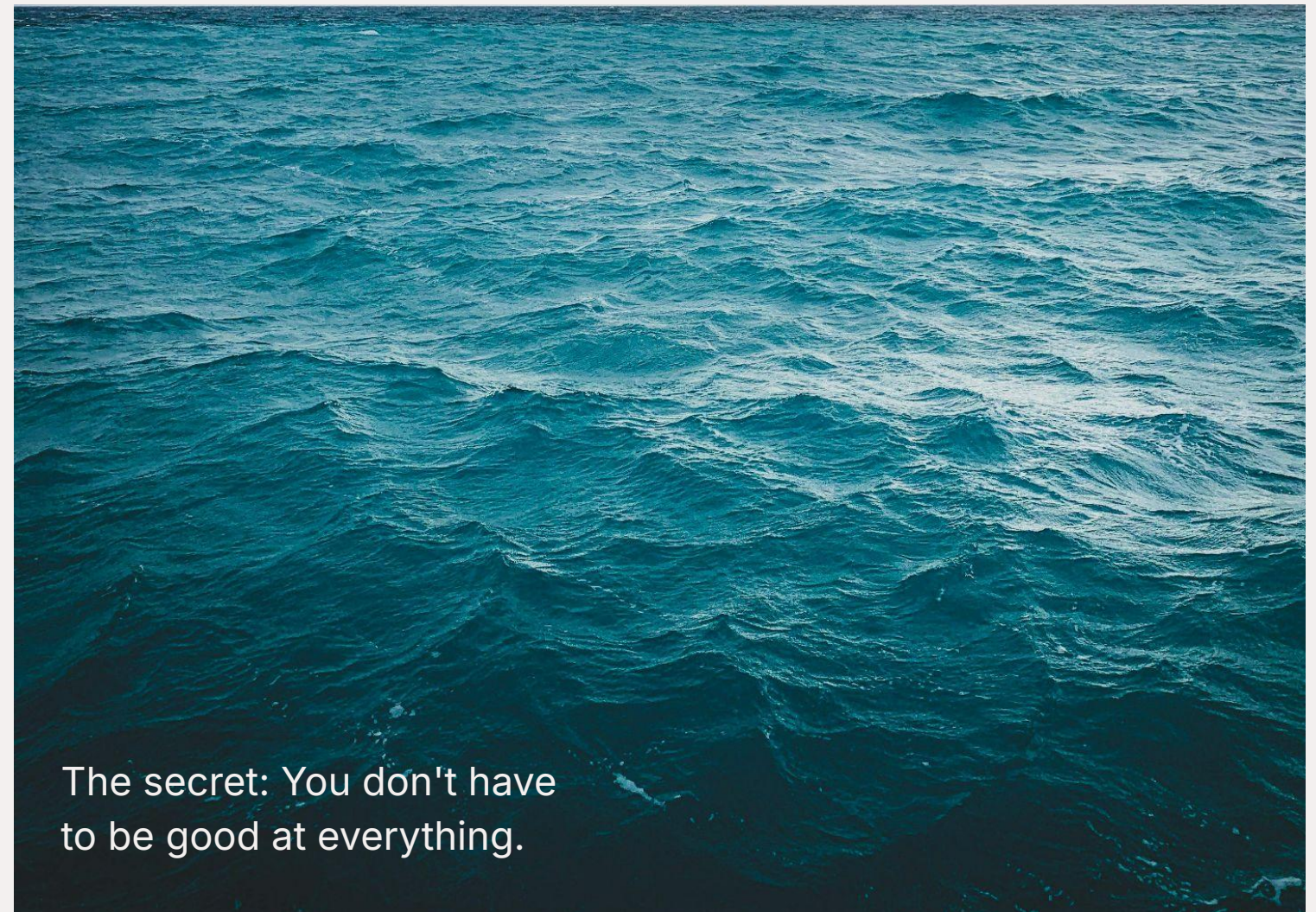




Draft

Confidential. Not for wide release.
Preprint draft as of Aug 4, 2025

Creating an Edge



The secret: You don't have
to be good at everything.

A quantitative analysis
of Marketing Effectiveness

CMOs are under pressure.

Demands are relentless, budgets are scrutinized, and the pressure to deliver results is higher than ever. The temptation? Spread resources thin, dabbling in every new platform and tactic. But what if the path to marketing glory lies not in breadth, but in depth? What if the key is to identify your *superpower* and wield it with laser precision?

This isn't a collection of dusty platitudes. We're diving deep into the data, drawing on the **Black Glass Edge Index** measuring over 300 companies to uncover the hidden drivers of marketing effectiveness.

We'll equip you with a tested roadmap to:

- Uncover your organization's "edge" and transform it into a competitive weapon.
- Harness the magnetic power of purpose to attract customers and inspire employees.
- Identify and neutralize the silent killers – those hidden weaknesses that can sabotage even the best strategies.
- Learn from real-world success stories and avoid the costly pitfalls of average marketing.

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The Gist

In a world of marketing chaos,
focus is your superpower.

The Black Glass Edge Index reveals
that top-performing marketers don't
try to be everything to everyone.

01

Ignite purpose

Purpose-driven companies see a 23% boost in customer retention and a 40% reduction in customer acquisition costs.

02

Cultivate a unique edge

Leaders are 94% more likely to reach the top quartile by achieving excellence in a single area, driving 8-25% higher growth.

03

Neutralize weaknesses

A staggering 25% of companies have a critical weakness that can cripple even their best efforts.

04

Build reinforcing systems

By tweaking your processes and op model, you can create virtuous cycles where strengths in one area fuel success in others. This requires a holistic approach to marketing that integrates disciplines.

05

Spend smarter, not harder

The "sweet spot" for marketing spend is between 3% and 8% of revenue – winning is about smart bets, not sheer volume.

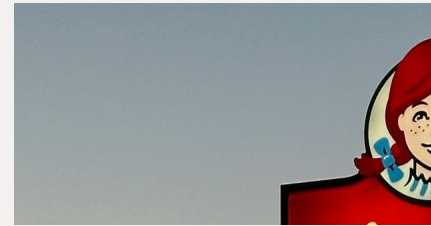
06

Embrace platform economics

Platform strategies can slash customer acquisition costs by 60-80% and boost lifetime value by 300-500%.

Creating focus creates bananas results

Follow the recipe on p.30



Roasting profit for Wendy's

By embracing an irreverent social media strategy centered around "roasting" competitors and engaging directly with customers, Wendy's has driven brand awareness and customer loyalty, resulting in eye popping engagement, a boost in foot traffic, and a stronger connection with its target demo.



Happy Customers for Ryanair

By aggressively investing in digital channels, self-service options, and a focus on customer data, Ryanair is improving customer satisfaction while driving marketing efficiency in a traditionally cost-sensitive industry.



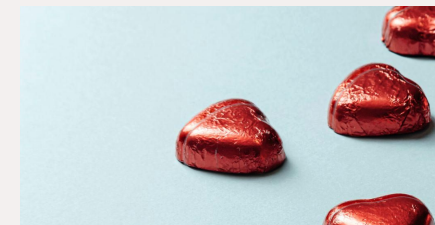
\$100M for Beverage Maker

Following this recipe to boost Marketing Efficiency, they uncorked **98%** shorter launch times, a **70%** boost in productivity, **\$100M** in incremental revenue, and happier teams.



20% boost to Mondelez mROI

By consolidating its customer data platform and investing in AI-powered personalization, Mondelez is enhancing its digital experience and driving **15%-20%** improvements in marketing ROI for iconic brands like Cadbury.



\$61M for a Portfolio Brand

When an Online Community giant followed this recipe to boost Marketing Efficiency, it also unlocked new Customer Acquisition skills and led to **\$61M** in cost savings – **\$30M** of which landed in year one.



Record Profits for Auto Insurer

When a national **Auto Insurer**, followed this recipe to boost Purpose Clarity, it led to a turnaround of record profits and operational efficiency – not to mention a boost in client and agency collaboration.

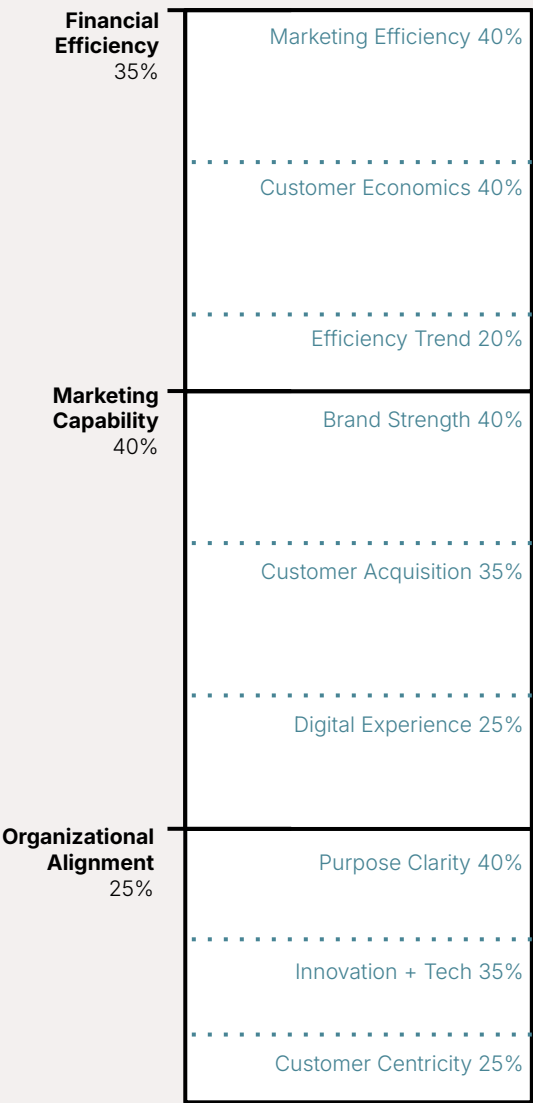
The Goods

Forget the small talk, let's get to business. This section is your marketing cheat sheet, highlighting the ways you can juice your team's strategy to boost performance.

What we measured

We built a dataset of over 300 top marketers, spanning industries and geographies, to understand the ingredients that drive marketing performance.

We broke the analysis into three major categories: Financial Efficiency, Marketing Capability, and Organizational Alignment—and further broke each of those categories into nine core capabilities that span industries.



Purpose Isn't a Buzzword, It's a Pre- requisite

A clearly defined purpose is no longer a nice-to-have; it's a fundamental driver of marketing performance. Our data was conclusive: the firms in the top quartile had a purpose clarity score at or above the mean. When teams and customers know what you do and what you stand for, they're easier to attract and easier to retain for longer.

Said another way: a clearly defined and understood purpose won't count as one of your strengths. It's a must-have. You kind of can't pass Go without it.

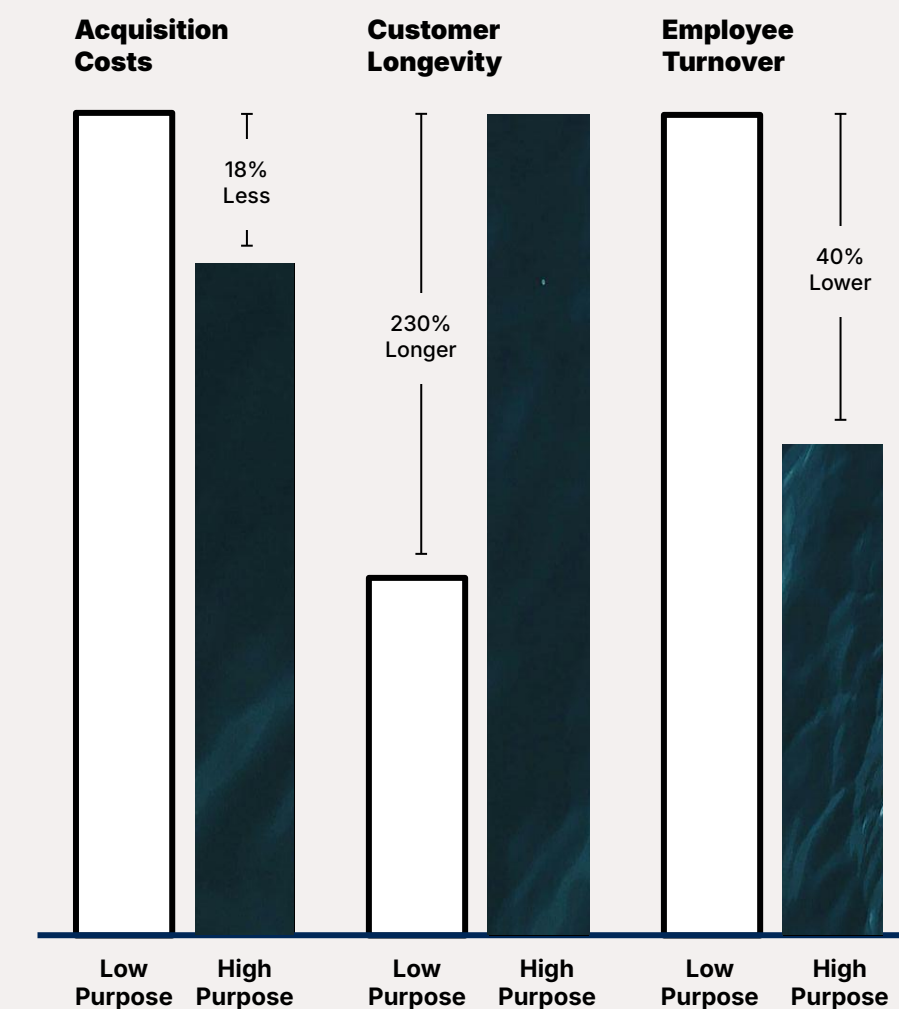
Example: Companies with Purpose Alignment scores above 8.5 demonstrate:

23% higher customer retention rates

40% lower customer acquisition costs

2.3x higher employee advocacy rates

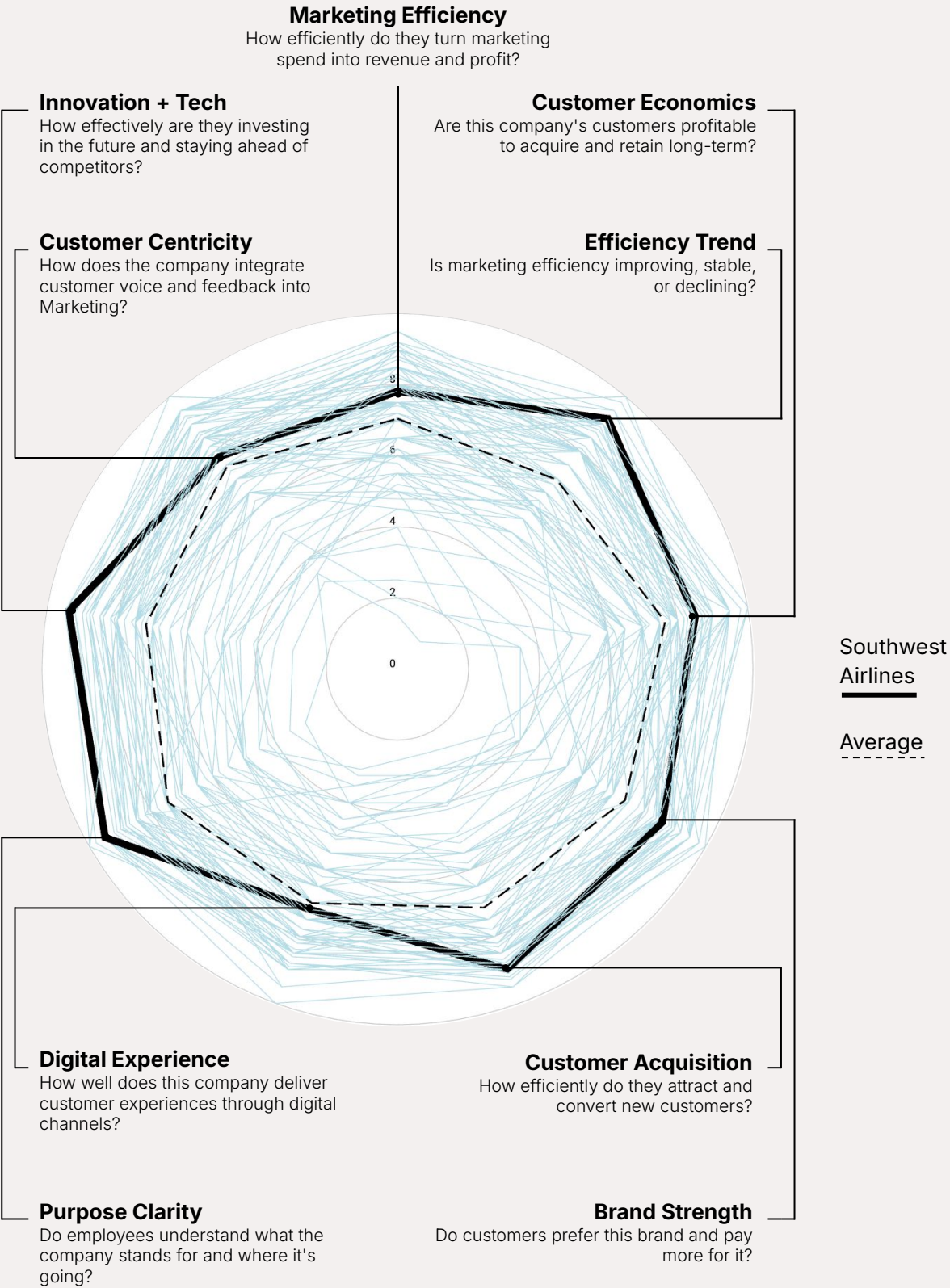
EXHIBIT 1
**Purpose Powers Performance,
Inside and Out**





Purpose paid off for 47 years

Southwest Airlines built an empire by democratizing air travel through its unwavering commitment to low fares and accessible flying. From its original "Love" branding to its bags-fly-free policy, Southwest has consistently championed the everyday traveler over premium perks. This authentic focus on affordability has delivered remarkable results: Southwest carried more domestic passengers than any other U.S. airline for decades while maintaining 47 consecutive years of profitability before the pandemic. The company's playful culture, no-frills service model, and point-to-point routes all serve the same core mission – making air travel simple and affordable for regular people, not just business elites. Southwest's success proves that when you genuinely serve an underserved market with consistent purpose, you can transform an entire industry while building lasting customer loyalty.

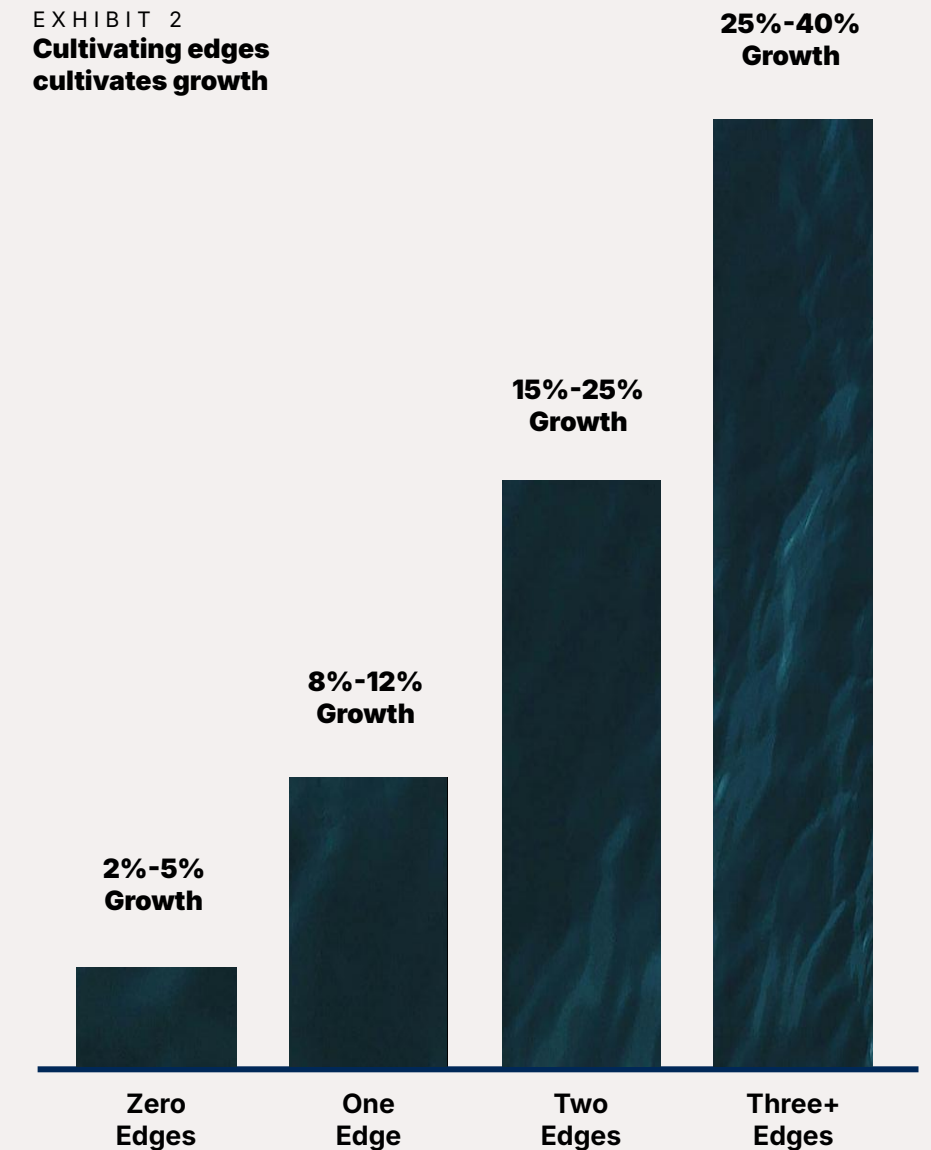


Leaders Push Edges, Laggards Chase Averages

Our research reveals a clear pattern: standout marketing leaders don't try to be good at everything; they aim for excellence in one thing. Firms that have achieved excellence¹ in at least one capability are 94% more likely to reach the top quartile than those who haven't. This "edge" becomes a foundation for growth, creating a reinforcing system where strengths in one area fuel success in others (think "lifting weights fuels muscle mass, which fuels bone strengthening, which fuels balance" or in the context of marketing, strong brand strength fuels customer economics, which fuels marketing efficiency, which creates an even stronger brand).

Companies with a single "edge" experience 8-12% growth, while those with two edges see 15-25% growth. What does this tell us? That there's a business case for specialization.

EXHIBIT 2
**Cultivating edges
cultivates growth**



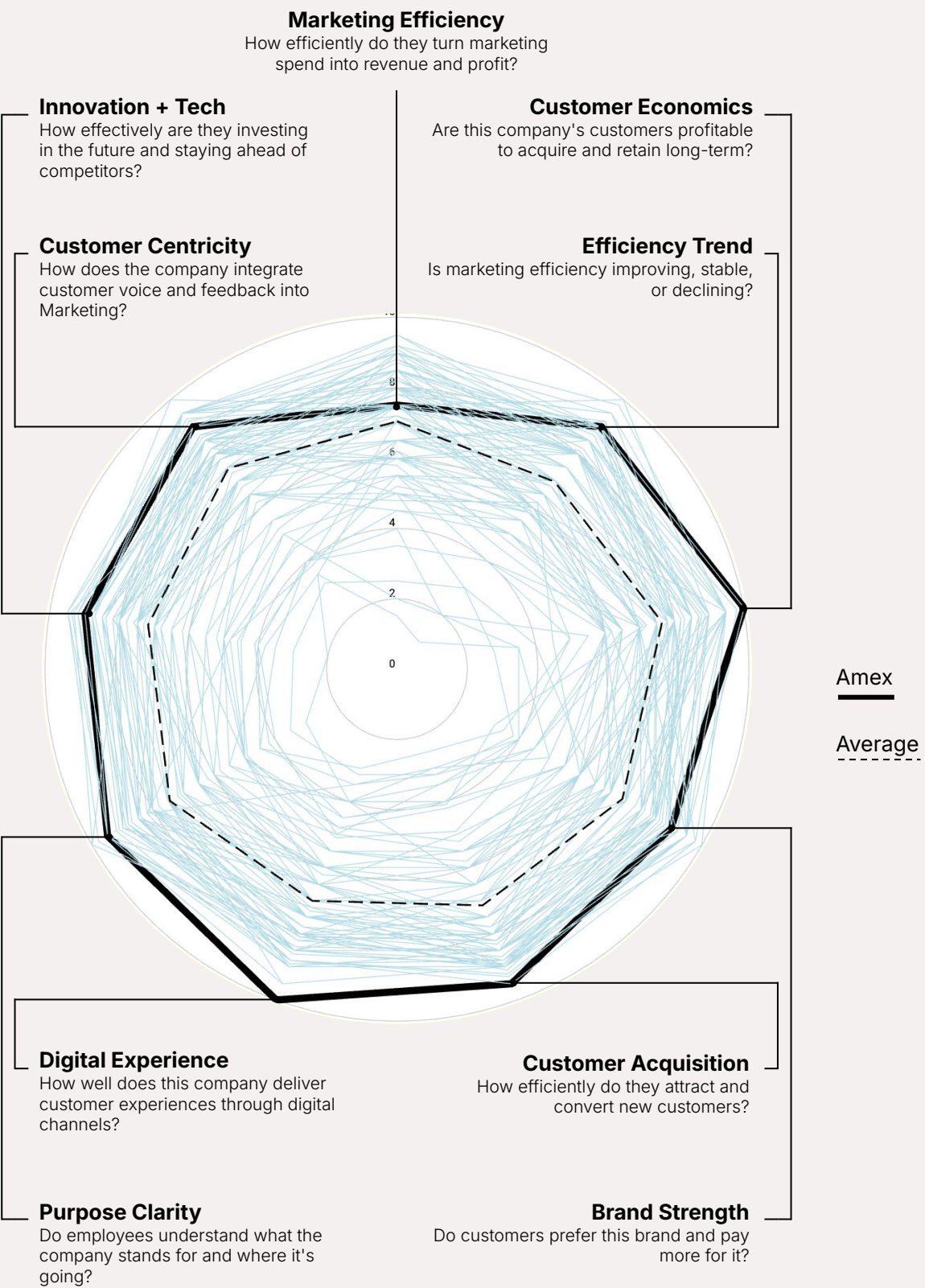
¹We define excellence as scoring greater than 1.5 standard deviations above the mean in any capability.

AMERICAN EXPRESS

Pushing edges pushes results

American Express has sustained strong growth under CMO Elizabeth Rutledge through a focus on digital-first customer experiences. Amex shifted the company's flagship magazines to digital platforms and emphasized streamlined, frictionless customer interactions, while expanding AI use from fraud prevention to personalizing customer experiences.

Their "Powerful Backing" platform integrates across touchpoints, and community programs like Stand for Small have helped drive customer acquisition – the company added two million new members in one recent quarter. The strategy demonstrates how combining superior digital experience with authentic community support can accelerate both customer acquisition and retention in competitive financial services.

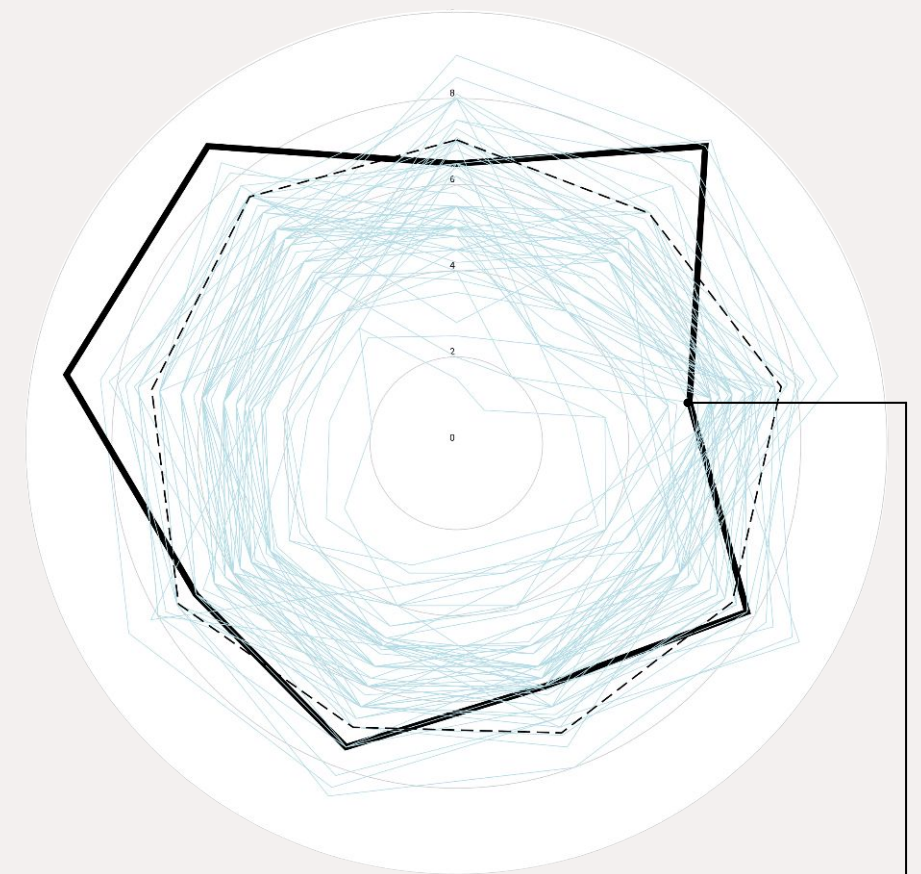


03

One Weakness Can Sink You, Even If You Have an Edge

While excelling in at least one area is crucial, neglecting fundamental weaknesses can be fatal. 25% of all companies have at least one extreme weakness (more than 1.5 standard deviations below the mean). Only two companies with an extreme weakness managed to achieve above-average performance, and those were outliers in brand strength.

Chart: Only one company with a critical weakness also has an edge. And that company is NVIDIA, who may have factors beyond marketing contributing to their success.



NVIDIA

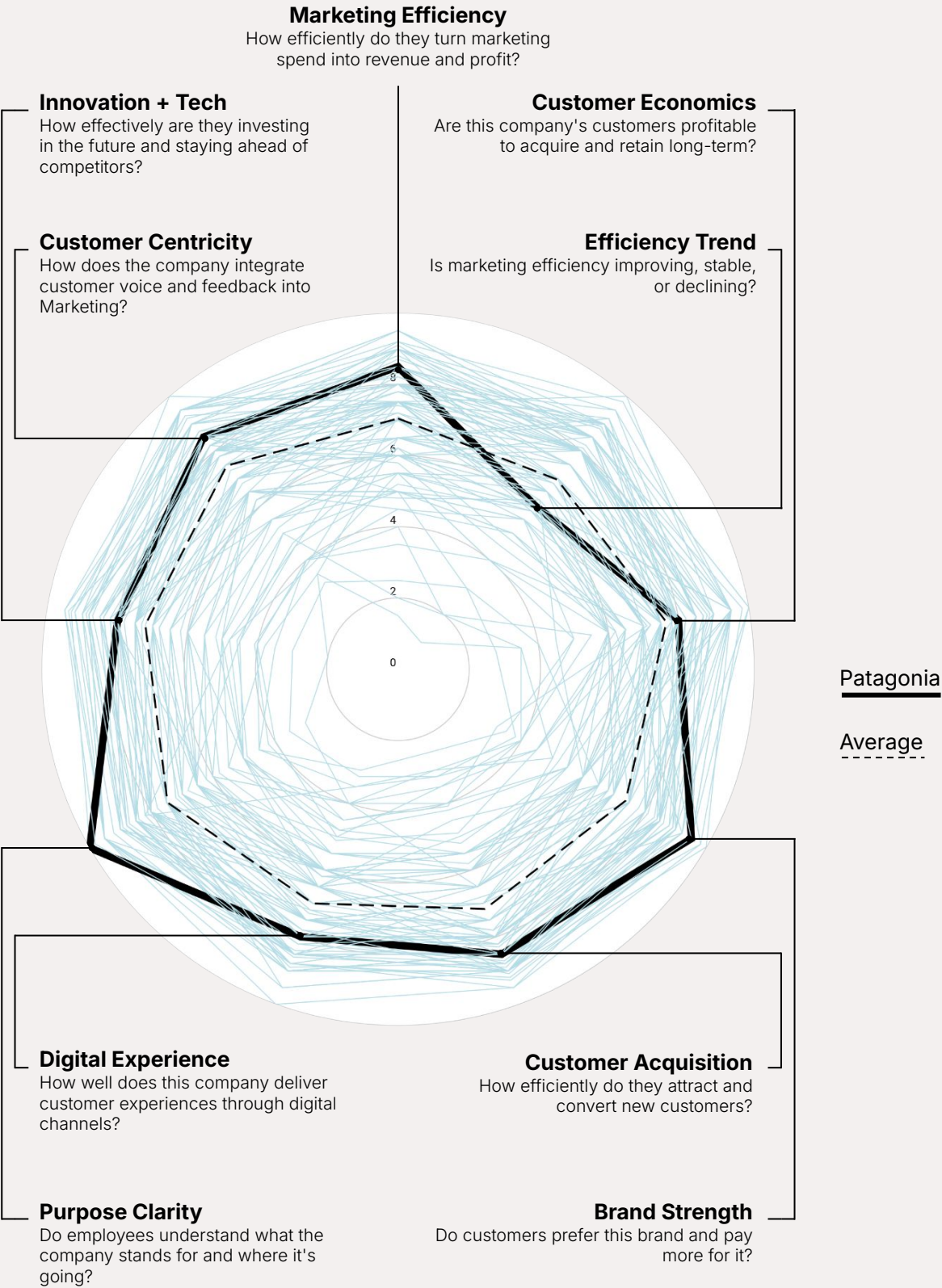
Average

Customer Economics

It helps when you're the only seller of frontier GPUs. No other company has such a critical weakness in one of these capabilities and still maintains strong financial performance.

One weakness chips away at revenue

Even Patagonia – who ranked #44 overall – has a soft spot where in their marketing efficiency trend. Their sales quadrupled over the last ten years, but have been declining since 2019. This aligns McKinsey’s finding: companies with significant operational inefficiencies are 20% less profitable than their peers, regardless of their strengths.

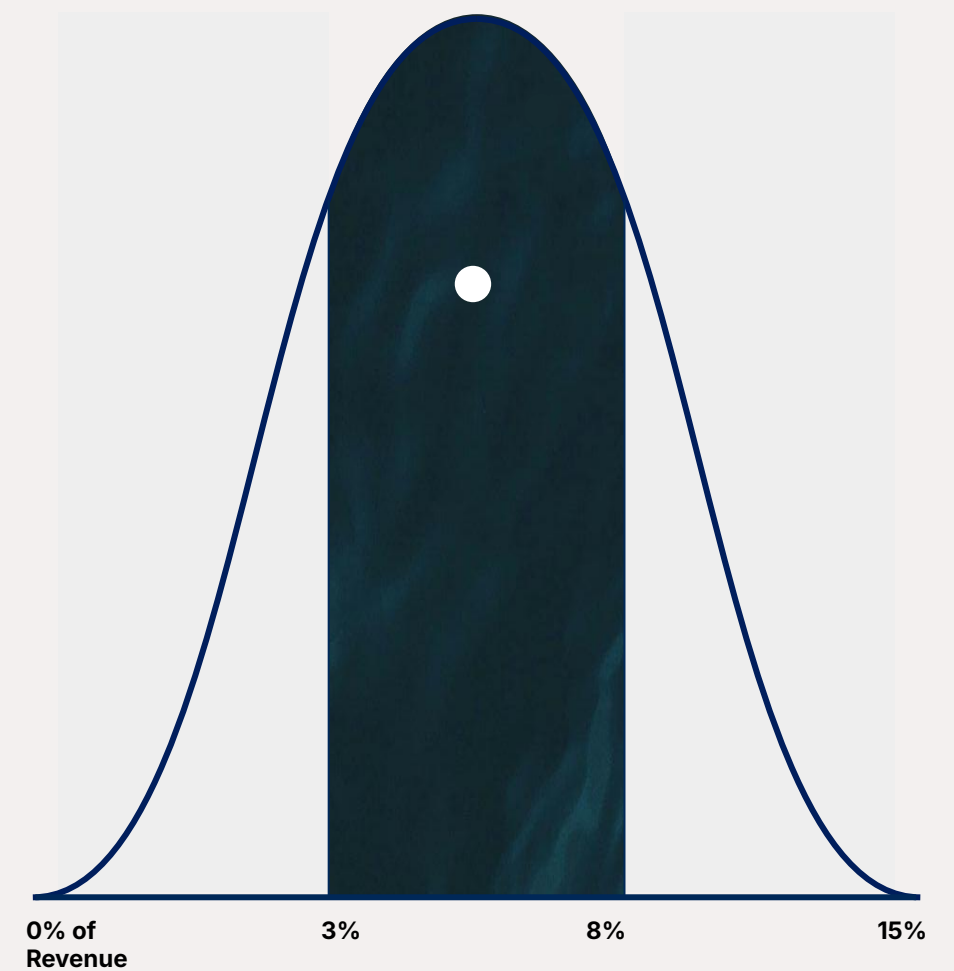


The Sweet Spot: Spending Smarter, Not Harder

Nearly 70% of marketers in the top quartile spend between 3% and 8% of revenue on marketing. The firms below 3% are most often underinvesting (like State Farm and UPS), and the firms spending more than 15% of revenue are trying to climb out of bad trends (like Peloton). This suggests that there's an optimal level of marketing investment that balances growth with profitability. Spending too little can stifle growth, while spending too much can erode margins.

A Gartner study found that the average marketing budget as a percentage of revenue is 6.4% across industries, which supports the idea of a sweet spot between 3% and 8%.

EXHIBIT 3
Top Quartile Marketers Keep Spending in the Sweet Spot

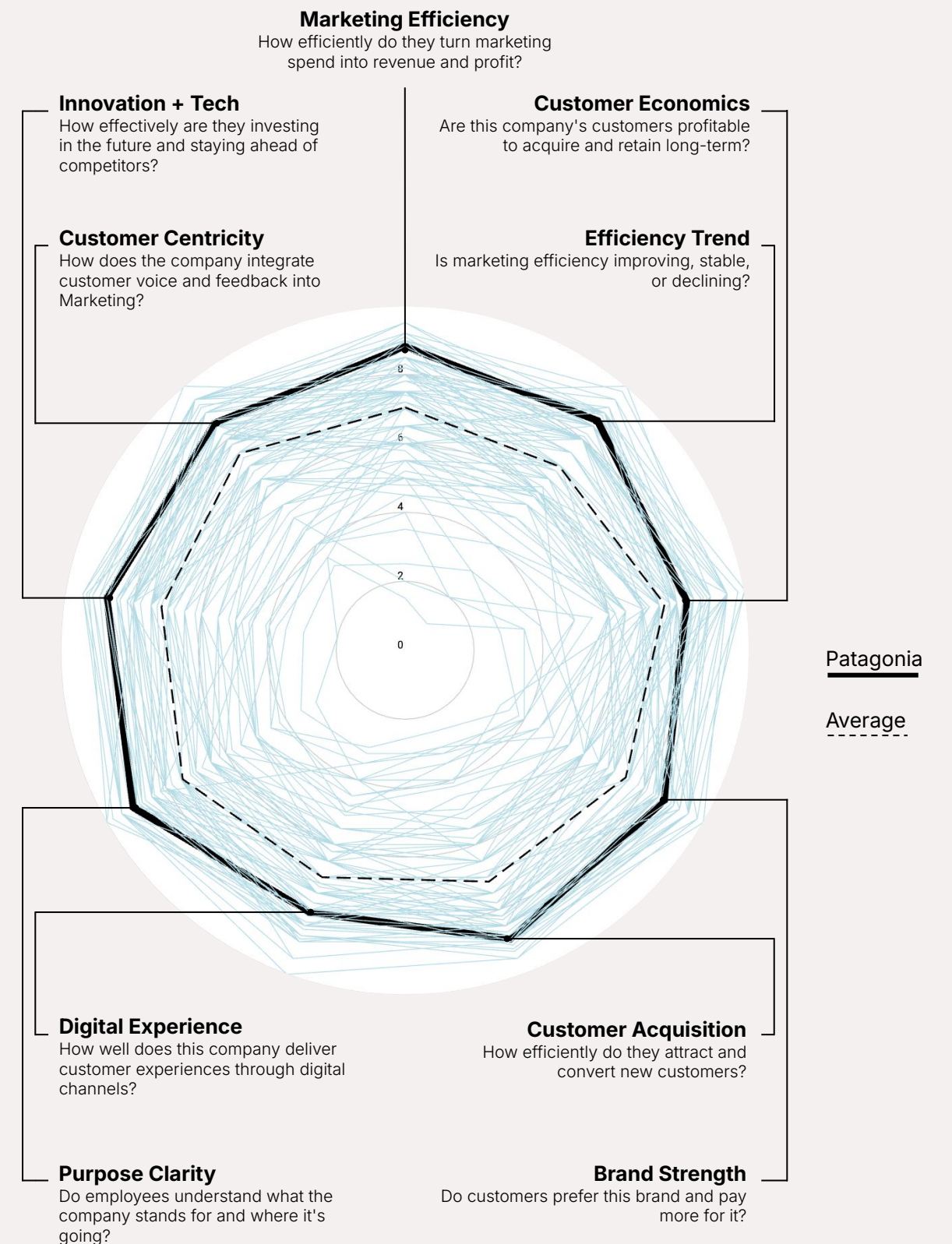


Unilever

Trimming spend doesn't have to trim your sails

Unilever trimmed \$1.6 billion from its marketing budget by implementing zero-based budgeting and focusing on ROI-driven channels like digital and influencer marketing. Despite the reduced spending, Unilever's operating profit margin improved from 16.4% to 19.1%, and the share price increased by approximately 20%. This demonstrates that data-driven marketing and a focus on efficiency can lead to financial outperformance, even with a reduced marketing budget.

Marketing spend efficiency is correlated 0.79 with profitability – a strong metric relationship. Companies that optimize marketing spend have strong profitability capabilities.



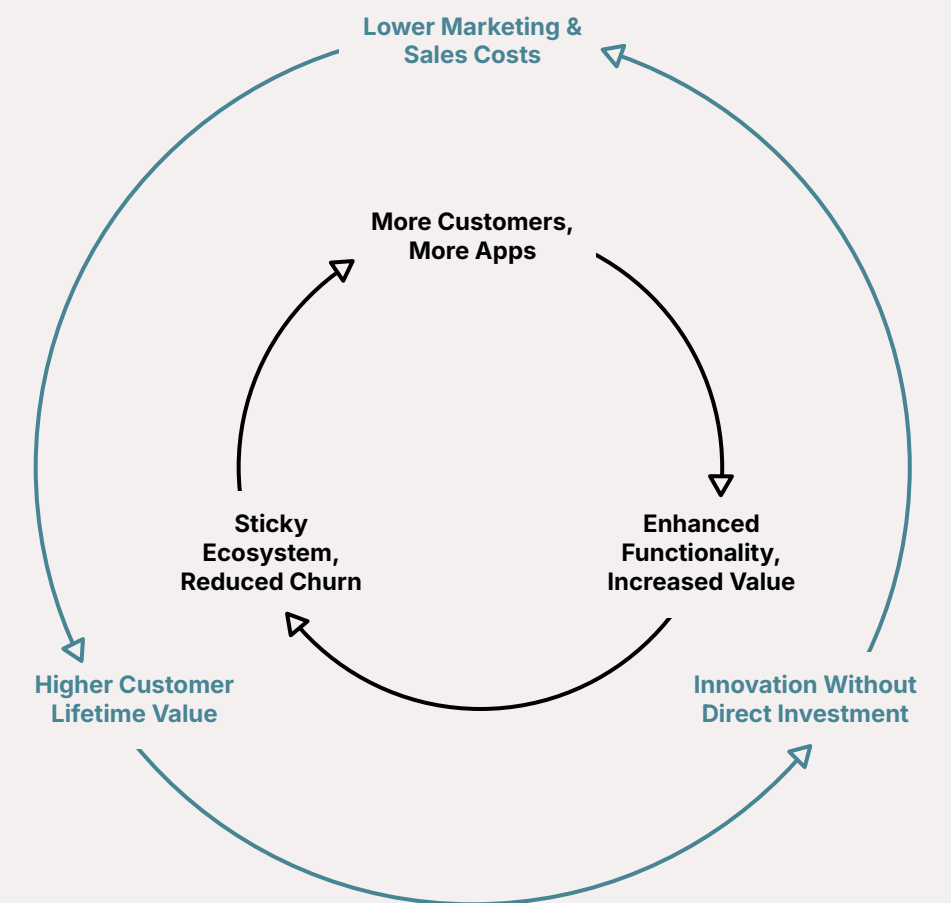
The Power of Platform Economics

Companies with strong platform ecosystems often achieve superior marketing efficiency.

Example: Apple spends approximately 1% of its revenue on sales and marketing, but still maintains its position as a top global brand. NVIDIA's marketing spend is also lean, contributing to its significant market capitalization. Google's platform ecosystem drives substantial advertising revenue with strong ROI. A 2023 Harvard Business Review report indicated that platform businesses experience rapid growth.

CMO Insight: Platform strategies can reduce customer acquisition costs by 20-50% and increase lifetime value by 20-80%. Focus on building ecosystem lock-in rather than solely relying on traditional acquisition funnels.

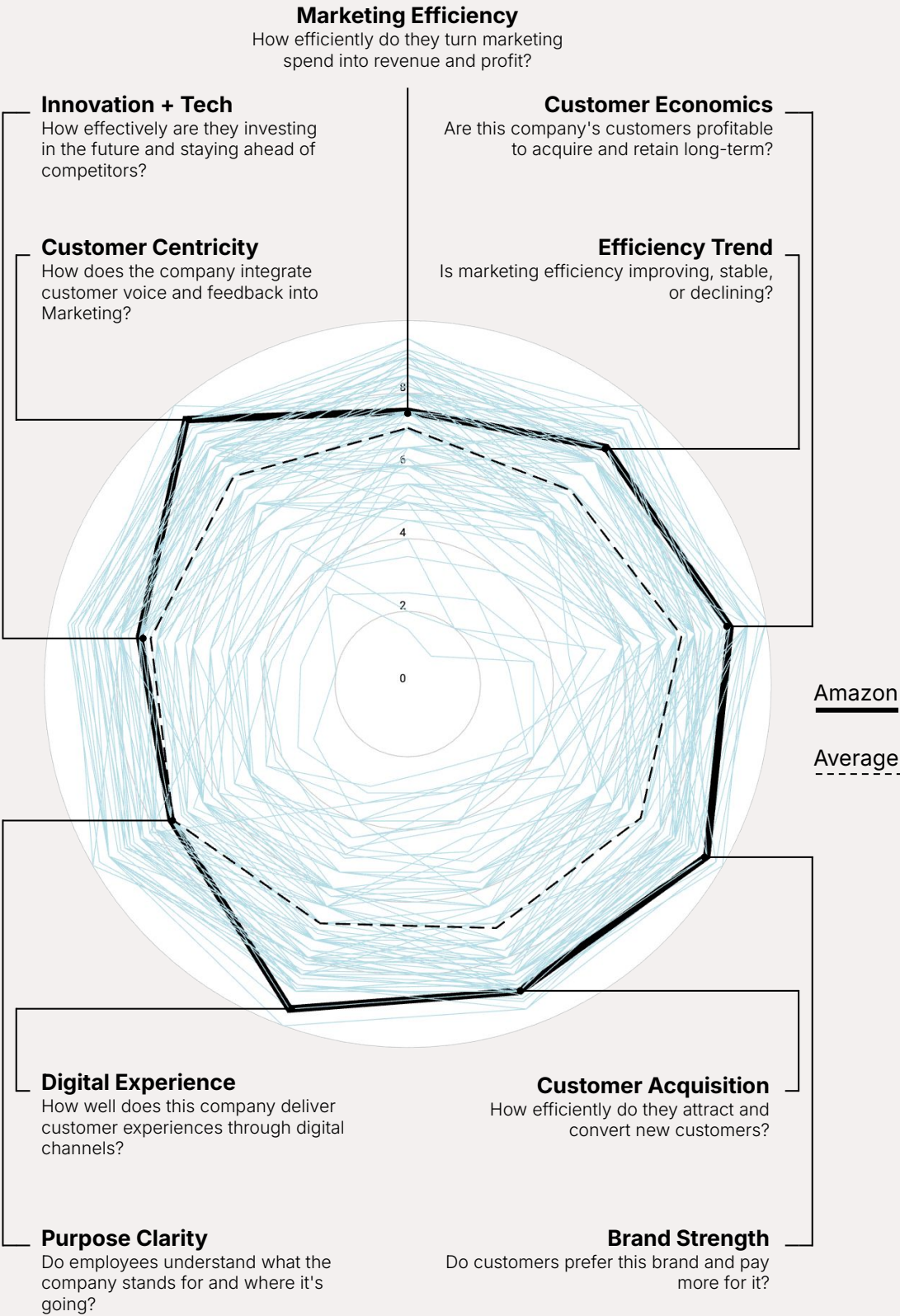
EXHIBIT 4
Platforms Reinforce Excellent Marketing





Flywheels are always worth it

Amazon's success is largely attributed to its customer-centric platform strategy. By focusing on providing a seamless and personalized shopping experience, Amazon has built a loyal customer base and a vast ecosystem of products and services. From its Prime membership program to its marketplace for third-party sellers, Amazon has created a platform that benefits both customers and businesses. This strategic focus on platform economics has enabled Amazon to dominate the e-commerce market and expand into new industries.





The Recipe

How can you find your edge?
How can you turn one strength into
a reinforcing system for success?

STEP ONE

Rediscover Your Org's North Star

Define a clear and compelling purpose that resonates with your values and differentiates you from the competition. This serves as your "North Star," guiding all decisions and actions.

What problem are you uniquely positioned to solve? What values will guide your decisions? **What makes you different?**

STEP TWO

Map Your Capability Ecosystem

Identify the capabilities needed to create the edge you need. This includes technology, processes, skills, data, and partnerships. Think of these capabilities as an interconnected ecosystem.

What resources and expertise are essential to deliver on your chosen strength? What internal and external partnerships are needed? **Where are the gaps in your current capabilities?**

STEP THREE

Pilot, Energize, Iterate, and Repeat

Start with small-scale initiatives to test and refine your capabilities. Energize your team by involving them in the process, gathering feedback, and celebrating early wins.

How can you create a safe space for experimentation and learning? What metrics will you use to measure progress? **Where can you start to create the greatest momentum?**

STEP FOUR

Subtract Unnecessary Structures

Identify and eliminate processes, tasks, and activities that don't contribute to your core strength. This frees up resources and allows you to focus on what truly matters.

What processes can be streamlined, automated, or rebuilt around agents? Where are you wasting time and resources? **What can you stop doing?**

STEP FIVE

Adapt Systems to Reinforce the Right Behavior

Once you have a proven model, scale the change across the organization. Embed the new ways of working into your culture and processes.

How can you align incentives and reward employees for embracing the new capabilities? What communication channels will you use to share success stories? **How can you tweak the system to keep people on track?**

Our favorite mnemonic for this is **LESS** :

Leap — Align on a big strategic leap you want to make

Energize — Excite people around the change and create results

Subtract — Remove anything that slows them down or distracts from the change

Scale — Reinforce the change through systems and structures

CASE STUDY

Creating Brand Strength Edge



An irreverent social media strategy centered around "roasting" competitors drove **Wendy's** awareness and loyalty, resulting in eye popping rise in engagement, foot traffic, and connection with its target demo.

STEP ONE

Rediscover Your Org's North Star

Wendy's recognized the need to differentiate itself in the crowded fast-food market and connect with younger consumers on a more personal level. They decided to embrace a bold and irreverent brand personality, centered around "roasting" competitors and engaging directly with customers.

STEP TWO

Map Your Capability Ecosystem

They invested in a social media team with the skills and freedom to create witty and engaging content. They also focused on building a strong presence on Twitter, a platform known for its fast-paced and often confrontational culture.

STEP THREE

Pilot, Energize, Iterate, and Repeat

Wendy's social media team began experimenting with different types of content, including humorous roasts of competitors, witty responses to customer inquiries, and engaging polls and contests. They closely monitored social media sentiment and engagement metrics to identify what resonated most with their audience. One tweet roasting Burger King garnered over 3.4 million likes.

STEP FOUR

Subtract Unnecessary Structures

Wendy's abandoned the traditional, overly cautious approach to social media marketing often seen in large corporations. They empowered their social media team to take risks and be authentic, leading to faster response times and more relevant content. To do this, they had to streamline their normal approval layers...and also embrace a little risk.

STEP FIVE

Adapt Systems to Reinforce the Right Behavior

Wendy's recognized and celebrated the success of its social media team, fostering a culture of creativity and risk-taking.

A single stunt won 116M+ views on X.

Another raised foot traffic across stores by 4.5%.

CASE STUDY

Creating Customer Centricity Edge



By aggressively investing in self-service options and customer data, **Ryanair** is improving customer satisfaction while driving marketing efficiency in a traditionally cost-sensitive industry.

STEP ONE

Rediscover Your Org's North Star

While Ryanair has always been about low fares, there's a clear shift towards improving the overall customer experience, recognizing that price isn't the only factor. They are evolving from being just the cheapest to being the easiest and most convenient low-cost option.

STEP TWO

Map Your Capability Ecosystem

They're heavily investing in their mobile app, website, and data analytics capabilities. This includes:

AI-powered chatbot support

Improved flight tracking and notifications

Personalized offers based on travel history

Streamlined booking and check-in processes

STEP THREE

Pilot, Energize, Iterate, and Repeat

Ryanair is constantly A/B testing new app features and website designs to improve usability and conversion rates. They are also using customer feedback to refine their self-service options. For example, they piloted a new baggage tracking system based on customer complaints about lost luggage.

STEP FOUR

Subtract Unnecessary Structures

Ryanair is actively reducing reliance on call centers by pushing customers towards self-service options through the app and website. This reduces operational costs and frees up staff to handle more complex issues.

STEP FIVE

Adapt Systems to Reinforce the Right Behavior

Ryanair is incentivizing app usage by offering exclusive deals and discounts to app users. They are also using customer data to personalize offers and improve the overall travel experience.

"We are transforming our marketing org to be more data-driven and consumer-centric."



CASE STUDY

Creating Marketing Efficiency Edge



When a **Global Beverage Maker**, followed this recipe to boost Marketing Efficiency, they uncorked 98% shorter launch times, a 70% boost in productivity, \$100M in incremental revenue, and happier teams.

STEP ONE

Rediscover Your Org's North Star

It was taking 9 months for Marketing to move from idea to market and team members were disengaged, so this Beverage Maker knew they had to make efficiency their signature strength – the differentiator that would help them outcompete the competition and reignite the culture.

STEP TWO

Map Your Capability Ecosystem

They dove into structure, op model, capabilities and culture to spot what was slowing them down – a dangerous cocktail of too many layers, too little data, too little action, and too much documentation. The average person spent 70% of their time in administrative meetings. They needed to shift more people from managing to making.

STEP THREE

Pilot, Energize, Iterate, and Repeat

They launched pod-based teams, including new roles, decision rights, behaviors, and tools. They encouraged teams to work on themselves as they tried to ship faster, evolving their playbooks so others could follow their footsteps.

STEP FOUR

Subtract Unnecessary Structures

They defined 25 experiments to reduce cross-functional clutter and administrative overhead. This involved everything from moving more meetings into emails to piloting new ways of making decisions. Each effort was run as a time-boxed, data-driven experiment to make sure nothing critical broke.

STEP FIVE

Adapt Systems to Reinforce the Right Behavior

The experiments and pod playbooks set the stage for the Beverage Maker to scale similar approaches across all marketing teams – making what had been a set of pilots and experiments into the new normal. And, the results got the CFO to cheer.

“ We have done more in 2 weeks than I have done in 18 months. By not having status meetings all day I can actually get stuff done. ”



CASE STUDY

Creating Digital Platform Edge



By consolidating its customer data and investing in AI personalization, **Mondelez** is enhancing its digital experience and driving 15%-20% improvements in marketing ROI for iconic brands like Cadbury.

STEP ONE

Rediscover Your Org's North Star

Mondelez recognized the need to move beyond traditional mass marketing and create more personalized experiences for its customers, focusing on building direct relationships and driving brand loyalty.

STEP TWO

Map Your Capability Ecosystem

They identified three big gaps in their capabilities:

Missing a centralized customer data platform (CDP) to unify their insights

Missing tools to personalize product recommendations and target advertising

Missing e-commerce capabilities to provide a seamless shopping experience

STEP THREE

Pilot, Energize, Iterate, and Repeat

Mondelez ran numerous A/B tests to optimize its personalized marketing campaigns and product recommendations. They also used customer feedback to refine their digital experiences. For example, Cadbury piloted a personalized advent calendar campaign based on customer preferences.

STEP FOUR

Subtract Unnecessary Structures

Mondelez reduced its reliance on traditional advertising channels and shifted its marketing spend towards more targeted and personalized digital campaigns.

STEP FIVE

Adapt Systems to Reinforce the Right Behavior

Mondelez is incentivizing its marketing teams to embrace data-driven decision-making and personalized marketing strategies. They are also providing training and resources to help them develop the necessary skills.

“For years, we focused almost entirely on price. Now, we're investing heavily in improving the customer experience.”



CASE STUDY

Seeking Efficiency Created a Customer Acquisition Edge

When an **Online Community** giant followed this recipe to boost Marketing Efficiency, it also unlocked new Customer Acquisition skills and led to \$61M in cost savings – \$30M of which landed in year one.

STEP ONE

Rediscover Your Org's North Star

The company had a business challenge – across their portfolio, their Marketing was costing too much and delivering too little. So, they aligned on a new north star: boosting efficiency.

STEP TWO

Map Your Capability Ecosystem

When they dove into the data, their portfolio of businesses were competing against each other. Often driving up the cost of keywords in an attempt to reach similar audiences. So, each portfolio company had to define their differentiation and the set of capabilities that would lead them to succeed.

STEP THREE

Pilot, Energize, Iterate, and Repeat

The critical activity to change here was how each portfolio company set its marketing and positioning strategy. Each was operated as an independent unit, so it was essential to preserve their independence while helping them to complement each other in the market.

STEP FOUR

Subtract Unnecessary Structures

The biggest subtractions were changes in the target customers for each company, as well as the triggers and behaviors each would target for their performance marketing. This meant the creation of new top-to-top meetings across the subsidiaries, but also the elimination of many overlapping efforts.

STEP FIVE

Adapt Systems to Reinforce the Right Behavior

These changes were shored up by a new strategic planning process that impacted how each company developed strategy – and the results speak for themselves.

**8% increase
in revenue
per paying
user and a
three-year
compound
growth rate
of over 30%**



CASE STUDY

Creating Purpose Clarity Edge



When a national **Auto Insurer**, followed this recipe to boost Purpose Clarity, it led to a turnaround of record profits and operational efficiency – not to mention a boost in client and agency collaboration.

STEP ONE

Rediscover Your Org's North Star

The Insurer set their brand purpose with a 30-person council, and then tapped 200 participants to translate the purpose into more than 1000 changes across the marketing org.

STEP TWO

Map Your Capability Ecosystem

Bringing those changes to life required a concrete set of capabilities, so they took a hard look to evaluate how prepared they were to enact the change. They ran interviews, surveys, and tested themselves against strict benchmarks.

Surprise: They needed a lot of work to meet their purpose.

STEP THREE

Pilot, Energize, Iterate, and Repeat

The insurer created a Brand Purpose Change Cohort of 11 pilot teams and provided them with workshops and resources to implement the brand purpose in their daily work. These pilot programs provided valuable learnings and demonstrated the potential for broader org change.

STEP FOUR

Subtract Unnecessary Structures

The Insurer then took a systematic look at workflows and processes to trim away unnecessary structures and rituals. This step ensured that the organization was optimized for peak performance.

STEP FIVE

Adapt Systems to Reinforce the Right Behavior

The Insurer launched an org-wide town hall, created a change curriculum, and developed a long-term maintenance plan to ensure the sustainability of the transformation. This step solidified the changes to lock in lasting impact.

“For the first time, I actually get what we mean when we talk about the **Future of Marketing.**”



The Study

Insights presented in this white paper are based on the 2025 Black Glass Edge Index, which analyzed 321 companies across various industries and geographies.

Data Sources

Financial Performance

Revenue, profitability, marketing efficiency, customer economics, and growth rates.

Marketing Capabilities

Brand strength, customer acquisition, digital experience, innovation and technology adoption.

Organizational Alignment

Purpose clarity, customer centricity, and employee engagement.

Customer & Market Research

J.D. Power studies, Net Promoter Score (NPS) studies, third-party brand research, industry market research (Statista, etc.), and app store ratings.

Employee & Culture Data

Glassdoor reviews, Indeed reviews, LinkedIn data, and Comparably data.

Digital Marketing Metrics

Social media engagement rates, follower growth, content performance, campaign performance, and conversion.

Data sources include company financial filings, earnings calls, investor presentations, regulatory filings, stock exchange data, customer and market research reports, employee review sites, social media analytics platforms, and industry-specific publications.

Statistical analysis was performed to identify key correlations and patterns between different variables. Companies were categorized into quartiles based on their overall Black Glass Edge Index score, and comparisons were made between top-performing and bottom-performing companies. Outliers were identified as companies with scores more than 1.5 standard deviations above or below the mean.

Additional Citations

Forrester, "The ROI of Customer Experience, 2023"

Deloitte, "Purpose: A Beacon for Business, 2022"

McKinsey, "Operational Excellence: Making it a Reality, 2023"

Gartner, "CMO Spend Survey, 2023"

Harvard Business Review, "The Rise of the Platform Enterprise, 2023"

Limitations and Considerations

As with any research, the findings presented in this whitepaper should be interpreted with an awareness of its limitations. While the Black Glass Edge Index provides a unique dataset for analyzing marketing performance across a diverse range of companies, it is essential to acknowledge potential sources of bias. The selection of companies included in the index, while broad, may not be fully representative of all industries or market segments. Furthermore, the reliance on publicly available data introduces inherent limitations in terms of data accuracy and completeness.

While the study identifies correlations between specific marketing capabilities and overall performance, it is important to recognize that correlation does not equal causation. Other factors, both internal and external to the organization, can influence marketing outcomes.

The definition of an "edge" as a capability scoring 1.5 standard deviations above the mean provides a quantifiable metric, but it does not fully capture the strategic value or market relevance of that capability. A high score in a particular area may not necessarily translate into a competitive advantage if it is not aligned with market needs or customer preferences.

Finally, the rapidly evolving nature of the marketing landscape requires ongoing monitoring and adaptation. The findings presented in this whitepaper represent a snapshot in time and may not be applicable in all contexts or time periods. We encourage readers to consider these limitations when applying the insights from this research to their own organizations. Further research is needed to validate these findings and explore the nuances of strategic focus in different industries and market conditions. In particular, the authors are excited to see how this analysis pans out over time, as competitive capabilities continue to evolve..



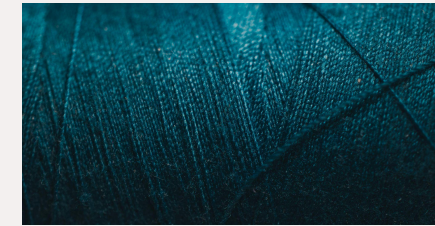
"Black Glass is my jetpack. From board meetings to supercharging my team, they're here for it."

—Melissa Hobley, CMO of Tinder



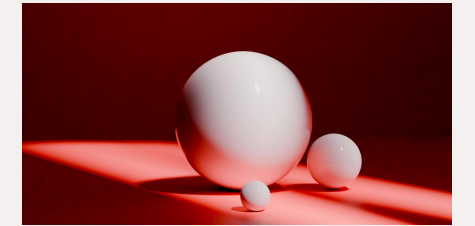
FASTCO
Inside the secret society of the world's elite marketers

BlackGlass is a first-of-its-kind consultancy for chief marketing officers. Here's why it's become the clubhouse that CMOs from Keurig Dr Pepper to Tinder rely on.



BLACK GLASS
Only 7% of Marketing Jobs Are Safe

We reviewed the academic literature on the potential for AI machine learning to automate certain professional tasks. Then we compared and ranked those functions against the modern marketing org – a mere 7% of which is strongly resistant to automation.



ADWEEK
5 Ways to Reassess the Org Chart and Prevent Mass Layoffs

CMOs shouldn't wait for an economic downturn to reassess their rosters. A periodic retooling of the org chart is an integral part of their remit and a vital lever to drive growth.

CMOs' Secret Weapon

Black Glass is a modern consultancy purpose-built for CMOs. CMOs are some of the most vital leaders of this decade. They have the power to shape culture and move business and the world forward. We partner with CMOs to power enterprise and individual growth.

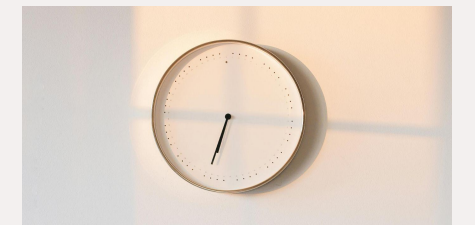
We'd love to hear from you.

hello@blackglassco.com



INC
10 Ways Chief Marketing Officers Are Harnessing AI Right Now

How chief marketing officers are harnessing generative AI both for their own day-to-day tasks and across their teams.



BLACK GLASS
The myth of cost savings

The most expensive thing in marketing isn't the media, martech, or agencies you're buying—it's how your team spends their time, and what they spend it on.



Thanks

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