



Predicting the future of marketing
Tracking marketing excellence
Improving the value of marketing

CMO Survey Report:
Topline Results
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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	221	54.4 %	± 4.9 %
2=No Change	131	32.3 %	± 4.6 %
1=Less	54	13.3 %	± 3.3 %
Total	406	100.0 %	

Mean = 2.4

SD = 0.7

Missing Cases = 2

Response Percent = 99.5 %

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 = 37

Maximum = 95

Mean = 66.1

Median = 70

Standard Deviation (Unbiased Estimate) = 13.6

95 Percent Confidence Interval around the mean = 64.8 - 67.5

Quartiles

1 = 60

2 = 70

3 = 75

Valid Cases = 389

Missing Cases = 19

Response Percent = 95.3%

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	247	61.4 %	± 4.8 %
2=No Change	98	24.4 %	± 4.2 %
1=Less	57	14.2 %	± 3.4 %
Total	402	100.0 %	

Mean = 2.5

SD = 0.7

Missing Cases = 6

Response Percent = 98.5 %

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 = 40

Maximum = 100

Mean = 73.2

Median = 75

Standard Deviation (Unbiased Estimate) = 15.4

95 Percent Confidence Interval around the mean = 71.7 - 74.7

Quartiles

1 = 65

2 = 75

3 = 85

Valid Cases = 398

Missing Cases = 10

Response Percent = 97.5%

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	249	68.2 %	± 4.8 %
2=No Change	65	17.8 %	± 3.6 %
1=Less	51	14.0 %	± 3.2 %
Total	365	100.0 %	

Mean = 2.5
SD = 0.7

Missing Cases = 43
Response Percent = 89.5 %

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 = 35

Maximum = 100

Mean = 71.7

Median = 75

Standard Deviation (Unbiased Estimate) = 16.8

95 Percent Confidence Interval around the mean = 70.0 - 73.5

Quartiles

1 = 60

2 = 75

3 = 85

Valid Cases = 355

Missing Cases = 53

Response Percent = 87.0%

Topic 1: Marketplace Dynamics - Customers

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

(N=408)

	Mean & SD	More 3	No Change 2	Less 1	Total
My firm's ability to acquire new customers	2.7 0.6	271 74.7%	72 19.8%	20 5.5%	363 100.0%
Customer's purchase volume	2.6 0.6	253 69.3%	80 21.9%	32 8.8%	365 100.0%
Customer will buy related products/ services from my firm	2.6 0.6	216 59.3%	137 37.6%	11 3.0%	364 100.0%
The entry of new customers into this market	2.4 0.6	180 49.6%	154 42.4%	29 8.0%	363 100.0%
My firm's ability to retain current customers	2.4 0.7	179 49.0%	149 40.8%	37 10.1%	365 100.0%
Customer's price per unit	2.1 0.7	125 34.3%	157 43.1%	82 22.5%	364 100.0%

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=364)

	1st Priority	2nd Priority	3rd Priority	Total
Low Price	61 16.8%	42 11.5%	67 18.4%	170 46.7%
Superior Product Quality	113 31.0%	68 18.7%	58 15.9%	239 65.7%
Superior Innovation	33 9.1%	58 15.9%	45 12.4%	136 37.4%
Excellent Service	65 17.9%	96 26.4%	82 22.5%	243 66.8%
Trusting Relationship	68 18.7%	73 20.1%	80 22.0%	221 60.7%
Brand	24 6.6%	27 7.4%	33 9.1%	84 23.1%

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	52.9	26.7	49.9 - 56.0	50	0	100	291
Existing products or services in new markets	15.3	13.6	13.7 - 16.8	10	0	75	291
New products or services in existing markets	21.8	18.1	19.7 - 23.8	20	0	100	291
New products or services in new markets	10.0	13.8	8.5 - 11.6	5	0	100	291

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	47.1	25.4	44.2 - 50.1	50	0	100	285
Existing products or services in new markets	17.0	13.3	15.5 - 18.6	20	0	80	285
New products or services in existing markets	24.3	17.5	22.2 - 26.3	20	0	80	285
New products or services in new markets	11.5	13.8	9.9 - 13.1	10	0	100	285

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	71.8	28.1	68.6 - 75.0	80	0	100	299
Growth from acquisitions	10.2	18.2	8.1 - 12.3	0	0	100	299
Growth from partnerships	12.8	17.2	10.9 - 14.8	5	0	100	299
Growth from licensing arrangements	5.2	11.4	3.9 - 6.5	0	0	100	299

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 through the Internet?	9.9	16.5	8.0 - 11.7	2	0	59	302
What % of your firm's sales is domestic?	77.5	24.1	74.7 - 80.2	85	26	100	299

Topic 2: Firm Growth Strategies

Which international market is your highest revenue growth market? (outside the U.S.)

	Number	Percent	Cumulative
Western Europe	62	26.1 %	26.1 %
China	36	15.1 %	41.2 %
Canada	29	12.2 %	53.4 %
Brazil	17	7.1 %	60.5 %
Southeast Asia	11	4.6 %	65.1 %
Japan	9	3.8 %	68.9 %
Mexico	9	3.8 %	72.7 %
Russia	8	3.4 %	76.1 %
India	6	2.5 %	78.6 %
Australia	6	2.5 %	81.1 %
Middle East	5	2.1 %	83.2 %
Korea	5	2.1 %	85.3 %
Eastern Europe	4	1.7 %	87.0 %
Chile	0	0.0 %	87.0 %
Argentina	0	0.0 %	87.0 %
Other:	31	13.0 %	100.0 %
Total	238	100.0 %	100.0 %

Missing Cases = 170

Response Percent = 58.3 %

Topic 2: Firm Growth Strategies

Consider this international market, by what percent did your sales revenue increase in the last 12 months? – reported in aggregate

Minimum = 0

Maximum = 150

Mean = 18.4

Median = 10

Standard Deviation (Unbiased Estimate) = 27.1

95 Percent Confidence Interval around the mean = 14.9 - 21.8

99 Percent Confidence Interval around the mean = 13.8 - 22.9

	Number	Percent	Cumulative
Less than 5%	78	32.9 %	32.9 %
5 - 9%	25	10.5 %	43.5 %
10 - 14%	35	14.8 %	58.2 %
15 - 19%	25	10.5 %	68.8 %
<u>20% or more</u>	<u>74</u>	<u>31.2 %</u>	<u>100.0 %</u>
Total	237	100.0 %	100.0 %

Missing Cases = 171

Response Percent = 58.1 %

Topic 2: Firm Growth Strategies

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

	Mean	SD	N	Pct.
For Entire Sample	21.2	35.4	242	100.0%
<u>Highest revenue growth market</u>				
Australia	26.0	30.3	5	2.3%
Brazil	18.6	25.6	17	7.8%
Canada	12.2	17.7	25	11.4%
China	28.3	31.2	33	15.1%
Eastern Europe	29.5	47.2	4	1.8%
India	25.0	11.2	5	2.3%
Japan	6.5	5.8	8	3.7%
Korea	26.3	16.5	4	1.8%
Mexico	22.1	21.7	8	3.7%
Middle East	39.0	51.9	5	2.3%
Russia	16.1	9.4	8	3.7%
Southeast Asia	43.8	45.9	10	4.6%
Western Europe	20.1	28.0	59	26.9%
Other:	4.9	15.0	28	12.8%

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	19.4	3.6 - 9.9	3	-30	107	143
Digital marketing spending	8.2	11.9	6.0 - 10.4	5	-10	43.6	115
Traditional advertising spending	-0.1	14.4	-2.7 - 2.5	0	-40	40.5	116
Brand building	4.9	7.5	3.4 - 6.3	2	-10	25.2	105
Customer relationship management	5.1	7.8	3.6 - 6.7	2	0	30.9	100
New product introductions	7.8	11.3	5.7 - 9.9	5	-5	43.1	110
New service introductions	4.0	6.8	2.7 - 5.4	2	-17	25.8	98
Marketing (non-sales) hires	5.5	13.9	2.9 - 8.1	0	-34	46.9	107
Integrating what we know about marketing	2.7	4.4	1.8 - 3.6	0	-8.1	14.2	88
Developing knowledge about how to do marketing	3.1	6.8	1.6 - 4.5	0	-23	27.7	82
Marketing training	2.4	6.3	1.2 - 3.7	0	-28	32.4	94
Marketing research and intelligence	4.9	13.0	2.3 - 7.4	0	-50	68.5	103
Marketing consulting services	1.8	6.9	0.4 - 3.2	0	-19	23.1	95

Topic 3: Marketing Spending

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

Percent of budget

Minimum = 0

Maximum = 39

Mean = 10.9

Median = 7

Standard Deviation (Unbiased Estimate) = 10.4

95 Percent Confidence Interval around the mean = 9.5 - 12.3

Quartiles

1 = 3

2 = 7

3 = 15

Valid Cases = 205

Missing Cases = 203

Response Percent = 50.2%

Topic 3: Marketing Spending

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

Percent of revenues

Minimum = 0

Maximum = 47

Mean = 9.3

Median = 5

Standard Deviation (Unbiased Estimate) = 12.6

95 Percent Confidence Interval around the mean = 7.6 - 11.0

Quartiles

1 = 1.4

2 = 5

3 = 10

Valid Cases = 212

Missing Cases = 196

Response Percent = 52.0%

Topic 3: Marketing Spending

What percent of your marketing budget is currently devoted to training and development?

Minimum = -5

Maximum = 25

Mean = 3.4

Median = 2

Standard Deviation (Unbiased Estimate) = 4.7

95 Percent Confidence Interval around the mean = 2.8 - 4.0

Quartiles

1 = 0

2 = 2

3 = 5

Valid Cases = 216

Missing Cases = 192

Response Percent = 52.9%

Topic 3: Marketing Spending

Which best describes how your company shows the short-term impact of marketing spend on your business?

	Number	Percent	95% CI
1=We prove the impact quantitatively	82	35.7 %	± 3.9 %
2=We have a good qualitative sense of the impact, but not a quantitative impact	115	50.0 %	± 4.4 %
3=We haven't been able to show the impact yet	33	14.3 %	± 2.7 %
Total	230	100.0 %	

Mean = 1.8

SD = 0.7

Missing Cases = 178

Response Percent = 56.4 %

Topic 3: Marketing Spending

Which best describes how your company shows the long-term impact of marketing spend on your business?

	Number	Percent	95% CI
1=We prove the impact quantitatively	66	28.6 %	± 3.6 %
2=We have a good qualitative sense of the impact, but not a quantitative impact	119	51.5 %	± 4.4 %
3=We haven't been able to show the impact yet	46	19.9 %	± 3.1 %
Total	231	100.0 %	

Mean = 1.9

SD = 0.7

Missing Cases = 177

Response Percent = 56.6 %

Topic 4: Financial and Marketing Performance

Rate your firm's performance during the last 12 months

(N=408)

	Mean & SD	-10%	-7%	-5%	-3%	-1%	0	+1%	+3%	+5%	+7%	+10%	Total
Market share	2.2 3.7	2 0.9%	1 0.4%	4 1.8%	14 6.3%	9 4.0%	43 19.2%	53 23.7%	39 17.4%	31 13.8%	7 3.1%	21 9.4%	224 100.0%
Sales revenue	3.9 5.6	13 5.4%	5 2.1%	9 3.8%	6 2.5%	5 2.1%	20 8.3%	20 8.3%	27 11.3%	39 16.3%	26 10.8%	70 29.2%	240 100.0%
Marketing ROI	3.4 4.7	5 2.5%	2 1.0%	3 1.5%	6 3.0%	10 5.1%	41 20.8%	13 6.6%	29 14.7%	36 18.3%	9 4.6%	43 21.8%	197 100.0%
Profits	3.0 5.4	16 6.9%	0 0.0%	7 3.0%	6 2.6%	13 5.6%	31 13.3%	25 10.7%	35 15.0%	32 13.7%	16 6.9%	52 22.3%	233 100.0%
Customer acquisition	3.6 4.3	2 0.9%	1 0.4%	5 2.2%	9 3.9%	9 3.9%	26 11.4%	39 17.1%	46 20.2%	30 13.2%	11 4.8%	50 21.9%	228 100.0%
Customer retention	1.9 4.4	3 1.4%	0 0.0%	16 7.4%	16 7.4%	9 4.2%	59 27.3%	21 9.7%	31 14.4%	27 12.5%	4 1.9%	30 13.9%	216 100.0%
Brand value	3.5 4.0	0 0.0%	0 0.0%	3 1.5%	5 2.5%	6 3.0%	43 21.6%	30 15.1%	32 16.1%	33 16.6%	8 4.0%	39 19.6%	199 100.0%

Topic 4: Financial and Marketing Performance

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

(N=408)

	Mean & SD	-10%	-7%	-5%	-3%	-1%	0	+1%	+3%	+5%	+7%	+10%	Total
Market share	4.2 3.4	0 0.0%	1 0.5%	1 0.5%	1 0.5%	0 0.0%	16 7.4%	41 19.0%	53 24.5%	52 24.1%	14 6.5%	37 17.1%	216 100.0%
Sales Revenue	6.8 3.8	2 0.9%	0 0.0%	2 0.9%	1 0.4%	1 0.4%	9 3.9%	5 2.2%	27 11.6%	51 22.0%	24 10.3%	110 47.4%	232 100.0%
Marketing ROI	5.3 3.7	1 0.5%	1 0.5%	0 0.0%	0 0.0%	1 0.5%	16 8.4%	16 8.4%	31 16.3%	54 28.4%	15 7.9%	55 28.9%	190 100.0%
Profits	5.9 3.8	1 0.4%	0 0.0%	3 1.3%	3 1.3%	2 0.9%	11 4.9%	8 3.6%	37 16.5%	60 26.8%	17 7.6%	82 36.6%	224 100.0%
Customer acquisition	6.1 3.6	0 0.0%	0 0.0%	1 0.5%	1 0.5%	1 0.5%	7 3.2%	22 10.0%	38 17.4%	46 21.0%	19 8.7%	84 38.4%	219 100.0%
Customer retention	4.3 4.0	1 0.5%	0 0.0%	1 0.5%	4 1.9%	8 3.8%	30 14.4%	22 10.5%	38 18.2%	44 21.1%	10 4.8%	51 24.4%	209 100.0%
Brand value	5.4 3.6	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	19 9.9%	19 9.9%	40 20.9%	36 18.8%	17 8.9%	60 31.4%	191 100.0%

Topic 4: Financial and Marketing Performance

Overall, how would you rate your company's marketing excellence?

	Number	Percent	95% CI
7=Excellent - one of the best in the world	31	11.1 %	± 2.6 %
6=A leader but not one of the best	43	15.4 %	± 3.0 %
5=Strong	96	34.4 %	± 4.1 %
4=Good	45	16.1 %	± 3.1 %
3=Fair	41	14.7 %	± 2.9 %
2=Weak	20	7.2 %	± 2.1 %
1=Very weak	3	1.1 %	± 0.8 %
Total	279	100.0 %	

Mean = 4.7

SD = 1.4

Missing Cases = 129

Response Percent = 68.4 %

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

	Mean	SD	95% CI	Median	Total
...do you currently spend on social media?	7.4	7.8	6.4 - 8.3	5	262
...will you spend in the next 12 months?	10.1	9.5	8.9 - 11.2	7	262
...will you spend in five years?	18.1	14.6	16.3 - 19.9	15	260

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?	4.1	11.7	2.7 - 5.5	1	0	85.6	259
What percentage of these social media employees are within marketing?	59.8	46.4	54.1 - 65.6	100	0	100	251
How many of people does your firm employ from other companies to perform social media activities?	2.1	4.2	1.6 - 2.6	0	0	18.6	250

Topic 5: Social Media

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

	Number	Percent	Cumulative
7=Very Effectively	18	6.8 %	6.8 %
6=	30	11.4 %	18.2 %
5=	58	22.0 %	40.2 %
4=	45	17.0 %	57.2 %
3=	37	14.0 %	71.2 %
2=	37	14.0 %	85.2 %
1=Not At All Effectively	39	14.8 %	100.0 %
Total	264	100.0 %	100.0 %

Mean = 3.8

SD = 1.8

Missing Cases = 144

Response Percent = 64.7 %

Topic 5: Social Media

Companies interact with customers across a range of purchasing and communication channels. How effectively does your company integrate customer information across purchasing, communication and social media channels?

	Number	Percent	95% CI
1=Not At All Effectively	33	12.7 %	± 2.7 %
2=	49	18.8 %	± 3.2 %
3=	41	15.8 %	± 2.9 %
4=	65	25.0 %	± 3.6 %
5=	41	15.8 %	± 2.9 %
6=	21	8.1 %	± 2.2 %
7=Very Effectively	10	3.8 %	± 1.5 %
Total	260	100.0 %	

Mean = 3.5

SD = 1.6

Missing Cases = 148

Response Percent = 63.7 %

Topic 5: Social Media

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

	Number	Percent	95% CI
1=We have proven the impact quantitatively	42	15.9 %	± 3.0 %
2=We have a good qualitative sense of the impact, but not a quantitative impact	92	34.8 %	± 4.1 %
3=We haven't been able to show the impact yet	130	49.2 %	± 4.5 %
Total	264	100.0 %	

Mean = 2.3

SD = 0.7

Missing Cases = 144

Response Percent = 64.7 %

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 = 46

Mean = 4.7

Median = 0

Standard Deviation (Unbiased Estimate) = 12.7

95 Percent Confidence Interval around the mean = 3.0 - 6.4

Quartiles

1 = 0

2 = 0

3 = 5

Valid Cases = 221

Missing Cases = 187

Response Percent = 54.2%

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

Minimum = -18

Maximum = 25

Mean = 3.1

Median = 0

Standard Deviation (Unbiased Estimate) = 8.1

95 Percent Confidence Interval around the mean = 2.0 - 4.1

Quartiles

1 = 0

2 = 0

3 = 5

Valid Cases =221

Missing Cases =187

Response Percent = 54.2%

Topic 7: Marketing Organization

Number of employees

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
How many employees does your firm have?	8844	23195	5819 - 11868	245	0	103463	226
How many marketing (non-sales) employees are in your firm?	526	3720	29 - 1022	10	0	37281	216

Topic 7: Marketing Organization**Companies are generally organized by product/service groups or by customer groups. Which organizational structure is most common in your company?**

	Number	Percent	95% CI
Product/service groups	170	73.3 %	± 4.8 %
Customer groups	62	26.7 %	± 3.5 %
Total	232	100.0 %	

Missing Cases = 176

Response Percent = 56.9 %

Topic 8: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Number	Percent	95% CI
Advertising	187	79.9 %	± 5.2 %
Brand	185	79.1 %	± 5.3 %
Promotion	175	74.8 %	± 5.6 %
Social media	174	74.4 %	± 5.6 %
Positioning	162	69.2 %	± 6.0 %
Marketing analytics	160	68.4 %	± 6.0 %
Marketing research	148	63.2 %	± 6.2 %
Public relations	140	59.8 %	± 6.3 %
Lead generation	130	55.6 %	± 6.4 %
Competitive intelligence	123	52.6 %	± 6.5 %
Market entry strategies	112	47.9 %	± 6.5 %
New products	109	46.6 %	± 6.4 %
Customer relationship management	78	33.3 %	± 6.1 %
Market selection	78	33.3 %	± 6.1 %
Pricing	77	32.9 %	± 6.1 %
Innovation	69	29.5 %	± 5.9 %
Sales	69	29.5 %	± 5.9 %
Customer service	44	18.8 %	± 5.0 %
Distribution	22	9.4 %	± 3.8 %
Stock market performance	3	1.3 %	± 1.5 %
Total	2245		

Number of Cases = 234

Number of Responses = 2245

Average Number Of Responses Per Case = 9.6

Number Of Cases With At Least One Response = 234

Response Percent = 100.0 %

Topic 8: Marketing Leadership**Number of reports**

	Median	Mean	SD	Minimum	Maximum	Range	Total
How many direct reports do you have?	4	7.1	13.4	0	107	107	218
How many indirect reports (dotted-line) reports do you have?	4.5	15.6	31.9	0	169	169	196

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

	Median	Mean	SD	Minimum	Maximum	Total
In your current role?	3	4.6	3.6	0	13	226
In any role?	7	9.4	7.7	0	26	215

Topic 8: Marketing Leadership**Do you feel pressure from your CEO or Board to prove the value of marketing?**

	Number	Percent	95% CI
Yes	151	64.0 %	± 4.7 %
No	85	36.0 %	± 4.0 %
Total	236	100.0 %	

Missing Cases = 172

Response Percent = 57.8 %

Topic 8: Marketing Leadership

Is this pressure increasing, decreasing, or about the same?

	Number	Percent	95% CI
+1=Increasing pressure	95	63.3 %	± 7.8 %
0=About the same amount of pressure	49	32.7 %	± 7.6 %
-1=Decreasing pressure	6	4.0 %	± 3.2 %
Total	150	100.0 %	

Mean = 0.6

SD = 0.6

Missing Cases = 1

Response Percent = 99.3 %

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?	7.1	7.8	6.1 - 8.1	5	0	27	241
...will you spend in the next three years?	12.2	11.4	10.8 - 13.7	10	0	43	237

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 = 95

Mean = 32.5

Median = 25

Standard Deviation (Unbiased Estimate) = 31.2

95 Percent Confidence Interval around the mean = 28.5 - 36.5

99 Percent Confidence Interval around the mean = 27.3 - 37.7

Quartiles

1 = 3

2 = 25

3 = 50

Valid Cases = 238

Missing Cases = 170

Response Percent = 58.3%

Topic 9: Marketing Analytics

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

	Number	Percent	95% CI
1=Not At All	39	16.2 %	± 2.9 %
2=	39	16.2 %	± 2.9 %
3=	42	17.4 %	± 3.0 %
4=	31	12.9 %	± 2.6 %
5=	39	16.2 %	± 2.9 %
6=	33	13.7 %	± 2.7 %
7=Very Highly	18	7.5 %	± 2.0 %
Total	241	100.0 %	

Mean = 3.7

SD = 1.9

Missing Cases = 167

Response Percent = 59.1 %

Topic 9: Marketing Analytics

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

	Number	Percent	95% CI
1=Does not have the right talent	22	9.0 %	± 2.2 %
2=	60	24.5 %	± 3.5 %
3=	45	18.4 %	± 3.1 %
4=	44	18.0 %	± 3.0 %
5=	39	15.9 %	± 2.9 %
6=	20	8.2 %	± 2.1 %
7=Has the right talent	15	6.1 %	± 1.8 %
Total	245	100.0 %	

Mean = 3.6

SD = 1.7

Missing Cases = 163

Response Percent = 60.0 %

Topic 9: Marketing Analytics**Have you added analytics talent to your marketing organization in the last year?**

	Number	Percent	95% CI
Yes	93	38.3 %	± 4.1 %
No	150	61.7 %	± 4.7 %
Total	243	100.0 %	

Missing Cases = 165

Response Percent = 59.6 %

Topic 9: Marketing Analytics

How challenging was it to find the right talent?

	Number	Percent	95% CI
1=Not Challenging	2	2.1 %	± 0.7 %
2=	7	7.4 %	± 1.3 %
3=	7	7.4 %	± 1.3 %
4=	23	24.2 %	± 2.3 %
5=	24	25.3 %	± 2.3 %
6=	17	17.9 %	± 2.0 %
7=Extremely Challenging	15	15.8 %	± 1.9 %
Total	95	100.0 %	

Mean = 4.8

SD = 1.5

Missing Cases = 313

Response Percent = 23.3 %

Topic 9: Marketing Analytics

How do you measure the ROI of your company's marketing efforts (select all that apply):

	Number	Percent	95% CI
Managers' judgments of customer response	111	27.2 %	± 4.3 %
Customer surveys	91	22.3 %	± 4.1 %
Econometric modeling of marketing activities on customer outcomes	72	17.6 %	± 3.7 %
Experiments	64	15.7 %	± 3.6 %
We don't measure marketing ROI	60	14.7 %	± 3.5 %
Other	28	6.9 %	± 2.5 %
Total	426		

Number of Cases = 408

Number of Responses = 426

Average Number Of Responses Per Case = 1.0

Number Of Cases With At Least One Response = 245

Response Percent = 60.0 %

Topic 9: Marketing Analytics

What percent of your marketing budget do you spend measuring your ROI on marketing?

Minimum = 0

Maximum = 21

Mean = 3.5

Median = 1

Standard Deviation (Unbiased Estimate) = 5.1

95 Percent Confidence Interval around the mean = 2.8 - 4.2

Quartiles

1 = 0

2 = 1

3 = 5

Valid Cases = 222

Missing Cases = 186

Response Percent = 54.4%

Topic 10: The CMO Survey Award for Marketing Excellence

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

Amazon (Online retail)

Geico (Consumer services)

Google (Online advertising)

IBM (Technology solutions/Consulting)

P&G (Consumer packaged goods: Nonfood)

The Coca-Cola Company (Consumer packaged goods: Food)

Topic 10: The CMO Survey Award for Marketing Excellence

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

Apple, Inc.

Appendix: Firm-level Descriptive Information

In what sector(s) do you compete? (check all that apply)

	Number	Percent	95% CI
B2B - Services	228	55.9 %	± 4.8 %
B2B - Product	185	45.3 %	± 4.9 %
B2C - Product	119	29.2 %	± 4.4 %
B2C - Services	106	26.0 %	± 4.3 %
Total	638		

Number of Cases = 408

Number of Responses = 638

Average Number Of Responses Per Case = 1.6

Number Of Cases With At Least One Response = 390

Response Percent = 95.6 %

Appendix: Firm-level Descriptive Information

Which is your primary economic sector?

	Number	Percent	95% CI
B2B - Product	114	32.9 %	± 4.4 %
B2B - Services	110	31.8 %	± 4.3 %
B2C - Product	68	19.7 %	± 3.6 %
B2C - Services	54	15.6 %	± 3.3 %
Total	346	100.0 %	

Missing Cases = 62

Response Percent = 84.8 %

Appendix: Firm-level Descriptive Information

What is your firm's ownership structure?

	Number	Percent	95% CI
Public/NYSE/AMEX	53	25.9 %	± 3.3 %
Public/NASDAQ	22	10.7 %	± 2.2 %
Private	123	60.0 %	± 4.5 %
Nonprofit	7	3.4 %	± 1.3 %
Total	205	100.0 %	

Missing Cases = 203

Response Percent = 50.2 %

Appendix: Firm-level Descriptive Information

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

	Number	Percent	Cumulative
Less than \$25 million	71	35.3 %	35.3 %
\$26-99 million	30	14.9 %	50.2 %
\$100-499 million	31	15.4 %	65.7 %
\$500-999 million	9	4.5 %	70.1 %
\$1-2.5 billion	15	7.5 %	77.6 %
\$2.6-5 billion	14	7.0 %	84.6 %
\$5.1-9.9 billion	13	6.5 %	91.0 %
\$10-49 billion	14	7.0 %	98.0 %
\$50-100 billion	1	0.5 %	98.5 %
More than \$100+ billion	3	1.5 %	100.0 %
Total	201	100.0 %	100.0 %

Missing Cases = 207

Response Percent = 49.3 %

Appendix: Firm-level Descriptive Information

Which industry sector best describes your firm?

	Number	Percent	95% CI
Professional Services/Consulting	43	20.6 %	± 3.0 %
Technology [Software/Biotech]	40	19.1 %	± 2.9 %
Manufacturing	27	12.9 %	± 2.4 %
Banking/Finance/Insurance	18	8.6 %	± 2.0 %
Health Care/Pharmaceutical	18	8.6 %	± 2.0 %
Retail/Wholesale	15	7.2 %	± 1.8 %
Consumer Packaged Goods	13	6.2 %	± 1.7 %
Communications/Media	12	5.7 %	± 1.7 %
Transportation	9	4.3 %	± 1.4 %
Consumer Services	6	2.9 %	± 1.2 %
Energy	4	1.9 %	± 1.0 %
<u>Mining/Construction</u>	4	1.9 %	± 1.0 %
Total	209	100.0 %	

Missing Cases = 199

Response Percent = 51.2 %