

TOPLINE RESULTS

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Sponsoring Organizations



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Topic 1: Marketplace Dynamics - Overall Economy and Company**Are you more or less optimistic about the U.S. economy compared to last quarter?**

	Number	Percent	95% CI
3=More	289	68.8 %	± 4.5 %
2=No Change	107	25.5 %	± 4.2 %
1=Less	24	5.7 %	± 2.2 %
Total	420	100.0 %	

Mean = 2.6

SD = 0.6

Missing Cases = 1

Response Percent = 99.8 %

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 = 0

Maximum = 99

Mean = 63.3

Median = 65

Standard Deviation (Unbiased) = 15.3

95 Percent Confidence Interval Around The Mean = 61.8 - 64.7

Quartiles

1 = 55

2 = 65

3 = 75

Valid Cases = 418

Missing Cases = 3

Response Percent = 99.3%

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	264	63.9 %	± 4.6 %
2=No Change	113	27.4 %	± 4.3 %
1=Less	36	8.7 %	± 2.7 %
Total	413	100.0 %	

Mean = 2.6

SD = 0.7

Missing Cases = 8

Response Percent = 98.1 %

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 = 10

Maximum = 100

Mean = 73.2

Median = 75

Standard Deviation (Unbiased) = 16.8

95 Percent Confidence Interval Around The Mean = 71.6 - 74.9

Quartiles

1 = 65

2 = 75

3 = 85

Valid Cases = 417

Missing Cases = 4

Response Percent = 99.0%

Topic 1: Marketplace Dynamics - Customers

Are you more or less optimistic about your prospects for revenue growth compared to the prior 12 months?

	Number	Percent	95% CI
3=More	284	67.5 %	± 4.5 %
2=No Change	96	22.8 %	± 4.0 %
1=Less	41	9.7 %	± 2.8 %
Total	421	100.0 %	

Mean = 2.6

SD = 0.7

Missing Cases = 0

Response Percent = 100.0 %

Topic 1: Marketplace Dynamics - Customers

Rate your optimism about your prospects for sales revenue growth on a scale from 0-100 with 0 being the least optimistic.

Minimum = 10

Maximum = 100

Mean = 69.5

Median = 75

Standard Deviation (Unbiased) = 18.9

95 Percent Confidence Interval Around The Mean = 67.7 - 71.3

Quartiles

1 = 60

2 = 75

3 = 82

Valid Cases = 420

Missing Cases = 1

Response Percent = 99.8%

Topic 1: Marketplace Dynamics - Customers

Focusing on this market, do you expect the following customer outcomes in the next 12 months?

(N=421)

	Mean & SD	More 3	No Change 2	Less 1	Total
Customer's purchase volume	2.7 0.6	309 73.7%	80 19.1%	30 7.2%	419 100.0%
Customer will buy related products/ services from my firm	2.5 0.6	245 58.6%	153 36.6%	20 4.8%	418 100.0%
My firm's ability to retain current customers	2.5 0.6	221 52.9%	167 40.0%	30 7.2%	418 100.0%
The entry of new customers into this market	2.4 0.7	205 49.0%	162 38.8%	51 12.2%	418 100.0%
Customer's price per unit	2.1 0.7	128 30.5%	208 49.6%	83 19.8%	419 100.0%

Topic 1: Marketplace Dynamics - Customers

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

(N=420)

	1st Priority	2nd Priority	3rd Priority	Total
Low Price	85 20.2%	58 13.8%	60 14.3%	203 48.3%
Superior Product Quality	95 22.6%	83 19.8%	84 20.0%	262 62.4%
Superior Innovation	52 12.4%	42 10.0%	49 11.7%	143 34.0%
Excellent Service	93 22.1%	117 27.9%	89 21.2%	299 71.2%
Trusting Relationship	68 16.2%	93 22.1%	94 22.4%	255 60.7%
Brand	28 6.7%	31 7.4%	48 11.4%	107 25.5%

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of the following competitor interactions over the next 12 months.

(N=421)

	Mean & SD	Not Likely 1	2	3	4	5	6	Very Likely 7	Total
More intense rivalry for customers	5.4 1.4	5 1.2%	13 3.1%	22 5.2%	45 10.7%	100 23.8%	109 25.9%	99 23.5%	393 93.3%
More competitor price-cutting	4.8 1.8	19 4.5%	39 9.3%	33 7.8%	65 15.4%	65 15.4%	101 24.0%	70 16.6%	392 93.1%
More competitor innovation	4.7 1.6	11 2.6%	34 8.1%	43 10.2%	77 18.3%	103 24.5%	78 18.5%	47 11.2%	393 93.3%
More cooperation on non-price strategies	3.6 1.6	50 11.9%	54 12.8%	63 15.0%	117 27.8%	58 13.8%	33 7.8%	15 3.6%	390 92.6%
Emergence of new domestic competitors	3.6 2.0	82 19.5%	71 16.9%	53 12.6%	48 11.4%	53 12.6%	41 9.7%	47 11.2%	395 93.8%
Emergence of new global competitors	3.4 1.9	89 21.1%	64 15.2%	54 12.8%	56 13.3%	63 15.0%	34 8.1%	33 7.8%	393 93.3%

Topic 1: Marketplace Dynamics - Channel Partners**Channel Partners**

	Number	Percent	95% CI
Uses channel partners	330	78.4 %	± 4.0 %
Does not use channel partners	91	21.6 %	± 4.0 %
Total	421	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %

Topic 1: Marketplace Dynamics - Channel Partners

Focusing on your firm's channel partnerships in this market, are you more or less optimistic about your prospects for revenue growth compared to prior 12 months?

	Number	Percent	95% CI
3=More	158	54.7 %	± 5.4 %
2=No Change	107	37.0 %	± 5.1 %
1=Less	24	8.3 %	± 2.8 %
Total	289	100.0 %	

Mean = 2.5

SD = 0.6

Missing Cases = 41

Response Percent = 87.6 %

Topic 1: Marketplace Dynamics - Channel Partners

Rate your optimism about your prospects for revenue growth on a scale from 0-100 with 0 being the least optimistic.

Minimum = 0

Maximum = 100

Mean = 64.7

Median = 65

Standard Deviation (Unbiased) = 17.9

95 Percent Confidence Interval Around The Mean = 62.6 - 66.8

Quartiles

1 = 50

2 = 65

3 = 80

Valid Cases = 280

Missing Cases = 50

Response Percent = 84.8%

Topic 1: Marketplace Dynamics - Channel Partners

Do you expect the following channel partner outcomes for your firm to change in the next 12 months?

(N=330)

	Mean & SD	Increase 3	No Change 2	Decrease 1	Total
Partner's purchase volume	2.4 0.7	153 53.9%	104 36.6%	27 9.5%	284 100.0%
Partner will buy related products and services	2.3 0.6	101 36.1%	163 58.2%	16 5.7%	280 100.0%
My firm will sell directly to end customers, not through channel partners	2.1 0.6	67 23.6%	192 67.6%	25 8.8%	284 100.0%
Partner's price per unit	2.1 0.6	67 23.8%	174 61.7%	41 14.5%	282 100.0%
Partner's level of power in our relationship	2.1 0.6	63 22.3%	180 63.8%	39 13.8%	282 100.0%

Topic 2: Marketplace Dynamics - Firm Growth Strategies

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

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Existing products or services in existing markets	54.1	26.9	51.1 - 57.2	50	0	100	295
Existing products or services in new markets	15.3	14.0	13.7 - 16.9	10	0	80	295
New products or services in existing markets	19.8	16.5	17.9 - 21.7	20	0	100	295
New products or services in new markets	10.8	16.2	8.9 - 12.6	5	0	100	295

Topic 2: Marketplace Dynamics - Firm Growth Strategies

Allocate 100 points to reflect your firm's spending in each of the four growth strategies during the next 12 months

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Existing products or services in existing markets	48.7	25.7	45.8 - 51.6	50	0	100	295
Existing products or services in new markets	17.0	14.3	15.4 - 18.6	15	0	80	295
New products or services in existing markets	22.5	17.4	20.5 - 24.5	20	0	100	295
New products or services in new markets	11.8	14.5	10.1 - 13.5	10	0	100	295

Topic 2: Marketplace Dynamics - Firm Growth Strategies

Rate the top three reasons (1,2,3) your firm is pursuing this growth strategy.

(N=294)

	1st	2nd	3rd	Total
Pressure from price-sensitive customers	41 13.9%	35 11.9%	53 18.0%	129 43.9%
The opportunity to leverage brands	46 15.6%	58 19.7%	52 17.7%	156 53.1%
Pressure from the stock market	13 4.4%	11 3.7%	7 2.4%	31 10.5%
The ambition of company leaders	53 18.0%	58 19.7%	56 19.0%	167 56.8%
Threat of foreign competitors	8 2.7%	13 4.4%	17 5.8%	38 12.9%
Threat of domestic competitors	29 9.9%	41 13.9%	46 15.6%	116 39.5%
The opportunity to leverage existing customer relationships	104 35.4%	76 25.9%	59 20.1%	239 81.3%

Topic 2: Marketplace Dynamics - 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	72.0	28.7	68.7 - 75.3	80	0	100	296
Growth from acquisitions	10.6	18.4	8.5 - 12.7	0	0	100	296
Growth from partnerships	11.8	16.3	9.9 - 13.6	5	0	80	296
Growth from licensing arrangements	5.6	14.2	4.0 - 7.2	0	0	100	296

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area.

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Overall marketing spending	6.7	26.5	3.3 - 10.2	3	-75	200	225
Internet marketing spending	12.1	22.8	9.0 - 15.3	5	-50	200	206
Traditional advertising spending	2.4	32.8	-2.2 - 7.1	0	-100	300	190
Brand building	9.1	20.0	6.2 - 12.0	5	-65	100	180
Customer relationship management	9.1	22.1	5.9 - 12.4	5	-10	200	180
New product introductions	8.2	17.1	5.7 - 10.7	5	-50	120	180
New service introductions	5.1	7.5	3.9 - 6.3	3	-5	50	160
Marketing (non-sales) hires	7.2	41.3	1.1 - 13.3	0	-100	500	176
Integrating what we know about marketing	8.1	20.9	4.8 - 11.5	2	-10	200	150
Developing knowledge about how to do marketing	8.8	28.0	4.4 - 13.3	1	-5	300	153
Marketing training	5.6	16.1	3.2 - 8.1	0	-20	100	161
Marketing research and intelligence	8.0	25.4	4.3 - 11.7	3	-20	300	179
Marketing consulting services	4.7	16.2	2.2 - 7.3	0	-30	150	151

Topic 3: Marketing Spending

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months?

(N=280)

	1st	2nd	3rd	Total
United States	249 88.9%	15 5.4%	5 1.8%	269 96.1%
Canada	3 1.1%	65 23.2%	12 4.3%	80 28.6%
Mexico	0 0.0%	8 2.9%	15 5.4%	23 8.2%
China	8 2.9%	12 4.3%	26 9.3%	46 16.4%
Japan	4 1.4%	7 2.5%	12 4.3%	23 8.2%
Korea	1 0.4%	1 0.4%	4 1.4%	6 2.1%
India	0 0.0%	2 0.7%	10 3.6%	12 4.3%
Russia	1 0.4%	0 0.0%	1 0.4%	2 0.7%
Eastern Europe	1 0.4%	6 2.1%	9 3.2%	16 5.7%
Western Europe	9 3.2%	56 20.0%	28 10.0%	93 33.2%
Brazil	1 0.4%	6 2.1%	13 4.6%	20 7.1%
Middle East	2 0.7%	4 1.4%	11 3.9%	17 6.1%
Other:	1 0.4%	8 2.9%	10 3.6%	19 6.8%

Topic 3: Marketing Spending

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

Percent change

Minimum = 0

Maximum = 75

Mean = 8.1

Median = 5

Standard Deviation (Unbiased) = 9.0

95 Percent Confidence Interval Around The Mean = 7.0 - 9.3

Quartiles

1 = 2.3

2 = 5

3 = 10

Valid Cases = 242

Missing Cases = 179

Response Percent = 57.5%

Topic 4: Financial and Marketing Performance

Rate your firm's performance during the last 12 months

(N=421)

	Mean & SD	-10%	-7%	-5%	-3%	-1%	0	+1%	+3%	+5%	+7%	+10%	Total
Market share	2.5 4.3	5 2.1%	3 1.3%	8 3.4%	7 3.0%	10 4.3%	39 16.6%	37 15.7%	56 23.8%	28 11.9%	12 5.1%	30 12.8%	235 100.0%
Firm sales	4.0 5.6	14 5.6%	1 0.4%	9 3.6%	5 2.0%	8 3.2%	26 10.4%	21 8.4%	34 13.6%	36 14.4%	16 6.4%	80 32.0%	250 100.0%
Marketing ROI	2.7 4.6	6 3.1%	1 0.5%	3 1.6%	8 4.1%	2 1.0%	43 22.3%	34 17.6%	31 16.1%	23 11.9%	8 4.1%	34 17.6%	193 100.0%
Firm profits	3.4 5.8	19 7.7%	2 0.8%	4 1.6%	8 3.3%	8 3.3%	33 13.4%	22 8.9%	30 12.2%	36 14.6%	12 4.9%	72 29.3%	246 100.0%
Customer acquisition	3.4 4.3	4 1.7%	1 0.4%	3 1.3%	7 3.0%	6 2.6%	42 18.2%	34 14.7%	41 17.7%	39 16.9%	9 3.9%	45 19.5%	231 100.0%
Customer retention	2.7 4.5	6 2.6%	2 0.9%	2 0.9%	7 3.0%	11 4.7%	64 27.6%	27 11.6%	41 17.7%	21 9.1%	10 4.3%	41 17.7%	232 100.0%
Brand value	3.5 4.1	2 1.0%	1 0.5%	2 1.0%	5 2.4%	3 1.4%	51 24.5%	19 9.1%	32 15.4%	42 20.2%	16 7.7%	35 16.8%	208 100.0%

Topic 4: Financial and Marketing Performance

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

(N=421)

	Mean & SD	-10%	-7%	-5%	-3%	-1%	0	+1%	+3%	+5%	+7%	+10%	Total
Market share	4.9 3.5	0 0.0%	0 0.0%	2 0.9%	2 0.9%	1 0.4%	10 4.3%	36 15.3%	57 24.3%	52 22.1%	20 8.5%	55 23.4%	235 100.0%
Firm sales	6.7 3.5	0 0.0%	1 0.4%	2 0.8%	1 0.4%	0 0.0%	10 4.0%	8 3.2%	33 13.1%	52 20.6%	35 13.9%	110 43.7%	252 100.0%
Marketing ROI	5.0 4.2	3 1.6%	1 0.5%	0 0.0%	1 0.5%	1 0.5%	21 10.9%	16 8.3%	38 19.8%	41 21.4%	14 7.3%	56 29.2%	192 100.0%
Firm profits	5.7 4.0	2 0.8%	1 0.4%	4 1.6%	2 0.8%	0 0.0%	16 6.5%	15 6.1%	31 12.7%	61 24.9%	32 13.1%	81 33.1%	245 100.0%
Customer acquisition	5.5 3.6	0 0.0%	0 0.0%	1 0.4%	4 1.7%	1 0.4%	12 5.2%	16 6.9%	51 22.1%	57 24.7%	17 7.4%	72 31.2%	231 100.0%
Customer retention	4.6 3.9	0 0.0%	0 0.0%	2 0.9%	2 0.9%	4 1.7%	36 15.5%	25 10.7%	45 19.3%	43 18.5%	14 6.0%	62 26.6%	233 100.0%
Brand value	5.3 3.9	0 0.0%	1 0.5%	2 1.0%	0 0.0%	0 0.0%	21 10.1%	26 12.6%	33 15.9%	42 20.3%	16 7.7%	66 31.9%	207 100.0%

Topic 4: Financial and Marketing Performance

Rate your firm on each nonfinancial metric during the last 12 months.

(N=421)

	Mean & SD	Excellent 5	Good 4	Average 3	Fair 2	Poor 1	Total
Developing and using customer insights	3.5 1.1	45 16.0%	112 39.7%	76 27.0%	31 11.0%	18 6.4%	282 100.0%
Sharing valuable marketing knowledge	3.5 1.1	50 17.9%	102 36.6%	73 26.2%	41 14.7%	13 4.7%	279 100.0%
Marketing that is beneficial for society	3.2 1.2	33 13.6%	81 33.3%	66 27.2%	34 14.0%	29 11.9%	243 100.0%
Minimize the impact of marketing on the ecological environment	3.0 1.2	24 10.4%	56 24.3%	72 31.3%	53 23.0%	25 10.9%	230 100.0%

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

	Mean	SD	95% CI	Median	Total
What percent of your marketing budget do you currently spend on social media?	5.6	9.5	4.4 - 6.7	2	270
What percent will you spend in the next 12 months?	9.8	14.1	8.1 - 11.5	5	270
What percent do you predict you will spend in five years?	18.1	17.8	16.0 - 20.2	15	267

Topic 5: Social Media

In-house vs. outsourcing of social media activities?

	Mean	SD	95% CI	Median	Total
How many of people does your firm employ in-house to do social media?	5.2	35.6	0.9 - 9.5	1	264
What percentage of these social media employees are within marketing?	54.4	47.3	48.5 - 60.3	80	246
How many of people does your firm employ from other companies to perform social media activities?	1.8	7.5	0.9 - 2.7	0	259

Topic 5: Social Media

How well is social media integrated with your firm's strategy

	Mean & SD	Not At All Effectively						Very Effectively	Total
		1	2	3	4	5	6	7	
How effectively is social media linked to your firm's overall strategy?	3.4 1.9	67 25.0%	32 11.9%	32 11.9%	45 16.8%	54 20.1%	22 8.2%	16 6.0%	268 100.0%
How effectively is social media linked to your firm's marketing strategy?	3.8 2.0	54 20.2%	39 14.6%	18 6.7%	34 12.7%	57 21.3%	37 13.9%	28 10.5%	267 100.0%

Topic 5: Social Media

Which metrics does your company use for social media? (Check all that apply)

	Number	Percent	95% CI
Hits/visits/page views	191	45.4 %	± 4.8 %
Repeat visits	127	30.2 %	± 4.4 %
Number of followers or friends	120	28.5 %	± 4.3 %
Conversion rates (whether a visitor is converted to a buyer)	99	23.5 %	± 4.1 %
Buzz indicators (web mentions)	79	18.8 %	± 3.8 %
Customer acquisition costs	41	9.7 %	± 2.9 %
Other text analysis ratings	41	9.7 %	± 2.9 %
Sales levels	38	9.0 %	± 2.8 %
Revenue per customer	31	7.4 %	± 2.5 %
Net promoter score	31	7.4 %	± 2.5 %
Online product/service ratings	28	6.7 %	± 2.4 %
Profits per customer	21	5.0 %	± 2.1 %
Customer retention costs	21	5.0 %	± 2.1 %
Abandoned shopping carts	17	4.0 %	± 1.9 %
Total	885		

Number of Cases =421

Number of Responses =885

Average Number Of Responses Per Case = 2.1

Number Of Cases With At Least One Response =217

Response Percent = 51.5 %

Topic 6: Marketing Jobs

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

Percent change

Minimum = -50

Maximum = 200

Mean = 6.2

Median = 0

Standard Deviation (Unbiased) = 23.7

95 Percent Confidence Interval Around The Mean = 3.4 - 9.1

Quartiles

1 = 0

2 = 0

3 = 5

Valid Cases = 269

Missing Cases = 152

Response Percent = 63.9%

Topic 6: Marketing Jobs**Does your firm currently outsource any marketing activities?**

	Number	Percent	95% CI
Yes	209	74.9 %	± 4.8 %
No	70	25.1 %	± 3.6 %
Total	279	100.0 %	

Missing Cases = 142

Response Percent = 66.3 %

Topic 6: Marketing Jobs

By what percentage will your firm's outsourcing of marketing activities change in the next year?

Percent change

Minimum = -99

Maximum = 75

Mean = 4.5

Median = 2

Standard Deviation (Unbiased) = 15.4

95 Percent Confidence Interval Around The Mean = 2.5 - 6.6

Quartiles

1 = 0

2 = 2

3 = 10

Valid Cases = 209

Missing Cases = 0

Response Percent = 100.0%

Topic 7: Marketing Organization and Leadership

Where is marketing located in your firm?

	Number	Percent	95% CI
Corporate	231	83.7 %	± 4.4 %
Business unit level	95	34.4 %	± 5.6 %
Brand or product level	59	21.4 %	± 4.9 %
Field offices	33	12.0 %	± 3.9 %
Total	418		

Number of Cases =276

Number of Responses =418

Average Number Of Responses Per Case = 1.5

Number Of Cases With At Least One Response =276

Response Percent = 100.0 %

Topic 7: Marketing Organization and Leadership

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

(N=421)

	Mean & SD	Not at all 1	2	3	4	5	6	All the time 7	Total
Is collected on a regular basis	4.9 1.6	4 1.4%	21 7.6%	31 11.2%	49 17.8%	55 19.9%	58 21.0%	58 21.0%	276 100.0%
Is shared vertically across different levels of the firm and business units	4.6 1.6	8 2.9%	22 8.0%	33 12.0%	59 21.5%	65 23.6%	56 20.4%	32 11.6%	275 100.0%
Is shared horizontally across different functions and business units	4.6 1.5	7 2.5%	23 8.4%	30 10.9%	66 24.0%	60 21.8%	57 20.7%	32 11.6%	275 100.0%
Shapes the design of firm strategies	4.7 1.5	5 1.8%	20 7.3%	33 12.1%	55 20.1%	74 27.1%	59 21.6%	27 9.9%	273 100.0%
Influences the implementation of firm strategies	4.8 1.5	6 2.2%	15 5.5%	30 11.1%	46 17.0%	78 28.8%	66 24.4%	30 11.1%	271 100.0%
Impacts the evaluation of firm strategies	4.8 1.5	6 2.2%	18 6.7%	27 10.1%	47 17.5%	84 31.3%	58 21.6%	28 10.4%	268 100.0%

Topic 8: Marketing Excellence**Which company in your industry sets the standard for excellence in marketing?**

FedEx Corporation – Transportation

The Proctor & Gamble Company – Consumer Packaged Goods

General Electric Company – Healthcare and Pharmaceutical

Bank of America Corporation – Banking and Financial Services

International Business Machines Corporation – Professional Services and Consulting

Topic 8: Marketing Excellence

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

Apple Inc.

Appendix: Firm-level Descriptive Information**Which economic sector best describes your firm?**

	Number	Percent	95% CI
B2B - Product	110	32.4 %	± 4.2 %
B2B - Services	139	40.9 %	± 4.5 %
B2C - Product	47	13.8 %	± 3.0 %
B2C - Services	44	12.9 %	± 2.9 %
Total	340	100.0 %	

Missing Cases = 81

Response Percent = 80.8 %

Appendix: Firm-level Descriptive Information**What is your firm's ownership structure?**

	Number	Percent	95% CI
Public/NYSE/AMEX	82	24.2 %	± 3.8 %
Public/NASDAQ	34	10.0 %	± 2.6 %
Private	205	60.5 %	± 4.8 %
Nonprofit	18	5.3 %	± 1.9 %
Total	339	100.0 %	

Missing Cases = 82

Response Percent = 80.5 %

Appendix: Firm-level Descriptive Information

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

	Number	Percent	Cumulative
Less than \$25 million	89	33.1 %	33.1 %
\$26-99 million	51	19.0 %	52.0 %
\$100-499 million	35	13.0 %	65.1 %
\$500-999 million	17	6.3 %	71.4 %
\$1-2.5 billion	25	9.3 %	80.7 %
\$2.6-5 billion	18	6.7 %	87.4 %
\$5.1-9.9 billion	6	2.2 %	89.6 %
\$10-49 billion	18	6.7 %	96.3 %
\$50-100 billion	3	1.1 %	97.4 %
More than \$100+ billion	7	2.6 %	100.0 %
Total	269	100.0 %	100.0 %

Missing Cases = 152

Response Percent = 63.9 %

Appendix: Firm-level Descriptive Information

Which industry sector best describes your firm?

	Number	Percent	95% CI
Professional Services/Consulting	59	21.7 %	± 3.3 %
Manufacturing	46	16.9 %	± 3.0 %
Banking/Finance/Insurance	35	12.9 %	± 2.7 %
Technology [Software/Biotech]	26	9.6 %	± 2.3 %
Communications/Media	24	8.8 %	± 2.2 %
Health Care/Pharmaceutical	22	8.1 %	± 2.1 %
Retail/Wholesale	21	7.7 %	± 2.1 %
Consumer Packaged Goods	12	4.4 %	± 1.6 %
Transportation	10	3.7 %	± 1.5 %
Consumer Services	6	2.2 %	± 1.1 %
Energy	6	2.2 %	± 1.1 %
Mining/Construction	5	1.8 %	± 1.0 %
Total	272	100.0 %	

Missing Cases = 149

Response Percent = 64.6 %

Appendix: Firm-level Descriptive Information

Where is your firm's headquarters?

	Number	Percent	95% CI
Midwest U.S.	67	24.4 %	± 3.5 %
Northeast U.S.	58	21.1 %	± 3.3 %
South Atlantic U.S.	49	17.8 %	± 3.1 %
South Central U.S.	35	12.7 %	± 2.7 %
Pacific U.S.	32	11.6 %	± 2.5 %
Western Europe	17	6.2 %	± 1.9 %
East Asia	5	1.8 %	± 1.0 %
Canada	4	1.5 %	± 0.9 %
Mountain U.S.	4	1.5 %	± 0.9 %
Eastern Europe	3	1.1 %	± 0.8 %
Western Asia	1	0.4 %	± 0.5 %
Central/Latin America	0	0.0 %	± 0.0 %
Total	275	100.0 %	

Missing Cases = 146

Response Percent = 65.3 %

Appendix: Firm-level Descriptive Information

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

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
What % of your firm's sales is domestic?	80.7	25.3	77.7 - 83.8	95	0	100	265
What % of your firm's sales is through the Internet?	8.4	20.0	6.0 - 10.9	0	0	100	261