



# Managing Brand, Growth, and Metrics

Highlights and Insights Report

**March 2023**

**Deloitte.**

DUKE  
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ASSOCIATION

# Leadership, Spending, and Metrics

Marketing’s role has expanded over the last three years. While brand, advertising, and digital marketing are the function’s top three responsibilities, marketing has also deepened its responsibilities in key strategic areas such as marketing analytics, revenue growth, innovation, and market entry.

Marketing budget as a percentage of company budget dropped to 12.3%, near pre-Covid levels. However, marketing budget as a percent of company revenues rose to 10.9%. Yearly growth in marketing spending slowed a notable 72% from a 10.4% increase in the last survey to just 2.9% growth over the last 12 months in this survey. While digital marketing spending also slowed, the decrease is less dramatic (45% change from 15.0% increase in marketing spending in the past survey to an 8.2% increase in this survey). On average, companies spend 53.8% of marketing budgets on digital marketing.

Marketers use an array of metrics, with a set of tactical and short-term metrics measured most consistently, including sales revenues, digital/web/mobile performance, content engagement, and lead generation. Key strategic and longer-term metrics, such as brand equity value, customer insight usage, brand differentiation/willingness to pay a premium, and customer lifetime value are, on the other hand, among the least likely to be measured. Compared to two years ago, there is an increase in the use of these key strategic metrics, whereas more tactical-short term metrics show flat or weakened use. The most notable jump is a 111% increase in measurement of “brand differentiation, customer willingness to pay premium” from 4.6% in 2021 to 9.7% in this survey. However, this is still among one of the least in-use metrics in marketers’ tool kits.

# Managing Growth

Marketers overwhelmingly think that “having the right talent” contributes most to future organic revenue growth, with “having the right operating model” as the second most important. “Having the right technology” jumped in importance to revenue growth from 9.0% in February 2020 to 13.5% in this survey.

When pursuing growth, marketers agree that the following behaviors help: (1) Connect growth opportunities to the company position and strategy; (2) Use an integrated marketing team in which digital and nondigital work together; and (3) Offer a strong interpretation of customer insights important to the growth opportunity. In terms of areas of improvement, marketers report to be less likely to: (1) Examine other industries for actions that might inspire company growth opportunities; (2) Identify how to move the business from core strengths into adjacent digital opportunities; and (3) Use an integrated marketing team in which marketing and finance experts work together.

In terms of spending on specific growth strategies in the past 12 months, the highest percentage of spending was allocated towards low-risk market penetration strategies (57.7%), followed by 19.6% offering development, 16.3% market development, and 6.5% diversification. The exception was B2C Service companies, which increased spending on market development by 111.6% from 7.9% to 16.7% of budgets. Organic growth is projected to continue to dominate growth strategies over the next year with 71% of companies using this approach relative to partnerships (12.5%), acquisitions (11.8%), and licensing (4.7%).

# Managing Brands

The majority of companies maintain a single corporate brand (51.0%) versus having a set of brands (26.3%) or a mix of both types of brands (22.7%). The majority of companies surveyed report having a “premium” brand (54.9%) relative to “standard” (19.0%), “super premium” (12.6%), “luxury” (9.1%), and “value” brands (4.3%). While most brands offer a broad range of products and services (4.5 on a 7-point scale of range) and stretch across multiple customer segments (4.5), it is far less common for brands to stretch across different price-quality tiers (3.6).

While firms spend an average of 40% of overall budget on long-term brand building and 60% on short-term performance, most firms report they would ideally spend around 50% on each category. Marketers report brand management and development capabilities are important to their company’s success, but that current effectiveness levels lag.

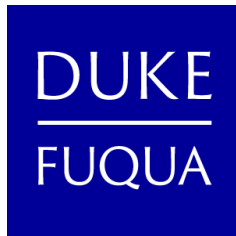
Building a brand is not the sole responsibility of the marketing department. While marketing is reported to work best with sales/distribution (5.4 on a 7-point scale), it works least well building brand with human resources (3.5) and finance (3.6). Companies are most likely to embrace ideas that connect brands to strong customer-focused purposes (5.9 on a 7-point scale), view brands as a key intangible asset owned by the company (5.6), view the CEO and senior leaders as brand representatives (5.5), and continually invest in maintaining the brand’s unique position in the marketplace (4.6).

# About The CMO Survey<sup>®</sup>

## 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.

The CMO Survey is an objective source of marketing information and a non-commercial service dedicated to the field of marketing.



## 30<sup>th</sup> EDITION

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.

This 30th edition of The CMO Survey collects key marketing indicators and examines growth strategies, branding decisions, and the use of marketing metrics in companies. Winners of The CMO Survey for Marketing Excellence are announced.



## SPONSORS

Sponsors for the 30<sup>th</sup> edition include Deloitte LLP, 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 are not provided to Survey sponsors or any other parties.



# Survey Reports and Methodology

## SURVEY REPORTS

Topline Report offers an aggregate view of survey results.

Highlights and Insights Report shares key survey metrics, trends, and insights over time.

Firm and Industry Breakout Report offers survey results by sectors, headcount, and sales.

Interpretive guide:

- M = Average
- SD = Standard deviation
- B2B = Business-to-Business firms
- B2C = Business-to-Consumer firms

## ADMINISTRATION

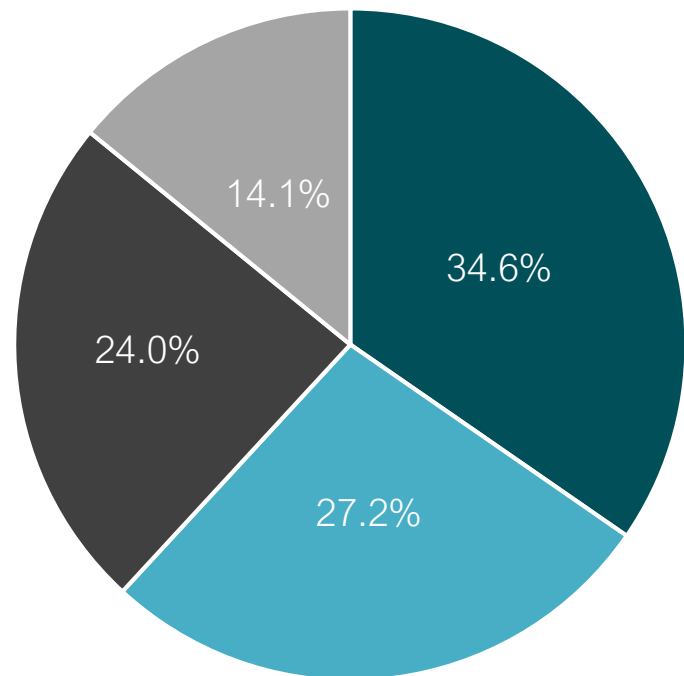
- Email contact with four follow-up reminders
- The Survey was in field from January 10-31, 2023

## SAMPLE

- 2747 marketing leaders at for-profit U.S. companies
- 314 responded for a 11.4% response rate
- 97% of respondents are VP-level or above

# Survey Participants (n=314)

## ECONOMIC SECTOR



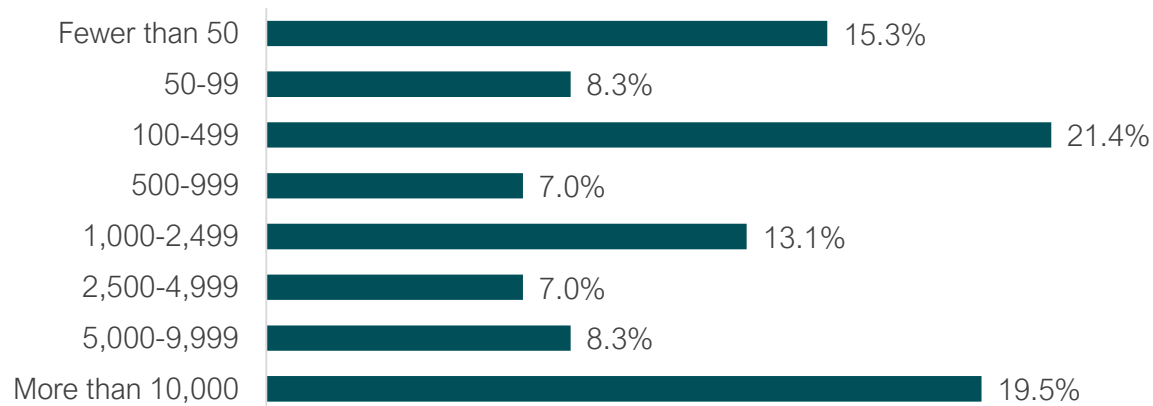
■ B2B Product    ■ B2B Services  
■ B2C Product    ■ B2C Services

## INDUSTRY SECTOR

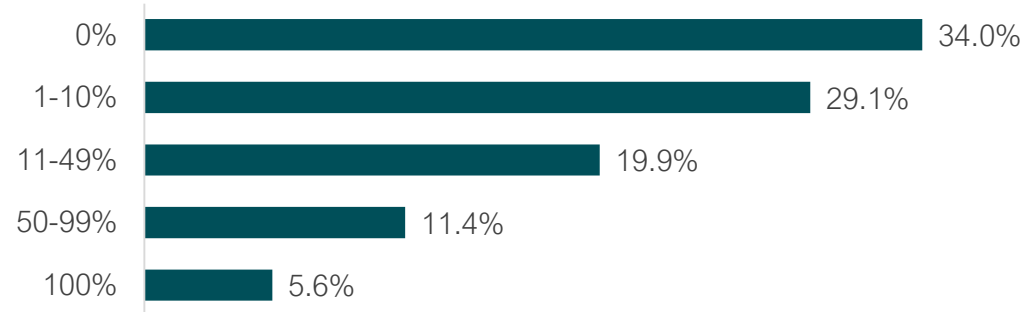
Technology	14.7%
Manufacturing	12.2%
Consumer Packaged Goods	12.2%
Professional Services/Consulting	11.5%
Retail/Wholesale	9.3%
Banking/Finance/Insurance	7.7%
Transportation	7.1%
Healthcare	6.7%
Communications/Media	3.8%
Education	2.9%
Pharmaceuticals/Biotech	2.6%
Energy	2.6%
Consumer Services	2.6%
Real Estate	2.6%
Mining/Construction	1.6%

# Survey Participants (n=314)

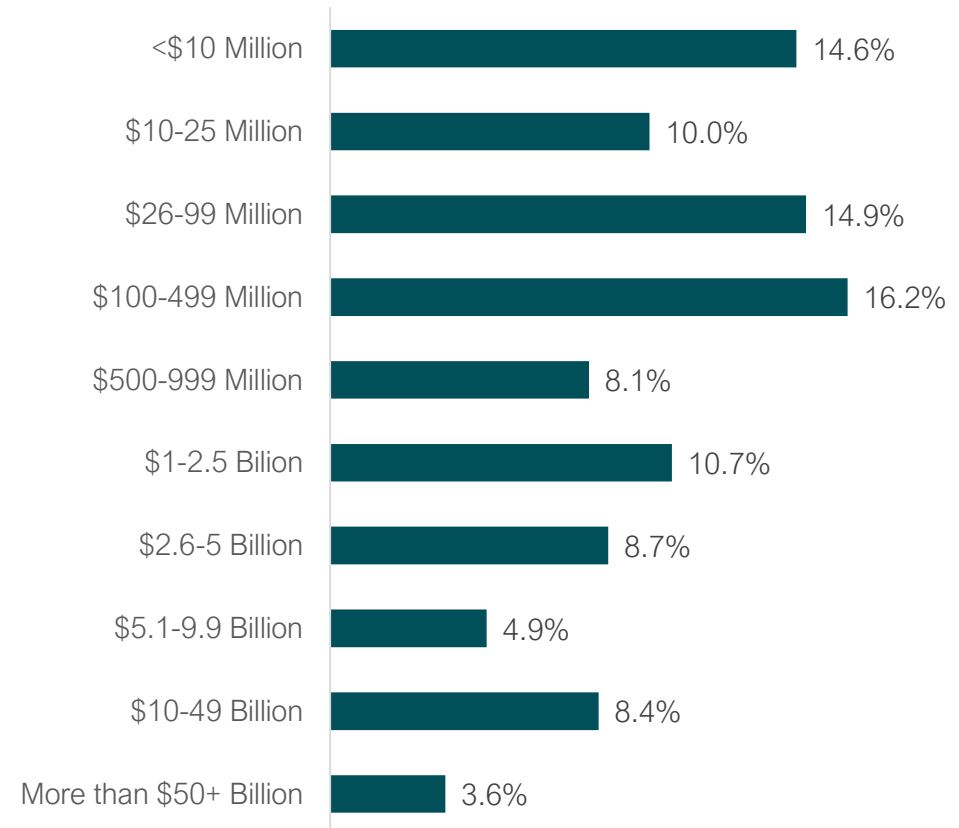
## NUMBER OF EMPLOYEES



## % INTERNET SALES



## SALES REVENUE



# 30th edition Topics

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# MACROECONOMIC FORECASTS

Optimism for the U.S. economy hit 58.3 on a 100-point scale, a slight increase from September 2022 (57.2). While these numbers reflect a large dip in optimism from the turning point of the pandemic (August 2021: 69.6), it is still far above the onset of the pandemic (June 2020: 50.9) and the recovery from the Great Recession (February 2009: 47.7).

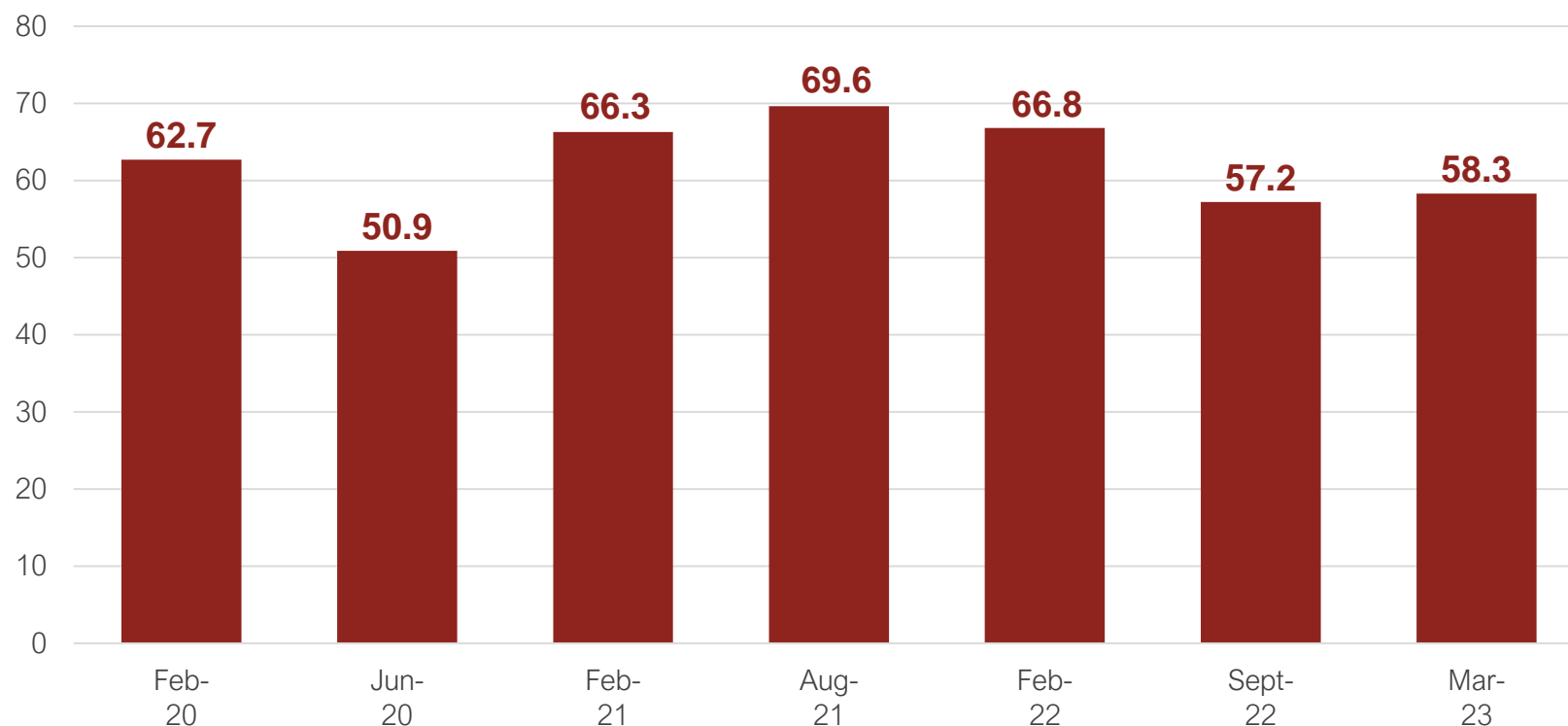
Overall, only 30.1% of marketers feel more optimistic while 40.9% feel less optimistic about the U.S. economy this quarter (Q1 2023) as compared to last quarter (Q4 2022). Although this may appear bleak, it is a marked improvement from the September 2022 survey when only 12.1% reported higher levels of optimism. This boost in optimism could be because consumers are still spending and many experts speculate that inflation may have peaked.

Considering the effect of inflationary pressures on spending, the majority of companies report a decrease in marketing spending levels (52.0%) or no impact (31.4%), while just 16.6% report an increase. Consumer Services (37.5%), Consumer Packaged Goods (29.4%), and Retail/Wholesale (28.6%) are most likely to report an increase in marketing spending due to inflationary pressures. Pure-play Internet companies appear to be most insulated from inflationary pressures, with 47.1% reporting no impact and only 29.4% reporting a decrease in spending.



# Marketer optimism about the U.S. economy remains tepid

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

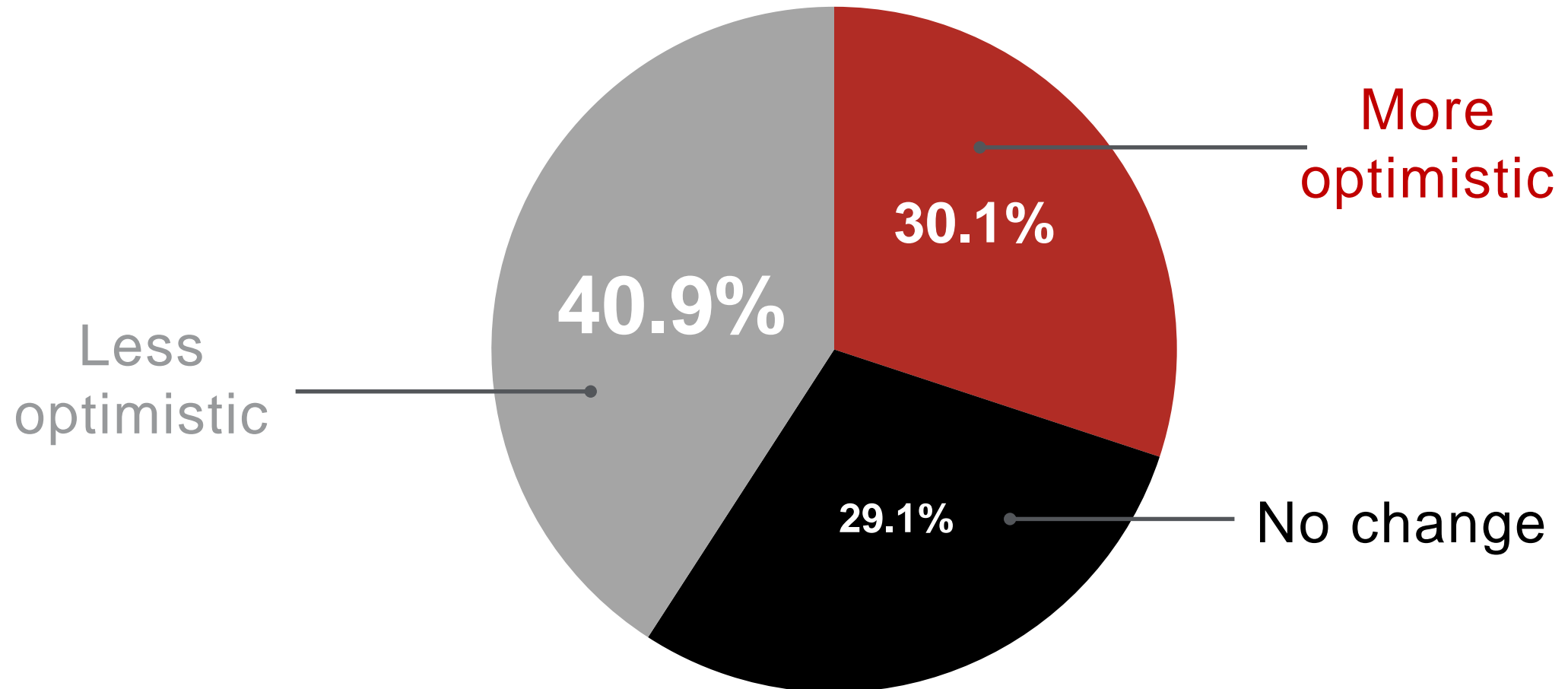


## Insights

Optimism levels are higher than June-2020 (50.9) when Covid hit hard and February-2009 (47.4) following the Great Recession. However, marketer optimism for the U.S. economy remains relatively weaker and flat over the last two quarters. Among industries, Energy is most optimistic (65.1). Surprisingly, Technology reports the second highest optimism (61.8), despite current layoffs and uncertainty. The least optimistic sectors are: Banking/Finance/ Insurance (50.9), Consumer Packaged Goods (54.1), and Communications/Media (55.2). CPG companies may be feeling pressure from price-conscious consumers who are anticipating a recession heading into summer. This is further reflected in the B2C Product sector, which reports below-average optimism (57.3)—the lowest among economic sectors.

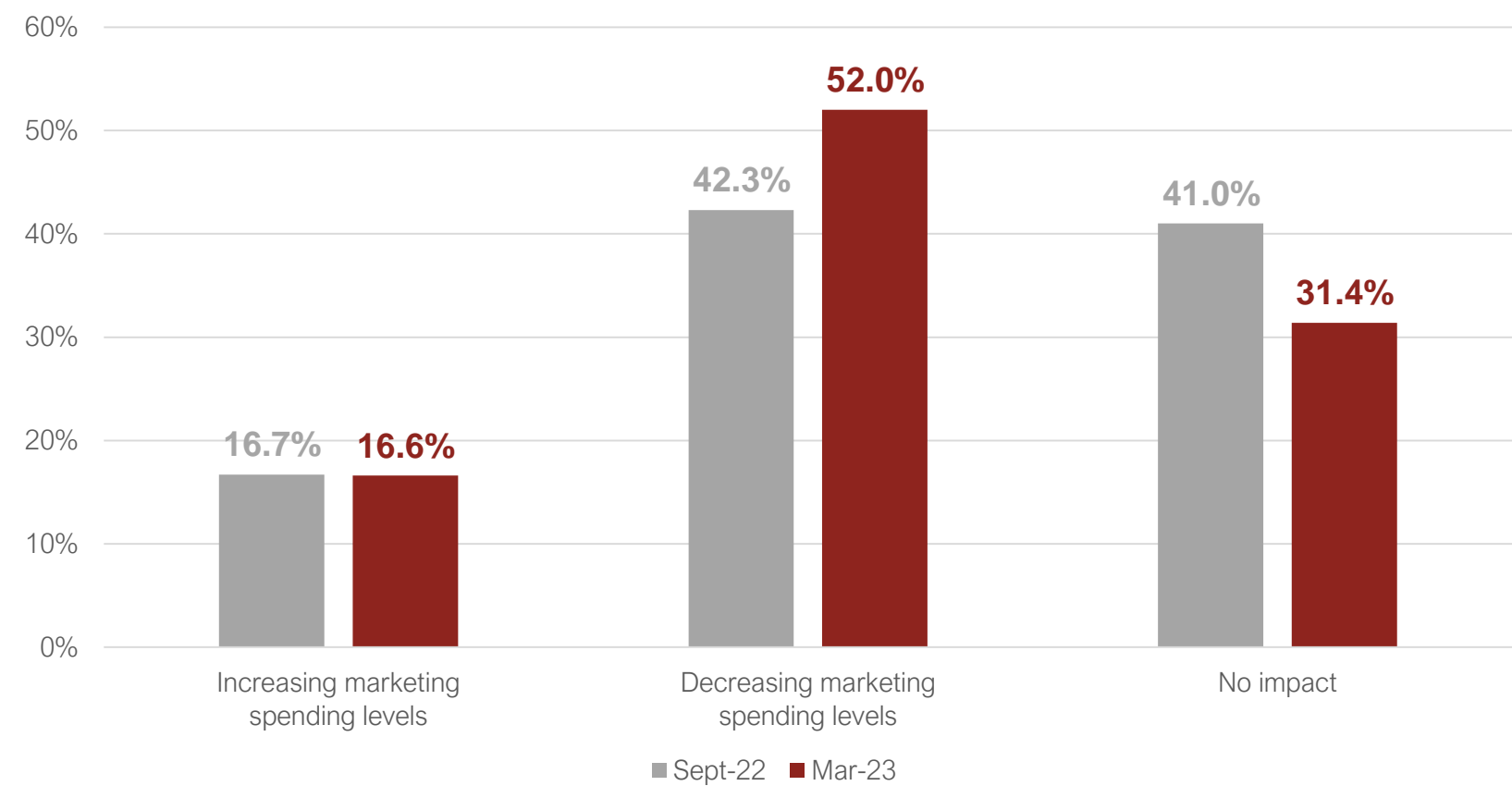
# More marketers less optimistic compared to last quarter

Are you more or less optimistic about the U.S. economy compared to last quarter?



# More than half of marketers report inflationary pressures are causing a decrease in spending, up 20% from last survey

Are current inflationary pressures impacting marketing spending levels in your company?



## Economic Sector

	Increasing	Decreasing
B2B Product	12.6%	58.3%
B2B Services	13.6%	50.6%
B2C Product	28.6%	44.3%
B2C Services	12.5%	50.0%



## Industry Sector

### Largest Marketing Spending Decreases

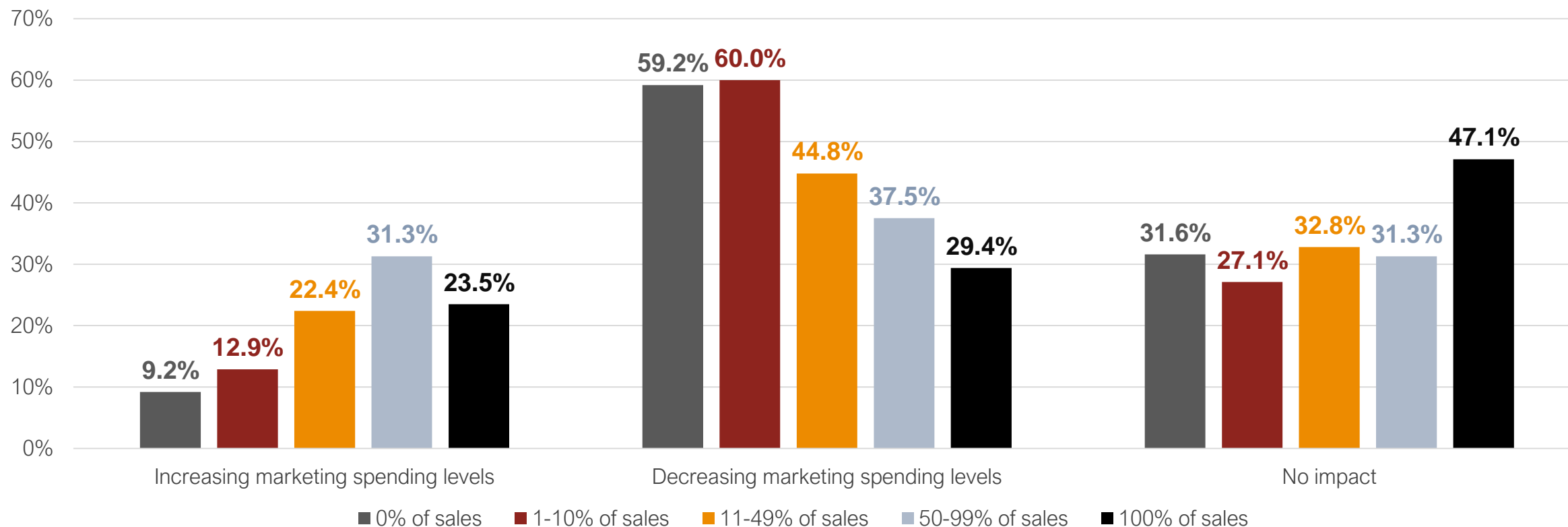
- Healthcare (77.8%)
- Banking/Finance/Insurance (73.9%)
- Manufacturing (67.6%)

### Largest Marketing Spending Increases

- Consumer Services (37.5%)
- Consumer Packaged Goods (29.4%)
- Retail/Wholesale (28.6%)

# Pure-play Internet brands most insulated from effects of inflation on marketing spending

Are current inflationary pressures impacting marketing spending levels in your company?  
(by % of Internet sales)





# CUSTOMERS AND CHANNELS

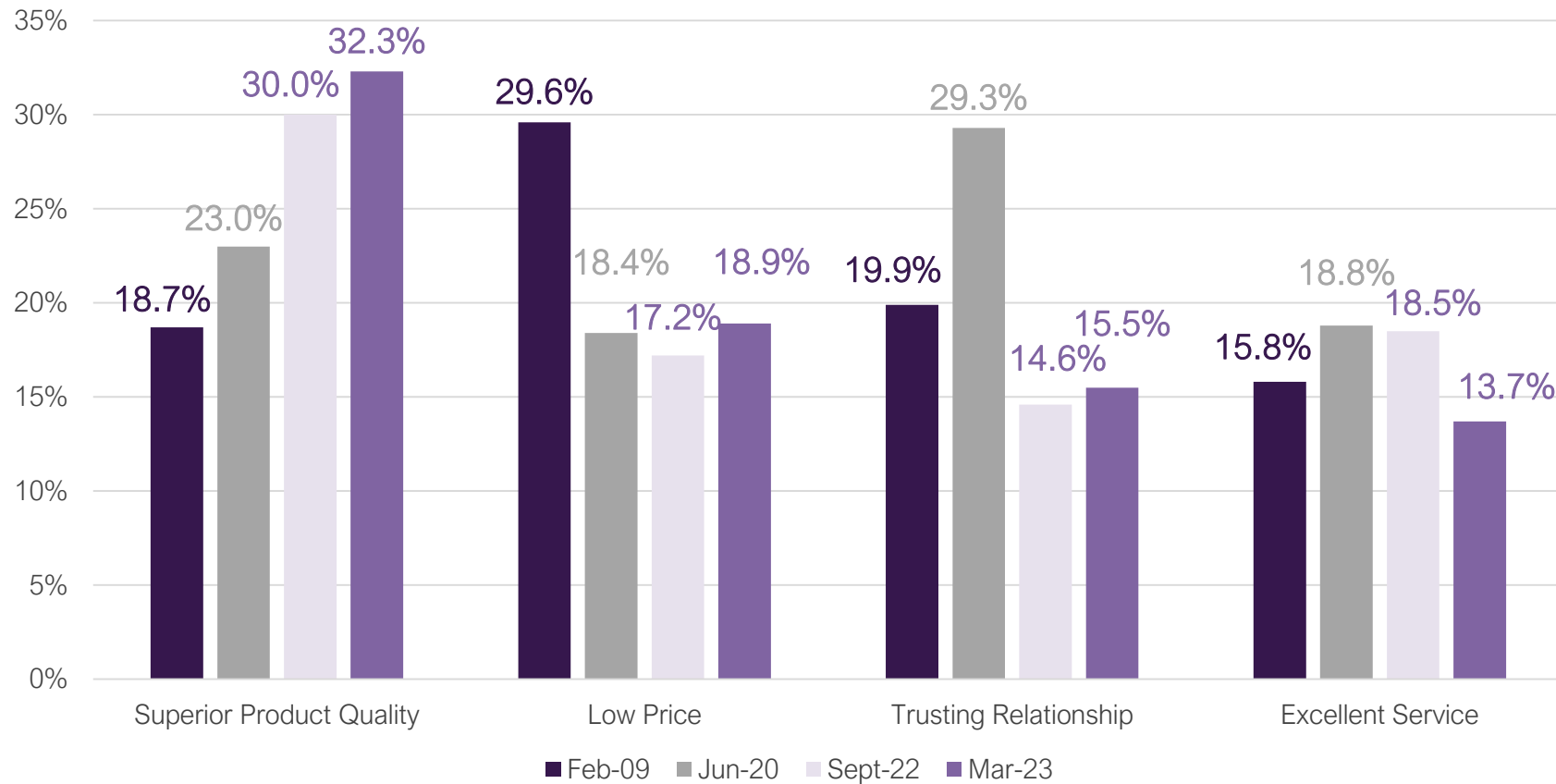
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Marketers continue to report their customers' top priority for the next year is “superior product quality” (32.3%), a growing trend over the last two years that was first observed at the onset of the COVID-19 pandemic. This is especially true within the B2C Product sector where superior product quality increased as the top priority from 7.4% pre-pandemic to 41.2% in the present survey. While “low price” ranked only 5<sup>th</sup> at the onset of the pandemic in September 2021 and 3<sup>rd</sup> in the September 2022 survey, it is now the second most ranked top priority (18.9%). This is likely due to customers becoming more price conscious due to inflationary pressures and uncertainty about the economy. Together with the focus on quality, customers want the best of both worlds and may not be willing to pay for better quality.

Covid continues to impact marketing channels, with the most reported change being an increase in the number of channels used (61.2% of companies), a return to pre-Covid face-to-face channels (56.9%), and the use of social channels to sell products and services (45.0% of companies). Face-to-face channels are increasing across the board, with only 6.7% of marketers reporting that former face-to-face channels have gone completely digital. B2C Product companies show the greatest willingness to open new face-to-face channels (31.5%), add direct to consumer channels (40.7%), and integrate gaming (13.0%).

# Superior product quality remains the top priority for customers

Rank your customers' top three priorities over the next 12 months (% reporting 1<sup>st</sup> priority)



## Insights

Product quality has emerged as customers' top priority over the last two surveys. This trend has been especially notable among B2C Product companies, with 41.2% reporting this as their first priority. We attribute this to consumers continuing to lean into tried-and-true brand name products and services, a pattern spurred by stress-induced pandemic purchasing. Consumer Packaged Goods (54.5%) and Pharma/Biotech (71.4%), lead among Industry Sectors as most likely to report product quality as most important, reporting even higher numbers than in the September 2022 survey. The second most prioritized category is low price, a trend also led by B2C Product companies (32.4% report this as first priority).

# How Covid has changed channels

Which statements reflect how your channel strategy has changed over the last three years?



**61.2%**

We increased the number of channels we use



**56.9%**

We have returned to our pre-Covid face-to-face channels



**45.0%**

We are using our social channels to sell products and services



**28.2%**

We are opening new face-to-face channels



**23.9%**

We are adding a direct-to-market consumer/customer channel of any type



**6.7%**

Our former face-to-face channels have all become digital



**4.8%**

We have integrated gaming into our channels to sell



# Industry channel differences



Increased  
number of  
channels



Returned to  
pre-Covid  
face-to-face  
channels



Using social  
channels  
to sell



Opened new  
face-to-face  
channels



Added direct  
to consumer  
channel



Face to face  
have become  
digital channels



Integrated  
gaming into our  
channels

	Increased number of channels	Returned to pre-Covid face-to-face channels	Using social channels to sell	Opened new face-to-face channels	Added direct to consumer channel	Face to face have become digital channels	Integrated gaming into our channels
B2B Product	51.9%	65.4%	35.8%	30.9%	22.2%	6.2%	2.5%
B2B Services	63.8%	70.2%	38.3%	23.4%	12.8%	10.6%	2.1%
B2C Product	66.7%	33.3%	55.6%	31.5%	40.7%	3.7%	13.0%
B2C Services	76.9%	53.8%	61.5%	19.2%	15.4%	7.7%	0%



# MARKETING SPENDING

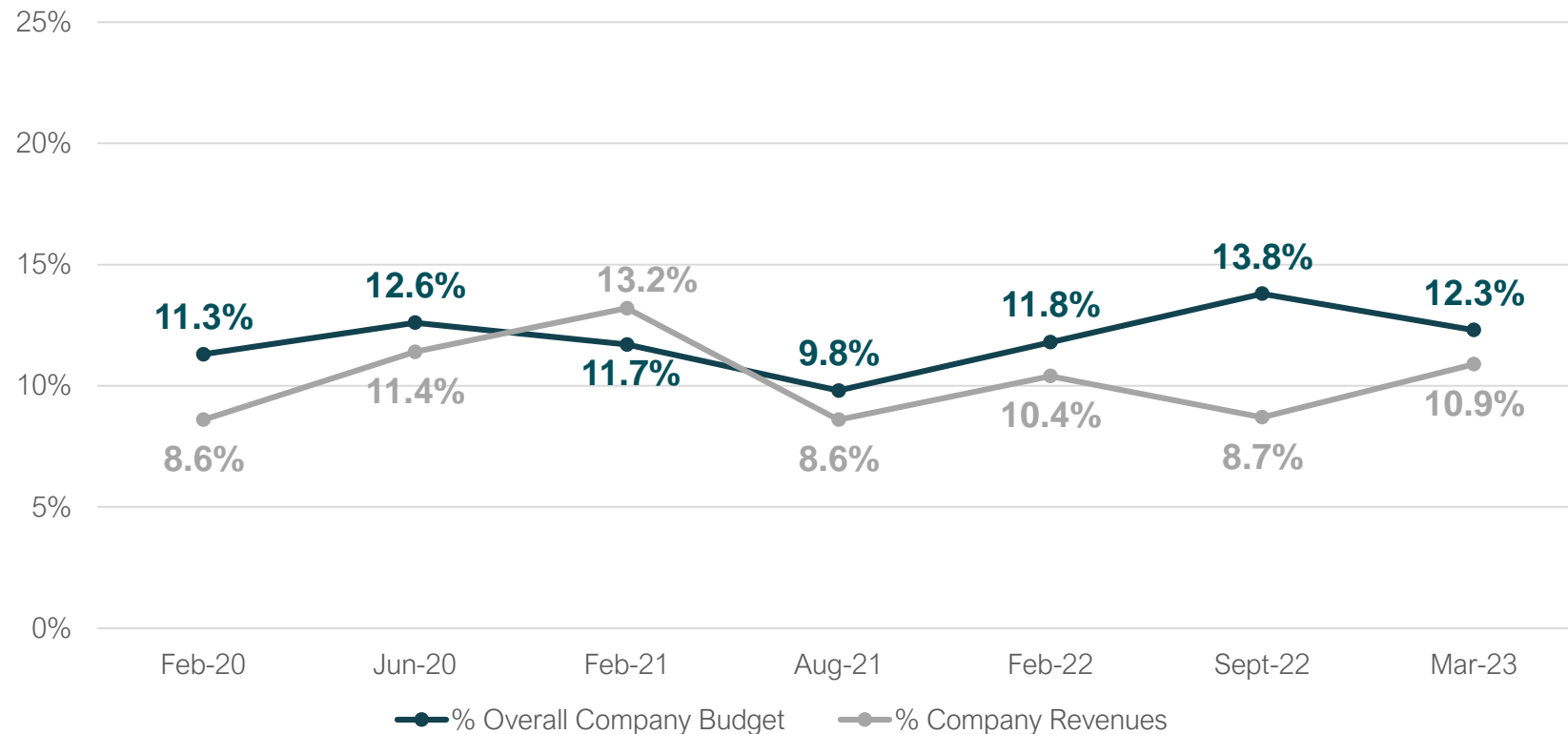
Marketing budget as a percentage of company budget dropped to 12.3%, near pre-Covid levels. However, marketing budget as a percent of company revenues rose for to 10.9% from 8.7% in September. Yearly growth in marketing spending slowed a notable 72% from a 10.4% increase in the last survey to just 2.9% growth over the last 12 months in this survey. While digital marketing spending also slowed, the decrease is less dramatic (45% change from 15.0% increase in marketing spending in the past survey to an 8.2% increase in this survey). On average, companies spend 53.8% of marketing budgets on digital marketing. Among industry sectors, the biggest digital spenders are Education (75.5%), Technology (65.7%), and Healthcare (64.6%).

Relative to the prior 12 months, spending on Customer Relationship Management, Brand Building, and Customer Experience is predicted to slow across the board in the next 12 months, with the largest drop in Brand Building (11.7% budget increase expected in February 2022 vs. only 5.5% this survey). An exception is Communications/Media, which expects an increase of 19.1%. The budget for new products and services is expected to grow more slowly over the new year, with New Product Introductions predicted to increase 6.0% and New Service Introductions just 2.9% compared to 8.8% and 5.3%, respectively, in February 2022. Traditional advertising marketing spend continued to dip into pre-Covid negative growth territory, with a 2.6% drop in budget expected.

# Marketing budgets as a percent of company budget drop to pre-Covid levels, while marketing budgets as a percent of revenues rise

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

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

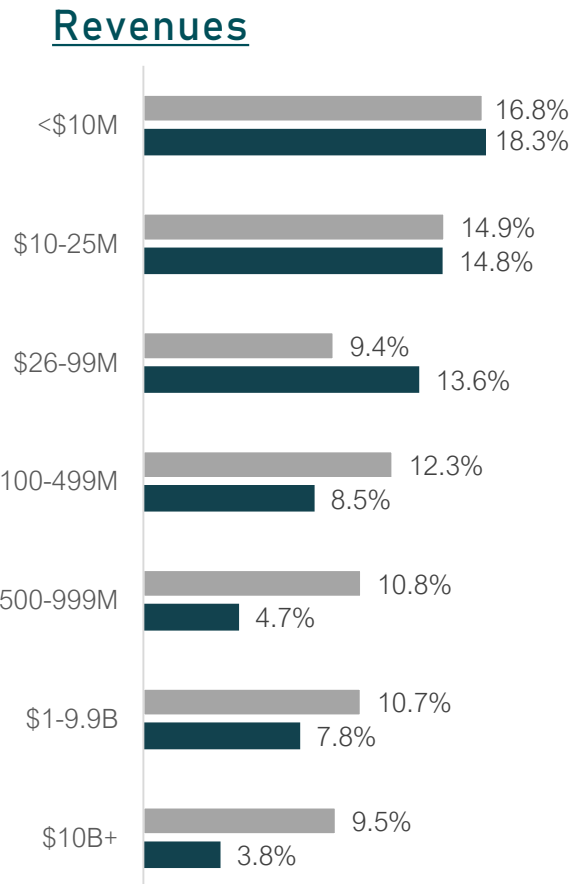
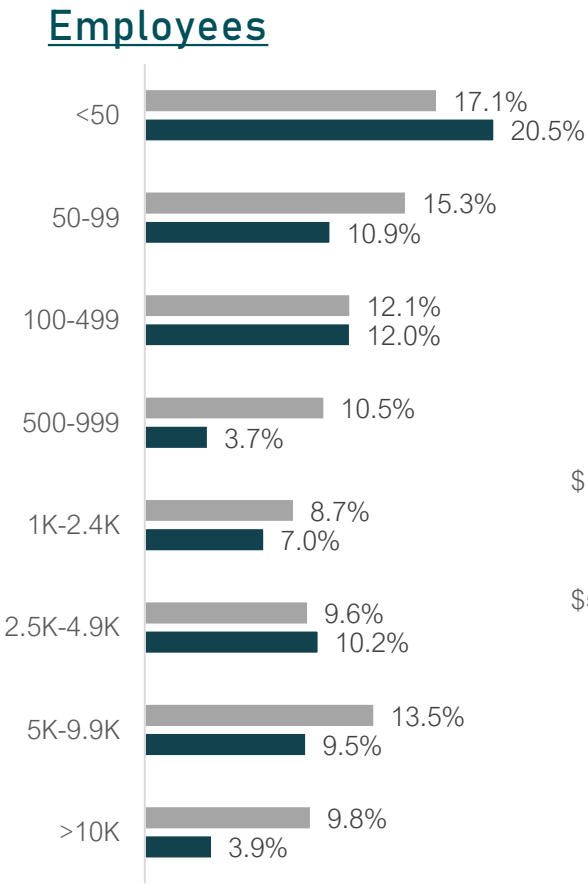
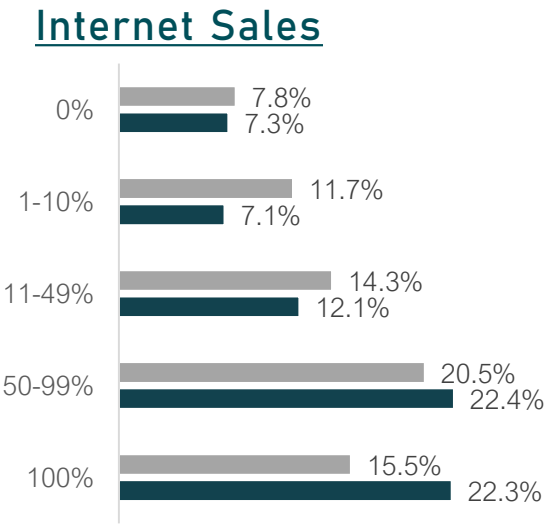


## Insights

Weakening sales growth has increased marketing budgets as a percent of company revenues. Smaller companies (<50 employees) and companies with smaller sales revenues (<\$10 million) spend more on marketing budgets as a percent of company revenues than their larger counterparts. Interestingly, companies that make 50%+ of their sales through Internet allocate on average 15%-20% of their budgets to marketing expenses. Overall, marketing budgets as a percent of overall company budgets hover closer to pre-Covid levels (11.3% versus 12.3%). B2C Product and Service economic sectors are spending above average on marketing (17.8% and 15.0%). Among industries, Consumer Packaged Goods spend the most on marketing as percent of overall budget, reaching 22.6%.

# How marketing budgets vary by firm and industry breakouts

Marketing budgets account for **12.3%** of overall budgets and **10.9%** of company revenues



### Economic Sector

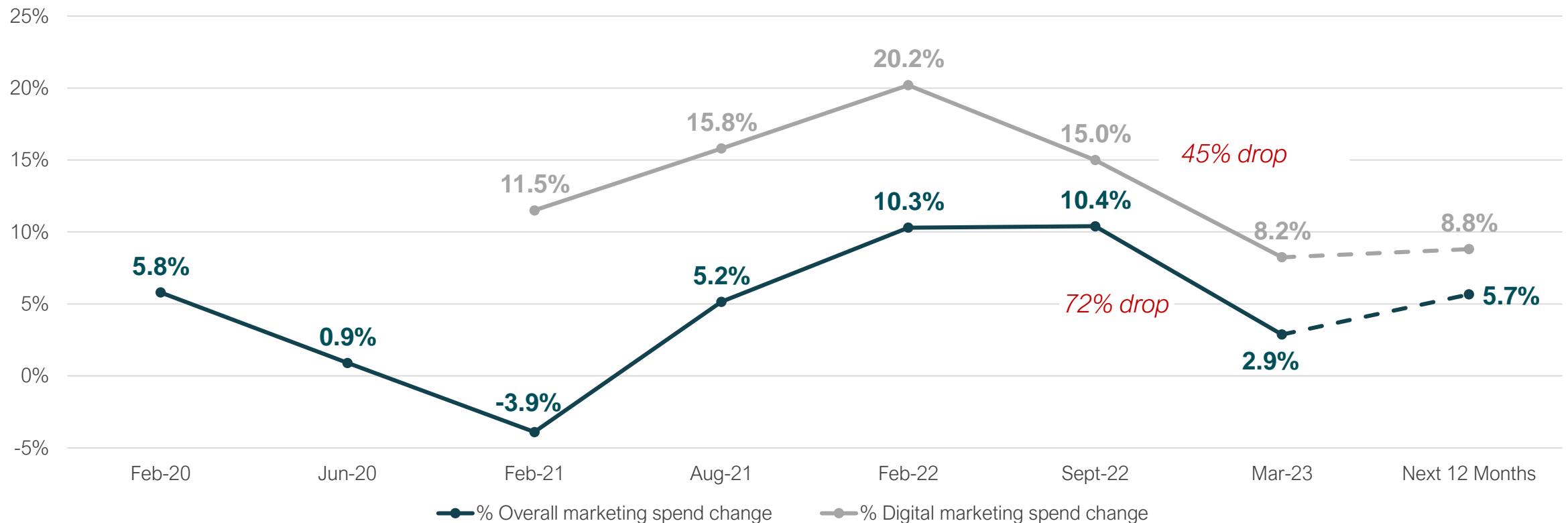
	% Budget	% Revenue
B2B Product	10.9%	8.5%
B2B Services	7.9%	10.3%
B2C Product	17.8%	16.1%
B2C Services	15.0%	10.0%

### Industry Sector

	% Budget	% Revenue
Top Sectors	Consumer Packaged Goods (22.6%)	Communications/ Media (19.4%)
Bottom Sectors	Mining/ Construction (3.8%)	Mining/ Construction (3.5%)

# Marketing spending growth decreases, predicted to rise slightly over the next year

By what percent has your overall marketing spending (digital marketing spending) changed in the prior 12 months? Relative to the prior 12 months, note your company's percentage change in overall marketing spending during the next 12 months.



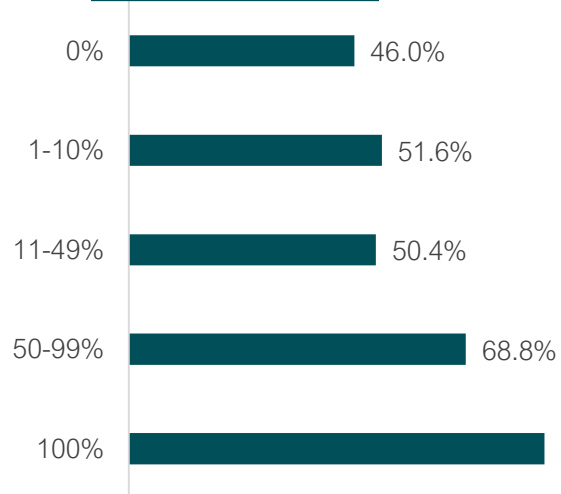
# Big digital spenders: Education, Technology, and Healthcare

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

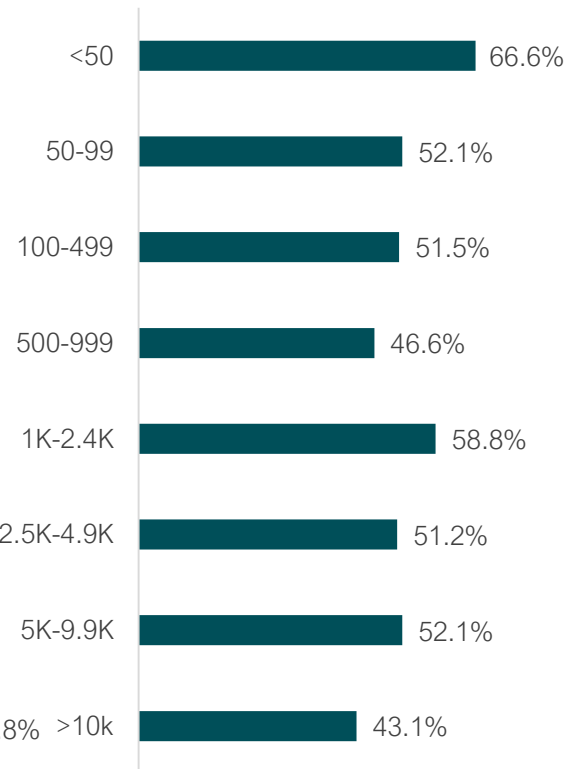
**53.8%**

Of marketing budgets  
spent on  
digital marketing

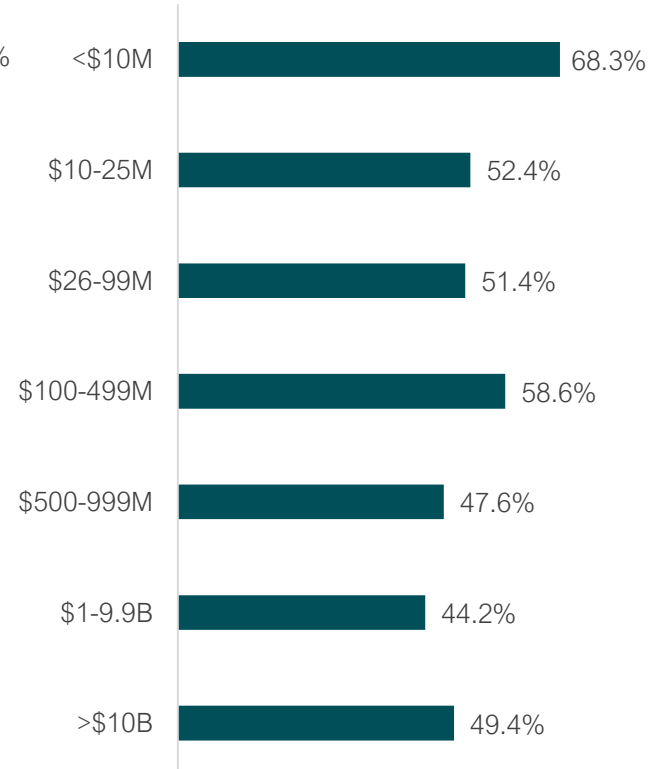
## Internet Sales



## Employees



## Revenues



## Economic Sector

B2B Product	55.6%
B2B Services	50.0%
B2C Product	55.1%
B2C Services	52.8%

## Industry Sector

### Biggest Digital Spenders

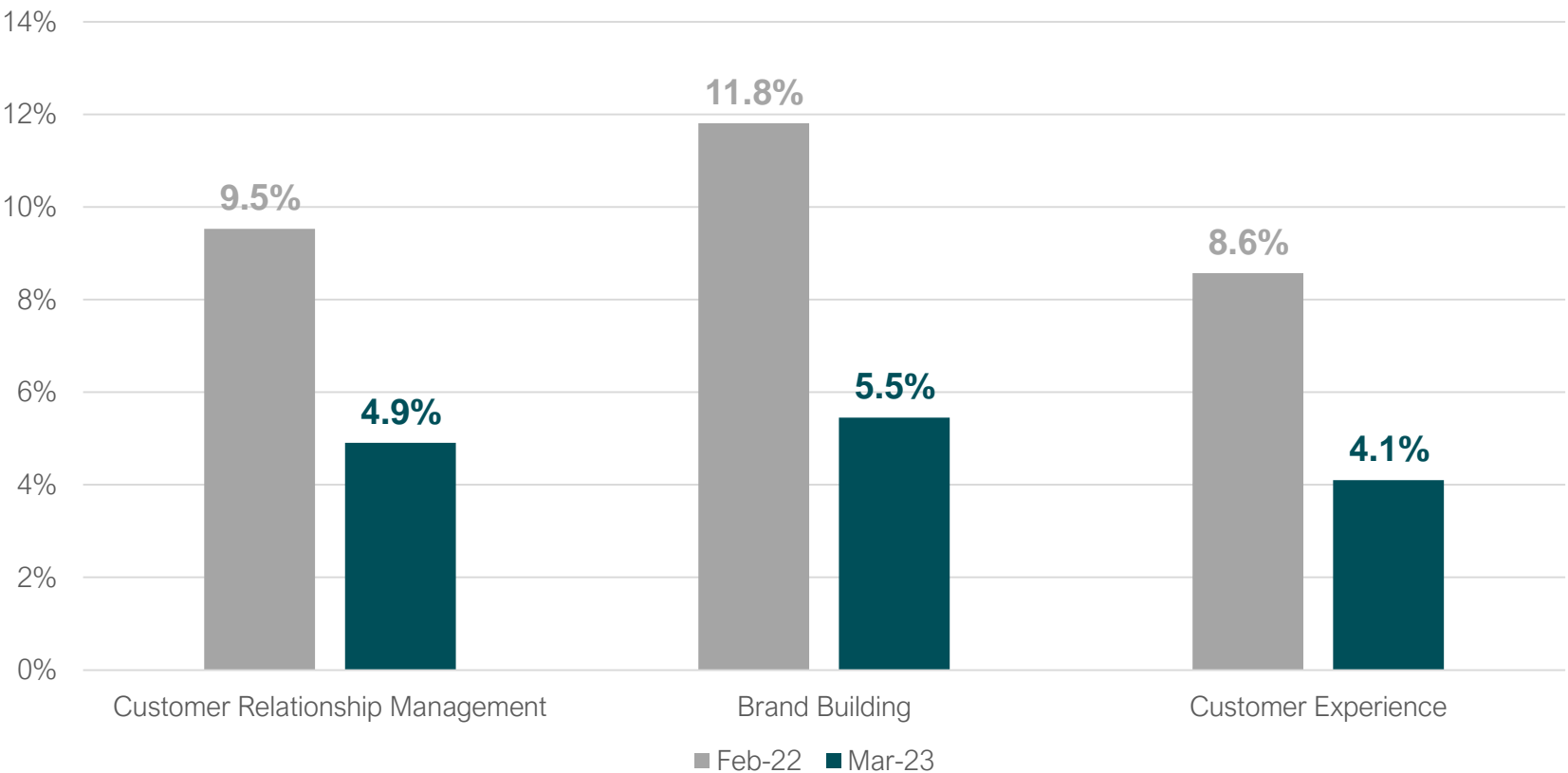
- Education (75.5%)
- Technology (65.7%)
- Healthcare (64.6%)

### Biggest Non-Digital Spenders

- Banking/Finance/Insurance (60.7%)
- Real Estate (60.0%)
- Manufacturing (56.0%)

# Brand, CRM, and Customer Experience spending drop by ~50% from last year

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?



## Economic Sector

(% Change in Brand Spending)

	Feb-22	Mar-23
B2B Product	8.9%	3.0%
B2B Services	14.8%	7.5%
B2C Product	11.5%	5.4%
B2C Services	12.2%	8.6%



## Industry Sector

Largest increase in Brand Spending

- Communications/Media (19.1%)
- Pharma/Biotech (13.4%)
- Professional Services (10.3%)

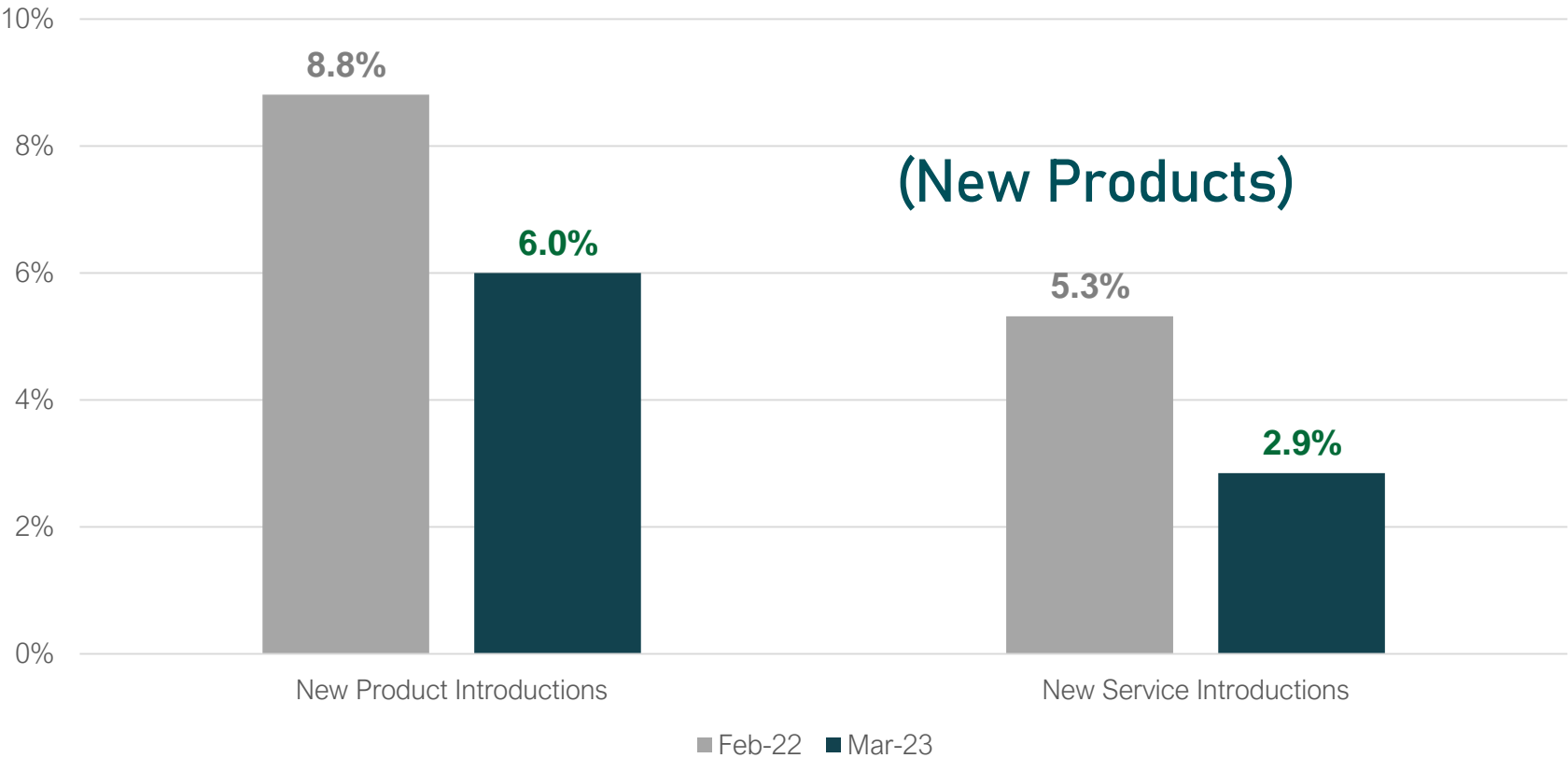
Largest decrease in Brand Spending

- Technology (-4.3%)



# Budgets for new products and services continue to fall over year

Relative to the prior 12 months, by what percent do you expect your marketing budget for new products and service to change in the next 12 months in each area?



## Economic Sector (New Products)

	Feb-22	Mar-23
B2B Product	10.8%	6.8%
B2B Services	7.2%	6.3%
B2C Product	8.1%	5.6%
B2C Services	8.3%	4.4%

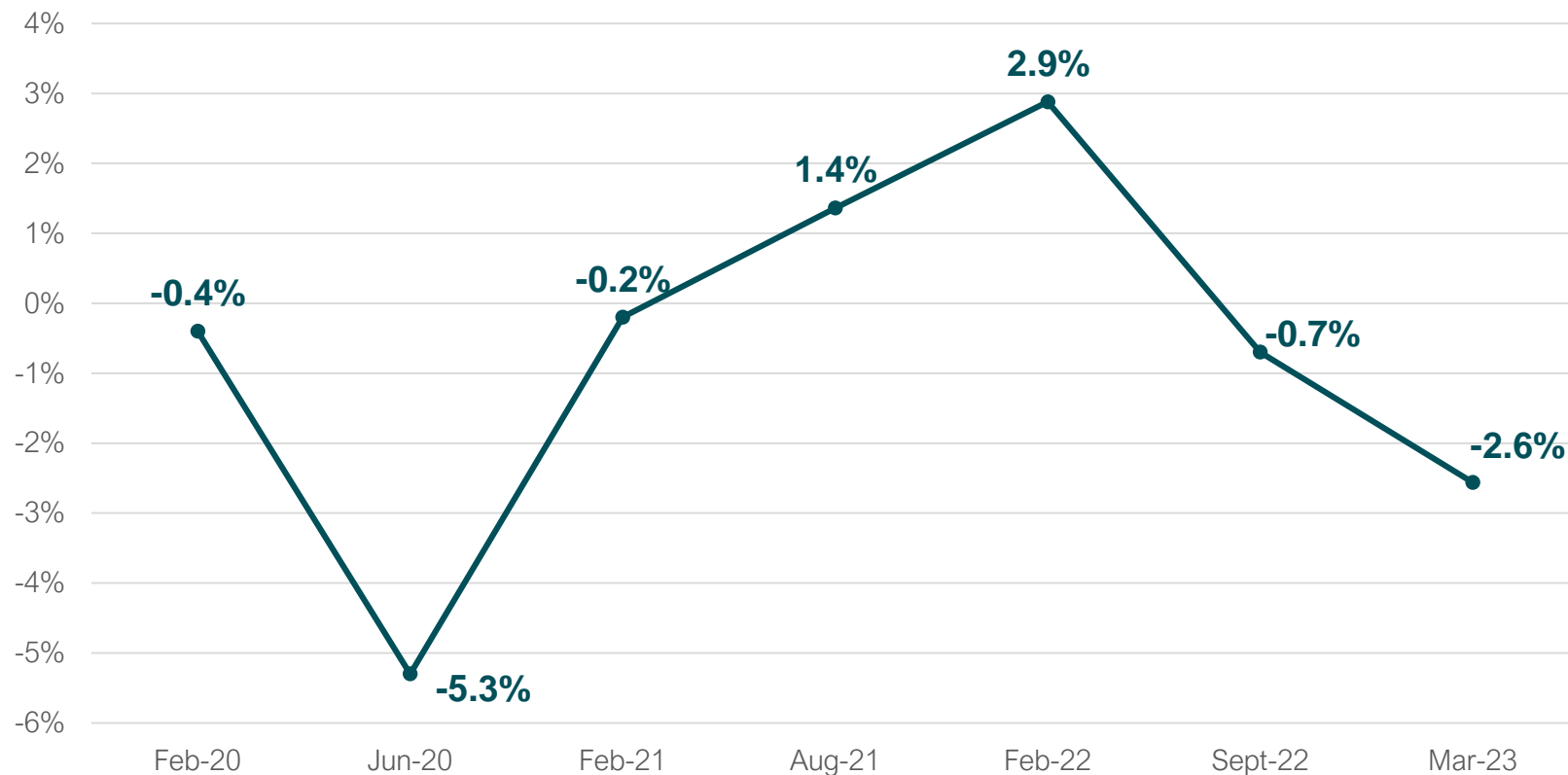


## Economic Sector (New Services)

	Feb-22	Mar-23
B2B Product	3.1%	2.8%
B2B Services	8.1%	4.6%
B2C Product	2.7%	0.9%
B2C Services	6.7%	3.7%

# Traditional advertising marketing spend continues to dip into pre-Covid negative growth territory

Relative to the prior 12 months, by what percent do you expect your marketing budget to change in the next 12 months in traditional advertising?



## Insights

After traditional advertisement spend hit an all-time high one year ago, it once again reverts to a decade-long trend of negative growth. All economic sectors have taken a dip in traditional advertising spending, with B2B Product dropping the most (-3.6%). Among industries, Technology reports the largest drop in traditional advertising investments (-6.1%). In contrast, Energy plans to invest most heavily in this area with an additional 7% of marketing budget on traditional advertising spend over the next 12 months, surpassing all other industries. Medium-sized companies (with <\$500-\$999 million in sales revenues) expect a small increase of spend in this area (0.6%) while smaller and larger companies plan to decrease spend.



# MANAGING BRAND

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The majority of companies maintain a single corporate brand (51.0%) versus having a set of brands (26.3%) or a mix of both types of brands (22.7%). The majority of companies surveyed report having a “premium” brand (54.9%) relative to “standard” (19.0%), “super premium” (12.6%), “value” (9.1%), and “luxury” (4.3%) brands. While most brands offer a broad range of products and services (4.5 on a 7-point scale of range) and stretch across multiple customer segments (4.5), it is far less common for brands to stretch across different price-quality tiers (3.6). Exceptions to this are the B2C Services sector (4.1), Consumer Services (5.0), and larger firms (4.5).

While firms spend an average of 40% of overall budget on long-term brand building and 60% on short-term performance, most firms report they would ideally spend around 50% on each category. Marketers report brand management and development capabilities are important to their company’s success, but that effectiveness lags.

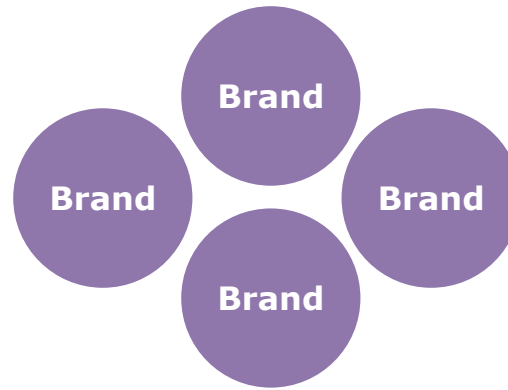
Building a brand is not the sole responsibility of the marketing department. While marketing is reported to work best with sales/distribution (5.4 on a 7-point scale), it works least well building brand with human resources (3.5) and finance (3.6). Companies are most likely to embrace ideas that connect brands to strong customer-focused purposes (5.9 on a 7-point scale), view brands as a key intangible asset owned by the company (5.6), view the CEO and senior leaders as brand representatives (5.5), and continually invest in maintaining the brand’s unique position in the marketplace (4.6).

# Majority of companies maintain single corporate brand



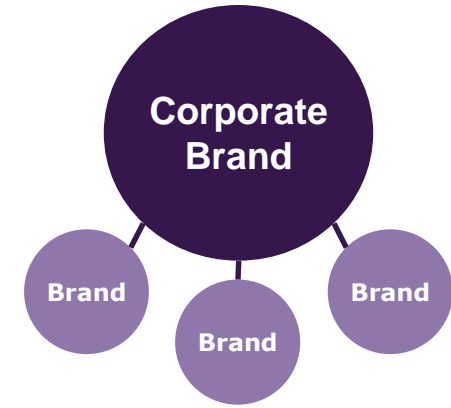
**51.0%**

**SINGLE  
CORPORATE  
BRAND**



**26.3%**

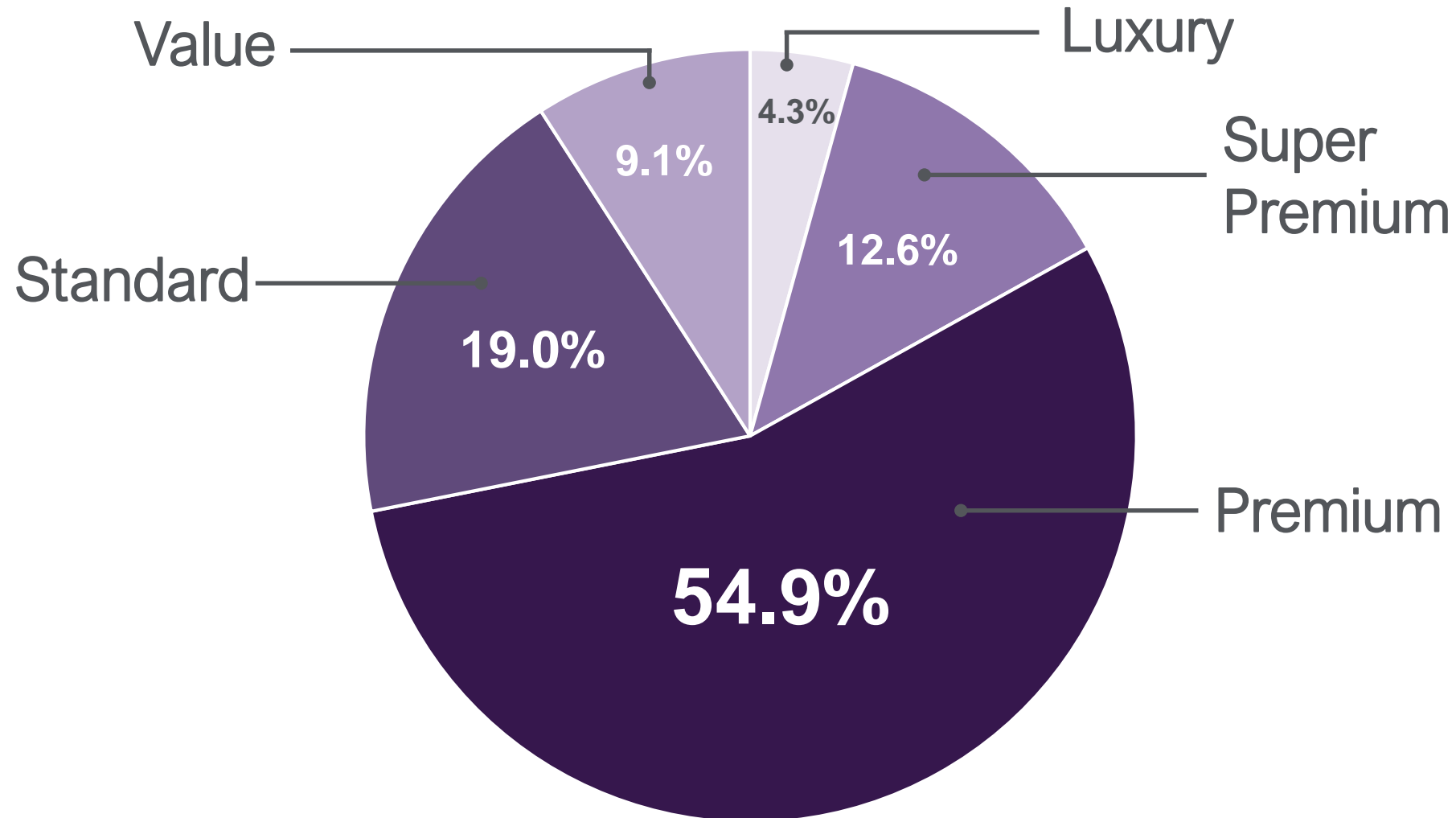
**SET OF  
BRANDS**  
REPRESENTING  
DIFFERENT OFFERINGS  
AND/OR DIVISIONS



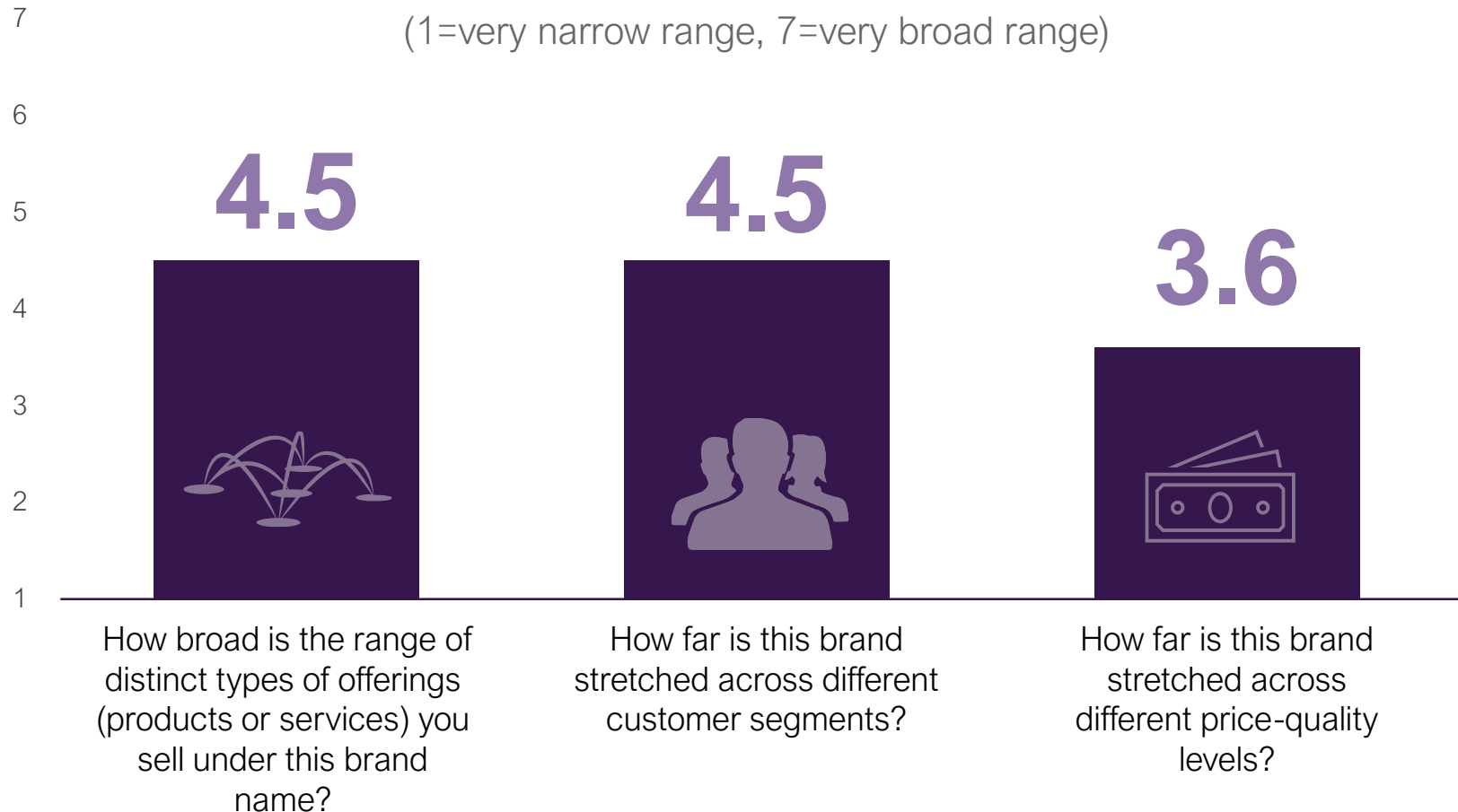
**22.7%**

**MIX**  
BOTH TYPES OF BRANDS

# What level of the market best describes this brand?



# Most brands straddle multiple offerings and customer segments, but remain narrower across price-quality level

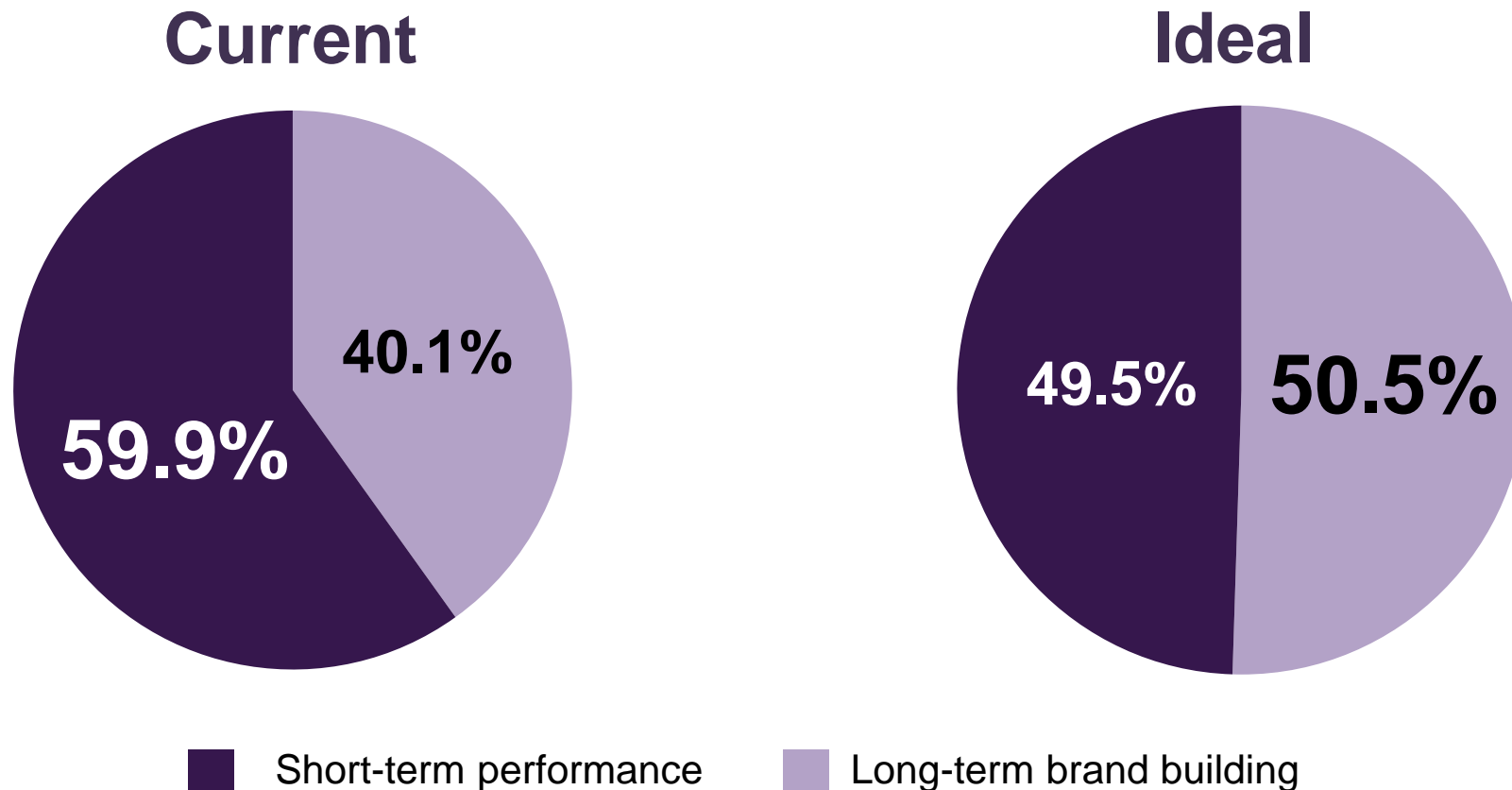


## Insights

Overall, while companies are more likely to have a broad range of offerings and stretch their brands across more customer segments, stretching across different price-quality levels is less common. Exceptions to this are Consumer Services (5.0) and the overall B2C Services sector (4.1). Larger firms in terms of sales revenue and number of employees are also more likely than average to stretch their brands across different price-quality levels. Considering offerings, the larger the company, the more likely it is to have a broader range of offerings. However, perhaps surprisingly, companies with a higher percentage of sales through the Internet are less likely to have a broader range of offerings.

# Firms spend most budget on short-term performance, but ideally prefer to balance with long-term brand building

Indicate the percentage of your overall budget spent on long-term brand building relative to short-term performance:

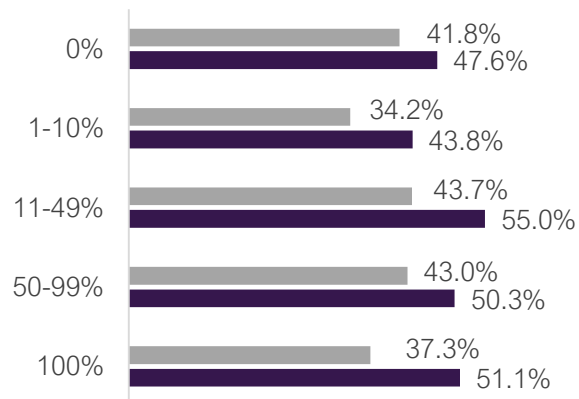




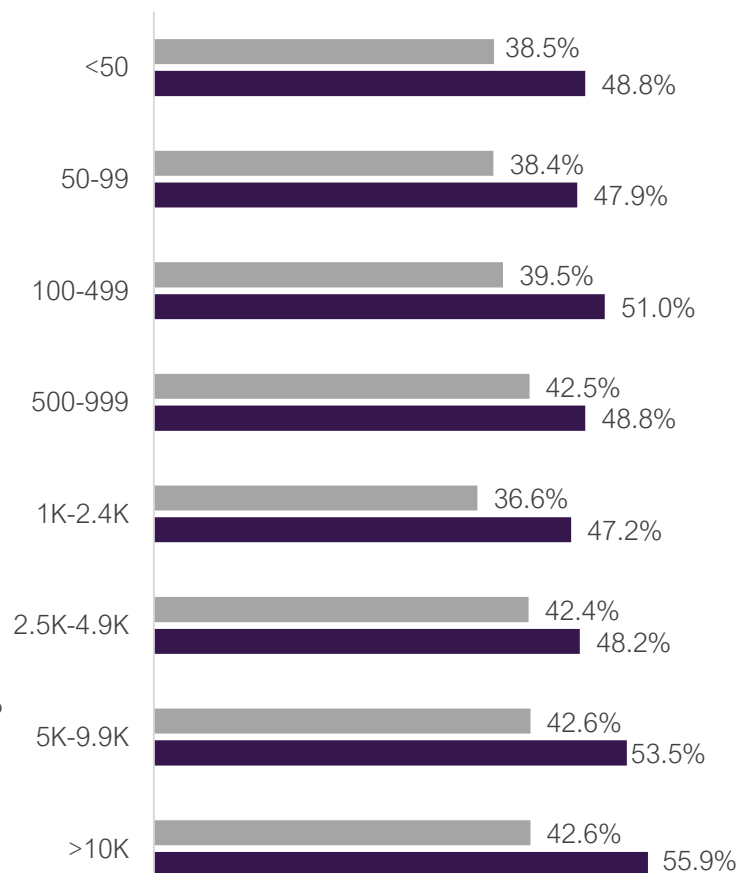
# Firm and industry sector differences in overall budget spend on long-term brand building relative to short-term performance (current vs. ideal)

Current  
**40.1%**  
Ideal  
**50.5%**

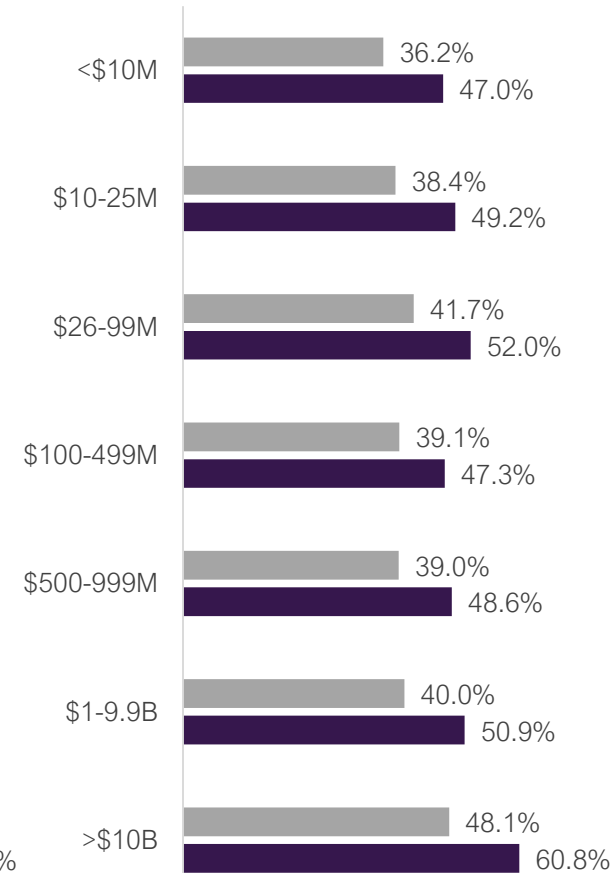
## Internet Sales



## Employees



## Revenues



## Economic Sector

	Current	Ideal
B2B Product	39.5%	50.7%
B2B Services	45.7%	51.5%
B2C Product	36.8%	47.9%
B2C Services	36.3%	52.9%

## Industry Sector

### Current - Top 3 Industry Sectors

- Energy (55.0%)
- Banking/Finance/Insurance (51.8%)
- Consumer Services (51.4%)

### Current - Bottom 3 Industry Sectors

- Pharma/Biotech (30.0%)
- Communications/Media (29.0%)
- Education (27.1%)

# Marketing most likely to work with sales/distribution teams to build brand; weakest cross functional links with HR

Rate how well marketing works with different functions to build your company's brand (1=very little, 7=a great deal)



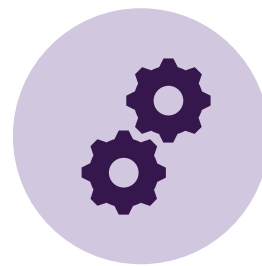
**3.5**

Human  
Resources



**3.6**

Finance



**4.2**

IT/Digital



**4.4**

Operations/  
Production

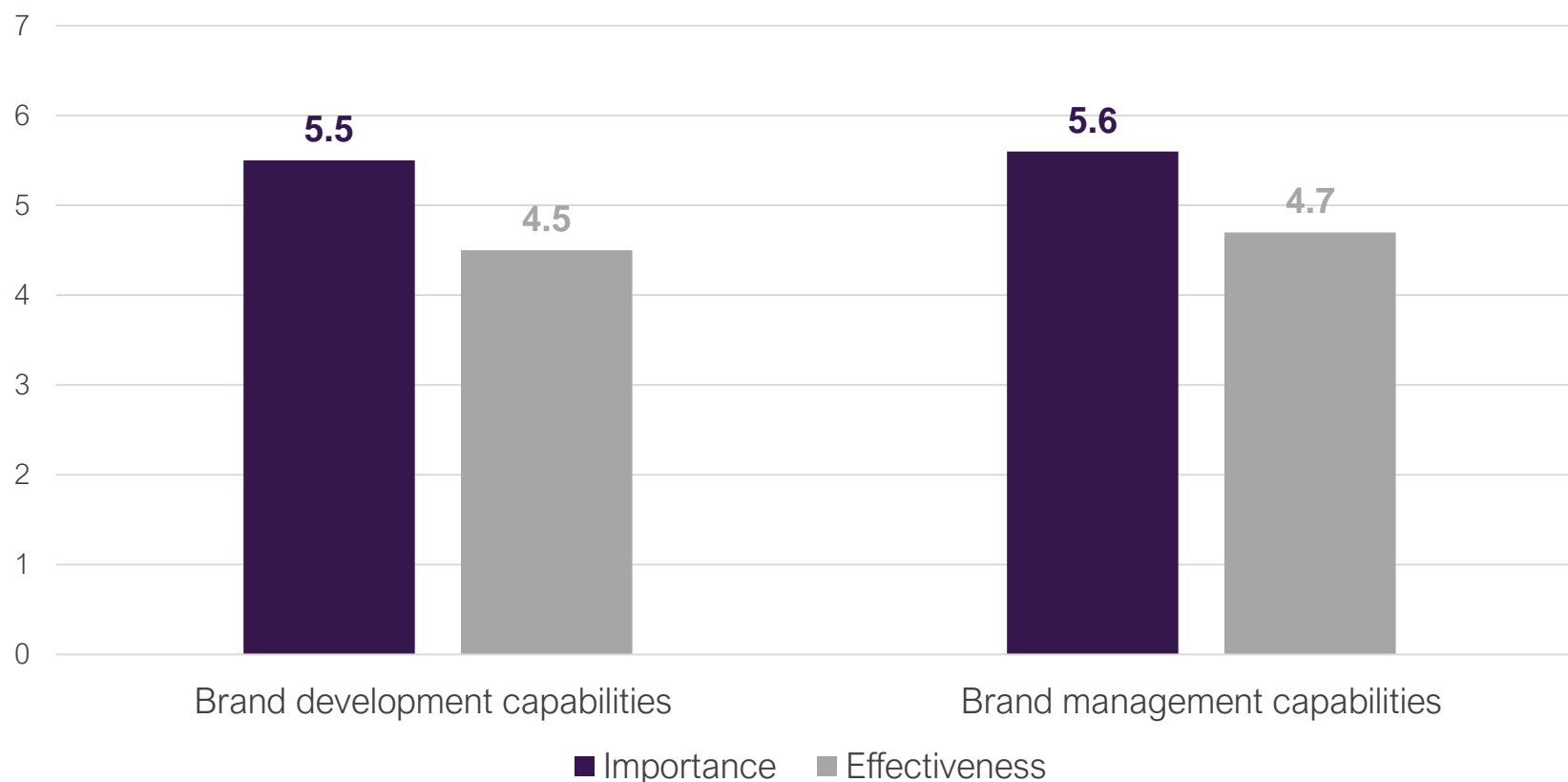


**5.4**

Sales/  
Distribution

# Brand development and management capabilities highly valued, while effectiveness viewed as only moderate

Rate the importance/effectiveness of your brand capabilities to your company's success (1=not at all, 7=very)



## Insights

Results point to a gap between the importance and effectiveness of brand development and management capabilities with marketing leaders reporting importance levels higher than current effectiveness levels. The largest gap for both capabilities exists for pure-play Internet companies and for the smallest companies in the sample as measured by sales and headcount. Considering sectors, the largest gap in brand development capabilities is observed for Consumer Packaged Goods and Professional Services. However, the largest gap for brand management capabilities occurs for Pharma/Biotech and Manufacturing are least aligned.

# Companies view brands as a key asset, but do not tie employee evaluations and rewards to delivery of the brand promise

Rate the degree to which the following ideas related to branding are embraced in your company (1=not at all, 7=very highly)



**3.8**

Employees  
evaluated and  
rewarded



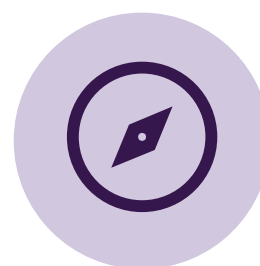
**4.2**

Coordinate  
with partners



**4.3**

Significant  
long-term  
investments



**4.6**

Invest in  
brand's unique  
position in  
marketplace



**5.5**

CEO and  
senior leaders =  
brand  
representatives



**5.6**

Key intangible  
asset owned  
by our  
company

# Brands least likely to have planet-focused purpose

Rate the degree to which the following ideas related to branding are embraced in your company (1=not at all, 7=very highly)



**3.5**

Strong  
planet-focused  
purpose



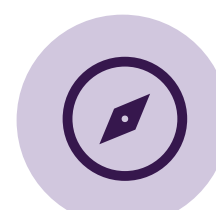
**4.1**

Strong  
social  
purpose



**4.5**

Strong  
employee-focused  
purpose



**5.9**

Strong  
customer-focused  
purpose



## Economic Sector

	Employee-focused	Customer-focused
B2B Product	4.4	5.7
B2B Services	4.7	5.9
B2C Product	4.2	5.9
B2C Services	4.8	6.2



## Industry Sector

### Top 3 Sectors (Employee-focused)

- Consumer Services (5.6)
- Energy (5.5)
- Banking/Finance/Insurance (5.1)

### Top 3 Sectors (Customer-focused)

- Energy (6.5)
- Banking/Finance/Insurance (6.4)
- Education (6.4)



# MANAGING GROWTH

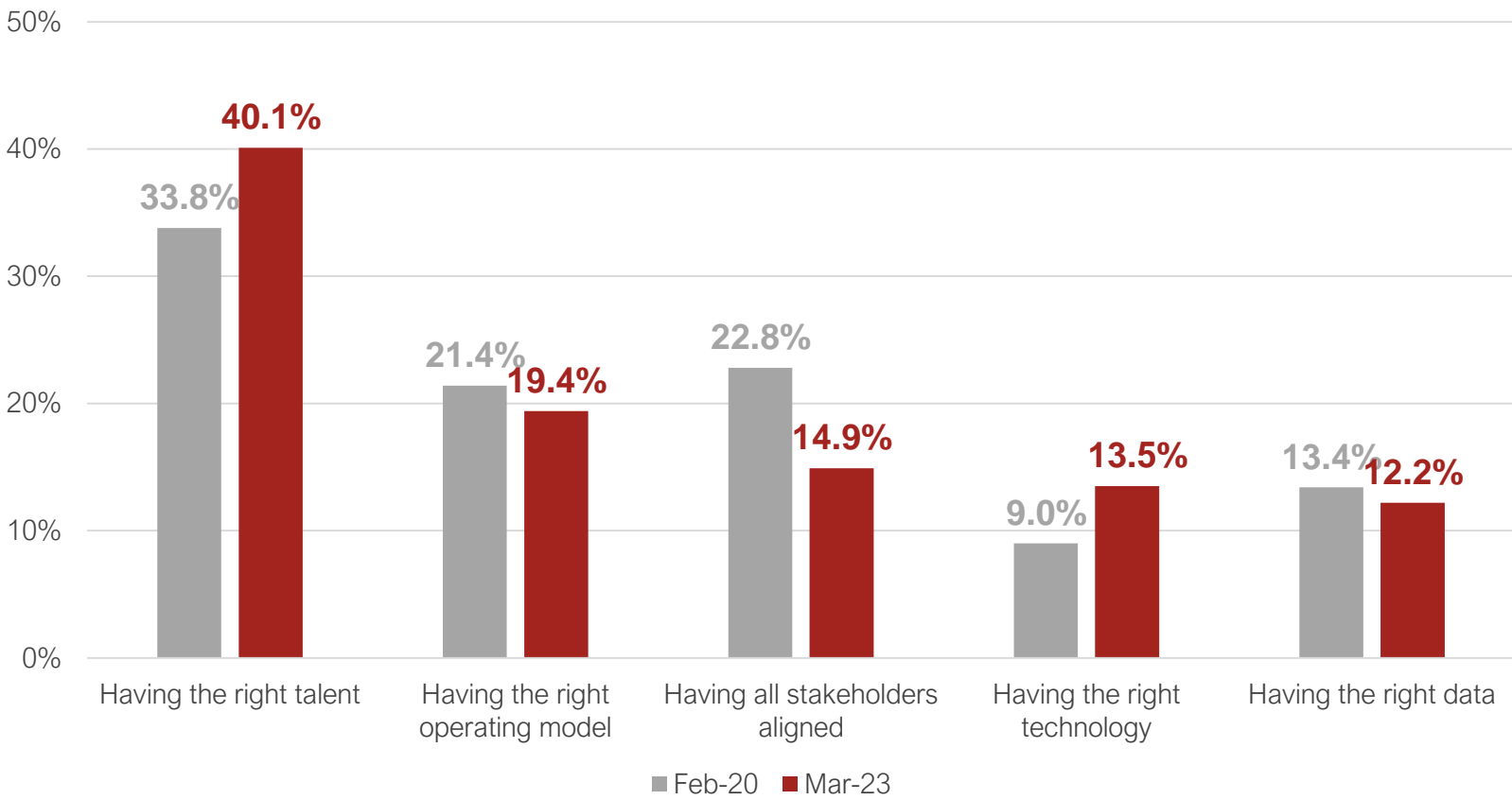
Marketers continue to overwhelmingly think that “having the right talent” contributes most to future organic revenue growth (40.1%), with “having the right operating model” as the second most important (19.4%). “Having the right technology” jumped in importance to revenue growth from 9.0% in February 2020 to 13.5% in this survey.

When pursuing growth, 68.0% or more of marketers agree that the following behaviors help: (1) Connect growth opportunities to the company position and strategy; (2) Use an integrated marketing team in which digital and nondigital work together; and (3) Offer a strong interpretation of customer insights important to the growth opportunity. In terms of areas of improvement, marketers report to be less likely to: (1) Examine other industries for actions that might inspire company growth opportunities; (2) Identify how to move the business from core strengths into adjacent digital opportunities; and (3) Use an integrated marketing team in which marketing and finance experts work together.

In terms of spending on specific growth strategies in the past 12 months, the highest percentage of spending was allocated towards low-risk market penetration strategies (57.7%), followed by 19.6% offering development, 16.3% market development, and 6.5% diversification. The exception was B2C Service companies, which increased spending on market development by 111.6% from 7.9% to 16.7% of budgets. Organic growth is projected to continue to dominate growth strategies over the next year, with 71% of companies using this approach relative to partnerships (12.5%), acquisitions (11.8%), and licensing (4.7%). Domestic sales (84.8%) and budget was spent on domestic markets (87.0%) returning to pre-Covid levels.

# Having the right talent contributes most to future revenue growth; focus on the right technology on the rise

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company (% reporting first priority)



## Economic Sector

	Right talent	Right technology
B2B Product	35.5%	18.4%
B2B Services	38.7%	12.9%
B2C Product	42.9%	10.7%
B2C Services	51.9%	7.4%



## Internet Sales

	Right talent	Right technology
0%	40.0%	12.0%
1%-10%	37.7%	11.5%
11%-49%	50.0%	11.9%
50%-99%	42.3%	11.5%
100%	25.0%	37.5%



# How marketers perform when pursuing growth opportunities

When pursuing growth opportunities, how often do the following behaviors occur in your company?



## Where marketers excel

- 74.4%** Marketing articulates how the growth opportunity connects to the company position and strategy
- 70.9%** Using an integrated marketing team in which digital and nondigital work together
- 68.0%** Marketing offers a strong interpretation of customer insights important to the growth opportunity



## Where marketers can improve

- 64.7%** Using data insights across channels
- 64.4%** Marketing builds a business case for the growth strategy
- 63.7%** Marketing is able to connect the growth strategy to relevant customer metrics
- 59.9%** Effectively leveraging technology to pursue growth opportunities



## Where marketers struggle

- 44.1%** Examining other industries for actions that might inspire company growth opportunities
- 39.2%** Identifying how to move the business from core strengths into adjacent digital opportunities
- 29.2%** Using an integrated marketing team in which marketing and finance experts work together

# Companies allocate more spending to market penetration; B2C Services companies outspend on new markets during COVID-19 pandemic

Allocate 100 points to reflect your company's spending in each of the four growth strategies during the prior 12 months.

% Change from Feb-20 to Mar-23

	Feb-20	Mar-23	B2B Product	B2B Services	B2C Product	B2C Services
<b>Market Penetration</b> Existing products/services into existing markets	54.0%	57.7%	+19.7%	+4.8%	+7.8%	-15.0%
<b>Product/Service Development</b> New products/services into existing markets	20.5%	19.6%	-4.9%	-11.1%	-7.3%	+3.4%
<b>Market Development</b> Existing products/services into new markets	15.0%	16.3%	-8.6%	+19.0%	+1.4%	+111.6%
<b>Diversification</b> New products/services into new markets	10.4%	6.5%	-47.0%	-37.8%	-34.2%	+23.5%

# Organic growth continues to dominate growth strategies: B2C Product use more acquisition while B2C Services license more

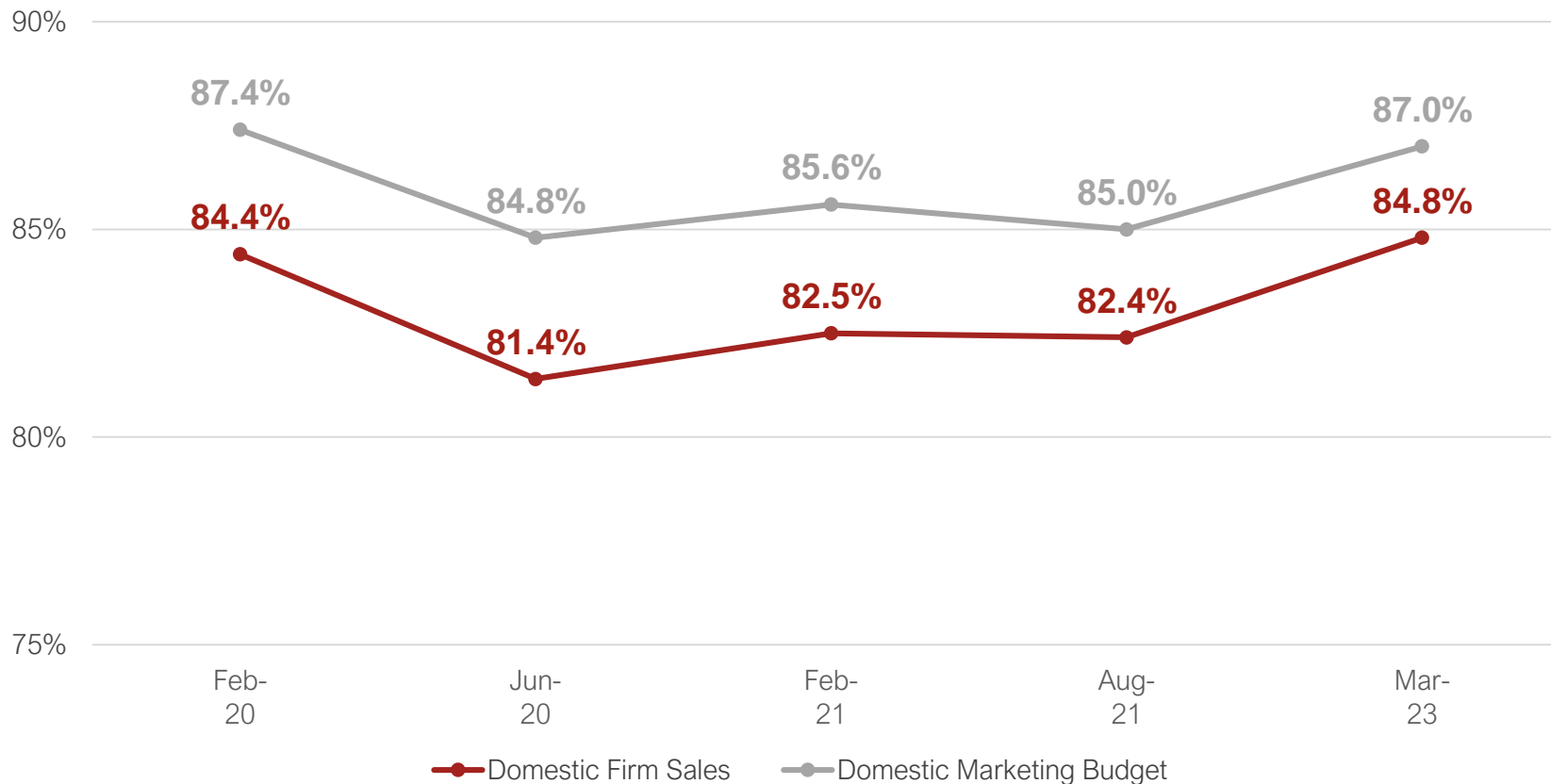
Allocate 100 points to reflect your company's spending in each of the four growth strategies during the next 12 months.

% Change from Feb-20 to Mar-23

	Feb-20	Mar-23	B2B Product	B2B Services	B2C Product	B2C Services
<b>Organic Growth</b> (internal sources)	72.2%	71.0%	+1.3%	-9.8%	+8.3%	-12.9%
<b>Growth from Partnerships</b>	11.4%	12.5%	+2.5%	+23.2%	+6.3%	+43.1%
<b>Growth from Acquisitions</b>	11.3%	11.8%	+3.9%	+65.7%	-50.0%	+26.7%
<b>Growth from Licensing</b>	5.1%	4.7%	-24.1%	-16.3%	+14.2%	+107.1%

# Domestic sales and marketing budget spend on domestic markets return to pre-Covid levels

What percentage of your firm's sales is domestic? What percentage of your marketing budget is spent on domestic markets?



## Insights

B2C Services reports the highest percent of marketing budget spent on the domestic market (95.0%) as well as highest percent of domestic sales (93.4%) among economic sectors. B2B Product brought up the back of the pack with a budget allocation of 81.9% for domestic markets. At the industry level, Consumer Services (100%), Retail/Wholesale (94.1%) and Communications/Media (91.1%) report the highest percent of domestic sales, while Pharma/Biotech (80.1%), Technology (78.8%), and Manufacturing (74.9%) report the highest sales outside of the domestic market. Collectively, companies with <\$500 million in revenue lead in both categories, perhaps due to the increased likelihood of these small to mid-sized firms having predominantly domestic customers.



# MARKETING LEADERSHIP

Marketing's role has expanded over the last three years. While brand, advertising, and digital marketing are the function's top three responsibilities, marketing has also deepened its responsibilities in key strategic areas such as marketing analytics, revenue growth, innovation, and market entry strategies.

Marketing leaders view their top three challenges as “expanding into new markets, segments or geographies,” “reducing operational and/or product costs or increasing value for similar cost,” and “developing, acquiring, and retaining talent.” Financial/market instability/inflation is regarded as the most important external challenge facing companies by far (53.6%), with the next closest being labor/skills shortage (14.5%).

Marketing leaders continue to prioritize managing the present (69.9%) over preparing for the future (30.1%) and this prioritization is stronger than found over the last four years. Most marketers remain unwilling to have their brand take a stance on politically-charged issues (70.9%). However, smaller firms (with 50-99 employees) report a willingness of 53.3% and are significantly more willing to take a stand than firms with a larger number of employees. Marketing leaders who are unwilling to take a stance hold back due to fear over a negative effect on a company's ability to attract and retain customers/partners (63.7%) and not wanting to make a company stand out in the marketplace in undesirable ways (58.2%), while those who are willing are focused on the positive effect such a stance might have on attracting employees (81.3%) and customers (75%).

# Marketer responsibilities broaden during pandemic

What is marketing primarily responsible for in your company?

**Red** reflects a decrease and **Green** reflects an increase of more than 1% between February 2020 and March 2023.

Activity	Feb-20	Mar-23
Brand	90.0%	94.1%
Advertising	86.0%	92.3%
Digital marketing	86.0%	90.5%
Social media	80.7%	80.6%
Promotion	65.3%	77.9%
Marketing analytics	66.7%	77.0%
Positioning	64.7%	76.6%
Marketing research	60.7%	73.9%
Public relations	69.3%	70.7%
Lead generation	59.3%	63.1%
Insight	53.3%	56.8%
Competitive intelligence	47.3%	55.9%

Activity	Feb-20	Mar-23
Customer experience	49.3%	46.4%
Revenue growth	32.7%	41.4%
Market entry strategies	31.3%	36.9%
e-commerce	25.3%	36.0%
CRM	40.0%	35.1%
New products	22.7%	31.1%
Innovation	22.0%	30.6%
Pricing	20.7%	30.6%
Market selection	18.0%	23.9%
Sales	18.7%	19.8%
Talent acquisition & retention*	NA	16.2%
Customer service	16.0%	14.9%
Sustainability*	NA	13.1%
Privacy*	NA	12.6%
Distribution	12.7%	6.8%
Stock market performance	1.3%	1.8%

# Top challenges and their prioritization in companies (1/2)

<p>What are the top challenges your company faces over the next 12 months?</p> <p>Rate the extent to which you plan to prioritize each of these challenges over the next 12 months to drive your organization's success.</p>	% RATING TOP CHALLENGE	PRIORITY RATING (1=not at all, 7=a great deal)
Expanding into new markets, segments, or geographies	20.6%	5.3
Reducing operational and/or product costs or increasing value for similar cost	18.8%	5.7
Developing, acquiring, and retaining talent	15.6%	5.7
Accelerating the move to new digital technologies/platforms	9.6%	5.4
Addressing regulatory environments (e.g., public health, climate, geopolitical, privacy)	6.9%	4.7
Collaborating with other business functions to drive strategic initiatives (e.g., IT, supply chain)	6.0%	5.7
Creating new products and services	6.0%	5.1
Deploying brand as an enterprise-wide strategy	4.6%	5.3
Implementing systems and/or algorithms (e.g., AI, ML) to create greater customer personalization	4.6%	4.9
Building more sustainable capabilities and/or offerings	4.1%	4.4
Building more inclusive capabilities and/or offerings	1.8%	4.1
Activating purpose as an enterprise-wide business strategy	1.4%	3.3

# Where marketer challenges and priorities fit and diverge (2/2)

	High Priority	Lower Priority
<b>Rated as MOST Important Challenges</b>	<ul style="list-style-type: none"> <li>Expanding into new markets, segments, or geographies</li> <li>Reducing operational and/or product costs or increasing value for similar cost</li> <li>Developing, acquiring, and retaining talent</li> </ul>	<ul style="list-style-type: none"> <li>Accelerating the move to new digital technologies/platforms</li> <li>Addressing regulatory environments (e.g., public health, climate, geopolitical, privacy, etc.)</li> </ul>
<b>Rated as LESS Important Challenges</b>	<ul style="list-style-type: none"> <li>Collaborating with other business functions to drive strategic initiatives (e.g., IT, supply chain, etc.)</li> <li>Creating new products and services</li> <li>Deploying brand as an enterprise-wide strategy</li> </ul>	<ul style="list-style-type: none"> <li>Building more sustainable capabilities and/or offerings</li> <li>Building more inclusive capabilities and/or offerings</li> <li>Activating purpose as an enterprise-wide business strategy</li> </ul>

## Insights

Marketers report the most challenging task they will face in the next year to be “expanding into new markets, segments, or geographies” (with 20.6% reporting it as “top challenge”). Not surprisingly, over half of marketers plan to make this a top priority (6 or 7 on a 7-point scale) over the next year. Other top challenges prioritized in the northwest quadrant are “reducing operational and/or product costs or increasing value for a similar cost” and “developing, acquiring, and retaining talent.”

Less important challenges given higher priority by marketers are in the southwest quadrant while more important challenges given lower priority are in the northeast quadrant. These areas should be reviewed for stronger alignment.



# How marketing leaders view external challenges

What are the biggest external challenges facing your organization over the next 12 months?  
(Percentage reporting top challenge)

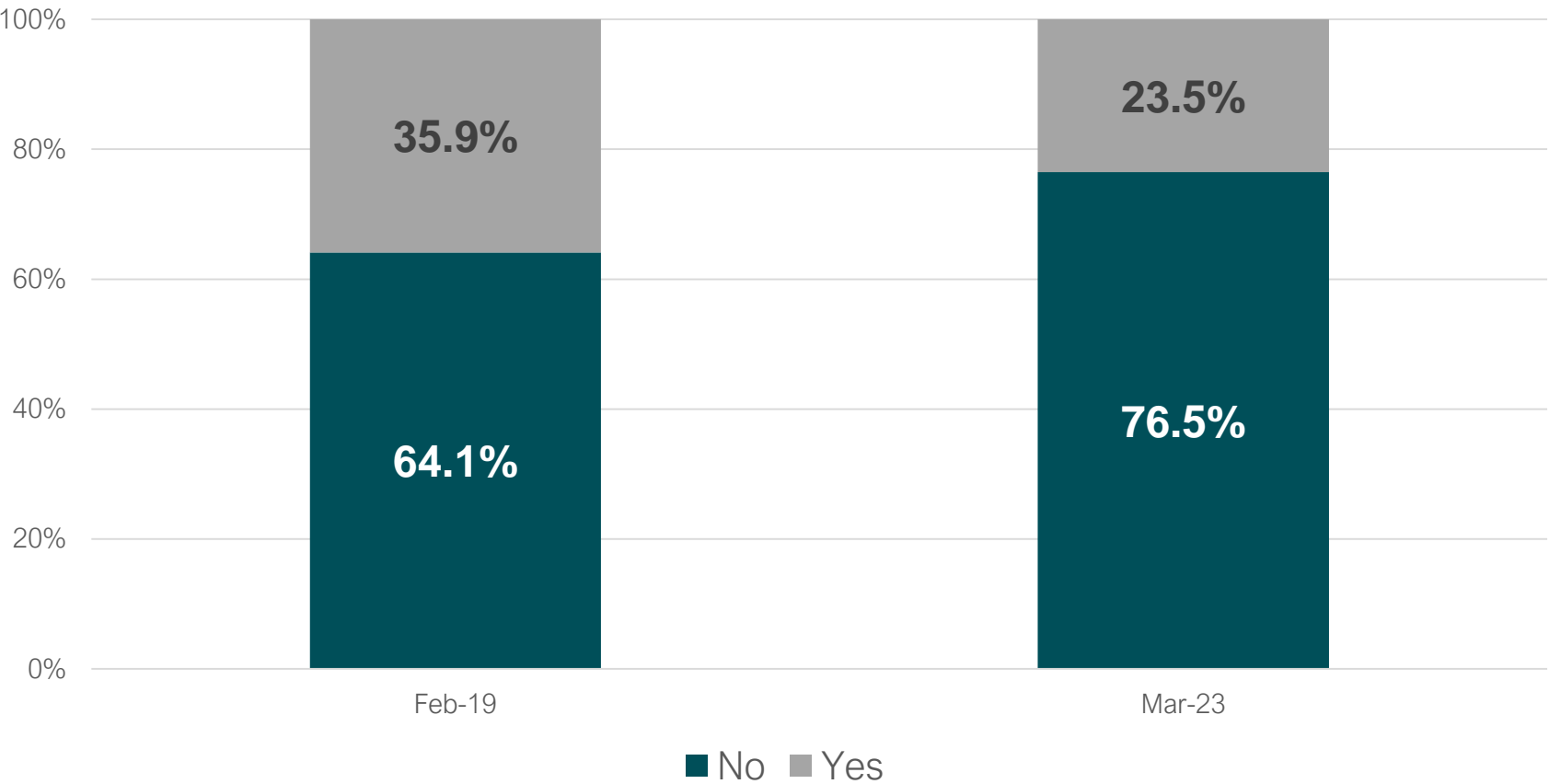
Financial/market instability/inflation	53.6%
Labor/skills shortage	14.5%
Supply chain disruption	11.1%
Changing regulations	5.8%
Geopolitical instability	5.8%
Cyber risk	4.3%
Natural disasters (including those related to climate)	1.9%
Pandemic	1.9%
Crises of trust (e.g., spread of misinformation)	0.5%
Ideological polarization	0.5%

## Insights

Although financial/market instability and inflation is by far regarded as the most important external challenge facing companies, sector differences do emerge. B2C Product companies (average rank of 1.4 out of 3) and companies with higher percentages of sales through the Internet, are more likely to view this category as a top external challenge. On the flip side, B2B Services (1.6) and companies with no sales through the Internet (1.7) tend to rank this challenge less highly. Zooming in on specific industry sectors, Mining/Construction is most likely to rate this category as a top external challenge (1.0), likely due to inflation's negative impacts on building supplies and labor.

# CEOs are less likely to be a former marketing leader following Covid

Is your current CEO a former marketing leader at your or another company?



## Economic Sector

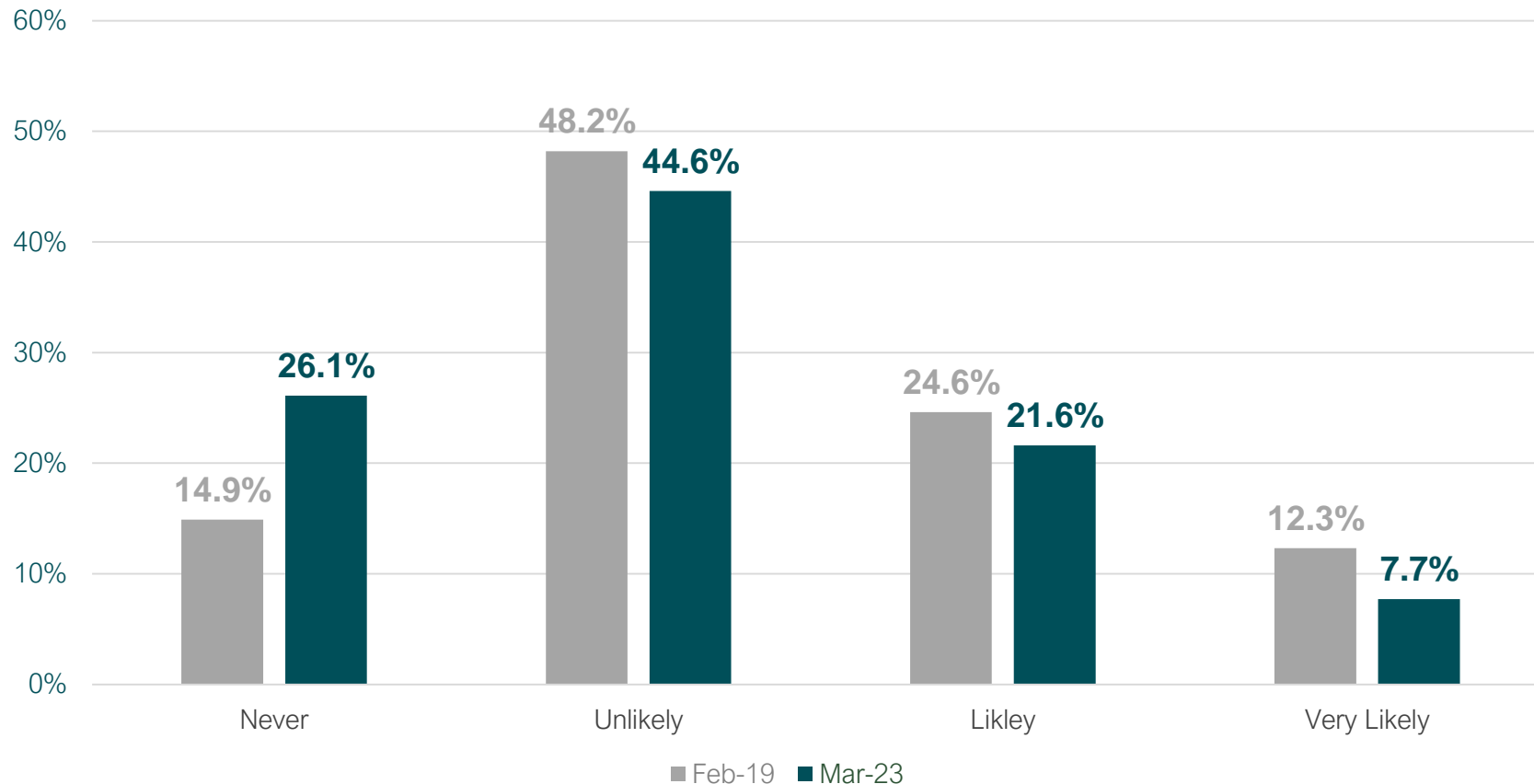
B2B Product	19.2%
B2B Services	18.6%
B2C Product	32.7%
B2C Services	28.6%

## Industry Sector

- Top industries reporting “Yes”
- Consumer Packaged Goods (36.7%)
  - Manufacturing (34.8%)
  - Transportation (33.3%)
- Top industries reporting “No”
- Pharma/Biotech (100%)
  - Real Estate (100%)
  - Technology (94.1%)

# Decline in marketing leader-to-CEO transition

How likely is the current top marketing leader in your company to become the CEO at your or another company?



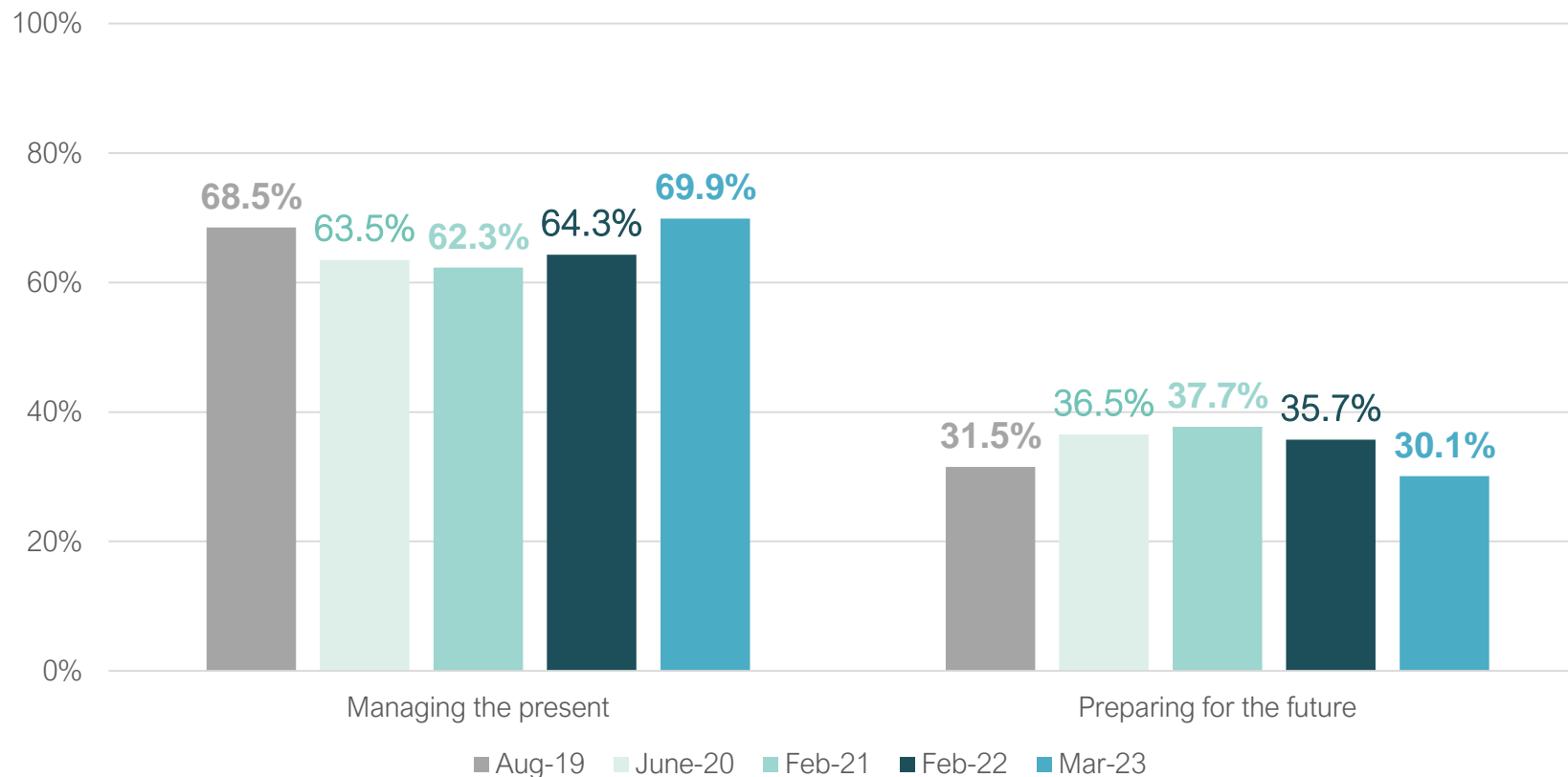
## Insights

Marketing leaders are less sanguine about the likelihood of becoming a CEO, with a larger percentage reporting "never" and a smaller percentage reporting "very likely." B2C Services proved the exception, where 14.3% of marketers reported "very likely" versus the mean of 7.7%.

51.9% of Professional Services report that it is "Not at all" likely a marketer would step into the CEO role at their organization or another company, while 33.3% of Communications/Media report that this transition is "Very Likely." The smallest companies (<50 employees) are just as likely to report "not at all" as "very likely" (with 17.5% reporting at each end).

# Companies continue to prioritize managing the present over preparing for the future

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

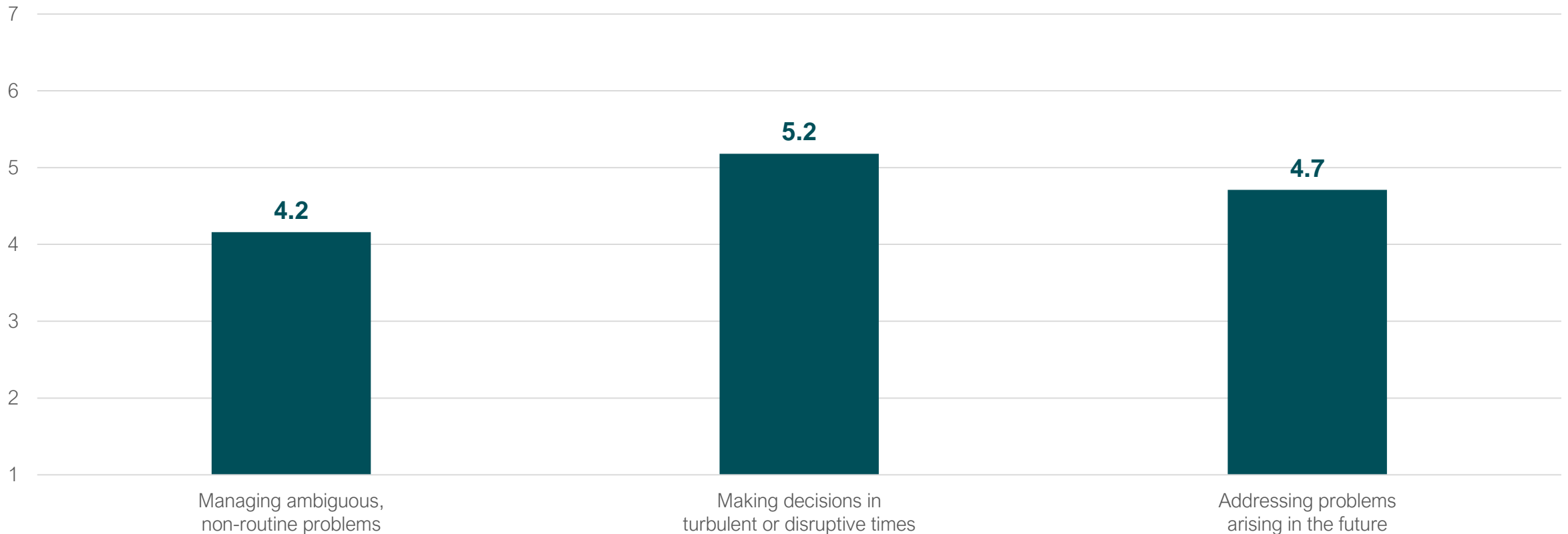


## Insights

Most marketers are more focused on “managing the present” (69.9%) versus “preparing for the future” (30.1%). There are exceptions to this rule, and the top three industries most focused on preparing for the future are Consumer Services (41.0%), Real Estate (41.0%), and Transportation (40.0%). Industries like Mining/Construction (77.0%), Retail/Wholesale (75.5%), and Professional Services (74.3%) are heavily focused on managing the present. The largest companies in terms of sales revenues tend to spend more time preparing for the future. Companies with \$100M-\$10+B reported above average time spent on future preparations (31.6%), versus below average time spent by firms with less than \$99M in sales revenues (27.1%).

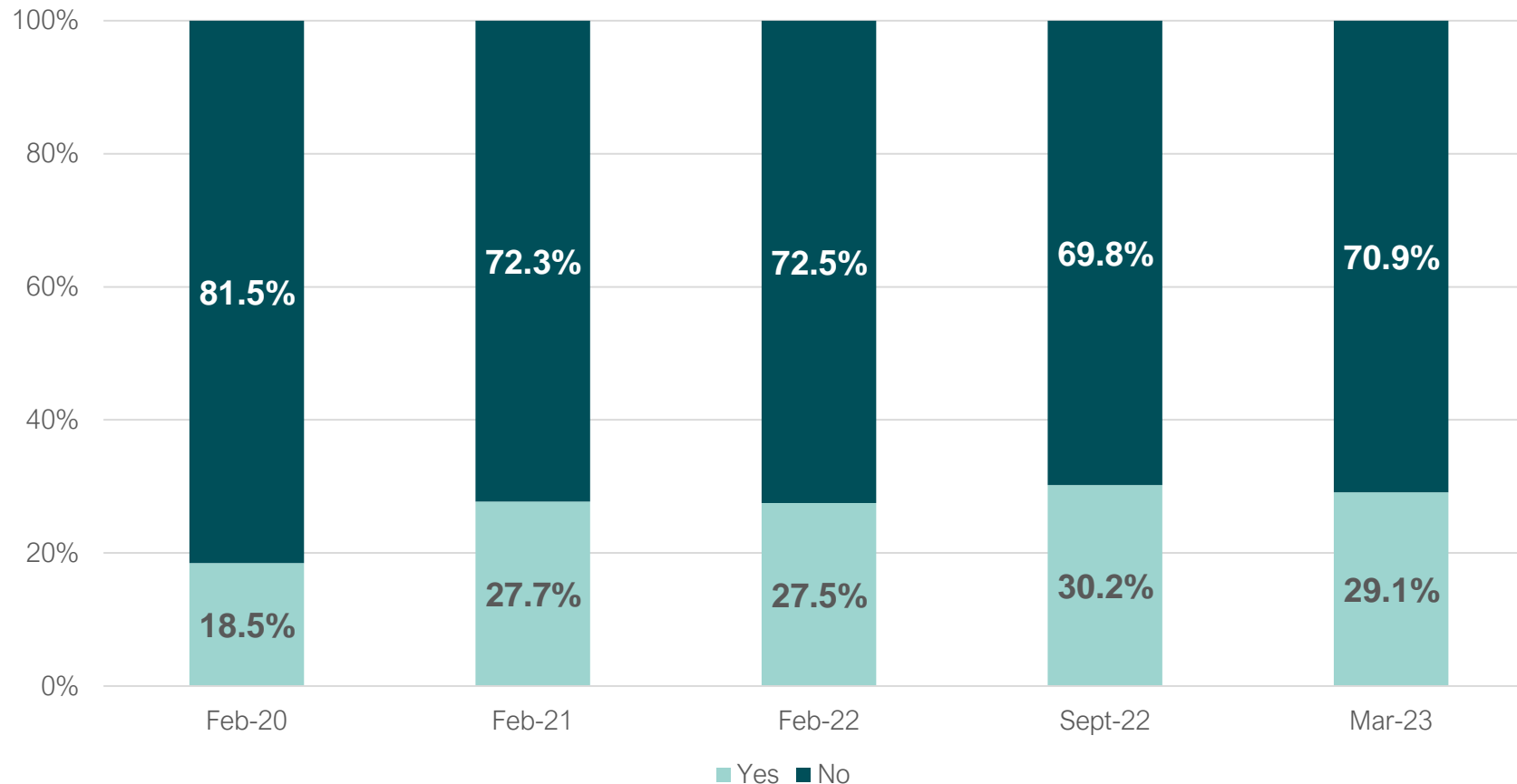
# Marketers see themselves as effective in making decisions during times of turbulence

Rate your company's ability to manage problems and turbulence (1=Not at all, 7=Very highly)



# Most marketers remain unwilling to have their brands take a stance on politically-charged issues

Do you believe it is appropriate for your brand to take a stance on politically-charged issues?



## Insights

Most marketers remain unwilling to use their brands to take a stance on politically-charged issues, with only 29.1% agreeing to do so. This number is larger than the 18.5% reported being willing to do so three years ago. Within economic sectors, B2C Services companies are most willing to take a stance (37.0%). Among industry sectors, Education stands out as most willing at 66.7%. Companies with sales revenue of \$10-25 million are most willing to take a stance (47.6%). Small companies with 50-99 employees report a willingness of 53.3% and are significantly more willing to take a stance than firms with a larger number of employees.

# What marketing leaders think about brand political activism

## Brand political activism...

38.4%

Has a **negative** effect on my company's ability to attract and retain employees

81.3%

Has a **positive** effect on my company's ability to attract and retain employees

63.7%

Has a **negative** effect on my company's ability to attract and retain customers and partners

75%

Has a **positive** effect on my company's ability to attract and retain customers and partners

68.2%

Make my company stand out in the marketplace in ways that we don't want

60%

Make my company stand out in the marketplace in **positive ways**

37.7%

Shows my company is **wasting resources** on non-core business activities

78.1%

Shows my company **cares about** more than making profits



## Insights

Marketing leaders who think it is appropriate for their brand to engage in political activism believe it increases their ability to attract employees, partners, and customers at rates substantially higher than leaders who think it is inappropriate for their brands to be political active. Marketing leaders that say no are most worried that it will make their brands stand out in the marketplace in ways they do not want and that it may hurt their ability to attract and retain customers and partners. Looking at these ratings over time, all of the reasons to say yes have increased while the negative indicators have all decreased or are flat.



# SOCIAL MEDIA AND MOBILE MARKETING

Marketing spending on mobile activities is predicted to match the peak 2020 levels in the next 12 months and to grow 80% in five years. It currently sits at 19.0%, meeting the prediction from one year ago. Despite the rising numbers, marketers do not perceive that mobile marketing has contributed significantly to their company's performance. On a 7-point scale, marketers report 3.2, a rise from 2.3 in the last survey, but not significantly different from three years of previous reports that all hover between 3.0-3.3.

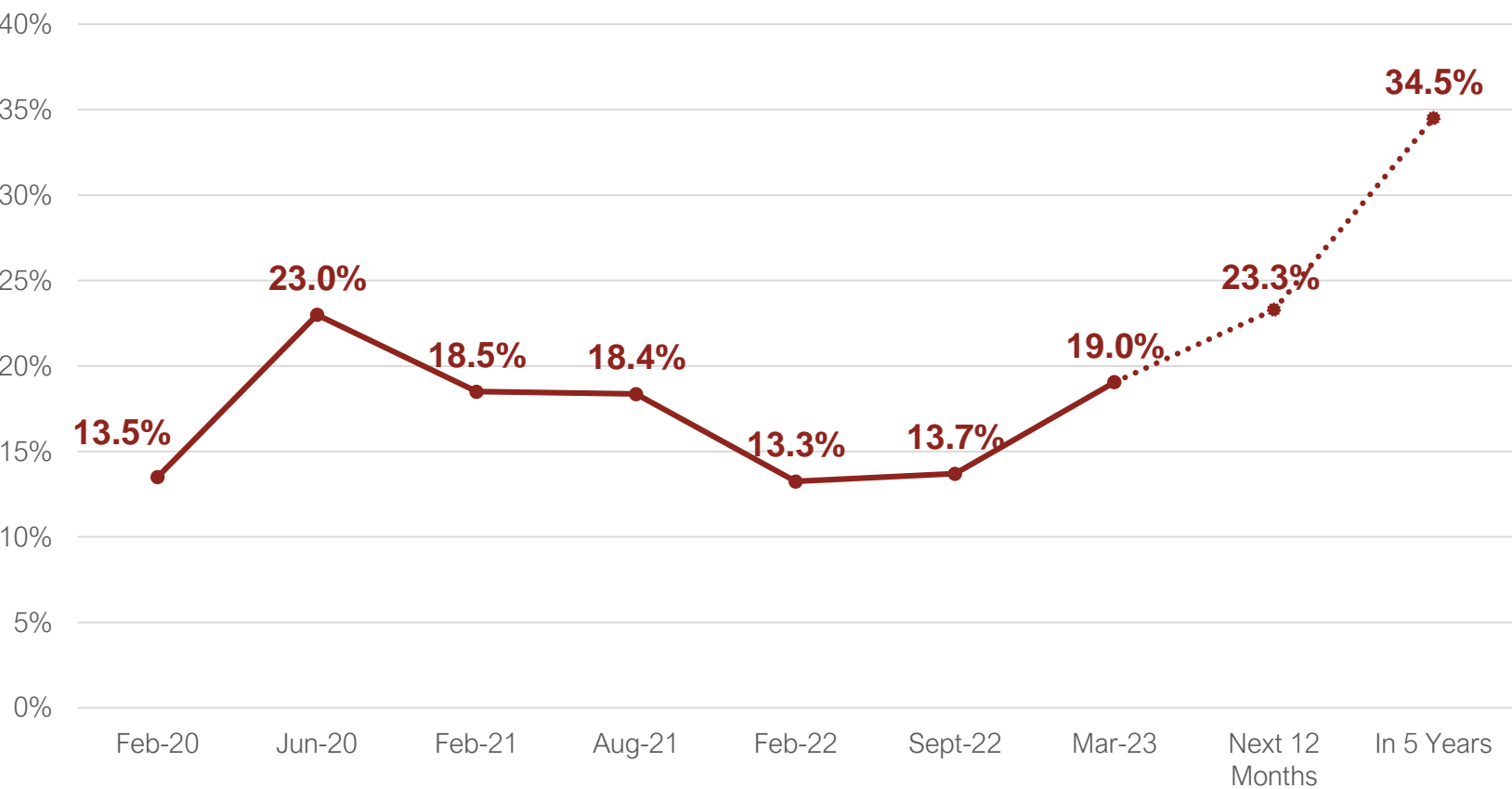
In terms of social media, marketers currently spend 17.0% of marketing budget on social media, which is predicted to increase to 20.3% within a year and 26.4% in five years. This would surpass spending levels seen in June 2020 (23.2%) when companies had to find more creative ways to reach consumers during lockdowns. Consumer Packaged Goods, Communications/Media, and Consumer Services predict they will spend 1/3 or more of their marketing budgets on social media 5 years from now. Despite rising spending, perceived social media contributions to company performance remain modest and flat, at just 3.8 on a 7-point scale. However, there are some types of companies achieving greater performance. B2C Product (4.4) and B2C Services (4.1) companies are more likely to view social media as contributing to performance.

In terms of how companies use social media, "brand awareness and brand building" continues to be the most common use (92.9%), followed by "brand promotions" (71.6%). Both of these categories fall under companies' main use of social media focused on current operations. Considering new growth-focused spending, 69.2% of companies use social media for acquiring new customers and 64% for introducing new products and services.



# Mobile spending predicted to match peak 2020 levels in the next year—expected to grow 80% in five years

What percent of your marketing budget are you currently spending on mobile activities?  
And what percent will you spend in the next 12 months? 5 years?



## Economic Sector

	Present	1 Year	5 years
B2B Product	15.2%	21.0%	32.5%
B2B Services	13.2%	16.1%	25.8%
B2C Product	28.8%	32.7%	45.0%
B2C Services	22.1%	25.2%	37.1%

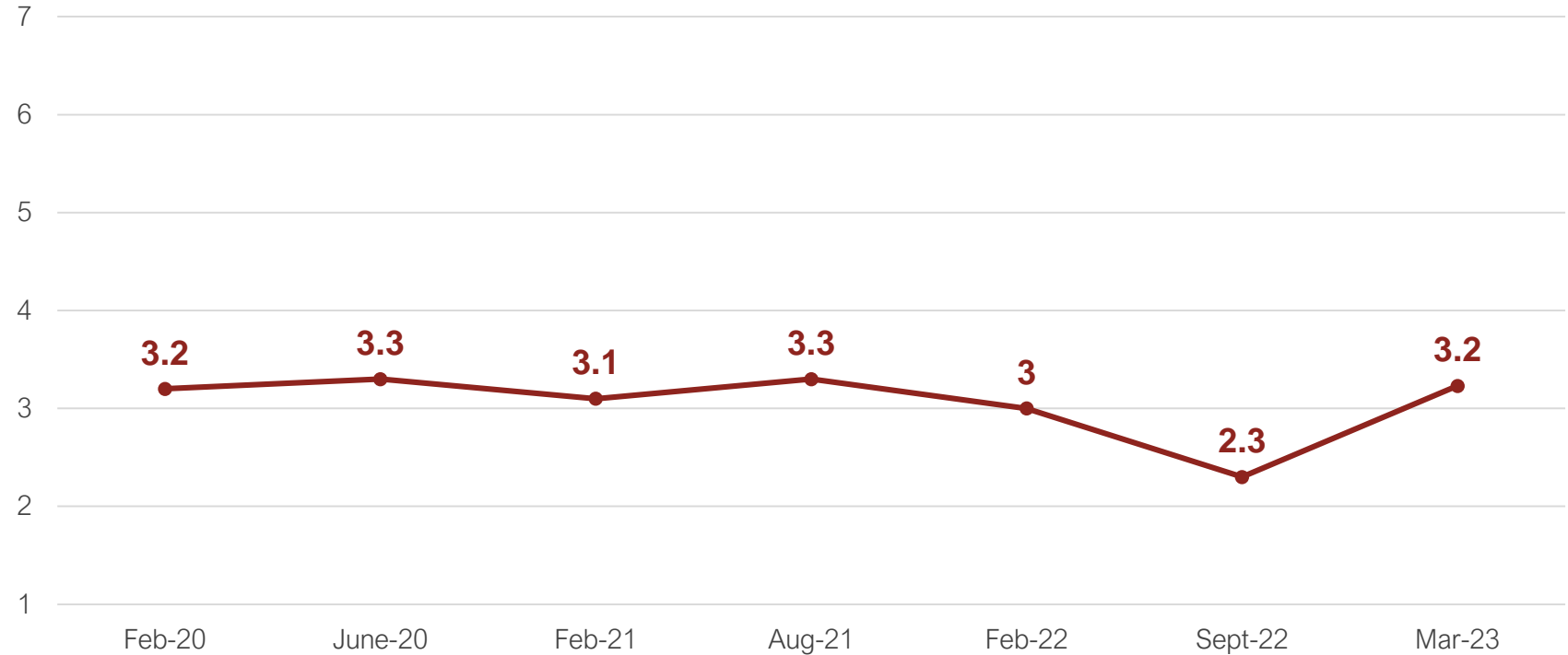


## Insights

Mobile spending levels continue to increase and predictions for spending one year ago of 18.7% of marketing budgets are met (19%). Companies with 50%+ of sales through the Internet spend ~30% of budget on mobile and predict that to rise to more than half of their marketing budgets in the next 5 years. Biggest mobile industry spenders include Consumer Packaged Goods (28.1%), Communications/Media (27.4%), and Retail/Wholesale (26.6%).

# Mobile marketing's contributions to company performance remain weak

To what degree has the use of mobile marketing contributed to your company's performance during the last year? (1=not at all, 7=very highly)



## Economic Sector

B2B Product	3.0
B2B Services	2.4
B2C Product	4.1
B2C Services	3.8

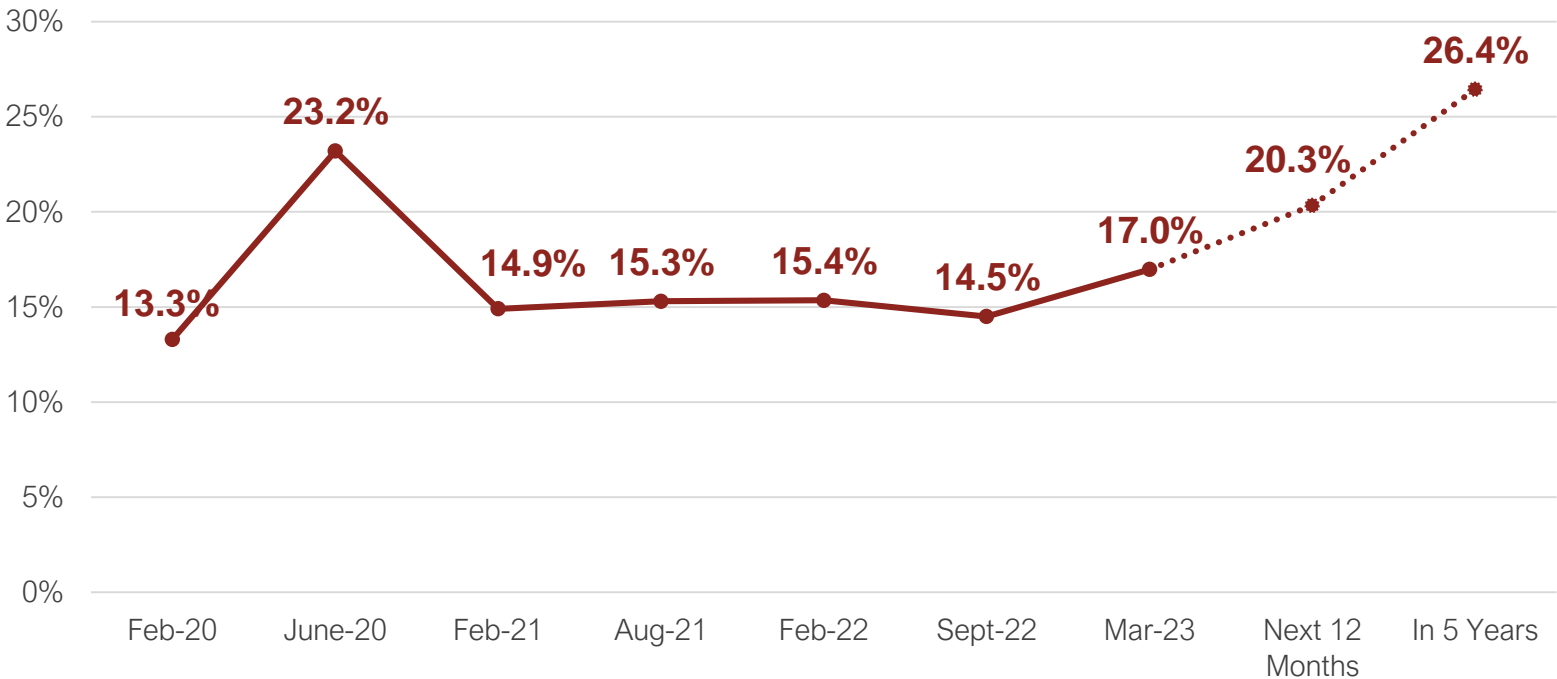


## Insights

On average, mobile marketing contributions to company performance remain weak over time, despite higher investments. B2C companies report a significant increase in contributions from mobile as do marketers at pure-play Internet companies. The strongest sector—and perhaps one to study for best practice—is Consumer Services (5.3). Companies with 50%+ of sales through the Internet report an average of 4.0 compared to strictly brick and mortar companies (2.4).

# Social media spending begins to rise again; forecasted to increase across industries in the next 12 months and 5 years

What percent of your marketing budget are you currently spending on social media? What percent will you spend in the next 12 months? 5 years?



## Economic Sector

	Present	1 Year	5 years
B2B Product	14.6%	18.6%	25.2%
B2B Services	14.2%	17.0%	23.5%
B2C Product	22.2%	24.7%	29.1%
B2C Services	19.6%	23.9%	30.5%

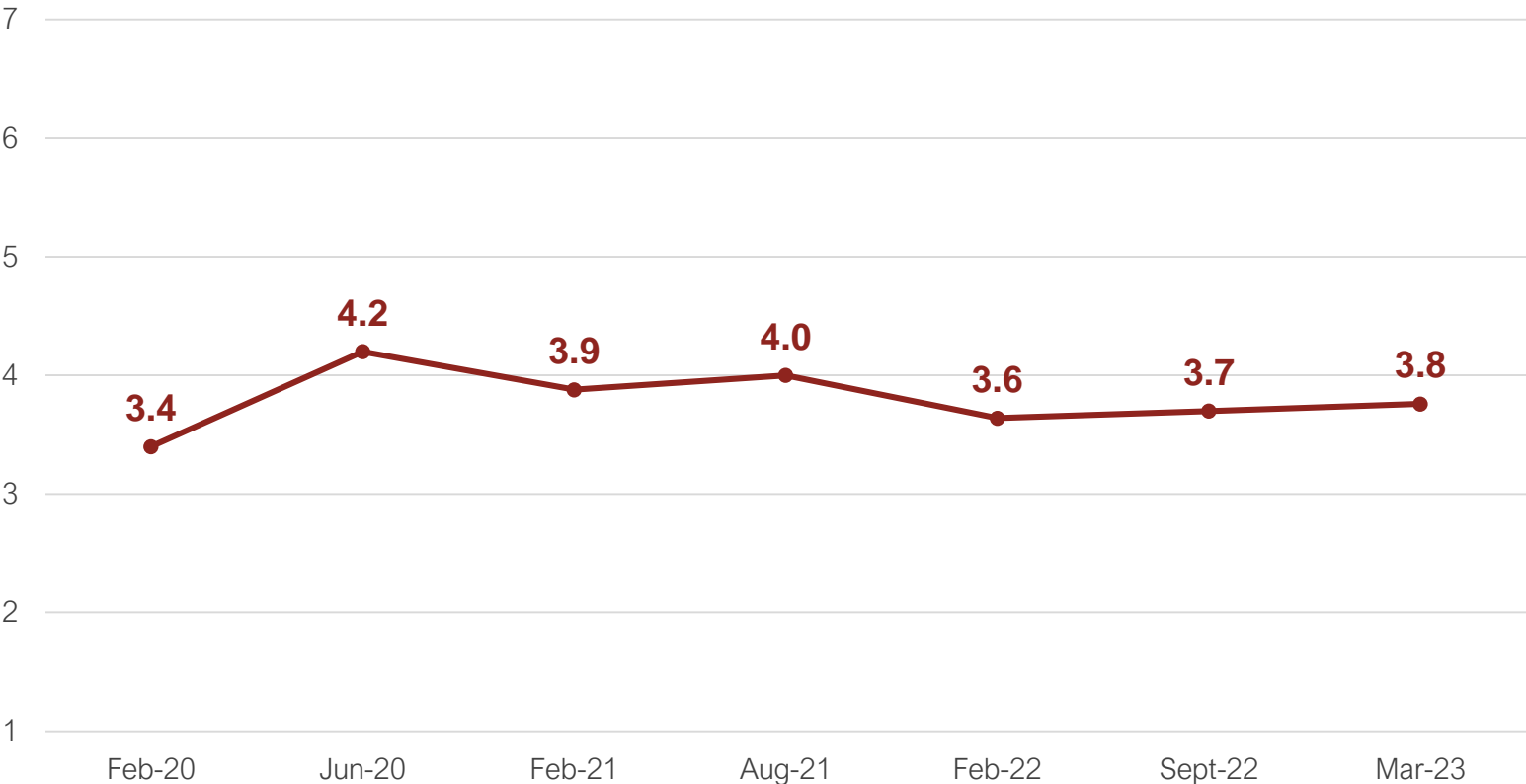


## Insights

Across the board, marketing leaders predict a steep rise in social media spending. Consumer Packaged Goods, Communications/Media, and Consumer Services predict they will spend 1/3 or more of their marketing budgets on social media 5 years from now. In addition, companies with no Internet sales are predicting they will increase social media spending from 10% to 20% of their budgets in the next 5 years.

# Social media contributions to company performance remain modest and flat

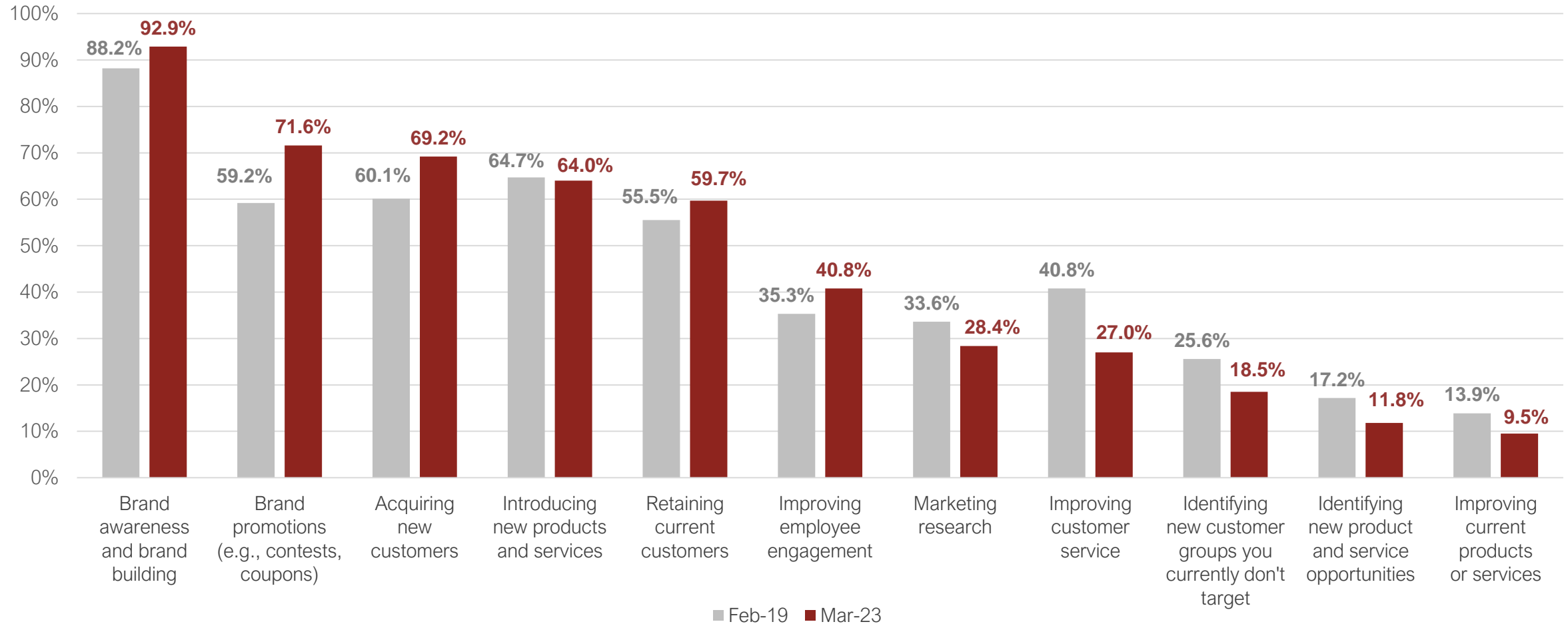
To what degree has the use of social media contributed to your company's performance during the last year? (1=not at all, 7=very highly)



## Insights

Contributions of social media to company performance have changed very little over the last three years. However, there are some types of companies achieving greater performance. B2C Product (4.4) and B2C Services (4.1) companies are more likely than average to view social media as contributing to performance. This trend is confirmed by Consumer Services leading the pack with a rating of 5.0. In terms of company size, companies with higher levels of revenue are more likely to attribute performance to social media (average of 4.2 for over \$500 million in revenue vs. 3.4 for below). Companies with 0% of sales through the Internet are least likely to perceive that social media has contributed to company performance (3.2).

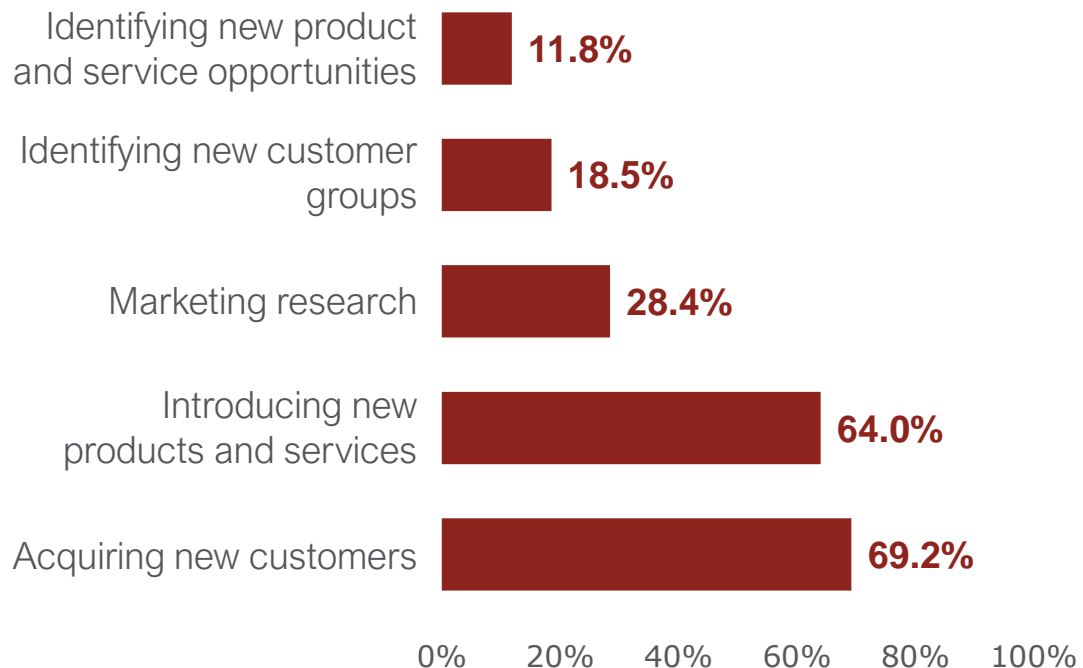
# How does your company use social media (% reporting use) (1/2)



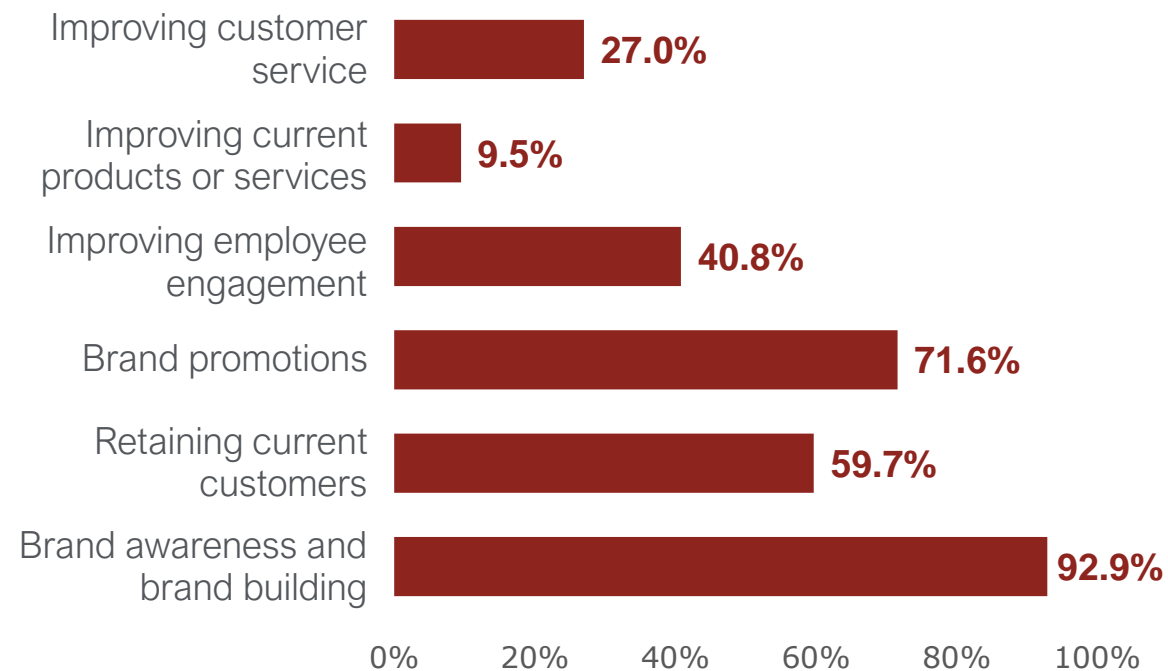
# How social media is used: New growth vs. current operations

How does your company use social media? (% reporting use)

## New Growth Focused



## Current Operations Focused





# MARKETING JOBS

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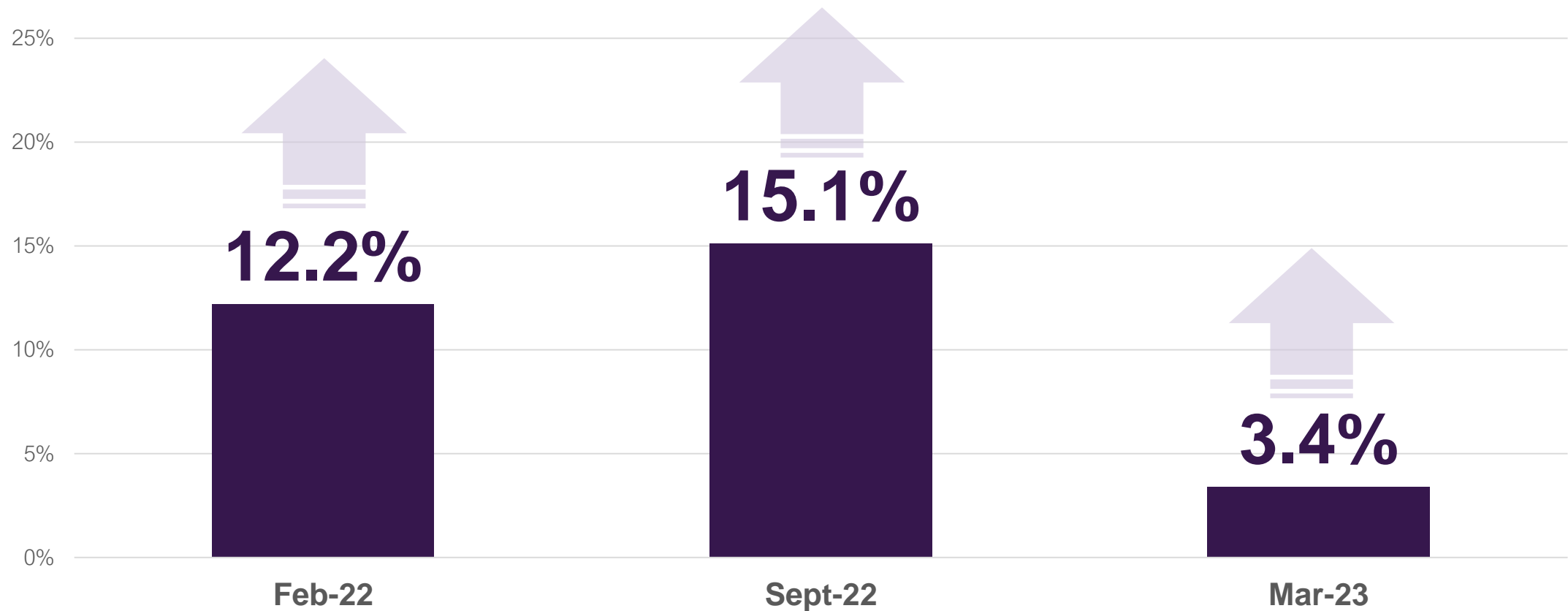
Responding to uncertainty in the economy, marketing organization size growth significantly slowed to just a 3.4% increase over the last year. This is a huge drop from the past two surveys (February 2022: 12.2% increase, September 2022: 15.1% increase) and is below the long-term historical average for the survey since 2010 (5.6% increase). Largest growth is among Professional Services (14.0%), Communications/Media (11.7%), Energy (11.7%) and Pharma/Biotech (11.7%). On the other hand, the greatest shrinkage is reported in Healthcare (-9.4%), Manufacturing (-3.7%) and Technology (-1.2%).

Marketing hires are predicted to grow at a much slower rate in the next 12 months with a meager 3.9% increase predicted for the next year, down from the 10.5% increase predicted one year ago. Bucking this trend are Banking/Finance/Insurance (10.6% increase), Pharma/Biotech (9.2%) and Energy (7.5%).

Marketing organizations report working from home “all of the time” at much lower rates than in the last survey (39.3% vs. 48.7%), but show a similar likelihood to work from home “some of the time.” Pure-play Internet companies are more likely to work from home all of time (59.1%) compared to their counterparts with a smaller percentage of sales through the Internet.

# Growth of marketing teams slows

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





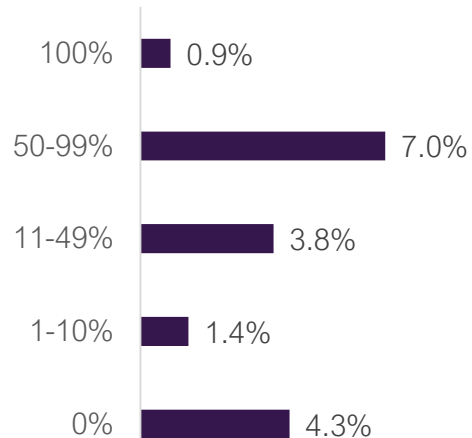
# Firm and industry breakouts on marketing organization growth

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

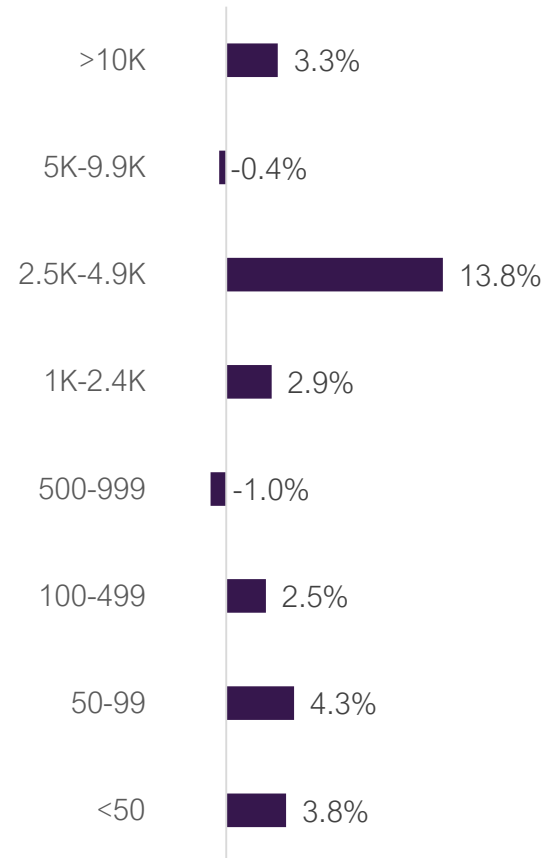
## 3.4%

Growth in  
marketing  
organizations

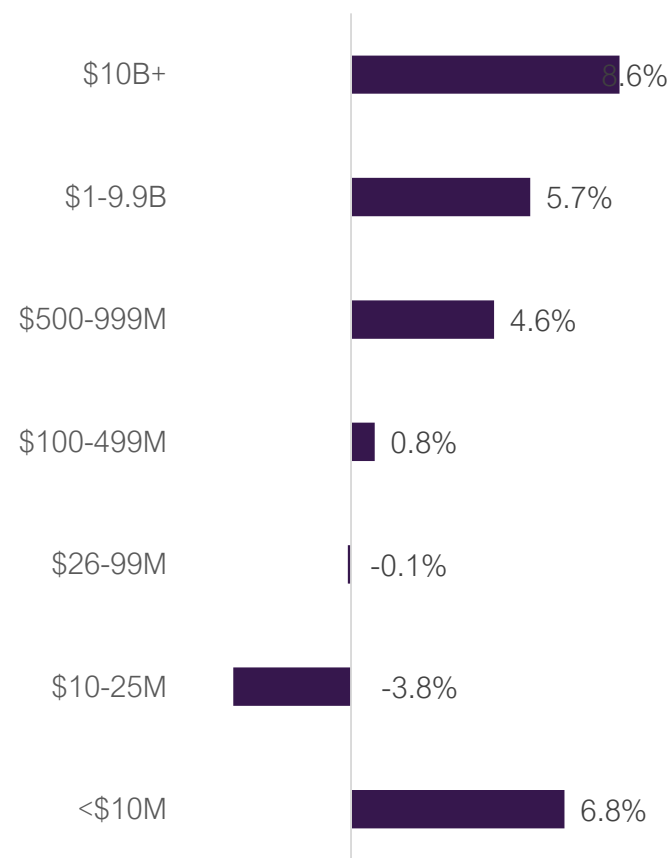
### Internet Sales



### Employees



### Revenues



### Economic Sector

B2B Product	2.8%
B2B Services	6.6%
B2C Product	2.5%
B2C Services	.64%

### Industry Sector

#### Largest Growth

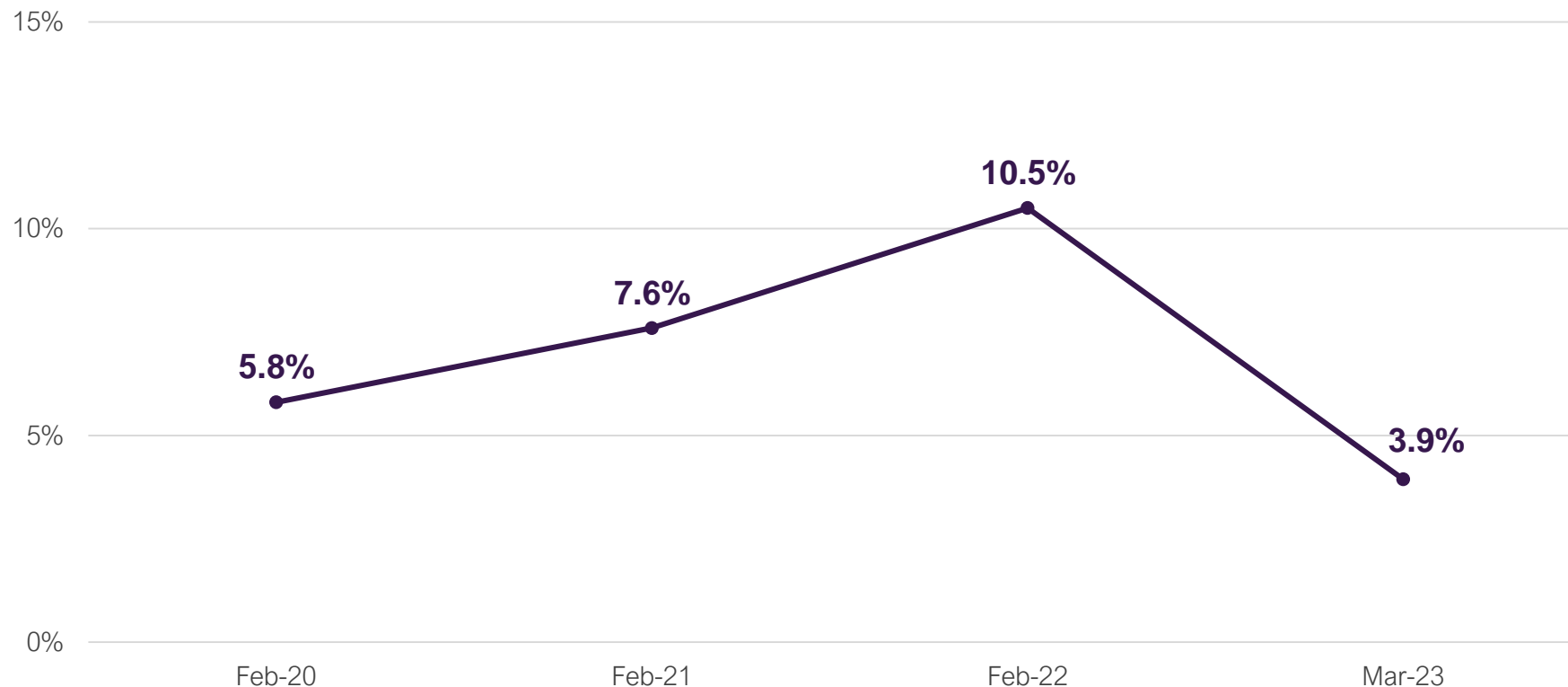
- Professional Services (14.0%)
- Communications/Media (11.7%)
- Energy (11.7%)
- Pharma/Biotech (11.7%)

#### Largest Shrinkage

- Healthcare (-9.4%)
- Manufacturing (-3.7%)
- Technology (-1.2%)

# Marketing hires predicted to grow at a much slower rate in next 12 months

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



## Economic Sector

B2B Product	5.4%
B2B Services	3.5%
B2C Product	3.0%
B2C Services	2.7%



## Industry Sector

### Largest Growth

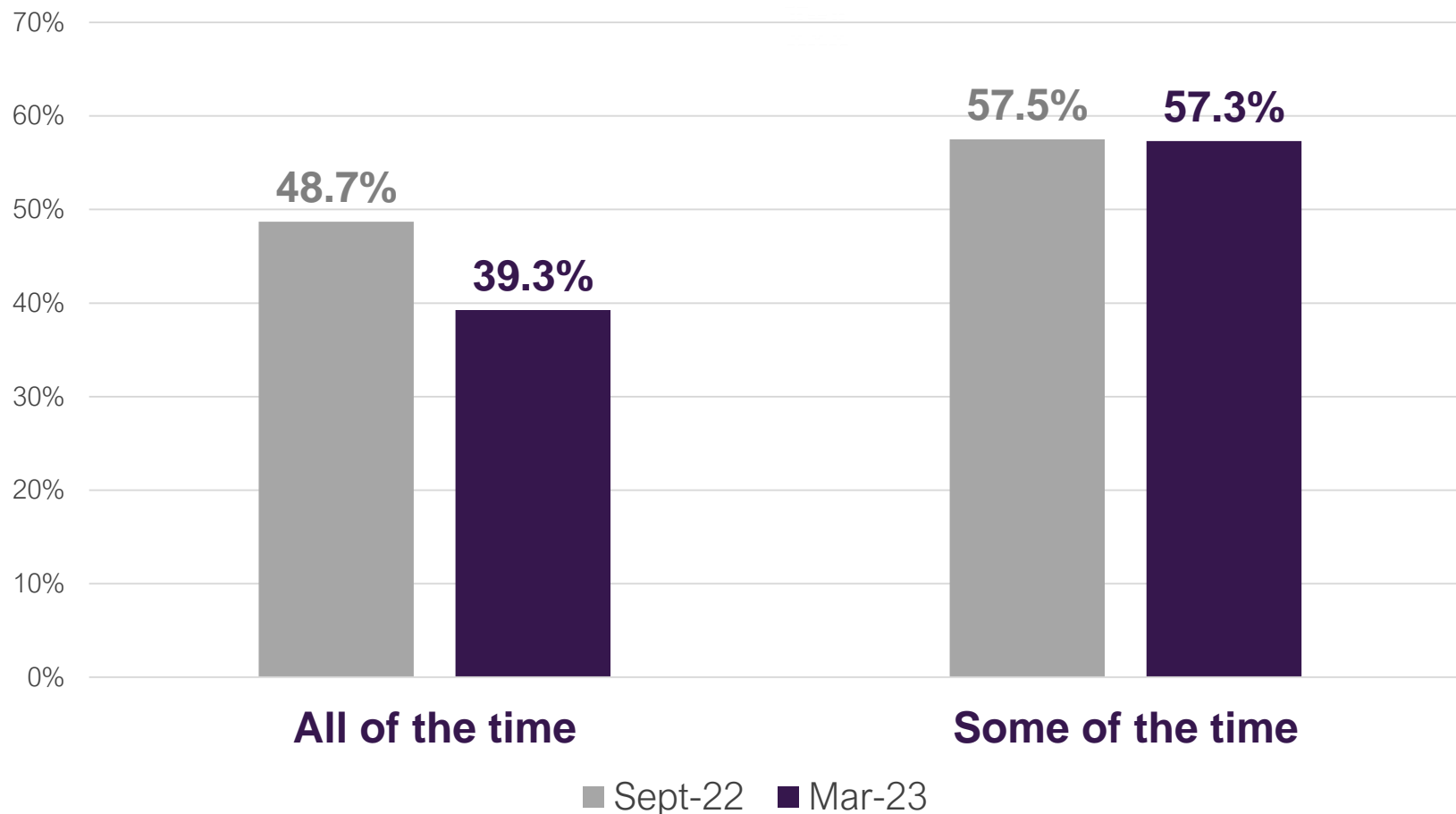
- Banking/Finance/Insurance (10.6%)
- Pharma/Biotech (9.2%)
- Energy (7.5%)

### Smallest Growth and Shrinkage

- Professional Services (2.3%)
- Manufacturing (-.43%)
- Mining/Construction (-1.0%)

# Change in work-from-home professionals over time

What percent of your marketing organization is working from home?



## Economic Sector (all the time)

B2B Product	47.7
B2B Services	47.1
B2C Product	25.7
B2C Services	24.2



## Insights

Pure-play Internet company marketers are more likely to work from home all of time (59.1%) compared to their counterparts with a smaller percentage of sales through the Internet. Among industries, Technology is the most likely to work from home full-time (76.0%) while Manufacturing is the least likely to work from home all the time (17.2%).



# MARKETING METRICS AND PERFORMANCE

Marketers use an array of metrics, with a set of tactical and short-term metrics measured most consistently, including sales revenues, digital/web/mobile performance, content engagement, and lead generation. Key strategic and longer-term metrics, such as brand equity value, customer insight usage, brand differentiation/willingness to pay a premium, and customer lifetime value are, on the other hand, among the least likely to be measured. Compared to two years ago, there is an increase in the use of these key strategic metrics, whereas more tactical-short term metrics show flat or weakened use. The most notable jump is a 111% increase in measurement of “brand differentiation, customer willingness to pay premium” from 4.6% in 2021 to 9.7% in this survey. However, this is still among one of the least in-use metrics in marketers’ tool kits.

Compared to 2021, company performance remains positive but weaker than six months ago, with sales revenue receiving the highest rating (11.9%), followed by customer retention (8.4%), customer acquisition (8.2%), brand value (6.3%), and profits (5.6%). B2B Services marketers lead performance across the board.

# How often are marketing metrics used? (1/2)

How consistently do you measure the following components of marketing?

Metrics	Always / consistently	Quarterly or monthly	Annually or semi-annually	Ad hoc / when needed	Almost never
Sales, revenues	69.9%	20.4%	3.1%	5.1%	1.5%
Digital/web/mobile performance	55.6%	26.8%	7.6%	6.1%	4.0%
Content engagement	43.4%	33.3%	5.6%	12.6%	5.1%
Lead generation	40.3%	27.6%	11.2%	11.7%	9.2%
Lead conversion	36.9%	28.2%	12.8%	10.3%	11.8%
Campaign costs, efficiency (e.g., production, content reuse)	34.8%	33.3%	12.1%	16.2%	3.5%
Campaign effectiveness (e.g., GRPs, reach, frequency)	34.7%	36.7%	7.7%	13.8%	7.1%
Customer satisfaction	32.7%	30.1%	17.3%	13.8%	6.1%
Campaign ROI	30.7%	32.2%	15.1%	16.6%	5.5%
Customer churn, retention rate, loyalty	28.6%	29.6%	20.9%	14.8%	6.1%

# How often are marketing metrics used? (2/2)

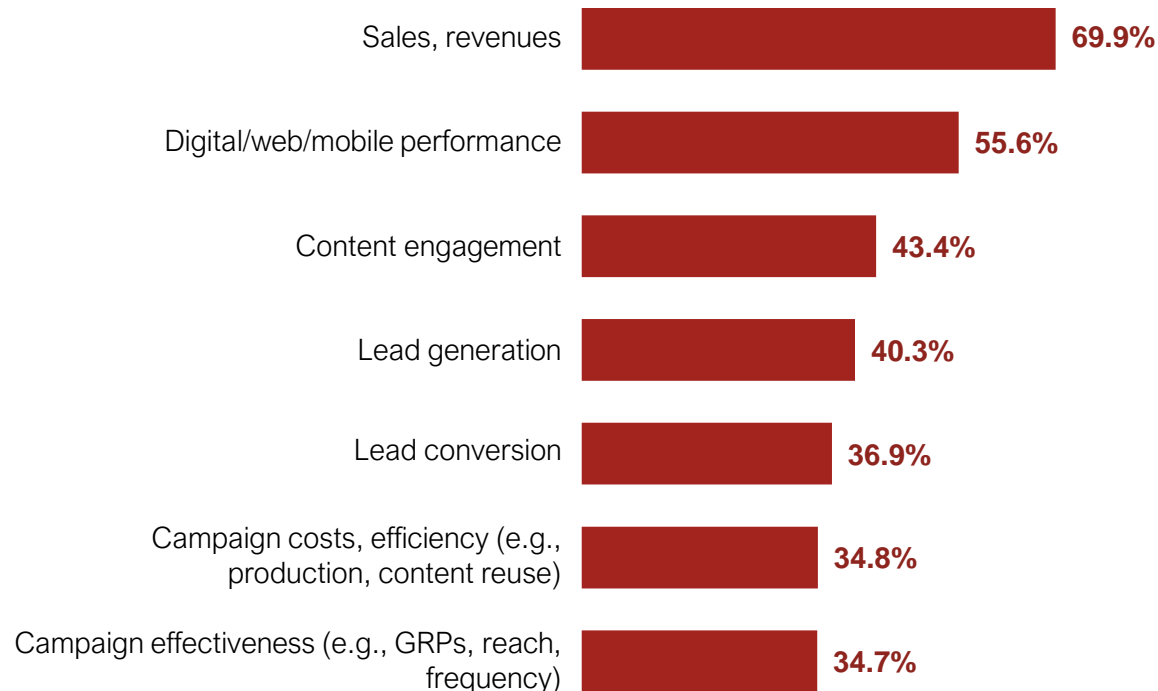
How consistently do you measure the following components of marketing?

Metrics	Always / consistently	Quarterly or monthly	Annually or semi-annually	Ad hoc / when needed	Almost never
Customer experience/engagement	23.7%	27.8%	18.7%	21.2%	8.6%
Net Promoter Score (NPS), willingness to recommend	20.8%	26.4%	19.8%	9.1%	23.9%
Brand awareness	12.6%	16.6%	34.2%	26.1%	10.6%
Customer lifetime value (CLV), customer profitability	12.1%	20.7%	20.2%	27.3%	19.7%
Marketing infrastructure investments (data, tools, technology)	10.9%	16.6%	37.3%	26.4%	8.8%
Brand differentiation, customer willingness to pay premium	9.7%	17.9%	26.0%	29.1%	17.3%
Investments to develop or improve marketing infrastructure	9.3%	11.3%	39.7%	28.4%	11.3%
Customer/market insight usage	9.2%	21.4%	27.6%	28.6%	13.3%
Customer/market insight quality-breadth and depth	9.2%	21.5%	27.7%	29.7%	11.8%
Brand equity value	6.6%	9.7%	24.5%	32.1%	27.0%

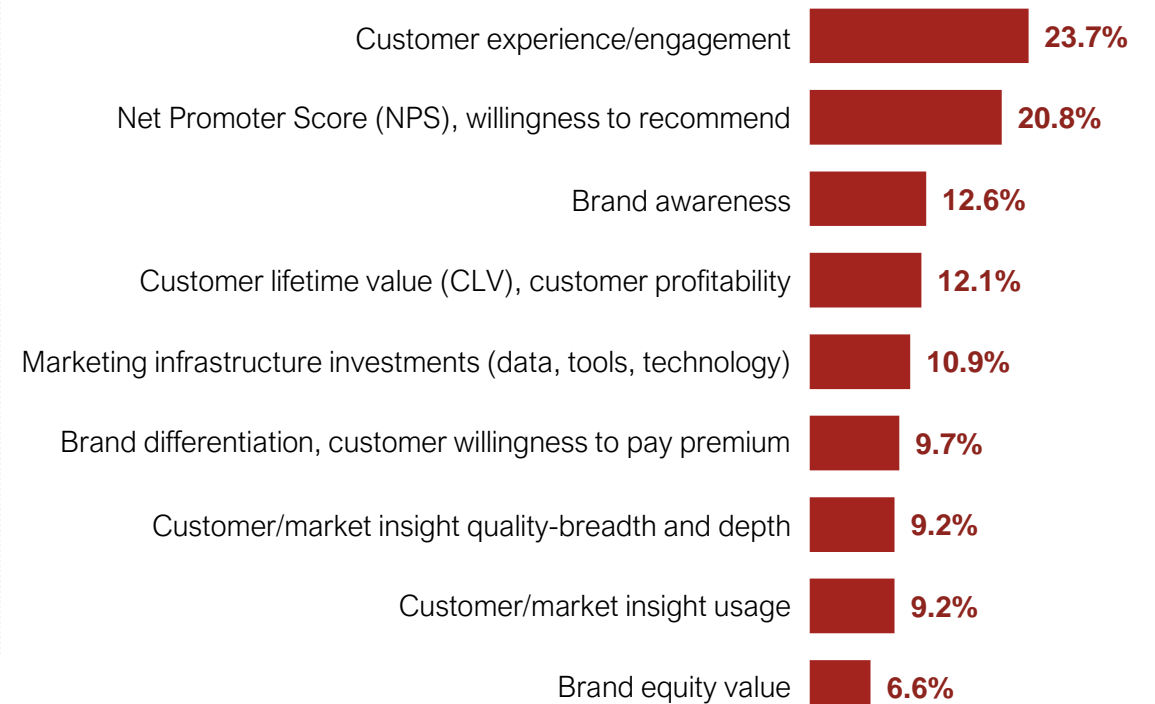
# Marketing metrics send powerful signals on business impact

How consistently do you measure the following components of marketing?

## Most in-use metrics



## Least in-use metrics



# Key strategic metrics show improvement over time whereas more tactical metrics show flat or weakened use

## Most in-use metrics

Marketing Metric	Aug-21	Mar-23	% Change
Sales, revenues	78.7%	69.9%	-11.2%
Digital/web/mobile performance	54.8%	55.6%	+1.5%
Content engagement	43.5%	43.4%	-0.2%
Lead generation	46.8%	40.3%	-13.9%
Lead conversion	42.1%	36.9%	-12.4%
Campaign costs, efficiency	29.2%	34.8%	+19.2%
Campaign effectiveness	27.6%	34.7%	+25.7%

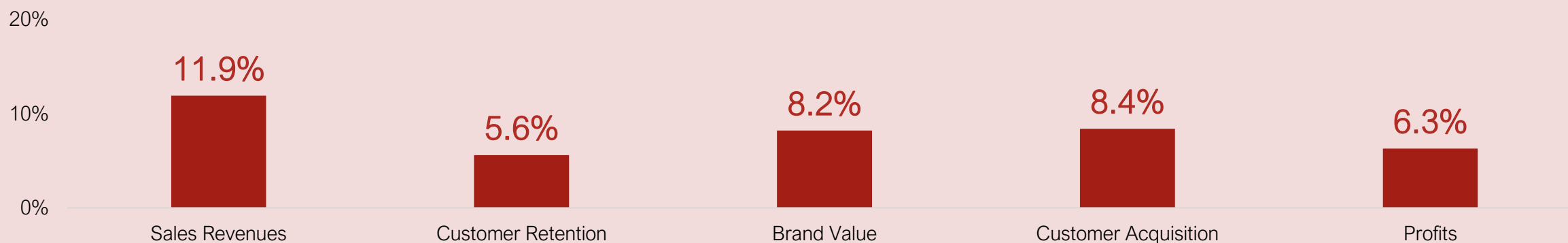
## Least in-use metrics

Marketing Metric	Aug-21	Mar-23	% Change
Brand awareness	11.9%	12.6%	+5.8%
Customer lifetime value (CLV)	8.3%	12.1%	+45.8%
Marketing infrastructure investments	7.9%	10.9%	+38.0%
Brand differentiation, customer willingness to pay premium	4.6%	9.7%	+110.9%
Customer/market insight usage	6.9%	9.2%	+33.3%
Customer/market insight quality-breadth and depth	5.2%	9.2%	+76.9%
Brand equity value	3.3%	6.6%	+100%



# Company performance remains strong: B2B Services marketers lead

Compared to 2021, rate your company's performance during the prior 12 months:



## Economic Sector

	Sales Revenues	Customer Retention	Brand Value	Customer Acquisition	Profits
B2B Product	11.9%	4.9%	3.5%	5.6%	5.3%
B2B Services	13.2%	16.7%	12.3%	13.2%	11.8%
B2C Product	10.4%	3.6%	5.1%	8.6%	-.4%
B2C Services	13.8%	9.7%	6.1%	6.4%	7.5%



# AWARD FOR MARKETING EXCELLENCE

This CMO Survey Award is selected by fellow marketers. It is given each Spring to one company that is judged to set the standard for excellence in marketing across all industries and the companies viewed as setting the standard in their respective industries. Apple Inc. is the overall winner for the fifteenth straight year. Industry winners include Amazon, the Proctor & Gamble Company, Nike, The Coca-Cola Company, and Salesforce, Inc.

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



Apple Inc.

Apple has won this award for fifteen consecutive years. Christine Moorman discussed this accomplishment in [2012](#) and revisited Apple's success in [2018](#).

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



Amazon, Inc.



Nike



Salesforce, Inc



The Proctor &  
Gamble Company



The Coca-Cola  
Company

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