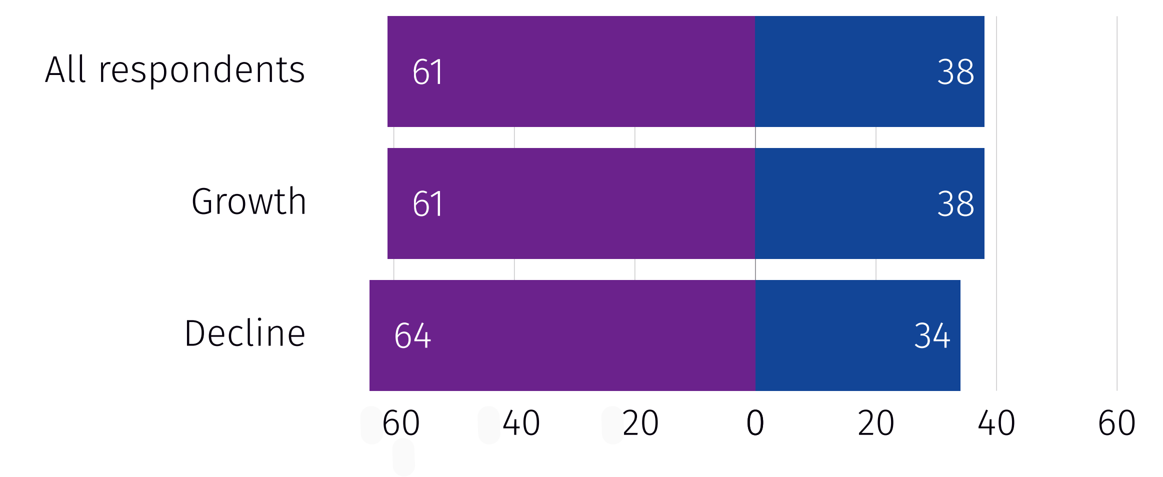
*Read more about what characterizes successful businesses on page 48.

INSIGHT

Despite the clear salary differences that emerge in the statistics, this is not mentioned in the free text responses about challenges related to the role. The focus is instead on the professional and practical tasks, such as the use of AI, complex customer journeys and limited budgets.

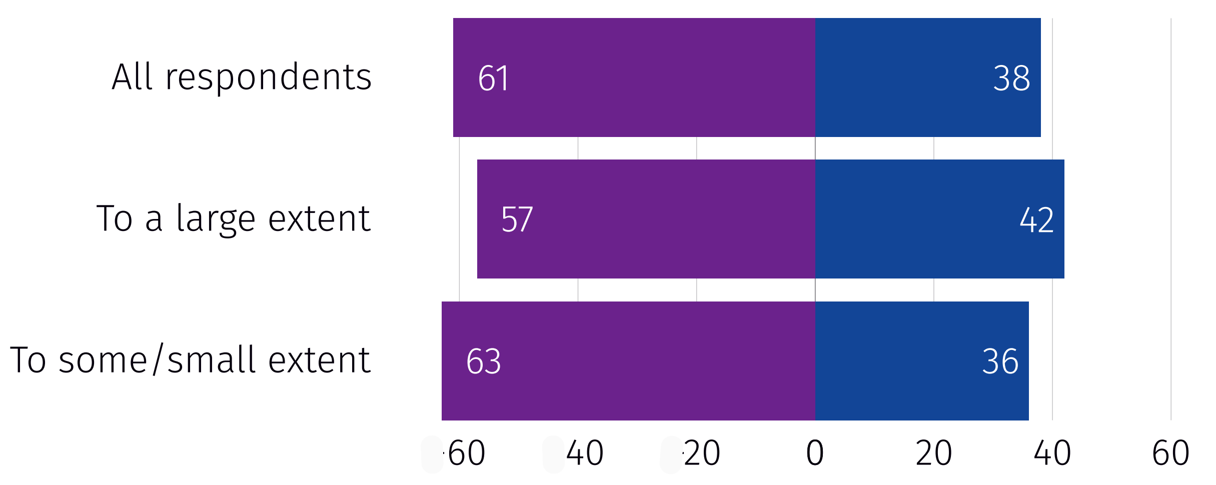
How would you rate the company's performance over the past year?

Woman Man



To what extent are you achieving desired results with marketing?

Woman Man



> "The pay cut you get when you have children will haunt you for the rest of your career.

Aina Lemoen Lunde,
CEO of the Norwegian Advertisers' Association

Source: Kampanje.com, Resume.se, markdsforing.dk

Inside how marketing teams prioritise

THE MOST COMMON CHANNELS IN THE MARKETING MIX

Social media stands firm as something all Nordic marketing managers include in their marketing mix (93%) regardless of the company profile they work with. The level is the same as in previous years. Nearly 4 out of 5 also prioritize **email marketing, digital advertising and SEO**. The four most important tactics for most companies are all digital.

This priority has remained remarkably stable over time, suggesting that most have now found a solid foundation in their marketing mix. Only one new tactic has been added this year: **GEO (Generative Engine Optimization)**. This option captures efforts to become visible in various AI tools.

GET MORE OUT OF THE MARKETING MIX

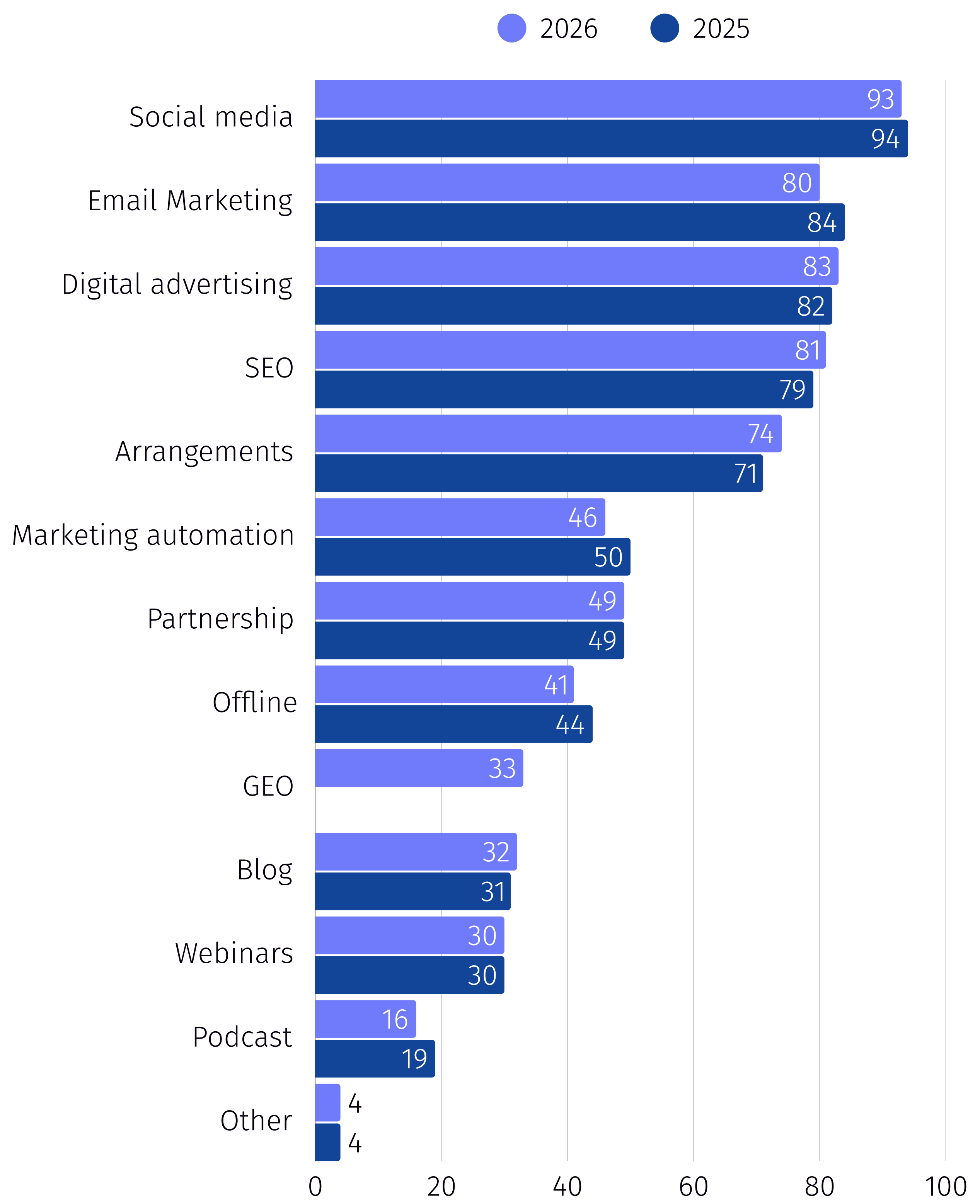
When your channel choices are consistent year after year, it's easy to go on autopilot. Here are three steps to ensure you prioritize correctly:

Do a value check: Take the two channels you spend the most money on. If you cut them tomorrow – do you know what the impact on your bottom line would be?

Try something new: Spend 5-10% of your budget on something completely new, like a new event concept or an unconventional partner. This is how you find the winning tactics of the future.

Check the interaction: Don't just look at each channel separately. Ensure that the content in, for example, social media also supports the SEO work and the overall customer journey.

Which of these tactics/channels are you using today?



B2B: TRADE SHOWS GENERATE LEADS – TECHNOLOGY CAPTURES THE REST

Physical events are more important than ever for pure B2B companies. A full 85% of B2B marketing managers surveyed include **trade shows and events** in their marketing mix, up from 80% last year.

The personal meeting is highly valued.

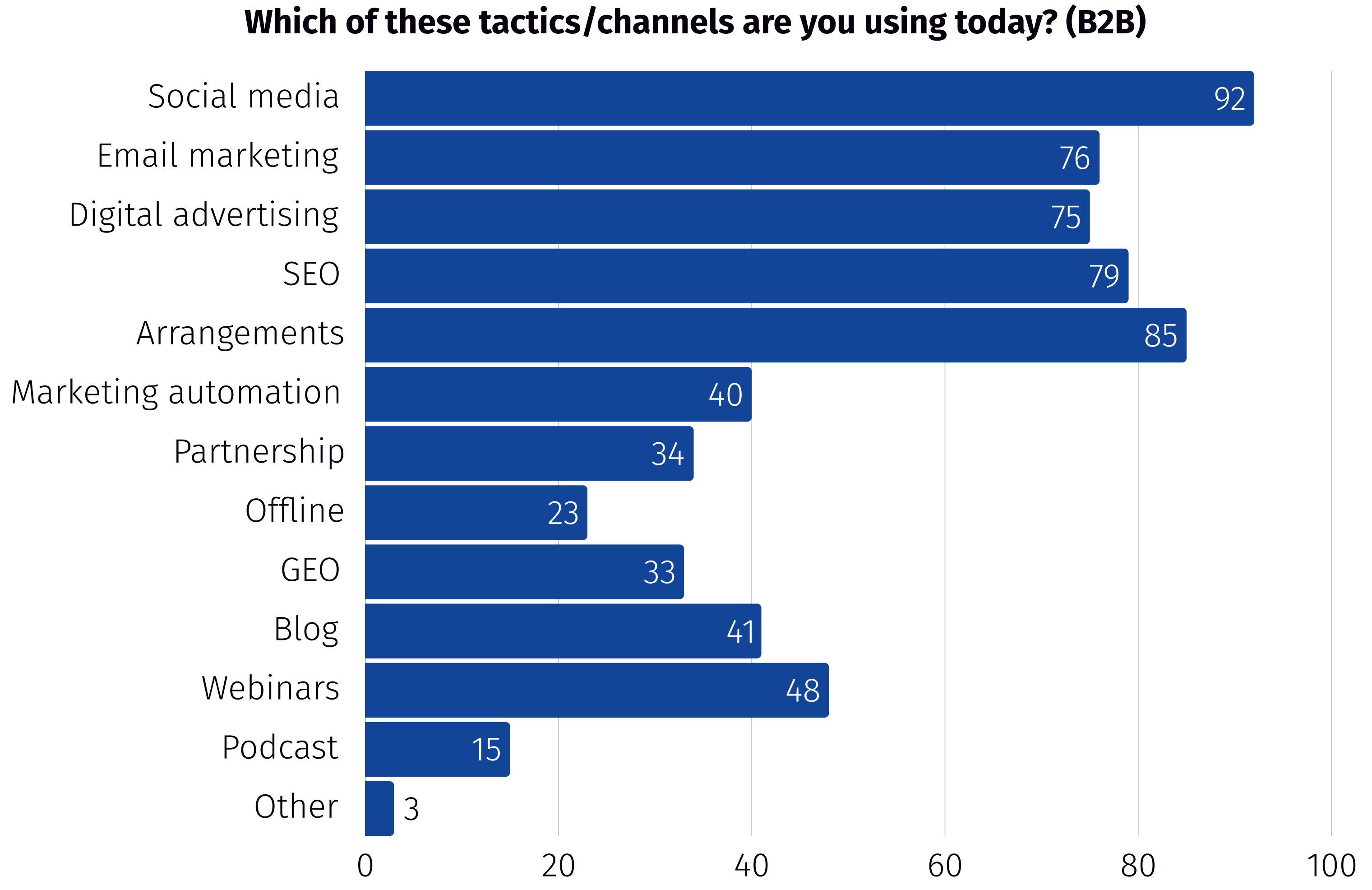
At the same time, we see a decline in the use of digital tools. **Email marketing (newsletters and loyalty programs)** drops from 82% to 76%, along with **marketing automation** going from 50% to 40%.

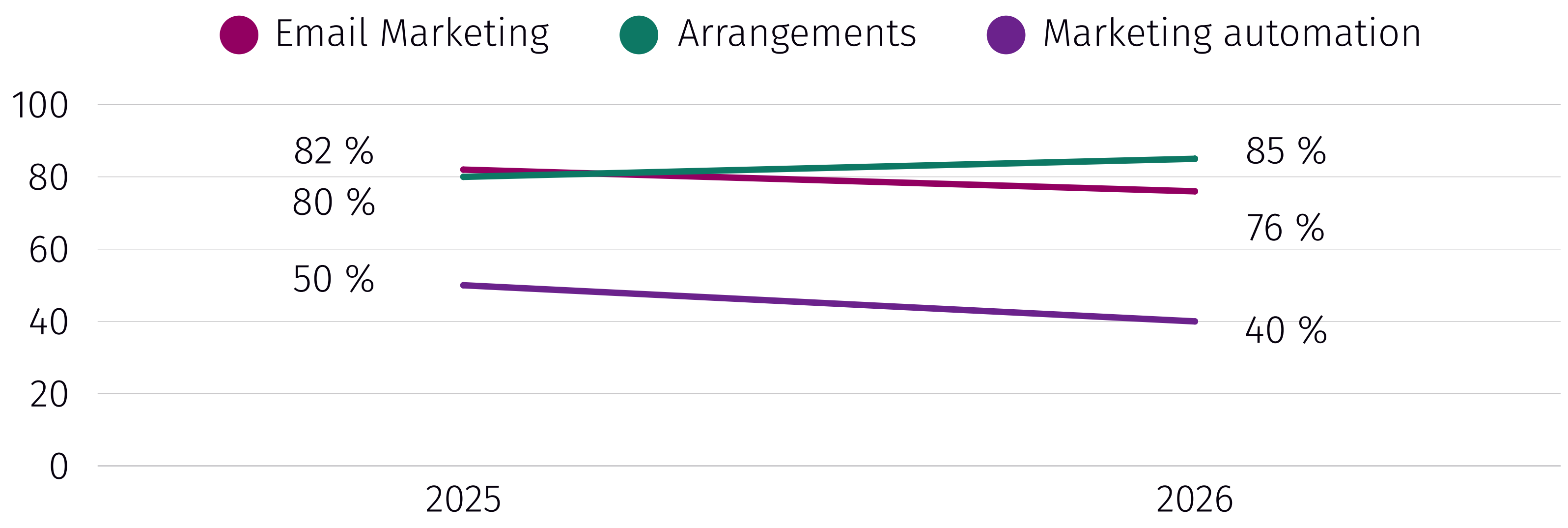
INSIGHT

95% of the B2B market is not in buying mode right now.*

The variation between different industries is great, but staying in touch both digitally and physically, even when the target audience is not ready to buy, is an important part of the B2B marketing manager's mission.

Kilde: The B2B Institute & Ehrenberg-Bass Institute.



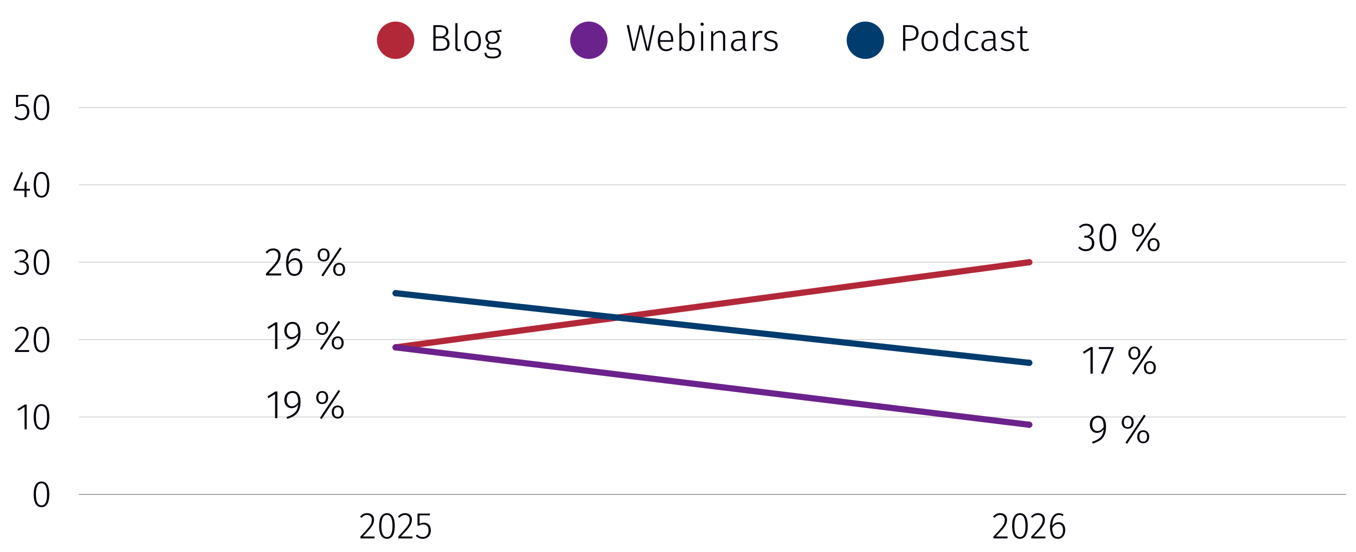


B2C: THE BLOG MAKES A COMEBACK – WEBINAR DISAPPEARS

B2C companies are leaning heavily on digital channels. However, a significant proportion also prioritize offline channels (59%) and partnerships, sponsorships, and influencers (60%).

Blog usage is skyrocketing, rising from 19% in 2025 to 30% in 2026. This could be because AI tools are making it easier to produce content. At the same time, blogging makes it possible to be cited in AI searches, which customers are increasingly using.

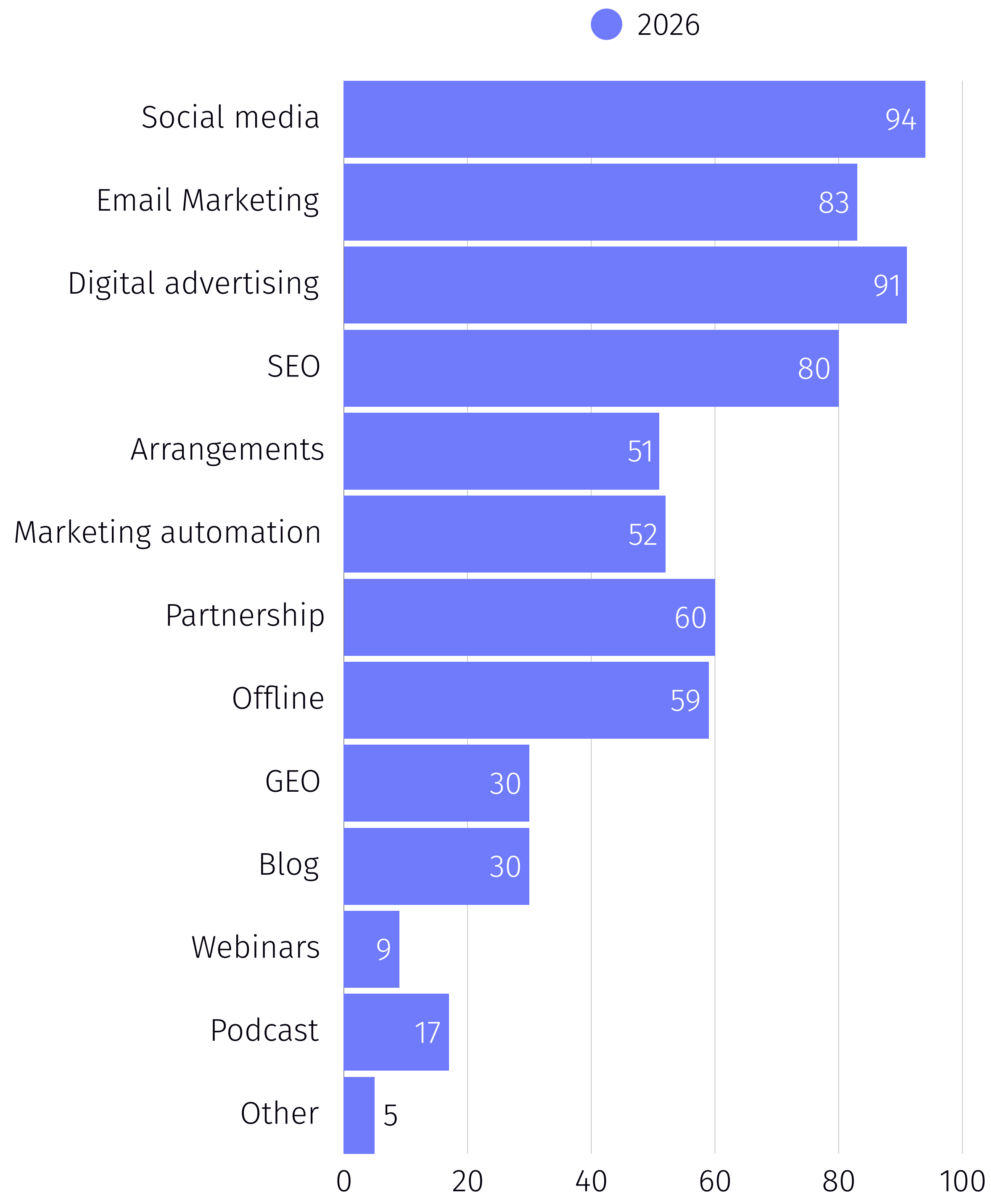
The trend for webinars and podcasts, however, is negative. Only 17% of B2C marketing managers surveyed use podcasts today. For webinars, the figure is as low as 9%. This is more than a halving from the previous year.



TIP: LOOK BEYOND YOUR CLOSEST COMPETITORS

Draw inspiration from the leaders in other industries. Discover the methods e-commerce sites use to drive customers through the sales funnel, or how B2B companies find success through events and networking.

Which of these tactics/channels are you using today? (B2C)



TARGET AUDIENCE HABITS OUTWEIGH BRAND SAFETY

There is little doubt about what will be the most important consideration when marketing managers set their media strategy in 2026. An overwhelming majority of 86% agree that **the target audience's own usage habits** must guide channel selection. This is by far the most important consideration, far ahead of more fundamental questions of ethics and context.

58% of marketing managers agree that **ethics and principles** are important when allocating budgets, while 56% agree that **ROAS** is one of the most important factors in choosing channels.

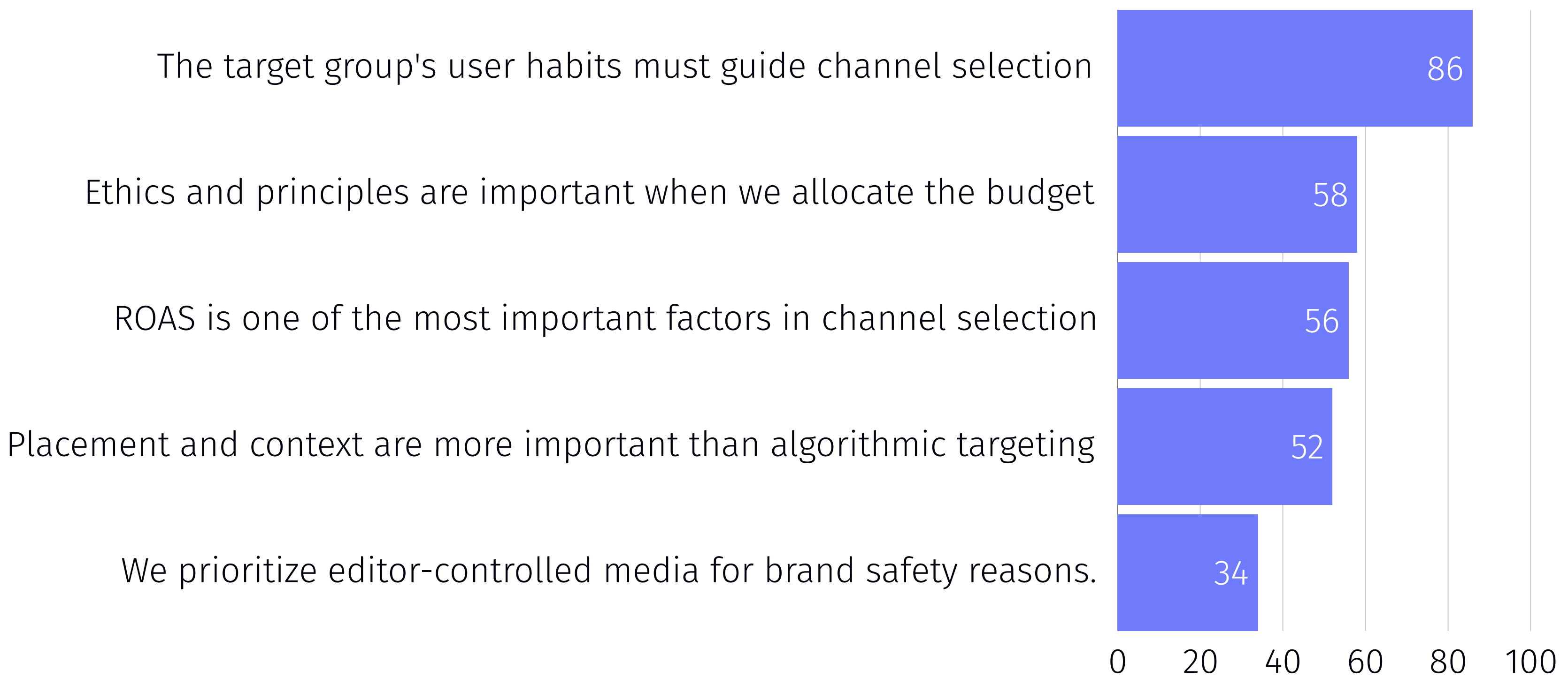
It's also worth noting that over half agree that **placement and context** are more important than algorithmic targeting.

The statement that marketing managers agree with the least is about brand safety.

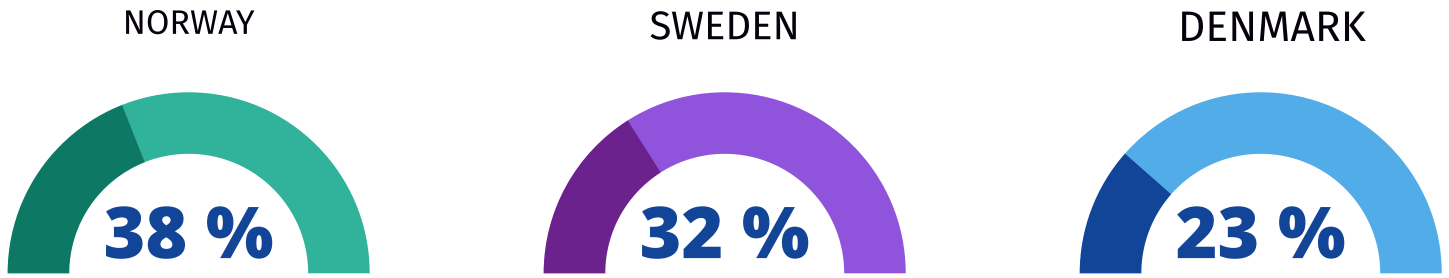
Only 34% state that they prioritize **editorially controlled media** for brand safety reasons. Here we also see clear international differences:

While Norwegian marketing managers are most concerned about this (38%), their Danish colleagues are significantly less concerned. In Denmark, only 23% prioritize editor-controlled platforms for brand safety reasons.

To what extent do you agree with the following statements about channel selection and media strategy in your marketing work? "Strongly agree/agree"



We prioritize editorially controlled media for brand safety reasons. "Strongly agree/agree"



GROWTH COMPANIES SUCCEED BETTER WITH DATA AND BRANDING

There is a clear connection between companies that experience growth and marketing departments that experience strong performance in their core areas.

Overall, marketing managers feel they are good at **brand building** (72%) and **creating and distributing relevant content** (70%). The challenge remains in the analytical part, where only 34% believe they are good at **analyzing and using data to make better decisions**.

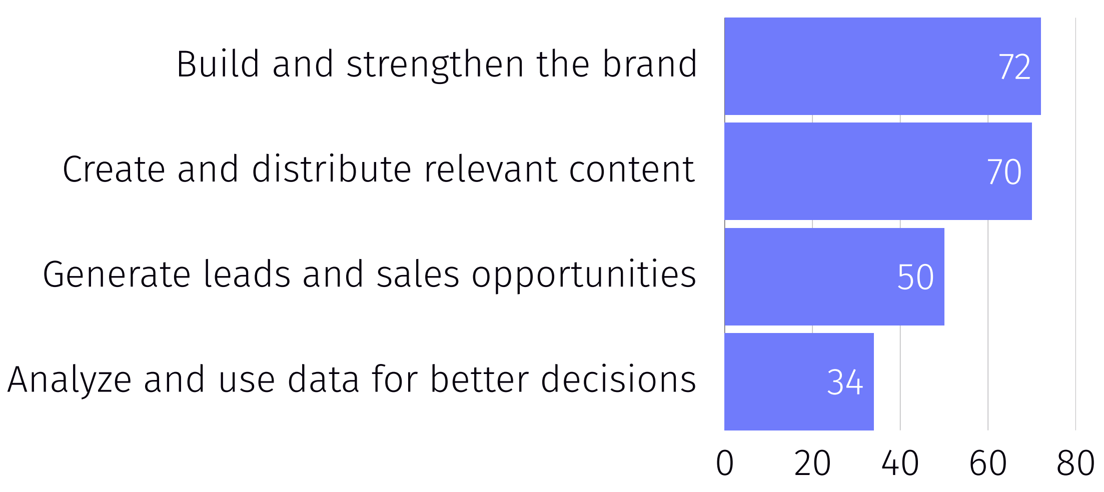
When we break these numbers down into the companies' performance over the past year, we see that growth companies stand out in two critical areas.

First, they are significantly stronger at building brands. A full 76% of growth companies believe they are doing well at **building and strengthening their brands**, compared to only 57% of companies in decline.

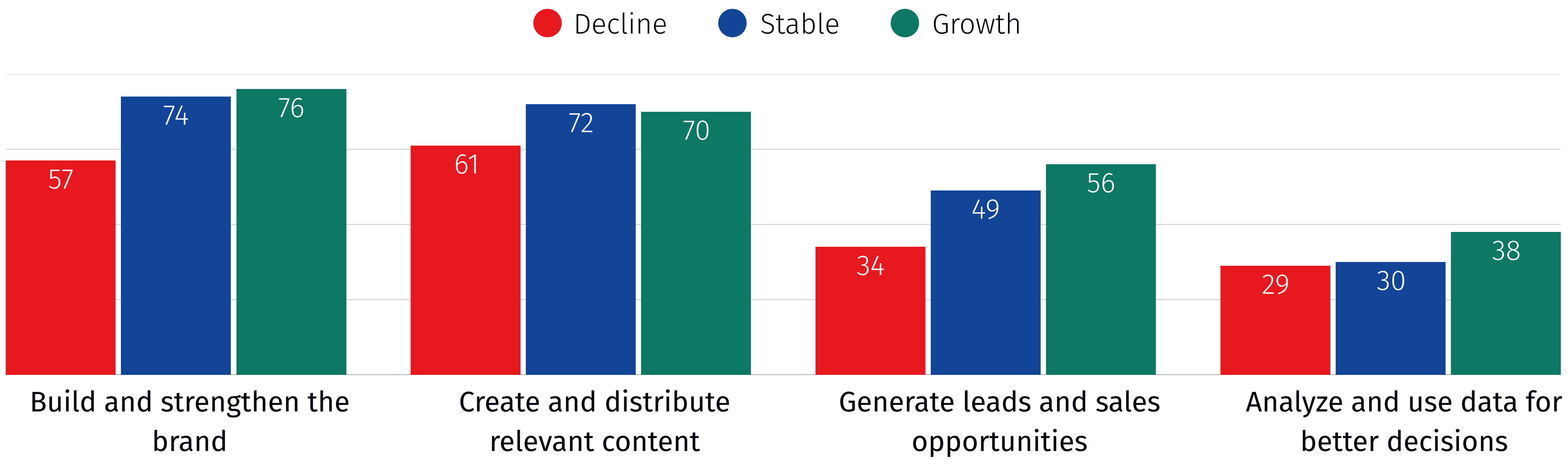
Second, we see that growth companies have a head start when it comes to data-driven insights. While 30% of companies with stable or negative development believe they are performing well at **analyzing and using data for better decisions**, 38% of growth companies state that they are performing well at this.

The ability to **generate leads and sales opportunities** is also a clear differentiator. 56% of growing companies experience mastery of this, while the number drops to only 34% for companies in decline.

How well do you feel that the marketing department delivers in the following areas? (Very good/Good)



How well do you feel that the marketing department is delivering in the following areas? (Very good/Good) Company performance in the past year



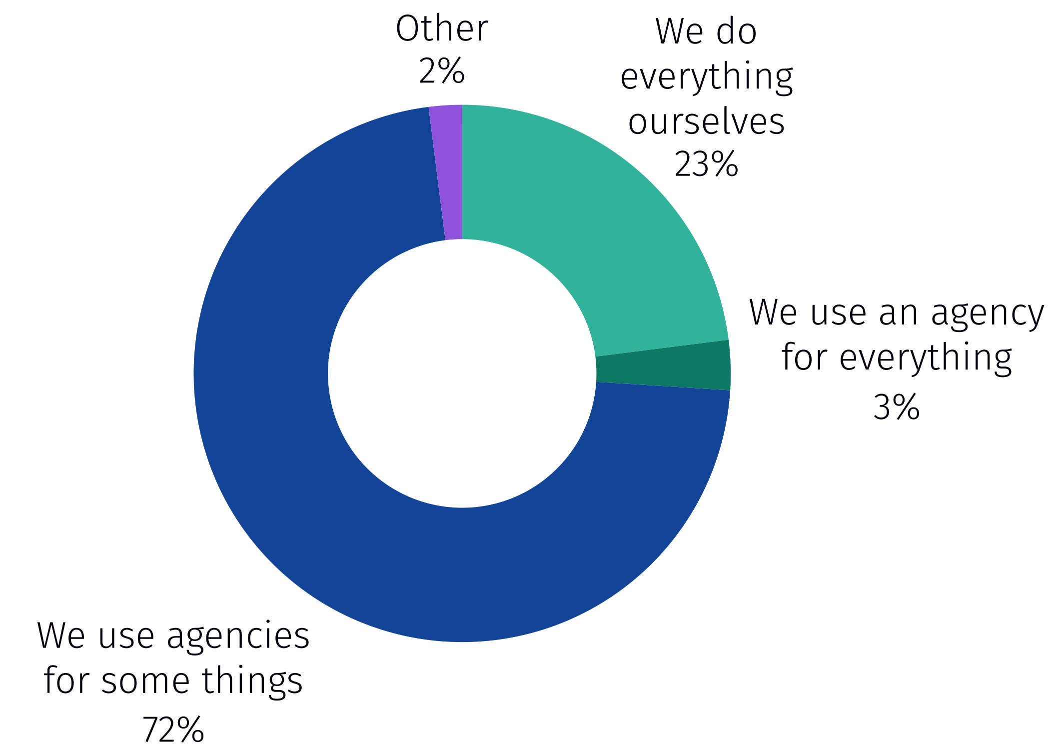
AGENCY USE: SIZE MATTERS

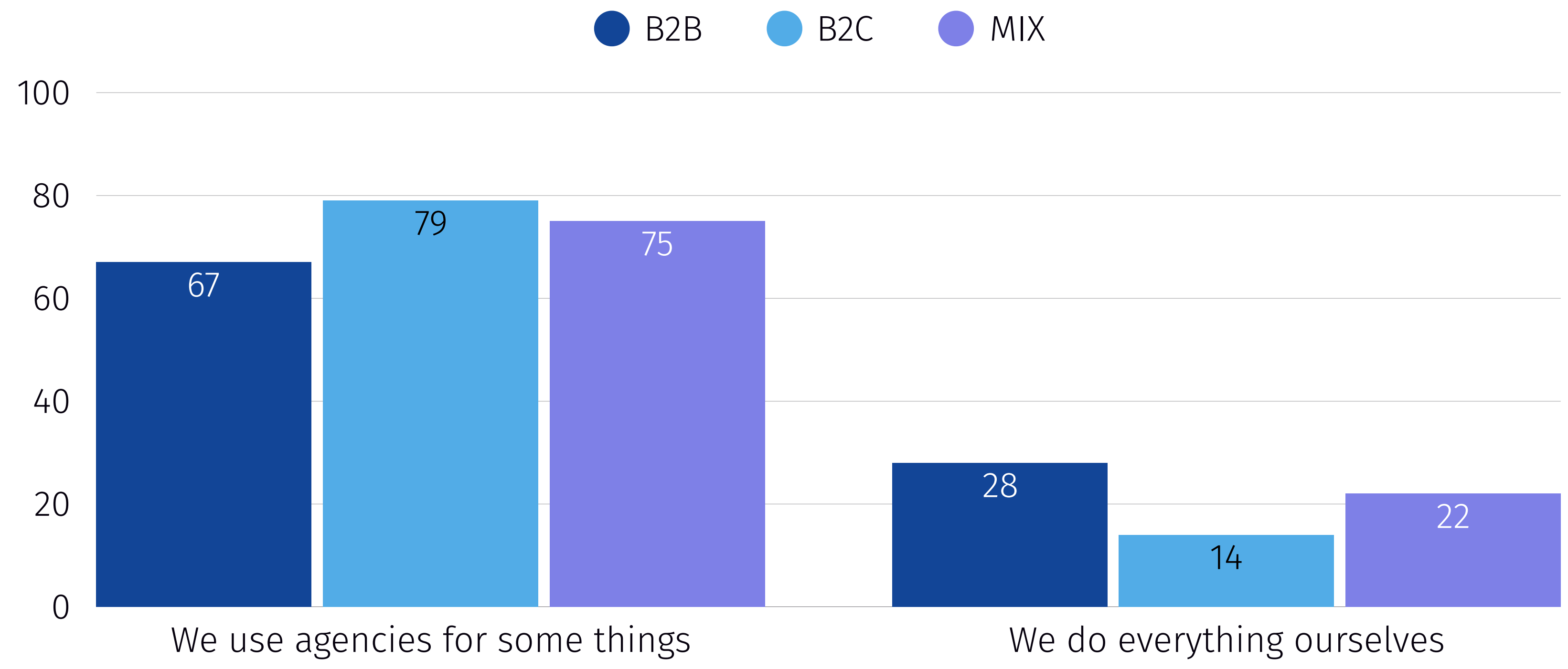
Despite rapid technological development, the numbers for agency use are stagnant. The organization in the Nordics is almost identical to last year. The choice between in-housing and outsourcing varies greatly with the size of the company. 83% of the largest companies use an agency for something, while 39% of the smallest do everything themselves.

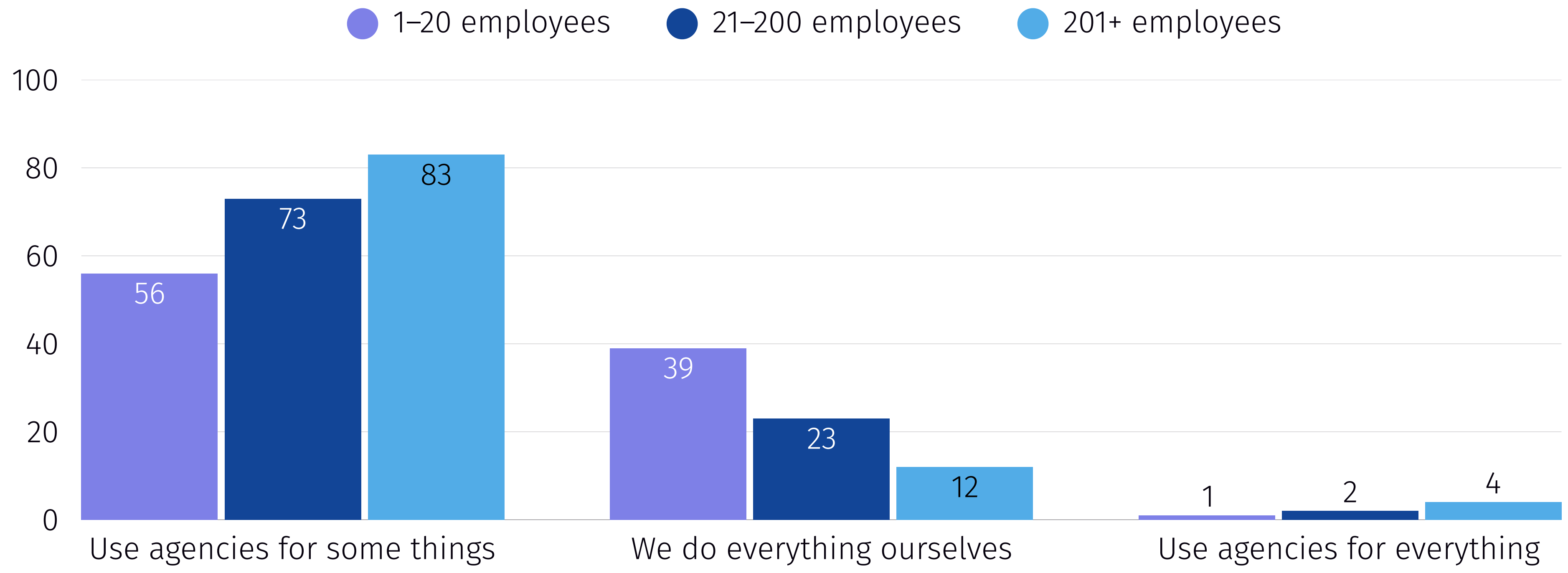
Small businesses in Sweden stand out as the most willing to use agencies. Here, 64% seek external help, compared to only 50% of small businesses in Denmark. Norway is in the middle at 55%. This suggests that Swedish marketing managers in smaller businesses prioritize external expertise more than their Nordic colleagues.

There is also a clear difference between company profiles. B2C companies rely on agencies to a much greater extent than B2B companies. In fact, twice as many B2B marketing managers choose to handle all tasks in-house.

Do you do marketing in-house, use an agency, or a combination?







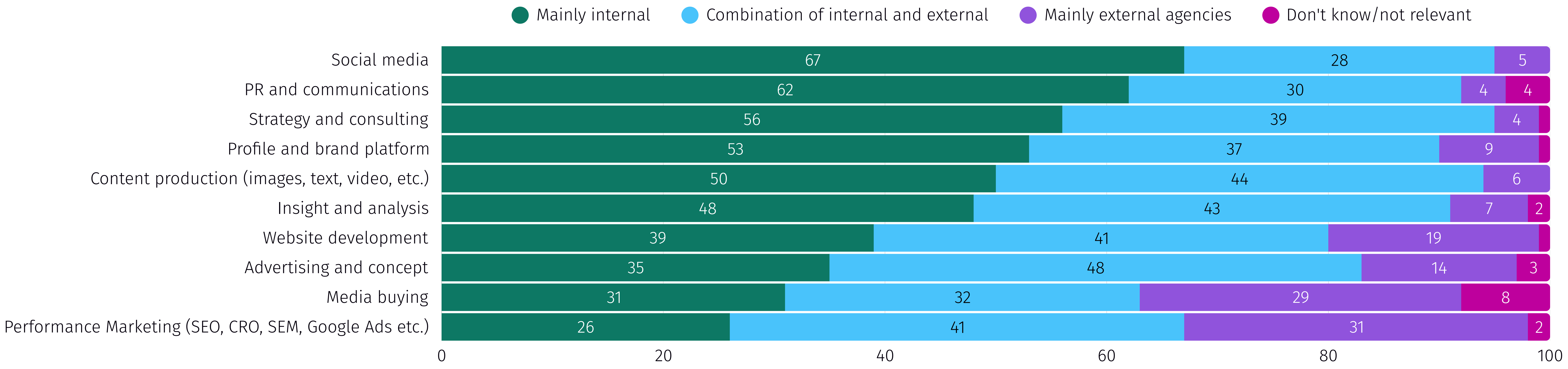
STRATEGY IS OWNED INTERNALLY – EXECUTION REQUIRES HELP

Marketing departments prioritize maintaining control over the brand's voice and strategic direction themselves. At the same time, external expertise is used as an extension of the team when it comes to technical execution and media buying.

The tasks that most companies solve internally are **social media, PR and communications,** as well as **strategy**. These are core areas where proximity to the company is crucial.

At the opposite end of the scale, we see that **performance marketing, media buying**, as well as **advertising and concept** are tasks that are often outsourced entirely, or done in combination with external agencies. Over 60% choose to solve these three tasks entirely or partially using external partners.

How are the following tasks handled in your organization? Choose the option that best fits each task.



THE SMALL FIRMS DO MOST OF THE WORK THEMSELVES – BUT THE BIG ONES OWN THE WEBSITE

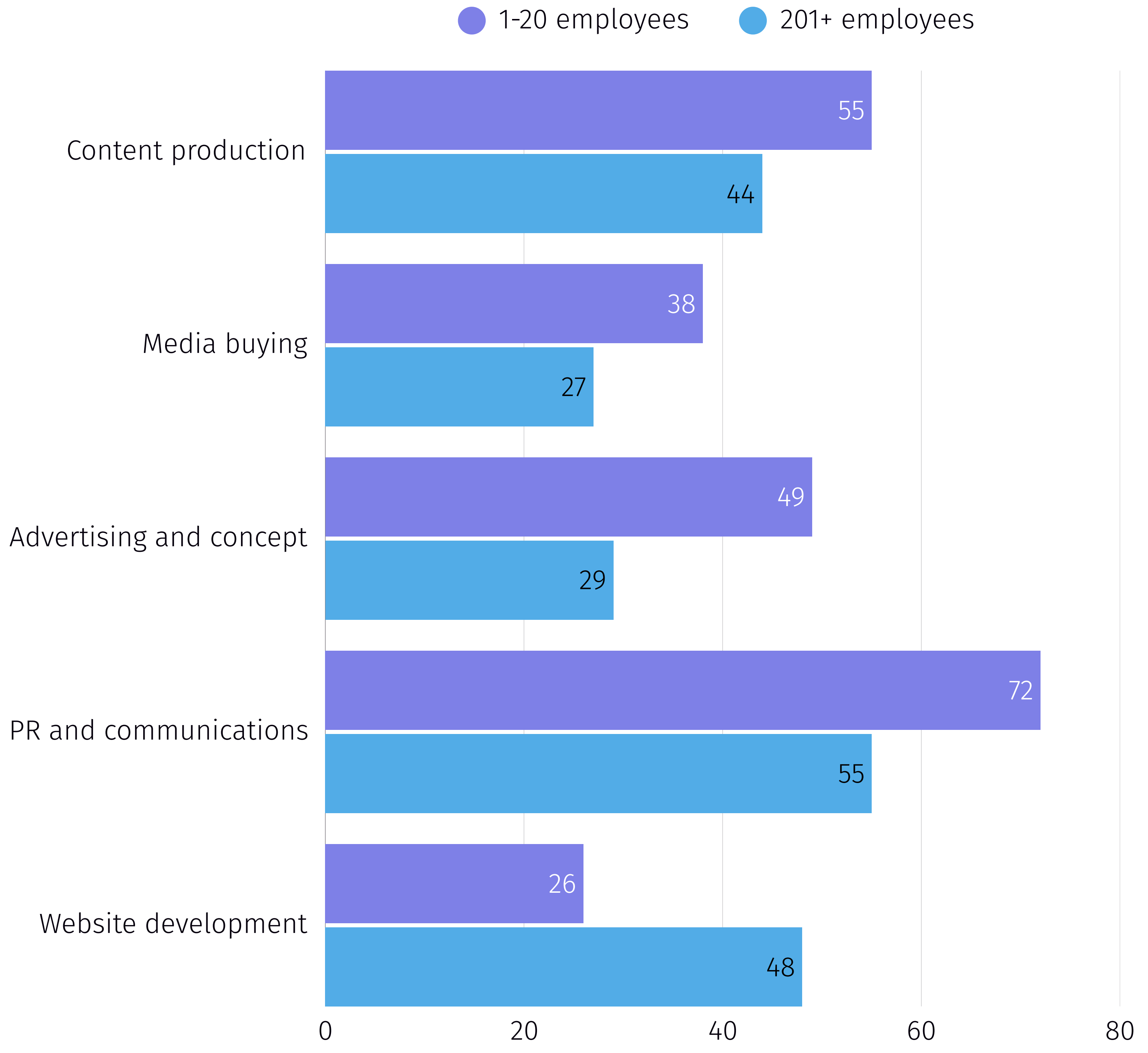
When we look at marketing tasks by company size, we see a difference in how they are organized.

The clearest distinction lies in **PR and communication**, and **advertising and concept**, where the smallest companies (1–20 employees) do it themselves to a much greater extent (72% and 49% respectively). In comparison, 55% of large companies handle PR and communication internally, and only 29% handle advertising and concept themselves.

Small businesses are also slightly more likely to handle **media buying** (38% vs. 27%) and **content production** (55% vs. 44%) themselves. This may indicate a distinct "do-it-yourself" culture in smaller businesses, where the marketing manager is dependent on solving creative tasks with their own resources.

When we look at **website development**, the picture is the opposite. Almost half of large companies handle website development in-house, compared to only 26% of small companies. This suggests that ownership of technology is prioritized more in large companies, which likely have the resources to build their own technical environments rather than purchasing this as a service.

How are the following tasks handled in your company? Choose the option that best suits each task. [Mainly internal]



INTERNAL OR EXTERNAL? - DIFFERENT ORGANIZATION

While B2B companies largely ensure control by solving tasks internally, we see that B2C companies are far more likely to bring in external forces to navigate a complex media landscape.

A full 78% of pure B2B companies handle **social media** mainly internally, compared to 56% in pure B2C.

We also see this trend in strategic work. 62% of B2B companies carry out **strategy and consulting** exclusively with their own resources, compared to 48% in B2C.

B2C companies are much more accustomed to supplementing their own teams with external expertise. 66% of B2C companies seek help with **advertising and concept**, and a full 74% do the same in **media buying** and **performance marketing**, while B2B companies operate far more self-reliant across the board.

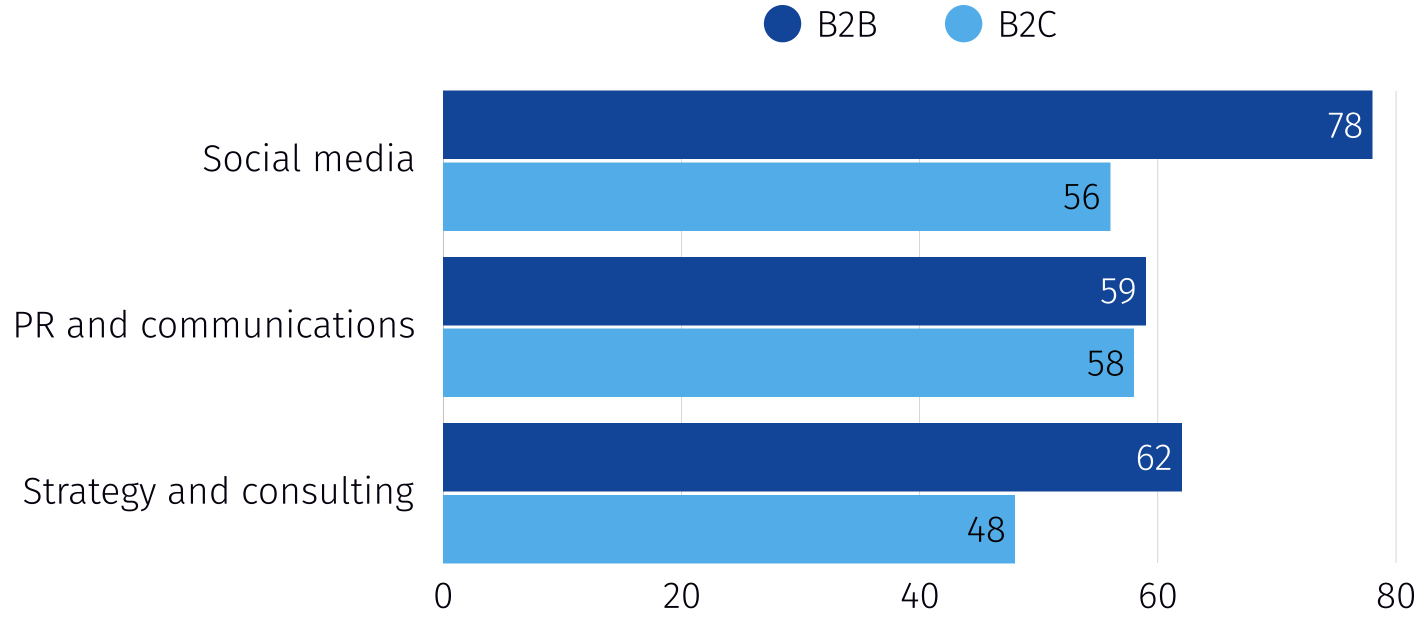
"Planning for the future in terms of the number of employees, which roles are needed and which can be outsourced or replaced by AI."

Open text response to "What is your biggest challenge?"

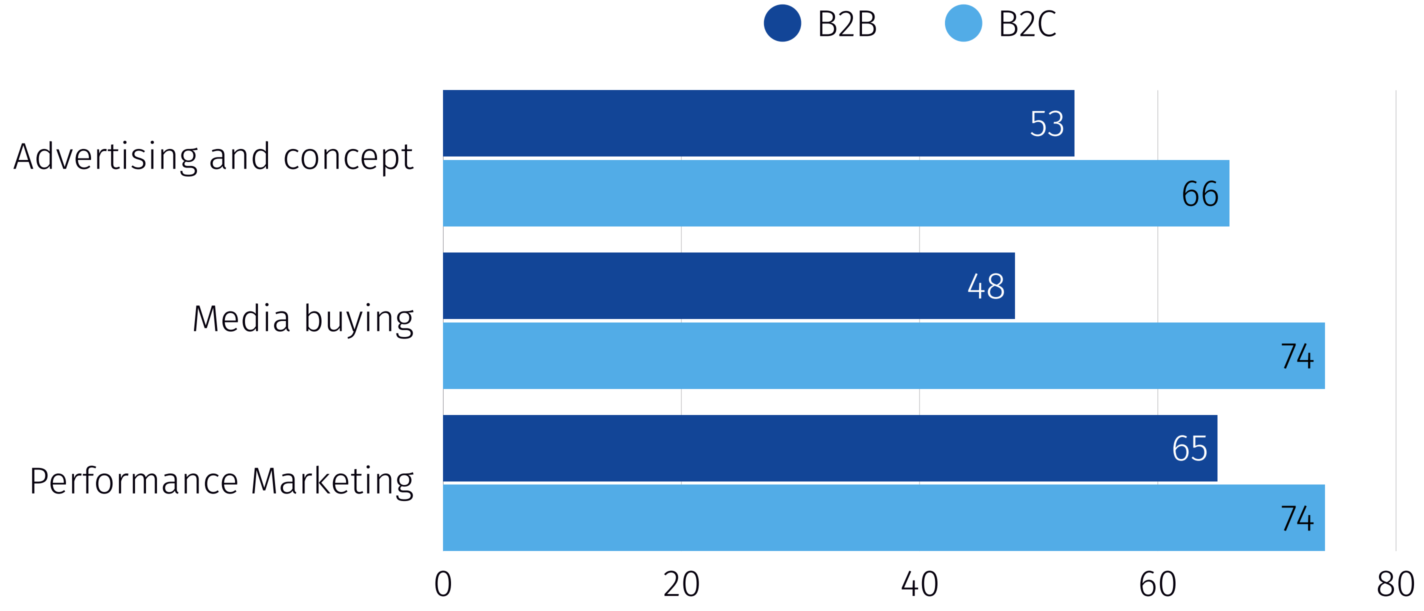
"It is challenging to have enough budget to be able to market and communicate broadly enough in all of today's formats and channels, as well as to find good agency partners."

Open text response to "What is your biggest challenge?"

How are the following tasks handled in your company? Choose the option that best suits each task. [Mainly internal]



How are the following tasks handled in your company? Choose the option that best suits each task. [Combination of internal and external + mainly external agencies]



TIME: THE CMO'S BIGGEST ENEMY IN 2026?

AN OVERWHELMING MAJORITY OF MARKETING MANAGERS CITE "TIME" AS THE BIGGEST CHALLENGE THEY FACE

Operational tasks are drowning out the strategy
This is the most common frustration. Marketing managers describe getting caught up in "here-and-now" tasks and firefighting.

The result is that they never have time to look up and work on the long-term strategies that actually move the company forward.

"Enough time to do everything. Hard to prioritize enough time to work strategically, you get caught up in the operational stuff."

No time for learning
Since marketing is changing so rapidly (especially AI and Martech), many people find that they lack the time for necessary skill development.

They feel they are chasing a development they do not have time to understand, which creates uncertainty about whether they are choosing the right tools and methods.

"Too little time for professional updating and keeping up with the changes. Too small a budget to play around with."

Wearing too many hats
Many describe a daily life where they have to be experts on "everything".

Time pressure means they jump between vastly different disciplines – from PR and events to deep data analysis. This means they never get to delve into anything in depth, which in turn affects the quality of the work they deliver.

"The role is becoming increasingly fragmented (...) Continuously broader and more generalist."

Never time for evaluation
When time is tight, evaluation is often the first thing to go.

Marketing managers report that they jump straight from one project to the next without having the time to analyze what actually worked. This creates a challenge later on when they need to prove the impact of their work to management.

"...to raise the competence of my team, so that they work more strategically and less from measure to measure."

What do successful businesses do?

23% OF BUSINESSES SUCCEED

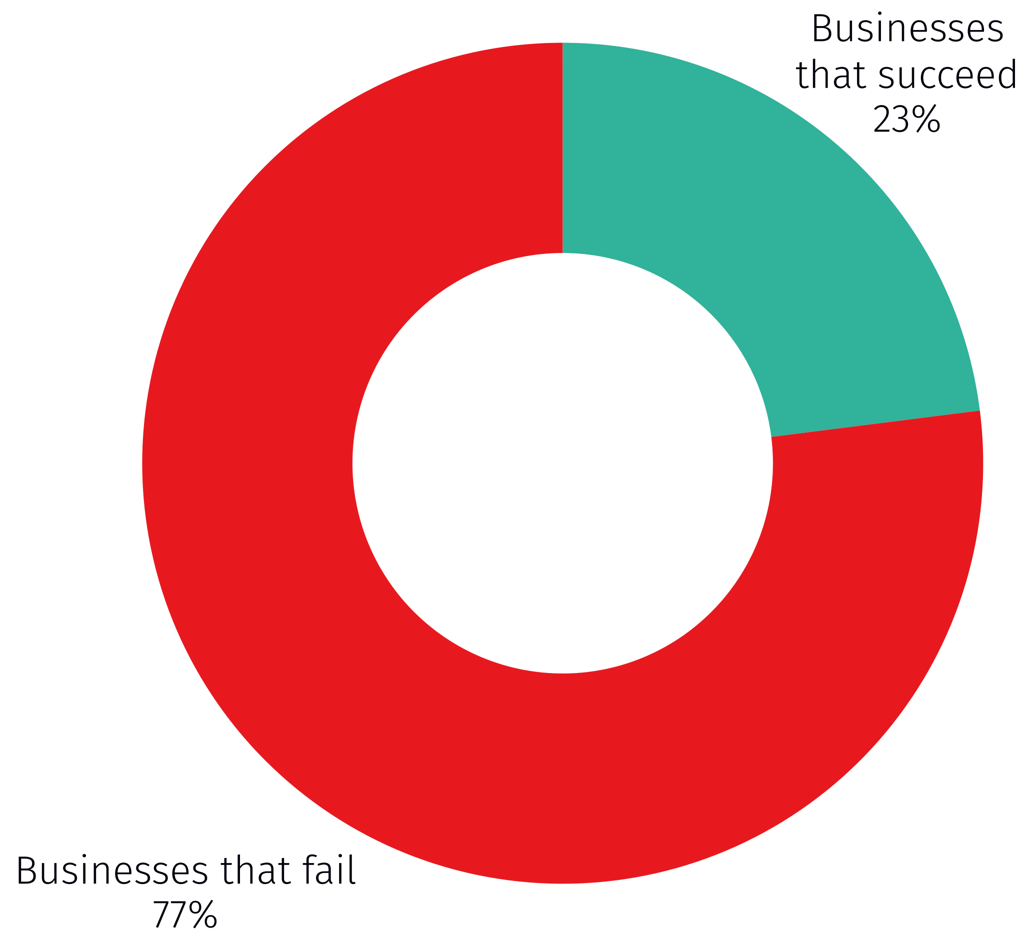
HOW WE DEFINE “SUCCESSFUL BUSINESSES”

To find companies that are successful in the survey, we look at both those who have responded that they have “largely achieved desired results with marketing” AND experienced growth.

The group that answers positively to both of these questions constitutes 23% of all companies that responded. It is this group that we use as the basis for finding out what successful companies do.

In many areas, we see that those who succeed prioritize marketing differently than the rest. They invest more, think more long-term, and use the marketing department as an engine of growth.

To what extent are you achieving desired results with marketing? How would you rate the company's performance over the past year?



THIS IS WHAT SUCCESSFUL BUSINESSES DO

01

Comprehensive impact measurement:
Successful companies stand out significantly in their ability to extract and use insights. They measure more, invest more in insights and analysis, and feel more capable of analyzing and using data for decision-making.

02

Balance between brand and performance:
Successful companies master both short-term and long-term thinking. They build teams that deliver on both brand and sales, and choose a broader media mix that builds continuity throughout the customer journey.

03

High level of understanding among management:
The companies that succeed have managed to close the gap with the leadership team. When management understands the value of marketing, it secures the trust and budgets required to create growth.

04

AI Sobriety:
Successful companies don't see AI as an opportunity for short-term cost cuts, but as a tool for increased speed and precision. They integrate the technology more deeply into their marketing efforts.

05

Clear direction and prioritization:
A full 81% of successful companies have a clear marketing strategy and plan for the year, which makes it much easier to prioritize correctly and steer clear of ad-hoc tasks that don't add value.

THOSE WHO SUCCEED MEASURE WIDER

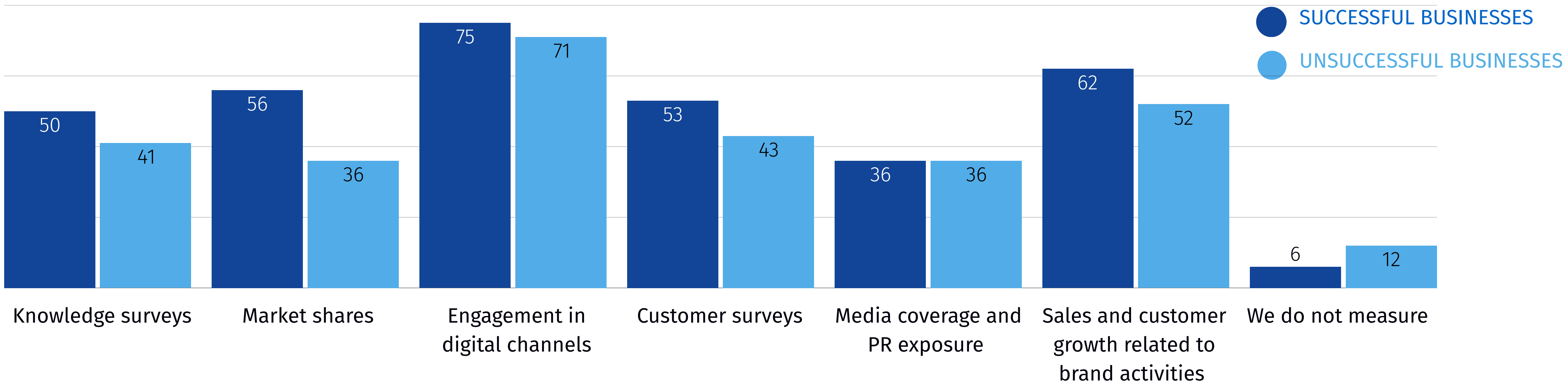
Marketing can impact every phase of the customer journey, but for many, measurement stops at what is readily available. Most marketing departments today measure **engagement**, many measure **sales and customer growth related to brand activities**.

These are measurements that are easily accessible in digital dashboards and easy to communicate upwards, but they rarely provide enough insight on their own when you need to manage for both short-term effects and long-term growth.

Here, companies that succeed stand out by measuring more and more broadly. While only 42% of all companies monitor their **market shares**, 56% of those that succeed do so. The same pattern is found in **customer surveys** and **awareness surveys**. In total, 43% conduct customer surveys and 41% conduct awareness surveys. While more than half of the companies that succeed have both of these measurements in place.

By combining immediate sales numbers with brand metrics, successful companies avoid the classic “performance trap.” They know that if you only measure what’s happening today, you lose control of where you are tomorrow.

How do you measure the effect of brand communication?



Note: Only 28% of B2B companies measure awareness!

THE INVESTMENTS THAT CREATE AN EDGE

The numbers show the same pattern as last year. Of those who succeed, 67% have increased their marketing budget in the past year, compared to only 31% of those who fail. 61% of those who succeed **invest more than 3%** of their revenue in marketing.

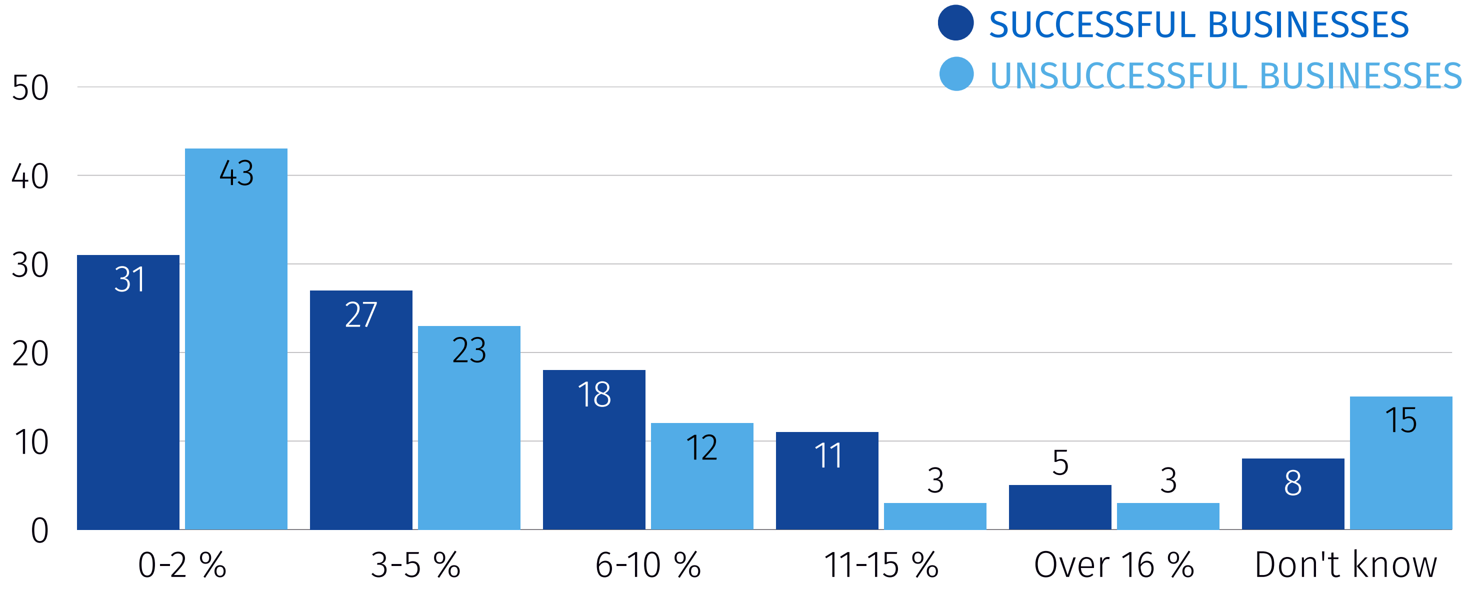
At the opposite end, we see that those who do not reach their goals either operate with budgets below 2% or **lack an overview** of their own resource use.

While larger budgets provide room for investment, we see that the most successful companies also spend money on ensuring that they understand the picture well enough and can assess the impact of the measures. A full 47% of companies with high target achievement have **invested in insight and analysis** in the past year, compared to only 33% of those who are not achieving their goals.

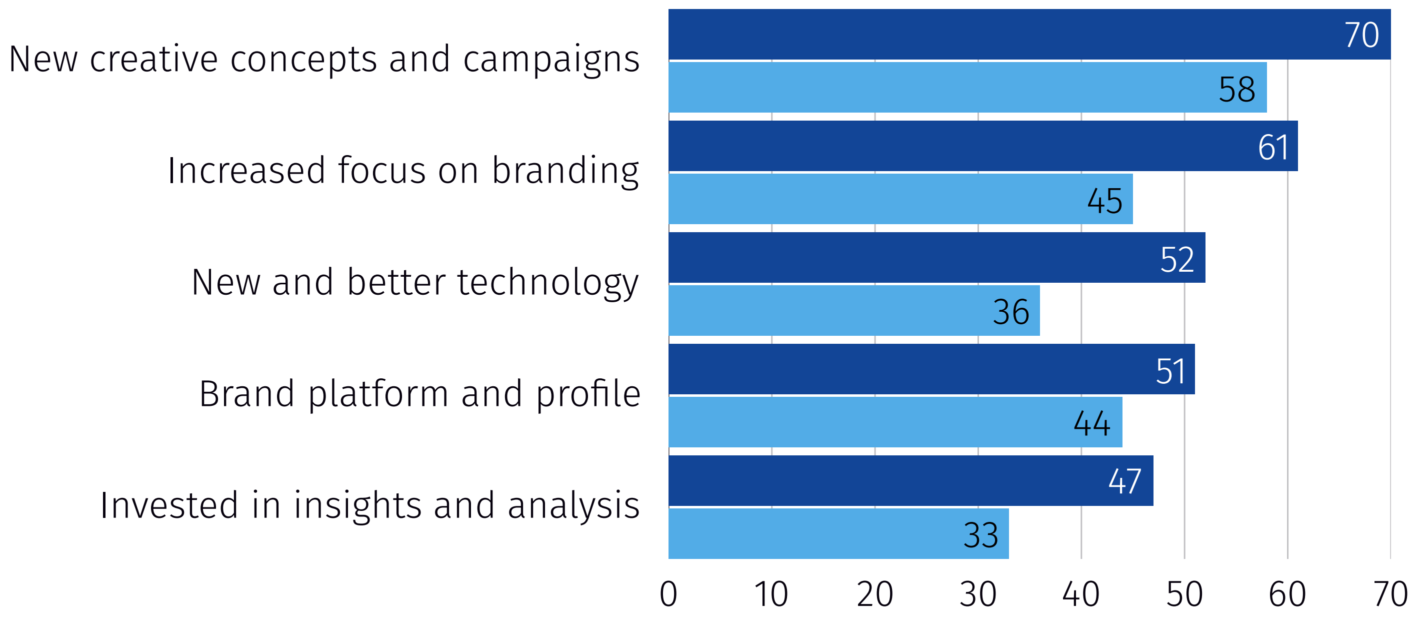
This suggests that the ability to hit the mark with, for example, **new creative concepts and campaigns** is not accidental, but rests on a solid data foundation.

At the same time, a good data base provides the necessary confidence to dare to test new things, challenge established truths, or fully invest in the tracks you have the greatest faith in, even when the effects are not necessarily visible in the short term.

Approximately what percentage of sales does the marketing budget represent?



What marketing investments has your company made to improve results over the past 12 months?



FROM FUNDRAISING TO ACTION

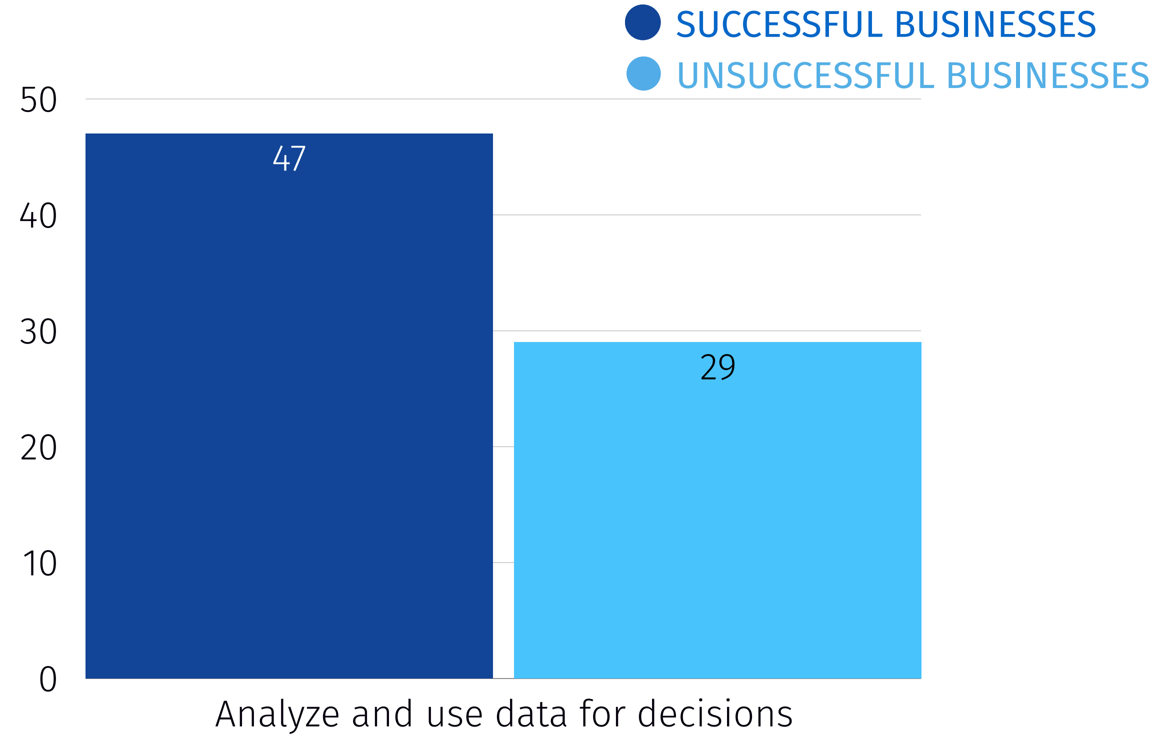
There is a significant difference between owning data and leveraging the insights it gives you. Not only do successful companies measure more, they also have far greater confidence in their own ability to use the information strategically.

A full 47% of those who succeed feel that they perform very well at **analyzing and using data for decisions**, while only 29% of those who fail say the same.

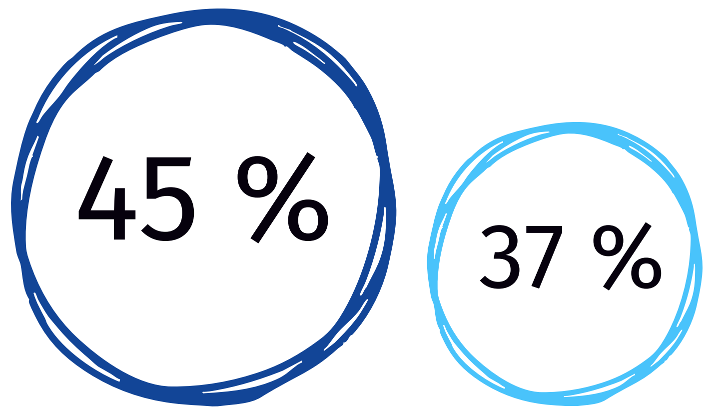
Successful companies are embracing new technology to get answers faster. For example, we can see that 45% of successful companies are **already leveraging AI for customer and market insights** to process large amounts of data more efficiently. By automating parts of their analysis work, they free up time for what really matters: interpreting the findings and adjusting course.

Insights have no value until they lead to action. This ability to convert complex data sets into **concrete decisions** seems to be an important common denominator among those who succeed. It provides the confidence needed to navigate, even when the market fluctuates.

How well do you feel that the marketing department delivers in the following areas?



Using AI for "Customer and Market Insights"



HOW TO CLOSE THE ANALYTICS GAP

If you feel like your marketing lacks direction, it's often because you're not seeing the big picture. To move toward holistic measurement, you first need to map out where you stand today.

1. Place today's measurements in the customer journey

Set up all of today's measurement parameters along a visual customer journey.

Do you cover the early phases, like awareness and preference, or do you only measure what is close to sales?

When you draw it out, you can more easily see where you are currently "blind."

2. Identify your gaps

Find out why the gap exists. Are there technical shortcomings, or perhaps the insight already exists within the organization?

Many people get a lot of useful feedback by connecting more closely with customer service or the salespeople in the company.

That could be a good starting point!

3. Select two priority areas

You can't measure everything at once. Pick the two gaps that will give you the most value, such as market share or an awareness measurement.

Use the mapping from point 1 to highlight the gaps for management, and illustrate why deeper insight must be prioritized in the budget to ensure better strategic choices going forward.

GOING BROAD – EVEN OFFLINE

As the pressure for short-term results increases, it's easy to prioritize only where you see immediate results. However, the numbers show that successful businesses choose a broader media mix to ensure growth over time.

The difference is particularly clear in channels that require more patience. A full 52% of those who succeed use **offline channels**, compared to only 38% of those who fail. The same pattern is found in **SEO** (90% vs. 78%) and **marketing automation** (59% vs. 42%).

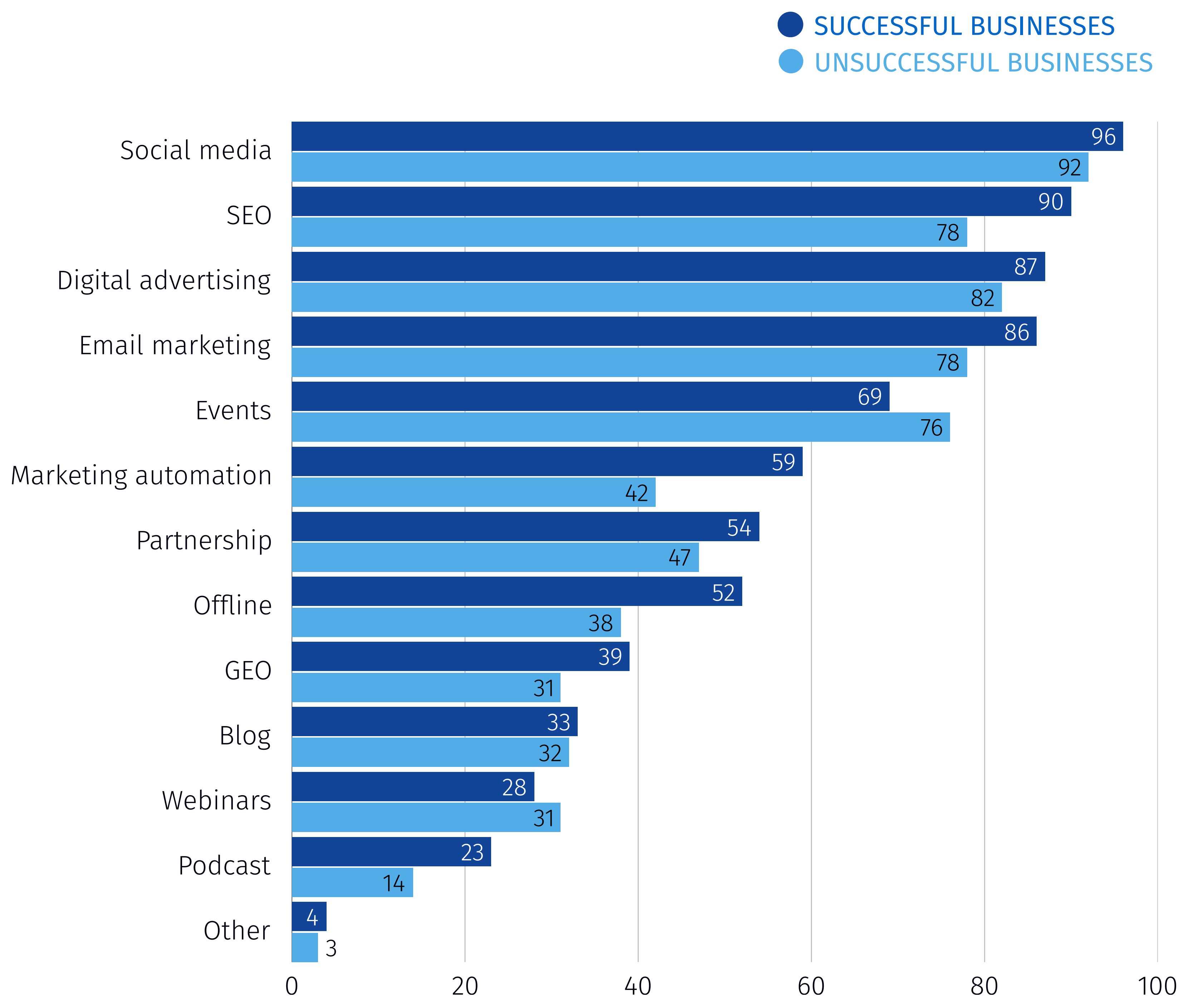
By investing in channels that don't always yield immediate returns, successful companies ensure continuity that builds the brand across multiple stages of the customer journey. It's not just about which channel is best, but how they play well together.

INSIGHT

ANFO Effekt confirms that the most effective campaigns are characterized by continuity and the use of multiple surfaces. It is rarely the format itself that is decisive, but the ability to create high frequency and broad coverage over time.

Source: ANFO Effect Database

Which of these tactics/channels are you using today?



THE TEAM THAT MASTERS THE BALANCE

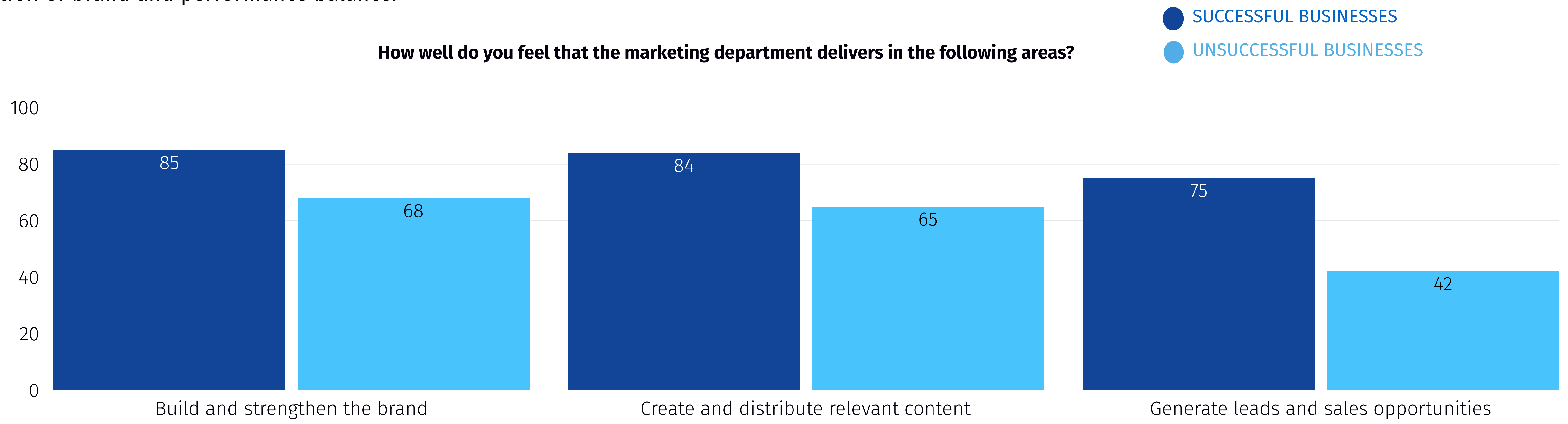
A full 85% of those who succeed find that the marketing department delivers very well at **building and strengthening the brand**. At the same time, we see a massive difference in the ability to create actual sales growth.

While 75% of those who succeed report that they are good at **generating leads and sales opportunities**, the figure is only 42% for those who fail. This ability to master both the “soft” brand goals and the “hard” sales goals is the very definition of brand and performance balance.

When 84% of those who succeed also deliver strongly on **creating and distributing relevant content**, they create a foundation that works at every stage of the customer journey. Those who succeed balance activities related to both branding and sales, and have also built a team that handles both well.

By delivering across these areas, the necessary connection is created between marketing efforts and the results that are noticeable on the bottom line.

How well do you feel that the marketing department delivers in the following areas?



THE RIGHT COMBINATION OF FORCES

To succeed with both branding and tactical campaigns, you need to consider what the core competencies of the team are, and when it is appropriate to use external partners.

Particularly in **media buying and advertising concepts**, the success rate is significantly higher when the tasks are solved in collaboration with external partners. A full 42% of those who succeed use a hybrid model for media buying, compared to only 29% of those who fail.

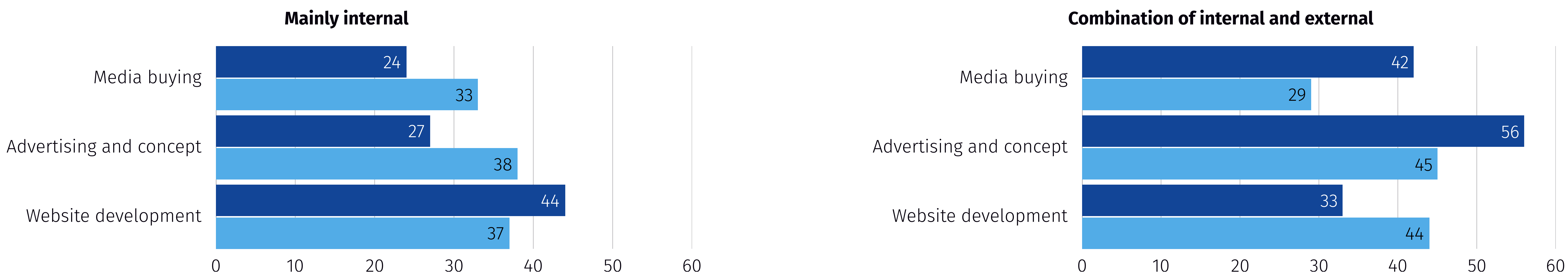
In **advertising and concept development**, 56% of those who succeed choose to combine forces, while the figure is 45% for those who do not succeed.

For **website development**, we see the opposite effect. Here, those who are successful more often report that they handle the task mainly in-house (44%) rather than in combination with external agencies (33%).

This suggests that ownership of your own digital platforms is a success factor, while for the creative and media strategy part, an external environment with cutting-edge expertise could pay off.

SUCCESSFUL BUSINESSES
UNSUCCESSFUL BUSINESSES

How are the following tasks handled in your organization? Select the option that best fits each task.



HOW TO BALANCE BRAND AND PERFORMANCE

If your company has fallen into the "performance trap," you need to actively steer resources away from pure short-termism. Use these three steps to re-engineer your strategy.

1. Reallocate budget according to customer journey

Review your channel choices and identify how much is spent on pure conversion versus awareness.

To ensure growth, you must dare to move resources to platforms that give you visibility to potential new customers, even if it doesn't result in immediate sales. A healthy mix of offline and online is often what scales best over time.

2. Define common goals for the marketing team

Stop measuring content producers on one thing and performance specialists on something else.

Create a shared set of goals that link brand strength and sales enablement. When the entire team feels responsible for both the "soft" and "hard" goals, you force closer collaboration across the entire customer journey.

3. Use resources where they count most

Consider whether your team is too focused on certain operational tasks. By moving creative concepts and media buying to external experts, you free up internal time to own the strategy and their own surfaces, such as the website.

Find the combination that gives you both strategic control and the necessary creative power from outside.

UNDERSTANDING AT THE TOP LEADS TO GROWTH

Not surprisingly, there is a clear correlation between company performance and how well management understands the impact of marketing. 56% of growing companies feel that management understands, compared to only 35% where management does not.

The difference is still clear when we look at the extent to which marketing managers achieve desired results with marketing. Where management understands the impact of marketing, 47% achieve desired results to a large extent, compared to only 22% where management does not.

This emphasizes that management that understands the subject creates an environment where the marketing department actually has room to create growth.

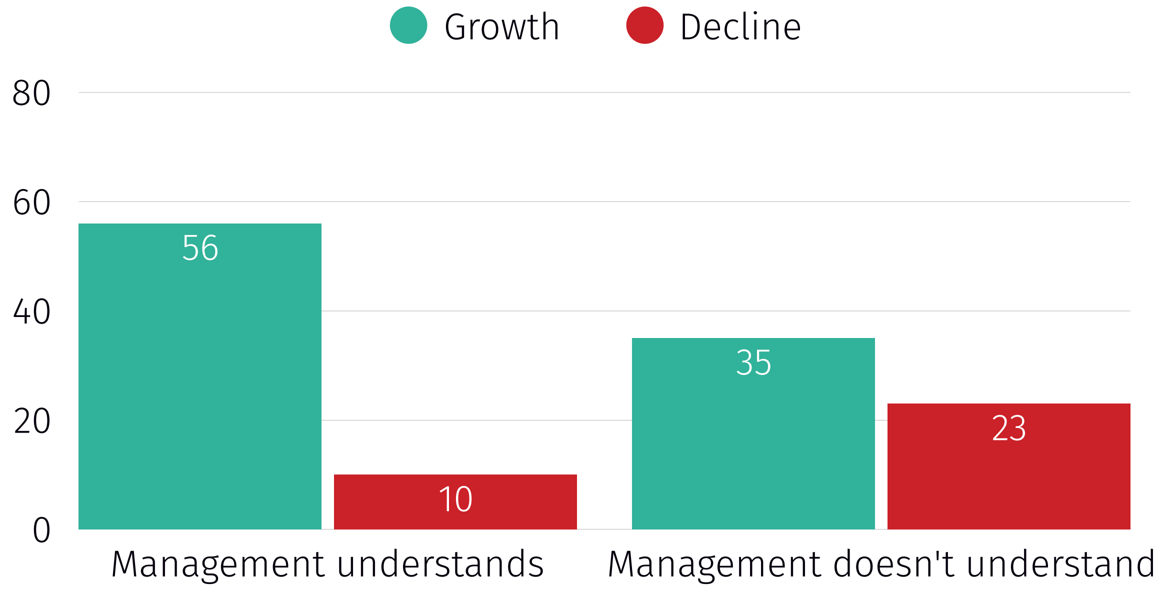
INSIGHT

The free text responses describe how a lack of understanding at the top is slowing down marketing efforts. Many spend a disproportionate amount of time defending budgets to a management that prioritizes short-term sales. This professional gap means that marketing is often viewed as a cost to be minimized, rather than a strategic investment for growth.

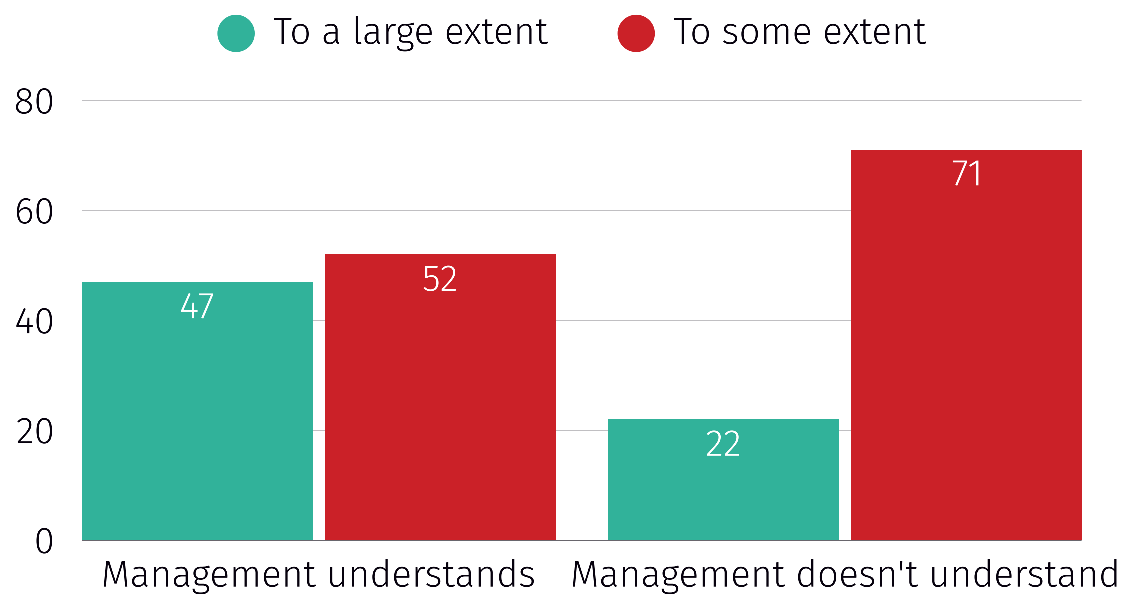
AI summarization of open text responses

Management understands the effect of marketing
"Strongly agree/agree" and "Strongly disagree/disagree"

How would you rate the company's performance over the past year?



To what extent are you achieving desired results with marketing?



MEASUREMENT BUILDS BRIDGES TO MANAGEMENT

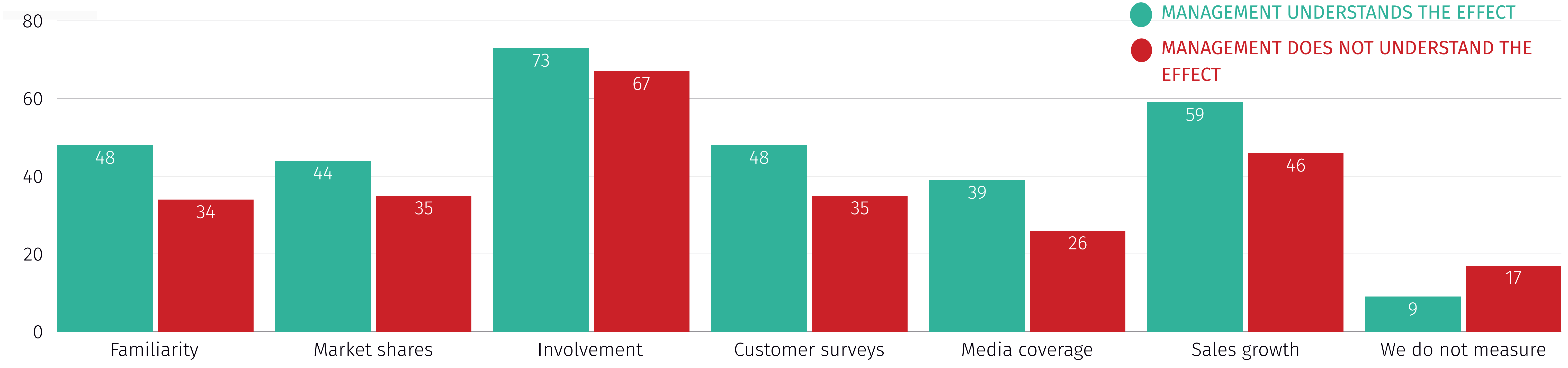
There is a clear correlation between management understanding and how extensively companies measure the impact of marketing. Those with management on board measure more than those without this support.

The biggest difference is in measuring awareness. 48% of companies with high management understanding measure this, compared to only 34% of companies with low management understanding.

The same pattern is also found in short-term measures such as sales growth and media coverage, where those with management on board also measure these to a greater extent. The smallest difference is found in measuring engagement, which is the most widely used method and perhaps where the most data is available.

The lack of deeper insight among many appears to reinforce a professional blind spot in management. Among companies where management does not understand the impact, almost twice as many report that they **do not measure at all** – 17% compared to 9% in those companies where management understands the impact of marketing.

How do you measure the effect of brand communication?

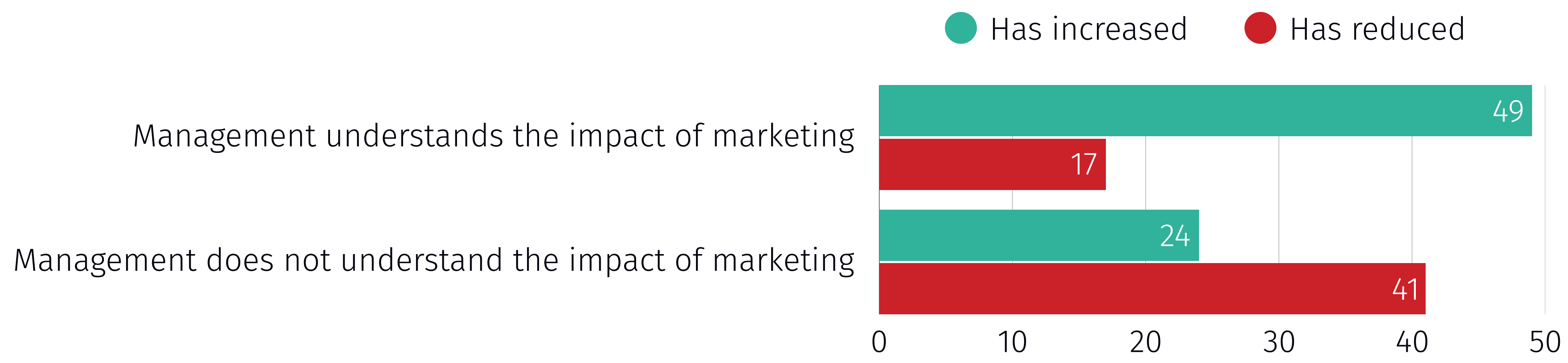


THE BUDGET WINNERS HAVE LEADERSHIP ONBOARD

Overall, 40% of companies have increased their marketing budgets in the past year, while 25% have reduced them. When we break these numbers down to management understanding, we see a dramatic difference. In companies where management understands the impact of marketing, almost **half have increased their budgets**, while only 17% have cut them.

The situation is reversed in companies where management has low understanding. Here, only 24% have increased budgets, while a full 41% have reduced them. This suggests that marketing is still seen as a cost that can be cut when insight is lacking, while it is considered an **investment for growth in companies with management on board.**

How has your company's marketing budget changed over the last 12 months?



INSIGHT

Management's understanding naturally influences the willingness to invest. Global research confirms this:

Marketing as a growth engine

According to the LinkedIn B2B Institute, marketers who connect activities to financial results have a stronger position in budget meetings. By presenting the subject as an investment in value, the conversation shifts from cost to growth.

Trust brings stability

Gartner shows that the ability to prove marketing's business value is the most important factor for a stable budget. Measuring against business goals increases confidence and protects the budget in uncertain times.

Investing in adversity

Repeated analyses by the IPA and the Financial Times show that companies that maintain the pressure when others cut back gain a significant advantage. By maintaining the pressure during a downturn, they recover faster and gain market share more effectively.

FROM PREVIOUS WINNERS OF "MARKETING MANAGER OF THE YEAR"

Lars Istre
Vips

"It's a huge advantage to have a boss who knows marketing, but it's also demanding. He's the type of guy who says he "either wants a 1 or a 10" - not something that's in the middle of the road. That attitude spreads."

Marketing Manager of the Year B2C, 2025, Kampanje.com

Johanne Borøy
Power Office

"If you have people behind you who believe in you, you dare to do so much more. We have laid a solid foundation, so now we just have to roll up our sleeves and keep going."

Marketing Manager of the Year B2B, 2025, Kampanje.com

Mari Husby
McDonald's (in 2023)

"I think it's important for marketing managers to translate customer insights and make sure they explain it in a way that also makes people see, 'OK, if we do this, it can create business results.'"

Marketing Manager of the Year, 2023, Kampanje.com

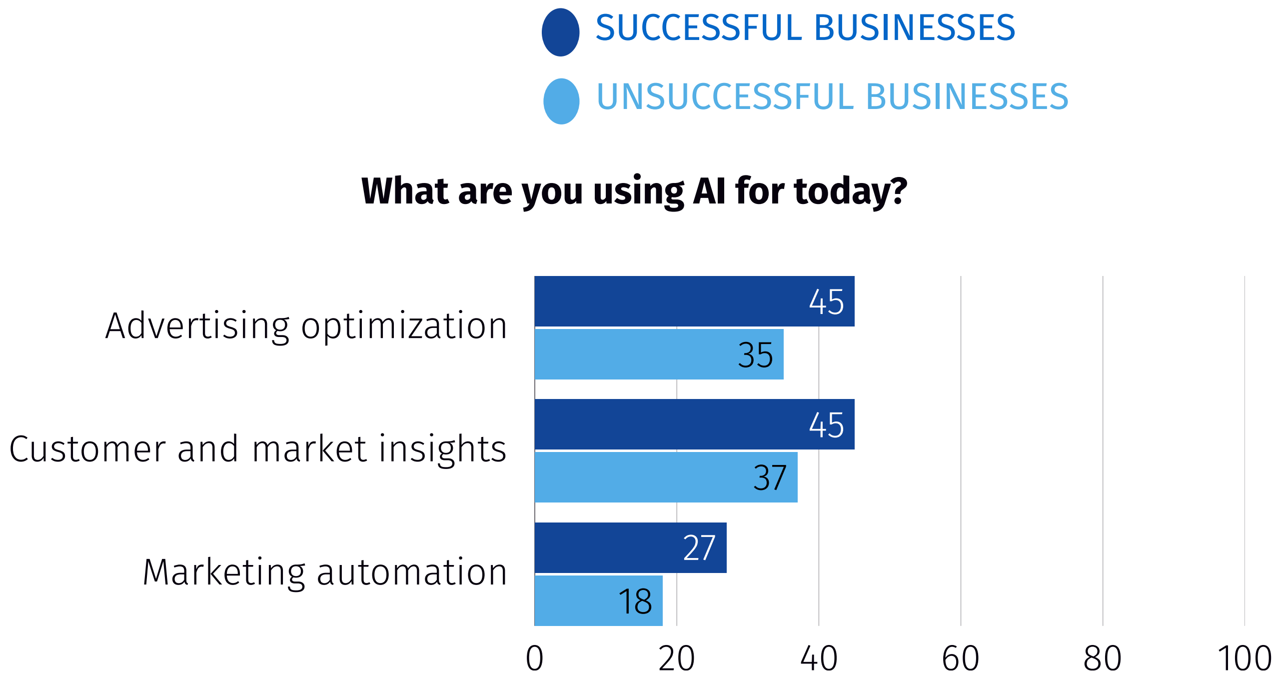
TECHNOLOGICAL MATURITY: A SOBER ATTITUDE

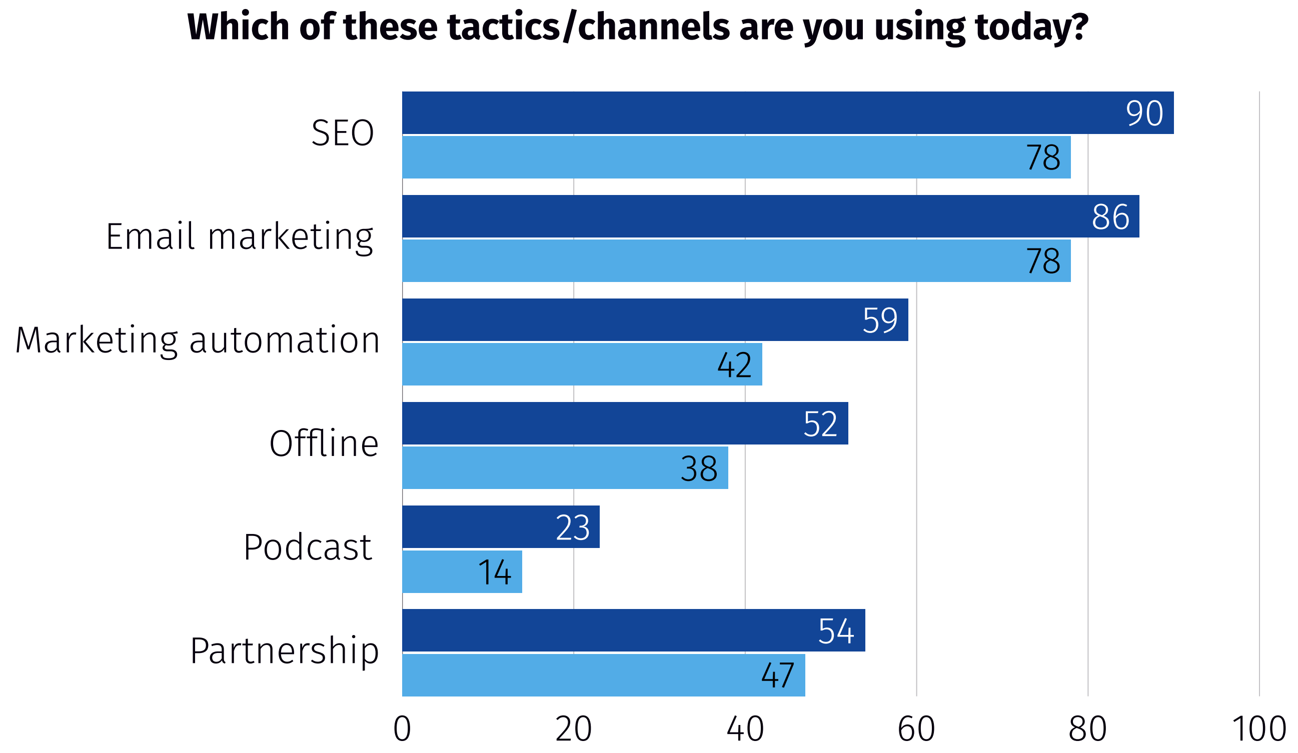
Companies that succeed over time are characterized by curiosity and the courage to try new things. We saw this in 2023 and 2024, when successful companies were the fastest to test TikTok and use AI for more than just text. In 2026, we see this lead maintained through a more targeted use of the toolbox.

There are no clear differences in the benefits that marketing managers hope to get from AI, but those who succeed are significantly further ahead in actual use. They are using the technology more for tasks that require deeper integration into marketing work. While 45% of the winners use AI for both **advertising optimization** and **customer and market insights**, we see that they are also starting to connect AI to the heavier systems: 27% of those who succeed use AI in **marketing automation**, compared to only 18% of those who do not succeed.

This is also reflected in the channels and tactics that are prioritized. Those who succeed consistently use more channels that require structure and a long-term perspective. They are particularly ahead with **marketing automation** (59%), compared to those who fail (42%).

This confirms that the advantage is not necessarily about the technology itself, but about the ability to integrate it into marketing efforts.





COST CUTTING AND JUNIOR ASSIGNMENTS

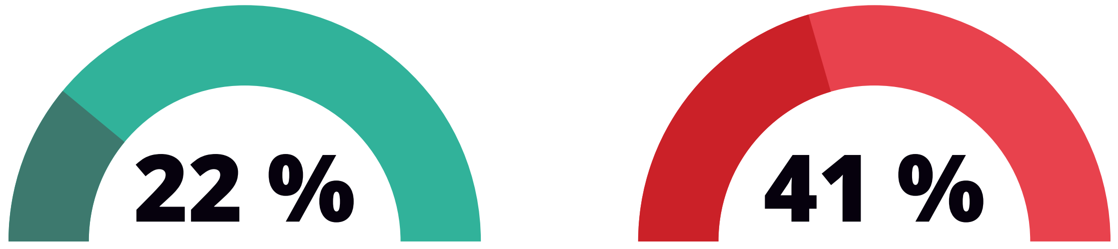
Where the best see AI as an opportunity to increase speed and precision, management teams with low marketing understanding see technology as a golden opportunity to cut costs.

There is a clear correlation between management insight and expectations for AI. In companies where management does not understand the impact of marketing, a whopping 41% expect **AI to lead to rapid cuts** in marketing budgets.

In comparison, only 22% of companies with high market understanding in management expect the same.

This pressure for short-term efficiency is also affecting how the industry is being rigged for the future. While AI is delivering benefits, many are reporting a **reduced need for junior roles**, suggesting that the tasks that have traditionally been the gateway to marketing are disappearing.

My company's management expects rapid cost reductions in the marketing budget as a result of AI. Share of "strongly agree/agree"



Companies where management understands the impact of marketing

Companies where management does not understand the impact of marketing

THE FIRST JOB

How will we ensure good competence in the future? When junior tasks are automated, we risk that tomorrow's marketers will not get the necessary practice they need to develop.

HOW TO TAKE CHARGE OF AI DEVELOPMENT

AI is a powerful tool, but to get the most value from it, you first need to build a solid foundation. Use these three steps to move from random testing to strategic use of the technology.

1. Clean up data before you automate

AI is never better than what you feed it. Before investing in expensive tools, take an honest look at your data quality.

Those who succeed have control over their own data base. By cleaning and structuring the foundation now, you ensure that your AI investment actually creates value for the company.

2. Change the conversation from cuts to capacity

As expectations for quick cuts increase, it's important to highlight how AI can free up capacity instead. Show how the freed up hours can be used for deeper customer insights, more testing, and more personalized communication.

By shifting your focus, you position marketing as an investment in future growth.

3. Set clear rules for the team

To gain control, you need to establish clear frameworks for the use of AI. Create simple principles for what the technology will be used for, and where human control is critical.

For juniors on the team, a new core task could be to ensure that AI use strengthens the brand, rather than diluting it.

THOSE WHO SUCCEED KNOW WHERE THEY ARE GOING

The figures for 2026 show that a clear course is closely linked to the results achieved. With a concrete plan, the organization moves from reacting to events to actively managing towards set goals. **A full 81% of successful companies have a clear marketing strategy and plan** for the year, while the figure is 62% for those who are not successful.

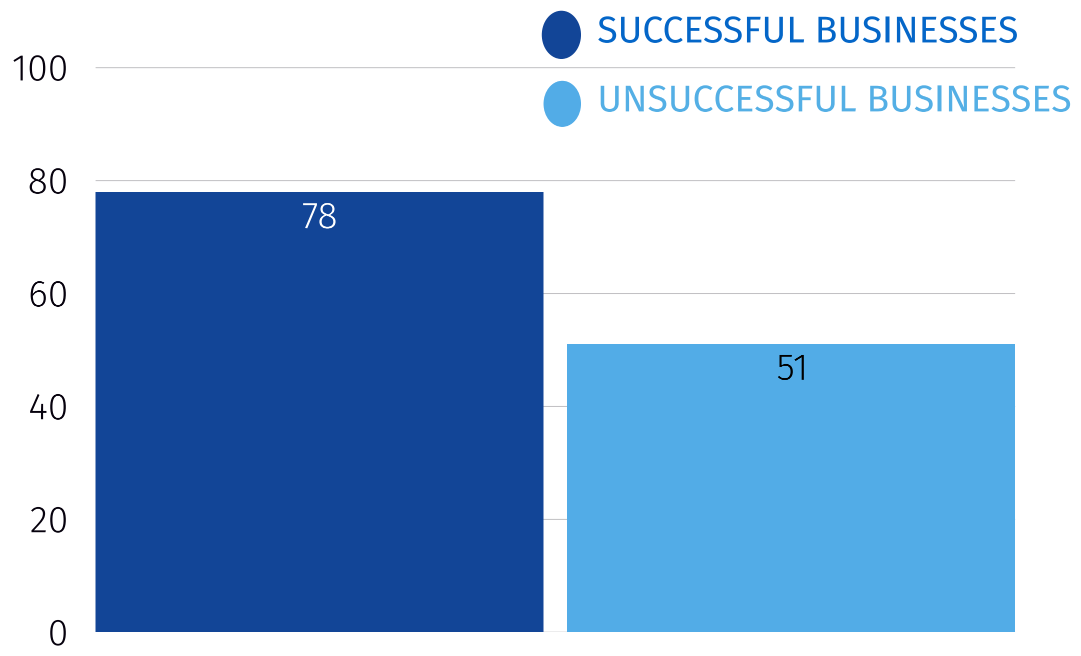
The difference is even more stark when we look at goal setting. While 78% of those who succeed have **set and measurable marketing goals**, this applies to only 51% of those who fail.

There is much evidence that those who succeed have established and communicated the strategy clearly internally so that everyone in the company knows where they are going. This also makes it easier to see what should be prioritized and which tasks do not provide value, especially in times of limited time and resources.

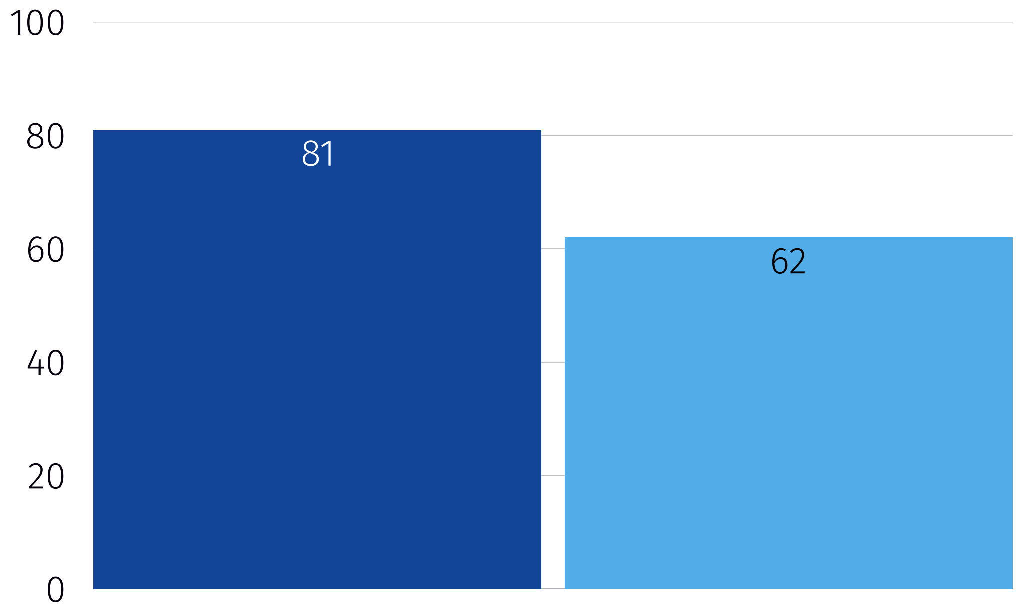
"We try to cover everything, but end up spreading the resources so thinly that we don't get any real impact from anything."

Open text response to “What is your biggest challenge?”

Our company has set and measurable marketing goals (agree/strongly agree)



Our company has a clear market strategy and plan for 2026 (agree/strongly agree)



COLLABORATION THAT GENERATES SALES

The impact of a good marketing plan increases significantly when sales and marketing work together on its implementation. The figures show that companies that are successful are more able to integrate the different roles. When common goals are established, it becomes easier to collaborate rather than operate in separate silos.

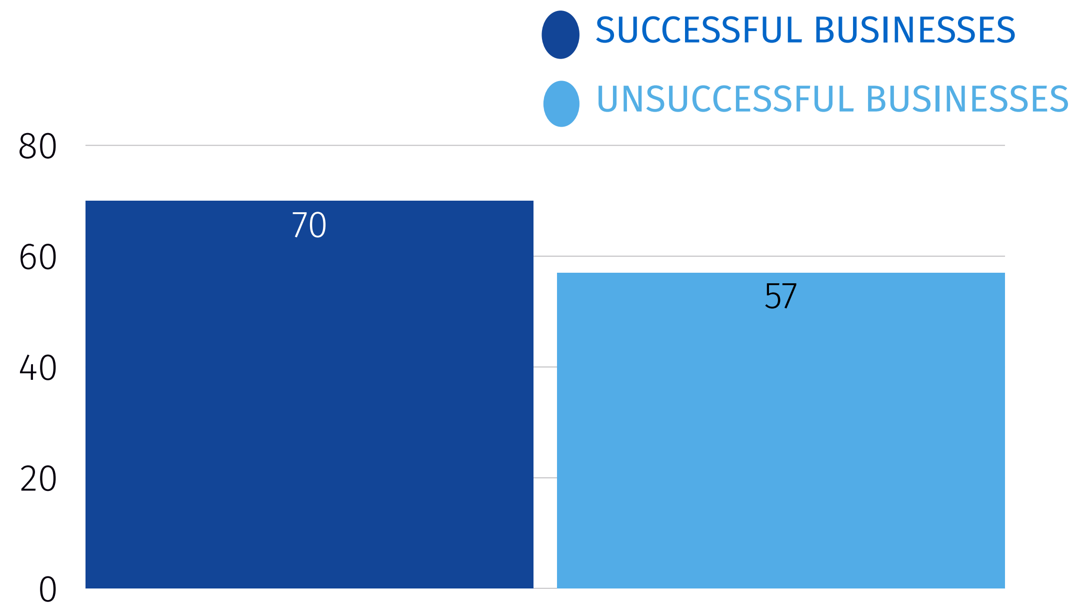
A full 70% of successful companies **have joint plans and initiatives for sales and marketing**, compared to 57% of those who are unsuccessful. At the same time, we see that the companies at the top are far better at attracting potential customers. Among those who are successful, 75% respond that they contribute well to relevant inquiries, while the figure is only 42% for those who do not reach their goals.

When sales and marketing interact closely, marketing goes from being an isolated activity to becoming a practical support for sales efforts throughout the entire customer journey.

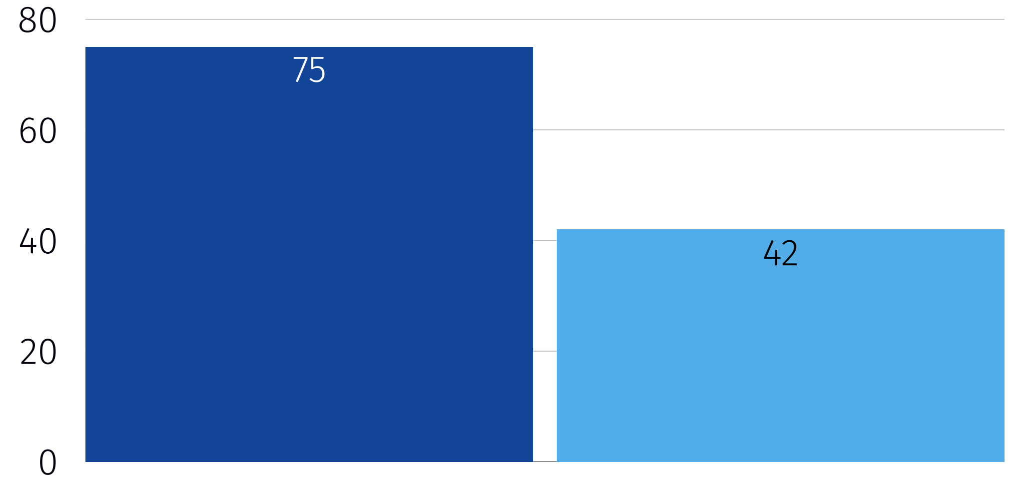
"The marketing-to-sales transition. It's challenging to ensure that marketing converts, and that the organization actually follows up on the leads."

Open text response to "What is your biggest challenge?"

Sales and marketing work closely together on joint plans and initiatives (agree/strongly agree)



How well do you feel that the marketing department delivers in the following areas? (agree/strongly agree - "Generate leads and sales opportunities")



NO SOLID FOUNDATION WITHOUT MANAGEMENT SUPPORT

We have already seen that a clear direction, concrete goals and a management that understands marketing characterize successful companies. Here we can see that the management's understanding directly affects the marketing manager's prerequisites for being able to work strategically.

Where management understands the impact of marketing, a full 81% say they have set and measurable marketing goals, and 67% say they have a clear marketing strategy and plan for 2026. The situation is completely reversed where management does not have the same understanding. The proportion with measurable goals drops to only 39%, and only 35% have a clear strategy and plan in place.

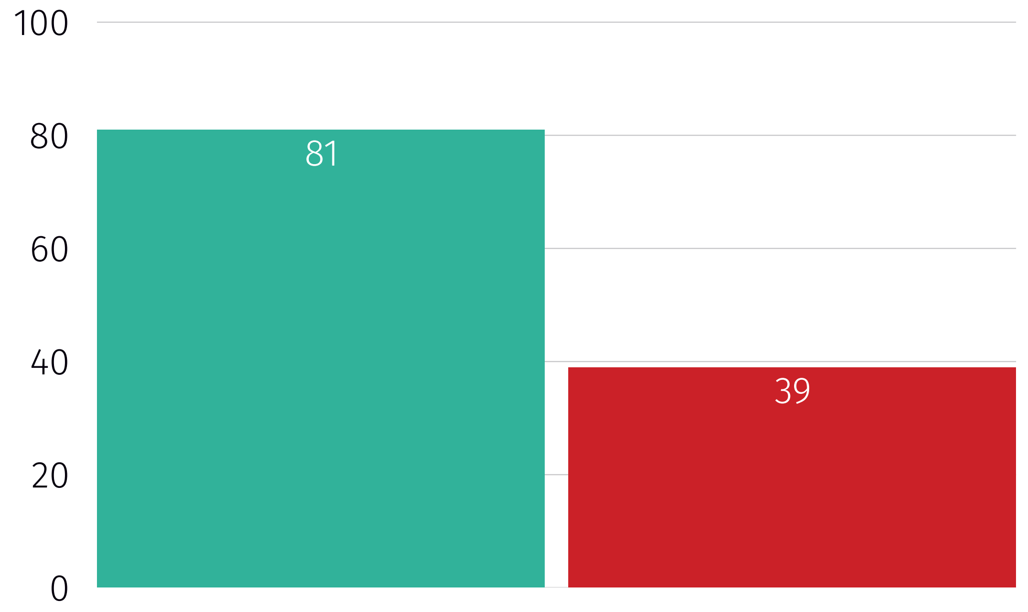
Without leadership support, it is practically impossible to build the foundation required for success.

"Lack of understanding of what to expect from a smaller marketing function and that one person cannot perform all types of marketing work themselves. Lack of understanding of the long-term nature of certain types of marketing investments."

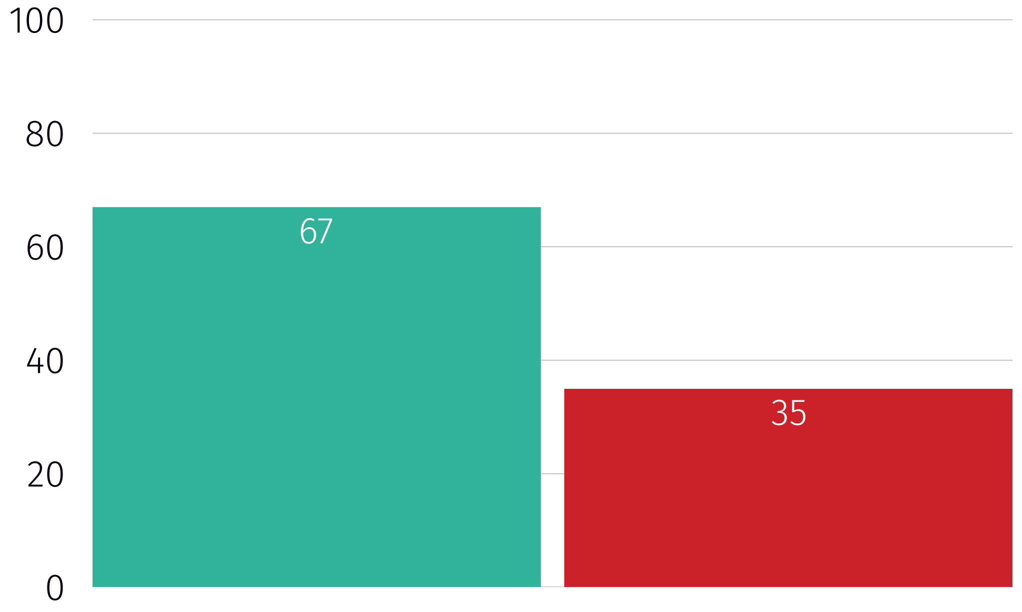
Open text answer to “What is your biggest challenge?”

MANAGEMENT UNDERSTANDS THE EFFECT
MANAGEMENT DOES NOT UNDERSTAND THE EFFECT

Our company has set and measurable marketing goals (agree/strongly agree)



Our company has a clear market strategy and plan for 2026 (agree/strongly agree)



EXTERNAL FORCES PROVIDE METHODOLOGICAL ADVANTAGE

Working with an agency is about more than just extra capacity. It also seems to contribute to the professionalization of the marketing department. The figures for 2026 confirm that companies that use agencies are better at documenting results throughout the customer journey.

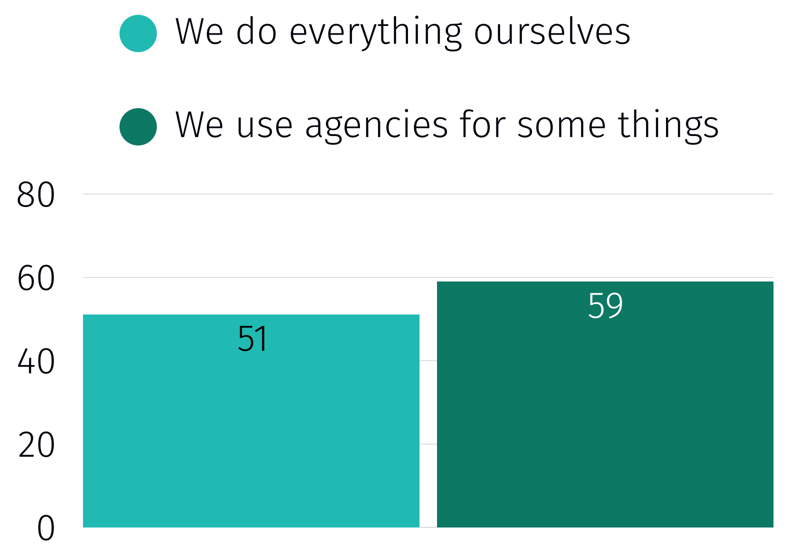
Among companies that use agencies, 59% have **set and measurable marketing goals**, compared to 51% of those that do everything themselves. However, it is in how the results are actually measured that the biggest differences become apparent.

Companies that work with agencies are more focused on what will yield long-term results. A full 48% of these companies conduct **awareness surveys**, compared to only 30% of those who do everything in-house. When it comes to **market share**, the trend is the same: 44% versus 32%. This group is also more active in their surveys within **digital channels and PR work**.

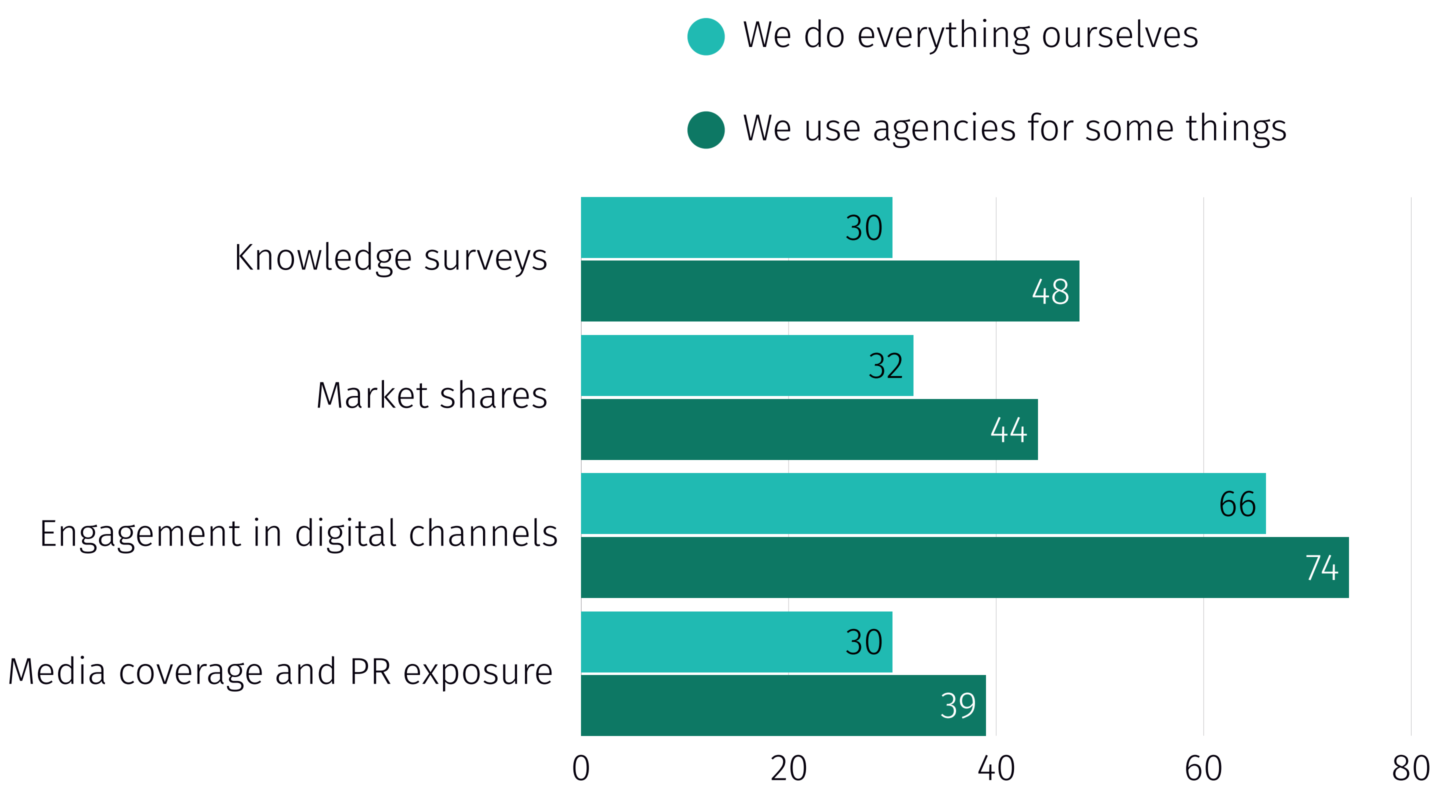
Collaborating with external parties appears to strengthen the level of documentation in marketing efforts. By measuring the effect of both brands and activities, a basis is created that makes it easier to prioritize the measures that actually work, rather than managing according to gut feelings.

> *Forrester, a global research firm, points out that collaboration with external partners is essential to building a mature measurement culture. Agencies bring in objective standards that challenge internal assumptions and ensure that investments deliver real results.*
>
> Source: Forrester

Our company has set and measurable marketing goals (Agree/Strongly agree)



How do you measure the effect of brand communication?



HOW TO GET A STRONGER FOUNDATION

Are you dealing with a management team that doesn't understand marketing, doesn't collaborate with sales, or lacks clear goals and strategies? Here are three concrete steps you can take to close the gap and ensure support from the top:

1. Anchor the plan in management's own goals

Link the marketing plan directly to the business goals that management has set itself, and drop marketing language.

Keep it simple: Goals, Strategy and Actions. When the plan speaks their language, you immediately build trust. And remember that a good strategy should hurt a little. Prioritizing means choosing something, rather than doing a little bit of everything.

2. Align goals and insights with sales

If your collaboration with sales isn't working today, you need to take the initiative. Book a meeting!

Find out what your salespeople are being measured on, and share the insights among yourselves so that efforts can be prioritized. When sales and marketing understand each other's everyday lives and pull in the same direction, you amplify the effect of all the measures.

3. Require space in your company's regular reports

Ensure that the marketing department's goals and progress become a permanent part of the company's existing management reports.

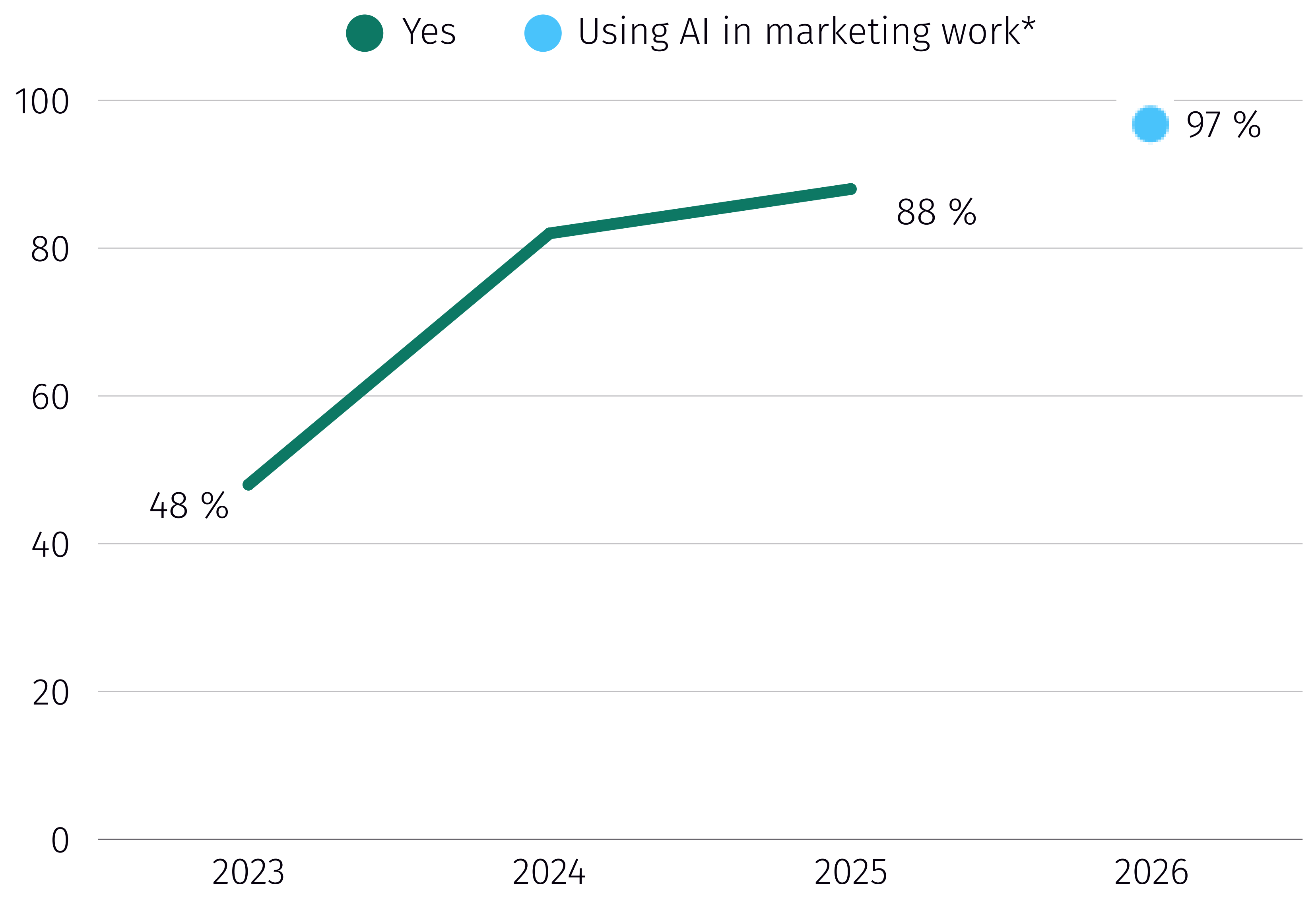
Show the entire journey. Not just the sales figures, but also the activities initiated that build the brand over time. This makes the value of marketing visible, so that the strategy is not forgotten.

Artificial intelligence

97% OF COMPANIES NOW USE AI

NORWAY HAS A SLIGHTLY LOWER USAGE RATE THAN SWEDEN AND DENMARK

AI IS PART OF EVERYDAY LIFE: EVERYONE IS USING AI IN THEIR MARKETING EFFORTS



***In 2026, the measurement of AI use has changed from a direct question to an indirect response option (“does not use AI”). The results are therefore not directly comparable with previous years.**
2023-2025. Has your company adopted AI tools in its marketing efforts? Share of “Yes”.
2026. Proportion using AI (based on ‘not using AI’).

EFFICIENCY TRUMPS PERSONALISATION

WHAT BENEFITS DO YOU THINK ARE THE MOST IMPORTANT THAT AI CAN BRING TO THE MARKETING EFFORTS OF YOUR COMPANY?

MARKETING MANAGERS HAVE CHOSEN THE THREE MOST IMPORTANT

86% of marketing managers point to **using AI as a sparring partner for ideas and content.** This is by far the biggest benefit.

79% of marketing managers highlight **automating routine tasks to free up time for other tasks** as important.

68% of marketing managers see real value in **faster campaign production and launch.**

61% of marketing managers highlight **better insight and decision-making** as a key benefit.

54% of marketing managers report that **the ability to do more marketing work internally** is a clear plus.

34% of marketing managers cite **the ability to provide more customers with a more personalized experience** as a relevant improvement.

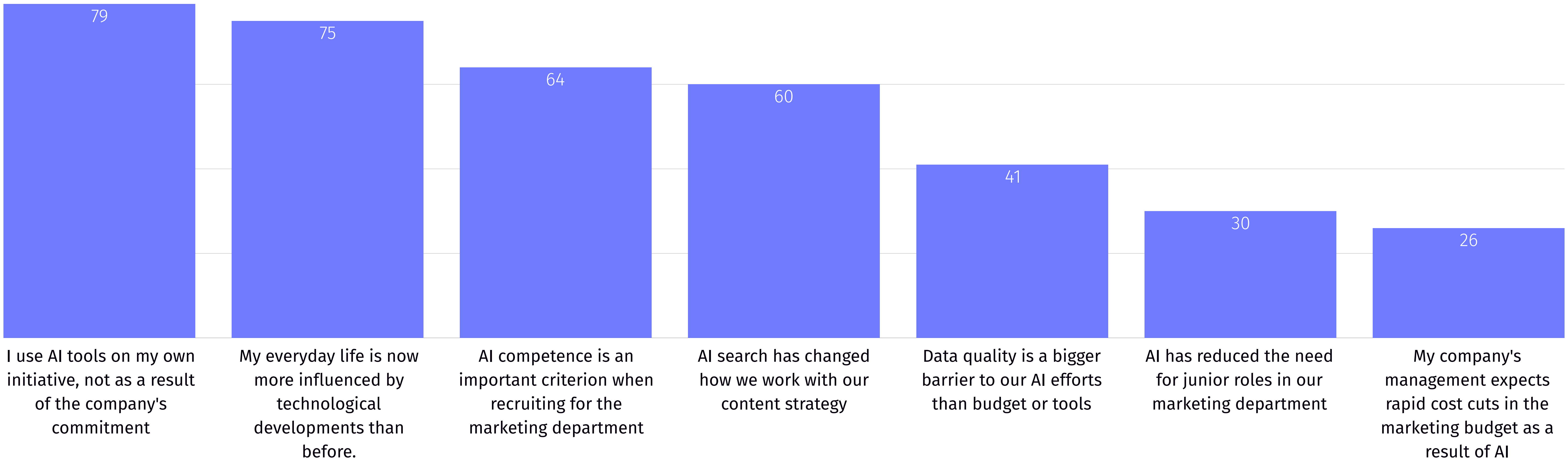
MARKETING MANAGERS ARE TAKING AI ACTION ON THEIR OWN

The individual leads
A full 79% of marketing managers are using AI on their own initiative, not as part of their company's strategy. At the same time, 75% feel that the technological shift is now affecting their daily lives more than before.

Strategic transformation
AI search has already changed the content strategy of 60% of respondents. This is also affecting hiring: 64% now see AI skills as an important requirement when recruiting.

Pressure from management
Poor data quality is cited as a significant barrier by 41% of marketing managers. At the same time, over one in four find that management already expects rapid cost reductions as a result of AI use.

To what extent do you agree with the following statements about the use of AI in marketing work? [Strongly agree/agree)



FROM TEXT PRODUCTION TO MORE ADVANCED MARKETING

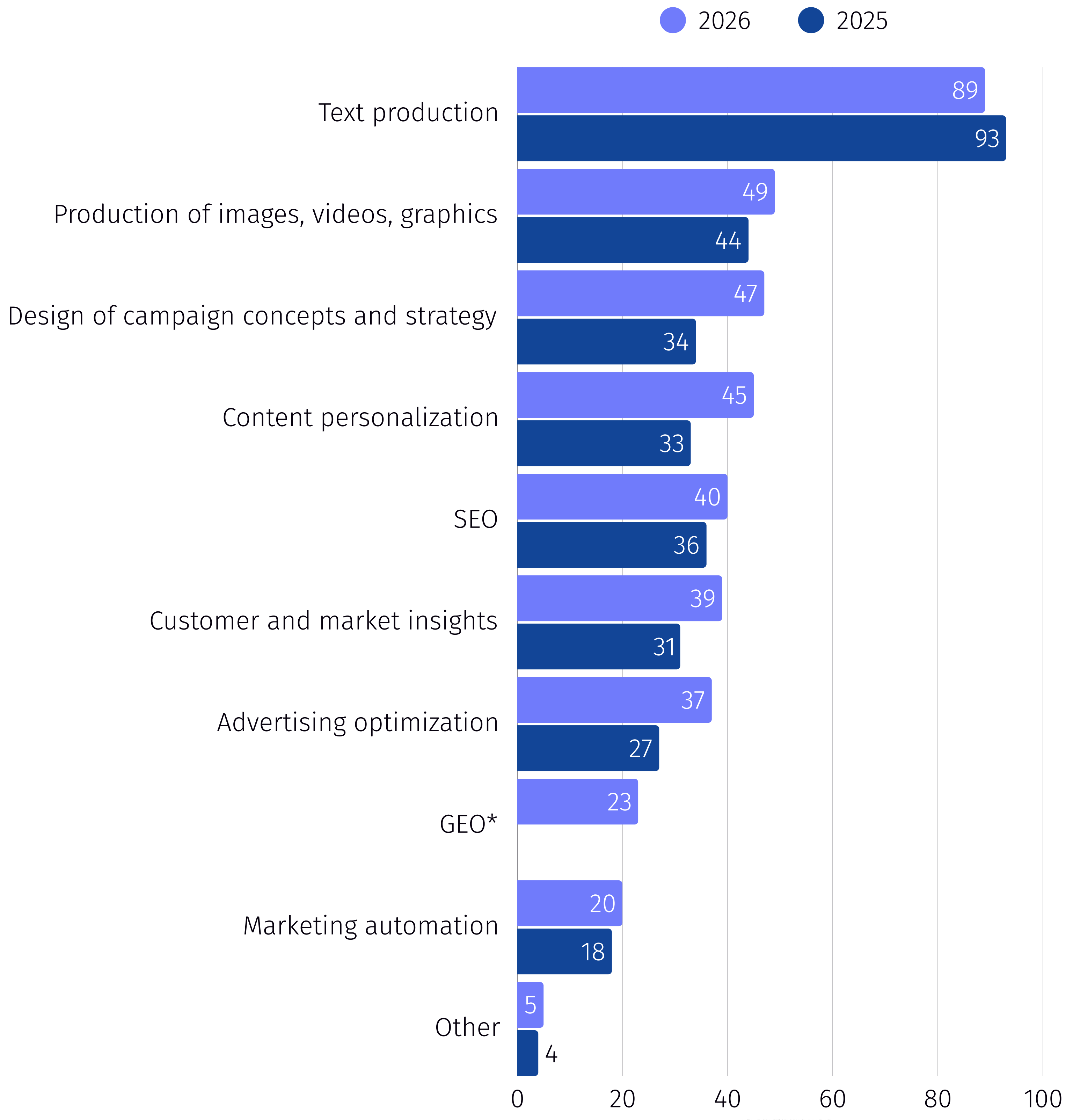
While AI was primarily associated with text production last year, we see a clear shift towards more advanced applications in 2026. **Text production** is still the most widespread use and is stable at 89% (compared to 93% last year), but it is in the strategic disciplines that the real leaps are happening.

The most significant changes in the past year:

- **Strategy and concept:** The use of AI for designing campaign concepts and strategy has accelerated and increased from 34% to a whopping 47%.
- **Personalization:** Despite only 34% citing personalization as one of the most important benefits to be gained, actual usage has increased significantly from 33% to 45%.
- **Insights and advertising:** Advertising optimization has increased to 37%, while the use of AI for customer and market insights is now at 39%.
- **Visual content:** Production of images, video and graphics continues to grow and has increased from 44% to 49%.

A new option in this year's survey is **Generative Engine Optimization (GEO)**. A full 23% of Nordic CMOs have already started using AI to optimize their content for AI-powered search engines. This shows that CMOs are quick to adopt new technologies that challenge traditional SEO, which remains stable at 40%.

What are you using AI for today?



*New option in 2026

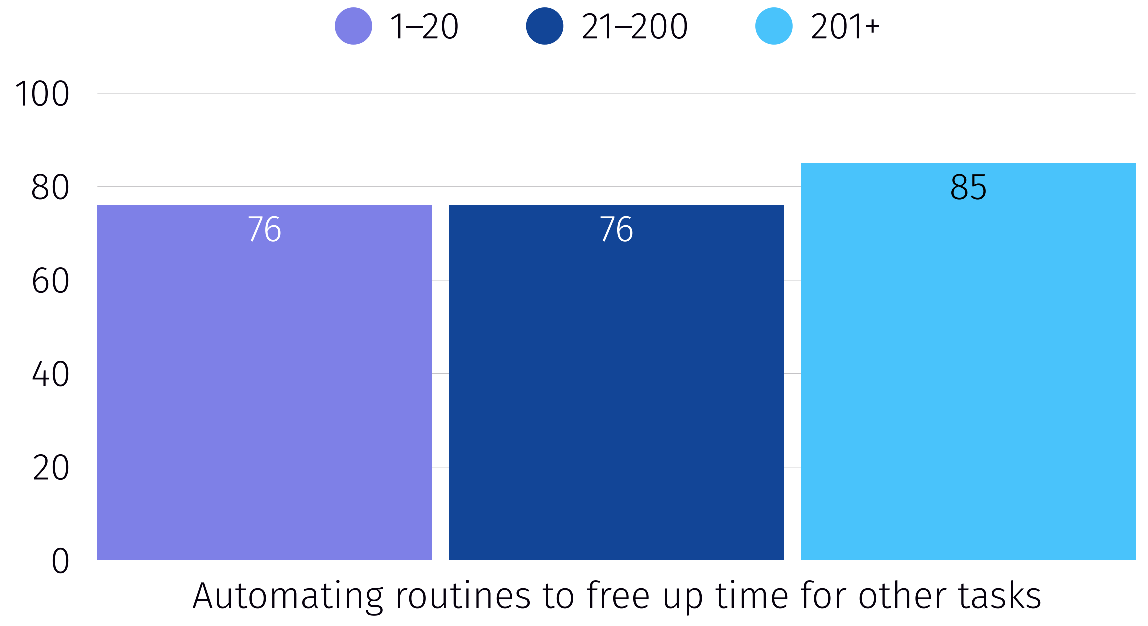
LARGE COMPANIES SEE THE GREATEST BENEFIT FROM AUTOMATION

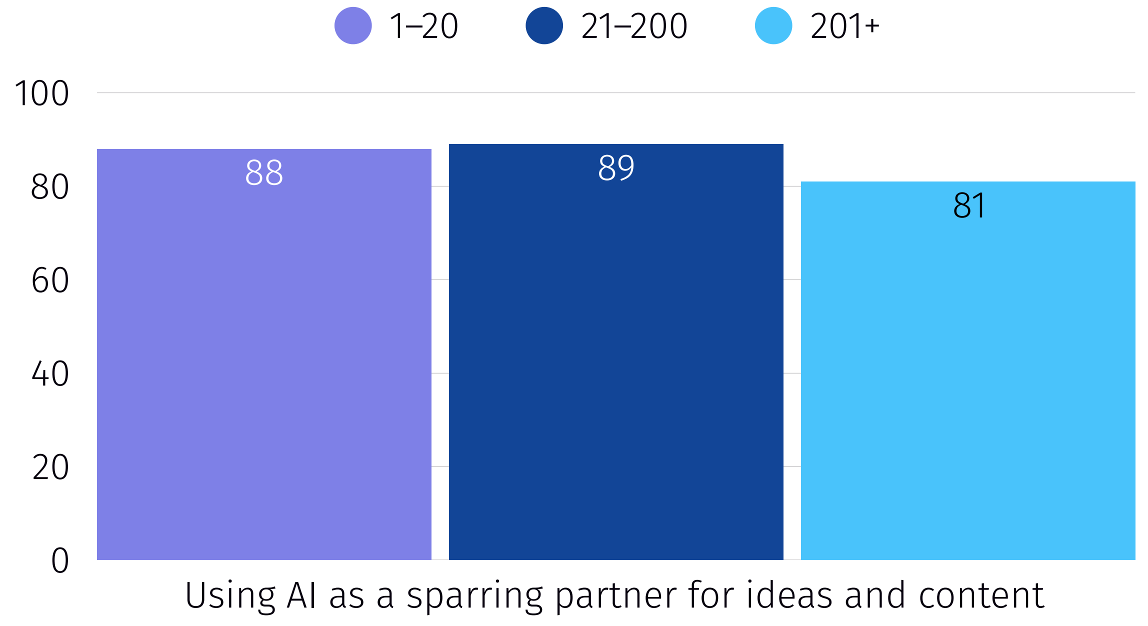
A full 85% of companies with over 200 employees point to **automation of routines to free up time for other tasks** as the biggest benefit of AI, compared to 76% of small and medium-sized companies.

Although most large companies also use the technology as a **sparring partner for ideas and content**, the proportion is somewhat lower than among smaller companies (81% versus nearly 90%). This suggests that large companies prioritize operational efficiency over creative idea development when using AI tools.

Swedish marketing managers are the most positive about automating routines. While 84% of Swedes highlight time savings as an important benefit, Norwegians are at 76% and Danish at 80%.

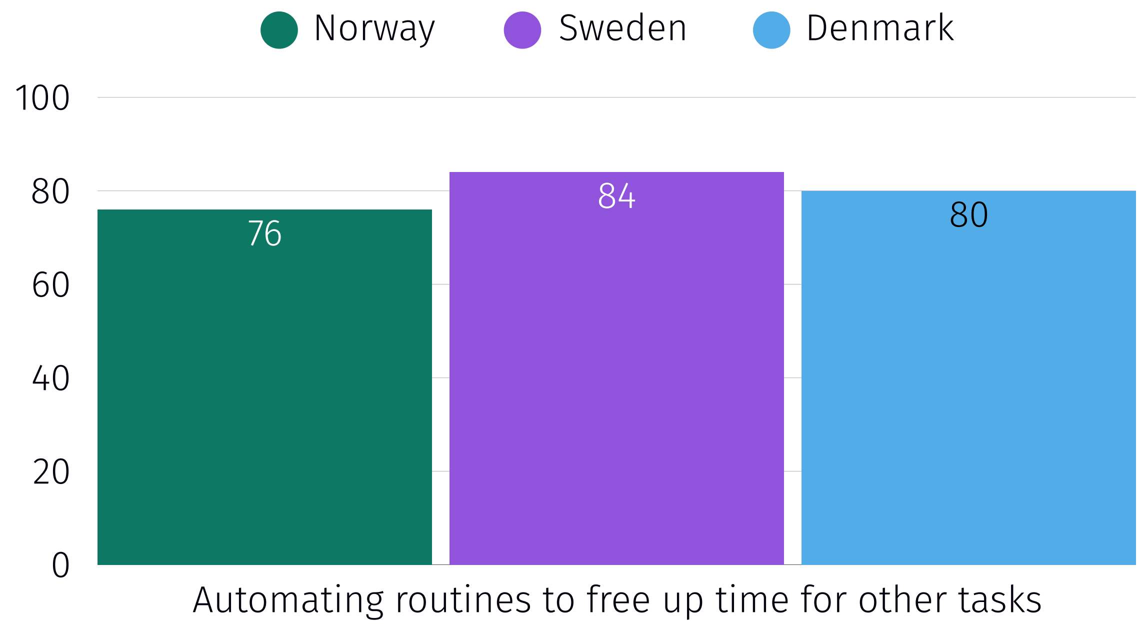
What benefits do you think are the most important that AI can bring to the marketing efforts of your company? Choose the three most important ones.





"The balance between adopting new digital tools for efficiency, and the time spent on quality assurance of what the tools produce."

Open text response to "What is your biggest challenge?"



SWEDEN LEADS IN STRATEGIC USE OF AI

Swedish companies stand out with a significantly stronger belief in AI as a strategic tool. While 79% of Swedish marketing managers see **better insight and decision-making** as a major benefit, Norwegians are at 55% and Danish at 51%.

Sweden also leads the way when it comes to efficiency. A full 73% of Swedish marketing managers highlight **faster production and launch of campaigns** as a significant added value. Here, the Danes follow closely at 71%, while the Norwegians are slightly lower at 64%.

THE GAP BETWEEN POTENTIAL AND PRACTICE

Although the potential is great, the free text responses show that many of the marketing managers are stuck in practical challenges:

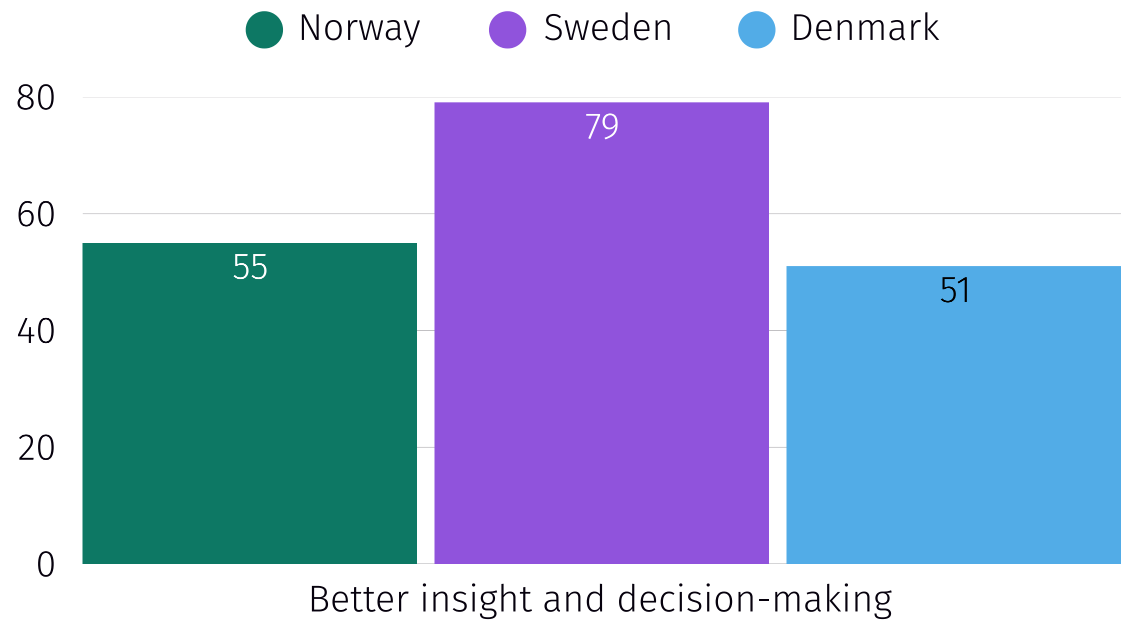
Data without value: *Data is stored across too many different systems. This chaos means that intuition often trumps actual data.*

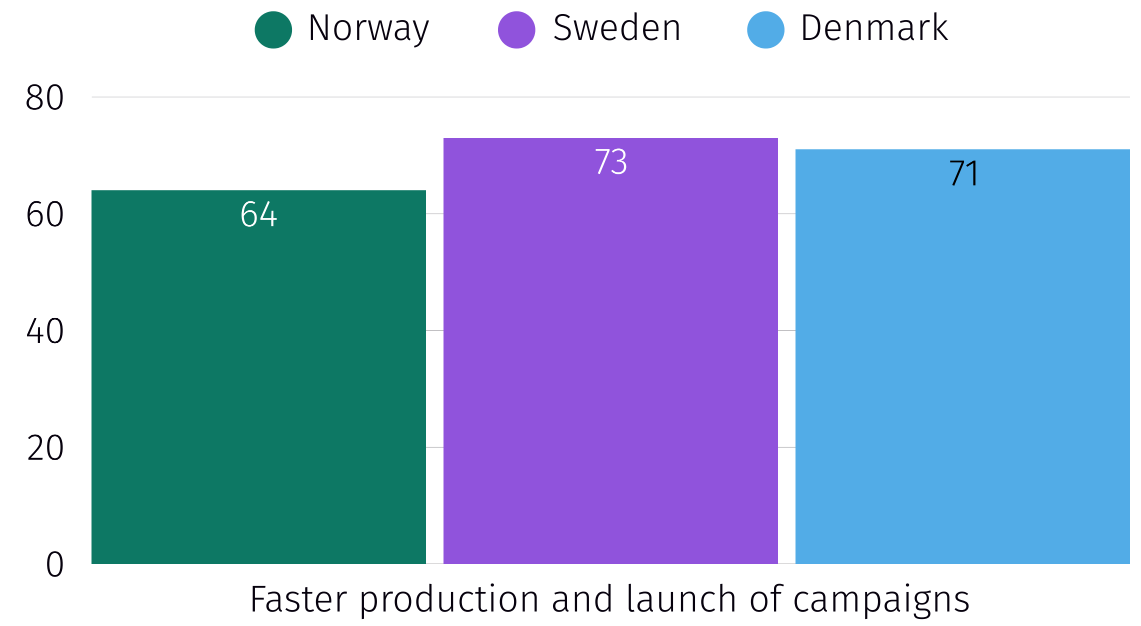
Pace vs. control: *The demand for high speed is slowed down by internal processes. Marketing managers struggle to maintain control over quality when the pace increases.*

Marketing managers say that the challenge is not the technology, but how it is used.

AI summarization of open text responses

What benefits do you think are the most important that AI can bring to the marketing efforts of your company? Choose the three most important ones.



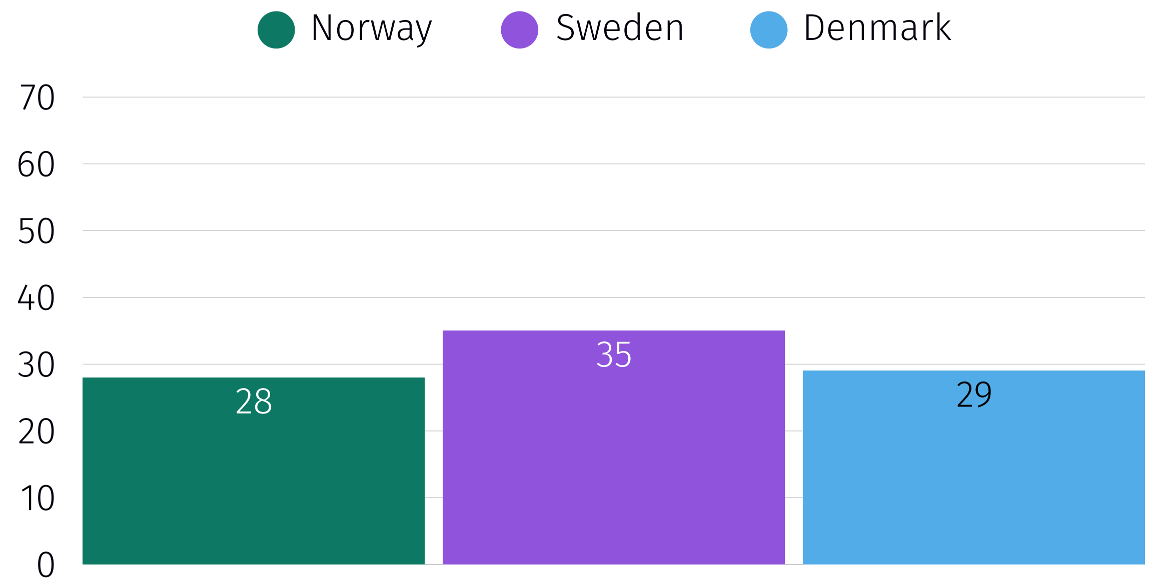


AI SHAPES THE MARKETING DEPARTMENT OF THE FUTURE

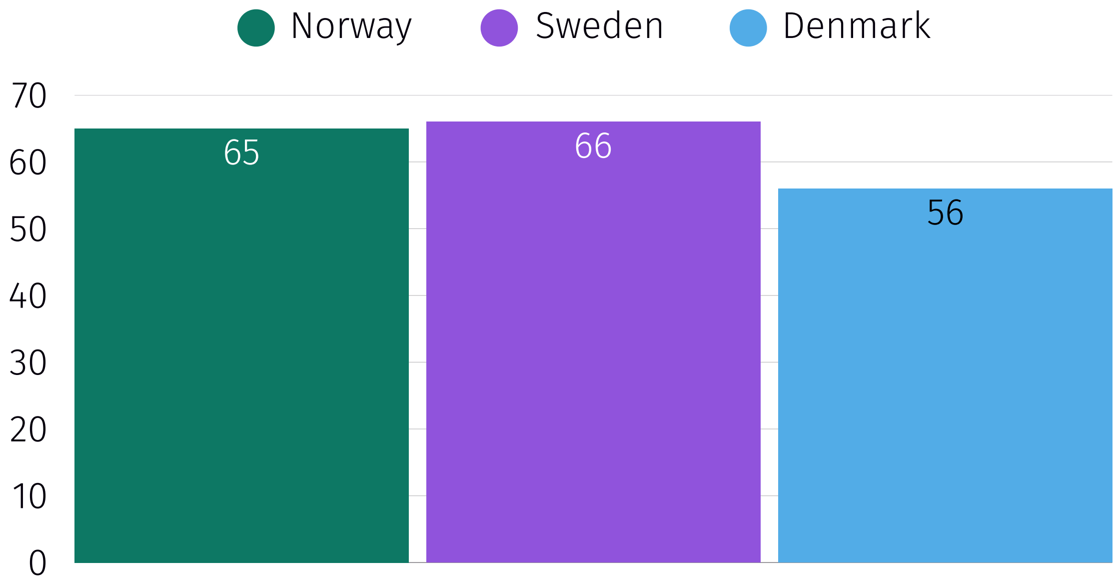
AI is now affecting the makeup of marketing departments, especially in Sweden where 35% say the technology has reduced the need for junior roles, compared to 28% in Norway and 29% in Denmark. It is in small and medium-sized companies that the need for juniors falls the most (34%), while the largest companies are still holding on to these roles to a greater extent (24%).

As junior tasks are automated, the demand for AI expertise is accelerating. In both Norway and Sweden, 65%-66% of marketing managers consider this an important criterion when recruiting, while Denmark is slightly lower at 56%. This suggests an expectation that new heads must be able to manage and quality-assert the technology from day one, creating a tougher challenge for new graduates.

AI has reduced the need for junior roles in our marketing department ("Strongly agree/agree")



AI competence is an important criterion when recruiting for the marketing department. ("Strongly agree/agree")

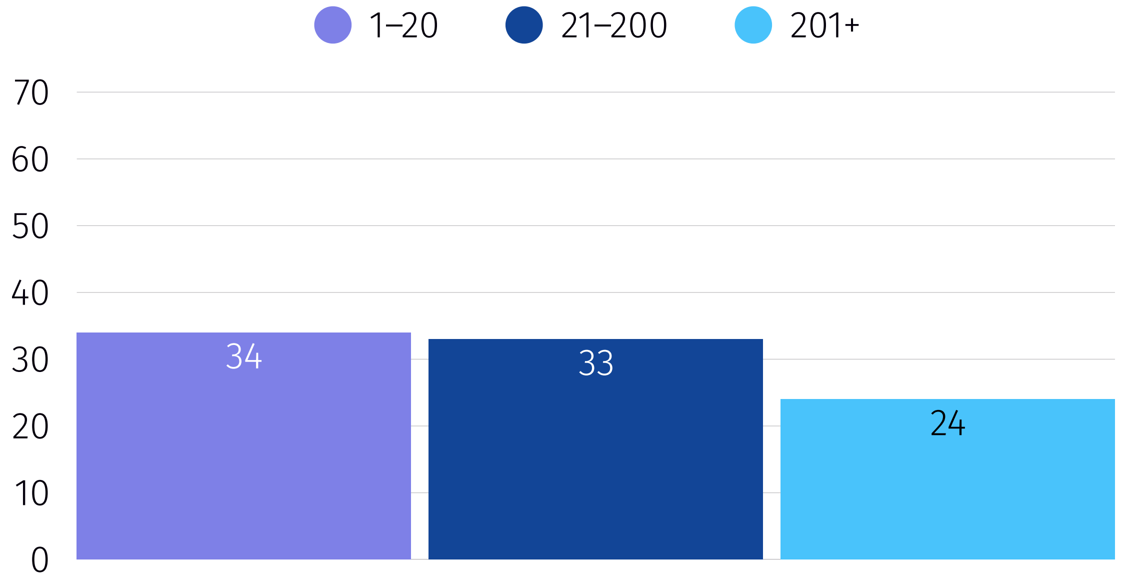


INSIGHT

These findings reflect a global trend. The skill requirements of the workforce are expected to change by 65% by 2030 due to AI. This will hit juniors hardest, as traditional entry-level tasks are now the easiest to automate.

Kilde: LinkedIn Economic Graph

AI has reduced the need for junior roles in our marketing department ("Strongly agree/agree")



GREATER EXPECTATION OF AI CUTS IN SWEDEN

There are significant differences between the Nordic countries when it comes to expectations of rapid financial gains from AI. A full 38% of Swedish marketing managers feel that management expects rapid cost cuts in the marketing budget, while the corresponding figure is 25% in Denmark and only 20% in Norway.

The pressure also varies by company size. Among the largest companies, 30% say they are meeting expectations for cuts, compared to 25% in small and 23% in medium-sized companies. This suggests that management in large companies has a stronger focus on AI as a pure efficiency tool to reduce fixed costs.

CHALLENGING IN PRACTICE

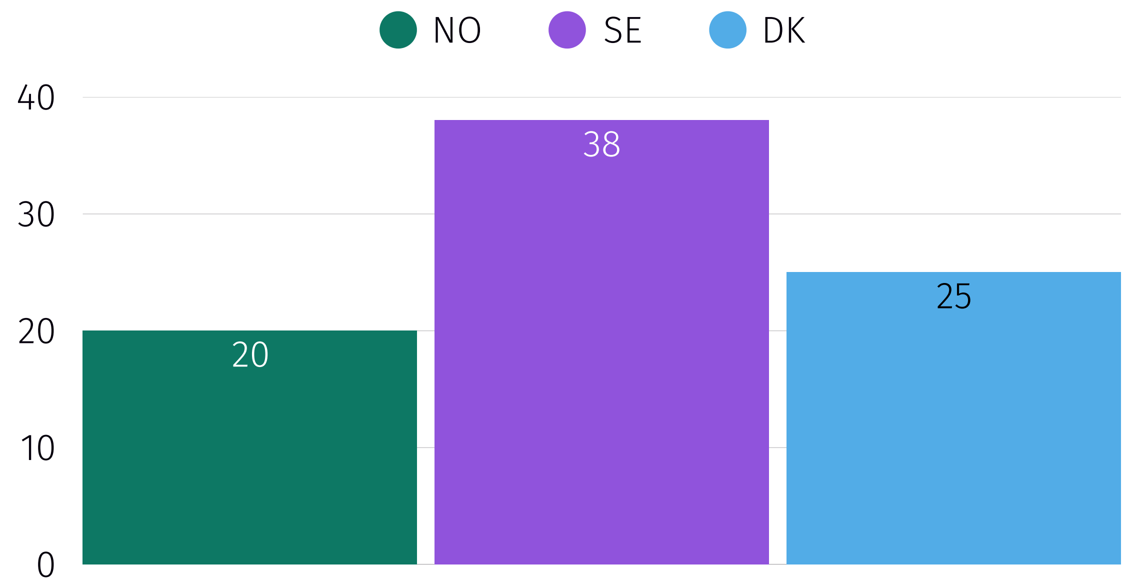
Although management has expectations of cost cuts, the open text responses show that everyday life is characterized by a demanding balance:

- ***Unrealistic cuts:*** *Greater and faster budget savings are expected than are practically possible to deliver with current maturity.*
- ***Investment needs:*** *To reap the benefits, time and money are first required for infrastructure, data cleansing, and training.*
- ***Quality vs. Price:*** *There is a fear that a one-sided focus on short-term cuts will dilute the brand and weaken the creative quality.*

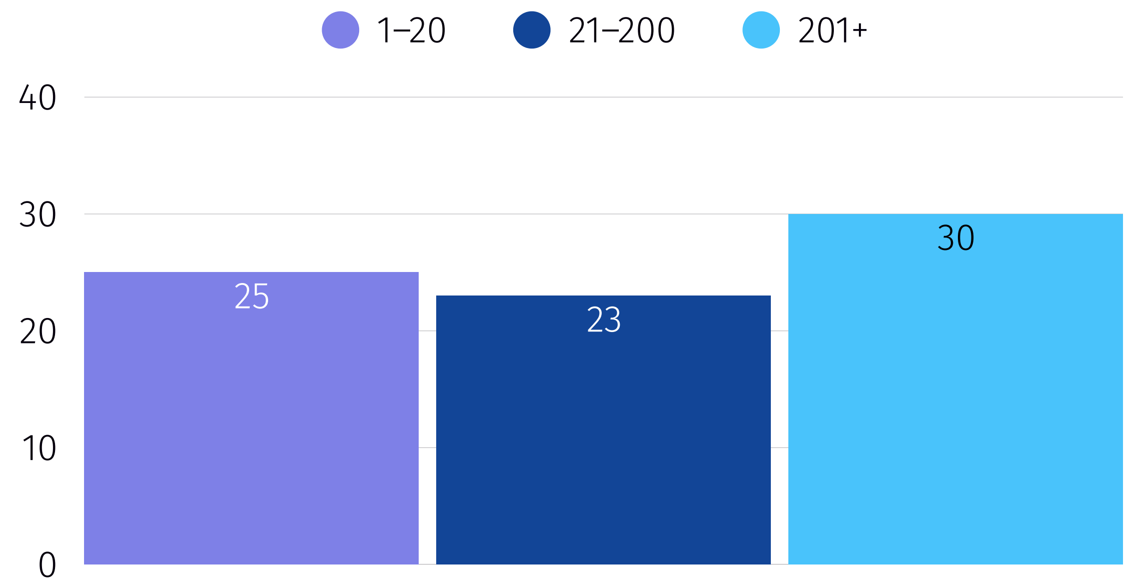
The challenge is not to save money, but to invest correctly to achieve an effect.

AI summarization of open text responses

My company's management expects rapid cost reductions in the marketing budget as a result of AI. (“Strongly agree/agree”)



My company's management expects rapid cost reductions in the marketing budget as a result of AI. (“Strongly agree/agree”)



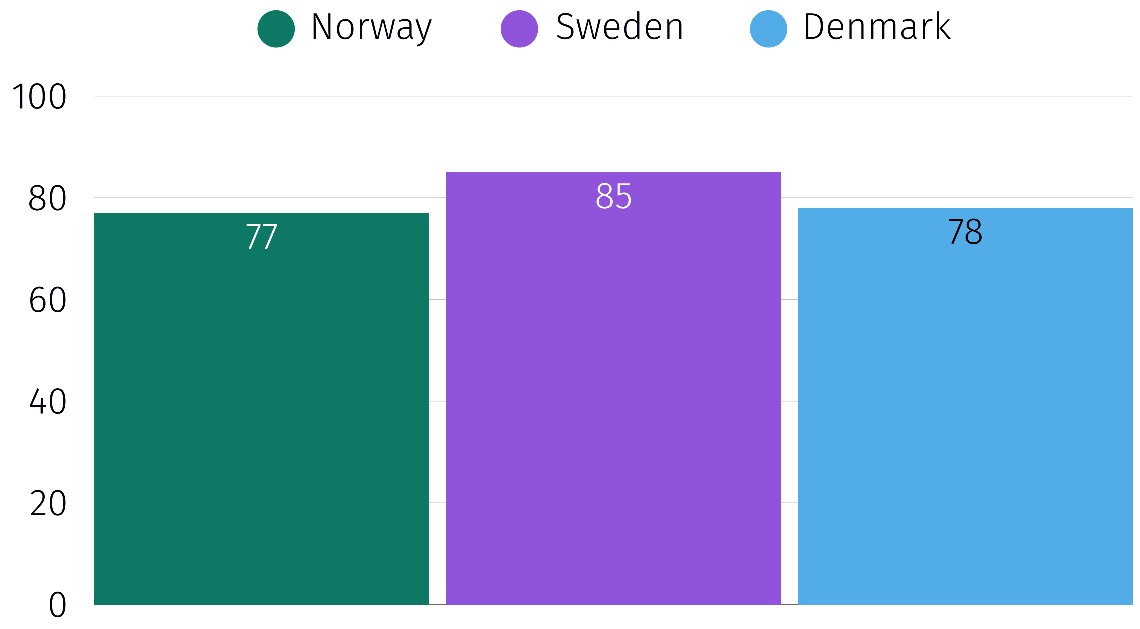
DATA QUALITY IS SLOWING AI AMBITIONS

For many of the companies, it is neither a lack of money nor tools that sets limits, but the foundation on which the technology should be built. 46% of Danish marketing managers believe that data quality is a major barrier to their AI efforts, compared to 42% of Norwegians and only 36% of Swedish ones.

The challenge escalates with company size. While only a third of small businesses see data quality as a barrier, this applies to 44% of the largest companies.

When companies lack the foundation, what we have seen earlier in the report often happens - employees take initiative on their own to reap the benefits. While Norwegian and Danish marketing managers are at 77% and 78% respectively, a full 85% of Swedish marketing managers actually use AI tools on their own initiative.

I use AI tools on my own initiative, not as a result of my company's commitment. (“Strongly agree/agree”)

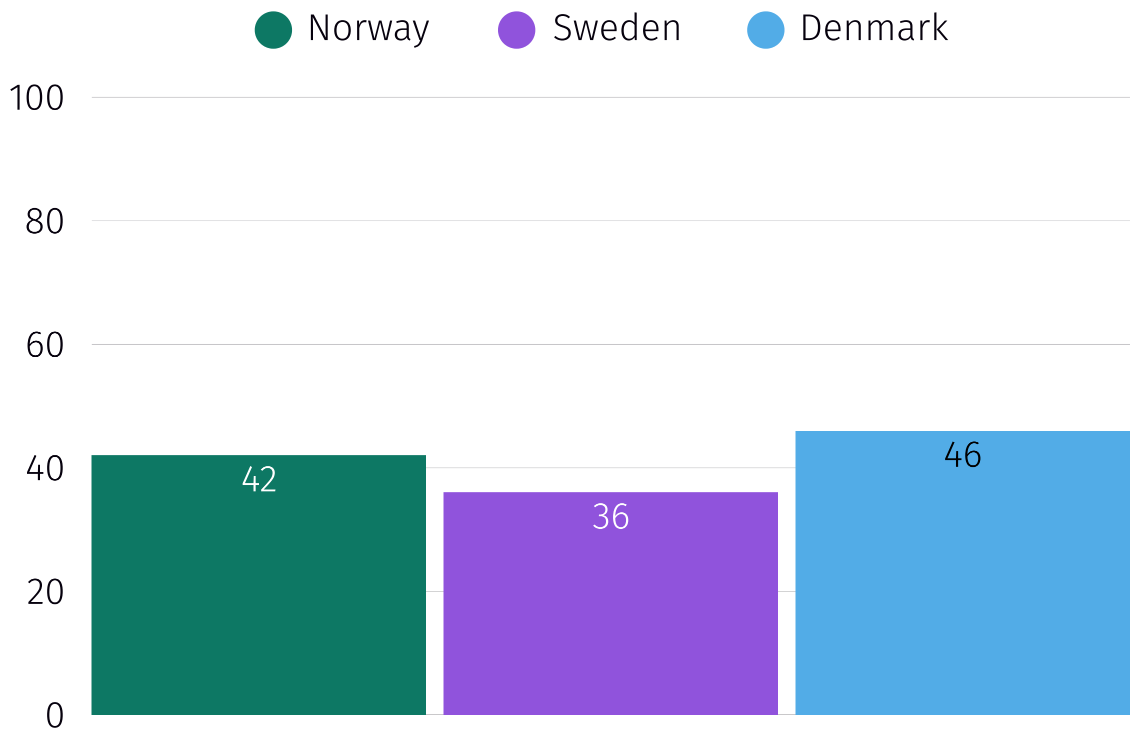


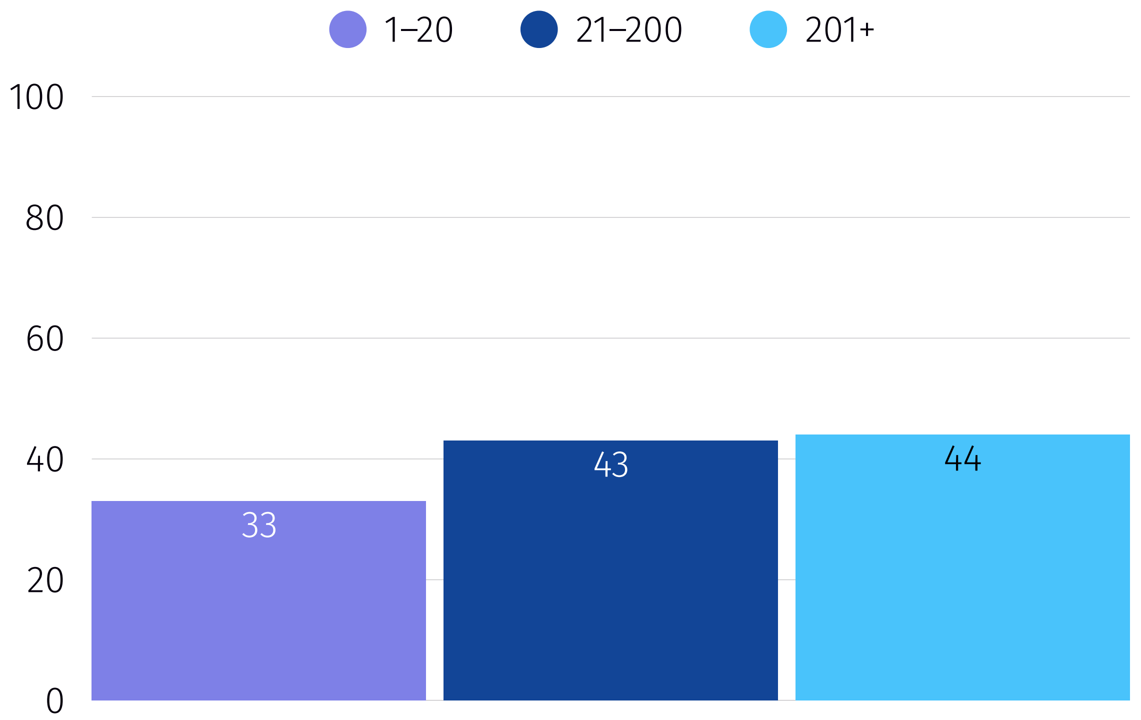
INSIGHT

These findings reflect a global trend called "Bring Your Own AI." A full 78% of employees worldwide use their own tools at work. When companies don't keep up, individuals take responsibility for their own efficiency—often at the expense of IT department controls and security routines.

Source: Microsoft/LinkedIn Work Trend Index

Data quality is a bigger barrier to our AI efforts than budget or tools (“Strongly agree/agree”)





> As a CMO, there is a lot to digest in your day-to-day work, and a lot of hype surrounding things like artificial intelligence. However, data combined with artificial intelligence will be crucial. Not just for providing the answers, but for simplifying your everyday tasks.

Heidi Aasen,
Marketing manager
at Electric Way

Source: Kampanje.com, Resume.se, Markedsforing.dk

EXTERNAL SOURCES

CMOs in 2026

Coordinate admissions - Media Studies 2025

Statistics Sweden - Journalism and Information 2025

Statistics Denmark 2024 - Information and dissemination

Inside how marketing teams prioritise

The B2B Institute (LinkedIn) & Ehrenberg-Bass Institute, "The 95-5 Rule"

What do successful businesses do?

ANFO Effect Base

LinkedIn B2B Institute - The Three Drivers of Financial Value

Gartner Marketing Strategy

IPA & Financial Times: Advertising in recession

Forrester 2026

Artificial Intelligence

LinkedIn Economic Graph

Microsoft/LinkedIn Work Trend Index 2024

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CMO in Visibility and responsible for The Nordic CMO Survey

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