

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	202	35.2 %	± 3.9 %
2=No Change	223	38.9 %	± 4.0 %
1=Less	149	26.0 %	± 3.6 %
Total	574	100.0 %	

Mean = 2.1

SD = 0.8

Missing Cases = 0

Response Percent = 100.0 %

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 = 97

Mean = 55.6

Median = 60

Standard Deviation (Unbiased) = 17.5

95 Percent Confidence Interval Around The Mean = 54.1 - 57.0

Quartiles

1 = 45

2 = 60

3 = 70

Valid Cases = 568

Missing Cases = 6

Response Percent = 99.0%

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	308	53.8 %	± 4.1 %
2=No Change	154	26.9 %	± 3.6 %
1=Less	111	19.4 %	± 3.2 %
Total	573	100.0 %	

Mean = 2.3

SD = 0.8

Missing Cases = 1

Response Percent = 99.8 %

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 = 1

Maximum = 100

Mean = 69.5

Median = 75

Standard Deviation (Unbiased) = 19.0

95 Percent Confidence Interval Around The Mean = 67.9 - 71.1

Quartiles

1 = 60

2 = 75

3 = 80

Valid Cases = 571

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	366	63.9 %	± 3.9 %
2=No Change	100	17.5 %	± 3.1 %
1=Less	107	18.7 %	± 3.2 %
Total	573	100.0 %	

Mean = 2.5

SD = 0.8

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 = 66.7

Median = 70

Standard Deviation (Unbiased) = 20.8

95 Percent Confidence Interval Around The Mean = 65.0 - 68.4

Quartiles

1 = 50

2 = 70

3 = 80

Valid Cases = 572

Missing Cases = 2

Response Percent = 99.7%

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=574)

	Mean & SD	More 3	No Change 2	Less 1	Total
Customer's purchase volume	2.5 0.7	356 62.2%	130 22.7%	86 15.0%	572 100.0%
Customer will buy related products/ services from my firm	2.4 0.6	297 51.8%	229 40.0%	47 8.2%	573 100.0%
My firm's ability to retain current customers	2.4 0.7	287 50.1%	229 40.0%	57 9.9%	573 100.0%
The entry of new customers into this market	2.2 0.8	243 42.6%	198 34.7%	130 22.8%	571 100.0%
Customer's price per unit	2.0 0.7	145 25.3%	276 48.2%	152 26.5%	573 100.0%

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=573)

	1st Priority	2nd Priority	3rd Priority	Total
Low Price	138 24.1%	79 13.8%	109 19.0%	326 56.9%
Superior Product Quality	142 24.8%	118 20.6%	110 19.2%	370 64.6%
Superior Innovation	65 11.3%	50 8.7%	45 7.9%	160 27.9%
Excellent Service	95 16.6%	191 33.3%	138 24.1%	424 74.0%
Trusting Relationship	105 18.3%	104 18.2%	122 21.3%	331 57.8%
Brand	28 4.9%	31 5.4%	52 9.1%	111 19.4%

Topic 1: Marketplace Dynamics - Competitors

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

(N=574)

	Mean & SD	Not Likely 1	2	3	4	5	6	Very Likely 7	Total
More intense rivalry for customers	5.3 1.5	15 2.6%	13 2.3%	30 5.2%	69 12.0%	123 21.4%	152 26.5%	129 22.5%	531 92.5%
More competitor price-cutting	5.0 1.7	23 4.0%	32 5.6%	46 8.0%	76 13.2%	112 19.5%	144 25.1%	100 17.4%	533 92.9%
More competitor innovation	4.5 1.6	30 5.2%	42 7.3%	59 10.3%	120 20.9%	130 22.6%	99 17.2%	52 9.1%	532 92.7%
More cooperation on non-price strategies	3.8 1.6	65 11.3%	61 10.6%	79 13.8%	156 27.2%	84 14.6%	58 10.1%	22 3.8%	525 91.5%
Emergence of new domestic competitors	3.4 2.0	130 22.6%	105 18.3%	67 11.7%	52 9.1%	69 12.0%	60 10.5%	51 8.9%	534 93.0%
Emergence of new global competitors	3.3 2.0	148 25.8%	77 13.4%	76 13.2%	62 10.8%	65 11.3%	67 11.7%	38 6.6%	533 92.9%

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	196	52.5 %	± 4.7 %
2=No Change	124	33.2 %	± 4.2 %
1=Less	53	14.2 %	± 3.1 %
Total	373	100.0 %	

Mean = 2.4

SD = 0.7

Missing Cases = 67

Response Percent = 84.8 %

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 = 62.2

Median = 60

Standard Deviation (Unbiased) = 18.4

95 Percent Confidence Interval Around The Mean = 60.3 - 64.0

Quartiles

1 = 50

2 = 60

3 = 75

Valid Cases = 374

Missing Cases = 66

Response Percent = 85.0%

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=440)

	Mean & SD	Increase 3	No Change 2	Decrease 1	Total
Partner's purchase volume	2.4 0.7	173 47.0%	155 42.1%	40 10.9%	368 100.0%
Partner will buy related products and services	2.3 0.6	120 32.8%	218 59.6%	28 7.7%	366 100.0%
My firm will sell directly to end customers, not through channel partners	2.2 0.6	118 32.1%	220 59.8%	30 8.2%	368 100.0%
Partner's level of power in our relationship	2.0 0.6	68 18.5%	223 60.6%	77 20.9%	368 100.0%
Partner's price per unit	1.9 0.6	64 17.5%	210 57.4%	92 25.1%	366 100.0%

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	53.6	26.8	51.1 - 56.2	50	0	100	417
Existing products or services in new markets	16.8	15.5	15.3 - 18.3	15	0	100	417
New products or services in existing markets	19.5	17.9	17.8 - 21.2	15	0	100	417
New products or services in new markets	10.1	14.7	8.6 - 11.5	5	0	100	417

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	46.2	24.6	43.8 - 48.6	45	0	100	413
Existing products or services in new markets	19.2	16.5	17.6 - 20.7	20	0	100	413
New products or services in existing markets	22.9	18.2	21.1 - 24.6	20	0	100	413
New products or services in new markets	11.8	14.3	10.4 - 13.2	10	0	100	413

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	27.8	66.9 - 72.2	75	0	100	428
Growth from acquisitions	10.8	17.9	9.1 - 12.5	0	0	100	428
Growth from partnerships	13.9	18.8	12.1 - 15.7	10	0	100	428
Growth from licensing arrangements	5.8	12.1	4.6 - 6.9	0	0	100	428

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	9.2	37.0	5.0 - 13.4	3	-100	300	292
Internet marketing spending	13.6	37.3	9.2 - 18.0	5	-100	500	276
Traditional advertising spending	-0.6	25.2	-3.7 - 2.5	0	-100	200	252
Brand building	8.3	23.9	5.3 - 11.3	2.5	-100	200	244
Customer relationship management	8.3	19.0	5.9 - 10.6	5	-100	100	254
New product introductions	9.2	17.9	7.0 - 11.5	5	-100	100	235
New service introductions	7.7	18.0	5.4 - 10.1	1.5	-100	100	224
Marketing (non-sales) hires	5.3	21.1	2.6 - 8.0	0	-100	100	237
Integrating what we know about marketing	8.9	26.2	5.3 - 12.5	2	-10	300	205
Developing knowledge about how to do marketing	6.6	19.7	4.0 - 9.2	1	-100	100	219
Marketing training	3.6	13.7	1.7 - 5.4	0	-100	100	218
Marketing research and intelligence	5.6	19.5	3.2 - 8.1	2	-100	100	235
Marketing consulting services	4.6	28.0	0.9 - 8.3	0	-100	300	219

Topic 4: Financial and Marketing Performance

Rate your firm's financial and marketing performance during the last 12 months

(N=574)

	Mean & SD	-10%	-7%	-5%	-3%	-1%	0	+1%	+3%	+5%	+7%	+10%	Total
Market share	2.0 4.7	15 4.4%	4 1.2%	9 2.6%	15 4.4%	20 5.9%	73 21.5%	48 14.1%	59 17.4%	41 12.1%	9 2.6%	47 13.8%	340 100.0%
Firm sales	2.2 6.8	48 13.5%	4 1.1%	23 6.5%	17 4.8%	12 3.4%	35 9.8%	21 5.9%	31 8.7%	43 12.1%	25 7.0%	97 27.2%	356 100.0%
Marketing ROI	2.2 4.9	15 5.2%	2 0.7%	12 4.1%	11 3.8%	7 2.4%	58 20.0%	42 14.5%	53 18.3%	35 12.1%	10 3.4%	45 15.5%	290 100.0%
Firm profits	1.8 6.1	38 11.0%	7 2.0%	18 5.2%	14 4.1%	12 3.5%	42 12.2%	35 10.2%	51 14.8%	39 11.3%	20 5.8%	68 19.8%	344 100.0%
Customer acquisition	2.6 5.0	14 4.2%	5 1.5%	13 3.9%	13 3.9%	15 4.5%	48 14.5%	51 15.4%	53 16.0%	44 13.3%	14 4.2%	62 18.7%	332 100.0%
Customer retention	1.6 4.8	11 3.3%	5 1.5%	21 6.3%	17 5.1%	25 7.4%	104 31.0%	21 6.3%	31 9.2%	43 12.8%	11 3.3%	47 14.0%	336 100.0%
Brand value	2.9 4.6	9 3.0%	0 0.0%	4 1.3%	9 3.0%	11 3.6%	80 26.5%	38 12.6%	39 12.9%	43 14.2%	12 4.0%	57 18.9%	302 100.0%

Topic 4: Financial and Marketing Performance**Rate your firm's performance during the last 12 months**

	Mean	SD	95% CI	Median	Total
Market share	2.0	4.7	1.5 - 2.5	1	340
Firm sales	2.2	6.8	1.5 - 2.9	3	356
Marketing ROI	2.2	4.9	1.6 - 2.7	1	290
Firm profits	1.8	6.1	1.2 - 2.5	3	344
Customer acquisition	2.6	5.0	2.0 - 3.1	3	332
Customer retention	1.6	4.8	1.1 - 2.2	0	336
Brand value	2.9	4.6	2.4 - 3.4	2	302

Topic 4: Financial and Marketing Performance

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

(N=574)

	Mean & SD	-10%	-7%	-5%	-3%	-1%	0	+1%	+3%	+5%	+7%	+10%	Total
Market share	5.0 3.6	1 0.3%	0 0.0%	0 0.0%	2 0.6%	2 0.6%	25 7.4%	46 13.6%	73 21.5%	79 23.3%	19 5.6%	92 27.1%	339 100.0%
Firm sales	6.4 3.8	2 0.6%	0 0.0%	2 0.6%	3 0.8%	0 0.0%	17 4.8%	20 5.6%	47 13.3%	74 20.9%	38 10.7%	151 42.7%	354 100.0%
Marketing ROI	5.1 3.6	1 0.3%	0 0.0%	3 1.0%	0 0.0%	0 0.0%	28 9.6%	24 8.2%	63 21.6%	74 25.4%	22 7.6%	76 26.1%	291 100.0%
Firm profits	5.5 4.1	4 1.2%	0 0.0%	3 0.9%	2 0.6%	2 0.6%	24 7.0%	34 9.9%	56 16.3%	72 21.0%	24 7.0%	122 35.6%	343 100.0%
Customer acquisition	5.4 3.6	0 0.0%	0 0.0%	0 0.0%	3 0.9%	1 0.3%	24 7.3%	38 11.5%	66 19.9%	71 21.5%	24 7.3%	104 31.4%	331 100.0%
Customer retention	4.2 4.2	3 0.9%	0 0.0%	5 1.5%	2 0.6%	4 1.2%	66 19.8%	37 11.1%	60 18.0%	55 16.5%	16 4.8%	86 25.7%	334 100.0%
Brand value	5.1 3.7	0 0.0%	0 0.0%	1 0.3%	2 0.7%	2 0.7%	33 10.9%	35 11.6%	56 18.5%	62 20.5%	22 7.3%	89 29.5%	302 100.0%

Topic 4: Financial and Marketing Performance

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

	Mean	SD	95% CI	Median	Total
Market share	5.0	3.6	4.6 - 5.4	5	339
Firm sales	6.4	3.8	6.0 - 6.8	7	354
Marketing ROI	5.1	3.6	4.6 - 5.5	5	291
Firm profits	5.5	4.1	5.1 - 5.9	5	343
Customer acquisition	5.4	3.6	5.0 - 5.8	5	331
Customer retention	4.2	4.2	3.7 - 4.6	3	334
Brand value	5.1	3.7	4.7 - 5.5	5	302

Topic 4: Financial and Marketing Performance

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

(N=574)

	Mean & SD	Excellent 5	Good 4	Average 3	Fair 2	Poor 1	Total
Developing and using customer insights	3.5 1.1	68 17.4%	163 41.7%	87 22.3%	46 11.8%	27 6.9%	391 100.0%
Sharing valuable marketing knowledge	3.4 1.0	51 13.6%	128 34.0%	134 35.6%	46 12.2%	17 4.5%	376 100.0%
Marketing that is beneficial for society	3.2 1.1	44 12.9%	108 31.7%	109 32.0%	46 13.5%	34 10.0%	341 100.0%
Minimize the impact of marketing on the ecological environment	3.0 1.2	33 11.3%	82 28.2%	74 25.4%	61 21.0%	41 14.1%	291 100.0%

Topic 4: Financial and Marketing Performance

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

	Mean	SD	95% CI	Median	Total
Developing and using customer insights	3.5	1.1	3.4 - 3.6	4	391
Sharing valuable marketing knowledge	3.4	1.0	3.3 - 3.5	3	376
Marketing that is beneficial for society	3.2	1.1	3.1 - 3.4	3	341
Minimize the impact of marketing on the ecological environment	3.0	1.2	2.9 - 3.2	3	291

Topic 5: Social Media**Social media spending**

	Mean	SD	95% CI	Median	Total
What percent of your marketing budget do you currently spend on social media?	5.9	10.9	4.8 - 7.0	2	354
What percent will you spend in the next 12 months?	9.9	14.2	8.4 - 11.4	5	352
What percent do you predict you will spend in five years?	17.7	18.2	15.8 - 19.6	10	352

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 = -99

Maximum = 100

Mean = 4.0

Median = 0

Standard Deviation (Unbiased) = 16.7

95 Percent Confidence Interval Around The Mean = 2.3 - 5.8

Quartiles

1 = 0

2 = 0

3 = 5

Valid Cases = 353

Missing Cases = 221

Response Percent = 61.5%

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

	Number	Percent	95% CI
Yes	260	70.5 %	± 4.1 %
No	109	29.5 %	± 3.2 %
Total	369	100.0 %	

Missing Cases = 205

Response Percent = 64.3 %

Topic 6: Marketing Jobs

By what percentage will your firm's outsourcing of marketing activities change in the next year? (e.g., +5%, -5%, etc.).

Minimum = -99

Maximum = 90

Mean = 4.3

Median = 0

Standard Deviation (Unbiased) = 14.3

95 Percent Confidence Interval Around The Mean = 2.7 - 5.8

Quartiles

1 = 0

2 = 0

3 = 5

Valid Cases = 336

Missing Cases = 238

Response Percent = 58.5%

Topic 7: Marketing Organization and Leadership

Where is marketing located in your firm?

	Number	Percent	95% CI
Corporate	288	85.5 %	± 3.8 %
Business unit level	123	36.5 %	± 5.2 %
Brand or product level	71	21.1 %	± 4.4 %
Field offices	50	14.8 %	± 3.8 %
Total	532		

Number of Cases =337

Number of Responses =532

Average Number Of Responses Per Case = 1.6

Number Of Cases With At Least One Response =337

Response Percent = 100.0 %

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	27	8.2 %	± 1.7 %
Sales is within the marketing function	29	8.8 %	± 1.8 %
Sales and marketing work together on an equal level	234	71.1 %	± 4.0 %
We don't have a sales function	32	9.7 %	± 1.9 %
We have a sales function, but not a marketing function	7	2.1 %	± 0.9 %
Total	329	100.0 %	

Missing Cases = 245

Response Percent = 57.3 %

Topic 7: Marketing Organization and Leadership

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

	Number	Percent
CEO	41	12.2 %
President	19	5.6 %
Chief Financial Officer	5	1.5%
Chief Operations Officer	5	1.5%
Chief Marketing Officer	53	15.7 %
Executive Vice President of Marketing	14	4.2 %
Senior Vice President of Marketing	13	3.9 %
Vice President of Marketing	46	13.6 %
VP of Marketing and Sales	13	3.9 %
Director of Marketing	67	19.9 %
VP of Business Development	10	3.0 %
VP of Sales	5	1.5 %
VP of Marketing Research	3	0.9 %
VP of Marketing Services	2	0.6 %
Product or Brand Marketing Manager	7	2.0%
Other	33	9.8%
Total	336	100.0 %

Missing Cases = 238

Response Percent = 58.5 %

Topic 7: Marketing Organization and Leadership

How many reporting levels are between you and the CEO?

Minimum = 0

Maximum = 10

Mean = 1.3

Median = 1

Standard Deviation (Unbiased) = 1.6

95 Percent Confidence Interval Around The Mean = 1.1 - 1.4

Quartiles

1 = 0

2 = 1

3 = 2

Valid Cases = 324

Missing Cases = 250

Response Percent = 56.4%

Topic 7: Marketing Organization and Leadership**How many reports do you have?**

	<u>Mean</u>	<u>SD</u>	<u>95% CI</u>	<u>Median</u>	<u>Total</u>
How many direct reports do you have?	7.2	25.9	4.4 - 10.0	4	322
How many indirect reports (dotted line) reports do you have?	17.0	43.2	11.8 - 22.3	4	257

Topic 7: Marketing Organization and Leadership**How many years have you been with this firm in your current role? In any role?**

	Mean	SD	95% CI	Median	Total
In your current role?	4.6	4.7	4.1 - 5.1	3	330
In any role?	9.0	8.4	8.1 - 9.9	6	306

Topic 7: Marketing Organization and Leadership

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

Information about customers and competitors...

(N=574)

	Mean & SD	Not at							All the time	Total
		1	2	3	4	5	6	7		
Is collected on a regular basis	5.2 1.7	10 3.1%	21 6.5%	23 7.1%	49 15.2%	52 16.1%	68 21.1%	99 30.7%	322 100.0%	
Is shared vertically across different levels of the firm and business units	4.7 1.7	17 5.3%	30 9.4%	21 6.6%	59 18.5%	79 24.8%	63 19.7%	50 15.7%	319 100.0%	
Is shared horizontally across different functions and business units	4.6 1.7	17 5.3%	28 8.8%	29 9.1%	53 16.6%	87 27.3%	59 18.5%	46 14.4%	319 100.0%	
Shapes the design of firm strategies	4.8 1.6	16 5.0%	14 4.4%	24 7.5%	71 22.2%	72 22.5%	77 24.1%	46 14.4%	320 100.0%	
Influences the implementation of firm strategies	5.0 1.5	13 4.1%	10 3.1%	24 7.5%	56 17.6%	73 23.0%	94 29.6%	48 15.1%	318 100.0%	
Impacts the evaluation of firm strategies	4.9 1.5	14 4.4%	11 3.5%	26 8.2%	63 19.9%	70 22.1%	88 27.8%	45 14.2%	317 100.0%	

Topic 8: Marketing Metrics

Distribute 100 points to reflect the frequency with which your firm uses these metrics to assess the impact of marketing.

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
The impact of marketing actions on revenues	37.3	24.9	34.6 - 40.1	30	0	100	325
The impact of marketing actions on costs	20.7	22.3	18.3 - 23.1	15	0	100	325
The impact of marketing actions on customer retention	15.1	15.6	13.4 - 16.8	10	0	100	325
The impact of marketing actions on brand value	11.3	13.5	9.8 - 12.7	10	0	100	325
The impact of marketing actions on profits	13.4	14.8	11.8 - 15.0	10	0	100	325
The impact of marketing actions on stock market performance	2.2	7.5	1.4 - 3.0	0	0	100	325

Topic 8: Marketing Metrics

Companies interact with customers through a set of communication channels and purchase channels.

	Mean	SD	95% CI	Median	Total
How many different ways do you communicate with your customers?	6.3	4.3	5.9 - 6.8	5	336
How many different ways do customers purchase from your company?	3.2	6.1	2.5 - 3.8	2	336

Topic 8: Marketing Metrics

Capturing cost and revenue information

(N=574)

	Mean & SD	Not At All							Very Well	Total
		1	2	3	4	5	6	7		
How well do you capture cost information about your customers across these channels?	3.6 1.8	54 16.1%	60 17.9%	58 17.3%	55 16.4%	50 14.9%	33 9.9%	25 7.5%	335 100.0%	
How well do you capture revenue information about your customers across these channels?	4.4 1.8	28 8.4%	41 12.2%	37 11.0%	58 17.3%	67 20.0%	54 16.1%	50 14.9%	335 100.0%	

Topic 8: Marketing Metrics

Describe the nature of your marketing metrics using the following indicators.

(N=574)

	Yes	No	Total
Our metrics examine the long-term impact of marketing.	244 72.0%	95 28.0%	339 100.0%
Our metrics help us capture growth opportunities.	232 68.4%	107 31.6%	339 100.0%
Our metrics can be used to optimize marketing actions.	233 68.3%	108 31.7%	341 100.0%
Our metrics examine the short-term impact of marketing.	210 61.9%	129 38.1%	339 100.0%
Our metrics allow us to assess competitor reactions to our marketing actions.	81 23.9%	258 76.1%	339 100.0%

Topic 8: Marketing Metrics

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

	Number	Percent	95% CI
Hits/visits/page views	273	47.6 %	± 4.1 %
Repeat visits	199	34.7 %	± 3.9 %
Conversion rates (whether a visitor is converted to a buyer)	146	25.4 %	± 3.6 %
Number of followers or friends	138	24.0 %	± 3.5 %
Sales levels	103	17.9 %	± 3.2 %
Revenue per customer	99	17.2 %	± 3.1 %
Buzz indicators (web mentions)	90	15.7 %	± 3.0 %
Customer acquisition costs	68	11.8 %	± 2.7 %
Profits per customer	54	9.4 %	± 2.4 %
Online product/service ratings	47	8.2 %	± 2.3 %
Customer retention costs	44	7.7 %	± 2.2 %
Net promoter score	43	7.5 %	± 2.2 %
Other text analysis ratings	38	6.6 %	± 2.0 %
Abandoned shopping carts	22	3.8 %	± 1.6 %
Total	1364		

Number of Cases =574

Number of Responses =1364

Average Number Of Responses Per Case = 2.4

Number Of Cases With At Least One Response =304

Response Percent = 53.0 %

Topic 8: Marketing Metrics**Market insight metrics**

(N=574)

	Yes	No	Total
My firm uses metrics to evaluate the quantity and quality of market insights made available to managers?	81 25.0%	236 75.0%	317 100.0%
My firm uses metrics to examine whether market insight influences how managers think or the decisions they make.	113 35.2%	208 64.8%	321 100.0%

Topic 8: Marketing Metrics

How many marketing metrics are used by C-suite members to guide decision making?

Minimum = 0

Maximum = 200

Mean = 5.1

Median = 3

Standard Deviation (Unbiased) = 13.1

95 Percent Confidence Interval Around The Mean = 3.6 - 6.7

Quartiles

1 = 2

2 = 3

3 = 5

Valid Cases = 273

Missing Cases = 301

Response Percent = 47.6%

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	13014.9	48696.5	7736.8 - 18293.0	280	1	400000	327
How many marketing (non-sales) employees are in your firm?	294.8	1664.9	108.0 - 481.7	8	0	20000	305

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?	81.3	23.9	78.7 - 84.0	90	2	100	318
What % of your firm's sales is through the Internet?	9.3	21.7	6.9 - 11.7	0	0	100	314

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

	Number	Percent	95% CI
B2B - Product	153	35.1 %	± 3.6 %
B2B - Services	151	34.6 %	± 3.6 %
B2C - Services	69	15.8 %	± 2.7 %
B2C - Product	63	14.4 %	± 2.6 %
Total	436	100.0 %	

Missing Cases = 138

Response Percent = 76.0 %

Appendix: Firm-level Descriptive Information

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

	Number	Percent	Cumulative
Less than \$25 million	121	37.5 %	37.5 %
\$26-99 million	50	15.5 %	52.9 %
\$100-499 million	43	13.3 %	66.3 %
\$500-999 million	25	7.7 %	74.0 %
\$1-2.5 billion	23	7.1 %	81.1 %
\$2.6-5 billion	19	5.9 %	87.0 %
\$5.1-9.9 billion	5	1.5 %	88.5 %
\$10-49 billion	24	7.4 %	96.0 %
\$50-100 billion	6	1.9 %	97.8 %
More than \$100+ billion	7	2.2 %	100.0 %
Total	323	100.0 %	100.0 %

Missing Cases = 251

Response Percent = 56.3 %

Appendix: Firm-level Descriptive Information

Which industry sector best describes your firm?

	Number	Percent	95% CI
Technology [Software/Biotech]	53	16.2 %	± 2.4 %
Professional Services/Consulting	51	15.6 %	± 2.3 %
Manufacturing	49	15.0 %	± 2.3 %
Banking/Finance/Insurance	43	13.1 %	± 2.2 %
Health Care/Pharmaceutical	40	12.2 %	± 2.1 %
Retail/Wholesale	26	8.0 %	± 1.7 %
Consumer Packaged Goods	20	6.1 %	± 1.5 %
Communications/Media	18	5.5 %	± 1.4 %
Energy	11	3.4 %	± 1.1 %
Consumer Services	10	3.1 %	± 1.1 %
Transportation	3	0.9 %	± 0.6 %
Mining/Construction	3	0.9 %	± 0.6 %
Total	327	100.0 %	

Missing Cases = 247

Response Percent = 57.0 %

Appendix: Firm-level Descriptive Information

Where is your firm's headquarters?

	Number	Percent	95% CI
Northeast U.S.	75	22.5 %	± 2.8 %
Midwest U.S.	73	21.9 %	± 2.7 %
South Atlantic U.S.	69	20.7 %	± 2.7 %
Pacific U.S.	47	14.1 %	± 2.3 %
South Central U.S.	36	10.8 %	± 2.0 %
Western Europe	17	5.1 %	± 1.4 %
Eastern Europe	5	1.5 %	± 0.8 %
Mountain U.S.	3	0.9 %	± 0.6 %
Central/Latin America	2	0.6 %	± 0.5 %
Canada	2	0.6 %	± 0.5 %
East Asia	2	0.6 %	± 0.5 %
Western Asia	2	0.6 %	± 0.5 %
Total	333	100.0 %	

Missing Cases = 241

Response Percent = 58.0 %