



Predicting the future of markets
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	85	30.6 %	± 5.3 %
2=No Change	97	34.9 %	± 5.5 %
1=Less	96	34.5 %	± 5.5 %
Total	278	100.0 %	

Mean = 1.96

SD = 0.81

Missing cases = 11

Response percent = 96.2 %

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 = 33

Maximum = 95

Mean = 64.38

Median = 65

Standard deviation (unbiased estimate) = 14.76

95 Percent confidence interval around the mean = 62.62 - 66.13

Valid cases =271

Missing cases =18

Response percent = 93.8%

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	150	54.9 %	± 5.8 %
2=No Change	74	27.1 %	± 5.1 %
1=Less	49	17.9 %	± 4.4 %
Total	273	100.0 %	

Mean = 2.37

SD = 0.77

Missing cases = 16

Response percent = 94.5 %

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 = 33

Maximum = 100

Mean = 72.21

Median = 75

Standard deviation (unbiased estimate) = 17.71

95 Percent confidence interval around the mean = 70.10 - 74.31

Valid cases = 272

Missing cases = 17

Response percent = 94.1%

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=258)

	1st Priority	2nd Priority	3rd Priority
Low Price	37 14.3%	29 11.2%	41 15.9%
Superior Product Quality	74 28.7%	59 22.9%	44 17.1%
Superior Innovation	33 12.8%	40 15.5%	46 17.8%
Excellent Service	69 26.7%	78 30.2%	58 22.5%
Trusting Relationship	45 17.4%	52 20.2%	69 26.7%

Topic 1: Marketplace Dynamics - Customers

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

(N=289)

	Mean & SD	Increase +1	No Change 0	Decrease -1
Customer's purchase volume	0.49 0.68	153 59.3%	78 30.2%	27 10.5%
Customer's price per unit	0.02 0.72	68 26.4%	126 48.8%	64 24.8%
Customer will buy related products/ services from my firm	0.55 0.57	152 59.4%	94 36.7%	10 3.9%
My firm's ability to retain current customers	0.46 0.66	142 55.5%	91 35.5%	23 9.0%
The entry of new customers into this market	0.40 0.64	124 48.2%	111 43.2%	22 8.6%
My firm's ability to acquire new customers	0.64 0.62	182 71.9%	52 20.6%	19 7.5%

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	56.2	25.1	52.6 - 59.8	60	0	100	188
Existing products or services in new markets	14.5	14.7	12.4 - 16.6	10	0	100	188
New products or services in existing markets	21.0	18.3	18.4 - 23.6	20	0	90	188
New products or services in new markets	8.3	14.6	6.2 - 10.4	5	0	100	188

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	50.1	25.2	46.5 - 53.8	50	0	100	185
Existing products or services in new markets	16.3	14.9	14.1 - 18.4	15	0	75	185
New products or services in existing markets	22.8	18.1	20.2 - 25.4	20	0	100	185
New products or services in new markets	10.8	13.8	8.8 - 12.8	5	0	100	185

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	19.3	9.1 - 13.6	1	0	63	282
What % of your firm's sales is domestic?	83.0	20.3	80.2 - 85.9	90	36	100	199

Topic 2: Growth Strategies

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

	Number	Percent	95% CI
Western Europe	32	33.3 %	± 9.6 %
Canada	15	15.6 %	± 7.4 %
China	12	12.5 %	± 6.7 %
Japan	9	9.4 %	± 5.9 %
Mexico	6	6.3 %	± 4.9 %
Northern Europe	5	5.2 %	± 4.5 %
Middle East	3	3.1 %	± 3.6 %
Brazil	2	2.1 %	± 2.9 %
Australia/New Zealand	2	2.1 %	± 2.9 %
Russia	2	2.1 %	± 2.9 %
Central America	2	2.1 %	± 2.9 %
Indonesia and Southeast Asia	2	2.1 %	± 2.9 %
South American countries besides Brazil	1	1.0 %	± 2.1 %
Eastern Europe	1	1.0 %	± 2.1 %
South Africa	1	1.0 %	± 2.1 %
Korea	1	1.0 %	± 2.1 %
Total	96	100.0 %	

Missing cases = 0

Response percent = 100.0 %

Topic 2: Growth Strategies

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

	Number	Percent	95% CI
Western Europe	20	18.7 %	± 6.3 %
China	11	10.3 %	± 4.8 %
Canada	9	8.4 %	± 4.4 %
South American countries besides Brazil	8	7.5 %	± 4.2 %
Mexico	7	6.5 %	± 3.9 %
Middle East	7	6.5 %	± 3.9 %
Eastern Europe	7	6.5 %	± 3.9 %
India	6	5.6 %	± 3.6 %
Brazil	6	5.6 %	± 3.6 %
Australia/New Zealand	4	3.7 %	± 3.0 %
South Africa	4	3.7 %	± 3.0 %
Russia	3	2.8 %	± 2.6 %
Central America	3	2.8 %	± 2.6 %
Indonesia and Southeast Asia	3	2.8 %	± 2.6 %
Northern Europe	3	2.8 %	± 2.6 %
Korea	2	1.9 %	± 2.1 %
Taiwan	2	1.9 %	± 2.1 %
Japan	2	1.9 %	± 2.1 %
Total	107	100.0 %	

Missing cases = 24

Response percent = 81.7 %

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	6.9	17.0	4.4 - 9.4	5	-50	81.3	175
Digital marketing spending	13.2	20.9	10.1 - 16.3	10	-50	87.6	172
Traditional advertising spending	-3.2	16.8	-5.8 - -0.6	0	-72	69.2	162
Brand building	5.0	16.2	2.5 - 7.4	0	-62	75.4	165
Customer relationship management	7.1	13.5	5.0 - 9.2	2	-30	62.5	165

Topic 3: Marketing Spending

Marketing expenses in your company include the following (check all that apply):

	Number	Percent	95% CI
Direct expenses of marketing activities	178	61.6 %	± 5.7 %
Social media	149	51.6 %	± 5.8 %
Marketing analytics	143	49.5 %	± 5.8 %
Other overhead costs associated with marketing	132	45.7 %	± 5.8 %
Marketing research	126	43.6 %	± 5.8 %
Marketing employees	125	43.3 %	± 5.8 %
Marketing training	97	33.6 %	± 5.5 %
Sales employees	36	12.5 %	± 3.8 %
Total	986		

Number of cases = 289

Number of responses = 986

Average number of responses per case = 3.4

Number of cases With at least one response = 186

Response percent = 64.4 %

Topic 3: Marketing Spending

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

Minimum = 0

Maximum = 41

Mean = 12.11

Median = 10

Standard deviation (unbiased estimate) = 10.76

95 Percent confidence interval around the mean = 10.48 - 13.74

Valid cases = 167

Missing cases = 121

Response percent = 58.0%

Topic 3: Marketing Spending

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

Percent of revenues

Minimum = 0

Maximum = 38

Mean = 8.43

Median = 5

Standard deviation (unbiased estimate) = 10.20

95 Percent confidence interval around the mean = 6.90 - 9.96

Valid cases = 168

Missing cases = 118

Response percent = 58.7%

Topic 3: Marketing Spending

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

Minimum = 25

Maximum = 100

Mean = 79.06

Median = 90

Standard deviation (unbiased estimate) = 24.70

95 Percent confidence interval around the mean = 74.86 - 83.26

Valid cases = 133

Missing cases = 156

Response percent = 46.0%

Topic 4: Financial and Marketing Performance

Rate your company's financial and marketing performance during the last 12 months

(N=289)

	Mean & SD	-10%	-7%	-5%	-3%	-1%	0	+1%	+3%	+5%	+7%	+10%
Market share	2.58 4.15	3 1.8%	1 0.6%	5 2.9%	7 4.1%	9 5.3%	29 17.1%	27 15.9%	31 18.2%	28 16.5%	10 5.9%	20 11.8%
Sales Revenue	3.77 5.96	13 7.6%	0 0.0%	6 3.5%	6 3.5%	6 3.5%	18 10.6%	11 6.5%	21 12.4%	17 10.0%	18 10.6%	54 31.8%
Marketing ROI	2.81 4.48	5 3.0%	1 0.6%	2 1.2%	4 2.4%	3 1.8%	46 27.5%	17 10.2%	34 20.4%	18 10.8%	9 5.4%	28 16.8%
Profits	2.93 5.47	12 7.1%	0 0.0%	7 4.1%	4 2.4%	6 3.6%	28 16.6%	10 5.9%	26 15.4%	27 16.0%	15 8.9%	34 20.1%
Customer acquisition	3.48 4.20	2 1.2%	0 0.0%	2 1.2%	10 6.0%	1 0.6%	22 13.1%	30 17.9%	35 20.8%	24 14.3%	10 6.0%	32 19.0%
Customer retention	1.54 4.27	3 1.8%	1 0.6%	9 5.4%	10 6.0%	10 6.0%	56 33.3%	22 13.1%	17 10.1%	16 9.5%	4 2.4%	20 11.9%
Brand value	3.28 4.05	1 0.6%	1 0.6%	2 1.2%	3 1.8%	3 1.8%	49 29.3%	19 11.4%	19 11.4%	32 19.2%	10 6.0%	28 16.8%

Topic 4: Financial and Marketing Performance

Rate your company on each marketing knowledge metric during the last 12 months.

(N=289)

	Mean & SD	Excellent 5	Good 4	Average 3	Fair 2	Poor 1
Sharing valuable marketing knowledge	3.32 1.05	18 10.6%	62 36.5%	59 34.7%	18 10.6%	13 7.6%
Developing and using customer insights	3.25 1.09	14 8.2%	68 39.8%	53 31.0%	18 10.5%	18 10.5%

Topic 4: Financial and Marketing Performance

Rate your company on each societal metric during the last 12 months.

(N=289)

	Mean & SD	Excellent 5	Good 4	Average 3	Fair 2	Poor 1
Minimizing the impact of marketing on the ecological environment	3.10 1.26	19 15.8%	25 20.8%	44 36.7%	13 10.8%	19 15.8%
Marketing that is beneficial for society	3.05 1.20	20 13.3%	33 22.0%	49 32.7%	30 20.0%	18 12.0%

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	15	8.4 %	± 2.6 %
6=A leader but not one of the best	23	12.9 %	± 3.2 %
5=Strong	54	30.3 %	± 4.5 %
4=Good	46	25.8 %	± 4.3 %
3=Fair	28	15.7 %	± 3.4 %
2=Weak	9	5.1 %	± 2.0 %
1=Very weak	3	1.7 %	± 1.2 %
Total	178	100.0 %	

Mean = 4.51

SD = 1.36

Missing cases = 111

Response percent = 61.6 %

Topic 5: Social Media Marketing**What percent of your marketing budget do you spend on social media?**

	Mean	SD	95% CI	Median	Total
Currently?	10.6	12.2	9.1 - 12.2	5	234
In the next 12 months?	13.2	13.9	11.4 - 15.0	10	234
In five years?	20.9	17.3	18.6 - 23.1	15	231

Topic 5: Social Media Marketing

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

	Number	Percent	Cumulative
7=Very Effectively	22	9.4 %	9.4 %
6=	31	13.2 %	22.6 %
5=	63	26.8 %	49.4 %
4=	46	19.6 %	68.9 %
3=	24	10.2 %	79.1 %
2=	22	9.4 %	88.5 %
1=Not At All Effectively	27	11.5 %	100.0 %
Total	235	100.0 %	100.0 %

Mean = 4.18

SD = 1.77

Missing cases = 54

Response percent = 81.3 %

Topic 5: Social Media Marketing

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

	Number	Percent	95% CI
1=Not At All Effectively	30	13.0 %	± 3.5 %
2=	46	19.9 %	± 4.3 %
3=	52	22.5 %	± 4.5 %
4=	41	17.7 %	± 4.1 %
5=	33	14.3 %	± 3.7 %
6=	21	9.1 %	± 3.0 %
7=Very Effectively	8	3.5 %	± 1.9 %
Total	231	100.0 %	

Mean = 3.42

SD = 1.64

Missing cases = 58

Response percent = 79.9 %

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

	Mean	SD	95% CI	Median	Total
Percent of social media activities performed by outside agencies?	20.0	30.1	16.2 - 23.9	0	232

Topic 5: Social Media Marketing**Which best describes how you show the impact of social media on your business?**

	Number	Percent	95% CI
We have proven the impact quantitatively	27	11.5 %	± 3.4 %
We have a good qualitative sense of the impact, but not a quantitative impact	95	40.6 %	± 5.5 %
We haven't been able to show the impact yet	112	47.9 %	± 5.7 %
Total	234	100.0 %	

Missing cases = 55

Response percent = 81.0 %

Topic 5: Social Media Marketing

To what degree has the use of social media contributed to your company's performance?

(N=289)

	Mean & SD	Not At All	1	2	3	4	5	6	Very Highly 7
To what degree has the use of social media contributed to your company's performance?	3.17 1.67	43 18.3%	51 21.7%	55 23.4%	27 11.5%	35 14.9%	16 6.8%	8 3.4%	

Topic 5: Social Media Marketing

Check all of the areas your company will invest in social media in the next year.

	Number	Percent	95% CI
Content creation	181	62.6 %	± 5.6 %
Analytics	126	43.6 %	± 5.8 %
Social listening	120	41.5 %	± 5.7 %
Campaign optimization	120	41.5 %	± 5.7 %
Community engagement	117	40.5 %	± 5.7 %
Customer care	89	30.8 %	± 5.4 %
New technology	77	26.6 %	± 5.1 %
Employee engagement	75	26.0 %	± 5.1 %
Crisis monitoring and communication	68	23.5 %	± 4.9 %
Talent acquisition	62	21.5 %	± 4.8 %
Training employees	54	18.7 %	± 4.5 %
Developing new products	45	15.6 %	± 4.2 %
Total	1134		

Number of cases = 289

Number of responses = 1134

Average number of responses per case = 3.9

Number of cases with at least one response = 226

Response percent = 78.2 %

Topic 6: Mobile Marketing

Marketing budget spent on mobile activities

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
What percent of your marketing budget do you currently spend on mobile activities?	5.9	7.6	4.9 - 6.9	3	0	24	227
What percent will you spend on mobile activities in three years?	14.6	14.7	12.7 - 16.5	10	0	48	226

Topic 6: Mobile Marketing

Rate how well mobile marketing activities have performed in the following areas:

(N=289)

	Mean & SD	Poorly							Excellent
		1	2	3	4	5	6	7	
Customer acquisition	2.92 1.71	55 28.8%	38 19.9%	26 13.6%	30 15.7%	27 14.1%	11 5.8%	4 2.1%	
Customer engagement	3.46 1.79	41 21.5%	23 12.0%	28 14.7%	38 19.9%	34 17.8%	21 11.0%	6 3.1%	
Customer retention	3.14 1.68	47 24.9%	27 14.3%	31 16.4%	41 21.7%	27 14.3%	12 6.3%	4 2.1%	
Delivering your brand message	3.44 1.81	43 22.8%	24 12.7%	21 11.1%	45 23.8%	25 13.2%	26 13.8%	5 2.6%	
Sales	2.90 1.62	55 29.1%	28 14.8%	33 17.5%	40 21.2%	21 11.1%	10 5.3%	2 1.1%	
Profits	2.74 1.54	56 30.3%	34 18.4%	31 16.8%	40 21.6%	15 8.1%	8 4.3%	1 0.5%	

Topic 6: Mobile Marketing

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

(N=289)

	Mean & SD	Not At All	1	2	3	4	5	6	Very Highly 7
To what degree has the use of mobile marketing contributed to your company's performance?	2.39 1.51	88 40.2%	48 21.9%	26 11.9%	30 13.7%	21 9.6%	5 2.3%	1 0.5%	

Topic 7: 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 = -35

Maximum = 48

Mean = 5.06

Median = 0

Standard deviation (unbiased estimate) = 13.36

95 Percent confidence interval around the mean = 3.03 - 7.09

Valid cases =79

Missing cases =122

Response percent = 39.3%

Topic 7: Marketing Jobs**By what percentage will your firm's outsourcing of marketing activities change in the next year?**

Minimum = -20

Maximum = 24

Mean = 1.60

Median = 0

Standard deviation (unbiased estimate) = 8.13

95 Percent confidence interval around the mean = 0.37 - 2.84

Valid cases = 76

Missing cases = 122

Response percent = 38.4%

Topic 7: 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?	4935	15111	2643 - 7227	250	1	80799	167
How many marketing (non-sales) employees are in your firm?	88	344	36 - 141	7	0	2308	165

Topic 8: 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	14	8.3 %	± 2.5 %
Sales is within the marketing function	14	8.3 %	± 2.5 %
Sales and marketing work together on an equal level	114	67.9 %	± 5.7 %
We don't have a sales function	20	11.9 %	± 3.0 %
We have a sales function, but not a marketing function	6	3.6 %	± 1.7 %
Total	168	100.0 %	

Missing cases = 121

Response percent = 58.1 %

Topic 8: 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	113	68.1 %	± 5.7 %
Customer groups	53	31.9 %	± 4.5 %
Total	166	100.0 %	

Missing cases = 123

Response percent = 57.4 %

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Number	Percent	95% CI
Brand	147	87.5 %	± 5.1 %
Social media	141	83.9 %	± 5.6 %
Advertising	138	82.1 %	± 5.9 %
Marketing analytics	133	79.2 %	± 6.2 %
Promotion	128	76.2 %	± 6.5 %
Positioning	127	75.6 %	± 6.6 %
Marketing research	118	70.2 %	± 7.0 %
Public relations	109	64.9 %	± 7.3 %
Lead generation	105	62.5 %	± 7.4 %
Competitive intelligence	95	56.5 %	± 7.6 %
Market entry strategies	78	46.4 %	± 7.6 %
Customer relationship management	63	37.5 %	± 7.4 %
New products	61	36.3 %	± 7.4 %
Pricing	54	32.1 %	± 7.1 %
Market selection	50	29.8 %	± 7.0 %
Innovation	48	28.6 %	± 6.9 %
Sales	42	25.0 %	± 6.6 %
Customer service	29	17.3 %	± 5.8 %
Distribution	16	9.5 %	± 4.5 %
<u>Stock market performance</u>	3	1.8 %	± 2.0 %
Total	1685		

Number of cases = 168

Number of responses = 1685

Average number of responses per case = 10.0

Number of cases With at least one response = 168

Response percent = 100.0 %

Topic 9: Marketing Leadership**How many direct reports and indirect reports do you have?**

	Median	Mean	SD	Minimum	Maximum	Range	Total
How many direct reports do you have?	4.50	6.62	11.18	0	101	101	166
How many indirect reports (dotted-line) reports do you have?	4	13.86	23.59	0	104	104	153

Topic 9: 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	5.65	4.80	0	17	172
In any role?	7	9.65	8.09	0	27	163

Topic 10: Marketing Analytics**What percent of your marketing budget...**

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
...do you currently spend on marketing analytics?	6.7	7.3	5.7 - 7.7	5	0	27	212
...will you spend in on marketing analytics the next three years?	11.1	9.4	9.9 - 12.4	10	0	37	212

Topic 10: 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	28	13.2 %	± 3.4 %
2=	33	15.6 %	± 3.7 %
3=	26	12.3 %	± 3.3 %
4=	36	17.0 %	± 3.8 %
5=	54	25.5 %	± 4.5 %
6=	24	11.3 %	± 3.2 %
7=Very Highly	11	5.2 %	± 2.2 %
Total	212	100.0 %	

Mean = 3.81

SD = 1.76

Missing cases = 77

Response percent = 73.4 %

Topic 10: Marketing Analytics

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

Minimum = 0

Maximum = 98

Mean = 35.25

Median = 25

Variance (Unbiased Estimate) = 998.92

Standard deviation (unbiased estimate) = 31.61

Standard Error Of The Mean = 2.19

95 Percent confidence interval around the mean = 30.97 - 39.54

99 Percent confidence interval around the mean = 29.62 - 40.88

4 Groups

1 = 5

2 = 25

3 = 50

Valid cases = 177

Missing cases = 80

Response percent = 68.9%

Topic 10: 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	134	46.4 %	± 5.8 %
Customer acquisition	126	43.6 %	± 5.8 %
Customer retention	110	38.1 %	± 5.6 %
Digital marketing	106	36.7 %	± 5.6 %
Segmentation	92	31.8 %	± 5.4 %
Marketing mix	91	31.5 %	± 5.4 %
Branding	89	30.8 %	± 5.4 %
Social media	85	29.4 %	± 5.3 %
Promotion strategy	83	28.7 %	± 5.3 %
Sales strategy	80	27.7 %	± 5.2 %
New product or service development	73	25.3 %	± 5.1 %
Customer service	69	23.9 %	± 5.0 %
Product or service strategy	63	21.8 %	± 4.8 %
Pricing strategy	62	21.5 %	± 4.8 %
Multichannel marketing	60	20.8 %	± 4.7 %
Total	1323		

Number of cases = 289

Number of responses = 1323

Average number of responses per case = 4.6

Number of cases With at least one response = 195

Response percent = 67.5 %

Topic 10: 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	61	36.7 %	± 4.8 %
We have a good qualitative sense of the impact, but not a quantitative impact	77	46.4 %	± 5.1 %
We haven't been able to show the impact yet	28	16.9 %	± 3.4 %
Total	166	100.0 %	

Missing cases = 123

Response percent = 57.4 %

Topic 10: 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	51	30.7 %	± 4.4 %
We have a good qualitative sense of the impact, but not a quantitative impact	84	50.6 %	± 5.3 %
We haven't been able to show the impact yet	31	18.7 %	± 3.6 %
Total	166	100.0 %	

Missing cases = 123

Response percent = 57.4 %

Topic 11: The CMO Survey Award for Marketing Excellence

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

Apple Inc.

Topic 11: The CMO Survey Award for Marketing Excellence

Which company in your industry sets the standard for excellence in marketing? Industry-specific winners in alphabetical order

The Coca-Cola Company
General Electric
Google Inc.
Nike
Salesforce.com
Starbucks

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

	Number	Percent	95% CI
B2B - Product	92	31.8 %	± 5.4 %
B2B - Services	118	40.8 %	± 5.7 %
B2C - Product	37	12.8 %	± 3.9 %
B2C - Services	42	14.5 %	± 4.1 %
Total	289	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	52	18.2 %	± 4.5 %
Manufacturing	48	16.8 %	± 4.3 %
Technology [Software/Biotech]	48	16.8 %	± 4.3 %
Health Care/Pharmaceutical	29	10.1 %	± 3.5 %
Communications/Media	23	8.0 %	± 3.1 %
Retail/Wholesale	22	7.7 %	± 3.1 %
Banking/Finance/Insurance	18	6.3 %	± 2.8 %
Consumer Packaged Goods	13	4.5 %	± 2.4 %
Transportation	9	3.1 %	± 2.0 %
Education	9	3.1 %	± 2.0 %
Energy	6	2.1 %	± 1.7 %
Consumer Services	6	2.1 %	± 1.7 %
Mining/Construction	3	1.0 %	± 1.2 %
Total	286	100.0 %	

Missing cases = 3

Response percent = 99.0 %