thecmosurvey

Predicting the future of markets
Tracking marketing excellence
Improving the value of marketing

CMO Survey Report:

Highlights and Insights

Aug. 2016

CMOsurvey.org

Deloitte. AMA American Marketing Association
Duke The Fuqua School of Business

About The CMO Survey

Mission

- To collect and disseminate the opinions of top marketers in order to predict the future of markets, track marketing excellence, and improve the value of marketing in firms and society.
- The survey is an objective source of information about marketing. It is a non-commercial service dedicated to the field of marketing.

Survey Operation

- Founded in August 2008, The CMO Survey is administered twice a year via an Internet survey. Many questions repeat to observe trends over time.
- The August 2016 survey is the 17th administration of The CMO Survey.

Sponsoring Organizations

- Individual survey data and participant lists are held in confidence and not provided to survey sponsors.

Deloitte. AMA American Marketing Association Duke The Fuqua School of Business

Survey methodology

Survey Sample

- 2956 top U.S. marketers at for-profit companies
- 427 responded for a 14.4% response rate

Survey Administration

- Email contact with four follow-up reminders
- Survey in field from July 12, 2016 - August 1, 2016
- 94.9% of respondents VP-level or above

Results Interpretation

- M = sample mean; SD = sample standard deviation
- B2B = Business-to-Business firms; B2C = Business-to-Consumer firms

Survey topics

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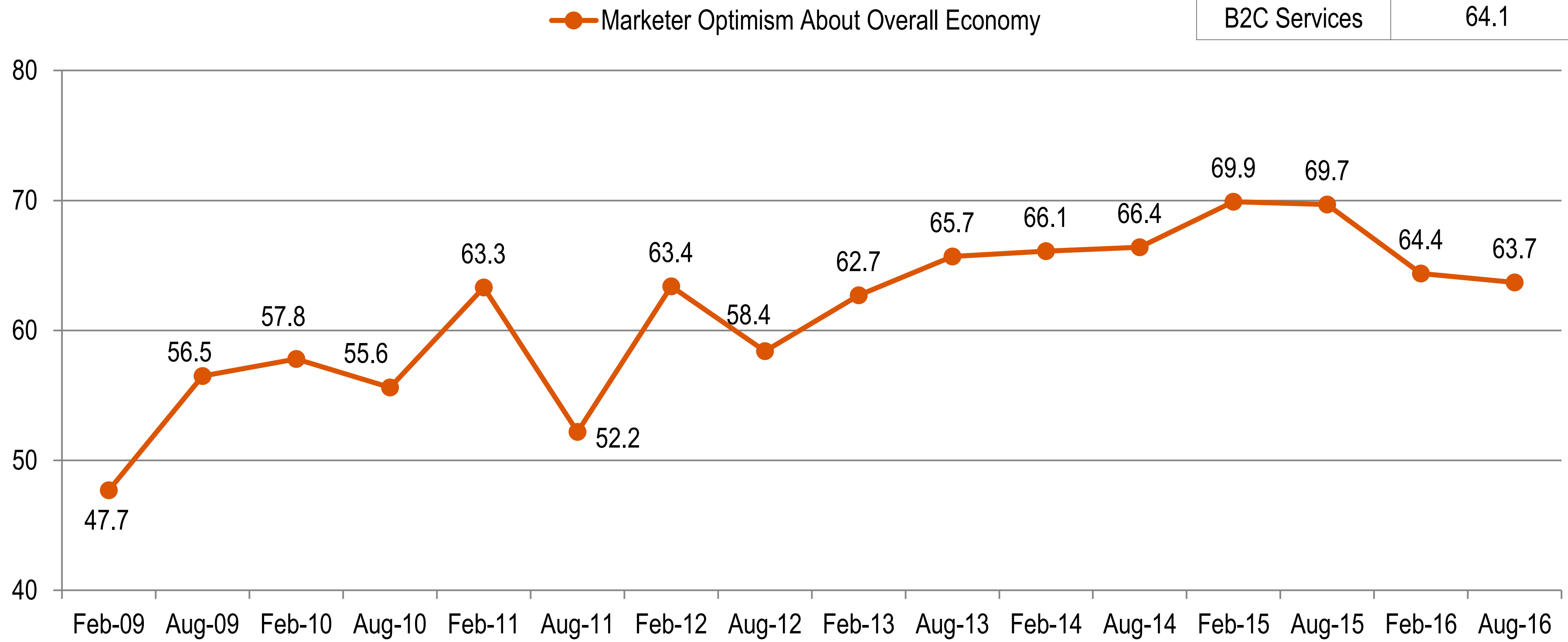
Topic 1:

Marketplace Dynamics

Outlook on U.S. economy softens

Overall	63.7
B2B Product	63.7
B2B Services	63.4
B2C Product	64.1
B2C Services	64.1

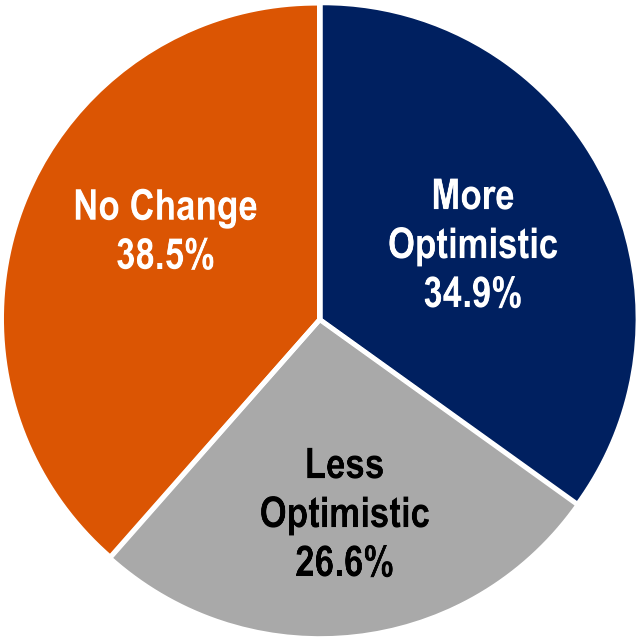
Figure 1.1. How optimistic are you about the overall U.S. economy on a 0-100 scale with 0 being least optimistic and 100 most optimistic?



Market outlook varies by industry sector

Figure 1.2. Are you more or less optimistic about the overall U.S. economy compared to last quarter? (August 2016)

Top 3 Industry Sectors
Mining Construction
Energy
Tech Software / Biotech



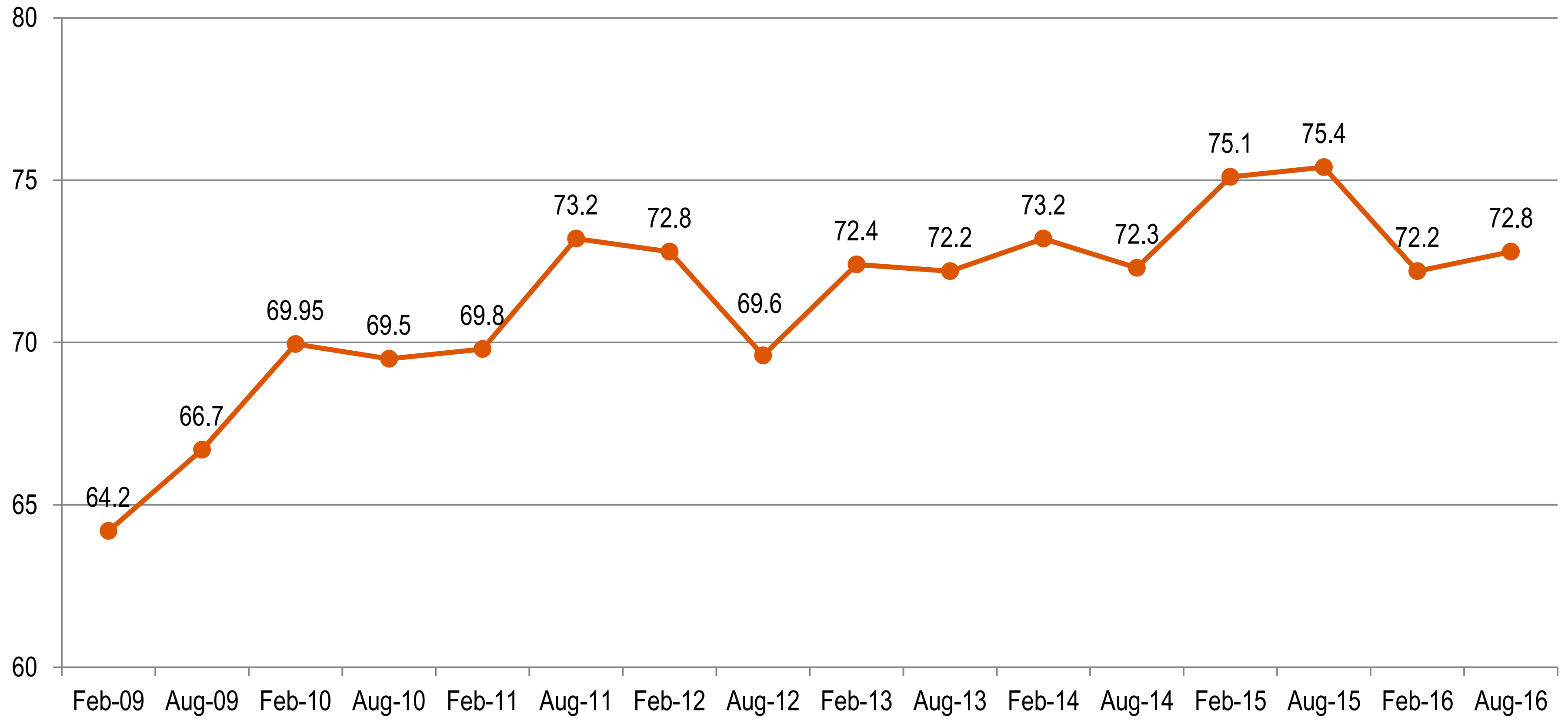
Top 3 Industry Sectors
Education
Consumer Packaged Goods
Transportation

Top 3 Industry Sectors
Consumer Services
Manufacturing
Service Consulting

Marketing leaders more optimistic about own companies than overall economy

Marketplace | Growth | Spending | Performance | Social Media | Mobile | Jobs | Organization | Leadership | Analytics

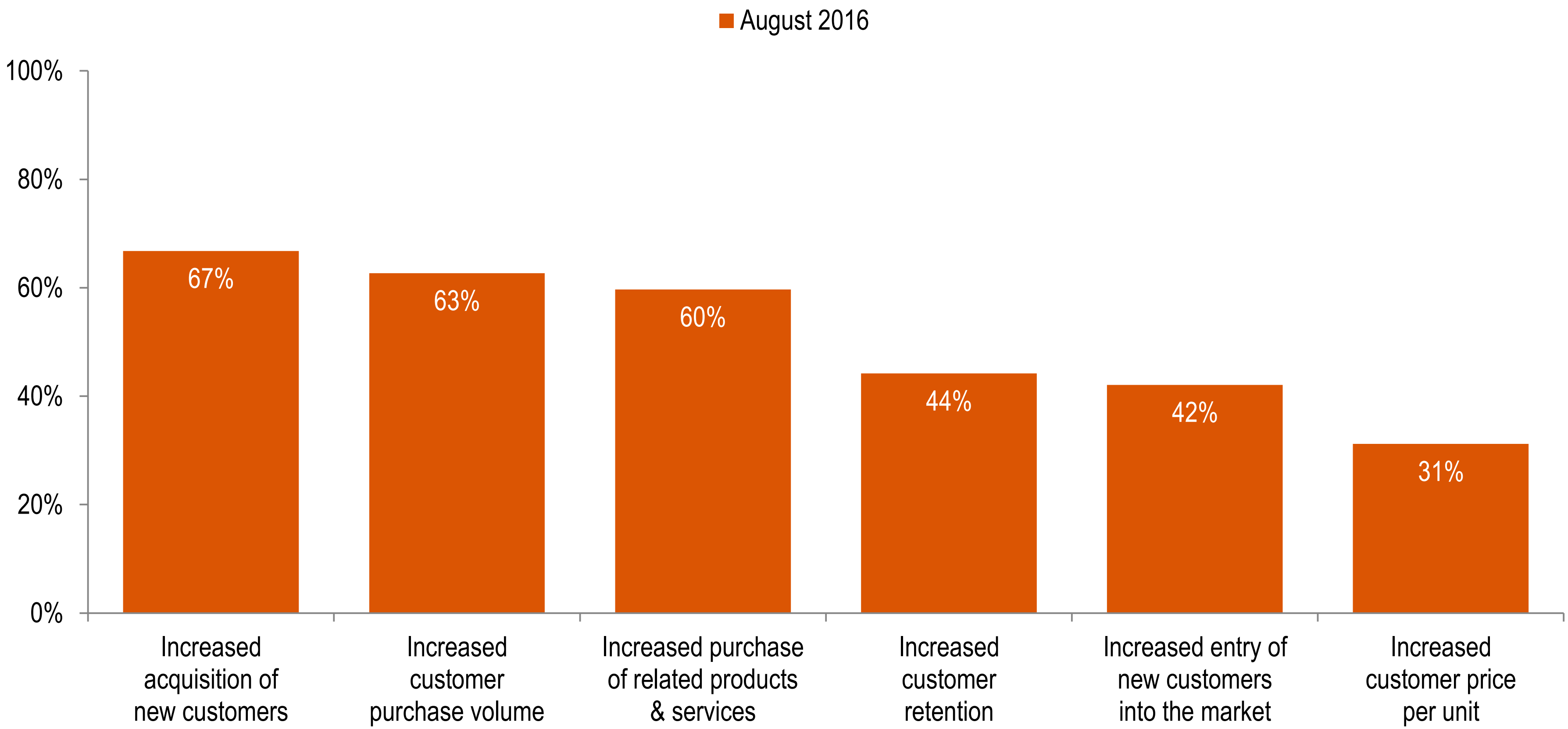
Figure 1.3. Rate your optimism for your own company (0-100 with 0 being the least optimistic)



Customer indicators emphasize acquisition and increased sales to existing customers

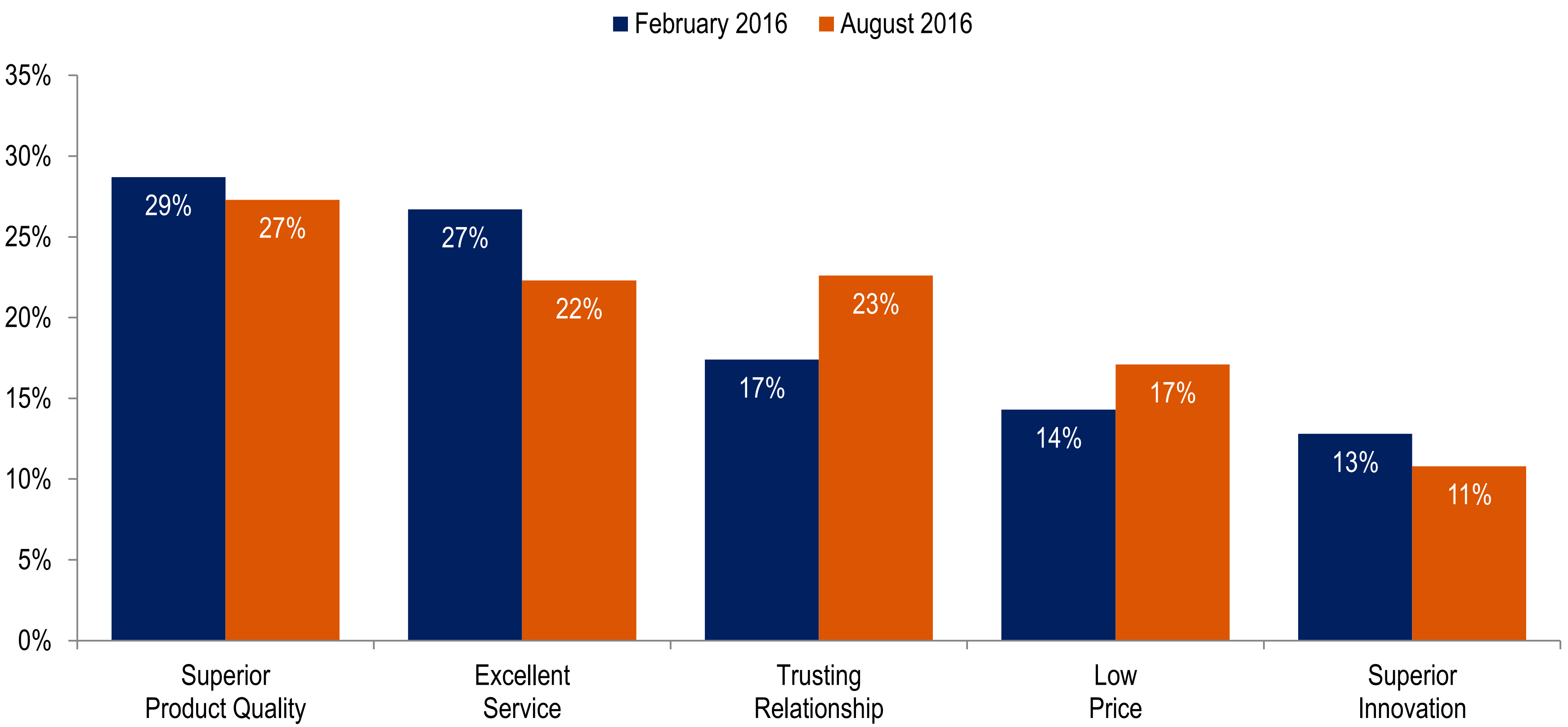
Marketplace | Growth | Spending | Performance | Social Media | Mobile | Jobs | Organization | Leadership | Analytics

Figure 1.4. Forecasted customer outcomes in next 12 months (% of respondents)



Product quality remains top customer priority; trusting relationship biggest increase

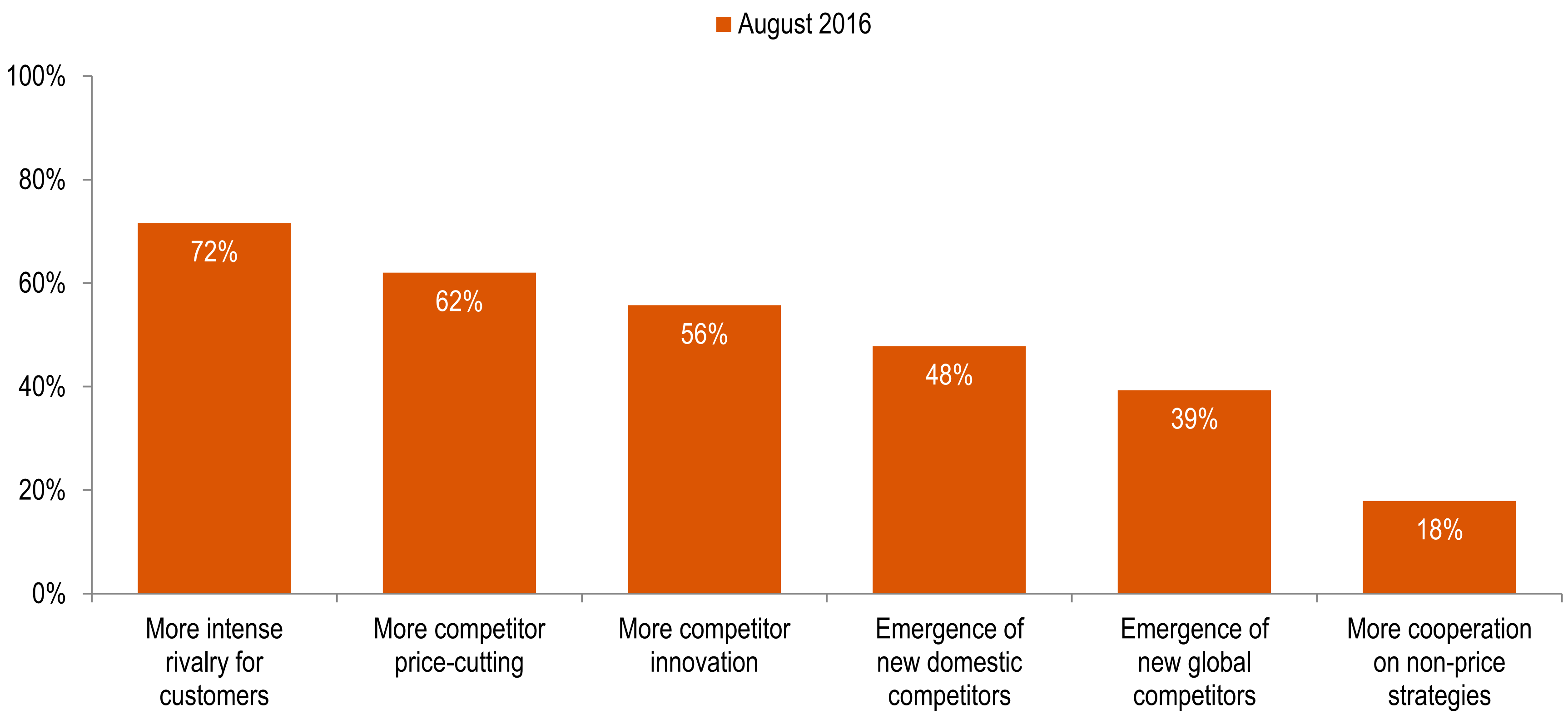
Figure 1.5. Customers' top priority in next 12 months (% of respondents)



More intense rivalry and price-cutting expected from competitors in next year

Marketplace | Growth | Spending | Performance | Social Media | Mobile | Jobs | Organization | Leadership | Analytics

Figure 1.6. Increased competitor interactions in next 12 months (% of respondents)



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Topic 2:

Firm Growth Strategies

Investments in existing markets and offerings dominate growth spending

Types of growth strategies

	Existing Products/ Services	New Products/ Services
Existing Markets	Market Penetration Strategy	Product/Service Development Strategy
New Markets	Market Development Strategy	Diversification Strategy

Table 2.1. Current and future growth spending*

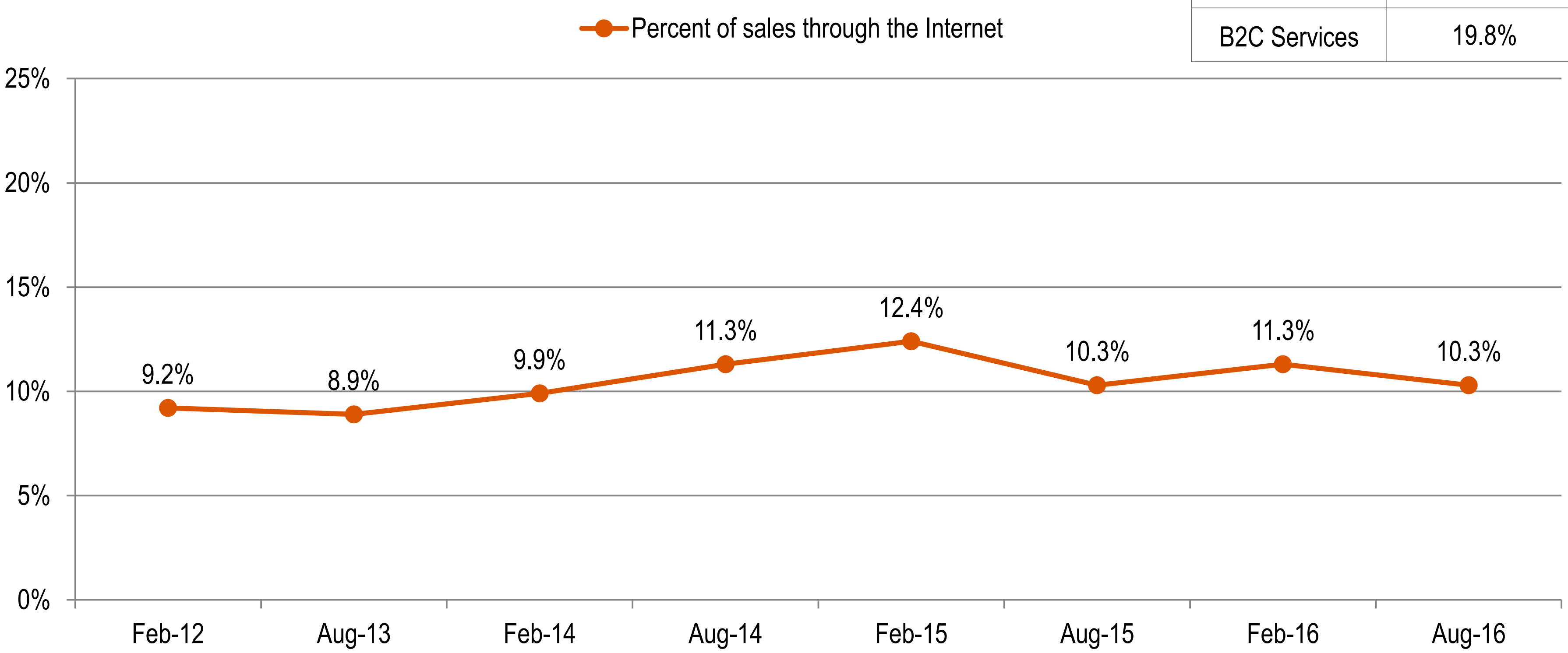
Growth Strategy	Actual Spending in Past 12 Months	Expected Spending in Next 12 Months	Percent Change Expected
Market Penetration Strategy	52.1%	48.2%	-7.5%
Market Development Strategy	15.4%	16.3%	+5.8%
Product/Service Development Strategy	23.6%	24.5%	+3.8%
Diversification Strategy	8.9%	11.0%	+23.6%

* % of spending for each growth strategy

Company sales through Internet remain modest at 10.3%

Overall	10.3%
B2B Product	7.3%
B2B Services	9.1%
B2C Product	10.6%
B2C Services	19.8%

Figure 2.1. Percent of company sales from Internet

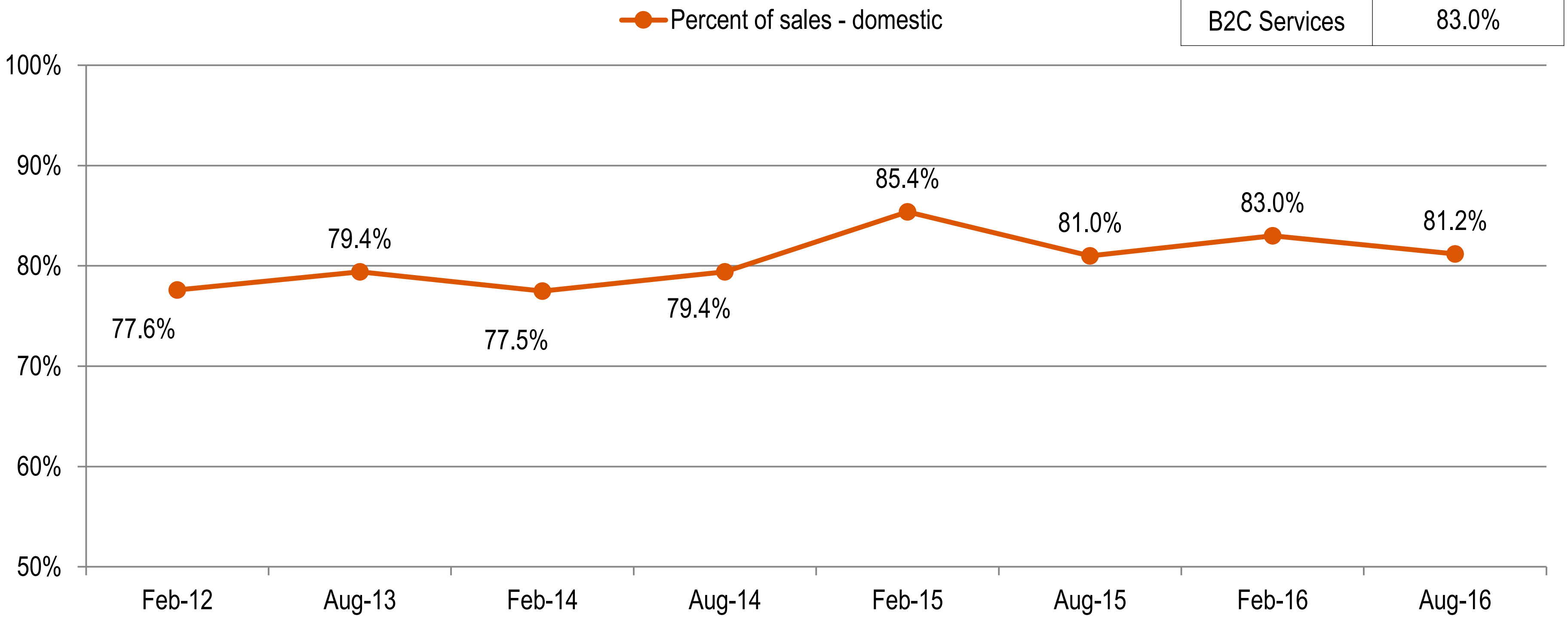


Company sales from domestic markets continue to dominate

Marketplace	Growth	Spending	Performance	Social Media	Mobile	Jobs	Organization	Leadership	Analytics

Figure 2.2. Percent of company sales from domestic markets

Overall	81.2%
B2B Product	75.9%
B2B Services	85.5%
B2C Product	82.7%
B2C Services	83.0%

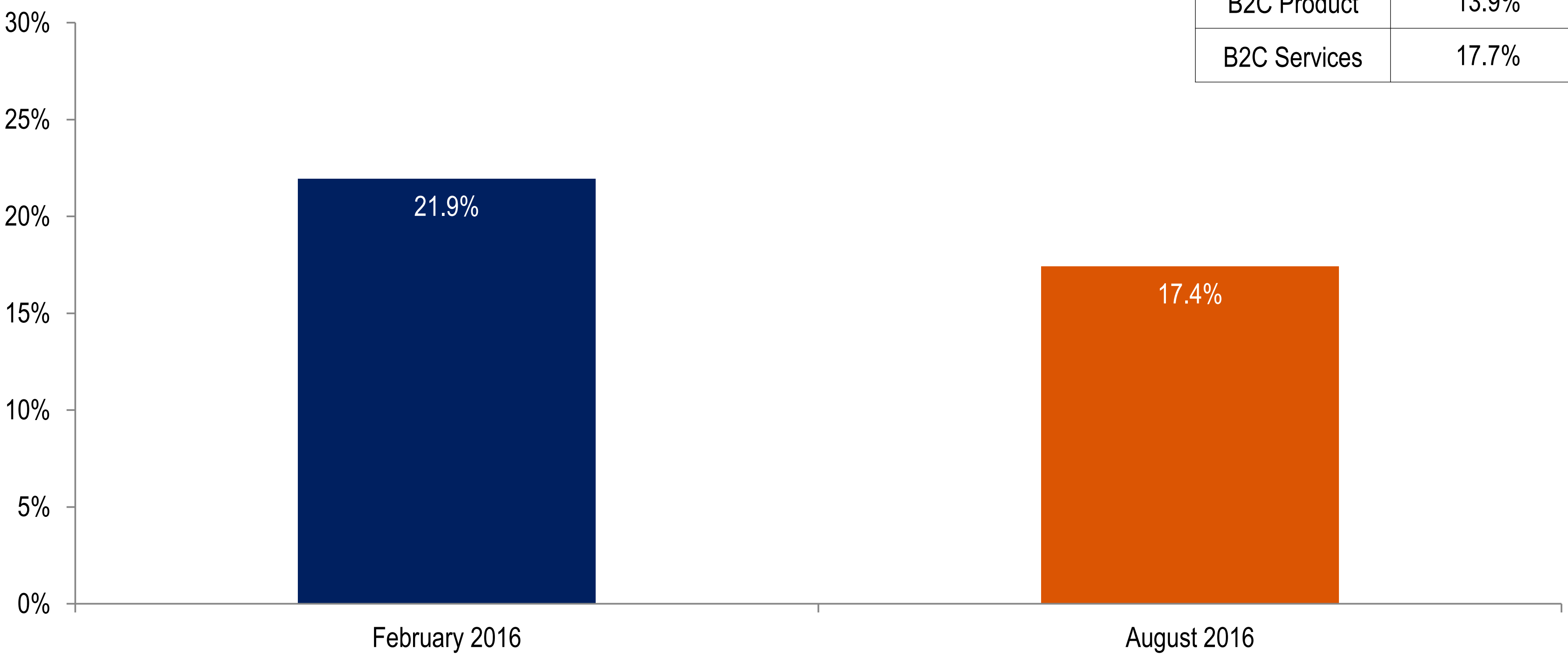


Marketing budget spent on international markets drops

Marketplace	Growth	Spending	Performance	Social Media	Mobile	Jobs	Organization	Leadership	Analytics

Overall	17.4%
B2B Product	23.9%
B2B Services	12.1%
B2C Product	13.9%
B2C Services	17.7%

Figure 2.3. Percent of marketing budget spent on international markets



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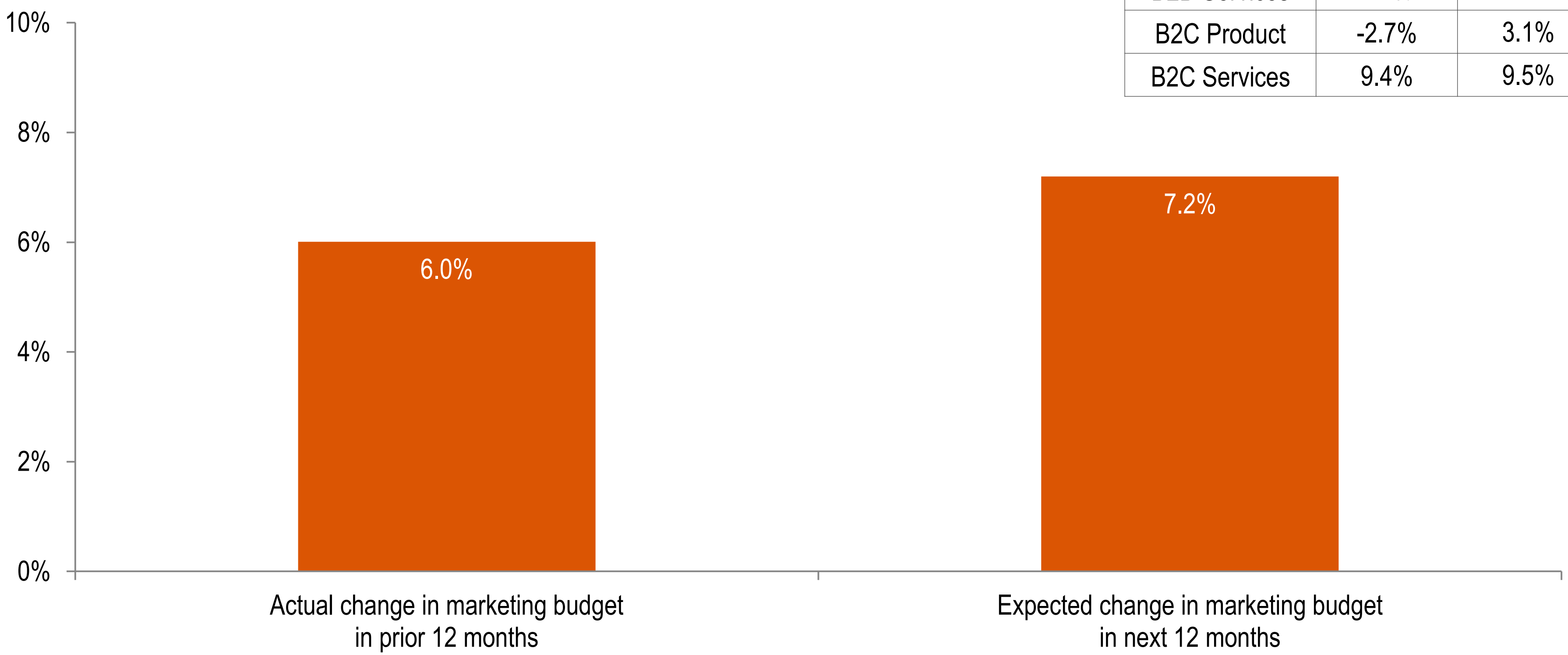
Topic 3:

Marketing Spending

Marketing budgets expected to increase

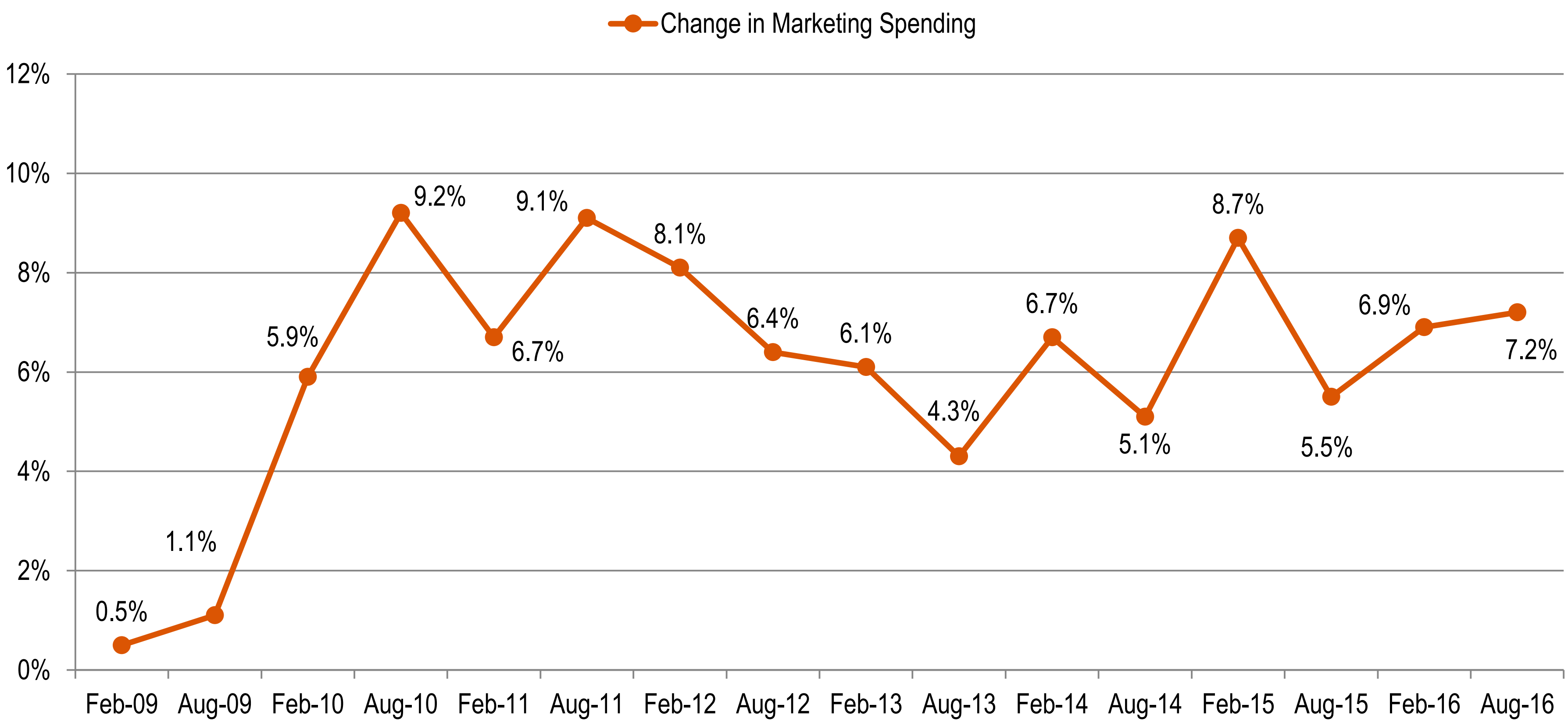
Figure 3.1. Percent change in marketing budgets

	Prior 12 months	Next 12 months
Overall	6.0%	7.2%
B2B Product	7.0%	6.9%
B2B Services	7.0%	8.1%
B2C Product	-2.7%	3.1%
B2C Services	9.4%	9.5%



Forecasted marketing budget changes 2009-2016

Figure 3.2. Expected percent change in marketing budgets in next 12 months



What's in your marketing budget?

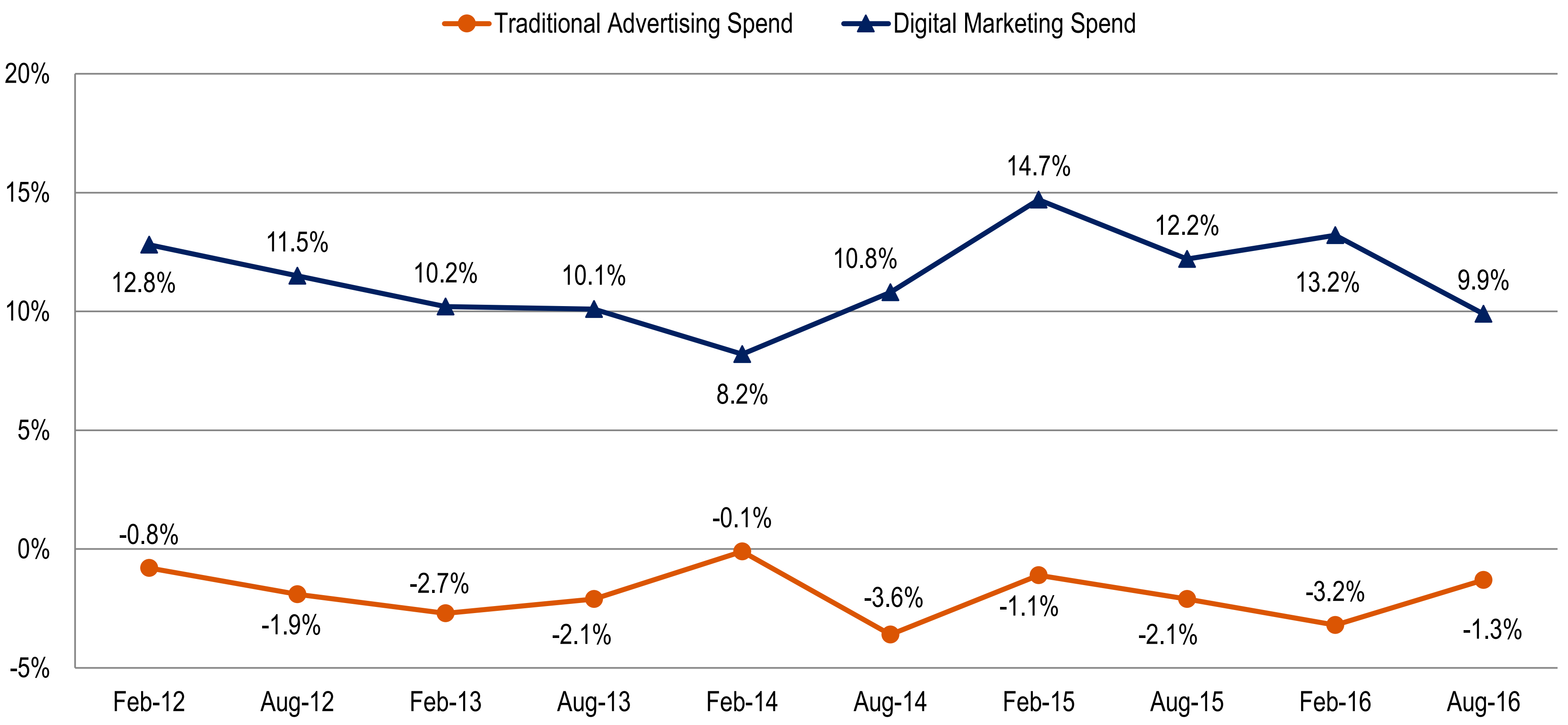
Table 3.1. Expenses included in marketing budgets (check all that apply)*

	Overall	B2B Product	B2B Services	B2C Product	B2C Services
Direct expenses of marketing activities	61.3%	65.8%	59.3%	56.7%	60.9%
Social media	51.4%	50.0%	49.4%	56.7%	54.7%
Marketing employees	47.9%	51.4%	50.6%	38.3%	42.2%
Marketing analytics	44.4%	47.9%	42.0%	46.7%	40.6%
Marketing research	41.7%	44.5%	37.0%	46.7%	42.2%
Other overhead costs associated with marketing	40.7%	45.2%	37.7%	38.3%	40.6%
Marketing training	31.7%	45.2%	25.9%	21.7%	25.0%
Sales employees	12.0%	7.5%	17.9%	5.0%	14.1%

*Percentages reflect the number of marketers agreeing that the expense is included in their company's marketing budget.

Digital marketing spending continues to grow, but at a slower rate

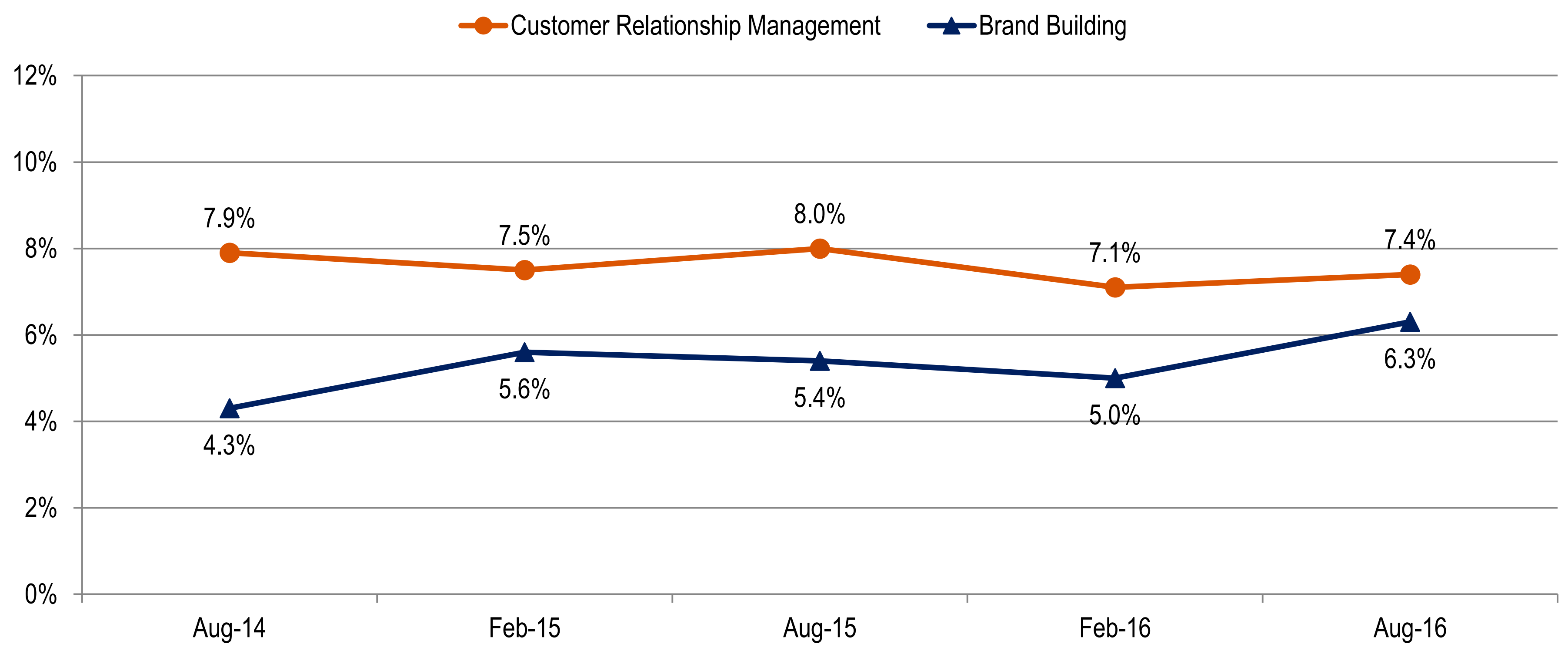
Figure 3.3. Percent change in traditional advertising* vs. digital marketing spend in next 12 months



*Refers to media advertising not using the Internet.

Brand building shows 46% spending lift over two years

Figure 3.4. Percent change in CRM and brand spending expected in next 12 months

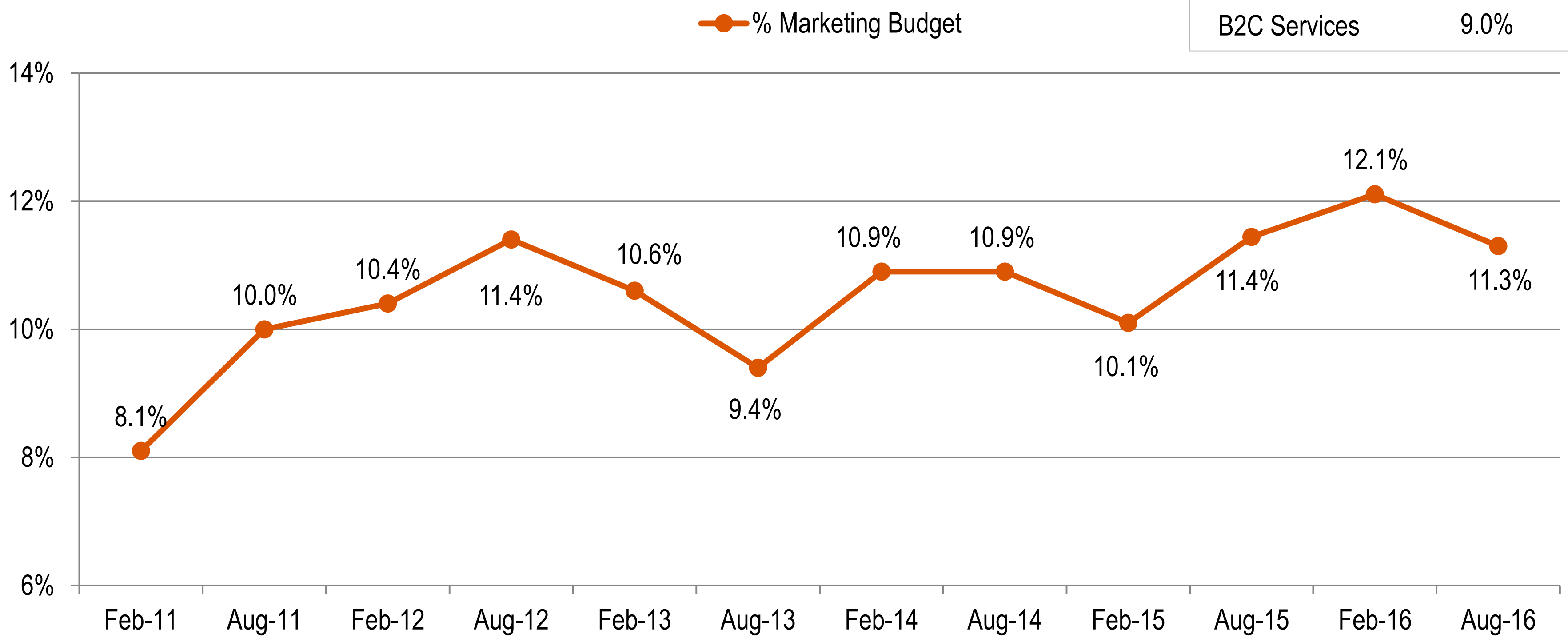


Marketing budgets represent 11.3% of firm budgets

Marketplace | Growth | **Spending** | Performance | Social Media | Mobile | Jobs | Organization | Leadership | Analytics

Figure 3.5. Marketing budget as percent of firm budget*

Overall	11.3%
B2B Product	11.2%
B2B Services	10.5%
B2C Product	16.7%
B2C Services	9.0%



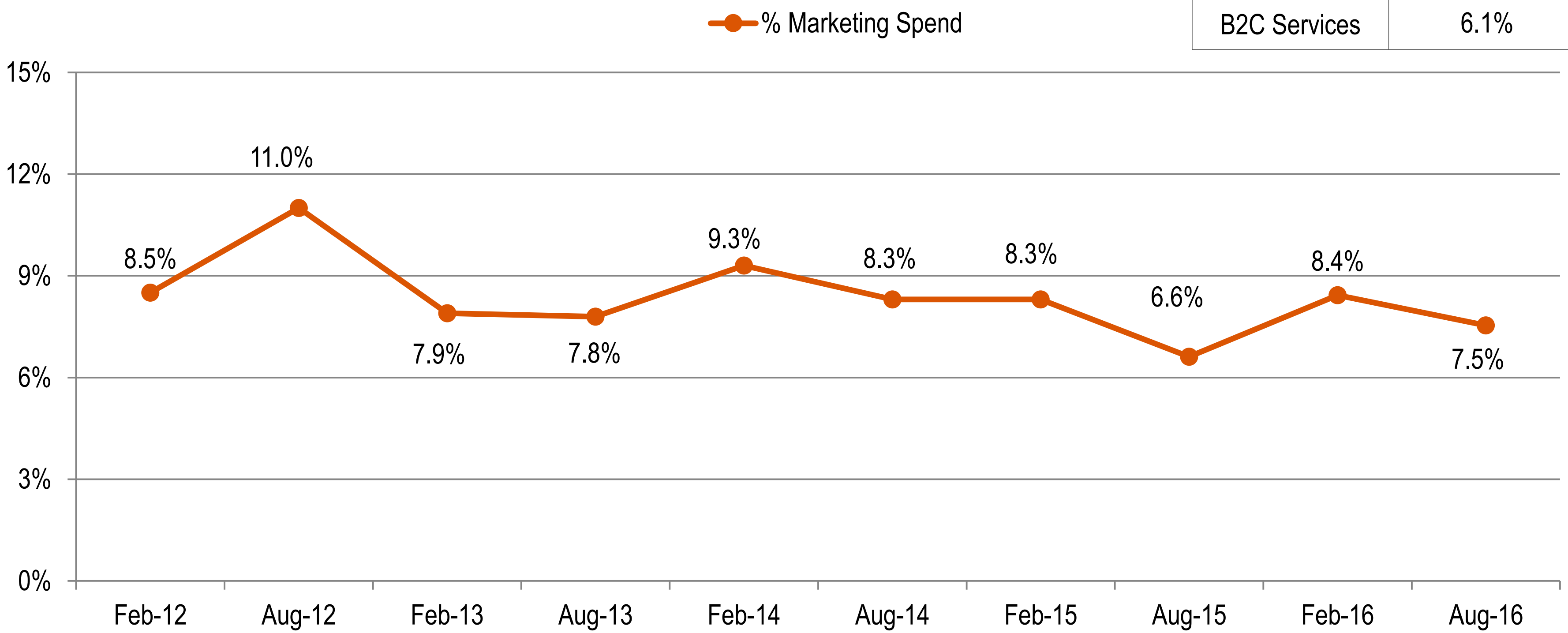
*Question asked in Feb-11 for the first time.

Marketing spend is 7.5% of company revenues

Marketplace	Growth	Spending	Performance	Social Media	Mobile	Jobs	Organization	Leadership	Analytics

Figure 3.7. Marketing spending as percent of company revenues*

Overall	7.5%
B2B Product	8.7%
B2B Services	6.0%
B2C Product	10.2%
B2C Services	6.1%



*Question asked in Feb-12 for the first time.

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Topic 4:

Financial and Marketing Performance

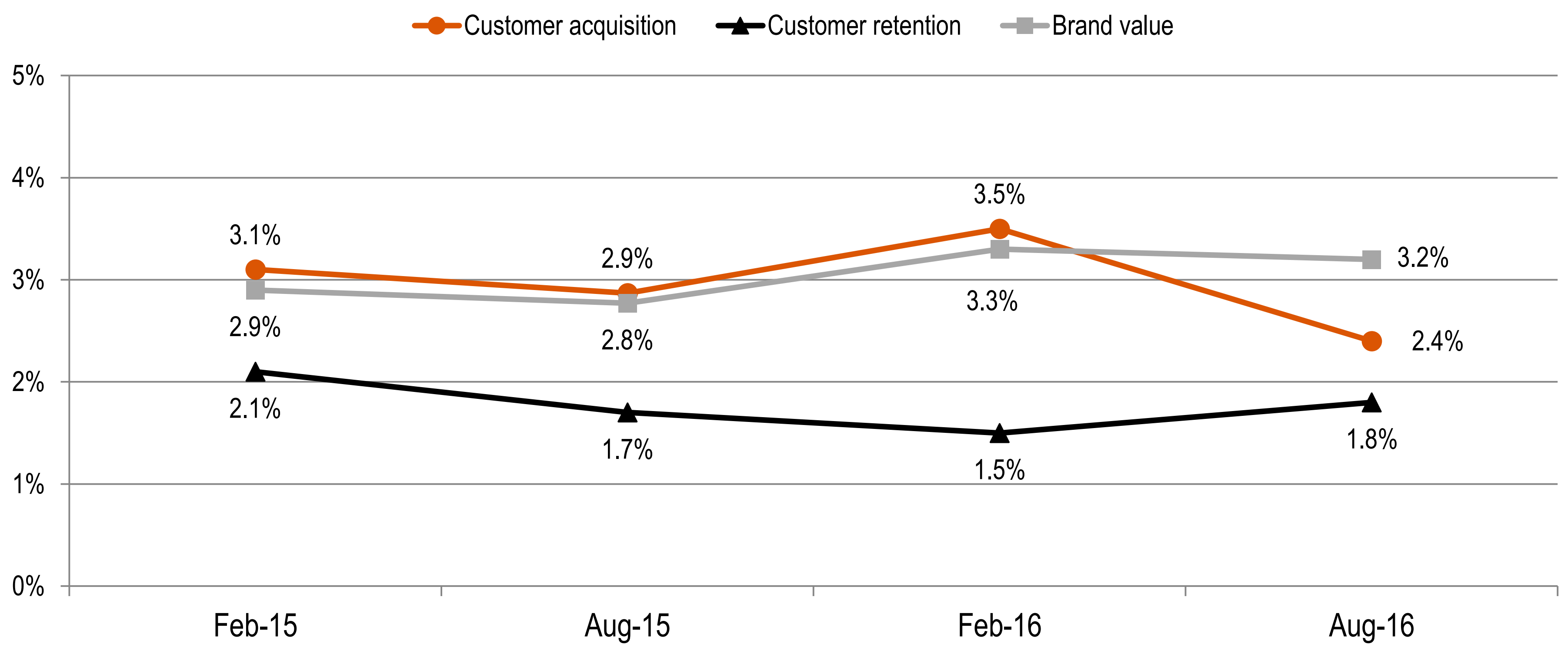
Firm performance metrics increased across the board in the last 12 months

Table 4.1. Percent change in financial and marketing performance in prior 12 months

	Overall	B2B Product	B2B Services	B2C Product	B2C Services
Sales	3.3%	3.3%	4.2%	1.9%	2.6%
Profits	2.4%	2.1%	3.2%	1.8%	2.3%
Marketing ROI	2.4%	2.3%	2.4%	2.0%	3.9%
Customer acquisition	2.5%	3.1%	2.4%	1.1%	1.9%
Customer retention	1.8%	1.9%	2.2%	0.6%	2.1%
Brand value	3.2%	3.2%	2.9%	4.2%	2.9%

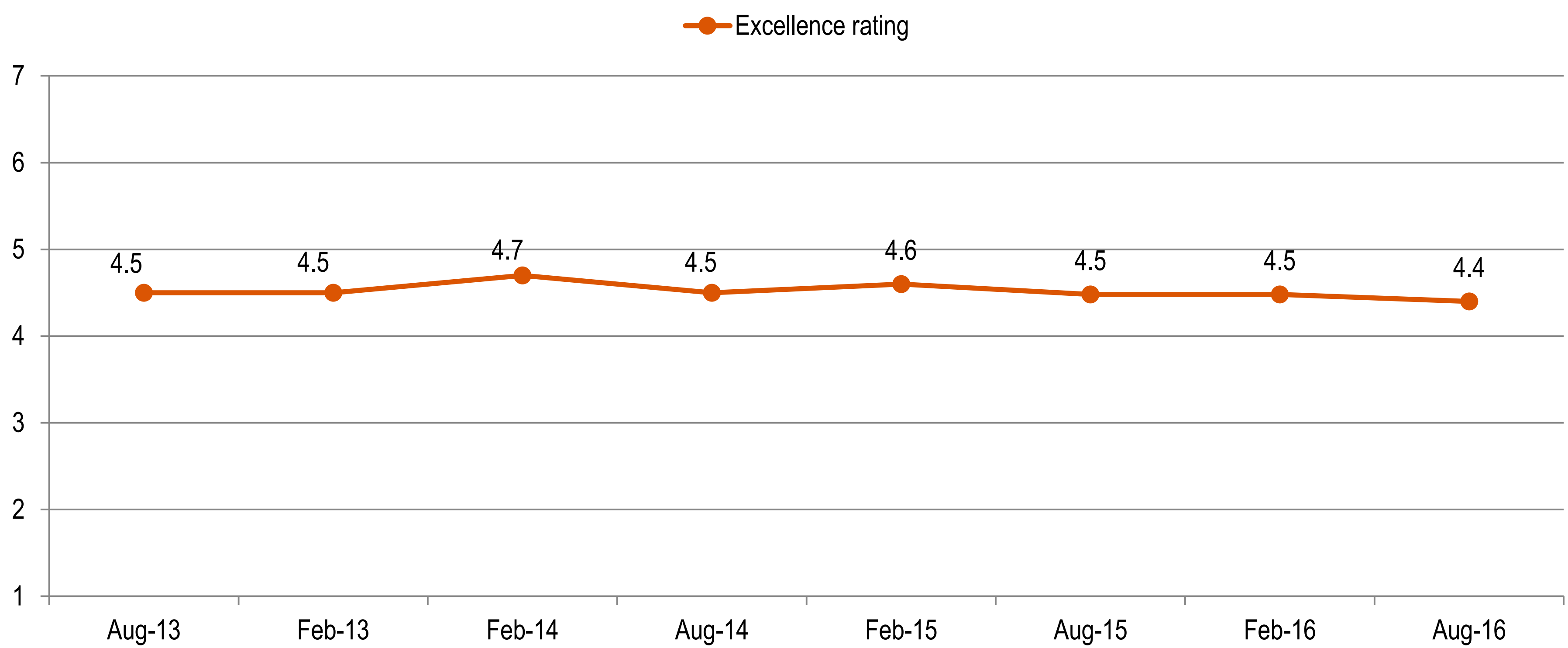
Customers remain brand loyal while acquisition metrics experienced a 31% drop

Figure 4.1. Percent change in performance on customer and brand metrics in prior 12 months



Marketing excellence ratings remain flat

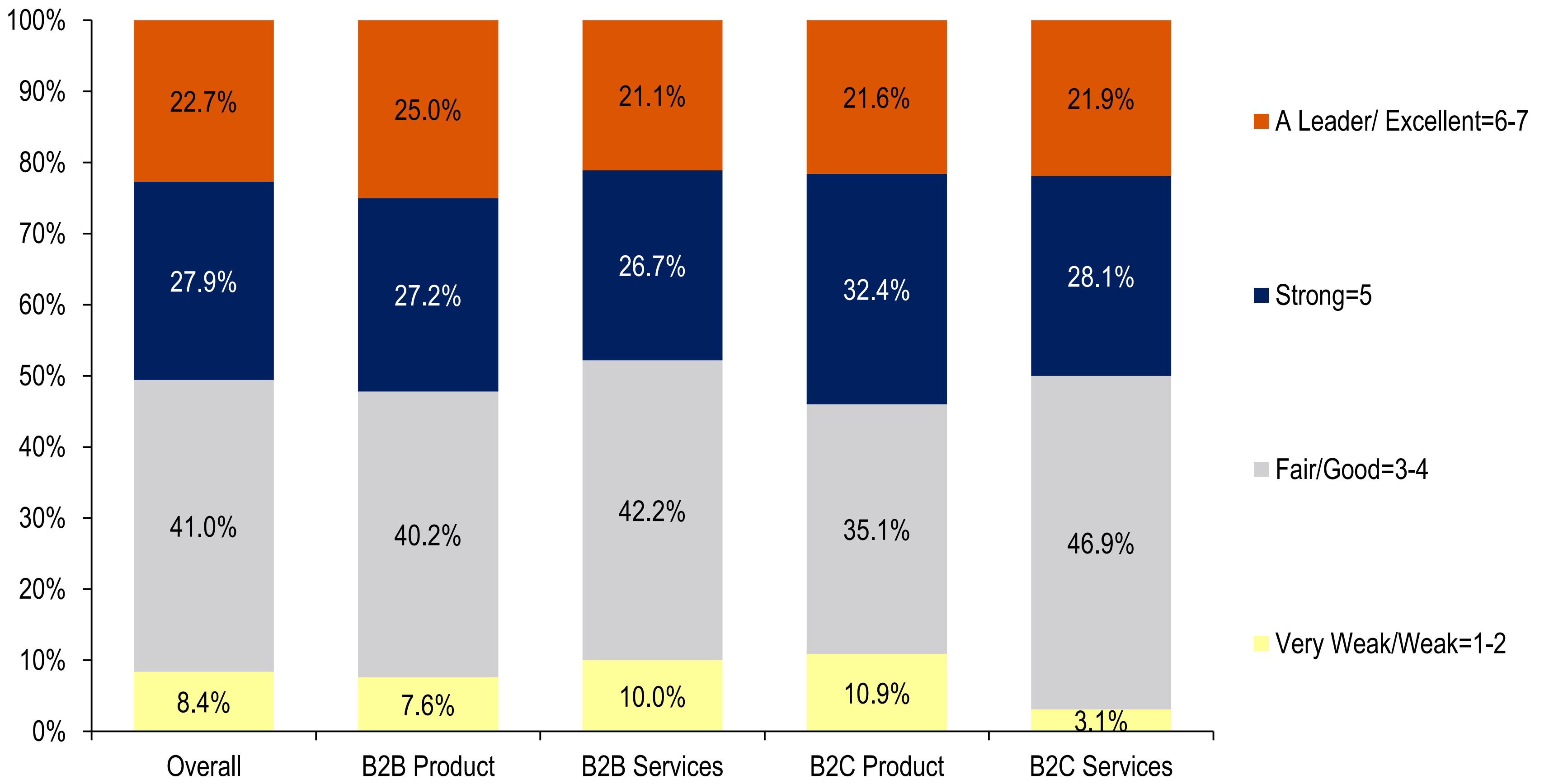
Figure 4.2. How would you rate your company's marketing excellence?*
(7-point scale where 1=Very weak, 7=Leader)



* Question asked in Aug-13 for the first time.

B2B-product companies more likely to be marketing leaders

Figure 4.3. **How would you rate your company's marketing excellence?**
(7-point scale where 1=Very weak and 7=Leader)



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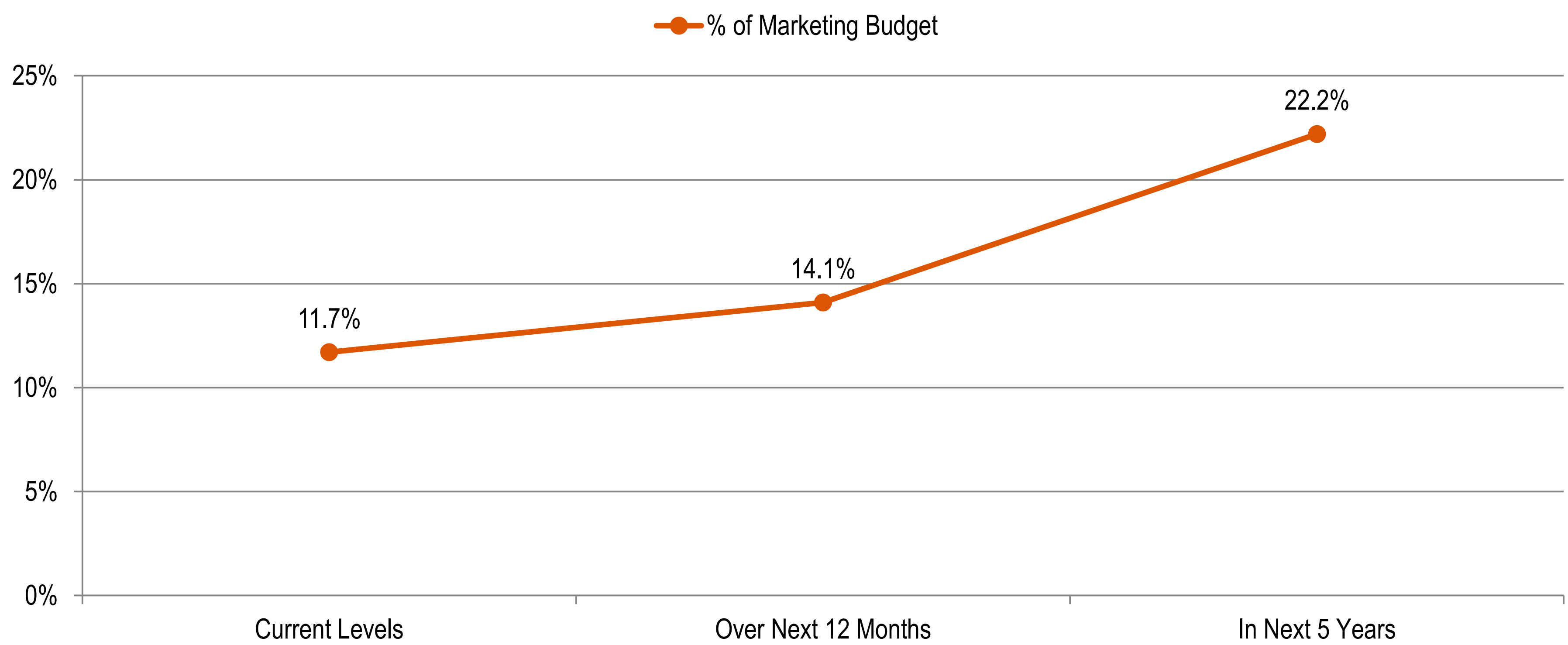
Topic 5:
Social Media Marketing

Marketers to expand social media spend by 90% in next 5 years

Figure 5.1. Social media spending as percent of marketing budgets



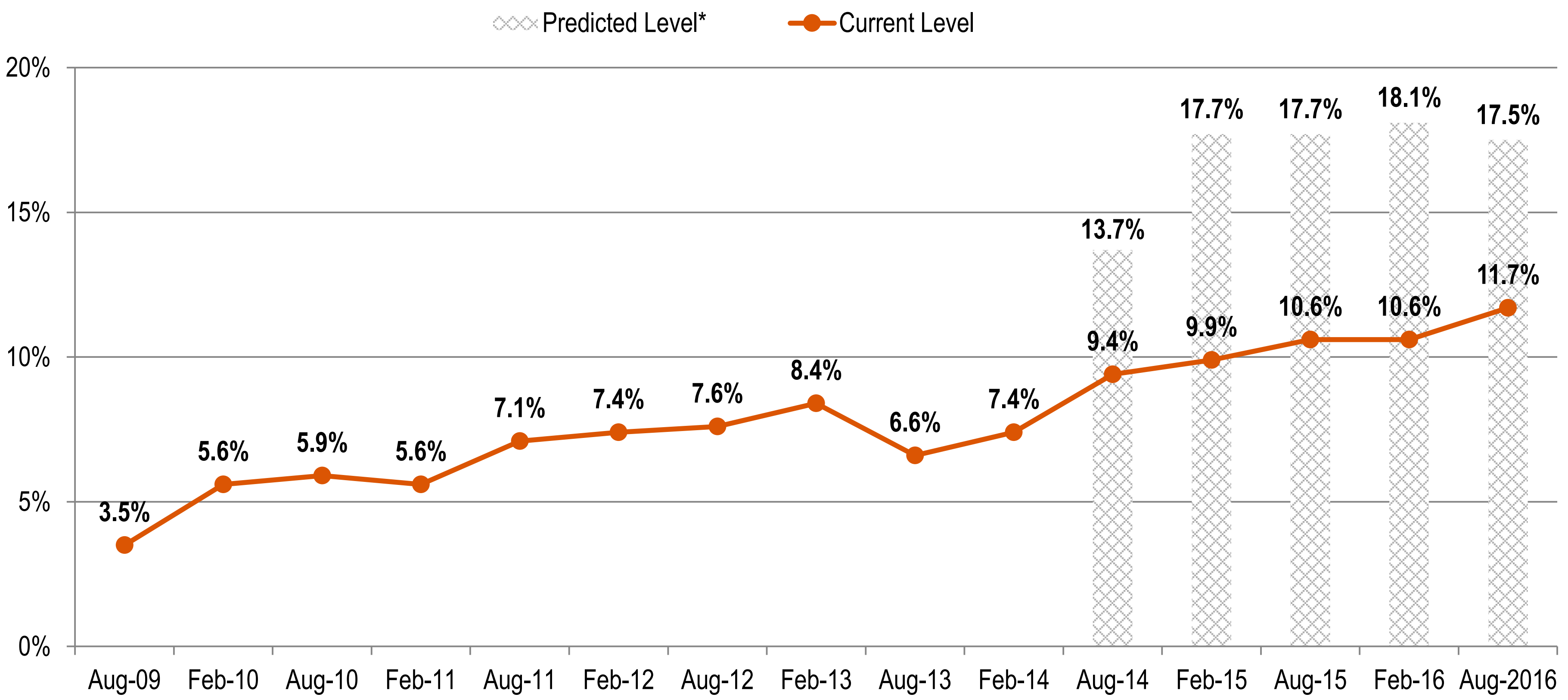
Social media spend across all sectors expected to grow by ~20% in the next year

Table 5.1. Changes in social media spending across sectors

	Overall	B2B Product	B2B Services	B2C Product	B2C Services
Current social media spending	11.7%	8.9%	11.7%	15.5%	15.4%
Social media spending in the next 12 months	14.1%	10.8%	13.9%	18.8%	18.4%
Social media spending in the next 5 years	22.2%	18.4%	21.4%	28.0%	28.3%

Social media spend shows 200%+ growth (2009-16), but fails to meet 5-year projections

Figure 5.2. Actual versus predicted social media spending as percent of marketing budget



*Predicted level is based on responses to 5-year predicted social media spend five years earlier (e.g., Aug-14 based on response from Aug-09).

Social media winners and losers 2009-2016

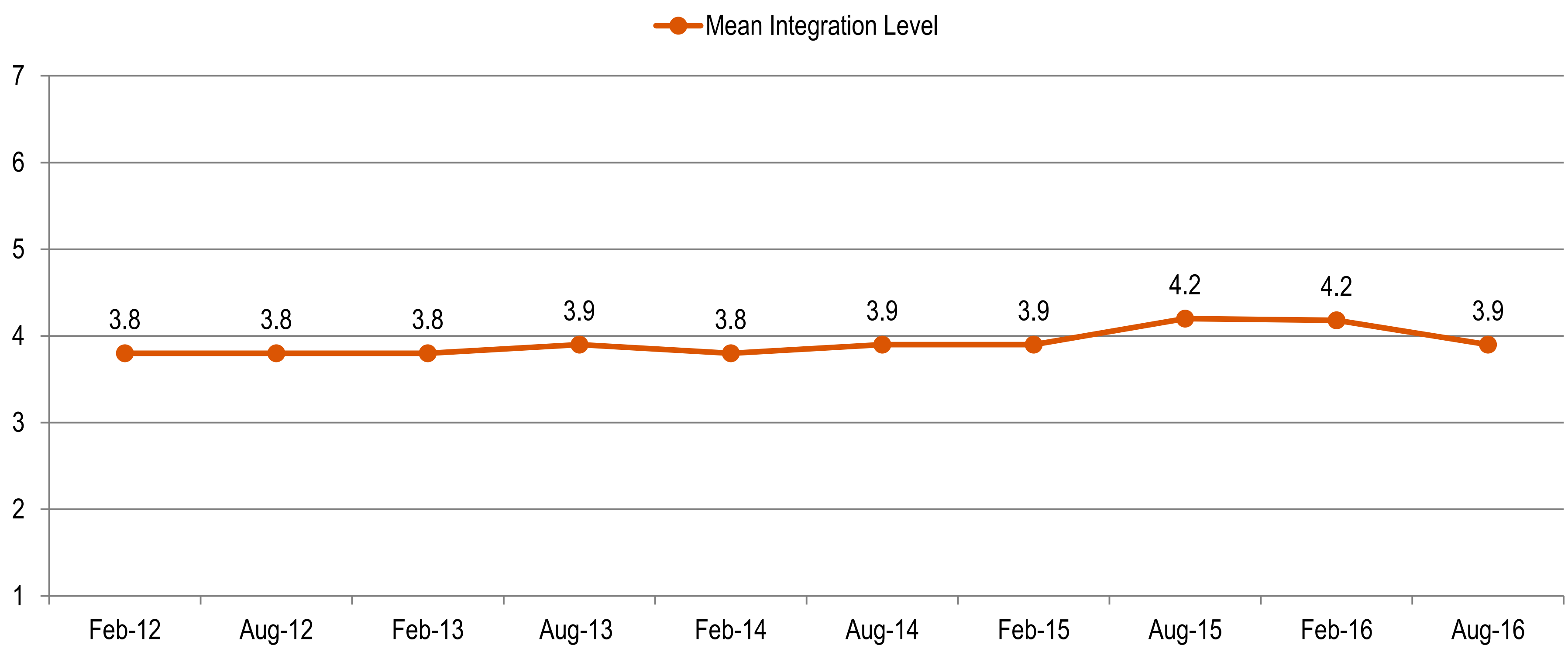
Table 5.2. Percentage of Firms Using Social Media

Social media type*	Aug-09	Aug-16**
Social networking (e.g., Facebook, LinkedIn)	65.4%	72.5%
Video and photo sharing (e.g., YouTube, Instagram)	52.3%	49.8%
Blogging	50.9%	44.0%
Microblogging (e.g., Twitter)	44.4%	55.3%
Podcasts	24.8%	13.7%
Forums (e.g., Google groups)	23.4%	14.1%
Product reviews (e.g., Amazon)	17.3%	16.2%
Social bookmarking (e.g., Digg)	15.9%	4.4%
Product design or co-creation (e.g., NikeID)	6.5%	4.6%
Virtual reality (e.g., Second life)	3.7%	2.3%
Internal social networking (e.g., Slack, Yammer)***	--	19.2%

* Typology from: Hoffman, Donna L. and Marek Fodor (2009), "The ROI of Social Media," UCR Sloan Center Working Paper, July.
Red reflects a decrease and **Green reflects an increase of more than 2 percent between Aug-09 and Aug 16.
***Question asked for the first time in August 2016.

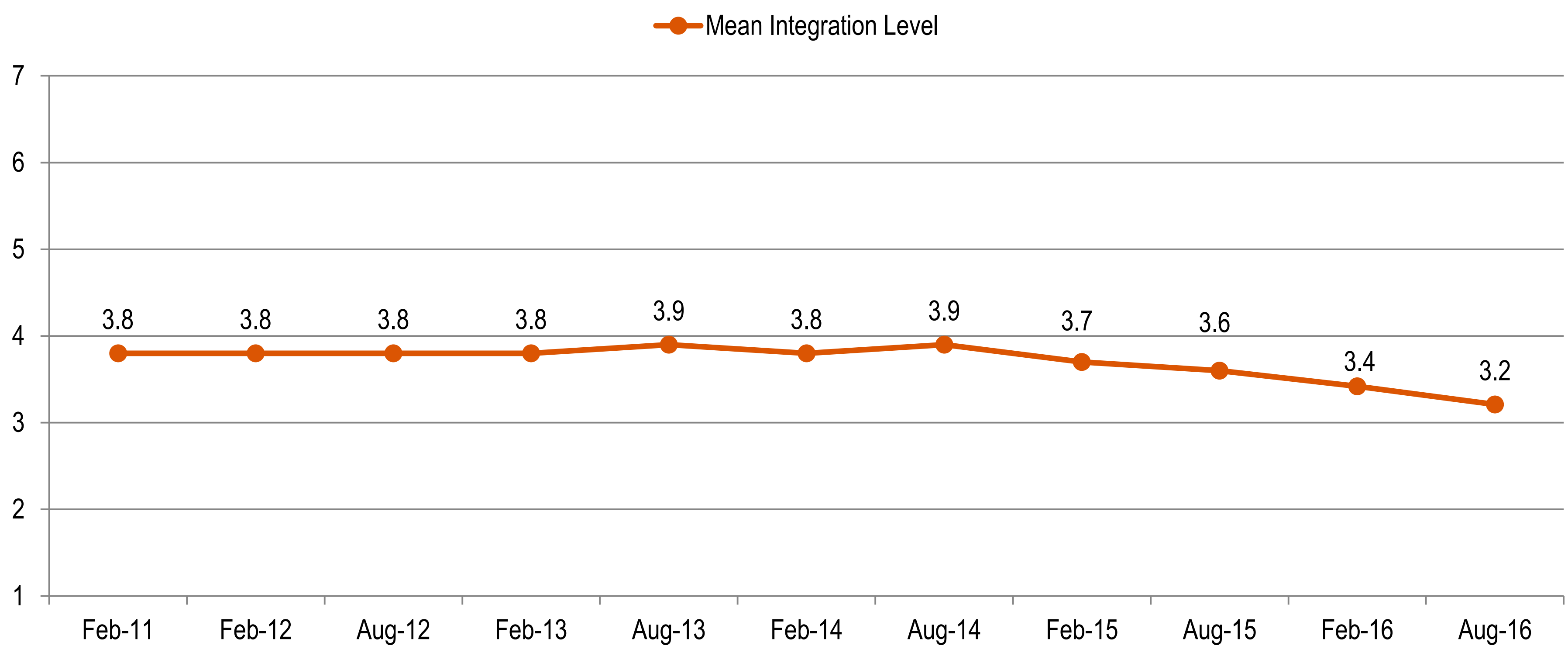
Integration of social media and marketing strategy shows no progress

Figure 5.3. How effectively is social media linked to your firm's marketing strategy?
(1=Not integrated, 7=Very integrated)



Integration of customer information across channels drops further

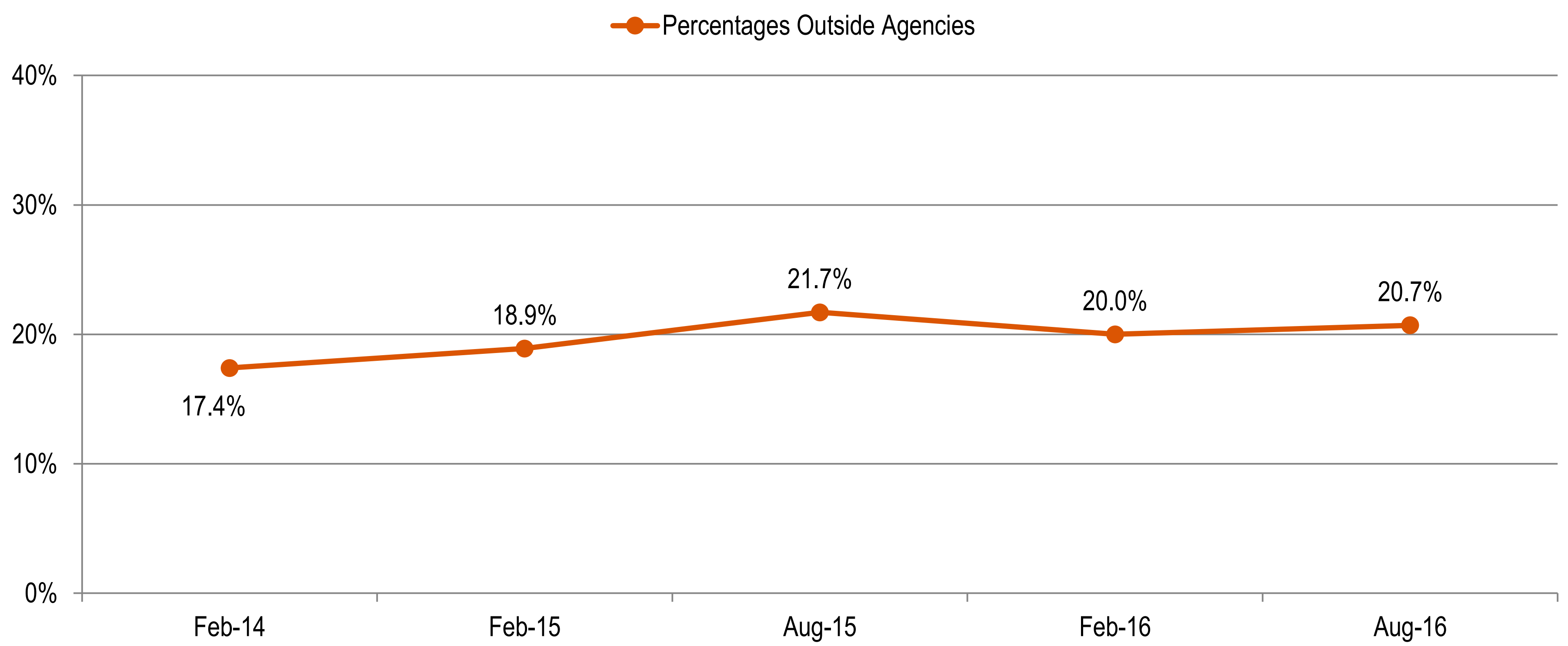
Figure 5.4. How effectively does your company integrate customer information across purchasing, communication, and social media channels? (1=Not at all effectively, 7=Very effectively)



*Question asked in Feb-11 for the first time.

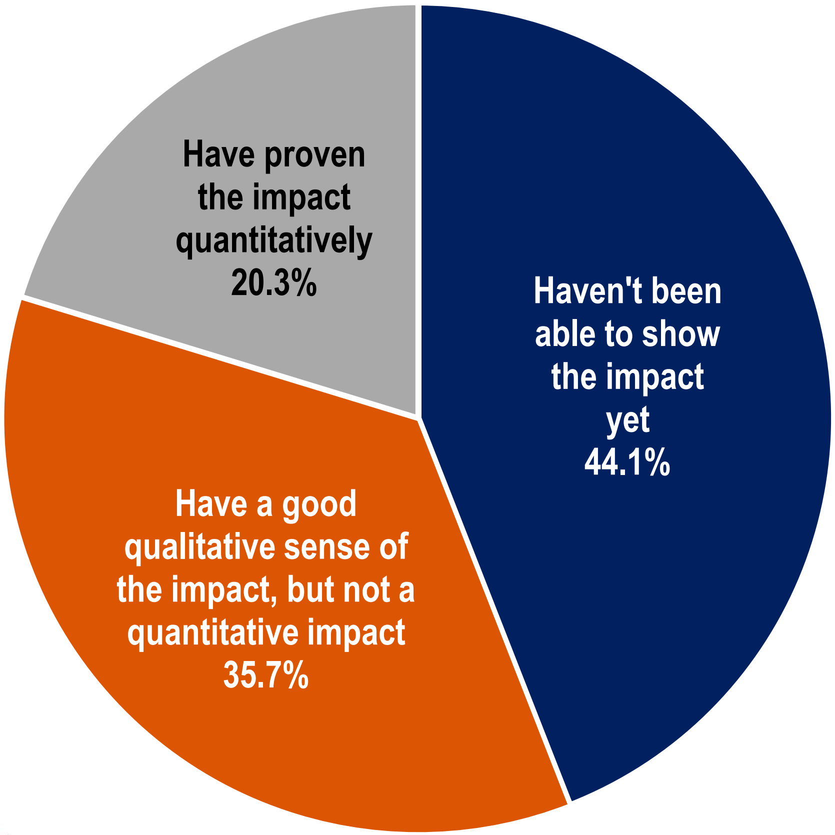
Outside agencies remain a supplement to company's social media activities

Figure 5.5. Percent of company's social media activities performed by outside agencies



Few firms able to prove the impact of social media quantitatively

Figure 5.6. Which best describes how you show the impact of social media on your business?

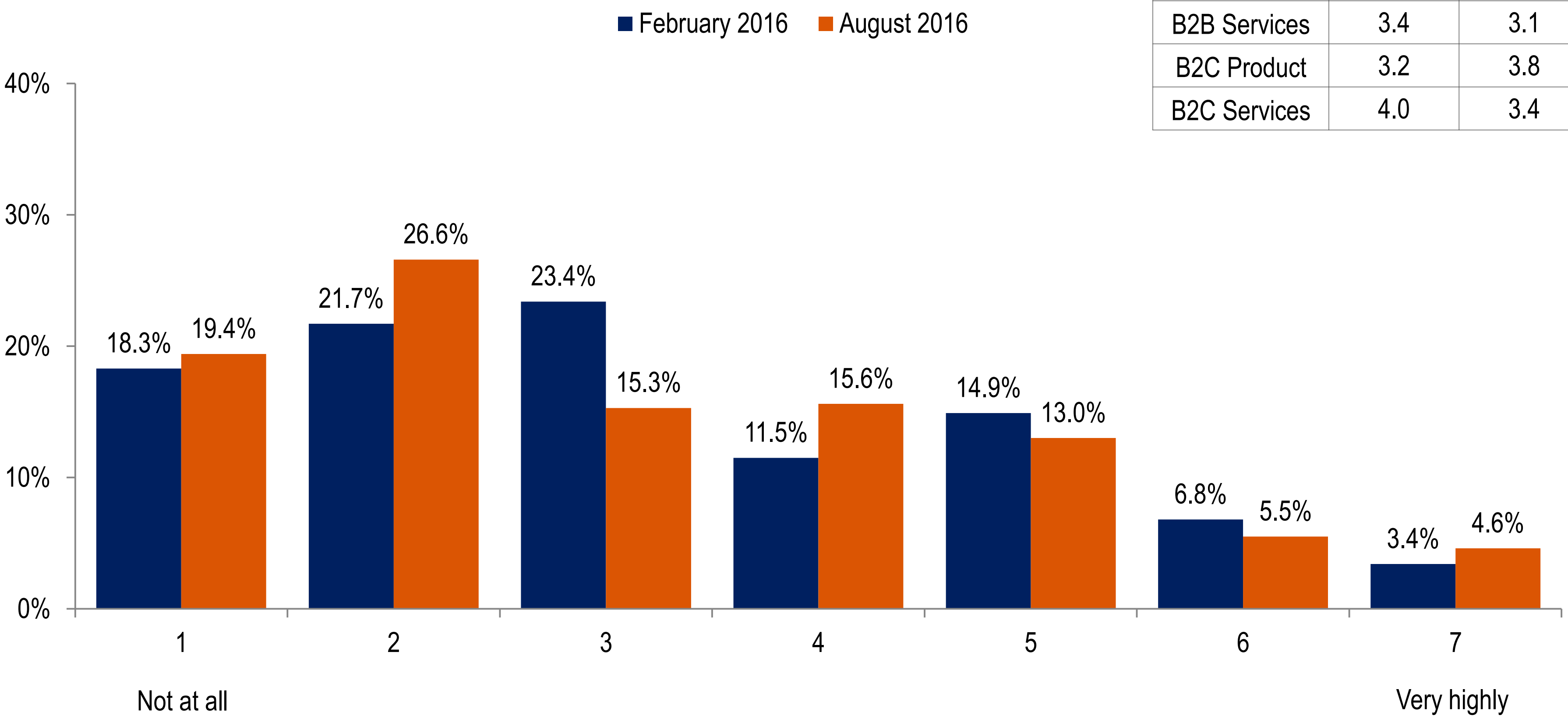


	B2B Product	B2B Services	B2C Product	B2C Services
We have proven the impact quantitatively	16.9%	20.3%	17.4%	31.3%
We have a good qualitative sense of the impact, but not a quantitative impact	33.1%	31.6%	54.3%	35.4%
We haven't been able to show the impact yet	50.0%	48.1%	28.3%	33.3%

Social media perceived to contribute little to company performance

Figure 5.7. To what degree does the use of social media contribute to your company's performance? (1=Not at all, 7=Very highly)

	Feb-16 Mean	Aug-16 Mean
Overall	3.2	3.1
B2B Product	2.5	2.7
B2B Services	3.4	3.1
B2C Product	3.2	3.8
B2C Services	4.0	3.4



Use of online data for targeting increases but lower increases expected in future

Figure 5.8a. Does your company use customer behavior data collected online for targeting purposes?

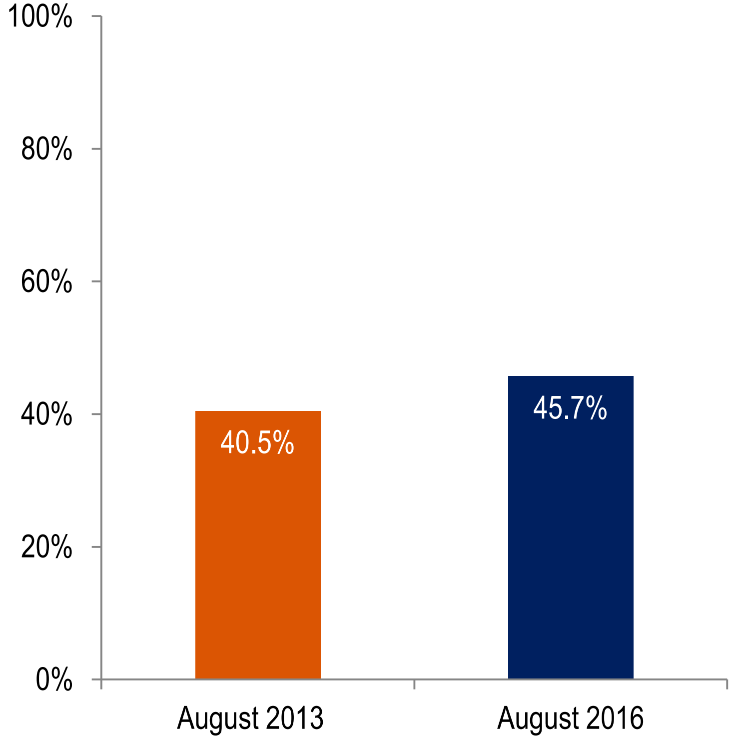
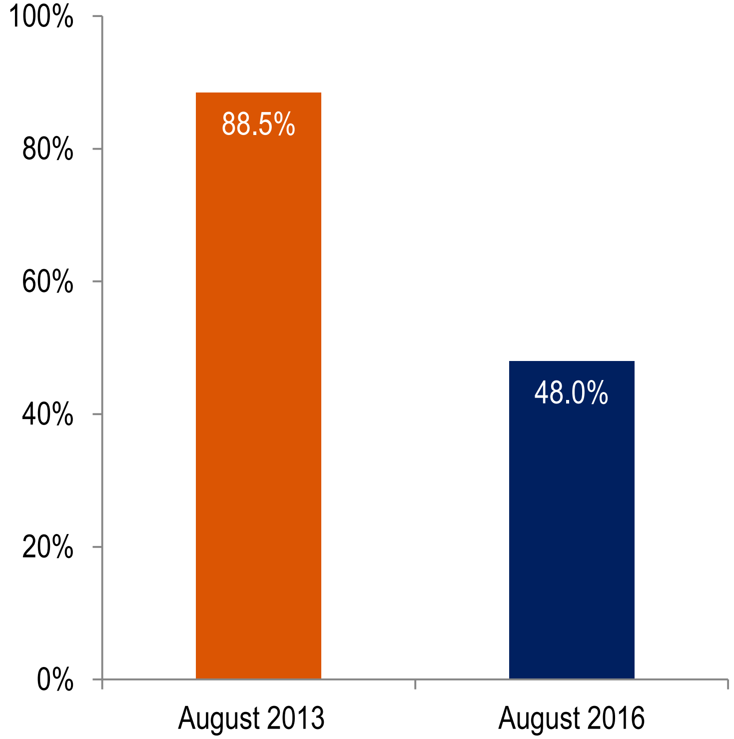


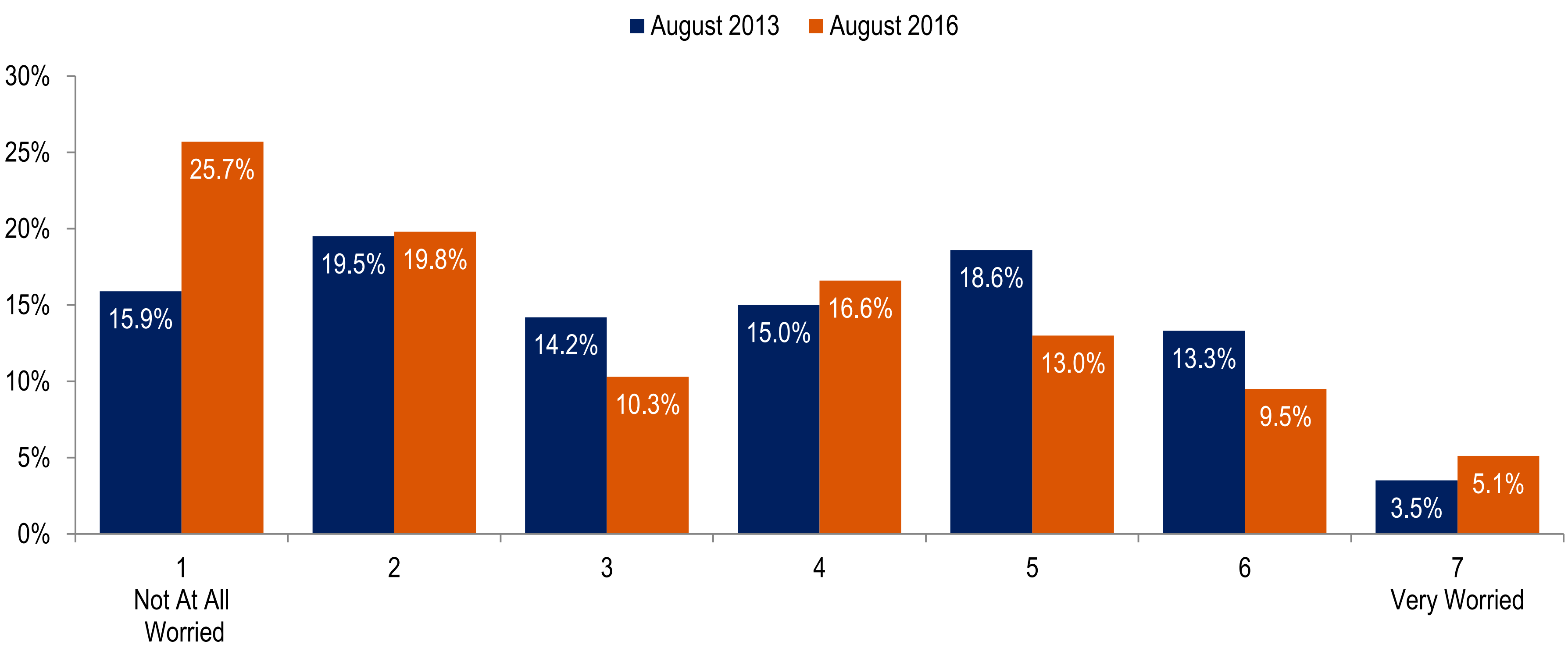
Figure 5.8b. Is your company's use of such data increasing over time?



Marketers have few concerns about the use of online customer data

Figure 5.9. **How worried are you that the use of online customer data could raise questions about privacy?**

August 2013: Mean = 3.5 (SD = 1.8)
August 2016: Mean = 3.2 (SD = 1.9)



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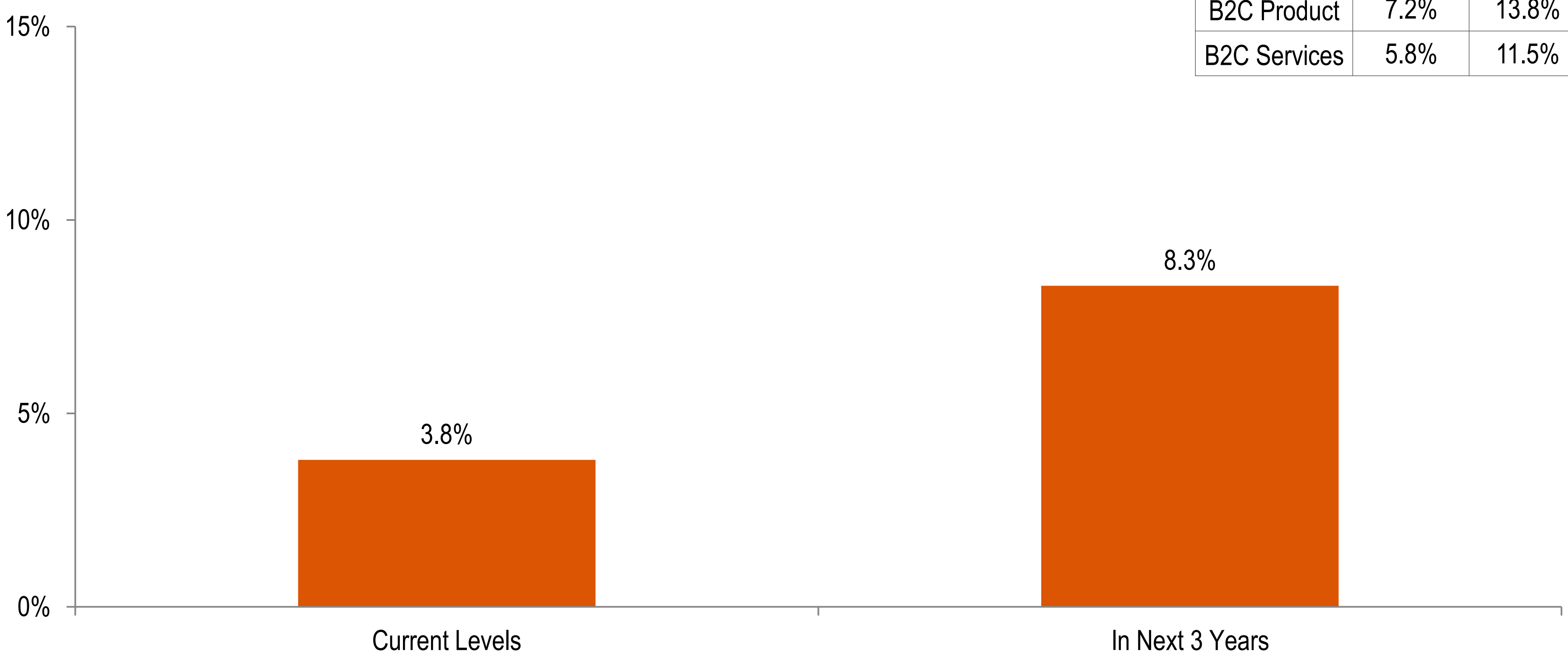
Topic 6:
Mobile Marketing

Marketing spend on mobile expected to increase 118% in three years

	Now	3 years
Overall	3.8%	8.3%
B2B Product	2.5%	6.7%
B2B Services	3.1%	6.6%
B2C Product	7.2%	13.8%
B2C Services	5.8%	11.5%

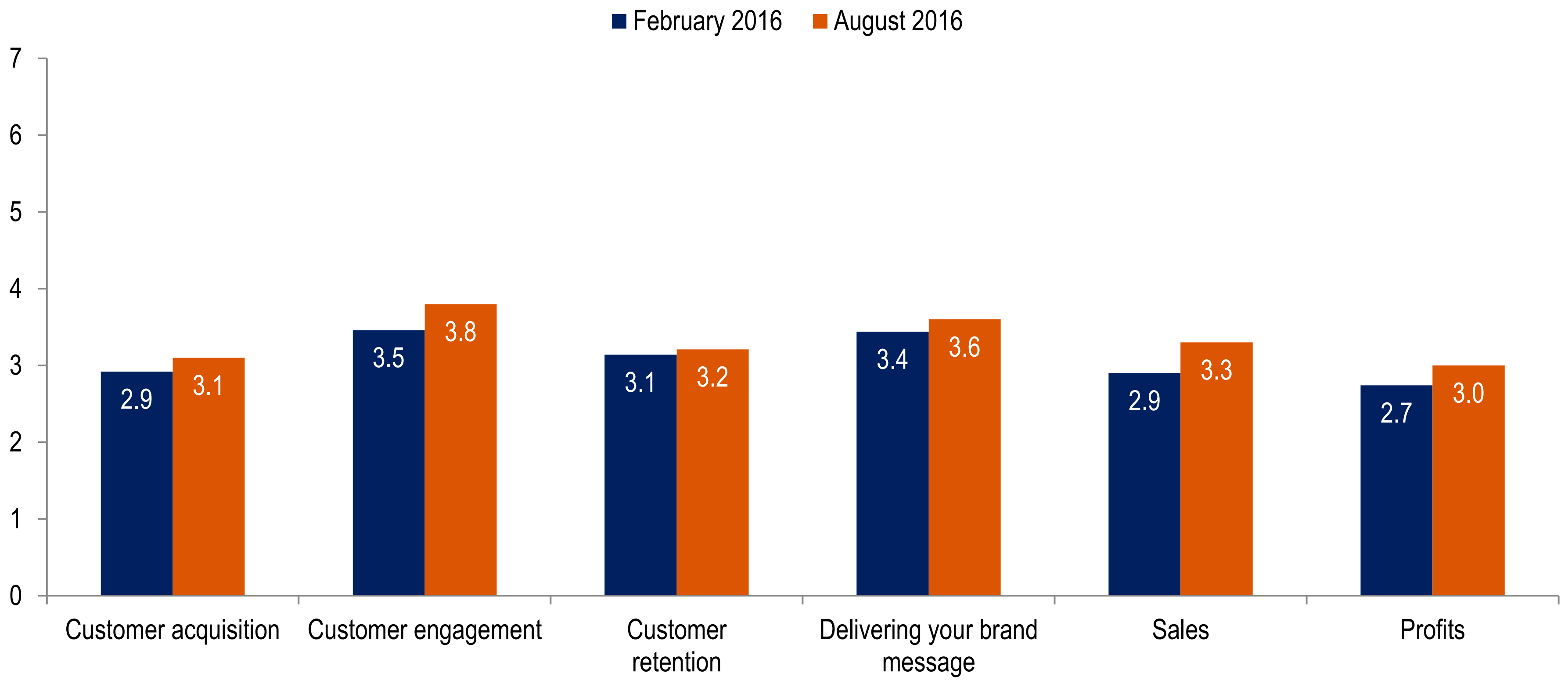
Figure 6.1. Marketing budget spend on mobile



Mobile marketing performance improves on key metrics

Marketplace | Growth | Spending | Performance | Social Media | Mobile | Jobs | Organization | Leadership | Analytics

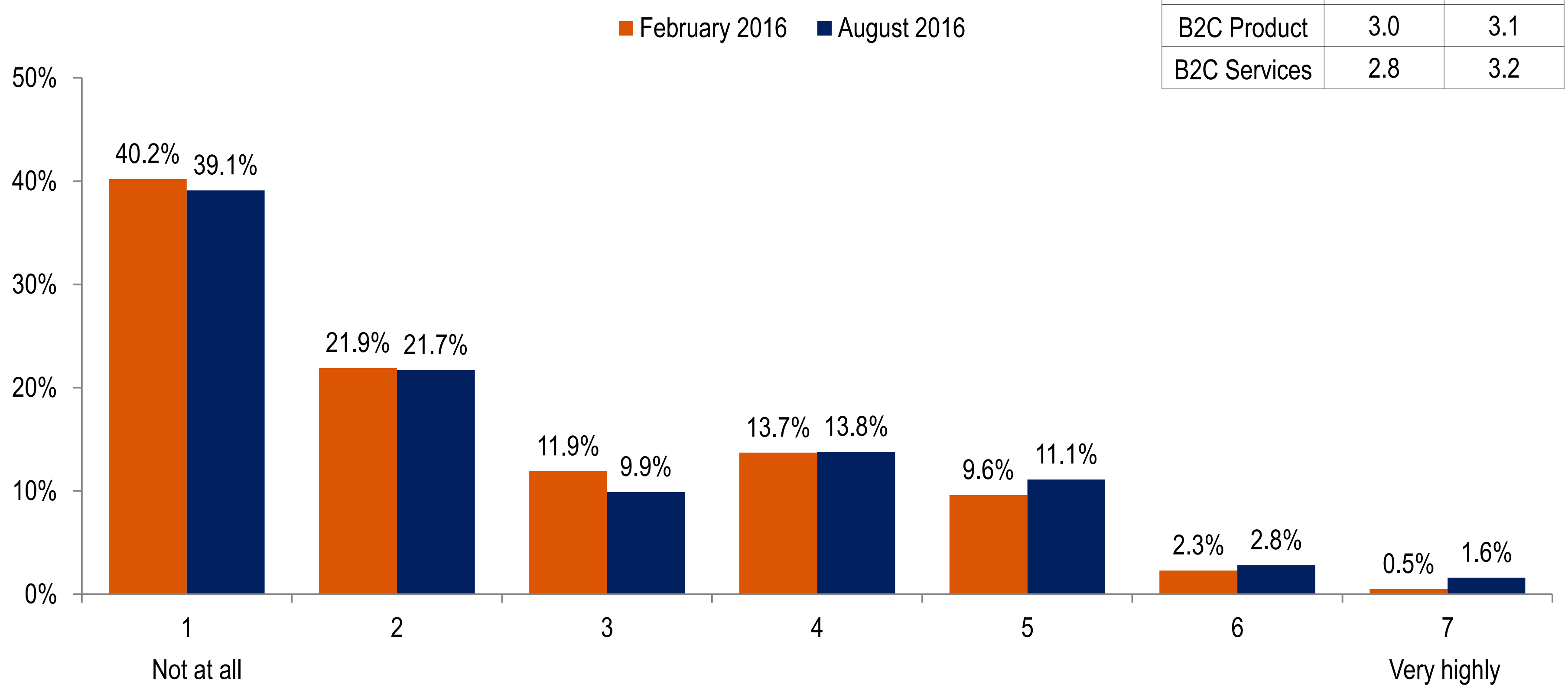
Figure 6.2. Rate the performance of your company's mobile marketing activities
(7-point scale where 1=Poor, 7=Excellent)



Half of all companies attribute no or minimal performance gains to mobile

<u>Figure 6.3</u>. To what degree does the use of mobile marketing contribute to your company's performance? (1=Not at all, 7=Very highly)

	Feb-16 Mean	Aug-16 Mean
Overall	2.4	2.5
B2B Product	2.0	2.3
B2B Services	2.4	2.3
B2C Product	3.0	3.1
B2C Services	2.8	3.2



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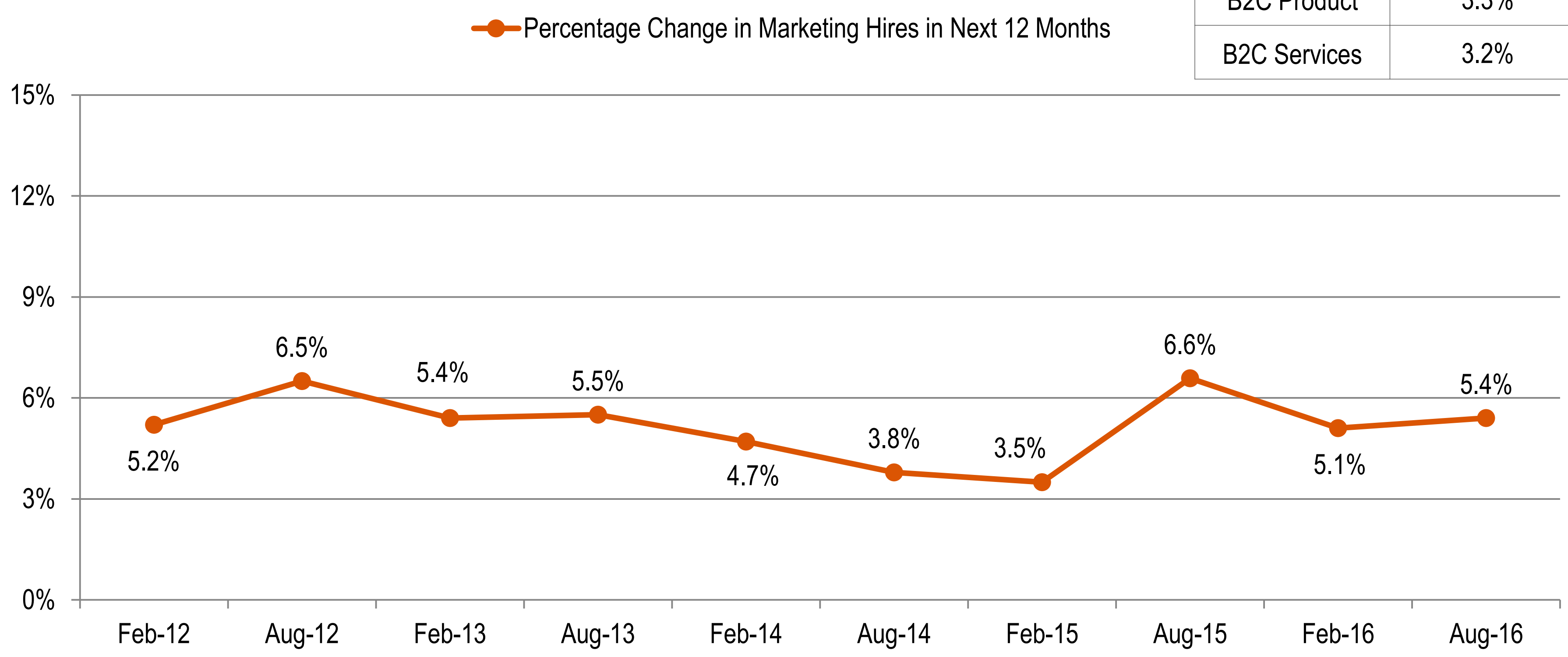
Topic 7:

Marketing Jobs

Marketing hiring improves: Focus on B2B marketers

Figure 7.1. Percentage change in marketing hires planned in next 12 months

Overall	5.4%
B2B Product	5.4%
B2B Services	7.2%
B2C Product	3.3%
B2C Services	3.2%



Expected change in marketing outsourcing

Percentage change in outsourcing of marketing in next 12 months (Overall mean = 3.6%, SD = 8.83)

Table 7.1a. Industry sector differences

Sector	Mean
Banking/Finance/Insurance	2.9%
Communications/Media	5.5%
Consumer Packaged Goods	5.5%
Consumer Services	9.3%
Education	3.0%
Energy	2.1%
Healthcare/Pharma.	4.3%
Manufacturing	1.4%
Mining/Construction	1.7%
Retail/Wholesale	2.4%
Service/Consulting	3.2%
Tech Software Biotech	5.7%
Transportation	5.3%

Table 7.1b. Firm sector differences

Sector	Mean
B2B Product	3.0%
B2B Services	4.1%
B2C Product	1.7%
B2C Services	6.1%

Table 7.1c. Firm Internet sales differences

Firm sales	Mean
0% of sales	3.8%
1-10% of sales	2.8%
>10% of sales	4.8%

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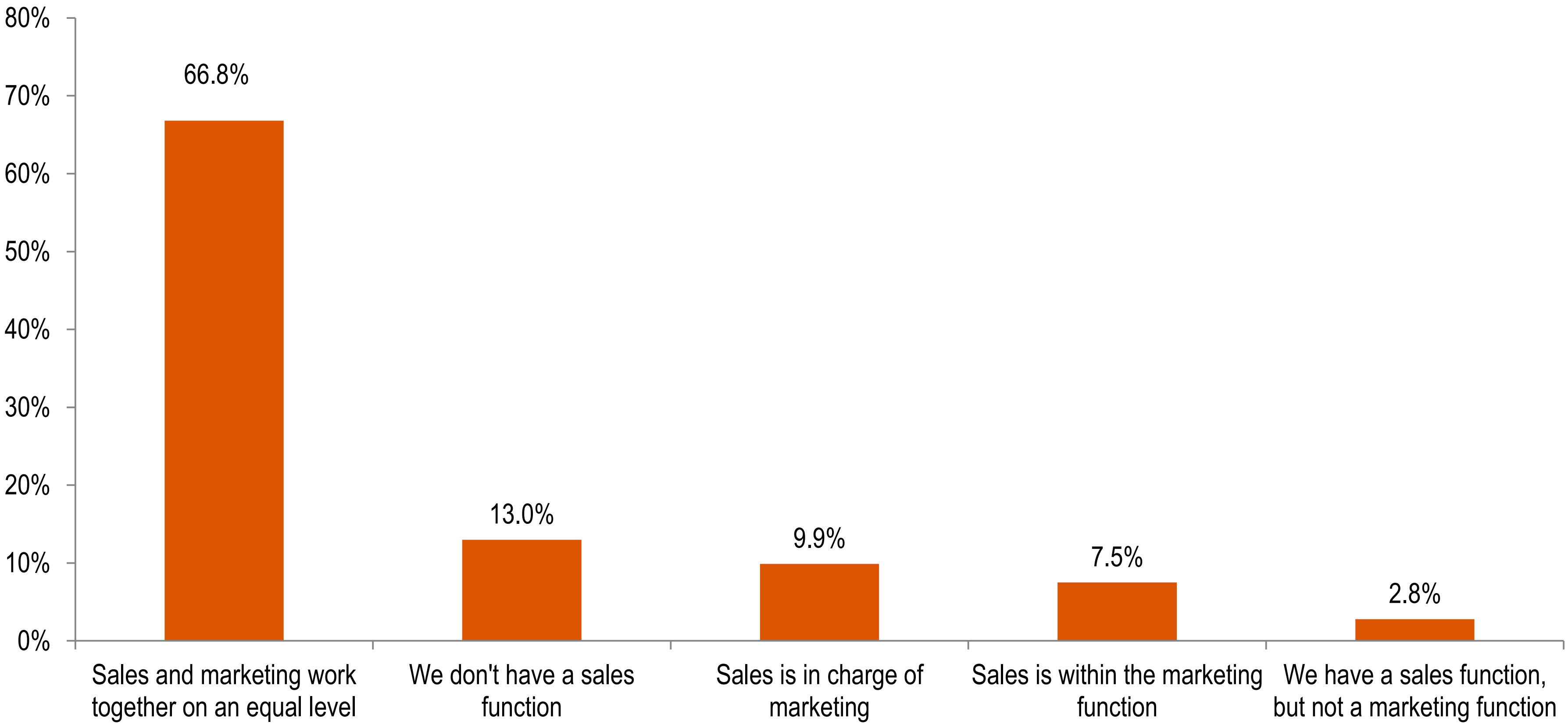
Topic 8:

Marketing Organization

Marketing and sales are equal partners in most companies

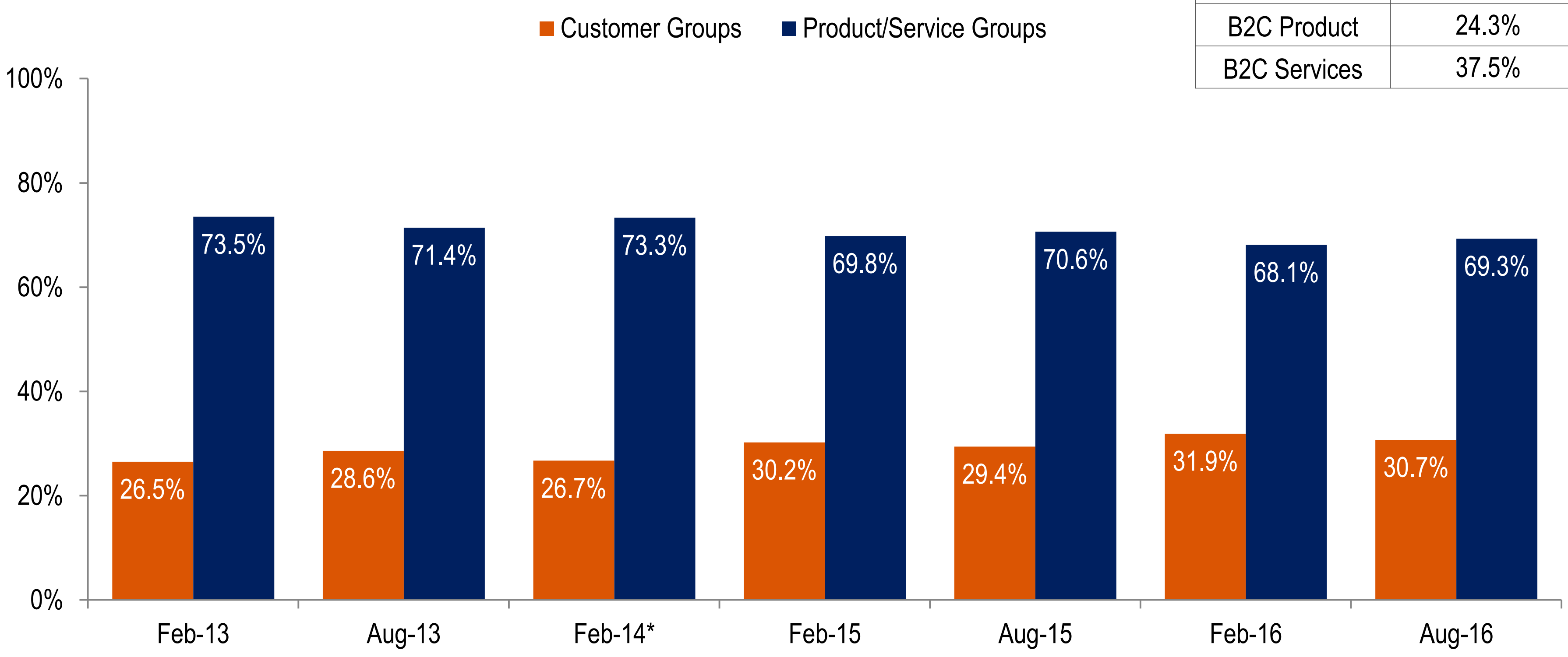
Figure 8.1. The marketing-sales relationship (% of respondents)



Product/service structure remains dominant

Figure 8.2. Organizational structure in companies

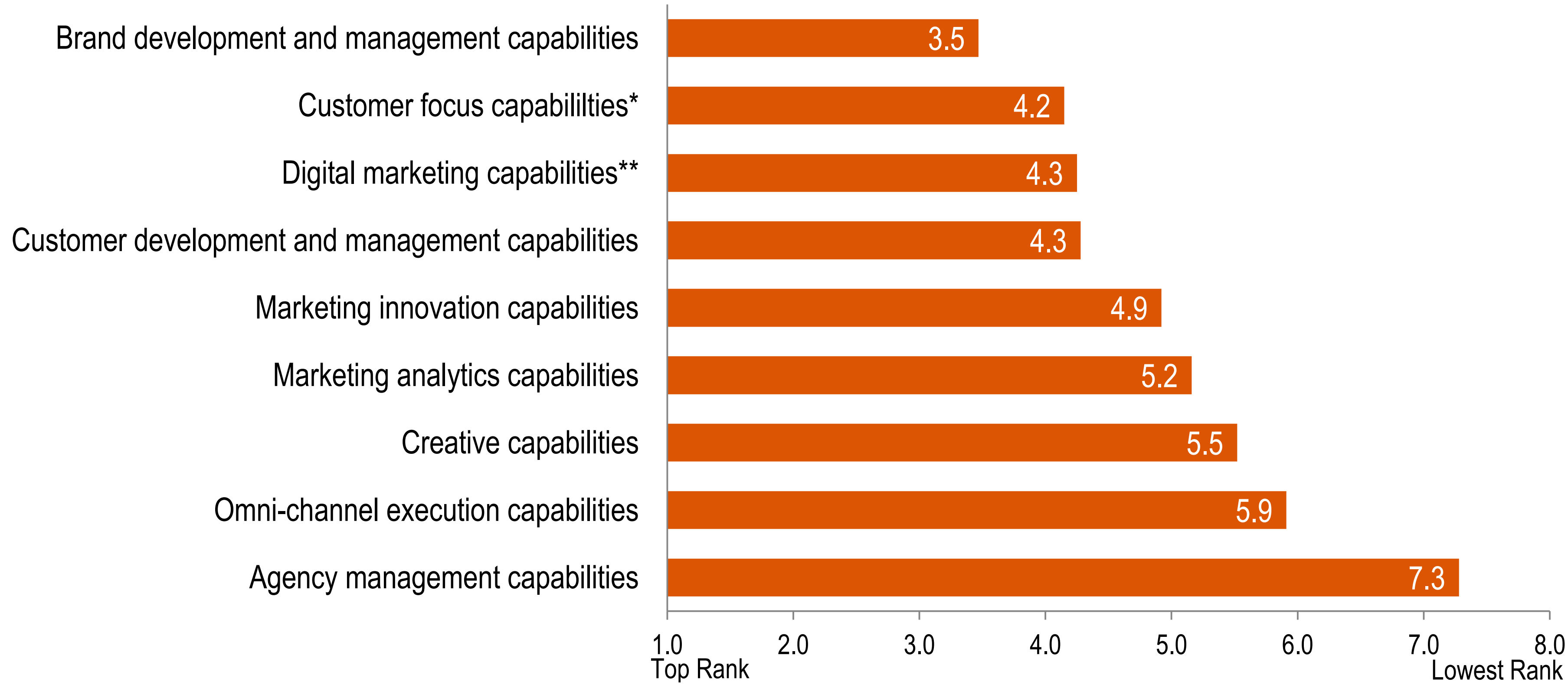
	% customer groups
Overall	30.7%
B2B Product	30.8%
B2B Services	30.8%
B2C Product	24.3%
B2C Services	37.5%



*Question not asked in Aug-14.

Brand, customer, and digital-related capabilities ranked most important

Figure 8.3. Rank order of most important marketing capabilities to your organization
(1=top rank; lower score means more important)



*Customer focus capabilities include actions that prioritize the customer.
**Digital marketing capabilities include digital strategy, social media, and mobile marketing activities.

Digital tops company gaps in marketing capabilities

Figure 8.4. Top gaps in your organization's marketing capabilities
(1=top rank; lower score means bigger gap)

Marketing Capability	Mean Rank
Digital marketing capabilities**	1.7
Customer development and management capabilities	1.9
Marketing innovation capabilities	1.9
Omni-channel execution capabilities	1.9
Brand development and management capabilities	2.0
Marketing analytics capabilities	2.1
Customer focus capabilities*	2.1
Creative capabilities	2.2
Agency management capabilities	2.4

*Customer focus capabilities include actions that prioritize the customer.
**Digital marketing capabilities include digital strategy, social media, and mobile marketing activities.

The intersection of marketing capability importance and organizational gaps

Figure 8.5. Marketing capability importance by organizational gaps

	Low importance rank	Moderate importance rank	High importance rank
Small organizational gaps	▪ Agency management capabilities	▪ Creative capabilities	▪ Customer focus capabilities*
Moderate organizational gaps	-	▪ Marketing analytics capabilities ▪ Marketing innovation capabilities	▪ Brand development and management capabilities ▪ Customer development and management capabilities
Large organizational gaps	-	▪ Omni-channel execution capabilities	▪ Digital marketing capabilities**

*Customer focus capabilities include actions that prioritize the customer.
**Digital marketing capabilities include digital strategy, social media, and mobile marketing activities.

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Predicting the future of markets
Tracking marketing excellence
Improving the value of marketing

Topic 9:
Marketing Leadership

Marketing leadership gains and losses

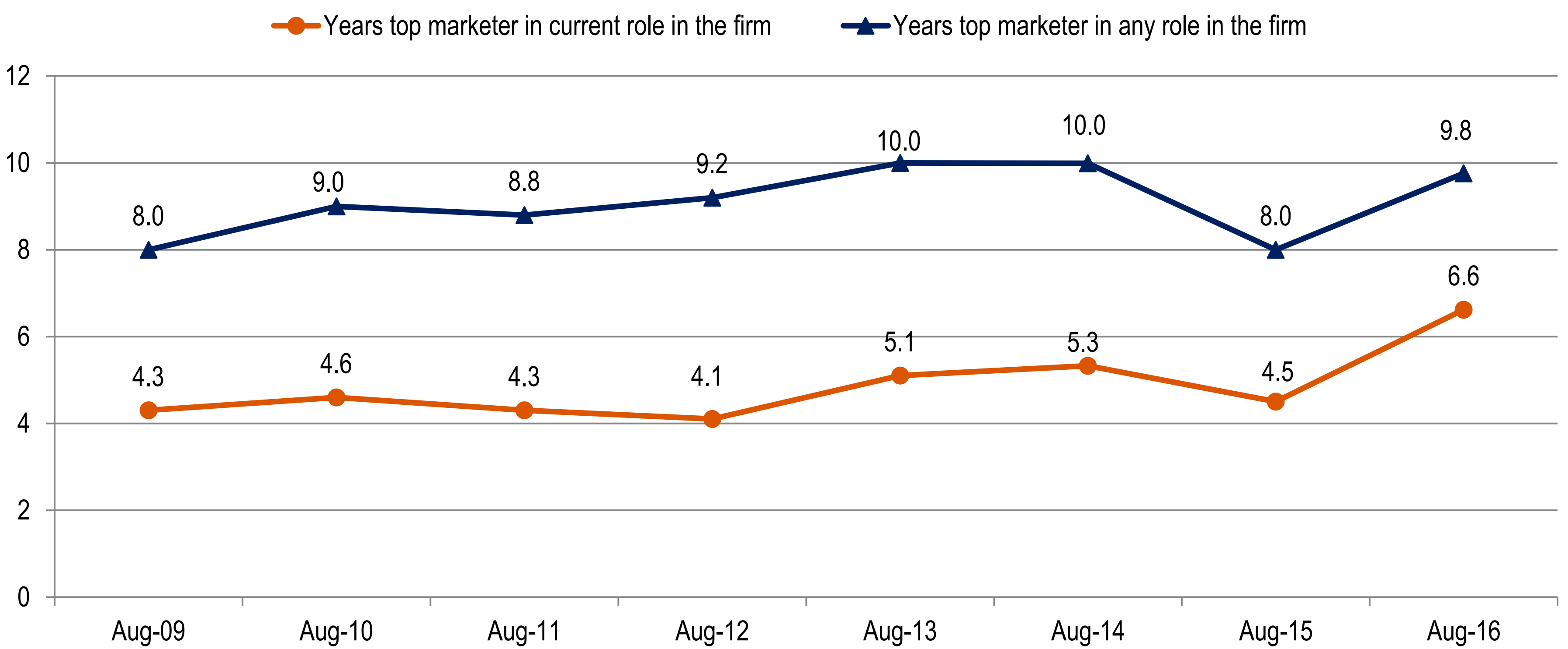
Table 9.1. Percentage of companies in which marketing leads activity

Activity	Aug-15	Feb-16	Aug-16**
Brand	82.1%	87.5%	89.4%
Advertising	82.7%	82.1%	79.2%
Social media	79.5%	83.9%	75.7%
Promotion	76.3%	76.2%	73.3%
Marketing analytics	75.0%	79.2%	69.0%
Positioning	80.1%	75.6%	67.8%
Marketing research	70.5%	70.2%	67.1%
Public relations	64.1%	64.9%	65.5%
Lead generation	55.8%	62.5%	60.8%
Competitive intelligence	55.1%	56.5%	54.5%
Market entry strategies	55.8%	46.4%	43.5%
CRM	39.1%	37.5%	42.0%
New products	37.8%	36.3%	40.0%
Revenue growth*			38.4%
e-commerce*			35.7%
Pricing	30.8%	32.1%	33.7%
Market selection	30.1%	29.8%	32.9%
Innovation	23.1%	28.6%	29.8%
Sales	32.1%	25.0%	24.7%
Customer service	19.9%	17.3%	18.0%
Distribution	12.2%	9.5%	10.2%
Stock market performance	3.8%	1.8%	2.7%

*Revenue growth and e-commerce were added in August 2016.
**Red reflects a decrease and Green reflects an increase of more than 2 percent between Feb-16 and Aug 16.

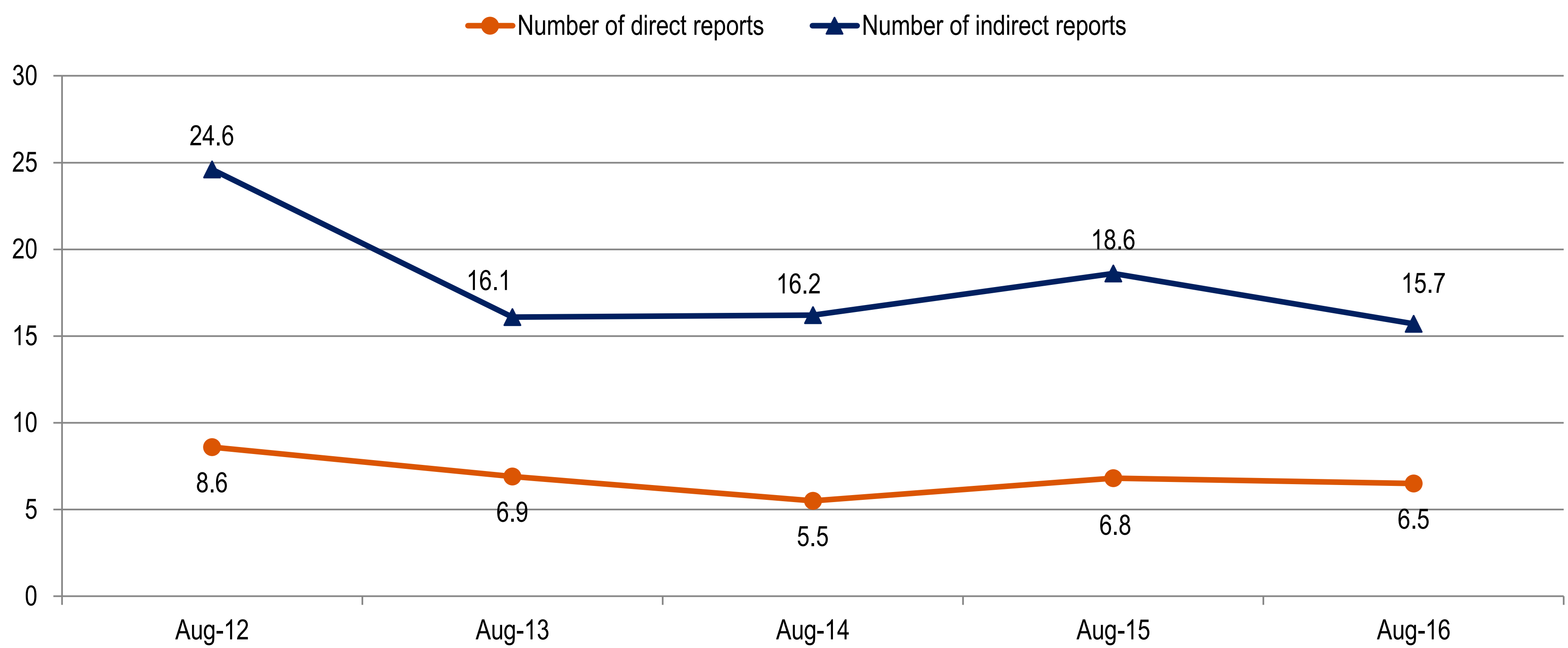
Marketing leader retention at all-time high (6.6 years)

Figure 9.1. Marketing leader retention



Direct reports remain steady while indirect reports shows drop over time

Figure 9.2. Number of people reporting to top marketers*



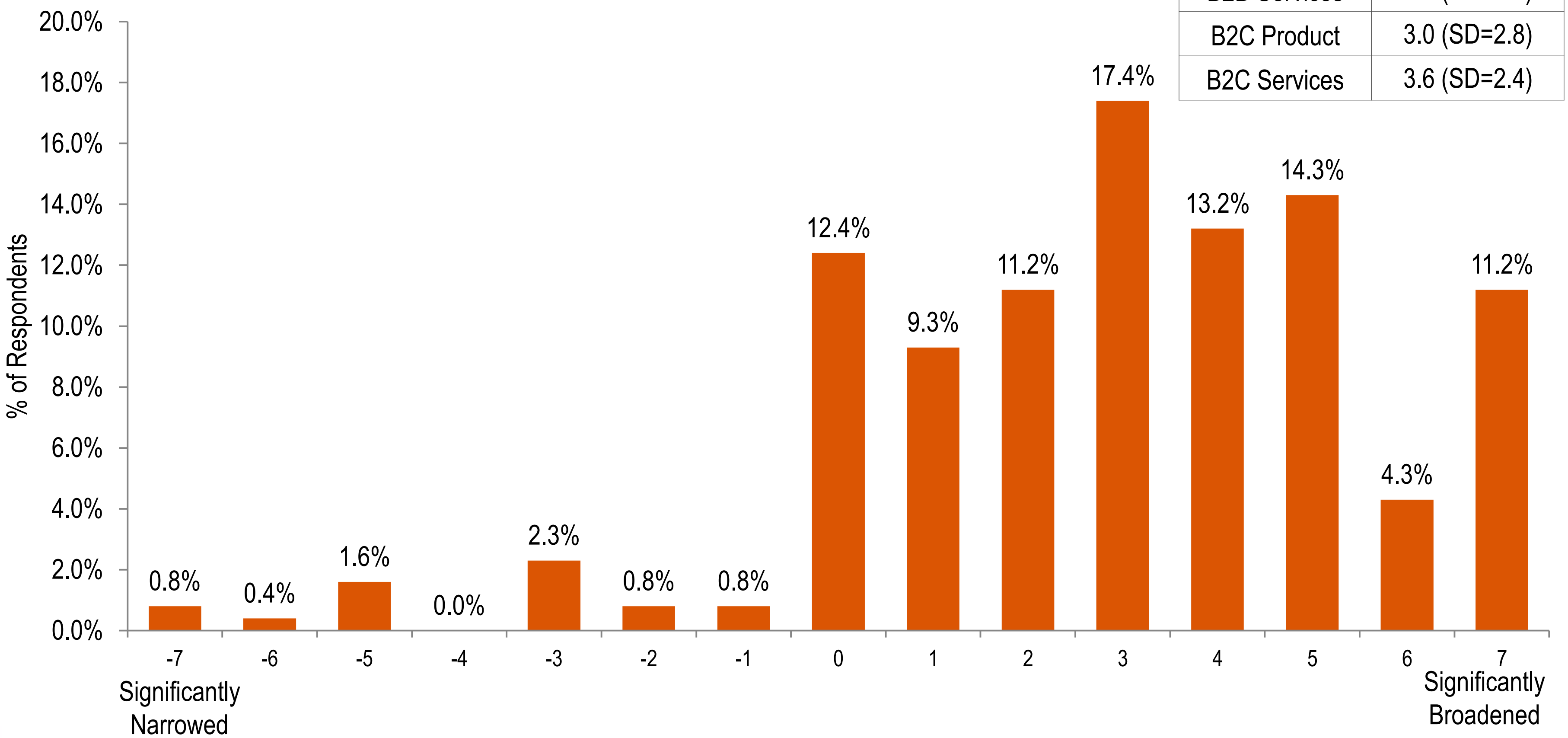
*August 2015 are revised from Highlights and Insights February 2016 where the median levels were reported instead of mean levels.

Marketing's role has broadened in the last five years

Marketplace | Growth | Spending | Performance | Social Media | Mobile | Jobs | Organization | Leadership | Analytics

Figure 9.3. How has marketing's role within your organization changed in the last five years? (-7=significantly narrowed, 7=significantly broadened)

	Mean (SD)
Overall	2.9 (SD=2.8)
B2B Product	2.9 (SD=2.5)
B2B Services	2.6 (SD=3.2)
B2C Product	3.0 (SD=2.8)
B2C Services	3.6 (SD=2.4)



Leading practices from marketing leaders

See full interviews at www.cmosurvey.org/cmo-insights/

Senior Vice President and Chief Marketing Officer Beth Comstock discusses how GE approaches marketing: "You have to create a platform that invites innovative ideas." This platform involves four capabilities that have produced an array of new products, services, customers, and business models.

Chief Marketing Officer Kim Feil discusses how she built a marketing function. From insights to accountability, she describes the organization, processes, metrics, and talent management strategies important to this effort.

Executive Vice President and Chief Marketing Officer Geert van Kuyck shares ideas on building the essential skill set for CMOs and the importance of defining the CMO's mission. He discusses the use of the Net Promoter Score and other metrics to evaluate business results at Philips, touching on Philips' engagement with LinkedIn and social media metrics.

Executive Vice President and Chief Marketing Officer Stephen Quinn describes how Walmart rebuilt its customer focus. Key steps involved harnessing internal support, generating market insight, using customer-focused metrics, living the brand internally, and building marketing talent.

Global Marketing Officer Marc Pritchard shares views on how marketing contributes to P&G's performance. He talks about how P&G learns about customers and how it is relentless in its attention to building loyal customers and strong brands in the store, on the web, and around the world.

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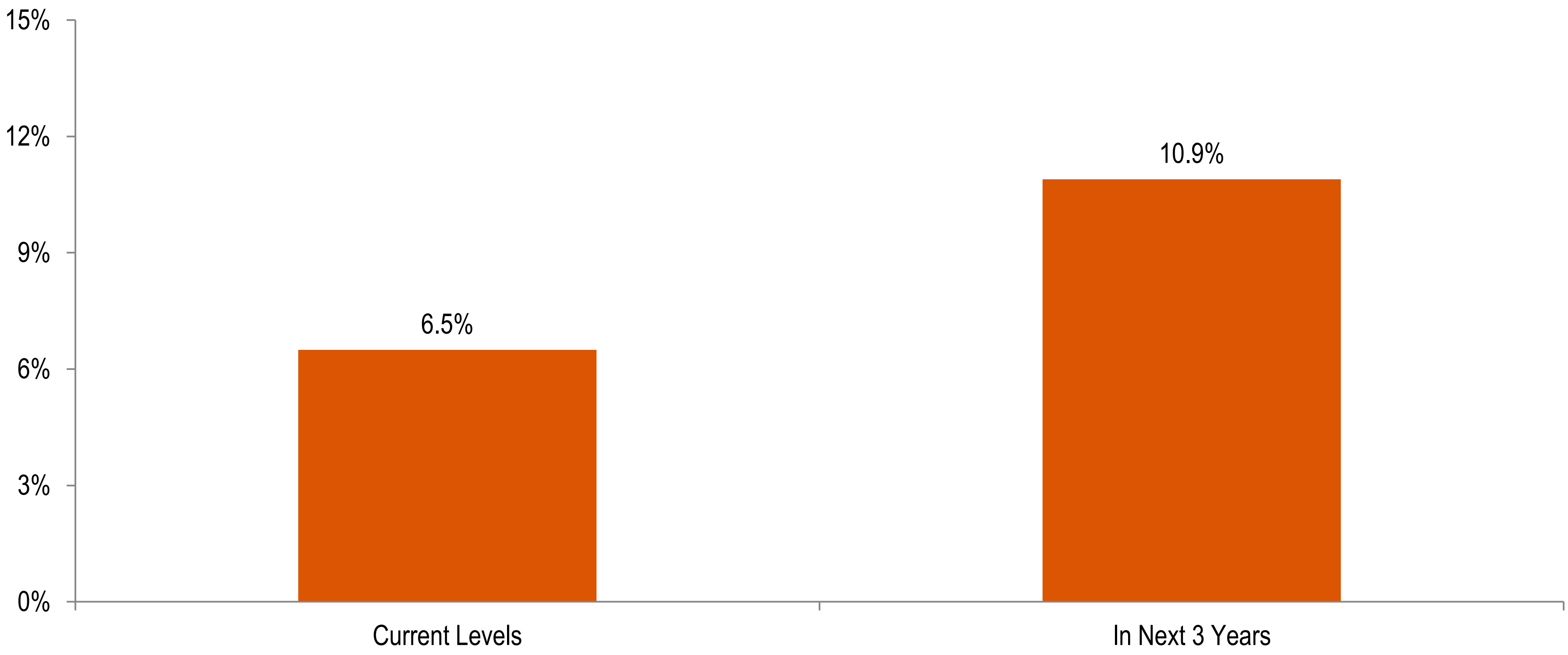
Topic 10:
Marketing Analytics

Spending on marketing analytics to increase 68% in three years

Figure 10.1. Percent of marketing budget spent on marketing analytics



Spending on marketing analytics by firm and industry characteristics

Table 10.1a. Firm sector differences

	Current	In Next 3 years
B2B Product	6.8%	11.3%
B2B Services	5.7%	10.1%
B2C Product	6.7%	10.2%
B2C Services	7.7%	12.8%

Table 10.1b. Firm Internet sales differences

	Current	In Next 3 years
0%	4.9%	9.6%
1-10%	6.7%	10.8%
>10%	8.2%	12.2%

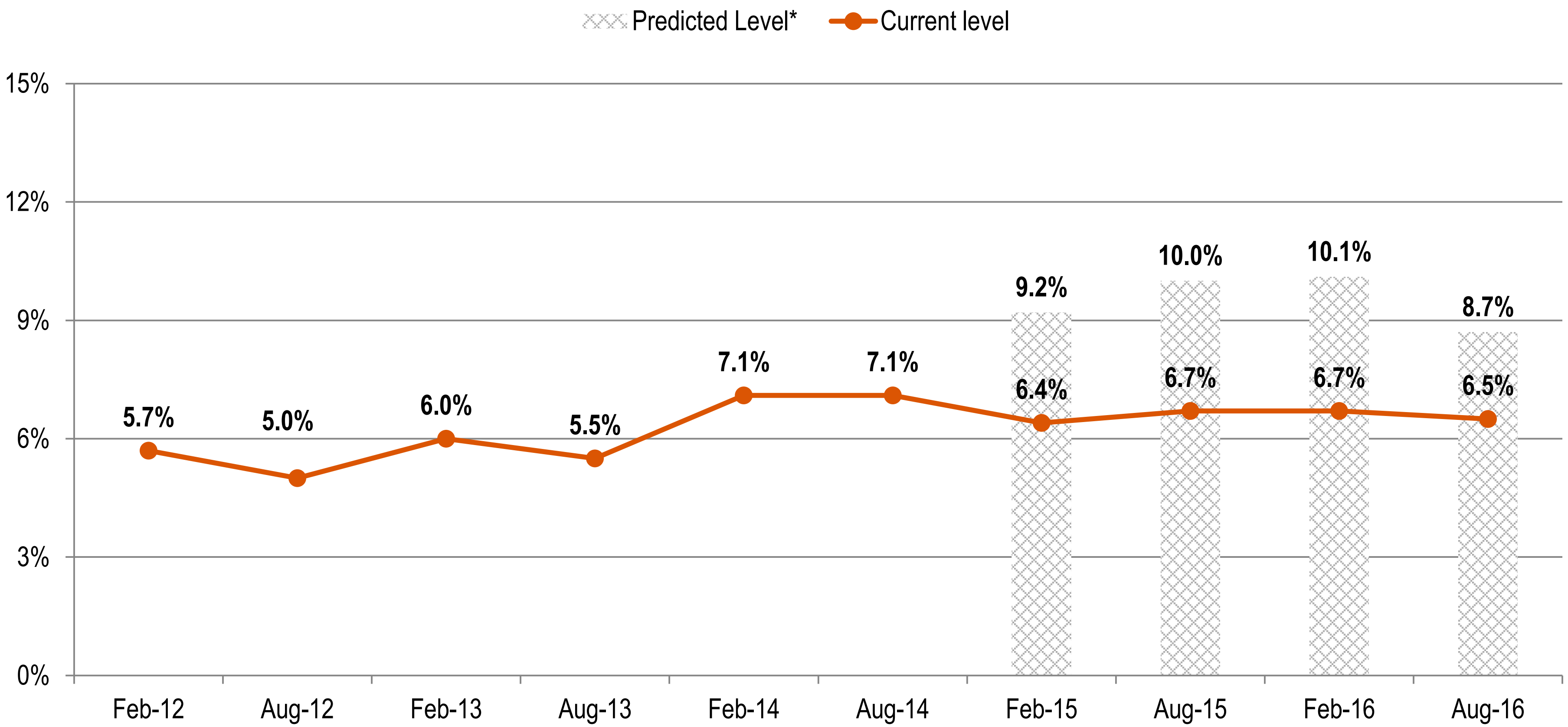
Table 10.1c. Firm size differences

	Current	In Next 3 years
<$25M	4.8%	8.8%
$26-99M	4.5%	8.9%
$100-499M	5.5%	10.5%
$500-999M	9.4%	14.2%
$1-9.9B	8.4%	13.0%
$10+B	11.1%	15.3%

Marketing analytics spend shows growth, but fails to meet 3-year projections

Marketplace | Growth | Spending | Performance | Social Media | Mobile | Jobs | Organization | Leadership | Analytics

Figure 10.2. Actual versus predicted marketing analytic as percent of marketing budget

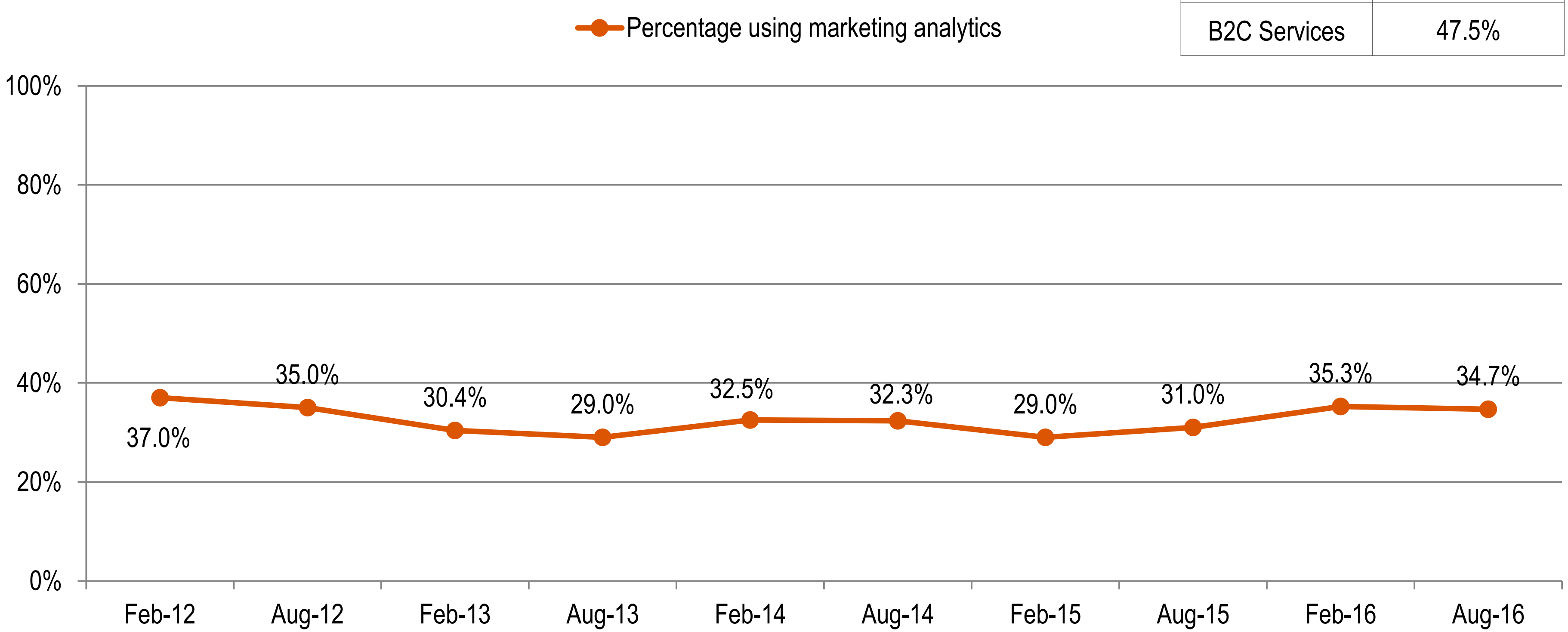


*Predicted level is based on responses to 3-year predicted marketing analytics spend three years earlier (e.g., Aug-16 based on response from Aug-13).

No improvement in use of marketing analytics: B2C companies biggest users

Figure 10.3. Percentage of decisions using marketing analytics*

Overall	34.7%
B2B Product	35.5%
B2B Services	26.8%
B2C Product	42.6%
B2C Services	47.5%

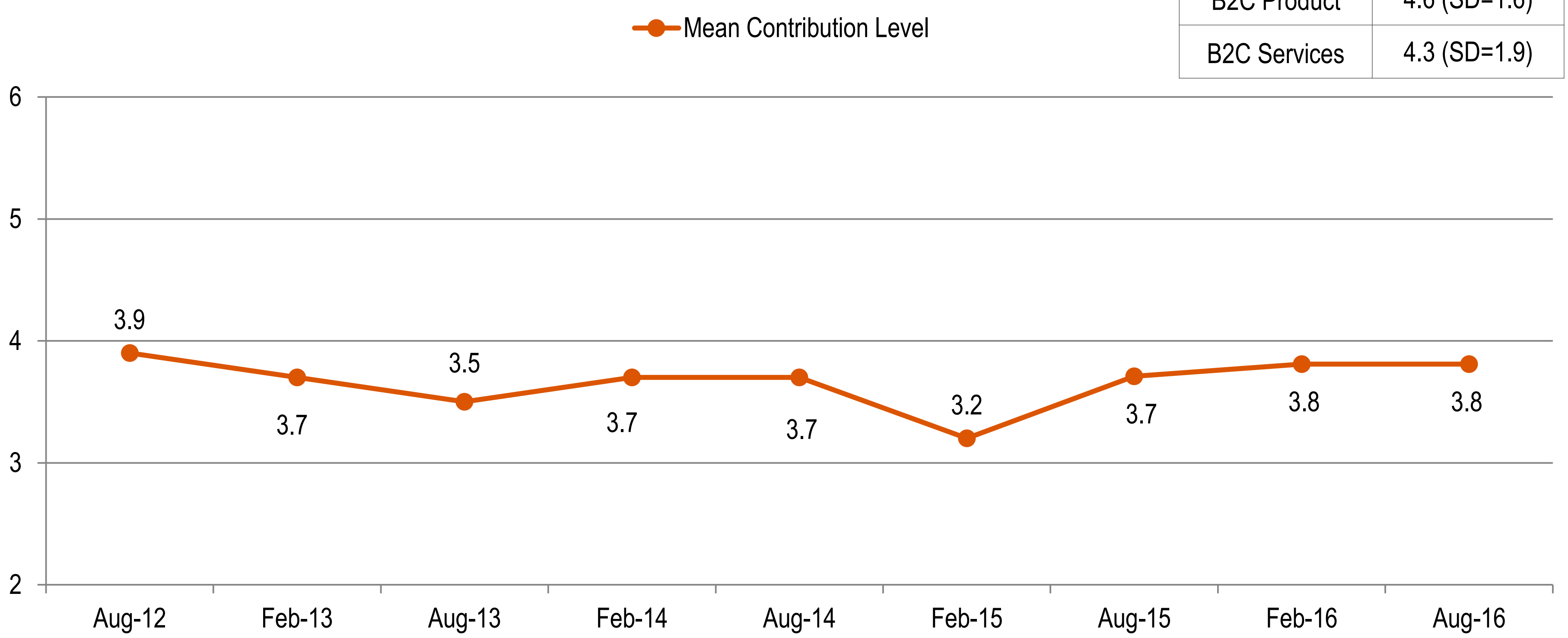


*This question was asked in Feb-12 for the first time.

However, contribution of marketing analytics remains low

Figure 10.4. To what degree does the use of marketing analytics contribute to your company's performance? (1 = Not at all, 7 = Very highly)

Overall	3.8 (SD=1.8)
B2B Product	3.8 (SD=1.8)
B2B Services	3.4 (SD=1.8)
B2C Product	4.6 (SD=1.6)
B2C Services	4.3 (SD=1.9)



*This question was asked in Aug-12 for the first time.

Marketing analytics contributions by sector and firm differences

To what degree does the use of marketing analytics contribute to your company's performance?
(1=Not At All, 7=Very Highly)

Table 10.2a. Industry sector differences

Sector	Mean
Banking/Finance/Insurance	3.7
Communications/Media	3.6
Consumer Packaged Goods	4.8
Consumer Services	4.3
Education	4.6
Energy	2.8
Healthcare/Pharma.	4.2
Manufacturing	3.5
Mining/Construction	3.9
Retail/Wholesale	3.9
Service/Consulting	3.3
Tech Software Biotech	4.3
Transportation	3.7

Table 10.2b. Firm sector differences

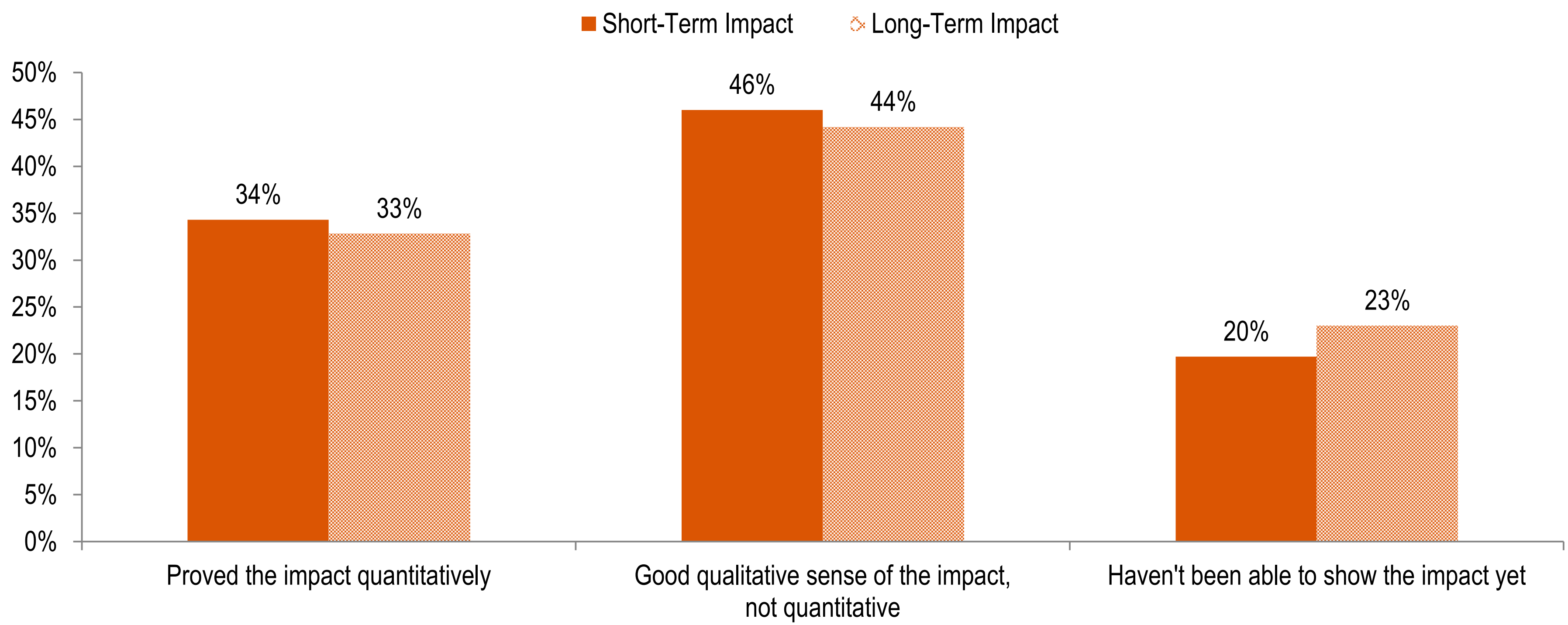
Sector	Mean
B2B Product	3.8
B2B Services	3.4
B2C Product	4.6
B2C Services	4.3

Table 10.2c. Firm Internet sales differences

Firm sales	Mean
0% of sales	3.3
1-10% of sales	3.9
>10% of sales	4.4

Most firms lack quantitative metrics to demonstrate marketing spending impact

Figure 10.5. How companies demonstrate the impact of marketing spending



How marketing analytics is driving marketing decision making

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Table 10.3. Percent of companies using marketing analytics in each marketing decision area*

Marketing decision area	Aug-13	Aug-15	Feb-16	Aug-16
Customer insight***			46.4%	40.5%
Customer acquisition	31.7%	36.6%	43.6%	42.4%
Digital marketing***			36.7%	39.1%
Customer retention	27.6%	30.7%	38.1%	35.0%
Branding	22.0%	26.5%	30.8%	34.5%
Social media	21.0%	30.7%	29.4%	33.3%
Segmentation**		29.2%	31.8%	31.0%
Promotion strategy	23.7%	29.2%	28.7%	28.2%
New product or service development**		20.2%	25.3%	29.2%
Product or service strategy	18.8%	20.2%	21.8%	25.5%
Pricing strategy	23.7%	21.8%	21.5%	24.8%
Marketing mix	21.7%	31.5%	31.5%	24.8%
Multichannel marketing	13.4%	16.3%	20.8%	19.9%

*Red reflects a decrease and Green reflects an increase of more than 2 percent between Feb-16 and Aug 16.
**Question was asked for the first time in August 2015.
***Question was asked for the first time in February 2016.

Preview

Next survey: January 2017

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