

The **CMO** Survey[®]

Managing Marketing Technology, Growth, and Sustainability

Topline Report
Spring 2024



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Managing Marketing Technology, Growth, and Sustainability

The 32nd Edition of The CMO Survey, Spring 2024

Survey Sample

2085 marketing leaders at U.S. for-profit companies; 292 responded for a 14% response rate—94% of respondents are VP-level or above.

Survey Administration

The survey was in the field from February 6-March 5.

Survey Reports

- [The Topline Report](#) offers an aggregate view of survey results.
- [The Highlights and Insights Report](#) shares key survey metrics, trends, and insights over time.
- [The Firm and Industry Breakout Report](#) displays survey results by sectors, headcount, and sales.

Overview of The CMO Survey[®]

Mission: To collect and disseminate the opinions of marketing leaders in order to predict the future of markets, track marketing excellence, and improve the value of marketing in organizations and society.

Administration: Founded in 2008, The CMO Survey is administered twice a year. Questions repeat to observe trends over time and new questions are added to tap into marketing trends. The survey is an objective source of information about marketing and a non-commercial service dedicated to improving the field of marketing.

Sponsors: Deloitte LLP, Duke University's Fuqua School of Business and the American Marketing Association. Sponsors support The CMO Survey with intellectual and financial resources. Survey data and participant lists are held in confidence and not shared with survey sponsors or any other parties.

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Table of Contents

Topic 1: Macroeconomic Forecasts

- 1 Are you more or less optimistic about the U.S. economy compared to last quarter?
- 2 Rate your optimism about the U.S. economy on a scale from 0-100 with 0 being the least optimistic.
- 3 Are current inflationary pressures impacting marketing spending levels in your company?

Topic 2: Monitoring Customers and Partners

- 4 For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months
- 5 Will you use a channel or go directly to market?

Topic 3: Marketing Budgets

- 6 Marketing expenses account for what percent of your company's overall budget?
- 7 Marketing expenses account for what percent of your company's revenues?
- 8 By what percent has your marketing spending changed in the prior 12 months?
- 9 Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months.
- 10 What percent of your marketing budget do you spend on social media? Now, 12 months, 5 years
- 11 If you had an extra \$1M of budget given to the marketing organization to use any way you wanted, where/how would you invest it?

Topic 4: Growth

- 12 By what percent are revenues in your largest market growing or decreasing in size?
- 13 By what percent are your company's revenues in this market growing or decreasing?
- 14 Why is your company's growth performing better than the market?
- 15 Why is your company's growth performing worse than the market?

Topic 5: Managing Marketing Technology

- 16 Is your company using marketing technology systems?
- 17 What percent of your marketing budget do you spend on marketing technology?
- 18 Rate how well your company is performing each of the following marketing technology activities:
- 19 Which of the following metrics does your company use to evaluate the effectiveness of your Martech systems?
- 20 Is there is a gap between the actual payoffs of Martech and your hopes for these payoffs?
- 21 Rate the extent of this gap: 1% underperform relative to expectations – 100% underperform
- 22 Do you worry about making investments in Martech solutions that may not end up surviving in the marketplace over the long run?
- 23 Rate the extent to which you focus on the following activities when managing your Martech strategy:
- 24 What percent of your marketing activities use Martech tools?
- 25 Considering all the Martech tools purchased by your company, what percent is your company currently utilizing in its operations?
- 26 How much impact are your current Martech tools having on your company's performance?
- 27 Rank order how important each of the following have been in your company's adoption of new marketing technologies?
- 28 How well do your company's Martech tools enhance the performance of each part of your company's strategy?
- 29 How regularly are your company's Martech tools audited and evaluated?

Topic 6: Use of AI in Marketing

- 30 What percent of the time is your company using generative AI in its marketing activities?
- 31 Rate the degree to which your company is managing the following challenges associated with using generative AI in marketing.
- 32 Which statement best describes the use of Large Language Models (LLM) in your company?
- 33 Select the response that best captures what you believe about how transformative LLM is or will be for your marketing organization?
- 34 To what extent are blockchain technologies affecting your company's marketing strategies?

35 Rate how the use of AI in marketing has affected the following outcomes. In each case, note the percentage improvement experienced in your company.

Topic 7: Marketing Leadership

- 36 What is marketing primarily responsible for in your company?
- 37 Is marketing valued in your company?
- 38 Was marketing valued in your company before Covid?
- 39 Is your company's marketing valued by your external partners?
- 40 Do your company's marketing activities impact its stock price?

Topic 8: Marketing Organization and Jobs

- 41 By what percent has the size of your marketing organization grown or shrunk over the last year?
- 42 Compared to the number of marketing hires last year, by what percentage will your company's marketing hires change in the next year?
- 43 Rate your level of agreement with these questions focused on the role of creativity in your organization.
- 44 How well your marketing organization performs the following tasks around your model engaged customers?
- 45 Rate your agreement with these questions about your company's marketing knowledge (i.e., marketing practices, customer insights, and marketing plans).

Topic 9: Marketing and Sustainability

- 46 What percent of your marketing budget is spent on sustainability- or climate-related issues?
- 47 Check all of the actions your company is likely to make in order to reduce the negative impact of its marketing-related activities on the ecological environment.
- 48 What specific actions is your company taking to reduce the risk of climate change?
- 49 Are the policies emerging around extended producer responsibility for the end-of-life of products relevant to your business?
- 50 To what degree are extended producer responsibility policies changing any aspect of your product strategy?

Topic 10: Marketing Performance

- 51 Compared to 2023, rate your company's performance during the prior 12 months: Sales revenue
- 52 Compared to 2023, rate your company's performance during the prior 12 months: Profits
- 53 Compared to 2023, rate your company's performance during the prior 12 months: Customer acquisition
- 54 Compared to 2023, rate your company's performance during the prior 12 months: Customer retention
- 55 Compared to 2023, rate your company's performance during the prior 12 months: Brand value

Topic 11: The CMO Survey Award for Marketing Excellence

- 56 Which company in your industry sets the standard for excellence in marketing? Overall Winner
- 57 Which company across all industries sets the standard for excellence in marketing? Industry-Specific Winners

Appendix: Firm-level Descriptive Information

- 58 Which economic sector best describes your company?
- 59 Which industry sector best describes your company?
- 60 How many employees are in your company?
- 61 What was your company's sales revenue in last 12 months?
- 62 What percent of your company's sales are online?
- 63 Does your company sell its products and/or services to the government?

 **Topic 1: Macroeconomic Forecasts****Are you more or less optimistic about the U.S. economy compared to last quarter?**

	Number	Percent	95% CI
3=More	121	43.7 %	± 5.7 %
2=No Change	86	31.0 %	± 5.3 %
1=Less	70	25.3 %	± 4.9 %
Total	277	100.0 %	

Mean = 2.18

SD = 0.81

Missing Cases = 15

Response Percent = 94.9 %



Topic 1: Macroeconomic Forecasts

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

Minimum = 33.03

Maximum = 99.59

Mean = 66.97

Median = 70

Standard Deviation (Unbiased Estimate) = 15.14

95 Percent Confidence Interval Around the Mean = 65.19 - 68.75

Valid Cases = 278

Missing Cases = 14

Response Percent = 95.2%


Topic 1: Macroeconomic Forecasts
Are current inflationary pressures impacting marketing spending levels in your company?

	Number	Percent	95% CI
Yes, inflationary pressures are increasing marketing spending levels	49	17.6 %	± 4.3 %
Yes, inflationary pressures are decreasing marketing spending levels	125	45.0 %	± 5.7 %
No	104	37.4 %	± 5.5 %
Total	278	100.0 %	

Missing Cases = 14

Response Percent = 95.2 %


Topic 2: Monitoring Customers and Partners

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

	Mean & SD	1st Priority	2nd Priority	3rd Priority	Total
Low price	1.93 0.88	50 18.5%	26 9.6%	42 15.5%	118 43.5%
Superior product quality	1.69 0.80	93 34.3%	49 18.1%	38 14.0%	180 66.4%
Superior innovation	2.02 0.80	26 9.6%	32 11.8%	28 10.3%	86 31.7%
Excellent service	2.14 0.73	31 11.4%	70 25.8%	52 19.2%	153 56.5%
Trusting relationship	2.01 0.84	44 16.2%	38 14.0%	45 16.6%	127 46.9%
Customer experience	2.23 0.73	23 8.5%	53 19.6%	53 19.6%	129 47.6%
Creating a positive impact on the world	2.45 0.83	4 1.5%	3 1.1%	13 4.8%	20 7.4%

 **Topic 2: Monitoring Customers and Partners****Will you use a channel or go directly to market?**

	Number	Percent	95% CI
Uses channel partners	171	58.6 %	± 5.7 %
Does not use channel partners	121	41.4 %	± 5.7 %
Total	292	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %



Topic 3: Marketing Budgets

Marketing expenses account for what percent of your company's overall budget?

Minimum = 0.00

Maximum = 34.34

Mean = 10.22

Median = 8

Standard Deviation (Unbiased Estimate) = 9.41

95 Percent Confidence Interval Around the Mean = 8.79 - 11.65

Valid Cases = 166

Missing Cases = 126

Response Percent = 56.8%



Topic 3: Marketing Budgets

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

Minimum = 0

Maximum = 49.49

Mean = 10.07

Median = 4.14

Standard Deviation (Unbiased Estimate) = 14.52

95 Percent Confidence Interval Around the Mean = 7.88 - 12.26

Valid Cases = 169

Missing Cases = 123

Response Percent = 57.9%



Topic 3: Marketing Budgets

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

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Overall marketing spending	2.51	15.90	0.20 - 4.81	0	-36.66	42.57	182
Digital marketing spending	8.92	21.82	5.71 - 12.12	5	-70	100	178



Topic 3: Marketing Budgets

Relative to the prior 12 months, by what percent do you expect your marketing budget to change in the next 12 months in each area. Be sure to report the level and direction of the change (e.g., -5%, 0%, 10%).

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Digital marketing spending	8.03	13.97	5.91 - 10.15	8	-28.03	44.42	167
New product introductions	5.90	10.82	4.23 - 7.57	2	-25	41.97	162
Overall marketing spending	4.69	11.60	2.96 - 6.42	5	-25.27	34.90	173
Customer experience spending	4.69	7.66	3.51 - 5.87	0	-17.91	28.05	162
Brand building	3.91	10.24	2.36 - 5.46	2	-26.76	34.45	167
Customer relationship management	3.87	7.29	2.74 - 4.99	0	-19.37	26.72	161
New service introductions	2.87	6.08	1.94 - 3.81	0	-12.48	18.73	161
Traditional advertising spending	-2.11	8.96	-3.48 - -0.75	0	-31.11	20	166

 **Topic 3: Marketing Budgets**

What percent of your marketing budget do you spend on social media? Now, 12 months, 5 years

	Mean	SD	95% CI	Median	Total
What percent of your marketing budget do you currently spend on social media?	11.02	12.11	9.20 - 12.83	5	171
What percent will you spend on social media in the next 12 months?	12.24	12.51	10.36 - 14.11	8	171
What percent will you spend on social media in the next five years?	16.29	14.73	14.07 - 18.50	10	170

 **Topic 3: Marketing Budgets**

If you had an extra \$1M of budget given to the marketing organization to use any way you wanted, where/how would you invest it?*

Hiring and Talent Development -----	16.5%
Digital Advertising and Marketing -----	10.3%
Brand Building and Awareness -----	7.9%
AI and Automation -----	7.0%
Paid Media -----	5.4%
Analytics -----	4.1%
Content -----	4.1%
Insights -----	4.1%
Customer Experience -----	3.3%
Account-based Marketing -----	3.3%
Lead Generation -----	2.9%
Marketing Technology -----	2.9%

*The remainder of investments were 2% or less of the sample.



Topic 4: Growth

By what percent are revenues in your largest market growing or decreasing in size?

Minimum = -35

Maximum = 250

Mean = 12.05

Median = 8

Standard Deviation (Unbiased Estimate) = 25.94

95 Percent Confidence Interval Around the Mean = 8.78 - 15.31

Valid Cases = 242

Missing Cases = 50

Response Percent = 82.9%



Topic 4: Growth

By what percent are your company's revenues in this market growing or decreasing?

Minimum = -42

Maximum = 250

Mean = 16.37

Median = 10

Standard Deviation (Unbiased Estimate) = 30.90

95 Percent Confidence Interval Around the Mean = 12.40 - 20.34

Valid Cases = 233

Missing Cases = 59

Response Percent = 79.8%


Topic 4: Growth
Why is your company's growth performing better than the market?

	Number	Percent	95% CI
Our strategy was effectively differentiated.	76	60.3 %	± 8.7 %
We have the right go-to-market capabilities.	69	54.8 %	± 8.8 %
Our strategy was well-executed.	62	49.2 %	± 8.9 %
We have the right talent for our strategy.	56	44.4 %	± 8.8 %
Our strategy was well-designed.	43	34.1 %	± 8.4 %
The market and competitive intelligence for our strategy were strong.	40	31.7 %	± 8.2 %
Our strategy was adequately funded.	31	24.6 %	± 7.6 %
We have the right Martech systems.	17	13.5 %	± 6.1 %
Total	394		

Number of Cases = 126

Number of Responses = 394

Average Number of Responses per Case = 3.1

Number of Cases with at least one Response = 126

Response Percent = 100.0 %


Topic 4: Growth
Why is your company's growth performing worse than the market?

	Number	Percent	95% CI
Our strategy was underfunded	19	42.2 %	± 15.0 %
We do not have the right go-to-market capabilities	17	37.8 %	± 14.7 %
Our strategy was not effectively differentiated	15	33.3 %	± 14.3 %
We do not have the right talent for our strategy	14	31.1 %	± 14.1 %
The market and competitive intelligence for our strategy were weak	13	28.9 %	± 13.8 %
Our strategy was not well-executed	8	17.8 %	± 11.6 %
We do not have the right Martech systems	7	15.6 %	± 11.0 %
Our strategy was not well-designed	4	8.9 %	± 8.7 %
Total	97		

Number of Cases = 45

Number of Responses = 97

Average Number of Responses per Case = 2.2

Number of Cases with at least one Response = 45

Response Percent = 100.0 %

 **Topic 5: Managing Marketing Technology**

Is your company using marketing technology systems?

	Number	Percent	95% CI
Yes	171	75.3 %	± 5.7 %
No	56	24.7 %	± 4.6 %
Total	227	100.0 %	

Missing Cases = 65
Response Percent = 77.7 %

 **Topic 5: Managing Marketing Technology**

What percent of your marketing budget do you spend on marketing technology?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Current	19.85	17.29	17.07 - 22.63	15	0	100	149
1 year ago	17.33	15.85	14.78 - 19.89	12	0	100	148
1 year in future	23.50	18.99	20.43 - 26.57	20	0	100	147
5 years in future	30.94	23.29	27.17 - 34.70	25	0	100	147

 **Topic 5: Managing Marketing Technology**

Rate how well your company is performing each of the following marketing technology activities:

	Mean	1=Poorly	2	3	4	5	6	7=Very Well	Total
Selecting the right company to provide marketing technologies	4.92	0 0.0%	9 5.4%	17 10.2%	31 18.6%	51 30.5%	40 24.0%	19 11.4%	167 100.0%
Selecting the right mix of marketing technologies for our needs	4.86	0 0.0%	7 4.2%	17 10.1%	35 20.8%	55 32.7%	41 24.4%	13 7.7%	168 100.0%
Leveraging data from marketing technologies for tactical decision making	4.63	2 1.2%	16 9.6%	24 14.4%	29 17.4%	44 26.3%	32 19.2%	20 12.0%	167 100.0%
Integrating marketing technologies into our customer funnel	4.61	1 0.6%	14 8.4%	22 13.2%	33 19.8%	51 30.5%	34 20.4%	12 7.2%	167 100.0%
Leveraging data from marketing technologies for strategic decision making	4.60	2 1.2%	16 9.6%	27 16.3%	30 18.1%	37 22.3%	35 21.1%	19 11.4%	166 100.0%
Generating ROI from marketing technologies	4.46	5 3.0%	16 9.6%	26 15.6%	29 17.4%	42 25.1%	39 23.4%	10 6.0%	167 100.0%
Developing capabilities for using marketing technologies	4.45	5 3.0%	13 7.8%	25 15.0%	35 21.0%	44 26.3%	38 22.8%	7 4.2%	167 100.0%
Designing the broad architecture of our marketing technology systems	4.44	5 3.0%	11 6.6%	20 12.0%	49 29.3%	46 27.5%	23 13.8%	13 7.8%	167 100.0%
Demonstrating ROI from marketing technologies	4.19	7 4.2%	23 13.8%	29 17.4%	30 18.0%	38 22.8%	30 18.0%	10 6.0%	167 100.0%
Integrating marketing technologies across other data systems in our company	3.99	8 4.8%	23 13.9%	37 22.3%	32 19.3%	37 22.3%	19 11.4%	10 6.0%	166 100.0%
Hiring to manage marketing technologies	3.89	19 11.4%	19 11.4%	34 20.4%	36 21.6%	19 11.4%	29 17.4%	11 6.6%	167 100.0%


Topic 5: Managing Marketing Technology
Which of the following metrics does your company use to evaluate the effectiveness of your Martech systems?

	Number	Percent	95% CI
Lead generation	128	76.2 %	± 6.5 %
Sales	114	67.9 %	± 7.1 %
Lead conversion	109	64.9 %	± 7.3 %
Content engagement	100	59.5 %	± 7.5 %
Return on marketing investments	83	49.4 %	± 7.6 %
Customer acquisition rate	69	41.1 %	± 7.5 %
Customer satisfaction	64	38.1 %	± 7.4 %
Customer lifetime value	47	28.0 %	± 6.9 %
Customer loyalty	46	27.4 %	± 6.8 %
Faster time to revenue (pipeline acceleration)	38	22.6 %	± 6.4 %
Other please specify	7	4.2 %	± 3.1 %
Total	805		

“Other” includes: Employee engagement and experience, net revenue retention, appointment setting, marketing contribution to pipeline and revenue, product management, and incremental revenue

Number of Cases = 168

Number of Responses = 805

Average Number of Responses per Case = 4.8

Number of Cases with at least one Response = 168

Response Percent = 100.0 %

 **Topic 5: Managing Marketing Technology**

Is there is a gap between the actual payoffs of Martech and your hopes for these payoffs?

	Number	Percent	95% CI
Yes	81	48.8 %	± 7.6 %
No	85	51.2 %	± 7.6 %
Total	166	100.0 %	

Missing Cases = 5
Response Percent = 97.1 %



Topic 5: Managing Marketing Technology

Rate the extent of this gap: 1% underperform relative to expectations – 100% underperform

Minimum = 1

Maximum = 90

Mean = 33.68

Median = 31.50

Standard Deviation (Unbiased Estimate) = 19.59

95 Percent Confidence Interval Around the Mean = 29.36 - 38.00

Valid Cases = 79

Missing Cases = 92

Response Percent = 46.2%

 **Topic 5: Managing Marketing Technology**

Do you worry about making investments in Martech solutions that may not end up surviving in the marketplace over the long run?

	Number	Percent	95% CI
1=Not at all	12	7.2 %	± 3.9 %
2	35	21.1 %	± 6.1 %
3	25	15.1 %	± 5.4 %
4	32	19.3 %	± 5.9 %
5	33	19.9 %	± 6.0 %
6	18	10.8 %	± 4.7 %
7=A Great Deal	11	6.6 %	± 3.7 %
Total	166	100.0 %	

Mean = 3.83

SD = 1.69

Missing Cases = 5

Response Percent = 97.1 %


Topic 5: Managing Marketing Technology
Rate the extent to which you focus on the following activities when managing your Martech strategy:

	Mean	1=Not at all	2	3	4	5	6	7=A Great Deal	Total
Optimizing or streamlining existing Martech tools	5.34	1 0.6%	4 2.4%	9 5.5%	27 16.5%	37 22.6%	55 33.5%	31 18.9%	164 100.0%
Identifying Martech tools that can deliver stronger customer experiences	5.11	0 0.0%	11 6.7%	11 6.7%	19 11.5%	54 32.7%	48 29.1%	22 13.3%	165 100.0%
Identifying Martech tools that can be linked together to form powerful capabilities	5.01	0 0.0%	9 5.5%	14 8.5%	26 15.8%	52 31.5%	46 27.9%	18 10.9%	165 100.0%
Experimenting with new Martech to develop new sources of value	4.22	5 3.0%	17 10.3%	33 20.0%	41 24.8%	32 19.4%	25 15.2%	12 7.3%	165 100.0%
Creating a shared cross-enterprise technology strategy	4.12	11 6.7%	22 13.4%	24 14.6%	34 20.7%	32 19.5%	35 21.3%	6 3.7%	164 100.0%
Hiring or retaining talent for managing/implementing Martech strategy	4.10	15 9.1%	16 9.7%	22 13.3%	46 27.9%	27 16.4%	28 17.0%	11 6.7%	165 100.0%



Topic 5: Managing Marketing Technology

What percent of your marketing activities use Martech tools?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
What percent of your marketing activities are currently use Martech tools?	62.11	25.38	58.16 - 66.07	70	3	100	158
What percent of your marketing activities used Martech tools1 year ago?	53.44	27.77	49.11 - 57.77	50	0	100	158



Topic 5: Managing Marketing Technology

Considering all the Martech tools purchased by your company, what percent is your company currently utilizing in its operations?

Minimum = 0

Maximum = 100

Mean = 56.38

Median = 60

Standard Deviation (Unbiased Estimate) = 32.33

95 Percent Confidence Interval Around the Mean = 51.29 - 61.47

Valid Cases = 155

Missing Cases = 16

Response Percent = 90.6%



Topic 5: Managing Marketing Technology

How much impact are your current Martech tools having on your company's performance?

	Number	Percent	95% CI
1=Not at all	0	0.0 %	± 0.0 %
2	13	8.0 %	± 4.0 %
3	14	8.6 %	± 4.2 %
4	38	23.3 %	± 6.3 %
5	51	31.3 %	± 6.9 %
6	32	19.6 %	± 5.9 %
7=A Great Deal	15	9.2 %	± 4.3 %
Total	163	100.0 %	

Mean = 4.74

SD = 1.34

Missing Cases = 8

Response Percent = 95.3 %

 **Topic 5: Managing Marketing Technology**

Rank order how important each of the following have been in your company’s adoption of new marketing technologies?

	Mean & SD	Ranked #1	Ranked #2	Ranked #3	Ranked #4	Ranked #5	Total
Your company's goals	1.80 0.93	78 48.4%	48 29.8%	26 16.1%	8 5.0%	1 0.6%	161 100.0%
Your company's strategy	2.06 0.93	46 28.6%	75 46.6%	27 16.8%	10 6.2%	3 1.9%	161 100.0%
The value your company wants to provide customers	2.77 1.13	31 19.3%	21 13.0%	74 46.0%	24 14.9%	11 6.8%	161 100.0%
Your competitor's actions	4.22 0.87	1 0.6%	9 5.6%	13 8.1%	68 42.2%	70 43.5%	161 100.0%
Pressure from other functions in your company	4.15 1.03	5 3.1%	8 5.0%	21 13.0%	51 31.7%	76 47.2%	161 100.0%

 **Topic 5: Managing Marketing Technology**

How well do your company’s Martech tools enhance the performance of each part of your company’s strategy?


	Mean	1=Not at all	2	3	4	5	6	7=A Great Deal	Total
Marketing strategy	5.48	2 1.2%	0 0.0%	9 5.6%	17 10.5%	44 27.2%	59 36.4%	31 19.1%	162 100.0%
CX strategy	4.47	2 1.2%	12 7.5%	27 16.8%	36 22.4%	43 26.7%	34 21.1%	7 4.3%	161 100.0%
Sales strategy	4.60	3 1.9%	15 9.3%	23 14.3%	24 14.9%	51 31.7%	28 17.4%	17 10.6%	161 100.0%
CRM strategy	4.83	4 2.5%	14 8.6%	12 7.4%	25 15.3%	48 29.4%	40 24.5%	20 12.3%	163 100.0%
Operations strategy	3.57	14 8.6%	33 20.4%	30 18.5%	42 25.9%	24 14.8%	12 7.4%	7 4.3%	162 100.0%
Customer insight strategy	4.27	5 3.1%	19 11.9%	35 21.9%	25 15.6%	33 20.6%	31 19.4%	12 7.5%	160 100.0%

 **Topic 5: Managing Marketing Technology**

How regularly are your company's Martech tools audited and evaluated?

	Number	Percent	95% CI
Monthly	4	2.5 %	± 2.3 %
Quarterly	27	16.7 %	± 5.5 %
Bi-yearly	23	14.2 %	± 5.2 %
Yearly	76	46.9 %	± 7.5 %
Every few years	23	14.2 %	± 5.2 %
Never	9	5.6 %	± 3.4 %
Total	162	100.0 %	

Missing Cases = 9
Response Percent = 94.7 %



Topic 6: Use of AI in Marketing

What percent of the time is your company using generative AI in its marketing activities?

Minimum = 0

Maximum = 75

Mean = 7.01

Median = 5


Standard Deviation (Unbiased Estimate) = 10.76

95 Percent Confidence Interval Around the Mean = 5.53 - 8.49


Valid Cases = 202

Missing Cases = 90

Response Percent = 69.2%


Topic 6: Use of AI in Marketing
Rate the degree to which your company is managing the following challenges associated with using generative AI in marketing:

	Mean	1=Not at all	2	3	4	5	6	7=Very effectively	Total
Ensuring that the marketing strategy that generative AI produces is a good fit for your brand	4.07	14 11.8%	18 15.1%	8 6.7%	22 18.5%	30 25.2%	17 14.3%	10 8.4%	119 100.0%
Ensuring that the marketing strategy that generative AI produces is a good fit for your target markets	3.96	14 11.7%	20 16.7%	9 7.5%	29 24.2%	19 15.8%	20 16.7%	9 7.5%	120 100.0%
Implementing security measures to protect customer information	3.93	27 22.5%	15 12.5%	10 8.3%	16 13.3%	15 12.5%	13 10.8%	24 20.0%	120 100.0%
Understanding how content or decisions are being made	3.57	25 20.8%	11 9.2%	11 9.2%	35 29.2%	24 20.0%	10 8.3%	4 3.3%	120 100.0%
Reducing susceptibility to attacks by malicious actors	3.31	37 30.6%	19 15.7%	12 9.9%	16 13.2%	10 8.3%	14 11.6%	13 10.7%	121 100.0%
Investing in hiring and building expertise necessary to use generative AI	2.98	28 23.3%	29 24.2%	20 16.7%	17 14.2%	13 10.8%	12 10.0%	1 0.8%	120 100.0%
Minimizing bias and ensuring fairness	2.60	48 39.7%	20 16.5%	13 10.7%	20 16.5%	14 11.6%	4 3.3%	2 1.7%	121 100.0%
Investing in hardware necessary for generative AI to work well	2.44	50 41.3%	23 19.0%	15 12.4%	18 14.9%	9 7.4%	5 4.1%	1 0.8%	121 100.0%

 **Topic 6: Use of AI in Marketing**

Which statement best describes the use of Large Language Models (LLM) in your company?

	Number	Percent	95% CI
We haven't evaluated or used these tools	81	38.9 %	± 5.2 %
We are evaluating these tools	65	31.3 %	± 4.8 %
We are piloting these tools	42	20.2 %	± 4.1 %
We are using these tools in our work	20	9.6 %	± 2.9 %
Total	208	100.0 %	

Missing Cases = 84
Response Percent = 71.2 %




Topic 6: Use of AI in Marketing

Select the response that best captures what you believe about how transformative LLM is or will be for your marketing organization?


	Number	Percent	95% CI
It is already transforming our organization	27	13.0 %	± 3.4 %
The technology still needs to mature before it transforms our organization	75	36.1 %	± 5.1 %
I'm not sure if it will transform our organization	52	25.0 %	± 4.4 %
It won't transform our organization	10	4.8 %	± 2.1 %
I am not familiar with LLM	44	21.2 %	± 4.1 %
Total	208	100.0 %	

Missing Cases = 84
Response Percent = 71.2 %

 **Topic 6: Use of AI in Marketing**

To what extent are blockchain technologies affecting your company’s marketing strategies?

	Mean & SD	1=Not at all	2	3	4	5	6	7=Regularly	Total
Currently	1.35 0.94	171 85.1%	9 4.5%	8 4.0%	8 4.0%	4 2.0%	1 0.5%	0 0.0%	201 100.0%
In 1 year	1.64 1.21	140 70.0%	26 13.0%	15 7.5%	9 4.5%	6 3.0%	3 1.5%	1 0.5%	200 100.0%
In 5 years	2.19 1.63	111 55.8%	20 10.1%	27 13.6%	17 8.5%	12 6.0%	9 4.5%	3 1.5%	199 100.0%

 **Topic 6: Use of AI in Marketing**

Rate how the use of AI in marketing has affected the following outcomes. In each case, note the percentage improvement experienced in your company:

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Sales productivity	5.13	7.53	3.76 - 6.50	1	0	35	116
Marketing overhead costs	6.97	8.91	5.35 - 8.60	5	0	50	116
Customer satisfaction	6.12	12.73	3.80 - 8.44	0	0	75	116


Topic 7: Marketing Leadership
What is marketing primarily responsible for in your company?

	Number	Percent	95% CI
Brand	191	87.2 %	± 4.5 %
Digital marketing	191	87.2 %	± 4.5 %
Advertising	182	83.1 %	± 5.0 %
Social media	180	82.2 %	± 5.1 %
Marketing analytics	167	76.3 %	± 5.7 %
Lead generation	155	70.8 %	± 6.1 %
Marketing research	154	70.3 %	± 6.1 %
Promotion	152	69.4 %	± 6.2 %
Positioning	145	66.2 %	± 6.3 %
Marketing technology	144	65.8 %	± 6.3 %
Public relations	132	60.3 %	± 6.5 %
Customer insight	120	54.8 %	± 6.6 %
Competitive intelligence	103	47.0 %	± 6.7 %
Customer experience	96	43.8 %	± 6.6 %
Revenue growth	90	41.1 %	± 6.6 %
Customer relationship management	79	36.1 %	± 6.4 %
Market entry strategies	75	34.2 %	± 6.3 %
e-commerce	70	32.0 %	± 6.2 %
New products or new services	68	31.1 %	± 6.2 %
Innovation	62	28.3 %	± 6.0 %
Pricing	55	25.1 %	± 5.8 %
Sales	53	24.2 %	± 5.7 %
Market selection	52	23.7 %	± 5.7 %
Talent acquisition and retention	42	19.2 %	± 5.3 %
Privacy	25	11.4 %	± 4.2 %
Customer service	21	9.6 %	± 3.9 %
Sustainability	20	9.1 %	± 3.8 %
Distribution	9	4.1 %	± 2.7 %
Stock market performance	3	1.4 %	± 1.6 %
Total	2836		

Number of Cases = 219

Number of Responses = 2836

Average Number of Responses per Case = 12.9

Number of Cases with at least one Response = 219

Response Percent = 100.0 %



Topic 7: Marketing Leadership

Is marketing valued in your company?

	Number	Percent	95% CI
1=Not at all	2	0.9 %	± 1.0 %
2	16	7.3 %	± 2.6 %
3	21	9.6 %	± 3.0 %
4	23	10.5 %	± 3.1 %
5	54	24.7 %	± 4.5 %
6	66	30.1 %	± 4.8 %
7=Very Well	37	16.9 %	± 3.8 %
Total	219	100.0 %	

Mean = 5.09

SD = 1.51

Missing Cases = 73

Response Percent = 75.0 %



Topic 7: Marketing Leadership

Was marketing valued in your company before Covid?

	Number	Percent	95% CI
1=Not at all	11	5.1 %	± 2.2 %
2	24	11.1 %	± 3.2 %
3	24	11.1 %	± 3.2 %
4	41	19.0 %	± 4.0 %
5	45	20.8 %	± 4.2 %
6	42	19.4 %	± 4.1 %
7=Very Well	29	13.4 %	± 3.5 %
Total	216	100.0 %	

Mean = 4.51

SD = 1.72

Missing Cases = 76

Response Percent = 74.0 %



Topic 7: Marketing Leadership

Is your company's marketing valued by your external partners?

	Number	Percent	95% CI
1=Not at all	1	0.5 %	± 0.7 %
2	9	4.1 %	± 2.0 %
3	10	4.6 %	± 2.1 %
4	41	18.9 %	± 4.0 %
5	67	30.9 %	± 4.9 %
6	58	26.7 %	± 4.6 %
7=Very Well	31	14.3 %	± 3.6 %
Total	217	100.0 %	

Mean = 5.13

SD = 1.28

Missing Cases = 75

Response Percent = 74.3 %



Topic 7: Marketing Leadership

Do your company's marketing activities impact its stock price?

	Number	Percent	95% CI
1=Not at all	5	6.8 %	± 1.5 %
2	6	8.2 %	± 1.7 %
3	7	9.6 %	± 1.8 %
4	19	26.0 %	± 2.9 %
5	14	19.2 %	± 2.5 %
6	16	21.9 %	± 2.7 %
7=Very Well	6	8.2 %	± 1.7 %
Total	73	100.0 %	

Mean = 4.41

SD = 1.65

Missing Cases = 219

Response Percent = 25.0 %



Topic 8: Marketing Organization and Jobs

By what percent has the size of your marketing organization grown or shrunk over the last year?

Minimum = -50

Maximum = 100

Mean = 3.94

Median = 0

Standard Deviation (Unbiased Estimate) = 16.95

95 Percent Confidence Interval Around the Mean = 1.63 - 6.26

Valid Cases = 206

Missing Cases = 86

Response Percent = 70.5%



Topic 8: Marketing Organization and Jobs

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

Minimum = -30.94

Maximum = 41.64

Mean = 4.38

Median = 0

Standard Deviation (Unbiased Estimate) = 12.16

95 Percent Confidence Interval Around the Mean = 2.72 - 6.04

Valid Cases = 206

Missing Cases = 86

Response Percent = 70.5%

 **Topic 8: Marketing Organization and Jobs**

Rate your level of agreement with these questions focused on the role of creativity in your organization.

	Mean & SD	1=Strongly Disagree	2	3	4	5	6	7=Strongly Agree	Total
My organization's long-term success depends upon its ability to foster creative ideas that can transform the business	5.29 1.41	0 0.0%	13 6.4%	9 4.4%	29 14.2%	55 27.0%	51 25.0%	47 23.0%	204 100.0%
My organization relies on the marketing function for its most creative ideas	5.24 1.54	1 0.5%	17 8.3%	11 5.3%	31 15.0%	38 18.4%	59 28.6%	49 23.8%	206 100.0%
My organization promotes cross-functional collaboration to foster new ideas	5.20 1.45	2 1.0%	11 5.4%	13 6.3%	30 14.6%	53 25.9%	53 25.9%	43 21.0%	205 100.0%
My organization's long-term success depends upon its ability to integrate sophisticated analytical capabilities into its strategy	5.15 1.46	2 1.0%	11 5.4%	16 7.8%	29 14.1%	55 26.8%	51 24.9%	41 20.0%	205 100.0%
My organization fosters innovation by encouraging risk-taking and allowing room for failure	4.36 1.57	12 5.9%	17 8.3%	24 11.7%	49 23.9%	54 26.3%	33 16.1%	16 7.8%	205 100.0%



Topic 8: Marketing Organization and Jobs

How well your marketing organization performs the following tasks around your model engaged customers?

	Mean & SD	1=Not at all	2	3	4	5	6	7=Very well	Total
Has clarity around identifying who your most engaged customers are	4.90 1.53	6 3.0%	12 5.9%	14 6.9%	43 21.2%	49 24.1%	48 23.6%	31 15.3%	203 100.0%
Identify actionable insights around your most engaged customers	4.45 1.46	7 3.4%	15 7.4%	27 13.2%	49 24.0%	54 26.5%	40 19.6%	12 5.9%	204 100.0%
Respond quickly to opportunities and challenges in managing your most engaged customers	4.41 1.58	12 5.9%	16 7.9%	22 10.8%	47 23.2%	56 27.6%	32 15.8%	18 8.9%	203 100.0%
Harness data focused on your most engaged customers	4.35 1.57	9 4.4%	21 10.3%	26 12.7%	50 24.5%	45 22.1%	38 18.6%	15 7.4%	204 100.0%
Effectively use insights to manage your most engaged customers	4.28 1.50	7 3.4%	22 10.8%	31 15.3%	50 24.6%	44 21.7%	39 19.2%	10 4.9%	203 100.0%

 **Topic 8: Marketing Organization and Jobs**

Rate your agreement with these questions about your company's marketing knowledge (i.e., marketing practices, customer insights, and marketing plans).

	Mean & SD	Strongly Disagree 1	2	3	4	5	6	Strongly Agree 7	Total
It is important to prevent competitors from acquiring our marketing knowledge	4.78 1.71	7 3.4%	19 9.3%	18 8.8%	41 20.1%	44 21.6%	32 15.7%	43 21.1%	204 100.0%
Protecting our marketing knowledge from leaking to competitors enhances our competitive advantage	4.72 1.71	9 4.4%	16 7.8%	24 11.8%	40 19.6%	38 18.6%	40 19.6%	37 18.1%	204 100.0%
There are very few disadvantages to protecting our marketing knowledge.	4.36 1.98	19 9.4%	31 15.3%	19 9.4%	32 15.8%	28 13.8%	38 18.7%	36 17.7%	203 100.0%

 **Topic 9: Marketing and Sustainability**

What percent of your marketing budget is spent on sustainability- or climate-related issues?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Current	1.86	5.78	0.97 - 2.76	0	0	50	161
1 year ago	1.22	3.94	0.61 - 1.84	0	0	25	158
1 year from now	2.79	8.34	1.49 - 4.09	0	0	75	157
5 years from now	4.46	10.90	2.76 - 6.17	0	0	100	157



Topic 9: Marketing and Sustainability

Check all of the actions your company is likely to make in order to reduce the negative impact of its marketing-related activities on the ecological environment:

	Number	Percent	95% CI
Changing products and/or services	62	52.1 %	± 9.1 %
Changing partners	51	42.9 %	± 9.0 %
Changing marketing promotions	48	40.3 %	± 9.0 %
Changing distribution	40	33.6 %	± 8.6 %
Changing market selection	22	18.5 %	± 7.1 %
Changing brand	12	10.1 %	± 5.5 %
Total	235		

Number of Cases = 119
 Number of Responses = 235
 Average Number of Responses per Case = 2.0
 Number of Cases with at least one Response = 119
 Response Percent = 100.0 %


Topic 9: Marketing and Sustainability
What specific actions is your company taking to reduce the risk of climate change?

	Number	Percent	95% CI
Increasing reuse, resale or recycling levels in your company	63	36.6 %	± 7.3 %
Reducing the climate impact of your products/services	63	36.6 %	± 7.3 %
No climate-related marketing actions taken	55	32.0 %	± 7.0 %
Improving sustainability of internal marketing practices (e.g., reducing paper waste)	55	32.0 %	± 7.0 %
Reducing the climate impact of your packaging	48	27.9 %	± 6.8 %
Increasing innovation investments into environmentally friendly products/services	45	26.2 %	± 6.6 %
Adopting climate-related metrics	44	25.6 %	± 6.6 %
Offsetting climate impact by participating in environmental projects	37	21.5 %	± 6.2 %
Reducing the climate impact of your distribution channel	35	20.3 %	± 6.1 %
Selecting partners based on climate impact	33	19.2 %	± 5.9 %
Realigning core brand messaging or values more closely around reducing climate impact	33	19.2 %	± 5.9 %
Reducing the climate impact of your marketing communications	28	16.3 %	± 5.6 %
Adopting climate-related goals in marketing	20	11.6 %	± 4.8 %
Reducing the climate impact of your digital marketing activities	8	4.7 %	± 3.2 %
<u>Encouraging customers/partners to buy/consume less</u>	0	0.0 %	± 0.0 %
Total	567		

Number of Cases = 172

Number of Responses = 567

Average Number of Responses per Case = 3.3

Number of Cases with at least one Response = 172

Response Percent = 100.0 %

 **Topic 9: Marketing and Sustainability**

Are the policies emerging around extended producer responsibility for the end-of-life of products relevant to your business?

	Number	Percent	95% CI
Yes	38	22.6 %	± 3.9 %
No	130	77.4 %	± 5.8 %
Total	168	100.0 %	

Missing Cases = 124
Response Percent = 57.5 %

 **Topic 9: Marketing and Sustainability**

To what degree are extended producer responsibility policies changing any aspect of your product strategy?

	Number	Percent	95% CI
1=Not at all	1	2.6 %	± 0.7 %
2	5	13.2 %	± 1.5 %
3	4	10.5 %	± 1.4 %
4	12	31.6 %	± 2.4 %
5	11	28.9 %	± 2.3 %
6	1	2.6 %	± 0.7 %
7=A great deal	4	10.5 %	± 1.4 %
Total	38	100.0 %	

Mean = 4.21
SD = 1.49

Missing Cases = 254
Response Percent = 13.0 %


Topic 10: Marketing Performance
Compared to 2023, rate your company's performance during the prior 12 months: Sales revenue

	Number	Percent	Cumulative
-75%	0	0.0 %	0.0 %
-50%	0	0.0 %	0.0 %
-40%	1	0.6 %	0.6 %
-30%	1	0.6 %	1.2 %
-20%	6	3.5 %	4.7 %
-10%	11	6.4 %	11.0 %
-7%	2	1.2 %	12.2 %
-5%	7	4.1 %	16.3 %
-3%	0	0.0 %	16.3 %
-1%	3	1.7 %	18.0 %
0	16	9.3 %	27.3 %
+1%	2	1.2 %	28.5 %
+3%	10	5.8 %	34.3 %
+5%	11	6.4 %	40.7 %
+7%	11	6.4 %	47.1 %
+10%	42	24.4 %	71.5 %
+20%	27	15.7 %	87.2 %
+30%	9	5.2 %	92.4 %
+40%	4	2.3 %	94.8 %
+50%	4	2.3 %	97.1 %
+75%	5	2.9 %	100.0 %
Total	172	100.0 %	100.0 %

Mean = 10.33

SD = 18.17

Missing Cases = 120

Response Percent = 58.9 %


Topic 10: Marketing Performance
Compared to 2023, rate your company's performance during the prior 12 months: Profits

	Number	Percent	Cumulative
-75%	2	1.2 %	1.2 %
-50%	1	0.6 %	1.8 %
-40%	2	1.2 %	3.0 %
-30%	3	1.8 %	4.8 %
-20%	5	3.0 %	7.8 %
-10%	6	3.6 %	11.4 %
-7%	1	0.6 %	12.0 %
-5%	7	4.2 %	16.2 %
-3%	2	1.2 %	17.4 %
-1%	3	1.8 %	19.2 %
0	19	11.4 %	30.5 %
+1%	3	1.8 %	32.3 %
+3%	15	9.0 %	41.3 %
+5%	16	9.6 %	50.9 %
+7%	4	2.4 %	53.3 %
+10%	36	21.6 %	74.9 %
+20%	22	13.2 %	88.0 %
+30%	7	4.2 %	92.2 %
+40%	2	1.2 %	93.4 %
+50%	4	2.4 %	95.8 %
+75%	7	4.2 %	100.0 %
Total	167	100.0 %	100.0 %

Mean = 8.32

SD = 22.35

Missing Cases = 125

Response Percent = 57.2 %


Topic 10: Marketing Performance
Compared to 2023, rate your company's performance during the prior 12 months: Customer acquisition

	Number	Percent	Cumulative
-75%	0	0.0 %	0.0 %
-50%	1	0.6 %	0.6 %
-40%	0	0.0 %	0.6 %
-30%	2	1.2 %	1.8 %
-20%	4	2.4 %	4.1 %
-10%	7	4.1 %	8.2 %
-7%	0	0.0 %	8.2 %
-5%	6	3.5 %	11.8 %
-3%	3	1.8 %	13.5 %
-1%	1	0.6 %	14.1 %
0	25	14.7 %	28.8 %
+1%	6	3.5 %	32.4 %
+3%	14	8.2 %	40.6 %
+5%	26	15.3 %	55.9 %
+7%	8	4.7 %	60.6 %
+10%	28	16.5 %	77.1 %
+20%	23	13.5 %	90.6 %
+30%	8	4.7 %	95.3 %
+40%	3	1.8 %	97.1 %
+50%	1	0.6 %	97.6 %
+75%	4	2.4 %	100.0 %
Total	170	100.0 %	100.0 %

Mean = 8.14

SD = 16.44

Missing Cases = 122

Response Percent = 58.2 %


Topic 10: Marketing Performance
Compared to 2023, rate your company's performance during the prior 12 months: Customer retention

	Number	Percent	Cumulative
-75%	1	0.6 %	0.6 %
-50%	1	0.6 %	1.2 %
-40%	0	0.0 %	1.2 %
-30%	1	0.6 %	1.8 %
-20%	3	1.8 %	3.6 %
-10%	8	4.8 %	8.3 %
-7%	0	0.0 %	8.3 %
-5%	7	4.2 %	12.5 %
-3%	3	1.8 %	14.3 %
-1%	4	2.4 %	16.7 %
0	45	26.8 %	43.5 %
+1%	9	5.4 %	48.8 %
+3%	9	5.4 %	54.2 %
+5%	21	12.5 %	66.7 %
+7%	3	1.8 %	68.5 %
+10%	14	8.3 %	76.8 %
+20%	13	7.7 %	84.5 %
+30%	5	3.0 %	87.5 %
+40%	5	3.0 %	90.5 %
+50%	4	2.4 %	92.9 %
+75%	12	7.1 %	100.0 %
Total	168	100.0 %	100.0 %

Mean = 9.93

SD = 23.47

Missing Cases = 124

Response Percent = 57.5 %


Topic 10: Marketing Performance
Compared to 2023, rate your company's performance during the prior 12 months: Brand value

	Number	Percent	Cumulative
-75%	0	0.0 %	0.0 %
-50%	0	0.0 %	0.0 %
-40%	0	0.0 %	0.0 %
-30%	4	2.4 %	2.4 %
-20%	2	1.2 %	3.5 %
-10%	7	4.1 %	7.6 %
-7%	1	0.6 %	8.2 %
-5%	1	0.6 %	8.8 %
-3%	3	1.8 %	10.6 %
-1%	1	0.6 %	11.2 %
0	49	28.8 %	40.0 %
+1%	4	2.4 %	42.4 %
+3%	10	5.9 %	48.2 %
+5%	22	12.9 %	61.2 %
+7%	2	1.2 %	62.4 %
+10%	25	14.7 %	77.1 %
+20%	16	9.4 %	86.5 %
+30%	8	4.7 %	91.2 %
+40%	2	1.2 %	92.4 %
+50%	6	3.5 %	95.9 %
+75%	7	4.1 %	100.0 %
Total	170	100.0 %	100.0 %

Mean = 9.54

SD = 19.48

Missing Cases = 122

Response Percent = 58.2 %



Topic 11: The CMO Survey Award for Marketing Excellence

Which company in your industry sets the standard for excellence in marketing? - Overall Winner

Apple Inc.



Topic 11: The CMO Survey Award for Marketing Excellence

Which company across all industries sets the standard for excellence in marketing? - Industry-Specific Winners

Amazon – E-commerce

Nike – Consumer Goods

The Proctor & Gamble Company – Consumer Packaged Goods

State Farm Insurance – Consumer Services

Microsoft Corporation – Technology Products and Services


Appendix: Company-level Descriptive Information
Which economic sector accounts for the majority of your company revenues?

	Number	Percent	95% CI
B2B - Product	111	38.0 %	± 5.6 %
B2B - Services	70	24.0 %	± 4.9 %
B2C - Product	68	23.3 %	± 4.9 %
B2C - Services	43	14.7 %	± 4.1 %
Total	292	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %


Appendix: Company-level Descriptive Information
Which industry sector best describes your company?

	Number	Percent	95% CI
Technology / Software / Platform	46	15.9 %	± 4.2 %
Banking / Finance/Insurance	32	11.0 %	± 3.6 %
Retail / Wholesale	31	10.7%	± 3.3 %
Manufacturing	27	9.3 %	± 3.3 %
Consumer Packaged Goods	26	9.0 %	± 3.3 %
Healthcare	24	8.3 %	± 3.2 %
Professional Services	21	7.2 %	± 3.0 %
Pharmaceuticals / Biotech	19	6.6 %	± 2.8 %
Communications / Media	14	4.8 %	± 2.5 %
Transportation	14	4.8 %	± 2.5 %
Real Estate	10	3.4 %	± 2.1 %
Energy	9	3.1 %	± 2.0 %
Education	8	2.8 %	± 1.9 %
Mining / Construction	5	1.7 %	± 1.5 %
Consumer Services	4	1.4 %	± 1.3 %
Total	290	100.0 %	

Missing Cases = 2

Response Percent = 99.3 %


Appendix: Company-level Descriptive Information
How many employees are in your company?

Number of Employees	Number	Percent	95% CI
<50	33	11.3 %	± 3.7 %
50- 99	20	6.8 %	± 2.9 %
100- 499	57	19.5 %	± 4.6 %
500- 999	23	7.9 %	± 3.1 %
1,000- 2,499	42	14.4 %	± 4.1 %
2,500- 4,999	24	8.2 %	± 3.2 %
5000- 9999	30	10.3 %	± 3.5 %
10,000+	63	21.6 %	± 4.7 %
Total	292	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %


Appendix: Company-level Descriptive Information
What was your company's sales revenue in last 12 months?

	Number	Percent	Cumulative
Less than \$10 million	31	10.8 %	10.8 %
\$10-25 million	20	7.0 %	17.8 %
\$26-99 million	38	13.3 %	31.1 %
\$100-499 million	54	18.9 %	50.0 %
\$500-999 million	20	7.0 %	57.0 %
\$1-2.5 billion	42	14.7 %	71.7 %
\$2.6-5 billion	27	9.4 %	81.1 %
\$5.1-9.9 billion	11	3.8 %	85.0 %
\$10-49 billion	30	10.5 %	95.5 %
More than \$50+ billion	13	4.5 %	100.0 %
Total	286	100.0 %	100.0 %

Missing Cases = 6

Response Percent = 97.9 %

 **Appendix: Company-level Descriptive Information**

What percent of your company’s sales are online? Average Scores

Minimum = 0

Maximum = 80.58

Mean = 17.81

Median = 5

Standard Deviation (Unbiased Estimate) = 26.94

95 Percent Confidence Interval Around The Mean = 14.65 - 20.96

Valid Cases = 280

Missing Cases = 12

Response Percent = 95.9%

What percent of your company’s sales are online? Buckets

	Number	Percent	95% CI
0%	103	36.8 %	± 5.5 %
1-10%	82	29.3 %	± 5.2 %
11-49%	48	17.1 %	± 4.3 %
50-99%	32	11.4 %	± 3.6 %
100%	15	5.4 %	± 2.5 %
Total	280	100.0 %	

Missing Cases = 12

Response Percent = 95.9 %

 **Appendix: Company-level Descriptive Information**

Does your company sell its products and/or services to the government?

	Number	Percent	95% CI
Yes	106	36.7 %	± 5.6 %
No	183	63.3 %	± 5.6 %
Total	289	100.0 %	

Missing Cases = 3

Response Percent = 99.0 %