

## Taking a Stand: The Changing Role of CCOs & CMOs

### WHICH EXECUTIVE ARE YOU?

Peppercomm and IPR interviewed 25 CCOs and CMOs in 2018 about how their roles and responsibilities are shifting in light of the current social, cultural and political landscape.

This research uncovered a broad spectrum of executives in terms of their mindset and approach to this tumultuous world and their role as communicators.



#### THE RISK-AVERSE EXECUTIVE

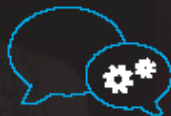
Avoids speaking out on any controversial social topic that might alienate even a small percentage of stakeholders



#### 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 upon best practices, and 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