# TABLE OF CONTENTS

3  Introduction  
5  Key Findings  
13 Conclusion  
14 Detailed Findings: Marketing  
30 Detailed Findings: Sales  
47 Partners & Affiliates  
48 About SellingPower  
48 About SAP Customer Experience  
49 About the CMO Council
INTRODUCTION

Have a few extra minutes? Google the phrase “sales hates marketing.” In 0.66 seconds, 25,600,000 results were returned to us. Articles range from one in 2011 with the headline “Top 10 Reasons Marketing Hates Sales” from CBS News to “5 Reasons Why Your Sales Team Hates You & Your Fellow Marketers” from Marketing Land in 2014 to “Everyone Hates Marketers” from 12 hours ago on a blog.

There is nothing new about the friction or the opportunity in the sales-marketing dynamic. In 2006, the CMO Council conducted its first deep dive into the relationship. When sales and marketing executives were asked how well their functions collaborated and shared information with one another, 40 percent reported that they did a relatively good job of sharing information about the customer. However, the more telling insight was that only 16 percent were extremely collaborative, and 35 percent admitted that the collaboration was intermittent, at best. Further, 33 percent of both sales and marketing executives admitted that customer analytics and intelligence were either non-existent or simply not shared with their colleagues.

In the end, when asked to rate the effectiveness of the opposing function, neither sales nor marketing was willing to pass out top marks, with 77 percent of sales giving marketing a rating of fairly or somewhat effective and 78 percent of marketing giving sales the same marks.

In interview after interview, the primary point of frustration and friction was a lack of alignment and consensus on even the most fundamental points of engagement. Sales leadership felt that marketing was out of touch with the customer and was failing to deliver high-quality leads into a well-established sales funnel. Marketing felt that sales didn’t understand the changing behaviors of the buyer/specifier and was failing to action on high quality leads that were being placed into a well-established lead to client process.

While both sales and marketing executives were using the same words, their definitions of those keywords and phrases were dramatically different, and there was little to no collaboration to help align around a common set of terms, let alone strategies or metrics. Both functions were setting out on a quest to reach and engage the customer while battling one another to reach the finish line.

Fast-forward 11 years.

In this age of customer experience, the question remains: How are the sales and marketing functions aligning and collaborating to develop, amplify, optimize and realize an exceptional—and exceptionally effective—customer experience that drives and accelerates
profitable engagements? Both sales and marketing have embraced the criticality of customer intelligence and customer experience, but has alignment improved due to this common strategy? Or have new points of friction emerged?

To investigate the readiness of the modern business to leverage customer experience to improve business outcomes, the CMO Council—in partnership with SAP Customer Experience and SellingPower magazine—once again turned directly to the source: sales and marketing leaders of global organizations. Both functions were asked about their mandates, strategies and sources of intelligence, as well as their alignment and integration with their cross-functional peers. Both groups were also asked to outline the very definition of customer experience, along with the organization-wide ecosystem of functions and leadership that should be involved in setting, executing and continuously improving the customer experience.

While common definitions quickly emerge, and while clear outlines of roles and responsibilities are established, both sales and marketing indicate that it is not the absence of a common definition that is holding back the customer experience. Instead, it is the lack of a common vantage point into customers themselves. In an age of data, both sales and marketing are seeking a single pane of glass through which the customer can come into clear and immediate view. However, both continue to aggregate this view from a limited and narrow data set that is made mostly of data forged between the two organizations and lacks the insight from points of engagement outside of the sales and marketing bubble.

The report that follows shares the insights of more than 367 executives: 198 from sales and 169 from marketing. Of the marketing respondents, 36 percent hold the title of chief marketing officer or head of marketing, and 48 percent represent an organization with a hybrid sales approach (both B2B and B2C). Of the sales respondents, 35 percent hold the title of chief sales or revenue officer or head of sales, and 33 percent represent an organization with a hybrid sales approach (both B2B and B2C).
The longstanding assumption about the dynamic between sales and marketing has been that there was little in common between the two teams. Whether it’s conflict over leads and attribution or a lack of partnership at the most senior levels, the theories about this disconnect have reached mythical proportions. But according to this view into 169 marketing leaders and 198 sales executives, they have more in common than separating them, with each team adopting very specific and defined roles in the delivery of exceptional customer experiences that drive more profitable outcomes.

Both sales and marketing are laser-focused on growth. For the sales executive, growth comes in the form of increased opportunity flow into the funnel as sales looks to capture more opportunities and acquire new customers and, in turn, increase the number of wins from forecasts. This is not dissimilar to marketing’s goal to accelerate growth across the organization through an optimized customer experience strategy.

Not only are the two functions focused on growth, but both also believe that the other’s top priority is top of mind. The marketing priority of advancing and optimizing the customer experience while enhancing customer engagements across the organization is top of mind for 61 percent of sales respondents. On the other hand, the sales priority of accelerating revenue generation, opportunity creation and sales closures is top of mind for 60 percent of marketers.
Growth is not the only common denominator for sales and marketing as the two also share a common definition of what customer experience (CX) is for the customer and for the organization. According to 61 percent of sales and 57 percent of marketers, CX is a comprehensive strategy that looks at how the business engages, reacts and proactively relates with customers in their moment of need and in the channels they expect. Further, about 30 percent of marketing and 27 percent of sales executives believe that a holistic map of touchpoints and engagements that a customer could have across their own buying journey defines CX.

Yet despite this unified vision of CX, sales simply does not believe marketing will be a critical factor in their success. In fact, while 61 percent of marketers believe that sales will be critical to meeting their growth mandates and goals, only 36 percent of sales feel similarly. Most sales executives (50 percent) feel that while marketing will be important in reaching their growth goals, marketing is not the key to success; 14 percent actually believe that marketing is not very important but can be helpful.
Experience Is Good, but Collaboration Will Make it Better

**Sales is optimistic**

39% say they are doing a good job

37% are totally collaborative with and view marketing as an equal partner

51% only give some input and feedback to marketing, and it is only ad hoc as there is no formal system to collaborate

**Marketing is skeptical**

43% say customer experience delivery is good but needs improvement

28% say there is total and formal collaboration

60% agree that they get informal input from sales

Few organizations are reaching CX perfection—only 14 percent of sales and 12 percent of marketing professionals believe their organization’s ability to deliver great experiences is exceptional, regardless of channel and across the entire organization. Most sales executives are optimistic, sensing their organizations are doing a great job in some areas but are still perfecting CX delivery in others. Marketers have a slightly more skeptical view as 43 percent of respondents actually believe that while CX delivery has been good (with the organization meeting basic expectations), there is definitely room for improvement.

But common definitions and mandate alignment are not enough to advance from good to great. Collaboration and an exchange of expertise, knowledge and insight about the customer are needed to truly capitalize on the experience opportunity. Unfortunately, the state of collaboration between sales and marketing is ad hoc, at best, and is not supported through formal processes or platforms. More than half of sales executives (51 percent) say that while they do provide some creative feedback to marketing, it is informal, and there is no system that enables collaboration between teams. Marketers agree with the assessment as 60 percent say they receive informal input from sales.
Sales leaders believe that the sales organization represents the front line of CX for the organization, directly engaging with the customer and executing on CX strategies. According to 31 percent, sales represents this CX vanguard. Nearly one in four believes that sales is a primary contributor to CX delivery, but in reality, it is other teams across the organization that directly develop the strategy and drive execution. It is also understandable—given sales’ belief that they are the tactical delivery system of the CX strategy—that only 7 percent believe that they also serve as the owners of CX strategy, leaving that role for others as they focus on engagement and relationships with the customer.

So marketers must see themselves as the owners of strategy, right? Not exactly. While marketing believes it is the primary decision maker and lead developer for the CX strategy (40 percent), only 9 percent are willing to accept the ownership mantle. This is likely due to a growing understanding in CX-focused organizations that CX is not “owned” by a single role or function. However, that can also be considered an argument rooted in semantics; if marketing is unwilling to own the experience, who will? In reality, what is needed is a strong, central point of CX leadership and strategic oversight versus total ownership.
As confirmed by both sales and marketing leadership, CX is a strategy, not a string of campaigns. And as such, it must be embraced by the entire organization and empowered through a series of transformative steps intentionally designed to bring people, processes and platforms into alignment around the needs and expectations of the customer.
Customer experience needs a champion, or at least a designated set of strategy owners that the organization leans upon for direction. According to sales and marketing respondents, this stewardship lands squarely on the shoulders of the chief marketing officer (59 percent of both sales and marketing respondents believe the CMO is a customer experience strategy leader), the CEO (37 percent), and the chief sales or revenue officer (33 percent). Beyond strategy ownership, sales and marketers agree that there are key influencers across the organization that must take part in the decision-making and development process. Included in this group is first the chief operating officer, joined by commerce leaders and voices from across the marketing team.

Sales and marketing also agree that intelligence must be aggregated from across the organization, reaching well beyond sales and marketing silos—48 percent of sales and marketing leaders believe the finance department and the CFO are critical intelligence-contributors while 40 percent believe HR should be contributing intelligence to the CX ecosystem. However, there is not clear-cut path for some groups. For example, while customer service and support are clearly critical execution partners for CX delivery, they also represent one of the richest repositories of data that is critical to putting the customer’s relationship with the brand into full context.

In all, the CX ecosystem looks well beyond the functional walls of sales and marketing, drawing on data and execution resources from across the organization. Clear leadership leads the strategic path forward, but at the center of it all sits the customer.
Don’t Settle for a Partial View of the Customer

Once the CX ecosystem has been defined, it must be powered with insights and intelligence about the customer. This cannot be a piecemeal nugget that requires IT to access. It also cannot be trapped behind silo walls that are reinforced by corporate politics. At present, the majority of both sales and marketing leaders admit that the data that is most accessible to both teams is data generated by those very teams. Some 42 percent of sales and 39 percent of marketing executives feel they have good access to their own combined marketing and sales-driven data but far less access to company-wide data about the customer.

A live view of the business is required for a business to operate. Stagnation could mean the difference between offering up a moment of delight and disrupting someone’s day. The good news is that many organizations seem to be heading in the right direction as a quarter of sales respondents and more than one-third of marketing respondents say they have real-time access to a comprehensive view of the customer that is derived from data aggregated from the entire enterprise. This far exceeds previous CMO Council studies in which fewer than 10 percent of marketers felt they had the access or depth of data needed to engage in contextual, personalized experiences with today’s omni-channel, connected customers. The challenge will be the rate and velocity at which the remainder of companies can optimize their systems to be on par with these data leaders.

Only 23 percent of both sales leaders and marketing leaders have total access to a comprehensive view of the customer that is developed based on insights aggregated from across the entire organization.

35 percent of sales and 38 percent of marketing leaders admit that their data is limited to their own functional silos and is not analyzed in real time, with access to data from other functional groups requiring IT assistance to gather, which requires time and costly resources.
Implement Systems to Power Intelligence and Opportunities

24% of sales leaders believe that a closed-loop, lead-to-customer process is the missing link to improving the delivery of a seamless customer experience across the organization.

20% of marketers believe they need actionable insights from data and analytics to improve customer experience delivery.

For too long, and for too many organizations, CRM and the systems to contain and collate customer data have been substitutes for platforms of intelligence and engagement. Today’s marketing and sales organizations need more; 24 percent of sales leaders believe they are missing a closed-loop, lead-to-customer process, and 20 percent of marketers are seeking a platform for actionable insights to improve customer experience delivery.

By filling these capabilities gaps, organizations have the opportunity to develop a true foundation, not only for the delivery of customer experience, but also for maximizing each interaction and engagement and converting experiences into revenue.

CONCLUSION

The dynamic between sales and marketing has always been a fair mix of friendship and trepidation and equal parts competition and admiration, a bit like siblings in a competitive family rather than warring rivals on the battlefield. But in today’s environment of heightened customer expectations—and the reality that unless expectations are met, customers will take their wallets and their loyalty to the nearest competitor—sales and marketing must do more than align. They must collaborate in order to develop and deliver exceptional, personalized and contextual experiences. Beyond collaboration, however, there must be a willingness to assume leadership roles in owning the strategy behind the organization’s customer experience journey, and there must be trust that the entire organization is ready and willing to follow the lead of both the chief marketing officer and chief sales/revenue officer to pave a path to profitability and competitive differentiation through experience.
DETAILED FINDINGS: MARKETING

Of the following, which do you believe is marketing’s top mandate for this year?

- **28%** Accelerate revenue growth across the organization
- **20%** Optimize customer experience strategy
- **19%** Champion a customer-centric corporate culture and mindset
- **12%** Ramp up lead flow
- **7%** Cut costs and optimizing spend for more efficient customer engagements
- **6%** Align with sales around customer experience strategy
- **4%** Onboard new marketing technology
- **4%** Other
How critical will sales be to helping you reach this mandate this year?

- **61%** Critical to achieving this goal
- **34%** Important, but sales is not the key to success
- **1%** More of a roadblock to success
- **4%** Not that important but helpful
Thinking about marketing’s top priorities for the business, how aligned do you believe you are with sales’ top priorities?

- **Mostly aligned**: 46%
- **Total alignment**: 25%
- **Only partially aligned**: 25%
- **In total conflict with one another**: 1%
- **Not aligned in priorities at all**: 3%
How focused is marketing on accelerating revenue generation, opportunity creation and sales closures?

- 60% Top of mind
- 24% Important but not a driving force
- 7% Dedicated campaigns but not a central strategy or focus
- 6% Somewhere in between all of the above
- 2% This is something for sales to focus on, not marketing
- 1% None of the above answers
How would you define “customer experience?”

57% Comprehensive strategy that looks at how the business engages, reacts and proactively relates with customers in the moments of need, in the channels that customers expect.

30% A holistic map of touchpoints and engagements that a customer could have across their buying journey.

7% A series of marketing-driven campaigns that are designed to move a customer through a buying journey.

2% Other

1% I have no idea and don’t think there is a common definition that everyone in the company would agree to.

2% A marketing buzz word that can mean more about campaign connections than actual relationship-building with the customer.
How involved are you in the delivery of the customer experience?

- **40%** A decision maker and customer experience strategy developer
- **19%** The front line in customer experience execution and delivery, engaging directly with the customer
- **14%** Contributor, but other teams/functions drive strategy and execution
- **10%** Execution-level role, overseeing specific elements of the customer experience
- **9%** Own customer experience strategy
- **5%** Insights-driver and contributor
- **3%** Limited or no role at all
How would you rate your organization’s ability to deliver great customer experiences, regardless of channel, across the entire organization?

43%
*Good but Needs Improvement:* We are meeting basic expectations, but there is room for improvement.

31%
*Very Good:* We do a great job in some areas but are still perfecting experiences across others.

12%
*Excellent:* We do an exceptional job of delivering contextual experiences that meet customers needs and expectations, online and offline, and across the entire company.

10%
*Not Very Good:* We can deliver limited experiences in limited channels but are struggling to connect them together.

3%
*Doing a Bad Job:* We are not doing a good job, especially looking across the organization as a whole.
What capabilities do you believe the organization is lacking to improve the delivery of a seamless customer experience across the entire organization?

- 20% Actionable insights from data and analytics
- 14% A closed-loop lead-to-customer process
- 10% A holistic, cross-functional customer experience platform
- 8% Senior leadership with clear customer experience vision
- 8% Tools and platforms to connect functional teams
- 7% IT resources that understand customer data, marketing, sales and commerce needs
- 6% Predictive/advanced analytics
- 5% Centralized customer experience experts
- 4% Expertise in connecting online and offline experiences
- 4% Budget to bring on new tools and platforms
- 4% Content development
- 2% Budget to bring on new team members and specialized experts
- 1% Digital marketing experts
- 1% In-store/commerce experts
- 5% Other
How much feedback and input do you get from your sales colleagues on customer experience initiatives, strategies and activities?

- **60%**
  We get some input when we ask for feedback and insight, but it is not a formal system and is not consistent.

- **28%**
  We get creative input from key sales leaders, as well as input that sales is able to gather directly from our customers—we are totally collaborative and see sales as a partner.

- **12%**
  We rarely get usable input from sales that can actually be integrated into our campaigns or strategies—we are just on different pages.

- **1%**
  We get more criticism than input, so we stopped asking.
How much data and customer intelligence do you have access to?

- **26%**
  - Access to customer data is limited and not in real time, controlled by other functional groups or requires lengthy requests of special teams or IT resources to gather.

- **39%**
  - Good access to marketing- and sales-driven data, but far less access to company-wide data, including supply chain, HR, transactional, finance or even channel/retail partner data.

- **12%**
  - Real-time access to marketing-driven data, but limited to no access to data from other functional silos and no ability to pull in second- or third-party data specific to partners, retailers or data sources that could put the customer into context.

- **23%**
  - Total access to a comprehensive view of the customer that includes data from across the organization, including second- and third-party data for a better picture.
MARKETING DEMOGRAPHICS

In which region are you and your marketing team located?

- **North America**: 48%
- **Asia-Pacific**: 23%
- **Europe**: 9%
- **Africa**: 11%
- **Middle East**: 5%
- **South America**: 4%
- **Africa**: 11%
- **Middle East**: 4%
- **South America**: 5%
- **Europe**: 9%
- **North America**: 48%
What is your title?

- **23%** Chief Marketing Officer
- **15%** Head of Marketing
- **13%** Director of Marketing
- **3%** Director of Corporate/Marketing Communications
- **3%** SVP/EVP of Marketing
- **2%** VP of Marketing
- **2%** Chief Digital Officer
- **1%** VP of Marketing Operations
- **1%** VP of Customer Experience
- **1%** VP of Corporate/Marketing Communications
- **1%** VP of Sales Operations
- **1%** Head of Commerce / e-Commerce
- **1%** VP of Marketing and Sales
- **1%** Director of Sales
- **1%** VP of Commerce / e-Commerce
- **31%** Other
How large is your company?

- 7% Greater than $5 billion
- 14% $1.1 billion to $5 billion
- 7% $751 million to $1 billion
- 3% $501 million to $750 million
- 9% $251 million to $500 million
- 9% $101 million to $250 million
- 12% $51 million to $100 million
- 39% Less than $50 million
What best describes the focus of your business?

- **Hybrid of B2B and B2C**: 48%
- **B2B**: 37%
- **B2C**: 15%
What best describes your company’s industry sector?

- 16% Information technology
- 13% Professional services
- 9% Telecommunications
- 8% Retail
- 7% Financial services
- 7% Manufacturing
- 7% Travel and hospitality
- 6% Education
- 3% Wholesale/distribution
- 3% Transportation
- 3% Packaged goods
- 3% Media and publishing
- 2% Insurance
- 1% Pharmaceuticals
- 1% Construction
- 1% Food and beverages
- 1% Energy
- 1% Electronics & miscellaneous technology
- 1% Life sciences
- 1% Utilities
- 1% Automotive
- 9% Other
How large is your global staff/team?

- 34% More than 300
- 4% 200-300
- 9% 100-200
- 7% 50-100
- 7% 30-50
- 17% 10-30
- 23% Less than 10
DETAILED FINDINGS: SALES

What best describes your function within the organization?

100%
Sales (including development or revenue titles)
Of the following, which do you believe is sales’ top mandate for this year?

- Capture/acquire new customers: 37%
- Increase win rates of forecasted opportunities: 21%
- Accelerate sales productivity: 15%
- Improve customer loyalty/satisfaction: 11%
- Optimize lead generation: 8%
- Reduce sales cycle: 3%
- Better marketing/sales alignment: 2%
- Other: 3%
How critical will marketing be to helping you reach this mandate this year?

- **50%** Important, but marketing is not the key to success
- **36%** Critical to achieving this goal
- **14%** Not that important but helpful
Thinking about sales’ top priorities for the business, how aligned do you believe you are with marketing’s top priorities?

- **47%** Mostly aligned
- **23%** Total alignment
- **28%** Only partially aligned
- **2%** Not aligned in priorities at all
- **0%** In total conflict with one another
How focused is sales on advancing and optimizing the customer experience, enhancing customer engagements across the organization and accelerating business growth?

- **61%** Top of mind
- **14%** Important but not a driving force
- **12%** Dedicated campaigns but not a central strategy or focus
- **10%** Somewhere in between all of the above
- **4%** This is something for marketing to focus on, not sales
How do you define “customer experience?”

61%
Comprehensive strategy that looks at how the business engages, reacts and proactively relates with customers in the moments of need, in the channels that customers expect.

27%
A holistic map of touchpoints and engagements that a customer could have across their buying journey

7%
A marketing buzz word that can mean more about campaign connections than actual relationship-building with the customer

3%
A series of marketing-driven campaigns that are designed to move a customer through a buying journey

2%
Other
How involved are you in the delivery of the customer experience?

- **31%** The front line in customer experience execution and delivery, engaging directly with the customer
- **24%** Contributor, but other teams/functions drive strategy and execution
- **23%** A decision maker and customer experience strategy developer
- **14%** Execution-level role, overseeing specific elements of the customer experience
- **7%** Own customer experience strategy
- **2%** Limited or no role at all
How would you rate your organization’s ability to deliver great customer experiences, regardless of channel, across the entire organization?

- **39%** Very Good: We do a great job in some areas but are still perfecting experiences across others.
- **33%** Good but Needs Improvement: We are meeting basic expectations, but there is room for improvement.
- **14%** Excellent: We do an exceptional job of delivering contextual experiences that meet customers’ needs and expectations, online and offline, and across the entire company.
- **4%** Doing a Bad Job: We are not doing a good job, especially looking across the organization as a whole.
- **10%** Not Very Good: We can deliver limited experiences in limited channels but are struggling to connect them together.
What capabilities do you believe the organization is lacking to improve the delivery of a seamless customer experience across the entire organization?

<table>
<thead>
<tr>
<th>Capability</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A closed-loop lead-to-customer process</td>
<td>24%</td>
</tr>
<tr>
<td>Actionable insights from data and analytics</td>
<td>17%</td>
</tr>
<tr>
<td>Tools and platforms to connect functional teams</td>
<td>12%</td>
</tr>
<tr>
<td>Centralized customer experience experts</td>
<td>9%</td>
</tr>
<tr>
<td>Senior leadership with clear customer experience vision</td>
<td>8%</td>
</tr>
<tr>
<td>Content development</td>
<td>6%</td>
</tr>
<tr>
<td>Predictive/advanced analytics</td>
<td>6%</td>
</tr>
<tr>
<td>IT resources that understand customer data, marketing, sales and commerce needs</td>
<td>5%</td>
</tr>
<tr>
<td>Budget to bring on new team members and specialized experts</td>
<td>5%</td>
</tr>
<tr>
<td>Expertise in connecting online and offline experiences</td>
<td>4%</td>
</tr>
<tr>
<td>A holistic, cross-functional customer experience platform</td>
<td>3%</td>
</tr>
<tr>
<td>Other</td>
<td>1%</td>
</tr>
</tbody>
</table>
How much feedback and input do you provide your marketing colleagues on customer experience initiatives, strategies, and activities?

- **37%**
  We give creative input to marketing campaigns and strategies, and we provide insights gathered directly from our customers—we are totally collaborative and see marketing as a partner.

- **51%**
  We give some input when we are asked for feedback and insight, but it is not a formal system and is not consistent.

- **1%**
  We stopped sending things through, and marketing stopped asking.

- **12%**
  We provide a lot of input and feedback, but it is rarely taken, and we don't see the feedback reflected—we are just on different pages.
How much data and customer intelligence do you have access to?

- **23%**
  - Total access to a comprehensive view of the customer that includes data from across the organization, including second- and third-party data for a better picture.

- **42%**
  - Good access to sales- and marketing-driven data, but far less access to company-wide data, including supply chain, HR, transactional, finance or even channel/retail partner data.

- **17%**
  - Access to customer data is limited and not in real time, controlled by other functional groups or requires lengthy requests of special teams or IT resources to gather.

- **18%**
  - Real-time access to sales driven data, but limited to no access to data from other functional silos and no ability to pull in second- or third-party data specific to partners, retailers or data sources that could put the customer into context.
SALES DEMOGRAPHICS

In which region are you and your team located?

- **69%** North America
- **15%** Europe
- **9%** Asia-Pacific
- **2%** South America
- **2%** Middle East
- **2%** Africa
What is your title?

- Director of Sales: 25%
- Head of Sales: 19%
- Chief Sales / Development / Revenue Officer: 11%
- VP of Marketing and Sales: 11%
- SVP/EVP of Sales: 7%
- VP of Sales: 4%
- VP of Field Sales: 3%
- Head of Commerce / e-Commerce: 2%
- VP of Sales Operations: 2%
- Director of Marketing: 1%
- Chief Marketing Officer: 1%
- SVP/EVP of Marketing: 1%
- VP of Customer Experience: 1%
- Other: 14%
How large is your company?

- **26%** Greater than $5 billion
- **9%** $1.1 billion to $5 billion
- **11%** $751 million to $1 billion
- **3%** $501 million to $750 million
- **5%** $251 million to $500 million
- **7%** $101 million to $250 million
- **6%** $51 million to $100 million
- **33%** Less than $50 million
What best describes the focus of your business?

- **52%** B2B
- **33%** Hybrid of B2B and B2C
- **14%** B2C
What best describes your company’s industry sector?

10% Wholesale/distribution
10% Financial services
9% Information technology
8% Retail
8% Pharmaceuticals
7% Telecommunications
7% Manufacturing
6% Professional services
5% Packaged goods
4% Energy
4% Education
3% Electronics and miscellaneous technology
3% Government
3% Life sciences
3% Construction
2% Media and publishing
2% Chemicals
1% Food and beverages
1% Travel and hospitality
1% Consumer durables
1% Insurance
5% Other
How large is your global staff/team?

- 44% More than 300
- 16% 100–200
- 13% 10–30
- 15% Less than 10
- 5% 50–100
- 3% 30–50
- 3% 200–300
- 15% Less than 10
PARTNERS & AFFILIATES

CISON

Cision Ltd. (NYSE: CISN) is a leading global provider of earned media software and services to public relations and marketing communications professionals. Cision’s software allows users to identify key influencers, craft and distribute strategic content, and measure meaningful impact. Cision has more than 3,000 employees, with offices in 15 countries throughout the Americas, EMEA and APAC. For more information about its award-winning products and services, including the Cision® Communications Cloud®, visit www.cision.com and follow Cision on Twitter @Cision.

QUALTRICS

For a long time, the only people with access to Qualtrics survey software were our closest friends and a bunch of Scott’s MBA students. It was our research clients who pushed us to open up the system and gave us the feedback needed to make it both the easiest to use and most sophisticated research suite on the market. Learn more at www.qualtrics.com.
ABOUT SELLINGPOWER

SellingPower is a multi-channel media company serving the needs of sales leaders for designing, creating and running the most productive and successful sales organization. Every month, over 100,000 sales professionals visit SellingPower to learn the best practices for aligning people, process and technology. SellingPower magazine is the most trusted source for sales management, sales enablement and sales operations executives. SellingPower also creates a daily video interview featuring bestselling authors, business leaders, sales enablement and sales operations experts. SellingPower also runs three sales technology conferences a year, helping sales leaders master the challenges involved in digital transformation. Learn more at www.sellingpower.com.

SAP Customer Experience

ABOUT SAP CUSTOMER EXPERIENCE

SAP Customer Experience helps best-run companies understand their customers, transform their business models, and provide the most exceptional experiences so that they can fulfill their purpose and win in the marketplace. SAP Customer Experience delivers intelligent enterprise marketing solution helping marketers to develop the dynamic, trusted customer profile, gain deep insights into performance, and optimize marketing in the moment while orchestrating the best-run, end-to-end customer experiences. Learn more at www.cx.sap.com.
ABOUT THE CMO COUNCIL

The Chief Marketing Officer (CMO) Council is the only global network of executives specifically dedicated to high-level knowledge exchange, thought leadership and personal relationship building among senior corporate marketing leaders and brand decision makers across a wide range of global industries. The CMO Council’s 12,500-plus members control more than $500 billion in aggregated annual marketing expenditures and run complex, distributed marketing and sales operations worldwide. In total, the CMO Council and its strategic interest communities include more than 35,000 global executives in more than 110 countries covering multiple industries, segments and markets. Regional chapters and advisory boards are active in the Americas, Europe, Asia Pacific, Middle East, India and Africa. The council’s strategic interest groups include the Coalition to Leverage and Optimize Sales Effectiveness (CLOSE), Mobile Relationship Marketing (MRM) Strategies, LoyaltyLeaders.org, CMOCIOAlign.org, Marketing Supply Chain Institute, Customer Experience Board, Digital Marketing Performance Institute, GeoBranding Center and the Forum to Advance the Mobile Experience (FAME). For more information, visit the CMO Council at www.cmocouncil.org.