

Asking managerially relevant questions



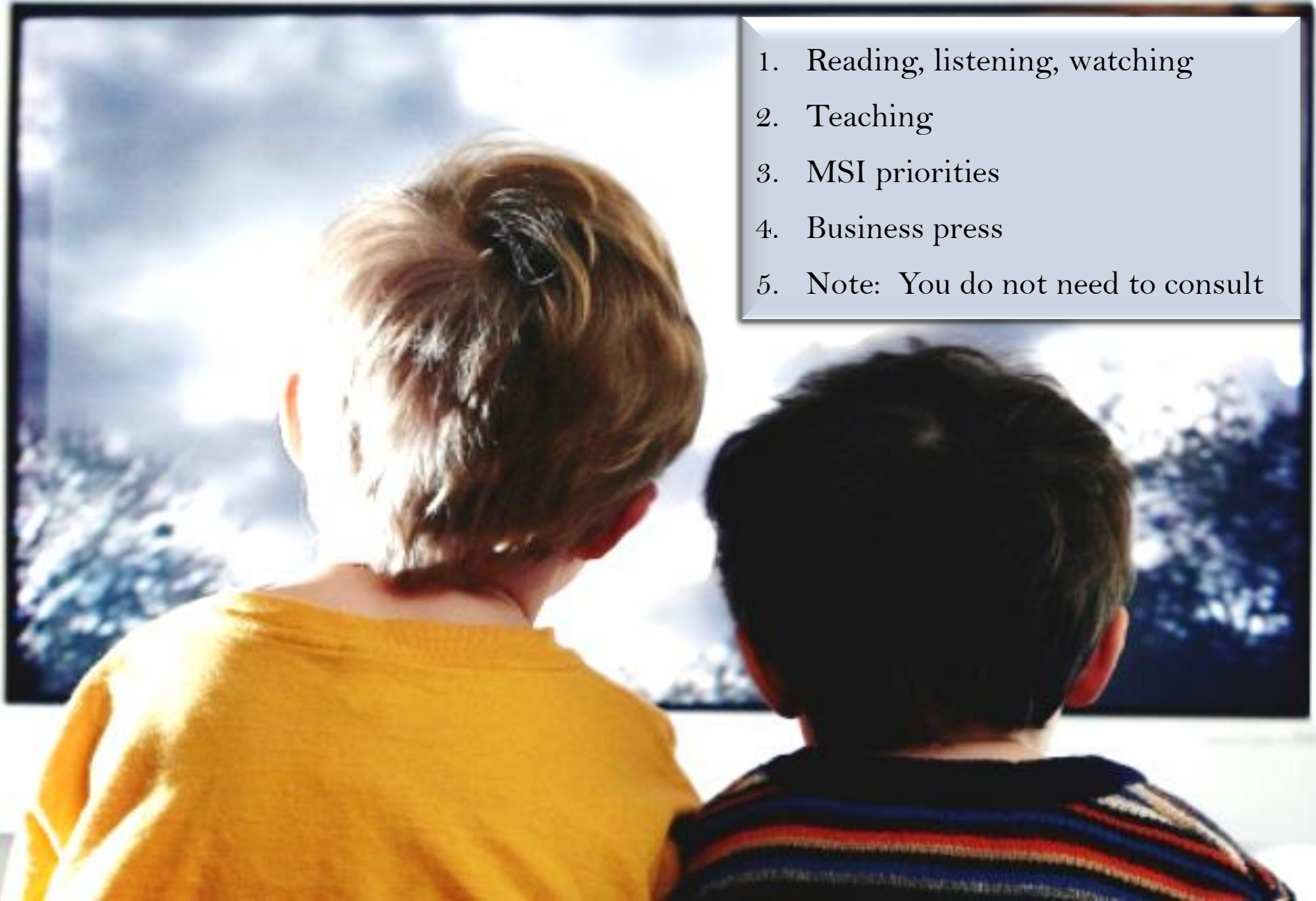
Christine Moorman

T. Austin Finch, Sr. Professor of Business Administration



Position yourself to see/know the real world

1. Reading, listening, watching
2. Teaching
3. MSI priorities
4. Business press
5. Note: You do not need to consult



Move from observation to theory and from theory to observation

The background features two overlapping globes. The left globe is brown with dark brown landmasses, representing a traditional or 'manager's' world. The right globe is green with dark green landmasses, representing a more modern or 'theoretical' world. The text 'LIVING IN TWO WORLDS' is written in a white, serif font across the center of the globes. The background is a dark space with stars and orbital lines.

LIVING IN TWO WORLDS

1. Don't go native (get stuck in the manager's world)
2. Don't get stuck in theory
3. Instead, enjoy your dual position to develop better questions, stronger ideas, and bigger contributions



Predicting the future of marketing
Tracking marketing excellence
Improving the value of marketing

■ 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 firms and society.
- The survey is an objective source of information about marketing. It is a non-commercial operation dedicated to the field of marketing, not the sale of products and services.

■ Survey Operation (2008-2014)

- The CMO Survey is administered twice a year via an Internet survey.
- The February '14 survey was the eleventh administration of The CMO Survey.

Survey topics

Marketplace
Dynamics

Growth
Strategies

Marketing
Spending

Social
Media

Marketing
Leadership

Predicting the Future of Markets

Tracking Marketing Excellence

Improving the Value of Marketing

Marketing
Performance

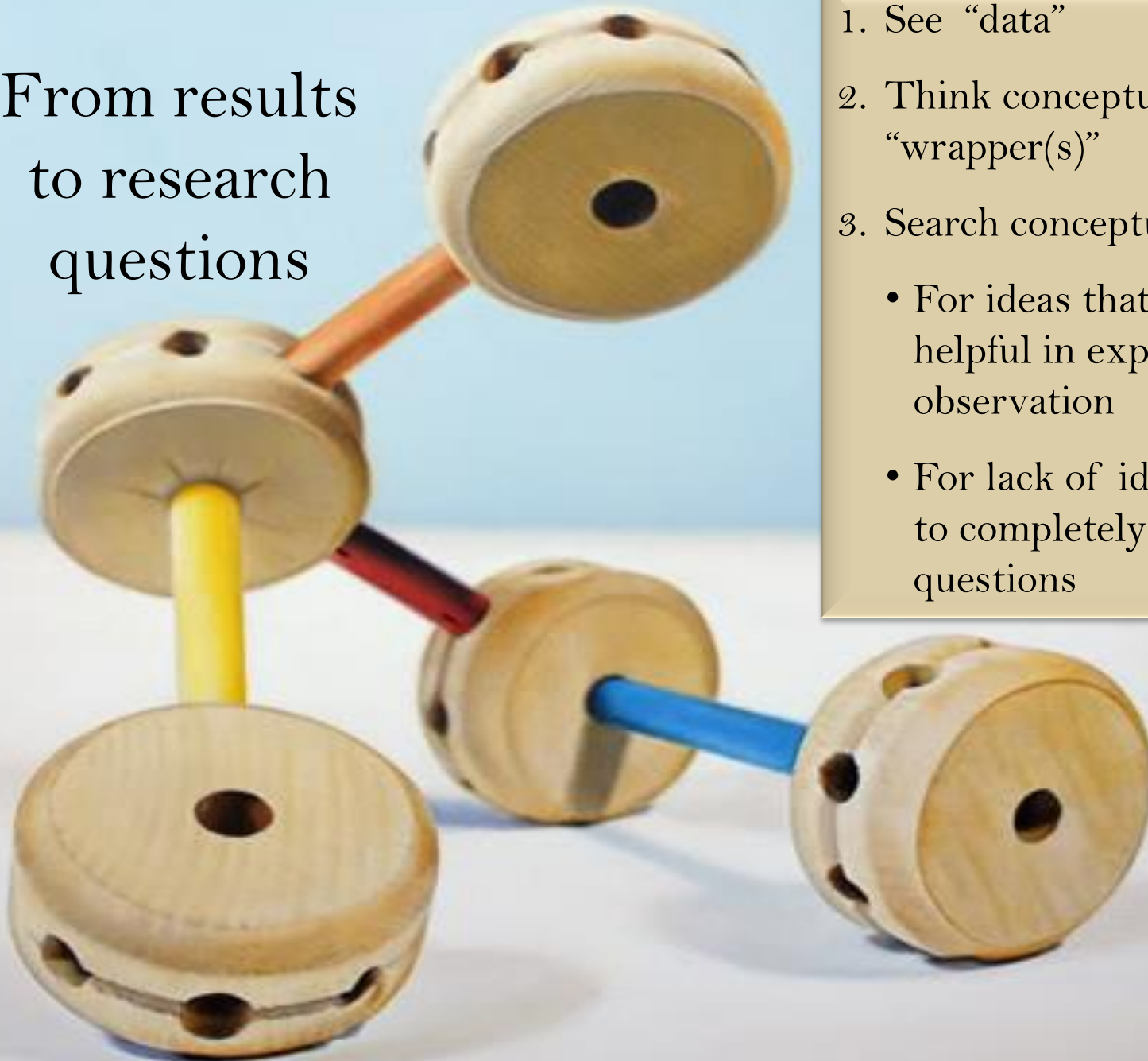
Marketing
Organization

Marketing
Analytics

Marketing
Jobs

From results to research questions

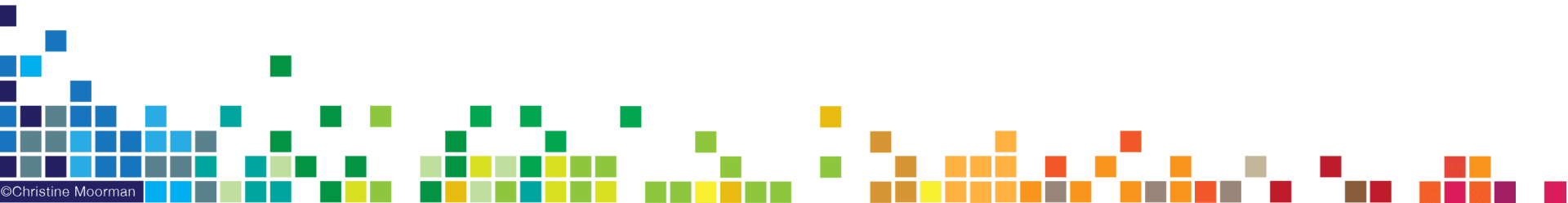
1. See “data”
2. Think conceptual
“wrapper(s)”
3. Search conceptual space(s)
 - For ideas that may be helpful in explaining observation
 - For lack of ideas that point to completely new questions





Predicting the future of marketing
Tracking marketing excellence
Improving the value of marketing

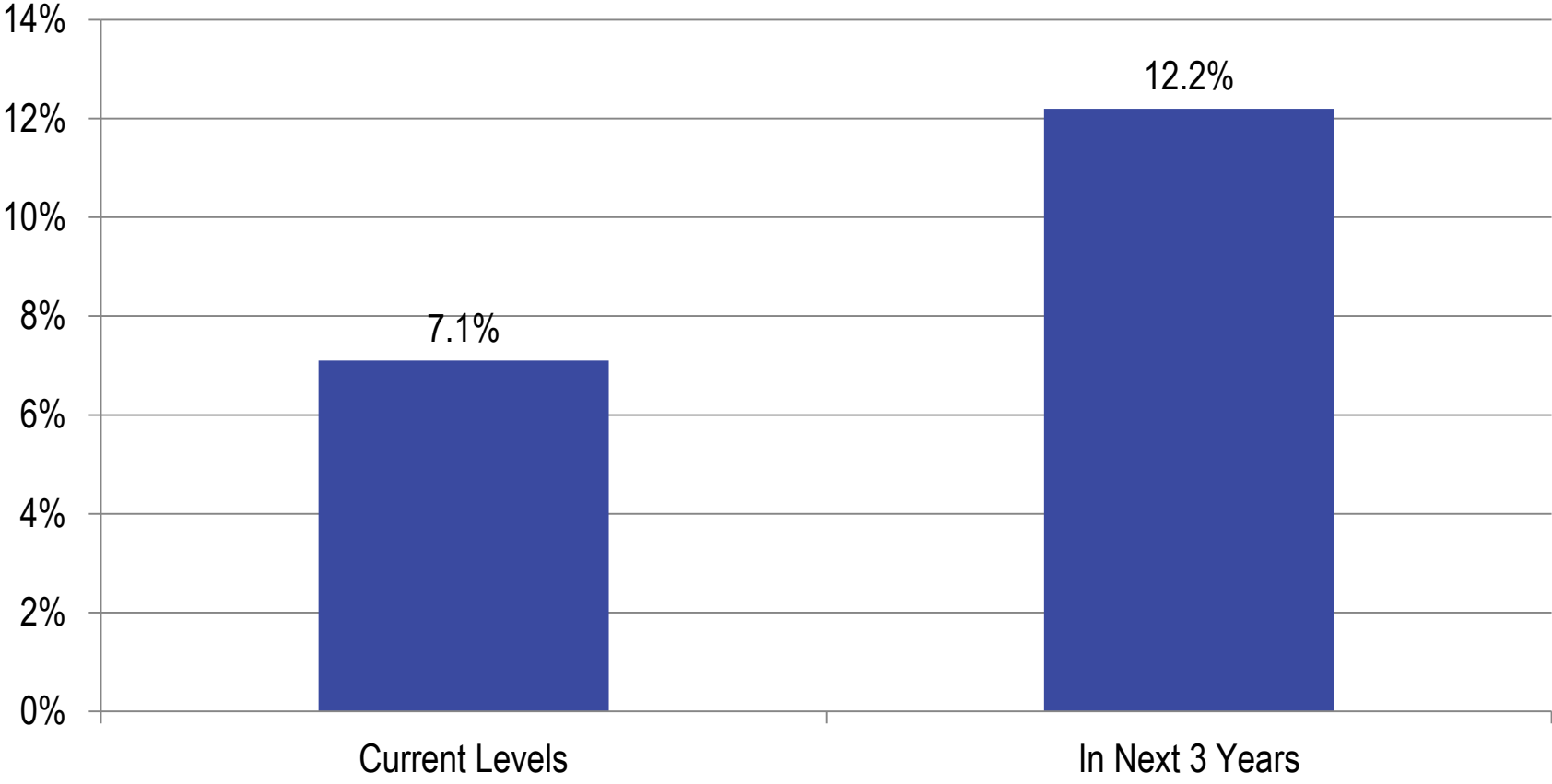
Topic 9: Marketing Analytics



Spending on marketing analytics expected to increase 72% in three years



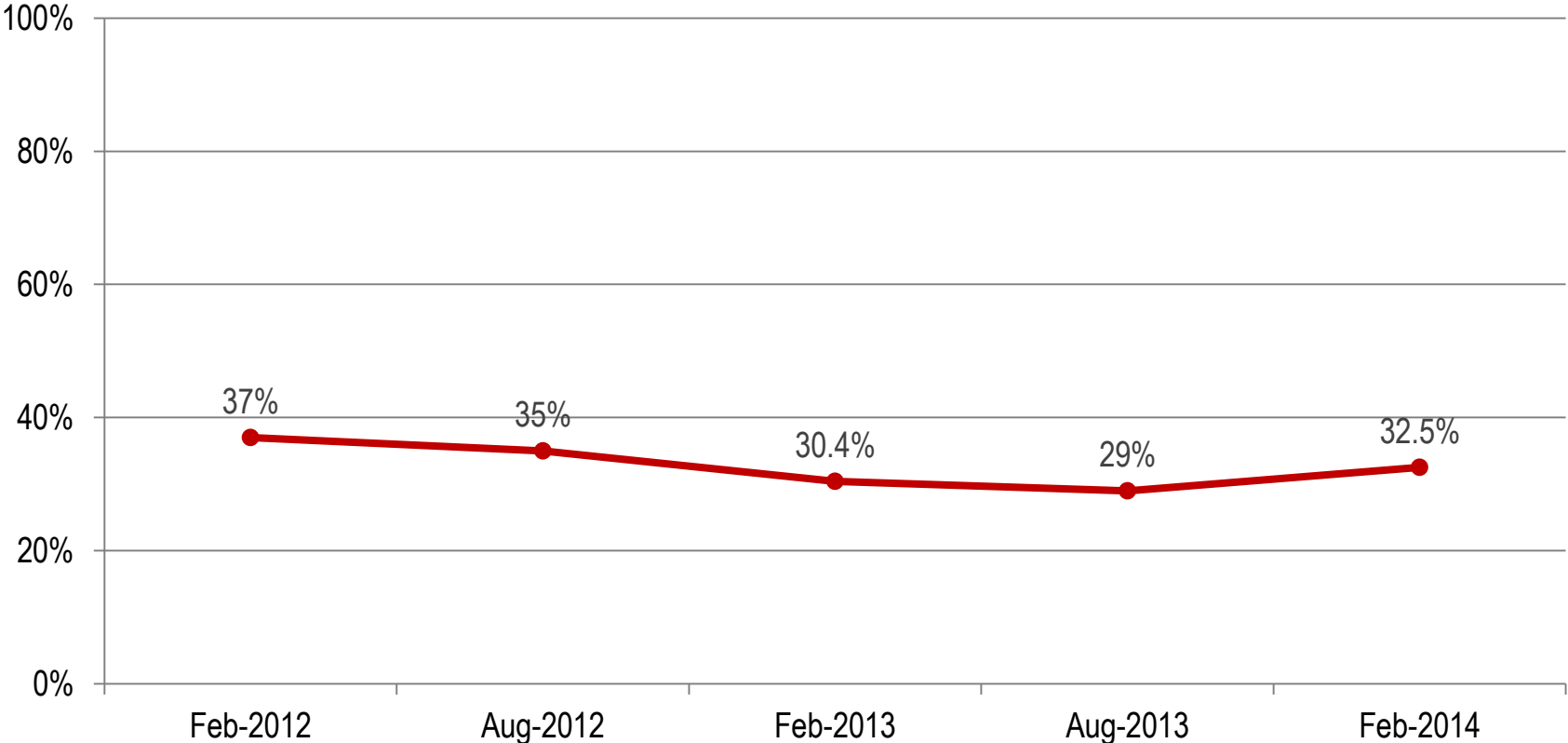
Figure 9.1. Percent of marketing budget spent on marketing analytics



Most projects fail to use marketing analytics; slight shift upwards

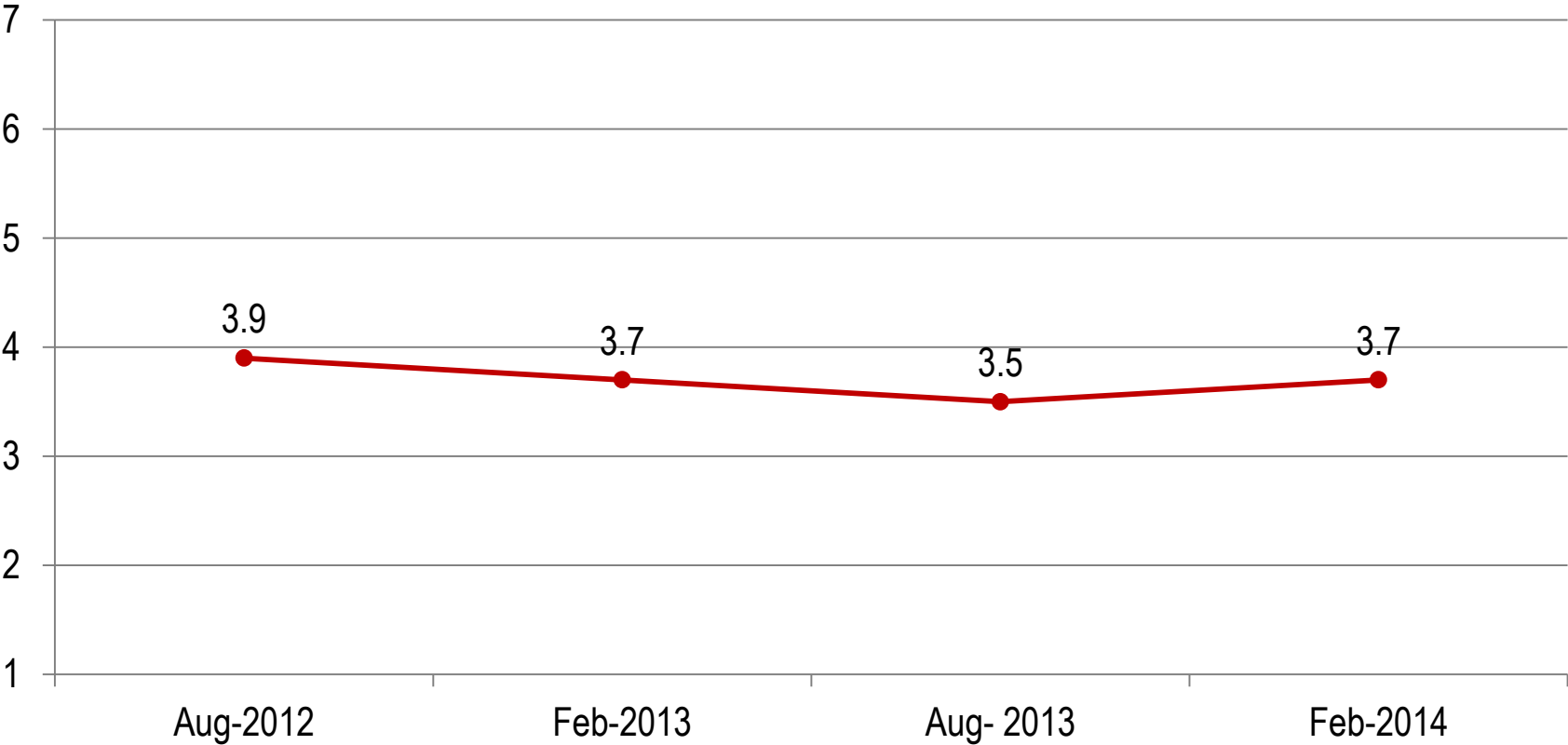


Figure 9.2. Percentage of projects using available or requested marketing analytics



Contribution of marketing analytics remains low

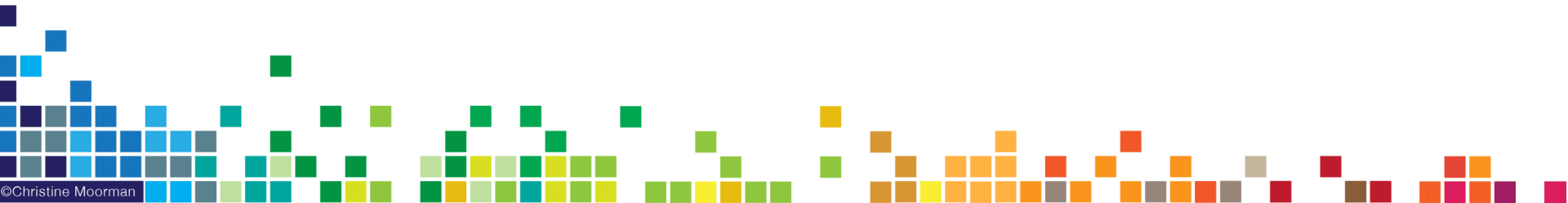
Figure 9.3. To what degree does the use of marketing analytics contribute to your company's performance? 1 = Not at all and 7 = Very highly





Predicting the future of marketing
Tracking marketing excellence
Improving the value of marketing

Topic 8: Marketing Leadership



Consistent erosion of marketing leadership

Table 8.1. Percentage of companies in which marketing leads activity*

Activity	Feb-11	Feb-12	Feb-13	Feb-14
Advertising	85%	85%	84%	79.9%
Positioning	79%	78%	82%	69.2%
Promotion	81%	79%	82%	74.8%
Brand	81%	84%	84%	79.1%
Marketing analytics**	-	-	76%	68.4%
Marketing research	73%	71%	76%	63.2%
Social media	71%	73%	76%	74.4%
Competitive intelligence	58%	62%	68%	52.6%
Public relations	65%	53%	61%	59.8%
Lead generation	53%	53%	56%	55.6%
Market entry strategies	50%	46%	56%	47.9%
New products	44%	52%	47%	46.4%
CRM	38%	41%	41%	33.3%
Targeting/Market selection	31%	35%	36%	33.3%
Sales	32%	30%	24%	29.5%
Pricing	30%	34%	31%	32.9%
Innovation	33%	39%	35%	29.5%
Customer service	22%	21%	24%	18.8%
Stock market performance	0.4%	1.2%	2.3%	1.3%

Weaker marketing leadership:

- Advertising
- Positioning
- Promotion
- Brand
- Marketing analytics
- Marketing research
- Social media
- Competitive intelligence
- Public relations
- Market entry
- CRM
- Target/Market selection
- Innovation
- Customer service

Stronger marketing leadership:

- Sales
- Pricing

Maintaining marketing leadership:

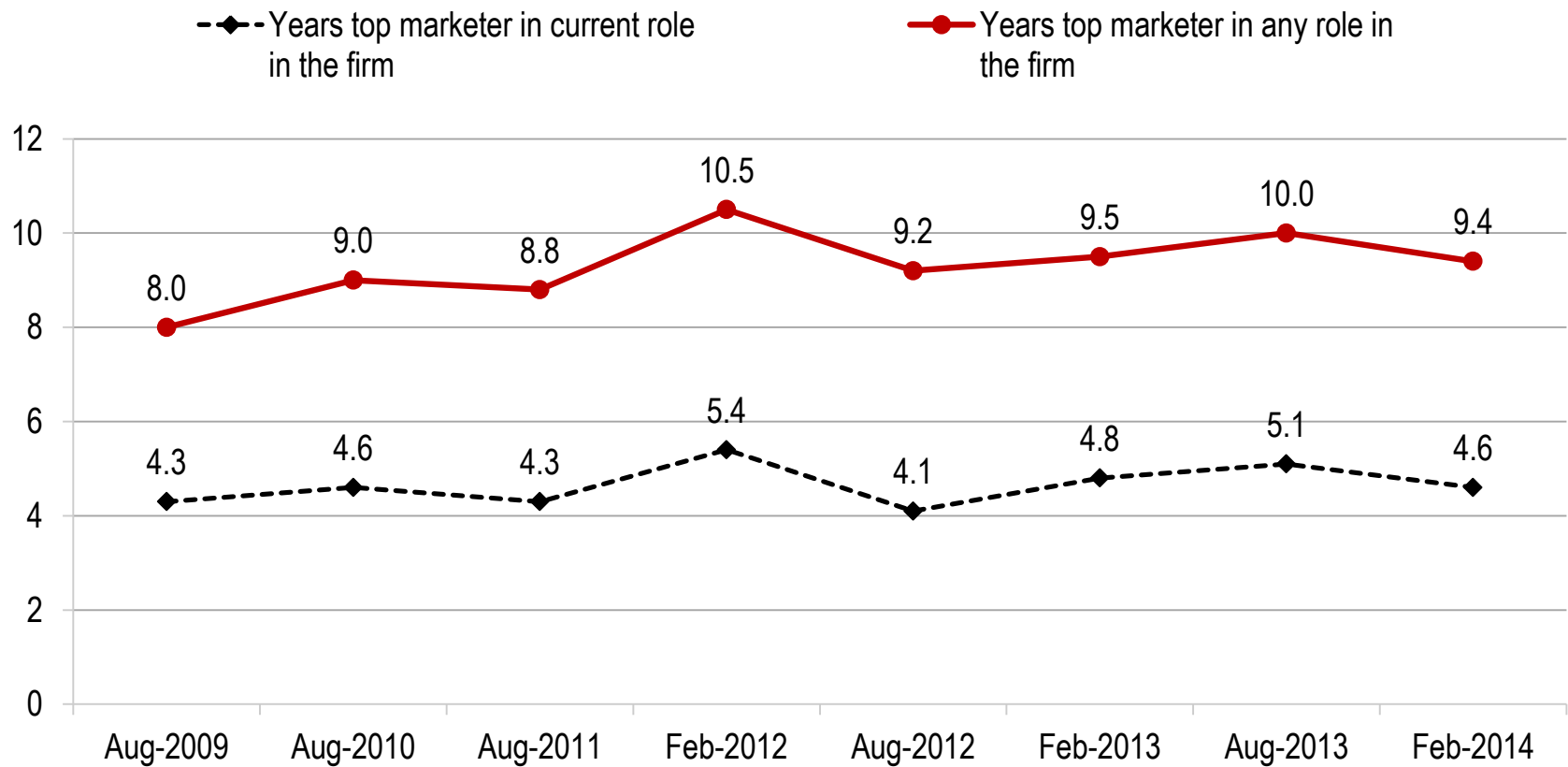
- Lead generation
- New products
- Stock market performance

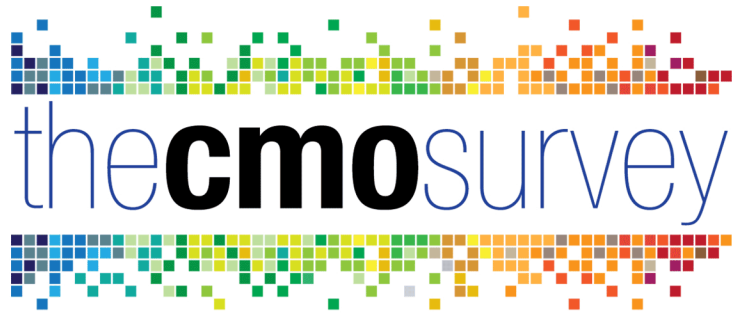
* Red indicates marketing's influence has decreased, green indicates that marketing's influence has increased, and changes of 1% or less are viewed as no change.

**Marketing analytics added in Feb-13.

Marketing leaders retained for an average of 4.6 years

Figure 8.1. Marketing leader retention





Predicting the future of marketing
Tracking marketing excellence
Improving the value of marketing

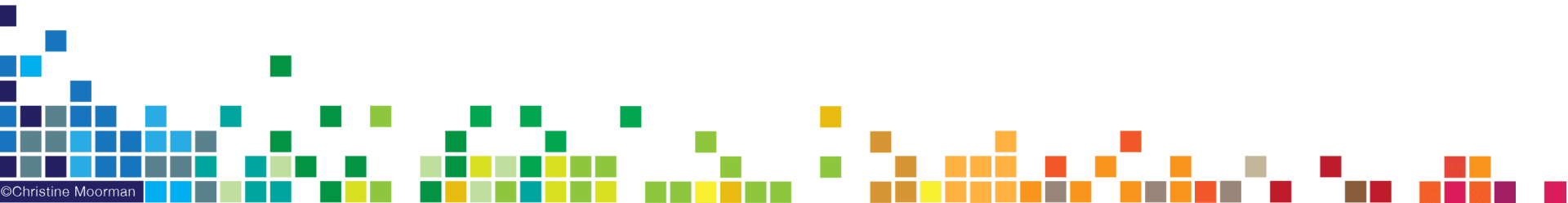
Topic 1: How CMOs View the Economy





Predicting the future of marketing
Tracking marketing excellence
Improving the value of marketing

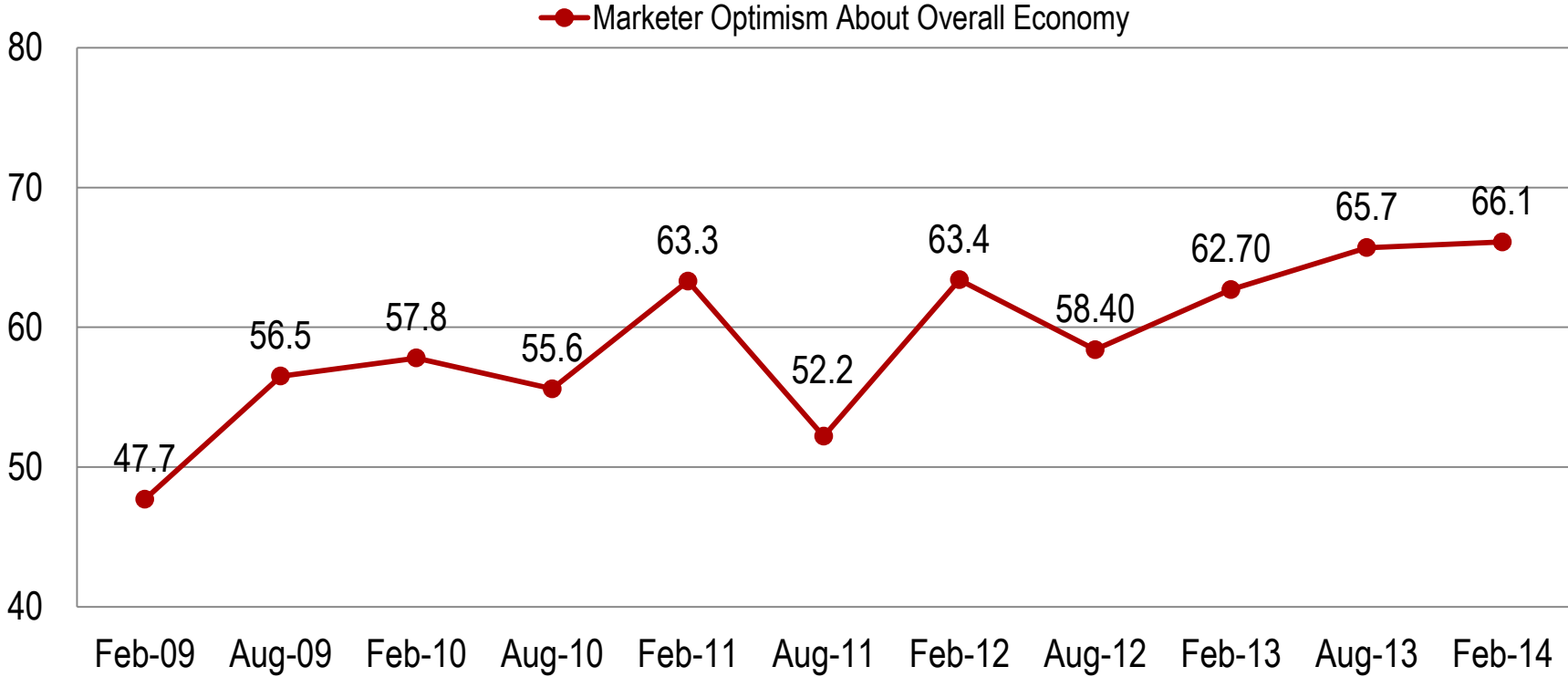
Topic 3: Marketing Spending



Marketer optimism for U.S. economy reaches highest point in 5 years



Figure 1.1. How optimistic are you about the overall U.S. economy on a 0-100 scale with 0 being the least optimistic and 100 the most optimistic?



Marketing budgets rebound

Marketplace

Growth

Spending

Performance

Social Media

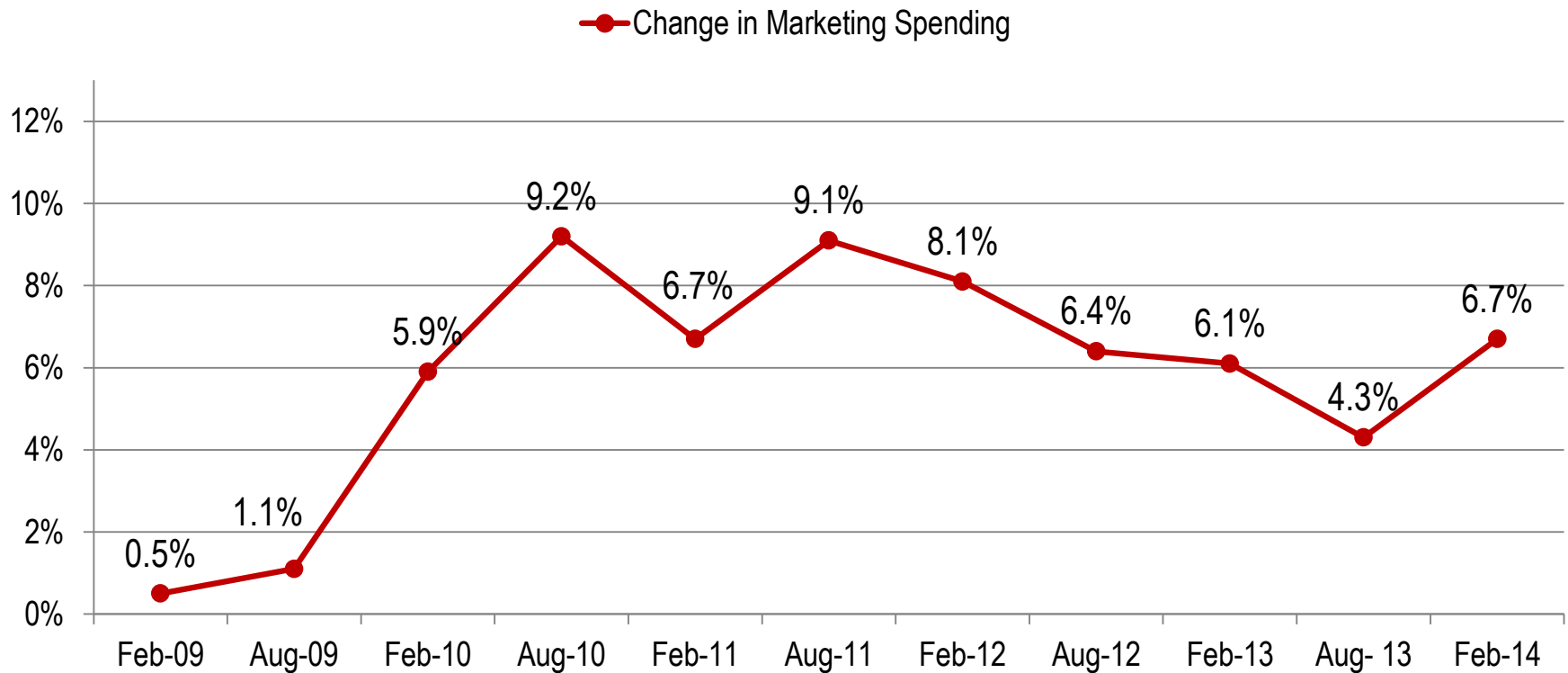
Jobs

Organization

Leadership

Analytics

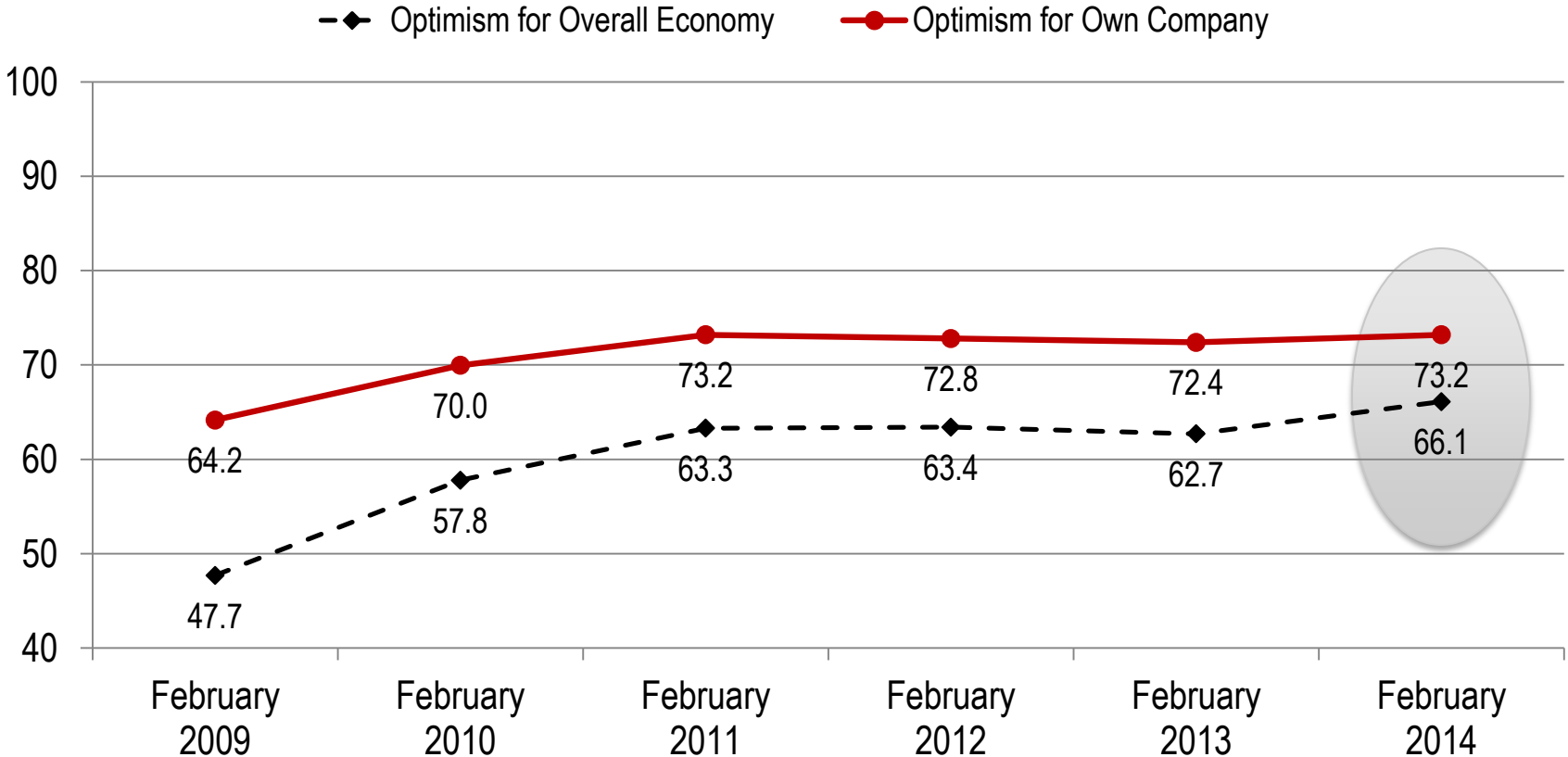
Figure 3.1. Percent change in marketing budgets in next 12 months



Marketer optimism for own companies and overall economy closest in five years



Figure 1.4. How optimistic are you on a 0-100 scale with 0 being the least optimistic and 100 the most optimistic?





Predicting the future of marketing
Tracking marketing excellence
Improving the value of marketing

Topic 5:

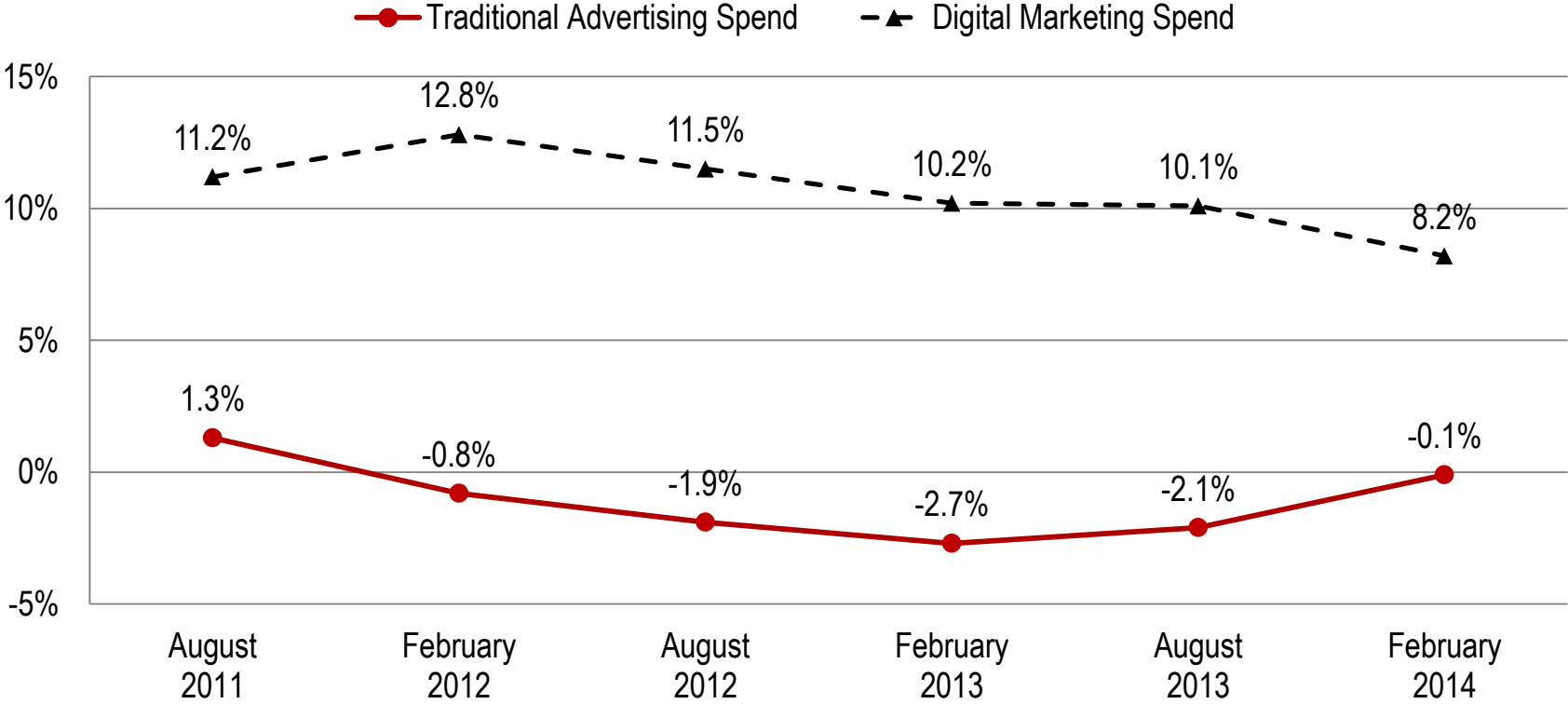
Marketing and Social Media



Digital marketing spend vs. traditional advertising spend



Figure 3.2. Percent change in traditional advertising* spend in next 12 months

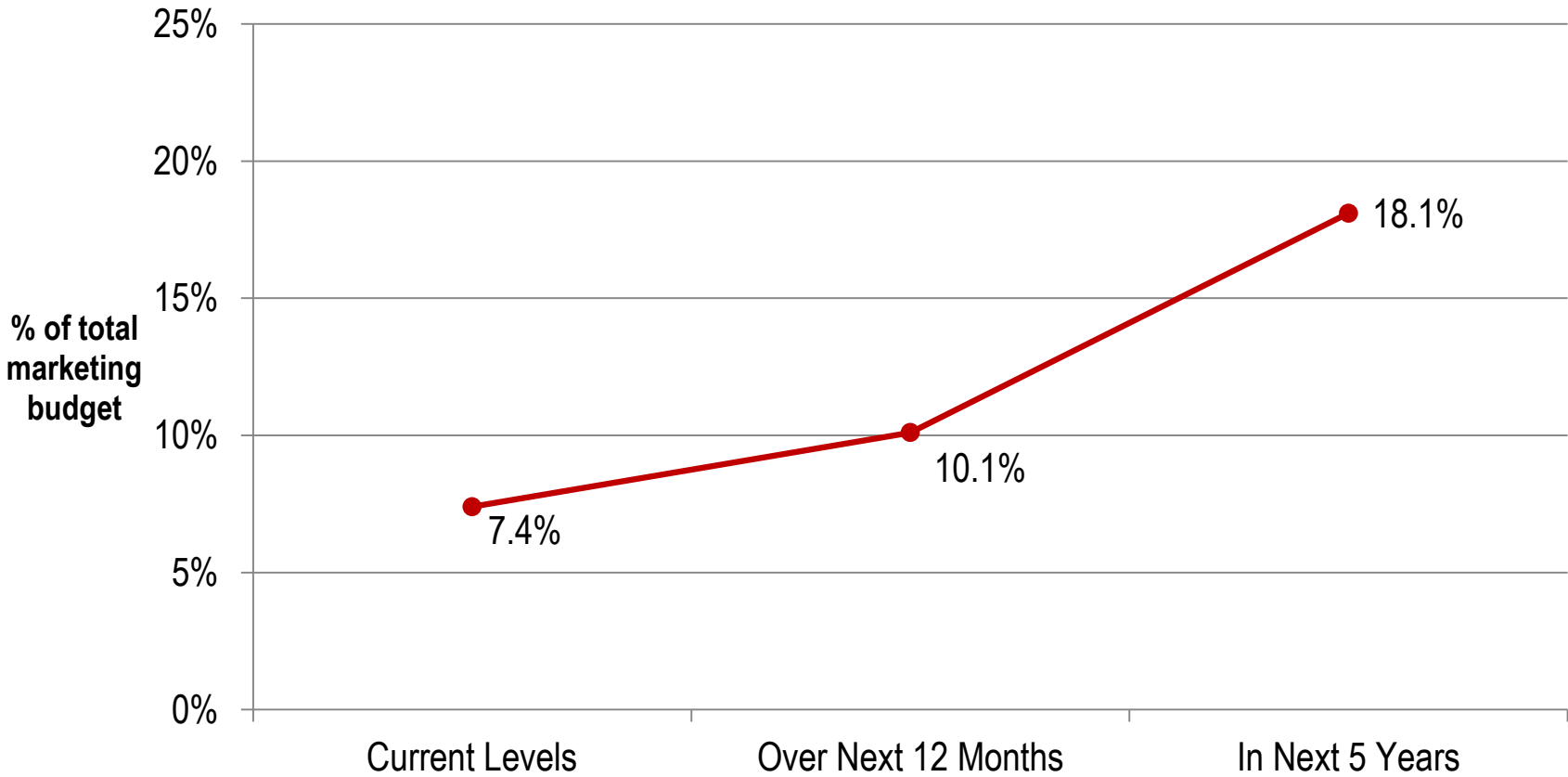


*Refers to media advertising not using the web.

Social media spending expected to be 18% of marketing budgets in five years



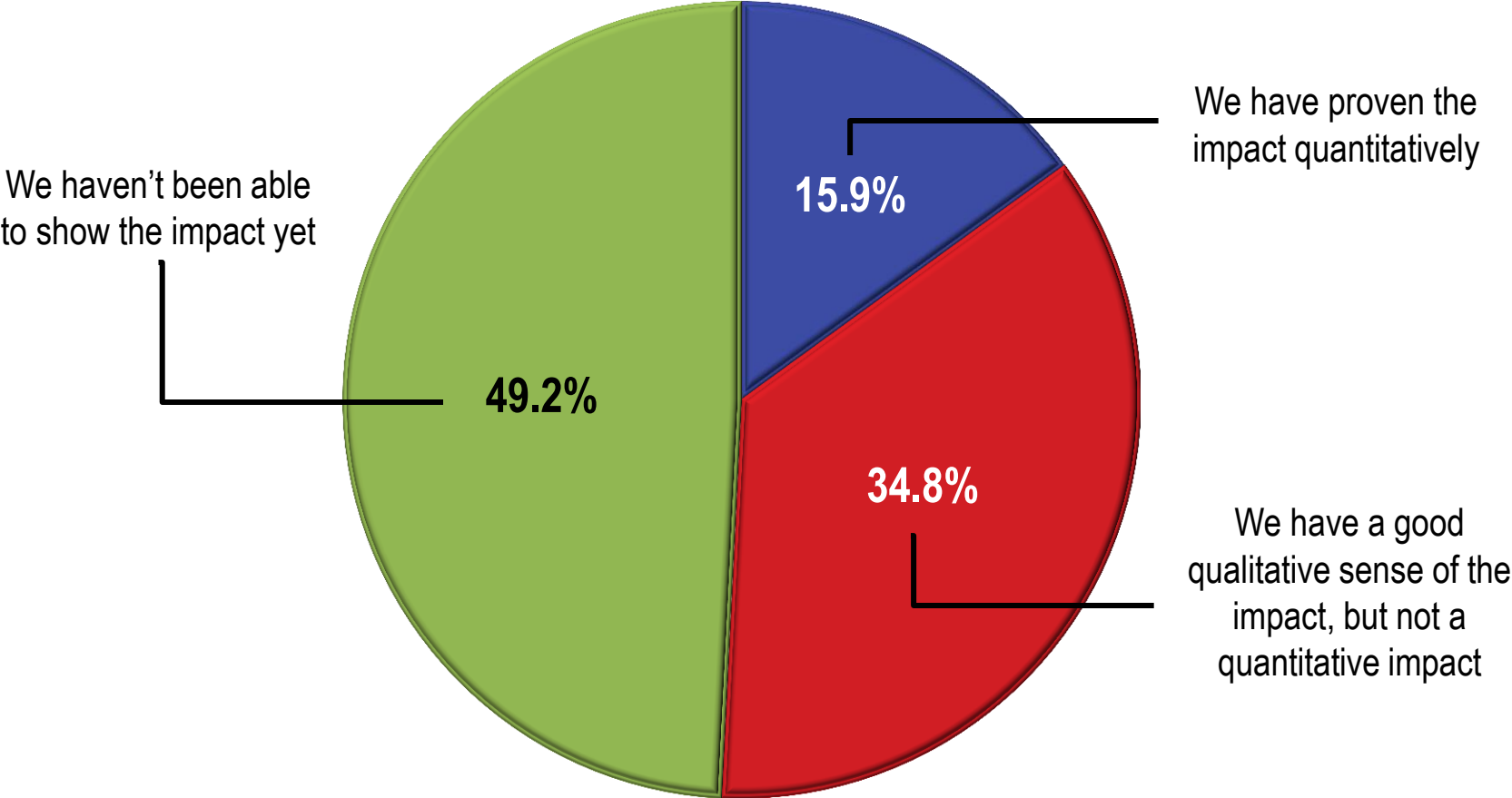
Figure 5.2. Social media spending as a percentage of marketing budgets



Half of all firms haven't been able to show the impact of social media on business



Figure 5.5. Which best describes how you show the impact of social media on your business?



By rising above reality, but staying
within view of it, we have a chance to
make more important contributions
to theory and practice



Have fun and good luck!