



# The **CMO** Survey

Predicting the future of markets, tracking marketing excellence,  
and improving the value of marketing since 2008

# Topline Results

August 2017

**Deloitte.**



**AM>** | AMERICAN MARKETING ASSOCIATION

[cmosurvey.org](http://cmosurvey.org)

# Table of Contents

## Topic 1: Marketplace Dynamics

---

### Overall Economy and Company

- 1 Are you more or less optimistic about the U.S. economy compared to last quarter?
- 2 Rate your optimism about the U.S. economy on a scale from 0-100 with 0 being the least optimistic.
- 3 Are you more or less optimistic about your own company compared to last quarter?
- 4 Rate your optimism about your company on a scale from 0-100 with 0 being the least optimistic.

### Customers

- 5 Rank your customers' top three priorities (1, 2, 3) over the next 12 months.
- 6 Do you expect the following customer outcomes to change in the next 12 months?

### Competitors

- 7 Do you expect the following competitor activities to change for your firm to change in the next 12 months?

## Topic 2: Firm Growth Strategies

---

- 8 Allocate 100 points to reflect your firm's spending on growth strategies during the prior 12 months.
- 9 Allocate 100 points to reflect how your firm will grow during the next 12 months.
- 10 What percentage of your firm's sales is domestic? Through the internet?
- 11 What percent of your marketing budget do you spend on domestic markets?

## Topic 3: Marketing Spending

---

- 12 By what percent has your overall marketing spending changed in the prior 12 months?
- 13 What is your company's percentage change in spending during the next 12 months in each marketing category?
- 14 What is your company's percentage change in spending during the next 12 months in each knowledge category?
- 15 What percentage of your firm's overall budget does marketing currently account for?
- 16 Marketing expenses account for what percent of your firm's revenues?

## Topic 4: Financial and Marketing Performance

---

- 17 Rate your firm's performance during the last 12 months.
- 18 Overall, how would you rate your company's marketing excellence?

## Topic 5: Social Media Marketing

---

- 19 What percent of your marketing budget do you spend on social media?
- 20 How effectively is social media linked to your firm's marketing strategy?
- 21 How effectively does your company integrate customer information across purchasing, communication and social media channels?
- 22 What percent of social media activities are performed by outside agencies?
- 23 To what degree has the use of social media contributed to your company's performance?
- 24 Which best describes how you show the impact of social media on your business?

### **Topic 6: Mobile Marketing**

---

- 25 What percent of your marketing budget do you spend on mobile activities?
- 26 Rate how well mobile marketing activities have performed in the following areas.
- 27 To what degree has the use of mobile marketing contributed to your company's performance?

### **Topic 7: Marketing Jobs**

---

- 28 By what percentage will your firm's marketing hires change in the next year?
- 29 By what percentage will your firm's outsourcing of marketing activities change in the next year?
- 30 How many employees/marketing employees are in your company?

### **Topic 8: Marketing Organization**

---

- 31 Where is marketing located in your firm?
- 32 To what extent have your company's digital marketing activities changed the following areas in your company?

### **Topic 9: Marketing Leadership**

---

- 33 What is marketing primarily responsible for in your firm?
- 34 How many direct and indirect reports do you have?
- 35 How many years have you been with this firm in your current role? In any role?
- 36 Which factors do you think help make a CMO most effective in their position?
- 37 What title most accurately reflects the contributions of your company's top marketing leader to the C-suite?

### **Topic 10: Marketing Analytics**

---

- 38 What percent of your marketing budget do you spend on marketing analytics?
- 39 In what percent of projects does your company use available or requested marketing analytics before a decision is made?
- 40 Check all of the areas in which your company is using marketing analytics to drive decision making.
- 41 To what degree has the use of marketing analytics contributed to your company's performance?
- 42 Which best describes how your company shows the short-term impact of marketing spend on your business?
- 43 Which best describes how your company shows the long-term impact of marketing spend on your business?
- 44 To what extent does your company have the right talent to fully leverage marketing analytics?

### **Appendix: Firm-level Descriptive Information**

---

- 45 Which is your firm's primary economic sector?
- 46 What is your firm's primary industry sector?

**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	113	34.7 %	± 4.9 %
2=No Change	144	44.2 %	± 5.2 %
1=Less	69	21.1 %	± 4.2 %
Total	326	100.0 %	

Mean = 2.13

SD = 0.74

Missing Cases = 23

Response Percent = 93.4 %

**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 = 33.46

Maximum = 97.27

Mean = 65.82

Median = 70

Standard Deviation (Unbiased Estimate) = 14.98

95 Percent Confidence Interval Around the Mean = 64.19 - 67.44

Valid Cases = 326

Missing Cases = 23

Response Percent = 93.4%

**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	185	56.7 %	± 5.3 %
2=No Change	95	29.1 %	± 4.7 %
1=Less	46	14.1 %	± 3.6 %
Total	326	100.0 %	

Mean = 2.43  
 SD = 0.73

Missing Cases = 23  
 Response Percent = 93.4 %

**Topic 1: Marketplace Dynamics - Overall Economy and Company**

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

Minimum = 39.75

Maximum = 100

Mean = 74.78

Median = 80

Standard Deviation (Unbiased Estimate) = 16.31

95 Percent Confidence Interval Around the Mean = 73.01 - 76.55

Valid Cases = 326

Missing Cases = 23

Response Percent = 93.4%

## 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.**

	Mean & SD	1st Priority	2nd Priority	3rd Priority	Total
Low price	2.02 0.87	48 16.6%	32 11.1%	51 17.6%	131 45.3%
Superior product quality	1.84 0.80	79 27.3%	65 22.5%	48 16.6%	192 66.4%
Superior innovation	2.00 0.85	44 15.2%	35 12.1%	44 15.2%	123 42.6%
Excellent service	1.98 0.74	62 21.5%	99 34.3%	58 20.1%	219 75.8%
Trusting relationship	2.16 0.83	56 19.4%	58 20.1%	88 30.4%	202 69.9%



## Topic 1: Marketplace Dynamics - Customers

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

	Mean & SD	Increase +1	No Change 0	Decrease -1	Total
Customer's purchase volume	0.59 0.66	208 69.1%	64 21.3%	29 9.6%	301 100.0%
Customer's price per unit	0.08 0.73	92 30.8%	139 46.5%	68 22.7%	299 100.0%
Customer will buy related products/services from my firm	0.63 0.54	198 65.8%	95 31.6%	8 2.7%	301 100.0%
My firm's ability to retain current customers	0.44 0.61	151 50.0%	132 43.7%	19 6.3%	302 100.0%
The entry of new customers into this market	0.33 0.69	137 45.7%	125 41.7%	38 12.7%	300 100.0%
My firm's ability to acquire new customers	0.65 0.58	213 70.8%	71 23.6%	17 5.6%	301 100.0%

## Topic 1: Marketplace Dynamics - Competitors

**Focusing on this market, do you expect the following competitor activities for your firm to increase, decrease, or have no change in the next 12 months?**

	Mean & SD	Increase +1	No Change 0	Decrease -1	Total
Emergence of new domestic competitors	0.35 0.62	130 43.0%	149 49.3%	23 7.6%	302 100.0%
Emergence of new global competitors	0.34 0.56	114 37.9%	174 57.8%	13 4.3%	301 100.0%
Intense rivalry for customers	0.64 0.51	199 65.9%	98 32.5%	5 1.7%	302 100.0%
Competitor innovation	0.49 0.53	152 50.5%	144 47.8%	5 1.7%	301 100.0%
Competitor price-cutting	0.53 0.57	170 56.5%	120 39.9%	11 3.7%	301 100.0%
Cooperation on non-price strategies	0.12 0.47	54 18.1%	227 76.2%	17 5.7%	298 100.0%

## 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/services in existing markets	53.2	26.3	49.4 - 57.1	55	0	100	179
New products/services in existing markets	22.3	18.3	19.6 - 25.0	20	0	100	179
Existing products/services in new markets	15.0	14.2	12.9 - 17.0	10	0	70	179
New products/services in new markets	9.5	11.4	7.8 - 11.2	5	0	65	179

## 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	73.2	28.6	69.0 - 77.4	80	0	100	179
Growth from partnerships	12.5	19.0	9.7 - 15.3	5	0	100	179
Growth from acquisitions	10.4	18.7	7.6 - 13.1	0	0	100	179
Growth from licensing arrangements	4.0	10.0	2.5 - 5.4	0	0	70	179

## Topic 2: Firm Growth Strategies

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

	Mean	SD	95% CI	Median	Min	Max	Total
What % of your firm's sales is domestic?	80.5	22.5	77.2-83.8	90	30.6	100	179
What % of your firm's sales is through the Internet?	11.8	19.1	9.7 - 13.8	2	0	62.5	338

**Topic 2: Firm Growth Strategies****What percent of your marketing budget do you spend on domestic markets?**

Minimum = 29.84

Maximum = 100

Mean = 83.58

Median = 98

Standard Deviation (Unbiased Estimate) = 23.30

95 Percent Confidence Interval Around the Mean = 80.16 - 87.00

Valid Cases = 178

Missing Cases = 171

Response Percent = 51.0%

### Topic 3: Marketing Spending

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

##### Percent change

Minimum = -36.85

Maximum = 52.33

Mean = 6.70

Median = 5

Standard Deviation (Unbiased Estimate) = 17.13

95 Percent Confidence Interval Around the Mean = 4.49 - 8.92

Valid Cases = 229

Missing Cases = 120

Response Percent = 65.6%

### 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 marketing category.**

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Overall marketing spending	8.9	15.6	6.8 - 10.9	5	-32.1	52.3	223
Digital marketing spending	13.0	17.6	10.7 - 15.3	5	-31.7	61.2	222
Traditional advertising spending	-2.0	10.3	-3.4 - -0.7	0	-35.7	32.1	222
Brand building	6.8	12.4	5.2 - 8.5	3	-29.5	45.8	222
Customer relationship management	6.9	9.8	5.6 - 8.1	4	-19.5	35.2	222



### 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 knowledge category.**

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Marketing training	2.3	6.0	1.5 - 3.1	0	-18.8	24.3	219
Marketing research and intelligence	3.4	8.7	2.3 - 4.6	0	-24.7	32.6	220
Marketing consulting services	2.5	9.0	1.3 - 3.7	0	-29	35.4	218
Developing knowledge about how to do marketing	7.3	11.8	5.7 - 8.9	2	-28	45.7	219

### Topic 3: Marketing Spending

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

##### Percent of budget

Minimum = 0

Maximum = 38.01

Mean = 11.36

Median = 8.50

Standard Deviation (Unbiased Estimate) = 10.34

95 Percent Confidence Interval Around the Mean = 9.97 - 12.75

Valid Cases = 213

Missing Cases = 136

Response Percent = 61.0%

### Topic 3: Marketing Spending

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

##### Percent of revenues

Minimum = 0

Maximum = 32.85

Mean = 6.91

Median = 3

Standard Deviation (Unbiased Estimate) = 8.77

95 Percent Confidence Interval Around the Mean = 5.75 - 8.07

Valid Cases = 219

Missing Cases = 130

Response Percent = 62.8%

## Topic 4: Financial and Marketing Performance

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

	Mean	SD	95% CI	Median	Total
Market share	2.4	3.8	1.8 - 2.9	1	184
Sales revenue	4.2	5.1	3.5 - 4.9	5	185
Marketing ROI	2.8	4.0	2.2 - 3.4	3	178
Profits	3.6	4.9	2.9 - 4.4	3	179
Customer acquisition	3.1	3.8	2.6 - 3.7	3	180
Customer retention	1.9	3.9	1.3 - 2.5	1	180
Brand value	3.4	3.9	2.8 - 3.9	3	180

## 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	4	2.1 %	± 1.1 %
6=A leader but not one of the best	35	18.4 %	± 3.2 %
5=Strong	53	27.9 %	± 3.8 %
4=Good	52	27.4 %	± 3.8 %
3=Fair	25	13.2 %	± 2.7 %
2=Weak	16	8.4 %	± 2.2 %
1=Very weak	5	2.6 %	± 1.3 %
Total	190	100.0 %	

Mean = 4.33

SD = 1.35

Missing Cases = 159

Response Percent = 54.4 %

## 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?	9.8	12.0	8.2 - 11.5	5	199
...will you spend in the next 12 months?	13.0	13.9	11.0 - 14.9	10	197
...do you predict you will spend in five years?	18.5	17.6	16.0 - 21.0	11	195

## Topic 5: Social Media

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

	Number	Percent	Cumulative
1=Not At All Effectively	26	12.9 %	12.9 %
2=	25	12.4 %	25.2 %
3=	22	10.9 %	36.1 %
4=	36	17.8 %	54.0 %
5=	48	23.8 %	77.7 %
6=	25	12.4 %	90.1 %
7=Very Effectively	20	9.9 %	100.0 %
Total	202	100.0 %	100.0 %

Mean = 4.04

SD = 1.84

Missing Cases = 147

Response Percent = 57.9 %

## 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	40	19.8 %	± 3.4 %
2=	33	16.3 %	± 3.1 %
3=	40	19.8 %	± 3.4 %
4=	37	18.3 %	± 3.3 %
5=	32	15.8 %	± 3.1 %
6=	17	8.4 %	± 2.3 %
7=Very Effectively	3	1.5 %	± 1.0 %
Total	202	100.0 %	

Mean = 3.25

SD = 1.65

Missing Cases = 147

Response Percent = 57.9 %



## Topic 5: Social Media

### **What percent of your company's social media activities are currently performed by outside agencies?**

#### Percent performed by outside agencies

Minimum = 0

Maximum = 81.99

Mean = 18.69

Median = 0

Standard Deviation (Unbiased Estimate) = 29.18

95 Percent Confidence Interval Around the Mean = 14.61 - 22.76

Valid Cases = 197

Missing Cases = 152

Response Percent = 56.4%

## Topic 5: Social Media

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

	Number	Percent	95% CI
1=Not At All	38	19.3 %	± 3.3 %
2=	42	21.3 %	± 3.4 %
3=	26	13.2 %	± 2.8 %
4=	38	19.3 %	± 3.3 %
5=	34	17.3 %	± 3.1 %
6=	12	6.1 %	± 1.9 %
7=Very Highly	7	3.6 %	± 1.5 %
Total	197	100.0 %	

Mean = 3.26

SD = 1.71

Missing Cases = 152

Response Percent = 56.4 %

## 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	33	16.3 %	± 3.1 %
We have a good qualitative sense of the impact, but not a quantitative impact	78	38.6 %	± 4.4 %
We haven't been able to show the impact yet	91	45.0 %	± 4.6 %
Total	202	100.0 %	

Missing Cases = 147

Response Percent = 57.9 %

**Topic 6: Mobile Marketing**

**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	8.5	4.8 - 7.2	2	0	29.4	192
What percent will you spend on mobile activities in three years?	13.0	15.1	10.8 - 15.1	5	0	51.5	193

## Topic 6: Mobile Marketing

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

	Mean & SD	Poorly 1	2	3	4	5	6	Excellent 7	Total
Engaging customers	3.72 1.75	30 18.0%	14 8.4%	21 12.6%	44 26.3%	28 16.8%	25 15.0%	5 3.0%	167 100.0%
Delivering your brand message	3.69 1.82	33 19.9%	13 7.8%	22 13.3%	38 22.9%	35 21.1%	14 8.4%	11 6.6%	166 100.0%
Retaining customers	3.21 1.69	38 22.9%	23 13.9%	28 16.9%	42 25.3%	18 10.8%	12 7.2%	5 3.0%	166 100.0%
Improving sales	3.04 1.61	40 24.1%	24 14.5%	38 22.9%	35 21.1%	16 9.6%	9 5.4%	4 2.4%	166 100.0%
Acquiring customers	2.90 1.60	46 27.5%	30 18.0%	25 15.0%	38 22.8%	18 10.8%	8 4.8%	2 1.2%	167 100.0%
Improving profits	2.72 1.52	48 28.9%	35 21.1%	30 18.1%	32 19.3%	13 7.8%	6 3.6%	2 1.2%	166 100.0%

## Topic 6: Mobile Marketing

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

	Number	Percent	95% CI
1=Not At All	61	32.6 %	± 4.0 %
2=	43	23.0 %	± 3.5 %
3=	25	13.4 %	± 2.7 %
4=	30	16.0 %	± 3.0 %
5=	22	11.8 %	± 2.6 %
6=	6	3.2 %	± 1.4 %
7=Very Highly	0	0.0 %	± 0.0 %
Total	187	100.0 %	

Mean = 2.61

SD = 1.52

Missing Cases = 162

Response Percent = 53.6 %

## 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 = -20

Maximum = 45.55

Mean = 6.35

Median = 0

Standard Deviation (Unbiased Estimate) = 12.22

95 Percent Confidence Interval Around the Mean = 4.54 - 8.17

Valid Cases = 174

Missing Cases = 175

Response Percent = 49.9%

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

Minimum = -28.35

Maximum = 41.16

Mean = 5.08

Median = 0

Standard Deviation (Unbiased Estimate) = 10.94

95 Percent Confidence Interval Around the Mean = 3.46 - 6.70

Valid Cases = 175

Missing Cases = 174

Response Percent = 50.1%



## Topic 7: Marketing Jobs

### How many employees/marketing employees are in your company?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Number of employees	4838	12607	2975 - 6701	300	1	57600	176
Number of marketing employees	121	517	44 - 198	6	0	3799	173

## Topic 8: Marketing Organization

### Where is marketing located in your firm?

	Number	Percent	95% CI
Corporate	170	89.5 %	± 4.4 %
Business unit level	40	21.1 %	± 5.9 %
Brand or product level	28	14.7 %	± 5.1 %
Field offices	20	10.5 %	± 4.4 %
Total	258		

Number of Cases = 190

Number of Responses = 258

Average Number of Responses per Case = 1.4

Number of Cases with at least one Response = 190

Response Percent = 100.0 %

## Topic 8: Marketing Organization

### **To what extent have your company's digital marketing activities changed the following areas in your company? (Sorted by highest to lowest impact levels)**

	Mean SD	Not at all 1	2	3	4	5	6	Greatly 7	Total
Importance of marketing capabilities to competitive advantage	4.30 1.52	8 4.4%	21 11.5%	22 12.0%	37 20.2%	56 30.6%	30 16.4%	9 4.9%	183 100.0%
Customer focus in your culture (customer-first focus)	4.27 1.67	18 9.8%	13 7.1%	23 12.5%	33 17.9%	55 29.9%	29 15.8%	13 7.1%	184 100.0%
Use of marketing data to drive decisions	4.06 1.72	16 8.8%	25 13.7%	29 15.9%	25 13.7%	47 25.8%	29 15.9%	11 6.0%	182 100.0%
Importance of marketing leaders in shaping company strategy	3.99 1.72	18 9.8%	22 12.0%	31 16.9%	35 19.1%	41 22.4%	22 12.0%	14 7.7%	183 100.0%
Use of marketing performance metrics to evaluate outcomes	3.99 1.68	17 9.4%	23 12.7%	28 15.5%	36 19.9%	39 21.5%	29 16.0%	9 5.0%	181 100.0%
Technical skills required of marketers	3.98 1.68	16 8.8%	27 14.9%	24 13.3%	35 19.3%	45 24.9%	24 13.3%	10 5.5%	181 100.0%
Level of cross-functional cooperation to perform marketing	3.83 1.76	23 12.8%	25 14.0%	28 15.6%	29 16.2%	39 21.8%	27 15.1%	8 4.5%	179 100.0%
Degree of marketer specialization	3.59 1.71	25 14.1%	30 16.9%	28 15.8%	37 20.9%	30 16.9%	20 11.3%	7 4.0%	177 100.0%
Use of digital collaboration tools to make marketing decisions	3.48 1.69	29 16.3%	29 16.3%	27 15.2%	40 22.5%	33 18.5%	13 7.3%	7 3.9%	178 100.0%
Use of customer managers more than brand or product/service managers	2.99 1.73	48 26.8%	35 19.6%	25 14.0%	35 19.6%	18 10.1%	13 7.3%	5 2.8%	179 100.0%

## Topic 9: Marketing Leadership

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

	Number	Percent	95% CI
Brand	165	88.7 %	± 4.6 %
Digital marketing	143	76.9 %	± 6.1 %
Advertising	141	75.8 %	± 6.2 %
Social media	132	71.0 %	± 6.6 %
Public relations	129	69.4 %	± 6.7 %
Positioning	126	67.7 %	± 6.8 %
Marketing research	125	67.2 %	± 6.8 %
Promotion	124	66.7 %	± 6.8 %
Marketing analytics	122	65.6 %	± 6.9 %
Lead generation	105	56.5 %	± 7.2 %
Competitive intelligence	93	50.0 %	± 7.3 %
Insight	91	48.9 %	± 7.3 %
Customer relationship management	80	43.0 %	± 7.2 %
Customer experience	75	40.3 %	± 7.1 %
New products	68	36.6 %	± 7.0 %
Market entry strategies	64	34.4 %	± 6.9 %
e-commerce	61	32.8 %	± 6.8 %
Innovation	59	31.7 %	± 6.8 %
Revenue Growth	54	29.0 %	± 6.6 %
Pricing	51	27.4 %	± 6.5 %
Sales	42	22.6 %	± 6.1 %
Customer service	40	21.5 %	± 6.0 %
Market selection	37	19.9 %	± 5.8 %
Distribution	19	10.2 %	± 4.4 %
<u>Stock market performance</u>	1	0.5 %	± 1.1 %
Total	2147		

Number of Cases = 186

Number of Responses = 2147

Average Number of Responses per Case = 11.5

Number of Cases with at least one Response = 186

Response Percent = 100.0 %

## Topic 9: Marketing Leadership

### How many direct and indirect reports do you have?

	Median	Mean	SD	Minimum	Maximum	Range	Total
How many direct reports do you have?	4	6.00	7.45	0	42.68	42.68	178
How many indirect reports (dotted-line) reports do you have?	4	28.81	115.16	0	1281.50	1281.50	168

**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?	5	6.68	5.93	0	21.12	180
In any role?	8.50	10.84	9.42	0	31.79	171

## Topic 9: Marketing Leadership

### **Which 3 of the factors below do you think help to make a CMO most effective in their position? (Rank 1 - 3, 1 ranked most important) – Results organized by % Rank 1**

	% Rank 1	% Rank 2	% Rank 3	% Rank 1-3
Being the voice of the customer at the leadership table	16.3%	13.3%	6.1%	11.9%
Having an enterprise-wide business mindset and understanding	15.1%	17.6%	7.9%	13.5%
Having the ability to demonstrate the quantitative impact of marketing efforts	14.5%	11.5%	17.1%	14.3%
Playing a key role in company growth initiatives	12.7%	15.2%	16.5%	14.7%
Having direct sales/customer-facing experience	11.4%	8.5%	5.5%	8.5%
Having significant input to the budgeting and strategic planning processes	7.2%	7.3%	10.4%	8.3%
Proactively leading C-suite collaborations to drive cross-functional initiatives across the organization	7.2%	8.5%	12.8%	9.5%
Understanding current and future marketing technologies	6.6%	7.3%	7.9%	7.3%
Acting with strong leadership and motivation skills	6.0%	5.5%	7.9%	6.5%
Knowing how to use customer data and analytics	3.0%	5.5%	7.9%	5.5%
	100%	100%	100%	100%

## Topic 9: Marketing Leadership

### In your experience, what title most accurately reflects the contributions of your company's top marketing leader to the C-suite?

	Number	Percent	95% CI
Chief Marketing Officer	120	68.6 %	± 5.0 %
Chief Brand Officer	16	9.1 %	± 2.2 %
Chief Marketing & Technology Officer	10	5.7 %	± 1.8 %
Chief Growth Officer	10	5.7 %	± 1.8 %
Chief Revenue Officer	8	4.6 %	± 1.6 %
Chief Commercial Officer	4	2.3 %	± 1.1 %
Chief Customer Officer	4	2.3 %	± 1.1 %
Chief Digital Officer	3	1.7 %	± 1.0 %
Chief Experience Officer	0	0.0 %	± 0.0 %
Total	175	100.0 %	

Missing Cases = 174

Response Percent = 50.1 %



## Topic 10: 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?	5.5	6.4	4.6 - 6.3	4	0	27.3	210
...Will you spend in on marketing analytics the next three years?	18.1	24.5	14.8 - 21.4	10	0	79	210

**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 = 100

Mean = 37.51

Median = 25

Standard Deviation (Unbiased Estimate) = 35.15

95 Percent Confidence Interval Around the Mean = 32.79 - 42.23

Valid Cases = 213

Missing Cases = 136

Response Percent = 61.0%

## Topic 10: Marketing Analytics

**Check all of the areas in which your company is using marketing analytics to drive decision making. (Sorted by highest to lowest use levels)**

	Number	Percent	95% CI
Customer acquisition	129	37.0 %	± 5.1 %
Digital marketing	128	36.7 %	± 5.1 %
Customer insight	120	34.4 %	± 5.0 %
Social media	99	28.4 %	± 4.8 %
Segmentation	95	27.2 %	± 4.7 %
Pricing strategy	91	26.1 %	± 4.6 %
Customer retention	89	25.5 %	± 4.6 %
Branding	87	24.9 %	± 4.6 %
New product or service development	81	23.2 %	± 4.5 %
Sales strategy	77	22.1 %	± 4.4 %
Promotion strategy	71	20.3 %	± 4.3 %
Marketing mix analysis	69	19.8 %	± 4.2 %
Product or service strategy	66	18.9 %	± 4.1 %
Customer service	64	18.3 %	± 4.1 %
<u>Multichannel marketing</u>	55	15.8 %	± 3.9 %
Total	1321		

Number of Cases = 349

Number of Responses = 1321

Average Number of Responses per Case = 3.8

Number of Cases with at least one Response = 192

Response Percent = 55.0 %

## 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	29	13.5 %	± 2.9 %
2=	33	15.3 %	± 3.1 %
3=	24	11.2 %	± 2.7 %
4=	35	16.3 %	± 3.2 %
5=	43	20.0 %	± 3.5 %
6=	33	15.3 %	± 3.1 %
7=Very Highly	18	8.4 %	± 2.3 %
Total	215	100.0 %	

Mean = 3.93

SD = 1.88

Missing Cases = 134

Response Percent = 61.6 %

## 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	83	39.5 %	± 4.5 %
We have a good qualitative sense of the impact, but not a quantitative impact	90	42.9 %	± 4.6 %
We haven't been able to show the impact yet	37	17.6 %	± 3.3 %
Total	210	100.0 %	

Missing Cases = 139

Response Percent = 60.2 %

## 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	81	38.2 %	± 4.5 %
We have a good qualitative sense of the impact, but not a quantitative impact	91	42.9 %	± 4.6 %
We haven't been able to show the impact yet	40	18.9 %	± 3.4 %
Total	212	100.0 %	

Missing Cases = 137

Response Percent = 60.7 %

## Topic 10: Marketing Analytics

### To what extent does your company have the right talent to fully leverage marketing analytics?

	Number	Percent	95% CI
1=Does not have the right talent	31	14.5 %	± 3.0 %
2=	25	11.7 %	± 2.7 %
3=	36	16.8 %	± 3.2 %
4=	41	19.2 %	± 3.4 %
5=	49	22.9 %	± 3.7 %
6=	28	13.1 %	± 2.9 %
7=Has the right talent	4	1.9 %	± 1.1 %
Total	214	100.0 %	

Mean = 3.71

SD = 1.67

Missing Cases = 135

Response Percent = 61.3 %

## Appendix: Firm-level Descriptive Information

### Which is your primary economic sector?

	Number	Percent	95% CI
B2B - Product	124	35.6 %	± 5.0 %
B2B - Services	120	34.5 %	± 5.0 %
B2C - Product	50	14.4 %	± 3.7 %
B2C - Services	54	15.5 %	± 3.8 %
Total	348	100.0 %	

Missing Cases = 1

Response Percent = 99.7 %



## Appendix: Firm-level Descriptive Information

### Which industry sector best describes your firm? (Sorted by highest to lowest response)

	Number	Percent	95% CI
Professional Services/Consulting	62	17.9 %	± 4.0 %
Technology [Software/Biotech]	57	16.4 %	± 3.9 %
Manufacturing	43	12.4 %	± 3.5 %
Healthcare	39	11.2 %	± 3.3 %
Retail/Wholesale	30	8.6 %	± 3.0 %
Banking/Finance/Insurance	28	8.1 %	± 2.9 %
Communications/Media	27	7.8 %	± 2.8 %
Consumer Packaged Goods	20	5.8 %	± 2.5 %
Energy	13	3.7 %	± 2.0 %
Transportation	11	3.2 %	± 1.8 %
Consumer Services	9	2.6 %	± 1.7 %
Education	5	1.4 %	± 1.3 %
<u>Mining/Construction</u>	3	0.9 %	± 1.0 %
Total	347	100.0 %	

Missing Cases = 2

Response Percent = 99.4 %