



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

TOPLINE RESULTS

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Survey Partners



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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	264	56.4 %	± 4.5 %
2=No Change	122	26.1 %	± 4.0 %
1=Less	82	17.5 %	± 3.5 %
Total	468	100.0 %	

Mean = 2.4

SD = 0.8

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 = 28

Maximum = 96

Mean = 62.7

Median = 65

Standard Deviation (Unbiased) = 16.0

95 Percent Confidence Interval Around The Mean = 61.2 - 64.2

Quartiles

1 = 50

2 = 65

3 = 75

Valid Cases = 456

Missing Cases = 13

Response Percent = 97.2%

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	279	60.5 %	± 4.5 %
2=No Change	114	24.7 %	± 3.9 %
1=Less	68	14.8 %	± 3.2 %
Total	461	100.0 %	

Mean = 2.5
SD = 0.7

Missing Cases = 8
Response Percent = 98.3 %

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 = 36

Maximum = 100

Mean = 72.4

Median = 75

Standard Deviation (Unbiased) = 16.7

95 Percent Confidence Interval Around The Mean = 70.9 - 74.0

Quartiles

1 = 60

2 = 75

3 = 85

Valid Cases = 463

Missing Cases = 6

Response Percent = 98.7%

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	304	65.4 %	± 4.3 %
2=No Change	90	19.4 %	± 3.6 %
1=Less	71	15.3 %	± 3.3 %
Total	465	100.0 %	

Mean = 2.5

SD = 0.7

Missing Cases = 4

Response Percent = 99.1 %

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 and 100 being the most optimistic

Minimum = 31

Maximum = 100

Mean = 70.2

Median = 75

Standard Deviation (Unbiased) = 17.8

95 Percent Confidence Interval Around The Mean = 68.6 - 71.8

Quartiles

1 = 60

2 = 75

3 = 85

Valid Cases = 463

Missing Cases = 6

Response Percent = 98.7%

Topic 1: Marketplace Dynamics - Customers

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

(N=469)

	Mean & SD	More 3	No Change 2	Less 1	Total
My firm's ability to acquire new customers	2.6 0.7	316 67.7%	105 22.5%	46 9.9%	467 100.0%
Customer will buy related products/ services from my firm	2.5 0.6	276 59.1%	160 34.3%	31 6.6%	467 100.0%
Customer's purchase volume	2.5 0.7	279 59.7%	120 25.7%	68 14.6%	467 100.0%
My firm's ability to retain current customers	2.4 0.7	225 48.3%	189 40.6%	52 11.2%	466 100.0%
The entry of new customers into this market	2.3 0.7	197 42.3%	190 40.8%	79 17.0%	466 100.0%
Customer's price per unit	2.1 0.7	153 32.8%	213 45.6%	101 21.6%	467 100.0%

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=466)

	1st Priority	2nd Priority	3rd Priority	Total
Low Price	85 18.2%	48 10.3%	72 15.5%	205 44.0%
Superior Product Quality	120 25.8%	106 22.7%	74 15.9%	300 64.4%
Superior Innovation	49 10.5%	44 9.4%	53 11.4%	146 31.3%
Excellent Service	87 18.7%	135 29.0%	102 21.9%	324 69.5%
Trusting Relationship	88 18.9%	90 19.3%	107 23.0%	285 61.2%
Brand	39 8.4%	44 9.4%	60 12.9%	143 30.7%

Topic 1: Marketplace Dynamics - Channel Partners**Will you use a channel or go directly to market?**

	Number	Percent	95% CI
Uses channel partners	350	74.6 %	± 4.0 %
Does not use channel partners	119	25.4 %	± 4.0 %
Total	469	100.0 %	

Missing Cases = 0

Response Percent = 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 or services in existing markets	54.9	26.5	52.1 - 57.7	50	0	100	341
Existing products or services in new markets	15.1	13.6	13.6 - 16.5	10	0	80	341
New products or services in existing markets	20.8	17.6	18.9 - 22.7	20	0	100	341
New products or services in new markets	9.2	11.8	7.9 - 10.4	5	0	100	341

Topic 2: Firm Growth Strategies

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

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Existing products or services in existing markets	47.8	25.0	45.1 - 50.4	40	0	100	340
Existing products or services in new markets	17.2	14.3	15.7 - 18.7	15	0	80	340
New products or services in existing markets	23.2	17.4	21.4 - 25.1	20	0	95	340
New products or services in new markets	11.8	13.7	10.4 - 13.3	10	0	75	340

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	73.5	27.0	70.7 - 76.3	80	0	100	352
Growth from acquisitions	8.5	16.5	6.8 - 10.3	0	0	100	352
Growth from partnerships	12.3	17.8	10.4 - 14.2	5	0	100	352
Growth from licensing arrangements	5.6	13.7	4.2 - 7.1	0	0	100	352

Topic 2: Firm Growth Strategies

Which international market is your highest revenue growth market?

	Number	Percent	Cumulative
Canada	64	21.3 %	21.3 %
Western Europe	57	18.9 %	40.2 %
China	39	13.0 %	53.2 %
Mexico	17	5.6 %	58.8 %
Brazil	17	5.6 %	64.5 %
Middle East	12	4.0 %	68.4 %
Japan	10	3.3 %	71.8 %
India	9	3.0 %	74.8 %
Russia	8	2.7 %	77.4 %
Eastern Europe	4	1.3 %	78.7 %
Korea	4	1.3 %	80.1 %
Other	60	19.9 %	100.0 %
Total	301	100.0 %	100.0 %

Missing Cases = 168

Response Percent = 64.2 %

Topic 2: Firm Growth Strategies

Considering this market, by what percent did your sales revenue increase in the last 12 months?

Minimum = 0

Maximum = 150

Mean = 15.6

Median = 10

Standard Deviation (Unbiased) = 22.5

95 Percent Confidence Interval Around The Mean = 13.0 - 18.2

99 Percent Confidence Interval Around The Mean = 12.2 - 19.1

Quartiles

1 = 0

2 = 10

3 = 20

Valid Cases = 287

Missing Cases = 182

Response Percent = 61.2%

Data are winsorized.

Topic 2: Firm Growth Strategies**Considering this market, by what percent did your sales revenue increase in the last 12 months?**

	Number	Percent	Cumulative
Less than 5%	106	36.9 %	36.9 %
5 - 9%	30	10.5 %	47.4 %
10 - 14%	40	13.9 %	61.3 %
15 - 19%	16	5.6 %	66.9 %
20% or more	95	33.1 %	100.0 %
Total	287	100.0 %	100.0 %

Missing Cases = 182

Response Percent = 61.2 %

Topic 2: Firm Growth Strategies

Considering this market, by what percent did your sales revenue increase in the last 12 months? (Results by market)

	Mean
For Entire Sample	15.6

Highest revenue growth market

Mexico	41.2%
Eastern Europe	40.0%
Middle East	28.2%
Brazil	27.1%
Russia	22.4%
Southeast Asia	22.0%
Australia	21.0%
Japan	21.7%
India	19.2%
China	18.4%
Western Europe	16.4%
Canada	14.2%
South America (not Brazil)	14.0%
Korea	4.5%

N=287

Topic 2: Firm Growth Strategies

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

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
What % of your firm's sales is domestic?	80.5	23.3	78.0 - 83.1	90	29	100	318
What % of your firm's sales is through the Internet?	10.6	17.5	8.7 - 12.5	1	0	58	316

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	6.1	16.5	4.0 - 8.2	3	-38	53.5	243
Digital marketing spending	10.2	14.2	8.3 - 12.2	5	-28	51.4	207
Traditional advertising spending	-2.7	10.9	-4.2 - -1.1	0	-36	30.4	189
Brand building	6.8	13.4	4.8 - 8.8	3	-25	54.7	178
Customer relationship management	8.1	13.0	6.2 - 10.0	5	-25	47.4	178
New product introductions	8.0	11.1	6.4 - 9.6	5	-23	40	184
New service introductions	5.8	10.2	4.3 - 7.4	2	-23	37.2	166
Marketing (non-sales) hires	5.9	12.4	4.1 - 7.7	0	-28	42.4	179
Integrating what we know about marketing	5.4	8.9	4.0 - 6.9	1	-19	31.7	140
Developing knowledge about how to do marketing	4.3	7.9	3.0 - 5.7	1	-20	28.9	134
Marketing training	3.8	7.7	2.5 - 5.1	0	-21	28.8	143
Marketing research and intelligence	4.5	11.2	2.8 - 6.2	2	-33	40.7	175
Marketing consulting services	4.5	10.8	2.8 - 6.2	0	-27	39.1	154

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.

(N=469)

	Mean & SD	Positive 1	Zero 0	Negative -1	Total
Overall marketing spending	0.4 0.8	150 61.7%	46 18.9%	47 19.3%	243 100.0%
Digital marketing spending	0.7 0.5	164 79.2%	34 16.4%	9 4.3%	207 100.0%
Traditional advertising spending	-0.1 0.8	48 25.4%	69 36.5%	72 38.1%	189 100.0%
Brand building	0.5 0.6	108 60.7%	55 30.9%	15 8.4%	178 100.0%
Customer relationship management	0.6 0.6	112 62.9%	58 32.6%	8 4.5%	178 100.0%
New product introductions	0.6 0.6	122 66.3%	55 29.9%	7 3.8%	184 100.0%
New service introductions	0.5 0.6	93 56.0%	68 41.0%	5 3.0%	166 100.0%
Marketing (non-sales) hires	0.4 0.6	82 45.8%	84 46.9%	13 7.3%	179 100.0%
Integrating what we know about marketing	0.5 0.6	76 54.3%	58 41.4%	6 4.3%	140 100.0%
Developing knowledge about how to do marketing	0.5 0.6	70 52.2%	59 44.0%	5 3.7%	134 100.0%
Marketing training	0.4 0.6	65 45.5%	72 50.3%	6 4.2%	143 100.0%
Marketing research and intelligence	0.5 0.6	109 62.3%	52 29.7%	14 8.0%	175 100.0%
Marketing consulting services	0.4 0.6	66 42.9%	76 49.4%	12 7.8%	154 100.0%

Topic 3: Marketing Spending

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

Percent of budget

Minimum = 0

Maximum = 38

Mean = 10.6

Median = 6

Standard Deviation (Unbiased) = 10.0

95 Percent Confidence Interval Around The Mean = 9.3 - 11.9

Quartiles

1 = 3

2 = 6

3 = 15

Valid Cases =226

Missing Cases =243

Response Percent = 48.2%

Topic 3: Marketing Spending

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

Percent of revenues

Minimum = 0

Maximum = 39

Mean = 7.9

Median = 3

Standard Deviation (Unbiased) = 10.5

95 Percent Confidence Interval Around The Mean = 6.6 - 9.3

Quartiles

1 = 1.5

2 = 3

3 = 10

Valid Cases =228

Missing Cases =241

Response Percent = 48.6%

Topic 4: Financial and Marketing Performance

Rate your firm's performance during the last 12 months

(N=469)

	Mean & SD	-10%	-7%	-5%	-3%	-1%	0	+1%	+3%	+5%	+7%	+10%	Total
Market share	2.2 4.1	6 2.2%	1 0.4%	12 4.4%	10 3.6%	8 2.9%	49 17.9%	59 21.5%	52 19.0%	37 13.5%	14 5.1%	26 9.5%	274 100.0%
Sales Revenue	4.2 5.6	13 4.5%	3 1.0%	11 3.8%	11 3.8%	14 4.8%	21 7.2%	22 7.6%	35 12.1%	37 12.8%	20 6.9%	103 35.5%	290 100.0%
Marketing ROI	3.3 4.4	5 2.2%	2 0.9%	2 0.9%	6 2.6%	6 2.6%	48 20.9%	27 11.7%	41 17.8%	39 17.0%	10 4.3%	44 19.1%	230 100.0%
Profits	3.3 5.7	15 5.7%	7 2.7%	6 2.3%	11 4.2%	12 4.6%	29 11.0%	24 9.1%	31 11.8%	37 14.1%	21 8.0%	70 26.6%	263 100.0%
Customer acquisition	3.3 4.1	3 1.2%	0 0.0%	7 2.7%	6 2.3%	8 3.1%	45 17.3%	36 13.8%	46 17.7%	51 19.6%	16 6.2%	42 16.2%	260 100.0%
Customer retention	1.9 4.8	10 3.9%	2 0.8%	7 2.7%	22 8.6%	14 5.5%	62 24.2%	28 10.9%	33 12.9%	31 12.1%	8 3.1%	39 15.2%	256 100.0%
Brand value	3.2 4.2	3 1.3%	1 0.4%	3 1.3%	4 1.8%	5 2.2%	55 24.7%	32 14.3%	34 15.2%	35 15.7%	11 4.9%	40 17.9%	223 100.0%

Topic 4: Financial and Marketing Performance

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

(N=469)

	Mean & SD	-10%	-7%	-5%	-3%	-1%	0	+1%	+3%	+5%	+7%	+10%	Total
Market share	4.7 3.5	0 0.0%	1 0.4%	0 0.0%	1 0.4%	0 0.0%	26 9.6%	37 13.7%	62 23.0%	66 24.4%	17 6.3%	60 22.2%	270 100.0%
Sales Revenue	7.0 3.5	1 0.3%	1 0.3%	2 0.7%	0 0.0%	2 0.7%	5 1.7%	14 4.9%	28 9.8%	59 20.6%	38 13.3%	136 47.6%	286 100.0%
Marketing ROI	5.5 3.9	1 0.4%	0 0.0%	3 1.3%	2 0.9%	0 0.0%	18 7.9%	15 6.6%	43 18.8%	52 22.7%	21 9.2%	74 32.3%	229 100.0%
Profits	6.6 3.7	2 0.8%	0 0.0%	0 0.0%	1 0.4%	0 0.0%	9 3.4%	19 7.3%	38 14.6%	45 17.2%	31 11.9%	116 44.4%	261 100.0%
Customer acquisition	5.8 3.6	0 0.0%	1 0.4%	0 0.0%	0 0.0%	1 0.4%	13 5.0%	28 10.8%	46 17.7%	62 23.8%	17 6.5%	92 35.4%	260 100.0%
Customer retention	4.7 4.1	0 0.0%	0 0.0%	3 1.2%	4 1.6%	4 1.6%	37 14.5%	32 12.5%	39 15.3%	45 17.6%	16 6.3%	75 29.4%	255 100.0%
Brand value	5.6 3.8	0 0.0%	0 0.0%	2 0.9%	0 0.0%	1 0.5%	18 8.1%	28 12.6%	30 13.5%	51 23.0%	12 5.4%	80 36.0%	222 100.0%

Topic 4: Financial and Marketing Performance

How would you rate your company's marketing excellence?

	Number	Percent	95% CI
7=Excellent - one of the best in the world	28	9.0 %	± 2.2 %
6=A leader but not one of the best	44	14.1 %	± 2.7 %
5=Strong	108	34.7 %	± 3.8 %
4=Good	57	18.3 %	± 3.0 %
3=Fair	42	13.5 %	± 2.6 %
2=Weak	25	8.0 %	± 2.0 %
1=Very weak	7	2.3 %	± 1.1 %
Total	311	100.0 %	

Mean = 4.5

SD = 1.4

Missing Cases = 158

Response Percent = 66.3 %

Topic 4: Financial and Marketing Performance

In your company, how important is employee satisfaction to customer satisfaction?

	Number	Percent	95% CI
7=Very Important	81	30.6 %	± 3.4 %
6=	64	24.2 %	± 3.1 %
5=	56	21.1 %	± 3.0 %
4=	30	11.3 %	± 2.2 %
3=	13	4.9 %	± 1.5 %
2=	8	3.0 %	± 1.2 %
1=Not Important	13	4.9 %	± 1.5 %
Total	265	100.0 %	

Mean = 5.4

SD = 1.6

Missing Cases = 204

Response Percent = 56.5 %

Topic 5: Social Media**What percent of your marketing budget...**

	<u>Mean</u>	<u>SD</u>	<u>95% CI</u>	<u>Median</u>	<u>Total</u>
...do you currently spend on social media?	8.4	10.1	7.0 - 9.8	5	201
...will you spend in the next 12 months?	11.5	12.1	9.7 - 13.2	10	185
...will you spend in five years?	21.6	20.2	18.7 - 24.6	15.5	182

Topic 5: Social Media

In-house vs. outsourcing of social media activities?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
How many of people does your firm employ in-house to do social media?	1.7	2.6	1.4 - 2.0	1	0	10.9	271
What percentage of these social media employees are within marketing?	59.4	46.7	53.7 - 65.2	100	0	100	255
How many of people does your firm employ from other companies to perform social media activities?	1.1	2.2	0.9 - 1.4	0	0	8.3	251

Topic 5: Social Media

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

	Number	Percent	Cumulative
7=Very Effectively	28	9.9 %	9.9 %
6=	33	11.7 %	21.6 %
5=	54	19.1 %	40.8 %
4=	47	16.7 %	57.4 %
3=	36	12.8 %	70.2 %
2=	41	14.5 %	84.8 %
1=Not At All Effectively	43	15.2 %	100.0 %
Total	282	100.0 %	100.0 %

Mean = 3.8

SD = 1.9

Missing Cases = 187

Response Percent = 60.1 %

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	192	40.9 %	± 4.5 %
Number of followers or friends	143	30.5 %	± 4.2 %
Repeat visits	117	24.9 %	± 3.9 %
Conversion rates (whether a visitor is converted to a buyer)	99	21.1 %	± 3.7 %
Buzz indicators (web mentions)	76	16.2 %	± 3.4 %
Customer acquisition costs	48	10.2 %	± 2.8 %
Net promoter score	46	9.8 %	± 2.7 %
Revenue per customer	43	9.2 %	± 2.6 %
Sales levels	41	8.7 %	± 2.6 %
Metrics using analysis of online text	40	8.5 %	± 2.5 %
Online product/service ratings	28	6.0 %	± 2.2 %
Profits per customer	21	4.5 %	± 1.9 %
Customer retention costs	14	3.0 %	± 1.6 %
Abandoned shopping carts	13	2.8 %	± 1.5 %
Total	921		

Number of Cases = 469

Number of Responses = 921

Average Number Of Responses Per Case = 2.0

Number Of Cases With At Least One Response = 232

Response Percent = 49.5 %

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?

Minimum = -33

Maximum = 47

Mean = 5.4

Median = 0

Standard Deviation (Unbiased) = 12.7

95 Percent Confidence Interval Around The Mean = 3.8 - 7.1

Quartiles

1 = 0

2 = 0

3 = 5

Valid Cases =242

Missing Cases =227

Response Percent = 51.6%

Topic 6: Marketing Jobs**By what percentage will your firm's outsourcing of marketing activities change in the next year?**

Minimum = -20

Maximum = 29

Mean = 3.5

Median = 0

Standard Deviation (Unbiased) = 9.1

95 Percent Confidence Interval Around The Mean = 2.3 - 4.7

Quartiles

1 = 0

2 = 0

3 = 5

Valid Cases =240

Missing Cases =229

Response Percent = 51.2%

Topic 7: Marketing Organization

Where is marketing located in your firm?

	Number	Percent	95% CI
Corporate	232	86.2 %	± 4.1 %
Business unit level	82	30.5 %	± 5.5 %
Brand or product level	29	10.8 %	± 3.7 %
Field offices	33	12.3 %	± 3.9 %
Total	376		

Number of Cases = 269

Number of Responses = 376

Average Number Of Responses Per Case = 1.4

Number Of Cases With At Least One Response = 269

Response Percent = 100.0 %

Topic 7: Marketing Organization

Number of employees in firm? Marketing employees?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
How many employees does your firm have?	7519	19719	5122 - 9916	250	1	91614	260
How many marketing (non-sales) employees are in your firm?	181	750	88 - 275	8	0	4880	247

Topic 7: Marketing Organization

Select the description that best captures the role of sales within your firm.

	Number	Percent	95% CI
Sales is in charge of marketing	34	10.3 %	± 2.4 %
Sales is within the marketing function	23	7.0 %	± 2.0 %
Sales and marketing work together on an equal level	237	72.0 %	± 4.5 %
We don't have a sales function	21	6.4 %	± 1.9 %
We have a sales function, but not a marketing function	14	4.3 %	± 1.5 %
Total	329	100.0 %	

Missing Cases = 140

Response Percent = 70.1 %

Topic 7: Marketing Organization**Which organizational structure is most common in your firm—product/service groups or customer groups?**

	Number	Percent	95% CI
Product/service groups	194	73.5 %	± 4.5 %
Customer groups	70	26.5 %	± 3.2 %
Total	264	100.0 %	

Missing Cases = 205

Response Percent = 56.3 %

Topic 8: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Number	Percent	95% CI
Brand	221	83.7 %	± 4.5 %
Advertising	221	83.7 %	± 4.5 %
Positioning	217	82.2 %	± 4.6 %
Promotion	216	81.8 %	± 4.7 %
Marketing analytics	200	75.8 %	± 5.2 %
Marketing research	200	75.8 %	± 5.2 %
Social media	200	75.8 %	± 5.2 %
Competitive intelligence	179	67.8 %	± 5.7 %
Public relations	162	61.4 %	± 5.9 %
Market entry strategies	149	56.4 %	± 6.0 %
Lead generation	147	55.7 %	± 6.0 %
New products	123	46.6 %	± 6.1 %
Customer relationship management	109	41.3 %	± 6.0 %
Market selection	96	36.4 %	± 5.8 %
Innovation	92	34.8 %	± 5.8 %
Pricing	83	31.4 %	± 5.6 %
Sales	64	24.2 %	± 5.2 %
Customer service	63	23.9 %	± 5.2 %
Distribution	36	13.6 %	± 4.2 %
Stock market performance	6	2.3 %	± 1.8 %
Total	2784		

Number of Cases = 264

Number of Responses = 2784

Average Number Of Responses Per Case = 10.5

Number Of Cases With At Least One Response = 264

Response Percent = 100.0 %

Topic 8: Marketing Leadership**Number of reports to top marketing leader (winsorized)**

	<u>Median</u>	<u>Mean</u>	<u>SD</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Range</u>	<u>Total</u>
How many direct reports do you have?	4	5.6	8.3	0	59	59	249
How many indirect reports (dotted-line) reports do you have?	5	17.5	32.9	0	171	171	217

Topic 8: Marketing Leadership**How many years have you been with this firm in your current role? In any role?**

	<u>Median</u>	<u>Mean</u>	<u>SD</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Total</u>
In your current role?	3	4.8	4.1	0	15	262
In any role?	6.5	9.5	8.4	0	28	244

Topic 9: Marketing Analytics**What percent of your marketing budget...**

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
...do you currently spend on marketing analytics?	6.0	6.3	5.2 - 6.7	5	0	23	263
...will you spend in the next three years?	10.1	8.6	9.1 - 11.2	10	0	30	261

Topic 9: Marketing Analytics

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

Minimum = 0

Maximum = 96

Mean = 30.4

Median = 20

Standard Deviation (Unbiased) = 32.9

95 Percent Confidence Interval Around The Mean = 26.4 - 34.3

99 Percent Confidence Interval Around The Mean = 25.1 - 35.6

Quartiles

1 = 2

2 = 20

3 = 50

Valid Cases = 260

Missing Cases = 209

Response Percent = 55.4%

Topic 9: Marketing Analytics**Does your company formally evaluate the quality of marketing analytics?**

	Number	Percent	95% CI
Yes	109	39.8 %	± 3.8 %
No	165	60.2 %	± 4.3 %
Total	274	100.0 %	

Missing Cases = 195

Response Percent = 58.4 %

Topic 9: Marketing Analytics

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

	Number	Percent	95% CI
7=Very Highly	19	7.0 %	± 1.8 %
6=	31	11.5 %	± 2.3 %
5=	48	17.8 %	± 2.8 %
4=	57	21.1 %	± 3.0 %
3=	26	9.6 %	± 2.1 %
2=	45	16.7 %	± 2.7 %
1=Not At All	44	16.3 %	± 2.7 %
Total	270	100.0 %	

Mean = 3.7

SD = 1.9

Missing Cases = 199

Response Percent = 57.6 %

The CMO Survey Award for Marketing Excellence

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

Apple, Inc.

The CMO Survey Award for Marketing Excellence

Which company in your industry sets the standard for excellence in marketing? - Industry-Specific Winners

GE (Manufacturing)

Google (Services)

IBM (Technology Solutions/Consulting)

Procter & Gamble (Consumer Packaged Goods: Non-food)

The Coca-Cola Company (Consumer Packaged Goods: Food)

Appendix: Firm-level Descriptive Information

Which economic sector best describes your firm?

	Number	Percent	95% CI
B2B - Product	122	36.0 %	± 4.0 %
B2B - Services	102	30.1 %	± 3.8 %
B2C - Product	71	20.9 %	± 3.3 %
B2C - Services	44	13.0 %	± 2.7 %
Total	339	100.0 %	

Missing Cases = 130

Response Percent = 72.3 %

Appendix: Firm-level Descriptive Information

What is your firm's ownership structure?

	Number	Percent	95% CI
Public/NYSE/AMEX	62	23.0 %	± 3.1 %
Public/NASDAQ	25	9.3 %	± 2.0 %
Private	176	65.2 %	± 4.4 %
Nonprofit	7	2.6 %	± 1.1 %
Total	270	100.0 %	

Missing Cases = 199

Response Percent = 57.6 %

Appendix: Firm-level Descriptive Information

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

	Number	Percent	Cumulative
Less than \$25 million	93	35.6 %	35.6 %
\$26-99 million	48	18.4 %	54.0 %
\$100-499 million	39	14.9 %	69.0 %
\$500-999 million	12	4.6 %	73.6 %
\$1-2.5 billion	25	9.6 %	83.1 %
\$2.6-5 billion	12	4.6 %	87.7 %
\$5.1-9.9 billion	11	4.2 %	92.0 %
\$10-49 billion	15	5.7 %	97.7 %
\$50-100 billion	3	1.1 %	98.9 %
More than \$100+ billion	3	1.1 %	100.0 %
Total	261	100.0 %	100.0 %

Missing Cases = 208

Response Percent = 55.7 %

Appendix: Firm-level Descriptive Information

Which industry sector best describes your firm?

	Number	Percent	95% CI
Professional Services/Consulting	46	17.0 %	± 2.7 %
Technology [Software/Biotech]	40	14.8 %	± 2.5 %
Banking/Finance/Insurance	35	13.0 %	± 2.4 %
Manufacturing	34	12.6 %	± 2.4 %
Health Care/Pharmaceutical	29	10.7 %	± 2.2 %
Consumer Packaged Goods	24	8.9 %	± 2.0 %
Communications/Media	20	7.4 %	± 1.8 %
Retail/Wholesale	14	5.2 %	± 1.6 %
Transportation	8	3.0 %	± 1.2 %
Mining/Construction	8	3.0 %	± 1.2 %
Consumer Services	6	2.2 %	± 1.0 %
Energy	6	2.2 %	± 1.0 %
Total	270	100.0 %	

Missing Cases = 199

Response Percent = 57.6 %