



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

CMO Survey Report:
Topline Results
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Topic 1: Marketplace Dynamics - Overall Economy and Company**Are you more or less optimistic about the U.S. economy compared to last quarter?**

	Number	Percent	95% CI
3=More	116	45.5 %	± 6.1 %
2=No Change	106	41.6 %	± 6.1 %
1=Less	33	12.9 %	± 4.1 %
Total	255	100.0 %	

Mean = 2.33

SD = 0.69

Missing Cases = 2

Response Percent = 99.2 %

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 = 45

Maximum = 94

Mean = 69.72

Median = 70

Standard Deviation (Unbiased Estimate) = 12.21

95 Percent Confidence Interval around the Mean = 68.21 - 71.23

Valid Cases = 250

Missing Cases = 7

Response Percent = 97.3%

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	139	56.0 %	± 6.1 %
2=No Change	65	26.2 %	± 5.4 %
1=Less	44	17.7 %	± 4.6 %
Total	248	100.0 %	

Mean = 2.38

SD = 0.77

Missing Cases = 9

Response Percent = 96.5 %

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 = 46

Maximum = 100

Mean = 75.40

Median = 75

Standard Deviation (Unbiased Estimate) = 14.14

95 Percent Confidence Interval around the Mean = 73.66 - 77.15

Valid Cases = 253

Missing Cases = 4

Response Percent = 98.4%

Topic 1: Marketplace Dynamics - Customers

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

(N=235)

	1st Priority	2nd Priority	3rd Priority
Low Price	40 17.0%	31 13.2%	36 15.3%
Superior Product Quality	61 26.0%	47 20.0%	45 19.1%
Superior Innovation	28 11.9%	22 9.4%	24 10.2%
Excellent Service	56 23.8%	76 32.3%	46 19.6%
Trusting Relationship	43 18.3%	46 19.6%	48 20.4%
Brand	7 3.0%	14 6.0%	36 15.3%

Topic 1: Marketplace Dynamics - Customers

Do you expect the following customer outcomes in the next 12 months to increase, decrease or stay the same?

(N=257)

	Mean & SD	Increase +1	No Change 0	Decrease -1
Customer's purchase volume	0.62 0.60	160 68.7%	58 24.9%	15 6.4%
Customer's price per unit	0.08 0.75	75 32.2%	102 43.8%	56 24.0%
Customer will buy related products/ services from my firm	0.54 0.55	132 56.7%	95 40.8%	6 2.6%
My firm's ability to retain current customers	0.41 0.62	111 47.4%	107 45.7%	16 6.8%
The entry of new customers into this market	0.33 0.72	111 47.4%	89 38.0%	34 14.5%
My firm's ability to acquire new customers	0.68 0.58	172 73.8%	47 20.2%	14 6.0%

Topic 1: Marketplace Dynamics - Competitors

Do you expect the following customer outcomes in the next 12 months to increase, decrease or stay the same?

(N=257)

	Mean & SD	Increase +1	No Change 0	Decrease -1
Emergence of new domestic competitors	0.50 0.50	99 49.5%	101 50.5%	0 0.0%
Emergence of new global competitors	0.46 0.50	99 45.6%	118 54.4%	0 0.0%
More intense rivalry for customers	0.77 0.42	177 77.0%	53 23.0%	0 0.0%
More competitor innovation	0.63 0.48	140 63.1%	82 36.9%	0 0.0%
More competitor price-cutting	0.66 0.47	148 66.4%	75 33.6%	0 0.0%
More cooperation on non-price strategies	0.29 0.45	63 29.0%	154 71.0%	0 0.0%

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	56.8	24.6	53.3 - 60.3	60	0	100	191
Existing products or services in new markets	17.4	17.0	15.0 - 19.9	10	0	95	191
New products or services in existing markets	17.9	14.7	15.8 - 20.0	15	0	70	191
New products or services in new markets	7.8	10.2	6.4 - 9.3	5	0	70	191

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	50.3	23.9	46.9 - 53.8	50	0	100	189
Existing products or services in new markets	18.1	15.0	16.0 - 20.3	15	0	75	189
New products or services in existing markets	20.8	15.9	18.5 - 23.1	20	0	95	189
New products or services in new markets	10.7	12.4	9.0 - 12.5	10	0	90	189

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?	10.3	17.0	7.9 - 12.6	2	0	58	203
What % of your firm's sales is domestic?	81.0	23.4	77.8 - 84.2	90	30	100	205

Topic 2: Firm Growth Strategies

Which international market is your firm's largest in terms of sales?

	Number	Percent	95% CI
Western Europe	43	41.0 %	± 9.5 %
Canada	16	15.2 %	± 6.9 %
China	14	13.3 %	± 6.6 %
Middle East	8	7.6 %	± 5.1 %
Japan	4	3.8 %	± 3.7 %
Indonesia and Southeast Asia	3	2.9 %	± 3.2 %
India	3	2.9 %	± 3.2 %
Mexico	2	1.9 %	± 2.6 %
Korea	2	1.9 %	± 2.6 %
Eastern Europe	2	1.9 %	± 2.6 %
Northern Europe	2	1.9 %	± 2.6 %
South America, not Brazil	2	1.9 %	± 2.6 %
Brazil	1	1.0 %	± 1.9 %
Central America	1	1.0 %	± 1.9 %
Australia/New Zealand	1	1.0 %	± 1.9 %
Russia	1	1.0 %	± 1.9 %
Total	105	100.0 %	

Missing Cases = 1

Response Percent = 99.1 %

Topic 2: Firm Growth Strategies

Which international market you are not in is your firm's biggest opportunity for the future?

	Number	Percent	95% CI
China	21	19.3 %	± 6.3 %
Western Europe	15	13.8 %	± 5.4 %
South America, not Brazil	9	8.3 %	± 4.3 %
Indonesia and Southeast Asia	8	7.3 %	± 4.1 %
Brazil	6	5.5 %	± 3.6 %
Canada	6	5.5 %	± 3.6 %
Mexico	6	5.5 %	± 3.6 %
Eastern Europe	5	4.6 %	± 3.3 %
Central America	5	4.6 %	± 3.3 %
Middle East	5	4.6 %	± 3.3 %
Australia/New Zealand	5	4.6 %	± 3.3 %
India	5	4.6 %	± 3.3 %
Northern Europe	3	2.8 %	± 2.5 %
Korea	3	2.8 %	± 2.5 %
South Africa	2	1.8 %	± 2.1 %
Russia	2	1.8 %	± 2.1 %
Taiwan	2	1.8 %	± 2.1 %
Japan	1	0.9 %	± 1.5 %
Total	109	100.0 %	

Missing Cases = 25

Response Percent = 81.3 %

Topic 3: Marketing Spending

Relative to the prior 12 months, what is 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	5.5	11.0	3.6 - 7.5	3	-25	39	129
Digital marketing spending	12.2	15.9	9.4 - 15.1	5	-15	56.2	120
Traditional advertising spending	-2.1	14.2	-4.8 - 0.5	0	-47	41.9	108
Brand building	5.4	10.8	3.4 - 7.4	5	-29	42.8	111
Customer relationship management	8.0	14.9	5.2 - 10.8	2.5	-10	70.2	108
New product introductions	8.6	15.8	5.6 - 11.5	5	-50	71.5	110
New service introductions	4.0	8.5	2.3 - 5.6	0	-28	36.6	100

Topic 3: Marketing Spending

What percent of your marketing budget do you spend on mobile activities?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
What percent of your marketing budget do you currently spend on mobile activities?	6.0	7.8	4.8 - 7.2	5	0	27	172
What percent will you spend on mobile activities in three years?	15.6	13.6	13.5 - 17.6	10	0	48	171

Topic 3: Marketing Spending

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

Percent of budget

Minimum = 0

Maximum = 39

Mean = 11.44

Median = 8

Standard Deviation (Unbiased Estimate) = 10.63

95 Percent Confidence Interval around the Mean = 9.69 - 13.20

Valid Cases = 141

Missing Cases = 116

Response Percent = 54.9%

Topic 3: Marketing Spending

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

Percent of revenues

Minimum = 0

Maximum = 28

Mean = 6.61

Median = 5

Standard Deviation (Unbiased Estimate) = 7.06

95 Percent Confidence Interval around the Mean = 5.47 - 7.75

Valid Cases = 146

Missing Cases = 111

Response Percent = 56.8%

Topic 3: Marketing Spending

What percent of your marketing budget does your firm spend on domestic markets?

Minimum = 13

Maximum = 100

Mean = 72.79

Median = 80

Standard Deviation (Unbiased Estimate) = 28.42

95 Percent Confidence Interval around the Mean = 67.93 - 77.66

Valid Cases = 131

Missing Cases = 126

Response Percent = 51.0%

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%
Market share	2.14 4.23	4 3.1%	0 0.0%	4 3.1%	4 3.1%	9 7.0%	26 20.2%	22 17.1%	21 16.3%	23 17.8%	1 0.8%	15 11.6%
Sales revenue	3.84 5.50	8 5.7%	2 1.4%	1 0.7%	8 5.7%	3 2.1%	10 7.1%	10 7.1%	30 21.3%	22 15.6%	4 2.8%	43 30.5%
Marketing ROI	2.83 4.00	2 1.9%	0 0.0%	1 1.0%	1 1.0%	2 1.9%	31 29.5%	14 13.3%	20 19.0%	15 14.3%	4 3.8%	15 14.3%
Profits	3.11 5.70	9 6.9%	0 0.0%	7 5.3%	3 2.3%	3 2.3%	19 14.5%	12 9.2%	23 17.6%	13 9.9%	7 5.3%	35 26.7%
Customer acquisition	2.87 4.14	1 0.8%	2 1.6%	1 0.8%	4 3.1%	4 3.1%	28 22.0%	23 18.1%	25 19.7%	12 9.4%	6 4.7%	21 16.5%
Customer retention	1.70 4.26	3 2.5%	1 0.8%	2 1.6%	9 7.4%	9 7.4%	35 28.7%	19 15.6%	13 10.7%	13 10.7%	4 3.3%	14 11.5%
Brand value	2.77 4.17	3 2.8%	0 0.0%	0 0.0%	1 0.9%	2 1.9%	33 31.1%	15 14.2%	16 15.1%	17 16.0%	3 2.8%	16 15.1%

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%
Market share	4.33 3.43	0 0.0%	1 0.8%	0 0.0%	0 0.0%	0 0.0%	11 8.7%	21 16.7%	35 27.8%	26 20.6%	8 6.3%	24 19.0%
Sales revenue	6.41 3.81	0 0.0%	1 0.7%	1 0.7%	1 0.7%	0 0.0%	7 5.0%	9 6.5%	18 12.9%	27 19.4%	14 10.1%	61 43.9%
Marketing ROI	4.62 3.77	0 0.0%	1 1.0%	0 0.0%	0 0.0%	1 1.0%	16 15.7%	9 8.8%	20 19.6%	25 24.5%	5 4.9%	25 24.5%
Profits	5.61 4.07	0 0.0%	2 1.6%	2 1.6%	2 1.6%	0 0.0%	9 7.0%	8 6.3%	13 10.2%	36 28.1%	13 10.2%	43 33.6%
Customer acquisition	5.31 3.39	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	6 4.8%	17 13.7%	26 21.0%	33 26.6%	7 5.6%	35 28.2%
Customer retention	3.70 3.70	0 0.0%	0 0.0%	2 1.7%	2 1.7%	1 0.8%	23 19.5%	16 13.6%	21 17.8%	28 23.7%	5 4.2%	20 16.9%
Brand value	5.01 3.74	1 1.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	12 11.7%	9 8.7%	18 17.5%	28 27.2%	9 8.7%	26 25.2%

Topic 4: Financial and Marketing Performance

Rate the performance of your company's mobile marketing activities.

	Mean & SD	Poorly							Excellent
		1	2	3	4	5	6	7	
Customer acquisition	2.89 1.69	43 27.7%	37 23.9%	13 8.4%	34 21.9%	15 9.7%	10 6.5%	3 1.9%	
Customer engagement	3.56 1.76	30 19.2%	19 12.2%	20 12.8%	36 23.1%	25 16.0%	23 14.7%	3 1.9%	
Customer retention	3.12 1.67	37 23.9%	29 18.7%	19 12.3%	35 22.6%	20 12.9%	14 9.0%	1 0.6%	
Delivering your brand message	3.47 1.79	33 21.0%	21 13.4%	19 12.1%	37 23.6%	20 12.7%	24 15.3%	3 1.9%	
Sales	2.74 1.59	47 30.3%	35 22.6%	17 11.0%	32 20.6%	17 11.0%	5 3.2%	2 1.3%	
Profits	2.64 1.55	52 33.8%	32 20.8%	16 10.4%	34 22.1%	13 8.4%	7 4.5%	0 0.0%	

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	8	5.0 %	± 2.1 %
6=A leader but not one of the best	30	18.6 %	± 4.0 %
5=Strong	51	31.7 %	± 4.9 %
4=Good	34	21.1 %	± 4.2 %
3=Fair	21	13.0 %	± 3.4 %
2=Weak	14	8.7 %	± 2.8 %
1=Very weak	3	1.9 %	± 1.3 %
Total	161	100.0 %	

Mean = 4.48

SD = 1.39

Missing Cases = 96

Response Percent = 62.6 %

Topic 5: Social Media

What percent of your marketing budget do you spend on social media?

	Mean	SD	95% CI	Median	Total
...of your marketing budget do you currently spend on social media?	10.7	11.3	9.1 - 12.3	10	192
...will you spend in the next 12 months?	14.0	13.0	12.2 - 15.9	10	191
...do you predict you will spend in five years?	23.8	17.8	21.2 - 26.3	20	188

Topic 5: Social Media

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

	Number	Percent	Cumulative
7=Very Effectively	15	7.7 %	7.7 %
6=	27	13.9 %	21.6 %
5=	56	28.9 %	50.5 %
4=	32	16.5 %	67.0 %
3=	26	13.4 %	80.4 %
2=	20	10.3 %	90.7 %
1=Not At All Effectively	18	9.3 %	100.0 %
Total	194	100.0 %	100.0 %

Mean = 4.18

SD = 1.70

Missing Cases = 63

Response Percent = 75.5 %

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	21	11.1 %	± 3.4 %
2=	28	14.7 %	± 3.8 %
3=	40	21.1 %	± 4.5 %
4=	42	22.1 %	± 4.6 %
5=	39	20.5 %	± 4.4 %
6=	16	8.4 %	± 3.0 %
7=Very Effectively	4	2.1 %	± 1.5 %
Total	190	100.0 %	

Mean = 3.60

SD = 1.54

Missing Cases = 67

Response Percent = 73.9 %

Topic 5: Social Media**What percent of your company's social media activities are currently performed by outside agencies?**

	Mean	SD	95% CI	Median	Total
Percent of your company's social media activities are currently performed by outside agencies?	21.7	30.8	17.3 - 26.0	0	191

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	29	15.0 %	± 3.9 %
We have a good qualitative sense of the impact, but not a quantitative impact	84	43.5 %	± 5.8 %
We haven't been able to show the impact yet	80	41.5 %	± 5.7 %
Total	193	100.0 %	

Missing Cases = 64

Response Percent = 75.1 %

Topic 5: Social Media

Which metrics does your company use to show the impact of social media? (Check all that apply)

	Number	Percent	95% CI
Hits/visits/page views	155	60.3 %	± 6.0 %
Site traffic	132	51.4 %	± 6.2 %
Clickthrough rates	123	47.9 %	± 6.2 %
Number of friends, followers, and likes	121	47.1 %	± 6.2 %
Conversion rates (whether a visitor is converted to a buyer)	74	28.8 %	± 5.6 %
Search volume (the number of people searching for your brand)	73	28.4 %	± 5.6 %
Repeat visits	65	25.3 %	± 5.4 %
Social influence of friends, followers, and likes	61	23.7 %	± 5.3 %
Buzz indicators (web mentions)	55	21.4 %	± 5.1 %
Virality (extent to which your content/links are shared)	49	19.1 %	± 4.8 %
Brand sentiment ratings	43	16.7 %	± 4.6 %
Share of voice (compares your firm to competitors on mentions)	41	16.0 %	± 4.5 %
Net promoter score	41	16.0 %	± 4.5 %
Number of inbound links	40	15.6 %	± 4.5 %
Revenue per customer	40	15.6 %	± 4.5 %
App download	38	14.8 %	± 4.4 %
Sales levels	36	14.0 %	± 4.3 %
Customer acquisition costs	32	12.5 %	± 4.1 %
Online product/service ratings	28	10.9 %	± 3.8 %
Metrics using analysis of online text	25	9.7 %	± 3.7 %
Profits per customer	17	6.6 %	± 3.1 %
Customer retention costs	16	6.2 %	± 3.0 %
<u>Abandoned shopping carts</u>	15	5.8 %	± 2.9 %
Total	1320		

Number of Cases = 257

Number of Responses = 1320

Average Number of Responses Per Case = 5.1

Number of Cases with at least one Response = 180

Response Percent = 70.0 %

Topic 5: Social Media

How well has your company developed strong knowledge and skills in each social media area?

(N=257)

	Mean & SD	Not at all							Excellent
		1	2	3	4	5	6	7	
For developing social media strategies	4.09 1.58	12 6.8%	21 11.9%	27 15.3%	36 20.5%	49 27.8%	22 12.5%	9 5.1%	
For connecting marketing strategies and social media strategies	4.00 1.62	15 8.5%	23 13.1%	24 13.6%	36 20.5%	50 28.4%	19 10.8%	9 5.1%	
For executing social media strategies	3.97 1.55	13 7.4%	23 13.1%	27 15.3%	41 23.3%	44 25.0%	22 12.5%	6 3.4%	
For learning about what works and doesn't work for social media	3.65 1.61	20 11.4%	29 16.6%	27 15.4%	40 22.9%	41 23.4%	11 6.3%	7 4.0%	
For hiring people to perform social media activities	3.53 1.91	41 23.3%	20 11.4%	23 13.1%	28 15.9%	33 18.8%	22 12.5%	9 5.1%	
For measuring the success of social media strategies	3.52 1.55	25 14.2%	22 12.5%	36 20.5%	40 22.7%	39 22.2%	11 6.3%	3 1.7%	
For training people to perform social media activities	3.42 1.79	38 21.6%	24 13.6%	24 13.6%	35 19.9%	33 18.8%	15 8.5%	7 4.0%	
For managing external social media partners and agencies	3.31 1.81	44 25.0%	25 14.2%	18 10.2%	36 20.5%	32 18.2%	16 9.1%	5 2.8%	

Topic 5: Social Media

Check all of the approaches your company is using to learn how to acquire, engage, and retain customers online (in social media or in digital marketing more generally).

	Number	Percent	95% CI
Online customer surveys	103	40.1 %	± 6.0 %
Online customer observations	66	25.7 %	± 5.4 %
Informal online interactions with customers	63	24.5 %	± 5.3 %
Offline informal interactions with customers	60	23.3 %	± 5.2 %
Offline customer surveys	59	23.0 %	± 5.2 %
Online customer experiments	49	19.1 %	± 4.8 %
Offline customer observations	47	18.3 %	± 4.8 %
My company is not using any digital tools for learning at this time	36	14.0 %	± 4.3 %
Offline customer experiments	26	10.1 %	± 3.7 %
Studying words or pictures used online by customers	16	6.2 %	± 3.0 %
Total	525		

Number of Cases = 257

Number of Responses = 525

Average Number of Responses Per Case = 2.0

Number of Cases with at least one Response = 174

Response Percent = 67.7 %

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 = -30

Maximum = 47

Mean = 6.58

Median = 0

Standard Deviation (Unbiased Estimate) = 12.75

95 Percent Confidence Interval around the Mean = 4.54 - 8.62

Valid Cases =150

Missing Cases =107

Response Percent = 58.4%

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

Minimum = -25

Maximum = 32

Mean = 2.48

Median = 0

Standard Deviation (Unbiased Estimate) = 8.76

95 Percent Confidence Interval around the Mean = 1.08 - 3.87

Valid Cases =151

Missing Cases =106

Response Percent = 58.8%

Topic 6: Marketing Jobs

How many employees/marketing employees are in your company?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
How many employees does your firm have?	7410	19039	4403 - 10417	500	1	75298	154
How many marketing (non-sales) employees are in your firm?	255	966	100 - 410	10	0	7154	149

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	17	11.0 %	± 3.1 %
Sales is within the marketing function	10	6.5 %	± 2.4 %
Sales and marketing work together on an equal level	109	70.3 %	± 6.1 %
We don't have a sales function	18	11.6 %	± 3.2 %
We have a sales function, but not a marketing function	1	0.6 %	± 0.8 %
Total	155	100.0 %	

Missing Cases = 102

Response Percent = 60.3 %

Topic 7: Marketing Organization**Companies are generally organized by product/service groups or by customer groups.**
Which organizational structure is most common in your company?

	Number	Percent	95% CI
Product/service groups	108	70.6 %	± 6.1 %
Customer groups	45	29.4 %	± 4.7 %
Total	153	100.0 %	

Missing Cases = 104

Response Percent = 59.5 %

Topic 8: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Number	Percent	95% CI
Advertising	129	82.7 %	± 6.0 %
Brand	128	82.1 %	± 6.1 %
Positioning	125	80.1 %	± 6.3 %
Social media	124	79.5 %	± 6.4 %
Promotion	119	76.3 %	± 6.8 %
Marketing analytics	117	75.0 %	± 6.9 %
Marketing research	110	70.5 %	± 7.2 %
Public relations	100	64.1 %	± 7.6 %
Lead generation	87	55.8 %	± 7.9 %
Market entry strategies	87	55.8 %	± 7.9 %
Competitive intelligence	86	55.1 %	± 7.9 %
Customer relationship management	61	39.1 %	± 7.7 %
New products	59	37.8 %	± 7.7 %
Sales	50	32.1 %	± 7.4 %
Pricing	48	30.8 %	± 7.3 %
Market selection	47	30.1 %	± 7.3 %
Innovation	36	23.1 %	± 6.7 %
Customer service	31	19.9 %	± 6.3 %
Distribution	19	12.2 %	± 5.2 %
Stock market performance	6	3.8 %	± 3.1 %
Total	1569		

Number of Cases = 156

Number of Responses = 1569

Average Number of Responses Per Case = 10.1

Number of Cases with at least one Response = 156

Response Percent = 100.0 %

Topic 8: Marketing Leadership**Number of direct and indirect reports you have?**

	<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?	5	6.81	9.81	0	89	89	154
How many indirect reports (dotted-line) reports do you have?	6	18.86	36.23	0	178	178	139

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?	4.50	5.81	4.73	0	16	156
In any role?	8	10.76	8.19	0	28	144

Topic 9: Marketing Analytics

What percent of your marketing budget do you spend on marketing analytics?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
...do you currently spend on marketing analytics?	6.7	6.8	5.7 - 7.7	5	0	24	170
...will you spend on marketing analytics the next three years?	11.1	9.9	9.6 - 12.5	10	0	36	169

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 = 94

Mean = 31.02

Median = 20

Variance (Unbiased Estimate) = 984.48

Standard Deviation (Unbiased Estimate) = 31.38

Standard Error of the Mean = 2.43

95 Percent Confidence Interval Around the Mean = 26.27 - 35.78

99 Percent Confidence Interval Around the Mean = 24.77 - 37.28

4 Groups

1 = 1

2 = 20

3 = 50

Valid Cases = 167

Missing Cases = 90

Response Percent = 65.0%

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	34	20.0 %	± 4.2 %
2=	16	9.4 %	± 3.0 %
3=	22	12.9 %	± 3.5 %
4=	29	17.1 %	± 3.9 %
5=	40	23.5 %	± 4.5 %
6=	20	11.8 %	± 3.3 %
7=Very Highly	9	5.3 %	± 2.3 %
Total	170	100.0 %	

Mean = 3.71

SD = 1.85

Missing Cases = 87

Response Percent = 66.1 %

Topic 9: Marketing Analytics

Check all of the areas in which your company is using marketing analytics to drive decision making.

	Number	Percent	95% CI
Customer insight	98	38.1 %	± 6.0 %
Customer acquisition	94	36.6 %	± 6.0 %
Digital marketing	87	33.9 %	± 5.8 %
Marketing mix	81	31.5 %	± 5.7 %
Customer retention	79	30.7 %	± 5.7 %
Social media	79	30.7 %	± 5.7 %
Segmentation	75	29.2 %	± 5.6 %
Promotion strategy	75	29.2 %	± 5.6 %
Branding	68	26.5 %	± 5.5 %
Sales strategy	68	26.5 %	± 5.5 %
Customer service	66	25.7 %	± 5.4 %
Pricing strategy	56	21.8 %	± 5.1 %
New product or service development	52	20.2 %	± 5.0 %
Product or service strategy	52	20.2 %	± 5.0 %
<u>Multichannel marketing</u>	42	16.3 %	± 4.6 %
Total	1072		

Number of Cases = 257

Number of Responses = 1072

Average Number of Responses Per Case = 4.2

Number of Cases with at least one Response = 148

Response Percent = 57.6 %

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	55	35.9 %	± 5.1 %
We have a good qualitative sense of the impact, but not a quantitative impact	70	45.8 %	± 5.5 %
We haven't been able to show the impact yet	28	18.3 %	± 3.9 %
Total	153	100.0 %	

Missing Cases = 104

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	45	29.4 %	± 4.7 %
We have a good qualitative sense of the impact, but not a quantitative impact	73	47.7 %	± 5.6 %
We haven't been able to show the impact yet	35	22.9 %	± 4.2 %
Total	153	100.0 %	

Missing Cases = 104

Response Percent = 59.5 %

Appendix: Firm-level Descriptive Information

Which is your primary economic sector?

	Number	Percent	95% CI
B2B - Product	83	32.4 %	± 5.8 %
B2B - Services	97	37.9 %	± 6.0 %
B2C - Product	36	14.1 %	± 4.3 %
B2C - Services	40	15.6 %	± 4.5 %
Total	256	100.0 %	

Missing Cases = 1

Response Percent = 99.6 %

Appendix: Firm-level Descriptive Information

Which industry sector best describes your firm?

	Number	Percent	95% CI
Technology [Software/Biotech]	42	16.3 %	± 4.6 %
Professional Services/Consulting	40	15.6 %	± 4.5 %
Manufacturing	37	14.4 %	± 4.3 %
Health Care/Pharmaceutical	30	11.7 %	± 4.0 %
Banking/Finance/Insurance	23	8.9 %	± 3.5 %
Retail/Wholesale	20	7.8 %	± 3.3 %
Consumer Packaged Goods	16	6.2 %	± 3.0 %
Communications/Media	16	6.2 %	± 3.0 %
Consumer Services	9	3.5 %	± 2.3 %
Energy	8	3.1 %	± 2.1 %
Transportation	8	3.1 %	± 2.1 %
Education	4	1.6 %	± 1.5 %
Mining/Construction	4	1.6 %	± 1.5 %
Total	257	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %