



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

CMO Survey Report:
Topline Results
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Deloitte.  AMERICAN MARKETING ASSOCIATION



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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	147	34.9 %	± 4.5 %
2=No Change	162	38.5 %	± 4.6 %
1=Less	112	26.6 %	± 4.2 %
Total	421	100.0 %	

Mean = 2.08

SD = 0.78

Missing Cases = 11

Response Percent = 97.5 %

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

Minimum = 29.83

Maximum = 96.61

Mean = 63.71

Median = 65

Standard Deviation (Unbiased Estimate) = 15.70

95 Percent Confidence Interval Around the Mean = 62.21 - 65.21

Valid Cases =421

Missing Cases =11

Response Percent = 97.5%

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	231	55.0 %	± 4.7 %
2=No Change	115	27.4 %	± 4.2 %
1=Less	74	17.6 %	± 3.6 %
Total	420	100.0 %	

Mean = 2.37

SD = 0.77

Missing Cases = 12

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 = 37.13

Maximum = 100

Mean = 72.83

Median = 75

Standard Deviation (Unbiased Estimate) = 16.59

95 Percent Confidence Interval Around the Mean = 71.24 - 74.41

Valid Cases = 419

Missing Cases = 13

Response Percent = 97.0%

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=381)

	Mean & SD	1st Priority	2nd Priority	3rd Priority	Total
Low Price	2.07 0.86	65 17.1%	49 12.9%	78 20.5%	192 50.4%
Superior Product Quality	1.85 0.78	104 27.3%	98 25.7%	64 16.8%	266 69.8%
Superior Innovation	2.02 0.83	41 10.8%	38 10.0%	43 11.3%	122 32.0%
Excellent Service	2.08 0.80	85 22.3%	104 27.3%	110 28.9%	299 78.5%
Trusting Relationship	2.00 0.81	86 22.6%	91 23.9%	85 22.3%	262 68.8%
Total		100%	100%	100%	

Topic 1: Marketplace Dynamics - Customers

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

(N=432)

	Mean & SD	Increase +1	No Change 0	Decrease -1	Total
Customer's purchase volume	0.52 0.69	247 62.7%	103 26.1%	44 11.2%	394 100.0%
Customer's price per unit	0.09 0.72	123 31.2%	185 47.0%	86 21.8%	394 100.0%
Customer will buy related products/services from my firm	0.56 0.57	234 59.7%	143 36.5%	15 3.8%	392 100.0%
My firm's ability to retain current customers	0.36 0.63	174 44.2%	186 47.2%	34 8.6%	394 100.0%
The entry of new customers into this market	0.28 0.70	165 42.1%	171 43.6%	56 14.3%	392 100.0%
My firm's ability to acquire new customers	0.59 0.63	263 66.8%	100 25.4%	31 7.9%	394 100.0%

Topic 1: Marketplace Dynamics - Competitors

Focusing on this market, do you expect the following competitor activities for your firm to increase, decrease, or have no change in the next 12 months?

(N=432)

	Mean & SD	Increase +1	No Change 0	Decrease -1	Total
Emergence of new domestic competitors	0.37 0.67	189 47.8%	165 41.8%	41 10.4%	395 100.0%
Emergence of new global competitors	0.32 0.60	155 39.3%	210 53.3%	29 7.4%	394 100.0%
Intense rivalry for customers	0.71 0.47	282 71.6%	109 27.7%	3 0.8%	394 100.0%
Competitor innovation	0.52 0.58	219 55.7%	158 40.2%	16 4.1%	393 100.0%
Competitor price-cutting	0.57 0.58	243 62.0%	131 33.4%	18 4.6%	392 100.0%
Cooperation on non-price strategies	0.12 0.48	70 17.9%	297 76.0%	24 6.1%	391 100.0%

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	52.1	27.7	48.5 - 55.7	50	0	100	228
Existing products or services in new markets	15.4	15.2	13.4 - 17.4	10	0	100	228
New products or services in existing markets	23.6	19.4	21.1 - 26.1	20	0	100	228
New products or services in new markets	8.9	11.0	7.5 - 10.4	5	0	50	228

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	48.2	26.4	44.8 - 51.7	50	0	100	226
Existing products or services in new markets	16.3	13.6	14.5 - 18.0	15	0	60	226
New products or services in existing markets	24.5	18.4	22.1 - 26.9	20	0	90	226
New products or services in new markets	11.0	12.9	9.3 - 12.7	10	0	50	226

Topic 2: Firm Growth Strategies

What percentage of your firm's sales is domestic? Through the internet?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
What % of your firm's sales is through the Internet?	10.3	16.8	8.7 - 11.9	1	0	57.1	421
What % of your firm's sales is domestic?	81.2	23.1	78.2 - 84.2	90	29.7	100	227

Topic 2: Firm Growth Strategies**What percent of your marketing budget do you spend on domestic markets?**

Minimum = 26.99

Maximum = 100

Mean = 82.58

Median = 96

Standard Deviation (Unbiased Estimate) = 24.64

95 Percent Confidence Interval Around the Mean = 79.38 - 85.79

Valid Cases = 227

Missing Cases = 205

Response Percent = 52.5%

Topic 3: Marketing Spending

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

Percent change

Minimum = -37.05

Maximum = 50.59

Mean = 6.01

Median = 4

Standard Deviation (Unbiased Estimate) = 17.43

95 Percent Confidence Interval Around the Mean = 4.01 - 8.01

Valid Cases = 205

Missing Cases = 141

Response Percent = 59.2%

Topic 3: Marketing Spending

Marketing expenses in your company include the following (check all that apply):

	Number	Percent	95% CI
Direct expenses of marketing activities	265	61.3 %	± 4.6 %
Social media	222	51.4 %	± 4.7 %
Marketing employees	207	47.9 %	± 4.7 %
Marketing analytics	192	44.4 %	± 4.7 %
Marketing research	180	41.7 %	± 4.7 %
Other overhead costs associated with marketing	176	40.7 %	± 4.7 %
Marketing training	137	31.7 %	± 4.4 %
Sales employees	52	12.0 %	± 3.1 %
Total	1431		

Number of Cases = 432

Number of Responses = 1431

Average Number of Responses per Case = 3.3

Number of Cases with at Least One Response = 287

Response Percent = 66.4 %

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	7.2	13.2	5.6 - 8.8	5	-32.1	49.5	268
Digital marketing spending	9.9	11.8	8.5 - 11.3	6	-20	44	261
Traditional advertising spending	-1.3	10.0	-2.5 - -0.1	0	-29.1	26.1	251
Brand building	6.3	13.7	4.6 - 8.0	0	-41.5	57	252
Customer relationship management	7.4	11.5	6.0 - 8.8	5	-20	47.5	254

Topic 3: Marketing Spending

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

Percent of budget

Minimum = 0

Maximum = 39.94

Mean = 11.33

Median = 9.25

Standard Deviation (Unbiased Estimate) = 10.95

95 Percent Confidence Interval Around the Mean = 10.02 - 12.64

Valid Cases = 261

Missing Cases = 164

Response Percent = 61.4%

Topic 3: Marketing Spending

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

Percent of revenues

Minimum = 0

Maximum = 38.84

Mean = 7.54

Median = 3

Standard Deviation (Unbiased Estimate) = 10.10

95 Percent Confidence Interval Around the Mean = 6.32 - 8.76

Valid Cases = 248

Missing Cases = 168

Response Percent = 59.6%

Topic 4: Financial and Marketing Performance

Rate your firm's performance during the last 12 months

(N=432)

	Mean & SD	-10%	-7%	-5%	-3%	-1%	0	+1%	+3%	+5%	+7%	+10%	Total
Market share	2.00 4.19	5 2.1%	1 0.4%	12 5.0%	10 4.2%	15 6.3%	47 19.7%	39 16.4%	45 18.9%	29 12.2%	10 4.2%	25 10.5%	238 100.0%
Sales revenue	3.30 5.99	18 7.5%	4 1.7%	11 4.6%	13 5.4%	5 2.1%	15 6.3%	16 6.7%	37 15.5%	35 14.6%	19 7.9%	66 27.6%	239 100.0%
Marketing ROI	2.45 4.05	5 2.2%	2 0.9%	2 0.9%	6 2.6%	4 1.7%	70 30.3%	30 13.0%	43 18.6%	30 13.0%	12 5.2%	27 11.7%	231 100.0%
Profits	2.44 5.80	21 9.0%	2 0.9%	9 3.8%	8 3.4%	6 2.6%	39 16.7%	17 7.3%	41 17.5%	30 12.8%	10 4.3%	51 21.8%	234 100.0%
Customer acquisition	2.40 4.34	5 2.1%	3 1.3%	8 3.4%	6 2.6%	11 4.7%	53 22.7%	30 12.9%	45 19.3%	31 13.3%	10 4.3%	31 13.3%	233 100.0%
Customer retention	1.81 4.18	3 1.3%	3 1.3%	7 3.0%	11 4.7%	19 8.1%	74 31.5%	32 13.6%	32 13.6%	18 7.7%	5 2.1%	31 13.2%	235 100.0%
Brand value	3.22 3.79	0 0.0%	0 0.0%	2 0.9%	4 1.7%	2 0.9%	72 31.2%	33 14.3%	35 15.2%	37 16.0%	5 2.2%	41 17.7%	231 100.0%

Topic 4: Financial and Marketing Performance

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

	Number	Percent	95% CI
7=Excellent - one of the best in the world	14	5.6 %	± 1.7 %
6=A leader but not one of the best	43	17.1 %	± 2.8 %
5=Strong	70	27.9 %	± 3.5 %
4=Good	60	23.9 %	± 3.3 %
3=Fair	43	17.1 %	± 2.8 %
2=Weak	15	6.0 %	± 1.7 %
1=Very weak	6	2.4 %	± 1.1 %
Total	251	100.0 %	

Mean = 4.43

SD = 1.38

Missing Cases = 181

Response Percent = 58.1 %

Topic 5: Social Media

What percent of your marketing budget do you spend on social media?

	Mean	SD	95% CI	Median	Total
...of your marketing budget do you currently spend on social media?	11.7	14.0	10.2 - 13.2	5	343
...will you spend in the next 12 months?	14.1	15.7	12.4 - 15.8	10	338
...do you predict you will spend in five years?	22.2	20.1	20.0 - 24.3	15	335

Topic 5: Social Media**How effectively is social media linked to your firm's marketing strategy?**

	Number	Percent	Cumulative
1=Not At All Effectively	39	11.2 %	11.2 %
2=	49	14.1 %	25.4 %
3=	58	16.7 %	42.1 %
4=	56	16.1 %	58.2 %
5=	77	22.2 %	80.4 %
6=	46	13.3 %	93.7 %
7=Very Effectively	22	6.3 %	100.0 %
Total	347	100.0 %	100.0 %

Mean = 3.89

SD = 1.75

Missing Cases = 85

Response Percent = 80.3 %

Topic 5: Social Media

How effectively does your company integrate customer information across purchasing, communication and social media channels?

	Number	Percent	95% CI
1=Not At All Effectively	73	21.1 %	± 3.6 %
2=	60	17.3 %	± 3.3 %
3=	63	18.2 %	± 3.3 %
4=	64	18.5 %	± 3.4 %
5=	53	15.3 %	± 3.1 %
6=	25	7.2 %	± 2.2 %
7=Very Effectively	8	2.3 %	± 1.3 %
Total	346	100.0 %	

Mean = 3.21

SD = 1.67

Missing Cases = 86

Response Percent = 80.1 %

Topic 5: Social Media**What percent of your company's social media activities are currently performed by outside agencies?**

Minimum = 0

Maximum = 85.82

Mean = 20.68

Median = 0

Standard Deviation (Unbiased Estimate) = 30.76

95 Percent Confidence Interval Around the Mean = 17.39 - 23.97

Valid Cases = 154

Missing Cases = 96

Response Percent = 61.6%

Topic 5: Social Media

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

	Number	Percent	95% CI
1=Not At All	67	19.4 %	± 3.4 %
2=	92	26.6 %	± 3.9 %
3=	53	15.3 %	± 3.1 %
4=	54	15.6 %	± 3.1 %
5=	45	13.0 %	± 2.9 %
6=	19	5.5 %	± 1.9 %
7=Very Highly	16	4.6 %	± 1.8 %
Total	346	100.0 %	

Mean = 3.11

SD = 1.72

Missing Cases = 86

Response Percent = 80.1 %

Topic 5: Social Media**Which best describes how you show the impact of social media on your business?**

	Number	Percent	95% CI
We have proven the impact quantitatively	70	20.3 %	± 3.5 %
We have a good qualitative sense of the impact, but not a quantitative impact	123	35.7 %	± 4.3 %
We haven't been able to show the impact yet	152	44.1 %	± 4.5 %
Total	345	100.0 %	

Missing Cases = 87

Response Percent = 79.9 %

Topic 5: Social Media

Check the forms of social media your firm is currently using

	Number	Percent	95% CI
External social networking (e.g., Facebook, LinkedIn, and Snapchat)	313	72.5 %	± 4.2 %
Twitter	239	55.3 %	± 4.7 %
Video and photo sharing (e.g., YouTube and Instagram)	215	49.8 %	± 4.7 %
Blogging	190	44.0 %	± 4.7 %
Internal social networking (e.g., Slack, Yammer)	83	19.2 %	± 3.7 %
Product reviews (e.g., Amazon)	70	16.2 %	± 3.5 %
Forums (e.g., Google groups)	61	14.1 %	± 3.3 %
Podcasts	59	13.7 %	± 3.3 %
Product design or co-creation (e.g., NikeID)	20	4.6 %	± 2.0 %
Social bookmarking (e.g., Digg)	19	4.4 %	± 1.9 %
Virtual reality (e.g., Second life)	10	2.3 %	± 1.4 %
Total	1279		

Number of Cases = 432

Number of Responses = 1279

Average Number of Responses per Case = 3.0

Number of Cases with at Least One Response = 332

Response Percent = 76.9 %

Topic 5: Social Media**Does your company use customer behavior data collected online for targeting purposes?**

	Number	Percent	95% CI
Yes	118	45.7 %	± 4.2 %
No	140	54.3 %	± 4.4 %
Total	258	100.0 %	

Missing Cases = 174

Response Percent = 59.7 %

Topic 5: Social Media**Does your company use customer behavior data collected online for managing ongoing relationships?**

	Number	Percent	95% CI
Yes	91	35.1 %	± 3.9 %
No	168	64.9 %	± 4.6 %
Total	259	100.0 %	

Missing Cases = 173

Response Percent = 60.0 %

Topic 5: Social Media**Has your company's use of online customer data increased, decreased, or stayed the same over the last two years?**

	Number	Percent	95% CI
+1=Increasing	121	48.0 %	± 4.3 %
0=About the same	129	51.2 %	± 4.3 %
-1=Decreasing	2	0.8 %	± 0.6 %
Total	252	100.0 %	

Mean = 0.47

SD = 0.52

Missing Cases = 180

Response Percent = 58.3 %

Topic 5: Social Media

How worried are you that this use of online customer data could raise questions about privacy?

	Number	Percent	95% CI
1=Not At All Worried	65	25.7 %	± 3.4 %
2=	50	19.8 %	± 3.0 %
3=	26	10.3 %	± 2.3 %
4=	42	16.6 %	± 2.8 %
5=	33	13.0 %	± 2.5 %
6=	24	9.5 %	± 2.2 %
7=Very Worried	13	5.1 %	± 1.6 %
Total	253	100.0 %	

Mean = 3.21

SD = 1.89

Missing Cases = 179

Response Percent = 58.6 %

Topic 6: Mobile Marketing

What percent of your marketing budget do you spend on mobile activities?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
What percent of your marketing budget do you currently spend on mobile activities?	3.8	6.2	3.0 - 4.6	1	0	25	255
What percent will you spend on mobile activities in three years?	8.3	10.0	7.1 - 9.6	5	0	36.8	254

Topic 6: Mobile Marketing

Rate how well mobile marketing activities have performed in the following areas: (sorted by highest score)

(N=432)

	Mean & SD	Poorly 1	2	3	4	5	6	Excellent 7	Total
Engaging customers	3.76 1.81	38 17.0%	25 11.2%	27 12.1%	47 21.1%	47 21.1%	26 11.7%	13 5.8%	223 100.0%
Delivering your brand message	3.64 1.84	45 20.3%	22 9.9%	25 11.3%	58 26.1%	35 15.8%	22 9.9%	15 6.8%	222 100.0%
Improving sales	3.30 1.73	51 23.0%	28 12.6%	32 14.4%	58 26.1%	29 13.1%	15 6.8%	9 4.1%	222 100.0%
Retaining customers	3.21 1.65	47 21.1%	38 17.0%	33 14.8%	59 26.5%	25 11.2%	15 6.7%	6 2.7%	223 100.0%
Acquiring customers	3.09 1.75	58 26.2%	37 16.7%	31 14.0%	49 22.2%	24 10.9%	13 5.9%	9 4.1%	221 100.0%
Improving profits	3.02 1.62	53 24.0%	38 17.2%	42 19.0%	52 23.5%	19 8.6%	10 4.5%	7 3.2%	221 100.0%

Topic 6: Mobile Marketing

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

	Number	Percent	95% CI
1=Not At All	99	39.1 %	± 4.0 %
2=	55	21.7 %	± 3.2 %
3=	25	9.9 %	± 2.2 %
4=	35	13.8 %	± 2.6 %
5=	28	11.1 %	± 2.3 %
6=	7	2.8 %	± 1.2 %
7=Very Highly	4	1.6 %	± 0.9 %
Total	253	100.0 %	

Mean = 2.51

SD = 1.62

Missing Cases = 179

Response Percent = 58.6 %

Topic 7: Marketing Jobs**Compared to the number of marketing hires last year, by what percentage will your firm's marketing hires change in the next year?**

Minimum = -33.90

Maximum = 46.50

Mean = 5.44

Median = 0

Standard Deviation (Unbiased Estimate) = 13.74

95 Percent Confidence Interval Around the Mean = 3.68 - 7.19

Valid Cases = 117

Missing Cases = 196

Response Percent = 37.4%

Topic 7: Marketing Jobs**By what percentage will your firm's outsourcing of marketing activities change in the next year?**

Minimum = -20

Maximum = 30.85

Mean = 3.61

Median = 0

Standard Deviation (Unbiased Estimate) = 8.83

95 Percent Confidence Interval Around the Mean = 2.48 - 4.74

Valid Cases = 106

Missing Cases = 196

Response Percent = 35.1%

Topic 7: Marketing Jobs

Number of employees

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
How many employees does your firm have?	11697	44109	6033 - 17361	350	1	323966	233
How many marketing (non-sales) employees are in your firm?	88	215	58 - 117	7	0	944	207

Topic 8: Marketing Organization

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

	Number	Percent	95% CI
Sales is in charge of marketing	25	9.9 %	± 2.2 %
Sales is within the marketing function	19	7.5 %	± 1.9 %
Sales and marketing work together on an equal level	169	66.8 %	± 4.6 %
We don't have a sales function	33	13.0 %	± 2.5 %
We have a sales function, but not a marketing function	7	2.8 %	± 1.2 %
Total	253	100.0 %	

Missing Cases = 179

Response Percent = 58.6 %

Topic 8: Marketing Organization**Companies are generally organized by product/service groups or by customer groups. Which organizational structure is most common in your company?**

	Number	Percent	95% CI
Product/service groups	174	69.3 %	± 4.7 %
Customer groups	77	30.7 %	± 3.6 %
Total	251	100.0 %	

Missing Cases = 181

Response Percent = 58.1 %

Topic 8: Marketing Organization

Rank order the following marketing capabilities in terms of their importance to your organization today (1=top rank; lower score means more important)

(N=432)	Mean											
	S.D.	1	2	3	4	5	6	7	8	9	Total	
Brand development and management capabilities	3.47 2.25	63 26.3%	40 16.7%	35 14.6%	25 10.4%	25 10.4%	24 10.0%	14 5.8%	9 3.8%	5 2.1%	240	100.0%
Customer focus capabilities (e.g., actions that prioritize the customer)	4.15 2.46	41 17.1%	32 13.3%	42 17.5%	30 12.5%	20 8.3%	24 10.0%	17 7.1%	23 9.6%	11 4.6%	240	100.0%
Digital marketing capabilities (e.g., digital strategy, social media, mobile marketing)	4.25 2.46	37 15.4%	38 15.8%	32 13.3%	33 13.8%	20 8.3%	26 10.8%	21 8.8%	22 9.2%	11 4.6%	240	100.0%
Customer development and management capabilities	4.28 2.49	38 15.8%	38 15.8%	34 14.1%	25 10.4%	23 9.5%	22 9.1%	33 13.7%	15 6.2%	13 5.4%	241	100.0%
Marketing innovation capabilities	4.92 2.19	14 5.8%	31 12.9%	23 9.6%	36 15.0%	33 13.8%	32 13.3%	43 17.9%	19 7.9%	9 3.8%	240	100.0%
Marketing analytics capabilities	5.16 2.35	19 7.9%	20 8.3%	30 12.5%	20 8.3%	36 15.0%	41 17.1%	28 11.7%	27 11.3%	19 7.9%	240	100.0%
Creative capabilities	5.52 2.05	5 2.1%	16 6.7%	18 7.5%	38 15.9%	46 19.2%	31 13.0%	36 15.1%	33 13.8%	16 6.7%	239	100.0%
Omni-channel execution capabilities	5.91 2.68	20 8.4%	19 7.9%	16 6.7%	21 8.8%	19 7.9%	24 10.0%	27 11.3%	42 17.6%	51 21.3%	239	100.0%
Agency management capabilities	7.28 2.21	5 2.1%	7 2.9%	11 4.6%	11 4.6%	17 7.1%	15 6.3%	20 8.4%	49 20.5%	104 43.5%	239	100.0%

Topic 8: Marketing Organization

Considering these capabilities, where does your organization have the biggest gap? (top three gaps, 1=top rank, lower score means bigger gap)

(N=432)

	Mean & SD	1	2	3	Total
Digital marketing capabilities (e.g., digital strategy, social media, mobile marketing)	1.73 0.74	41 44.6%	35 38.0%	16 17.4%	92 100.0%
Customer development and management capabilities	1.92 0.82	39 37.5%	34 32.7%	31 29.8%	104 100.0%
Marketing innovation capabilities	1.92 0.74	25 31.3%	36 45.0%	19 23.8%	80 100.0%
Omni-channel execution capabilities	1.94 0.90	44 43.1%	20 19.6%	38 37.3%	102 100.0%
Brand development and management capabilities	2.04 0.90	21 38.2%	11 20.0%	23 41.8%	55 100.0%
Marketing analytics capabilities	2.05 0.81	34 29.8%	40 35.1%	40 35.1%	114 100.0%
Customer focus capabilities (e.g., actions that prioritize the customer)	2.14 0.77	19 22.9%	33 39.8%	31 37.3%	83 100.0%
Creative capabilities	2.19 0.76	9 20.9%	17 39.5%	17 39.5%	43 100.0%
Agency management capabilities	2.43 0.73	5 13.5%	11 29.7%	21 56.8%	37 100.0%

Topic 9: Marketing Leadership

How has marketing's role within your organization changed in the last five years?

	Number	Percent	95% CI
-7=Significantly narrowed	2	0.8 %	± 0.6 %
-6	1	0.4 %	± 0.5 %
-5	4	1.6 %	± 0.9 %
-4	0	0.0 %	± 0.0 %
-3	6	2.3 %	± 1.1 %
-2	2	0.8 %	± 0.6 %
-1	2	0.8 %	± 0.6 %
0=No Change	32	12.4 %	± 2.5 %
1	24	9.3 %	± 2.2 %
2	29	11.2 %	± 2.4 %
3	45	17.4 %	± 2.9 %
4	34	13.2 %	± 2.6 %
5	37	14.3 %	± 2.7 %
6	11	4.3 %	± 1.5 %
7=Significantly broadened	29	11.2 %	± 2.4 %
Total	258	100.0 %	

Mean = 2.88

SD = 2.78

Missing Cases = 174

Response Percent = 59.7 %

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Number	Percent	95% CI
Brand	228	89.4 %	± 3.8 %
Advertising	202	79.2 %	± 5.0 %
Social media	193	75.7 %	± 5.3 %
Promotion	187	73.3 %	± 5.5 %
Marketing analytics	176	69.0 %	± 5.7 %
Positioning	173	67.8 %	± 5.8 %
Marketing research	171	67.1 %	± 5.8 %
Public relations	167	65.5 %	± 5.9 %
Lead generation	155	60.8 %	± 6.0 %
Competitive intelligence	139	54.5 %	± 6.2 %
Market entry strategies	111	43.5 %	± 6.1 %
Customer relationship management	107	42.0 %	± 6.1 %
New products	102	40.0 %	± 6.1 %
Revenue growth	98	38.4 %	± 6.0 %
e-commerce	91	35.7 %	± 5.9 %
Pricing	86	33.7 %	± 5.8 %
Market selection	84	32.9 %	± 5.8 %
Innovation	76	29.8 %	± 5.7 %
Sales	63	24.7 %	± 5.3 %
Customer service	46	18.0 %	± 4.8 %
Distribution	26	10.2 %	± 3.7 %
Stock market performance	7	2.7 %	± 2.0 %
Total	2688		

Number of Cases = 255

Number of Responses = 2688

Average Number of Responses per Case = 10.5

Number of Cases with at Least One Response = 255

Response Percent = 100.0 %

Topic 9: Marketing Leadership**How many direct and indirect reports do you have?**

	<u>Median</u>	<u>Mean</u>	<u>SD</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Range</u>	<u>Total</u>
How many direct reports do you have?	5	6.52	9.78	0	74.40	74.40	233
How many indirect reports (dotted-line) reports do you have?	5	15.71	33.44	0	300	300	196

Topic 9: Marketing Leadership**How many years have you been with this firm in your current role? In any role?**

	<u>Median</u>	<u>Mean</u>	<u>SD</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Total</u>
In your current role?	5	6.62	5.96	0	25.50	237
In any role?	8	9.76	8.50	0	31.20	188

Topic 10: Marketing Analytics

What percent of your marketing budget do you spend on marketing analytics?

	Mean	SD	95%CI	Median	Minimum	Maximum	Total
Do you currently spend on marketing analytics?	6.5	6.8	5.7 - 7.2	5	0	25.5	321
Will you spend in on marketing analytics the next three years?	10.9	10.4	9.7 - 12.0	8	0	42	315

Topic 10: Marketing Analytics

In what percent of projects does your company use available or requested marketing analytics before a decision is made?

Minimum = 0

Maximum = 99.38

Mean = 34.71

Median = 25

Standard Deviation (Unbiased Estimate) = 32.93

95 Percent Confidence Interval Around the Mean = 31.07 - 38.34

Valid Cases = 254

Missing Cases = 117

Response Percent = 68.5%

Topic 10: Marketing Analytics

Check all of the areas in which your company is using marketing analytics to drive decision making. (Sorted by highest to lowest use levels)

	Number	Percent	95% CI
Customer acquisition	183	42.4 %	± 4.7 %
Customer insight	175	40.5 %	± 4.7 %
Digital marketing	169	39.1 %	± 4.6 %
Customer retention	151	35.0 %	± 4.5 %
Branding	149	34.5 %	± 4.5 %
Social media	144	33.3 %	± 4.5 %
Sales strategy	138	31.9 %	± 4.4 %
Segmentation	134	31.0 %	± 4.4 %
New product or service development	126	29.2 %	± 4.3 %
Promotion strategy	122	28.2 %	± 4.3 %
Customer service	112	25.9 %	± 4.2 %
Product or service strategy	110	25.5 %	± 4.1 %
Marketing mix analysis	107	24.8 %	± 4.1 %
Pricing strategy	107	24.8 %	± 4.1 %
<u>Multichannel marketing</u>	86	19.9 %	± 3.8 %
Total	2013		

Number of Cases = 432

Number of Responses = 2013

Average Number of Responses per Case = 4.7

Number of Cases with at Least One Response = 286

Response Percent = 66.2 %

Topic 10: Marketing Analytics

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

	Number	Percent	95% CI
1=Not At All	51	15.9 %	± 3.1 %
2=	40	12.5 %	± 2.7 %
3=	42	13.1 %	± 2.8 %
4=	51	15.9 %	± 3.1 %
5=	79	24.7 %	± 3.7 %
6=	39	12.2 %	± 2.7 %
7=Very Highly	18	5.6 %	± 1.9 %
Total	320	100.0 %	

Mean = 3.80

SD = 1.81

Missing Cases = 112

Response Percent = 74.1 %

Topic 10: Marketing Analytics

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

	Number	Percent	95% CI
We prove the impact quantitatively	108	34.3 %	± 4.1 %
We have a good qualitative sense of the impact, but not a quantitative impact	145	46.0 %	± 4.5 %
We haven't been able to show the impact yet	62	19.7 %	± 3.3 %
Total	315	100.0 %	

Missing Cases = 117

Response Percent = 72.9 %

Topic 10: Marketing Analytics

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

	Number	Percent	95% CI
We prove the impact quantitatively	104	32.8 %	± 4.1 %
We have a good qualitative sense of the impact, but not a quantitative impact	140	44.2 %	± 4.4 %
We haven't been able to show the impact yet	73	23.0 %	± 3.6 %
Total	317	100.0 %	

Missing Cases = 115

Response Percent = 73.4 %

Appendix: Firm-level Descriptive Information

Which is your primary economic sector?

	Number	Percent	95% CI
B2B - Product	146	33.8 %	± 4.5 %
B2B - Services	162	37.5 %	± 4.6 %
B2C - Product	60	13.9 %	± 3.3 %
B2C - Services	64	14.8 %	± 3.4 %
Total	432	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %

Appendix: Firm-level Descriptive Information

Which industry sector best describes your firm? (Sorted by highest to lowest response)

	Number	Percent	95% CI
Professional Services/Consulting	73	17.0 %	± 3.6 %
Manufacturing	65	15.2 %	± 3.4 %
Technology [Software/Biotech]	59	13.8 %	± 3.3 %
Banking/Finance/Insurance	48	11.2 %	± 3.0 %
Health Care	39	9.1 %	± 2.7 %
Communications/Media	33	7.7 %	± 2.5 %
Retail/Wholesale	30	7.0 %	± 2.4 %
Consumer Packaged Goods	19	4.4 %	± 1.9 %
Transportation	16	3.7 %	± 1.8 %
Consumer Services	15	3.5 %	± 1.7 %
Mining/Construction	11	2.6 %	± 1.5 %
Education	11	2.6 %	± 1.5 %
Energy	9	2.1 %	± 1.4 %
Pharmaceuticals	1	0.2 %	± 0.5 %
Total	429	100.0 %	

Missing Cases = 3

Response Percent = 99.3 %