



The **CMO** Survey

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

Topline Results

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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 Rank your customers' top three priorities (1, 2, 3) over the next 12 months.
- 6 Do you expect the following customer outcomes to change in the next 12 months?

Partners

- 7 Does your firm use channel partners or go directly to market?
- 8 Do you expect the following partner outcomes to change for your firm to change in the next 12 months?

Topic 2: Firm Growth Strategies

- 9 Allocate 100 points to reflect your firm's spending on growth strategies during the prior 12 months.
- 10 Rank the following factors in terms of their importance for driving organic revenue growth in your organization?
- 11 What percentage of your firm's sales is domestic?
- 12 What percent of your marketing budget do you spend on domestic markets?
- 13 Which international market is currently your largest (in terms of sales)?
- 14 Which international market that you are currently not in is your biggest opportunity for the future?
- 15 What percentage of your firm's sales is through the internet?

Topic 3: Marketing Spending

- 16 By what percent has your overall marketing spending changed in the prior 12 months?
- 17 What is your company's percentage change in spending during the next 12 months in each marketing category?
- 18 What is your company's percentage change in spending during the next 12 months in each marketing knowledge category?
- 19 What percent of your marketing budget is currently devoted to training and development?
- 20 What percentage of your firm's overall budget does marketing currently account for?
- 21 Marketing expenses account for what percent of your firm's revenues?

Topic 4: Financial and Marketing Performance

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

Topic 5: Social Media Marketing

- 23 What percent of your marketing budget do you spend on social media?
- 24 How effectively is social media linked to your firm's marketing strategy?
- 25 How effectively does your company integrate customer information across purchasing, communication and social media channels?
- 26 What percent of social media activities are performed by outside agencies?
- 27 How does your firm use social media?
- 28 To what degree has the use of social media contributed to your company's performance?
- 29 Rank the top three of the following social media according to impact your company's performance.
- 30 Which best describes how you show the impact of social media on your business?

Topic 6: Mobile Marketing

- [31](#) What percent of your marketing budget do you spend on mobile activities?
- [32](#) Rate how well mobile marketing activities have performed in the following areas.
- [33](#) To what degree has the use of mobile marketing contributed to your company's performance?
- [34](#) Do you think that the opportunity to pursue digital marketing opportunities has drawn your company's attention away from marketing strategy fundamentals?

Topic 7: Marketing Jobs

- [35](#) By what percentage will your firm's marketing hires change in the next year?
- [36](#) When thinking about future marketing talent needs, what skills would you prioritize?
- [37](#) By what percentage will your firm's outsourcing of marketing activities change in the next year?
- [38](#) How many employees/marketing employees are in your company?

Topic 8: Marketing Organization

- [39](#) Use of product and customer organizational structure in your firm.
- [40](#) How does your company approach the development of new marketing capabilities?

Topic 9: Marketing Leadership

- [41](#) What is marketing primarily responsible for in your firm?
- [42](#) How many direct and indirect reports do you have?
- [43](#) How many years have you been with this firm in your current role? In any role?
- [44](#) Do you believe it is appropriate for your brand to take a stance on politically-charged issues?

Topic 10: Marketing Analytics

- [45](#) What percent of your marketing budget do you spend on marketing analytics?
- [46](#) In what percent of projects does your company use marketing analytics before a decision is made?
- [47](#) To what degree has the use of marketing analytics contributed to your company's performance?
- [48](#) How important is the top management team in driving the use of marketing analytics in your company?
- [49](#) How important is the top management team in ensuring the use of marketing analytics impacts company performance?
- [50](#) To what extent is your company implementing artificial intelligence or machine learning into its marketing toolkit?
- [51](#) To what extent are blockchain technologies affecting your company's marketing strategies?
- [52](#) Which best describes how your company shows the short-term impact of marketing spend on your business?
- [53](#) Which best describes how your company shows the long-term impact of marketing spend on your business?

Topic 11: The CMO Survey Award for Marketing Excellence

- [54](#) Which company across all industries sets the standard for excellence in marketing? Overall Winner
- [55](#) Which company in your industry sets the standard for excellence in marketing? Industry Winners

Appendix: Firm-level Descriptive Information

- [56](#) Which is your firm's primary economic sector?
- [57](#) What is your firm's primary industry sector?

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	174	51.2 %	± 5.2 %
2=No Change	126	37.1 %	± 4.9 %
1=Less	40	11.8 %	± 3.2 %
Total	340	100.0 %	

Mean = 2.39

SD = 0.69

Missing Cases = 22

Response Percent = 93.9 %

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

Minimum = 37.91

Maximum = 99.14

Mean = 68.94

Median = 70

Standard Deviation (Unbiased Estimate) = 14.45

95 Percent Confidence Interval around the mean = 67.40 - 70.47

Valid Cases = 340

Missing Cases = 22

Response Percent = 93.9%

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

	Number	Percent	95% CI
3=More	218	63.9 %	± 5.1 %
2=No Change	79	23.2 %	± 4.3 %
1=Less	44	12.9 %	± 3.4 %
Total	341	100.0 %	

Mean = 2.51

SD = 0.71

Missing Cases = 21

Response Percent = 94.2 %

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

Minimum = 37.43

Maximum = 100

Mean = 74.78

Median = 80

Standard Deviation (Unbiased Estimate) = 16.78

95 Percent Confidence Interval around the mean = 72.99 - 76.56

Valid Cases = 341

Missing Cases = 21

Response Percent = 94.2%

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.

	Mean & SD	1st Priority	2nd Priority	3rd Priority	Total
Low price	2.04 0.87	49 16.0%	35 11.4%	54 17.6%	138 45.1%
Superior product quality	1.92 0.81	77 25.2%	74 24.2%	61 19.9%	212 69.3%
Superior innovation	2.09 0.85	38 12.4%	34 11.1%	49 16.0%	121 39.5%
Excellent service	1.94 0.80	84 27.5%	84 27.5%	70 22.9%	238 77.8%
Trusting relationship	2.07 0.79	58 19.0%	79 25.8%	72 23.5%	209 68.3%

Topic 1: Marketplace Dynamics - Customers

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

	Mean & SD	Increase +1	No Change 0	Decrease -1	Total
Customer's purchase volume	0.61 0.65	221 70.4%	64 20.4%	29 9.2%	314 100.0%
Customer's price per unit	0.20 0.71	117 37.1%	143 45.4%	55 17.5%	315 100.0%
Customer will buy related products/ services from my firm	0.61 0.55	199 63.4%	106 33.8%	9 2.9%	314 100.0%
My firm's ability to retain current customers	0.41 0.69	166 52.7%	113 35.9%	36 11.4%	315 100.0%
The entry of new customers into this market	0.37 0.67	149 47.5%	132 42.0%	33 10.5%	314 100.0%
My firm's ability to acquire new customers	0.67 0.59	228 72.6%	67 21.3%	19 6.1%	314 100.0%

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

	Number	Percent	95% CI
Uses channel partners	196	54.1 %	± 5.2 %
Does not use channel partners	166	45.9 %	± 5.2 %
Total	362	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %

Topic 1: Marketplace Dynamics - Channel Partners

Do you expect the following channel partner outcomes for your firm to increase, decrease, or have no change in the next 12 months?

	Mean & SD	Increase +1	No Change 0	Decrease -1	Total
Partner's purchase volume	0.61 0.66	103 70.1%	30 20.4%	14 9.5%	147 100.0%
Partner will buy related products/ services from my firm	0.46 0.58	73 50.3%	66 45.5%	6 4.1%	145 100.0%
My firm will sell directly to end customers, not through channel partners	0.24 0.65	52 35.6%	77 52.7%	17 11.6%	146 100.0%
Partner's price per unit	0.14 0.69	47 32.0%	74 50.3%	26 17.7%	147 100.0%
Partner's level of power in our relationship	0.03 0.66	34 23.3%	83 56.8%	29 19.9%	146 100.0%

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/services in existing markets	52.3	25.9	48.4 - 56.1	50	0	100	176
New products/services in existing markets	22.6	18.8	19.8 - 25.3	20	0	100	176
Existing products/services in new markets	14.5	15.4	12.3 - 16.8	10	0	80	176
New products/services in new markets	10.6	15.7	8.3 - 12.9	5	0	100	176

Topic 2: Firm Growth Strategies

Please rank order (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your organization?

(N=173)

	Mean & SD	1	2	3	4	5	Total
Having the right data	3.40 1.24	17 9.8%	26 15.0%	35 20.2%	61 35.3%	34 19.7%	173 100.0%
Having the right technology	3.39 1.34	19 11.0%	29 16.8%	38 22.0%	39 22.5%	48 27.7%	173 100.0%
Having all stakeholders aligned	3.04 1.50	36 20.8%	37 21.4%	29 16.8%	26 15.0%	45 26.0%	173 100.0%
Having the right operating model	2.84 1.39	40 23.1%	34 19.7%	40 23.1%	31 17.9%	28 16.2%	173 100.0%
Having the right talent	2.32 1.32	61 35.3%	47 27.2%	31 17.9%	16 9.2%	18 10.4%	173 100.0%

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

Minimum = 35.73

Maximum = 100

Mean = 84.97

Median = 98.50

Standard Deviation (Unbiased Estimate) = 20.87

95 Percent Confidence Interval around the mean = 81.90 - 88.04

Valid Cases = 177

Missing Cases = 185

Response Percent = 48.9%

Topic 2: Firm Growth Strategies

What percentage of your firm's sales is domestic?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
What % of your firm's sales is domestic?	80.9	21.6	77.8 - 84.1	90	32.7	100	178

Topic 2: Firm Growth Strategies

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

	Number	Percent	95% CI
Western Europe	38	42.2 %	± 10.2 %
Canada	15	16.7 %	± 7.6 %
China	14	15.6 %	± 7.4 %
Mexico	4	4.4 %	± 4.2 %
Northern Europe	4	4.4 %	± 4.2 %
Eastern Europe	4	4.4 %	± 4.2 %
South American countries besides Brazil	3	3.3 %	± 3.7 %
Indonesia and Southeast Asia	3	3.3 %	± 3.7 %
Australia/New Zealand	1	1.1 %	± 2.1 %
Korea	1	1.1 %	± 2.1 %
Brazil	1	1.1 %	± 2.1 %
Japan	1	1.1 %	± 2.1 %
Central America	1	1.1 %	± 2.1 %
Total	90*	100.0 %	

* Responses reflect firms that have domestic sales less than 100% of total sales and marketing budgets for domestic markets less than 100% of total sales.

Topic 2: Firm Growth Strategies

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

	Number	Percent	95% CI
China	18	17.5 %	± 6.6 %
Northern Europe	12	11.7 %	± 5.5 %
Western Europe	12	11.7 %	± 5.5 %
Brazil	10	9.7 %	± 5.1 %
India	9	8.7 %	± 4.9 %
South American countries besides Brazil	7	6.8 %	± 4.3 %
Indonesia and Southeast Asia	6	5.8 %	± 4.0 %
Canada	5	4.9 %	± 3.7 %
Middle East	5	4.9 %	± 3.7 %
Australia/New Zealand	4	3.9 %	± 3.3 %
South Africa	4	3.9 %	± 3.3 %
Eastern Europe	3	2.9 %	± 2.9 %
Central America	2	1.9 %	± 2.4 %
Korea	2	1.9 %	± 2.4 %
Russia	2	1.9 %	± 2.4 %
Mexico	1	1.0 %	± 1.7 %
Japan	1	1.0 %	± 1.7 %
Total	103*	100.0 %	

* Responses reflect firms that have domestic sales less than 100% of total sales.

Topic 2: Firm Growth Strategies**What percentage of your firm's sales are through the internet?**

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
What % of your firm's sales is through the Internet?	12.8	21.3	10.6 - 15.1	1	0	68.5	344

Topic 3: Marketing Spending

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

Percent change

Minimum = -37.41

Maximum = 53.74

Mean = 7.14

Median = 5

Standard Deviation (Unbiased Estimate) = 17.55

95 Percent Confidence Interval around the mean = 4.90 - 9.39

Valid Cases = 235

Missing Cases = 127

Response Percent = 64.9%

Topic 3: Marketing Spending

What is your company's percentage change in spending during the next 12 months in each marketing category?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Overall marketing spending	8.9	14.8	6.9 - 10.9	5	-30.6	50.4	215
Digital marketing spending	15.1	16.8	12.8 - 17.4	10	-27.1	60.6	209
Traditional advertising spending	-1.7	10.7	-3.2 - -0.3	0	-37.9	34.3	209
Brand building	8.4	14.4	6.5 - 10.4	5	-29.2	48.7	210
Customer relationship management	7.5	11.4	6.0 - 9.1	5	-23.7	40.7	210

Topic 3: Marketing Spending

What is your company's percentage change in spending during the next 12 months in each marketing knowledge category?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Marketing training	1.9	4.8	1.3 - 2.6	0	-15.8	20.9	205
Marketing research and intelligence	3.9	8.3	2.8 - 5.0	0	-18.5	26.8	207
Marketing consulting services	3.3	11.3	1.8 - 4.8	0	-33.1	40.9	208
Developing knowledge about how to do marketing	6.5	9.2	5.3 - 7.8	3	-10	36.1	206

Topic 3: Marketing Spending

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

Minimum = 0

Maximum = 24.17

Mean = 4.22

Median = 2

Standard Deviation (Unbiased Estimate) = 5.84

95 Percent Confidence Interval Around the mean = 3.46 - 4.99

Valid Cases = 224

Missing Cases = 138

Response Percent = 61.9%

Topic 3: Marketing Spending

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

Percent of budget

Minimum = 0

Maximum = 38.06

Mean = 11.13

Median = 10

Standard Deviation (Unbiased Estimate) = 10.32

95 Percent Confidence Interval around the mean = 9.75 - 12.50

Valid Cases = 216

Missing Cases = 146

Response Percent = 59.7%

Topic 3: Marketing Spending

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

Percent of revenues

Minimum = 0

Maximum = 40.40

Mean = 7.89

Median = 4

Standard Deviation (Unbiased Estimate) = 10.30

95 Percent Confidence Interval Around the mean = 6.51 - 9.27

Valid Cases = 214

Missing Cases = 148

Response Percent = 59.1%

Topic 4: Financial and Marketing Performance

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

	Mean	SD	95% CI	Median	Total
Market share	2.6	4.2	1.9 - 3.2	3	172
Sales revenue	4.2	5.1	3.4 - 4.9	5	174
Marketing ROI	2.9	4.2	2.2 - 3.5	3	170
Profits	3.3	5.2	2.5 - 4.0	3	170
Customer acquisition	2.3	4.4	1.6 - 2.9	1	172
Customer retention	1.6	4.2	1.0 - 2.2	1	171
Brand value	2.8	3.7	2.2 - 3.3	3	171

Topic 5: Social Media

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

	Mean	SD	95% CI	Median	Total
...of your marketing budget do you currently spend on social media?	12.0	13.0	10.2 - 13.9	10	188
...will you spend in the next 12 months?	15.3	15.5	13.0 - 17.5	10	188
...do you predict you will spend in five years?	20.5	17.0	18.1 - 22.9	15	187

Topic 5: Social Media

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

	Number	Percent	Cumulative
1=Not At All Effectively	16	8.4 %	8.4 %
2=	23	12.1 %	20.5 %
3=	29	15.3 %	35.8 %
4=	33	17.4 %	53.2 %
5=	46	24.2 %	77.4 %
6=	27	14.2 %	91.6 %
7=Very Effectively	16	8.4 %	100.0 %
Total	190	100.0 %	100.0 %

Mean = 4.13

SD = 1.72

Missing Cases = 172

Response Percent = 52.5 %

Topic 5: Social Media

How effectively does your company integrate customer information across purchasing, communication and social media channels?

	Number	Percent	95% CI
1=Not At All Effectively	25	13.3 %	± 2.6 %
2=	41	21.8 %	± 3.3 %
3=	35	18.6 %	± 3.1 %
4=	33	17.6 %	± 3.0 %
5=	36	19.1 %	± 3.1 %
6=	11	5.9 %	± 1.8 %
7=Very Effectively	7	3.7 %	± 1.4 %
Total	188	100.0 %	

Mean = 3.40

SD = 1.63

Missing Cases = 174

Response Percent = 51.9 %

Topic 5: Social Media**What percent of your company's social media activities are currently performed by outside agencies?**Percent performed by outside agencies

Minimum = 0

Maximum = 79.21

Mean = 18.48

Median = 0

Standard Deviation (Unbiased Estimate) = 27.63

95 Percent Confidence Interval around the mean = 14.51 - 22.45

Valid Cases = 186

Missing Cases = 176

Response Percent = 51.4%

Topic 5: Social Media

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

	Number	Percent	95% CI
Brand awareness and brand-building	165	45.6 %	± 5.2 %
Acquiring new customers	118	32.6 %	± 4.9 %
Brand promotions, such as contests, coupons	105	29.0 %	± 4.7 %
Retaining current customers	104	28.7 %	± 4.7 %
Introducing new products and services	104	28.7 %	± 4.7 %
Improving employee engagement	79	21.8 %	± 4.3 %
Marketing research	60	16.6 %	± 3.9 %
Identifying new customer groups we currently don't target	49	13.5 %	± 3.6 %
Identifying new product and service opportunities	37	10.2 %	± 3.1 %
<u>Improving current products or services</u>	30	8.3 %	± 2.9 %
Total	851		

Number of Cases = 362

Number of Responses = 851

Average Number of Responses per case = 2.4

Number of cases with at least one response = 186

Response Percent = 51.4 %

Topic 5: Social Media

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

	Number	Percent	95% CI
1=Not At All	31	16.2 %	± 2.9 %
2=	47	24.6 %	± 3.5 %
3=	22	11.5 %	± 2.5 %
4=	40	20.9 %	± 3.3 %
5=	33	17.3 %	± 3.0 %
6=	11	5.8 %	± 1.8 %
7=Very Highly	7	3.7 %	± 1.4 %
Total	191	100.0 %	

Mean = 3.30

SD = 1.68

Missing Cases = 171

Response Percent = 52.8 %

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company's performance – Sorted by 1st priority

(N=182)

	Overall Mean & SD	1st Priority	2nd Priority	3rd Priority	Total
Social networking (e.g., Facebook, LinkedIn)	1.58 0.72	85 46.7%	48 26.4%	21 11.5%	154 84.6%
Blogging	1.86 0.86	40 22.0%	23 12.6%	27 14.8%	90 49.5%
Video sharing (e.g., YouTube)	2.11 0.78	23 12.6%	36 19.8%	33 18.1%	92 50.5%
Product reviews	2.00 0.84	13 7.1%	12 6.6%	13 7.1%	38 20.9%
Photosharing (e.g., Instagram, Snapchat)	2.17 0.66	5 2.7%	19 10.4%	11 6.0%	35 19.2%
Microblogging (e.g., Twitter)	2.37 0.71	6 3.3%	17 9.3%	23 12.6%	46 25.3%
Podcasting	2.50 0.71	1 0.5%	3 1.6%	6 3.3%	10 5.5%
Product design or co-creation (e.g., NikeID)	3.00 0.00	0 0.0%	0 0.0%	1 0.5%	1 0.5%
Forums (e.g., Google groups)	2.40 0.52	0 0.0%	6 3.3%	4 2.2%	10 5.5%
Social bookmarking (e.g., Digg)	2.00 0.00	0 0.0%	1 0.5%	0 0.0%	1 0.5%
Virtual reality (e.g., Second life)	0.00 0.00	0 0.0%	0 0.0%	0 0.0%	0 0.0%

Topic 5: Social Media

Which best describes how you show the impact of social media on your business?

	Number	Percent	95% CI
We have proven the impact quantitatively	44	23.3 %	± 3.4 %
We have a good qualitative sense of the impact, but not a quantitative impact	80	42.3 %	± 4.3 %
We haven't been able to show the impact yet	65	34.4 %	± 4.0 %
Total	189	100.0 %	

Missing Cases = 173

Response Percent = 52.2 %

Topic 6: Mobile Marketing

What percent of your marketing budget do you spend on mobile activities?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
What percent of your marketing budget do you currently spend on mobile activities?	7.0	10.5	5.4 - 8.5	2	0	39.7	180
What percent will you spend on mobile activities in three years?	13.5	15.1	11.3 - 15.7	10	0	51.9	179

Topic 6: Mobile Marketing

Rate how well mobile marketing activities have performed in the following areas: (sorted by highest score)

	Mean & SD	Poorly 1	2	3	4	5	6	Excellent 7	Total
Engaging customers	3.66 1.89	32 20.1%	16 10.1%	22 13.8%	35 22.0%	27 17.0%	12 7.5%	15 9.4%	159 100.0%
Delivering your brand message	3.51 1.81	33 20.9%	20 12.7%	18 11.4%	38 24.1%	26 16.5%	15 9.5%	8 5.1%	158 100.0%
Retaining customers	3.32 1.78	37 23.3%	21 13.2%	21 13.2%	41 25.8%	19 11.9%	13 8.2%	7 4.4%	159 100.0%
Improving sales	3.04 1.70	44 27.8%	23 14.6%	20 12.7%	42 26.6%	14 8.9%	12 7.6%	3 1.9%	158 100.0%
Acquiring customers	2.91 1.77	49 31.0%	27 17.1%	22 13.9%	31 19.6%	14 8.9%	8 5.1%	7 4.4%	158 100.0%
Improving profits	2.81 1.62	45 28.5%	32 20.3%	27 17.1%	31 19.6%	11 7.0%	9 5.7%	3 1.9%	158 100.0%

Topic 6: Mobile Marketing

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

	Number	Percent	95% CI
1=Not At All	61	35.7 %	± 3.9 %
2=	30	17.5 %	± 2.9 %
3=	24	14.0 %	± 2.6 %
4=	28	16.4 %	± 2.8 %
5=	14	8.2 %	± 2.0 %
6=	10	5.8 %	± 1.7 %
7=Very Highly	4	2.3 %	± 1.1 %
Total	171	100.0 %	

Mean = 2.71

SD = 1.71

Missing Cases = 191

Response Percent = 47.2 %

Topic 6: Mobile Marketing

In general, do you think that the opportunity to pursue digital marketing opportunities has drawn your company's attention away from marketing strategy fundamentals?

	Number	Percent	95% CI
Yes	32	18.3 %	± 3.0 %
No	143	81.7 %	± 5.1 %
Total	175	100.0 %	

Missing Cases = 187

Response Percent = 48.3 %

Topic 7: Marketing Jobs**Compared to the number of marketing hires last year, by what percentage will your firm's marketing hires change in the next year?**

Minimum = -30.80

Maximum = 47.49

Mean = 7.25

Median = 0

Standard Deviation (Unbiased Estimate) = 14.45

95 Percent Confidence Interval Around the mean = 5.11 - 9.39

Valid Cases = 175

Missing Cases = 187

Response Percent = 48.3%

Topic 7: Marketing Jobs

When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance, where 1 = most important, 7 = least important)

(N=170)

	Mean & SD	1	2	3	4	5	6	7	Total
Creativity	3.04 1.61	33 19.4%	40 23.5%	38 22.4%	24 14.1%	19 11.2%	13 7.6%	3 1.8%	170 100.0%
Curiosity	3.84 1.92	22 12.9%	33 19.4%	19 11.2%	34 20.0%	19 11.2%	25 14.7%	18 10.6%	170 100.0%
Natural leadership abilities	3.84 1.88	29 17.1%	17 10.0%	26 15.3%	25 14.7%	38 22.4%	20 11.8%	14 8.2%	169 99.4%
Emotional intelligence	4.00 1.79	17 10.0%	24 14.1%	26 15.3%	33 19.4%	31 18.2%	23 13.5%	16 9.4%	170 100.0%
MarTech platform experience	4.02 2.31	37 21.8%	20 11.8%	24 14.1%	12 7.1%	12 7.1%	26 15.3%	38 22.4%	169 99.4%
Data science background	4.25 2.12	23 13.5%	25 14.7%	19 11.2%	17 10.0%	24 14.1%	27 15.9%	34 20.0%	169 99.4%
Financial acumen	4.99 1.82	9 5.3%	11 6.5%	18 10.6%	24 14.1%	26 15.3%	35 20.6%	46 27.1%	169 99.4%

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

Minimum = -10

Maximum = 34.20

Mean = 4.96

Median = 0

Standard Deviation (Unbiased Estimate) = 9.11

95 Percent Confidence Interval Around the mean = 3.61 - 6.30

Valid Cases = 176

Missing Cases = 186

Response Percent = 48.6%

Topic 7: Marketing Jobs

How many employees/marketing employees are in your company?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Number of employees	9404	31654	4674 - 14135	500	1	189111	172
Number of marketing employees	51	111	35 - 68	8	1	517	172

Topic 8: Marketing Organization

Companies are generally organized by product/service groups or by customer groups. Which organizational structure is most common in your company?

	Number	Percent	95% CI
Product/service groups	133	71.9 %	± 5.0 %
Customer groups	52	28.1 %	± 3.6 %
Total	185	100.0 %	

Missing Cases = 177

Response Percent = 51.1 %

Topic 8: Marketing Organization

How does your company approach the development of new marketing capabilities? Allocate 100 points to indicate the emphasis you place on each approach.

	Mean	SD	95%CI	Median	Min	Max	Total
We build new marketing capabilities ourselves by training current or hiring new employees with the skills.	56.2	29.1	52.4 - 60.0	60	0	100	220
We partner with other marketing agencies to learn new marketing skills.	14.1	18.4	11.7 - 16.6	10	0	90	220
We partner with other consultancies to learn new marketing skills.	14.0	16.5	11.8 - 16.2	10	0	100	220
We partner with other companies to learn new marketing skills.	12.2	15.4	10.1 - 14.2	10	0	100	220
We buy other companies to acquire new marketing skills.	3.5	9.2	2.2 - 4.7	0	0	70	220

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Number	Percent	95% CI
Brand	170	91.4 %	± 4.1 %
Advertising	152	81.7 %	± 5.6 %
Digital marketing	147	79.0 %	± 5.9 %
Social media	140	75.3 %	± 6.3 %
Promotion	129	69.4 %	± 6.7 %
Marketing analytics	126	67.7 %	± 6.8 %
Positioning	123	66.1 %	± 6.9 %
Marketing research	120	64.5 %	± 6.9 %
Public relations	119	64.0 %	± 7.0 %
Lead generation	114	61.3 %	± 7.1 %
Insight	107	57.5 %	± 7.2 %
Competitive intelligence	102	54.8 %	± 7.2 %
Customer experience	95	51.1 %	± 7.3 %
Market entry strategies	74	39.8 %	± 7.1 %
Customer relationship management	74	39.8 %	± 7.1 %
Revenue growth	69	37.1 %	± 7.0 %
New products	62	33.3 %	± 6.8 %
Innovation	56	30.1 %	± 6.7 %
Sales	51	27.4 %	± 6.5 %
e-commerce	49	26.3 %	± 6.4 %
Pricing	48	25.8 %	± 6.4 %
Market selection	45	24.2 %	± 6.2 %
Customer service	39	21.0 %	± 5.9 %
Distribution	19	10.2 %	± 4.4 %
Stock market performance	7	3.8 %	± 2.8 %
Total	2237		

Number of Cases = 186

Number of Responses = 2237

Average Number of Responses per case = 12.0

Number of cases with at least one response = 186

Response Percent = 100.0 %

Topic 9: Marketing Leadership

How many direct and indirect reports do you have?

	Median	Mean	SD	Minimum	Maximum	Range	Total
How many direct reports do you have?	4	6.25	13.13	0	160.07	160.07	172
How many indirect reports (dotted-line) reports do you have?	4	17.48	38.30	0	207.32	207.32	162

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

	Median	Mean	SD	Minimum	Maximum	Total
In your current role?	4	6.37	5.51	0	19.43	175
In any role?	8	10.52	8.50	0.10	29.15	171

Topic 9: Marketing Leadership**Do you believe it is appropriate for your brand to take a stance on politically-charged issues?**

	Number	Percent	95% CI
Yes	31	17.4 %	± 2.9 %
No	147	82.6 %	± 5.1 %
Total	178	100.0 %	

Missing Cases = 184

Response Percent = 49.2 %

Topic 10: Marketing Analytics

What percent of your marketing budget do you spend on marketing analytics?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
...Do you currently spend on marketing analytics?	5.8	5.8	5.0 - 6.6	5	0	20.3	202
...Will you spend in on marketing analytics the next three years?	17.3	22.0	14.3 - 20.4	10	0	75.5	199

Topic 10: Marketing Analytics**In what percent of projects does your company use available or requested marketing analytics before a decision is made?**

Minimum = 0

Maximum = 100

Mean = 42.10

Median = 33

Standard Deviation (Unbiased Estimate) = 35.14

95 Percent Confidence Interval Around the mean = 37.26 - 46.95

Valid Cases = 202

Missing Cases = 160

Response Percent = 55.8%

Topic 10: Marketing Analytics

To what degree has the use of marketing analytics contributed to your company's performance?

	Number	Percent	95% CI
1=Not At All	27	13.2 %	± 2.7 %
2=	21	10.3 %	± 2.4 %
3=	23	11.3 %	± 2.5 %
4=	42	20.6 %	± 3.3 %
5=	46	22.5 %	± 3.5 %
6=	22	10.8 %	± 2.5 %
7=Very Highly	23	11.3 %	± 2.5 %
Total	204	100.0 %	

Mean = 4.06

SD = 1.84

Missing Cases = 158

Response Percent = 56.4 %

Topic 10: Marketing Analytics

How important is the top management team in driving the use of marketing analytics in your company?

	Number	Percent	95% CI
1=Not at all	27	13.2 %	± 2.7 %
2=	19	9.3 %	± 2.3 %
3=	16	7.8 %	± 2.1 %
4=	17	8.3 %	± 2.2 %
5=	39	19.1 %	± 3.2 %
6=	47	23.0 %	± 3.5 %
7=Very Important	39	19.1 %	± 3.2 %
Total	204	100.0 %	

Mean = 4.56

SD = 2.04

Missing Cases = 158

Response Percent = 56.4 %

Topic 10: Marketing Analytics

How important is the top management team in ensuring the use of marketing analytics impacts company performance?

	Number	Percent	95% CI
1=Not at all	27	13.3 %	± 2.7 %
2	18	8.9 %	± 2.3 %
3	18	8.9 %	± 2.3 %
4	25	12.3 %	± 2.6 %
5	35	17.2 %	± 3.1 %
6	46	22.7 %	± 3.5 %
7=Very Important	34	16.7 %	± 3.0 %
Total	203	100.0 %	

Mean = 4.46

SD = 2.01

Missing Cases = 159

Response Percent = 56.1 %

Topic 10: Marketing Analytics

To what extent is your company implementing artificial intelligence or machine learning into its marketing toolkit?

	Mean & SD	1=Not at all	2	3	4	5	6	7=Very Important	Total
		1	2	3	4	5	6	7	
Currently	1.92 1.55	123 61.8%	32 16.1%	17 8.5%	10 5.0%	5 2.5%	5 2.5%	7 3.5%	199 100.0%
Next three years	3.14 1.95	60 28.8%	33 15.9%	34 16.3%	29 13.9%	19 9.1%	16 7.7%	17 8.2%	208 100.0%

Topic 10: Marketing Analytics

To what extent are blockchain technologies affecting your company's marketing strategies?

	Mean & SD	1=Not at all 1	2	3	4	5	6	7=Very Important 7	Total
Currently	1.52 1.17	150 75.4%	27 13.6%	6 3.0%	6 3.0%	6 3.0%	2 1.0%	2 1.0%	199 100.0%
Next three years	2.16 1.63	108 52.9%	34 16.7%	26 12.7%	16 7.8%	5 2.5%	8 3.9%	7 3.4%	204 100.0%

Topic 10: Marketing Analytics

Which best describes how your company shows the short-term impact of marketing spend on your business?

	Number	Percent	95% CI
We prove the impact quantitatively	104	50.0 %	± 4.7 %
We have a good qualitative sense of the impact, but not a quantitative impact	71	34.1 %	± 4.1 %
We haven't been able to show the impact yet	33	15.9 %	± 3.0 %
Total	208	100.0 %	

Missing Cases = 154

Response Percent = 57.5 %

Topic 10: Marketing Analytics

Which best describes how your company shows the long-term impact of marketing spend on your business?

	Number	Percent	95% CI
We prove the impact quantitatively	84	40.6 %	± 4.4 %
We have a good qualitative sense of the impact, but not a quantitative impact	86	41.5 %	± 4.4 %
We haven't been able to show the impact yet	37	17.9 %	± 3.1 %
Total	207	100.0 %	

Missing Cases = 155

Response Percent = 57.2 %

Topic 11: The CMO Survey Award for Marketing Excellence

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

Apple Inc.

Topic 11: The CMO Survey Award for Marketing Excellence

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

Amazon (Technology/Retail)

Disney (Consumer Services)

Google (Communications/Media)

Nike (Consumer Goods)

Procter & Gamble (Consumer Packaged Goods)

Salesforce (Technology)

Appendix: Firm-level Descriptive Information

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

	Number	Percent	95% CI
B2B - Product	119	32.9 %	± 4.9 %
B2B - Services	119	32.9 %	± 4.9 %
B2C - Product	69	19.1 %	± 4.1 %
B2C - Services	55	15.2 %	± 3.7 %
Total	362	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %

Appendix: Firm-level Descriptive Information

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

	Number	Percent	95% CI
Professional Services/Consulting	61	16.9 %	± 3.9 %
Technology [Software/Biotech]	49	13.6 %	± 3.5 %
Manufacturing	47	13.1 %	± 3.5 %
Banking/Finance/Insurance	39	10.8 %	± 3.2 %
Healthcare	34	9.4 %	± 3.0 %
Retail/Wholesale	30	8.3 %	± 2.9 %
Consumer Packaged Goods	28	7.8 %	± 2.8 %
Communications/Media	25	6.9 %	± 2.6 %
Transportation	15	4.2 %	± 2.1 %
Consumer Services	13	3.6 %	± 1.9 %
Energy	9	2.5 %	± 1.6 %
Education	7	1.9 %	± 1.4 %
Mining/Construction	3	0.8 %	± 0.9 %
Total	360	100.0 %	

Missing Cases = 2

Response Percent = 99.4 %