



*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	378	62.1 %	± 3.9 %
2=No Change	176	28.9 %	± 3.6 %
1=Less	55	9.0 %	± 2.3 %
Total	609	100.0 %	

Mean = 2.5

SD = 0.7

Missing Cases = 3

Response Percent = 99.5 %

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 = 100

Mean = 58.78

Median = 60

Standard Deviation (Unbiased) = 16.77

95 Percent Confidence Interval Around The Mean = 57.45 - 60.11

Valid Cases = 610

Missing Cases = 2

Response Percent = 99.7%

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	387	63.9 %	± 3.8 %
2=No Change	155	25.6 %	± 3.5 %
1=Less	64	10.6 %	± 2.4 %
Total	606	100.0 %	

Mean = 2.5

SD = 0.7

Missing Cases = 6

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 = 69.95

Median = 75

Standard Deviation (Unbiased) = 17.98

95 Percent Confidence Interval Around The Mean = 68.52 - 71.38

Valid Cases = 609

Missing Cases = 3

Response Percent = 99.5%

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	421	68.9 %	± 3.7 %
2=No Change	117	19.1 %	± 3.1 %
1=Less	73	11.9 %	± 2.6 %
Total	611	100.0 %	

Mean = 2.6

SD = 0.7

Missing Cases = 1

Response Percent = 99.8 %

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 = 66.44

Median = 70

Standard Deviation (Unbiased) = 18.88

95 Percent Confidence Interval Around The Mean = 64.94 - 67.94

Valid Cases = 609

Missing Cases = 3

Response Percent = 99.5%

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=612)

	Mean & SD	More 3	No Change 2	Less 1	Total
Customer's purchase volume	2.6 0.7	403 66.1%	141 23.1%	66 10.8%	610 100.0%
Customer will buy related products and services from my firm	2.5 0.6	329 54.2%	242 39.9%	36 5.9%	607 100.0%
My firm's ability to retain current customers	2.4 0.7	289 47.4%	262 43.0%	59 9.7%	610 100.0%
The entry of new customers into this market	2.3 0.8	275 45.3%	211 34.8%	121 19.9%	607 100.0%
Customer's price per unit	2.0 0.7	159 26.2%	280 46.1%	169 27.8%	608 100.0%

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=608)

	1st Priority	2nd Priority	3rd Priority	Total
Low Price	168 27.6%	97 16.0%	91 15.0%	356 58.6%
Superior Product Quality	126 20.7%	110 18.1%	127 20.9%	363 59.7%
Superior Innovation	57 9.4%	50 8.2%	70 11.5%	177 29.1%
Excellent Service	113 18.6%	206 33.9%	125 20.6%	444 73.0%
Trusting Relationship	115 18.9%	113 18.6%	134 22.0%	362 59.5%
Brand	30 4.9%	34 5.6%	63 10.4%	127 20.9%

Topic 1: Marketplace Dynamics - Competitors

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

(N=612)

	Mean & SD	Not Likely 1	2	3	4	5	6	Very Likely 7	Total
More intense rivalry for customers	5.3 1.5	11 1.8%	13 2.1%	47 7.7%	71 11.6%	128 20.9%	161 26.3%	135 22.1%	566 92.5%
More competitor price- cutting	5.0 1.6	15 2.5%	33 5.4%	49 8.0%	76 12.4%	136 22.2%	153 25.0%	101 16.5%	563 92.0%
More competitor innovation	4.5 1.5	14 2.3%	45 7.4%	79 12.9%	129 21.1%	136 22.2%	102 16.7%	59 9.6%	564 92.2%
More cooperation on non-price strategies	3.6 1.6	67 10.9%	84 13.7%	78 12.7%	172 28.1%	96 15.7%	47 7.7%	17 2.8%	561 91.7%
Emergence of new global competitors	3.5 1.9	108 17.6%	113 18.5%	79 12.9%	75 12.3%	80 13.1%	66 10.8%	43 7.0%	564 92.2%
Emergence of new domestic competitors	3.2 1.9	125 20.4%	136 22.2%	87 14.2%	53 8.7%	70 11.4%	53 8.7%	41 6.7%	565 92.3%

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	224	56.4 %	± 4.5 %
2=No Change	129	32.5 %	± 4.0 %
1=Less	44	11.1 %	± 2.6 %
Total	397	100.0 %	

Mean = 2.5

SD = 0.7

Missing Cases = 78

Response Percent = 83.6 %

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

Minimum = 0

Maximum = 100

Mean = 64.01

Median = 65

Standard Deviation (Unbiased) = 17.86

95 Percent Confidence Interval Around The Mean = 62.24 - 65.78

Valid Cases = 392

Missing Cases = 83

Response Percent = 82.5%

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=475)

	Mean & SD	Increase 3	No Change 2	Decrease 1	Total
Partner's purchase volume	2.4 0.7	205 52.2%	144 36.6%	44 11.2%	393 100.0%
Partner will buy related products and services	2.3 0.6	157 40.5%	208 53.6%	23 5.9%	388 100.0%
My firm will deal directly with end customers, not through channel partners	2.2 0.6	113 29.5%	239 62.4%	31 8.1%	383 100.0%
Partner's level of power in our relationship	2.1 0.6	91 23.3%	231 59.1%	69 17.6%	391 100.0%
Partner's price per unit	2.0 0.6	74 18.9%	238 60.7%	80 20.4%	392 100.0%

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	51.1	26.2	48.6 - 53.6	50	0	100	423
Existing products or services in new markets	15.2	13.9	13.9 - 16.5	10	0	90	423
New products or services in existing markets	22.8	17.7	21.1 - 24.5	20	0	100	423
New products or services in new markets	10.9	13.9	9.5 - 12.2	10	0	100	423

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	43.7	24.0	41.4 - 46.0	40	0	100	420
Existing products or services in new markets	18.2	14.1	16.8 - 19.5	20	0	80	420
New products or services in existing markets	25.6	18.2	23.8 - 27.3	25	0	100	420
New products or services in new markets	12.6	14.2	11.2 - 13.9	10	0	100	420

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	69.5	28.1	66.9 - 72.1	79	0	100	434
Growth from acquisitions	10.4	18.1	8.7 - 12.1	0	0	100	434
Growth from partnerships	14.7	18.9	13.0 - 16.5	10	0	100	434
Growth from licensing arrangements	5.4	12.0	4.2 - 6.5	0	0	100	434

Topic 2: Firm Growth Strategies

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

(N=356)

	1st Revenue Area	2nd Revenue Area	3rd Revenue Area	Total
United States	310 87.1%	16 4.5%	7 2.0%	333 93.5%
Canada	3 0.8%	81 22.8%	20 5.6%	104 29.2%
Mexico	5 1.4%	12 3.4%	21 5.9%	38 10.7%
China	7 2.0%	20 5.6%	17 4.8%	44 12.4%
Japan	3 0.8%	7 2.0%	23 6.5%	33 9.3%
Korea	2 0.6%	2 0.6%	5 1.4%	9 2.5%
India	2 0.6%	8 2.2%	4 1.1%	14 3.9%
Russia	1 0.3%	0 0.0%	7 2.0%	8 2.2%
Eastern Europe	0 0.0%	8 2.2%	6 1.7%	14 3.9%
Western Europe	13 3.7%	72 20.2%	49 13.8%	134 37.6%
Brazil	3 0.8%	7 2.0%	10 2.8%	20 5.6%
Middle East	3 0.8%	7 2.0%	14 3.9%	24 6.7%
Other:	4 1.1%	8 2.2%	22 6.2%	34 9.6%

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	5.9	24.3	3.2 - 8.6	3	-98	100	306
Internet marketing spending	12.2	22.4	9.6 - 14.8	5	-100	100	290
Traditional advertising spending	-2.5	22.7	-5.2 - 0.3	0	-100	100	263
Brand building	6.9	19.3	4.6 - 9.3	3	-90	100	260
Customer relationship management	9.9	18.9	7.6 - 12.2	4.5	-25	100	258
New product introductions	9.1	20.6	6.5 - 11.6	5	-90	100	242
New service introductions	6.9	17.3	4.7 - 9.1	2	-90	100	235
Marketing (non-sales) hires	3.9	16.6	1.8 - 6.0	0	-60	100	244
Integrating what we know about marketing	7.4	14.7	5.5 - 9.3	3	-20	100	225
Developing knowledge about how to do marketing	6.4	12.9	4.7 - 8.1	2	-25	99	222
Marketing training	4.3	10.6	2.9 - 5.7	1	-25	99	230
Marketing research and intelligence	7.3	14.4	5.5 - 9.1	4	-25	99	249
Marketing consulting services	2.9	12.7	1.2 - 4.5	0	-50	99	222

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=612)

	Mean & SD	Positive 1	Zero 0	Negative -1	Total
Overall marketing spending	0.4 0.8	178 58.2%	64 20.9%	64 20.9%	306 100.0%
Internet marketing spending	0.7 0.5	215 74.1%	64 22.1%	11 3.8%	290 100.0%
Traditional advertising spending	-0.1 0.8	73 27.8%	98 37.3%	92 35.0%	263 100.0%
Brand building	0.5 0.6	153 58.8%	90 34.6%	17 6.5%	260 100.0%
Customer relationship management	0.6 0.5	169 65.5%	81 31.4%	8 3.1%	258 100.0%
New product introductions	0.6 0.6	169 69.8%	61 25.2%	12 5.0%	242 100.0%
New service introductions	0.5 0.5	135 57.4%	94 40.0%	6 2.6%	235 100.0%
Marketing (non-sales) hires	0.3 0.7	95 38.9%	122 50.0%	27 11.1%	244 100.0%
Integrating what we know about marketing	0.6 0.5	136 60.4%	86 38.2%	3 1.3%	225 100.0%
Developing knowledge about how to do marketing	0.6 0.5	131 59.0%	88 39.6%	3 1.4%	222 100.0%
Marketing training	0.5 0.6	116 50.4%	105 45.7%	9 3.9%	230 100.0%
Marketing research and intelligence	0.6 0.6	157 63.1%	80 32.1%	12 4.8%	249 100.0%
Marketing consulting services	0.2 0.6	73 32.9%	129 58.1%	20 9.0%	222 100.0%

Topic 4: Marketing Performance

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

(N=612)

	Mean & SD	-10%	-7%	-5%	-3%	-1%	0	+1%	+3%	+5%	+7%	+10%	Total
Market share	1.6 4.4	15 4.7%	3 0.9%	7 2.2%	16 5.0%	23 7.3%	63 19.9%	48 15.1%	61 19.2%	44 13.9%	8 2.5%	29 9.1%	317 100.0%
Firm sales	-0.6 6.9	79 24.1%	11 3.4%	19 5.8%	21 6.4%	13 4.0%	37 11.3%	26 7.9%	38 11.6%	22 6.7%	11 3.4%	51 15.5%	328 100.0%
Marketing ROI	1.9 5.0	13 4.9%	4 1.5%	11 4.1%	16 6.0%	6 2.3%	64 24.1%	31 11.7%	32 12.0%	40 15.0%	12 4.5%	37 13.9%	266 100.0%
Firm profits	0.6 7.0	63 20.4%	4 1.3%	23 7.4%	11 3.6%	12 3.9%	34 11.0%	25 8.1%	29 9.4%	36 11.7%	8 2.6%	64 20.7%	309 100.0%
Customer acquisition	2.1 4.4	11 3.6%	3 1.0%	12 3.9%	10 3.3%	16 5.2%	57 18.6%	46 15.0%	62 20.3%	44 14.4%	10 3.3%	35 11.4%	306 100.0%
Customer retention	1.7 4.9	9 2.9%	6 2.0%	13 4.2%	29 9.5%	26 8.5%	74 24.2%	32 10.5%	33 10.8%	23 7.5%	13 4.2%	48 15.7%	306 100.0%
Brand value	2.6 4.6	8 3.0%	2 0.7%	9 3.3%	10 3.7%	6 2.2%	63 23.2%	35 12.9%	42 15.5%	43 15.9%	12 4.4%	41 15.1%	271 100.0%

Topic 4: Marketing Performance

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

	Mean	SD	95% CI	Median	Total
Market share	1.6	4.4	1.2 - 2.1	1	317
Firm sales	-0.6	6.9	-1.4 - 0.1	0	328
Marketing ROI	1.9	5.0	1.3 - 2.5	1	266
Firm profits	0.6	7.0	-0.2 - 1.3	1	309
Customer acquisition	2.1	4.4	1.6 - 2.6	1	306
Customer retention	1.7	4.9	1.1 - 2.2	0	306
Brand value	2.6	4.6	2.0 - 3.1	3	271

Topic 4: Marketing Performance

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

(N=612)

	Mean & SD	-10%	-7%	-5%	-3%	-1%	0	+1%	+3%	+5%	+7%	+10%	Total
Market share	4.7 3.4	0 0.0%	0 0.0%	3 1.0%	2 0.6%	3 1.0%	8 2.6%	45 14.4%	88 28.2%	78 25.0%	16 5.1%	69 22.1%	312 100.0%
Firm sales	6.1 4.0	2 0.6%	1 0.3%	6 1.8%	3 0.9%	0 0.0%	17 5.2%	16 4.9%	45 13.8%	77 23.7%	24 7.4%	134 41.2%	325 100.0%
Marketing ROI	5.2 3.7	1 0.4%	0 0.0%	0 0.0%	2 0.8%	1 0.4%	21 7.9%	29 10.9%	50 18.8%	71 26.7%	11 4.1%	80 30.1%	266 100.0%
Firm profits	6.0 3.8	0 0.0%	2 0.7%	1 0.3%	1 0.3%	1 0.3%	30 9.8%	15 4.9%	45 14.7%	66 21.5%	27 8.8%	119 38.8%	307 100.0%
Customer acquisition	5.3 3.7	1 0.3%	0 0.0%	2 0.6%	1 0.3%	2 0.6%	21 6.8%	28 9.1%	67 21.8%	76 24.7%	19 6.2%	91 29.5%	308 100.0%
Customer retention	4.7 3.9	1 0.3%	0 0.0%	0 0.0%	3 1.0%	3 1.0%	54 17.6%	32 10.4%	52 16.9%	57 18.6%	20 6.5%	85 27.7%	307 100.0%
Brand value	5.7 3.5	0 0.0%	1 0.4%	0 0.0%	1 0.4%	0 0.0%	17 6.3%	26 9.7%	46 17.1%	64 23.8%	28 10.4%	86 32.0%	269 100.0%

Topic 4: Marketing Performance

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

	Mean	SD	95% CI	Median	Total
Market share	4.7	3.4	4.4 - 5.1	5	312
Firm sales	6.1	4.0	5.6 - 6.5	5	325
Marketing ROI	5.2	3.7	4.8 - 5.7	5	266
Firm profits	6.0	3.8	5.6 - 6.4	5	307
Customer acquisition	5.3	3.7	4.9 - 5.7	5	308
Customer retention	4.7	3.9	4.3 - 5.1	5	307
Brand value	5.7	3.5	5.3 - 6.1	5	269

Topic 4: Marketing Performance

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

(N=612)

	Mean & SD	Excellent 5	Good 4	Average 3	Fair 2	Poor 1	Total
Developing and using customer insights	3.4 1.1	56 14.7%	147 38.6%	106 27.8%	49 12.9%	23 6.0%	381 100.0%
Sharing valuable marketing knowledge	3.3 1.1	42 11.2%	120 31.9%	130 34.6%	59 15.7%	25 6.6%	376 100.0%
Marketing that is beneficial for society	3.0 1.2	30 9.1%	90 27.4%	109 33.2%	56 17.1%	43 13.1%	328 100.0%
Minimize the impact of marketing on the ecological environment	3.0 1.2	32 10.6%	80 26.6%	95 31.6%	58 19.3%	36 12.0%	301 100.0%

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	381
Sharing valuable marketing knowledge	3.3	1.1	3.1 - 3.4	3	376
Marketing that is beneficial for society	3.0	1.2	2.9 - 3.1	3	328
Minimize the impact of marketing on the ecological environment	3.0	1.2	2.9 - 3.2	3	301

Topic 5: Marketing Excellence

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

Winners of The CMO Survey Award for Marketing Excellence:

Apple Inc.

The Coca-Cola Company

The Proctor and Gamble Company

Honorable mentions:

Google

Nike

McDonald's

GE

Topic 6: Marketing Organization and Leadership

Where is marketing located in your firm?

	Number	Percent	95% CI
Corporate	285	80.1 %	± 4.2 %
Business unit level	135	37.9 %	± 5.1 %
Brand or product level	61	17.1 %	± 3.9 %
Field offices	55	15.4 %	± 3.8 %
Total	536		

Number of Cases =356

Number of Responses =536

Average Number Of Responses Per Case = 1.5

Number Of Cases With At Least One Response =356

Response Percent = 100.0 %

Topic 6: 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	40	11.4 %	± 2.0 %
Sales is within the marketing function	34	9.7 %	± 1.8 %
Sales and marketing work together on an equal level	248	70.5 %	± 3.9 %
We don't have a sales function	21	6.0 %	± 1.4 %
We have a sales function, but not a marketing function	9	2.6 %	± 1.0 %
Total	352	100.0 %	

Missing Cases = 260

Response Percent = 57.5 %

Topic 6: Marketing Organization and Leadership

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

	Number	Percent	95% CI
Other (please explain)	70	19.9 %	± 2.5 %
Director of Marketing	68	19.4 %	± 2.5 %
Vice President of Marketing	59	16.8 %	± 2.3 %
Chief Marketing Officer	41	11.7 %	± 2.0 %
CEO	38	10.8 %	± 1.9 %
Senior Vice President of Marketing	21	6.0 %	± 1.4 %
President	15	4.3 %	± 1.2 %
Vice President of Marketing and Sales	15	4.3 %	± 1.2 %
Vice President of Business Development	10	2.8 %	± 1.0 %
VP of Marketing Services	8	2.3 %	± 0.9 %
Vice President of Sales	3	0.9 %	± 0.6 %
VP of Marketing Research	3	0.9 %	± 0.6 %
Total	351	100.0 %	

Missing Cases = 261

Response Percent = 57.4 %

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=612)

	Mea- n & SD	Not at all						All the time	Total
		1	2	3	4	5	6	7	
Is collected on a regular basis	5.2 1.5	3 0.9%	22 6.4%	23 6.7%	50 14.6%	79 23.1%	74 21.6%	91 26.6%	342 100.0%
Is shared vertically across different levels of the firm and business units	4.7 1.5	4 1.2%	29 8.6%	44 13.0%	69 20.4%	81 24.0%	67 19.8%	44 13.0%	338 100.0%
Is shared horizontally across different functions and business units	4.6 1.5	9 2.7%	29 8.6%	45 13.3%	70 20.6%	82 24.2%	70 20.6%	34 10.0%	339 100.0%
Shapes the design of firm strategies	4.8 1.4	3 0.9%	24 7.1%	36 10.6%	58 17.1%	103 30.3%	86 25.3%	30 8.8%	340 100.0%
Influences the implementation of firm strategies	4.9 1.3	3 0.9%	19 5.6%	31 9.1%	49 14.5%	111 32.7%	94 27.7%	32 9.4%	339 100.0%
Impacts the evaluation of firm strategies	4.9 1.4	5 1.5%	19 5.7%	24 7.2%	64 19.1%	99 29.6%	88 26.3%	36 10.7%	335 100.0%

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

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
How many direct reports do you have?	6.5	18.4	4.5 - 8.5	4	0	250	323
How many indirect reports (dotted line) reports do you have?	19.6	57.3	12.8 - 26.3	5	0	600	278

Topic 6: Marketing Organization and Leadership**How many years have you been with this firm in your current role? In any role?**

	<u>Mean</u>	<u>SD</u>	<u>95% CI</u>	<u>Median</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Total</u>
In your current role?	4.5	4.7	4.0 - 5.0	3	0	33	342
In any role?	8.6	7.9	7.7 - 9.5	6	0	46	307

Topic 7: Social Media**Social Media Spending**

	Mean	SD	95% CI	Median	Total
What percent of your marketing budget do you currently spend on social media?	5.6	13.1	4.2 - 7.0	1	343
What percent will you spend in the next 12 months?	9.9	16.1	8.2 - 11.6	5	342
What percent do you predict you will spend in five years?	17.7	18.1	15.7 - 19.6	10	338

Topic 8: Marketing Jobs

How many marketing people do you think your firm will "let go" and/or hire in the next:

(N=612)

	0	1-2	3-5	6-10	11-19	20-29	30-49	50-74	75-99	100+	Total
"Let go" in the next 6 months	244 77.7%	40 12.7%	11 3.5%	10 3.2%	4 1.3%	2 0.6%	0 0.0%	0 0.0%	0 0.0%	3 1.0%	314 100.0%
Hire in the next 6 months	171 53.3%	110 34.3%	25 7.8%	11 3.4%	1 0.3%	1 0.3%	1 0.3%	0 0.0%	0 0.0%	1 0.3%	321 100.0%
"Let go" in the next 1 year	239 78.6%	38 12.5%	11 3.6%	8 2.6%	1 0.3%	3 1.0%	1 0.3%	1 0.3%	0 0.0%	2 0.7%	304 100.0%
Hire in the next 1 year	123 38.6%	129 40.4%	43 13.5%	14 4.4%	5 1.6%	2 0.6%	1 0.3%	2 0.6%	0 0.0%	0 0.0%	319 100.0%
"Let go" in the next 2 years	237 78.7%	31 10.3%	16 5.3%	7 2.3%	2 0.7%	5 1.7%	1 0.3%	0 0.0%	0 0.0%	2 0.7%	301 100.0%
Hire in the next 2 years	71 22.4%	127 40.1%	64 20.2%	29 9.1%	9 2.8%	10 3.2%	2 0.6%	2 0.6%	2 0.6%	1 0.3%	317 100.0%

Topic 8: Marketing Jobs

Compared to the number of marketing hires last year, by what percentage will your firm's marketing hires change in the next: (e.g., +12%, -5%, etc.).

	Mean	SD	95% CI	Median	Total
Compared to the number of marketing hires last year, by what percentage will your firm's marketing hires change in the next 6 months	8.2	26.1	5.2 - 11.1	0	304
Compared to the number of marketing hires last year, by what percentage will your firm's marketing hires change in the next 1 year	12.9	37.0	8.6 - 17.1	1	293
Compared to the number of marketing hires last year, by what percentage will your firm's marketing hires change in the next 2 years	24.1	56.2	17.7 - 30.6	5	290

Topic 8: Marketing Jobs

Allocate 100 points across the types of marketing hires your firm will emphasize:

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
New undergraduates	15.0	23.2	12.3 - 17.7	0	0	100	281
New MS or MBA graduates	11.5	20.1	9.1 - 13.8	0	0	100	281
New Ph.D	0.6	5.2	0.0 - 1.2	0	0	80	281
Lure from other firms	24.0	26.3	20.9 - 27.1	20	0	100	281
Hire back people we laid off	2.6	10.3	1.4 - 3.8	0	0	85	281
Hire in the open market	46.2	34.4	42.2 - 50.3	50	0	100	281

Topic 8: Marketing Jobs

What are the top 3 skill sets your firm will prioritize in its marketing hires? (rank 1, 2, 3)

(N=281)

	1st Priority	2nd Priority	3rd Priority	Total
Advertising	18 6.4%	11 3.9%	22 7.8%	51 18.1%
Brand management	40 14.2%	37 13.2%	48 17.1%	125 44.5%
Customer relationship management	39 13.9%	50 17.8%	38 13.5%	127 45.2%
Category management	20 7.1%	16 5.7%	20 7.1%	56 19.9%
Distribution	8 2.8%	8 2.8%	9 3.2%	25 8.9%
Innovation/Growth	53 18.9%	45 16.0%	32 11.4%	130 46.3%
Internet marketing	58 20.6%	53 18.9%	41 14.6%	152 54.1%
Marketing research	14 5.0%	24 8.5%	40 14.2%	78 27.8%
Pricing	2 0.7%	9 3.2%	7 2.5%	18 6.4%
Sales	29 10.3%	28 10.0%	24 8.5%	81 28.8%

Topic 8: Marketing Jobs**Does your firm currently outsource any marketing activities?**

	Number	Percent	95% CI
Yes	257	72.4 %	± 3.9 %
No	98	27.6 %	± 2.9 %
Total	355	100.0 %	

Missing Cases = 257

Response Percent = 58.0 %

Topic 8: Marketing Jobs

How do you think this outsourcing of marketing activities will change during the next year?

	Number	Percent	95% CI
-10% or less	9	2.9 %	± 1.0 %
-9%	0	0.0 %	± 0.0 %
-8%	0	0.0 %	± 0.0 %
-7%	1	0.3 %	± 0.3 %
-6%	0	0.0 %	± 0.0 %
-5%	18	5.7 %	± 1.3 %
-4%	2	0.6 %	± 0.5 %
-3%	1	0.3 %	± 0.3 %
-2%	2	0.6 %	± 0.5 %
-1%	1	0.3 %	± 0.3 %
0% (no change)	150	47.8 %	± 3.4 %
+1%	7	2.2 %	± 0.8 %
+2%	14	4.5 %	± 1.2 %
+3%	12	3.8 %	± 1.1 %
+4%	4	1.3 %	± 0.6 %
+5%	48	15.3 %	± 2.1 %
+6%	2	0.6 %	± 0.5 %
+7%	2	0.6 %	± 0.5 %
+8%	3	1.0 %	± 0.6 %
+9%	0	0.0 %	± 0.0 %
+10% or more	38	12.1 %	± 1.9 %
Total	314	100.0 %	

Missing Cases = 298

Response Percent = 51.3 %

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?	6611.1	17384.1	4738.3 - 8483.9	300	0	99999	331
How many marketing (non-sales) employees are in your firm?	420.4	4624.4	-97.7 - 938.6	8	0	80000	306

Appendix: Firm-level Descriptive Information**What percentage of your firm's sales...**

	<u>Mean</u>	<u>SD</u>	<u>95% CI</u>	<u>Median</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Total</u>
What % of your firm's sales is domestic?	79.9	25.1	77.2 - 82.6	90	0	100	331
What % of your firm's sales is through the Internet?	8.3	18.6	6.2 - 10.3	0	0	100	327

Appendix: Firm-level Descriptive Information

Which economic sector best describes your firm?

	Number	Percent	95% CI
B2B - Services	148	34.8 %	± 3.4 %
B2B - Product	141	33.2 %	± 3.4 %
B2C - Product	74	17.4 %	± 2.6 %
B2C - Services	62	14.6 %	± 2.4 %
Total	425	100.0 %	

Missing Cases = 187

Response Percent = 69.4 %

Appendix: Firm-level Descriptive Information

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

	Number	Percent	Cumulative
Less than \$25 million	123	36.7 %	36.7 %
\$26-99 million	43	12.8 %	49.6 %
\$100-499 million	52	15.5 %	65.1 %
\$500-999 million	23	6.9 %	71.9 %
\$1-2.5 billion	32	9.6 %	81.5 %
\$2.6-5 billion	17	5.1 %	86.6 %
\$5.1-9.9 billion	8	2.4 %	89.0 %
\$10-49 billion	23	6.9 %	95.8 %
\$50-100 billion	6	1.8 %	97.6 %
More than \$100+ billion	8	2.4 %	100.0 %
Total	335	100.0 %	100.0 %

Missing Cases = 277

Response Percent = 54.7 %

Appendix: Firm-level Descriptive Information

Which industry sector best describes your firm?

	Number	Percent	95% CI
Professional Services/Consulting	57	16.6 %	± 2.3 %
Banking/Finance/Insurance	57	16.6 %	± 2.3 %
Manufacturing	54	15.7 %	± 2.3 %
Technology [Software/Biotech]	46	13.4 %	± 2.1 %
Health Care/Pharmaceutical	30	8.7 %	± 1.7 %
Consumer Packaged Goods	25	7.3 %	± 1.6 %
Communications/Media	25	7.3 %	± 1.6 %
Retail/Wholesale	17	5.0 %	± 1.3 %
Energy	15	4.4 %	± 1.2 %
Consumer Services	9	2.6 %	± 1.0 %
Transportation	4	1.2 %	± 0.6 %
Mining/Construction	4	1.2 %	± 0.6 %
Total	343	100.0 %	

Missing Cases = 269

Response Percent = 56.0 %

Appendix: Firm-level Descriptive Information

Where is your firm's headquarters?

	Number	Percent	95% CI
South Atlantic U.S.	73	21.3 %	± 2.6 %
Midwest U.S.	73	21.3 %	± 2.6 %
Northeast U.S.	70	20.4 %	± 2.5 %
Pacific U.S.	48	14.0 %	± 2.1 %
South Central U.S.	35	10.2 %	± 1.8 %
Western Europe	20	5.8 %	± 1.4 %
Mountain U.S.	12	3.5 %	± 1.1 %
East Asia	5	1.5 %	± 0.7 %
Eastern Europe	3	0.9 %	± 0.6 %
Western Asia	2	0.6 %	± 0.5 %
Canada	1	0.3 %	± 0.3 %
Central/Latin America	1	0.3 %	± 0.3 %
Total	343	100.0 %	

Missing Cases = 269

Response Percent = 56.0 %