



PREDICTING the Future of Markets
TRACKING Marketing Excellence
IMPROVING the Value of Marketing

TOPLINE RESULTS

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Sponsoring Organizations



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Topic 1: Marketplace Dynamics - Overall Economy**Are you more or less optimistic about the U.S. economy compared to last quarter?**

	Number	Percent	95% CI
3=More	87	14.9 %	± 2.9 %
2=No Change	150	25.7 %	± 3.6 %
1=Less	346	59.3 %	± 4.0 %
Total	583	100.0 %	

Mean = 1.6

SD = 0.7

Missing Cases = 0

Response Percent = 100.0 %

Topic 1: Marketplace Dynamics - Overall Economy

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

Minimum = 0

Maximum = 90

Mean = 47.69

Median = 50

Standard Deviation (Unbiased) = 18.56

95 Percent Confidence Interval Around The Mean = 46.18 - 49.19

Quartiles

1 = 30

2 = 50

3 = 60

Valid Cases = 581

Missing Cases = 2

Response Percent = 99.7%

Topic 1: Marketplace Dynamics - Overall Company**Are you more or less optimistic about your own company compared to last quarter?**

	Number	Percent	95% CI
3=More	179	31.0 %	± 3.8 %
2=No Change	167	28.9 %	± 3.7 %
1=Less	231	40.0 %	± 4.0 %
Total	577	100.0 %	

Mean = 1.9

SD = 0.8

Missing Cases = 6

Response Percent = 99.0 %

Topic 1: Marketplace Dynamics - Overall Company

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

Minimum = 0

Maximum = 100

Mean = 64.16

Median = 70

Standard Deviation (Unbiased) = 20.17

95 Percent Confidence Interval Around The Mean = 62.52 - 65.80

Quartiles

1 = 50

2 = 70

3 = 80

Valid Cases = 581

Missing Cases = 2

Response Percent = 99.7%

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	146	25.1 %	± 3.5 %
2=No Change	92	15.8 %	± 3.0 %
1=Less	343	59.0 %	± 4.0 %
Total	581	100.0 %	

Mean = 1.7

SD = 0.9

Missing Cases = 2

Response Percent = 99.7 %

Topic 1: Marketplace Dynamics - Customers

Rate your optimism about your prospects for sales revenue growth on a scale from 0-100 with 0 being the least optimistic and 100 being the most optimistic

Minimum = 0

Maximum = 100

Mean = 52.92

Median = 50

Standard Deviation (Unbiased) = 25.46

95 Percent Confidence Interval Around The Mean = 50.85 - 54.99

Quartiles

1 = 40

2 = 50

3 = 75

Valid Cases = 581

Missing Cases = 2

Response Percent = 99.7%

Topic 1: Marketplace Dynamics - Customers

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

(N=583)

	Mean & SD	More 3	No Change 2	Less 1	Total
My firm's ability to retain current customers	2.2 0.7	215 37.0%	243 41.8%	123 21.2%	581 100.0%
Customer will buy related products and services from my firm	2.1 0.8	184 31.8%	241 41.6%	154 26.6%	579 100.0%
The entry of new customers into this market	1.8 0.8	158 27.2%	155 26.7%	268 46.1%	581 100.0%
Customer's purchase volume	1.8 0.9	172 29.6%	96 16.5%	314 54.0%	582 100.0%
Customer's price per unit	1.7 0.7	80 13.8%	230 39.7%	270 46.6%	580 100.0%

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=582)

	1st Priority	2nd Priority	3rd Priority	Total
Low Price	172 29.6%	79 13.6%	66 11.3%	317 54.5%
Superior Product Quality	109 18.7%	115 19.8%	124 21.3%	348 59.8%
Superior Innovation	63 10.8%	48 8.2%	47 8.1%	158 27.1%
Excellent Service	92 15.8%	177 30.4%	140 24.1%	409 70.3%
Trusting Relationship	116 19.9%	113 19.4%	149 25.6%	378 64.9%
Brand	33 5.7%	52 8.9%	60 10.3%	145 24.9%

Topic 1: Marketplace Dynamics - Competitors

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

(N=583)

	Mean & SD	Not						Very	Total
		Likely	1	2	3	4	5	6	
More intense rivalry for customers	5.5 1.5	16 2.7%	14 2.4%	27 4.6%	44 7.5%	113 19.4%	177 30.4%	164 28.1%	555 95.2%
More competitor price-cutting	5.3 1.7	21 3.6%	27 4.6%	40 6.9%	56 9.6%	94 16.1%	157 26.9%	153 26.2%	548 94.0%
More competitor innovation	4.3 1.5	30 5.1%	42 7.2%	99 17.0%	122 20.9%	144 24.7%	78 13.4%	40 6.9%	555 95.2%
More cooperation on non-price strategies	3.9 1.6	53 9.1%	71 12.2%	61 10.5%	187 32.1%	102 17.5%	53 9.1%	26 4.5%	553 94.9%
Emergence of new global competitors	3.0 1.9	154 26.4%	122 20.9%	95 16.3%	51 8.7%	56 9.6%	48 8.2%	29 5.0%	555 95.2%
Emergence of new domestic competitors	2.8 1.8	155 26.6%	147 25.2%	95 16.3%	52 8.9%	51 8.7%	21 3.6%	34 5.8%	555 95.2%

Topic 1: Marketplace Dynamics - Channel Partners**Focusing on your firm's channel partnerships in this market, are you more or less optimistic about your prospects for revenue growth compared to prior 12 months?**

	Number	Percent	95% CI
3=More	88	25.6 %	± 3.8 %
2=No Change	114	33.1 %	± 4.2 %
1=Less	142	41.3 %	± 4.5 %
Total	344	100.0 %	

Mean = 1.8

SD = 0.8

Missing Cases = 84

Response Percent = 80.4 %

Topic 1: Marketplace Dynamics - Channel Partners

Rate your optimism about your prospects for revenue growth among your firm's channel partnerships on a scale from 0-100 with 0 being the least optimistic and 100 being the most optimistic compared to the prior 12 months.

Minimum = 0

Maximum = 100

Mean = 50.29

Median = 50

Standard Deviation (Unbiased) = 23.90

95 Percent Confidence Interval Around The Mean = 47.74 - 52.85

Quartiles

1 = 35

2 = 50

3 = 70

Valid Cases = 336

Missing Cases = 92

Response Percent = 78.5%

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=428)

	Mean & SD	Increase 3	No Change 2	Decrease 1	Total
My firm will deal directly with end customers, not through channel partners	2.2 0.6	86 26.3%	209 63.9%	32 9.8%	327 100.0%
Partner's level of power in our relationship	2.0 0.6	60 18.2%	195 59.3%	74 22.5%	329 100.0%
Partner will buy related products and services	1.9 0.7	64 19.3%	184 55.6%	83 25.1%	331 100.0%
Partner's purchase volume	1.8 0.8	83 25.0%	101 30.4%	148 44.6%	332 100.0%
Partner's price per unit	1.7 0.6	33 9.9%	158 47.6%	141 42.5%	332 100.0%

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 in existing markets	49.8	24.5	47.3 - 52.4	50	0	100	349
Existing products in new markets	16.6	14.2	15.1 - 18.1	15	0	70	349
New products in existing markets	25.2	21.6	22.9 - 27.4	20	0	100	349
New products in new markets	8.4	11.5	7.2 - 9.6	5	0	100	349

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

	<u>Mean</u>	<u>SD</u>	<u>95% CI</u>	<u>Median</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Total</u>
Existing products in existing markets	48.1	24.2	45.6 - 50.7	50	0	100	345
Existing products in new markets	18.3	15.7	16.6 - 19.9	20	0	100	345
New products in existing markets	23.5	19.6	21.5 - 25.6	20	0	100	345
New products in new markets	10.0	12.4	8.7 - 11.3	10	0	75	345

Topic 2: Firm Growth Strategies

Sales revenue growth

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
What was your firm's sales revenue growth rate in the prior 12 months?	19.0	59.1	12.6 - 25.4	7	-75	500	327
What was your firm's target for sales revenue growth in the prior 12 months?	24.6	58.0	18.3 - 31.0	10	-50	500	322
What is your firm's target for sales revenue growth in the next 12 months?	22.2	63.5	15.3 - 29.1	8	-50	500	324

Topic 2: Firm Growth Strategies

Sales revenue growth (Quintiles)

(N=583)

	0-20%	21-40%	41-60%	61-80%	80%+	Total
What was your firm's sales revenue growth rate in the prior 12 months?	210 74.7%	46 16.4%	6 2.1%	1 0.4%	18 6.4%	281 100.0%
What was your firm's target for sales revenue growth in the prior 12 months?	244 76.7%	36 11.3%	14 4.4%	3 0.9%	21 6.6%	318 100.0%
What is your firm's target for sales revenue growth in the next 12 months?	224 75.4%	36 12.1%	11 3.7%	3 1.0%	23 7.7%	297 100.0%

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	70.9	30.1	67.7 - 74.0	80	0	100	352
Growth from acquisitions	8.8	18.6	6.9 - 10.7	0	0	100	352
Growth from partnerships	13.3	19.1	11.3 - 15.3	5	0	100	352
Growth from licensing arrangements	7.0	14.9	5.4 - 8.5	0	0	100	352

Topic 2: Firm Growth Strategies

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months? (Rank 1, 2, 3 where 1 is top.)

(N=247)

	1st Revenue Area	2nd Revenue Area	3rd Revenue Area	Total
United States	222 89.9%	9 3.6%	5 2.0%	236 95.5%
Canada	2 0.8%	89 36.0%	48 19.4%	139 56.3%
Mexico	1 0.4%	15 6.1%	30 12.1%	46 18.6%
China	5 2.0%	14 5.7%	17 6.9%	36 14.6%
Japan	2 0.8%	11 4.5%	16 6.5%	29 11.7%
Korea	3 1.2%	0 0.0%	2 0.8%	5 2.0%
India	2 0.8%	6 2.4%	6 2.4%	14 5.7%
Russia	0 0.0%	0 0.0%	1 0.4%	1 0.4%
Eastern Europe	0 0.0%	5 2.0%	7 2.8%	12 4.9%
Western Europe	9 3.6%	59 23.9%	43 17.4%	111 44.9%
Brazil	0 0.0%	2 0.8%	12 4.9%	14 5.7%
Middle East	0 0.0%	7 2.8%	12 4.9%	19 7.7%
Other:	1 0.4%	30 12.1%	48 19.4%	79 32.0%

Topic 2: Firm Growth Strategies

Which three geographic markets have the most strategic importance to your firm in the next 12 months? (Rank 1, 2, 3 where 1 is top.)

(N=244)

	1st Strategic Importance	2nd Strategic Importance	3rd Strategic Importance	Total
United States	209 85.7%	10 4.1%	11 4.5%	230 94.3%
Canada	1 0.4%	74 30.3%	37 15.2%	112 45.9%
Mexico	1 0.4%	15 6.1%	28 11.5%	44 18.0%
China	14 5.7%	19 7.8%	24 9.8%	57 23.4%
Japan	4 1.6%	12 4.9%	14 5.7%	30 12.3%
Korea	2 0.8%	1 0.4%	6 2.5%	9 3.7%
India	4 1.6%	9 3.7%	8 3.3%	21 8.6%
Russia	0 0.0%	1 0.4%	4 1.6%	5 2.0%
Eastern Europe	1 0.4%	7 2.9%	3 1.2%	11 4.5%
Western Europe	7 2.9%	50 20.5%	46 18.9%	103 42.2%
Brazil	0 0.0%	7 2.9%	9 3.7%	16 6.6%
Middle East	0 0.0%	11 4.5%	11 4.5%	22 9.0%
Other:	1 0.4%	28 11.5%	43 17.6%	72 29.5%

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	0.5	25.1	-2.9 - 3.9	0	-90	150	212
Traditional advertising spending	-7.3	20.3	-10.3 - -4.4	0	-100	50	178
Internet marketing spending	10.2	41.7	4.4 - 16.1	5	-90	500	195
Customer relationship management	7.7	16.9	5.2 - 10.2	5	-50	100	172
New product introductions	10.5	24.2	6.9 - 14.0	5	-90	100	179
Brand building	1.8	20.5	-1.3 - 4.8	1	-100	100	171
Integrating what we know about marketing	5.1	14.2	2.8 - 7.5	0	-10	100	142
Developing knowledge about how to do marketing	3.4	14.3	1.1 - 5.7	0	-100	99	148
Marketing research and intelligence	1.8	17.5	-0.9 - 4.4	0	-100	75	165
Marketing training	1.2	14.1	-0.9 - 3.4	0	-100	99	159
Marketing (non-sales) hires	0.9	18.0	-1.9 - 3.6	0	-90	99	162
Marketing consulting services	-4.5	19.7	-7.7 - -1.4	0	-100	50	151

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=583)

	Mean & SD	Positive 1	Zero 0	Negative -1	Total
Customer relationship management	0.6 0.6	117 68.0%	44 25.6%	11 6.4%	172 100.0%
New product introductions	0.6 0.6	121 67.6%	44 24.6%	14 7.8%	179 100.0%
Internet marketing spending	0.5 0.7	124 63.6%	52 26.7%	19 9.7%	195 100.0%
Integrating what we know about marketing	0.5 0.6	69 48.6%	69 48.6%	4 2.8%	142 100.0%
Developing knowledge about how to do marketing	0.4 0.6	64 43.2%	76 51.4%	8 5.4%	148 100.0%
Marketing research and intelligence	0.3 0.7	80 48.5%	61 37.0%	24 14.5%	165 100.0%
Brand building	0.3 0.8	86 50.3%	55 32.2%	30 17.5%	171 100.0%
Marketing training	0.3 0.7	61 38.4%	80 50.3%	18 11.3%	159 100.0%
Overall marketing spending	0.0 0.9	91 42.9%	27 12.7%	94 44.3%	212 100.0%
Marketing (non-sales) hires	0.0 0.7	41 25.3%	77 47.5%	44 27.2%	162 100.0%
Marketing consulting services	-0.1 0.7	33 21.9%	75 49.7%	43 28.5%	151 100.0%
Traditional advertising spending	-0.3 0.7	31 17.4%	65 36.5%	82 46.1%	178 100.0%

Topic 4: Marketing Performance

Rate your firm's performance during the last 12 months

(N=583)

	Mean & SD	-10%	-7%	-5%	-3%	-1%	0	+1%	+3%	+5%	+7%	+10%	Total
Market share	3.0 4.5	7 2.9%	1 0.4%	8 3.3%	5 2.1%	5 2.1%	37 15.4%	42 17.4%	45 18.7%	35 14.5%	16 6.6%	40 16.6%	241 100.0%
Marketing ROI	2.6 5.0	11 5.5%	0 0.0%	10 5.0%	4 2.0%	5 2.5%	32 15.9%	27 13.4%	37 18.4%	30 14.9%	14 7.0%	31 15.4%	201 100.0%
Firm profits	1.6 6.8	37 15.9%	4 1.7%	10 4.3%	12 5.2%	6 2.6%	18 7.8%	19 8.2%	38 16.4%	22 9.5%	12 5.2%	54 23.3%	232 100.0%
Marketing expenditures	1.1 6.0	30 12.4%	3 1.2%	16 6.6%	7 2.9%	12 5.0%	44 18.3%	21 8.7%	35 14.5%	24 10.0%	11 4.6%	38 15.8%	241 100.0%
Customer acquisition	3.3 4.6	6 2.7%	1 0.4%	5 2.2%	9 4.0%	5 2.2%	36 16.0%	27 12.0%	42 18.7%	42 18.7%	7 3.1%	45 20.0%	225 100.0%
Customer retention	2.3 5.2	11 5.0%	3 1.4%	7 3.2%	12 5.5%	11 5.0%	45 20.5%	24 11.0%	24 11.0%	30 13.7%	14 6.4%	38 17.4%	219 100.0%
Customer lifetime value	3.1 4.3	2 1.1%	1 0.6%	5 2.8%	3 1.7%	3 1.7%	51 29.0%	18 10.2%	23 13.1%	30 17.0%	8 4.5%	32 18.2%	176 100.0%
Brand value	3.7 4.5	4 1.9%	1 0.5%	3 1.5%	4 1.9%	2 1.0%	38 18.4%	31 15.0%	34 16.5%	30 14.6%	11 5.3%	48 23.3%	206 100.0%

Topic 4: Marketing Performance

Rate your firm's performance during the last 12 months

	Mean	SD	95% CI	Median	Total
Market share	3.0	4.5	2.4 - 3.6	3	241
Marketing ROI	2.6	5.0	1.9 - 3.3	3	201
Firm profits	1.6	6.8	0.8 - 2.5	3	232
Marketing expenditures	1.1	6.0	0.4 - 1.9	1	241
Customer acquisition	3.3	4.6	2.7 - 3.9	3	225
Customer retention	2.3	5.2	1.6 - 3.0	1	219
Customer lifetime value	3.1	4.3	2.5 - 3.8	3	176
Brand value	3.7	4.5	3.1 - 4.3	3	206

Topic 4: Marketing Performance

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

(N=583)

	Mean & SD	-10%	-7%	-5%	-3%	-1%	0	+1%	+3%	+5%	+7%	+10%	Total
Market share	4.8 3.9	2 0.9%	0 0.0%	1 0.4%	1 0.4%	1 0.4%	24 10.3%	34 14.7%	40 17.2%	46 19.8%	20 8.6%	63 27.2%	232 100.0%
Marketing ROI	4.9 4.0	1 0.5%	1 0.5%	1 0.5%	8 4.0%	1 0.5%	17 8.5%	15 7.5%	31 15.4%	55 27.4%	19 9.5%	52 25.9%	201 100.0%
Firm profits	3.8 5.8	16 7.0%	4 1.8%	3 1.3%	6 2.6%	5 2.2%	25 11.0%	16 7.0%	27 11.9%	44 19.4%	11 4.8%	70 30.8%	227 100.0%
Marketing expenditures	-0.3 6.5	48 20.2%	4 1.7%	19 8.0%	12 5.0%	9 3.8%	36 15.1%	30 12.6%	21 8.8%	15 6.3%	13 5.5%	31 13.0%	238 100.0%
Customer acquisition	4.4 4.5	6 2.7%	0 0.0%	3 1.3%	1 0.4%	4 1.8%	24 10.6%	26 11.5%	40 17.7%	47 20.8%	17 7.5%	58 25.7%	226 100.0%
Customer retention	4.3 4.6	6 2.7%	1 0.5%	1 0.5%	3 1.4%	2 0.9%	38 17.4%	23 10.5%	27 12.3%	42 19.2%	20 9.1%	56 25.6%	219 100.0%
Customer lifetime value	4.4 4.1	2 1.1%	0 0.0%	2 1.1%	3 1.7%	0 0.0%	33 18.6%	13 7.3%	24 13.6%	47 26.6%	10 5.6%	43 24.3%	177 100.0%
Brand value	5.1 4.3	3 1.5%	1 0.5%	1 0.5%	1 0.5%	0 0.0%	23 11.4%	22 10.9%	29 14.4%	41 20.3%	15 7.4%	66 32.7%	202 100.0%

Topic 4: Marketing Performance

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

	Mean	SD	95% CI	Median	Total
Market share	4.8	3.9	4.3 - 5.4	5	232
Marketing ROI	4.9	4.0	4.4 - 5.5	5	201
Firm profits	3.8	5.8	3.1 - 4.6	5	227
Marketing expenditures	-0.3	6.5	-1.2 - 0.5	0	238
Customer acquisition	4.4	4.5	3.8 - 5.0	5	226
Customer retention	4.3	4.6	3.6 - 4.9	5	219
Customer lifetime value	4.4	4.1	3.8 - 5.0	5	177
Brand value	5.1	4.3	4.5 - 5.7	5	202

Topic 4: Marketing Performance

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

(N=583)

	Mean & SD	Excellent 5	Good 4	Average 3	Fair 2	Poor 1	Total
Developing and using customer insights	3.5 1.0	38 13.2%	137 47.7%	66 23.0%	31 10.8%	15 5.2%	287 100.0%
Sharing valuable marketing knowledge	3.4 0.9	32 11.3%	113 39.8%	93 32.7%	42 14.8%	4 1.4%	284 100.0%
Marketing that is beneficial for society	3.2 1.1	36 13.8%	66 25.3%	98 37.5%	40 15.3%	21 8.0%	261 100.0%
Minimize the impact of marketing on the ecological environment	3.0 1.2	29 11.9%	55 22.6%	76 31.3%	59 24.3%	24 9.9%	243 100.0%

Topic 4: Marketing Performance**Rate your firm on each metric during the last 12 months.**

	Mean	SD	95% CI	Median	Total
Developing and using customer insights	3.5	1.0	3.4 - 3.6	4	287
Sharing valuable marketing knowledge	3.4	0.9	3.3 - 3.6	4	284
Marketing that is beneficial for society	3.2	1.1	3.1 - 3.3	3	261
Minimize the impact of marketing on the ecological environment	3.0	1.2	2.9 - 3.2	3	243

Topic 4: Marketing Performance

What is your firm's goal in each area in the next 12 months?

(N=583)

	Mean & SD	Excellent 5	Good 4	Average 3	Fair 2	Poor 1	Total
Developing and using customer insights	4.3 0.7	123 43.5%	135 47.7%	17 6.0%	7 2.5%	1 0.4%	283 100.0%
Sharing valuable marketing knowledge	4.1 0.8	99 35.4%	131 46.8%	39 13.9%	8 2.9%	3 1.1%	280 100.0%
Marketing that is beneficial for society	3.6 1.0	59 22.9%	80 31.0%	86 33.3%	26 10.1%	7 2.7%	258 100.0%
Minimize the impact of marketing on the ecological environment	3.5 1.1	42 17.6%	80 33.5%	76 31.8%	30 12.6%	11 4.6%	239 100.0%

Topic 4: Marketing Performance

What is your firm's goal in each area in the next 12 months?

	Mean	SD	95% CI	Median	Total
Developing and using customer insights	4.3	0.7	4.2 - 4.4	4	283
Sharing valuable marketing knowledge	4.1	0.8	4.0 - 4.2	4	280
Marketing that is beneficial for society	3.6	1.0	3.5 - 3.7	4	258
Minimize the impact of marketing on the ecological environment	3.5	1.1	3.3 - 3.6	4	239

Topic 4: Marketing Excellence

Which companies across all industries set the standard for excellence in marketing? (List the top three)

Top Votes – CMO Survey Award for Excellence in Marketing

Apple

P&G

Coca-Cola

Honorable Mentions

3M

Anheuser-Busch

AT&T

Bank of America

Fastenal

Federal Express

Fidelity

General Electric

Geico

Google

IBM

Johnson & Johnson

McDonald's

McKinsey & Company

Microsoft

Nike

PepsiCo

Pitney Bowes

Salesforce.com

Southwest Airlines

Starbucks

Stihl

Target

Toyota

Verizon

The Walt Disney Company

Topic 5: Marketing Organization and Leadership

Where is marketing located in your firm?

	Number	Percent	95% CI
Corporate	216	37.0 %	± 3.9 %
Business unit level	94	16.1 %	± 3.0 %
Brand or product level	42	7.2 %	± 2.1 %
Field Offices	31	5.3 %	± 1.8 %
Total	383		

Number of Cases =583

Number of Responses =383

Average Number Of Responses Per Case = 0.7

Number Of Cases With At Least One Response =260

Response Percent = 44.6 %

Topic 5: Marketing Organization and Leadership

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

	Number	Percent	95% CI
Sales is in charge of marketing	28	10.8 %	± 1.7 %
Sales is within the marketing function	31	12.0 %	± 1.8 %
Sales and marketing work together on an equal level	180	69.5 %	± 3.8 %
We don't have a sales function	12	4.6 %	± 1.2 %
We have a sales function, but not a marketing function	8	3.1 %	± 1.0 %
Total	259	100.0 %	

Missing Cases = 324

Response Percent = 44.4 %

Topic 5: Marketing Organization and Leadership

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

	Number	Percent	95% CI
President	14	5.4 %	± 1.3 %
CEO	28	10.9 %	± 1.7 %
COO	2	0.8 %	± 0.5 %
Vice President of Business Development	8	3.1 %	± 1.0 %
Chief Marketing Officer	31	12.1 %	± 1.8 %
Executive or Senior Vice President of Marketing	10	3.9 %	± 1.1 %
Vice President of Marketing	50	19.5 %	± 2.3 %
Vice President of Marketing and Sales	18	7.0 %	± 1.4 %
Vice President of Marketing Services or Marketing Research	9	3.5 %	± 1.0 %
Vice President of Sales	2	0.8 %	± 0.5 %
Director of Marketing	17	6.6 %	± 1.4 %
Director of Sales and Marketing	1	0.4 %	± 0.3 %
Director of Marketing Communications	1	0.4 %	± 0.3 %
Global Marketing Manager	1	0.4 %	± 0.3 %
Marketing Manager	11	4.3 %	± 1.1 %
Product Manager	1	0.4 %	± 0.3 %
Senior Marketing Manager	1	0.4 %	± 0.3 %
Other	52	20.2 %	± 2.3 %

Total 257 100.0 %

Missing Cases = 326

Response Percent = 44.1 %

Topic 5: Marketing Organization and Leadership

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

Information about customers and competitors...

	Mean & SD	Not At All 1	2	3	4	5	6	All The Time 7	Total
Is collected on a regular basis	5.2 1.6	4 1.6%	13 5.1%	23 9.1%	37 14.6%	60 23.6%	48 18.9%	69 27.2%	254 100.0%
Is shared vertically across different levels of the firm and business units	4.9 1.5	6 2.4%	17 6.8%	22 8.8%	38 15.1%	74 29.5%	61 24.3%	33 13.1%	251 100.0%
Is shared horizontally across different functions and business units	4.8 1.5	7 2.8%	18 7.1%	26 10.3%	47 18.7%	64 25.4%	58 23.0%	32 12.7%	252 100.0%
Shapes the design of firm strategies	5.0 1.4	4 1.6%	14 5.5%	21 8.3%	34 13.4%	73 28.7%	73 28.7%	35 13.8%	254 100.0%
Influences the implementation of firm strategies	5.1 1.4	3 1.2%	12 4.7%	19 7.5%	37 14.6%	70 27.6%	73 28.7%	40 15.7%	254 100.0%
Impacts the evaluation of firm strategies	5.0 1.4	4 1.6%	11 4.3%	21 8.3%	40 15.8%	71 28.1%	69 27.3%	37 14.6%	253 100.0%

Topic 5: Marketing Organization and Leadership**How many reports do you have?**

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
How many direct reports do you have?	4.9	6.7	4.0 - 5.7	3	0	60	236
How many indirect reports (dotted line) reports do you have?	16.3	36.6	11.4 - 21.2	4	0	300	214

Topic 5: Marketing Organization and Leadership**How many years have you been with this firm in your current role? In any role?**

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
In your current role?	4.4	4.4	3.8 - 4.9	3	0	30	250
In any role?	8.3	7.8	7.3 - 9.3	5	0	37	235

Appendix: Firm-level Descriptive Information**How many employees does your firm have?**

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
How many employees does your firm have?	5525.5	16765.9	3426.1 - 7625.0	200	1	100000	245
How many marketing (non-sales) employees are in your firm?	132.8	743.5	37.7 - 227.8	7	0	10000	235

Appendix: Firm-level Descriptive Information

What % of your firm's sales is domestic?

Minimum = 0

Maximum = 100

Mean = 81.36

Median = 90

Standard Deviation (Unbiased) = 24.54

95 Percent Confidence Interval Around The Mean = 78.27 - 84.45

Quartiles

1 = 72.50

2 = 90

3 = 100

Valid Cases = 242

Missing Cases = 341

Response Percent = 41.5%

Appendix: Firm-level Descriptive Information**What % of your firm's sales is through the Internet?**

Minimum = 0

Maximum = 100

Mean = 9.27

Median = 0

Standard Deviation (Unbiased) = 19.37

95 Percent Confidence Interval Around The Mean = 6.82 - 11.72

Quartiles

1 = 0

2 = 0

3 = 10

Valid Cases = 240

Missing Cases = 343

Response Percent = 41.2%

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

	Number	Percent	95% CI
B2B - Services	98	38.1 %	± 3.1 %
B2B - Product	89	34.6 %	± 2.9 %
B2C - Product	39	15.2 %	± 2.0 %
B2C - Services	31	12.1 %	± 1.8 %
Total	257	100.0 %	

Missing Cases = 326

Response Percent = 44.1 %

Appendix: Firm-level Descriptive Information

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

	Number	Percent	95% CI
Less than \$25 million	95	38.8 %	± 3.0 %
\$26-99 million	28	11.4 %	± 1.7 %
\$100-499 million	37	15.1 %	± 2.0 %
\$500-999 million	23	9.4 %	± 1.6 %
\$1-2.5 billion	23	9.4 %	± 1.6 %
\$2.6-5 billion	11	4.5 %	± 1.1 %
\$5.1-9.9 billion	8	3.3 %	± 1.0 %
\$10-49 billion	11	4.5 %	± 1.1 %
\$50-100 billion	3	1.2 %	± 0.6 %
<u>More than \$100 billion</u>	6	2.4 %	± 0.8 %
Total	245	100.0 %	

Missing Cases = 338

Response Percent = 42.0 %

Appendix: Firm-level Descriptive Information

Which industry sector best describes your firm?

	Number	Percent	95% CI
Professional Services/Consulting	50	19.4 %	± 2.3 %
Manufacturing	42	16.3 %	± 2.1 %
Technology [Software/Biotech]	38	14.7 %	± 2.0 %
Banking/Finance/Insurance	34	13.2 %	± 1.9 %
Health Care/Pharmaceutical	18	7.0 %	± 1.4 %
Consumer Packaged Goods	17	6.6 %	± 1.4 %
Communications/Media	17	6.6 %	± 1.4 %
Retail/Wholesale	13	5.0 %	± 1.2 %
Consumer Services	8	3.1 %	± 1.0 %
Transportation	7	2.7 %	± 0.9 %
Energy	7	2.7 %	± 0.9 %
Mining/Construction	7	2.7 %	± 0.9 %
Total	258	100.0 %	

Missing Cases = 325

Response Percent = 44.3 %

Appendix: Firm-level Descriptive Information

Where is your firm's headquarters?

	Number	Percent	95% CI
Midwest U.S.	65	25.1 %	± 2.6 %
Northeast U.S.	63	24.3 %	± 2.5 %
South Atlantic U.S.	36	13.9 %	± 2.0 %
South Central U.S.	33	12.7 %	± 1.9 %
Pacific U.S.	33	12.7 %	± 1.9 %
East Asia	8	3.1 %	± 1.0 %
Western Europe	8	3.1 %	± 1.0 %
Mountain U.S.	6	2.3 %	± 0.8 %
Canada	5	1.9 %	± 0.8 %
Central/Latin America	1	0.4 %	± 0.3 %
Western Asia	1	0.4 %	± 0.3 %
Eastern Europe	0	0.0 %	± 0.0 %
Total	259	100.0 %	

Missing Cases = 324

Response Percent = 44.4 %