



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

*CMO Survey Report:*  
**Topline Results**  
Feb. 2015

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McKinsey & Company



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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	166	58.0 %	± 5.7 %
2=No Change	87	30.4 %	± 5.3 %
1=Less	33	11.5 %	± 3.7 %
Total	286	100.0 %	

Mean = 2.47

SD = 0.69

Missing Cases = 2

Response Percent = 99.3 %

## 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 = 40

Maximum = 98

Mean = 69.91

Median = 71

Standard Deviation (Unbiased Estimate) = 12.60

95 Percent Confidence Interval Around The Mean = 68.43 - 71.39

Valid Cases =278

Missing Cases =10

Response Percent = 96.5%

## 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	170	60.1 %	± 5.7 %
2=No Change	78	27.6 %	± 5.2 %
1=Less	35	12.4 %	± 3.8 %
Total	283	100.0 %	

Mean = 2.48

SD = 0.71

Missing Cases = 5

Response Percent = 98.3 %

**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 = 41

Maximum = 100

Mean = 75.10

Median = 75

Standard Deviation (Unbiased Estimate) = 15.30

95 Percent Confidence Interval Around The Mean = 73.30 - 76.90

Valid Cases =279

Missing Cases =9

Response Percent = 96.9%

## Topic 1: Marketplace Dynamics - Customers

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

(N=288)

	Mean & SD	More 3	No Change 2	Less 1
My firm's ability to acquire new customers	2.73 0.53	211 77.6%	49 18.0%	12 4.4%
Customer's purchase volume	2.66 0.60	197 72.4%	57 21.0%	18 6.6%
Customer will buy related products/ services from my firm	2.63 0.54	181 66.3%	84 30.8%	8 2.9%
My firm's ability to retain current customers	2.44 0.64	142 52.0%	109 39.9%	22 8.1%
The entry of new customers into this market	2.44 0.62	138 50.5%	116 42.5%	19 7.0%
Customer's price per unit	2.18 0.67	91 33.6%	139 51.3%	41 15.1%



## 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.**

(N=273)

	1st Priority	2nd Priority	3rd Priority
Low Price	41 15.0%	30 11.0%	41 15.0%
Superior Product Quality	59 21.6%	62 22.7%	43 15.8%
Superior Innovation	39 14.3%	31 11.4%	25 9.2%
Excellent Service	62 22.7%	82 30.0%	71 26.0%
Trusting Relationship	58 21.2%	53 19.4%	64 23.4%
Brand	14 5.1%	15 5.5%	30 11.0%

## 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	56.4	24.8	53.1 - 59.8	60	0	100	217
Existing products or services in new markets	15.8	16.0	13.7 - 17.9	10	0	80	217
New products or services in existing markets	20.4	18.4	17.9 - 22.8	20	0	80	217
New products or services in new markets	7.4	11.8	5.8 - 9.0	3	0	100	217

## 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	50.0	23.5	46.8 - 53.2	50	0	100	214
Existing products or services in new markets	17.7	15.2	15.6 - 19.7	20	0	75	214
New products or services in existing markets	22.8	17.5	20.4 - 25.1	20	0	90	214
New products or services in new markets	9.6	14.0	7.7 - 11.4	5	0	100	214

## 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	76.1	27.2	72.5 - 79.7	80	0	100	221
Growth from acquisitions	8.6	18.4	6.2 - 11.0	0	0	100	221
Growth from partnerships	10.1	16.0	8.0 - 12.2	0	0	100	221
Growth from licensing arrangements	5.2	13.0	3.5 - 6.9	0	0	100	221

## 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?	12.4	19.5	9.9 - 15.0	1	0	63	226
What % of your firm's sales is domestic?	85.4	19.0	82.9 - 87.8	95	41	100	226

### 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	8.7	16.3	6.1 - 11.4	5	-20	62.1	146
Digital marketing spending	14.7	23.3	10.8 - 18.7	5	-15	97.6	135
Traditional advertising spending	-1.1	13.7	-3.5 - 1.3	0	-43	42.8	122
Brand building	5.6	11.1	3.7 - 7.6	2	-28	39.5	122
Customer relationship management	7.5	9.7	5.8 - 9.2	5	0	37.8	126
New product introductions	6.9	11.0	5.0 - 8.9	5	-28	43.1	121
New service introductions	5.0	7.4	3.6 - 6.4	1	-10	25.4	113

### 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.**

(N=288)

	Mean & SD	Positive 1	Zero 0	Negative -1
Overall marketing spending	0.62 0.68	107 73.3%	23 15.8%	16 11.0%
Digital marketing spending	0.76 0.48	106 78.5%	26 19.3%	3 2.2%
Traditional advertising spending	0.02 0.80	40 32.8%	44 36.1%	38 31.1%
Brand building	0.56 0.60	75 61.5%	40 32.8%	7 5.7%
Customer relationship management	0.65 0.48	82 65.1%	44 34.9%	0 0.0%
New product introductions	0.61 0.58	80 66.1%	35 28.9%	6 5.0%
New service introductions	0.52 0.55	62 54.9%	48 42.5%	3 2.7%

### 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?	3.2	4.8	2.5 - 3.9	0	0	15	174
What percent will you spend on mobile activities in three years?	9.0	9.1	7.7 - 10.4	5	0	29	173



### Topic 3: Marketing Spending

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

##### Percent of budget

Minimum = 0

Maximum = 37

Mean = 10.1%

Median = 7

Standard Deviation (Unbiased Estimate) = 9.74

95 Percent Confidence Interval Around The Mean = 8.64 - 11.59

Valid Cases = 168

Missing Cases = 120

Response Percent = 58.3%

### Topic 3: Marketing Spending

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

##### Percent of revenues

Minimum = 0

Maximum = 38

Mean = 8.3%

Median = 3

Standard Deviation (Unbiased Estimate) = 10.67

95 Percent Confidence Interval Around The Mean = 6.74 - 9.96

Valid Cases = 169

Missing Cases = 119

Response Percent = 58.7%

### Topic 3: Marketing Spending

#### What percent of your marketing budget do you spend on domestic markets?

Minimum = 45

Maximum = 100

Mean = 87.8%

Median = 100

Standard Deviation (Unbiased Estimate) = 19.18

95 Percent Confidence Interval Around The Mean = 85.27 - 90.28

Valid Cases =226

Missing Cases =62

Response Percent = 78.5%

## Topic 4: Financial and Marketing Performance

### Rate your firm's performance during the last 12 months

(N=288)

	Mean & SD	-10%	-7%	-5%	-3%	-1%	0	+1%	+3%	+5%	+7%	+10%
Market share	2.02 4.47	6 3.5%	1 0.6%	6 3.5%	9 5.3%	7 4.1%	27 15.8%	39 22.8%	30 17.5%	20 11.7%	4 2.3%	22 12.9%
Sales revenue	4.15 5.62	10 5.4%	1 0.5%	6 3.3%	5 2.7%	9 4.9%	15 8.2%	13 7.1%	23 12.5%	29 15.8%	11 6.0%	62 33.7%
Marketing ROI	2.95 4.27	3 1.9%	1 0.6%	1 0.6%	4 2.6%	1 0.6%	43 27.9%	21 13.6%	28 18.2%	20 13.0%	5 3.2%	27 17.5%
Profits	3.13 5.59	13 7.4%	1 0.6%	3 1.7%	7 4.0%	10 5.7%	14 8.0%	20 11.4%	29 16.5%	29 16.5%	6 3.4%	44 25.0%
Customer acquisition	3.10 4.53	4 2.3%	1 0.6%	8 4.7%	3 1.7%	4 2.3%	24 14.0%	26 15.1%	35 20.3%	28 16.3%	9 5.2%	30 17.4%
Customer retention	2.15 4.84	4 2.4%	3 1.8%	6 3.5%	11 6.5%	12 7.1%	50 29.4%	12 7.1%	17 10.0%	17 10.0%	9 5.3%	29 17.1%
Brand value	2.89 3.99	2 1.4%	1 0.7%	2 1.4%	2 1.4%	2 1.4%	38 26.0%	20 13.7%	32 21.9%	22 15.1%	3 2.1%	22 15.1%

## Topic 4: Financial and Marketing Performance

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

(N=288)

	Mean & SD	-10%	-7%	-5%	-3%	-1%	0	+1%	+3%	+5%	+7%	+10%
Market share	4.52 3.52	0 0.0%	1 0.6%	1 0.6%	2 1.2%	0 0.0%	8 4.8%	25 14.9%	50 29.8%	36 21.4%	9 5.4%	36 21.4%
Sales revenue	7.14 3.70	0 0.0%	1 0.5%	2 1.1%	1 0.5%	0 0.0%	9 4.9%	5 2.7%	17 9.3%	30 16.5%	19 10.4%	98 53.8%
Marketing ROI	5.15 3.77	0 0.0%	0 0.0%	4 2.6%	0 0.0%	0 0.0%	13 8.6%	9 5.9%	36 23.7%	38 25.0%	8 5.3%	44 28.9%
Profits	5.93 4.20	3 1.7%	0 0.0%	2 1.1%	0 0.0%	2 1.1%	9 5.1%	10 5.7%	27 15.4%	35 20.0%	19 10.9%	68 38.9%
Customer acquisition	5.81 3.56	0 0.0%	0 0.0%	2 1.2%	1 0.6%	1 0.6%	5 2.9%	16 9.3%	29 16.9%	42 24.4%	20 11.6%	56 32.6%
Customer retention	4.62 4.22	1 0.6%	0 0.0%	1 0.6%	3 1.8%	5 2.9%	24 14.0%	22 12.9%	26 15.2%	27 15.8%	12 7.0%	50 29.2%
Brand value	5.01 3.89	0 0.0%	1 0.7%	1 0.7%	1 0.7%	1 0.7%	18 12.3%	11 7.5%	29 19.9%	34 23.3%	7 4.8%	43 29.5%

## 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	15	7.3 %	± 2.6 %
6=A leader but not one of the best	33	16.0 %	± 3.7 %
5=Strong	66	32.0 %	± 4.9 %
4=Good	48	23.3 %	± 4.3 %
3=Fair	29	14.1 %	± 3.5 %
2=Weak	14	6.8 %	± 2.5 %
1=Very weak	1	0.5 %	± 0.7 %
Total	206	100.0 %	

Mean = 4.57

SD = 1.33

Missing Cases = 82

Response Percent = 71.5 %

## Topic 5: Social Media

### What percent of your marketing budget...

	Mean	SD	95% CI	Median	Total
...do you currently spend on social media?	9.9	10.8	8.4 - 11.3	5	218
...will you spend on social media in the next 12 months?	13.5	12.4	11.8 - 15.1	10	217
...will you spend on social media in five years?	22.4	16.6	20.2 - 24.6	20	215

## Topic 5: Social Media

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

	Number	Percent	Cumulative
7=Very Effectively	12	5.5 %	5.5 %
6=	30	13.6 %	19.1 %
5=	47	21.4 %	40.5 %
4=	45	20.5 %	60.9 %
3=	35	15.9 %	76.8 %
2=	30	13.6 %	90.5 %
1=Not At All Effectively	21	9.5 %	100.0 %
Total	220	100.0 %	100.0 %

Mean = 3.93

SD = 1.68

Missing Cases = 68

Response Percent = 76.4 %



## 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	16	7.4 %	± 2.7 %
2=	43	19.9 %	± 4.1 %
3=	36	16.7 %	± 3.8 %
4=	41	19.0 %	± 4.1 %
5=	54	25.0 %	± 4.5 %
6=	19	8.8 %	± 2.9 %
7=Very Effectively	7	3.2 %	± 1.8 %
Total	216	100.0 %	

Mean = 3.74

SD = 1.57

Missing Cases = 72

Response Percent = 75.0 %

## Topic 5: Social Media

### Social media activities performed by outside agencies

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
What percent of your company's social media activities are currently performed by outside agencies?	18.9	28.7	15.1 - 22.8	0	0	78	218
What percent were performed by outside agencies a year ago?	17.4	27.5	13.7 - 21.1	0	0	76	216

## 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	13.2 %	± 3.5 %
We have a good qualitative sense of the impact, but not a quantitative impact	92	41.8 %	± 5.4 %
We haven't been able to show the impact yet	99	45.0 %	± 5.5 %
Total	220	100.0 %	

Missing Cases = 68

Response Percent = 76.4 %

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

	Number	Percent	95% CI
Yes	92	41.8 %	± 5.4 %
No	128	58.2 %	± 5.8 %
Total	220	100.0 %	

Missing Cases = 68

Response Percent = 76.4 %

## 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	84	92.3 %	± 5.9 %
About the same	7	7.7 %	± 5.5 %
Decreasing	0	0.0 %	± 0.0 %
Total	91	100.0 %	

Mean = 0.92

SD = 0.27

Missing Cases = 1

Response Percent = 98.9 %

## 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	10	10.9 %	± 6.5 %
2=	28	30.4 %	± 9.6 %
3=	17	18.5 %	± 8.1 %
4=	14	15.2 %	± 7.5 %
5=	18	19.6 %	± 8.3 %
6=	4	4.3 %	± 4.3 %
7=Very Worried	1	1.1 %	± 2.2 %
Total	92	100.0 %	

Mean = 3.20

SD = 1.49

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 = -24

Maximum = 30

Mean = 3.47

Median = 0

Standard Deviation (Unbiased Estimate) = 9.68

95 Percent Confidence Interval Around The Mean = 1.99 - 4.95

Valid Cases = 165

Missing Cases = 123

Response Percent = 57.3%

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

Minimum = -20

Maximum = 31

Mean = 4.45

Median = 0

Standard Deviation (Unbiased Estimate) = 8.93

95 Percent Confidence Interval Around The Mean = 3.08 - 5.82

Valid Cases =163

Missing Cases =125

Response Percent = 56.6%



## Topic 6: Marketing Jobs

### Number of employees and marketing employees in company

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
How many employees does your firm have?	4803	13183	2816 - 6791	160	2	55697	169
How many marketing (non-sales) employees are in your firm?	147	462	77 - 217	7	0	2503	167

## 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	15	8.6 %	± 2.6 %
Sales is within the marketing function	22	12.6 %	± 3.1 %
Sales and marketing work together on an equal level	120	68.6 %	± 5.7 %
We don't have a sales function	15	8.6 %	± 2.6 %
We have a sales function, but not a marketing function	3	1.7 %	± 1.2 %
Total	175	100.0 %	

Missing Cases = 113

Response Percent = 60.8 %

## 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	120	69.8 %	± 5.7 %
Customer groups	52	30.2 %	± 4.5 %
Total	172	100.0 %	

Missing Cases = 116

Response Percent = 59.7 %

## Topic 7: Marketing Organization

### Rate the extent to which your firm engages in the following market-oriented behaviors.

(N=288)

	Mean & SD	Not at all	1	2	3	4	5	6	All the time						
Is collected on a regular basis	4.86 1.72	6	3.5%	13	7.6%	20	11.8%	25	14.7%	41	24.1%	25	14.7%	40	23.5%
Is shared vertically across different levels of the firm and business units	4.29 1.77	14	8.3%	13	7.7%	30	17.8%	33	19.5%	36	21.3%	18	10.7%	25	14.8%
Is shared horizontally across different functions and business units	4.39 1.71	12	7.1%	12	7.1%	27	15.9%	33	19.4%	42	24.7%	20	11.8%	24	14.1%
Shapes the design of firm strategies	4.60 1.54	3	1.8%	19	11.2%	18	10.6%	32	18.8%	48	28.2%	31	18.2%	19	11.2%
Influences the implementation of firm strategies	4.66 1.45	3	1.8%	13	7.7%	19	11.3%	33	19.6%	51	30.4%	33	19.6%	16	9.5%
Impacts the evaluation of firm strategies	4.70 1.57	5	3.0%	13	7.7%	21	12.4%	28	16.6%	45	26.6%	36	21.3%	21	12.4%

## Topic 8: Marketing Leadership

### What is marketing primarily responsible for in your firm?

	Number	Percent	95% CI
Brand	135	77.1 %	± 6.3 %
Social media	135	77.1 %	± 6.3 %
Advertising	135	77.1 %	± 6.3 %
Promotion	132	75.4 %	± 6.4 %
Positioning	131	74.9 %	± 6.5 %
Marketing analytics	120	68.6 %	± 7.0 %
Public relations	108	61.7 %	± 7.3 %
Marketing research	104	59.4 %	± 7.4 %
Lead generation	102	58.3 %	± 7.4 %
Competitive intelligence	89	50.9 %	± 7.5 %
Market entry strategies	82	46.9 %	± 7.5 %
New products	80	45.7 %	± 7.5 %
Customer relationship management	67	38.3 %	± 7.3 %
Sales	63	36.0 %	± 7.2 %
Market selection	58	33.1 %	± 7.0 %
Innovation	52	29.7 %	± 6.8 %
Pricing	48	27.4 %	± 6.7 %
Customer service	45	25.7 %	± 6.5 %
Distribution	18	10.3 %	± 4.5 %
Stock market performance	4	2.3 %	± 2.2 %
Total	1708		

Number of Cases = 175

Number of Responses = 1708

Average Number of Responses per Case = 9.8

Number of Cases with at least one Response = 175

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	5.06	5.02	0	27	27	164
How many indirect reports (dotted-line) reports do you have?	4	10.98	15.61	0	55	55	151

## Topic 8: Marketing Leadership

### How many years have you been with this firm in your current role? In any role?

	Median	Mean	SD	Minimum	Maximum	Total
In your current role?	4	5.31	4.32	0	14	171
In any role?	7	9.44	8.21	0	26	159

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

	Number	Percent	95% CI
Yes	107	60.8 %	± 5.6 %
No	69	39.2 %	± 5.0 %
Total	176	100.0 %	

Missing Cases = 112

Response Percent = 61.1 %



## Topic 8: Marketing Leadership

### Is this pressure increasing, decreasing, or about the same?

	Number	Percent	95% CI
Increasing pressure	62	57.9 %	± 9.5 %
About the same amount of pressure	45	42.1 %	± 9.5 %
Decreasing pressure	0	0.0 %	± 0.0 %
Total	107	100.0 %	

Mean = 0.58

SD = 0.50

Missing Cases = 0

Response Percent = 100.0 %

## 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?	6.4	6.4	5.5 - 7.3	5	0	20	194
...will you spend in on marketing analytics the next three years?	11.7	9.1	10.4 - 13.0	10	0	30	194

## 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 = 92

Mean = 29.03

Median = 15

Standard Deviation (Unbiased Estimate) = 31.78

Standard Error Of The Mean = 2.29

95 Percent Confidence Interval Around The Mean = 24.54 - 33.51

99 Percent Confidence Interval Around The Mean = 23.13 - 34.92

Valid Cases = 193

Missing Cases = 95

Response Percent = 67.0%

## 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	47	24.2 %	± 4.3 %
2=	41	21.1 %	± 4.1 %
3=	24	12.4 %	± 3.2 %
4=	26	13.4 %	± 3.3 %
5=	32	16.5 %	± 3.7 %
6=	15	7.7 %	± 2.6 %
7=Very Highly	9	4.6 %	± 2.0 %
Total	194	100.0 %	

Mean = 3.19

SD = 1.84

Missing Cases = 94

Response Percent = 67.4 %

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

	Number	Percent	95% CI
Yes	59	30.4 %	± 4.7 %
No	135	69.6 %	± 5.8 %
Total	194	100.0 %	

Missing Cases = 94

Response Percent = 67.4 %

## 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	72	41.9 %	± 5.0 %
We have a good qualitative sense of the impact, but not a quantitative impact	68	39.5 %	± 5.0 %
We haven't been able to show the impact yet	32	18.6 %	± 3.7 %
Total	172	100.0 %	

Missing Cases = 116

Response Percent = 59.7 %

## 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	59	33.9 %	± 4.7 %
We have a good qualitative sense of the impact, but not a quantitative impact	84	48.3 %	± 5.3 %
We haven't been able to show the impact yet	31	17.8 %	± 3.6 %
Total	174	100.0 %	

Missing Cases = 114

Response Percent = 60.4 %

## Topic 9: Marketing Analytics

**Check all of the areas in which you are using marketing analytics to drive decision making.**

	Number	Percent	95% CI
Customer acquisition	109	37.8 %	± 5.7 %
Customer retention	87	30.2 %	± 5.4 %
Social media	79	27.4 %	± 5.2 %
Product line/assortment optimization	76	26.4 %	± 5.1 %
Branding	75	26.0 %	± 5.1 %
Pricing strategy	67	23.3 %	± 4.9 %
Promotion strategy	63	21.9 %	± 4.8 %
Marketing mix	57	19.8 %	± 4.6 %
Multichannel marketing	42	14.6 %	± 4.1 %
Recommendation engine	16	5.6 %	± 2.7 %
Total	781		

Number of Cases = 288

Number of Responses = 781

Average Number of Responses per Case = 2.7

Number of Cases with at least one Response = 172

Response Percent = 59.7 %



## Topic 9: Marketing Analytics

### What factors prevent your company from using more marketing analytics (check all that apply):

	Number	Percent	95% CI
Marketing analytics does not offer sufficient insight	63	21.9 %	± 4.8 %
Marketing analytics does not arrive when needed	57	19.8 %	± 4.6 %
Marketing analytics is overly complex	56	19.4 %	± 4.6 %
Marketing analytics are not highly relevant to our decisions	55	19.1 %	± 4.6 %
Total	231		

Number of Cases = 288

Number of Responses = 231

Average Number of Responses per Case = 0.8

Number of Cases with at least one Response = 171

Response Percent = 59.4 %

## **Topic 10: The CMO Survey Award for Marketing Excellence**

**Which company in your industry sets the standard for excellence in marketing?**

Amazon  
GEICO  
General Electric  
Google  
P&G  
Nike

**Topic 10: The CMO Survey Award for Marketing Excellence**

**Which company across all industries sets the standard for excellence in marketing?**

Apple Inc.

## Appendix: Firm-level Descriptive Information

### Which is your primary economic sector?

	Number	Percent	95% CI
B2B Product	91	31.6 %	± 5.4 %
B2B Services	113	39.2 %	± 5.7 %
B2C Product	51	17.7 %	± 4.4 %
B2C Services	33	11.5 %	± 3.7 %
Total	288	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %

## Appendix: Firm-level Descriptive Information

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

	Number	Percent	Cumulative
Less than \$25 million	124	43.1 %	43.1 %
\$26-99 million	41	14.2 %	57.3 %
\$100-499 million	38	13.2 %	70.5 %
\$500-999 million	16	5.6 %	76.0 %
\$1-2.5 billion	23	8.0 %	84.0 %
\$2.6-5 billion	14	4.9 %	88.9 %
\$5.1-9.9 billion	5	1.7 %	90.6 %
\$10-49 billion	15	5.2 %	95.8 %
\$50-100 billion	7	2.4 %	98.3 %
More than \$100+ billion	5	1.7 %	100.0 %
Total	288	100.0 %	100.0 %

Missing Cases = 0

Response Percent = 100.0 %

## Appendix: Firm-level Descriptive Information

### Which industry sector best describes your firm?

	Number	Percent	95% CI
Professional Services/Consulting	61	21.2 %	± 4.8 %
Technology [Software/Biotech]	55	19.1 %	± 4.6 %
Retail/Wholesale	33	11.5 %	± 3.7 %
Manufacturing	32	11.1 %	± 3.7 %
Banking/Finance/Insurance	31	10.8 %	± 3.6 %
Consumer Packaged Goods	18	6.3 %	± 2.8 %
Communications/Media	17	5.9 %	± 2.7 %
Health Care/Pharmaceutical	17	5.9 %	± 2.7 %
Transportation	8	2.8 %	± 1.9 %
Energy	7	2.4 %	± 1.8 %
Consumer Services	6	2.1 %	± 1.7 %
Mining/Construction	3	1.0 %	± 1.2 %
Total	288	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %