

## TOPLINE RESULTS

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Sponsoring Organizations



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

	Number	Percent	95% CI
3=More	37	14.9 %	± 4.5 %
2=No Change	69	27.7 %	± 5.6 %
1=Less	143	57.4 %	± 6.2 %
Total	249	100.0 %	

Mean = 1.6

SD = 0.7

Missing Cases = 0

Response Percent = 100.0 %

## Topic 1: Marketplace Dynamics - Overall Economy and Company

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

Minimum = 0

Maximum = 90

Mean = 52.2

Median = 53

Standard Deviation (Unbiased) = 18.3

95 Percent Confidence Interval Around The Mean = 49.9 - 54.5

### Quartiles

1 = 40

2 = 51.5

3 = 65

Valid Cases = 247

Missing Cases = 2

Response Percent = 99.2%

**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	95	39.3 %	± 6.1 %
2=No Change	87	36.0 %	± 6.0 %
1=Less	60	24.8 %	± 5.4 %
Total	242	100.0 %	

Mean = 2.1

SD = 0.8

Missing Cases = 7

Response Percent = 97.2 %

## 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 = 6

Maximum = 100

Mean = 69.8

Median = 75

Standard Deviation (Unbiased) = 19.4

95 Percent Confidence Interval Around The Mean = 67.4 - 72.2

### Quartiles

1 = 60

2 = 75

3 = 85

Valid Cases = 248

Missing Cases = 1

Response Percent = 99.6%

**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	128	51.4 %	± 6.3 %
2=No Change	64	25.7 %	± 5.5 %
1=Less	57	22.9 %	± 5.3 %
Total	249	100.0 %	

Mean = 2.3

SD = 0.8

Missing Cases = 0

Response Percent = 100.0 %



## Topic 1: Marketplace Dynamics - Customers

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

Minimum = 0

Maximum = 100

Mean = 67.8

Median = 70

Standard Deviation (Unbiased) = 20.0

95 Percent Confidence Interval Around The Mean = 65.3 - 70.3

### Quartiles

1 = 55

2 = 70

3 = 80

Valid Cases = 247

Missing Cases = 2

Response Percent = 99.2%

## Topic 1: Marketplace Dynamics - Customers

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

(N=249)

	Mean & SD	More 3	No Change 2	Less 1	Total
Customer will buy related products/ services from my firm	2.4 0.6	128 51.6%	100 40.3%	20 8.1%	248 100.0%
Customer's purchase volume	2.4 0.8	140 56.2%	67 26.9%	42 16.9%	249 100.0%
My firm's ability to retain current customers	2.3 0.6	103 41.4%	121 48.6%	25 10.0%	249 100.0%
The entry of new customers into this market	2.2 0.8	96 38.7%	95 38.3%	57 23.0%	248 100.0%
Customer's price per unit	2.1 0.8	81 32.5%	104 41.8%	64 25.7%	249 100.0%

## 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=249)

	1st Priority	2nd Priority	3rd Priority	Total
Low Price	60 24.1%	29 11.6%	43 17.3%	132 53.0%
Superior Product Quality	60 24.1%	59 23.7%	43 17.3%	162 65.1%
Superior Innovation	34 13.7%	22 8.8%	23 9.2%	79 31.7%
Excellent Service	34 13.7%	82 32.9%	58 23.3%	174 69.9%
Trusting Relationship	48 19.3%	45 18.1%	54 21.7%	147 59.0%
Brand	17 6.8%	15 6.0%	32 12.9%	64 25.7%

## Topic 1: Marketplace Dynamics - Competitors

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

(N=249)

	Mean & SD	Not Likely 1	2	3	4	5	6	Very Likely 7	Total
More intense rivalry for customers	5.3 1.5	5 2.0%	9 3.6%	12 4.8%	34 13.7%	53 21.3%	75 30.1%	58 23.3%	246 98.8%
More competitor price-cutting	4.8 1.7	13 5.2%	19 7.6%	16 6.4%	45 18.1%	46 18.5%	63 25.3%	43 17.3%	245 98.4%
More competitor innovation	4.5 1.5	12 4.8%	16 6.4%	35 14.1%	50 20.1%	64 25.7%	57 22.9%	12 4.8%	246 98.8%
More cooperation on non-price strategies	3.5 1.6	38 15.3%	35 14.1%	32 12.9%	77 30.9%	44 17.7%	14 5.6%	5 2.0%	245 98.4%
Emergence of new domestic competitors	3.4 1.8	47 18.9%	50 20.1%	45 18.1%	29 11.6%	37 14.9%	24 9.6%	14 5.6%	246 98.8%
Emergence of new global competitors	3.3 1.8	48 19.3%	54 21.7%	37 14.9%	28 11.2%	43 17.3%	24 9.6%	12 4.8%	246 98.8%

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

	Number	Percent	95% CI
Uses channel partners	167	67.1 %	± 5.9 %
Does not use channel partners	82	32.9 %	± 5.9 %
Total	249	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %

## Topic 1: Marketplace Dynamics - Channel Partners

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

	Number	Percent	95% CI
3=More	58	37.9 %	± 7.3 %
2=No Change	70	45.8 %	± 7.6 %
1=Less	25	16.3 %	± 5.5 %
Total	153	100.0 %	

Mean = 2.2

SD = 0.7

Missing Cases = 14

Response Percent = 91.6 %

## Topic 1: Marketplace Dynamics - Channel Partners

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

Minimum = 0

Maximum = 100

Mean = 62.9

Median = 65

Standard Deviation (Unbiased) = 19.3

95 Percent Confidence Interval Around The Mean = 59.8 - 66.0

### Quartiles

1 = 50

2 = 65

3 = 75

Valid Cases = 149

Missing Cases = 18

Response Percent = 89.2%

## Topic 1: Marketplace Dynamics - Channel Partners

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

(N=167)

	Mean & SD	Increase 3	No Change 2	Decrease 1	Total
Partner's purchase volume	2.3 0.7	65 41.7%	67 42.9%	24 15.4%	156 100.0%
My firm will sell directly to end customers, not through channel partners	2.2 0.6	50 32.3%	93 60.0%	12 7.7%	155 100.0%
Partner will buy related products and services	2.2 0.6	46 29.9%	91 59.1%	17 11.0%	154 100.0%
Partner's price per unit	2.1 0.7	47 30.1%	74 47.4%	35 22.4%	156 100.0%
Partner's level of power in our relationship	2.0 0.6	28 18.1%	97 62.6%	30 19.4%	155 100.0%



## 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	51.5	26.7	47.8 - 55.2	50	0	100	201
Existing products or services in new markets	16.6	14.7	14.6 - 18.6	15	0	75	201
New products or services in existing markets	23.0	21.2	20.0 - 25.9	20	0	100	201
New products or services in new markets	8.9	13.7	7.0 - 10.8	5	0	100	201

## 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	24.4	42.1 - 49.0	45	0	100	195
Existing products or services in new markets	19.8	15.6	17.6 - 22.0	20	0	80	195
New products or services in existing markets	24.6	19.7	21.8 - 27.4	20	0	100	195
New products or services in new markets	10.1	12.1	8.4 - 11.8	10	0	75	195

## 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	70.2	30.3	66.1 - 74.4	80	0	100	205
Growth from acquisitions	11.4	19.1	8.8 - 14.0	0	0	90	205
Growth from partnerships	13.3	18.9	10.7 - 15.9	5	0	100	205
Growth from licensing arrangements	5.1	12.2	3.4 - 6.8	0	0	100	205

## Topic 2: Firm Growth Strategies

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

(N=179)

	1st	2nd	3rd	Total
United States	151 84.4%	13 7.3%	4 2.2%	168 93.9%
Canada	1 0.6%	34 19.0%	10 5.6%	45 25.1%
Mexico	1 0.6%	4 2.2%	6 3.4%	11 6.1%
China	8 4.5%	11 6.1%	16 8.9%	35 19.6%
Japan	2 1.1%	3 1.7%	5 2.8%	10 5.6%
Korea	0 0.0%	2 1.1%	1 0.6%	3 1.7%
India	0 0.0%	3 1.7%	8 4.5%	11 6.1%
Russia	0 0.0%	0 0.0%	1 0.6%	1 0.6%
Eastern Europe	2 1.1%	4 2.2%	6 3.4%	12 6.7%
Western Europe	8 4.5%	38 21.2%	19 10.6%	65 36.3%
Brazil	2 1.1%	2 1.1%	9 5.0%	13 7.3%
Middle East	0 0.0%	2 1.1%	4 2.2%	6 3.4%
Other:	4 2.2%	4 2.2%	11 6.1%	19 10.6%

## 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?	75.3	30.6	70.6 - 80.0	90	0	100	162
What % of your firm's sales is through the Internet?	11.2	24.8	7.4 - 15.0	0	0	100	161

### 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	9.1	24.1	5.2 - 12.9	5	-70	100	150
Internet marketing spending	11.2	26.3	6.8 - 15.6	5	-75	100	137
Traditional advertising spending	1.3	19.8	-2.3 - 4.8	0	-100	100	120
Brand building	5.7	15.5	2.9 - 8.4	3	-60	100	123
Customer relationship management	6.5	16.1	3.6 - 9.4	3.5	-50	100	120
New product introductions	10.4	20.6	6.7 - 14.0	3	-10	100	124
New service introductions	6.6	15.2	3.8 - 9.4	3	-10	100	113
Marketing (non-sales) hires	8.2	30.2	2.9 - 13.5	0	-100	200	126
Integrating what we know about marketing	6.0	17.6	2.6 - 9.5	2	-50	100	100
Developing knowledge about how to do marketing	6.4	17.4	2.9 - 9.9	2	-50	100	96
Marketing training	3.1	22.7	-1.5 - 7.7	1	-100	100	94
Marketing research and intelligence	6.2	24.3	1.8 - 10.7	2	-100	100	115
Marketing consulting services	3.5	16.8	0.2 - 6.8	0	-50	100	100

### 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=249)

	Mean & SD	Positive 1	Zero 0	Negative -1	Total
Overall marketing spending	0.5 0.8	96 64.0%	29 19.3%	25 16.7%	150 100.0%
Internet marketing spending	0.7 0.6	103 75.2%	23 16.8%	11 8.0%	137 100.0%
Traditional advertising spending	0.1 0.8	42 35.0%	49 40.8%	29 24.2%	120 100.0%
Brand building	0.5 0.6	73 59.3%	41 33.3%	9 7.3%	123 100.0%
Customer relationship management	0.6 0.6	79 65.8%	37 30.8%	4 3.3%	120 100.0%
New product introductions	0.6 0.6	74 59.7%	46 37.1%	4 3.2%	124 100.0%
New service introductions	0.6 0.6	68 60.2%	41 36.3%	4 3.5%	113 100.0%
Marketing (non-sales) hires	0.3 0.7	58 46.0%	52 41.3%	16 12.7%	126 100.0%
Integrating what we know about marketing	0.6 0.6	61 61.0%	36 36.0%	3 3.0%	100 100.0%
Developing knowledge about how to do marketing	0.5 0.6	54 56.3%	38 39.6%	4 4.2%	96 100.0%
Marketing training	0.5 0.6	50 53.2%	40 42.6%	4 4.3%	94 100.0%
Marketing research and intelligence	0.5 0.7	66 57.4%	38 33.0%	11 9.6%	115 100.0%
Marketing consulting services	0.3 0.7	39 39.0%	47 47.0%	14 14.0%	100 100.0%

### Topic 3: Marketing Spending

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

##### Percent change

Minimum = 0

Maximum = 100

Mean = 10.0

Median = 5

Standard Deviation (Unbiased) = 15.5

95 Percent Confidence Interval Around The Mean = 7.4 - 12.5

##### Quartiles

1 = 2

2 = 5

3 = 10

Valid Cases = 145

Missing Cases = 104

Response Percent = 58.2%



## Topic 4: Financial and Marketing Performance

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

(N=249)

	Mean & SD	-10%	-7%	-5%	-3%	-1%	0	+1%	+3%	+5%	+7%	+10%	Total
Market share	2.4 4.0	2 1.2%	0 0.0%	6 3.7%	7 4.3%	7 4.3%	33 20.1%	28 17.1%	40 24.4%	13 7.9%	6 3.7%	22 13.4%	164 100.0%
Firm sales	3.8 6.2	17 9.6%	0 0.0%	2 1.1%	10 5.6%	6 3.4%	12 6.8%	12 6.8%	20 11.3%	24 13.6%	12 6.8%	62 35.0%	177 100.0%
Marketing ROI	3.0 4.6	2 1.3%	1 0.7%	7 4.7%	5 3.3%	3 2.0%	33 22.0%	15 10.0%	30 20.0%	18 12.0%	6 4.0%	30 20.0%	150 100.0%
Firm profits	3.4 5.7	12 7.1%	1 0.6%	4 2.4%	7 4.2%	5 3.0%	15 8.9%	16 9.5%	25 14.9%	29 17.3%	9 5.4%	45 26.8%	168 100.0%
Customer acquisition	3.2 4.7	7 4.2%	0 0.0%	1 0.6%	4 2.4%	8 4.8%	28 17.0%	16 9.7%	36 21.8%	25 15.2%	9 5.5%	31 18.8%	165 100.0%
Customer retention	1.7 4.9	6 3.6%	2 1.2%	5 3.0%	18 10.8%	12 7.2%	39 23.5%	19 11.4%	20 12.0%	14 8.4%	4 2.4%	27 16.3%	166 100.0%
Brand value	3.5 4.6	4 2.7%	0 0.0%	1 0.7%	4 2.7%	2 1.4%	28 19.0%	24 16.3%	21 14.3%	25 17.0%	4 2.7%	34 23.1%	147 100.0%

## Topic 4: Financial and Marketing Performance

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

(N=249)

	Mean & SD	-10%	-7%	-5%	-3%	-1%	0	+1%	+3%	+5%	+7%	+10%	Total
Market share	4.9 3.6	0 0.0%	0 0.0%	0 0.0%	3 1.9%	0 0.0%	11 6.8%	23 14.2%	39 24.1%	29 17.9%	16 9.9%	41 25.3%	162 100.0%
Firm sales	6.8 3.9	2 1.2%	0 0.0%	3 1.7%	0 0.0%	0 0.0%	6 3.5%	5 2.9%	20 11.6%	32 18.5%	21 12.1%	84 48.6%	173 100.0%
Marketing ROI	5.3 3.8	1 0.7%	0 0.0%	0 0.0%	1 0.7%	2 1.4%	16 10.8%	7 4.7%	29 19.6%	36 24.3%	12 8.1%	44 29.7%	148 100.0%
Firm profits	6.0 4.1	1 0.6%	2 1.2%	1 0.6%	2 1.2%	0 0.0%	11 6.6%	6 3.6%	24 14.5%	39 23.5%	13 7.8%	67 40.4%	166 100.0%
Customer acquisition	6.1 3.8	1 0.6%	0 0.0%	0 0.0%	1 0.6%	2 1.2%	11 6.7%	7 4.3%	30 18.3%	30 18.3%	17 10.4%	65 39.6%	164 100.0%
Customer retention	4.2 4.2	1 0.6%	0 0.0%	3 1.8%	4 2.4%	1 0.6%	31 18.7%	13 7.8%	33 19.9%	29 17.5%	10 6.0%	41 24.7%	166 100.0%
Brand value	5.8 3.8	1 0.7%	0 0.0%	0 0.0%	0 0.0%	1 0.7%	10 6.8%	12 8.2%	27 18.5%	33 22.6%	8 5.5%	54 37.0%	146 100.0%

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

	Mean	SD	95% CI	Median	Total
What percent of your marketing budget do you currently spend on social media?	7.1	12.3	5.2 - 8.9	4	172
What percent will you spend in the next 12 months?	10.1	14.4	8.0 - 12.3	5	171
What percent do you predict you will spend in five years?	17.5	19.0	14.6 - 20.3	10	169

## Topic 5: Social Media

### In-house vs. outsourcing of social media activities?

	Mean	SD	95% CI	Median	Total
How many of people does your firm employ in-house to do social media?	2.0	4.8	1.3 - 2.8	1	171
What percentage of these social media employees are within marketing?	59.1	46.6	51.9 - 66.2	100	162
How many of people does your firm employ from other companies to perform social media activities?	1.9	8.5	0.6 - 3.3	0	161

## Topic 5: Social Media

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

(N=249)

	Mean & SD	Not At All Effectively							Total
		1	2	3	4	5	6	7	
How effectively is social media linked to your firm's overall strategy?	3.4 1.9	39 22.3%	32 18.3%	21 12.0%	30 17.1%	29 16.6%	8 4.6%	16 9.1%	175 100.0%
How effectively is social media linked to your firm's marketing strategy?	4.0 2.0	29 16.9%	22 12.8%	20 11.6%	24 14.0%	33 19.2%	22 12.8%	22 12.8%	172 100.0%

## Topic 5: Social Media

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

	Number	Percent	95% CI
Hits/visits/page views	130	52.2 %	± 6.3 %
Repeat visits	87	34.9 %	± 6.0 %
Number of followers or friends	85	34.1 %	± 6.0 %
Conversion rates (whether a visitor is converted to a buyer)	73	29.3 %	± 5.7 %
Buzz indicators (web mentions)	51	20.5 %	± 5.1 %
Customer acquisition costs	35	14.1 %	± 4.4 %
Sales levels	33	13.3 %	± 4.3 %
Other text analysis ratings	30	12.0 %	± 4.1 %
Online product/service ratings	26	10.4 %	± 3.8 %
Revenue per customer	24	9.6 %	± 3.7 %
Net promoter score	17	6.8 %	± 3.2 %
Customer retention costs	16	6.4 %	± 3.1 %
Abandoned shopping carts	12	4.8 %	± 2.7 %
Profits per customer	12	4.8 %	± 2.7 %
Total	631		

Number of Cases =249

Number of Responses =631

Average Number Of Responses Per Case = 2.5

Number Of Cases With At Least One Response =145

Response Percent = 58.2 %

## Topic 6: Marketing Jobs

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

#### Percent change

Minimum = -90

Maximum = 100

Mean = 7.2

Median = 0

Standard Deviation (Unbiased) = 25.8

95 Percent Confidence Interval Around The Mean = 3.3 - 11.2

#### Quartiles

1 = 0

2 = 0

3 = 5

Valid Cases = 166

Missing Cases = 83

Response Percent = 66.7%

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

	Number	Percent	95% CI
Yes	129	74.6 %	± 6.3 %
No	44	25.4 %	± 4.8 %
Total	173	100.0 %	

Missing Cases = 76

Response Percent = 69.5 %



## Topic 6: Marketing Jobs

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

#### Percent change

Minimum = -80

Maximum = 100

Mean = 9.3

Median = 2

Standard Deviation (Unbiased) = 24.1

95 Percent Confidence Interval Around The Mean = 5.2 - 13.5

#### Quartiles

1 = 0

2 = 2

3 = 10

Valid Cases = 129

Missing Cases = 0

Response Percent = 100.0%

**Topic 6: Marketing Jobs****How many employees/marketing employees does your firm have?**

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	Mean	SD	Median	Total
How many employees does your firm have?	10838	40620	200	168
How many marketing (non-sales) employees are in your firm?	454	2919	8	161

## Topic 7: Marketing Organization and Leadership

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

	Number	Percent	95% CI
Sales is in charge of marketing	18	10.9 %	± 3.2 %
Sales is within the marketing function	12	7.3 %	± 2.7 %
Sales and marketing work together on an equal level	115	69.7 %	± 6.3 %
We don't have a sales function	14	8.5 %	± 2.9 %
<u>We have a sales function, but not a marketing function</u>	6	3.6 %	± 1.9 %
Total	165	100.0 %	

Missing Cases = 84

Response Percent = 66.3 %

## Topic 7: Marketing Organization and Leadership

### Where is marketing located in your firm?

	Number	Percent	95% CI
Corporate	140	84.3 %	± 5.6 %
Business unit level	44	26.5 %	± 6.8 %
Brand or product level	28	16.9 %	± 5.8 %
Field offices	18	10.8 %	± 4.8 %
Total	230		

Number of Cases =166

Number of Responses =230

Average Number Of Responses Per Case = 1.4

Number Of Cases With At Least One Response =166

Response Percent = 100.0 %

## Topic 7: Marketing Organization and Leadership

### What is marketing primarily responsible for in your firm?

	Number	Percent	95% CI
Brand	133	81.1 %	± 6.1 %
Advertising	133	81.1 %	± 6.1 %
Promotion	130	79.3 %	± 6.3 %
Positioning	128	78.0 %	± 6.4 %
Marketing research	124	75.6 %	± 6.6 %
Social media	119	72.6 %	± 6.9 %
Public relations	96	58.5 %	± 7.6 %
Lead generation	96	58.5 %	± 7.6 %
Competitive intelligence	92	56.1 %	± 7.7 %
Market entry strategies	84	51.2 %	± 7.7 %
New products	81	49.4 %	± 7.7 %
Customer relationship management	64	39.0 %	± 7.5 %
Pricing	57	34.8 %	± 7.4 %
Market selection	56	34.1 %	± 7.3 %
Sales	55	33.5 %	± 7.3 %
Innovation	49	29.9 %	± 7.1 %
Customer service	39	23.8 %	± 6.6 %
Distribution	26	15.9 %	± 5.7 %
Stock market performance	0	0.0 %	± 0.0 %
Total	1562		

Number of Cases =164

Number of Responses =1562

Average Number Of Responses Per Case = 9.5

Number Of Cases With At Least One Response =164

Response Percent = 100.0 %

## Topic 7: Marketing Organization and Leadership

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

(N=249)

	Mean & SD	Not at							All the time	Total
		1	2	3	4	5	6	7		
Is collected on a regular basis	5.3 1.6	2 1.2%	6 3.7%	18 11.0%	24 14.6%	35 21.3%	30 18.3%	49 29.9%	164 100.0%	
Is shared vertically across different levels of the firm and business units	4.9 1.6	3 1.8%	13 7.9%	21 12.8%	24 14.6%	41 25.0%	31 18.9%	31 18.9%	164 100.0%	
Is shared horizontally across different functions and business units	4.8 1.6	3 1.8%	15 9.1%	20 12.2%	24 14.6%	43 26.2%	31 18.9%	28 17.1%	164 100.0%	
Shapes the design of firm strategies	5.0 1.4	1 0.6%	10 6.1%	12 7.4%	30 18.4%	49 30.1%	35 21.5%	26 16.0%	163 100.0%	
Influences the implementation of firm strategies	5.1 1.4	2 1.2%	7 4.3%	12 7.5%	23 14.3%	54 33.5%	37 23.0%	26 16.1%	161 100.0%	
Impacts the evaluation of firm strategies	5.0 1.5	1 0.6%	13 8.1%	11 6.8%	25 15.5%	46 28.6%	39 24.2%	26 16.1%	161 100.0%	

**Topic 7: Marketing Organization and Leadership****Number of reports**

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	Mean	SD	Median	Total
How many direct reports do you have?	7.3	20.4	4	167
How many indirect reports (dotted line) reports do you have?	15.4	33.0	4	137

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

	Number	Percent	95% CI
B2B - Product	62	29.8 %	± 5.4 %
B2B - Services	78	37.5 %	± 5.8 %
B2C - Product	33	15.9 %	± 4.2 %
B2C - Services	35	16.8 %	± 4.4 %
Total	208	100.0 %	

Missing Cases = 41

Response Percent = 83.5 %



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

	Number	Percent	95% CI
Public/NYSE/AMEX	35	21.1 %	± 4.4 %
Public/NASDAQ	13	7.8 %	± 2.8 %
Private	111	66.9 %	± 6.2 %
Nonprofit	7	4.2 %	± 2.1 %
Total	166	100.0 %	

Missing Cases = 83

Response Percent = 66.7 %

## Appendix: Firm-level Descriptive Information

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

	Number	Percent	Cumulative
Less than \$25 million	63	38.4 %	38.4 %
\$26-99 million	23	14.0 %	52.4 %
\$100-499 million	28	17.1 %	69.5 %
\$500-999 million	11	6.7 %	76.2 %
\$1-2.5 billion	7	4.3 %	80.5 %
\$2.6-5 billion	8	4.9 %	85.4 %
\$5.1-9.9 billion	7	4.3 %	89.6 %
\$10-49 billion	11	6.7 %	96.3 %
\$50-100 billion	5	3.0 %	99.4 %
More than \$100+ billion	1	0.6 %	100.0 %
Total	164	100.0 %	100.0 %

Missing Cases = 85

Response Percent = 65.9 %

## Appendix: Firm-level Descriptive Information

### Which industry sector best describes your firm?

	Number	Percent	95% CI
Professional Services/Consulting	29	17.3 %	± 4.0 %
Manufacturing	25	14.9 %	± 3.8 %
Technology [Software/Biotech]	21	12.5 %	± 3.5 %
Banking/Finance/Insurance	20	11.9 %	± 3.4 %
Health Care/Pharmaceutical	14	8.3 %	± 2.9 %
Communications/Media	13	7.7 %	± 2.8 %
Consumer Packaged Goods	12	7.1 %	± 2.7 %
Retail/Wholesale	12	7.1 %	± 2.7 %
Consumer Services	10	6.0 %	± 2.5 %
Energy	5	3.0 %	± 1.8 %
Transportation	4	2.4 %	± 1.6 %
Mining/Construction	3	1.8 %	± 1.4 %
Total	168	100.0 %	

Missing Cases = 81

Response Percent = 67.5 %

## Appendix: Firm-level Descriptive Information

### Where is your firm's headquarters?

	Number	Percent	95% CI
Midwest U.S.	41	24.3 %	± 4.7 %
South Atlantic U.S.	36	21.3 %	± 4.4 %
Northeast U.S.	30	17.8 %	± 4.1 %
Pacific U.S.	28	16.6 %	± 4.0 %
South Central U.S.	15	8.9 %	± 3.0 %
Western Europe	11	6.5 %	± 2.6 %
Mountain U.S.	3	1.8 %	± 1.4 %
East Asia	3	1.8 %	± 1.4 %
Canada	1	0.6 %	± 0.8 %
Central/Latin America	1	0.6 %	± 0.8 %
Eastern Europe	0	0.0 %	± 0.0 %
Western Asia	0	0.0 %	± 0.0 %
Total	169	100.0 %	

Missing Cases = 80

Response Percent = 67.9 %