



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

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Topline Results
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	Number	Percent	95% CI
3=More	167	47.6 %	± 5.3 %
2=No Change	136	38.7 %	± 5.1 %
1=Less	48	13.7 %	± 3.6 %
Total	351	100.0 %	

Mean = 2.3

SD = 0.7

Missing Cases = 0

Response Percent = 100.0 %

Topic 1: Marketplace Dynamics - Overall Economy and Company

Rate your optimism about the U.S. economy on a scale from 0-100 with 0 being the least optimistic.

Minimum = 35

Maximum = 97

Mean = 66.43

Median = 70

Standard Deviation (Unbiased Estimate) = 13.69

95 Percent Confidence Interval around the Mean = 64.97 - 67.89

Valid Cases = 339

Missing Cases = 12

Response Percent = 96.6%

Topic 1: Marketplace Dynamics - Overall Economy and Company**Are you more or less optimistic about your own company compared to last quarter?**

	Number	Percent	95% CI
3=More	179	52.0 %	± 5.3 %
2=No Change	118	34.3 %	± 5.0 %
1=Less	47	13.7 %	± 3.6 %
Total	344	100.0 %	

Mean = 2.4

SD = 0.7

Missing Cases = 7

Response Percent = 98.0 %

Topic 1: Marketplace Dynamics - Overall Economy and Company

Rate your optimism about your company on a scale from 0-100 with 0 being the least optimistic.

Minimum = 39

Maximum = 100

Mean = 72.37

Median = 75

Standard Deviation (Unbiased Estimate) = 15.56

95 Percent Confidence Interval around the Mean = 70.71 - 74.03

Valid Cases = 339

Missing Cases = 12

Response Percent = 96.6%

Topic 1: Marketplace Dynamics - Customers

Do you expect the following customer outcomes in the next 12 months?

	Mean & SD	More 3	No Change 2	Less 1	Total
My firm's ability to acquire new customers	2.7 0.6	235 75.6%	56 18.0%	20 6.4%	311 100.0%
Customer will buy related products/ services from my firm	2.7 0.5	209 67.4%	96 31.0%	5 1.6%	310 100.0%
Customer's purchase volume	2.6 0.6	221 70.6%	64 20.4%	28 8.9%	313 100.0%
My firm's ability to retain current customers	2.4 0.6	162 51.9%	125 40.1%	25 8.0%	312 100.0%
The entry of new customers into this market	2.4 0.6	156 50.5%	127 41.1%	26 8.4%	309 100.0%
Customer's price per unit	2.1 0.7	97 31.1%	158 50.6%	57 18.3%	312 100.0%

Topic 1: Marketplace Dynamics - Customers

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months, where 1 is most important.

	1st Priority	2nd Priority	3rd Priority	Total
Low Price	60 19.1%	34 10.8%	59 18.8%	153 48.7%
Superior Product Quality	82 26.1%	72 22.9%	48 15.3%	202 64.3%
Superior Innovation	28 8.9%	33 10.5%	55 17.5%	116 36.9%
Excellent Service	72 22.9%	92 29.3%	53 16.9%	217 69.1%
Trusting Relationship	57 18.2%	66 21.0%	67 21.3%	190 60.5%
Brand	15 4.8%	19 6.1%	34 10.8%	68 21.7%

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of the following competitor interactions over the next 12 months.

	Mean & SD	Increase 3	No Change 2	Decrease 1	Total
More intense rivalry for customers	2.7 0.5	241 68.7%	61 17.4%	9 2.6%	311 88.6%
More competitor price-cutting	2.6 0.6	206 58.7%	91 25.9%	11 3.1%	308 87.7%
More competitor innovation	2.6 0.5	195 55.6%	106 30.2%	9 2.6%	310 88.3%
Emergence of new domestic competitors	2.4 0.6	145 41.3%	142 40.5%	25 7.1%	312 88.9%
Emergence of new global competitors	2.3 0.6	121 34.5%	175 49.9%	14 4.0%	310 88.3%
More cooperation on non-price strategies	2.2 0.5	82 23.4%	212 60.4%	15 4.3%	309 88.0%

Topic 2: Firm Growth Strategies

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

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Existing products or services in existing markets	52.9	24.2	49.9 - 55.8	50	0	100	260
Existing products or services in new markets	15.1	13.4	13.5 - 16.7	10	0	60	260
New products or services in existing markets	22.4	19.5	20.0 - 24.7	20	0	100	260
New products or services in new markets	9.7	13.5	8.0 - 11.3	5	0	100	260

Topic 2: Firm Growth Strategies

Allocate 100 points to reflect your firm's spending in each of the four growth strategies during the next 12 months

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Existing products or services in existing markets	46.0	24.2	43.0 - 49.0	50	0	100	254
Existing products or services in new markets	17.1	14.8	15.3 - 18.9	15	0	75	254
New products or services in existing markets	24.3	18.4	22.0 - 26.5	20	0	100	254
New products or services in new markets	12.6	15.8	10.7 - 14.5	10	0	100	254

Topic 2: Firm Growth Strategies

Allocate 100 points to reflect how your firm will grow during the next 12 months.

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Growth from your firm internally	74.0	27.1	70.8 - 77.3	80	0	100	267
Growth from acquisitions	10.0	17.8	7.9 - 12.1	0	0	100	267
Growth from partnerships	12.0	19.6	9.7 - 14.4	5	0	100	267
Growth from licensing arrangements	3.9	9.1	2.8 - 5.0	0	0	75	267

Topic 2: Firm Growth Strategies

What percentage of your firm's sales is domestic? Through the internet?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
What % of your firm's sales is through the Internet?	11.3	18.2	9.1 - 13.5	2	0	61	270
What % of your firm's sales is domestic?	79.6	23.1	76.9 - 82.4	90	30	100	269

Topic 3: Marketing Spending

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

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Overall marketing spending	5.1	13.2	3.1 - 7.2	3	-34	47.3	165
Digital marketing spending	10.8	17.5	8.0 - 13.7	5	-40	66.7	144
Traditional advertising spending	-3.6	14.6	-6.2 - -1.1	0	-44	35.7	130
Brand building	4.3	10.7	2.4 - 6.1	2	-32	41.9	129
Customer relationship management	7.9	13.0	5.6 - 10.2	3	-20	50.8	124
New product introductions	7.8	11.2	5.8 - 9.8	5	-24	40.4	123
New service introductions	4.5	7.9	3.0 - 6.0	1	-22	31.6	108
Marketing (non-sales) hires	4.6	12.2	2.4 - 6.7	0	-32	41.5	121
Integrating what we know about marketing	6.0	21.1	1.9 - 10.0	1	-92	112	104
Developing knowledge about how to do marketing	3.8	8.0	2.2 - 5.3	1	-28	36.5	100
Marketing training	2.5	6.6	1.2 - 3.7	0	-29	35.6	106
Marketing research and intelligence	4.8	9.5	3.1 - 6.5	2	-26	36.7	123
Marketing consulting services	4.0	11.2	1.9 - 6.2	0	-35	45	108

Topic 3: Marketing Spending

What percentage of your firm's overall budget does marketing currently account for?

Percent of budget

Minimum = 0

Maximum = 40

Mean = 10.92

Median = 10

Standard Deviation (Unbiased Estimate) = 10.23

95 Percent Confidence Interval around the Mean = 9.50 - 12.35

Valid Cases = 198

Missing Cases = 153

Response Percent = 56.4%

Topic 3: Marketing Spending

Marketing expenses account for what percent of your firm's revenues?

Percent of revenues

Minimum = 0

Maximum = 44

Mean = 8.32

Median = 4

Standard Deviation (Unbiased Estimate) = 11.06

95 Percent Confidence Interval around the Mean = 6.80 - 9.84

Valid Cases = 203

Missing Cases = 148

Response Percent = 57.8%

Topic 3: Marketing Spending

Marketing spending in your company includes the following (check all that apply):

	Number	Percent	95% CI
Overhead costs associated with marketing	161	45.9 %	± 5.3 %
Salaries and wages of marketing employees	154	43.9 %	± 5.2 %
Marketing analytics	144	41.0 %	± 5.2 %
Marketing research	143	40.7 %	± 5.2 %
Total	602		

Number of Cases = 351

Number of Responses = 602

Average Number of Responses per Case = 1.71

Number of Cases with at least one response = 213

Response Percent = 60.7 %

Topic 3: Marketing Spending

What percent of your marketing budget is currently devoted to training and development?

Minimum = 0

Maximum = 12

Mean = 2.67

Median = 1

Standard Deviation (Unbiased Estimate) = 3.40

95 Percent Confidence Interval around the Mean = 2.18 - 3.15

Valid Cases = 188

Missing Cases = 163

Response Percent = 53.6%

Topic 4: Financial and Marketing Performance

Rate your firm's performance during the last 12 months

	Mean & SD	-10%	-7%	-5%	-3%	-1%	0	+1%	+3%	+5%	+7%	+10%	Total
Market Share	2.3 4.4	7 3.5%	0 0.0%	9 4.5%	6 3.0%	11 5.6%	34 17.2%	29 14.6%	38 19.2%	35 17.7%	4 2.0%	25 12.6%	198 100.0%
Sales Revenue	4.0 5.5	8 3.8%	1 0.5%	8 3.8%	11 5.2%	10 4.7%	25 11.8%	12 5.7%	23 10.9%	27 12.8%	18 8.5%	68 32.2%	211 100.0%
Marketing ROI	3.2 4.2	4 2.4%	0 0.0%	2 1.2%	3 1.8%	4 2.4%	39 23.2%	18 10.7%	33 19.6%	31 18.5%	6 3.6%	28 16.7%	168 100.0%
Profits	3.2 5.3	10 4.9%	0 0.0%	7 3.4%	9 4.4%	12 5.9%	33 16.2%	16 7.8%	29 14.2%	25 12.3%	13 6.4%	50 24.5%	204 100.0%
Customer Acquisition	3.3 4.6	4 2.2%	2 1.1%	3 1.6%	7 3.8%	10 5.4%	19 10.3%	35 18.9%	27 14.6%	31 16.8%	11 5.9%	36 19.5%	185 100.0%
Customer Retention	2.0 4.5	5 2.8%	2 1.1%	6 3.3%	13 7.2%	10 5.6%	39 21.7%	26 14.4%	23 12.8%	27 15.0%	7 3.9%	22 12.2%	180 100.0%
Brand Value	3.7 4.2	1 0.6%	0 0.0%	2 1.3%	3 1.9%	3 1.9%	34 21.3%	26 16.3%	24 15.0%	23 14.4%	8 5.0%	36 22.5%	160 100.0%

Topic 4: Financial and Marketing Performance

What is your firm's goal for the next 12 months?

	Mean & SD	-10%	-7%	-5%	-3%	-1%	0	+1%	+3%	+5%	+7%	+10%	Total
Market Share	4.7 3.6	0 0.0%	0 0.0%	1 0.5%	3 1.5%	2 1.0%	14 7.2%	27 13.9%	47 24.2%	41 21.1%	13 6.7%	46 23.7%	194 100.0%
Sales Revenue	6.7 3.5	0 0.0%	0 0.0%	0 0.0%	2 1.0%	4 1.9%	6 2.9%	10 4.8%	30 14.5%	32 15.5%	29 14.0%	94 45.4%	207 100.0%
Marketing ROI	5.2 3.7	0 0.0%	0 0.0%	3 1.8%	1 0.6%	1 0.6%	12 7.1%	18 10.7%	28 16.7%	44 26.2%	14 8.3%	47 28.0%	168 100.0%
Profits	5.8 3.9	2 1.0%	0 0.0%	2 1.0%	1 0.5%	2 1.0%	11 5.5%	6 3.0%	43 21.4%	44 21.9%	18 9.0%	72 35.8%	201 100.0%
Customer Acquisition	5.9 3.6	0 0.0%	0 0.0%	0 0.0%	2 1.1%	1 0.5%	7 3.8%	19 10.3%	33 17.9%	40 21.7%	18 9.8%	64 34.8%	184 100.0%
Customer Retention	4.7 3.8	0 0.0%	1 0.6%	0 0.0%	2 1.1%	2 1.1%	25 14.0%	24 13.5%	23 12.9%	45 25.3%	11 6.2%	45 25.3%	178 100.0%
Brand Value	5.8 3.7	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 0.6%	17 10.7%	11 6.9%	29 18.2%	31 19.5%	12 7.5%	58 36.5%	159 100.0%

Topic 4: Financial and Marketing Performance

Overall, how would you rate your company's marketing excellence?

	Number	Percent	95% CI
7=Excellent - one of the best in the world	12	5.0 %	± 1.9 %
6=A leader but not one of the best	40	16.7 %	± 3.3 %
5=Strong	70	29.2 %	± 4.2 %
4=Good	68	28.3 %	± 4.2 %
3=Fair	39	16.3 %	± 3.3 %
2=Weak	8	3.3 %	± 1.6 %
1=Very weak	3	1.3 %	± 1.0 %
Total	240	100.0 %	

Mean = 4.5

SD = 1.3

Missing Cases = 111

Response Percent = 68.4 %

Topic 4: Financial and Marketing Performance

Rate your firm on each metric during the last 12 months.

	Mean & SD	Excellent 5	Good 4	Average 3	Fair 2	Poor 1	Total
Sharing valuable marketing knowledge	3.4 1.0	29 12.6%	88 38.3%	70 30.4%	34 14.8%	9 3.9%	230 100.0%
Developing and using customer insights	3.4 1.0	24 10.4%	97 42.0%	68 29.4%	28 12.1%	14 6.1%	231 100.0%
Minimizing the impact of marketing on the ecological environment	3.2 1.2	28 16.2%	44 25.4%	58 33.5%	29 16.8%	14 8.1%	173 100.0%
Marketing that is beneficial for society	3.2 1.1	21 10.9%	59 30.7%	65 33.9%	35 18.2%	12 6.3%	192 100.0%

Topic 5: Social Media

What percent of your marketing budget...

	Mean	SD	95% CI	Median	Total
...do you currently spend on social media?	9.4	9.8	8.3 - 10.6	5	262
...will you spend on social media in the next 12 months?	13.2	12.1	11.7 - 14.7	10	260
...will you spend on social media in five years?	21.4	16.2	19.5 - 23.4	20	261

Topic 5: Social Media

In-house vs. outsourcing of social media activities?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
How many of people does your firm employ in-house to do social media?	2.9	6.3	2.1 - 3.6	1	0	54.5	262
What percentage of these social media employees are within marketing?	69.8	43.2	64.5 - 75.1	100	0	100	255
How many of people does your firm employ from other companies to perform social media activities?	2.1	4.5	1.6 - 2.7	0	0	20.6	257

Topic 5: Social Media

How effectively is social media linked to your firm's marketing strategy?

	Number	Percent	Cumulative
7=Very Effectively	14	5.3 %	5.3 %
6=	44	16.8 %	22.1 %
5=	51	19.5 %	41.6 %
4=	49	18.7 %	60.3 %
3=	39	14.9 %	75.2 %
2=	35	13.4 %	88.5 %
1=Not at All Effectively	30	11.5 %	100.0 %
Total	262	100.0 %	100.0 %

Mean = 3.9

SD = 1.8

Missing Cases = 89

Response Percent = 74.6 %

Topic 5: Social Media

How effectively does your company integrate customer information across purchasing, communication and social media channels?

	Number	Percent	95% CI
1=Not at All Effectively	32	12.5 %	± 3.0 %
2=	40	15.7 %	± 3.3 %
3=	46	18.0 %	± 3.6 %
4=	55	21.6 %	± 3.8 %
5=	52	20.4 %	± 3.7 %
6=	23	9.0 %	± 2.6 %
7=Very Effectively	7	2.7 %	± 1.5 %
Total	255	100.0 %	

Mean = 3.6

SD = 1.6

Missing Cases = 96

Response Percent = 72.6 %

Topic 5: Social Media

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

	Number	Percent	95% CI
We have proven the impact quantitatively	38	14.6 %	± 3.3 %
We have a good qualitative sense of the impact, but not a quantitative impact	105	40.4 %	± 4.8 %
We haven't been able to show the impact yet	117	45.0 %	± 5.0 %
Total	260	100.0 %	

Missing Cases = 91

Response Percent = 74.1 %

Topic 5: Social Media

Which metrics does your company use for social media? (Check all that apply)

	Number	Percent	95% CI
Hits/visits/page views	213	60.7 %	± 5.1 %
Number of followers or friends	158	45.0 %	± 5.2 %
Repeat visits	136	38.7 %	± 5.1 %
Conversion rates (whether a visitor is converted to a buyer)	110	31.3 %	± 4.9 %
Buzz indicators (web mentions)	85	24.2 %	± 4.5 %
Sales levels	59	16.8 %	± 3.9 %
Online product/service ratings	49	14.0 %	± 3.7 %
Customer acquisition costs	48	13.7 %	± 3.6 %
Net promoter score	45	12.8 %	± 3.5 %
Revenue per customer	44	12.5 %	± 3.5 %
Metrics using analysis of online text	41	11.7 %	± 3.4 %
Customer retention costs	22	6.3 %	± 2.6 %
Abandoned shopping carts	21	6.0 %	± 2.5 %
Profits per customer	21	6.0 %	± 2.5 %
Total	1052		

Number of Cases = 351

Number of Responses = 1052

Average Number of Responses per Case = 3.0

Number of Cases with at least one response = 240

Response Percent = 68.4 %

Topic 5: Social Media**Does your company use customer behavior data collected online for targeting purposes?**

	Number	Percent	95% CI
Yes	109	41.0 %	± 4.9 %
No	157	59.0 %	± 5.2 %
Total	266	100.0 %	

Missing Cases = 85

Response Percent = 75.8 %

Topic 5: Social Media**Is your company's use of such data increasing, decreasing, or staying the same over time?**

	Number	Percent	95% CI
Increasing	89	81.7 %	± 7.4 %
About the same	20	18.3 %	± 7.4 %
Decreasing	0	0.0 %	± 0.0 %
Total	109	100.0 %	

Mean = 0.8

SD = 0.4

Missing Cases = 0

Response Percent = 100.0 %

Topic 5: Social Media

How worried are you that this use of online customer data could raise questions about privacy?

	Number	Percent	95% CI
1=Not at All Worried	14	12.8 %	± 6.4 %
2=	22	20.2 %	± 7.7 %
3=	16	14.7 %	± 6.8 %
4=	25	22.9 %	± 8.0 %
5=	23	21.1 %	± 7.8 %
6=	8	7.3 %	± 5.0 %
7=Very Worried	1	0.9 %	± 1.8 %
Total	109	100.0 %	

Mean = 3.4

SD = 1.6

Missing Cases = 0

Response Percent = 100.0 %

Topic 6: Marketing Jobs**Compared to the number of marketing hires last year, by what percentage will your firm's marketing hires change in the next year?**

Minimum = -26

Maximum = 36

Mean = 3.79

Median = 0

Standard Deviation (Unbiased Estimate) = 10.21

95 Percent Confidence Interval around the Mean = 2.34 - 5.23

Valid Cases = 191

Missing Cases = 160

Response Percent = 54.4%

Topic 6: Marketing Jobs**By what percentage will your firm's outsourcing of marketing activities change in the next year?**

Minimum = -27

Maximum = 38

Mean = 4.30

Median = 0

Standard Deviation (Unbiased Estimate) = 9.94

95 Percent Confidence Interval around the Mean = 2.88 - 5.72

Valid Cases =188

Missing Cases =163

Response Percent = 53.6%

Topic 7: Marketing Organization

Number of employees

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
How many employees does your firm have?	6843	18231	4284 - 9401	500	2	88537	195
How many marketing (non-sales) employees are in your firm?	339	1752	89 - 589	10	0	16229	189

Topic 7: Marketing Organization

Select the description that best captures the role of sales within your firm.

	Number	Percent	95% CI
Sales is in charge of marketing	22	11.0 %	± 2.6 %
Sales is within the marketing function	16	8.0 %	± 2.2 %
Sales and marketing work together on an equal level	132	66.0 %	± 5.1 %
We don't have a sales function	24	12.0 %	± 2.7 %
We have a sales function, but not a marketing function	6	3.0 %	± 1.4 %
Total	200	100.0 %	

Missing Cases = 151

Response Percent = 57.0 %

Topic 8: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Number	Percent	95% CI
Brand	168	84.4 %	± 5.1 %
Advertising	167	83.9 %	± 5.2 %
Social media	156	78.4 %	± 5.8 %
Positioning	153	76.9 %	± 5.9 %
Promotion	149	74.9 %	± 6.1 %
Marketing analytics	136	68.3 %	± 6.5 %
Public relations	131	65.8 %	± 6.6 %
Marketing research	130	65.3 %	± 6.7 %
Competitive intelligence	114	57.3 %	± 6.9 %
Lead generation	112	56.3 %	± 7.0 %
Market entry strategies	104	52.3 %	± 7.0 %
New products	83	41.7 %	± 6.9 %
Customer relationship management	76	38.2 %	± 6.8 %
Pricing	64	32.2 %	± 6.5 %
Market selection	61	30.7 %	± 6.5 %
Innovation	60	30.2 %	± 6.4 %
Sales	53	26.6 %	± 6.2 %
Customer service	39	19.6 %	± 5.6 %
Distribution	19	9.5 %	± 4.1 %
Stock market performance	5	2.5 %	± 2.2 %
Total	1980		

Number of Cases = 199

Number of Responses = 1980

Average Number of Responses per Case = 9.9

Number of Cases with at least one response = 199

Response Percent = 100.0 %

Topic 8: Marketing Leadership**Number of reports**

	<u>Median</u>	<u>Mean</u>	<u>SD</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Range</u>	<u>Total</u>
How many direct reports do you have?	4	5.53	5.56	0	30	30	196
How many indirect reports (dotted-line) reports do you have?	5	16.25	26.52	0	104	104	170

Topic 8: Marketing Leadership**How many years have you been with this firm in your current role? In any role?**

	<u>Median</u>	<u>Mean</u>	<u>SD</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Total</u>
In your current role?	3	5.36	4.92	0	17	199
In any role?	7	9.99	8.79	0	28	185

Topic 8: Marketing Leadership**Do you feel pressure from your CEO or Board to prove the value of marketing?**

	Number	Percent	95% CI
Yes	131	62.1 %	± 5.1 %
No	80	37.9 %	± 4.4 %
Total	211	100.0 %	

Missing Cases = 140

Response Percent = 60.1 %

Topic 8: Marketing Leadership**Is this pressure increasing, decreasing, or about the same?**

	Number	Percent	95% CI
Increasing pressure	84	64.6 %	± 8.3 %
About the same amount of pressure	46	35.4 %	± 8.3 %
<u>Decreasing pressure</u>	0	0.0 %	± 0.0 %
Total	130	100.0 %	

Mean = 0.6

SD = 0.5

Missing Cases = 1

Response Percent = 99.2 %

Topic 9: Marketing Analytics

What percent of your marketing budget...

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
...do you currently spend on marketing analytics?	7.1	7.5	6.2-8.1	5	0	28	227
... will you spend in the next three years?	12.3	11.1	10.9 - 13.7	10	0	45	227

Topic 9: Marketing Analytics

In what percent of projects does your company use available or requested marketing analytics before a decision is made?

Minimum = 0

Maximum = 95

Mean = 32.34

Median = 25

Variance (Unbiased Estimate) = 977.80

Standard Deviation (Unbiased Estimate) = 31.27

Standard Error of the Mean = 2.08

95 Percent Confidence Interval around the Mean = 28.28 - 36.41

99 Percent Confidence Interval around the Mean = 27.00 - 37.69

Valid Cases = 227

Missing Cases = 124

Response Percent = 64.7%

Topic 9: Marketing Analytics

To what degree has the use of marketing analytics contributed to your company's performance?

	Number	Percent	95% CI
1=Not at All	33	14.8 %	± 3.1 %
2=	40	17.9 %	± 3.3 %
3=	25	11.2 %	± 2.7 %
4=	40	17.9 %	± 3.3 %
5=	42	18.8 %	± 3.4 %
6=	24	10.8 %	± 2.7 %
7=Very Highly	19	8.5 %	± 2.4 %
Total	223	100.0 %	

Mean = 3.7

SD = 1.9

Missing Cases = 128

Response Percent = 63.5 %

Topic 9: Marketing Analytics**Does your company formally evaluate the quality of marketing analytics?**

	Number	Percent	95% CI
Yes	76	33.2 %	± 4.3 %
No	153	66.8 %	± 5.2 %
Total	229	100.0 %	

Missing Cases = 122

Response Percent = 65.2 %

Topic 9: Marketing Analytics

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

	Number	Percent	95% CI
We prove the impact quantitatively	78	37.3 %	± 4.4 %
We have a good qualitative sense of the impact, but not a quantitative impact	91	43.5 %	± 4.6 %
We haven't been able to show the impact yet	40	19.1 %	± 3.4 %
Total	209	100.0 %	

Missing Cases = 142

Response Percent = 59.5 %

Topic 9: Marketing Analytics

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

	Number	Percent	95% CI
We prove the impact quantitatively	68	33.0 %	± 4.2 %
We have a good qualitative sense of the impact, but not a quantitative impact	90	43.7 %	± 4.6 %
We haven't been able to show the impact yet	48	23.3 %	± 3.6 %
Total	206	100.0 %	

Missing Cases = 145

Response Percent = 58.7 %

Topic 9: Marketing Analytics

How do you measure the ROI of your company's marketing efforts (select all that apply):

	Number	Percent	95% CI
Customer surveys	71	20.7%	± 4.2 %
We don't measure marketing ROI	70	20.4 %	± 4.2 %
Managers' judgments of customer response	68	19.8 %	± 4.2 %
Econometric modeling of marketing activities on customer outcomes	61	17.8 %	± 4.0 %
Experiments	41	11.9 %	± 3.4 %
Other	32	9.3 %	± 3.0 %
Total	343		

Number of Cases = 351

Number of Responses = 343

Average Number of Responses per Case = 1.0

Number of Cases with at least one response = 205

Response Percent = 58.4 %

Topic 9: Marketing Analytics**What percent of your marketing budget do you spend measuring your ROI on marketing?**

Minimum = 0

Maximum = 11

Mean = 2.31

Median = 1

Standard Deviation (Unbiased Estimate) = 3.26

95 Percent Confidence Interval around the Mean = 1.83 - 2.79

Valid Cases = 177

Missing Cases = 174

Response Percent = 50.4%

Appendix: Firm-level Descriptive Information**Which is your primary economic sector?**

	Number	Percent	95% CI
B2B - Product	112	32.1 %	± 4.9 %
B2B - Services	118	33.8 %	± 5.0 %
B2C - Product	67	19.2 %	± 4.1 %
B2C - Services	52	14.9 %	± 3.7 %
Total	349	100.0 %	

Missing Cases = 2

Response Percent = 99.4 %

Appendix: Firm-level Descriptive Information

What was your firm's sales revenue in last 12 months?

	Number	Percent	Cumulative
Less than \$25 million	117	33.6 %	33.6 %
\$26-99 million	51	14.7 %	48.3 %
\$100-499 million	51	14.7 %	62.9 %
\$500-999 million	24	6.9 %	69.8 %
\$1-2.5 billion	32	9.2 %	79.0 %
\$2.6-5 billion	22	6.3 %	85.3 %
\$5.1-9.9 billion	17	4.9 %	90.2 %
\$10-49 billion	18	5.2 %	95.4 %
\$50-100 billion	11	3.2 %	98.6 %
More than \$100+ billion	5	1.4 %	100.0 %
Total	348	100.0 %	100.0 %

Missing Cases = 3

Response Percent = 99.1 %

Appendix: Firm-level Descriptive Information

Which industry sector best describes your firm?

	Number	Percent	95% CI
Technology [Software/Biotech]	59	17.0 %	± 3.9 %
Professional Services/Consulting	54	15.5 %	± 3.8 %
Banking/Finance/Insurance	45	12.9 %	± 3.5 %
Manufacturing	37	10.6 %	± 3.2 %
Retail/Wholesale	31	8.9 %	± 3.0 %
Communications/Media	30	8.6 %	± 2.9 %
Health Care/Pharmaceutical	30	8.6 %	± 2.9 %
Consumer Packaged Goods	28	8.0 %	± 2.9 %
Consumer Services	16	4.6 %	± 2.2 %
Transportation	8	2.3 %	± 1.6 %
Energy	7	2.0 %	± 1.5 %
Mining/Construction	3	0.9 %	± 1.0 %
Total	348	100.0 %	

Missing Cases = 3

Response Percent = 99.1 %