

The **CMO** Survey[®] 

Managing Brand, Growth, and Metrics

UK Topline Report
March 2023

London
Business
School



Leadership
Institute

Managing Brand, Growth, and Metrics

The 3rd Edition of The CMO Survey UK, March 2023

This third edition of The CMO Survey UK provides the marketing profession with an overview of marketing activities, spending, and performance. As always, the UK Edition also provides a comparison to the study of U.S. marketing leaders that has been running bi-annually since 2008 (see U.S. results at <https://cmosurvey.org/results/>). This year's highlights include:

Leadership, Spending and Metrics

Ten percent of companies' CEOs had been marketing leaders previously, but only 1.3% of respondents say it is likely that (they) their marketing leaders will become CEO at their current or another company in the future (selecting 7 on a 1-7 scale), whereas 25% say it is not at all likely (1 on a 1-7 scale). Marketing leaders have primary responsibility for communication-related aspects of their brands—promotion (82.5%), public relations (82.5%), social media (90%), advertising (91.3%), digital marketing (92.5%), and brand (93.8%). In contrast, far fewer report primary responsibility for downstream activities such as e-commerce (41.3%), sales (20.0%), and distribution (12.5%), or for new products and services (26.3%) and innovation (28.8%), or for pricing (20%).

Marketing spending was up 4.5% over the last 12 months, accounting for 12.8% of the company's overall budget and 5.2% of company revenues. Nearly half of the spend (48.7%) was on digital activities, up 12.8% from last year.

In terms of marketing components that are “always/consistently” measured (versus “almost never”), 59.2% (4.2%) of companies do so for sales, 57.7 (1.4%) for digital performance, 47.1% (5.7%) for content engagement, 33.8% (12.7%) for lead generation and 33.3% (4.3%) for campaign effectiveness. In contrast, consumer metrics that are less often “always/consistently” (more often “almost never”) measured, including 22.9% (4.3%) of companies doing so for customer satisfaction, 20.3% (23.2%), NPS/willingness to recommend, 19.7% (12.7%) for the customer experience, 18.3% (15.5%) for retention/loyalty, and 5.6% (22.5%) for customer lifetime value/customer profitability.

Managing Growth

Marketing organizations have grown 6.9% over the past year, with marketing hiring projected to increase 6.5% over the next 12 months. This parallels a 11.5% (10.0%) increase in sales revenues (profits). However, more than half (50.4%) of respondents are less optimistic about the UK economy than they were a year ago, with fewer than one in three (31.7%) being more optimistic. By far the largest perceived external challenge is financial/market instability/inflation (55.8%) followed by labor skills shortages (10.4%). Inflationary pressures are decreasing marketing spending levels for more than half of the respondents (56.1%) with only 13.8% reporting that inflationary pressures are increasing marketing spending.

When pursuing growth, marketers agree that the following behaviors help, in order: (1) use an integrated marketing team in which digital and nondigital work together; (2) marketing articulates how the growth opportunity connects to the company position and strategy; (3) marketing offers a strong interpretation of customer insights important to the growth opportunity; (4) using data insights across channels; and (5) marketing is able to connect the growth strategy to relevant customer metrics. Marketers think that having the right data and the right technology contribute most to future organic revenue growth, followed by stakeholder alignment and the right operating model. Having the right talent lagged these factors.

In terms of spending on specific growth strategies in the past 12 months, the highest percentage of spending was allocated towards low-risk market penetration strategies (56.8%), followed by 20.6% offering development, 15.6% market development, and 7.0% diversification.

Managing Brands

The majority of companies responding maintain a single corporate brand (56.5%) versus having a set of brands (22.2%) or a mix of both types of brands (21.3%). Most report having a “premium” brand (46.3%) relative to a “standard” (27.8%), “luxury” (11.1%), “super premium” (10.2%), or “value” brand (4.6%). While most brands offer a broad range of products and services (4.5 on a 7-point scale) and stretch across multiple customer segments (4.4), it is less common for brands to stretch across different price-quality tiers (3.4).

Companies are most likely to embrace ideas that connect brands to a strong customer-focused purpose (5.4 on a 7-point scale), followed by an employee (4.3), social (4.1), and planet-focused purpose (4.0). Companies view brands as a key intangible asset (5.0), view the CEO and senior leaders as brand representatives (4.7), and continually invest in maintaining the brand’s unique position in the marketplace (4.6). Building the brand is not the sole responsibility of the marketing department. While marketing is reported to work best with sales/distribution in developing the brand (4.9), it works least well building the brand with finance (3.1) and human resources (3.7).

While firms spend an average of 44% of overall budget on long-term brand building and 56% on short-term performance, most firms report they would ideally spend around 53% on long-term brand building and 47% on short-term performance. Marketers report brand management and development capabilities are important to their company’s success, but that current effectiveness levels lag.

We hope these benchmarks will be useful to you and your company. Special thanks to the marketing leaders that gave their time and good will to make these insights possible.



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The 3rd Edition of The CMO Survey UK, March 2023

Survey Sample

1,325 marketing leaders at UK for-profit companies; 143 responded for a 10.8% response rate—94% of respondents are VP-level or above.

Survey Administration

The survey was in field from January 10-February 1, 2023. It was administered via email with follow-up reminders.

Survey Reports

- [Topline Report](#) offers an aggregate view of survey results and a summary of key findings.
- [Firm and Industry Breakout Report](#) offers survey results by sectors, headcount, and sales.

Overview of The CMO Survey® UK

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: The CMO Survey UK was founded in 2021. 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.

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

	Number	Percent	95% CI
3=More	39	31.7 %	± 7.4 %
2=No Change	22	17.9 %	± 6.0 %
1=Less	62	50.4 %	± 8.2 %
Total	123	100.0 %	

Mean = 1.81

SD = 0.89

Missing Cases = 20

Response Percent = 86.0 %



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 = 7.36

Maximum = 84.41

Mean = 46.00

Median = 47

Standard Deviation (Unbiased Estimate) = 19.38

95 Percent Confidence Interval Around the Mean = 42.58 - 49.43

Valid Cases = 123

Missing Cases = 20

Response Percent = 86.0%


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	17	13.8 %	± 5.4 %
Yes, inflationary pressures are decreasing marketing spending levels	69	56.1 %	± 8.3 %
No	37	30.1 %	± 7.3 %
Total	123	100.0 %	

Missing Cases = 20

Response Percent = 86.0 %



Topic 2: Customer Behavior and Channels

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	1.83 0.83	23 19.5%	15 12.7%	14 11.9%	52 44.1%
Superior product quality	1.73 0.81	38 32.2%	22 18.6%	17 14.4%	77 65.3%
Superior innovation	2.22 0.85	7 5.9%	7 5.9%	13 11.0%	27 22.9%
Excellent service	1.91 0.79	24 20.3%	25 21.2%	18 15.3%	67 56.8%
Trusting relationship	2.14 0.72	12 10.2%	30 25.4%	21 17.8%	63 53.4%
Customer experience	2.27 0.79	10 8.5%	15 12.7%	23 19.5%	48 40.7%
Creating a positive impact on the world	2.40 0.82	4 3.4%	4 3.4%	12 10.2%	20 16.9%



Topic 2: Customer Behavior and Channels

Will you use a channel or go directly to market?

	Number	Percent	95% CI
Uses channel partners	102	71.3 %	± 7.5 %
Does not use channel partners	41	28.7 %	± 7.5 %
Total	143	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %



Topic 2: Customer Behavior and Channels

Which statements reflect how your channel strategy has changed over the last three years?

	Number	Percent	95% CI
We increased the number of channels we use	69	74.2 %	± 9.1 %
We are using our social channels to sell products and services	42	45.2 %	± 10.3 %
We added a direct-to-consumer/customer channel of any type	40	43.0 %	± 10.3 %
We have returned to our pre- Covid face-to-face channels	39	41.9 %	± 10.2 %
We are opening new face-to-face channels	28	30.1 %	± 9.5 %
Our former face-to-face channels have all become digital	6	6.5 %	± 5.1 %
We have integrated gaming into our channels to sell	2	2.2 %	± 3.0 %
Total	226		

Number of Cases = 93

Number of Responses = 226

Average Number of Responses Per Case = 2.4

Number of Cases with at Least One Response = 93

Response Percent = 100.0 %



Topic 3: Marketing Spending

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

Minimum = 0

Maximum = 51.26

Mean = 12.78

Median = 5

Standard Deviation (Unbiased Estimate) = 14.89

95 Percent Confidence Interval Around the Mean = 9.19 - 16.37

Valid Cases = 66

Missing Cases = 77

Response Percent = 46.2%



Topic 3: Marketing Spending

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

Minimum = 0

Maximum = 39.36

Mean = 5.21

Median = 3

Standard Deviation (Unbiased Estimate) = 7.53

95 Percent Confidence Interval Around the Mean = 3.36 - 7.05

Valid Cases = 64

Missing Cases = 79

Response Percent = 44.8%



Topic 3: Marketing Spending

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

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Overall marketing spending	4.52	20.55	-0.33 - 9.37	2.50	-44.19	55.46	69
Digital marketing spending	14.43	27.95	7.84 - 21.03	10	-40	100	69



Topic 3: Marketing Spending

What percent of your marketing budget does your company currently spend on digital and non-digital marketing activities?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
% non-digital	51.3	26.7	45.0 - 57.6	50	5	100	69
% digital	48.7	26.7	42.4 - 55.0	50	0	95	69



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
Digital marketing spending	12.76	16.94	8.67 - 16.84	10	-20	54.01	66
Brand building	7.78	14.56	4.07 - 11.50	5	-23.04	39.07	59
New product introductions	6.11	8.97	3.86 - 8.36	0	0	35.68	61
Customer experience spending	6.03	9.04	3.74 - 8.31	0	-10	30.30	60
Overall marketing spending	5.19	12.92	2.07 - 8.31	5	-29.06	40.58	66
Customer relationship management	5.19	7.18	3.38 - 7.01	0	0	23.30	60
New service introductions	4.85	7.26	3.03 - 6.67	0	0	23.59	61
Traditional advertising spending	2.45	13.20	-0.81 - 5.71	0	-37.69	42.96	63



Topic 4: Managing Brand

What type of brand does your company have?

	Number	Percent	95% CI
Mainly a single corporate brand only	61	56.5 %	± 8.2 %
A set of brands that represent different offerings and/or divisions	24	22.2 %	± 6.2 %
A mix of both types of brands	23	21.3 %	± 6.1 %
Total	108	100.0 %	

Missing Cases = 35

Response Percent = 75.5 %



Topic 4: Managing Brand

Which level of the market best describes this brand?

	Number	Percent	95% CI
Luxury	12	11.1 %	± 4.6 %
Super premium	11	10.2 %	± 4.4 %
Premium	50	46.3 %	± 7.9 %
Standard	30	27.8 %	± 6.8 %
Value	5	4.6 %	± 3.1 %
Total	108	100.0 %	

Missing Cases = 35

Response Percent = 75.5 %



Topic 4: Managing Brand

Rate the breadth of your brand on offerings, customer segments, and price-quality levels.

	Mean	1=Very narrow range	2	3	4	5	6	7=Very broad range	Total
How broad is the range of distinct types of offerings (products or services) you sell under this brand name?	4.45	3 2.8%	18 16.8%	18 16.8%	12 11.2%	22 20.6%	13 12.1%	21 19.6%	107 100.0%
How far is this brand stretched across different customer segments?	4.42	5 4.7%	9 8.4%	21 19.6%	19 17.8%	24 22.4%	12 11.2%	17 15.9%	107 100.0%
How far is this brand stretched across different price-quality levels?	3.39	10 9.4%	27 25.5%	28 26.4%	9 8.5%	23 21.7%	3 2.8%	6 5.7%	106 100.0%



Topic 4: Managing Brand

Indicate the percentage of your overall budget spent on long-term brand building relative to short-term performance: Current

	Number	Percent	95% CI
0%	2	1.9 %	± 2.0 %
10%	17	16.5 %	± 5.4 %
20%	11	10.7 %	± 4.4 %
30%	13	12.6 %	± 4.8 %
40%	11	10.7 %	± 4.4 %
50%	12	11.7 %	± 4.6 %
60%	10	9.7 %	± 4.2 %
70%	13	12.6 %	± 4.8 %
80%	9	8.7 %	± 4.0 %
90%	3	2.9 %	± 2.4 %
100%	2	1.9 %	± 2.0 %
Total	103	100.0 %	

Mean = 43.88

SD = 25.94

Missing Cases = 40

Response Percent = 72.0 %



Topic 4: Managing Brand

Indicate the percentage of your overall budget spent on long-term brand building relative to short-term performance: Ideal

	Number	Percent	95% CI
0%	0	0.0 %	± 0.0 %
10%	0	0.0 %	± 0.0 %
20%	2	1.9 %	± 2.0 %
30%	14	13.5 %	± 5.0 %
40%	15	14.4 %	± 5.1 %
50%	29	27.9 %	± 6.7 %
60%	22	21.2 %	± 6.0 %
70%	10	9.6 %	± 4.2 %
80%	10	9.6 %	± 4.2 %
90%	1	1.0 %	± 1.4 %
100%	1	1.0 %	± 1.4 %
Total	104	100.0 %	

Mean = 53.08

SD = 16.26

Missing Cases = 39

Response Percent = 72.7 %



Topic 4: Managing Brand

Rate how well marketing works with different functions to build your company's brand.

	Mean	1=Very little	2	3	4	5	6	7=A great deal	Total
Marketing and sales/distribution work closely together to build the brand	4.93	3 2.8%	6 5.6%	12 11.1%	16 14.8%	26 24.1%	28 25.9%	17 15.7%	108 100.0%
Marketing and human resources work closely together to build the brand	3.69	11 10.2%	22 20.4%	17 15.7%	21 19.4%	21 19.4%	9 8.3%	7 6.5%	108 100.0%
Marketing and operations/production work closely together to build the brand	3.89	6 5.6%	13 12.0%	34 31.5%	17 15.7%	17 15.7%	14 13.0%	7 6.5%	108 100.0%
Marketing and finance work closely together to build the brand	3.08	17 15.7%	27 25.0%	29 26.9%	15 13.9%	11 10.2%	3 2.8%	6 5.6%	108 100.0%
Marketing and IT/digital work closely together to build the brand	3.95	8 7.4%	18 16.7%	19 17.6%	19 17.6%	21 19.4%	16 14.8%	7 6.5%	108 100.0%



Topic 4: Managing Brand

Rate the importance of your brand capabilities to your company's success.

	Mean	1=Not at all important	2	3	4	5	6	7=Very important	Total
Importance of brand development capabilities to your company's success	5.30	0 0.0%	3 2.8%	5 4.6%	13 12.0%	38 35.2%	34 31.5%	15 13.9%	108 100.0%
Importance of brand management capabilities to your company's success	5.35	1 0.9%	3 2.8%	5 4.7%	11 10.3%	33 30.8%	37 34.6%	17 15.9%	107 100.0%



Topic 4: Managing Brand

Rate the current effectiveness of your brand capabilities.

	Mean	1=Not at all effective	2	3	4	5	6	7=Very effective	Total
Current effectiveness of brand development capabilities	4.16	3 2.8%	9 8.5%	25 23.6%	21 19.8%	31 29.2%	13 12.3%	4 3.8%	106 100.0%
Current effectiveness of brand management capabilities	4.42	2 1.9%	9 8.4%	14 13.1%	27 25.2%	31 29.0%	20 18.7%	4 3.7%	107 100.0%



Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company.

	Mean	1=Not at all	2	3	4	5	6	7=Very highly	Total
Brands are a key intangible asset owned by our company.	5.00	3 2.8%	7 6.5%	9 8.4%	15 14.0%	26 24.3%	28 26.2%	19 17.8%	107 100.0%
Significant long-term investments are made into developing our brand.	3.75	7 6.6%	21 19.8%	21 19.8%	21 19.8%	19 17.9%	12 11.3%	5 4.7%	106 100.0%
We continually invest in maintaining our brand's unique position in the marketplace.	3.94	4 3.7%	17 15.9%	22 20.6%	25 23.4%	23 21.5%	9 8.4%	7 6.5%	107 100.0%
Employees are evaluated and rewarded based on how well they deliver our brand promise to customers.	3.07	18 16.8%	32 29.9%	19 17.8%	14 13.1%	13 12.1%	9 8.4%	2 1.9%	107 100.0%
The delivery of our brand promise is closely coordinated with company partners.	3.59	13 12.3%	15 14.2%	28 26.4%	18 17.0%	15 14.2%	12 11.3%	5 4.7%	106 100.0%
Our CEO and senior leaders are viewed as key brand representatives.	4.66	3 2.8%	13 12.1%	13 12.1%	17 15.9%	20 18.7%	24 22.4%	17 15.9%	107 100.0%
Our brand promise has a strong customer-focused purpose.	5.41	0 0.0%	5 4.7%	9 8.5%	11 10.4%	27 25.5%	21 19.8%	33 31.1%	106 100.0%
Our brand promise has a strong planet-focused purpose.	4.01	8 7.5%	14 13.2%	24 22.6%	18 17.0%	19 17.9%	11 10.4%	12 11.3%	106 100.0%
Our brand promise has a strong employee-focused purpose.	4.27	6 5.7%	13 12.3%	18 17.0%	20 18.9%	21 19.8%	14 13.2%	14 13.2%	106 100.0%
Our brand promise has a strong social purpose.	4.14	9 8.4%	12 11.2%	18 16.8%	20 18.7%	24 22.4%	12 11.2%	12 11.2%	107 100.0%



Topic 5: Managing Growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company

	Mean & SD	1	2	3	4	5	Total
Having the right talent	2.19 1.30	38 42.2%	22 24.4%	10 11.1%	15 16.7%	5 5.6%	90 100.0%
Having the right operating model	2.89 1.39	17 18.9%	23 25.6%	19 21.1%	13 14.4%	17 18.9%	89 98.9%
Having all stakeholders aligned	3.14 1.42	17 18.9%	11 12.2%	23 25.6%	17 18.9%	20 22.2%	88 97.8%
Having the right technology	3.35 1.38	10 11.1%	19 21.1%	15 16.7%	20 22.2%	25 27.8%	89 98.9%
Having the right data	3.35 1.26	8 8.9%	15 16.7%	23 25.6%	22 24.4%	20 22.2%	88 97.8%



Topic 5: Managing Growth

When pursuing growth opportunities, how often do the following behaviors occur in your company

	Majority of time	Minority of time	Total
Examining other industries for actions that might inspire company growth opportunities.	34 37.0%	58 63.0%	92 100.0%
Identifying how to move the business from core strengths into adjacent digital opportunities.	32 34.8%	60 65.2%	92 100.0%
Using data insights across channels	56 61.5%	35 38.5%	91 100.0%
Effectively leveraging technology to pursue growth opportunities.	50 54.3%	42 45.7%	92 100.0%
Using an integrated marketing team in which digital and nondigital work together	72 80.0%	18 20.0%	90 100.0%
Using an integrated marketing team in which marketing and finance experts work together	32 35.2%	59 64.8%	91 100.0%
Marketing offers a strong interpretation of customer insights important to the growth opportunity	59 64.1%	33 35.9%	92 100.0%
Marketing articulates how the growth opportunity connects to the company position and strategy.	69 75.0%	23 25.0%	92 100.0%
Marketing is able to connect the growth strategy to relevant customer metrics	54 58.7%	38 41.3%	92 100.0%
Marketing builds a business case for the growth strategy	52 57.1%	39 42.9%	91 100.0%



Topic 5: Managing Growth

Allocate 100 points to reflect your company's spending in each of the four growth strategies during the prior 12 months.

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Existing products/services in existing markets	56.8	23.6	51.8 - 61.7	60	10	100	88
New products/services in existing markets	20.6	16.0	17.3 - 24.0	20	0	80	88
Existing products/services in new markets	15.6	15.3	12.4 - 18.8	10	0	70	88
New products/services in new markets	7.0	10.0	5.0 - 9.1	5	0	50	88



Topic 5: Managing Growth

Allocate 100 points to reflect how your company will grow during the next 12 months.

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Growth from your firm internally	67.6	30.2	61.3 - 73.8	75	0	100	90
Growth from partnerships	16.7	23.2	11.9 - 21.5	10	0	100	90
Growth from acquisitions	12.1	19.2	8.1 - 16.0	0	0	95	90
Growth from licensing arrangements	3.7	10.1	1.6 - 5.8	0	0	60	90



Topic 5: Managing Growth

What percent of your marketing budget do you spend on domestic markets?

Minimum = 0

Maximum = 100

Mean = 57.78

Median = 60

Standard Deviation (Unbiased Estimate) = 37.88

95 Percent Confidence Interval Around the Mean = 49.95 - 65.60

Valid Cases = 90

Missing Cases = 53

Response Percent = 62.9%



Topic 5: Managing Growth

What % of your company's sales is domestic?

Minimum = 1

Maximum = 100

Mean = 56.83

Median = 60

Standard Deviation (Unbiased Estimate) = 35.59

95 Percent Confidence Interval Around the Mean = 49.48 - 64.19

Valid Cases = 90

Missing Cases = 53

Response Percent = 62.9%



Topic 6: Marketing Leadership

What is marketing primarily responsible for in your company?

	Number	Percent	95% CI
Brand	75	93.8 %	± 5.4 %
Digital marketing	74	92.5 %	± 5.9 %
Advertising	73	91.3 %	± 6.3 %
Social media	72	90.0 %	± 6.7 %
Public relations	66	82.5 %	± 8.5 %
Promotion	66	82.5 %	± 8.5 %
Marketing analytics	58	72.5 %	± 10.0 %
Marketing research	57	71.3 %	± 10.1 %
Positioning	50	62.5 %	± 10.9 %
Lead generation	49	61.3 %	± 10.9 %
Customer Insight	46	57.5 %	± 11.1 %
Customer experience	39	48.8 %	± 11.2 %
Customer relationship management	34	42.5 %	± 11.1 %
e-commerce	33	41.3 %	± 11.0 %
Competitive intelligence	32	40.0 %	± 11.0 %
Market entry strategies	26	32.5 %	± 10.5 %
Revenue Growth	23	28.8 %	± 10.1 %
Innovation	23	28.8 %	± 10.1 %
Sustainability	21	26.3 %	± 9.9 %
New products or new services	21	26.3 %	± 9.9 %
Sales	16	20.0 %	± 9.0 %
Pricing	16	20.0 %	± 9.0 %
Customer service	15	18.8 %	± 8.7 %
Market selection	11	13.8 %	± 7.7 %
Talent acquisition and retention	10	12.5 %	± 7.4 %
Distribution	10	12.5 %	± 7.4 %
Privacy	8	10.0 %	± 6.7 %
Stock market performance	2	2.5 %	± 3.5 %
Total	1026		

Number of Cases = 80

Number of Responses = 1026

Average Number of Responses Per Case = 12.8

Number of Cases with at Least One Response = 80

Response Percent = 100.0 %



Topic 6: Marketing Leadership

From the following selections, which do you believe would be the most challenging to accomplish over the next 12 months?

	Mean & SD	Top Challenge (1)	Second Ranked (2)	Third Ranked (3)	Total
Reducing operational and/or product costs or increasing value for similar cost	2.00 0.76	6 7.9%	10 13.2%	6 7.9%	22 28.9%
Building more inclusive capabilities and/or offerings	1.67 1.15	2 2.6%	0 0.0%	1 1.3%	3 3.9%
Building more sustainable capabilities and/or offerings	2.29 0.83	3 3.9%	4 5.3%	7 9.2%	14 18.4%
Deploying brand as an enterprise-wide strategy	1.88 0.83	13 17.1%	10 13.2%	9 11.8%	32 42.1%
Expanding into new markets, segments, or geographies	1.64 0.90	14 18.4%	2 2.6%	6 7.9%	22 28.9%
Activating purpose as an enterprise-wide business strategy	1.93 0.80	5 6.6%	6 7.9%	4 5.3%	15 19.7%
Collaborating with other business functions to drive strategic initiatives (e.g., IT, supply chain, etc.)	2.10 0.77	5 6.6%	9 11.8%	7 9.2%	21 27.6%
Creating new products and services	1.77 0.73	5 6.6%	6 7.9%	2 2.6%	13 17.1%
Addressing regulatory environments (e.g., public health, climate, geopolitical, privacy, etc.)	2.09 0.70	2 2.6%	6 7.9%	3 3.9%	11 14.5%
Developing, acquiring, and retaining talent	2.13 0.85	7 9.2%	7 9.2%	10 13.2%	24 31.6%
Accelerating the move to new digital technologies/platforms	2.19 0.75	6 7.9%	13 17.1%	12 15.8%	31 40.8%
Implementing systems and/or algorithms (e.g., AI, ML) to create greater customer personalization	2.05 0.94	8 10.5%	3 3.9%	9 11.8%	20 26.3%

 **Topic 6: Marketing Leadership**

Rate the degree to which you plan to prioritize each of these challenges over the next 12 months to drive your organization's success?

	Mean & SD	1=Not at all	2	3	4	5	6	7=A great deal	Total
Reducing operational and/or product costs or increasing value for similar cost	5.23 1.48	0 0.0%	1 4.5%	2 9.1%	4 18.2%	4 18.2%	6 27.3%	5 22.7%	22 100.0%
Building more inclusive capabilities and/or offerings	5.33 0.58	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 66.7%	1 33.3%	0 0.0%	3 100.0%
Building more sustainable capabilities and/or offerings	4.71 1.27	0 0.0%	0 0.0%	3 21.4%	3 21.4%	4 28.6%	3 21.4%	1 7.1%	14 100.0%
Deploying brand as an enterprise-wide strategy	4.90 1.96	2 6.5%	3 9.7%	3 9.7%	3 9.7%	6 19.4%	5 16.1%	9 29.0%	31 100.0%
Expanding into new markets, segments, or geographies	4.82 2.11	1 4.5%	4 18.2%	2 9.1%	2 9.1%	2 9.1%	4 18.2%	7 31.8%	22 100.0%
Activating purpose as an enterprise-wide business strategy	4.80 1.74	1 6.7%	1 6.7%	0 0.0%	4 26.7%	4 26.7%	2 13.3%	3 20.0%	15 100.0%
Collaborating with other business functions to drive strategic initiatives (e.g., IT, supply chain, etc.)	5.20 1.20	0 0.0%	1 5.0%	0 0.0%	4 20.0%	6 30.0%	7 35.0%	2 10.0%	20 100.0%
Creating new products and services	5.54 1.56	0 0.0%	0 0.0%	2 15.4%	2 15.4%	1 7.7%	3 23.1%	5 38.5%	13 100.0%
Addressing regulatory environments (e.g. public health, climate, geopolitical, privacy, etc.	5.82 0.75	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 36.4%	5 45.5%	2 18.2%	11 100.0%
Developing, acquiring, and retaining talent	5.79 1.22	0 0.0%	0 0.0%	2 8.3%	1 4.2%	5 20.8%	8 33.3%	8 33.3%	24 100.0%
Accelerating the move to new digital technologies/ platforms	5.32 1.25	0 0.0%	1 3.2%	1 3.2%	5 16.1%	10 32.3%	8 25.8%	6 19.4%	31 100.0%
Implementing systems and/or algorithms (e.g., AI, ML) to create greater customer personalization	4.53 1.93	1 5.3%	1 5.3%	6 31.6%	1 5.3%	4 21.1%	1 5.3%	5 26.3%	19 100.0%



Topic 6: Marketing Leadership

What are the biggest external challenges facing your organization over the next 12 months?

	Mean & SD	Top Challenge (1)	Second Ranked (2)	Third Ranked (3)	Total
Ideological polarization	2.33 1.15	1 1.3%	0 0.0%	2 2.6%	3 3.9%
Geopolitical instability	2.20 0.81	7 9.1%	10 13.0%	13 16.9%	30 39.0%
Natural disasters (including those related to climate)	2.00 1.00	1 1.3%	1 1.3%	1 1.3%	3 3.9%
Cyber risk	2.13 0.74	3 3.9%	7 9.1%	5 6.5%	15 19.5%
Pandemic	2.00 1.00	2 2.6%	1 1.3%	2 2.6%	5 6.5%
Financial/market instability/ inflation	1.49 0.70	43 55.8%	17 22.1%	8 10.4%	68 88.3%
Labor/skills shortage	2.21 0.77	8 10.4%	15 19.5%	16 20.8%	39 50.6%
Crises of trust (e.g., spread of misinformation)	2.13 0.83	2 2.6%	3 3.9%	3 3.9%	8 10.4%
Supply chain disruption	2.15 0.76	7 9.1%	14 18.2%	12 15.6%	33 42.9%
Changing regulations	2.42 0.70	3 3.9%	9 11.7%	14 18.2%	26 33.8%



Topic 6: Marketing Leadership

Is your current CEO a former marketing leader at your or another company?

	Number	Percent	95% CI
Yes	8	10.0 %	± 3.8 %
No	72	90.0 %	± 8.4 %
Total	80	100.0 %	

Missing Cases = 63

Response Percent = 55.9 %



Topic 6: Marketing Leadership

How likely is the current top marketing leader in your company to become the CEO at your or another company?

	Number	Percent	95% CI
1=Not at all	20	25.0 %	± 5.8 %
2	18	22.5 %	± 5.5 %
3	14	17.5 %	± 5.0 %
4	8	10.0 %	± 3.8 %
5	14	17.5 %	± 5.0 %
6	5	6.3 %	± 3.1 %
7=Very likely	1	1.3 %	± 1.4 %
Total	80	100.0 %	

Mean = 2.96

Missing Cases = 63

Response Percent = 55.9 %



Topic 6: Marketing Leadership

How much time do you spend managing the present versus preparing for the future of marketing in your company?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Managing the present	68.36	19.64	64.06 - 72.67	70	5	99	80
Preparing for the future	31.64	19.64	27.33 - 35.94	30	1	95	80

 **Topic 6: Marketing Leadership**

Rate your company's ability to manage problems and turbulence:

	Mean	1=Not at all	2	3	4	5	6	7=Very highly	Total
How well prepared is your marketing organization to address problems arising in the future?	4.30	1 1.3%	3 3.8%	14 17.5%	30 37.5%	18 22.5%	13 16.3%	1 1.3%	80 100.0%
How effective is your marketing organizations at making decisions in turbulent or disruptive times?	5.16	0 0.0%	1 1.3%	9 11.4%	10 12.7%	21 26.6%	32 40.5%	6 7.6%	79 100.0%
How often does your marketing organization evaluate its approach to managing ambiguous, non-routine problems?	3.94	2 2.5%	18 22.5%	16 20.0%	9 11.3%	19 23.8%	14 17.5%	2 2.5%	80 100.0%

 **Topic 6: Marketing Leadership**

Do you believe it is appropriate for your brand to take a stance on politically-charged issues?

	Number	Percent	95% CI
Yes	32	40.0 %	± 7.0 %
No	48	60.0 %	± 7.9 %
Total	80	100.0 %	

Missing Cases = 63

Response Percent = 55.9 %



Topic 6: Marketing Leadership

Which of the following reasons influenced your willingness to take a stance.

<u>Taking a stance may:</u>	<u>Number</u>	<u>Percent</u>	<u>95% CI</u>
Show my company cares about more than making profits	26	81.3 %	± 14.3 %
Have a positive effect on my company's ability to stand out in the marketplace	22	68.8 %	± 17.0 %
Have a positive effect on my company's ability to attract and retain employees	20	62.5 %	± 17.8 %
Have a positive effect on my company's ability to attract and retain customers/partners	19	59.4 %	± 18.0 %
Total	87		

Number of Cases = 32

Number of Responses = 87

Average Number of Responses Per Case = 2.7

Number of Cases with at Least One Response = 32

Response Percent = 100.0 %



Topic 6: Marketing Leadership

Which of the following reasons influenced your unwillingness to take a stance.

<u>Taking a stance may:</u>	<u>Number</u>	<u>Percent</u>	<u>95% CI</u>
Make my company stand out in the marketplace in ways that we do not want	31	67.4 %	± 14.1 %
Have a negative effect on my company's ability to attract and retain customers/partners	25	54.3 %	± 15.0 %
Have a negative effect on my company's ability to attract and retain employees	15	32.6 %	± 14.1 %
Show my company is wasting resources on non-core business activities	12	26.1 %	± 13.2 %
Total	83		

Number of Cases = 46

Number of Responses = 83

Average Number of Responses Per Case = 1.8

Number of Cases with at Least One Response = 46

Response Percent = 100.0 %

 **Topic 7: Social Media and Mobile Marketing**

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

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
What percent of your marketing budget do you currently spend on mobile activities?	14.77	16.93	10.86 - 18.68	10	0	53.36	72
% What percent will you spend on mobile in the next 12 months?	17.85	20.36	13.18 - 22.52	10	0	75	73
What percent will you spend on mobile activities in five years?	27.64	25.06	21.86 - 33.43	20	0	77.15	72

 **Topic 7: Social Media and Mobile Marketing**

To what degree has the use of mobile marketing contributed to your company's performance during the last year?

	Number	Percent	95% CI
1=Not at all	23	30.7 %	± 6.1 %
2	20	26.7 %	± 5.8 %
3	7	9.3 %	± 3.6 %
4	10	13.3 %	± 4.3 %
5	13	17.3 %	± 4.8 %
6	1	1.3 %	± 1.4 %
7=Very highly	1	1.3 %	± 1.4 %
Total	75	100.0 %	

Mean = 2.69

SD = 1.61

Missing Cases = 68

Response Percent = 52.4 %



Topic 7: Social Media and Mobile Marketing

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

	Mean	SD	95% CI	Median	Total
...of your marketing budget do you currently spend on social media?	14.83	11.73	12.18 - 17.49	10	75
...will you spend in the next 12 months?	18.26	12.58	15.39 - 21.12	15	74
...your company's social media activities are currently performed by outside agencies	26.04	17.54	22.04 - 30.03	25	74



Topic 7: Social Media and Mobile Marketing

To what degree has the use of social media contributed to your company's performance?

	Number	Percent	95% CI
1=Not At All	5	6.6 %	± 3.1 %
2	15	19.7 %	± 5.1 %
3	12	15.8 %	± 4.6 %
4	16	21.1 %	± 5.3 %
5	17	22.4 %	± 5.4 %
6	10	13.2 %	± 4.3 %
7=Very Highly	1	1.3 %	± 1.4 %
Total	76	100.0 %	

Mean = 3.78

SD = 1.55

Missing Cases = 67

Response Percent = 53.1 %



Topic 7: Social Media and Mobile Marketing

How does your company use social media? (Check all that apply)

	Number	Percent	95% CI
Brand awareness and brand-building	73	96.1 %	± 4.5 %
Acquiring new customers	55	72.4 %	± 10.3 %
Brand promotions, such as contests, coupons	51	67.1 %	± 10.8 %
Introducing new products and services	49	64.5 %	± 11.0 %
Improving employee engagement	41	53.9 %	± 11.5 %
Retaining current customers	36	47.4 %	± 11.5 %
Marketing research	28	36.8 %	± 11.1 %
Improving customer service	21	27.6 %	± 10.3 %
Identifying new customer segments we currently don't target	12	15.8 %	± 8.4 %
Identifying new product and service opportunities	8	10.5 %	± 7.1 %
Improving current products or services	6	7.9 %	± 6.2 %
Total	380		

Number of Cases = 76

Number of Responses = 380

Average Number of Responses Per Case = 5.0

Number of Cases with at Least One Response = 76

Response Percent = 100.0 %



Topic 8: Marketing Jobs

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

Minimum = -60

Maximum = 100

Mean = 6.87

Median = 4

Standard Deviation (Unbiased Estimate) = 24.01

95 Percent Confidence Interval Around the Mean = 1.44 - 12.31

Valid Cases = 75

Missing Cases = 68

Response Percent = 52.4%



Topic 8: Marketing 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 = -27.56

Maximum = 42.20

Mean = 6.53

Median = 2

Standard Deviation (Unbiased Estimate) = 12.72

95 Percent Confidence Interval Around the Mean = 3.63 - 9.43

Valid Cases = 74

Missing Cases = 69

Response Percent = 51.7%



Topic 8: Marketing Jobs

What percent of your marketing organization is working from home...?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
All the time	22.56	32.39	15.23 - 29.89	1	0	100	75
Some the time	78.09	33.62	70.48 - 85.70	100	0	100	75



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

	Almost never	Ad hoc / when needed	Annually or semi-annually	Quarterly or monthly	Always / consistently	Total
Sales, revenues	3 4.2%	6 8.5%	4 5.6%	16 22.5%	42 59.2%	71 100.0%
Customer churn, retention rate, loyalty	11 15.5%	12 16.9%	14 19.7%	21 29.6%	13 18.3%	71 100.0%
Customer lifetime value, customer profitability	16 22.5%	25 35.2%	11 15.5%	15 21.1%	4 5.6%	71 100.0%
Brand awareness	12 16.9%	17 23.9%	25 35.2%	13 18.3%	4 5.6%	71 100.0%
Brand differentiation, customer willingness to pay price premium	23 32.9%	14 20.0%	19 27.1%	12 17.1%	2 2.9%	70 100.0%
Brand equity value	34 47.9%	16 22.5%	10 14.1%	9 12.7%	2 2.8%	71 100.0%
Customer experience	9 12.7%	16 22.5%	13 18.3%	19 26.8%	14 19.7%	71 100.0%
Net Promoter Score, willingness to recommend	16 23.2%	10 14.5%	12 17.4%	17 24.6%	14 20.3%	69 100.0%
Digital/web/mobile performance	1 1.4%	5 7.0%	2 2.8%	22 31.0%	41 57.7%	71 100.0%
Content engagement	4 5.7%	7 10.0%	3 4.3%	23 32.9%	33 47.1%	70 100.0%
Campaign costs, efficiency, e.g., production, content re-use	3 4.3%	12 17.1%	7 10.0%	30 42.9%	18 25.7%	70 100.0%
Campaign effectiveness (e.g., GRPs, reach, frequency)	2 2.9%	10 14.5%	8 11.6%	26 37.7%	23 33.3%	69 100.0%
Lead generation	9 12.7%	7 9.9%	7 9.9%	24 33.8%	24 33.8%	71 100.0%
Lead conversion	9 12.7%	8 11.3%	9 12.7%	23 32.4%	22 31.0%	71 100.0%
Campaign ROI	4 5.6%	12 16.9%	14 19.7%	27 38.0%	14 19.7%	71 100.0%
	12	19	20	10	9	70



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing? (continued)

	Almost never	Ad hoc / when needed	Annually or semi- annually	Quarterly or monthly	Always / consistently	Total
Customer/market insight quality	12 17.1%	19 27.1%	20 28.6%	10 14.3%	9 12.9%	70 100.0%
Customer/market insight usage	12 16.9%	17 23.9%	23 32.4%	13 18.3%	6 8.5%	71 100.0%
Marketing infrastructure investments (data, tools technology)	7 10.1%	18 26.1%	30 43.5%	7 10.1%	7 10.1%	69 100.0%
Customer satisfaction	3 4.3%	14 20.0%	15 21.4%	22 31.4%	16 22.9%	70 100.0%

 **Topic 9: Marketing Metrics and Performance**

Compared to 2021, rate your company's performance during the prior 12 months: Sales Revenue

Sales revenue	Number	Percent	Cumulative
-75%	2	3.0 %	3.0 %
-50%	0	0.0 %	3.0 %
-40%	1	1.5 %	4.5 %
-30%	0	0.0 %	4.5 %
-20%	2	3.0 %	7.5 %
-10%	2	3.0 %	10.4 %
-7%	0	0.0 %	10.4 %
-5%	3	4.5 %	14.9 %
-3%	0	0.0 %	14.9 %
-1%	0	0.0 %	14.9 %
0	8	11.9 %	26.9 %
+1%	0	0.0 %	26.9 %
+3%	0	0.0 %	26.9 %
+5%	4	6.0 %	32.8 %
+7%	3	4.5 %	37.3 %
+10%	21	31.3 %	68.7 %
+20%	8	11.9 %	80.6 %
+30%	4	6.0 %	86.6 %
+40%	2	3.0 %	89.6 %
+50%	4	6.0 %	95.5 %
+75%	3	4.5 %	100.0 %
Total	67	100.0 %	100.0 %

Mean = 11.51

SD = 25.90

Missing Cases = 76

Response Percent = 46.9 %

 **Topic 9: Marketing Metrics and Performance**

Compared to 2021, rate your company's performance during the prior 12 months: Profits

Profits	Number	Percent	Cumulative
-75%	1	1.5 %	1.5 %
-50%	1	1.5 %	3.0 %
-40%	2	3.0 %	6.0 %
-30%	1	1.5 %	7.5 %
-20%	2	3.0 %	10.4 %
-10%	7	10.4 %	20.9 %
-7%	0	0.0 %	20.9 %
-5%	1	1.5 %	22.4 %
-3%	0	0.0 %	22.4 %
-1%	1	1.5 %	23.9 %
0	4	6.0 %	29.9 %
+1%	2	3.0 %	32.8 %
+3%	1	1.5 %	34.3 %
+5%	4	6.0 %	40.3 %
+7%	2	3.0 %	43.3 %
+10%	19	28.4 %	71.6 %
+20%	9	13.4 %	85.1 %
+30%	3	4.5 %	89.6 %
+40%	0	0.0 %	89.6 %
+50%	0	0.0 %	89.6 %
+75%	7	10.4 %	100.0 %
Total	67	100.0 %	100.0 %

Mean = 10.04

SD = 28.81

Missing Cases = 76

Response Percent = 46.9 %

 **Topic 9: Marketing Metrics and Performance**

Compared to 2021, rate your company's performance during the prior 12 months: Customer acquisition

<u>Customer acquisition</u>	<u>Number</u>	<u>Percent</u>	<u>Cumulative</u>
-75%	1	1.5 %	1.5 %
-50%	0	0.0 %	1.5 %
-40%	1	1.5 %	3.1 %
-30%	1	1.5 %	4.6 %
-20%	2	3.1 %	7.7 %
-10%	3	4.6 %	12.3 %
-7%	0	0.0 %	12.3 %
-5%	2	3.1 %	15.4 %
-3%	0	0.0 %	15.4 %
-1%	0	0.0 %	15.4 %
0	9	13.8 %	29.2 %
+1%	5	7.7 %	36.9 %
+3%	0	0.0 %	36.9 %
+5%	8	12.3 %	49.2 %
+7%	5	7.7 %	56.9 %
+10%	15	23.1 %	80.0 %
+20%	7	10.8 %	90.8 %
+30%	1	1.5 %	92.3 %
+40%	0	0.0 %	92.3 %
+50%	2	3.1 %	95.4 %
+75%	3	4.6 %	100.0 %
Total	65	100.0 %	100.0 %

Mean = 7.69

SD = 22.69

Missing Cases = 78

Response Percent = 45.5 %

 **Topic 9: Marketing Metrics and Performance**

Compared to 2021, rate your company's performance during the prior 12 months: Customer retention

<u>Customer retention</u>	<u>Number</u>	<u>Percent</u>	<u>Cumulative</u>
-75%	1	1.5 %	1.5 %
-50%	0	0.0 %	1.5 %
-40%	0	0.0 %	1.5 %
-30%	0	0.0 %	1.5 %
-20%	0	0.0 %	1.5 %
-10%	0	0.0 %	1.5 %
-7%	2	3.0 %	4.5 %
-5%	3	4.5 %	9.1 %
-3%	4	6.1 %	15.2 %
-1%	1	1.5 %	16.7 %
0	23	34.8 %	51.5 %
+1%	3	4.5 %	56.1 %
+3%	2	3.0 %	59.1 %
+5%	6	9.1 %	68.2 %
+7%	2	3.0 %	71.2 %
+10%	10	15.2 %	86.4 %
+20%	3	4.5 %	90.9 %
+30%	1	1.5 %	92.4 %
+40%	1	1.5 %	93.9 %
+50%	0	0.0 %	93.9 %
+75%	4	6.1 %	100.0 %
Total	66	100.0 %	100.0 %

Mean = 7.06

SD = 21.49

Missing Cases = 77

Response Percent = 46.2 %

 **Topic 9: Marketing Metrics and Performance**

Compared to 2021, rate your company's performance during the prior 12 months: Brand value

Brand value	Number	Percent	Cumulative
-75%	1	1.5 %	1.5 %
-50%	0	0.0 %	1.5 %
-40%	0	0.0 %	1.5 %
-30%	0	0.0 %	1.5 %
-20%	0	0.0 %	1.5 %
-10%	2	3.0 %	4.5 %
-7%	0	0.0 %	4.5 %
-5%	0	0.0 %	4.5 %
-3%	2	3.0 %	7.6 %
-1%	0	0.0 %	7.6 %
0	26	39.4 %	47.0 %
+1%	1	1.5 %	48.5 %
+3%	3	4.5 %	53.0 %
+5%	9	13.6 %	66.7 %
+7%	1	1.5 %	68.2 %
+10%	11	16.7 %	84.8 %
+20%	6	9.1 %	93.9 %
+30%	0	0.0 %	93.9 %
+40%	2	3.0 %	97.0 %
+50%	1	1.5 %	98.5 %
+75%	1	1.5 %	100.0 %
Total	66	100.0 %	100.0 %

Mean = 6.00

SD = 16.91

Missing Cases = 77

Response Percent = 46.2 %



Appendix: Company-level Descriptive Information

Which economic sector accounts for the majority of your company revenues?

	Number	Percent	95% CI
B2B - Product	42	29.4 %	± 7.6 %
B2B - Services	51	35.7 %	± 8.0 %
B2C - Product	32	22.4 %	± 6.9 %
B2C - Services	18	12.6 %	± 5.5 %
Total	143	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
Banking/Finance/Insurance	24	16.9 %	± 6.2 %
Technology [Software/Platform]	20	14.1 %	± 5.8 %
Professional Services/Consulting	16	11.3 %	± 5.2 %
Manufacturing	15	10.6 %	± 5.1 %
Consumer Packaged Goods	15	10.6 %	± 5.1 %
Retail	11	7.7 %	± 4.4 %
Transportation	8	5.6 %	± 3.8 %
Communications/Media	6	4.2 %	± 3.3 %
Energy	6	4.2 %	± 3.3 %
Consumer Services	5	3.5 %	± 3.1 %
Real Estate	4	2.8 %	± 2.7 %
Healthcare	4	2.8 %	± 2.7 %
Mining/Construction	3	2.1 %	± 2.4 %
Wholesale	2	1.4 %	± 2.0 %
Pharmaceuticals / Biotech	2	1.4 %	± 2.0 %
Education	1	0.7 %	± 1.4 %
Total	142	100.0 %	

Missing Cases = 1

Response Percent = 99.3 %



Appendix: Company-level Descriptive Information

What is the number of employees in your company?

	Number	Percent	95% CI
<50	7	4.9 %	± 3.6 %
50- 99	7	4.9 %	± 3.6 %
100- 499	26	18.3 %	± 6.4 %
500- 999	18	12.7 %	± 5.5 %
1,000- 2,499	28	19.7 %	± 6.6 %
2,500- 4,999	16	11.3 %	± 5.2 %
5000- 9999	13	9.2 %	± 4.8 %
10,000+	27	19.0 %	± 6.5 %
Total	142	100.0 %	

Missing Cases = 1

Response Percent = 99.3 %



Appendix: Company-level Descriptive Information

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

	Number	Percent	Cumulative
Less than £10 million	12	8.6 %	8.6 %
£10-25 million	4	2.9 %	11.4 %
£26-99 million	23	16.4 %	27.9 %
£100-499 million	35	25.0 %	52.9 %
£500-999 million	18	12.9 %	65.7 %
£1-2.5 billion	15	10.7 %	76.4 %
£2.6-5 billion	13	9.3 %	85.7 %
£5.1-9.9 billion	7	5.0 %	90.7 %
£10-49 billion	7	5.0 %	95.7 %
<u>More than £50 billion</u>	6	4.3 %	100.0 %
Total	140	100.0 %	100.0 %

Missing Cases = 3

Response Percent = 97.9 %



Appendix: Company-level Descriptive Information

What % of your company's sales is through the Internet? - Average Scores

Minimum = 0

Maximum = 67.53

Mean = 15.31

Median = 5

Standard Deviation (Unbiased Estimate) = 21.41

95 Percent Confidence Interval Around the Mean = 11.76 - 18.85

Valid Cases = 140

Missing Cases = 3

Response Percent = 97.9%

What % of your company's sales is through the Internet? - Buckets

	Number	Percent	95% CI
0%	46	32.9 %	± 7.8 %
1-10%	48	34.3 %	± 7.8 %
11-49%	26	18.6 %	± 6.4 %
50-99%	16	11.4 %	± 5.2 %
100%	4	2.9 %	± 2.7 %
Total	140	100.0 %	

Missing Cases = 3

Response Percent = 97.9 %