



## UK Topline Report February 2022

Managing Digital Marketing Returns,  
Brexit, and Climate Impact



## **Managing Digital Marketing Returns, Brexit, and Climate Impact**

### **The 2<sup>nd</sup> Edition of The CMO Survey UK, February 2022**

This second Edition of The CMO Survey UK provides the marketing profession with an understanding of how marketing activities, spending, jobs, and performance have been influenced by the continued impact of the pandemic and Brexit over the past year, as well as marketing leaders' response to the climate crisis. As it did last year, the UK Edition also provides a comparison to the study of U.S. marketing leaders that has been running bi-annually since 2008 (see U.S. results at <https://cmosurvey.org/results/>).

We hope these benchmarks will be useful to you and your company as you navigate this historic period. Special thanks to the marketing leaders that gave their time and good will to make these insights possible.

A handwritten signature in black ink that reads 'Nader Tavassoli'.

Nader Tavassoli  
Professor of Marketing  
Academic Director, The Leadership Institute  
London Business School  
UK Director, The CMO Survey<sup>®</sup>

A handwritten signature in black ink that reads 'Christine Moorman'.

Christine Moorman  
T. Austin Finch, Sr. Professor of Business Administration  
Fuqua School of Business, Duke University  
Founder and Director, The CMO Survey<sup>®</sup>



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#### **Survey Sample**

261 marketing leaders at UK for-profit companies; 118 responded for a 45.2% response rate—96.6% of respondents are VP-level or above, with a large majority holding the title of CMO, Head of Marketing, or Marketing Director.

#### **Survey Administration**

The survey was in field from January 12-February 11, 2022. It was administered via email with follow-up reminders.

#### **Survey Reports**

- [The Topline Report](#) offers an aggregate view of survey results
- [The Firm and Industry Breakout Report](#) displays survey results by sectors, size, and sales

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

**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:** Launched in the UK in January of 2021, The CMO Survey UK is administered annually. 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.

**Support:** We would like to acknowledge the generous support of the following organizations in helping us recruit survey participants among their members: CMO Growth Council, Deloitte, ISBA, Marketing Week, The Chartered Institute of Marketing, The Marketing Society, tml Partners, and Walpole. Survey data and participant lists are held in confidence and not shared with these organizations or any other parties.

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## Topic 1: Macroeconomic Forecasts

### Are you more or less optimistic about the UK economy compared to last quarter?

	Number	Percent	95% CI
3=More	42	38.5 %	± 8.8 %
2=No Change	18	16.5 %	± 6.6 %
1=Less	49	45.0 %	± 9.0 %
Total	109	100.0 %	

Mean = 1.94

SD = 0.92

Missing Cases = 9

Response Percent = 92.4 %



## Topic 1: Macroeconomic Forecasts

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

Minimum = 28.75

Maximum = 95

Mean = 63.30

Median = 65

Standard Deviation (Unbiased Estimate) = 15.32

95 Percent Confidence Interval Around The Mean = 60.44 - 66.16

Valid Cases = 110

Missing Cases = 8

Response Percent = 93.2%





## Topic 2: Customer Behavior and Channels

**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	1.90 0.83	12 11.2%	10 9.3%	9 8.4%	31 29.0%
Superior product quality	1.76 0.81	33 30.8%	21 19.6%	16 15.0%	70 65.4%
Superior innovation	1.88 0.82	10 9.3%	9 8.4%	7 6.5%	26 24.3%
Excellent service	2.11 0.79	16 15.0%	24 22.4%	23 21.5%	63 58.9%
Trusting relationship	2.14 0.78	12 11.2%	19 17.8%	19 17.8%	50 46.7%
Customer experience	1.92 0.84	23 21.5%	18 16.8%	18 16.8%	59 55.1%
Creating a positive impact on the world	2.64 0.58	1 0.9%	6 5.6%	15 14.0%	22 20.6%



## Topic 2: Customer Behavior and Channels

### How much do customers trust your brand?

	Number	Percent	95% CI
1=Significantly below industry average	0	0.0 %	± 0.0 %
2	0	0.0 %	± 0.0 %
3	1	0.9 %	± 1.7 %
4	2	1.8 %	± 2.4 %
5=At industry average	12	10.8 %	± 5.5 %
6	9	8.1 %	± 4.9 %
7	14	12.6 %	± 5.9 %
8	39	35.1 %	± 8.6 %
9	24	21.6 %	± 7.4 %
10=Significantly above industry average	10	9.0 %	± 5.1 %
Total	111	100.0 %	

Mean = 7.67

SD = 1.56

Missing Cases = 7

Response Percent = 94.1 %



## Topic 2: Customer Behavior and Channels

### Do you use a channel partner?

	Number	Percent	95% CI
Uses channel partners	80	67.8 %	± 8.6 %
Does not use channel partners	38	32.2 %	± 8.6 %
Total	118	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	72	77.4 %	± 8.7 %
Optimizing our company website	70	75.3 %	± 8.9 %
Digital media and search	69	74.2 %	± 9.1 %
Direct digital marketing (e.g., email)	68	73.1 %	± 9.2 %
Online experimentation and/or A/B testing	60	64.5 %	± 9.9 %
Marketing technology systems or platforms	58	62.4 %	± 10.0 %
Managing privacy issues	43	46.2 %	± 10.3 %
Machine learning and automation	27	29.0 %	± 9.4 %
<u>Improving our app</u>	18	19.4 %	± 8.2 %
Total	485		

Number of Cases = 93

Number of Responses = 485

Average Number of Responses per Case = 5.2

Number of Cases With At Least One Response = 93

Response Percent = 100.0 %



### Topic 3: Managing Digital Marketing Returns

**Check all the statements that describe your company's digital activities.**

	Number	Percent	95% CI
We continuously test and iterate in using digital marketing	65	72.2 %	± 9.4 %
Marketing leaders have a good understanding of the technology roadmap and capabilities they can use to do great marketing	51	56.7 %	± 10.4 %
Marketing leaders are more collaborative with the CIO/CTO (or the equivalent technology leaders)	49	54.4 %	± 10.5 %
Your company is able to connect its digital marketing data with other intelligence you have about your customers	41	45.6 %	± 10.5 %
Marketing teams have the skills and training to best use your company's marketing systems powered by technology systems/tools	35	38.9 %	± 10.3 %
Your company has consolidated customer intelligence in a way that integrates customer data across all touchpoints	22	24.4 %	± 9.1 %
Marketing has the right systems in place to track customer engagement in a way that informs its marketing roadmap	21	23.3 %	± 8.9 %
Total	284		

Number of Cases = 90

Number of Responses = 284

Average Number Of Responses Per Case = 3.2

Number Of Cases With At Least One Response = 90

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
We have been able to link digital marketing returns to business outcomes such as incremental revenues or profits	58	69.0 %	± 10.1 %
Customer information from our sales, marketing, customer service, and product teams is shared across our company	52	61.9 %	± 10.6 %
We have been able to optimize and connect digital marketing performance and budgets across short-, mid-, and long-term objectives	39	46.4 %	± 10.9 %
The CTO/CIO (or equivalent technology leader) is aware of and aligned on the objectives and path to activate (KPIs) in digital marketing	35	41.7 %	± 10.8 %
The CFO (or equivalent financial leader) is aware of and aligned on the objectives and path to activate KPIs in digital marketing	32	38.1 %	± 10.6 %
We have been able to combine digital and offline data to create a unified data foundation for measuring the impact of digital marketing investments	29	34.5 %	± 10.4 %
We have invested in advanced measurement techniques and analytics to bring more rigor (e.g. AI/ML, attribution, mix modeling, econometric models, etc.)	28	33.3 %	± 10.3 %
Customer information from our sales, marketing, customer service, and product teams is integrated effectively to <u>improve usage</u>	22	26.2 %	± 9.6 %
Total	295		

Number of Cases = 84

Number of Responses = 295

Average Number of Responses per Case = 3.5

Number of Cases With At Least One Response = 84

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	44.02	30.13	37.69 - 50.36	45	0	100	87
2 years ago	41.39	35.53	33.80 - 48.99	40	0	100	84
2 years from now	42.80	25.71	37.30 - 48.30	40	0	100	84



### 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	1	1.1 %	± 1.7 %
2	3	3.3 %	± 2.9 %
3	4	4.3 %	± 3.3 %
4	17	18.5 %	± 6.5 %
5	26	28.3 %	± 7.6 %
6	18	19.6 %	± 6.6 %
7=Very Highly	23	25.0 %	± 7.3 %
Total	92	100.0 %	

Mean = 5.28

SD = 1.40

Missing Cases = 26

Response Percent = 78.0 %





## Topic 4: The Impact of Brexit

### How did Brexit affect your business?

	Number	Percent	95% CI
1=Negative effect	38	42.7 %	± 8.6 %
2=No effect	47	52.8 %	± 9.0 %
3=Positive effect	4	4.5 %	± 3.3 %
Total	89	100.0 %	

Mean = 1.62

SD = 0.57

Missing Cases = 29

Response Percent = 75.4 %



## Topic 4: The Impact of Brexit

### To what degree do you feel your marketing function was prepared for Brexit?

	Number	Percent	95% CI
1=Not at all	14	16.1 %	± 5.9 %
2=Minor	21	24.1 %	± 7.0 %
3=Moderate	35	40.2 %	± 8.4 %
4=Highly	17	19.5 %	± 6.5 %
Total	87	100.0 %	

Mean = 2.63

SD = 0.98

Missing Cases = 31

Response Percent = 73.7 %



## Topic 4: The Impact of Brexit

### To what degree did you adjust your marketing strategy regarding Brexit?

	Number	Percent	95% CI
1=Not at all	37	42.0 %	± 8.5 %
2=Minor	31	35.2 %	± 8.1 %
3=Moderate	16	18.2 %	± 6.3 %
4=Highly	4	4.5 %	± 3.3 %
Total	88	100.0 %	

Mean = 1.85

SD = 0.88

Missing Cases = 30

Response Percent = 74.6 %



## Topic 4: The Impact of Brexit

### Which aspects of your marketing were significantly impacted by Brexit?

	Number	Percent	95% CI
Channel or distribution	21	36.2 %	± 12.8 %
Marketing talent management	21	36.2 %	± 12.8 %
Pricing	17	29.3 %	± 12.1 %
Product/service portfolio	14	24.1 %	± 11.4 %
Communications	12	20.7 %	± 10.8 %
Consumer targeting	8	13.8 %	± 9.2 %
Marketing alliances and partners	8	13.8 %	± 9.2 %
Consumer relationship management	7	12.1 %	± 8.7 %
Consumer data management	5	8.6 %	± 7.5 %
Salesforce management	5	8.6 %	± 7.5 %
Branding	3	5.2 %	± 5.9 %
Product/service innovation	3	5.2 %	± 5.9 %
Total	124		

Number of Cases = 58

Number of Responses = 124

Average Number of Responses per Case = 2.1

Number of Cases With At Least One Response = 58

Response Percent = 100.0 %



## Topic 4: The Impact of Brexit

### How did Brexit change the role of marketing in your company?

	Number	Percent	95% CI
1=Less important	3	3.4 %	± 2.9 %
2=No change	77	88.5 %	± 8.8 %
3=More important	7	8.0 %	± 4.3 %
Total	87	100.0 %	

Mean = 2.05

SD = 0.34

Missing Cases = 31

Response Percent = 73.7 %



## Topic 4: The Impact of Brexit

### To what degree have you focused on your “Britishness” in your communications in response to Brexit?

	Number	Percent	95% CI
1=Not at all	60	69.0 %	± 9.2 %
2=Minor	13	14.9 %	± 5.8 %
3=Moderate	10	11.5 %	± 5.1 %
4=Highly	4	4.6 %	± 3.3 %
Total	87	100.0 %	

Mean = 1.52

SD = 0.87

Missing Cases = 31

Response Percent = 73.7 %



## Topic 4: The Impact of Brexit

**Estimate, in terms of sales, what proportion of your sales currently stem from the UK, EU, versus the rest of world.**

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
% UK	54.4	36.6	46.5 - 62.3	50	2	100	83
% Rest of the world	28.8	26.9	23.0 - 34.6	22.5	0	90	83
% EU	16.8	16.7	13.3 - 20.4	12.5	0	75	83



## Topic 4: The Impact of Brexit

**Estimate how your sales were distributed across these same categories before Brexit.**

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
% UK	55.1	36.1	47.1 - 63.0	50	2	100	79
% Rest of the world	28.4	26.6	22.5 - 34.2	22.5	0	90	79
% EU	16.6	17.1	12.8 - 20.3	10	0	75	79





## Topic 4: The Impact of Brexit

### Overall, how were your company's sales affected by Brexit?

	Number	Percent	95% CI
-100%	1	1.2 %	± 1.7 %
-90%	1	1.2 %	± 1.7 %
-80%	0	0.0 %	± 0.0 %
-70%	1	1.2 %	± 1.7 %
-60%	0	0.0 %	± 0.0 %
-50%	1	1.2 %	± 1.7 %
-40%	1	1.2 %	± 1.7 %
-30%	1	1.2 %	± 1.7 %
-20%	3	3.7 %	± 2.9 %
-10%	10	12.2 %	± 5.1 %
0%	60	73.2 %	± 9.2 %
10%	2	2.4 %	± 2.4 %
20%	1	1.2 %	± 1.7 %
30%	0	0.0 %	± 0.0 %
40%	0	0.0 %	± 0.0 %
50%	0	0.0 %	± 0.0 %
60%	0	0.0 %	± 0.0 %
70%	0	0.0 %	± 0.0 %
80%	0	0.0 %	± 0.0 %
90%	0	0.0 %	± 0.0 %
100% or more	0	0.0 %	± 0.0 %
Total	82	100.0 %	

Mean = -6.10

SD = 18.51

Missing Cases = 36

Response Percent = 69.5 %



## Topic 4: The Impact of Brexit

### The long-term impact of Brexit on our profitability is likely to be:

	Number	Percent	95% CI
1=Negative	27	31.0 %	± 7.7 %
2=Neutral	57	65.5 %	± 9.2 %
3=Positive	3	3.4 %	± 2.9 %
Total	87	100.0 %	

Mean = 1.72

SD = 0.52

Missing Cases = 31

Response Percent = 73.7 %



## 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	54	65.1 %	± 10.5 %
Changing partners	47	56.6 %	± 10.9 %
Changing marketing promotions	45	54.2 %	± 11.0 %
Changing distribution	29	34.9 %	± 10.5 %
Changing brand	12	14.5 %	± 7.7 %
Changing market selection	10	12.0 %	± 7.2 %
Total	197		

Number of Cases = 83

Number of Responses = 197

Average Number of Responses per Case = 2.4

Number of Cases With At Least One Response = 83

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	64	64.0 %	± 9.1 %
No	36	36.0 %	± 8.5 %
Total	100	100.0 %	

Missing Cases = 18

Response Percent = 84.7 %



## 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	60	59.4 %	± 9.2 %
No	41	40.6 %	± 8.7 %
Total	101	100.0 %	

Missing Cases = 17

Response Percent = 85.6 %



## Topic 5: Marketing and Climate Change

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

	Number	Percent	95% CI
Yes	39	38.6 %	± 8.6 %
No	62	61.4 %	± 9.2 %
Total	101	100.0 %	

Missing Cases = 17

Response Percent = 85.6 %



## Topic 5: Marketing and Climate Change

### How is climate change affecting your customers and/or partners?

	Number	Percent	95% CI
Increasing demands for transparency on climate impact	61	70.9 %	± 9.8 %
Shifting demand to more climate-friendly products/ services	56	65.1 %	± 10.3 %
Increasing the level of reuse, resale or recycling of products/services	44	51.2 %	± 10.8 %
Willing to pay a higher price for more climate-friendly products/services	25	29.1 %	± 9.8 %
<u>Reducing overall consumption</u>	<u>24</u>	<u>27.9 %</u>	<u>± 9.7 %</u>
Total	210		

Number of Cases = 86

Number of Responses = 210

Average Number of Responses per Case = 2.4

Number of Cases With At Least One Response = 86

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	57	57.0 %	± 9.2 %
No	43	43.0 %	± 8.8 %
Total	100	100.0 %	

Missing Cases = 18

Response Percent = 84.7 %





## Topic 5: Marketing and Climate Change

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

	Number	Percent	95% CI
Reducing the climate impact of your products/services	57	58.8 %	± 10.0 %
Increasing reuse, resale or recycling levels in your company	48	49.5 %	± 10.1 %
Reducing the climate impact of your packaging	46	47.4 %	± 10.1 %
Increasing innovation investments into environmentally friendly products/services	44	45.4 %	± 10.1 %
Adopting climate-related metrics	39	40.2 %	± 9.9 %
Offsetting climate impact by participating in environmental projects	34	35.1 %	± 9.7 %
Selecting partners based on climate impact	32	33.0 %	± 9.5 %
Reducing the climate impact of your marketing communications	31	32.0 %	± 9.5 %
Adopting climate-related goals in marketing	26	26.8 %	± 9.0 %
Reducing the climate impact of your distribution channel	23	23.7 %	± 8.6 %
No climate-related marketing actions taken	18	18.6 %	± 7.9 %
Encouraging customers/partners to buy/consume less	17	17.5 %	± 7.7 %
Reducing the climate impact of your digital marketing activities	16	16.5 %	± 7.5 %
Total	431		

Number of Cases = 97

Number of Responses = 431

Average Number of Responses per Case = 4.4

Number of Cases With At Least One Response = 97

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	18	18.4 %	± 6.6 %
2	11	11.2 %	± 5.3 %
3	16	16.3 %	± 6.3 %
4	22	22.4 %	± 7.2 %
5	22	22.4 %	± 7.2 %
6	5	5.1 %	± 3.7 %
7=a great deal	4	4.1 %	± 3.3 %
Total	98	100.0 %	

Mean = 3.51

SD = 1.69

Missing Cases = 20

Response Percent = 83.1 %



## 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	36	37.5 %	± 8.5 %
No	60	62.5 %	± 9.2 %
Total	96	100.0 %	

Missing Cases = 22

Response Percent = 81.4 %



## 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	7	7.3 %	± 4.3 %
2	10	10.4 %	± 5.1 %
3	13	13.5 %	± 5.8 %
4	27	28.1 %	± 7.7 %
5	18	18.8 %	± 6.6 %
6	13	13.5 %	± 5.8 %
7=very difficult	8	8.3 %	± 4.6 %
Total	96	100.0 %	

Mean = 4.15

SD = 1.64

Missing Cases = 22

Response Percent = 81.4 %



## 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	56	57.1 %	± 9.2 %
No	42	42.9 %	± 8.8 %
Total	98	100.0 %	

Missing Cases = 20

Response Percent = 83.1 %



## Topic 6: Marketing Spending

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

Minimum = 0

Maximum = 49.51

Mean = 14.75

Median = 10

Standard Deviation (Unbiased Estimate) = 15.15

95 Percent Confidence Interval Around The Mean = 11.04 - 18.47

Valid Cases = 64

Missing Cases = 54

Response Percent = 54.2%



## Topic 6: Marketing Spending

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

Minimum = 0

Maximum = 35.99

Mean = 8.28

Median = 5

Standard Deviation (Unbiased Estimate) = 9.90

95 Percent Confidence Interval Around The Mean = 5.90 - 10.67

Valid Cases = 66

Missing Cases = 52

Response Percent = 55.9%


**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
<b>Marketing Budget &gt; R&amp;D Budget</b>			
50%	16	24.6 %	± 6.3 %
40%	2	3.1 %	± 2.4 %
30%	3	4.6 %	± 2.9 %
20%	4	6.2 %	± 3.3 %
10%	5	7.7 %	± 3.7 %
5%	3	4.6 %	± 2.9 %
<b>Marketing Budget = R&amp;D Budget</b>			
0%	5	7.7 %	± 3.7 %
<b>R&amp;D Budget &gt; Marketing Budget</b>			
5%	0	0	0
10%	1	1.5 %	± 1.7 %
20%	8	12.3 %	± 4.6 %
30%	5	7.7 %	± 3.7 %
40%	1	1.5 %	± 1.7 %
50%	12	18.5 %	± 5.6 %
<b>Total</b>	<b>65</b>	<b>100.0 %</b>	

For 50.8% of firms, Marketing budgets were higher than R&D budgets by an average of 33.8%.

For 41.5% of firms, R&D budgets were higher than Marketing budgets by an average of 35.2%.

Missing Cases = 53

Response Percent = 55.1 %





## 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	4.77	28.37	-1.65 - 11.19	5	-50	70.58	75
Digital marketing spending	21.54	30.99	14.43 - 28.65	20	-50	100	73



## 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	50.9	23.0	45.6 - 56.2	50	10	95	72
% non-digital	49.1	23.0	43.8 - 54.4	50	5	90	72



## 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	28.29	26.70	21.80 - 34.78	20	0	88.12	65
Overall marketing spending	17.89	25.72	11.68 - 24.09	10	-30	79.53	66
Brand building	16.95	24.16	10.98 - 22.91	10	-41.66	76.99	63
New product introductions	13.73	16.60	9.46 - 18.00	10	-10	61.42	58
Customer relationship management	10.90	12.98	7.56 - 14.24	10	-10	45.73	58
% Customer experience spending	8.20	9.26	5.79 - 10.60	10	-10	38.28	57
New service introductions	8.18	13.29	4.66 - 11.69	0	0	49.91	55
Traditional advertising spending	2.87	27.63	-4.12 - 9.86	0	-63.64	72.14	60


**Topic 6: Marketing Spending**
**How do your company's budgets for customer acquisition and customer retention compare?**

	Number	Percent	95% CI
<b>Retention budget &gt; Acquisition Budget</b>			
50%	4	5.6 %	± 3.3 %
40%	4	5.6 %	± 3.3 %
30%	4	5.6 %	± 3.3 %
20%	4	5.6 %	± 3.3 %
10%	2	2.8 %	± 2.4 %
<b>Retention Budget = Acquisition Budget</b>			
0%	9	12.5 %	± 4.9 %
<b>Acquisition Budget &gt; Retention Budget</b>			
5%	1	1.4 %	± 1.7 %
10%	3	4.2 %	± 2.9 %
20%	6	8.3 %	± 4.1 %
30%	11	15.3 %	± 5.4 %
40%	7	9.7 %	± 4.4 %
50%	17	23.6 %	± 6.5 %
<b>Total</b>	<b>72</b>	<b>100.0 %</b>	

For 25.0% of firms, Retention budgets were higher than Acquisition budgets by an average of 32.2%.  
 For 62.5% of firms, Acquisition budgets were higher than Retention budgets by an average of 35.9%.

Missing Cases = 46  
 Response Percent = 61.0 %



## Topic 6: Marketing Spending

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

Minimum = 0

Maximum = 100

Mean = 13.38

Median = 10

Standard Deviation (Unbiased Estimate) = 18.26

95 Percent Confidence Interval Around The Mean = 9.13 - 17.63

Valid Cases = 71

Missing Cases = 47

Response Percent = 60.2%



## 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?	12.17	15.48	8.76 - 15.59	7.50	0	48.47	79
% What percent will you spend on mobile in the next 12 months?	15.53	17.15	11.65 - 19.42	10	0	70	75
What percent will you spend on mobile activities in five years?	25.03	19.81	20.61 - 29.46	22.50	0	66.86	77



## 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	29	34.9 %	± 7.9 %
2	14	16.9 %	± 6.0 %
3	7	8.4 %	± 4.4 %
4	15	18.1 %	± 6.1 %
5	8	9.6 %	± 4.6 %
6	6	7.2 %	± 4.0 %
7=Very highly	4	4.8 %	± 3.3 %
Total	83	100.0 %	

Mean = 2.92

SD = 1.89

Missing Cases = 35

Response Percent = 70.3 %



## 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?	15.97	12.45	13.28 - 18.67	10	82
...will you spend in the next 12 months?	20.00	13.64	17.04 - 22.95	18	82
...do you predict you will spend in five years?	27.10	15.14	23.82 - 30.38	25	82





## 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 = 100

Mean = 34.2

Median = 18

Standard Deviation (Unbiased Estimate) = 36.3

95 Percent Confidence Interval Around The Mean = 26.3 - 42.2

Valid Cases = 80

Missing Cases = 38

Response Percent = 67.8%



## 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	12	14.1 %	± 5.6 %
2=	14	16.5 %	± 6.0 %
3=	21	24.7 %	± 7.0 %
4=	18	21.2 %	± 6.6 %
5=	13	15.3 %	± 5.8 %
6=	4	4.7 %	± 3.3 %
7=Very Effectively	3	3.5 %	± 2.9 %
Total	85	100.0 %	

Mean = 3.35

SD = 1.56

Missing Cases = 33

Response Percent = 72.0 %



## 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	2	2.4 %	2.4 %
2=	4	4.8 %	7.1 %
3=	12	14.3 %	21.4 %
4=	15	17.9 %	39.3 %
5=	20	23.8 %	63.1 %
6=	22	26.2 %	89.3 %
7=Very Effectively	9	10.7 %	100.0 %
Total	84	100.0 %	100.0 %

Mean = 4.77

SD = 1.49

Missing Cases = 34

Response Percent = 71.2 %



## 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
Currently	6.46	8.74	4.57 - 8.36	5	82
One year ago	5.35	12.73	2.56 - 8.14	0	80
3 years from now	12.40	12.10	9.75 - 15.05	10	80



## 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	7	8.3 %	± 4.3 %
2	15	17.9 %	± 6.1 %
3	15	17.9 %	± 6.1 %
4	16	19.0 %	± 6.3 %
5	22	26.2 %	± 7.2 %
6	5	6.0 %	± 3.7 %
7=Very Highly	4	4.8 %	± 3.3 %
Total	84	100.0 %	

Mean = 3.74

SD = 1.59

Missing Cases = 34

Response Percent = 71.2 %



## Topic 7: Social Media and Mobile Marketing

### Does your company use an app?

	Number	Percent	95% CI
Yes	29	34.5 %	± 7.9 %
No	55	65.5 %	± 9.2 %
Total	84	100.0 %	

Missing Cases = 34

Response Percent = 71.2 %



## 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%]	9	32.1 %	± 18.0 %
Little revenue [< 5%]	9	32.1 %	± 18.0 %
Some revenue [5 - 10%]	2	7.1 %	± 9.8 %
Moderate revenue [10 - 15%]	2	7.1 %	± 9.8 %
High revenue [15%+]	6	21.4 %	± 15.7 %
Total	28	100.0 %	

Missing Cases = 1

Response Percent = 96.6 %



## Topic 8: Marketing Jobs

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

Minimum = -50

Maximum = 100

Mean = 11.27

Median = 5

Standard Deviation (Unbiased Estimate) = 30.01

95 Percent Confidence Interval Around The Mean = 4.86 - 17.69

Valid Cases = 84

Missing Cases = 34

Response Percent = 71.2%





## Topic 8: Marketing Jobs

### Voluntary job loss

	Mean	SD	95% CI	Median	Total
% What percent of your current marketing organization departed voluntarily over the last year?	9.87	13.48	6.95 - 12.78	5	82
% What percent of these losses do you believe are part of the movement called “the great resignation”?	22.59	35.58	13.44 - 31.75	2	58
% What percent of these losses do you believe are due to pandemic-related pressures?	20.35	32.41	11.79 - 28.92	2.50	55



## 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 = -33.67

Maximum = 62.92

Mean = 12.75

Median = 9

Standard Deviation (Unbiased Estimate) = 18.71

95 Percent Confidence Interval Around The Mean = 8.67 - 16.82

Valid Cases = 81

Missing Cases = 37

Response Percent = 68.6%



## Topic 8: Marketing Jobs

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

Minimum = 0

Maximum = 10.06

Mean = 3.06

Median = 2

Standard Deviation (Unbiased Estimate) = 3.37

95 Percent Confidence Interval Around The Mean = 2.33 - 3.80

Valid Cases = 80

Missing Cases = 38

Response Percent = 67.8%



## 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.	53.75	26.94	47.85 - 59.65	50	0	100	80
We partner with other marketing agencies to learn new marketing skills.	20.56	21.73	15.80 - 25.32	20	0	100	80
We partner with other consultancies to learn new marketing skills.	12.88	13.80	9.85 - 15.90	10	0	50	80
We partner with other companies to learn new marketing skills.	10.88	13.73	7.87 - 13.88	5	0	50	80
We buy other companies to acquire new marketing skills.	1.94	7.31	0.34 - 3.54	0	0	50	80



## 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	82	77.4 %	± 8.4 %
Decreased in importance	6	5.7 %	± 4.0 %
No change	18	17.0 %	± 6.6 %
Total	106	100.0 %	

Missing Cases = 12

Response Percent = 89.8 %



## 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	3	2.8 %	± 2.9 %
2	3	2.8 %	± 2.9 %
3	10	9.4 %	± 5.1 %
4	14	13.2 %	± 5.9 %
5	32	30.2 %	± 8.2 %
6	29	27.4 %	± 7.9 %
7=Very Highly	15	14.2 %	± 6.1 %
Total	106	100.0 %	

Mean = 5.04

SD = 1.44

Missing Cases = 12

Response Percent = 89.8 %



## 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	65.05	18.16	61.60 - 68.49	70	20	95	107
Preparing for the future	34.95	18.16	31.51 - 38.40	30	5	80	107



## Topic 9: Marketing Leadership

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

	Number	Percent	95% CI
Yes	31	29.0 %	± 8.1 %
No	76	71.0 %	± 8.8 %
Total	107	100.0 %	

Missing Cases = 11

Response Percent = 90.7 %




**Topic 9: Marketing Leadership**
**What is marketing primarily responsible for in your company?**

	Number	Percent	95% CI
Digital marketing	99	92.5 %	± 5.1 %
Brand	96	89.7 %	± 5.9 %
Social media	92	86.0 %	± 6.7 %
Positioning	87	81.3 %	± 7.5 %
Advertising	84	78.5 %	± 7.9 %
Public relations	82	76.6 %	± 8.2 %
Lead generation	72	67.3 %	± 9.0 %
Promotion	72	67.3 %	± 9.0 %
Marketing analytics	71	66.4 %	± 9.1 %
Marketing research	69	64.5 %	± 9.2 %
Insight	62	57.9 %	± 9.5 %
Revenue growth	50	46.7 %	± 9.6 %
Competitive intelligence	49	45.8 %	± 9.6 %
Customer relationship management	44	41.1 %	± 9.5 %
Market entry strategies	44	41.1 %	± 9.5 %
e-commerce	42	39.3 %	± 9.4 %
Customer experience	39	36.4 %	± 9.3 %
Innovation	31	29.0 %	± 8.7 %
Pricing	30	28.0 %	± 8.7 %
New products	28	26.2 %	± 8.5 %
Sales	27	25.2 %	± 8.4 %
Sustainability	22	20.6 %	± 7.8 %
Customer service	18	16.8 %	± 7.2 %
Market selection	17	15.9 %	± 7.0 %
Privacy	13	12.1 %	± 6.3 %
Distribution	6	5.6 %	± 4.4 %
Stock market performance	1	0.9 %	± 1.9 %
Total	1347		

Number of Cases = 107

Number of Responses = 1347

Average Number of Responses per Case = 12.6

Number of Cases With At Least One Response = 107

Response Percent = 100.0 %



## 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 = 12.33

Median = 5

Standard Deviation (Unbiased Estimate) = 21.88

95 Percent Confidence Interval Around The Mean = 7.99 - 16.66

Valid Cases = 98

Missing Cases = 20

Response Percent = 83.1%


**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	42	42.9 %	± 10.0 %
Improved brand reputation	41	41.8 %	± 9.9 %
Improved relationships with other stakeholders	30	30.6 %	± 9.3 %
We have not taken any DE&I actions	20	20.4 %	± 8.1 %
We do not have any DE&I objectives	18	18.4 %	± 7.8 %
Increased customer acquisition and/or retention	14	14.3 %	± 7.1 %
Increased shareholder value	8	8.2 %	± 5.5 %
<u>Improved innovation levels</u>	7	7.1 %	± 5.2 %
Total	180		

Number of Cases = 98

Number of Responses = 180

Average Number of Responses per Case = 1.8

Number of Cases With At Least One Response = 98

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
We don't dedicate enough time to envision DE&I opportunities	40	41.2 %	± 10.0 %
Other opportunities crowd out DE&I opportunities	27	27.8 %	± 9.1 %
Our company has not considered any DE&I opportunities in marketing	21	21.6 %	± 8.3 %
Our company has not experienced any challenges in envisioning DE&I opportunities in marketing	20	20.6 %	± 8.2 %
We don't have enough diversity in our marketing and agency partners to see DE&I opportunities	15	15.5 %	± 7.3 %
We don't have enough diversity in our marketing employees to see DE&I opportunities	14	14.4 %	± 7.1 %
We lack the knowledge necessary to envision DE&I opportunities	14	14.4 %	± 7.1 %
Our company does not see DE&I as part of its brand purpose	8	8.2 %	± 5.6 %
Total	159		

Number of Cases = 97

Number of Responses = 159

Average Number of Responses per Case = 1.6

Number of Cases With At Least One Response = 97

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%	0	0.0 %	0.0 %
-50%	4	5.3 %	5.3 %
-40%	0	0.0 %	5.3 %
-30%	1	1.3 %	6.7 %
-20%	2	2.7 %	9.3 %
-10%	8	10.7 %	20.0 %
-7%	1	1.3 %	21.3 %
-5%	4	5.3 %	26.7 %
-3%	0	0.0 %	26.7 %
-1%	0	0.0 %	26.7 %
0	6	8.0 %	34.7 %
+1%	0	0.0 %	34.7 %
+3%	3	4.0 %	38.7 %
+5%	3	4.0 %	42.7 %
+7%	2	2.7 %	45.3 %
+10%	11	14.7 %	60.0 %
+20%	10	13.3 %	73.3 %
+30%	7	9.3 %	82.7 %
+40%	2	2.7 %	85.3 %
+50%	3	4.0 %	89.3 %
+75%	8	10.7 %	100.0 %
Total	75	100.0 %	100.0 %

Mean = 13.48

SD = 29.94

Missing Cases = 43

Response Percent = 63.6 %



## Topic 11: Marketing Performance

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

	Number	Percent	Cumulative
-75%	1	1.5 %	1.5 %
-50%	2	2.9 %	4.4 %
-40%	1	1.5 %	5.9 %
-30%	2	2.9 %	8.8 %
-20%	2	2.9 %	11.8 %
-10%	3	4.4 %	16.2 %
-7%	0	0.0 %	16.2 %
-5%	2	2.9 %	19.1 %
-3%	1	1.5 %	20.6 %
-1%	2	2.9 %	23.5 %
0	9	13.2 %	36.8 %
+1%	2	2.9 %	39.7 %
+3%	2	2.9 %	42.6 %
+5%	1	1.5 %	44.1 %
+7%	5	7.4 %	51.5 %
+10%	12	17.6 %	69.1 %
+20%	9	13.2 %	82.4 %
+30%	3	4.4 %	86.8 %
+40%	2	2.9 %	89.7 %
+50%	1	1.5 %	91.2 %
+75%	6	8.8 %	100.0 %
Total	68	100.0 %	100.0 %

Mean = 9.68

SD = 28.93

Missing Cases = 50

Response Percent = 57.6 %



## Topic 11: Marketing Performance

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

	Number	Percent	Cumulative
-75%	1	1.4 %	1.4 %
-50%	3	4.3 %	5.8 %
-40%	0	0.0 %	5.8 %
-30%	0	0.0 %	5.8 %
-20%	2	2.9 %	8.7 %
-10%	2	2.9 %	11.6 %
-7%	2	2.9 %	14.5 %
-5%	1	1.4 %	15.9 %
-3%	1	1.4 %	17.4 %
-1%	1	1.4 %	18.8 %
0	12	17.4 %	36.2 %
+1%	3	4.3 %	40.6 %
+3%	2	2.9 %	43.5 %
+5%	10	14.5 %	58.0 %
+7%	0	0.0 %	58.0 %
+10%	9	13.0 %	71.0 %
+20%	8	11.6 %	82.6 %
+30%	1	1.4 %	84.1 %
+40%	4	5.8 %	89.9 %
+50%	1	1.4 %	91.3 %
+75%	6	8.7 %	100.0 %
Total	69	100.0 %	100.0 %

Mean = 10.01

SD = 28.51

Missing Cases = 49

Response Percent = 58.5 %



## 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%	1	1.5 %	1.5 %
-30%	0	0.0 %	1.5 %
-20%	1	1.5 %	2.9 %
-10%	5	7.4 %	10.3 %
-7%	0	0.0 %	10.3 %
-5%	2	2.9 %	13.2 %
-3%	2	2.9 %	16.2 %
-1%	1	1.5 %	17.6 %
0	24	35.3 %	52.9 %
+1%	2	2.9 %	55.9 %
+3%	1	1.5 %	57.4 %
+5%	7	10.3 %	67.6 %
+7%	0	0.0 %	67.6 %
+10%	9	13.2 %	80.9 %
+20%	6	8.8 %	89.7 %
+30%	3	4.4 %	94.1 %
+40%	1	1.5 %	95.6 %
+50%	0	0.0 %	95.6 %
+75%	3	4.4 %	100.0 %
Total	68	100.0 %	100.0 %

Mean = 7.03

SD = 18.88

Missing Cases = 50

Response Percent = 57.6 %





## 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%	2	2.9 %	2.9 %
-40%	0	0.0 %	2.9 %
-30%	0	0.0 %	2.9 %
-20%	0	0.0 %	2.9 %
-10%	2	2.9 %	5.9 %
-7%	0	0.0 %	5.9 %
-5%	1	1.5 %	7.4 %
-3%	0	0.0 %	7.4 %
-1%	1	1.5 %	8.8 %
0	15	22.1 %	30.9 %
+1%	2	2.9 %	33.8 %
+3%	2	2.9 %	36.8 %
+5%	12	17.6 %	54.4 %
+7%	3	4.4 %	58.8 %
+10%	10	14.7 %	73.5 %
+20%	6	8.8 %	82.4 %
+30%	5	7.4 %	89.7 %
+40%	1	1.5 %	91.2 %
+50%	2	2.9 %	94.1 %
+75%	4	5.9 %	100.0 %
Total	68	100.0 %	100.0 %

Mean = 11.37

SD = 22.50

Missing Cases = 50

Response Percent = 57.6 %



## 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	3.17 0.97	4 5.2%	26 33.8%	31 40.3%	11 14.3%	5 6.5%	77 100.0%
Minimizing the impact of marketing on the ecological environment	3.00 1.16	8 10.4%	18 23.4%	26 33.8%	16 20.8%	9 11.7%	77 100.0%



## Appendix: Company-level Descriptive Information

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

	Number	Percent	95% CI
B2B - Product	37	31.4 %	± 8.5 %
B2B - Services	28	23.7 %	± 7.8 %
B2C - Product	36	30.5 %	± 8.4 %
B2C - Services	17	14.4 %	± 6.4 %
Total	118	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %


**Appendix: Company-level Descriptive Information**
**Which industry sector best describes your company?**

	Number	Percent	95% CI
Technology [Software/Platform]	20	16.9 %	± 6.9 %
Banking/Finance/Insurance	18	15.3 %	± 6.6 %
Consumer Packaged Goods	15	12.7 %	± 6.1 %
Luxury	14	11.9 %	± 5.9 %
Professional Services/Consulting	12	10.2 %	± 5.5 %
Healthcare	7	5.9 %	± 4.3 %
Retail	7	5.9 %	± 4.3 %
Manufacturing	4	3.4 %	± 3.3 %
Communications/Media	4	3.4 %	± 3.3 %
Pharmaceuticals / Biotech	4	3.4 %	± 3.3 %
Real Estate	3	2.5 %	± 2.9 %
Education	2	1.7 %	± 2.4 %
Mining/Construction	2	1.7 %	± 2.4 %
Wholesale	2	1.7 %	± 2.4 %
Consumer Services	2	1.7 %	± 2.4 %
Transportation	1	0.8 %	± 1.7 %
Energy	1	0.8 %	± 1.7 %
Total	118	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %



## Appendix: Company-level Descriptive Information

### Number of Employees

	Number	Percent	95% CI
<50	8	6.8 %	± 4.6 %
50- 99	6	5.1 %	± 4.0 %
100- 499	33	28.2 %	± 8.2 %
500- 999	15	12.8 %	± 6.1 %
1,000- 2,499	8	6.8 %	± 4.6 %
2,500- 4,999	7	6.0 %	± 4.3 %
5000- 9999	14	12.0 %	± 5.9 %
10,000+	26	22.2 %	± 7.6 %
Total	117	100.0 %	

Missing Cases = 1

Response Percent = 99.2 %


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

	Number	Percent	Cumulative
Less than £10 million	11	9.6 %	9.6 %
£10-25 million	15	13.0 %	22.6 %
£26-99 million	23	20.0 %	42.6 %
£100-499 million	17	14.8 %	57.4 %
£500-999 million	11	9.6 %	67.0 %
£1-2.5 billion	13	11.3 %	78.3 %
£2.6-5 billion	8	7.0 %	85.2 %
£5.1-9.9 billion	3	2.6 %	87.8 %
£10-49 billion	9	7.8 %	95.7 %
More than £50 billion	5	4.3 %	100.0 %
Total	115	100.0 %	100.0 %

Missing Cases = 3

Response Percent = 97.5 %


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

	Number	Percent	95% CI
0%	32	28.8 %	± 8.2 %
1-10%	33	29.7 %	± 8.2 %
11-49%	23	20.7 %	± 7.3 %
50-99%	16	14.4 %	± 6.3 %
100%	7	6.3 %	± 4.3 %
Total	111	100.0 %	

Minimum = 0

Maximum = 86.56

Mean = 22.32

Median = 10

Standard Deviation (Unbiased Estimate) = 29.60

95 Percent Confidence Interval Around The Mean = 16.82 - 27.83

Valid Cases = 111

Missing Cases = 7

Response Percent = 94.1%