CMO/CIO Cooperation in the Era of Big Data: An Abstract

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Abstract The CMO and CIO often struggle for influence on strategic decision making within the top management team, if they are included at all. Technological improvements have increased the ability of firms to gather customer data which elevates the role of the CMO and CIO and requires them to work together more closely. There has been limited research on the relationship between senior executives outside of that with the CEO, and this study fills that gap by exploring CMO/CIO cooperation. To analyze the dynamics of the CMO/CIO relationship, this research introduces a conceptual framework that captures three antecedents of cooperation: interdependence, CMO/CIO structure, and CMO/CIO diversity. Additionally, the study identifies four cooperation mechanisms that can mediate the relationship between these antecedents and CMO/CIO cooperation. A positive relationship between the CMO and CIO can lead to a greater impact on strategic decision making, improved strategy implementation, and a superior competitive position.

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