

# Leading Marketing in a Complex World

Topline Report | 2025

**Deloitte.**





## Leading Marketing in a Complex World

### The 34<sup>th</sup> Edition of The CMO Survey, 2025

#### Survey Sample and Administration

- 2047 marketing leaders at U.S. for-profit companies; 281 responded for a 13.7% response rate—99% of respondents are VP-level or above.
- The survey was in the field from January 21-February 12.

#### Survey Reports

- [The Topline Report](#) offers an aggregate view of survey results.
- [The Highlights and Insights Report](#) shares key survey metrics, trends, and insights over time.
- [The Firm and Industry Breakout Report](#) displays survey results by sectors, headcount, and sales.

#### Overview of The CMO Survey<sup>®</sup>

- **Mission:** To collect and disseminate the opinions of marketing leaders in order to predict the future of markets, track marketing excellence, and improve the value of marketing in organizations and society.
- **Administration:** Founded in 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, 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 shared with survey sponsors or any other parties.

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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      | 79     | 31.2 %  | ± 5.3 % |
| 2=No Change | 52     | 20.6 %  | ± 4.6 % |
| 1=Less      | 122    | 48.2 %  | ± 5.8 % |
| Total       | 253    | 100.0 % |         |

Mean = 1.83

SD = 0.88

Missing Cases = 28

Response Percent = 90.0 %



## 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 = 22.97

Maximum = 100

Mean = 62.16

Median = 65

Standard Deviation (Unbiased Estimate) = 18.89

95 Percent Confidence Interval Around The Mean = 59.83 - 64.48

Valid Cases = 253

Missing Cases = 28

Response Percent = 90.0%

**Topic 1: Macroeconomic Forecasts****Are current inflationary pressures impacting marketing spending levels in your company?**

|  | Number | Percent | 95% CI  |
|--|--------|---------|---------|
| Yes, inflationary pressures are increasing marketing spending levels | 42     | 16.6 %  | ± 4.2 % |
| Yes, inflationary pressures are decreasing marketing spending levels | 110    | 43.5 %  | ± 5.7 % |
| No   | 101    | 39.9 %  | ± 5.7 % |
| Total  | 253    | 100.0 % |         |

Missing Cases = 28

Response Percent = 90.0 %

**Topic 1: Macroeconomic Forecasts****Do you believe there will be more, less or no change in amount of regulation for your company in 2025?**

|             | Number | Percent | 95% CI  |
|-------------|--------|---------|---------|
| 3=More      | 69     | 27.5 %  | ± 5.1 % |
| 1=Less      | 79     | 31.5 %  | ± 5.3 % |
| 2=No change | 103    | 41.0 %  | ± 5.7 % |
| Total       | 251    | 100.0 % |         |

Mean = 1.96

SD = 0.77

Missing Cases = 30

Response Percent = 89.3 %



 **Topic 1: Macroeconomic Forecasts**

**How will the change in regulation impact marketing spending levels in your company?**

|  | Total       | Do you believe there will be more, less or no change in amount of regulation for your company in 2025 |             |
|--|-------------|---|-------------|
|  |             | More<br>A   | Less<br>B   |
| It will increase marketing spending levels           | 26<br>17.6% | 14<br>20.3%   | 12<br>15.2% |
| It will decrease marketing spending levels           | 35<br>23.6% | 32<br>46.4%   | 3<br>3.8%   |
| There will be no impact on marketing spending levels | 87<br>58.8% | 23<br>33.3%   | 64<br>81.0% |

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



**Topic 2: Customers and Channels**

**By what percent are revenues in your largest sales revenue market growing or decreasing in size?**

Minimum = -50

Maximum = 250

Mean = 12.46

Median = 8

Standard Deviation (Unbiased Estimate) = 27.89

95 Percent Confidence Interval Around The Mean = 8.81 - 16.10

Valid Cases = 225

Missing Cases = 56

Response Percent = 80.1%


**Topic 2: Customers and Channels**

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

|   | Mean & SD    | 1st Priority | 2nd Priority | 3rd Priority | Total        |
|---|--------------|--------------|--------------|--------------|--------------|
| Superior product quality                | 1.59<br>0.77 | 86<br>35.5%  | 36<br>14.9%  | 25<br>10.3%  | 147<br>60.7% |
| Superior innovation                     | 1.94<br>0.81 | 30<br>12.4%  | 29<br>12.0%  | 25<br>10.3%  | 84<br>34.7%  |
| Low price                               | 1.98<br>0.85 | 47<br>19.4%  | 35<br>14.5%  | 44<br>18.2%  | 126<br>52.1% |
| Excellent service                       | 2.06<br>0.74 | 27<br>11.2%  | 50<br>20.7%  | 34<br>14.0%  | 111<br>45.9% |
| Trusting relationship                   | 2.16<br>0.77 | 29<br>12.0%  | 49<br>20.2%  | 50<br>20.7%  | 128<br>52.9% |
| Customer experience                     | 2.27<br>0.76 | 22<br>9.1%   | 40<br>16.5%  | 53<br>21.9%  | 115<br>47.5% |
| Creating a positive impact on the world | 2.67<br>0.62 | 1<br>0.4%    | 3<br>1.2%    | 11<br>4.5%   | 15<br>6.2%   |

 **Topic 2: Customers and Channels**

**How well does your company perform on the customer's top priority of ...?**

|             | N=281 | Total        | <u>Customer Top Priority</u>             |                          |                        |                |                          |                               |                            |
|-------------|-------|--------------|--|--------------------------|------------------------|----------------|--------------------------|-------------------------------|----------------------------|
|             |       |              | Creating a positive impact on world<br>A | Customer experience<br>B | Excellent service<br>C | Low price<br>D | Superior innovation<br>E | Superior product quality<br>F | Trusting relationship<br>G |
| 1=Poorly    |       | 1<br>0.4%    | 0<br>0.0%                                | 0<br>0.0%                | 0<br>0.0%              | 1<br>2.2%      | 0<br>0.0%                | 0<br>0.0%                     | 0<br>0.0%                  |
| 2           |       | 1<br>0.4%    | 0<br>0.0%                                | 0<br>0.0%                | 0<br>0.0%              | 0<br>0.0%      | 1<br>3.3%                | 0<br>0.0%                     | 0<br>0.0%                  |
| 3           |       | 13<br>5.4%   | 0<br>0.0%                                | 0<br>0.0%                | 0<br>0.0%              | 13<br>28.3%    | 0<br>0.0%                | 0<br>0.0%                     | 0<br>0.0%                  |
| 4           |       | 20<br>8.3%   | 0<br>0.0%                                | 3<br>13.6%               | 4<br>14.8%             | 10<br>21.7%    | 0<br>0.0%                | 3<br>3.5%                     | 0<br>0.0%                  |
| 5           |       | 59<br>24.5%  | 0<br>0.0%                                | 8<br>36.4%               | 8<br>29.6%             | 12<br>26.1%    | 10<br>33.3%              | 14<br>16.3%                   | 7<br>24.1%                 |
| 6           |       | 100<br>41.5% | 0<br>0.0%                                | 11<br>50.0%              | 11<br>40.7%            | 6<br>13.0%     | 15<br>50.0%              | 44<br>51.2%                   | 13<br>44.8%                |
| 7=Excellent |       | 47<br>19.5%  | 1<br>100.0%                              | 0<br>0.0%                | 4<br>14.8%             | 4<br>8.7%      | 4<br>13.3%               | 25<br>29.1%                   | 9<br>31.0%                 |
| Mean        |       | 5.59         | 7.00                                     | 5.36                     | 5.56                   | 4.43           | 5.67                     | 6.06                          | 6.07                       |

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 2: Customers and Channels****Will you use a channel or go directly to market?**

|                               | Number | Percent | 95% CI  |
|-------------------------------|--------|---------|---------|
| Uses channel partners         | 187    | 66.5 %  | ± 5.6 % |
| Does not use channel partners | 94     | 33.5 %  | ± 5.6 % |
| Total                         | 281    | 100.0 % |         |

Missing Cases = 0

Response Percent = 100.0 %


**Topic 2: Customers and Channels**
**What is the biggest challenge in managing your channel partners? (Check the most important challenge)**

|  | Number | Percent | 95% CI  |
|--|--------|---------|---------|
| Improving data sharing between our company and partners  | 31     | 19.9 %  | ± 3.7 % |
| Building trust and loyalty with partners                 | 29     | 18.6 %  | ± 3.6 % |
| Keeping channel costs low                                | 28     | 17.9 %  | ± 3.5 % |
| Partners are growing in power                            | 25     | 16.0 %  | ± 3.4 % |
| Ensuring consistency in how partners represent our brand | 22     | 14.1 %  | ± 3.2 % |
| Getting quality products and/or services from partners   | 21     | 13.5 %  | ± 3.1 % |
| Total  | 156    | 100.0 % |         |

Missing Cases = 125

Response Percent = 55.5 %



**Topic 2: Customers and Channels**

**What percent of your sales occur online? Average levels**

Minimum = 0

Maximum = 77.98

Mean = 16.52

Median = 2

Standard Deviation (Unbiased Estimate) = 26.03

95 Percent Confidence Interval Around The Mean = 13.39 - 19.64

Valid Cases = 267

Missing Cases = 14

Response Percent = 95.0%

**What percent of your sales occur online? Quintiles**

| Percent Online Sales | Number | Percent | 95% CI  |
|----------------------|--------|---------|---------|
| 0%                   | 106    | 39.7 %  | ± 5.7 % |
| 1-10%                | 78     | 29.2 %  | ± 5.3 % |
| 11-49%               | 41     | 15.4 %  | ± 4.2 % |
| 50-99%               | 26     | 9.7 %   | ± 3.4 % |
| 100%                 | 16     | 6.0 %   | ± 2.7 % |
| Total                | 267    | 100.0 % |         |

Missing Cases = 14

Response Percent = 95.0 %



### Topic 3: Marketing Budgets

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

Minimum = 0

Maximum = 43.75

Mean = 11.39

Median = 7

Standard Deviation (Unbiased Estimate) = 12.17

95 Percent Confidence Interval Around The Mean = 9.57 - 13.22

Valid Cases = 170

Missing Cases = 111

Response Percent = 60.5%





### Topic 3: Marketing Budgets

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

Minimum = 0

Maximum = 48.29

Mean = 9.35

Median = 3

Standard Deviation (Unbiased Estimate) = 13.25

95 Percent Confidence Interval Around The Mean = 7.40 - 11.31

Valid Cases = 176

Missing Cases = 105

Response Percent = 62.6%



**Topic 3: Marketing Budgets**

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

|                            | Mean | SD    | 95% CI       | Median | Minimum | Maximum | Total |
|----------------------------|------|-------|--------------|--------|---------|---------|-------|
| Overall marketing spending | 3.31 | 17.20 | 0.82 - 5.81  | 0      | -42.57  | 50.26   | 183   |
| Digital marketing spending | 7.25 | 21.52 | 4.10 - 10.40 | 5      | -80     | 100     | 179   |



### Topic 3: Marketing Budgets

**Relative to the prior 12 months, by what percent do you expect your marketing budget to change in the next 12 months in each area.**

|                                  | Mean  | SD    | 95% CI       | Median | Minimum | Maximum | Total |
|----------------------------------|-------|-------|--------------|--------|---------|---------|-------|
| Digital marketing spending       | 11.93 | 14.52 | 9.73 - 14.13 | 10     | -23.99  | 49.53   | 167   |
| Overall marketing spending       | 8.93  | 12.87 | 7.01 - 10.85 | 5      | -26.51  | 47.22   | 172   |
| Brand building                   | 6.59  | 11.54 | 4.83 - 8.35  | 5      | -21.74  | 35.60   | 165   |
| Customer relationship management | 6.12  | 9.39  | 4.65 - 7.59  | 0      | -5      | 34.78   | 157   |
| New product introductions        | 5.94  | 10.48 | 4.32 - 7.57  | 2      | -20     | 39.97   | 160   |
| Customer experience spending     | 3.46  | 7.60  | 2.27 - 4.66  | 0      | -22.85  | 31.69   | 155   |
| New service introductions        | 2.78  | 6.18  | 1.81 - 3.75  | 0      | -10     | 20.02   | 156   |
| Traditional advertising spending | -0.32 | 11.23 | -2.03 - 1.39 | 0      | -33.72  | 31.80   | 166   |


**Topic 3: Marketing Budgets**
**What percent of your marketing budget do you spend on social media? Now, 12 months, 5 years**

|   | Mean  | SD    | 95% CI        | Median | Total |
|---|-------|-------|---------------|--------|-------|
| What percent of your marketing budget do you currently spend on social media? | 11.29 | 11.24 | 9.61 - 12.97  | 10     | 172   |
| What percent will you spend on social media in the next 12 months?            | 13.34 | 12.20 | 11.51 - 15.17 | 10     | 171   |
| What percent will you spend on social media in the next five years?           | 18.37 | 15.29 | 16.07 - 20.66 | 15     | 171   |


**Topic 4: Marketing Leadership**
**Which of the following marketing leadership activities does your senior marketing leader find challenging to implement on a regular basis? (Check all that are challenging)**

|   | Number | Percent | 95% CI  |
|---|--------|---------|---------|
| Demonstrating the impact of marketing actions on financial outcomes         | 146    | 64.0 %  | ± 6.3 % |
| Focusing data and analytics on the most important marketing problems        | 118    | 51.8 %  | ± 6.5 % |
| Linking marketing investments to important business objectives              | 94     | 41.2 %  | ± 6.4 % |
| Leveraging technology to improve customer value                             | 86     | 37.7 %  | ± 6.3 % |
| Communicating the role of the brand in business decisions                   | 85     | 37.3 %  | ± 6.3 % |
| Securing cross-functional support for new marketing investments             | 79     | 34.6 %  | ± 6.2 % |
| Infusing customer's point of view in business decisions                     | 55     | 24.1 %  | ± 5.6 % |
| Using business terminology that resonates outside of the marketing function | 29     | 12.7 %  | ± 4.4 % |
| Total   | 692    |         |         |

Number of Cases = 228

Number of Responses = 692

Average Number of Responses per Case = 3.0

Number of Cases With At Least One Response = 228

Response Percent = 100.0 %


**Topic 4: Marketing Leadership**
**Which of the following do you believe should be the most important objective for the marketing function in 2025?**

|  | Mean & SD    | 1=Most<br>Important | 2           | 3           | Total        |
|--|--------------|---------------------|-------------|-------------|--------------|
| Maximize company profitability                                 | 1.89<br>0.80 | 28<br>12.2%         | 27<br>11.7% | 20<br>8.7%  | 75<br>32.6%  |
| Define and deliver value that customers want and consider fair | 2.03<br>0.86 | 32<br>13.9%         | 25<br>10.9% | 35<br>15.2% | 92<br>40.0%  |
| Innovate and grow the company                                  | 1.89<br>0.82 | 52<br>22.6%         | 42<br>18.3% | 37<br>16.1% | 131<br>57.0% |
| Build, maintain, and/or repair our brand reputation            | 1.95<br>0.79 | 32<br>13.9%         | 35<br>15.2% | 27<br>11.7% | 94<br>40.9%  |
| Attract investors and/or business partners                     | 2.36<br>0.76 | 4<br>1.7%           | 8<br>3.5%   | 13<br>5.7%  | 25<br>10.9%  |
| Define and defend our market position relative to competition  | 1.96<br>0.78 | 33<br>14.3%         | 41<br>17.8% | 29<br>12.6% | 103<br>44.8% |
| Maximize the efficiency of marketing spending                  | 2.08<br>0.82 | 32<br>13.9%         | 36<br>15.7% | 41<br>17.8% | 109<br>47.4% |
| Cut marketing costs; reduce budget                             | 2.17<br>0.98 | 2<br>0.9%           | 1<br>0.4%   | 3<br>1.3%   | 6<br>2.6%    |
| Invest in new talent and/or capabilities                       | 2.17<br>0.84 | 15<br>6.5%          | 15<br>6.5%  | 24<br>10.4% | 54<br>23.5%  |


**Topic 4: Marketing Leadership**
**Which of the following do you think your leadership believes should be the most important objective for the marketing function in 2025?**

|  | Mean & SD    | 1=Most Important | 2           | 3           | Total        |
|--|--------------|------------------|-------------|-------------|--------------|
| Maximize company profitability                                 | 1.80<br>0.84 | 64<br>27.9%      | 37<br>16.2% | 37<br>16.2% | 138<br>60.3% |
| Define and deliver value that customers want and consider fair | 2.07<br>0.81 | 18<br>7.9%       | 21<br>9.2%  | 22<br>9.6%  | 61<br>26.6%  |
| Innovate and grow the company                                  | 1.74<br>0.80 | 60<br>26.2%      | 37<br>16.2% | 28<br>12.2% | 125<br>54.6% |
| Build, maintain, and/or repair our brand reputation            | 1.97<br>0.86 | 23<br>10.0%      | 17<br>7.4%  | 21<br>9.2%  | 61<br>26.6%  |
| Attract investors and/or business partners                     | 1.93<br>0.81 | 10<br>4.4%       | 10<br>4.4%  | 8<br>3.5%   | 28<br>12.2%  |
| Define and defend our market position relative to competition  | 2.31<br>0.74 | 15<br>6.6%       | 32<br>14.0% | 43<br>18.8% | 90<br>39.3%  |
| Maximize the efficiency of marketing spending                  | 2.12<br>0.75 | 26<br>11.4%      | 48<br>21.0% | 39<br>17.0% | 113<br>49.3% |
| Cut marketing costs; reduce budget                             | 2.11<br>0.76 | 11<br>4.8%       | 20<br>8.7%  | 16<br>7.0%  | 47<br>20.5%  |
| Invest in new talent and/or capabilities                       | 2.52<br>0.67 | 2<br>0.9%        | 7<br>3.1%   | 14<br>6.1%  | 23<br>10.0%  |


**Topic 4: Marketing Leadership**
**What is marketing primarily responsible for in your company?**

|                                  | Number | Percent | 95% CI  |
|----------------------------------|--------|---------|---------|
| Digital marketing                | 217    | 91.9 %  | ± 3.5 % |
| Brand                            | 212    | 89.8 %  | ± 3.9 % |
| Advertising                      | 202    | 85.6 %  | ± 4.5 % |
| Social media                     | 189    | 80.1 %  | ± 5.1 % |
| Marketing analytics              | 180    | 76.3 %  | ± 5.5 % |
| Positioning                      | 177    | 75.0 %  | ± 5.6 % |
| Promotion                        | 167    | 70.8 %  | ± 5.9 % |
| Marketing research               | 163    | 69.1 %  | ± 5.9 % |
| Marketing technology             | 162    | 68.6 %  | ± 6.0 % |
| Lead generation                  | 153    | 64.8 %  | ± 6.1 % |
| Public relations                 | 147    | 62.3 %  | ± 6.2 % |
| Competitive intelligence         | 121    | 51.3 %  | ± 6.4 % |
| Customer Insight                 | 113    | 47.9 %  | ± 6.4 % |
| Customer experience              | 95     | 40.3 %  | ± 6.3 % |
| Customer relationship management | 86     | 36.4 %  | ± 6.2 % |
| Market entry strategies          | 80     | 33.9 %  | ± 6.1 % |
| e-commerce                       | 77     | 32.6 %  | ± 6.0 % |
| Revenue growth                   | 76     | 32.2 %  | ± 6.0 % |
| New products or new services     | 68     | 28.8 %  | ± 5.8 % |
| Innovation                       | 62     | 26.3 %  | ± 5.7 % |
| Pricing                          | 61     | 25.8 %  | ± 5.6 % |
| Sales                            | 46     | 19.5 %  | ± 5.1 % |
| Market selection                 | 40     | 16.9 %  | ± 4.8 % |
| Talent acquisition and retention | 30     | 12.7 %  | ± 4.3 % |
| Privacy                          | 28     | 11.9 %  | ± 4.2 % |
| Customer service                 | 27     | 11.4 %  | ± 4.1 % |
| Sustainability                   | 21     | 8.9 %   | ± 3.7 % |
| Distribution                     | 17     | 7.2 %   | ± 3.3 % |
| Stock market performance         | 0      | 0.0 %   | ± 0.0 % |
| Total                            | 3017   |         |         |

Number of Cases = 236

Number of Responses = 3017

Average Number of Responses per Case = 12.8

Number of Cases With At Least One Response = 236

Response Percent = 100.0 %





**Topic 4: Marketing Leadership**

**Rate yourself/your senior marketing leader on the following traits and skills.**

|  | Mean | Weak<br>1= | 2         | 3          | 4           | 5           | 6            | Excellent<br>7 | Total         |
|--|------|------------|-----------|------------|-------------|-------------|--------------|----------------|---------------|
| Fostering a customer-first culture   | 5.69 | 1<br>0.5%  | 2<br>0.9% | 4<br>1.8%  | 19<br>8.7%  | 53<br>24.3% | 90<br>41.3%  | 49<br>22.5%    | 218<br>100.0% |
| Building relationships with members of c-suite                               | 5.92 | 0<br>0.0%  | 2<br>0.9% | 4<br>1.8%  | 10<br>4.6%  | 49<br>22.5% | 82<br>37.6%  | 71<br>32.6%    | 218<br>100.0% |
| Managing marketing as a growth engine  | 5.50 | 2<br>0.9%  | 2<br>0.9% | 9<br>4.1%  | 21<br>9.6%  | 66<br>30.3% | 74<br>33.9%  | 44<br>20.2%    | 218<br>100.0% |
| Able to resolve ambiguity  | 5.53 | 2<br>0.9%  | 4<br>1.8% | 10<br>4.6% | 18<br>8.3%  | 60<br>27.6% | 72<br>33.2%  | 51<br>23.5%    | 217<br>100.0% |
| Developing marketing capabilities around key success factors for the company | 5.59 | 2<br>0.9%  | 4<br>1.8% | 6<br>2.8%  | 18<br>8.3%  | 49<br>22.5% | 100<br>45.9% | 39<br>17.9%    | 218<br>100.0% |
| Leading, not just executing  | 5.78 | 2<br>0.9%  | 4<br>1.8% | 5<br>2.3%  | 18<br>8.3%  | 40<br>18.4% | 78<br>35.9%  | 70<br>32.3%    | 217<br>100.0% |
| Enabling talent  | 5.60 | 2<br>0.9%  | 4<br>1.8% | 7<br>3.2%  | 25<br>11.5% | 49<br>22.6% | 71<br>32.7%  | 59<br>27.2%    | 217<br>100.0% |
| Curiosity  | 5.82 | 1<br>0.5%  | 6<br>2.8% | 3<br>1.4%  | 25<br>11.5% | 35<br>16.1% | 64<br>29.4%  | 84<br>38.5%    | 218<br>100.0% |
| Enjoys a challenge   | 6.06 | 0<br>0.0%  | 6<br>2.8% | 2<br>0.9%  | 8<br>3.7%   | 33<br>15.1% | 77<br>35.3%  | 92<br>42.2%    | 218<br>100.0% |
| Agile when change is required  | 5.95 | 1<br>0.5%  | 5<br>2.3% | 4<br>1.8%  | 8<br>3.7%   | 37<br>17.1% | 83<br>38.2%  | 79<br>36.4%    | 217<br>100.0% |
| Resilient when facing threats  | 5.84 | 2<br>0.9%  | 4<br>1.9% | 2<br>0.9%  | 11<br>5.1%  | 49<br>22.7% | 80<br>37.0%  | 68<br>31.5%    | 216<br>100.0% |
| Able to balance the short-term and the long-run                              | 5.53 | 1<br>0.5%  | 3<br>1.4% | 7<br>3.3%  | 29<br>13.5% | 47<br>21.9% | 85<br>39.5%  | 43<br>20.0%    | 215<br>100.0% |

 **Topic 4: Marketing Leadership**

**Rate how well marketing works with different functions to build your company's brand.**

|   | Mean | 1=Very little | 2           | 3           | 4           | 5           | 6           | 7=A great deal | Total         |
|---|------|---------------|-------------|-------------|-------------|-------------|-------------|----------------|---------------|
| Marketing and sales/<br>distribution work<br>closely together to<br>build the brand   | 5.63 | 1<br>0.5%     | 4<br>1.8%   | 7<br>3.2%   | 26<br>12.0% | 46<br>21.2% | 73<br>33.6% | 60<br>27.6%    | 217<br>100.0% |
| Marketing and human<br>resources work<br>closely together to<br>build the brand       | 4.42 | 12<br>5.5%    | 27<br>12.4% | 23<br>10.6% | 39<br>18.0% | 50<br>23.0% | 44<br>20.3% | 22<br>10.1%    | 217<br>100.0% |
| Marketing and<br>operations/production<br>work closely together<br>to build the brand | 4.70 | 6<br>2.8%     | 19<br>8.8%  | 29<br>13.4% | 30<br>13.8% | 56<br>25.8% | 50<br>23.0% | 27<br>12.4%    | 217<br>100.0% |
| Marketing and finance<br>work closely together<br>to build the brand                  | 4.48 | 13<br>6.0%    | 24<br>11.1% | 23<br>10.6% | 33<br>15.2% | 57<br>26.3% | 43<br>19.8% | 24<br>11.1%    | 217<br>100.0% |
| Marketing and IT/<br>digital work closely<br>together to build the<br>brand           | 4.87 | 7<br>3.2%     | 14<br>6.5%  | 23<br>10.6% | 36<br>16.7% | 47<br>21.8% | 55<br>25.5% | 34<br>15.7%    | 216<br>100.0% |


**Topic 4: Marketing Leadership**
**How has marketing's role within your organization changed in the last five years?**

|                           | Number | Percent | 95% CI  |
|---------------------------|--------|---------|---------|
| -7=Significantly narrowed | 1      | 0.5 %   | ± 0.7 % |
| -6                        | 1      | 0.5 %   | ± 0.7 % |
| -5                        | 0      | 0.0 %   | ± 0.0 % |
| -4                        | 2      | 0.9 %   | ± 1.0 % |
| -3                        | 6      | 2.8 %   | ± 1.7 % |
| -2                        | 5      | 2.3 %   | ± 1.6 % |
| -1                        | 7      | 3.2 %   | ± 1.8 % |
| 0=No Change               | 17     | 7.8 %   | ± 2.8 % |
| 1                         | 16     | 7.4 %   | ± 2.7 % |
| 2                         | 27     | 12.4 %  | ± 3.5 % |
| 3                         | 22     | 10.1 %  | ± 3.2 % |
| 4                         | 29     | 13.4 %  | ± 3.6 % |
| 5                         | 29     | 13.4 %  | ± 3.6 % |
| 6                         | 23     | 10.6 %  | ± 3.2 % |
| 7=Significantly broadened | 32     | 14.7 %  | ± 3.7 % |
| Total                     | 217    | 100.0 % |         |

Mean = 3.24

SD = 2.91

Missing Cases = 64

Response Percent = 77.2 %


**Topic 4: Marketing Leadership**
**How has marketing's influence within your organization changed in the last five years?**

|                              | Number | Percent | 95% CI  |
|------------------------------|--------|---------|---------|
| -7=Significantly weakened    | 2      | 0.9 %   | ± 1.0 % |
| -6                           | 0      | 0.0 %   | ± 0.0 % |
| -5                           | 0      | 0.0 %   | ± 0.0 % |
| -4                           | 3      | 1.4 %   | ± 1.2 % |
| -3                           | 3      | 1.4 %   | ± 1.2 % |
| -2                           | 8      | 3.7 %   | ± 2.0 % |
| -1                           | 11     | 5.1 %   | ± 2.3 % |
| 0=No Change                  | 24     | 11.1 %  | ± 3.3 % |
| 1                            | 14     | 6.5 %   | ± 2.6 % |
| 2                            | 29     | 13.4 %  | ± 3.6 % |
| 3                            | 26     | 12.0 %  | ± 3.4 % |
| 4                            | 22     | 10.1 %  | ± 3.2 % |
| 5                            | 26     | 12.0 %  | ± 3.4 % |
| 6                            | 26     | 12.0 %  | ± 3.4 % |
| 7=Significantly strengthened | 23     | 10.6 %  | ± 3.2 % |
| Total                        | 217    | 100.0 % |         |

Mean = 2.87

SD = 2.93

Missing Cases = 64

Response Percent = 77.2 %

 **Topic 4: Marketing Leadership****Do you think the title for the senior marketing leader in your company will be different in 5 years?**

|       | Number | Percent | 95% CI  |
|-------|--------|---------|---------|
| Yes   | 67     | 30.7 %  | ± 5.0 % |
| No    | 151    | 69.3 %  | ± 5.9 % |
| Total | 218    | 100.0 % |         |

Missing Cases = 63

Response Percent = 77.6 %


**Topic 4: Marketing Leadership**
**If yes, what will that title be?**

| <b>Broad Category</b>             | <b>Specific Titles</b>   | <b>Percent Responding</b> |
|-----------------------------------|--|---------------------------|
| Chief Marketing Officer           | Chief Marketing Officer  | 39.1%                     |
| Growth-Focused Titles             | Chief Growth Officer<br>Chief Growth and Sustainability Officer<br>Chief Strategy and Revenue Officer<br>Chief Revenue Officer<br>Head of Innovation | 26.1%                     |
| Customer/Client-Focused Titles    | Chief Customer Officer<br>Chief Client Officer<br>Customer Acquisition Leader<br>Chief Experience Officer  | 15.2%                     |
| Other Marketing Leadership Titles | SVP, VP, Head of Marketing   | 13.1%                     |
| Brand-Focused Titles              | Chief Brand Officer<br>Senior Director Brand Equity<br>VP of Brand Growth  | 6.5%                      |
|                                   |  | 100%                      |



**Topic 4: Marketing Leadership**

**Rate whether marketing feels increasing pressure from the following leaders to prove the value of marketing.**

|       | Yes          | No          | Total         |
|-------|--------------|-------------|---------------|
| CEO   | 127<br>61.4% | 80<br>38.6% | 207<br>100.0% |
| Board | 37<br>50.0%  | 37<br>50.0% | 74<br>100.0%  |
| CFO   | 131<br>63.3% | 76<br>36.7% | 207<br>100.0% |



**Topic 4: 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      | 8.73  | 15.27 | 0       | 98.68   | 98.68  | 208   |
| How many indirect reports (dotted-line) reports do you have? | 9      | 38.65 | 89.68 | 0       | 571.33  | 571.33 | 184   |





**Topic 4: Marketing Leadership**
**How likely is the current top marketing leader in your company to become the CEO at your or another company?**

|               | Number | Percent | 95% CI  |
|---------------|--------|---------|---------|
| 1=Not at all  | 54     | 25.5 %  | ± 4.6 % |
| 2             | 40     | 18.9 %  | ± 4.1 % |
| 3             | 26     | 12.3 %  | ± 3.4 % |
| 4             | 33     | 15.6 %  | ± 3.8 % |
| 5             | 29     | 13.7 %  | ± 3.6 % |
| 6             | 21     | 9.9 %   | ± 3.1 % |
| 7=Very likely | 9      | 4.2 %   | ± 2.1 % |
| Total         | 212    | 100.0 % |         |

Mean = 3.20

Missing Cases = 69

Response Percent = 75.4 %



**Topic 5: Use of AI in Marketing**

**To what extent is your company using artificial intelligence or machine learning in optimizing and automating marketing efforts? (0% of the time-100% of the time)**

|                  | Mean  | SD    | 95% CI        | Median | Minimum | Maximum | Total |
|------------------|-------|-------|---------------|--------|---------|---------|-------|
| Current          | 17.20 | 17.83 | 14.79 - 19.61 | 10     | 0       | 85      | 211   |
| Next three years | 44.22 | 23.73 | 41.01 - 47.43 | 40     | 0       | 100     | 210   |



## Topic 5: Use of AI in Marketing

### **What percent of the time is your company using generative AI in its marketing activities?**

Minimum = 0

Maximum = 98

Mean = 15.12

Median = 10


Standard Deviation (Unbiased Estimate) = 18.49

95 Percent Confidence Interval Around The Mean = 12.62 - 17.62


Valid Cases = 210

Missing Cases = 71

Response Percent = 74.7%


**Topic 5: Use of AI in Marketing**
**Rate how well your company is managing the following challenges associated with using generative AI in marketing:**

|  | Mean | 1=Not at all | 2           | 3           | 4           | 5           | 6           | 7=Very effectively | Total         |
|--|------|--------------|-------------|-------------|-------------|-------------|-------------|--------------------|---------------|
| Implementing security measures to protect customer information   | 4.60 | 19<br>11.7%  | 10<br>6.2%  | 14<br>8.6%  | 28<br>17.3% | 29<br>17.9% | 26<br>16.0% | 36<br>22.2%        | 162<br>100.0% |
| Ensuring that the marketing strategy that generative AI produces is a good fit for your brand          | 4.27 | 11<br>6.8%   | 19<br>11.7% | 18<br>11.1% | 32<br>19.8% | 42<br>25.9% | 29<br>17.9% | 11<br>6.8%         | 162<br>100.0% |
| Ensuring that the marketing strategy that generative AI produces is a good fit for your target markets | 4.17 | 11<br>6.9%   | 19<br>11.9% | 19<br>11.9% | 39<br>24.4% | 39<br>24.4% | 21<br>13.1% | 12<br>7.5%         | 160<br>100.0% |
| Understanding how content or decisions are being made  | 4.10 | 14<br>8.8%   | 18<br>11.3% | 14<br>8.8%  | 43<br>26.9% | 45<br>28.1% | 15<br>9.4%  | 11<br>6.9%         | 160<br>100.0% |
| Reducing susceptibility to attacks by malicious actors   | 3.99 | 31<br>19.3%  | 14<br>8.7%  | 16<br>9.9%  | 32<br>19.9% | 27<br>16.8% | 15<br>9.3%  | 26<br>16.1%        | 161<br>100.0% |
| Minimizing bias and ensuring fairness  | 3.74 | 28<br>17.5%  | 15<br>9.4%  | 20<br>12.5% | 43<br>26.9% | 26<br>16.3% | 17<br>10.6% | 11<br>6.9%         | 160<br>100.0% |
| Investing in hiring and building expertise necessary to use generative AI                              | 3.44 | 30<br>18.6%  | 26<br>16.1% | 25<br>15.5% | 33<br>20.5% | 27<br>16.8% | 10<br>6.2%  | 10<br>6.2%         | 161<br>100.0% |
| Investing in hardware necessary for generative AI to work well   | 3.20 | 41<br>25.3%  | 27<br>16.7% | 24<br>14.8% | 28<br>17.3% | 24<br>14.8% | 7<br>4.3%   | 11<br>6.8%         | 162<br>100.0% |



**Topic 5: Use of AI in Marketing**

**Rate how the use of any type of AI in marketing has affected the following outcomes. In each case, note the percentage improvement experienced in your company when using AI:**

|                          | Mean  | SD    | 95% CI       | Median | Minimum | Maximum | Total |
|--------------------------|-------|-------|--------------|--------|---------|---------|-------|
| Sales productivity       | 8.56  | 14.26 | 6.48 - 10.64 | 3      | 0       | 90      | 181   |
| Marketing overhead costs | 10.75 | 14.66 | 8.63 - 12.87 | 5      | 0       | 90      | 184   |
| Customer satisfaction    | 8.53  | 15.10 | 6.34 - 10.73 | 1      | 0       | 90      | 182   |



## Topic 6: Marketing Jobs

### **By what percent has the size of your marketing organization grown or shrunk over the last year?**

Minimum = -50

Maximum = 100

Mean = 5.37

Median = 0

Standard Deviation (Unbiased Estimate) = 20.50

95 Percent Confidence Interval Around The Mean = 2.59 - 8.14

Valid Cases = 210

Missing Cases = 71

Response Percent = 74.7%



## Topic 6: Marketing Jobs

### **Compared to the number of marketing hires last year, by what percentage will your company's marketing hires change in the next year?**

Minimum = -23.64

Maximum = 34.96

Mean = 4.97

Median = 0.50

Standard Deviation (Unbiased Estimate) = 9.85

95 Percent Confidence Interval Around The Mean = 3.63 - 6.31

Valid Cases = 207

Missing Cases = 74

Response Percent = 73.7%



**Topic 6: Marketing Jobs**

**What is your biggest people challenge in your marketing organization?**

|                             | Number | Percent | 95% CI  |
|-----------------------------|--------|---------|---------|
| Hiring the best people      | 87     | 41.3 %  | ± 5.5 % |
| Identifying the best people | 45     | 21.3 %  | ± 4.3 % |
| Retaining the best people   | 41     | 19.4 %  | ± 4.2 % |
| Training the best people    | 38     | 18.0 %  | ± 4.0 % |
| Total                       | 211    | 100.0 % |         |

Missing Cases = 70

Response Percent = 75.1 %





## Topic 6: Marketing Jobs

### **Why is that your biggest people challenge?**

#### Hiring the best people (41.3% of respondents)

- Compensation too low: 22.7%
- Difficult to find specific expertise: 16.7%
- Scarcity of talent: 16.7%
- Competitive offers: 12.1%
- Failure to invest in hiring: 12.1%
- Location disadvantage: 7.6%
- Difficult to match culture: 6.1%
- Return to office policy: 6.1%

#### Identifying the best people (21.3 % of respondents)

- Difficult to find skill set: 39.4%
- Weak internal programs/processes: 24.2%
- Hard to screen: 21.2%
- Location disadvantages: 9.1%
- Leadership challenges: 6.1%

#### Retaining the best people (19.4% of respondents)

- Limited career growth: 33.3%
- Competitive offers: 24.2%
- Compensation too low: 18.2%
- Culture challenges: 9.1%
- High level of company change: 9.1%
- Return to office policy: 6.1%

#### Training (18% of respondents)

- We lack training programs: 43.8%
- Time and \$ resource constraints: 25%
- Level of change difficult to keep up with: 18.7%
- Short-term focus: 9.4%
- Change is difficult for some employees: 3.1%



## Topic 6: Marketing Jobs

**For marketing hiring, distribute 100 points across these different types of employees you plan to hire in the next year.**

|                                      | Mean | SD   | 95% CI      | Median | Minimum | Maximum | Total |
|--------------------------------------|------|------|-------------|--------|---------|---------|-------|
| Full-time employees                  | 77.9 | 25.2 | 73.0 - 82.8 | 85     | 0       | 100     | 101   |
| Part-time independent subcontractors | 9.9  | 17.6 | 6.5 - 13.3  | 0      | 0       | 100     | 101   |
| Full-time independent subcontractors | 7.8  | 16.1 | 4.7 - 10.9  | 0      | 0       | 90      | 101   |
| Part-time employees                  | 4.4  | 12.7 | 2.0 - 6.9   | 0      | 0       | 90      | 101   |


**Topic 7: Marketing Performance**
**Rate your company's performance during the prior 12 months: Sales revenue**

|       | Number | Percent | Cumulative |
|-------|--------|---------|------------|
| -75%  | 1      | 0.6 %   | 0.6 %      |
| -50%  | 0      | 0.0 %   | 0.6 %      |
| -40%  | 0      | 0.0 %   | 0.6 %      |
| -30%  | 2      | 1.1 %   | 1.7 %      |
| -20%  | 2      | 1.1 %   | 2.8 %      |
| -10%  | 3      | 1.7 %   | 4.5 %      |
| -7%   | 1      | 0.6 %   | 5.0 %      |
| -5%   | 7      | 3.9 %   | 8.9 %      |
| -3%   | 10     | 5.6 %   | 14.5 %     |
| -1%   | 7      | 3.9 %   | 18.4 %     |
| 0     | 20     | 11.2 %  | 29.6 %     |
| +1%   | 5      | 2.8 %   | 32.4 %     |
| +3%   | 17     | 9.5 %   | 41.9 %     |
| +5%   | 21     | 11.7 %  | 53.6 %     |
| +7%   | 10     | 5.6 %   | 59.2 %     |
| +10%  | 36     | 20.1 %  | 79.3 %     |
| +20%  | 21     | 11.7 %  | 91.1 %     |
| +30%  | 7      | 3.9 %   | 95.0 %     |
| +40%  | 2      | 1.1 %   | 96.1 %     |
| +50%  | 2      | 1.1 %   | 97.2 %     |
| +75%  | 5      | 2.8 %   | 100.0 %    |
| Total | 179    | 100.0 % | 100.0 %    |

Mean = 8.34

SD = 17.13

Missing Cases = 102

Response Percent = 63.7 %


**Topic 7: Marketing Performance**
**Rate your company's performance during the prior 12 months: Profits**

|       | Number | Percent | Cumulative |
|-------|--------|---------|------------|
| -75%  | 1      | 0.6 %   | 0.6 %      |
| -50%  | 2      | 1.2 %   | 1.7 %      |
| -40%  | 0      | 0.0 %   | 1.7 %      |
| -30%  | 2      | 1.2 %   | 2.9 %      |
| -20%  | 1      | 0.6 %   | 3.5 %      |
| -10%  | 7      | 4.0 %   | 7.5 %      |
| -7%   | 3      | 1.7 %   | 9.2 %      |
| -5%   | 5      | 2.9 %   | 12.1 %     |
| -3%   | 2      | 1.2 %   | 13.3 %     |
| -1%   | 5      | 2.9 %   | 16.2 %     |
| 0     | 22     | 12.7 %  | 28.9 %     |
| +1%   | 9      | 5.2 %   | 34.1 %     |
| +3%   | 18     | 10.4 %  | 44.5 %     |
| +5%   | 14     | 8.1 %   | 52.6 %     |
| +7%   | 11     | 6.4 %   | 59.0 %     |
| +10%  | 35     | 20.2 %  | 79.2 %     |
| +20%  | 17     | 9.8 %   | 89.0 %     |
| +30%  | 10     | 5.8 %   | 94.8 %     |
| +40%  | 2      | 1.2 %   | 96.0 %     |
| +50%  | 3      | 1.7 %   | 97.7 %     |
| +75%  | 4      | 2.3 %   | 100.0 %    |
| Total | 173    | 100.0 % | 100.0 %    |

Mean = 7.79

SD = 18.18

Missing Cases = 108

Response Percent = 61.6 %


**Topic 7: Marketing Performance**
**Rate your company's performance during the prior 12 months: Customer acquisition**

|       | Number | Percent | Cumulative |
|-------|--------|---------|------------|
| -75%  | 0      | 0.0 %   | 0.0 %      |
| -50%  | 0      | 0.0 %   | 0.0 %      |
| -40%  | 0      | 0.0 %   | 0.0 %      |
| -30%  | 1      | 0.6 %   | 0.6 %      |
| -20%  | 3      | 1.8 %   | 2.4 %      |
| -10%  | 5      | 2.9 %   | 5.3 %      |
| -7%   | 1      | 0.6 %   | 5.9 %      |
| -5%   | 5      | 2.9 %   | 8.8 %      |
| -3%   | 5      | 2.9 %   | 11.8 %     |
| -1%   | 5      | 2.9 %   | 14.7 %     |
| 0     | 22     | 12.9 %  | 27.6 %     |
| +1%   | 15     | 8.8 %   | 36.5 %     |
| +3%   | 21     | 12.4 %  | 48.8 %     |
| +5%   | 28     | 16.5 %  | 65.3 %     |
| +7%   | 4      | 2.4 %   | 67.6 %     |
| +10%  | 24     | 14.1 %  | 81.8 %     |
| +20%  | 20     | 11.8 %  | 93.5 %     |
| +30%  | 4      | 2.4 %   | 95.9 %     |
| +40%  | 2      | 1.2 %   | 97.1 %     |
| +50%  | 0      | 0.0 %   | 97.1 %     |
| +75%  | 5      | 2.9 %   | 100.0 %    |
| Total | 170    | 100.0 % | 100.0 %    |

Mean = 7.46

SD = 15.34

Missing Cases = 111

Response Percent = 60.5 %


**Topic 7: Marketing Performance**
**Rate your company's performance during the prior 12 months: Customer retention**

|       | Number | Percent | Cumulative |
|-------|--------|---------|------------|
| -75%  | 0      | 0.0 %   | 0.0 %      |
| -50%  | 0      | 0.0 %   | 0.0 %      |
| -40%  | 0      | 0.0 %   | 0.0 %      |
| -30%  | 0      | 0.0 %   | 0.0 %      |
| -20%  | 0      | 0.0 %   | 0.0 %      |
| -10%  | 7      | 4.2 %   | 4.2 %      |
| -7%   | 0      | 0.0 %   | 4.2 %      |
| -5%   | 9      | 5.5 %   | 9.7 %      |
| -3%   | 12     | 7.3 %   | 17.0 %     |
| -1%   | 5      | 3.0 %   | 20.0 %     |
| 0     | 51     | 30.9 %  | 50.9 %     |
| +1%   | 9      | 5.5 %   | 56.4 %     |
| +3%   | 17     | 10.3 %  | 66.7 %     |
| +5%   | 17     | 10.3 %  | 77.0 %     |
| +7%   | 1      | 0.6 %   | 77.6 %     |
| +10%  | 19     | 11.5 %  | 89.1 %     |
| +20%  | 3      | 1.8 %   | 90.9 %     |
| +30%  | 0      | 0.0 %   | 90.9 %     |
| +40%  | 2      | 1.2 %   | 92.1 %     |
| +50%  | 1      | 0.6 %   | 92.7 %     |
| +75%  | 12     | 7.3 %   | 100.0 %    |
| Total | 165    | 100.0 % | 100.0 %    |

Mean = 7.73  
SD = 20.38

Missing Cases = 116  
Response Percent = 58.7 %


**Topic 7: Marketing Performance**
**Rate your company's performance during the prior 12 months: Brand value**

|       | Number | Percent | Cumulative |
|-------|--------|---------|------------|
| -75%  | 1      | 0.6 %   | 0.6 %      |
| -50%  | 0      | 0.0 %   | 0.6 %      |
| -40%  | 0      | 0.0 %   | 0.6 %      |
| -30%  | 1      | 0.6 %   | 1.2 %      |
| -20%  | 0      | 0.0 %   | 1.2 %      |
| -10%  | 3      | 1.8 %   | 3.0 %      |
| -7%   | 0      | 0.0 %   | 3.0 %      |
| -5%   | 5      | 3.0 %   | 6.0 %      |
| -3%   | 0      | 0.0 %   | 6.0 %      |
| -1%   | 4      | 2.4 %   | 8.4 %      |
| 0     | 47     | 28.1 %  | 36.5 %     |
| +1%   | 10     | 6.0 %   | 42.5 %     |
| +3%   | 11     | 6.6 %   | 49.1 %     |
| +5%   | 27     | 16.2 %  | 65.3 %     |
| +7%   | 5      | 3.0 %   | 68.3 %     |
| +10%  | 21     | 12.6 %  | 80.8 %     |
| +20%  | 16     | 9.6 %   | 90.4 %     |
| +30%  | 6      | 3.6 %   | 94.0 %     |
| +40%  | 1      | 0.6 %   | 94.6 %     |
| +50%  | 3      | 1.8 %   | 96.4 %     |
| +75%  | 6      | 3.6 %   | 100.0 %    |
| Total | 167    | 100.0 % | 100.0 %    |

Mean = 8.38

SD = 17.87

Missing Cases = 114

Response Percent = 59.4 %



## Topic 8: The CMO Survey Award for Marketing Excellence

### **Which company across all industries sets the standard for excellence in marketing? - Overall Winner**

Apple, Inc.





## Topic 8: The CMO Survey Award for Marketing Excellence

### **Which company in your industry sets the standard for excellence in marketing? -Industry-Specific Winners**

Amazon, Inc.

Nike, Inc.

The Proctor & Gamble Company

Salesforce, Inc.

Airbnb, Inc.


**Appendix: Company-level Descriptive Information**
**Which economic sector accounts for the majority of your company revenues?**

|                | Number | Percent | 95% CI  |
|----------------|--------|---------|---------|
| B2B - Product  | 101    | 36.2 %  | ± 5.6 % |
| B2B - Services | 62     | 22.2 %  | ± 4.9 % |
| B2C - Product  | 72     | 25.8 %  | ± 5.1 % |
| B2C - Services | 44     | 15.8 %  | ± 4.3 % |
| Total          | 279    | 100.0 % |         |

Missing Cases = 2

Response Percent = 99.3 %


**Appendix: Company-level Descriptive Information**
**Industry Sector**

|                            | Number | Percent | 95% CI  |
|----------------------------|--------|---------|---------|
| Tech Software Platform     | 44     | 15.7 %  | ± 4.3 % |
| Healthcare                 | 35     | 12.5 %  | ± 3.9 % |
| Manufacturing              | 32     | 11.4 %  | ± 3.7 % |
| Banking Finance Insurance  | 30     | 10.7 %  | ± 3.6 % |
| Retail Wholesale           | 29     | 10.3 %  | ± 3.6 % |
| Consumer Packaged Goods    | 28     | 10.0 %  | ± 3.5 % |
| Pharma Biotech             | 19     | 6.8 %   | ± 3.0 % |
| Professional Services      | 15     | 5.3 %   | ± 2.6 % |
| Communi- cations Media     | 10     | 3.6 %   | ± 2.2 % |
| Transportation             | 9      | 3.2 %   | ± 2.1 % |
| Education                  | 7      | 2.5 %   | ± 1.8 % |
| Consumer Services          | 7      | 2.5 %   | ± 1.8 % |
| Real Estate                | 7      | 2.5 %   | ± 1.8 % |
| Energy                     | 6      | 2.1 %   | ± 1.7 % |
| <u>Mining Construction</u> | 3      | 1.1 %   | ± 1.2 % |
| Total                      | 281    | 100.0 % |         |

Missing Cases = 0

Response Percent = 100.0 %


**Appendix: Company-level Descriptive Information**
**How many employees are in your company?**

| Number of Employees | Number | Percent | 95% CI  |
|---------------------|--------|---------|---------|
| <50                 | 33     | 11.8 %  | ± 3.8 % |
| 50- 99              | 19     | 6.8 %   | ± 3.0 % |
| 100- 499            | 53     | 18.9 %  | ± 4.6 % |
| 500- 999            | 21     | 7.5 %   | ± 3.1 % |
| 1,000- 2,499        | 31     | 11.1 %  | ± 3.7 % |
| 2,500- 4,999        | 17     | 6.0 %   | ± 2.8 % |
| 5000- 9999          | 24     | 8.6 %   | ± 3.3 % |
| 10,000+             | 82     | 29.3 %  | ± 5.4 % |
| Total               | 280    | 100.0 % |         |

Missing Cases = 1

Response Percent = 99.6 %


**Appendix: Company-level Descriptive Information**
**What was your company's sales revenue in last 12 months?**

|                         | Number | Percent | Cumulative |
|-------------------------|--------|---------|------------|
| Less than \$10 million  | 32     | 11.6 %  | 11.6 %     |
| \$10-25 million         | 15     | 5.4 %   | 17.0 %     |
| \$26-99 million         | 32     | 11.6 %  | 28.6 %     |
| \$100-499 million       | 55     | 19.9 %  | 48.6 %     |
| \$500-999 million       | 20     | 7.3 %   | 55.8 %     |
| \$1-2.5 billion         | 35     | 12.7 %  | 68.5 %     |
| \$2.6-5 billion         | 26     | 9.4 %   | 77.9 %     |
| \$5.1-9.9 billion       | 10     | 3.6 %   | 81.5 %     |
| \$10-49 billion         | 34     | 12.3 %  | 93.8 %     |
| More than \$50+ billion | 17     | 6.2 %   | 100.0 %    |
| Total                   | 276    | 100.0 % | 100.0 %    |

Missing Cases = 5

Response Percent = 98.2 %

 **Appendix: Company-level Descriptive Information**

**Does your company sell its products and/or services to the government?**

|       | Number | Percent | 95% CI  |
|-------|--------|---------|---------|
| Yes   | 114    | 41.2 %  | ± 5.8 % |
| No    | 163    | 58.8 %  | ± 5.8 % |
| Total | 277    | 100.0 % |         |

Missing Cases = 4

Response Percent = 98.6 %

## Next Survey: 2026

- Sign up to participate: <https://cmosurvey.org/participate/>
- Review the full history of CMO Survey results from 2008-2025: <https://cmosurvey.org/results/>
- Read Professor Moorman's analysis: <https://cmosurvey.org/blog/>
- Read the media coverage: <https://cmosurvey.org/media-release/>
- Send comments and suggestions to Professor Christine Moorman: [moorman@duke.edu](mailto:moorman@duke.edu)
- Survey Sponsors: Deloitte, 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 strict confidence and not shared with survey sponsors or any other parties.

