



*Predicting the Future of Markets
Tracking Marketing Excellence
Improving the Value of Marketing*

Highlights and Insights

August 2013



About The CMO Survey

Mission

- To collect and disseminate the opinions of top marketers in order to predict the future of markets, track marketing excellence, and improve the value of marketing in firms and society.

Survey Operation

- Founded in August 2008, The CMO Survey is administered twice a year via an Internet survey. Many questions repeat to observe trends and special topics are introduced in some surveys.
- The August 2013 survey was the tenth administration of The CMO Survey.

Sponsoring Organizations



Founder and Director

- Professor Christine Moorman, T. Austin Finch, Sr. Professor of Business Administration, Fuqua School of Business, Duke University

Survey Sample

- 4410 top U.S. marketers at *Fortune* 1000, *Forbes* Top 200, and Top Marketers who are AMA Members or Duke University Alumni and Friends
- 410 responded for a 9.3% response rate

Survey Administration

- Email contact with three follow-up reminders
- Survey in field from July 16, 2013 - August 6, 2013
- 93% of respondents VP-level or above

Results Interpretation

- M = sample mean; SD = sample standard deviation
- B2B = Business-to-Business firms; B2C = Business-to-Consumer firms

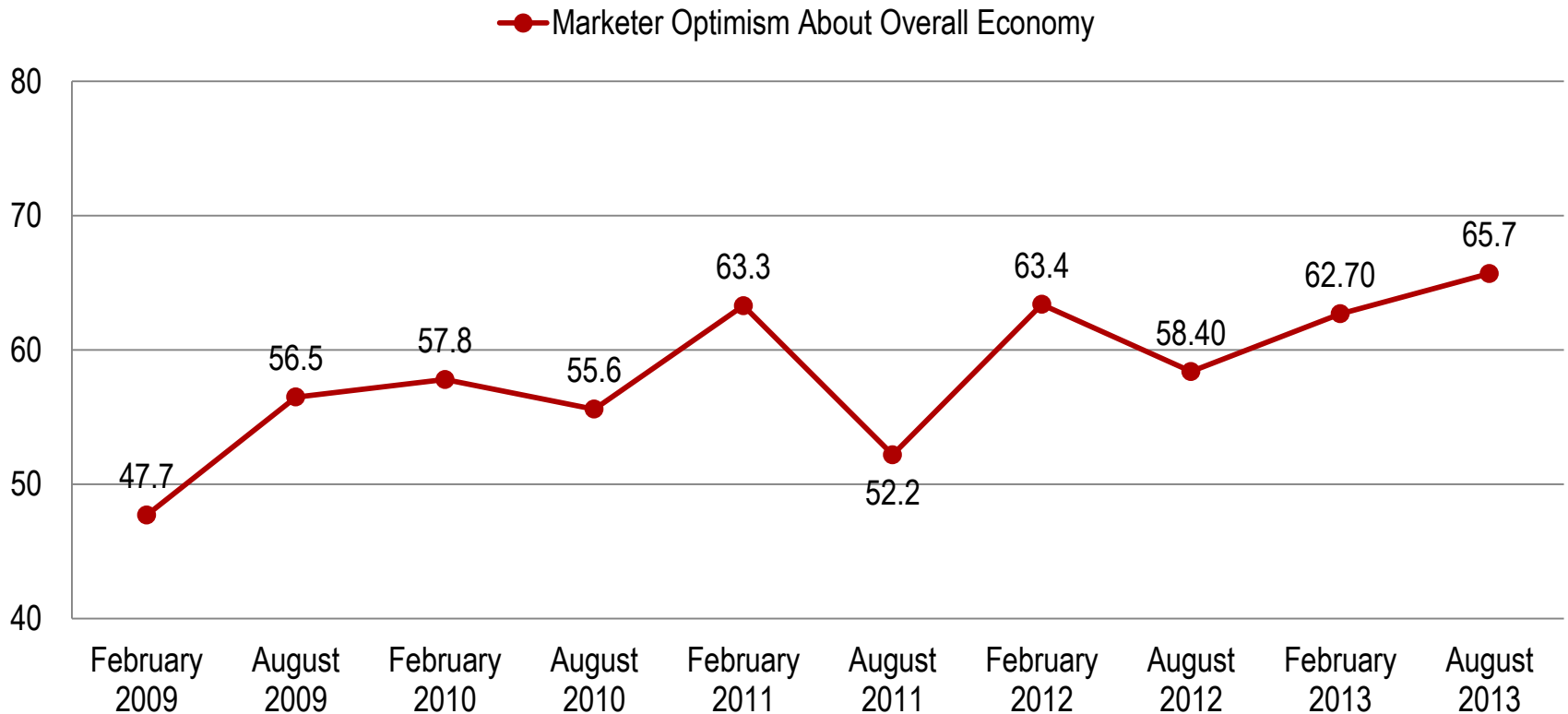
Overview of Results

Topic 1: Marketplace Dynamics	5-11
Topic 2: Firm Growth Strategies	12-18
Topic 3: Marketing Spending	19-31
Topic 4: Financial and Marketing Performance	32-38
Topic 5: Marketing and Social Media	39-46
Topic 6: Marketing Jobs	47-50
Topic 7: Marketing Organization	51-54
Topic 8: Marketing Leadership	55-60
Topic 9: Marketing Analytics	61-71
Preview of Next Survey	72

Topic 1: Marketplace Dynamics

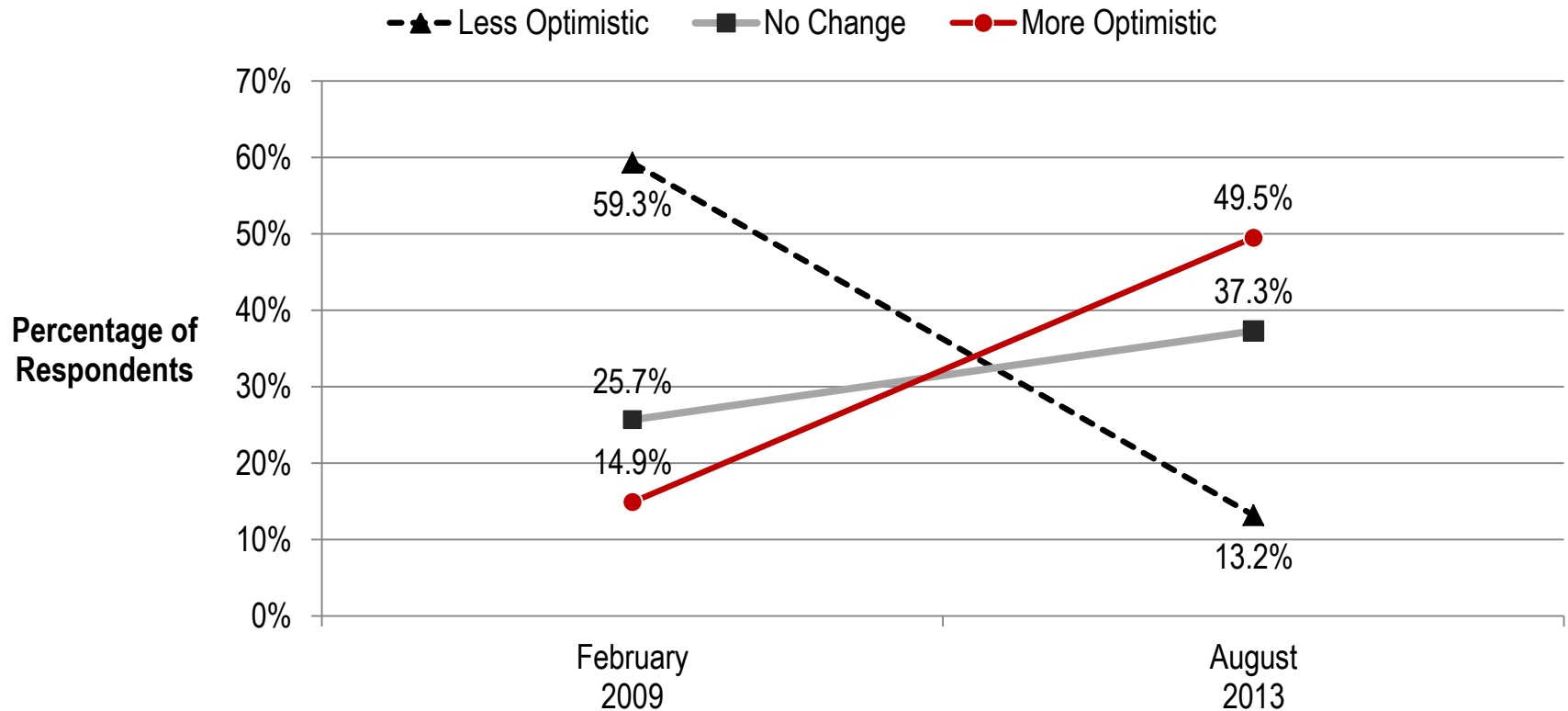
Marketer optimism for U.S. economy reaches highest point in 4 years

Figure 1.1. How optimistic are you about the overall U.S. economy on a 0-100 scale with 0 being the least optimistic and 100 the most optimistic?



Optimists more than triple since 2009

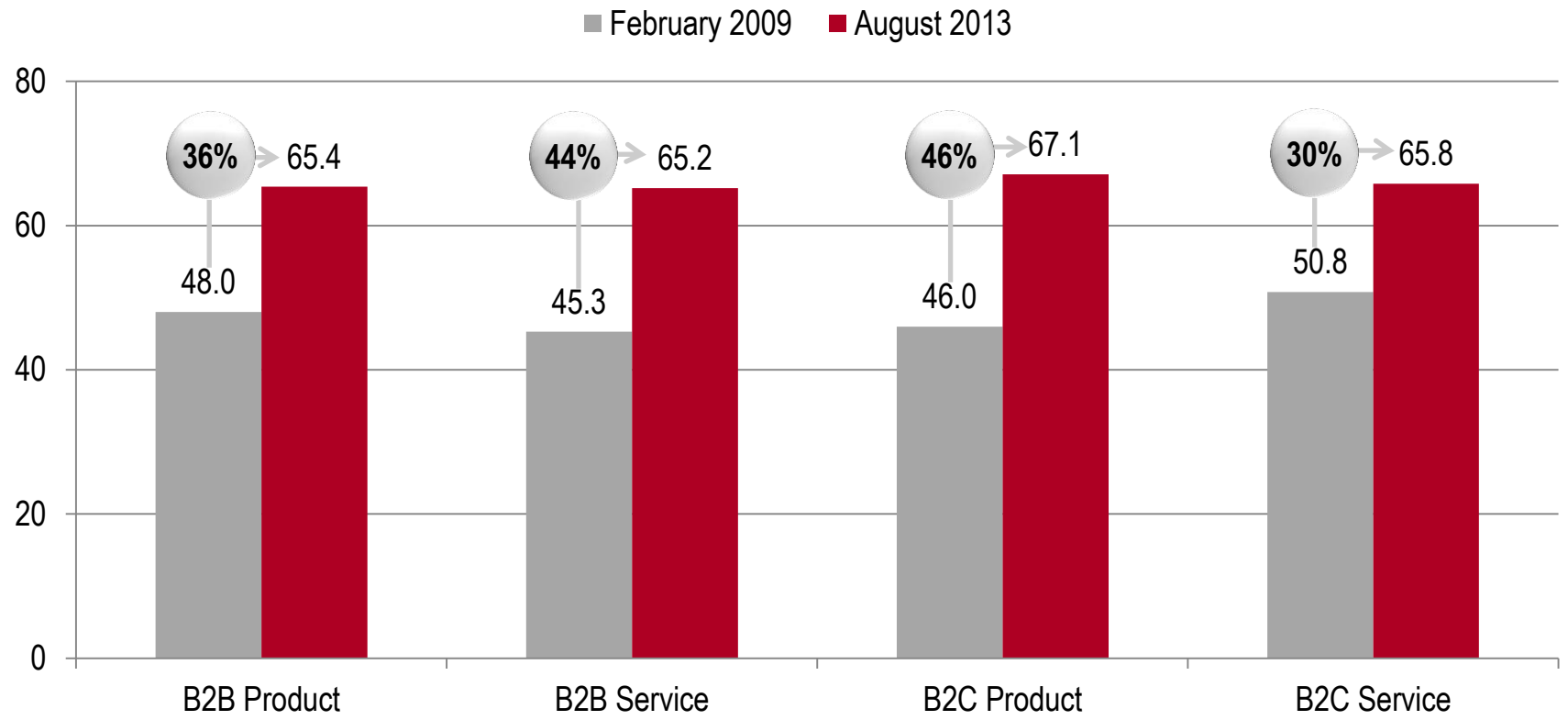
Figure 1.2. Are you more or less optimistic about the overall U.S. economy compared to last quarter?



Optimism for US economy has grown by 30%+ across sectors

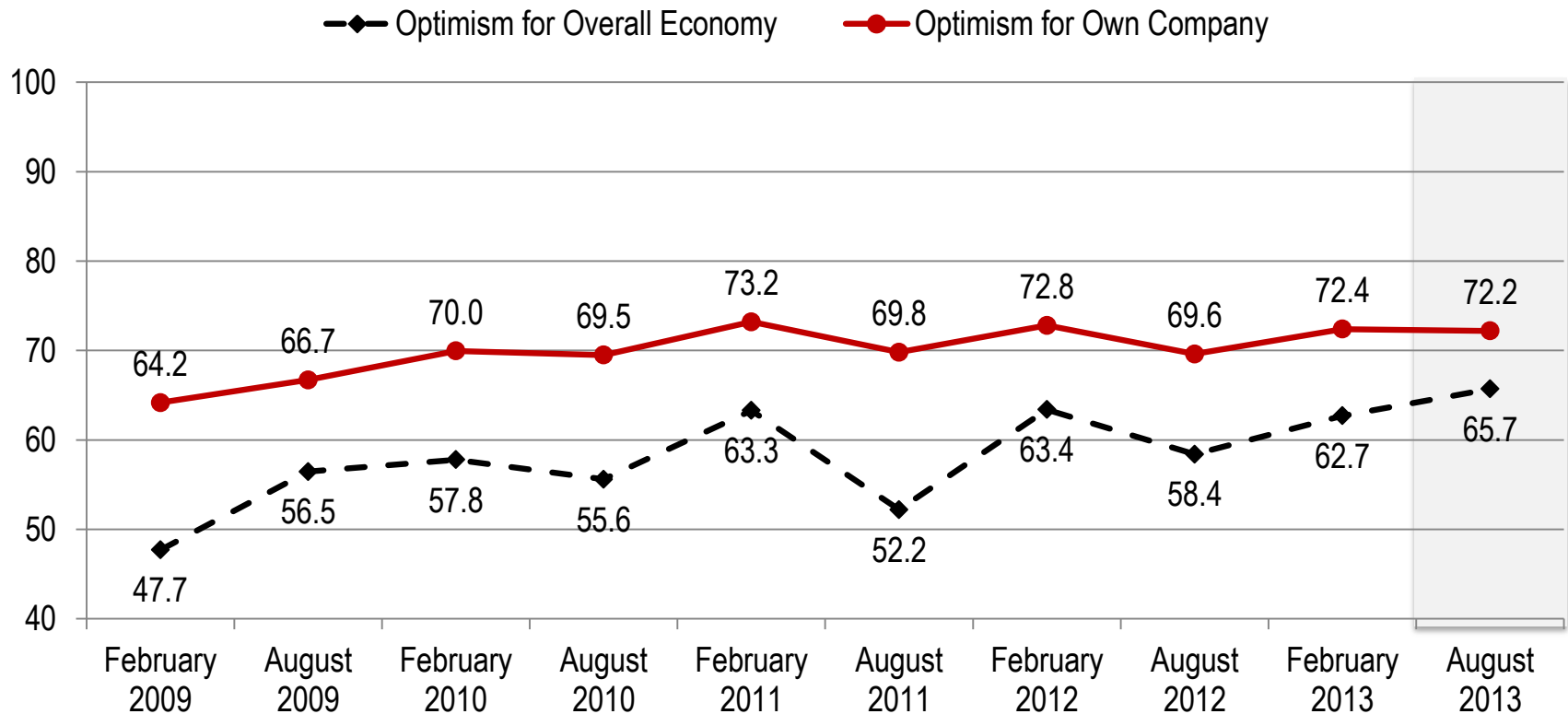
Figure 1.3. Optimism for U.S. economy by sector

XX% Change between February 2009 and August 2013



Marketer optimism for own companies and overall economy closest in four years

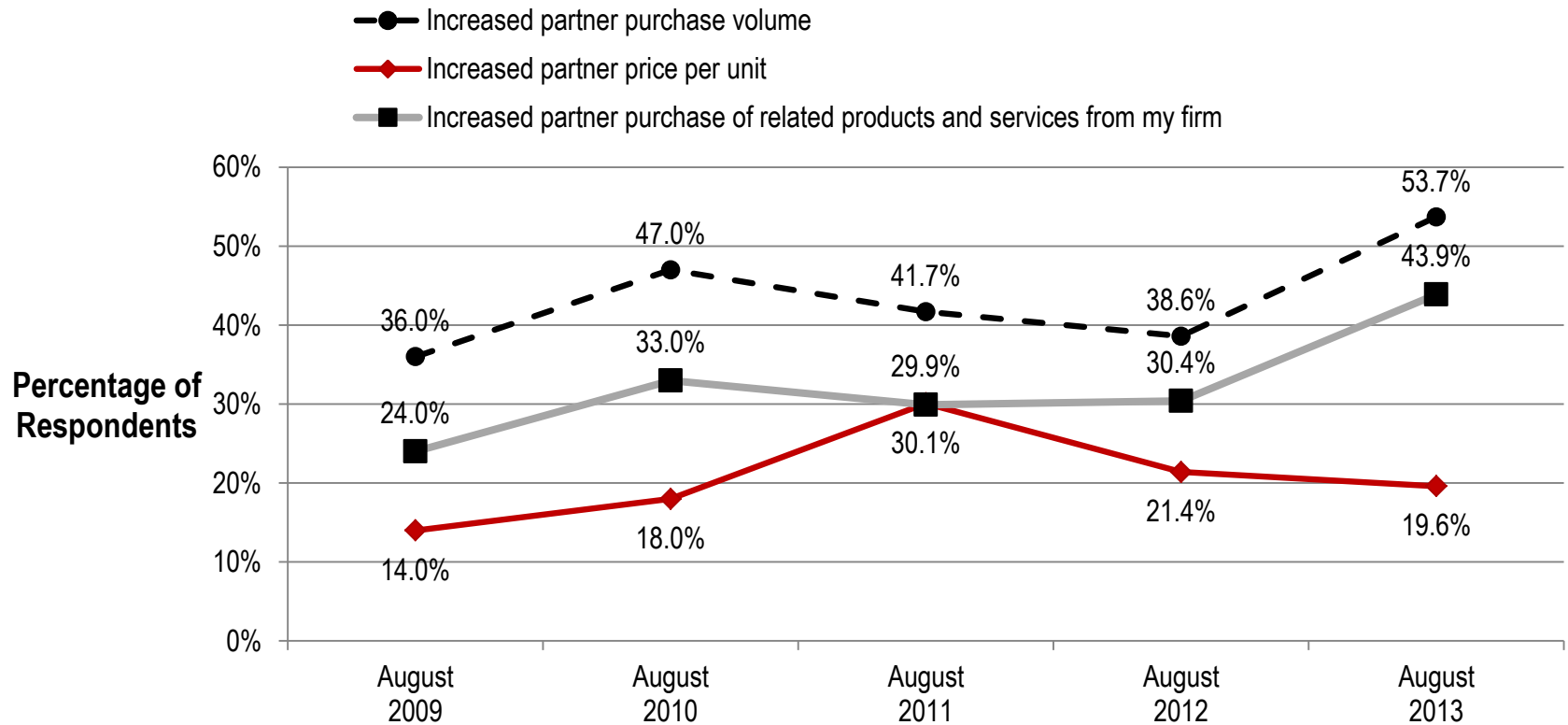
Figure 1.4. How optimistic are you on a 0-100 scale with 0 being the least optimistic and 100 the most optimistic?



Channel partner outcomes to improve in next 12 months

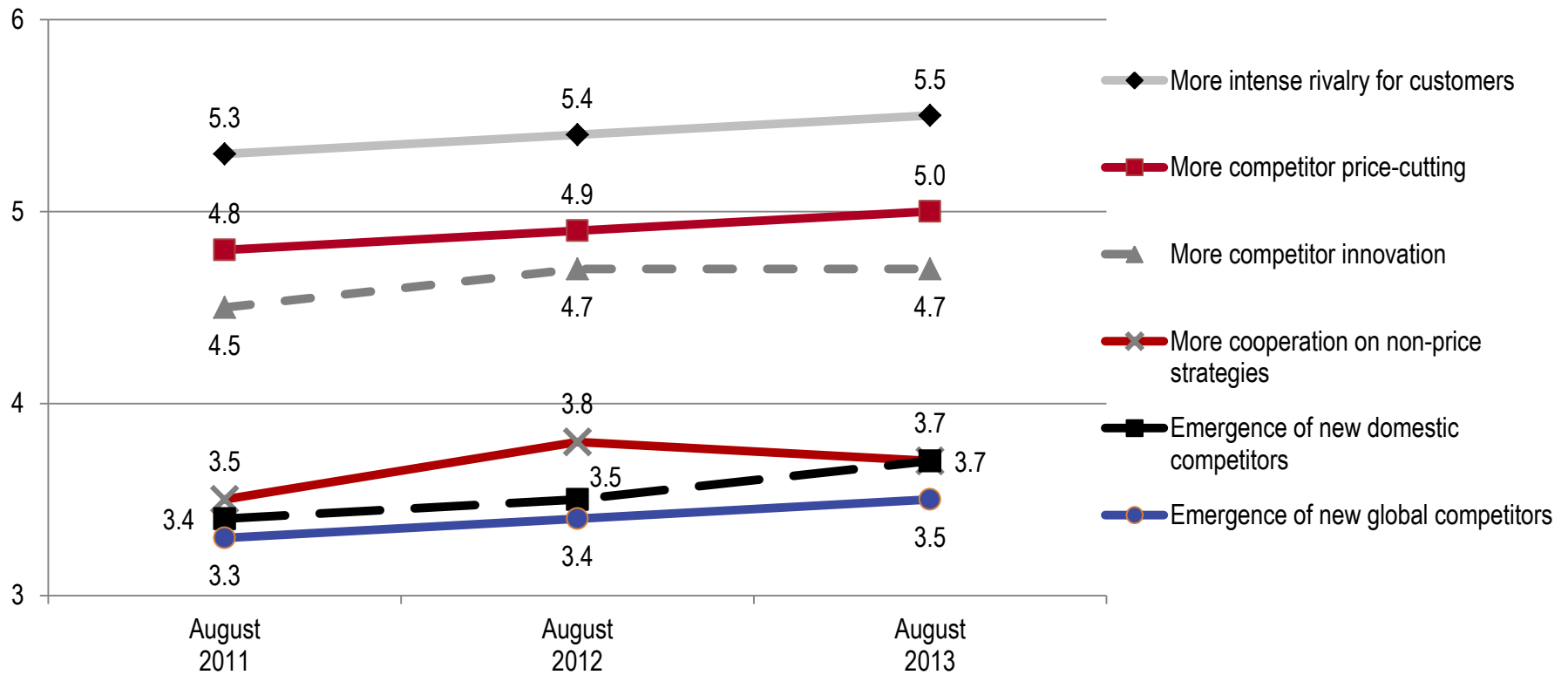
Marketplace Growth Spending Performance Social Media Jobs Organization Leadership Analytics

Figure 1.5. Channel metrics in next 12 months



Competitor metrics show increased intensity: More competitors, more rivalry, more price-cutting

Figure 1.6. Competitor metrics in next 12 months



*Measured on 7-point scale where 1=not at all likely and 7=very likely

Topic 2: Firm Growth Strategies

Firms decrease market penetration and move toward riskier growth strategies in next year

Types of growth strategies

	Existing Products/ Services	New Products/ Services
Existing Markets	Market Penetration Strategy	Product/Service Development Strategy
New Markets	Market Development Strategy	Diversification Strategy

Table 2.1. How growth spending is expected to change*

Growth Strategy	Actual Spending in Past 12 Months	Expected Spending in Next 12 Months	Percent Change Expected
Market Penetration Strategy	53.4%	47.0%	-12.0%
Market Development Strategy	15.0%	16.9%	+12.7%
Product/Service Development Strategy	22.1%	24.6%	+11.3%
Diversification Strategy	9.4%	11.6%	+23.4%

* % of spending across growth strategies

Growth strategies vary by sector:

B2C-product companies to emphasize market development over product development

Table 2.2. Expected changes in sector growth spending in next 12 months relative to prior year

	B2B Product	B2B Service	B2C Product	B2C Service
Market Penetration Strategy	-12.7%	-13.6%	-14.1%	-9.2%
Market Development Strategy	+5.7%	+13.0%	+43.2%	+7.5%
Product/Service Development Strategy	+14.5%	+19.8%	-0.4%	+12.3%
Diversification Strategy	+23.9%	+17.7%	+21.6%	+29.6%

Notable Shifts

- B2C-product companies show a dramatic shift away from market penetration (-14.1%) and product/service development (-0.4%) to market development strategies (+43.2%) and diversification (+21.6%).
- All other sectors move towards product/service development and diversification.

Companies to increase organic growth and partnership strategies in next year

Table 2.3. How firms will grow in the next 12 months*

Strategy	Aug-12	Aug-13	% Change
Organic Growth	68.9%	71.4%	+3.6%
Growth via Acquisitions	12.2%	9.5%	-22.1%
Growth from Partnerships	12.9%	13.6%	+5.4%
Growth from Licensing	6.1%	5.5%	-9.8%

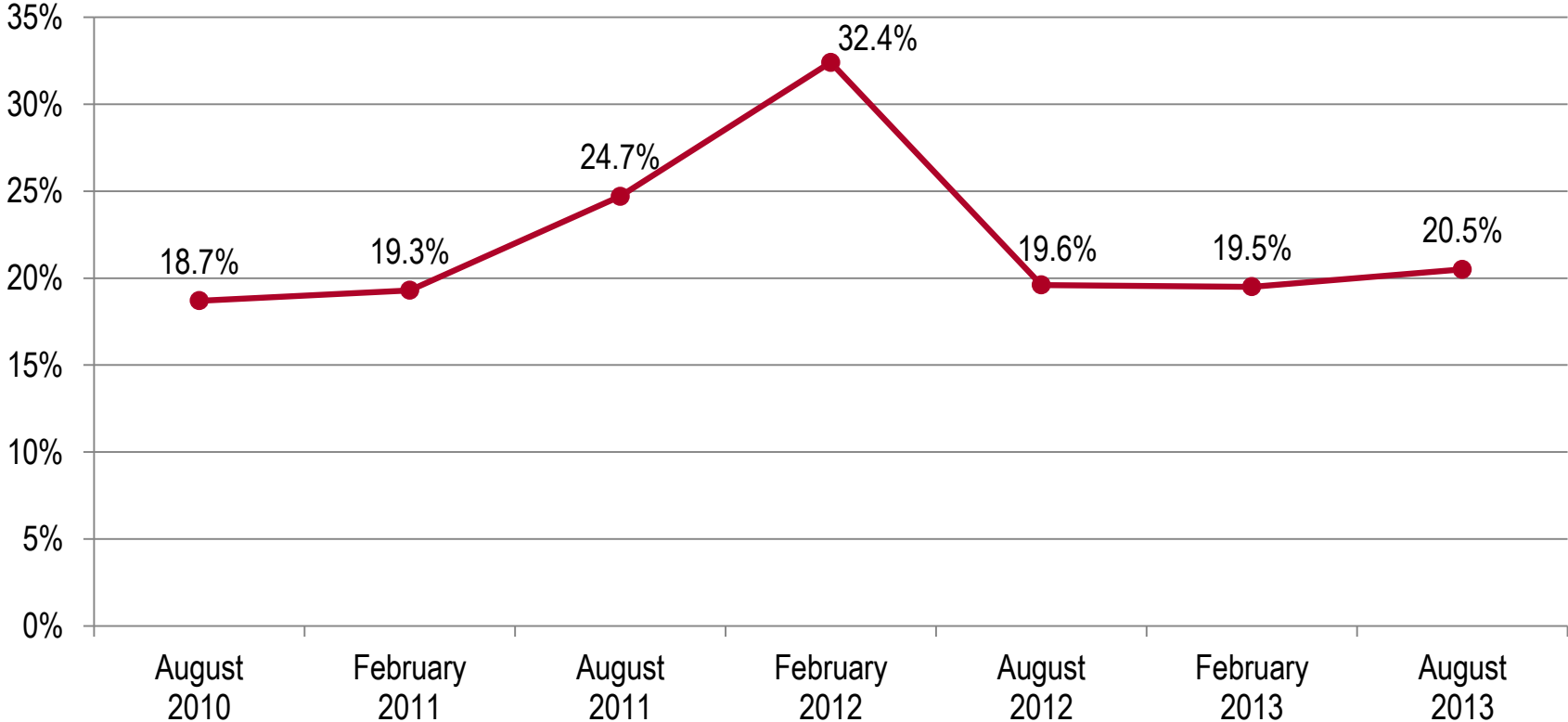
Table 2.4. Sector use of growth strategies*

Strategy	B2B Product	B2B-Service	B2C-Product	B2C-Service
Organic Growth	68.9%	72.4%	73.0%	73.3%
Growth via Acquisition	12.8%	8.2%	6.2%	8.5%
Growth from Partnerships	12.7%	14.7%	12.6%	14.7%
Growth from Licensing	5.6%	4.7%	8.2%	3.5%

* Percentage of spending across growth strategies

Sales from international markets 20% of overall company sales

Figure 2.1. Percentage of company sales expected to be international in next 12 months



Canada, Western Europe, and China remain U.S. firms' highest revenue growth markets

Figure 2.2. Highest international revenue growth markets (% respondents)

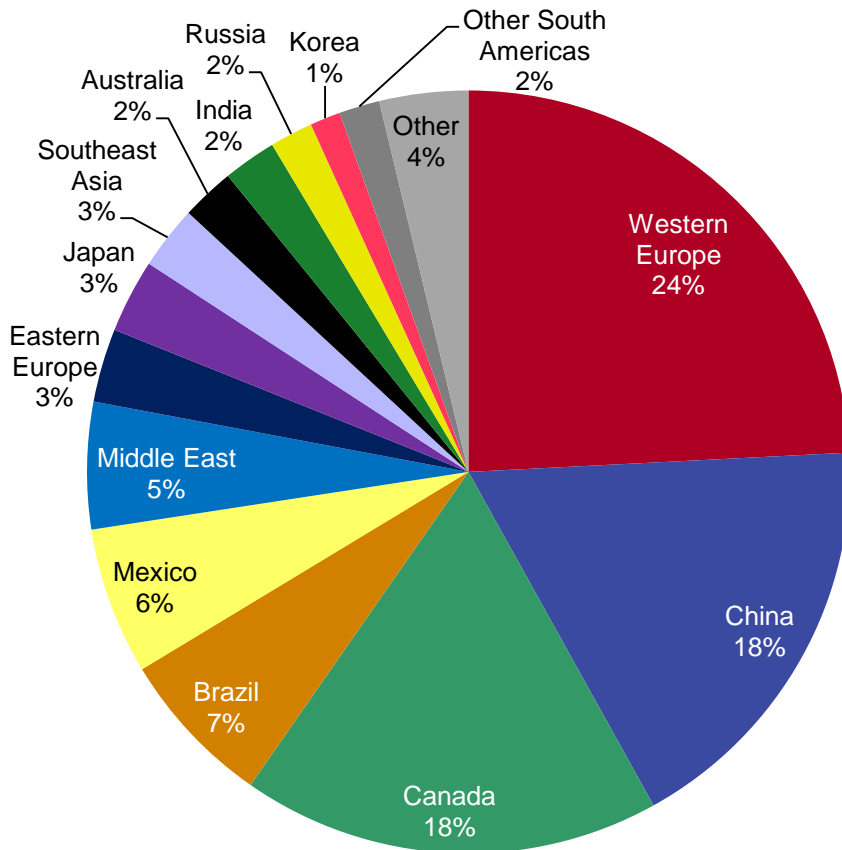
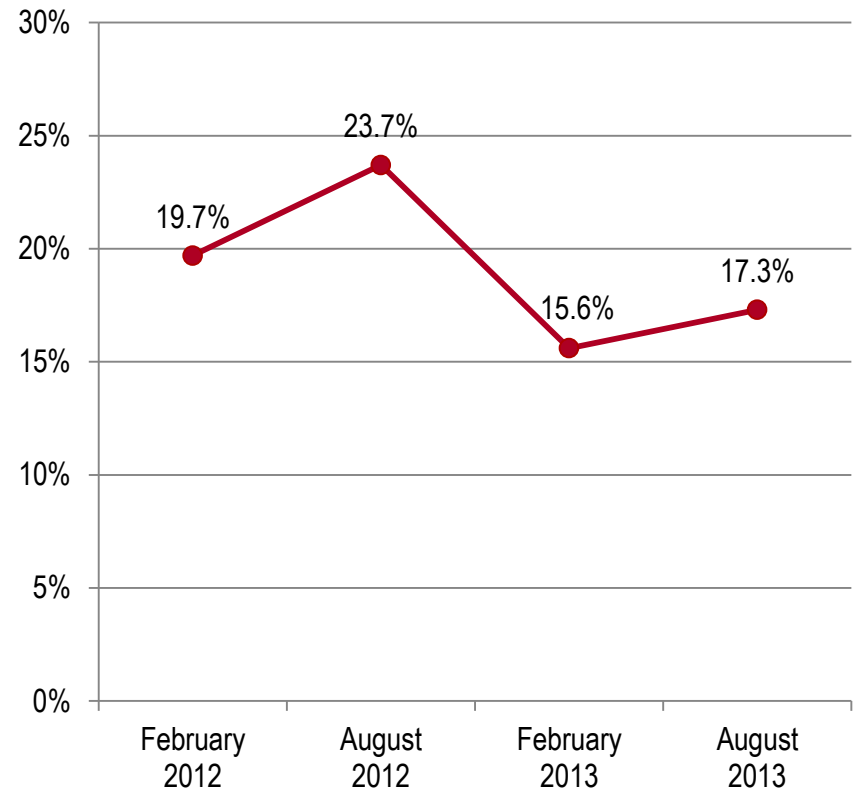
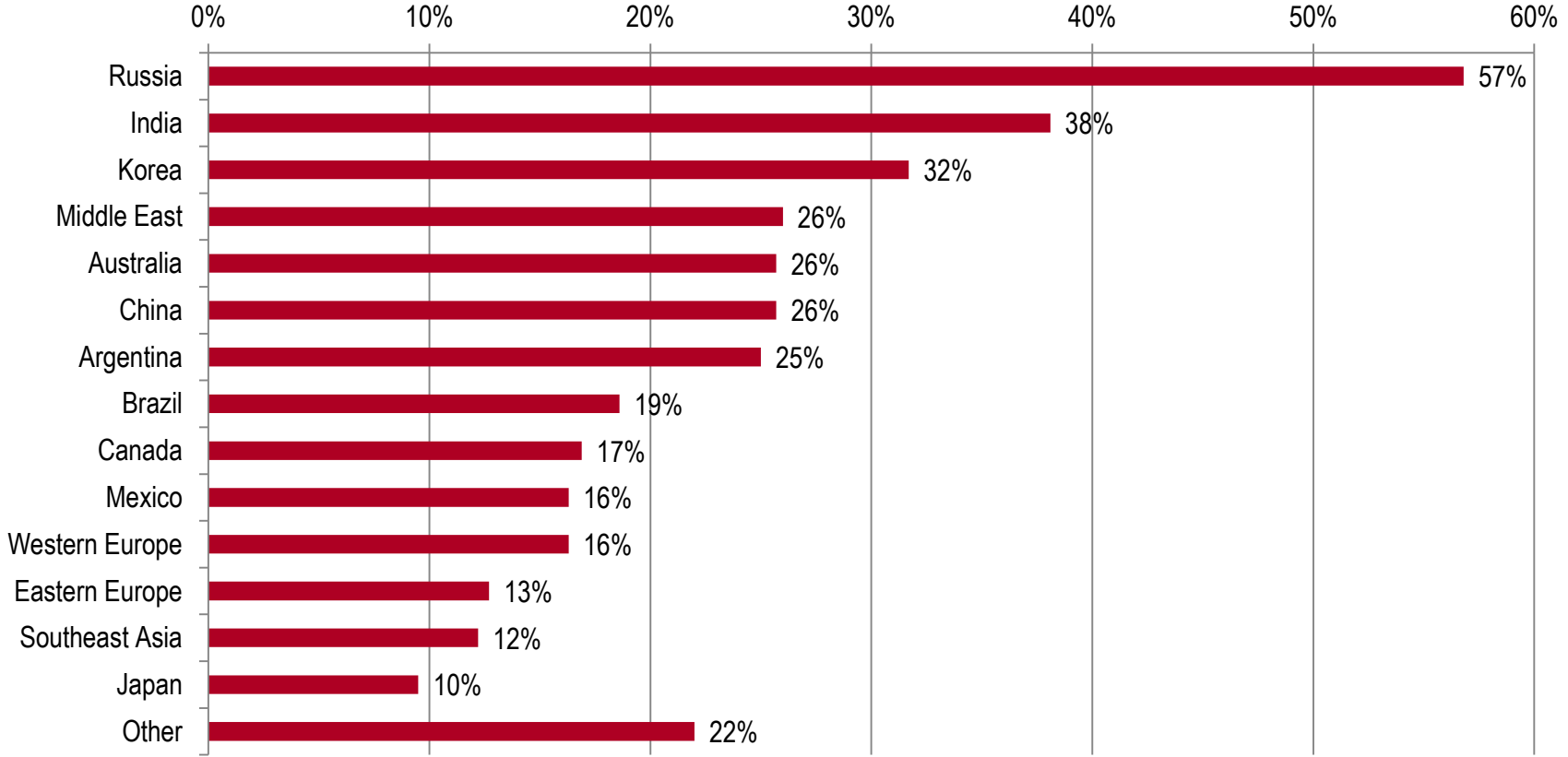


Figure 2.3. Average change in growth of highest revenue international markets



Russia, India, and Korea show biggest sales increases during the last year

Figure 2.4. Considering this international market, by what percent did your sales revenue increase in the last 12 months? (reported by market)

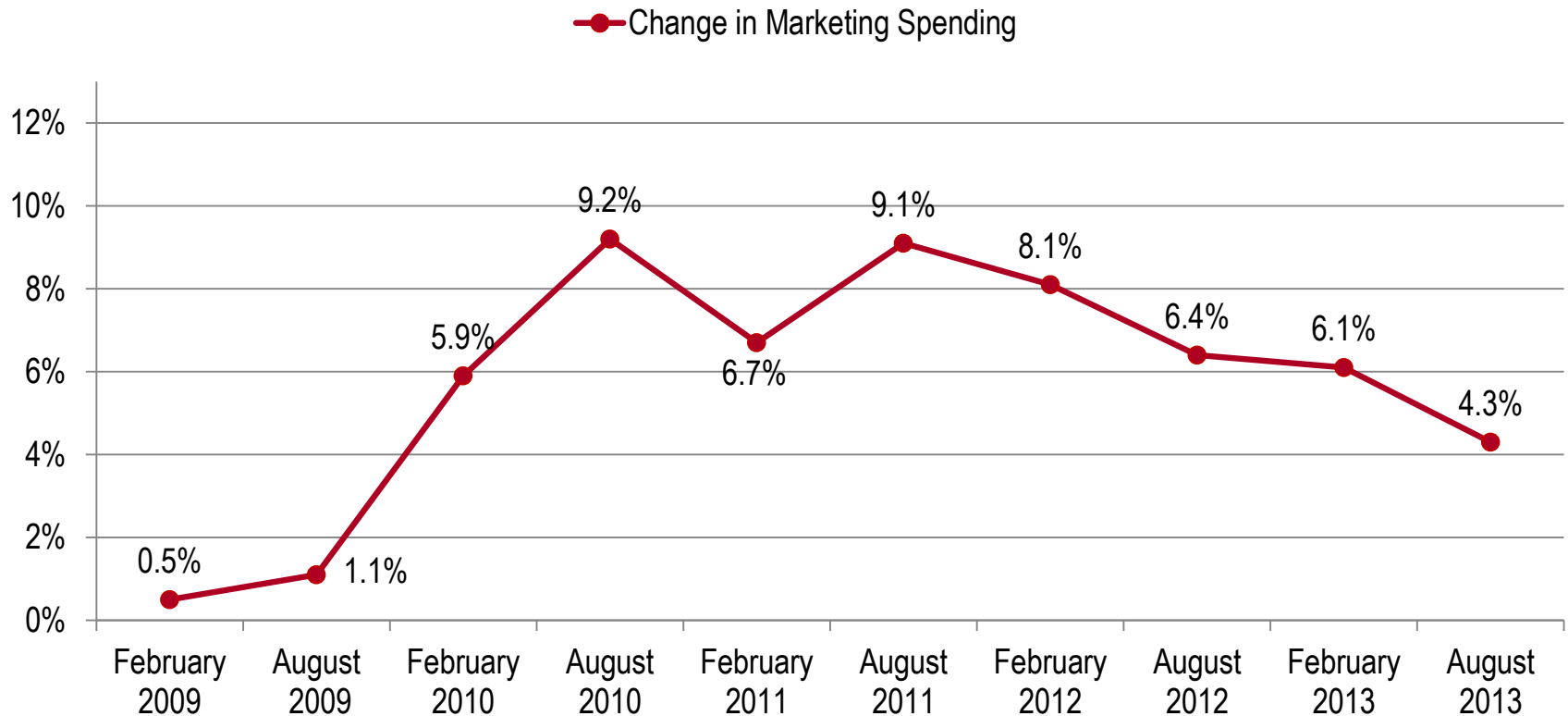


Topic 3: Marketing Spending



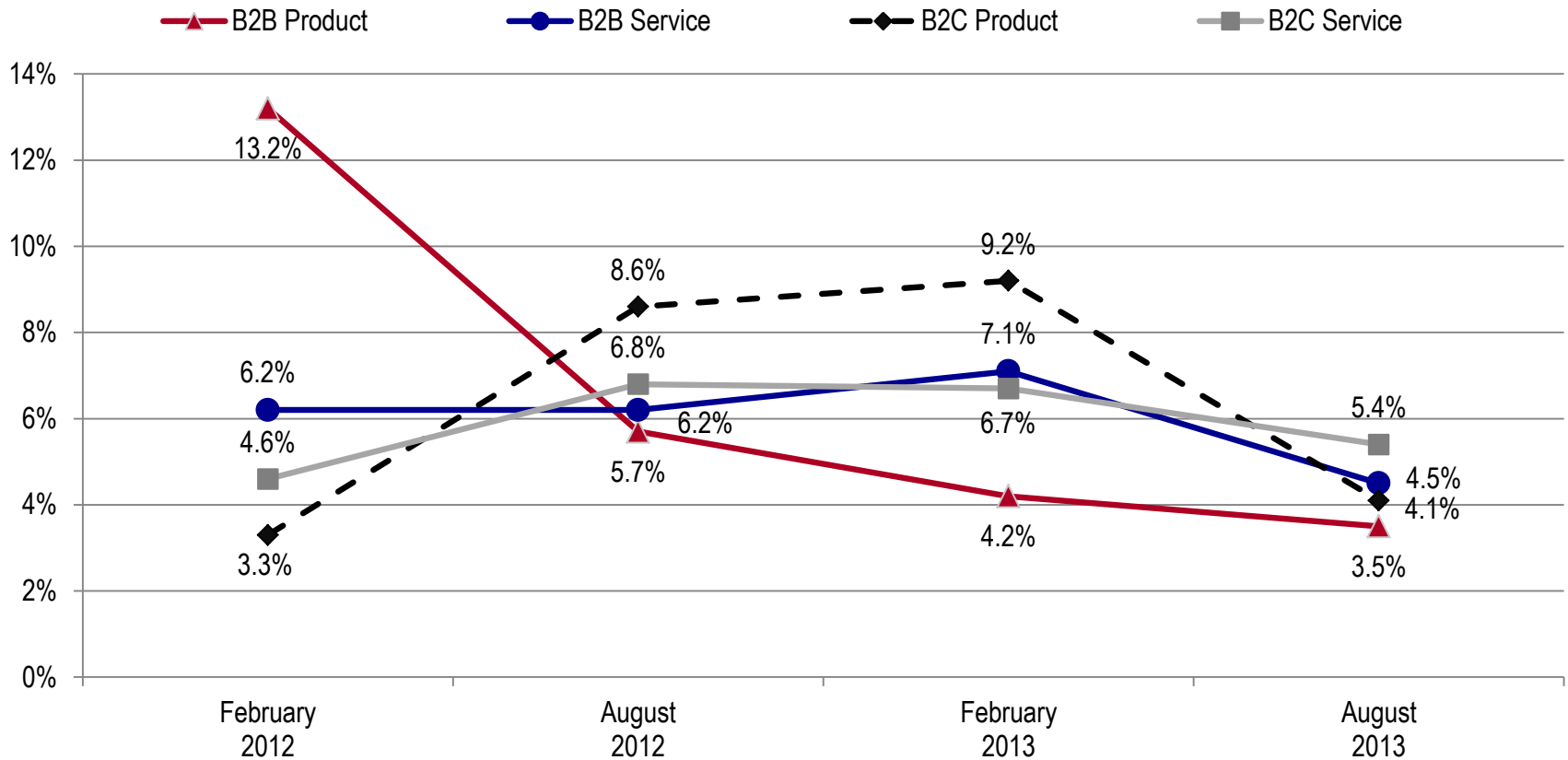
Growth in marketing budgets drops

Figure 3.1. Percent change in marketing budgets in next 12 months



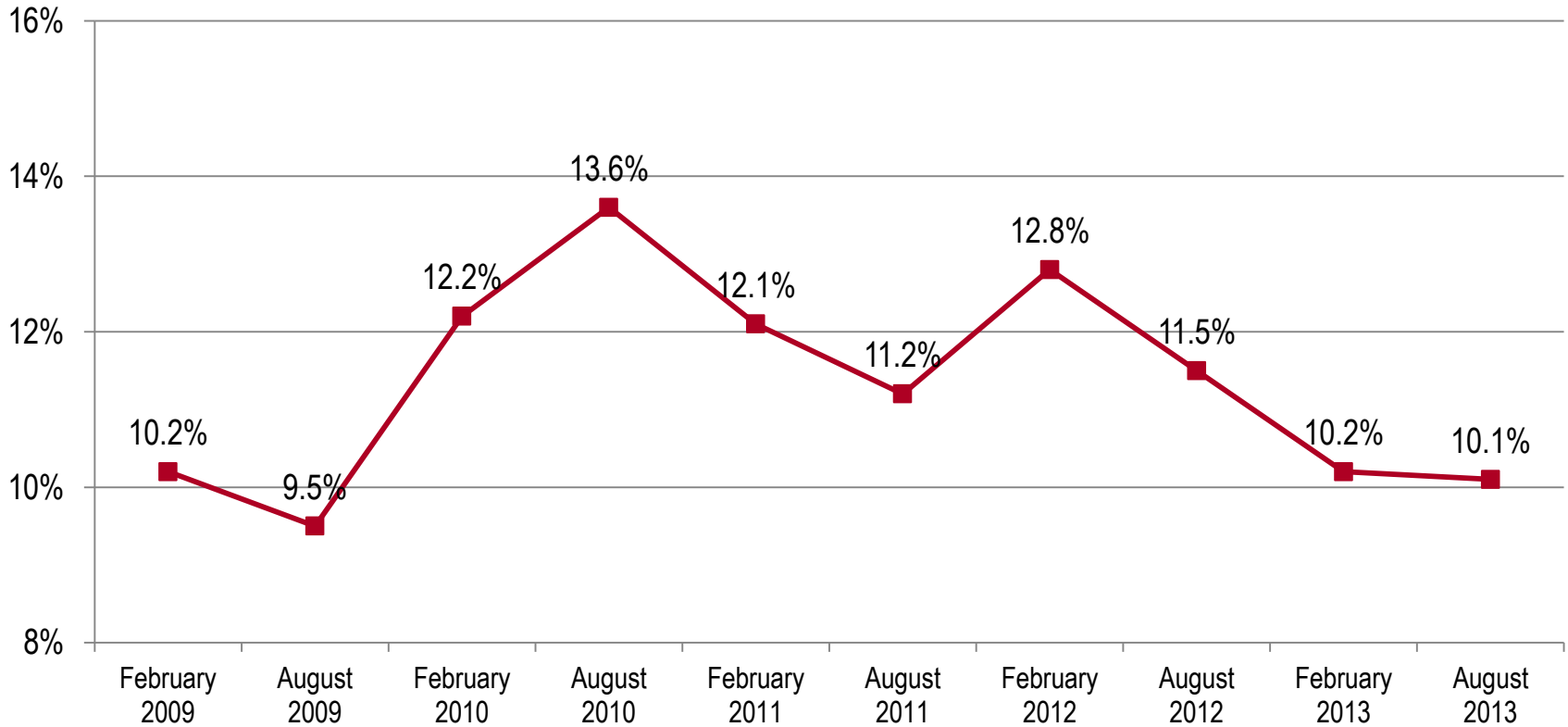
Biggest drop in marketing spending is B2C-product sector (from 9.2% to 4.1%)

Figure 3.2. Sector differences in marketing budgets



Digital marketing spend levels off at 10%

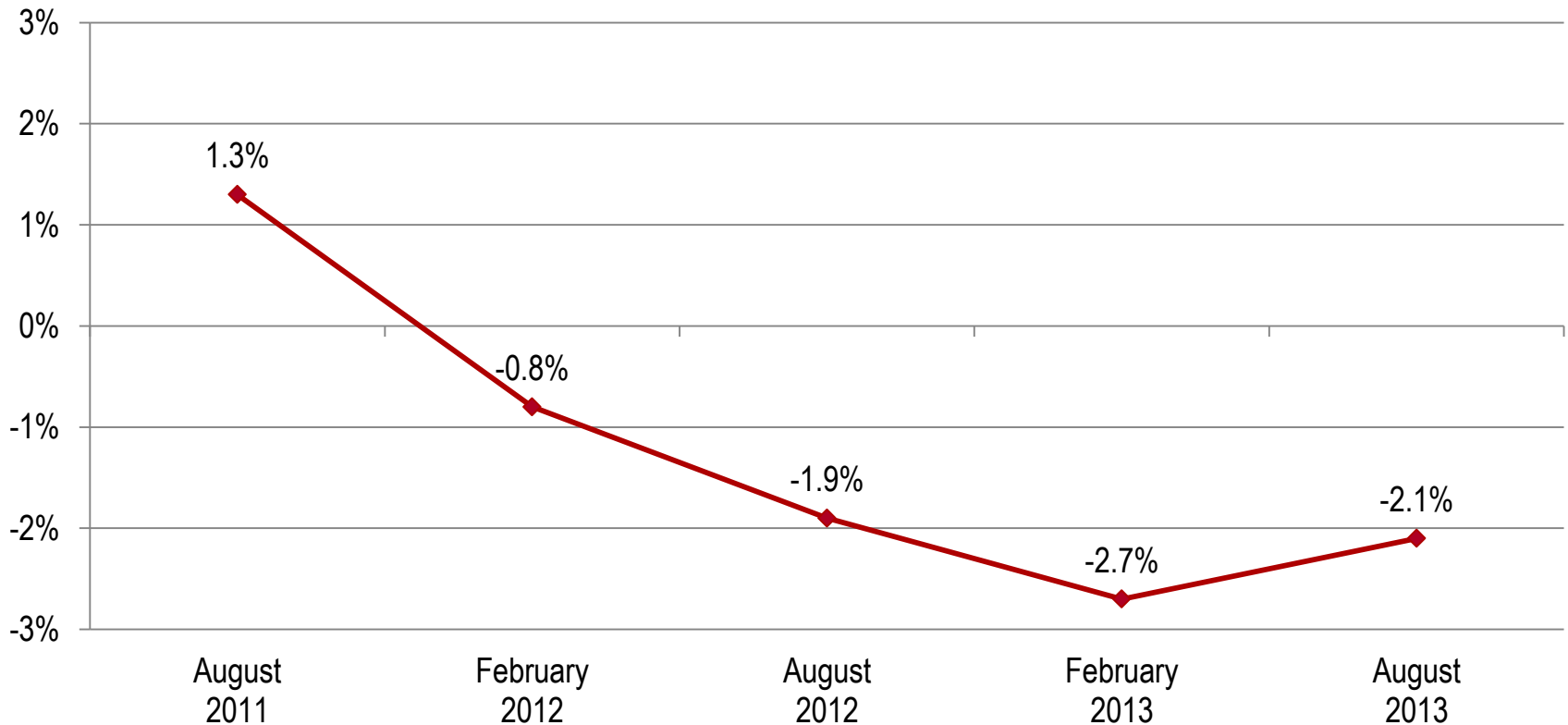
Figure 3.3. Change in digital marketing spending



Marketing spending on traditional advertising continues to plummet

Marketplace > Growth > **Spending** > Performance > Social Media > Jobs > Organization > Leadership > Analytics

Figure 3.4. Percent change in traditional advertising* spend in next 12 months



*Refers to media advertising not using the web.

Industry differences in digital vs. traditional advertising spend



Table 3.1. Change in digital and traditional advertising spending in next 12 months by sector

	B2B Product	B2B Services	B2C Product	B2C Services
Digital marketing spend	+9.5%	+9.9%	+11.1%	+10.6%
Traditional advertising* spend	-2.4%	-3.9%	0.8%	-1.9%

*Refers to media advertising not using the web.

All other marketing spend categories remain positive, but slower growth expected

Table 3.2. Percent change in marketing spending in next 12 months

	Aug-12	Feb-13	Aug-13
Overall marketing spending	6.4%	6.1%	4.3%
Traditional advertising* spending	-1.9%	-2.7%	-2.1%
Digital marketing spending	11.5%	10.2%	10.1%
New product introductions	9.4%	8.0%	7.1%
New service introductions	6.4%	5.8%	4.9%
Customer relationship management	9.0%	8.1%	6.0%
Brand building	7.5%	6.8%	4.6%

*Refers to media advertising not using the web.

Investments in marketing knowledge positive but drop over time

Table 3.3. Changes in firm spending on marketing knowledge in next 12 months

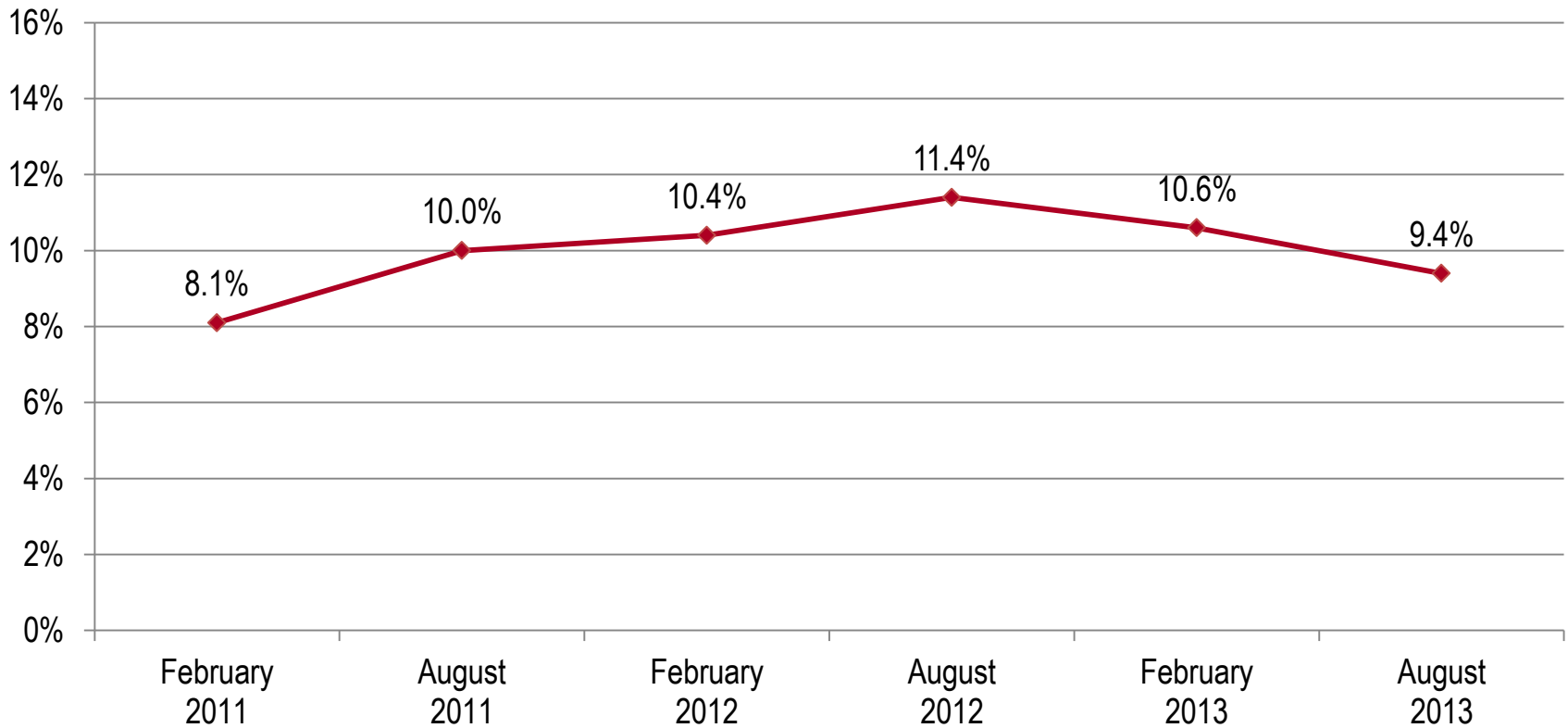
	Aug-12	Aug-13	% Change
Marketing research and intelligence	8.2%	6.6%	-19.5%
Marketing consulting services	3.3%	1.6%	-51.5%
Developing knowledge about how to do marketing*	5.8%	3.8%	-34.5%
Integrating what we know about marketing	8.2%	4.2%	-48.8%
Marketing training*	7.2%	3.6%	-50.0%

*Developing knowledge about how to do marketing refers to the development of new marketing capabilities, while marketing training involves transferring existing marketing knowledge to employees

Marketing budgets as percent of firm budgets tick down

Marketplace > Growth > **Spending** > Performance > Social Media > Jobs > Organization > Leadership > Analytics

Figure 3.5. Marketing budget as a percent of firm budget*



*Question asked in Feb-11 for the first time.

Who has the biggest marketing budgets?

B2C-product companies, large companies (\$1B or more in sales), and more than 10% of sales from internet

Table 3.5a. Marketing percentage of firm budget by economic sector

	B2B Product	B2B Services	B2C Product	B2C Services
February 2012	8.7%	8.2%	16.1%	16.8%
February 2013	10.6%	10.1%	16.3%	10.9%
August 2013	8.3%	7.0%	14.3%	10.7%

Table 3.5b. Marketing percentage of firm budget by company sales revenue

	<\$25 Million	\$26-99 Million	\$100-499 Million	\$500-999 Million	\$1-9.9 Billion	>\$10 Billion
February 2012	10.7%	12.3%	13.5%	4.7%	6.7%	8.8%
February 2013	12.6%	8.8%	10%	7.8%	9.4%	11.5%
August 2013	9.8%	7.4%	7.1%	8.4%	10.7%	10.2%

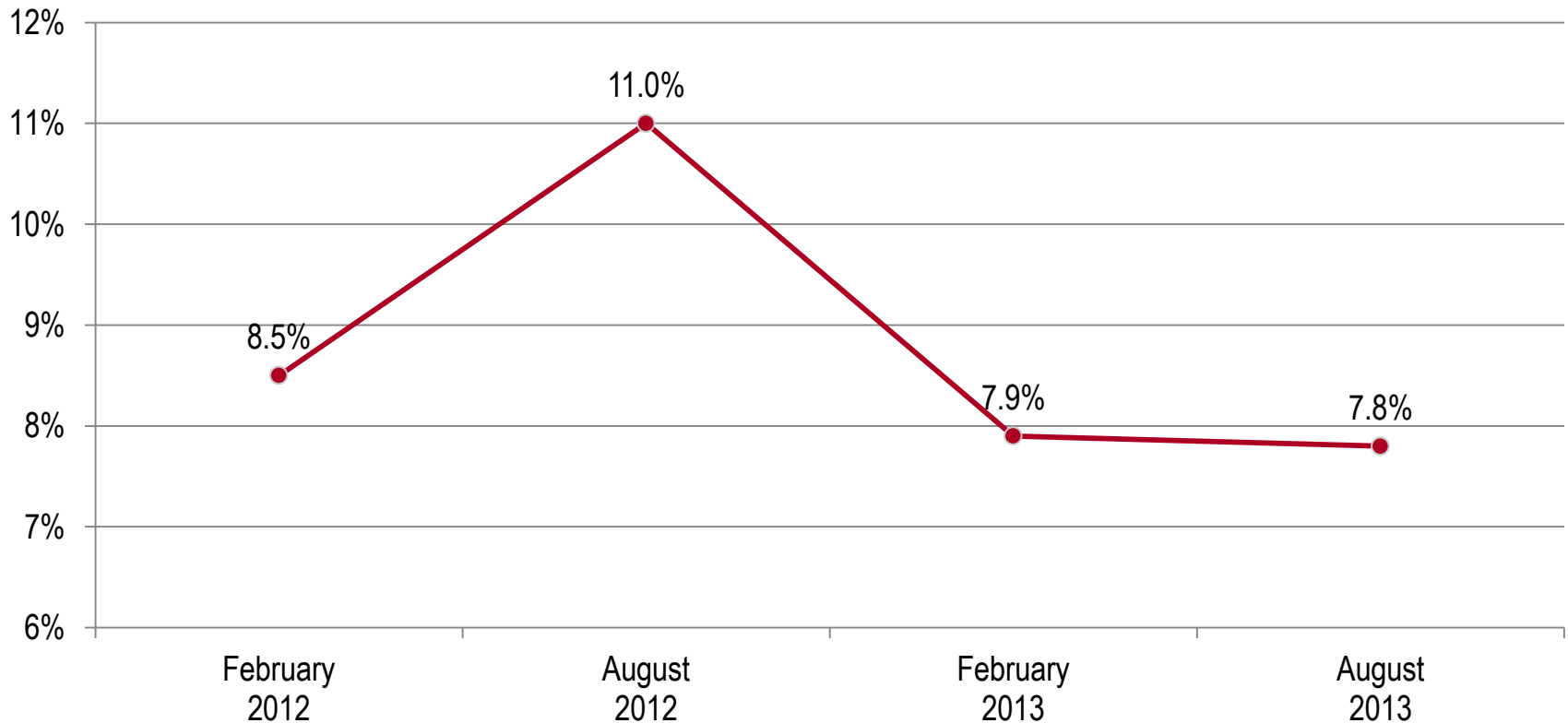
Table 3.5c. Marketing percentage of firm budget by company internet sales

	0% Internet Sales	1-10% Internet Sales	>10% Internet Sales
February 2012	8.4%	9.5%	18.0%
February 2013	10.3%	8.1%	14.4%
August 2013	7.9%	8.9%	13.7%

Marketing spending as a percentage of firm revenues 7.8%

Marketplace > Growth > **Spending** > Performance > Social Media > Jobs > Organization > Leadership > Analytics

Figure 3.6. Marketing spending as a percentage of firm revenues*



*Question asked in Feb-12 for the first time.

Marketing spending as a percentage of firm revenues by firm and industry

Table 3.6a. Marketing spending as a percentage of firm revenues by economic sector

	B2B-Product	B2B-Services	B2C-Product	B2C-Services
August 2012	11.4%	11.9%	9.8%	16.1%
February 2013	8.8%	7.7%	9.4%	9.2%
August 2013	6.0%	5.2%	13.1%	10.9%

Table 3.6b. Marketing spending as a percentage of firm revenues by company sales revenue

	<\$25 Million	\$26-99 Million	\$100-499 Million	\$500-999 Million	\$1-9.9 Billion	>\$10 Billion
August 2012	17.8%	10.7%	10.6%	9.4%	6.1%	13.1%
February 2013	11.1%	6.0%	8.6%	3.5%	5.5%	6.0%
August 2013	8.9%	8.7%	6.0%	4.4%	5.9%	13.1%

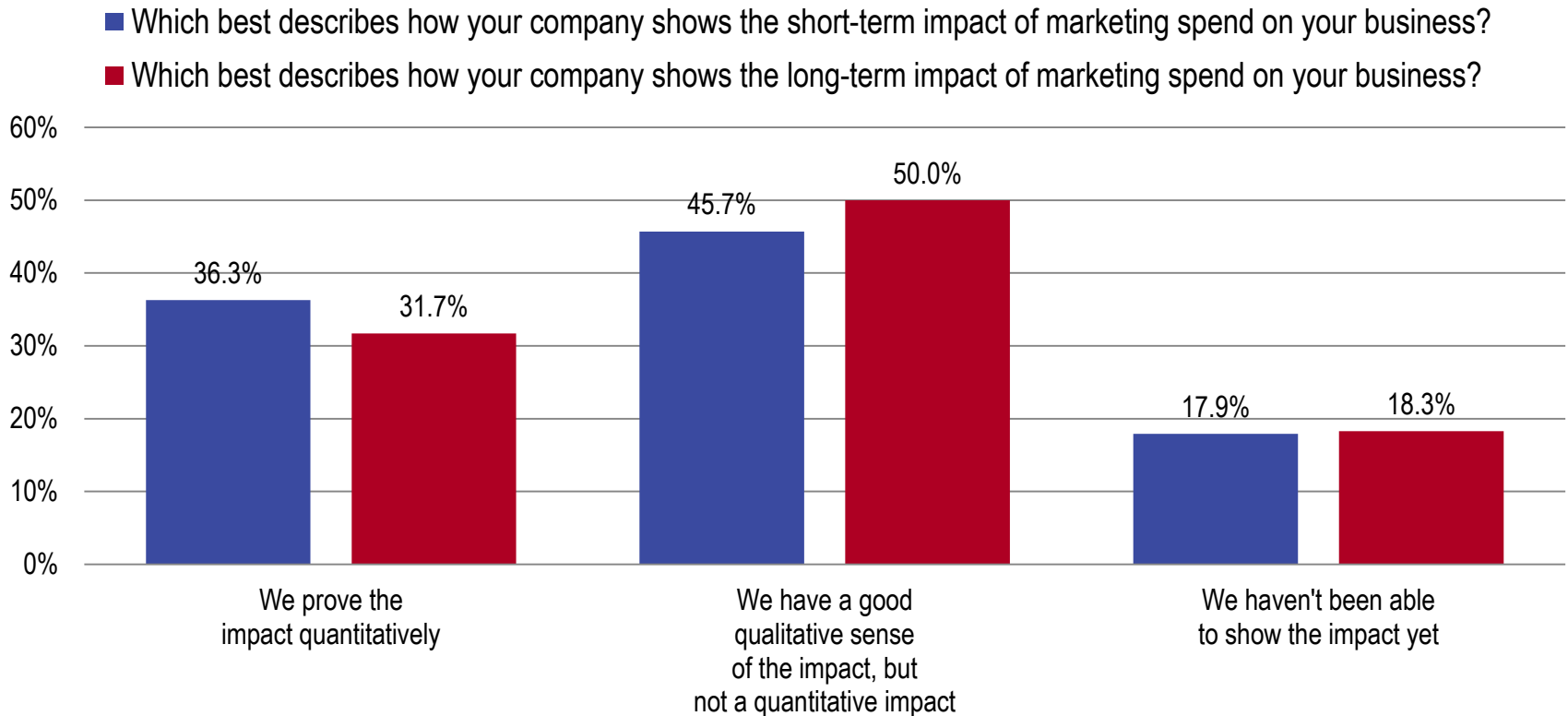
Table 3.6c. Marketing spending as a percentage of firm revenues by company internet sales

	0% Internet Sales	1-10% Internet Sales	>10% Internet Sales
August 2012	11.0%	9.3%	18.3%
February 2013	6.8%	5.7%	13.0%
August 2013	5.9%	6.8%	13.1%

Companies lack quantitative metrics to demonstrate impact of marketing spending on the business

Figure 3.7. Short-term and long-term impact of marketing spend on business

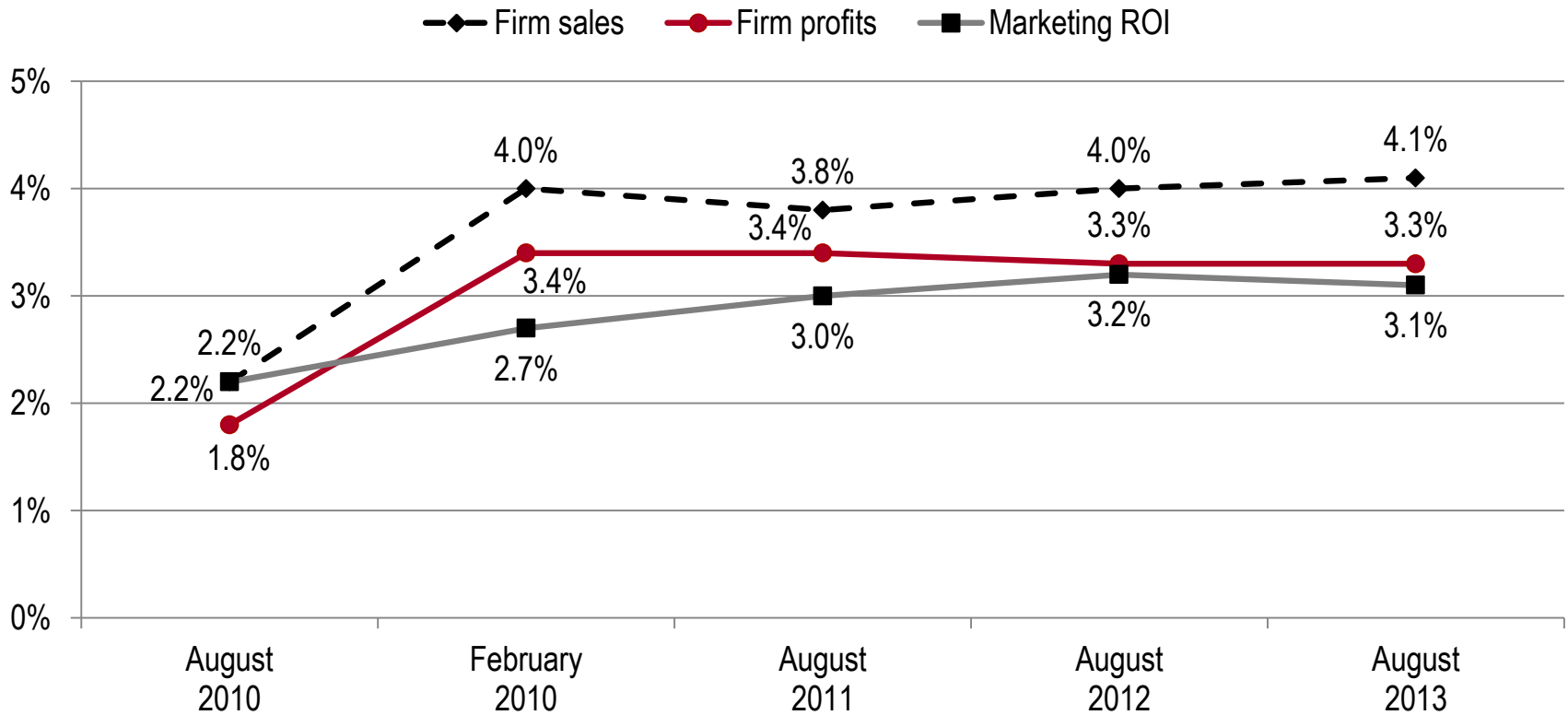
**New question
in The CMO Survey**



Topic 4: Financial and Marketing Performance

Company performance on financial metrics holds

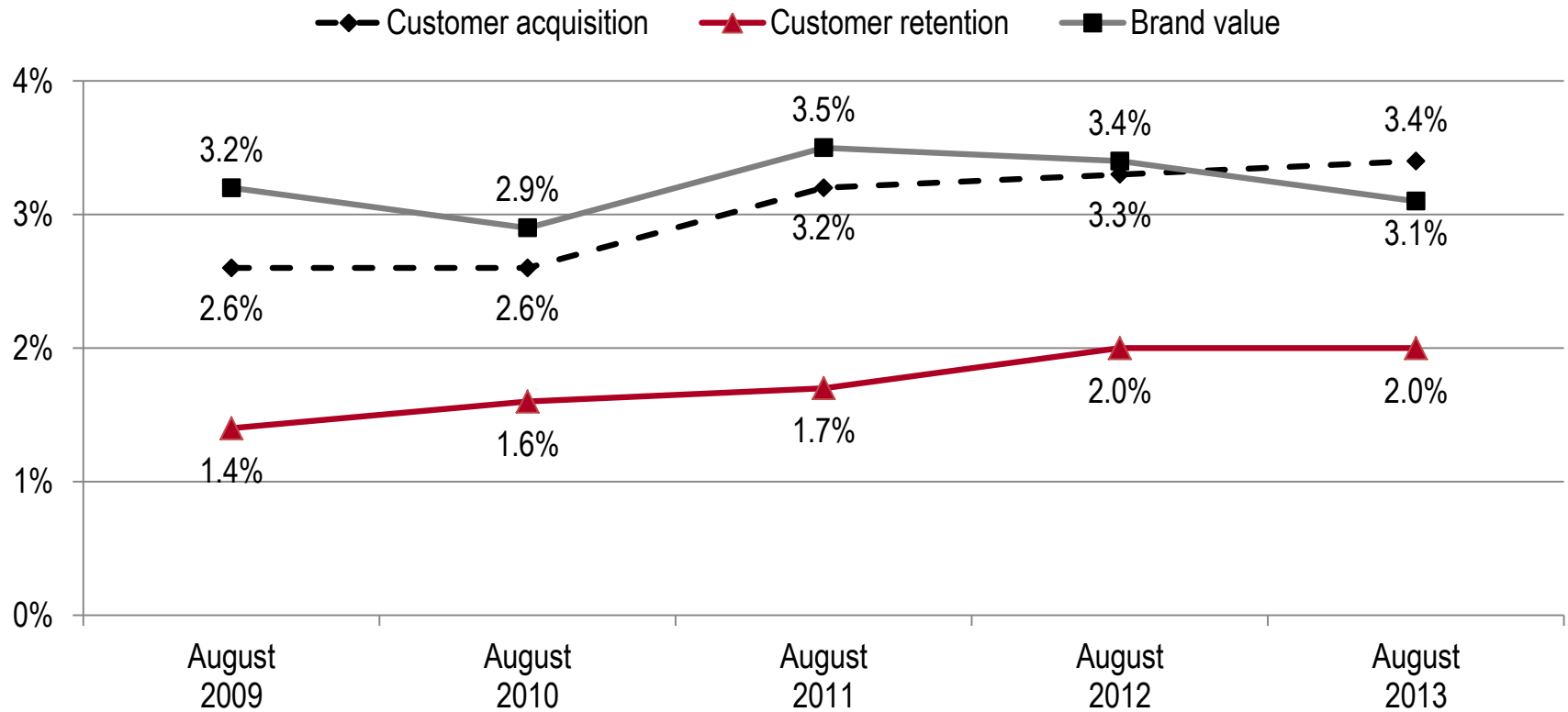
Figure 4.1. Percent change in firm performance in prior 12 months



Performance on key customer and brand assets also holds

Marketplace > Growth > Spending > **Performance** > Social Media > Jobs > Organization > Leadership > Analytics

Figure 4.2. Percent change in company performance on customer and brand metrics in prior 12 months



Company performance by sector

Table 4.1. Sector performance metrics for prior 12 months

	B2B-Product	B2B-Services	B2C-Product	B2C-Services
Firm sales	3.5%	4.5%	4.3%	3.5%
Marketing return on investment	2.4%	3.8%	3.2%	3.4%
Firm profits	2.3%	4.3%	3.8%	2.7%
Customer acquisition	3.2%	3.6%	3.6%	3.2%
Customer retention	1.5%	2.5%	2.8%	1.2%
Brand value	2.9%	3.6%	2.8%	2.9%

Firm performance goals remain strong

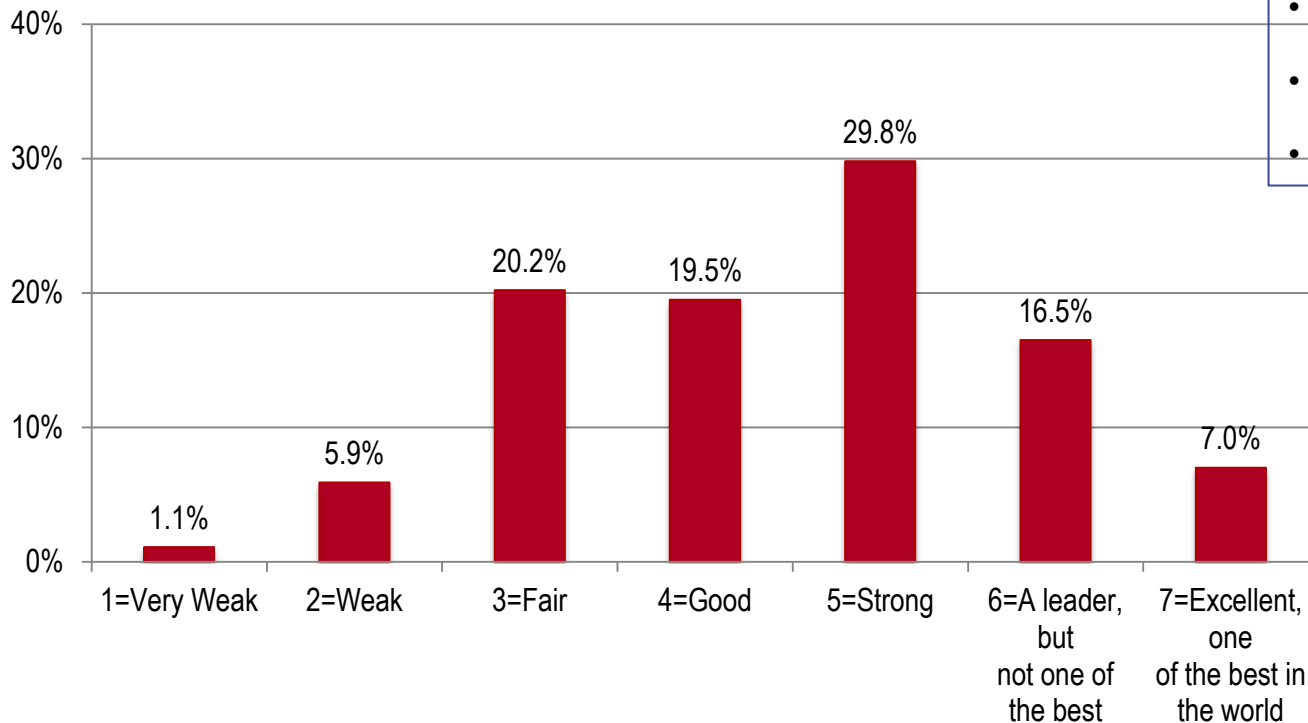
Table 4.2. Company performance and goals

	Actual firm performance in prior 12 months	Goal in the next 12 months	Expected change in next 12 months
Firm sales	4.1%	6.5%	+58.5%
Marketing return on investment	3.1%	5.0%	+61.3%
Firm profits	3.3%	5.8%	+75.8%
Customer acquisition	3.4%	5.8%	+70.6%
Customer retention	2.0%	4.2%	+110.0%
Brand value	3.1%	5.2%	+67.7%

Marketing excellence ratings flat

Figure 4.3. Ratings of marketing excellence in companies

Question: How would you rate your company's marketing excellence?



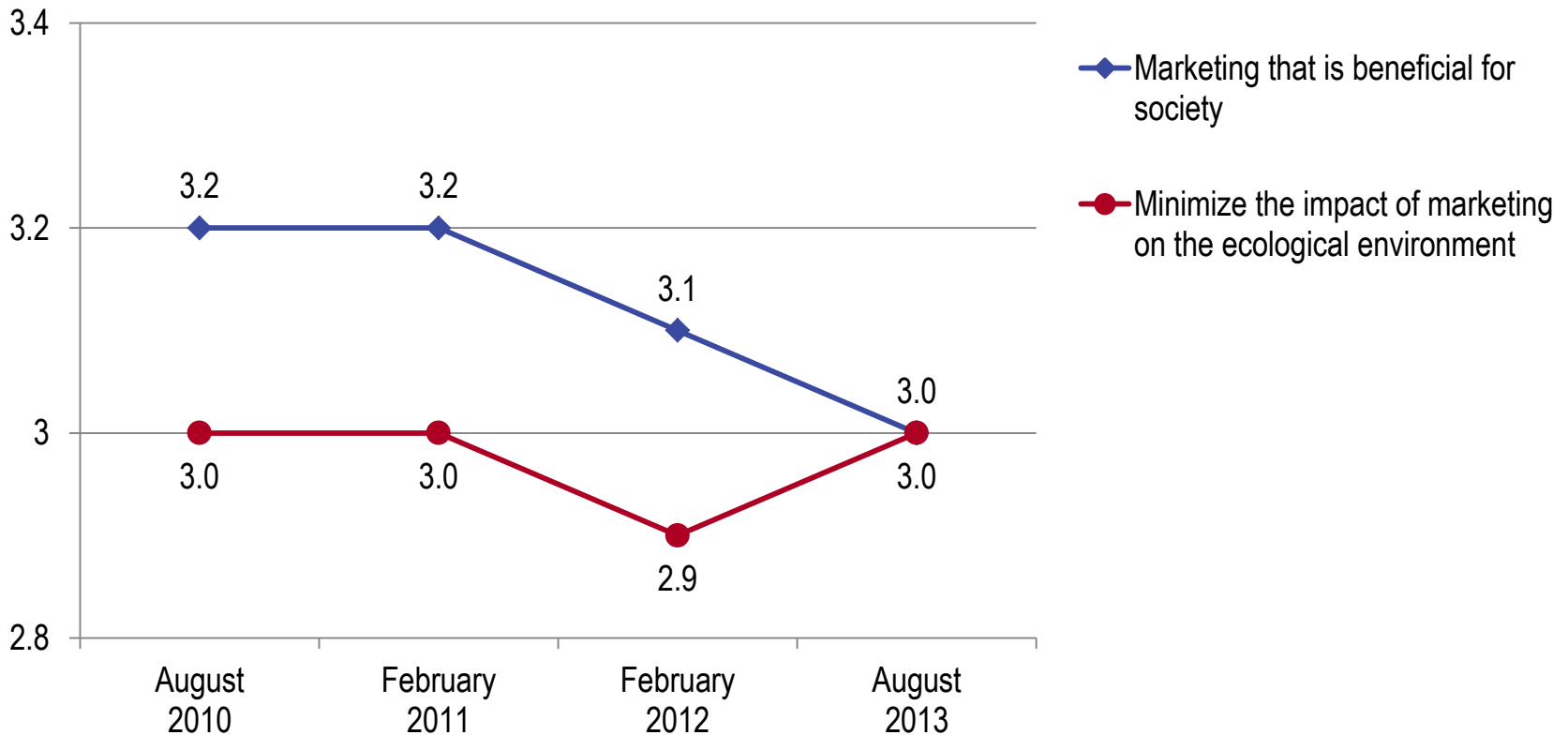
Key Metrics

- Aug-2013: Mean = 4.5 (SD = 1.4)
- Feb-2013: Mean = 4.5 (SD = 1.4)
- Aug-2012: Mean = 4.4 (SD = 1.4)

Marketing that is beneficial for society ticks down during recession

Marketplace > Growth > Spending > **Performance** > Social Media > Jobs > Organization > Leadership > Analytics

Figure 4.4. Rate your firm on each the following non-financial metrics during the last 12 months (1=Poor and 5=Excellent)



Topic 5: Marketing and Social Media

Google™



Pinterest

twitter

LinkedIn®

YouTube

flickr™



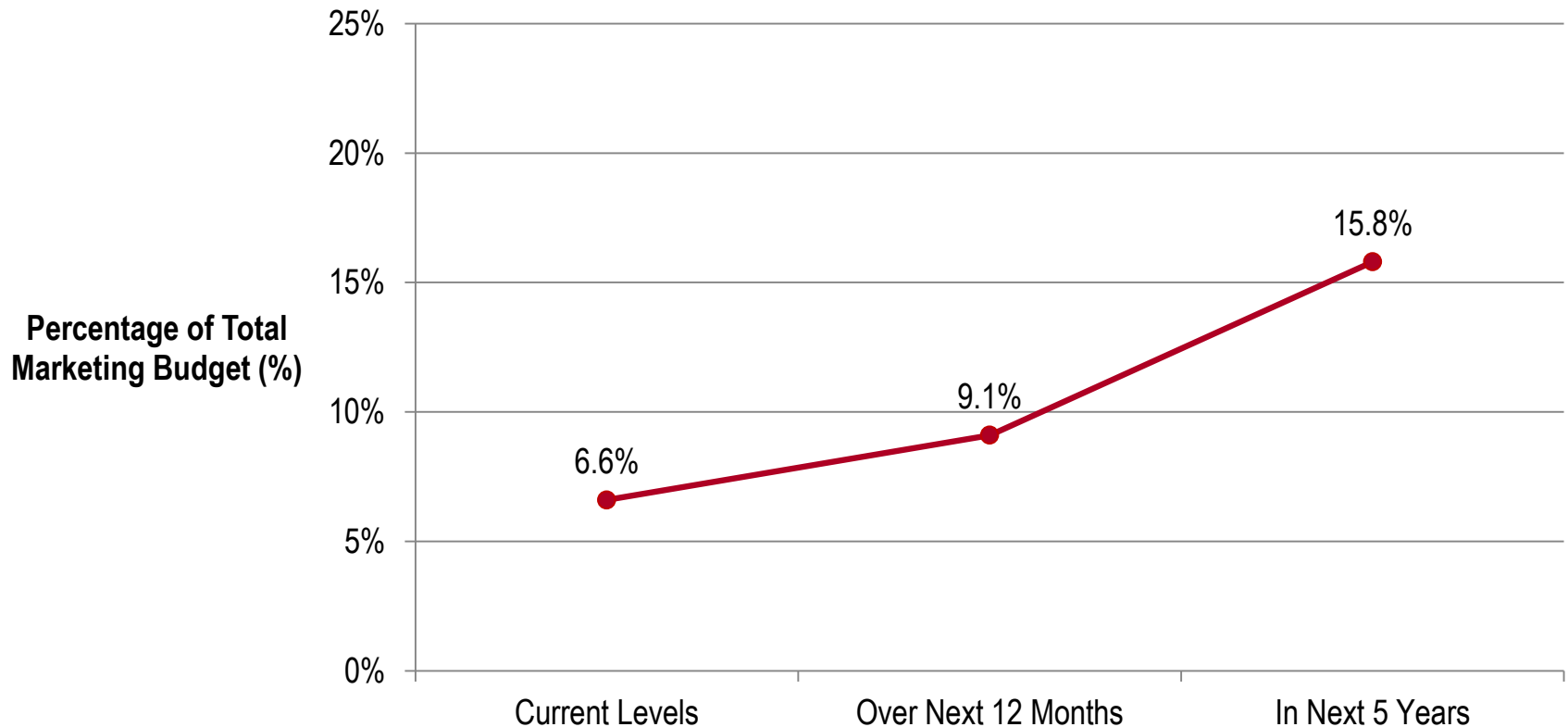
facebook

digg

Social media spending growth continues: Expected to be 16% of marketing budgets in five years

Marketplace > Growth > Spending > Performance > **Social Media** > Jobs > Organization > Leadership > Analytics

Figure 5.1. Social media spending as a percentage of marketing budgets



Social media spending across sectors

Table 5.1. Changes in social media spending across sectors

	B2B - Product	B2B - Services	B2C - Product	B2C - Services	Overall
Current Social Media Spending	5.0%	7.8%	7.3%	7.7%	6.6%
Social Media Spending in the next 12 months	7.1%	9.8%	10.4%	10.7%	9.1%
Social Media Spending in the next 5 years	13.3%	15.5%	19.5%	18.6%	15.8%

Social media integration gap not closing

Question: How effectively is social media linked to your firm's marketing strategy?
(1=not integrated, 7=very integrated)

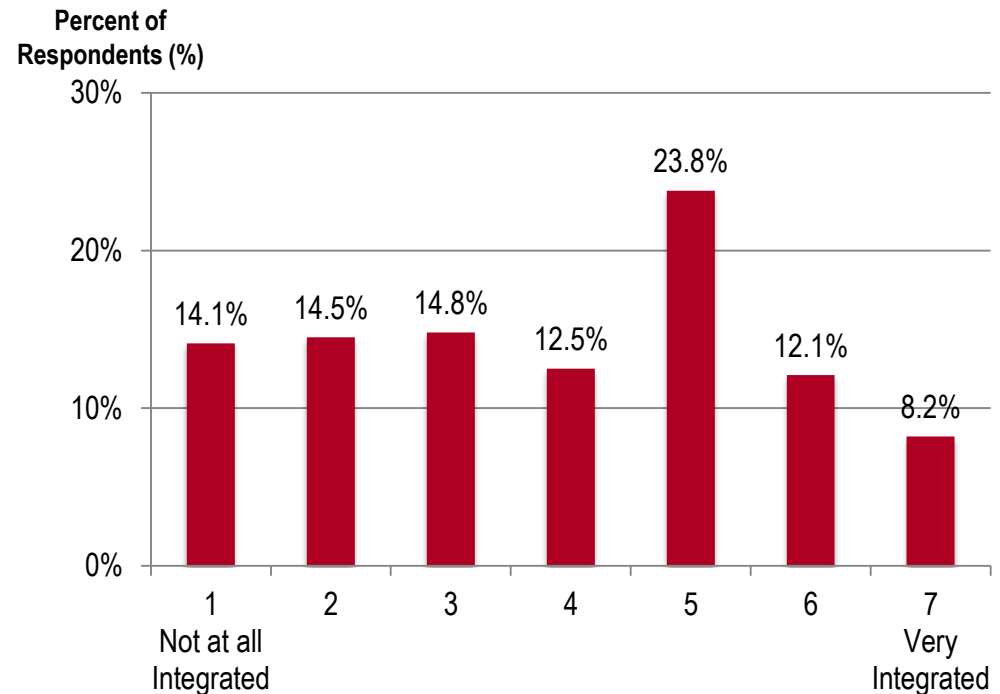
Results: Social media remains poorly integrated with marketing strategy:

- Aug, 2013: Mean = 3.9, SD = 1.9
- Feb, 2013: Mean = 3.8, SD = 1.9
- Aug, 2012: Mean = 3.8, SD = 1.9
- Feb, 2012: Mean = 3.8, SD = 1.9
- Feb, 2011: Mean = 3.8, SD = 2.0

Table 5.2. Social media integration scores by sector

	Mean (SD) Aug-2013
B2B-Product	3.4 (1.9)
B2B-Services	4.1 (1.8)
B2C-Product	4.5 (1.9)
B2C-Services	4.0 (1.6)

Figure 5.2. How well social media is integrated with marketing strategy?



Poor integration of customer information across channels

Question: How effectively does your company integrate customer information across purchasing, communication, and social media channels (1=not at all, 7=very effectively)

Results:

- Aug 2013: Mean = 3.4, SD = 1.6
- Aug 2012: Mean = 3.7, SD = 1.6

Table 5.3. Customer information integration gap across sectors

	Average integration across all purchasing, communication, and social media channels Mean (SD)
B2B-Product	3.0 (1.6)
B2B-Services	3.6 (1.5)
B2C-Product	3.8 (1.6)
B2C-Services	3.4 (1.6)

Half of all firms haven't been able to show the impact of social media on their business

Marketplace > Growth > Spending > Performance > **Social Media** > Jobs > Organization > Leadership > Analytics

Figure 5.3. Which best describes how you show the impact of social media on your business?



Use of online customer behavior data expected to increase over time

Figure 5.4. Does your company use customer behavior data collected online for targeting purposes?

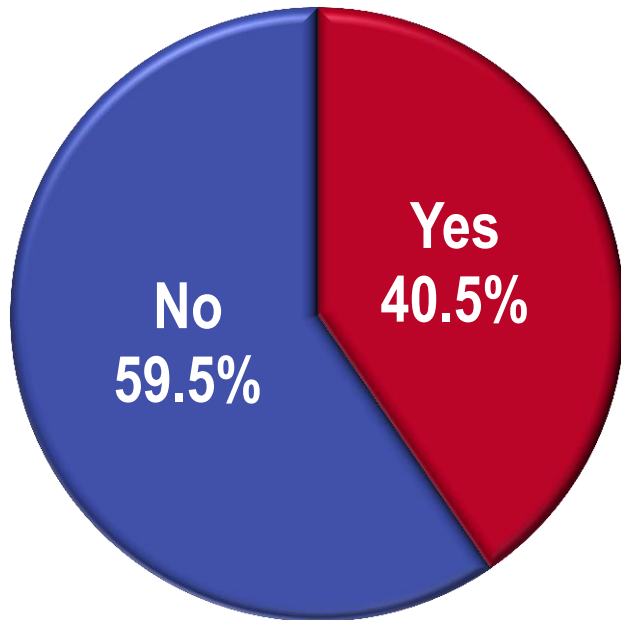
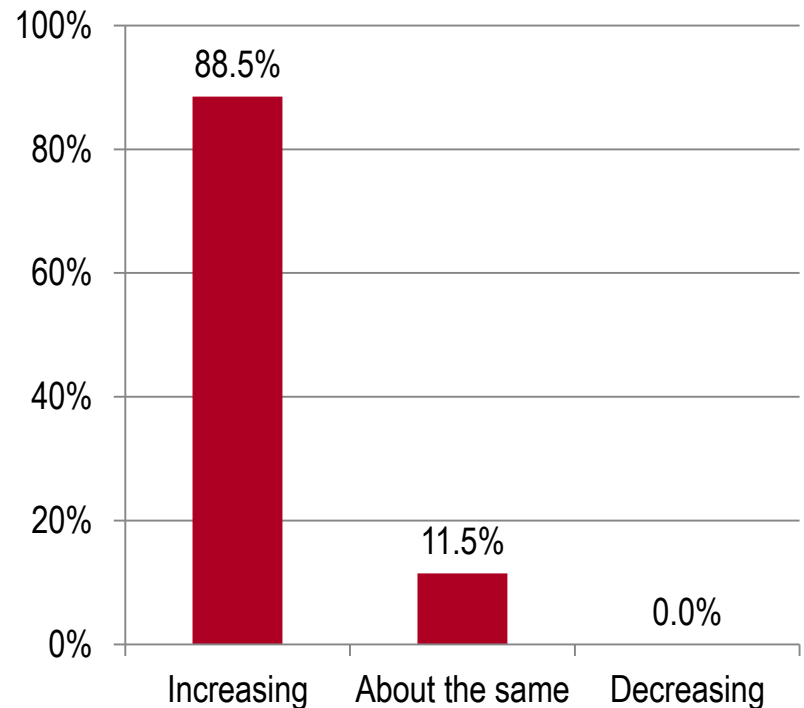


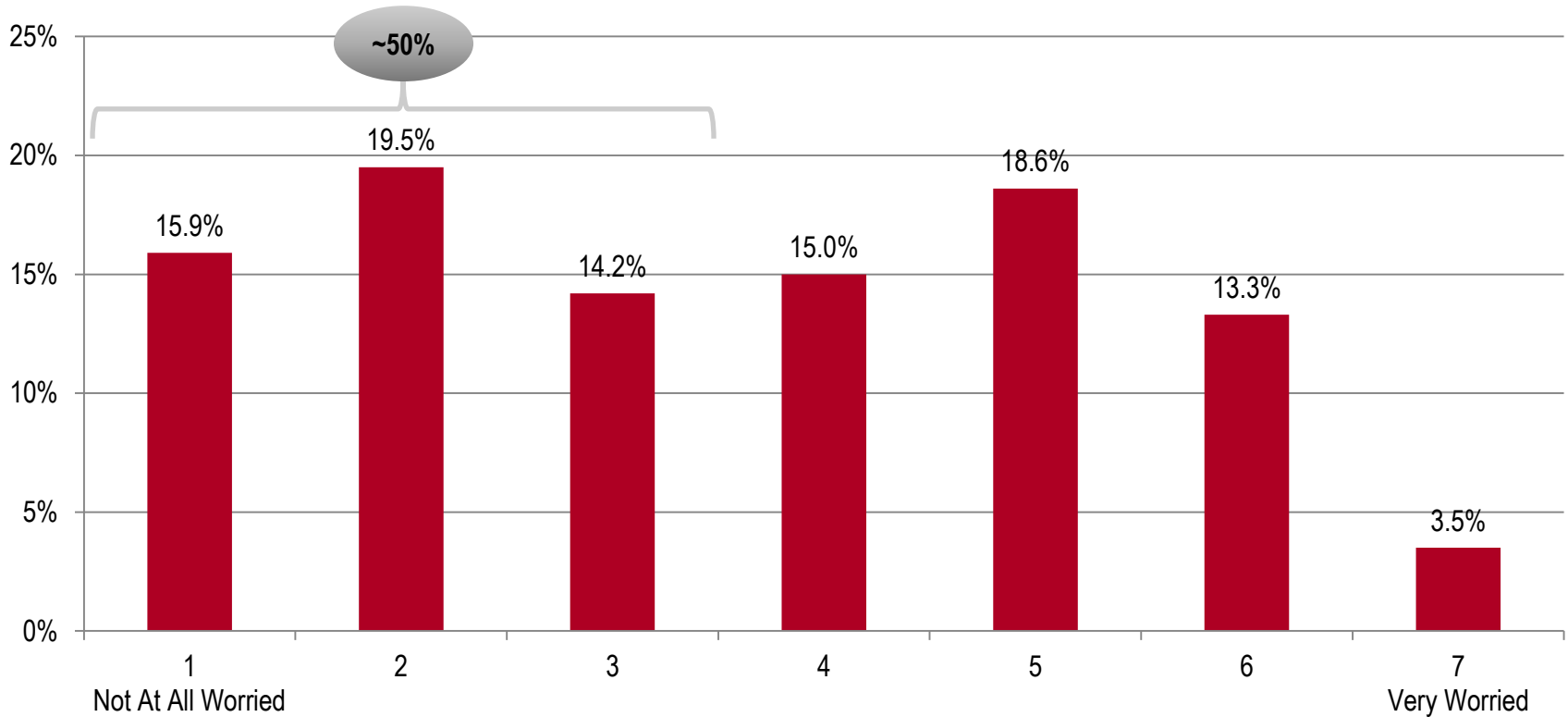
Figure 5.5. Is your company's use of such data increasing, decreasing, or staying the same over time?



Privacy concerns loom over use of online customer data to target: 50% of marketers have low levels of concern

Marketplace > Growth > Spending > Performance > **Social Media** > Jobs > Organization > Leadership > Analytics

Figure 5.6. How worried are you that the use of online customer data could raise questions about privacy? Mean = 3.5 (SD = 1.8)

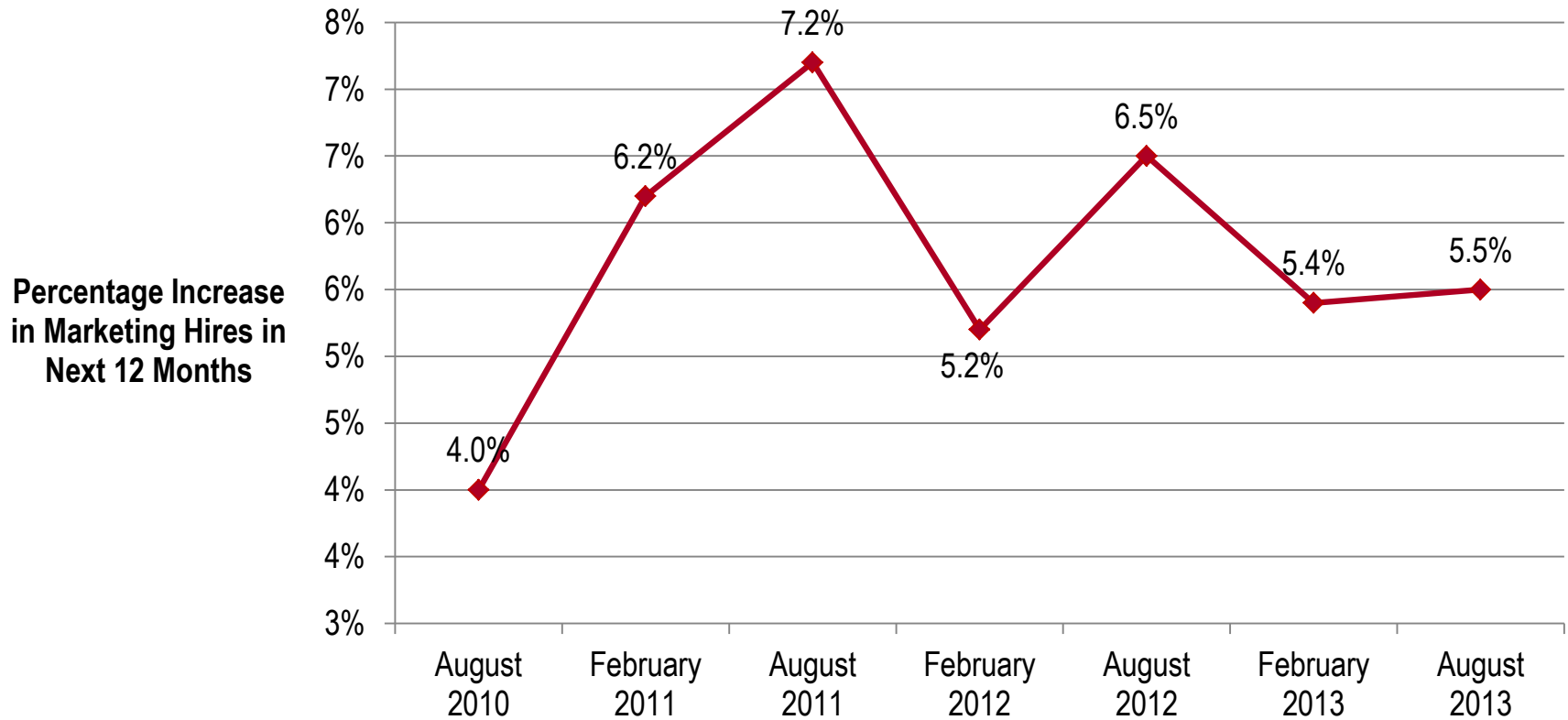


Topic 6: Marketing Jobs

Marketing hiring to increase 5.5% next year

Marketplace > Growth > Spending > Performance > Social Media > **Jobs** > Organization > Leadership > Analytics

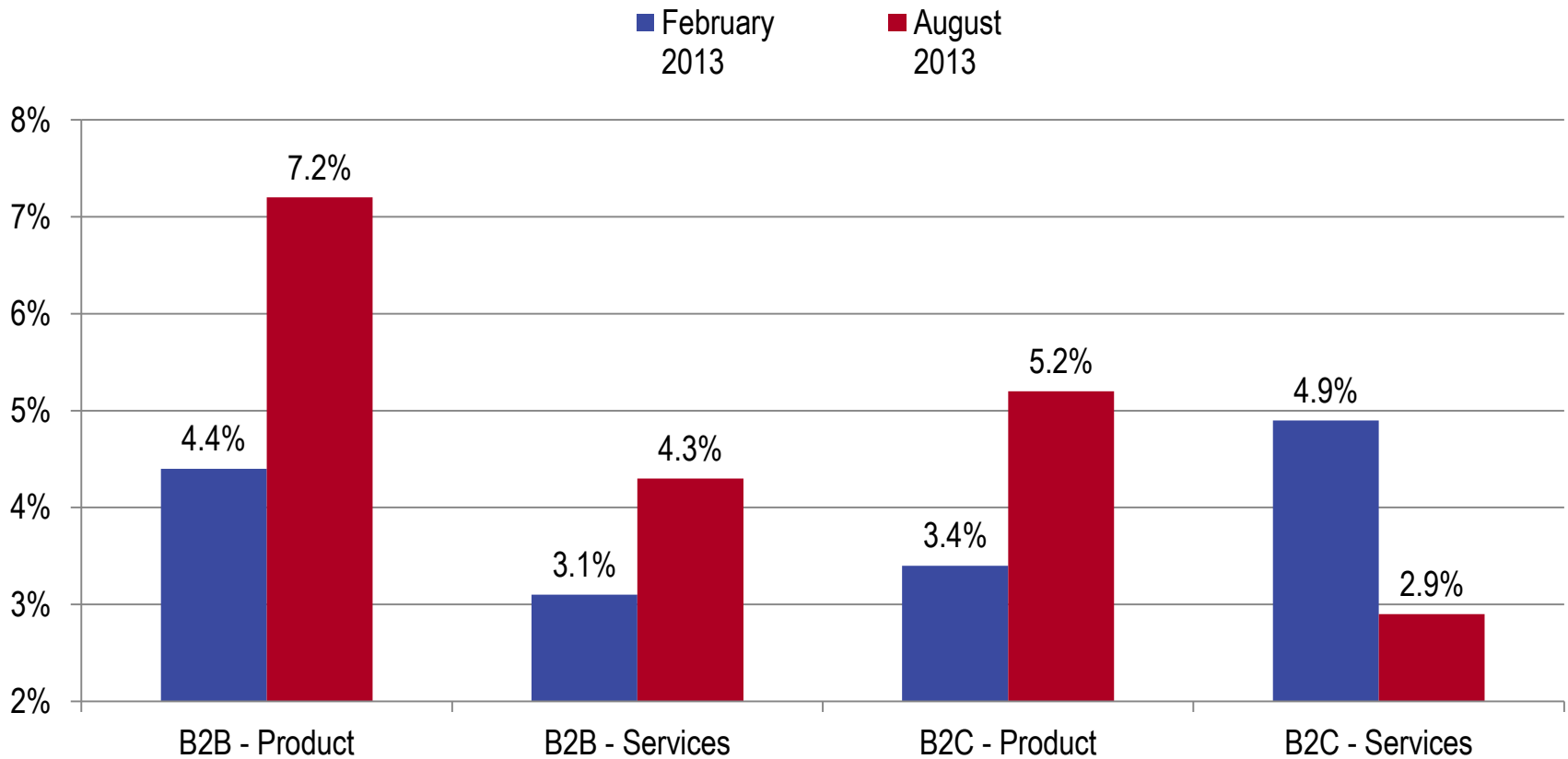
Figure 6.1. Percentage change in marketing hires planned in next 12 months



B2B-product companies to hire the most

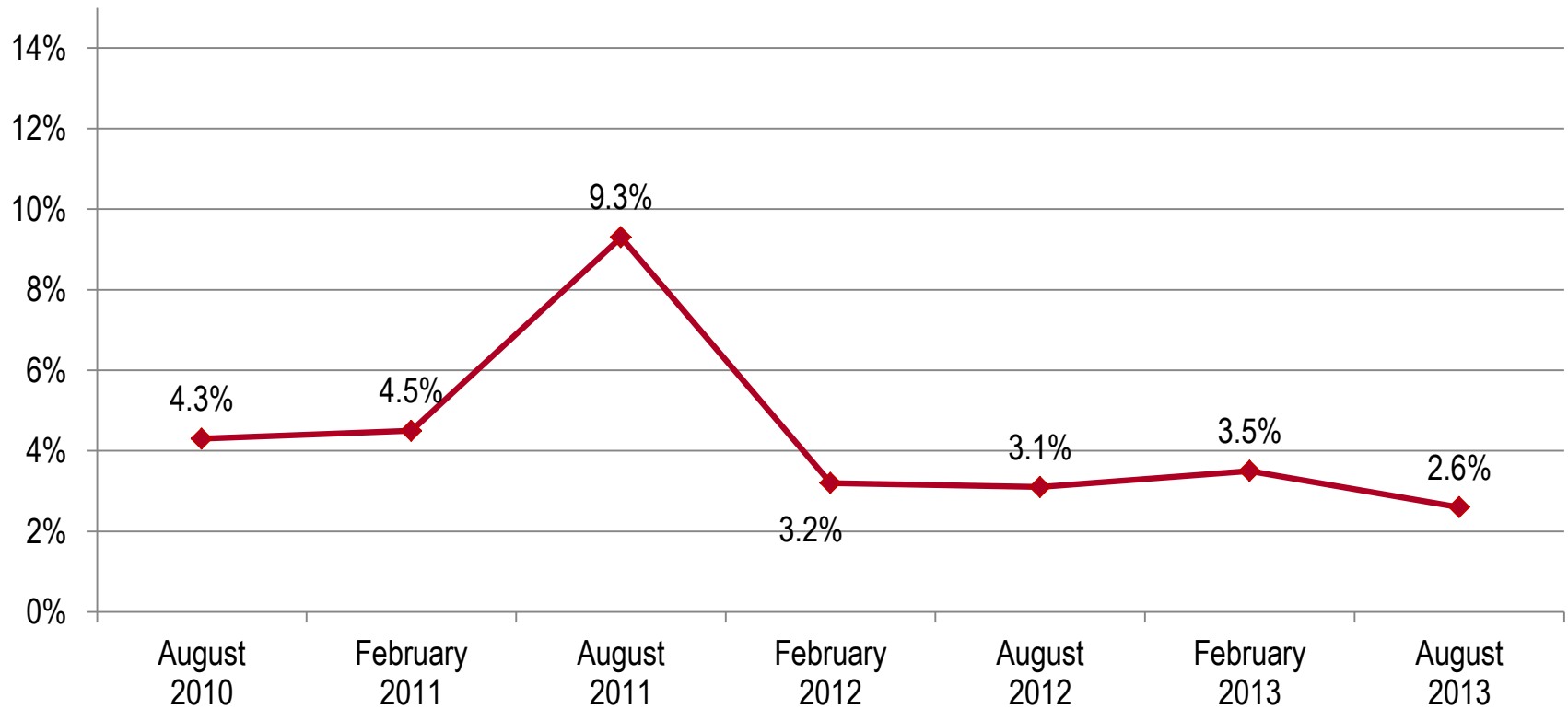
Marketplace > Growth > Spending > Performance > Social Media > **Jobs** > Organization > Leadership > Analytics

Figure 6.2. Percentage change in marketing hires planned in next 12 months



Outsourcing of marketing drops off

Figure 6.3. Percentage of company marketing expected to be outsourced in next 12 months



Topic 7: Marketing Organization

Presence of marketing employees in the firm decreases over two years.

Figure 7.1. Number of Employees (Marketing vs. Non Marketing) (August 2013)

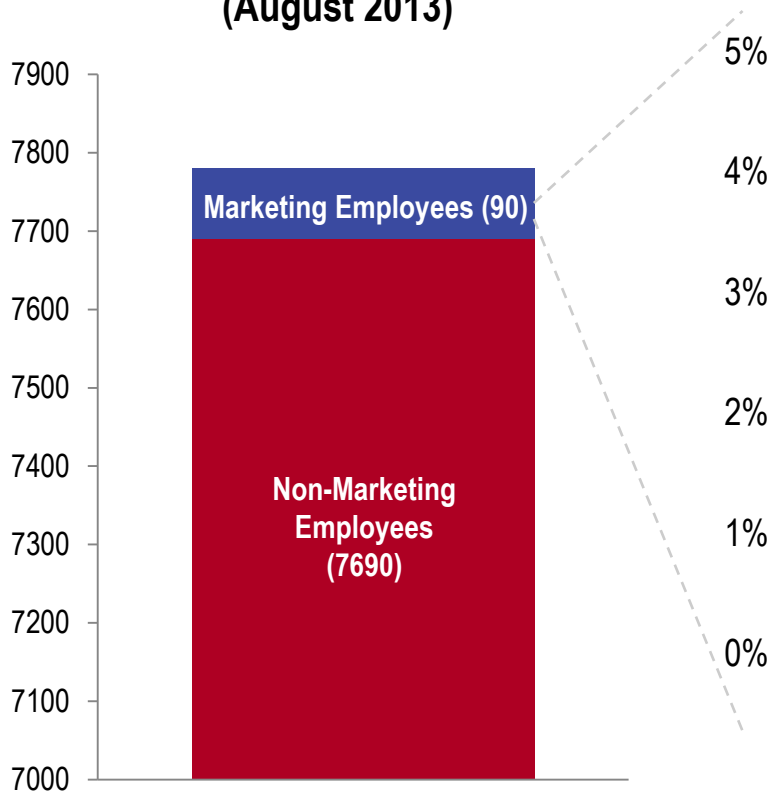
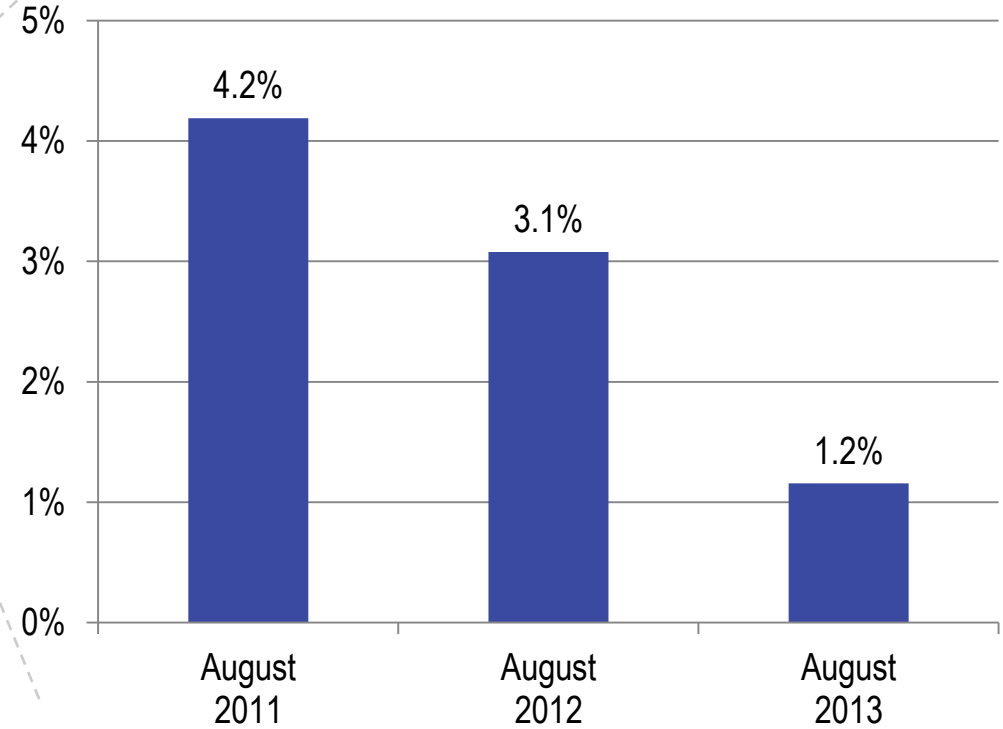
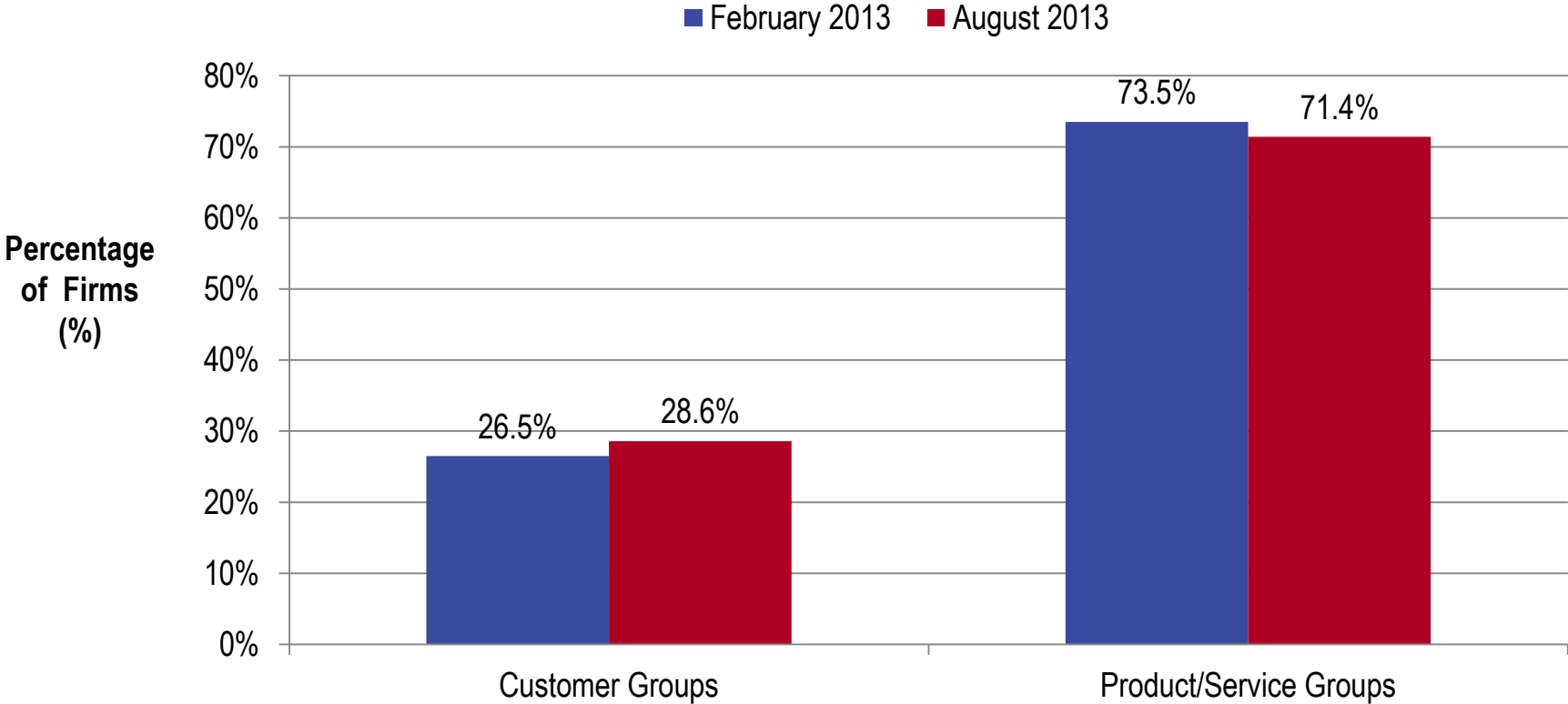


Figure 7.2. Marketing Employees as a Percentage of Total Employees



Product/service organizational structure dominates

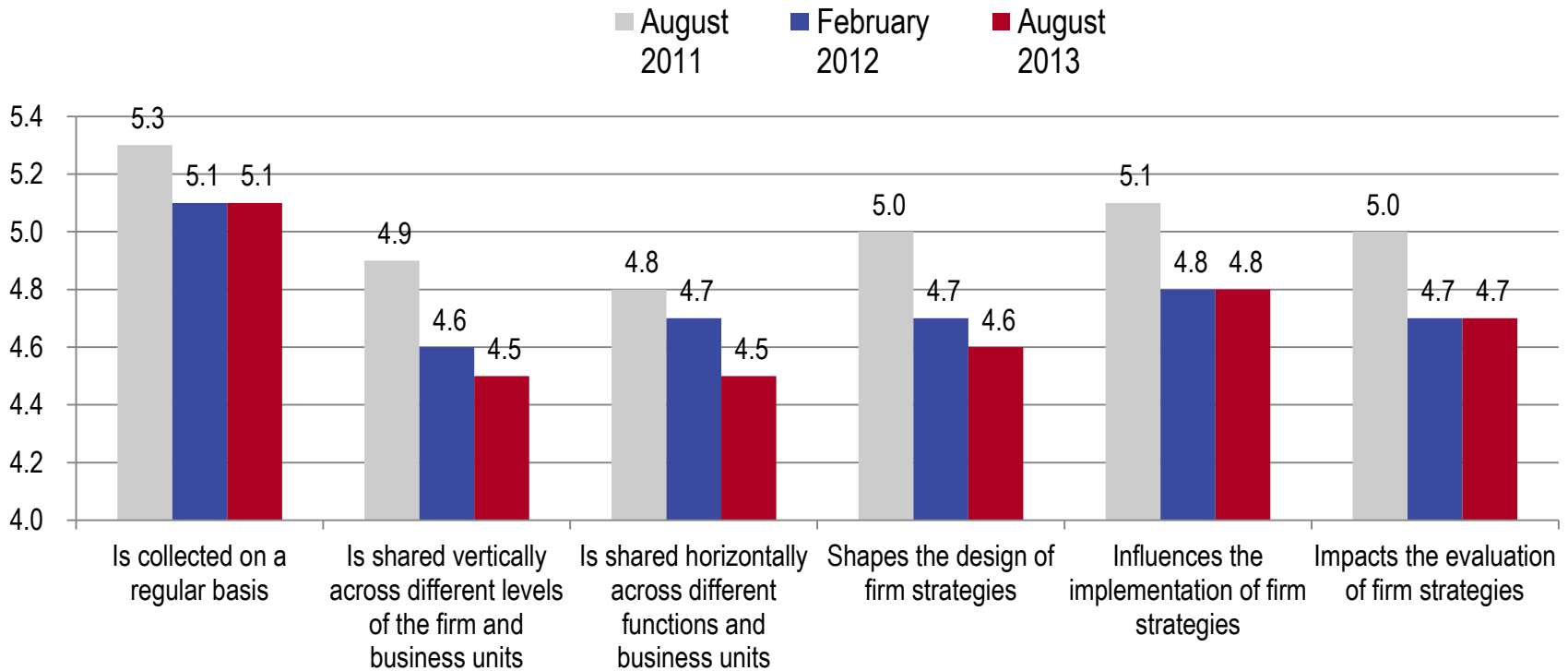
Figure 7.3. Organizational structure in companies



External focus drops off as recovery strengthens

Figure 7.4. Company outside-in approach to strategy

*Information about customers and competitors ... **



*7-point scale where 1 = "not at all" and 7 = "very frequently"

Topic 8: Marketing Leadership



Marketing leadership wanes

Table 8.1. Percentage of companies in which marketing leads activity*

Activity	Feb-11	Feb-12	Feb-13	Aug-13
Advertising	85%	85%	84%	83.9 %
Positioning	79%	78%	82%	76.7 %
Promotion	81%	79%	82%	80.3%
Brand	81%	84%	84%	80.7%
Marketing Analytics**	-	-	75.8%	69.1%
Marketing research	73%	71%	76%	66.4%
Social media	71%	73%	76%	74.9%
Competitive intelligence	58%	62%	68%	55.6%
Public relations	65%	53%	61%	62.3%
Lead generation	53%	53%	56%	56.1%
Market entry strategies	50%	46%	56%	54.7%
New products	44%	52%	47%	48.4%
CRM	38%	41%	41%	40.4%
Targeting/Market selection	31%	35%	36%	39.9%
Sales	32%	30%	24%	27.8%
Pricing	30%	34%	31%	37.2%
Innovation	33%	39%	35%	32.7%
Customer service	22%	21%	24%	22.0%
Stock market performance	0.4%	1.2%	2.3%	3.1%

Weaker marketing leadership:

- Positioning
- Promotion
- Brand
- Marketing analytics
- Marketing research
- Social media
- Competitive intelligence
- Market entry strategy
- Innovation
- Customer service

Stronger marketing leadership:

- Targeting/Market Selection
- Sales
- Pricing

Maintaining marketing leadership:

- Advertising
- Public relations
- Lead generation
- New products
- CRM
- Stock market performance

*Red indicates marketing's influence has decreased, green indicates that marketing's influence has increased, and changes of 1% or less are viewed as no change.

**Marketing analytics added in Feb-13.

Marketing leaders retained for 5+ years

Figure 8.1. Marketing leader retention

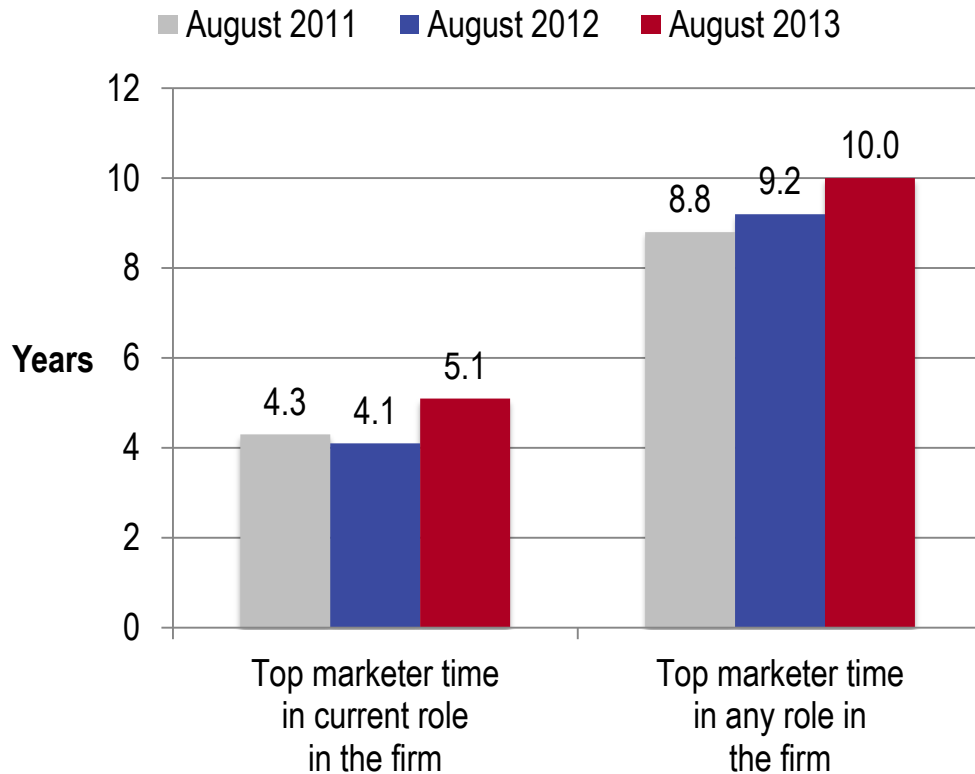
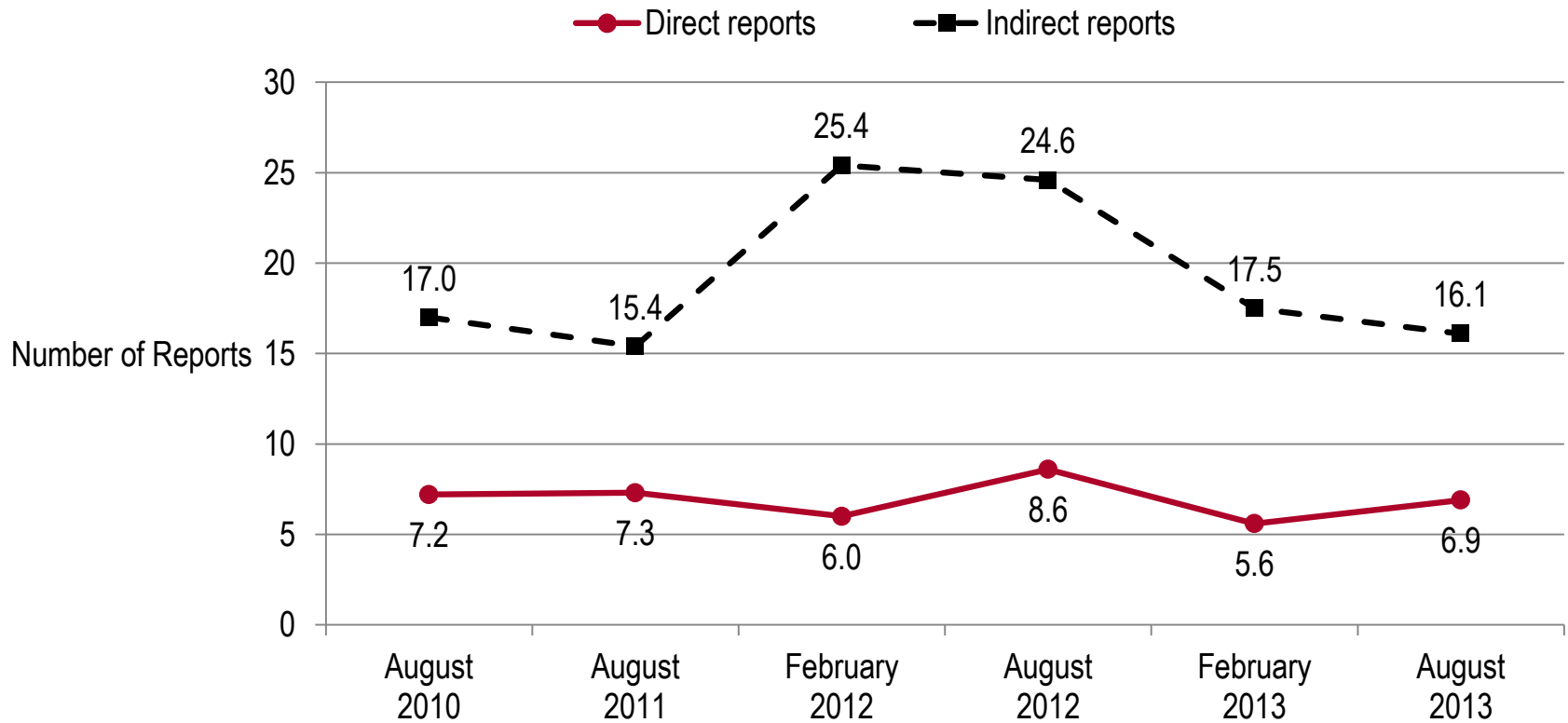


Table 8.2. Sector differences in retention (August 2013)

	Years in current role
B2B Product	4.7
B2B-Services	5.8
B2C-Product	4.9
B2C-Services	4.5

Marketer influence drops

Figure 8.2. Number of people reporting to top marketer



Increasing pressure to prove the value of marketing

Figure 8.3. Do you feel pressure from your CEO or Board to prove the value of marketing?

**New question
in The CMO Survey**

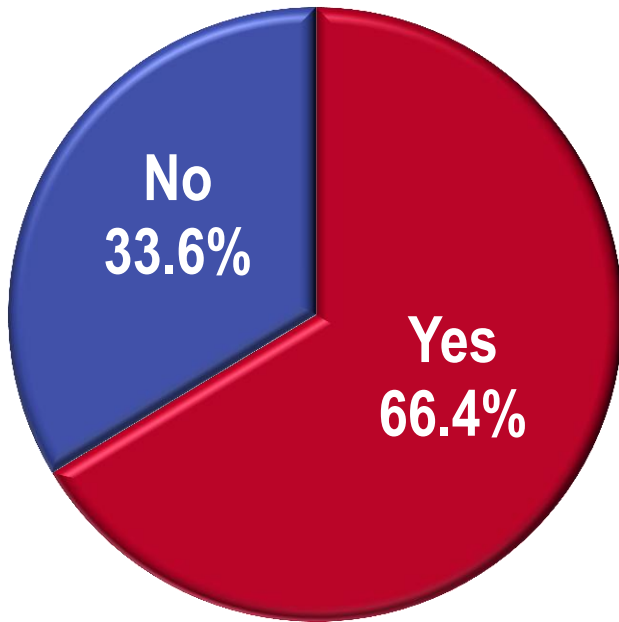
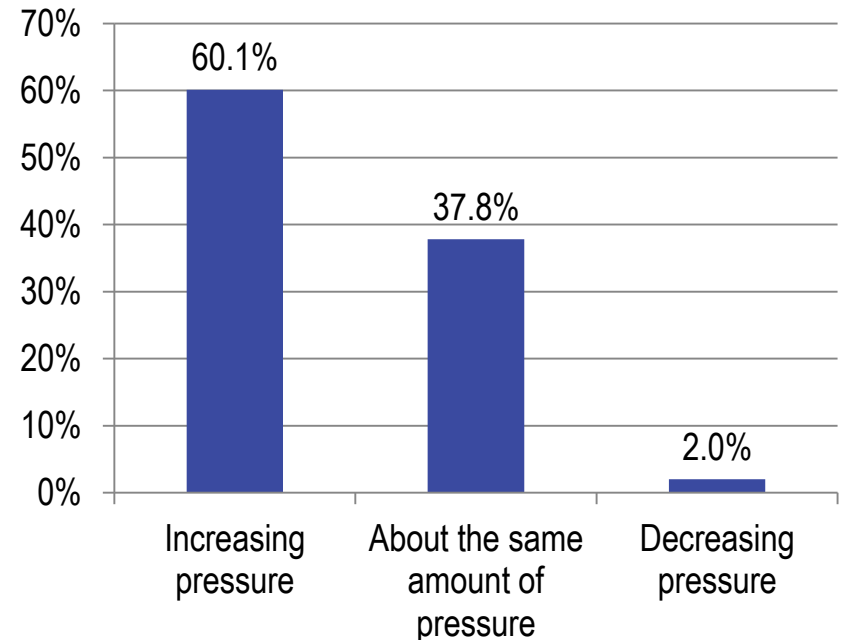


Figure 8.4. Is this pressure increasing, decreasing, or about the same?



Marketplace

Growth

Spending

Performance

Social Media

Jobs

Organization

Leadership

Analytics



Senior Vice President and Chief Marketing Officer Beth Comstock discusses how GE approaches marketing: “You have to create a platform that invites innovative ideas.” This platform involves four capabilities that have produced an array of new products, services, customers, and business models.



Chief Marketing Officer Kim Feil discusses how she built a marketing function. From insights to accountability, she describes the organization, processes, metrics, and talent management strategies important to this effort.



Executive Vice President and Chief Marketing Officer Geert van Kuyck shares ideas on building the essential skill set for CMOs and the importance of defining the CMO’s mission. He discusses the use of the Net Promoter Score and other metrics to evaluate business results at Philips, touching on Philips’ engagement with LinkedIn and social media metrics.



Executive Vice President and Chief Marketing Officer Stephen Quinn describes how Walmart rebuilt its customer focus. Key steps involved harnessing internal support, generating market insight, using customer-focused metrics, living the brand internally, and building marketing talent.



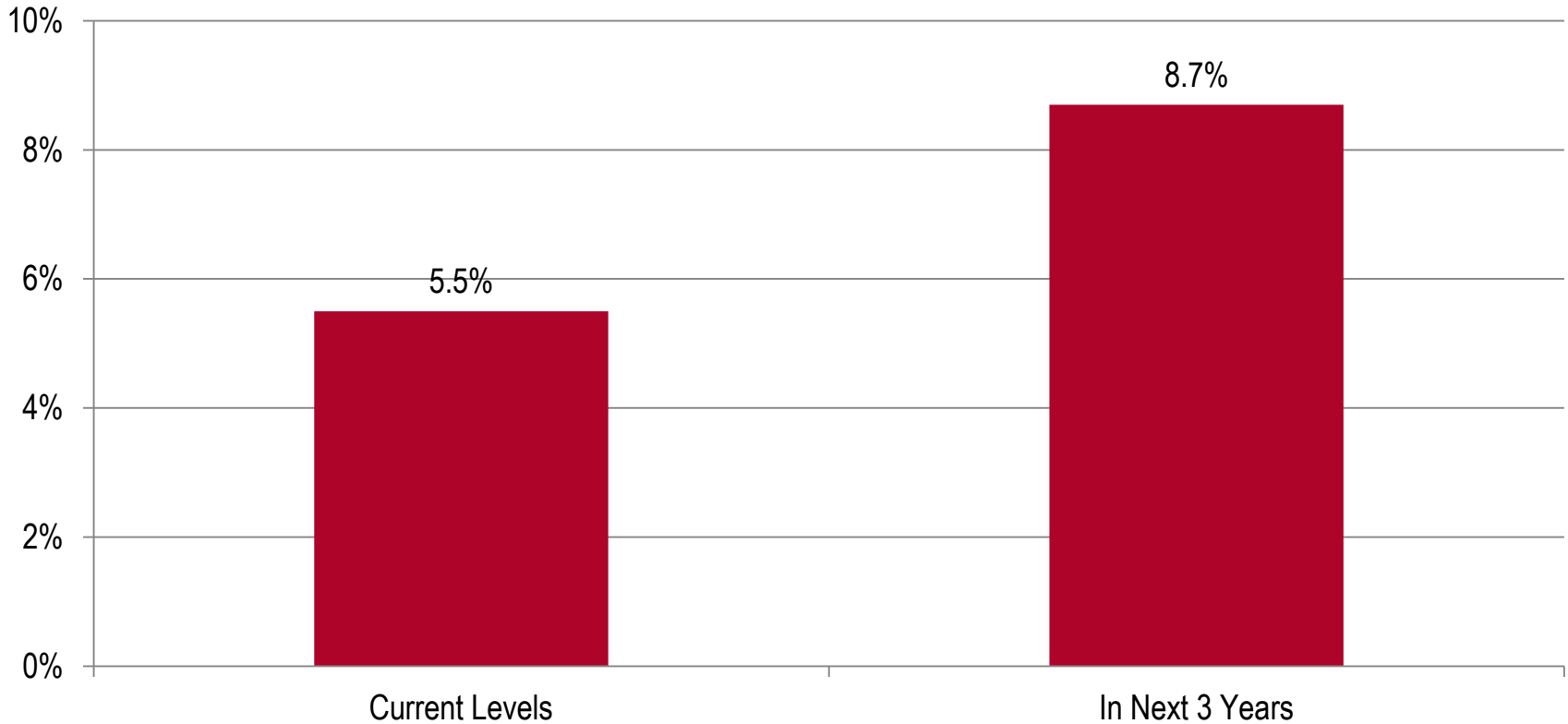
Global Marketing Officer Marc Pritchard shares his viewpoints on how marketing contributes to P&G’s performance. He talks about how P&G learns about customers and how it is relentless in its attention to building loyal customers and strong brands in the store, on the web, and around the world.

Topic 9: Marketing Analytics



Spending on marketing analytics expected to increase 40% in three years

Figure 9.1. Percent of marketing budget spent on marketing analytics



Spending on marketing analytics by firm and industry characteristics

Table 9.1a. Firm sector differences

	Current	In Next 3 years
B2B-Product	5.3%	8.7%
B2B-Services	5.7%	8.8%
B2C-Product	5.8%	9.2%
B2C-Services	5.5%	8.8%

Table 9.1b. Firm internet sales differences

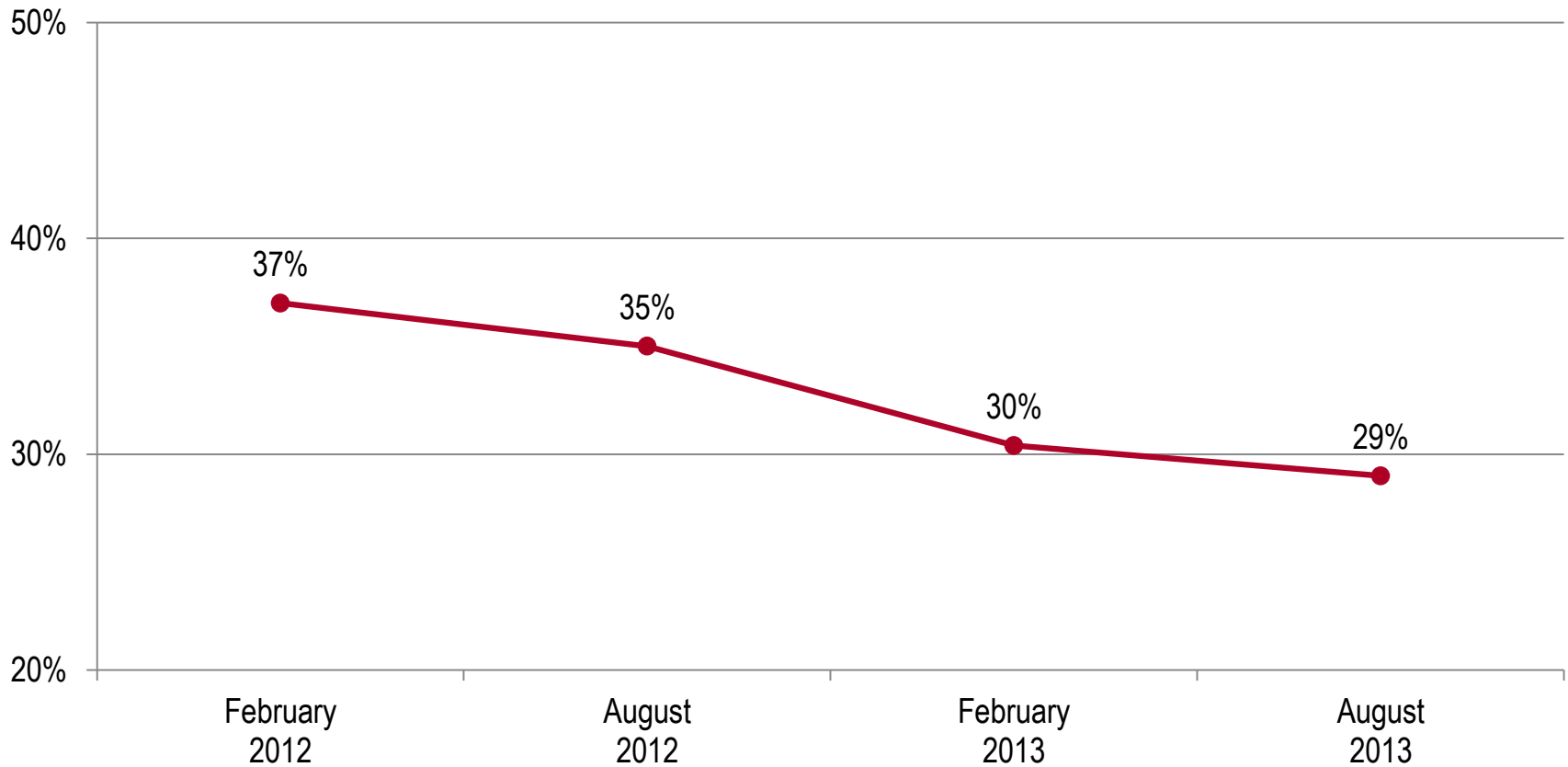
	Current	In Next 3 years
0%	4.6%	7.8%
1-10%	6.2%	9.3%
>10%	5.9%	9.6%

Table 9.1c. Firm size differences

	Current	In Next 3 years
<\$25M	4.1%	6.9%
\$26-99M	6.6%	10.4%
\$100-499M	3.9%	6.8%
\$500-999M	5.6%	8.0%
\$1-9.9B	7.2%	11.3%
\$10+B	6.7%	10.3%

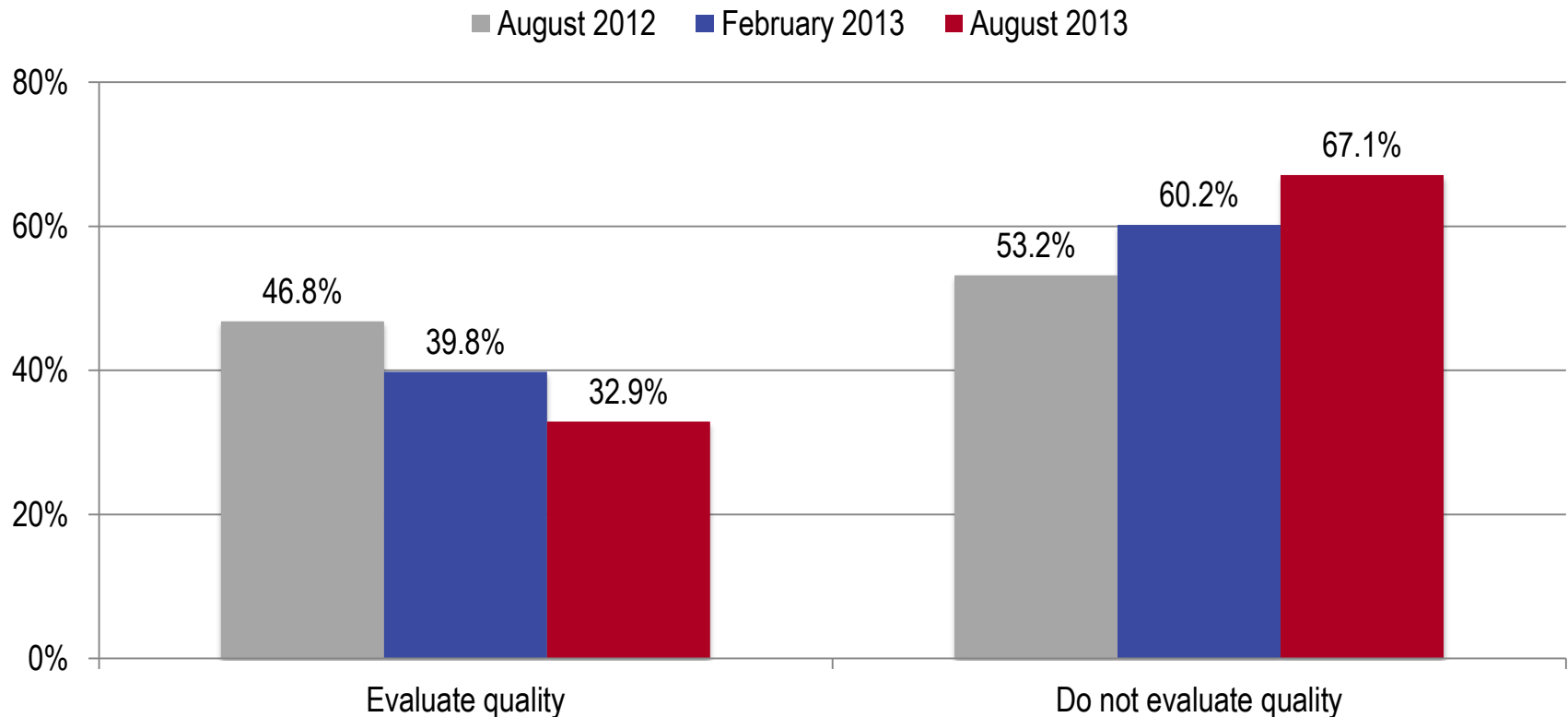
Most projects fail to use marketing analytics; worsening trend as big data grows

Figure 9.2. Percentage of projects using marketing analytics in companies



Majority of companies do not evaluate marketing analytics

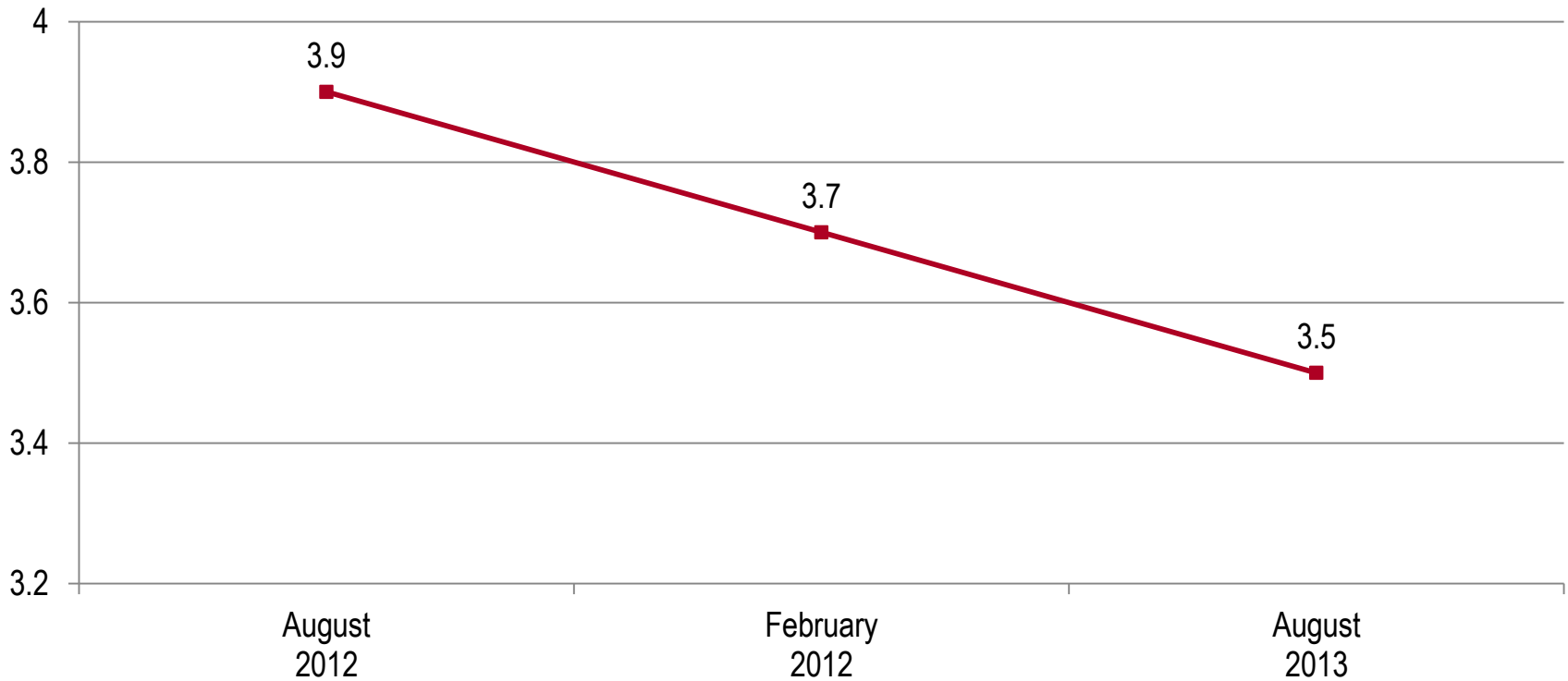
Figure 9.3. Does your company formally evaluate the quality of marketing analytics?



Contribution of marketing analytics to company performance drops

Marketplace > Growth > Spending > Performance > Social Media > Jobs > Organization > Leadership > **Analytics**

Figure 9.4. To what degree does the use of marketing analytics contribute to your company's performance? 1 = Not at all and 7 = Very highly

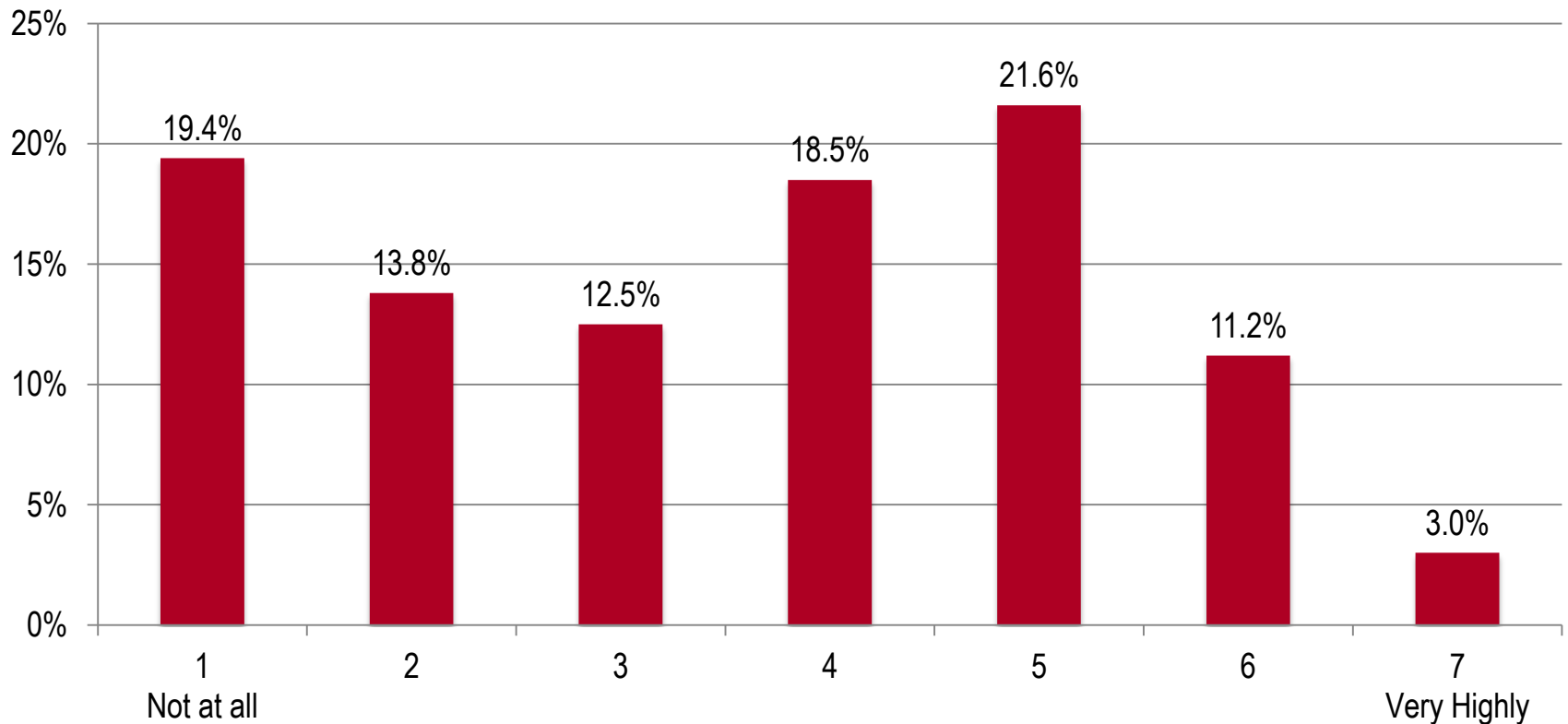


Breakdown of marketing analytics' contribution to company performance

Marketplace > Growth > Spending > Performance > Social Media > Jobs > Organization > Leadership > **Analytics**

Figure 9.5. To what degree does the use of marketing analytics contribute to your company's performance?

Mean = 3.5 (SD = 1.8)

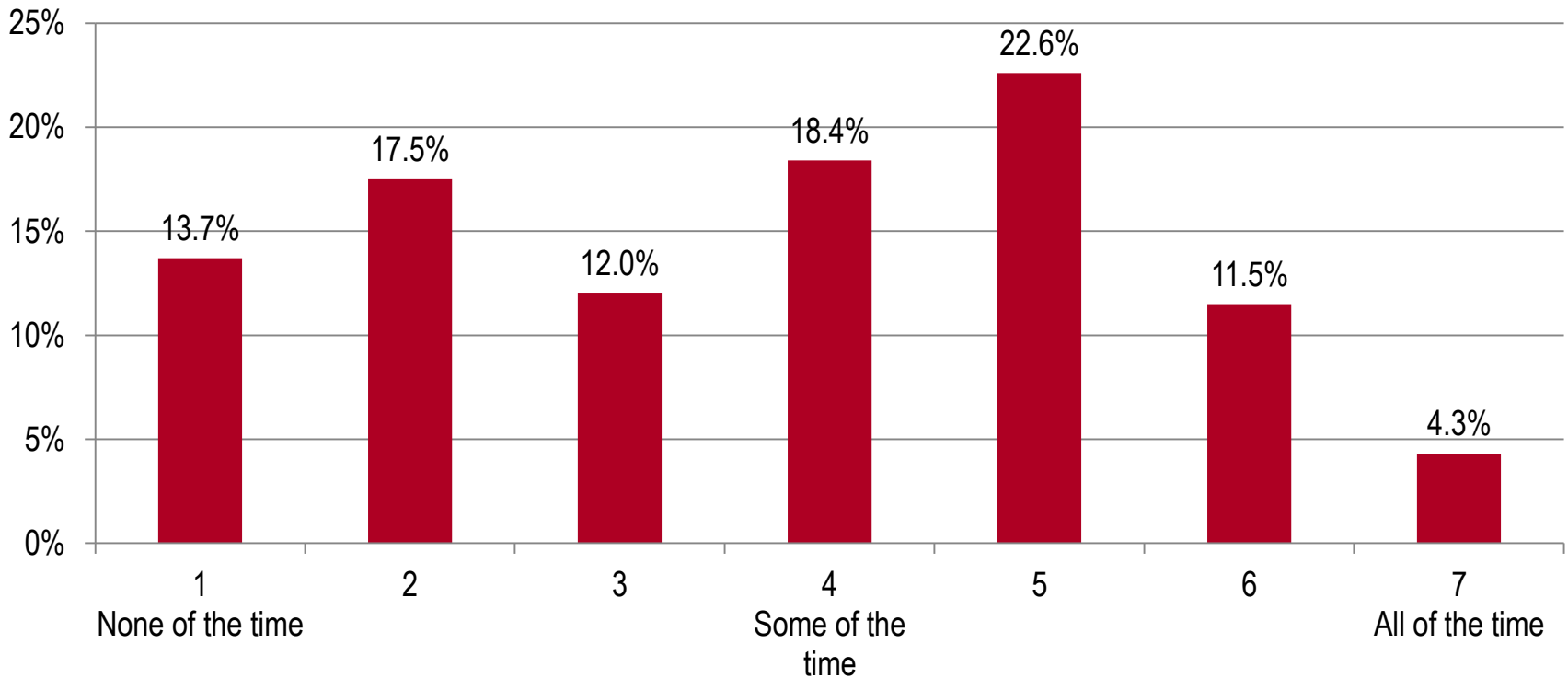


Companies fail to leverage marketing analytics to answer challenging marketing questions

Figure 9.6. Is your company leveraging marketing analytics to answer its most challenging marketing questions?

**New question
in The CMO Survey**

Mean = 3.7 (SD = 1.7)



Leveraging marketing analytics by industry and economic sectors

Marketplace > Growth > Spending > Performance > Social Media > Jobs > Organization > Leadership > **Analytics**

Is your company leveraging marketing analytics to answer its most challenging marketing questions? Mean = 3.7 (SD = 1.7)

Table 9.6a. Industry sector differences

Sector	Mean (SD)
Banking/Finance/Insurance	3.5 (1.8)
Communications/Media	4.9 (1.2)
Consumer Packaged Goods	4.4 (1.5)
Energy	4.3 (1.5)
Healthcare/Pharma.	3.9 (1.9)
Manufacturing	3.0 (1.5)
Mining/Construction	3.0 (2.0)
Retail/Wholesale	3.6 (2.0)
Service/Consulting	3.3 (1.7)
Tech Software Biotech	4.0 (1.9)
Transportation	4.6 (1.7)

Table 9.6b. Economic sector differences

Sector	Mean (SD)
B2B-Product	3.5 (1.7)
B2B-Services	3.4 (1.8)
B2C-Product	4.4 (1.6)
B2C-Services	4.1 (1.8)

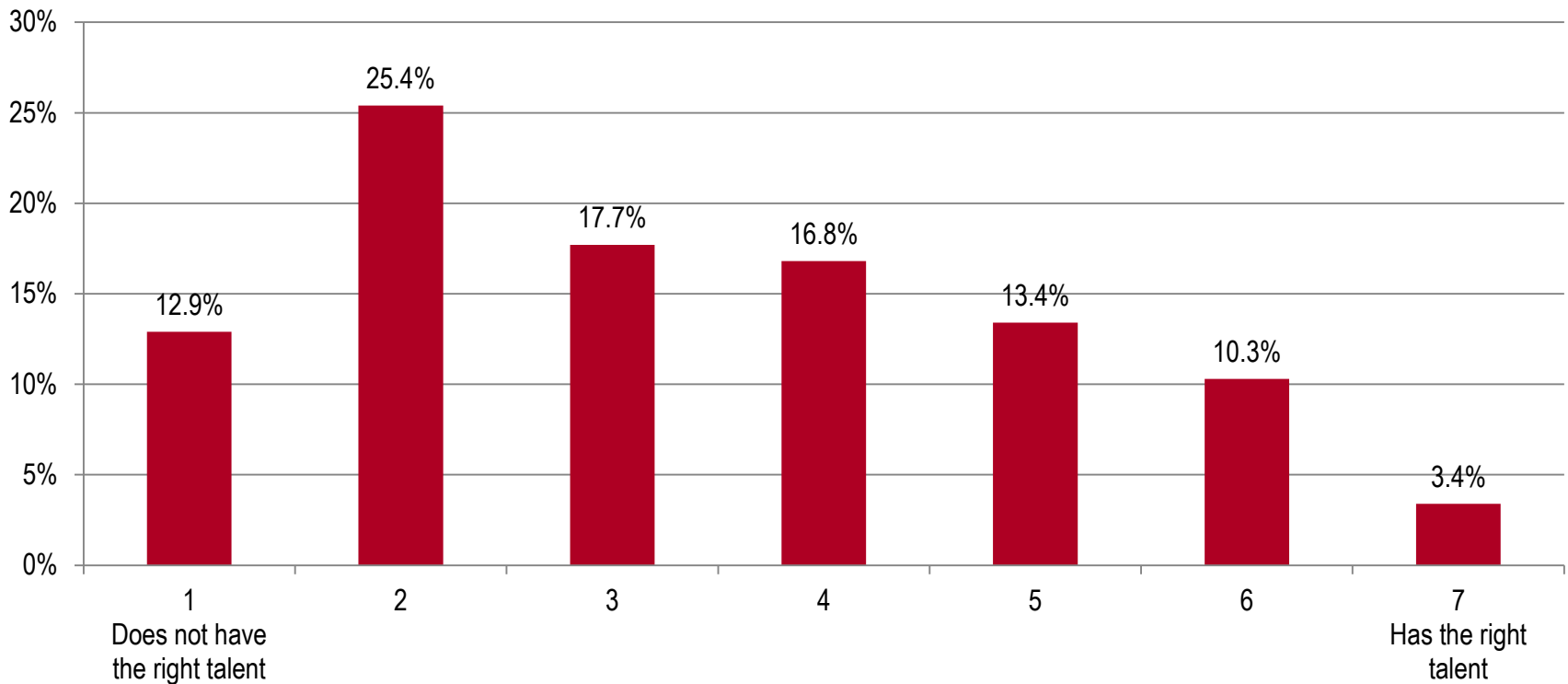
Most companies do not have the right talent to fully leverage marketing analytics

Marketplace > Growth > Spending > Performance > Social Media > Jobs > Organization > Leadership > **Analytics**

Figure 9.7. To what extent does your company have the right talent to fully leverage marketing analytics?

New question
in The CMO Survey

Mean = 3.4 (SD = 1.7)

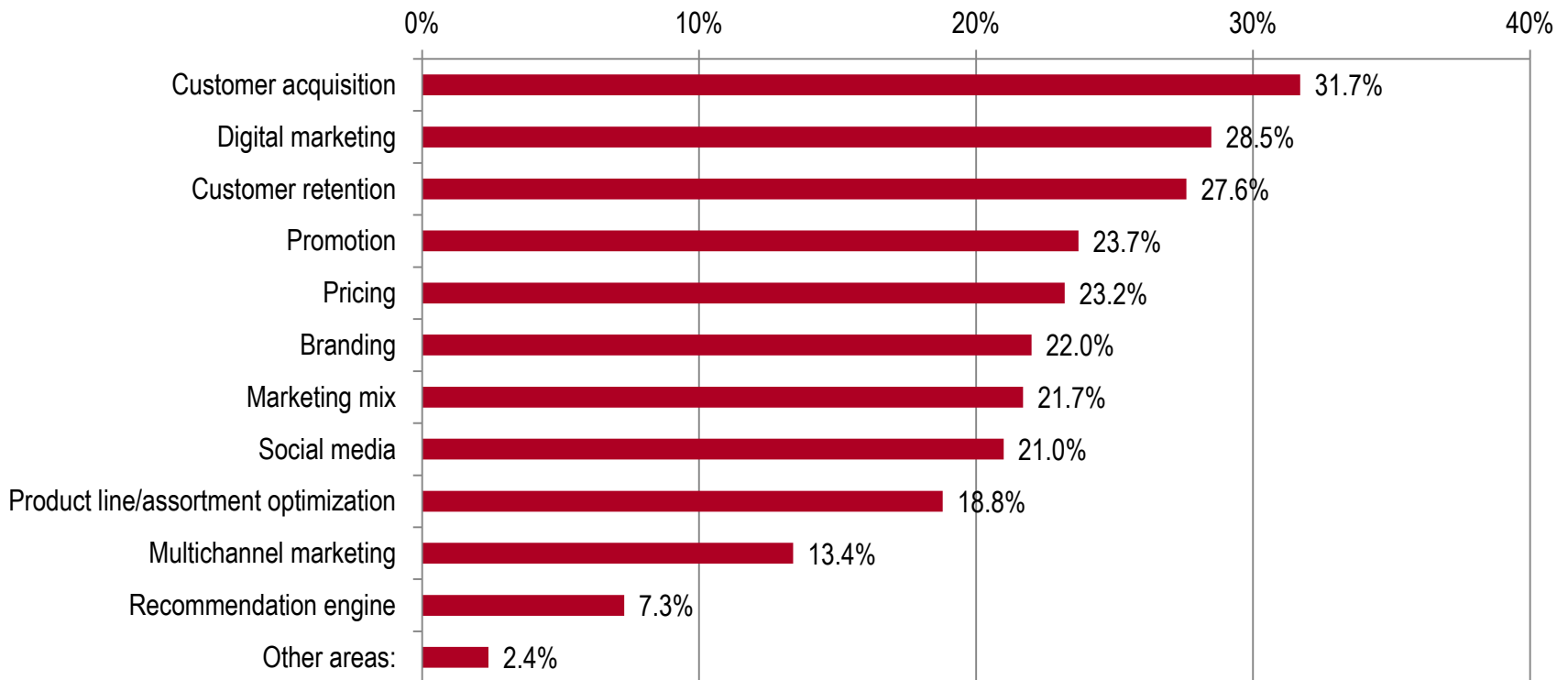


Where marketing analytics is used to drive decision making in companies

Marketplace > Growth > Spending > Performance > Social Media > Jobs > Organization > Leadership > **Analytics**

Figure 9.8. Check all of the areas in which you are using marketing analytics to drive decision making

**New question
in The CMO Survey**



Preview

Next survey: The CMO Survey will be administered in January 2014

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Feedback: Send comments to moorman@duke.edu