



# Covid-19 and the State of Marketing

The **CMO** Survey<sup>®</sup> 

## Topline Report

Special Edition — June 2020



## **Covid-19 and the State of Marketing**

**Special Edition of The CMO Survey – June 2020**

It has been over 100 years since our world has faced a pandemic of Covid-19's magnitude. The economic and social disruptions caused by the virus will continue for many months and a "new normal" for business seems likely in the long run. As a profession, business function, and organizational activity, marketing sits at the center of corporate responses to these challenges as companies shift their go-to-market activities.

This Special Edition of The CMO Survey provides the marketing profession with an understanding of how marketing activities, spending, jobs, and performance have been influenced by the upheavals of the past three months. Reflecting marketing's special position at the boundary between business and the marketplace, this Special Edition offers forward-looking insights regarding customer behavior, economic forecasts, and managing growth during these uncertain times. Drawing on the power of The CMO Survey's longitudinal view of marketing, we develop leadership lessons applicable across periods of crisis and into the future.

I hope these benchmarks will be useful to you and your company as you navigate this historic period.

My very best for your continued health and prosperity,

A handwritten signature in black ink that reads 'Christine Moorman'. The signature is fluid and cursive, with a large, sweeping flourish at the end.

Christine Moorman  
T. Austin Finch, Sr. Professor of Business Administration  
Fuqua School of Business, Duke University  
Founder and Director, The CMO Survey®

# Special Edition of The CMO Survey – June 2020

## Survey Sample

2654 marketing leaders at U.S. for-profit companies; 274 responded for a 10.32% response rate; 97% of respondents are VP-level or above.

## Survey Administration

The survey was in field from May 5-27, 2020. It was administered via email with follow-up reminders.

## Survey Reports

- [Topline Report](#) offers an aggregate view of Survey results
- [Highlights and Insights Report](#) shares key Survey metrics and trends over time
- [Report of Results by Firm and Industry Characteristics](#) displays Survey results by sectors, size, and sales

## Overview of The CMO Survey®

**Mission:** To collect and disseminate the opinions of top marketers in order to predict the future of markets, track marketing excellence, and improve the value of marketing in firms and society.

**Administration:** Founded in August 2008, The CMO Survey is administered twice a year. 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.

**Sponsors:** Deloitte LLP, Duke University's Fuqua School of Business, and the American Marketing Association. Sponsors support The CMO Survey with intellectual and financial resources. Survey data and participant lists are held in confidence and not provided to survey sponsors or any other parties.

**Deloitte.**



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

	Number	Percent	95% CI
3=More	19	7.8%	± 3.0%
2=No Change	17	6.9%	± 2.9%
1=Less	209	85.3%	± 5.1%
Total	245	100.0%	

Mean = 1.22

SD = 0.57

Missing Cases = 29

Response Percent = 89.4%



## 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 = 9.29

Maximum = 92.52

Mean = 50.88

Median = 50

Standard Deviation (Unbiased Estimate) = 20.91

95 Percent Confidence Interval Around the Mean = 48.26 - 53.49

Valid Cases = 245

Missing Cases = 29

Response Percent = 89.4%



## Topic 1: Macroeconomic Forecasts

### Are you more or less optimistic about your own company compared to last quarter?

	Number	Percent	95% CI
3=More	74	30.2%	± 5.3%
2=No Change	57	23.3%	± 4.8%
1=Less	114	46.5%	± 5.9%
Total	245	100.0%	

Mean = 1.84

SD = 0.86

Missing Cases = 29

Response Percent = 89.4%





## Topic 1: Macroeconomic Forecasts

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

Minimum = 28.67

Maximum = 100

Mean = 68.82

Median = 75

Standard Deviation (Unbiased Estimate) = 18.55

95 Percent Confidence Interval Around the Mean = 66.49 - 71.15

Valid Cases = 244

Missing Cases = 30

Response Percent = 89.1%



## Topic 2: Customer Behavior

**For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months, where 1 is most important.**

	Mean & SD	1st Priority	2nd Priority	3rd Priority	Total
Low price	2.04 0.86	44 18.4%	33 13.8%	49 20.5%	126 52.7%
Superior product quality	1.93 0.78	55 23.0%	63 26.4%	43 18.0%	161 67.4%
Superior innovation	1.99 0.80	25 10.5%	29 12.1%	24 10.0%	78 32.6%
Excellent service	2.07 0.76	45 18.8%	76 31.8%	57 23.8%	178 74.5%
Trusting relationship	1.98 0.89	70 29.3%	38 15.9%	66 27.6%	174 72.8%



## Topic 2: Customer Behavior

### What types of customer behaviors have you observed during the Covid-19 pandemic?

<b>Consumer behavior</b>	<b>Yes</b>	<b>No</b>	<b>Total</b>
Lower in person marketing engagement	223 (97.0%)	7 (3.0%)	230 (100%)
Increased openness to new digital offerings introduced during the pandemic	167 (84.8%)	30 (15.2%)	197 (100%)
Increased value placed on digital experiences	176 (83.8%)	34 (16.2%)	210 (100%)
Greater acknowledgement of companies' attempts to "do good"	174 (79.1%)	46 (20.9%)	220 (100%)
Lower likelihood to buy	156 (67.2%)	76 (32.8%)	232 (100%)
New customers have been attracted to our products and services	149 (65.4%)	79 (34.6%)	228 (100%)
More reviews/bloggng/posting about brands online	110 (59.5%)	75 (40.5%)	185 (100%)
More online research before purchasing	117 (58.8%)	82 (41.2%)	199 (100%)
Unwillingness to pay full price	93 (43.3%)	122 (56.7%)	215 (100%)
Weaker loyalty levels	56 (24.9%)	169 (75.1%)	225 (100%)
Lower likelihood to purchase online	37 (24.0%)	117 (76.0%)	154 (100%)
Weaker concerns about privacy	48 (23.8%)	154 (76.2%)	202 (100%)



## Topic 2: Customer Behavior

### When do you think each customer behavior will return to pre-pandemic levels?

	1 month	2-3 months	4-6 months	6-12 months	1-2 years	3+ years	Never	Total
Lower likelihood to buy	3 1.9%	20 13.0%	30 19.5%	58 37.7%	41 26.6%	2 1.3%	0 0.0%	154 100.0%
Lower likelihood to purchase online	3 8.3%	7 19.4%	6 16.7%	8 22.2%	4 11.1%	1 2.8%	7 19.4%	36 100.0%
Unwillingness to pay full price	3 3.3%	6 6.6%	18 19.8%	35 38.5%	21 23.1%	1 1.1%	7 7.7%	91 100.0%
Weaker loyalty levels	2 3.6%	5 9.1%	9 16.4%	20 36.4%	16 29.1%	1 1.8%	2 3.6%	55 100.0%
Increased value placed on digital experiences	13 7.6%	28 16.5%	16 9.4%	29 17.1%	24 14.1%	3 1.8%	57 33.5%	170 100.0%



### Topic 3: Firm Performance

#### Rate your firm's performance during the last 2 months in the Covid-19 pandemic: Sales revenue

Sales revenue	Number	Percent	Cumulative
>-50%	26	16.9%	16.9%
-50%	4	2.6%	19.5%
-40%	2	1.3%	20.8%
-30%	20	13.0%	33.8%
-20%	20	13.0%	46.8%
-10%	12	7.8%	54.5%
-7%	1	0.6%	55.2%
-5%	5	3.2%	58.4%
-3%	4	2.6%	61.0%
-1%	4	2.6%	63.6%
0	8	5.2%	68.8%
+1%	0	0.0%	68.8%
+3%	7	4.5%	73.4%
+5%	9	5.8%	79.2%
+7%	2	1.3%	80.5%
+10%	15	9.7%	90.3%
+20%	7	4.5%	94.8%
+30%	7	4.5%	99.4%
+40%	0	0.0%	99.4%
+50%	0	0.0%	99.4%
≥+50%	1	0.6%	100.0%
Total	154	100.0%	100.0%

Mean = -17.81%

SD = 31.79

Mode = >-50%

Missing Cases = 120

Response Percent = 56.2%



### Topic 3: Firm Performance

#### Rate your firm's performance during the last 2 months in the Covid-19 pandemic: Profits

Profits	Number	Percent	Cumulative
>-50%	22	14.4%	14.4%
-50%	5	3.3%	17.6%
-40%	3	2.0%	19.6%
-30%	12	7.8%	27.5%
-20%	13	8.5%	35.9%
-10%	12	7.8%	43.8%
-7%	2	1.3%	45.1%
-5%	8	5.2%	50.3%
-3%	2	1.3%	51.6%
-1%	2	1.3%	52.9%
0	17	11.1%	64.1%
+1%	4	2.6%	66.7%
+3%	10	6.5%	73.2%
+5%	10	6.5%	79.7%
+7%	2	1.3%	81.0%
+10%	16	10.5%	91.5%
+20%	9	5.9%	97.4%
+30%	2	1.3%	98.7%
+40%	2	1.3%	100.0%
+50%	0	0.0%	100.0%
≥+50%	0	0.0%	100.0%
Total	153	100.0%	100.0%

Mean = -14.67%

SD = 29.94

Mode = >-50%

Missing Cases = 121

Response Percent = 55.8%



### Topic 3: Firm Performance

#### **Rate your firm's performance during the last 2 months in the Covid-19 pandemic: Customer acquisition**

Customer acquisition	Number	Percent	Cumulative
>-50%	17	11.0%	11.0%
-50%	5	3.2%	14.3%
-40%	1	0.6%	14.9%
-30%	8	5.2%	20.1%
-20%	10	6.5%	26.6%
-10%	7	4.5%	31.2%
-7%	1	0.6%	31.8%
-5%	5	3.2%	35.1%
-3%	3	1.9%	37.0%
-1%	3	1.9%	39.0%
0	34	22.1%	61.0%
+1%	7	4.5%	65.6%
+3%	8	5.2%	70.8%
+5%	15	9.7%	80.5%
+7%	1	0.6%	81.2%
+10%	12	7.8%	89.0%
+20%	13	8.4%	97.4%
+30%	2	1.3%	98.7%
+40%	0	0.0%	98.7%
+50%	0	0.0%	98.7%
>+50%	2	1.3%	100.0%
Total	154	100.0%	100.0%

Mean = -9.19%

Mode = 0%

SD = 29.01

Missing Cases = 120

Response Percent = 56.2%



### Topic 3: Firm Performance

#### Considering the future, offer your best estimate regarding how each performance metric will look 12 months from now: Sales revenue

Sales revenue	Number	Percent	Cumulative
>-50%	2	1.3%	1.3%
-50%	1	0.7%	2.0%
-40%	2	1.3%	3.3%
-30%	10	6.5%	9.8%
-20%	5	3.3%	13.1%
-10%	17	11.1%	24.2%
-7%	1	0.7%	24.8%
-5%	8	5.2%	30.1%
-3%	2	1.3%	31.4%
-1%	0	0.0%	31.4%
0	18	11.8%	43.1%
+1%	5	3.3%	46.4%
+3%	11	7.2%	53.6%
+5%	14	9.2%	62.7%
+7%	1	0.7%	63.4%
+10%	20	13.1%	76.5%
+20%	17	11.1%	87.6%
+30%	7	4.6%	92.2%
+40%	4	2.6%	94.8%
+50%	3	2.0%	96.7%
>+50%	5	3.3%	100.0%
Total	153	100.0%	100.0%

Mean = 4.23%

Mode = 10%

SD = 23.62

Missing Cases = 121

Response Percent = 55.8%





### Topic 3: Firm Performance

#### **Considering the future, offer your best estimate regarding how each performance metric will look 12 months from now: Profits**

Profits	Number	Percent	Cumulative
>-50%	2	1.3%	1.3%
-50%	4	2.6%	3.9%
-40%	2	1.3%	5.3%
-30%	4	2.6%	7.9%
-20%	9	5.9%	13.8%
-10%	9	5.9%	19.7%
-7%	1	0.7%	20.4%
-5%	5	3.3%	23.7%
-3%	7	4.6%	28.3%
-1%	1	0.7%	28.9%
0	23	15.1%	44.1%
+1%	2	1.3%	45.4%
+3%	14	9.2%	54.6%
+5%	12	7.9%	62.5%
+7%	7	4.6%	67.1%
+10%	25	16.4%	83.6%
+20%	11	7.2%	90.8%
+30%	7	4.6%	95.4%
+40%	1	0.7%	96.1%
+50%	2	1.3%	97.4%
>+50%	4	2.6%	100.0%
Total	152	100.0%	100.0%

Mean = 2.63%

Mode = 10%

SD = 22.26

Missing Cases = 122

Response Percent = 55.5%



### Topic 3: Firm Performance

#### Considering the future, offer your best estimate regarding how each performance metric will look 12 months from now: Customer acquisition

Customer acquisition	Number	Percent	Cumulative
>-50%	0	0.0%	0.0%
-50%	2	1.3%	1.3%
-40%	1	0.7%	2.0%
-30%	1	0.7%	2.6%
-20%	7	4.6%	7.2%
-10%	7	4.6%	11.8%
-7%	2	1.3%	13.2%
-5%	5	3.3%	16.4%
-3%	3	2.0%	18.4%
-1%	1	0.7%	19.1%
0	26	17.1%	36.2%
+1%	8	5.3%	41.4%
+3%	14	9.2%	50.7%
+5%	14	9.2%	59.9%
+7%	2	1.3%	61.2%
+10%	24	15.8%	77.0%
+20%	18	11.8%	88.8%
+30%	9	5.9%	94.7%
+40%	2	1.3%	96.1%
+50%	1	0.7%	96.7%
>+50%	5	3.3%	100.0%
Total	152	100.0%	100.0%

Mean = 7.11%

Mode = 0%

SD = 19.20

Missing Cases = 122

Response Percent = 55.5%



## Topic 4: Marketing Spending

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

Minimum = 0

Maximum = 42.61

Mean = 12.61

Median = 10

Standard Deviation (Unbiased Estimate) = 11.23

95 Percent Confidence Interval Around the Mean = 10.81 - 14.41

Valid Cases = 150

Missing Cases = 124

Response Percent = 54.7%



## Topic 4: Marketing Spending

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

Minimum = 0

Maximum = 53.85

Mean = 11.42

Median = 5

Standard Deviation (Unbiased Estimate) = 14.77

95 Percent Confidence Interval Around the Mean = 9.07 - 13.77

Valid Cases = 152

Missing Cases = 122

Response Percent = 55.5%



## Topic 4: Marketing Spending

### What percent of your marketing budget has been lost or gained due to Covid-19 in the prior 2 months?

Overall marketing budget	Number	Percent	95% CI
-100	1	0.7 %	± 0.7 %
-90	1	0.7 %	± 0.7 %
-80	4	2.6 %	± 1.4 %
-50	9	5.9 %	± 2.1 %
-40	3	2.0 %	± 1.2 %
-30	3	2.0 %	± 1.2 %
-26	1	0.7 %	± 0.7 %
-25	3	2.0 %	± 1.2 %
-20	7	4.6 %	± 1.9 %
-17.3	1	0.7 %	± 0.7 %
-15	2	1.3 %	± 1.0 %
-10	6	3.9 %	± 1.8 %
-5	2	1.3 %	± 1.0 %
-2	1	0.7 %	± 0.7 %
0	46	30.3 %	± 4.5 %
3	2	1.3 %	± 1.0 %
5	3	2.0 %	± 1.2 %
6	1	0.7 %	± 0.7 %
7	1	0.7 %	± 0.7 %
10	4	2.6 %	± 1.4 %
15	7	4.6 %	± 1.9 %
17	1	0.7 %	± 0.7 %
20	6	3.9 %	± 1.8 %
23	1	0.7 %	± 0.7 %
25	5	3.3 %	± 1.6 %
30	6	3.9 %	± 1.8 %
35	2	1.3 %	± 1.0 %
40	3	2.0 %	± 1.2 %
50	4	2.6 %	± 1.4 %
52	1	0.7 %	± 0.7 %
60	2	1.3 %	± 1.0 %
70	2	1.3 %	± 1.0 %
75	1	0.7 %	± 0.7 %
80	3	2.0 %	± 1.2 %
85	1	0.7 %	± 0.7 %
90	3	2.0 %	± 1.2 %
99	1	0.7 %	± 0.7 %
100	2	1.3 %	± 1.0 %
Total	152	100.0 %	

Mean = 5.16

Mode = 0

Standard Deviation = 37.59

95 Percent Confidence Interval Around the Mean = -0.81 - 11.14

Missing Cases = 122

Response Percent = 55.5 %



## Topic 4: Marketing Spending

### What percent of your marketing budget has been lost or gained due to Covid-19 in the prior 2 months?

Nondigital marketing budget	Number	Percent	95% CI
-100	3	2.0 %	± 1.2 %
-90	2	1.4 %	± 1.0 %
-80	2	1.4 %	± 1.0 %
-75	2	1.4 %	± 1.0 %
-70	1	0.7 %	± 0.7 %
-65	1	0.7 %	± 0.7 %
-60	1	0.7 %	± 0.7 %
-50	4	2.7 %	± 1.4 %
-40	2	1.4 %	± 1.0 %
-35	2	1.4 %	± 1.0 %
-30	1	0.7 %	± 0.7 %
-25	2	1.4 %	± 1.0 %
-22.8	1	0.7 %	± 0.7 %
-20	2	1.4 %	± 1.0 %
-15	2	1.4 %	± 1.0 %
-10	10	6.8 %	± 2.2 %
-5	1	0.7 %	± 0.7 %
-3	1	0.7 %	± 0.7 %
0	53	35.8 %	± 4.7 %
1	1	0.7 %	± 0.7 %
3	1	0.7 %	± 0.7 %
5	4	2.7 %	± 1.4 %
10	8	5.4 %	± 2.0 %
15	4	2.7 %	± 1.4 %
17	1	0.7 %	± 0.7 %
20	3	2.0 %	± 1.2 %
25	4	2.7 %	± 1.4 %
30	1	0.7 %	± 0.7 %
35	1	0.7 %	± 0.7 %
40	1	0.7 %	± 0.7 %
50	7	4.7 %	± 1.9 %
52	1	0.7 %	± 0.7 %
60	1	0.7 %	± 0.7 %
70	1	0.7 %	± 0.7 %
75	2	1.4 %	± 1.0 %
80	7	4.7 %	± 1.9 %
90	3	2.0 %	± 1.2 %
99	1	0.7 %	± 0.7 %
100	3	2.0 %	± 1.2 %
Total	148	100.0 %	

Mean = 5.01

Mode = 0

Standard Deviation = 41.91

95 Percent Confidence Interval Around the Mean = -1.74 - 11.76

Missing Cases = 126

Response Percent = 54.0 %



## Topic 4: Marketing Spending

### What percent of your marketing budget has been lost or gained due to Covid-19 in the prior 2 months?

Digital marketing budget	Number	Percent	95% CI
-95	1	0.7 %	± 0.7 %
-90	2	1.4 %	± 1.0 %
-75	1	0.7 %	± 0.7 %
-70	1	0.7 %	± 0.7 %
-50	5	3.4 %	± 1.6 %
-45	1	0.7 %	± 0.7 %
-40	1	0.7 %	± 0.7 %
-30	2	1.4 %	± 1.0 %
-25	2	1.4 %	± 1.0 %
-20	2	1.4 %	± 1.0 %
-15	1	0.7 %	± 0.7 %
-13.9	1	0.7 %	± 0.7 %
-10	4	2.7 %	± 1.4 %
-7	1	0.7 %	± 0.7 %
-5	3	2.0 %	± 1.2 %
-3	1	0.7 %	± 0.7 %
0	67	45.6 %	± 5.1 %
1	1	0.7 %	± 0.7 %
2	1	0.7 %	± 0.7 %
5	4	2.7 %	± 1.4 %
8	1	0.7 %	± 0.7 %
10	9	6.1 %	± 2.1 %
13	1	0.7 %	± 0.7 %
15	1	0.7 %	± 0.7 %
18	1	0.7 %	± 0.7 %
20	9	6.1 %	± 2.1 %
25	3	2.0 %	± 1.2 %
30	2	1.4 %	± 1.0 %
40	3	2.0 %	± 1.2 %
45	1	0.7 %	± 0.7 %
50	2	1.4 %	± 1.0 %
52	1	0.7 %	± 0.7 %
60	1	0.7 %	± 0.7 %
70	1	0.7 %	± 0.7 %
75	1	0.7 %	± 0.7 %
80	3	2.0 %	± 1.2 %
90	2	1.4 %	± 1.0 %
98	1	0.7 %	± 0.7 %
100	2	1.4 %	± 1.0 %
Total	147	100.0 %	

Mean = 4.92

Mode = 0

Standard Deviation = 32.67

95 Percent Confidence Interval Around the Mean = -0.36 - 10.20

Missing Cases = 127

Response Percent = 53.6 %



## Topic 4: Marketing Spending

### When do you anticipate these marketing budgets returning to pre-pandemic levels?

	1 month	2-3 months	4-6 months	6-12 months	1-2 years	3+ years	Never	Total
Overall marketing budget	14 10.0%	10 7.1%	17 12.1%	41 29.3%	37 26.4%	5 3.6%	16 11.4%	140 100.0%
Nondigital marketing budget	10 7.2%	7 5.0%	19 13.7%	37 26.6%	33 23.7%	5 3.6%	28 20.1%	139 100.0%
Digital marketing budget	36 26.5%	8 5.9%	24 17.6%	35 25.7%	13 9.6%	2 1.5%	18 13.2%	136 100.0%





## Topic 4: Marketing Spending

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

Minimum = -59.52

Maximum = 61.98

Mean = 0.94

Median = 0

Standard Deviation (Unbiased Estimate) = 26.40

95 Percent Confidence Interval Around the Mean = -3.26 - 5.14

Valid Cases = 152

Missing Cases = 122

Response Percent = 55.5%



## Topic 4: Marketing Spending

**Relative to the prior 12 months, note your company's percentage change in overall marketing spending during the next 12 months.**

Minimum = -53.28

Maximum = 56.85

Mean = 1.64

Median = 0

Standard Deviation (Unbiased Estimate) = 23.55

95 Percent Confidence Interval Around the Mean = -2.15 - 5.42

Valid Cases = 149

Missing Cases = 125

Response Percent = 54.4%



## Topic 4: 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	8.35	22.91	4.61 - 12.09	5	-48.52	65.44	144
Customer relationship management	5.66	13.21	3.46 - 7.85	0	-32.25	45.10	139
Brand building	2.11	21.51	-1.41 - 5.62	0	-54.75	57.79	144
Traditional advertising spending	-5.34	19.98	-8.67 - -2.00	0	-54.63	44.48	138



## Topic 4: Marketing Spending

### What percent of your marketing budget do you spend on initiatives related to customer experience?

Minimum = 0

Maximum = 100

Mean = 16.68

Median = 10

Standard Deviation (Unbiased Estimate) = 20.68

95 Percent Confidence Interval Around the Mean = 13.39 - 19.97

Valid Cases = 152

Missing Cases = 122

Response Percent = 55.5%



## Topic 4: Marketing Spending

### What percent of your marketing budget is currently devoted to training and development?

Minimum = 0

Maximum = 19.91

Mean = 4.35

Median = 2

Standard Deviation (Unbiased Estimate) = 5.68

95 Percent Confidence Interval Around the Mean = 3.45 - 5.25

Valid Cases = 153

Missing Cases = 121

Response Percent = 55.8%



**Topic 5: Marketing Jobs**

**What percent of marketing jobs in your company were lost due the Covid-19 pandemic?**

	Number	Percent	95% CI
0	130	61.9 %	± 6.0 %
1	3	1.4 %	± 1.2 %
2	1	0.5 %	± 0.7 %
3	2	1.0 %	± 1.0 %
5	11	5.2 %	± 2.3 %
7	1	0.5 %	± 0.7 %
8	3	1.4 %	± 1.2 %
10	15	7.1 %	± 2.7 %
15	5	2.4 %	± 1.6 %
17	1	0.5 %	± 0.7 %
18	1	0.5 %	± 0.7 %
20	8	3.8 %	± 2.0 %
22	1	0.5 %	± 0.7 %
25	7	3.3 %	± 1.9 %
30	2	1.0 %	± 1.0 %
33	3	1.4 %	± 1.2 %
40	1	0.5 %	± 0.7 %
50	7	3.3 %	± 1.9 %
70	2	1.0 %	± 1.0 %
75	1	0.5 %	± 0.7 %
80	2	1.0 %	± 1.0 %
100	3	1.4 %	± 1.2 %
Total	210	100.0 %	

Mean = 9.23  
 Median = 0  
 Standard Deviation = 19.11  
 95 Percent Confidence Interval Around the Mean = 6.64 - 11.81  
 Valid Cases = 210  
 Missing Cases = 64  
 Response Percent = 76.6%



**Topic 5: Marketing Jobs**

**When do you anticipate these marketing jobs returning to pre-pandemic levels?**

	Number	Percent	95% CI
1 month	22	15.1%	± 3.3%
2-3 months	10	6.8%	± 2.2%
4-6 months	17	11.6%	± 2.9%
6-12 months	28	19.2%	± 3.6%
1-2 years	29	19.9%	± 3.7%
3+ years	5	3.4%	± 1.6%
Never	35	24.0%	± 4.0%
Total	146	100.0%	

Missing Cases = 128  
Response Percent = 53.3%



## Topic 5: Marketing Jobs

### How have you used your marketing employees during the pandemic?

	Number	Percent	95% CI
Getting active online to promote the company and its offerings	142	68.6%	± 6.4%
Developing new advertising and promotional strategies	136	65.7%	± 6.5%
Reaching out to current customers with information	135	65.2%	± 6.5%
Improving digital interfaces for customers	128	61.8%	± 6.7%
Improving customer experiences	111	53.6%	± 6.9%
Deepening back end digital marketing capabilities	103	49.8%	± 6.9%
Performing customer research	95	45.9%	± 6.8%
Generating new product and service ideas	92	44.4%	± 6.8%
Generating new leads	92	44.4%	± 6.8%
Exploring new partnerships	64	30.9%	± 6.4%
Making contact with leads	63	30.4%	± 6.3%
Scouting acquisition opportunities	24	11.6%	± 4.4%
Total	1185		

Number of Cases = 207

Number of Responses = 1185

Average Number of Responses per Case = 5.7

Number of Cases with at least one Response = 207

Response Percent = 100.0%





## Topic 5: 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 = -58.56

Maximum = 48.72

Mean = -3.52

Median = 0

Standard Deviation (Unbiased Estimate) = 20.60

95 Percent Confidence Interval Around the Mean = -6.32 - -0.72

Valid Cases = 208

Missing Cases = 66

Response Percent = 75.9%



**Topic 5: Marketing Jobs**

**Has the percentage of outsourced marketing activities changed in the wake of the Covid-19 pandemic?**

	Number	Percent	95% CI
Increased	41	19.4%	± 4.3%
Decreased	46	21.8%	± 4.5%
No change	124	58.8%	± 5.9%
Total	211	100.0%	

Missing Cases = 63  
Response Percent = 77.0%



## Topic 5: Marketing Jobs

**When thinking about future marketing talent needs, what skills would you prioritize (1=most important, 9= least important) in the hiring process? (Rank in order of importance)**

	Mean & SD	1=Most important	2	3	4	5	6	7	8	9=Least important	Total
Ability to pivot as new priorities emerge	2.09 1.34	60 29.6%	39 19.2%	28 13.8%	5 2.5%	3 1.5%	5 2.5%	0 0.0%	1 0.5%	0 0.0%	141 69.5%
Creativity and innovation skills	2.28 1.41	41 20.2%	34 16.7%	29 14.3%	5 2.5%	6 3.0%	0 0.0%	1 0.5%	2 1.0%	0 0.0%	118 58.1%
Navigating ambiguity	2.97 1.75	16 7.9%	28 13.8%	36 17.7%	8 3.9%	3 1.5%	3 1.5%	2 1.0%	4 2.0%	1 0.5%	101 49.8%
Emotional intelligence	3.12 1.95	18 8.9%	21 10.3%	16 7.9%	7 3.4%	9 4.4%	6 3.0%	3 1.5%	0 0.0%	2 1.0%	82 40.4%
Data science background	3.18 2.40	25 12.3%	24 11.8%	20 9.9%	5 2.5%	3 1.5%	3 1.5%	4 2.0%	5 2.5%	5 2.5%	94 46.3%
Curiosity	3.38 1.94	12 5.9%	12 5.9%	21 10.3%	6 3.0%	7 3.4%	6 3.0%	2 1.0%	2 1.0%	1 0.5%	69 34.0%
Natural leadership abilities	3.53 2.20	11 5.4%	19 9.4%	14 6.9%	7 3.4%	3 1.5%	3 1.5%	10 4.9%	2 1.0%	1 0.5%	70 34.5%
MarTech platform experience	3.60 2.70	18 8.9%	21 10.3%	21 10.3%	4 2.0%	1 0.5%	3 1.5%	1 0.5%	7 3.4%	9 4.4%	85 41.9%
Financial acumen	5.12 2.66	2 1.0%	5 2.5%	18 8.9%	0 0.0%	3 1.5%	2 1.0%	7 3.4%	7 3.4%	7 3.4%	51 25.1%



**Topic 6: Mobile and Social Media 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 are you spending on mobile activities during the pandemic?	23.02	26.57	19.25 - 26.78	10	0	100	191
% What percent will you spend on mobile in the next 12 months?	25.71	26.08	22.00 - 29.43	19	0	100	189



## Topic 6: Mobile and Social Media Marketing

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

	Number	Percent	95% CI
1=Not at all	54	28.0%	± 4.8%
2	26	13.5%	± 3.5%
3	11	5.7%	± 2.3%
4	44	22.8%	± 4.4%
5	29	15.0%	± 3.7%
6	19	9.8%	± 3.0%
7=A great deal	10	5.2%	± 2.2%
Total	193	100.0%	

Mean = 3.34

SD = 1.92

Missing Cases = 81

Response Percent = 70.4%



### Topic 6: Mobile and Social Media Marketing

#### **How is your company’s spend on mobile marketing allocated across apps and website investments optimized for usability?**

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
% Mobile website investments optimized for usability	70.06	31.41	65.38 - 74.74	80	0	100	173
% Apps (both creation of an app and maintenance/product updates)	29.94	31.41	25.26 - 34.62	20	0	100	173



**Topic 6: Mobile and Social Media Marketing**

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

	Mean	SD	95% CI	Median	Total
What percent of your marketing budget are you spending on social media during the pandemic?	23.18	25.82	19.51 - 26.85	15	190
...will you spend in the next 12 months?	23.35	20.02	20.50 - 26.21	20	189



## Topic 6: Mobile and Social Media Marketing

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

	Number	Percent	95% CI
1=Not at all	15	7.8%	± 2.7%
2	25	13.0%	± 3.4%
3	18	9.4%	± 3.0%
4	47	24.5%	± 4.5%
5	40	20.8%	± 4.2%
6	28	14.6%	± 3.6%
7=Very highly	19	9.9%	± 3.0%
Total	192	100.0%	

Mean = 4.21

SD = 1.72

Missing Cases = 82

Response Percent = 70.1%





## Topic 6: Mobile and Social Media Marketing

### For what purposes has your firm used social media during the pandemic? (check all that apply)

	Number	Percent	95% CI
Brand awareness and brand-building	155	84.2%	± 5.3%
Retaining current customers	100	54.3%	± 7.3%
Acquiring new customers	94	51.1%	± 7.3%
Brand promotions, such as contests, coupons	89	48.4%	± 7.3%
Introducing new products and services	83	45.1%	± 7.3%
Improving customer service	72	39.1%	± 7.1%
Improving employee engagement	70	38.0%	± 7.1%
Marketing research	41	22.3%	± 6.1%
Identifying new customer groups we currently don't target	32	17.4%	± 5.5%
Identifying new product and service opportunities	28	15.2%	± 5.2%
<u>Improving current products or services</u>	16	8.7%	± 4.1%
Total	780		

Number of Cases = 184

Number of Responses = 780

Average Number of Responses per Case = 4.2

Number of Cases with at least one Response = 184

Response Percent = 100.0%



## Topic 6: Mobile and Social Media Marketing

### What percentage of your marketing budget involves the use of any type of influencer strategy?

	Mean	SD	95% CI	Median	Total
Currently	7.51	14.31	5.45 - 9.56	2	186
One year ago	6.54	12.97	4.68 - 8.41	1	186
3 years from now	12.70	17.07	10.23 - 15.16	10	184



## Topic 6: Mobile and Social Media Marketing

**Considering online influencer activities, allocate 100 points across these activities according to their importance to your marketing strategy:**

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
LinkedIn	18.17	22.10	14.85 - 21.49	10	0	100	170
Blogging on your company site	18.05	23.00	14.59 - 21.51	10	0	100	170
Instagram	13.20	17.52	10.57 - 15.83	10	0	100	170
Facebook	12.92	14.27	10.78 - 15.07	10	0	50	170
YouTube	9.91	12.54	8.03 - 11.80	5	0	70	170
Other	9.19	25.54	5.35 - 13.03	0	0	100	170
Blogging on other sites	8.79	14.94	6.54 - 11.03	0	0	80	170
Twitter	7.75	10.74	6.14 - 9.37	5	0	80	170
Snapchat	1.05	4.14	0.42 - 1.67	0	0	40	170
TikTok	0.96	3.65	0.42 - 1.51	0	0	30	170

\*\*Other: Included webinars, podcasts, research papers, and peer reviews



## Topic 7: Managing Marketing

### To what degree was marketing prepared to face the pandemic and its economic impact?

	Number	Percent	95% CI
1=We did not have a plan	26	11.5%	± 3.5%
2	40	17.7%	± 4.2%
3	31	13.7%	± 3.8%
4	43	19.0%	± 4.3%
5	48	21.2%	± 4.5%
6	20	8.8%	± 3.1%
7=We had a strong plan in place	18	8.0%	± 3.0%
Total	226	100.0%	

Mean = 3.79

SD = 1.77

Missing Cases = 48

Response Percent = 82.5%



## Topic 7: Managing Marketing

### To what degree has marketing improvised to generate new strategies during the pandemic?

	Number	Percent	95% CI
1=Not at all	7	3.1%	± 1.9%
2	7	3.1%	± 1.9%
3	11	4.9%	± 2.3%
4	12	5.3%	± 2.4%
5	51	22.7%	± 4.6%
6	67	29.8%	± 5.1%
7=A great deal	70	31.1%	± 5.2%
Total	225	100.0%	

Mean = 5.55

SD = 1.51

Missing Cases = 49

Response Percent = 82.1%



## Topic 7: Managing Marketing

### **What types of information has your company used to guide your marketing strategies during the pandemic? (check all that you have used)**

	Number	Percent	95% CI
Marketing team member knowledge and experiences	185	82.6%	± 5.0%
Top management knowledge and experiences	181	80.8%	± 5.2%
Conversations with sales teams	157	70.1%	± 6.0%
Discussions with partners	141	62.9%	± 6.4%
Quick research with customers	132	58.9%	± 6.5%
Website analytics	118	52.7%	± 6.6%
Learning from noncompetitors	116	51.8%	± 6.6%
Learning from competitors	112	50.0%	± 6.6%
Great Recession experiences	86	38.4%	± 6.4%
Professional association guidance	74	33.0%	± 6.2%
External consulting guidance	55	24.6%	± 5.7%
Direct experience responding to Covid-19 in overseas markets	51	22.8%	± 5.5%
<u>Prior infectious disease experiences (e.g., SARS)</u>	34	15.2%	± 4.7%
Total	1442		

Number of Cases = 224

Number of Responses = 1442

Average Number of Responses per Case = 6.4

Number of Cases with at least one Response = 224

Response Percent = 100.0%



## Topic 7: Managing Marketing

### **In what percent of the time did you perform experiments to understand the impact of your marketing actions on customers during the pandemic?**

Minimum = 0

Maximum = 100

Mean = 31.40

Median = 25

Standard Deviation (Unbiased Estimate) = 26.77

95 Percent Confidence Interval Around the Mean = 27.83 - 34.97

Valid Cases = 216

Missing Cases = 58

Response Percent = 78.8%



## Topic 7: Managing Marketing

### **What marketing objectives have you been focused on during the pandemic? (Rank your top three where 1 is high)**

(N=221)

	Mean & SD	1	2	3	Not Ranked	Total
Building brand value that connects with customers	1.80 0.81	73 33.0%	52 23.5%	40 18.1%	56 25.3%	221 100.0%
Retaining current customers	1.82 0.80	72 32.6%	57 25.8%	41 18.6%	51 23.1%	221 100.0%
Acquiring new customers	2.11 0.78	31 14.0%	48 21.7%	44 19.9%	98 44.3%	221 100.0%
Increasing customer awareness of brand/company	2.16 0.80	37 16.7%	50 22.6%	61 27.6%	73 33.0%	221 100.0%
Improving marketing ROI	2.47 0.73	8 3.6%	14 6.3%	35 15.8%	164 74.2%	221 100.0%





## Topic 7: Managing Marketing

### **Considering marketing opportunities, what activities have you shifted resources to during the pandemic? (check all that apply)**

	Number	Percent	95% CI
Building better customer-facing digital interfaces	132	60.8%	± 6.5%
Transforming our go-to-market business models	122	56.2%	± 6.7%
Expanding into new offerings - i.e., products and services	91	41.9%	± 6.6%
Building partnerships	88	40.6%	± 6.6%
Investing in new automation technologies to improve virtual communication with customers	74	34.1%	± 6.4%
Improving our research and experimentation capabilities	64	29.5%	± 6.1%
Improving data integration to allow for end-to-end customer tracking	54	24.9%	± 5.8%
Expanding into new geographies, segments	38	17.5%	± 5.1%
Engaging in mergers & acquisitions	20	9.2%	± 3.9%
Total	683		

Number of Cases = 217

Number of Responses = 683

Average Number of Responses per Case = 3.1

Number of Cases with at least one Response = 217

Response Percent = 100.0%



## Topic 7: Managing Marketing

### How well did the marketing strategies used during the Covid-19 pandemic work to keep your company afloat in the short-term?

	Number	Percent	95% CI
1=Very poorly	7	3.2%	± 1.9%
2	5	2.3%	± 1.6%
3	11	5.0%	± 2.3%
4	47	21.4%	± 4.5%
5	58	26.4%	± 4.9%
6	53	24.1%	± 4.7%
7=Very effectively	39	17.7%	± 4.2%
Total	220	100.0%	

Mean = 5.09

SD = 1.44

Missing Cases = 54

Response Percent = 80.3%



**Topic 7: Managing Marketing**

**Taking your best guess, how well do you think the marketing strategies used during the Covid-19 pandemic will help your company survive in the long-term?**

	Number	Percent	95% CI
1=Very poorly	4	1.8%	± 1.4%
2	3	1.4%	± 1.2%
3	3	1.4%	± 1.2%
4	31	14.0%	± 3.8%
5	54	24.3%	± 4.7%
6	77	34.7%	± 5.4%
7=Very effectively	50	22.5%	± 4.6%
Total	222	100.0%	

Mean = 5.52  
SD = 1.26

Missing Cases = 52  
Response Percent = 81.0%



## Topic 7: Managing Marketing

### **Taking your best guess, to what degree do you think the marketing strategies used during the Covid-19 pandemic will be important opportunities for your company in the long-term?**

	Number	Percent	95% CI
1=Not at all	4	1.8%	± 1.4%
2	2	0.9%	± 1.0%
3	6	2.8%	± 1.7%
4	21	9.6%	± 3.2%
5	49	22.5%	± 4.6%
6	77	35.3%	± 5.4%
7=A great deal	59	27.1%	± 4.9%
Total	218	100.0%	

Mean = 5.64

SD = 1.27

Missing Cases = 56

Response Percent = 79.6%



## Topic 7: Managing Marketing

### **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	63.48	19.83	60.88 - 66.09	70	10	100	223
Preparing for the future	36.52	19.83	33.91 - 39.12	30	0	90	223



**Topic 7: Managing Marketing**

**How much marketing effort has been focused on “building and managing the funnel” versus “non-funnel related” marketing activities during the pandemic?**

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Funnel	58.68	27.63	55.00 - 62.35	65	0	100	217
Non-funnel	41.32	27.63	37.65 - 45.00	35	0	100	217



**Topic 8: Marketing Leadership**

**How has the role of marketing in your company changed during the Covid-19 pandemic?**

	Number	Percent	95% CI
Increased in importance	101	62.3%	± 5.8%
Decreased in importance	18	11.1%	± 3.0%
No change	43	26.5%	± 4.3%
Total	162	100.0%	

Missing Cases = 112  
Response Percent = 59.1%



**Topic 8: Marketing Leadership**

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

	Number	Percent	95% CI
Yes	31	18.9%	± 3.8%
No	133	81.1%	± 6.0%
Total	164	100.0%	

Missing Cases = 110  
Response Percent = 59.9%





**Topic 8: Marketing Leadership**

**Rate your agreement with the following statements relative to the Covid-19 pandemic. Using our brand to take a stand on politically-charged issues: (check all that apply)**

	Agree	Disagree	Total
Has a positive effect on my company’s ability to stand out in the marketplace	27 90.0%	3 10.0%	30 100.0%
Has a positive effect on my company’s ability to attract and retain customers/ partners	25 83.3%	5 16.7%	30 100.0%
Shows my company cares about more than making profits	27 90.0%	3 10.0%	30 100.0%



**Topic 8: Marketing Leadership**

**Check all of the actions your company is likely to make in order to reduce the negative impact of its marketing-related activities on the ecological environment (check all that are likely or that your company has already taken).**

	Number	Percent	95% CI
Changing marketing promotions	65	58.0%	± 9.3%
Changing products and/or services	59	52.7%	± 9.4%
Changing partners	40	35.7%	± 9.0%
Changing distribution	32	28.6%	± 8.5%
Changing market selection	31	27.7%	± 8.4%
<u>Changing brand</u>	12	10.7%	± 5.8%
Total	239		

Number of Cases = 112  
 Number of Responses = 239  
 Average Number of Responses per Case = 2.1  
 Number of Cases with at least one Response = 112  
 Response Percent = 100.0%



**Topic 8: Marketing Leadership**

**Rate your agreement with the following statements relative to the Covid-19 pandemic and your company’s sustainability efforts:**

	Mean	1=Not at all	2	3	4	5	6	7=Very highly	Total
Covid-19 makes sustainability efforts seem like a luxury in my company	3.19	53 34.2%	10 6.5%	18 11.6%	29 18.7%	28 18.1%	7 4.5%	10 6.5%	155 100.0%
Covid-19 heightened my company’s awareness of the need for sustainability efforts	3.16	43 27.7%	23 14.8%	22 14.2%	28 18.1%	18 11.6%	14 9.0%	7 4.5%	155 100.0%
Covid-19-related strategy changes created opportunities to increase sustainability efforts in my company	3.34	44 28.8%	12 7.8%	19 12.4%	36 23.5%	20 13.1%	12 7.8%	10 6.5%	153 100.0%



## Topic 9: Managing Growth in Uncertain Times

**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	68.7	30.7	63.8 - 73.6	79	0	100	152
Growth from partnerships	16.8	22.1	13.3 - 20.3	10	0	100	152
Growth from acquisitions	9.0	16.3	6.5 - 11.6	0	0	90	152
Growth from licensing arrangements	5.5	13.6	3.3 - 7.6	0	0	100	152



## Topic 9: Managing Growth in Uncertain Times

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

Minimum = 35.25

Maximum = 100

Mean = 84.77

Median = 98

Standard Deviation (Unbiased Estimate) = 21.00

95 Percent Confidence Interval Around the Mean = 81.45 - 88.09

Valid Cases = 154

Missing Cases = 120

Response Percent = 56.2%



**Topic 9: Managing Growth in Uncertain Times**

**Has the percentage of marketing budget spent on domestic markets changed in the wake of the Covid-19 pandemic?**

	Number	Percent	95% CI
Increased	23	14.6%	± 3.3%
Decreased	28	17.8%	± 3.6%
No change	106	67.5%	± 5.8%
Total	157	100.0%	

Missing Cases = 117  
Response Percent = 57.3%



## Topic 9: Managing Growth in Uncertain Times

### What percent of your marketing budget does your company spend targeting the market in China?

Minimum = 0

Maximum = 50

Mean = 2.20

Median = 0

Standard Deviation (Unbiased Estimate) = 6.50

95 Percent Confidence Interval Around the Mean = 1.17 - 3.24

Valid Cases = 152

Missing Cases = 122

Response Percent = 55.5%



## Topic 9: Managing Growth in Uncertain Times

### What percentage of your firm's sales is domestic?

Minimum = 33.52

Maximum = 100

Mean = 81.36

Median = 90

Standard Deviation (Unbiased Estimate) = 21.48

95 Percent Confidence Interval Around the Mean = 77.97 - 84.74

Valid Cases = 155

Missing Cases = 119

Response Percent = 56.6%





## Topic 9: Managing Growth in Uncertain Times

### What percentage of your firm's sales is through the Internet?

Minimum = 0

Maximum = 83.73

Mean = 19.26

Median = 5

Standard Deviation (Unbiased Estimate) = 28.44

95 Percent Confidence Interval Around the Mean = 15.82 - 22.70

Valid Cases = 263

Missing Cases = 11

Response Percent = 96.0%



## Appendix: Firm-level Descriptive Information

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

	Number	Percent	95% CI
B2B - Product	91	33.3%	± 5.6%
B2B - Services	86	31.5%	± 5.5%
B2C - Product	51	18.7%	± 4.6%
B2C - Services	45	16.5%	± 4.4%
Total	273	100.0%	

Missing Cases = 1

Response Percent = 99.6%



## Appendix: Firm-level Descriptive Information

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

	Number	Percent	95% CI
Technology [Software/Biotech]	39	14.2%	± 4.2%
Banking/Finance/Insurance/Real Estate	31	11.3%	± 3.8%
Retail/Wholesale	30	10.9%	± 3.7%
Healthcare/Pharmaceuticals	30	10.9%	± 3.7%
Professional Services/Consulting	29	10.6%	± 3.7%
Communications/Media	25	9.1%	± 3.4%
Consumer Packaged Goods	25	9.1%	± 3.4%
Manufacturing	25	9.1%	± 3.4%
Consumer Services	16	5.8%	± 2.8%
Transportation	12	4.4%	± 2.4%
Mining/Construction	5	1.8%	± 1.6%
Energy	4	1.5%	± 1.4%
Education	3	1.1%	± 1.2%
Total	274	100.0%	

Missing Cases = 0

Response Percent = 100.0%



## Appendix: Firm-level Descriptive Information

### What is the number of employees in your company?

	Number	Percent	95% CI
Fewer than 100	73	26.7%	± 5.3%
100-499	56	20.5%	± 4.8%
500-999	17	6.2%	± 2.9%
1,000-2,499	24	8.8%	± 3.4%
2,500-4,999	21	7.7%	± 3.2%
5,000-9,999	21	7.7%	± 3.2%
More than 10,000	61	22.3%	± 5.0%
Total	273	100.0%	

Missing Cases = 1

Response Percent = 99.6%



## Appendix: Firm-level Descriptive Information

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

	Number	Percent	Cumulative
Less than \$25 million	76	28.0%	28.0%
\$26-99 million	33	12.2%	40.2%
\$100-499 million	48	17.7%	57.9%
\$500-999 million	19	7.0%	64.9%
\$1-2.5 billion	20	7.4%	72.3%
\$2.6-5 billion	27	10.0%	82.3%
\$5.1-9.9 billion	12	4.4%	86.7%
\$10-49 billion	24	8.9%	95.6%
\$50-100 billion	7	2.6%	98.2%
More than \$100+ billion	5	1.8%	100.0%
Total	271	100.0%	100.0%

Missing Cases = 3

Response Percent = 98.9%

# The **CMO** Survey<sup>®</sup>



CMO Survey site: <https://cmosurvey.org/>

Special Edition reports: <https://cmosurvey.org/results/>

Next survey: February 2021

Participate: <https://cmosurvey.org/participate/>

Media: <https://cmosurvey.org/media-release/>

Feedback: Christine Moorman ([moorman@duke.edu](mailto:moorman@duke.edu))

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