HOSPITAL LEADERSHIP

Chief growth officer vs CMO

Two different jobs, not one job with two names. Here is how to tell which one you have.

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AT A GLANCE

CMO vs chief growth officer

JUDGED ON	Brand and communication vs a group demand number
OWNS	Brand, PR, content vs funnel, CRM, contact-centre targets
COMMERCIAL	Rarely vs corporate health, TPA, international patients
PRICING	Rarely vs sometimes, in mature versions of the role
FOUND IN	Almost every group vs larger multi-unit groups

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THE ONE-LINE DIFFERENCE

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One role is judged on communication quality and reach. The other is judged on a number that sits in the same reporting pack as occupancy and revenue.

Tidy on paper. Messy in practice, because both touch the same funnel from different ends.

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THE CMO OWNS

What a growth officer usually does not

- Brand architecture and positioning across units
- Doctor and hospital reputation, including hard PR moments
- Content and creative quality, not only conversion
- The website as a communication surface

Get brand wrong and no funnel mechanics fully replace the lost demand. The seat needs real authority.

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THE CGO OWNS

What a CMO usually does not

- A group-level demand number tracked against occupancy and revenue
- The CRM and contact-centre conversion targets
- Sales-like channels: corporate accounts, TPA, international volume
- A voice in pricing and service-line prioritisation

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THE REAL TEST

A title change from CMO to chief growth officer with no new authority over pricing, unit targets or commercial channels has changed the business card, not the job.

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TITLE TRAPS

The name tells you very little

- **CMO title, growth job**
  Mandate expanded quietly because a title change needs a board conversation
- **CGO title, marketing job**
  Brand and campaigns with a new name because it reads well externally
- **Candidates: ask about the number and authority before the title**

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WHICH JOB YOU HAVE

Three questions. Count the yes answers.

1. Is there one demand number across units, planned alongside revenue and occupancy?
2. Any authority over pricing, unit targets or a commercial channel?
3. Does your reporting line and planning seat reflect that authority?

Two or three yes: a growth mandate. Zero or one: a marketing mandate. Name it honestly.

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IF OFFERED THE TITLE

Get three things in writing

- The specific demand number you are held to
- How it is tracked against occupancy and revenue
- Your authority over pricing, unit targets or a commercial channel

Without these, it is a marketing role with a new name.

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READ THE FULL GUIDE

Chief growth officer vs CMO, in full

- Why some groups keep the CMO title for the growth job
- Can one person hold both roles
- Is CGO a higher title than CMO
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