



PREDICTING the Future of Markets  
TRACKING Marketing Excellence  
IMPROVING the Value of Marketing

## TOPLINE RESULTS

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Sponsoring Organizations



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

	Number	Percent	95% CI
3=More	258	50.7 %	± 4.4 %
2=No Change	163	32.0 %	± 4.1 %
1=Less	88	17.3 %	± 3.3 %
Total	509	100.0 %	

Mean = 2.3  
SD = 0.8

Missing Cases = 2  
Response Percent = 99.6 %

## Topic 1: Marketplace Dynamics - Overall Economy

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

Minimum = 0

Maximum = 90

Mean = 56.45

Median = 60

Standard Deviation (Unbiased) = 17.41

95 Percent Confidence Interval Around The Mean = 54.94 - 57.96

Valid Cases = 511

Missing Cases = 0

Response Percent = 100.0%

**Topic 1: Marketplace Dynamics - Overall Company****Are you more or less optimistic about your own company compared to last quarter?**

	Number	Percent	95% CI
3=More	244	48.2 %	± 4.3 %
2=No Change	159	31.4 %	± 4.0 %
1=Less	103	20.4 %	± 3.5 %
Total	506	100.0 %	

Mean = 2.3  
SD = 0.8

Missing Cases = 5  
Response Percent = 99.0 %

## Topic 1: Marketplace Dynamics - Overall Company

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

Minimum = 0

Maximum = 100

Mean = 66.70

Median = 70

Standard Deviation (Unbiased) = 19.83

95 Percent Confidence Interval Around The Mean = 64.97 - 68.42

Valid Cases = 507

Missing Cases = 4

Response Percent = 99.2%

**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	240	47.2 %	± 4.3 %
2=No Change	118	23.2 %	± 3.7 %
1=Less	150	29.5 %	± 4.0 %
Total	508	100.0 %	

Mean = 2.2

SD = 0.9

Missing Cases = 3

Response Percent = 99.4 %



## 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 = 0

Maximum = 100

Mean = 59.64

Median = 60

Standard Deviation (Unbiased) = 22.67

95 Percent Confidence Interval Around The Mean = 57.66 - 61.61

Valid Cases = 505

Missing Cases = 6

Response Percent = 98.8%

## Topic 1: Marketplace Dynamics - Customers

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

(N=511)

	Mean & SD	More 3	No Change 2	Less 1	Total
Customer will buy related products and services from my firm	2.3 0.7	222 43.8%	226 44.6%	59 11.6%	507 100.0%
My firm's ability to retain current customers	2.2 0.7	199 38.9%	240 47.0%	72 14.1%	511 100.0%
Customer's purchase volume	2.2 0.9	244 48.0%	120 23.6%	144 28.3%	508 100.0%
The entry of new customers into this market	2.0 0.8	175 34.5%	169 33.3%	163 32.1%	507 100.0%
Customer's price per unit	1.8 0.7	86 17.0%	227 44.8%	194 38.3%	507 100.0%

## 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=511)

	1st Priority	2nd Priority	3rd Priority	Total
Low Price	174 34.1%	76 14.9%	67 13.1%	317 62.0%
Superior Product Quality	96 18.8%	122 23.9%	98 19.2%	316 61.8%
Superior Innovation	37 7.2%	35 6.8%	55 10.8%	127 24.9%
Excellent Service	78 15.3%	153 29.9%	130 25.4%	361 70.6%
Trusting Relationship	100 19.6%	91 17.8%	111 21.7%	302 59.1%
Brand	27 5.3%	34 6.7%	51 10.0%	112 21.9%

## Topic 1: Marketplace Dynamics - Competitors

### **Focusing on this market, predict the likelihood of the following competitor interactions over the next 12 months.**

(N=511)

	Mean & SD	Not Likely 1	2	3	4	5	6	Very Likely 7	Total
More intense rivalry for customers	5.6 1.4	8 1.6%	11 2.2%	22 4.3%	45 8.8%	89 17.4%	134 26.2%	152 29.7%	461 90.2%
More competitor price-cutting	5.3 1.6	10 2.0%	25 4.9%	34 6.7%	49 9.6%	75 14.7%	146 28.6%	119 23.3%	458 89.6%
More competitor innovation	4.5 1.5	15 2.9%	35 6.8%	63 12.3%	102 20.0%	120 23.5%	84 16.4%	40 7.8%	459 89.8%
More cooperation on non-price strategies	3.8 1.6	53 10.4%	54 10.6%	68 13.3%	126 24.7%	78 15.3%	53 10.4%	17 3.3%	449 87.9%
Emergence of new global competitors	3.1 1.9	126 24.7%	99 19.4%	59 11.5%	50 9.8%	49 9.6%	49 9.6%	27 5.3%	459 89.8%
Emergence of new domestic competitors	3.0 1.9	122 23.9%	121 23.7%	62 12.1%	41 8.0%	48 9.4%	36 7.0%	31 6.1%	461 90.2%

## 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	118	38.6 %	± 4.6 %
2=No Change	118	38.6 %	± 4.6 %
1=Less	70	22.9 %	± 3.9 %
Total	306	100.0 %	

Mean = 2.2

SD = 0.8

Missing Cases = 78

Response Percent = 79.7 %

## 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 and 100 being the most optimistic compared to the prior 12 months.**

Minimum = 0

Maximum = 100

Mean = 57.50

Median = 60

Standard Deviation (Unbiased) = 21.31

95 Percent Confidence Interval Around The Mean = 55.08 - 59.92

Valid Cases = 297

Missing Cases = 87

Response Percent = 77.3%

## Topic 1: Marketplace Dynamics - Channel Partners

### **Do you expect the following channel partner outcomes for your firm to increase, decrease, or have no change in the next 12 months?**

(N=384)

	Mean & SD	Increase 3	No Change 2	Decrease 1	Total
Partner's purchase volume	2.1 0.8	108 36.4%	124 41.8%	65 21.9%	297 100.0%
Partner will buy related products and services	2.1 0.6	71 24.2%	189 64.5%	33 11.3%	293 100.0%
My firm will deal directly with end customers, not through channel partners	2.1 0.6	69 24.0%	186 64.6%	33 11.5%	288 100.0%
Partner's level of power in our relationship	2.0 0.6	60 20.3%	179 60.7%	56 19.0%	295 100.0%
Partner's price per unit	1.9 0.6	42 14.2%	168 56.9%	85 28.8%	295 100.0%

## 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	51.9	24.0	49.4 - 54.4	50	0	100	348
Existing products or services in new markets	15.1	14.1	13.6 - 16.6	10	0	75	348
New products or services in existing markets	23.1	19.1	21.1 - 25.1	20	0	100	348
New products or services in new markets	9.9	14.4	8.4 - 11.4	5	0	100	348



## 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	45.6	24.0	43.1 - 48.2	40	0	100	339
Existing products or services in new markets	17.7	15.8	16.1 - 19.4	15	0	100	339
New products or services in existing markets	26.2	20.5	24.0 - 28.4	20	0	100	339
New products or services in new markets	10.4	13.4	9.0 - 11.9	5	0	100	339

## 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	70.3	29.8	67.2 - 73.4	80	0	100	353
Growth from acquisitions	9.7	18.9	7.8 - 11.7	0	0	100	353
Growth from partnerships	13.4	18.5	11.5 - 15.4	5	0	90	353
Growth from licensing arrangements	6.6	13.2	5.2 - 7.9	0	0	95	353

## Topic 2: Firm Growth Strategies

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

(N=293)

	1st Revenue Area	2nd Revenue Area	3rd Revenue Area	Total
United States	264 90.1%	11 3.8%	5 1.7%	280 95.6%
Canada	0 0.0%	65 22.2%	23 7.8%	88 30.0%
Mexico	1 0.3%	4 1.4%	14 4.8%	19 6.5%
China	7 2.4%	11 3.8%	19 6.5%	37 12.6%
Japan	2 0.7%	5 1.7%	12 4.1%	19 6.5%
Korea	1 0.3%	0 0.0%	2 0.7%	3 1.0%
India	1 0.3%	6 2.0%	7 2.4%	14 4.8%
Russia	0 0.0%	0 0.0%	6 2.0%	6 2.0%
Eastern Europe	2 0.7%	13 4.4%	7 2.4%	22 7.5%
Western Europe	10 3.4%	57 19.5%	31 10.6%	98 33.4%
Brazil	1 0.3%	7 2.4%	9 3.1%	17 5.8%
Middle East	2 0.7%	9 3.1%	10 3.4%	21 7.2%
Other:	2 0.7%	9 3.1%	19 6.5%	30 10.2%

### 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=511)

	Mean	SD	95% CI	Median	Minimum	Maximum
Overall marketing spending	1.1	24.0	-1.9 - 4.2	0	-50	200
Internet marketing spending	9.5	22.0	6.5 - 12.4	5	-100	99
Traditional advertising spending	-7.9	24.0	-11.3 - -4.6	0	-100	99
Brand building	4.5	19.2	1.8 - 7.2	2	-70	99
Customer relationship management	6.4	12.3	4.6 - 8.2	4	-20	80
New product introductions	9.3	18.7	6.6 - 12.0	5	-90	100
New service introductions	6.7	18.2	3.9 - 9.5	2	-90	100
Marketing (non-sales) hires	0.6	19.7	-2.4 - 3.5	0	-75	99
Integrating what we know about marketing	4.1	14.3	1.8 - 6.4	2	-95	75
Developing knowledge about how to do marketing	3.0	13.2	0.9 - 5.2	1	-100	50
Marketing training	-0.7	16.3	-3.2 - 1.9	0	-100	50
Marketing research and intelligence	3.2	17.5	0.6 - 5.7	0.5	-100	100
Marketing consulting services	1.3	19.8	-1.8 - 4.4	0	-90	100

## Topic 4: Marketing Performance

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

(N=511)

	Mean & SD	-10%	-7%	-5%	-3%	-1%	0	+1%	+3%	+5%	+7%	+10%	Total
Market share	2.2 4.7	6 2.4%	1 0.4%	17 6.8%	13 5.2%	14 5.6%	45 18.1%	38 15.3%	41 16.5%	28 11.2%	4 1.6%	42 16.9%	249 100.0%
Firm sales	-0.1 7.4	64 24.2%	10 3.8%	14 5.3%	17 6.4%	12 4.5%	19 7.2%	16 6.1%	24 9.1%	23 8.7%	9 3.4%	56 21.2%	264 100.0%
Marketing ROI	1.9 4.9	8 3.8%	3 1.4%	10 4.8%	14 6.7%	3 1.4%	52 24.9%	29 13.9%	27 12.9%	24 11.5%	8 3.8%	31 14.8%	209 100.0%
Firm profits	0.5 7.1	52 20.2%	3 1.2%	19 7.4%	16 6.2%	12 4.7%	22 8.5%	21 8.1%	29 11.2%	17 6.6%	9 3.5%	58 22.5%	258 100.0%
Customer acquisition	2.6 5.0	13 5.2%	1 0.4%	9 3.6%	8 3.2%	12 4.8%	38 15.1%	38 15.1%	43 17.1%	32 12.7%	12 4.8%	46 18.3%	252 100.0%
Customer retention	1.4 4.9	10 4.1%	3 1.2%	12 4.9%	20 8.2%	20 8.2%	71 29.1%	18 7.4%	29 11.9%	17 7.0%	8 3.3%	36 14.8%	244 100.0%
Brand value	3.2 4.6	3 1.4%	2 0.9%	6 2.7%	9 4.1%	2 0.9%	57 25.7%	19 8.6%	34 15.3%	33 14.9%	11 5.0%	46 20.7%	222 100.0%

## Topic 4: Marketing Performance

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

	Mean	SD	95% CI	Median	Total
Market share	2.2	4.7	1.6 - 2.8	1	249
Firm sales	-0.1	7.4	-1.0 - 0.8	0	264
Marketing ROI	1.9	4.9	1.3 - 2.6	1	209
Firm profits	0.5	7.1	-0.3 - 1.4	1	258
Customer acquisition	2.6	5.0	2.0 - 3.2	3	252
Customer retention	1.4	4.9	0.8 - 2.0	0	244
Brand value	3.2	4.6	2.6 - 3.8	3	222

## Topic 4: Marketing Performance

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

(N=511)

	Mean & SD	-10%	-7%	-5%	-3%	-1%	0	+1%	+3%	+5%	+7%	+10%	Total
Market share	4.5 3.6	0 0.0%	1 0.4%	2 0.8%	1 0.4%	1 0.4%	19 7.6%	44 17.7%	59 23.7%	51 20.5%	14 5.6%	57 22.9%	249 100.0%
Firm sales	5.2 5.1	9 3.4%	3 1.1%	6 2.3%	3 1.1%	1 0.4%	22 8.3%	12 4.5%	34 12.8%	54 20.4%	21 7.9%	100 37.7%	265 100.0%
Marketing ROI	4.8 3.9	2 1.0%	0 0.0%	2 1.0%	3 1.4%	0 0.0%	18 8.7%	18 8.7%	43 20.7%	58 27.9%	13 6.3%	51 24.5%	208 100.0%
Firm profits	5.3 4.7	6 2.3%	0 0.0%	4 1.6%	1 0.4%	2 0.8%	32 12.4%	21 8.1%	29 11.2%	46 17.8%	19 7.4%	98 38.0%	258 100.0%
Customer acquisition	5.6 3.5	1 0.4%	0 0.0%	0 0.0%	1 0.4%	4 1.6%	11 4.3%	18 7.1%	48 19.0%	69 27.3%	25 9.9%	76 30.0%	253 100.0%
Customer retention	4.1 4.1	2 0.8%	1 0.4%	2 0.8%	1 0.4%	3 1.2%	56 22.9%	23 9.4%	36 14.7%	51 20.8%	13 5.3%	57 23.3%	245 100.0%
Brand value	5.4 3.8	0 0.0%	0 0.0%	1 0.4%	3 1.3%	0 0.0%	23 10.3%	18 8.0%	44 19.6%	47 21.0%	13 5.8%	75 33.5%	224 100.0%

**Topic 4: Marketing Performance****What is your firm's goal for the next 12 months?**

	<u>Mean</u>	<u>SD</u>	<u>95% CI</u>	<u>Median</u>	<u>Total</u>
Market share	4.5	3.6	4.1 - 5.0	3	249
Firm sales	5.2	5.1	4.6 - 5.8	5	265
Marketing ROI	4.8	3.9	4.3 - 5.3	5	208
Firm profits	5.3	4.7	4.7 - 5.9	5	258
Customer acquisition	5.6	3.5	5.2 - 6.1	5	253
Customer retention	4.1	4.1	3.6 - 4.6	3	245
Brand value	5.4	3.8	4.9 - 5.9	5	224



## Topic 4: Marketing Performance

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

(N=511)

	Mean & SD	Excellent 5	Good 4	Average 3	Fair 2	Poor 1	Total
Developing and using customer insights	3.4 1.1	46 14.5%	122 38.5%	84 26.5%	41 12.9%	24 7.6%	317 100.0%
Sharing valuable marketing knowledge	3.3 1.1	39 12.7%	103 33.4%	98 31.8%	41 13.3%	27 8.8%	308 100.0%
Marketing that is beneficial for society	3.1 1.2	25 9.5%	86 32.6%	77 29.2%	44 16.7%	32 12.1%	264 100.0%
Minimize the impact of marketing on the ecological environment	3.1 1.2	31 12.6%	70 28.3%	74 30.0%	47 19.0%	25 10.1%	247 100.0%

## Topic 4: Marketing Performance

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

	Mean	SD	95% CI	Median	Total
Developing and using customer insights	3.4	1.1	3.3 - 3.5	4	317
Sharing valuable marketing knowledge	3.3	1.1	3.2 - 3.4	3	308
Marketing that is beneficial for society	3.1	1.2	3.0 - 3.2	3	264
Minimize the impact of marketing on the ecological environment	3.1	1.2	3.0 - 3.3	3	247

**Topic 5: Marketing Excellence**

**Which companies across all industries set the standard for excellence in marketing? (List the top three)**

To be completed

**Topic 6: Marketing Organization and Leadership****Where is marketing located in your firm?**

	<u>Number</u>	<u>Percent</u>
Corporate	244	82.4 %
Business unit level	100	33.8 %
Brand or product level	37	12.5 %
<u>Field offices</u>	<u>33</u>	<u>11.1 %</u>
Total	414	

Number of Cases =296

Number of Responses =414

Average Number of Responses Per Case = 1.4

Response Percent = 100.0 %

**Topic 6: Marketing Organization and Leadership****Select the description that best captures the role of sales within your firm.**

	<u>Number</u>	<u>Percent</u>
Sales is in charge of marketing	38	13.1 %
Sales is within the marketing function	24	8.3 %
Sales and marketing work together on an equal level	214	73.8 %
We don't have a sales function	11	3.8 %
<u>We have a sales function, but not a marketing function</u>	<u>3</u>	<u>1.0 %</u>
Total	290	100.0 %

Missing Cases = 221

Response Percent = 56.8 %

## Topic 6: Marketing Organization and Leadership

### Check the description that best describes your role within the firm.

	Number	Percent
CEO	19	6.5 %
President	14	4.8 %
Chief Marketing Officer	32	11.0 %
Chief Customer Officer	1	0.3%
Chief Operating Officer	7	2.4%
Executive or Senior Vice President of Marketing	9	3.1 %
Vice President of Marketing	39	13.4 %
Director of Marketing	86	29.6 %
Vice President of Marketing and Sales	11	3.8 %
Vice President of Sales	4	1.4 %
Vice President of Marketing Services or Research	5	1.7 %
Vice President of Business Development	2	0.7 %
Other	62	21.3 %
Total	291	100.0 %

Missing Cases = 220

Response Percent = 56.9 %

## Topic 6: Marketing Organization and Leadership

### **Rate the extent to which your firm engages in the following market-oriented behaviors.** **Information about customers and competitors...**

(N=511)

	Mean & SD	Not at all 1	2	3	4	5	6	All the time 7	Total
Is collected on a regular basis	5.0 1.6	5 1.7%	21 7.3%	26 9.0%	58 20.1%	55 19.1%	56 19.4%	67 23.3%	288 100.0%
Is shared vertically across different levels of the firm and business units	4.5 1.6	14 5.0%	23 8.2%	38 13.5%	58 20.6%	70 24.8%	45 16.0%	34 12.1%	282 100.0%
Is shared horizontally across different functions and business units	4.6 1.7	14 5.0%	25 8.9%	34 12.1%	56 20.0%	58 20.7%	54 19.3%	39 13.9%	280 100.0%
Shapes the design of firm strategies	4.6 1.5	9 3.1%	22 7.7%	28 9.8%	67 23.4%	74 25.9%	62 21.7%	24 8.4%	286 100.0%
Influences the implementation of firm strategies	4.7 1.5	9 3.1%	19 6.6%	29 10.1%	55 19.2%	84 29.4%	65 22.7%	25 8.7%	286 100.0%
Impacts the evaluation of firm strategies	4.6 1.5	9 3.2%	18 6.4%	34 12.0%	61 21.6%	75 26.5%	60 21.2%	26 9.2%	283 100.0%

**Topic 6: Marketing Organization and Leadership****How many reports do you have?**

	<u>Mean</u>	<u>SD</u>	<u>95% CI</u>	<u>Median</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Total</u>
How many direct reports do you have?	4.6	6.0	3.9 - 5.3	3	0	50	270
How many indirect reports (dotted line) reports do you have?	14.4	46.2	8.4 - 20.5	2	0	450	224



## Topic 6: Marketing Organization and Leadership

### **How many years have you been with this firm in your current role? In any role?**

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
In your current role?	4.3	4.4	3.7 - 4.8	3	0	30	282
In any role?	8.0	8.0	7.1 - 9.0	5	0	39	266

## Topic 7: Marketing and Social Media

### Check the forms of social media your firm is currently using.

	<u>Percent</u>
Social networking (e.g., Facebook)	65.4 %
Video and photosharing (e.g., YouTube and Flickr)	52.3 %
Blogging	50.9 %
Microblogging (e.g., Twitter)	44.4 %
Podcasts	24.8 %
Forums (e.g., Google groups)	23.4 %
Product reviews (e.g., Amazon)	17.3 %
Social bookmarking (e.g., Digg)	15.9 %
Product design or co-creation (e.g., NikeID)	6.5 %
Virtual reality (e.g., Second life)	3.7 %
Total	

Number of Cases =214

Number of Responses =652

Average Number of Responses Per Case = 3.0

Response Percent = 100.0 %

## Topic 7: Marketing and Social Media

### Social Media Spending

	Mean	SD	95% CI	Median	Total
What percent of your marketing budget do you currently spend on social media?	3.5	8.0	2.5 - 4.4	1	270
What percent will you spend in the next 12 months?	6.1	11.0	4.8 - 7.4	3.5	266
What percent do you predict you will spend in five years?	13.7	13.1	12.1 - 15.2	10	264

## Topic 7: Marketing and Social Media

### How does your firm use social media?

	<u>Percent</u>
Brand awareness and brand-building	81.1 %
Acquiring new customers	55.8 %
Introducing new products and services	51.9 %
Retaining current customers	47.6 %
Marketing research	46.1 %
Brand promotions, such as contests, coupons	42.2 %
Identifying new customer groups we currently don't target	32.0 %
Improving current products or services	29.1 %
<u>Identifying new product and service opportunities</u>	<u>29.1 %</u>
Total	

Number of Cases =206

Number of Responses =855

Average Number of Responses Per Case = 4.2

Response Percent = 100.0 %

## Topic 7: Marketing and Social Media

### What purpose is most useful? (Top 3)

	<u>Percent</u>
Brand awareness and brand-building	61.7 %
Acquiring new customers	37.4 %
Marketing research	32.0 %
Retaining current customers	31.1 %
Brand promotions, such as contests, coupons	29.1 %
Introducing new products and services	27.2 %
Identifying new customer groups we currently don't target	16.5 %
Identifying new product and service opportunities	11.7 %
<u>Improving current products or services</u>	<u>11.2 %</u>
Total	

Number of Cases =206

Number of Responses =531

Average Number of Responses Per Case = 2.6

Response Percent = 100.0 %

## Appendix: Firm-level Descriptive Information

### How many employees does your firm have?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
How many employees does your firm have?	4565.8	13703.9	2954.9 - 6176.7	250	1	100000	278
How many marketing (non-sales) employees are in your firm?	89.8	633.1	13.8 - 165.9	6	0	10000	266

## Appendix: Firm-level Descriptive Information

### What percentage of your firm's sales...

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
What % of your firm's sales is domestic?	80.3	24.4	77.4 - 83.2	90	0	100	271
What % of your firm's sales is through the Internet?	8.4	18.6	6.2 - 10.6	0	0	100	271

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

	<u>Number</u>	<u>Percent</u>
B2B - Product	138	39.3 %
B2B - Services	110	31.3 %
B2C - Product	61	17.4 %
<u>B2C - Services</u>	<u>42</u>	<u>12.0 %</u>
Total	351	100.0 %

Missing Cases = 160

Response Percent = 68.7 %



## Appendix: Firm-level Descriptive Information

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

	Number	Percent	Cumulative
Less than \$25 million	100	37.3 %	37.3 %
\$26-99 million	40	14.9 %	52.2 %
\$100-499 million	42	15.7 %	67.9 %
\$500-999 million	25	9.3 %	77.2 %
\$1-2.5 billion	19	7.1 %	84.3 %
\$2.6-5 billion	8	3.0 %	87.3 %
\$5.1-9.9 billion	9	3.4 %	90.7 %
\$10-49 billion	14	5.2 %	95.9 %
\$50-100 billion	6	2.2 %	98.1 %
More than \$100+ billion	5	1.9 %	100.0 %
Total	268	100.0 %	100.0 %

Missing Cases = 243

Response Percent = 52.4 %

## Appendix: Firm-level Descriptive Information

### Which industry sector best describes your firm?

	<u>Number</u>	<u>Percent</u>
Manufacturing	62	21.5 %
Professional Services/Consulting	48	16.6 %
Technology [Software/Biotech]	43	14.9 %
Banking/Finance/Insurance	34	11.8 %
Communications/Media	27	9.3 %
Health Care/Pharmaceutical	20	6.9 %
Consumer Packaged Goods	16	5.5 %
Retail/Wholesale	15	5.2 %
Energy	11	3.8 %
Consumer Services	7	2.4 %
Transportation	5	1.7 %
Mining/Construction	1	0.3 %
Total	289	100.0 %

Missing Cases = 222

Response Percent = 56.6 %

## Appendix: Firm-level Descriptive Information

### Where is your firm's headquarters?

	<u>Number</u>	<u>Percent</u>
Midwest U.S.	68	23.5 %
Northeast U.S.	67	23.2 %
Pacific U.S.	48	16.6 %
South Atlantic U.S.	47	16.3 %
South Central U.S.	29	10.0 %
Western Europe	18	6.2 %
Mountain U.S.	5	1.7 %
East Asia	3	1.0 %
Canada	2	0.7 %
Eastern Europe	2	0.7 %
Central/Latin America	0	0.0 %
Western Asia	0	0.0 %
Total	289	100.0 %

Missing Cases = 222

Response Percent = 56.6 %