Today, the average Chief Marketing Officer (CMO) often relies on revenue-related data typically measured by operations or directly by sales and customer satisfaction monitored by field services and support.

• The sales team or operations department is usually responsible for collecting and maintaining sales data.
• The marketing team, with their expertise in data analysis, is typically responsible for collecting and analyzing customer behavior data. This includes website analytics, customer interactions, purchase history, engagement metrics, and feedback.
• The data analytics or IT department may also collect, store, and analyze sales and customer behavior data.
• Customer success and support teams collect valuable customer behavior data on product usage, satisfaction, and support inquiries. This data is often shared with sales and marketing teams to improve customer experience and retention strategies.

Using incoming prospect/buyer/customer data will emphasize measures important to the sponsoring department. Thus, there can be misaligned goals, and while cross-functional collaboration can help align the goals between sales and marketing, it proves difficult, given the natural tension between the departments.