The CCO as Transformation Leader

Results of global survey conducted for Page report

*The CCO as Pacesetter: What it Means, Why it Matters, How to Get There*

September 2019
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Key Takeaways
CEOs in virtually every industry and region are driving significant, often radical, transformation agendas.

They are simultaneously changing their business models, operations and talent base to meet the changing expectations of customers, employees, investors and society at large.

CCOs are at the nexus of these transformations and must step up to lead in new ways, within their own function and across the enterprise.
We observed common characteristics of what corporations are becoming.

Regardless of industry, region, company size or age:

• They are increasingly **technology-centric** – in their use of digital and data in all aspects of the enterprise, in how they make decisions and engage all stakeholders.

• They are increasingly **taking positions on**, and sometimes advocating for, a wide range of **societal issues** to meet the expectations of new generations of workers.

• They are increasingly **talking about – and creating – societal value** to meet the changing expectations of investors.

• They are **transforming their corporate cultures** – to be more tech-savvy, customer-centric, agile and less hierarchical. In fact, CEOs regard getting the right culture in place as the most important factor in successful transformation.
Through interviews with CCOs around the world, Page identified four dimensions of the evolving role of the CCO and explored them through our first-ever global survey.

1. Transforming the corporation’s culture
2. Defining and stewarding the corporate brand
3. Creating societal value
4. Using digital, data methods and tools to transform communication itself - CommTech
Defining the four dimensions

**CORPORATE CULTURE**
This is the pattern of collective behaviors that define how a company’s people interact with each other and stakeholders. This includes how they make decisions and collaborate, the environment they work in, the tools they use and the rituals and practices that reinforce desired behaviors.

**CORPORATE BRAND**
This is more than logos, typefaces and advertising. It refers to all the distinct attributes and positioning that define an enterprise in the minds of its stakeholders – the totality of what is seen, heard and experienced through every communication and touchpoint.

**CORPORATE SOCIETAL VALUE**
This refers to the value that an enterprise creates for society at large through its products and services in fulfillment of its corporate purpose; through its corporate policies or programs like ESG or sustainability; and/or by taking public stands on societal issues.

**COMMTECH**
This is a new Communications discipline that uses digital tools, techniques and data to enable personalized engagement with stakeholders, moving the practice beyond shaping perception to influencing behavior.

**CORPORATE CHARACTER**
This is the unique, differentiating identity of the enterprise. While it includes things like mission, business model and strategy, these are the three elements of it that are increasingly central to the CCO role.
Based on its research, Page has developed what it calls Progression Paths - three stage journeys for the CCO to take in each of the dimensions of their role. The stages advance from Professional to Pathfinder to Pacesetter, growing in sophistication at each step.
A global survey of 171 for-profit corporations

Survey conducted in partnership with APCO Insight
June 5 – July 23, 2019

- 18 Countries
  - North America: 62
  - Europe: 40
  - Asia: 40
  - Latin America, MENA and Oceana included

- 20+ Industries
  - Top industries: Financial Services, Food & Beverage, Healthcare

- 9 Distribution Partners
  - Aberje
  - Adfactors
  - APACD
  - Corporate Excellence
  - EACD
  - Entreprises et Médias
  - Harbour Club
  - MEPRA
  - Suqin

- Varying Sizes
  - $10+ Billion: 61
  - $1-10 Billion: 57
  - Under $1 Billion: 20
Advancing Corporate Character
Most enterprises are actively working to manage dimensions of corporate character.

Today, does your enterprise have a defined approach for…?

- **Corporate Brand**: 94%
- **Corporate Culture**: 89%
- **Corporate Societal Value**: 78%

Almost universally, respondents report having a defined approach for managing corporate brand and corporate culture.

An approach to corporate societal value creation is also defined by the vast majority.
Lack of metrics further underscores room to advance in corporate character dimensions.

Have you established any specific metrics that are tracked on an ongoing basis?

Corporate Brand
- 44% Yes (n=152)

Corporate Societal Value
- 37% Yes (n=120)

Q17, Q26. Have you established any specific metrics related to [DIMENSION] that are tracked on an ongoing basis? If so, what are these?

NOT ASKED OF CORPORATE CULTURE
1. PROFESSIONAL
Desired culture is defined and communicated to employees. This may include a visual identity, storytelling and related resources and assets. Employees are surveyed about the degree to which the stated culture matches their experience, and recognition programs reward desired behaviors.

2. PATHFINDER
Culture is managed by defining and instilling desired behaviors and conducting gap analysis to spot areas for improvement. This may include an audit of company rituals to teach, reinforce and celebrate the culture. Leaders are trained on exhibiting desired behaviors and helping their teams do the same. Third-party sites, like Glassdoor and social media sites, are monitored for evidence of the impact of culture. Changes in behavior are measured and culture is communicated through storytelling.

3. PACESETTER
Culture is used proactively to change processes and operations across the enterprise. Systems and policies that are impeding change are identified and addressed. Communications works with HR to incorporate culture criteria into hiring, promotions, compensation and separation. The workforce is equipped to advocate for the culture and real-time performance indicators track culture health. The work environment is optimized for the culture, in partnership with HR, CIO, Real Estate and others, to bring tools, workspaces and team configurations into alignment.

The Most Advanced Dimension: Corporate Culture
Q29. Here are some activities typically undertaken by enterprises as they focus on corporate culture. Please select any that your team or enterprise has done or is currently doing.

n=144

1. Professional
   - Integrate culture messaging into internal communications
   - Survey employees on expectations of, experience w/ culture
   - Create visual identity for your culture
   - Define desired culture based on enterprise strategy/ needs

2. Pathfinder
   - Train leaders to exhibit desired behaviors, help teams
   - Identify employee behaviors needed to demonstrate the brand
   - Examine company rituals for opps to activate/reinforce culture
   - Establish/promote new rituals to build the desired culture
   - Analyze gaps b/w current & desired behaviors, impediments

3. Pacesetter
   - Provide work environments that support desired behaviors
   - Ensure employees have the right tools to work in desired way
   - Change systems/processes misaligned with culture goals

Reported corporate culture activities generally align to our stage definitions.
1. **PROFESSIONAL**
Corporate brand has been defined with a clear articulation of the corporate identity – who the company is and what it stands for. This includes visual elements along with a corporate narrative.

2. **PATHFINDER**
Corporate brand is managed as a competitive differentiator. Beyond a narrative, core brand attributes are reflected in how the enterprise performs. Brand health is measured and is benchmarked against peers. Gap analysis identifies where stakeholder experience is inconsistent with brand.

3. **PACESETTER**
Corporate brand is infused throughout the enterprise, delivering authentic “on brand” experiences not just to customers but for all stakeholders. These experiences are measured regularly to gauge success, and there is a system to predict issues and deliver on-brand responses.
Q20. Here are some activities typically undertaken by enterprises as they focus on corporate brand. Please select any that your team or enterprise has done or is currently doing.

n=152

Definition and communication of brand is prevalent while managing the brand experience is less common.

1. Professional
   - Develop, drive corporate brand narrative
     - 83%
   - Define, enforce visual brand identity standards
     - 80%
   - Align brand with culture
     - 78%
   - Align brand with corporate purpose and societal value commitment
     - 78%
   - Determine a distinct brand identity
     - 75%

2. Pathfinder
   - Partner with other functions to ensure "moments of truth" are "on brand"
     - 58%
   - Measure brand performance with key stakeholders against competitors
     - 51%
   - Identify "moments of truth"
     - 50%
   - Measure degree to which "moments of truth" are on "on brand"
     - 38%

3. Pacesetter
   - Use experiential design to ensure that experiences and touchpoints are "on brand"
     - 35%

Q20. Here are some activities typically undertaken by enterprises as they focus on corporate brand. Please select any that your team or enterprise has done or is currently doing.

n=152
1. PROFESSIONAL
The societal value created by your organization is clearly defined and is beginning to be incorporated across the organization, particularly in brand and culture. You’ve established ESG/sustainability goals and are likely reporting on them. You’ve begun developing your societal value and sustainability story supported by data and are telling it to stakeholders, including employees and investors. You may also be starting to speak out/take action on social issues.

2. PATHFINDER
Societal value is becoming systematized, an enterprise-wide endeavor starting at the top with a formal process for ensuring business strategy, practices, policies, products and services are consistent with it. You may have also developed a process for managing corporate activism with consideration given to brand and values, policy interests and stakeholder concerns.

3. PACESETTER
Societal value is fully, measurably and systematically integrated into the business and its strategy-making process. All decisions are taken through a societal value lens to effect change in society at large, perhaps beyond the business goals of the organization. You’ve developed a management system for anticipating and proactively addressing activism issues in a principled, on-brand and authentic way. ESG/sustainability programs are delivering tangible results.
Again, alignment and communication are common but systematizing societal value creation is less so.

Q7. Here are some activities typically undertaken by enterprises as they focus on societal value creation. Please select any that your team or enterprise has done or is currently doing:

n=121

1. Professional
   - Tell your societal value story to key stakeholders: 80%
   - Clearly define the organization's corporate purpose: 76%
   - Align purpose and societal value creation with brand: 68%
   - Align purpose and societal value creation with culture: 67%

2. Pathfinder
   - Engage stakeholders (e.g. partnerships) to advance societal value: 65%
   - Evaluate policies to ensure alignment with ESG/sustainability goals: 59%
   - Set ESG/sustainability goals: 57%
   - Measure progress against ESG/sustainability goals: 54%
   - Establish process to decide whether to speak out on social policy issues: 43%

3. Pacesetter
   - Integrate ESG reporting with financial reporting in annual report: 51%
   - Embed societal value creation into business strategy development: 48%
   - Gap analysis of stakeholder experience against societal value goals: 30%
Q8. You said your enterprise has a corporate societal value program. Does your enterprise create societal value through its …?

Enterprises know advancing societal value is about more than its products and services; it's about ESG/sustainability policies and even taking public stands.

- **Products & Services**: 85% Yes (n=121)
- **ESG or Sustainability Policies**: 88% Yes (n=120)
- **Public Stands on Societal Issues**: 57% Yes (n=121)
Largest companies most likely to report societal value creation beyond products & services.

### Does your enterprise create societal value through its …?

<table>
<thead>
<tr>
<th>Products &amp; Services</th>
<th>ESG or Sustainability Policies</th>
<th>Public Stands on Societal Issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;$1B n=13</td>
<td>85%</td>
<td>38%</td>
</tr>
<tr>
<td>$1B - $10B n=41</td>
<td>93%</td>
<td>44%</td>
</tr>
<tr>
<td>$10B+ n=51</td>
<td>80%</td>
<td>73%</td>
</tr>
</tbody>
</table>

Q8. You said your enterprise has a corporate societal value program. Does your enterprise create societal value through its …?
Asia region’s response is most surprising: 70% report creating societal value by taking public stands.

<table>
<thead>
<tr>
<th>Region</th>
<th>Products &amp; Services</th>
<th>ESG or Sustainability Policies</th>
<th>Public Stands on Societal Issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>87%</td>
<td>87%</td>
<td>45%</td>
</tr>
<tr>
<td>Europe</td>
<td>81%</td>
<td>84%</td>
<td>59%</td>
</tr>
<tr>
<td>Asia</td>
<td>83%</td>
<td>90%</td>
<td>70%</td>
</tr>
</tbody>
</table>

Q8. You said your enterprise has a corporate societal value program. Does your enterprise create societal value through its …?
The CCO’s Role in Corporate Character
Q21. Who is ultimately responsible for corporate brand – vs. product and service brands – in your enterprise? n=152
Q22. Although perhaps not “owning” corporate brand in your enterprise, does corporate communications or corporate affairs have a significant role in influencing corporate brand? n=50

Q30. Who is ultimately responsible for corporate culture in your enterprise? n=144
Q31. Although not “owning” corporate culture in your enterprise, does corporate communications or corporate affairs have a significant role in influencing corporate culture? n=119

Q10. Is the corporate communication or corporate affairs function involved in setting or running the ESG or sustainability policies and programs? n=105
Q12_A. Is the corporate communication or corporate affairs function involved in decisions to take public stands on societal issues or policies? n=68
CC/CA functions are highly collaborative, working closely with the CEO throughout and CHRO, CMO as appropriate. Especially telling is that CCOs are working with CHROs on brand and societal value, presumably to engage employees on both.

Q15, Q23, Q32. With which of your fellow corporate leaders do you work MOST closely on [DIMENSION]? Select up to three.

<table>
<thead>
<tr>
<th>Corporate Brand</th>
<th>Corporate Culture</th>
<th>Corporate Societal Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO</td>
<td>CEO</td>
<td>CEO</td>
</tr>
<tr>
<td></td>
<td>CHRO</td>
<td>Head of CR/CSR</td>
</tr>
<tr>
<td>CMO</td>
<td>CMO</td>
<td>CHRO</td>
</tr>
<tr>
<td>CHRO</td>
<td>CSO</td>
<td>General Counsel</td>
</tr>
<tr>
<td>CSO</td>
<td>COO</td>
<td>CMO</td>
</tr>
<tr>
<td>COO</td>
<td>General Counsel</td>
<td>CSO</td>
</tr>
<tr>
<td>General Counsel</td>
<td>CTIO</td>
<td>General Counsel</td>
</tr>
<tr>
<td>CTIO</td>
<td>Other</td>
<td>COO</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td>Other</td>
</tr>
</tbody>
</table>

n=148, n=136, n=120
Corporate brand is especially interesting, with two thirds of respondents reporting ownership. Many are collaborating closely with CEOs & CHROs, evidence that supports the relationship between culture and brand.

Q21. Who is ultimately responsible for corporate brand – vs. product and service brands – in your enterprise?

n=152

Q23. With which of the following corporate leaders does your function work most closely with respect to corporate brand? Select up to three.

n=148
Q22. Although perhaps not “owning” corporate brand in your enterprise, does corporate communications or corporate affairs have a significant role in influencing corporate brand?

n=50

For brand, interestingly, those in EU are least likely to be a leader and are instead largely participants.
Plurality identify as in the Pathfinder stage on all three corporate character dimensions.

Respondents are most advanced on their journeys in corporate culture, least in societal value, which is a new area of exploration for many. While corporate societal value may have most room for growth, there is opportunity advance all three dimensions.

Progression in Journey

<table>
<thead>
<tr>
<th>Stage</th>
<th>Corporate Brand</th>
<th>Corporate Culture</th>
<th>Corporate Societal Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stage 1: Professional</td>
<td>36%</td>
<td>28%</td>
<td>37%</td>
</tr>
<tr>
<td>Stage 2: Pathfinder</td>
<td>43%</td>
<td>40%</td>
<td>38%</td>
</tr>
<tr>
<td>Stage 3: Pacesetter</td>
<td>21%</td>
<td>27%</td>
<td>19%</td>
</tr>
</tbody>
</table>

Q6, Q19, Q28. Which of these three stages best describes where you organization is in its journey? *Asked among those who said they have a defined program*
Other Corporate Character Points of Interest
Q34. In your opinion, which of the following will be the MOST important attributes of high-performing corporate cultures in the future? Select up to three.

n=144

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agility</td>
<td>45%</td>
</tr>
<tr>
<td>Diversity and inclusion</td>
<td>38%</td>
</tr>
<tr>
<td>Less hierarchical/more empowered teams</td>
<td>35%</td>
</tr>
<tr>
<td>Growth mindset</td>
<td>33%</td>
</tr>
<tr>
<td>Adherence to values</td>
<td>27%</td>
</tr>
<tr>
<td>Risk-taking and experimentation</td>
<td>26%</td>
</tr>
<tr>
<td>Data-driven decision-making</td>
<td>24%</td>
</tr>
<tr>
<td>External vs. internal orientation</td>
<td>20%</td>
</tr>
<tr>
<td>Increased speed</td>
<td>17%</td>
</tr>
<tr>
<td>More digital skills and acumen</td>
<td>13%</td>
</tr>
<tr>
<td>Tech-savviness</td>
<td>5%</td>
</tr>
<tr>
<td>Don't know</td>
<td>2%</td>
</tr>
</tbody>
</table>
Q34. In your opinion, which of the following will be the MOST important attributes of high-performing corporate cultures in the future? Select up to three.

Asia is most focused on growth mind-set; for rest of world, agility is the most important attribute of high performing culture.
Employee engagement, corporate brand/reputation and attracting/retaining talent are most intensely impacted.

High impact on brand and reputation supports culture as visceral expression of brand.

### Measurable Positive Impact

<table>
<thead>
<tr>
<th>Metric</th>
<th>A lot</th>
<th>Somewhat</th>
<th>Only a little</th>
<th>Not at all/ No impact</th>
<th>Don’t measure/DK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee engagement</td>
<td>65%</td>
<td>27%</td>
<td>6%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Corporate brand or reputation</td>
<td>57%</td>
<td>30%</td>
<td>5%</td>
<td>3%</td>
<td>4%</td>
</tr>
<tr>
<td>Attract or retain talent</td>
<td>54%</td>
<td>35%</td>
<td>8%</td>
<td>1%</td>
<td>2%</td>
</tr>
<tr>
<td>Customer acquisition or loyalty</td>
<td>38%</td>
<td>41%</td>
<td>9%</td>
<td>4%</td>
<td>7%</td>
</tr>
<tr>
<td>Strategy execution</td>
<td>34%</td>
<td>49%</td>
<td>12%</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>Financial performance</td>
<td>32%</td>
<td>39%</td>
<td>17%</td>
<td>6%</td>
<td>6%</td>
</tr>
</tbody>
</table>

Q35. To what extent does your enterprise’s corporate culture measurably impact the following in a POSITIVE way?

n=142
Q25. To what extent does your enterprise’s corporate brand measurably impact the following in a POSITIVE way? a) employee engagement b) financial performance c) corporate reputation d) attracting or retaining talent

n=152

Corporate brand positively impacts all tested metrics, especially reputation.

Measurable Positive Impact

<table>
<thead>
<tr>
<th>Metric</th>
<th>A lot</th>
<th>Somewhat</th>
<th>Only a little</th>
<th>Not at all/ No impact</th>
<th>Don’t measure/DK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate reputation</td>
<td>56%</td>
<td>32%</td>
<td>6%</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Employee engagement</td>
<td>49%</td>
<td>39%</td>
<td>8%</td>
<td>1%</td>
<td>2%</td>
</tr>
<tr>
<td>Attract or retain talent</td>
<td>48%</td>
<td>38%</td>
<td>9%</td>
<td>1%</td>
<td>4%</td>
</tr>
<tr>
<td>Financial performance</td>
<td>29%</td>
<td>42%</td>
<td>20%</td>
<td>5%</td>
<td>5%</td>
</tr>
</tbody>
</table>
Q16. To what extent does your enterprise’s corporate brand measurably impact the following in a POSITIVE way? a) employee engagement b) financial performance c) corporate brand d) attracting or retaining talent

n=118

Corporate societal value positively impacts all tested metrics; corporate brand, employee engagement most, financial performance least.
CommTech Supporting Corporate Character
CommTech Progression Path

1. PROFESSIONAL
   Produce and distribute digital content and listen and engage stakeholders through social media. Success is measured by performance of content (e.g., likes, clicks, retweets, downloads, shares).

2. PATHFINDER
   Shift from publishing content to driving desired behaviors through digital campaigns that move stakeholders along a journey with a prescribed sequence of touchpoints. There is increasing use of paid content and targeting audiences by interests and behaviors rather than demographic attributes. Success is measured by stakeholder progression through the journey (e.g., e-mail open rates, bounce and abandonment rates, conversions, etc.). The communications team is formally trained in Agile methods and their work is characterized by continual iteration of content, offers and the journey design based on real-time data feeds.

3. PACESETTER
   Using data and analytics, stakeholder targeting is highly personalized. Teams use greater levels of automation to test and iterate content and adjust targeting and re-targeting. Success is measured by business outcomes – leads converted to sales, job offers accepted, workforce acquiring new skills, etc. – and stakeholder advocacy for the organization (e.g., user reviews, Glassdoor ranking, etc.).
CommTech reported to be the least developed of all tested dimensions.

Half report they are in Professional stage, which focuses on social listening and digital content production/distribution.

- Professional: 50%
- Pathfinder: 34%
- Pacesetter: 12%

Just over half say they still have significant work to do before getting to next level.

- Still have significant work to do: 56%
- Somewhere in the middle but making good progress: 38%
- Nearly there: 6%

Q37_A. Please indicate which of these three stages best describes where your organization is its CommTech journey. n=161

Q28_B. For the stage that you selected, how close do you think you are to the next stage? [ASKED OF STAGE 1 AND 2 ONLY] n=98
Half say they are in Professional stage, which focuses on social listening and digital content production/distribution; their activities and tools mirror this.

**Activities**
- Monitor social platforms: 81%
- Track content performance: 68%
- Measure conversion rates for content: 51%
- Detect/protect company from cyberattacks and fake news: 48%
- Gauge reputation health through sentiment analysis: 43%

**Technology Tools Used**
- Social media management tool for listening, responding and sharing content: 82%
- Earned media management tools for tracking coverage: 73%
- Content management system (CMS) for planning and delivering content: 57%

Q39. Here are some activities typically undertaken by companies using CommTech, including data analytics. Please select any that your company has done or currently does. n=160
Q38. Which of the following are part of the set of technology tools (i.e., tech stack) that your team uses? Select all that apply. n=161
That half say they are in the Professional stage reflects communication’s foundations in messaging, storytelling and positioning – “what we want to know.” The Pathfinder and Pacesetter stages require a focus on the audience, ideally down to the individual, and on helping the audience to take action. In essence, the Progression path is from “what we want you to know” to “what we would like you to do.”

**1. Professional**
- Monitor social platforms: 81%
- Track content performance: 68%
- Measure conversion rates for content: 51%
- Detect/protect company from cyberattacks and fake news: 48%
- Gauge reputation health through sentiment analysis: 43%

**2. Pathfinder**
- Segment audiences by attributes (demographics): 41%
- Segment audiences by behaviors (twitter follows, link clicks, etc.): 39%
- A/B testing of content: 28%
- Design prescribed stakeholder journeys with sequential touchpoints: 24%
- Use Agile to optimize campaign performance: 21%
- Segment audiences by interests (hobbies, groups, etc.): 19%

**3. Pacesetter**
- Automate delivery and optimization of content in real time: 27%
- Hyper-target and continuously refine cohorts, maybe to individual: 10%

Q39. Here are some activities typically undertaken by companies using CommTech, including data analytics. Please select any that your company has done or currently does:
n=160
The required re-orientation from message-to audience – centricity is reflected in how few CCOs segment or target audiences.

<table>
<thead>
<tr>
<th>Current Tools/Activities</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Segment audiences by attributes like job, title, location, etc.</td>
<td>41%</td>
</tr>
<tr>
<td>Segment audiences by behavior like following people on Twitter, clicking links, etc.</td>
<td>39%</td>
</tr>
<tr>
<td>Data analytics for tracking performance and user behavior</td>
<td>35%</td>
</tr>
<tr>
<td>Segment audiences by attributes like hobbies, sports, movies, etc.</td>
<td>19%</td>
</tr>
</tbody>
</table>

Q38. Which of the following are part of the set of technology tools (i.e., tech stack) that your team uses? Select all that apply. n=161
Q39. Here are some activities typically undertaken by companies using CommTech, including data analytics. Please select any that your company has done or currently does: n=160
Few are designing, iterating analyzing digital campaigns or using automation, as prescribed in the Pathfinder stage.

Q38. Which of the following are part of the set of technology tools (i.e., tech stack) that your team uses? Select all that apply. n=161

Q39. Here are some activities typically undertaken by companies using CommTech, including data analytics. Please select any that your company has done or currently does: n=160
Q40. What is limiting your team from advancing to higher levels of skill and impact when it comes to CommTech? Select all that apply. n=160

Skills and budget are the biggest hurdles to advancing.

<table>
<thead>
<tr>
<th>Option</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skills, knowledge, talent</td>
<td>61%</td>
</tr>
<tr>
<td>Budget constraints</td>
<td>61%</td>
</tr>
<tr>
<td>Tools and technology</td>
<td>38%</td>
</tr>
<tr>
<td>Metrics to demonstrate ROI</td>
<td>38%</td>
</tr>
<tr>
<td>Lack of upper management support</td>
<td>21%</td>
</tr>
<tr>
<td>Other</td>
<td>14%</td>
</tr>
<tr>
<td>Don’t know</td>
<td>4%</td>
</tr>
<tr>
<td>None of the above</td>
<td>3%</td>
</tr>
</tbody>
</table>
Q40. What is limiting your team from advancing to higher levels of skill and impact when it comes to CommTech? Select all that apply.

EU respondents more likely to report skill gaps as an obstacle; Asia more focused on lacking metrics.

<table>
<thead>
<tr>
<th>Limitation</th>
<th>North America (N=62)</th>
<th>Europe (N=40)</th>
<th>Asia (N=40)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skills, knowledge, talent</td>
<td>55%</td>
<td>55%</td>
<td>73%</td>
</tr>
<tr>
<td>Tools and technology</td>
<td>44%</td>
<td>38%</td>
<td>30%</td>
</tr>
<tr>
<td>Budget constraints</td>
<td>18%</td>
<td>28%</td>
<td>25%</td>
</tr>
<tr>
<td>Lack of upper management support</td>
<td>27%</td>
<td>38%</td>
<td>65%</td>
</tr>
<tr>
<td>Metrics to demonstrate ROI</td>
<td>53%</td>
<td>63%</td>
<td>70%</td>
</tr>
</tbody>
</table>
Tools and technology tend to be bigger obstacles for smaller companies.

Q40. What is limiting your team from advancing to higher levels of skill and impact when it comes to CommTech? Select all that apply.
Key Takeaways
• Most enterprises are actively working to manage dimensions of corporate character. Almost universally, respondents report having defined approaches to managing corporate brand and corporate culture. Corporate societal value is also defined by the vast majority.

• A plurality identify as being in the Pathfinder stage on all three corporate character dimensions.

• Respondents are most advanced in their corporate culture journey, least in societal value, which is a new area of exploration for many. While corporate societal value have most room for growth, there is an opportunity to advance all three dimensions of corporate character.
Key Takeaways

• CC/CA functions have ownership and/or intense involvement in all three dimensions of corporate character. They are highly collaborative, working closely with the CEO throughout and CHRO and CMO as appropriate.

• Corporate brand is especially interesting, with majority of respondents reporting ownership and collaborating closely with CEOs & CHROs, evidence that supports the relationship between culture and brand.

• For CommTech, half are operating in the Professional stage, reflecting Communications’ foundations in messaging, storytelling and positioning. More advanced stages require a greater focus on audience and helping them to take action. There is a required re-orientation from message- to audience-centricity and CommTech can support.
To find *The CCO as Pacesetter* and related content:

knowledge.page.org

For more on the Progression Paths:

paths.page.org

Special thanks to APCO Worldwide for conducting this research on behalf of Page.