

The CMO Survey[®] since 2008



The Topline Report February 2022

Managing Digital Marketing Returns,
Privacy, and Climate Impact

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Managing Digital Marketing Returns, Privacy, and Climate Impact

The 28th Edition of The CMO Survey, February 2022

This 28th Edition of The CMO Survey finds that marketing budgets as a percent of overall budgets rise to 11.7%, resetting to pre-pandemic levels, while marketing budgets as a percent of revenues increase to 10.3%. Yearly growth in marketing spending breaks 10% for only the second time in a decade and is predicted to rise further over the next year to 13.6%. *Digital marketing spending*, which currently accounts for 57.1% of marketing budgets, is expected to grow by 16.2% during the same period. Although investments in digital marketing have increased across the board, investments in data analytics grew by nearly 40% over the last year to become the most common investment by marketers. The largest reported digital marketing challenges are integrating customer data across all touchpoints and combining digital and offline data.

Only one third of marketers surveyed report their companies have specific goals related to *climate change*. Fewer than half of marketing leaders (47.4%) think their companies are willing to make short-term financial sacrifices for climate-change. Companies are less likely than in previous years to take specific actions to reduce the negative impact of marketing-related activities on the ecological environment. Fully 40% of companies are taking no climate-related actions. One reason for this may be that only 34.0% of marketers believe customers/partners will reward climate action and only 24.5% report customers are willing to pay a higher price for more climate-friendly offerings. Concern with minimizing the impact of marketing on the ecological environment has shown no increase for a decade.

Considering the management of *privacy*, marketers expect a large increase in first-party data usage over the next two years (75% will increase use) that far exceeds use of second-party (46%) and third-party data (39%). In 2018, only 11.4% of marketers predicted a decrease in their use of third-party data and this increased to 17.7% likely in the wake of Apple allowing its users to choose which apps can access their data and Google's announcement that tracking cookies on the Chrome web browser will be phased out by 2023. Privacy concerns have not meaningfully increased since 2018 and marketers rate their worries about privacy concerns at only at moderate level. This may be due, in part, to the fact that nearly two-thirds of marketers believe customers will stay with current brands instead of switching to an alternative that offers more privacy protection and that over 90% do not believe consumers read or understand privacy disclosures. Despite this fact, marketers are still taking actions to increase trust in their brands in the face of privacy concerns, including 63% promising not to sell customer information.

All three reports contain other topics and metrics important to managing marketing. I hope these observations, insights, and benchmarks will be useful to you and your company. Special thanks to all the marketing leaders who gave their time and good will to make these findings possible.

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Founder and Director, The CMO Survey®



Managing Digital Marketing Returns, Privacy, and Climate Impact

The 28th Edition of The CMO Survey, February 2022

Survey Sample

2592 marketing leaders at U.S. for-profit companies; 320 responded for a 12.3% response rate—96.6% of respondents are VP-level or above.

Survey Administration

The survey was in field from January 11-February 7, 2022. It was administered via email with follow-up reminders.

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, size, and sales

Overview of The CMO Survey®

Mission: To collect and disseminate the opinions of top marketers in order to predict the future of markets, track marketing excellence, and improve the value of marketing in organizations and society.

Administration: Founded in August 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 LLP, Duke University's Fuqua School of Business and the Fuqua/Coach K Center on Leadership & Ethics, 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	94	30.6 %	± 5.0 %
2=No Change	91	29.6 %	± 5.0 %
1=Less	122	39.7 %	± 5.4 %
Total	307	100.0 %	

Mean = 1.91

SD = 0.84

Missing Cases = 12

Response Percent = 96.2 %



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 = 29.99

Maximum = 100

Mean = 66.81

Median = 70

Standard Deviation (Unbiased Estimate) = 17.00

95 Percent Confidence Interval Around the Mean = 64.91 - 68.71

Valid Cases = 307

Missing Cases = 12

Response Percent = 96.2%



Topic 2: Customer Behavior and Channels

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	2.21 0.84	29 9.7%	27 9.0%	52 17.3%	108 36.0%
Superior product quality	1.71 0.77	94 31.3%	64 21.3%	38 12.7%	196 65.3%
Superior innovation	2.08 0.82	24 8.0%	26 8.7%	30 10.0%	80 26.7%
Excellent service	1.90 0.79	66 22.0%	69 23.0%	48 16.0%	183 61.0%
Trusting relationship	2.11 0.81	43 14.3%	51 17.0%	60 20.0%	154 51.3%
Customer experience	2.11 0.78	38 12.7%	57 19.0%	55 18.3%	150 50.0%
Creating a positive impact on the world	2.38 0.82	6 2.0%	6 2.0%	17 5.7%	29 9.7%



Topic 2: Customer Behavior and Channels

For this market, how much do customers trust your brand?

	Number	Percent	95% CI
1=Significantly below industry average	0	0.0 %	± 0.0 %
2	1	0.3 %	± 0.6 %
3	1	0.3 %	± 0.6 %
4	4	1.3 %	± 1.2 %
5=At industry average	24	7.8 %	± 2.9 %
6	14	4.5 %	± 2.3 %
7	48	15.6 %	± 3.9 %
8	100	32.5 %	± 5.1 %
9	88	28.6 %	± 4.9 %
10=Significantly above industry average	28	9.1 %	± 3.1 %
Total	308	100.0 %	

Mean = 7.90

SD = 1.45

Missing Cases = 11

Response Percent = 96.6 %



Topic 2: Customer Behavior and Channels

Will you use a channel or go directly to market?

	Number	Percent	95% CI
Uses channel partners	173	54.2 %	± 5.5 %
Does not use channel partners	146	45.8 %	± 5.5 %
Total	319	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %



Topic 3: Managing Digital Marketing Returns

What investments did your company make to improve the performance of your digital marketing activities over the last year?

	Number	Percent	95% CI
Data analytics	200	77.5 %	± 5.1 %
Optimizing our company website	191	74.0 %	± 5.4 %
Digital media and search	183	70.9 %	± 5.6 %
Marketing technology systems or platforms	180	69.8 %	± 5.6 %
Direct digital marketing (e.g., email)	176	68.2 %	± 5.7 %
Online experimentation and/or A/B testing	122	47.3 %	± 6.1 %
Managing privacy issues	91	35.3 %	± 5.9 %
Machine learning and automation	68	26.4 %	± 5.4 %
Improving our app	63	24.4 %	± 5.3 %
Total	1274		

Number of Cases = 258

Number of Responses = 1274

Average Number of Responses Per Case = 4.9

Number of Cases With At Least One Response = 258

Response Percent = 100.0 %



Topic 3: Managing Digital Marketing Returns

Check all the statements that describe your company's digital marketing activities:

	Number	Percent	95% CI
We continuously test and iterate in using digital marketing	164	67.2 %	± 5.9 %
Marketing leaders have a good understanding of the technology roadmap and capabilities they can use to do great marketing	158	64.8 %	± 6.0 %
Your company is able to connect its digital marketing data with other intelligence you have about your customers	144	59.0 %	± 6.2 %
Marketing leaders are more collaborative with the CIO/CTO (or the equivalent technology leaders)	138	56.6 %	± 6.3 %
Marketing teams have the skills and training to best use your company's marketing systems powered by technology systems/tools	132	54.1 %	± 6.3 %
Marketing has the right systems in place to track customer engagement in a way that informs its marketing roadmap	97	39.8 %	± 6.2 %
Your company has consolidated customer intelligence in a way that integrates customer data across all touchpoints	68	27.9 %	± 5.7 %
Total	901		

Number of Cases = 244

Number of Responses = 901

Average Number of Responses Per Case = 3.7

Number of Cases With At Least One Response = 244

Response Percent = 100.0 %



Topic 3: Managing Digital Marketing Returns

Check all the statements that describe your company's digital marketing practices:

	Number	Percent	95% CI
Customer information from our sales, marketing, customer service, and product teams is shared across our company	146	62.1 %	± 6.3 %
We have been able to link digital marketing returns to business outcomes such as incremental revenues or profits	138	58.7 %	± 6.3 %
The CTO/CIO (or equivalent technology leader) is aware of and aligned on the objectives and path to activate (KPIs) in digital marketing	102	43.4 %	± 6.4 %
We have been able to optimize and connect digital marketing performance and budgets across short-, mid-, and long-term objectives	99	42.1 %	± 6.4 %
The CFO (or equivalent financial leader) is aware of and aligned on the objectives and path to activate KPIs in digital marketing	94	40.0 %	± 6.3 %
Customer information from our sales, marketing, customer service, and product teams is integrated effectively to improve usage	92	39.1 %	± 6.3 %
We have been able to combine digital and offline data to create a unified data foundation for measuring the impact of digital marketing investments	76	32.3 %	± 6.0 %
We have invested in advanced measurement techniques and analytics to bring more rigor (e.g. AI/ML, attribution, mix modeling, econometric models, etc.)	67	28.5 %	± 5.8 %
Total	814		

Number of Cases = 235

Number of Responses = 814

Average Number of Responses Per Case = 3.5

Number of Cases With At Least One Response = 235

Response Percent = 100.0 %



Topic 3: Managing Digital Marketing Returns

What percent of your digital marketing activities are performed by external agencies, partners, and services?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Currently	31.55	28.70	27.98 - 35.13	20	0	100	247
2 years ago	29.85	30.18	26.04 - 33.67	20	0	100	240
2 years from now	32.97	27.87	29.45 - 36.50	25	0	100	240



Topic 3: Managing Digital Marketing Returns

To what degree has the use of digital marketing contributed to your company's performance during the last year?

	Number	Percent	95% CI
1=Not at all	11	4.3 %	± 2.0 %
2	20	7.8 %	± 2.7 %
3	22	8.6 %	± 2.8 %
4	32	12.5 %	± 3.3 %
5	57	22.2 %	± 4.2 %
6	61	23.7 %	± 4.3 %
7=Very Highly	54	21.0 %	± 4.1 %
Total	257	100.0 %	

Mean = 4.96

SD = 1.71

Missing Cases = 62

Response Percent = 80.6 %



Topic 4: Managing Privacy

First-party data are data your company has collected directly from your customers and followers. Has your company's use of first-party customer data increased, decreased, or stayed the same over the last two years?

	Number	Percent	95% CI
Increased	136	57.9 %	± 5.5 %
Stayed the same	84	35.7 %	± 4.9 %
Decreased	1	0.4 %	± 0.6 %
We have never used first-party customer data	14	6.0 %	± 2.3 %
Total	235	100.0 %	

Missing Cases = 84

Response Percent = 73.7 %

Has your company's use of first-party customer data increased, decreased, or stayed the same over the last two years? (Excludes those who do not use first-party customer data)

	Number	Percent	95% CI
Increased	136	61.5 %	± 5.5 %
Stayed the same	84	38.0 %	± 4.9 %
Decreased	1	0.5 %	± 0.6 %
Total	221	100.0 %	

Mean = 0.61

SD = 0.50

Missing Cases = 98

Response Percent = 69.3 %



Topic 4: Managing Privacy

Do you expect your company's use of first-party customer data to increase, decrease, or stay the same over the next two years?

	Number	Percent	95% CI
Increase	175	74.8 %	± 5.5 %
Stay the same	56	23.9 %	± 4.2 %
Decrease	3	1.3 %	± 1.1 %
Total	234	100.0 %	

Mean = 0.74

SD = 0.47

Missing Cases = 85

Response Percent = 73.4 %



Topic 4: Managing Privacy

How worried are you that your company's use of first-party customer data could raise questions about privacy?

	Number	Percent	95% CI
1=Not at all Worried	27	11.5 %	± 3.1 %
2=2	55	23.5 %	± 4.2 %
3=3	36	15.4 %	± 3.5 %
4=4	50	21.4 %	± 4.0 %
5=5	44	18.8 %	± 3.8 %
6=6	14	6.0 %	± 2.3 %
7=Very Worried	8	3.4 %	± 1.7 %
Total	234	100.0 %	

Mean = 3.44

SD = 1.60

Missing Cases = 85

Response Percent = 73.4 %



Topic 4: Managing Privacy

Second-party data are data your company has not collected yourself—in other words, you are gaining access through a partnership or a different legal arrangement. Has your company's use of second-party customer data increased, decreased, or stayed the same over the last two years?

	Number	Percent	95% CI
Increased	76	32.9 %	± 4.7 %
Stayed the same	94	40.7 %	± 5.0 %
Decreased	19	8.2 %	± 2.6 %
We have never used second-party customer data	42	18.2 %	± 3.7 %
Total	231	100.0 %	

Missing Cases = 88

Response Percent = 72.4 %

Has your company's use of second-party customer data increased, decreased, or stayed the same over the last two years? (Excludes those who do not use second-party customer data)

	Number	Percent	95% CI
Increased	76	40.2 %	± 4.7 %
Stayed the same	94	49.7 %	± 5.0 %
Decreased	19	10.1 %	± 2.6 %
Total	189	100.0 %	

Mean = 0.30

SD = 0.64

Missing Cases = 130

Response Percent = 59.2 %



Topic 4: Managing Privacy

Do you expect your company's use of second-party customer data to increase, decrease, or stay the same over the next two years?

	Number	Percent	95% CI
Increase	102	45.7 %	± 5.2 %
Stay the same	97	43.5 %	± 5.1 %
Decrease	24	10.8 %	± 2.9 %
Total	223	100.0 %	

Mean = 0.35

SD = 0.67

Missing Cases = 96

Response Percent = 69.9 %



Topic 4: Managing Privacy

How worried are you that your company's use of second-party customer data could raise questions about privacy?

	Number	Percent	95% CI
1=Not at all Worried	31	13.7 %	± 3.3 %
2=2	47	20.7 %	± 3.9 %
3=3	26	11.5 %	± 3.0 %
4=4	40	17.6 %	± 3.7 %
5=5	41	18.1 %	± 3.7 %
6=6	23	10.1 %	± 2.9 %
7=Very Worried	19	8.4 %	± 2.6 %
Total	227	100.0 %	

Mean = 3.70

SD = 1.85

Missing Cases = 92

Response Percent = 71.2 %



Topic 4: Managing Privacy

Third-party data are often collected, aggregated, and sold to companies. Has your company's use of third-party customer data increased, decreased, or stayed the same over the last two years?

	Number	Percent	95% CI
Increased	62	26.5 %	± 4.4 %
Stayed the same	69	29.5 %	± 4.6 %
Decreased	29	12.4 %	± 3.2 %
We have never used third-party customer data	74	31.6 %	± 4.7 %
Total	234	100.0 %	

Missing Cases = 85

Response Percent = 73.4 %

Has your company's use of third-party customer data increased, decreased, or stayed the same over the last two years? (Excludes those who do not use third-party customer data)

	Number	Percent	95% CI
Increased	62	38.8 %	± 4.4 %
Stayed the same	69	43.1 %	± 4.6 %
Decreased	29	18.1 %	± 3.2 %
Total	160	100.0 %	

Mean = 0.21

SD = 0.73

Missing Cases = 159

Response Percent = 50.2 %



Topic 4: Managing Privacy

Do you expect your company's use of third-party customer data to increase, decrease, or stay the same over the next two years?

	Number	Percent	95% CI
Increase	67	30.5 %	± 4.5 %
Stay the same	114	51.8 %	± 5.3 %
Decrease	39	17.7 %	± 3.6 %
Total	220	100.0 %	

Mean = 0.13

SD = 0.68

Missing Cases = 99

Response Percent = 69.0 %



Topic 4: Managing Privacy

How worried are you that your company's use of third-party customer data could raise questions about privacy?

	Number	Percent	95% CI
1=Not at all Worried	53	23.8 %	± 4.1 %
2=2	33	14.8 %	± 3.4 %
3=3	15	6.7 %	± 2.3 %
4=4	27	12.1 %	± 3.1 %
5=5	37	16.6 %	± 3.5 %
6=6	26	11.7 %	± 3.0 %
7=Very Worried	32	14.3 %	± 3.3 %
Total	223	100.0 %	

Mean = 3.75

SD = 2.16

Missing Cases = 96

Response Percent = 69.9 %



Topic 4: Managing Privacy

To what degree is managing customer privacy part of your marketing job?

	Number	Percent	95% CI
1=Not at all	11	4.7 %	± 2.0 %
2=2	34	14.6 %	± 3.4 %
3=3	24	10.3 %	± 2.9 %
4=4	42	18.0 %	± 3.7 %
5=5	43	18.5 %	± 3.8 %
6=6	33	14.2 %	± 3.4 %
7=A great deal	46	19.7 %	± 3.9 %
Total	233	100.0 %	

Mean = 4.52

SD = 1.84

Missing Cases = 86

Response Percent = 73.0 %



Topic 4: Managing Privacy

In the wake of third-party cookies disappearing, which actions has your company taken?

	Number	Percent	95% CI
Created a stronger data strategy to capture better information around customer touchpoints	112	58.3 %	± 7.0 %
Invested in innovations to engage with customers directly	97	50.5 %	± 7.1 %
Reduced internal data siloes to generate a more complete view of consumers	62	32.3 %	± 6.7 %
Invested in customer data platform (CDP) that offers better information about the customer journey	58	30.2 %	± 6.6 %
Created strategic partnerships with agencies and partners to generate data around customer touchpoints	55	28.6 %	± 6.5 %
Offered customers incentives to provide access to their data	48	25.0 %	± 6.2 %
Invested in more traditional advertising outside of online approaches	38	19.8 %	± 5.7 %
Used data clean rooms to input rich first-party information and benefit from scaled, shared advertising insights	16	8.3 %	± 3.9 %
Made acquisitions and joint ventures to gain more direct access to customer touchpoint data	12	6.3 %	± 3.5 %
Total	498		

Number of Cases = 192

Number of Responses = 498

Average Number of Responses Per Case = 2.6

Number of Cases With At Least One Response = 192

Response Percent = 100.0 %



Topic 4: Managing Privacy

Privacy notices increase/decrease/have no effect on likelihood that your customers will take the following actions:

	Increase	Decrease	No Effect	Total
Share data with your company	43 19.3%	56 25.1%	124 55.6%	223 100.0%
Search on your website or engage with your app	57 25.6%	19 8.5%	147 65.9%	223 100.0%
Purchase once they search on the website or app	35 15.9%	10 4.5%	175 79.5%	220 100.0%
Think highly of your brand	99 45.0%	3 1.4%	118 53.6%	220 100.0%
Give your company positive word of mouth	73 33.2%	5 2.3%	142 64.5%	220 100.0%
Stay loyal to you over time	80 36.5%	4 1.8%	135 61.6%	219 100.0%



Topic 4: Managing Privacy

When consumers click “I agree” to a privacy notice, do you believe:

	Yes	No	Total
They have carefully read the related disclosures and allowances?	11 4.8%	218 95.2%	229 100.0%
They have a clear understanding of what the privacy notification means for them?	22 9.6%	206 90.4%	228 100.0%



Topic 4: Managing Privacy

Do you think customers would switch from a brand they are loyal to a different brand that offers better privacy protections?

	Number	Percent	95% CI
Yes	87	37.8 %	± 4.9 %
No	143	62.2 %	± 5.5 %
Total	230	100.0 %	

Missing Cases = 89

Response Percent = 72.1 %



Topic 4: Managing Privacy

Which of the following actions, if any, has your company taken to increase the trust of your brand in the face of privacy concerns?

	Number	Percent	95% CI
Promise not to sell customers' personal information	128	63.1 %	± 6.7 %
Asked consumers to consent to your company's use of their data (i.e., informed consent)	118	58.1 %	± 6.8 %
Invested in technology infrastructure to reduce the likelihood of a data breach	106	52.2 %	± 6.9 %
Invested in increasing trust in your brand reputation	103	50.7 %	± 6.9 %
Make our privacy policy easy to understand	103	50.7 %	± 6.9 %
Shared privacy notices with consumers that communicate how your company will use their data	92	45.3 %	± 6.9 %
Developed a brand privacy policy	74	36.5 %	± 6.7 %
Invested in fostering customer referrals from trusted sources	65	32.0 %	± 6.5 %
Quickly disclose any data breaches	64	31.5 %	± 6.4 %
Invested in improving the amount of value you offer in return for shared customer information	54	26.6 %	± 6.1 %
Used privacy as a brand differentiator	10	4.9 %	± 3.0 %
Total	917		

Number of Cases = 203

Number of Responses = 917

Average Number of Responses Per Case = 4.5

Number of Cases With At Least One Response = 203

Response Percent = 100.0 %



Topic 5: Marketing and Climate Change

Check all of the actions your company is likely to make in order to reduce the negative impact of its marketing-related activities on the ecological environment.

	Number	Percent	95% CI
Changing products and/or services	94	51.9 %	± 7.4 %
Changing marketing promotions	77	42.5 %	± 7.3 %
Changing partners	56	30.9 %	± 6.8 %
Changing distribution	48	26.5 %	± 6.5 %
Changing brand	29	16.0 %	± 5.4 %
Changing market selection	25	13.8 %	± 5.1 %
Total	329		

Number of Cases = 181

Number of Responses = 329

Average Number of Responses Per Case = 1.8

Number of Cases With At Least One Response = 181

Response Percent = 100.0 %



Topic 5: Marketing and Climate Change

Does your company have explicit goals related to its impact on climate change?

	Number	Percent	95% CI
Yes	94	33.7 %	± 5.0 %
No	185	66.3 %	± 5.5 %
Total	279	100.0 %	

Missing Cases = 40

Response Percent = 87.5 %



Topic 5: Marketing and Climate Change

Do you believe your company is willing to make short-term financial sacrifices to achieve climate-change goals?

	Number	Percent	95% CI
Yes	130	47.4 %	± 5.4 %
No	144	52.6 %	± 5.5 %
Total	274	100.0 %	

Missing Cases = 45

Response Percent = 85.9 %



Topic 5: Marketing and Climate Change

Is reducing climate change part of marketing's job responsibility in your company?

	Number	Percent	95% CI
Yes	66	24.0 %	± 4.5 %
No	209	76.0 %	± 5.3 %
Total	275	100.0 %	

Missing Cases = 44

Response Percent = 86.2 %



Topic 5: Marketing and Climate Change

How is climate change affecting your customers and/or partners? Customers and/or partners are ...

	Number	Percent	95% CI
Shifting demand to more climate-friendly products/ services	115	57.5 %	± 6.9 %
Increasing demands for transparency on climate impact	102	51.0 %	± 7.0 %
Increasing the level of reuse, resale or recycling of products/services	89	44.5 %	± 7.0 %
Reducing overall consumption	54	27.0 %	± 6.2 %
Willing to pay a higher price for more climate-friendly products/services	49	24.5 %	± 6.0 %
Total	409		

Number of Cases = 200

Number of Responses = 409

Average Number of Responses Per Case = 2.0

Number of Cases With At Least One Response = 200

Response Percent = 100.0 %



Topic 5: Marketing and Climate Change

Have you incorporated climate change issues into your brand strategy?

	Number	Percent	95% CI
Yes	91	33.0 %	± 5.0 %
No	185	67.0 %	± 5.5 %
Total	276	100.0 %	

Missing Cases = 43

Response Percent = 86.5 %



Topic 5: Marketing and Climate Change

What specific actions is your company taking to reduce the risk of climate change?

	Number	Percent	95% CI
No climate-related marketing actions taken	106	39.7 %	± 5.9 %
Reducing the climate impact of your products/services	87	32.6 %	± 5.7 %
Increasing reuse, resale or recycling levels in your company	83	31.1 %	± 5.6 %
Increasing innovation investments into environmentally friendly products/services	72	27.0 %	± 5.4 %
Reducing the climate impact of your packaging	67	25.1 %	± 5.2 %
Offsetting climate impact by participating in environmental projects	56	21.0 %	± 4.9 %
Adopting climate-related metrics	50	18.7 %	± 4.7 %
Adopting climate-related goals in marketing	42	15.7 %	± 4.4 %
Selecting partners based on climate impact	40	15.0 %	± 4.3 %
Reducing the climate impact of your distribution channel	39	14.6 %	± 4.3 %
Reducing the climate impact of your marketing communications	34	12.7 %	± 4.0 %
Encouraging customers/partners to buy/consume less	25	9.4 %	± 3.5 %
Reducing the climate impact of your digital marketing activities	15	5.6 %	± 2.8 %
Total	716		

Number of Cases = 267

Number of Responses = 716

Average Number of Responses Per Case = 2.7

Number of Cases With At Least One Response = 267

Response Percent = 100.0 %



Topic 5: Marketing and Climate Change

To what degree will making changes to reduce the climate impact of your products/services impact your customers' experience with your products/services?

	Number	Percent	95% CI
1=Not at all	83	31.1 %	± 4.8 %
2	59	22.1 %	± 4.3 %
3	28	10.5 %	± 3.1 %
4	35	13.1 %	± 3.5 %
5	43	16.1 %	± 3.8 %
6	14	5.2 %	± 2.3 %
7=a great deal	5	1.9 %	± 1.4 %
Total	267	100.0 %	

Mean = 2.84

SD = 1.73

Missing Cases = 52

Response Percent = 83.7 %



Topic 5: Marketing and Climate Change

Does your company use strategies to nudge your customers/partners to accept changes your company is making to reduce its climate impact?

	Number	Percent	95% CI
Yes	68	25.2 %	± 4.5 %
No	202	74.8 %	± 5.3 %
Total	270	100.0 %	

Missing Cases = 49

Response Percent = 84.6 %



Topic 5: Marketing and Climate Change

Rate the difficulty of communicating ideas related to the climate impact of your business to your customers/partners.

	Number	Percent	95% CI
1=Not at all	40	15.6 %	± 3.7 %
2	28	10.9 %	± 3.1 %
3	24	9.3 %	± 2.9 %
4	55	21.4 %	± 4.2 %
5	44	17.1 %	± 3.8 %
6	37	14.4 %	± 3.5 %
7=very difficult	29	11.3 %	± 3.2 %
Total	257	100.0 %	

Mean = 4.02

SD = 1.93

Missing Cases = 62

Response Percent = 80.6 %



Topic 5: Marketing and Climate Change

Will customers/partners reward your company for taking actions to reduce its impact on climate change?

	Number	Percent	95% CI
Yes	91	34.0 %	± 5.0 %
No	177	66.0 %	± 5.5 %
Total	268	100.0 %	

Missing Cases = 51

Response Percent = 84.0 %



Topic 6: Marketing Spending

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

Minimum = 0.00

Maximum = 41.86

Mean = 11.75

Median = 8

Standard Deviation (Unbiased Estimate) = 11.50

95 Percent Confidence Interval Around the Mean = 10.08 - 13.43

Valid Cases = 181

Missing Cases = 138

Response Percent = 56.7%



Topic 6: Marketing Spending

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

Minimum = 0

Maximum = 51.39

Mean = 10.35

Median = 5

Standard Deviation (Unbiased Estimate) = 13.82

95 Percent Confidence Interval Around the Mean = 8.38 - 12.33

Valid Cases = 188

Missing Cases = 131

Response Percent = 58.9%



Topic 6: Marketing Spending

Compared to your company's R&D budget, what is the size of your company's marketing budget?

	Number	Percent	95% CI
Marketing Budget > R&D Budget			
50%	39	21.0 %	± 3.6 %
40%	1	0.5 %	± 0.6 %
30%	7	3.8 %	± 1.6 %
20%	11	5.9 %	± 2.0 %
10%	3	1.6 %	± 1.1 %
5%	7	3.8 %	± 1.6 %
Marketing Budget = R&D Budget	20	10.8 %	± 2.7 %
R&D Budget > Marketing Budget			
5%	4	2.2 %	± 1.2 %
10%	1	0.5 %	± 0.6 %
20%	13	7.0 %	± 2.2 %
30%	18	9.7 %	± 2.6 %
40%	11	5.9 %	± 2.0 %
50%	51	27.4 %	± 4.1 %
Total	186	100.0 %	

Mean = R&D Budgets are 7.18% larger than Marketing Budgets
SD = 38.02

Missing Cases = 133
Response Percent = 58.3 %



Topic 6: Marketing Spending

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

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Overall marketing spending	10.27	23.94	6.95 - 13.59	10	-46.04	68.75	200
Digital marketing spending	20.22	31.96	15.77 - 24.67	10	-100	100	198



Topic 6: Marketing Spending

What percent of your marketing budget does your company currently spend on digital and non-digital marketing activities?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
% digital	57.1	28.8	53.1 - 61.1	60	0	100	198
% non-digital	42.9	28.8	38.9 - 46.9	40	0	100	198



Topic 6: 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
Digital marketing spending	16.18	16.78	13.77 - 18.60	10	-23.46	58.26	186
Overall marketing spending	13.57	17.52	11.06 - 16.08	10	-25	58.88	187
Brand building	11.81	17.89	9.19 - 14.43	5	-35.05	60.79	179
Customer relationship management	9.53	12.35	7.70 - 11.36	5	-5	44.86	175
New product introductions	8.81	12.87	6.92 - 10.70	5	-23.48	42.88	178
Customer experience spending	8.57	11.62	6.85 - 10.29	5	-24.33	44.27	175
New service introductions	5.32	9.47	3.90 - 6.75	0	-19.66	31.91	169
Traditional advertising spending	2.88	16.14	0.48 - 5.28	0	-40.63	49.72	174



Topic 6: Marketing Spending

How do your company's budgets for customer acquisition and customer retention compare?

	Number	Percent	95% CI
Retention Budget > Acquisition Budget			
50%	9	4.6 %	± 1.8 %
40%	4	2.0 %	± 1.2 %
30%	9	4.6 %	± 1.8 %
20%	9	4.6 %	± 1.8 %
10%	6	3.0 %	± 1.5 %
5%	1	0.5 %	± 0.6 %
Retention Budget = Acquisition Budget	46	23.4 %	± 3.9 %
Acquisition Budget > Retention Budget			
5%	5	2.5 %	± 1.4 %
10%	8	4.1 %	± 1.7 %
20%	17	8.6 %	± 2.5 %
30%	24	12.2 %	± 2.9 %
40%	9	4.6 %	± 1.8 %
50%	50	25.4 %	± 4.0 %
Total	197	100.0 %	

Mean = Customer Acquisition Budgets are 14.7% larger than Customer Retention Budgets
SD = 29.21

Missing Cases = 122
Response Percent = 61.8 %



Topic 6: Marketing Spending

What percent of your marketing budget is currently spent on initiatives related to customer experience?

Minimum = 0

Maximum = 90

Mean = 13.93

Median = 10

Standard Deviation (Unbiased Estimate) = 17.15

95 Percent Confidence Interval Around the Mean = 11.48 - 16.39

Valid Cases = 188

Missing Cases = 131

Response Percent = 58.9%



Topic 6: Marketing Spending

What percent of your marketing budget does your company spend targeting the market in China?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Current?	1.14	4.71	0.49 - 1.80	0	0	45	198
What was this percentage 3 years ago?	1.10	5.03	0.39 - 1.81	0	0	55	193
What do you predict it will be 3 years from now?	2.29	7.29	1.26 - 3.32	0	0	65	192



Topic 7: Social Media and Mobile Marketing

What percent of your marketing budget do you spend on mobile activities? Now, 12 months, 5 years?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
What percent of your marketing budget do you currently spend on mobile activities?	13.25	16.45	11.05 - 15.45	5	0	53.12	215
% What percent will you spend on mobile in the next 12 months?	18.65	21.79	15.73 - 21.58	10	0	90	213
What percent will you spend on mobile activities in five years?	28.34	24.63	25.02 - 31.65	20	0	78.88	212



Topic 7: Social Media and Mobile Marketing

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

	Number	Percent	95% CI
1=Not at all	73	33.6 %	± 4.6 %
2	35	16.1 %	± 3.5 %
3	20	9.2 %	± 2.7 %
4	27	12.4 %	± 3.1 %
5	37	17.1 %	± 3.5 %
6	15	6.9 %	± 2.3 %
7=Very highly	10	4.6 %	± 1.9 %
Total	217	100.0 %	

Mean = 3.02

SD = 1.92

Missing Cases = 102

Response Percent = 68.0 %



Topic 7: Social Media and Mobile Marketing

What percent of your marketing budget do you spend on social media? Now, 12 months, 5 years?

	Mean	SD	95% CI	Median	Total
...of your marketing budget do you currently spend on social media?	15.35	15.68	13.28 - 17.42	10	220
...will you spend in the next 12 months?	18.13	16.24	15.98 - 20.29	10	218
...do you predict you will spend in five years?	23.45	16.63	21.23 - 25.66	20	217



Topic 7: Social Media and Mobile Marketing

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

Minimum = 0

Maximum = 85.3

Mean = 21.5

Median = 0

Standard Deviation (Unbiased Estimate) = 30.2

95 Percent Confidence Interval Around the Mean = 17.5 - 25.6

Valid Cases = 216

Missing Cases = 103

Response Percent = 67.7%



Topic 7: Social Media and Mobile Marketing

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

	Number	Percent	95% CI
1=Not At All Effectively	31	14.0 %	± 3.3 %
2=2	48	21.6 %	± 4.0 %
3=3	36	16.2 %	± 3.5 %
4=4	37	16.7 %	± 3.5 %
5=5	44	19.8 %	± 3.8 %
6=6	20	9.0 %	± 2.7 %
7=Very Effectively	6	2.7 %	± 1.5 %
Total	222	100.0 %	

Mean = 3.45

SD = 1.67

Missing Cases = 97

Response Percent = 69.6 %



Topic 7: Social Media and Mobile Marketing

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

	Number	Percent	Cumulative
1=Not At All Effectively	9	4.0 %	4.0 %
2=2	15	6.7 %	10.8 %
3=3	30	13.5 %	24.2 %
4=4	45	20.2 %	44.4 %
5=5	46	20.6 %	65.0 %
6=6	53	23.8 %	88.8 %
7=Very Effectively	25	11.2 %	100.0 %
Total	223	100.0 %	100.0 %

Mean = 4.63

SD = 1.60

Missing Cases = 96

Response Percent = 69.9 %



Topic 7: Social Media and Mobile Marketing

What percentage of your marketing budget involves the use of any type of influencer strategy?

	Mean	SD	95% CI	Median	Total
One year ago	4.04	10.34	2.65 - 5.43	0	213
Currently	5.56	10.83	4.12 - 7.00	0	217
3 years from now	10.88	15.61	8.78 - 12.98	5	212



Topic 7: Social Media and Mobile Marketing

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

	Number	Percent	95% CI
1=Not At All	28	12.8 %	± 3.1 %
2	43	19.6 %	± 3.8 %
3	28	12.8 %	± 3.1 %
4	42	19.2 %	± 3.7 %
5	45	20.5 %	± 3.8 %
6	25	11.4 %	± 3.0 %
7=Very Highly	8	3.7 %	± 1.7 %
Total	219	100.0 %	

Mean = 3.64

SD = 1.71

Missing Cases = 100

Response Percent = 68.7 %



Topic 7: Social Media and Mobile Marketing

Does your company use an app?

	Number	Percent	95% CI
Yes	61	26.4 %	± 4.3 %
No	170	73.6 %	± 5.5 %
Total	231	100.0 %	

Missing Cases = 88

Response Percent = 72.4 %



Topic 7: Social Media and Mobile Marketing

Approximately what percent of revenue has your app(s) generated for your business?

	Number	Percent	95% CI
No revenue [0%]	17	28.3 %	± 11.6 %
Little revenue [< 5%]	17	28.3 %	± 11.6 %
Some revenue [5 - 10%]	8	13.3 %	± 8.7 %
Moderate revenue [10 - 15%]	6	10.0 %	± 7.7 %
High revenue [15%+]	12	20.0 %	± 10.3 %
Total	60	100.0 %	

Missing Cases = 1

Response Percent = 98.4 %



Topic 8: Marketing Jobs

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

Minimum = -80

Maximum = 100

Mean = 12.15

Median = 5

Standard Deviation (Unbiased Estimate) = 27.96

95 Percent Confidence Interval Around the Mean = 8.46 - 15.84

Valid Cases = 221

Missing Cases = 98

Response Percent = 69.3%



Topic 8: Marketing Jobs

Evaluate these types of voluntary turnover in your marketing organization over the last year.

	Mean	SD	95% CI	Median	Total
% What percent of your current marketing organization departed voluntarily over the last year?	10.84	17.91	8.46 - 13.22	5	218
% What percent of these losses do you believe are part of the movement called “the great resignation”?	33.30	39.00	26.43 - 40.16	10	124
% What percent of these losses do you believe are due to pandemic-related pressures?	17.22	27.85	12.33 - 22.10	5	125



Topic 8: 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 = -39.70

Maximum = 64.28

Mean = 10.48

Median = 5

Standard Deviation (Unbiased Estimate) = 19.27

95 Percent Confidence Interval Around the Mean = 7.93 - 13.04

Valid Cases = 218

Missing Cases = 101

Response Percent = 68.3%



Topic 8: Marketing Jobs

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

Minimum = 0

Maximum = 20.11

Mean = 4.10

Median = 3

Standard Deviation (Unbiased Estimate) = 4.71

95 Percent Confidence Interval Around the Mean = 3.47 - 4.73

Valid Cases = 216

Missing Cases = 103

Response Percent = 67.7%



Topic 8: Marketing Jobs

How does your company approach the development of new marketing capabilities?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
We build new marketing capabilities ourselves by training current or hiring new employees with the skills.	59.16	29.96	55.09 - 63.23	60	0	100	208
We partner with other marketing agencies to learn new marketing skills.	15.70	19.54	13.04 - 18.35	10	0	90	208
We partner with other consultancies to learn new marketing skills.	11.95	16.73	9.67 - 14.22	10	0	100	208
We partner with other companies to learn new marketing skills.	11.88	15.09	9.82 - 13.93	5	0	75	208
We buy other companies to acquire new marketing skills.	1.32	4.72	0.68 - 1.96	0	0	30	208



Topic 9: Marketing Leadership

How has the role of marketing in your company changed during the last year?

	Number	Percent	95% CI
Increased in importance	203	67.9 %	± 5.3 %
Decreased in importance	22	7.4 %	± 2.8 %
No change	74	24.7 %	± 4.7 %
Total	299	100.0 %	

Missing Cases = 20

Response Percent = 93.7 %



Topic 9: Marketing Leadership

How well aligned are marketing and finance leaders in your company on goals, strategies, and tools/data?

	Number	Percent	95% CI
1=Not at all	2	0.7 %	± 0.9 %
2	10	3.4 %	± 1.9 %
3	15	5.1 %	± 2.3 %
4	36	12.1 %	± 3.5 %
5	73	24.6 %	± 4.6 %
6	93	31.3 %	± 5.0 %
7=Very Highly	68	22.9 %	± 4.5 %
Total	297	100.0 %	

Mean = 5.42

SD = 1.34

Missing Cases = 22

Response Percent = 93.1 %



Topic 9: Marketing Leadership

How much time do you spend managing the present versus preparing for the future of marketing in your company?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Managing the present	64.31	18.62	62.20 - 66.42	70	10	99	299
Preparing for the future	35.69	18.62	33.58 - 37.80	30	1	90	299



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	82	27.5 %	± 4.8 %
No	216	72.5 %	± 5.2 %
Total	298	100.0 %	

Missing Cases = 21

Response Percent = 93.4 %



Topic 10: Marketing and Diversity, Equity, and Inclusion

By what percent has marketing spending on DE&I changed in the last year?

Minimum = 0

Maximum = 100

Mean = 10.83

Median = 0

Standard Deviation (Unbiased Estimate) = 20.58

95 Percent Confidence Interval Around the Mean = 8.45 - 13.21

Valid Cases = 288

Missing Cases = 31

Response Percent = 90.3%



Topic 10: Marketing and Diversity, Equity, and Inclusion

What types of impact have you been able to document for DE&I?

	Number	Percent	95% CI
Increased employee acquisition and/or retention	115	40.8 %	± 5.8 %
Improved brand reputation	106	37.6 %	± 5.7 %
Improved relationships with other stakeholders	78	27.7 %	± 5.3 %
We have not taken any DE&I actions	70	24.8 %	± 5.1 %
Increased customer acquisition and/or retention	43	15.2 %	± 4.2 %
We do not have any DE&I objectives	39	13.8 %	± 4.1 %
Improved innovation levels	27	9.6 %	± 3.5 %
Increased shareholder value	27	9.6 %	± 3.5 %
Total	505		

Number of Cases = 282

Number of Responses = 505

Average Number of Responses Per Case = 1.8

Number of Cases With At Least One Response = 282

Response Percent = 100.0 %

Topic 10: Marketing and Diversity, Equity, and Inclusion

What barriers do you experience when trying to envision DE&I-related opportunities in marketing?

	Number	Percent	95% CI
Other opportunities crowd out DE&I opportunities	94	34.6 %	± 5.7 %
We don't dedicate enough time to envision DE&I opportunities	84	30.9 %	± 5.5 %
Our company has not experienced any challenges in envisioning DE&I opportunities in marketing	59	21.7 %	± 4.9 %
Our company has not considered any DE&I opportunities in marketing	49	18.0 %	± 4.6 %
Our company does not see DE&I as part of its brand purpose	47	17.3 %	± 4.5 %
We lack the knowledge necessary to envision DE&I opportunities	41	15.1 %	± 4.3 %
We don't have enough diversity in our marketing employees to see DE&I opportunities	36	13.2 %	± 4.1 %
We don't have enough diversity in our marketing and agency partners to see DE&I opportunities	32	11.8 %	± 3.9 %
Total	442		

Number of Cases = 272

Number of Responses = 442

Average Number of Responses Per Case = 1.6

Number of Cases With At Least One Response = 272

Response Percent = 100.0 %



Topic 11: Marketing Performance

Compared to 2020, rate your company's performance during the prior 12 months: Sales revenue

	Number	Percent	Cumulative
-75%	2	1.0 %	1.0 %
-50%	1	0.5 %	1.6 %
-40%	3	1.6 %	3.1 %
-30%	6	3.1 %	6.2 %
-20%	6	3.1 %	9.3 %
-10%	8	4.1 %	13.5 %
-7%	0	0.0 %	13.5 %
-5%	2	1.0 %	14.5 %
-3%	2	1.0 %	15.5 %
-1%	1	0.5 %	16.1 %
0	10	5.2 %	21.2 %
+1%	4	2.1 %	23.3 %
+3%	7	3.6 %	26.9 %
+5%	15	7.8 %	34.7 %
+7%	18	9.3 %	44.0 %
+10%	36	18.7 %	62.7 %
+20%	23	11.9 %	74.6 %
+30%	19	9.8 %	84.5 %
+40%	8	4.1 %	88.6 %
+50%	6	3.1 %	91.7 %
+75%	16	8.3 %	100.0 %
Total	193	100.0 %	100.0 %

Mean = 14.09

SD = 26.80

Missing Cases = 126

Response Percent = 60.5 %



Topic 11: Marketing Performance

Compared to 2020, rate your company's performance during the prior 12 months: Profits

	Number	Percent	Cumulative
-75%	3	1.6 %	1.6 %
-50%	3	1.6 %	3.2 %
-40%	1	0.5 %	3.8 %
-30%	3	1.6 %	5.4 %
-20%	9	4.8 %	10.2 %
-10%	6	3.2 %	13.4 %
-7%	0	0.0 %	13.4 %
-5%	4	2.2 %	15.6 %
-3%	2	1.1 %	16.7 %
-1%	1	0.5 %	17.2 %
0	21	11.3 %	28.5 %
+1%	6	3.2 %	31.7 %
+3%	9	4.8 %	36.6 %
+5%	19	10.2 %	46.8 %
+7%	10	5.4 %	52.2 %
+10%	31	16.7 %	68.8 %
+20%	18	9.7 %	78.5 %
+30%	10	5.4 %	83.9 %
+40%	14	7.5 %	91.4 %
+50%	7	3.8 %	95.2 %
+75%	9	4.8 %	100.0 %
Total	186	100.0 %	100.0 %

Mean = 10.65

SD = 25.76

Missing Cases = 133

Response Percent = 58.3 %



Topic 11: Marketing Performance

Compared to 2020, rate your company's performance during the prior 12 months: Customer acquisition

	Number	Percent	Cumulative
-75%	1	0.5 %	0.5 %
-50%	1	0.5 %	1.1 %
-40%	0	0.0 %	1.1 %
-30%	2	1.1 %	2.2 %
-20%	8	4.4 %	6.6 %
-10%	8	4.4 %	11.0 %
-7%	1	0.5 %	11.5 %
-5%	1	0.5 %	12.1 %
-3%	0	0.0 %	12.1 %
-1%	0	0.0 %	12.1 %
0	21	11.5 %	23.6 %
+1%	6	3.3 %	26.9 %
+3%	13	7.1 %	34.1 %
+5%	22	12.1 %	46.2 %
+7%	7	3.8 %	50.0 %
+10%	34	18.7 %	68.7 %
+20%	25	13.7 %	82.4 %
+30%	10	5.5 %	87.9 %
+40%	8	4.4 %	92.3 %
+50%	4	2.2 %	94.5 %
+75%	10	5.5 %	100.0 %
Total	182	100.0 %	100.0 %

Mean = 11.96

SD = 22.35

Missing Cases = 137

Response Percent = 57.1 %



Topic 11: Marketing Performance

Compared to 2020, 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%	2	1.1 %	1.1 %
-20%	4	2.2 %	3.3 %
-10%	5	2.8 %	6.1 %
-7%	2	1.1 %	7.2 %
-5%	7	3.9 %	11.0 %
-3%	4	2.2 %	13.3 %
-1%	3	1.7 %	14.9 %
0	48	26.5 %	41.4 %
+1%	3	1.7 %	43.1 %
+3%	13	7.2 %	50.3 %
+5%	19	10.5 %	60.8 %
+7%	5	2.8 %	63.5 %
+10%	27	14.9 %	78.5 %
+20%	12	6.6 %	85.1 %
+30%	7	3.9 %	89.0 %
+40%	3	1.7 %	90.6 %
+50%	1	0.6 %	91.2 %
+75%	16	8.8 %	100.0 %
Total	181	100.0 %	100.0 %

Mean = 11.09

SD = 22.84

Missing Cases = 138

Response Percent = 56.7 %



Topic 11: Marketing Performance

Compared to 2020, rate your company's performance during the prior 12 months: Brand value

	Number	Percent	Cumulative
-75%	0	0.0 %	0.0 %
-50%	1	0.6 %	0.6 %
-40%	0	0.0 %	0.6 %
-30%	0	0.0 %	0.6 %
-20%	0	0.0 %	0.6 %
-10%	4	2.2 %	2.8 %
-7%	0	0.0 %	2.8 %
-5%	2	1.1 %	3.9 %
-3%	2	1.1 %	5.0 %
-1%	2	1.1 %	6.1 %
0	43	23.9 %	30.0 %
+1%	3	1.7 %	31.7 %
+3%	11	6.1 %	37.8 %
+5%	22	12.2 %	50.0 %
+7%	6	3.3 %	53.3 %
+10%	32	17.8 %	71.1 %
+20%	29	16.1 %	87.2 %
+30%	8	4.4 %	91.7 %
+40%	4	2.2 %	93.9 %
+50%	5	2.8 %	96.7 %
+75%	6	3.3 %	100.0 %
Total	180	100.0 %	100.0 %

Mean = 11.56

SD = 17.45

Missing Cases = 139

Response Percent = 56.4 %



Topic 11: Marketing Performance

Rate your company on each societal metric during the last 12 months:

	Mean & SD	Excellent 5	Good 4	Average 3	Fair 2	Poor 1	Total
Marketing that is beneficial for society	3.32 1.15	36 18.0%	46 23.0%	82 41.0%	17 8.5%	19 9.5%	200 100.0%
Minimizing the impact of marketing on the ecological environment	2.91 1.23	21 10.6%	42 21.1%	73 36.7%	25 12.6%	38 19.1%	199 100.0%



Topic 12: The CMO Survey Award for Marketing Excellence

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

Technology: Amazon, Salesforce, and Microsoft

Consumer Goods: Proctor & Gamble, Nike

Consumer Services: Geico

Healthcare: Johnson & Johnson, Cleveland Clinic



Topic 12: The CMO Survey Award for Marketing Excellence

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

Apple, Inc.



Appendix: Company-level Descriptive Information

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

	Number	Percent	95% CI
B2B - Product	106	33.3 %	± 5.2 %
B2B - Services	120	37.7 %	± 5.3 %
B2C - Product	60	18.9 %	± 4.3 %
B2C - Services	32	10.1 %	± 3.3 %
Total	318	100.0 %	

Missing Cases = 1

Response Percent = 99.7 %



Appendix: Company-level Descriptive Information

Which industry sector best describes your company?

	Number	Percent	95% CI
Technology [Software/Platform]	73	23.2 %	± 4.6 %
Professional Services/Consulting	34	10.8 %	± 3.4 %
Banking/Finance/Insurance	34	10.8 %	± 3.4 %
Consumer Packaged Goods	30	9.5 %	± 3.2 %
Healthcare	29	9.2 %	± 3.2 %
Manufacturing	26	8.3 %	± 3.0 %
Communications/Media	18	5.7 %	± 2.5 %
Retail	16	5.1 %	± 2.4 %
Energy	10	3.2 %	± 1.9 %
Transportation	9	2.9 %	± 1.8 %
Pharmaceuticals / Biotech	8	2.5 %	± 1.7 %
Education	7	2.2 %	± 1.6 %
Consumer Services	7	2.2 %	± 1.6 %
Real Estate	5	1.6 %	± 1.4 %
Mining/Construction	5	1.6 %	± 1.4 %
Wholesale	4	1.3 %	± 1.2 %
Total	315	100.0 %	

Missing Cases = 4

Response Percent = 98.7 %



Appendix: Company-level Descriptive Information

Number of Employees

	Number	Percent	95% CI
<50	70	22.0 %	± 4.6 %
50- 99	24	7.5 %	± 2.9 %
100- 499	73	23.0 %	± 4.6 %
500- 999	38	11.9 %	± 3.6 %
1,000- 2,499	33	10.4 %	± 3.4 %
2,500- 4,999	17	5.3 %	± 2.5 %
5000- 9999	18	5.7 %	± 2.5 %
10,000+	45	14.2 %	± 3.8 %
Total	318	100.0 %	

Missing Cases = 1

Response Percent = 99.7 %



Appendix: Company-level Descriptive Information

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

	Number	Percent	Cumulative
Less than \$10 million	67	21.3 %	21.3 %
\$10-25 million	28	8.9 %	30.3 %
\$26-99 million	52	16.6 %	46.8 %
\$100-499 million	68	21.7 %	68.5 %
\$500-999 million	20	6.4 %	74.8 %
\$1-2.5 billion	20	6.4 %	81.2 %
\$2.6-5 billion	24	7.6 %	88.9 %
\$5.1-9.9 billion	14	4.5 %	93.3 %
\$10-49 billion	16	5.1 %	98.4 %
More than \$50+ billion	5	1.6 %	100.0 %
Total	314	100.0 %	100.0 %

Missing Cases = 5

Response Percent = 98.4 %



Appendix: Company-level Descriptive Information

What percent of your company's sales is through the Internet?

	Number	Percent	95% CI
0%	115	37.8 %	± 5.3 %
1-10%	95	31.3 %	± 5.0 %
11-49%	39	12.8 %	± 3.6 %
50-99%	28	9.2 %	± 3.1 %
100%	27	8.9 %	± 3.1 %
Total	304	100.0 %	

Minimum = 0

Maximum = 84.45

Mean = 18.84

Median = 5

Standard Deviation (Unbiased Estimate) = 29.16

95 Percent Confidence Interval Around the Mean = 15.56 - 22.12

Missing Cases = 15

Response Percent = 95.3 %