

# TAKING A STAND: HOW CMOS AND CCOS ARE REDEFINING THEIR ROLES IN TODAY'S HIGHLY CHARGED SOCIAL, CULTURAL AND POLITICAL CLIMATE

## NOTED FINDINGS:

1

While companies are more comfortable with uncertainty, they are spending more time addressing social topics that may or may not be related to their core business, guided by their organizational principles and values

2

Companies were strategic and thoughtful with how they communicated, but many felt pressure to respond rapidly, with both their internal and external stakeholders

3

Employees are increasingly expecting their companies to take a stand on social issues

4

More companies are observing trends, reviewing crisis plans, and checking the pulse of the social, cultural and political climate by using tools and techniques to stay abreast of changing issues

5

False news is challenging communications and marketing executives, making the role of building and protecting the company's reputation even more complex

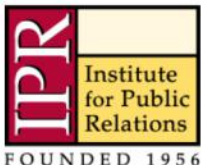
6

The study places executives on a continuum in terms of how they respond to issues, depicting six categories, ranging from a "Risk-Averse Executive" to a "Courageous Advocate"

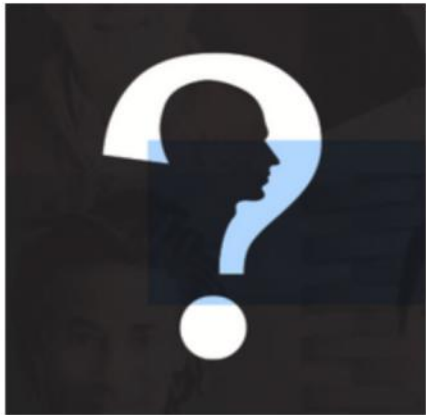
For the full study, please visit: <https://buff.ly/2J0DA1a>

*Methodology: Interviews with 25 marketing and communications executives*

peppercomm  
LISTEN. ENGAGE. REPEAT.



# Which executive are you?



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LISTEN. ENGAGE. REPEAT.

Download the full study: <https://buff.ly/2JODA1a>

“Taking a Stand: How CMOs and CCOs are Redefining their Roles in Today’s Highly Charged Social, Cultural and Political Climate”



## THE RISK-AVERSE EXECUTIVE

Avoids speaking out on any controversial social topic that might alienate even a small percentage of stakeholders



## THE CONSERVATIVE COMMUNICATOR

Shies away from controversial and/or political topics publicly

Considers speaking out on hot-button issues with employees



## THE PRAGMATIC STUDENT

Seeks guidance from their peers, and based on best practices, creates their own tailored approach



## THE C-SUITE COLLABORATOR

Actively engages with the C-suite and key employee groups

Creates alignment, strategy and action plans



## THE MORALIST

Sees themselves as the keeper of the organization’s purpose, values and principles

Willing to take a stand on issues that strike at the heart of the business



## THE COURAGEOUS ADVOCATE

Actively and passionately speaks out on hot-button issues to reinforce the company’s purpose, even if it means alienating key stakeholders