



The **CMO** Survey

Predicting the future of markets, tracking marketing excellence,
and improving the value of marketing since 2008

Topline Results

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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	158	42.5 %	± 4.9 %
2=No Change	99	26.6 %	± 4.4 %
1=Less	115	30.9 %	± 4.6 %
Total	372	100.0 %	

Mean = 2.1

SD = 0.8

Missing cases = 16

Response percent = 95.9 %

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 = 25.2

Maximum = 100

Mean = 63.2

Median = 65

Standard deviation (unbiased estimate) = 18.2

95 Percent Confidence Interval around the Mean = 61.3 - 65.0

Missing cases = 16

Response percent = 95.9%

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	227	61.2 %	± 4.9 %
2=No Change	99	26.7 %	± 4.4 %
1=Less	45	12.1 %	± 3.2 %
Total	371	100.0 %	

Mean = 2.5

SD = 0.7

Missing cases = 17

Response percent = 95.6 %

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 = 37.6

Maximum = 100

Mean = 73.9

Median = 75

Standard deviation (unbiased estimate) = 16.2

95 Percent Confidence Interval around the Mean = 72.3 - 75.6

Missing cases = 17

Response percent = 95.6%

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=332)

	Mean & SD	1st Priority	2nd Priority	3rd Priority	Total
Superior product quality	1.9 0.8	82 24.7%	80 24.1%	69 20.8%	231 69.6%
Excellent service	2.0 0.8	79 23.8%	107 32.2%	71 21.4%	257 77.4%
Trusting relationship	2.0 0.8	79 23.8%	78 23.5%	79 23.8%	236 71.1%
Superior innovation	2.1 0.8	40 12.0%	38 11.4%	47 14.2%	125 37.7%
Low price	2.1 0.9	52 15.7%	29 8.7%	66 19.9%	147 44.3%

Topic 1: Marketplace Dynamics - Customers

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

(N=388)

	Mean & SD	Increase +1	No Change 0	Decrease -1	Total
Customer's purchase volume	0.6 0.6	230 67.4%	84 24.6%	27 7.9%	341 100.0%
Customer's price per unit	0.2 0.7	118 34.8%	159 46.9%	62 18.3%	339 100.0%
Customer will buy related products/services from my firm	0.6 0.5	208 61.4%	122 36.0%	9 2.7%	339 100.0%
My firm's ability to retain current customers	0.5 0.6	180 52.8%	137 40.2%	24 7.0%	341 100.0%
The entry of new customers into this market	0.4 0.6	168 49.3%	144 42.2%	29 8.5%	341 100.0%
My firm's ability to acquire new customers	0.7 0.6	250 73.3%	70 20.5%	21 6.2%	341 100.0%

Topic 1: Marketplace Dynamics - Channel Partners**Does your firm use channel partners or go directly to market?**

	Number	Percent	95% CI
Uses channel partners	215	55.4 %	± 5.0 %
Does not use channel partners	173	44.6 %	± 5.0 %
Total	388	100.0 %	

Missing cases = 0

Response percent = 100.0 %

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=215)

	Mean & SD	Increase +1	No Change 0	Decrease -1	Total
Partner's purchase volume	0.6 0.7	111 67.3%	38 23.0%	16 9.7%	165 100.0%
Partner will buy related products/services from my firm	0.5 0.6	82 49.7%	77 46.7%	6 3.6%	165 100.0%
My firm will sell directly to end customers, not through channel partners	0.2 0.6	54 32.9%	92 56.1%	18 11.0%	164 100.0%
Partner's price per unit	0.1 0.7	52 31.3%	85 51.2%	29 17.5%	166 100.0%
Partner's level of power in our relationship	0.1 0.7	42 25.6%	93 56.7%	29 17.7%	164 100.0%

Topic 2: Firm Growth Strategies

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

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Existing products or services in existing markets	51.1	26.2	47.3 - 54.9	50	0	100	183
New products or services in existing markets	24.2	20.0	21.3 - 27.1	20	0	100	183
Existing products or services in new markets	15.0	13.1	13.1 - 16.9	10	0	50	183
New products or services in new markets	9.7	13.3	7.8 - 11.6	5	0	100	183

Topic 2: Firm Growth Strategies

Which international market is currently your largest (in terms of sales)?

	Number	Percent	95% CI
Western Europe	25	32.9 %	± 10.6 %
Canada	11	14.5 %	± 7.9 %
China	10	13.2 %	± 7.6 %
Mexico	5	6.6 %	± 5.6 %
Northern Europe	5	6.6 %	± 5.6 %
Japan	4	5.3 %	± 5.0 %
Brazil	4	5.3 %	± 5.0 %
Middle East	4	5.3 %	± 5.0 %
Australia/New Zealand	3	3.9 %	± 4.4 %
Eastern Europe	1	1.3 %	± 2.6 %
India	1	1.3 %	± 2.6 %
Indonesia and Southeast Asia	1	1.3 %	± 2.6 %
Central America	1	1.3 %	± 2.6 %
Korea	1	1.3 %	± 2.6 %
Total	76	100.0 %	

Missing cases = 2

Response percent = 97.4 %

Topic 2: Firm Growth Strategies

Which international market that you are currently not in is your biggest opportunity for the future?

	Number	Percent	95% CI
China	17	16.3 %	± 6.5 %
Western Europe	15	14.4 %	± 6.2 %
Brazil	11	10.6 %	± 5.4 %
Canada	9	8.7 %	± 5.0 %
South American countries besides Brazil	7	6.7 %	± 4.4 %
Indonesia and Southeast Asia	6	5.8 %	± 4.1 %
Middle East	6	5.8 %	± 4.1 %
Australia/New Zealand	6	5.8 %	± 4.1 %
Mexico	5	4.8 %	± 3.8 %
South Africa	4	3.8 %	± 3.4 %
Northern Europe	4	3.8 %	± 3.4 %
India	4	3.8 %	± 3.4 %
Central America	3	2.9 %	± 2.9 %
Eastern Europe	3	2.9 %	± 2.9 %
Japan	2	1.9 %	± 2.4 %
Russia	1	1.0 %	± 1.7 %
Taiwan	1	1.0 %	± 1.7 %
Total	104	100.0 %	

Missing cases = 12

Response percent = 89.7 %

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	73.0	28.7	68.8 - 77.1	80	0	100	180
Growth from partnerships	11.4	17.3	8.9 - 13.9	2	0	95	180
Growth from acquisitions	10.8	17.9	8.1 - 13.4	0	0	90	180
Growth from licensing arrangements	4.9	11.5	3.2 - 6.6	0	0	80	180

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?	11.8	19.2	9.9 - 13.8	1	0	62.9	374
What % of your firm's sales is domestic?	84.4	19.9	81.5 - 87.3	95	39.7	100	182

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

Minimum = 48.2

Maximum = 100

Mean = 89.8

Median = 100

Standard deviation (unbiased estimate) = 16.9

95 Percent Confidence Interval around the Mean = 87.3 - 92.3

Missing cases = 208

Response percent = 46.4%

Topic 3: Marketing Spending

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

Percent change

Minimum = -42.8

Maximum = 59.7

Mean = 7.3

Median = 5

Standard deviation (unbiased estimate) = 20.3

95 Percent Confidence Interval around the Mean = 4.9 - 9.8

Missing cases = 125

Response percent = 67.8%

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 marketing category.

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Overall marketing spending	10.9	19.5	8.4 - 13.3	5	-37.1	61.8	239
Digital marketing spending	14.6	17.5	12.4 - 16.8	10	-27.1	58.8	241
Traditional advertising spending	0.6	14.2	-1.3 - 2.4	0	-38.6	41.4	233
Brand building	9.7	16.5	7.6 - 11.8	5	-35.1	56.2	235
Customer relationship management	7.9	11.7	6.4 - 9.4	5	-20	41.5	229

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 knowledge category.

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Marketing training	2.6	5.8	1.9 - 3.4	0	-10	22.1	227
Marketing research and intelligence	5.3	9.7	4.0 - 6.5	0	-10	38.6	226
Marketing consulting services	2.7	10.1	1.4 - 4.0	0	-30.1	36.7	228
Developing knowledge about how to do marketing	6.6	9.7	5.4 - 7.9	4.5	-10	37.8	227

Topic 3: Marketing Spending

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

Percent of budget

Minimum = 0

Maximum = 41.1

Mean = 11.1

Median = 7.5

Standard deviation (unbiased estimate) = 11.3

95 Percent Confidence Interval around the Mean = 9.7 - 12.6

Missing cases = 155

Response percent = 60.1%

Topic 3: Marketing Spending

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

Percent of revenues

Minimum = 0

Maximum = 45.3

Mean = 8.1

Median = 3

Standard deviation (unbiased estimate) = 11.5

95 Percent Confidence Interval around the Mean = 6.7 - 9.5

Missing cases = 142

Response percent = 63.4%

Topic 3: Marketing Spending

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

Minimum = 0

Maximum = 17.4

Mean = 3.8

Median = 1

Standard deviation (unbiased estimate) = 4.9

95 Percent Confidence Interval around the Mean = 3.2 - 4.4

Missing cases = 136

Response percent = 64.9%

Topic 4: Financial and Marketing Performance

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

	Mean & SD	-10%	-7%	-5%	-3%	-1%	0	+1%	+3%	+5%	+7%	+10%	Total
Market share	2.4 4.4	5 2.6%	2 1.0%	3 1.6%	13 6.7%	6 3.1%	44 22.8%	19 9.8%	41 21.2%	29 15.0%	3 1.6%	28 14.5%	193 100.0%
Sales revenue	3.8 5.8	9 4.7%	3 1.6%	10 5.2%	10 5.2%	11 5.7%	13 6.7%	12 6.2%	26 13.5%	21 10.9%	15 7.8%	63 32.6%	193 100.0%
Marketing ROI	3.1 4.5	2 1.1%	3 1.6%	4 2.1%	6 3.2%	0 0.0%	51 27.0%	21 11.1%	34 18.0%	22 11.6%	7 3.7%	39 20.6%	189 100.0%
Profits	3.1 5.3	10 5.3%	2 1.1%	5 2.6%	9 4.7%	4 2.1%	29 15.3%	19 10.0%	27 14.2%	34 17.9%	8 4.2%	43 22.6%	190 100.0%
Customer acquisition	3.1 4.6	5 2.6%	1 0.5%	5 2.6%	5 2.6%	13 6.9%	28 14.8%	22 11.6%	35 18.5%	30 15.9%	10 5.3%	35 18.5%	189 100.0%
Customer retention	1.5 4.8	8 4.2%	2 1.1%	13 6.9%	10 5.3%	10 5.3%	51 27.0%	21 11.1%	23 12.2%	20 10.6%	8 4.2%	23 12.2%	189 100.0%
Brand value	3.8 4.2	1 0.5%	1 0.5%	3 1.6%	2 1.1%	3 1.6%	50 26.6%	15 8.0%	30 16.0%	29 15.4%	11 5.9%	43 22.9%	188 100.0%

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	15	7.6 %	± 1.9 %
6=A leader but not one of the best	31	15.7 %	± 2.7 %
5=Strong	55	27.8 %	± 3.5 %
4=Good	50	25.3 %	± 3.4 %
3=Fair	31	15.7 %	± 2.7 %
2=Weak	11	5.6 %	± 1.7 %
1=Very weak	5	2.5 %	± 1.1 %
Total	198	100.0 %	

Mean = 4.5

SD = 1.4

Missing cases = 190

Response percent = 51.0 %

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?	10.5	13.0	8.8 - 12.2	5	216
...will you spend in the next 12 months?	12.9	13.7	11.1 - 14.7	10	216
...do you predict you will spend in five years?	18.5	16.5	16.3 - 20.8	15	213

Topic 5: Social Media

How effectively is social media linked to your firm's marketing strategy?

	Number	Percent	Cumulative
1=Not At All Effectively	24	11.1 %	11.1 %
2=	26	12.0 %	23.0 %
3=	27	12.4 %	35.5 %
4=	36	16.6 %	52.1 %
5=	57	26.3 %	78.3 %
6=	30	13.8 %	92.2 %
7=Very Effectively	17	7.8 %	100.0 %
Total	217	100.0 %	100.0 %

Mean = 4.1

SD = 1.8

Missing cases = 171

Response percent = 55.9 %

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	43	19.8 %	± 3.1 %
2=	34	15.7 %	± 2.8 %
3=	34	15.7 %	± 2.8 %
4=	45	20.7 %	± 3.2 %
5=	34	15.7 %	± 2.8 %
6=	18	8.3 %	± 2.1 %
7=Very Effectively	9	4.1 %	± 1.5 %
Total	217	100.0 %	

Mean = 3.4

SD = 1.7

Missing cases = 171

Response percent = 55.9 %

Topic 5: Social Media

What percent of your company's social media activities are currently performed by outside agencies?

Percent performed by outside agencies

Minimum = 0

Maximum = 78.3

Mean = 16.6

Median = 0

Standard deviation (unbiased estimate) = 27.3

95 Percent Confidence Interval around the Mean = 13.0 - 20.3

Missing cases = 173

Response percent = 55.4%

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	46	21.2 %	± 3.2 %
2=	50	23.0 %	± 3.4 %
3=	25	11.5 %	± 2.5 %
4=	42	19.4 %	± 3.1 %
5=	32	14.7 %	± 2.8 %
6=	13	6.0 %	± 1.8 %
7=Very Highly	9	4.1 %	± 1.5 %
Total	217	100.0 %	

Mean = 3.2

SD = 1.7

Missing cases = 171

Response percent = 55.9 %

Topic 5: Social Media

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

	Number	Percent	95% CI
Brand awareness and brand-building	179	46.1 %	± 5.0 %
Acquiring new customers	122	31.4 %	± 4.7 %
Introducing new products and services	112	28.9 %	± 4.5 %
Retaining current customers	110	28.4 %	± 4.5 %
Brand promotions, such as contests, coupons	110	28.4 %	± 4.5 %
Improving employee engagement	78	20.1 %	± 4.0 %
Marketing research	57	14.7 %	± 3.6 %
Identifying new customer groups we currently don't target	53	13.7 %	± 3.4 %
Identifying new product and service opportunities	43	11.1 %	± 3.1 %
<u>Improving current products or services</u>	28	7.2 %	± 2.6 %
Total	892		

Number of cases = 388

Number of responses = 892

Average number of responses per case = 2.3

Number of cases with at least one response = 204

Response percent = 52.6 %

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	40	18.4 %	± 3.0 %
We have a good qualitative sense of the impact, but not a quantitative impact	83	38.2 %	± 4.1 %
We haven't been able to show the impact yet	94	43.3 %	± 4.3 %
Total	217	100.0 %	

Missing cases = 171

Response percent = 55.9 %

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?	5.1	7.5	4.1 - 6.1	1	0	26.4	208
What percent will you spend on mobile activities in three years?	11.6	13.4	9.8 - 13.4	5	0	42.4	205

Topic 6: Mobile Marketing

Rate how well mobile marketing activities have performed in the following areas:

(N=388)

	Mean & SD	Poorly							Excellent	Total
		1	2	3	4	5	6	7		
Engaging customers	3.5 1.7	34 19.8%	19 11.0%	2540 14.5%	33 23.3%	16 19.2%	5 9.3%	172 2.9%	100%	
Delivering your brand message	3.4 1.8	36 21.1%	24 14.0%	1842 10.5%	31 24.6%	14 18.1%	6 8.2%	171 3.5%	100%	
Retaining customers	3.1 1.6	37 21.8%	27 15.9%	2648 15.3%	22 28.2%	8 12.9%	2 4.7%	170 1.2%	100%	
Acquiring customers	3.0 1.7	47 27.6%	26 15.3%	2433 14.1%	29 19.4%	8 17.1%	3 4.7%	170 1.8%	100%	
Improving sales	3.0 1.7	45 26.6%	34 20.1%	1637 9.5%	27 21.9%	7 16.0%	3 4.1%	169 1.8%	100%	
Improving profits	2.8 1.5	54 32.0%	27 16.0%	2144 12.4%	18 26.0%	4 10.7%	1 2.4%	169 0.6%	100%	

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	70	35.2 %	± 3.9 %
2=	33	16.6 %	± 2.8 %
3=	31	15.6 %	± 2.7 %
4=	33	16.6 %	± 2.8 %
5=	28	14.1 %	± 2.6 %
6=	2	1.0 %	± 0.7 %
7=Very Highly	2	1.0 %	± 0.7 %
Total	199	100.0 %	

Mean = 2.6

SD = 1.6

Missing cases = 189

Response percent = 51.3 %

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 = -26.1

Maximum = 34.9

Mean = 3.7

Median = 0

Standard deviation (unbiased estimate) = 9.7

95 Percent Confidence Interval around the Mean = 2.3 - 5.1

Missing cases = 203

Response percent = 47.7%

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

Minimum = -32.8

Maximum = 41.6

Mean = 4.1

Median = 0

Standard deviation (unbiased estimate) = 11.5

95 Percent Confidence Interval around the Mean = 2.4 - 5.8

Missing cases = 204

Response percent = 47.4%

Topic 7: Marketing Jobs**How many employees/marketing employees are in your company?**

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Number of employees	5676	20787	2680 - 8671	200	1	111924	185
Number of marketing employees	202	1250	16 - 388	9	0	14805	174

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	16	7.8 %	± 2.0 %
Sales is within the marketing function	17	8.3 %	± 2.1 %
Sales and marketing work together on an equal level	148	72.2 %	± 4.9 %
We don't have a sales function	21	10.2 %	± 2.3 %
We have a sales function, but not a marketing function	3	1.5 %	± 0.9 %
Total	205	100.0 %	

Missing cases = 183

Response percent = 52.8 %

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	143	70.1 %	± 4.8 %
Customer groups	61	29.9 %	± 3.7 %
Total	204	100.0 %	

Missing cases = 184

Response percent = 52.6 %

Topic 8: Marketing Organization

Rate the extent to which your firm engages in the following market-oriented behaviors. Information about customers and competitors:

(N=388)

	Mean & SD	Not at all	1	2	3	4	5	6	All the time 7	Total
Is collected on a regular basis	5.1 1.7	3 1.6%	18 9.9%	17 9.3%	20 11.0%	36 19.8%	36 19.8%	52 28.6%	182 100.0%	
Is shared vertically across different levels of the firm and business units	4.7 1.7	7 3.9%	19 10.5%	23 12.7%	25 13.8%	44 24.3%	32 17.7%	31 17.1%	181 100.0%	
Is shared horizontally across different functions and business units	4.6 1.7	7 3.8%	19 10.4%	16 8.8%	36 19.8%	49 26.9%	27 14.8%	28 15.4%	182 100.0%	
Shapes the design of firm strategies	4.6 1.6	3 1.6%	21 11.5%	20 11.0%	37 20.3%	41 22.5%	35 19.2%	25 13.7%	182 100.0%	
Influences the implementation of firm strategies	4.7 1.6	5 2.8%	14 7.7%	21 11.6%	33 18.2%	49 27.1%	32 17.7%	27 14.9%	181 100.0%	
Impacts the evaluation of firm strategies	4.7 1.5	5 2.8%	13 7.2%	19 10.5%	40 22.1%	49 27.1%	29 16.0%	26 14.4%	181 100.0%	

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Number	Percent	95% CI
Brand	179	86.5 %	± 4.7 %
Social media	159	76.8 %	± 5.8 %
Advertising	158	76.3 %	± 5.8 %
Public relations	145	70.0 %	± 6.3 %
Promotion	143	69.1 %	± 6.4 %
Positioning	140	67.6 %	± 6.4 %
Marketing research	124	59.9 %	± 6.7 %
Lead generation	121	58.5 %	± 6.8 %
Marketing analytics	119	57.5 %	± 6.8 %
Customer Insight	105	50.7 %	± 6.9 %
Competitive intelligence	87	42.0 %	± 6.8 %
Customer relationship management	85	41.1 %	± 6.8 %
Market entry strategies	73	35.3 %	± 6.6 %
Revenue Growth	71	34.3 %	± 6.5 %
New products	67	32.4 %	± 6.4 %
Pricing	55	26.6 %	± 6.1 %
Innovation	55	26.6 %	± 6.1 %
Market selection	49	23.7 %	± 5.8 %
e-commerce	49	23.7 %	± 5.8 %
Sales	44	21.3 %	± 5.6 %
Customer service	26	12.6 %	± 4.6 %
Distribution	12	5.8 %	± 3.2 %
Stock market performance	1	0.5 %	± 1.0 %
Total	2067		

Number of cases = 207

Number of responses = 2067

Average number of responses per case = 10.0

Number of cases with at least one response = 207

Response percent = 100.0 %

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

	Median	Mean	SD	Minimum	Maximum	Range	Total
How many direct reports do you have?	5	5.0	4.0	0	19.3	19.3	184
How many indirect reports (dotted-line) reports do you have?	5	24.6	44.6	0	181.7	181.7	170

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

	Median	Mean	SD	Minimum	Maximum	Total
In your current role?	4.5	6.0	5.1	0.5	19.2	186
In any role?	9	11.4	15.2	0	114.2	142

Topic 9: Marketing Leadership**Do you feel pressure from your CEO or Board to prove the value of marketing?**

	Number	Percent	95% CI
Yes	132	56.9 %	± 4.7 %
No	100	43.1 %	± 4.4 %
Total	232	100.0 %	

Missing cases = 156

Response percent = 59.8 %

Topic 9: Marketing Leadership

Is this pressure increasing, decreasing, or about the same?

	Number	Percent	95% CI
+1=Increasing pressure	78	59.1 %	± 8.5 %
0=About the same amount of pressure	51	38.6 %	± 8.4 %
-1=Decreasing pressure	3	2.3 %	± 2.6 %
Total	132	100.0 %	

Mean = 0.6

SD = 0.5

Missing cases = 0

Response percent = 100.0 %

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?	4.6	4.7	4.0 - 5.2	4	0	16.1	230
...Will you spend on marketing analytics in the next three years?	21.9	32.0	17.7 - 26.1	10	0	91.4	223

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 = 95.0

Mean = 31.6

Median = 25

Standard deviation (unbiased estimate) = 31.6

95 Percent Confidence Interval around the Mean = 27.4 - 35.7

Missing cases = 166

Response percent = 57.2%

Topic 10: Marketing Analytics

What factors prevent your company from using more marketing analytics (check all that apply):

	Number	Percent	95% CI
Lack of process/tools to measure success through analytics	125	32.2 %	± 4.7 %
Lack of people who can link marketing analytics to marketing practice	111	28.6 %	± 4.5 %
Marketing analytics are not highly relevant to our decisions	64	16.5 %	± 3.7 %
Marketing analytics does not offer sufficient insight	58	14.9 %	± 3.6 %
Marketing analytics is overly complex	37	9.5 %	± 2.9 %
<u>Marketing analytics does not arrive when needed</u>	<u>29</u>	<u>7.5 %</u>	<u>± 2.6 %</u>
Total	424		

Number of cases = 388

Number of responses = 424

Average number of responses per case = 1.1

Number of cases with at least one response = 221

Response percent = 57.0 %

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	40	17.5 %	± 3.0 %
2=	32	14.0 %	± 2.8 %
3=	30	13.1 %	± 2.7 %
4=	37	16.2 %	± 2.9 %
5=	43	18.8 %	± 3.1 %
6=	30	13.1 %	± 2.7 %
7=Very Highly	17	7.4 %	± 2.1 %
Total	229	100.0 %	

Mean = 3.7

SD = 1.9

Missing cases = 159

Response percent = 59.0 %

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	85	37.1 %	± 4.1 %
We have a good qualitative sense of the impact, but not a quantitative impact	97	42.4 %	± 4.3 %
We haven't been able to show the impact yet	47	20.5 %	± 3.3 %
Total	229	100.0 %	

Missing cases = 159

Response percent = 59.0 %

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	79	34.5 %	± 4.0 %
We have a good qualitative sense of the impact, but not a quantitative impact	108	47.2 %	± 4.5 %
We haven't been able to show the impact yet	42	18.3 %	± 3.1 %
Total	229	100.0 %	

Missing cases = 159

Response percent = 59.0 %

Topic 10: Marketing Analytics**Does your company formally evaluate the quality of marketing analytics?**

Does your company formally evaluate the quality of marketing analytics?

	Number	Percent	95% CI
Yes	81	34.9 %	± 4.1 %
No	151	65.1 %	± 4.9 %
Total	232	100.0 %	

Missing cases = 156

Response percent = 59.8 %

Topic 11: The CMO Survey Award for Marketing Excellence**Which company in your industry sets the standard for excellence in marketing? - Overall Winner**

Apple Inc.

Topic 11: The CMO Survey Award for Marketing Excellence

Which company across all industries sets the standard for excellence in marketing? - Industry-Specific Winners (in alphabetical order)

Amazon (Retail)
BMW (Transportation)
The Coca Cola Company (Consumer packaged goods)
Disney (Consumer services)
Google (Communications/Media)
IBM (Services/Consulting)
Nike (Consumer goods)

Appendix: Firm-level Descriptive Information

Which is your primary economic sector?

	Number	Percent	95% CI
B2B - Product	137	35.5 %	± 4.8 %
B2B - Services	135	35.0 %	± 4.8 %
B2C - Product	57	14.8 %	± 3.5 %
B2C - Services	57	14.8 %	± 3.5 %
Total	386	100.0 %	

Missing cases = 2

Response percent = 99.5 %

Appendix: Firm-level Descriptive Information

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

	Number	Percent	95% CI
Technology [Software/Biotech]	59	15.4 %	± 3.6 %
Manufacturing	57	14.8 %	± 3.5 %
Professional Services/Consulting	56	14.6 %	± 3.5 %
Communications/Media	44	11.5 %	± 3.2 %
Banking/Finance/Insurance	36	9.4 %	± 2.9 %
Healthcare	30	7.8 %	± 2.7 %
Retail/Wholesale	28	7.3 %	± 2.6 %
Consumer Packaged Goods	26	6.8 %	± 2.5 %
Transportation	13	3.4 %	± 1.8 %
Consumer Services	12	3.1 %	± 1.7 %
Education	9	2.3 %	± 1.5 %
Energy	7	1.8 %	± 1.3 %
Pharmaceuticals	4	1.0 %	± 1.0 %
Mining/Construction	3	0.8 %	± 0.9 %
Total	384	100.0 %	

Missing cases = 4

Response percent = 99.0 %