

THE IMPACT OF TOP MANAGEMENT TEAM MARKETING HUBRIS ON CMO POWER

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ABSTRACT: The study explores the impact of top management team (TMT) marketing hubris—a cognitive bias characterized by overconfidence in marketing expertise—on Chief Marketing Officer (CMO) power within organizations. Through 19 in-depth interviews with CMOs across diverse industries, the research identifies TMT marketing hubris as a significant factor that undermines CMO influence by marginalizing their role, preventing initiatives, and limiting resource allocation. The study proposes strategies for CMOs to mitigate these effects, including educating TMT members about marketing complexities, demonstrating high performance through results, and leveraging alliances with CEOs to challenge TMT perceptions. These findings contribute to the understanding of CMO power through the lens of upper echelon theory and cognitive biases, offering actionable insights for CMOs to navigate their roles effectively and enhance organizational success. The study underscores the necessity for further exploration of cognitive biases in TMT dynamics and their implications for marketing leadership.

KEYWORDS: Chief Marketing Officer; Marketing Hubris; Upper Echelon

TRACK: Marketing Strategy & Theory