

The **CMO** Survey since 2008



Managing and Measuring Marketing Spending for Growth and Returns

The Highlights and Insights Report - August 2021



Deloitte.



AMERICAN MARKETING
ASSOCIATION

The CMO Survey[®]

since 2008

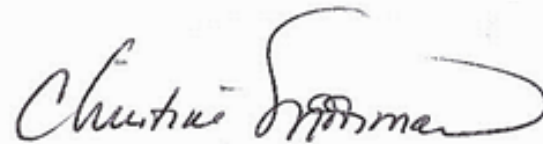


This 27th Edition of The CMO Survey finds that marketing leaders are taking on more responsibilities as their companies rise to meet the ongoing challenge of COVID-19 and associated digital and go-to-market opportunities. Digital marketing spending reached 58% of marketing budgets, reflecting 15.8% growth over the last year. With this increase, marketing leaders have been asked to lead their companies' digital marketing transformations in 73% of companies, take on a larger share of responsibility in strategic marketing activities across the company, and assist in the preparation for board meetings and earning calls at levels higher than expected.

Survey questions probe actions marketing leaders take when making the case for marketing spending and when using marketing to pursue growth opportunities. The level of pressure from the CEO, CFO, and Board to prove the impact of marketing is reported as well as how consistently over two dozen metrics are used to demonstrate marketing returns.

Drawing on the power of The CMO Survey's longitudinal view, this edition also examines marketing spending and performance over time and specific growth strategies used. Insights related to marketing spending and strategies related to Diversity, Equity, and Inclusion are documented as well as marketing leaders' views on how the work-from-home versus work-from-office debate will affect their marketing employee ranks.

I hope these observations, insights, and benchmarks will be useful to you and your company. Special thanks to all the marketing leaders who gave their time and good will to make these findings possible.



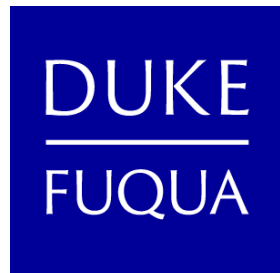
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Fuqua School of Business, Duke University
Founder and Director, The CMO Survey[®]

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 CMO Survey is an objective source of marketing information and a non-commercial service dedicated to the field of marketing.



27th EDITION

This 27th Edition of The CMO Survey includes questions about how companies manage marketing for growth, returns from marketing actions, and digital marketing transformation, including relevant metrics.

Founded in August 2008, The CMO Survey is administered twice a year. Questions repeat to observe trends over time and new questions are added to tap into marketing trends.



SPONSORS

Sponsors include Deloitte LLP, Duke University's Fuqua School of Business, and the American Marketing Association.

Sponsors support The CMO Survey with intellectual and financial resources.

Survey data and participant lists are held in confidence and are not provided to Survey sponsors or any other parties.



Survey Methodology and Reports

SURVEY REPORTS

- The Topline Report offers an aggregate view of Survey results
- The Highlights and Insights Report contains key Survey metrics, trends, and insights
- The Firm and Industry Breakout Report displays Survey results by sector, size, and Internet sales

Interpretive guide:

- M = Average
- SD = Standard deviation
- B2B = Business-to-Business firms
- B2C = Business-to-Consumer firms

ADMINISTRATION

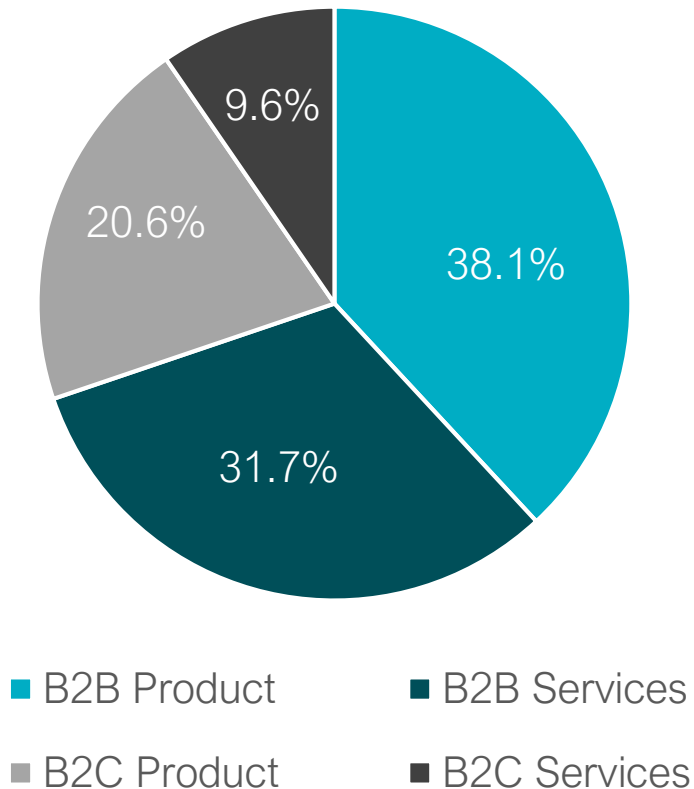
- Email contact with four follow-up reminders
- Survey in field from August 4-25, 2021

SAMPLE

- 2791 top marketers at for-profit U.S. companies
- 282 responded for a 10.1% response rate
- 94.1% of respondents VP-level or above

Survey Participants (n=282)

ECONOMIC SECTOR

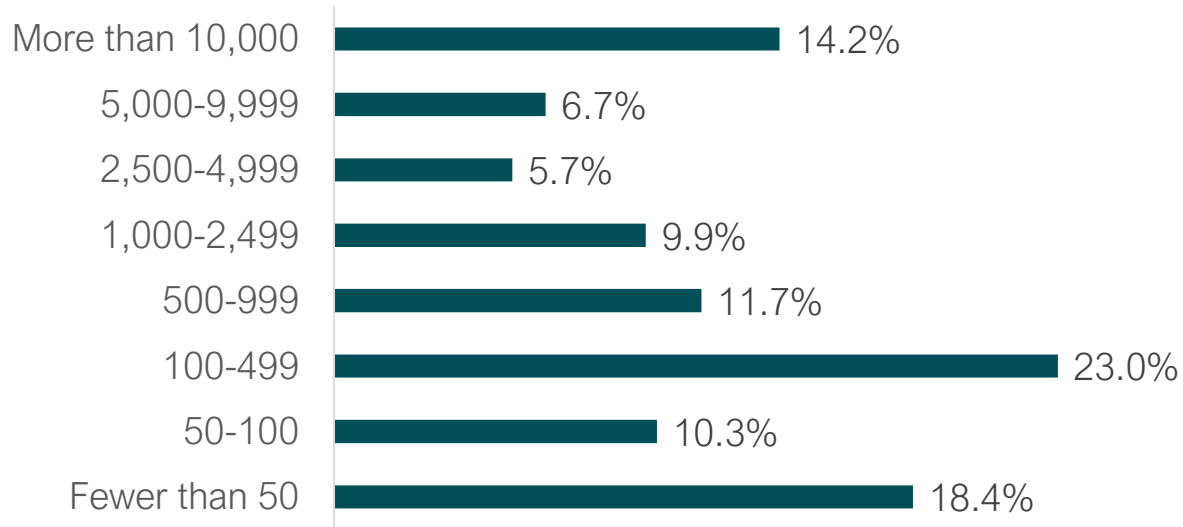


INDUSTRY SECTOR

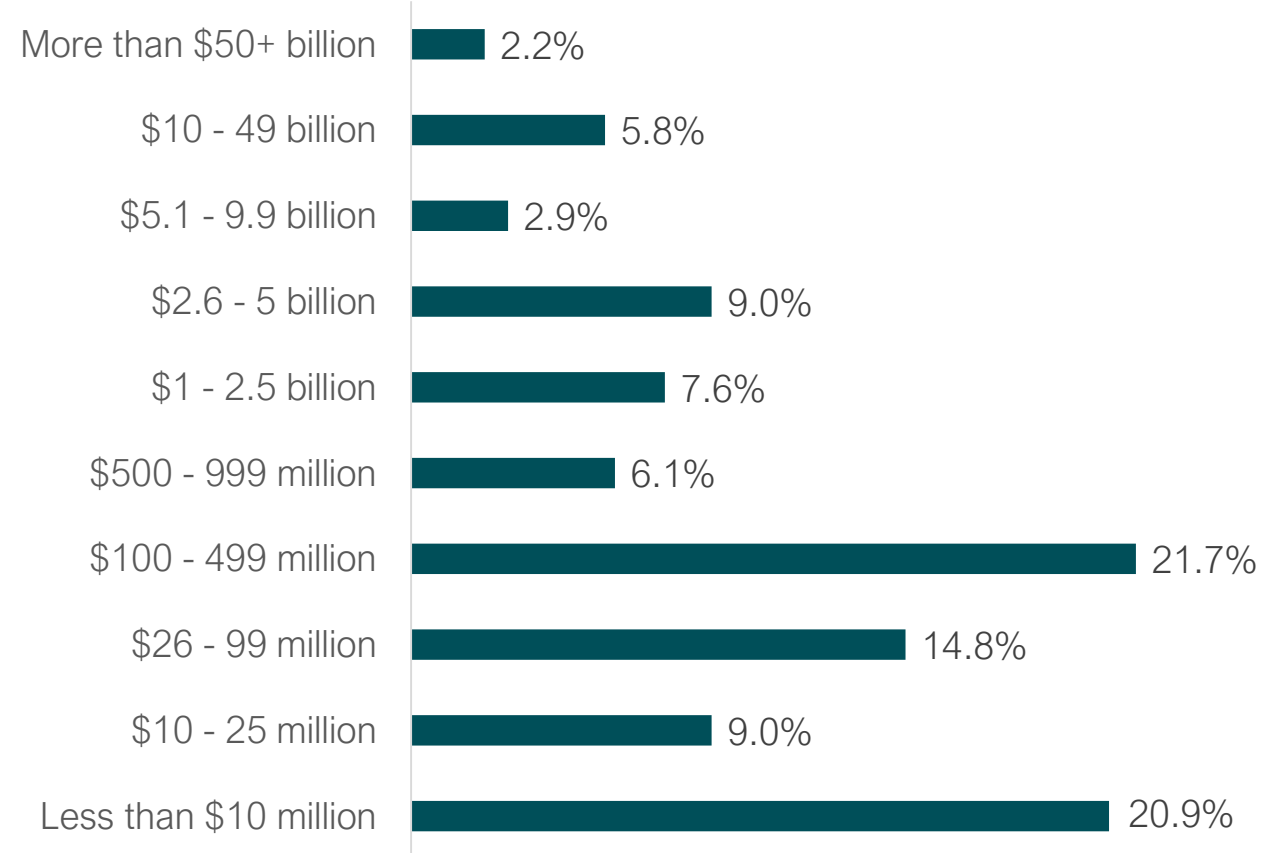
Technology (Software/Platform)	21.9%
Professional Services/Consulting	11.1%
Manufacturing	10.4%
Consumer Packaged Goods	10.0%
Communications/Media	7.9%
Healthcare	7.5%
Banking/Finance/Insurance	6.5%
Retail	6.5%
Transportation	3.2%
Energy	2.9%
Mining/Construction	2.5%
Education	2.5%
Consumer Services	2.2%
Wholesale	2.2%
Pharmaceuticals/Biotech	1.4%
Real Estate	1.4%

Survey Participants (n=282)

NUMBER OF EMPLOYEES



SALES REVENUE



% INTERNET SALES



27th Edition Topics

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Macroeconomic Forecasts

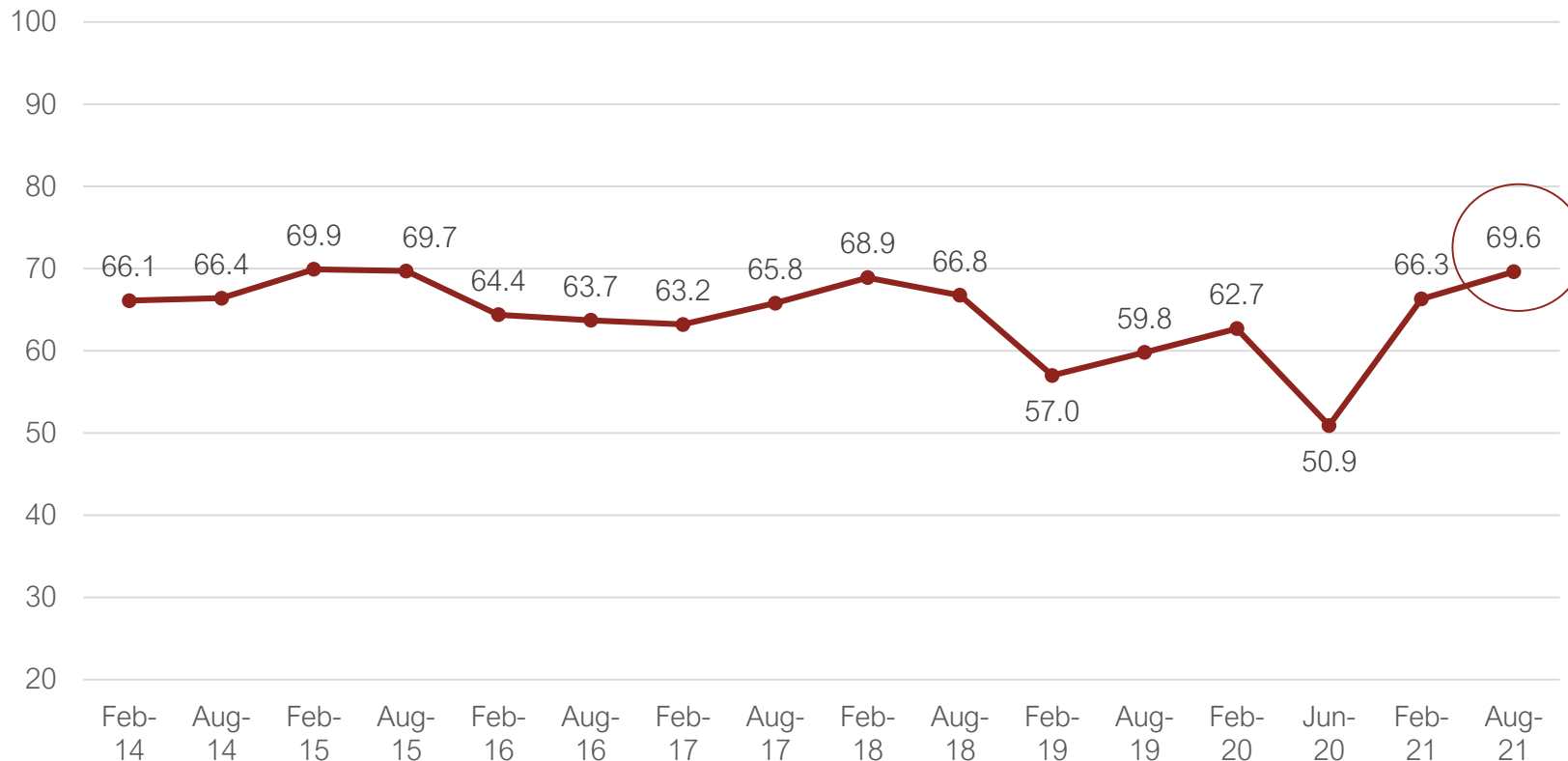
Marketers' optimism for the U.S. economy rebounded beyond mid-pandemic levels and started to stabilize around pre-pandemic values. Optimism hit 69.6 (out of 100), up from the 66.3 value reported in February 2021 and up dramatically from 50.9 at the height of COVID in June 2020.

Optimism regarding the U.S. economy's next quarter (Q3 2021) compared to last quarter (Q2 2021) also showed a stark increase from June 2020 (7.8%), but a significant decrease from February 2021 (55.3%), with only 32.7% of marketers stating they were "more optimistic." Consistent with this finding, only 37.2% of marketers reported being "less optimistic" compared to record-setting high of 85.3% in June 2020 and low of 22.0% in February 2021. This decline in optimism regarding next quarter aligns with the rise of the COVID-19 Delta variant and re-application of pandemic protocols.

To no surprise, the industry sectors driving this increase in optimism since 2020 were Pharma/Biotech (50.0%), Retail/Wholesale (44.4%), and Transportation (44.4%), because reopening the economy will continue to improve their businesses. Additionally, the largest companies, both in terms of sales (47.4%) and employees (41.7%), as well as firms with >10% Internet sales (38.0%) showed the greatest optimism given their expectation that customers will continue to rely on trusted/familiar brands and digital interfaces across many sectors, post-pandemic.

Marketers' optimism for U.S. economy grows, nearing historic high

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



Economic Sector

- B2B Product: 71.1
- B2B Services: 68.5
- B2C Product: 66.6
- B2C Services: 74.7

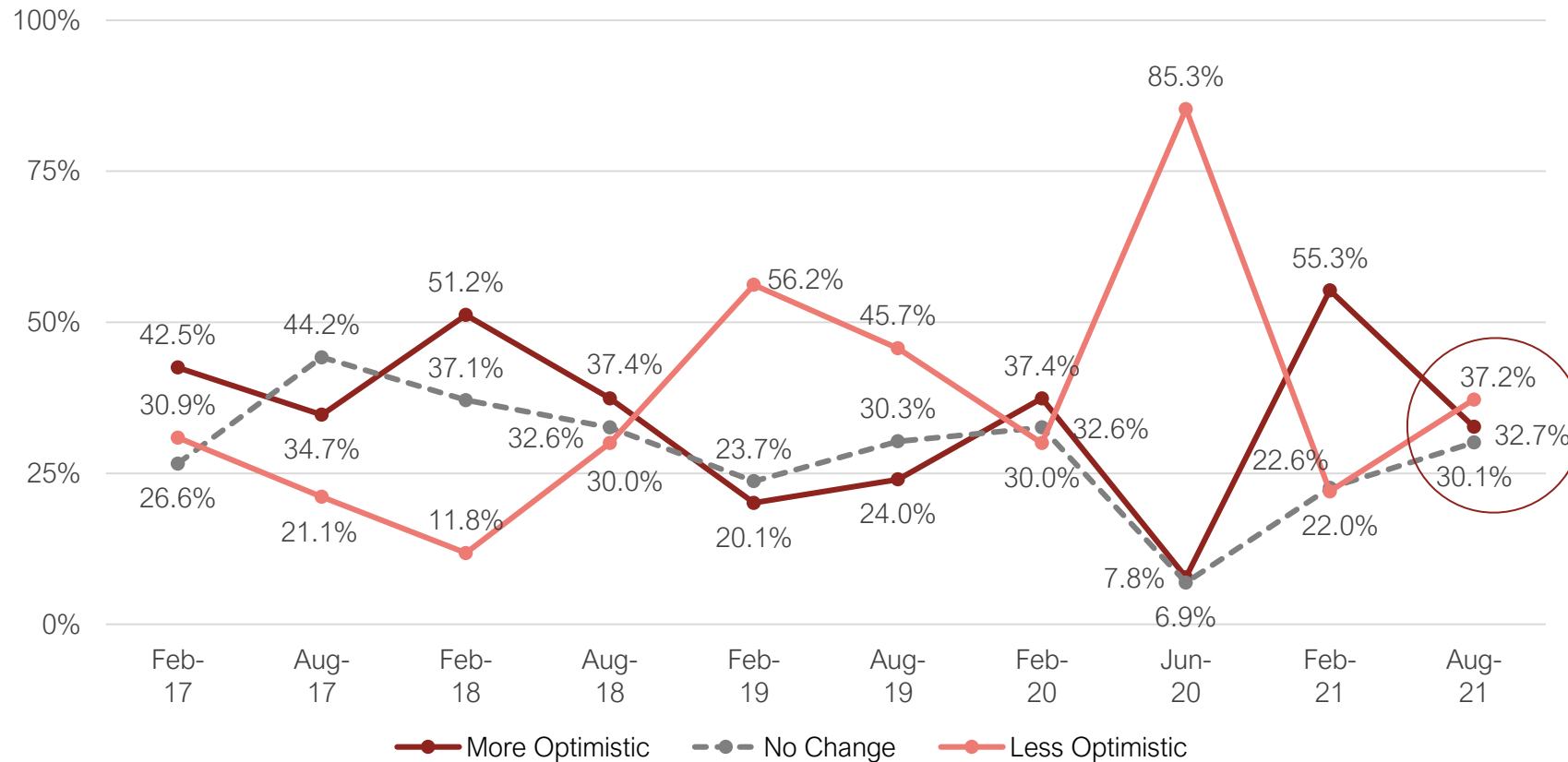


Insights

Optimism regarding the US economy is rebounding across all sector breakouts. Transportation (74.0), Retail Wholesale (73.3), and Manufacturing (73.2) are most optimistic, while Mining Construction (63.6), Communications Media (64.2), and Education (64.8) are the least optimistic. Optimism is highest for the largest companies, both in terms of sales and number of employees.

Optimism about the economy compared to last quarter weakens, uncertainty created by COVID resurgence is likely culprit

Are you more or less optimistic about the overall U.S. economy compared to last quarter?



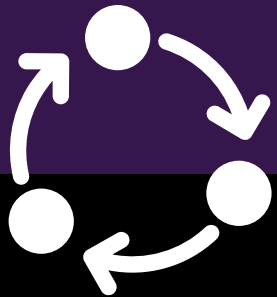
Economic Sector

	Less-Aug-21	More-Aug-21
B2B Product	27.7%	31.7%
B2B Services	36.5%	36.5%
B2C Product	50.9%	28.1%
B2C Services	48.0%	32.0%



Insights

The largest companies, both in terms of sales (\$10B+) and number of employees (10K+), are the most 'more optimistic' (47.4% and 41.7%, respectively) about the U.S. economy compared to last quarter, as well as companies with >10% Internet sales (38.0%).



The Digital Marketing Transformation

Digital marketing transformations have continued alongside the global pandemic. A majority of companies report moving past a nascent phase (31.1% in this phase a year ago to only 8.6% today) and into emerging (53.1%), integrated (26.9%), or institutionalized (11.4%) phases. Progress was less dependent on size and more dependent on percentage of sales on the Internet, with companies with >10% Internet sales being almost 2.5 times more likely to have an established digital marketing transformation than companies with <10% Internet sales.

Marketers lead the digital transformations at 73.0% of companies. Marketing leadership is dependent on company size with marketers playing a larger role at smaller companies, aligning with the idea that marketers at smaller companies are expected to wear more hats.

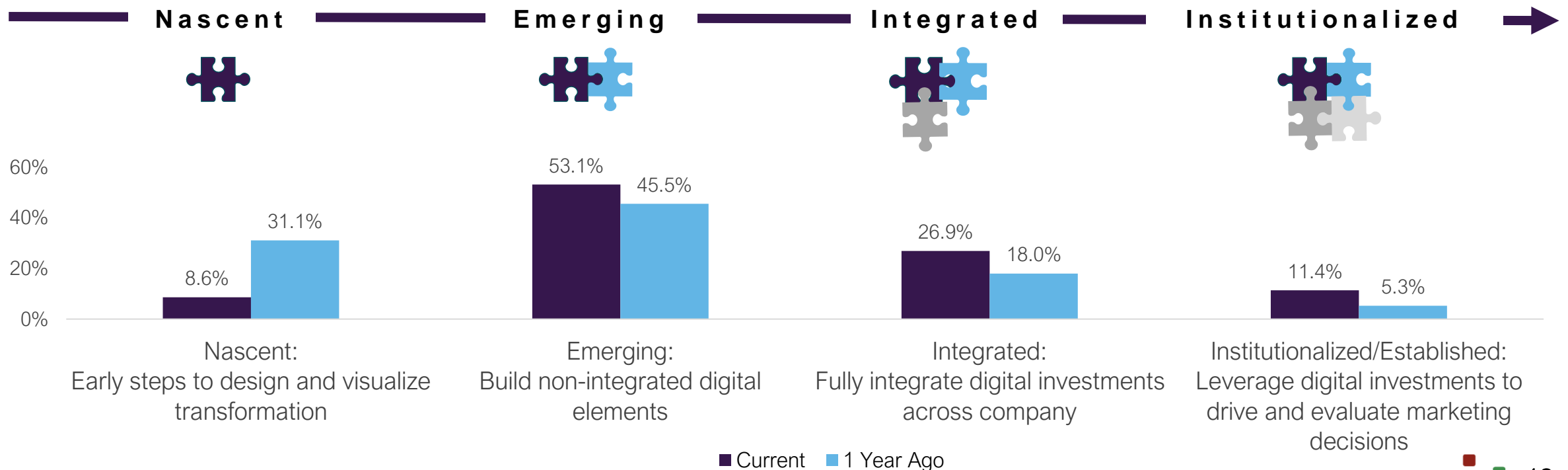
Marketers report investing in digital marketing with the goal of driving business outcomes (e.g., increased revenue, sales, volume, profit) versus improving customer experiences or targeting/achieving efficiencies. Investment in all digital marketing activities increased since February 2021, with 77.4% of firms now investing in website optimization and 69.0% in digital media and search. These investments signal a further push towards Internet sales and digital marketing channels. Investment in online experimentation and A/B testing stayed relatively low (46.0%). Improving the company's app was the weakest area of digital investment (18.4%).

Companies currently use artificial intelligence or machine learning only 11.8% of the time. However, this is predicted to triple to 37.7% over the next three years.

Digital marketing transformations show progress during pandemic

Considering your company's digital marketing transformation, how would you rate your company's progress to date? Where was your company on this digital marketing transformation journey last year at this time?

THE DIGITAL MARKETING TRANSFORMATION JOURNEY



How companies and industries vary on their digital journeys

Considering your company's digital marketing transformation, how would you rate your company's progress to date?

THE DIGITAL MARKETING TRANSFORMATION JOURNEY



	Earliest in Journey	Furthest in Journey
Economic Sector	B2B Product	B2C Product
Industry Sector	Transportation, Education	Retail/Wholesale
Internet Sales	0% Internet Sales	>10% Internet Sales
Company Revenue	\$10B+	\$100-999M
Company Employees	50-99	2,500-4,999

Marketing leaders drive digital transformation in the vast majority of companies

What percent of your company's digital marketing transformation is led by a senior marketing leader versus leaders in other functions in your company?

73%



Digital marketing transformations led by senior marketing leaders



Economic Sector

- B2B Product: 72.0%
- B2B Services: 73.9%
- B2C Product: 70.9%
- B2C Services: 78.0%



Insights

Firm size influenced senior marketing leader ownership in the transformation journey. Firms with \$500-999M in revenue showed a high of 86.3% leadership, while the largest firms at \$10B+ showed a low of 54.6% leadership.

Driving business outcomes and marketing communications are top priorities for digital marketing efforts

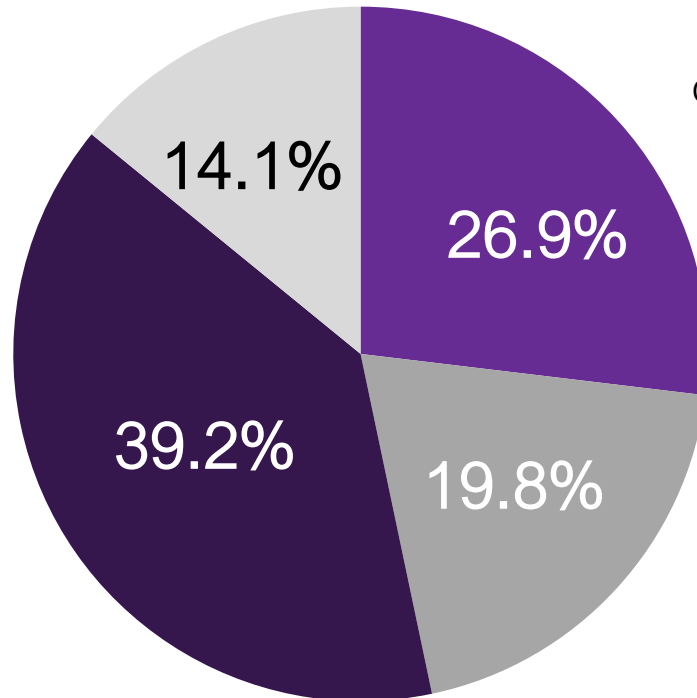
Below are some examples of how digital marketing can help a company. Which of these matters most to your company? Please indicate the relative importance of each by allocating 100 points across the benefits.



Improving internal efficiencies by utilizing new technology solution



Directly driving business outcomes (e.g., increased revenue, sales, volume, profit)



Shaping marketing communication initiatives (e.g., targeting communications)

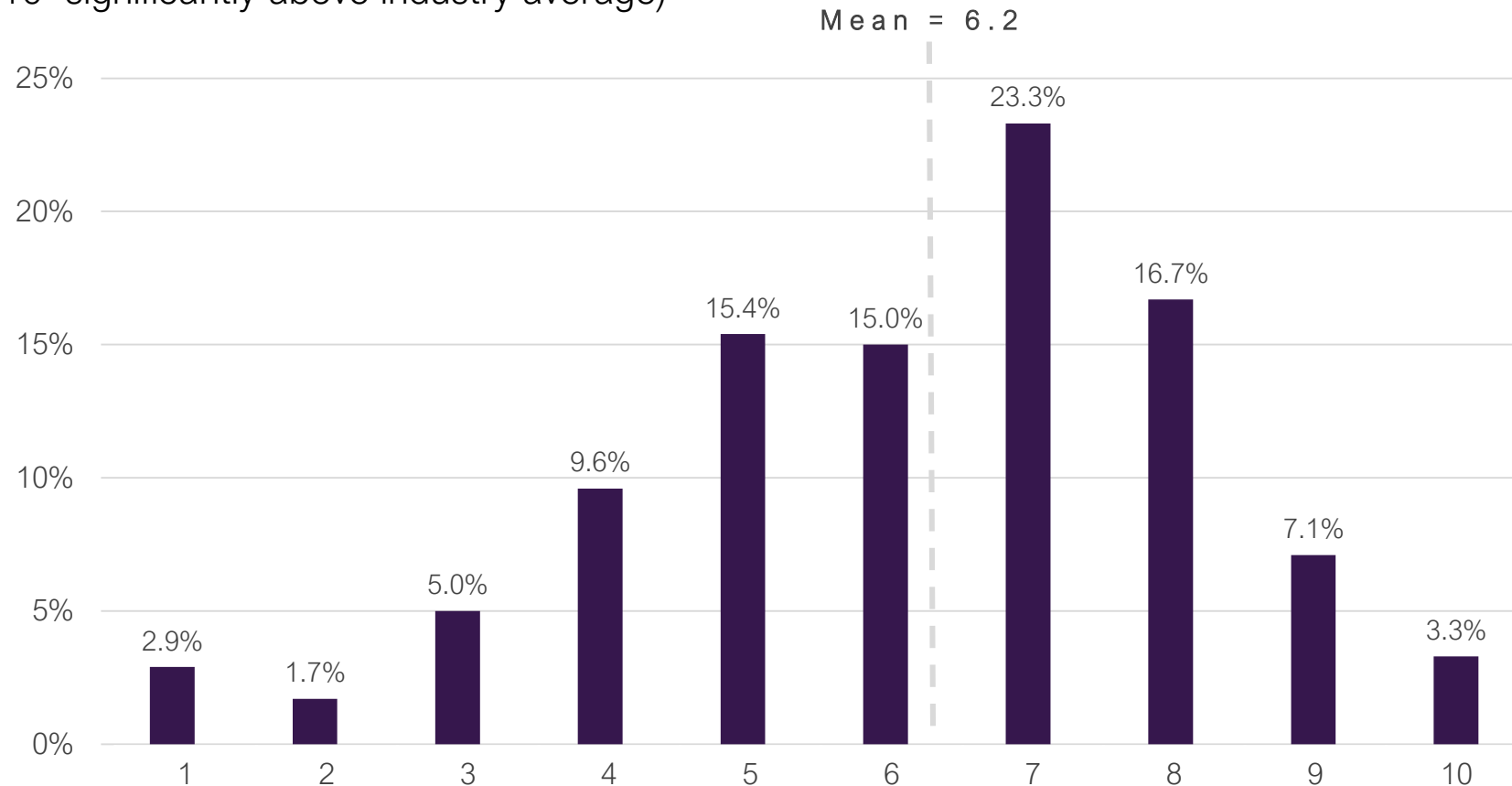


Helping deliver interactive customer experiences (e.g., omni-channel, consistent and engaging experience, seamless app experience & performance)



Digital marketing expertise rated above industry average in majority of companies

Thinking about your company's digital marketing knowledge and skills, rate your company's current expertise on the following scale. (1=significantly below industry average, 10=significantly above industry average)



Economic Sector

- B2B Product: 5.8
- B2B Services: 6.4
- B2C Product: 6.5
- B2C Services: 6.8



Insights

Companies with >10% Internet sales (7.4) led the way with the highest mean for skill levels while companies with 0% Internet sales (5.9) were drastically lower. Industry leaders included Communications/Media (7.2), Transportation (6.8), and Tech/Software Platform (6.6). Real Estate (3.5), Pharma/Biotech (3.7), and Energy (5.4) report the lowest means for expertise.

Digital marketing investment remains top priority; experimentation, privacy, automation, and apps are weaker focus

What investments did your company make to improve the performance of your digital marketing activities over the last year?



Optimization of company website
77.4%



Digital media and search
69.0%



Data analytics
65.7%



Direct digital marketing
63.6%



Marketing technology systems or platforms
61.1%



Online experimentation and/or A/B testing
46.0%



Managing privacy issues
29.3%



Machine learning and automation
25.9%



Improving our app
18.4%

**Additional industry
breakouts on next slide**

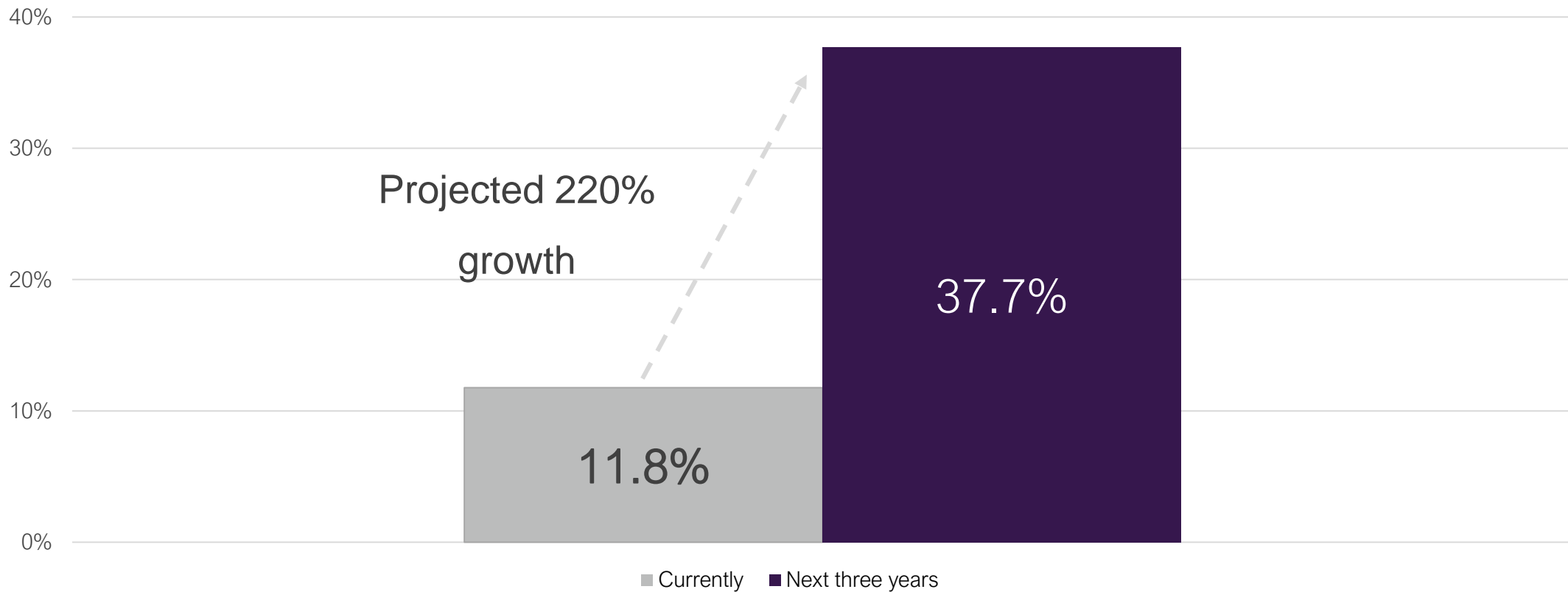
Top investors in digital marketing activities in the last year

What investments did your company make to improve the performance of your digital marketing activities over the last year?

Digital Investments	Top Investor by Economic Sector	Top Investor by Industry Sector
Optimization of company website	B2C Services (82.6%)	Pharma/Biotech (100.0%)
Digital media and search	B2C Services (87.0%)	Consumer Services (100.0%)
Data analytics	B2C Product (84.6%)	Consumer Services (100.0%)
Direct digital marketing (e.g., email)	B2C Services (78.3%)	Retail/Wholesale (86.7%)
Marketing technology systems or platforms	B2B Product (67.0%)	Consumer Services (100.0%)
Online experimentation and/or A/B testing	B2C Product (67.3%)	Consumer Packaged Goods (80.0%)
Managing privacy issues	B2C Services (39.1%)	Pharma/Biotech (66.7%)
Machine learning and automation	B2C Product (32.7%)	Tech/Software Platform (47.1%)
Improving our app	B2C Services (34.8%)	Consumer Services (75.0%)

Artificial intelligence and machine learning use still fledgling, but major investment into optimization and automation planned

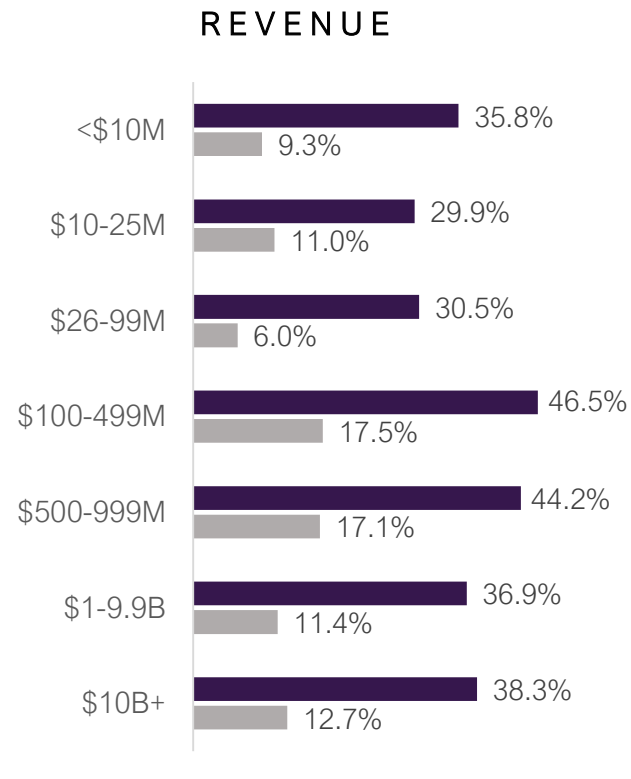
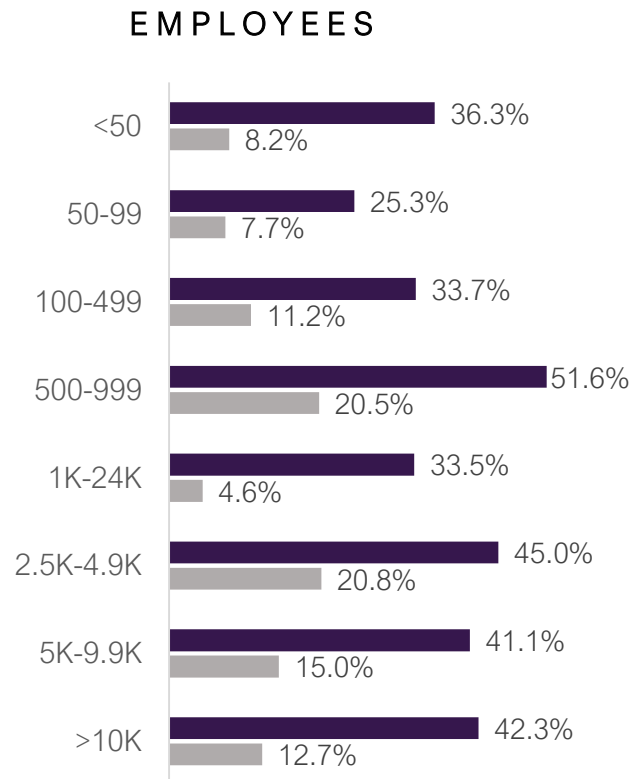
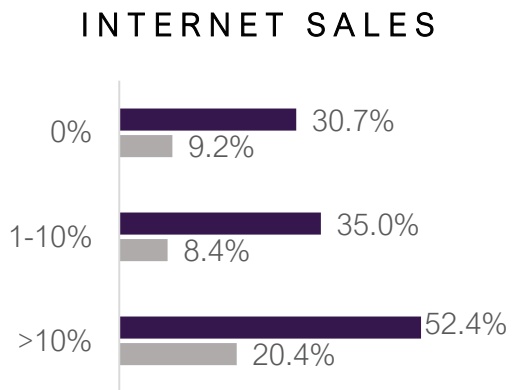
To what extent is your company using artificial intelligence or machine learning in optimizing and automating marketing efforts? (0% of the time-100% of the time)



AI and ML use for optimizing and automating marketing efforts: B2C, mid-sized, companies with higher Internet sales

To what extent is your company using artificial intelligence or machine learning in optimizing and automating marketing efforts? (0% of the time-100% of the time)

Current
11.8%
Next Three Years
37.7%



■ Currently ■ Next three years



Economic Sector

	Current	Next three years
B2B Product	10.2%	33.7%
B2B Services	10.0%	36.8%
B2C Product	16.2%	45.1%
B2C Services	15.3%	41.6%



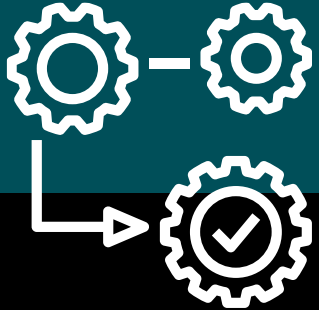
Industry Sector

Current - Top 3 Industry Sectors

- Transportation (22.5%)
- Education (20.0%)
- Retail/Wholesale (18.5%)

Current - Bottom 3 Industry Sectors

- Pharma/Biotech (1.7%)
- Consumer Services (3.8%)
- Energy (5.6%)



Managing Marketing Spending & Returns

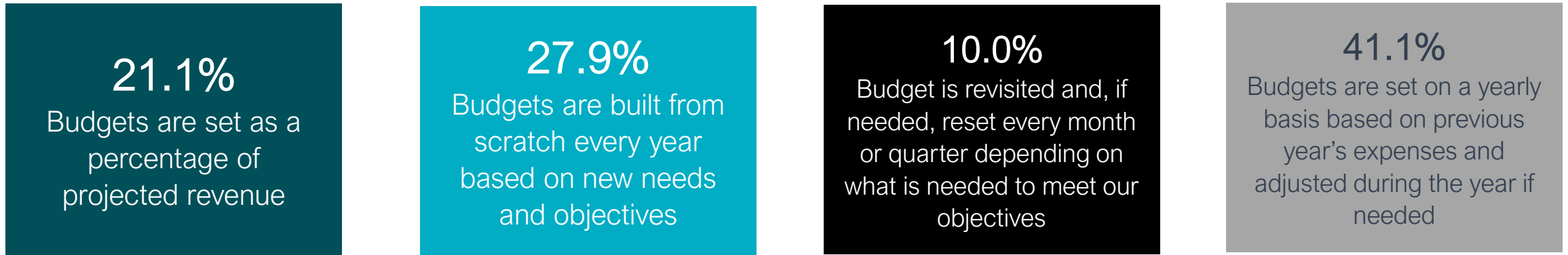
Overall marketing spending increased by 5.2% over the last year and is expected to grow next year by 13.4%. Digital marketing spending increased by 15.8% over the last year and is expected to grow, but at a slightly weaker rate at 14.7%. Consistent with these growth rates, 58% of marketing budgets are now spent on digital marketing activities. Other areas of marketing budgets are predicted to grow at a slower pace; new product innovation (10.3%), brand building (9.1%), and customer relationship management (7.2%). Spend on customer experience is showing a rebound to 14.4% compared to only 11.9% in February 2021. Traditional advertising spending increased for the first time in a decade with expected growth at 1.4% for the next year. Marketing expenses as a percent of company revenue decline for the first time since 2017, but climbed as a percent of company budget. Given marketing budgets grew by 5.2% in the last year, evidence suggests that revenue climbed more in the same time frame, driving down marketing expenses as a percent of company revenues.

Pressure to prove the impact of marketing efforts is increasing, with 58.7% of marketing leaders reporting increased pressure from CEOs and 45.1% from CFOs. The majority of marketers report they are able to show the short-term impact of marketing spend using quantitative tools, while the majority of marketers report that showing the long-term impact remains more of a qualitative assessment.

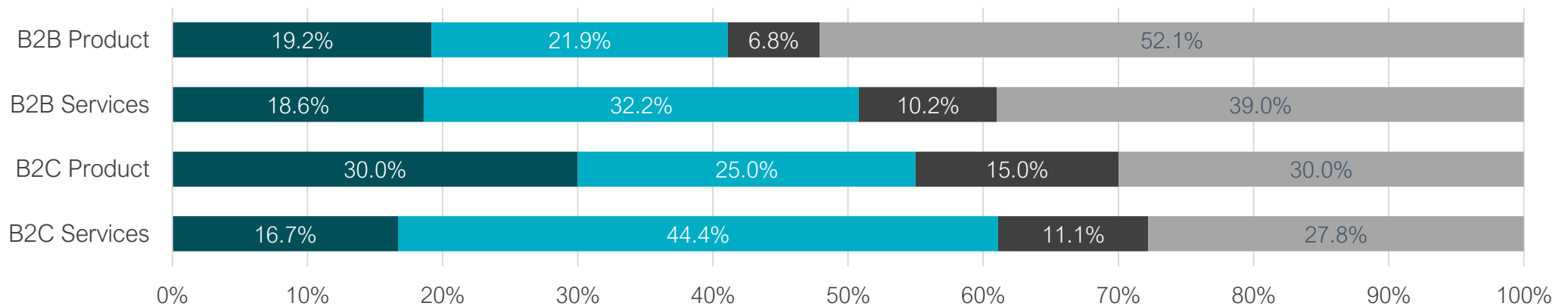
Marketing budget setting processes vary by company; however, setting budgets based on the previous year's expense is the most common approach (41.1% of companies) while building a budget from scratch based on new needs and objectives is the least common (27.9% of companies). Marketers report taking the following actions when making the case for marketing spending— they align it with business priorities/strategies, set return expectations, and explain their hypotheses about impact. At the same time, they work to reduce non-marketing leaders' focus on short-term returns and the view that marketing is a cost, not an investment.

Setting marketing budgets based on previous year's expenses is most common approach

Check the category that best describes how your company's marketing budget is set:



ECONOMIC SECTOR



Marketing leaders make the case for marketing spending by proving alignment, setting return expectations, and explaining impact

When making a case for marketing spending, how often do the following behaviors occur among senior marketing leaders in your organization? (1=All the time, 5=None of the time)

Most common behaviors

Marketing builds a business case based on how marketing spending is aligned with business priorities and strategies (1.9)

Marketing sets reasonable expectations about how marketing spending will influence returns (2.1)

Marketing explains its hypotheses about the impact of marketing spending (2.2)



Making the case for marketing spending

Less common behaviors

Marketing builds a business case for marketing spending based on financial returns (2.4)

Marketing is able to show the impact of marketing spending on intermediate KPIs (e.g., customer or brand outcomes) on the way to financial returns (2.5)

Marketing runs experiments to make the case for the impact of marketing spending (2.8)

Buffeting focus on short-term returns, working with CFO and C-suite are critical behaviors when managing marketing budgets

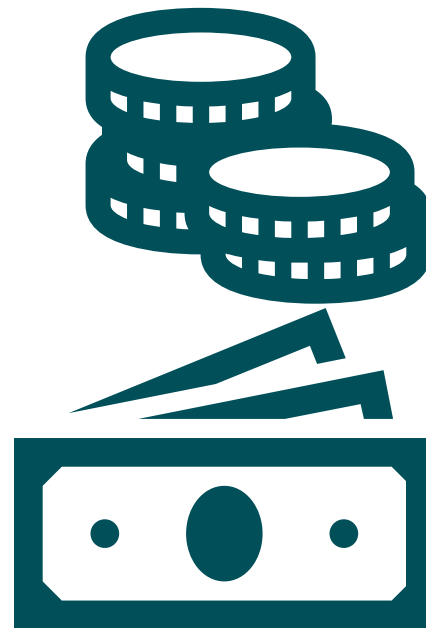
How likely are the following activities to occur in managing marketing budgets in your organization?

What marketers should challenge

Non-marketing leaders focus on the short-run effects of marketing spending

Non-marketing leaders are not patient for the long-run effects of marketing spending

Non-marketing leaders perceive marketing as a cost, not as an investment



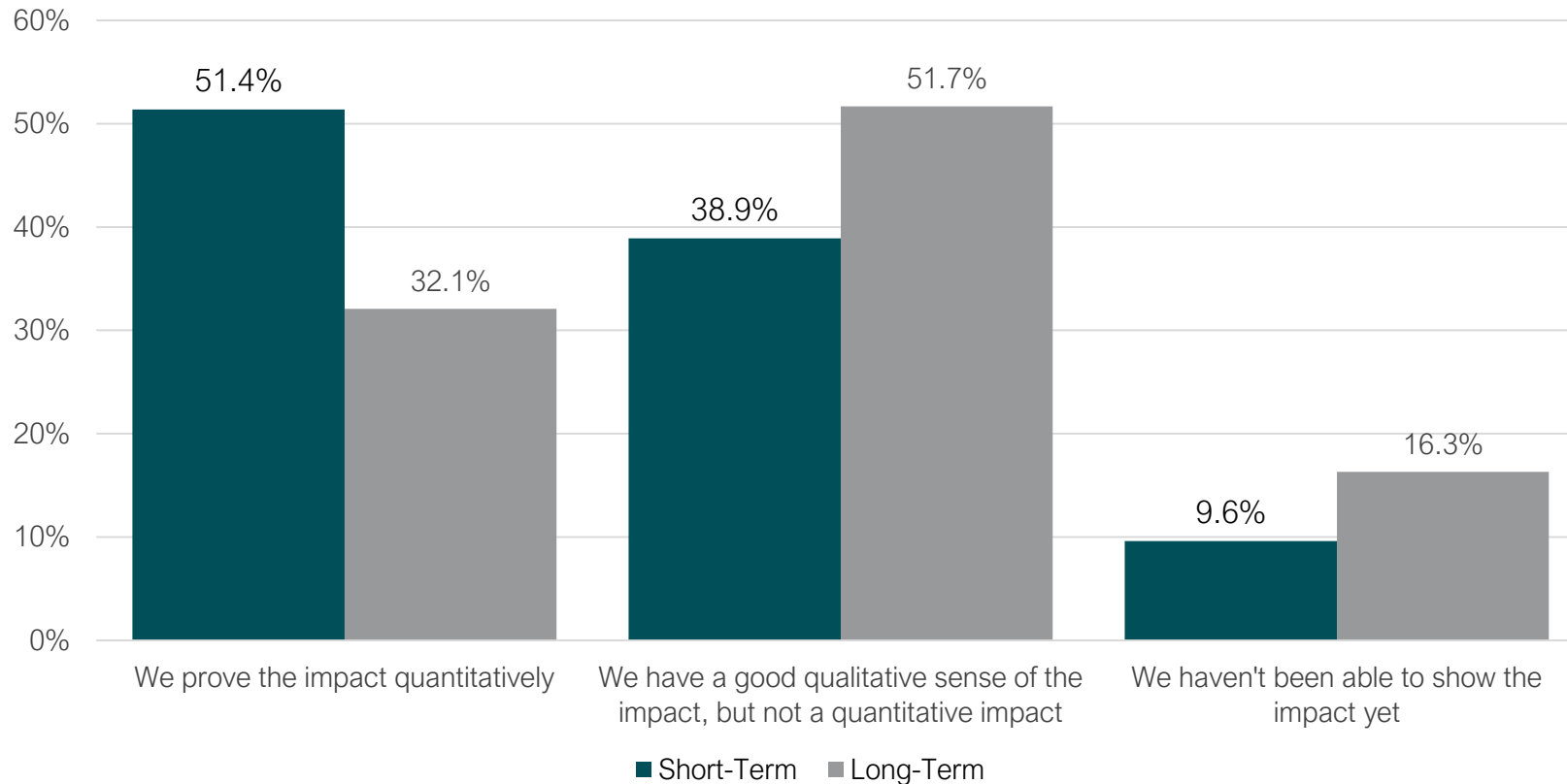
What marketers should facilitate

Marketing meets one-on-one with other C-suite members to explain marketing's impact on the bottom line

The CFO works as a business partner with marketing leaders to build a business case for marketing spending

Short-term impact of marketing spend predominately proven quantitatively, while long-term impact is proven qualitatively

Which best describes how your company shows the short-term and long-term impact of marketing spend on your business?



Insights

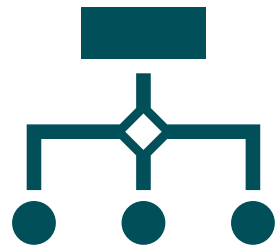
Short-term impact of marketing focused heavily on quantitative proof, driven by 66% of companies with >10% Internet sales. As company revenue increases, the quantitative proof of impact increases. Most quantitatively-focused industries include Education (80.0%), Consumer Services (75.0%), Communications/ Media (73.3%), and Tech/Software Platform (71.7%).

Long-term impact reporting is more difficult to prove quantitatively than short-term impact by (~60% reduction). Companies with high Internet sales rely 45.1% more heavily on quantitative long-term impact. Industries reporting the most long-term quantitative impact are Consumer Packaged Goods (47.6%) and Healthcare (43.8%).

Marketers feel increased pressure to prove the value of marketing, especially to CEOs

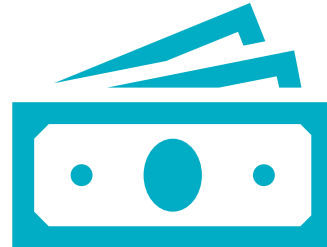
Rate whether marketing feels increasing pressure to prove the value of marketing:

CEO



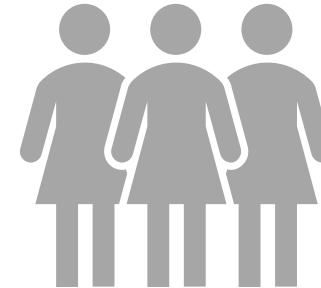
58.7%

CFO



45.1%

Board

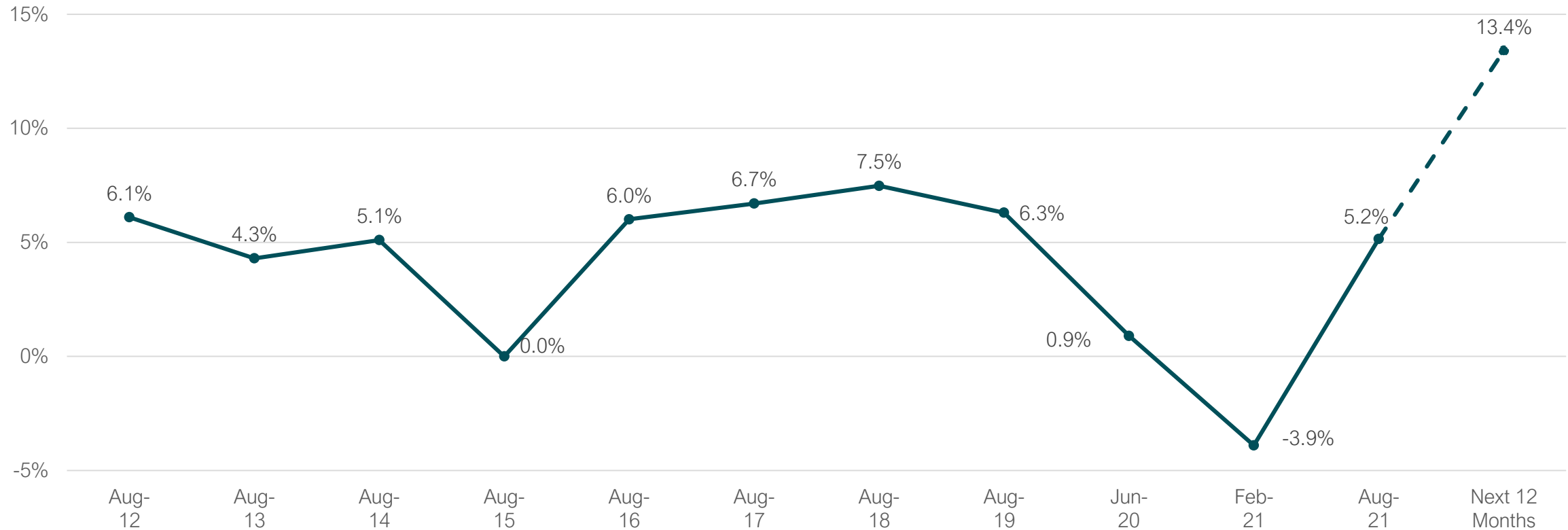


38.8%

% Yes	CEO	CFO	Board
B2B Product	53.1%	42.5%	32.1%
B2B Services	68.3%	47.6%	46.9%
B2C Product	57.1%	52.4%	45.0%
B2C Services	55.0%	31.6%	26.3%

Marketing spending growth returning to historical levels; projected growth far exceeds trends in last decade

By what percent has your overall marketing spending changed in the prior 12 months?
 Relative to the prior 12 months, note your company's percentage change in marketing spending during the next 12 months?

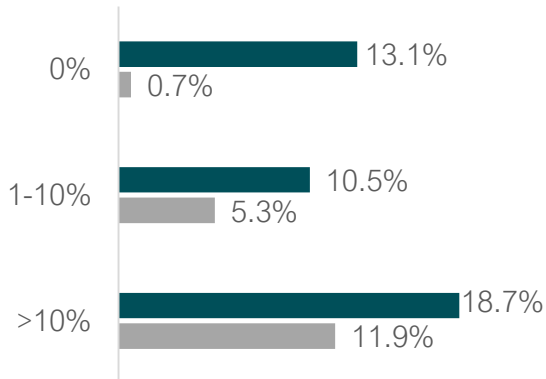


How prior and projected marketing spending growth varies by firm/industry breakouts

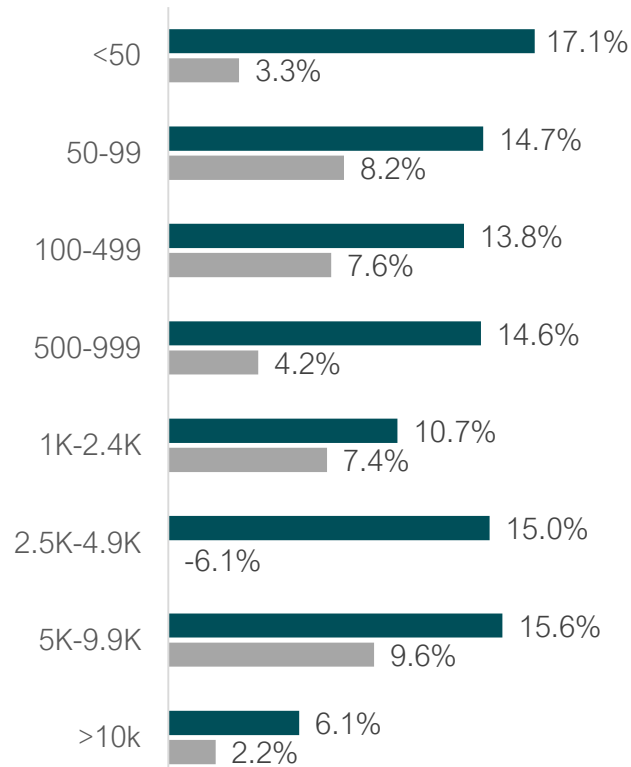
5.2%
marketing spend change in prior 12 months

13.4%
marketing spend change in next 12 months

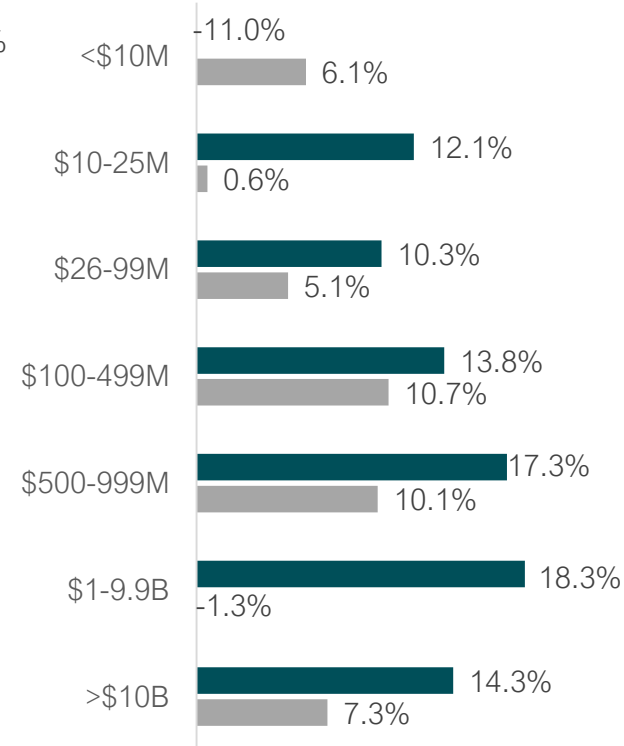
INTERNET SALES



EMPLOYEES



REVENUE



■ Prior 12 Months ■ Next 12 Months



Economic Sector

	Prior	Next
B2B Product	3.0%	11.4%
B2B Services	5.2%	16.9%
B2C Product	9.0%	11.7%
B2C Services	5.9%	13.4%



Industry Sector

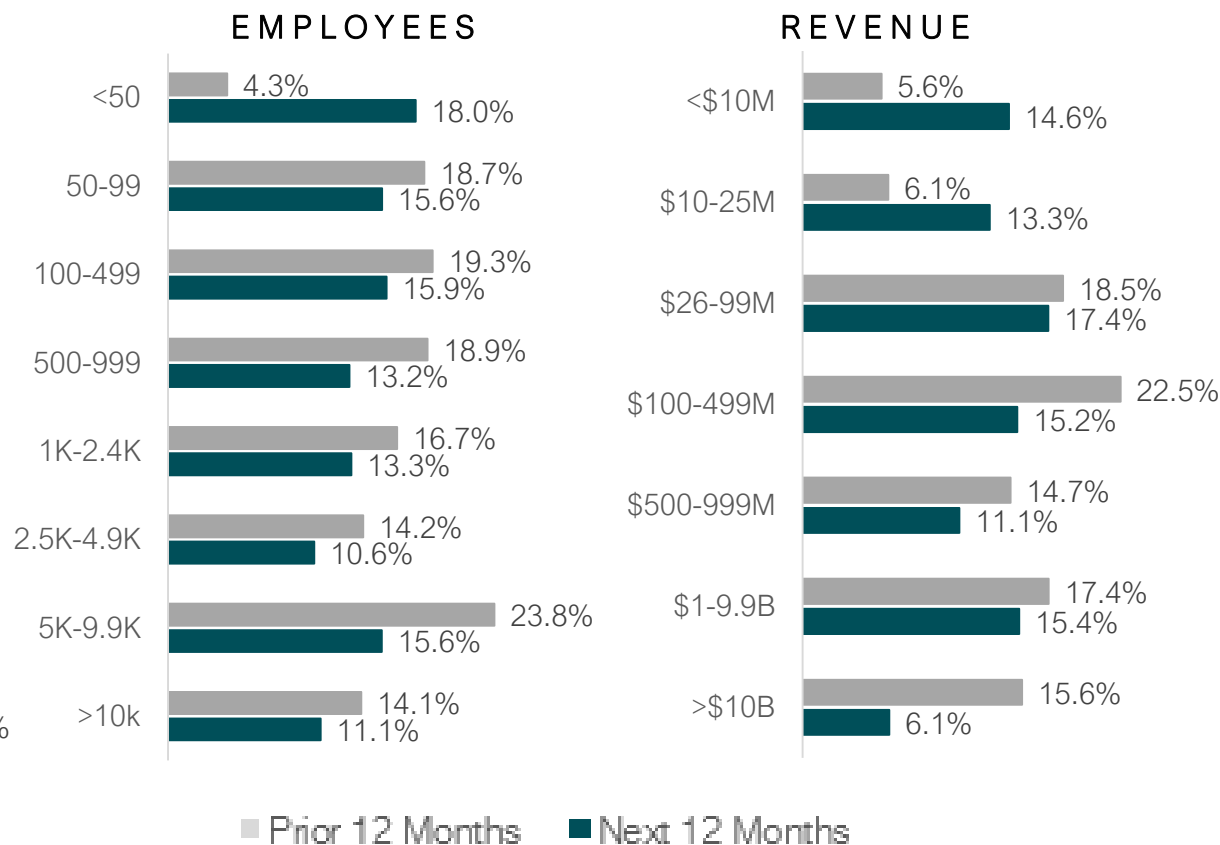
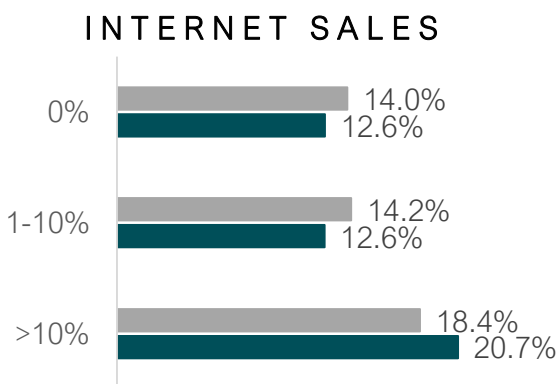
	Prior	Next
Top Industry Sectors	Banking / Finance / Insurance (20.2%)	Consumer Packaged Goods (18.7%)
Bottom Industry Sectors	Transportation (-18.3%)	Service Consulting (8.3%)

How prior and projected digital marketing spending growth varies by firm/industry breakouts

By what percent has your digital marketing spending changed in the prior 12 months?

Relative to the prior 12 months, note your company's percentage change in digital marketing spending during the next 12 months?

Prior 12 months
15.8%
Next 12 months
14.7%



Economic Sector

	Prior Year	Next Year
B2B Product	17.9%	12.6%
B2B Service	14.2%	16.0%
B2C Product	13.7%	14.9%
B2C Service	17.6%	18.8%



Industry Sector

Biggest Spenders (next year)

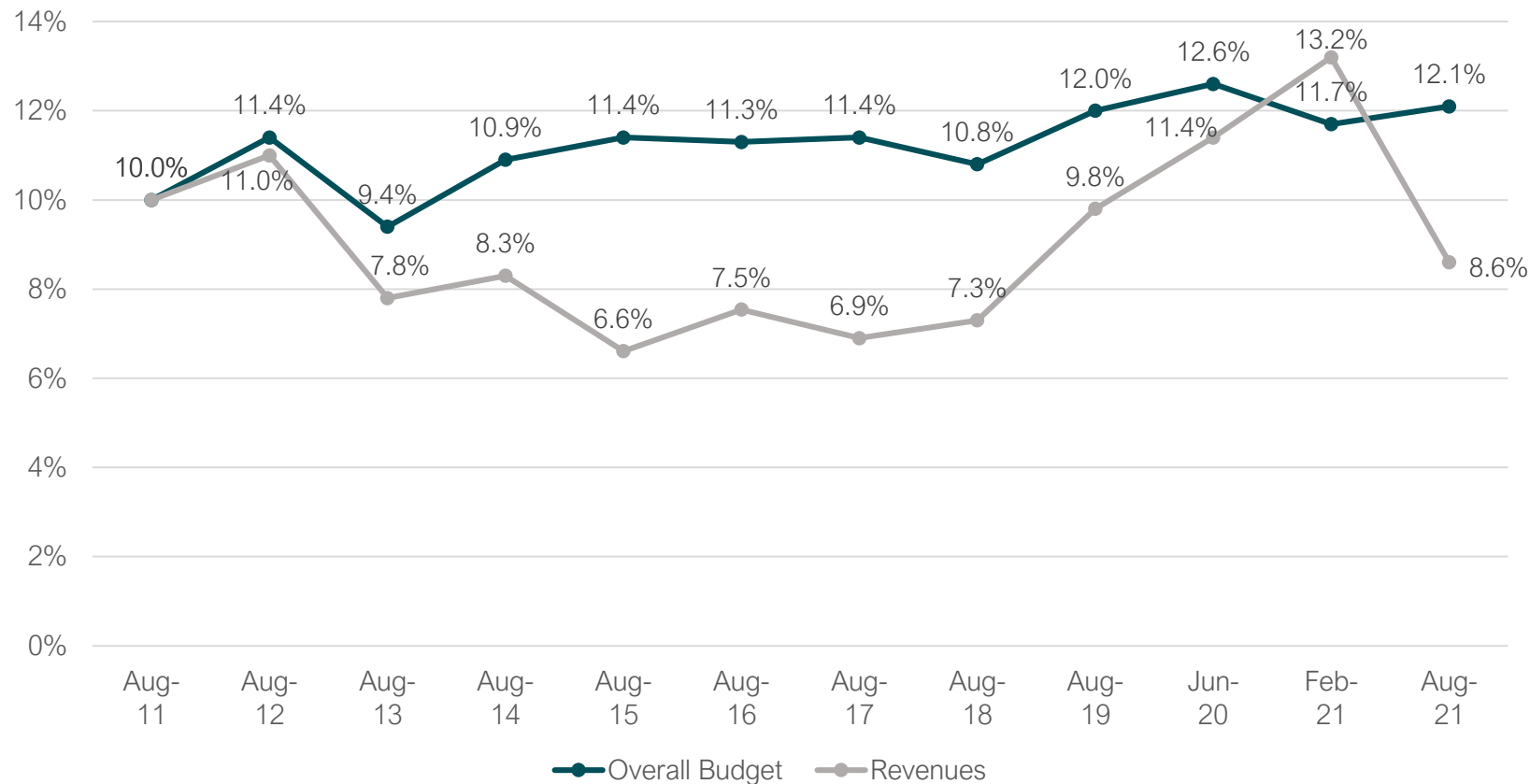
- Consumer Packaged Goods (28.0%)
- Consumer Services (23.9%)
- Banking/Finance/Insurance (22.6%)

Smallest Spenders (next year)

- Retail/Wholesale (5.6%)
- Transportation (7.9%)
- Education (8.6%)

Marketing budgets as a percent of overall budget lift while percent of revenues drop, showing higher company revenue growth

Marketing expenses account for what percent of your company's overall budget?
 Marketing expenses account for what percent of your company's revenues?



Economic Sector

	% Budget	% Revenue
B2B Product	9.6%	6.7%
B2B Services	9.0%	7.5%
B2C Product	19.5%	13.7%
B2C Services	17.7%	8.4%



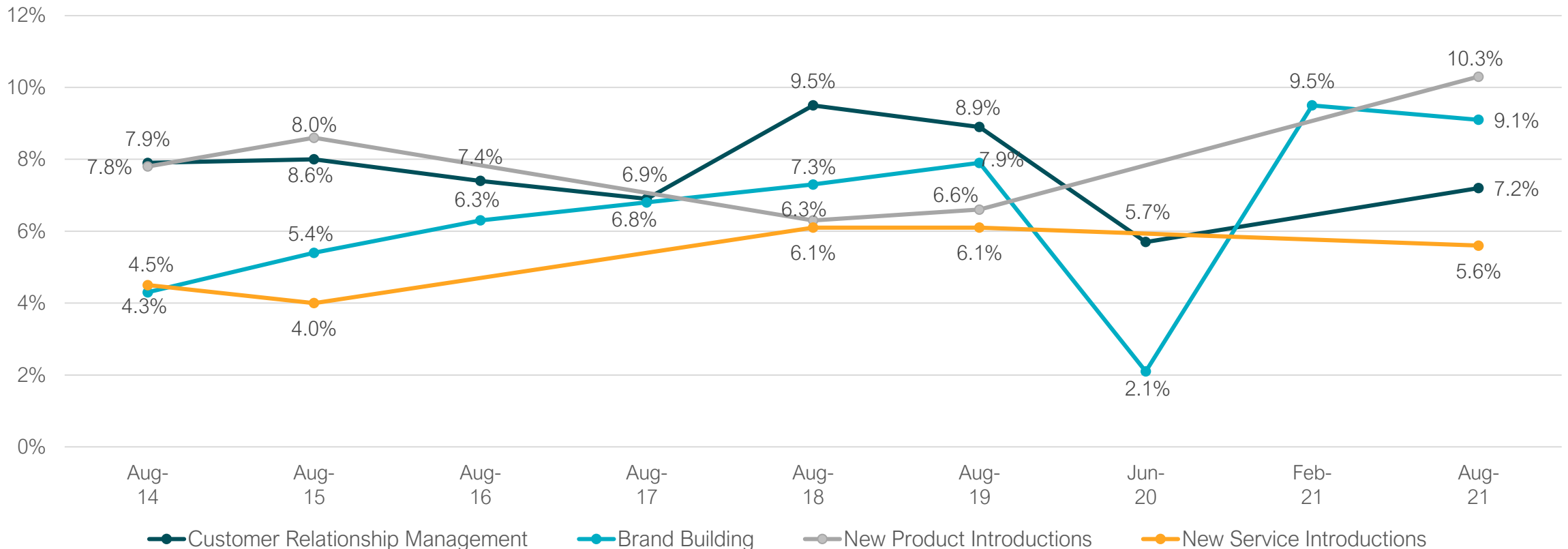
Insights

Marketing expenses as a percent of revenues decline since 2017, while percent of company budget climbed. Given overall marketing budgets grew by 5.2% in the last year, evidence suggests that firm revenue climbed more in the same timeframe, driving down marketing expenses as a percent of company revenues. Marketing expenses are a larger share of budget and revenues as Internet sales increase.

Several marketing spending categories expected to rise significantly in the next year

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area.

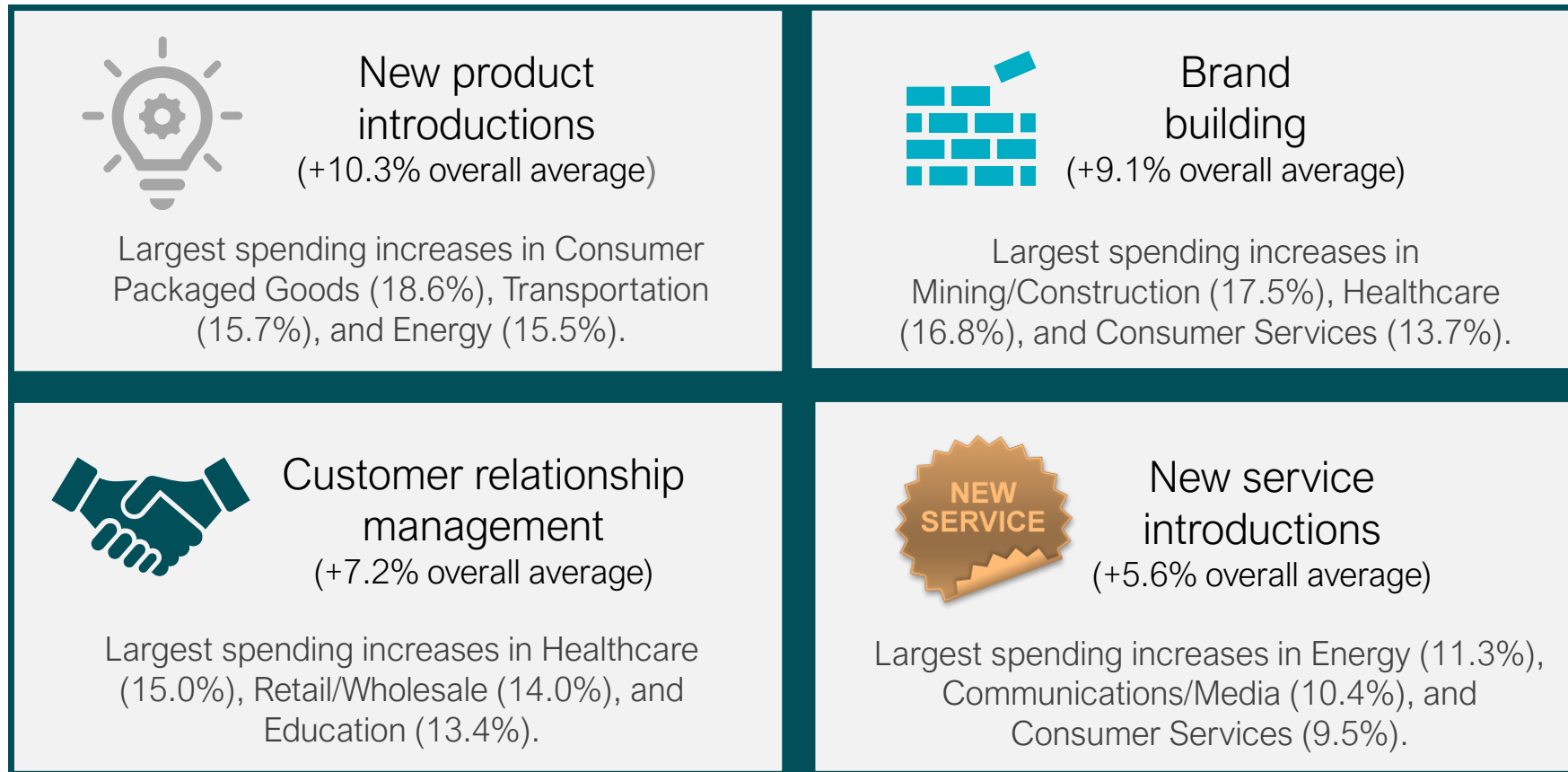
Firm and industry breakouts on next slide



* If point is missing, question was not asked in that survey. Trend lines inferred between available data points

How companies and sectors vary on projected marketing spending

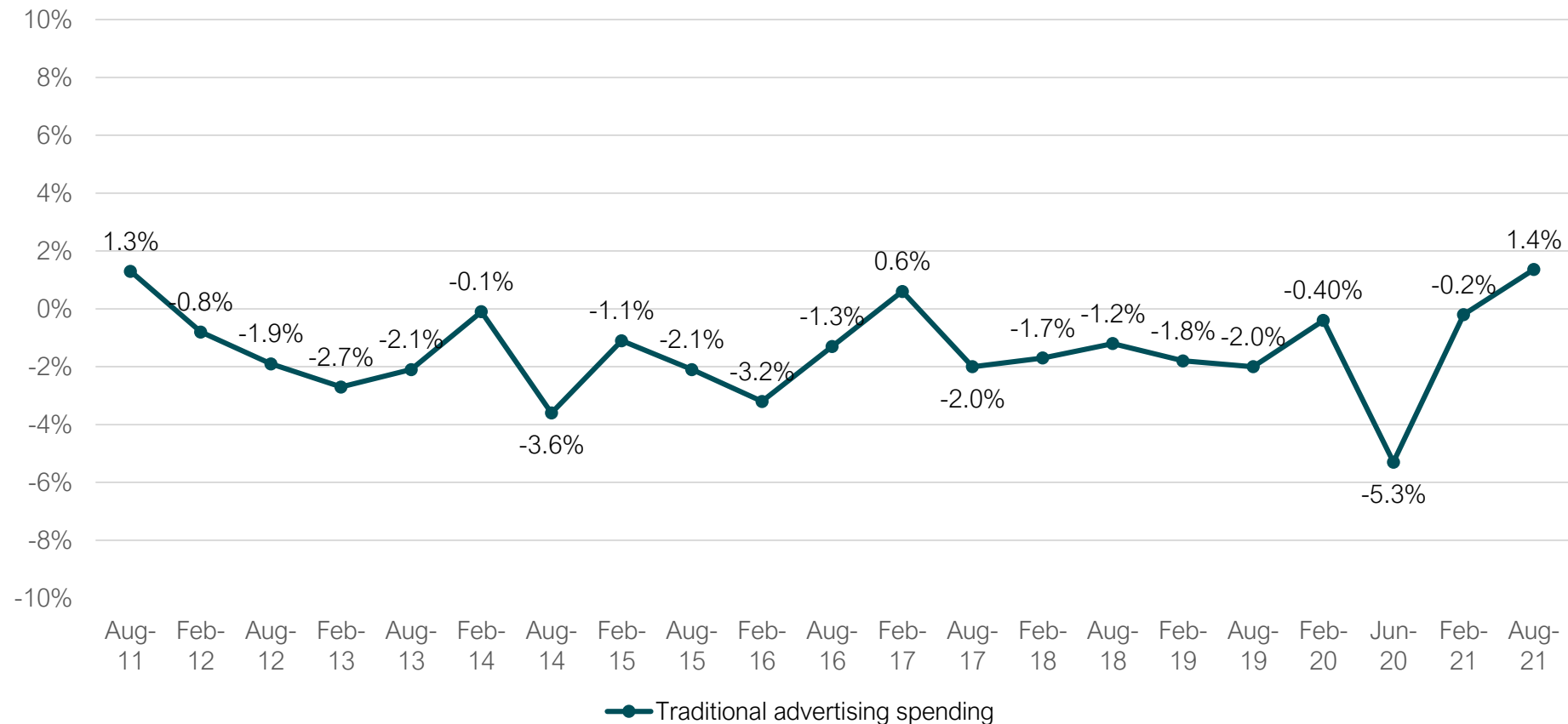
Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area.



[Learn about your Industry here](#)

Traditional advertising spend projections show positive growth for first time in a decade

Relative to the prior 12 months, note your company's percentage change in traditional advertising spending during the next 12 months.

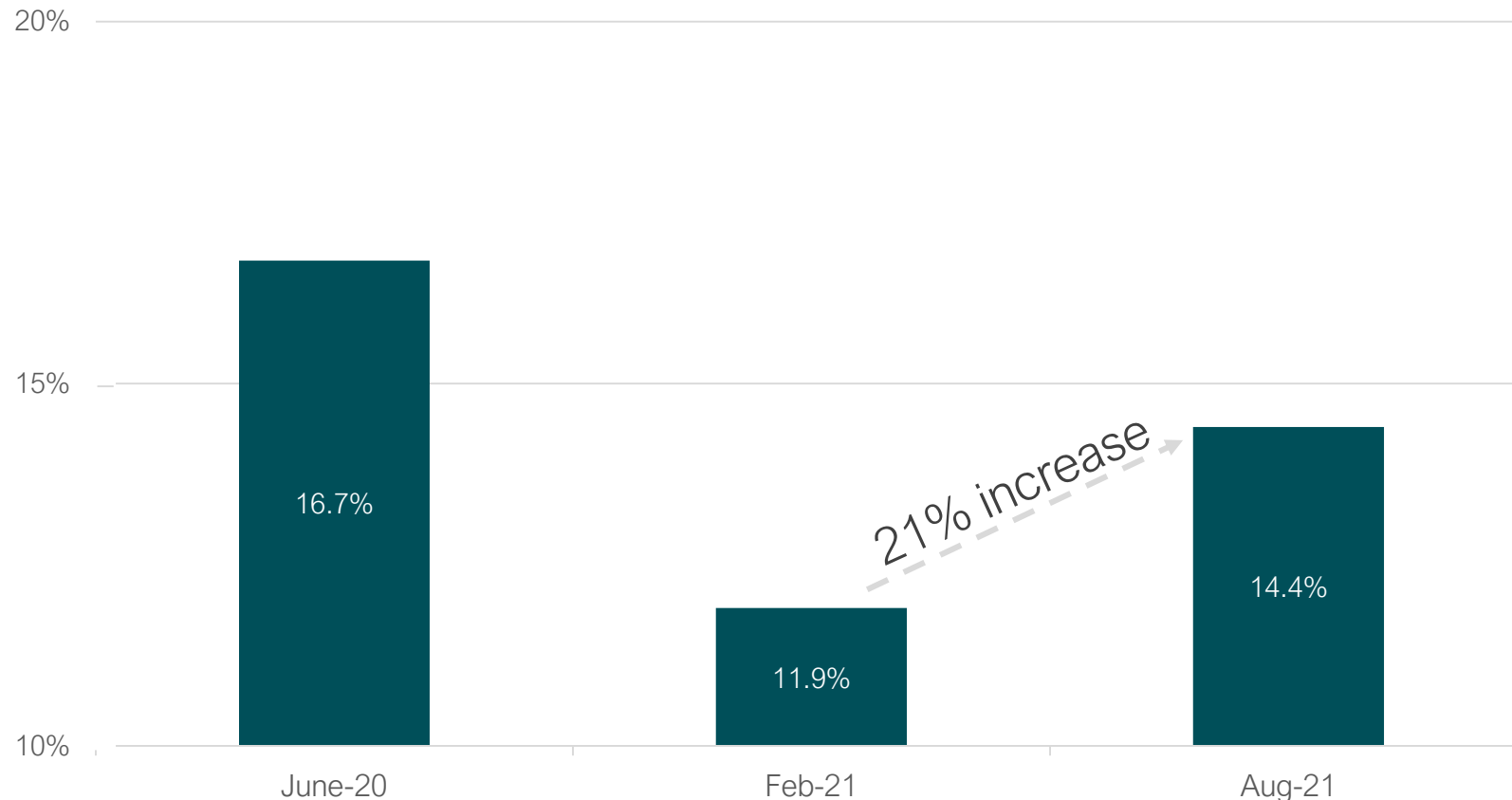


Economic Sector

- B2B Product: 1.3%
- B2B Services: 1.8%
- B2C Product: -.7%
- B2C Services: 4.49%

Customer experience spend begins rebound to pre-pandemic levels

What percent of your marketing budget is currently spent on initiatives related to customer experience?



Economic Sector

	June 2020	Current
B2B Product	17.0%	12.9%
B2B Services	20.1%	17.1%
B2C Product	14.0%	12.4%
B2C Services	11.6%	15.7%



Insights

Several industries significantly outpace the average budget percent spend on customer experience, including Consumer Services (46.3%), Transportation (28.8%), and Energy (24.2%).

What's in your marketing budget?

Marketing expenses in your company include (percent selecting category as part of marketing budget):

Direct expenses of marketing activities (95.7%)

Overhead costs associated with marketing (69.0%)

Social media marketing (92.9%)

Mobile marketing (59.8%)

Brand-related expenses (81.0%)

Marketing training (52.2%)

Marketing employees (80.4%)

Customer experience (47.8%)

Marketing analytics (73.4%)

Sales support tools (35.9%)

Marketing research (71.7%)

Sales employees (9.2%)



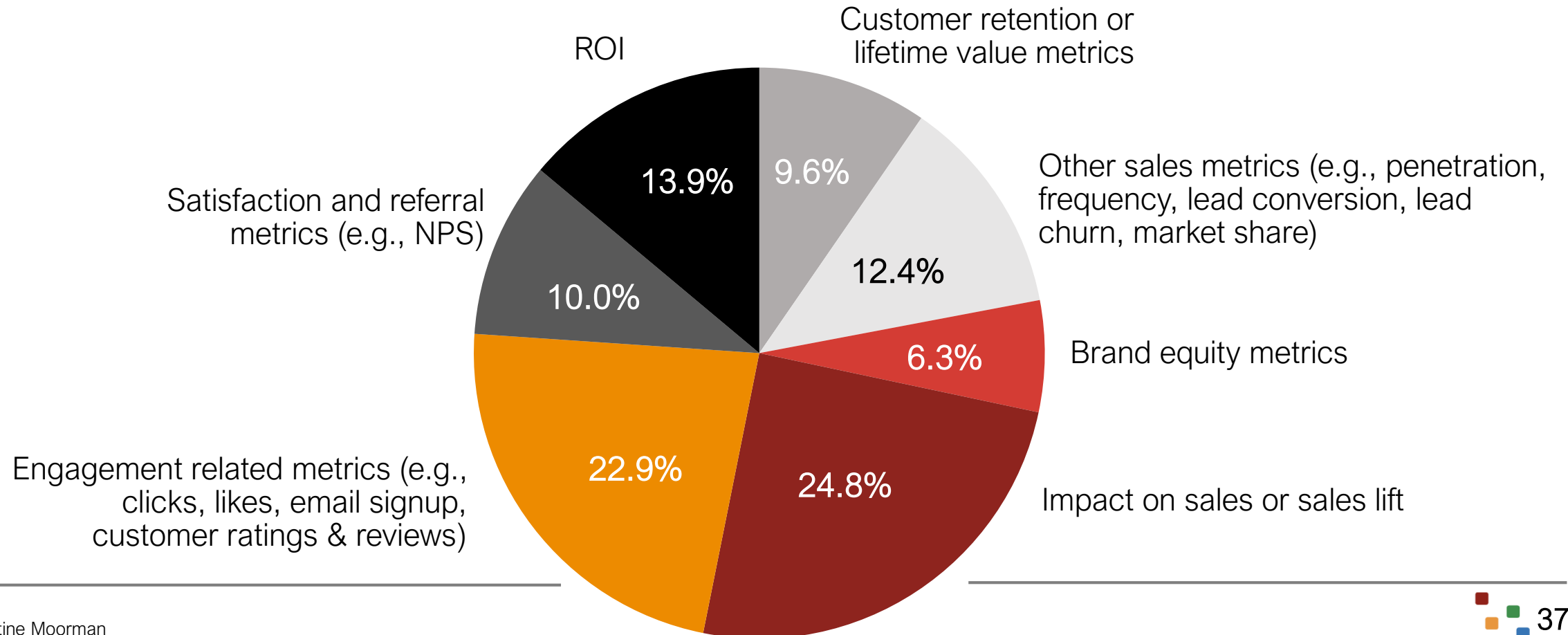
Marketing Metrics and Performance

While several marketing performance metrics have proven to be important when evaluating the impact of marketing actions, marketing leaders report that sales impact and customer engagement make up almost 50% of the evaluation. Consistent with this finding, sales revenue and digital performance are the marketing outcomes most consistently tracked. Metrics such as brand equity value and customer lifetime value, on the other hand, are rarely tracked.

In June 2020, marketers reported a 17.8% loss in sales revenue compared to the previous 12 months, likely due to the onset and progression of the COVID-19 pandemic. Approximately one year into the pandemic, in February 2021, marketers reported a revenue gain of 0.3% over the previous year—essentially flat for the year. When asked the same question in August 2021, however, companies reported massive revenue gains (11.1% on average), showing significant recovery. A similar trend emerged for profit, with marketers reporting a 14.7% loss as of June 2020, a 2.6% gain in February 2021, and a 10.4% gain as of August 2021. Although most companies have not been able to fully recover from the negative financial effects of the COVID-19 pandemic, these growth rates suggest they are certainly moving in the right direction.

Sales and customer engagement drive almost 50% of metric importance to marketers

Distribute 100 points to reflect the degree to which these metrics are used in your company to evaluate the impact of marketing actions.

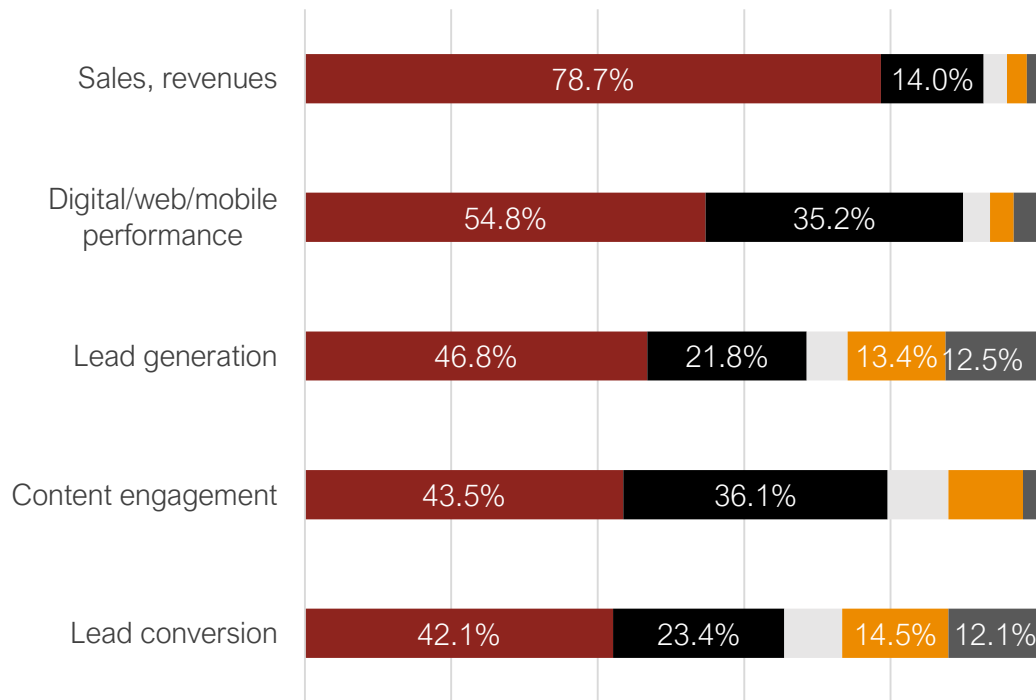


Sales and revenue measured regularly, while brand and customer metrics on an ad hoc basis

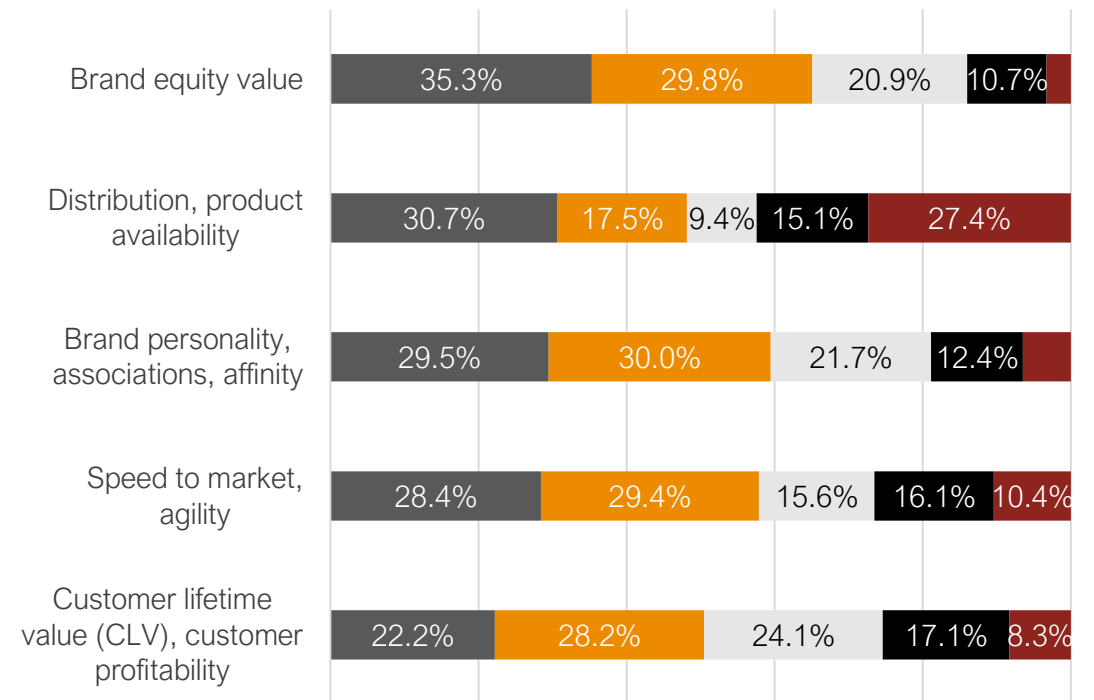
How consistently do you measure the following components of marketing?

■ Always / consistently ■ Quarterly or monthly ■ Annually or semi-annually ■ Ad hoc / when needed ■ Almost Never

MOST UPDATED METRICS



LEAST UPDATED METRICS



How often are marketing metrics used? (1/2)

How consistently do you measure the following components of marketing?

Marketing Expenses	Almost never	Ad hoc / when needed	Annually or semi-annually	Quarterly or monthly	Always / consistently
Sales, revenues	1.4%	2.7%	3.2%	14.0%	78.7%
Digital/web/mobile performance	3.2%	3.2%	3.7%	35.2%	54.8%
Lead generation	12.5%	13.4%	5.6%	21.8%	46.8%
Content engagement	1.9%	10.2%	8.3%	36.1%	43.5%
Lead conversion	12.1%	14.5%	7.9%	23.4%	42.1%
Customer experience/engagement	6.4%	18.8%	20.6%	23.4%	30.7%
Campaign costs, efficiency, e.g., production, content reuse	8.2%	15.1%	10.5%	37.0%	29.2%
Campaign effectiveness (e.g., GRPs, reach, frequency)	9.7%	15.2%	12.9%	34.6%	27.6%
Distribution, product availability	30.7%	17.5%	9.4%	15.1%	27.4%
Campaign ROI	7.0%	21.4%	14.0%	31.2%	26.5%
Net Promoter Score (NPS), willingness to recommend	16.5%	18.8%	21.1%	23.4%	20.2%
Customer churn, retention rate, loyalty	8.4%	22.3%	22.3%	27.0%	20.0%
Sales expense-to-revenue ratio (E/R)	16.3%	20.5%	15.8%	30.7%	16.7%

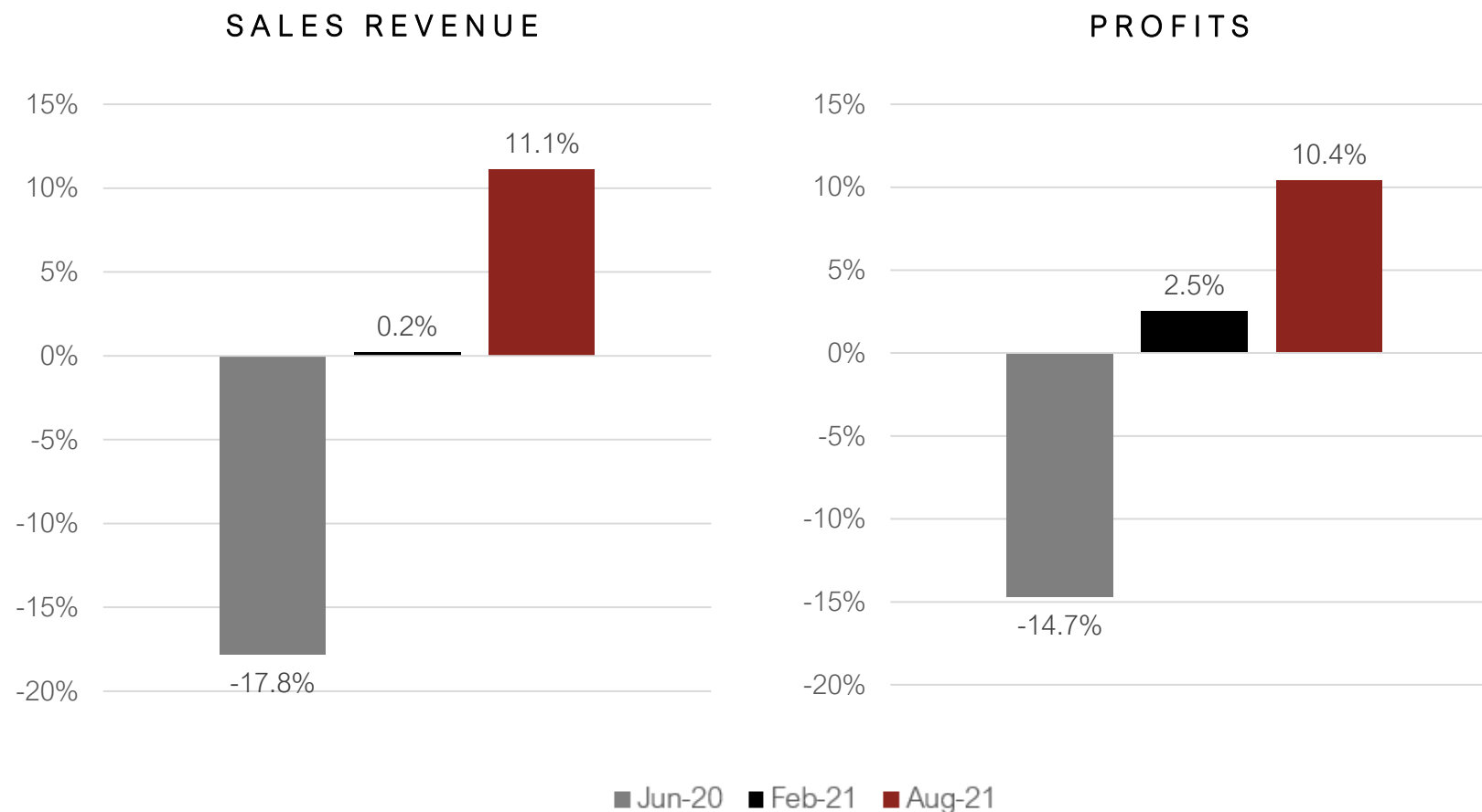
How often are marketing metrics used? (2/2)

How consistently do you measure the following components of marketing?

Marketing Expenses	Almost never	Ad hoc / when needed	Annually or semi-annually	Quarterly or monthly	Always / consistently
Overall marketing budgets	4.6%	6.0%	37.8%	35.9%	15.7%
Cost of customer acquisition	15.6%	28.0%	17.4%	23.4%	15.6%
Market share, account share	14.7%	23.5%	26.3%	22.6%	12.9%
Brand awareness	19.7%	26.1%	24.3%	17.9%	11.9%
Agency/partner/vendor costs	14.7%	20.3%	28.6%	24.9%	11.5%
Speed to market, agility	28.4%	29.4%	15.6%	16.1%	10.4%
Customer lifetime value (CLV), customer profitability	22.2%	28.2%	24.1%	17.1%	8.3%
Marketing infrastructure investments (data, tools, technology)	8.4%	19.2%	37.4%	27.1%	7.9%
Customer/market insight usage	16.1%	33.2%	24.0%	19.8%	6.9%
Brand personality, associations, affinity	29.5%	30.0%	21.7%	12.4%	6.5%
Customer/market insight quality-breadth and depth	15.6%	34.0%	24.5%	20.8%	5.2%
Brand differentiation, customer willingness to pay premium	21.9%	33.3%	25.6%	14.6%	4.6%
Brand equity value	35.3%	29.8%	20.9%	10.7%	3.3%

Revenues and profits soar relative to 2020

Compared to 2020, rate your company's performance during the prior 12 months:



Economic Sector: Aug-21

	Sales Revenue	Profit
B2B Product	10.3%	8.5%
B2B Services	13.0%	12.2%
B2C Product	13.4%	13.2%
B2C Services	3.3%	11.3%



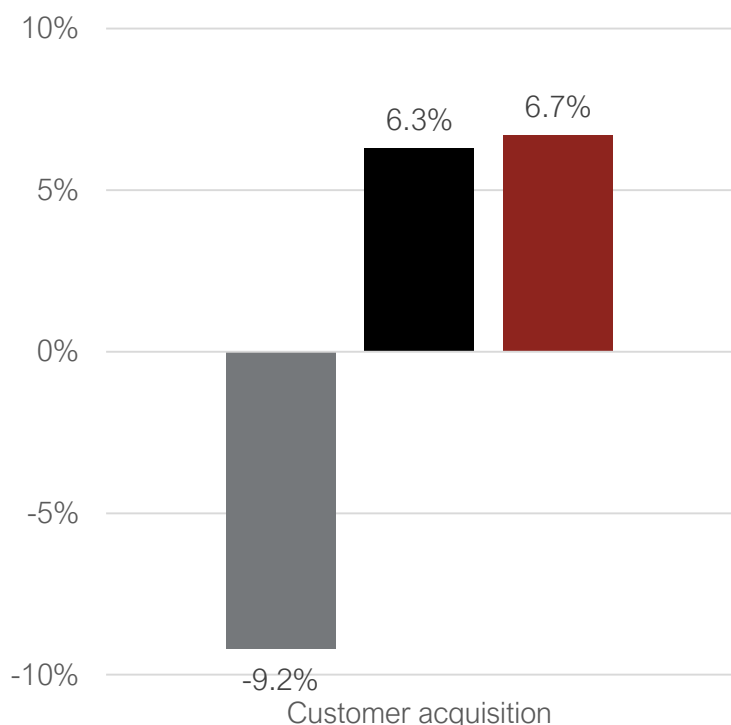
Industry Sector: Aug-21

	Sales Revenue	Profit
Strongest Performer	Retail / Wholesale (21.2%)	Retail / Wholesale (30.0%)
Weakest Performer	Transportation (-19.1%)	Transportation (-11.9%)

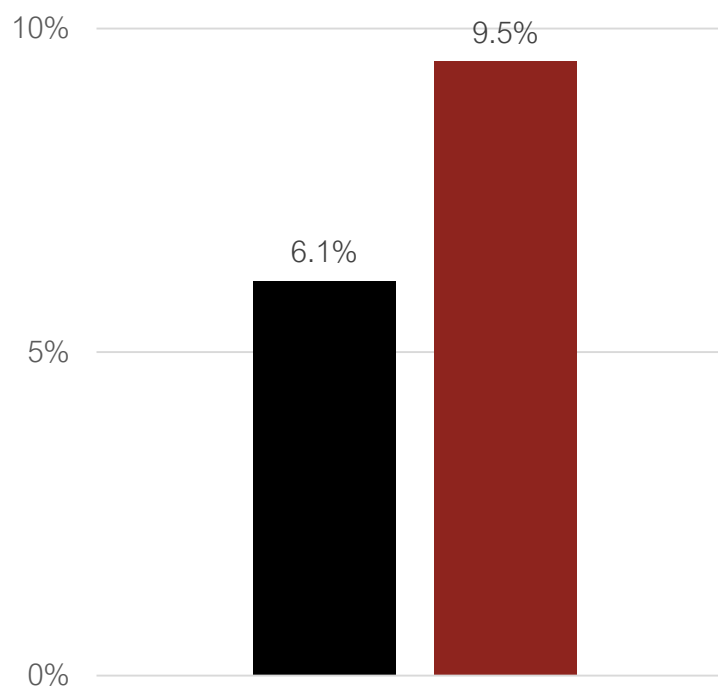
Customer retention up over 55%, while acquisitions make small gains

Compared to 2020, rate your company's performance during the prior 12 months:

CUSTOMER ACQUISITION



CUSTOMER RETENTION*



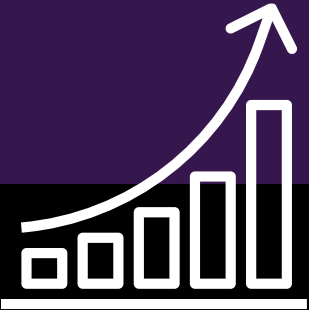
Economic Sector: Aug-21

	Customer Acquisition	Customer Retention
B2B Product	7.2%	7.3%
B2B Services	6.7%	9.4%
B2C Product	6.2%	17.1%
B2C Services	6.3%	2.8%



Industry Sector: Aug-21

	Customer Acquisition	Customer Retention
Strongest Performer	Mining (16.5%)	Mining (30%)
Weakest Performer	Customer Services (-14.3%)	Transportation (-19.%)



Managing Growth

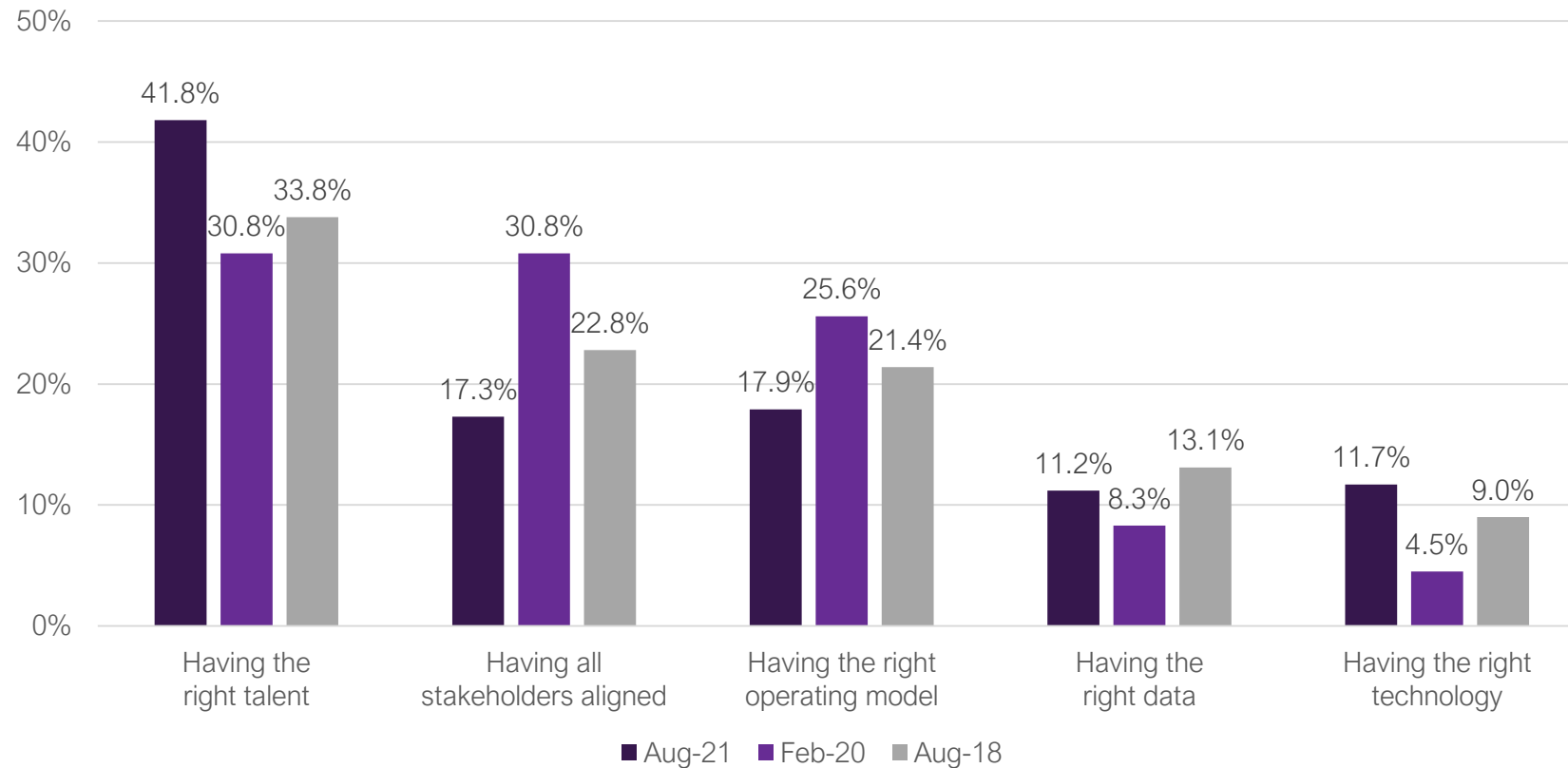
Marketing leaders overwhelmingly agree that having the right talent is the most important driver of growth. When pursuing growth, a wide variety of behaviors take place, but more than 70% of marketers agree that the following behaviors help: (1) connecting growth opportunities back to the company's position and strategy; (2) using an integrated marketing team in which digital and nondigital groups work together; and (3) building a business case for the growth strategy. In terms of areas of improvement, marketing leaders reported to be less likely to use the following behaviors: (1) using an integrated team in which marketing and finance experts work together; (2) examining other industries for growth inspiration; and (3) moving their companies into adjacent digital opportunities.

Market Penetration strategies continue as the bulk of growth spending (55.4%), but the B2B Product sector led a shift in the degree of focus, decreasing market penetration spending by 16.1% since February 2021. Market Development, although still the third most prominent strategy in terms of growth spending, has become a larger priority across all sectors, increasing by almost 13% in the past six months.

Internet sales decreased from the height of the pandemic (19.4% of sales) to 17%, but remain significantly higher than pre-pandemic figures. B2C Product and Service companies report the highest levels (31.6% and 20.5%, respectively) as do smaller companies (measured by revenue and number of employees). Budgets and sales for domestic markets varied little from February 2021 and remain lower than pre-pandemic levels. Marketers generally agree that Western Europe is their largest current international market; however, they have varying opinions on the markets of greatest future opportunity.

Marketers agree that having the right talent is the key driver for organic revenue growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company? (% reporting first priority)



Economic Sector: Aug-21

	Right Talent %
B2B Product	44.7%
B2B Services	46.7%
B2C Product	30.0%
B2C Services	36.8%

How marketers perform on key behaviors for pursuing growth

When pursuing growth opportunities, how often do the following behaviors occur in your company:



Where marketers excel

80.3% - Marketing articulates how the growth opportunity connects to the company position and strategy

76.9% - Using an integrated marketing team in which digital and nondigital work together

72.8% - Marketing builds a business case for the growth strategy



Where marketers can improve

67.9% - Marketing offers a strong interpretation of customer insights important to the growth opportunity

67.0% - Marketing is able to connect the growth strategy to relevant customer metrics

62.1% - Effectively leveraging technology to pursue growth opportunities

61.4% - Using data insights across channels



Where marketers struggle

50.3% - Examining other industries for actions that might inspire company growth opportunities

44.4% - Identifying how to move the business from core strengths into adjacent digital opportunities

35.0% - Using an integrated marketing team in which marketing and finance experts work together

Pandemic continues to entrench focus on market penetration; market development becomes a larger priority across sectors

Allocate 100 points to reflect your company's spending in each of the four growth strategies during the prior 12 months.

	% Change from Feb-21 to Aug-21					
	Feb-21	Aug-21	B2B Product	B2B Services	B2C Product	B2C Services
Market Penetration	56.8%	55.4%	-16.1%	+6.3%	+9.0%	+3.8%
Product/Service Development	20.3%	20.9%	+29.1%	-0.6%	-21.4%	-26.3%
Market Development	14.3%	16.1%	+9.3%	+0.1%	+28.3%	+51.7%
Diversification	8.7%	7.6%	+32.5%	-33.3%	-33.2%	-62.2%

	Existing products/ services	New products/ services
Existing markets	Market penetration	Product / service development
New markets	Market development	Diversification

Organic growth continues to dominate, returning to pre-pandemic levels; partnerships and licensing strategies decline

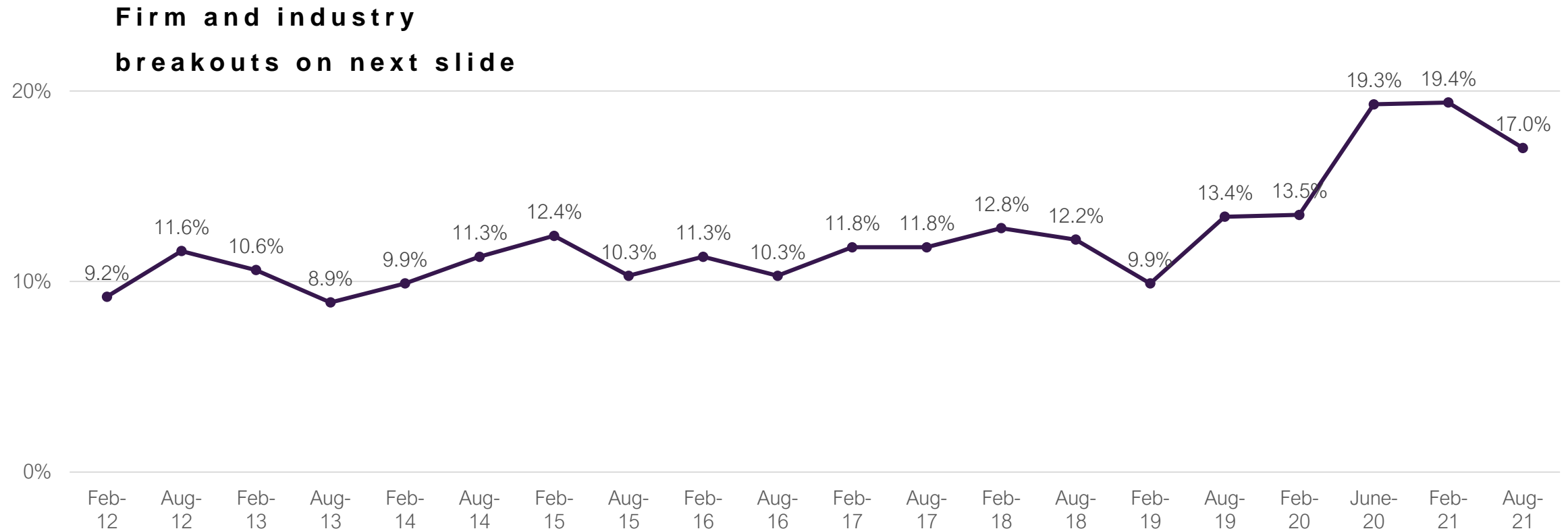
Allocate 100 points to reflect the corporate strategies your firm will use to grow during the next 12 months.

% Change from Feb-21 to Aug-21

	Feb-21	Aug-21				
			B2B Product	B2B Services	B2C Product	B2C Services
Organic Growth (internal sources)	68.8%	71.8%	+5.7%	+10.6%	-2.3%	-1.8%
Growth from Partnerships	14.6%	12.2%	+17.4%	+2.0%	+45.3%	-19.2%
Growth from Acquisitions	11.6%	12.3%	-27.0%	-30.1%	+1.8%	57.8%
Growth from Licensing	5.0%	3.7%	-16.4%	-34.1%	-26.2%	-77.1%

Internet sales experience slight decline from the height of the pandemic, but still tower over pre-pandemic figures

What percentage of your firm's sales is through the Internet?

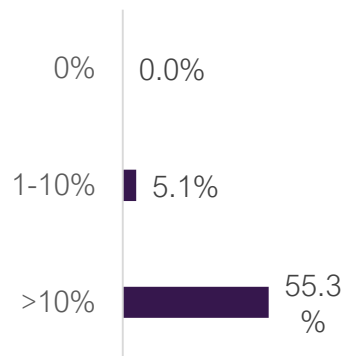


Firm and industry sector differences in Internet sales

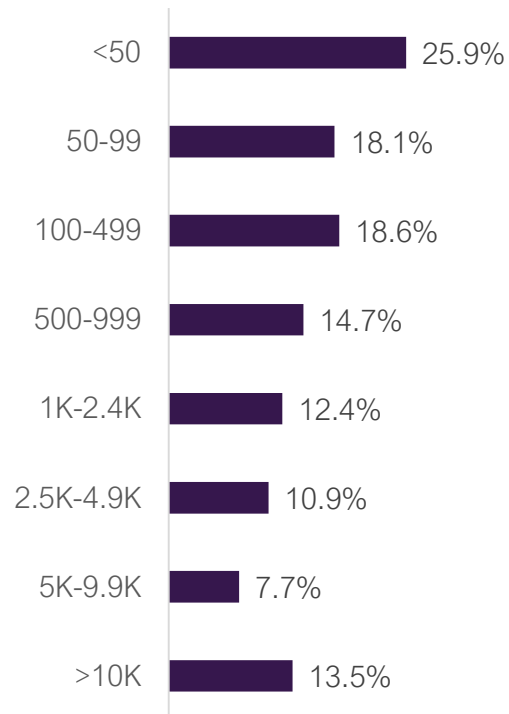
What percentage of your firm's sales is through the Internet?

17.0%
average of sales
through Internet

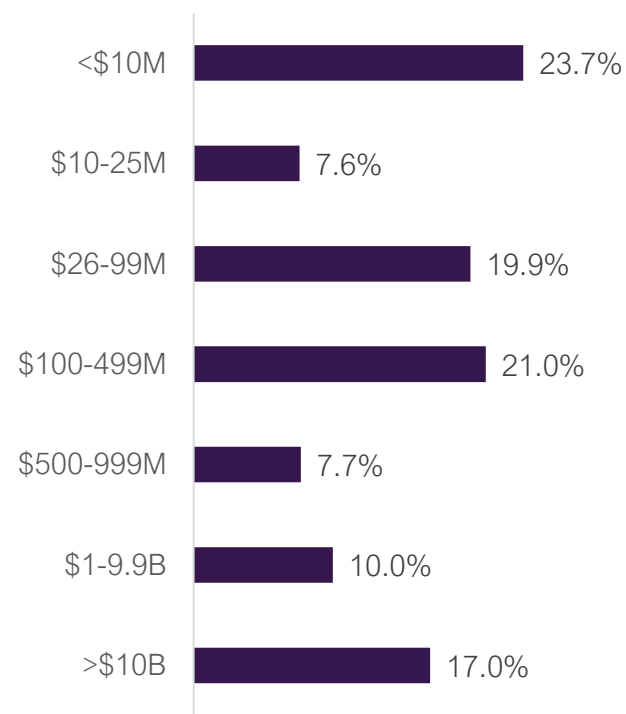
INTERNET SALES



EMPLOYEES



REVENUE



Economic Sector

- B2B Product: 11.6%
- B2B Services: 13.1%
- B2C Product: 31.6%
- B2C Services: 20.5%



Industry Sector

Top 3 Industry Sectors

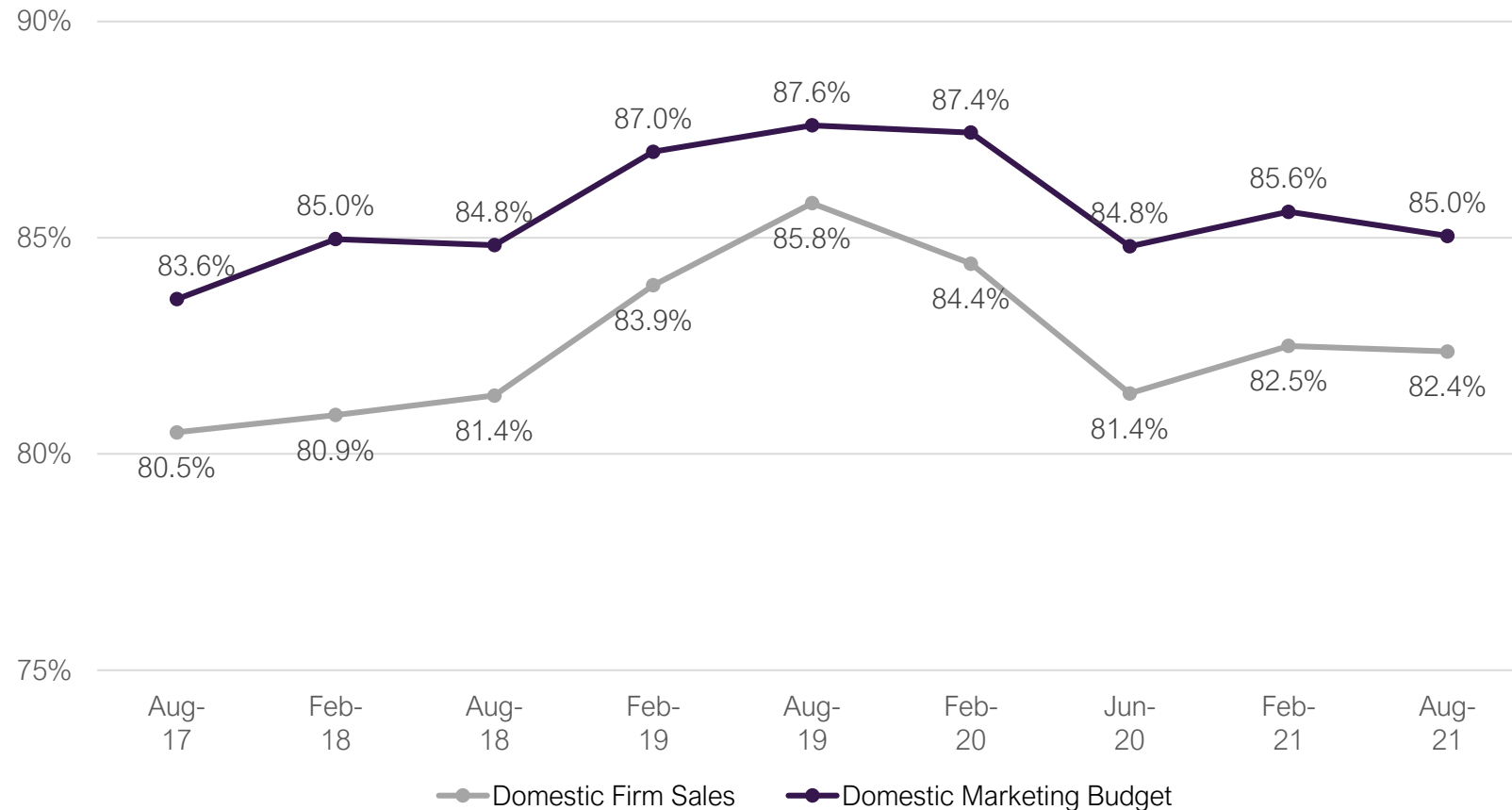
- Education (35.1%)
- Consumer Packaged Goods (33.1%)
- Retail/Wholesale (24.4%)

Bottom 3 Industry Sectors

- Real Estate (0.0%)
- Pharma/Biotech (2.5%)
- Manufacturing (7.2%)

Domestic sales and marketing budgets remain relatively constant, still below 2019 levels

What percentage of your firm's sales is domestic? What percentage of your marketing budget is spent on domestic markets?



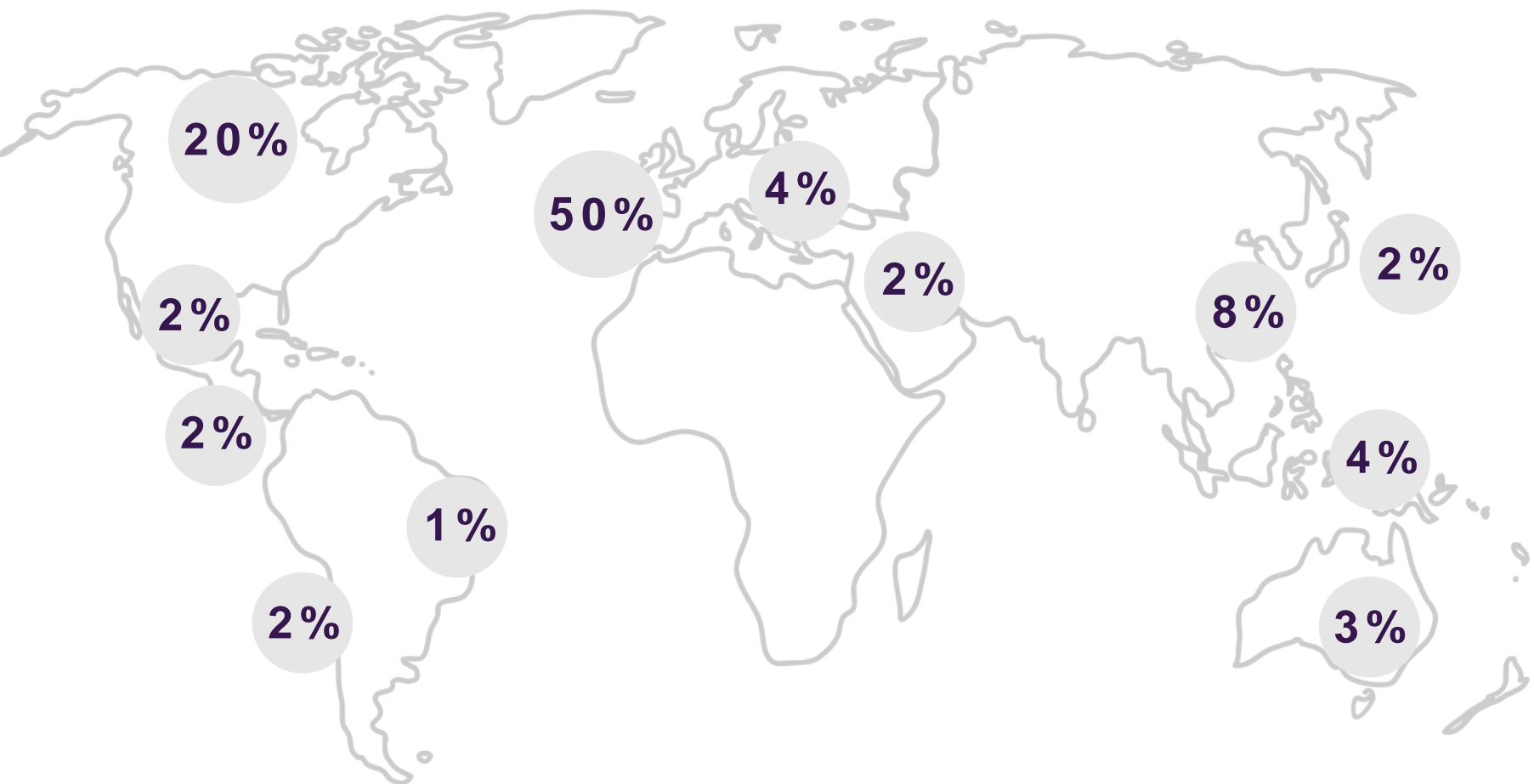
Insights

Domestic sales are relatively stable and still below 2019 levels. The lower level occurs equally across all sectors, except for B2C Product (up to 86.7% from 84.6%). The Mining/Construction (99.5%), Retail/Wholesale (95.0%), and Banking/Finance/Insurance (93.0%) industries have the highest percentage of domestic sales. The largest companies, those with over \$10B in revenue (67.1%) and 10,000+ employees (64.3%), sell far less domestically than their smaller counterparts.

Budgets allocated for the domestic market also remain lower than 2019 levels, driven by B2B Product whose domestic budgets is at 79.5%, compared to almost 84% in August 2019.

Marketers generally consider Western Europe to be their largest international market, however B2C Products lean into Canada

Which international market is currently your largest (in terms of sales)?



Economic Sector

- B2B Product: Western Europe (63.3%)
- B2B Services: Western Europe (42.3%)
- B2C Product: Canada (33.3%)
- B2C Services: Western Europe (50.0%)



Industry Sector

Western Europe Top 3 Sectors

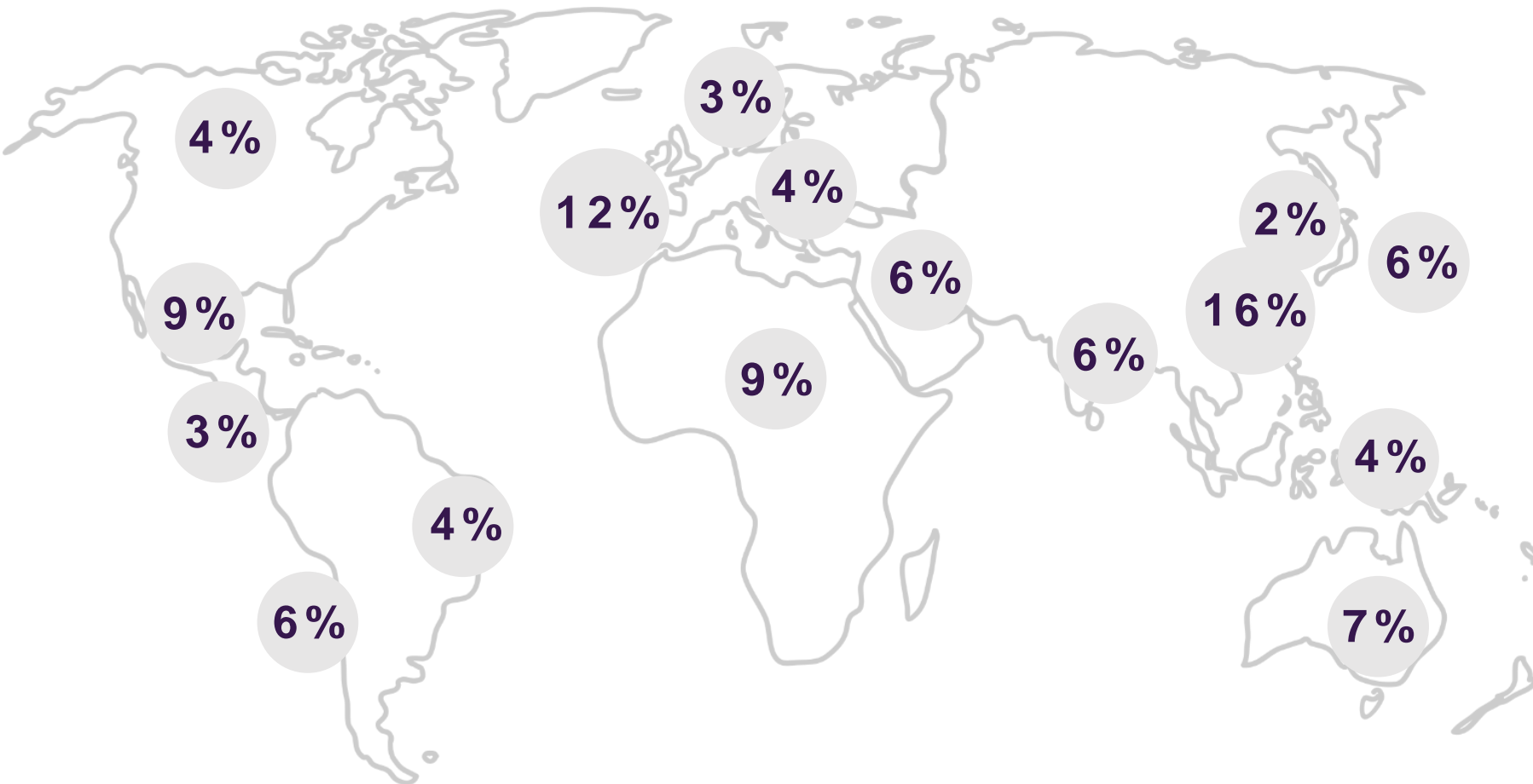
- Real Estate (100.0%)
- Tech/Software Platform (76.7%)
- Transportation (60.0%)

Canada Top 3 Sectors

- Energy (100.0%)
- Retail/Wholesale (66.7%)
- Consumer Services (50.0%)

Opportunities are dispersed, with China and Western Europe being the only two markets receiving more than 10% of votes

Which international market that you are currently not in is your biggest opportunity for the future?



Economic Sector

- B2B Product: Mexico (15.1%)
- B2B Services: China (19.4%)
- B2C Product: Western Europe (25.0%)
- B2C Services: Western Europe (16.7%)



Industry Sector

Western Europe Top 3 Sectors

- Communications (33.3%)
- Consumer Services (33.3%)
- Retail/Wholesale (33.3%)

China Top 3 Sectors

- Mining (100%)
- Consumer Services (40.0%)
- Communications (33.3%)



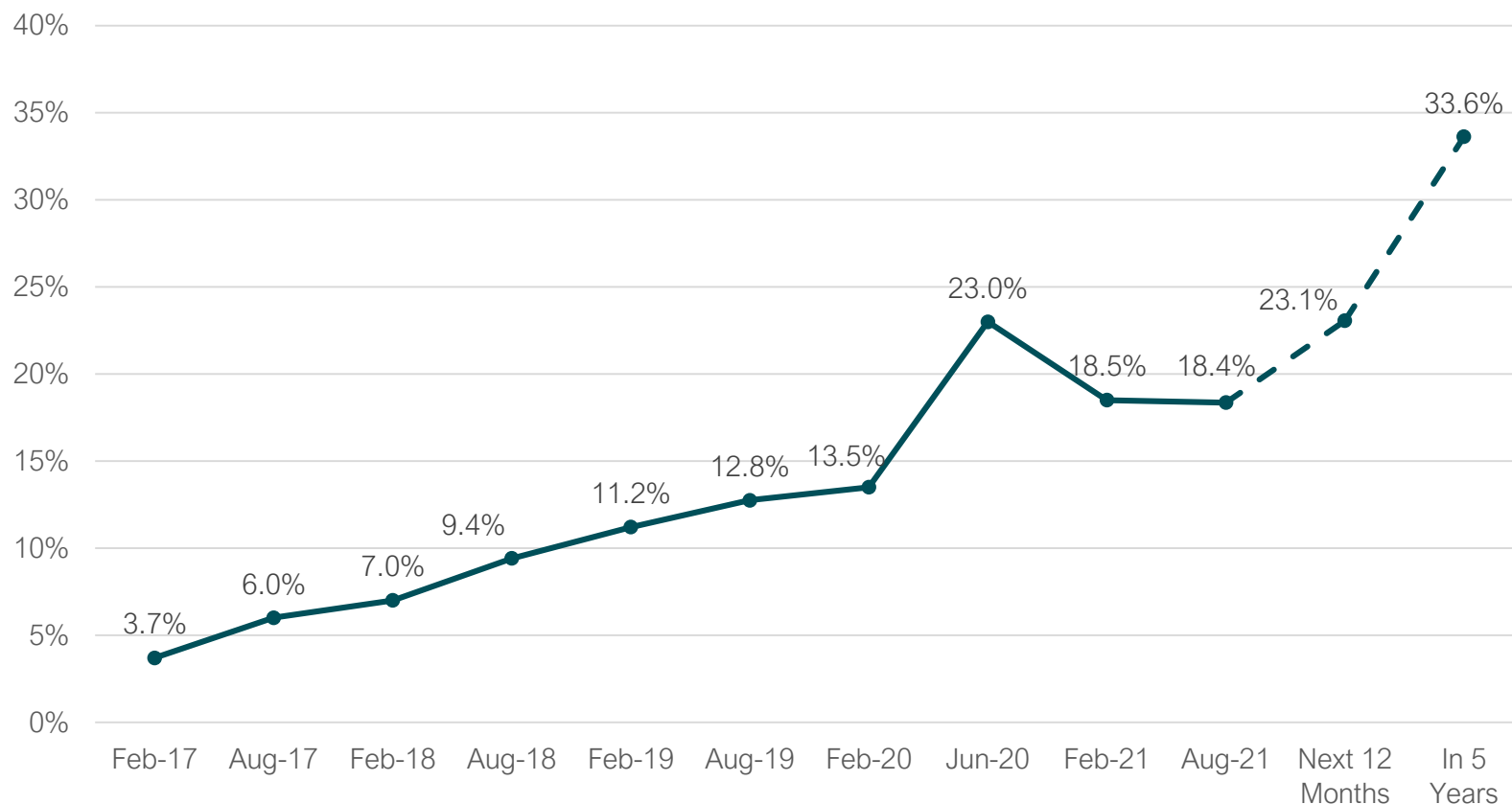
Social Media and Mobile Marketing

Both mobile and social media spend have increased over the pandemic, but have dropped below the historic high measured at its height in June 2020. Marketers agree that mobile and social media spend will continue to increase at an even faster pace in the next five years—reaching 34% of marketing budgets for mobile and 24% for social in the next five years. B2C Product companies, in particular, indicate that mobile and social media marketing have become a pillar for their companies' success. For both mobile and social media marketing, B2C Product companies reported a performance contribution of 4.8 for both (on a 7-point scale), compared to the survey-wide averages of 3.3 for mobile and 4.0 for social.

Although smartphone ownership continues to reach new heights, only 25% of companies report using an app. Of those that use apps, the return on investment varies significantly. The majority of companies (56.2%) report that their app generates <5% of total revenue. B2C Service companies indicate the highest returns, with 50% of companies report moderate-to-high app revenue generation. Of all industries, Retail indicates the greatest app performance, with 60% of companies reporting moderate (10%-15% return) to high (15%+ return) revenue generation. Most companies (50%) believe their apps are a key piece of both their customer acquisition and customer retention strategies.

Mobile spending stayed relatively constant over the past six months, but is expected to increase at a faster pace in the future

What percent of your marketing budget are you currently spending on mobile activities? And what percent will you spend in the next 12 months? 5 years?



Economic Sector

	Aug-21	Next Year
B2B Product	13.8%	16.9%
B2B Services	12.2%	18.0%
B2C Product	33.2%	38.8%
B2C Services	27.8%	32.5%

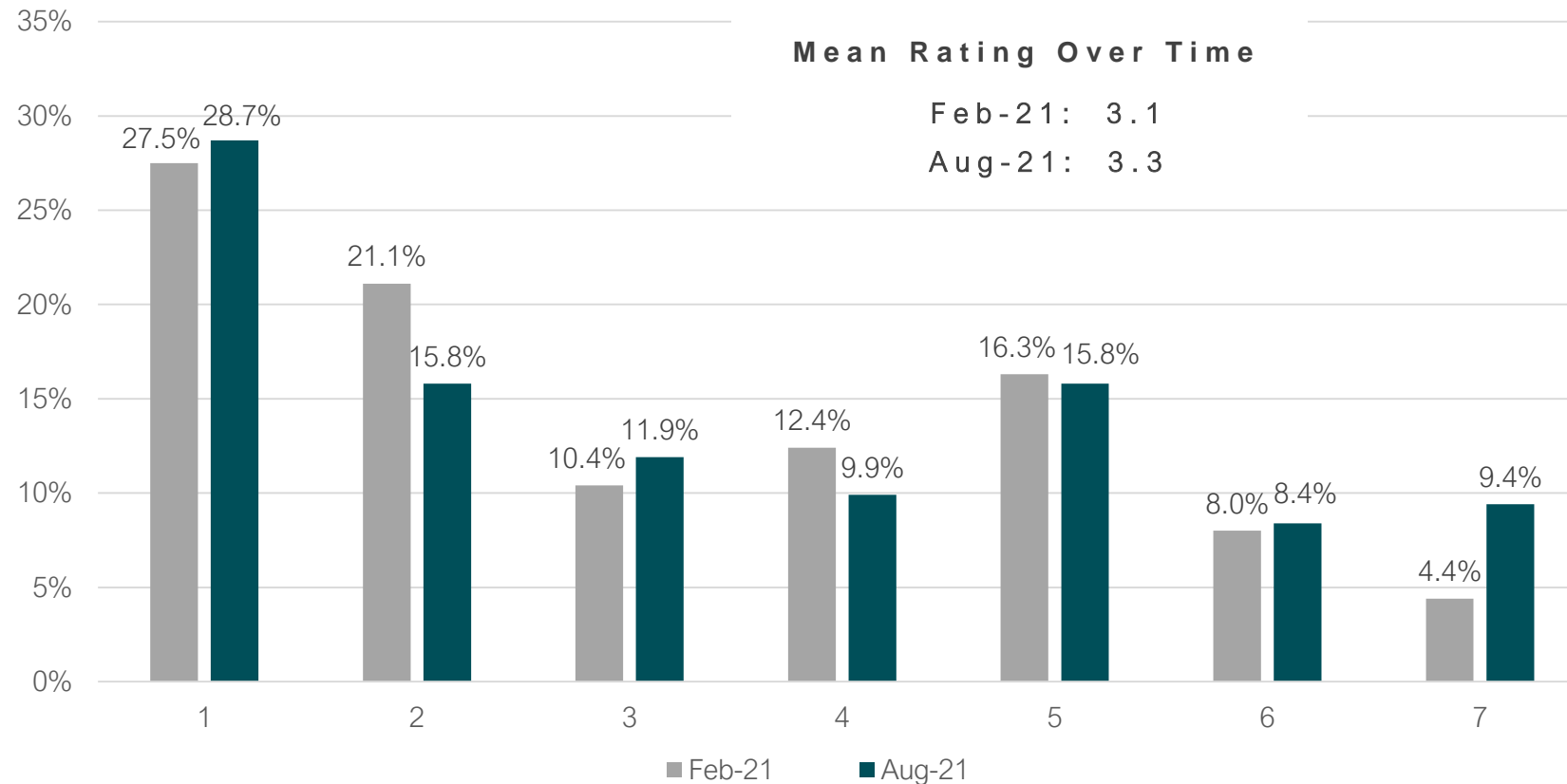


Insights

Industries leading in current mobile spend are Retail/Wholesale (35.8%) and Consumer Packaged Goods (31.2%) while the Real Estate (5.0%) and Mining/Construction (8.33%) industries lag in their current spend. Companies with <\$10M sales revenue are currently leading in spend at 21.4% and predicted to continue to lead throughout the next 12 months with 31.5% and 5 years with 39.0%.

Mobile marketing's contribution to performance has increased slightly over the past six months

To what degree has the use of mobile marketing contributed to your company's performance during last year? (1=not at all, 7=very highly)



Economic Sector

- B2B Product: 2.8
- B2B Services: 2.8
- B2C Product: 4.8
- B2C Services: 4.0

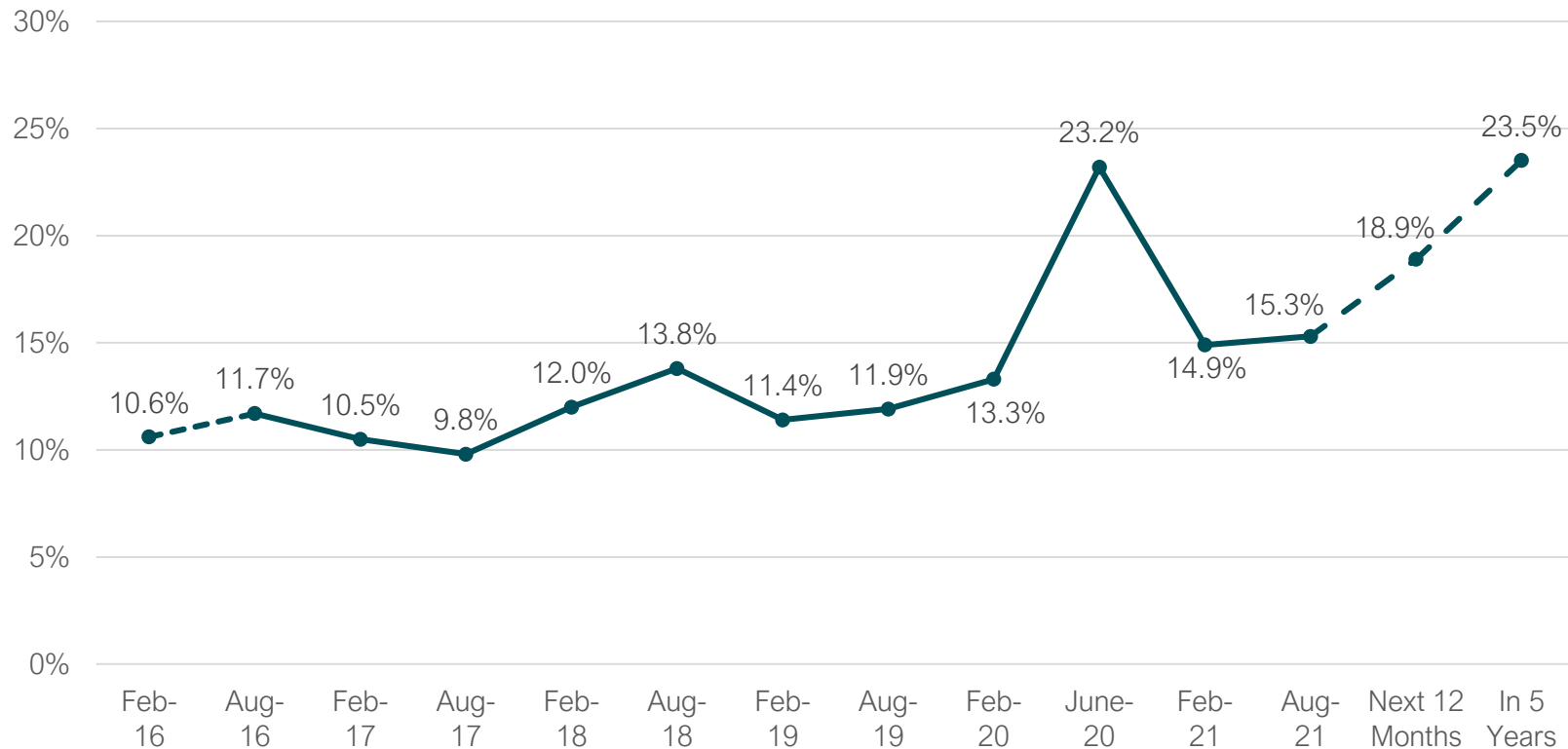


Insights

B2C Product companies indicate the highest performance contribution from mobile marketing. Retail/Wholesale (5.4) shows high contribution as does Consumer Packaged Goods (4.5). Companies with \$10B+ in sales (4.3) also see the highest gains from digital. Pharma/Biotech (1.0) and Real Estate (2.0) benefit the least.

Social media spend increased slightly over the past six months, but is expected to increase at a faster pace in the future

What percent of your marketing budget are you currently spending on social media? And what percent will you spend in the next 12 months? 5 years?



Economic Sector

	Aug-21	Next 12 Months
B2B Product	10.2%	13.5%
B2B Services	15.8%	20.1%
B2C Product	22.4%	25.0%
B2C Services	21.2%	25.7%

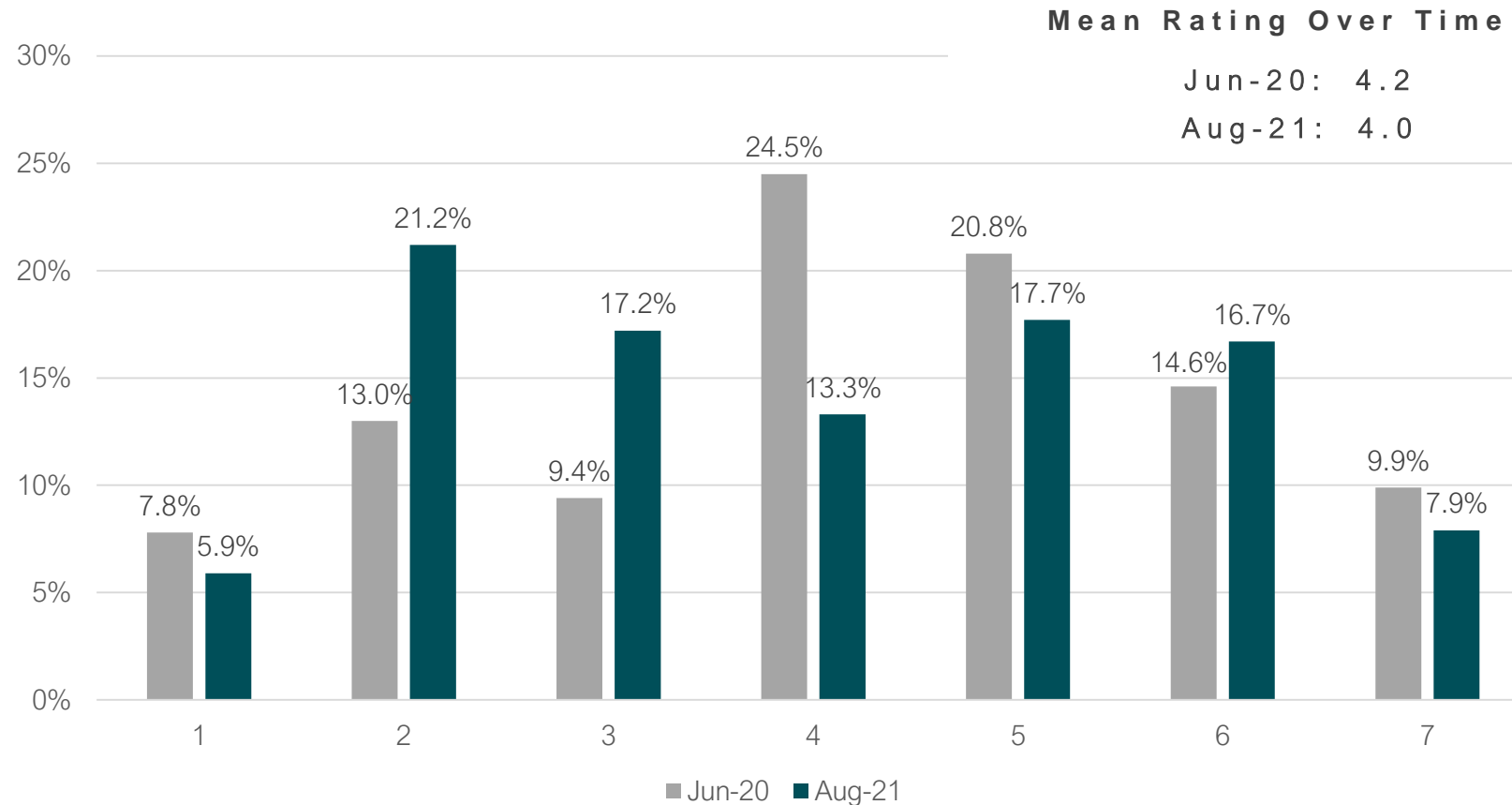


Insights

Industries leading in current social media spend are Education (22.4%) and Consumer Packaged Goods (21.6%), while the Pharma/Biotech (0.0%) and Real Estate (5.0%) industries lag. Companies with <\$10M sales revenue are leading at 19.3% and predicted to continue to lead throughout the next 12 months with 23.4% and 5 years with 28.5%.

Social media spend contributions do not increase; vary greatly across economic sector, industry sector, and company size

To what degree has the use of social media contributed to your company's performance during last year? (1=not at all, 7=very highly)



Economic Sector

- B2B Product: 3.3
- B2B Services: 4.3
- B2C Product: 4.8
- B2C Services: 4.4



Insights

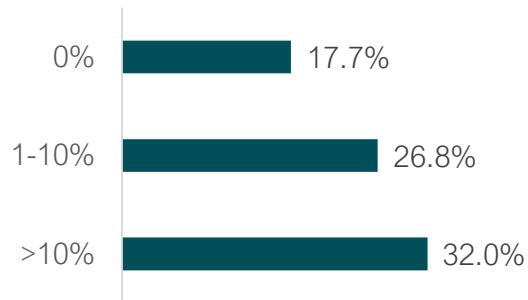
B2C Product companies indicate the highest performance contribution from social media spend. Pharma/Biotech (5.0) and Retail/Wholesale (5.0) show the highest contribution. Companies with >10% of sales over the Internet (4.8) see the highest gains from social media spend. Banking/Finance (3.2) and Energy (3.4) benefit the least.

A quarter of all companies use apps, but larger companies and those with higher percentage of sales online are more likely

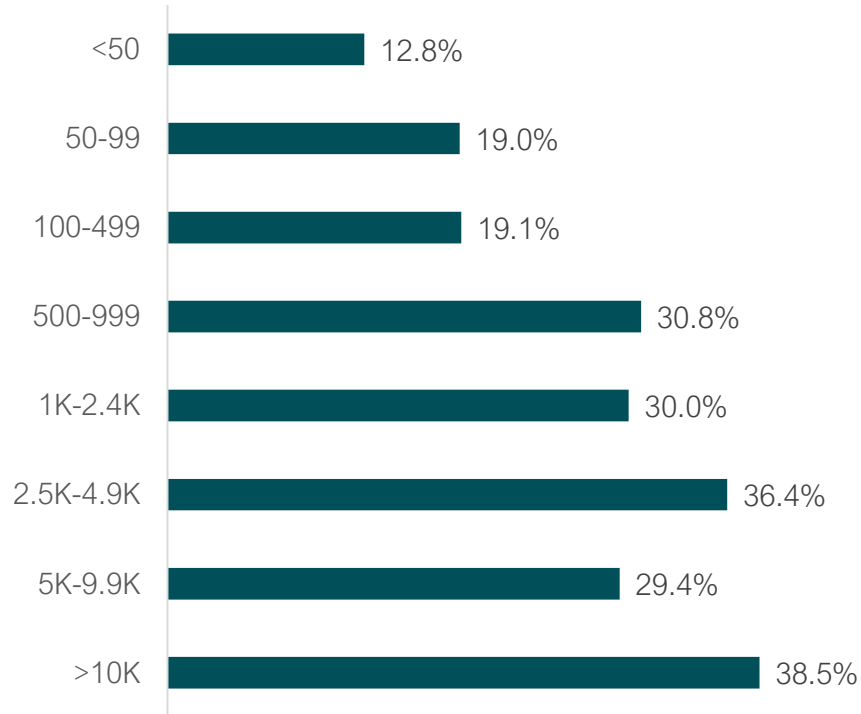
Does your company use an app?

24.6%
average of
companies use
an app

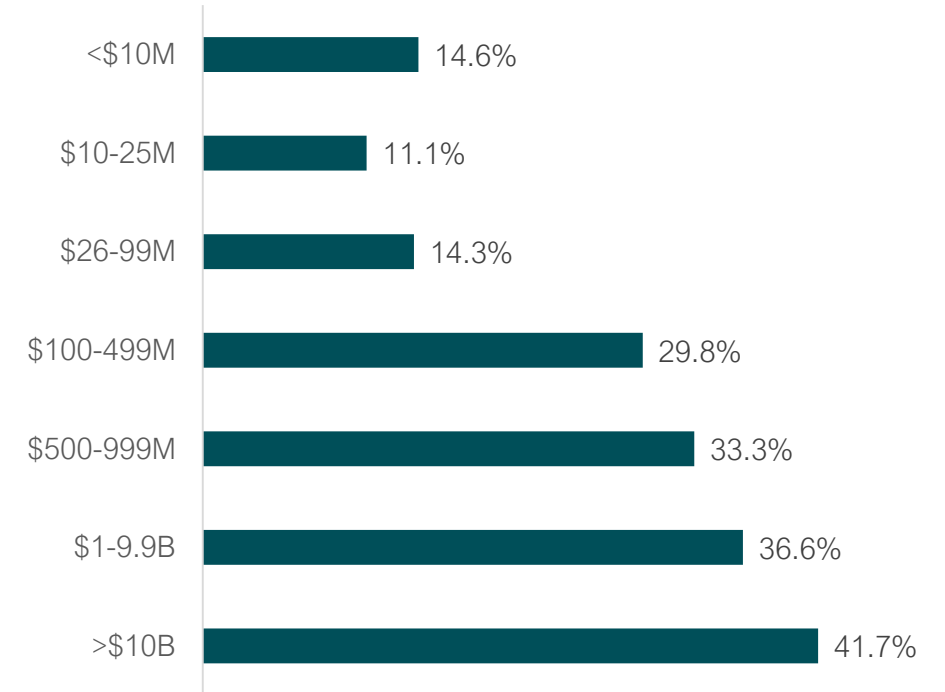
INTERNET SALES



EMPLOYEES

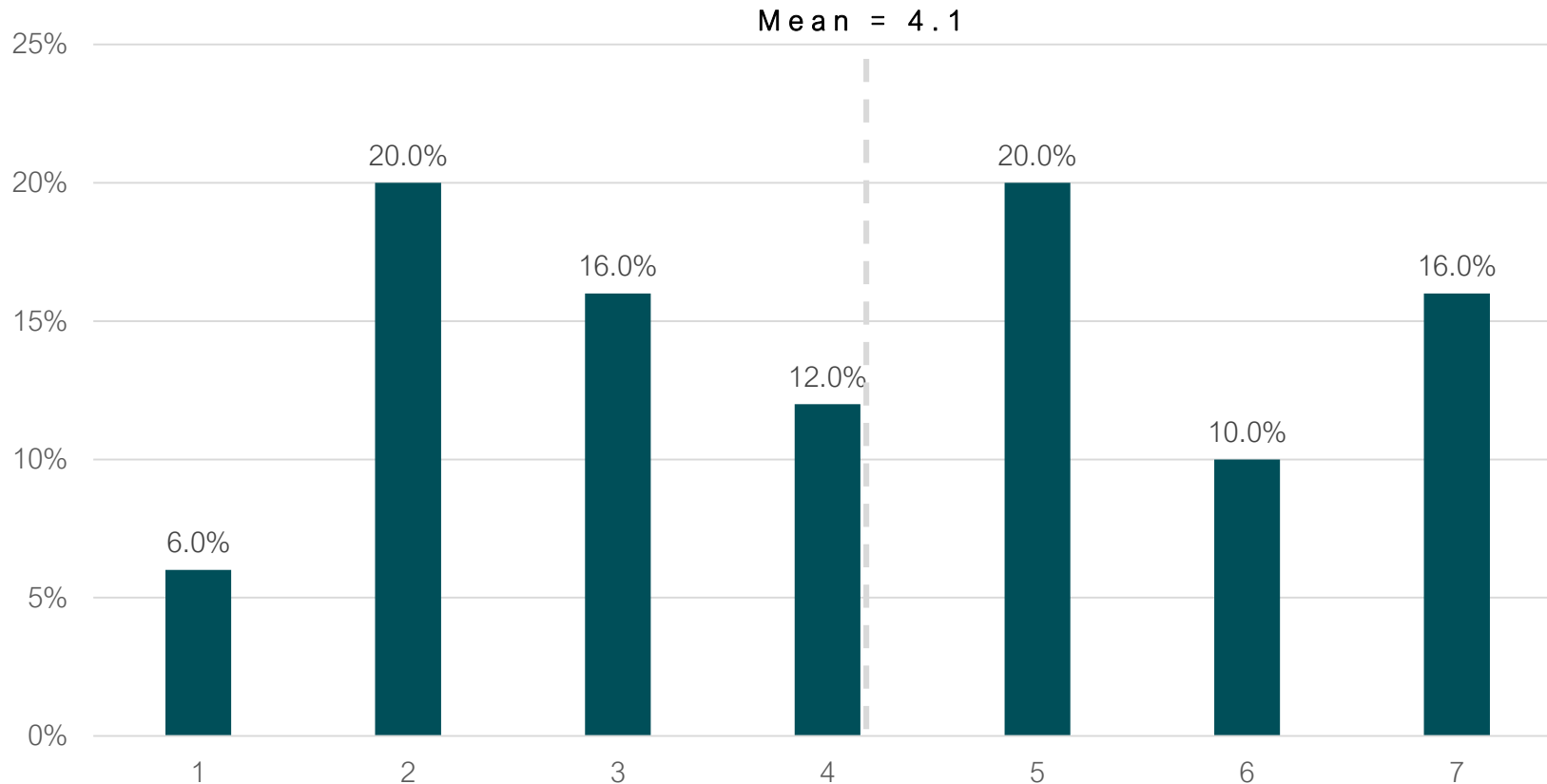


REVENUE



App contributions vary by economic sector, making the largest performance contribution for B2C Services

To what degree has your app contributed to your company's performance during last year? (1=not at all, 7=very highly)

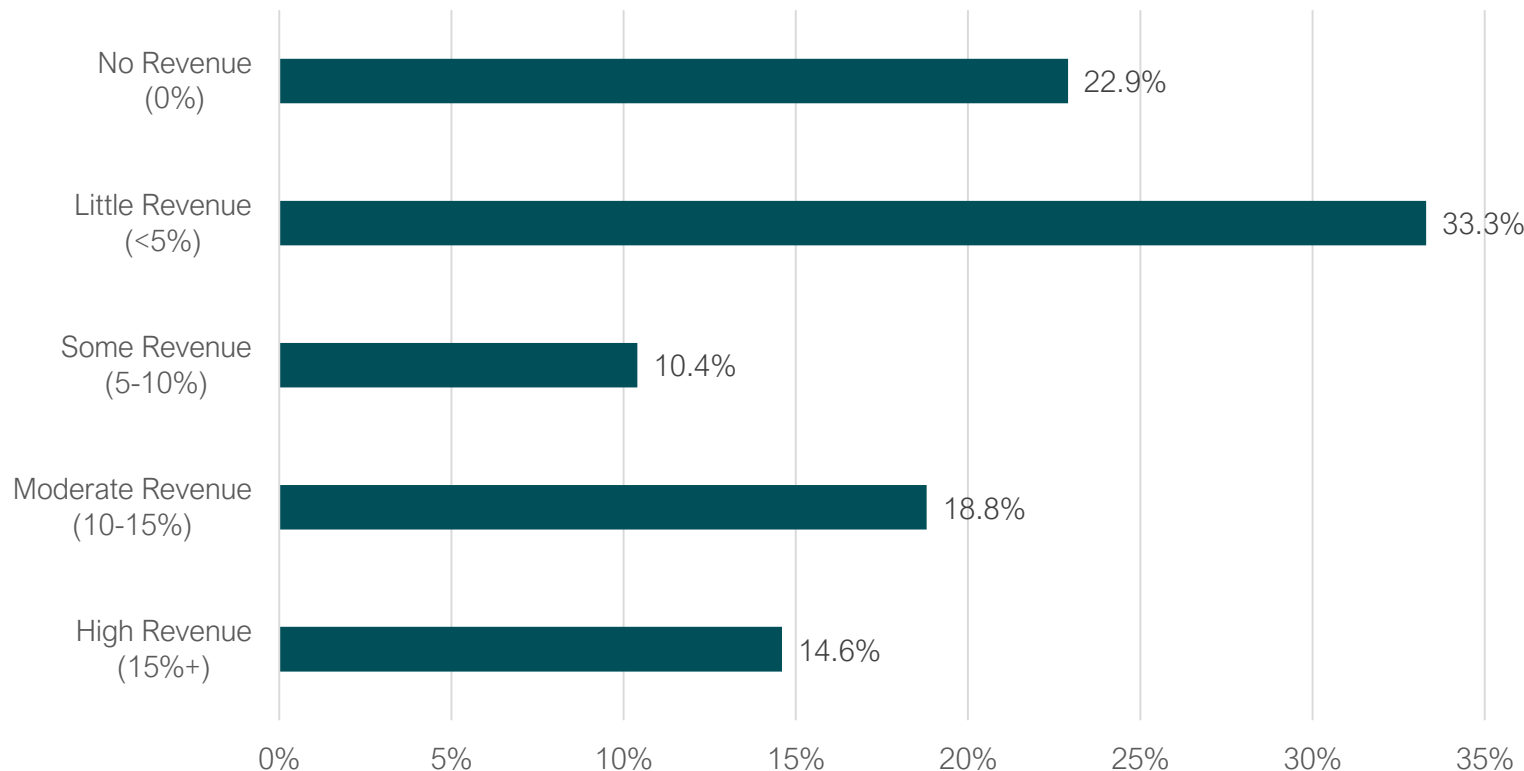


Economic Sector

- B2B Product: 3.9
- B2B Services: 3.9
- B2C Product: 4.0
- B2C Services: 5.1

Apps generally contribute little revenue, but contribute the most to B2C Service companies

Approximately what percent of revenue has your app(s) generated for your business?



Economic Sector

	High Revenue Aug-21
B2B Product	14.3%
B2B Services	8.3%
B2C Product	14.3%
B2C Services	25.0%

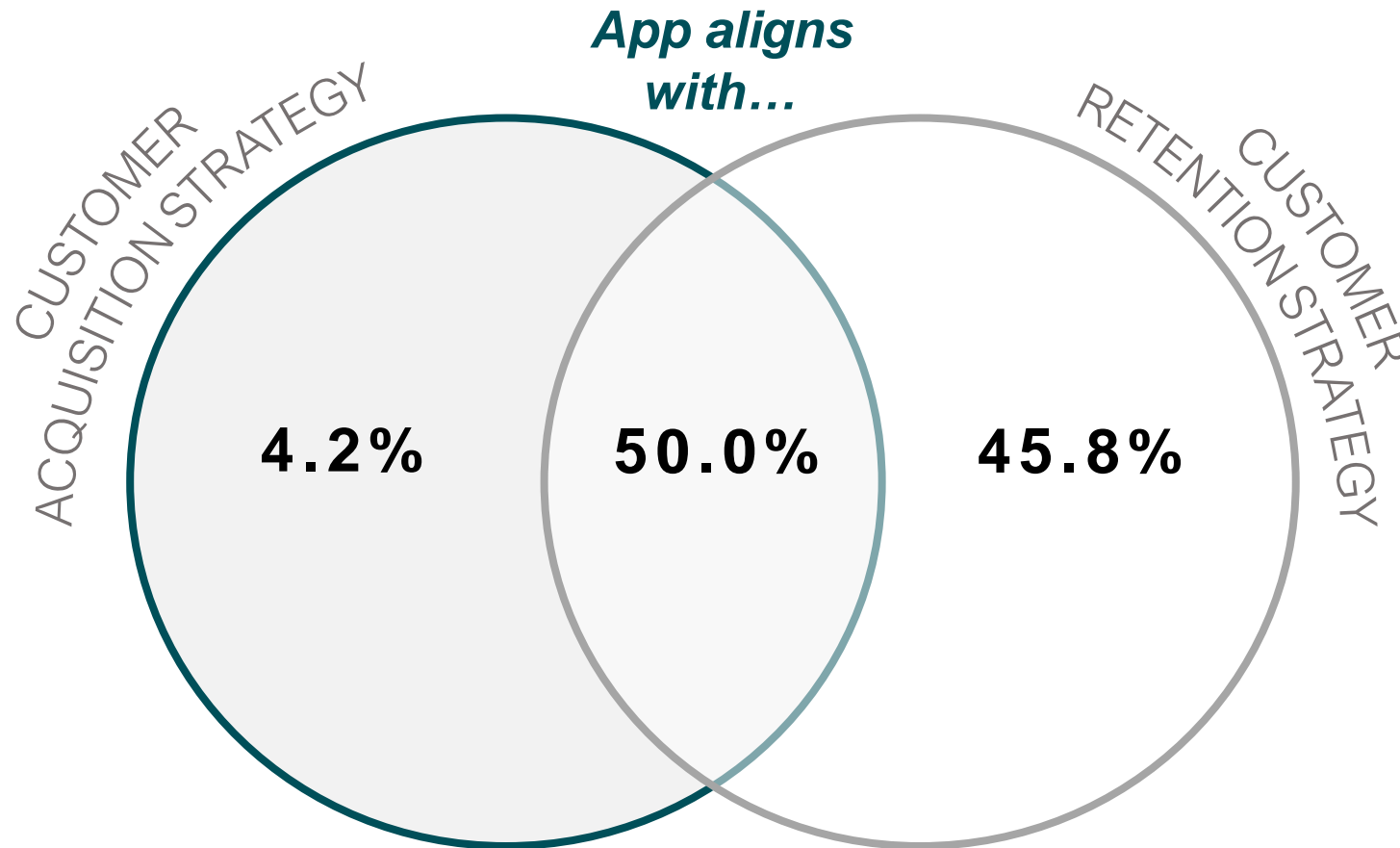


Insights

25% of companies with >10% of sales over the Internet reported that their app generates High Revenue. Smaller companies, both in terms of revenue and number of employees, reported high revenue generation as well, with 33.3% of companies with <\$10M in sales and 20.0% of companies with <50 employees reporting High Revenue.

Most companies believe that their apps are a key piece of both their customer acquisition and customer retention strategies

Which of the following best aligns with how your app impacts your customer acquisition or retention strategy?



Economic Sector

	ACQ Strat	Both	RET Strat
B2B Product	0.0%	53.8%	46.2%
B2B Services	0.0%	58.3%	41.7%
B2C Product	6.7%	46.7%	46.7%
B2C Services	12.5%	37.5%	50.0%



Customer Behavior

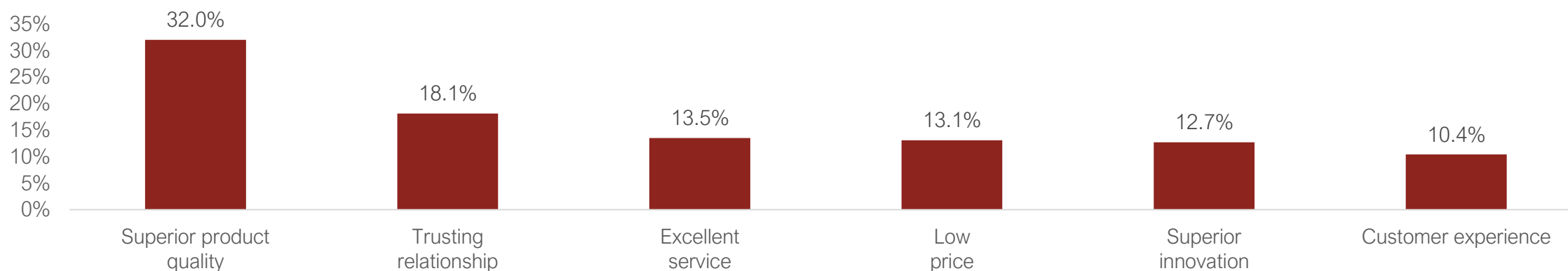
Marketers report that superior product quality (ranked as the top priority by 32.0% of companies), trusting relationships (18.1% of companies), and excellent service (13.5% of companies) will be their customers' top priorities in the next year. Comparing these priorities to those reported pre-pandemic in February 2020, we see an increased emphasis on product quality, with it increasing in importance by almost 43%. This is especially true within the B2C Product sector, where product quality increased from being identified as the top priority by 17.4% of companies to 40.4% of companies.

Diving one level deeper, a similar trend emerges when restricting to Consumer Packaged Goods companies, where product quality increased from being identified as the top priority by 0.0% of CPG companies earlier in the year to 65.4% of CPG companies. In February 2020, 45.5% of Consumer Packaged Goods companies identified superior innovation as their customers' top priority, a percentage that dropped to 11.5% as of August 2021. This trend aligns with the fact that consumers leaned into tried-and-true brand name products during their stress-induced pandemic shopping, pushing companies to shift funding away from innovation and into their core product lines.

Customer experience emerged as the top priority identified by Consumer Services companies, with three-fourths of marketers rating it their customers' number one priority.

Marketers predict an increase in their customers' emphasis on superior product quality in the next 12 months

Rank your customers' top three priorities over the next 12 months. (% reporting 1st priority)



Economic Sector

	Superior product quality	Trusting relationship	Excellent service	Low price	Superior innovation	Customer experience
B2B Product	37.9%	14.7%	11.6%	10.5%	18.9%	6.3%
B2B Services	19.3%	27.7%	19.3%	13.3%	9.6%	10.8%
B2C Product	40.4%	12.3%	3.5%	15.8%	12.3%	15.8%
B2C Services	30.4%	13.0%	26.1%	17.4%	0.0%	13.0%



Marketing Leadership

The role of marketers has continued to evolve, with marketers taking on more responsibilities. With the pandemic forcing people indoors and increasing consumers' reliance on the Internet, Digital Marketing was identified as a primary responsibility for marketers at 94.2% of companies (100% of B2C Service companies), up from 86.0% in February 2020. This increase pushed Digital Marketing above Brand as the top responsibility for marketers in 2021. Across the board, marketers appear to be taking on more responsibilities than ever, with significant increases in responsibility in diverse areas such as Marketing Analytics, Lead Generation, Market Selection, and Competitive Intelligence.

On a 7-point scale where 1=never and 7=all the time), Marketing leaders are asked by their CEOs and/or CFOs to participate in board meetings (at a rating of 4.9) and in the preparation for earnings calls (at a rating of 3.6). These are encouraging results that indicate marketing leaders are getting a seat at the table.

Marketing leaders are staying with their companies for more than five years on average. When restricting to smaller companies, both in terms of revenue and number of employees, this number increases significantly ~20% with marketers at the smallest companies (<50 employees) staying 7.6 years. Consumer Services and Banking/Finance/Insurance appear to have the highest turnover, with marketers staying in their current roles for an average of only slightly more than 3 years.

Marketers take on more responsibilities during pandemic year

What is marketing primarily responsible for in your company?



*Red reflects a decrease and Green reflects an increase of more than a 2% between February 2020 and August 2021.

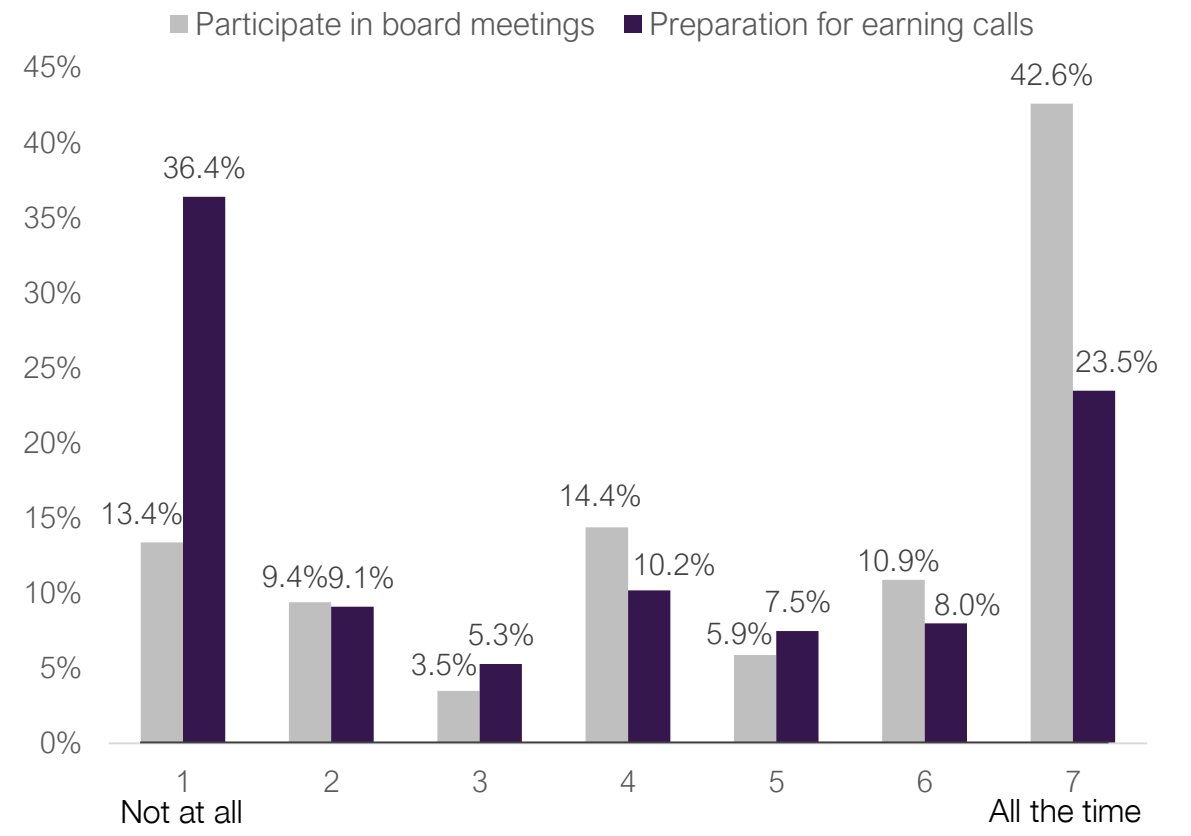
Activity	Feb-20	Aug-21
Digital marketing	86.0 %	94.2%
Brand	90.0 %	91.3%
Advertising	86.0 %	90.8%
Social media	80.7 %	84.1%
Promotion	65.3 %	77.8%
Marketing analytics	66.7 %	76.3%
Public relations	69.3 %	75.4%
Positioning	64.7 %	71.0%
Lead generation	59.3 %	70.5%
Marketing research	60.7 %	69.6%
Competitive intelligence	47.3 %	58.0%
Insight	53.3 %	51.7%

Activity	Feb-20	Aug-21
Customer experience	49.3 %	41.1%
Market entry strategies	31.3 %	40.1%
Revenue growth	32.7 %	39.1%
CRM	40.0 %	33.3%
e-commerce	25.3 %	30.0%
Market selection	18.0 %	28.0%
New products	22.7 %	25.6%
Innovation	22.0 %	25.1%
Pricing	20.7 %	24.6%
Sales	18.7 %	20.8%
Customer service	16.0 %	12.6%
Distribution	12.7 %	7.7%
Stock market performance	1.3%	1.4%

Senior marketing leaders are likely to be asked by their CEO and/or CFO to participate in company board meetings

How often is the senior marketing leader asked by the CEO or CFO to participate in board meetings or earnings calls? (1=never, 7=all the time)

	Board meetings 	Earning calls 
Average participation	4.9	3.6
% of companies above average participation	59.4%	49.2%
Who participates more	Companies with: <ul style="list-style-type: none"> >10% Internet sales \$26-99M revenue 1,000-2,499 employees 	Companies with: <ul style="list-style-type: none"> >10% Internet sales \$26-99M revenue 100-499 employees

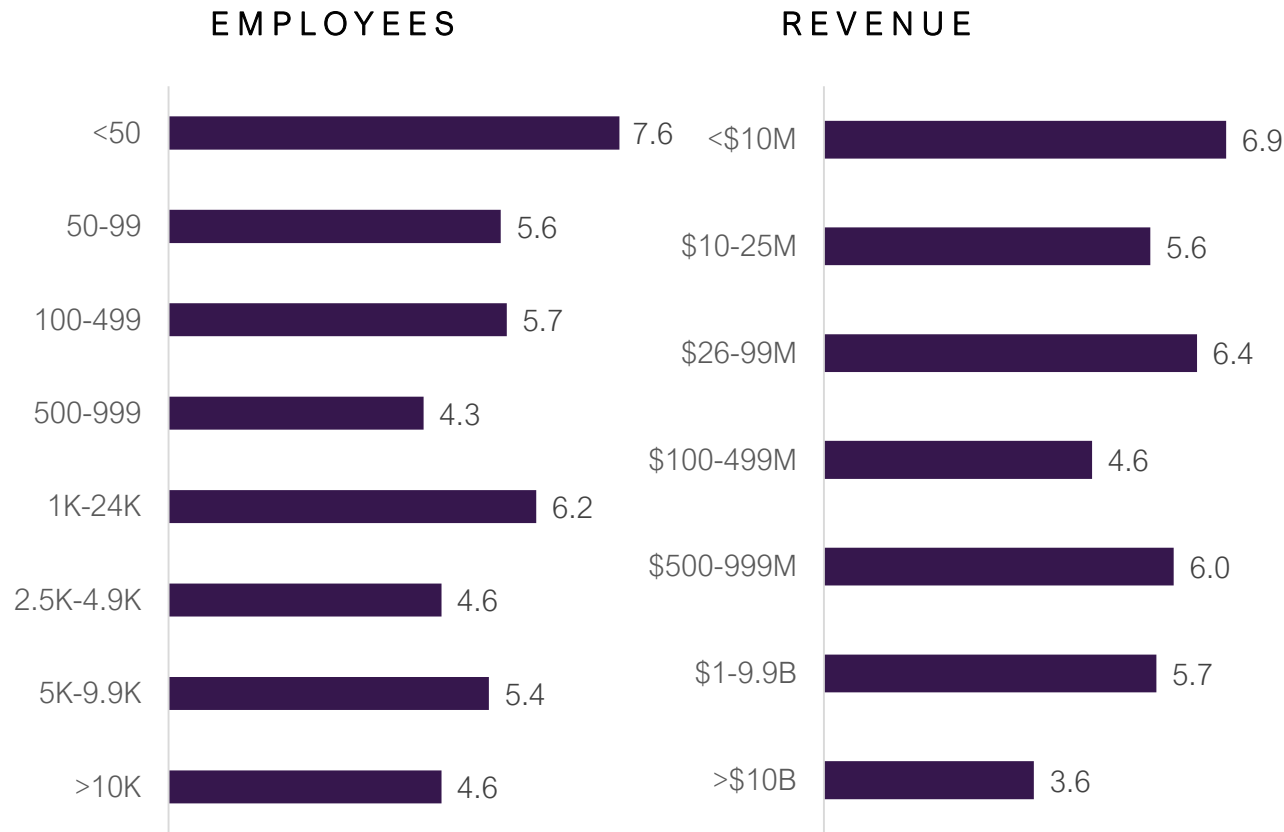
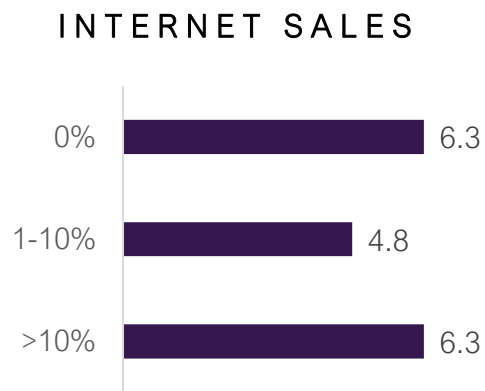


Marketers stay longer at smaller companies, both in terms of revenue and number of employees, and service companies

How many years have you served as your company's senior marketing leader?

How many years has your company's senior marketing leader served in this role in your company?*

5.7
Average number of years marketing leaders stay in current role



Economic Sector

- B2B Product: 5.3
- B2B Services: 6.2
- B2C Product: 4.9
- B2C Services: 6.7

Industry Sector

Top 3 Sectors

- Real Estate (12.0)
- Retail/Wholesale (8.1)
- Mining/Construction (8.0)

Bottom 3 Sectors

- Consumer Services (3.3)
- Banking/Finance/Insurance (3.4)
- Tech/Software Platform (3.9)



Marketing and Diversity, Equity, & Inclusion








Companies report an average increase of 10.6% of marketing spend on DE&I in the last year, compared to 8.9% in February 2021. Against that spending, companies have continued to improve several DE&I aspects of their marketing activities. Relative to a year ago, marketers report more changes to the DE&I of training, segmentation/targeting, product/service design, and marketing partnerships.

Companies have shown no progress since February 2021 towards the institutionalization of formal DE&I reviews and evaluations of their marketing decisions (current average rating of 3.5 out of 7, compared to 3.6 in February 2021). Industries that have been the most successful at taking a more inclusive approach to marketing decision making include Retail/Wholesale (4.7 out of 7), Banking/Finance/Insurance (4.5), and Consumer Packaged Goods (4.1).

On average, companies are making minimal changes to their marketing strategies to reach a more diverse set of customers. Larger companies, both in terms of revenues and number of employees, and companies with >10% of sales over the Internet report making the most changes. Almost a quarter of marketing leaders report that their companies are not changing their marketing strategies at all. Difficulty envisioning and assessing the value of DE&I-related opportunities were reported as the top barriers to bringing DE&I into the core of marketing strategy and decision making. Therefore, although the majority of companies consider DE&I to be a priority (67.9%), companies still have a way to go before DE&I is fully embraced as part their marketing hiring and strategic decision-making processes.

Companies succeed in improving DE&I of marketing activities, having the most success in communications and training

Relative to a year ago, rate the success your company has had in improving DE&I of its marketing activities.

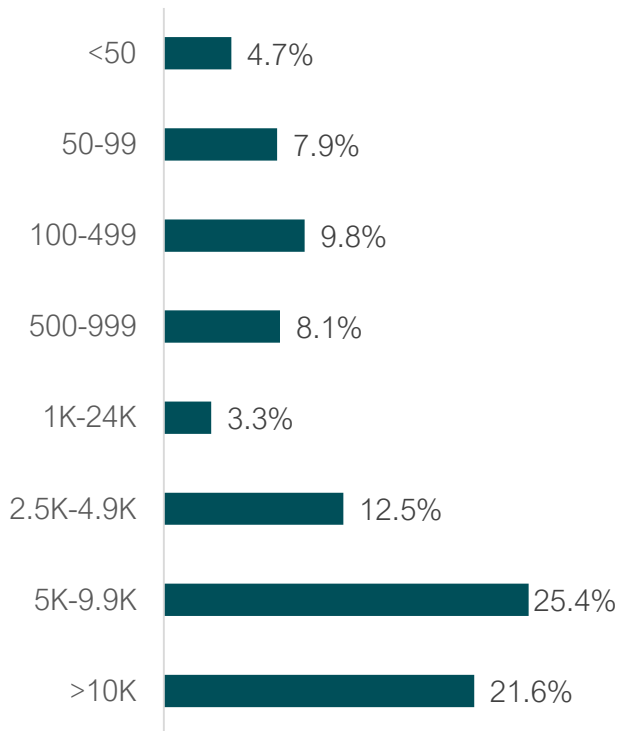
	% Change in Feb-21	% Change in Aug-21
 Communications	65.3%	64.9%
 Training	53.4%	57.2%
 Brand	60.6%	53.6%
 Marketing Employees	50.2%	49.5%
 Segmentation & Targeting	38.6%	46.9%
 Product & Service Design	32.9%	41.1%
 Marketing Partnerships	33.3%	37.3%

Large strides made on DE&I marketing spend in the last year across the board, with big companies making the largest leap

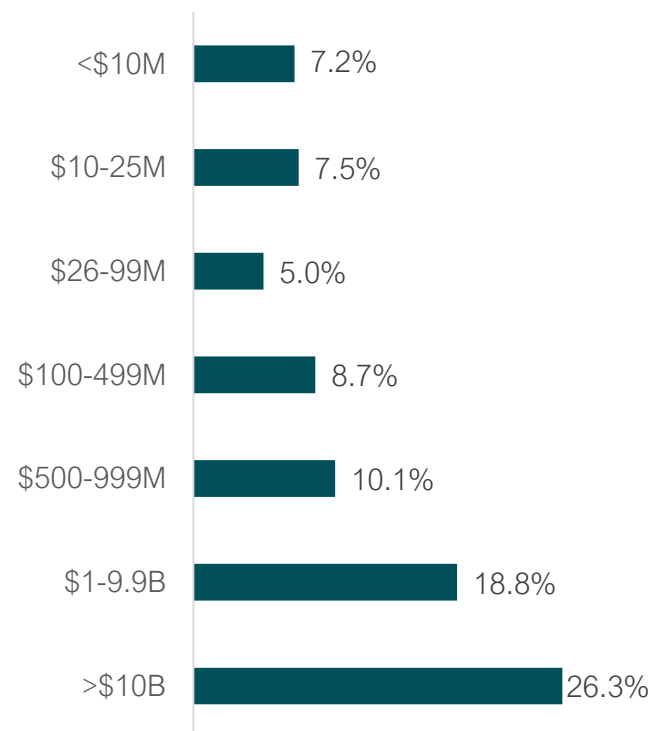
By what percent has marketing spending on DE&I changed in the last year?

10.6%
average
compared to 8.9%
in Feb-2021

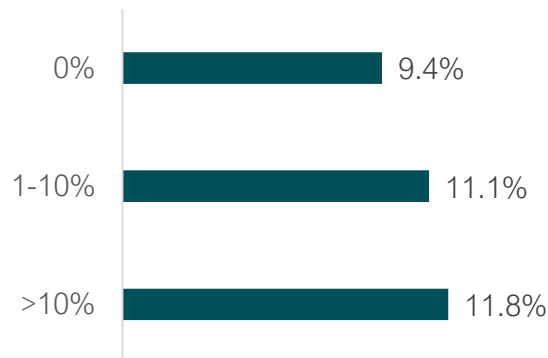
EMPLOYEES



REVENUE



INTERNET SALES



Economic Sector

- B2B Product: 8.4%
- B2B Services: 8.6%
- B2C Product: 18.5%
- B2C Services: 9.9%



Industry Sector

Top Industry Sectors

- Banking/Finance/Insurance (20.0%)
- Consumer Packaged Goods (17.9%)

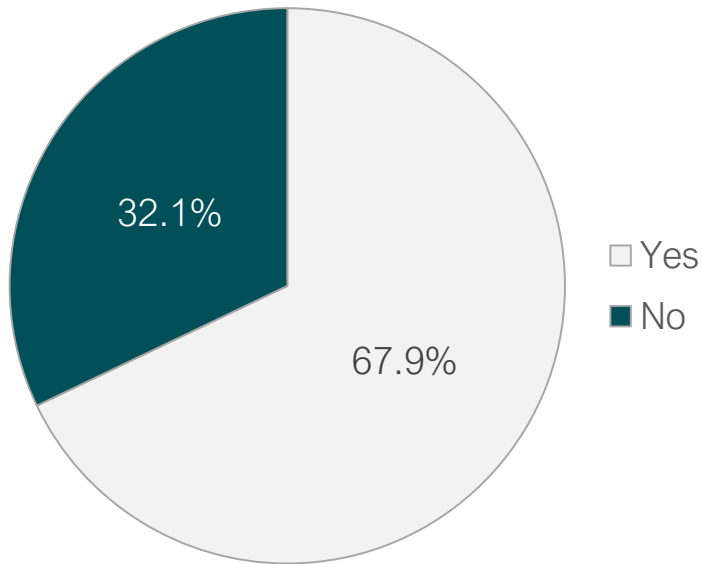
Bottom Industry Sectors

- Real Estate (0.0%)
- Mining/Construction (1.7%)
- Transportation (1.9%)

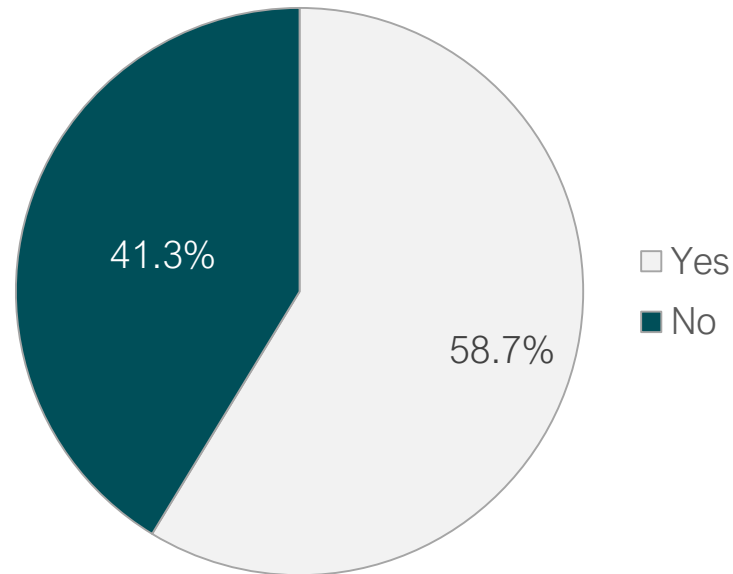
DE&I is likely to be a priority company wide; marketing priority lags company

Do you expect DE&I to be a priority for your company over the next five years? Do you expect DE&I to be a marketing priority for your company over the next five years?

DE&I AS A PRIORITY FOR COMPANIES



DE&I AS A MARKETING PRIORITY FOR COMPANIES

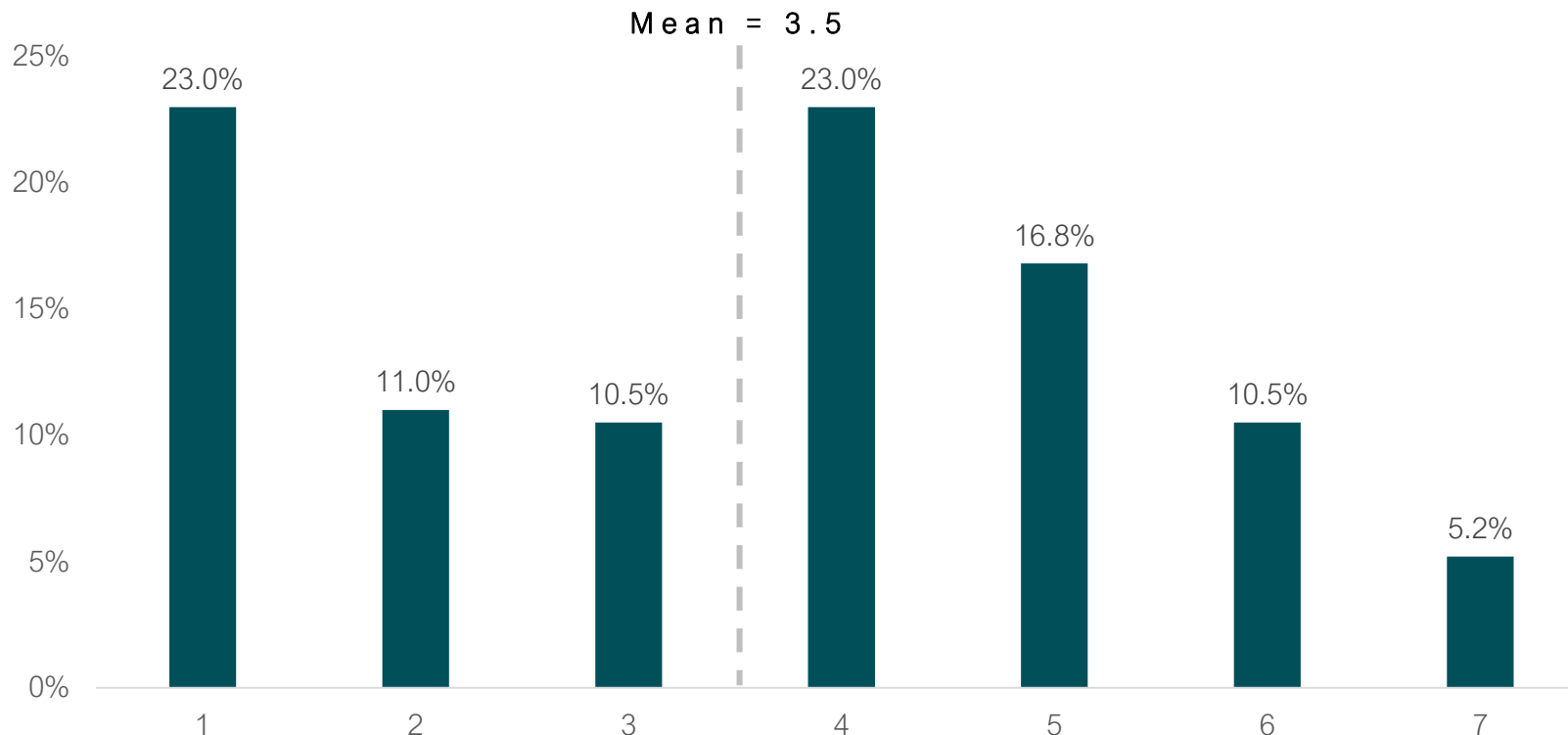


Economic Sector

	Company Priority	Marketing Priority
B2B Product	60.5%	53.2%
B2B Services	73.3%	60.7%
B2C Product	78.9%	69.2%
B2C Services	61.1%	55.6%

Marketers need to encourage their companies to establish processes to review and evaluate the DE&I of their decisions

Rate the degree to which your company has developed an inclusive approach to marketing decision making, meaning you have established steps to review and/or evaluate marketing decisions from a DE&I perspective. (1=not at all, 7=very highly)



Economic Sector

- B2B Product: 3.0
- B2B Services: 3.6
- B2C Product: 4.3
- B2C Services: 3.9



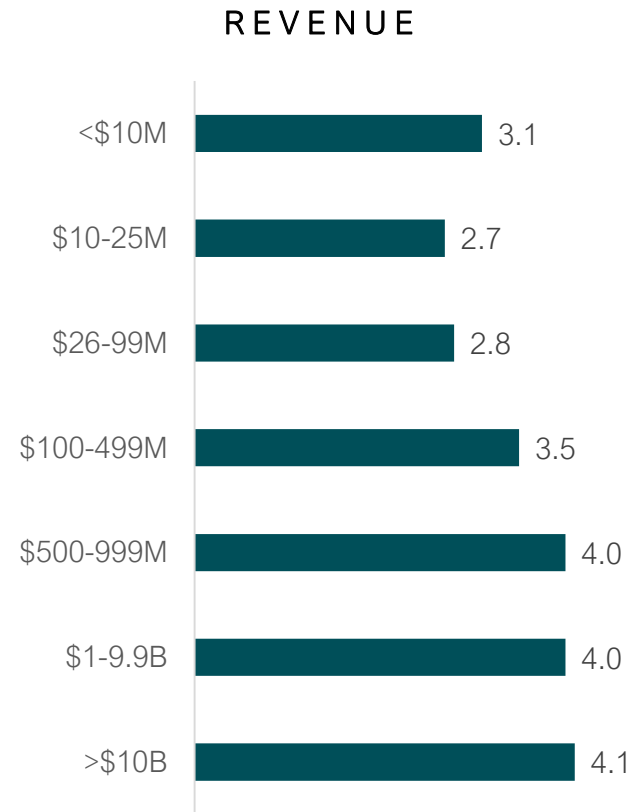
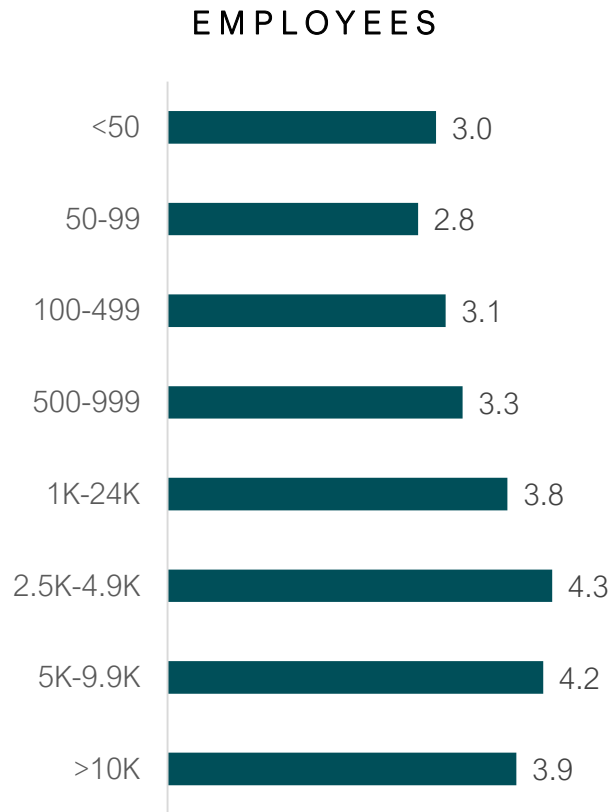
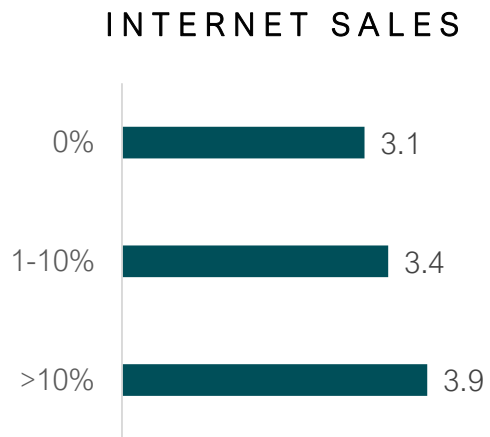
Insights

Retail/Wholesale (4.7), Banking/Finance/Insurance (4.5), and Consumer Packaged Goods (4.1) report the strongest DE&I marketing decision process while Pharma/Biotech (1.0) and Real Estate (2.0) are the lowest. DE&I decision making processes are more established as company revenue and employees increase.

Internet-based, B2C, and larger companies more likely to change marketing strategy to reach more diverse customers

How much is your company changing its marketing strategy to reach a more diverse set of customers? (1=not at all, 7=very much).

3.4
Average rating of companies changing marketing strategy diversity



Economic Sector

- B2B Product: 2.7
- B2B Services: 3.5
- B2C Product: 4.4
- B2C Services: 3.9

Industry Sector

- Top Industry Sectors**
- Consumer Packaged Goods (4.3)
 - Retail/Wholesale (4.1)
- Bottom Industry Sectors**
- Real Estate (1.0)
 - Energy (2.6)
 - Manufacturing (2.6)

Difficulty assessing value of and envisioning opportunities for DE&I-related opportunities are biggest DE&I barriers

What are the top three barriers to bringing DE&I into the core of your marketing strategy and decision making?

Top Barriers	% Report Barriers
Difficulty assessing the value of DE&I-related opportunities	69.1%
Difficulty envisioning DE&I-related opportunities	68.6%
Lack of good DE&I decision making processes to drive strategy	50.3%
Difficulty designing effective DE&I-sensitive actions	49.1%
Difficulty implementing DE&I changes across the organization	38.3%
Lack of true top management support	22.9%



Economic Sector

	Assessing value	Envisioning opportunities
B2B Product	67.7%	75.0%
B2B Services	63.0%	70.4%
B2C Product	83.3%	55.5%
B2C Services	64.7%	64.6%





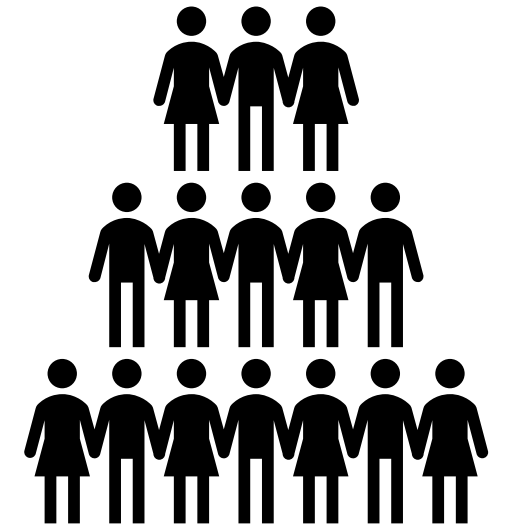
Insights

Companies' ability to envision DE&I-related opportunities increases with Internet sales and revenue, with only 18.6% of companies with >10% Internet sales and 20.0% of companies with \$10B+ revenue reporting this as a top barrier.

One third of companies expect to lose employees who want to work-from-home full-time; hiring gains dominate

To what degree are post-pandemic work-from-home opportunities impacting your marketing organization? Rate your agreement with the following related to your marketing employees working from home or office.

I expect to...		Hire	Lose
	People who want to work-from-home	74.0%	32.6%
	People who want to work from the office	62.4%	12.3%



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