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Bringing Marketing Organizations into Line with Corporate Strategy Leadership

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ABSTRACT

Marketers are a key part of an organization's strategic planning process. They interact across several levels of a company's hierarchy and are involved at the strategic level. The top Management Team contributes to the overall strategic direction of the company by making strategic decisions and influencing its implementation. Organizations can frequently be a direct reflection of the sorts and skills of their top Management Team, and organizational strategy is crucial in establishing marketing decisions and goals within the corporation. A well-balanced top Management Team is essential to ensuring that a corporation can respond successfully to market problems and change on a regular basis. Knowing this, this article develops a conceptual framework that examines the relationship between practical top Management Team configurations, marketing organizations, strategic decision-making, and organizational frameworks. This descriptive study looks at the relationship between corporate-level strategic alignment and marketing organizations and the composition of effective TMTs. Our study looks into how marketing organizations and market orientation are affected by functional top Management Team structure and top marketing decision-making processes. This study is based on upper echelons theory and contingency theory and combines leadership and strategic decision-making research. Formulating propositions that are pertinent to marketing organizations and market orientation in this context.

INTRODUCTION

Marketing is considered a vehicle for driving firm performance and an essential element of strategic planning (Eriksson *et al.*, 2025). It requires a comprehensive understanding of interrelated environmental opportunities and threats and the capacity to adjust constantly. Adaptability is vital for a firm's sustainability and continuity, and strategic choices can shape it. As the strategic direction is often complex, firms must allocate their resources effectively to translate strategies into a competitive advantage (Jagani & Saboori-Deilami, 2025). Strategic flexibility, in turn, enables agility in responding to competitive environments (Mueller-Saegbrecht & Walter, 2025).

An effective organizational strategy enables a firm to create a unique and valuable position while working within the framework of a successful marketing strategy, which remains paramount for achieving strong performance (Baydeniz & Altin, 2025). The organizational structure for firm leadership must be designed to promote continual responsiveness and agility to deal with marketplace challenges, a fundamental mindset of Agile Strategy. Marketing, which can be thought of as an organizational capability, is organized quite differently across firms. To maximize strategic potential, organizational approaches based on the market environment must differ accordingly (Morris & Kuratko, 2025). There is no one best way to structure a firm, but

the non-routine activities of marketing, strategic thinking, and leadership can be done in a way that benefits the firm (Tsai-Lin *et al.*, 2025).

It is crucial to inform organizational strategy in marketing. Scientists' Actions and effects of The TMT are responsible for decisions and, as such, drive the firm's strategic orientation. Marketing in a firm is determined by leadership through strategic and organizational goals. This paper attempts to understand better the potential structure of organizations capable of delivering consistent marketing excellence and how they can form and execute strategies efficiently (Schiuma *et al.*, 2024). To address this, the paper explores how effective TMT composition and marketing organization buffer against weaknesses in corporate strategic decision-making (Ali *et al.*, 2025). From a marketing perspective, exploring strategic leadership adds to the knowledge of the relationship between leadership, structure, and objectives (Ahsan, 2024). Most importantly, it points to the sparsity in research on how organizational structures facilitate marketing goals.

This research offers an avenue for extending this conversation by looking at TMT composition as an influence on key strategic decision-making and, subsequently, viable market challenge responses (Spanjol *et al.*, 2024). The paper is structured as follows: It reviews existing scholarship on strategic organizational decision-making in the TMT context and IDS key concepts (Zhu

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et al., 2024). It then outlines a conceptual model of the relationships between these concepts and proposes five theoretical propositions. It concludes with a brief discussion on managerial and academic implications, constraints and future research directions.

LITERATURE REVIEW

The marketing organization is the bridge between a business and its market and is responsible for executing marketing activities (Kusuma *et al.*, 2024). It is a vital connection between customers and other business operations, translating customer insights into valuable products or services. Building a structured marketing organization is critical for marketing excellence, which increases customer satisfaction, enhances financial performance, and fuels overall organizational performance (Kosasih *et al.*, 2024).

Leadership and organizational change may be commonplace elements examined in the strategic management review, but they are fewer common elements discussed within the marketing domain (Knight *et al.*, 2024). While a challenge, it is also a new opportunity, with more marketing-oriented organizations needing to understand leadership beyond the top executives (Eriksson *et al.*, 2025). Mergers' limited marketing has not been placed in the context of the strategic importance of the problem within the organization over the years. This has prompted concern over the decreasing central role of marketing, with many commentators advocating that rather than concentrating the marketing profile we place on things, we should spread marketing capabilities across various departments. Marketing has become a key functional area in strategic planning, especially in large and complex organizations (Eriksson *et al.*, 2025). They enable communication across varying tiers of the company, disseminating marketing intel that complements broader business targets. Leadership teams frequently employ marketing frameworks to create business strategies because they assist businesses in recognizing market trends, establishing competitive advantages, and successfully executing marketing strategies. Working with the marketing function, leadership teams can shape strategy development and execution through the lens of marketing capabilities, ensuring that marketing is seen as a key organizational function (Eriksson *et al.*, 2025).

Leadership is key to any company's ability to adapt and succeed. The top management team (TMT) consists of senior executives who head the various functional areas of an organization (Ma *et al.*, 2022). This team makes critical strategic decisions that guide the direction and environment of the company overall. Their leadership considerably drives company performance, especially when executing a marketing strategy. Researchers have found that executive team composition and diversity impact decision-making outcomes when the focus expands beyond the CEO to include the rest of the corporate leadership team.

Consequently, marketing structures vary for each

organization depending on external conditions. The one thing that pushes the marketing function to drive there is accountability for performance that comes with market-facing awards." Over the years, organizations have been geared towards cross-functional collaboration and organizational flexibility to drive marketing excellence. Formats, including reporting relationships and bureaucratic processes, and no formats, such as cross-functional teams, contribute to optimizing marketing effectiveness (Gerlich *et al.*, 2025).

Traditionally, organizations were structured around either functional or divisional mechanisms. Functional employees are grouped according to their role in the company; this encourages collaboration and interdependence (Le *et al.*, 2023). On the other hand, divisional structures establish self-sufficient units based on criteria like product lines, geographic regions, or customer segments. Divisions work with high autonomy, while functional structures encourage collaboration and cooperation (Rhymer, 2023). The company structure needs to deliver the overall strategy of the organization and get the organization to perform in a way that is joined up. Still, there is no simple answer to the best structure for a company.

Executives' execution strategies have a broad perspective on operations, manufacturing, and strategy delivery. Their insights inform how top management teams should be structured and ensure that strategic decisions are rooted in an accurate appreciation of the company. Executive teams have expanded to include a wider variety of functional managers, with leaders consolidating decisions across separate business units while allowing for some level of autonomy (Martela, 2023). An organization structure aligned with client value maximization is marketing-driven. From a marketing perspective, the structure should be designed to help secure product success and control for management and promote cooperation between employees and customers in the business value chain (Mallik, 2024). With a keen understanding of the customer perspective, marketers can elevate their role to one of strategic importance, thus ultimately enhancing their contribution to the organization. Upcoming sections delve into these as components for strategic offerings predominantly, wherein led fields will lend themselves for exploration and, ultimately, a collective these are developed (Mallik *et al.*, 2025).

Theoretical Background

The business role of the management team (TMT) in strategic decisions and their behavioral effects is a long discussion. The idea behind this is that an organization's top management team bases its decisions on its experience, values and perspective, which influence the overall functioning of the organization. Upper Echelon Theory (UET) states that the Organization's Top Leader represents the Personal Background/ Knowledge/ Criteria of the Organization Member. A diverse set of skills and experiences at the

management level will always be useful for strategic decision-making.

Significant changes of TMT (Top Management Team) in the last two decades. If you want to study one area more than others that have gone through substantial changes in the previous two decades, the top management team (TMT). New titles have emerged in areas where the CEO or CFO once provided primary leadership, such as Chief Brand Officer, Chief Commercial Officer, Chief Customer Officer and Chief Merchandising Officer. The

Chief Marketing Officer (CMO) role has evolved, and new rungs have been added to the decision-making pyramid.

Extensive research has yet to be done on the role of TMT and how functional TMT members influence it. What matters is how an organization's upper management team is shaped and how their distinct capabilities and experiences inform its strategy and performance. Leadership ought not simply to be perceived as a private duty; it ought to be seen as a joint action. Social gathering ideas and insights are needed for the venture to succeed.

Table 1: An overview of extant areas of research on TMT members and their roles

Area of research on TMT members and their roles	Authors and year
Introduction and refinement of upper echelon theory: influence of factors relating to age, functional role, socioeconomic background, group homogeneity, and TMT decision-making under different conditions	Heubeck, (2024).
Synthesize of literature on functional TMT	Håbek & Saeed, (2024).
The shift from focusing mainly on the CEO to the extended leadership within organizations as a predictor of firm performance	Palmucci <i>et al.</i> , (2025).
Review of the role top executives have in creating organizational outcomes	Sult <i>et al.</i> , (2024).
Association of TMT leadership and personality with organizational effectiveness	Saeed <i>et al.</i> , (2025)
CMO presence as antecedent to market orientation	Sharma <i>et al.</i> , (2024)
Examination of TMT role Chief Financial Officer (CFO)	Wei <i>et al.</i> , (2024)
Examination of TMT role Chief Operations Officer (COO)	Eriksson, (2025).
Examination of TMT role Chief Marketing Officer (CMO)	Feng, (2025).
Examination of TMT role Chief Information Officer (CIO)	Wang & Yang, (2024).

Contingency Theory

Contingency theory is the idea that the best way to lead and structure an organization depends on its environment. It also demonstrates that organizations are open systems always in motion with internal and external forces. The internal factors consist of leadership styles, strategies, and organizational structures, and the external forces include competition, suppliers, economic conditions, regulations, and technological advancements. Organizations need to be nimble and adjust their internal policies based on external conditions, and constant alignment is essential for success. There is not a one-size-fits-all approach; different environments will need different strategies and structures. Sufficient data is critical in strategic decision-making, as leadership teams make decisions that affect the organization's overall direction and shape its success. Strategic decisions are made both proactively and reactively to external pressures. The organizational structure is built to mobilize internal resources to address both situations that have arisen and those that are anticipated to arise. Thus, to illuminate what existing research suggests about how these leadership teams connect marketing strategies to a company's market orientation, the following section examines some relevant literature on these topics, emphasizing the internal

workings that make a leadership team a leadership team.

MATERIALS AND METHODS

Research Design

This study employs a mixed-methods research design, combining quantitative analysis with qualitative insights to explore the strategic role of functional top management teams (TMTs) in marketing organizations and their influence on market orientation and strategic decision-making. This approach allows for both breadth and depth in understanding the structural dynamics of leadership teams and their impact on marketing effectiveness.

Research Objectives

1. To examine the relationship between the composition of TMTs and the quality of strategic decision-making in marketing organizations.
2. To explore the impact of interdependence among marketing leaders on strategic alignment.
3. To assess how marketing leadership representation in TMTs enhances market orientation and organizational performance.

Research Approach

The study will adopt a deductive approach, using existing theoretical frameworks to test the proposed relationships

through empirical analysis. Propositions developed in the theoretical review are treated as hypotheses for empirical testing.

The Structure of Functional TMTs

Management is a team where all team members depend on each other and have the same goals of leading the organization (Mallik & Rahman, 2024). The

top management team (TMT) sets the organization's corporate strategy by making important decisions that align with the overall organizational goals, such as entering or exiting markets and allocating resources. The TMT is involved in the decision-making process and guides strategic direction. Thus, the TMT structure must be such that the company is equipped to tackle market challenges.

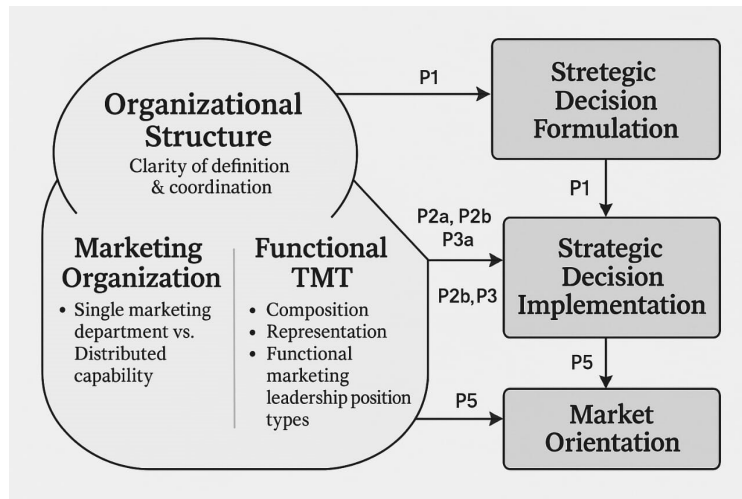


Figure 1: Conceptual representation of the interface between strategic decision-making, functional TMTs, market orientation, and marketing organization

Studies have examined the connection between business strategy, organizational structure and market positioning. An adequately aligned structure drives marketing efficiency and effectiveness by harmonizing strategy, specialization, and decision-making (Mallik, 2024). Functional Area Representative (TMT members typically represent different functional areas in the organization, e.g, finance, marketing, strategic planning). These teams have a different functional executive mix. So, for the members to work effectively, they have to believe in the strategic decisions and then implement them. To execute successfully, positive energy flows within the team should fuel decision-making and strategy execution.

RESULTS AND DISCUSSIONS

It's important to realize that poor decision-making and a stimuli-fail to recognize and adapt to outside trends can detrimentally impact a company's perceived value. As a result, the cognitive dynamics of the leadership team and the way they communicate while deciding are critical to making strategic decisions of good quality. Consensus on strategic decisions is crucial for favorable business outcomes as well (Mallik *et al.*, 2025).

The formal structure of a leadership team will profoundly influence the degree to which cooperation and interdependency are found within a firm, as well as the nature of the strategic decision-making process (Cavallo *et al.*, 2022). This is confirmed by recent studies in the field of marketing, indicating that marketing

function is increasingly dispersed across different parts of an organization. Let's look at how some research finds a declining marketing power within firms. In light of this change, organizations that effectively organize their leadership teams will improve strategic decision-making, reduce risks, and achieve positive performance results.

Leadership Team Composition Reflects the Larger Organization Although functional managers are becoming a more significant force, general and divisional managers still play essential roles in leadership teams. Leadership with different goals and objectives directly impacts decision-making (Kumar *et al.*, 2023). Today, traditional structures have come under fire for being outdated and not sufficiently customer-focused. The size of a leadership team can also affect its composition and, perhaps, allow more than one marketing leader to sit on a leadership team with other executives.

Strategic decision-making fundamentally drives business performance. A firm's background, values, and decision-making style can influence its success. Because businesses are required to adapt to changing environments regularly, the team dynamics of leadership groups directly influence the clarity of strategic decisions. Conflicting perspectives can either strengthen or weaken decision-making, depending on how well strategic alignment is translated into all levels within the company (Mallik *et al.*, 2025).

Proposition 1

The functional composition of the team impacts the decision-making of the leadership team.

Organizational structure refers to the long-term roles, responsibilities, and interactions between organizational units. This structure is organized along two critical dimensions: formal arrangements, e.g., hierarchy, resource allocation and policies, and informal relationships e.g., networking, communication patterns. The functions that make up the leadership team, including the chief executive, finance, marketing, etc., define the leadership team's overall demographic makeup and impact interactions between different functions (Srivastava *et al.*, 2023).

Some organizations have high levels of interdependence between leadership team members. Structural interdependence organizes executive roles and responsibilities so that team members impact one another (Mallik *et al.*, 2025). This can include horizontal interdependence (shared responsibilities across functions), vertical interdependence (hierarchical relationships), and reward interdependence (shared incentives for collective success).

Increased levels of horizontal and vertical interdependence on leadership teams have been associated with diversified tenures in composition and improved company performance (Brahm *et al.*, 2021). Where there is low interdependence, higher levels of leadership diversity can have detrimental effects on performance, indicating that the structure of the environment is critical in promoting teamwork and cohesion among the group. Interdependence among leaders also allows for better collaboration, communication, and success of the business at large.

Proposition 2a

The degree of interdependence between marketing leaders in the leadership team impacts the quality and depth of strategic decision-making.

Most previous research on leadership teams has examined how the diversity of a group affects its performance. One assumption is that leadership teams judge collectively and that having a more homogenous team limits friction but also limits creativity and innovation (Mallik *et al.*, 2025). Having a mix of functional backgrounds in marketing, finance, and operations can lead to conflicts in strategic direction as each department prioritizes different initiatives. Again, how the company is structured affects teams' effectiveness at working together. Learning how the leadership team is structured and how roles are distributed is one of the most important parts of knowing this, as this reflects the more significant strategies of an organization (Alfawaire & Atan, 2021).

Users are responsible for enforcing changes in ways that serve the individual departments and the business (Mallik, 2024). Corporate-level leadership teams tend to look for synergies across business units rather than work in silos (Firk *et al.*, 2021). However, conventional structures can stifle collaboration, so businesses try different types of functions, such as matrix (merging functions and divisions), team-based (organizing functions around

goals), and network (outfitting specialized units). These are also newer enterprises that are viewed to be more customer-oriented and quickly respond to changes in the market.

Proposition 2b

The alignment of multiple marketing leaders on the leadership team relates to the depth and effectiveness of strategic decision-making.

Marketing Organization and Functional TMTs

Strategic marketing decisions include answering questions about value propositions, competition, product offerings, target markets, and business models. They are also involved in applying these strategies and assessing their results. Other (and equally important) capabilities in marketing are planning and execution, which depend on the practical development of marketing programs and the allocation of resources. A successful marketing strategy hinges on a deep awareness of the opportunities and risks at any given time and the ability to learn and adapt continuously (Adobor, 2025).

The business's performance depends upon implementing a successful marketing plan. Concurrently, the broader corporate strategy also shapes the evolution of marketing strategies. When the marketing function is at the executive leadership table, it has a more significant presence in strategic decisions. Much research has shown that overall business success depends on the business strategy used, and strong market orientation positively affects financial performance, innovation and superior customer relationships (Mallik, 2024). Strategic flexibility also allows businesses to adapt to changes in their competitive environment to remain competitive.

Corporate-level strategy often seems remote from the employees who implement it. Usually, decisions are made at the highest levels without much ability for employee input. The Employees are the vital link between the company and the customers. Ignoring how strategic decisions are formulated is not without consequences, often resulting in disengagement and ineffective implementation across the organization's hierarchy. Marketing effectiveness is strongly associated with aligning a marketing organization's strategic approach and structure (Koob, 2021). Determinants of content marketing effectiveness: Conceptual framework and empirical findings from a managerial perspective.

Proposition 3a

Marketing organizations with a clearly defined, well-coordinated structure, represented by members of the leadership team, are better at developing strategic decisions.

Not only does a marketing strategy need to be planned well, but must also be implemented effectively to drive firm performance. All organizational leaders affect strategy execution, but top management is critical to aligning their teams to the changes required for adoption (Eriksson

et al., 2025). The research found that when it comes to delivering strategic changes, manager levels in the same organization must align for strategy implementation to be perceived positively by employees and receive their support. Perhaps more than anything, the ability to implement strategy is seen as the acid test of leadership, where the task is communicating and selling the strategy to stakeholders inside and outside the organization.

Proposition 3b

When the structure of a marketing organization is clearly defined, well-coordinated, and represented by a member of the leadership team, it is better able to implement strategic decisions.

The marketing department's role has become more potent over time within organizations. Marketing leaders drive and guide broader business activities while positively impacting financial performance and customer relationships (Ahsan, 2024). Strategic decisions and performance outcomes are diffused without affirming the background, experience, and leadership expertise. How an organization is structured impacts its ability to execute its business strategy. A CMO and/or a CEO with marketing expertise results in a more marketing-centric organization, reinforcing the company's overall strategic direction.

Proposition 4

When the leadership team includes a marketing leadership role, the ability to Define, Coordinate, and Represent marketing efforts is strengthened.

The market orientation of a company is heavily influenced by senior leadership. Organizational structure leads to more excellent market orientation due to greater cross-organizational cooperation, lower internal conflict and the ability to have specialists from several functional fields collaborate smoothly. Extensive market-based learning skills serve the purpose of framing effective data-driven operating strategies (Ravat *et al.*, 2024). Functional and divisional models are traditional organizational structures criticized for failing to be customer-centric. One way to rectify this is to add several marketing leaders to your leadership team, each of whom will represent the voice of the customer from a unique perspective. As businesses move to be more customer-led, marketing leadership must embrace a holistic perspective that encompasses strategic, tactical, and cultural aspects.

Proposition 5

Team-level marketing leadership diversity increases market orientation

Discussion

Our research implies that at least one aspect of the configuration of an organization, the structure of its 'leadership team,' including the makeup and breadth of functional representation and the functioning of the senior management team, is critical in determining

strategic decisions and influencing the impact of the marketing organization. The prominence of this piece of information is not random, as depending on the different types of leadership teams, various levels of interdependence are produced based on the goals pursued by the organization that are put into practice. How the leadership team is structured and who is included with what skills and roles directly affects how strategic choices are aligned, formed, and implemented. So, there are significant implications for how marketing leadership is represented among the leadership team and how that representation or lack of representation impacts the overall marketing organization.

Some doubt that marketing should be separated from corporate strategy; others assert that marketing should play a central role in informing strategy and bringing the voice of the customer into the boardroom. The company must accept that marketing is not a standalone function but rather a central management responsibility that must align the interests of the various stakeholders involved with the interests of the customer and the company itself. Relatively independent from the presence of a CMO, having multiple marketing leadership roles on the leadership team can improve market orientation and strategic direction within the organization.

Strategies can only be created and implemented well by a marketing organization that has a clear mission, works as a cohesive unit, and utilizes a collaborative marketing organizational structure. A well-integrated leadership team with a strong marketing presence is one factor affecting this. The leadership structure and design are critical and must be carefully thought out, ensuring marketing leadership is ideally placed to drive strategic influence. The impact of strong marketing departments on overall business performance has been shown in various studies, and their influence on the strategic decision-making process is very significant.

Through our propositions, we demonstrate that strategic decision-making, as an outcome of an organization, is directly influenced by the organization's structure. We also emphasize the need to devolve decision-making to where it is most appropriate in the organization, strengthening interdependence and cooperation in leadership teams to accelerate decision-making and drive better business outcomes.

Implications, Limitations, and Suggestions for Future Research

This work presents several key implications. First, it synthesizes and builds upon existing research by examining the intersection of strategy, management, and marketing organization, highlighting the central role marketing plays in a firm's success. It also offers a foundation for future research to test these ideas empirically. From an educational perspective, these insights can enhance business school curricula by providing a framework for understanding how top management team (TMT) composition and marketing organization decisions

contribute to a company's adaptability and performance. A well-structured leadership team integrating multiple marketing roles can foster continuous adaptation, ultimately optimizing business performance. However, adaptation cannot occur in isolation. It must be proactively recognized and supported by senior leadership. Strengthening this capability could improve strategic decision-making and increase support for marketing at the highest levels of management.

The findings suggest that organizational structure influences marketing capabilities and enhances agility by bringing strategic decision-making closer to the market. This has important implications for both academic research and business practice. From a managerial standpoint, this work offers early insights into how companies can design their marketing organizations to improve strategic decision-making and overall performance. However, this work also has limitations. It primarily focuses on top management teams and marketing capabilities but does not assess the quality of the strategic decision-making process or the different stages involved. While leadership at the highest level sets the strategic direction, middle management is responsible for executing the marketing strategy. Often, TMT members take on multiple roles, balancing their responsibilities as senior executives with leading specific teams. Achieving cohesion at all organizational levels is critical since teamwork is often seen as a key driver of competitive advantage. Although leadership and team management are essential aspects, their role in aligning marketing strategies across the organization falls outside the scope of this study.

Furthermore, this paper does not explore how corporate governance, external market conditions, or individual personality traits influence a firm's structure and processes. The focus is placed on structural and coordination aspects of organizational design, leaving out considerations of company culture and internal power dynamics. Despite these limitations, this work encourages further research into how firms can structure their organizations to ensure marketing excellence and effective strategy execution. Future studies could explore different organizational designs that specifically enhance marketing effectiveness. Researchers could also investigate how external and internal factors, such as market fluctuations or organizational instability, affect strategic decision-making within the TMT and, in turn, influence overall firm performance.

Combining marketing organization and leadership research presents exciting opportunities. The concept of shared leadership, where leadership responsibilities are distributed among team members rather than centralized in one individual, has gained increasing attention. Future research could explore how shared leadership impacts marketing decision-making and organizational effectiveness. Additionally, examining different leadership styles, such as transformational leadership, which has been widely studied in recent years, could provide deeper insights into their effects on marketing

organizations. There are many promising directions for strategic marketing research. Adopting a strategic marketing approach can be a powerful way to enhance its effectiveness and influence within organizations.

CONCLUSION

This study underscores the critical importance of leadership team structure, particularly the inclusion and configuration of marketing leaders, in shaping strategic decision-making and organizational performance. Across the propositions presented, a consistent theme emerges: that the effectiveness of strategic decisions is closely linked to how well marketing is integrated into top management structures. The composition of leadership teams, the degree of interdependence among members, and the clarity of organizational roles significantly influence how strategies are formulated, coordinated, and implemented. The evolving role of marketing within organizations reflects a shift from viewing marketing as a siloed function to recognizing it as a central strategic force. When marketing leadership is actively represented at the executive level, the organization is more capable of aligning with market demands, fostering customer-centric strategies, and responding with agility to competitive pressures. Furthermore, interdependent and diverse leadership structures enable richer collaboration, which enhances creativity, problem-solving, and, ultimately, the quality of decision-making. Our findings also suggest that organizations must move beyond traditional, hierarchical models and embrace more integrated and adaptive leadership frameworks that support cross-functional collaboration and shared strategic ownership. Marketing leaders bring valuable market-oriented perspectives that, when embedded in strategic conversations, drive better alignment between business goals and customer needs. While this research highlights several actionable insights, it also opens the door for further exploration into the nuanced relationship between leadership team dynamics and marketing effectiveness. Future work should aim to empirically validate these propositions and consider the influence of organizational culture, governance, and environmental factors.

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