

TOPLINE RESULTS

February 2012

Survey Partners



Director

Professor Christine Moorman
T. Austin Finch, Sr. Professor of Business
Administration
The Fuqua School of Business
Duke University
Durham, NC 27708
919.660.7856
www.cmosurvey.org

Table of Contents

Topic 1: Marketplace Dynamics

Overall Economy and Company

- 1 Are you more or less optimistic about the U.S. economy compared to last quarter?
- 2 Rate your optimism about the U.S. economy on a scale from 0-100 with 0 being the least optimistic.
- 3 Are you more or less optimistic about your own company compared to last quarter?
- 4 Rate your optimism about your company on a scale from 0-100 with 0 being the least optimistic.

Customers

- 5 Are you more or less optimistic about your prospects for revenue growth compared to the prior 12 months?
- 6 Rate your optimism about your prospects for sales revenue growth on a scale from 0-100 with 0 being the least optimistic.
- 7 Do you expect the following customer outcomes in the next 12 months?
- 8 Rank your customers' top three priorities (1, 2, 3) over the next 12 months, where 1 is most important.

Channel Partners

- 9 Will you use a channel or go directly to market?

Topic 2: Firm Growth Strategies

- 10 Allocate 100 points to reflect your firm's spending on growth strategies during the prior 12 months.
- 11 Allocate 100 points to reflect your firm's spending on growth strategies during the next 12 months
- 12 Allocate 100 points to reflect how your firm will grow during the next 12 months.
- 13 Which international market is your highest revenue growth market?
- 14 Consider this market, by what percent did your sales revenue increase in the last 12 months?
- 15 What percentage of your firm's sales is domestic? Through the internet?

Topic 3: Marketing Spending

- 16 What is your company's percentage change in marketing spending during the next 12 months?
- 18 What percentage of your firm's overall budget does marketing currently account for?
- 19 Marketing expenses account for what percent of your firm's revenues?

Topic 4: Financial and Marketing Performance

- 20 Rate your firm's performance during the last 12 months
- 21 What is your firm's goal for the next 12 months?
- 22 Rate your firm on each metric during the last 12 months.

Topic 5: Social Media

- 23 What percent of your marketing budget do you currently spend on social media?
- 23 What percent of your marketing budget will you in the next 12 months?
- 23 What percent of your marketing budget will you spend in the next five years?
- 24 In-house vs. outsourcing of social media activities?
- 25 How effectively is social media integrated with your firm's marketing strategy?

Topic 6: Marketing Jobs

- 26 Percentage change in marketing hires in next 12 months.
- 27 Percentage change in outsourcing of marketing activities in next 12 months.

Topic 7: Marketing Organization and Leadership

- [28](#) How many reports do you have?
- [29](#) How many years have you been with this firm in your current role? In any role?
- [30](#) What is marketing primarily responsible for in your firm?

Topic 8: Marketing Organization and Leadership

- [31](#) How many marketing employees does your firm have?
- [32](#) Rate the extent to which your firm engages in the following market-oriented behaviors.

Topic 9: Marketing Analytics

- [33](#) What percent of your marketing budget do you spend on marketing analytics?
- [34](#) How many people do you employ in your company in marketing analytics?
- [35](#) Percentage of projects using marketing analytics before a decision is made?
- [36](#) Rate the value of company's marketing analytics relative to your most important competitors.
- [37](#) Does your company formally evaluate the quality of marketing analytics?

The CMO Survey Award For Marketing Excellence

- [38](#) Overall Winner
- [38](#) Industry-Specific Winners

Appendix: Firm-level Descriptive Information

- [39](#) Which economic sector best describes your firm?
- [40](#) What is your firm's ownership structure?
- [41](#) What was your firm's sales revenue in last 12 months?
- [42](#) Which industry sector best describes your firm?
- [43](#) Where is your firm's headquarters?

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	179	63.3 %	± 5.7 %
2=No Change	80	28.3 %	± 5.3 %
1=Less	24	8.5 %	± 3.3 %
Total	283	100.0 %	

Mean = 2.5

SD = 0.6

Missing Cases = 0

Response Percent = 100.0 %

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 = 6

Maximum = 100

Mean = 63.4

Median = 65

Standard Deviation (Unbiased) = 16.1

95 Percent Confidence Interval Around The Mean = 61.5 - 65.3

Quartiles

1 = 55

2 = 65

3 = 75

Valid Cases = 269

Missing Cases = 14

Response Percent = 95.1%

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	170	60.5 %	± 5.7 %
2=No Change	72	25.6 %	± 5.1 %
1=Less	39	13.9 %	± 4.0 %
Total	281	100.0 %	

Mean = 2.5

SD = 0.7

Missing Cases = 2

Response Percent = 99.3 %

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 = 6

Maximum = 100

Mean = 72.8

Median = 75

Standard Deviation (Unbiased) = 18.0

95 Percent Confidence Interval Around The Mean = 70.6 - 74.9

Quartiles

1 = 64.8

2 = 75

3 = 85

Valid Cases = 275

Missing Cases = 8

Response Percent = 97.2%

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	188	66.4 %	± 5.5 %
2=No Change	61	21.6 %	± 4.8 %
1=Less	34	12.0 %	± 3.8 %
Total	283	100.0 %	

Mean = 2.5
SD = 0.7

Missing Cases = 0
Response Percent = 100.0 %

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.

Minimum = 6

Maximum = 100

Mean = 70.6

Median = 75

Standard Deviation (Unbiased) = 19.6

95 Percent Confidence Interval Around The Mean = 68.2 - 72.9

Quartiles

1 = 60

2 = 75

3 = 85

Valid Cases = 275

Missing Cases = 8

Response Percent = 97.2%

Topic 1: Marketplace Dynamics - Customers

Focusing on this market, do you expect the following customer outcomes in the next 12 months?

(N=283)

	Mean & SD	More 3	No Change 2	Less 1	Total
Customer will buy related products/ services from my firm	2.6 0.6	175 62.1%	90 31.9%	17 6.0%	282 100.0%
Customer's purchase volume	2.5 0.7	181 64.2%	67 23.8%	34 12.1%	282 100.0%
My firm's ability to retain current customers	2.4 0.6	149 52.8%	109 38.7%	24 8.5%	282 100.0%
The entry of new customers into this market	2.3 0.7	140 49.8%	95 33.8%	46 16.4%	281 100.0%
Customer's price per unit	2.2 0.7	105 37.4%	131 46.6%	45 16.0%	281 100.0%

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=281)

	1st Priority	2nd Priority	3rd Priority	Total
Low Price	46 16.4%	36 12.8%	50 17.8%	132 47.0%
Superior Product Quality	74 26.3%	56 19.9%	52 18.5%	182 64.8%
Superior Innovation	28 10.0%	31 11.0%	28 10.0%	87 31.0%
Excellent Service	60 21.4%	77 27.4%	60 21.4%	197 70.1%
Trusting Relationship	53 18.9%	60 21.4%	63 22.4%	176 62.6%
Brand	21 7.5%	22 7.8%	29 10.3%	72 25.6%

Topic 1: Marketplace Dynamics - Channel Partners**Will you use a channel or go directly to market?**

	<u>Number</u>	<u>Percent</u>	<u>95% CI</u>
Uses channel partners	214	75.6 %	± 5.0 %
Does not use channel partners	69	24.4 %	± 5.0 %
Total	283	100.0 %	

Missing Cases = 0

Response Percent = 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	56.7	25.0	53.4 - 60.0	60	0	100	222
Existing products or services in new markets	15.5	14.2	13.6 - 17.4	15	0	75	222
New products or services in existing markets	19.6	17.3	17.3 - 21.8	15	0	80	222
New products or services in new markets	8.2	12.7	6.6 - 9.9	5	0	100	222

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	50.2	23.9	47.0 - 53.3	50	0	100	219
Existing products or services in new markets	15.6	13.5	13.8 - 17.4	10	0	80	219
New products or services in existing markets	23.8	18.5	21.3 - 26.2	20	0	80	219
New products or services in new markets	10.5	13.0	8.7 - 12.2	10	0	100	219

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	70.6	29.1	66.8 - 74.4	80	0	100	229
Growth from acquisitions	11.6	18.8	9.2 - 14.0	0	0	100	229
Growth from partnerships	12.6	16.6	10.5 - 14.8	10	0	100	229
Growth from licensing arrangements	5.2	11.4	3.7 - 6.6	0	0	100	229

Topic 2: Firm Growth Strategies

Which international market is your highest revenue growth market?

	Number	Percent	95% CI
Western Europe	46	23.2 %	± 4.3 %
Canada	32	16.2 %	± 3.7 %
China	30	15.2 %	± 3.6 %
Middle East	14	7.1 %	± 2.5 %
Brazil	14	7.1 %	± 2.5 %
Mexico	6	3.0 %	± 1.7 %
India	6	3.0 %	± 1.7 %
Japan	4	2.0 %	± 1.4 %
Eastern Europe	3	1.5 %	± 1.2 %
Korea	2	1.0 %	± 1.0 %
Russia	1	0.5 %	± 0.7 %
Other	40	20.2 %	± 4.1 %
Total	198	100.0 %	

Missing Cases = 85

Response Percent = 70.0 %

Topic 2: Firm Growth Strategies

Consider this international market, by what percent did your sales revenue increase in the last 12 months?

	Mean	SD	N	Pct.
For Entire Sample	19.7%	32.1%	186	100.0%

Highest revenue growth market

Brazil	25.3	21.9	12	6.7%
Canada	16.6	36.5	30	16.8%
China	34.9	44.3	29	16.2%
Eastern Europe	25.0	0.0	1	0.6%
India	48.0	33.5	5	2.8%
Japan	19.8	12.7	4	2.2%
Korea	22.5	31.8	2	1.1%
Mexico	13.8	4.2	6	3.4%
Middle East	26.3	27.2	13	7.3%
Russia	16.0	0.0	1	0.6%
Western Europe	21.0	36.4	41	22.9%
Other	5.2	9.7	35	19.6%

Mean = 19.7%

Standard Deviation (Unbiased) = 32.1%

Valid Cases = 186

Missing Cases = 97

Response Percent = 65.7%

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 domestic?	77.6	25.7	74.1 - 81.1	85	0	100	203
What % of your firm's sales is through the Internet?	9.2	20.5	6.4 - 12.1	0	0	100	200

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	8.1	33.4	2.9 - 13.3	3	-50	300	157
Internet marketing spending	12.8	24.7	8.8 - 16.9	5	-15	200	142
Traditional advertising spending	-0.8	30.4	-5.9 - 4.4	0	-100	200	136
Brand building	7.2	24.6	2.9 - 11.4	3	-80	200	129
Customer relationship management	7.1	21.6	3.4 - 10.9	2	-50	200	129
New product introductions	8.5	18.0	5.4 - 11.7	3	-50	150	127
New service introductions	4.2	10.4	2.3 - 6.0	2	-50	40	123
Marketing (non-sales) hires	4.3	14.7	1.8 - 6.9	0	-50	100	129
Integrating what we know about marketing	6.6	18.6	3.1 - 10.1	1	-50	100	109
Developing knowledge about how to do marketing	4.6	14.4	2.0 - 7.2	1	-50	100	116
Marketing training	3.7	13.5	1.3 - 6.1	0	-50	100	120
Marketing research and intelligence	6.2	20.0	2.7 - 9.6	2	-100	100	130
Marketing consulting services	1.7	21.9	-2.4 - 5.7	0	-100	100	112

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.

(N=283)

	Mean & SD	Positive 1	Zero 0	Negative -1	Total
Overall marketing spending	0.5 0.8	102 65.0%	27 17.2%	28 17.8%	157 100.0%
Internet marketing spending	0.7 0.5	108 76.1%	29 20.4%	5 3.5%	142 100.0%
Traditional advertising spending	-0.1 0.8	38 27.9%	48 35.3%	50 36.8%	136 100.0%
Brand building	0.6 0.6	82 63.6%	40 31.0%	7 5.4%	129 100.0%
Customer relationship management	0.6 0.5	81 62.8%	45 34.9%	3 2.3%	129 100.0%
New product introductions	0.6 0.5	80 63.0%	44 34.6%	3 2.4%	127 100.0%
New service introductions	0.5 0.6	72 58.5%	46 37.4%	5 4.1%	123 100.0%
Marketing (non-sales) hires	0.4 0.6	57 44.2%	61 47.3%	11 8.5%	129 100.0%
Integrating what we know about marketing	0.5 0.6	58 53.2%	48 44.0%	3 2.8%	109 100.0%
Developing knowledge about how to do marketing	0.5 0.6	65 56.0%	47 40.5%	4 3.4%	116 100.0%
Marketing training	0.4 0.6	56 46.7%	59 49.2%	5 4.2%	120 100.0%
Marketing research and intelligence	0.6 0.6	81 62.3%	40 30.8%	9 6.9%	130 100.0%
Marketing consulting services	0.3 0.6	44 39.3%	59 52.7%	9 8.0%	112 100.0%

Topic 3: Marketing Spending

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

Percent of budget

Minimum = 0.0

Maximum = 75

Mean = 10.4

Median = 5

Standard Deviation (Unbiased) = 12.5

95 Percent Confidence Interval Around The Mean = 8.3 - 12.5

Quartiles

1 = 2.9

2 = 5

3 = 10.8

Valid Cases = 133

Missing Cases = 150

Response Percent = 47.0%

Topic 3: Marketing Spending

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

Percent of revenues

Minimum = 0

Maximum = 100

Mean = 8.5

Median = 3

Standard Deviation (Unbiased) = 17.6

95 Percent Confidence Interval Around The Mean = 5.6 - 11.5

Quartiles

1 = 1

2 = 3

3 = 6

Valid Cases = 136

Missing Cases = 147

Response Percent = 48.1%

Topic 4: Financial and Marketing Performance

Rate your firm's performance during the last 12 months

(N=283)

	Mean & SD	-10%	-7%	-5%	-3%	-1%	0	+1%	+3%	+5%	+7%	+10%	Total
Market share	3.1 4.1	3 1.7%	0 0.0%	2 1.1%	6 3.4%	10 5.7%	25 14.4%	29 16.7%	36 20.7%	25 14.4%	13 7.5%	25 14.4%	174 100.0%
Sales Revenue	4.8 5.1	5 2.7%	2 1.1%	6 3.2%	5 2.7%	4 2.1%	14 7.4%	10 5.3%	34 18.1%	26 13.8%	13 6.9%	69 36.7%	188 100.0%
Marketing ROI	3.5 4.7	5 3.4%	0 0.0%	1 0.7%	8 5.4%	1 0.7%	24 16.3%	18 12.2%	26 17.7%	27 18.4%	4 2.7%	33 22.4%	147 100.0%
Profits	3.9 5.7	9 5.0%	0 0.0%	11 6.1%	10 5.5%	5 2.8%	15 8.3%	13 7.2%	24 13.3%	21 11.6%	14 7.7%	59 32.6%	181 100.0%
Customer acquisition	3.8 3.8	0 0.0%	1 0.6%	1 0.6%	3 1.8%	6 3.5%	26 15.3%	22 12.9%	40 23.5%	33 19.4%	6 3.5%	32 18.8%	170 100.0%
Customer retention	2.2 4.3	1 0.6%	1 0.6%	10 6.0%	5 3.0%	13 7.7%	46 27.4%	22 13.1%	18 10.7%	20 11.9%	8 4.8%	24 14.3%	168 100.0%
Brand value	4.1 4.1	0 0.0%	1 0.7%	3 2.0%	3 2.0%	4 2.7%	25 16.9%	14 9.5%	29 19.6%	24 16.2%	12 8.1%	33 22.3%	148 100.0%

Topic 4: Financial and Marketing Performance

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

(N=283)

	Mean & SD	-10%	-7%	-5%	-3%	-1%	0	+1%	+3%	+5%	+7%	+10%	Total
Market share	5.3 3.4	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 0.6%	5 3.0%	28 16.6%	32 18.9%	44 26.0%	10 5.9%	49 29.0%	169 100.0%
Sales Revenue	6.8 3.6	1 0.6%	0 0.0%	2 1.1%	1 0.6%	0 0.0%	6 3.3%	5 2.8%	19 10.5%	43 23.8%	21 11.6%	83 45.9%	181 100.0%
Marketing ROI	5.1 3.9	0 0.0%	1 0.7%	2 1.4%	1 0.7%	0 0.0%	15 10.3%	13 8.9%	24 16.4%	38 26.0%	11 7.5%	41 28.1%	146 100.0%
Profits	6.2 3.9	1 0.6%	0 0.0%	2 1.1%	2 1.1%	2 1.1%	6 3.4%	13 7.4%	23 13.1%	33 18.9%	24 13.7%	69 39.4%	175 100.0%
Customer acquisition	5.7 3.4	0 0.0%	0 0.0%	0 0.0%	1 0.6%	3 1.8%	3 1.8%	17 10.2%	29 17.4%	51 30.5%	12 7.2%	51 30.5%	167 100.0%
Customer retention	4.6 4.0	0 0.0%	0 0.0%	1 0.6%	5 3.0%	3 1.8%	24 14.6%	17 10.4%	26 15.9%	36 22.0%	7 4.3%	45 27.4%	164 100.0%
Brand value	5.8 3.5	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 0.7%	9 6.2%	12 8.2%	28 19.2%	35 24.0%	12 8.2%	49 33.6%	146 100.0%

Topic 4: Financial and Marketing Performance

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

(N=283)

	Mean & SD	Excellent 5	Good 4	Average 3	Fair 2	Poor 1	Total
Developing and using customer insights	3.5 1.0	29 13.9%	83 39.9%	58 27.9%	29 13.9%	9 4.3%	208 100.0%
Marketing that is beneficial for society	3.1 1.2	21 10.1%	57 27.5%	68 32.9%	35 16.9%	26 12.6%	207 100.0%
Minimize the impact of marketing on the ecological environment	2.9 1.2	23 11.1%	46 22.2%	67 32.4%	35 16.9%	36 17.4%	207 100.0%

Topic 5: Social Media

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

	Mean	SD	95% CI	Median	Total
What percent of your marketing budget do you currently spend on social media?	7.4	10.2	5.9 - 8.9	5	174
What percent will you spend in the next 12 months?	10.8	13.1	8.9 - 12.7	6	174
What percent do you predict you will spend in five years?	19.5	17.5	16.9 - 22.1	15	174

Topic 5: Social Media

In-house vs. outsourcing of social media activities?

	Mean	SD	95% CI	Median	Total
How many of people does your firm employ in-house to do social media?	9.0	75.6	-2.2 - 20.1	1	177
What percentage of these social media employees are within marketing?	59.0	46.7	51.9 - 66.0	100	169
How many of people does your firm employ from other companies to perform social media activities?	4.0	20.4	1.0 - 7.1	0	170

Topic 5: Social Media

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

	Number	Percent	Cumulative
7=Very Effectively	13	7.0 %	7.0 %
6=	26	14.1 %	21.1 %
5=	41	22.2 %	43.2 %
4=	33	17.8 %	61.1 %
3=	16	8.6 %	69.7 %
2=	22	11.9 %	81.6 %
1=Not At All Effectively	34	18.4 %	100.0 %
Total	185	100.0 %	100.0 %

Mean = 3.8

SD = 1.9

Missing Cases = 98

Response Percent = 65.4 %

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?

Percent change

Minimum = -50

Maximum = 100

Mean = 5.2

Median = 0

Standard Deviation (Unbiased) = 17.7

95 Percent Confidence Interval Around The Mean = 2.6 - 7.9

Quartiles

1 = 0

2 = 0

3 = 5

Valid Cases = 173

Missing Cases = 110

Response Percent = 61.1%

Topic 6: Marketing Jobs

By what percentage will your firm's outsourcing of marketing activities change in the next year?

Percent change

Minimum = -50

Maximum = 80

Mean = 3.2

Median = 0

Standard Deviation (Unbiased) = 12.7

95 Percent Confidence Interval Around The Mean = 1.3 - 5.1

Quartiles

1 = 0

2 = 0

3 = 5

Valid Cases = 172

Missing Cases = 111

Response Percent = 60.8%

Topic 7: Marketing Leadership**Number of reports**

	Mean	SD	Median	Total
How many direct reports do you have?	6.0	7.4	5	171
How many indirect reports (dotted-line) reports do you have?	25.4	54.2	5	153

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

	Mean	SD	Median	Total
In your current role?	5.4	5.3	4	182
In any role?	10.5	8.5	8	170

Topic 7: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Number	Percent	95% CI
Advertising	145	85.3 %	± 5.4 %
Brand	143	84.1 %	± 5.6 %
Promotion	135	79.4 %	± 6.1 %
Positioning	133	78.2 %	± 6.3 %
Social media	124	72.9 %	± 6.8 %
Marketing research	120	70.6 %	± 6.9 %
Competitive intelligence	106	62.4 %	± 7.4 %
Public relations	91	53.5 %	± 7.6 %
Lead generation	90	52.9 %	± 7.6 %
New products	89	52.4 %	± 7.6 %
Market entry strategies	79	46.5 %	± 7.6 %
Customer relationship management	69	40.6 %	± 7.5 %
Innovation	67	39.4 %	± 7.4 %
Market selection	60	35.3 %	± 7.3 %
Pricing	58	34.1 %	± 7.2 %
Sales	51	30.0 %	± 7.0 %
Customer service	36	21.2 %	± 6.2 %
Distribution	23	13.5 %	± 5.2 %
Stock market performance	2	1.2 %	± 1.6 %
Total	1621		

Number of Cases =170

Number of Responses =1621

Average Number Of Responses Per Case = 9.5

Number Of Cases With At Least One Response =170

Response Percent = 100.0 %

Topic 8: Marketing Organization**How many employees does your firm have?**

	Mean	SD	Median	Total
How many employees does your firm have?	21617	57402	498	178
How many marketing (non-sales) employees are in your firm?	242	963	12	169

Topic 8: Marketing Organization

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

(N=283)

	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 1.8%	11 6.5%	21 12.5%	18 10.7%	37 22.0%	30 17.9%	48 28.6%	168 100.0%
Is shared vertically across different levels of the firm and business units	4.6 1.6	8 4.8%	11 6.6%	24 14.4%	28 16.8%	48 28.7%	26 15.6%	22 13.2%	167 100.0%
Is shared horizontally across different functions and business units	4.7 1.5	5 3.0%	8 4.8%	28 16.9%	20 12.0%	56 33.7%	29 17.5%	20 12.0%	166 100.0%
Shapes the design of firm strategies	4.7 1.4	3 1.8%	10 6.0%	23 13.7%	28 16.7%	52 31.0%	37 22.0%	15 8.9%	168 100.0%
Influences the implementation of firm strategies	4.8 1.4	1 0.6%	10 6.0%	19 11.3%	32 19.0%	49 29.2%	38 22.6%	19 11.3%	168 100.0%
Impacts the evaluation of firm strategies	4.7 1.5	2 1.2%	12 7.3%	22 13.3%	30 18.2%	50 30.3%	29 17.6%	20 12.1%	165 100.0%

Topic 9: Marketing Analytics**What percent of your marketing budget do you spend on marketing analytics?**

	Mean	SD	Median	Total
...do you currently spend on marketing analytics?	5.7	6.8	5	149
...will you spend in the next three years?	9.2	10.7	5	147

Topic 9: Marketing Analytics**How many people do you employ in marketing analytics in your company?**

	Mean	SD	Median	Total
...currently employ in marketing analytics in your company?	5.8	17.5	1	154
...think you will employ in the next three years?	6.9	20.1	2	153

Topic 9: Marketing Analytics

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

Minimum = 0

Maximum = 100

Mean = 37.2

Median = 25

Standard Deviation (Unbiased) = 33.4

95 Percent Confidence Interval Around The Mean = 31.5 - 43.0

99 Percent Confidence Interval Around The Mean = 29.7 - 44.8

Quartiles

1 = 5

2 = 25

3 = 60

Valid Cases = 129

Missing Cases = 154

Response Percent = 45.6%

Topic 9: Marketing Analytics**How would you rate the value of company's marketing analytics relative to your most important competitors? (select the best answer)**

	Number	Percent	95% CI
3=Better than competition	44	29.3 %	± 4.3 %
2=About the same	75	50.0 %	± 5.2 %
1=Worse than competitors	31	20.7 %	± 3.7 %
Total	150	100.0 %	

Mean = 2.1

SD = 0.7

Missing Cases = 133

Response Percent = 53.0 %

Topic 9: Marketing Analytics**Does your company formally evaluate the quality of marketing analytics?**

	Number	Percent	95% CI
Yes	50	33.3 %	± 4.5 %
No	100	66.7 %	± 5.6 %
Total	150	100.0 %	

Missing Cases = 133

Response Percent = 53.0 %

The CMO Survey Award for Marketing Excellence

Which company across industries sets the standard for excellence in marketing?

Apple, Inc.

Which company in your industry sets the standard for excellence in marketing?

Procter & Gamble (Consumer Packaged Goods)

Google (Services)

General Electric (Manufacturing)

McDonald's (Retail)

Appendix: Firm-level Descriptive Information

Which economic sector best describes your firm?

	Number	Percent	95% CI
B2B - Product	81	38.9 %	± 5.3 %
B2B - Services	68	32.7 %	± 5.0 %
B2C - Product	35	16.8 %	± 3.9 %
B2C - Services	24	11.5 %	± 3.3 %
Total	208	100.0 %	

Missing Cases = 75

Response Percent = 73.5 %

Appendix: Firm-level Descriptive Information**What is your firm's ownership structure?**

	Number	Percent	95% CI
Public/NYSE/AMEX	48	28.9 %	± 4.4 %
Public/NASDAQ	16	9.6 %	± 2.7 %
Private	99	59.6 %	± 5.6 %
Nonprofit	3	1.8 %	± 1.2 %
Total	166	100.0 %	

Missing Cases = 117

Response Percent = 58.7 %

Appendix: Firm-level Descriptive Information

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

	Number	Percent	Cumulative
Less than \$25 million	49	31.2 %	31.2 %
\$26-99 million	20	12.7 %	43.9 %
\$100-499 million	27	17.2 %	61.1 %
\$500-999 million	10	6.4 %	67.5 %
\$1-2.5 billion	14	8.9 %	76.4 %
\$2.6-5 billion	10	6.4 %	82.8 %
\$5.1-9.9 billion	6	3.8 %	86.6 %
\$10-49 billion	12	7.6 %	94.3 %
\$50-100 billion	7	4.5 %	98.7 %
More than \$100+ billion	2	1.3 %	100.0 %
Total	157	100.0 %	100.0 %

Missing Cases = 126

Response Percent = 55.5 %

Appendix: Firm-level Descriptive Information

Which industry sector best describes your firm?

	Number	Percent	95% CI
Professional Services/Consulting	29	17.7 %	± 3.6 %
Manufacturing	23	14.0 %	± 3.2 %
Technology [Software/Biotech]	19	11.6 %	± 2.9 %
Banking/Finance/Insurance	18	11.0 %	± 2.9 %
Retail/Wholesale	16	9.8 %	± 2.7 %
Consumer Packaged Goods	12	7.3 %	± 2.4 %
Health Care/Pharmaceutical	12	7.3 %	± 2.4 %
Communications/Media	9	5.5 %	± 2.1 %
Energy	8	4.9 %	± 2.0 %
Mining/Construction	7	4.3 %	± 1.8 %
Transportation	6	3.7 %	± 1.7 %
Consumer Services	5	3.0 %	± 1.6 %
Total	164	100.0 %	

Missing Cases = 119

Response Percent = 58.0 %

Appendix: Firm-level Descriptive Information

Where is your firm's headquarters?

	Number	Percent	95% CI
Northeast U.S.	45	27.4 %	± 4.3 %
Midwest U.S.	38	23.2 %	± 4.0 %
South Atlantic U.S.	29	17.7 %	± 3.6 %
Pacific U.S.	21	12.8 %	± 3.1 %
South Central U.S.	15	9.1 %	± 2.6 %
Western Europe	7	4.3 %	± 1.8 %
Mountain U.S.	4	2.4 %	± 1.4 %
East Asia	3	1.8 %	± 1.2 %
Central/Latin America	1	0.6 %	± 0.7 %
Western Asia	1	0.6 %	± 0.7 %
Canada	0	0.0 %	± 0.0 %
Eastern Europe	0	0.0 %	± 0.0 %
Total	164	100.0 %	

Missing Cases = 119

Response Percent = 58.0 %