Voice of the customer
Whose job is it, anyway?

A report from the Economist Intelligence Unit
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About the report

*Voice of the customer: Whose job is it, anyway?* is an Economist Intelligence Unit report, sponsored by SAS. The Economist Intelligence Unit bears sole responsibility for the content of this report. The findings do not necessarily reflect the views of the sponsor.

The paper draws on two main sources for its research and findings:

- A global survey—conducted in July 2012—of 389 executives. The respondents are based in Western Europe (40%), North America (27%), Asia-Pacific (24%), Latin America (6%), Middle East/Africa (2%) and Eastern Europe (1%); a total of 42 countries are represented. Respondents include marketing and non-marketing professionals from 19 industries, such as financial services (14%), consumer goods (11%), IT/Technology (8%) and manufacturing (8%).

- A series of in-depth interviews with senior executives from major companies and other experts listed below.
  - Curtis Bingham, founder and executive director, Chief Customer Officer Council
  - Steve Cannon, CEO, Mercedes-Benz USA
  - Cammie Dunaway, US president and global CMO, KidZania
  - Dan Marks, CMO, First Tennessee Bank
  - John McDonald, vice-president marketing, Americas, British Airways
  - Michelle Peluso, global consumer chief marketing and internet officer, Citigroup

We would like to thank all interviewees and survey respondents for their time and insight.

The report was written by Rob O’Regan and edited by Gilda Stahl.
Customer-centricity is not a new concept, but it has taken on increasing importance in today’s business environment, marked by empowered consumers who want to interact with a brand on their own terms. For many organisations, the challenge lies in finding innovative ways to capture the “voice of the customer” and infuse customer insights across all business functions, from the point of sale to the call centre, in order to create business value.

The chief marketing officer (CMO) is well positioned to serve as the champion of customer insights and engagement at organisations looking to become more customer-driven. Marketing has access to a wealth of data about the behaviours, activities and interests of customers and prospects and, as a result, is often at the centre of the customer experience.

Ironically, however, CMOs’ attempts to leverage customer insights more strategically across their organisation have been thwarted by the increasing demands of their “day job.” As the CMO role has expanded well beyond traditional advertising, branding and PR, marketing’s mandate has in many ways become less clear.

In Outside looking in: The CMO struggles to get in sync with the C-suite—the first in a series of Economist Intelligence Unit reports on the evolution of the CMO’s role—we highlighted a disconnect between CMOs and the rest of the C-suite over marketing’s role. In this report, we will examine how the CMO’s increasingly fragmented responsibilities make it increasingly difficult to take ownership of the “voice of the customer” across the organisation.

Some believe the CMO remains in the best position to embrace the role of customer champion. Others advocate yet another C-suite position—the chief customer officer (CCO)—to lead the charge to customer-centricity. Regardless of title, a void remains that many organisations need to fill before they can truly call themselves customer-centric.
Traditional marketing is obsolete, and many senior leadership teams have yet to come to grips with what the new model should look like. Our survey shows differences between CMOs and the rest of the C-suite over the priorities of the marketing function, its contribution to the business and its ability to measure return on marketing (ROMI) investments. The C-suite priorities for the CMO—increase revenue, find new customers and improve the organisation’s reputation—are formidable. Yet despite this accountability, the CMO’s role is viewed as strategic in only 61% of organisations and the CMO plays a leading role in formulating marketing strategy in just 53%.

We also see just how broad the CMO’s role has become. The CMO’s job description is as fluid as the marketing landscape he or she navigates. The CMO still oversees traditional marketing functions such as advertising, brand marketing, product marketing and communications. However, the current top areas for marketing investments—customer relationship management, brand advertising, collaboration tools and customer analytics—will morph significantly over the next three years where the focus is primarily on understanding and interacting with the customer. This shift offers a clear indication of the rising importance of the voice of the customer.

But the rise of digital marketing channels—online, social and mobile—and a new customer sovereignty, fuelled by increased access to information about their choices, have added new layers of complexity on top of these traditional activities.

1 **Conflicting priorities, expanding expectations**

In what areas should marketing focus investments in order to contribute most to your business both now and in three years? (% respondents)

<table>
<thead>
<tr>
<th>Area</th>
<th>Now</th>
<th>In three years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer relationship management (CRM)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brand advertising</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collaboration tools</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer analytics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training employees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct marketing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reputation management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing automation tools</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social media</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New hires</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mobile application development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Web optimisation tools</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Economist Intelligence Unit survey, July 2012.
Many companies find it challenging to restructure their businesses around the customer, having been organised traditionally around products or geographies. Only six in ten survey respondents say their company is a customer-centric business and just over half (56%) believe their company has a clear understanding of customers’ tastes and needs.

The C-suite’s high expectations of the CMO—to meet the significant challenges of the new era of marketing and increase revenue—leave the CMO little time to focus on the customer, however. In fact, just 19% of CMOs play a leading role in connecting customer-facing functions—a key step in the journey to customer-centricity. The CMO is considered the voice of the customer at just 18% of organisations, trailing the head of sales (31%). Another 21% believe it is a shared responsibility across multiple roles. A plurality, however, believe the CMO should represent the “voice of the customer.”

**Finding the voice of the customer**

**Q**
Indicate the extent to which you agree or disagree with the following statements.
Rate on a scale of 1 to 5 where 1 = Strongly agree and 5 = Strongly disagree.
(\% respondents)

- **Our company is a customer-centric business**
  - 1 Strongly agree: 19
  - 2: 41
  - 3: 30
  - 4: 8
  - 5 Strongly disagree: 3

- **Our company has a clear understanding of our customers’ tastes and needs**
  - 1: 13
  - 2: 43
  - 3: 37
  - 4: 7
  - 5: 7

- **Our organisation has the data, tools and process in place to react quickly to changes in customer behaviour or other customer dynamics**
  - 1: 9
  - 2: 30
  - 3: 37
  - 4: 19
  - 5: 5

Source: Economist Intelligence Unit survey, July 2012.

**Q**
Who is considered the “voice of the customer” at your organisation, and who do you believe should take on that role?
(\% respondents)

- **Head of sales**
  - Is voice of customer: 31
  - Should be voice of customer: 21

- **It’s a shared responsibility across multiple roles**
  - 31

- **CMO**
  - 21

- **Chief Customer Officer**
  - 19

- **Board member**
  - 17

- **Chief Executive Officer**
  - 13

- **Chief Strategy Officer**
  - 8

Source: Economist Intelligence Unit survey, July 2012.
The rise of web, social and mobile channels has increased the complexity of customer engagement—but these channels also may provide CMOs with the keys to delivering on organisations’ evolving customer-centric mandate.

“There is a real imperative for companies to bring the customer front and centre,” says Michelle Peluso, global consumer chief marketing and internet officer at Citigroup, a US multinational financial services corporation. “Increasingly in the digital world, the tools have evolved so you can bring the customer perspective much closer to the business.

“There is an outrageous proliferation of data, and part of what we have to do as marketers is to use data not to analyse the past, but to be more predictive about what people are interested in doing next,” Ms Peluso says. There is a lot of power in that.”

There is also plenty of complexity, driven by shifting consumer preferences that are forcing changes in the marketing mix. E-mail and the corporate website, for example, have become vital channels for customer engagement in a relatively short period of time. But in the next three years, social and mobile will eclipse those channels—and all others other than face-to-face interactions—as the most effective for customer engagement.

Few organisations, however, are leveraging emerging social and mobile media channels effectively to reach customers.

How can marketers get smarter about these emerging channels? An increasing emphasis on digital marketing requires a broader combination of quantitative and qualitative skills across the entire marketing organisation—from the CMO on down.

Customer insight, data-driven analytical capabilities and social media expertise are among the CMO skills that respondents say are becoming increasingly important. These and other technical

![Bar chart showing the most effective channels for customer engagement](chart.png)

**Q** What are your company’s most effective channels for customer engagement both now and in three years?

<table>
<thead>
<tr>
<th>Channel</th>
<th>Now</th>
<th>In three years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Face to face</td>
<td>50</td>
<td>59</td>
</tr>
<tr>
<td>Email</td>
<td>27</td>
<td>46</td>
</tr>
<tr>
<td>Corporate website</td>
<td>12</td>
<td>31</td>
</tr>
<tr>
<td>Call centre</td>
<td>24</td>
<td>34</td>
</tr>
<tr>
<td>Mobile devices</td>
<td>15</td>
<td>21</td>
</tr>
<tr>
<td>Traditional media (print, TV, radio)</td>
<td>14</td>
<td>19</td>
</tr>
<tr>
<td>Social media</td>
<td>15</td>
<td>19</td>
</tr>
<tr>
<td>Online media (e-commerce website or 3rd-party websites)</td>
<td>9</td>
<td>18</td>
</tr>
</tbody>
</table>

Source: Economist Intelligence Unit survey, July 2012.
Our approach is making sure we are leveraging the ability to be more relevant by using data to more effectively communicate across the customer journey.

— John McDonald, vice-president of marketing, British Airways

Skills are critical because they help CMOs justify marketing investment based on facts, not assumption, enabling them to build credibility throughout the organisation.

“Data give you the ability to be relevant,” says John McDonald, vice-president of marketing, Americas, at British Airways. “Our approach is making sure we are leveraging the ability to be more relevant by using data to more effectively communicate across the customer journey.”

Because digital channels are playing an increasingly important role in this journey, some CMOs are finding the need to ramp up their own digital and data-driven expertise. “Digital is an important CMO skill, and it is important to recognise that just because you have managed [digital] doesn’t mean you know it,” says Ms Peluso, who oversees all of Citi’s digital channels, including mobile and social media. “Spending the time and energy to understand it gives you credibility with your teams, your business colleagues and your clients.”

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**Indicate the extent to which you agree or disagree with the following statements.**

Rate on a scale of 1 to 5 where 1 = Strongly agree and 5 = Strongly disagree.

(\% respondents)

<table>
<thead>
<tr>
<th>Statement</th>
<th>1 Strongly agree</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5 Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>We are using social media effectively to engage customers with our brand</td>
<td>7</td>
<td>25</td>
<td>39</td>
<td>19</td>
<td>10</td>
</tr>
<tr>
<td>We are using mobile media to effectively reach customers wherever they wish to engage with our brand</td>
<td>9</td>
<td>25</td>
<td>33</td>
<td>21</td>
<td>12</td>
</tr>
</tbody>
</table>

Source: Economist Intelligence Unit survey, July 2012.
Time to add a chief customer officer?

“The CMO role brings together the customer, the brand and the product. There is no more essential intersection in any business.”

Steve Cannon, CEO, Mercedes-Benz USA

The challenge for CMOs is that aspiring to be the customer champion across the entire organisation may simply be too much to take on, given the already broad scope of their existing responsibilities. As an alternative, some organisations are establishing a relatively new C-suite title, the chief customer officer (CCO), to act as customer champion. About 500 CCOs exist globally, either in title or responsibility, according to the Chief Customer Officer Council, a peer-led advisory group for CCOs (see sidebar).

“At every strategic decision point, somebody needs to be asking, ‘what is the impact of this decision on the customer?’” says Curtis Bingham, founder and executive director of the CCO Council. “In the absence of other people taking up that banner, the CCO can be the best choice because they are uniquely accountable for bringing the customer perspective into the company.”

CMOs themselves seem to be warming up to the idea of a CCO to complement their efforts. Nearly one-quarter of CMO respondents in our survey said a CCO should be the voice of the customer. Still, more than one in four CMOs believe they should serve in the role as the voice of the customer.

In our interviews, executives maintain that the CMO is best equipped to serve as the voice of the customer and lead customer-driven strategic initiatives, because marketing is already at the centre of the customer experience.

“As a CMO you are sitting on a wealth of data, which puts you closer to the customer than anyone else in the organisation,” says Ms Peluso. “That is a really profound privilege and responsibility. The more you think about that and leverage that and figure out how companies can make better decisions because of the data they have access to, the broader your power can be.”

Other executives agree that the CMO is uniquely positioned to drive a customer-led strategy. “If the CMO is not at the forefront of the customer experience, where else will you find it inside your organisation?” asks Steve Cannon, CEO of Mercedes-Benz USA. “The CMO role brings together the customer, the brand and the product. There is no more essential intersection in any business.”

CMO and CCO: three organisational models

1. The CMO reports to the CCO.
   Justification: Marketing is just one of many functions touching the customer.

2. The CCO reports to the CMO.
   Justification: Marketing has the budget and the data to support broad-based customer initiatives.

3. The CMO and CCO both report to the CEO.
   Justification: The CEO provides the mandate for change, and the CCO and CMO work in tandem to deliver for customers at all stages of the customer lifecycle.

Source: Chief Customer Officer Council
CMOs who aspire to serve as the de facto CCO must find a way to use customer insights to create an exceptional customer experience that spans all physical and digital channels. At First Tennessee Bank, for example, a customer-experience monitoring programme lies at the crux of the marketing team’s efforts to improve cross-channel customer interactions. The programme uses a variety of tools, from surveys to social media monitoring, to measure the customer experience. “Everything flows into customer-experience tracking,” says CMO Dan Marks. “After a teller transaction or call centre transaction, we ask macro-level questions around loyalty and recommendation, but we also ask about brand-specific attributes. It yields a nice feedback loop.”

Understanding what Mr Marks calls “the full 360 degrees” of the customer experience has led to

### The rise of the CCO

The “chief customer officer” title has been around since 1999. It is becoming more prevalent, however, as organisations across all industries look to take a more customer-centric approach to their business.

“A CCO is a good way to reorient a business around the people who really pay the bills: your customers,” says Curtis Bingham, managing director of the Chief Customer Officer Council, a peer-advisory network for CCOs. Mr Bingham says two main criteria define a CCO:

1. The CCO is the ultimate authority on customers throughout the organisation.
2. The CCO drives customer strategy at the highest levels of the organisation.

CCOs have a variety of backgrounds, from IT to marketing, but Mr Bingham says those with operations experience are most common. “Executives who come from operations often have played a role in so many different divisions that they can tell where to go to gain the resources to resolve an issue,” he says. Because they understand many aspects of the business, these CCOs often possess another critical asset: credibility.

Asking the CMO to assume CCO responsibilities can be a stretch, for one main reason: it is a lot to expect of an executive who already has a full plate of responsibilities. “A CMO can certainly take on the role of the CCO,” says Mr Bingham. “However, I don’t know that they should aspire to be one as much as they should be committed to working alongside a top-notch CCO.” Working in tandem, the CCO and CMO can deliver insights that improve performance at all stages of the customer lifecycle. “We are seeing more and more of this, and I believe it is the right way to go,” says Mr Bingham.
smarter investments in marketing programmes and the discovery of an important brand advocate: the bank’s own customers. In 2011 First Tennessee Bank launched a campaign featuring customer testimonials—including videos featured on the bank’s YouTube channel—that reinforced the company’s brand promise.

“We realised that in an era when many people are sceptical of banks, our biggest advocates were our customers,” says Mr Marks. “So it was important to amplify their voice, in a way that was authentic and powerful.”

Improving the linkages among different functions enables companies to deliver a more consistent experience across all customer touchpoints, including face-to-face interactions. At KidZania, a Mexico-based business that has launched career-oriented “edutainment” theme parks for children in nine countries, marketing and IT worked hand in hand to launch a loyalty programme that attracted 100,000 members in its first year. The programme enables marketers to collect information about member activities at KidZania parks, and then use the data to deliver personalised communications at the physical locations or via e-mail or mobile messaging. Data collection is centralised to ensure privacy.

“It is important for kids and their parents to feel a connection to KidZania wherever they go,” says Cammie Dunaway, US president and global CMO of KidZania. “It is an exciting and powerful programme which we have been able to build from the ground up.”

At British Airways, marketing has played a key role in the launch of Know Me, a cross-functional, companywide effort to improve the customer experience through deep insights about existing customers’ preferences and behaviours. “Marketing works very closely with the customer experience team, IT, the cabin crews and other groups to monitor the feedback and listen to what customers are saying,” says Mr McDonald. “But it is an enterprise-wide effort.”

While the CMO can play a leading role in driving customer insights throughout an organisation, it is clear that the “voice of the customer” extends well beyond a single person or business function. “Citi has over 200,000 people,” says Ms Peluso. “If we are going to be customer centric, it can’t be one person’s job. For a company to make a transformation into having a much more interactive relationship with customers, it has to be everybody’s job.”

This mandate also extends to every member of the C-suite, whether they’re called a CMO, a CCO or something else. “It doesn’t matter what people’s titles are,” says Mr Bingham. “What matters is whether they are driving customer-centricity throughout their organisation.”
As Citigroup, Mercedes-Benz, British Airways and others have demonstrated, marketing has an opportunity to lead any firm’s transformation into a more customer-centric organisation. CMOs, whether assuming the role of “chief customer officer” or working in tandem with one, can play a lead role in analysing and disseminating deep customer insights that drive business performance. Here’s how:

**Change the process.** Organisations have become much more effective at gleaning insights by monitoring and analysing activities within individual channels. The next—and far more valuable—step is integrating information gathered from all digital and physical channels. Twenty-one percent of respondents say their ability to track customer engagement across different marketing channels is “lagging”. Taking steps to better understand “the full 360 degrees” of the customer experience can help CMOs offer predictive guidance about customers’ interests and activities.

Leveraging this guidance will require new processes and workflows that provide the workforce with the information they need to make smarter decisions about all aspects of the business.

**Change the mindset.** CMOs need to make a real commitment to infusing a customer-focused mindset across the entire organisation. This commitment begins with proper training and skills development for the marketing team, with an emphasis on data-driven analytical capabilities.

CMOs cannot simply delegate this expertise, however. Although it’s unreasonable to expect CMOs to master all of marketing’s diverse domains, they do need to possess hands-on knowledge of emerging trends, tools and platforms for engaging and understanding customers. Demonstrating an aptitude for these types of emerging skills will build credibility and will trickle down through the rest of the organisation.

A true customer focus requires everyone in the organisation to play the role of customer advocate. CMOs who can translate customer insights into real value for each part of the business can get everyone working towards the same goal—and secure their own standing as a strategic player in the C-suite.
Appendix: survey results

Percentages may not add to 100% owing to rounding or the ability of respondents to choose multiple responses.

To whom does your CMO or most-senior marketing executive report?
(\% respondents)

<table>
<thead>
<tr>
<th>Role</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Executive Officer</td>
<td>64</td>
</tr>
<tr>
<td>Chief Operations Officer</td>
<td>18</td>
</tr>
<tr>
<td>Chief Sales Officer</td>
<td>5</td>
</tr>
<tr>
<td>Chief Strategy Officer</td>
<td>3</td>
</tr>
<tr>
<td>Chief Information Officer</td>
<td>3</td>
</tr>
<tr>
<td>Chief Financial Officer</td>
<td>0</td>
</tr>
<tr>
<td>Other</td>
<td>6</td>
</tr>
</tbody>
</table>

How strategic a role does the CMO play in your organisation?
Rate on a scale of 1 to 5 where 1 = Highly strategic and 5 = Not at all strategic.
(\% respondents)

<table>
<thead>
<tr>
<th>Role</th>
<th>1 Highly strategic</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5 Not strategic</th>
</tr>
</thead>
<tbody>
<tr>
<td>The CMO’s role</td>
<td>23</td>
<td>39</td>
<td>29</td>
<td>8</td>
<td>2</td>
</tr>
</tbody>
</table>
What role does the CMO (or the most senior marketing executive) play in your organisation with regard to the following activities? 
Select the most appropriate response for each activity. 
(\% respondents)

<table>
<thead>
<tr>
<th>Activity</th>
<th>A leading role</th>
<th>A key player</th>
<th>Consulted</th>
<th>No role</th>
<th>Don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formulating business strategy</td>
<td>18</td>
<td>57</td>
<td>21</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Formulating marketing strategy</td>
<td>56</td>
<td>27</td>
<td>15</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Formulating pricing strategy</td>
<td>23</td>
<td>39</td>
<td>25</td>
<td>11</td>
<td>8</td>
</tr>
<tr>
<td>Developing new products/services</td>
<td>12</td>
<td>44</td>
<td>28</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Developing customer engagement strategy</td>
<td>24</td>
<td>46</td>
<td>24</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>Shaping customer service</td>
<td>17</td>
<td>42</td>
<td>31</td>
<td>10</td>
<td>3</td>
</tr>
<tr>
<td>Selecting new markets to enter</td>
<td>12</td>
<td>39</td>
<td>29</td>
<td>12</td>
<td>2</td>
</tr>
<tr>
<td>Deciding on new IT investments</td>
<td>5</td>
<td>20</td>
<td>40</td>
<td>31</td>
<td>2</td>
</tr>
<tr>
<td>Deciding on new marketing investments</td>
<td>36</td>
<td>40</td>
<td>24</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>Connecting customer-facing functions</td>
<td>19</td>
<td>44</td>
<td>27</td>
<td>8</td>
<td>2</td>
</tr>
</tbody>
</table>

Over which areas do you expect the CMO’s influence to increase in the next 3 years? 
Select all that apply. 
(\% respondents)

- Brand marketing: 50
- Digital marketing (online, mobile, social): 48
- Product marketing: 45
- Channel marketing: 41
- Customer service: 40
- Market research: 34
- Product development: 33
- Public relations: 32
- E-commerce: 31
- Website development: 30
- Sales: 28
- Merchandising: 15
- Retail: 12
- Pricing strategy: 23
Please indicate the extent to which the following are obstacles to the CMO playing a more strategic role in your organisation. Rate on a scale of 1 to 5 where 1 = A significant obstacle and 5 = Not an obstacle. (% respondents)

<table>
<thead>
<tr>
<th>Obstacle</th>
<th>1 A significant obstacle</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5 Not an obstacle</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of C-level support for the CMO</td>
<td>8</td>
<td>22</td>
<td>31</td>
<td>21</td>
<td>16</td>
</tr>
<tr>
<td>Current marketing executives lack the relevant skills</td>
<td>8</td>
<td>32</td>
<td>32</td>
<td>19</td>
<td>9</td>
</tr>
<tr>
<td>Under-investment in supporting systems and technology</td>
<td>10</td>
<td>27</td>
<td>39</td>
<td>18</td>
<td>7</td>
</tr>
<tr>
<td>Under-investment in talent acquisition, training, and retention</td>
<td>11</td>
<td>33</td>
<td>36</td>
<td>13</td>
<td>6</td>
</tr>
<tr>
<td>Disconnect over what marketing should be delivering</td>
<td>9</td>
<td>30</td>
<td>35</td>
<td>19</td>
<td>7</td>
</tr>
<tr>
<td>The C-suite conception of marketing is not as a strategic function</td>
<td>10</td>
<td>24</td>
<td>36</td>
<td>19</td>
<td>11</td>
</tr>
</tbody>
</table>

What skills are most important for CMOs to have?
Select the top three. (% respondents)

<table>
<thead>
<tr>
<th>Skill</th>
<th>Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer insight</td>
<td>42</td>
</tr>
<tr>
<td>Communications expertise</td>
<td>41</td>
</tr>
<tr>
<td>Creativity</td>
<td>31</td>
</tr>
<tr>
<td>Industry expertise</td>
<td>33</td>
</tr>
<tr>
<td>Team building</td>
<td>29</td>
</tr>
<tr>
<td>Data-driven analytical capability</td>
<td>27</td>
</tr>
<tr>
<td>General business acumen</td>
<td>25</td>
</tr>
<tr>
<td>Technical expertise</td>
<td>21</td>
</tr>
<tr>
<td>Line-of-business knowledge</td>
<td>19</td>
</tr>
<tr>
<td>Advertising/agency experience</td>
<td>13</td>
</tr>
<tr>
<td>Social media expertise</td>
<td>7</td>
</tr>
<tr>
<td>Pattern recognition</td>
<td>2</td>
</tr>
<tr>
<td>Visual/design aesthetics</td>
<td>1</td>
</tr>
</tbody>
</table>
## Which skills needed by the CMO are gaining or losing importance?

Rate each skill on a scale of 1 to 5, where 1 = Significantly increasing and 5 = Significantly decreasing.

<table>
<thead>
<tr>
<th>Skill</th>
<th>1 = Significantly Increasing</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5 = Significantly Decreasing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising/agency experience</td>
<td>6</td>
<td>33</td>
<td>33</td>
<td>21</td>
<td>7</td>
</tr>
<tr>
<td>Technical expertise</td>
<td>11</td>
<td>29</td>
<td>41</td>
<td>17</td>
<td>3</td>
</tr>
<tr>
<td>Team building</td>
<td>22</td>
<td>41</td>
<td>30</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td>Communications expertise</td>
<td>24</td>
<td>45</td>
<td>27</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Creativity</td>
<td>17</td>
<td>40</td>
<td>33</td>
<td>9</td>
<td>3</td>
</tr>
<tr>
<td>Data-driven analytical capability</td>
<td>25</td>
<td>35</td>
<td>32</td>
<td>7</td>
<td>3</td>
</tr>
<tr>
<td>Customer insight</td>
<td>28</td>
<td>36</td>
<td>29</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Industry expertise</td>
<td>14</td>
<td>38</td>
<td>37</td>
<td>9</td>
<td>2</td>
</tr>
<tr>
<td>Line-of-business knowledge</td>
<td>12</td>
<td>36</td>
<td>42</td>
<td>9</td>
<td>3</td>
</tr>
<tr>
<td>General business acumen</td>
<td>18</td>
<td>38</td>
<td>38</td>
<td>7</td>
<td>2</td>
</tr>
<tr>
<td>Pattern recognition</td>
<td>10</td>
<td>40</td>
<td>49</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>Social media expertise</td>
<td>16</td>
<td>46</td>
<td>31</td>
<td>9</td>
<td>3</td>
</tr>
<tr>
<td>Visual/design aesthetics</td>
<td>7</td>
<td>28</td>
<td>46</td>
<td>17</td>
<td>2</td>
</tr>
</tbody>
</table>

## How effective is your organisation’s CMO in the following areas?

Rate on a scale of 1 to 5 where 1 = Excellent and 5 = Poor.

<table>
<thead>
<tr>
<th>Area</th>
<th>1 = Excellent</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5 = Poor</th>
<th>Don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establishing a clear business case for new marketing investments</td>
<td>10</td>
<td>34</td>
<td>37</td>
<td>13</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Delivering customer insights that drive business value</td>
<td>11</td>
<td>38</td>
<td>32</td>
<td>14</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Delivering measurable ROI for marketing expenditures</td>
<td>11</td>
<td>36</td>
<td>34</td>
<td>13</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Collaborating across functions to improve business performance</td>
<td>11</td>
<td>37</td>
<td>34</td>
<td>13</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Building relationships with customers</td>
<td>16</td>
<td>35</td>
<td>31</td>
<td>13</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Differentiating the value of your brand from your competitors</td>
<td>19</td>
<td>35</td>
<td>32</td>
<td>11</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

## Indicate the extent to which you agree or disagree with the following statements.

Rate on a scale of 1 to 5 where 1 = Strongly agree and 5 = Strongly disagree.

<table>
<thead>
<tr>
<th>Statement</th>
<th>1 = Strongly agree</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5 = Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our company is a customer-centric business</td>
<td>19</td>
<td>41</td>
<td>30</td>
<td>8</td>
<td>3</td>
</tr>
<tr>
<td>Our company has a clear understanding of our customers’ tastes and needs</td>
<td>11</td>
<td>43</td>
<td>37</td>
<td>7</td>
<td>1</td>
</tr>
<tr>
<td>Our organisation has the data, tools and process in place to react quickly to changes in customer behaviour or other customer dynamics</td>
<td>9</td>
<td>43</td>
<td>37</td>
<td>7</td>
<td>1</td>
</tr>
<tr>
<td>We are using social media effectively to engage customers with our brand</td>
<td>7</td>
<td>25</td>
<td>39</td>
<td>19</td>
<td>10</td>
</tr>
<tr>
<td>We are using mobile media to effectively reach customers wherever they wish to engage with our brand</td>
<td>8</td>
<td>33</td>
<td>21</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>We are able to track the value of marketing investments across functions</td>
<td>5</td>
<td>38</td>
<td>21</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>We are able to track the value of marketing investments across channels</td>
<td>9</td>
<td>30</td>
<td>35</td>
<td>20</td>
<td>6</td>
</tr>
</tbody>
</table>
In your opinion, to which areas of your business does your marketing function deliver significant business value?
Select all that apply.
(% respondents)

- Sales: 59
- Customer service: 51
- Product development: 48
- Merchandising: 31
- Research and development: 19
- Operations: 18
- Finance: 17
- Human resources: 14
- IT: 3
- Don’t know: 3

What are the primary internal barriers that impede marketing from delivering more value to your organisation?
Select up to three.
(% respondents)

- Lack of a strategic role for marketing in the organisation: 38
- Hiring and retaining skilled marketing talent: 36
- Inability to turn data into actionable insights: 33
- Limited ability to demonstrate ROI/accountability of marketing investments: 32
- Disagreement about the role of marketing: 28
- Difficulty in mining “big data” for customer insights: 25
- Lack of senior management support for marketing investments: 23
- Misalignment between marketing investments and business objectives: 21
- Lack of transparency across customer touch points: 16
- Sharing insights quickly across the organisation: 15
- Other: 13
- Don’t know: 1

What should the marketing function’s top priority be at your organisation?
(% respondents)

- Driving revenue growth: 30
- Finding new customers: 17
- Improving your organisation’s reputation: 16
- Creating new products and services: 13
- Entering new markets: 13
- Retaining existing customers: 10
- Other: 11

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To which area has marketing contributed most in the past year?
(\% respondents)

<table>
<thead>
<tr>
<th>Area</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improving your organisation’s reputation</td>
<td>22</td>
</tr>
<tr>
<td>Retaining existing customers</td>
<td>22</td>
</tr>
<tr>
<td>Creating new products and services</td>
<td>17</td>
</tr>
<tr>
<td>Driving revenue growth</td>
<td>15</td>
</tr>
<tr>
<td>Finding new customers</td>
<td>13</td>
</tr>
<tr>
<td>Entering new markets</td>
<td>13</td>
</tr>
</tbody>
</table>

Who is considered the “voice of the customer” at your organisation?
(\% respondents)

<table>
<thead>
<tr>
<th>Role</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head of sales</td>
<td>31</td>
</tr>
<tr>
<td>It’s a shared responsibility across multiple roles</td>
<td>21</td>
</tr>
<tr>
<td>CMO</td>
<td>18</td>
</tr>
<tr>
<td>Chief Customer Officer</td>
<td>12</td>
</tr>
<tr>
<td>Board member</td>
<td>5</td>
</tr>
<tr>
<td>Chief Executive Officer</td>
<td>5</td>
</tr>
<tr>
<td>Chief Strategy Officer</td>
<td>3</td>
</tr>
</tbody>
</table>

Who in your opinion should be the voice of the customer?
(\% respondents)

<table>
<thead>
<tr>
<th>Role</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>CMO</td>
<td>28</td>
</tr>
<tr>
<td>It’s a shared responsibility across multiple roles</td>
<td>23</td>
</tr>
<tr>
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</tr>
<tr>
<td>Chief Customer Officer</td>
<td>17</td>
</tr>
<tr>
<td>Board member</td>
<td>13</td>
</tr>
<tr>
<td>Chief Executive Officer</td>
<td>7</td>
</tr>
<tr>
<td>Chief Strategy Officer</td>
<td>6</td>
</tr>
<tr>
<td>Chief Executive Officer</td>
<td>5</td>
</tr>
</tbody>
</table>
### Voice of the customer

**Whose job is it, anyway?**

<table>
<thead>
<tr>
<th>Channel</th>
<th>(% respondents)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Face to face</td>
<td>59</td>
</tr>
<tr>
<td>Email</td>
<td>46</td>
</tr>
<tr>
<td>Corporate website</td>
<td>39</td>
</tr>
<tr>
<td>Call centre</td>
<td>25</td>
</tr>
<tr>
<td>Mobile devices</td>
<td>24</td>
</tr>
<tr>
<td>Traditional media (print, TV, radio)</td>
<td>22</td>
</tr>
<tr>
<td>Social media</td>
<td>19</td>
</tr>
<tr>
<td>Online media (e-commerce website or 3rd-party websites)</td>
<td>18</td>
</tr>
<tr>
<td>Direct mail</td>
<td>9</td>
</tr>
</tbody>
</table>

### What are your company’s most effective channels for customer engagement?

<table>
<thead>
<tr>
<th>Channel</th>
<th>(% respondents)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Face to face</td>
<td>50</td>
</tr>
<tr>
<td>Social media</td>
<td>47</td>
</tr>
<tr>
<td>Mobile devices</td>
<td>35</td>
</tr>
<tr>
<td>Online media (e-commerce website or 3rd-party websites)</td>
<td>34</td>
</tr>
<tr>
<td>Corporate website</td>
<td>31</td>
</tr>
<tr>
<td>Email</td>
<td>27</td>
</tr>
<tr>
<td>Traditional media (print, TV, radio)</td>
<td>27</td>
</tr>
<tr>
<td>Call centre</td>
<td>14</td>
</tr>
<tr>
<td>Direct mail</td>
<td>12</td>
</tr>
</tbody>
</table>

### What do you expect the most effective channels will be 3 years from now?

<table>
<thead>
<tr>
<th>Channel</th>
<th>(% respondents)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Superior: Our customer data is integrated across channels and can be shared and mined effectively for insights</td>
<td>18</td>
</tr>
<tr>
<td>Average: We are making good progress integrating different channels and data sources to gain a more comprehensive view of the customer</td>
<td>61</td>
</tr>
<tr>
<td>Lagging: Our customer channels are siloed, giving us little transparency across different touch points</td>
<td>21</td>
</tr>
</tbody>
</table>

### How would you describe your company’s ability to track customer engagement across different marketing channels?

<table>
<thead>
<tr>
<th>Ability</th>
<th>(% respondents)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Superior: Our customer data is integrated across channels and can be shared and mined effectively for insights</td>
<td>18</td>
</tr>
<tr>
<td>Average: We are making good progress integrating different channels and data sources to gain a more comprehensive view of the customer</td>
<td>61</td>
</tr>
<tr>
<td>Lagging: Our customer channels are siloed, giving us little transparency across different touch points</td>
<td>21</td>
</tr>
</tbody>
</table>
In what areas should marketing focus investments in order to contribute most to your business now? (% respondents)

<table>
<thead>
<tr>
<th>Area</th>
<th>% Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer relationship management (CRM)</td>
<td>51</td>
</tr>
<tr>
<td>Brand advertising</td>
<td>40</td>
</tr>
<tr>
<td>Collaboration tools</td>
<td>28</td>
</tr>
<tr>
<td>Customer analytics</td>
<td>27</td>
</tr>
<tr>
<td>Training employees</td>
<td>24</td>
</tr>
<tr>
<td>Direct marketing</td>
<td>24</td>
</tr>
<tr>
<td>Reputation management</td>
<td>17</td>
</tr>
<tr>
<td>Marketing automation tools</td>
<td>17</td>
</tr>
<tr>
<td>Social media</td>
<td>15</td>
</tr>
<tr>
<td>New hires</td>
<td>14</td>
</tr>
<tr>
<td>Mobile application development</td>
<td>13</td>
</tr>
<tr>
<td>Web optimisation tools</td>
<td>8</td>
</tr>
</tbody>
</table>

In what areas should marketing focus investments in order to contribute most to your business in 3 years? (% respondents)

<table>
<thead>
<tr>
<th>Area</th>
<th>% Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer analytics</td>
<td>41</td>
</tr>
<tr>
<td>Customer relationship management (CRM)</td>
<td>38</td>
</tr>
<tr>
<td>Social media</td>
<td>29</td>
</tr>
<tr>
<td>Mobile application development</td>
<td>22</td>
</tr>
<tr>
<td>Brand advertising</td>
<td>22</td>
</tr>
<tr>
<td>Reputation management</td>
<td>21</td>
</tr>
<tr>
<td>Training employees</td>
<td>21</td>
</tr>
<tr>
<td>Direct marketing</td>
<td>20</td>
</tr>
<tr>
<td>Marketing automation tools</td>
<td>19</td>
</tr>
<tr>
<td>Collaboration tools</td>
<td>18</td>
</tr>
<tr>
<td>New hires</td>
<td>16</td>
</tr>
<tr>
<td>Web optimisation tools</td>
<td>9</td>
</tr>
</tbody>
</table>
**Voice of the customer: Whose job is it, anyway?**

**Which performance metrics does your organisation employ to track Return On Marketing Investment (ROMI)?**
Select all that apply.
(\% respondents)

<table>
<thead>
<tr>
<th>Metric</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer satisfaction</td>
<td>50</td>
</tr>
<tr>
<td>Sales leads</td>
<td>40</td>
</tr>
<tr>
<td>Customer engagement</td>
<td>34</td>
</tr>
<tr>
<td>Revenue from expenditures</td>
<td>33</td>
</tr>
<tr>
<td>Brand awareness</td>
<td>33</td>
</tr>
<tr>
<td>Profit from expenditures</td>
<td>31</td>
</tr>
<tr>
<td>Sales conversion</td>
<td>31</td>
</tr>
<tr>
<td>Business analytics</td>
<td>28</td>
</tr>
<tr>
<td>Customer retention</td>
<td>23</td>
</tr>
<tr>
<td>Referrals</td>
<td>21</td>
</tr>
<tr>
<td>Customer lifetime value</td>
<td>15</td>
</tr>
<tr>
<td>Other</td>
<td>2</td>
</tr>
</tbody>
</table>

**How effective is your company's marketing function in each of the following areas?**
Rate on a scale of 1 to 5 where 1 = Very effective and 5 = Very ineffective.
(\% respondents)

<table>
<thead>
<tr>
<th>Area</th>
<th>Very effective</th>
<th>Strongly agree</th>
<th>3</th>
<th>4</th>
<th>5 Very ineffective</th>
<th>Don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aligning marketing strategy with overall business objectives</td>
<td>10</td>
<td>36</td>
<td>37</td>
<td>12</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Finding new customers</td>
<td>7</td>
<td>33</td>
<td>40</td>
<td>14</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Increasing the cost effectiveness of marketing investments</td>
<td>8</td>
<td>36</td>
<td>42</td>
<td>17</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Proactively identifying new ways that marketing can add business value</td>
<td>3</td>
<td>11</td>
<td>36</td>
<td>19</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Connecting customer feedback to new product/services creation</td>
<td>7</td>
<td>11</td>
<td>39</td>
<td>17</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Retaining existing customers</td>
<td>12</td>
<td>34</td>
<td>36</td>
<td>12</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Engaging customers across multiple platforms</td>
<td>8</td>
<td>32</td>
<td>37</td>
<td>18</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Tracking customer value across multiple platforms</td>
<td>6</td>
<td>21</td>
<td>26</td>
<td>8</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Linking customer engagement across business functions</td>
<td>5</td>
<td>27</td>
<td>41</td>
<td>21</td>
<td>4</td>
<td>2</td>
</tr>
</tbody>
</table>

**Please indicate the extent to which you agree or disagree with the following statements.**
Rate on a scale of 1 to 5, where 1 = Strongly agree and 5 = Strongly disagree.
(\% respondents)

<table>
<thead>
<tr>
<th>Statement</th>
<th>Very agree</th>
<th>Strongly agree</th>
<th>3</th>
<th>4</th>
<th>5 Strongly disagree</th>
<th>Don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our company can clearly demonstrate marketing's contribution to top-line revenue growth</td>
<td>7</td>
<td>27</td>
<td>37</td>
<td>19</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td>Marketing can show direct linkages between our customer engagement and our financial performance</td>
<td>8</td>
<td>13</td>
<td>15</td>
<td>16</td>
<td>7</td>
<td>2</td>
</tr>
<tr>
<td>We have fully integrated digital media into our marketing mix and have built proven models for digital media measurement</td>
<td>6</td>
<td>19</td>
<td>35</td>
<td>28</td>
<td>11</td>
<td>1</td>
</tr>
<tr>
<td>We have established metrics/dashboards for tracking and measuring customer engagement</td>
<td>8</td>
<td>28</td>
<td>35</td>
<td>18</td>
<td>9</td>
<td>2</td>
</tr>
</tbody>
</table>
Voice of the customer Whose job is it, anyway?

How would you rate your company’s performance in the last year compared with that of its peers?
Rate on a scale of 1 to 5 where 1 = Significantly ahead and 5 = Significantly behind.

<table>
<thead>
<tr>
<th>Performance of marketing investments</th>
<th>(% respondents)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Significantly ahead</td>
<td>36</td>
</tr>
<tr>
<td>2</td>
<td>40</td>
</tr>
<tr>
<td>3</td>
<td>12</td>
</tr>
<tr>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>5 Significantly behind</td>
<td>4</td>
</tr>
<tr>
<td>Don’t know</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Overall financial performance</th>
<th>(% respondents)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Significantly ahead</td>
<td>12</td>
</tr>
<tr>
<td>2</td>
<td>32</td>
</tr>
<tr>
<td>3</td>
<td>42</td>
</tr>
<tr>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>5 Significantly behind</td>
<td>5</td>
</tr>
<tr>
<td>Don’t know</td>
<td></td>
</tr>
</tbody>
</table>

What are your organisation’s global annual revenues in US dollars?

<table>
<thead>
<tr>
<th>(% respondents)</th>
</tr>
</thead>
<tbody>
<tr>
<td>$100m to $499m</td>
</tr>
<tr>
<td>$500m to $999bn</td>
</tr>
<tr>
<td>$1bn to $4.9bn</td>
</tr>
<tr>
<td>$5bn to $9.9bn</td>
</tr>
<tr>
<td>$10bn or more</td>
</tr>
</tbody>
</table>

Which of the following best describes your title?

<table>
<thead>
<tr>
<th>(% respondents)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board member</td>
</tr>
<tr>
<td>CEO/President/Managing director</td>
</tr>
<tr>
<td>CFO/Treasurer/Comptroller</td>
</tr>
<tr>
<td>CIO/Technology director</td>
</tr>
<tr>
<td>CMO/Head of marketing</td>
</tr>
<tr>
<td>Other C-level executive</td>
</tr>
<tr>
<td>SVP/VP/Director</td>
</tr>
</tbody>
</table>

In which region are you personally located?

<table>
<thead>
<tr>
<th>(% respondents)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Western Europe</td>
</tr>
<tr>
<td>North America</td>
</tr>
<tr>
<td>Asia-Pacific</td>
</tr>
<tr>
<td>Latin America</td>
</tr>
<tr>
<td>Middle East and Africa</td>
</tr>
<tr>
<td>Eastern Europe</td>
</tr>
</tbody>
</table>

In which country are you personally located?

<table>
<thead>
<tr>
<th>(% respondents)</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States of America</td>
</tr>
<tr>
<td>Australia</td>
</tr>
<tr>
<td>Germany</td>
</tr>
<tr>
<td>Netherlands, Denmark</td>
</tr>
<tr>
<td>Canada, United Kingdom</td>
</tr>
<tr>
<td>India</td>
</tr>
<tr>
<td>Mexico, Hong Kong</td>
</tr>
<tr>
<td>Brazil, Singapore, Thailand, Argentina, Colombia, Indonesia, Switzerland, China, France, Italy, Malaysia, South Africa, Spain, Turkey, United Arab Emirates</td>
</tr>
</tbody>
</table>

What are your main functional roles? Select up to three.

<table>
<thead>
<tr>
<th>(% respondents)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing</td>
</tr>
<tr>
<td>Strategy and business development</td>
</tr>
<tr>
<td>General management</td>
</tr>
<tr>
<td>Sales</td>
</tr>
<tr>
<td>Finance</td>
</tr>
<tr>
<td>Operations and production</td>
</tr>
<tr>
<td>Supply-chain management</td>
</tr>
<tr>
<td>Risk</td>
</tr>
<tr>
<td>IT</td>
</tr>
<tr>
<td>R&amp;D</td>
</tr>
<tr>
<td>Customer service</td>
</tr>
<tr>
<td>Information and research</td>
</tr>
<tr>
<td>Procurement</td>
</tr>
<tr>
<td>Legal</td>
</tr>
<tr>
<td>Human resources</td>
</tr>
<tr>
<td>Other</td>
</tr>
</tbody>
</table>

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What is your primary industry?
(% respondents)

- Financial services: 14
- Consumer goods: 11
- IT and technology: 8
- Manufacturing: 8
- Professional services: 8
- Healthcare, pharmaceuticals and biotechnology: 7
- Retail/Wholesale: 7
- Energy and natural resources: 7
- Automotive: 5
- Construction and real estate: 5
- Chemicals: 4
- Telecoms: 4
- Agriculture and agribusiness: 2
- Education: 2
- Entertainment, media and publishing: 2
- Transportation, travel and tourism: 2
- Aerospace and defence: 2
- Government/Public sector: 1
- Logistics and distribution: 1
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