

The **CMO** Survey[®] 

Managing Brand, Growth, and Metrics

Topline Report
March 2023

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ASSOCIATION

Leadership, Spending, and Metrics

Marketing's role has expanded over the last three years. While brand, advertising, and digital marketing are the function's top three responsibilities, marketing has also deepened its responsibilities in key strategic areas such as marketing analytics, revenue growth, innovation, and market entry.

Marketing budget as a percentage of company budget dropped to 12.3%, near pre-Covid levels. However, marketing budget as a percent of company revenues rose to 10.9%. Yearly growth in marketing spending slowed a notable 72% from a 10.4% increase in the last survey to just 2.9% growth over the last 12 months in this survey. While digital marketing spending also slowed, the decrease is less dramatic (45% change from 15.0% increase in marketing spending in the past survey to an 8.2% increase in this survey). On average, companies spend 53.8% of marketing budgets on digital marketing.

Marketers use an array of metrics, with a set of tactical and short-term metrics measured most consistently, including sales revenues, digital/web/mobile performance, content engagement, and lead generation. Key strategic and longer-term metrics, such as brand equity value, customer insight usage, brand differentiation/willingness to pay a premium, and customer lifetime value are, on the other hand, among the least likely to be measured. Compared to two years ago, there is an increase in the use of these key strategic metrics, whereas more tactical-short term metrics show flat or weakened use. The most notable jump is a 111% increase in measurement of "brand differentiation, customer willingness to pay premium" from 4.6% in 2021 to 9.7% in this survey. However, this is still among one of the least in-use metrics in marketers' tool kits.

Managing Growth

Marketers overwhelmingly think that "having the right talent" contributes most to future organic revenue growth, with "having the right operating model" as the second most important. "Having the right technology" jumped in importance to revenue growth from 9.0% in February 2020 to 13.5% in this survey.

When pursuing growth, marketers agree that the following behaviors help: (1) Connect growth opportunities to the company position and strategy; (2) Use an integrated marketing team in which digital and nondigital work together; and (3) Offer a strong interpretation of customer insights important to the growth opportunity. In terms of areas of improvement, marketers report to be less likely to: (1) Examine other industries for actions that might inspire company growth opportunities; (2) Identify how to move the business from core strengths into adjacent digital opportunities; and (3) Use an integrated marketing team in which marketing and finance experts work together.

In terms of spending on specific growth strategies in the past 12 months, the highest percentage of spending was allocated towards low-risk market penetration strategies (57.7%), followed by 19.6% offering development, 16.3% market development, and 6.5% diversification. The exception was B2C Service companies, which increased spending on market development by 111.6% from 7.9% to 16.7% of budgets. Organic growth is projected to continue to dominate growth strategies over the next year with 71% of companies using this approach relative to partnerships (12.5%), acquisitions (11.8%), and licensing (4.7%).

Managing Brands

The majority of companies maintain a single corporate brand (51.0%) versus having a set of brands (26.3%) or a mix of both types of brands (22.7%). The majority of companies surveyed report having a "premium" brand (54.9%) relative to "standard" (19.0%), "super premium" (12.6%), "luxury" (9.1%), and "value" brands (4.3%). While most brands offer a broad range of products and services (4.5 on a 7-point scale of range) and stretch across multiple customer segments (4.5), it is far less common for brands to stretch across different price-quality tiers (3.6).

While firms spend an average of 40% of overall budget on long-term brand building and 60% on short-term performance, most firms report they would ideally spend around 50% on each category. Marketers report brand management and development capabilities are important to their company's success, but that current effectiveness levels lag.

Building a brand is not the sole responsibility of the marketing department. While marketing is reported to work best with sales/distribution (5.4 on a 7-point scale), it works least well building brand with human resources (3.5) and finance (3.6). Companies are most likely to embrace ideas that connect brands to strong customer-focused purposes (5.9 on a 7-point scale), view brands as a key intangible asset owned by the company (5.6), view the CEO and senior leaders as brand representatives (5.5), and continually invest in maintaining the brand's unique position in the marketplace (4.6).



Managing Brand, Growth, and Metrics

The 30th Edition of The CMO Survey, March 2023

Survey Sample

2747 marketing leaders at U.S. for-profit companies; 314 responded for a 11.4% response rate—97% of respondents are VP-level or above.

Survey Administration

The survey was in field from January 10-February 1, 2023. It was administered via email with follow-up reminders.

Survey Reports

- [Topline Report](#) offers an aggregate view of survey results.
- [Highlights and Insights Report](#) shares key survey metrics, trends, and insights over time.
- [Firm and Industry Breakout Report](#) offers survey results by sectors, headcount, and sales.

Overview of The CMO Survey[®]

Mission: To collect and disseminate the opinions of marketing leaders in order to predict the future of markets, track marketing excellence, and improve the value of marketing in organizations and society.

Administration: Founded in August 2008, The CMO Survey is administered twice a year. Questions repeat to observe trends over time and new questions are added to tap into marketing trends. The survey is an objective source of information about marketing and a non-commercial service dedicated to improving the field of marketing.

Sponsors: Deloitte LLP, Duke University's Fuqua School of Business and the American Marketing Association. Sponsors support The CMO Survey with intellectual and financial resources. Survey data and participant lists are held in confidence and not shared with survey sponsors or any other parties.

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 **Topic 1: Macroeconomic Forecasts**

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

	Number	Percent	95% CI
3=More	89	30.1 %	± 5.0 %
2=No Change	86	29.1 %	± 5.0 %
1=Less	121	40.9 %	± 5.4 %
Total	296	100.0%	

Mean = 1.89

SD = 0.84

Missing Cases = 18

Response Percent = 94.3 %



Topic 1: Macroeconomic Forecasts

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

Minimum = 19.14

Maximum = 96.48

Mean = 58.31

Median = 60

Standard Deviation (Unbiased Estimate) = 18.46

95 Percent Confidence Interval Around the Mean = 56.20 - 60.42

Valid Cases = 294

Missing Cases = 20


Response Percent = 93.6%


Topic 1: Macroeconomic Forecasts
Are current inflationary pressures impacting marketing spending levels in your company?

	Number	Percent	95% CI
Yes, inflationary pressures are increasing marketing spending levels	49	16.6 %	± 4.0 %
Yes, inflationary pressures are decreasing marketing spending levels	154	52.0 %	± 5.6 %
No	93	31.4 %	± 5.1 %
Total	296	100.0%	

Missing Cases = 18

Response Percent = 94.3 %


Topic 2: Customer Behavior and Channels

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

	Mean & SD	1st Priority	2nd Priority	3rd Priority	Total
Low price	2.00 0.86	55 18.9%	39 13.4%	55 18.9%	149 51.2%
Superior product quality	1.70 0.78	94 32.3%	58 19.9%	37 12.7%	189 64.9%
Superior innovation	2.02 0.73	16 5.5%	30 10.3%	17 5.8%	63 21.6%
Excellent service	2.11 0.77	40 13.7%	65 22.3%	58 19.9%	163 56.0%
Trusting relationship	2.03 0.81	45 15.5%	49 16.8%	49 16.8%	143 49.1%
Customer experience	2.13 0.81	36 12.4%	44 15.1%	53 18.2%	133 45.7%
Creating a positive impact on the world	2.52 0.76	5 1.7%	6 2.1%	22 7.6%	33 11.3%


 **Topic 2: Customer Behavior and Channels**

Will you use a channel or go directly to market?

	Number	Percent	95% CI
Uses channel partners	198	63.1 %	± 5.4 %
Does not use channel partners	116	36.9 %	± 5.4 %
Total	314	100.0%	

Missing Cases = 0

Response Percent = 100.0%


Topic 2: Customer Behavior and Channels
Which statements reflect how your channel strategy has changed over the last three years?

	Number	Percent	95% CI
We increased the number of channels we use	128	61.2 %	± 6.7 %
We have returned to our pre- Covid face-to-face channels	119	56.9 %	± 6.8 %
We are using our social channels to sell products and services	94	45.0 %	± 6.8 %
We are opening new face-to-face channels	59	28.2 %	± 6.2 %
We added a direct-to-consumer/customer channel of any type	50	23.9 %	± 5.8 %
Our former face-to-face channels have all become digital	14	6.7 %	± 3.4 %
We have integrated gaming into our channels to sell	10	4.8 %	± 2.9 %
Total	474		

Number of Cases = 209

Number of Responses = 474

Average Number of Responses Per Case = 2.3

Number of Cases with at Least One Response = 209

Response Percent = 100.0%



Topic 3: Marketing Spending

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

Minimum = 0.00

Maximum = 38.57

Mean = 12.30

Median = 10

Standard Deviation (Unbiased Estimate) = 10.96

95 Percent Confidence Interval Around the Mean = 10.70 - 13.89

Valid Cases = 181

Missing Cases = 133

Response Percent = 57.6%



Topic 3: Marketing Spending

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

Minimum = 0

Maximum = 51.16

Mean = 10.89

Median = 5

Standard Deviation (Unbiased Estimate) = 14.39

95 Percent Confidence Interval Around the Mean = 8.79 - 12.98

Valid Cases = 181

Missing Cases = 133

Response Percent = 57.6%

 **Topic 3: Marketing Spending**

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

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Overall marketing spending	2.88	17.81	0.37 - 5.38	0	-36.11	41.61	194
Digital marketing spending	8.24	25.44	4.65 - 11.82	5	-100	100	193

 **Topic 3: Marketing Spending**

What percent of your marketing budget does your company currently spend on digital and non-digital marketing activities?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
% digital	53.8	29.1	49.6 - 57.9	60	0	100	192
% non-digital	46.2	29.1	42.1 - 50.4	40	0	100	192



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
Digital marketing spending	8.80	15.06	6.60 - 11.00	5	-27.51	46.01	180
New product introductions	6.00	9.53	4.55 - 7.44	0	-16.87	30.14	167
Overall marketing spending	5.66	14.94	3.49 - 7.84	5	-28.82	41.07	181
Brand building	5.45	14.45	3.31 - 7.60	5	-37.97	46.83	174
Customer relationship management	4.91	7.85	3.71 - 6.10	0	-10	25.63	165
Customer experience spending	4.10	6.71	3.07 - 5.13	0	-13.03	22.33	163
New service introductions	2.85	5.63	1.99 - 3.71	0	-11.06	17.74	165
Traditional advertising spending	-2.56	14.19	-4.66 - -0.46	0	-45.21	38.05	176

 **Topic 4: Managing Brand**

What type of brand does your company have?

	Number	Percent	95% CI
Mainly a single corporate brand only	130	51.0 %	± 5.5 %
A set of brands that represent different offerings and/or divisions	67	26.3 %	± 4.6 %
A mix of both types of brands	58	22.7 %	± 4.3 %
Total	255	100.0%	

Missing Cases = 59

Response Percent = 81.2 %

 **Topic 4: Managing Brand**

Which level of the market best describes this brand?

	Number	Percent	95% CI
Luxury	11	4.3 %	± 2.0 %
Super premium	32	12.6 %	± 3.4 %
Premium	139	54.9 %	± 5.5 %
Standard	48	19.0 %	± 4.0 %
Value	23	9.1 %	± 2.9 %
Total	253	100.0%	

Missing Cases = 61
 Response Percent = 80.6 %

 **Topic 4: Managing Brand**

Rate how well marketing works with different functions to build the brand

	Mean	1=Very narrow range	2	3	4	5	6	7=Very broad range	Total
How broad is the range of distinct types of offerings (products or services) you sell under this brand name?	4.45	20 7.9%	33 13.1%	36 14.3%	31 12.3%	39 15.5%	43 17.1%	50 19.8%	252 100.0%
How far is this brand stretched across different customer segments?	4.49	17 6.7%	22 8.7%	44 17.5%	36 14.3%	47 18.7%	42 16.7%	44 17.5%	252 100.0%
How far is this brand stretched across different price-quality levels?	3.63	32 12.7%	60 23.8%	39 15.5%	34 13.5%	38 15.1%	23 9.1%	26 10.3%	252 100.0%

 **Topic 4: Managing Brand**

Indicate the percentage of your overall budget spent on long-term brand building relative to short-term performance: Current

	Number	Percent	95% CI
0%	7	2.8 %	± 1.6 %
10%	35	14.2 %	± 3.5 %
20%	40	16.3 %	± 3.7 %
30%	40	16.3 %	± 3.7 %
40%	25	10.2 %	± 3.0 %
50%	35	14.2 %	± 3.5 %
60%	19	7.7 %	± 2.7 %
70%	18	7.3 %	± 2.6 %
80%	11	4.5 %	± 2.0 %
90%	12	4.9 %	± 2.1 %
100%	4	1.6 %	± 1.3 %
Total	246	100.0%	

Mean = 40.08

SD = 24.91

Missing Cases = 68

Response Percent = 78.3 %

 **Topic 4: Managing Brand**

Indicate the percentage of your overall budget spent on long-term brand building relative to short-term performance: Ideal

	Number	Percent	95% CI
0%	1	0.4 %	± 0.6 %
10%	3	1.2 %	± 1.1 %
20%	12	4.8 %	± 2.1 %
30%	33	13.2 %	± 3.4 %
40%	38	15.2 %	± 3.6 %
50%	76	30.4 %	± 4.8 %
60%	39	15.6 %	± 3.7 %
70%	26	10.4 %	± 3.1 %
80%	14	5.6 %	± 2.3 %
90%	3	1.2 %	± 1.1 %
100%	5	2.0 %	± 1.4 %
Total	250	100.0%	

Mean = 50.52

SD = 17.84

Missing Cases = 64

Response Percent = 79.6 %


Topic 4: Managing Brand
Rate how well marketing works with different functions to build your company's brand

	Mean	1=Very little	2	3	4	5	6	7=A great deal	Total
Marketing and sales/ distribution work closely together to build the brand	5.43	5 2.0%	10 4.0%	15 6.0%	26 10.4%	47 18.8%	81 32.4%	66 26.4%	250 100.0%
Marketing and human resources work closely together to build the brand	3.54	42 16.8%	48 19.2%	38 15.2%	34 13.6%	45 18.0%	29 11.6%	14 5.6%	250 100.0%
Marketing and operations/production work closely together to build the brand	4.43	19 7.6%	19 7.6%	35 14.1%	44 17.7%	57 22.9%	44 17.7%	31 12.4%	249 100.0%
Marketing and finance work closely together to build the brand	3.59	39 15.7%	41 16.5%	41 16.5%	46 18.5%	40 16.1%	25 10.1%	16 6.5%	248 100.0%
Marketing and IT/ digital work closely together to build the brand	4.24	31 12.5%	26 10.5%	30 12.1%	36 14.5%	49 19.8%	42 16.9%	34 13.7%	248 100.0%

 **Topic 4: Managing Brand**

Rate the importance of your brand capabilities to your company's success.

	Mean	1=Not at all important	2	3	4	5	6	7=Very important	Total
Importance of brand development capabilities to your company's success	5.52	1 0.4%	5 2.0%	11 4.4%	37 14.9%	63 25.4%	55 22.2%	76 30.6%	248 100.0%
Importance of brand management capabilities to your company's success	5.64	0 0.0%	5 2.0%	9 3.6%	24 9.7%	71 28.7%	60 24.3%	78 31.6%	247 100.0%

 **Topic 4: Managing Brand**

Rate the current effectiveness of your brand capabilities.

	Mean	1=Not at all effective	2	3	4	5	6	7=Very effective	Total
Current effectiveness of brand development capabilities	4.52	3 1.2%	18 7.2%	37 14.9%	54 21.7%	77 30.9%	45 18.1%	15 6.0%	249 100.0%
Current effectiveness of brand management capabilities	4.72	2 0.8%	14 5.7%	30 12.1%	51 20.6%	75 30.4%	58 23.5%	17 6.9%	247 100.0%


Topic 4: Managing Brand
Rate the degree to which the following ideas related to branding are embraced in your company

	Mean	1=Not at all	2	3	4	5	6	7=Very highly	Total
Brands are a key intangible asset owned by our company.	5.57	3 1.2%	10 4.0%	10 4.0%	26 10.4%	56 22.3%	62 24.7%	84 33.5%	251 100.0%
Significant long-term investments are made into developing our brand.	4.30	9 3.6%	26 10.4%	52 20.7%	53 21.1%	48 19.1%	31 12.4%	32 12.7%	251 100.0%
We continually invest in maintaining our brand's unique position in the marketplace.	4.58	5 2.0%	17 6.8%	47 18.8%	48 19.2%	57 22.8%	45 18.0%	31 12.4%	250 100.0%
Employees are evaluated and rewarded based on how well they deliver our brand promise to customers.	3.80	27 10.8%	47 18.8%	42 16.8%	41 16.4%	41 16.4%	29 11.6%	23 9.2%	250 100.0%
The delivery of our brand promise is closely coordinated with company partners.	4.18	14 5.6%	35 14.1%	33 13.3%	61 24.5%	42 16.9%	44 17.7%	20 8.0%	249 100.0%
Our CEO and senior leaders are viewed as key brand representatives.	5.47	8 3.2%	10 4.0%	16 6.4%	24 9.6%	43 17.1%	64 25.5%	86 34.3%	251 100.0%
Our brand promise has a strong customer-focused purpose.	5.88	1 0.4%	5 2.0%	10 4.0%	18 7.3%	45 18.1%	62 25.0%	107 43.1%	248 100.0%
Our brand promise has a strong planet-focused purpose.	3.52	45 18.0%	51 20.4%	38 15.2%	37 14.8%	30 12.0%	22 8.8%	27 10.8%	250 100.0%
Our brand promise has a strong employee-focused purpose.	4.47	16 6.4%	27 10.8%	40 15.9%	39 15.5%	38 15.1%	52 20.7%	39 15.5%	251 100.0%
Our brand promise has a strong social purpose.	4.11	27 10.8%	38 15.1%	32 12.7%	43 17.1%	43 17.1%	31 12.4%	37 14.7%	251 100.0%



Topic 5: Managing Growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company.

	Mean & SD	1	2	3	4	5	Total
Having the right talent	2.23 1.27	89 40.1%	48 21.6%	43 19.4%	28 12.6%	14 6.3%	222 100.0%
Having the right operating model	2.83 1.36	43 19.4%	59 26.6%	50 22.5%	32 14.4%	38 17.1%	222 100.0%
Having all stakeholders aligned	3.16 1.37	33 14.9%	44 19.8%	47 21.2%	50 22.5%	48 21.6%	222 100.0%
Having the right data	3.35 1.29	27 12.2%	32 14.4%	46 20.7%	70 31.5%	47 21.2%	222 100.0%
Having the right technology	3.42 1.45	30 13.5%	39 17.6%	36 16.2%	42 18.9%	75 33.8%	222 100.0%


Topic 5: Managing Growth
When pursuing growth opportunities, how often do the following behaviors occur in your company

	Majority of time	Minority of time	Total
Examining other industries for actions that might inspire company growth opportunities.	100 44.1%	127 55.9%	227 100.0%
Identifying how to move the business from core strengths into adjacent digital opportunities.	89 39.2%	138 60.8%	227 100.0%
Using data insights across channels	145 64.7%	79 35.3%	224 100.0%
Effectively leveraging technology to pursue growth opportunities.	136 59.9%	91 40.1%	227 100.0%
Using an integrated marketing team in which digital and nondigital work together	161 70.9%	66 29.1%	227 100.0%
Using an integrated marketing team in which marketing and finance experts work together	66 29.2%	160 70.8%	226 100.0%
Marketing offers a strong interpretation of customer insights important to the growth opportunity	153 68.0%	72 32.0%	225 100.0%
Marketing articulates how the growth opportunity connects to the company position and strategy.	169 74.4%	58 25.6%	227 100.0%
Marketing is able to connect the growth strategy to relevant customer metrics	144 63.7%	82 36.3%	226 100.0%
Marketing builds a business case for the growth strategy	145 64.4%	80 35.6%	225 100.0%


Topic 5: Managing Growth

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

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Existing products/services in existing markets	57.7	22.9	54.7 - 60.6	60	0	100	228
New products/services in existing markets	19.6	17.2	17.4 - 21.8	20	0	100	228
Existing products/services in new markets	16.3	15.6	14.3 - 18.3	10	0	80	228
New products/services in new markets	6.5	10.3	5.1 - 7.8	1	0	100	228



Topic 5: Managing Growth

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

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Growth from your firm internally	71.0	27.5	67.4 - 74.6	80	0	100	224
Growth from partnerships	12.5	17.8	10.1 - 14.8	5	0	100	224
Growth from acquisitions	11.8	19.8	9.2 - 14.4	0	0	90	224
Growth from licensing arrangements	4.7	11.9	3.2 - 6.3	0	0	100	224



Topic 5: Managing Growth

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

Minimum = 39.80

Maximum = 100

Mean = 86.95

Median = 100

Standard Deviation (Unbiased Estimate) = 19.47

95 Percent Confidence Interval Around the Mean = 84.41 - 89.48

Valid Cases = 227

Missing Cases = 87

Response Percent = 72.3%



Topic 5: Managing Growth

What % of your company's sales is domestic?

Minimum = 40.86

Maximum = 100

Mean = 84.79

Median = 94.50

Standard Deviation (Unbiased Estimate) = 19.17

95 Percent Confidence Interval Around the Mean = 82.30 - 87.29

Valid Cases = 227

Missing Cases = 87

Response Percent = 72.3%


Topic 6: Marketing Leadership
What is marketing primarily responsible for in your company?

	Number	Percent	95% CI
Brand	209	94.1 %	± 3.1 %
Advertising	205	92.3 %	± 3.5 %
Digital marketing	201	90.5 %	± 3.9 %
Social media	179	80.6 %	± 5.2 %
Promotion	173	77.9 %	± 5.5 %
Marketing analytics	171	77.0 %	± 5.6 %
Positioning	170	76.6 %	± 5.6 %
Marketing research	164	73.9 %	± 5.8 %
Public relations	157	70.7 %	± 6.0 %
Lead generation	140	63.1 %	± 6.4 %
Customer Insight	126	56.8 %	± 6.6 %
Competitive intelligence	124	55.9 %	± 6.6 %
Customer experience	103	46.4 %	± 6.6 %
Revenue Growth	92	41.4 %	± 6.5 %
Market entry strategies	82	36.9 %	± 6.4 %
e-commerce	80	36.0 %	± 6.4 %
Customer relationship management	78	35.1 %	± 6.3 %
New products or new services	69	31.1 %	± 6.1 %
Innovation	68	30.6 %	± 6.1 %
Pricing	68	30.6 %	± 6.1 %
Market selection	53	23.9 %	± 5.7 %
Sales	44	19.8 %	± 5.3 %
Talent acquisition and retention	36	16.2 %	± 4.9 %
Customer service	33	14.9 %	± 4.7 %
Sustainability	29	13.1 %	± 4.5 %
Privacy	28	12.6 %	± 4.4 %
Distribution	15	6.8 %	± 3.3 %
Stock market performance	4	1.8 %	± 1.8 %
Total	2901		

Number of Cases = 222

Number of Responses = 2901

Average Number of Responses Per Case = 13.1

Number of Cases with at Least One Response = 222

Response Percent = 100.0%


Topic 6: Marketing Leadership
From the following selections, which do you believe would be the most challenging to accomplish over the next 12 months?

	Mean & SD	Top Challenge (1)	Second Ranked (2)	Third Ranked (3)	Total
Reducing operational and/or product costs or increasing value for similar cost	1.79 0.76	41 18.8%	39 17.9%	20 9.2%	100 45.9%
Building more inclusive capabilities and/or offerings	2.44 0.89	4 1.8%	1 0.5%	11 5.0%	16 7.3%
Building more sustainable capabilities and/or offerings	2.03 0.76	9 4.1%	15 6.9%	10 4.6%	34 15.6%
Deploying brand as an enterprise-wide strategy	2.06 0.80	10 4.6%	13 6.0%	12 5.5%	35 16.1%
Expanding into new markets, segments, or geographies	1.84 0.87	45 20.6%	21 9.6%	30 13.8%	96 44.0%
Activating purpose as an enterprise-wide business strategy	2.50 0.79	3 1.4%	3 1.4%	12 5.5%	18 8.3%
Collaborating with other business functions to drive strategic initiatives (e.g., IT, supply chain, etc.)	2.06 0.76	13 6.0%	22 10.1%	16 7.3%	51 23.4%
Creating new products and services	2.22 0.77	13 6.0%	24 11.0%	27 12.4%	64 29.4%
Addressing regulatory environments (e.g., public health, climate, geopolitical, privacy, etc.)	1.81 0.86	15 6.9%	8 3.7%	9 4.1%	32 14.7%
Developing, acquiring, and retaining talent	1.97 0.85	34 15.6%	25 11.5%	31 14.2%	90 41.3%
Accelerating the move to new digital technologies/platforms	2.02 0.82	21 9.6%	22 10.1%	22 10.1%	65 29.8%
Implementing systems and/or algorithms (e.g., AI, ML) to create greater customer personalization	2.15 0.72	10 4.6%	25 11.5%	18 8.3%	53 24.3%


Topic 6: Marketing Leadership
Rate the degree to which you plan to prioritize each of these challenges over the next 12 months to drive your organization's success?

	Mean & SD	1=Not at all	2	3	4	5	6	7=A great deal	Total
Reducing operational and/or product costs or increasing value for similar cost	5.72 1.29	0 0.0%	3 3.0%	3 3.0%	11 11.1%	19 19.2%	29 29.3%	34 34.3%	99 100.0%
Building more inclusive capabilities and/or offerings	4.07 1.91	2 13.3%	2 13.3%	1 6.7%	2 13.3%	6 40.0%	0 0.0%	2 13.3%	15 100.0%
Building more sustainable capabilities and/or offerings	4.39 1.84	2 6.1%	6 18.2%	2 6.1%	5 15.2%	6 18.2%	9 27.3%	3 9.1%	33 100.0%
Deploying brand as an enterprise-wide strategy	5.31 1.69	2 5.7%	0 0.0%	3 8.6%	5 14.3%	6 17.1%	8 22.9%	11 31.4%	35 100.0%
Expanding into new markets, segments, or geographies	5.25 1.85	4 4.2%	10 10.5%	4 4.2%	7 7.4%	18 18.9%	19 20.0%	33 34.7%	95 100.0%
Activating purpose as an enterprise-wide business strategy	3.28 1.74	4 22.2%	3 16.7%	2 11.1%	4 22.2%	3 16.7%	2 11.1%	0 0.0%	18 100.0%
Collaborating with other business functions to drive strategic initiatives (e.g., IT, supply chain, etc.)	5.67 1.35	1 2.0%	0 0.0%	1 2.0%	7 13.7%	15 29.4%	7 13.7%	20 39.2%	51 100.0%
Creating new products and services	5.14 1.63	2 3.1%	2 3.1%	9 14.1%	6 9.4%	13 20.3%	17 26.6%	15 23.4%	64 100.0%
Addressing regulatory environments (e.g., public health, climate, geopolitical, privacy, etc.)	4.71 2.08	3 9.7%	3 9.7%	3 9.7%	5 16.1%	3 9.7%	5 16.1%	9 29.0%	31 100.0%
Developing, acquiring, and retaining talent	5.65 1.45	1 1.1%	2 2.2%	5 5.6%	12 13.5%	13 14.6%	22 24.7%	34 38.2%	89 100.0%
Accelerating the move to new digital technologies/platforms	5.35 1.42	1 1.6%	2 3.2%	4 6.5%	6 9.7%	17 27.4%	18 29.0%	14 22.6%	62 100.0%
Implementing systems and/or algorithms (e.g., AI, ML) to create greater customer personalization	4.85 1.82	2 3.8%	6 11.3%	5 9.4%	8 15.1%	8 15.1%	12 22.6%	12 22.6%	53 100.0%



Topic 6: Marketing Leadership

What are the biggest external challenges facing your organization over the next 12 months?

	Mean & SD	Top Challenge (1)	Second Ranked (2)	Third Ranked (3)	Total
Ideological polarization	2.63 0.62	1 0.5%	4 1.9%	11 5.3%	16 7.7%
Geopolitical instability	2.25 0.84	12 5.8%	12 5.8%	24 11.6%	48 23.2%
Natural disasters (including those related to climate)	2.15 0.90	4 1.9%	3 1.4%	6 2.9%	13 6.3%
Cyber risk	2.20 0.76	9 4.3%	18 8.7%	18 8.7%	45 21.7%
Pandemic	2.29 0.91	4 1.9%	2 1.0%	8 3.9%	14 6.8%
Financial/market instability/ inflation	1.52 0.76	111 53.6%	33 15.9%	28 13.5%	172 83.1%
Labor/skills shortage	2.04 0.71	30 14.5%	66 31.9%	35 16.9%	131 63.3%
Crises of trust (e.g., spread of misinformation)	2.44 0.62	1 0.5%	8 3.9%	9 4.3%	18 8.7%
Supply chain disruption	2.19 0.76	23 11.1%	44 21.3%	44 21.3%	111 53.6%
Changing regulations	2.23 0.80	12 5.8%	17 8.2%	24 11.6%	53 25.6%

 **Topic 6: Marketing Leadership**

Is your current CEO a former marketing leader at your or another company?

	Number	Percent	95% CI
Yes	52	23.5 %	± 4.1 %
No	169	76.5 %	± 5.6 %
Total	221	100.0%	

Missing Cases = 93

Response Percent = 70.4 %

 **Topic 6: Marketing Leadership**

How likely is the current top marketing leader in your company to become the CEO at your or another company?

	Number	Percent	95% CI
1=Not at all	58	26.1 %	± 4.3 %
2	42	18.9 %	± 3.8 %
3	23	10.4 %	± 2.9 %
4	34	15.3 %	± 3.5 %
5	30	13.5 %	± 3.3 %
6	18	8.1 %	± 2.6 %
7=Very likely	17	7.7 %	± 2.5 %
Total	222	100.0%	

Mean = 3.26

Missing Cases = 92

Response Percent = 70.7 %

 **Topic 6: Marketing Leadership**

How much time do you spend managing the present versus preparing for the future of marketing in your company?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Managing the present	69.89	15.47	67.85 - 71.92	75	10	95	222
Preparing for the future	30.11	15.47	28.08 - 32.15	25	5	90	222

 **Topic 6: Marketing Leadership**

Rate your company's ability to manage problems and turbulence:

	Mean	1=Not at all	2	3	4	5	6	7=Very highly	Total
How well prepared is your marketing organization to address problems arising in the future?	4.71	1 0.5%	11 5.0%	22 10.0%	50 22.8%	78 35.6%	47 21.5%	10 4.6%	219 100.0%
How effective is your marketing organizations at making decisions in turbulent or disruptive times?	5.18	0 0.0%	9 4.1%	20 9.1%	21 9.5%	71 32.3%	70 31.8%	29 13.2%	220 100.0%
How often does your marketing organization evaluate its approach to managing ambiguous, non-routine problems?	4.16	9 4.1%	22 10.0%	45 20.5%	53 24.2%	45 20.5%	29 13.2%	16 7.3%	219 100.0%

 **Topic 6: Marketing Leadership**

Do you believe it is appropriate for your brand to take a stance on politically-charged issues?

	Number	Percent	95% CI
Yes	64	29.1 %	± 4.5 %
No	156	70.9 %	± 5.6 %
Total	220	100.0%	

Missing Cases = 94

Response Percent = 70.1 %


Topic 6: Marketing Leadership
Which of the following reasons influenced your willingness to take a stance.

<u>Taking a stance may:</u>	<u>Number</u>	<u>Percent</u>	<u>95% CI</u>
Have a positive effect on my company's ability to attract and retain employees	52	81.3 %	± 9.8 %
Show my company cares about more than making profits	50	78.1 %	± 10.4 %
Have a positive effect on my company's ability to attract and retain customers/partners	48	75.0 %	± 10.9 %
Have a positive effect on my company's ability to stand out in the marketplace	32	50.0 %	± 12.6 %
Total	182		

Number of Cases = 64

Number of Responses = 182

Average Number of Responses Per Case = 2.8

Number of Cases with at Least One Response = 64

Response Percent = 100.0%


Topic 6: Marketing Leadership
Which of the following reasons influenced your unwillingness to take a stance.

<u>Taking a stance may:</u>	<u>Number</u>	<u>Percent</u>	<u>95% CI</u>
Have a negative effect on my company's ability to attract and retain customers/partners	93	63.7 %	± 7.9 %
Make my company stand out in the marketplace in ways that we do not want	85	58.2 %	± 8.1 %
Have a negative effect on my company's ability to attract and retain employees	56	38.4 %	± 8.0 %
Show my company is wasting resources on non-core business activities	55	37.7 %	± 8.0 %
Total	289		

Number of Cases = 146

Number of Responses = 289

Average Number of Responses Per Case = 2.0

Number of Cases with at Least One Response = 146

Response Percent = 100.0%

 **Topic 7: Social Media and Mobile Marketing**

What percent of your marketing budget do you spend on mobile activities? Now, 12 months, 5 years

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
What percent of your marketing budget do you currently spend on mobile activities?	19.04	18.72	16.48 - 21.61	10	0	61.56	205
% What percent will you spend on mobile in the next 12 months?	23.29	22.31	20.23 - 26.35	15	0	100	204
What percent will you spend on mobile activities in five years?	34.49	24.95	31.05 - 37.92	30	0	84.75	203

 **Topic 7: Social Media and Mobile Marketing**

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

	Number	Percent	95% CI
1=Not at all	51	24.5 %	± 4.1 %
2	41	19.7 %	± 3.8 %
3	23	11.1 %	± 2.9 %
4	31	14.9 %	± 3.3 %
5	36	17.3 %	± 3.6 %
6	17	8.2 %	± 2.5 %
7=Very highly	9	4.3 %	± 1.9 %
Total	208	100.0%	

Mean = 3.23

SD = 1.85

Missing Cases = 106

Response Percent = 66.2 %

 **Topic 7: Social Media and Mobile Marketing**

What percent of your marketing budget do you spend on social media? Now, 12 months, 5 years

	Mean	SD	95% CI	Median	Total
...of your marketing budget do you currently spend on social media?	16.97	14.77	14.96 - 18.98	10	208
...will you spend in the next 12 months?	20.34	16.39	18.11 - 22.57	15	208
...your company's social media activities are currently performed by outside agencies	26.44	18.44	23.93 - 28.95	20	207

 **Topic 7: Social Media and Mobile Marketing**

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

	Number	Percent	95% CI
1=Not At All	16	7.6 %	± 2.5 %
2	49	23.2 %	± 4.0 %
3	29	13.7 %	± 3.2 %
4	41	19.4 %	± 3.8 %
5	40	19.0 %	± 3.7 %
6	23	10.9 %	± 2.9 %
7=Very Highly	13	6.2 %	± 2.2 %
Total	211	100.0%	

Mean = 3.76

SD = 1.70

Missing Cases = 103

Response Percent = 67.2 %


Topic 7: Social Media and Mobile Marketing
How does your company use social media? (Check all that apply)

	Number	Percent	95% CI
Brand awareness and brand-building	196	92.9 %	± 3.5 %
Brand promotions, such as contests, coupons	151	71.6 %	± 6.1 %
Acquiring new customers	146	69.2 %	± 6.3 %
Introducing new products and services	135	64.0 %	± 6.5 %
Retaining current customers	126	59.7 %	± 6.7 %
Improving employee engagement	86	40.8 %	± 6.7 %
Marketing research	60	28.4 %	± 6.1 %
Improving customer service	57	27.0 %	± 6.0 %
Identifying new customer segments we currently don't target	39	18.5 %	± 5.3 %
Identifying new product and service opportunities	25	11.8 %	± 4.4 %
<u>Improving current products or services</u>	20	9.5 %	± 4.0 %
Total	1041		


Number of Cases = 211

Number of Responses = 1041

Average Number of Responses Per Case = 4.9

Number of Cases with at Least One Response = 211

Response Percent = 100.0%

 **Topic 8: Marketing Jobs**

By what percent has the size of your marketing organization grown or shrunk over the last year?

Minimum = -75

Maximum = 100

Mean = 3.41

Median = 0

Standard Deviation (Unbiased Estimate) = 21.29

95 Percent Confidence Interval Around the Mean = 0.56 - 6.26

Valid Cases = 214

Missing Cases = 100

Response Percent = 68.2%



Topic 8: Marketing Jobs

Compared to the number of marketing hires last year, by what percentage will your company's marketing hires change in the next year?

Minimum = -30.21

Maximum = 39.04

Mean = 3.94

Median = 0


Standard Deviation (Unbiased Estimate) = 11.52

95 Percent Confidence Interval Around the Mean = 2.40 - 5.49

Valid Cases = 214

Missing Cases = 100

Response Percent = 68.2%

 **Topic 8: Marketing Jobs**

What percent of your marketing organization is working from home...?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
All the time	39.25	40.48	33.83 - 44.68	20	0	100	214
Some the time	57.31	42.37	51.60 - 63.03	72.50	0	100	211


Topic 9: Marketing Metrics and Performance
How consistently do you measure the following components of marketing?

	Almost never	Ad hoc / when needed	Annually or semi-annually	Quarterly or monthly	Always / consistently	Total
Sales, revenues	3 1.5%	10 5.1%	6 3.1%	40 20.4%	137 69.9%	196 100.0%
Customer churn, retention rate, loyalty	12 6.1%	29 14.8%	41 20.9%	58 29.6%	56 28.6%	196 100.0%
Customer lifetime value (CLV), customer profitability	39 19.7%	54 27.3%	40 20.2%	41 20.7%	24 12.1%	198 100.0%
Brand awareness	21 10.6%	52 26.1%	68 34.2%	33 16.6%	25 12.6%	199 100.0%
Brand differentiation, customer willingness to pay price premium	34 17.3%	57 29.1%	51 26.0%	35 17.9%	19 9.7%	196 100.0%
Brand equity value	53 27.0%	63 32.1%	48 24.5%	19 9.7%	13 6.6%	196 100.0%
Customer experience	17 8.6%	42 21.2%	37 18.7%	55 27.8%	47 23.7%	198 100.0%
Net Promoter Score (NPS), willingness to recommend	47 23.9%	18 9.1%	39 19.8%	52 26.4%	41 20.8%	197 100.0%
Digital/web/mobile performance	8 4.0%	12 6.1%	15 7.6%	53 26.8%	110 55.6%	198 100.0%
Content engagement	10 5.1%	25 12.6%	11 5.6%	66 33.3%	86 43.4%	198 100.0%
Campaign costs, efficiency, e.g., production, content reuse	7 3.5%	32 16.2%	24 12.1%	66 33.3%	69 34.8%	198 100.0%
Campaign effectiveness (e.g., GRPs, reach, frequency)	14 7.1%	27 13.8%	15 7.7%	72 36.7%	68 34.7%	196 100.0%
Lead generation	18 9.2%	23 11.7%	22 11.2%	54 27.6%	79 40.3%	196 100.0%
Lead conversion	23 11.8%	20 10.3%	25 12.8%	55 28.2%	72 36.9%	195 100.0%
Campaign ROI	11 5.5%	33 16.6%	30 15.1%	64 32.2%	61 30.7%	199 100.0%


Topic 9: Marketing Performance Marketing Metrics and Performance
How consistently do you measure the following components of marketing? (continued)

	Almost never	Ad hoc / when needed	Annually or semi-annually	Quarterly or monthly	Always / consistently	Total
Customer/market insight quality	23 11.8%	58 29.7%	54 27.7%	42 21.5%	18 9.2%	195 100.0%
Customer/market insight usage	26 13.3%	56 28.6%	54 27.6%	42 21.4%	18 9.2%	196 100.0%
Marketing infrastructure investments (data, tools, technology)	17 8.8%	51 26.4%	72 37.3%	32 16.6%	21 10.9%	193 100.0%
Customer satisfaction	12 6.1%	27 13.8%	34 17.3%	59 30.1%	64 32.7%	196 100.0%


Topic 9: Marketing Metrics and Performance
Compared to 2021, rate your company's performance during the prior 12 months: Sales Revenue

Sales revenue	Number	Percent	Cumulative
-75%	2	1.1 %	1.1 %
-50%	1	0.5 %	1.6 %
-40%	3	1.6 %	3.2 %
-30%	2	1.1 %	4.2 %
-20%	6	3.2 %	7.4 %
-10%	5	2.6 %	10.1 %
-7%	0	0.0 %	10.1 %
-5%	5	2.6 %	12.7 %
-3%	2	1.1 %	13.8 %
-1%	3	1.6 %	15.3 %
0	6	3.2 %	18.5 %
+1%	3	1.6 %	20.1 %
+3%	15	7.9 %	28.0 %
+5%	21	11.1 %	39.2 %
+7%	9	4.8 %	43.9 %
+10%	35	18.5 %	62.4 %
+20%	37	19.6 %	82.0 %
+30%	13	6.9 %	88.9 %
+40%	8	4.2 %	93.1 %
+50%	6	3.2 %	96.3 %
+75%	7	3.7 %	100.0 %
Total	189	100.0 %	100.0 %

Mean = 11.94

SD = 22.45

Missing Cases = 125

Response Percent = 60.2 %


Topic 9: Marketing Metrics and Performance
Compared to 2021, rate your company's performance during the prior 12 months: Profits

Profits	Number	Percent	Cumulative
-75%	4	2.2 %	2.2 %
-50%	2	1.1 %	3.3 %
-40%	1	0.6 %	3.9 %
-30%	5	2.8 %	6.6 %
-20%	12	6.6 %	13.3 %
-10%	4	2.2 %	15.5 %
-7%	3	1.7 %	17.1 %
-5%	7	3.9 %	21.0 %
-3%	6	3.3 %	24.3 %
-1%	2	1.1 %	25.4 %
0	26	14.4 %	39.8 %
+1%	2	1.1 %	40.9 %
+3%	7	3.9 %	44.8 %
+5%	12	6.6 %	51.4 %
+7%	9	5.0 %	56.4 %
+10%	32	17.7 %	74.0 %
+20%	24	13.3 %	87.3 %
+30%	9	5.0 %	92.3 %
+40%	6	3.3 %	95.6 %
+50%	4	2.2 %	97.8 %
+75%	4	2.2 %	100.0 %
Total	181	100.0 %	100.0 %

Mean = 5.58

SD = 23.26

Missing Cases = 133

Response Percent = 57.6 %


Topic 9: Marketing Metrics and Performance
Compared to 2021, rate your company's performance during the prior 12 months: Customer acquisition

Customer acquisition	Number	Percent	Cumulative
-75%	2	1.1 %	1.1 %
-50%	0	0.0 %	1.1 %
-40%	1	0.6 %	1.7 %
-30%	2	1.1 %	2.8 %
-20%	5	2.8 %	5.6 %
-10%	3	1.7 %	7.3 %
-7%	1	0.6 %	7.9 %
-5%	2	1.1 %	9.0 %
-3%	5	2.8 %	11.8 %
-1%	3	1.7 %	13.5 %
0	29	16.3 %	29.8 %
+1%	6	3.4 %	33.1 %
+3%	15	8.4 %	41.6 %
+5%	29	16.3 %	57.9 %
+7%	5	2.8 %	60.7 %
+10%	30	16.9 %	77.5 %
+20%	22	12.4 %	89.9 %
+30%	7	3.9 %	93.8 %
+40%	1	0.6 %	94.4 %
+50%	4	2.2 %	96.6 %
+75%	6	3.4 %	100.0 %
Total	178	100.0%	100.0%

Mean = 8.18

SD = 19.85

Missing Cases = 136

Response Percent = 56.7 %

 **Topic 9: Marketing Metrics and Performance**

Compared to 2021, rate your company's performance during the prior 12 months: Customer retention

Customer retention	Number	Percent	Cumulative
-75%	4	2.3 %	2.3 %
-50%	0	0.0 %	2.3 %
-40%	0	0.0 %	2.3 %
-30%	3	1.7 %	4.0 %
-20%	2	1.1 %	5.1 %
-10%	7	4.0 %	9.1 %
-7%	1	0.6 %	9.7 %
-5%	10	5.7 %	15.3 %
-3%	8	4.5 %	19.9 %
-1%	5	2.8 %	22.7 %
0	51	29.0 %	51.7 %
+1%	6	3.4 %	55.1 %
+3%	8	4.5 %	59.7 %
+5%	20	11.4 %	71.0 %
+7%	2	1.1 %	72.2 %
+10%	16	9.1 %	81.3 %
+20%	7	4.0 %	85.2 %
+30%	2	1.1 %	86.4 %
+40%	6	3.4 %	89.8 %
+50%	1	0.6 %	90.3 %
+75%	17	9.7 %	100.0 %
Total	176	100.0%	100.0%

Mean = 8.43

SD = 27.17

Missing Cases = 138

Response Percent = 56.1 %


Topic 9: Marketing Metrics and Performance
Compared to 2021, rate your company's performance during the prior 12 months: Brand value

<u>Brand value</u>	<u>Number</u>	<u>Percent</u>	<u>Cumulative</u>
-75%	1	0.6 %	0.6 %
-50%	0	0.0 %	0.6 %
-40%	0	0.0 %	0.6 %
-30%	1	0.6 %	1.2 %
-20%	4	2.3 %	3.5 %
-10%	7	4.1 %	7.6 %
-7%	0	0.0 %	7.6 %
-5%	3	1.7 %	9.3 %
-3%	2	1.2 %	10.5 %
-1%	4	2.3 %	12.8 %
0	65	37.8 %	50.6 %
+1%	5	2.9 %	53.5 %
+3%	2	1.2 %	54.7 %
+5%	18	10.5 %	65.1 %
+7%	5	2.9 %	68.0 %
+10%	31	18.0 %	86.0 %
+20%	8	4.7 %	90.7 %
+30%	5	2.9 %	93.6 %
+40%	5	2.9 %	96.5 %
+50%	2	1.2 %	97.7 %
+75%	4	2.3 %	100.0 %
Total	172	100.0 %	100.0 %

Mean = 6.26

SD = 16.96

Missing Cases = 142

Response Percent = 54.8 %

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

Which company in your industry sets the standard for excellence in marketing? - Overall Winner

Apple, Inc.

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

Which company across all industries sets the standard for excellence in marketing? - Industry-Specific Winners

Amazon, Inc.
The Coca-Cola Company
Nike
The Proctor & Gamble Company
Salesforce, Inc.

 **Appendix: Company-level Descriptive Information**

Which economic sector accounts for the majority of your company revenues?

	Number	Percent	95% CI
B2B - Product	108	34.6 %	± 5.3 %
B2B - Services	85	27.2 %	± 4.9 %
B2C - Product	75	24.0 %	± 4.7 %
B2C - Services	44	14.1 %	± 3.9 %
Total	312	100.0%	

Missing Cases = 2

Response Percent = 99.4 %


Appendix: Company-level Descriptive Information
Which industry sector best describes your company?

	Number	Percent	95% CI
Technology [Software/Platform]	46	14.7 %	± 3.9 %
Manufacturing	38	12.2 %	± 3.6 %
Consumer Packaged Goods	38	12.2 %	± 3.6 %
Professional Services/Consulting	36	11.5 %	± 3.5 %
Retail	27	8.7 %	± 3.1 %
Banking/Finance/Insurance	24	7.7 %	± 3.0 %
Transportation	22	7.1 %	± 2.8 %
Healthcare	21	6.7 %	± 2.8 %
Communications/Media	12	3.8 %	± 2.1 %
Education	9	2.9 %	± 1.9 %
Pharmaceuticals / Biotech	8	2.6 %	± 1.8 %
Energy	8	2.6 %	± 1.8 %
Consumer Services	8	2.6 %	± 1.8 %
Real Estate	8	2.6 %	± 1.8 %
Mining/Construction	5	1.6 %	± 1.4 %
Wholesale	2	0.6 %	± 0.9 %
Total	312	100.0%	

Missing Cases = 2

Response Percent = 99.4 %


Appendix: Company-level Descriptive Information
What is the number of employees in your company?

	Number	Percent	95% CI
<50	48	15.3 %	± 4.0 %
50- 99	26	8.3 %	± 3.1 %
100- 499	67	21.4 %	± 4.6 %
500- 999	22	7.0 %	± 2.8 %
1,000- 2,499	41	13.1 %	± 3.7 %
2,500- 4,999	22	7.0 %	± 2.8 %
5000- 9999	26	8.3 %	± 3.1 %
10,000+	61	19.5 %	± 4.4 %
Total	313	100.0%	

Missing Cases = 1

Response Percent = 99.7 %


Appendix: Company-level Descriptive Information
What was your company's sales revenue in last 12 months?

	Number	Percent	Cumulative
Less than \$10 million	45	14.6 %	14.6 %
\$10-25 million	31	10.0 %	24.6 %
\$26-99 million	46	14.9 %	39.5 %
\$100-499 million	50	16.2 %	55.7 %
\$500-999 million	25	8.1 %	63.8 %
\$1-2.5 billion	33	10.7 %	74.4 %
\$2.6-5 billion	27	8.7 %	83.2 %
\$5.1-9.9 billion	15	4.9 %	88.0 %
\$10-49 billion	26	8.4 %	96.4 %
More than \$50+ billion	11	3.6 %	100.0%
Total	309	100.0%	100.0%

Missing Cases = 5

Response Percent = 98.4 %

 **Appendix: Company-level Descriptive Information**

What % of your company's sales is through the Internet? - Average Scores

Minimum = 0

Maximum = 81.80

Mean = 19.34

Median = 5

Standard Deviation (Unbiased Estimate) = 27.71

95 Percent Confidence Interval Around the Mean = 16.24 - 22.45

Valid Cases = 306

Missing Cases = 8

Response Percent = 97.5%

What % of your company's sales is through the Internet? - Buckets

	Number	Percent	95% CI
0%	104	34.0 %	± 5.2 %
1-10%	89	29.1 %	± 5.0 %
11-49%	61	19.9 %	± 4.4 %
50-99%	35	11.4 %	± 3.5 %
100%	17	5.6 %	± 2.5 %
Total	306	100.0%	

Missing Cases = 8

Response Percent = 97.5 %